

A WORLD OF SERVICE

Investor Presentation Q3 2011 Results

9 November 2011



Forward-looking statements

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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 2010 of ISS A/S and other information made available by ISS.

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The Annual Report 2010 of ISS A/S is available from the Group’s website, www.issworld.com.

Agenda

- Senior appointment
- Business update and key events
- Financials
- Capital structure
- Q&A

Senior appointment

- Jakob Stausholm, Group CFO, has decided to leave ISS.
- Henrik Andersen, CEO of ISS UK, has been appointed new Group Chief Financial Officer and will also become a member of the Executive Group Management Board of ISS A/S. He will join immediately and officially take over his new responsibilities from Jakob Stausholm on 1 December.
- Henrik Andersen has a strong 11 year history with ISS and was appointed Group Treasurer and member of Group Management in 2003, then promoted to a key role as International Business Director in 2004 for Finland, Russia, Baltics and the UK. He joined ISS UK as CFO in 2005 and has held the role of Chief Executive Officer of ISS UK since 2009.
- Henrik Andersen holds two Masters Degrees, one in International Trade and Finance as well as a Master of Law from Aarhus University.





Business update and key events

Key features of ISS

Global leader with unique service offering

Positioned to capture high growth opportunities

**Margin upside through operational efficiencies,
business mix and recovery**

Resilient business model

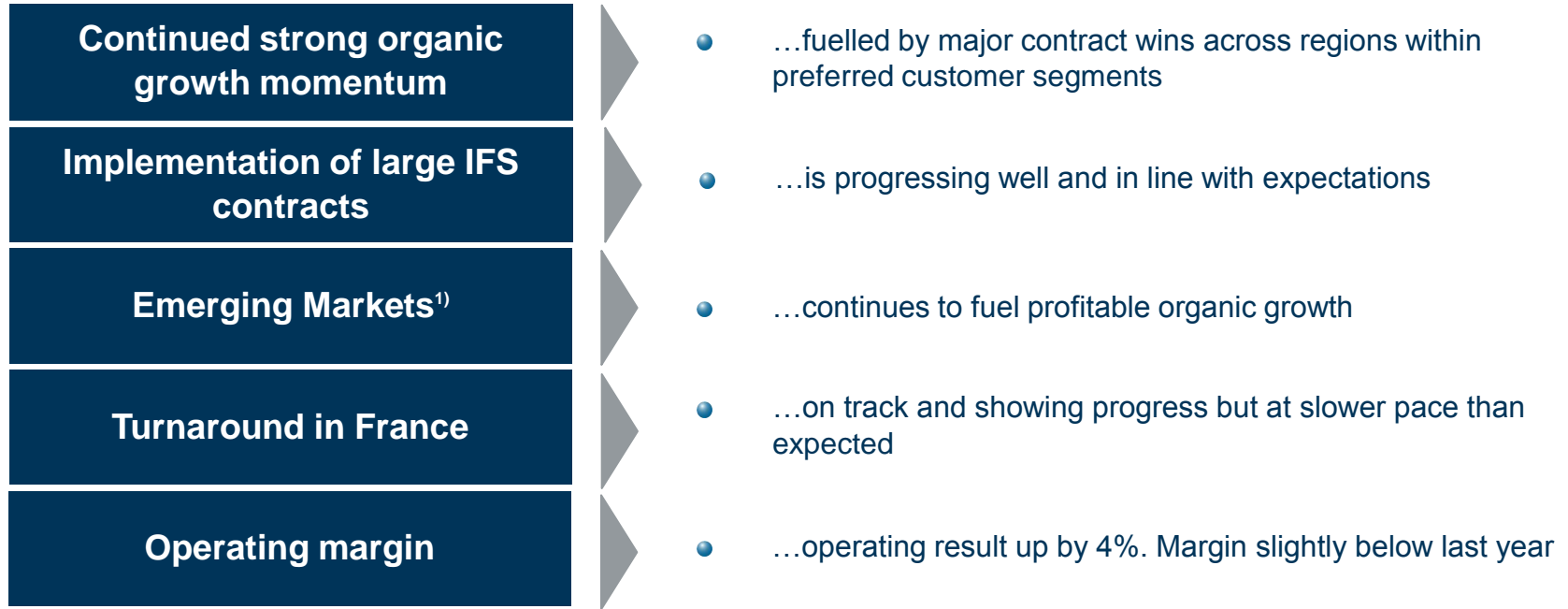
**Robust cash generation and low capital
requirements**

**Experienced management team with solid track-
record and in-depth sector expertise**

**Driving
performance**

Key events

"ISS delivers 7.0% organic growth for third quarter and 6.4% organic growth for the first nine months of 2011."



