Investor Presentation

Q2 Interim Results

21 August 2014

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Agenda

- Highlights
- Regional Performance
- Financial Results
- Strategy Update
- Outlook
- Q&A
- Appendix

Highlights

Business Highlights Q2

Operating Performance

- Resilient and profitable organic growth
- Strong and Improving operating margin
- High LTM cash conversion
- Significantly improved net result

Strategic Initiatives

- Strategic initiatives progressing according to plans and support margin progrssion
- Customer segmentation and organisational optimisation initiated in several countries
- Procurement Phase 2 is being launched and target additional savings of DKK 150-200m
- Business Process Outsourcing project launched in the Nordic region
- Continued divestment of non-core activities

Emerging Markets

- Emerging markets now represent 24% of Group revenue
- Above Group average organic growth (9%) and operating margin (6.1%)

IFS

- IFS revenue now represent 29% of Group revenue
- Significant international contract wins included BASF, Swisscom and a European based international bank

Global Corporate Clients

- New contract with a large international food producer
- Expanded the global partnership with one of our international bank clients
- Continued attractive pipeline

Financial Highlights Q2

Three key financial priorities

1. Resilient Organic Growth	2. Improved Operating Margin	3. Strong Cash Conversion

Organic Growth 2.0%

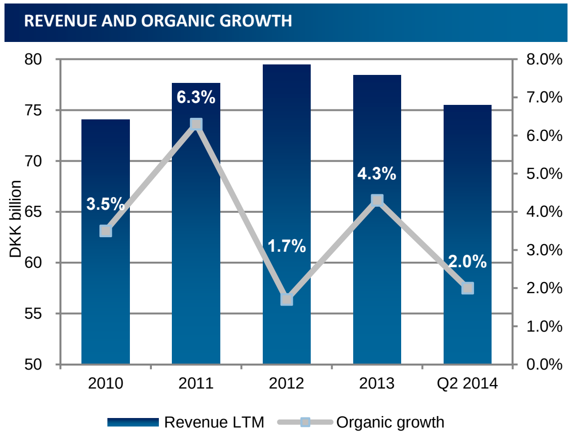
- **Organic growth was 2.0% in Q2 2014 compared with 2.4% YTD and 4.4% in Q2 2013**
- Driven by Nordic, Pacific and emerging markets
- Offset by challenging macroeconomic environment in Europe, difficult market conditions in certain European countries as well as timing and scope of Global Corporate Clients contracts

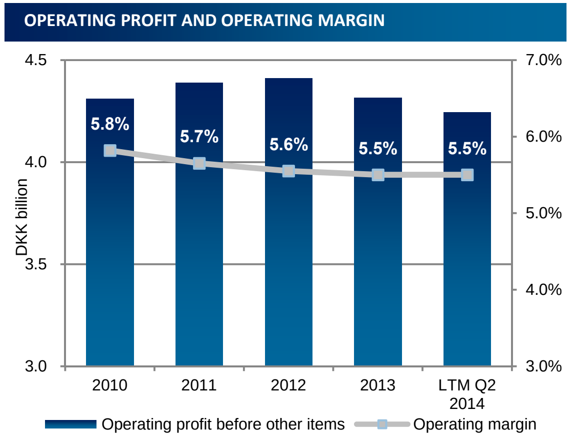
Operating Margin[1] 5.2%

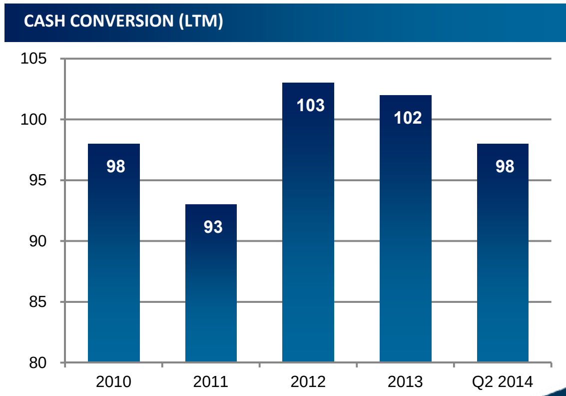
- **Operating margin was in line with expectations at 5.2% in Q2 2014 compared with 5.1% in Q2 2013**
- Adjusted for the divestment of pest control activities the margin increased 0.3 pp. from 4.9% to 5.2%
- Positively impacted by the improved margins in Western Europe and the Nordics, driven by the implementation of our strategic initiatives.

