



Facilities Management Outsourcing Market Rank & Profile UK 2008

Report Sample

**Facilities Management Market 2004-2012, Facilities Management Companies
Ranking, Profiles, Industry Structure Trends & Averages for Sales, Profitability &
Key Financials 2004-2012.**

October 2008

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This report reflects MTW Research's independent view of the market which may differ from other third party views. Whilst we try to ensure that our reports are an accurate depiction of their respective markets, it must be emphasised that the figures and comment contained therein are estimates based on a mix of primary and secondary research, and should therefore be treated as such.

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Estimates Provided

In order to enable benchmarking, competitor analysis and facilitate further market research, MTW have provided estimates for turnover, profit before tax and number of employees for small, medium sized and other companies who are not obliged to submit this information to Companies House. As such, in the interests of clarity, all data relating to turnover, profit and number of employees provided in this report should be regarded as independent estimates by MTW. Whilst we endeavour to attain high levels of accuracy with these estimates, they may not reflect the actual figures of a company and should therefore be treated with caution.

1. Introduction to *Rank & Profile* Reports

MTW Research Rank and Profile reports are designed to provide the reader with an independent, comprehensive overview of the current and recent trading conditions and potential sales leads within their respective markets in an easy to use and easy to disseminate format.

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This report enables the reader to undertake

- **Fast and Effective Company & Industry Analysis**

With the report providing an Industry Overview with industry sales totals, sales averages and forecasts to 2012; Ranking section; and a more detailed Profile section, the depth and range of analysis provides a comprehensive overview of the market's performance and estimated ranking for each company included in the report. Each company has a 1 page key financial indicators profile providing crucial company analysis on which to base further research and strategic decision making or develop relevant sales leads.

- **Market Size & Trends for Sales & Industry Value to 2012**

Industry structure, market size and performance for revenue and industry value is provided from 2004 through to 2012 – based on primary research & actual sales returns, enabling a fast and accurate understanding of key industry trends and likely future prospects, facilitating sales and marketing planning.

- **Identify & Target the Most Relevant Sales Leads**

The report identifies the market leaders in the industry, and ranks them by sales, profitability and a number of other key performance indicators, enabling you to quickly identify and target the most relevant companies in the industry. The additional contact name and mailing details for each company provide the key to quickly increasing sales leads in this industry.

- **Benchmark & Monitor a Company's Performance against the Industry.**

4 years of the most recent accounts available, supported by our own estimates, is supplied for each company enabling the reader to understand the position of any company in the market and gauge its performance against competitors in recent years.

- **Turnover & Profit Estimates for Every Company**

MTW reports are unique in that we have provided an estimate for turnover and profit ranking for every company listed, enabling the reader to gauge market share of smaller and medium sized businesses, as well as the larger companies.

- **Monitor The Market Leaders' Performance.**

Key financial data are provided for every company listed for the last 4 years, enabling the reader to quickly and effectively track a company's performance in recent years, providing an excellent foundation on which to base further SWOT analysis to provide a comprehensive review of your competitive environment.

- **A Company Listing More Relevant to Your Market**

MTW Research have been researching and writing market reports in these sectors since 1999 and as such we are able to develop a company listing which is more relevant to your chosen market, saving you time and money.

- **Save Your Company's Time & Money**

MTW's *Rank & Profile* reports represent excellent value for money and don't bombard you with irrelevant financial data, they are designed to enable you to engage in fast and effective market and competitor analysis. We focus on providing what's important in an easy to reference and use format.

2. UK Facilities Management Market

2.1 Introduction to this Rank & Profile Report

In order to offer a comprehensive and easy to use marketing tool, this report includes:-

Facilities Management Industry Overview 2004-2012

Overview of the industry's structure & performance 2004-2007 & forecasts to 2012, including:-

- Total Industry Sales Turnover 2004-2012 & Key Trends
- Volume Share by Growing, Declining & Static Sales Companies in 2008
- Market Share Mix by Employee Numbers & Turnover Size in 2008
- Market Mix for Credit Worthiness & Ratings in 2008
- Total Industry Profitability, Assets & Liabilities, Net Worth

Average Facilities Management Market Performance 2004-2012

A Profile of the 'Average' FM provider, enabling effective and fast comparisons:-

- Average Facilities Management market Revenue 2004-2012
- Average Wholesaler Profit Levels 2004-2012
- Average Assets & Liabilities 2004-2012
- Average Net Worth 2004-2012
- Average Value of Sales per Employee 2004-2012

Facilities Management Provider Ranking

Provided for the leading companies in tabular format:-

- By Turnover & Individual Sales Revenue Estimates for 2007
- By Profit
- By Total, Combined Assets
- By Net Worth
- By Number of Employees

Company Profile & Sales Leads

Financial data and estimates provided for the last 4 years of trading for every company:-

- Latest Turnover & Profit estimates for each company listed.
- Working Capital (i.e. Cash Available),
- Sales & Profit Per Employee (where reported)
- Debtors Value (i.e. money owed to company each year over the last 4 years)
- Fixed Assets (e.g value of land, buildings, vehicles, equipment etc)
- Current Assets (i.e cash & other assets to be sold within 1 year)
- Current Liabilities (i.e debts or obligations due in 1 year)
- Long Term Liabilities (i.e debts or obligations which extend beyond 1 year)
- Net Worth (i.e total assets less total liabilities)
- Company's Principal Activities
- Full Registered Address & Postcode
- Incorporation Date
- Ultimate Holding Company & Parent Company (if applicable)
- Number of Employees (estimates given where no data exists from Companies House)
- Senior Decision Maker / Director Contact Name

Also provided as part of the "Ultimate Pack" is a comprehensive multi-use mailing and telemarketing list with comprehensive financial spreadsheet including 4 years key financial data for the industry .

2.2 Facilities Management Industry Competitor Listing

The following table provides a listing of the companies which are included, and for the purposes of this report, defined as 'the industry'.

