Interim Report: January–March 2023

High business activity and recovery of variable volumes

First quarter of 2023

- Net sales in the first quarter amounted to SEK 2,978 (2,955) million. Organic growth was -1 per cent and growth from acquisitions 0 per cent, while exchange rate effects accounted for 1 per cent.
- Adjusted EBITA amounted to SEK 152 (187) million and the operating margin was 5.1 (6.3) per cent.
- EBIT was SEK 106 (123) million. Profit after tax was SEK 55 (84) million.
- Earnings per share were SEK 0.6 (0.9).
- Cash conversion for the most recent 12-month period amounted to 95 (93) per cent.
- Leverage in relation to adjusted EBITDA was 1.9 (1.7).

Group earnings summary

	Jan-Mar		Rolling	Jan-Dec
	2023	2022	12 mth.	2022
Net sales, SEK m	2,978	2,955	11,813	11,789
Organic growth, %	*-1*	*11*	*2*	*5*
Acquired growth, %	*0*	*13*	*6*	*9*
FX-effects, %	*1*	*3*	*2*	*3*
Adjusted EBITA, SEK m	152	187	599	634
Adjusted EBITA-margin, %	5.1	6.3	5.1	5.4
EBIT, SEK m	106	123	392	408
Income for the period, SEK m	55	84	228	257
Cash conversion, %	74	75	95	94
Earnings per share, SEK	0.6	0.9	2.4	2.7

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

CEO'S COMMENTS

High business activity and recovery of variable volumes

Net sales in the first quarter of the year were in line with last year. The Danish operations continued to grow organically through the new IFM contract with the Danish Building and Property Agency. We continue to see a recovery in variable volume in all countries. The operating margin was 5.1 per cent with continued strong cash conversion of 95 per cent and a leverage of 1.9.

Variable volume recovery in all countries

Coor has seen a continuous recovery of variable volume after the pandemic. Variable volumes in property services increased in all countries. Volumes also increased in the restaurant operations in Sweden, Denmark and Norway during the quarter. Variable volumes had a positive impact on operating profit while a normalized volume mix, similar to the volume mix prior to the pandemic, had a negative impact on the operating margin.

Contract extensions and start-ups

An important element of Coor's success is its proactive and focused work to extend existing contracts. We achieve this by continuously adapting our services based on customer needs while at the same time improving efficiency and developing our services in order to maintain our market-leading position in the Nordic region. In the first quarter we extended several important contracts in Sweden, such as Vasakronan extending its property services contract, Heimstaden extending its IFM contract and Region Uppsala extending its telephone services contract.

In all countries there are ongoing start-up activities of many newly won contracts. There is intense activity in Norway with start-up of new contracts announced in the previous quarter, such as IKEA, Studentsamskipnaden i Oslo (SiO), Technopolis and Drammen municipality. In Denmark, start-up resources are being focused on the Danish Building and Property Agency, and in Sweden we won a new IFM contract with Alstom that quickly started up in the first quarter, with service delivery to eight different geographic regions. We also won a number of minor contracts in Finland during the quarter in property services and cleaning, including Supercell, Touhola and KOY Opetustalo.

Coor's environmental ambitions continue

During the quarter, Coor announced its ambition to become carbon neutral by 2040, which is ten years earlier than the Science Based Targets initiative's (SBTi) requirement. Intense efforts are currently underway to implement the strategy to achieve this ambition, which in principle means an elimination of greenhouse gas emissions (GHG) in our own and our suppliers' operations compared with the baseline. An example of the green transition is the 250 electric vehicles ordered for the Swedish operations for delivery during the year.

Strong market outlook

At the start of April, we announced that we had signed an agreement for an important and value-adding acquisition in Sweden. The acquisition of Skaraborgs Städ expands Coor's geographical coverage in Värmland and Småland and increases its density in Västra Götaland. Skaraborgs Städ is a well-managed and reputed family-owned company with sales of about SEK 400 million and 800 employees, and we look forward to welcoming the company into the Coor family.

The market outlook in the Nordic region is favorable with a strong pipeline of new contracts that will provide us with the opportunity to win both new first time outsourcing contracts and on the market already existing contracts in both IFM and single services. Our strong financial position also provides us with continued opportunities to carry out new, value-adding acquisitions.

I would like to extend my warm thanks to our customers for the confidence they have in us and an equally big thanks to my colleagues, together we are contributing to building and developing a sustainable and successful company.

Stockholm, 26 April 2023
AnnaCarin Grandin
President and CEO, Coor

Our operations in three dimensions

Delivering on Coor's strategy and developing our business in line with our 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: business responsibility, social responsibility and environmental responsibility. Coor transparently reports on its progress toward its long-term targets in all three dimensions.

Business responsibility	Focus areas	Target
Coor is to achieve long-term business sustainability through sustained growth and profitability over time. At the same time, we are to maintain strong business ethics and sound customer relationships.	Organic growth	4-5%
	Adjusted EBITA margin	~5.5%
	Cash conversion	>90%
	Capital structure	<3.0x
	Dividend	~50% of adjusted net profit
	Customer satisfaction	≥70

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

Social responsibility		
Coor is to contribute to a better society and social development by acting as a responsible, inclusive and stimulating employer.	Employee motivation	≥70
	TRIF	≤3.5
	Equal opportunities	50% female managers

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

Environmental responsibility		
Coor is to contribute to a better environment by actively reducing its environmental impact and the resources used by the company and its customers.	Reduced Scope 1 and 2 emissions	-50% by 2025 and -75% by 2030
	SBTi signatory suppliers	75% by 2026
	Reduced emissions from food and beverages	-30% by 2025

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

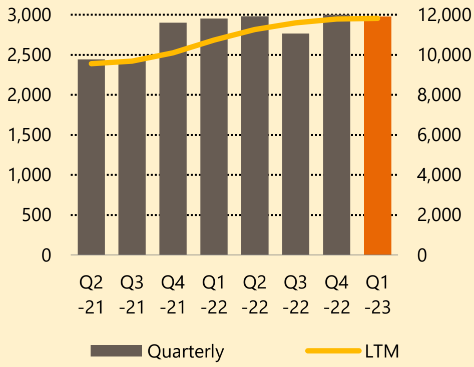
7 AFFORDABLE AND CLEAN ENERGY

Business responsibility

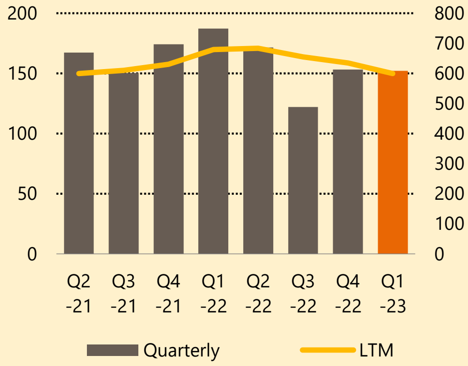
Net sales and profit

Key performance indicators	Jan-Mar 2023	Jan-Mar 2022
Net sales, SEK m	2,978	2,955
Organic growth, %	*-1*	*11*
Acquired growth, %	*0*	*13*
FX effects, %	*1*	*3*
Adjusted EBITA, SEK m	152	187
Adjusted EBITA-margin, %	5.1	6.3
EBIT	106	123
EBIT-margin, %	3.6	4.2
Number of employees (FTE)	10,411	10,266

Net sales (SEK m)



Adjusted EBITA (SEK m)



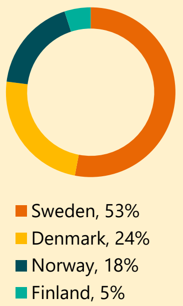
First quarter (January–March)

Sales increased by 1 per cent compared with the year-earlier period. Organic growth was negative and amounted to -1 per cent. Growth was negatively impacted primarily by the ended contract with Volvo Group in Sweden and Belgium and the concluded projects in the Norwegian oil and gas industry. The negative impact was largely offset by the start-up of new contracts, primarily with the Danish Building and Property Agency, and a continued recovery of variable volumes in property services and food and beverages. The recovery yielded a more normalized volume mix during the quarter compared with the period during the pandemic. Acquired growth for the quarter was marginal and pertained to the acquisition of Centrumstäd in Sweden. Exchange rate effects were positive and amounted to 1 per cent.