Overall strong performance in a difficult business environment

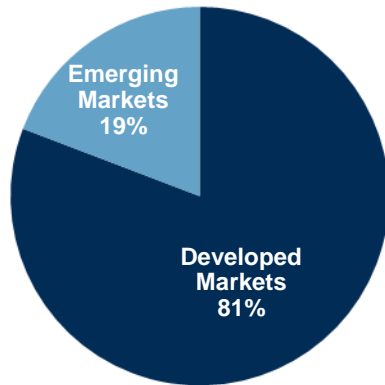
1. Emerging markets comprise Asia, Eastern Europe, Latin America, Israel, South Africa and Turkey

Continued strong organic growth momentum

- Strong organic growth fuelled by the start-up of several large integrated facility services contracts complemented by continued solid development in multi-services and single service contracts across regions
- Several regions beginning to harvest on commercial strategies and on implementing customer segmented sales strategies targeting customer segments where ISS offer value added service concepts and solutions
- Organic growth particularly strong in countries such as the UK, Finland, Brazil, Germany, Turkey and India
- Contract wins in Q3 include:
 - Customer support with Genève Aéroport, two large landscaping contracts in France, a large cleaning contract with Transport for London, several large catering contracts in Turkey, cleaning contract with large hotel chain in Sweden, significant multiservice contract with Ministry of Defence in Singapore, IFS contract within the remote site mining sector in Australia and large cleaning contracts with San Antonio and Portland airports in the USA

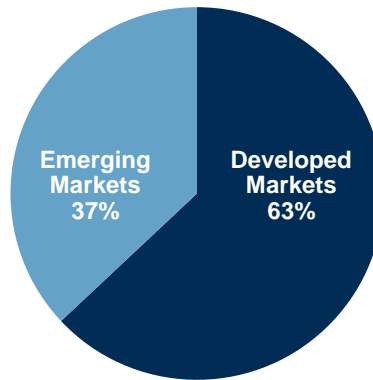
Continued strong development in Emerging Markets

Revenue



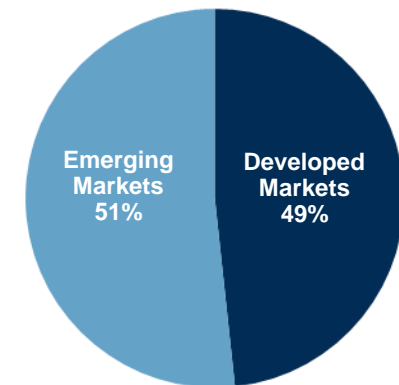
EM: DKK 11.2bn

Organic Growth



EM: DKK 1.3bn

Employees



EM: ~267,000

Key Developments

- Continued strong development in Emerging Markets, delivering organic growth of 13% and 15% growth in operating profit before other items in Q3
- High double digit organic growth development in Asia and Latin America. India delivered organic growth rate of 37% YTD
- YTD Emerging markets contributed 37% of organic growth, more than 19% of revenues and 51% of total employees
- BRIC countries delivered 24% organic growth contributing 13% of total organic growth and 4% of total revenues

Operating margin

- Operating profit before other items up by 4%. Operating margin slightly below last year YTD
- Operating margin is positively impacted by margin increases in especially Switzerland, the United Kingdom, Turkey and the Asian region.
- The margin is negatively impacted by overall economic conditions in Mediterranean countries such as Spain, Portugal and Greece and operational challenges in the Netherlands
- Impact from the start-up of large national and international IFS contracts
- Investment in building IFS infrastructure in North America



Financials

January – September 2011

Summary of Financials

- Revenue from continuing business grew by 8%, organic growth of 6.4% while total revenue increased by 6%
- Operating profit before other items was up 4% to DKK 3,180 million
- Operating profit increased by 7% to DKK 2,958 million

Organic Growth

- Organic growth at 7.0% in Q3 2011, up from 6.2% in Q2 2011 and 5.8% in Q1 2011
- Organic growth of 7.0% marks the eighth consecutive quarter with an increase in our organic growth rate
- All regions achieved positive organic growth YTD 2011, with North America, Latin America and Asia delivering double-digit organic growth

