Strong progress in Foundation Year of FY25-FY27 Strategic Plan

Results presentation for the year ended 31 March 2025

Recommended cash and share offer for Marlowe plc

5 June 2025

The future of high-performing places

mitie

FY25 highlights

Strong progress in Foundation Year of Strategic Plan (FY25 – FY27)

Double digit revenue and operating profit growth

Record contract wins/renewals, order book and bidding pipeline

Three infill acquisitions expand Projects capabilities

Strong FCF generation supports growing capital deployments

On track to deliver ambitious Three-Year Plan targets

Marlowe plc acquisition builds ‘Facilities Compliance’ leadership

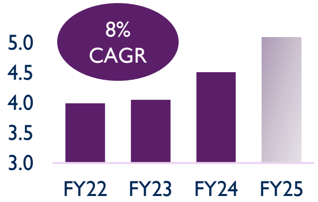
FY25 highlights in charts

Continued growth across all key metrics

Financial performance

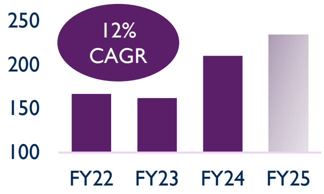
Revenue: £5.1bn

+13% YoY (£bn)



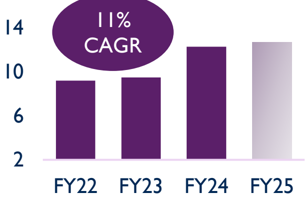
Op. profit[1]: £234m

+11% YoY (£m)



Basic EPS[1]: 12.7p

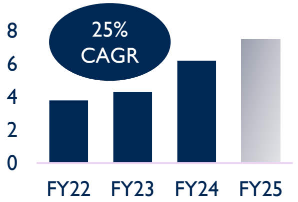
+3% YoY (p/share)



Growth indicators

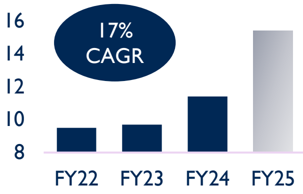
Wins/renewals[2]: £7.5bn

+21% YoY (£bn)



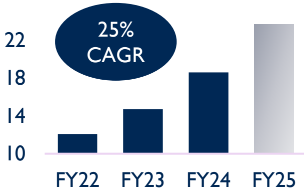
Order book: £15.4bn

+35% YoY (£bn)



Pipeline: £23.7bn

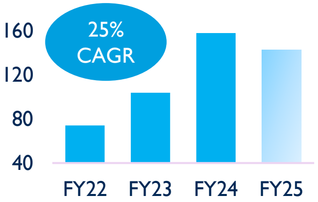
+27% YoY (£bn)



FCF & capital deployment

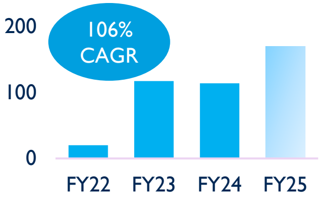
Free Cash Flow[3]: £143m

>£100m guidance (£m)



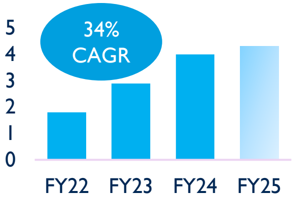
Shareholder returns[4]: £170m

+49% YoY (£m)



Full year dividend: 4.3p

+8% YoY (p/share)



[1] *Operating profit and Basic EPS before Other items*
[2] *Total contract value (TCV). Renewals include contract extensions*
[3] *Underlying FCF for FY22 & FY23, normalised for TTP, deferred payments, reduction in CID facility and Covid profits*
[4] *Dividends of £55m, £100m share buyback and £15m of share purchases for incentive schemes*

Recommended cash and share offer to acquire Marlowe plc

A compelling opportunity to build 'Facilities Compliance' leadership and create significant shareholder value

TERMS OF OFFER

- Recommended cash and share offer: £2.90 in cash and 1.1 new Mitie shares per Marlowe share
- Implied value of £4.66 per Marlowe share[1], representing a premium of 26.5%[2]
- 'Mix and match' facility
- Total consideration of c.£366m, financed by:
  - £138m[1]/86.6m new Mitie shares (6.4% ISC)
  - £228m debt funding (via Bridge facility)

The Mitie and Marlowe Boards have unanimously agreed terms; creating value for all shareholders

COMPELLING BENEFITS TO MITIE SHAREHOLDERS

- ✓ A leader in Facilities Compliance
- ✓ Accelerates margin progression towards >5% target
- ✓ High-single digit EPS accretion in FY28, upon delivery of £30m cost synergies (to exit FY27 at 100% run rate)
- ✓ Deal ROIC to materially exceed cost of capital in FY28
- ✓ Leverage to remain within 0.75-1.5x target range

Acquisition accelerates Mitie's strategic progress and the delivery of its ambitious Three-Year Plan targets

TIMELINE

5 June 2025
R2.7 announcement
Bridge facility in place

By end June 2025
Publication of scheme documents

Summer 2025
Court approved scheme of arrangement
Anticipated completion

Conditional on >75% Marlowe shareholder approval

1) Based on Mitie closing share price of 159.6 pence on 4 June 2025; 2) To the undisturbed Marlowe share price (being 368.0 pence on 3 June 2025)

Financial update

Simon Kirkpatrick

Chief Financial Officer

Headlines

Double digit revenue and profit growth in FY25

Headlines (£m)	FY25	FY24	% change
Revenue[1]	5,091	4,511	+12.9
Operating profit before Other items	234.1	210.2	+11.4
Operating profit margin	4.6%	4.7%	(0.1ppt)
Profit after tax before Other items	166.3	162.9	+2.1
Basic earnings per share before Other items	12.7p	12.3p	+3.3
Dividend[2]	4.3p	4.0p	+7.5
Free cash flow	143	158	
Average daily net debt	(264)	(161)	
Net assets	428	474	

