



**Welcome to
Investor Day 2021**

Forward Looking Statements

ABM Industries Incorporated's ("ABM") Investor Day presentation contains both historical and forward-looking statements about ABM and its subsidiaries (collectively referred to as "ABM," "we," "us," "our," or the "Company"). We make forward-looking statements related to future expectations, estimates and projections that are uncertain, and often contain words such as "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "likely," "may," "outlook," "plan," "predict," "should," "target," or other similar words or phrases. These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties, and assumptions that are difficult to predict. For us, particular uncertainties that could cause our actual results to be materially different from those expressed in our forward-looking statements include: The COVID-19 pandemic has had and is expected to continue having a negative effect on the global economy, and the United States economy, and it has disrupted and is expected to continue disrupting our operations and our clients' operations, which may adversely affect our business, results of operations, cash flows, and financial condition; our success depends on our ability to gain profitable business despite competitive market pressures; our business success depends on our ability to attract and retain qualified personnel and senior management and to manage labor costs; investments in and changes to our businesses, operating structure, financial reporting structure, or personnel relating to our ELEVATE strategy, including the implementation of strategic transformations, enhanced business processes, and technology initiatives may not have the desired effects on our financial condition and results of operations; our ability to preserve long-term client relationships is essential to our continued success; investments in and changes to our businesses, operating structure, financial reporting structure, or personnel relating to our ELEVATE strategy, including the implementation of strategic transformations, enhanced business processes, and technology initiatives may not have the desired effects on our financial condition and results of operations; our international business involves risks different from those we face in the United States that could have an effect on our results of operations and financial condition; our use of subcontractors or joint venture partners to perform work under customer contracts exposes us to liability and financial risk; acquisitions, divestitures, and other strategic transactions could fail to achieve financial or strategic objectives, disrupt our ongoing business, and adversely impact our results of operations; we may experience difficulties integrating Able Services and may not realize the growth opportunities and cost synergies that are anticipated from the Able acquisition or may experience other difficulties integrating Able; our international business involves risks different from those we face in the United States that could have an effect on our results of operations and financial condition; our use of subcontractors or joint venture partners to perform work under customer contracts exposes us to liability and financial risk; we manage our insurable risks through a combination of third-party purchased policies and self-insurance, and we retain a substantial portion of the risk associated with expected losses under these programs, which exposes us to volatility associated with those risks, including the possibility that changes in estimates to our ultimate insurance loss reserves could result in material charges against our earnings; our risk management and safety programs may not have the intended effect of reducing our liability for personal injury or property loss; we may experience breaches of, or disruptions to, our information technology systems or those of our third-party providers or clients, or other compromises of our data that could adversely affect our business; unfavorable developments in our class and representative actions and other lawsuits alleging various claims could cause us to incur substantial liabilities; a significant number of our employees are covered by collective bargaining agreements that could expose us to potential liabilities in relation to our participation in multiemployer pension plans, requirements to make contributions to other benefit plans, and the potential for strikes, work slowdowns or similar activities, and union organizing drives; our business may be materially affected by changes to fiscal and tax policies; negative or unexpected tax consequences could adversely affect our results of operations; changes in general economic conditions, such as changes in energy prices, government regulations, or consumer preferences, could reduce the demand for facility services and, as a result, reduce our earnings and adversely affect our financial condition; future increases in the level of our borrowings or in interest rates could affect our results of operations; impairment of goodwill and long-lived assets could have a material adverse effect on our financial condition and results of operations; if we fail to maintain proper and effective internal control over financial reporting in the future, our ability to produce accurate and timely financial statements could be negatively impacted, which could harm our operating results and investor perceptions of our Company and as a result may have a material adverse effect on the value of our common stock; our business may be negatively impacted by adverse weather conditions; catastrophic events, disasters, and terrorist attacks could disrupt our services; actions of activist investors could disrupt our business. For additional information on these and other risks and uncertainties we face, see ABM's risk factors, as they may be amended from time to time, set forth in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K and subsequent filings. We urge readers to consider these risks and uncertainties in evaluating our forward-looking statements. We caution readers not to place undue reliance upon any such forward-looking statements, which speak only as of the date made. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

Use of Non-GAAP Financial Information

The Company has presented income from continuing operations and income from continuing operations per diluted share as adjusted for items impacting comparability, for the twelve months of fiscal years October 31, 2021, 2020, 2019 and 2015. These adjustments have been made with the intent of providing financial measures that give management and investors a better understanding of the underlying operational results and trends as well as ABM's operational performance. In addition, the Company has presented earnings before income from discontinued operations, net of taxes, interest, taxes, depreciation and amortization and excluding items impacting comparability (adjusted EBITDA) for the fiscal years 2021, 2020, 2019 and 2015. Adjusted EBITDA is among the indicators management uses as a basis for planning and forecasting future periods. Adjusted EBITDA margin is defined as adjusted EBITDA divided by revenue.

