

A WORLD OF SERVICE

Investor Presentation Full Year 2010 Results

17 February 2011



Forward-looking Statements

Forward-looking statements

This presentation contains forward-looking statements, including, but not limited to, the guidance and expectations contained in the “Outlook” section on page 30. Statements herein, other than statements of historical fact, regarding future events or prospects, are forward-looking statements. The words “may”, “will”, “should”, “expect”, “anticipate”, “believe”, “estimate”, “plan”, “predict,” “intend” or variations of these words, as well as other statements regarding matters that are not historical fact or regarding future events or prospects, constitute forward-looking statements. ISS has based these forward-looking statements on its current views with respect to future events and financial performance. These views involve a number of risks and uncertainties, which could cause actual results to differ materially from those predicted in the forward-looking statements and from the past performance of ISS. Although ISS believes that the estimates and projections reflected in the forward-looking statements are reasonable, they may prove materially incorrect, and actual results may materially differ, e.g. as the result of risks related to the facility service industry in general or ISS in particular including those described in the annual report 2009 of ISS A/S (former ISS Holding A/S) and other information made available by ISS.

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The Annual Report 2009 of ISS A/S (former ISS Holding A/S) is available from the Group’s website, www.issworld.com.

Agenda

- Key Appointments
- Key Events
- Strategy Update
- Annual Results
- Capital Structure
- Intention to Float
- Outlook





Key Appointments

Key appointments

Head of Group Communications



Kenth Kærhøg (43)

Previously:

The Coca Cola Company (2001-2010):

Head of Media Relations, Group (Atlanta)

Head of Communication, APAC (Hongkong)

Head of Investor Relations



Søren Møller (48)

Previously:

Private Equity Partner, LD Equity

Sector Head, Handelsbanken

Treasurer/Head of Investor Relations,
Sophus Berendsen



Key Events

Key Events 2010

- Improved performance on all key operational objectives
- Solid financial performance:
 - 7% Revenue growth
 - 10% higher Operating profit before other items
 - Continuous strong cash generation

Organic Growth

- Strong and increasing organic growth – amounted to 4.0% in Q4
- 5 of 7 regions achieved positive organic growth for 2010, with Latin America and Asia delivering double-digit organic growth

Operating Margin

- Operating margin increased by 15 bps to 5.8%
- Strong improvement in Western Europe of 0.5 percentage point despite challenging economic environment
- Asia continues to deliver the highest margin of any region of 7.5%

Cash Flow

- Cash conversion of 98%
- Debtor Days reduced by almost 1 day in 2010

Key Events 2010 (cont.)

- Good progress on implementation of best practises and standard processes
- Further movement towards multi-service and IFS service deliveries
- Emerging markets⁽¹⁾ now comprise 18% of total revenue, 66% of the organic growth and more than 50% of our employees
- Expansion of International IFS contracts
 - New international IFS contract with Hewlett Packard (HP) covering Americas and a 3.5 year extension of the EMEA and APJ contracts
 - New IFS contract with the UK Foreign Commonwealth Office (FCO) in APJ and Citi in EMEA as well as Sony Ericsson in Americas, EMEA and APJ
- Acquisitions / Divestments
 - Entered Indian security market by acquiring SDB Cisco Ltd. with 27,000 employees
 - 9 divestments completed as planned in 2010
- Ranked as the 6th leading outsourcing provider in the world by the International Association of Outsourcing Providers
- Turnaround in France progressing but full effects are yet to substantially materialise

(1) Emerging markets comprise Asia, Eastern Europe, Latin America, Israel, South Africa and Turkey



Strategy Update

We are positioned to capture an attractive market opportunity

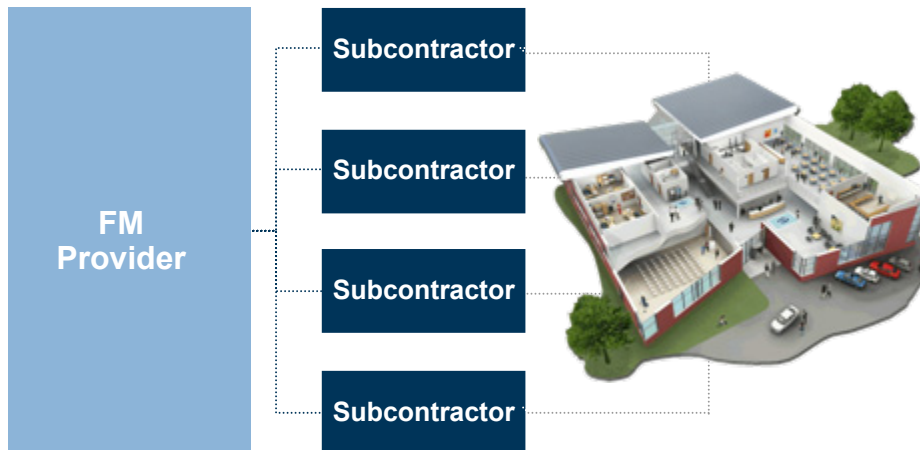
Integrated facility services



Self-delivery



Facility management



ISS Value Proposition & Competencies

Integration of services

- One point of contact - convenience
- Efficiencies and financial certainty

Value added offering

- Brand protection
- Credible and effective risk management, including local labour law management