Operating Margin

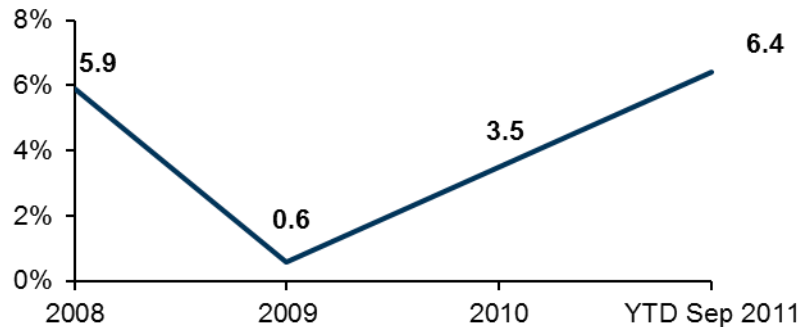
- Operating margin of 5.5% YTD compared with 5.6% in 2010
- Western Europe delivered higher operating margin despite the negative impact from overall economic conditions in Mediterranean countries and operational challenges in the Netherlands
- Impact from the start-up of large national and international IFS contracts and investment in building IFS structure in North America
- Emerging markets delivered operating margin of 6.8% well above most mature markets

Cash Flow

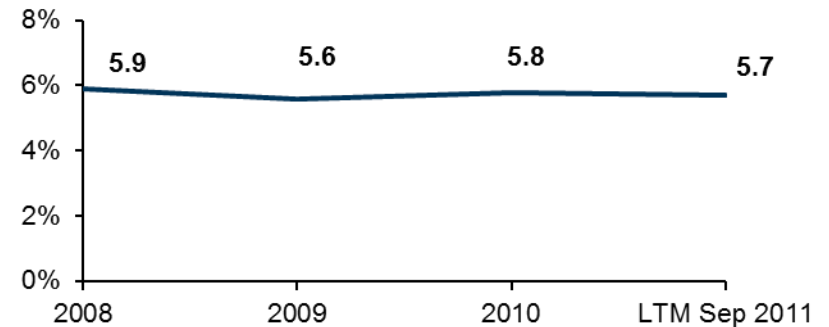
- The LTM cash conversion for Q3 2011 was 80% impacted by approx. 5 cash conversion percentage points stemming from a change in payment terms of VAT and payroll and social taxes in certain countries
- Furthermore, cash conversion was affected by strong organic growth and an slight increase in debtor days compared with 30 September 2010

Key operational objectives

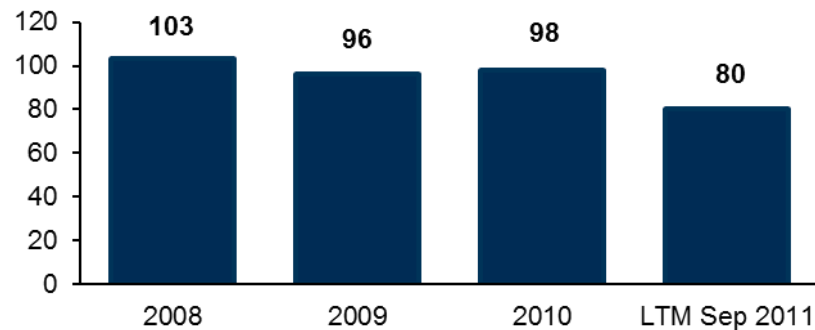
Organic Growth (%)



Operating Margin (% revenue)



LTM Cash Conversion (%)¹



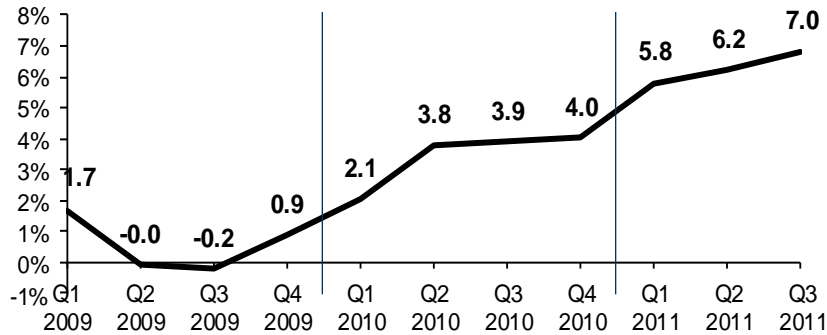
● Operational Performance

- 6% top line growth
- Organic growth of 6.4% YTD September
- 4% growth in operating profit before other items
- Operating margin of 5.5% YTD September (2010 = 5.6%) resulting in a 5.7% LTM operating margin
- LTM cash conversion of 80%

