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# Private military industry analysis: private and public companies

Dunar, Charles J.; Robbins, Donald L.; Mitchell, Jared L.

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**NAVAL  
POSTGRADUATE  
SCHOOL**

**MONTEREY, CALIFORNIA**

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**MBA PROFESSIONAL REPORT**

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**Private Military Industry Analysis:  
Private and Public Companies**

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**By: Charles J. Dunar III,  
Jared L. Mitchell, and  
Donald L. Robbins III  
December 2007**

**Advisors: Nicholas Dew,  
Bryan J. Hudgens**

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<b>REPORT DOCUMENTATION PAGE</b>			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.				
<b>1. AGENCY USE ONLY (Leave blank)</b>		<b>2. REPORT DATE</b> December 2007	<b>3. REPORT TYPE AND DATES COVERED</b> MBA Professional Report	
<b>4. TITLE AND SUBTITLE</b> Private Military Industry Analysis: Private and Public Companies			<b>5. FUNDING NUMBERS</b>	
<b>6. AUTHOR(S)</b> Charles J. Dunar, Jared L. Mitchell, and Donald L. Robbins III				
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b> Naval Postgraduate School Monterey, CA 93943-5000			<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b>	
<b>9. SPONSORING /MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b> N/A			<b>10. SPONSORING/MONITORING AGENCY REPORT NUMBER</b> N/A	
<b>11. SUPPLEMENTARY NOTES</b> The views expressed in this MBA Professional Report are those of the authors and do not reflect the official policy or position of the Department of Defense or the U.S. Government.				
<b>12a. DISTRIBUTION / AVAILABILITY STATEMENT</b> Approved for public release; distribution is unlimited.			<b>12b. DISTRIBUTION CODE</b>	
<b>13. ABSTRACT (maximum 200 words)</b>  <p>Since the end of the Cold War, the Private Military Industry has skyrocketed. This study gathers, compiles and examines demographic and financial information on 585 private and public companies that operate in the Private Military Industry.</p> <p>The demographic analysis reveals that an overwhelming majority of firms are privately held and offered no financial information. Firm inception dates are closely correlated with past and current world events. Majority of the private firms' founders have military or government backgrounds and are located in the United States and United Kingdom. Using Singer's and Avant's classification of the Private Military Industry, the study determines that most firms are not restricted to one classification as they operate in more than one arena. The analysis of public firms reveals that revenues and profits have been increasing steadily since 2003 as well as operating expenses, shrinking profit margins. The public firm analysis presents the financial relationships between the Initial Public Offerings, locations, and employee numbers to the success of the companies.</p> <p>Overall this study and the analysis of the Private Military Firms offer insight into the prevalence of the Private Military Industry in the business world and how financially rewarding it can be.</p>				
<b>14. SUBJECT TERMS</b> Private Military Industry, Private Security Company, Private Military Firm, Public Company, Revenue, Profit			<b>15. NUMBER OF PAGES</b> 145	
			<b>16. PRICE CODE</b>	
<b>17. SECURITY CLASSIFICATION OF REPORT</b> Unclassified	<b>18. SECURITY CLASSIFICATION OF THIS PAGE</b> Unclassified	<b>19. SECURITY CLASSIFICATION OF ABSTRACT</b> Unclassified	<b>20. LIMITATION OF ABSTRACT</b> UU	

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**PRIVATE MILITARY INDUSTRY ANALYSIS:  
PRIVATE AND PUBLIC COMPANIES**

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Submitted in partial fulfillment of the requirements for the  
degree of

**MASTER OF BUSINESS ADMINISTRATION**

from the

**NAVAL POSTGRADUATE SCHOOL  
December 2007**

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# **PRIVATE MILITARY INDUSTRY ANALYSIS: PRIVATE AND PUBLIC COMPANIES**

## **ABSTRACT**

Since the end of the Cold War, the Private Military Industry has skyrocketed. This study gathers, compiles and examines demographic and financial information on 585 private and public companies that operate in the Private Military Industry.

The demographic analysis reveals that an overwhelming majority of firms are privately held and offered no financial information. Firm inception dates are closely correlated with past and current world events. Majority of the private firms' founders have military or government backgrounds and are located in the United States and United Kingdom. Using Singer's and Avant's classification of the Private Military Industry, the study determines that most firms are not restricted to one classification as they operate in more than one arena. The analysis of public firms reveals that revenues and profits have been increasing steadily since 2003 as well as operating expenses, shrinking profit margins. The public firm analysis presents the financial relationships between the Initial Public Offerings, locations, and employee numbers to the success of the companies.

Overall this study and the analysis of the Private Military Firms offer insight into the prevalence of the Private Military Industry in the business world and how financially rewarding it can be.



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## ABBREVIATIONS

Avg	Average
CIA	Central Intelligence Agency
CPI	Consumer Price Index
DoD	Department of Defense
FBI	Federal Bureau Investigation
GWOT	Global War on Terrorism
HQ	Headquarters
Inc.	Incorporated
IPO	Initial Public Offering
KBR	Kellogg Brown and Root
KSE	Kuwait Stock Exchange
LSE	London Stock Exchange
MBA	Masters of Business Administration
MPRI	Military Professional Resources Incorporated
NGO	Non-Government Organization
NPS	Naval Postgraduate School
NYSE	New York Stock Exchange
PMC	Private Military Company
PMF	Private Military Firm
PMI	Private Military Industry
SAS	Special Air Service
THB	Thompson Heath and Bond Group
TSE	Toronto Stock Exchange
UK	United Kingdom
US	United States

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## ACKNOWLEDGMENTS

This project would not have been possible without the individual support and encouragement of each project team member. We would like to acknowledge sincere appreciation and gratitude to our two advisors, Professor Nicholas Dew and Professor Bryan Hudgens for their intellectual guidance, encouragement, and support. We would like to give thanks to the Naval Postgraduate School and our other instructors that helped us established our academic foundation. Also, we want to thank the Graduate School of Business and Public Policy and all of the staff that assisted us with the finalization of our project.

We would also like to thank our respective armed services: The United States Air Force and the United States Marine Corps, for allowing us the opportunity to further our education.

We cannot end or over emphasize the importance of thanking our family, on whose constant encouragement and love provided us the means to accomplish our goals throughout our time at the Naval Postgraduate School. We would like to give special thanks to our immediate family members: Charles Dunar—newly wedded wife, Heather Dunar, his son, Foxx Dunar, and step-son, Cole Silva; Jared Mitchell—wife, Eve Mitchell, his two lovely daughters, Sophia Mitchell and Olivia Mitchell (newborn); and Don Robbins III—wife, Katie Robbins, his four sons, Donald Robbins IV, Noah Robbins, Micah Robbins, and Elijah Robbins and one daughter, Clara Robbins. Without their company this project and school experience would not have been the same. It is to our families that we dedicate this work.



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## I. INTRODUCTION

### A. PRIVATE MILITARY INDUSTRY BACKGROUND

In his book *Peacekeepers, Inc.*, Peter Singer stated that in 2003 the Private Military Industry (PMI) had several hundred companies, operating in over 100 countries on six continents, and with over \$100 billion in annual global revenue.<sup>1</sup> In 2007, thanks chiefly to the Iraq War, the industry has significantly grown and has transformed what used to be small mercenary groups into (Private Military Companies (PMC), legally chartered companies and corporations. These PMCs are engaged in military operations across the spectrum of conflict.<sup>2</sup> This professional report explores the demographics of this industry, including but not limited to its capabilities, locations, founding background, and financial data specific to the public sector.

### B. PURPOSE

There are two purposes of this Master of Business Administration (MBA) Professional Report: 1) to provide demographical information compiled in a database encompassing 585 firms in the PMI to aid governments, the international community, and others in making an informed decision regarding the use of PMCs; and 2) to assess the financial strength of participating public firms in the PMI.

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<sup>1</sup> P. W. Singer, *Peacekeepers, Inc.* Hoover Institute (2003), 61.

<sup>2</sup> E. B. Smith, *The New Condottieri and US Policy: The Privatization of Conflict and its Implications*, Vol. 32 (Carlisle Barracks, Pa.: U.S. Army War College, 2002), 105.

The database supplies a vast amount of data in which only the most pertinent is included in the actual report. This report gives a brief analysis of the database and a financial analysis relating to the revenue levels for public firms in the PMI.

### **C. PROJECT QUESTIONS**

This project tries to answer the following questions:

***What are the basic demographics of the PMI to include key capabilities? What factors led to the current demographical status? Are the industry demographics likely to change?***

After answering these questions, this project considers the financial status of the public portion of the PMI and attempts to answer the following questions:

***How have revenues in the PMI changed over the course of history? When did these firms become publicly traded corporations? How do the demographics of the public companies affect annual revenues?***

### **D. METHODOLOGY**

The research methodology of this report consists of three main components. First, demographic statistics were compiled in a database of 585 PMCs. The next chapter analyzes the capabilities of the entire PMI. The last chapter focuses on the public sector of the industry analyzing the correlation between revenues, demographics and world events. The data recorded for all three components was gathered from a variety of sources including various

books, periodicals, individual PMC websites, public financial data sites, websites specific to the private military community and various online encyclopedias. The data is displayed in charts and graphs accompanied by written analysis including suppositions and logical conclusions.

## **1. Metrics Pertaining to Database**

After analyzing the many different services offered by each company the need to combine capabilities became evident for comprehension and ease of data comparison. The capabilities were gathered from the companies' websites and other sources. Some questions that can be answered from this category include: 1) What is the make up of the industry related to the capabilities? And 2) Based on Peter Singer's and Deborah Avant's classifications, how many of the companies fall in each of these classifications.

### **a. *Private/Public***

This category shows the number of each type of company either public or private in the industry and the number of companies willing to share financial information with the public which may imply how lucrative the industry is. Due to world events (i.e. Iraq), investors may be more interested in these companies.

### **b. *Nationality***

This category dictates which country provided or hosted the majority of the PMCs in the world

**c. Location**

The location category gives the reader the sense of where these offices are established. Are the locations located near areas of less risk or near the most opportunistic areas for business growth? The location data depicts which companies take more risk by being located in the Area of Operation (AO). Also, which companies are located by the capital of their country (i.e. Washington D.C.), in close proximity to where the contracts would typically be awarded to the PMCs.

**d. Multiple Location**

This category displays if the company has expanded to the other continents or countries, which means hiring foreign employees and conversing in public affairs of other governments.

**e. Year Founded**

This category shows a trend in the growth of the industry throughout time, which can be related to world conflicts or events. Additionally, it can show the percentage of public and private companies entering the industry based on a timeline.

**f. Founder/Background**

This category shows the background of the founders (companies in some cases) of the companies' establishment and reason for entrance into the industry. The data also shows the number of the companies with founders that have military or government experience. It gives an idea of how much military or political experience played an important

role in the creation of Private Security Companies. Lastly, the data can be organized in a way where it shows how many companies were founded by individuals, groups, or parent companies.

***g. Contact Information***

This category shows how easily accessible the company can be contacted and the means of contacting the company via phone, email, or online (usually job applications).

***h. Parent Company***

This category displays the number of companies in the industry that have a parent company as opposed to a new start-up or stand-alone company.

***i. Source/website***

This category shows how many companies established websites available to the public and the best way to communicate with the company for information or employment opportunities. Other source sites were gathered and presented to validate other information populated in other categories.

***j. Core Business and Capabilities***

After analyzing the many different services offered by each company 1,346 unique capabilities emerged. For comprehension purposes and ease of data comparison, the capabilities were grouped according to Peter Singer's and Deborah Avant's classifications of PMCs. The capabilities were gathered from the companies' websites and other

sources. Some questions that can be answered from this category include: 1) What is the core capability? And 2) What is the make up of the industry related to the capabilities? For instance, how many are security based, support based, and so forth.

## **2. Limitations**

### **a. Information**

The scope of our research may be limited by the fact that some Private Military Firms (PMF)<sup>3</sup> are privately held and do not release financial statements to the general public. Our research will not be all encompassing as we will only study the companies for which we were able to collect data.

### **b. References**

Throughout our data gathering, at times some websites were down, under construction or being updated. The blank areas in the database means that the project group was unable to find any information related to these companies. Instead of discarding the company, the companies were kept to show that these companies did exist at some point in time. Because of these various website issues, future researchers should continually check the websites to ensure the collection of necessary data. Finally, the information gathered is only as correct as the information provided by the references.

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<sup>3</sup> The terms Private Military Company (PMC) and Private Military Firm (PMF) are interchangeable.

## **E. ORGANIZATION**

Chapter I is an overview of this MBA Professional Report and lays out the roadmap of the research.

Chapter II provides a statistical and demographic analysis of our research on the private and public PMFs and the entire PMI.

Chapter III looks at the capabilities of the entire PMI using both Peter Singer's and Deborah Avant's classification of the PMI.

Chapter IV provides a detailed analysis of publicly traded PMFs. This chapter examines various relationships between revenues, expenses and profits.

Chapter V summarizes the findings and presents recommendations for further research and study.

## **F. BENEFITS OF PROJECT**

The primary benefit of this report is to fully understand the demographics of the PMI and the profitability of the public sector. This study compiles an enormous amount of data on the industry in which there is no other comparable database to be found. The project provides a better understanding of the industry for future researchers as well as existing and prospective industry actors.



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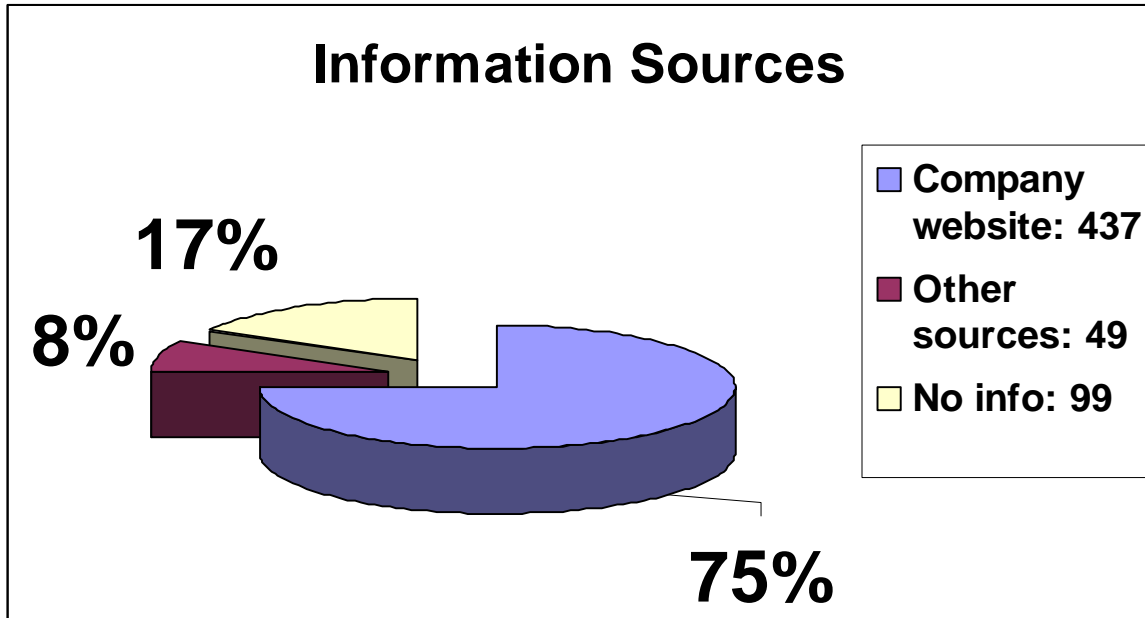
## II. THE PRIVATE MILITARY INDUSTRY STATISTICAL AND DEMOGRAPHICAL DATA ANALYSIS

### A. INFORMATION SOURCES

This category displays the source where the majority of the demographic information was collected, i.e. company websites, other sources such as books, periodicals, and additional websites. This data also represents the accessibility to these firms by the number of companies who have established websites available to the public. Most of the time these websites provide key company information such as history, services/capabilities, locations and the best way to communicate with the company for more information or employment opportunities. Many of the company websites also provide information about the founder, such as, their name and background.

Figure 1 illustrates 75% of the firms have their own website which are generally easy to find through different search engines, like Google and Yahoo. Other source sites such as Sourcewatch.org, Wikipedia, Answers.com, and several private military specific sites were used to gather data on 8% of the companies who had no formal website. The other 17% or 99 companies have no information available that fit the parameters of this study.

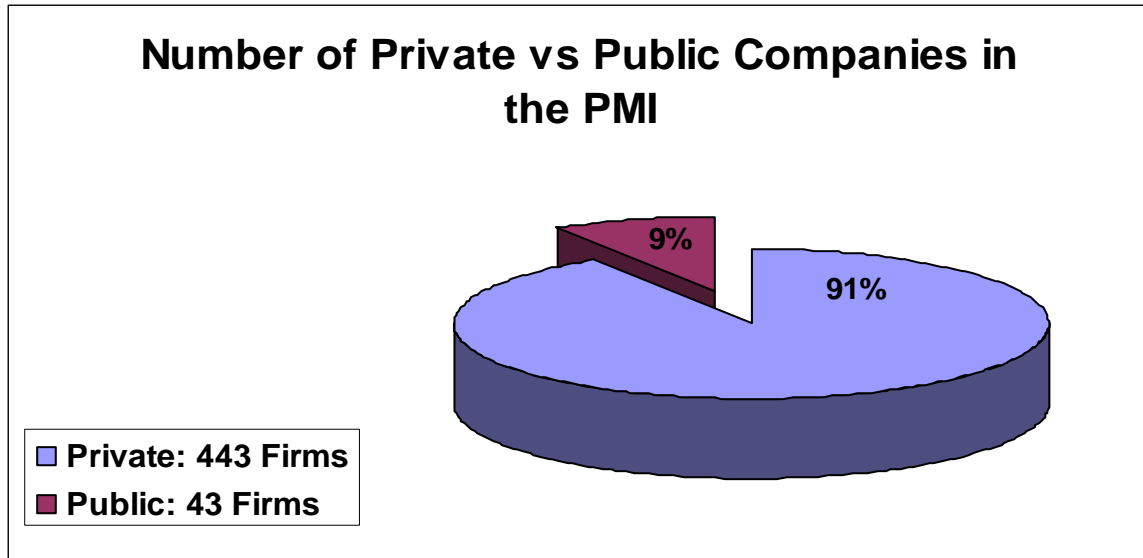
Figure 1. Information Sources.



**B. PRIVATE COMPANIES VS. PUBLIC COMPANIES**

The intent of this portion of the study is to show the percentage of each type of company, either public or private, in the industry and the number of companies willing to share financial information with the public which may imply how lucrative the industry is. Figure 2 reveals that of the 486 firms with information available only 9% of the companies in the PMI, at this point, have gone public. The public firms are discussed in detail later in this report.

Figure 2. Number of Private vs. Public Companies in the PMI.



Ninety-one percent of the 486 firms with information available remains private, in other words, unwilling to allow stockholders; in many cases these firms are unwilling to disclose financial data as well. Blackwater USA, for example, has been under scrutiny by Congress and has continually refused to reveal any financial statements after being repeatedly asked to provide them. These efforts along with their accounting practices and inflated contract submissions that have both been perceived to be questionable have attracted much negative media attention. According to the Nation (2006), a government audit of Blackwater USA, "...Blackwater included profit in its overhead and its total costs, which would result 'not only in a duplication of profit but a pyramiding of profit since in effect Blackwater is applying profit to profit.'"<sup>4</sup> The audit also found that

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<sup>4</sup> J. Scahill, (2006b). *Mercenary jackpot*. Retrieved July 2007, from <http://www.thenation.com/doc/20060828/scahill>.

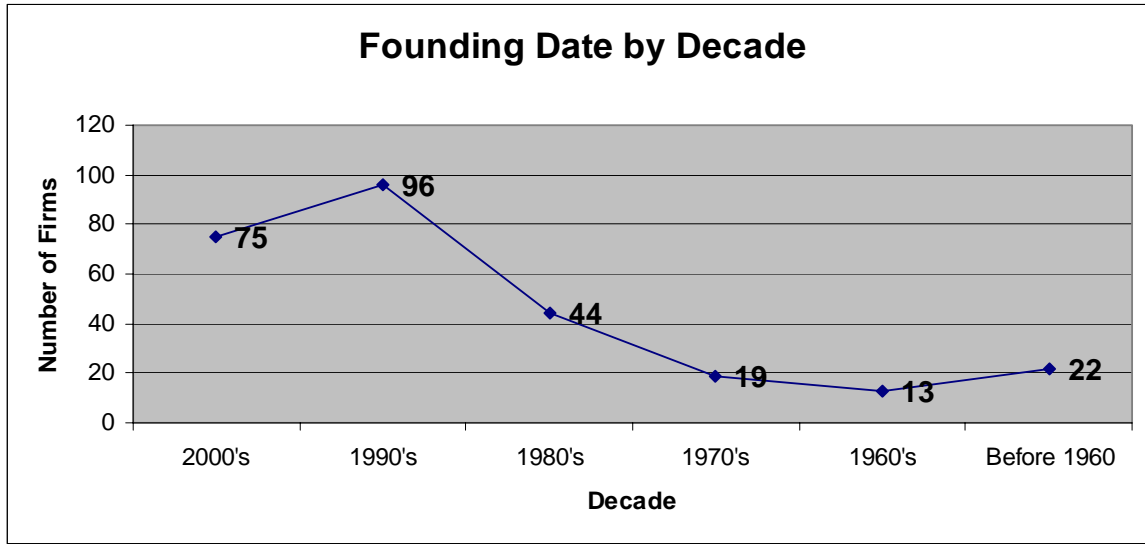
the company tried to inflate its profits by representing different Blackwater divisions as wholly separate companies. Many of the firms in the PMI feel it is in their best interest to keep their financial data and many other aspects of their operations secret, which may change as PMCs are being exploited by the press for unfortunate incidents in conflicts around the world.

### **C. COMPANY INCEPTION (DATE FOUNDED)**

The founding dates of the firms in the PMI are interesting because they show a trend in the growth of the industry throughout time, which can be related to world conflicts or events, such as the Gulf War of the early 1990s or the Iraq War of present.