Delivery capabilities

- Consistent delivery globally
- Flexible delivery model

The 5 themes of our transformation

1. Capability

Cleaning to
Facility Services

5. Processes

People to
People and Processes

2. Market

Local to
Global



4. Growth

Acquisitive to
Organic growth

3. Value Proposition

Product to
Customer orientation

**Substantial progress continuing to be made in the implementation of
The ISS Way**

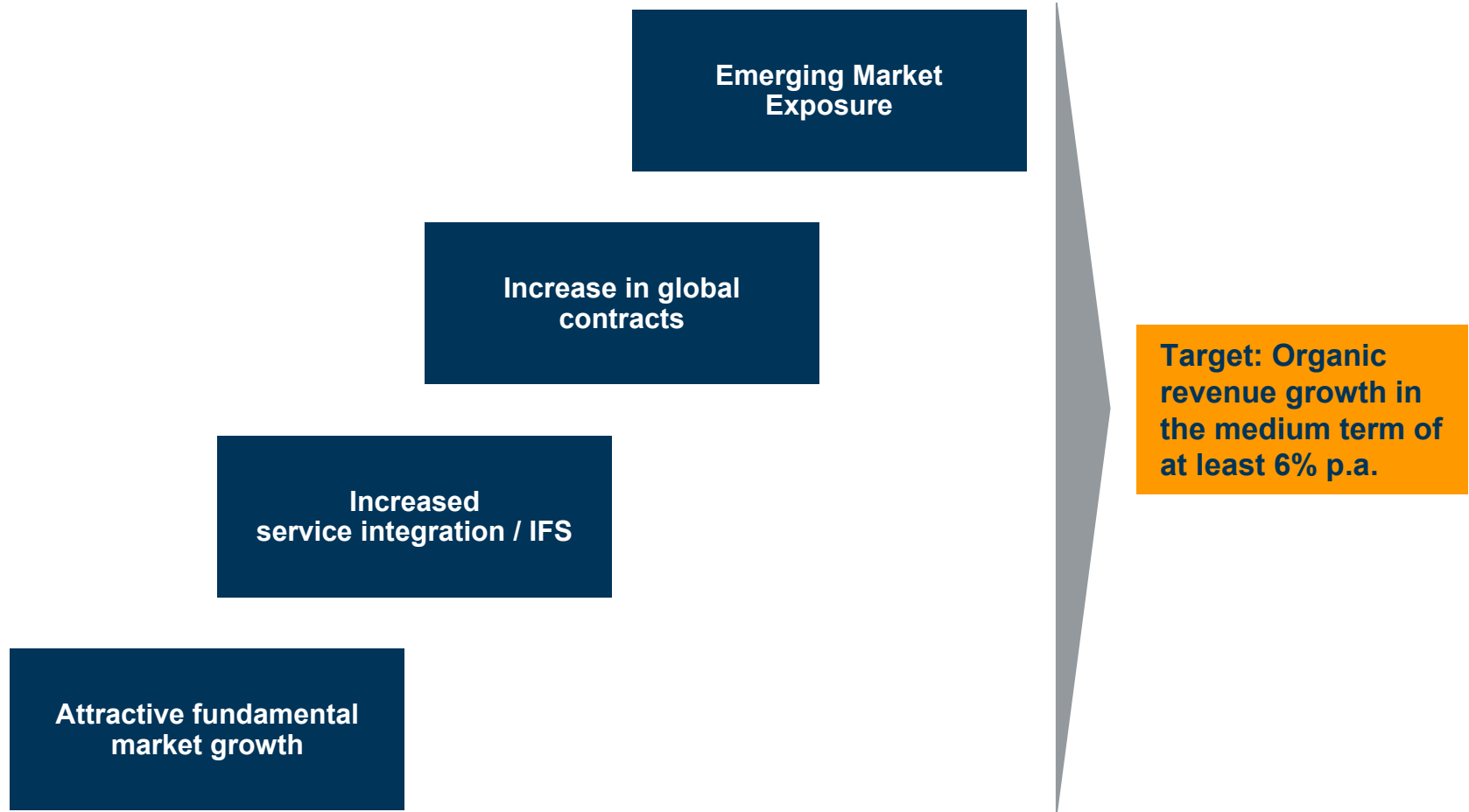
A transformation which is well advanced

		ISS 2004 ⁽¹⁾ (pre-acquisition)	ISS today – 2010A	
Overall growth	Revenue	DKK 40 Bln	DKK 74.1 Bln	+85%
	Operating profit (margin) ⁽²⁾	DKK 2.3 Bln (5.6%)	DKK 4.3 Bln (5.8%)	+87%
	Employees	~ 274,000	~ 522,000	+91%
Geography	Countries ⁽³⁾	42	50	+19%
	Emerging markets revenue ⁽⁴⁾	DKK 2.3 Bln (6%)	DKK 13.6 Bln (18%)	x5.9
	Emerging markets employees ⁽⁴⁾	~ 65,000 (24%)	~ 267,000 (51%)	x4.1
Business mix	Non-cleaning services as % of total	33%	48%	Δ15%
	IFS revenue	DKK 1.2 Bln (3%)	DKK 13.9 Bln (19%)	x12
	# of international contracts ⁽⁵⁾ (% of total revenue)	2 (0.3%)	11 (2.8%)	x5.5x

