



Capital Markets Seminar

12 September 2017

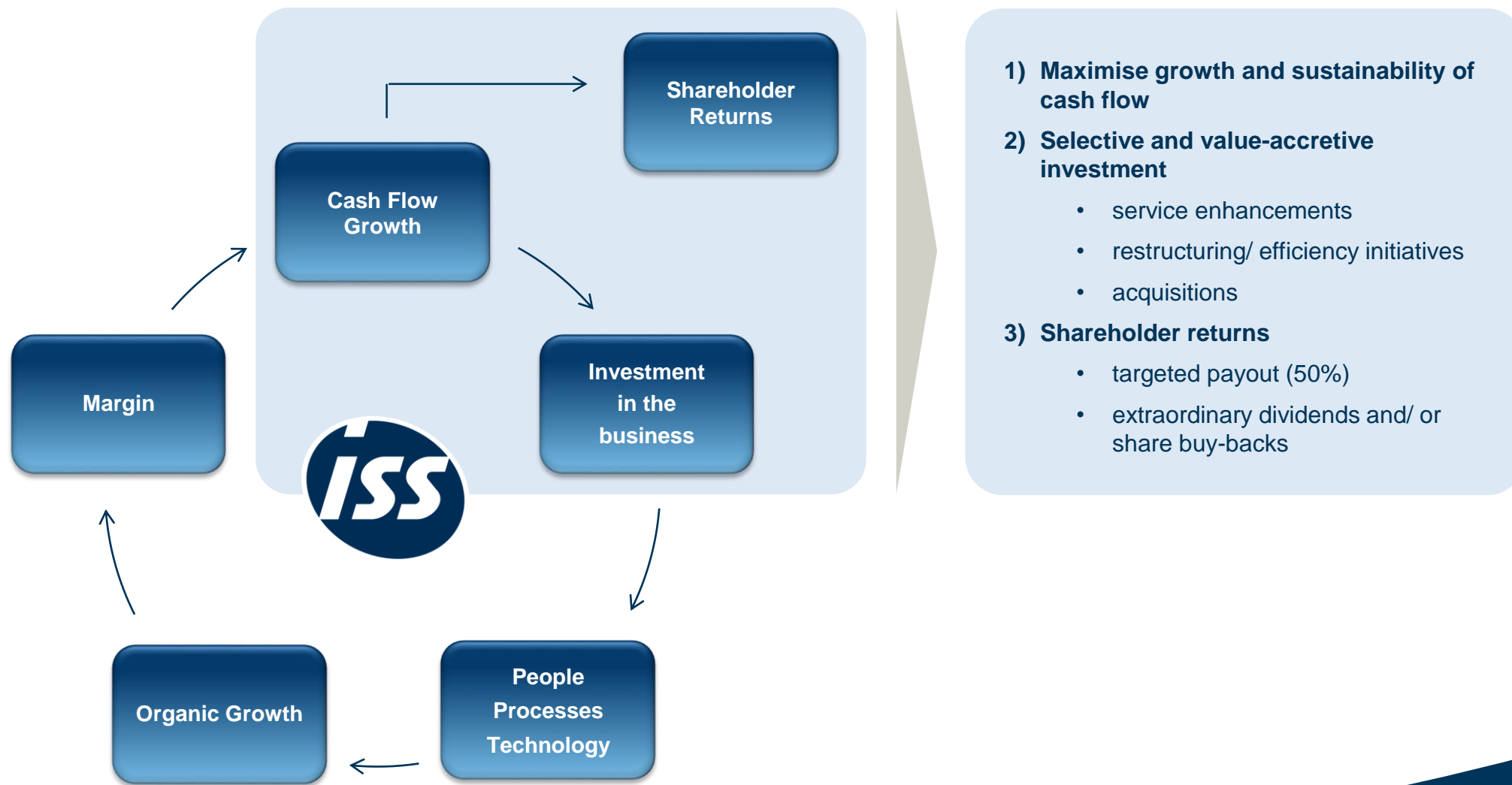
Capital Markets Seminar: Agenda

16.00	Jeff Gravenhorst: Group CEO
16.20	Martin Gaarn Thomsen: Group COO
16.40	Jacob Götzsche: Regional CEO, Central Europe
17.00	Break
17.10	Dan Ryan: Regional CEO, Americas
17.30	Pierre-François Riolacci: Group CFO
17.45	Q&A
18.30	Drinks
19.15	Dinner

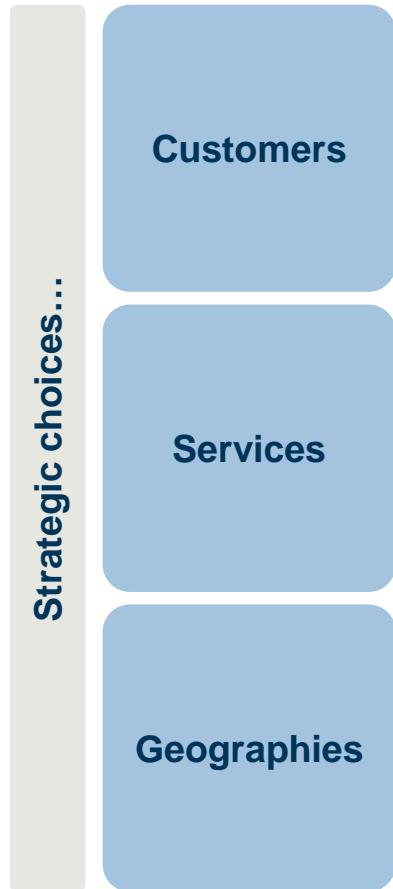


Jeff Gravenhorst: Group CEO

Creating value for shareholders remains our priority



Our strategy – The ISS Way – has choice-making at its core



The ISS Way has underpinned our financial performance since its launch in 2008

Our strategy – The ISS Way – has choice-making at its core

Strategic choices...

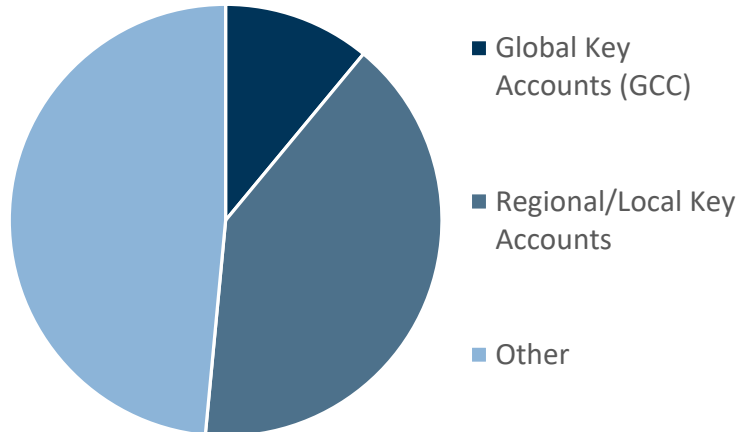
Customers

- A growing focus on Key Accounts within our target industry segments
- Business Services & IT
- Industry & Manufacturing
- Public Administration
- Healthcare

52% of 2016 revenue generated by Key Account customers

Services

2016 group revenue by customer segment



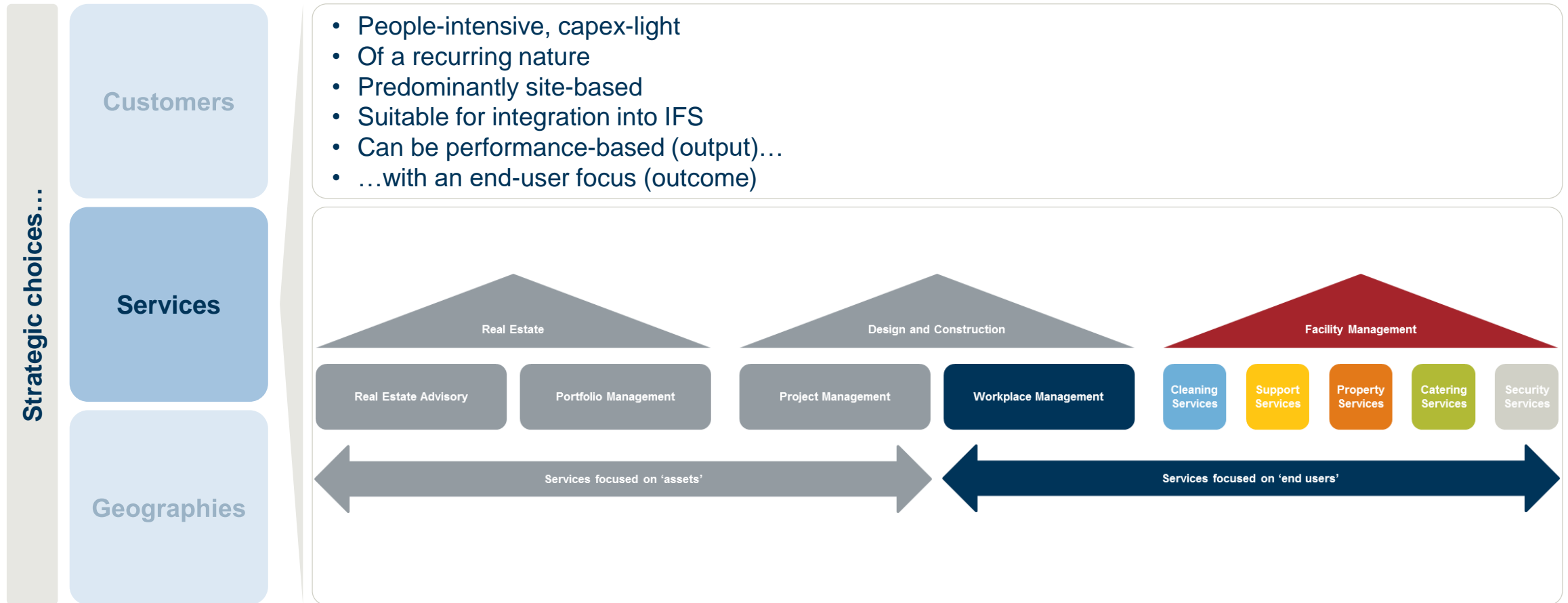
Key needs of our target customers include...

- Compliance
- Transparency
- Service efficiency
- Innovation
- Workplace experience

Consistent best practice and service excellence, delivered across a national, regional or global real estate portfolio

The ISS Way has underpinned our financial performance since its launch in 2008

Our strategy – The ISS Way – has choice-making at its core



The ISS Way has underpinned our financial performance since its launch in 2008

Our strategy – The ISS Way – has choice-making at its core

Strategic choices...

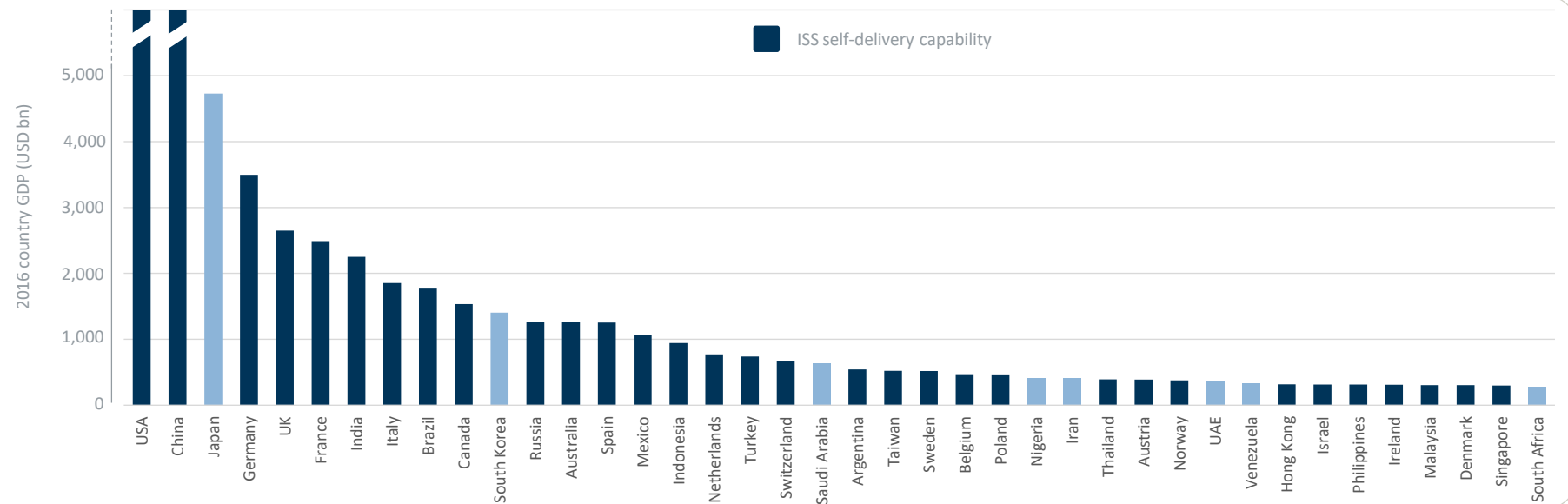
Customers

Services

Geographies

- We want to follow our target customers...
- ...covering a high proportion of global GDP
- We are present in the major markets and in the vast majority of future mega-cities

ISS self-delivers in 32 of the top 40 global GDP countries



The ISS Way has underpinned our financial performance since its launch in 2008

ISS's competitive positioning within Global Facility Management

Clients' real estate priorities will influence which operating model is best suited

- A real estate advisory led model...
- ...focused on assets and not services (which are largely sub-contracted)...
- ...with a heavy emphasis on procurement

CBRE



Multi-tenant

Occupancy

Owner occupier or single tenant

Asset optimisation

Outsourcing Priorities

Service efficiency, compliance, user experience

A property portfolio in need of change (size, location, type, etc.)

Property Portfolio

A settled property portfolio that meets the client's foreseeable needs

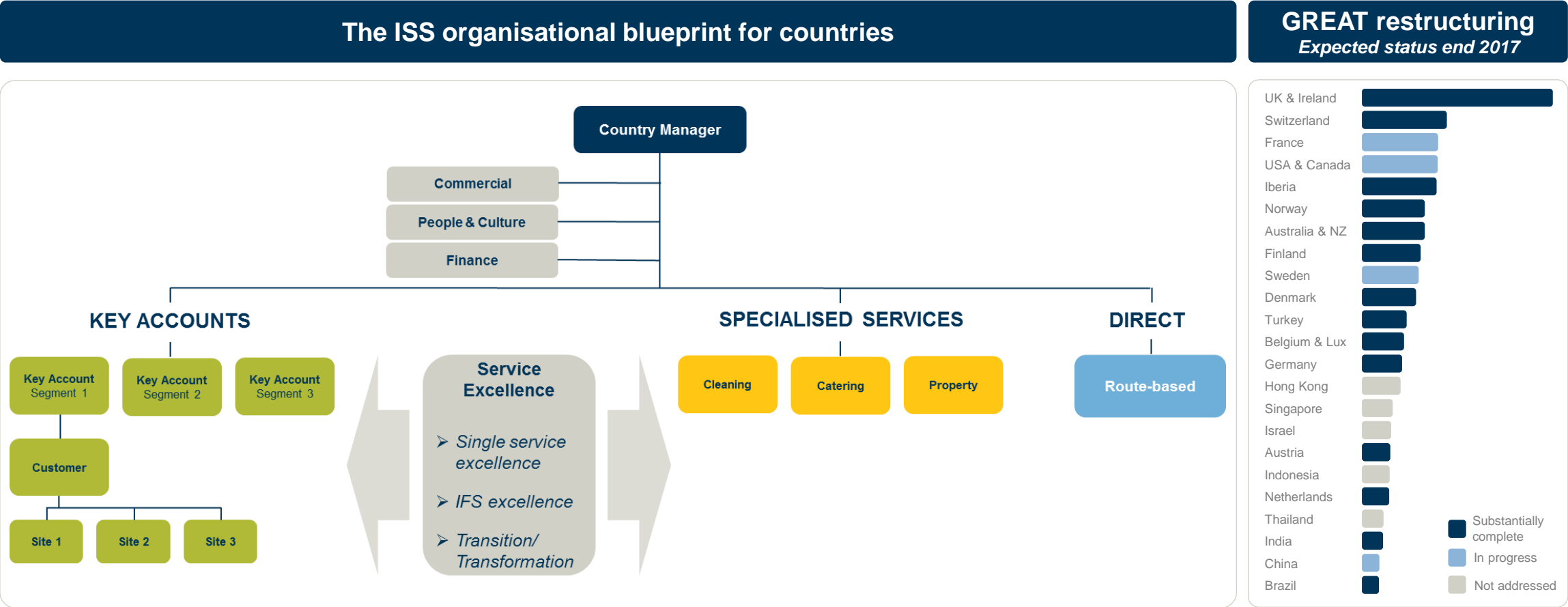
- A service-led operating model with high self-delivery...
- ...facilitating strict recruitment processes, investment in training, health & safety, workforce optimisation and...
- ...great user experiences



sodexo



Country organisations now support our Key Account focus...

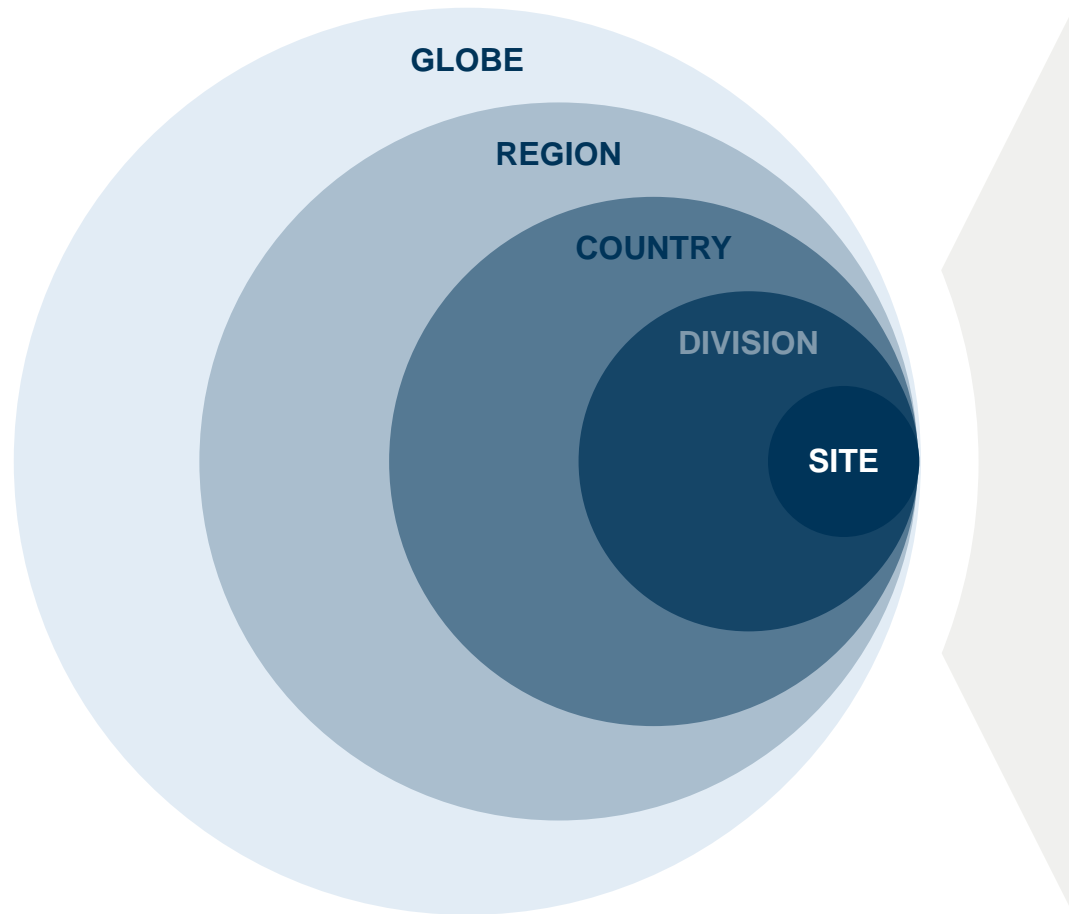


We have become a Key Account focused organisation with 81% of group revenue being restructured⁽¹⁾

(1) Expected percentage of group revenue to have started or completed a GREAT restructuring by end-2017



...allowing us to maximise our value-add at the site level...



Examples include...

