Interim Report:

January–June 2026

Group earnings summary

Second quarter of 2026

- Net sales in the second quarter amounted to SEK 3,118 (3,199) million. Organic growth was -3.3 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for 0.8 per cent.
- Adjusted EBITA amounted to SEK 170 (165) million and the operating margin was 5.5 (5.2) per cent.
- EBIT was SEK 149 (128) million. Profit after tax was SEK 87 (65) million.
- Earnings per share were SEK 0.9 (0.7).
- Cash conversion for the most recent 12-month period amounted to 90 (88) per cent.
- Leverage in relation to adjusted EBITDA was 2.5 (2.9).

First half of 2026

- Net sales in the first half of the year amounted to SEK 6,132 (6,251) million. Organic growth was -1.5 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for -0.4 per cent.
- Adjusted EBITA amounted to SEK 337 (309) million and the operating margin was 5.5 (4.9) per cent.
- EBIT was SEK 283 (239) million. Profit after tax was SEK 157 (115) million.
- Earnings per share were SEK 1.7 (1.2).

	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
	2026	**2025**	**2026**	**2025**	**12 mth.**	**2025**
Business responsibility						
Net sales, SEK m	3,118	3,199	6,132	6,251	12,361	12,480
Net sales, growth, %	-2.5	0.6	-1.9	-0.8	-0.2	0.3
Organic growth, %	*-3.3*	*3.1*	*-1.5*	*0.7*	*0.9*	*2.0*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*
FX-effects, %	*0.8*	*-2.5*	*-0.4*	*-1.5*	*-1.1*	*-1.7*
Adjusted EBITA, SEK m	170	165	337	309	630	603
Adjusted EBITA-margin, %	5.5	5.2	5.5	4.9	5.1	4.8
Items affecting comparability, SEK m	13	22	37	42	88	92
EBIT, SEK m	149	128	283	239	500	455
Income for the period, SEK m	87	65	157	115	259	218
Adjusted net profit, SEK m	95	80	173	144	302	274
Earnings per share, SEK	0.9	0.7	1.7	1.2	2.7	2.3
NWC/Net Sales, %	-	-	-	-	-7.6	-7.2
Cash conversion, %	-	-	-	-	90	99
Leverage, times	-	-	-	-	2.5	2.6
Social responsibility						
Number of employees (FTE)	-	-	-	-	10,246	10,212
Gender balance managers, % (Female/Male)	-	-	-	-	53/47	52/48
Injury frequency (TRIF)	-	-	-	-	7.1	8.3
Environmental responsibility						
Scope 1 and 2, change % vs base year	-	-	-	-	-59	-54
Supplier engagement, %	-	-	-	-	50	48

See page 31 for definitions and calculations of key performance indicators. See pages 29-30 for reconciliation of alternative performance measures. Items affecting comparability are presented in Note 3.

CEO's comments

Profitability improved compared with the year-earlier period and the adjusted EBITA margin was 5.5 per cent (5.2). Coor grew organically in Sweden and Finland during the second quarter. The trend in the Norwegian contract portfolio was positive, although the lower variable volumes, as expected, resulted in negative organic growth for the quarter. The previously announced contract losses in Denmark led to negative growth, which was also expected. Consolidated organic growth for the second quarter amounted to -3.3 per cent. Cash conversion remained positive and amounted to 90 per cent.

Market and customer relations

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

We signed new contracts with a couple of Norwegian municipalities during the quarter, while in Sweden we signed an expanded three-year IFM contract with Skanska for services for their new headquarters. We also extended several other contracts, including our contracts with Stockholm Live, the Port of Gothenburg and for delivery of security services to Borealis. In Sweden, the quarter also included several successful cleaning tenders in the SME segment.

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 DSB for another three years during the quarter. The new contract is based on the existing partnership and maintains a focus on quality, stability and long-term development. The contract with Frederiksberg Municipality in Denmark was also extended during the quarter.

In Norway and within Business Area Property in Sweden, the quarter also involved intense work on several projects related to previously won contracts, including Avinor, Jotun, Region Gävleborg and the City of Helsingborg.

Implementation of strategy

Work on our previously announced strategic priorities is proceeding according to plan. During the quarter, we strengthened our sales resources, an important part of our focus on increased growth. We also maintained a high activity level, including several initiatives to strengthen our operating model, with a particular focus on resource planning and scheduling customer deliveries.

Several individuals in the Executive Management Team took on new roles during the quarter, such as CFO (Patrik Sjölund), HR & Communications Director (Silke Ernst) and Business Area President, Property, Coor Sweden (Juha Mennander), leaving us well positioned to implement our established strategy.

Continued improvement work in Denmark

Our efforts to stabilise our operations in Denmark are continuing. The Danish team is working to bring their costs and operations into line with their current revenue levels while at the same time positioning the operations for future growth.

An arbitration decision was made after the end of the quarter regarding a customer case in Denmark from 2022. The outcome was not in Coor's favour. The estimated non-recurring cost for this amounts to SEK 20–25 million and is not related to our current operations. This cost will be reported as an item affecting comparability in the third quarter.

Outlook

Our financial performance in the first half of the year was positive. The level of market activity has remained high in 2026. Sweden, Coor's largest market, is continuing to perform well, with growth and strong profitability. The variable volumes were lower in Norway, as previously announced, but we see a positive development in the contract portfolio. Improvement efforts in Denmark will continue during the second half of the year, and we participate in several tenders.

We look forward to the rest of 2026 with confidence. Our focus continues to be on growth initiatives to boost our additional sales, combined with clear governance, to increase our operational efficiency and improve our margins.

Stockholm, 15 July 2026
Ola Klingenborg,
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

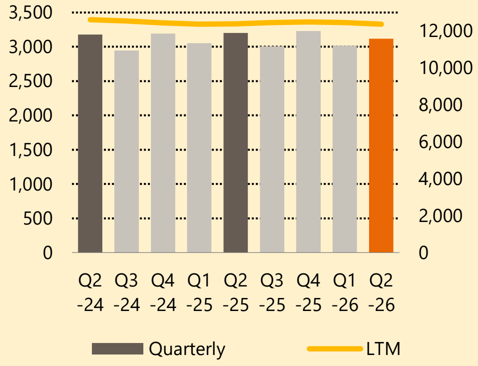
Environmental responsibility		
Coor is to contribute to a better environment by actively reducing its environmental impact and the resources used by the company and its customers.	Reduced Scope 1 and 2 emissions (CO_2eq)	-75% by 2030
	Share of Science Based Target initiative signatory suppliers	75% by 2026
	Reduced emissions (CO_2eq) from food and beverages	-58% by 2030

