

Year-end Report January - December 2020

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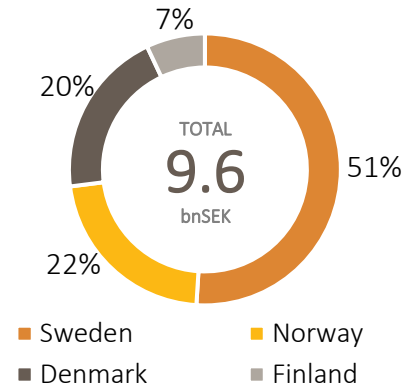


Coor is the Nordic market leader in IFM

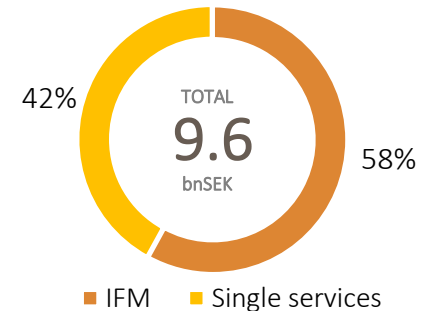
- Tailored customer proposition - **SERVICE** *with IQ*
- Coor aims to create the happiest, healthiest and most prosperous workplace environment in the Nordic Region
- Broad service offering within workplace services, property services and strategic advisory services



TURNOVER BY COUNTRY



TURNOVER BY CONTRACT TYPE



COVID-19, Q4 summary

COOR'S NUMBER ONE PRIORITY IS THE HEALTH AND SAFETY OF OUR EMPLOYEES AND OUR CUSTOMERS' EMPLOYEES

- Coor's service deliveries contribute to maintaining critical functions in our community
 - Important deliveries to e.g. healthcare, infrastructure and law enforcement.
- Variable volumes
 - Negative impact on variable volumes, mainly Food & Beverage and Property-related projects
 - Increased volumes from additional cleaning
- Subscription volumes
 - Remains strong, not automatically impacted by COVID-19
 - A pandemic is, in Coor's general Terms & Conditions, not force-majeure.
 - Close partnership with customers to find sustainable solutions, short- and long term
- Cost reductions to minimize negative financial impact
 - Furloughs affect 2% of all employees as of December 31 (compared to 6% on Sep 30, 13% on Jun 30 and 20% on Mar 31)
 - No furlough support in Sweden for Q4
 - Reduction of sub-contractors, purchased goods and other internal costs.
- Strong focus on cash-flow
 - Detailed follow-up on customer payments. Corporate customer payment pattern unchanged
 - Low level of Capex also in Q4
 - Strong underlying cash-flow. The deferred payments of taxes and fees in Denmark and Norway from previous quarters has been paid in Q4
- Strengthened balance sheet
 - Reduction of Net Debt by reducing the utilization of the RCF. As of December 31, Coor has unutilized credit lines of 1 250 MSEK.

2020 – a showcase of strength for Coor’s business model and organisation despite the pandemic

KEY TARGETS	Q4 2020	Q4 2019	FY 2020	MID-LONG TERM
Organic Growth	-7%	3%	-7%	4-5% <i>Organic net sales growth over a business cycle</i>
Acquired Growth	1%	2%	2%	N/A
EBITA-Margin	6.2%	5.6%	5.8%	~5.5% <i>Adjusted EBITA margin</i>
Cash Conversion	108%	104%	108%	>90% <i>(Adj EBITDA – CAPEX – ΔWC) / Adj EBITDA</i>
Leverage	1.6x	2.3x	1.6x	<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 and significant events

BUSINESS HIGHLIGHTS AND SIGNIFICANT EVENTS Q4

- COVID-19, covered on page 3
- Organisational changes - increased focus on service development, innovation, digitalization and sustainability
 - Central Service Development Teams strengthened and to be mirrored by country organisations
 - Maintain strong focus on Business Sustainability while increasing focus on Social and Environmental Sustainability
- All time high Employee Motivation Index (78 vs 77 LY) and Customer Satisfaction Index (70 vs 68 LY)
- Positive portfolio development and high retention rate
 - Positive contract portfolio development in both H1 and H2
 - 92% retention rate in both 2020 and on average over the last 3 years
- Growth opportunities ahead
 - Organic growth: Very strong sales pipeline across the Nordics both in IFM and Single Service
 - M&A: Continued strong focus internally within Coor and increased activity in the market