Volume

- *Procurement and Supply Chain*
- *Business Process Outsourcing*

Concepts

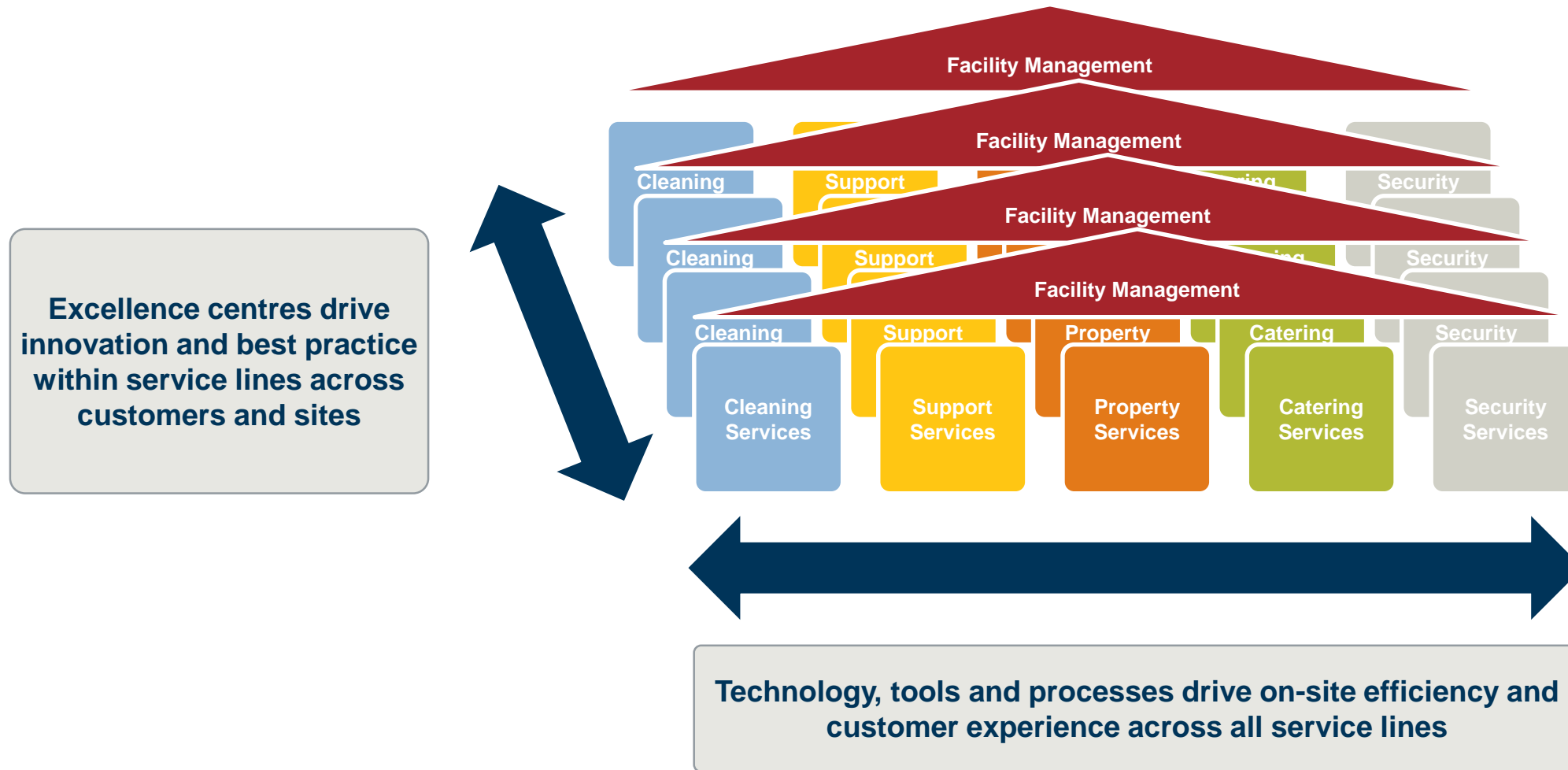
- *Transition*
- *Operating Processes*
- *Account Development*
- *Technology*
- *Workplace Management & Design*
- *Workplace Experience*

Talent

- *Investment in securing and developing talent at all levels of our organisation*
 - *Leadership Mastery⁽¹⁾*
 - *Advantage⁽¹⁾*
 - *Key Account Manager Certification (KAMC)⁽¹⁾*
 - *Service With A Human Touch (SWAHT)⁽¹⁾*

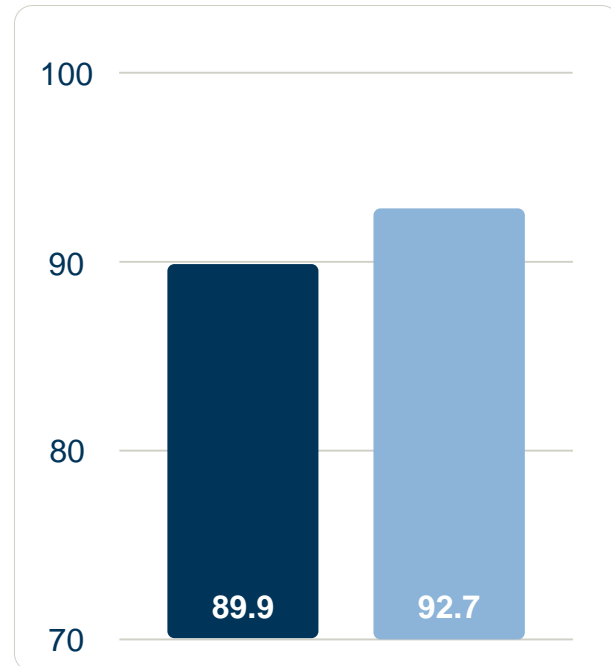
⁽¹⁾ ISS in-house training and development programmes

...optimising synergies across *and* within customer sites

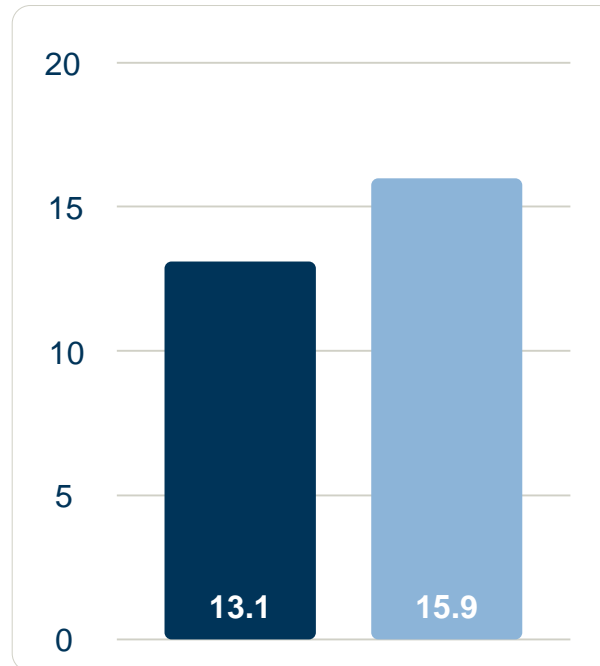


Our Key Account focus will drive our organic growth...

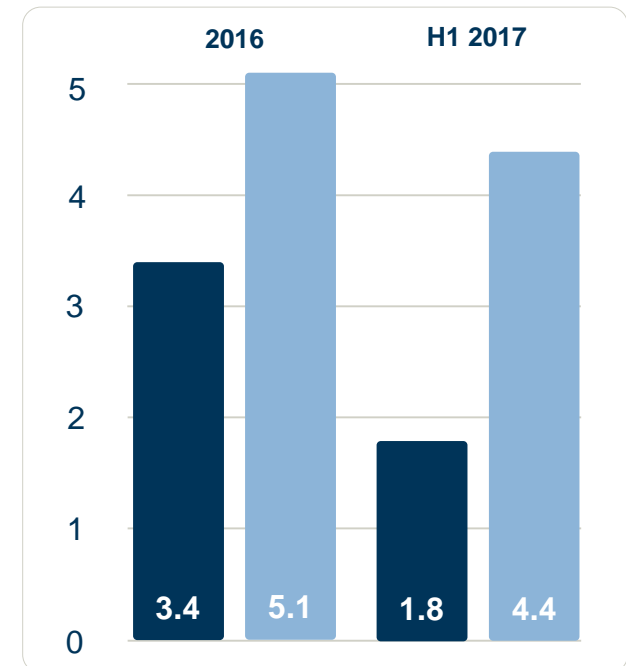
2016 retention rates (%)



2016 'above base' revenue⁽¹⁾ (%)



Organic growth (%)



ISS Group

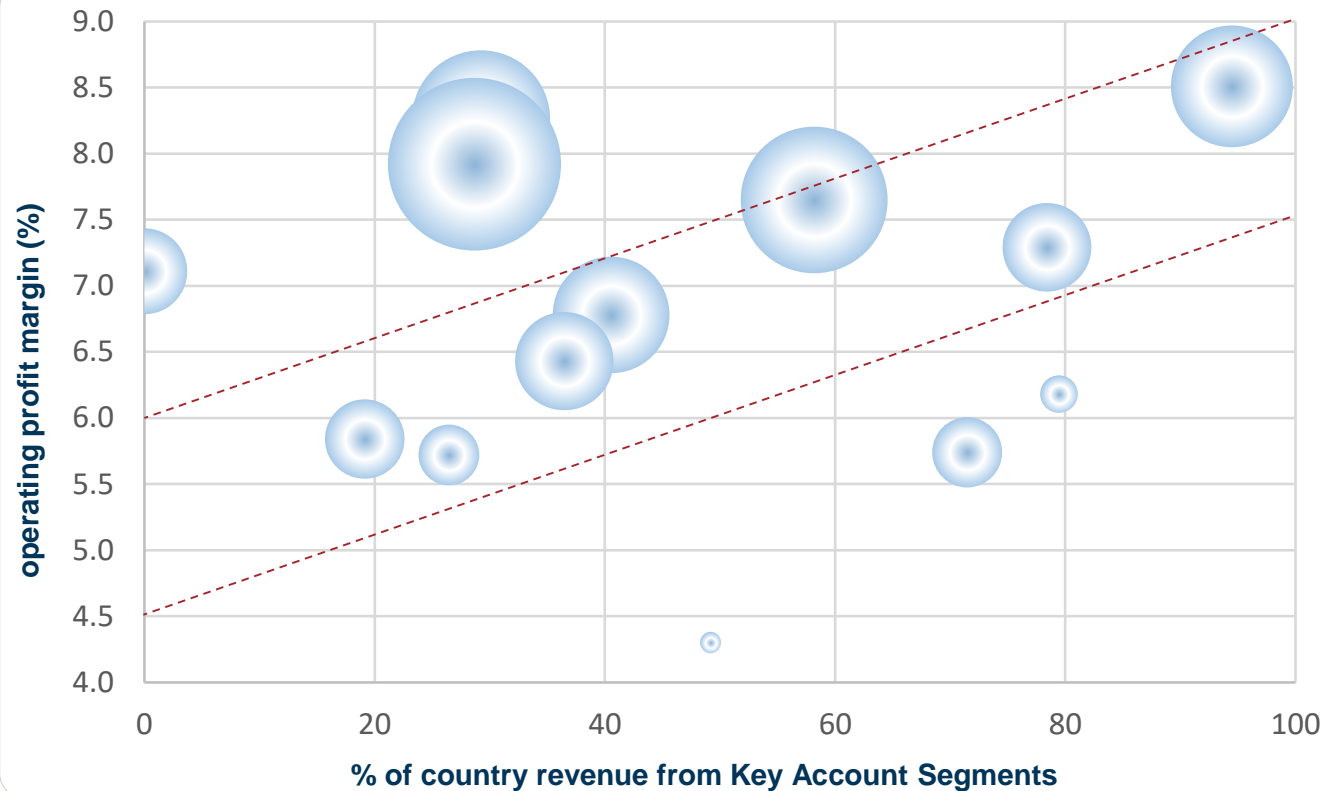


Key Account Segments

(1) Above base includes revenue generated from portfolio customers that falls outside the scope of the 'base' contract and relates to services provided for less than 6 months.

...and support margin improvement...

Country operating profit margins vs Key Account exposure, 2016^(1,2) (%)



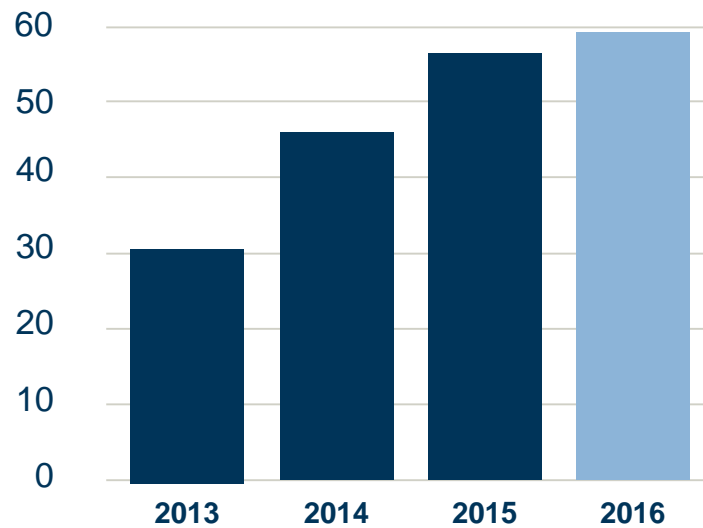
(1) Analysis shown for ISS's 13 largest countries by revenue

(2) The size of the bubbles reflects ISS's estimate of each country's market share

...underpinned by engaged employees and satisfied customers

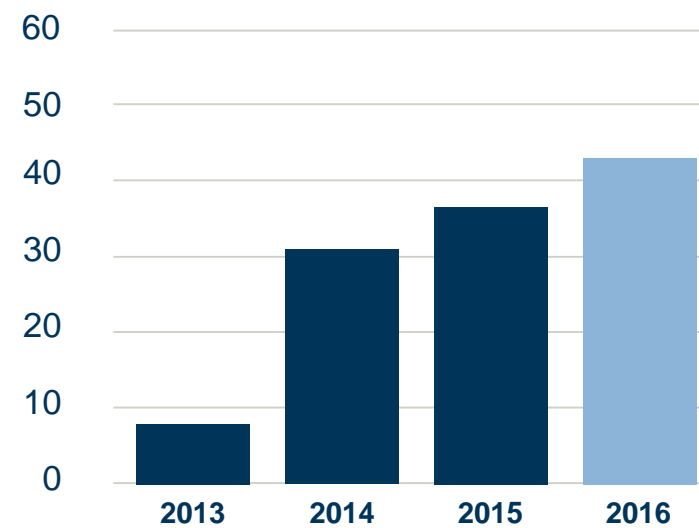
**Employee Net Promoter Score⁽¹⁾
(eNPS)**

59.2



**Customer Net Promoter Score⁽¹⁾
(cNPS)**

43.2



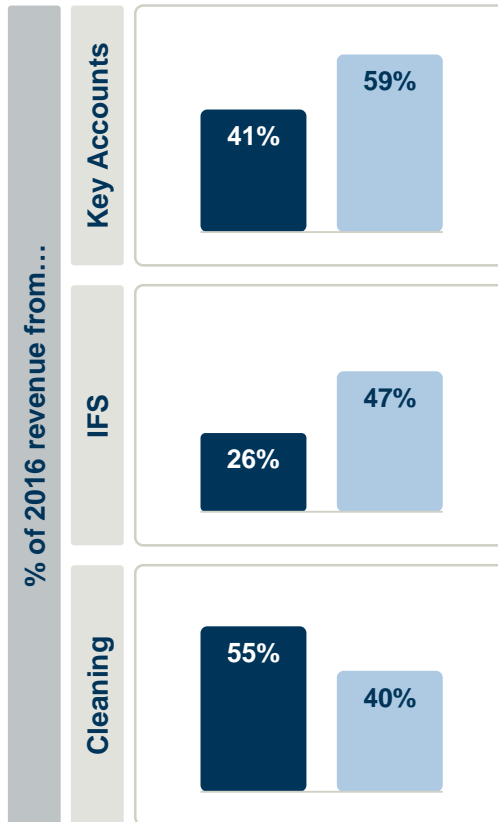
We have an intense focus on employee engagement and customer satisfaction across ISS

(1) An index ranging from -100 to 100 that measures the willingness of our employees (eNPS) or customers (cNPS) to recommend ISS

ISS Sweden: Challenges faced and actions taken



Sweden vs. the rest of Northern Europe



■ Sweden
■ Rest of Northern Europe

Challenges faced

- High level of lost contracts within Cleaning
 - High exposure to public sector contracts...
 - ...with intense competition from a state-owned, state-subsidised competitor
 - Insufficient focus on maximising productivity across *all* contracts
- Significant, politically-driven downsizing of the Swedish nuclear segment
- Mis-pricing of contracts within the Healthcare segment

Actions taken

- New pan-Northern Europe Cleaning Excellence team to drive best practice and productivity
- Shift in focus towards private sector, Key Account customers
- Specific actions within Healthcare contracts (including selective contract exits)
- Right-sizing of the business
- Successful new wins and key retentions achieved elsewhere (see below)

Key new wins and retentions in 2017

ICA
GRUPPEN

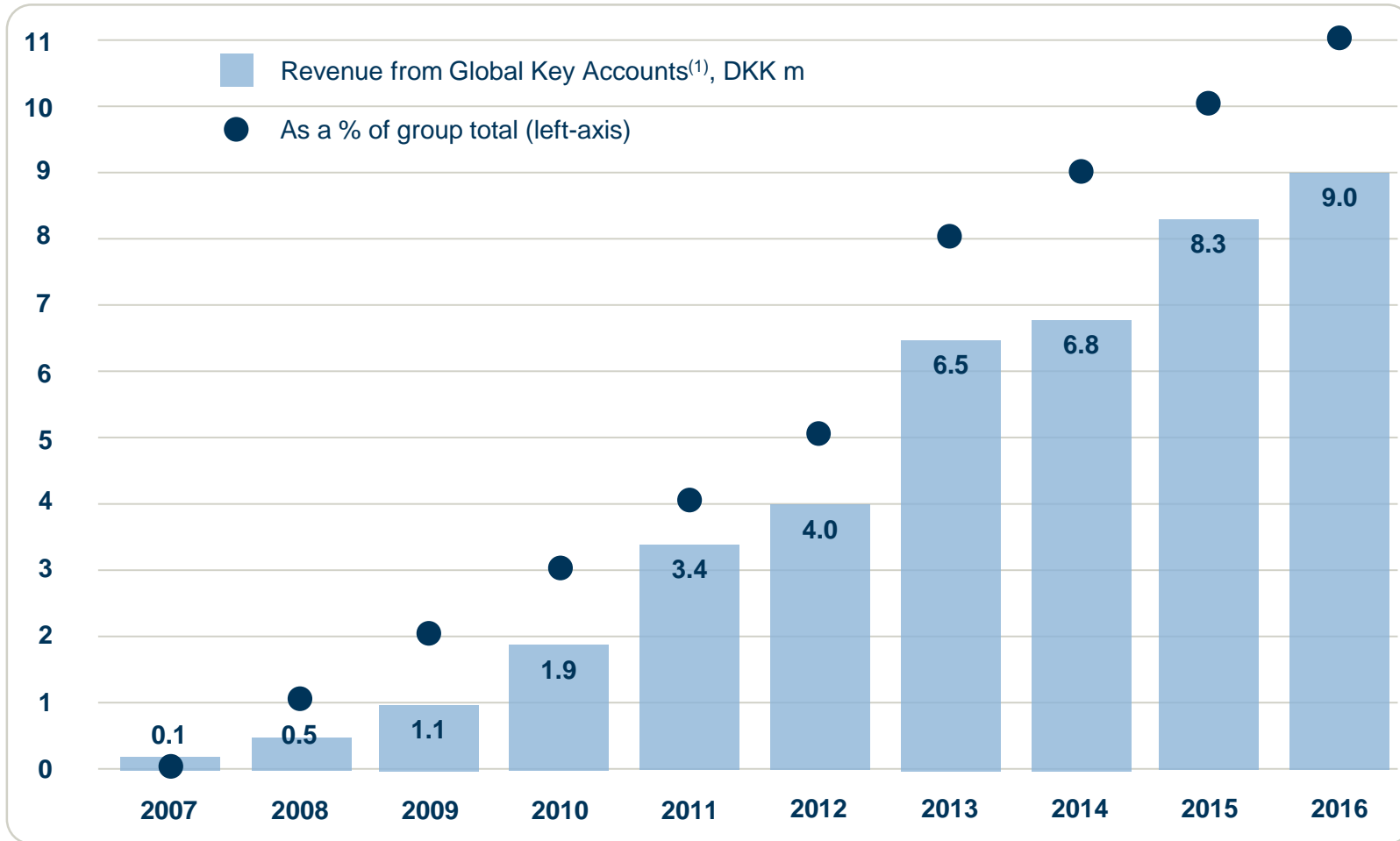
SEB

SKF

SL

HOLMEN

Global Key Accounts⁽¹⁾ – a source of very strong growth...

