

# Intelligent Engineering Maintenance

Optimising asset performance and maximising productivity



## 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 targets
- 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, remote monitoring and predictive maintenance for connected assets. This enables us to turn 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 across the country
- 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

### Our position

#1 in UK

The largest provider of technology-led engineering maintenance services

### FY25 revenue

£1.9bn

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

### Market size

£9.8bn

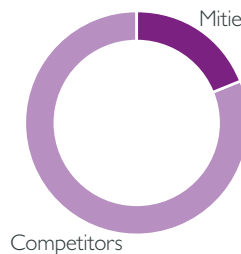
### Mitie market share

19%

### Projected market growth

4% p.a.

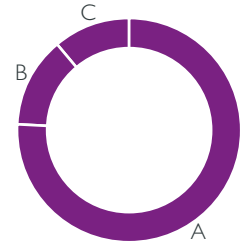
### UK engineering market



### Top three competitors

CBRE
OCS
JLL/Integral

### Mitie Engineering revenue by division



A. Technical Services	76%
B. Business Services	13%
C. Communities	11%

## Delivering transformative, data-driven engineering solutions

We leverage innovative technologies to deliver transformative, data-driven engineering solutions that evolve with the needs of our customers.



### Intelligent Process Automation (IPA)

Intelligent Process Automation (IPA) is a key pillar of our AI strategy. For example, during the year, we implemented an autonomous AI email agent for our engineering helpdesk to automate the process of raising service requests and responding to status updates. On receipt of an email from the customer, this innovative solution is able to analyse text and images to promptly diagnose the issue, raise the service request, log it in Maximo and respond to the customer, without human intervention.

The agent is live for eight customers and has processed over 21,000 emails, raising over 5,500 service requests and saving over 900 hours of time within the helpdesk team. It drives efficiencies and enhances the customer experience by ensuring prompt and accurate responses and improved first-time fix rates. The AI email agent will be rolled out to wider engineering helpdesk customers in FY26.

### Mijobs mobile engineer app

We are transitioning our Mijobs mobile engineer app to a new platform to enhance data accuracy from connected assets and first-time fix rates. We have also upgraded our Maximo systems to MAS 9.0, enabling AI features in core engineering processes.

### HARK

To enhance our predictive engineering capabilities, we are migrating our Internet of Things (IoT) platform to HARK, a cloud-based platform for collecting and analysing real-time data using building sensor technology and remote monitoring. This platform enables our customers to improve their buildings' energy efficiency and sustainability, extend asset lifecycles, optimise space utilisation and improve indoor air quality.

### Mozaic 360

We have integrated our 'intelligent' solutions into Mozaic360 – a unified platform that enables customers to monitor service, asset and environment performance, manage their contracts and conduct benchmarking analysis efficiently across all services delivered by Mitie.

# Intelligent Projects

Transforming estates, workplaces and customer experience



Accelerating the path to Net Zero



### Growth drivers

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

### What sets us apart

#### Full asset lifecycle approach

We offer an unrivalled range of projects across all asset classes through the full cycle of consult, design, deliver 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 improves productivity. It oversees operational standards and manages our Projects technology platform which includes design technologies, building information modelling, project management tools and building sensor technologies.

#### Scale

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

#### Operational highlights

- Projects Centre of Excellence
- 2,200 highly skilled project managers
- 300+ consulting professionals
- 5,000+ projects delivered annually
- c.80% of revenue from core Mitie customers
- c.£250k typical project value
- 1–3 months typical length of project

### Our position

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

FY25 revenue

£1.2bn

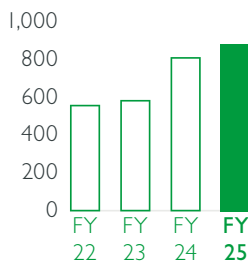
### Buildings infrastructure

Market size

£12bn

Mitie revenue (£m)

16% CAGR



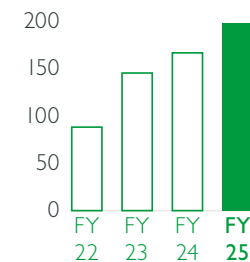
### Decarbonisation technologies

Investment needed for UK to achieve Net Zero by 2050

£1.4trn

Mitie revenue (£m)

31% CAGR



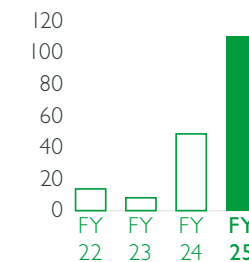
### Fire & security

Market size

£3bn

Mitie revenue (£m)

100% CAGR



### Representative competitors

- NG Bailey
- TClarke
- Dalkia
- Briggs & Forrester
- Morrison's

Market data sources: ONS, OBR, independent research commissioned by Mitie

# Delivering full lifecycle projects in critical environments

Mitie delivers a range of complex engineering projects, including in critical environments such as the rapidly growing data centre sector. In this sector, we combine our in-house expertise with that of our infill acquisitions to provide a full lifecycle suite of consult, design, deliver and maintain capabilities, enabling the creation of sustainable data centres to power the AI revolution. During the year we have worked with leading operators, including Ark Data Centres, Kao Data, Severfarm and Visa.



