ISS INVESTOR PRESENTATION

Q3 2021 Trading Update

4 November 2021

PEOPLE MAKE PLACES

Jacob Aarup-Andersen
Group CEO

Agenda

1 Summary

2 Strategic update

3 Market and Business

4 Financials

5 Outlook

6 Q&A

Executive Summary
- Fundamental business improvements leading to upgraded outlook

OneISS

New operating model continue to build

-

Solid progress on the divestment programme

Covid-19

The pace of return-to-office varies significantly from country to country

-

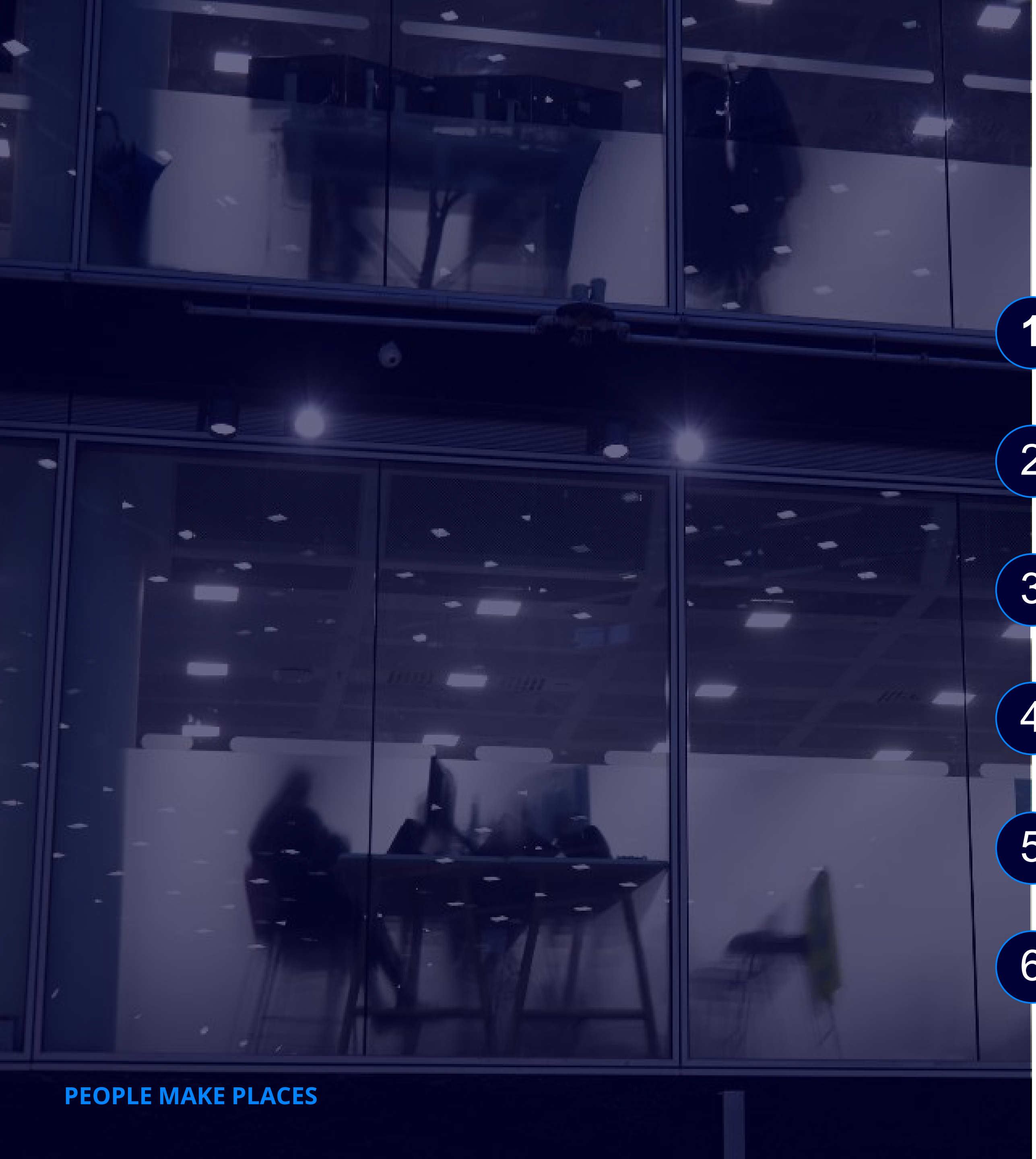
Covid-19 related restructuring supports profitability development