- Revenue growth of 12.9% driven by strong organic growth of 8.5%
- Margin 10bps lower reflecting investments in Year 1 of 3YP
- 3.3% improvement in EPS from profit growth and share buybacks, offset by increase in effective tax rate and higher net finance cost
- 7.5% increase in FY25 total dividend
- Free cash inflow of £143m, supporting increasing capital allocation
- Average daily net debt of £264m, increased due to FY25 capital allocation actions

[1] Revenue including share of joint ventures and associates
[2] Interim dividend of 1.3p paid in January 2025. Final dividend of 3.0p recommended by the Board and subject to shareholder approval

Revenue

Strong revenue growth across all divisions

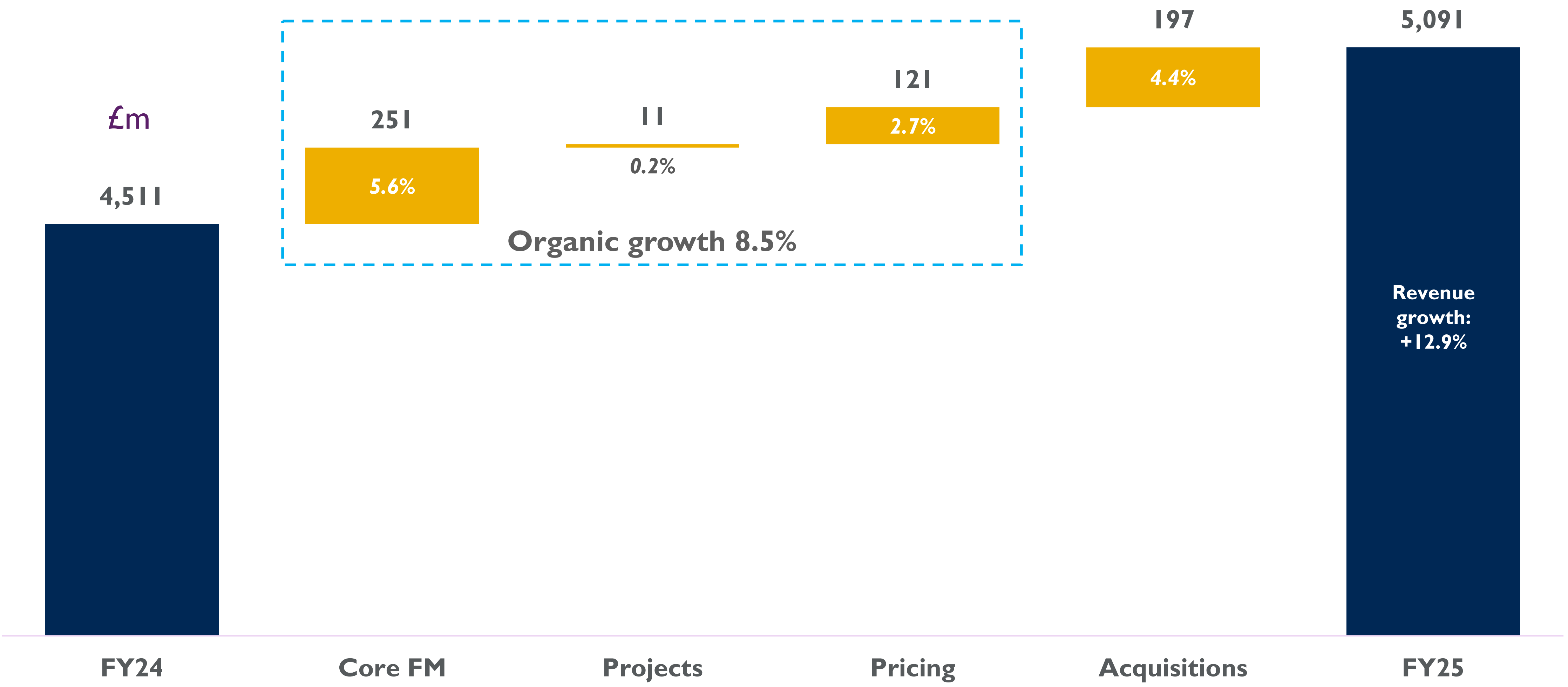
Revenue[1] (£m)	FY25	FY24[2]	% change
Business Services (BS)	2,244	1,977	+13.5
Technical Services (TS)	1,977	1,817	+8.8
Communities	870	717	+21.3
Mitie Group	**5,091**	**4,511**	**+12.9**

- BS growth due to new wins, 'surge response' security work, retail sector growth, acquisitions, and pricing, partly offset by completion of public sector contracts
- TS growth driven by new wins, scope increases, and acquisitions
- Communities increase mainly driven by growth in Care & Custody, new wins and additional project work

[1] *Revenue including share of joint ventures and associates*
[2] *FY24 restated to reflect the change to divisional reporting to include Police services and Central Government in Business Services and Defence in Technical Services*

Revenue

Strong organic growth supplemented by infill acquisitions



Operating profit

11.4% profit improvement with all divisions increasing year-on-year

Operating profit[1] (£m)	FY25	FY24[2]	% change
Business Services (BS)	163.0	149.8	+8.8
Technical Services (TS)	79.0	74.9	+5.5
Communities	47.5	36.1	+31.6
Corporate Centre costs	(55.4)	(50.6)	+9.5
Mitie Group	**234.1**	**210.2**	**+11.4**