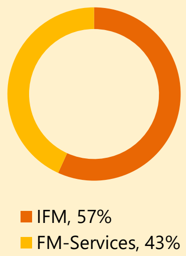
Operating profit (adjusted EBITA) amounted to SEK 152 (187) million. The operating margin for the quarter was 5.1 (6.3) per cent. Operating profit and the operating margin for the year-earlier quarter were positively impacted with approximately SEK 10 million by temporary sick-pay support in Sweden related to the pandemic. New business had a positive effect on profit, although the initially lower margins on new contracts had a negative impact on the margin. A normalized volume mix and resource consumption had a negative effect on operating profit and the operating margin.

EBIT totaled SEK 106 (123) million. In addition to changes in operating profit (adjusted EBITA), the change compared with the previous year is primarily due to lower amortization of customer contracts and trademarks.

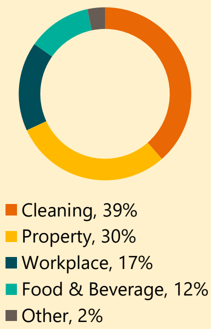
Net sales by country (LTM)



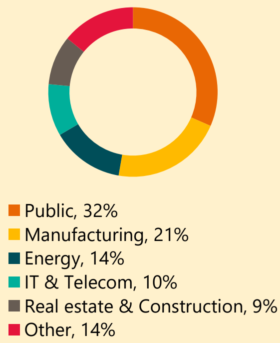
Net sales by type of contract (LTM)



Net sales by service category (LTM)



Net sales by customer segment (LTM)



Financial net and profit after tax

Net financial items amounted to an expense of SEK -31 (-14) million, an increase from the year-earlier period. The increase compared with the previous year is linked to higher liabilities to credit institutions and a higher interest rate compared with the year-earlier period.

The tax expense was SEK -20 (-25) million, corresponding to 27 (23) per cent of profit before tax. The higher tax rate compared with the previous year is mainly linked to a limited deduction for interest expenses in Sweden. Profit after tax was SEK 55 (84) million.

	Jan-Mar	
Financial net (SEK m)	**2023**	**2022**
Net interest, excl leasing	-24	-11
Net interest, leasing	-2	-2
Borrowing costs	-1	-1
Exchange rate differences	0	1
Other	-5	-1
Total financial net	**-31**	**-14**
Profit before tax	**75**	**109**
Tax	-20	-25
Income for the period	**55**	**84**

Financial position

Consolidated net debt at the end of the period was SEK 1,598 (1,532) million.

The company's leverage, defined as net debt to adjusted EBITDA (rolling 12 months), was 1.9 (1.7) at the end of the period, which is well in line with the Group's target of a leverage below 3.0.

Equity at the end of the period amounted to SEK 1,961 (2,162) million, and the equity/assets ratio was 28 (31) per cent.

Cash and cash equivalents amounted to SEK 526 (331) million at the end of the period. At the end of the period, the Group had undrawn credit lines totaling SEK 900 (900) million.

	31 Mar		31 Dec
Net debt (SEK m)	**2023**	**2022**	**2022**
Liabilities to credit institutions	840	596	848
Corporate bond	1,000	1,000	1,000
Leasing, net	314	290	301
Other	-30	-23	-36
	2,124	**1,863**	**2,113**
Cash and cash equivalents	-526	-331	-484
Net debt	**1,598**	**1,532**	**1,629**
Leverage, times	1.9	1.7	1.9
Equity	1,961	2,162	1,938
Equity/assets ratio, %	28	31	27

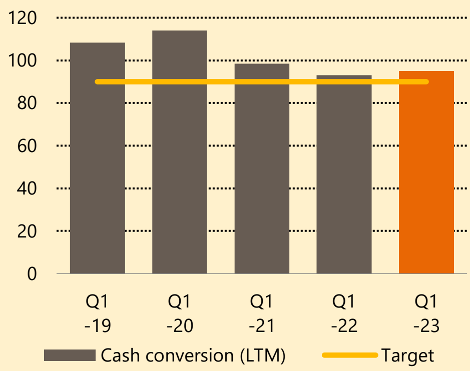
Cash flow

Operating cash flow varies from one quarter to the next. The key parameter to follow is the rolling 12-month change in working capital. During the last 12 months, working capital declined by SEK 67 (6) million, driven by ongoing focused efforts across the entire organization.

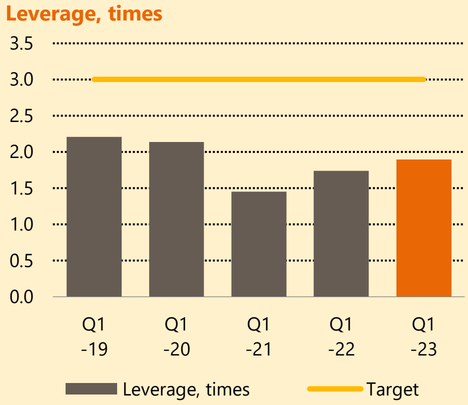
The most important key performance indicator for Coor's cash flow is cash conversion, which is defined as the ratio of a simplified operating cash flow to adjusted EBITDA. Cash conversion for the most recent 12-month period amounted to 95 (93) per cent, which is in line with the Group's target of a cash conversion of over 90 per cent.

	Rolling 12 mth.		Jan-Dec
Cash conversion (SEK m)	**2023**	**2022**	**2022**
Adjusted EBITDA	822	881	851
Change in net working capital	67	6	47
Net investments	-110	-68	-95
Cash flow for calculation of cash conversion	**779**	**820**	**803**
Cash conversion, %	**95**	**93**	**94**

Cash conversion, %



Leverage, times



Customer relationships

Customer satisfaction

Every year, Coor conducts a customer survey with the help of an external research firm with the aim of monitoring its performance as a service provider. The 2022 customer satisfaction survey was conducted in the second quarter. The number of respondents to the survey increased significantly compared with the previous year to 1,058, an increase of 31 per cent or approximately 250 respondents.

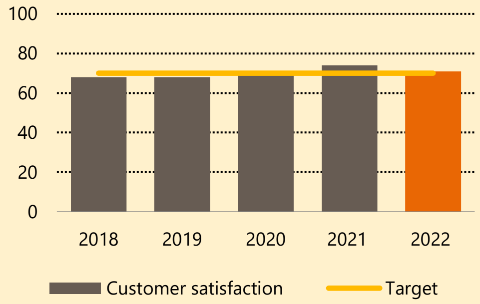
The result remains at a high level of 71 (74), which is in line with the company's target of 70 or higher.

The customer satisfaction survey also measures our Net Promoter Score (NPS), which remains at a high level of +12. From a benchmarking perspective, values of between -10 and +10 are considered good.

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. This year's survey will be presented in conjunction with the Q3 interim report.