BUSINESS HIGHLIGHTS AND SIGNIFICANT EVENTS AFTER THE END OF THE PERIOD

- Loss of Equinor office sites
- Acquisition of R&K Service in Norway

Well positioned for the future

COOR, AS A PROFESSIONAL FM PROVIDER AND MARKET LEADER IN IFM, IS NEEDED AS A PARTNER TO THE BUSINESS AND PUBLIC SECTORS IN THE NORDIC REGION

The Market

Nordic FM Market, BnSEK



- Outsourcing trend continues and historical “crisis” has driven new, large outsourcing deals
- Business and public sectors will look for efficiency. Coor sells and delivers efficiency
- Fragmented single service segment provides opportunities for M&A

On-site Service



- Trend of remote working started Pre-COVID-19 but accelerated by the pandemic
- Survey indicates remote working to go from 0,5 day/week to 1-1,5 days/week but with variations by e.g. industry/sector, office site vs manufacturing site and urban area vs rural area
- Trial & Error phase before reaching the New Normal
- New and increased demand for the future office (e.g. lay-outs, new services and service levels)

Technology

SERVICE *with* IQ

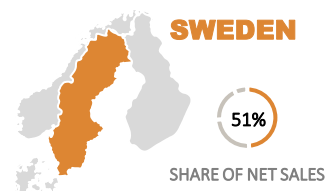
- Increased demand for Smart, Digital and Automated/Touch-Free solutions
- Coor in the forefront of technical solutions, with strong platform for innovation and digitalization
- The workplace will become pandemic-safe through smart technology and thereby continue to play a critical role in social well-being for individuals

Services



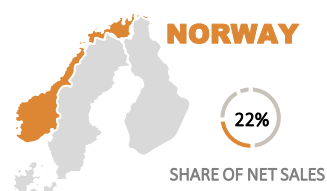
- Reduced demand for Food & Beverage in urban areas (Coor’s 3rd largest service line)
- Relatively stable demand for Property services over time (Coor’s 2nd largest service line)
- Increased focus and demand for professional cleaning services. (Coor’s largest service line)
- IFM is a competitive advantage

Country by country



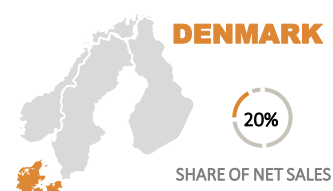
	Q4 20	Q4 19
Organic Growth	-10%	6%
Acquired Growth	1%	3%
EBITA Margin	10.1%	9.9%

- Negative impact on variable volume due to COVID-19, mainly within Food & Beverage and property related projects
- Positive volume impact from increased demand for cleaning and security as well as new business, e.g. ICA, the acquisition of NMV
- Margin improvement from cost reductions, efficiencies and positive volume mix-effects



	Q4 20	Q4 19
Organic Growth	-8%	0%
Acquired Growth	0%	0%
EBITA Margin	6.2%	6.2%

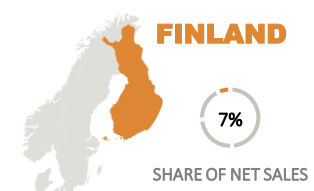
- Negative impact on variable volume due to COVID-19, mainly within Food & Beverage
- Increased demand for cleaning and, despite the general restraint in the Oil & Gas industry, property related projects volumes improved slightly in the Q4 vs LY
- Margins in line with LY reflecting ongoing efficiency work, cost reductions and positive impact from additional cleaning volumes



	Q4 20	Q4 19
Organic Growth	1%	1%
Acquired Growth	0%	0%
EBITA Margin	4.5%	3.7%

- Positive organic growth from the prolonged and extended contract with PKA* as well as increased demand for cleaning
- Negative impact on variable volume due to COVID-19, mainly within Food & Beverage and property related projects
- Margin and profit improvement from cost reductions, efficiencies and positive impact from PKA*, despite negative impact from COVID-19

*Danish Police, the Prison and Probation Service and the Public Prosecution Agency