For the 269 firms with an available founding date, Figure 3 displays a timeline of the number of public and private companies entering the industry by decade beginning with the 1960's. The popularity of PMCs exploded in the 1990's with 96 firms founded. The reduction in forces during the Clinton administration created manpower holes in the United States Department of Defense (DoD) and contracting opportunities for the PMI. In fact, the total number of PMCs founded in the 1990s matched the total number of firms started any time before the 1990's. The year with the highest number of PMCs founded was 2003 with 19. This number can be directly related to the worldwide Global War on Terrorism (GWOT) followed by the beginning of the Iraq War. Finally, the 2000 decade is only partially completed, so the downward trend from the 1990s might reverse over the remaining years through 2010.

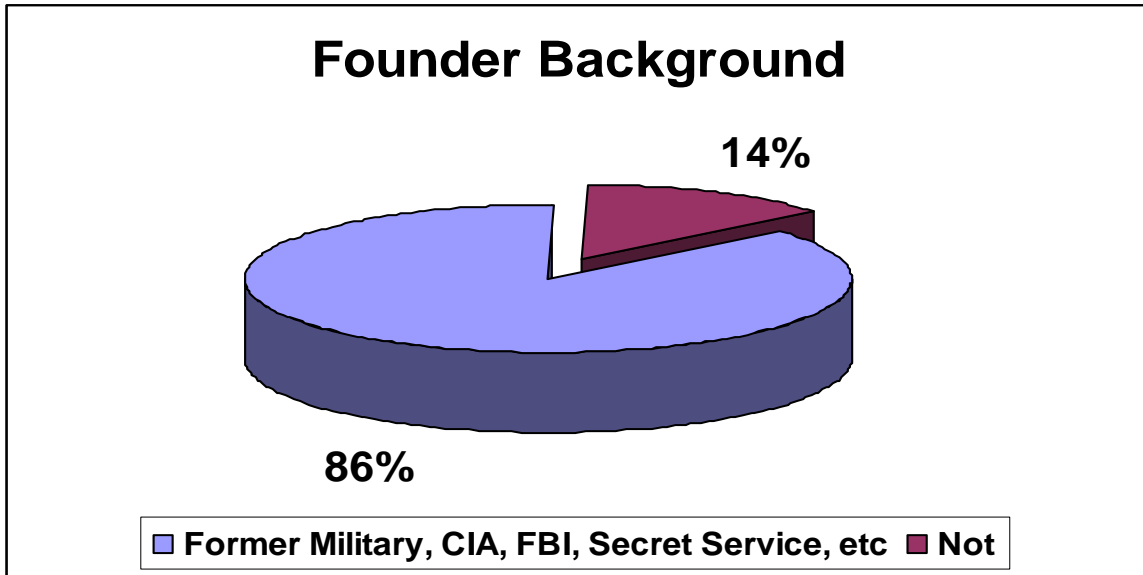
Figure 3. Company Founding Date by Decade.



**D. FOUNDERS AND BACKGROUND**

This data element of the report shows the background of the founders, whether or not they have prior military or other government experience, for instance, CIA, FBI, or Secret Service. The data in Figure 4 revealed 86% of the founders have prior military or government experience. The majority of those with prior military service are from the Special Forces branch, i.e. British SAS, Navy Seals, Delta Force, U.S. Army Rangers or Green Berets.

Figure 4. Founder Background.



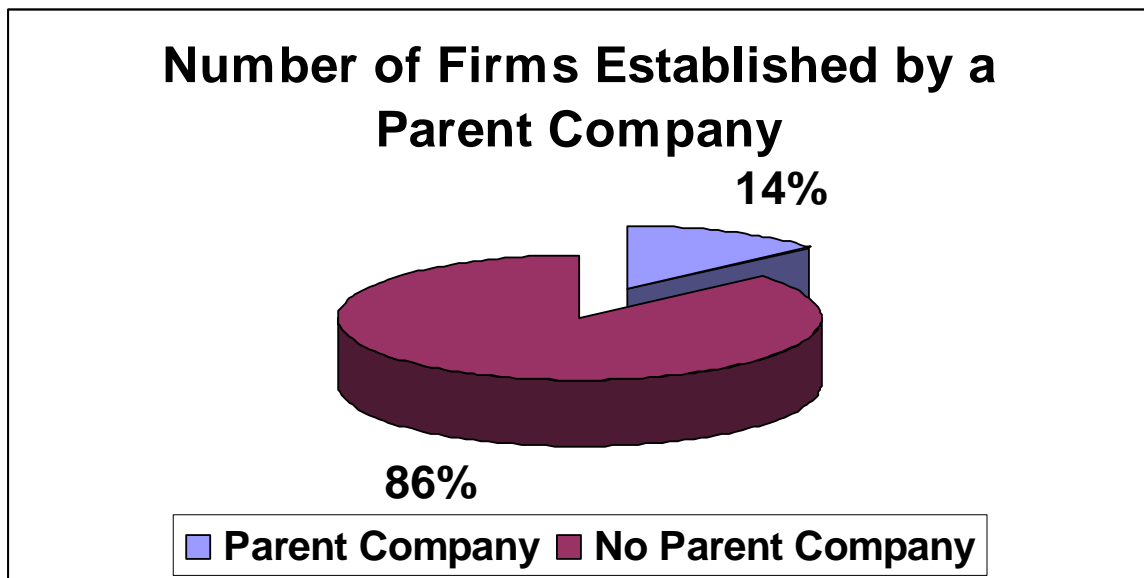
This overwhelming majority presents the idea of the important role military and government experience plays in the creation of PMCs. This experience helps catapult their firm into this industry in at least two important ways; intimate knowledge of military and government operations and social ties or contacts that may still exist from their former employment.

**E. PARENT COMPANIES**

Some firms in the industry have parent companies and some were started from scratch. Figure 5 displays the percentage of companies in the industry that have a parent company as opposed to a new start-up and/or stand-alone company. Surprisingly, only 14% of the industry has parent companies, many of which took advantage of the current PMC contract boom for Iraq and Afghanistan. The other 86% were either launched on their own accord or spun off and separated from a larger firm. Additionally, due to the

secretive nature of the business for some of the PMCs, specifically those specializing in services such as special operations augmentation or close protection security, many parent companies chose to use subsidiaries instead of their own title or name. They are not linking their good name with the global perception of a less respectful business, yet they are still able to take advantage of the high revenue industry.

Figure 5. Founder Background.



**F. COMPANIES LOCATION BY COUNTRY**

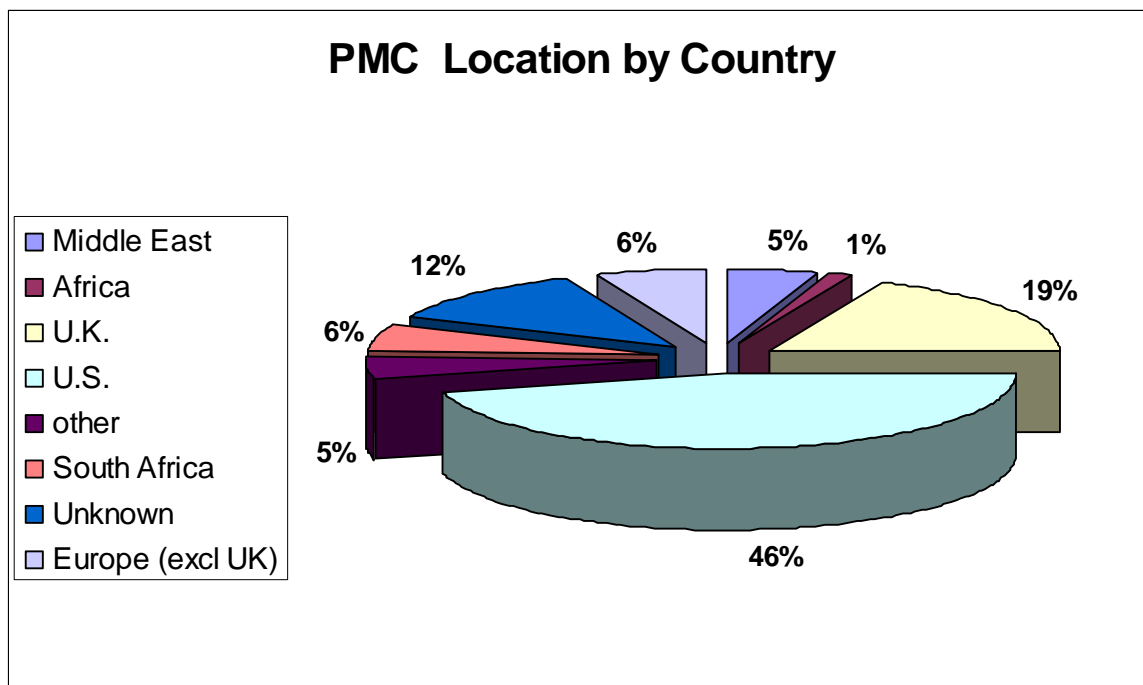
The location data gives a strong indication of what countries throughout the world that the majority of private military companies operate from. Figure 6 shows the preponderance of firms lie within the United States (US) at 46% and 19% in the United Kingdom (UK). These large percentages are chiefly due to the style of government and free market in their societies. Additionally, the US and UK militaries are stretched thin around the world. The private



sector has recognized this and jumped at the opportunity to provide their countries with the support they need.

Other categories in Figure 6 include: South Africa with 35 PMCs; the rest of Europe (excluding the UK) with 35 PMCs; the Middle East with 30 PMCs; and the 'Other' category with 28 PMCs that encompasses Canada, Australia, Central America and the Far East.

Figure 6. PMC Location by Country.



For a visualization of the industry throughout the world, Figure 7 shows a world map displaying the location of each PMF's headquarters. Since 46% of the companies are headquartered within the US, a US Map is displayed as Figure 8 for a more detailed location.

Figure 7. PMC Headquarter Locations--Worldwide.

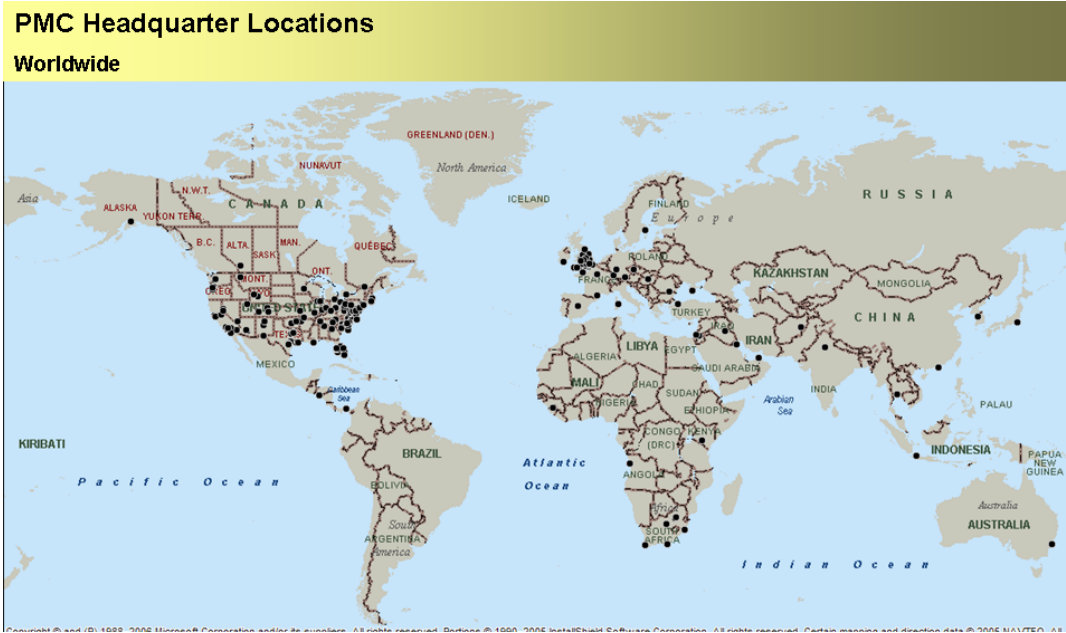
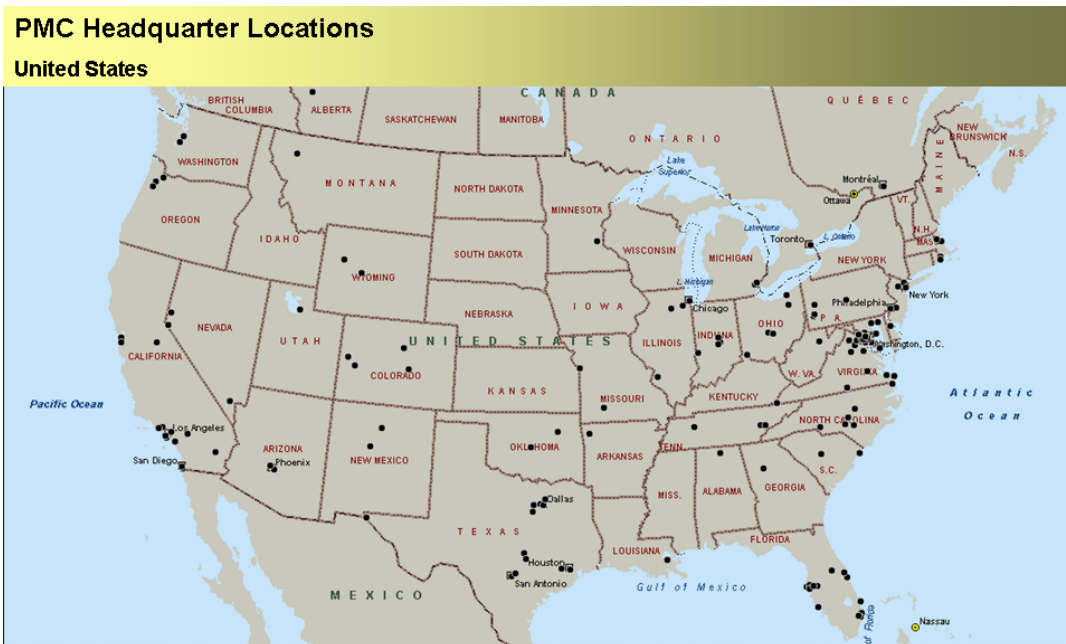


Figure 8. PMC Headquarters Locations--United States.

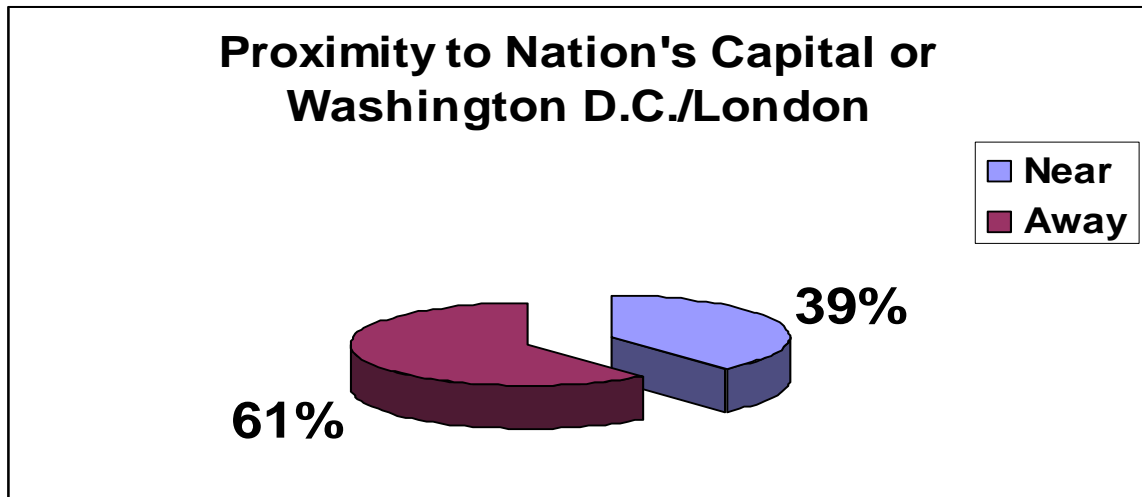


#### **G. PROXIMITY OF COMPANIES LOCATION TO CAPITAL**

A geographical analysis was accomplished as to how close the public firms are located to their country's own capital city or a capital city in a major market, such as London or Washington D.C. The intent of this metric is to demonstrate how many of the public firms gravitate toward capital cities where government contracts are perceived to be most prevalent. The assumption of this study is that the majority of the industry firms would have an office or headquarters (HQ) located near the capital cities.

The results were as follows (Figure 9): 248 out of 406 firms with available location data, or 61%, do not have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market. It is a logical supposition that companies who rely on government contracts would gravitate toward these capital cities since most government activity takes place there. In the future, more PMCs could be drawn to these areas as the PMI remains profitable and continues to grow. To the contrary, it is possible that being near sources of government contracts does not matter. Perhaps it is the government contacts that really matter.

Figure 9. Proximity to Nation's Capital or Washington D.C./London.



#### H. STATISTICAL AND DEMOGRAPHICAL ANALYSIS SUMMARY

The statistical and demographical analysis completed during this study is a key component in understanding the PMI. Without this data the structure of the PMI would remain unclear. The scattered data sources were full of facts and numbers, but a conglomeration of this data could not be found.

The majority of the industry remains private, presumably due to the secretive nature of the business. In effect, only an extremely small percentage of firms have decided to become public corporations and disclose their annual reports. The large majority of the companies were founded by prior military members or those with other government experience after the conclusion of the Cold War Era.

Surprisingly, only a handful of existing firms in the same or other industry have thus far taken advantage of the

rapidly growing PMI by parenting a PMC. Almost half of the firms today are located and owned in the US and the UK holds the second most at 19%. Another interesting finding is that only slightly more than one third of the firms have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market. One could surmise that a location near these areas could be good for business, which was proven true for the public sector shown in the next chapter.

The data gathered paints a picture of the PMI. The typical PMC can be described as a start-up private firm founded in the United States after the Cold War Era by prior military members, located more than 50 miles from Washington D.C. with a website providing company facts and contact information.

### III. THE PRIVATE MILITARY INDUSTRY CAPABILITIES

#### A. CLASSIFYING THE INDUSTRY

Over the years, firms operating in the PMI have been categorized many different ways. The most common classification is the "Tip of the Spear" typology popularized by Singer<sup>5</sup>. This typology is important for two reasons. First, classifying the firms makes an analysis easier by providing manageable and relevant groups. Second, the "Tip of the Spear" typology creates a linkage between military functions and the typical outsourcing firm's structure<sup>6</sup>. Outsourcing firms are typically categorized as service providers, consultants, or non-core service providers. In much the same fashion, the "Tip of the Spear" typology categorizes PMFs into three groups: (1) Military Provider Firms, (2) Military Consulting Firms, and (3) Military Support Firms. The groups are distinguished by their range of services and amount of force they are able to provide. By design, Military Provider Firms are those that are closest to the military action and therefore at the tip of the spear. They are either war fighters themselves or have command and control over war fighters. The second category, Military Consulting Firms, provides training and advice. Finally, Military Support Firms are responsible for

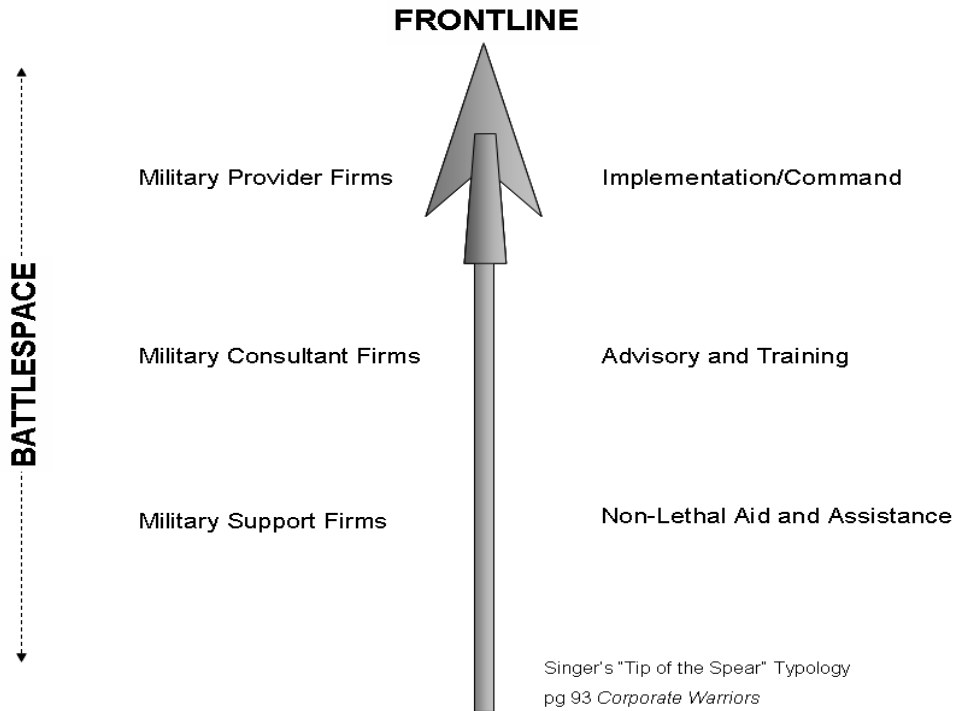
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<sup>5</sup> P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry*(Ithaca, NY: Cornell University Press, 2003).

<sup>6</sup> P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry*(Ithaca, NY: Cornell University Press, 2003).

logistics, supply, technical support and intelligence. Figure 10 shows a graphical representation of the "Tip of the Spear" typology.

Figure 10. Singer's Typology.



While it is logical and widely used, the "Tip of the Spear" typology is not a panacea. Singer himself describes the "Tip of the Spear" typology as a "conceptual framework"<sup>7</sup> in which not every firm fits perfectly into one classification. There are many firms that operate in more than one arena. In an attempt to mitigate this problem, another classification of PMFs was developed by Deborah

<sup>7</sup> P. W. Singer. *Corporate Warriors: The Rise of the Privatized Military Industry*(Ithaca, NY: Cornell University Press, 2003).

