



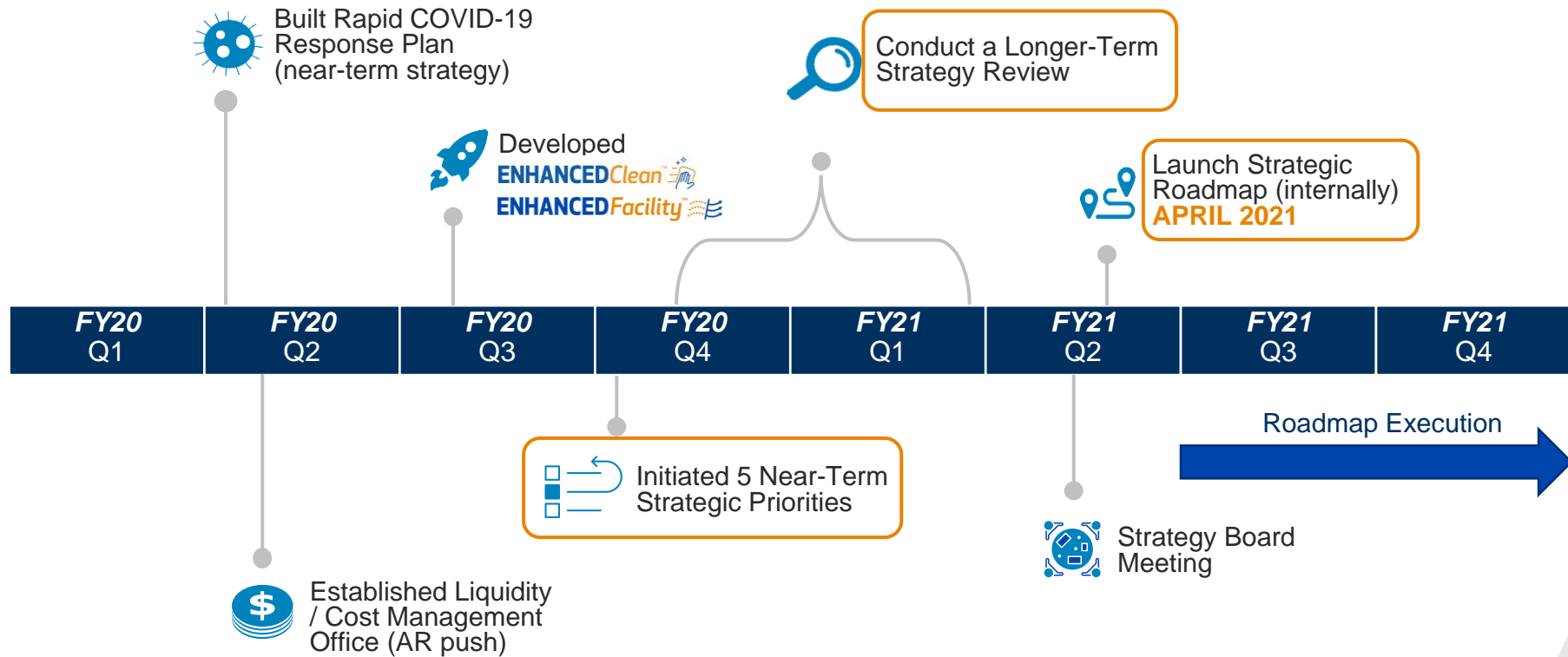
PRESIDENT'S CLUB 2021

Strategy Update

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What the Strategy Team has been up to – and, what's next



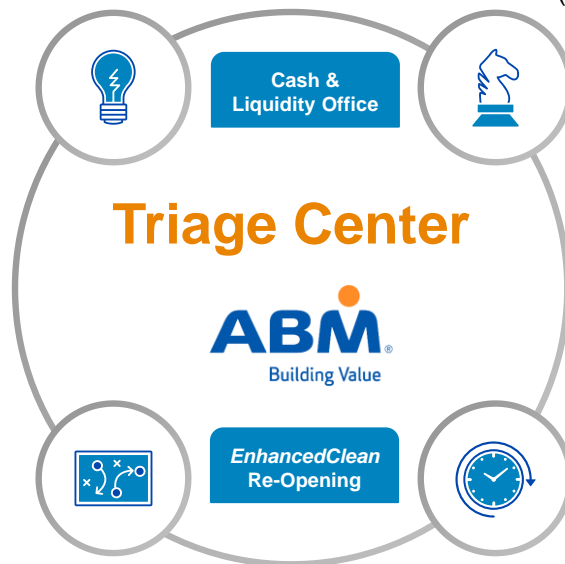
Standardized processes and coordinated teaming across ABM are *essential* success factors