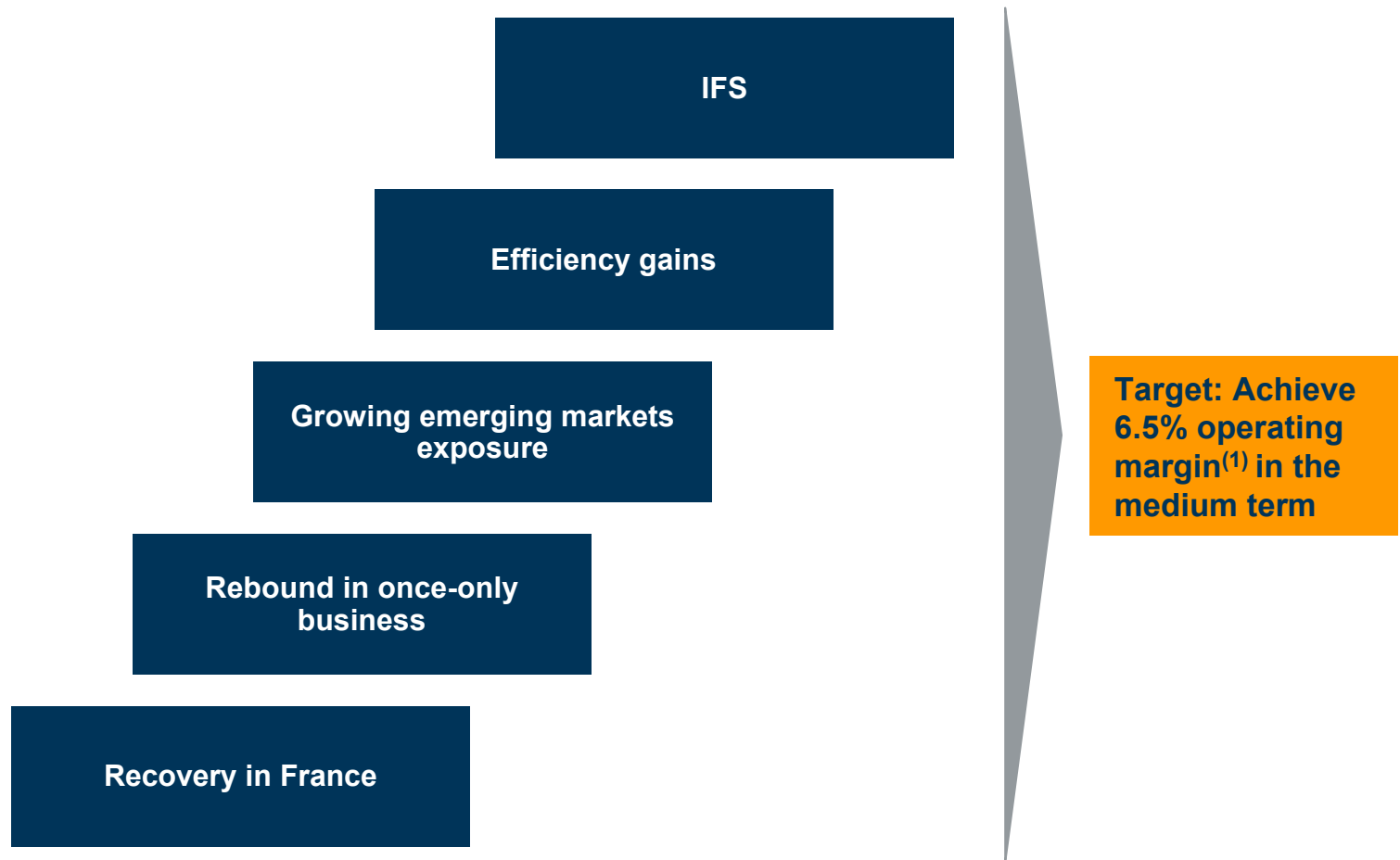
1. 2004 revenue represents the last annual revenue prior to ISS being taken private
2. Operating profit refers to operating profit before other items throughout this presentation
3. Excludes 13 countries in which ISS currently provide services without any local management presence or registered office

1. 4. EM defined as Asia, Eastern Europe, Latin America, Turkey, Israel, and South Africa
2. 5. Defined as contract involving operations in more than 1 country and centrally procured

We are positioned to capture high growth opportunities...