Financials

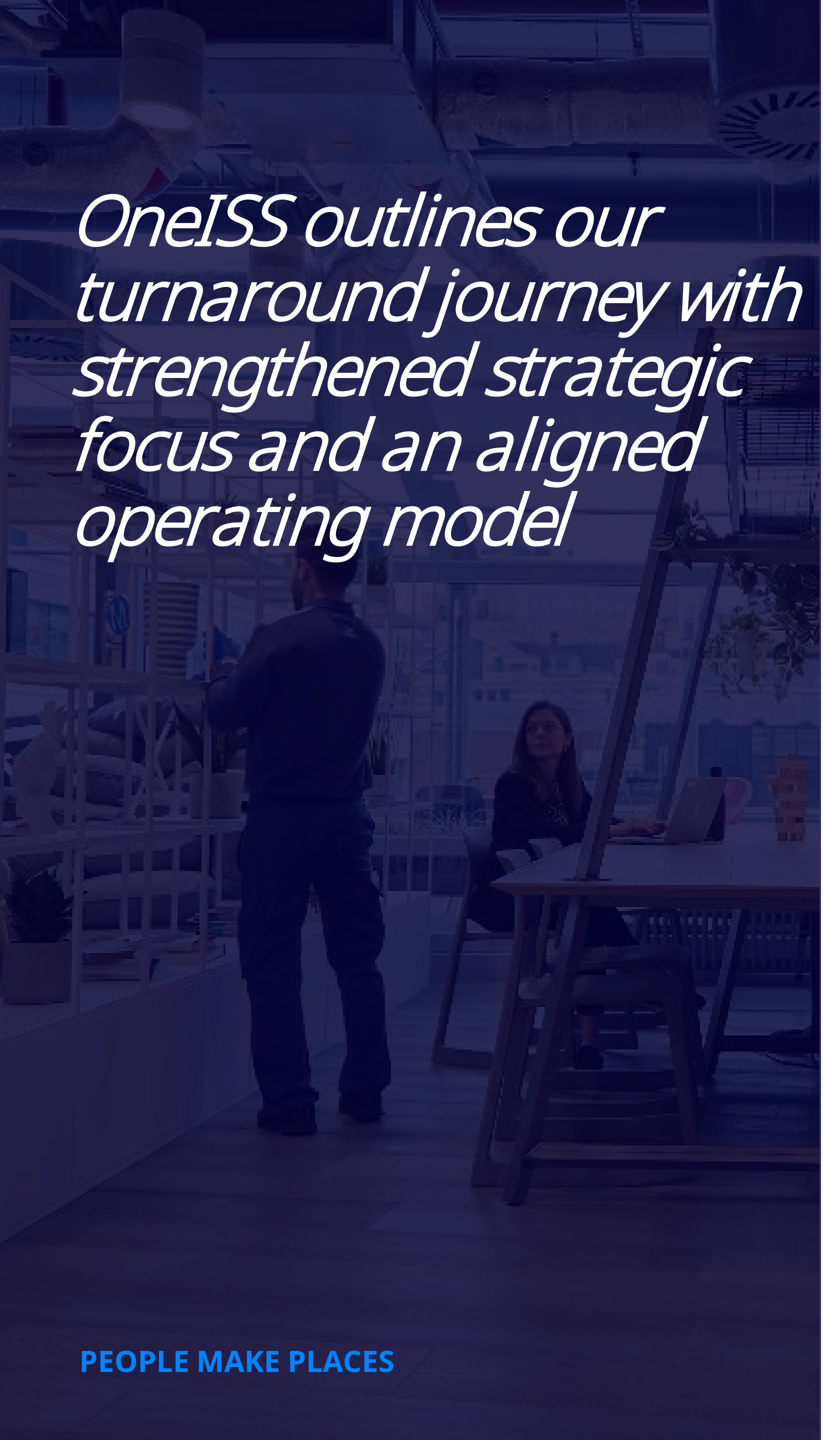
Financial recovery on track

-

Upgraded outlook for Operating margin and Free cash flow



PEOPLE MAKE PLACES



OneISS outlines our turnaround journey with strengthened strategic focus and an aligned operating model

PEOPLE MAKE PLACES

OneISS strategy update
- The global operating model continues to build

Embedding the new operating model across the Group

- The OneISS operating model continues to become more streamlined and standardised with strengthened global capabilities significantly enhancing local execution.
- As part of the newly established Operations Performance function, ISS has rolled out the first benchmarking tool for enhanced productivity of daily office cleaning in selected countries and contracts.

Turnaround of underperforming contracts and countries

- The UK continued to develop favourably with financial performance ahead of plan.
- Restructuring initiatives are gradually improving profitability in France, however, financial results are impacted by continued reduced volumes.
- The Deutsche Telekom contract is following the recovery plan with further improvement initiatives still to be executed.

Divestment programme

- Proceeds of approximately DKK 1.4 billion are signed or completed corresponding to approx. 70% of the total targeted proceeds of the divestment programme
- 13 out of 18 countries divested including Slovenia and the Philippines since H1 results.

Status on divestment programme
- Solid progress with 70% of expected proceeds signed or completed

Status on countries (Discontinued operations)

13 out of 18 countries signed or completed

- Divestment of Slovenia and the Philippines completed since the H1 results
- The five remaining countries are Brunei, Chile, Portugal, Russia and Taiwan

Status on business units (Continuing operations)

Approx. 50% of DKK 4 billion revenue[1)] signed or completed

- Divestments of two single service business units have been signed in Q3 2021. For the largest, completion is subject to several conditions being met
- Annual revenue of the two business units amount to approximately DKK 1.7 billion

