



"FY26 has been another year of progress as we enter the final year of our FY25-FY27 Strategic Plan, with double digit growth in revenue and operating profit before Other items for the third consecutive year and good free cash flow generation.

Looking ahead, we enter FY27 with good momentum, supported by a record order book and bidding pipeline."

Phil Bentley
Chief Executive Officer

Overview

Mitie delivered a good financial performance and made further strategic progress during the second year of our FY25-FY27 Strategic Plan, consolidating our leading positions across our three key pillars of growth: Facilities Management, Facilities Transformation and Facilities Compliance.

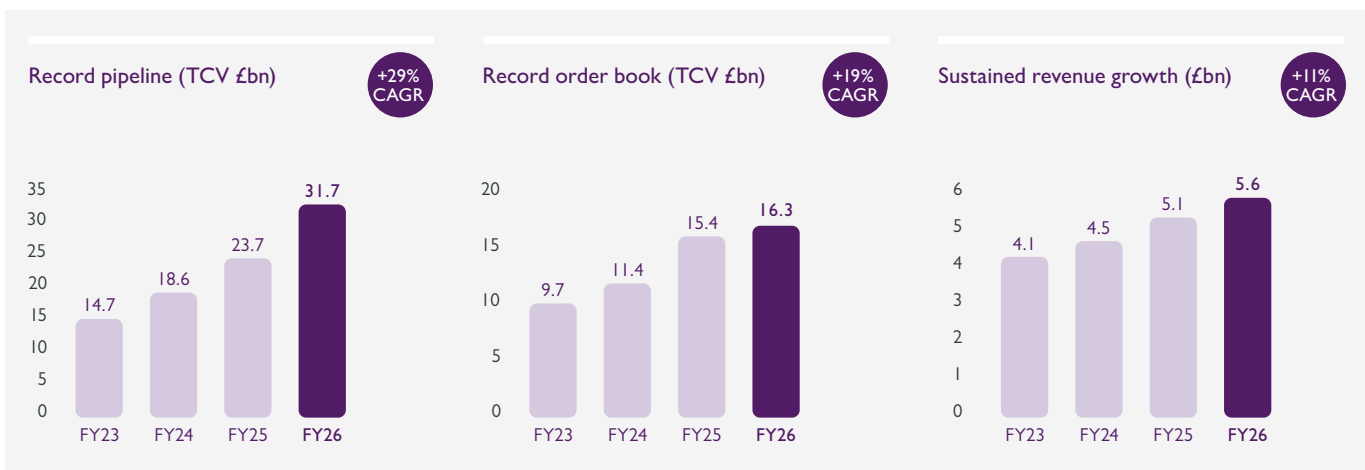
Revenue for the 12 months to 31 March 2026 (FY26) grew by 10.5% to £5,619m (FY25: £5,083m), with organic growth of 5.3% – remaining well ahead of UK Facilities Management market growth of c.2-3% p.a. This uplift in revenue, combined with £25m of savings from our ongoing programmes of margin enhancement initiatives, has more than offset material cost headwinds, including from inflation, additional employer National Insurance Contributions (NIC), unsuccessful contract renewals and other one-off costs.

As a result, operating profit before Other items grew by 13% to £264.1m (FY25: £234.1m) and operating profit margin before Other items increased by 10bps to 4.7% (FY25: 4.6%). Basic earnings per share (EPS) before Other items grew by 7% to 13.6p (FY25: 12.7p), despite an £11.5m increase in net finance costs to £27.7m (FY25: £16.2m) primarily reflecting debt funding for the Marlowe acquisition, which completed in August 2025, alongside wider capital deployments.

Free cash flow generation grew by 13% to £162m (FY25: £143m) and was well ahead of our guidance for 'at least £120m'. Growth reflected the increase in operating profit before Other items alongside effective working capital management, which in turn supported increased capital deployments.

We secured £6.3bn total contract value (TCV) of contract wins/renewals/extensions, against a strong prior year comparative (FY25: £7.5bn). We are entering FY27 with a record order book of £16.3bn (FY25: £15.4bn) and pipeline of upcoming bidding opportunities of £31.7bn (FY25: £23.7bn), both of which include Marlowe for the first time.

Based on the equivalent IFRS measures, operating profit reduced by 7% to £151m (FY25: £162m) and basic EPS reduced by 20% to 6.6p (FY25: 8.2p). These reductions reflect a £40m increase in non-recurring 'Other items' to £113m (FY25: £73m), primarily due to the one-off transaction costs, integration costs, and non-cash amortisation related to the Marlowe acquisition. Further details are set out in the Finance review.