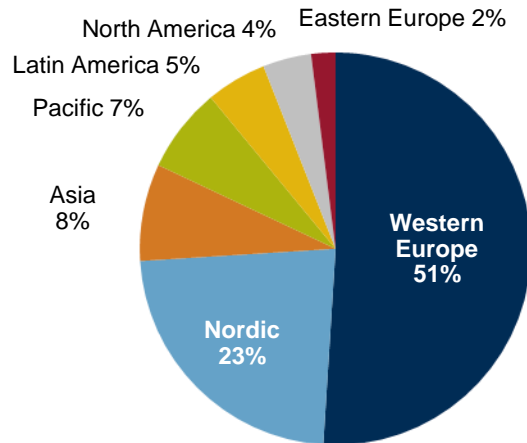
¹ Cash conversion is defined as operating profit before other items plus Changes in working capital as a percentage of operating profit before other items

Revenue development in Q3

Organic Growth (%)



2011 YTD Revenue by ISS Region



Q3 2011 Revenue growth

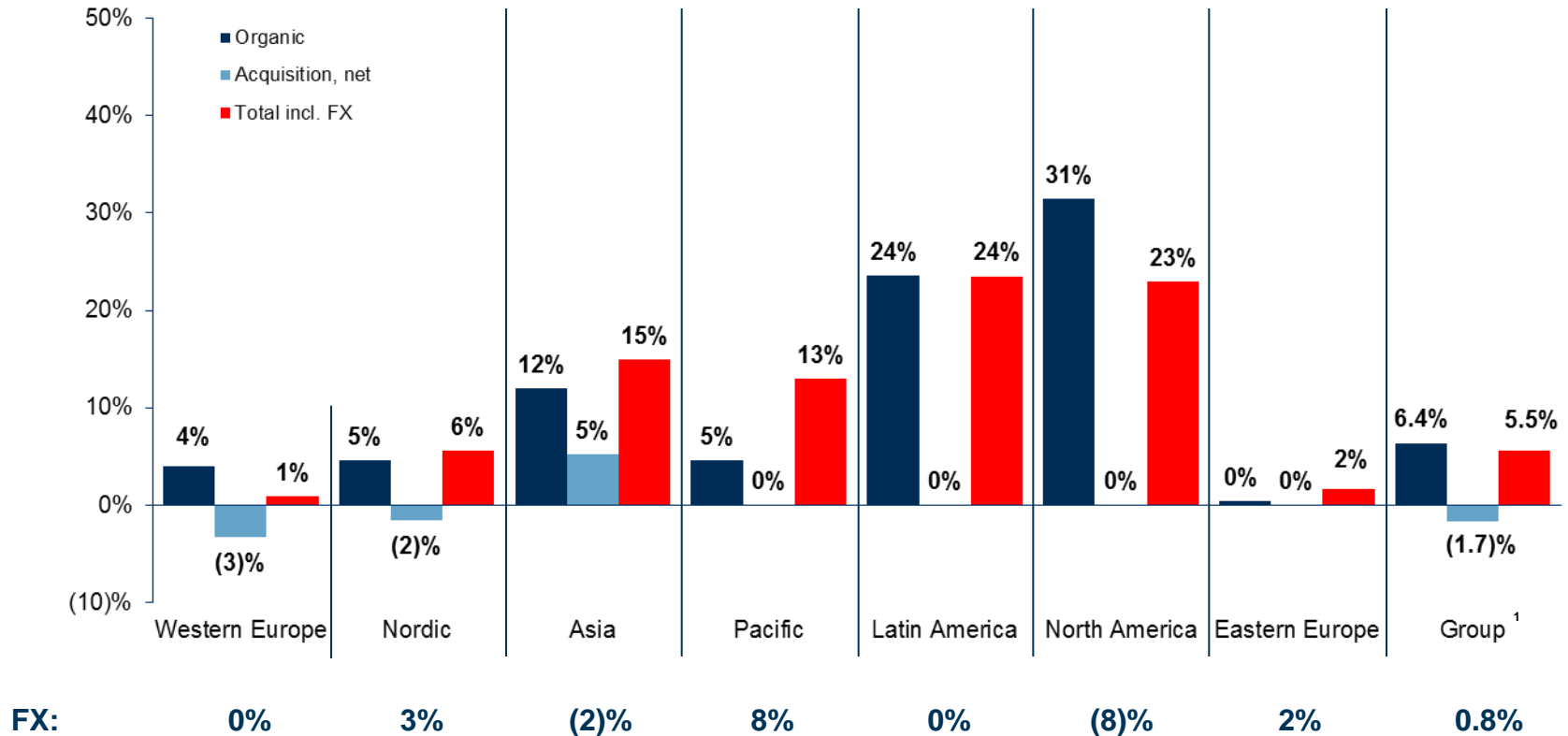
	Q3 2011	Q3 2010
Organic growth	7.0%	3.9%
FX	(0.6%)	6.0%
Acquisitions	0.1%	0.4%
Growth from continuing business	6.5%	10.3%
Divestments	(3.0%)	(1.7%)
Revenue growth	3.5%	8.6%