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

Customer satisfaction index



Significant events during the quarter

- There were no significant events during the quarter.

Significant events after the end of the period

- On 4 April 2023, an agreement was signed for the acquisition of Skaraborgs Städ in Sweden. The acquisition expands Coor's geographic coverage in Värmland and Småland and increased its density in Västra Götaland. Skaraborgs Städ has 800 employees and annual sales of approximately SEK 400 million. The purchase consideration (on a cash and debt free basis) amounts to SEK 250 million. The acquisition was financed entirely within the framework of Coor's existing financing. The acquisition is expected to be completed in the second quarter of 2023, following a customary review by the Swedish Competition Authority.

Social responsibility

Coor's most important asset is its employees. Coor aims to have committed and motivated employees that are treated fairly and respectfully and can develop within the company by being provided with equal opportunities. Coor works actively to promote the well-being of its employees and a safe work environment free from work-related injuries and long-term sick leave. The aim is that our work will contribute positively to the development of society through central and local initiatives.

Organization and employees

At the end of the period, the number of employees was 12,704 (12,740), or 10,411 (10,266) on a full-time equivalent basis.

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 period, the distribution of men and women in managerial positions was entirely in line with the company's ambition.

Coor's inclusion and diversity policy serves as a tool for employees and managers to navigate these issues in their day-to-day work.

Employee motivation

Each year, Coor carries out an employee survey with the help of an external research firm. The survey 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 2022 survey was conducted in the second quarter. The survey was answered by 79 (80) per cent of all employees and showed that our Employee Motivation Index (EMI) remains very high at 76 (78), which more than meets the company's target of 70 or higher. This year's survey will be presented in conjunction with the next interim report.

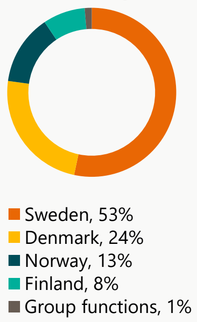
Health and safety

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 analyzed at the country and Group level on an ongoing basis.

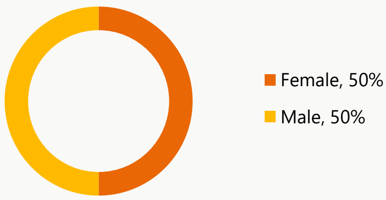
Systematic and ongoing work is taking place to further strengthen the culture of security work and achieve established targets through training initiatives and campaigns. One example is Coor's Life Saving Rules, in which we highlight our eight most common risk areas and describe how we will act to avoid injuries. Our Life Saving Rules can be compared with a Code of Conduct for health and safety.

Coor's medium-term target is for the Group's total recorded injury frequency rate (TRIF) to be less than 3.5. For the first quarter of 2023, the Group's TRIF amounted to 7.0 (8.1) on a rolling 12-month basis, which is a clear improvement compared with the year-earlier quarter and in line with the outcome for full-year 2022.

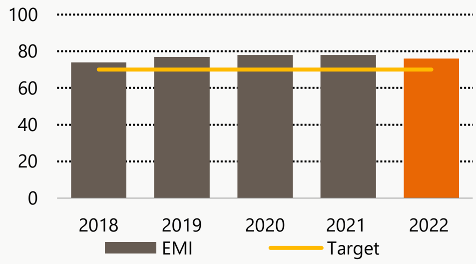
Distribution of employees (FTE) at the end of the period



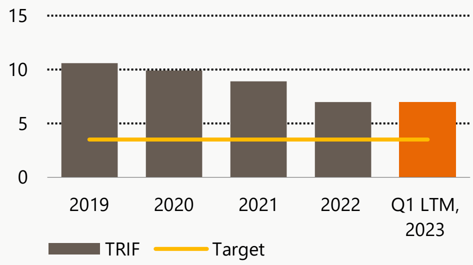
Equal opportunities (gender distribution of managers at the end of the period)



Employee motivation index (EMI)



Total recorded injury frequency (TRIF)



Environmental responsibility

Coor aims to promote responsible consumption and reduced emissions by conducting structured and proactive environmental work and actively minimizing our customers' environmental impact.

Coor is committed to Net-Zero 2040

In February 2023, Coor's Board of Directors resolved to commit to Net-Zero emissions of greenhouse gases (GHG) in accordance with the Science Based Targets initiative– by 2040. This is ten years earlier than the SBTi's standard requirement. To achieve Net-Zero, Coor needs to eliminate GHG emissions in its own operations and reduce emissions throughout the value chain by 90 per cent compared with the baseline. The target has been sent for validation by the Science Based Targets initiative.

Intense efforts are now ongoing to implement the strategy required to drive the trend toward Net-Zero. In parallel with realigning operations to achieve Net-Zero by 2040, Coor has introduced official third-party validation through the SBTi. In doing so, we ensure that our initiatives are in line with what science shows is required to achieve the target. Coor's short to mid-term climate targets have been approved by the SBTi and comprise important sub-targets toward Net-Zero.

Emissions from operations are divided into Scope 1 (direct emissions from our vehicle fleet), Scope 2 (indirect emissions from premises where Coor has operational control over energy consumption) and Scope 3 (mainly emissions from purchased goods and services). Coor calculates GHG emissions according to the definitions and guidelines adopted by the GHG Protocol.

SCIENCE BASED TARGETS

Scope 1 and 2

Coor's aim is to reduce its absolute Scope 1 and 2 emissions by 75 per cent by 2030 compared with the baseline year, 2018. The interim target is to reduce emissions by 50 per cent by 2025.

Emissions for the first quarter of 2023 (3,637 tCO2e, LTM) increased by 5 per cent compared with 2018 (3,450 tCO2e). Total Scope 1 and 2 emissions have declined 1 per cent compared with full-year 2022.

CO_2e from our vehicles and premises (Scope 1 and 2)

Scope 1 – Our vehicle fleet

Scope 1 emissions are generated by our vehicle fleet and machinery. 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 aim of having a fossil-free vehicle fleet requires a combination of increased electrification and a transition to HVO fuel wherever the use of electric vehicles is not yet possible. In parallel with the transition to an electrified vehicle fleet, training and follow-ups in eco driving are also being carried out and the use of the existing vehicle fleet is being optimised.

The outcome for the period corresponds to an increase in absolute GHG emissions from the vehicle fleet of 23 per cent since 2018. The increase was mainly attributable to challenges related to infrastructure for electric vehicles combined with long delivery times for new electric vehicles and high growth in the company. Through our dedicated fleet managers, local initiatives are under way in the countries to create better infrastructure for charging and proactively rotate the car fleet to match existing infrastructure.

During the quarter, an important step in the green transition was taken by the Swedish operations when 250 electric vehicles were purchased for delivery in 2023.

Scope 2 – Our premises

Scope 2 measures emissions generated from energy consumption in the form of electricity, heating and cooling in the premises where Coor has operational control. The Group's target is 100 per cent renewable electricity and entails that the 2018 emissions levels from heating and cooling may not be exceeded, despite the company's growth. Measurements are taken annually and were last taken in Q4 2022. Through energy-enhancement measures and a transition to renewable energy, Coor has reduced the absolute level of tCO_2e by 57 per cent compared with base year 2018.

Scope 3

Most of Coor's climate impact is attributable to purchased goods and services used in our service delivery (Scope 3), which are mainly related to food and beverages. To be able to analyze the climate impact of its service deliveries, Coor has developed a climate calculation tool to support decision-makers in making more data-driven decisions when it comes to reducing Coor's climate impact. Coor has two main focus areas: activities that target the supply chain and reducing emissions in food and beverages.