## Enhancing our in-house capabilities through infill M&A:

1

**G2 Energy/ESM Power**  
 • Power connections  
 • Battery storage  
 • Private networks

2

**Rock Power Connections**  
 • EV infrastructure

3

**Custom Solar**  
 • Solar PV

4

**JCA**  
 • Principal contractor  
 • Design and build  
 • MEP fitout

5

**RHI Industrials**  
 • Physical security  
 • Fencing  
 • Hostile vehicle mitigation  
 • Gates and barriers  
 • Earthing systems  
 • CCTV

6

**GBE Converge/ Argus Fire**  
 • Fire & security  
 • Fire protection and suppression  
 • Electronic security  
 • ICT networking

7

**Mitie Telecoms**  
 • Telecoms infrastructure

8

**Mitie**  
 • IFM, including:  
 – Security guarding and vetting  
 – Engineering maintenance  
 – Hygiene services  
 – Landscaping

# Intelligent Security

Protecting people, property and assets



## Growth drivers

- Shift towards a more holistic approach in response to the evolving threat landscape
- Increasing business crime (e.g. theft, fraud and antisocial behaviour)
- Advances in complex, integrated security and building management systems with networked solutions and remotely managed services
- Demand for data analytics, automation and AI-enabled systems and services
- New legislation including: the Fire Safety Act 2021; Building Safety Act 2022; Worker Protection Act 2023; Terrorism (Protection of Premises) Act 2025
- Enabling Safer Communities to tackle evolving societal changes impacting community safety and security

## 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 security measures.

### Technology

Through our Intelligence Security Operations Centres (ISOCs), we deliver sophisticated, technology-led solutions to support our customers' complex security needs and changing risk profiles. Alongside our proprietary intelligence software, Merlin 24/7 Protect, 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

- 25,000 security professionals
- 200 intelligence analysts and assurance professionals
- Two ISOCs (Northampton and Craigavon)
- 18 dedicated customer centres within our ISOCs
- 73,000 fire & security systems maintained
- 18,000 CCTV and alarm systems monitored
- 120,000 lone workers protected by our systems

### Our position

#1 in UK

Leading converged security services provider

### FY25 revenue

£1.1bn

(includes Projects revenue)

### Market size

£8.6bn

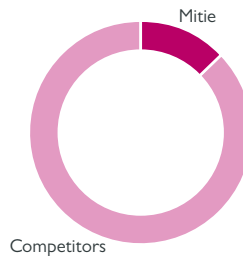
### Mitie market share

13%

### Projected market growth

3% p.a.

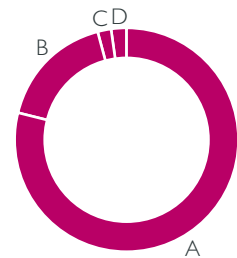
### UK security market



### Top three competitors

G4S
OCS
Securitas

### Mitie Security revenue by type



A. Security services/SOCs	79%
B. Fire & security	17%
C. Emergency response	2%
D. Intelligence services	2%

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

## Enabling Safer Communities through intelligence, technology and people

Society is changing. Crime and protests are on the rise, including increasing violence against women and girls and greater risks to retail workers. There have been 15 domestic terror attacks in the UK (excluding Northern Ireland-related terrorism) over the past eight years, yet less than a third of businesses currently provide their staff with specialist training on how to respond in the event of a terrorist incident.

New legislation, such as the Worker Protection Act 2023 and the Terrorism (Protection of Premises) Act 2025, increase the requirements for business owners and those responsible for buildings to protect their people and the safety of the public.

At Mitie, we are uniquely positioned through our intelligence, technology and people to ensure that customers have all the information they need to make informed decisions, comply with new legislation and meet their duty of care obligations.

From the moment an incident is reported, for example, via our WalkSafe or Merlin 24/7 Protection apps, it flows through our intelligence hub and dedicated customer Security Operations Centres (SOCs), creating a more complete picture of the threat and risk landscape and enabling Safer Communities.



