

## YEAR-END REPORT JANUARY–DECEMBER 2021

### *A successful year with high levels of activity*

#### Fourth quarter of 2021

- Net sales in the fourth quarter amounted to SEK 2,901 (2,489) million. Organic growth was 8 per cent and growth from acquisitions 8 per cent, while exchange rate effects accounted for 1 per cent.
- Adjusted EBITA increased by 13 per cent to SEK 174 (153) million and the operating margin was 6.0 (6.2) per cent.
- EBIT was SEK 95 (82) million. Profit after tax was SEK 62 (49) million.
- Earnings per share were SEK 0.6 (0.5).
- The Board of Directors proposes a dividend for 2021 of SEK 4.80 (4.40) per share, comprising a regular dividend of SEK 2.40 (2.00) and an extraordinary dividend of SEK 2.40 (2.40) to be distributed in two payments of SEK 2.40 and SEK 2.40 per share, respectively.

#### Full-year 2021

- Net sales for full-year 2021 amounted to SEK 10,104 (9,591) million. Organic growth was 3 per cent and growth from acquisitions 3 per cent, while exchange rate effects accounted for 0 per cent.
- Adjusted EBITA increased by 13 per cent to SEK 631 (556) million and the operating margin was 6.2 (5.8) per cent.
- EBIT was SEK 403 (318) million. Profit after tax was SEK 265 (191) million.
- Earnings per share were SEK 2.8 (2.0).
- Cash conversion for full-year 2021 was 98 (108) per cent.
- Leverage in relation to adjusted EBITDA was 2.0 (1.6).

### GROUP EARNINGS SUMMARY

|                              | Oct-Dec |       | Jan-Dec |       |
|------------------------------|---------|-------|---------|-------|
|                              | 2021    | 2020  | 2021    | 2020  |
| Net sales, SEK m             | 2,901   | 2,489 | 10,104  | 9,591 |
| Organic growth, %            | 8       | -7    | 3       | -7    |
| Acquired growth, %           | 8       | 1     | 3       | 2     |
| FX-effects, %                | 1       | -3    | 0       | -2    |
| Adjusted EBITA, SEK m        | 174     | 153   | 631     | 556   |
| Adjusted EBITA-margin, %     | 6.0     | 6.2   | 6.2     | 5.8   |
| EBIT, SEK m                  | 95      | 82    | 403     | 318   |
| Income for the period, SEK m | 62      | 49    | 265     | 191   |
| Cash conversion, %           | 133     | 123   | 98      | 108   |
| Earnings per share, SEK      | 0.6     | 0.5   | 2.8     | 2.0   |

See page 29 for definitions and calculations of key performance indicators. Items affecting comparability are presented in Note 3

## CEO'S COMMENTS

# A SUCCESSFUL YEAR WITH HIGH LEVELS OF ACTIVITY

*Full-year 2021 was characterised by a high level of activity in new sales, acquisitions and strategic development initiatives, while the pandemic continued to affect our operations. Coor delivered sales for the year of SEK 10,104 (9,591) million and operating profit of SEK 631 (556) million, corresponding to an operating margin of 6.2 (5.8) per cent. Coor's cash flow and balance sheet are strong, with a cash conversion of 98 per cent and a leverage of 2.0 (1.6) times adjusted EBITDA at the end of the year. The Board of Directors proposes a dividend of SEK 4.80 per share for 2021.*

### STRONG GROWTH WITH STABLE RESULTS

Sales increased 17 per cent during the fourth quarter of 2021 compared with the year-earlier period. Organic growth amounted to 8 per cent, primarily driven by new business in Denmark and Sweden. Norway also delivered organic growth during the fourth quarter, largely related to high project volumes in the oil and gas industry. Acquired growth amounted to 8 per cent, with R&K Service in Norway and Veolia in Sweden contributing growth for the entire quarter and Inspira in Sweden contributing as of December.

Coor delivered operating profit of SEK 174 (153) million, corresponding to an operating margin of 6.0 (6.2) per cent. The quarter included a positive non-recurring effect of approximately SEK 40 million in the form of a lump-sum payment of surpluses within the collectively bargained AGS group sickness insurance policy. The quarter also saw temporarily increased costs at the central and country levels as a result of starting up new business, integrating acquisitions and development initiatives. Adjusted for the positive non-recurring effect and the temporarily increased local and central costs, Coor delivered an operating margin on a par with the company's long-term ambitions and continued EBITA growth during the quarter.

### VERY HIGH LEVELS OF ACTIVITY

In 2021, Coor signed new agreements corresponding to annual sales of SEK 927 (257) million, the highest since the company was listed on the Stockholm Stock Exchange in 2015. The largest new IFM-agreements signed are with the Danish Building and Property Agency and DSB in Denmark as well as a Nordic contract with PostNord. During the year, Coor also won several new agreements, such as a security agreement with Borealis and a property agreement with Micasa in Sweden, a cleaning agreement with Evidensia in Finland and a restaurant contract with KAB in Denmark.

During the year, Coor extended several important customer contracts, including major contracts with Sandvik Materials Technology, GKN and Equinor's production sites. While the year also included lost and terminated contracts, the net change was positive and the contract portfolio increased SEK 344 million during the year, excluding acquisitions.

### STRATEGIC GROWTH INITIATIVES

Coor owes its success to various factors, including its ongoing development of the operations and continued innovation. I'm very proud of the initiatives that Coor has taken throughout the year, such as within sustainability. Coor has also committed to the Science Based Target initiative and is working hard to reduce its environmental impact as well as that of our customers. We received a lot of confirmation during the year that our initiatives were on the right track. Several customers chose us as a partner based on our sustainability ambitions and we received very positive evaluations from external sustainability institutes, such as EcoVadis and CDP.

The organisational changes the company made at the end of last year to increase focus on innovation, digitisation and service development resulted in several smart solutions that we now offer the market, including Coor SmartClimate, Coor SmartDrone and Coor SmartCleaning. For the third consecutive year, Coor received IFMA's Innovation Award, a prestigious distinction in our industry. Coor also made investments to increase the company's IT security during the year.

Another area where Coor positioned itself well during the year is strategic advisory services, Coor Advisory. Coor has built a Nordic advisory operation with expertise that helps our customers design the workplaces of tomorrow.

### WELL POSITIONED FOR THE FUTURE

Based on our strong financial position and many new transactions, along with the acquisitions and strategic initiatives we've made, I look forward to the future with confidence. My hope is that we will be able to return to a more normal life as the restrictions re-introduced by the authorities during the fourth quarter are now removed.

The Board of Directors proposes a dividend of SEK 4.80 per share for 2021 which is a healthy dividend yield for our owners that still leaves the company with room to make additional value-adding acquisitions. Together with a solid pipeline of new transactions, this leaves Coor well positioned for continued growth.

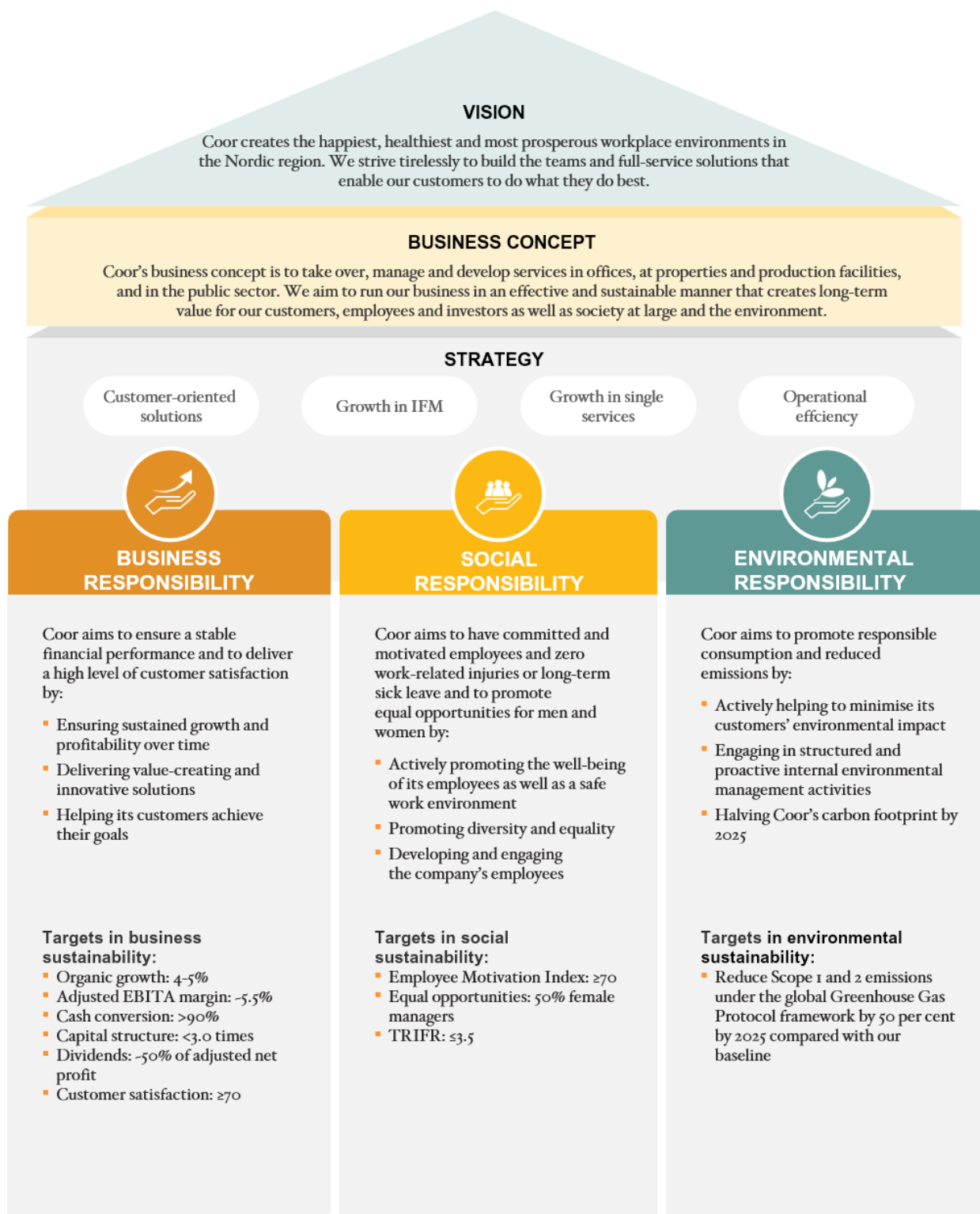
Stockholm, 10 February 2022  
AnnaCarin Grandin

*President and CEO, Coor*



# OUR OPERATIONS IN THREE DIMENSIONS

*Delivering on Coor's strategy and developing our business in line with Coor's vision requires a long-term approach to sustainability. Coor strives to conduct its business in a responsible manner. This means that we create value in three dimensions: financially, socially and environmentally.*



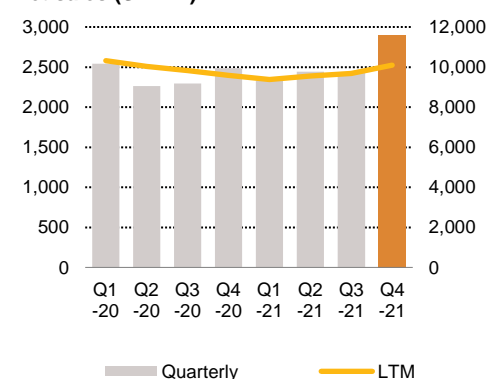
# BUSINESS RESPONSIBILITY



## SALES AND EARNINGS

| Key performance indicators | Oct-Dec |       | Jan-Dec |       |
|----------------------------|---------|-------|---------|-------|
|                            | 2021    | 2020  | 2021    | 2020  |
| Net sales, SEK m           | 2,901   | 2,489 | 10,104  | 9,591 |
| Organic growth, %          | 8       | -7    | 3       | -7    |
| Acquired growth, %         | 8       | 1     | 3       | 2     |
| FX effects, %              | 1       | -3    | 0       | -2    |
| Adjusted EBITA, SEK m      | 174     | 153   | 631     | 556   |
| Adjusted EBITA-margin, %   | 6.0     | 6.2   | 6.2     | 5.8   |
| EBIT                       | 95      | 82    | 403     | 318   |
| EBIT-margin, %             | 3.3     | 3.3   | 4.0     | 3.3   |
| Number of employees (FTE)  | 10,075  | 9,029 | 10,075  | 9,029 |

Net sales (SEK m)

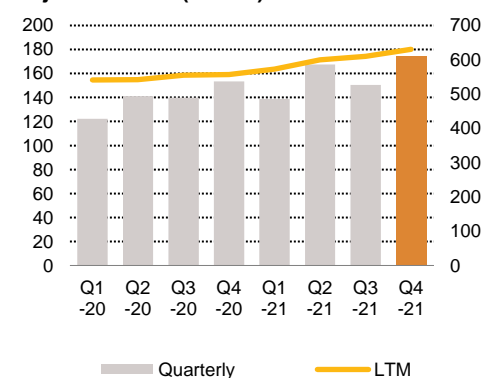


### Fourth quarter (October–December)

Sales increased 17 per cent compared with the year-earlier period. Organic growth for the quarter was 8 per cent. While the highest organic growth was reported in Denmark and Sweden, Norway also made a positive contribution. Growth was driven by new transactions, such as DSB and PostNord, as well as high assignment volumes from the Norwegian oil and gas industry. The quarter also saw an increase in assignment volumes in property services and food and beverages, while the terminated contract for Equinor's office sites had a negative impact on organic growth. Acquired growth for the quarter amounted to 8 per cent and is entirely related to the acquisition of R&K Service AS in Norway and the acquisitions of Veolia TM and Inspira AB in Sweden. Exchange rate effects amounted to 1 per cent.