Scope 3 – The supply chain

Coor's target is for 75 per cent of emissions from purchased goods and services to come from suppliers who have had their targets approved by the SBTi or an equivalent body. This target is to be achieved by 2026.

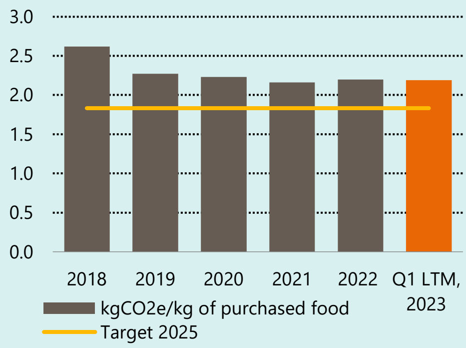
Since this is an important factor for Coor when selecting suppliers, supplier dialogue has been initiated where suppliers are challenged to follow the ambition of limiting global warming to 1.5 °C and committing to the SBTi. The dialogues to date were predominantly positive, and a measurement showed that 5 per cent of Coor's suppliers had been validated by the SBTi at the end of the first quarter of 2023, an increase of 1 percentage point compared with the full year 2022.

Scope 3 – Food and beverages

Coor provides restaurant and café services across the Nordic region, which makes Coor a major buyer of food. Approximately 40 per cent of Coor's emissions came directly from these operations, in the base year 2018.

Coor's target is to reduce emissions from food and beverages by 30 per cent by 2025 compared with the base year 2018. This is being achieved in part through climate-smart menu planning, which has reduced emissions by 16 per cent and resulted in a value of 2.19 $kgCO_2e/kg$ (2.16) for the first quarter of 2023.

CO_2e from food and beverages (Scope 3)



Sweden

Key performance indicators	Jan-Mar 2023	Jan-Mar 2022
Net sales, SEK m	1,552	1,613
Organic growth, %	*-4*	*13*
Acquired growth, %	*1*	*24*
FX-effects, %	*0*	*0*
Adjusted EBITA, SEK m	154	185
Adjusted EBITA-margin, %	9.9	11.5
Number of employees (FTE)	5,555	5,586

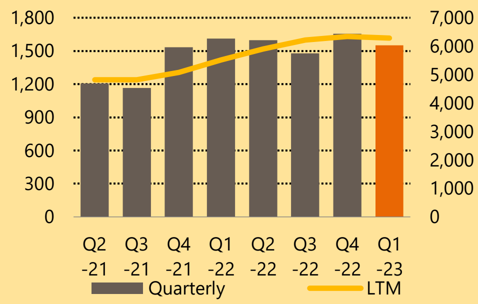
First quarter (January–March)

During the first quarter, the Swedish operations reported negative organic growth of -4 per cent. The negative organic growth is linked to the ended contract with Volvo Group, which was not fully compensated for by new contracts, such as those with Saint Göran Hospital, the Port of Gothenburg and Alstom. Increased variable volumes in property services, food and beverages, and conference services also helped to compensate for the ended contract. Acquired growth was attributable to the acquisition of Centrumstäd that took place on 2 May 2022.

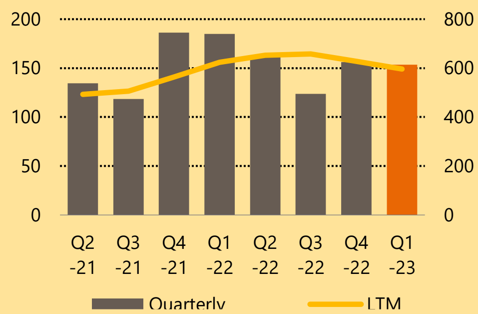
During the quarter, operating profit (adjusted EBITA) decreased by 17 per cent year on year to SEK 154 (185) million. The operating margin was 9.9 (11.5) per cent. Operating profit and the operating margin for the year-earlier quarter were positively impacted with an amount of approximately SEK 10 million by temporary sick leave compensation received from the government during the pandemic. A normalized volume mix and resource consumption during the first quarter of 2023 had a negative effect.

A number of important contracts were signed and extended in the first quarter. The contract with Vasakronan regarding property-related services in several locations was extended. The IFM contract with Heimstaden comprising several services and a contract for telephony services with Region Uppsala were also extended during the quarter. In addition, a new contract for the delivery of IFM services to Alstom's offices, depots and production sites in Sweden was signed and started up during the first quarter.

Net sales (SEK m)

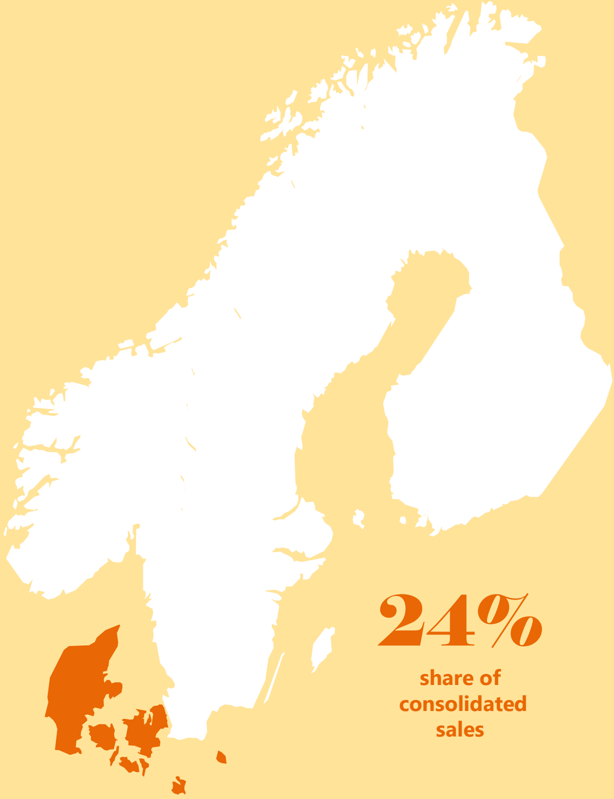


Adjusted EBITA (SEK m)



Denmark

Key performance indicators	Jan-Mar 2023	2022
Net sales, SEK m	766	606
Organic growth, %	*18*	*23*
Acquired growth, %	*0*	*0*
FX-effects, %	*8*	*4*
Adjusted EBITA, SEK m	31	27
Adjusted EBITA-margin, %	4.1	4.4
Number of employees (FTE)	2,478	2,341



First quarter (January–March)

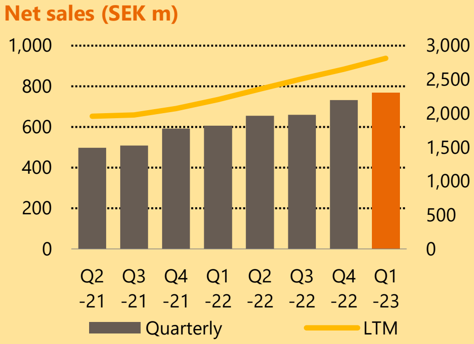
During the first quarter, sales in the Danish business increased by 26 per cent compared with the year-earlier quarter, with organic growth of 18 per cent and positive exchange rate effects of 8 per cent. Organic growth was mainly driven by the new IFM contract with the Danish Building and Property Agency, but increased variable volumes also contributed positively.

