

OUR CORE CAPABILITIES

Intelligent Engineering Maintenance

Customer need:
Optimising asset performance and maximising productivity

Our position

#1 in UK

The largest provider of technology-led engineering (hard) services

Our revenue

£1.8bn

FY24 revenue
 (includes Projects revenue, other than Advisory, Design & Build)

Growth drivers

- Tighter building codes, environmental regulations and health and safety requirements
- Demand for predictive maintenance and remote monitoring to reduce asset downtime and increase productivity
- Requirements to extend asset lifecycles through proactive and intelligent maintenance
- Increased public infrastructure investments to narrow regional differences and meet climate challenge
- Net Zero ambitions to reduce waste, energy usage and carbon emissions

What sets us apart

Scale and capability
 We have the largest national mobile engineering workforce and self-delivery engineering capability in the UK.

Technology
 We create intelligent buildings through sensor technology and remote monitoring, turning big data into insights, transforming facilities, reducing asset downtime and saving energy and money for our customers.

People
 We are one of the UK's largest employers of trained and multi-skilled engineering professionals. We attract and retain the best talent with expertise in all core asset classes and from across multiple industries.

Key statistics

- 1,000+ locally based mobile engineers covering every postcode
- 2.5m assets maintained for our customers
- 6.3m square feet of critical space maintained
- 1.75m planned maintenance visits per year
- 15% energy and maintenance savings achieved
- 95% remote fix for connected assets

Market size

£9.4bn

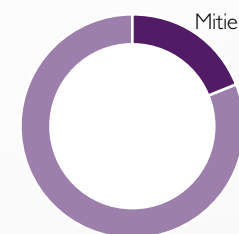
Mitie market share

19%

Projected market growth

4% p.a.

UK Engineering market

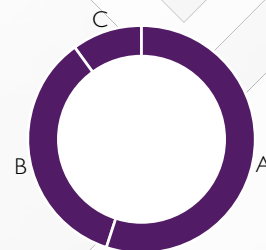


Competitors

Top three competitors

- CBRE
- OCS
- JLL/Integral

Mitie Engineering revenue by division



A. Technical Services	55%
B. CG&D	35%
C. Communities	10%

Market data source: Frost & Sullivan 2023

ENGINEERING MAINTENANCE SPOTLIGHT

Optimising asset performance in critical environments

The challenge

In critical environments such as national infrastructure, healthcare settings, data centres and manufacturing, asset downtime and sub-optimal performance can compromise productivity and security and, in some circumstances, materially impact on the smooth running of UK society and the economy.

For many of our customers, the associated costs are too high to allow for reactive maintenance, and unnecessary engineer visits often disrupt business-critical operations. Organisations are increasingly looking to technology-enabled predictive asset and building infrastructure management to address these constraints.

Our solution

Mitie's Intelligent Engineering solutions are the smart response to asset performance, lifecycle and productivity challenges.

We help our customers to optimise asset performance, meet compliance standards, increase productivity and enhance working environments.

We use building sensor technology and remote monitoring to collect and analyse real-time data that can be used to improve the energy efficiency and sustainability of buildings, reduce costs and extend asset lifecycles through predictive maintenance, optimise space utilisation and improve indoor air quality to enhance the comfort and safety of employees and customers.

We also build digital twins to monitor, analyse and optimise buildings and the equipment inside them.

Artificial Intelligence and Machine Learning is increasingly being used to detect anomalies, trigger actions and generate recommendations using complete asset histories based on log notes and past work orders.

We are developing diagnostic dashboards to predict failures and remote fix issues, reducing the number of engineer visits required to customer sites.

The outcome

We have installed more than 30,000 sensors in c.700 buildings, and we are transforming estates for customers across diverse environments.

For a large retail bank, we now identify c.25% of heating and cooling issues before they reach the helpdesk. For a manufacturer, we have reduced faults on its critical machinery by 70%.

For our healthcare customers, we remotely monitor drug storage temperatures to provide early warning of fluctuations and support drug efficacy. We also monitor water tap usage by remotely measuring temperature and flow rates to prevent contamination with legionella. This supports digitised compliance and optimises NHS resources by allowing infrequently used systems to be flushed on demand.



Mitie's technical expertise and innovative solutions have consistently exceeded expectations. The seamless integration of cutting-edge technologies and a commitment to sustainable practices further cements their position as market leader.

National retail customer



OUR CORE CAPABILITIES

Intelligent Projects

Customer needs

Transforming estates, workplaces and customer experience



Accelerating the path to Net Zero



Our position

By bringing together our capabilities across the Group, we are a leading UK projects business, serving both public and private sector customers.