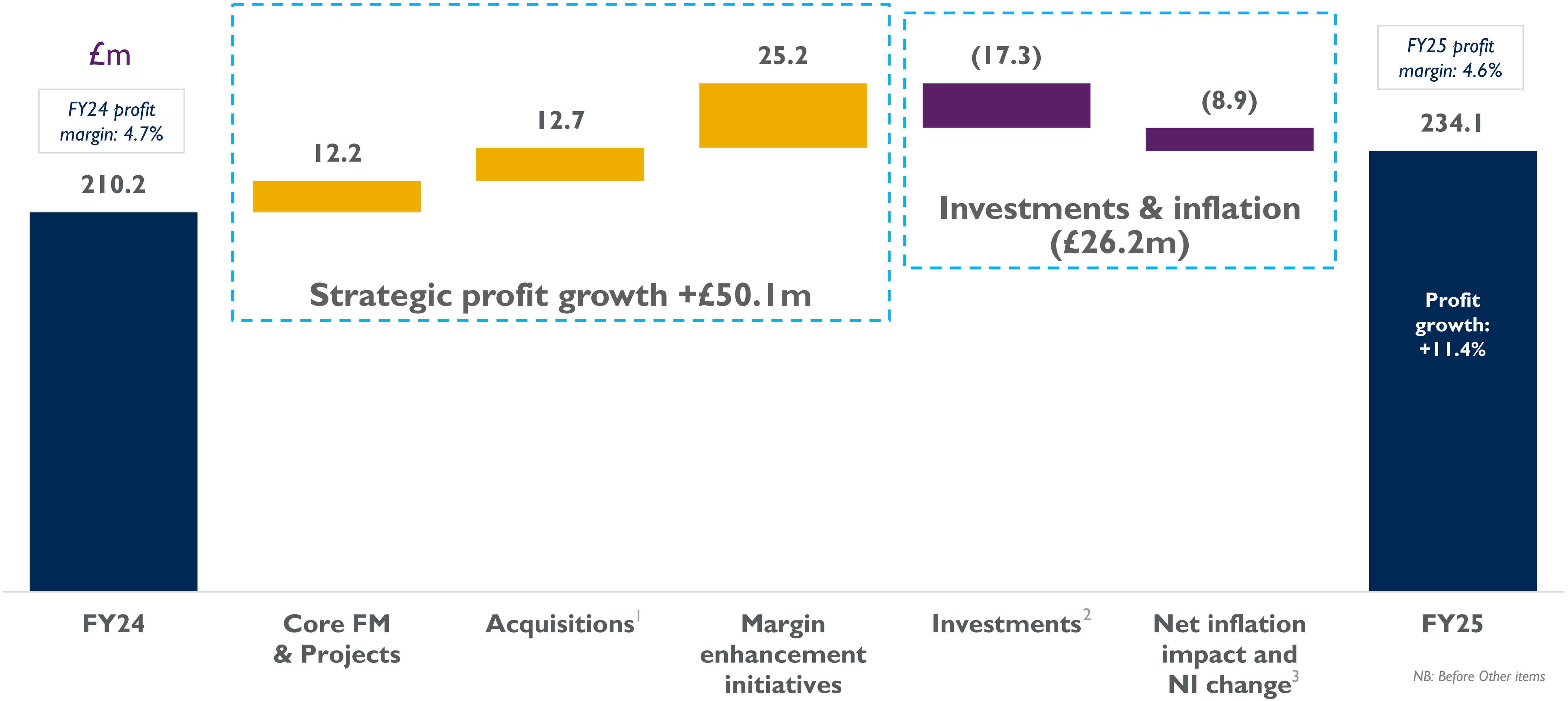
- BS profit increase from 'surge response' security work, new wins and MEIs, partly offset by headwinds from completed public sector contracts
- TS profit improvement driven by wins, MEIs, and acquisitions, partly offset by one IFM contract loss
- Communities' improvement driven by new wins, increased immigration work, and project growth
- Corporate centre costs increase from investments in Sales, Technology and Marketing, with MEIs offsetting inflation

[1] *Before Other items*

[2] *FY24 restated to reflect the change to divisional reporting to include Police services and Central Government in Business Services and Defence in Technical Services*

Operating profit

11.4% profit growth after more than £26m of investments and inflation headwinds



NB: Before Other items

[1] Includes Landmarc consolidation profit impact of +£6.4m and G2 Energy costs of -£1.1m
[2] Includes £7.0m of mobilisation costs for the Millsike prison contract
[3] Includes £2.1m of cost related to increase in Employers' NI, which due to HMRC rules impacts the final payroll of FY25 (i.e. March)

Cost inflation and regulatory changes

Inflation tightly managed in FY25; additional inflation and NI headwind in FY26

INFLATION IMPACT

	FY25	FY26 outlook
Total cost inflation	(£128.2m)	(£140.0m)
Recovery from pricing	£121.4m	£130.0m
Net P&L impact	(£6.8m)	(£10.0m)
Inflation recovery %	*95%*	*c.93%*

AUTUMN BUDGET: NI HEADWIND

	FY25	FY26 outlook
Estimated cost increase from Employers' NI[1]	(£2.1m)	(£50.0m)
Estimated recovery from pricing	-	£35.0m
Residual cost (before mitigations)	(£2.1m)	(£15.0m)

- FY25 net P&L impact from cost inflation of £6.8m, reflecting 95% pricing pass through on contracts
- NLW increase of 6.7%, expected to be passed through on contracts, consistent with previous years
- FY26 inflation headwind expected to be £10m with continued >90% pricing pass through
- Employers' NI cost increase of £50m (c.30%) to £225m in FY26
- Contractual protection and commercial negotiations expected to recover at least c.£35m
- Residual c.£15m cost to be mitigated by additional MEIs underpinned by AI