Operating profit (adjusted EBITA) amounted to SEK 174 (153) million. The operating margin for the quarter was 6.0 (6.2) per cent. The operating profit and operating margin included a positive non-recurring effect of approximately SEK 40 million in the form of a lump-sum payment of surpluses within the collectively bargained AGS group sickness insurance policy. At the same time, several major integrations happening in parallel led to temporarily high costs at the central and country levels.

Adjusted EBITA (SEK m)



Net sales by country (LTM)



- Sweden, 50%
- Norway, 23%
- Denmark, 21%
- Finland, 6%

Net sales by type of contract (LTM)



- IFM, 60%
- FM-Services, 40%

Net sales by service category (LTM)



- Cleaning, 37%
- Property, 32%
- Workplace, 19%
- Food & Beverage, 8%
- Other, 4%

Net sales by customer segment (LTM)



- Public, 28%
- Manufacturing, 23%
- Oil & Gas, 18%
- IT & Telecom, 10%
- Real estate & Construction, 8%
- Other, 13%

Central costs increased compared with the very low levels in the previous year, due to normalising costs, raised sustainability and IT security ambitions and temporarily high levels of activity in projects and development.

EBIT was SEK 95 (82) million. In addition to the increase in adjusted EBITA, items affecting comparability and amortisation of customer contracts and trademarks were higher compared with the fourth quarter of the preceding year.

### Full-year 2021

Sales increased 5 per cent compared with the year-earlier period. Organic growth was 3 per cent and growth from acquisitions 3 per cent, while exchange rate effects accounted for 0 per cent.

Operating profit (adjusted EBITA) increased by 13 per cent compared with the year-earlier period to SEK 631 (556) million. The operating margin was 6.2 (5.8) per cent. EBIT was SEK 403 (318) million.

## FINANCIAL NET AND PROFIT AFTER TAX

Net financial items improved SEK 7 million year-on-year and totalled SEK -59 (-66) million.

The tax expense for full-year 2021 was SEK -79 (-61) million, which represents 23 (24) per cent of earnings before tax. Profit after tax was SEK 265 (191) million.

## FINANCIAL POSITION

Consolidated net debt at the end of the period was SEK 1,663 (1,207) million.

The company's leverage, defined as net debt to adjusted EBITDA (rolling 12 months), was 2.0 (1.6) at the end of the year, which is well in line with the Group's target of a leverage below 3.0.

At the end of the year, equity amounted to SEK 2,003 (2,079) million and the equity/assets ratio was 28 (34) per cent. During the year, the Group paid dividends to shareholders amounting to SEK 417 million, which reduced the Group's equity by a corresponding amount.

Cash and cash equivalents at the end of the year amounted to SEK 628 (396) million. At the end of the period, the Group had undrawn credit lines totalling SEK 500 (1,250) million.

## CASH FLOW

Operating cash flow varies from one quarter to the next. The key parameter to follow is the rolling 12-month change in working capital. For full-year 2021, working capital declined by SEK 49 million, driven by ongoing focused efforts across the entire organisation.

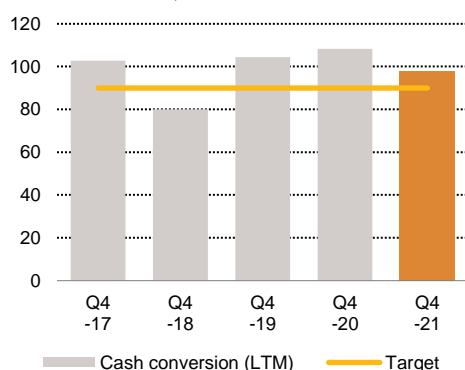
The most important key performance indicator for Coor's cash flow is cash conversion, which is defined as the ratio of a simplified operating cash flow to adjusted EBITDA. Cash conversion for full-year 2021 amounted to 98 (108) per cent, which is well in line with the Group's target of a cash conversion of over 90 per cent.

| Financial net (SEK m)        | Jan-Dec    |            |
|------------------------------|------------|------------|
|                              | 2021       | 2020       |
| Net interest, excl leasing   | -44        | -46        |
| Net interest, leasing        | -9         | -10        |
| Borrowing costs              | -4         | -4         |
| Exchange rate differences    | 1          | -2         |
| Other                        | -4         | -5         |
| <b>Total financial net</b>   | <b>-59</b> | <b>-66</b> |
| <b>Profit before tax</b>     | <b>343</b> | <b>252</b> |
| Tax                          | -79        | -61        |
| <b>Income for the period</b> | <b>265</b> | <b>191</b> |

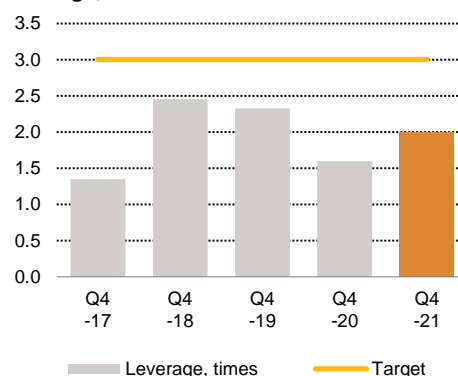
| Net debt (SEK m)                   | 31 Dec       |              |
|------------------------------------|--------------|--------------|
|                                    | 2021         | 2020         |
| Liabilities to credit institutions | 995          | 241          |
| Corporate bond                     | 1,000        | 1,000        |
| Leasing, net                       | 297          | 328          |
| Other                              | -1           | 33           |
|                                    | <b>2,291</b> | <b>1,603</b> |
| Cash and cash equivalents          | -628         | -396         |
| <b>Net debt</b>                    | <b>1,663</b> | <b>1,207</b> |
| Leverage, times                    | 2.0          | 1.6          |
| Equity                             | 2,003        | 2,079        |
| Equity/assets ratio, %             | 28           | 34           |

| (SEK m)   | Rolling 12 mth. |            |
|---|-----------------|------------|
|   | 2021            | 2020       |
| Adjusted EBITDA                                     | 829             | 756        |
| Change in net working capital                       | 49              | 133        |
| Net investments                                     | -68             | -70        |
| <b>Cash flow for calculation of cash conversion</b> | <b>809</b>      | <b>818</b> |
| <b>Cash conversion, %</b>                           | <b>98</b>       | <b>108</b> |

### Cash conversion, %



### Leverage, times



## CUSTOMER RELATIONSHIPS

### Customer satisfaction

Every year, Coor conducts a survey among its customers with the help of an external research firm with the aim of monitoring its performance as a service provider. In the survey for 2021, Coor's customer satisfaction index improved even further and is now at the highest score to date of 74 (70). The number of contact persons who completed the survey increased to 837, compared with 805 in the preceding year. The results from the customer survey provide valuable input for the future, with regard to the development of Coor's relationships with its customers as well as its internal development as a company.

As a supplement to the annual survey, we continuously follow up on customer satisfaction. These qualitative and quantitative follow-ups are customised based on the specific customer and focus on both service delivery and customer relations. Quantitative surveys are carried out using, for example, pulse surveys.

### Contract portfolio

The net change in the contract portfolio for full-year 2021 was SEK +344 million. The five largest new contracts were with the Danish Building and Property Agency (IFM), DSB (IFM), PostNord (IFM), Borealis (Security) and Micasa (Property services).

The renegotiation volume for 2021 was approximately SEK 2.4 (1.5) billion. The retention rate for the year was 58 (92) per cent, with the largest individual losses coming from Equinor's office sites and AB Volvo. Coor's retention rate for the past three years is 78 per cent.

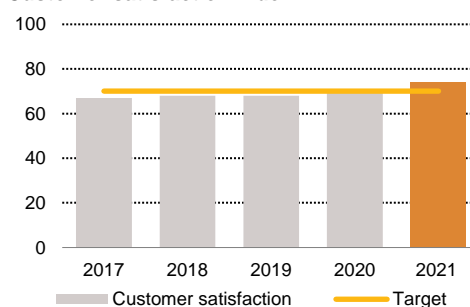
## SIGNIFICANT EVENTS DURING THE QUARTER

- On 19 October, Coor announced that Anders Ehrling, a member of Coor's Board of Directors, is resigning at his own request due to a new position in a competing business. A replacement will not be chosen before the ordinary Annual General Meeting.
- On 8 November, it was announced that Coor had acquired Inspira, a well-run family business that provides cleaning and workplace services to a large number of customers in Central Sweden. Inspira has annual sales of about SEK 700 million and 1,400 employees. The acquisition was completed on 1 December 2021 after approval from the competition authority.
- On 12 November 2021, Coor announced that a new seven-year IFM agreement had been signed with the Danish Building and Property Agency. The assignment is due to start on 1 May 2022 and is worth some SEK 3 billion over the contract period. Coor's assignment entails a broad integrated service delivery including restaurant services, cleaning, security, exterior environment, waste management and operations and maintenance for the Danish Building and Property Agency's property holding in Denmark, totalling approximately 375,000 square metres.
- On 18 November 2021, Coor announced that Afa Försäkring had decided to make a lump-sum payment of surpluses within the collectively bargained AGS group sickness insurance policy, which had an estimated positive earnings effect of SEK 40 million on the fourth quarter.

## SIGNIFICANT EVENTS AFTER THE END OF THE PERIOD

- No significant events to report after the end of the period.

### Customer satisfaction index



|                                       | 2021              |              | 2020              |              |
|---------------------------------------|-------------------|--------------|-------------------|--------------|
|                                       | No. of con-tracts | Annual sales | No. of con-tracts | Annual sales |
| New contracts during the period       | 24                | 927          | 15                | 257          |
| Completed contracts during the period | -5                | -583         | -9                | -98          |
| <b>Net change in the portfolio</b>    | <b>19</b>         | <b>344</b>   | <b>6</b>          | <b>159</b>   |

*Changes in the contract portfolio include all contracts with over SEK 5 million in annual sales and are reported semi-annually. For new agreements signed during the period, the contracted or estimated annual sales are listed. For contracts terminated during the period, the sales for the most recent 12-month period with full delivery are listed.*



# SOCIAL RESPONSIBILITY



## ORGANISATION AND EMPLOYEES

At the end of the year, the number of employees was 12,497 (11,230), or 10,075 (9,029) on a full-time equivalent basis. The increase over the previous year is primarily due to the three acquisitions made during the year.

## EQUAL OPPORTUNITIES

Coor believes firmly that a diversity of personalities, backgrounds, experiences and knowledge creates the right conditions for the company's continued success. As part of its efforts to ensure diversity, Coor clearly strives for an equal gender distribution among its managers. At the end of the year, there was a highly even distribution of men and women in managerial positions.

## EMPLOYEE MOTIVATION

Each year, Coor carries out a comprehensive employee survey with the help of an external research firm. The survey, which was carried out during the third quarter in 23 different languages, gives employees an opportunity to provide anonymous feedback on what it is like to work at Coor. The results of the survey are important for our efforts to become an even more attractive employer. The 2021 survey was responded to by 80 (85) per cent of all employees and showed a continued very high score in the employee motivation index (EMI) of 78 (78).

## HEALTH AND SAFETY

Coor has a clear vision to achieve zero work-related injuries, and it goes without saying that all employees should have a safe work environment. Managers and employees take responsibility for preventing and avoiding injuries. All employees are encouraged to report observed risks. Risk observations, incidents and injuries are reported directly to the relevant manager, after which a follow-up and analysis of preventive measures is conducted. The results are followed up and analysed at the country and Group level on an ongoing basis. Extended training initiatives and campaigns have started to yield positive results in several areas. The biggest improvement has been in the Swedish operations.

Coor's medium-term goal is for the Group's total recorded injury frequency rate (TRIFR) to be less than 3.5. For full-year 2021, the Group's TRIFR was 8.9 (9.9). Coor is working systematically and continuously to achieve the target level of  $\leq 3.5$ . Coor has achieved substantial improvements since the baseline was established in 2016 when the Group's TRIFR was 21.3.

