



Q1 Report

January – March 2022

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April 29, 2022



Introduction and Coor's triple bottom line

Business and market update

Financial performance

Sum-up and Q&A

AGENDA

Coor is the Nordic market leader in Integrated facility management...

... with a clear ambition of becoming truly sustainable

- Customer centric business model and decentralized organization
- Broad service offering within workplace services, property services and strategic advisory services
- Leading innovation capability and position – **SERVICE** with **IQ**
- Truly Sustainable from a triple-bottom-line perspective:



Business



Social



Environmental



A well balanced portfolio

TOTAL **10.7** bnSEK

Turnover by country



- Sweden 51%
- Norway 22%
- Denmark 21%
- Finland 6%

Turnover by contract type



- IFM 60%
- Single services 40%

Turnover by service









- Cleaning 37%
- Property 32%
- Workplace 19%
- Food & Beverage 9%
- Other 3%

Turnover by customer segment



- Public 28%
- Manufacturing 24%
- Energy 18%
- IT & Telecom 10%
- Real estate & Construction 8%
- Other 12%

Strong start to the year

Business sustainability	Q1 2022	Q1 2021	LTM	Mid-long term
 Organic Growth	11%	-7%	8%	4-5% Organic net sales growth over a business cycle
 Acquired Growth	13%	0%	6%	n/a
 Adj. EBITA-Margin	6.3%	6.0%	6.3%	~5.5% Adj. EBITA margin
 Cash Conversion ¹	93%	98%	93%	>90% (Adj. EBITDA – CAPEX – ΔWC) / Adj. EBITDA
 Leverage ¹	1.7x	1.5x	1.7x	<3.0x Net debt / Adj. EBITDA LTM
 Customer Satisfaction ²	74	70	N/A	≥70

¹ LTM

² Survey conducted once a year, in Q3 2021 and Q3 2020

The sustainability culture future proof Coor

Social and environmental sustainability	Q1 2022	Q1 2021	Mid-long term
 Engaged and motivated employees ¹	78	78	≥70
 TRIF ² Total Recorded Injury Frequency	8.1	9.8	≤3.5 Total number of accidents x 1,000,000/ number of hours worked
 Equal opportunities (female/male mgrs. %)	50/50	50/50	50/50
 Reduction of green house gases Scope 1 – From our vehicals ² (tCO ₂ e/MSEK)	0.32 (3321) ³	0.33 (3058) ³	-50% Sum of Scope 1 and 2 in global framework Green House Gas protocol
 Reduction of green house gases Scope 2- From our premises ^{2,4} (tCO ₂ e/MSEK)	0.05 (445) ³	0.07 (637) ³	-50% Sum of Scope 1 and 2 in global framework Green House Gas protocol
 Reduction of green house gases Scope 3 - From F&B ² (kgCO ₂ e/kg)	-18%	-15%	-30% Total Co ₂ e emissions from purchased food raw material in kg/total number of kgs purchased food raw material

¹ Survey conducted once a year, in Q3 2021 and Q3 2020

² LTM

³ tCO₂e

⁴ Measured at year end



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Business highlights and significant events

Q1 2022


Selection of important prolongations and wins

- Won Skanska (Swedish IFM), City of Gothenburg (Swedish Cleaning), Normal (Norwegian cleaning), Energinet (Danish cleaning)
- Prolonged Nordic IFM contract with SAS, Swedish IFM contracts with Tele2 and Hitachi, property contract Hemsö in Sweden and DNV-GL in Norway
- Successful integration of Veolia TM and Inspira in Sweden

Increased focus on sustainability and innovation

- Targets submitted to Science Based Targets organization and approved on April 27th
- Pilot to deliver a Climate impact calculated service delivery of the full production process to our customers
- Most gender equal company in Sweden according to SHE Index powered by EY

Growth opportunities ahead

- Solid sales pipeline across the Nordics both in IFM and Single Service
- Continued focus and financial capacity for additional M&A.
 - Centrumstäd acquired on April 28th 