[1] *£2.1m in FY25 arises on salaries paid in April 2025 (after the increase to Employers' NI cost takes effect). The higher NIC tax rate applies because the salaries were paid in the new tax year, and HMRC applies tax at the point the payroll is paid (i.e. April 2025), not when the wages are earned (i.e. March 2025)*

Cash flow

Good free cash flow generation, despite anticipated working capital outflow and higher lease and interest payments

Cash flow (£m)	FY25	FY24
Operating profit before Other items	234.1	210.2
Add back: depreciation and amortisation	76.8	57.9
Other items	(34.3)	(37.6)
Other operating movements	9.0	3.9
Cash from operations before movements in working capital	**285.6**	**234.4**
Working capital movements[1,2]	(37.0)	(4.3)
Capex, capital leases, interest and other	(105.8)	(72.5)
Free cash inflow (FCF)	**142.8**	**157.6**
Capital allocation	(236.5)	(148.7)
Increase in lease liabilities (and other)	(24.5)	(45.6)
Increase in net debt	(118.2)	(36.7)

[1] *Adjusted to exclude movements in restricted cash which do not form part of net debt*
[2] *FY24 working capital outflow includes one-off working capital process improvements of c.£25m related to the implementation of the Coupa digital supplier platform, as well as rationalisation of our supplier base and alignment of our VAT groups*
[3] *Dividends include £10.1m paid to the Landmarc minority shareholder*
[4] *Acquisitions include net cash considerations and employment-linked earnout payments*

- Strong profit generation drives £142.8m of FCF inflow in FY25
- Cash Other items of £34.3m relates mainly to costs of implementing MEI savings, and infill acquisition costs
- Working capital outflow of £37.0m, reflecting growth in the projects business and longer payment terms on several contracts in the retail sector, partly offset by process improvements
- Capex £31.0m, Leases £56.1m, Interest £14.7m and Tax £11.0m
- Capital allocation includes: £100m share buybacks, £14.6m share incentive purchases, £64.6m dividends[3], £57.3m infill acquisitions[4]
- Lease liabilities increase: continued transition to EVs, higher proportion of more expensive vans, expansion of fleet through acquisitions

Balance sheet

Strong and stable balance sheet underpins ongoing shareholder returns, and M&A

£m	FY25	FY24
Closing net (debt)	(199)	(81)
Average daily net (debt)	(264)	(161)
Leverage ratio (average daily net debt / EBITDA)[1]	0.8x	0.6x
Covenant leverage ratio[2]	0.04x	< 0x
Debtor days[3]	29	30
Creditor days[3]	32	31
ROIC (%)	24.5	26.4
Net assets	428	474

[1] *Calculated using EBITDA and post-IFRS 16 net debt (i.e. including leases). Leverage ratio based on closing net debt is 0.6x*
[2] *Calculated using net debt excluding leases*
[3] *Debtor and creditor days are calculated as averages for the year*

- Increase in net debt due to capital allocation actions undertaken and higher lease liabilities
- Average leverage (0.8x) at the bottom end of target range of 0.75x-1.5x
- Covenant leverage remains at zero
- Average debtor and creditor days broadly consistent with FY24. Longer payment terms demanded by certain retail sector customers partly offset by process improvements
- Return on invested capital (ROIC) of 24.5%, higher than >20% target
- Net assets reduced to £428m, after distributing £179m through dividends, share buybacks and the market purchase of shares for incentive schemes

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Summary

Good FY25 performance provides confidence in delivering ambitious 3YP targets

2023 Capital Markets Event (CME)

FY27 Financial Targets

- High single digit revenue growth (CME baseline: £4.4bn)
- Operating profit margin >5% (CME baseline: 4-4.5%)
- EPS growth > revenue growth (CME baseline: 10.5-11.0p)
- FCF generation of c.£150m p.a. (CME baseline: >£100m)
- ROIC >20% (CME baseline: c.25%)

FY25 Performance

- **Double digit** revenue (and operating profit) **growth**
- **Margins stable** (4.6%) after investments to enhance growth
- **Basic EPS** of 12.7p, up 3.3% despite higher effective tax rate, and interest costs
- **Good FCF generation** (£143m) supporting capital allocation strategy
- **ROIC** of 24.5%

FY26 Outlook*

Tailwinds and management actions:

- Good growth momentum to continue from Core FM and Projects
- Inorganic growth from FY25 acquisitions
- Margin enhancement initiatives, underpinned by AI savings

Headwinds and investments:

- National Insurance and Inflation
- FY25 contract losses
- Competitive pricing environment
- Ongoing investment in technology and capabilities