Figure 1: Facilities Management Company Listing

Accuro FM	First Services Facilities Management	Operon
Acme Facilities Management	Forward Facilities Management Ltd	Outshine Facilities Management Ltd
Active Facilities Management Ltd	G & S Facilities Management Ltd	Outsource Specialists Ltd
Acuity Management Solutions Ltd	G S H Group Plc	P S Facilities Management Ltd
Sample Company Ltd	Gardiner & Theobald Facilities	Parsons Brinckerhoff
Sample Company Plc	Management	Peter Howell Facilities Ltd
Andron Contract Services Ltd	Global House	Phosters Fs
Aramark Ltd	Global Solutions	Pitney Bowes Management Services
Arneil & Johnston	Globe Facilities	Plan B Solutions Ltd
Asm Facilities	Guardian Consultancy Services Ltd	Product Procurement Services Ltd
Awg Group Ltd	Haden Building Management	Promanex Group Ltd
Access Solutions Ltd	Haden Young	Q F S L Cleaning
B.B.M Contracts Ltd	Hardy Landscape Management Ltd	Quadron Services Ltd
Babcock Dyncorp	Haven Engineering Services Ltd	Quality Assured Facility Services
Babcock International Group Plc	Haywards L L P	Quality Performance Management
Babcock Support Services Ltd	HBG Facilities Management Ltd	Regents
Best Fit Business Solutions	Henry Boot Management Ltd	Reliable Maintenance
Capita Group Plc	Hexagon Consultants Ltd	Reliance Security Group Ltd
Carillion (Am) Limited	Hillyard Associates	Rentokil Initial Facilities Services
Carillion Enterprise	Hiro Facilities Management Ltd	Resource (UK)
Carisway	Hs Facilities Management Ltd	Return Logistics
Chartwell Facilities Management	Ice White Ltd	Risk Facility Management Ltd
Clarke Chapman	Inhouse Corporate Services Ltd	Robertson Facilities Management
Clean Supreme	Integrated FM Ltd	Rollright Facilities Ltd
Cms Group	Interactive Facilities Management Ltd	Romec
Cofathec Heatsave	Interserve (Facilities Management) Ltd	Safetynet Solutions Ltd
Collsec Facility Services Ltd	Interserve Plc	Serco Group Plc
Compass Group	Inviron Limited	Sideland Facilities Management
Courier Facilities	IPM Facilities Ltd	Skanska Rashleigh Weatherfoil
Cross Services Engineering Ltd	ISS Facility Services	Sodexo Holdings
Dalkia Plc	J J & B Projects Ltd	Spencer Cox & Partners Ltd
Derek Smith Electrical Ltd	J P B Property Holdings Ltd	Staveley Industries
Dove Services	Jarvis Accommodation Services	T F M S
Dsa Facilities Management	Johnson Controls	Taylor Ridgway International
Eagle Facility Management Services	JXB Ltd	Terwyn Ltd
Ecovert FM	Kellogg Brown & Root	The Centre For Facilities Consultancy
EFM Facilities	Kier Managed Services Ltd	Thomson FM
Elite Hygiene	Kier Support Services	Turner Estate Solutions Ltd
Elite Services Environmental Ltd	Land Securities Trillium	Tynewater Property Management
Emcor Group Uk	Level Facilities Management Ltd	Vega Facilities Services
Engineering Support Services (ESS)	Maclellan International Ltd	VFM Consultancy Ltd
Enigma FMA	Mailsources Uk Ltd	Victoria House
Enviro-Waste Limited	Manchester Jetline	Vinci PLC
Estate Facilities Consultancy Ltd	Matthew Watts Associates Ltd	Vogue Facilities Management Ltd
Exact Corporation Ltd	Mitie Facilities Services Ltd	Watson Lennard & Payne
F M. Support Ltd	Monitor Facilities Management Ltd	Williams Facilities Management Ltd
Faceo FM Uk Ltd	Morrison PLC	Workspace Solutions
Facilities & Move Management Ltd	Muller Professional Services Ltd	WS Atkins Plc
Facilities Solutions	Neocrest Facilities Services Ltd	WSP Knowledge Solutions Ltd
Facility Project Management (UK) Ltd	Network Resource Management Ltd	
FES FM Ltd	OCS Group	

According to our definition, the UK 'total facilities management market', which includes the provision of both 'hard' and 'soft' outsourcing services, is valued at around £xx billion in 2008 representing a substantial industry which has experienced particularly positive levels of growth in recent years.

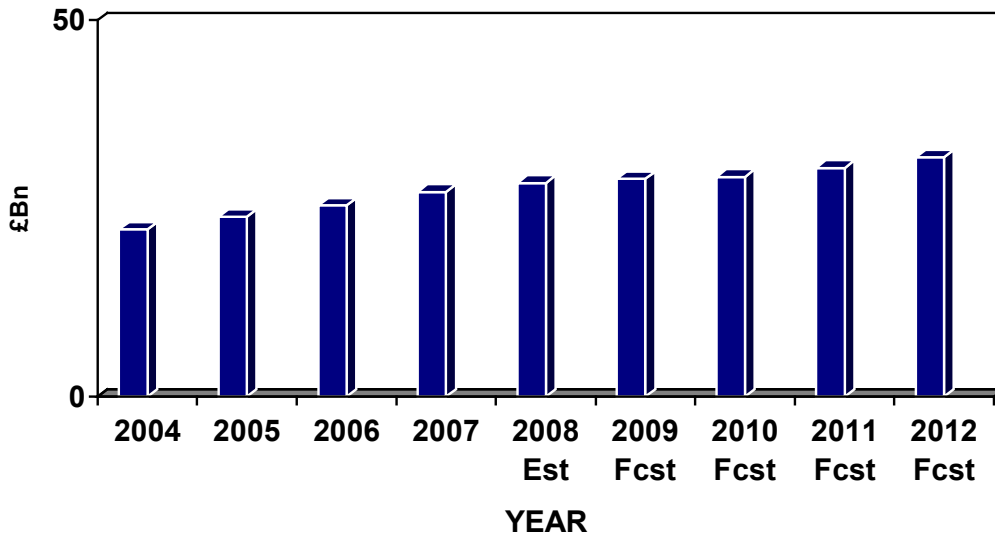
2.3 Facilities Management Market Performance 2004-2012

The following section illustrates the overall, combined performance of the leading facilities management companies in terms of sales revenue, profit, assets, liabilities and net worth since 2004 and provides forecasts to 2012.

