BLUE-COLLAR COMPLIANCE

FIRE • WATER • HVAC • SECURITY • BUILDING SERVICES

The consolidation playbook still works.

But what creates the next advantage?

A market view from Cortus

The market is still attractive. The basis of differentiation is changing

SWIPE →

The consolidation runway remains

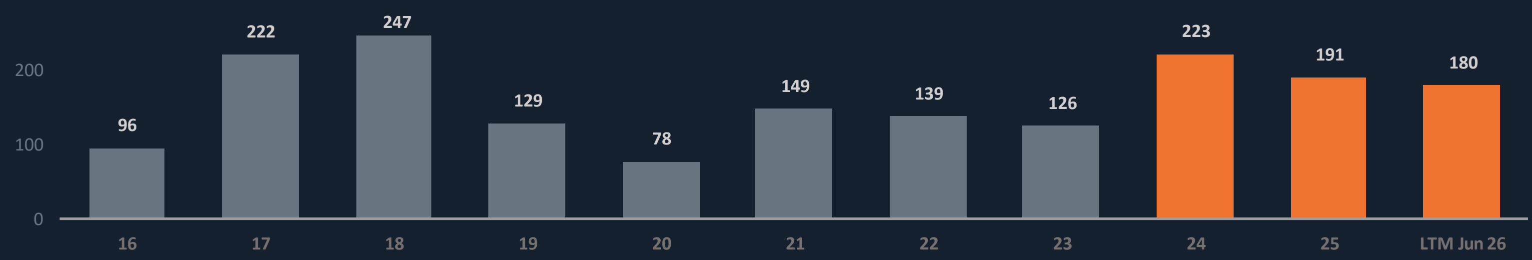
Over 200 compliance-related transactions per annum have been completed in recent years, yet entry multiples have remained stable and new platforms continue to emerge.

01

UK DEAL ACTIVITY

M&A activity remains strong, with existing players; search funds; smaller sponsors and new platforms continuing to launch roll-ups.

VOLUME OF BLUE-COLLAR COMPLIANCE TRANSACTIONS



Source: MarktoMarket

02

TARGET DEPTH

The blue-collar compliance market is characterised by a broad and diverse competitive landscape, with limited concentration across most sub-sectors. For instance, the top 30 UK M&E contractors generate only c.25% of the £23.2bn market, leaving c.75% outside the largest players. BESA describes the sector as “still highly fragmented”. We at Cortus expect the consolidation to continue over the next 10 years.

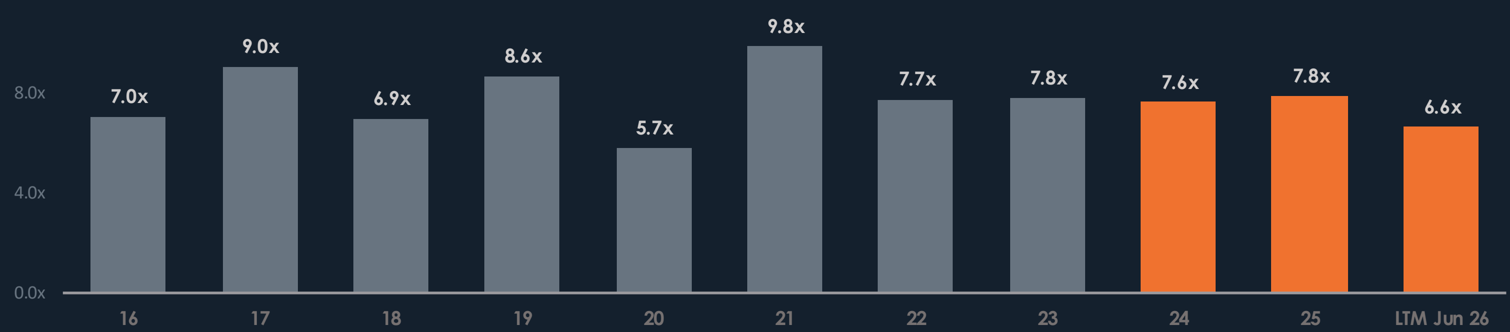
Source: BESA, Top 30 Contractors, June 2025

03

ENTRY MULTIPLES

Entry multiples remain attractive as new platforms continue to emerge – the market remains fragmented, providing scope for further consolidations to take place

AVERAGE REPORTED EV / EBITDA



Source: MarktoMarket

1,688	161	7.4x
DEALS 2016–JUN26	AVG. DEALS 2016–JUN26	AVG. MULTIPLE 2016–JUN26

Scaled platforms are attracting buyers — and commanding premium multiples

Recent transactions validate the buy-and-build thesis. Public-market valuations reinforce the same point: larger platforms trade at materially higher multiples.