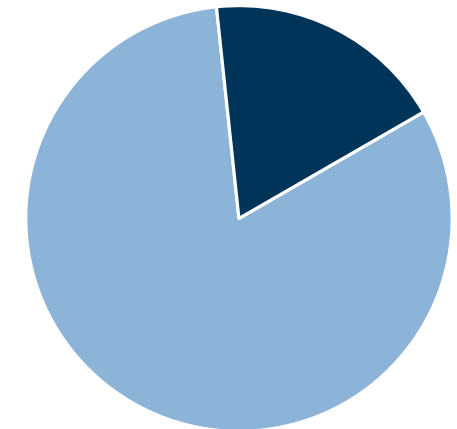


(1) Also referred to as Global Corporate Clients, or GCC

(2) Based on annualised Q2 2017 revenue

- Currently 14 customers...
- ...with an estimated annual FM spend of DKK 40 billion...
- ...implying ISS has a 23% share of wallet⁽²⁾

Global Key Accounts⁽¹⁾
Annual FM spend: DKK 40 bn



ISS share of Global Key Accounts
FM wallet (23%)

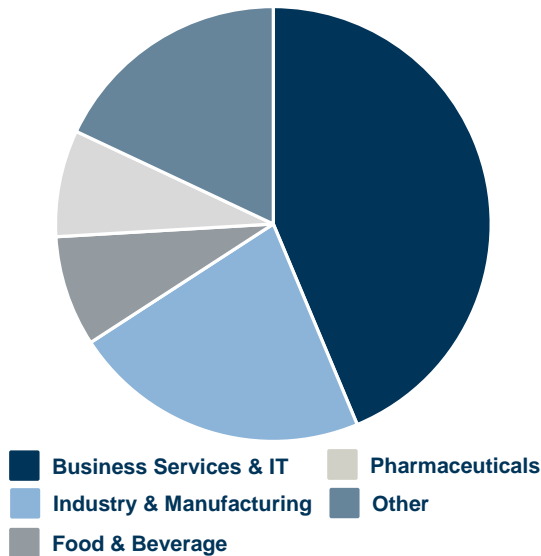
...and prospective Global Key Accounts offer huge potential

The ISS 'G200'

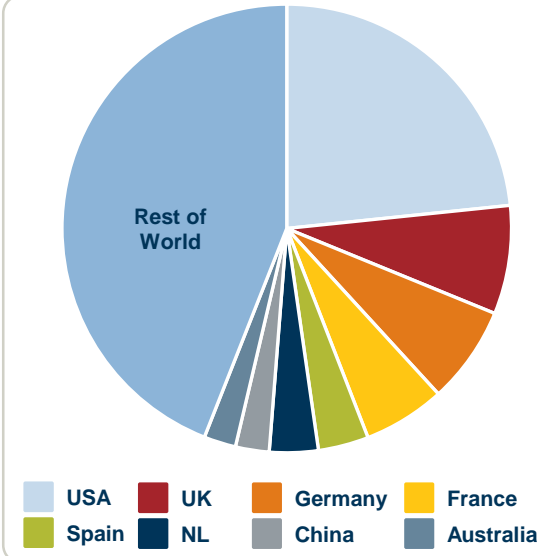
200 existing or potential customers of ISS where we see a strong opportunity to drive growth

- Customers with **global real estate portfolios**...
- ...within **our focus sectors**...
- ...with a stated wish to increase outsourcing in a manner that **aligns with our value proposition**

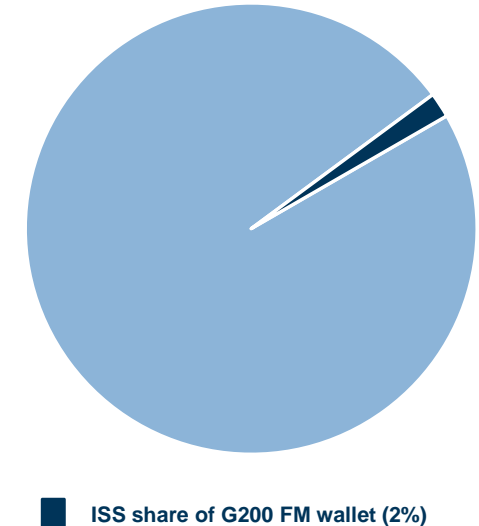
G200 FM spend by sector



G200 FM spend by country

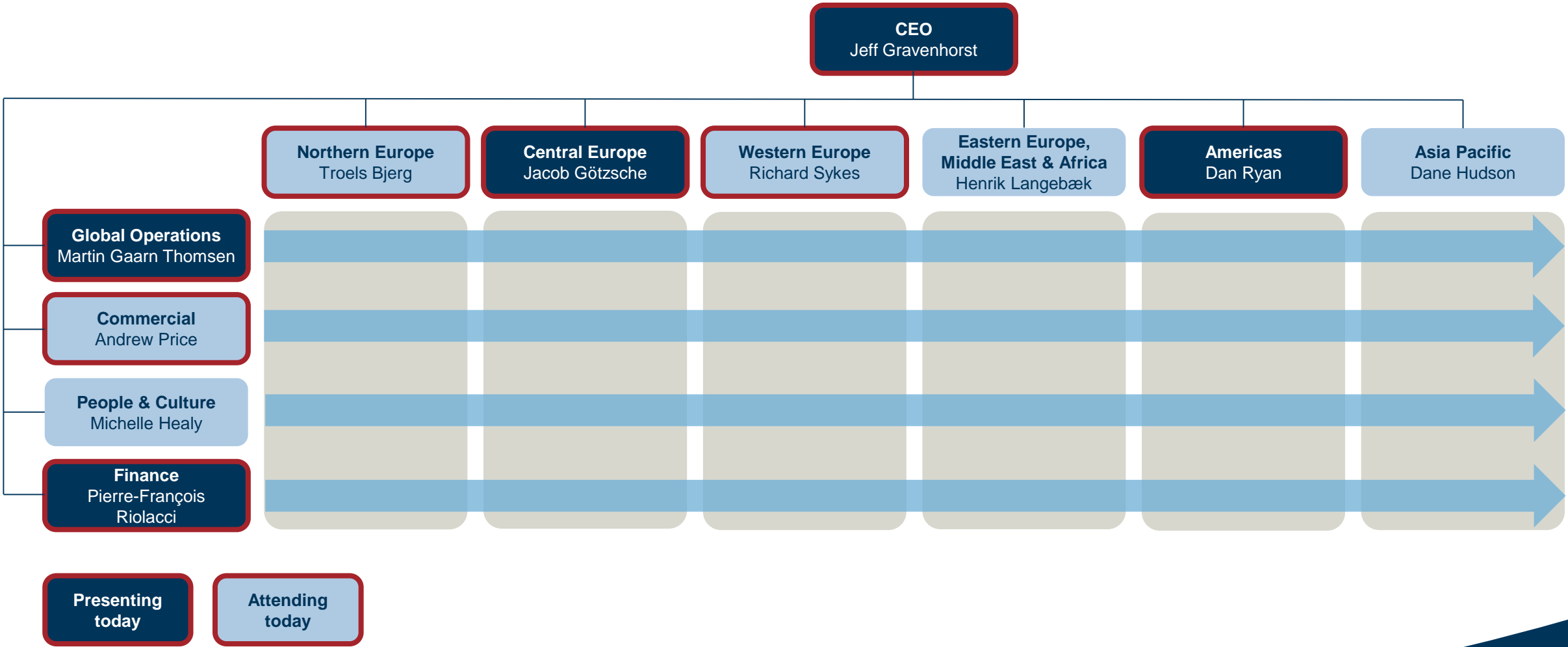


G200 FM spend – ISS share



Our analysis suggests total annual FM spend of DKK 336 billion across our G200 customers – our current share is less than 2%

ISS Executive Group Management Team





Martin Gaarn Thomsen: Group COO

Martin Gaarn Thomsen



Career history and education

Career History

- ISS: Group Chief Operating Officer (since February 2016) and member of the Executive Group Management
- Previous roles at ISS (joined 1999):
 - Country Manager, ISS Denmark
 - Regional CEO, Western Europe
 - Regional CEO, Asia Pacific
 - International Operations Director
 - Group VP, Corporate Affairs
- Previously at Coca-Cola Nordic Beverages and PA Consulting

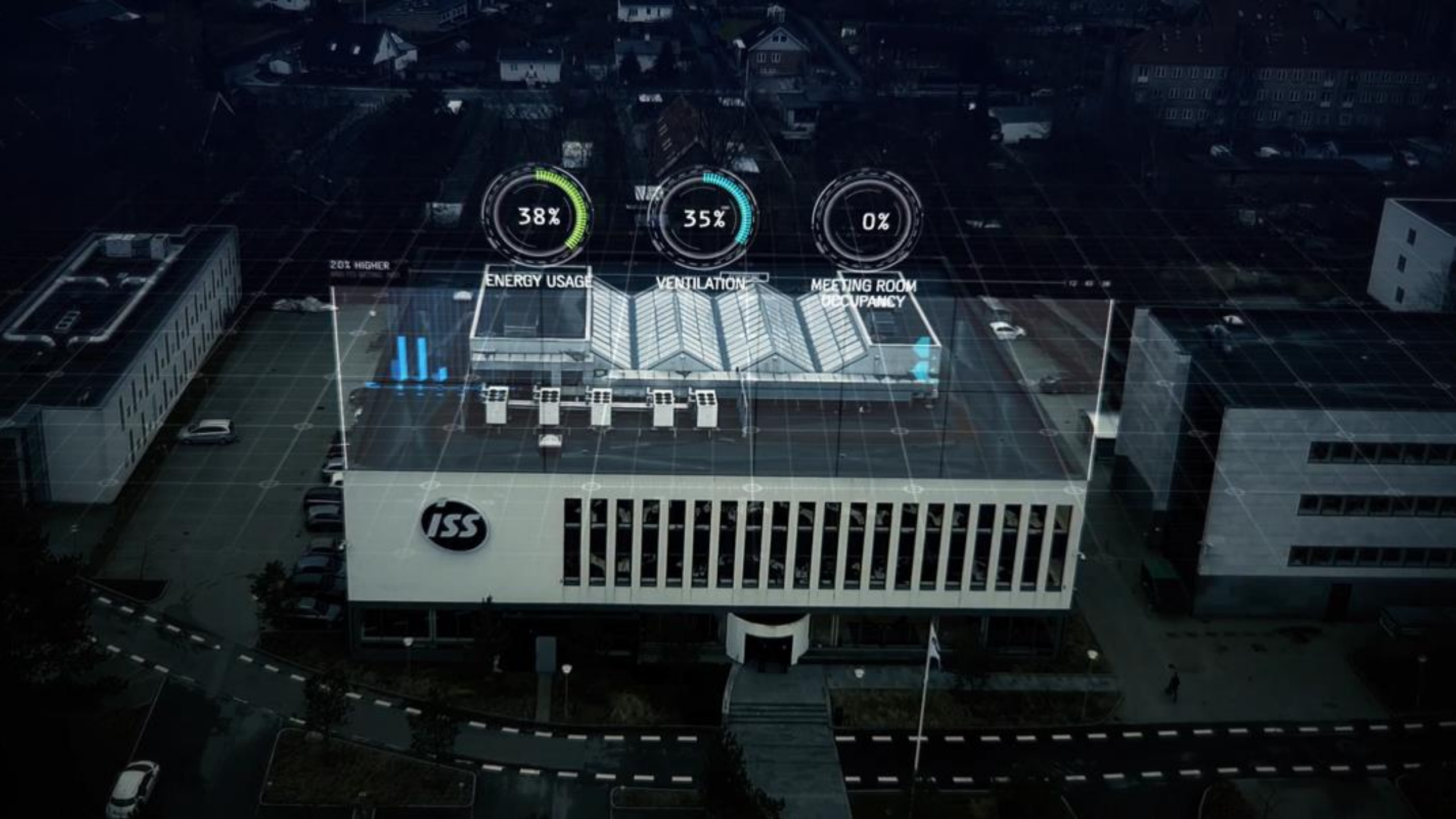
Education

- M.Sc. Economics, Copenhagen Business School



Video

Cognitive Intelligence bringing the workplace into the future



ENERGY USAGE



VENTILATION

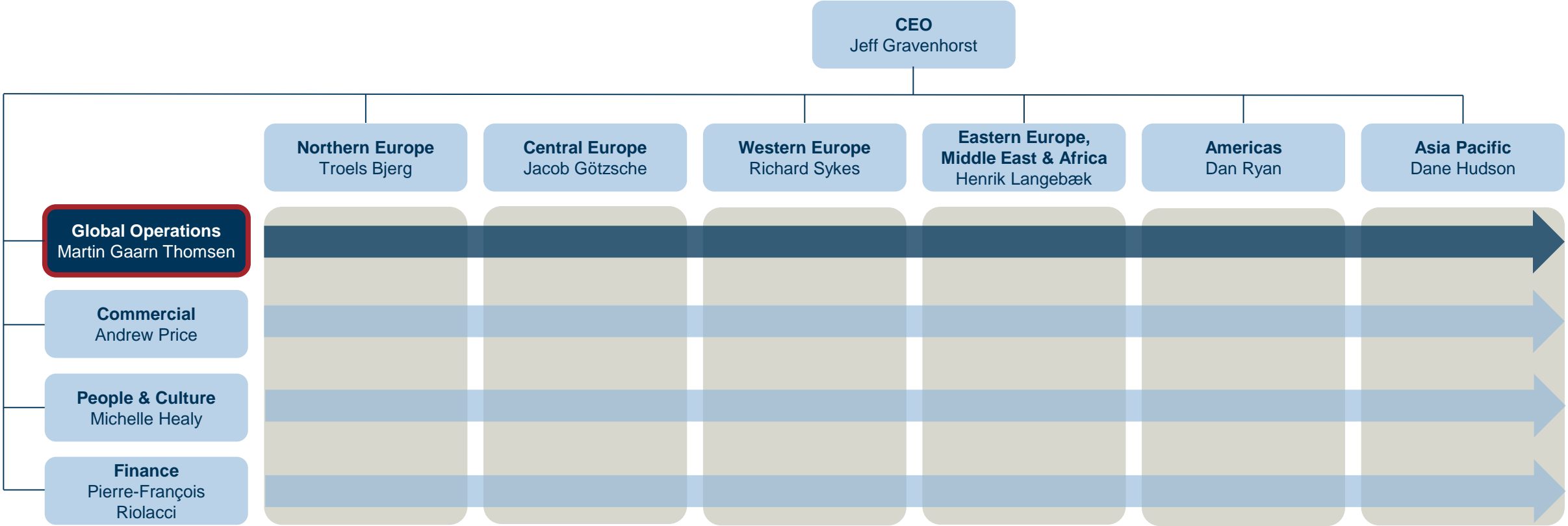


MEETING ROOM
OCCUPANCY

20% HIGHER



An introduction to Global Operations



Global Key Accounts^(1,2)

We currently have 14 Global Key Accounts which we split into 4 sub-segments...

Banking



Pharma



IT



Growth Accounts



(1) Also referred to as Global Corporate Clients, or GCC

(2) Includes two additional, undisclosed customers

Global Key Accounts^(1,2)

...and whom we serve across the globe

Northern
Europe

Central
Europe

Western
Europe

Eastern
Europe,
Middle East &
Africa

Americas

Asia Pacific



Rolls-Royce

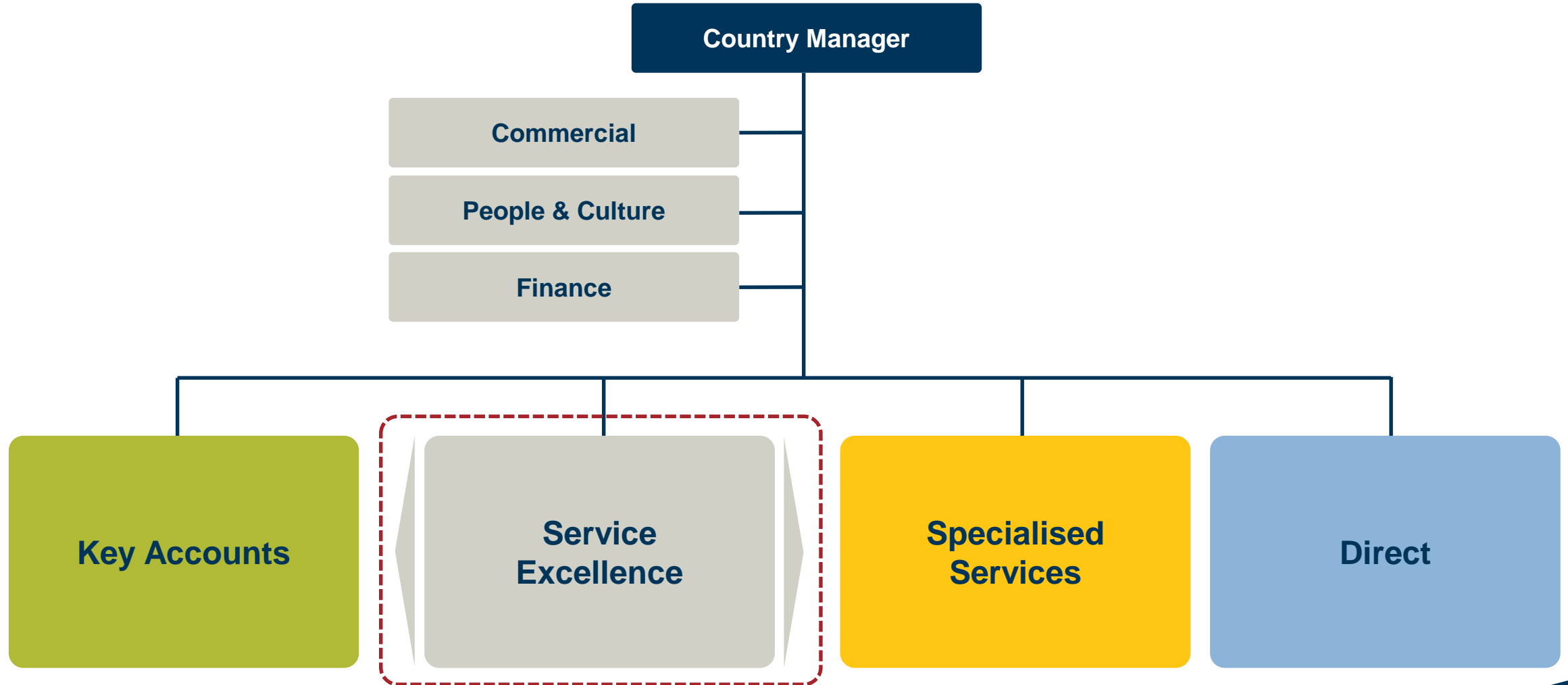
Deutsche Bank



(1) Also referred to as Global Corporate Clients, or GCC

(2) Includes two additional, undisclosed customers

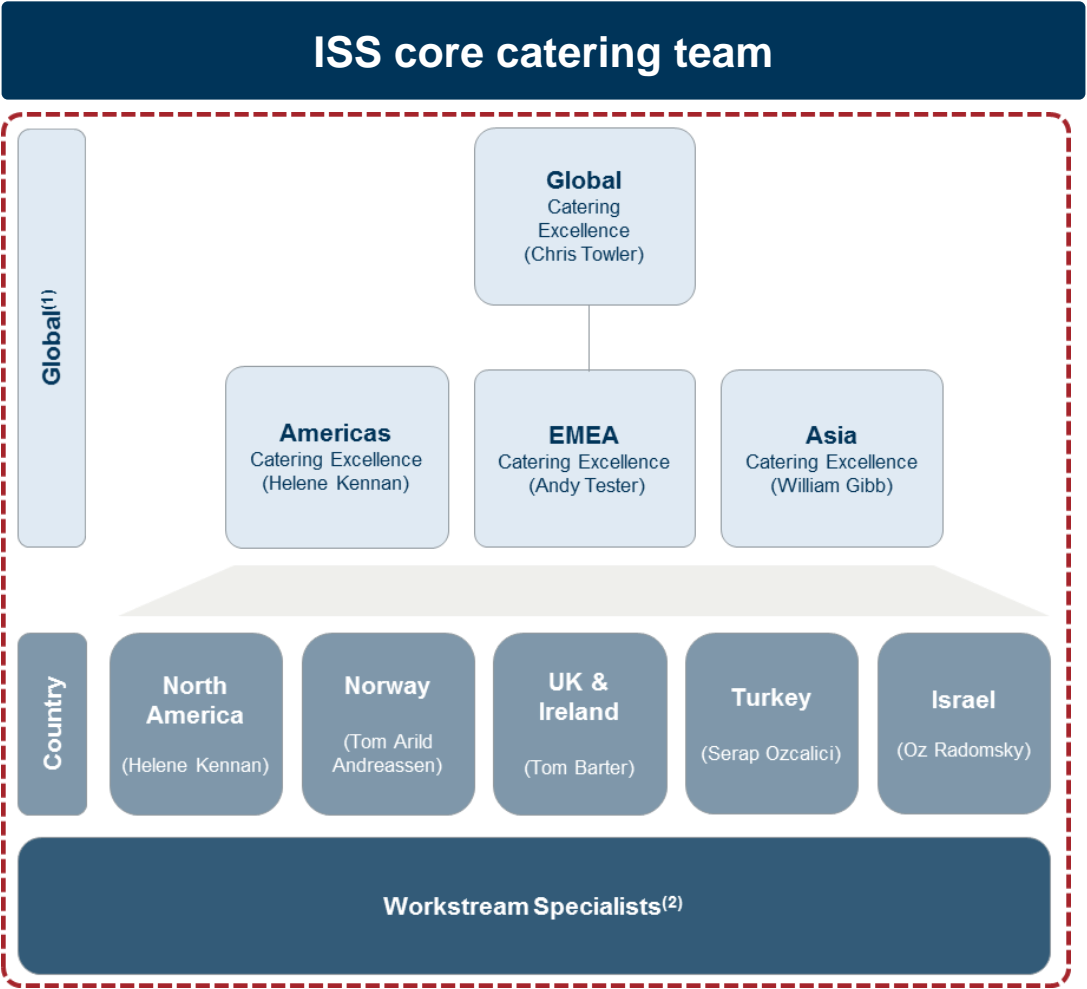
Service Excellence: Volumes, Concepts and Talent