2.3.1 Facilities Management Industry Sales Revenue 2004-2012

The following table illustrates the performance of the Facilities Management market in terms of combined sales revenues between 2004 and 2007 and forecasts to 2012:-
(figures censored in sample)

Figure 2: Facilities Management Market Sales 2004-2012 £M



Source: MTW Research / Company Financials

The above chart illustrates our estimates of the sales performance of the Facilities Management market, based on actual sales returns.

In 2007, the combined sales of the Facilities Management companies identified reached around £xxx billion, reflecting growth of just over x% since 2004. As illustrated, the UK Facilities Management companies have continued to benefit from

Text censored in sample

The annual change in sales revenue by the Facilities Management market is illustrated in the following chart:-

Figure 3: Facilities Management Market Total Sales % Change 2004-2012

Sample

Source: MTW Research / Company Financials

As illustrated, sales growth for the Facilities Management market has xxxxxxxx substantially during 2008, compared to growth of xx% in the last 3 years. However, given the

Text Censored

2.3.2 Facilities Management Market Profit 2004-2012

The following table illustrates the performance of the Facilities Management market in terms of profitability between 2004 and 2007 and provides forecasts to 2012:-

Figure 4: Facilities Management Market Total Profit 2004-2012

Sample

Source: MTW Research / Company Financials

Current market profitability is indicated at around £x billion in 2008, reflecting a relatively xxxxxx in excess xxx% from the xxxx in xxxx of £xxx billion. In recent years, key end use customer groups of FM services have come under increasing budgetary constraints, requiring more efficient solutions to a wider range of activities relating to building and corporate infrastructure operations. Given this changing demand and growing 'pricing pressure', the FM market has continued to change and adapt to meet these needs, offering a widening portfolio of services at a competitive cost. This trend has resulted in a need for FM companies to develop efficiency improvements in order to maintain margins, with mixed results across the sector.

Despite rising levels of automation, the FM market continues to be a relatively heavy user of xxxx. The need to xxxxx xxxxx xxxx xxxx is indicated to be impacting profit growth opportunities at present, as xxxxx costs continue to rise as inflation grows. With inflation currently recorded at around xx% in late 2008, this trend is likely to further influence the market in the short term, as xxxxx demands rise to accommodate the rapid growth in inflation. In addition, as personnel in the FM sector require increasingly specialist skills, principally through the development of automation, sources indicate that personnel become less easy to replace, giving rise to higher salary demands.

A further issue which is giving rise to greater pressure on profitability growth at present relates to the growth in xxxxx xxxx xxxxxx costs. With this trend likely to continue in the short to medium term, sources indicate that profit levels are likely to xxxx xxxx xxxx xxxx in the FM market.

A xxxxxx in volume demand, xxx xxx xxx budgets, rising xxx xxxx xxxx, and growth in xxxxx and xxxxx costs suggest that the FM market is xxxxx to achieve xxxxxx in profitability in the short to medium term, as illustrated in the above chart. Indications are that the market is xxxxxx xxxxx on new business in order to xxxxx xxxxx, with growth in volume demand xxxxx xxx xxxxxx

The level of annual profit growth is illustrated in the following chart:-

Figure 5: Facilities Management Industry Total Profit % Change 2004-2012

Sample

Source: MTW Research / Company Financials

As illustrated, profitability performance has been xxxxxxxx in recent years, though 2007 experienced xxxxx of just over xxxx%, following a xxxxx in 2006 of xxxx%. For 2008-2010, prospects are xxxxxxxx for industry profitability, with a forecast xxxxxxx of around xx% and xx% in

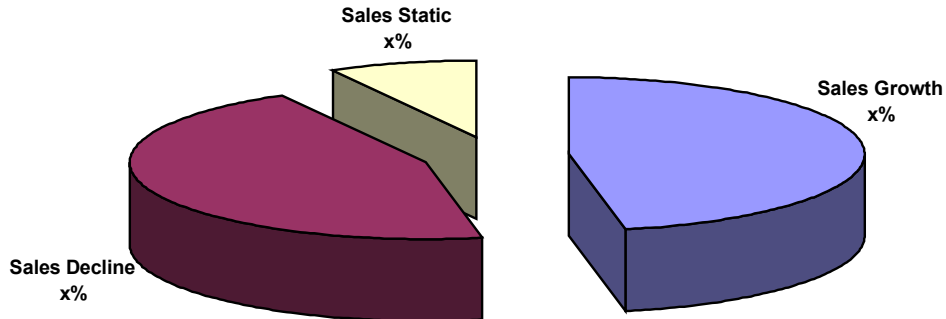
2.4 Facilities Management Industry Trend Indicators

The following section represents the findings of our analysis of the UK FM market based on primary research and quantitative statistics.

2.4.1 FM Industry Market Share by Growth, Decline & Static Sales

The following chart illustrates the performance of the UK FM market during the last 12 months to September 2008 in terms of revenue performance:-

Figure 12: FM Industry – Market Share by 12 Month Sales Performance



Source: MTW Research / Company Accounts

As illustrated, during the last 12 months to September 2008, xx% of the FM industry experienced growth in sales revenue, reflecting a xxxxx of the market. These figures are supported by the xxxxx xxx of the industry during 2007 and xxxxxx revenue xxxx during 2008.

