Trading update for 1 January – 30 September 2025

Robust first nine months with continued business improvements

Highlights

Financial update

- Organic growth was 4.9% in Q3 2025 (Q3 2024: 4.8%) and 4.3% for the first nine months of 2025 mainly driven by price increases, volume growth and projects and above-base work, partially offset by net negative contract wins.
- Operating margin and free cash flow developed in line with expectations as a result of continued operational improvements including successfully managing wage and cost inflation by implementing price increases across the Group.

Business update

- ISS secured nine new contracts with large key account customers (annual revenue above DKK 100 million). In addition, 21 contracts were extended, nine with significant scope expansions. Two contracts were reduced in scope and one was lost. The retention rate improved from 93% in H1 2025 to 94% in Q3 2025.
- Strategy execution developed according to plan with embedment of key strategic initiatives in several significant local markets.
- On 14 October 2025, ISS signed the acquisition of Franye Group in Austria and on 21 October 2025, ISS completed the acquisition of Garbialdi in Spain adding around 0.2% and 0.6% to Group annual revenue, respectively.
- The final oral hearing in the arbitration proceedings with Deutsche Telekom took place in mid July. The parties await a ruling by the Tribunal.

Capital distribution and outlook

- On 28 October 2025, ISS's corporate credit rating from Moody's was upgraded from Baa3 / Positive outlook to Baa2 / Stable outlook.
- On 11 August 2025, ISS concluded the first tranche of its 2025 share buyback programme and the total value of the programme was increased by DKK 500 million to DKK 3.0 billion. As of 31 October shares amounting to a total consideration DKK 753 million had been acquired.
- The 2025 outlook for organic growth is narrowed to 4 – 5% (previously 4 – 6%) reflecting changed contract timing. Outlook for operating margin above 5% and free cash flow above DKK 2.4 billion is confirmed.

Kasper Fangel Group CEO, ISS A/S, says:

"I'm pleased that we continue to deliver robust financial results in line with our expectations for the year. We are advancing the execution of our strategic priorities, which are delivering tangible benefits - from greater efficiency and a stronger global employer position to more customer-focused growth. In Q3 alone, we announced three new partnerships, each with an annual value exceeding DKK 100 million, which, in combination with several wins and contract expansions throughout the year, will support our growth in 2026. With our foundation firmly in place, we remain well positioned to capture further opportunities in the years ahead and create lasting value for all our stakeholders, including our 320,000 colleagues. Their daily commitment and service excellence enable us to deliver consistent results and strengthen customer partnerships worldwide."

Revenue overview

DKK million (unless otherwise stated)	Q3 2025	Q3 2024	YTD 2025	YTD 2024
Revenue	20,703	20,269	62,316	60,950
Organic growth	4.9%	4.8%	4.3%	5.5%
Acquisitions & divestments	0.4%	1.1%	0.7%	1.0%
Currency & other adjustments	(3.2)%	(4.4)%	(2.8)%	(2.0)%
Revenue growth	**2.1%**	**1.5%**	**2.2%**	**4.5%**

Business update

Following the strategic review in 2024, focus was sharpened from previously five strategic OneISS priorities to three global priorities and eight global initiatives to be executed from 2025 and onwards.

Priorities	Global initiatives
Customer Centric Growth	Group Commercial Operating model Segment-focused service products
Leading Frontline Employer	Digital recruiting Digital onboarding and engagement Social sustainability People Data and Analytics
Efficiency	Workforce management Finance shared service center

In the first nine months of 2025, the programme developed according to plan, with commercial model, workforce management and finance shared service centre initiatives delivering benefits. Furthermore, in the last three months also implementation activities under Leading Frontline Employer have been intensified.

In customer centric growth ISS focuses on selected segments with specific and detailed offerings in order to meet our customers needs. We are beginning to see traction on this focus with several wins and expansions within these segments.

Under social sustainability ISS Spain has completed their pilot project on the Social Value Portal and are now able to calculate monetary results on their social initiatives.