Operational Response Team (ORT)

Cross-functional / operational knowledge sharing & communication
(Weekly)

ELT Decision Forum

Evaluate, decide, and launch course of action
(3x per week)



Field Leadership

Cascade decisions, execute, and track actions across IGs and the organization
(2x per week)

Pod Structure

Daily tracking of critical activity (e.g., client engagement, forecast, collections, EnhancedClean)

Our 5 near-term priorities are well underway (mostly in “R&D”)

1 Tech/Digital Transformation

Design future-state enterprise process and architecture map
Develop an enhanced ERP/Fusion integration roadmap
Design future-state data management & analytics and roadmap

Held over 130 meetings and workshops with key stakeholders

Next steps: Initial roadmap for system implementations
Finalize first phase of vendor/system selections

2 Shared Services

Design future-state optimized Shared Services and roadmap
Execute targeted improvements in select key processes

Held over 80 workshops with key ESC and Ops stakeholders

Next steps: Kickoff *Billing* process improvement work

3 Workforce Management

Design future-state optimized workforce and roadmap
Build and begin to deploy the next evolution of the solution

3rd party vendor partner selection near complete

Next steps: Begin in February 2021

4 EnhancedClean™ | EnhancedFacility™

Fully executed in market now
Design focused on sustainable business model (i.e., post-Covid)

Significant investment in an advertising and PR campaign

Next steps: Continue campaign with EnhancedFacility

5 Client-Facing Technology

Identify and prioritize the high value client use cases
Build an agile v1.0 solution

3rd party vendor partner selection near complete

Next steps: Begin in February 2021



We have built a comprehensive fact base to test potential moves

5 key components to the fact base



A lot of work completed to date

- ✓ Conducted **divergent, future visioning sessions** to brainstorm strategic assets and opportunities
- ✓ **Surveyed 500+ facilities management decision makers** to assess systematic demand drivers
- ✓ Held **40+ client interviews** to assess ABM strengths, gaps, and customer trends
- ✓ Held **45+ internal IG and functional leader interviews** to explore and roster opportunities
- ✓ Developed "**economic cube**" with profit by geography, client segment, and service line
- ✓ **Assessed geographic footprint** by service line – where we have scale, where we do not
- ✓ **Decomposed ABM shareholder returns** over last 5 years, including drivers of value

Early high-level insights from our fact base



Economics / Value Creation

We have **favorable economics at scale** and an opportunity to build additional density through organic and inorganic moves.

ATS remains a high growth market, with favorable market tailwinds and financial profile to drive accretive margin and valuation.



Clients

Opportunity to leverage our assets to **improve the client experience** and innovate on how they are connected to the services and spaces around them.

Clients are increasingly demanding integrated or tailored solutions, providing an **untapped opportunity to sell multiple service lines** through end market specific solutions.



Market & Competitors

Janitorial markets have **significant headroom to capture market share** where ABM has a right to win today, and we're going to invest.

Attractive adjacencies may exist to expand our capability set through acquisition.



Key Enablers & Capabilities

Workforce management capabilities can step-change ABM's efficiency and client satisfaction.

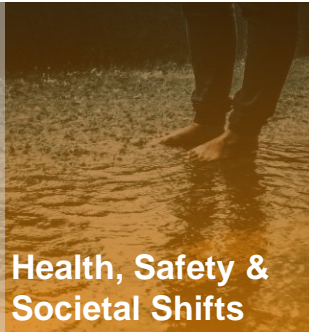
Leveraging **data as a strategic asset** and driving **consistent process excellence** are absolute must-dos in order to unlock our full strategic potential.



Stakeholders

Our front-line **team members are the driving force of ABM**, and investing in developing their capabilities will be a huge value unlock for the enterprise and for our clients.

Our opportunity is shaped by five mega-trends, now stronger and more dynamic than ever



Health, Safety & Societal Shifts

Evolving social trends including healthy spaces, living wages, increased litigation, shifting immigration policies, sustainability, and fostering inclusion are leading to more operating challenges



Future of Work

The gig economy is evolving work models – employees' expectations are shifting with it – and workforce skills are rapidly changing and workspaces with new health and safety standards



Sustainability

Globalization forces companies to oversee supply chains in a responsible way and operate in areas with scarce natural resources, which must be used responsibly and efficiently



Mobility

New modes of transportation and expanded logistics ecosystem have disrupted traditional markets



Digitization

Leading edge technologies and data analytics systems are accelerating in capabilities, insights, and becoming more practical in day-to-day applications