Business responsibility

Net sales and profit

Key performance indicators	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025
Net sales, SEK m	3,118	3,199	6,132	6,251
Organic growth, %	*-3.3*	*3.1*	*-1.5*	*0.7*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*
FX effects, %	*0.8*	*-2.5*	*-0.4*	*-1.5*
Adjusted EBITA, SEK m	170	165	337	309
Adjusted EBITA-margin, %	5.5	5.2	5.5	4.9
EBIT	149	128	283	239
EBIT-margin, %	4.8	4.0	4.6	3.8
Number of employees at the end of the period (FTE)	-	-	10,246	10,452

Net sales (SEK m)

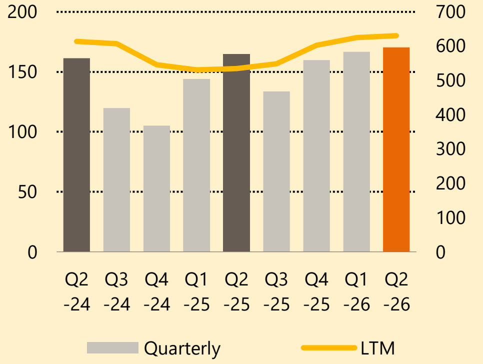


Second quarter (April–June)

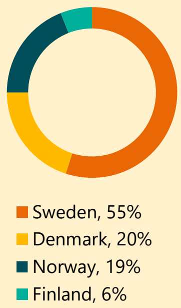
Sales decreased by -2.5 per cent compared with the year-earlier period. Organic growth was -3.3 per cent. During the quarter, Sweden continued to post positive organic growth of 3 per cent. Finland also posted positive organic growth for the quarter. As expected, Norway posted negative growth for the quarter, primarily due to a decline in variable revenue as previously announced. However, we are seeing 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 0.8 per cent.

Operating profit (adjusted EBITA) amounted to SEK 170 (165) million. The operating margin (adjusted EBITA margin) for the quarter was 5.5 (5.2) per cent. Sweden continued to contribute to improved profitability during the quarter, while the lower volume in Denmark continued to have a negative impact on earnings. Finland contributed to improved profitability during the quarter, while Norway's profit margin was on a par with the previous year.

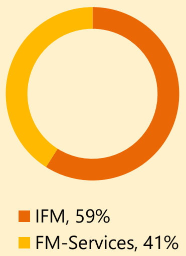
Adjusted EBITA (SEK m)



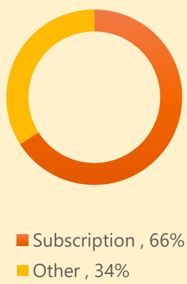
Net sales by country (LTM)



Net sales by type of contract (LTM)



Net sales subscriptions/other (LTM)



EBIT totalled SEK 149 (128) million. Besides the above changes, items affecting comparability and amortisation of customer contracts were lower than in the previous year.

First half of the year (January–June)

Sales declined by -1.9 per cent compared with the first half of the preceding year. Organic growth was -1.5 per cent and growth from acquisitions 0.0 per cent, while foreign exchange effects accounted for -0.4 per cent. Operating profit (adjusted EBITA) amounted to SEK 337 (309) million and the operating margin (adjusted EBITA margin) was 5.5 (4.9) per cent. EBIT was SEK 283 (239) million.

Financial net and profit after tax

Net financial items were somewhat lower than in the year-earlier period and amounted to SEK -72 (-80) million.

Tax expense was SEK -55 (-44) million, corresponding to 26 (27) 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 157 (115) million.

Financial position

Consolidated net debt at the end of the period was SEK 2,317 (2,419) million. The company's leverage, defined as net debt to adjusted EBITDA (rolling 12 months), was 2.5 (2.9) at the end of the period, below the Group's target of a leverage below 3.0.

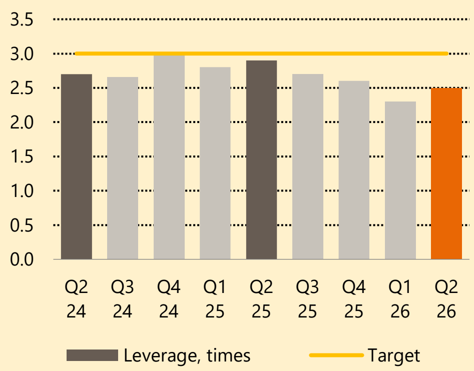
Equity at the end of the period amounted to SEK 1,487 (1,378) million, and the equity/assets ratio was 21 (19) per cent. During the second quarter, a dividend of SEK 143 (95) million was disbursed to shareholders.

Cash and cash equivalents amounted to SEK 473 (338) million at the end of the period. At the end of the period, the Group had undrawn credit lines totalling SEK 950 (700) million.

	Jan-Jun	
Financial net (SEK m)	**2026**	**2025**
Net interest, excl leasing	-58	-69
Net interest, leasing	-7	-6
Borrowing costs	-4	-2
Exchange rate differences	6	5
Other	-10	-7
Total financial net	**-72**	**-80**
Profit before tax	**212**	**159**
Tax	-55	-44
Income for the period	**157**	**115**

	30 Jun		31 Dec
Net debt (SEK m)	**2026**	**2025**	**2025**
Liabilities to credit institutions	790	1,041	1,044
Corporate bond	1,500	1,250	1,250
Leasing, net	495	458	431
Other	5	8	-1
	2,790	**2,757**	**2,724**
Cash and cash equivalents	-473	-338	-385
Net debt	**2,317**	**2,419**	**2,339**
Leverage, times	2.5	2.9	2.6
Equity	1,487	1,378	1,387
Equity/assets ratio, %	21	19	20

Leverage, times



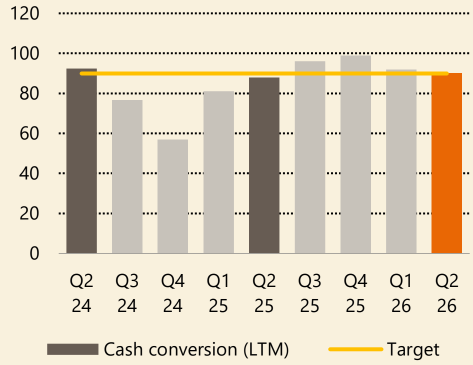
Cash flow

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 1 (-15) 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 90 (88) per cent, which is in line with the Group's medium-term target of a cash conversion of over 90 per cent.

	Rolling 12 mth.		jan-dec
(SEK m)	**2026**	**2025**	**2025**
Adjusted EBITDA	932	829	909
Change in net working capital	-1	15	86
Net investments	-93	-112	-91
Cash flow for calculation of cash conversion	**838**	**732**	**904**
Cash conversion, %	**90**	**88**	**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 2025 and the results remained strong at 72 (70), 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 +18 (+15). 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.