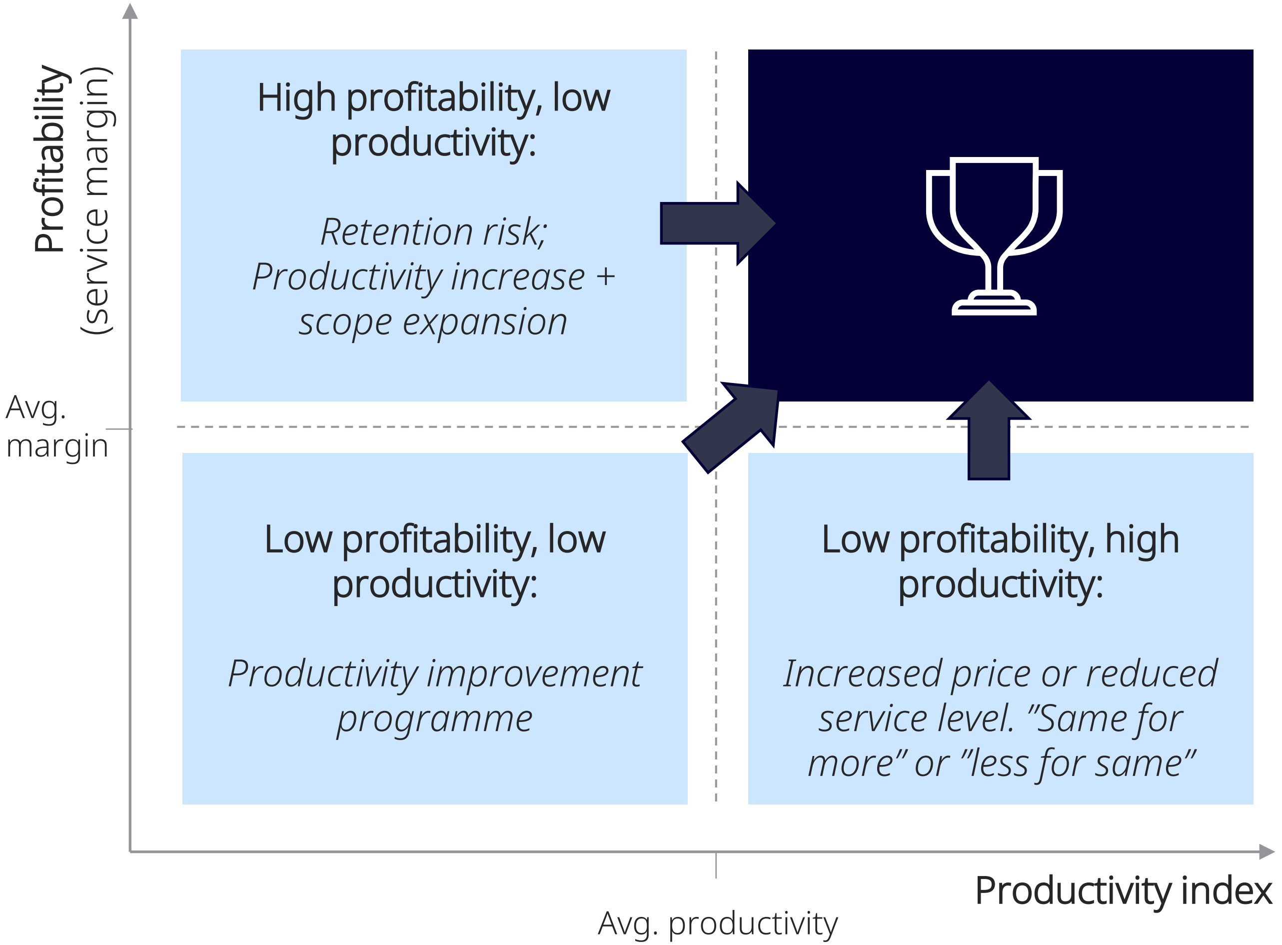
Net proceeds target for 2021 and 2022

Approx. DKK 2 billion in total

- Net proceeds from divestments signed or completed now amount to approximately DKK 1.4 billion (70% of programme target)
- Valuation and proceeds from divestments are in line with expectations

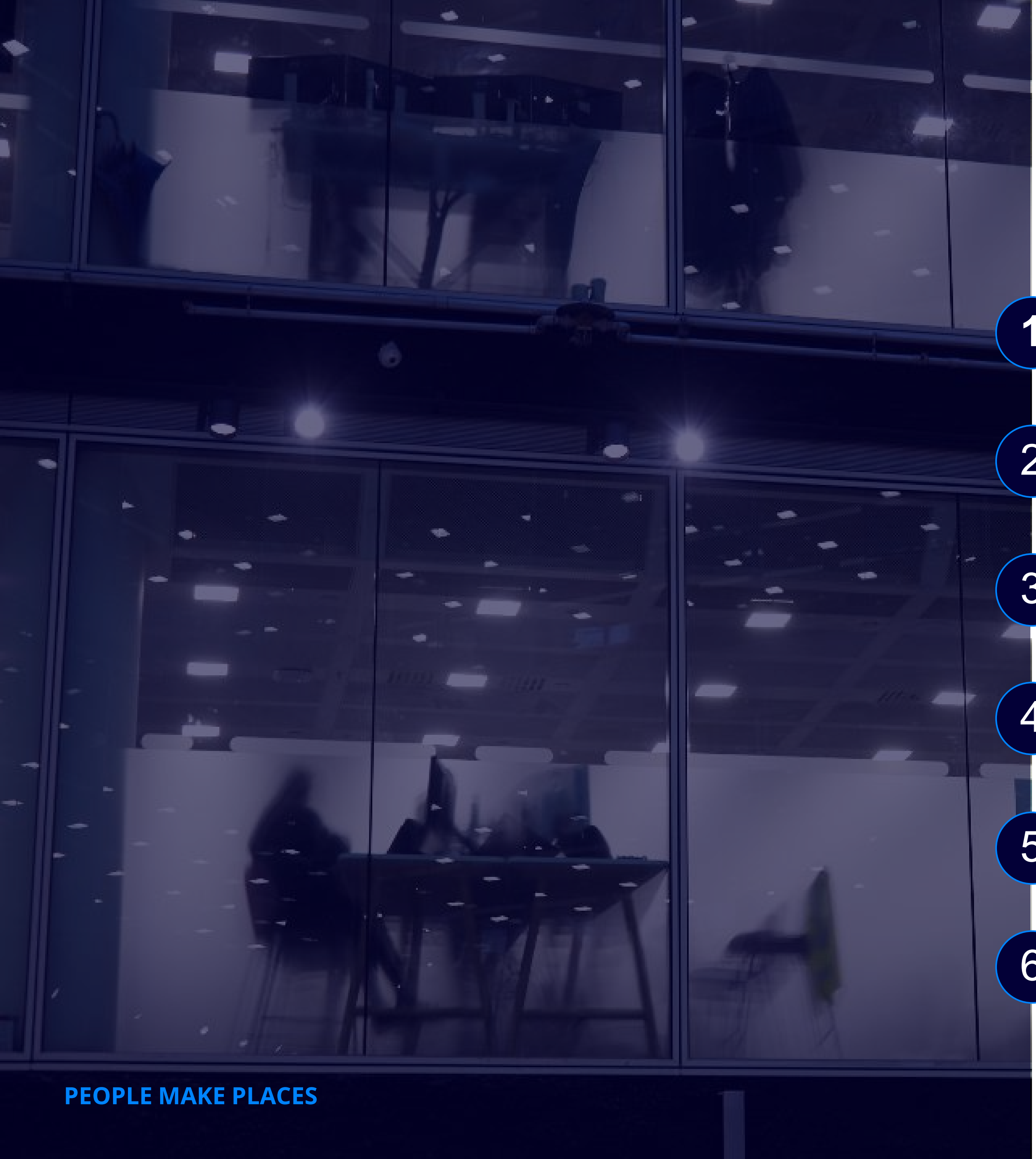
(1) Total Business Unit revenue to be divested amounted to approx. DKK 4 billion in 2020

OneISS key initiative: Daily office cleaning productivity - Benchmarking tool implementation started in 6 key countries



Key comments

- The Operations Performance function - established as part of the OneISS strategy - has formalised a methodology to identify improvement potential based on profitability and productivity for daily office cleaning.
- Initial testing across 6 countries indicates large variations in terms of cleaning efficiency (e.g. resources needed to clean the same number of square meters).
- Cleaning represents 49% of Group revenue and the majority of the costs relates to front-line workers' wages.
- The benchmarking tool is going to be rolled out to all countries during 2021 and 2022.

