

Our Market

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

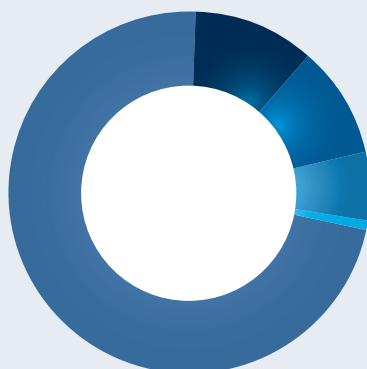
- High growth in emerging markets
- Shift towards the use of IFS contracts
- Increase in central procurement by corporates



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

- **30 billion m²** of cleaning annually, equivalent to over 4 million football pitches
- **1.2 million** meals prepared per day globally, almost twice the number of McDonald's meals sold in Scandinavia every day
- For every **14,558** 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
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
2006	55.8	5.5	3.2	5.8	391,400

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