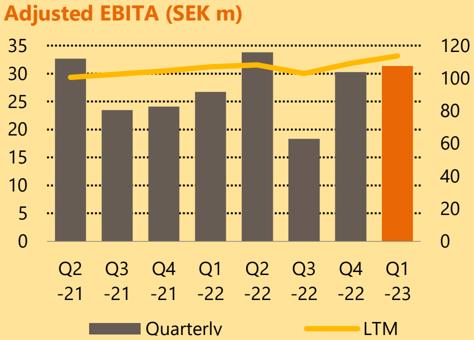
The start-up of the Danish Building and Property Agency contract was ongoing during the first quarter, and Coor continues to prioritize start-up resources, service quality and customer satisfaction. In parallel with this start-up, the Danish Building and Property Agency is procuring the third and final phase of the outsourcing process. As one of two final candidates, Coor confidently looks forward to taking part in the process and to the possibility of expanding the collaboration.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 31 (27) million. The operating margin was 4.1 (4.4) per cent. New business had a positive effect on operating profit, although the initially lower margins on new contracts had a negative impact on the margin. Strong growth has also resulted in increased costs as central functions have been strengthened.

24%

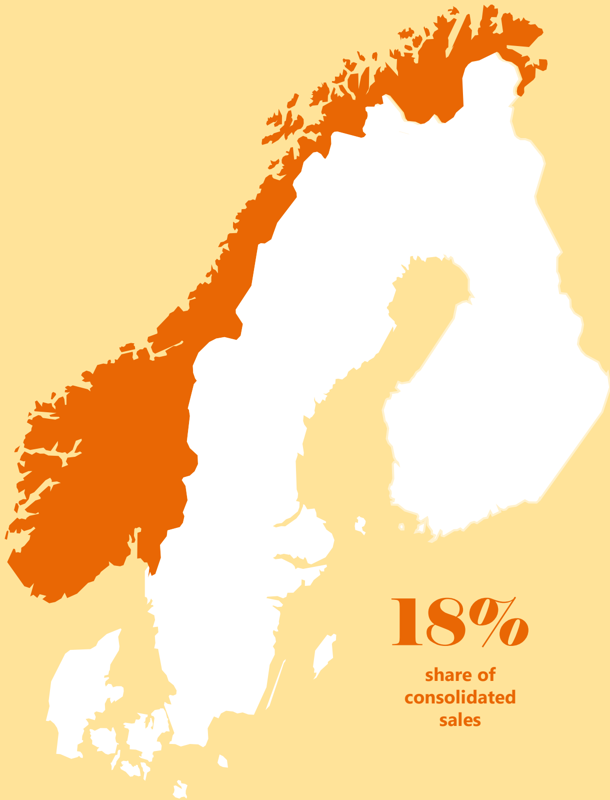
share of consolidated sales





Norway

Key performance indicators	Jan-Mar 2023	2022
Net sales, SEK m	490	560
Organic growth, %	*-9*	*-2*
Acquired growth, %	*0*	*2*
FX-effects, %	*-3*	*7*
Adjusted EBITA, SEK m	21	28
Adjusted EBITA-margin, %	4.2	5.1
Number of employees (FTE)	1,398	1,337

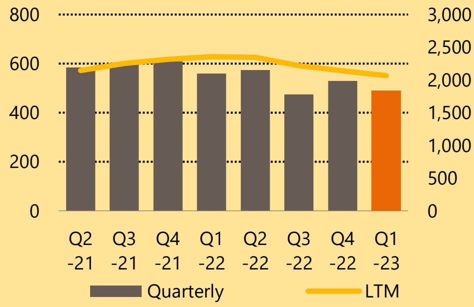


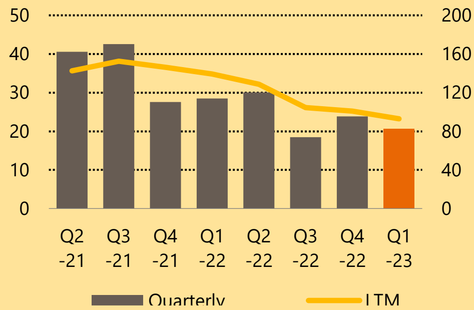
First quarter (January–March)

During the first quarter, sales in the Norwegian operations declined by a total of 12 per cent. Organic growth was negative and amounted to -9 per cent, mainly as a result of the conclusion of the major maintenance stoppages in the oil and gas industry. The maintenance stoppages provided Coor with healthy project volumes for several quarters but concluded before summer 2022. A continued recovery of variable volumes in other contracts is contributing positively.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 21 (28) million. The operating margin was 4.2 (5.1) per cent. The negative development in terms of operating profit was primarily related to the concluded maintenance stoppages in the oil and gas industry.

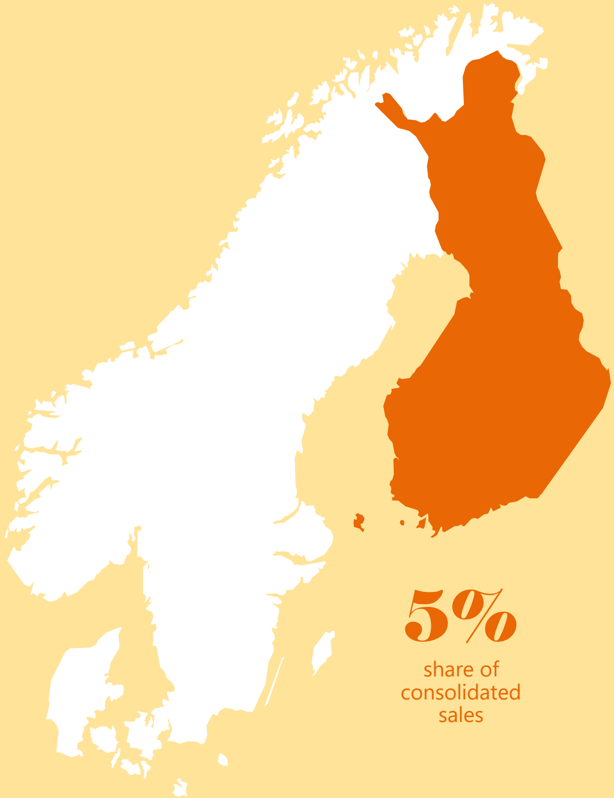
The Norwegian operations maintained a high level of activity during the quarter in preparation for the start-up of the new contracts with IKEA, Studentsamskipnaden i Oslo (SiO), Technopolis and Drammen municipality that were signed in the fourth quarter of the preceding year.





Finland

Key performance indicators	Jan-Mar 2023	Jan-Mar 2022
Net sales, SEK m	170	177
Organic growth, %	*-10*	*7*
Acquired growth, %	*0*	*0*
FX-effects, %	*6*	*4*
Adjusted EBITA, SEK m	1	3
Adjusted EBITA-margin, %	0.7	1.9
Number of employees (FTE)	841	881



5%

share of consolidated sales

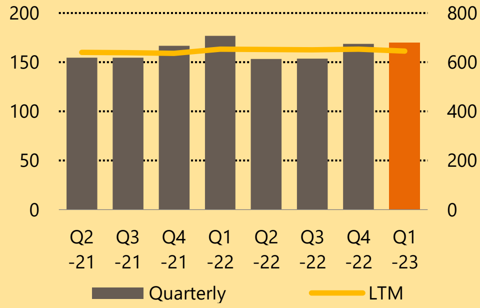
First quarter (January–March)

During the first quarter, sales declined 4 per cent in Finland compared with the year-earlier period. The lower sales were due to negative organic growth of -10 per cent and positive foreign exchange effects of 6 per cent. This negative organic growth was mainly related to the ended Finnish part of the ABB contract, partly offset by several minor new contracts.