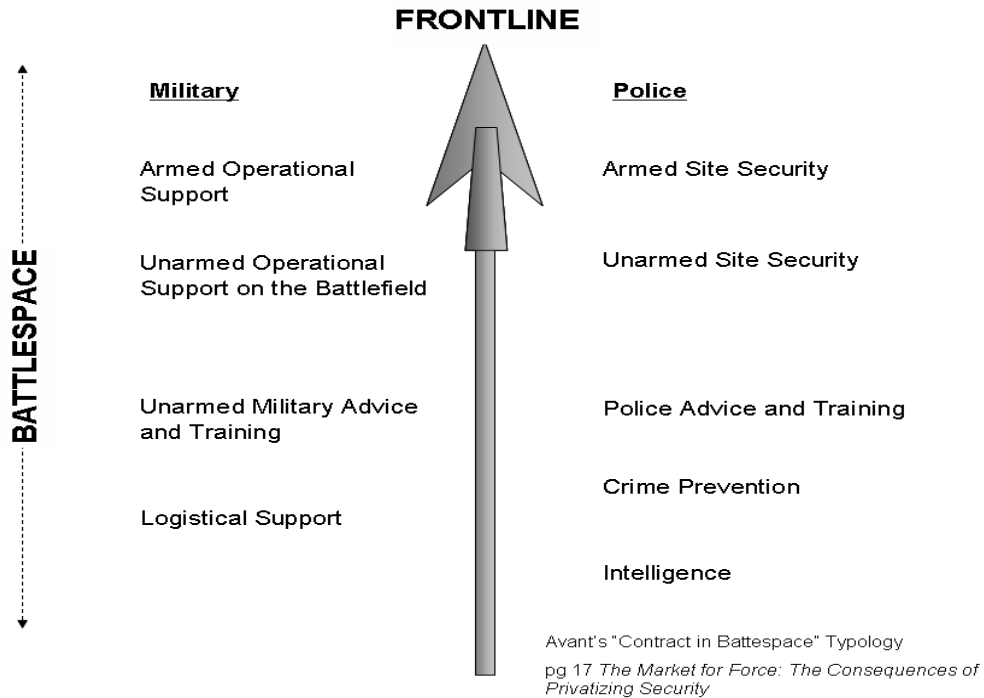
Avant. Rather than using type of service, Avant uses type of contract to classify the industry into five categories<sup>8</sup>: (1) Operational Support, (2) Military Training and Advice, (3) Logistical Support, (4) Site/Personal Security, and (5) Crime Prevention/Intelligence. Operational Support contracts are either armed, providing military operations, or unarmed, providing command and control services. Contracts in the second category, Military Training and Advice, provide consulting services and a wide variety of training. The Logistical Support contract category is the largest grouping, offering everything from administrative support to transport. The fourth and fifth categories, Site/Personal Security and Crime Prevention/Intelligence, fall into the policing end of the military function spectrum. Figure 11 offers a graphical depiction of Avant's classification in the framework of Singer's "Tip of the Spear" model.

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<sup>8</sup> Deborah D. Avant. *The Market for Force: The Consequences of Privatizing Security* (Cambridge, NY: Cambridge University Press, 2005).



Figure 11. Avant's "Contract in Battlespace" Topology.

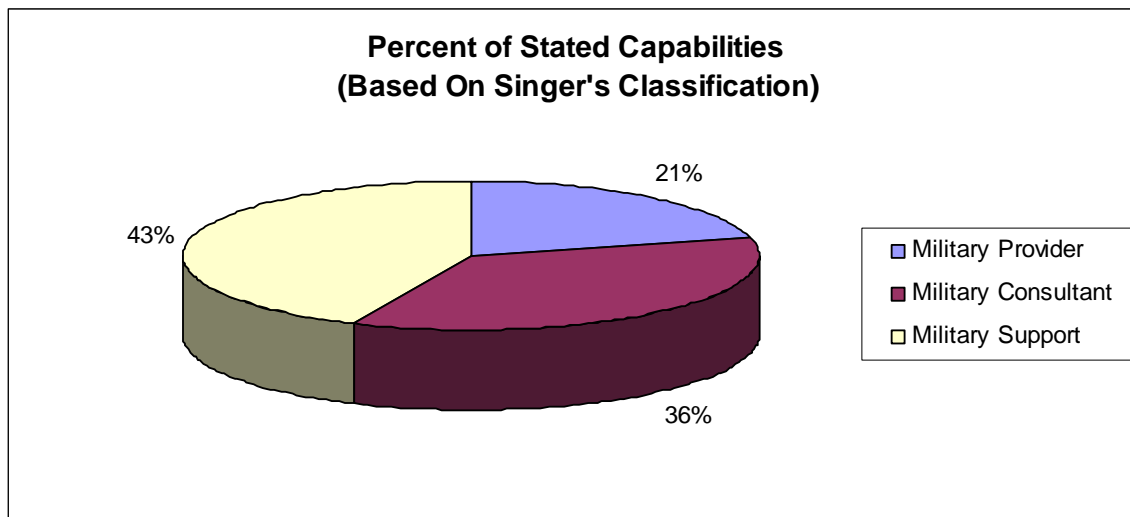


**B. CAPABILITY DATA ANALYSIS**

In researching the 585 PMFs, 399 firms had capabilities listed. The number of capabilities listed totaled 3,467 making 8.7 the average number of capabilities listed per company. Of these 3,467 listed capabilities, 2,121 were duplicates leaving 1,346 unique capabilities.

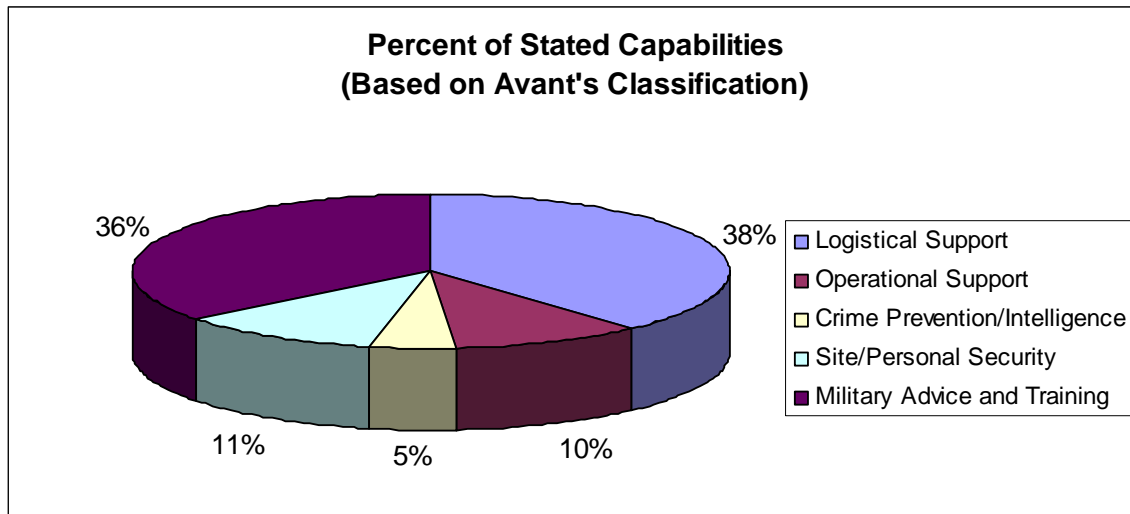
Using Singer's classification, 284 (21%) of the 1,346 unique capabilities fell into the Military Provider category. The second category, Military Consultant, had 480 (36%) of the capabilities and 582 (43%) of the capabilities fell into the Military Support category. Figure 12 shows a graphical depiction of the breakout.

Figure 12. Percent of Stated Capabilities—based on Singer’s Classification.



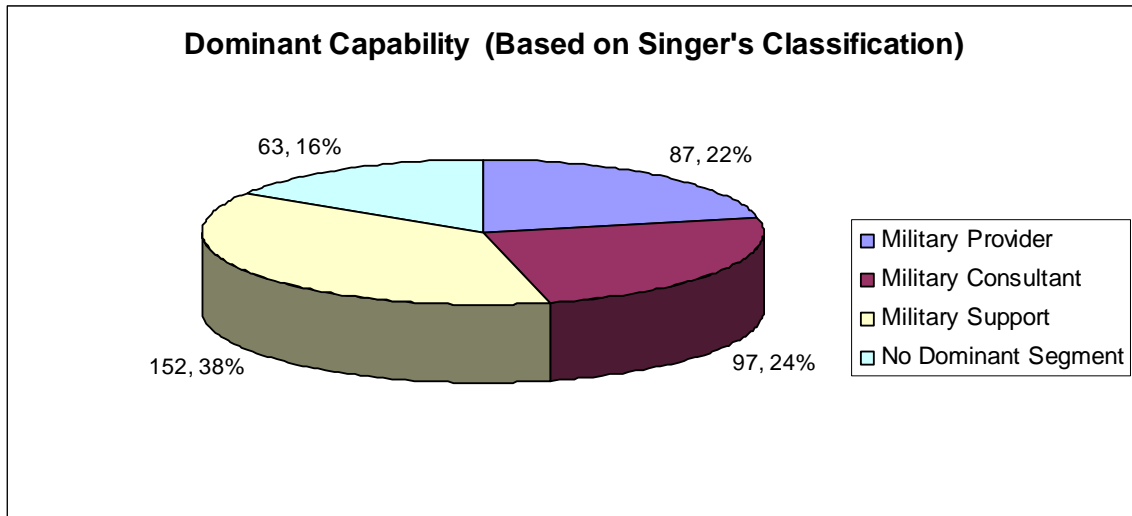
Using Avant’s classification, 137 (10%) of the 1,346 unique capabilities fell into the Operational Support category. The Military Training and Advice category accounted for 480 (36%) of the capabilities and Logistical Support accounted for 516 (38%) of the capabilities. Of the remaining capabilities, 63 (5%) were categorized as Crime Prevention/Intelligence and 150 (11%) were categorized as Site/Personal Security. Figure 13 shows a graphical depiction of this breakout.

Figure 13. Percent of Stated Capabilities—based on Avant's Classification.



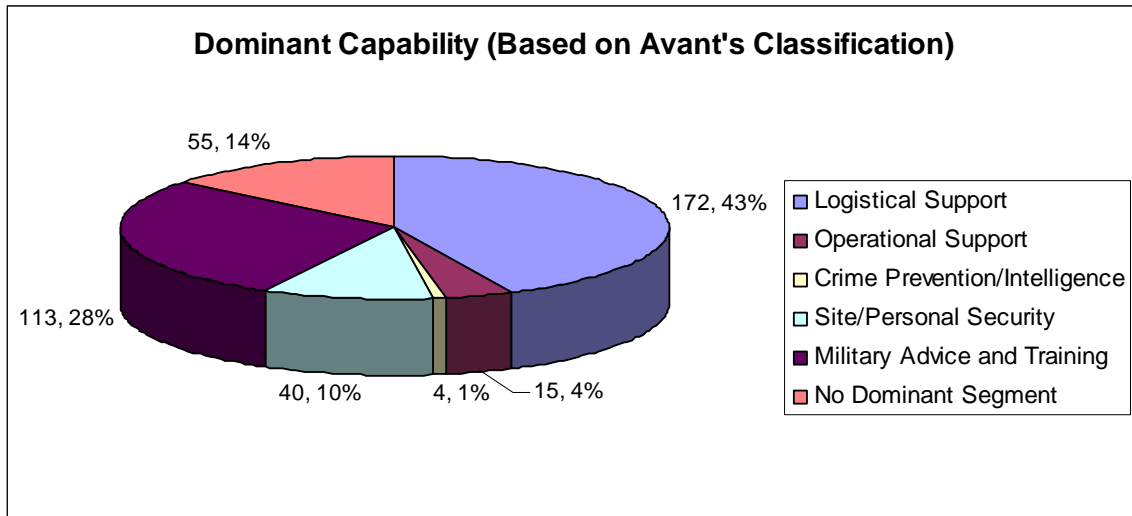
Another important analysis was determining which capability set was dominant for each of the 399 firms with listed capabilities. Following Singer's "Tip of the Spear" typology, 87 (22%) of the firms were predominantly Military Provider Firms. Ninety-seven (24%) of the firms were predominately Military Consultant. Another 152 firms (38%) were mainly Military Support. Sixty-three (16%) of the firms were not dominant in any particular capability set. Figure 14 shows a graphical representation of this data.

Figure 14. Dominant Capability Based on Singer's classification.



Using Avant's classifications, 172 (43%) of the firms were predominately Logistical Support. Fifteen firms (4%) were mainly Operational Support firms. Only four firms (1%) operated mainly in the Crime Prevention/Intelligence arena. Forty firms (10%) were predominately Site/Personal Security firms. In the Military Training and Advice segment, there are 113 firms (28%). Fifty-five firms (14%) did not have a dominant capability set. Figure 15 shows a graphical representation of this data.

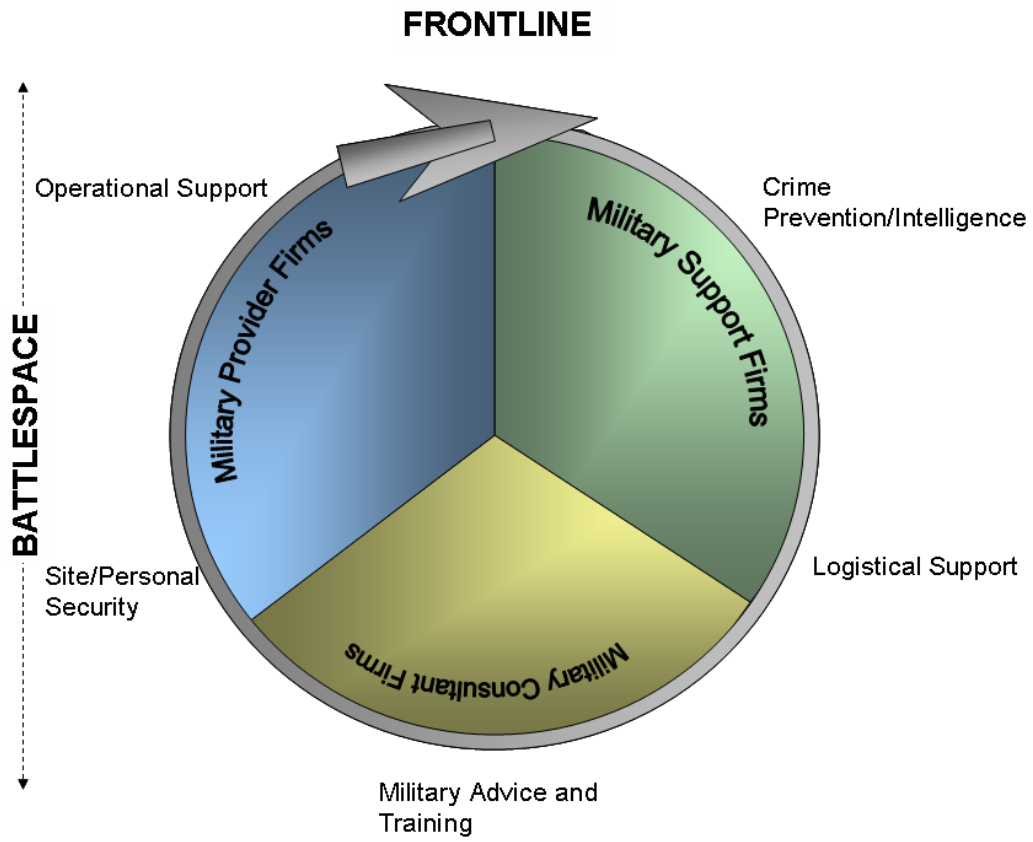
Figure 15. Dominant Capability Based on Avant's classification.



### C. CAPABILITIES SUMMARY

Neither Singer's or Avant's classification systems work in all cases nor are they meant to. Both models serve their purpose and provide a conceptual framework for analysis. While the models hold true in some cases, roughly 81% of the 399 firms operate in more than one area. The data suggest that as the PMI expands, firms diversify to capture more of the growing market. Also, the data suggest there are a lot of overlapping capabilities and movement up and down the "spear". Figure 16 shows the revised Singer "Tip of the Spear" typology with Avant's classifications which incorporates this overlap and commingling of capabilities. Because of this diversification, firms constantly move between classifications and change where they operate in the battlespace. As the market expands and this trend continues, the distinction between types of firms will become more blurred.

Figure 16. Revised Tip of the Spear.



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## IV. PUBLIC FIRMS FINANCIAL DATA ANALYSIS

### A. OVERVIEW

There were 585 PMCs discovered during the research for this study, 43 of which are publicly traded on a stock exchange in either New York (NYSE), London (LSE), Toronto (TSE), or Kuwait (KSE). Most of the public company data were found using the same methods and sources as the private firms, therefore, the majority of the data elements are the same as the private firms, i.e. year founded, nationality, capabilities, etc. Data elements specifically related to the public companies were the number of employees for each company, the ticker symbol, the Initial Public Offering (IPO) date, and financial statements (income statement, balance sheet, and retained earnings).

The financial data collected on these companies were primarily derived from two worldwide financial data sources, Mergent online and Hoover's online. Additionally, the "Investor Relations" or the "Financial Information" section of each company's website was thoroughly searched. The majority of IPO dates came specifically from Yahoo Finance online.

The dollar values displayed have been converted to year 2006 dollars by using the Consumer Price Index (CPI) inflation calculator, which uses the average CPI for a given calendar year. This data represents changes in prices of all goods and services purchased for consumption by urban households.



## **1. Limitations**

Some of the data targeted for collection were unattainable through the resources provided at Naval Postgraduate School (NPS). Of the 43 public companies, only 31 had complete data. The other 12 were missing at least one of the following data elements: founder, founder background, founding date, IPO date, or number of employees. The data analysis shown in this report is only a portion of the complete database provided under a separate electronic copy.

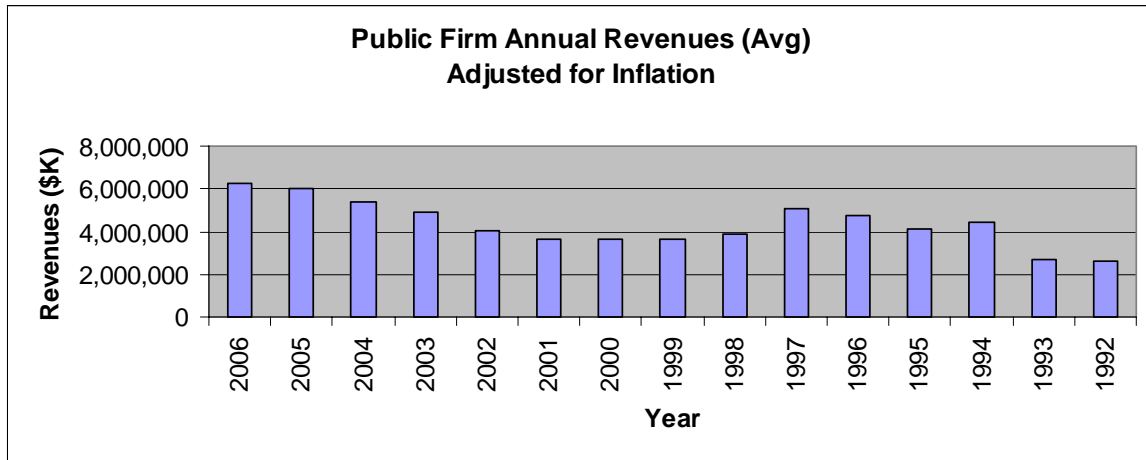
## **B. DATA ANALYSIS**

### **1. Annual Revenues**

For the purposes of this study the annual revenues were initially recorded by individual public company. The financial data for 11 of the 43 public firms listed no longer have any historical identity as they were each engulfed by an acquiring company. Therefore, their financial data is displayed within the parent company numbers. Using the sources listed above, information on three of the firms was simply unavailable.

The financial information obtained for the remaining 29 corporations ranges from 15 years of data to three years of data. Due to the disparity in the number of years of historical data, the average annual revenue from 1992 to 2006 was calculated in current or then-year dollars and displayed in Figure 17.

Figure 17. Public Firms Annual Revenues.

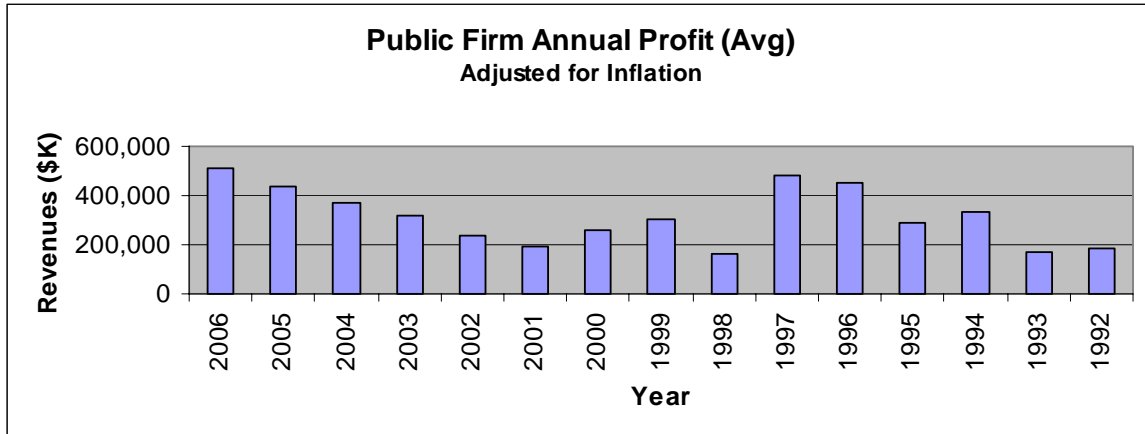


The hypothesis for this portion of the study is that through time, revenues in the PMI grew as conflicts around the world increased, i.e. the Iraq War, and western militaries diminished in size. By analyzing Figure 17, the average annual revenues only once reached \$5 billion between 1992 and 2000 and dropped to \$3.6 billion in 2000. After the events transpired on September 11, 2001 the amount of world conflict began to rise, hence the revenues in the PMI rose as well. In fact, from 2001 to 2006, the occurrence of the Iraq War and the GWOT caused industry revenues to increase by 58%.

## 2. Annual Profit

The profit analysis data was recorded and compiled in the same fashion as the revenue analysis data and displayed as an average annual profit in Figure 18. The numbers are based on the net profit before taxation and interest; in other words, operating income.

Figure 18. Public Firms Annual Profit.