Our revenue

£1.1bn
FY24 revenue

Growth drivers

- Investment in workplaces to make them more user-centric and commute-worthy
- Decarbonisation of real estate portfolios to meet regulatory requirements and Net Zero ambitions
- Capital deployment into asset lifecycle upgrades to improve performance
- Accelerated growth in sectors such as data centres, healthcare and logistics
- Significant upgrades to Grid networks and investment in battery solutions
- Continued roll-out of 5G and decommissioning of Huawei equipment

What sets us apart

Full asset lifecycle approach

We offer an unrivalled range of services across all asset classes through the full cycle of consult, design, build and maintain. We solve big picture challenges for our customers, from decarbonisation strategies to workplace programmes and building technology solutions.

Technology and innovation

Our Projects Centre of Excellence drives innovation and productivity. It oversees operational standards and manages our Projects technology platform which includes design technologies, BIM models, project management tools and building sensor technologies.

Scale

We leverage our national scale and leadership position in the UK to upsell projects work as we continue to grow our capabilities organically and through strategic infill M&A.

Operational highlights

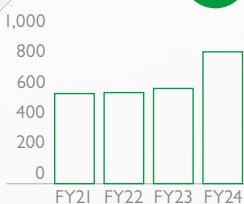
- Projects Centre of Excellence
- 2,200 highly skilled project managers
- 300 consulting professionals
- 4,000+ projects delivered annually
- c.80% of revenue from core Mitie customers
- £100k – £150k typical project value
- 1–3 months typical length of project

Building infrastructure

£12bn
Market size

Mitie revenue (£m)

+14%
CAGR

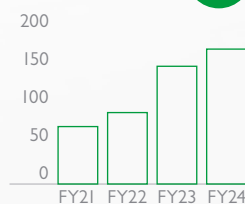


Decarbonisation technologies

£3bn
Market size

Mitie revenue (£m)

+33%
CAGR

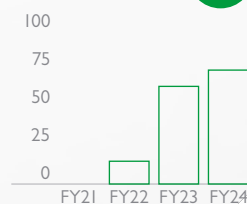


Telecoms infrastructure

£1bn
Market size

Mitie revenue (£m)

+124%
CAGR

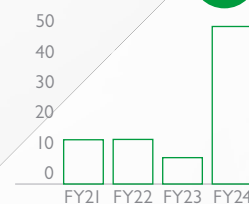


Fire & Security

£3bn
Market size

Mitie revenue (£m)

+53%
CAGR



Representative competitors

- CBRE
- NG Bailey
- TClarke
- Dalkia
- Briggs & Forrester

Sources: ONS, Deloitte, Solar Energy UK, Verdantix, DCMS, AMA Research

PROJECTS SPOTLIGHT



Best-in-class data centre delivery

KLON-02 is the second of four planned data centres at the Kao Data Campus in Harlow, Essex. Based on our successful track record with KLON-01, Mitie was appointed to provide strategic advice, design and project management. The three-storey structure houses substantial c.850 square metre data halls, switch, pump and security rooms, plant areas and office space.

The project was successfully delivered on time and within budget. All Mechanical & Electrical testing and commissioning was carried out to industry standards and overseen by independent commissioning managers. The Considerate Constructors Scheme rated the work as Excellent, and the project is expected to achieve a BREEAM Excellent rating.



Mission-critical turbine engine assembly hall

We recently completed the full refurbishment and fit out of a 100-year-old manufacturing facility in Derby for Rolls-Royce. The facility was identified for reconfiguration and infrastructure development to accommodate Rolls-Royce's mission-critical turbine engine assembly and off-wing maintenance activities.

The scope of the project included the replacement of the entire concrete floor slab, remediation of structural steelwork, and the installation of new mechanical & electrical and fire & safety equipment and high-level gantry cranes. We also developed new office and welfare areas and improved local access routes.

We have provided Rolls-Royce with a state-of-the-art production facility and modern office space, that is expected to improve productivity and help to attract the best talent for our customer.



Decarbonising and modernising the UK's Defence estate

Mitie's projects across the Defence estate continue to lead the way in innovative, technology-enabled and sustainable works.

Our air source heat pump programme at Glencorse Barracks in Scotland won an Army Sustainability Award, and our hangar heating technique at RAF Lossiemouth was recognised as best in class – ensuring these vast buildings are only heated in the areas in which troops operate. We have also commenced work on the refurbishment of housing for Service families across the estate.

Meanwhile, at the MoD's overseas locations, we continue to support operational activity, completing the construction of a new bulk fuel installation in Cyprus and supporting humanitarian and military operations in the region.

