

Key performance indicators

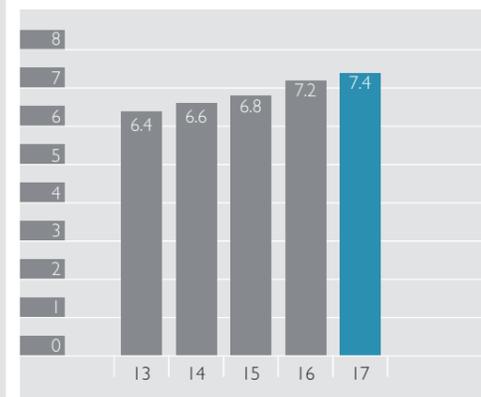
KEY PERFORMANCE INDICATORS

Our progress in implementing our strategic objectives is measured using key performance measures aligned to those objectives and to the Group values:

FINANCIAL — CORE BUSINESSES KPI

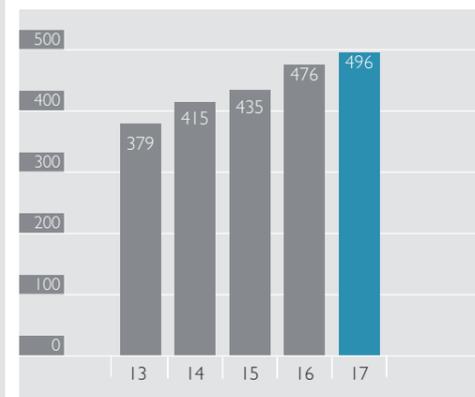
Revenue¹ (£bn) growth since 2013

£7.4bn +17%



Adjusted PBITA¹ (£m) growth since 2013

£496m +31%



Description	We have an organic growth strategy based on strong market positions in structural growth markets. We have invested in improved customer service, innovation and sales and business development capabilities. There is also great potential to sell more complex solutions which tend to have longer contract terms and higher margins. Over the medium term we expect to grow revenues on average by 4% to 6% per annum.
Performance in 2017	In 2017, revenues grew 3.2% to £7.4bn (2016: £7.2bn), with developed markets growing 4.3%, reflecting strong growth in North America and modest growth in Europe and the UK. Emerging markets grew 1.5% with good growth across Africa, Asia Pacific and Latin America offset by a decline in the Middle East & India region.
Link to strategic objectives	■ ■ ■ ■ ■
Link to long term incentive plan	
Link to annual performance bonus	<input checked="" type="checkbox"/>

Description	The Group has implemented a number of productivity programmes that are now driving efficiency and operational improvement across the Group. These include efficient organisation design, management de-layering, lean operating processes, efficient reporting and assurance processes, upgraded IT systems and efficient procurement.
Performance in 2017	In 2017, Adjusted PBITA grew 4.2% to £496m (2016: £476m) as a result of revenue growth of 3.2% and our productivity initiatives having tangible compounding benefits. Adjusted PBITA in emerging markets was down 4.8% due to the challenging environment in Middle East & India whilst in developed markets Adjusted PBITA increased by 9.1%.
Link to strategic objectives	■ ■ ■ ■ ■
Link to long term incentive plan	
Link to annual performance bonus	<input checked="" type="checkbox"/>

OTHER FINANCIAL AND NON-FINANCIAL KPI

An analysis of net debt: Adjusted EBITDA performance is provided on page 30. In addition to the financial KPIs, the Group has a set of performance measures aligned to its strategic priorities. These measures include employee retention, contract and customer retention, lost-time injuries and other health and safety measures. A description of these performance measures and our progress against them is shown throughout the strategic report.

See pages 14 to 25 for more information.

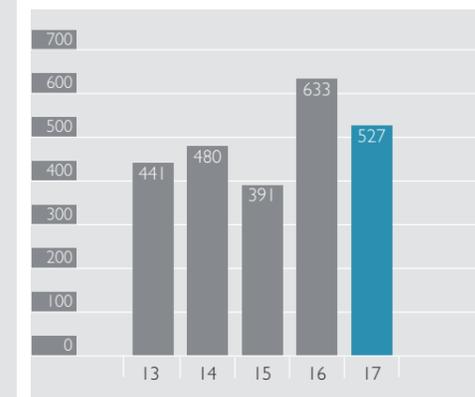


Link to strategy

- People and values
- Customers and service excellence
- Technology and innovation
- Operational excellence and productivity
- Financial and commercial discipline

Operating cash flow¹ (£m) growth since 2013

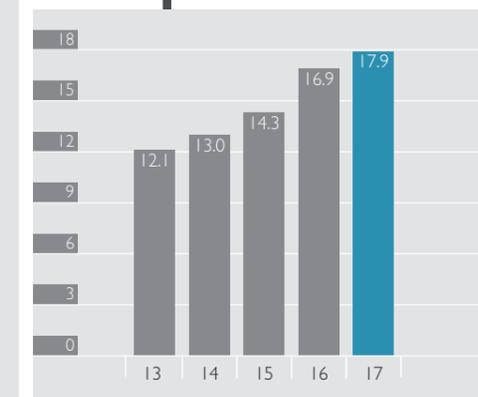
£527m +20%



Description	A key priority for the Group is to drive improved cash generation, through enhanced working capital management and capital discipline and embedding a "cash matters" culture throughout the Group. Greater emphasis has been placed on cashflow generation in management incentive plans since 2016.
Performance in 2017	Operating cash flow was £527m (2016: £633m), down 16.7% as expected following a higher than normal cash generation in 2016. The cash conversion rate was 106% (2016: 133%), in line with our guidance of over 100% of Adjusted PBITA. Good cash flow and working capital management performances were delivered across most of the Group.
Link to strategic objectives	■ ■ ■ ■
Link to long term incentive plan	<input checked="" type="checkbox"/>
Link to annual performance bonus	<input checked="" type="checkbox"/>

Adjusted EPS¹ (pence per share) growth since 2013

17.9p +48%



Description	G4S is aiming to deliver sustainable growth in adjusted earnings over the long-term. Adjusted EPS growth is a component of both the annual and long-term management incentive plans.
Performance in 2017	Helped by revenue growth, improved Adjusted PBITA margins and lower non-controlling interests, adjusted earnings from core businesses increased 5.7% to £277m (2016: £262m) in 2017. Adjusted EPS from core businesses increased 5.9% to 17.9p (2016: 16.9p).
Link to strategic objectives	■ ■ ■ ■
Link to long term incentive plan	<input checked="" type="checkbox"/>
Link to annual performance bonus	

1. For details of the basis of preparation of results from core businesses and an explanation of Alternative Performance Measures (APMs) used, see page 35. Results from core businesses are reconciled to statutory results on page 44.

For more detail on the Group's strategic priorities please see pages 14 to 31. For more detail on 2017 financial performance please see the Chief Financial Officer's review on pages 37 to 50.