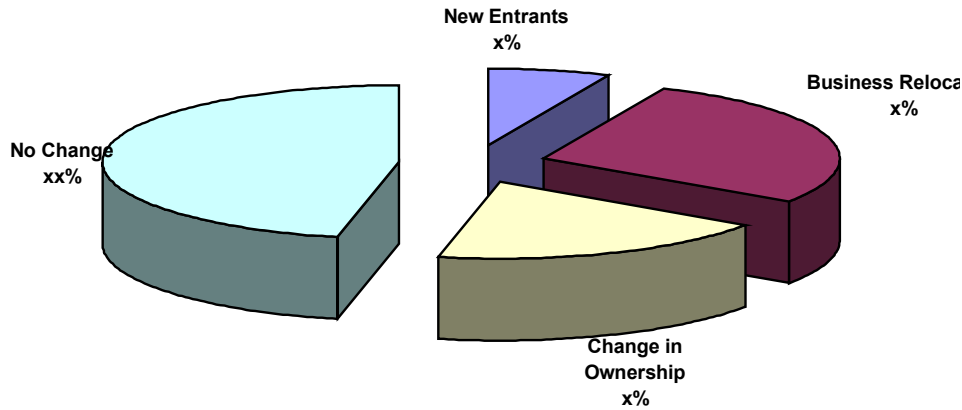
However, sources indicate that those companies reporting growth in 2008 experienced xxxxxx xxxxxxxx xxxxx in 2007, reflecting a xxxxxx xxxx volume demand and expectations are that

The xxxxxx scenario in terms of trading conditions in the FM market is clearly evident from the above chart, with a further xxx% of companies experiencing xxxx in sales. The market is increasingly reliant on

2.4.2 FM Industry – Structural Changes Over Last 12 Months

The number of new entrants, ownership change and businesses relocating are key indicators of an industry's fundamental health and level of optimism. The following chart illustrates how the structure of the UK FM market has changed during the last 12 months to September 2008:-

Figure 13: FM Industry – Market Share by 12 Month Sales Performance by Volume



Source: MTW Research / Trade Sources

The above chart xxxxx the xxxx xxxxx barriers to entry for this market, with xx% of the market comprised of new entrants during the last 12 months. This figure is expected to xxxx during the next 1-2 years given the

Business relocation is often a sign of strong growth within an organisation and with just x% of the market having moved premises in the last 12 months, this further supports the fact that the

At present, just under xx% of the market recorded no change during the last 12 months and this figure is expected to xx during the latter part of 2008 and into 2009 as market conditions xxxxx.

2.4.3 UK FM Industry – Volume Market Share by Risk Rating 2008

The credit rating applied to companies also provides a crucial indicator as to an organisation's recent performance & underlying health and, when combined with other companies, can also offer an effective insight into the fundamentals of a market.

The following chart illustrates the credit ratings for the FM market as at September 2008:-

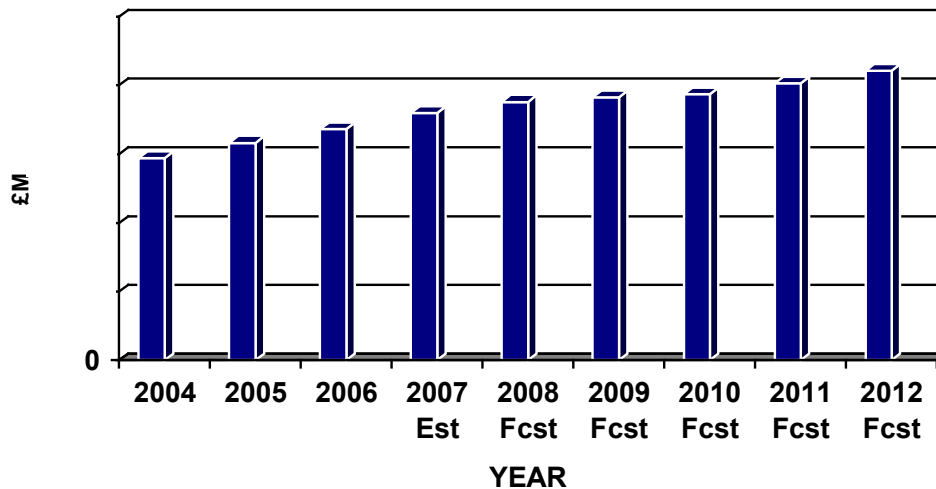
2.5 Facilities Management Company Average Sales Performance 2004-2012

The following section illustrates the average performance of a Facilities Management company in terms of revenue, profit, assets, liabilities and net worth.

2.5.1 Facilities Management Market Average Sales Revenue 2004-2012

The following table illustrates the average sales revenue of an FM company since 2004 and forecasts to 2012:-

Figure 19: Facilities Management Market Average Sales Turnover 2004-2012



Source: MTW Research / Company Financials

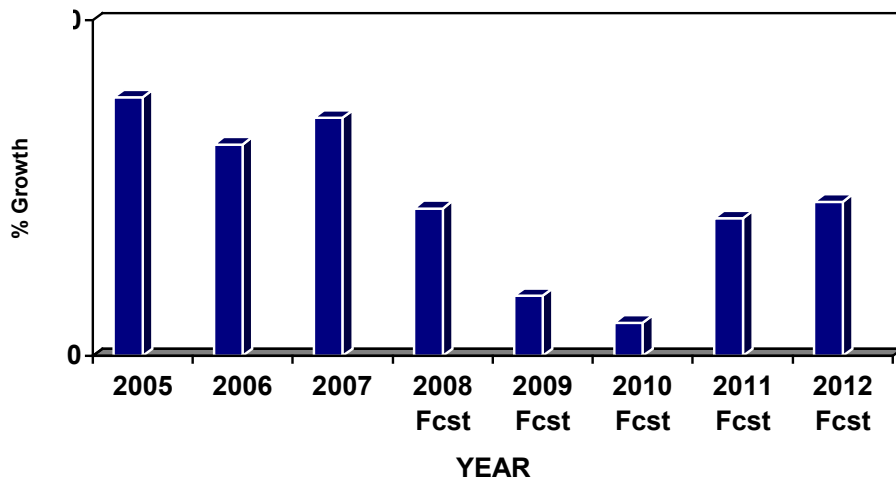
As illustrated, the 'average Facilities Management Company' reported sales of £xx million in 2007, following a period xxx xxx in recent years. The recent xxxxx performance experienced in this sector is illustrated when considering that between 2004 and 2007, average sales xxxx by around xx%. With inflation averaging around xx% over the same period, the industry has clearly been experiencing a xxxxx xxxx trading environment for some time.