The finance shared service centre is established in Gdansk, Poland, and focuses on driving cost efficiencies in transactional services. As such, the transition of transactional services from primarily the UK, Denmark, Sweden, the Netherlands and Finland continued in the first nine months of 2025 with Switzerland and Austria being in preparation phase to start migration before the end of 2025 and several other European countries to migrate during 2026.

Operationally, the business developed as expected in the first nine months of 2025 as we continued to successfully manage wage inflation by implementing price increases with our customers in parallel with improving productivity across local markets. Mobilisation activities for contracts secured in 2024 also continued according to plan, including DWP in the UK which went live in October 2025 and is operating according to plan.

Commercially, we secured several new wins in the first nine months of 2025, especially in Q2 2025, see Commercial development on page 6.

Acquisitions and divestments

On 14 October 2025, ISS signed the acquisition of the technical services provider Franye Group in Austria adding around 0.2% to Group annual revenue for enterprise value slightly higher than DKK 100 million. The acquisition enhances our technical facility services competencies and is expected to be margin accretive. Completion is subject to approval by the authorities and is expected in Q4 2025.

On 21 October 2025, ISS completed the bolt-on acquisition of the cleaning provider Garbialdi in Spain adding around 0.6% to Group annual revenue, for an enterprise value of less than DKK 200 million. The acquisition has a strong strategic fit and will strengthen our presence mainly in the healthcare segment in the Basque region. The integration process has been initiated with identified synergies expected to be realised before mid-year 2026.

Geopolitical uncertainties

In the first nine months of 2025, macroeconomic and geopolitical uncertainties remained high with uncertainty from imposed tariffs and trade barriers, especially from the US. Since ISS delivers services locally, rather than exports goods, we are less exposed to such global events, however some of our customers might be exposed.

Deutsche Telekom

As previously disclosed, ISS and Deutsche Telekom (DTAG) have certain contractual disagreements, and in December 2022, ISS initiated the establishment of an Arbitration Tribunal under the German Institute of Arbitration (DIS) to decide on these disagreements.

In the proceedings, ISS and DTAG have exchanged claims against each other. ISS has claimed remuneration for services performed. DTAG has disputed the claims. The final oral hearing in the arbitration proceedings took place in mid July 2025. The parties await a ruling by the Tribunal.

Share buyback programme

2024 programme

On 19 February 2025, ISS completed the share buyback programme launched in 2024 as shares for a total consideration of DKK 1.5 billion had been repurchased.

2025 programme

On 11 August 2025, ISS completed the first tranche of the DKK 2.5 billion share buyback programme and the second tranche was increased by DKK 500 million to a total value of the programme of DKK 3.0 billion to complete 13 February 2026 at the latest.

As of 31 October 2025, 11,219,785 of shares had been acquired for a total consideration of DKK 2,003 million.

Group performance

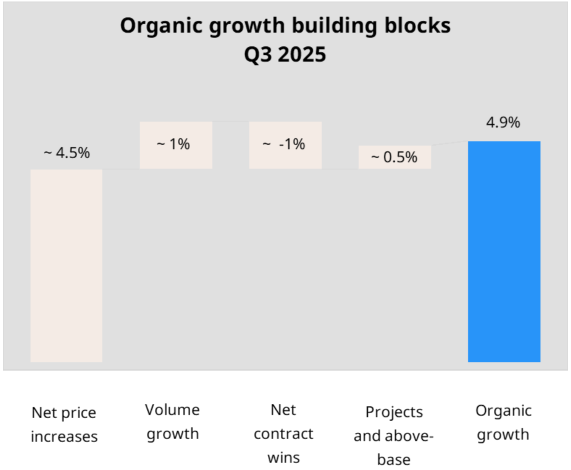
Group revenue
Q3 2025

Group revenue in Q3 2025 was DKK 20.7 billion, an increase of 2.1% compared with the same period last year. Organic growth was 4.9% (Q3 2024: 4.8%), acquisitions and divestments, net increased revenue by 0.4%, while currency effects were negative with 3.7% and the net impact from hyperinflation restatement in Türkiye (IAS 29) was positive with 0.5%.