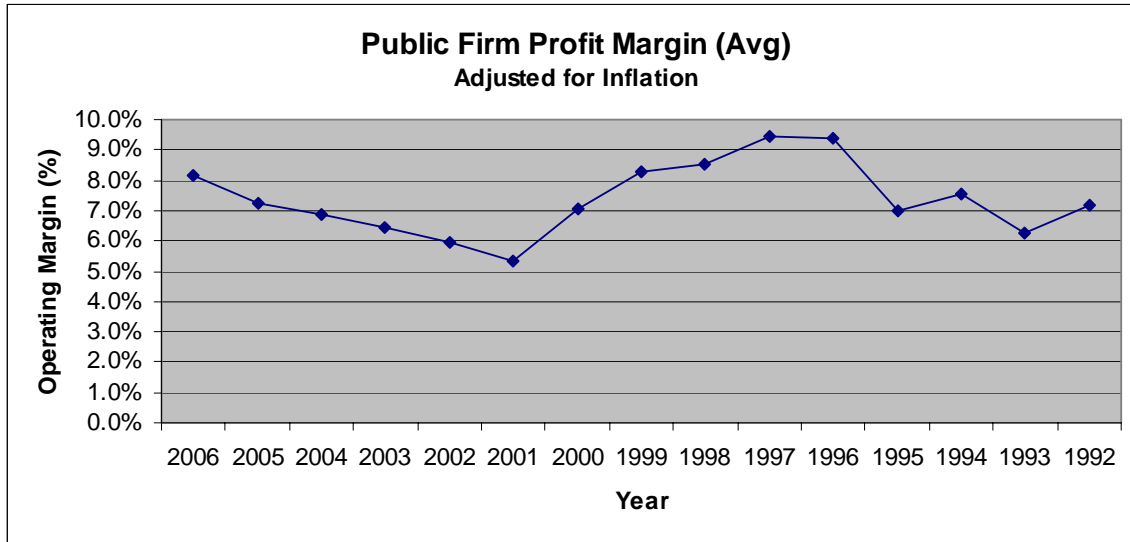


A similar trend was expected for the average annual profit as of the average annual revenues, which proved to be true after 2001. The profits were sporadic throughout the 1990s with no significant trend, yet it closely mirrored the average revenues. There was a decrease in 2001 presumably due to the dot com crash. In 2002, similar to the revenues, the profits began to rise at a vast rate by 39% from 2001 to 2006.

### 3. Profit Margin

Also displayed in graph form is the profit margin or operating margin. This data demonstrates the percentage of profit relative to the revenue. The expectation for the profit margin was the same as for the average annual revenues and the average annual profit, which may rise with the increase in world conflict.

Figure 19. Public Firms Profit Margin.



As shown in Figure 19, the profit margin analysis resulted in a much higher percentage throughout the 1990s, than after the year 2000, peaking in 1996 and 1997 possibly due to the events in Bosnia-Herzegovina and the continued western military draw down. The lower profit margin after 2001 suggests the cost of doing business has significantly increased in the PMI. This may very well be due to the necessity for military type assets in numerous areas around the world. Major expenses may include the overall increasing requirements of the PMI, such as more employees, facilities, equipment, supplies and transportation (the increasing distance the firms must travel to meet their client's needs).

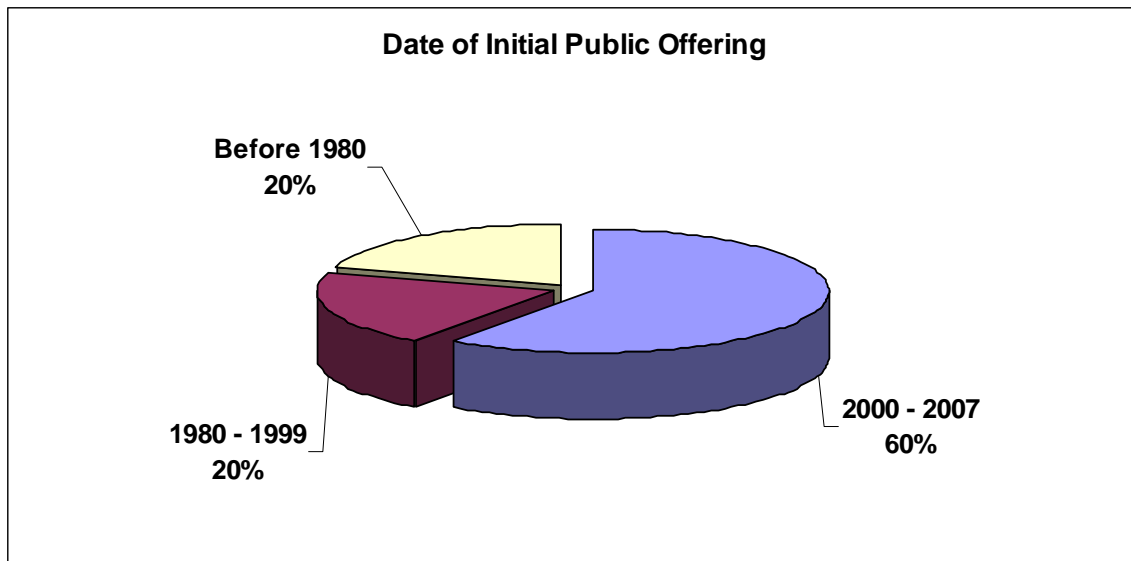
#### **4. Initial Public Offering (IPO).**

A firm's Initial Public Offering (IPO) is the first sale of stock sold to the public and signifies the transition from a private company to a public company. In

this study, the IPO for each company was recorded and combined with the other firms in the PMI to develop four statistical charts and graphs. The figures include the date of IPO, the company's status at the IPO, the average time after the firm's commencement to make the IPO, and a line graph depicting the year founded versus the IPO year for each individual public company.

The date of the IPO (Figure 20) was split into three categories: before 1980, 1980-1999, and 2000-2007. The expectation was that more companies would have their IPO in the most recent years due to the boom in the PMI at the turn of the century. This supposition proved to be true. In fact, 60% had their initial public offering from 2000 to 2007 and 20% for the other two categories respectively.

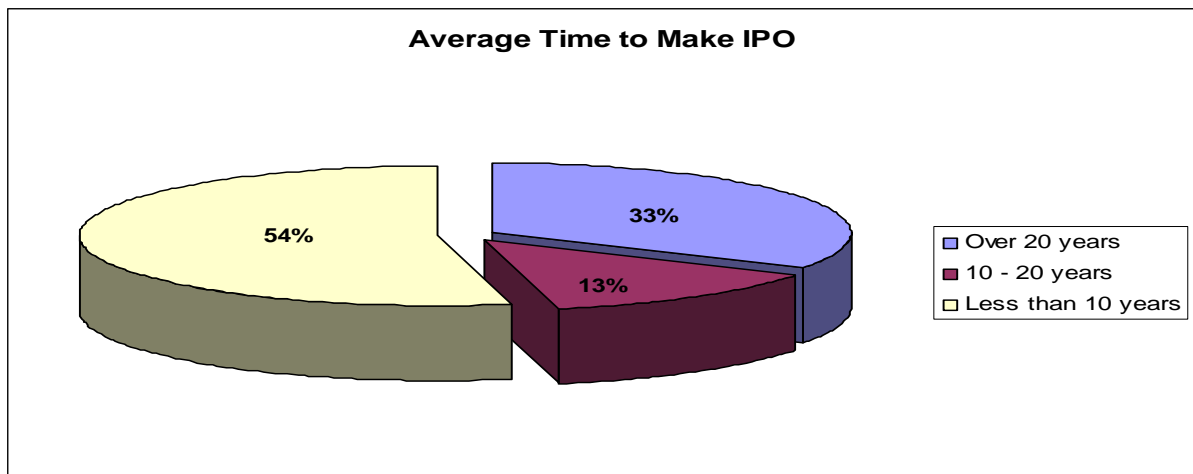
Figure 20. Date of Initial Public Offering (IPO).



Related to the date of the IPO is the amount of time it took the company to publicly trade after its inception. As

stated above, two separate graphs were used to display this data: the average time for a company to make its initial public offering by percentage of the industry (Figure 21) and a line graph comparing the year each individual company was founded versus the year of the IPO (Figure 22).

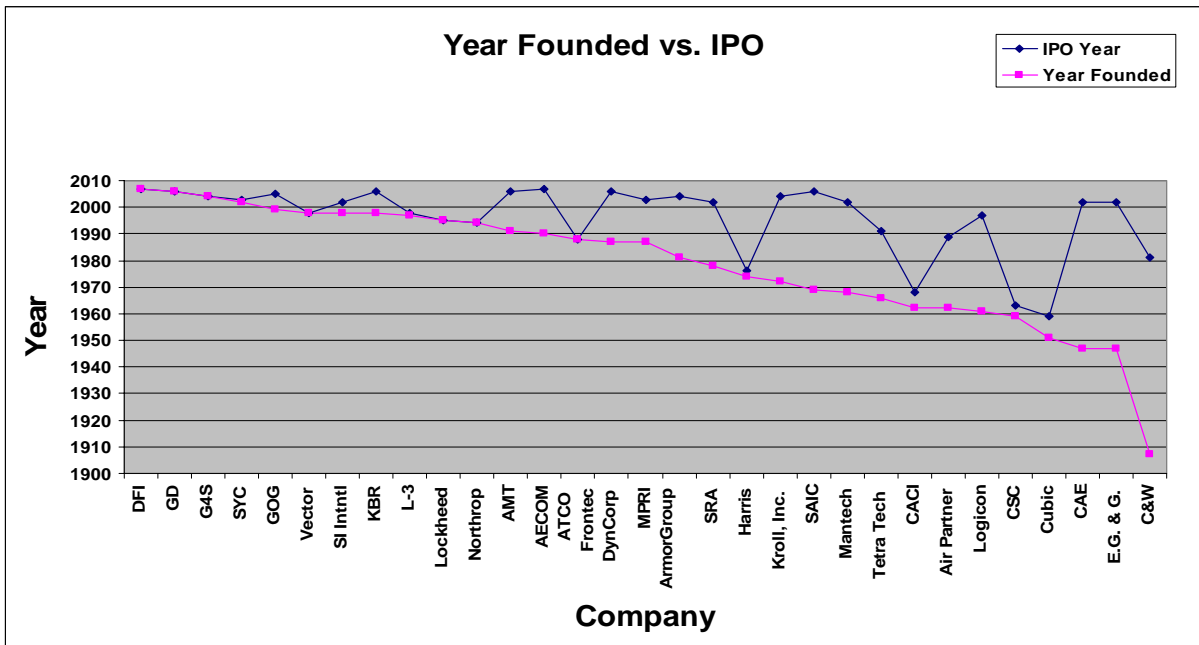
Figure 21. Average Time to Make IPO.



Three categories were used to depict the percentage related to the average time for a company in the PMI to become public: less than 10 years, 10-20 years, and over 20 years. The results were somewhat surprising: 54% of the companies studied became public within 10 years of inception, 33% over 20 years, and only 13% fell between 10 and 20 years. The detailed data behind these results can be viewed on Figure 22 comparing founding date to IPO date for each company. The founding years of the public companies tend to fall either within the last 10 years such as Group 4 Securicor and SI International, or over 20 years ago like Kroll or Harris Corporation, and one corporation, Cable and Wireless, was actually founded 100 years ago. The majority

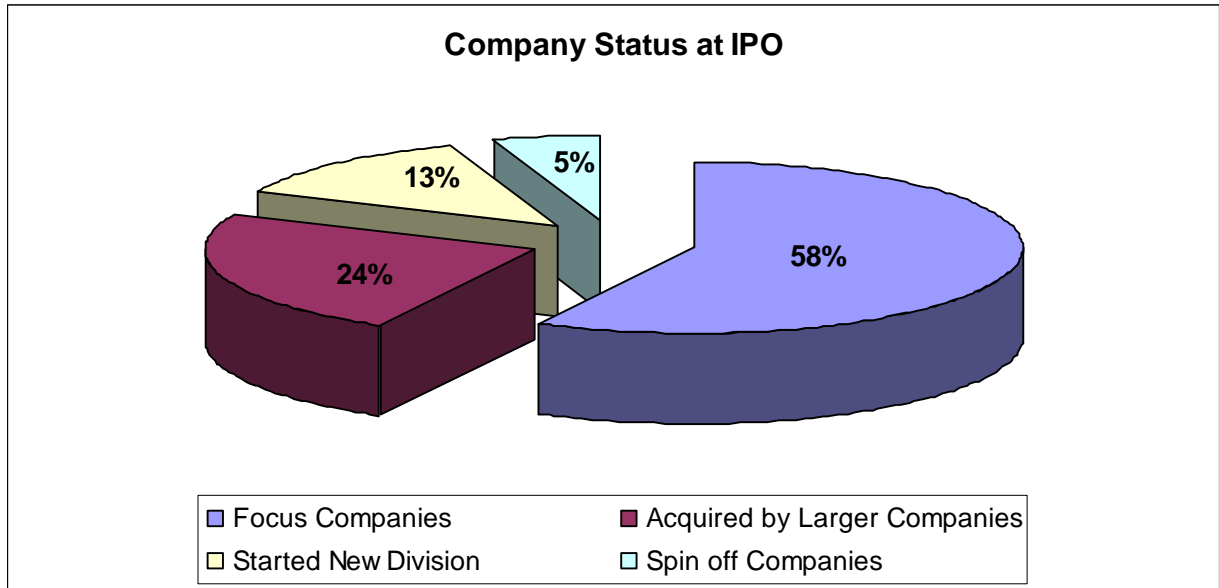
of the IPO dates in this industry are after 1990, mostly due to the popularity of the stock exchange. The older companies seemed to wait longer to go public than the newer companies. Perhaps the power of modern communications and the advent of internet trading have spurred companies to publicly trade sooner and more willingly.

Figure 22. Year Founded vs. IPO.



Another interesting statistic is the status of the company was before going public (Figure 23). This study broke it down into four categories: focus companies, companies acquired by larger corporations, firms that started new divisions and spin-off companies.

Figure 23. Company Status at IPO.



Focus companies are corporations that were launched on their own, concentrating on a specific industry either in the PMI or related to the PMI. These firms hold the largest percentage of the public companies with available IPO dates at 58%. Many of these companies began before 1980 and all but one of the focus companies was inaugurated before the year 2000.

Companies acquired by larger corporations make up 24% of the public companies with available statistical information on IPO dates. The companies acquired by larger corporations are those that were either private and became public when acquired by a public corporation or were acquired after they were already a public company. In each case, the financial data for the acquired companies are now rolled up under the new parent company; however, their identity remains intact. For instance, Military Professional Resources Incorporated (MPRI) was acquired by



L-3 Communications in 2000. They still keep their original name but as a division of L-3 Communications. It is now called MPRI, an L-3 company.

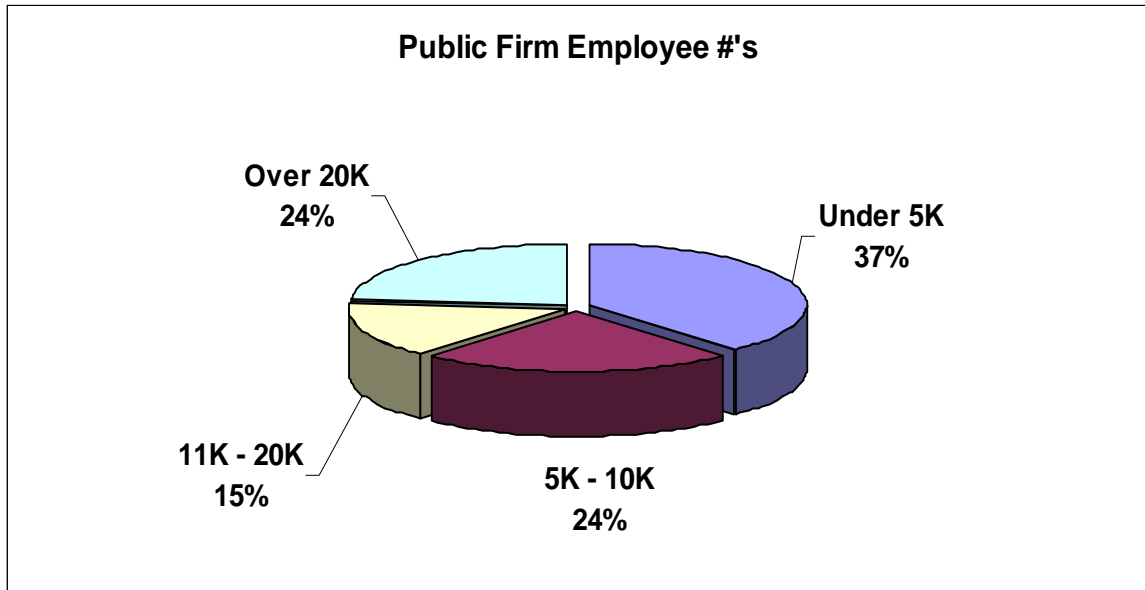
Many larger companies in different industries have developed new divisions in order to be a part of the booming PMI. In fact, 13% of the public corporations in the PMI are actually new divisions, but report their financial data within their parent companies financial statements. For example, Thompson Heath and Bond (THB) Group is primarily an insurance broker firm. THB Group reached into the PMI by creating a new division called THB Clowes, developed specifically to support PMCs and non-government organizations (NGOs) with unique insurance solutions.

Of course, just like in nearly every industry there are spin-off companies. A spin-off company is one where a portion of one company becomes their own separate entity. Perhaps the best known example in the PMI would be Kellogg Brown and Root (KBR). KBR broke away from its parent company, Halliburton, in 1998. It was expected there would be few spin-offs due to the current and future lucrative nature of the business; hence, the parent companies would want to hold onto these divisions to increase their wealth. If there were any spin-offs they would most likely have become stand-alone companies. The study revealed only five percent of the companies to be spin-offs. A logical leap from the number of spin-offs is to the dates these spin-offs occurred. Interestingly, each spin-off occurred in the 1990s, before the turn of the century when the PMI began to boom.

## 5. Employee Numbers

Another statistic pulled from the database on public companies in the PMI is the number of employees for each company (Figure 24). This data helps provide a general idea of the size of the public portion of the PMI as a whole and as a corporation. It turns out that the largest percentage of companies had the smallest number of employees; 37% had fewer than 5,000 employees, 24% fell into the over 20,000 employees category, another 24% was between 5,000 and 10,000 employees, and only 15% fell into the 11,000 to 20,000 employees range.

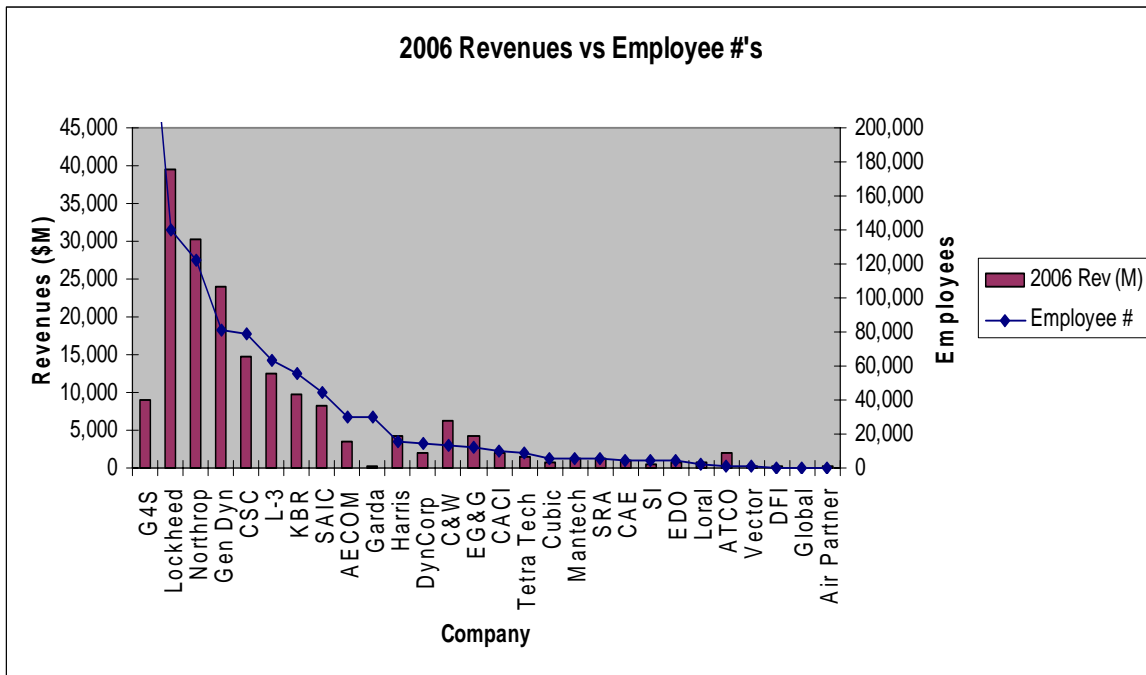
Figure 24. Public Firm Employee Numbers.



Another statistic worthy of noting is how the revenue relates to the number of employees in each firm. Figure 25 illustrates the relationship trend of the number of employees to the amount of revenues in millions of dollars. As expected, the majority of each firm's employee numbers directly correlated with the 2006 revenues suggesting the

larger the company the more business they have. A good example is Lockheed Martin who has the highest revenue at over \$39 billion and the second largest number of employees with 140,000. There were however, a few anomalies. For example, Group 4 Securicor has over 300,000 employees, yet their 2006 annual revenues ranked only seventh at \$9 billion. Conversely, Cable and Wireless has only 13,000 employees, but made \$6.1 billion in 2006.

Figure 25. 2006 Revenues vs. Employee Numbers.