2011 YTD Revenue growth

	Q3 2011	Q3 2010
Organic growth	6.4%	3.3%
FX	0.8%	4.9%
Acquisitions	0.4%	0.4%
Growth from continuing business	7.6%	8.6%
Divestments	(2.1%)	(1.5%)
Revenue growth	5.5%	7.1%

2011 YTD revenue growth by ISS region

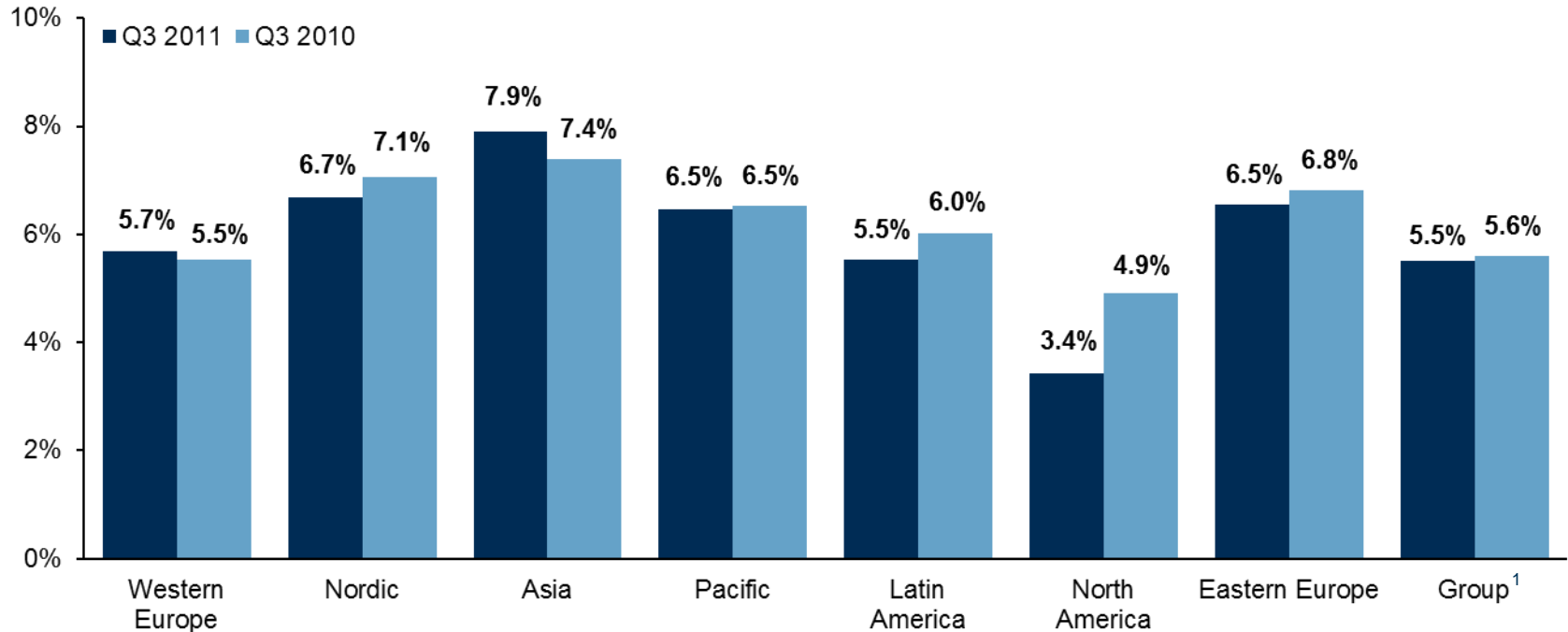
Revenue growth by component



1. Other Countries, which include Bahrain, Egypt, Nigeria, Pakistan, South Africa, Ukraine and United Arab Emirates, are not shown as a separate region but included in Group figures