Organic growth continued to be driven by price increases implemented across the Group and volume growth. Price increases contributed around 4.5%-points to organic growth, of which around half came from Türkiye.

Volume growth was driven by a combination of permanent increased activity levels at customer sites and expansion of services to other sites including across borders with existing customers and contributed around 1%-point to organic growth.

In the third quarter, the contribution from net new contract wins improved from previous quarters, however, was still negative around 1%-point, as a result of new wins starting to ramp up offset by smaller contracts lost in Q3 2024 as well as smaller contract exits, especially in South America.



Revenue from projects and above-base work accounted for 16% of Group revenue (Q3 2024: 16%) and grew organically by 3% mainly as a result of projects related to customers' refurbishment programmes and other smaller above-base work.

All regions, except Americas, contributed to the positive organic growth. Central & Southern Europe showed the highest organic growth, mainly due to price increases in Türkiye. In Northern Europe the organic growth was lower compared with the same period last year mainly due to the annualisation effect from Defra in the UK and the Danish Building and Property Agency with go-live in H1 2024. Asia & Pacific was mainly supported by solid growth in Australia, India and Hong Kong. In Americas, growth continued to be negative mainly due to deliberate contract exits and smaller losses in prior year.

Revenue and growth

DKK million (unless otherwise stated)	Q3 2025	Q3 2024	Organic growth	Acq./ div.	Currency & other adj.	Revenue Growth
Northern Europe	7,768	7,663	1%	0%	0%	1%
Central & Southern Europe	7,145	6,771	10%	1%	(5)%	6%
Asia & Pacific	3,620	3,585	9%	-	(8)%	1%
Americas	1,829	2,048	(4)%	-	(7)%	(11)%
Other countries	218	193	14%	-	(1)%	13%
Corporate / eliminations	(14)	(14)	-	-	-	-
Group, excl. IAS 29	**20,566**	**20,246**	**4.9%**	**0.4%**	**(3.7)%**	**1.6%**
Group [1)]	**20,703**	**20,269**	**4.9%**	**0.4%**	**(3.2)%**	**2.1%**

[1)] The net impact from hyperinflation restatement in Türkiye (IAS 29) was 0.5% on Group-level, that has been included in Currency & other adj.

January – September 2025

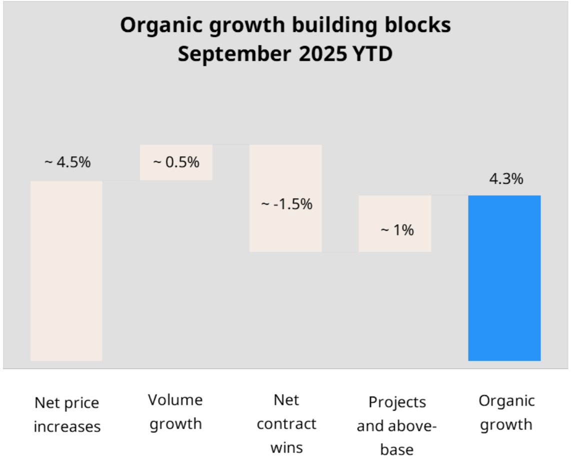
Group revenue in the first nine months of 2025 was DKK 62.3 billion, an increase of 2.2% compared with the same period last year. Organic growth was 4.3%, acquisitions and divestments, net were positive by 0.7%, whereas currency effects and the net impact from hyperinflation restatement in Türkiye (IAS 29) were negative with 2.3% and 0.5%, respectively.

Organic growth was 4.3% in the first nine months of 2025 (H1 2025: 4.1%), primarily driven by price increases and projects and above-base work.

ISS continued to implement price increases across the Group in line with contractual agreements to mitigate the effects of wage increases and general cost inflation. This had a positive effect on organic growth of around 4.5%-points of which around half related to Türkiye.