Contract portfolio

The net change in the contract portfolio for the first half of 2026 was SEK -306 (193) million. The largest new contracts pertain to Jotun in Norway and the City of Helsingborg in Sweden. The largest ended contracts pertained to Topsoe and Ballerup Municipality in Denmark as well as Uniper in Sweden. During the first half of the year, Coor extended contracts with customers including Alleima, Skanska and Stockholm Live in Sweden, DSB and Frederiksberg Municipality in Denmark, and Equinor (production sites) in Norway.

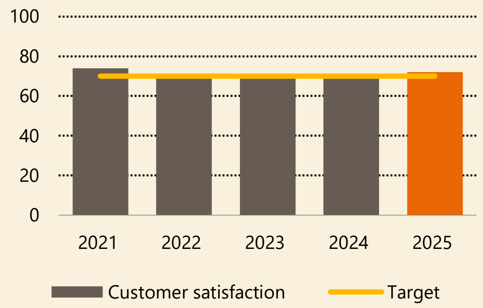
Significant events during the quarter

- Patrik Sjölund, Silke Ernst and Juha Mennander assumed their respective roles as CFO, HR & Communications Director and Business Area President, Property, Coor Sweden.

Significant events after the end of the period

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

Customer Satisfaction Index



Contract portfolio

	2026 Jan - Jun		2025 Jan -Jun	
	No. of con-tracts	Annual sales	No. of con-tracts	Annual sales
New contracts during the period	10	125	16	299
Ended contracts during the period	-9	-431	-6	-105
Net change in the portfolio	**1**	**-306**	**10**	**193**

Changes in the contract portfolio include all contracts with annual sales of over SEK 5 million and are reported semi-annually. For new contracts signed during the period, the contracted or estimated annual sales volume is indicated. For contracts that were ended during the period, the sales volume for the last 12-month period in which the full volume of services was provided is indicated.

.

Sweden

Key performance indicators	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025
Net sales, SEK m	1,735	1,685	3,459	3,349
Organic growth, %	*3.0*	*-0.8*	*3.3*	*-1.2*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*
FX-effects, %	*0.0*	*0.0*	*0.0*	*0.0*
Adjusted EBITA, SEK m	169	153	348	298
Adjusted EBITA-margin, %	9.7	9.1	10.0	8.9
Number of employees at the end of the period (FTE)	-	-	5,745	5,862

55%
share of consolidated sales

Second quarter (April–June)

During the second quarter, sales in the Swedish operations increased by 3.0 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 169 (153) million. The operating margin (adjusted EBITA margin) was 9.7 (9.1) per cent. Compared with the year-earlier period, all business areas delivered a stronger result.

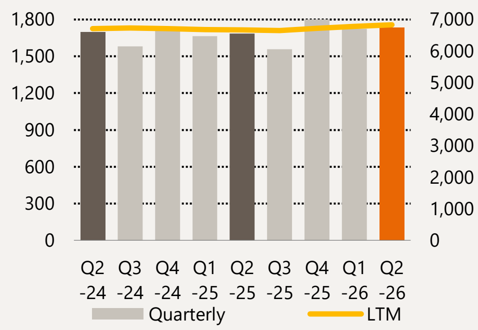
The IFM contract with Skanska was expanded during the second quarter to include services at Skanska's new headquarters and offices in Gothenburg and Malmö. The new contract runs for three years and has a contract value of SEK 75 million. Coor also extended an IFM contract with the Port of Gothenburg during the quarter, as well as its contract for delivery of security services with Borealis and its cleaning contract with Stockholm Live. Coor also signed a new IFM contract with Pembroke for soft FM services.

First half of the year (January–June)

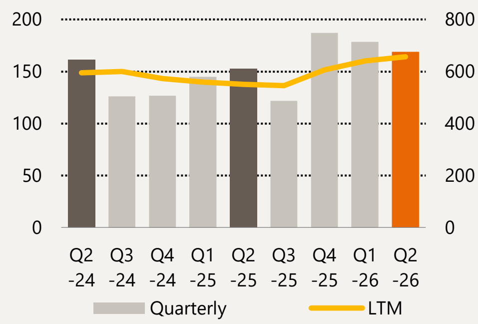
Sales in the Swedish operations grew 3.3 per cent through organic growth during the first half of the year.

Operating profit (adjusted EBITA) for the first half of the year amounted to SEK 348 (298) million. The operating margin (adjusted EBITA margin) was 10.0 (8.9) per cent.

Net sales (SEK m)



Adjusted EBITA (SEK m)



Denmark

Key performance indicators	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025
Net sales, SEK m	570	672	1,161	1,375
Organic growth, %	*-14.5*	*-2.9*	*-13.0*	*-3.8*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*
FX-effects, %	*-0.7*	*-4.6*	*-2.5*	*-2.5*
Adjusted EBITA, SEK m	16	27	37	60
Adjusted EBITA-margin, %	2.7	4.0	3.2	4.4
Number of employees at the end of the period (FTE)	-	-	1,913	2,150

Second quarter (April–June)

In the second quarter, sales in the Danish operations declined by -15.2 per cent compared with the year-earlier period due to negative organic growth of -14.5 per cent and negative foreign exchange effects of -0.7 per cent. The negative organic growth was attributable to the previously communicated ended contracts. The contract losses also had a negative impact on our performance in the second quarter and are expected to have continued negative effects in the coming quarters compared with the previous year.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 16 (27) million. The operating margin (adjusted EBITA margin) was 2.7 (4.0) per cent. The earnings trend was the result of lower sales, which were partly offset by the cost reductions made in 2025. In 2026, the company will continue to adapt its operations to its current declining volumes while positioning itself for future growth.

A large IFM contract with DSB was extended during the second quarter. The new contract runs for three years. It is based on the existing partnership and maintains a focus on quality, stability and long-term development. This extension ensures continuity of delivery within cleaning, reception, internal services, maintenance and waste management at DSB's facilities. Several other contracts were extended during the quarter, including one with Frederiksberg Municipality.

First half of the year (January–June)

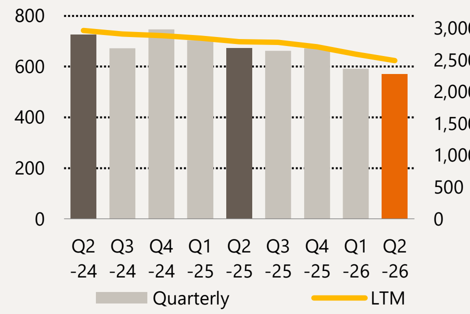
In the first half of the year, sales in the Danish operations declined by -15.5 per cent compared with the year-earlier period due to negative organic growth of -13.0 per cent and negative foreign exchange effects of -2.5 per cent.