Bringing excellence to life

		Critical Environments	Energy & Sustainability	Capital Projects	Catering	Cleaning	Security
Workplace Management	Strategic Workspace Management & Design						
	Workplace Experience						
Processes & Performance	Transition Excellence						
	Procurement & Supply Chain						
	Operating Process Framework						
	Account Development						
Technology	FMS						
	Integration & Operational Benchmarking						
	IOT						

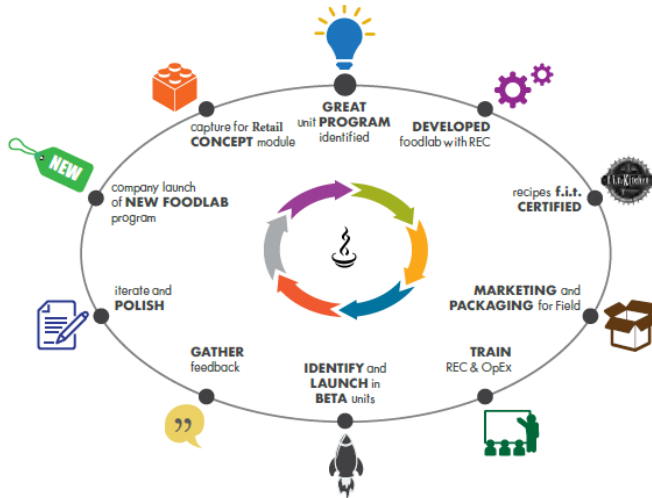
Case Study: Catering



(1) Employed within Global Operations team

(2) e.g. Technology, Procurement, etc.

THE GUCKENHEIMER ADAPTED PRINCIPLES OF INNOVATION Innovation comes from Everywhere: it's everyone's job and we capture creativity from the field through our "lifecycle of an idea" which creates a pathway from our field to our test kitchen, fueling our foodlab programs and Retail concept modules.







Case Study: Critical Environments

1

What is a critical environment?

One in which unplanned downtime could result in an unacceptable loss of client business operations and revenue and may, in some instances, have life safety implications

- Data centres
- Essential communications hubs
- Major call centres
- Manufacturing and process environments
- Financial trading floors
- Control centres
- Clean room operations
- Critical healthcare facilities

(1) Uninterruptable Power Supply

(2) Service Level Agreement

2

How important are critical environments to ISS?

- We manage or serve more than 1 million m² of critical environment floor space
- Including more than 440 data centres,...
- 19,979 trading stations across 107 trading floors...
- more than 1,100 hub rooms...
- ...and 1,547 central UPS⁽¹⁾ and 468 stand-by/emergency generator sets
- We do this via 33,000+ Technical Service employees, including...
- 1,600+ engineers...
- 12,000+ technicians...
- ...and 4,500+ mobile technicians

3

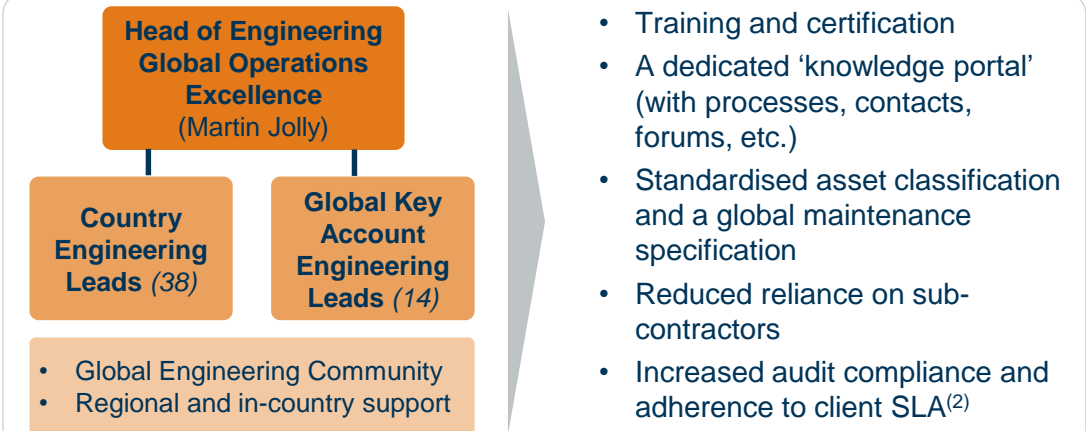
What do our clients need?

- Maximum uptime, no unplanned downtime
- A clear and documented policy, strict procedures, tools and templates with consistent delivery across the real estate portfolio
- Assurance – effective data collation, transparency and risk visibility

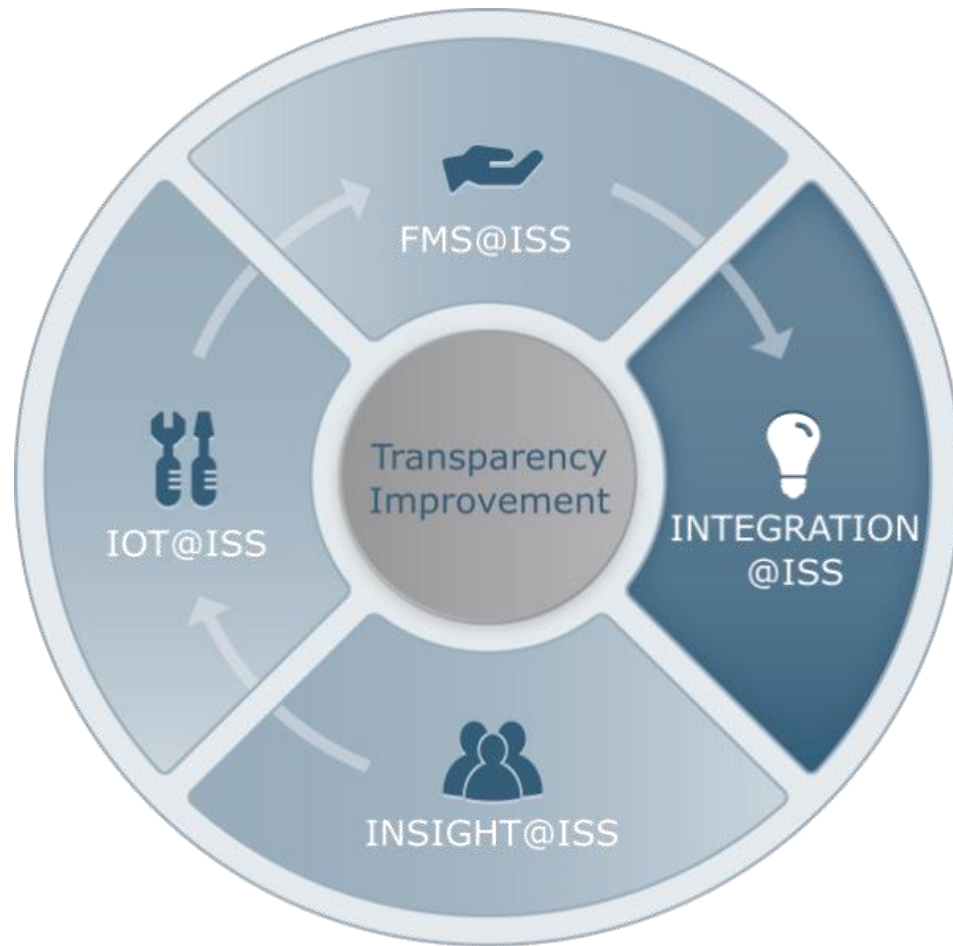
The right people in the right place at the right time

4

How are we delivering?



Technology is enhancing our integrated, self-delivery model



FMS

- Our integrated business intelligence platform
- Provides customers with a single, global portal
- Enables users to make and track Helpdesk requests...
- ...and to deliver work order / asset management
- Now based on IBM's *TRIRIGA* platform – an engine upgrade with enhanced functionality

Integration

- Our account management tool to optimise the workforce, enhance planning capabilities, drive integration of services, develop our employees and strengthen our commercial position

IoT

- Our platform for integrating a broad range of sensor technology, improving service delivery, optimising building usage and enhancing user experience
- Integrated with FMS

Insight

- A reporting engine affording customers real-time transparency
- Integrated with FMS

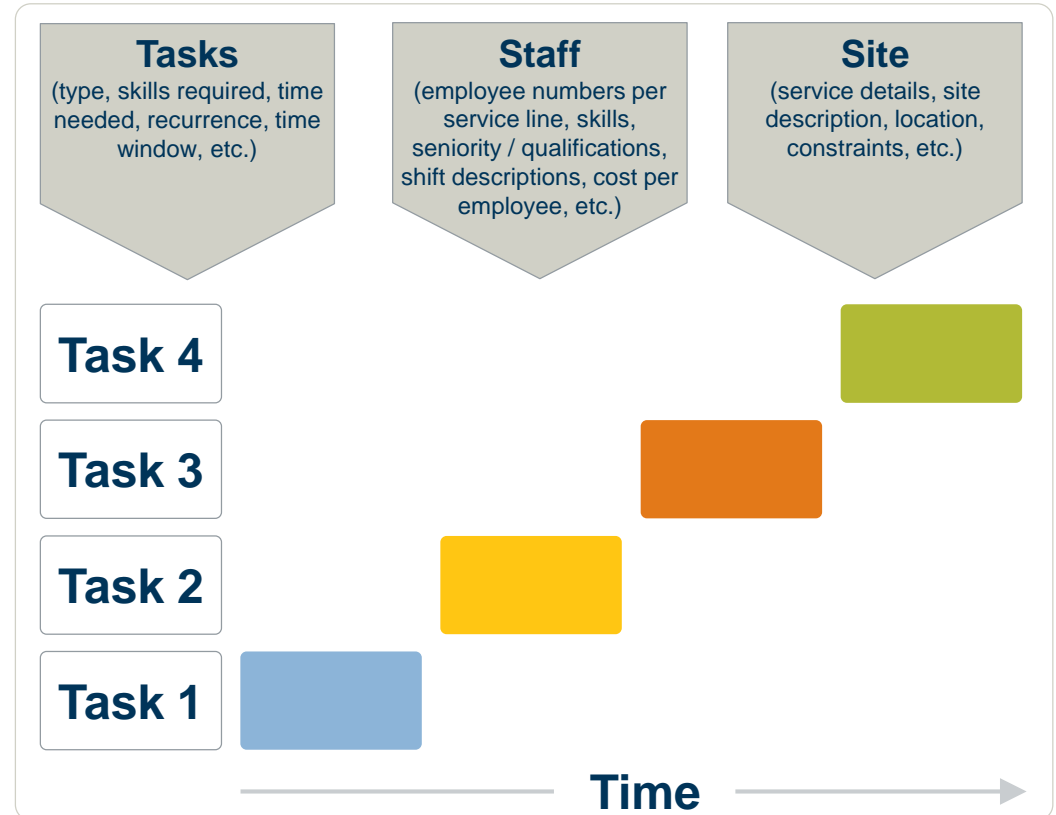
An introduction to Integration@ISS

What?

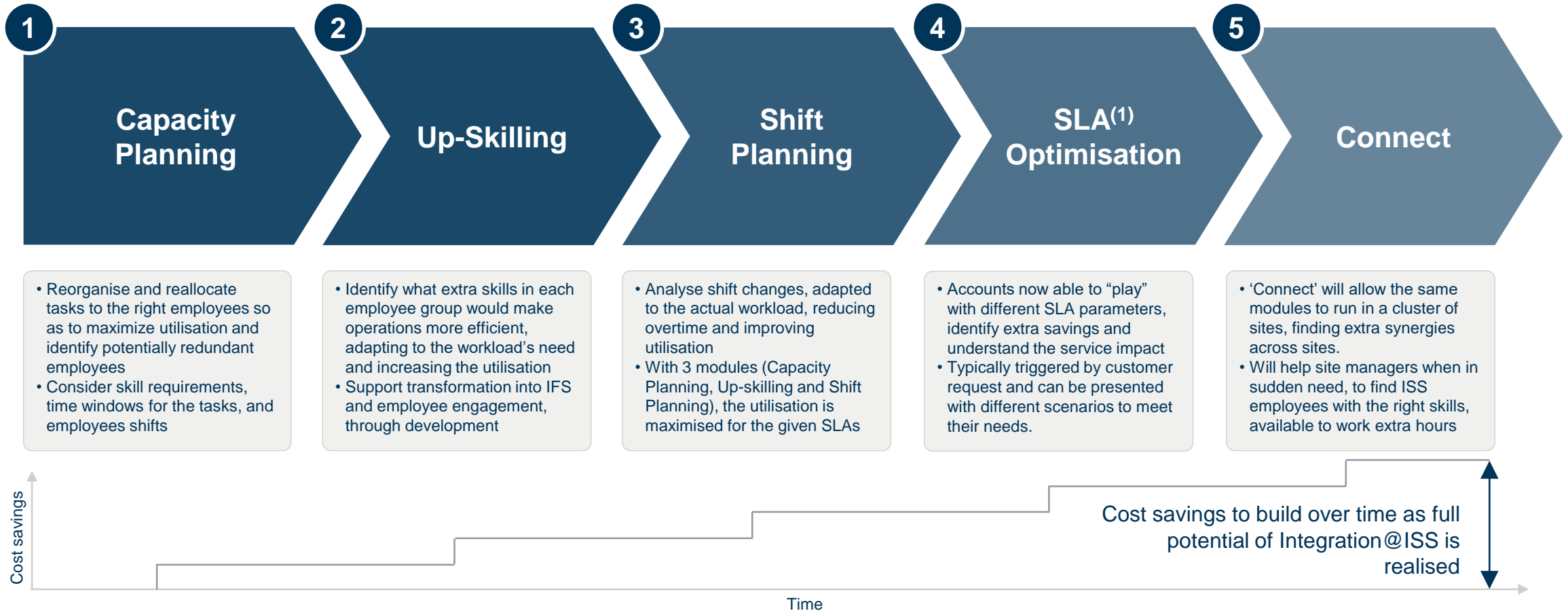
- An account management tool designed to optimise **operations planning and commercial outcome**
- Identifies areas of potential cost reduction...
- ...and the associated service implications
- Resultant **transparency** supports the shift towards **outcome-based** contracts...
- ...whilst supporting **benchmarking** with other sites

How?

- Optimises tasks and shifts by fully **levering our on-site, up-skilled workforce**
- Provides action plan to site managers in order to implement the proposed changes
- Produces operational KPIs and account dashboards



Integration@ISS – Development roadmap



Efficiency gains set to rise as we roll out the full Integration@ISS potential to an increasing number of customer sites

(1) Service Level Agreement

Integration@ISS – Development roadmap contd.

2017: Pilots

- 5 pilot sites chosen at 5 separate Key Account customers...
- ...in Northern Europe and Asia
- *Capacity Planning* phase completed...
- ...and initial savings have been signed-off

2017: Beyond the pilots

- Roll-out of the *Capacity Planning* phase now targeted at a further 82 sites
- This will include sites for a number of our Global Key Account⁽¹⁾ customers...
- ...and other Key Account customers across 10 countries
- Introduction of additional phases (*Multi-Skilling, Shift Planning, etc.*)

2018 and beyond

- Accelerated roll-out across Key Account customers and countries
- Additional development phases including *Predictive Forecasting* and *Activity-Based Costing*

We believe Integration@ISS will become a major differentiator for ISS

(1) Also referred to as Global Corporate Clients, or GCC



Jacob Götzsche: Regional CEO, Central Europe



Career history and education

Career History

- ISS: Regional CEO Central Europe (since July 2008) and member of the Executive Group Management
- Previous roles at ISS (joined 1999):
 - COO Central Europe
 - Regional Director and International Business Director
- Previously at Pricewaterhouse Coopers, BDO ScanRevision, Baltica Holding

Education

- Master of Science in Business Economics and Auditing, Syddansk University
- Chartered Public Accountant (FSR-Danish Auditors)

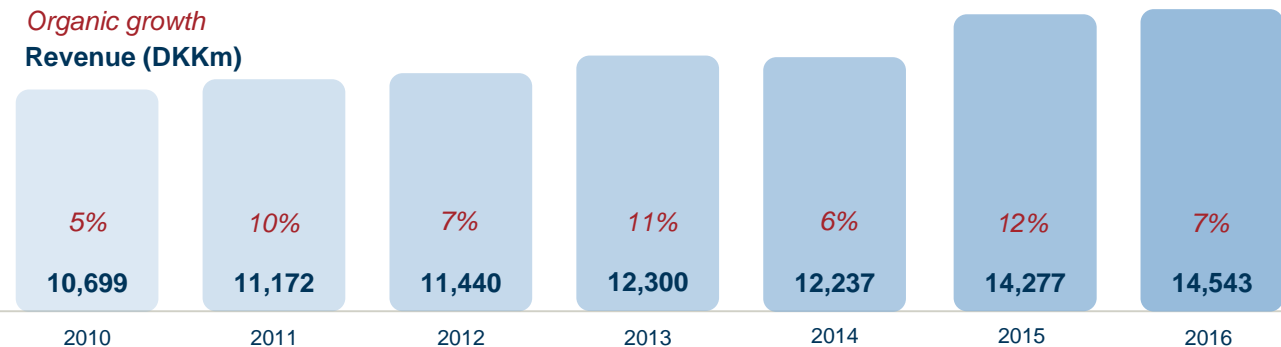
An introduction to ISS Central Europe

2016 revenue by country

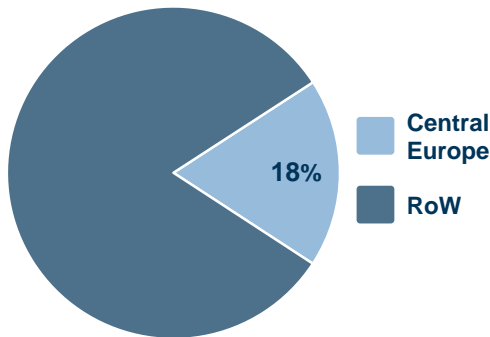


2010-16 revenue (DKKm) and organic growth

Organic growth
Revenue (DKKm)