Cash Conversion[2] 98%

- **LTM cash conversion was 98% in Q2 2014 compared with 98% for Q2 2013**
- Ensuring a strong cash performance continues to be a key priority
- Decrease of 1.5 debtor days compared with 30 June 2013





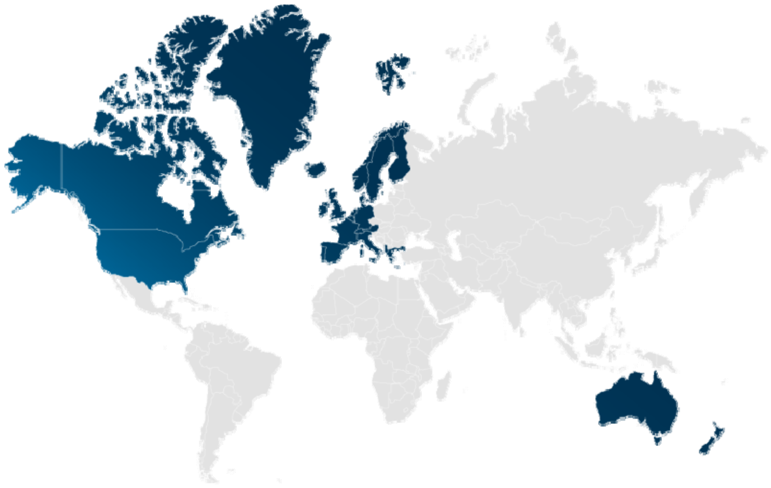


1) Operating profit before other items
2) Cash conversion is defined as Operating profit before other items plus Changes in working capital as a percentage of Operating profit before other items

Regional Performance

Regional Performance Q2

Developed Markets



76%
of Group revenue

43%
of Group employees

0.1%
Organic growth

5.7%
Operating margin[1)]

Emerging Markets[2)]

24%
of Group revenue

57%
of Group employees

9.0%
Organic growth

6.1%
Operating margin[1)]

1) Operating profit before other items and corporate costs
2) Emerging Markets comprises Asia, Eastern Europe, Latin America, Israel, South Africa and Turkey

Regional Performance Q2

Western Europe

-1%

Organic growth

(5% Q2 2013)

- Negatively impacted by continued challenging market conditions
- Relatively low level of demand for non-portfolio services
- Strong growth in Turkey offset by specific operational challenges in the Netherlands and Belgium

5.7%

Operating margin[1)]

(5.5% Q2 2013)

- Strong performance in Turkey
- Improved margins on major contracts and cost optimisation in the UK
- Specific operational challenges in the Netherlands and Belgium
- Negatively impacted by the divestment of the margin accretive pest control activities (May 2013) as well as landscaping activities in France (Feb 2014)

Nordic

3%

Organic growth

(0% Q2 2013)

- Strong performance in Denmark and Sweden
- Negative organic growth in Finland
- Relatively low level of demand for non-portfolio services

6.6%

Operating margin[1)]

(6.5% Q2 2013)

- Margin increase supported by strategic initiatives
- Strong performance especially in Sweden
- Supported by divestment of Nordic damage control

1) Operating profit before other items and corporate costs

Regional Performance Q2

Asia

8%

Organic growth

(15% Q2 2013)

- Strong double-digit growth in Indonesia
- High demand for non-portfolio services especially in India
- Partly offset by the macroeconomic slow-down in certain economies

7.0%

Operating margin[1)]

(7.4% Q2 2013)

- Decline mainly due to the divestment of the margin accretive pest control activities in India in 2014

Latin America

12%

Organic growth

(5% Q2 2013)

- Strong organic growth - highest since Q4 2011
- Improving trend for non-portfolio services

4.7%

Operating margin[1)]

(4.1% Q2 2013)