Landed on 7 strategic pillars for the next few years



Focused on driving meaningful impact across the organization by end of 2021



Sales team



- Improved salesforce functionality with territory planning
- Alignment of client financials, pipeline and opportunity data



Team member (Front-line and staff)



- Enhanced self-service and online connectivity with HR services
- Improved payroll accuracy



Operators



- Increased access to budgeting & forecasting tools
- Enhanced user experience for materials purchases in the field



Financial shared services



- Greater automation and consistency of invoice (bill) delivery
- Unified procurement platform across ABM and GCA

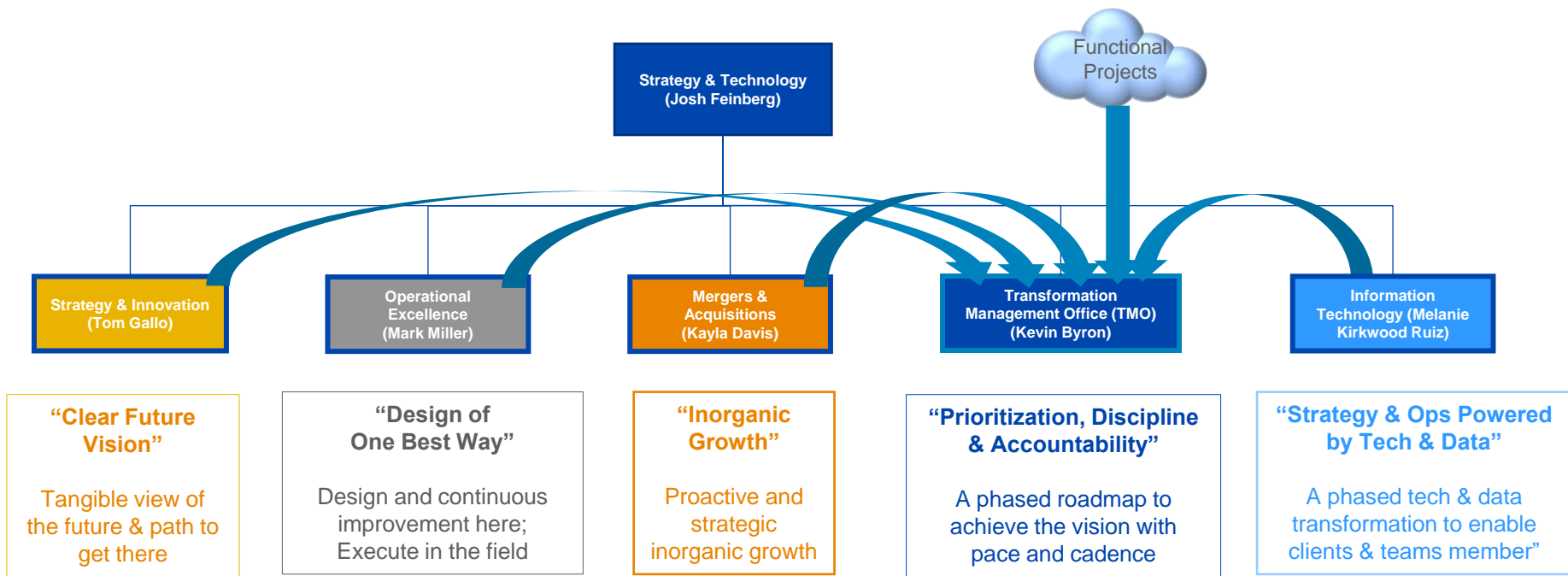


Enterprise



- Enhanced data self-service capabilities and data management
- Increased access to applications through the cloud and improved IT security

Our team will be accountable for coordinating execution across ABM



All efforts will be “Field First” – from start to finish

Change management is the key to sustained execution

- Every project we tackle over the next 5+ years will require people to “do something differently”
- Change management provides the support needed for team members to rapidly and effectively adopt to changes
- Effective change management directly correlates to likelihood of project success
- We are placing a heavy emphasis on change management in our transformation program



“Best Practice” Methodology - ADKAR

- **A**wareness
- **D**esire
- **K**nowledge
- **A**bility
- **R**einforcement

You will see “ADKAR” under the moniker of “**Ready, Set, Go**” for enterprise execution

Embed Change Management in everything we do

- Dedicated change managers to each priority from the start
- Enterprise level view of projects to avoid “change saturation”
 - ✓ Change portfolio management
- Integrated change tools across all of our projects:
 - ✓ Project change triangle, Risk assessment, Sponsor effectiveness

Invest in Change Management

- Launched enterprise-wide “Change Readiness Program” for team members and people leaders
- Provide additional training, tools, resources, and supports for the change and project teams

What we need to do to finish and get ready for execution

