

ISS, Annual General Meeting, April 11th 2024

Thank you very much. My name is Mark Jessen and I represent ATP.

Thank you to the chair and the CEO for a thorough presentation of the 2023 results.

First, I would like to say I'm happy to be back in these beautiful surroundings. 9 years ago, I started my professional career a few floors below this room assisting in onboarding new customers.

At last year's AGM my colleague emphasized the importance of delivering on promises, getting back to historical financial performance and close the gap to industry leading financial performers. 2023 became another year where ISS delivered on the financial guidance for the year and continued the path to meet the long-term targets. All-in-all we welcomed the results for the year.

If we look further ahead my hope is for a less bumpy ride than the previous 10 years since the IPO. In execution a strengthened risk framework hopefully helps this ambition. One thing is execution, but communication is also important. Here I believe the more simplified reporting and less frequent adjustments in financial reporting will add to the more smooth ride.

In that light the escalation of the DTAG dispute is very unfortunate. Put simply, ISS is a business where hiccups will occur but must be absorbed within the financial and strategic targets. I can be a little afraid that an impact with the magnitude communicated in connection with the annual report will hurt the confidence in the stock market in a way that will take a long time to restore.

The last few years management has been confident in the ability to absorb new hiccups, but we now face a new one. I would like to ask why investors should not lean back and expect the next hiccup coming?

Going back to my point of a historical bumpy ride. The equity story around ISS has been a stable growing business with a strong cash flow generation. To grow and especially to outgrow the market a company needs to strengthen the product offering, capabilities of its employees and the infrastructure running the business. The historical challenges ISS has faced makes it easy to speculate in whether short term profit has been prioritized over long-term strengthening of the company.

Here I would like to ask if ISS is better positioned today to differentiate the product offering, thus potentially result in more pricing power and higher growth from both new and existing customers?

If we turn to ESG ISS is naturally very exposed to social factors given the high degree of a people's business. Here I have made two observations.

- 1) On employee level ISS have a well-balanced gender diversity with almost a 50/50 split. But when looking at leadership the diversity gets skewed. With a big talent pool compared to other companies that can be highly male dominated I think ISS has a big opportunity here.
- 2) The employee churn is quite high and somehow a prerequisite in the industry and the business model.

I would like to ask my last question on this note and simply ask, what opportunities ISS has identified within those areas to improve and harvest the benefits from it?

My last comment today is regarding the remuneration report. Last year we voted against the proposed remuneration policy due to excessive limits on the variable pay. Reading the remuneration report I'm pleased to see that the actual limits are lower than the policy allowed for. I wish from my side would be to align the policy to the actual limits – not by raising the actual pay but lowering the limits in the policy.

With that, I would like to wish everyone in ISS all the best in 2024.

Thank you.



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Questions were commented on by the chairman of the board/managing director.

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