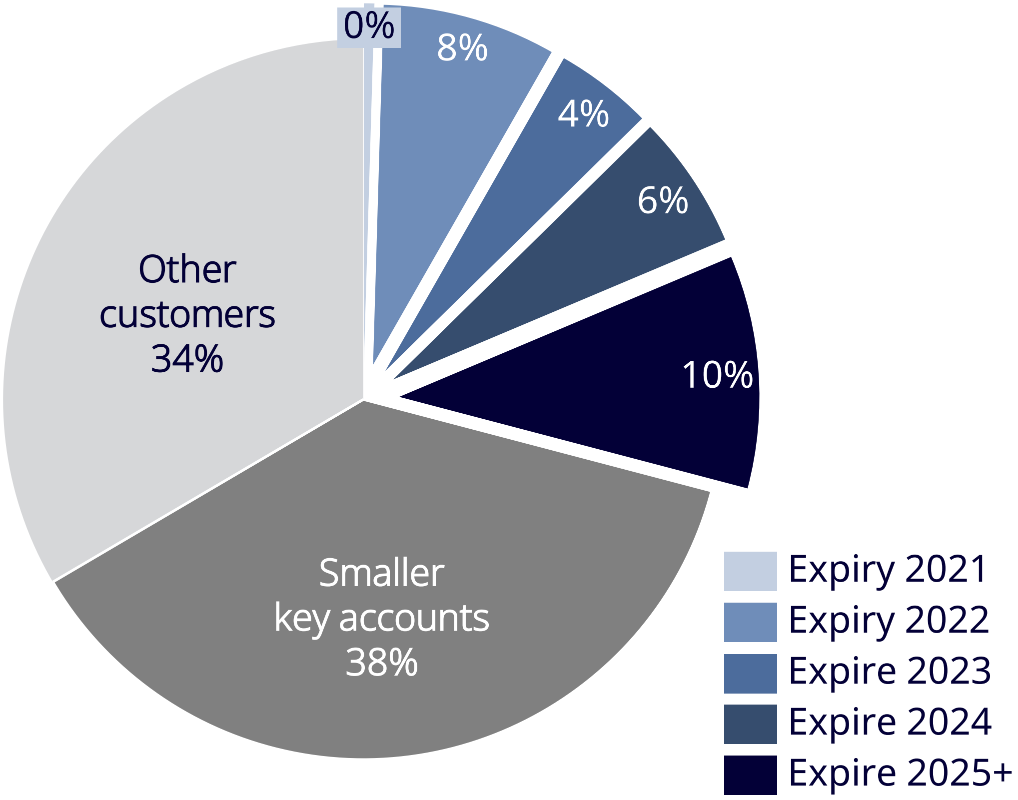


Agenda

1. Summary
2. Strategic update
3. **Market and Business**
4. Financials
5. Outlook
6. Q&A

Key commercial development
- Significant contract extensions since H1 report

Large key accounts[1] contract maturity profile



Major contract development since H1 results[2)]

Extensions

- International technology company, US (extension of approx. DKK 550 million)
- Industry and Manufacturing customer, global key account (extension of approx. DKK 350 million)
- Airport customer, Australia (extension of approx. DKK 100 million, expansion of approx. DKK 25 million)

Exits

- Transportation customer, Australia (approx. DKK 100 million)

1) Chart is based on all global key accounts and key accounts generating revenue above DKK 200 million annually

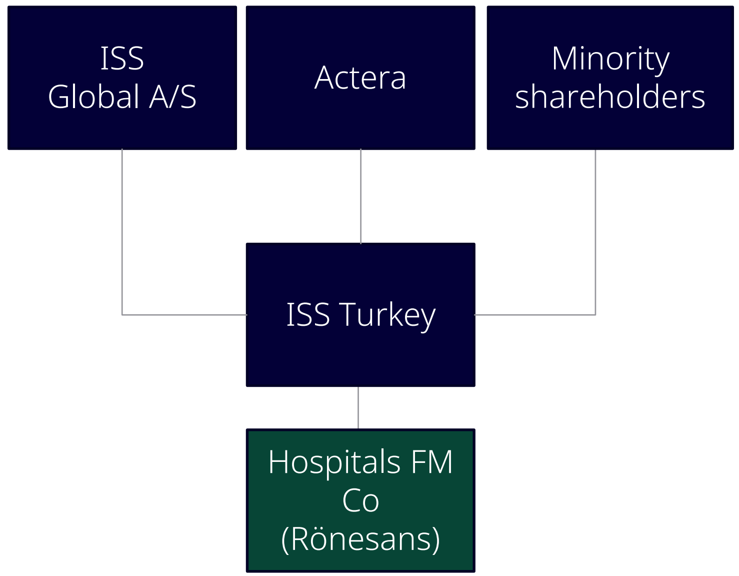
2) Contracts above DKK 100 million

Strengthening of leadership position in the healthcare segment in Turkey

Key facts

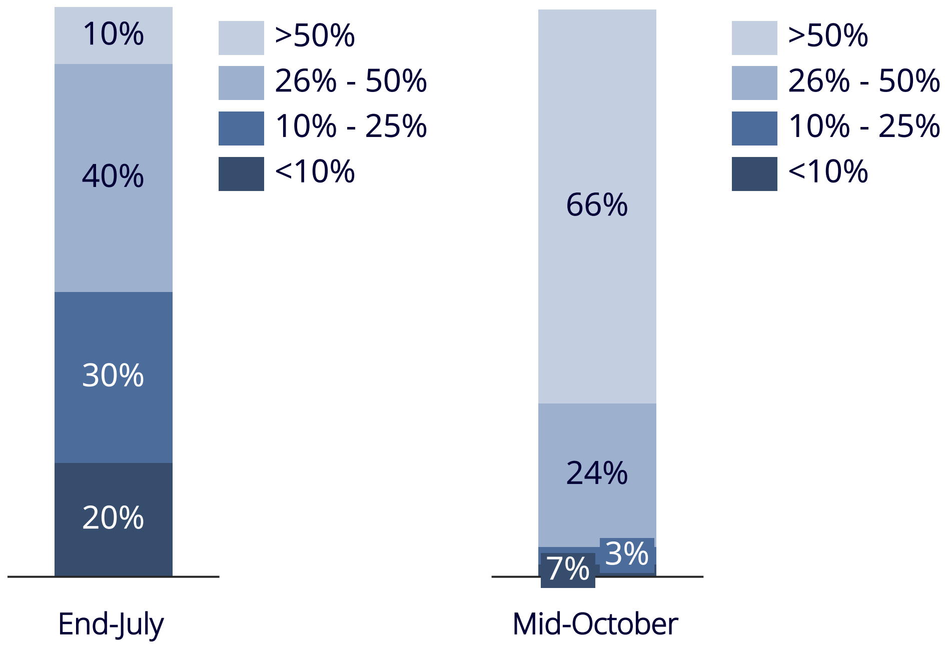
- ISS has acquired Rönesans Facility Management Company in Turkey and will consequently provide FM services at four large and newly built hospitals in Turkey.
- As part of the transaction, ISS is partnering with leading Turkish Private Equity company, Actera, to ensure a strong local anchoring and support the growth journey. Actera has taken a 40% ownership of ISS Turkey.
- With the transactions, ISS is reshaping its Turkey business and growing within a prioritised industry and customer segment, while slightly supporting Group margins and keeping financial leverage unchanged.