Distribution of employees (FTE) at the end of the period



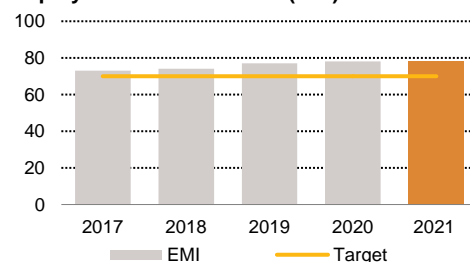
- Sweden, 55%
- Denmark, 23%
- Norway, 12%
- Finland, 9%
- Group functions, 1%

Equal opportunities (gender distribution of managers at the end of the period)

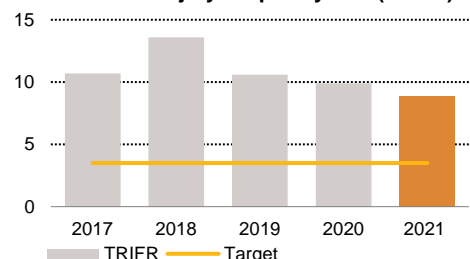


- Female, 51%
- Male, 49%

Employee motivation index (EMI)



Total recorded injury frequency rate (TRIFR)





# ENVIRONMENTAL RESPONSIBILITY



## AMBITION

In Coor's strategic plan for 2025, the ambition was established to be a truly sustainable company. Part of this involves Coor working to reduce its emissions of greenhouse gases. Coor calculates emissions according to the Greenhouse Gas (GHG) Protocol.

### Target to reduce Scope 1 and 2 greenhouse gases by 50 per cent

Coor's operations give rise to direct emissions of greenhouse gases from our vehicle fleet and machinery (Scope 1), indirect emissions from energy use in the form of electricity, heating and cooling (Scope 2) and emissions that occur in our value chain where Coor does not always own the process or have direct control over production (Scope 3). These include purchases of goods and services, business trips and employees commuting to and from work. Our goal is to reduce our Scope 1 and 2 emissions under the global GHG Protocol framework by 50 per cent by 2025 compared with our baseline.

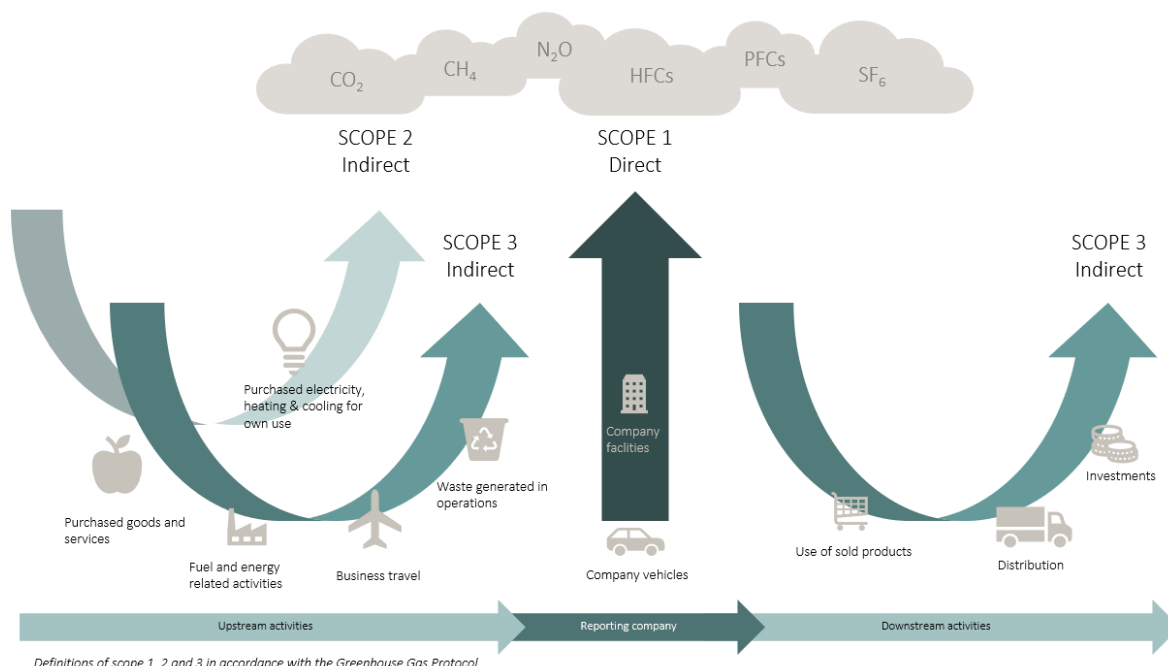
In addition to addressing its footprint, Coor can also help its customers make a positive contribution to the climate challenge through its services in such areas as energy optimisation. We refer to this as Coor's handprint and it is an important part of our customer offering.

## Reduction of Scope 3 greenhouse gases

Coor has calculated its total emissions of greenhouse gases in Scopes 1, 2 and 3 in order to gain an overview of the distribution of greenhouse gas emissions in the value chain and to identify its greatest emission drivers. 7 per cent of our emissions come directly from our operations (Scopes 1 and 2). The vast majority of Coor's greenhouse gas emissions are indirect Scope 3 emissions, meaning that they arise from purchased goods and services linked to our service delivery to the customer. In addition to reducing our direct emissions, we also want to reduce those indirect emissions that we can influence. Coor's greatest opportunity to help address the global climate challenge is to reduce our footprint in food and beverages.

## Science Based Targets initiative

Coor committed to the Science Based Targets initiative in spring 2021 to ensure that the company's climate targets are in line with the established goals to limit global warming to 1.5 degrees Celsius. During the fourth quarter, Coor submitted its targets for approval.





## SCOPE 1

Within Scope 1, the most relevant figure to measure and follow up is fuel consumption for the Group's vehicle fleet. Coor primarily uses three types of vehicles: service vehicles, company cars for business use and company cars for private use. The Group's long-term target is to have a fossil-free vehicle fleet. Its efforts to achieve this target are now being ramped up and will require a combination of an increased share of electric vehicles and a transition to HVO fuel wherever the use of electric vehicles is not yet possible. In June 2021, Coor made the decision to only permit company cars for personal use that are 100 per cent electric. Work also began ahead of the transition to an electric fleet of company cars and service vehicles. In parallel with this work, eco driving training and follow-ups are also being carried out.

The Group's emissions of CO<sub>2</sub>e have essentially remained unchanged for the past three years, while the intensity rate has increased slightly during the pandemic to 0.33 tCO<sub>2</sub>e/SEK million since sales have declined in operating areas where the need for vehicles is low, primarily food and beverages. The baseline for Scope 1 is 0.28 tCO<sub>2</sub>e/SEK million (2018).

## SCOPE 2

Scope 2 comprises energy use in the form of electricity, heating and cooling in the premises where Coor has operational control over its energy use. The measurements are carried out annually.

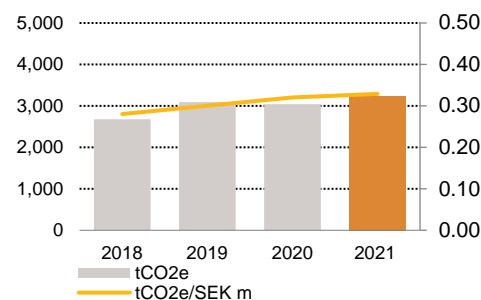
In 2021, Coor has verified baseline and data quality connected to energy consumption. Compared with the baseline from 2018, measures have been taken to reduce the absolute level of tCO<sub>2</sub>e by just over 42 per cent and to improve the intensity rate, defined as tCO<sub>2</sub>e/SEK million, from 0.07 to 0.05. An important part of this work is to continue the transition to renewable electricity.

## SCOPE 3

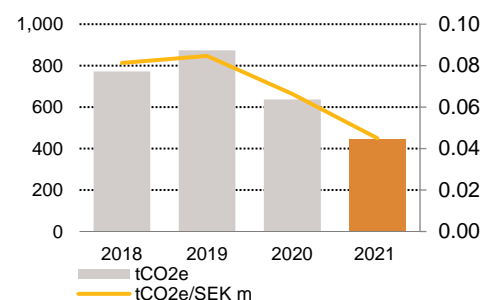
Most of Coor's climate impact is attributable to purchased goods and services used in our service delivery (Scope 3). Purchases of raw materials for our restaurant operations comprise the vast majority of our Scope 3 emissions. A number of initiatives are now under way to reduce the climate impact of Coor's restaurant operations, including reducing the amount of waste generated by the restaurants as well as developing new healthy, sustainable meals. One example of Coor's commitment to the sustainable meals of the future is its involvement as a leader of the Norwegian Food (R)evolution project along with a number of partners, including Orkla Foods Norge. The project is financed by the Research Council of Norway and will run until 2024.

In order to analyse the climate impact of its service delivery, Coor is in the process of developing a climate calculation tool. The focus will initially be on the three service areas that jointly account for the majority of Coor's emissions: food and beverages, property services and cleaning. The ultimate aim is to carry out a thorough follow-up of the greenhouse gas emissions from the Group's operations and consumption of raw materials, including the development of an analysis tool that will support decision-makers in making more data-driven decisions when it comes to reducing Coor's Scope 3 climate impact.

Reduction of CO<sub>2</sub>e from vehicle fleet (Scope 1)

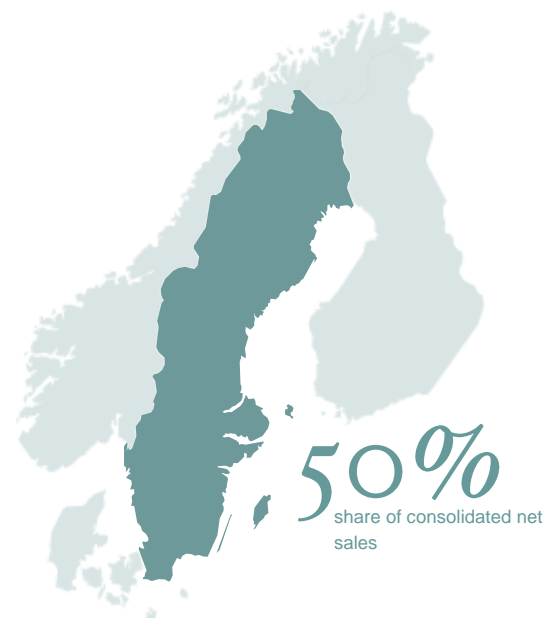


Reduction of CO<sub>2</sub>e from our premises (Scope 2)



# SWEDEN

| Key performance indicators | Oct-Dec |       | Jan-Dec |       |
|----------------------------|---------|-------|---------|-------|
|                            | 2021    | 2020  | 2021    | 2020  |
| Net sales, SEK m           | 1,533   | 1,275 | 5,079   | 4,904 |
| Organic growth, %          | 6       | -10   | 0       | -9    |
| Acquired growth, %         | 14      | 1     | 4       | 4     |
| FX-effects, %              | 0       | 0     | 0       | 0     |
| Adjusted EBITA, SEK m      | 186     | 129   | 564     | 479   |
| Adjusted EBITA-margin, %   | 12.2    | 10.1  | 11.1    | 9.8   |
| Number of employees (FTE)  | 5,547   | 4,452 | 5,547   | 4,452 |



## FOURTH QUARTER (OCTOBER–DECEMBER)

During the fourth quarter, sales in the Swedish operations increased by 20 per cent as a result of positive organic growth of 6 per cent and acquired growth of 14 per cent. The positive organic growth was mainly connected to new contracts, such as PostNord, Micasa and a security contract with Borealis, and an increase in assignment volumes in food and beverages as well as conference services. Assignment volumes from some industrial customers remained lower in the fourth quarter due to less extensive maintenance stoppages compared with the preceding year. Acquired growth came from the acquisitions of Veolia TM (contributing as of 1 October) and Inspira (contributing as of 1 December).

Operating profit (adjusted EBITA) for the quarter increased by 44 per cent year-on-year to SEK 186 (129) million. The operating margin thus improved to 12.2 (10.1) per cent. The operating profit and operating margin for the quarter included a positive non-recurring effect of approximately SEK 40 million in the form of a lump-sum payment of surpluses within the collectively bargained AGS group sickness insurance policy. The major parallel integrations of Veolia TM and Inspira, plus less extensive maintenance stoppages, had a negative impact on operating profit and the operating margin. Towards the end of the quarter, employee benefit expenses increased due to COVID-19 as a result of sick leave as well as quarantine requirements from the authorities.

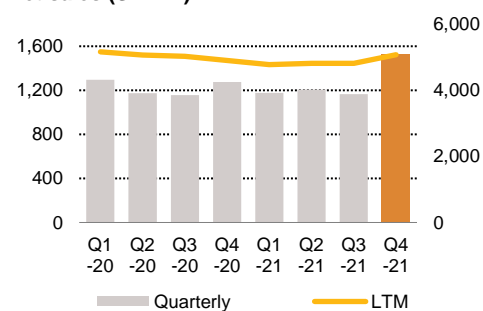
Several new contracts were signed during the fourth quarter, including a three-year contract with GoCo for food and beverages and a property services contract for several Coop and Netto stores. During the quarter, Coor also signed a three-year extension of an IFM agreement with GKN and a six-year extension of an agreement with the Öresund Bridge.