OUR CORE CAPABILITIES

Intelligent Security

Customer need

Protecting people, property and assets



Our position

#1 in UK

Leading converged security services provider

Our revenue

£0.9bn

FY24 revenue
(includes Projects revenue)

Growth drivers

- Shift towards a more holistic approach in response to the evolving threat landscape
- Increasing business crime, with theft, burglary, fraud and antisocial behaviour all on the rise
- Advances in complex, integrated security and building systems with cloud-based solutions and remotely managed services
- Demand for data analytics, automation and AI-enabled systems and services
- Tightening legislation, including the Building Safety Act 2022, the Fire Safety Act 2021 and Martyn's Law

What sets us apart

Intelligence

Our team of dedicated analysts review large-scale data sets from intelligence software platforms and open source data feeds to monitor crime and incident trends, enabling our customers to make informed decisions and implement appropriate security measures.

Technology

Through our ISOCs, we lead in the delivery of sophisticated, technology-led solutions to support our customers' complex security needs and changing risk profiles. Alongside our proprietary intelligence software, Merlin 24/7, Protect, our new cutting-edge technologies include AI video analytics and biometrics.

People

We attract the best people, including former police officers and military and intelligence professionals, with a deep understanding of operational intelligence and the expertise to win, retain and transform large security contracts.

Key statistics

- 21,000 security professionals
- 250 intelligence analysts and assurance representatives
- Two Intelligence Security Operations Centres (ISOCs) in Northampton and Craigavon
- 11 dedicated customer Security Operations Centres (SOCs) within our ISOCs
- 73,000 Fire & Security systems maintained
- 17,000 CCTV and alarm systems monitored
- 120,000 lone workers protected by our systems

Market size

£7.8bn

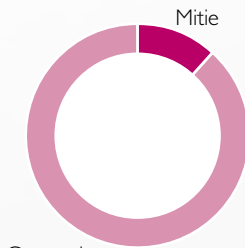
Mitie market share

12%

Projected market growth

4% p.a.

UK Security market

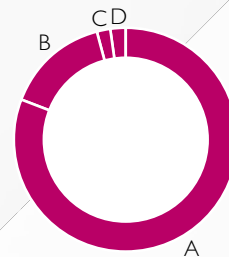


Competitors

Top three competitors

- G4S
- OCS
- Bidvest Noonan

Mitie Security revenue by type



A. Security services/SOCs	81%
B. Fire & Security	15%
C. Emergency response	2%
D. Intelligence services	2%

Note: substantially all of Mitie's Security revenue is delivered through the Business Services division

Market data sources: Frost & Sullivan 2023, AMA Research

SECURITY SPOTLIGHT

Delivering converged security solutions to combat retail crime and grow our sector leadership

The challenge

According to the British Retail Consortium, the total cost of retail crime was c.£3.3bn in 2023, almost twice that of the prior year. There were more than 1,300 violent or abusive incidents against shop workers every day. A total of 8,800 incidents resulted in injury, although only around a third of these were reported to the police and a very small number were prosecuted.

Our solution

Mitie is the leading provider of security services to the UK retail sector, with c.30% market share. We serve major brands, including Sainsbury's, M&S and the Co-operative Group, and we have expanded our relationships with Landsec and Westfield to protect their destination shopping centres and retail parks.

Our converged security offering is centred on intelligence, technology and people. We employ industry-leading sector specialists, and we have strong connections with law enforcement. Through our ISOCs, our software harnesses millions of data points to help our customers understand the frequency, location and timing of threats.

We also analyse thousands of incidents daily to identify patterns and secure convictions, with a focus on Organised Criminal Groups (OCGs).

The outcome

Against a backdrop of escalating business crime, our converged security solutions are filling a widening gap in the provision of public sector assurance and policing.

For a national food retailer, we have recorded and managed 1.2m incidents and secured over 37,000 arrests by store detectives, resulting in c.4,000 weeks in prison for prolific offenders. Overall, we delivered a £48m return on its investment through reduced shrinkage and contract efficiencies.

More widely, with the support of the Policing Minister and the Home Office, Mitie worked with Katy Bourne OBE, the Association of Police and Crime Commissioners' (APCC) lead for business and retail crime, to spearhead the creation of Pegasus, a business and police partnership, in 2023.

Pegasus radically improves the way retailers can share intelligence with the police to better understand the tactics of OCGs and identify more offenders. It includes the development of a new information-sharing platform and training for retailers. We are the only private security company playing a role in this initiative, providing industry leadership alongside intelligence, technology and people.