Ownership structure post transactions



ISS Pulse survey under Operations Performance
- Latest ISS Pulse indicates a gradually increasing return-to-office

What percentage of employees are you planning to allow into office in the next two weeks?



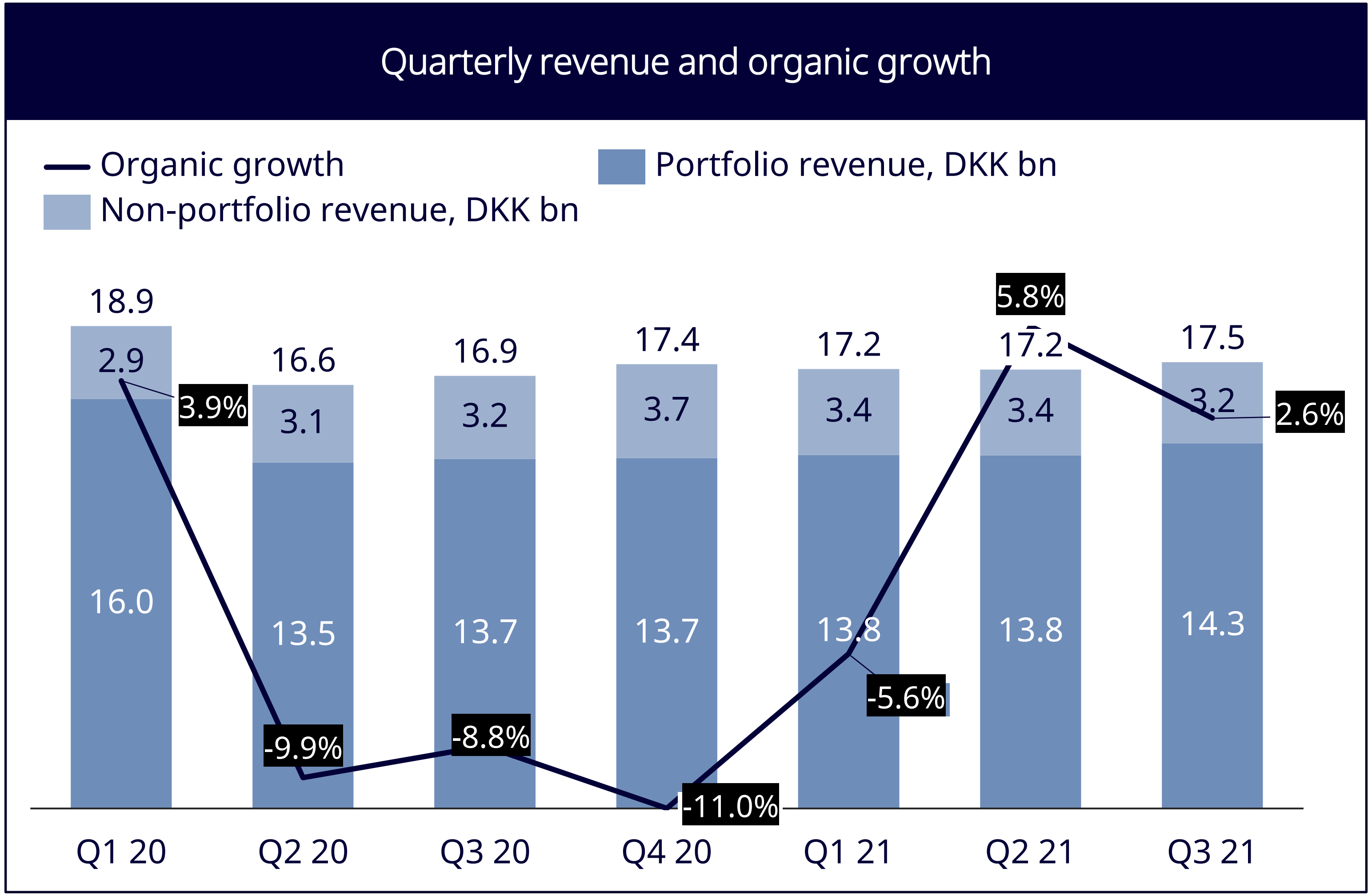
Comments

- The ISS Pulse survey shows a clear trend that costumers are allowing an increased share of employees back in the office.
- While being allowed to return to office, employees are only returning gradually over some time.
- To encourage the return, companies increasingly focus on creating attractive workplace communities which also include a sense of belonging for their employees.

Kasper Fangel
Group CFO

Agenda

Q3 2021 organic growth of 2.6%
- Portfolio revenue starting to recover



Key comments Q3 2021

- Revenue increased to DKK 17.5 billion driven by improved portfolio revenue as employees increasingly return to office, particularly in September
- Organic growth of 2.6% in Q3 reflects a tougher comparison base compared to Q2
- Q3 2021 revenue is organically at index 94 versus Q3 2019 (pre Covid-19 level)
- Smaller decline in above-base revenue compared to Q2 2021 driven by reduced ad-hoc Covid-19 related services

Regional organic growth Q3 2021
- All regions delivering positive organic growth

Continental Europe
(39% of Group)

2%

(Q1 2021: -2%, Q2 2021: 13%)

- Growth driven by initial recovery in portfolio revenue and continued demand for above-base services.
- Most countries delivered positive growth, but development is diverse due to different return-to-office approaches on both country and costumer levels.