FY25-FY27 Strategic Plan

Our Strategic Plan set out to extend Mitie's Facilities Management market leadership into Facilities Transformation projects and, following the Marlowe acquisition, into business-critical Facilities Compliance. Together, these three pillars of growth create a compelling, end-to-end customer proposition that shifts our sales mix towards higher-margin adjacencies while meeting our customers' evolving needs.

We are differentiated by our scale, exceptional colleagues and sustained investment in technology and AI, enabling us to aggregate workflow and workforce data, improve efficiency, and deliver high-value insights to public and private sector customers on the performance of their built environment. Demand is underpinned by significant macro trends: tightening regulation of the built environment; increased investment in building modernisation; renewable energy; data centre investment; power & grid connections; and now, water services.

At our Capital Markets Event in October 2023, where we launched our Strategic Plan, we set ambitious financial targets, inclusive of M&A, to accelerate growth and deliver superior returns to shareholders:

- High single-digit compound annual revenue growth
- Operating margin of at least 5% by FY27
- Basic EPS growth above that of revenue growth, despite higher corporation tax rates
- Annual free cash flow of £150m by FY27

Our ambitious targets are underpinned by a proactive capital deployment policy, leverage of 0.75-1.5x (average daily net debt/EBITDA, including leases) and a return on invested capital above 20%.

Delivering our key pillars of growth through our divisions

We deliver Facilities Management, Facilities Transformation and Facilities Compliance through two business divisions – Business Services and Technical Services – each with specialist capabilities and specific sector focus. FY26 performance across both divisions is set out in the Operating review.

Business Services is the UK's largest provider of Security and Hygiene services, and generated revenue of £2,985m in FY26, up 18% compared to FY25 (£2,538m). Within this, Facilities Management represented 75% of divisional revenue, with Facilities Transformation (projects) contributing 11% and Facilities Compliance 14%. The latter includes both Marlowe and Mitie's capabilities in Fire & Security (excluding capital projects) and Water & Environmental services.

Technical Services is the UK's largest provider of Engineering Maintenance and engineering projects, including across Defence and Healthcare, Local Government & Education. The division generated revenue of £2,634m in FY26, up 3% compared to FY25 (£2,545m), with Facilities Management and Facilities Transformation (projects) contributing 59% and 41% of divisional revenue, respectively.


Accelerating growth

Our Strategic Plan is delivering accelerated growth across all three key pillars:

1. Facilities Management – key account growth and scope increases;
2. Facilities Transformation – projects upsell and infill acquisitions; and
3. Facilities Compliance – growth in Fire & Security and Water & Environmental services, following the acquisition of Marlowe (combined with Mitie's existing capabilities)

In FY26, organic growth through key accounts and scope increases alongside projects upsell contributed 5.3% to revenue growth, inclusive of contract pricing of 3%. Acquisitions completed since 1 April 2024 contributed a further 5.2% of inorganic growth, resulting in total revenue growth of 10.5% to £5,619m.

Across our three key pillars, Facilities Management revenue grew by 4% to £3,797m (FY25: £3,649m), Facilities Transformation revenue grew by 13% to £1,401m (FY25: £1,238m) and Facilities Compliance revenue grew by 115% to £421m (FY25: £196m).



Pillar I: Facilities Management
– sustained good level of contract awards

Facilities Management revenue increased by 4% to £3,797m (FY25: £3,649m) across our two divisions. Over the medium-term, we see significant opportunities to increase 'share of wallet' in Facilities Management by c.£1.5bn, through the addition of service lines to our existing strategic client accounts. We currently deliver Integrated Facilities Management (IFM) to only c.40% of our largest contracts.

During FY26, we secured £6.3bn TCV of contract wins and extensions/renewals, the majority of which relates to FM, reflecting recent investments in our sales and marketing teams. This compares to a record prior year comparative (FY25: £7.5bn TCV), which had included the £1bn Department for Work and Pensions award for Security services, the £0.4bn HMP Millsike prison contract and the renewal of our largest private sector contract.