We cannot provide a reconciliation of certain forward-looking non-GAAP measures to GAAP due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliation.

The presentation of these non-GAAP financial measures is not meant to be considered in isolation or as a substitute for financial statements prepared in accordance with accounting principles generally accepted in the United States of America. (See accompanying financial tables for supplemental financial data and corresponding reconciliations to certain GAAP financial measures.)



Scott Salmirs
President &
Chief Executive Officer



Earl Ellis
Executive VP &
Chief Financial Officer



Rene Jacobsen
Executive VP &
Chief Operating Officer



Melanie Kirkwood Ruiz
Chief Information Officer

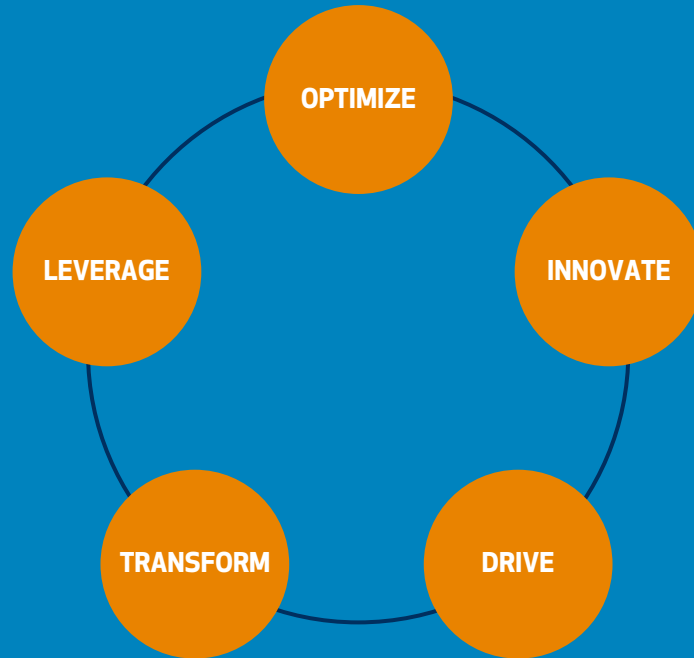


Josh Feinberg
Executive VP &
Chief Strategy and
Transformation Officer



Raúl Valentín
Executive VP &
Chief Human
Resources Officer

Our new strategic plan will:



OUR 2020 VISION ACCOMPLISHMENTS ARE CLEAR

> Evolved into a
client-centric structure








OUR 2020 VISION ACCOMPLISHMENTS ARE CLEAR

> Optimized our portfolio

Service Lines

 Janitorial	 Facilities Engineering	 Parking & Transportation	 Integrated Facilities Services	 Aviation Services
 HVAC & Mechanical	 Electrical, Power, & Lighting	 Bundled Energy Solutions	 EV Charging	 Landscape & Turf

Industry Groups

 Business & Industry	 Technology & Manufacturing	 Aviation	 Education	 Technical Solutions
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**OUR 2020
VISION**
ACCOMPLISHMENTS
ARE CLEAR

- > Established shared services and centralized key corporate functions



**OUR 2020
VISION**
ACCOMPLISHMENTS
ARE CLEAR

- > Developed a strategic sales culture and consistent operating model

 **5 CONSECUTIVE
YEARS**
OF NEW SALES GROWTH

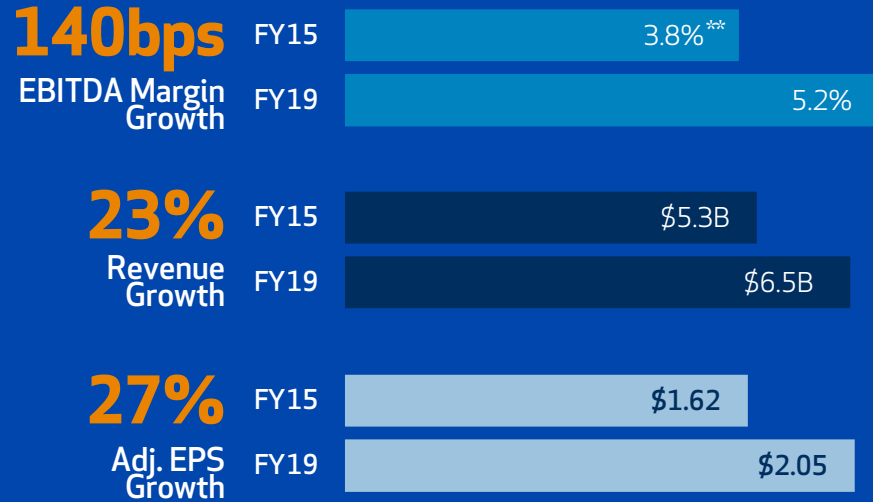
**OUR 2020
VISION**
ACCOMPLISHMENTS
ARE CLEAR