## FULL-YEAR 2021

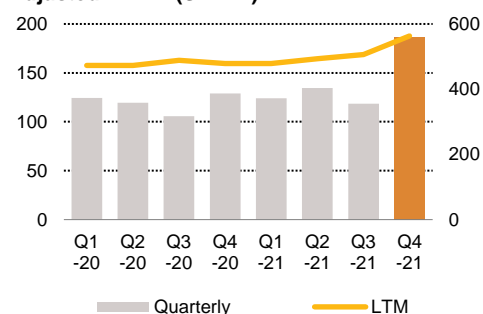
For full-year 2021, sales in the Swedish operations increased by 4 per cent as a result of the acquisitions of Veolia TM on 30 September 2021 and Inspira on 1 December 2021.

Operating profit (adjusted EBITA) increased by 18 per cent year-on-year to SEK 564 (479) million. The operating margin improved to 11.1 (9.8) per cent.

Net sales (SEK m)

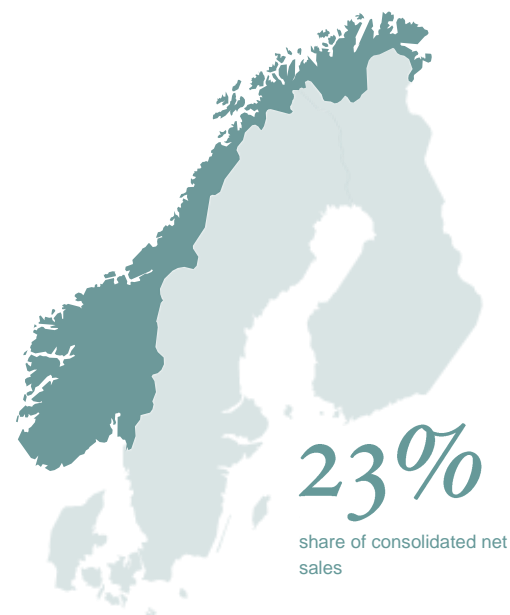


Adjusted EBITA (SEK m)



# NORWAY

| Key performance indicators | Oct-Dec |       | Jan-Dec |       |
|----------------------------|---------|-------|---------|-------|
|                            | 2021    | 2020  | 2021    | 2020  |
| Net sales, SEK m           | 610     | 548   | 2,318   | 2,102 |
| Organic growth, %          | 1       | -8    | 5       | -9    |
| Acquired growth, %         | 3       | 0     | 3       | 0     |
| FX-effects, %              | 6       | -9    | 2       | -8    |
| Adjusted EBITA, SEK m      | 28      | 34    | 146     | 124   |
| Adjusted EBITA-margin, %   | 4.5     | 6.2   | 6.3     | 5.9   |
| Number of employees (FTE)  | 1,255   | 1,460 | 1,255   | 1,460 |



## FOURTH QUARTER (OCTOBER–DECEMBER)

During the fourth quarter, sales in the Norwegian operations increased by a total of 11 per cent as a result of organic growth of 1 per cent and positive exchange rate effects of 6 per cent. The acquisition of R&K Service, which was completed on 1 March 2021, also contributed 3 per cent growth. Organic growth was driven by continued high assignment volumes in the oil and gas industry during the quarter, mainly linked to the ongoing maintenance stoppages. This offset the negative effects of the terminated contract for Equinor's office sites during the quarter.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 28 (34) million. The operating margin thus declined to 4.5 (6.2) per cent. The negative development in terms of operating profit and operating margin is primarily related to the terminated contract for Equinor's office sites. The high assignment volumes in the oil and gas industry partially offset the negative effect from Equinor's office sites.

The integration of R&K Service is proceeding according to plan and contributed positively to operating profit and the operating margin, while the integration of the renegotiated contract for Equinor's production sites had a negative impact.

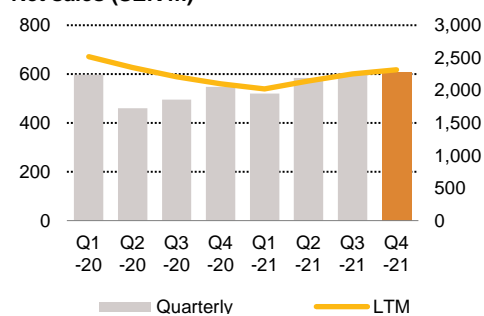
During the fourth quarter, a three-year extension and expansion of the IFM agreement with SR Bank was signed, along with a new three-year IFM agreement with Ringnes.

## FULL-YEAR 2021

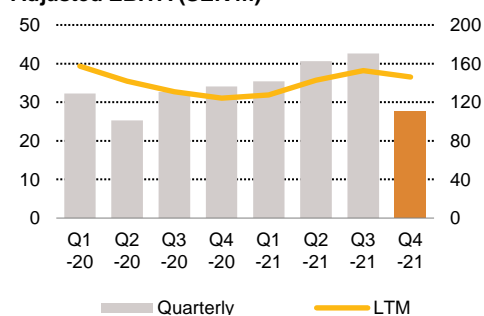
During full-year 2021, sales in the Norwegian operations increased by 10 per cent as a result of positive organic growth of 5 per cent, the acquisition of R&K Service, which contributed 3 per cent growth, and exchange rate effects, which contributed 2 per cent growth.

Operating profit (adjusted EBITA) for the full year increased by 18 per cent to SEK 146 (124) million. The operating margin improved to 6.3 (5.9) per cent.

Net sales (SEK m)

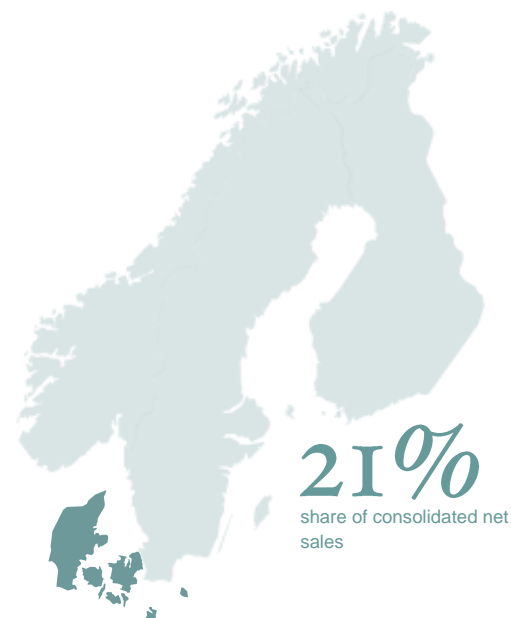


Adjusted EBITA (SEK m)



# DENMARK

| Key performance indicators | Oct-Dec |       | Jan-Dec |       |
|----------------------------|---------|-------|---------|-------|
|                            | 2021    | 2020  | 2021    | 2020  |
| Net sales, SEK m           | 591     | 497   | 2,071   | 1,941 |
| Organic growth, %          | 21      | 1     | 10      | 2     |
| Acquired growth, %         | 0       | 0     | 0       | 0     |
| FX-effects, %              | -2      | -3    | -3      | -1    |
| Adjusted EBITA, SEK m      | 24      | 22    | 105     | 83    |
| Adjusted EBITA-margin, %   | 4.1     | 4.5   | 5.0     | 4.3   |
| Number of employees (FTE)  | 2,270   | 2,098 | 2,270   | 2,098 |



## FOURTH QUARTER (OCTOBER–DECEMBER)

During the fourth quarter, sales in the Danish operations increased by 19 per cent compared with the year-earlier period, with organic growth of 21 per cent and negative exchange rate effects of -2 per cent. New contracts with DSB and PostNord, higher volumes in food and beverages, and higher assignment volumes in property services contributed positively to organic growth. In cleaning, assignment volumes decreased compared with the high levels in the previous years, driven by COVID-19.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 24 (22) million. The operating margin was 4.1 (4.5) per cent. New transactions and higher assignment volumes in food and beverages as well as property services had a positive effect on operating profit, but the initially low margin on new agreements had a negative effect on the operating margin. Normalised assignment volumes in cleaning, driven by fewer assignments due to COVID-19, impacted operating profit and the operating margin negatively.

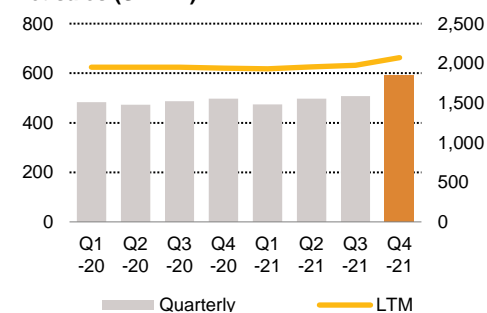
During the fourth quarter, Coor won a five-year food and beverages contract with OPP Vejle and a four-year extension of an IFM agreement with a BioTech company.

## FULL-YEAR 2021

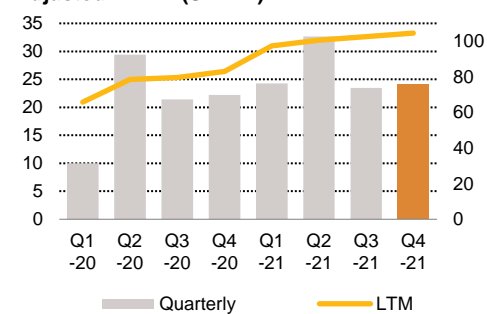
During the full year, sales in the Danish operations increased by 7 per cent compared with the previous year. Organic growth amounted to 10 per cent and exchange rate effects were negative and amounted to -3 per cent.

Operating profit (adjusted EBITA) for the full year amounted to SEK 105 (83) million and the operating margin was 5.0 (4.3) per cent.

Net sales (SEK m)



Adjusted EBITA (SEK m)



# FINLAND

| Key performance indicators | Oct-Dec |      | Jan-Dec |      |
|----------------------------|---------|------|---------|------|
|                            | 2021    | 2020 | 2021    | 2020 |
| Net sales, SEK m           | 167     | 169  | 636     | 646  |
| Organic growth, %          | 0       | 4    | 2       | -8   |
| Acquired growth, %         | 0       | 0    | 0       | 0    |
| FX-effects, %              | -2      | -3   | -3      | -1   |
| Adjusted EBITA, SEK m      | 3       | 4    | 25      | 24   |
| Adjusted EBITA-margin, %   | 1.8     | 2.5  | 3.9     | 3.8  |
| Number of employees (FTE)  | 886     | 905  | 886     | 905  |



## FOURTH QUARTER (OCTOBER–DECEMBER)

Sales in the Finnish business decreased in the fourth quarter by 1 per cent owing to negative FX effects, while sales were otherwise unchanged.

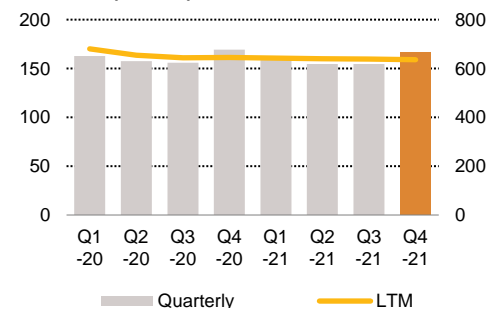
Operating profit (adjusted EBITA) declined somewhat compared with the preceding year and amounted to SEK 3 (4) million. The operating margin was 1.8 (2.5) per cent. Operating profit and the operating margin were negatively impacted by increased employee benefit expenses due to COVID-19 as a result of sick leave as well as quarantine requirements from the authorities.

## FULL-YEAR 2021

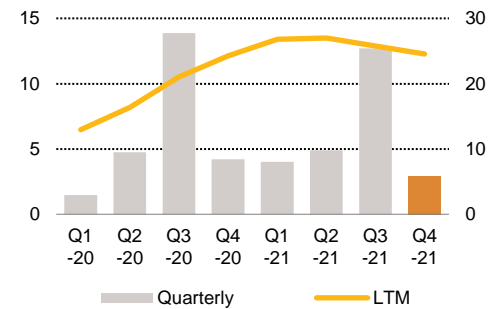
During the full year, net sales declined in Finland by 2 per cent. Organic growth amounted to 2 per cent, while exchange rate effects were negative and amounted to -3 per cent.

Operating profit (adjusted EBITA) increased somewhat compared with the year-earlier period and amounted to SEK 25 (24) million. The operating margin was 3.9 (3.8) per cent.

Net sales (SEK m)



Adjusted EBITA (SEK m)



# OTHER INFORMATION

## SIGNIFICANT RISKS AND UNCERTAINTIES

The Group's significant risks and uncertainties consist of strategic risks related to changes in market and economic conditions as well as sustainability and operational risks related to customer contracts. The Group is also exposed to various kinds of financial risks, such as currency, interest and liquidity risks. A detailed description of the Group's risks is provided in the Annual Report, which is available on the company's website.