Volume growth contributed around 0.5%-point to organic growth primarily driven by permanent increased activity levels at customer sites and expansion of services to other sites including across borders, mainly in Northern Europe and Asia & Pacific.

Net contract wins improved from H1 2025, but was still negative by around 1.5%-points, primarily driven by new wins starting to ramp up, offset by contracts lost as well as certain deliberate contract exits during 2024, especially in Americas. This was partly offset by the annualisation effect of the startup of Defra in the UK and the Danish Building and Property Agency in Denmark.



Projects and above-base work accounted for 16% of Group revenue (H1 2025: 16%) and grew organically by 6% in the first nine months of 2025. Growth was mainly related to customers' refurbishment programmes and other above-base work, especially in Central & Southern Europe and Asia & Pacific.
Key account customers accounted for 70% of Group revenue (H1 2025: 70%).

All regions, except Americas, contributed to the positive organic growth. Central & Southern Europe reported the highest organic growth, mainly due to price increases in Türkiye and projects and above-base work. Asia & Pacific was mainly supported by solid growth in Australia, Hong Kong and Singapore. In Northern Europe growth was positively impacted by contract startups in 2024, mainly Defra in the UK and the Danish Building and Property Agency in Denmark. In Americas, growth was negative mainly due to deliberate contract exits during H1 2024.

Revenue and growth

DKK million (unless otherwise stated)	YTD 2025	YTD 2024	Organic growth	Acq./ div.	Currency & other adj.	Revenue Growth
Northern Europe	23,620	23,039	2%	0%	1%	3%
Central & Southern Europe	21,522	19,983	9%	2%	(3)%	8%
Asia & Pacific	10,887	10,634	7%	-	(5)%	2%
Americas	5,802	6,583	(8)%	-	(4)%	(12)%
Other countries	610	542	14%	-	(1)%	13%
Corporate / eliminations	(54)	(39)	-	-	-	-
Group, excl. IAS 29	62,387	60,742	4.3%	0.7%	(2.3)%	2.7%
Group [1]	62,316	60,950	4.3%	0.7%	(2.8)%	2.2%

[1] The net impact from hyperinflation restatement in Türkiye (IAS 29) was (0.5)% on Group-level, that has been included in Currency & other adj.

Commercial development

As previously announced, a new Group Commercial and Revenue function was formed in January 2025 to lead the strategic priority "Customer Centric Growth". The strategic initiative is progressing according to plan, and at the same time momentum has been kept on ongoing commercial processes and retentions.

In the first nine months of 2025, ISS won nine new contracts, mainly with large key account customers in Europe, including with Danish-based COWI covering 11 countries and 44 offices. Under the new contract, ISS will deliver a wide range of services such as cleaning, food, waste management, reception and outdoor maintenance.

In October 2025, ISS also announced a new partnership with a financial services company in Türkiye.

The partnership is within one of ISS' key segments and demonstrates our expertise in banking.

Furthermore, ISS extended and expanded several large key account contracts across the Group, nine of which included significant scope expansions, reflecting our focus on driving volume growth across geographies and verticals. In addition, we extended several mid-sized and smaller contracts and announced two scope reductions and one loss. As a result, the customer retention rate was 94% (LTM) in the first nine months of 2025 (H1 2025: 93% (LTM)).

The commercial pipeline for integrated facility services solutions remains attractive, mainly driven by local and regional opportunities. Project and above-base work opportunities continue to be attractive and are being approached in a structured way with training and incentives of site managers to convert opportunities to revenue.

