



Interim Report:

January–September 2026

Group earnings summary

Third quarter of 2026

- Net sales in the third quarter amounted to SEK 3,007 (3,005) million. Organic growth was -1.5 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for 1.6 per cent.
- Adjusted EBITA amounted to SEK 149 (134) million and the operating margin was 5.0 (4.5) per cent.
- EBIT was SEK 101 (98) million. Profit after tax was SEK 48 (43) million.
- Earnings per share were SEK 0.5 (0.5).
- Cash conversion for the most recent 12-month period amounted to 87 (96) per cent.
- Leverage in relation to adjusted EBITDA was 2.3 (2.7).

Full period January–September 2026

- Net sales for the full period amounted to SEK 9,139 (9,257) million. Organic growth was -1.5 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for 0.2 per cent.
- Adjusted EBITA amounted to SEK 486 (443) million and the operating margin was 5.3 (4.8) per cent.
- EBIT was SEK 385 (337) million. Profit after tax was SEK 204 (158) million.
- Earnings per share were SEK 2.2 (1.7).

	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Business responsibility						
Net sales, SEK m	3,007	3,005	9,139	9,257	12,363	12,480
Net sales, growth, %	0.1	2.1	-1.3	0.1	-0.7	0.3
Organic growth, %	-1.5	3.6	-1.5	1.6	-0.3	2.0
Acquired growth, %	0.0	0.0	0.0	0.0	0.0	0.0
FX-effects, %	1.6	-1.5	0.2	-1.5	-0.4	-1.7
Adjusted EBITA, SEK m	149	134	486	443	646	603
Adjusted EBITA-margin, %	5.0	4.5	5.3	4.8	5.2	4.8
Items affecting comparability, SEK m	40	21	77	63	106	92
EBIT, SEK m	101	98	385	337	503	455
Income for the period, SEK m	48	43	204	158	264	218
Adjusted net profit, SEK m	56	57	228	201	301	274
Earnings per share, SEK	0.5	0.5	2.2	1.7	2.8	2.3
Cash conversion, %	-	-	-	-	87	99
Leverage, times	-	-	-	-	2.3	2.6
Social responsibility						
Number of employees (FTE)	-	-	-	-	10,098	10,212
Gender balance managers, % (Female/Male)	-	-	-	-	53/47	52/48
Injury frequency (TRIF)	-	-	-	-	6.9	8.3
Environmental responsibility						
Scope 1 and 2, change % vs base year	-	-	-	-	-60	-54
Supplier engagement, %	-	-	-	-	51	48

See page 32 for definitions and calculations of key performance indicators. See pages 30-31 for reconciliation of alternative performance measures. Items affecting comparability are presented in Note 3.

CEO's comments

The adjusted EBITA margin rose to 5.0 (4.5) per cent in the third quarter. Adjusted EBITA increased by 12 per cent to SEK 149 million. Earnings in Sweden, Norway and Finland improved compared with last year. Cash conversion remained stable and amounted to 87 per cent.

Market and customer relationships

During the quarter, we conducted this year's customer survey, which showed that our Customer Satisfaction Index (CSI) has increased to 74, compared with 72 last year. We have thus exceeded our target of a score above 70. With our CSI returning to a record-breaking level and our highest NPS to date, we are both proud and delighted with our results. Our relationships with our customers form the foundation for our success, and this survey has provided us with valuable insight into how our service deliveries are perceived and how we can continue to improve.

Market activity remained high during the third quarter, and Coor extended several important customer contracts and participated in several ongoing and upcoming tenders.

In Norway, we signed new contracts and extended existing partnerships during the quarter, including our contract with SiO which was extended by two years. We are also continuing our intensive efforts related to the implementation of previously awarded contracts, such as the contract with Drammen Municipality. Our base of fixed subscription revenue in Norway has increased. During the quarter, this offset the high variable volumes from last year.

The Danish market continued to be characterised by high levels of activity, with several major tenders under way. The Danish operations also extended their IFM contract with OPP Vejle during the quarter.

In Sweden, we signed new cleaning contracts with the City of Västerås and the Stockholm Culture Department. We also extended several other contracts, including our contracts with ABB and ABB Robotics, Locum Syd, Micasa and CGI. During the quarter, we also extended our contract for cleaning services at Karolinska University Hospital in Solna by five years. The contract is a subcontract under our larger framework agreement with Karolinska, which extends until 2040. Karolinska was named the fourth-best hospital in the world this year, and we are very proud of the work our employees do there.

Stronger commercial capabilities

To further strengthen our commercial capabilities, Stine Solheim – who until now has served as President of Coor Norway – has been appointed as the Group's Chief Commercial Officer. I am delighted that Stine Solheim has agreed to join us as CCO and confident that Stine will help our business to evolve further thanks to her valuable experience, customer insights and highly regarded leadership. To ensure a smooth transition, Stine will continue as President of the Norwegian operations until a successor is appointed.

Strategy execution

We are continuing to prioritise initiatives that drive sales, streamline our operations and improve our margins. During the quarter, we enhanced

our sales capacity to create a stronger foundation for increased growth. In parallel, we are pursuing several initiatives to further refine our operating model, with a particular focus on efficient resource planning and scheduling in our customer deliveries.

We have also maintained our focus on property services, in part by launching Coor Connect in Sweden – a new service for round-the-clock remote monitoring, analysis and management of a property's technical systems and security. The need for smart and accessible technical management is growing as properties become more complex and digital. Coor Connect was launched in response to this trend, creating new business opportunities and further strengthening the conditions for Coor's long-term growth in property services.

AI in our day-to-day operations

Coor is committed to exploring the use of AI agents to support our core processes and drive greater efficiency, quality and scalability in our operations. We can clearly see that using AI agents enables us to reduce administrative work, improve the quality of documentation and make workflows faster and more consistent. This leaves our managers and employees with more time to assist our customers and improve our services. We currently use a couple of agents to support our day-to-day operations, and more are expected to be up and running shortly.

Outlook

Coor has delivered a strong financial performance so far this year, with a high level of activity in the market. Coor Sweden continues to display positive growth, with increased sales and stronger profitability. Norway has successfully migrated its contract portfolio to a broader customer base with a more balanced revenue mix. Stabilisation efforts are continuing in Denmark, with a focus on securing new contracts, maintaining existing customer relationships and gradually improving profitability.

I am confident in our continued development. Moving forward, we will continue to focus on boosting both our additional sales and new sales, strengthening our governance and further streamlining our operations. This is creating a strong foundation for profitable growth and a gradual improvement in our margins.

Stockholm, 22 October 2026

Ola Klingenberg,
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	
	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	
		Total recordable injury frequency (TRIF)	≤3.5	
		Equal opportunities	50% female managers	
				
	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 (CO ₂ eq)	-75% by 2030	
		Share of Science Based Target initiative signatory suppliers	75% by 2026	
		Reduced emissions (CO ₂ eq) from food and beverages	-58% by 2030	
				

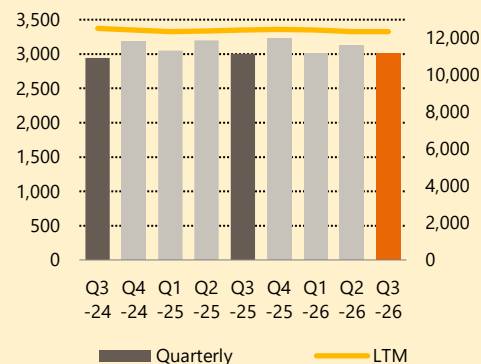
Business responsibility



Net sales and profit

Key performance indicators	Jul-Sep		Jan-Sep	
	2026	2025	2026	2025
Net sales, SEK m	3,007	3,005	9,139	9,257
Organic growth, %	-1.5	3.6	-1.5	1.6
Acquired growth, %	0.0	0.0	0.0	0.0
FX effects, %	1.6	-1.5	0.2	-1.5
Adjusted EBITA, SEK m	149	134	486	443
Adjusted EBITA-margin, %	5.0	4.5	5.3	4.8
EBIT	101	98	385	337
EBIT-margin, %	3.4	3.3	4.2	3.6
Number of employees at the end of the period (FTE)	-	-	10,098	10,314