CHIEF EXECUTIVE OFFICER'S REVIEW

continued

New wins of £3.4bn TCV (FY25: £5.0bn) included Hygiene services for Transport for London; Security services for Asda; bundled and IFM services for Aviva, Imperial College London and Staffordshire Police; Immigration & Justice services for Scottish Prison Services and the Home Office; and Landscaping for Landsec. We also extended our UK relationships with Primark and an international e-commerce business to provide Hygiene services in Spain.

Renewals/extensions of £2.9bn TCV (FY25: £2.5bn) included Security services for Associated British Ports, Cooperative Group, Real Estate Management Ltd and one of the UK's largest supermarket chains; IFM for GSK; Landscaping for JLL; and Immigration & Justice services for the Home Office.

Mitie's renewal rate rebounded to 84% (FY25: 59%), closer to our longer-term average of c.90% and reflecting the good commercial momentum in the business.



Pillar 2: Facilities Transformation (projects)

– Strong growth underpinned by favourable macro trends

Facilities Transformation revenue increased by 13% to £1,401m (FY25: £1,238m) across our two divisions. We continue to see strong demand for projects across our customers' estates, driven by the need to upgrade the built environment, with c.80% of work delivered to existing Facilities Management customers.

Project complexity has increased significantly over the past two years, with the average order value having doubled to c.£300k. Although each project is bespoke (running for 1-3 months), many form part of a larger upgrade programme aligned to the long term investment priorities of our customers. Over the medium term, we see the potential to 'turbo-charge' projects growth and build a c.£2bn business.

Ageing estates, the need to modernise buildings, the introduction of digital technologies (Building Management/Energy Management Systems) and investment in data centres remain key drivers of growth. Customers are increasingly seeking integrated solutions that create intelligent, efficient and compliant buildings. This includes lifecycle upgrades, systems integration, and the deployment of smart technologies that enhance asset performance and reduce operating costs.

Regulatory changes also continue to underpin demand, for example in Fire & Security capital projects (and compliance services), where new responsibilities on building owners and managers are driving investment, and in energy efficiency, where minimum standards are expected to require all let commercial buildings to reach EPC B by 2030. The British Property Federation estimates that over 80% of UK commercial stock currently falls below this threshold.

Decarbonisation is a further catalyst, with customers investing in low carbon renewable technologies such as air and ground source heat pumps, solar photovoltaic panels, electric vehicle charging infrastructure and battery storage, alongside upgrades to power & grid connections, to meet Net Zero commitments and reduce the impact of rising energy costs.

The UK continues to be one of Europe's largest and fastest-growing data centre markets, fuelled by hyperscaler and colocation demand as the use of AI expands rapidly. We have built leading capabilities in the design, delivery and maintenance of mechanical & electrical, cooling, and fire & security systems across these critical environments. Beyond the UK, we are also supporting customers such as Google, Microsoft and Equinix in high-growth European locations, including the Nordics, where we strengthened our regional capability through two infill Fire & Security acquisitions at the end of March.

Across our Defence contracts, we continue to deliver a broad range of project work aligned to the UK Government's commitment to modernise and decarbonise the defence estate. Lifecycle projects also remain a key growth driver across Healthcare, Local Government & Education, where public sector organisations are investing to improve estate resilience, energy performance and compliance.

In our telecoms infrastructure business, the management actions taken over the past two years have delivered a meaningful turnaround, with the business returning to break even in FY26, compared with an £11m loss in FY25. Revenue reduced by 35% to £37m (FY25: £57m) as we continued to exit unprofitable frameworks. Looking ahead, we expect to see a return to modest growth and profitability in the business.



Pillar 3: Facilities Compliance

– Marlowe initial revenue and cost synergies delivered

On 4 August 2025, we completed the acquisition of Testing, Inspection and Certification specialist, Marlowe, for c.£350m, comprising 290p in cash (£228m) and 1.1 Mitie shares (86.6m new shares) per Marlowe share. The acquisition contributed £208m of revenue in the first eight months of ownership – the primary driver of 115% growth in Facilities Compliance revenue to £421m (FY25: £196m) within Business Services.

Marlowe has outstanding and highly complementary Fire & Security and Water & Environmental capabilities in the fast growing £7.6bn UK 'Facilities Compliance' market, which reflects the increasing requirements for business-critical assurance arising from more stringent regulations for fire and building safety, water usage and discharge. The combination of Mitie and Marlowe's compliance businesses, with c.£0.5bn of annualised revenue, makes us the leader in this highly fragmented market, with the potential to become a c.£1.5bn business in the medium term.