2016 revenue split



2016 KPIs

% revenue from IFS



Retention rate

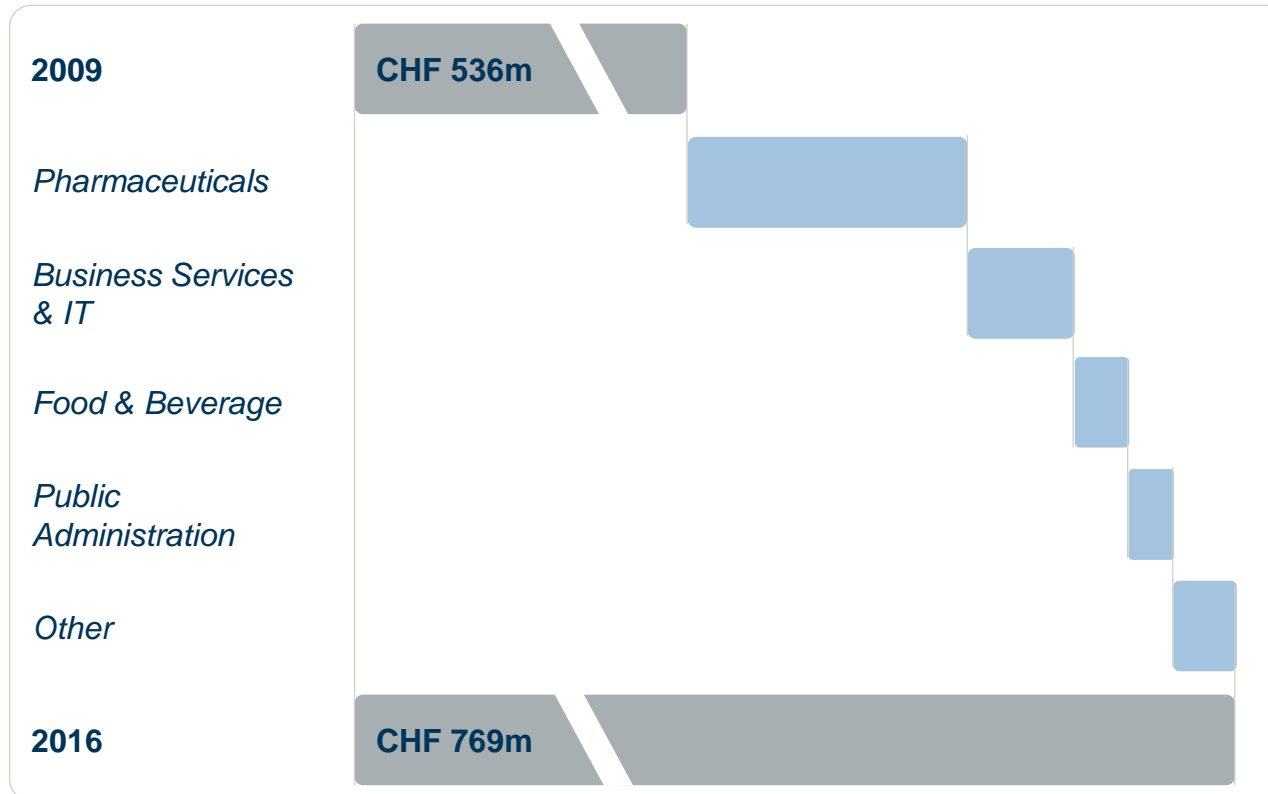


ISS Central Europe has a strong track record of organic growth and margin improvement

ISS Switzerland: Making the right choice of customer



1. Industry Focus: ISS Switzerland constant currency revenue change by industry (2009-16)



Key drivers of success

- ✓ Identification of those industries and customers where our value proposition resonates (e.g. service quality/reliability, risk management & compliance, transparency)
- ✓ Leveraging capability from selective acquisitions (e.g. Edelweiss Facility Management, 2006)
- ✓ Recruitment of dedicated, senior consultants (sales and operational) with external hires directly from target industries
- ✓ Execution

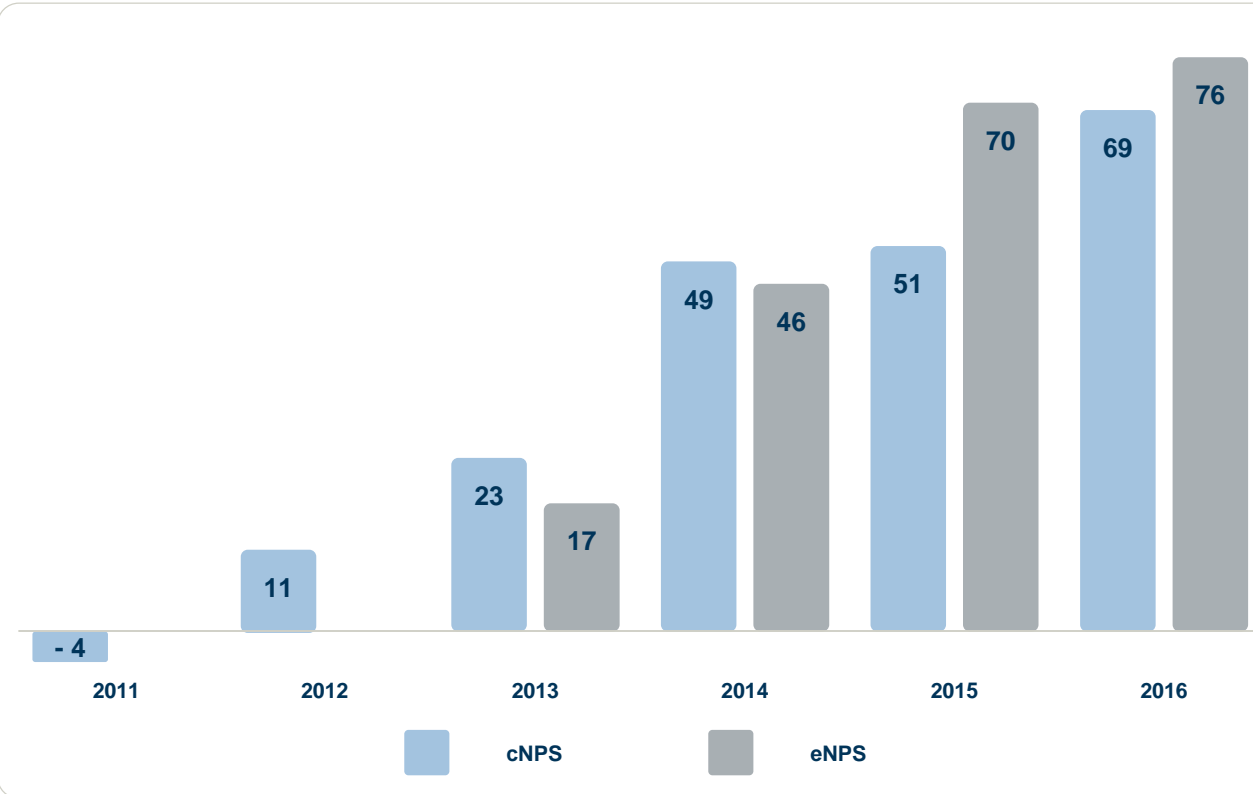
Clear focus on Key Account customers within our chosen industry segments

ISS Switzerland: People at the core of what we do



2. Talent Focus:

ISS Switzerland employee net promoter score, eNPS, and customer net promoter score, cNPS (2009-16)



Key drivers of success

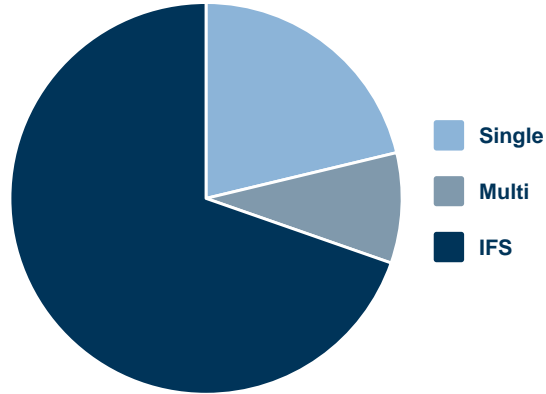
- ✓ ISS core values (honesty, entrepreneurship, responsibility, quality) not just 'on the walls of the office' but in the 'hearts and minds' of our employees
- ✓ Training and education – the strongest cultural change within ISS Switzerland over the past 10 years
- ✓ Hiring of people from within the FM industry (e.g. engineers, process managers) and other industries (e.g. Technology and Hospitality) bringing differentiated skills to the business
- ✓ Rewards and recognition
- ✓ Voted 'Best employer in Switzerland' (2016 and 2017)

Successful recruitment, development, retention and empowerment of talent

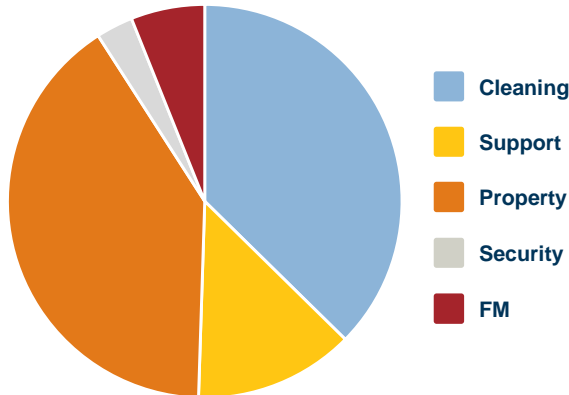
ISS Switzerland: Outstanding financial performance



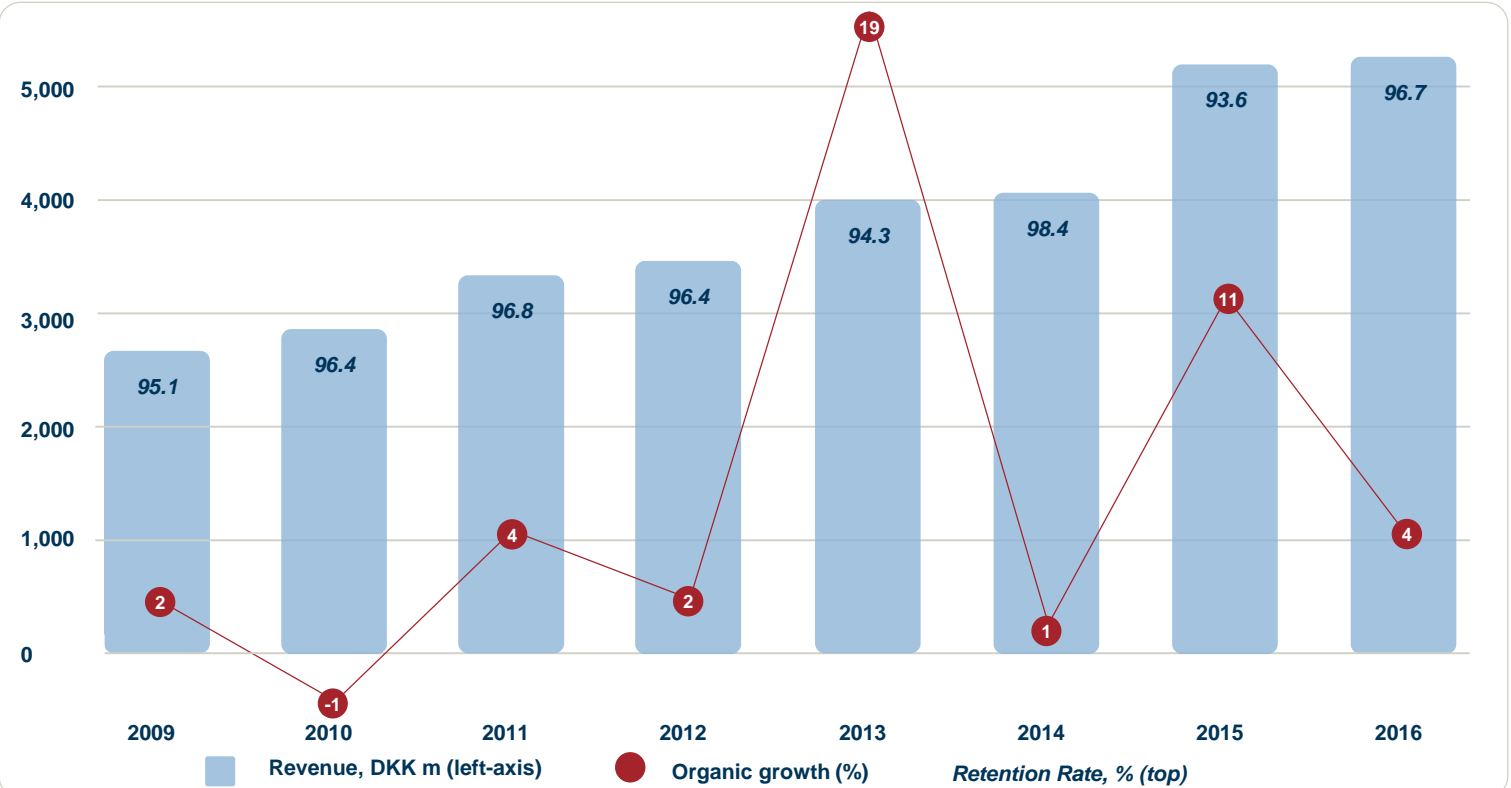
Revenue by delivery type
2016



Revenue by service
2016

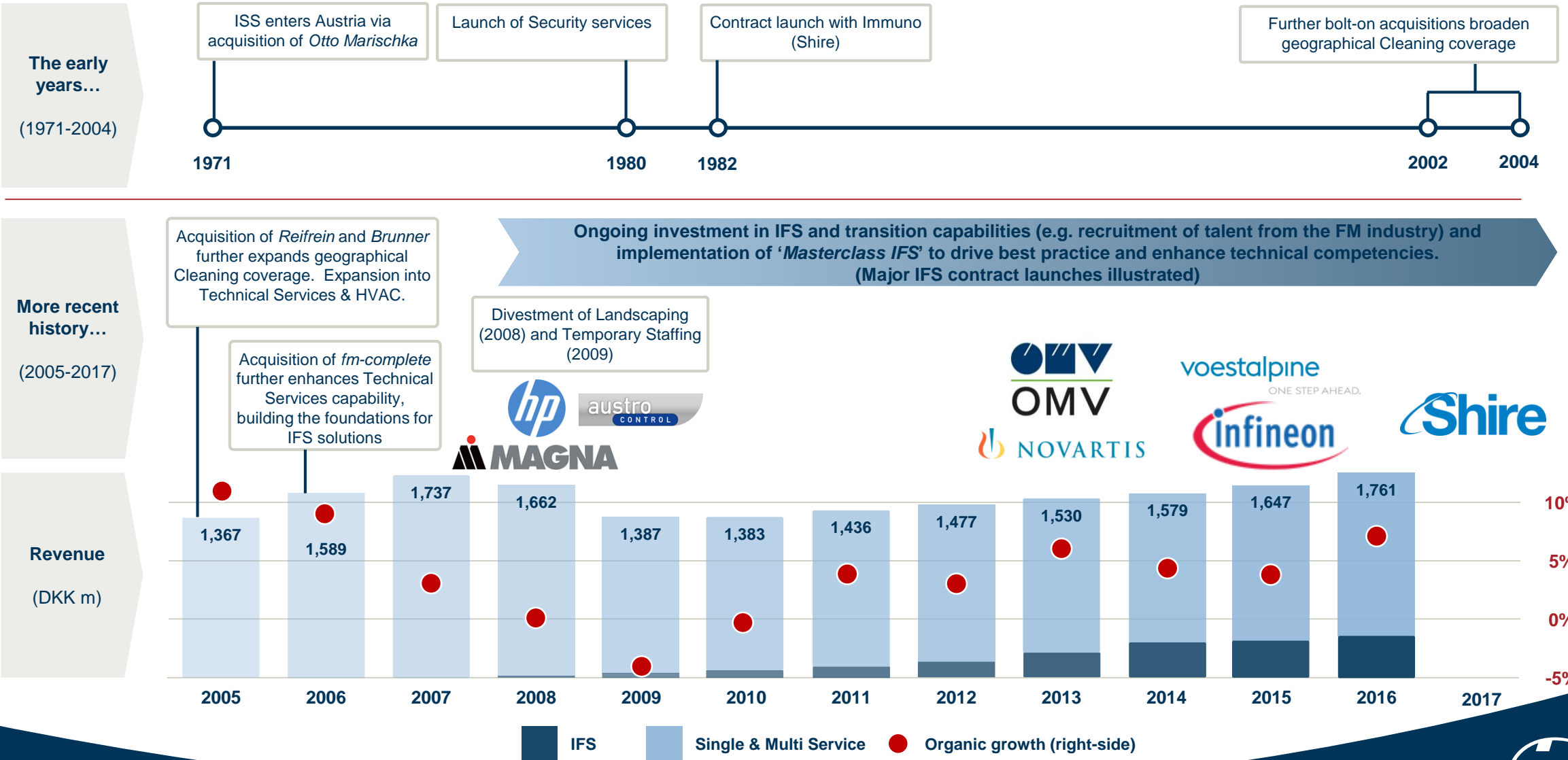


ISS Switzerland: Revenue (DKK m), Organic Growth (%), and Retention Rate (%)



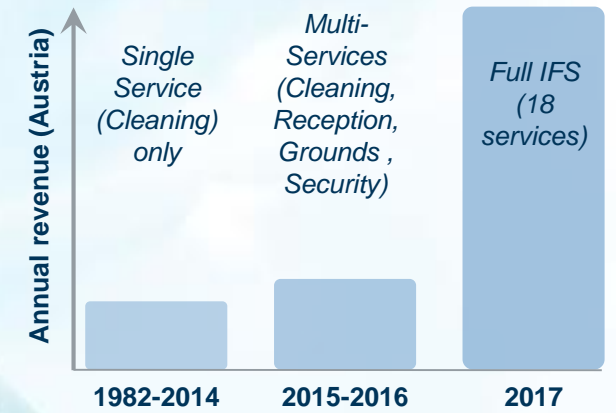
Average organic growth (2009-16) of 5% with strong and stable margins

ISS Austria: From single service to IFS / Key Account



KPIs 2016 (vs. Group average)

- Self-delivery: >75%
- LTIF: 4.0 (4.7)
- eNPS: 86.8 (59.2)
- cNPS: 100 (43.2)



ISS Germany: From good to GREAT



Acquisitions and divestments

Acquisition



Divestment

VATRO

Acquisition



Key customer wins

DAIMLER



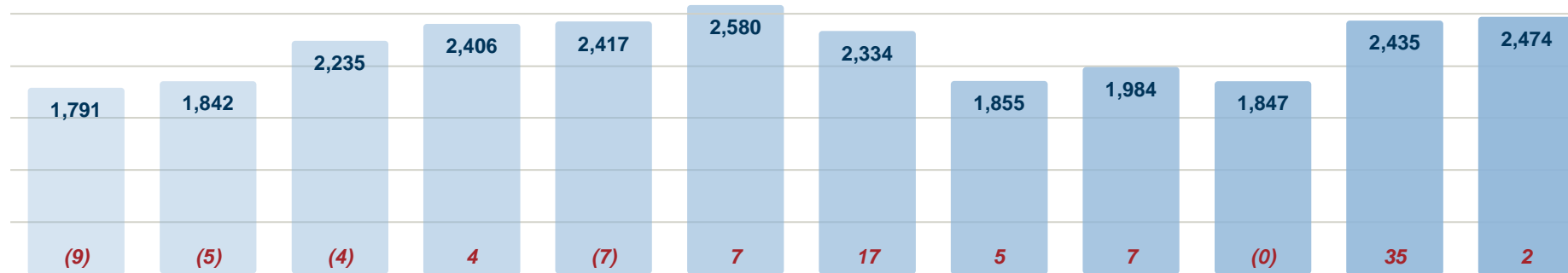
VATTENFALL



OBI

Revenues (DKK m)

Organic growth (%)



ISS voted #1 FM provider in Germany (2017)

BESTER MITTELSTANDS DIENSTLEISTER
ISS
Property/Facility Dienstleister

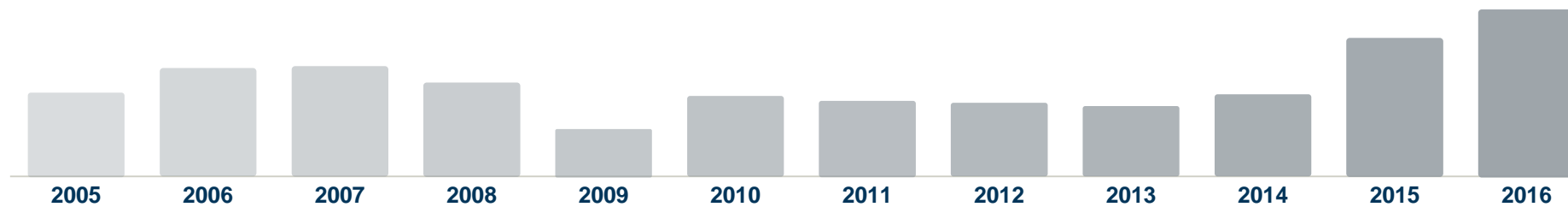
Wirtschafts Woche

Branchenvergleich:
8 Unternehmen
Kooperationspartner:
ServiceValue GmbH
Ausgabe 3/2017