Net sales (SEK m)

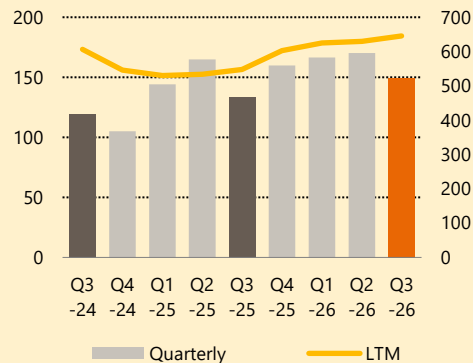


Third quarter (July–September)

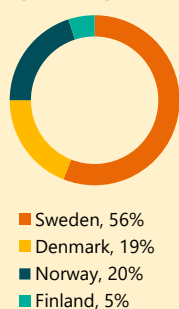
Sales increased by 0.1 per cent compared with the year-earlier period. Organic growth was -1.5 per cent. During the quarter, Sweden continued to post positive organic growth of 3.5 per cent. Finland also posted positive organic growth for the quarter. Norway posted negative growth of -0.9 per cent for the quarter, primarily due to a year-on-year decline in variable revenue as previously announced. However, we are continuing to see a positive trend in the underlying contract portfolio. Organic growth in Denmark was negative due to the previously announced contract losses. Foreign exchange effects for the quarter amounted to 1.6 per cent.

Operating profit (adjusted EBITA) amounted to SEK 149 (134) million. The operating margin (adjusted EBITA margin) for the quarter was 5.0 (4.5) per cent. Sweden and Norway both continued to contribute to improved profitability during the quarter, while the lower volume in Denmark continued to have a negative impact on profitability. Finland's profitability was in line with last year.

Adjusted EBITA (SEK m)



Net sales by country (LTM)



Net sales by type of contract (LTM)



Net sales subscriptions/other (LTM)



EBIT totalled SEK 101 (98) million. In addition to the aforementioned changes, items affecting comparability were higher than in the preceding year, primarily due to an arbitration decision made during the quarter regarding an old customer case in Denmark from 2022, which was not in Coor's favour. The cost of this amounted to SEK 27 million and did not pertain to our current operations. The cost has been recognised as an item affecting comparability, in line with the information communicated in the interim report for the second quarter.

Full period (January–September)

Sales declined by -1.3 per cent compared with the preceding year. Organic growth was -1.5 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for 0.2 per cent. Operating profit (adjusted EBITA) amounted to SEK 486 (443) million and the operating margin (adjusted EBITA margin) was 5.3 (4.8) per cent. EBIT was SEK 385 (337) million.

Financial net and profit after tax

Net financial items were lower than in the year-earlier period and amounted to SEK -106 (-119) million, mainly due to lower interest rates and a slight reduction in debt.

Tax expense was SEK -74 (-60) million, corresponding to 27 (28) per cent of profit before tax. The high effective tax rate was mainly attributable to interest expenses with limited deductibility in Sweden. Profit after tax was SEK 204 (158) million.

Financial position

Consolidated net debt at the end of the period was SEK 2,140 (2,294) million. The company's leverage, defined as net debt to adjusted EBITDA (rolling 12 months), was 2.3 (2.7) at the end of the period, below the Group's target of a leverage below 3.0.

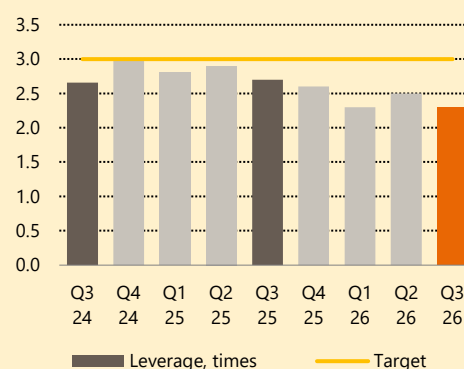
Equity at the end of the period amounted to SEK 1,642 (1,418) million, and the equity/assets ratio was 22 (20) per cent. During the second quarter, a dividend of SEK 143 (95) million was distributed to shareholders.

Cash and cash equivalents amounted to SEK 608 (438) million at the end of the period. At the end of the period, the Group had undrawn credit lines totalling SEK 950 (700) million.

Financial net (SEK m)	Jan-Sep	
	2026	2025
Net interest, excl leasing	-89	-102
Net interest, leasing	-11	-10
Borrowing costs	-5	-4
Exchange rate differences	13	7
Other	-14	-10
Total financial net	-106	-119
Profit before tax	279	218
Tax	-74	-60
Income for the period	204	158

Net debt (SEK m)	30 Sep		31 Dec
	2026	2025	2025
Liabilities to credit institutions	791	1,042	1,044
Corporate bond	1,500	1,250	1,250
Leasing, net	489	436	431
Other	-32	4	-1
	2,748	2,733	2,724
Cash and cash equivalents	-608	-438	-385
Net debt	2,140	2,294	2,339
Leverage, times	2.3	2.7	2.6
Equity	1,642	1,418	1,387
Equity/assets ratio, %	22	20	20

Leverage, times



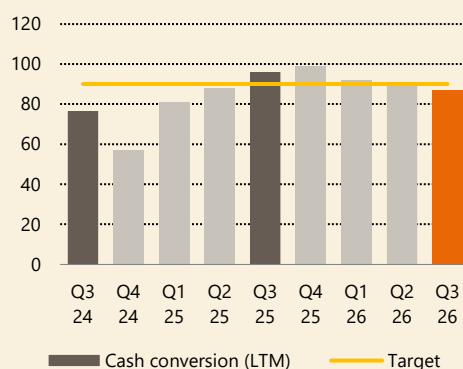
Cash flow

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 increased by SEK 23 (-77) million.

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 87 (96) per cent, which is slightly below the Group's medium-term target for a cash conversion of over 90 per cent.

	Rolling 12 mth.		jan-dec
Cash conversion (SEK m)	2026	2025	2025
Adjusted EBITDA	950	848	909
Change in net working capital	-23	77	86
Net investments	-101	-109	-91
Cash flow for calculation of cash conversion	826	816	904
Cash conversion, %	87	96	99

Cash conversion, %



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 most recent survey was conducted during the third quarter of 2026 and the results remained strong at 74 (72), which is somewhat higher than the company's target of 70 or higher. The customer satisfaction survey also measures our Net Promoter Score (NPS), which increased and remains at a high level of +23 (+18). 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 our customer relationships as well as Coor's internal development as a company. As a supplement to the annual survey, we continuously follow up on customer satisfaction. These qualitative and quantitative follow-ups are customised based on the specific customer and focus on both service delivery and customer relations. Quantitative surveys are carried out using pulse surveys, for example.

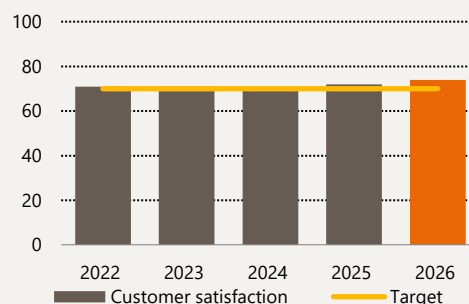
Significant events during the quarter

- Jens Ebbe Rasmussen, Chief Commercial Officer, left Coor during the quarter. He was replaced by Stine Solheim, who currently also serves as President of the Group's Norwegian operations. The search for a new President for the Norwegian operations is under way.