Additional guidance: ETR 25%, Higher leverage, FCF >£120m, ROIC >20%

*Mitie standalone, excluding new potential acquisition

Strategic update

Phil Bentley

Chief Executive Officer

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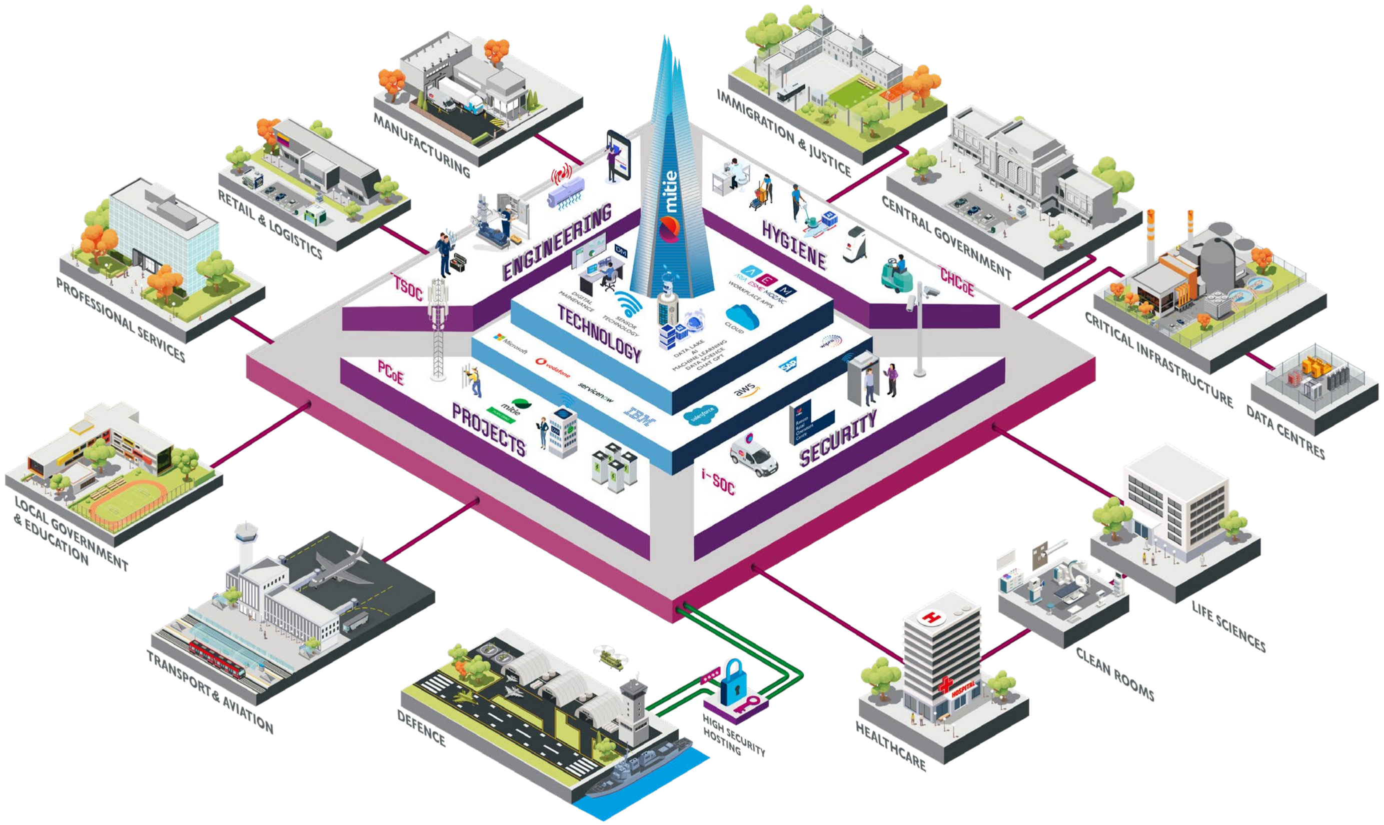
Recap: the Mitie-Verse

Growing legislative and regulatory requirements are relevant to each of our customer sectors



NEW LEGISLATION AND REGULATIONS	
Fire	• Fire Safety Act 2021 • Building Safety Act 2022
Security	• National Security Act 2023 • Worker Protection Act 2023 • Terrorism Act 2025
Energy & Environment	• Environment Act 2021 • Separation of Waste Regs 2024 • Water Act 2025 • Legionella Control Association • Fluorinated Gas (F-Gas) Regs 2024 • Minimum Energy Efficiency Standards • Energy Savings Opportunity Scheme

> ***"Provision of UK Public Services disrupted by government buildings 'left to crumble'. Spending watchdog says maintenance backlog totals £49bn"***

National Audit Office

FT FINANCIAL TIMES

22 January 2025

Our FY25-FY27 Strategic Plan is targeted on growth

Focused on meeting customer needs, delivering Facilities Management; Transformation; and now Compliance

OUR PILLARS OF GROWTH…	… ENABLE US TO SATISFY EVOLVING CUSTOMER NEEDS…			… AND BUILD A LEADING OFFERING
M&A	Sustainability mitie PLAN ZERO mitie WASTE Biotecture cliniwaste	Fire & Security Regulations MARLOWE FIRE & SECURITY GROUP	Environmental Compliance MARLOWE Environmental Services	'Facilities Compliance'
Projects upsell/infill	Transform estates and workplaces JCA	Protect Duty RHI INDUSTRIALS argusfire gbe:converge	Accelerate the path to Net Zero CUSTOM SOLAR ROCK POWER CONNECTIONS G2 ENERGY ESM POWER LIMITED POWERING YOUR NETWORKS	'Facilities Transformation'
Key account growth and scope increases	Condition-based Engineering Maintenance Optimise asset performance / maximise productivity	Risk-based Security Protect people, property and assets	Demand-led Hygiene Create healthier and more sustainable spaces	'Facilities Management'

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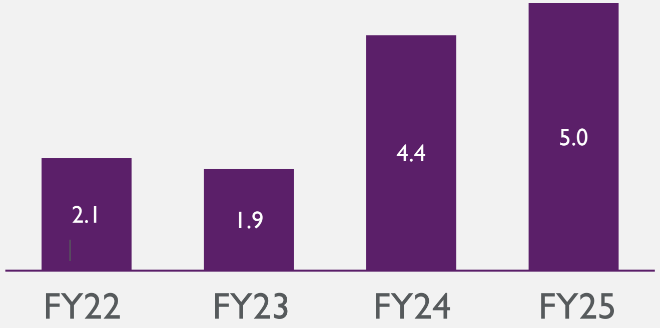
Strong **Facilities Management** growth in Key Accounts