- Positive impact from shift towards more profitable contracts
- Operational efficiencies throughout the region – especially in Mexico
- Margin accretive contract wins in Q1 2014 in Chile

1) Operating profit before other items and corporate costs

Regional Performance Q2

Pacific

9%
Organic growth
(-3% Q2 2013)

- Highest organic growth since Q3 2010
- Impacted by significant wins and extensions in Q4 2013 and Q1 2014 especially within the remote site resource segment in Australia

4.1%
Operating margin[1)]
(4.4% Q2 2013)

- Decline due the divestment of the margin accretive pest control activities in 2013

North America

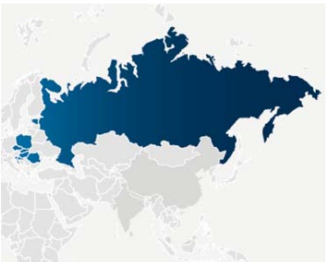
2%
Organic growth
(1% Q2 2013)

- Strong growth in the airport segment
- Growth in the demand for non-portfolio services

3.2%
Operating margin[1)]
(1.4% Q2 2013)

- Stronger operational management controls and exit from less profitable contracts
- Continuing transformation towards IFS and larger customers

Eastern Europe



-1%
Organic growth
(5% Q2 2013)

- Negatively impacted by lower volume in Slovenia, Slovakia and Poland
- Partly offset by strong organic growth in Russia

7.3%
Operating margin[1)]
(6.9% Q2 2013)

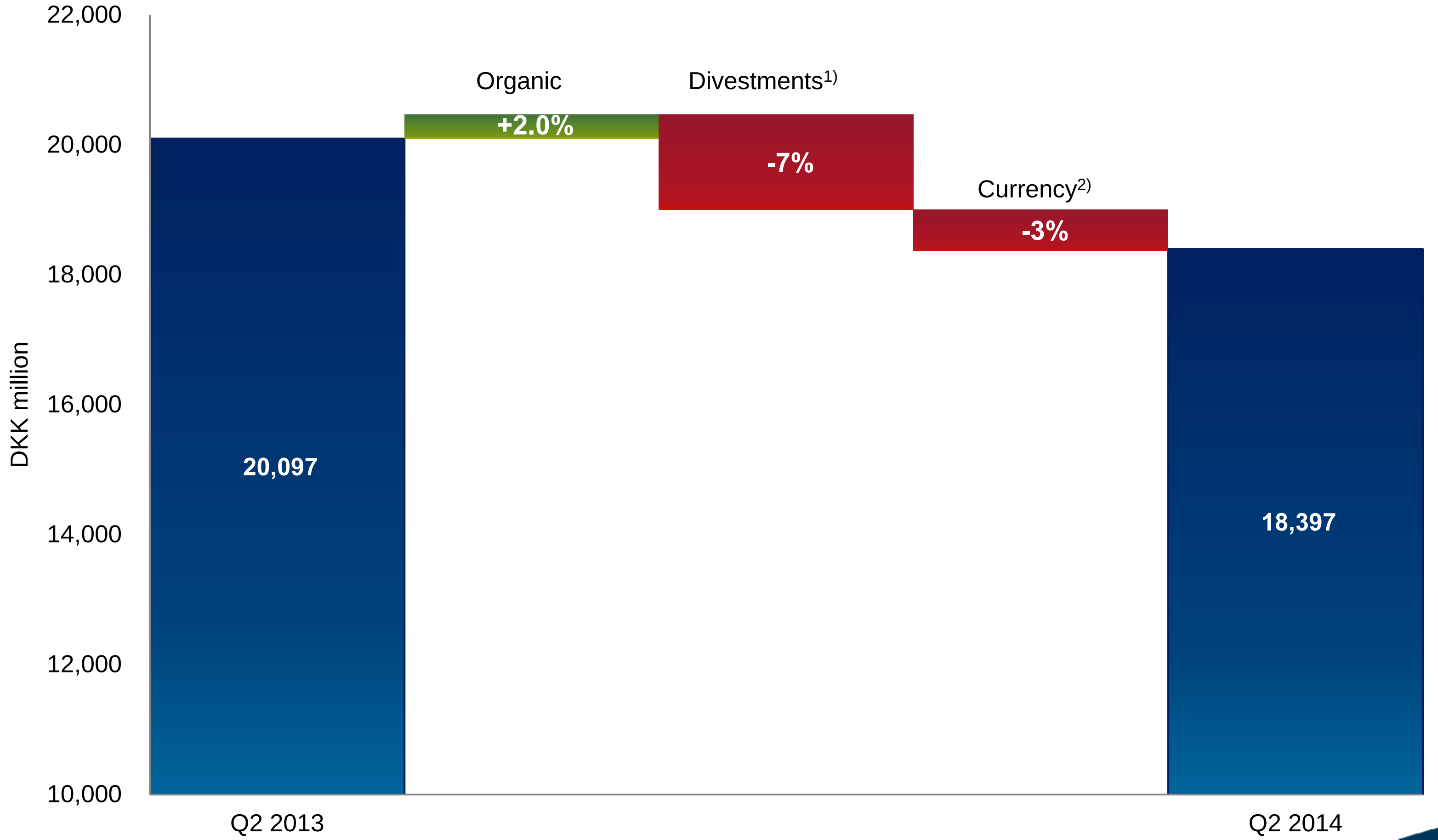
- Contract exits and cost savings in Poland and the Czech Republic
- Partly offset by impact from new legislation on social charges as well as contract start-up costs in Slovakia

