



Q2 Report

April – June 2021

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June 15, 2021



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 **9.6** SEKbn

Turnover by country



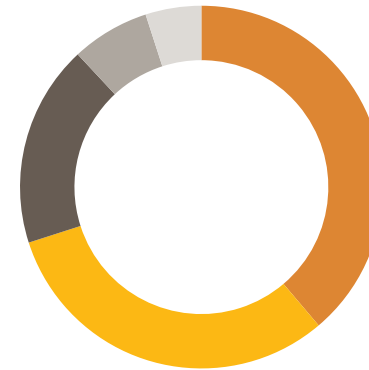
- Sweden 50%
- Norway 22%
- Denmark 21%
- Finland 7%

Turnover by contract type



- IFM 58%
- Single services 42%

Turnover by service



- Cleaning 39%
- Property 31%
- Workplace 18%
- Food & Beverage 7%
- Other 5%

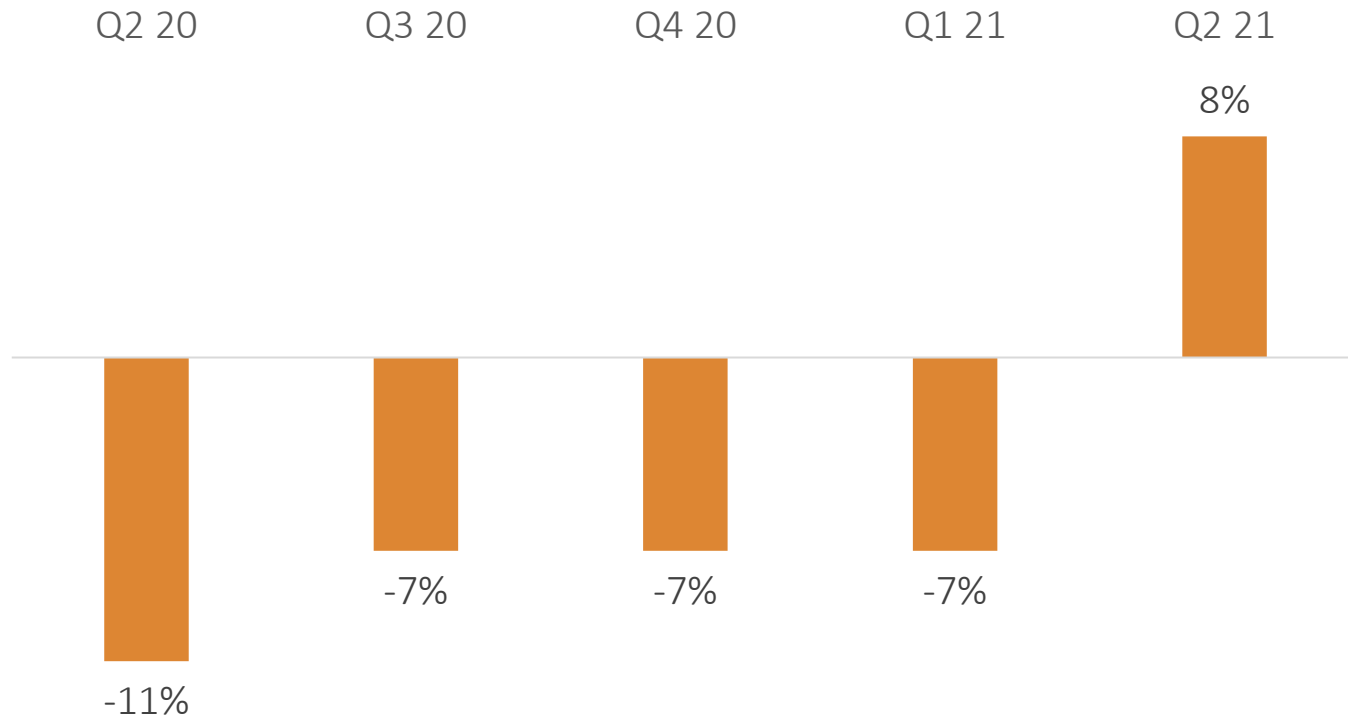
Turnover by customer segment








- Public 27%
- Manufacturing 23%
- Oil & Gas 17%
- IT & Telecom 10%
- Real estate & Construction 8%
- Other 15%

Strong organic growth in Q2

- all countries contributing in a positive way








Strong organic growth and historically high earnings level...