UK CASE STUDY

RANGER FIRE & SECURITY → INFLEXION (June 2026)

Cortus supported on all acquisitions

25
ACQUISITIONS

500+
EMPLOYEES

£75m+
REVENUE

ACROSS THE CHANNEL

BATIBIG → CHARTERHOUSE (July 2026)

100+
ACQUISITIONS

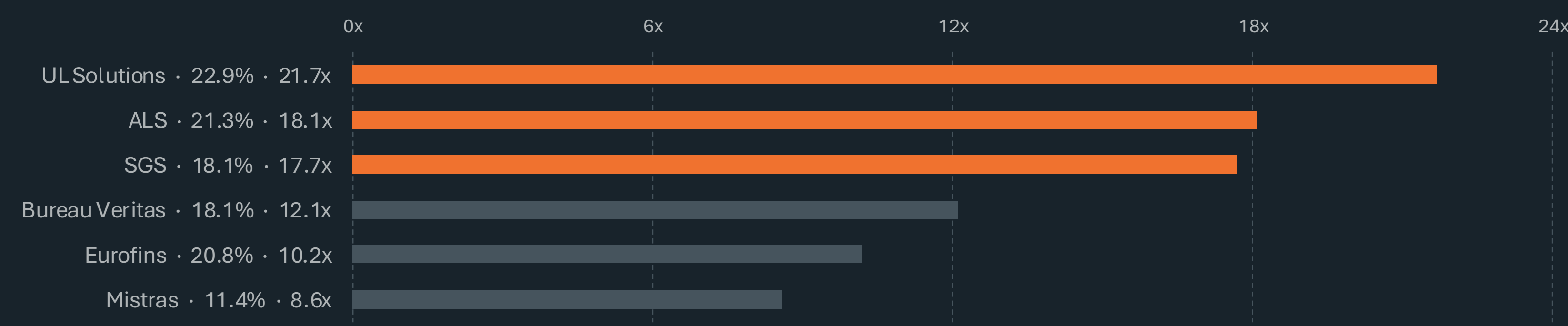
2000+
EMPLOYEES

€500m+
REVENUE

LISTED TIC VALUATIONS

Scale still commands a visible valuation premium

Company · LTM EBITDA margin · LTM EV / EBITDA



Source: : S&P Capital IQ, company filings and public market data as at August 2026