Investments in the Foundation Year of the Plan have driven record growth

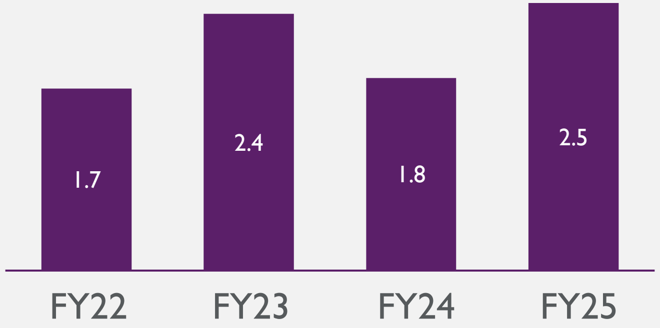
Key account growth and scope increases

£372m (£600m 3Y target)

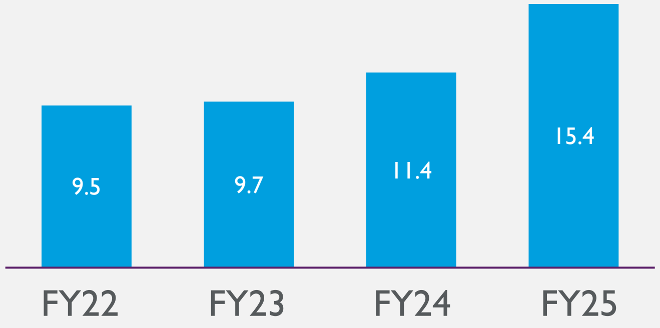
Record New Wins (£bn TCV)
(+34% CAGR, +14% y-o-y)



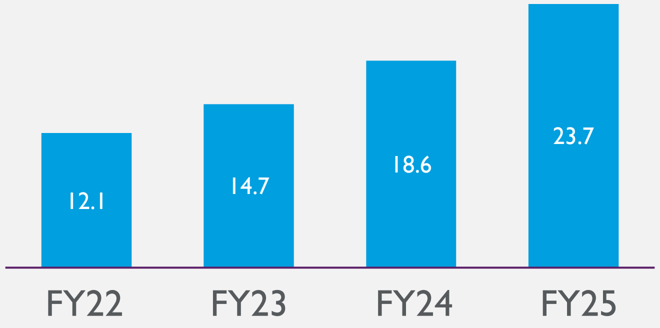
Record Renewals (£bn TCV)
(+14% CAGR, +39% y-o-y)



Record Total Order Book (£bn TCV)
(+17% CAGR, +35% y-o-y)



Record Pipeline (£bn TCV)
(+25% CAGR, +27% y-o-y)



£1bn TCV

7+3 year security contract award from DWP

35%

New customer win rate

13%

Growth in in Top 10 Key Accounts

Strong **Facilities Transformation** growth in projects

Our expanded capabilities delivered £1.2bn (+14% yoy) of transformational projects

Projects upsell/infill

£139m
(£200m 3Y target)

- M&E, HVAC, Building fabric
- Fire & Security
- Power & Grid connections
- Renewables, Battery storage
- Electric Vehicle charging
- Telecoms infrastructure

Eden Project 140 kWp roof-mounted solar PV system on plant and education facility

Longcross Park data centre design, delivery and commissioning of MEP infrastructure

Battersea Power Station fire suppression systems

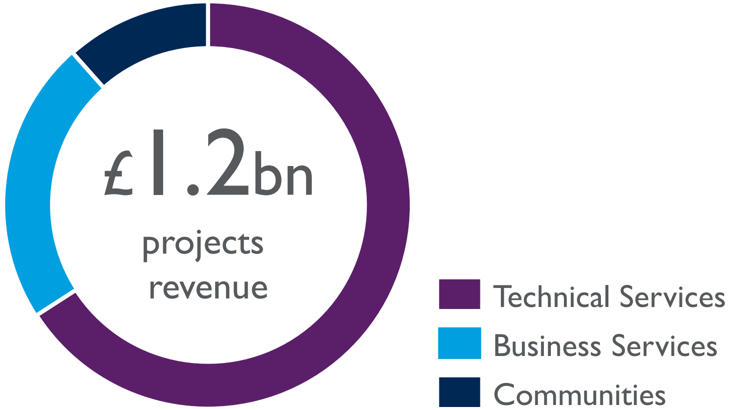
DWP upgrade of critical security infrastructure

c.80%
projects for existing customers

£250k
typical project size (+65% yoy)

£2.8bn
projects order book (+40% yoy)

£4.8bn
projects pipeline (+45% yoy)



Facilities Compliance is an attractive growth market

Large market with strong growth rates, high recurring revenues and attractive margins, underpinned by the increasing building compliance requirements

	Market Size[1] (£bn)	CAGR[1] ('24-'29)
Active & Passive Fire	3.9	4-7%
Security Systems	1.1	3-4%
Environmental Services	2.6	3-4%
Compliance market	**7.6**	**4-6%**

COMPLIANCE MARKET CHARACTERISTICS

- ✓ **Large addressable market:** c.1.5m commercial and public buildings in the UK, most of which require 'Facilities Compliance'
- ✓ **High level of outsourcing:** c.90% of services are out-sourced, with a customer preference to direct award to specialists
- ✓ **Increasing regulations:** Tighter fire, security and environmental regulations, with greater enforcement and high costs of failure
- ✓ **Growing insurance requirements:** To support obtaining/ claiming on insurance policies or to reduce annual premiums
- ✓ **Recurring non-discretionary spend:** Long-term mandatory and structural demand drivers (e.g. statutory inspection regimes)
- ✓ **Attractive margins:** Specialists typically command higher prices and achieve higher margins than IFM 'generalists'

1) Independent research commissioned by Mitie

Two complementary businesses…

Adding compliance capabilities to cross-sell to Mitie's underserved customers

£300m
(£400m
3Y target)