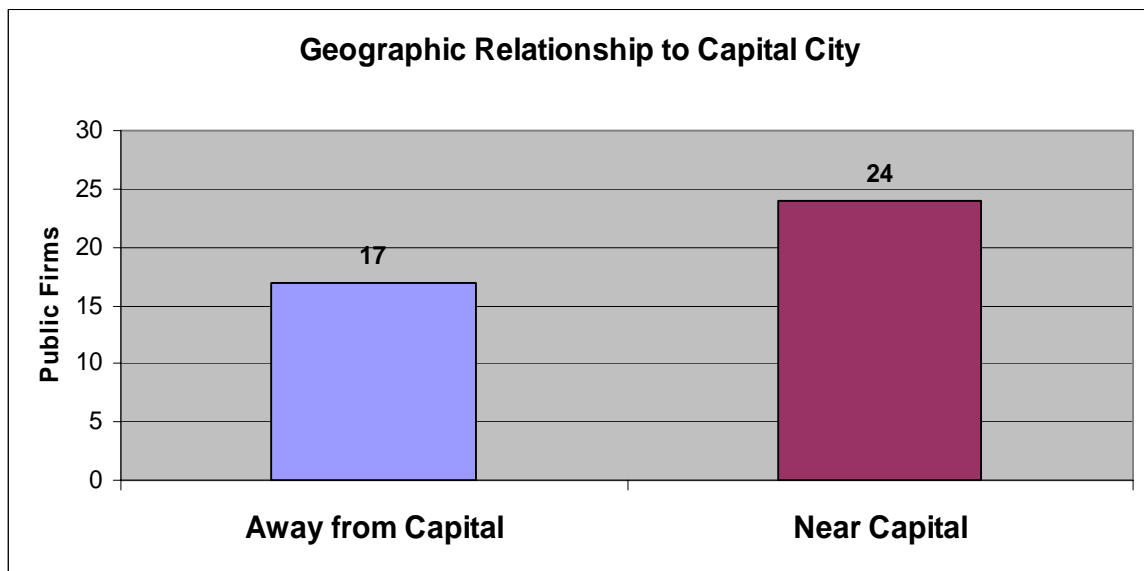


## 6. Geographic Location

As with the private firms in the PMI a geographical analysis was accomplished as to how close the public firms are located to their country's own capital city or a capital city in a major market, such as London or Washington DC. The intent of this metric is to demonstrate how many of the

public firms gravitate toward capital cities where government contracts are most prevalent. The assumption of this study is that the majority of the 41 public firms would have an office or HQ located near the capital cities. The results of the study were as follows (Figure 26): 24 of the 41 public companies, or 59%, have a HQ or a satellite office located within 50 miles of their nation's capital or a foreign capital in a major market.

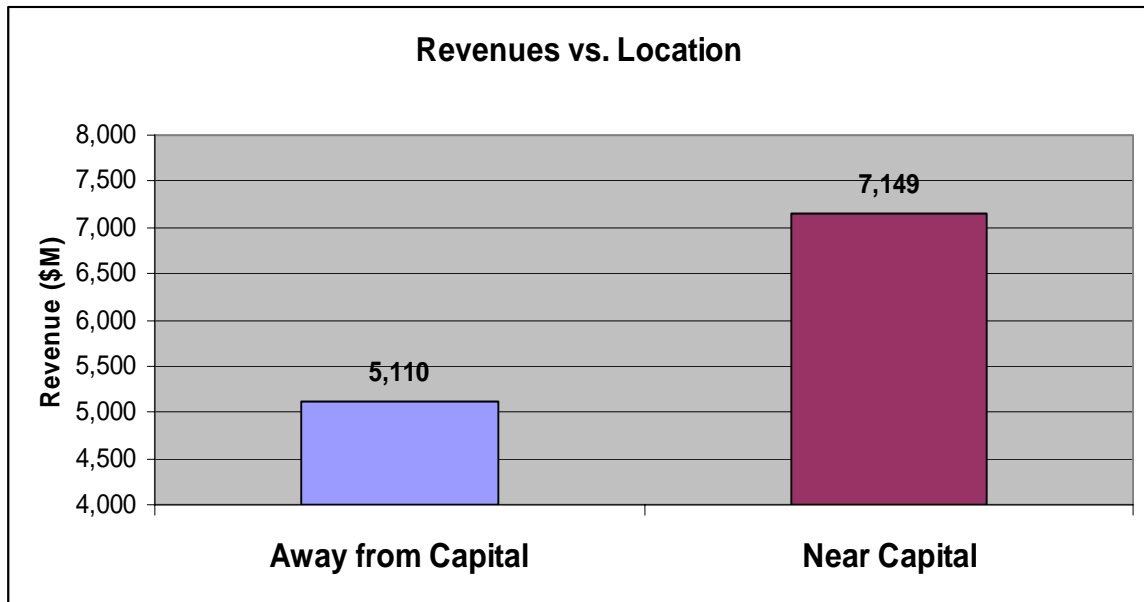
Figure 26. Geographic Relationship to Capital City.



As stated above, government commerce is rampant near national capital cities, especially in the major western markets. Logically one would surmise an increase in revenue because those firms near the capital would garner more attention and have higher accessibility to government agencies. A comparison of the 2006 revenues versus the close proximity to these select cities resulted in just that (Figure 27). In fact, in the year 2006, those corporations

in closer proximity to these select metropolitan areas had an average of \$2 billion more in annual revenues than those who did not have an office near a capital city.

Figure 27. Revenues vs. Location.



### C. PUBLIC FIRMS ANALYSIS SUMMARY

Many categories of data were used to analyze and define the public sector of the PMI. The analysis of these public corporations revealed many interesting statistics; some confirmed logical assumptions and some defied them. For example, revenues, profits and profit margins were all expected to grow through time as conflicts around the world increased and western militaries continued to shrink. Revenues and profits did grow as expected and intensely escalated from 2003 through 2006. The profit margins increased as well, however, not as rapidly as revenue and

profit. In fact, the profit margin still has not caught up to the mid 1990s level, which suggests accelerated operating expenses over the past four to six years.

IPO dates are important in this study to show a trend of when companies became public over time. Nearly two thirds became public between 2000 and 2007 and over half made their IPO within 10 years. These two statistics combined suggest that an overwhelming amount of new companies entered the PMI in the past 10 years, which is shown in the overall PMI analysis portion of this study. Over half of these companies were focus companies at the time of IPO and one third were either new divisions created or smaller firms acquired by larger corporations.

The data compiled for the number of employees by company and the firms' geographic location proved to be an analysis worthy of note. The majority of the companies had less than 5,000 employees. As assumed, when the number of employees grew by company, so did their revenues. The geographical location had similar results. Slightly more than half of the firms have locations near their own nation's capital or a major western capital, where there is an abundance of government contract opportunities; even more interesting, yet logical, is the amount of revenues earned compared to the location. Close proximity to the capital cities resulted in a greater revenue of approximately \$2 billion.

Each of these statistical data points helps give investors and potential future public companies insight on the PMI, which in turn enables them to make crucial business decisions or take advantage of viable investment options.

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## V. CONCLUSION

### A. SUMMARY

The Private Military Industry has become very lucrative for those who wish to take advantage of the increased world conflict and the decrease in western military manpower. It is extremely important to paint a picture of the industry. This study has done so by analyzing the industry statistically and demographically, including two separate detailed analyses of the capabilities and financial data.

To understand how the PMI is structured, demographics must be compiled. Chapter II displays statistics and demographics for 585 Private Military Companies. The chapter concluded that most PMCs chose to remain private, unwilling to furnish annual statements for public review. The majority of firms were founded by prior military members in the United States after the Cold War had ended.

The capabilities these companies offer are equally as important as the demographics in describing the framework of the industry. Chapter III detailed and categorized the capabilities offered by PMCs using the classification systems of two respected authors and researchers in this field: Peter Singer and Deborah Avant. Neither classifications work in all cases, however, using both provided a conceptual framework for analysis. The study found that when both classifications are used together there are many overlapping capabilities. Additionally, as the PMI expands, firms tend to diversify to capture more of the growing market and tend to change where they operate within the battlespace.



Only 43 of the 585 companies studied are publicly traded entities. Most of the data for the public sector of the PMI is tied to revenues. PMC revenues, profits, and profit margins all increased as conflicts around the world increased and western militaries decreased in size and capability, however, the profit margin did not escalate as rapidly. The study also found the more employees a company have the larger their annual revenue. Geographically, those firms that have locations near their own nation's capital or a major western capital have considerably more revenue on an annual basis.

Each of the data points in this study, whether demographical, statistical, or financial, have painted a Military Industry picture of the Private. Researchers, investors and potential future public companies can gather insight from this study, which in turn may enable them to make critical research discoveries, crucial business decisions or take advantage of viable investment options.

## **B. SUGGESTIONS FOR FUTURE RESEARCH**

Further research and analysis may be done in many areas. First, a study should be done on how firms have diversified and evolved given the changes in world conditions, new laws and regulations, and industry expansion. Second, an examination of the relationship between the government and market structure of a country and the number of firms in that country could be done to see if there is a correlation. Finally, further company analysis could be done to determine if the organizational structure has evolved from an entrepreneurial structure to a corporate structure.

## APPENDIX A PMC AVAILABLE CONTACT INFORMATION

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
3D Global Solutions	info@3dglobalsolutions.net	866 238 6761	<a href="http://www.3dglobalsolutions.net/">www.3dglobalsolutions.net/</a>
3S Security Support Solutions	3s_enquiries@sss3.co.uk	+44 (0)207 735 8197	<a href="http://www.sss3.co.uk/">www.sss3.co.uk/</a>
818 Group Inc		(910) 263 0813	
A.M Gray Systems Inc			<a href="http://www.amgraysystems.com/">www.amgraysystems.com/</a>
Abila Security and Investigations Inc		(719) 520-3280	<a href="http://www.abilasecurity.com/default.htm">www.abilasecurity.com/default.htm</a>
Abraxas Corporation	solutions@abraxascorp.com		<a href="http://www.abraxascorp.com/">www.abraxascorp.com/</a>
ACS Defense			<a href="http://www.acsdefense.com">www.acsdefense.com</a>
AD Consultancy	security.services@adporta.com	(0) 870 707 0074	
Advanced Tactical Concepts	kdl@advancetacticalconcepts.com	(330) 606 4160	<a href="http://www.advancetacticalconcepts.com/">www.advancetacticalconcepts.com/</a>
Advantage SCI	info@advantagesci.com	(866) 348 9876	<a href="http://advantagesci.com/">advantagesci.com/</a>
AECOM		(213) 593 8000	<a href="http://www.aecom.com/index.jsp">www.aecom.com/index.jsp</a>
Aedion (site in German)	info.fmm@aedion.com	+49 69 7422 7652	<a href="http://www.aedion.com/">www.aedion.com/</a>
Aegis Defence Services	info@aegisworld.com	+44 (0)20 7222 1020	<a href="http://www.aegisworld.com">www.aegisworld.com</a> <a href="http://www.aegisdef-webservices.com">www.aegisdef-webservices.com</a>
Aegis MEP		(614) 416 2345/(888) 542 3447	<a href="http://www.aegismep.com/Home/tabid/37/Default.aspx">www.aegismep.com/Home/tabid/37/Default.aspx</a>
Agility Logistics	info@agilitylogistics.com	(965) 498 1157	<a href="http://www.agilitylogistics.com/">www.agilitylogistics.com/</a>
AGS	info@ags.aecom.com	(817) 698 6755	<a href="http://www.ags.aecom.com/About/36/89/index.jsp">www.ags.aecom.com/About/36/89/index.jsp</a>
Air Partner	ops@airpartner.com	+44 1293 844 888	<a href="http://www.airpartner.com/">www.airpartner.com/</a>
AirScan Inc.		(321) 631-0005	

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
AKAL Security		(505) 692 6600/(888) 325 2527	<a href="http://www.akalsecurity.com/">www.akalsecurity.com/</a>
AKE Limited	<a href="mailto:services@akegroup.com">services@akegroup.com</a>	+44 (0)1432 267111	<a href="http://www.akegroup.com/">www.akegroup.com/</a>
ALGIZ Services Ltd		0044 (845) 869 5512	<a href="http://algiz.eu/">algiz.eu/</a>
Alpha A			<a href="http://www.alfa-m1.ru/about/about-eng.html">www.alfa-m1.ru/about/about-eng.html</a>
Alpha Point Security	<a href="mailto:admin@alphapointsecurity.com">admin@alphapointsecurity.com</a>	(209) 768 9140	<a href="http://www.alphapointsecurity.com/">www.alphapointsecurity.com/</a>
Alutiiq Security	<a href="mailto:slukin@alutiiq.com">slukin@alutiiq.com</a>	(907) 222 9500	<a href="http://www.alutiiq.com/">www.alutiiq.com/</a>
AMA Associated Limited	<a href="mailto:info@ama-assoc.co.uk">info@ama-assoc.co.uk</a>	+44 (0) 1257 231172	<a href="http://www.ama-assoc.co.uk">www.ama-assoc.co.uk</a>
American Defense Services Inc		(504) 885 5928	<a href="http://www.fivestardefense.com/index.html">www.fivestardefense.com/index.html</a>
American International Security	<a href="mailto:info@aisc-corp.com">info@aisc-corp.com</a>	(617) 523 0523	<a href="http://www.aisc-corp.com/">www.aisc-corp.com/</a>
American International Services Corporation (AISC)			<a href="http://www.aisc-online.com/corporate.html">www.aisc-online.com/corporate.html</a>
American Iraqi Solutions Group	<a href="mailto:info@aisgiraq.com">info@aisgiraq.com</a>		<a href="http://www.aisgiraq.com/">www.aisgiraq.com/</a>
American Manufacturers Export Group (AMEG)	<a href="mailto:ameg@ameginc.com">ameg@ameginc.com</a>	281-371-3882	<a href="http://www.ameginc.com/">http://www.ameginc.com/</a>
Ammo Tech			<a href="http://www.ammo-tech.us/Default.aspx">www.ammo-tech.us/Default.aspx</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
AMTI		(757) 431 8597	<a href="http://www.amti.net/index.htm">www.amti.net/index.htm</a>
Anglo-Arab Insurance Brokers		+962 (0) 6 592 4107	<a href="http://www.anglo-arabins.com">www.anglo-arabins.com</a>
AOgroup-USA			<a href="http://www.aogroup-usa.net">www.aogroup-usa.net</a>
AON		(312) 381 3920	<a href="http://www.aon.com/default.jsp">http://www.aon.com/default.jsp</a>
Applied Marine Technology Inc.		(757) 431 8597	<a href="http://www.amti.net/index.htm">www.amti.net/index.htm</a>
Appollo Consulting Group, LLC		(866) 527 6556/(301) 515 8300	<a href="http://apollo11c.com/">apollo11c.com/</a>
Archangel	<a href="mailto:info@circon.org">info@circon.org</a>	<a href="tel:(303)2150779">(303) 215 0779</a>	<a href="http://www.antiterrorconsultants.org">www.antiterrorconsultants.org</a>
ArmorGroup International PLC	<a href="mailto:info@armorgroup.com">info@armorgroup.com</a>	[44] (20) 7808 5800	<a href="http://www.armorgroup.com/">www.armorgroup.com/</a>
ASF Inc	<a href="mailto:ASFCorporation@ASF-OPS.com">ASFCorporation@ASF-OPS.com</a>		<a href="http://www.asf-ops.com/">www.asf-ops.com/</a>
ASI Group	<a href="mailto:marketing@asigroup.com">marketing@asigroup.com</a>	(713) 430 7300	<a href="http://www.asigroup.com/aboutus-history.asp">www.asigroup.com/aboutus-history.asp</a>
Assured Risks Ltd		+44 (0)8707 20 30 84	<a href="http://www.assuredrisks.com">www.assuredrisks.com</a>
AT Solutions	<a href="mailto:info@a-tsolutions.com">info@a-tsolutions.com</a>	(540) 373 9542	<a href="http://www.a-tsolutions.com/AT/Default.aspx">www.a-tsolutions.com/AT/Default.aspx</a>
ATAC	<a href="mailto:info@archsec.com">info@archsec.com</a>	+353 (0) 21 434 6673	<a href="http://www.archsec.com/index.htm">www.archsec.com/index.htm</a>
Atack Protection Group	<a href="mailto:info@atackprotection.com">info@atackprotection.com</a>	(954) 415 5487	<a href="http://www.atackprotection.com/index.html">www.atackprotection.com/index.html</a>
ATCO Frontec		(403) 245 7701	<a href="http://www.atcofrontec.com">www.atcofrontec.com</a>
Athena Innovative Solutions (formerly MZM, Inc.)		(703) 294 4375	<a href="http://www.athenaisinc.com">www.athenaisinc.com</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Atlantic Intelligence		+33 1 48123456	<a href="http://www.atlantic-intelligence.fr/">www.atlantic-intelligence.fr/</a>
Ausley Associates Inc	<a href="mailto:AAI@ausley.biz">AAI@ausley.biz</a>	(301) 863 2800	<a href="http://www.ausley.biz/index.htm">www.ausley.biz/index.htm</a>
Avatar WorldLink, LLC		(210) 745 2517	<a href="http://www.avatarworldlink.com/">www.avatarworldlink.com/</a>
Aviation Development Corp		(800) 944 3011/(206) 546 3011	<a href="http://www.aviationdevelopment.com">www.aviationdevelopment.com</a>
Avient Ltd	<a href="mailto:info@avient.aero">info@avient.aero</a>	+44 (0)1980 676010	<a href="http://www.avient.aero/index.htm">http://www.avient.aero/index.htm</a>
Ayr Aviation	<a href="mailto:info@ayrgroup.co.uk">info@ayrgroup.co.uk</a>	+44 207 664 8727	<a href="http://www.ayraviation.co.uk/index-2.html">www.ayraviation.co.uk/index-2.html</a>
Babylon Gates	<a href="mailto:info@alfagates.com">info@alfagates.com</a>	+44 20 7993 4739	<a href="http://www.alfagates.com/babylon_gates.htm">www.alfagates.com/babylon_gates.htm</a>
Baghdad Fire & Security	<a href="mailto:bfsch@verizon.net">bfsch@verizon.net</a>	(914) 360 5249	
Bechtel		(415) 768 1234	<a href="http://www.bechtel.com/default.htm">www.bechtel.com/default.htm</a>
Benchmark Search Ltd	<a href="mailto:david.montgomery@benchmarksearch.com">david.montgomery@benchmarksearch.com</a>	020 7898 9104	<a href="http://www.benchmarksearch.com">www.benchmarksearch.com</a>
Beni Tal	<a href="mailto:beni_tal@netvision.net.il">beni_tal@netvision.net.il</a>	972 3 6291201/972 3 6291198	<a href="http://www.beni-tal.co.il">www.beni-tal.co.il</a>
Betac		(703) 824-3207	<a href="http://www.betac.com">www.betac.com</a> (bad cite)
BH Defense LLC	<a href="mailto:info@bhdefense.com">info@bhdefense.com</a>	(703) 553 0561	<a href="http://www.bhdefense.com">www.bhdefense.com</a>
Bidepa Security	<a href="mailto:securirty@bidepa.com">securirty@bidepa.com</a>	+40 (21) 233 12 55	<a href="http://www.bidepa.com/ehome.htm">http://www.bidepa.com/ehome.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Black Ice Security Services	<a href="mailto:BISSinfo@blackicesecurity.com">BISSinfo@blackicesecurity.com</a>	(703) 591 4700/(888) 539 5302	<a href="http://www.blackicesecurity.com/index.htm">www.blackicesecurity.com/index.htm</a>
Black Oak Security			<a href="http://www.blackoak.pl/">www.blackoak.pl/</a>
Black Op's			<a href="http://www.black-opsprivatemilitarysolutions.com/">www.black-opsprivatemilitarysolutions.com/</a>
Blackbird Technologies, Inc			<a href="http://www.blackbirdtech.com/index.html">www.blackbirdtech.com/index.html</a>
Blackheart International LLC	<a href="mailto:customerservice@bhigear.com">customerservice@bhigear.com</a>	(304) 457 1280/(877) 244 8166	<a href="http://www.bhigear.com">www.bhigear.com</a>
Blackwater USA	<a href="mailto:webmaster@blackwaterusa.com">webmaster@blackwaterusa.com</a>	(252) 435 2488	<a href="http://www.blackwaterusa.com">www.blackwaterusa.com</a>
BLP International		+971 6 557 4001	<a href="http://www.blpintl.com/index.php">www.blpintl.com/index.php</a>
BLP Middle East	<a href="mailto:info@blp-middle-east.org">info@blp-middle-east.org</a>	+971 6 557 4001	<a href="http://blp-middle-east.org/index.php">blp-middle-east.org/index.php</a>
Blue Hackle Limited	<a href="mailto:info@bluehackle.com">info@bluehackle.com</a>	+44 (0) 208 237 7200	<a href="http://www.bluehackle.com/en-GB/Home/">www.bluehackle.com/en-GB/Home/</a>
Blue Sky	<a href="mailto:info@bsginternational.com">info@bsginternational.com</a>	+44 (0)1722 716060	<a href="http://www.blueskysc.org">www.blueskysc.org</a>
Booz-Allen Hamilton		(703) 902 5000	<a href="http://www.boozallen.com/">www.boozallen.com/</a>
Bowhead Support			<a href="http://www.bowheadsupport.com/index.asp">www.bowheadsupport.com/index.asp</a>
Brillstein Security Group		(800) 723 3605	<a href="http://www.brillstein-security-group.com/flash/home.htm">www.brillstein-security-group.com/flash/home.htm</a>
Britam Defence, Ltd.	<a href="mailto:enquiry@britamdefence.com">enquiry@britamdefence.com</a>	+44 (0)20 7610 0111	<a href="http://www.britamdefence.com">www.britamdefence.com</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
BRTRC			<a href="http://brtrc.com/default.aspx">brtrc.com/default.aspx</a>
Bullet Catchers		(866) 285 5382	<a href="http://www.bulletcatchers.com/">www.bulletcatchers.com/</a>
Burns and Roe Services Corp		(201) 265 2000	<a href="http://www.roe.com/index.asp">www.roe.com/index.asp</a>
C&L International	<a href="mailto:info@candlinternational.com">info@candlinternational.com</a>	+44 (0)1454 610050	<a href="http://www.candlinternational.com">www.candlinternational.com</a>
C3 Defense, Inc.			<a href="http://www.c3defenseinc.com/">www.c3defenseinc.com/</a>
C4i Services, LTD	<a href="mailto:info@c4iservices.com">info@c4iservices.com</a>	(469) 361 1232	<a href="http://www.c4iservices.com/">www.c4iservices.com/</a>
Cable and Wireless		+44 (0)20 7315 4000	<a href="http://www.cw.com">www.cw.com</a>
CACI International		(703) 841 7800	<a href="http://www.caci.com">www.caci.com</a>
CAE Electronics	<a href="mailto:info@cae.com">info@cae.com</a>	(514) 341 6780	<a href="http://www.cae.com">www.cae.com</a>
CAES, LLC Overseas	<a href="mailto:ben@caes.us">ben@caes.us</a>	(800) 452 2406/(910) 246 5195	<a href="http://caes.us/index.html">caes.us/index.html</a>
Caliber Systems	<a href="mailto:operations@calibersystems.com">operations@calibersystems.com</a>	(403) 250 6622	<a href="http://www.calibersystems.com/index.html">www.calibersystems.com/index.html</a>
California Microwave Systems			<a href="http://www.microwavecooking.com/California_Microwave_Systems.htm">http://www.microwavecooking.com/ California_Microwave_Systems.htm</a>
Canine Associates International			<a href="http://www.k9intl.com/content/corporate/news/03_18_04.html">www.k9intl.com/content/corporate/ news/03_18_04.html</a>
Capstone Corp	<a href="mailto:northerninfo@capstonecorp.com">northerninfo@capstonecorp.com</a>	(703) 683 4220	<a href="http://www.capstonecorp.com/">www.capstonecorp.com/</a>
Carnelian International Risks	<a href="mailto:enquires@carnelian-international.com">enquires@carnelian- international.com</a>	+44 1245 380 683	<a href="http://www.securitypark.co.uk">www.securitypark.co.uk</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Castleforce Consultancy LTD.		32 488445 8672	
Centerum Inc	<a href="mailto:hq@centurum.com">hq@centurum.com</a>	(800) 226 9393/(703) 415 9300	<a href="http://www.centurum.com/index.htm">www.centurum.com/index.htm</a>
Centra technologies		(781) 272 7887	<a href="http://www.centratechnology.com/index.cfm">www.centratechnology.com/index.cfm</a>
Centurion Risk Assessment Services	<a href="mailto:main@centurionsafety.net">main@centurionsafety.net</a>	+44 (0)1637 852910/+44 (0)7785 248934	<a href="http://www.centurion-riskservices.co.uk">www.centurion-riskservices.co.uk</a> <a href="http://www.centurionsafety.net/">www.centurionsafety.net/</a>
Chilport Ltd	<a href="mailto:info@chilport.co.uk">info@chilport.co.uk</a>	+44 (0)1305 860300	<a href="http://www.chilport.co.uk">www.chilport.co.uk</a>
CI Solutions		(513) 333 7800	<a href="http://www.ci-solutions.net/home/index.php">www.ci-solutions.net/home/index.php</a>
Civilian Police International, LLC	<a href="mailto:john.burke@civilianpolice.com">john.burke@civilianpolice.com</a>	(888) 424 8765/(703) 724 5787	<a href="http://www.civilianpolice.com/">www.civilianpolice.com/</a>
Clearwater Special Projects Ltd.		+44 1743 719109	<a href="http://www.clearwaterprojects.com">www.clearwaterprojects.com</a>
CNS Europe Kft		(+36-1) 411 36 02	<a href="http://www.cnseurope.com/">http://www.cnseurope.com/</a>
Coalescent Technologies, Corp.		(407) 691 7610/(800) 254 8954	<a href="http://www.ctcorp.com/index.html">www.ctcorp.com/index.html</a>
Coastal International Security Inc.	<a href="mailto:info@coastal-security.com">info@coastal-security.com</a>	(703) 339 0233	<a href="http://www.coastal-security.com/index.cfm">www.coastal-security.com/index.cfm</a>