The formula is well known

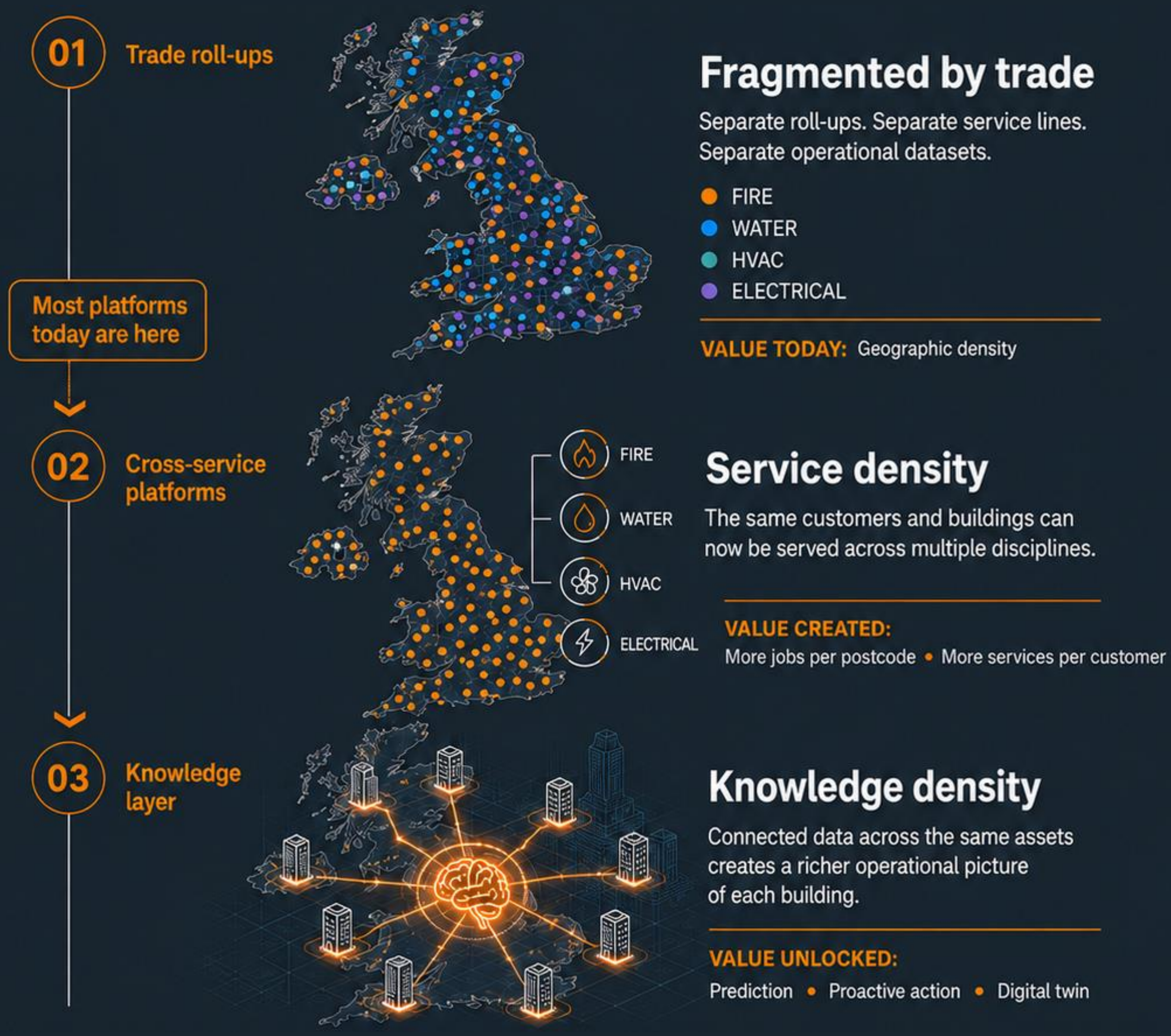
01 BUY WELL	02 BUILD DENSITY
03 ADD SERVICES	04 CROSS-SELL
05 INTEGRATE	06 REPEAT

Founder-owned SMEs → Regional platforms → Scaled consolidators → Larger-capital buyers

If everyone understands the playbook, where does the next layer of advantage come from?

From fragmented trade roll-ups to knowledge density

The next phase of consolidation is not just across businesses. It is across services, data and ultimately building knowledge. Digital twins may be the end state but the value begins with connecting the underlying operational data layer.



Every service visit creates revenue for today and operational intelligence for tomorrow

01 | SERVICE DELIVERED

Engineer visit

Each visit generates revenue today and another piece of the building record

02 | ASSET INSIGHT

What equipment is installed?

- Asset type, age
- Condition and defects

COMPLIANCE

- Compliance status
- Maintenance history

INTERVENTION

What happened – and when?