January - September 2025 Major key account developments [1]	Countries	Segment	Term	Effective
Wins				
Insurance Customer	Europe	Financial services	5 years	Q1 2025
Professional Services Customer	Europe	Professional services	5 years	Q1 2025
Aroundtown	Germany	Financial services	3 years	Q2 2025
Technology Customer	India	Business Service and IT	5 years	Q2 2025
Velux	Europe	Industry & Manufacturing	5 years	Q4 2025
Australian Department of Defence	Australia	Public administration and Defence	6 years	Q1 2026
COWI	Global	Professional services	7 years	Q1 2026
Healthcare Customer	Austria	Healthcare	Multi years	Q2 2026
Extensions				
Danish Crown A/S	Denmark	Food & Beverage	5 years	Q1 2025
Salling Group A/S	Denmark	Retail & Wholesale	5 years	Q1 2025
Healthcare Customer	Spain	Healthcare	5 years	Q2 2025
Real Estate Customer	Hong Kong	Business Service and IT	3 years	Q2 2025
Healthcare Customer	UK	Healthcare	1 year	Q2 2025
Healthcare Customer	UK	Healthcare	11 years	Q2 2025
Healthcare Customer	Australia	Healthcare	5 years	Q3 2025
Transportation Customer	UK	Transportation & Infrastructure	2 years	Q3 2025
Healthcare Customer	UK	Healthcare	2 years	Q4 2025
Healthcare Customer	UK	Healthcare	1 year	Q4 2025
Communications Customer	Norway	Business Service and IT	1 year	Q4 2025
Perth Airport	Australia	Transportation & Infrastructure	1 year	Q4 2025
Extensions, including expansions				
Construction Customer	Türkiye	Industry & Manufacturing	1 year	Q1 2025
Melbourne Airport	Australia	Transportation & Infrastructure	1 year	Q1 2025
Natural Resources Customer	APAC	Energy and Resources	5 years	Q2 2025
Healthcare Customer (FM)	Singapore	Healthcare	5 years	Q2 2025
Healthcare Customer (Cleaning)	Singapore	Healthcare	5 years	Q2 2025
Professional Services Customer	India	Professional services	5 years	Q2 2025
Technology Customer	Europe	Business Service and IT	3 years	Q3 2025
Food & Beverage Customer	Europe	Food & Beverage	5 years	Q1 2026
Reductions				
Energy Customer	Europe	Energy and Resources	-	Q1 2026
Losses				
Healthcare Customer	UK	Healthcare	-	Q4 2025

[1] Annual revenue above DKK 100 million.

Regional performance

Northern Europe

Q3 2025

Revenue amounted to DKK 7,768 million, which was an increase of 1% compared with the same period last year. Organic growth was 1% (Q3 2024: 8%), currency effects and the effect from acquisitions and divestments, net were neutral.

Organic growth was driven by price increases implemented across the region and volume growth from higher activity levels at customer sites, offset by net negative contract wins. As a consequence, portfolio revenue grew organically by 2%, whereas organic growth from projects and above-base work was negative 5%. The decrease in organic growth compared with Q3 2024 was mainly due to the annualisation effect from startup of new contracts in Q2 2024, predominantly Defra in the UK, the Danish Building and Property Agency in Denmark and the lower projects and above-based revenue.

January – September 2025

Revenue amounted to DKK 23,620 million in the first nine months of 2025, which was an increase of 3% compared with the same period last year. Organic growth was 2% (H1 2025: 2%), currency effects were positive by 1%, while the effect from acquisitions and divestments, net was neutral.

Organic growth was mainly driven by price increases implemented across the region and positive contribution from startup of new contracts, including annualisation effects predominately from Defra in the UK and the Danish Building and Property Agency in Denmark. This was partially offset by smaller contracts lost or exited. Portfolio revenue grew organically by around 2% whereas growth from projects and above-base work was neutral. All countries, except Norway, reported positive organic growth, though most notably the UK and Finland.

Central & Southern Europe

Q3 2025

Revenue amounted to DKK 7,145 million, which was an increase of 6% compared with the same period last year. Organic growth was 10% (Q3 2024: 10%), acquisitions and divestments, net increased revenue by 1%. Currency effects were negative with 5% while the net impact from hyperinflation restatement in Türkiye (IAS 29) was positive 1.7%.

Organic growth was predominately driven by implemented price increases in Türkiye and a robust development across the region. Portfolio revenue grew 9% organically, while organic growth from projects and above-base work was 14%.