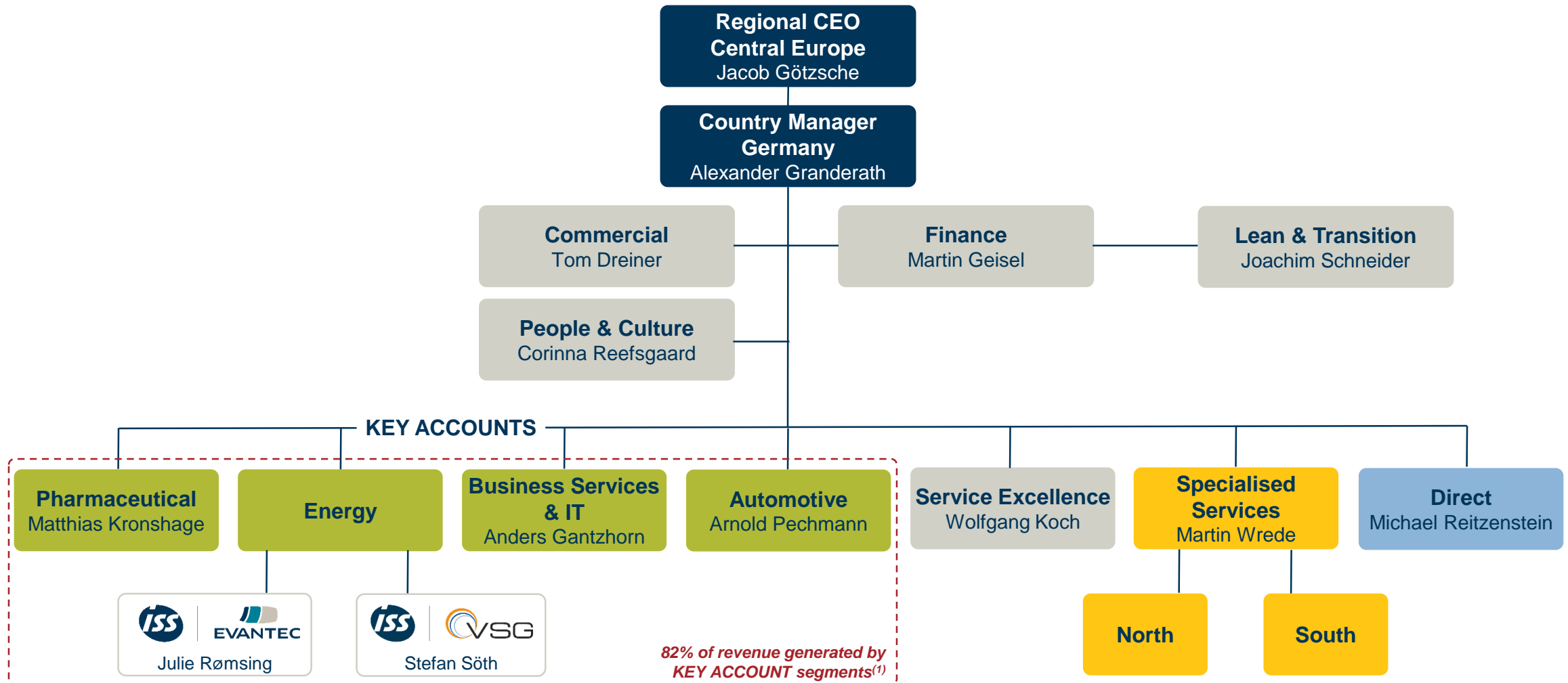
Strategic initiatives

GREAT

Operating profit margin (%)



ISS Germany: Today's organisational structure



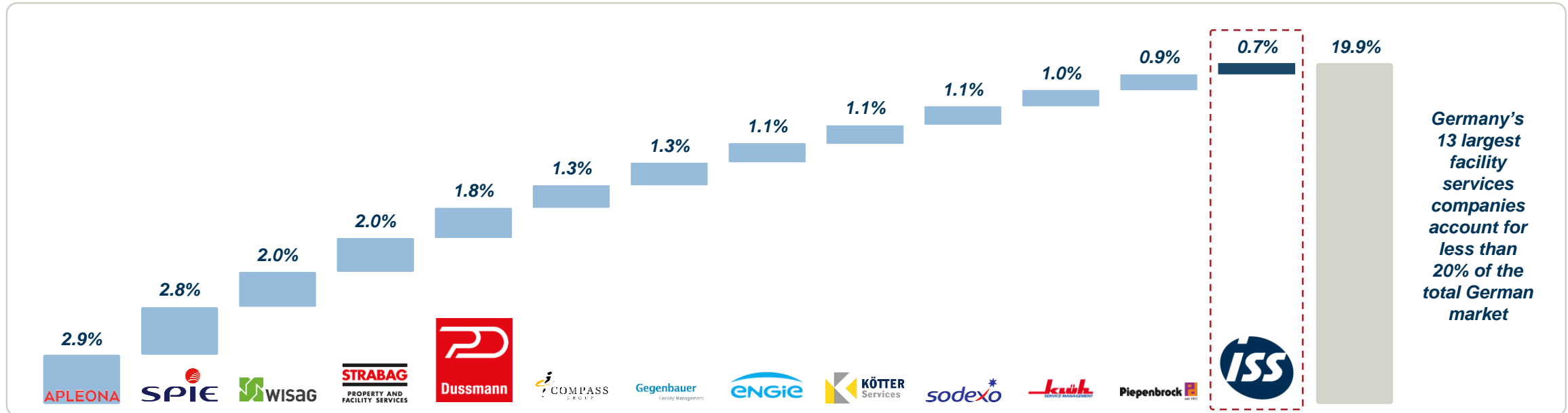
82% of revenue generated by
KEY ACCOUNT segments⁽¹⁾

(1) Adjusted to include Evantec's 2016 revenue

ISS Germany: Significant growth potential



2016 market shares within Germany's EUR 50 bn facility services market⁽¹⁾



(1) Source: Lünendonk

Data-driven solutions offering lower cost and better end-user experiences will help ISS capture share within this highly fragmented market



ISS Central Europe: Conclusions

1

Our markets

The region comprises...

- Developed Markets (e.g. Switzerland, Germany, Austria)...
- ...and high growth Emerging Markets (e.g. Turkey)
- IFS adoption and our Key Account focus is typically higher within Developed Markets

2

Our positioning

- We have a leading market position in Switzerland, Turkey and Austria...
- ...but a less than 1% share of the highly fragmented German market

3

Our growth opportunity

We see healthy growth opportunities across the region, most notably Germany given...

- Current dynamics in the market (customers willing to adopt new ways of working)
- Our capabilities and positioning
- The opportunity to gain share in a vast but highly fragmented industry

Foundations well established to support further healthy growth and profitability over the coming years



Break



Dan Ryan: Regional CEO, Americas



Career history and education

Career History

- ISS: Regional CEO Americas (since February 2016) and member of the Executive Group Management
- G4S: Regional CEO Asia & Middle East and member of the Group Executive Committee
- NOL: Various senior management positions and member of the Executive Management Team, including Regional President Greater China, Regional President Europe (APLL) and Regional President Middle East

Education

- Master of Science in Business Administration, University of Notre Dame

An introduction to ISS Americas

2016 revenue by country



DKK 4,680m



DKK 1,038m



DKK 979m



DKK 649m



DKK 365m

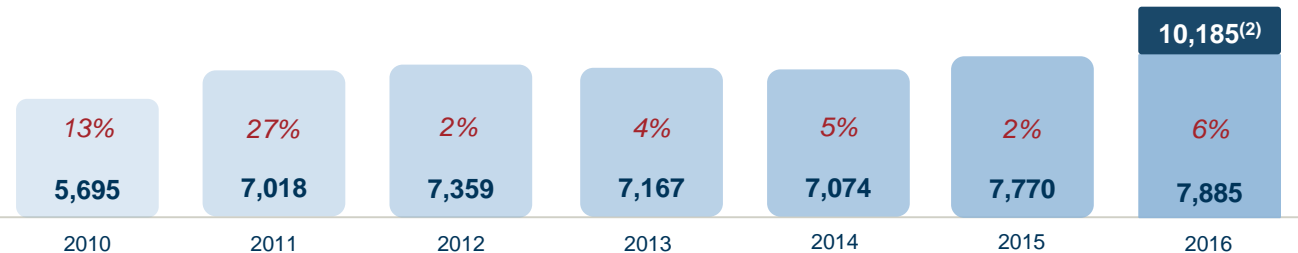


DKK 114m

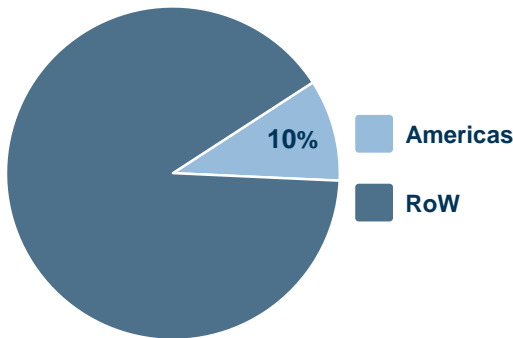
Discontinued

2010-16 revenue (DKK m) and organic growth⁽¹⁾

Organic growth
Revenue (DKK m)



2016 revenue split



2016 KPIs

% revenue from IFS

ISS Group 37%

Americas 36%

Retention rate

ISS Group 89.9%

Americas 88.5%

We are allocating capital and resource optimally so as to support sustainable growth and profitability

(1) Not re-stated for discontinuation of Argentina and Uruguay. includes modest revenue from other Latin America countries not listed above.

(2) 2016 pro forma (PF) adjusted to include Guckenheimer's 2016 revenue



Three overarching priorities for ISS Americas



North America

1

Increase penetration and market share within our chosen services, industries/customers and geographies...

...via **additional investment** of capital and resource (talent)

Integration of **Guckenheimer**



Chile & Mexico

Countries delivering solid growth and margin performances



Brazil

2

Continued execution of our **shrink-to-grow strategy**, exiting non-strategic parts of the business and restoring organic growth elsewhere



Uruguay & Argentina

3

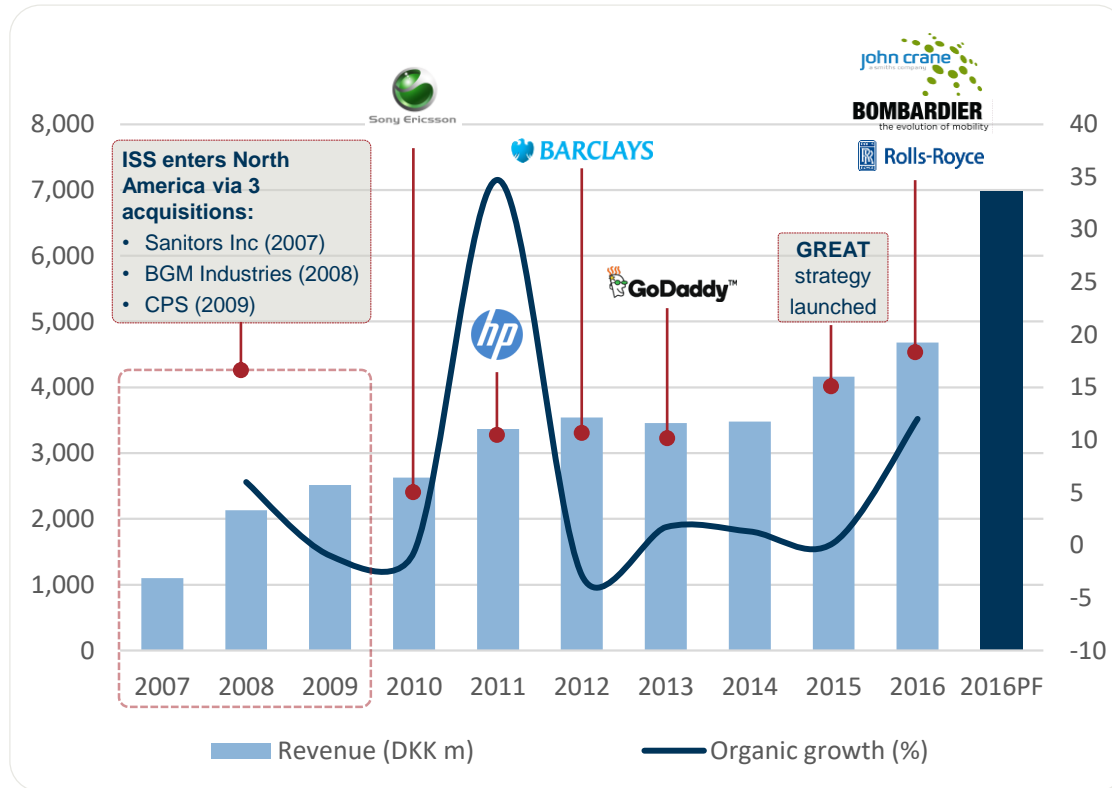
Improve our regional focus by **fully exiting** non-strategic countries



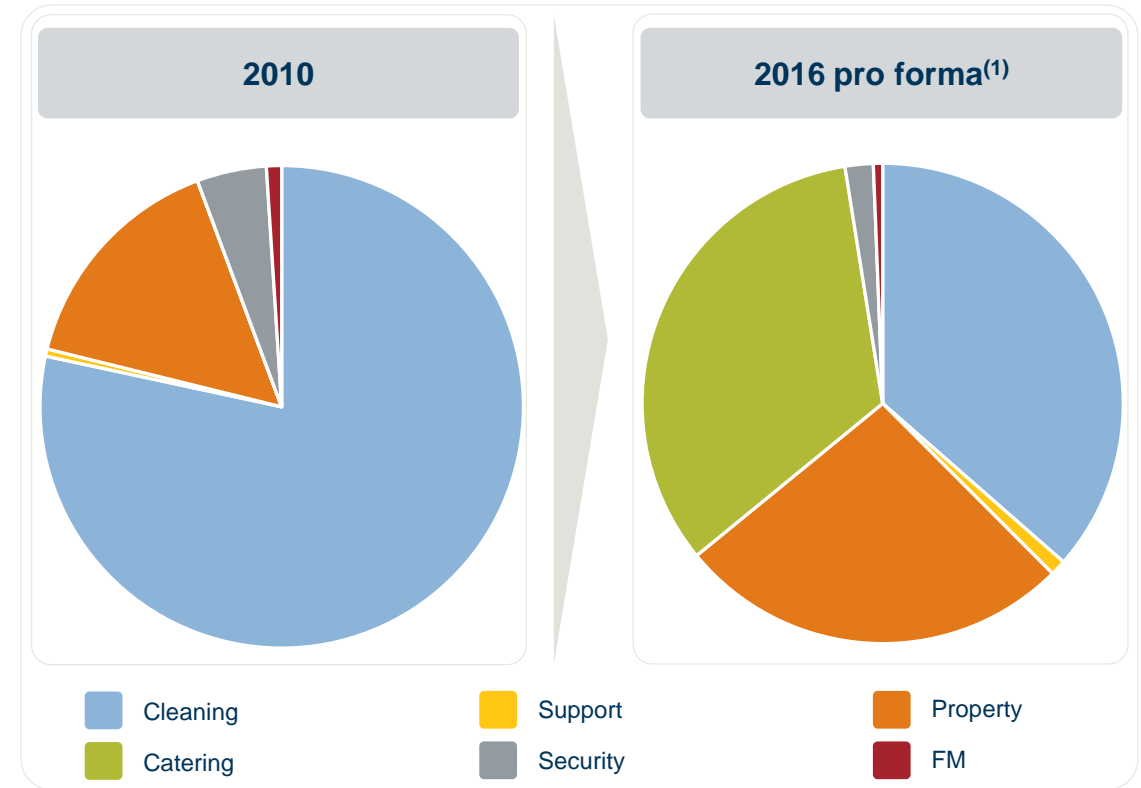
ISS North America: Timeline



Revenue⁽¹⁾ and organic growth



Revenue breakdown by service type



We are transitioning ISS North America towards a Key Account focused business⁽²⁾

(1) 2016 pro forma (PF) adjusted to include Guckenheimer's 2016 revenue

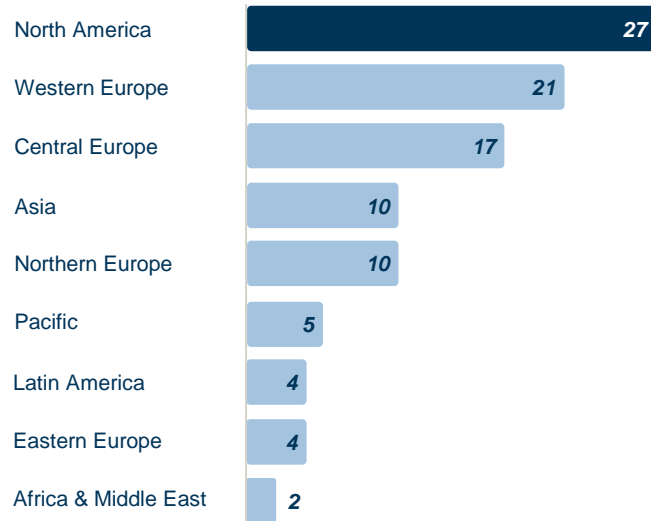
(2) 49% of ISS North America 2016 reported revenue (i.e. not pro-forma) was generated by Key Account segments

ISS North America: The FM market



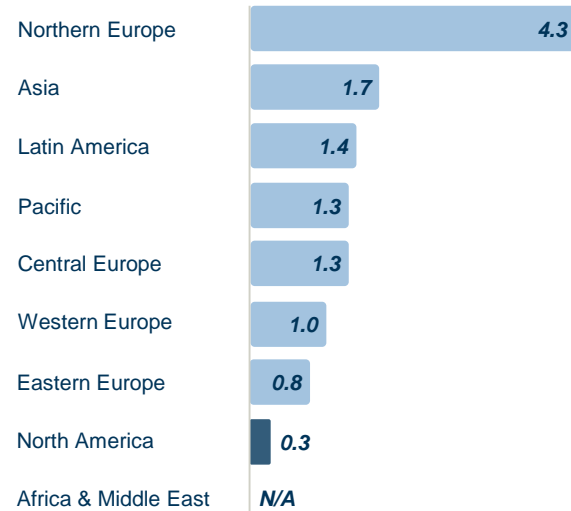
Size

% of global, outsourced FM market⁽¹⁾



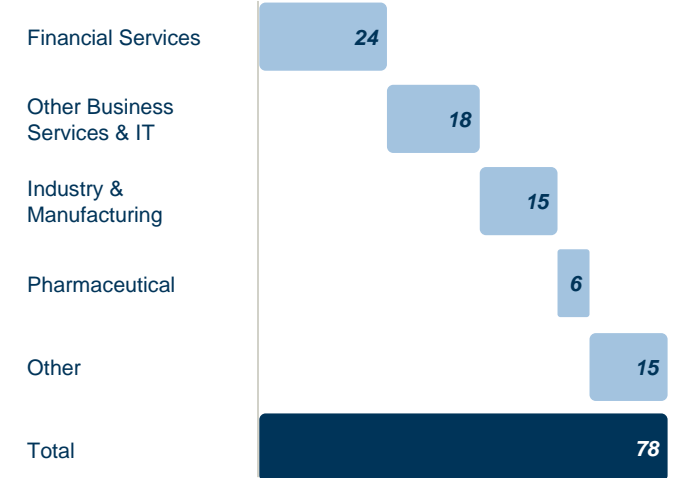
ISS market share

ISS % market share of outsourced FM market⁽¹⁾



G200⁽²⁾ presence

Estimated North American FM wallet of the G200⁽²⁾ (DKK bn)



North America is the world's biggest FM market and presents a significant growth opportunity for ISS

(1) Various sources and ISS analysis

(2) Based on ISS analysis of annual FM spend at 200 of the world's leading corporations

ISS North America: Challenges and actions taken



Challenges...

1

Whitespots within our self-delivery capabilities and a lack of reference cases

2

A complex customer portfolio with a long tail of non-strategic customers

3

Leadership challenges with scope to strengthen the adoption of ISS's culture

Actions taken...