...and have significant opportunities to enhance margins



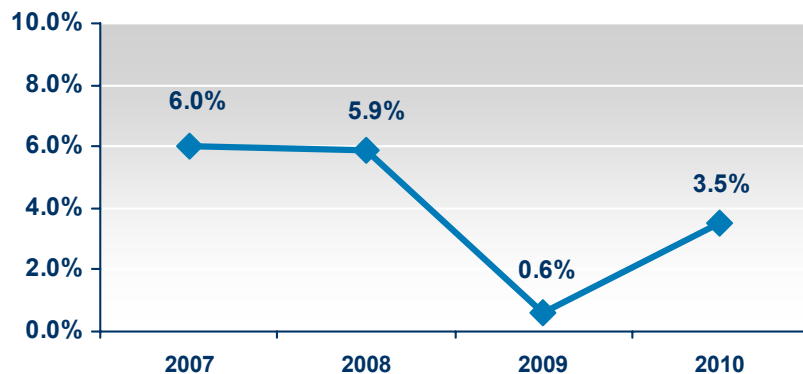
1. Operating margin before other items



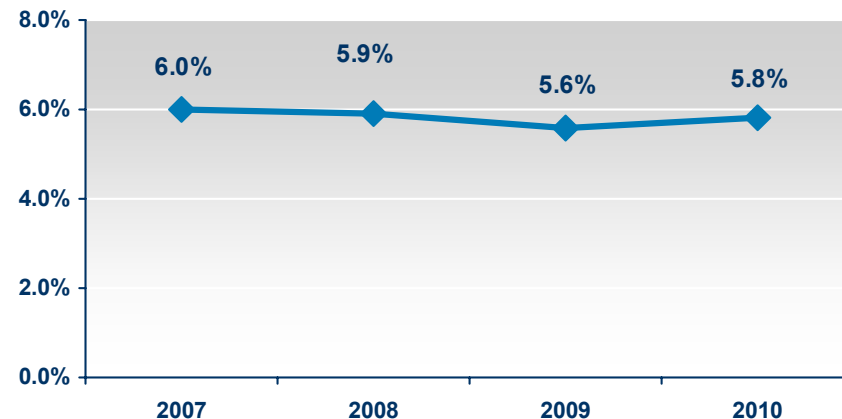
Annual Results 2010

Key Operational Objectives - Sustained

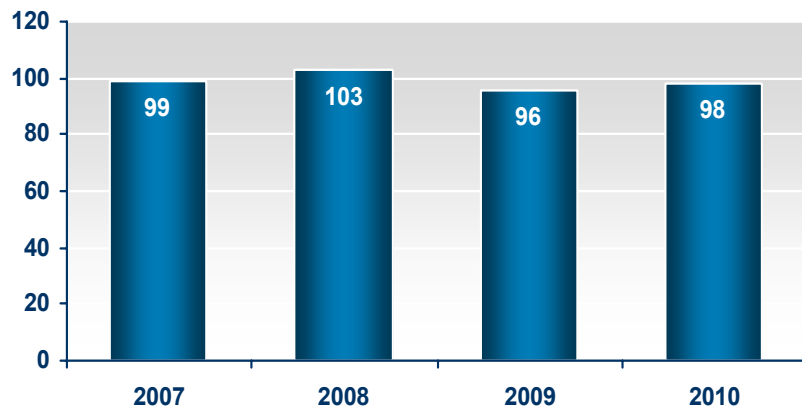
Organic Growth (%)



Operating Margin (% revenue)



LTM Cash Conversion (%)¹



Operational Performance

- 7% top line growth
- Organic growth of 3.5%
- Operating margin at 5.8%
- 10% growth in operating profit before other items
- Robust cash conversion of 98%

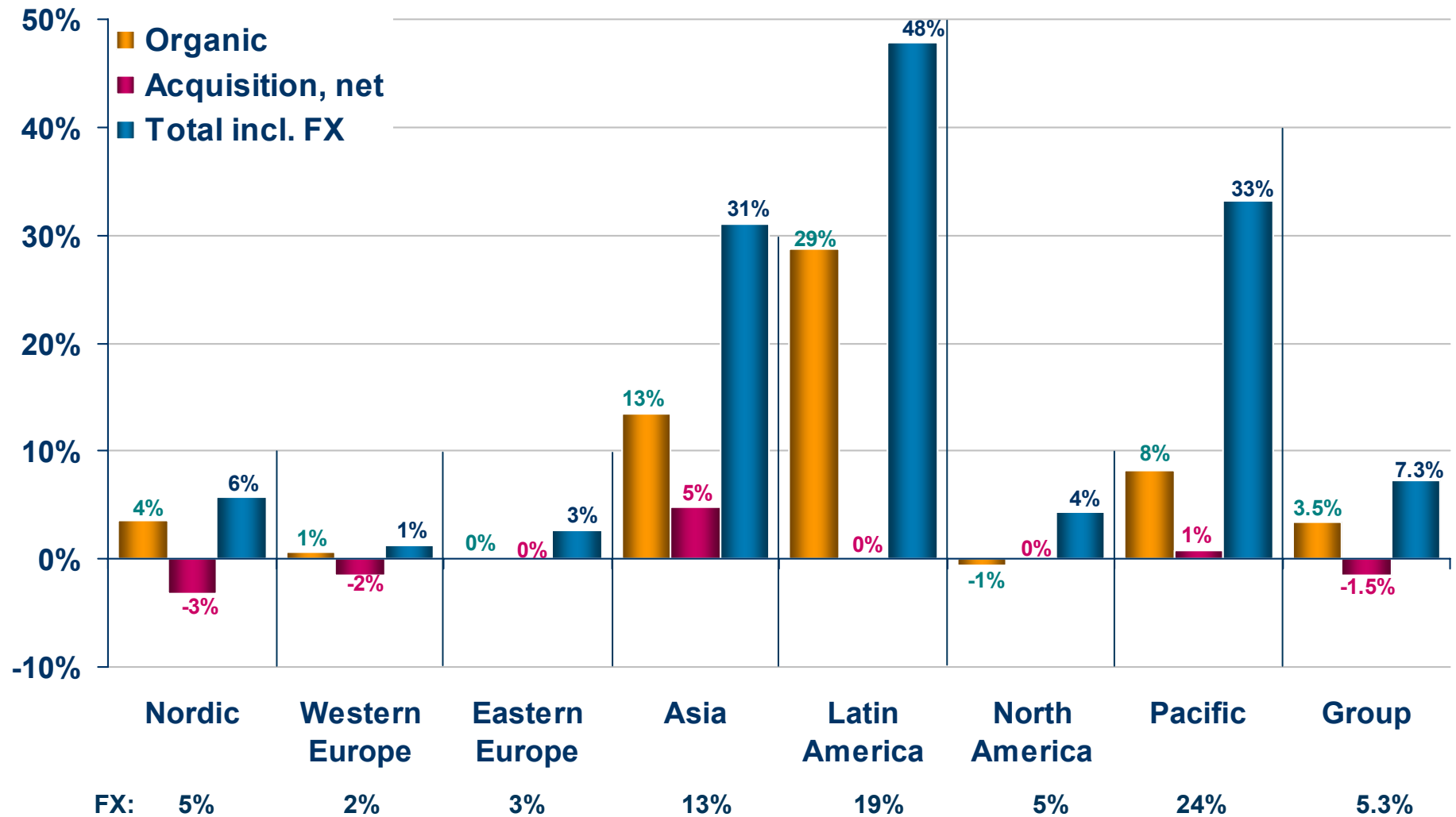
¹ Cash conversion is defined as operating profit before other items plus Changes in working capital as a percentage of operating profit before other items