January – September 2025

Revenue amounted to DKK 21,522 million in the first nine months of 2025, which was an increase of 8% compared with the same period last year. Organic growth was 9% (H1 2025: 9%). Acquisitions and divestments, net in Switzerland, Spain and Austria increased revenue by 2%. Currency effects and the net impact from hyperinflation restatement in Türkiye (IAS 29) were negative with 3% and 1.5%, respectively.

Organic growth was primarily driven by Türkiye where price increases were successfully passed on to customers to offset the high level of wage inflation. Like in previous years, minimum wage increases were imposed in the beginning of the year. Portfolio revenue grew by 9% organically, and revenue from projects and above-base work showed organic growth of 13% driven by increased demand for refurbishment projects. Organic growth was broad based in the region.

Ownership of ISS Türkiye

ISS Türkiye is jointly owned by private equity fund Actera (39.9%), management of ISS Türkiye (10%) and ISS (50.1%) being the controlling shareholder. The shareholders' agreement between ISS, Actera and management establishes the rights and obligations of the parties, including rights and restrictions on transferring shares, such as right of first refusal, drag along rights from Q4 2024 and right to explore a potential Initial Public Offering (IPO). As previously mentioned, and in line with the terms of the shareholders' agreement, Actera has initiated a dialogue to explore their potential exit options, including an IPO. While no decision has been made, certain pre-steps are being taken, and the dialogue remains ongoing. Please refer to page 23 in the Annual Report 2024.

Asia & Pacific

Q3 2025

Revenue amounted to DKK 3,620 million, which was an increase of 1% compared with the same period last year. Organic growth was 9% (Q3 2024: 1%), while acquisitions and divestments, net was neutral, and currency effects reduced revenue by 8%.

Organic growth was driven by price increases implemented across the region, volume growth from higher activity levels at customer sites and positive organic growth from projects and above-base work. Lastly impact from net contract wins was positive as supported by startup of wins announced earlier in the year.

January – September 2025

Revenue amounted to DKK 10,887 million in the first nine months of 2025, which was an increase of 2% compared with the same period last year. Organic growth was 7% (H1 2025: 6%). The effect from acquisitions and divestments, net was neutral, and currency effects impacted revenue negatively by 5%.

Organic growth was driven by price increases implemented across the region and volume growth from increased activity levels at customer sites, which was partly offset by effects from deliberate contract exits in 2024. As a result, portfolio revenue grew organically by 7%. Revenue from projects and above-base work grew 11% organically mainly due to demand for refurbishment projects. Australia, New Zealand, Hong Kong, Singapore and India reported positive organic growth, whereas growth in China and Indonesia was negative, mainly related to deliberate contract exits.

Americas

Q3 2025

Revenue amounted to DKK 1,829 million, which was a decrease of 11% compared with the same period last year. Organic growth was negative by 4% (Q3 2024: negative 12%). The effect from acquisitions and divestments, net was neutral, and currency effects reduced revenue by 7%.

The negative organic growth was primarily driven by deliberate contract exits in 2024 in South America, though partly offset by price increases and positive volume growth leading to negative 4% organic growth from portfolio revenue. The contracts lost and exited had a net neutral effect on revenue from projects and above-base work, where growth was negative with 3%.

January – September 2025

Revenue amounted to DKK 5,802 million in the first nine months of 2025, which was a decrease of 12% compared with the same period last year. Organic growth was negative 8% (H1 2025: negative 9%). The effect from acquisitions and divestments, net was neutral, while currency effects impacted revenue negatively by 4%.

The negative organic growth was primarily driven by deliberate contract exits and losses in H1 2024 having full effect in the period as well as volume reductions with existing customers. This was only partly offset by price increases implemented across the region to offset wage and cost inflation. As a result, portfolio revenue decreased by 9% organically.

Outlook

Outlook 2025

This section should be read in conjunction with "Forward-looking statements" as shown in the table on next page.

In the first nine months of 2025 operating margin and free cash flow developed in line with expectations and outlook for 2025 is therefore confirmed. However, guidance is narrowed on organic growth reflecting changed start-up of new contracts and earlier demobilisation of the recently announced contract loss.