- > Continued with a disciplined capital allocation program

222 CONSECUTIVE
QUARTERLY
DIVIDENDS

2020 VISION
 ACHIEVED RECORD
 FINANCIAL
 PERFORMANCE

Financial Accomplishments | FY15-FY19*



*FY20 and FY21 comparability impacted by COVID-19

** Margin recast for one-time items, including insurance reset and bonus accrual reversal, in FY15

**RESILIENT
& AGILE**
MOVING AHEAD



JOSH FEINBERG

Executive VP & Chief Strategy
and Transformation Officer

RESILIENT & AGILE

MOVING AHEAD

COVID Response

- > Prioritize the health and safety of our team members and clients
- > Assembled an Advisory Council
- > Focused on our cash flow and liquidity

**RESILIENT
& AGILE**
MOVING AHEAD

ENHANCED*Clean*[™] 

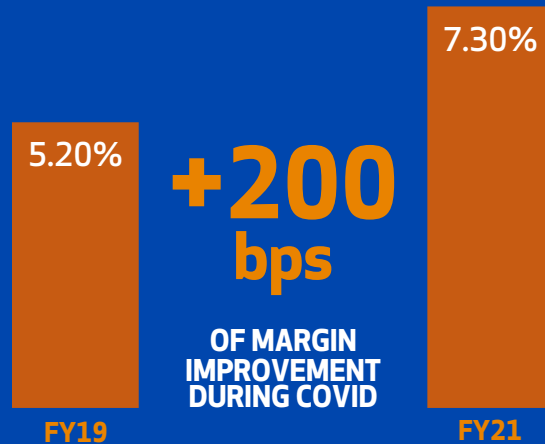
ENHANCED*Facility*[™] 



RESILIENT & AGILE

MOVING AHEAD

Performance During COVID



\$600m CUMULATIVE COVID-RELATED REVENUE IN FY20 & FY21

RESILIENT & AGILE

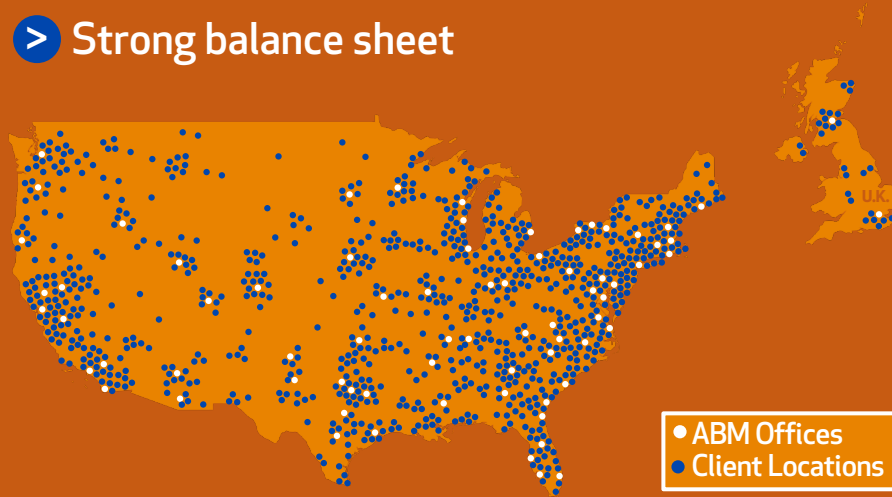
MOVING AHEAD

Performance During COVID

- > Flexible labor model
- > Permanent addition to scope
- > Long-term margin expansion

— WE HAVE AN —
**UNRIVALED
ADVANTAGE**

- > Market leadership
- > Unparalleled reach
- > Unique portfolio
- > Trusted reputation
- > Strong balance sheet