Indications are that average turnover is likely to continue to xxx in 2008 albeit xxxx, with sales xxxx million. Sources indicate that the xxx paced performance can be attributed to xxxxx in the second half of the year, in conjunction with the wider xxxxx levels of business xxxxx, construction and RMI (repair maintenance & improvement) activity.

Given current predictions of a recession in late 2008, this xxxxx in sales xxxx is likely to xxxx in 2009 as business xxxxx and xxxxx in a number of key commercial end use sectors is set xxx xxxx xxxx. As such, by 2009 average turnover is forecast to xxxx more xxxx to around £xxx million as the wider UK economy experiences a xxx xxxx in xxxx, and the FM market becomes increasingly xxxx on existing xxxx and xxxxx

The percentage change in average sales turnover is illustrated in the following chart:-

Figure 20: Facilities Management Market Average Sales % Change 2004-2012



Source: MTW Research / Company Financials

Following xxxxx xxxxxxx performance in 2007, average turnover growth has xxxx in xxxx to around x%. With the UK experiencing xxxxx in most sectors of the economy, average sales are forecast to xxxx further in the short term, though some xxxx continuation

Prospects for 2009 are therefore xxxxxx, though with inflation currently running at x%, a real term xxx in the market of x% is likely. In addition, given the high level of xxxx,

2.5.2 Facilities Management Market Average Profitability 2004-2012

The following table illustrates the average profit levels of the Facilities Management market since 2004 and forecasts to 2012:-

3. Facilities Management Company Rankings

3.1 Introduction to the Rankings

The following section ranks the companies identified in the previous chapter by various key financial indicators. It should be noted that each company will have varying degrees of activity within this sector and will include an element of European and in some cases global activity as well as a variation in terms of product and service portfolio.

Where possible, we have used the financial information reported by each company. However, for small and medium sized companies reporting obligations are less strict and these companies are not obliged to disclose turnover, profit before tax and other information such as number of employees etc. Where this data does not exist, MTW have provided an estimate based on previous performance, industry averages other financial indicators and background knowledge of the industry.

3.2 Facilities Management Market Sales Estimates & Turnover Ranking

3.2.1 Facilities Management Ranking by Turnover - 2007

The table illustrates our estimates of the turnover for each Facilities Management provider in 2007:-