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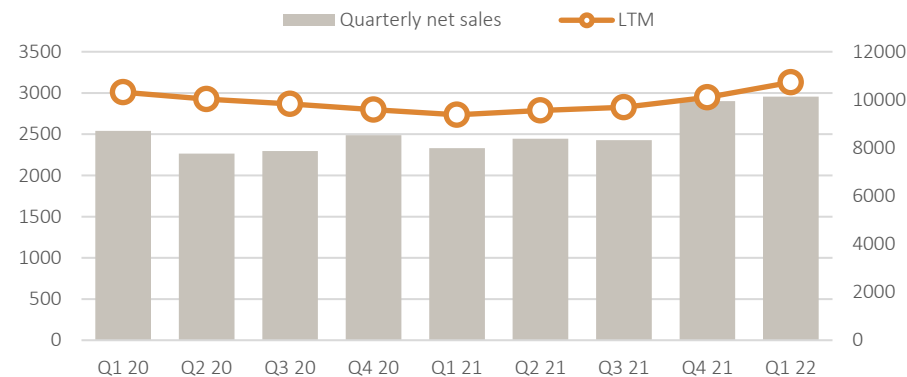
AGENDA

Sales and Adj. EBITA development

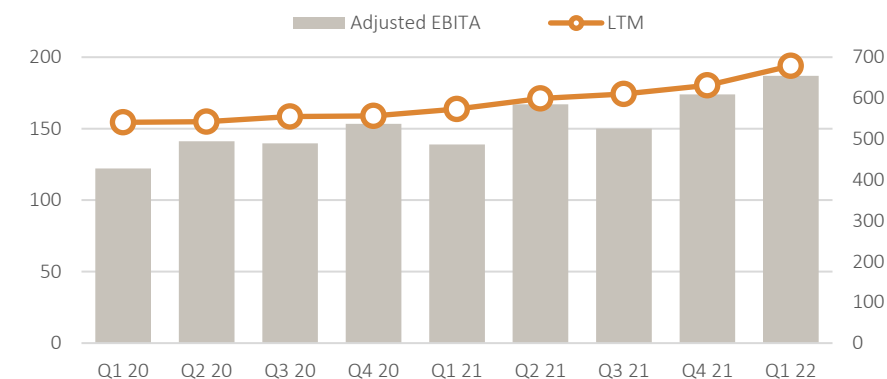
Profit & Loss

	Q1		Chg.	LTM Q1	Full-year 2021
	2022	2021			
Net sales	2 955	2 330	625	10 728	10 104
Adj. EBITA	187	139	48	679	631
Adj. EBITA margin	6,3%	6,0%	0,4%	6,3%	6,2%
EBIT	123	84	39	442	403
Financial net	-14	-13	-1	-60	-59
Income tax expense	-25	-17	-7	-86	-79
Net income	84	53	31	296	265
Add-back amortization	50	51	-1	190	190
Adj.Net income	134	104	30	485	455

Net Sales Development, SEKm



Adj. EBITA Development, SEKm



Country by country

SWEDEN

Share of Net Sales

51%

- Organic growth through new contracts (e.g., PostNord, Micasa, Borealis security) and partial C-19 recovery of variable volumes in property, F&B and conference services
- Positive volume contribution from the acquisitions of Veolia and Inspira
- Margin improvement from strong underlying profitability in several contracts. Higher sick leave compensated by the Swedish government. Acquired business initial contribution ahead of plan.

