



TEAM TALK LIVE

GROUP TEAM TALK

Monday 12 July | 10am

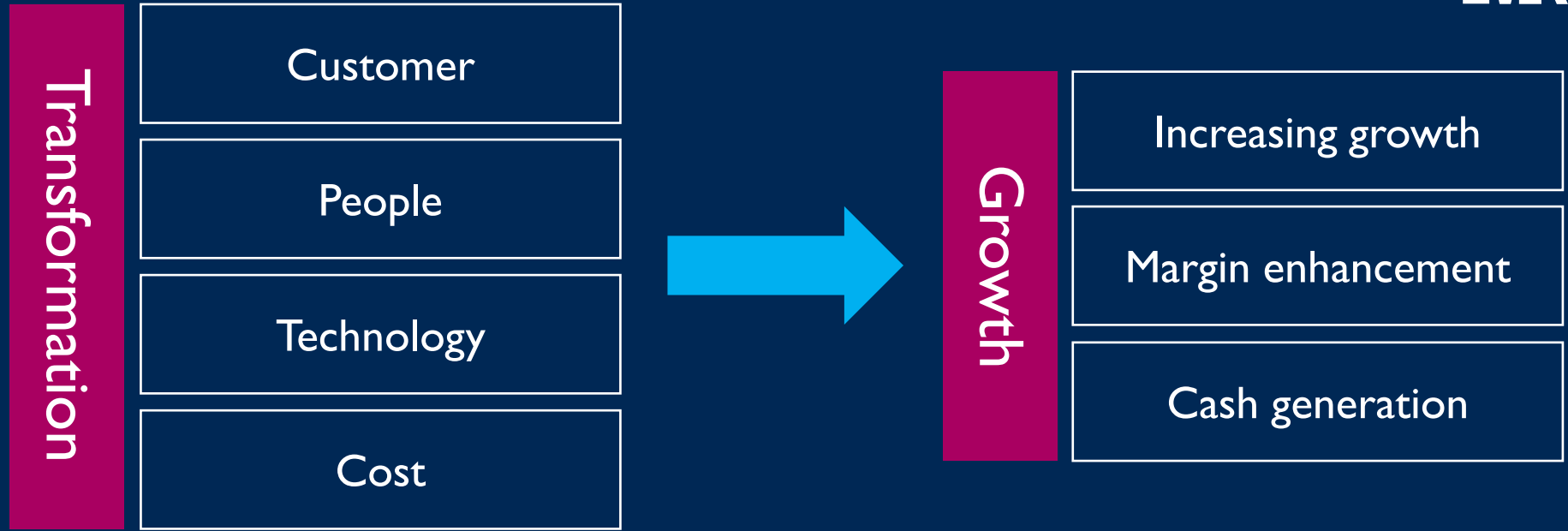


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Peter Dickinson
Chief of Staff & General
Counsel

- **Good trading resilience** during the COVID pandemic
- **Headline revenue growth** of **19.1%**
- **Operating profit** ahead of expectations at **£63m**
- **Average daily net debt** improved by **£280.5m to £47m**
- **Strengthened balance sheet** – rights issue, refinancing, **BBB** credit rating
- **Order book** up by almost **£3bn to £7.2bn**
- **Successful acquisition of Interserve**

New Mitie, New Strategy: From Transformation to Growth



Boosting shareholder return / ROIC

New Mitie, New Strategy: Revenue growth

- Leveraging scale to win **market share**
- ‘**One Mitie**’ driving cross-selling
- Positioning as ‘**strategic partner**’
- Focused **sector specialisation**
- Innovation and **new product development**
- Increasing presence on **Government Frameworks**
- Targeting ‘**capital budgets**’ especially around decarbonisation and sustainability



Medium term target: Mid single digit revenue growth

New Mitie, New Strategy: Margin Enhancement

- Contract **profitability** review
- Productivity '**league tables**'
- Standard **Digital Automation**
- '**Mitie First**'
- Strategic **Supplier Management**
- **Renewal** margin management



Medium term target: Operating margin of 4.5-5.5%

The future: The 'Science of Service' for effective workspaces

- Greater appreciation for **hygiene, security** and **remote monitoring**
- Increased value attributed to the use of **technology**
- Focus on **wellbeing** and **hybrid working**
- **Decarbonisation** imperative driving technology uptake
- **New product development** – air filters, desk sensors, deep cleans, 'green economy'
- **T-SOC/G-SOC/CCE**





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Jasmine Hudson
Group HR Director



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Cijo Joseph
Chief Information &
Technology Officer



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Q&A