03 | THE BUILDING RECORD

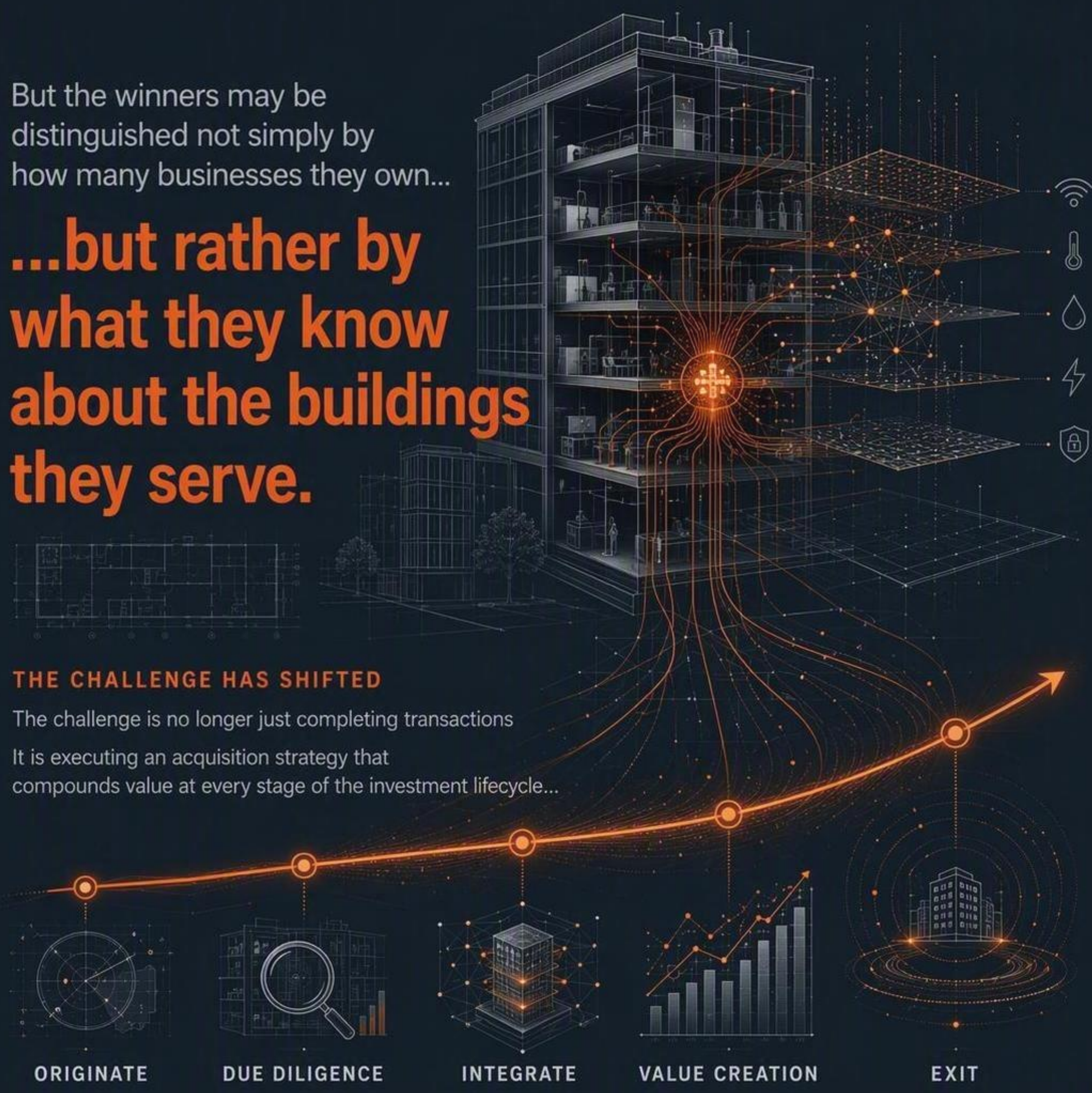
Across recurring visits, fragments become a digital understanding of the building.

The more services and visits a platform connects, the richer that building-level understanding becomes.

WHY THIS MATTERS

- Higher utilisation and route efficiency
- Greater share of wallet and customer retention
- Creation of a proprietary operational data asset
- Better predictability, stickier revenue and premium exit potential

The opportunity to consolidate remains



HOW CORTUS HELPS

The next phase of value creation requires more than transaction execution

We are helping many clients across this sector deliver long term growth strategies, from acquisition, to value creation to exit. For a confidential conversation on how we can help you, please contact us.

CORTUS DEAL 360

ORIGINATE
Market mapping • target identification

EVALUATE
Due diligence • data cubes • synergies

EXECUTE
Modelling • funding • transaction support

INTEGRATE
100-day plan • reporting • synergies

VALUE CREATION
Analytics • optimisation • dashboards

EXIT
Exit readiness • VDD • lead advisory

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