Northern Europe
(33% of Group)

3%

(Q1 2021: -4%, Q2 2021: 3%)

- Solid development driven by portfolio revenue benefitting from gradual re-openings and return to office especially in Norway and the UK (mainly in September).

APAC
(18% of Group)

1%

(Q1 2021: -2%, Q2 2021: 0%)

- Continued strong development in the largest country, Australia, with new sales supporting both portfolio revenue and above-base services.
- Covid-restrictions continue to impact activities, particularly in India and Indonesia.

Americas
(9% of Group)

8%

(Q1 2021: -30%, Q2 2021: -1%)

- Strong growth from ramp up of the new Manufacturing customer and within key accounts portfolio revenue.
- Food services are recovering and generating positive growth and healthy margins, despite delay of a broader return-to-office.

Note: Other countries represent 1% of Group revenue

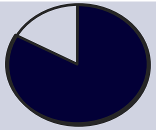
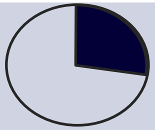
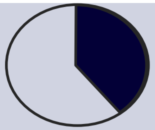
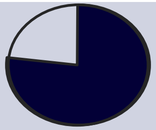
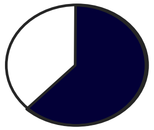
Q3 2021 versus Q3 2019 (pre-Covid-19)
- Organic revenue at Index 94 to 2019 with diverse impact on Service lines and Industries

	Industries				
	Specialised	Production-based	Office-based	Other	
Service lines	Healthcare, Public adm., Energy	Pharma, Industry & Manufacturing and F&B	Business services & IT	Retail, Hotels, Leisure & Transportation	Index vs. 2019* (Share of revenue)
Cleaning	+	–	–	÷	100 (49%)
Food services	–	÷	÷	÷	67 (11%)
Technical, workplace & others	+	–	÷	÷	96 (40%)
Index vs. 2019* (Share of revenue)	114 (32%)	93 (21%)	86 (33%)	80 (15%)	94 (100%)

**Organic development (adjusted for M&A and FX). Share of revenue is based on Q3 2021*
***Organic growth estimation is based on uniform impact from divestments and foreign exchange across service lines and industries*

Margin recovery journey towards turnaround target
- Strong financial results from C-19 restructuring and recovery in the UK

CONCEPTUAL AND INDICATIVE

Margin recovery drivers	Key Development Q3 2021	Contribution to Group Margin Target (By end of 2022 vs. 0.5%[1] in 2020)	Financial progress (end of Q3 2021)
UK recovery	• Solid momentum on financial recovery plan • Further streamlining of the business is ongoing • Commercial team in place to win new business	+100bp (Recover to low single-digit margins)	
France recovery	• Cost saving plan on track in line with plan • Volumes continue to be at reduced level for Key Accounts in the Transportation and Aviation industry	+40bp (Recover to low single-digit margins)	
Underperforming contracts	• Deutsche Telekom restructuring on track • Agreement in place to exit the contract with Danish Defence	+100bp (Based on break-even)	
COVID-19 restructuring and revenue recovery	• Food services restructuring and contract trimming completed • Further revenue recovery to be supported by return-to-office in the US	+130bp (Recover ~60% of lost revenue and payback of restructuring)	
Rest of business and new operating model	• Accelerated investments in group functions and capabilities • Savings program initiated and gradually ramping up	Above -20bp (Ongoing restructuring costs, investments, savings and other effects)	
Turnaround target and estimated progress		= Above 4%	

1) Before restructuring and one-offs of DKK 3.5bn in 2020

Kasper Fangel
Group CFO

Agenda

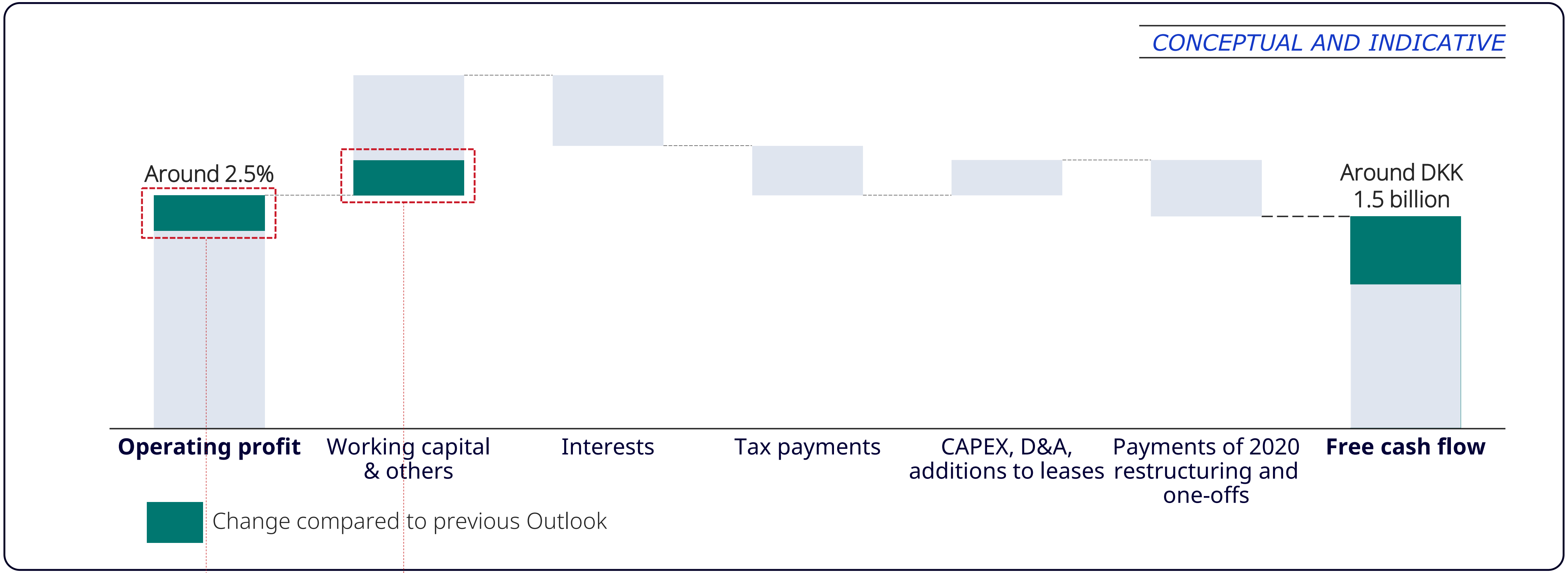
Upgraded 2021 Outlook
- Driven by fundamental business improvements