- Acquisition of Guckenheimer
- New reference cases through Shire, Rolls Royce, John Crane, etc.
- Ongoing efforts to enhance self-delivery capabilities within Technical Services

Work in progress

- Divestment of Landscaping activities (December 2016)
- Pruning of small, non-strategic customers
- Correcting underperformance within parts of Specialised Services

Work in progress

- Changes to all but one 'level one' positions
- Deployment of ISS internal training programmes (e.g. Advantage, KAMC, SWAHT)⁽¹⁾
- Import of talents from elsewhere in ISS

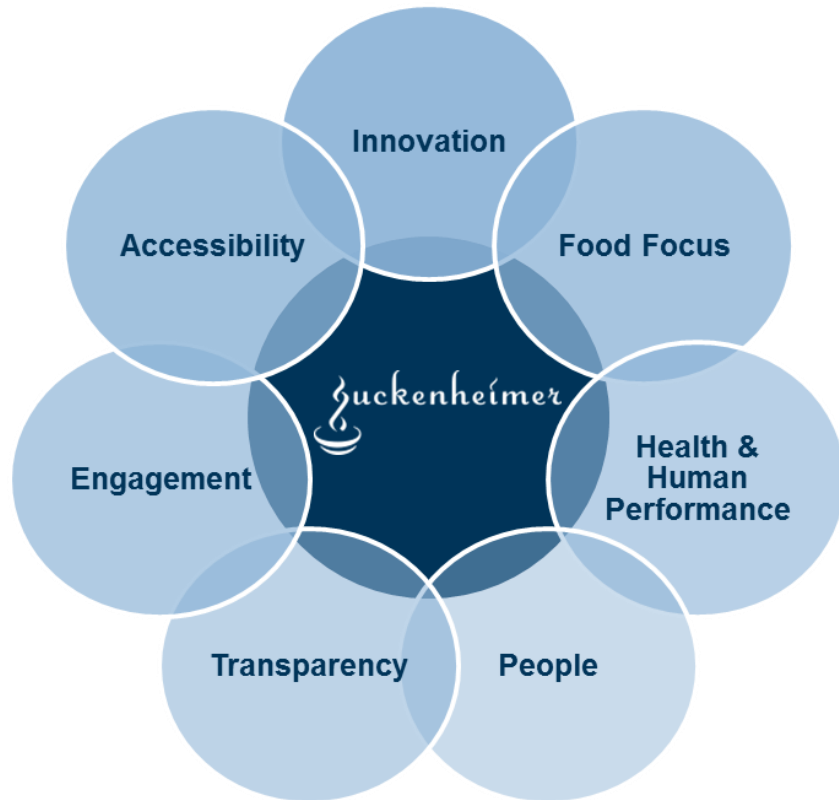
Good progress made

ISS has taken some important, positive steps in recent quarters

(1) Internal training programmes include Advantage (onboarding for senior managers), Key Account Management Certification (KAMC) and Service With A Human Touch (SWAHT)



Guckenheimer: Core Values



A strong fit for ISS North America's strategic direction

- High-end service delivery
 - Outstanding brand reputation
 - Strong management team
- Consolidated customer portfolio (187)
 - Strong references with a number of blue chip clients
- Industry focus aligned with ISS North America
 - 64% of revenue within key verticals (Business Services & IT, Industry & Manufacturing, Pharmaceutical)
- Geographical footprint strongly overlaps with ISS North America's focus
- Vision and value proposition consistent with ISS
 - Focus on outcome / experience based solutions...
 - ...delivered through empowered people

ISS North America: Guckenheimer contd.



Integration to-date	Focus areas	Comments
<p>We are less than 5 months into the process but the performance to-date is ahead of our expectations</p> <ul style="list-style-type: none"> • All key personnel retained • No customer losses • Strong collaboration between ISS and our new Guckenheimer colleagues 	Procurement	<ul style="list-style-type: none"> • Significant and larger-than-expected opportunities being pursued • Strong collaboration between Guckenheimer and ISS Procurement team
	In-sourcing	<ul style="list-style-type: none"> • GoDaddy (completed) ✓ • Shire (starts Q4 2017) ✓ • Barclays (starts Q4 2017) ✓ • Rolls Royce (starts Q4 2017) ✓ • HP Enterprise (starts Q1 2018) ✓
	Cross-selling	<ul style="list-style-type: none"> • 3 cross-selling successes already, including... <ul style="list-style-type: none"> • Food Services now added to an existing ISS North America client • IFS solution now delivered to an existing Guckenheimer client • Geographical expansion of an existing Guckenheimer client (to India)
<p>Expected profit uplift and value accretion from Guckenheimer fully in line with our original expectations</p>		



Helene Kennan

Chief Innovations Officer, Guckenheimer

My first impressions are that we have incredible talent in the Core Catering Team leveraged across each country. I was fascinated to see the impressive work of the different catering teams in country – from the meticulous food delivery for the airline operation in Israel to the service created for Mercedes Benz in Germany.

“The collaboration between Guckenheimer and ISS is already evident, and together we can learn a lot to build further efficiencies and drive the expertise through what we do. I’m excited by the opportunities that being part of ISS brings and believe that through the culinary expertise and forward-thinking approach we’ll create food service and catering solutions that enhance the health and human performance for our customers globally.

ISS Americas: Conclusions

1

Our markets

- Whilst the outsourcing of FM services in North America is well established...
- ...the integrated, self-delivery model (IFS) is less evolved than in Europe
- We believe this is changing and our G200 analysis indicates significant potential
- Brazil, Chile and Mexico offer attractive mid-term growth prospects with the right customers

2

Our positioning

- We have made good progress in developing our IFS offering within North America and momentum has built through 2016 and 2017
- Guckenheimer represents a major strategic step for ISS
- We plan to enhance our self-delivery credentials within Technical Services
- We will remain selective with our customer and service choices in Latin America

3

Our growth opportunity

- Our opportunity for growth in North America is vast and we are confident our operating model will prove increasingly attractive to our target customers
- We will look to support organic growth via selective M&A opportunities to further strengthen our offering
- A de-risked Latin America footprint provides a solid platform for future growth

Targeted investment in our business will help realise significant growth



Video

Guckenheimer





Pierre-François Riolacci: Group CFO

Pierre-François Riolacci



Career history and education

Career History

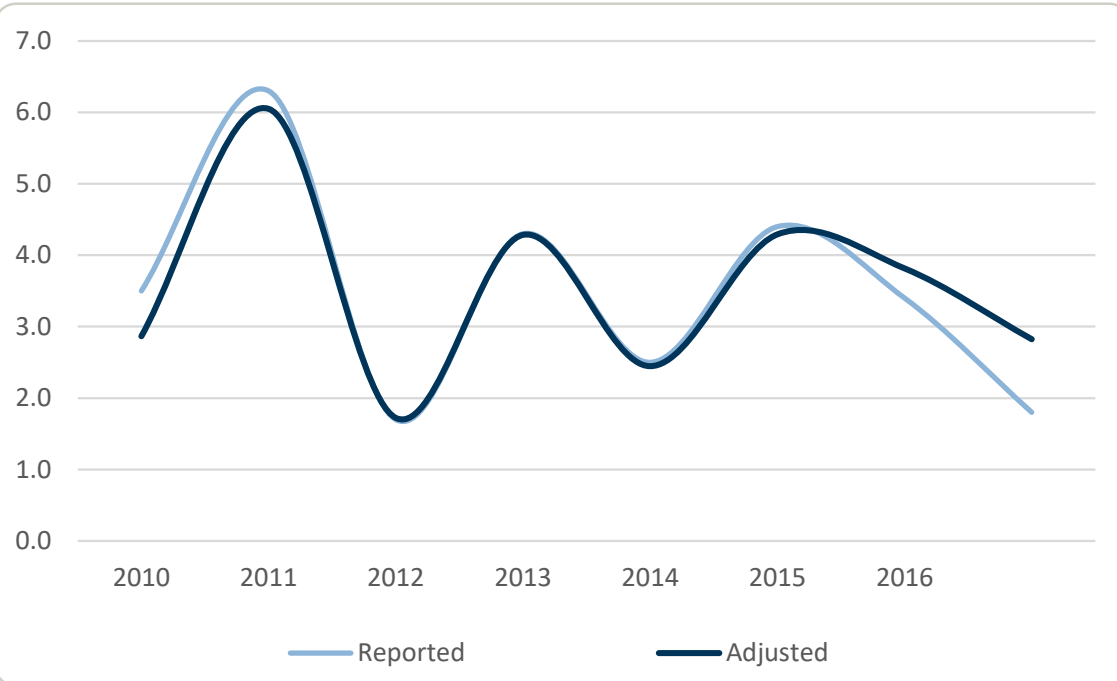
- ISS: Group CFO (since November 2016) and member of the Executive Group Management
- Air France-KLM: Chief Financial Officer
- Veolia: Chief Financial Officer, member of the Executive Committee and various other roles including Advisor to the CFO, Head of Controlling & Planning and Director of Finance
- ELF: Various financial roles, including Deputy Head of Investor Relations

Education

- Master Commercial Law, Paris II, Tax, Institut d'Etudes Politiques Paris, Public Service, Finance Option

Organic growth and the impact from portfolio adjustments

Organic growth, 2010-H117 (%)



Comments

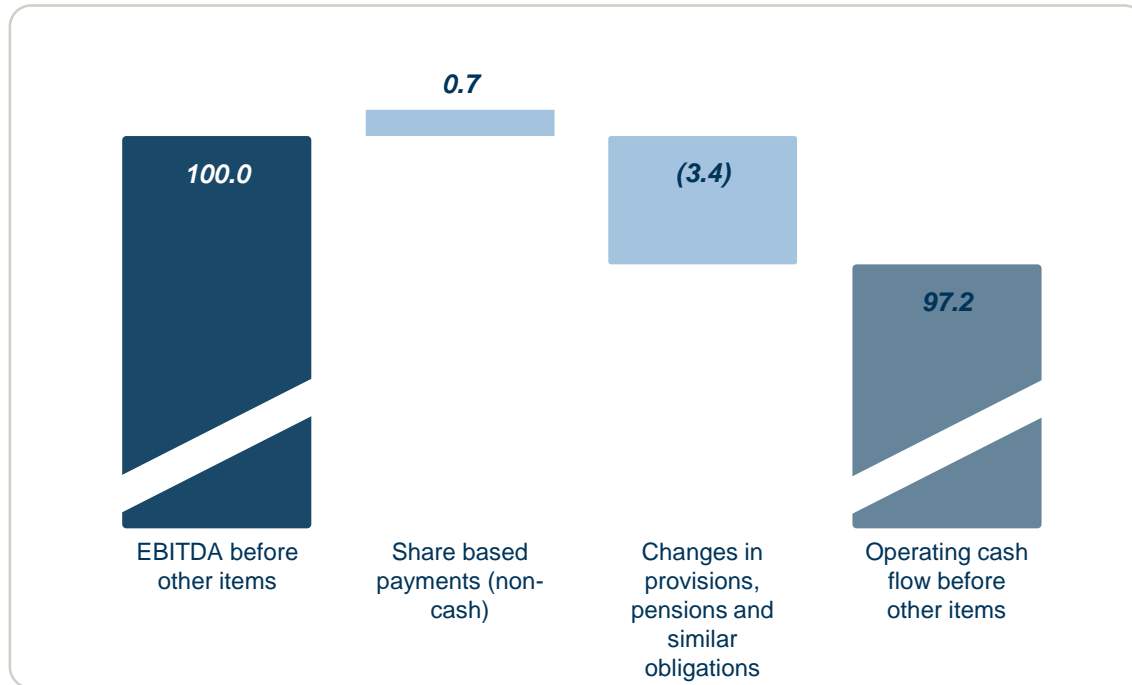
- This analysis illustrates ISS's organic growth as reported and on an adjusted basis
- The adjusted analysis removes the contribution to group organic growth for the entire period from those countries we have chosen to exit or structurally adjust⁽¹⁾
- The difference in these two measures is negligible until 2016 when the combined impact of Brazil, China and Eastern Europe in particular has been quite marked
- The adjusted organic growth rate has also slowed in H1 2017 (Australia, Sweden, non-portfolio) but remains well within the historic range

Current organic growth being negatively impacted by structural adjustments to our portfolio

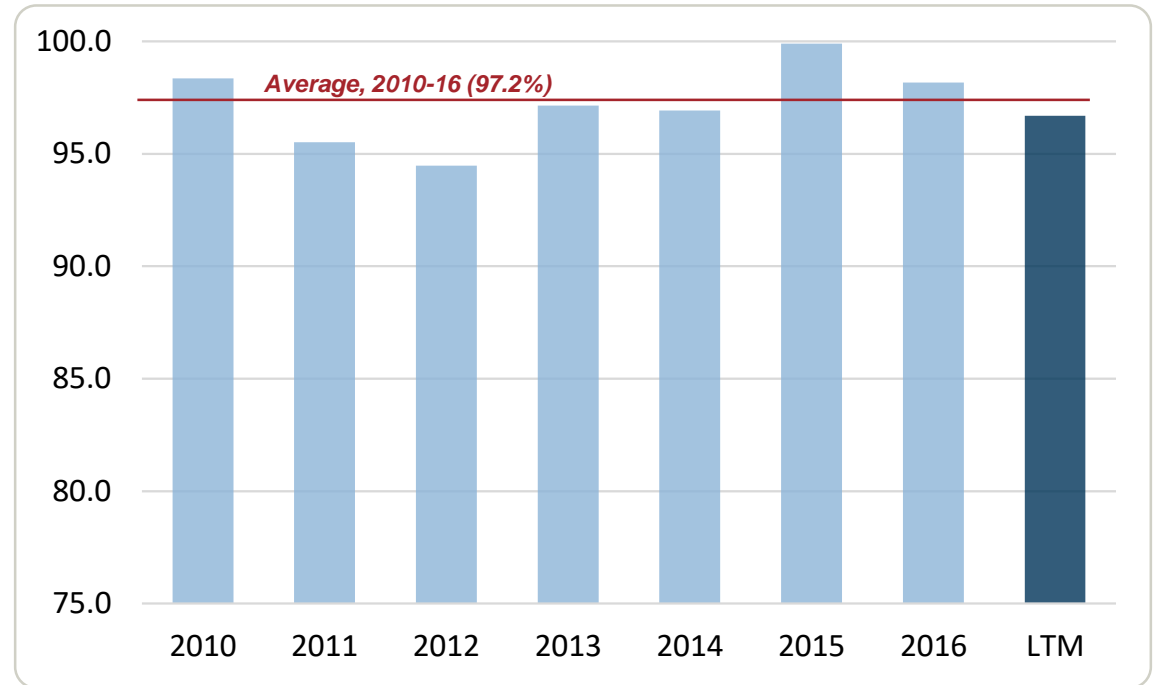
(1) Countries or regions excluded from Adjusted measure: Brazil, Argentina, Uruguay, China, Eastern Europe, Iceland, Greenland, Ukraine and Croatia

Strong conversion of EBITDA into operating cash flow

Conversion of EBITDA to Operating Cash Flow, 2010-16
(EBITDA indexed at 100)



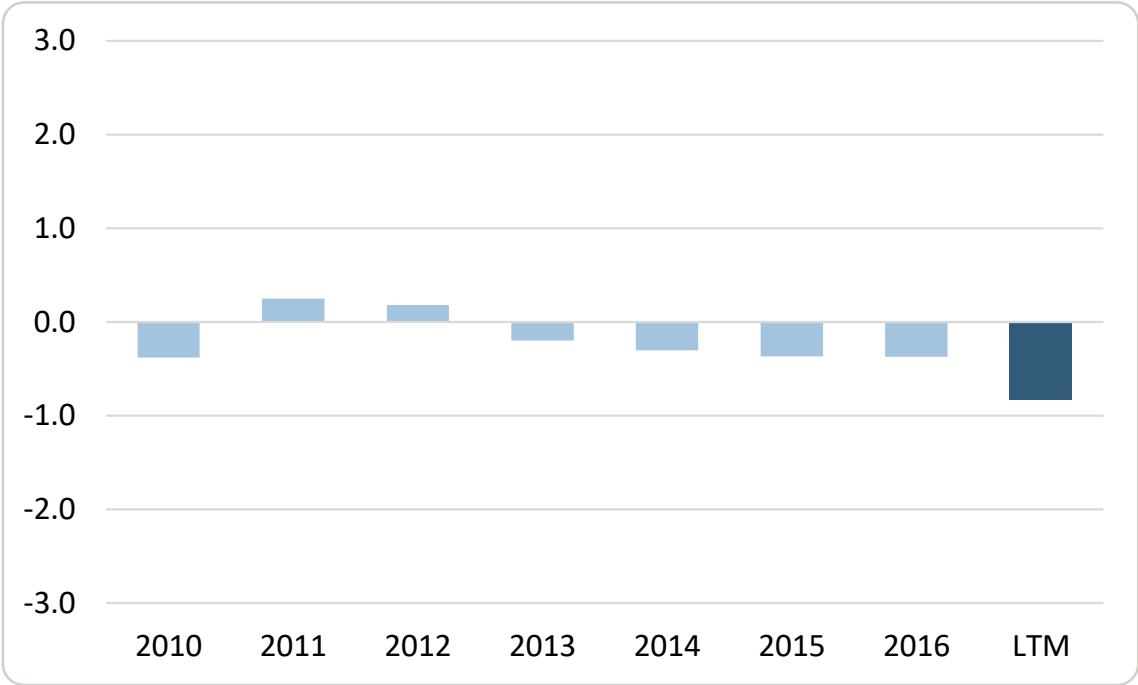
Conversion of EBITDA to Operating Cash Flow, 2010-LTM
(%)



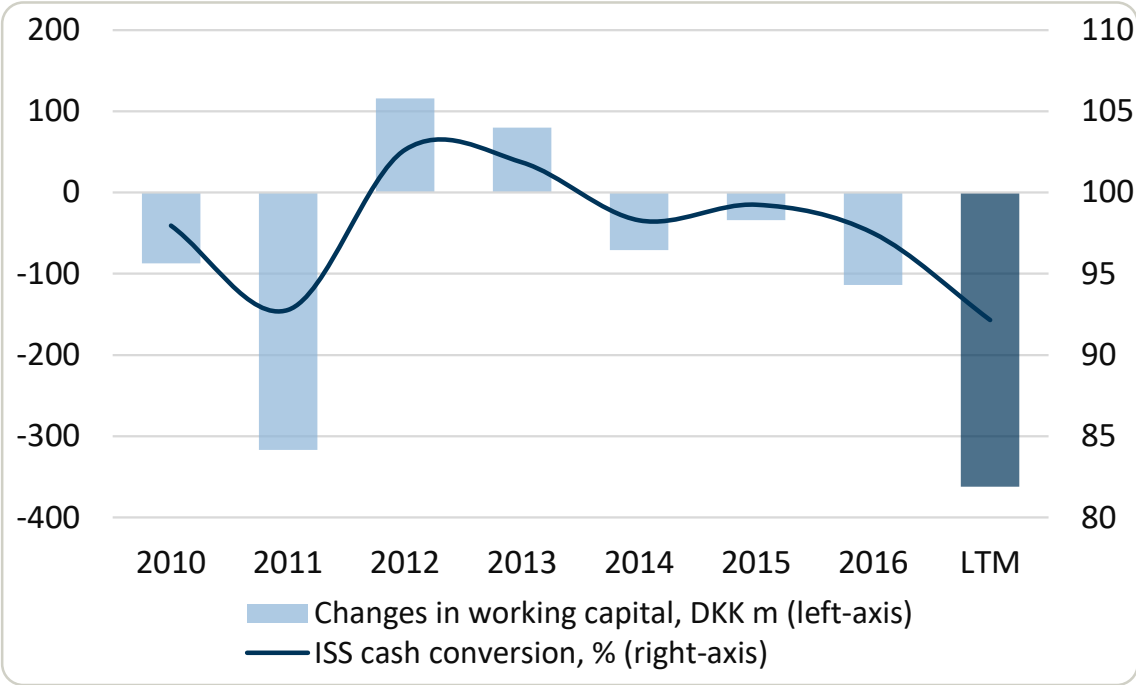
ISS's earnings quality is illustrated by a consistently strong conversion of EBITDA into Operating Cash Flow

Long-term track record of strong working capital management

Average Net Working Capital as a % of Revenue, 2010-LTM⁽¹⁾
(%)



Cash Flow: Changes in Working Capital, 2010-LTM
(DKK m)



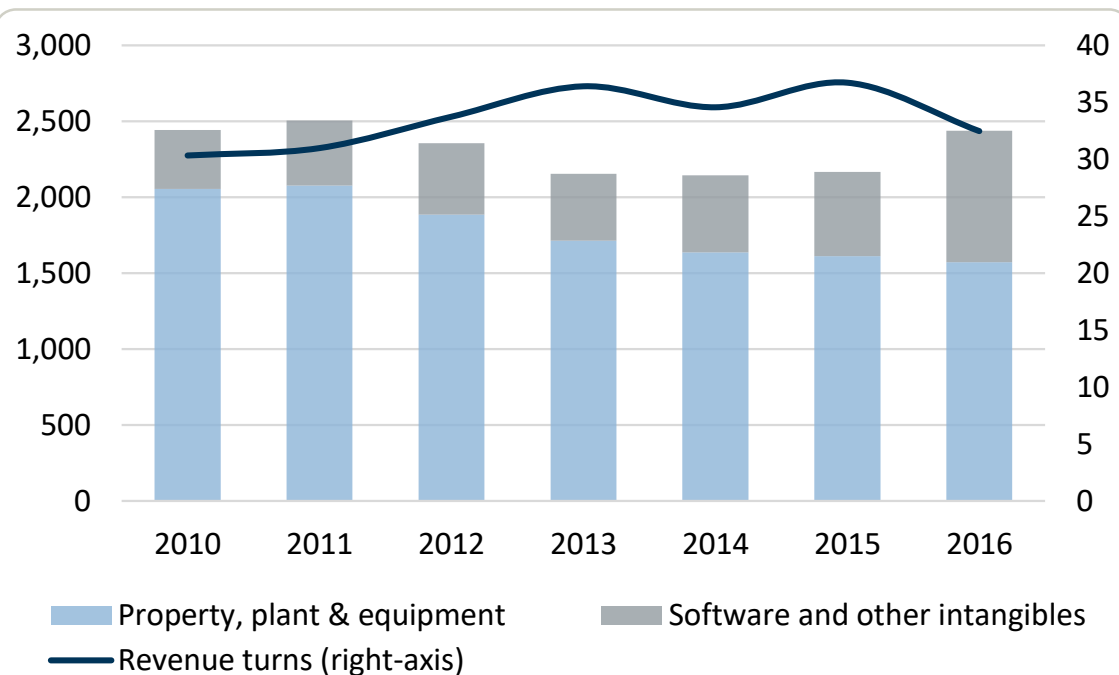
Working capital management will remain tightly controlled

(1) Calculated as the average of the four quarter-end net working capital positions each year. Net working capital includes inventory, trade receivables, trade payables and certain other receivables and other liabilities.