Operating profit (adjusted EBITA) for the first half of the year amounted to SEK 37 (60) million. The operating margin (adjusted EBITA margin) was 3.2 (4.4) per cent.

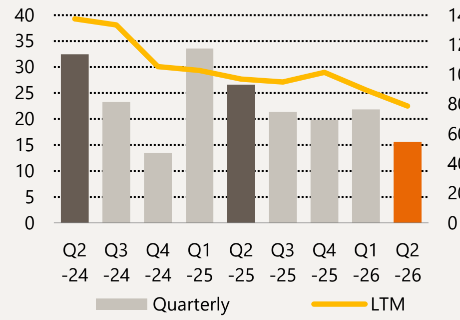
20%

share of consolidated sales

Net sales (SEK m)

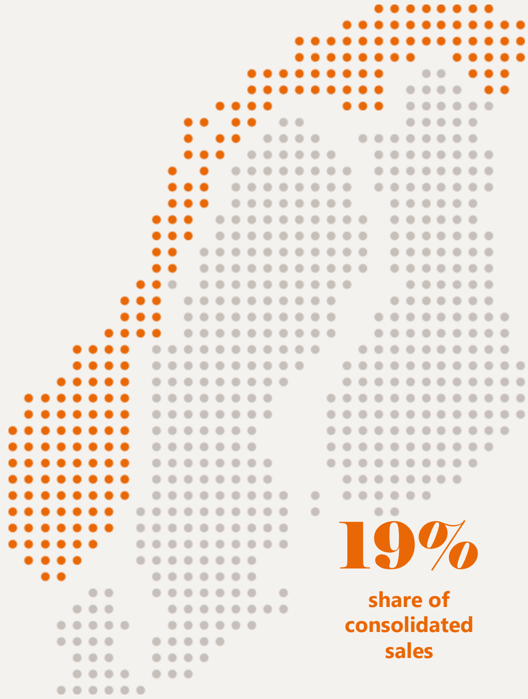


Adjusted EBITA (SEK m)



Norway

Key performance indicators	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025
Net sales, SEK m	644	679	1,184	1,204
Organic growth, %	*-9.8*	*23.2*	*-3.2*	*14.5*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*
FX-effects, %	*4.7*	*-6.4*	*1.5*	*-4.6*
Adjusted EBITA, SEK m	35	37	55	57
Adjusted EBITA-margin, %	5.4	5.4	4.6	4.7
Number of employees at the end of the period (FTE)	-	-	1,597	1,502



Second quarter (April–June)

During the second quarter, sales in the Norwegian operations decreased by a total of -5.1 per cent, with organic growth of -9.8 per cent and foreign exchange effects of 4.7 per cent. The new contracts started successfully and contributed to organic growth. We see however, as previously announced, continued lower variable volumes compared with the previous quarter, as unusually high variable volumes were reported for the second and third quarters of 2025.

Operating profit (adjusted EBITA) for the quarter amounted to SEK 35 (37) million. The operating margin (adjusted EBITA margin) was 5.4 (5.4) per cent despite lower sales than in the previous year.

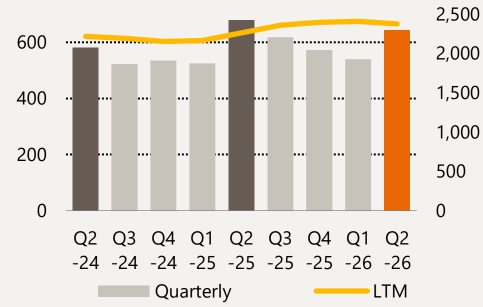
During the second quarter, Coor entered into a new five-year contract with Drammen Municipality and a three-year contract with Gjerdrum Municipality, both for cleaning services.

First half of the year (January–June)

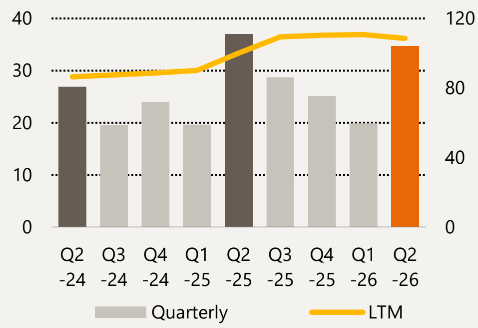
In the first half of the year, sales in the Norwegian operations declined by -1.7 per cent compared with the year-earlier period due to negative organic growth of -3.2 per cent and positive foreign exchange effects of 1.5 per cent.

Operating profit (adjusted EBITA) for the first half of the year amounted to SEK 55 (57) million. The operating margin (adjusted EBITA margin) was 4.6 (4.7) per cent.

Net sales (SEK m)



Adjusted EBITA (SEK m)



Finland

Key performance indicators	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025
Net sales, SEK m	169	164	327	324
Organic growth, %	*4.2*	*-1.1*	*4.0*	*-5.3*
Acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*
FX-effects, %	*-0.9*	*-4.6*	*-2.9*	*-2.5*
Adjusted EBITA, SEK m	4	3	3	3
Adjusted EBITA-margin, %	2.6	1.7	1.0	1.0
Number of employees at the end of the period (FTE)	-	-	812	795

Second quarter (April–June)

During the second quarter, sales in Finland increased 3.3 per cent compared with the year-earlier period. Organic growth was positive and amounted to 4.2 per cent, while foreign exchange effects were negative and amounted to -0.9 per cent.

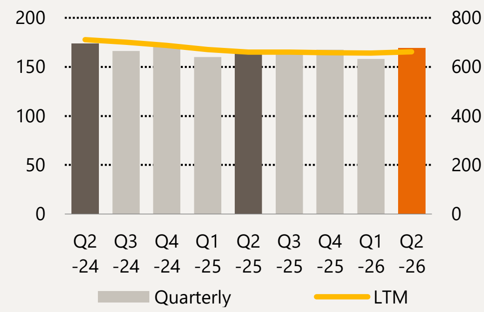
Operating profit (adjusted EBITA) amounted to SEK 4 (3) million. The operating margin (adjusted EBITA margin) improved somewhat to 2.6 (1.7) per cent.

First half of the year (January–June)

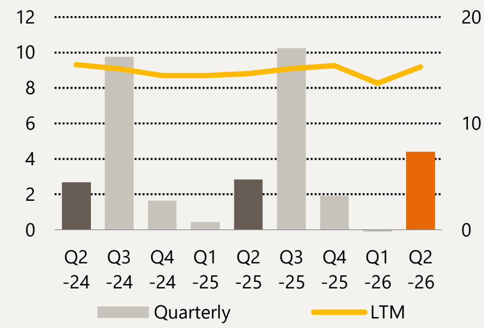
In the first half of the year, sales in the Finnish operations increased by 1.1 per cent compared with the year-earlier period due to positive organic growth of 4.0 per cent and negative foreign exchange effects of -2.9 per cent.