Confirmed	Upgraded	
Organic Growth	**Operating Margin[1)]**	**Free cash flow**
Positive (Unchanged)	Around 2.5% (Before: 'Above 2%')	Around DKK 1.5 billion (Before: 'Above 1 billion')
• Increased portfolio revenue in Q3 which is expected to continue in Q4. • Above-base revenue is inherently subject to high uncertainty due to the continued impact of Covid-19. • Organic growth in the first nine months of 2021 was 0.7%.	Upgrade is driven by: 1. Continued progress on the underperforming contracts and countries, particularly the UK. 2. Continued strong results of Covid-19 restructuring efforts, which is particularly visible in the performance of the US food business. • H1 margin was 1.5%.	Upgrade is driven by: 1. Upgrade of the Operating margin. 2. Continued positive development of working capital. • Free cash flow was DKK 1.6 billion in H1 2021.

(1) *Operating profit margin before other income and expenses*

Free cash flow outlook

Building blocks for 2021 Free cash flow outlook



Upgraded margin outlook impacts Free cash flow

Additional cash flow expected from working capital, partly due to underlying improvements and partly due to timing (lower than expected outflow in H2)

Turnaround targets confirmed
- Recovery on track

Operating margin[1)] above 4% when entering 2023

Around DKK 1.5 billion Free cash flow in 2021 and continued solid positive Free cash flow in 2022

Deleveraging to below 3x by end 2022

1) Before other income and expenses, net

Q3 2021 TRADING UPDATE

Q&A

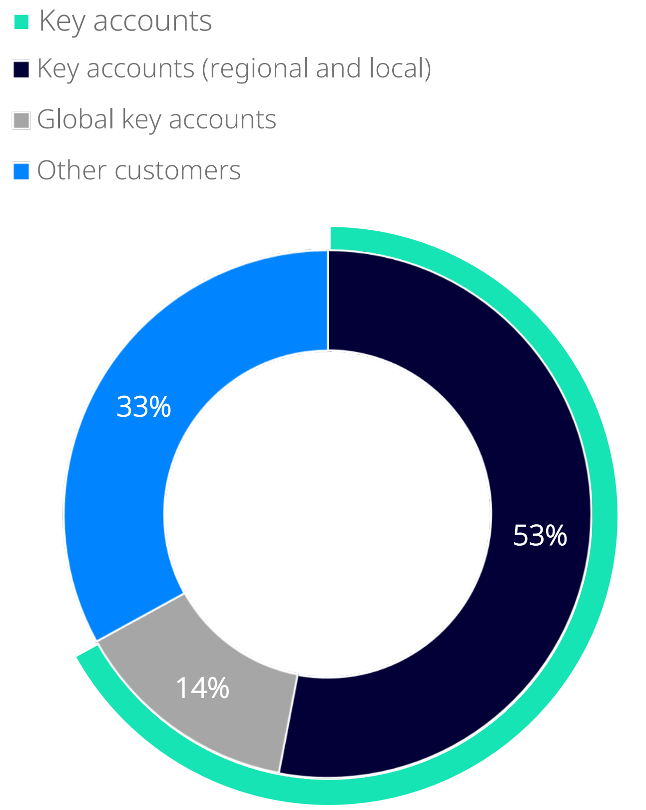
INVESTOR PRESENTATION

Appendix

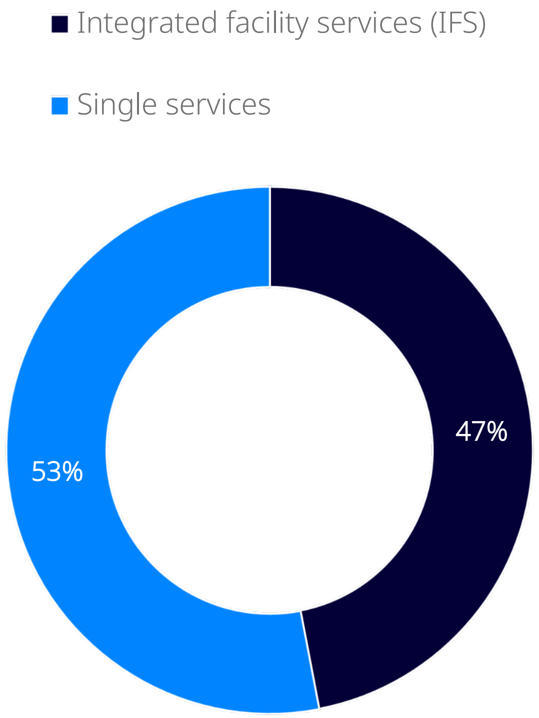
PEOPLE MAKE PLACES

Revenue split based on FY2020 (1/2)