Financial targets	Q2 2021	Q2 2020	LTM	Mid-long term
 Organic Growth	8%	-11%	-4%	4-5% Organic net sales growth over a business cycle
 Acquired Growth	1%	2%	1%	n/a
 Adj. EBITA-Margin	6.8%	6.2%	6.3%	~5.5% Adj. EBITA margin
 Cash Conversion ¹	94%	107%	94%	>90% (Adj. EBITDA – CAPEX – ΔWC) / Adj. EBITDA
 Leverage ¹	1.7x	2.2x	1.7x	<3.0x Net debt / Adj. EBITDA LTM

¹LTM

... with continued focus on sustainability

Sustainability targets	Q2 2021	Q2 2020	Mid-long term
 Customer Satisfaction ¹	70	68	≥70
 Engaged and motivated employees ¹	78	77	≥70
 TRIF ² Total Recordable Injury Frequency	9.1	10.3	≤3.5 Total number of accidents x 1,000,000/number of hours worked
 Equal opportunities (female/male mgrs. %)	49/51	50/50	50/50
 Reduce green house gases ^{2,3}	0.33	0.29	-50% Sum of Scope 1 and 2 in global framework Green House Gas protocol

¹ Survey conducted once a year, in Q3 2020 and 2019

² LTM

³ Scope 1 (tCO₂e/MSEK) in global framework Green House Gas protocol



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Business highlights and significant events

Q2 2021

Selection of important wins and prolongations

- Won DSB (Danish IFM), Borealis (Swedish security) and Pilke (Finish property)
- Prolonged IFM contract with Equinor Production sites in Norway
- Prolonged property contract with Attendo in Finland, IFM contract Söderberg & Partners in Sweden and Falck contracts in Denmark

Increased focus on sustainability and innovation

- Decision to phase out fossil fuels by electrifying vehicle fleet
- Coor SmartDrone powered by Spotscale

Growth opportunities ahead

- Very strong sales pipeline across the Nordics both in IFM and Single Service
- Strong focus on M&A internally within Coor and high activity in the market



Well positioned customer offering supporting the new normal

Workplace readiness assessment



Back to work package



Advisory services for strategic workplace change



Technical solutions for optimal cooperation

Workplace target image

Sustainable workplace

Work from home



Effective and joyful workplace

Real estate needs

Commitment and wellbeing

Minimized spread of infection



- What is the purpose of the workplace post covid?
- How do we make employees want to come back to the office?
- What should the distribution of the office space look like?
- How do we need to adapt to the simultaneously physical and digital workplace?



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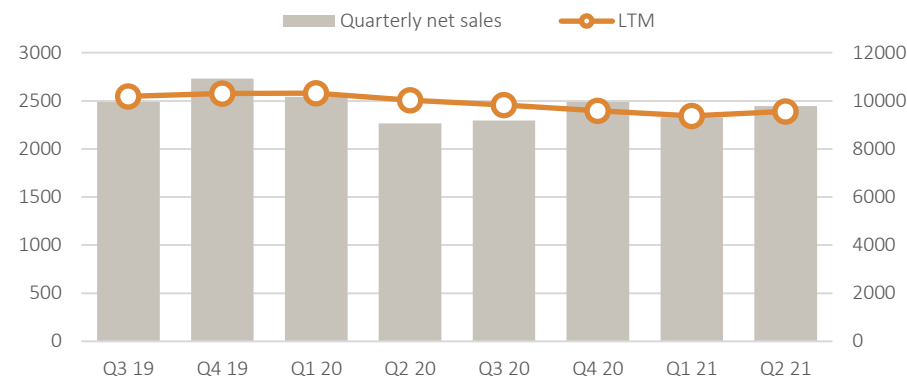
AGENDA