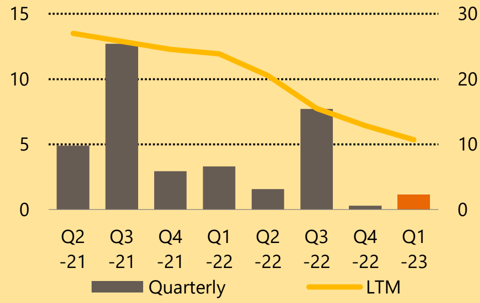
Operating profit (adjusted EBITA) declined compared with the first quarter last year and amounted to SEK 1 (3) million. The operating margin was 0.7 (1.9) per cent. Operating profit and the operating margin were negatively impacted by the ended Finnish part of the ABB contract and high costs for snow removal during the quarter.

The Finnish operations won a number of minor contracts during the quarter in property services and cleaning, including Supercell, Touhola and KOY Opetustalo.

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.

The Group's interest expenses are largely hedged in an interest rate swap that extends to the first quarter of 2024. In the fourth quarter of 2022, Coor signed an agreement on sustainability-linked refinancing of the company's existing revolving credit facility that secured in advance the option of refinancing the company's non-redeemable bonds which mature in March 2024. The refinancing addresses upcoming maturities ahead of time, providing continued flexibility in Coor's financing.

There is currently a great deal of uncertainty in the world that is resulting in price increases and supply chain disruptions, which in turn are impacting Coor's operations and those of its customers. Coor is working continuously to implement mitigating measures.

Acquisitions and sales

Coor did not complete any acquisitions or divestments in the first quarter of 2023.

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 -32 (-20) million. Total assets in the parent company at the end of the period amounted to SEK 7,855 (7,855) million. Equity in the parent company amounted to SEK 5,892 (5,059) million.

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 the First Swedish National Pension Fund (AP1), Mawer Investment Management and Nordea Fonder.

Coor's fifteen largest shareholders 31 Mar 2023[1)]

Shareholder	Number of shares and votes	Shares and votes, %
Första AP-fonden	8,181,474	8.5
Mawer Inv. Management	6,393,372	6.7
Nordea Fonder	5,371,607	5.6
Didner & Gerge Fonder	5,284,038	5.5
Andra AP-fonden	4,277,284	4.5
Taiga Fund Management AS	4,190,027	4.4
SEB-Stiftelsen	4,000,000	4.2
Swedbank Robur Fonder	3,523,267	3.7
SEB Fonder	3,368,228	3.5
ODIN Fonder	1,900,000	2.0
Columbia Threadneedle	1,831,057	1.9
CRUX Asset Management Ltd	1,438,650	1.5
Dimensional Fund Advisors	1,404,278	1.5
Länsförsäkringar Fonder	1,345,786	1.4
Degroof Petercam	1,255,263	1.3
Total 15 largest shareholders	**53,764,331**	**56.1**
Other shareholders	42,047,691	43.9
Total	**95,812,022**	**100.0**

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

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

Stockholm, 26 April 2023

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, Aibel, the Danish Building and Property Agency, DNV, DSB, Ericsson, Equinor, ICA, Karolinska University Hospital Solna, the Danish Police, Public Prosecution Authority and Prison and Probation Service, PostNord, Saab, Sandvik, SAS, Skanska, Telia Company, 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

Consolidated financial statements

Consolidated income statement

Income statement (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Net sales	2,978	2,955	11,813	11,789
Cost of services sold	-2,664	-2,614	-10,599	-10,549
Gross income	**314**	**341**	**1,214**	**1,241**
Selling and administrative expenses	-208	-218	-823	-832
Operating profit	**106**	**123**	**392**	**408**
Net financial income/expense	-31	-14	-89	-72
Profit before tax	**75**	**109**	**302**	**336**
Income tax expense	-20	-25	-74	-79
INCOME FOR THE PERIOD	**55**	**84**	**228**	**257**
Operating profit	**106**	**123**	**392**	**408**
Amortisation and impairment of goodwill, customer contracts and trademarks	30	50	136	156
Items affecting comparability (Note 3)	16	15	71	69
Adjusted EBITA	**152**	**187**	**599**	**634**
Earnings per share, SEK, before and after dilution	**0.6**	**0.9**	**2.4**	**2.7**

Statement of comprehensive income (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Income for the period	**55**	**84**	**228**	**257**
Items that may be subsequently reclassified to profit or loss				
Currency translation differences	-30	53	25	108
Cash flow hedges	-5	17	5	26
Other comprehensive income for the period	**-35**	**70**	**30**	**134**
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	**20**	**154**	**258**	**392**

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

Consolidated balance sheet

Balance sheet (SEK m)	31 Mar 2023	31 Mar 2022	31 Dec 2022
ASSETS			
Intangible assets			
Goodwill	3,674	3,647	3,700
Customer contracts	274	389	305
Other intangible assets	210	177	197
Property, plant and equipment			
Right-of use assets held via leases	323	296	309
Other property, plant and equipment	86	83	89
Financial assets			
Deferred tax receivable	35	72	39
Other financial assets	58	48	63
Total non-current assets	**4,660**	**4,712**	**4,702**
Current assets			
Accounts receivable	1,306	1,396	1,511
Tax receivables	0	0	0
Other current assets, interest-bearing	1	1	1
Other current assets, non-interest-bearing	455	442	424
Cash and cash equivalents	526	331	484
Total current assets	**2,287**	**2,169**	**2,419**
TOTAL ASSETS	**6,947**	**6,881**	**7,121**

Balance sheet (SEK m)	31 Mar 2023	31 Mar 2022	31 Dec 2022
EQUITY AND LIABILITIES			
Equity	**1,961**	**2,162**	**1,938**
Liabilities			
Non-current liabilities			
Borrowings (Note 2)	1,842	1,598	1,850
Lease liabilities (Note 2)	180	180	166
Deferred tax liability	8	9	9
Provisions for pensions	25	22	25
Other non-interest bearing liabilities	1	3	2
Total non-current liabilities	**2,056**	**1,812**	**2,052**
Current liabilities			
Lease liabilities (Note 2)	136	111	136
Current tax liabilities	16	33	29
Accounts payable	940	804	1,102
Other current liabilities	1,833	1,944	1,854
Short-term provisions	6	15	10
Total current liabilities	**2,930**	**2,907**	**3,131**
TOTAL EQUITY AND LIABILITIES	**6,947**	**6,881**	**7,121**

Consolidated statement of changes in equity

Statement of changes in equity (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Jan-Dec 2022
Opening balance at beginning of period	**1,938**	**2,003**	**2,003**
Income for the period	55	84	257
Other comprehensive income for the period	-35	70	134
Long-term incentive programs	2	4	13
Share swap for hedging of long-term incentive program [1]	0	0	4
Acquisition of own shares [2]	0	0	-18
Dividend	0	0	-457
Closing balance at end of period	**1,961**	**2,162**	**1,938**

[1] Coor undertook share swaps to secure its financial commitment under the Group's LTIP 2018 incentive programme. As of 31 March 2023, the Group has no financial obligation remaining under LTIP 2018.

[2] In 2020, 2021 and 2022, Coor repurchased 1,040,000 of its own shares to secure its financial commitment under the Group's LTIP 2019, 2021 and 2022 incentive programmes. During the second quarter of 2022, shares were allotted under LTIP 2019. As of 31 March 2023, Coor holds a total of 825,807 treasury shares.