MARLOWE PLC

£300m revenue

75% recurring revenue

~11% EBITDA margin

1,700 fee earners

27,000 customers, incl. SMEs

Specialist provider to clients

- 80% self delivery
- National coverage

Leading F&S and Water business

mitie

£250m revenue

35% recurring revenue

~9% EBITDA margin

950 fee earners

500 customers

Underserved client base

- Mostly subcontracted
- <20% of Accounts use Mitie

Primarily F&S projects

FACILITIES COMPLIANCE LEADER

£550m revenue

~10% EBITDA margin

70% self-delivery

60% recurring revenue

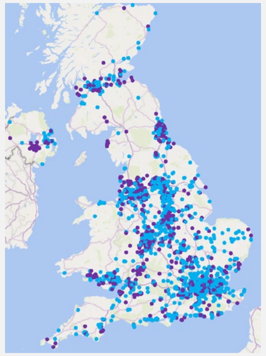
Diversified blue-chip customers

Combined Offering:

- ✓ 'Total Fire'
- ✓ Security Systems
- ✓ Environmental services

National Coverage

c.2,650 fee earners covering every UK postcode



All figures are estimates

…with significant revenue opportunities to expand capabilities

Building scale, leadership and self-delivery in the key segments of Facilities Compliance

M&A

£300m
(£400m
3Y target)

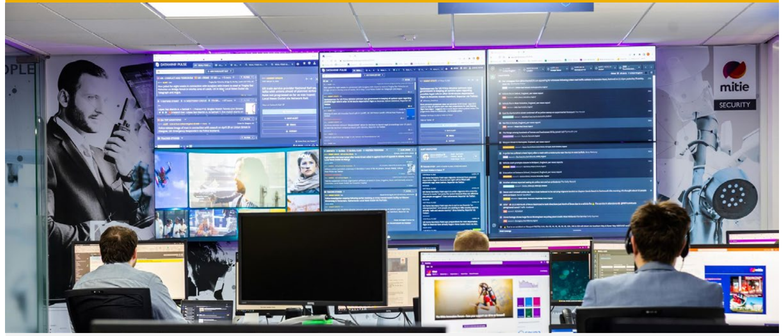
CREATES 'TOTAL FIRE' OFFERING

Creates a leader in £3.9bn UK market

- Significant Active Fire cross-sell opportunities
- Bid for complex/multi-site/national contracts, with existing and new customers
- New capabilities in high growth Passive Fire market, addressing new legislation

Active Fire	Passive Fire	Fire Risk
Detection	Fire stopping	Fire Risk Assessment (FRA)
Suppres-sion	Fire dampers	Fire risk assessment

ENHANCES SECURITY SYSTEMS OFFERING



Creates a leader in £1.1bn UK market

- RHI and GBE projects capability for Mitie
- Cross sell Marlowe's services into key Mitie sectors incl. NHS, education, retail,, hospitality
- Enhance remote monitoring revenue streams with new ARC customers and connections

Security Systems

- CCTV
- Access Control
- Remote Monitoring
- Intrusion Detection
- Lone Worker Protection

ADDS ENVIRONMENTAL SERVICES

Creates a leader in £2.6bn UK market

- Complements 'Mitie Energy' and 'Mitie Waste'
- Creates 'Total Managed Water' offer – supply; treatment; discharge; recycling; and drainage
- Engineering capabilities to design and deliver water and effluent treatment projects

Water, Air and Asbestos

- Water Hygiene
- Water Engineering
- Wastewater & Effluent Treatment
- Air Quality
- Ventilation Hygiene
- Asbestos Testing & Removal

Significant cost synergies have been independently verified

£30m cost synergies will drive margin accretion

SOURCES OF COST SYNERGIES[1]

£30m

Support functions
Eliminate duplicate corporate, head office, administrative, support and other central management functions

Procurement
Consolidate under Mitie's Preferred Supplier category management and leverage volume-based discounts across materials, consumables and third-party costs

Operational effectiveness
Adoption of Mitie's systems and operating model, including route density efficiencies and self delivery

Property
Rationalise estate properties, consolidating space and relocating to nearby Mitie sites where appropriate

1) See PwC Qualified Financial Benefits Statement (QFBS)

COST SYNERGY DELIVERY PROFILE

Phasing – Expect to exit FY27 at 100% run rate (£30m)

Cost to Achieve – £27m

WE HAVE A PROVEN APPROACH TO M&A INTEGRATION

- Strong governance structure: experienced integration team
- Migrate core applications onto Mitie IT infrastructure and systems
- Deploy 'AI at Mitie' strategy to improve operational decision making
- One Mitie – leverage people programmes, processes and Employee Value Proposition to retain and develop the best talent
- Open communication channels; cultural alignment

Accelerates progress towards our FY27 targets

Compelling financial benefits, creating value for shareholders

CAPITAL MARKETS EVENT

- Target of c.£75m p.a. spend over 4 years (£300m)
- Acquired 5 businesses for £74m **(£128m projects revenue growth)**
- Owner/founder-led with earn outs

MARLOWE ACQUISITION

- Public company **(£300m revenue p.a.)**
- Portfolio of c.50 infill acquisitions
- 75% maintenance and long-term contracts
- Higher margins with cross-sell opportunities

	THE ENLARGED GROUP	FY27 FINANCIAL TARGETS
SUPERIOR FINANCIAL RETURNS	Accelerates revenue growth	High single digit revenue growth
	Immediately margin accretive	Operating profit margin >5%
	Sustainable FCF generation	FCF generation of c.£150m p.a.
PROACTIVE CAPITAL DEPLOYMENT	Value creative	ROIC >20%
	Leverage within target range	Average leverage 0.75x - 1.5x
	Proactive capital deployments	Return of surplus capital
		Progressive dividend policy

FY25 Summary

Strong progress in Foundation Year of Strategic Plan (FY25 – FY27)