Significant events after the end of the period

- There were no significant events to report after the end of the period.

Customer Satisfaction Index



Sweden

Key performance indicators	Jul-Sep		Jan-Sep	
	2026	2025	2026	2025
Net sales, SEK m	1,612	1,558	5,071	4,906
Organic growth, %	3.5	-1.5	3.4	-1.3
Acquired growth, %	0.0	0.0	0.0	0.0
FX-effects, %	0.0	0.0	0.0	0.0
Adjusted EBITA, SEK m	135	122	482	419
Adjusted EBITA-margin, %	8.4	7.8	9.5	8.5
Number of employees at the end of the period (FTE)	-	-	5,629	5,810

Third quarter (July–September)

During the third quarter, sales in the Swedish operations increased by 3.5 per cent, primarily through higher volumes in cleaning and a continued favourable level of activity with higher variable volumes in IFM and property services.

Operating profit (adjusted EBITA) for the quarter was higher than in the year-earlier period and amounted to SEK 135 (122) million. The operating margin (adjusted EBITA margin) increased to 8.4 (7.8) per cent. Compared with the year-earlier period, all business areas delivered a stronger result.

During the third quarter, Coor won the contract to provide cleaning services to the Stockholm Culture Department. The contract, which has an annual value of approximately SEK 16 million, will take effect on 1 November 2026 and run for two years, with an option to extend for an additional four years. Coor also won a cleaning contract with the City of Västerås during the quarter, with an annual value of approximately SEK 20 million. The contract will take effect on 1 February 2027.

During the quarter, Coor extended its property services contracts with Locum and Micasa as well as its IFM contracts with CGI, GKN, ABB and ABB Robotics. The new contract with ABB and ABB Robotics in Sweden extends for three years with an option for a further two years. The combined annual contract value totals approximately SEK 150 million for Sweden, Norway, Estonia and Lithuania. The agreement covers property services, security services, cleaning, workplace services, and coffee machines and fruit.

Full period (January–September)

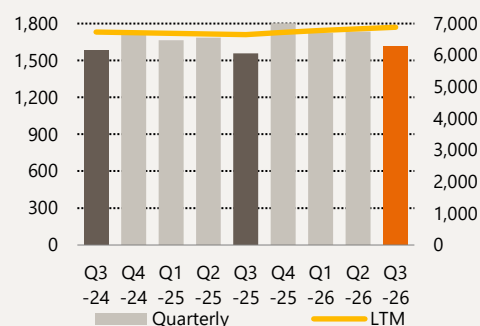
Sales in the Swedish operations grew 3.4 per cent through organic growth during the full period.

Operating profit (adjusted EBITA) for the full period amounted to SEK 482 (419) million. The operating margin (adjusted EBITA margin) was 9.5 (8.5) per cent.

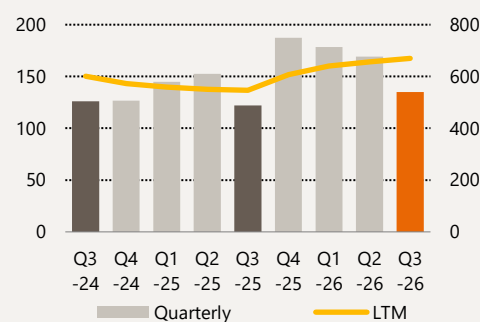


56%
share of
consolidated
sales

Net sales (SEK m)



Adjusted EBITA (SEK m)



Denmark

Key performance indicators	Jul-Sep		Jan-Sep	
	2026	2025	2026	2025
Net sales, SEK m	562	663	1,723	2,038
Organic growth, %	-15.1	1.5	-13.7	-2.1
Acquired growth, %	0.0	0.0	0.0	0.0
FX-effects, %	-0.1	-3.0	-1.7	-2.7
Adjusted EBITA, SEK m	17	21	54	81
Adjusted EBITA-margin, %	3.0	3.2	3.2	4.0
Number of employees at the end of the period (FTE)	-	-	1,861	2,116

Third quarter (July–September)

In the third quarter, sales in the Danish operations declined by -15.2 per cent compared with the year-earlier period due to negative organic growth attributable to the previously communicated ended contracts. The contract losses also had a negative impact on our performance in the third quarter and are expected to have continued negative effects in the fourth quarter compared with the previous year.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 17 (21) million. The operating margin (adjusted EBITA margin) was 3.0 (3.2) per cent. The earnings trend was the result of lower sales, which were offset to a certain degree by lower costs. Despite the decline in revenue, Denmark reported an operating margin broadly in line with the previous year. The company's efforts to adapt its operations to its current declining volumes, while positioning itself for future growth, are proceeding according to plan.

During the third quarter, the IFM contract with OPP Vejle was extended, with an annual value of just over SEK 30 million.

Full period (January–September)

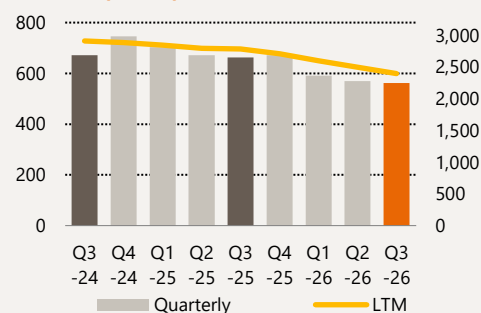
In the full period, sales in the Danish operations declined -15.4 per cent compared with the year-earlier period, due to negative organic growth of -13.7 per cent and negative foreign exchange effects of -1.7 per cent.

Operating profit (adjusted EBITA) for the full period amounted to SEK 54 (81) million. The operating margin (adjusted EBITA margin) was 3.2 (4.0) per cent.

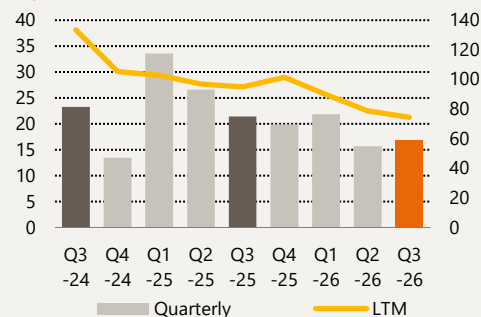


19%
share of
consolidated
sales

Net sales (SEK m)



Adjusted EBITA (SEK m)



Norway

Key performance indicators	Jul-Sep		Jan-Sep	
	2026	2025	2026	2025
Net sales, SEK m	661	619	1,845	1,823
Organic growth, %	-0.9	22.2	-2.4	17.0
Acquired growth, %	0.0	0.0	0.0	0.0
FX-effects, %	7.7	-3.9	3.6	-4.4
Adjusted EBITA, SEK m	36	29	91	85
Adjusted EBITA-margin, %	5.4	4.6	4.9	4.7
Number of employees at the end of the period (FTE)	-	-	1,658	1,477

Third quarter (July–September)

During the third quarter, sales in the Norwegian operations increased by a total of 6.8 per cent, with organic growth of -0.9 per cent and foreign exchange effects of 7.7 per cent. The new contracts continue to have a positive impact on volumes and profitability. During the quarter, these contracts largely offset the decline in variable volumes compared with last year, when variable volumes were unusually high.