2010 Full Year Key Figures

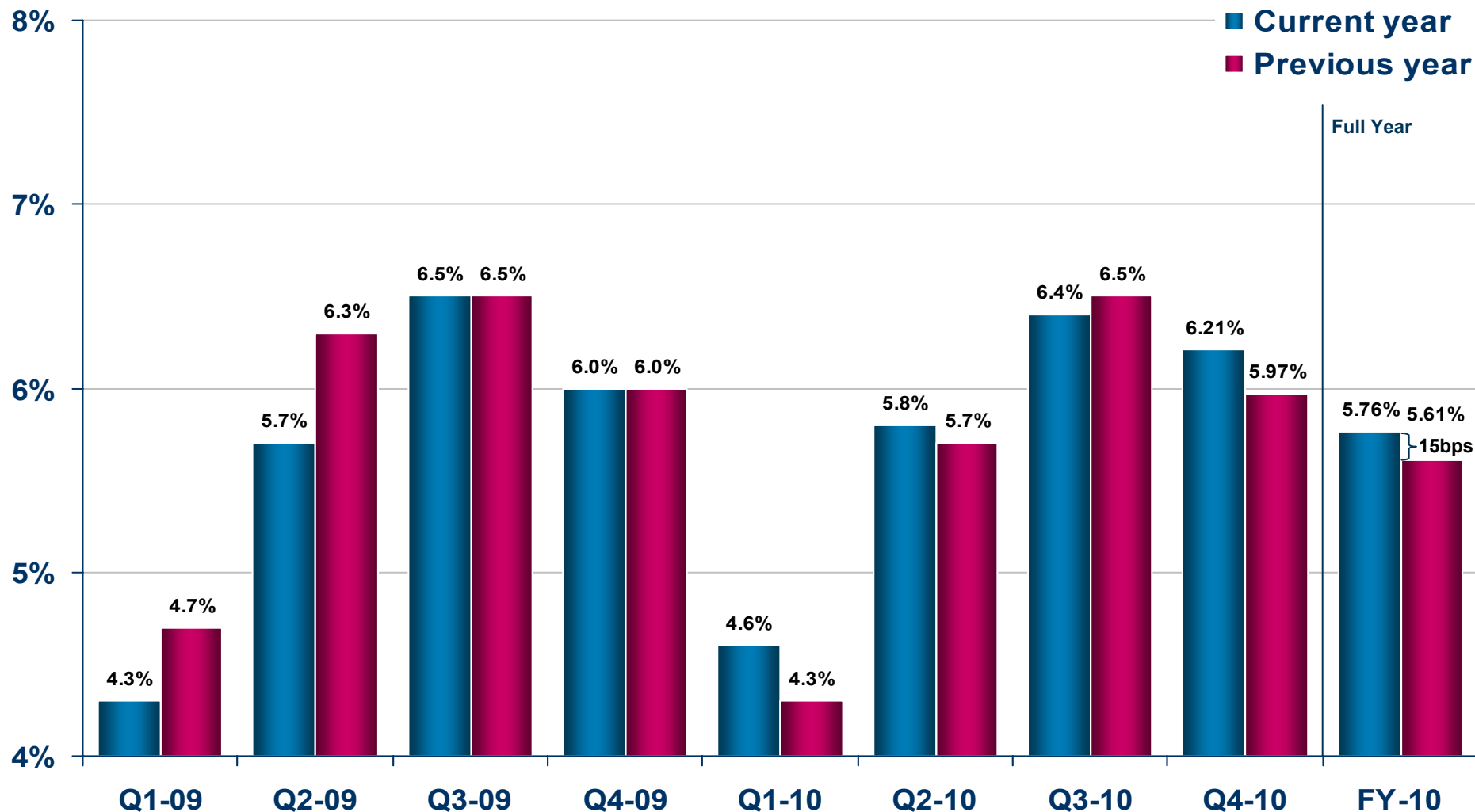
DKK m	2010	2009	Δ	FX	C*)
Revenue	74,073	69,004	+7%	+5%	+2%
Operating profit before other items	4,267	3,874	+10%	+6%	+4%
Operating margin before other items	5.8%	5.6%			
Operating profit	4,149	3,277	+27%	+7%	+20%
Organic growth	3.5%	0.6%			

