



# Year-end Report January-December 2019

Mikael Stöhr, President and CEO  
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February 12, 2020

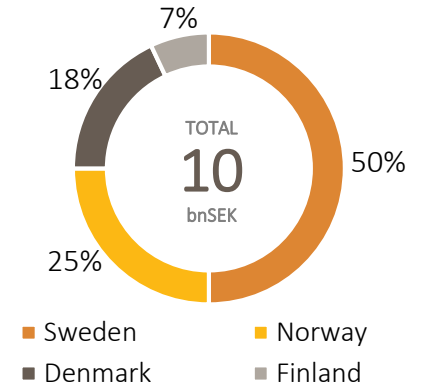


# Coor is the Nordic market leader in IFM

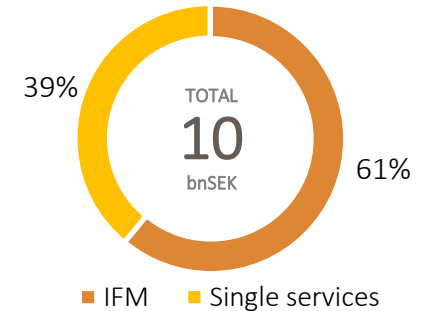
- Tailored customer proposition - **SERVICE** *with IQ*
- Coor aims to create the happiest, healthiest and most prosperous workplace environment in the Nordic Region
- Broad service offering within workplace services, property services and strategic advisory services



TURNOVER BY COUNTRY



TURNOVER BY CONTRACT TYPE



# Another strong year for Coor – continued growth and all time high EBITA

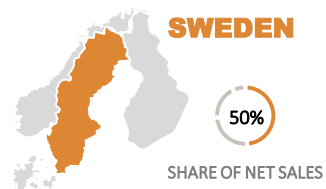
KEY TARGETS	Q4 2019	Q4 2018	FY2019	MID-LONG TERM
Organic Growth	3%	9%	5%	4-5% <i>Organic net sales growth over a business cycle</i>
Acquired Growth	2%	11%	2%	N/A
EBITA-Margin	5.6%	5.2%	5.3%	~5.5% <i>Adjusted EBITA margin</i>
Cash Conversion	104%	80%	104%	>90% <i>(Adj EBITDA – CAPEX – ΔWC) / Adj EBITDA</i>
Leverage	2.3x	2.4x	2.3x	<3.0x <i>Net debt / Adjusted EBITDA LTM</i>
Dividend	N/A	N/A	4.40 SEK <i>per share</i>	~50% <i>of profit after tax and before amortization and impairment of customer contracts</i>

## BUSINESS HIGHLIGHTS Q4 and FY

- Successful renegotiations. The prolongation of Saab in Q4 concluded a successful year in terms of renegotiations
  - Approximately 2 bnSEK volumes renegotiated (e.g. Volvo Cars, Aker Solutions, Velux, Aibel , NCC)
  - 93% retention rate in both 2019 and on average over the last 3 years
- Strong focus on the large integrations and efficiency
  - Norrlands Miljövärd (Sweden)
  - Danish Police, the Prison and Probation Service and the Public Prosecution Agency (Denmark)
  - ICA (Sweden)
- Interesting pipeline ahead
  - Several interesting IFM opportunities expect to reach the market in 2020
  - Solid pipeline for SME sales

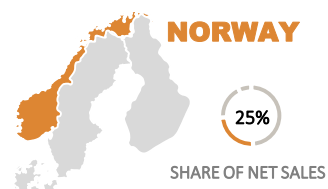
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# Country by country



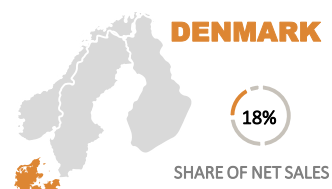
	Q4 19	Q4 18
Organic Growth	6%	4%
Acquired Growth	3%	n/a
EBITA Margin	9.9%	9.1%

- Continued growth driven by new contracts, e.g. ICA, and continued high variable volumes
- Margin improvement primarily driven by efficiency enhancement across the organization



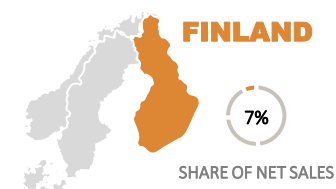
	Q4 19	Q4 18
Organic Growth	0%	16%
Acquired Growth	0%	11%
EBITA Margin	6.2%	6.1%