OUR STRATEGIC RESPONSE
to
**EMERGING
TRENDS**



**SOCIETAL
SHIFTS**



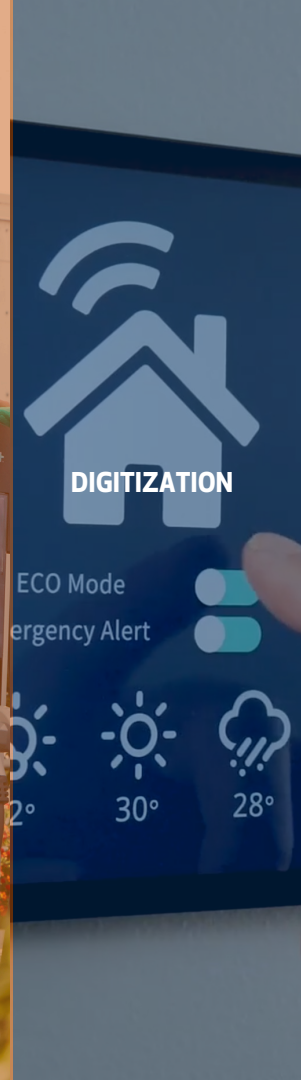
**FUTURE
OF WORK**



SUSTAINABILITY



MOBILITY



DIGITIZATION

OUR STRATEGIC RESPONSE
to
**EMERGING
TRENDS**

Our **purpose** has
never meant more...

*To take care of the people,
spaces and places that are
important to you*

ABM[®]



Elevate
the Client
Experience



Elevate
the Team
Member
Experience



Elevate
the Use of
Technology
& Data

— WE WILL —
ELEVATE
ABM

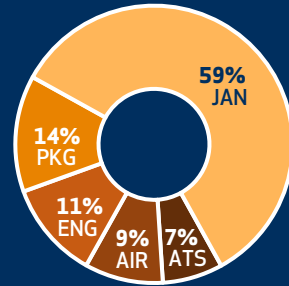


RENE JACOBSEN
Executive VP &
Chief Operating Officer

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

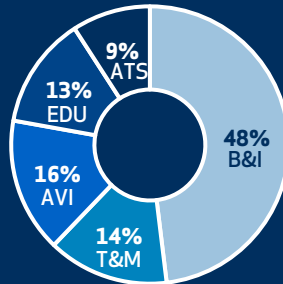
\$250B TOTAL ADDRESSABLE MARKET

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO



SERVICE LINES

JAN = Janitorial
ENG = Facilities Engineering
PKG = Parking
ATS = Technical Solutions
AIR = Aviation Services



INDUSTRY GROUPS

B&I = Business & Industry
T&M = Technology & Manufacturing
AVI = Aviation
EDU = Education
ATS = Technical Solutions

ABM Service Lines



JANITORIAL



FACILITIES
ENGINEERING



PARKING &
TRANSPORTATION



AVIATION
SERVICES



LANDSCAPE
& TURF



BUNDLED ENERGY
SOLUTIONS



HVAC &
MECHANICAL



ELECTRICAL, POWER,
& LIGHTING



EV CHARGING



INTEGRATED
FACILITIES SERVICES

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

ABM Service Lines



JANITORIAL



FACILITIES
ENGINEERING



PARKING &
TRANSPORTATION



AVIATION
SERVICES



LANDSCAPE
& TURF



BUNDLED ENERGY
SOLUTIONS



HVAC &
MECHANICAL



ELECTRICAL, POWER,
& LIGHTING



EV CHARGING



INTEGRATED
FACILITIES SERVICES

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

ABM Service Lines



JANITORIAL



FACILITIES
ENGINEERING



PARKING &
TRANSPORTATION



AVIATION
SERVICES



LANDSCAPE
& TURF



BUNDLED ENERGY
SOLUTIONS



HVAC &
MECHANICAL



ELECTRICAL, POWER,
& LIGHTING



EV CHARGING



INTEGRATED
FACILITIES SERVICES

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

ABM Service Lines



JANITORIAL



FACILITIES
ENGINEERING



PARKING &
TRANSPORTATION



AVIATION
SERVICES



LANDSCAPE
& TURF



BUNDLED ENERGY
SOLUTIONS



HVAC &
MECHANICAL



ELECTRICAL, POWER,
& LIGHTING



EV CHARGING



INTEGRATED
FACILITIES SERVICES

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

- **Single Service**
Direct sale of a self-performed service line to a client
- **Multiple Service Lines**
Individual contracts for sale of multiple self-performed services
- **Bundled Services**
Single contract for multiple service line offerings
- **Integrated Facilities Services**
Full suite of facilities services, both self-performed and sub-contracted