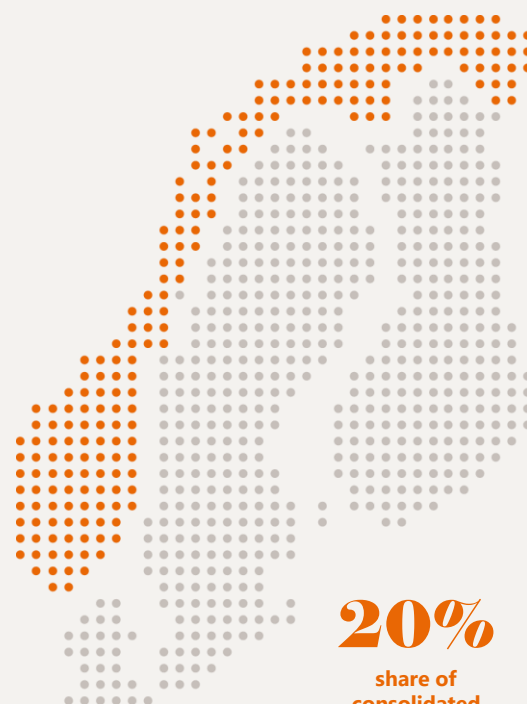
Operating profit (adjusted EBITA) for the quarter amounted to SEK 36 (29) million. The operating margin (adjusted EBITA margin) improved compared with the year-earlier period and amounted to 5.4 (4.6) per cent.

During the third quarter, Coor signed a new IFM contract in Sandslimarka, Bergen. The contract, which will take effect on 1 February 2027, includes cleaning, technical operations and restaurant services. Coor also extended its IFM contract with SR Bank for a further five years as well as its property service contract with SiO for another two years.

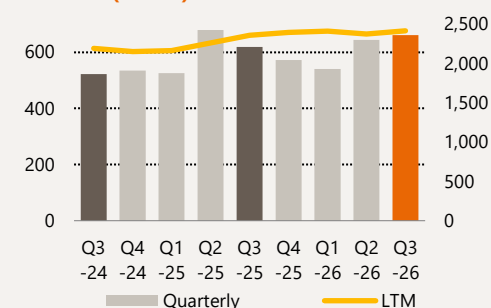
Full period (January–September)

In the full period, sales in the Norwegian operations increased by 1.2 per cent compared with the year-earlier period due to negative organic growth of -2.4 per cent and positive foreign exchange effects of 3.6 per cent.

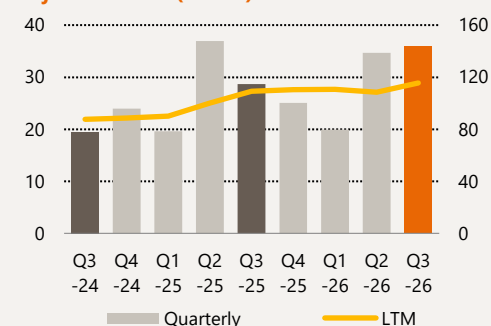
Operating profit (adjusted EBITA) for the full period amounted to SEK 91 (85) million. The operating margin (adjusted EBITA margin) was 4.9 (4.7) per cent.



Net sales (SEK m)



Adjusted EBITA (SEK m)



Finland

Key performance indicators	Jul-Sep		Jan-Sep	
	2026	2025	2026	2025
Net sales, SEK m	173	166	500	490
Organic growth, %	4.0	3.0	4.0	-2.6
Acquired growth, %	0.0	0.0	0.0	0.0
FX-effects, %	-0.1	-3.0	-1.9	-2.6
Adjusted EBITA, SEK m	11	10	14	14
Adjusted EBITA-margin, %	6.2	6.2	2.8	2.8
Number of employees at the end of the period (FTE)	-	-	771	736

Third quarter (July–September)

During the third quarter, sales in Finland increased by 3.9 per cent compared with the year-earlier period. Organic growth was positive and amounted to 4.0 per cent, while foreign exchange effects were negative and amounted to -0.1 per cent.

Operating profit (adjusted EBITA) amounted to SEK 11 (10) million. The operating margin (adjusted EBITA margin) was in line with last year and amounted to 6.2 (6.2) per cent.

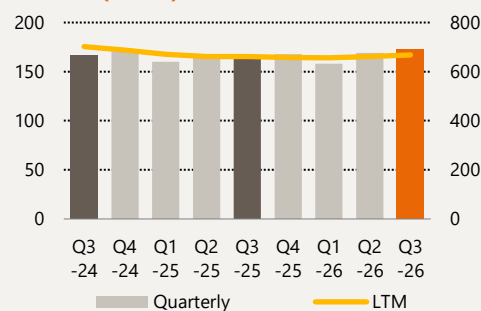
Full period (January–September)

In the full period, sales in the Finnish operations increased by 2.1 per cent compared with the year-earlier period due to positive organic growth of 4.0 per cent and negative foreign exchange effects of -1.9 per cent.

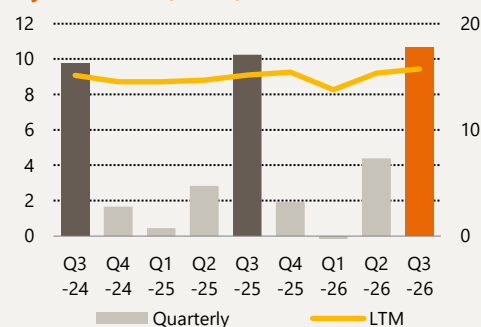
Operating profit (adjusted EBITA) for the full period amounted to SEK 14 (14) million. The operating margin (adjusted EBITA margin) was 2.8 (2.8) per cent.



Net sales (SEK m)



Adjusted EBITA (SEK m)



Social responsibility



Coor's most valuable asset is our employees, and we seek dedicated and motivated employees. Our aim is for our employees to be treated fairly and respectfully and to be able to develop within the company by being offered 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. Coor aims to make a positive contribution to social development through central and local initiatives.

Organisation and employees

At the end of the period, the number of employees was 11,739 (12,031), or 10,098 (10,314) on a full-time equivalent basis.

Equal opportunities

Coor firmly believes that a diversity of personalities, backgrounds, experiences and knowledge creates the right conditions for the company's continued success. Part of this effort is to clearly strive for a balanced gender distribution among its managers. At the end of the period, the share of women in managerial positions was 53 per cent and the share of men in managerial positions was 47 per cent.

Employee motivation

The most recent employee survey was conducted in the fourth quarter of 2025 and showed that commitment within Coor remains strong, with the eNPS score increasing to +19 (+14). This means that more and more employees are willing to recommend Coor as an employer – a positive reflection of our work environment, our leadership and our culture. Our EMI was also stable at a high level of 78 (77). This shows that the level of motivation in the organisation remains strong and that our initiatives to create a safe, inclusive and stimulating workplace have been effective. The 2026 employee survey will be conducted in the fourth quarter.

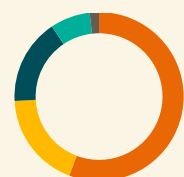
Health and safety

Coor has a clear vision to achieve zero work-related injuries – it goes without saying that all employees should have a safe work environment. 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 analysed at the country and Group level on an ongoing basis.

Coor's medium-term target is for the Group's total recordable injury frequency rate (TRIF) to be less than 3.5. At the end of the period, the Group's TRIF was 6.9 (7.8). The outcome for the third quarter was relatively stable, with a continued focus on analysing work-related injuries, incidents and risk observations. Coor is working intensively to increase the level of proactive safety work in the organisation. An important part of this is the "Safety Onboarding Training" module planned for the future. Preventive risk observations, learning from incidents and structured follow-up help to ensure a safer working environment and provide a solid foundation for further improving safety outcomes and reducing the number of accidents over time.