Operating profit (adjusted EBITA) for the first half of the year amounted to SEK 3 (3) million. The operating margin (adjusted EBITA margin) was 1.0 (1.0) 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 11,912 (12,209), or 10,246 (10,452) 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 work place have been effective. Overall, the outcome for this year shows that Coor has a strong position in terms of employee commitment, although we are continuing our efforts to further develop our workplace.

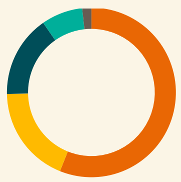
Health and safety

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.

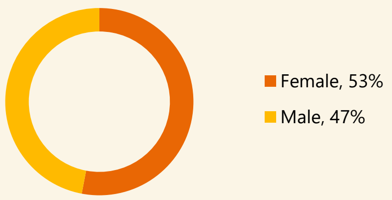
Coor's medium-term target is for the Group's total recordable injury frequency rate (TRIF) to be less than 3.5. At the end of the period, the Group's TRIF was 7.1 (7.4). The outcome for the second quarter was relatively stable, with a continued focus on analysing work-related injuries, incidents and risk observations. Coor is working intensively to increase the level of proactive safety work in the organisation. An important part of this is a "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

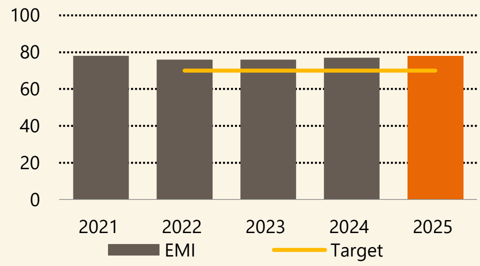
(FTE at the end of the period)



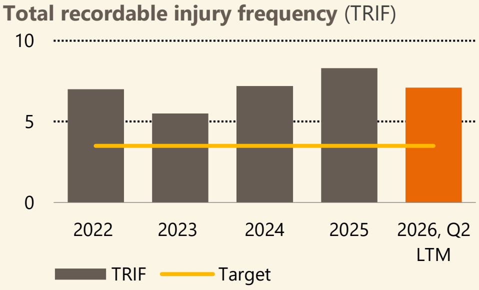
Equal opportunities
(gender distribution of managers at the end of the period)



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 second quarter of 2026, emissions had decreased by 59 (48) 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.

CO_2eq from our vehicles and premises (Scope 1 and 2)

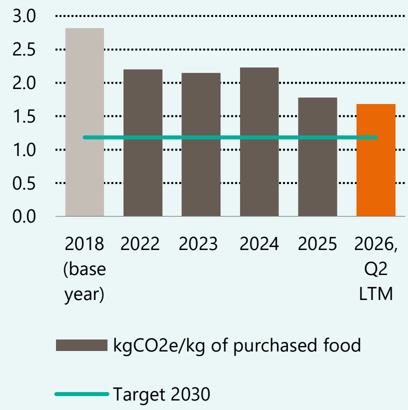
Emissions from purchased goods and services (Scope 3)

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 40 per cent compared with the base year. For the second quarter of 2026, the value was 1.68 (2.10) kgCO_2eq/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.

CO_2eq from food and beverages (Scope 3)



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 second quarter of 2026, Coor had a slightly higher proportion of participating suppliers, 50 per cent, compared with 49 per cent at the end of the first quarter and 39 per cent at the end of the year-earlier period.

50%

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 second 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 loss after tax in the parent company for the first half of the year was SEK -96 (-90) million. Total assets in the parent company at the end of the period amounted to SEK 7,822 (7,816) million. Equity in the parent company totalled SEK 4,755 (4,978) 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 WISAG Service Holding Europa, Shark Invest Nordics AG and Nordea Funds.

Coor's fifteen largest shareholders 30 Jun 2026[1)]

Shareholder	Number of shares and votes	Shares and votes, %
WISAG Service Holding Europa	17,115,978	17.9
Shark Invest Nordics AG	9,546,575	10.0
Nordea Funds	7,829,308	8.2
Carnegie Fonder	4,843,761	5.1
SEB-Stiftelsen	4,400,000	4.6
Fjärde AP-fonden	2,927,603	3.1
Handelsbanken Fonder	2,704,166	2.8
Coquine SA	2,550,000	2.7
Antaurus Capital Management BV	2,000,000	2.1
Dimensional Fund Advisers	1,927,728	2.0
Taiga Fund Management AS	1,799,735	1.9
Avanza Pension	1,627,423	1.7
TIND Asset Management	1,616,537	1.7
Acadian Asset Management	1,419,810	1.5
Svenska Handelsbanken AB for PB	1,026,001	1.1
Total 15 largest shareholders	**63,334,625**	**66.1**
Other shareholders	32,477,397	33.9
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.

DECLARATION

The Board of Directors and Chief Executive Officer affirm and declare that this interim report gives a true and fair view of the Group's operations, sales, results and financial position, and that it describes significant risks and uncertainties faced by the parent company and the companies in the Group. The information provided is accurate and nothing of material significance has been omitted that could affect the presentation of the Group and parent company in the financial statements.

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

Stockholm, 15 July 2026

Mikael Stöhr
Chairman of the Board

Annelise Arboe Sommer

Catarina Fritz

Jens Lööw

Magnus Meyer

Heidi Skaaret

Linda Wikström

Glenn Evans
Employee representative

Rikard Milde
Employee representative

Urban Rääf
Employee representative

Ola Klingenborg
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, Alleima, 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

Consolidated financial statements

Condensed consolidated income statement

	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
Income statement (SEK m)	**2026**	**2025**	**2026**	**2025**	**12 mth.**	**2025**
Net sales	3,118	3,199	6,132	6,251	12,361	12,480
Cost of services sold	-2,707	-2,796	-5,336	-5,495	-10,868	-11,027
Gross income	**411**	**403**	**796**	**756**	**1,493**	**1,453**
Selling and administrative expenses	-262	-275	-512	-517	-993	-998
Operating profit	**149**	**128**	**283**	**239**	**500**	**455**
Net financial income/expense	-33	-40	-72	-80	-146	-154
Profit before tax	**116**	**89**	**212**	**159**	**354**	**301**
Income tax expense	-29	-23	-55	-44	-95	-84
INCOME FOR THE PERIOD	**87**	**65**	**157**	**115**	**259**	**218**
Operating profit	**149**	**128**	**283**	**239**	**500**	**455**
Amortisation and impairment of goodwill, customer contracts and trademarks	8	14	16	29	43	56
Items affecting comparability (Note 3)	13	22	37	42	88	92
Adjusted EBITA	**170**	**165**	**337**	**309**	**630**	**603**
Earnings per share, SEK, before and after dilution	**0.9**	**0.7**	**1.7**	**1.2**	**2.7**	**2.3**