STRENGTHENING
and
DIVERSIFYING
OUR PORTFOLIO

Technical Solutions

Service Lines



HVAC &
MECHANICAL



ELECTRICAL
POWER & LIGHTING



BUNDLED ENERGY
SOLUTIONS



EV
CHARGING

Client Segments



MISSION
CRITICAL



GOVERNMENT



EDUCATION

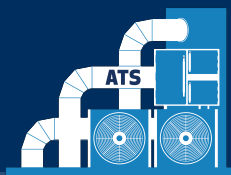
Client Partners

GENERAL MOTORS | NEW YORK POWER AUTHORITY | VOLVO
LAX INTL AIRPORT | AMAZON | MICROSOFT DATA CENTERS

Outlook vs. Company Average



INDUSTRY GROUP OVERVIEW



INDUSTRY GROUP OVERVIEW

Business and Industry

Service Lines



JANITORIAL



FACILITIES
ENGINEERING



PARKING &
TRANSPORTATION



IFS



LANDSCAPE
& TURF

Client Segments



COMMERCIAL
REAL ESTATE



SPORTS &
ENTERTAINMENT



HEALTHCARE

Client Partners

**CBRE | BROOKFIELD PROPERTIES | LBA REALTY | NIKE
JPMORGAN CHASE | GOLDMAN SACHS | SOFI STADIUM**

Outlook vs. Company Average



REVENUE
GROWTH
AVERAGE



OPERATING
MARGIN
ABOVE
AVERAGE



MARKET
POTENTIAL
AVERAGE



INDUSTRY GROUP OVERVIEW

Education

Service Lines



JANITORIAL



FACILITIES
ENGINEERING



LANDSCAPE
& TURF

Client Segments



HIGHER
EDUCATION



K-12

Client Partners

UNIVERSITY OF MIAMI | AUBURN | UNIVERSITY OF CHICAGO
LEHIGH | STANFORD SCHOOL OF MEDICINE | OREGON STATE

Outlook vs. Company Average



REVENUE
GROWTH
SLIGHTLY
BELOW
AVERAGE



OPERATING
MARGIN
SLIGHTLY
BELOW
AVERAGE



MARKET
POTENTIAL
AVERAGE



INDUSTRY GROUP OVERVIEW

Aviation

Service Lines



JANITORIAL



PARKING &
TRANSPORTATION



AVIATION
SERVICES



FACILITIES
ENGINEERING



Client Segments



AIRLINES

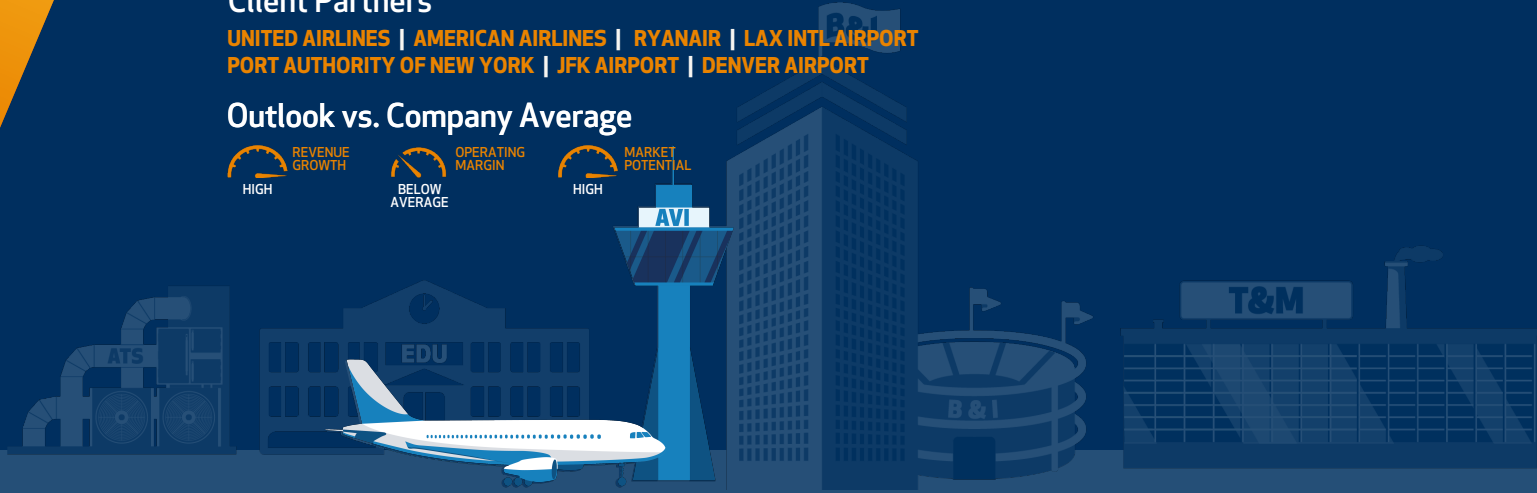


AIRPORTS

Client Partners

UNITED AIRLINES | AMERICAN AIRLINES | RYANAIR | LAX INTL. AIRPORT
PORT AUTHORITY OF NEW YORK | JFK AIRPORT | DENVER AIRPORT

Outlook vs. Company Average



Technology & Manufacturing Trends

**CONSUMER
PREFERENCES
HAVE CHANGED**

1 BILLION
SQUARE FEET OF NET NEW
US DISTRIBUTION AND
WAREHOUSE SPACE

**OUR CLIENTS
HAVE EXPERIENCED
SIGNIFICANT GROWTH**

INDUSTRY GROUP
OVERVIEW



Manufacturing & Distribution

- > Take a client-centric approach
- > Leverage our scale to drive service excellence
- > Deliver services to large, specialized clients and expand multiple service offerings

INDUSTRY GROUP OVERVIEW



Manufacturing & Distribution

Service Lines



JANITORIAL



FACILITIES
ENGINEERING



IFS

Client Segments



MANUFACTURING



DISTRIBUTION



NUCLEAR

Client Partners

AMAZON | WALMART | FEDEX | UPS | TESLA
DIGITAL REALTY | BOEING | SAMSUNG | PFIZER

Outlook vs. Company Average



REVENUE
