

ISS A/S

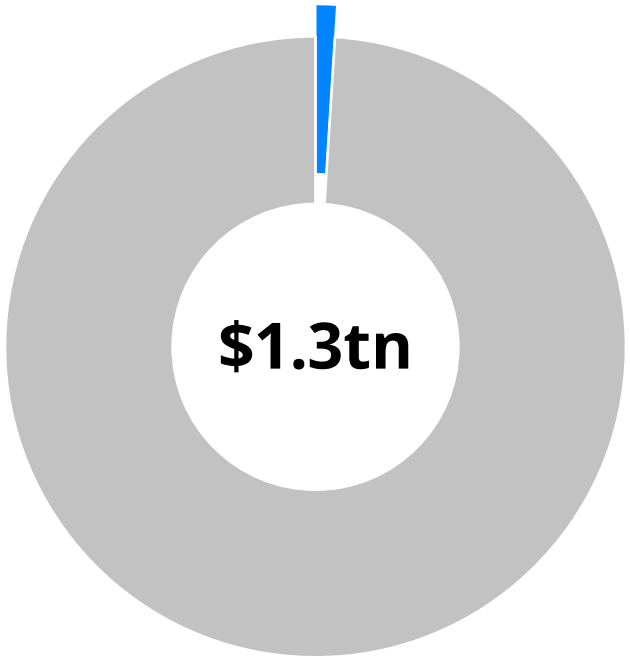
Danske Bank Nordic Summit 2026

Kasper Fangel, Group CEO

A large and growing market with tailwind from macro trends

Outsourced facility service spend

ISS is a global top-5 player holding ~1% of outsourced market



Market growth outlook to 2030

GDP+
in line with historical average

Annual growth in outsourced facility services

Slightly below
overall market

Annual cleaning market growth

Slightly above
overall market

Annual growth in integrated contracts

Tailwind from macro trends



Talent attraction & engagement



Political & economic uncertainty



Artificial intelligence

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Uniquely positioned to address customer needs

Customer needs

Efficiency and standardisation

Customer experience

Sustainability

Our advantages

Self-delivery

enabling best experience with lowest cost and highest social sustainability

Integrated Facility Services

addressing customer needs across their workplace instead by service line

Global footprint

addressing customers' needs across their global portfolio

Global scale

sharing and scaling best practices across customer portfolio

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Good momentum in executing priorities

Customer centric growth

Accelerating organic growth through improved commercial operating model

+10 cNPS

Customer Net Promoter Score improvement 2023-2025

Leading frontline employer

Efficiently and sustainably bringing the best people to our customers

-3 p.p.

Employee turnover reduction 2022-2025

Efficiency

Delivering service experience in a consistent and efficient way

~28 million

Accumulated hours saved from 2023-2026 YTD

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Significant growth potential with existing customers

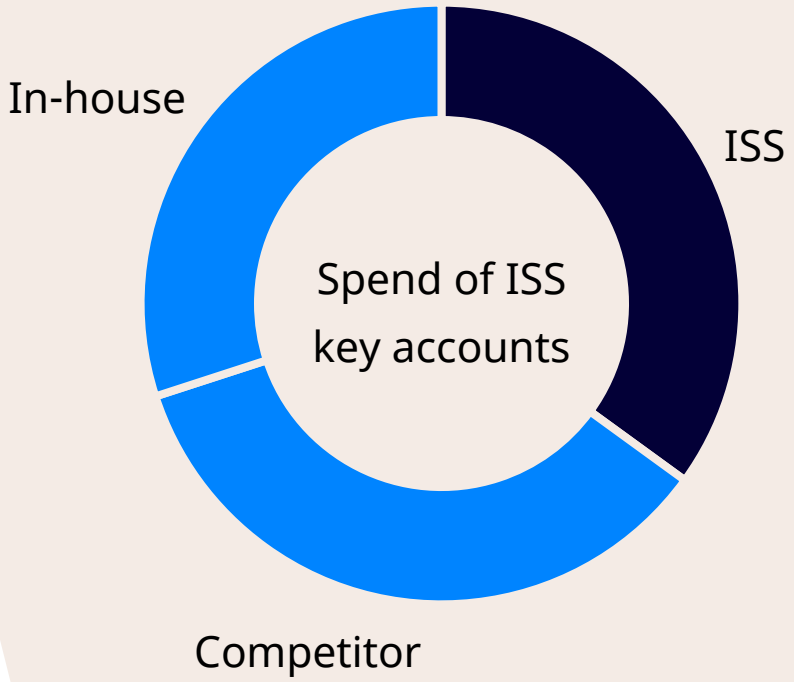
Our existing portfolio of key accounts is an attractive growth opportunity

Leverage competitive advantage
- Expand service scope to IFS
- Expand geographical footprint

Leverage strong starting point
- Deep understanding of customer needs
- Trusted customer relationships

Efficient use of resources
- Shorter sales cycle
- Higher hit rate

~DKK 80 bn estimated growth potential with existing key accounts



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Early indicators of success
– with the aspiration to grow faster than the Group



Keep existing customers

+9 p.p.