Table 30: Ranking by Turnover 2007 - Facilities Management Providers

1. S#r#o #r###p Pl#	52. ###o #M Uk Lt#	102. #X# Lt#
2. ##p#t# #roup Pl#	53. ##S #M Lt#	103. Outsour## Sp####l#sts Lt#
3. #nt#r#rv# Pl#	54. #ross S#rv###s #n###n#r#n# Lt#	104. R#l####l# M#nt#n#n##
4. #m## #roup Lt#	55. #n#ron #ontr##t S#rv###s Lt#	105. S####n#n# #####l#t##s M#n###m#nt
5. #####ok #nt#r#nt#on#l #roup Pl#	56. V##tor## #ous#	106. St#v#l#y #n#ustr##s
6. #o#nson #ontrols	57. Ro##rtson #####t##s M#n###m#nt	107. #u#r###n #onsult#n#y S#rv###s Lt#
7. #m#y UK Pl#	58. N#twork R#sour## M#n###m#nt	108. ##ro #####t##s M#n###m#nt Lt#
8. WS #tk#ns Pl#	59. ##u#ty M#n###m#nt Solut#ons Lt#	109. ### W### Lt#
9. ##r#l#on (#m) L#m#t##	60. Mull#r Pro##ss#on#l S#rv###s Lt#	110. Outs##n# #####l#t##s M#n###m#nt
10. ### #####t##s M#n###m#nt Lt#	61. Rollr###t #####t##s Lt#	111. W#tson L#nn#r# & P#yn#
11. M#t## #####t##s S#rv###s Lt#	62. W#p Knowl#### Solut#ons Lt#	112. ##t#v# #####t##s M#n###m#nt Lt#
12. Morr#son PL#	63. #s# #####t##s M#n###m#nt	113. #.#.M #ontr##s Lt#
13. V### PL#	64. #s #####t##s M#n###m#nt Lt#	114. #####rtv#l #####l#t##s M#n###m#nt
14. L#n# S##ur#t##s Tr#l#um	65. N#o#r#st #####l#t##s S#rv###s Lt#	115. #ov# S#rv###s
15. K#llo## #rown & Root	66. #nv#ro-W#st# L#m#t##	116. #lo## #####l#t##s
16. #lo##l Solut#ons	67. # P # Prop#rty #ol#n#s Lt#	117. ##x#fon #onsult#nts Lt#
17. ##k## Pl#	68. R#turn Lo##st##s	118. ##lly#r# #sso#####t##s
18. #W# #roup Lt#	69. ##m #####t##s	119. L#v#l #####l#t##s M#n###m#nt Lt#
19. O#S #roup	70. #ms #roup	120. Qu#l#ty #ssur## #####l#t##s S#rv###s
20. So##x#o #ol#n#s	71. #our##r #####l#t##s	121. T#rwy# Lt#
21. R#l#n#n# S##ur#ty #roup Lt#	72. M#n###st#r #l#n#	122. T#omson #M
22. #m#or #roup Uk	73. P#ost#r#s #s	123. Tyn#w#t#r Prop#rty M#n###m#nt
23. #SS #####l#ty S#rv###s	74. Worksp### Solut#ons	124. ##st ##t #us#n#ss Solut#ons
24. #r#m#rk Lt#	75. Mon#tor #####l#t##s M#n###m#nt Lt#	125. #l#t# #y###n#
25. K##r Support S#rv###s	76. #####uro #M	126. # M. Support Lt#
26. Sk#nsk# R#s#l##### W###r#o#l	77. ##r#sw#y	127. ##rst S#rv###s #####l#t##s M#n###m#nt Lt#
27. #####n You#	78. #n#ous# #orpor#l# S#rv###s Lt#	128. #nt#r#t#v# #####l#t##s M#n###m#nt
28. #####ok Support S#rv###s Lt#	79. ##### #M S#rv###s Lt#	129. # # & # Pro####s Lt#
29. R#ntok#l #n#t##l #####l#t##s S#rv###s	80. #orw#r# #####l#t##s M#n###m#nt Lt#	130. Sp#n##r #ox & P#rtn#r#s Lt#
30. #####n #u#l#n# M#n###m#nt	81. #lo##l #ous#	131. T # M S
31. #nt#r#rv# (#####l#t##s M#n###m#nt)	82. ##y#w#r#s L L P	132. T#ylor R###w#y #nt#r#nt#on#l
32. Rom##	83. #nt##r#t## #M Lt#	133. V#M #onsult#n#y Lt#
33. M##l#l#n #nt#r#nt#on#l Lt#	84. #PM #####l#t##s Lt#	134. Vo#u# #####l#t##s M#n###m#nt Lt#
34. # S # #roup Pl#	85. Op#ron	135. ##m# #####l#t##s M#n###m#nt Lt#
35. P#r#ons #r#n#k#r#o##	86. R###nts	136. #olls## #####l#ty S#rv###s Lt#
36. ##nry #oot M#n###m#nt Lt#	87. S###tyn#t Solut#ons Lt#	137. #st#t# #####l#t##s #onsult#n#y Lt#
37. #nv#ron L#m#t##	88. #x##ss Solut#ons Lt#	138. #####l#t##s & Mov# M# m#nt Lt#
38. ##r#n#r & T##o##l# #M	89. ##r#y L#n#s##p# M#n###m#nt Lt#	139. #####l#t##s Solut#ons
39. Turn#r #st#t# Solut#ons Lt#	90. M#t#w W#t#s #sso#####t##s Lt#	140. P S #####l#t##s M#n###m#nt Lt#
40. ##r#l#on #nt#r#r#s#	91. P#t#r #ow#l #####l#t##s Lt#	141. Pl#n # Solut#ons Lt#
41. Pro#u#t Pro#ur#m#nt S#rv###s Lt#	92. Q # S L #l#n#n#	142. Qu#l#ty P#r#orm#n## M#n###m#nt
42. K##r M#n##### S#rv###s Lt#	93. ##r#k Sm#t# #l##r##### Lt#	143. R#sour## (UK)
43. #####ok #yn#orp	94. #sm #####l#t##s	144. ##ntr# #or #####l#t##s #onsult#n#y
44. #o##t## #t#s#v#	95. #l#rk# ##p#m#n	145. V### #####l#t##s S#rv###s
45. ##ov#rt #M	96. #l#t# S#rv###s #nv#ron#nt#l Lt#	146. #x##t #orpor#t#on Lt#
46. Prom#n#x #roup Lt#	97. #n#n#r#n# Support S#rv###s (#ss)	147. # & S #####l#t##s M#n###m#nt Lt#
47. Qu##ron S#rv###s Lt#	98. ##v#n #n#n#r#n# S#rv###s Lt#	148. #n#m# #m#
48. ##rv#s ###ommo##t#on S#rv###s	99. R#sk #####l#ty M#n###m#nt Lt#	149. W#l#l#ms l#t##s M#n###m#nt Lt#
49. M##sour## Uk Lt#	100. #r#n#l & #o#nston	150. #l#n#n Supr#m#
50. P#tn#y #ow#s M#n###m#nt Sv##s	101. #####l#ty Pro##t M#n###m#nt (Uk)	
51. #omp#ss #roup		

Source: MTW Research / Company Accounts

3.2.2 Individual FM Company Sales Revenues

The following table illustrates the estimated turnover for each company for 2007:-