1) Operating profit before other items and corporate costs

Financial Results

Revenue Bridge Q2

-8% revenue growth



1) Primarily Damage Control (Nordic), Landscaping (Norway), Landscaping (France), Pest Control (12 countries) and Commerial Security (Pacific)
2) Net negative currency effect due primarily to TRY, AUD and NOK

Operating Profit Q2[1)]

- Operating profit before other items declined 7% to DKK 956 million, negatively impacted both by divestments and currency effects
- Operating margin in line with expectations at 5.2% in Q2 2014 compared with 5.1% in Q2 2013
- Adjusted for the divestment of margin accretive pest control activities in May 2013, the operating margin improved 0.3 pp. from 4.9% in Q2 2013 to 5.2% in Q2 2014
- Strategic initiatives to improve profitability and competitiveness progressing according to plans and support margin progression

DKK million	Q2 2014	Q2 2013	Δ	H1 2014	H1 2013	Δ
Operating profit[1)]	956	1,028	*(72)*	*1,741*	*1,883*	*(142)*
Operating margin[1)]	*5.2%*	*5.1%*	*+ 0.1 pp.*	*4.8%*	*4.8%*	*0.0 pp.*
Operating margin[1)], adjusted for Pest	*5.2%*	*4.9%*	*+0.3 pp.*	*4.8%*	*4.6%*	*+0.2 pp.*

1) Operating profit before other items

Income Statement Q2

DKK million	Q2 2014	Q2 2013	Δ	YTD 2014	YTD 2013	Δ
Revenue	**18,397**	**20,097**	**(1,700)**	**36,648**	**39,642**	**(2,994)**
Operating expenses	(17,441)	(19,069)	*+1,628*	(34,907)	(37,759)	*+2,852*
Operating profit before other items	**956**	**1,028**	***(72)***	**1,741**	**1,883**	***(142)***
Other income and expenses, net	(29)	94	*(123)*	(133)	37	*(170)*
Operating profit	**927**	**1,122**	***(195)***	**1,608**	**1,920**	***(312)***
Share of result from associates	0	2	*(2)*	1	2	*(1)*
Financial income and expenses, net	(218)	(713)	*+495*	(776)	(1,157)	*+381*
Profit before tax and goodwill impairment and amortisation/impairment of brands and customer contracts	**709**	**411**	***+298***	**833**	**765**	***+68***
Income taxes	(223)	(245)	*+22*	(274)	(365)	*(91)*
Profit before goodwill impairment and amortisation/impairment of brands and customer contracts	**486**	**166**	***+320***	**559**	**400**	***+159***
Goodwill impairment	-	(25)	*+25*	-	(88)	*+88*
Amortisation and impairment of brands and customer contracts	(151)	(125)	*(26)*	(301)	(261)	*(40)*
Income tax effect	43	44	*(1)*	87	80	*+7*
Net profit/(loss) for the period	**378**	**60**	***+318***	**345**	**131**	***+214***
Adjusted earnings per share, DKK[2]	**2.6**	**1.2**	***+1.4***	**3.4**	**3.0**	***+0.4***