### WalkSafe

As part of our commitment to enabling Safer Communities, Mitie entered into a partnership with WalkSafe, combining their award-winning technology with our experience as the largest security provider in the UK. The WalkSafe app provides journey-sharing features and a national Safe Space map, showing venues across the UK in partnership with local authorities and businesses that offer safety facilities. It also has optional tracking features available, enabling trusted friends to follow a user's journey in real time, should they need it.

### Terrorism (Protection of Premises) Act 2025

Mitie has played a significant role in shaping this new legislation and is proactively engaging with customers to develop and implement security best practice and ensure the ongoing protection of people, property and assets. This includes providing a range of security services to help organisations remain compliant, such as performing full physical risk assessments to identify vulnerabilities and implement risk-based protective measures. We also encourage wider team member participation in training sessions, including scenario tests and live exercises, ensuring that they are equipped to respond in the event of an incident.

# Intelligent Hygiene

Creating healthier and more sustainable spaces



## Growth drivers

- Requirement for hygiene in critical environments such as hospitals
- Improving the user experience through healthier working environments
- Customer social goals, energy management and carbon reporting requirements
- Demand for eco-friendly cleaning products and greener estates
- Advances in robotics and sensor technology optimising service delivery
- Data and advanced analytics creating opportunities to deliver higher quality hygiene services at lower cost

## What sets us apart

### Research & development

At our Cleaning & Hygiene Centre of Excellence (CHCoE), we develop technology-led 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 demand-led cleaning solutions, improve cleaning quality, ensure compliance with regulations and increase productivity for our customers.

### Sustainability

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

### Operational highlights

- 20,000+ highly trained colleagues
- CHCoE in Birmingham
- 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

### Our position

#1 in UK

The largest UK provider of hygiene services

### FY25 revenue

£0.7bn

### Market size

£8.6bn

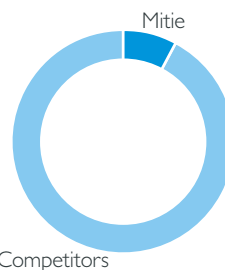
### Mitie market share

8%

### Projected market growth

2% p.a.

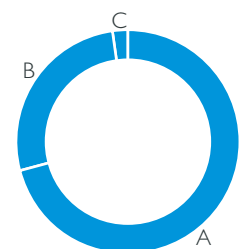
### UK cleaning & hygiene market



### Top three competitors

ISS	
OCS	
Sodexo	

### Mitie Hygiene revenue by division



A. Business Services	71%
B. Communities	27%
C. Technical Services	2%

Market data sources: Frost & Sullivan 2024

## Demand-led hygiene via Merlin Connect

Our customers increasingly require demand-led and flexible hygiene services to maximise efficiency and quality. Merlin Connect, our proprietary platform, analyses workplace and workflow data to match service delivery with demand, eliminate downtime and benchmark our teams. Increasingly adopted in critical environments such as operating theatres, server rooms and pharmaceutical laboratories, the platform enables incident escalation, reactive task allocation, risk assessments, electronic cleaning schedules, health and safety standard operating procedures and real-time visibility of service delivery. We are deploying AI to complement Merlin Connect and make output decisions.



### Transforming practices with robotics at Heathrow Airport

Mitie has pioneered the use of robotics in hygiene, with over 1,000 robots (the largest fleet in the UK) deployed nationwide across customer contracts. Robotics are integral to modern, sustainable hygiene solutions.

At Heathrow Airport, the largest airport in the UK and one of the busiest in the world, maintaining hygiene across its terminals is a priority, ensuring safety and providing a better experience for passengers.

In partnership with ICE, a distributor of advanced robots, Mitie has developed an innovative solution to overcome staffing shortages, reduce operational inefficiencies and elevate the passenger experience. This included the deployment of 32 state-of-the-art robots, resulting in c.93,000 hours of labour and c.£1.9m of costs mitigated annually.

### AI-generated spill detect meets robotic spill response

Mitie has collaborated with technical engineering teams from two leading AI-enabled companies, SeeChange and LionsBot, to develop a robotic spill response system using AI-generated spill detection. This innovative solution integrates with existing CCTV systems to rapidly address spillages and prevent accidents.

The innovative concept has been developed in our CHCoE and is being trialled across a range of sectors, including transport & aviation and in shopping centres. Further research and development areas for demand-led hygiene include sensor, footfall monitoring and weather alert triggers.