Distribution of employees

(FTE at the end of the period)



Sweden, 56%
Denmark, 18%
Norway, 16%
Finland, 8%
Group functions, 2%

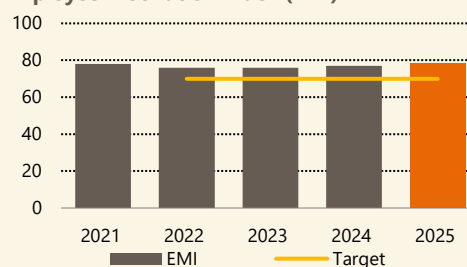
Equal opportunities

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

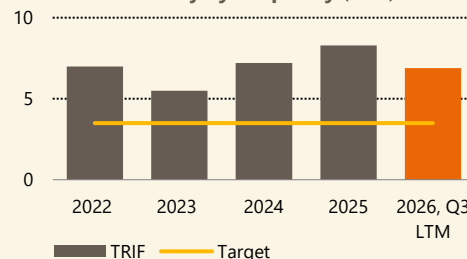


Female, 53%
Male, 47%

Employee Motivation Index (EMI)



Total recordable injury frequency (TRIF)



Environmental responsibility



Coor aims for responsible consumption and reduced emissions by conducting structured and proactive environmental work and actively contributing to minimising our customers' environmental impact. Coor has committed to reaching net zero greenhouse gas (GHG) emissions by 2040. Targets and action plans have been validated and approved by the Science Based Targets initiative (SBTi).

Scope 1 and 2 emissions

Coor's aim is to reduce absolute Scope 1 and 2 emissions by 75 per cent by 2030 compared with the base year 2018.

At the end of the third quarter of 2026, emissions had decreased by 60 (49) per cent compared with the base year. The emissions reduction was primarily due to continued optimisation of Coor's vehicle fleet and a gradual transition to electric vehicles. There was also a decline in emissions linked to energy consumption as more operations increased their share of renewable energy.

Emissions from purchased goods and services (Scope 3)

Food and beverages

Coor's aim is to reduce emissions from its food and beverage deliveries by 58 per cent by 2030 compared with the base year 2018.

This emissions reduction is taking place through, for example, climate-smart menu planning and a focus on reducing food waste, which has reduced emissions by 39 per cent compared with the base year. For the third quarter of 2026, the value was 1.71 (1.99) kgCO₂e/kg. The decrease was due in part to the continued work at our restaurants to develop climate-smart menus and more resource-efficient planning as well as to improvements in several of our raw material flows. For example, one of our coffee offerings has switched to beans grown using regenerative methods, which had positive impact on the overall results.

The supply chain

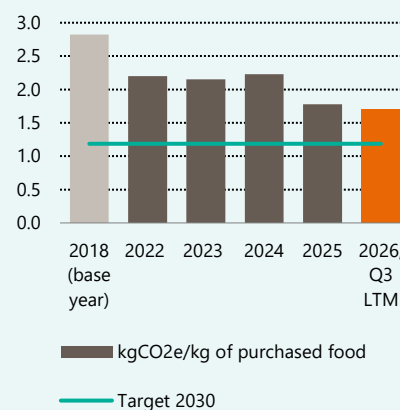
Coor's target for 2026 is for 75 per cent of emissions from purchased goods and services to come from suppliers who have had their targets approved by the SBTi or an equivalent body.

Our suppliers and potential suppliers are urged, through dialogue, to participate in the SBTi. At the end of the third quarter of 2026, Coor had a slightly higher proportion of participating suppliers, 51 per cent, compared with 50 per cent at the end of the second quarter and 40 per cent at the end of the year-earlier period.

CO₂e from our vehicles and premises (Scope 1 and 2)



CO₂e from food and beverages (Scope 3)



51%

Percentage of emissions from purchased goods and services from suppliers validated in accordance with SBTi

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.

Acquisitions and sales

No acquisitions or divestments took place in the third quarter of 2026.

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 parent company's loss after tax for the full period was SEK -144 (-137) million. Total assets in the parent company at the end of the period amounted to SEK 7,821 (7,809) million. Equity in the parent company totalled SEK 4,707 (4,930) million.

Related-party transactions

No transactions between Coor and related parties 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 WISAG Service Holding Europa, Nordea Funds and SEB Pensionsstiftelse.

Coor's fifteen largest shareholders 30 Sep 2026¹⁾

Shareholder	Number of shares and votes	Shares and votes, %
WISAG Service Holding Europa*	28,743,506	30.0
Nordea Funds	8,157,462	8.5
SEB Pensionsstiftelse	4,400,000	4.6
Carnegie Fonder	3,632,561	3.8
Fourth Swedish National Pension Fund	2,927,603	3.1
TIND Asset Management	2,848,835	3.0
Handelsbanken Fonder	2,378,944	2.5
Coquine SA	2,249,218	2.3
Antaurus Capital Management BV	2,000,000	2.1
Taiga Fund Management AS	1,799,733	1.9
Jens Engwall	1,707,128	1.8
Avanza Pension	1,700,008	1.8
Dimensional Fund Advisors	1,543,111	1.6
Acadian Asset Management	1,421,370	1.5
Svenska Handelsbanken AB for PB	1,026,001	1.1
Total 15 largest shareholders	66,535,480	69.4
Other shareholders	29,276,542	30.6
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.

*WISAG Service Holding Europa holds 29.99 per cent of the total number of shares and votes.

The report for the period has been reviewed by the company's auditors.

Stockholm, 22 October 2026

Ola Klingenberg
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, DSB, Equinor, ICA, the Karolinska University Hospital Solna, the Danish Police, Public Prosecution Authority and Prison and Probation Service, PostNord, SAS, Skanska, Sweco, Swedbank, 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



This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

Auditor's report

To the Board of directors in Coor Service Management Holding AB (publ), corporate identity number 556742-0806

Introduction

We have conducted a limited review of the condensed interim financial information (interim report) for Coor Service Management Holding AB (publ) as of September 30, 2026, and the nine-month period ending on that date. The board of directors and the managing director are responsible for preparing and presenting this interim report in accordance with IAS 34 and the Swedish Annual Accounts Act. Our responsibility is to express a conclusion on this interim report based on our limited review.

The focus and scope of the limited review

We have conducted our limited review in accordance with the International Standard on Review Engagements ISRE 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity." A limited review consists of making inquiries, primarily of persons responsible for financial and accounting matters, performing analytical procedures, and other review procedures. A limited review has a different focus and a significantly smaller scope compared to the focus and scope of an audit conducted in accordance with ISA and generally accepted auditing standards. The review procedures taken in a limited review do not enable us to obtain the assurance that we would become aware of all significant matters that might have been identified in an audit. Therefore, the conclusion expressed based on a limited review does not have the assurance that a conclusion expressed based on an audit has.

Conclusion

Based on our limited review, nothing has come to our attention that causes us to believe that the interim report is not, in all material respects, prepared for the group in accordance with IAS 34 and the Annual Accounts Act and for the parent company in accordance with the Annual Accounts Act.

Stockholm, 22 October 2026
Öhrlings PricewaterhouseCoopers AB

Andreas Skogh
Authorized Public Accountant

Consolidated financial statements

Condensed consolidated income statement

Income statement (SEK m)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Net sales	3,007	3,005	9,139	9,257	12,363	12,480
Cost of services sold	-2,659	-2,683	-7,995	-8,178	-10,844	-11,027
Gross income	349	323	1,144	1,079	1,519	1,453
Selling and administrative expenses	-247	-224	-760	-742	-1,016	-998
Operating profit	101	98	385	337	503	455
Net financial income/expense	-34	-39	-106	-119	-141	-154
Profit before tax	67	59	279	218	362	301
Income tax expense	-19	-17	-74	-60	-98	-84
INCOME FOR THE PERIOD	48	43	204	158	264	218
Operating profit	101	98	385	337	503	455
Amortisation and impairment of goodwill, customer contracts and trademarks	8	15	24	43	37	56
Items affecting comparability (Note 3)	40	21	77	63	106	92
Adjusted EBITA	149	134	486	443	646	603
Earnings per share, SEK, before and after dilution	0.5	0.5	2.2	1.7	2.8	2.3

Statement of comprehensive income (SEK m)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Income for the period	48	43	204	158	264	218
<i>Items that may be subsequently reclassified to profit or loss</i>						
Currency translation differences	78	-9	162	-69	114	-117
Cash flow hedges	28	3	23	-6	26	-3
Other comprehensive income for the period	105	-5	185	-76	141	-120
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	153	37	390	82	405	97

The interim information on pages 18–32 is an integral part of this financial report.