GROWTH

HIGH



OPERATING
MARGIN

HIGH



MARKET
POTENTIAL

HIGH



- > Add new capabilities
- > Strengthen our client base
- > Accelerate our financial performance
- > Accelerate profitable growth
- > Strengthen our portfolio of services and end markets
- > Realize our strategic vision

ELEVATING
— through —
ACQUISITIONS



BETTER **TOGETHER**

100K+
TEAM MEMBERS

23K+
CLIENTS

5B+
SQ. FOOTAGE

ELEVATING
— through —
ACQUISITIONS



Elevate
the Client
Experience



Elevate
the Team
Member
Experience



Elevate
the Use of
Technology
& Data

— WE WILL —
ELEVATE
ABM



Client



Team



Data & Tech

- > More transparency
- > Analytics and insights
- > Customized solutions
- > New technology

ELEVATING
the
CLIENT
EXPERIENCE



Client



Team



Data & Tech

- > Build out a **strategic account management** function
- > Improve our **pricing and deal desk** capabilities
- > Create new **multi-service solutions** and bundles
- > Build **hyper sales targeting** capabilities
- > Enhance and standardize our **client retention** strategy

ELEVATING
the
CLIENT
EXPERIENCE



Client



Team



Data & Tech



RAÚL VALENTÍN

Executive VP &
Chief Human Resources Officer

ELEVATING
the
**TEAM MEMBER
EXPERIENCE**



Client



Team



Data & Tech



100k+
FRONT-LINE
TEAM MEMBERS

- > Connect and collaborate
- > Flexible work arrangements
- > Development opportunities

ELEVATING
the
**TEAM MEMBER
EXPERIENCE**



Client



Team



Data & Tech

Managing our workforce with new tools

- > New workforce platform
- > Creating a digital connection with our workforce
- > Increased productivity

ELEVATING
the
**TEAM MEMBER
EXPERIENCE**





Client



Team



Data & Tech

Investing in our people

- > Strengthening our culture
- > Empowering an engaged workforce
- > Evolving our rewards
- > Building stronger HR capabilities

ELEVATING the TEAM MEMBER EXPERIENCE



Client



Team



Data & Tech

Prepared to address today's labor market

- > Rapid recruiting
- > Improved candidate flow
- > Predictive analytics

ELEVATING
the
**TEAM MEMBER
EXPERIENCE**



Client



Team



Data & Tech



MELANIE KIRKWOOD RUIZ

Chief Information Officer

ELEVATING
the use of
**TECHNOLOGY
& DATA**



Client



Team



Data & Tech

- > Artificial intelligence
- > Machine learning
- > Advanced data & analytics

ELEVATING
the use of
**TECHNOLOGY
& DATA**



Client



Team



Data & Tech

- > Engage and connect with our clients and team members in new ways
- > Expand our use of data
- > Modernize our digital ecosystem