**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Cochise Consultancy Inc.	<a href="mailto:Cochise@qualitynet.net">Cochise@qualitynet.net</a> / <a href="mailto:cochisesix@aol.com">cochisesix@aol.com</a>	(813) 643 0022	<a href="http://www.cochiseconsult.com">www.cochiseconsult.com</a>
COFRAS (Compagnie Francaise d'Assistance Specialisee)			<a href="http://www.groupepci.com/UK/UK_Frame.htm">www.groupepci.com/UK/UK_Frame.htm</a>
Coin Security Group	<a href="mailto:wagemakerm@coin.co.za">wagemakerm@coin.co.za</a>	(012) 665 7936	<a href="http://www.coin.co.za/homePage.html">http://www.coin.co.za/homePage.html</a>
Combat Support Associates, Ltd.	<a href="mailto:Recruiting@csakuwait.org">Recruiting@csakuwait.org</a>	(965) 486 5338	<a href="http://www.csakuwait.com">www.csakuwait.com</a>
CommuniCorp	<a href="mailto:info@communicorp.com.au">info@communicorp.com.au</a>	61 2 4267 2516/02 4267 2516	<a href="http://www.communicorp.com.au">www.communicorp.com.au</a>
CompanyConfidential.US		(251) 509 2186	<a href="http://www.companyconfidential.us/">www.companyconfidential.us/</a>
Compliance and security advisory services, Ltd - CSAS			<a href="http://www.csas.co.za/">www.csas.co.za/</a>
Conflict Area Management (CAM)	<a href="mailto:ops@conflictareamanagement.com">ops@conflictareamanagement.com</a>	(734) 476 7384	<a href="http://www.conflictareamanagement.com/">www.conflictareamanagement.com/</a>
Control Risks Group	<a href="mailto:james.blount@control-risks.com">james.blount@control-risks.com</a> / <a href="mailto:criraql@control-risks.com">criraql@control-risks.com</a>	+ 44 20 7970 2100	<a href="http://www.crg.com">www.crg.com</a>
Corporate Security International	<a href="mailto:fayoff@csi-nc.com">fayoff@csi-nc.com</a>	(910) 483 4141	<a href="http://www.csi-nc.com/">www.csi-nc.com/</a>
Corporate Warriors			<a href="http://www.corporate-warriors-global.com/enter.htm">www.corporate-warriors-global.com/enter.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Counter Intelligence Services		(800) 757 7393	<a href="http://www.counter-intelligence.com/main.php">www.counter-intelligence.com/main.php</a>
Covenant Security	<a href="mailto:cswinfo@covenantsecurity.com">cswinfo@covenantsecurity.com</a>	(630) 771 0800	<a href="http://www.covenantsecurity.com/">www.covenantsecurity.com/</a>
Coyne Consulting Group (CCG)	<a href="mailto:info@coyneconsultinggroup.com">info@coyneconsultinggroup.com</a>	(508) 865 8511	<a href="http://coyneconsultinggroup.com/">coyneconsultinggroup.com/</a>
Crescent Security Group	<a href="mailto:group@crescentsecurity.com">group@crescentsecurity.com</a>	+965 390 3184	<a href="http://www.crescentsecuritygroup.com/">www.crescentsecuritygroup.com/</a>
Critical Intervention Services		(727) 461 9417/(800) 247 6055	<a href="http://www.cisworldservices.org">www.cisworldservices.org</a>
Crown Agents	<a href="mailto:enquiries@crowagents.co.uk">enquiries@crowagents.co.uk</a>	+44 (020) 8643 3311	<a href="http://www.crownagents.com/default.asp?navID=101">www.crownagents.com/default.asp?navID=101</a>
Crucial Genetics	<a href="mailto:info@crucialgenetics.com">info@crucialgenetics.com</a>	0870 88 88 088	<a href="http://www.crucialgenetics.com">www.crucialgenetics.com</a>
Crucial Security	<a href="mailto:Info@crucialsecurity.com">Info@crucialsecurity.com</a>	(703) 961 9456	<a href="http://www.crucialsecurity.com//index.php?option=com_frontpage&amp;Itemid=1">www.crucialsecurity.com//index.php?option=com_frontpage&amp;Itemid=1</a>
<b>CSC</b>		(310) 615 0311	<a href="http://www.csc.com/solutions/security/">www.csc.com/solutions/security/</a>
CTU ASIA		852 34 16 9888	<a href="http://www.ctuconsulting.com/index.php">www.ctuconsulting.com/index.php</a>
Cubic Corporation		(858) 277 6780	<a href="http://www.cubic.com/index.html">www.cubic.com/index.html</a>
Custer Battles		(401) 848 7500	<a href="http://www.custerbattles.com">www.custerbattles.com</a>
Dalcorp Advisory Group		(703) 723-8530	<a href="http://www.dalcorp.com/">http://www.dalcorp.com/</a>
DB&V Partners	<a href="mailto:dbaty@dbandvpartners.com">dbaty@dbandvpartners.com</a>	(410) 274 7598	<a href="http://dbandvpartners.com/index.html">dbandvpartners.com/index.html</a>
Decision Strategies (part of Vance Global)		(703) 592 1400	<a href="http://www.decision-strategies.com">www.decision-strategies.com</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Défense Conseil International (DCI)			<a href="http://www.groupepci.com/UK/UK_Frame.htm">www.groupepci.com/UK/UK_Frame.htm</a>
Defense Security Training Service Corporation (Defensecurity)	<a href="mailto:info@defensecurity.com">info@defensecurity.com</a>	00 507 6920594	<a href="http://www.defensecurity.com/">www.defensecurity.com/</a>
Defense Support Services (DS2)	<a href="mailto:information@ds2.com">information@ds2.com</a>	(856) 439 3000	<a href="http://www.ds2.com/index.htm">www.ds2.com/index.htm</a>
Defion Internacional,		+ 511 578 0737	<a href="http://www.defion.net/">www.defion.net/</a>
Dehdari General Trading & Contracting Est.	<a href="mailto:deh@dehglobal.com">deh@dehglobal.com</a>	(00965) 2409111	<a href="http://www.dehglobal.com">www.dehglobal.com</a>
Demining enterprises international ltd	<a href="mailto:info@idemining.org">info@idemining.org</a>	+ 27 12 660 3563	<a href="http://www.idemining.org/about.html">www.idemining.org/about.html</a>
DFI International (now DeticaDFI)		(202) 452 6900	<a href="http://www.dfi-intl.com">www.dfi-intl.com</a>
DFS Logistics	<a href="mailto:info@dfslogistics.com">info@dfslogistics.com</a>	(410) 263 6422	<a href="http://www.dfslogistics.com/default.aspx?id=1">www.dfslogistics.com/default.aspx?id=1</a>
Diligence Middle East	<a href="mailto:DME@diligencellc.com">DME@diligencellc.com</a>	(202) 659 6210	<a href="http://www.diligencellc.com">www.diligencellc.com</a>
Diligence, LLC	<a href="mailto:washdc@diligencellc.com">washdc@diligencellc.com</a>	(202) 719 1700	<a href="http://www.diligencellc.com">www.diligencellc.com</a>
Double Eagle Management Company	<a href="mailto:demc@double-eagle-mc.com">demc@double-eagle-mc.com</a>	(317) 663 0787	<a href="http://www.double-eagle-mc.com/main.htm">www.double-eagle-mc.com/main.htm</a>
Drum Cussac	<a href="mailto:info@drum-cussac.com">info@drum-cussac.com</a>		<a href="http://www.drum-cussac.com">www.drum-cussac.com</a>
DS Vance Iraq (Part of Vance Global)		+44 (0)207 734 5361	<a href="http://www.decision-strategies.com/">www.decision-strategies.com/</a>
DynCorp	<a href="mailto:dyncorp@dyncorp.com">dyncorp@dyncorp.com</a>	(817) 302 1469	<a href="http://www.dyn-intl.com/">www.dyn-intl.com/</a>
Dynsec Group AB	<a href="mailto:hq@dynsecgroup.com">hq@dynsecgroup.com</a>	+46 18 34 60 44	<a href="http://www.dynsecgroup.com/dynsecgroup_20070904_2.swf">www.dynsecgroup.com/dynsecgroup_20070904_2.swf</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
E.G. & G. Services	<a href="mailto:egginc@urscorp.com">egginc@urscorp.com</a>	(301) 258 6554	<a href="http://www.egginc.com">www.egginc.com</a>
Eagle Group International		(404) 766 6760	<a href="http://www.eaglegroupint.com/">www.eaglegroupint.com/</a>
Echota Technologies Corp.	<a href="mailto:jfish@echotatech.com">jfish@echotatech.com</a>	(865) 273 1270	<a href="http://echotatech.com/default.htm">echotatech.com/default.htm</a>
Edinburgh International	<a href="mailto:uk@edinburghint.com">uk@edinburghint.com</a>	+44 (0)20 7198 8314	<a href="http://www.edinburghint.com/home/">www.edinburghint.com/home/</a>
EDO Corporation			<a href="http://www.edocorp.com/index.html">www.edocorp.com/index.html</a>
EFFACT			<a href="http://www.ifact.i110.de/home.htm">www.ifact.i110.de/home.htm</a> (site under construction)
EMERG International			<a href="http://www.emerginternational.com/index.html">www.emerginternational.com/index.html</a>
Environmental Chemical Corp		(650) 347 1555	<a href="http://www.ecc.net/index.asp">www.ecc.net/index.asp</a>
EODT Technology, Inc.		(865) 988 6063	<a href="http://www.eodt.com">www.eodt.com</a>
Erinys International Ltd.	<a href="mailto:uk@erinyinternational.com">uk@erinyinternational.com</a>	+44 (0)20 7499 4900	<a href="http://www.erinyinternational.com">www.erinyinternational.com</a>
Erinys Iraq Limited	<a href="mailto:opsbaghdad@erinyinternational.com">opsbaghdad@erinyinternational.com</a>	+873763692 882	<a href="http://www.erinyinternational.com">www.erinyinternational.com</a>
EUBSA		(800) 723 3605	<a href="http://www.eubsa.com/flash/service.htm">www.eubsa.com/flash/service.htm</a>
EuroCorps		+33 (0)388 43 20 03	<a href="http://www.eurocorps.org/">http://www.eurocorps.org/</a>
Evergreen International Aviation		(503) 472 9361	<a href="http://www.evergreenaviation.com/edss/index.html">www.evergreenaviation.com/edss/index.html</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Excalibre	info@excalibreservices.com		<a href="http://www.uktactical.com/acatalog/Excalibre.html">www.uktactical.com/acatalog/Excalibre.html</a>
Executive Defense Tactics	<a href="mailto:Info@ExecutiveDefensiveTactics.com">Info@ExecutiveDefensiveTactics.com</a>	(412) 471-5770	<a href="http://www.executivedefensivetactics.com/corporate.htm">http://www.executivedefensivetactics.com/corporate.htm</a>
Executive Research Associates	<a href="mailto:info@erassociates.co.za">info@erassociates.co.za</a>	+27 011 252 4600	<a href="http://www.erassociates.co.za/default.htm">http://www.erassociates.co.za/default.htm</a>
Executive Security International			www.esi-lifeforce.com
Executive Solutions International		(401) 419 6952	<a href="http://www.executivesolutionsint.com/main/index.php?option=com_content&amp;task=view&amp;id=58&amp;Itemid=113">www.executivesolutionsint.com/main/index.php?option=com_content&amp;task=view&amp;id=58&amp;Itemid=113</a>
Expedition Kit	tim@expeditionkit.com	+44 79 7078 2929	expeditionkit.webeden.co.uk/
Falcon Group of Companies			<a href="http://www.falconiraq.com/about_us.html">www.falconiraq.com/about_us.html</a>
FAM International Logistics Inc.		(954) 316 0070/(888) 326 0070	<a href="http://www.faminternational.com/">www.faminternational.com/</a>
Flagship Training Ltd	<a href="mailto:enquiries@flagshiptraining.co.uk">enquiries@flagshiptraining.co.uk</a>	+44 (0) 23 9233 9000	<a href="http://www.flagshiptraining.co.uk">http://www.flagshiptraining.co.uk</a>
Fluor Corporation		(469) 398-7000	<a href="http://www.fluor.com/default.aspx">http://www.fluor.com/default.aspx</a>
Fulcrum International Group	<a href="mailto:info@fulcruminternationalgroup.com">info@fulcruminternationalgroup.com</a>	(646) 419 4027	<a href="http://www.fulcruminternationalgroup.com/">www.fulcruminternationalgroup.com/</a>
Future Technologies Inc	<a href="mailto:corporate@ftech.com">corporate@ftech.com</a>	(703) 278 0199	<a href="http://www.ftech.com/index.html">www.ftech.com/index.html</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Fynwest Party Ltd			nebuchadnezzarwoollyd.blogspot.com/2007/06/on-waterfront-battle-for-patrick.html
G&H International Services, Inc.	<a href="mailto:info@ghglobalservices.com">info@ghglobalservices.com</a>	(202) 496 1630	<a href="http://www.ghglobalservices.com/index.htm">www.ghglobalservices.com/index.htm</a>
Garda World Security Corporation		(514) 937 7487	<a href="http://www.gardaglobal.com/">www.gardaglobal.com/</a>
Ge2b Seguridad Internacional	<a href="mailto:info@ge2b.com">info@ge2b.com</a>		<a href="http://www.ge2b.com/index.php">www.ge2b.com/index.php</a>
Gemini Industries Inc.	<a href="mailto:corporate@gemini-ind.biz">corporate@gemini-ind.biz</a>	(978) 663 2260	<a href="http://www.gemini-ind.biz/index.html">www.gemini-ind.biz/index.html</a>
General Dynamics Information Technology		(703) 246 0200/(888) 483 0022	<a href="http://www.anteon.com/index.aspx">www.anteon.com/index.aspx</a>
Genric, Ltd.	<a href="mailto:security@genric.co.uk">security@genric.co.uk</a>		<a href="http://www.genric.co.uk/">www.genric.co.uk/</a>
GEOS Group	<a href="mailto:info@geos.tm.fr">info@geos.tm.fr</a>	+33 1 46 12 04 04	<a href="http://en.geos.tm.fr/index.php?option=content&amp;task=view&amp;id=13">http://en.geos.tm.fr/index.php?option=content&amp;task=view&amp;id=13</a>
Global Development Four			<a href="http://www.primetimecrime.com/Recent/War%20on%20terror/Private%20Military%20Companies.htm">www.primetimecrime.com/Recent/War%20on%20terror/Private%20Military%20Companies.htm</a>
Global Interpretations, Inc.			<a href="http://www.globalinterpretations.com/">www.globalinterpretations.com/</a>
Global Marine Security Systems Company			<a href="http://www.hartsecurity.com/">www.hartsecurity.com/</a>
Global Options, Inc.	<a href="mailto:info@globaloptionsgroup.com">info@globaloptionsgroup.com</a>	(212) 445 6262	<a href="http://www.globaloptionsgroup.com/default.htm">www.globaloptionsgroup.com/default.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Global Risk Awareness	<a href="mailto:grasp@globalriskawareness.com">grasp@globalriskawareness.com</a>		<a href="http://www.globalriskawareness.com/contact.htm">http://www.globalriskawareness.com/contact.htm</a>
Global Risk Holdings	<a href="mailto:abell@globerisk.com">abell@globerisk.com</a>	(416) 368 4118	<a href="http://www.globerisk.com/profile.php">www.globerisk.com/profile.php</a>
Global Risk Strategies	<a href="mailto:ops@globalrsl.com">ops@globalrsl.com</a>	+44 (20) 7491 7492	<a href="http://www.globalrsl.com">www.globalrsl.com</a>
Global Security Alliance	<a href="mailto:info@global-security-alliance.com">info@global-security-alliance.com</a>		<a href="http://www.global-security-alliance.com/gsa/about">www.global-security-alliance.com/gsa/about</a>
Global Security International		(212) 207 3100	<a href="http://gsi.nyws.com/About.htm">gsi.nyws.com/About.htm</a>
Global Strategies Group	<a href="mailto:info.uk@globalgroup.com">info.uk@globalgroup.com</a>	+44 20 7766 7200	<a href="http://www.globalgroup.com/wmspage.cfm?param1=39">www.globalgroup.com/wmspage.cfm?param1=39</a>
Global Studies Group Ltd.		(210) 602 4089	<a href="http://www.gsgltd.com/">www.gsgltd.com/</a>
Global Training Solutions	<a href="mailto:central@globaltrainingsolutions.co.uk">central@globaltrainingsolutions.co.uk</a>	+44 191 230 8077	<a href="http://www.globaltrainingsolutions.co.uk/holding/">www.globaltrainingsolutions.co.uk/holding/</a>
Global Viz Services		011-9647902250195	<a href="http://www.globalvizservices.com/index.html">www.globalvizservices.com/index.html</a>
Golan Group			<a href="http://www.golangroup.com/">www.golangroup.com/</a>
Gold Coast Helicopters	<a href="mailto:wtresky@gchservicesllc.com">wtresky@gchservicesllc.com</a>	(623) 935 5233/(877) 935 3388	<a href="http://www.goldcoasthelicopters.com/">www.goldcoasthelicopters.com/</a>
Gormly	<a href="mailto:bgormly@gormlyintl.com">bgormly@gormlyintl.com</a>		<a href="http://www.gormlyintl.com">www.gormlyintl.com</a>
Gray Hawk Systems, Inc		(703) 575 2320	<a href="http://www.mantech.com/grayhawk/">www.mantech.com/grayhawk/</a>
Gray Security			<a href="http://www.g4s.com/home/about/history/history-1950-2000.htm">www.g4s.com/home/about/history/history-1950-2000.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Greystone, Ltd.	<a href="mailto:info@greystone-ltd.com">info@greystone-ltd.com</a>		<a href="http://www.greystone-ltd.com/about.html">www.greystone-ltd.com/about.html</a>
Group 4 Falck A/S	<a href="mailto:reg.office@group4falckmesea.com">reg.office@group4falckmesea.com</a>	(91) 124-2398888	<a href="http://www.group4falck.com">www.group4falck.com</a>
Group 4 Securicor	<a href="mailto:enquiries@g4s.com">enquiries@g4s.com</a>	+44 (0) 20 8770 7000	<a href="http://www.g4s.com/home.htm">www.g4s.com/home.htm</a>
Groupe Earthwind (EHC)	<a href="mailto:info@groupe-ehc.com">info@groupe-ehc.com</a>	(302) 309 9154	<a href="http://www.groupe-ehc.com/">www.groupe-ehc.com/</a>
Guardian Global Security	<a href="mailto:info@guardiangs.com">info@guardiangs.com</a>	+44 (0)20 8673 4300	<a href="http://www.guardiangs.com">www.guardiangs.com</a>
Guardsmark		(212) 765-8226	<a href="http://www.guardsmark.com/index.asp">http://www.guardsmark.com/index.asp</a>
Halliburton			<a href="http://www.halliburton.com">www.halliburton.com</a>
Harris Corporation		(321) 727 9207	<a href="http://www.harris.com/">www.harris.com/</a>
Hart Group Ltd		+44 (0) 207 751 0771	<a href="http://www.hartsecurity.com/">www.hartsecurity.com/</a>
Hashmira	<a href="mailto:eyal@hashmira.com">eyal@hashmira.com</a>	03-6899292	<a href="http://www.hashmira.com/pages/companies.asp">http://www.hashmira.com/pages/companies.asp</a>
Henderson Risk, Ltd.	<a href="mailto:info@hendersonrisk.com">info@hendersonrisk.com</a>	+44 (0)1225 470099	<a href="http://www.hrlgroup.org/hrl/english/mainframes.html">www.hrlgroup.org/hrl/english/mainframes.html</a>
High Desert Special Operations Center		(775) 945 9898	<a href="http://hdsoc.com/index.php">hdsoc.com/index.php</a>
Hill and Associates	<a href="mailto:info@hill-assoc.com">info@hill-assoc.com</a>	(852) 2802 2123	<a href="http://www.hill-assoc.com/web/Portal?xml=home">www.hill-assoc.com/web/Portal?xml=home</a>
Homeland Security Corporation			<a href="http://www.about-hsc.com/">www.about-hsc.com/</a>
Hostile Control Tactics			<a href="http://www.hctactics.com/">www.hctactics.com/</a>
HSS International	<a href="mailto:info@hssinternational.com">info@hssinternational.com</a>	(909) 336 4450	<a href="http://www.hssinternational.com/">www.hssinternational.com/</a>