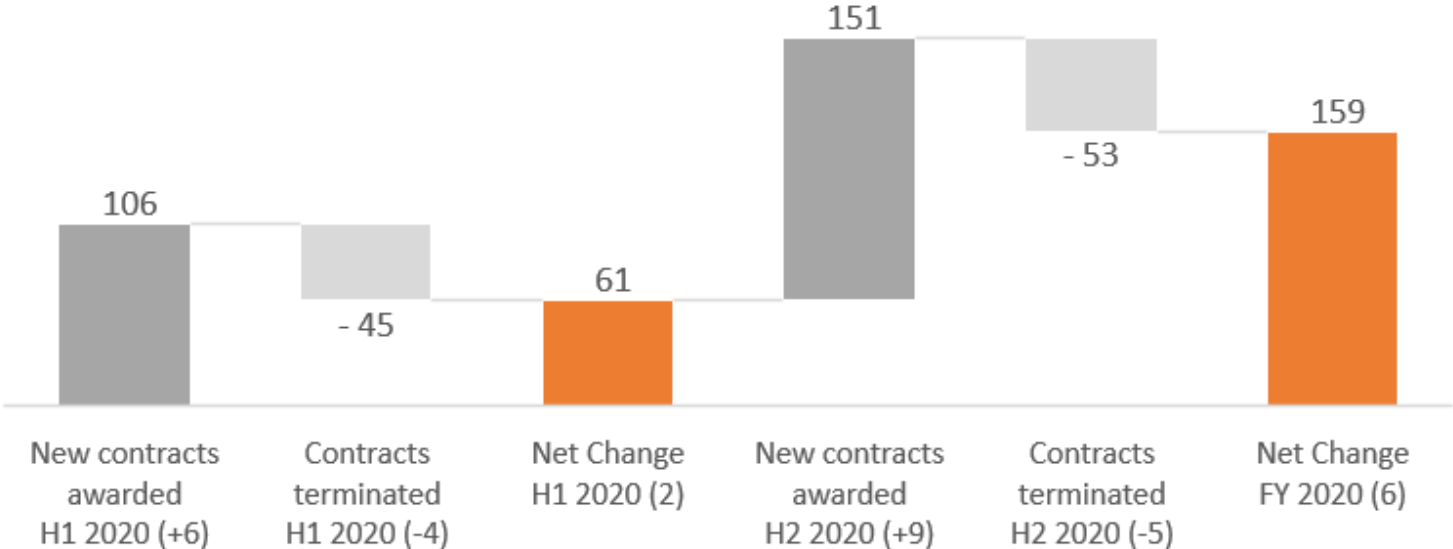


	Q4 20	Q4 19
Organic Growth	4%	-15%
Acquired Growth	0%	0%
EBITA Margin	2.5%	0.6%

- Positive organic growth driven by new contract with OP Group, and increased demand cleaning services driven by COVID-19.
- Margin and profit improvements from the OP Group contract, cost reductions and positive effects from additional cleaning volumes

Contract Portfolio Development

2020 CONTRACT PORTFOLIO CHANGES



Profit & Loss Statement

P&L (SEK m)	Q4			YTD		
	2020	2019	Chg.	2020	2019	Chg.
Net sales	2 489	2 732	-244	9 591	10 313	-722
Adjusted EBITA	153	152	2	556	549	7
<i>Adjusted EBITA margin</i>	6,2%	5,6%	0,6%	5,8%	5,3%	0,5%
EBIT	82	74	8	318	299	19
Financial net	-18	-17	-1	-66	-71	5
Income tax expense	-15	-16	1	-61	-59	-2
Net income	49	42	8	191	169	22
Add-back amortization	48	48	-1	193	186	7
Adjusted Net income	97	90	7	384	355	29

Cash Flow

CASH FLOW LTM Q4 2020



Cash flow

(SEKm)	Q4			YTD		
	2020	2019	Chg.	2020	2019	Chg.
Adjusted EBITDA	205	205	-1	756	749	7
Capex	-15	-22	7	-70	-68	-2
Changes in working capital	62	183	-121	133	101	32
Adjusted operating cash flow	252	366	-114	818	781	37
Cash conversion (%)	123%	178%	-55%	108%	104%	4%
Other operating items	-40	-45	5	-147	-169	21
Cash flow from operations	211	321	-110	671	613	58
Cash flow from investments	0	-152	152	-12	-152	139
Cash flow from financing	-134	-136	3	-696	-415	-281
Total cash flow	78	33	45	-37	46	-83
<i>Total cash flow excl. dividend</i>	78	33	45	-37	426	-464