Mainly a result of DKK 67 million in restructurings, partially offset by DKK 37 million in gain on divestments

Reported	**DKK 218m**
Non-recurring [1]	DKK -25m
Adjusted	**DKK 193m**

Net interest expense	DKK 124m
Amort. financing fees	DKK 26m
Other	DKK 43m
Adjusted	**DKK 193m**

Effective tax rate	**33%**
Interest limitation & IPO cost	-3%
Underlying tax rate	**30%**

1) Interest expenses and amortisation of financing fees on Senior Subordinated Notes as well as the securitisation programme repaid in Q2 2014, gain on net FX as well as other non-recurring financial expenses

2) Calculated as 'Profit before goodwill impairment and amortisation/impairment of brands and customer contracts' / 'Average number of diluted shares'. Hence, the figure is not adjusted for 'Other income and expenses'

Cash Flow Q2

- Continued strong cash flow from operations is impacted by lower operating profit mainly due to divestments, changes in provisions and pensions, as well as restructuring cost
- Cash flow from investing activities covered mainly CAPEX with no material divestment proceeds received in Q2
- Cash flow from financing activities in Q2 was impacted by the repayment of Senior Subordinated Notes and the Securitisation programme in May 2014

DKK million	Q2 2014	Q2 2013	Δ	YTD 2014	YTD 2013	Δ
Operating profit before other items	956	1,028	*(72)*	1,741	1,883	*(142)*
Depreciation and amortisation	183	196	*(13)*	363	396	*(33)*
Changes in working capital	(67)	(45)	*(22)*	(1,428)	(1,264)	*(164)*
Changes in provisions, pensions and similar obligations	(73)	(20)	*(53)*	(115)	(39)	*(76)*
Other expenses paid	(90)	(119)	*+29*	(224)	(188)	*(36)*
Income taxes paid	(303)	(260)	*(43)*	(475)	(472)	*(3)*
Cash flow from operations	**606**	**780**	***(174)***	**(138)**	**316**	***(454)***
Cash flow from investing activities	**(170)**	**1,657**	***(1,827)***	**702**	**1,465**	***(763)***
Cash flow from financing activities	**(1,291)**	**(747)**	***(544)***	**(1,616)**	**(571)**	***(1,045)***
Total cash flow	**(855)**	**1,690**	***(2,545)***	**(1,052)**	**1,210**	***(2,262)***

Strategy Update

Leveraging five strategic areas to enhance profitability

1. Leadership	2. Customer segmentation	3. Organisational structure	4. IFS	5.Excellence
Promoting engagement Countries with both high employee satisfaction and customer satisfaction scores have higher margins	**Increasing transparency** Greater insight into our customer segments and their profitability	**Establishing optimal organisational structures** Material above unit cost reduction opportunity demonstrated	**Driving high growth IFS** IFS margin of 6-7% accretive to the Group margin	**Extracting cost benefits** 3-phase procurement project among others

2. Customer Segmentation and 3. Organisational Structure

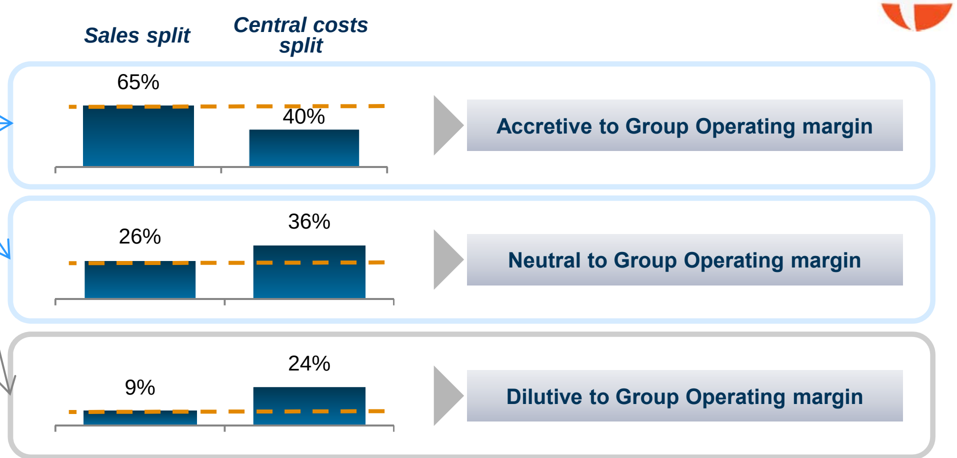
Breaking down our Group customer structure by customer size[1]