Condensed consolidated balance sheet

Balance sheet (SEK m)	30 Sep		31 Dec
	2026	2025	2025
ASSETS			
Intangible assets			
Goodwill	3,852	3,790	3,764
Customer contracts	161	197	184
Other intangible assets	264	259	260
Property, plant and equipment			
Right-of use assets held via leases	490	439	431
Other property, plant and equipment	97	102	97
Financial assets			
Deferred tax receivable	3	3	2
Other financial assets	66	29	34
Total non-current assets	4,932	4,819	4,772
Current assets			
Accounts receivable	1,309	1,351	1,431
Tax receivables	0	0	0
Other current assets, interest-bearing	1	1	1
Other current assets, non-interest-bearing	540	464	390
Cash and cash equivalents	608	438	385
Total current assets	2,457	2,254	2,207
TOTAL ASSETS	7,390	7,073	6,979

Balance sheet (SEK m)	30 Sep		31 Dec
	2026	2025	2025
EQUITY AND LIABILITIES			
Equity	1,642	1,418	1,387
Liabilities			
Non-current liabilities			
Borrowings (Note 2)	2,291	2,292	2,294
Lease liabilities (Note 2)	315	269	258
Deferred tax liability	46	1	16
Provisions for pensions	33	31	32
Other non-interest bearing liabilities	1	4	1
Total non-current liabilities	2,686	2,597	2,600
Current liabilities			
Lease liabilities (Note 2)	176	170	176
Current tax liabilities	48	73	58
Accounts payable	982	907	901
Other current liabilities	1,844	1,890	1,832
Short-term provisions	12	18	26
Total current liabilities	3,062	3,058	2,992
TOTAL EQUITY AND LIABILITIES	7,390	7,073	6,979

Condensed consolidated statement of changes in equity

Statement of changes in equity (SEK m)	Jan-Sep		Jan-Dec
	2026	2025	2025
Opening balance at beginning of period	1,387	1,426	1,426
Income for the period	204	158	218
Other comprehensive income for the period	185	-76	-120
Long-term incentive programs	8	4	6
Dividend	-143	-95	-142
Closing balance at end of period	1,642	1,418	1,387

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

Condensed consolidated statement of cash flows

Cash flow statement (SEK m)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Operating profit	101	98	385	337	503	455
Adjustment for non-cash items	85	81	242	253	341	353
Finance net	-40	-40	-127	-125	-163	-162
Income tax paid	-8	-2	-63	-33	-87	-57
Cash flow before changes in working capital	139	137	437	432	594	589
Change in working capital	9	31	35	143	-23	86
Cash flow from operating activities	148	168	472	576	571	675
Net investments	-22	-14	-79	-69	-101	-91
Cash flow from investing activities	-22	-14	-79	-69	-101	-91
Dividend	0	0	-143	-95	-190	-142
Net lease commitments	-51	-49	-148	-144	-201	-196
Other	0	0	0	0	0	0
Cash flow from financing activities	-51	-49	-291	-239	-391	-339
Total cash flow for the period	75	105	101	268	79	245
Cash and cash equivalents at beginning of period	473	338	385	212	438	212
Exchange gains on cash and cash equivalents	60	-5	122	-42	91	-72
Cash and cash equivalents at end of period	608	438	608	438	608	385

Cash conversion	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
EBIT	101	98	385	337	503	455
Depreciation and amortisation	85	89	248	270	341	362
Adjustment for items affecting comparability	40	21	77	63	106	92
Adjusted EBITDA	227	208	710	669	950	909
Net investments*	-22	-14	-80	-69	-101	-91
Change in working capital	9	31	35	143	-23	86
Cash flow for calculation of cash conversion	213	225	666	743	826	904
Cash conversion, %	94	108	94	111	87	99

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

	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Geographical segments (SEK m)	2026	2025	2026	2025	12 mth.	2025
Net sales						
Sweden	1,612	1,558	5,071	4,906	6,882	6,718
Total sales	1,646	1,589	5,175	4,988	7,015	6,828
Internal sales	-35	-31	-104	-82	-133	-110
Norway	661	619	1,845	1,823	2,418	2,396
Total sales	664	622	1,856	1,835	2,432	2,411
Internal sales	-3	-4	-11	-12	-14	-15
Finland	173	166	500	490	668	658
Total sales	173	166	500	490	668	658
Internal sales	0	0	0	0	0	0
Denmark	562	663	1,723	2,038	2,395	2,709
Total sales	563	664	1,727	2,041	2,402	2,716
Internal sales	-1	-1	-4	-3	-7	-6
Group functions/other	-0	-0	-1	-1	-1	-1
Total	3,007	3,005	9,139	9,257	12,363	12,480
Adjusted EBITA						
Sweden	135	122	482	419	670	607
Norway	36	29	91	85	116	110
Finland	11	10	14	14	16	15
Denmark	17	21	54	81	74	101
Group functions/other	-49	-48	-155	-157	-229	-231
Total	149	134	486	443	646	603
Adjusted EBITA is reconciled to profit before tax as follows:						
Amortisation and impairment of goodwill, customer contracts and trademarks	-8	-15	-24	-43	-37	-56
Items affecting comparability (Note 3)	-40	-21	-77	-63	-106	-92
Net financial income/expense	-34	-39	-106	-119	-141	-154
Profit before tax	67	59	279	218	362	301
	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Adjusted EBITA margin, %	2026	2025	2026	2025	12 mth.	2025
Sweden	8.4	7.8	9.5	8.5	9.7	9.0
Norway	5.4	4.6	4.9	4.7	4.8	4.6
Finland	6.2	6.2	2.8	2.8	2.4	2.3
Denmark	3.0	3.2	3.2	4.0	3.1	3.7
Group functions/other	-	-	-	-	-	-
Total	5.0	4.5	5.3	4.8	5.2	4.8
	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Net sales by type of contract (SEK m)	2026	2025	2026	2025	12 mth.	2025
Net sales						
IFM	1,890	1,733	5,588	5,330	7,456	7,197
FM - services	1,117	1,273	3,552	3,927	4,907	5,283
Total	3,007	3,005	9,139	9,257	12,363	12,480