2011 YTD Operating Margin by ISS region

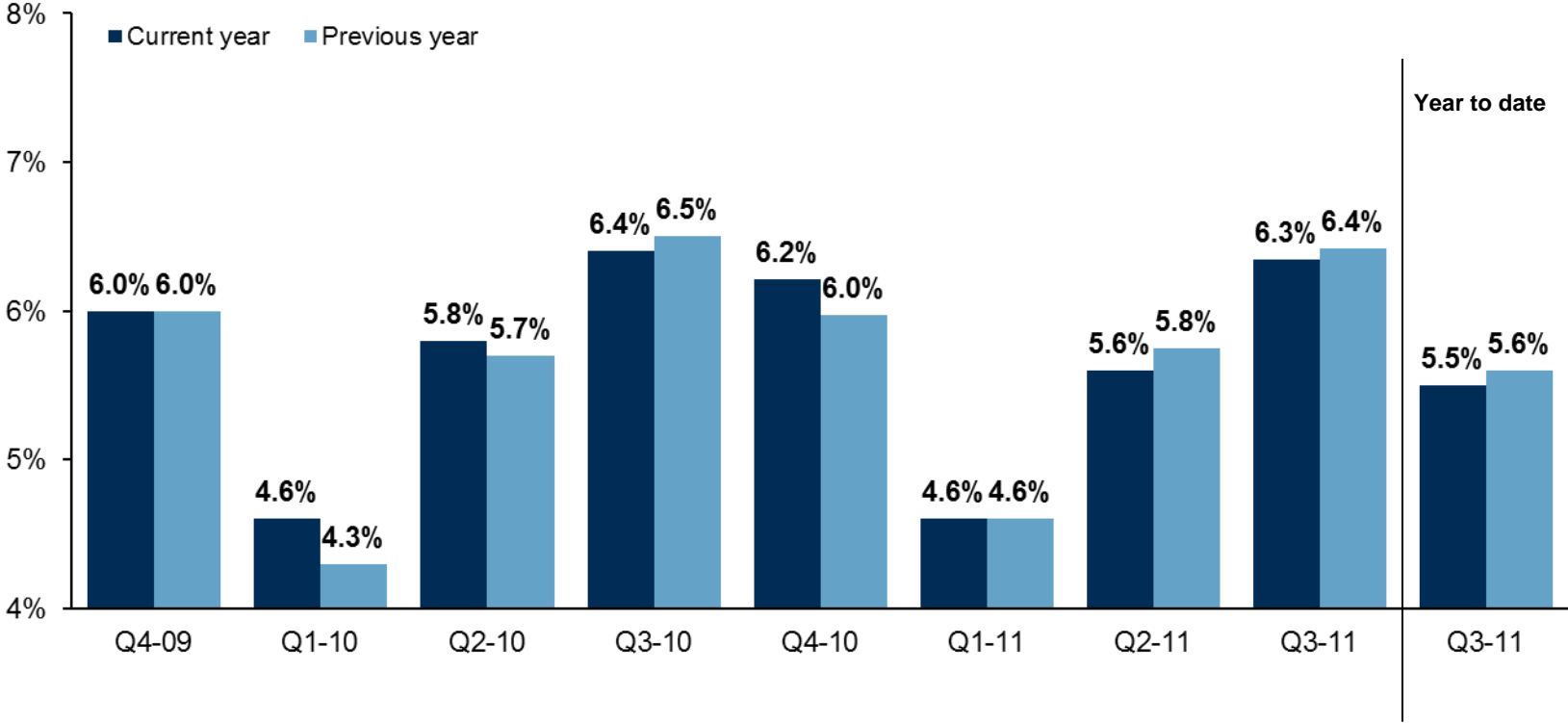
Operating Profit before Other Items (%)



¹ Other Countries, which include Bahrain, Egypt, Nigeria, Pakistan, South Africa, Ukraine and United Arab Emirates, are not shown as a separate region but included in Group figures

Seasonality of Operating Margin

Operating Profit before Other Items (%)



2011 YTD summary overview - key figures

DKKm	2011	2010	Δ	FX	C ¹
Revenue	57,799	54,777	+6%	+1%	+5%
Operating profit before other items	3,180	3,069	+4%	+1%	+3%
Operating margin before other items	5.5%	5.6%			
Operating profit	2,958	2,761	+7%	+0%	+7%
Organic growth	6.4%	3.3%			

1. C: Growth at constant exchange rates

Outlook¹

Change in Outlook for 2011

- The high organic growth in the first nine months of 2011 is considered sustainable and is expected to continue during 2011 unless macroeconomic factors should turn worse. Consequently, ISS expects organic revenue growth in 2011 to be around 6%.
- The organic growth has been stronger than anticipated and operating profit before other items and operating profit is in 2011 expected to be above the level realised in 2010. However, the operating margin is expected to be slightly below the level realised in 2010, also reflecting tougher business conditions in certain Mediterranean countries and the operational challenges in the Netherlands.
- Cash conversion for 2011 is expected to be slightly above the LTM level realised at 30 September 2010, however below the level realised in 2010.