The Marlowe integration programme continues to progress well, and as a result, we delivered initial cost synergies of £7m in FY26 (included within our expectation for at least £30m by FY28). These synergies have come from the consolidation of Marlowe's Alarm Receiving Centre (ARC) operations into Mitie's ARC in Northern Ireland; the exit from 15 Marlowe properties; and the streamlining of certain back-office operations, including payroll and procurement, as we move onto Mitie's systems and ways of working.

These initial synergies give us good momentum into FY27, with ongoing workstreams including the optimisation of field force deployments onto a single platform; consolidation of further roles and responsibilities; continued property rationalisations; and the migration of Marlowe onto Mitie's cyber-secure and AI-enabled core systems.

We have established specialist sales capabilities and are making good progress cross selling Marlowe's regulatory-driven services to Mitie customers. Awards in Total Managed Water included a £128m, 10-year contract to provide AWE with water network management services and projects work. We see further project opportunities through our heat pump/extraction capabilities, as demonstrated by the recent award of a combined water and air source heat pump project at our University College London Hospital customer. In Total Fire & Security, wins at our existing clients, including JLL, Rolls Royce and Vodafone, were achieved. Additionally, Mitie compliance works contracted to third parties continue to be transitioned to Marlowe.

Record total order book and bidding pipeline

Our total order book increased by 6% to a record £16.3bn (end FY25: £15.4bn), net of £5.6bn of revenue that was delivered in the year, and our bidding pipeline increased by 34% to a record £31.7bn (end FY25: £23.7bn). Both the order book and pipeline now include Marlowe within Facilities Compliance and are split across our three key pillars, as below:

Key pillar:	Total order book			Bidding pipeline		
	FY26	FY25	Change	FY26	FY25	Change
Facilities Management	13.0	12.4	5%	24.1	18.3	32%
Facilities Transformation	2.8	2.8	–	6.8	4.8	42%
Facilities Compliance	0.5	0.2	150%	0.8	0.6	33%
Total	16.3	15.4	6%	31.7	23.7	34%

We have high near-term revenue visibility, with over 60% of the total order book due to be recognised in the next 1-3 years. Our typical Facilities Management contract length is 3-5 years in the private sector and up to 5-10 years in the public sector, while Facilities Transformation project work tends to be shorter-term in nature. Facilities Compliance contracts via Marlowe are typically 'evergreen' (i.e. automatically renew). Although we experienced some modest revenue dis-synergies, as expected, in the first few months of ownership as competitors moved work away, we have seen good growth momentum through the early cross-sell of services to Mitie's large blue-chip customer base, such as the recent 10-year AWE award.

Across the bidding pipeline, significant sectors include Immigration & Justice, Defence and Healthcare, Local Government & Education in the public sector, alongside Retail, Critical National Infrastructure (including data centres), Manufacturing, Transport & Aviation and Financial Services in the private sector. Over 70% of the pipeline is due to be awarded in the next 18 months.



Operating margin progression

Progression in the operating profit margin before Other items continues to be driven by the increasing contribution from higher growth, higher margin Facilities Transformation and Facilities Compliance work (including Marlowe cost synergies), alongside our ongoing programme of margin enhancement initiatives – many of which are being accelerated through the deployment of AI – together with operational leverage. These tailwinds are expected to more than offset inflationary pressures and contract pricing dynamics in a competitive market.

In FY26, the operating profit margin before Other items increased by 10bps to 4.7% (FY25: 4.6%), demonstrating the resilience of the business in the face of material headwinds. The most significant of these was a c.£50m increase in employer NICs, which we mitigated through a combination of contractual and commercial recoveries from customers and margin enhancement initiatives.

In total, we delivered £25m of cost savings through our margin enhancement initiative programmes. Key workstreams included the application of technology and AI to streamline workflows and optimise resource deployment (see 'technology' section below); our 'Mitie First' initiative to increase self delivery and reduce reliance on third party contractors; partnering with strategic client accounts to define and implement best practice service delivery models; the continued delivery of efficiencies across back office functions; and the consolidation of core systems and processes across the Group. We also completed the rollout of Coupa, our procurement digital supplier platform.

Early investments in the Strategic Plan across sales & marketing, contract re bids and training and incentives for our 'in contract' teams continue to deliver clear benefits, including high quality wins and renewals, and a record pipeline of bidding opportunities to support strong revenue growth over the medium-term. We also continue to invest in technology, including the development of our Intelligent360 solutions and the enablement of AI across our core systems, which will further enhance productivity and service quality over time.