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

Consolidated statement of cash flows

Cash flow statement (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Operating profit	**106**	**123**	**392**	**408**
Adjustment for non-cash items	87	106	361	380
Finance net	-20	-15	-84	-79
Income tax paid	-27	-47	-61	-80
Cash flow before changes in working capital	**145**	**167**	**607**	**629**
Change in working capital	-24	-44	67	47
Cash flow from operating activities	**121**	**123**	**674**	**676**
Net investments	-30	-14	-110	-93
Acquisition of subsidiaries	0	-7	-30	-37
Cash flow from investing activities	**-30**	**-21**	**-140**	**-131**
Change in borrowings	0	-400	250	-150
Dividend	0	0	-457	-457
Net lease commitments	-40	-35	-152	-147
Other	0	0	-13	-13
Cash flow from financing activities	**-40**	**-435**	**-372**	**-767**
Total cash flow for the period	**51**	**-333**	**162**	**-221**
Cash and cash equivalents at beginning of period	484	628	331	628
Exchange gains on cash and cash equivalents	-9	35	33	77
Cash and cash equivalents at end of period	**526**	**331**	**526**	**484**

Cash conversion	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
EBIT	106	123	392	408
Depreciation and amortisation	89	102	360	373
Adjustment for items affecting comparability	16	15	71	69
Adjusted EBITDA	**211**	**240**	**822**	**851**
Net investments*	-30	-15	-110	-95
Change in working capital	-24	-44	67	47
Cash flow for calculation of cash conversion	**157**	**181**	**779**	**803**
Cash conversion, %	**74**	**75**	**95**	**94**

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

Reporting by segment

Geographical segments (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Net sales				
Sweden	**1,552**	**1,613**	**6,285**	**6,346**
Total sales	*1,594*	*1,636*	*6,424*	*6,466*
Internal sales	*-42*	*-23*	*-139*	*-120*
Norway	**490**	**560**	**2,070**	**2,140**
Total sales	*495*	*562*	*2,083*	*2,150*
Internal sales	*-5*	*-3*	*-12*	*-10*
Finland	**170**	**177**	**646**	**653**
Total sales	*170*	*177*	*646*	*653*
Internal sales	*0*	*0*	*0*	*0*
Denmark	**766**	**606**	**2,812**	**2,652**
Total sales	*767*	*606*	*2,815*	*2,654*
Internal sales	*-1*	*-0*	*-3*	*-3*
Group functions/other	**-0**	**-0**	**-1**	**-1**
Total	**2,978**	**2,955**	**11,813**	**11,789**
Adjusted EBITA				
Sweden	154	185	596	627
Norway	21	28	93	101
Finland	1	3	11	13
Denmark	31	27	114	109
Group functions/other	-55	-56	-215	-216
Total	**152**	**187**	**599**	**634**
Adjusted EBITA is reconciled to profit before tax as follows:				
Amortisation and impairment of goodwill, customer contracts and trademarks	-30	-50	-136	-156
Items affecting comparability (Note 3)	-16	-15	-71	-69
Net financial income/expense	-31	-14	-89	-72
Profit before tax	**75**	**109**	**302**	**336**

Adjusted EBITA margin, %	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Sweden	9.9	11.5	9.5	9.9
Norway	4.2	5.1	4.5	4.7
Finland	0.7	1.9	1.7	2.0
Denmark	4.1	4.4	4.0	4.1
Group functions/other	-	-	-	-
Total	**5.1**	**6.3**	**5.1**	**5.4**

Net sales by type of contract (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Net sales				
IFM	1,668	1,714	6,707	6,753
FM - services	1,310	1,240	5,106	5,037
Total	**2,978**	**2,955**	**11,813**	**11,789**

Segments – quarterly

Geographical segments (SEK m)	2023 Q1	2022 Q4	2022 Q3	2022 Q2	2022 Q1	2021 Q4	2021 Q3	2021 Q2
Net sales, external								
Sweden	1,552	1,657	1,478	1,598	1,613	1,533	1,164	1,206
Norway	490	530	475	575	560	610	603	585
Finland	170	169	154	153	177	167	155	155
Denmark	766	732	659	655	606	591	508	498
Group functions/other	-0	-0	-0	-0	-0	-0	-2	2
Total	**2,978**	**3,088**	**2,766**	**2,980**	**2,955**	**2,901**	**2,428**	**2,445**
Adjusted EBITA								
Sweden	154	156	124	163	185	186	119	135
Norway	21	24	18	30	28	28	43	41
Finland	1	0	8	2	3	3	13	5
Denmark	31	30	18	34	27	24	23	33
Group functions/other	-55	-58	-46	-57	-56	-67	-47	-46
Total	**152**	**153**	**122**	**172**	**187**	**174**	**150**	**167**
Adjusted EBITA-margin, %								
Sweden	9.9	9.4	8.4	10.2	11.5	12.2	10.2	11.2
Norway	4.2	4.5	3.9	5.2	5.1	4.5	7.1	6.9
Finland	0.7	0.2	5.0	1.0	1.9	1.8	8.2	3.2
Denmark	4.1	4.1	2.8	5.2	4.4	4.1	4.6	6.6
Group functions/other	-	-	-	-	-	-	-	-
Total	**5.1**	**5.0**	**4.4**	**5.8**	**6.3**	**6.0**	**6.2**	**6.8**

Type of contract (SEK m)	2023 Q1	2022 Q4	2022 Q3	2022 Q2	2022 Q1	2021 Q4	2021 Q3	2021 Q2
Net sales, external								
IFM	1,668	1,834	1,512	1,693	1,714	1,765	1,451	1,468
FM-services	1,310	1,254	1,255	1,288	1,240	1,135	977	977
Total	**2,978**	**3,088**	**2,766**	**2,980**	**2,955**	**2,901**	**2,428**	**2,445**

Parent company financial statements

Parent company income statement

Income statement (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Net sales	**1**	**2**	**5**	**6**
Selling and administrative expenses	-9	-9	-32	-33
Operating profit	**-8**	**-8**	**-27**	**-26**
Dividend from group companies	0	0	1,315	1,315
Other net financial income/expense	-22	-10	-59	-48
Profit/loss after financial items	**-30**	**-18**	**1,229**	**1,241**
Group contribution	0	0	68	68
Profit/loss before tax	**-30**	**-18**	**1,297**	**1,308**
Income tax expense	-3	-2	-7	-6
INCOME FOR THE PERIOD	**-32**	**-20**	**1,290**	**1,303**

Parent company balance sheet

Balance sheet (SEK m)	31 Mar 2023	31 Mar 2022	31 Dec 2022
ASSETS			
Shares in subsidiaries	7,789	7,789	7,789
Deferred tax asset	51	51	51
Other financial assets	6	4	6
Total non-current assets	**7,846**	**7,843**	**7,846**
Receivables from Group companies*	0	1	73
Other trading assets	3	10	13
Cash and cash equivalents*	5	0	2
Total current assets	**9**	**11**	**88**
TOTAL ASSETS	**7,855**	**7,855**	**7,934**

Balance sheet (SEK m)	31 Mar 2023	31 Mar 2022	31 Dec 2022
EQUITY AND LIABILITIES			
Shareholders' equity	**5,892**	**5,059**	**5,925**
Liabilities			
Borrowings	1,840	1,596	1,848
Provisions for pensions	8	5	8
Total non-current liabilities	**1,848**	**1,601**	**1,856**
Liabilities to Group companies*	90	1,169	141
Income tax liability	0	8	0
Accounts payable	3	0	1
Other current liabilities	22	17	12
Total current liabilities	**115**	**1,194**	**153**
Total liabilities	**1,963**	**2,795**	**2,009**
TOTAL EQUITY AND LIABILITIES	**7,855**	**7,855**	**7,934**