	Q1 22	Q1 21
Organic Growth	13%	-9%
Acquired Growth	24%	0%
EBITA Margin	11.5%	10.5%

NORWAY

Share of Net Sales

22%

- Slight negative organic growth explained by the phased out Equinor Office contract, which is largely compensated by continued high level of variable volumes from maintenance stoppages in the Oil & Gas industry and new or extended contracts (e.g., Ringnes and SR Bank)
- Positive volume and profitability contribution from the acquisition of R&K Service
- Margin decreased due to change in contract mix and integration of Equinor production sites

	Q1 22	Q1 21
Organic Growth	-2%	-11%
Acquired Growth	2%	1%
EBITA Margin	5,1%	6.8%

DENMARK

Share of Net Sales

21%

- Positive organic growth from new contracts, mainly DSB and partial C-19 recovery from property related projects and F&B
- Negative impact on variable volume driven by less C-19 cleaning
- Margin negatively effected by less C19-cleaning, high C19 sick leave together with integration of new contracts. Strengthening of central functions in Denmark driven by high growth

	Q1 22	Q1 21
Organic Growth	23%	3%
Acquired Growth	0%	0%
EBITA Margin	4.4%	5.1%

FINLAND

Share of Net Sales

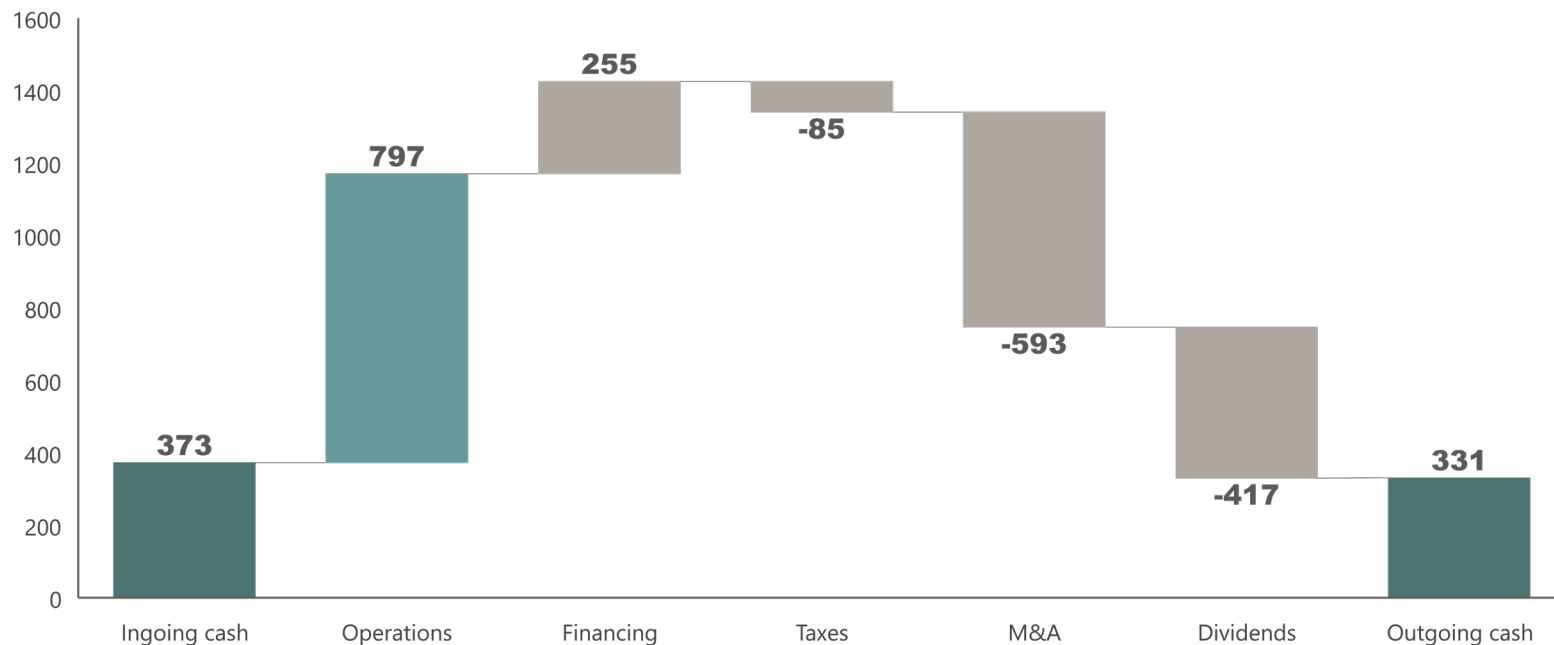
6%

- Positive organic growth driven several smaller new contracts together with variable volumes in property mainly due to heavier snow
- Margin and profit decreased compared to Q1 LY, mainly driven by high C19 sick leave and resource challenges in northern Finland