	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
Statement of comprehensive income (SEK m)	**2026**	**2025**	**2026**	**2025**	**12 mth.**	**2025**
Income for the period	**87**	**65**	**157**	**115**	**259**	**218**
Items that may be subsequently reclassified to profit or loss						
Currency translation differences	19	23	85	-61	28	-117
Cash flow hedges	-17	-11	-4	-10	2	-3
Other comprehensive income for the period	**2**	**12**	**80**	**-70**	**30**	**-120**
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	**89**	**77**	**237**	**45**	**289**	**97**

The interim information on pages 17–31 is an integral part of this financial report.

Condensed consolidated balance sheet

Balance sheet (SEK m)	30 Jun 2026	30 Jun 2025	31 Dec 2025
ASSETS			
Intangible assets			
Goodwill	3,811	3,794	3,764
Customer contracts	169	211	184
Other intangible assets	266	266	260
Property, plant and equipment			
Right-of use assets held via leases	496	461	431
Other property, plant and equipment	100	108	97
Financial assets			
Deferred tax receivable	2	1	2
Other financial assets	30	28	34
Total non-current assets	**4,873**	**4,868**	**4,772**
Current assets			
Accounts receivable	1,382	1,493	1,431
Tax receivables	1	0	0
Other current assets, interest-bearing	1	1	1
Other current assets, non-interest-bearing	485	440	390
Cash and cash equivalents	473	338	385
Total current assets	**2,341**	**2,271**	**2,207**
TOTAL ASSETS	**7,214**	**7,140**	**6,979**

Balance sheet (SEK m)	30 Jun 2026	30 Jun 2025	31 Dec 2025
EQUITY AND LIABILITIES			
Equity	**1,487**	**1,378**	**1,387**
Liabilities			
Non-current liabilities			
Borrowings (Note 2)	2,290	2,291	2,294
Lease liabilities (Note 2)	318	291	258
Deferred tax liability	35	1	16
Provisions for pensions	32	30	32
Other non-interest bearing liabilities	2	8	1
Total non-current liabilities	**2,677**	**2,622**	**2,600**
Current liabilities			
Lease liabilities (Note 2)	179	170	176
Current tax liabilities	39	56	58
Accounts payable	978	1,036	901
Other current liabilities	1,841	1,850	1,832
Short-term provisions	14	27	26
Total current liabilities	**3,050**	**3,139**	**2,992**
TOTAL EQUITY AND LIABILITIES	**7,214**	**7,140**	**6,979**

Condensed consolidated statement of changes in equity

	Jan-Jun		Jan-Dec
Statement of changes in equity (SEK m)	**2026**	**2025**	**2025**
Opening balance at beginning of period	**1,387**	**1,426**	**1,426**
Income for the period	157	115	218
Other comprehensive income for the period	80	-70	-120
Long-term incentive programs	6	2	6
Dividend	-143	-95	-142
Closing balance at end of period	**1,487**	**1,378**	**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)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Operating profit	**149**	**128**	**283**	**239**	**500**	**455**
Adjustment for non-cash items	82	87	157	172	337	353
Finance net	-35	-42	-87	-85	-164	-162
Income tax paid	-13	-13	-56	-31	-81	-57
Cash flow before changes in working capital	**184**	**160**	**297**	**295**	**591**	**589**
Change in working capital	-109	-96	26	113	-1	86
Cash flow from operating activities	**75**	**63**	**324**	**408**	**590**	**675**
Net investments	-34	-25	-57	-55	-93	-91
Cash flow from investing activities	**-34**	**-25**	**-57**	**-55**	**-93**	**-91**
Change in borrowings	300	0	0	0	0	0
Dividend	-143	-95	-143	-95	-190	-142
Net lease commitments	-49	-48	-97	-95	-199	-196
Other	0	0	0	0	0	0
Cash flow from financing activities	**109**	**-143**	**-240**	**-190**	**-389**	**-339**
Total cash flow for the period	**150**	**-105**	**26**	**163**	**109**	**245**
Cash and cash equivalents at beginning of period	306	417	385	212	338	212
Exchange gains on cash and cash equivalents	17	25	61	-37	26	-72
Cash and cash equivalents at end of period	**473**	**338**	**473**	**338**	**473**	**385**

Cash conversion	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
EBIT	149	128	283	239	500	455
Depreciation and amortisation	82	90	163	181	344	362
Adjustment for items affecting comparability	13	22	37	42	88	92
Adjusted EBITDA	**244**	**241**	**484**	**461**	**932**	**909**
Net investments*	-34	-25	-57	-55	-93	-91
Change in working capital	-109	-96	26	113	-1	86
Cash flow for calculation of cash conversion	**102**	**119**	**452**	**519**	**838**	**904**
Cash conversion, %	**42**	**50**	**94**	**112**	**90**	**99**

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

Reporting by segment

Geographical segments (SEK m)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Net sales						
Sweden	**1,735**	**1,685**	**3,459**	**3,349**	**6,828**	**6,718**
Total sales	*1,771*	*1,712*	*3,529*	*3,400*	*6,957*	*6,828*
Internal sales	*-36*	*-27*	*-69*	*-51*	*-129*	*-110*
Norway	**644**	**679**	**1,184**	**1,204**	**2,376**	**2,396**
Total sales	*648*	*683*	*1,192*	*1,213*	*2,390*	*2,411*
Internal sales	*-4*	*-4*	*-7*	*-8*	*-14*	*-15*
Finland	**169**	**164**	**327**	**324**	**661**	**658**
Total sales	*169*	*164*	*327*	*324*	*661*	*658*
Internal sales	*0*	*0*	*0*	*0*	*0*	*0*
Denmark	**570**	**672**	**1,161**	**1,375**	**2,496**	**2,709**
Total sales	*571*	*673*	*1,164*	*1,377*	*2,502*	*2,716*
Internal sales	*-1*	*-1*	*-3*	*-2*	*-6*	*-6*
Group functions/other	**-0**	**-0**	**-0**	**-0**	**-1**	**-1**
Total	**3,118**	**3,199**	**6,132**	**6,251**	**12,361**	**12,480**
Adjusted EBITA						
Sweden	169	153	348	298	657	607
Norway	35	37	55	57	108	110
Finland	4	3	3	3	15	15
Denmark	16	27	37	60	79	101
Group functions/other	-53	-54	-106	-109	-229	-231
Total	**170**	**165**	**337**	**309**	**630**	**603**
Adjusted EBITA is reconciled to profit before tax as follows:						
Amortisation and impairment of goodwill, customer contracts and trademarks	-8	-14	-16	-29	-43	-56
Items affecting comparability (Note 3)	-13	-22	-37	-42	-88	-92
Net financial income/expense	-33	-40	-72	-80	-146	-154
Profit before tax	**116**	**89**	**212**	**159**	**354**	**301**

