

Key performance indicators

Financial – Underlying results^{1,3}

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

Links to strategy

Strategy²

-  People, culture & values
-  Growth
-  Profitability
-  Financial discipline

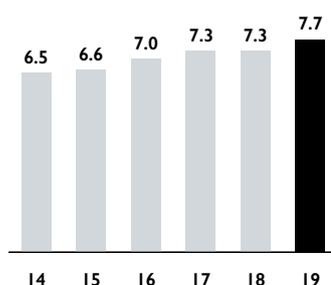
Remuneration policy

-  Annual bonus scheme
-  Long term incentive plan

Revenue¹

£7.7bn

SINCE 2014
+18.5%



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.

Performance in 2019

In 2019, revenues grew 4.7% to £7.7bn (2018: £7.3bn), with Secure Solutions organic growth of 4.4%, reflecting strong growth in Africa, Asia and the Americas and Cash Solutions organic growth of 2.9%.

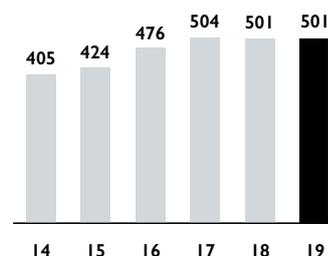
Link to strategy and remuneration



Adjusted PBITA¹

£501m

SINCE 2014
+23.7%



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. Over the medium term we expect to benefit from higher growth and higher margin technology solutions.

Performance in 2019

In 2019, Adjusted PBITA was unchanged compared with 2018 at £501m. Secure Solutions declined 1.7% whilst Cash Solutions increased 3.9%. See pages 71 to 77 for more detail.

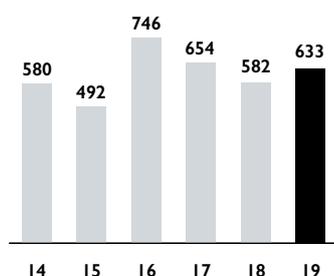
Link to strategy and remuneration



Operating cash flow¹

£633m

SINCE 2014
+9.1%



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.

Our guidance is for operating cash flow conversion of between 110% and 125% and for net debt to Adjusted EBITDA to be between 2.0x and 2.5x.

Performance in 2019

Operating cash flow was £633m (2018: £582m), an increase of 8.8%. The cash conversion rate was 126% (2018: 118%). Good cash flow and working capital management performances were delivered across most of the Group.

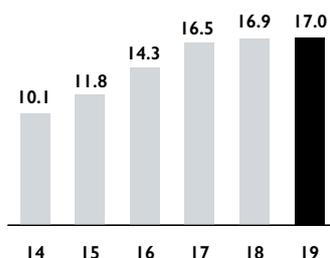
Link to strategy and remuneration



EPS¹

17.0p

SINCE 2014
+68.3%



Description

G4S is aiming to deliver sustainable growth in underlying earnings over the long term. Underlying EPS growth is a component of both the annual and long-term executive management incentive plans.

Performance in 2019

Earnings increased by 0.8% to £263m (2018: £261m) in 2019.

EPS was 0.6% higher at 17.0p (2018: 16.9p).

Link to strategy and remuneration



1. For details of the basis of preparation of underlying results and an explanation of Alternative Performance Measures (APMs) used, see page 52. Underlying results are reconciled to statutory results on page 62.
2. For more details on the Group's strategic priorities please see pages 18 to 47.
3. For more detail on 2019 financial performance please see the Chief Financial Officer's review on pages 54 to 69.