**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Ibex Air Ltd		01189-454895	www.ibexaircharter.com (bad website)
Ibis Tek	<a href="mailto:sales@ibistek.com">sales@ibistek.com</a>	(724) 586-6005	<a href="http://www.ibistek.com/">http://www.ibistek.com/</a>
ICP Group, Ltd.	<a href="mailto:iraq@icpgroup.ltd.uk">iraq@icpgroup.ltd.uk</a>	+44 (0) 207 591 4411	<a href="http://www.icpgroup.ltd.uk/">www.icpgroup.ltd.uk/</a>
I-Defense Labs		(703) 948 4040	www.idefense.com
Inkerman Group	<a href="mailto:enquiries@inkerman.com">enquiries@inkerman.com</a>	+44 (0) 1233 646940	inkerman.com/
Integro	<a href="mailto:info@integrogroup.com">info@integrogroup.com</a>	(212) 295 8000	www.integrogroup.com
Intercon Security		(416) 229 6811/(866) 312 8960	<a href="http://www.interconsecurity.com/">www.interconsecurity.com/</a>
Interlog		(612) 789 3456	<a href="http://www.interlogusa.com/index.asp">www.interlogusa.com/index.asp</a>
International Charter Incorporated of Oregon	<a href="mailto:info@icioregon.com">info@icioregon.com</a>	(503) 623 4426	<a href="http://www.icioregon.com/index.htm">www.icioregon.com/index.htm</a>
International Intelligence Limited	<a href="mailto:info@int-int.co.uk">info@int-int.co.uk</a>	+44 (0)1453791444	<a href="http://www.int-int.co.uk/index.htm">www.int-int.co.uk/index.htm</a>
International Program Group Inc (IPG)	<a href="mailto:email@ipgworld.com">email@ipgworld.com</a>	(760) 392 4300	<a href="http://www.ipgworld.com/index1.html">www.ipgworld.com/index1.html</a>
International Resources Group	<a href="mailto:info@irgltd.com">info@irgltd.com</a>	(202) 289-0100	<a href="http://www.irgltd.com/">http://www.irgltd.com/</a>
International Security & Defense Management (ISDM) LLC	<a href="mailto:info@isdmlc.com">info@isdmlc.com</a>	(407) 529 5958	<a href="http://www.isdmlc.com/index.html">www.isdmlc.com/index.html</a>
International Security and Defense Systems	<a href="mailto:info@isds.info">info@isds.info</a>	1 214 369 5151	<a href="http://www.isds.info/">http://www.isds.info/</a>
International Security Instructors	<a href="mailto:office@isi-team.com">office@isi-team.com</a>	(201) 310 6707	<a href="http://www.isi-team.com/main.html">www.isi-team.com/main.html</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
International Security Solutions			<a href="http://www.isscconsulting.com/">www.isscconsulting.com/</a>
International SOS			<a href="http://www.internationalsos.com/company">www.internationalsos.com/company</a>
International Tactical Officers Training Association	<a href="mailto:info@itota.net">info@itota.net</a>	(812) 878 7928	<a href="http://www.itota.net/index.html">www.itota.net/index.html</a>
Investment Surveys		+27 (12) 661-2630	<a href="http://www.isurveys.co.za/">www.isurveys.co.za/</a>
ISEC Corporate Security, Ltd.		00 44 (0) 1295 817 616	
ISI Security			<a href="http://www.isiiraq.com/">www.isiiraq.com/</a>
Jacobs Technology	<a href="mailto:marketing@usog.jacobs.com">marketing@usog.jacobs.com</a>	(813) 282 3500/(800) 274 5652	<a href="http://www.usog.jacobs.com/">www.usog.jacobs.com/</a>
Janusian Security Risk Management Ltd.	<a href="mailto:general@janusian.net">general@janusian.net</a>	+44 (0) 20 7578 0009	<a href="http://www.janusian.com/">www.janusian.com/</a>
JTM Training Group	<a href="mailto:jim@jtmlasvegas.com">jim@jtmlasvegas.com</a>	(702) 759 5075	<a href="http://www.jtmlasvegas.com/index.php">www.jtmlasvegas.com/index.php</a>
Kellogg Brown and Root			<a href="http://www.kbr.com/default.aspx">www.kbr.com/default.aspx</a>
KK Group	<a href="mailto:kknairobi@kksecurity.com">kknairobi@kksecurity.com</a>	254 2 4445090	<a href="http://www.kksecurity.com/ProdServ_ug.htm">http://www.kksecurity.com/ProdServ_ug.htm</a>
Kroll, Inc.		(212) 593 1000	<a href="http://www.kroll.com/">www.kroll.com/</a>
L-3 Communications		(212) 697 1111	<a href="http://www.l-3com.com/">www.l-3com.com/</a>
Landmine Sourcing, LLC.[2]			<a href="http://www.landminesourcing.com/">www.landminesourcing.com/</a>
Lincoln Group		(202) 470 2211	<a href="http://www.lincolngroup.com/">www.lincolngroup.com/</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Lockhead Martin			<a href="http://www.lockheedmartin.com/index.html">www.lockheedmartin.com/index.html</a>
Logistics 2020		(804) 748 0042	<a href="http://www.logistics2020.com/default.asp">www.logistics2020.com/default.asp</a>
Loral		(212) 697 1105	<a href="http://www.loral.com/">www.loral.com/</a>
Magnum Shield Security Management and Training Corporation		(011) 555 4949	<a href="http://www.magnumshield.co.za/default.asp?topLevel=1&amp;load=contentFCK&amp;ipkCategoryID=640">http://www.magnumshield.co.za/default.asp?topLevel=1&amp;load=contentFCK&amp;ipkCategoryID=640</a>
Mantech International Corp		(801) 693 2600	<a href="http://www.mtctrains.com/">www.mtctrains.com/</a>
March Security			<a href="http://www.marchsecurity.com">www.marchsecurity.com</a>
Marine Risk Management		0121 767 1370	<a href="http://www.marineriskmanagementuk.com/">www.marineriskmanagementuk.com/</a>
Maritime Asset Security and Training (MAST) Ltd	<a href="mailto:admin@mast-online.co.uk">admin@mast-online.co.uk</a>	+44 (0)1279 669 480	<a href="http://www.mast-yacht.co.uk">www.mast-yacht.co.uk</a>
Max Secuirty	<a href="mailto:info@max-security.com">info@max-security.com</a>	+972 (0)3 619-6297	<a href="http://www.max-security.com/">www.max-security.com/</a>
McMunn Associates, Inc.		(703) 481 6100	<a href="http://www.mcmunn-associates.com/index.htm">www.mcmunn-associates.com/index.htm</a>
Medical Support Solutions, Ltd.		+44 (0) 23 8081 2700	<a href="http://www.medsupportsolutions.com/index.html">www.medsupportsolutions.com/index.html</a>
Meteoric Tactical Solutions	<a href="mailto:Juanitavr@bestmed.co.za">Juanitavr@bestmed.co.za</a>	27 12 651 3402	
Meyer and Associates	<a href="mailto:gdesmith@meyerglobalforce.com">gdesmith@meyerglobalforce.com</a>	(817) 426 1199	<a href="http://www.meyerglobalforce.com/index.html">www.meyerglobalforce.com/index.html</a>
Mideast Security	<a href="mailto:admin@mideast.co.za">admin@mideast.co.za</a>	(011) 314 1192	<a href="http://www.mideast.co.za/">www.mideast.co.za/</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Military Professional Resources Inc.	<a href="mailto:info@mpri.1-3com.com">info@mpri.1-3com.com</a>	(703) 684 0853	<a href="http://www.mpri.com/main/about.html">www.mpri.com/main/about.html</a>
Minetech International	<a href="mailto:max.dyck@minetech.co.uk">max.dyck@minetech.co.uk</a>	+44 1594 545135	<a href="http://www.minetech.co.uk/">www.minetech.co.uk/</a>
Minimal Risk Ltd		+ 44 1432 360643	<a href="http://www.minimalrisk.co.uk">www.minimalrisk.co.uk</a>
Mobius Security Group		(954) 567-4700	<a href="http://www.mobiusgroup.us/">http://www.mobiusgroup.us/</a>
Motorola JV (AIEE)		+ (965) 484 6140	<a href="http://www.motorolajv.com/">www.motorolajv.com/</a>
Mushriqui Consulting	<a href="mailto:info@mushriquiconsulting.com">info@mushriquiconsulting.com</a>	(800) 567 2821/(484) 452 6523	<a href="http://www.mushriquiconsulting.com/">www.mushriquiconsulting.com/</a>
MVM, Inc.		(703) 790 3138	<a href="http://www.mvminc.com/">www.mvminc.com/</a>
Nastec International	<a href="mailto:safety@nastec.com">safety@nastec.com</a>	(818) 222 0322	<a href="http://www.nastec.com/security_services.html">www.nastec.com/security_services.html</a>
National Shield Security (NSS)			<a href="http://www.nssiraq.com/">www.nssiraq.com/</a>
NAVFCO			<a href="http://www.groupedci.com/UK/UK_Frame.htm">www.groupedci.com/UK/UK_Frame.htm</a>
Neareast Security	<a href="mailto:info@ner.cc">info@ner.cc</a>	(312) 423 6777/+964 (7901) 919 034	<a href="http://www.neareastresources.com/index.htm">www.neareastresources.com/index.htm</a>
NEK Advance Sec. Gp.		(505) 888 0700	<a href="http://www.nekasg.com/default.aspx">www.nekasg.com/default.aspx</a>
New Bridge Strategies LLC			<a href="http://www.newbridgestrategies.com">www.newbridgestrategies.com</a>
New Korea Total Service	<a href="mailto:ymlee@nkts.co.kr">ymlee@nkts.co.kr</a>	+82 2 566- 5353	

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Northbridge Services Group, Ltd.		+44 (0)2076 812725	<a href="http://www.northbridgeservices.com/index.htm">www.northbridgeservices.com/index.htm</a>
Northrop Grumman		(310) 553 6262	<a href="http://www.northropgrumman.com/">www.northropgrumman.com/</a>
Nour USA Ltd	<a href="mailto:info@nourusa.com">info@nourusa.com</a>	(703) 448 3777	<a href="http://nourusa.com/sectors.html">nourusa.com/sectors.html</a>
NSR (Nauthiz Strategic Resources)	<a href="mailto:info@nauthiz.co.uk">info@nauthiz.co.uk</a>	+ [27] (0) 72 775 8255	
NTI	<a href="mailto:info@nutechinc.co.za">info@nutechinc.co.za</a>	+27 (0)21 945-4048	<a href="http://www.nutechinc.co.za/">www.nutechinc.co.za/</a>
OAM Group	<a href="mailto:oam@oam-group.com">oam@oam-group.com</a>		<a href="http://www.oam-group.com/">www.oam-group.com/</a>
Oberon Associates, Inc		(703) 365 8801	<a href="http://www.oberonassociates.com/">www.oberonassociates.com/</a>
Objective Resources International	<a href="mailto:info@objectiveresource.org">info@objectiveresource.org</a>		<a href="http://www.objectiveresource.org/">www.objectiveresource.org/</a>
O'Gara Group		(513) 333 7800	<a href="http://www.ogaragroup.com/">www.ogaragroup.com/</a>
Olive Group		+44 (20) 7201 5560	<a href="http://www.olivegroup.com/index.htm">www.olivegroup.com/index.htm</a>
Omega Group			<a href="http://www.omegagroup.org/">www.omegagroup.org/</a>
Omega Risk Solutions	<a href="mailto:alex_dewitt@omegasol.com">alex_dewitt@omegasol.com</a>	+44 207 557 7770	<a href="http://www.omegasol.com/">www.omegasol.com/</a>
Omega Security Solutions	<a href="mailto:owner@warfare.ru">owner@warfare.ru</a>	+380(95)396-5454	<a href="http://omega.warfare.ru/">omega.warfare.ru/</a>
Omega Services			<a href="http://www.omegasec.net/index.php">www.omegasec.net/index.php</a>
OMNI PLEX World Service Corp	<a href="mailto:corpinquiries@omniplex.com">corpinquiries@omniplex.com</a>	(703) 652 3100	<a href="http://www.omniplex.com">www.omniplex.com</a>
Operational Corporate Training		(757) 890-1125	<a href="http://www.operationcorporatetraining.com">www.operationcorporatetraining.com</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Operational Risk Management Consulting	<a href="mailto:riskmentor@gmail.com">riskmentor@gmail.com</a>	+813 4550 1629/+81 080 3023 8505	<a href="http://www.opriskman.com/contactus.html">www.opriskman.com/contactus.html</a>
Operational Support and Services (OSS, aka REEP)		(910) 425 4900	<a href="http://www.useoss.com/">www.useoss.com/</a>
Optimal Solution Services	<a href="mailto:optimall@optusnet.com.au">optimall@optusnet.com.au</a>	+61 (2) 97555840	
Oriel Solutions Ltd	<a href="mailto:info@orielsolutions.com">info@orielsolutions.com</a>	+44 (0)20 7924 5809	<a href="http://www.orielsolutions.com">www.orielsolutions.com</a>
Orion Management		(301) 699 9010	<a href="http://www.orionmngt.com/about.asp">www.orionmngt.com/about.asp</a>
Orsen - Hunter	<a href="mailto:info@osen-hunter.com">info@osen-hunter.com</a>	(540) 948 9092	<a href="http://www.osen-hunter.com/index.php">www.osen-hunter.com/index.php</a>
O'Shea Emergency Response Services & Inventories	<a href="mailto:oshea4@mindspring.com">oshea4@mindspring.com</a>	(800) 669 0903/(816) 531 1177	<a href="http://www.osheaemergency.com/">www.osheaemergency.com/</a>
OSSI-Safenet			<a href="http://ossisafenet.com/">ossisafenet.com/</a>
Overwatch Protection Solutions International	<a href="mailto:info@ops-int.com">info@ops-int.com</a>	(734) 418 8778/(800) 818 1019	<a href="http://www.ops-int.com/">www.ops-int.com/</a>
Pacific Architects and Engineers, Inc.			<a href="http://www.paechl.com/#">www.paechl.com/#</a>
PAE Group World Wide			<a href="http://www.paegroup.com">www.paegroup.com</a>
Page Protective Services Ltd	<a href="mailto:info@pageassociates.net">info@pageassociates.net</a>	+44 0208 9988777	<a href="http://www.pageassociates.net">www.pageassociates.net</a>
Paladin Risk Assessment International/Paladin Intelligence and Information		(800) 723 3605	<a href="http://www.paladin-risk.de/dienste/">www.paladin-risk.de/dienste/</a> <a href="http://www.intel.paladin-risk.com/about.htm">www.intel.paladin-risk.com/about.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Para Consulting		(301) 371 8130	<a href="http://www.parraconsultinginc.com/pages/1/index.htm">www.parraconsultinginc.com/pages/1/index.htm</a>
Paratus Security		(406) 250 2968	<a href="http://www.paratusiraq.com/">www.paratusiraq.com/</a>
Parsons Corporation		(626) 440-2000	<a href="http://www.parsons.com/">http://www.parsons.com/</a>
Pathfinder Security Services	<a href="mailto:info@pathfinder-security.com">info@pathfinder-security.com</a>	(307) 203 9627	<a href="http://www.pathfinder-security.com/about.htm">www.pathfinder-security.com/about.htm</a>
Patriot Performance Materials		(919) 776 6659	<a href="http://patriotmaterials.com/">patriotmaterials.com/</a>
Peak Combined Services	<a href="mailto:info@peakcloseprotectionsservices.co.uk">info@peakcloseprotectionsservices.co.uk</a>	0161 351 0287	<a href="http://www.peakcombinedservices.co.uk/index.html">http://www.peakcombinedservices.co.uk/index.html</a>
Peters & May	<a href="mailto:enquiries@petersandmay.com">enquiries@petersandmay.com</a>	+44 2380 480480	<a href="http://www.petersandmay.com">www.petersandmay.com</a>
Phoenix Consulting Group, Inc.		(703) 960 7700	<a href="http://www.intellpros.com/">www.intellpros.com/</a>
Pilgrims Group	<a href="mailto:security@pilgrimgroup.com">security@pilgrimgroup.com</a>	0870 757 0180	<a href="http://www.pilgrimgroup.co.uk/">www.pilgrimgroup.co.uk/</a>
Pinkertons		(973) 397 2208/(800) 724 1616	<a href="http://www.ci-pinkerton.com/">www.ci-pinkerton.com/</a>
Pistris, Inc.		(617) 848 0485	<a href="http://www.pistris.com/">www.pistris.com/</a>
Praesidia Defence	<a href="mailto:praedefence@aol.com">praedefence@aol.com</a>	0049 8102 99 80 88	<a href="http://www.praesidia.de/">www.praesidia.de/</a>
Presidium International Corporation		3474015147	
Professional Solutions	<a href="mailto:contactus@prosoll.com">contactus@prosoll.com</a>	(703) 823 2696	<a href="http://www.prosoll.com/">www.prosoll.com/</a>
Prometheus Medical Ltd		01432 276611	<a href="http://www.prometheusmed.com">www.prometheusmed.com</a>
Protection Strategies Inc.	<a href="mailto:info@protectionsi.com">info@protectionsi.com</a>	(703) 553 0561	<a href="http://www.protectionsi.com/index2.html">www.protectionsi.com/index2.html</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
PSD Training	<a href="mailto:uk@psd-training.com">uk@psd-training.com</a>	+44 (0) 845 056 3992	<a href="http://www.psd-training.com/">www.psd-training.com/</a>
PSI International		(703) 553 0562	<a href="http://www.psiillc.com/index.html">www.psiillc.com/index.html</a>
PWC Logistics		+965 809222	<a href="http://www.pwclogistics.com/">www.pwclogistics.com/</a>
Quick Service LLC	<a href="mailto:info@quickservicesllc.com">info@quickservicesllc.com</a>	(703) 491 1790	<a href="http://www.quickservicesllc.com/">www.quickservicesllc.com/</a>
RamOPS Risk Management Group	<a href="mailto:globalservices@ramops.com">globalservices@ramops.com</a>	(919) 740 4597	
Rapport Research		44 171 355 5020	
Raytheon		(781) 522-3000	<a href="http://www.raytheon.com/">http://www.raytheon.com/</a>
RDR	<a href="mailto:info@rdr.com">info@rdr.com</a>	(703) 266 4000	<a href="http://www.rdr.com/index.html">www.rdr.com/index.html</a>
Reed, Inc.		(571) 209 5222	<a href="http://www.reedinc.com/">www.reedinc.com/</a>
RESALLC International Limited	<a href="mailto:info@resallc.com">info@resallc.com</a>	+44 845 867 5023	<a href="http://www.resallc.com/">www.resallc.com/</a>
Research Analysis and Maintenance, Inc.		(915) 592 7047	<a href="http://www.ramincorp.com/">www.ramincorp.com/</a>
Research Planning Inc	<a href="mailto:info@researchplanning.com">info@researchplanning.com</a>	(803) 256 7322/(803) 256 7325	<a href="http://www.researchplanning.com/index.html">www.researchplanning.com/index.html</a>
Risk Advisory Group	<a href="mailto:general@riskadvisory.net">general@riskadvisory.net</a>	+44 (0) 20 7578 0000	<a href="http://www.riskadvisory.net">http://www.riskadvisory.net</a>
RMC Inc.	<a href="mailto:webmaster@rmcweb.com">webmaster@rmcweb.com</a>	(877) 921 8043/(301) 862 7501	<a href="http://www.rmcweb.com/">www.rmcweb.com/</a>
Rocky Mountain Group of Companies, Inc.			<a href="http://www.rockymountaingroup.com/">www.rockymountaingroup.com/</a>
Ronco		(202) 785 2791	<a href="http://www.roncoconsulting.com/index.html">www.roncoconsulting.com/index.html</a>