Adjusted EBITA margin, %	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Sweden	9.7	9.1	10.0	8.9	9.6	9.0
Norway	5.4	5.4	4.6	4.7	4.6	4.6
Finland	2.6	1.7	1.0	1.0	2.3	2.3
Denmark	2.7	4.0	3.2	4.4	3.2	3.7
Group functions/other	-	-	-	-	-	-
Total	**5.5**	**5.2**	**5.5**	**4.9**	**5.1**	**4.8**

Net sales by type of contract (SEK m)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Net sales						
IFM	2,008	1,903	3,698	3,597	7,298	7,197
FM - services	1,110	1,297	2,434	2,654	5,063	5,283
Total	**3,118**	**3,199**	**6,132**	**6,251**	**12,361**	**12,480**

Segments – quarterly

Geographical segments (SEK m)	2026 Q2	2026 Q1	2025 Q4	2025 Q3	2025 Q2	2025 Q1	2024 Q4	2024 Q3
Net sales, external								
Sweden	1,735	1,725	1,811	1,558	1,685	1,664	1,739	1,582
Norway	644	540	573	619	679	525	535	523
Finland	169	158	168	166	164	160	171	166
Denmark	570	591	672	663	672	703	746	672
Group functions/other	-0	-0	0	-0	-0	-0	0	-0
Total	**3,118**	**3,014**	**3,224**	**3,005**	**3,199**	**3,052**	**3,192**	**2,943**
Adjusted EBITA								
Sweden	169	178	187	122	153	145	127	126
Norway	35	20	25	29	37	20	24	19
Finland	4	-1	2	10	3	0	2	10
Denmark	16	22	20	21	27	34	13	23
Group functions/other	-53	-52	-74	-48	-54	-54	-61	-59
Total	**170**	**167**	**160**	**134**	**165**	**144**	**105**	**120**
Adjusted EBITA-margin, %								
Sweden	9.7	10.3	10.3	7.8	9.1	8.7	7.3	8.0
Norway	5.4	3.7	4.4	4.6	5.4	3.7	4.5	3.7
Finland	2.6	-0.8	1.1	6.2	1.7	0.3	1.0	5.9
Denmark	2.7	3.7	3.0	3.2	4.0	4.8	1.8	3.5
Group functions/other	-	-	-	-	-	-	-	-
Total	**5.5**	**5.5**	**5.0**	**4.5**	**5.2**	**4.7**	**3.3**	**4.1**

Type of contract (SEK m)	2026 Q2	2026 Q1	2025 Q4	2025 Q3	2025 Q2	2025 Q1	2024 Q4	2024 Q3
Net sales, external								
IFM	2,008	1,690	1,868	1,733	1,903	1,694	1,860	1,649
FM-services	1,110	1,324	1,356	1,273	1,297	1,358	1,331	1,295
Total	**3,118**	**3,014**	**3,224**	**3,005**	**3,199**	**3,052**	**3,192**	**2,943**

Parent company financial statements

Condensed parent company income statement

Income statement (SEK m)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Net sales	**2**	**1**	**2**	**3**	**4**	**5**
Selling and administrative expenses	-10	-10	-19	-16	-33	-30
Operating profit	**-9**	**-8**	**-17**	**-13**	**-29**	**-25**
Other net financial income/expense	-35	-34	-70	-67	-137	-135
Profit/loss after financial items	**-43**	**-42**	**-87**	**-81**	**-167**	**-160**
Group contribution	0	0	0	0	146	146
Profit/loss before tax	**-43**	**-42**	**-87**	**-81**	**-21**	**-15**
Income tax expense	-5	-4	-9	-9	-18	-17
INCOME FOR THE PERIOD	**-48**	**-46**	**-96**	**-90**	**-39**	**-32**

Condensed parent company balance sheet

Balance sheet (SEK m)	30 Jun 2026	30 Jun 2025	31 Dec 2025
ASSETS			
Shares in subsidiaries	7,789	7,789	7,789
Deferred tax asset	6	2	6
Other financial assets	12	10	11
Total non-current assets	**7,806**	**7,801**	**7,806**
Receivables from Group companies*	0	0	148
Tax receivables	0	6	0
Other trading assets	16	6	4
Cash and cash equivalents*	0	3	0
Total current assets	**16**	**15**	**152**
TOTAL ASSETS	**7,822**	**7,816**	**7,957**

Balance sheet (SEK m)	30 Jun 2026	30 Jun 2025	31 Dec 2025
EQUITY AND LIABILITIES			
Shareholders' equity	**4,755**	**4,978**	**4,993**
Liabilities			
Borrowings	2,290	2,291	2,294
Provisions for pensions	15	13	14
Other provisions	-0	3	0
Total non-current liabilities	**2,305**	**2,307**	**2,308**
Liabilities to Group companies*	726	495	613
Income tax liability	16	0	10
Accounts payable	1	1	1
Other current liabilities	17	25	23
Other provisions	3	10	8
Total current liabilities	**763**	**531**	**656**
Total liabilities	**3,068**	**2,838**	**2,964**
TOTAL EQUITY AND LIABILITIES	**7,822**	**7,816**	**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)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Net sales	3,118	3,199	6,132	6,251	12,361	12,480
Net sales growth, %	-2.5	0.6	-1.9	-0.8	-0.2	0.3
of which organic growth, %	*-3.3*	*3.1*	*-1.5*	*0.7*	*0.9*	*2.0*
of which acquired growth, %	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*
of which FX effect, %	*0.8*	*-2.5*	*-0.4*	*-1.5*	*-1.1*	*-1.7*
Operating profit (EBIT)	149	128	283	239	500	455
EBIT margin, %	4.8	4.0	4.6	3.8	4.0	3.6
EBITA	157	143	299	267	543	511
EBITA margin, %	5.0	4.5	4.9	4.3	4.4	4.1
Adjusted EBITA	170	165	337	309	630	603
Adjusted EBITA margin, %	5.5	5.2	5.5	4.9	5.1	4.8
Adjusted EBITDA	244	241	484	461	932	909
Adjusted EBITDA margin, %	7.8	7.5	7.9	7.4	7.5	7.3
Adjusted net profit	95	80	173	144	302	274
Net working capital	-939	-934	-939	-934	-939	-895
Net working capital / Net sales, %	-7.6	-7.5	-7.6	-7.5	-7.6	-7.2
Cash conversion, %	42	50	94	112	90	99
Net debt	2,317	2,419	2,317	2,419	2,317	2,339
Leverage, times	2.5	2.9	2.5	2.9	2.5	2.6
Equity/assets ratio, %	21	19	21	19	21	20