Segments – quarterly

Geographical segments (SEK m)	2026			2025				2024
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Net sales, external								
Sweden	1,612	1,735	1,725	1,811	1,558	1,685	1,664	1,739
Norway	661	644	540	573	619	679	525	535
Finland	173	169	158	168	166	164	160	171
Denmark	562	570	591	672	663	672	703	746
Group functions/other	-0	-0	-0	0	-0	-0	-0	0
Total	3,007	3,118	3,014	3,224	3,005	3,199	3,052	3,192
Adjusted EBITA								
Sweden	135	169	178	187	122	153	145	127
Norway	36	35	20	25	29	37	20	24
Finland	11	4	-1	2	10	3	0	2
Denmark	17	16	22	20	21	27	34	13
Group functions/other	-49	-53	-52	-74	-48	-54	-54	-61
Total	149	170	167	160	134	165	144	105
Adjusted EBITA-margin, %								
Sweden	8.4	9.7	10.3	10.3	7.8	9.1	8.7	7.3
Norway	5.4	5.4	3.7	4.4	4.6	5.4	3.7	4.5
Finland	6.2	2.6	-0.8	1.1	6.2	1.7	0.3	1.0
Denmark	3.0	2.7	3.7	3.0	3.2	4.0	4.8	1.8
Group functions/other	-	-	-	-	-	-	-	-
Total	5.0	5.5	5.5	5.0	4.5	5.2	4.7	3.3
Type of contract (SEK m)	2026			2025				2024
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4
Net sales, external								
IFM	1,890	2,008	1,690	1,868	1,733	1,903	1,694	1,860
FM-services	1,117	1,110	1,324	1,356	1,273	1,297	1,358	1,331
Total	3,007	3,118	3,014	3,224	3,005	3,199	3,052	3,192

Parent company financial statements

Condensed parent company income statement

Income statement (SEK m)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Net sales	2	1	3	4	4	5
Selling and administrative expenses	-9	-10	-28	-26	-32	-30
Operating profit	-7	-9	-25	-22	-28	-25
Other net financial income/expense	-36	-34	-106	-101	-139	-135
Profit/loss after financial items	-43	-43	-130	-124	-167	-160
Group contribution	0	0	0	0	146	146
Profit/loss before tax	-43	-43	-130	-124	-21	-15
Income tax expense	-5	-4	-14	-13	-18	-17
INCOME FOR THE PERIOD	-48	-47	-144	-137	-39	-32

Condensed parent company balance sheet

Balance sheet (SEK m)	30 Sep		31 Dec
	2026	2025	2025
ASSETS			
Shares in subsidiaries	7,789	7,789	7,789
Deferred tax asset	6	2	6
Other financial assets	12	11	11
Total non-current assets	7,807	7,802	7,806
Receivables from Group companies*	0	0	148
Tax receivables	0	3	0
Other trading assets	14	4	4
Cash and cash equivalents*	0	0	0
Total current assets	14	8	152
TOTAL ASSETS	7,821	7,809	7,957

Balance sheet (SEK m)	30 Sep		31 Dec
	2026	2025	2025
EQUITY AND LIABILITIES			
Shareholders' equity	4,707	4,930	4,993
Liabilities			
Borrowings	2,291	2,292	2,294
Provisions for pensions	16	14	14
Other provisions	0	1	0
Total non-current liabilities	2,306	2,307	2,308
Liabilities to Group companies*	770	538	613
Income tax liability	19	0	10
Accounts payable	1	1	1
Other current liabilities	18	23	23
Other provisions	1	10	8
Total current liabilities	808	572	656
Total liabilities	3,114	2,879	2,964
TOTAL EQUITY AND LIABILITIES	7,821	7,809	7,957

* 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)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Net sales	3,007	3,005	9,139	9,257	12,363	12,480
Net sales growth, %	0.1	2.1	-1.3	0.1	-0.7	0.3
of which organic growth, %	-1.5	3.6	-1.5	1.6	-0.3	2.0
of which acquired growth, %	0.0	0.0	0.0	0.0	0.0	0.0
of which FX effect, %	1.6	-1.5	0.2	-1.5	-0.4	-1.7
Operating profit (EBIT)	101	98	385	337	503	455
EBIT margin, %	3.4	3.3	4.2	3.6	4.1	3.6
EBITA	109	113	409	380	539	511
EBITA margin, %	3.6	3.8	4.5	4.1	4.4	4.1
Adjusted EBITA	149	134	486	443	646	603
Adjusted EBITA margin, %	5.0	4.5	5.3	4.8	5.2	4.8
Adjusted EBITDA	227	208	710	669	950	909
Adjusted EBITDA margin, %	7.5	6.9	7.8	7.2	7.7	7.3
Adjusted net profit	56	57	228	201	301	274
Net working capital	-966	-963	-966	-963	-966	-895
Net working capital / Net sales, %	-7.8	-7.7	-7.8	-7.7	-7.8	-7.2
Cash conversion, %	94	108	94	111	87	99
Net debt	2,140	2,294	2,140	2,294	2,140	2,339
Leverage, times	2.3	2.7	2.3	2.7	2.3	2.6
Equity/assets ratio, %	22	20	22	20	22	20

Data per share

Data per share	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Share price at end of period	49.9	48.3	49.9	48.3	49.9	49.2
No. of shares at end of period	95,812,022	95,812,022	95,812,022	95,812,022	95,812,022	95,812,022
No. of treasury shares ¹⁾	-794,109	-885,273	-794,109	-885,273	-794,109	-885,273
No. of shares outstanding	95,017,913	94,926,749	95,017,913	94,926,749	95,017,913	94,926,749
No. of ordinary shares outstanding (weighted average)	95,017,913	94,926,749	94,977,841	94,900,427	94,964,963	94,907,061
Earnings per share, before and after dilution, SEK	0.50	0.45	2.15	1.67	2.78	2.30
Shareholders' equity per share, SEK	17.28	14.94	17.28	14.94	17.28	14.61

¹⁾To secure its financial exposure in accordance with the long-term incentive programs, Coor undertook acquisition of own shares.

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 2025.

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.

Introduction of IFRS 18

IFRS 18 *Presentation and Disclosure in Financial Statements* is to be applied for financial years beginning on or after 1 January 2027. The standard introduces a new framework for presenting the income statement, including newly defined subtotals and expanded disclosure requirements for management-defined performance measures.

The Group has undertaken an analysis of the effects of the introduction of IFRS 18. Based on a preliminary analysis, the standard is not expected to have any material impact on the Group's reported earnings or financial position, although presentation and disclosures could be impacted. A more detailed quantification of the effects will be provided as the work progresses.

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:

(SEK m)	Carrying amount			Fair value		
	30 Sep		31 Dec	30 Sep		31 Dec
	2026	2025	2025	2026	2025	2025
Lease liabilities	491	439	433	491	439	433
Liabilities to credit institutions	791	1,042	1,044	791	1,042	1,044
Corporate Bond	1,500	1,250	1,250	1,500	1,250	1,250
Total	2,782	2,731	2,727	2,782	2,731	2,727

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, start-up costs and restructuring comprise organic transactions as well as acquisitions. Integration costs refer, for example, to costs for integrating IT systems while restructuring mainly refers to costs related to staff reductions. Start-up costs refer to external costs for major contract start-ups. Acquisition-related costs refer exclusively to transaction costs.

Items affecting comparability during the quarter amounted to SEK 40 million and mainly comprised costs for the arbitration decision made during the quarter regarding an old customer case in Denmark from 2022, which was not in Coor's favour. The cost for this amounted to SEK 27 million. Otherwise, items affecting comparability for the quarter consisted primarily of restructuring costs.

Items affecting comparability (SEK m)	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Integration and start up costs	-1	-1	-10	-4	-17	-10
Restructuring	-10	-13	-32	-50	-48	-67
Acquisition related expenses	0	0	-4	0	-7	-3
Other	-28	-7	-32	-8	-34	-11
Total	-40	-21	-77	-63	-106	-92

Note 4 – Pledged assets and contingent liabilities

Pledged assets (SEK m)	30 Sep		31 Dec
	2026	2025	2025
Bank guarantees	50	44	35
Total	50	44	35

Contingent liabilities (SEK m)	30 Sep		31 Dec
	2026	2025	2025
Performance bonds	167	159	150
Total	167	159	150

Parent company

The parent company has provided a parent company guarantee of SEK 34 (33) million to cover the financial obligations of the Finnish subsidiary in respect of leases and bank guarantees. The parent company has no other pledged assets or contingent liabilities.