ELEVATING
the use of
**TECHNOLOGY
& DATA**



EARL ELLIS
Executive VP &
Chief Financial Officer

GUIDANCE

and

FORWARD OUTLOOK

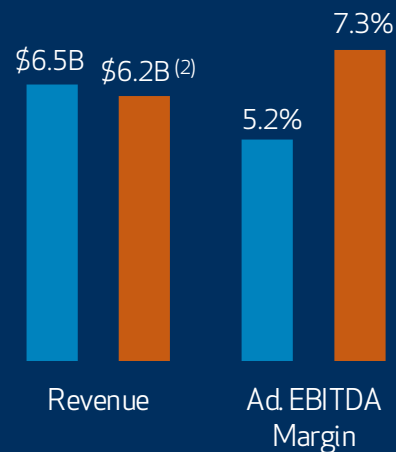
2019-2021 Review

Covid pandemic created multiple tailwinds to drive margin despite tough markets...

- > High demand for EnhancedClean
- > Increase in high-value work orders
- > Labor efficiencies

... resulting in record adj. EBITDA⁽¹⁾ margin performance in Fiscal 2021

■ 2019
■ 2021



(1) See www.abm.com/investors for reconciliation of GAAP to non-GAAP measures

(2) Includes approx. \$100M of revenue associated with September 2021 Able acquisition

GUIDANCE
and
**FORWARD
OUTLOOK**

2022 FY Guidance

**ADJUSTED
EBITDA
MARGIN** **6.2-
6.6%**

GUIDANCE and **FORWARD OUTLOOK**

Elevate Overview

Discrete investments

- > Client facing technology and data & analytics
- > Digital workforce management tools
- > Advanced recruiting & retention solutions
- > Modernize finance and HR ecosystems

Tangible benefits

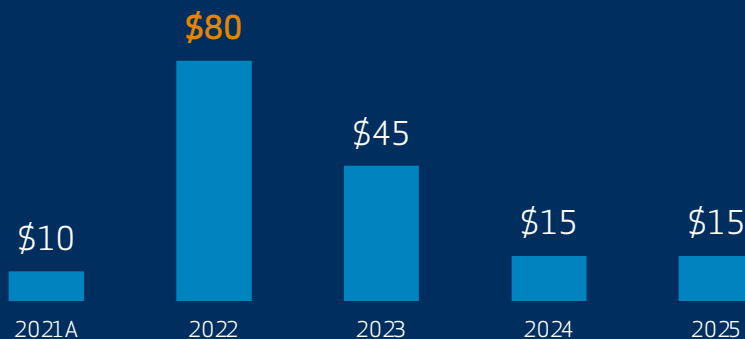
- > Improved & sustainable financial performance
- > Higher revenue growth
- > Improved client retention rates
- > More engaged team members

Total Elevate spend expected to be **\$150M - \$175M**

GUIDANCE and FORWARD OUTLOOK

Elevate Investment Pacing

~\$80m FY22 ELEVATE SPEND



Large initial investment will enable us to rapidly scale across organization

GUIDANCE
and
**FORWARD
OUTLOOK**

2022 FY Guidance

\$3.30 ADJUSTED
-3.55 EARNINGS
PER SHARE

GUIDANCE and **FORWARD OUTLOOK**

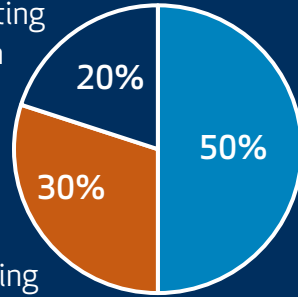
Elevate Investment Allocation

Growth initiatives

- Hyper sales targeting
- Price optimization
- Strategic account management

Workforce and people initiatives

- Advanced scheduling
- Forecasting
- Task management



Digital transformation initiatives

- Client facing technology
- Data & analytics
- Enterprise IT infrastructure (ERP and Payroll)

Investments will be made over the next four years in three categories

GUIDANCE and FORWARD OUTLOOK

Summary

We expect Elevate investments and strong execution to deliver the following targets:

ACCELERATE ORGANIC
REVENUE GROWTH BY

50%

IMPROVE ADJ EBITDA
MARGINS BY

20bps/yr

STARTING IN 2023

GUIDANCE and FORWARD OUTLOOK

Summary

We expect Elevate investments and strong execution to deliver the following targets:

28%

IRR

\$9B

2025 REVENUE

~\$400M

2025 FREE CASH FLOW

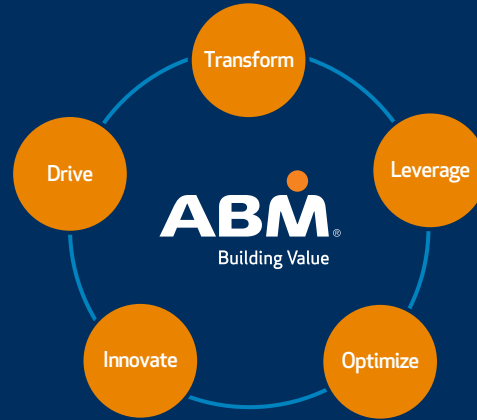
\$110-130M

INCREMENTAL
ADJ. EBITDA BY 2025

7%

2025 SUSTAINABLE
ADJ. EBITDA MARGIN

— DRIVING —
**SHAREHOLDER
VALUE**



Appendix

Unaudited Reconciliation of Non-GAAP Financial Measures

(\$ in millions, except per share amounts)	Years Ended October 31,			
	2021	2020	2019	2015
Reconciliation of Revenues to Revenues Including Discontinued Operations				
Revenues	\$ 6,228.6	\$ 5,987.6	\$ 6,498.6	\$ 4,897.8
Revenues from Discontinued Operations	• -	-	-	392.7
Revenues including Discontinued Operations	<u>\$ 6,228.6</u>	<u>\$ 5,987.6</u>	<u>\$ 6,498.6</u>	<u>\$ 5,290.5</u>

Unaudited Reconciliation of Non-GAAP Financial Measures

(\$ in millions, except per share amounts)

	Years Ended October 31,			
	2021	2020	2019	2015
Reconciliation of Net Income to Adjusted EBITDA				
Net income	\$ 126.3	\$ 0.3	\$ 127.4	\$ 76.3
Items impacting comparability	156.7	167.6	20.8	66.3
Loss (Income) from discontinued operations	—	(0.1)	0.1	(22.2)
Income tax provision	53.5	53.1	32.7	18.3
Interest expense	28.6	44.6	51.1	10.2
Depreciation and amortization	89.9	96.4	107.4	57.1
Adjusted EBITDA	<u>\$ 455.0</u>	<u>\$ 361.9</u>	<u>\$ 339.5</u>	<u>\$ 206.0</u>

	Years Ended October 31,			
	2021	2020	2019	2015
Reconciliation of Income from Continuing Operations per Diluted Share to Adjusted Income from Continuing Operations per Diluted Share				
Income from continuing operations per diluted share	\$ 1.86	\$ —	\$ 1.91	\$ 0.94
Items impacting comparability, net of taxes	1.72	2.43	0.14	0.68
Adjusted income from continuing operations per diluted share	<u>\$ 3.58</u>	<u>\$ 2.43</u>	<u>\$ 2.05</u>	<u>\$ 1.62</u>
Diluted shares	68.0	67.3	66.9	57.4

Unaudited Reconciliation of Non-GAAP Financial Measures

2022 Guidance

Reconciliation of Estimated Income from Continuing Operations per Diluted Share to Estimated Adjusted Income from Continuing Operations per Diluted Share	Year Ending October 31, 2022	
	Low Estimate	High Estimate
Income from continuing operations per diluted share ^(a)	\$ 2.05	\$ 2.30
Transformation initiative costs ^(b)	0.76	0.76
Acquisition and integration related costs ^(c)	0.25	0.25
Other adjustments ^(d)	0.24	0.24
Adjusted Income from continuing operations per diluted share ^(a)	<u>\$ 3.30</u>	<u>\$ 3.55</u>

^(a) With the exception of the 2022 Work Opportunity Tax Credits and anticipated excess tax benefits on stock-based awards, this guidance does not include any potential effects associated with certain other discrete tax items and other unrecognized tax benefits.

^(b) Represents discrete transformational costs that primarily consists of general and administrative costs for developing technological needs and alternatives, project management, testing, training and data conversion inclusive of internal costs, consulting and professional fees for i) new enterprise resource planning system, ii) client facing technology, iii) workforce management tools and iv) data analytics. These costs are not expected to recur beyond the deployment of these initiatives.

^(c) Represents acquisition and integration related costs associated with Able acquisition.

^(d) Represents other contingencies that could include legal settlements, adjustments to self-insurance reserves pertaining to prior year's claims and other unique items impacting comparability.



ABM®

Building Value