*) C: Growth at constant exchange rates

2010 Full Year Revenue Growth - By ISS Region

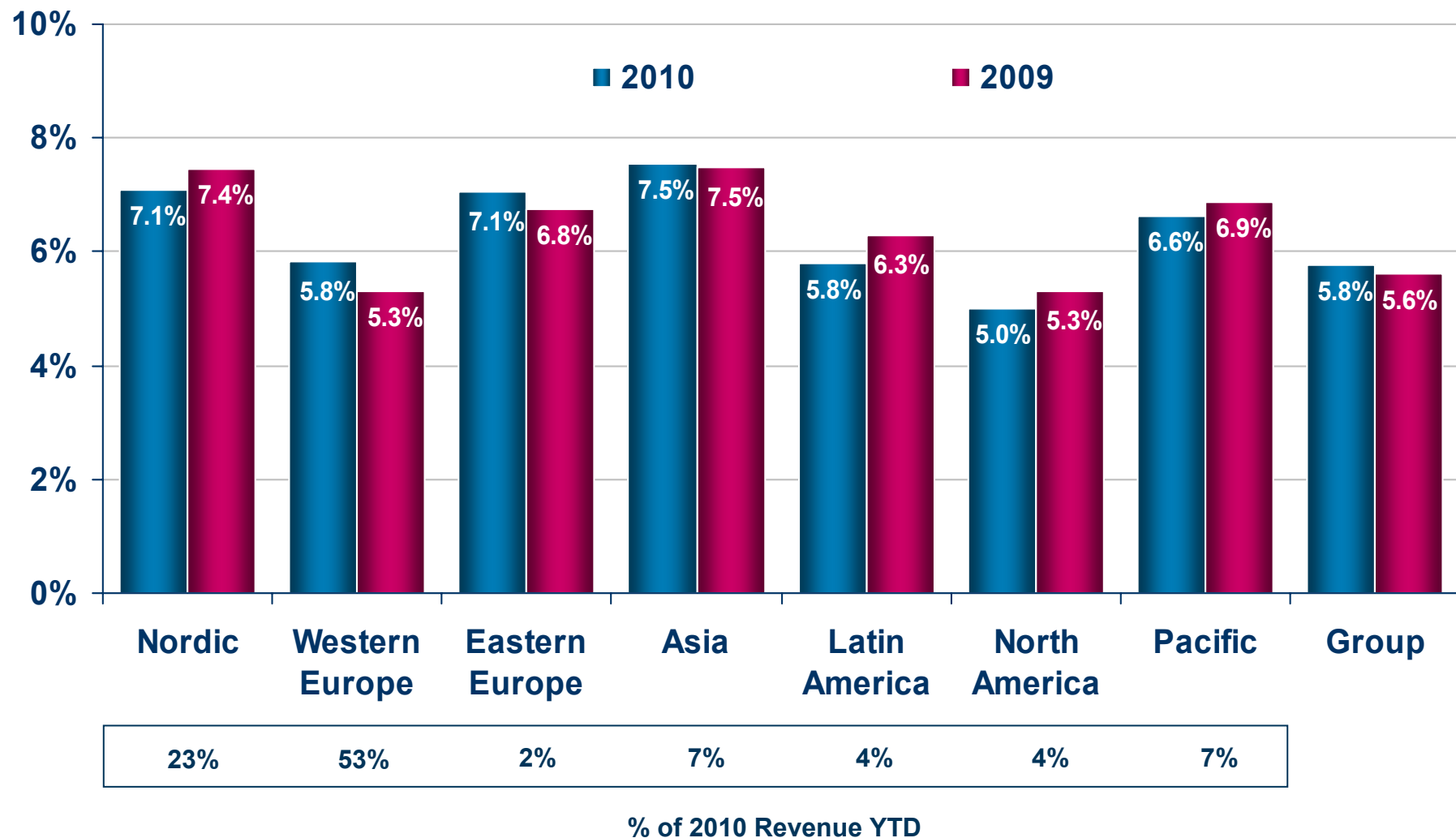


Restoring profitability - Operating Margin before Other Items

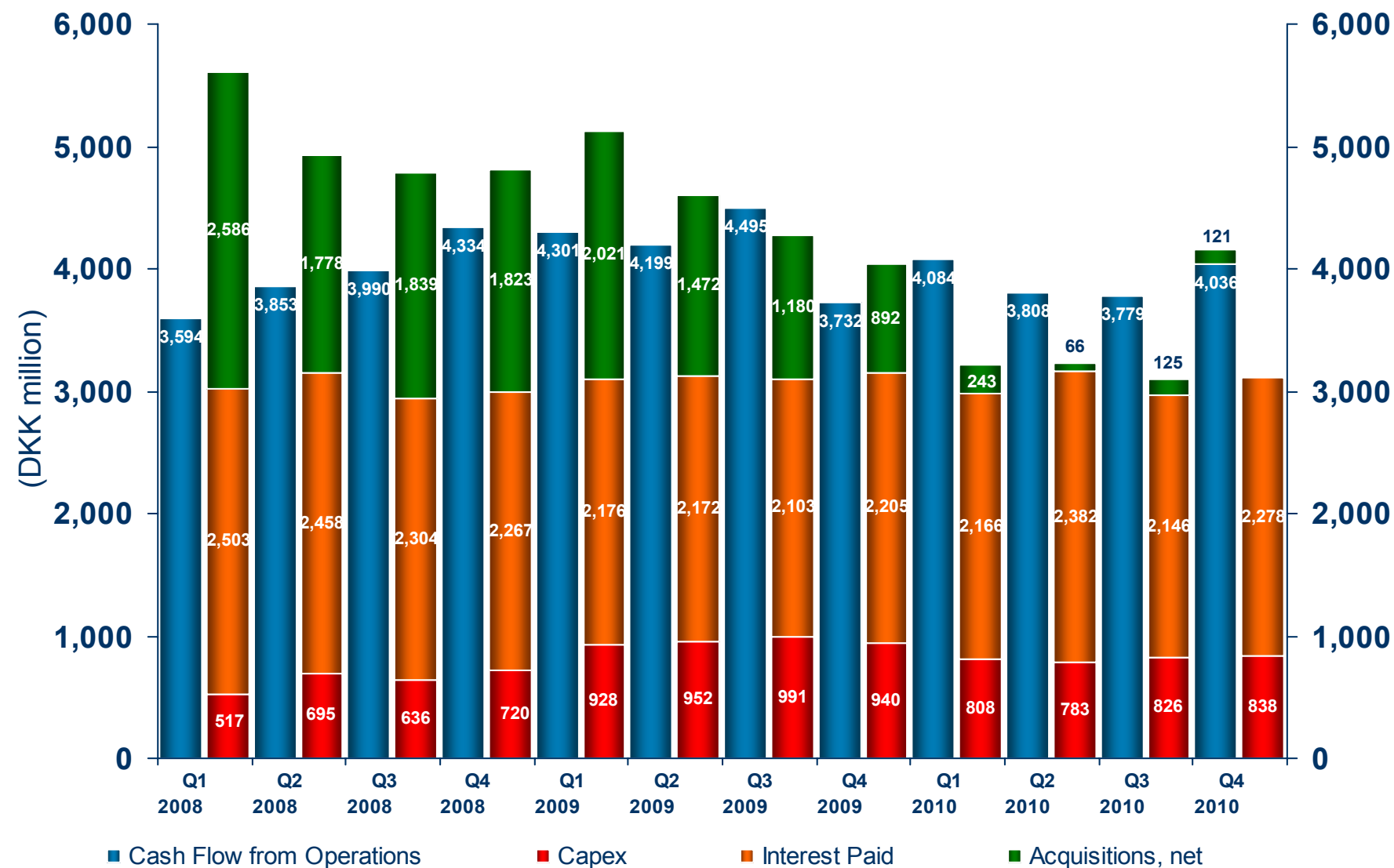


Full Year Operating Margin - By ISS Region

Operating Profit before Other Items



Debt Service Capacity (LTM)



Recent disciplined acquisition strategy to continue

Selective acquisition strategy

- Acquisitions focus areas
 - Increase presence in attractive EMs
 - Selective capability enhancing acquisitions in developed markets

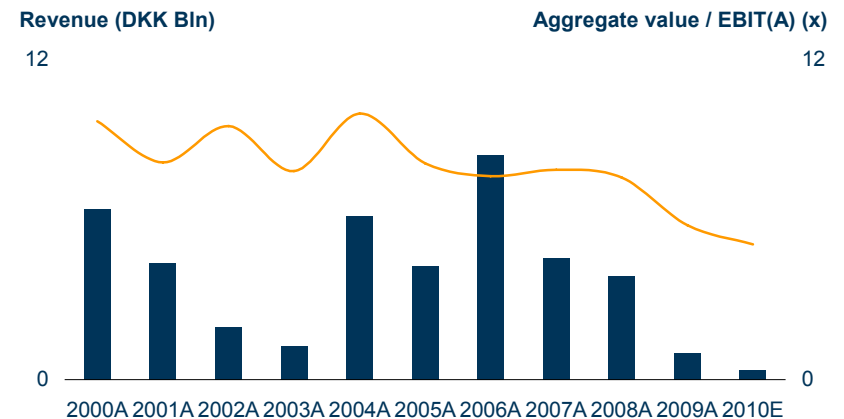
Main acquisitions & divestments 2010⁽¹⁾

Name	Acq/Div	Date	Country	Service	Revenue
ISS Washrooms	Div.	Dec	Nordics	Washrooms	137
SDB Cisco	Acq.	Aug	India	Security	400
ISS Environnement	Div.	Sep	France	Waste mgmt	698
Access Control	Div.	Apr	France	Security	191
ISS Contact Centre	Div.	Mar	Denmark	Call centre	127
Industriservice	Div.	Mar	Norway	Industrial service	205
ISS Refrigeration	Div.	Mar	Spain	Refrigeration	163

Portfolio alignment strategy

- Selected divestments of businesses that do not fit ISS' strategy and or lack critical mass

Acquisitions track record ⁽²⁾



Expect to invest approximately half a billion (DKK) annually in the short term

1. Only includes material transactions

2. Acquisition data is estimated run-rate revenue as of take-over. Divestment data is estimated 2010 revenue based on latest full year estimate



Capital Structure

Capital Structure

Capital Structure – 31 December, 2010 ⁽¹⁾

Capitalisation	DKK ^m ⁽²⁾	% of Total
Cash and securities	(3,625)	(12%)
Other Indebtedness	554	2%
Interest rate swaps	135	1%
Senior Facilities	17,957	59%
Medium Term Notes	742	2%
Senior Notes	3,765	12%
Total Net Senior Debt	19,529	64%
Second Lien	4,430	14%
Senior Subordinated Notes	4,259	14%
Securitisation	2,401	8%
Total Net Debt	30,619	100%

(1) Measured at carrying amount of net debt.