	Q1 22	Q1 21
Organic Growth	7%	3%
Acquired Growth	0%	0%
EBITA Margin	1.9%	2.5%

Cash Flow LTM, Q1 2022

SEK m



- Continued strong contribution from operations
- M&A – related to Veolia Technical Management and Inspira in Sweden



Cash conversion & selected balance sheet details

Cash conversion

(SEK m)

	Q1 2022	2021	LTM Q1	Full-year 2021
Adj. EBITDA	240	187	881	829
Capex	-15	-15	-68	-68
Change in working capital	-44	-2	6	49
Adj. operating cash flow	181	170	820	809
Cash conversion (%)	75%	91%	93%	98%

Balance Sheet KPIs

(SEK m)

	31 Mar 2022	2021	31 Dec 2022
Net Working Capital	-910	-891	-940
<i>NWC, % of NS (LTM)</i>	<i>-8,5%</i>	<i>-9,5%</i>	<i>-9,3%</i>
<i>Equity/Assets Ratio</i>	<i>31%</i>	<i>36%</i>	<i>28%</i>
Cash	331	373	628
Net debt	1 532	1 118	1 663
<i>Leverage</i>	<i>1,7x</i>	<i>1,5x</i>	<i>2,0x</i>

Coor's financing

- RCF of 1 500 MSEK, unutilized credit facility corresponds to approximately 900 MSEK. Duration, including options, until 2024. Leverage covenant at 3.75x
- Senior unsecured bonds in the total amount of 1 000 MSEK, duration until February 2024



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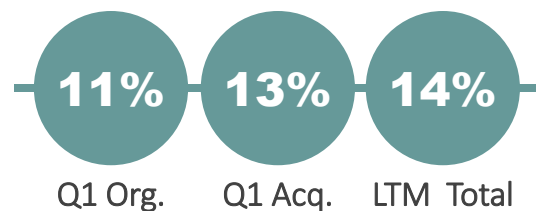
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High growth, improved earnings and strong cash flow

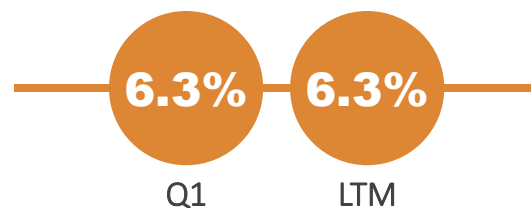
Growth

“New contracts and C19 recovery together with M&A-volumes”



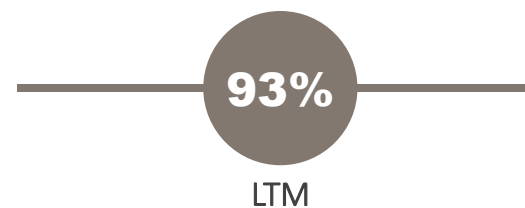
EBITA margin

“Stellar performance from the Swedish organisation”



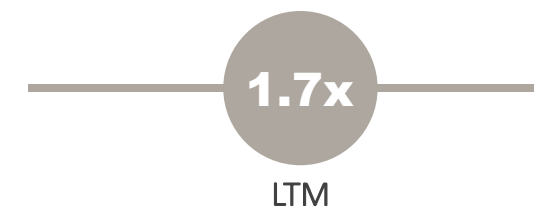
Cash conversion

“Strong cash flow focus across the organization”



Leverage

“Capacity for M&A in addition to dividends of 4,80 SEK/share”



Q&A

Coor aims to create the happiest, healthiest and most prosperous workplace environments in the Nordic region.

We strive tirelessly to build the teams and full-service solutions that enable our customers to do what they do best.