## ACQUISITIONS AND SALES

During the first quarter, Coor completed the acquisition of R&K Service AS in Norway. The company is a well-run family company that provides cleaning and restaurant services in the Stavanger area. The company has annual sales of around NOK 80 million. The consideration for the acquisition on a cash-free, debt-free basis is around SEK 65 million.

In the third quarter, Coor completed the acquisition of the business area Veolia Technical Management in Sweden, a well-run business with considerable focus on sustainability and high technical expertise in critical production and infrastructure plants. The acquisition was completed in the form of an asset transfer and mainly consists of four major customer contracts. The company has annual sales of around SEK 500 million and around 250 property technicians. The consideration for the acquisition on a cash-free, debt-free basis was SEK 180 million.

During the fourth quarter, Coor acquired Inspira AB, a well-run family business that provides cleaning and workplace services to a large number of customers in Central Sweden. Inspira has annual sales of about SEK 700 million and 1,400 employees. The consideration for the acquisition on a cash-free, debt-free basis was SEK 380 million.

For additional information about acquisitions during the year, refer to Note 5.

## PARENT COMPANY

The Group's parent company, Coor Service Management Holding AB, provides management services to its wholly owned subsidiary Coor Service Management Group AB. The parent company also manages shares in subsidiaries.

The loss after tax in the parent company was SEK -11 (-10) million. Total assets in the parent company at the end of the period were SEK 7,926 (7,913) million. Equity in the parent company amounted to SEK 5,079 (5,509) million. During the year, the parent company paid dividends to shareholders amounting to SEK 417 million, which reduced equity in a corresponding amount.

## RELATED-PARTY TRANSACTIONS

No transactions between Coor and related parties that had a material impact on the company's financial position and results took place during the period.

## OWNERSHIP STRUCTURE

The shares of Coor Service Management Holding AB were listed on Nasdaq Stockholm on 16 June 2015. At the end of the period,

the three largest shareholders were Nordea Fonder, Capital Group and the First Swedish National Pension Fund (Första AP-fonden).

### Coor's fifteen largest shareholders 31 Dec 2021<sup>1)</sup>

| Shareholder                          | Number of shares and votes | Shares and votes, % |
|--------------------------------------|----------------------------|---------------------|
| Nordea Fonder                        | 6,610,264                  | 6.9                 |
| Första AP-Fonden                     | 5,770,000                  | 6.0                 |
| Capital Group                        | 5,590,748                  | 5.8                 |
| Mawer Investment Management          | 5,105,387                  | 5.3                 |
| Didner & Gerge Fonder                | 4,457,937                  | 4.7                 |
| Andra AP-Fonden                      | 4,261,319                  | 4.4                 |
| Spiltan Fonder                       | 4,000,000                  | 4.2                 |
| SEB-Stiftelsen                       | 4,000,000                  | 4.2                 |
| Taiga Fund Management AS             | 3,907,563                  | 4.1                 |
| Wipunen varainhallinta Oy            | 2,890,239                  | 3.0                 |
| Handelsbanken Fonder                 | 2,625,444                  | 2.7                 |
| Swedbank Robur Fonder Management     | 2,531,265                  | 2.6                 |
| Management                           | 2,009,014                  | 2.1                 |
| Heikintorppa Oy                      | 1,995,861                  | 2.1                 |
| Degroof Petercam                     | 1,868,553                  | 2.0                 |
| <b>Total 15 largest shareholders</b> | <b>57,623,594</b>          | <b>60.1</b>         |
| Other shareholders                   | 38,188,428                 | 39.9                |
| <b>Total</b>                         | <b>95,812,022</b>          | <b>100.0</b>        |

<sup>1)</sup>Source: Monitor by Modular Finance AB. Compiled and adapted data from Euroclear, Morningstar, the Swedish Financial Supervisory Authority and other sources.

## THE SHARE

The Coor share rose by 14 per cent in 2021. The number of shares is 95,812,022.

## DIVIDEND

The Board of Directors proposes a dividend for 2021 of SEK 4.80 (4.40) per share, comprising a regular dividend of SEK 2.40 (2.00) and an extraordinary dividend of SEK 2.40 (2.40) to be distributed in two payments of SEK 2.40 and SEK 2.40 per share, respectively. This corresponds to a total distribution of SEK 460 million.

The proposed record date is Tuesday, 3 May 2022 for the first payment and Friday, 7 October 2022 for the second payment. Subject to the approval of this proposal by the general meeting of shareholders, it is expected that the first payment, pertaining to the ordinary dividend, will be made on Friday, 6 May 2022 and the second, pertaining to the extraordinary dividend, on Wednesday, 12 October 2022.

The report for the period has not been reviewed by the company's auditors.

Stockholm, 10 February 2022

For the Board of Directors of Coor Service Management Holding AB

AnnaCarin Grandin  
President and CEO

As the leading provider of facility management services, Coor aims to create the happiest, healthiest and most prosperous workplace environments in the Nordic region. Coor offers specialist expertise in workplace services, property services and strategic advisory services. Coor creates value by executing, developing and streamlining our customers' service activities. This enables our customers to do what they do best.

Coor's customer base includes many large and small companies and public-sector organisations across the Nordic region, including ABB, AB Volvo, Aibel, DNV-GL, DSB, Ericsson, Equinor, ICA, Karolinska University Hospital Solna, NCC, the Danish Police, Public Prosecution Authority and Prison and Probation Service, PostNord, Saab, Sandvik, SAS, Telia Company, the Swedish Transport Administration, Vasakronan and Volvo Cars.

Coor was founded in 1998 and has been listed on Nasdaq Stockholm since 2015. Coor takes responsibility for the operations it conducts, in relation to its customers, employees and shareholders, as well as for its wider impact on society and the environment. Read more at [www.coor.com](http://www.coor.com)

# CONSOLIDATED FINANCIAL STATEMENTS

## CONSOLIDATED INCOME STATEMENT

| Income statement (SEK m)   | Oct-Dec    |            | Jan-Dec      |             |
|--|------------|------------|--------------|-------------|
|  | 2021       | 2020       | 2021         | 2020        |
| Net sales  | 2,901      | 2,489      | 10,104       | 9,591       |
| Cost of services sold  | -2,580     | -2,240     | -8,928       | -8,595      |
| <b>Gross income</b>  | <b>320</b> | <b>249</b> | <b>1,176</b> | <b>996</b>  |
| Selling and administrative expenses  | -225       | -167       | -773         | -678        |
| <b>Operating profit</b>  | <b>95</b>  | <b>82</b>  | <b>403</b>   | <b>318</b>  |
| Net financial income/expense   | -16        | -18        | -59          | -66         |
| <b>Profit before tax</b>   | <b>79</b>  | <b>64</b>  | <b>343</b>   | <b>252</b>  |
| Income tax expense   | -18        | -15        | -79          | -61         |
| <b>INCOME FOR THE PERIOD</b>   | <b>62</b>  | <b>49</b>  | <b>265</b>   | <b>191</b>  |
| <b>Operating profit</b>  | <b>95</b>  | <b>82</b>  | <b>403</b>   | <b>318</b>  |
| Amortisation and impairment of goodwill, customer contracts and trademarks | 52         | 48         | 190          | 193         |
| Items affecting comparability (note 3)                                     | 27         | 24         | 38           | 46          |
| <b>Adjusted EBITA</b>  | <b>174</b> | <b>153</b> | <b>631</b>   | <b>556</b>  |
| <b>Earnings per share, SEK, before and after dilution</b>                  | <b>0.6</b> | <b>0.5</b> | <b>2.8</b>   | <b>2.0</b>  |
|  |            |            |              |             |
|  | Oct-Dec    |            | Jan-Dec      |             |
| Statement of comprehensive income (SEK m)                                  | 2021       | 2020       | 2021         | 2020        |
| <b>Income for the period</b>   | <b>62</b>  | <b>49</b>  | <b>265</b>   | <b>191</b>  |
| <i>Items that may be subsequently reclassified to profit or loss</i>       |            |            |              |             |
| Currency translation differences   | 22         | -42        | 73           | -106        |
| Cash flow hedges   | 2          | 1          | 5            | -10         |
| <b>Other comprehensive income for the period</b>                           | <b>24</b>  | <b>-41</b> | <b>78</b>    | <b>-116</b> |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>                           | <b>86</b>  | <b>8</b>   | <b>342</b>   | <b>74</b>   |

The interim information on pages 16–29 is an integral part of this financial report.



## CONSOLIDATED BALANCE SHEET

| Balance sheet (SEK m)                      | 31 Dec       |              |
|--|--------------|--------------|
|  | 2021         | 2020         |
| <b>ASSETS</b>                              |              |              |
| <b>Intangible assets</b>                   |              |              |
| Goodwill                                   | 3,609        | 3,125        |
| Customer contracts                         | 435          | 392          |
| Other intangible assets                    | 177          | 170          |
| <b>Property, plant and equipment</b>       |              |              |
| Right-of use assets held via leases        | 303          | 334          |
| Other property, plant and equipment        | 86           | 83           |
| <b>Financial assets</b>                    |              |              |
| Deferred tax receivable                    | 88           | 146          |
| Other financial assets                     | 26           | 18           |
| <b>Total non-current assets</b>            | <b>4,724</b> | <b>4,268</b> |
| <b>Current assets</b>                      |              |              |
| Accounts receivable                        | 1,346        | 1,144        |
| Tax receivables                            | 1            | 0            |
| Other current assets, interest-bearing     | 1            | 1            |
| Other current assets, non-interest-bearing | 386          | 256          |
| Cash and cash equivalents                  | 628          | 396          |
| <b>Total current assets</b>                | <b>2,362</b> | <b>1,796</b> |
| <b>TOTAL ASSETS</b>                        | <b>7,086</b> | <b>6,064</b> |
|  |              |              |
| Balance sheet (SEK m)                      | 31 Dec       |              |
|  | 2021         | 2020         |
| <b>EQUITY AND LIABILITIES</b>              |              |              |
| <b>Equity</b>                              | <b>2,003</b> | <b>2,079</b> |
| <b>Liabilities</b>                         |              |              |
| <b>Non-current liabilities</b>             |              |              |
| Borrowings (Note 2)                        | 1,997        | 1,273        |
| Lease liabilities (Note 2)                 | 189          | 227          |
| Deferred tax liability                     | 11           | 18           |
| Provisions for pensions                    | 22           | 18           |
| Other non-interest bearing liabilities     | 3            | 0            |
| <b>Total non-current liabilities</b>       | <b>2,222</b> | <b>1,536</b> |
| <b>Current liabilities</b>                 |              |              |
| Lease liabilities (Note 2)                 | 110          | 103          |
| Current tax liabilities                    | 63           | 50           |
| Accounts payable                           | 788          | 607          |
| Other current liabilities                  | 1,886        | 1,674        |
| Short-term provisions                      | 14           | 15           |
| <b>Total current liabilities</b>           | <b>2,861</b> | <b>2,449</b> |
| <b>TOTAL EQUITY AND LIABILITIES</b>        | <b>7,086</b> | <b>6,064</b> |

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

| Statement of changes in equity (SEK m )                             | Jan-Dec      |              |
|---|--------------|--------------|
|   | 2021         | 2020         |
| <b>Opening balance at beginning of period</b>                       | <b>2,079</b> | <b>1,980</b> |
| Income for the period   | 265          | 191          |
| Other comprehensive income for the period                           | 78           | -116         |
| Long-term incentive programs  | 13           | 10           |
| Share swap for hedging of long-term incentive program <sup>1)</sup> | 15           | 15           |
| Acquisition of own shares <sup>2)</sup>                             | -29          | 0            |
| Dividend  | -417         | 0            |
| <b>Closing balance at end of period</b>                             | <b>2,003</b> | <b>2,079</b> |

<sup>1)</sup>Coor undertook share swaps to secure its financial commitment under the Group's LTIP 2018 incentive programme. An allotment of shares was carried out under the share component of LTIP 2018 in the second quarter and certain holders chose to exercise their options in the fourth quarter. As of 31 December 2021, the Group continues to have a financial obligation corresponding to 55,000 shares under the option component of the programme.

<sup>2)</sup>In the second quarter of 2021, Coor repurchased a number of own shares to secure its financial commitment under the Group's LTIP 2021 incentive programme. A total of 400,000 shares were repurchased in the second quarter at an average cost of SEK 72.40 per share. The company previously repurchased a number of own shares to secure its financial commitment under the Group's LTIP 2019 incentive programme. As of 31 December 2021, Coor holds a total 740,000 treasury shares.

There are no non-controlling interests, as the parent company owns all shares of all subsidiaries.