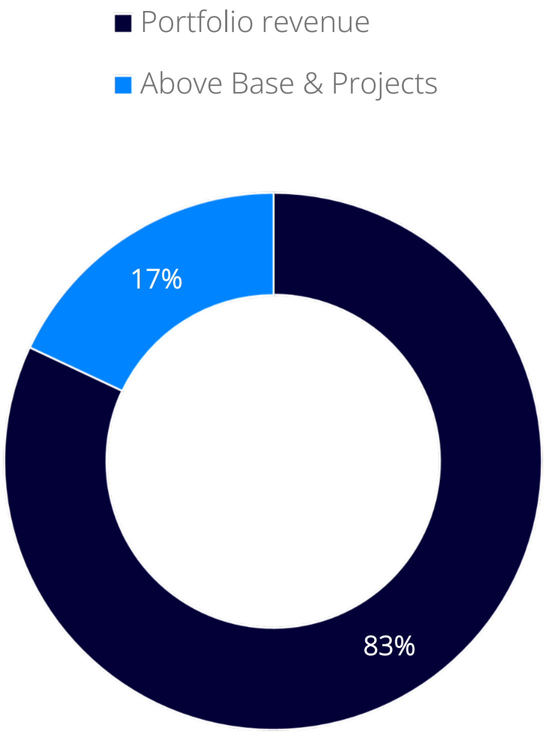
Customer type



Delivery type

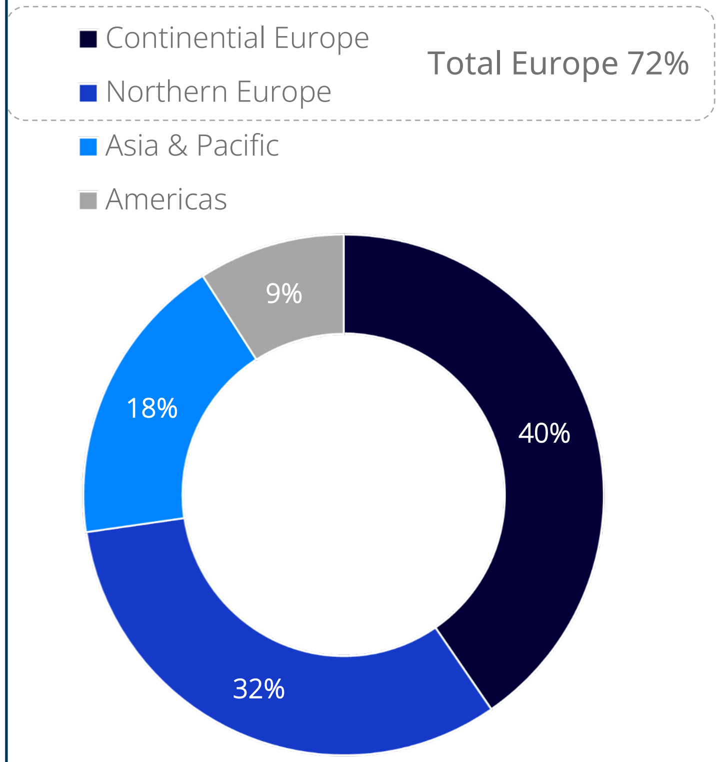


Revenue type

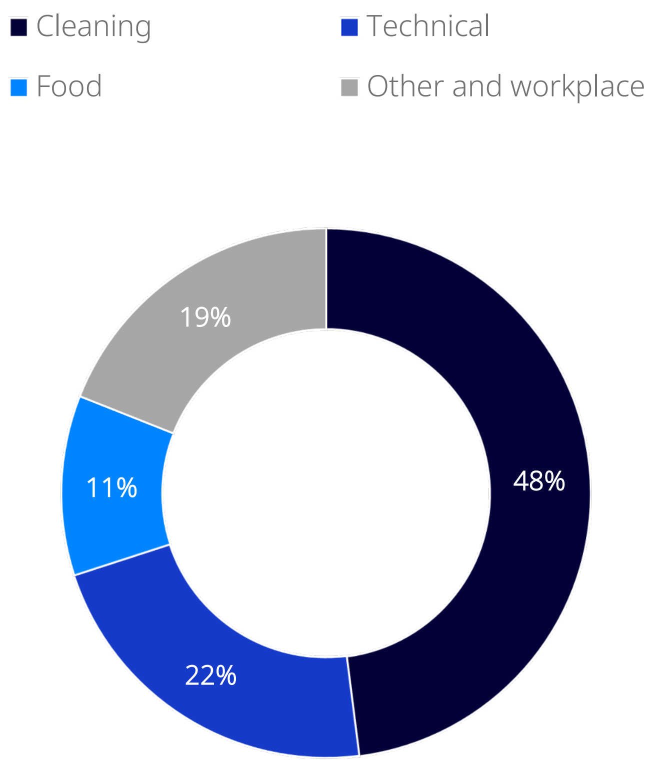


Revenue split based on FY2020 (2/2)

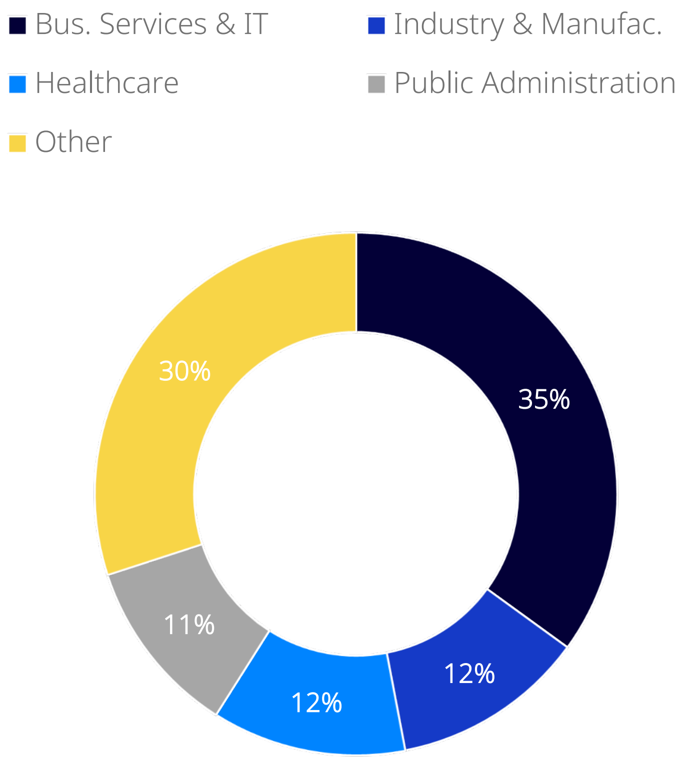
Geography[1)]



Service lines



Customer segments



1) Revenue related to other countries amounted to 1%

Forward-looking statements

This presentation contains forward-looking statements, including, but not limited to, the statements and expectations contained in the “Outlook” section of this presentation. 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 2020 of ISS A/S and other information made available by ISS.

As a result, you should not rely on these forward-looking statements. ISS undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except to the extent required by law.

The Annual Report 2020 of ISS A/S is available at the Group’s website, www.issworld.com.