Sales and Adj. EBITA development

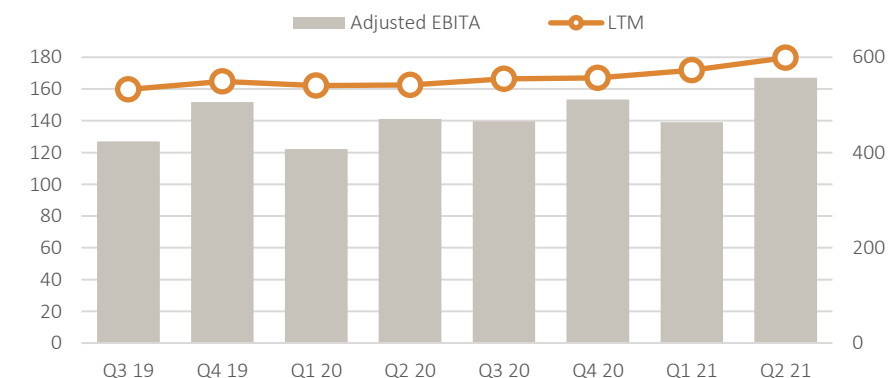
Profit & Loss

(SEK m)	2021	Q2 2020	Chg.	LTM Q2	Full-year 2020
Net sales	2 445	2 265	180	9 560	9 591
Adj. EBITA	167	141	26	599	556
Adj. EBITA margin	6.8%	6.2%	0.6%	6.3%	5.8%
EBIT	119	86	34	374	318
Financial net	-14	-16	2	-60	-66
Income tax expense	-24	-17	-7	-73	-61
Net income	81	52	29	241	191
Add-back amortization	44	48	-4	191	193
Adj. net income	125	100	24	432	384

Net Sales Development, SEKm



Adj. EBITA Development, SEKm



Country by country

SWEDEN

Share of Net Sales

50%

- Positive volume impact with continued high demand for cleaning, increased level of property related projects as well as expanded and new contracts (several small)
- Still somewhat negative impact on variable volume due to COVID-19 within F&B
- Margin improvement from strong cost control and efficiencies, a positive volume mix-effects and projects delivered by inhouse personnel

	Q2	
	2021	2020
Organic Growth	3%	-12%
Acquired Growth	0%	5%
Adj. EBITA margin	11.2%	10.2%

NORWAY

Share of Net Sales

22%

- High level of variable volumes, mainly from maintenance projects in the Oil & Gas industry and continued high demand for cleaning
- Positive volume and profitability contribution from the acquisition of R&K
- Margin improvement from strong cost control, improved margins on variable volumes related to maintenance projects and additional cleaning

	Q2	
	2021	2020
Organic Growth	19%	-17%
Acquired Growth	4%	0%
Adj. EBITA margin	6.9%	5.5%

DENMARK

Share of Net Sales

21%

- Positive organic growth from new contracts such as PostNord, continued high demand for cleaning and a slight improvement on property related projects
- Positive volume contribution from F&B to Denmark reopening and new restaurant contracts
- Margin and profit improvement from positive impact from additional cleaning, PostNord, and restaurants reopening

	Q2	
	2021	2020
Organic Growth	10%	-1%
Acquired Growth	0%	0%
Adj. EBITA margin	6.6%	6.2%

FINLAND

Share of Net Sales

7%

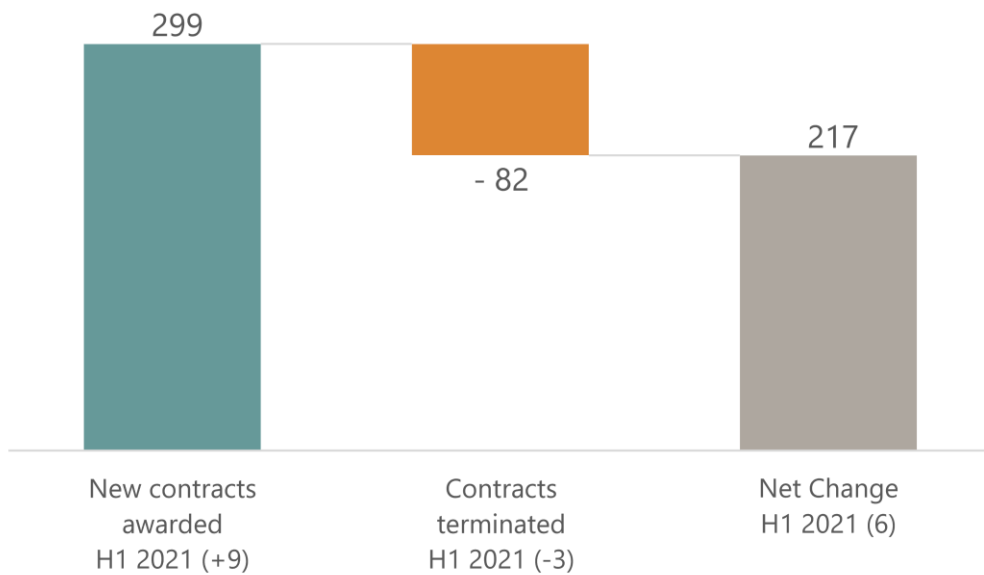
- Positive organic driven by partial return of property related projects and new contract with customer in the financial sector
- Margin and profit on a stable level with focus on cost control and efficiency