ISS Group

	Share of customers (by number)	Share of Group revenue
KA[2]	1%	55%
Large & Medium	4%	27%
Small	43%	12%
	48%	**94%**
Route based	52%	6%
	100%	**100%**

The Danish example

Split of sales of central costs by customer size



Results: ~95bps of realised cost savings from 2012 to 2013 in Denmark

Project Update

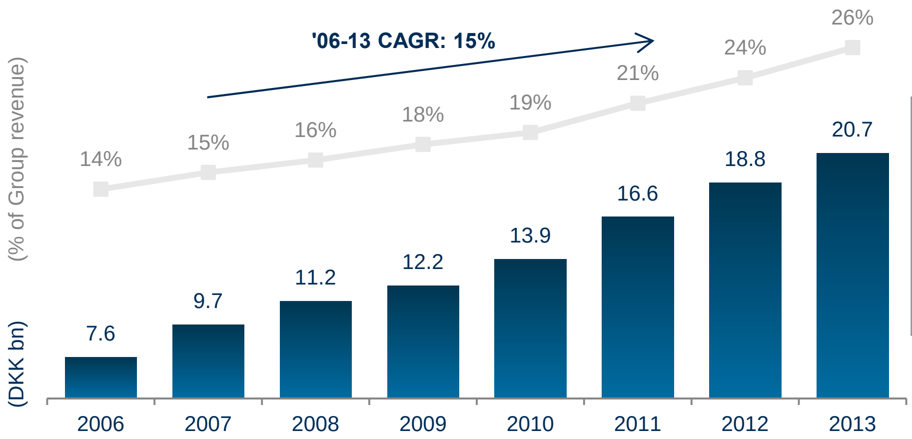
Project progressing according to plans with savings coming through

- Customer segmentation reviewed and organisational optimisation initiated in several countries
- Additional countries in Europe, Latin America and Pacific in the analysis phase, with implementation targeted for the beginning of 2015

1) ISS management estimates based on FY2013
2) Key Accounts

4. Integrated Facility Services (IFS)

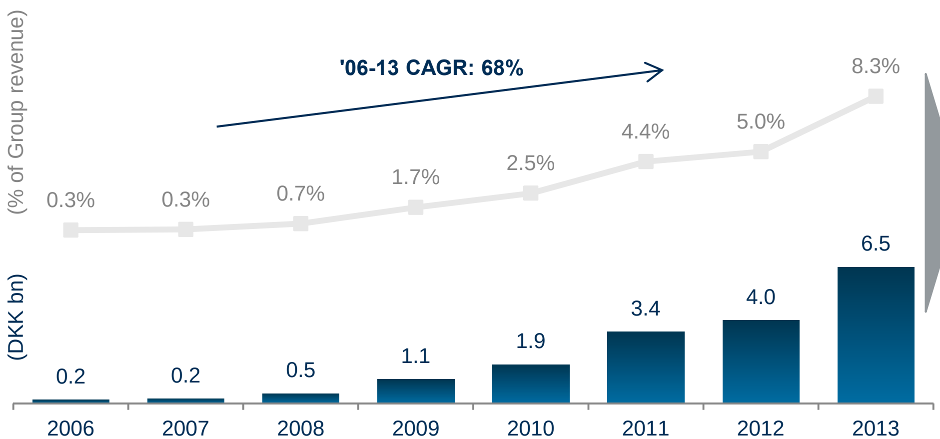
IFS revenue



H1 IFS update

- **IFS generated DKK 10.8bn (+4%) in revenue in H1 2014 (29% of Group)**
- Recent significant international contract wins included BASF, Swisscom and Credit Suisse
- Continued market shift towards IFS
- Above Group growth and margins