Sustainable free cash flow generation

We are targeting sustainable free cash flow generation of c.£150m per annum in FY27. This, combined with our strong balance sheet and low leverage, underpins our proactive approach to deploying capital and delivering shareholder returns.

In FY26, the Group generated £290m of cash from operations (FY25: £249m), leading to a free cash inflow of £162m (FY25: £143m), well ahead of our guidance for 'at least £120m'. The increase in free cash flow year-on-year reflects the increase in profitability and ongoing working capital process improvements, offsetting the increased working capital required to support our growing projects business, longer payment terms on certain contracts (particularly in the retail sector) and a one-off negative impact to working capital of £8m arising from the Procurement Act 2023. This came into effect in February 2025 and requires mandatory 30-day payment terms for all subcontractors and suppliers on government framework contracts.

Proactive and growing capital deployments

Our capital deployment policy is focused on the best use of capital to deliver superior returns to shareholders and drive long-term growth in the business, while maintaining a strong balance sheet, with leverage of between 0.75-1.5x (average daily net debt/EBITDA).

In FY26, we completed the acquisition of Marlowe for c.£350m, comprising 290p in cash (£228m) and 1.1 Mitie shares (86.6m new Mitie shares issued) per Marlowe share. As part of this acquisition, we incurred transaction costs of £7m. We also spent £15m on four infill acquisitions to add capability alongside £13m on performance-linked earnouts relating to infill acquisitions in prior years. We will continue to pursue strategic infill M&A, although this is likely to be modest in scale over the remainder of the Strategic Plan as we focus on delivering the benefits of the Marlowe acquisition to build our Facilities Compliance platform.

We prioritise a progressive dividend at a payout ratio of between 30-40%, and paid dividends of £55m during the year relating to the FY25 final dividend and FY26 interim dividend. The Board is recommending an FY26 final dividend of 3.1p per share, which, when added to the 1.4p interim dividend paid, takes the total dividend for FY26 to 4.5p per share. This is a 5% increase on the prior year (FY25: 4.3p) and represents a payout ratio of 33% (FY25: 34%). The final dividend will be paid on 27 August 2026, following approval at the 2026 AGM.

We have committed to purchase all shares required to fulfil colleague incentive schemes to prevent shareholder dilution and acquired 21m shares into our Employee Benefit Trust and Share Incentive Plan at a cost of £29m.

We will continue to return surplus funds to shareholders via share buybacks to maintain leverage within our target range. In October 2025, we launched a new £100m share buyback programme to be completed over c.12 months. During FY26, we purchased 38m shares (£63m) at an average price of c.1.66p. This includes 2m shares (£3m) purchased under a previous programme, which was paused to accommodate the Marlowe acquisition. We retained 5m shares in treasury to fulfil our 2022 Save As You Earn scheme (which vested in February 2026), and cancelled all shares purchased in excess of this.

CHIEF EXECUTIVE OFFICER'S REVIEW

continued

Our intention is to commence a new £60m share buyback programme on completion of the remaining c.£40m 'tranche' of the current £100m programme, which will end no later than 30 September 2026. As such, we expect to spend £100m on share buybacks in total during FY27 (c.£40m current programme plus £60m new programme).

Strong balance sheet and low leverage

Closing net debt at 31 March 2026 increased by £251m to £450m (FY25: £199m), inclusive of £196m of lease obligations (FY25: £198m). The increase reflects proactive capital deployments of £414m, primarily relating to Marlowe (£228m), share buybacks (£63m) and dividends to shareholders (£55m), partially offset by good free cashflow generation, alongside a £2m decrease in lease obligations.

Average daily net debt in FY26 was £440m (FY25: £264m) and our average daily net debt/EBITDA leverage was 1.2x (FY25: 0.8x), within our 0.75-1.5x target leverage range. Excluding lease obligations, our leverage based on average daily net debt was 0.8x (FY25: 0.3x). Our covenant leverage (excluding leases and based on closing net debt) was also 0.8x.

The Group's main defined benefit pension scheme funding position continued to improve through a combination of deficit repair contributions and better investment returns. The latest quarterly funding update at 31 March 2026 from the scheme actuary showed an actuarial surplus of c.£12m, a material improvement compared to the £19m deficit reported in the last triennial valuation in 2023 (which had reduced from £73m in 2020). As a result, during the year we agreed with the scheme trustee to cease deficit repair contributions ahead of schedule, saving £4.8m. We are now working with the trustee to purchase a 'buy-in' policy with an insurer to cover scheme liabilities, a common approach adopted by well-funded schemes to de-risk the balance sheet of the company.