YoY Retention Rate (LTM) improvement



Grow existing customers

+30%

YoY improvement in growth within existing accounts in 2025



Win new customers

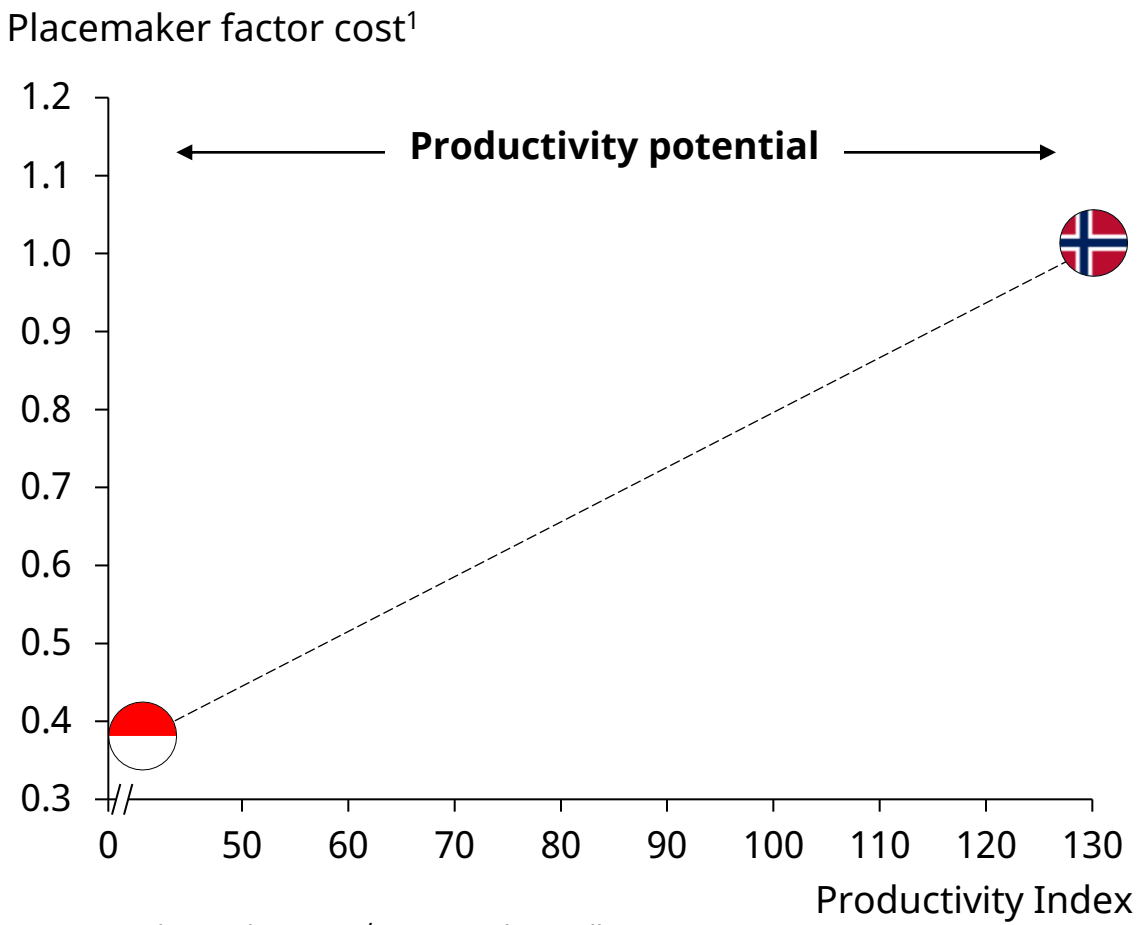
+300%

Qualified NAM pipeline[1] increase YoY

1: Deals that are a qualified opportunity, have a proposal presented or are in the negotiations phase

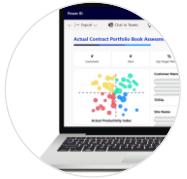
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Case study Cleaning | Leveraging full productivity potential based on global ISS benchmarks and best practices



1: Average placemaker wage/Average white-collar wage

Taking waste out of processes



Global productivity benchmarks



Tried and tested methods and tools



Trained and engaged people



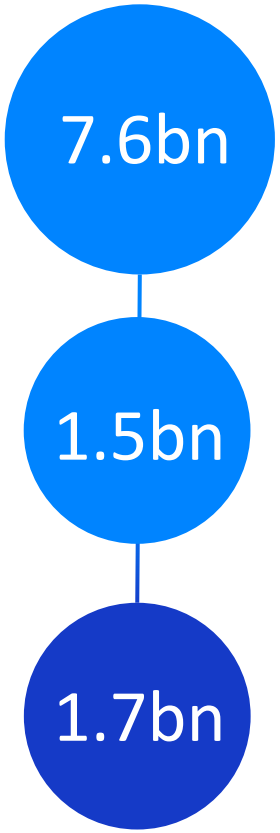
Documentation of outcomes delivered

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We are committed to maximising shareholder returns

All values in DKK

What we´ve done since 2024



Share buyback announced

Dividend paid

Invested in bolt-on acquisitions

9.1bn

Distributed to shareholders

14%

Reduced share count[1]

1: In addition, ISS currently own ~3.5% of the share capital

Our capital allocation priorities

Protect the balance sheet
Maintain leverage 2.0-2.5x net debt/EBITDA and preserve investment-grade credit rating

Pay reliable dividend
Annual dividend of 20-40% of adjusted net profit

Balanced capital allocation
Value accretive, bolt on M&A will be considered against other alternative uses of capital including share buybacks

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New targets to accelerate value creation towards 2028



>5%

Average annual organic growth
over 2026-2028

5.5-6.0%

Operating margin
in 2028[1]

>60%

Cash conversion
in 2026, 2027 and 2028[2]

1: Operating margin before other items, excl IAS 29
2: Cash conversion under current framework (corresponding to estimated >70% under IFRS 18), based on unchanged interest rate and FX