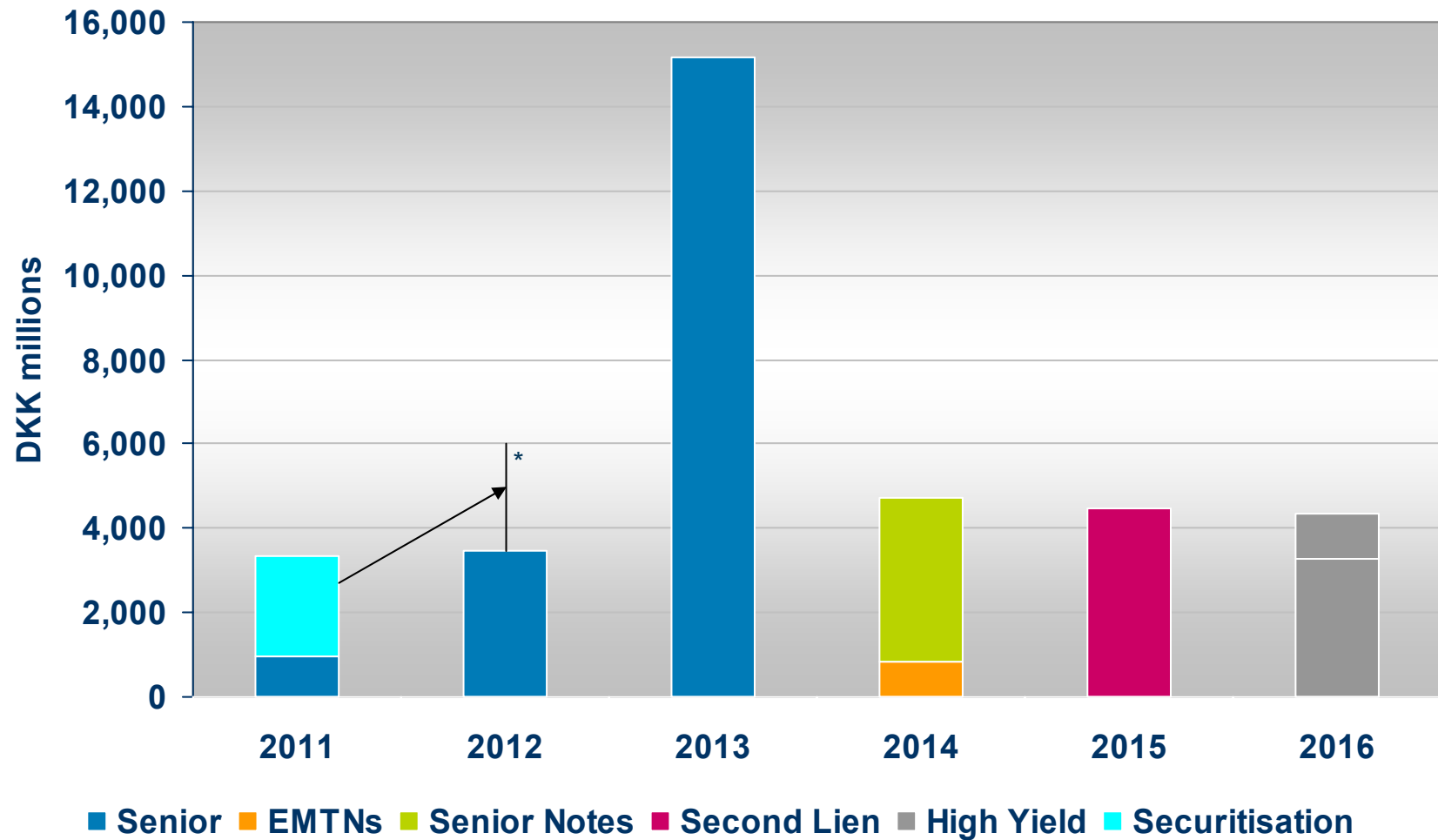
(2) Converted to DKK as per exchange rate of 31 December, 2010.

Pro Forma Credit Ratios⁽¹⁾

	31 December 2009	31 December 2010
Net Debt / PF EBITDA	6.47x	6.04x
Net Senior Debt (incl. EMTNs & Senior Notes) / PF EBITDA	4.54x	3.82x
Net Senior Debt (excl. EMTNs & Senior Notes) / PF EBITDA	3.07x	2.93x

(1) Measured at carrying amount of net debt.

Maturity Of Credit Facilities



*) Rolling programme with back stop facility to September 2012



Intention to Float

Intention to Float – summary

- ISS contemplates to list on NASDAQ OMX Copenhagen
- Predominantly a primary issue with expected proceeds of approximately DKK 13.3 billion
- Proceeds are, along with a new 2011 Senior Secured Facilities Agreement, intended to repay all amounts under our current senior facilities and our second lien facility
- Establishment of the new Senior Secured Facility Agreement is conditional upon certain conditions being met, one of which is that the intended IPO occurs
- In total this is expected to lead to a significant deleveraging of the company with a targeted leverage of 3.5x Adjusted EBITDA 2010 immediately post-IPO



Outlook

Outlook for 2011

- Revenue growth of approximately 4% assuming constant FX rates and before the impact of any acquisition or divestment in 2011. This expected revenue growth is negatively impacted by c. 1% point related to the net effect of the acquisition and divestments completed in 2010, i.e. organic growth of 5%.
- Operating margin slightly above the level realised in 2010
- Cash conversion at similar to the level realised in 2010

Medium term targets

- Organic growth of at least 6%
- Gradually achieve 6.5% operating margin

(1) See the Outlook section on page 10 in the preliminary announcement of the annual results for 2010

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