Note 5 – Share-based incentive programmes

In accordance with a resolution of the Annual General Meeting, the Group introduced a new long-term incentive programme (LTIP 2026) for senior executives and other key individuals in the Coor Group in June. To qualify for the programme, participants will be required to own Coor shares that are allocated to the programme. Each participant will have the right to allocate a specified number of shares. For each invested share, participants will then be entitled to an allotment of performance-based share rights free of charge at the end of the vesting period. The allotment of share rights depends on the extent to which the performance conditions have been met during the performance period from 1 January 2026 to 31 December 2028. The employee is also required to retain his or her investment shares and remain an employee of Coor at the end of the vesting period. The vesting period will end in connection with the publication of Coor's interim report for the first quarter of 2029.

The performance conditions of LTIP 2026 are linked to total shareholder return and the relative total shareholder return for the Coor share:

- **Series A – Total shareholder return (TSR):** The allotment of share rights is contingent on the total shareholder return for the Coor share.
- **Series B – Relative total shareholder return (relative TSR):** The allotment of share rights is contingent on the total shareholder return for the Coor share in relation to a weighted average in a group of other companies.

In addition to the return on the Coor share, there are also thresholds for two operational targets that need to be met (each weighted at 50 per cent):

- Average customer satisfaction of at least 70
- Increased share of purchases from suppliers participating in the SBTi compared with full-year 2025.

Final allotment is determined by the Board based on the most favourable outcome in terms of target fulfilment for each financial year as well as for the entire vesting period.

In total, the programme comprised a maximum of 193,500 investment shares with a maximum allotment of 845,800 performance-based share rights (excluding dividend compensation). The take-up of the program was around 61 per cent, which meant that a total of 512,086 share rights were allotted on the issue date, comprising 256,043 share rights of series A and 256,043 of series B. To ensure delivery of shares under the programme, the Annual General Meeting resolved to authorise the Board of Directors to enter into share swap agreements.

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 32 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.

	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Reconciliation of adjusted key performance indicators (SEK m)	2026	2025	2026	2025	12 mth.	2025
Operating profit (EBIT)	101	98	385	337	503	455
Amortisation and impairment of customer contracts and trademarks	8	15	24	43	37	56
EBITA	109	113	409	380	539	511
Items affecting comparability (Note 3)	40	21	77	63	106	92
Adjusted EBITA	149	134	486	443	646	603
Depreciation	77	74	224	226	304	307
Adjusted EBITDA	227	208	710	669	950	909
Income for the period	48	43	204	158	264	218
Amortisation and impairment of customer contracts and trademarks	8	15	24	43	37	56
Adjusted net profit	56	57	228	201	301	274
	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Specification of net working capital (SEK m)	2026	2025	2026	2025	12 mth.	2025
Accounts receivable	1,309	1,351	1,309	1,351	1,309	1,431
Other current assets, non-interest-bearing	540	464	540	464	540	390
Accounts payable	-982	-907	-982	-907	-982	-901
Other current liabilities, non-interest-bearing	-1,844	-1,890	-1,844	-1,890	-1,844	-1,832
Adjustment for accrued financial expenses	12	19	12	19	12	17
Net working capital	-966	-963	-966	-963	-966	-895
	Jul-Sep		Jan-Sep		Rolling	Jan-Dec
Specification of net debt (SEK m)	2026	2025	2026	2025	12 mth.	2025
Borrowings	2,291	2,292	2,291	2,292	2,291	2,294
Lease liabilities	491	439	491	439	491	433
Provisions for pensions	33	31	33	31	33	32
Cash and cash equivalents	-608	-438	-608	-438	-608	-385
Other financial non-current assets, interest-bearing	-66	-29	-66	-29	-66	-34
Other current assets, interest-bearing	-1	-1	-1	-1	-1	-1
Other	0	0	0	0	0	0
Net debt	2,140	2,294	2,140	2,294	2,140	2,339

For a reconciliation of cash conversion, see page 21.

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.

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.

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).

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.

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 including the fair value of related hedging instruments 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 recordable injury frequency)

Total number of injuries multiplied by 1,000,000 divided by number of working hours. Injuries to and from the workplace are excluded.

Scope 1 CO₂ emissions – vehicle fleet

Emissions of CO₂ equivalents from purchased fuel for owned and leased machinery and vehicles are reported in absolute terms (tCO₂eq).

Scope 2 CO₂ emissions – premises

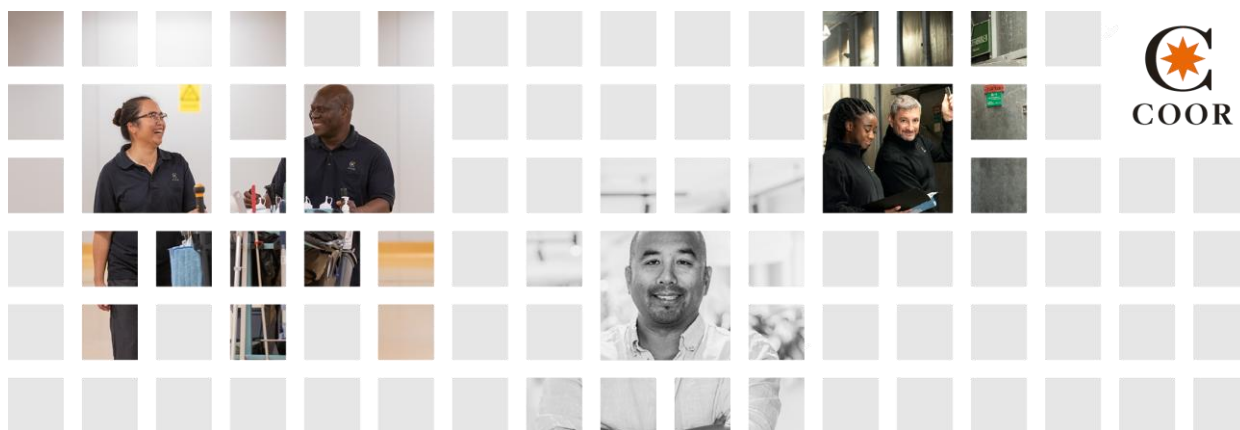
Emissions of CO₂ equivalents from electricity, heating and cooling in the premises where Coor has operational control over its energy use are reported in absolute terms (tCO₂eq).

Scope 3 CO₂ emissions – food and beverages

Emissions of CO₂ equivalents from purchased food as part of service deliveries of food and beverages (kgCO₂eq/kg purchased food).

Scope 3 CO₂ 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 Patrik Sjölund (+46 70 371 12 46).

For questions concerning the operations or the company in general, please contact President and CEO Ola Klingenberg (+46 702 686 430) or Director of Communications Magdalena Öhrn (+46 10 559 55 19).

More information is also available on our website: www.coor.com

Invitation to press and analyst presentation

On 22 October 2026 at 10:00 a.m. CEST, the company's President and CFO will give a presentation on developments in the third quarter via a webcast.

To participate, please register using the link below. The teleconference 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 (to register for the web presentation without asking questions): [Q3 Report 2026](#)

Teleconference (to register to listen to the presentation and to ask questions): [Q3 Report 2026](#)

Financial calendar

11 February 2027	Year-End Report January–December 2026
21 April 2027	Interim Report January–March 2027
23 April 2027	AGM 2027
15 July 2027	Interim Report January–June 2027
21 October 2027	Interim Report January–September 2027

This constitutes information which Coor Service Management Holding AB is required to publish under the EU Market Abuse Regulation. The information was submitted for publication through the above contact person on 22 October 2026 at 7:30 a.m. CEST.