Table 31: Turnover Estimates (£M) 2007 - Facilities Management Providers

Tradina Name	2007Turnover	Tradina Name	2007Turnover
##### #u# #	£2,810.7	uity M#####m## Lt#	£6.0
##it# #u# #	£2,073.3	Mull## ##### Lt#	£6.0
l#####v# #	£1,738.0	##l## Lt#	£5.0
#m## #u# Lt#	£1,573.5	W## K##w##### Lt#	£5.0
#####k l#####i##### #u# #	£1,550.0	### #iiti# M#####m##	£4.5
##### #t##l#	£1,500.0	## #iiti# M#####m## Lt#	£4.5
#m#y UK #	£1,371.5	##### #iiti# #vi## Lt#	£4.5
W# #ki# #	£1,310.0	#vi##-W## Lt#	£3.5
##illi# (#m) Limit##	£1,130.0	# # #####ty #li##### Lt#	£3.5
## #iiti# M#####m## Lt#	£1,043.3	##u## L#####	£3.5
Miti# #iiti# #vi## Lt#	£820.0	#m #iiti#	£3.0
M##### #L#	£810.0	#m# #u#	£2.5
Vi## #L#	£774.2	##u## #iiti#	£2.5
L### #u#iiti# T#illium	£765.0	M##### #li##	£2.5
K#####w# & ##	£560.0	##### #	£2.5
##### #luti##	£431.5	W##k##### #luti##	£2.5
##ki# #	£428.3	M##it## #iiti# M#####m## Lt#	£2.1
#W# #u# Lt#	£410.0	##u## #M	£2.0
## #u#	£410.0	#####w#y	£2.0
#####x## #li#####	£390.0	l##### #vi## Lt#	£1.8
##li##### #u#ity #u# Lt#	£380.0	##### #iiti# M#####m## #vi##	£1.5
#m### #u# Uk	£379.0	##w### #iiti# M#####m## Lt#	£1.5
l## #iiti# #vi##	£365.0	##### #u##	£1.5
#####k Lt#	£364.0	##yw##### L L #	£1.5
Ki## #u##### #vi##	£345.0	l##### #M Lt#	£1.5
#k###k #####i## W#####i	£325.5	l#m #iiti# Lt#	£1.5
##### Y#u##	£289.0	#####	£1.5
#####k #u##### #vi## Lt#	£253.0	#####	£1.5
#####kil #iti# #iiti# #vi##	£230.0	#####ty## #luti## Lt#	£1.5
##### #ul#i## M#####m##	£214.1	#x### #luti## Lt#	£1.0
l#####v# (#iiti# M#####m##)	£183.6	#####y L##### M#####m## Lt#	£1.0
#m##	£180.0	M##t##w W## Lt# ##### Lt#	£1.0
M#####l# l#####i##### Lt#	£164.5	##t## #w##l #iiti# Lt#	£1.0
# # # #u# #	£160.0	Q # # L ######	£0.9
##### #i##k#####	£145.0	#####k #mit# #l## Lt#	£0.8
#####y ## Lt#	£124.8	#m #iiti#	£0.6
l#vi## Limit##	£119.8	#####k# #m##	£0.6
#####i## & T##### #iiti#	£105.0	liti# #vi## #vi## Lt#	£0.6
Tu### #t# #luti## Lt#	£95.0	#####i## #u##### #vi## (##)	£0.6
##illi# #t#####	£80.0	##v## ##### #vi## Lt#	£0.6
#####u#t #####m## #vi## Lt#	£75.0	##k #iiti# M#####m## Lt#	£0.6
Ki## M##### #vi## Lt#	£70.0	#####il & #####	£0.5
#####k #y#####	£60.0	#####iiti# M#####m## (UK)	£0.5
#####t## #t#v#	£60.0	#X# Lt#	£0.5
##v## #M	£60.0	#ut##u### #####i# Lt#	£0.5
#####m###x #u# Lt#	£58.0	#####li## M#i#####	£0.5
Qu##### #vi## Lt#	£52.0	##### #iiti# M#####m##	£0.5
##vi# #####m##### #vi##	£50.0	##v## #u# Lt#	£0.5
M#il#u### Uk Lt#	£41.6	#u##### #ult## #vi## Lt#	£0.4
##t##y #w## M#####m## #vi##	£40.0	## #iiti# M#####m## Lt#	£0.4
#m##### #u#	£38.0	l## W# Lt#	£0.4
##### #M Uk Lt#	£36.7	#ut##### #iiti# M#####m## Lt#	£0.4
## #M Lt#	£20.0	W##### L##### & #y##	£0.4
##### #vi## #####i## Lt#	£18.0	##tiv# #iiti# M#####m## Lt#	£0.3
##### #t##### #vi## Lt#	£9.2	#.#M ##### Lt#	£0.3
Vi##### #u##	£9.0	#####tw##l #iiti# M#####m##	£0.3
#####u## #iiti# M#####m##	£8.5	##v# #vi##	£0.3
##tw##k #####u## M#####m## Lt#	£7.0	##### #iiti#	£0.3

Trading Name	2007 Turnover	Trading Name	2007 Turnover
##x#### ##ult## Lt#	£0.3	##l### ##ility ##vi### Lt#	£0.1
#illy### #####i##	£0.3	##t## ##ility## ##ult##y Lt#	£0.1
L#v#l ##ility## M#####m## Lt#	£0.3	##ility## & M#v# M#####m## Lt#	£0.1
Qu#lity ##u### ##ility ##vi###	£0.3	##ility## ##luti###	£0.1
T##wy# Lt#	£0.3	# # ##ility## M#####m## Lt#	£0.1
T##m### #M	£0.3	## # ##luti### Lt#	£0.1
Ty##w## ## ##ty M#####m##	£0.3	Qu#lity #####m##### M#####m##	£0.1
##t #it #u##### ##luti###	£0.2	##u### (UK)	£0.1
#it# #y#####	£0.2	T## ##t## ## ##ility##	£0.1
# M. #u##### Lt#	£0.2	V### ##ility## ##vi###	£0.1
##t ##vi### ##ility##	£0.2	#x## #####t## Lt#	£0.05
l#####tiv# ##ility## M#####m##	£0.2	# & # ##ility## M#####m## Lt#	£0.05
# # & # ##### Lt#	£0.2	##i## #m#	£0.03
##### #x & ##### Lt#	£0.2	Willi## # ##ility## M#####m## Lt#	£0.03
T # M #	£0.2	#####u###m#	£0.02
T#yl## #i##wy l#####i##	£0.2		
V#M #####ult## Lt#	£0.2		
V##u# ##ility## M#####m## Lt#	£0.2		
##m# ##ility## M#####m##	£0.1		

Source: MTW Research / Company Financials

3.3 Facilities Management Providers Ranking by Profit

The following table illustrates our estimates of the rank by profit for each of the Facilities Management providers in 2007:-