- Continued high customer activity and stable variable volumes
- Positive effects from more cost-efficient organization that partly offset contractual price adjustment for a major customer



	Q4 19	Q4 18
Organic Growth	3%	14%
Acquired Growth	0%	79%
EBITA Margin	3.7%	5.2%

- Organic growth from new SME contracts and the extended and expanded contract with the Danish Police
- Second wave of internal efficiency is needed. Actions are taken and improvements expected in 2020

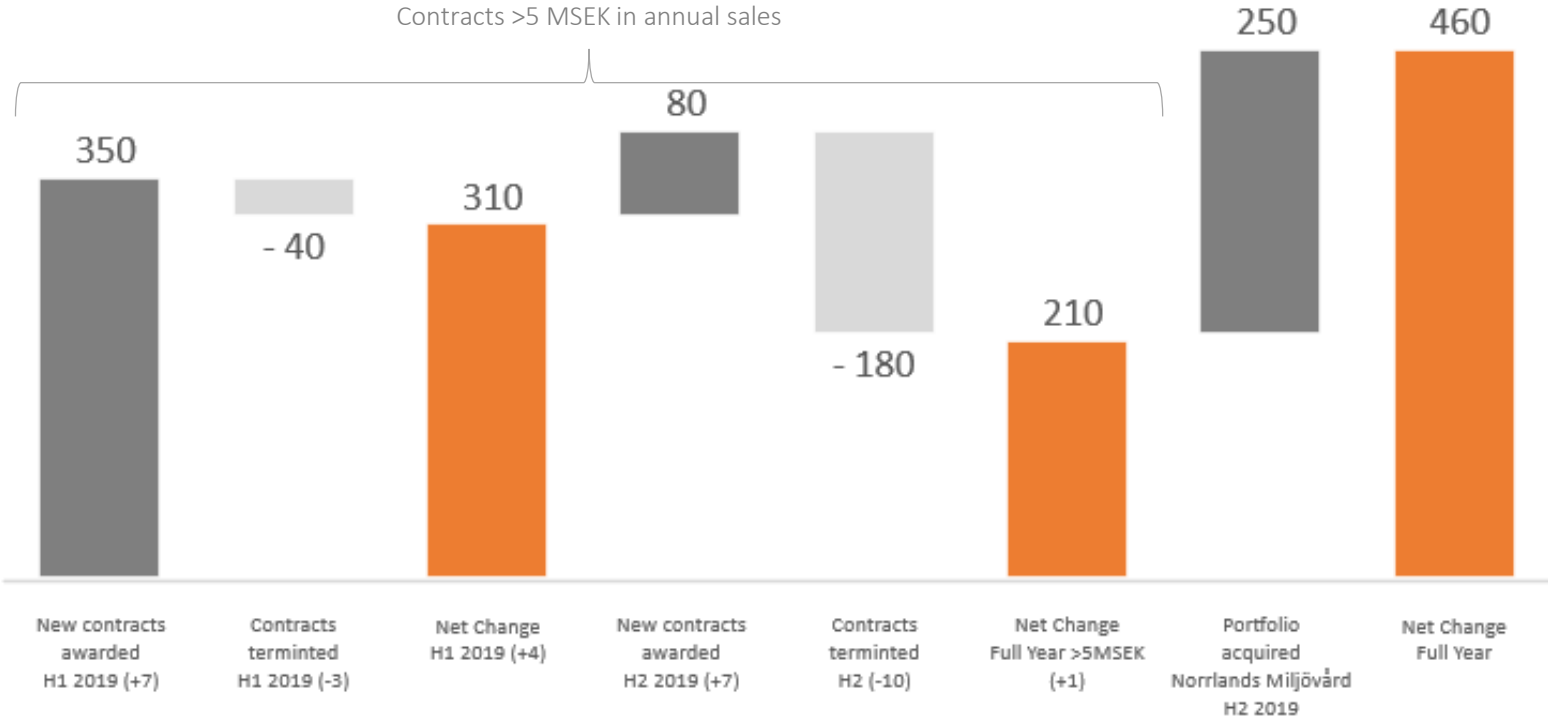


	Q4 19	Q4 18
Organic Growth	-15%	20%
Acquired Growth	n/a	n/a
EBITA Margin	0.6%	-0.5%