	Q2	
	2021	2020
Organic Growth	3%	-15%
Acquired Growth	0%	0%
Adj. EBITA margin	3.2%	3.0%

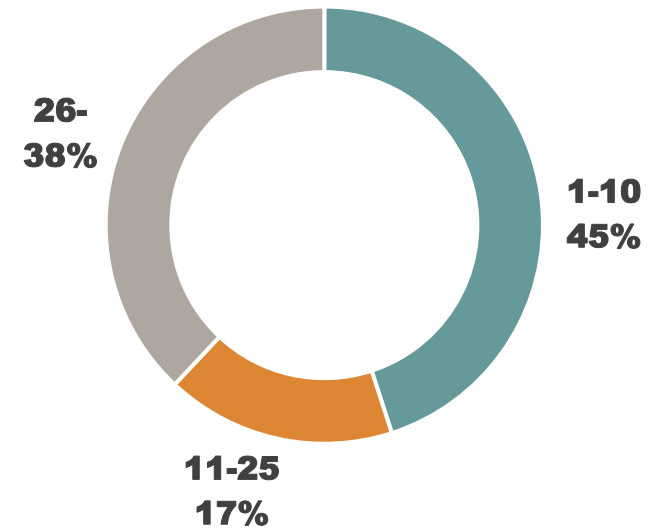
Contract portfolio & Customer concentration