Advancing our technology leadership

Our technology leadership combines deep operational expertise with advanced data, digital and AI capabilities to deliver intelligent, outcome-focused solutions. By re-imagining and optimising core operational and customer processes, we are improving productivity, resilience and insight across increasingly complex customer estates, while enhancing our scalable digital platforms that support long-term growth.

Our Intelligent Solutions are integrated through Mozaic360, our unified data and AI insight platform for real-time visibility into service, asset and environmental performance. Mozaic360 was launched in FY26 and already supports more than 140 strategic customers, with the roll-out continuing in FY27.

Intelligent Engineering Maintenance provides condition-based monitoring and predictive maintenance across more than 700 connected sites, improving asset availability and reducing unplanned downtime. Intelligent Security uses advanced analytics to enable risk-based deployment across more than 8,200 customer sites, primarily in retail, while Intelligent Hygiene uses building data and sensors to deliver demand-led, sustainable services across more than 400 sites. Our Intelligent Energy Products support over 400 customers in managing 17TWh of energy, representing c.3-4% of the UK's non-domestic energy market.

Customer engagement and service delivery are increasingly supported by our digital command and engagement layer at our Technical Services Operations Centre and Intelligence Security Operations Centre. Aria, our customer mobile app, automates c.40% of service requests with its embedded AI assistant, ESME.

Internally, AI-driven automation is a gaining momentum. Through the SkanAI task mining platform, deployed across over 5,000 machines, 3.5m hours of operational tasks and process insights were generated in assisting Intelligent Process Automation (IPA). We are deploying AI agents and software robots across operational and back-office processes, supporting service desk operations, workflow automation and decision support.

155 'bots' are currently live or in development, reducing manual workflows and enabling faster response times and the creation of digital twins for key processes.

Our core enterprise platforms continue to evolve. We upgraded our Defence, Government and Commercial IBM Maximo systems to MAS 9.1, enabling AI-driven asset insights and integrated workflows across our FM service lines. We also completed the rollout of Coupa across the Group, embedding greater transparency and AI-enabled insights across procurement and spend management.

We operate a robust AI governance framework and continue to invest in digital/AI capability across our workforce. We have equipped thousands of colleagues with Microsoft Copilot tools, supported by structured learning programmes and have established 172 AI apprenticeships delivered in partnership with Corndel, Imperial College London and Microsoft.

Process reimagination and optimisation – positioning Mitie as a 'frontier' firm

The significant investments we have made in technology and data over almost a decade provide a strong platform for an enterprise-wide programme, developed with best-in-class partners across AI, engineering and transformation, to re-imagine and optimise both our internal workflows and our customer-facing solutions through agentic AI.

The programme builds on the foundations established through our IPA workstream, and will create an agile, AI-enabled ecosystem that will redefine traditional ways of working and position Mitie as a 'frontier' firm in the sector. This will in turn ensure that we are at the forefront of operational, product and market opportunities and support further margin expansion.

Over the next two years we will prioritise high-impact, end-to-end 'domains' (i.e. process groupings), covering more than 75% of Mitie's cost base, with a particular focus on Engineering Field Force; Hire-to-Retire; Hygiene Delivery; and Security Monitoring and Delivery. Each domain is supported by a central Transformation Office, AI Centre of Excellence and our integrated technology platform.

The programme is designed to create value across every aspect of our business. For Mitie, this is expected to drive material improvements in both efficiency and effectiveness – creating a cost to serve advantage, enhancing decision-making through automation and real-time data, and enabling repeatable, scalable deployment at contract level via 'clean room' architecture. For our customers, it will support a more consistent, proactive and insight-led experience as Mitie evolves further into higher-value segments and advisory services which leverage our proprietary operational insight and improve retention and contract quality.

We expect higher upfront one-off programme costs (c.£20-25m in FY27), which will be reported within Other items, with the benefits building progressively as domains are deployed and scaled, supporting continued investments to grow the business. We will provide further updates on the phasing of delivery as we progress into FY27 and beyond.

