

G4S is the world's leading global, integrated security company specialising in the delivery of security and related services across six continents.

We offer a broad range of security products and services on a single, multi-service and integrated basis. We have been investing in technology, software and systems. The Group's technology-related security revenues were £2.45 billion* in 2017 (2016: £2.2 billion).

* Technology-related security revenues are from the sale of security technology (£0.7 billion) and security solutions which combine our people with technology (technology-enabled security: £1.75 billion).

G4S plays a valuable and an important role in society. We provide direct employment for over half a million people around the world and make a difference by helping people to live and work in safe and secure environments. G4S takes a fully-integrated approach to its strategy and Corporate Social Responsibility. This is reflected in this report and please see page 18 for more information on our CSR approach and impact on society.

OUR BUSINESSES

SECURE SOLUTIONS (84% OF CORE BUSINESS REVENUES)



SECURITY SERVICES AND TECHNOLOGY (77%)

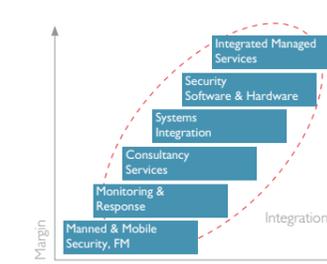
Market

G4S operates an integrated security business in more than 90 countries across the globe. The global security market has structural growth qualities (see page 8 for a description of the growth drivers) and is highly fragmented; there are few international suppliers and our competitors are typically smaller local and regional companies. The security industry is seeing growing demand for technology-enabled and integrated security solutions (which combine people and technology) to deliver cost-effective security, especially in developed markets.

Our approach

Against the backdrop of growing demand, we design, market and deliver a wide range of security and related services and our global footprint provides valuable access to a highly-diversified customer base in markets around the world. Some traditional security markets are commoditised and significant price competition exists – we aim to differentiate G4S by providing industry-leading security solutions that are innovative, reliable and efficient. Our scale and focus on productivity support, our cost competitiveness and our sustained investment in professional staff, technology, software and systems enable us to provide innovative and reliable solutions for our customers on a stand-alone or integrated basis.

Secure Solutions



CARE & JUSTICE SERVICES (7%)

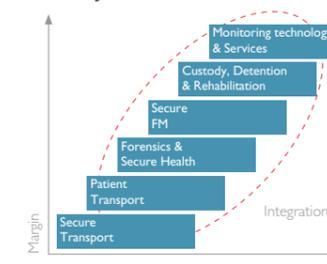
Market

G4S Care & Justice Services are concentrated in the UK and Australia. The market for the private provision of care and justice services is fairly consolidated with a small number of large providers. Larger companies are usually better equipped to deliver the highly specialised services in this sector, working with a diverse supply chain including the voluntary sector. In the UK the market environment is mature with limited growth opportunities. In the short to medium term we expect the environment to be more positive in Australia.

Our approach

We aim to achieve positive outcomes for those in the care and justice system. G4S will only offer custody, detention, rehabilitation and care services where we can access a qualified talent pool and where the political, legal, human rights and regulatory framework is consistent with our Group values and results in acceptable operational, commercial and reputational risk.

Care & Justice Services



CASH SOLUTIONS (16% OF CORE BUSINESS REVENUES)



CASH SOLUTIONS

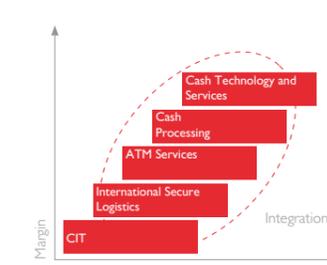
Market

G4S Cash Solutions is one of a small number of large, global cash businesses and is the market leader or number two in 40 of its 42 markets. Each market is highly regulated, often by central banks, and the business requires significant infrastructure and expertise. G4S competes with local, national and a small number of international competitors. Cash volumes in most developed markets are flat or gradually declining at an aggregate market level. Cash usage continues to increase in emerging markets (see page 8 for cash usage trends). The Group sees significant revenue-growth opportunities in providing technology solutions to reduce the cost and increase the ease of using cash for banks and retailers.

Our approach

We transport, process, recycle, store securely and manage cash, and provide secure international logistics for cash and valuables. Our strategy is designed to enable us to aggregate cash-handling volumes through cost leadership and product and service differentiation. We invest in technology and sell proprietary cash-management systems which combine skilled professionals with software, hardware and operational support in an integrated, managed service. To support cost leadership we strive for a consistent operating model and use shared services to maximise efficiency. We operate around the globe, focusing on markets where we are able to build and sustain a material market share in our key service offerings. Outside the traditional cash market, there remains significant opportunity for retail cash and bank branch automation – services that have mainly remained in-house until now.

Cash Solutions



OUR STRATEGY

Our strategy addresses the positive, long-term demand for security and related services, and our enduring strategic aim is to demonstrate the values and performance that make G4S the company of choice for customers, employees and shareholders.

We aim to do this by delivering industry-leading, innovative solutions and outstanding service to our customers, by providing engaging and rewarding work for employees and by generating sustainable growth and returns for our shareholders. These aims are underpinned by the key programmes in our strategic plan:



PEOPLE AND VALUES



CUSTOMERS AND SERVICE EXCELLENCE



TECHNOLOGY AND INNOVATION



OPERATIONAL EXCELLENCE AND PRODUCTIVITY



FINANCIAL AND COMMERCIAL DISCIPLINE

Please see pages 14 and 15 for more details.

OUR VALUES

Our people and values underpin everything we do. Our 'One G4S' model brings all areas of our business together and is designed to ensure that the way we go about our business is consistent across our global operations and is strongly aligned with our strategy and our values.

We believe that this approach will generate significant benefits for our customers, employees and shareholders.

Please see pages 22 to 58 for case studies of our values in action and sustainable development goals.

We act with...
INTEGRITY AND RESPECT

We are passionate about...
SAFETY, SECURITY AND SERVICE EXCELLENCE

We achieve this through...
INNOVATION AND TEAMWORK