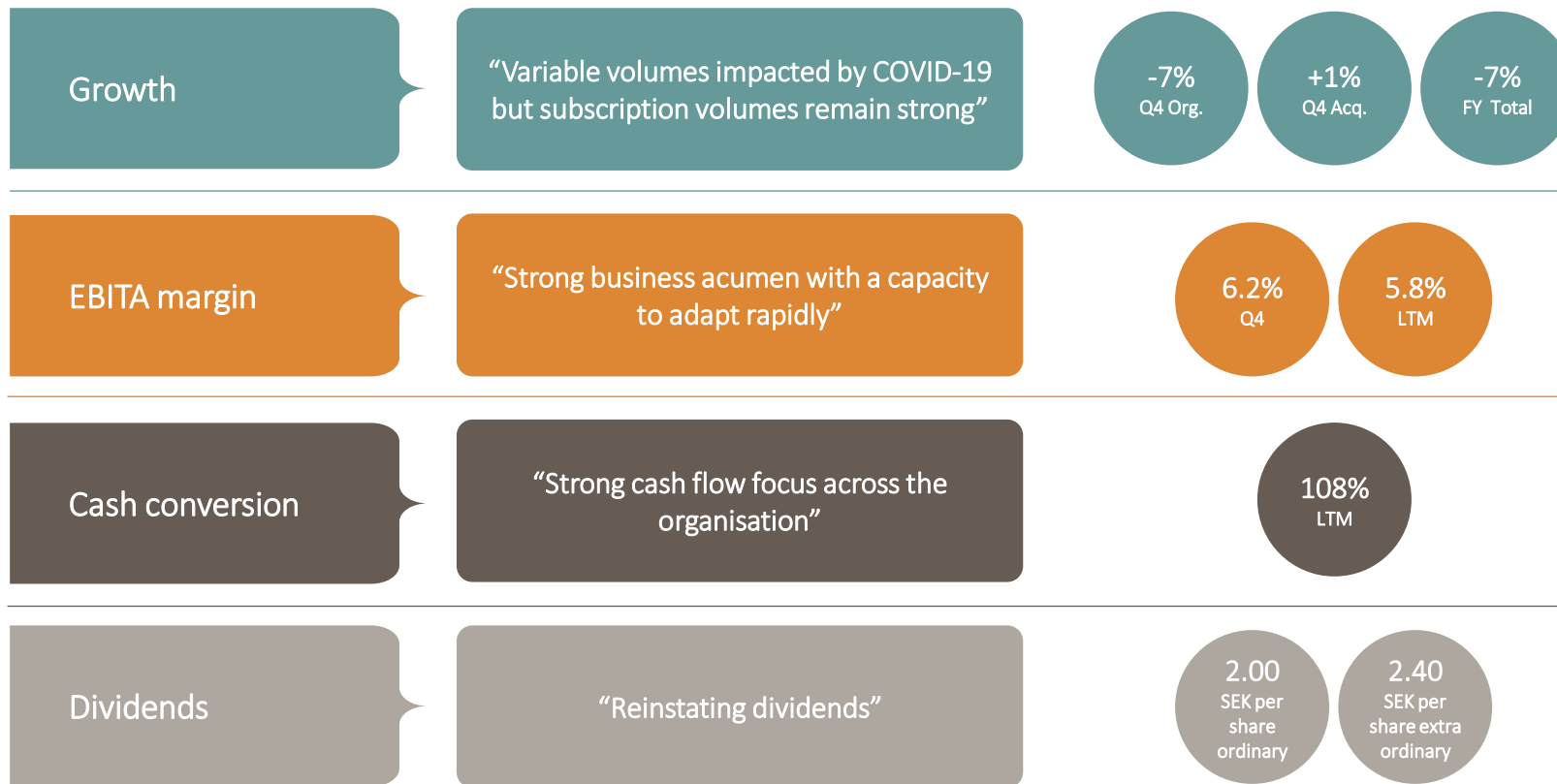
Balance Sheet

(SEK m)	Dec 31	
	2020	2019
Net Working Capital	-881	-774
<i>NWC, % of NS (LTM)</i>	-9,2%	-7,5%
<i>Equity/Assets Ratio</i>	34%	29%
Cash	396	497
Net debt	1 207	1 741
<i>Leverage</i>	1,6x	2,3x

COOR'S FINANCING

- RCF of 1 500 MSEK, unutilized credit facility corresponds to approximately 1 250 MSEK. Duration, including options, until 2024. Leverage covenant at 3.75x
- Senior unsecured bonds in the total amount of 1 000 MSEK with a duration of 5 years from March 2019

Summary Q4



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.