The outlook assumes that macroeconomic and geopolitical uncertainties remain elevated, at the same time making ISS's business model more relevant than ever. The execution of the OneISS strategy through our updated strategic priorities continues and will support the commercial growth agenda, enable further cost efficiencies and ensure continued high focus on driving shareholder value.

The outlook is excluding any effects of hyperinflation (IAS 29).

Organic growth is now expected to be 4 – 5% (previously 4 – 6%) for 2025 (2024: 6.3%). Growth will be driven by price increases across the Group to offset wage and cost inflation and protect operating margins. We still expect a slightly higher positive volume contribution from growing with our existing customers. Due to phasing, the contribution from net contract wins is now slightly lower compared to our previous expectations. The impact from projects and above-base work is still expected to be neutral to slightly negative.

Operating margin is still expected to be above 5% (2024: 5.0%). Across the Group, we expect to see further operational improvements and efficiencies, including scale benefits. Our focus is on increasing nominal operating profit before other items and thereby driving increased shareholder value.

The expectation for free cash flow is still based on an underlying free cash flow of above DKK 2.6 billion, equalling a cash conversion of above 60%. However, adjusted for DKK 0.2 billion in 2024 prepayments for 2025 services not yet rendered and receivables paid before due date, the reported free cash flow is expected to be above DKK 2.4 billion for 2025. Assuming payments withheld by Deutsche Telekom (DTAG) in 2024 are received in 2025, reported free cash flow is expected to be above DKK 3.0 billion.

Outlook 2025	Annual Report 2024	Interim Report H1 2025	Trading Report Q3 2025
Organic growth	4 - 6%	4 - 6%	4 - 5%
Operating margin[1)]	Above 5%	Above 5%	Above 5%
Free cash flow	Above DKK 2.4 bn	Above DKK 2.4 bn	Above DKK 2.4 bn

1) Based on operating profit before other items
2) Underlying free cash flow: Above DKK 2.6bn

Expected revenue impact from acquisitions, divestments and foreign exchange rates in 2025

Acquisitions and divestments completed by 31 October 2025 (including in 2024) are expected to have a positive impact on revenue growth in 2025 of around 1%-point (previously 0.5%).

Based on the current exchange rates, a negative impact on revenue growth of around 3%-points[1)] (previously negative around 3-4%-points) is expected in 2025 from the development of foreign exchange rates, excluding any effects of hyperinflation (IAS 29).

[1)] The forecasted average exchange rates for the financial year 2025 are calculated using the actual average exchange rates for the first 10 months of 2025 and the average forward exchange rates (as of 3 November 2025) for the remaining two months of 2025.

Financial targets

At the Capital Markets Day in November 2022, new financial targets were announced for organic growth, operating margin and cash conversion. From 2024 and beyond, ISS targets to deliver strong growth at attractive and sustainable margins:

- Organic growth of 4 – 6%
- Operating margin above 5%
- Cash conversion above 60%

Forward-looking statements

This report contains forward-looking statements, including, but not limited to, the guidance and expectations in Outlook. Statements herein, other than statements of historical fact, regarding future event or prospects, are forward looking statements. The words may, will, should, expect, anticipate, believe, estimate, plan, predict, intend or variations of such words, and other statements on matters that are not historical fact or regarding future events or prospects, are forward-looking statements. ISS has based these statements on its current views with respect to future events and financial performance. These views involve risks and uncertainties that 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 this report 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, expect to the extent required by law.

The Annual Report of 2024 of ISS A/S is available at the Group's website, www.issworld.com.

Contacts

Conference Call

A conference call will be held on 5 November 2025 at 10:00 am CET. Presentation material will be available online prior to the conference call.