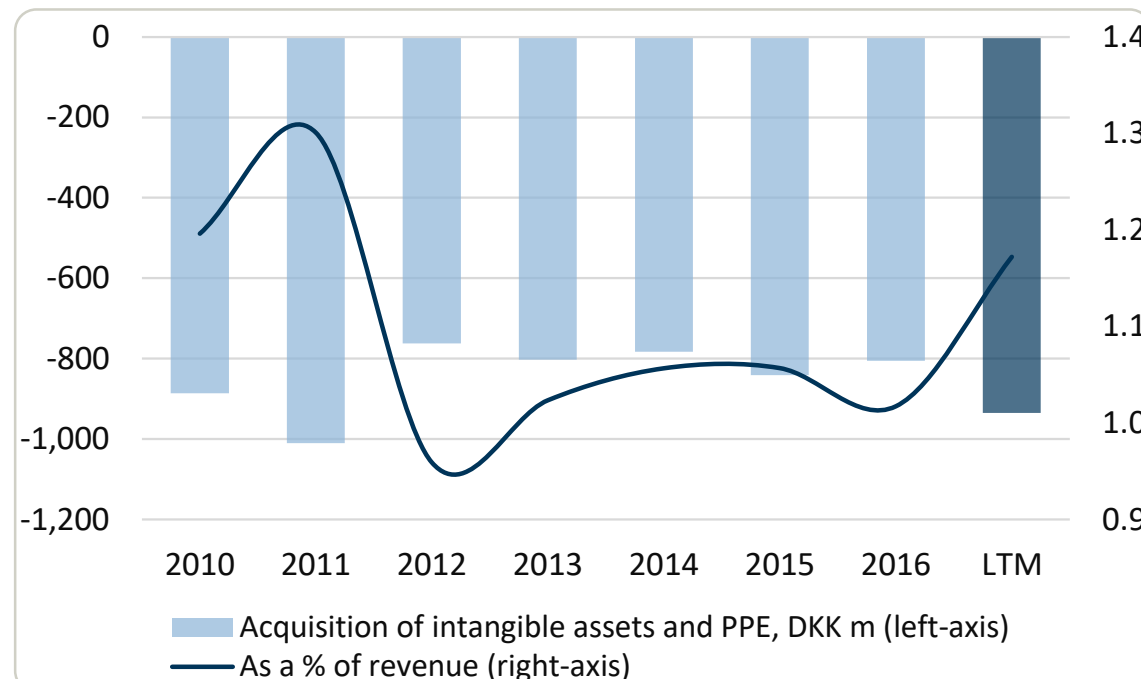


Our business model remains capital-light

Non-acquisition related intangibles and PPE, 2010-16
(DKK m)



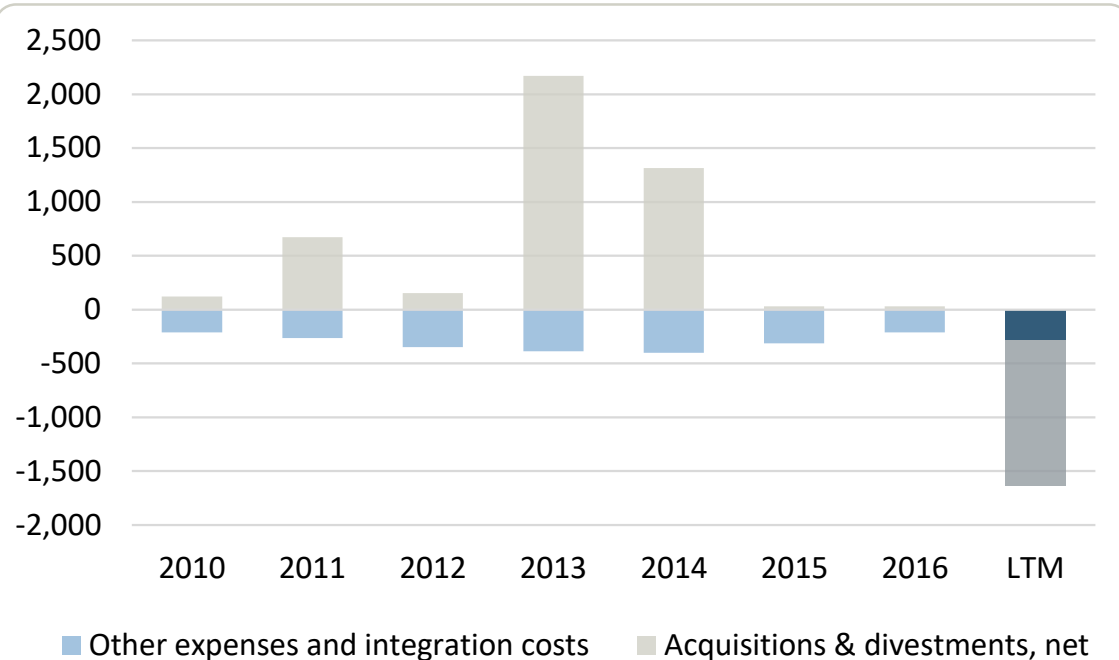
Cash Flow: Capital expenditure, 2010-LTM
(DKK m)



Increased investment in software but the business remains asset-light and capital expenditure will stay in the historic range

Disciplined M&A and restructuring

Cash Flow: Restructuring & integration costs versus Acquisitions & divestments, net, 2010-LTM (DKK m)



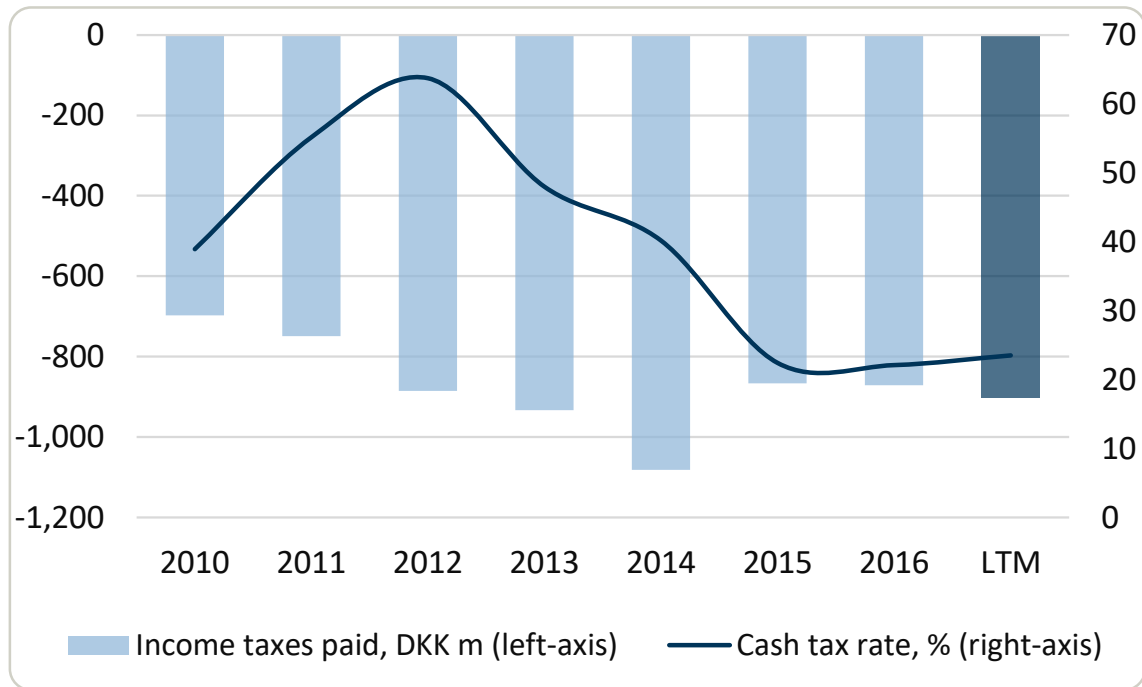
Comments

- DKK 4.5 billion of net proceeds realised from acquisitions & divestments over 2010-16
- Some of these proceeds have been reinvested into restructuring / integration
 - GREAT
 - Restructuring post divestments
 - Operational turnarounds
- Cash restructuring costs to continue for the time being
- Selective acquisitions since IPO: GS Hall, Apunto, Evantec, Signal, Guckenheimer

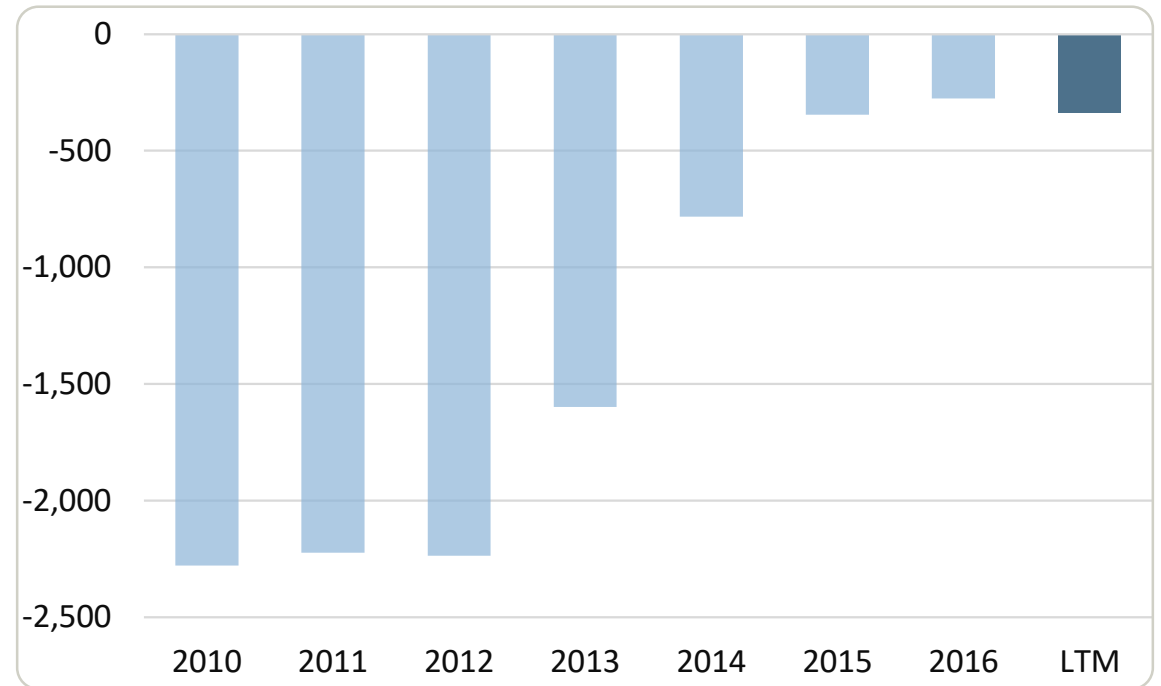
Capital invested via restructuring or acquisitions is done subject to strict strategic and financial filters

Efficient tax and balance sheet structure

Cash Flow: Income taxes paid, 2010-LTM
(DKK m)

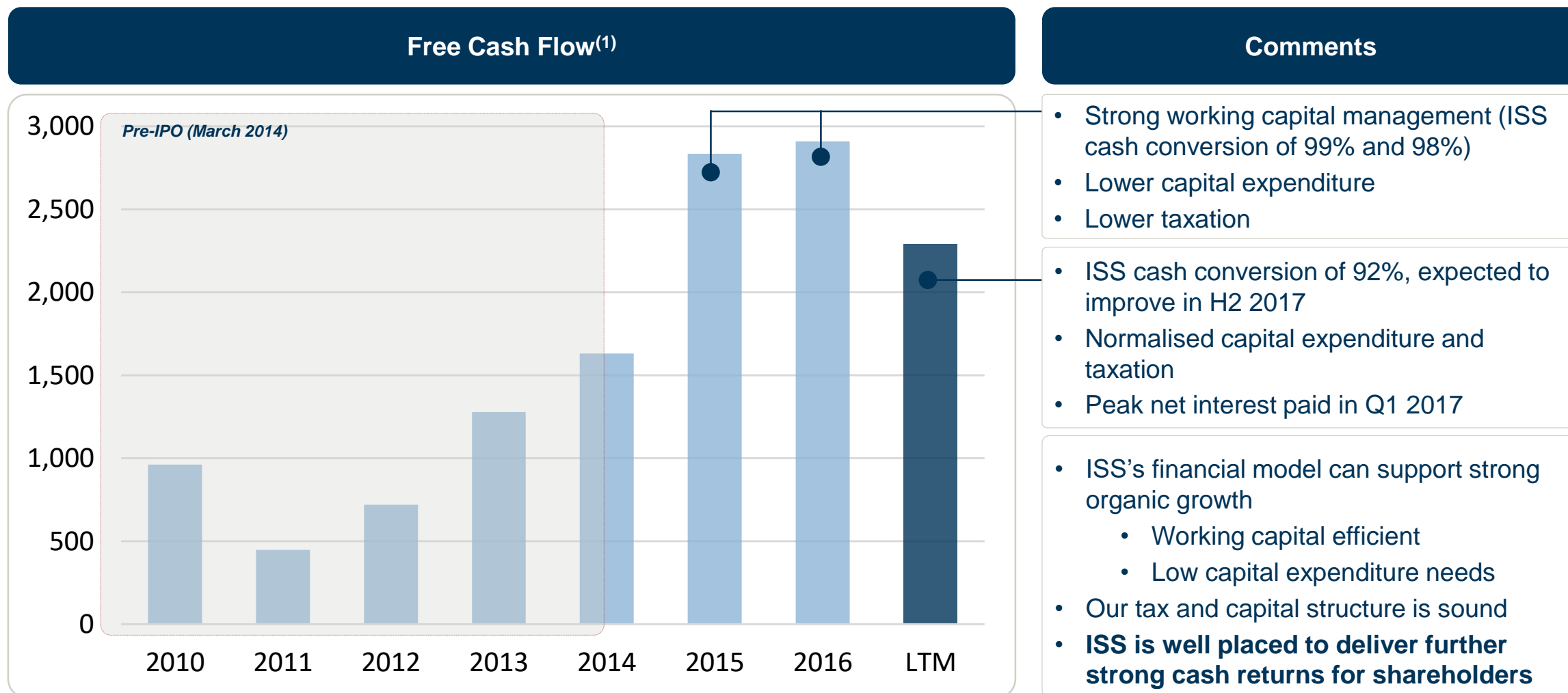


Cash Flow: Net interest paid, 2010-LTM
(DKK m)



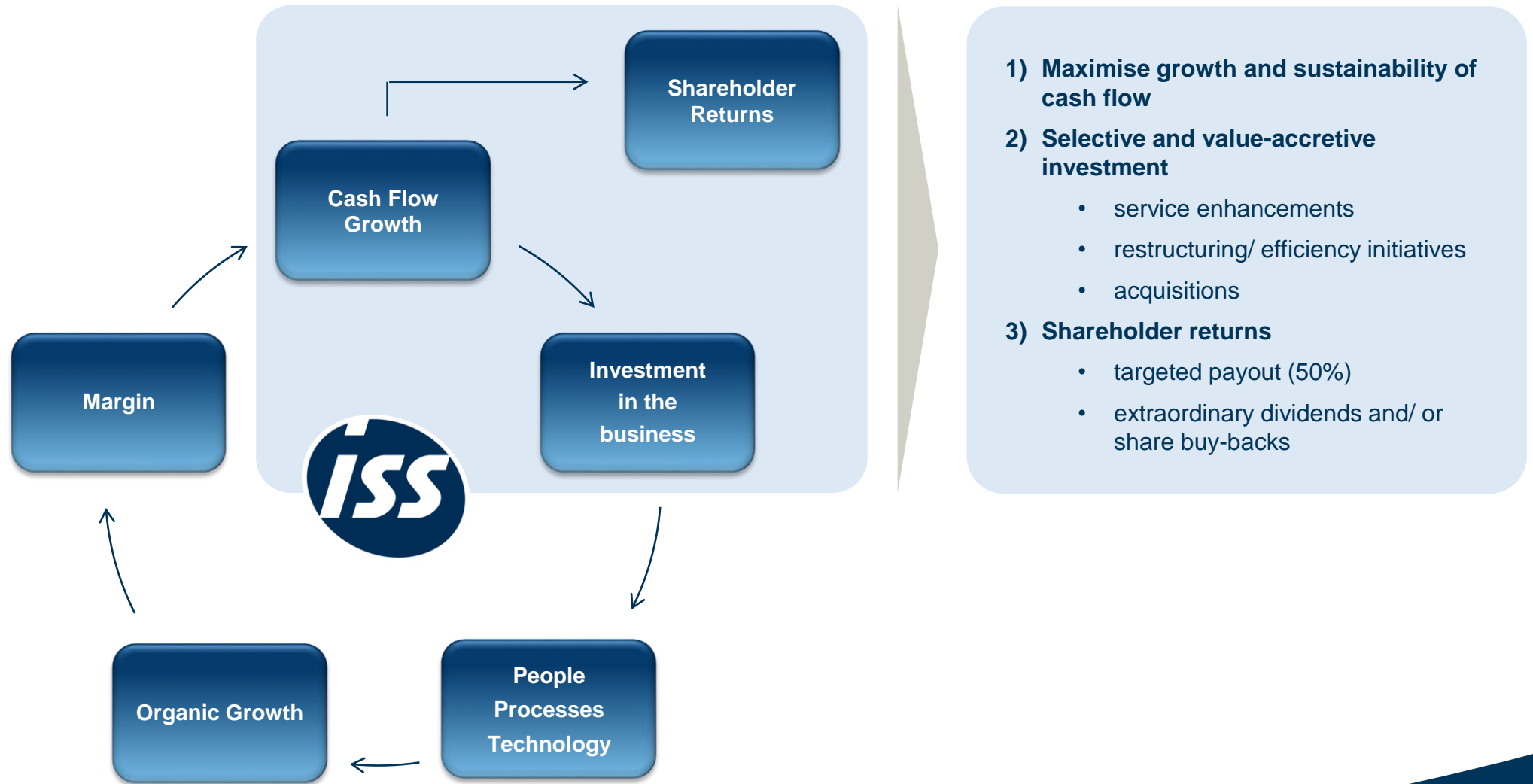
We remain focused on optimising our tax and capital structures

Strong free cash generation



(1) Cash flow from operating activities + (Cash flow from investing activities less acquisition/divestment of businesses, net)

Creating value for shareholders remains our priority





Q&A