## CONSOLIDATED CASH FLOW STATEMENT

| Cash flow statement (SEK m )                        | Oct-Dec     |             | Jan-Dec     |             |
|---|-------------|-------------|-------------|-------------|
|   | 2021        | 2020        | 2021        | 2020        |
| <b>Operating profit</b>                             | <b>95</b>   | <b>82</b>   | <b>403</b>  | <b>318</b>  |
| Adjustment for non-cash items                       | 121         | 108         | 404         | 395         |
| Finance net   | -15         | -17         | -57         | -64         |
| Income tax paid                                     | -19         | -9          | -61         | -46         |
| <b>Cash flow before changes in working capital</b>  | <b>182</b>  | <b>164</b>  | <b>689</b>  | <b>603</b>  |
| Change in working capital                           | 95          | 62          | 49          | 133         |
| <b>Cash flow from operating activities</b>          | <b>277</b>  | <b>226</b>  | <b>737</b>  | <b>736</b>  |
| Net investments                                     | -18         | -14         | -67         | -65         |
| Acquisition of subsidiaries (note 5)                | -374        | 0           | -646        | -12         |
| <b>Cash flow from investing activities</b>          | <b>-392</b> | <b>-14</b>  | <b>-713</b> | <b>-77</b>  |
| Change in borrowings                                | 850         | -100        | 721         | -550        |
| Dividend  | -227        | 0           | -417        | 0           |
| Net lease commitments                               | -38         | -34         | -130        | -126        |
| Other   | 21          | 0           | -14         | -20         |
| <b>Cash flow from financing activities</b>          | <b>606</b>  | <b>-134</b> | <b>159</b>  | <b>-696</b> |
| <b>Total cash flow for the period</b>               | <b>491</b>  | <b>78</b>   | <b>184</b>  | <b>-37</b>  |
| Cash and cash equivalents at beginning of period    | 122         | 345         | 396         | 497         |
| Exchange gains on cash and cash equivalents         | 15          | -27         | 49          | -63         |
| <b>Cash and cash equivalents at end of period</b>   | <b>628</b>  | <b>396</b>  | <b>628</b>  | <b>396</b>  |
|   |             |             |             |             |
| Cash conversion                                     | Oct-Dec     |             | Jan-Dec     |             |
|   | 2021        | 2020        | 2021        | 2020        |
| EBIT  | 95          | 82          | 403         | 318         |
| Depreciation and amortisation                       | 105         | 99          | 389         | 392         |
| Adjustment for items affecting comparability        | 27          | 24          | 38          | 46          |
| <b>Adjusted EBITDA</b>                              | <b>227</b>  | <b>205</b>  | <b>829</b>  | <b>756</b>  |
| Net investments*                                    | -19         | -15         | -68         | -70         |
| Change in working capital                           | 95          | 62          | 49          | 133         |
| <b>Cash flow for calculation of cash conversion</b> | <b>303</b>  | <b>252</b>  | <b>809</b>  | <b>818</b>  |
| <b>Cash conversion, %</b>                           | <b>133</b>  | <b>123</b>  | <b>98</b>   | <b>108</b>  |

\*Net investments incl. profit and loss from sales of fixed assets

## REPORTING BY SEGMENT

| Geographical segments (SEK m)  | Oct-Dec      |              | Jan-Dec       |              |
|--|--------------|--------------|---------------|--------------|
|  | 2021         | 2020         | 2021          | 2020         |
| <b>Net sales</b>   |              |              |               |              |
| <b>Sweden</b>  | <b>1,533</b> | <b>1,275</b> | <b>5,079</b>  | <b>4,904</b> |
| <i>Total sales</i>   | 1,551        | 1,318        | 5,136         | 5,072        |
| <i>Internal sales</i>  | -18          | -43          | -57           | -168         |
| <b>Norway</b>  | <b>610</b>   | <b>548</b>   | <b>2,318</b>  | <b>2,102</b> |
| <i>Total sales</i>   | 613          | 550          | 2,327         | 2,109        |
| <i>Internal sales</i>  | -3           | -2           | -9            | -8           |
| <b>Finland</b>   | <b>167</b>   | <b>169</b>   | <b>636</b>    | <b>646</b>   |
| <i>Total sales</i>   | 167          | 169          | 636           | 646          |
| <i>Internal sales</i>  | 0            | 0            | 0             | 0            |
| <b>Denmark</b>   | <b>591</b>   | <b>497</b>   | <b>2,071</b>  | <b>1,941</b> |
| <i>Total sales</i>   | 592          | 498          | 2,072         | 1,944        |
| <i>Internal sales</i>  | -0           | -1           | -1            | -3           |
| <b>Group functions/other</b>   | <b>-0</b>    | <b>-0</b>    | <b>-1</b>     | <b>-1</b>    |
| <b>Total</b>   | <b>2,901</b> | <b>2,489</b> | <b>10,104</b> | <b>9,591</b> |
| <b>Adjusted EBITA</b>  |              |              |               |              |
| Sweden   | 186          | 129          | 564           | 479          |
| Norway   | 28           | 34           | 146           | 124          |
| Finland  | 3            | 4            | 25            | 24           |
| Denmark  | 24           | 22           | 105           | 83           |
| Group functions/other  | -67          | -36          | -208          | -154         |
| <b>Total</b>   | <b>174</b>   | <b>153</b>   | <b>631</b>    | <b>556</b>   |
| <b>Adjusted EBITA is reconciled to profit before tax as follows:</b>       |              |              |               |              |
| Amortisation and impairment of goodwill, customer contracts and trademarks | -52          | -48          | -190          | -193         |
| Items affecting comparability (note 3)                                     | -27          | -24          | -38           | -46          |
| Net financial income/expense   | -16          | -18          | -59           | -66          |
| <b>Profit before tax</b>   | <b>79</b>    | <b>64</b>    | <b>343</b>    | <b>252</b>   |

| Adjusted EBITA margin, % | Oct-Dec    |            | Jan-Dec    |            |
|--------------------------|------------|------------|------------|------------|
|                          | 2021       | 2020       | 2021       | 2020       |
| Sweden                   | 12.2       | 10.1       | 11.1       | 9.8        |
| Norway                   | 4.5        | 6.2        | 6.3        | 5.9        |
| Finland                  | 1.8        | 2.5        | 3.9        | 3.8        |
| Denmark                  | 4.1        | 4.5        | 5.0        | 4.3        |
| Group functions/other    | -          | -          | -          | -          |
| <b>Total</b>             | <b>6.0</b> | <b>6.2</b> | <b>6.2</b> | <b>5.8</b> |

| Net sales by type of contract (SEK m) | Oct-Dec      |              | Jan-Dec       |              |
|---------------------------------------|--------------|--------------|---------------|--------------|
|                                       | 2021         | 2020         | 2021          | 2020         |
| <b>Net sales</b>                      |              |              |               |              |
| IFM                                   | 1,765        | 1,379        | 6,075         | 5,550        |
| FM - services                         | 1,135        | 1,110        | 4,028         | 4,041        |
| <b>Total</b>                          | <b>2,901</b> | <b>2,489</b> | <b>10,104</b> | <b>9,591</b> |

## SEGMENTS – QUARTERLY

| Geographical segments (SEK m)   | 2021         |              |              |              | 2020         |              |              |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                 | Q4           | Q3           | Q2           | Q1           | Q4           | Q3           | Q2           | Q1           |
| <b>Net sales, external</b>      |              |              |              |              |              |              |              |              |
| Sweden                          | 1,533        | 1,164        | 1,206        | 1,176        | 1,275        | 1,158        | 1,174        | 1,297        |
| Norway                          | 610          | 603          | 585          | 520          | 548          | 495          | 461          | 598          |
| Finland                         | 167          | 155          | 155          | 160          | 169          | 156          | 158          | 163          |
| Denmark                         | 591          | 508          | 498          | 474          | 497          | 487          | 473          | 483          |
| Group functions/other           | -0           | -2           | 2            | -0           | -0           | -0           | -0           | -0           |
| <b>Total</b>                    | <b>2,901</b> | <b>2,428</b> | <b>2,445</b> | <b>2,330</b> | <b>2,489</b> | <b>2,297</b> | <b>2,265</b> | <b>2,541</b> |
| <b>Adjusted EBITA</b>           |              |              |              |              |              |              |              |              |
| Sweden                          | 186          | 119          | 135          | 124          | 129          | 106          | 120          | 124          |
| Norway                          | 28           | 43           | 41           | 35           | 34           | 33           | 25           | 32           |
| Finland                         | 3            | 13           | 5            | 4            | 4            | 14           | 5            | 1            |
| Denmark                         | 24           | 23           | 33           | 24           | 22           | 21           | 29           | 10           |
| Group functions/other           | -67          | -47          | -46          | -49          | -36          | -34          | -38          | -46          |
| <b>Total</b>                    | <b>174</b>   | <b>150</b>   | <b>167</b>   | <b>139</b>   | <b>153</b>   | <b>140</b>   | <b>141</b>   | <b>122</b>   |
| <b>Adjusted EBITA-margin, %</b> |              |              |              |              |              |              |              |              |
| Sweden                          | 12.2         | 10.2         | 11.2         | 10.5         | 10.1         | 9.1          | 10.2         | 9.6          |
| Norway                          | 4.5          | 7.1          | 6.9          | 6.8          | 6.2          | 6.6          | 5.5          | 5.4          |
| Finland                         | 1.8          | 8.2          | 3.2          | 2.5          | 2.5          | 8.9          | 3.0          | 0.9          |
| Denmark                         | 4.1          | 4.6          | 6.6          | 5.1          | 4.5          | 4.4          | 6.2          | 2.1          |
| Group functions/other           | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Total</b>                    | <b>6.0</b>   | <b>6.2</b>   | <b>6.8</b>   | <b>6.0</b>   | <b>6.2</b>   | <b>6.1</b>   | <b>6.2</b>   | <b>4.8</b>   |
|                                 |              |              |              |              |              |              |              |              |
| Type of contract (SEK m)        | 2021         |              |              |              | 2020         |              |              |              |
|                                 | Q4           | Q3           | Q2           | Q1           | Q4           | Q3           | Q2           | Q1           |
| <b>Net sales, external</b>      |              |              |              |              |              |              |              |              |
| IFM                             | 1,765        | 1,451        | 1,468        | 1,391        | 1,379        | 1,340        | 1,300        | 1,531        |
| FM-services                     | 1,135        | 977          | 977          | 939          | 1,110        | 956          | 965          | 1,010        |
| <b>Total</b>                    | <b>2,901</b> | <b>2,428</b> | <b>2,445</b> | <b>2,330</b> | <b>2,489</b> | <b>2,297</b> | <b>2,265</b> | <b>2,541</b> |

# PARENT COMPANY FINANCIAL STATEMENTS

## PARENT COMPANY INCOME STATEMENT

| Income statement (SEK m)                 | Oct-Dec    |            | Jan-Dec    |            |
|--|------------|------------|------------|------------|
|  | 2021       | 2020       | 2021       | 2020       |
| Net sales                                | 3          | 1          | 9          | 4          |
| Selling and administrative expenses      | -9         | -0         | -37        | -27        |
| <b>Operating profit</b>                  | <b>-6</b>  | <b>1</b>   | <b>-28</b> | <b>-22</b> |
| Dividend from group companies            | 0          | 0          | 0          | 0          |
| Other net financial income/expense       | -12        | -11        | -46        | -45        |
| <b>Profit/loss after financial items</b> | <b>-18</b> | <b>-10</b> | <b>-73</b> | <b>-67</b> |
| Group contribution                       | 68         | 64         | 68         | 64         |
| <b>Profit/loss before tax</b>            | <b>49</b>  | <b>54</b>  | <b>-6</b>  | <b>-4</b>  |
| Income tax expense                       | -1         | -1         | -6         | -6         |
| <b>INCOME FOR THE PERIOD</b>             | <b>48</b>  | <b>52</b>  | <b>-11</b> | <b>-10</b> |

## PARENT COMPANY BALANCE SHEET

| Balance sheet (SEK m)             | 31 Dec       |              |
|-----------------------------------|--------------|--------------|
|                                   | 2021         | 2020         |
| <b>ASSETS</b>                     |              |              |
| Shares in subsidiaries            | 7,789        | 7,789        |
| Deferred tax asset                | 51           | 50           |
| Other financial assets            | 3            | 2            |
| <b>Total non-current assets</b>   | <b>7,843</b> | <b>7,841</b> |
| Receivables from Group companies* | 73           | 69           |
| Other trading assets              | 9            | 2            |
| Cash and cash equivalents*        | 0            | 1            |
| <b>Total current assets</b>       | <b>83</b>    | <b>72</b>    |
| <b>TOTAL ASSETS</b>               | <b>7,926</b> | <b>7,913</b> |

| Balance sheet (SEK m)                | 31 Dec       |              |
|--------------------------------------|--------------|--------------|
|                                      | 2021         | 2020         |
| <b>EQUITY AND LIABILITIES</b>        |              |              |
| <b>Shareholders' equity</b>          | <b>5,079</b> | <b>5,509</b> |
| <b>Liabilities</b>                   |              |              |
| Borrowings                           | 1,995        | 1,271        |
| Provisions for pensions              | 5            | 3            |
| <b>Total non-current liabilities</b> | <b>2,000</b> | <b>1,273</b> |
| Liabilities to Group companies*      | 818          | 1,108        |
| Income tax liability                 | 13           | 13           |
| Accounts payable                     | 1            | 0            |
| Other current liabilities            | 16           | 10           |
| <b>Total current liabilities</b>     | <b>847</b>   | <b>1,131</b> |
| <b>Total liabilities</b>             | <b>2,847</b> | <b>2,404</b> |
| <b>TOTAL EQUITY AND LIABILITIES</b>  | <b>7,926</b> | <b>7,913</b> |

\* The company is part of the Group wide cash pool with the subsidiary Coor Service Management Group AB as master account holder. The balance in the Group cash pool is accounted for as a current receivable or liability to Group companies.

