

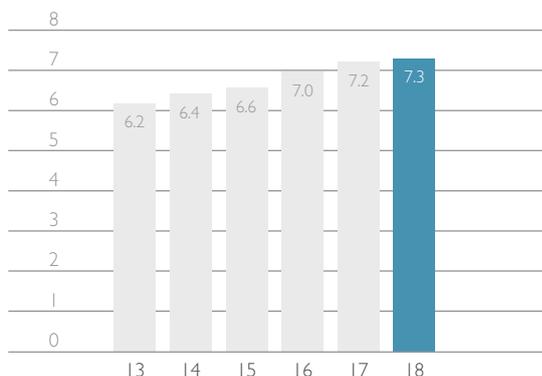
KEY PERFORMANCE INDICATORS ^{KPI}

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

FINANCIAL – UNDERLYING RESULTS

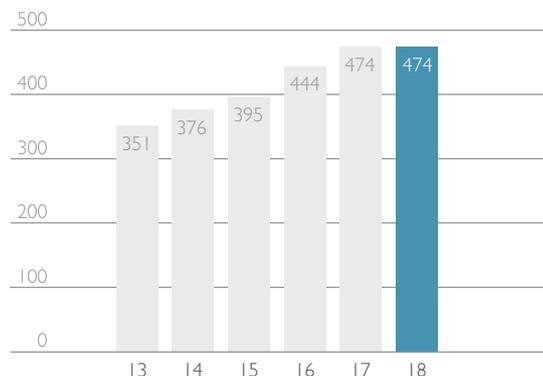
£7.3bn +18%

Revenue¹ (£bn) growth since 2013



£474m +35%

Adjusted PBITA¹ (£m) growth since 2013



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.

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 2018

In 2018, revenues grew 1.1% to £7.3bn (2017: £7.2bn), with Secure Solutions organic growth of 3.0%, reflecting strong growth in Africa, Asia and the Americas.

In 2018, Adjusted PBITA was unchanged compared with 2017 at £474m. Secure Solutions grew 6.9% whilst Cash Solutions declined 17.1%. See pages 57 to 62 for more detail.

Cash Solutions revenue decreased by 9.3% reflecting the mobilisation of a very large Retail Cash Solutions contract in North America in 2017.

Link to strategic objectives



Link to remuneration

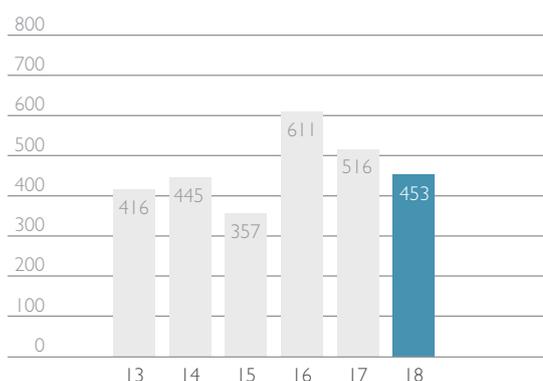


OTHER FINANCIAL AND NON-FINANCIAL KPIS

In addition to the financial KPIs, the Group has a set of other 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 and summarised on pages 38 and 39.

£453m +9%

Operating cash flow¹ (£m) growth since 2013



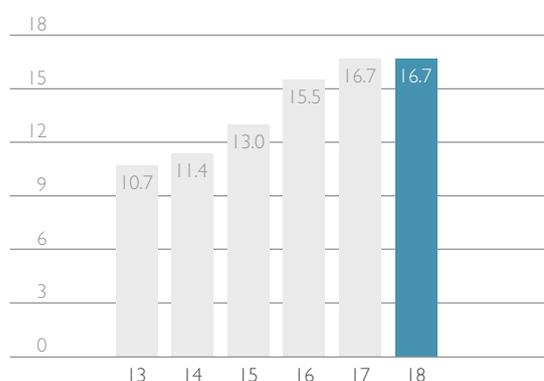
A key priority for the Group is to drive improved cash generation, through enhanced working capital management and capital discipline and embedding a “cash matters” culture throughout the Group.

Operating cash flow was £453m (2017: £516m), down 12.2% as expected following a higher than normal cash generation in 2017. The cash conversion rate was 96% (2017: 107%). Good cash flow and working capital management performances were delivered across most of the Group except the Americas region which was negatively impacted by the US Federal Government shutdown and Europe & Middle East which was affected by contract phasing.



16.7p +56%

Adjusted EPS¹ (pence per share) growth since 2013



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.

Adjusted earnings increased by 0.4% to £259m (2017: £258m) in 2018.

Adjusted EPS was unchanged at 16.7p (2017: 16.7p).



Link to strategic objectives

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

Link to remuneration

- Long term incentive plan
- Annual bonus scheme

1. For details of the basis of preparation of underlying results and an explanation of Alternative Performance Measures (APMs) used, see page 40. Underlying results are reconciled to statutory results on page 50.

2. For more details on the Group's strategic priorities please see pages 18 to 33. For more detail on 2018 financial performance please see the Chief Financial Officer's review on pages 43 to 55.