I am very grateful to all the contributors to Pegasus and to Mitie in particular for helping to get Pegasus airborne.

Katy Bourne OBE,
APCC Lead for Business
and Retail Crime



OUR CORE CAPABILITIES

Intelligent Cleaning & Hygiene

Customer need
 Creating healthier and more sustainable spaces



Our position
#1 in UK
 The largest UK provider of Cleaning & Hygiene services

Our revenue
£0.7bn
 FY24 revenue

- Growth drivers**
- Improving user experience through healthier working environments to create commute-worthy workplaces
 - Customers aligning with partners focused on delivering social goals, energy management and carbon reporting
 - Demand for eco-friendly cleaning products and greener estates
 - Advances in robotics and sensors enabling organisations to maximise cleaning productivity
 - Big data and advanced analytics creating opportunities to deliver greater value at lower cost

What sets us apart

Research & Development
 At our Cleaning & Hygiene Centre of Excellence, we develop technology-enabled solutions (e.g. disinfection systems and antimicrobial surface protectants). We use this centre to showcase our capabilities, experienced colleagues and commitment to innovation.

Technology
 We combine sensor technology, cleaning robots, spill detect computer vision and our proprietary platform, Merlin Connect, to deliver flexible, demand-led cleaning solutions, improve cleaning quality, ensure compliance and increase efficiency and productivity for our customers.

Sustainability
 We use eco-friendly cleaning products and our demand-led solutions reduce energy and water usage for our customers.

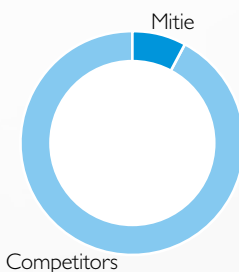
- Operational highlights**
- 25,000 highly trained colleagues
 - Cleaning & Hygiene Centre of Excellence
 - 40 NHS trusts supported
 - 20m sq ft of retail space cleaned every day
 - 1,000+ cleaning robots
 - UK's largest robotic cleaning fleet at Heathrow airport

Market size
£8.3bn

Mitie market share
8%

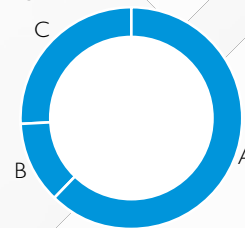
Projected market growth
3% p.a.

UK Cleaning & Hygiene market



Top three competitors
 ISS
 OCS
 Sodexo

Mitie Cleaning & Hygiene revenue by division



A. Business Services	63%
B. CG&D	12%
C. Communities	26%

Source: Frost & Sullivan 2023

CLEANING & HYGIENE SPOTLIGHT

Delivering demand-led and flexible cleaning services

The challenge

Our customers are increasingly looking for demand-led and flexible services to improve the quality and effectiveness of cleaning, support business growth and variability, mitigate rising labour costs and inflation, reduce the environmental footprint of cleaning products and vehicle fleets, and increase employee engagement and retention.

Our solution

Our technology platform, Merlin Connect, is unique to Mitie. It significantly improves the quality of the cleaning we provide and allows our customers to verify this through proof of presence, paperless audits and a real-time customer dashboard. The platform supports incident escalation and reactive task allocation, risk assessments, electronic cleaning schedules, health and safety standard operating procedures and real-time visibility of delivery to specification.

Simultaneously, the platform enables efficiency gains by analysing the data it generates to match service to demand, eliminate downtime and benchmark our teams. It is increasingly being adopted across a range of critical environments, including operating theatres, server rooms and pharmaceutical laboratories.

The outcome

For an international e-commerce company, we support 54 sites across the UK with 1,200 cleaning technicians. From the outset, we worked with the customer to understand its needs, including its focus on staff retention, drive to reduce costs and requirement for significant operational flexibility.

Together we have designed a service solution that includes a bespoke engagement programme, where we train our day and night shift cleaning colleagues to support our customer's 24/7 operations.

We also implemented Merlin Connect to monitor footfall and occupancy across the customer's distribution centres and office spaces. Our software has identified efficiency gains of 10% and enables peak demand planning to better manage the seasonality of our customer's business.

The outcomes are impressive. Our staff attrition rate of 10% and Net Promoter Score of 100 are industry-leading, helping us to increase our revenue from this customer by 50% year-on-year by expanding our cleaning services and cross-selling engineering and projects work.



Mitie's meticulous attention to detail ensures a spotless environment, surpassing industry standards. Their dedication to maintaining a pristine and safe space showcases an unwavering commitment to customer satisfaction, making them my unequivocal choice for superior cleaning services.

Large logistics customer