Dial-in details

DK: +45 78 76 84 90
SE: +46 40 68 206 20
UK: +44 203 769 6819
US: +1 646 787 0157

PIN code for all countries: 283234

https://issworld.eventcdn.net/events/trading-update-q3-2025

For investor enquiries

Michael Vitfell-Rasmussen,
Head of Group Investor Relations
Phone: +45 53 53 87 25
E-mail: michael.vitfell@group.issworld.com

Anne Sophie Riis,
Senior Investor Relations Manager
Phone: +45 30 52 94 68
E-mail: anne.sophie.riis@group.issworld.com

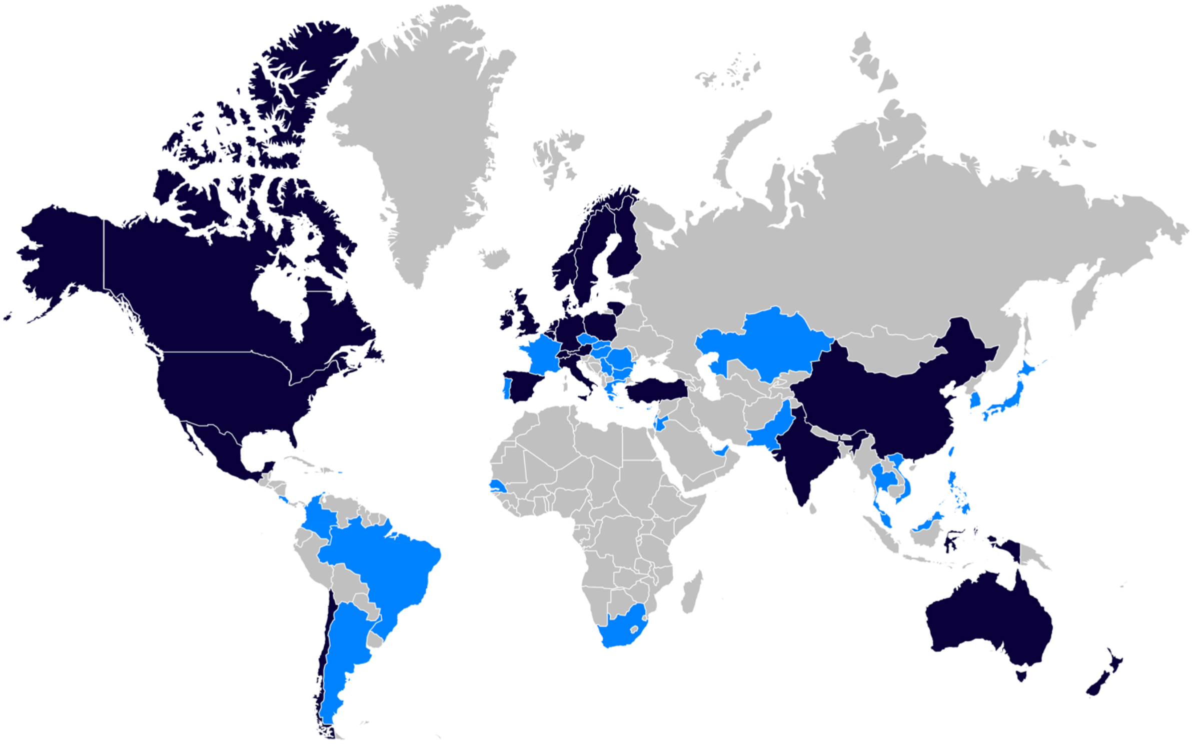
For media enquiries

Charlotte Holm,
Head of External Communication
Phone: +45 41 76 19 89
E-mail: charlotte.holm@group.issworld.com

Contact information

ISS A/S
Buddingevej 197
DK-2860 Søborg
Tel.: +45 38 17 00 00
Fax.: +45 38 17 00 11
www.issworld.com
CVR 28 50 47 99

Our global footprint



ISS is a leading, global provider of workplace and facility service solutions. In partnership with customers, ISS drives the engagement and well-being of people, minimises the impact on the environment, and protects and maintains property. ISS brings all of this to life through a unique combination of data, insight and service excellence at offices, factories, airports, hospitals and other locations across the globe. In 2024, Group revenue was DKK 83.8 billion.