# KEY PERFORMANCE INDICATORS

## KEY PERFORMANCE INDICATORS

| Key performance indicators (SEK m) | Oct-Dec |       | Jan-Dec |       |
|------------------------------------|---------|-------|---------|-------|
|                                    | 2021    | 2020  | 2021    | 2020  |
| Net sales                          | 2,901   | 2,489 | 10,104  | 9,591 |
| Net sales growth, %                | 16.6    | -8.9  | 5.3     | -7.0  |
| <i>of which organic growth, %</i>  | 7.8     | -6.8  | 3.3     | -6.8  |
| <i>of which acquired growth, %</i> | 7.9     | 0.7   | 2.5     | 2.0   |
| <i>of which FX effect, %</i>       | 0.9     | -2.9  | -0.4    | -2.2  |
| Operating profit (EBIT)            | 95      | 82    | 403     | 318   |
| EBIT margin, %                     | 3.3     | 3.3   | 4.0     | 3.3   |
| EBITA                              | 147     | 130   | 593     | 511   |
| EBITA margin, %                    | 5.1     | 5.2   | 5.9     | 5.3   |
| Adjusted EBITA                     | 174     | 153   | 631     | 556   |
| Adjusted EBITA margin, %           | 6.0     | 6.2   | 6.2     | 5.8   |
| Adjusted EBITDA                    | 227     | 205   | 829     | 756   |
| Adjusted EBITDA margin, %          | 7.8     | 8.2   | 8.2     | 7.9   |
| Adjusted net profit                | 113     | 97    | 455     | 384   |
| Net working capital                | -940    | -881  | -940    | -881  |
| Net working capital / Net sales, % | -9.3    | -9.2  | -9.3    | -9.2  |
| Cash conversion, %                 | 133     | 123   | 98      | 108   |
| Net debt                           | 1,663   | 1,207 | 1,663   | 1,207 |
| Leverage, times                    | 2.0     | 1.6   | 2.0     | 1.6   |
| Equity/assets ratio, %             | 28      | 34    | 28      | 34    |

## DATA PER SHARE

| Data per share  | Oct-Dec           |                   | Jan-Dec           |                   |
|---|-------------------|-------------------|-------------------|-------------------|
|   | 2021              | 2020              | 2021              | 2020              |
| Share price at end of period                          | 82.7              | 72.4              | 82.7              | 72.4              |
| No. of shares at end of period                        | 95,812,022        | 95,812,022        | 95,812,022        | 95,812,022        |
| No. of treasury shares <sup>1)</sup>                  | -740,000          | -340,000          | -740,000          | -340,000          |
| <b>No. of shares outstanding</b>                      | <b>95,072,022</b> | <b>95,472,022</b> | <b>95,072,022</b> | <b>95,472,022</b> |
| No. of ordinary shares outstanding (weighted average) | 95,072,022        | 95,472,022        | 95,225,657        | 95,472,022        |
| Dividend per share <sup>2)</sup>                      | 4.80              | 4.40              | 4.80              | 4.40              |
| Earnings per share, before and after dilution, SEK    | 0.65              | 0.52              | 2.78              | 2.00              |
| Shareholders' equity per share, SEK                   | 21.07             | 21.78             | 21.07             | 21.78             |

<sup>1)</sup>To secure its financial exposure in accordance with the LTIP 19 and LTIP 21 long-term incentive programs, Coor undertook acquisition of own shares.

<sup>2)</sup>Proposed dividend that is subject to adoption at the Annual General Meeting on 29 April 2022. A dividend of SEK 4.80 (4.40) per share is proposed, of which SEK 2.40 (2.00) comprised an ordinary dividend and SEK 2.40 (2.40) an extraordinary dividend. Payment is to take place on two occasions of SEK 2.40 and SEK 2.40 per share respectively. The total dividend is thus SEK 460 million.

# NOTES

## NOTE 1 – ACCOUNTING PRINCIPLES

This interim report has been prepared in accordance with IAS 34 Interim Financial Reporting and the Swedish Annual Accounts Act. The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS), as adopted by the EU. The applied accounting principles are consistent with those described in the Group's Annual Report for 2020.

The parent company financial statements have been prepared in accordance with the Swedish Annual Accounts Act and Recommendation RFR 2 Financial Reporting for Legal Entities of the Swedish Financial Reporting Board.

Due to rounding, some totals in this interim report may differ from the sum of individual items.

## NOTE 2 – FINANCIAL INSTRUMENTS

The carrying amounts and fair values for borrowing, which are included in the category financial liabilities at amortised cost, are as follows:

| (SEK m )                           | Carrying amount |              | Fair value   |              |
|------------------------------------|-----------------|--------------|--------------|--------------|
|                                    | 31 Dec          |              | 31 Dec       |              |
|                                    | 2021            | 2020         | 2021         | 2020         |
| Lease liabilities                  | 299             | 330          | 299          | 330          |
| Liabilities to credit institutions | 995             | 241          | 995          | 241          |
| Corporate Bond                     | 1,000           | 1,000        | 1,000        | 1,000        |
| Other non-current liabilities      | 2               | 31           | 2            | 31           |
| <b>Total</b>                       | <b>2,296</b>    | <b>1,603</b> | <b>2,296</b> | <b>1,603</b> |

The existing credit margin in the Group's financing agreements is considered to be consistent with market terms, and the carrying amount therefore approximates fair value. The Group considers the liabilities to have been measured in accordance with Level 2 of the fair value hierarchy, which means that the measurement is based on observable market inputs.

## NOTE 3 – ITEMS AFFECTING COMPARABILITY

Items affecting comparability are excluded from the measure of operating profit, adjusted EBITA, which the Group regards as the most relevant metric. The following table specifies the items affecting comparability that had an impact on earnings during the period. Integration and restructuring comprise organic transactions as well as acquisitions. Integration costs refer, for example, to costs for integrating IT systems while restructuring refers to costs related to staff reductions. Acquisition-related costs refer exclusively to transaction costs.

| Items affecting comparability (SEK m ) | Oct-Dec    |            | Jan-Dec    |            |
|--|------------|------------|------------|------------|
|  | 2021       | 2020       | 2021       | 2020       |
| Integration                            | -17        | -2         | -24        | -19        |
| Restructuring                          | -11        | -20        | -13        | -25        |
| Acquisition related expenses           | -0         | 0          | -1         | 0          |
| Other                                  | 1          | -1         | 1          | -1         |
| <b>Total</b>                           | <b>-27</b> | <b>-24</b> | <b>-38</b> | <b>-46</b> |



## NOTE 4 – PLEDGED ASSETS AND CONTINGENT LIABILITIES

| Pledged assets (SEK m ) | 31 Dec    |            |
|-------------------------|-----------|------------|
|                         | 2021      | 2020       |
| Bank guarantees         | 49        | 127        |
| <b>Total</b>            | <b>49</b> | <b>127</b> |

| Contingent liabilities (SEK m ) | 31 Dec     |            |
|---------------------------------|------------|------------|
|                                 | 2021       | 2020       |
| Performance bonds               | 181        | 169        |
| <b>Total</b>                    | <b>181</b> | <b>169</b> |

### Parent company

The parent company has provided a parent company guarantee of SEK 31 (30) million covering financial obligations of the Finnish subsidiary in respect of leases and bank guarantees. The parent company has no other pledged assets or contingent liabilities.

## NOTE 5 – ACQUISITIONS

### Acquisition of R&K Service AS

On 1 March 2021, the acquisition of the company R&K Service, a well-run Norwegian family company that provides cleaning and restaurant services in the Stavanger region, was completed. The company has annual sales of around NOK 80 million.

The transaction costs for the acquisition, totalling SEK 0.2 million, have been recognised as an administrative expense in the income statement.

In conjunction with the acquisition of R&K Service, intangible assets were identified at a value of SEK 70 million (SEK 64 million net including deferred tax liability), of which SEK 26 million was allocated to customer contracts and SEK 1 million to trademarks. The remainder comprises goodwill. The goodwill that arose from the acquisition is primarily attributable to the employees' skills and to increased profitability in the form of expected synergies from the acquisition. No portion of the recognised goodwill is expected to be tax-deductible.

R&K Service AS increased consolidated sales by SEK 66 million during the period from 1 January to 31 December 2021. If the acquisition had taken place on 1 January 2021, the acquired business would have increased consolidated sales by SEK 79 million on a pro forma basis for the period from 1 January to 31 December 2021.

### Acquisition of Veolia Technical Management

On 30 September 2021, Coor completed the acquisition of the operations in the business area Veolia Technical Management, part of Veolia Sverige AB. The business area has around 250 employees and annual sales of approximately SEK 500 million. The acquisition further strengthens Coor's offering and expertise in technical property maintenance.

The transaction costs for the acquisition, totalling SEK 0.5 million, have been recognised as an administrative expense in the income statement.

In conjunction with the acquisition of the business area Veolia Technical Management, intangible assets were identified in the form of customer contracts valued at SEK 70 million. The remainder comprises goodwill. The goodwill that arose from the acquisition is primarily attributable to the employees' skills and to increased profitability in the form of expected synergies from the acquisition. Recognised goodwill is expected to be tax-deductible.

The acquisition of Veolia Technical Management increased consolidated sales by SEK 122 million for the period 1 January to 31 December 2021. If the acquisition had taken place on 1 January 2021, the acquired business would have increased consolidated sales by SEK 486 million on a pro forma basis for the period from 1 January to 31 December 2021.

### Acquisition of Inspira AB

On 1 December 2021, Coor completed the acquisition of Inspira AB (including the subsidiary Middlepoint AB), a well-run family business that provides workplace services, primarily focused on cleaning, to a large number of customers in Central Sweden. The acquisition increases Coor's geographic coverage in Central Sweden and opens up the possibility of extensive synergies. Inspira has around 1,400 employees and annual sales of approximately SEK 700 million.

The transaction costs for the acquisition, totalling SEK 0.4 million, have been recognised as an administrative expense in the income statement.

In conjunction with the acquisition of Inspira AB, intangible assets were identified at a value of SEK 426 million (SEK 397 million net including deferred tax liability), of which SEK 130 million was allocated to customer contracts and SEK 8 million to trademarks. The remainder comprises goodwill. The goodwill that arose from the acquisition is primarily attributable to the employees' skills and to increased profitability in the form of expected synergies from the acquisition. No portion of the recognised goodwill is expected to be tax-deductible.

Inspira AB increased consolidated sales by SEK 55 million during the period from 1 January to 31 December 2021. If the acquisition had taken place on 1 January 2021, the acquired business would have increased consolidated sales by SEK 689 million on a pro forma basis for the period from 1 January to 31 December 2021.

| Preliminary acquisition analysis (SEK m) 1)  | R&K Service<br>AS | Veolia<br>TM | Inspira<br>AB | Total      |
|--|-------------------|--------------|---------------|------------|
| <b>Preliminary consideration paid</b>  | <b>84</b>         | <b>210</b>   | <b>401</b>    | <b>695</b> |
| <b>The assets acquired and liabilities assumed that have been recognised as a result of the acquisitions are the following</b> |                   |              |               |            |
| Customer contracts   | 26                | 70           | 130           | 226        |
| Trade marks  | 1                 | 0            | 8             | 9          |
| Property, plant and equipment  | 5                 | 13           | 9             | 28         |
| Cash and cash equivalents  | 20                | 0            | 29            | 49         |
| Accounts receivable and other current receivables  | 15                | 49           | 111           | 174        |
| Deferred tax liability   | -6                | 0            | -29           | -34        |
| Lease liability  | -5                | -12          | -9            | -25        |
| Accounts payable and other current liabilities   | -16               | -19          | -137          | -171       |
| <b>Acquired identifiable net assets</b>  | <b>40</b>         | <b>101</b>   | <b>114</b>    | <b>255</b> |
| Goodwill   | 43                | 109          | 288           | 440        |
| <b>Total acquired net assets</b>   | <b>84</b>         | <b>210</b>   | <b>401</b>    | <b>695</b> |
| <b>Cash flow attributable to acquisitions for the period</b>   |                   |              |               |            |
| Consideration paid   | 84                | 210          | 401           | 695        |
| Cash in acquired businesses  | -20               | 0            | -29           | -49        |
| <b>Net outflow, cash and cash equivalents</b>  | <b>64</b>         | <b>210</b>   | <b>372</b>    | <b>646</b> |

<sup>1)</sup> Preliminary figures - acquisition analysis not completed at the end of the period.

