Press release November 19, 2026, 08:00 CET

Coor acquires Norwegian facility management group, further strengthening its Nordic market position

Coor Service Management Holding AB ("Coor") has entered into an agreement to acquire a well-established Norwegian facility management group comprising of four standalone companies (collectively referred to as "Insider Group") (the "Transaction"). Insider Group offer cleaning, property, and food and beverage services, as well as services within camp operations. The Transaction will create a nationwide presence in Norway, a broadened customer base, strengthened positions within cleaning and property, and improved competitiveness. The Completion of the Transaction is expected during the first quarter 2027, conditional upon approval by the Norwegian Competition Authority.

The Transaction in brief

- Through the Transaction, Coor acquires 100 per cent of the shares in Insider Group comprising of Insider Facility Solutions AS, Facilitec AS, NOC AS, and Hygienegruppen AS.
- In the last twelve months ended in Q3 2026, Insider Group generated net sales of SEK 1,554 million and adjusted EBITA of SEK 84 million, corresponding to an adjusted EBITA margin of 5.4 per cent.
- The purchase price of NOK 650 million (corresponding to SEK ~680 million) corresponds to an EV/EBITA multiple of approximately 8.1x and 5.4x after synergies of SEK 40 million, based on the last twelve months ended in Q3 2026. Synergies are expected to be fully realised within 12 months following completion.
- The acquisition will be financed through a bridge loan facility provided by SEB.
- Reported net debt to adjusted proforma EBITDA LTM is expected to remain within financial target post completion.
- The Transaction is expected to generate an increase in earnings per share of approximately 25 per cent one year after completion, post synergies and associated integration costs.
- Completion is expected during the first quarter 2027, conditional upon approval by the Norwegian Competition Authority.

Ola Klingenborg, President and CEO of Coor, comments:

"We have made significant progress in strengthening our business and I am excited to take this next step in our growth journey. The acquisition fits perfectly into our strategy to focus on maintaining our leading position in IFM and continuing to expand in Cleaning and Property while increasing scale in our markets. Scale and geographic density have been key factors behind our success in Sweden and with Insider Group's nationwide presence and broad customer base we will be able to replicate that success in Norway. Together, we will be better positioned to compete for a wider range of contracts, expand in existing and new service areas, including specialist services. We are looking forward to welcoming Insider Group into our Norwegian team."

Steinar Myklebust, founder of Insider Group, comments:

"I am proud of Insider Group's journey and the strong position the company has established in Norway, combining local expertise with nationwide coverage. With a strong Nordic position and deep industry expertise, Coor is a natural fit to take the businesses forward. I am confident that Coor will build on Insider Group's strengths and create new opportunities for its customers and employees."

Background and rationale for the Transaction

Insider Group is a Norwegian facility management group with approximately 3,000 employees, over 45 offices across Norway, and customers in over 40 cities across several industries. Its offerings span soft and hard facility management, including cleaning and property services. The group also provides specialist services in camp operations and cleaning for the food processing industry.

The Transaction represents an opportunity for Coor to replicate the success factors of its Swedish operations. By combining its existing business with Insider Group's operations, the acquisition will significantly increase Coor's scale and geographical density in Cleaning and Property, while adding technical capabilities and broadening its customer base. The combination will position Coor as the largest locally grounded facility management provider in Norway, with nationwide coverage and a strong local presence with around 50 offices across the country.

This strengthened position will enhance Coor's competitiveness across a wider range of customer segments and contracts. The broader geographical footprint and service offering will improve its ability to compete for both local and nationwide tenders, including larger IFM contracts. At the same time, Insider Group's diversified customer portfolio will contribute to a broader, more balanced customer base and revenue mix in Coor's Norwegian operations.

Moreover, the Transaction is expected to generate both commercial and operational synergies. Greater scale, broader customer relationships and service capabilities will support cross-selling and new contract opportunities, while combined expertise and best practices are expected to improve ways of working and operational efficiency and increase profitability over time.

The Transaction is expected to generate annual synergies of approximately SEK 40 million through coordination of central functions and operational management, office co-localisation, and scale benefits within procurement. The synergies are expected to be fully realised within one year from completion, with associated one-off integration costs estimated at approximately SEK 45 million.

Financials

The consolidated financial information presented in the table below is for illustrative purposes only. Insider Group's financial statements have been prepared in accordance with Norwegian GAAP. The financial information has not been audited or otherwise reviewed by the companies' auditors.

	Q3 2026 LTM		
SEK million	Coor	Insider Group	Combined
Group net sales	12,363	1,554[1]	13,917
Of which Norway	2,418	1,469	3,887
Group adj. EBITA	646	84	729
Group adj. EBITA-margin, %	5.2%	5.4%	5.2%

Coor envisage that the Transaction will generate an increase in earnings per share of approximately 25 per cent one year post completion, after synergies and associated integration costs.

The Transaction will be financed through a bridge loan facility provided by SEB.

Reported net debt to adjusted proforma EBITDA LTM is expected to remain within financial target post completion.

[1] Insider Group's net sales include SEK 52 million from operations in Sweden and SEK 33 million from operations in Poland, attributable to Facilitec.

Webcast and telephone conference

Today on 19 November at 10:00 CET, Coor will host a presentation regarding the Transaction. The presentation will be held by Ola Klingenborg, President and CEO, and Patrik Sjölund, CFO and IR Director. The presentation will be held in English.

- Link to webcast: https://events.inderes.com/live/investor-presentation-november-2026
- Link to telephone conference: https://events.inderes.com/live/investor-presentation-november-2026/dial-in

For more information, please contact

Magdalena Öhrn, Communications Director, Coor
+46 10 559 55 19
magdalena.ohrn@coor.com

This is information that Coor Service Management Holding AB is obliged to make public pursuant to the EU Market Abuse Regulation. The information was submitted for publication, through the agency of the contact persons set out above, at 08:00 CET on 19 November 2026.

About Coor:

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, IKEA, Karolinska University Hospital in Solna, PKA - "Danish Police, Public Prosecution Authority and Prison and Probation Service", PostNord, SAS, Skanska, 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

About Insider Group:

Insider Group is a Norwegian facility management group comprising four companies: Insider Facility Solutions AS, Facilitec AS, NOC AS, and Hygienegruppen AS. The group provides a broad range of services, including cleaning, technical facility management, property services, catering and specialist cleaning services for the food processing industry. With approximately 3,000 employees and an extensive customer portfolio, Insider Group combines nationwide coverage with local expertise and service delivery across Norway. For more information, please visit www.insider.no, www.facilitec.no, www.noc.no, and www.hygienegruppen.no.