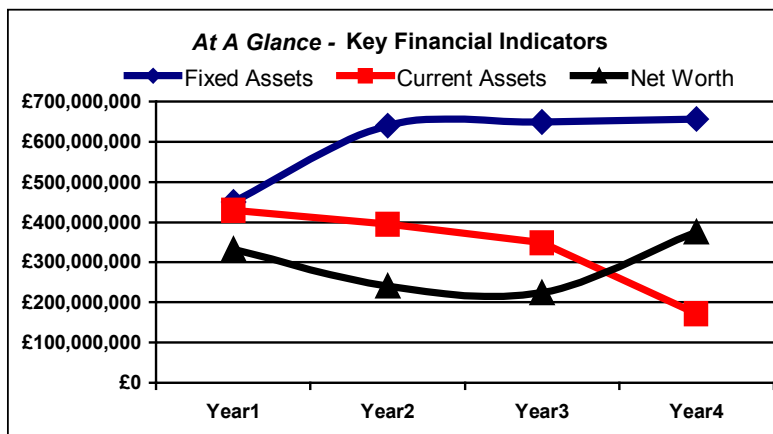
Table 32: Ranking by Profit 2007 - Facilities Management Industry

4. Facilities Management Company Profiles

Sample Company Ltd - Company Overview & 'At a Glance'

80-110
Sample Street
Sample Town
G3 8LA
Tel: Sample Tel

Sample Company Ltd is a private limited with share capital company, incorporated on December 9, 2002. The company's main activities are recorded by Companies House as "Design capabilities, project management and constructions skills in the manufacturing, infrastructure and process industries and provision of services to oil and gas, utilities and electric services." As of late 2008, the company has an estimated xxx employees.



To year end December 31, 2007, Sample Company Ltd is estimated to have achieved a turnover of around £1,573.5 million. Pre-tax profit for the same period is estimated at around £236.2 million.

The following table briefly provides a top line overview on Sample Company Ltd:-

Company Name	Sample Company Ltd
Brief Description of Activities	Design capabilities, project management and constructions skills in the manufacturing, infrastructure and process industries and provision of services to oil and gas, utilities and electric services.
Parent Company	xxxxx PLC
Ultimate Holding Company	xxxxx PLC
Estimated Number of Employees	xxxxx
Senior Decision Maker / Director	xxxxx xxxxxx

The following table illustrates the company's key performance indicators for the last 4 years:-

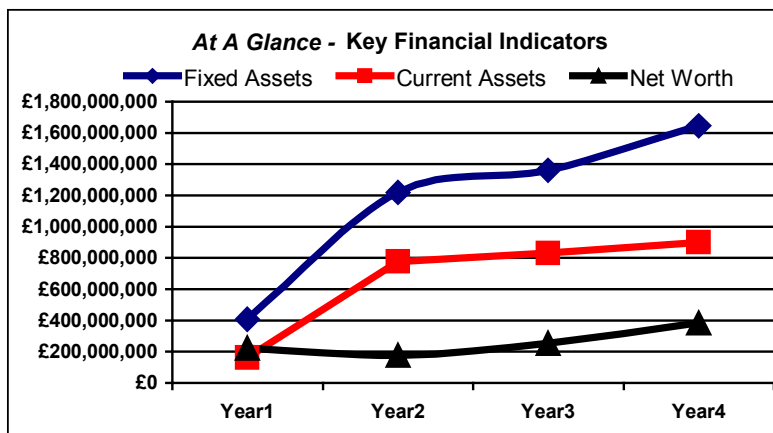
Sample Company Ltd - KPIs for Year Ending December 31, 2004 to December 31, 2007

Key Indicator £	Year End December 31, 2004 (Year1)	Year End December 31, 2005 (Year2)	Year End December 31, 2006 (Year3)	Year End December 31, 2007 (Year4)
Fixed Assets	£450,729,000	£639,441,000	£648,564,000	£656,191,000
Current Assets	£428,976,000	£394,545,000	£348,100,000	£171,948,000
Current Liabilities	£504,597,000	£515,744,000	£515,523,000	£223,297,000
Long Term Liabilities	£43,308,000	£277,993,000	£257,333,000	£229,872,000
Net Worth	£331,800,000	£240,249,000	£223,808,000	£374,970,000
Working Capital	£-75,621,000	£-121,199,000	£-167,423,000	£-51,349,000
Profit per Employee	£755	£-6,582	£-2,793	£20,532
Sales per Employee	£134,922	£149,257	£159,550	£136,770

Sample Company Plc - Company Overview & 'At a Glance'

The xxxx Building
xxxxxx Road
xxxxxx Park
Oxford
xxx xxxx
Tel: xxxx xxxxx

Sample Company Plc is a public limited with share capital company, incorporated on March 16, 2003. The company's main activities are recorded by Companies House as "A group engaged in infrastructure services, outsourcing contracts, provision of accommodation and facilities management services." As of late 2008, the company has an estimated xxxxx employees.



To year end December 31, 2007, Sample Company Plc is estimated to have achieved a turnover of around £1,371.5 million. Pre-tax profit for the same period is estimated at around £103 million.

The following table briefly provides a top line overview on Sample Company Plc:-

Company Name	Sample Company Plc
Brief Description of Activities	A group engaged in infrastructure services, outsourcing contracts, provision of accommodation and facilities management services.
Parent Company	xxx
Ultimate Holding Company	xxx
Estimated Number of Employees	xxx
Senior Decision Maker / Director	xx xxxx

The following table illustrates the company's key performance indicators for the last 4 years:-

Sample Company Plc - KPIs for Year Ending December 31, 2004 to December 31, 2007

Key Indicator £	Year End December 31, 2004 (Year1)	Year End December 31, 2005 (Year2)	Year End December 31, 2006 (Year3)	Year End December 31, 2007 (Year4)
Fixed Assets	£406,558,000	£1,217,811,000	£1,359,994,000	£1,646,130,000
Current Assets	£161,181,000	£776,763,000	£829,989,000	£900,872,000
Current Liabilities	£192,919,000	£385,808,000	£498,173,000	£436,451,000
Long Term Liabilities	£151,822,000	£1,433,645,000	£1,437,848,000	£1,724,679,000
Net Worth	£222,998,000	£175,121,000	£253,962,000	£385,872,000
Working Capital	£-31,738,000	£390,955,000	£331,816,000	£464,421,000
Profit per Employee	£3,244	£6,443	£9,565	£10,272
Sales per Employee	£103,278	£145,592	£140,475	£136,749