**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Ronin Protective Services	<a href="mailto:timm.smith@ronin.co.za">timm.smith@ronin.co.za</a>	+27 (0) 82 651 9225	<a href="http://www.ronin.co.za/Main_Frames_page.htm">http://www.ronin.co.za/Main_Frames_page.htm</a>
Ronin Worldwide Executive Protection, LLC	<a href="mailto:director@roninworldwide.com">director@roninworldwide.com</a>	(734) 502 1884	<a href="http://www.roninworldwide.com/">www.roninworldwide.com/</a>
Rubicon International Services, Ltd.		+44 (0)20 8874 0055	
Ruchman and Associates, Inc			<a href="http://www.ruchman.com/main.htm">www.ruchman.com/main.htm</a>
SA Bias Group		27 21 794 4966	<a href="http://www.sabias.co.za/index.htm">http://www.sabias.co.za/index.htm</a>
Sabre international Security	<a href="mailto:bd@securitybysabre.com">bd@securitybysabre.com</a>	+44 161 868 8179	<a href="http://www.securitybysabre.com/">www.securitybysabre.com/</a>
Safe Security	<a href="mailto:office@safesecurityltd.com">office@safesecurityltd.com</a>	+420 220 997 755	<a href="http://www.safesecurityltd.com/">www.safesecurityltd.com/</a>
Safenet Security services			<a href="http://www.safenetsecurityservices.com/">www.safenetsecurityservices.com/</a>
SAIC (Science Applications International Corporation)		(858) 826 6000	<a href="http://www.saic.com">www.saic.com</a>
Sal Risk Group		+44 (0)1202 300035/+44 (0)7813 933068	<a href="http://salriskgroup.com/">salriskgroup.com/</a>
Saladin Security	<a href="mailto:salsec@saladin-security.com">salsec@saladin-security.com</a>	+44 (0)20 7376 2655	<a href="http://www.saladin-security.com">www.saladin-security.com</a>
Sally Port	<a href="mailto:sgh@sallyportglobal.com">sgh@sallyportglobal.com</a>	(617) 585 2503	<a href="http://www.sallyportglobal.com/">www.sallyportglobal.com/</a>
Samson International		(918) 591-1791	<a href="http://www.samson.com/">http://www.samson.com/</a>
Sandline International			<a href="http://www.sandline.com/company/index.html">www.sandline.com/company/index.html</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Santa Fe Protective Services		(505) 244 8778	<a href="http://www.santafeps.com/home/index.asp">www.santafeps.com/home/index.asp</a>
Sayeret Group, Inc	<a href="mailto:sayeretgroup@yahoo.com">sayeretgroup@yahoo.com</a>	(775) 690 3000	<a href="http://sayeretgroup.org/index.html">http://sayeretgroup.org/index.html</a>
SCG International Risk	<a href="mailto:info@scgonline.net">info@scgonline.net</a>		<a href="http://www.scgonline.net/home.htm">www.scgonline.net/home.htm</a>
Science & Engineering Services, Inc.		(443) 539 0139	<a href="http://www.ses-i.com/">www.ses-i.com/</a>
SDS International Risk Consulting			<a href="http://www.sdsint.com/">www.sdsint.com/</a>
SeaSecure		(954) 567-4700	<a href="http://www.seasecure.com/">http://www.seasecure.com/</a>
Secure Source Inc. International Security	<a href="mailto:ssi@secursource.com">ssi@secursource.com</a>	(703) 548-5935	<a href="http://www.secursource.com/ssi/">http://www.secursource.com/ssi/</a>
Securiforce			<a href="http://www.securiforce.com/">www.securiforce.com/</a>
Securitas		+46 8 657 74 00	<a href="http://www.securitas.com/en/">http://www.securitas.com/en/</a>
Security Applications Systems International LLC	<a href="mailto:biddlesasi@aol.com">biddlesasi@aol.com</a>	(317) 841 3303	
Security Forces Inc	<a href="mailto:sfi@security-forces.com">sfi@security-forces.com</a>	(800) 768 5151	<a href="http://www.security-forces.com/">www.security-forces.com/</a>
Security Management Resources, Inc		(540) 428 2020	<a href="http://www.smrgroup.org/about.htm">www.smrgroup.org/about.htm</a>
Select Armor, Inc.	<a href="mailto:corporate@selectarmor.com">corporate@selectarmor.com</a>	(540) 253 5138	<a href="http://www.selectarmor.com/index.html">www.selectarmor.com/index.html</a>
Sentinel	<a href="mailto:info@sentineladvisorygroup.com">info@sentineladvisorygroup.com</a>	(877) 247 6906	<a href="http://www.sentineladvisorygroup.com/index.asp">www.sentineladvisorygroup.com/index.asp</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Setracon Inc.	<a href="mailto:setracon@setracon.com">setracon@setracon.com</a>	(253) 538 9848	<a href="http://www.setracon.com/">www.setracon.com/</a>
Seven Pillars			<a href="http://www.7pillars.com">www.7pillars.com</a>
Sharp End International	<a href="mailto:info@sharpendinternational.com">info@sharpendinternational.com</a>		<a href="http://www.sharpendinternational.com/">www.sharpendinternational.com/</a>
SI International	<a href="mailto:Info@si-intl.com">Info@si-intl.com</a>	(703) 234 7000	<a href="http://www.si-intl.com/Default.aspx?Page=Home">www.si-intl.com/Default.aspx?Page=Home</a>
Sigma International Holdings Inc		(941) 698 4010	<a href="http://www.globalsigma.com/">www.globalsigma.com/</a>
Silver Back 7		(877) 772 1272/(703) 490 9009	<a href="http://www.silverback7.com/index.html">www.silverback7.com/index.html</a>
Silver Shadow	<a href="mailto:silver@silver-shadow.com">silver@silver-shadow.com</a>	03-6326666	<a href="http://silvershadow.pionet.com">silvershadow.pionet.com</a>
SkyLink USA	<a href="mailto:info@skylink-usa.net">info@skylink-usa.net</a>	(703) 318 4000	<a href="http://www.skylink-usa.net/">www.skylink-usa.net/</a>
SMI Global		(703) 547 4165	<a href="http://www.smigms.com/index.php">www.smigms.com/index.php</a>
Smith Brandon International	<a href="mailto:info@smithbrandon.com">info@smithbrandon.com</a>	(202) 887 9363	<a href="http://www.smithbrandon.com/default.aspx">www.smithbrandon.com/default.aspx</a>
SOCOPEX	<a href="mailto:info@secopex.com">info@secopex.com</a>	+ 33 (0) 4.68.25.55.81	<a href="http://www.secopex.com/">www.secopex.com/</a>
SOC-SMG, Inc. (Special Operations Consulting-Security Management Group)	<a href="mailto:janke@mindspring.com">janke@mindspring.com</a>	(925) 934 1400/(877) 883 4507	<a href="http://www.soc-smg.com">www.soc-smg.com</a>
Sofremi			<a href="http://www.sofema-groupe.com/contacts/contacts-1">http://www.sofema-groupe.com/contacts/contacts-1</a>
SOS International Ltd.		(212) 742 2410	<a href="http://www.sosltd.com/">www.sosltd.com/</a>
Southern Cross Security (SCS)			<a href="http://www.southerncross-security.com">www.southerncross-security.com</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Spartan Consulting Group		(310) 930 6335	<a href="http://www.spartanconsultinggroup.com/">www.spartanconsultinggroup.com/</a>
Spartan Security		(212) 251 7888	<a href="http://www.spartansecurityservices.com/Page.html">www.spartansecurityservices.com/Page.html</a>
Spearhead Ltd			<a href="http://www.goldmood.com/cosmos2/h/SPHE.PK.html">www.goldmood.com/cosmos2/h/SPHE.PK.html</a>
Special Communications, LLC.		(757) 412 1001	<a href="http://www.specomllc.com/">www.specomllc.com/</a>
Special Ops Associates (SOA)		(954) 426 9377	<a href="http://www.specialopsassociates.com">www.specialopsassociates.com</a>
Special Response Corporation		(410) 785 1212	<a href="http://www.specialresponse.com/">www.specialresponse.com/</a>
Specialist Resource Service Ltd	<a href="mailto:admin@srs.uk.net">admin@srs.uk.net</a>	020 7870 8264	<a href="http://www.srs.uk.net">www.srs.uk.net</a>
SRA International Inc.		(703) 803 1500	<a href="http://www.sra.com/">www.sra.com/</a>
SSSI Afghanistan			<a href="http://www.reliefweb.int/rw/rwt.nsf/db900SID/OCHA-6SBJ8Q/\$File/red_zone_briefing06.doc.pdf?OpenElement">http://www.reliefweb.int/rw/rwt.nsf/db900SID/OCHA-6SBJ8Q/\$File/red_zone_briefing06.doc.pdf?OpenElement</a>
Steel Curtain Security			<a href="http://www.steelcurtainsecurity.com/">www.steelcurtainsecurity.com/</a>
Steele Foundation	<a href="mailto:info@wwsteele.com">info@wwsteele.com</a>	(415) 781 4300	<a href="http://www.steelefoundation.com/">www.steelefoundation.com/</a>
STG Inc.		(703) 691 2480	<a href="http://www.stginc.com/">www.stginc.com/</a>
Stratacon Inc		(866) 202 7200	<a href="http://www.strataconinc.com/">www.strataconinc.com/</a>
Strategic Communication Laboratories	<a href="mailto:opcentre@scl.cc">opcentre@scl.cc</a>	020 7930 3500	<a href="http://www.scl.cc/home.php">www.scl.cc/home.php</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Strategic Consulting International	<a href="mailto:bspringer@scigis.com">bspringer@scigis.com</a>	(405) 641 6136	www.sci2000.ws www.scigis.com/aspx/default.aspx
Strategic Security Solutions International (UK)			www.strategicssi.com
Strategic Security Solutions International Ltd		+62 (0) 21 9136469	<a href="http://www.wg-plc.com/international/agents/Indonesia/index.html">www.wg-plc.com/international/agents/Indonesia/index.html</a>
Sukhoi			<a href="http://www.sukhoi.org/eng/home.htm">www.sukhoi.org/eng/home.htm</a>
Sumer International Security	<a href="mailto:contact@thesandigroup.com">contact@thesandigroup.com</a>	(312) 869 7369	
SYColeman Business Operations		(703) 769 1418	<a href="http://www.sycoleman.com/">www.sycoleman.com/</a>
System Planning Corporation		(703) 351 8200	<a href="http://www.sysplan.com/">www.sysplan.com/</a>
Sytex, Inc.			<a href="http://sytexinc.com/">sytexinc.com/</a>
Tactical Response Services	<a href="mailto:Info@TacticalResponse.com">Info@TacticalResponse.com</a>	(731) 676 2041	<a href="http://www.tacticalresponse.com/courses/contractorep.php">www.tacticalresponse.com/courses/contractorep.php</a>
Tactical Solutions International, Inc.		(307) 486 2248	<a href="http://www.tacticalsolutionsintl.com/">www.tacticalsolutionsintl.com/</a>
Tapestry Solutions, Inc		(858) 503 1990	<a href="http://www.tapestrysolutions.com/">www.tapestrysolutions.com/</a>
TASK International		+44 (0) 207 5895338	<a href="http://www.task-int.com">www.task-int.com</a>
Tate, Inc.	<a href="mailto:corporate@tate-inc.com">corporate@tate-inc.com</a>		<a href="http://www.tate-inc.com/">www.tate-inc.com/</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Taylor Group		(800) 898 0436	<a href="http://www.taylorgroup.net/">www.taylorgroup.net/</a>
Team Fusion	<a href="mailto:admin@teamfusion.com">admin@teamfusion.com</a>		<a href="http://www.teamfusion.com">www.teamfusion.com</a>
Team Savant Ltd			<a href="http://www.teamsavant.co.uk">www.teamsavant.co.uk</a>
Tetra Tech	<a href="mailto:info@tetratech.com">info@tetratech.com</a>	(626) 470 2332	<a href="http://www.tetratech.com/portal/site/TetraTech/">www.tetratech.com/portal/site/TetraTech/</a>
THB Clowes	<a href="mailto:tellis@thbgroup.com">tellis@thbgroup.com</a>	+44 (0)20 7469 0204	<a href="http://www.tlclowes.com/output/page151.asp">http://www.tlclowes.com/output/page151.asp</a>
The Surveillance Group	<a href="mailto:info@thesurveillancegroup.com">info@thesurveillancegroup.com</a>	01432- 276100/371754	<a href="http://www.surveillance-international.co.uk/index.htm">http://www.surveillance-international.co.uk/index.htm</a>
Threat Management Group		(888) 514 0494	<a href="http://www.threatgroup.com/home">www.threatgroup.com/home</a>
THULE Global Security International		0044 171 544 6806	
Titan Corporation		(703) 434 4000	<a href="http://www.titan.com/home.html">www.titan.com/home.html</a>
Toifor		(+36 1) 302 8878	<a href="http://www.toifor.com/">www.toifor.com/</a>
Top Cat Marine Security	<a href="mailto:info@topcatmarinesecurity.com">info@topcatmarinesecurity.com</a>	(212) 714 6056	<a href="http://www.topcatmarinesecurity.com/">www.topcatmarinesecurity.com/</a>
Top Secure	<a href="mailto:info@top-secure.com">info@top-secure.com</a>	+972 50 6804603	<a href="http://www.top-secure.com/?pId=2">http://www.top-secure.com/?pId=2</a>
TOR International	<a href="mailto:enquiries@torinternational.com">enquiries@torinternational.com</a>	+44 (0) 1932 879 879	<a href="http://www.torinternational.com">www.torinternational.com</a>
Total Defense Logistics			<a href="http://www.tdlogistics.net/">www.tdlogistics.net/</a>
Total Intelligence Solutions, LLC			<a href="http://www.totalintel.com/">www.totalintel.com/</a>
Total Security Services International Inc.	<a href="mailto:info@TotalSecurity.US">info@TotalSecurity.US</a>	(703) 294-4100	<a href="http://www.totalsecurity.us/">www.totalsecurity.us/</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Track 24			<a href="http://www.track24.co.uk/publisher/homepage/?T24SESSID=79e5ca5ae83331599845289d3ade764b&amp;i/1/">www.track24.co.uk/publisher/homepage/?T24SESSID=79e5ca5ae83331599845289d3ade764b&amp;i/1/</a>
Tracor Inc		(512) 926 2800	
Transquest Federal Systems Group	<a href="mailto:defense@transquest.com">defense@transquest.com</a>	(800) 239 9494	<a href="http://transquest.com/">transquest.com/</a>
Trident			<a href="http://www.trident-security.com/">www.trident-security.com/</a>
Trident Concepts		(928) 925 7038	<a href="http://www.tridentconcepts.com/index.aspx">www.tridentconcepts.com/index.aspx</a>
Trigon	<a href="mailto:info@trigon-consultancy.com">info@trigon-consultancy.com</a>	0208 4085224	<a href="http://www.trigon-consultancy.com">www.trigon-consultancy.com</a>
TRIGON International, Inc	<a href="mailto:Info@trigoninternational.com">Info@trigoninternational.com</a>	(212) 371 9470	<a href="http://www.trigoninternational.com/info.htm">www.trigoninternational.com/info.htm</a>
Trinity Technology Group		(703) 345 1660	<a href="http://www.trinitytechnologygroup.com/">www.trinitytechnologygroup.com/</a>
Triple Canopy Inc.		(703) 673 5000	<a href="http://www.triplecanopy.com/triplecanopy/en/home/">www.triplecanopy.com/triplecanopy/en/home/</a>
Trojan Securities International		(479) 442 7210	<a href="http://www.trojansecurities.com/">www.trojansecurities.com/</a>
TRW			<a href="http://www.trw.com/systems_it/defense.html">www.trw.com/systems_it/defense.html</a>
TSGIUSA		(800) 820 4028	<a href="http://www.tsgiusa.com/">www.tsgiusa.com/</a>
TWD Associates	<a href="mailto:Hq@twd.com">Hq@twd.com</a>	(703) 820 9777	<a href="http://www.twd.com/">http://www.twd.com/</a>
Tyonek Fabrication Corporation		(256) 258 6200	<a href="http://www.tyonekfabrication.com/contact.htm">www.tyonekfabrication.com/contact.htm</a>

**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
Unity Resources Group		+97142955772	<a href="http://www.unityresourcesgroup.com/">www.unityresourcesgroup.com/</a>
Universal Guardian Services Group			<a href="http://www.universalguardian.co.uk/index.asp">http://www.universalguardian.co.uk/index.asp</a>
UPES		+91 135 2261090	<a href="http://www.upes.org/default_eng.asp">www.upes.org/default_eng.asp</a>
US Investigations Services		(703) 448 0178	<a href="http://www.usis.com">www.usis.com</a>
USA Enviromental		(813) 884 5722/(813) 343 6400	<a href="http://usa-environmental.com">http://usa-environmental.com</a>
USA Environmental Inc.		(813) 884 5722	<a href="http://www.usatampa.com/">http://www.usatampa.com/</a>
USATREX International Inc		(703) 448 0178	
V2-group		+66 (0)2 921 11 75	<a href="http://www.v2-group.org/">www.v2-group.org/</a>
Vance International		(703) 592 1400	<a href="http://www.vancesglobal.com">www.vancesglobal.com</a>
Vector Aerospace	<a href="mailto:investorinfo@vectoraerospace.ca">investorinfo@vectoraerospace.ca</a>	(416) 925 1143	<a href="http://www.vectoraerospace.com">www.vectoraerospace.com</a>
Veritas Trainers International			<a href="http://veritas-trainers.com/">veritas-trainers.com/</a>
Vigilante			<a href="http://www.vigilante.com">www.vigilante.com</a>
Viking Alliance		(910) 864 2223	
Vinnell Brown and Root (VBR)	<a href="mailto:human.resources@vbr-turkey.com">human.resources@vbr-turkey.com</a>		<a href="http://www.vbr-turkey.com/mainpages/index.htm">www.vbr-turkey.com/mainpages/index.htm</a>
Vinnell Corporation			<a href="http://www.vinnell.com/">www.vinnell.com/</a>
VIP Investigations & Protective Services Inc.		(214) 210 2985	<a href="http://www.usfind.com/">www.usfind.com/</a> <a href="http://www.findcriminalrecords.com/main.htm">www.findcriminalrecords.com/main.htm</a>



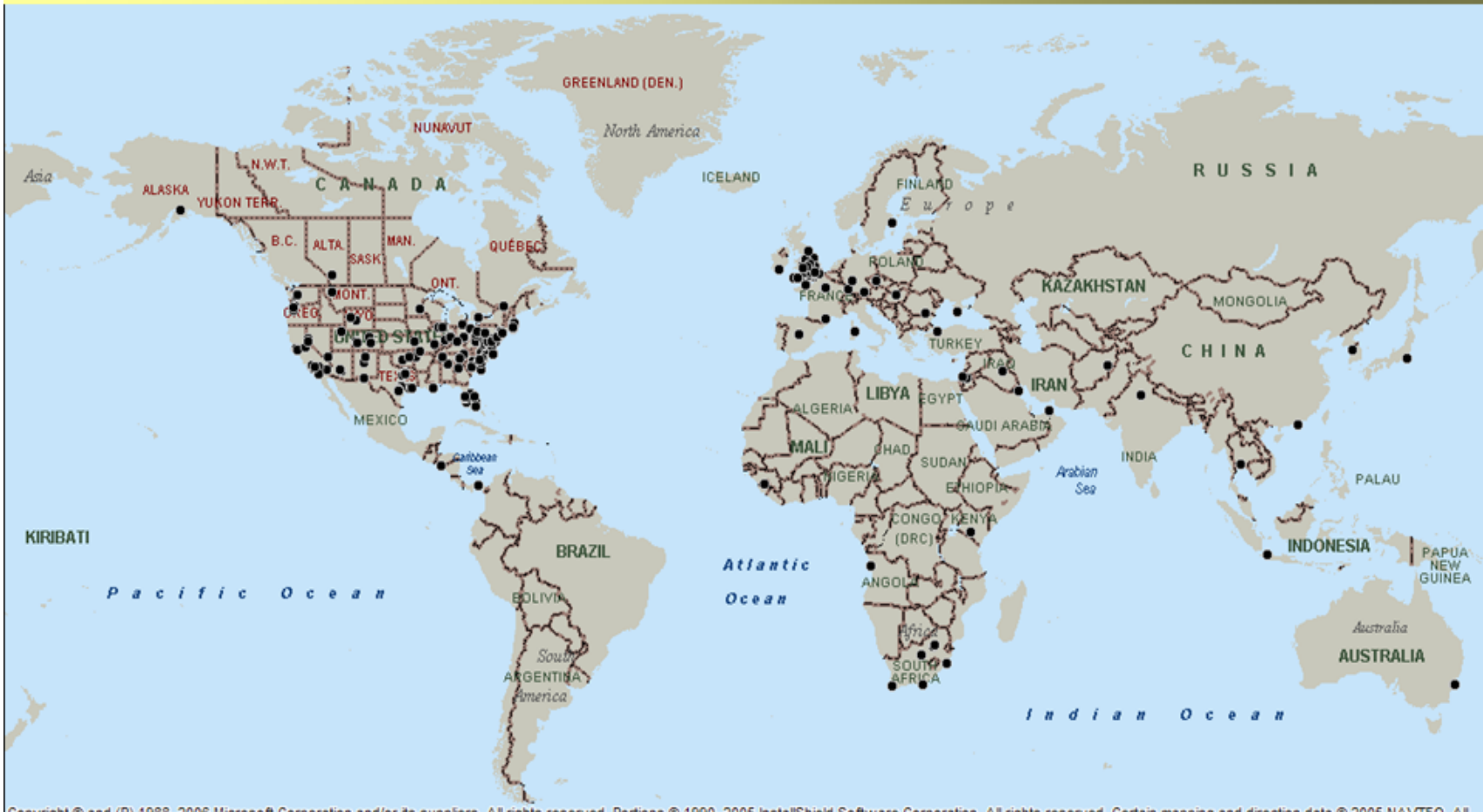
**APPENDIX A PMC AVAILABLE CONTACT INFORMATION (CONTINUED)**

<b>Name</b>	<b>Email</b>	<b>Phone</b>	<b>Website</b>
VT Communications	<a href="mailto:vtgroup@vtplc.com">vtgroup@vtplc.com</a>	(023) 8083 9001	<a href="http://www.vtplc.com/">www.vtplc.com/</a>
Wackenhut	<a href="mailto:gkinoshita@wsihq.com">gkinoshita@wsihq.com</a>	(561) 472 3682	<a href="http://www.wsihq.com/">www.wsihq.com/</a>
Wade-Boyd and Associates LLC		(563) 238 3008	
Wamar International		(805) 526 2480	<a href="http://www.cwamar.com/">www.cwamar.com/</a>
Westminster Group Plc		+44 (0)1295 756300	<a href="http://www.wg-plc.com/">www.wg-plc.com/</a>
Wexford Group Intl.		(703) 852 5400	<a href="http://thewexfordgroup.com/index.html">thewexfordgroup.com/index.html</a>
Whitestone Group	<a href="mailto:jclark@whitestonegroup.us">jclark@whitestonegroup.us</a>	(614) 501 7007	<a href="http://www.whitestonegroup.us/index.htm">www.whitestonegroup.us/index.htm</a>
Worldwide Language Resource, Inc		(910) 483 2881	<a href="http://www.wwlr.com">www.wwlr.com</a>
Worldwide Security		(214) 352-9996	<a href="http://home.flash.net/~wssc/">http://home.flash.net/~wssc/</a>
WVC3 Group, Inc.			<a href="http://www.wvc3.com/">www.wvc3.com/</a>
X-Feds, Inc.		(619) 222 4600	<a href="http://x-feds.com/">x-feds.com/</a>
Zapata Engineering		(888) 529 7243	<a href="http://www.zapeng.com/Home.aspx">www.zapeng.com/Home.aspx</a>

## APPENDIX B PMC LOCATIONS-WORLDWIDE

### PMC Headquarter Locations

#### Worldwide



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APPENDIX C PMC LOCATIONS-EUROPE

PMC Headquarter Locations  
Europe



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APPENDIX D PMC LOCATION-UNITED STATES

PMC Headquarter Locations

United States



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