* 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)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Net sales	2,978	2,955	11,813	11,789
Net sales growth, %	0.8	26.8	10.1	16.7
of which organic growth, %	*-1.0*	*11.1*	*2.0*	*5.0*
of which acquired growth, %	*0.4*	*12.9*	*5.9*	*9.1*
of which FX effect, %	*1.4*	*2.8*	*2.2*	*2.6*
Operating profit (EBIT)	106	123	392	408
EBIT margin, %	3.6	4.2	3.3	3.5
EBITA	136	173	528	565
EBITA margin, %	4.6	5.8	4.5	4.8
Adjusted EBITA	152	187	599	634
Adjusted EBITA margin, %	5.1	6.3	5.1	5.4
Adjusted EBITDA	211	240	822	851
Adjusted EBITDA margin, %	7.1	8.1	7.0	7.2
Adjusted net profit	85	134	364	414
Net working capital	-998	-910	-998	-1,018
Net working capital / Net sales, %	-8.4	-8.5	-8.4	-8.6
Cash conversion, %	74	75	95	94
Net debt	1,598	1,532	1,598	1,629
Leverage, times	1.9	1.7	1.9	1.9
Equity/assets ratio, %	28	31	28	27

Data per share

Data per share	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Share price at end of period	66.2	75.8	66.2	64.3
No. of shares at end of period	95,812,022	95,812,022	95,812,022	95,812,022
No. of treasury shares[1)]	-825,807	-740,000	-825,807	-825,807
No. of shares outstanding	**94,986,215**	**95,072,022**	**94,986,215**	**94,986,215**
No. of ordinary shares outstanding (weighted average)	94,986,215	95,072,022	95,139,454	95,159,790
Earnings per share, before and after dilution, SEK	0.58	0.89	2.39	2.70
Shareholders' equity per share, SEK	20.64	22.74	20.64	20.40

[1)] To secure its financial exposure in accordance with the LTIP 19, LTIP 21 and LTIP 22 long-term incentive programs, Coor undertook acquisition of own shares. In May 2022, shares were allotted under LTIP 2019 and during the fourth quarter 2022 Coor undertook acquisition of own shares to secure its financal exposure in the LTIP 22 program.

Notes to the accounts

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 2022.

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:

	Carrying amount			Fair value		
	31 Mar		31 Dec	31 Mar		31 Dec
(SEK m)	**2023**	**2022**	**2022**	**2023**	**2022**	**2022**
Lease liabilities	315	291	301	315	291	301
Liabilities to credit institutions	840	596	848	840	596	848
Corporate Bond	1,000	1,000	1,000	1,000	1,000	1,000
Other non-current liabilities	2	2	2	2	2	2
Total	**2,157**	**1,889**	**2,152**	**2,157**	**1,889**	**2,152**

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.

	Jan-Mar		Rolling	Jan-Dec
Items affecting comparability (SEK m)	**2023**	**2022**	**12 mth.**	**2022**
Integration	-13	-15	-49	-50
Restructuring	-1	-1	-19	-18
Acquisition related expenses	-0	0	-0	0
Other	-2	0	-3	-1
Total	**-16**	**-15**	**-71**	**-69**

Note 4 – Pledged assets and contingent liabilities

	31 Mar		31 Dec
Pledged assets (SEK m)	**2023**	**2022**	**2022**
Bank guarantees	41	46	41
Total	**41**	**46**	**41**

	31 Mar		31 Dec
Contingent liabilities (SEK m)	**2023**	**2022**	**2022**
Performance bonds	177	185	182
Total	**177**	**185**	**182**

Parent company

The parent company has provided a parent company guarantee of SEK 34 (31) 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.

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 considers 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)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Operating profit (EBIT)	**106**	**123**	**392**	**408**
Amortisation and impairment of customer contracts and trademarks	30	50	136	156
EBITA	**136**	**173**	**528**	**565**
Items affecting comparability (Note 3)	16	15	71	69
Adjusted EBITA	**152**	**187**	**599**	**634**
Depreciation	59	52	223	217
Adjusted EBITDA	**211**	**240**	**822**	**851**
Income for the period	55	84	228	257
Amortisation and impairment of customer contracts and trademarks	30	50	136	156
Adjusted net profit	**85**	**134**	**364**	**414**

Specification of net working capital (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Accounts receivable	1,306	1,396	1,306	1,511
Other current assets, non-interest-bearing	455	442	455	424
Accounts payable	-940	-804	-940	-1,102
Other current liabilities, non-interest-bearing	-1,833	-1,944	-1,833	-1,854
Adjustment for accrued financial expenses	14	1	14	4
Net working capital	**-998**	**-910**	**-998**	**-1,018**

Specification of net debt (SEK m)	Jan-Mar 2023	Jan-Mar 2022	Rolling 12 mth.	Jan-Dec 2022
Borrowings	1,842	1,598	1,842	1,850
Lease liabilities	315	291	315	301
Provisions for pensions	25	22	25	25
Cash and cash equivalents	-526	-331	-526	-484
Other financial non-current assets, interest-bearing	-58	-48	-58	-63
Other current assets, interest-bearing	-1	-1	-1	-1
Net debt	**1,598**	**1,532**	**1,598**	**1,629**

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.

R12/LTM
Rolling 12 months/Last 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 GHG 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.

NPS/eNPS
Net Promoter Score (NPS/eNPS) is a standardised measurement of customer/employee loyalty. The result comprises the percentage share of customers/employees who graded the company at nine or ten points (ambassadors) less the percentage share of employees who graded the company at zero to six points (critics).

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 at 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).

TRIF (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 CO2 emissions – vehicle fleet
Emissions of CO_2 equivalents from purchased fuel for owned and leased machinery and vehicles are reported in absolute terms (tCO_2e).

Scope 2 CO_2 emissions – premises
Emissions of CO_2 equivalents from electricity, heating and cooling in the premises where Coor has operational control over its energy use are reported in absolute terms (tCO_2e).

Scope 3 CO2 emissions – food and beverages
Emissions of CO_2 equivalents from purchased food as part of service deliveries of food and beverages ($kgCO_2e$/kg purchased food).

Scope 3 CO_2 emissions in the supply chain
Total emissions from suppliers with science-based targets (for the reporting year) divided by the total emissions from purchased goods and services and upstream transportation and distribution (reporting year).

For further information

For questions concerning the financial report, please contact CFO and IR Director Andreas Engdahl (+46 10 559 54 63).

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

Invitation to a press and analyst presentation

On 26 April 2023 at 10:00 a.m. CEST, the company's President and CFO will give a presentation on developments in the first quarter via a webcast.

To participate, please register using the link below. The audio link may be used if you only wish to listen to the presentation or if you wish to ask a question verbally. If you do not want to ask any questions but want to view the presentation, use the webcast link.

Webcast Audience URL (to register for the web presentation without asking questions):
https://onlinexperiences.com/Launch/QReg/ShowUUID=5AE93B81-D60B-4E34-AFAC-68E741797E0F

Audio Conference Call Access (to register to listen to the presentation and to answer questions):
https://register.vevent.com/register/BI486d4485baa94c2787dc940d604bf2e2

Financial calendar

27 April 2023	2023 AGM
14 July 2023	Interim Report January–June 2023
25 October 2023	Interim Report January–September 2023
8 February 2024	Interim Report January–December 2023

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 26 April 2023 at 7:30 a.m. CEST.