## NOTE 6 – SHARE-BASED INCENTIVE PROGRAMMES

In accordance with a resolution of the Annual General Meeting, the Group introduced a target- and performance-based incentive programme (LTIP 2021) for senior executives and other key individuals in the Coor Group in May. LTIP 2021 has the same structure and framework as the incentive programmes launched in 2018 and 2019.

To qualify for the programme, participants will be required to own Coor shares that are allocated to the programme. Each participant will have the right to allocate a specified number of shares. For each invested share, participants will then be entitled to an allotment of target- and performance-based share rights at the end of the vesting period. The allotment of share rights depends on the extent to which the defined targets and performance conditions have been met during the performance period from 1 January 2021 to 31 December 2023. The employee is also required to retain his or her investment shares and remain an employee of Coor at the end of the vesting period. The vesting period will end in connection with the publication of Coor's interim report for the first quarter of 2024.

In total, the programme comprised a maximum of 100,250 investment shares with a maximum allotment of 446,500 performance-based share rights. The take-up of the programme was around 88 per cent, which meant that a total of 391,830 share rights were allotted on the issue date, comprising 87,020 share rights of series A, 217,790 of series B and 87,020 of series C. To ensure delivery of shares under the programme, the Annual General Meeting resolved to authorise the Board of Directors to acquire own shares.

The performance-based share rights are divided into three series:

- Series A – customer satisfaction index: The allotment of share rights of series A is contingent on the improvement in Coor's customer satisfaction index in relation to the defined targets.
- Series B – earnings performance: The allotment of share rights of series B is contingent on the improvement in Coor's earnings (adjusted EBITA) in relation to the adopted business plan.
- Series C – relative total return performance: The allotment of share rights of series C is contingent on the total return performance of Coor's shares in relation to a weighted average in a group of other companies (the benchmark group).

# SELECTED KEY PERFORMANCE INDICATORS

## PURPOSE OF SELECTED KEY PERFORMANCE INDICATORS

To give its investors and other stakeholders clearer information about the Group's operations and its underlying success factors, Coor has chosen to provide information about a number of key performance indicators. The purpose of these indicators is explained below. See page 29 for definitions of terms and the calculation of key performance indicators.

### Growth

The Group deems that organic growth best reflects the underlying growth of the business, as this measure excludes the effect of acquisitions and fluctuations in exchange rates.

### Earnings and profitability

To reflect the performance and profitability of the underlying business more accurately, the Group has defined key performance indicators in which earnings have been adjusted for items affecting comparability and for amortisation and impairment of goodwill, customer contracts and trademarks. The Group considers that adjusted EBITA is the measure of operating profit which most clearly reflects the underlying profitability. It is also based on this measure of earnings that the Group's segments are followed up and evaluated internally.

The adjusted net profit measure of earnings excludes the non-cash items amortisation and impairment of goodwill, customer

contracts and trademarks from consolidated net profit and is used as a basis for deciding on dividends to the shareholders.

### Cash flow and working capital

Coor always works proactively to safeguard its cash flow, from both a working capital and an investment perspective. Coor focuses on analysing cash conversion, which is defined as the ratio of a simplified operating cash flow to adjusted EBITDA.

The Group's target is a cash conversion of at least 90 per cent on a rolling 12-month basis. To ensure that the measure provides a true and fair picture over time, the Group calculates cash conversion using measures of operating profit and operating cash flow which exclude items affecting comparability.

To achieve the defined target for cash conversion, strong emphasis is placed on minimising working capital and maintaining negative working capital. The Group therefore continuously monitors the size of working capital relative to net sales.

### Net debt and leverage

To ensure that the Group has an appropriate funding structure at all times and is able to fulfil its financial obligations under its loan agreement, it is relevant to analyse net debt and leverage (defined as net debt divided by adjusted EBITDA on a rolling 12-month basis). The Group's objective is to maintain a leverage of less than 3.0 times.

## RECONCILIATION OF KEY PERFORMANCE INDICATORS

The following table shows a reconciliation between the calculated key performance indicators and the income statement and balance sheet.

| Reconciliation of adjusted key performance indicators (SEK m)    | Oct-Dec    |            | Jan-Dec    |            |
|--|------------|------------|------------|------------|
|  | 2021       | 2020       | 2021       | 2020       |
| <b>Operating profit (EBIT)</b>                                   | <b>95</b>  | <b>82</b>  | <b>403</b> | <b>318</b> |
| Amortisation and impairment of customer contracts and trademarks | 52         | 48         | 190        | 193        |
| <b>EBITA</b>   | <b>147</b> | <b>130</b> | <b>593</b> | <b>511</b> |
| Items affecting comparability (Note 3)                           | 27         | 24         | 38         | 46         |
| <b>Adjusted EBITA</b>  | <b>174</b> | <b>153</b> | <b>631</b> | <b>556</b> |
| Depreciation   | 53         | 52         | 198        | 199        |
| <b>Adjusted EBITDA</b>   | <b>227</b> | <b>205</b> | <b>829</b> | <b>756</b> |
| Income for the period  | 62         | 49         | 265        | 191        |
| Amortisation and impairment of customer contracts and trademarks | 52         | 48         | 190        | 193        |
| <b>Adjusted net profit</b>                                       | <b>113</b> | <b>97</b>  | <b>455</b> | <b>384</b> |

| Specification of net working capital (SEK m )   | Oct-Dec     |             | Jan-Dec     |             |
|---|-------------|-------------|-------------|-------------|
|   | 2021        | 2020        | 2021        | 2020        |
| Accounts receivable                             | 1,346       | 1,144       | 1,346       | 1,144       |
| Other current assets, non-interest-bearing      | 386         | 256         | 386         | 256         |
| Accounts payable                                | -788        | -607        | -788        | -607        |
| Other current liabilities, non-interest-bearing | -1,886      | -1,674      | -1,886      | -1,674      |
| Adjustment for accrued financial expenses       | 2           | 1           | 2           | 1           |
| <b>Net working capital</b>                      | <b>-940</b> | <b>-881</b> | <b>-940</b> | <b>-881</b> |

| Specification of net debt (SEK m )                   | Oct-Dec      |              | Jan-Dec      |              |
|--|--------------|--------------|--------------|--------------|
|  | 2021         | 2020         | 2021         | 2020         |
| Borrowings   | 1,997        | 1,273        | 1,997        | 1,273        |
| Lease liabilities                                    | 299          | 330          | 299          | 330          |
| Provisions for pensions                              | 22           | 18           | 22           | 18           |
| Cash and cash equivalents                            | -628         | -396         | -628         | -396         |
| Other financial non-current assets, interest-bearing | -26          | -18          | -26          | -18          |
| Other current assets, interest-bearing               | -1           | -1           | -1           | -1           |
| <b>Net debt</b>                                      | <b>1,663</b> | <b>1,207</b> | <b>1,663</b> | <b>1,207</b> |

For a reconciliation of cash conversion, see page 19.

## DEFINITIONS

### Cost of services sold

Costs which are directly related to the performance of the invoiced services, depreciation of property, plant and equipment, and amortisation of goodwill, customer contracts and trademarks.

### Items affecting comparability

Items affecting comparability mainly comprise costs for integration of contracts and acquisitions as well as more extensive restructuring programmes. Items affecting comparability are included either in cost of services sold or selling and administrative expenses.

### EBITA

Operating profit before amortisation of goodwill, customer contracts and trademarks.

### Adjusted EBITA

Operating profit before amortisation of goodwill, customer contracts and trademarks, excluding items affecting comparability.

### Adjusted EBITDA

Operating profit before depreciation of all property, plant and equipment and amortisation of all intangible assets, excluding items affecting comparability.

### Adjusted net profit

Profit after tax excluding amortisation of goodwill, customer contracts and trademarks.

### Working capital

Non-interest-bearing current assets less non-interest-bearing current liabilities at the balance sheet date.

### Net investments

Investments in property, plant and equipment and intangible assets less consideration received on sale of property, plant and equipment and intangible assets.

### LTM

Rolling 12 months.

### FTE

Number of employees on a full-time equivalent basis.

### Equal opportunities

Gender distribution between men and women in managerial positions.

### Employee motivation index (EMI)

Each year, Coor conducts a comprehensive employee survey with the help of an external research firm.

### Customer satisfaction index (CSI)

Each year, Coor conducts a comprehensive customer survey with the help of an external research firm.

### Scope 1–3

**Scope 1** encompasses all direct greenhouse gas emissions. For Coor, this includes emissions from the combustion of fossil fuels from vehicles and machinery.

**Scope 2** includes indirect emissions from energy use in the form of electricity, heating and cooling.

**Scope 3** includes all other indirect emissions from purchased goods and services, business travel, capital goods, investments, employee commuting, waste disposal, upstream transportation and distribution.

## CALCULATION OF KEY PERFORMANCE INDICATORS

### Net sales growth

Change in net sales for the period as a percentage of net sales for the same period in the previous year.

### Organic growth

Change in net sales for the period as a percentage of net sales for the same period in the previous year excluding acquisitions and foreign exchange effects.

### Acquired growth

Net sales for the period attributable to acquired businesses, excluding foreign exchange effects, as a percentage of net sales for the same period in the previous year.

### EBITA margin

EBITA as a percentage of net sales.

### Adjusted EBITA margin

Adjusted EBITA as a percentage of net sales.

### Adjusted EBITDA margin

Adjusted EBITDA as a percentage of net sales.

### Working capital/net sales

Working capital on the balance sheet date as a percentage of net sales (rolling 12 months).

### Net debt

Non-current and current interest-bearing assets less non-current and current interest-bearing liabilities at the balance sheet date.

### Earnings per share

Profit for the period attributable to shareholders of the parent company divided by average number of ordinary shares outstanding.

### Equity per share

Equity at the end of the period attributable to shareholders of the parent company divided by the number of shares outstanding at the end of the period.

### Equity/assets ratio

Consolidated equity and reserves attributable to shareholders of the parent company at the balance sheet date as a percentage of total assets at the balance sheet date.

### Cash conversion

Adjusted EBITDA less net investments and adjusted for changes in working capital, as a percentage of adjusted EBITDA.

### Leverage/capital structure

Net interest-bearing debt at the balance sheet date divided by adjusted EBITDA (rolling 12 months).

### TRIFR (total recorded injury frequency rate)

Total number of injuries multiplied by 1,000,000 working hours. Injuries to and from the workplace are excluded.

### Scope 1 CO<sub>2</sub> emissions

Emissions of CO<sub>2</sub> equivalents from purchased fuel for owned and leased machinery and vehicles per SEK in sales [tCO<sub>2</sub>e/SEK million].

### Scope 2 CO<sub>2</sub> emissions

Emissions of CO<sub>2</sub> equivalents from electricity, heating and cooling in the premises where Coor has operational control over its energy use per SEK in sales [tCO<sub>2</sub>e/SEK million].

## FOR FURTHER INFORMATION

For questions concerning the financial report, please contact our CFO and IR Director Klas ElMBERG (+46 10 559 65 80).

For questions concerning the operations or the company in general, please contact President and CEO AnnaCarin Grandin (+46 10 559 57 70) or Director of Communications Magdalena Öhrn (+46 10 559 55 19).

More information is also available on our website: [www.coor.com](http://www.coor.com)

## INVITATION TO A PRESS AND ANALYST PRESENTATION

On 10 February 2022, at 10:00 a.m. CET, the company's President and CFO will give a presentation on developments in the fourth quarter in a webcast. To participate in the webcast, please register in advance using the following link:

<https://online.cement.com/Launch/QReg/ShowUUID=8E350BD2-7FCE-4025-A07B-9AA18EE83341>

To listen to the presentation by telephone, dial +46850558356 (Sweden), +4723963938 (Norway), +4578723251 (Denmark), +358923195172 (Finland) or +443333009269 (UK).

The briefing material and a recording of the webcast will be published on the company's website [www.coor.com](http://www.coor.com), under Investors/Reports and presentations, after the briefing.

## FINANCIAL CALENDAR

|                 |                                       |
|-----------------|---------------------------------------|
| 8 April 2022    | 2021 Annual Report                    |
| 29 April 2022   | Interim Report January–March 2022     |
| 29 April 2022   | 2022 AGM                              |
| 15 July 2022    | Interim Report January–June 2022      |
| 27 October 2022 | Interim Report January–September 2022 |
| 9 February 2022 | Interim Report January–December 2022  |

*This constitutes information which Coor Service Management Holding AB is required to publish under the EU's Market Abuse Regulation. The information was submitted for publication through the above contact person on 10 February 2022, at 7:30 a.m. CET.*