Medium term targets

- Organic growth of at least 6%
- Operating margin of 6.5%

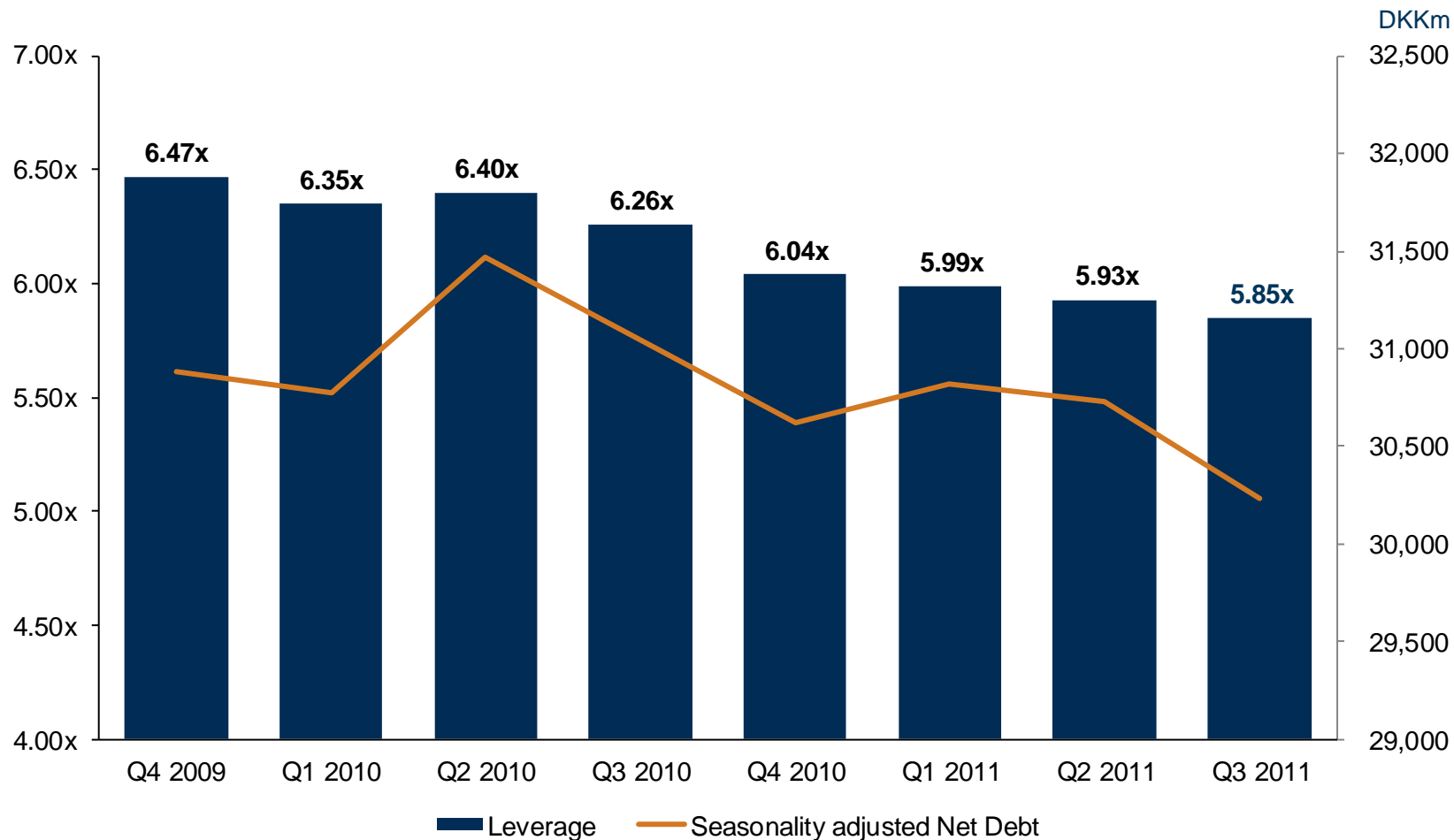
1. See the Outlook section on page 9 in the interim report