- Negative growth from contract closures in Q4 and termination of contracts with very low margins
- Margin improvements in several contract

# Contract Portfolio Development

## FY 2019 CONTRACT PORTFOLIO CHANGES

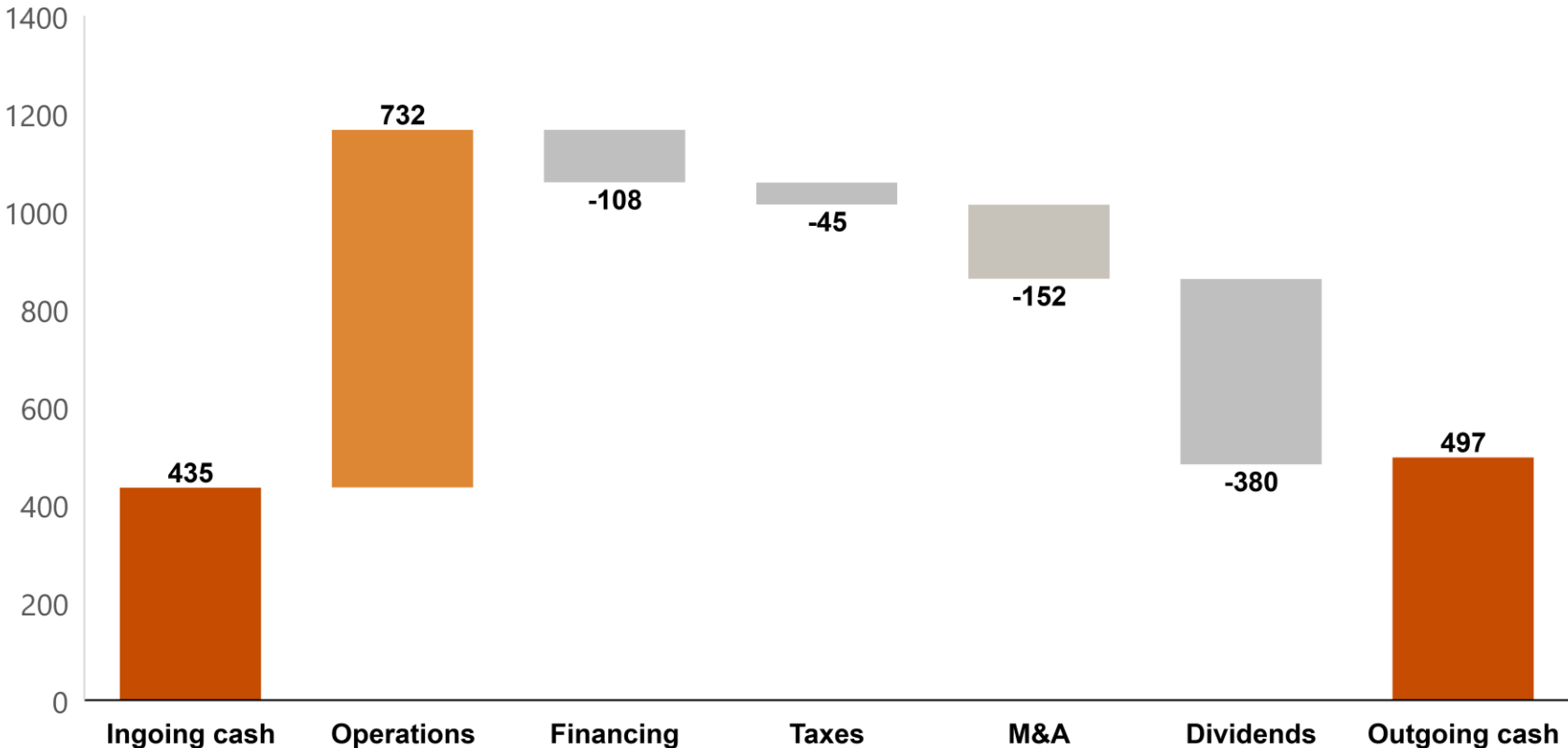


# Profit & Loss Statement

P&L (SEK m)	Q4			FY		
	2019	2018	Chg.	2019	2018	Chg.
<b>Net sales</b>	<b>2 732</b>	<b>2 613</b>	<b>119</b>	<b>10 313</b>	<b>9 489</b>	<b>824</b>
<b>Adjusted EBITA</b>	<b>152</b>	<b>135</b>	<b>17</b>	<b>549</b>	<b>490</b>	<b>60</b>
<i>Adjusted EBITA margin</i>	<i>5,6%</i>	<i>5,2%</i>	<i>0,4%</i>	<i>5,3%</i>	<i>5,2%</i>	<i>0,2%</i>
<b>EBIT</b>	<b>74</b>	<b>55</b>	<b>19</b>	<b>299</b>	<b>219</b>	<b>80</b>
Financial net	-17	5	-23	-71	-62	-9
Income tax expense	-16	-18	2	-59	-53	-6
<b>Net income</b>	<b>42</b>	<b>42</b>	<b>-1</b>	<b>169</b>	<b>104</b>	<b>65</b>
Add-back amortization	48	46	2	186	176	10
<b>Adjusted Net income</b>	<b>90</b>	<b>88</b>	<b>1</b>	<b>355</b>	<b>280</b>	<b>75</b>

# Cash Flow

## CASH FLOW FY 2019





# Cash flow

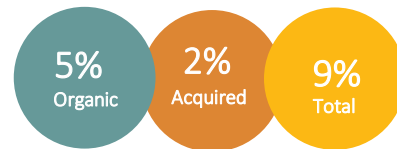
(SEKm)	Q4			FY		
	2019	2018	Chg.	2019	2018	Chg.
<b>Adjusted EBITDA</b>	<b>205</b>	<b>154</b>	<b>52</b>	<b>749</b>	<b>558</b>	<b>190</b>
Capex	-22	-24	2	-68	-84	16
Changes in working capital	183	188	-5	101	-27	128