Double digit revenue and operating profit growth

Record contract wins/renewals, order book and bidding pipeline

Three infill acquisitions expand Projects capabilities

Strong FCF generation supports growing capital deployments

Marlowe plc acquisition builds 'Facilities Compliance' leadership

On track to deliver ambitious Three-Year Plan targets

Appendix I

Our record £24bn pipeline of bidding opportunities

Over two thirds of the pipeline is due to be awarded in the next 18 months

Key account growth and scope increases

Improving social outcomes

Better value for taxpayers

Tackling theft and violence

Keeping the nation safe

Delivering innovation & Net Zero

Cleaner power connections

A safer, more resilient transport system

Improved outcomes for patients

IMMIGRATION & JUSTICE	CENTRAL & LOCAL GOV	RETAIL	DEFENCE	FINANCIAL SERVICES/OFFICES	CNI & DATA CENTRES	TRANSPORT & AVIATION	HEALTHCARE
£6bn	**£3bn**	**£3bn**	**£2bn**	**£2bn**	**£2bn**	**£1bn**	**£1bn**
Eight prisons, MoJ Property Transformation, Immigration Removal Centres	TfL, FCDO, National Highways and other government departments	Multiple large national grocery and high street retailers	RAF hard services bid, DIO bids, commercial defence renewal	London FS market, office upgrades projects work	Grid connections and data centre projects work	Three airport re-bids, two airline bids, Great British Rail	c.40 hospital bids (mainly soft services)

AI-led technology leadership

> 5%
Operating margin by FY27

Our strategic focus on AI and Intelligent Process Automation (IPA) differentiates our core capabilities and will contribute to the delivery of margin enhancement initiatives in FY26

Intelligent Engineering
Condition-based maintenance at 700 connected sites

Intelligent Hygiene
Demand-led hygiene at 100+ customer sites

Intelligent Security
Risk-based security at 8,200 retail sites

Intelligent Projects
Net Zero carbon reporting for 25 large customers

Intelligent Solutions

IPA

Embedding Mitie's AI Strategy

Customer Apps

Core Systems

Digital Twins
Optimising back-office processes

Task Mining
SkanAI deployed across 5,000 workstations

Autonomous AI email agent
Consolidated 14 engineering help desks

MERLIN Connect
> 260 customer sites with > 100 weekly hours connected

MERLIN Secure
7.2m incident datapoints analysed per month across UK retail locations

ARIA
30% of service requests automated

ESME
Auto 'Chat-bot'

MOZAIC
All intelligent solutions integrated in unified platform

SAP S/4 HANA
Rollout late 2025

coupa
Rollout to TS, Communities and expenses

WorkPlace
Re-platforming with AI enablement planned for June 2025

IBM maximo
Maximo systems upgraded to MAS 9.0, enabling AI in core processes

3,000 MS Copilot licenses to streamline tasks and improve decision making

Underpinned by industry leading cyber credentials (A95; NIST 4.1; ISO 27001:2022)

One Mitie

We are an award-winning destination employer in our industry

OUR PEOPLE PLAN

01 Investing in skills to fuel growth

02 An industry leading employee experience

03 Digitally driven to enhance productivity

04 An inclusive culture which drives performance and social value

OUTCOMES

Investment in skills

Technical early career apprentices

Engineering graduate scheme

Flagship launch of Sales & Growth Academy

Focus on leadership and people managers

Record low attrition of 12%[1]

2 x free share awards in Q1 FY26

Enhanced benefits, e.g. paternity and wellbeing

Digital Academy launched

Industry first AI apprenticeships

Tech investments for efficiency, e.g. Copilot

27,000 Mitie Recognition Stars awarded

'This is Me' and Inclusion Allies Campaigns

20 Board Listening and 655 Team Talk Local events

[1] *Excluding during Covid (FY21: 12%)*

Appendix 2

Business Services

£m	FY25	FY24[1]	Increase / (decrease)	% change
Security[1]	1,067	863	204	+24
Hygiene	461	407	54	+13
Central Government[1]	384	447	(63)	(14)
Spain	167	114	53	+47
Waste	85	77	8	+10
Landscapes	80	69	11	+16
Total revenue	**2,244**	**1,977**	**267**	**+14**
Operating profit before Other items	**163.0**	**149.8**	**13.2**	**+8.8**
Operating margin before Other items, %	7.3%	7.6%		(0.3ppt)
Total order book	£5.3bn	£3.3bn	£2.0bn	+61
Number of employees	49,646	43,418	6,228	+14

[1] Restated to reflect the change to divisional reporting to include Police services (within Security) and Central Government in Business Services

Technical Services

£m	FY25	FY24[1]	Increase / (decrease)	% change
Engineering	1,421	1,326	95	+7
Defence[1]	556	491	65	+13
Total revenue	**1,977**	**1,817**	**160**	**+9**
Operating profit before Other items	**79.0**	**74.9**	**4.1**	**+5.5**
Operating margin before Other items, %	4.0%	4.1%		(0.1ppt)
Total order book	£5.0bn	£4.0bn	£1.0bn	+25
Number of employees	13,831	12,684	1,147	+9

[1] *Restated to reflect the change to divisional reporting to include Defence in Technical Services*

Communities

£m	FY25	FY24[1]	Increase / (decrease)	% change
Local Government & Education	300	265	35	+13
Healthcare	321	275	47	+17
Care & Custody[1]	249	177	72	+41
Total revenue	**870**	**717**	**153**	**+21**
Operating profit before Other items	**47.5**	**36.1**	**11.4**	**+31.6**
Operating margin before Other items, %	5.5%	5.0%		+0.5ppt
Total order book	£5.1bn	£4.1bn	£1.0bn	+24
Number of employees	12,764	11,870	894	+8

[1] *Restated to reflect the change to divisional reporting to report Police services (previously in Care & Custody) in Business Services*

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