Contract portfolio changes during H1 2021

SEKm

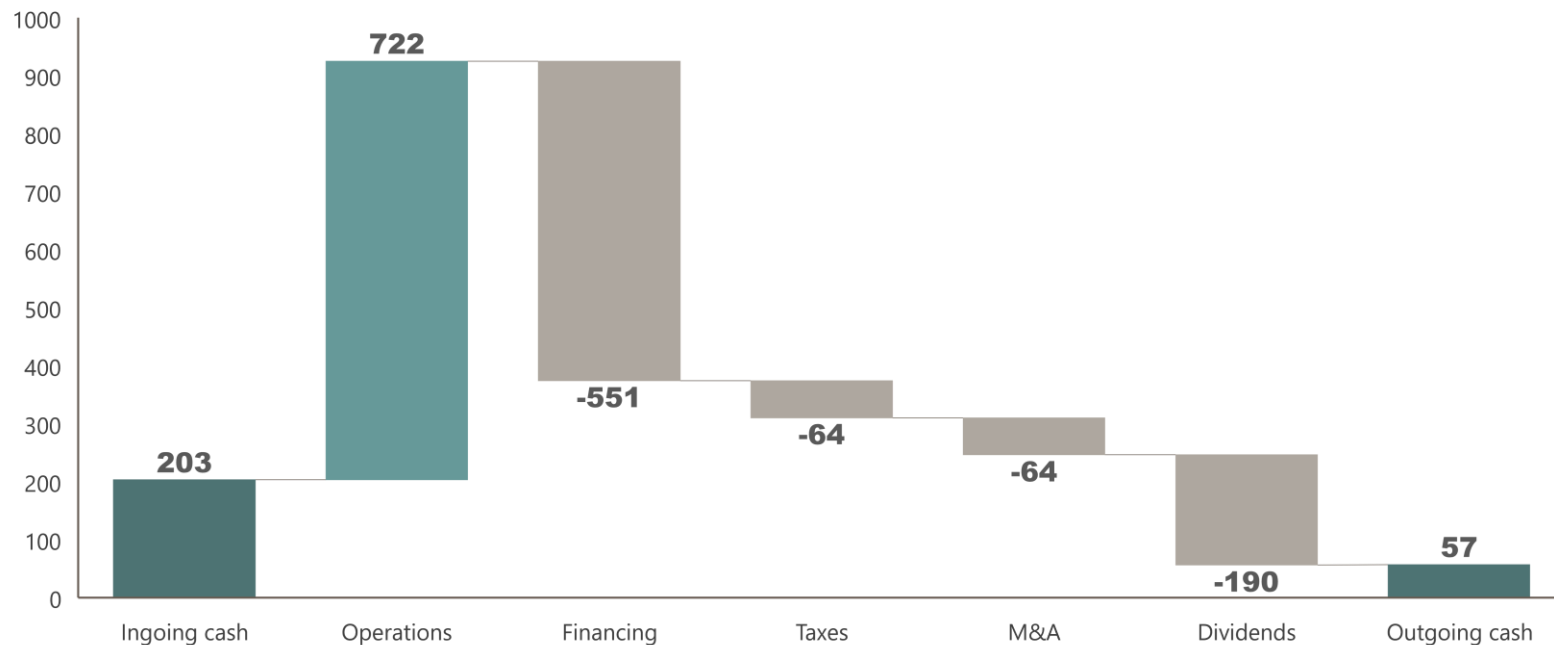


Customer concentration



Cash Flow LTM, Q2 2021

SEKm



- Continued strong contribution from operations
- Financing – mainly related to reduced utilization of RCF and leasing
- M&A – fully related R&K in Norway
- Ordinary dividend payment of 2,00 SEK/share in May. Extra ordinary dividend payment of 2,40 SEK/share on October 7



Cash conversion & selected balance sheet details

Cash conversion

(SEKm)	Q2 2021	2020	LTM Q2	Full-year 2020
Adj. EBITDA	216	189	797	756
Capex	-16	-16	-57	-70
Change in working capital	-178	-140	7	133
Adj. operating cash flow	22	33	747	818
Cash conversion (%)	10%	17%	94%	108%

Balance Sheet KPIs

(SEKm)	30 Jun 2021	2020	31 Dec 2021
Net Working Capital	-708	-703	-881
<i>NWC, % of NS (LTM)</i>	-7.4%	-7.0%	-9.2%
<i>Equity/Assets Ratio</i>	34%	33%	34%
Cash	57	203	396
Net debt	1 389	1 621	1 207
<i>Leverage</i>	1.7x	2.2x	1.6x

Coor's financing

- RCF of 1 500 SEKm, unutilized credit facility corresponds to approximately 1 350 SEKm. Duration, including options, until 2024. Leverage covenant limit at 3.75x
- Senior unsecured bonds in the total amount of 1 000 SEKm, duration of 5 years from March 2019



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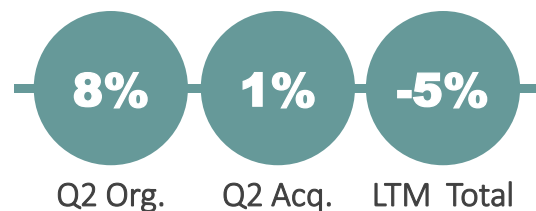
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Strong organic growth and historically high earnings level

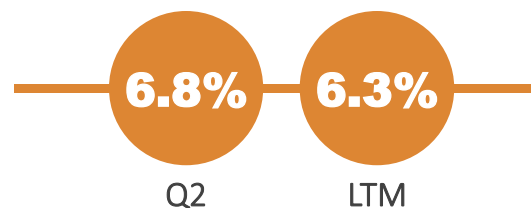
Growth

“Return of variable volumes and strong subscription volumes”



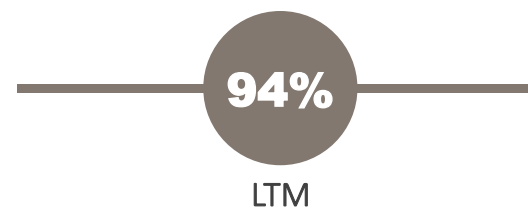
EBITA margin

“Margin improvements in all countries”



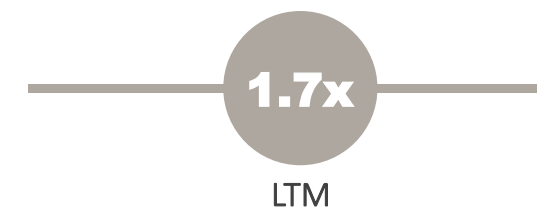
Cash conversion

“Strong cash flow focus across the organization”



Leverage

“High capacity for M&A”



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.