Capital structure

Continued deleverage

Pro forma Credit Ratios¹



1. Seasonality adjusted carrying amount of net debt measured to Pro forma adjusted EBITDA

Capital structure

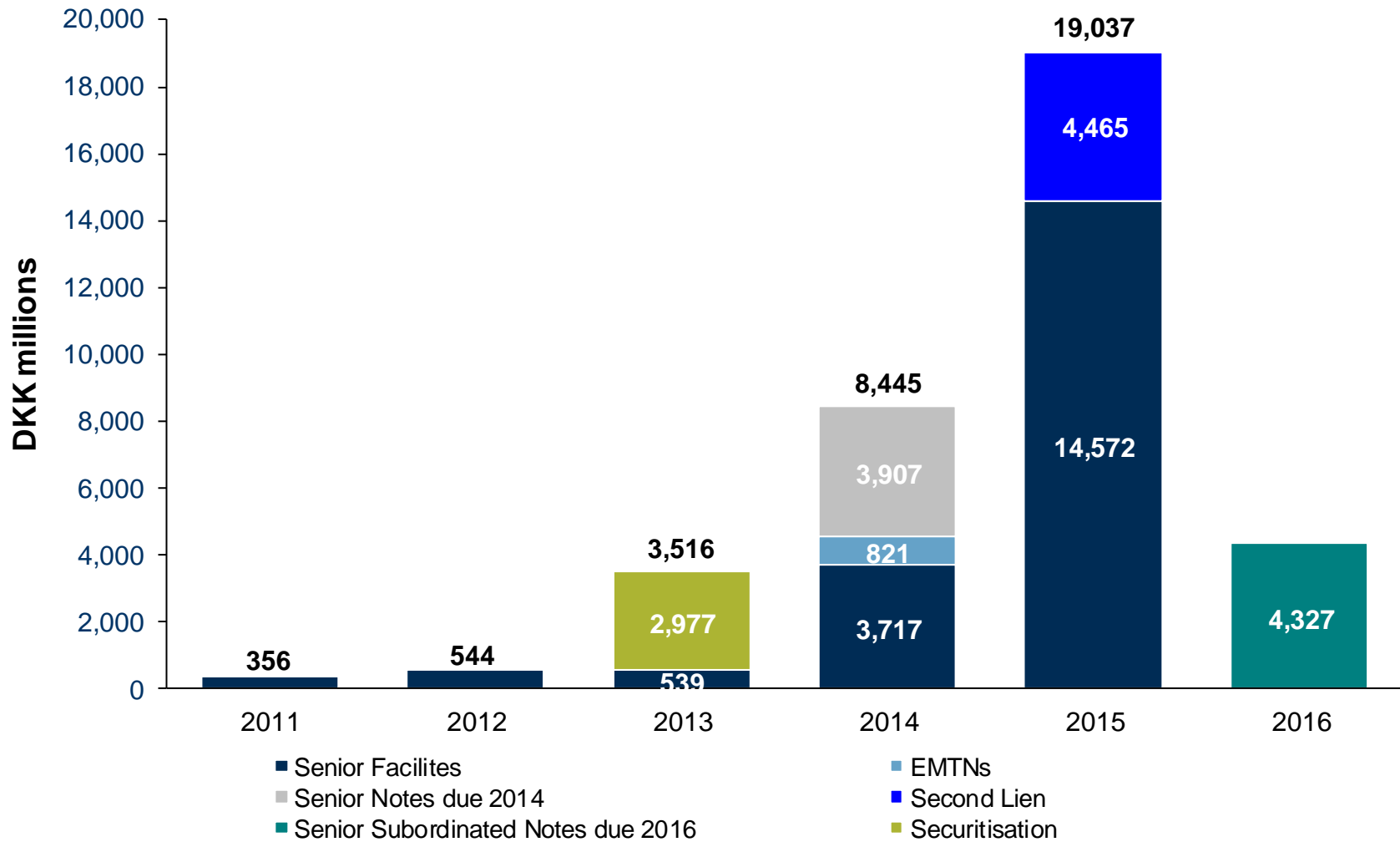
Net debt – 30 September 2011 ¹	DKKm ²	Leverage ³	% of Total
Cash, cash equivalents and securities	(2,893)	(0.56)x	(9%)
Senior Facilities	17,678	3.42x	57%
Second Lien	4,449	0.86x	14%
Senior Subordinated Notes due 2016	4,263	0.83x	14%
Senior Notes due 2014	3,791	0.73x	12%
Securitisation	2,546	0.49x	8%
Medium Term Notes due 2014	756	0.15x	2%
Interest rate swaps	30	0.01x	0%
Other Indebtedness	717	0.14x	2%
Total Net Debt	31,337	6.07x	100%
Seasonality changes in working capital	(1,107)		
Seasonality adjusted Net Debt	30,230	5.85x	

1. Measured at carrying amount of net debt.

2. Converted to DKK as per exchange rate of 30 September 2011.

3. Measured to Pro forma adjusted EBITDA.

Maturity of the credit facilities¹⁾



1. The maturity profile above is based on the principal commitment values of the debt and does not reflect the actual drawn amount of debt

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Q&A

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