ESG and social value leadership

Mitie is recognised as an environmental, social and governance (ESG) and social value leader among global industry peers, with these principles embedded in how we operate. Our strong credentials – including CDP Climate and Supply Chain A List status and an MSCI ESG AA rating – also enable us to support customers in achieving their own sustainability and Net Zero goals.

At the end of 2025, we completed Phase 1 of our Plan Zero strategy, delivering material reductions in Scope 1 and 2 greenhouse gas emissions while significantly scaling the business from c.£2bn to £5.6bn. When adjusting for growth over the five-year period of Plan Zero, emissions reduced by c.90% on a market-based reporting basis, demonstrating a clear decoupling of emissions from growth and the achievement of effective Net Zero.

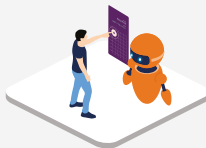
Mitie of the future will be delivered through eight re-imagined domains



Engineering Field Force
Scalable **intelligent Engineering platform** enabled by **agentic operations centre**.



Hire-to-retire
Re-imagined colleague lifecycle enabled by agentic recruitment and seamless workforce systems.



Hygiene Delivery
At-scale **demand-led Hygiene and cobots** driving productivity and service quality.



Agentic Security and Delivery
Intelligence-led **Security** model enabled by **agentic monitoring and dynamic deployment**.



Sales
AI-powered sales engine accelerating origination, bidding and proposal development.



Projects Workflows and Controls
AI-enabled **Projects** with **intelligent origination, scoping and delivery control**.



Administrative Automation
Unified **agentic administrative platform** simplifying manual work across reporting and compliance.



Materials and Equipment
Agentic Purchase Order lifecycle driving supplier management and cost controls.

We continue to work towards the stricter science-based definition of Net Zero and have established a new baseline for Plan Zero 2.0, targeting Net Zero across all emissions by 2035.

In July 2025 we launched Plan Thrive, our social value framework aligned to our purpose: Better Places; Thriving Communities. Plan Thrive embeds social value across our operations, with commitments to uplift one million lives and enable 1,000 places to prosper. Mitie continues to deliver meaningful impact through the Mitie Foundation, apprenticeships, inclusive recruitment, learning and development, and responsible supply chain practices.

We remain focused on attracting and developing talent, offering strong career pathways and industry leading benefits. During the year, c.1,800 colleagues participated in more than 120 technical, professional and leadership programmes.

Outlook

FY26 has been another year of progress as we enter the final year of our FY25-FY27 Strategic Plan, with double digit growth in revenue and operating profit before Other items for the third consecutive year and good free cash flow generation. We also further developed our leadership into business-critical Facilities Compliance through the acquisition of Marlowe, and the integration is progressing well.

Looking ahead, we enter FY27 with good momentum, supported by a record order book and bidding pipeline. Notwithstanding the potential for some incremental cost inflation as a result of the conflict in the Middle East, our ongoing margin enhancement initiatives, combined with the increasing mix of higher-margin Facilities Transformation and Facilities Compliance work and continued investment in data and AI, are expected to support margin progression, while we continue to reinvest for growth. We are confident of delivering our FY25-FY27 Strategic Plan.

Mitie's long-term value creation potential and foundations for the next phase of our strategy continue to be strengthened: capturing client 'share of wallet' in Facilities Management through deeper relationships and investments in sales & marketing; 'turbo-charging' Facilities Transformation through a growing pipeline of capital projects; and accelerating growth in Facilities Compliance with our existing clients, as we add Water & Environmental services and target larger opportunities in Fire & Security. Building on our leadership in technology, an enterprise-wide programme has been launched to re-imagine and optimise both our internal workflows and customer-facing solutions through agentic AI, positioning Mitie as a 'frontier' firm in the industry. Together, these strategic imperatives are expected to sustain above-market growth, expand margins and deliver attractive shareholder returns well beyond FY27.

After almost a decade as CEO, it remains my intention to retire from Mitie at the end of the FY25-FY27 Strategic Plan, once a successor is in place – a process that is well underway. I am proud of the progress we have made in transforming Mitie into a world-class industry leader, positioned to deliver the 'Future of High-Performing Places' for our customers. I thank every one of our 84,000 Mitie colleagues for their dedication, professionalism and hard work, without which none of this could have been achieved. We are building a larger, more profitable and more cash generative business with a greater capacity to invest in growth and deliver attractive returns to shareholders.



Mitie has been awarded a Royal Warrant by appointment to His Majesty King Charles for services to the Royal Household