



ISS A/S at a glance

- One of the world's largest facility services providers with approx. 500,000 employees in 74 countries
- Stated ambition to become the world's greatest service organisation
- Provides customers with a broad range of services, including cleaning, property, catering, support, security, facility management and integrated facility services
- Business model based on creating value for customers by taking over their non-core activities and allowing them to focus on what they do best
- Founded in Copenhagen in 1901

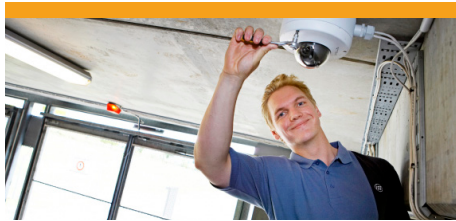


Our Services

Our focus is on understanding our customers' needs and providing the full range of facility services required to meet them. In order to deliver on this proposition, ISS has developed from primarily being a cleaning provider to becoming a company offering the full range of services, including integrated facility services (IFS). This is illustrated by our increasing volume of non-cleaning services, which now makes up half of our business.



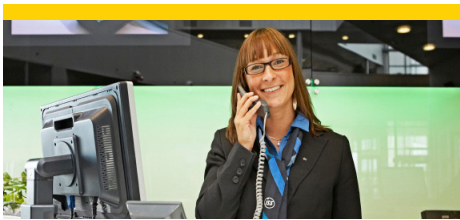
Cleaning services (50%)



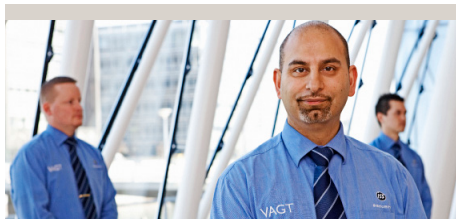
Property services (20%)



Catering services (13%)



Support services (7%)



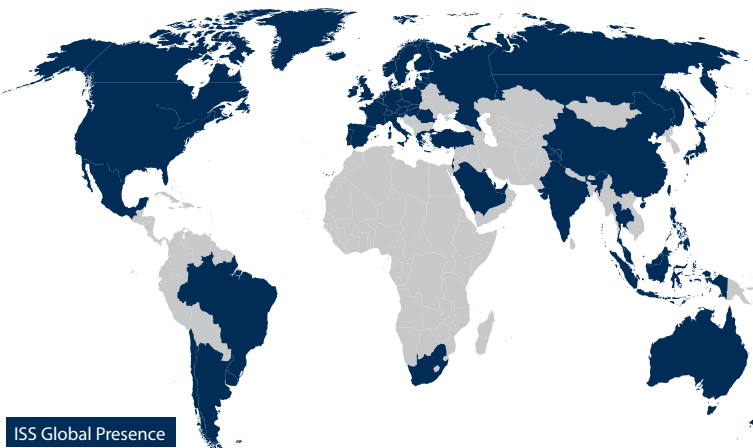
Security services (7%)



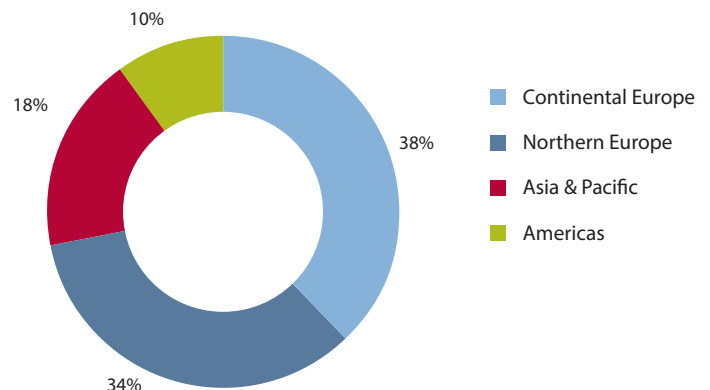
Facility Management services (3%)

Genuine International Reach

- Approx. 500,000 employees worldwide
- Public and private sector customers in 74 countries, across Europe, Asia, North America, South America and Pacific
- Uniquely positioned to meet growing demand from multinational corporations for the delivery of IFS across borders
- A notably strong position in emerging markets: Emerging markets represent 58% of employees and 25% of revenue. In particular Asia has reported high growth rates for many consecutive years
- Aim to provide a consistent service delivery globally across sites, countries and regions while meeting customer demands for flexibility



ISS Global Presence



Revenue breakdown, full-year 2016

Outsourced part of global facility services market worth approx. USD 1 trillion ...

... expected to grow by 9% per year until 2018

Source: ISS estimates based on third party sources



Large and diversified portfolio of B2B customers across the globe, industry segments and customer sizes



Portfolio business (~80% of group revenue) – high level of recurring revenues



The key market trends are going our way

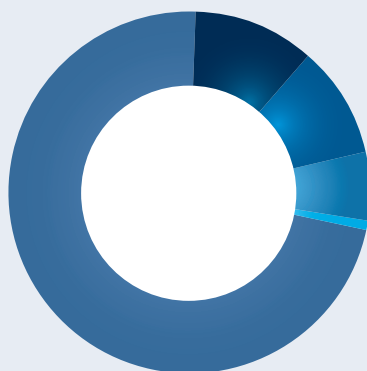
- High growth in emerging markets
- Shift towards the use of IFS contracts
- Increase in central procurement by corporates



In response to customer needs, ISS has expanded its offering and developed a full range of services, including our IFS concept. This provides customers a single point of contact and the benefit of having only one company delivering all facility services

- 50+ million m2 of space where ISS supplies Integrated Facility Services (IFS)
- 1.2 million meals prepared per day globally, enough to invite the entire population of Brussels for dinner
- For every 15,175 people in the world there is one ISS employee

Ownership



- Artisan Partners Limited Partnership, **11%**
- KIRKBI Invest A/S, **10%**
- Ontario Teachers' Pension Plan Board, **6%**
- Management and Company, **1%**
- Other, **72%**

ISS shares are listed on Nasdaq OMX Copenhagen

ISS bonds are listed on the Luxembourg Stock Exchange

Headline Financial Information

	Revenue DKK bn	Organic growth %	Operating profit before other items DKK bn	Operating margin %	Number of employees
2016	79.2	3.4	4.6	5.8	494,233
2015	79.6	4.4	4.5	5.7	504,816
2014	74.1	2.5	4.2	5.6	510,968
2013	78.5	4.3	4.3	5.5	533,544
2012	79.5	1.7	4.4	5.6	534,200
2011	77.6	6.3	4.4	5.7	534,500
2010	74.1	3.5	4.3	5.8	522,700
2009	69.0	0.6	3.9	5.7	485,800
2008	68.8	5.9	4.1	5.9	472,800
2007	63.9	6.0	3.9	6.0	438,100