<b>Adjusted operating cash flow</b>	<b>366</b>	<b>317</b>	<b>49</b>	<b>781</b>	<b>447</b>	<b>334</b>
<b>Cash conversion (%)</b>	<b>178%</b>	<b>206%</b>	<b>-28%</b>	<b>104%</b>	<b>80%</b>	<b>24%</b>
Other operating items	-45	-58	13	-169	-182	13
<b>Cash flow from operations</b>	<b>321</b>	<b>259</b>	<b>62</b>	<b>613</b>	<b>265</b>	<b>347</b>
<b>Cash flow from investments</b>	<b>-152</b>	<b>0</b>	<b>-152</b>	<b>-152</b>	<b>-436</b>	<b>285</b>
<b>Cash flow from financing</b>	<b>-136</b>	<b>-132</b>	<b>-4</b>	<b>-415</b>	<b>-114</b>	<b>-300</b>
<b>Total cash flow</b>	<b>33</b>	<b>127</b>	<b>-93</b>	<b>46</b>	<b>-285</b>	<b>331</b>
<b><i>Total cash flow excl. dividend</i></b>	<b>33</b>	<b>127</b>	<b>-93</b>	<b>426</b>	<b>98</b>	<b>328</b>

# Balance Sheet

(SEK m)	Dec 31	
	2019	2018
Net Working Capital	-774	-626
<i>NWC, % of NS (LTM)</i>	<i>-7,5%</i>	<i>-6,6%</i>
<i>Equity/Assets Ratio</i>	<i>29%</i>	<i>33%</i>
Cash	497	435
Net debt	1 741	1 318
<i>Leverage</i>	<i>2,3x</i>	<i>2,4x</i>

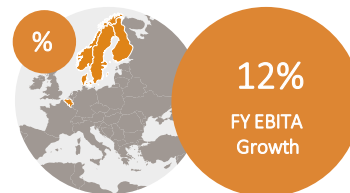
## Growth

9% FY Total  
5% FY Organic  
2% FY Acquired



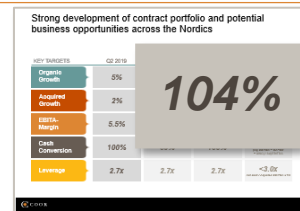
## EBITA margin

5.6% in Q4  
5.3% FY



## Cash conversion

104% LTM



## Opportunities

Interesting business opportunities across the Nordics





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