Global Corporate Clients revenue



H1 Global Corporate Clients update

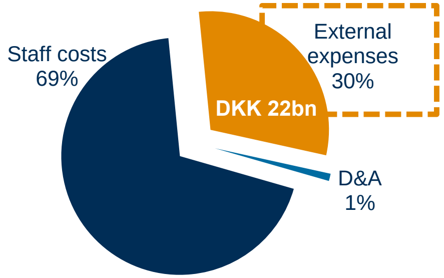
- **Global Corporate Clients generated DKK 3.2bn (+4%) in revenue in H1 2014 (8.7% of Group)**
- New contract with a large international food producer with the potential of covering several countries in Europe and Asia
- Expanded contract with one of our international bank clients to also cover significant operations in Latin America
- Extension of global contract with HP until the end of 2018
- Continued attractive pipeline

5. Excellence

Global Procurement

2013 Group cost structure

(DKK 74bn)



Overview

- **Procurement project through a three phase transformation programme implemented during 2014-2015**
- **BPO project launched in the Nordic region in Q2 2014**
- **While some costs savings will improve margins, some will be invested into the business in order to maintain and strengthen competitiveness**

Update on 'Excellence'

- **Procurement project progressing according to plans**
  - Total addressable procurement spend is ~DKK 17bn for Western Europe and Nordic countries
  - Phase 1 covering ~DKK 4bn in addressable spend completed by Q1 2014 with expected savings of DKK 200-250 million to be realised during 2014-2016
  - Phase 2 covering another ~DKK 4bn in addressable spend is being launch and target additional savings of DKK 150-200 million
- **Business Process Outsourcing project launched**
  - BPO project covering certain Finance & Accounting (F&A) processes launched in the Nordic region targeting improved financial processes and cost savings

Outlook

Outlook 2014

Organic growth

We expect organic revenue growth in 2014 to be around the level realised for the first six months of 2014 (H1 2014: 2.4%). Improvements in foreign exchange rates have reduced the expected negative impact on revenue growth in 2014 from approximately 3 percentage points to 1-2 percentage points[1)]. Divestments and acquisitions completed in 2013 and divestments completed in 2014 are expected to negatively impact revenue growth in 2014 by approximately 6 percentage points[2)]. We expect total revenue growth in 2014 to be negative by approximately 5%.

Operating margin

Operating margin in 2014 is expected to be above the 5.5% realised in 2013

Cash Conversion

Cash Conversion is expected to be above 90%

1) Calculated revenue for 2014 at exchange rates at 31 July 2014, less the same revenue calculated at the average exchange rates for the financial year 2013, relative to revenue realised in 2013 less estimated revenue from divestments completed in 2013 and 2014.

2) The outlook includes only divestments completed as of and including 31 July 2014, comprising the landscaping activities in France, the pest control activities in India, the security activities in Germany and Israel, the property service activities in Belgium, the commercial security activities in Australia and New Zealand, the personnel and hardware service activities in Germany, certain service activities related to asylum centres in Norway and the aviation activities in Finland. Expectations for the year ending 31 December 2014 exclude the divestment of the Nordic temporary labour and staffing activities, which had revenue of approximately DKK 0.8 billion in 2013 and is expected to be completed by the end of September 2014.

Q&A

Appendix

Policies

Dividend	Proposed dividend pay-out ratio of approximately 50%[1)] to evolve based on Group performance and strategic priorities. Dividend payments will commence in 2015 based on 2014 performance
Capital Structure	Clear financial objective to maintain Investment Grade rating by targeting a financial leverage below 2.5x Pro Forma[2)] Adjusted EBITDA
Divestments/ Acquisitions	We continue to review our existing business for potential divestments of non-core activities and likewise consider a limited number of competence enhancing acquisitions subject to tight strategic and financial filters

1) Profit before goodwill impairment and amortisation/impairment of brands and customer contracts
2) EBITDA pro forma adjusted for acquired and divested activities