Data per share

Data per share	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Share price at end of period	50.6	41.4	50.6	41.4	50.6	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)	94,987,859	94,903,743	94,957,473	94,887,047	94,941,985	94,907,061
Earnings per share, before and after dilution, SEK	0.92	0.69	1.65	1.22	2.73	2.30
Shareholders' equity per share, SEK	15.65	14.52	15.65	14.52	15.65	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:

	Carrying amount			Fair value		
	30 Jun		31 Dec	30 Jun		31 Dec
(SEK m)	**2026**	**2025**	**2025**	**2026**	**2025**	**2025**
Lease liabilities	497	461	433	497	461	433
Liabilities to credit institutions	790	1,041	1,044	790	1,041	1,044
Corporate Bond	1,500	1,250	1,250	1,500	1,250	1,250
Total	**2,787**	**2,752**	**2,727**	**2,787**	**2,752**	**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 13 million and mainly comprised restructuring costs.

Items affecting comparability (SEK m)	Apr-Jun 2026	Apr-Jun 2025	Jan-Jun 2026	Jan-Jun 2025	Rolling 12 mth.	Jan-Dec 2025
Integration and start up costs	-2	-1	-9	-3	-16	-10
Restructuring	-11	-21	-21	-38	-51	-67
Acquisition related expenses	0	0	-4	0	-7	-3
Other	-1	-0	-4	-1	-13	-11
Total	**-13**	**-22**	**-37**	**-42**	**-88**	**-92**

Note 4 – Pledged assets and contingent liabilities

Pledged assets (SEK m)	30 Jun 2026	30 Jun 2025	31 Dec 2025
Bank guarantees	48	41	35
Total	**48**	**41**	**35**

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

Parent company

The parent company has provided a parent company guarantee of SEK 33 (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 31 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)	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Operating profit (EBIT)	**149**	**128**	**283**	**239**	**500**	**455**
Amortisation and impairment of customer contracts and trademarks	8	14	16	29	43	56
EBITA	**157**	**143**	**299**	**267**	**543**	**511**
Items affecting comparability (Note 3)	13	22	37	42	88	92
Adjusted EBITA	**170**	**165**	**337**	**309**	**630**	**603**
Depreciation	74	76	147	152	301	307
Adjusted EBITDA	**244**	**241**	**484**	**461**	**932**	**909**
Income for the period	87	65	157	115	259	218
Amortisation and impairment of customer contracts and trademarks	8	14	16	29	43	56
Adjusted net profit	**95**	**80**	**173**	**144**	**302**	**274**

Specification of net working capital (SEK m)	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Accounts receivable	1,382	1,493	1,382	1,493	1,382	1,431
Other current assets, non-interest-bearing	485	440	485	440	485	390
Accounts payable	-978	-1,036	-978	-1,036	-978	-901
Other current liabilities, non-interest-bearing	-1,841	-1,850	-1,841	-1,850	-1,841	-1,832
Adjustment for accrued financial expenses	12	20	12	20	12	17
Net working capital	**-939**	**-934**	**-939**	**-934**	**-939**	**-895**

Specification of net debt (SEK m)	Apr-Jun		Jan-Jun		Rolling	Jan-Dec
	2026	2025	2026	2025	12 mth.	2025
Borrowings	2,290	2,291	2,290	2,291	2,290	2,294
Lease liabilities	497	461	497	461	497	433
Provisions for pensions	32	30	32	30	32	32
Cash and cash equivalents	-473	-338	-473	-338	-473	-385
Other financial non-current assets, interest-bearing	-30	-28	-30	-28	-30	-34
Other current assets, interest-bearing	-1	-1	-1	-1	-1	-1
Other	1	3	1	3	1	0
Net debt	**2,317**	**2,419**	**2,317**	**2,419**	**2,317**	**2,339**

For a reconciliation of cash conversion, see page 20.

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).

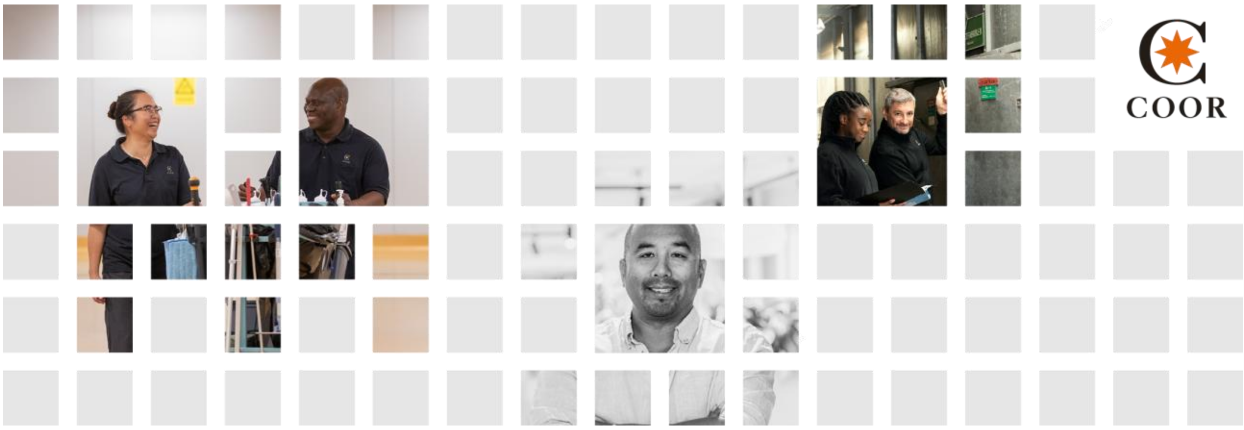
TRIF (total recordable injury frequency)
Total number of injuries multiplied by 1,000,000 divided by number of working hours. Injuries to and from the workplace are excluded.

Scope 1 CO_2 emissions – vehicle fleet
Emissions of CO_2 equivalents from purchased fuel for owned and leased machinery and vehicles are reported in absolute terms (tCO_2eq).

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_2eq).

Scope 3 CO_2 emissions – food and beverages
Emissions of CO_2 equivalents from purchased food as part of service deliveries of food and beverages ($kgCO_2eq$/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 Patrik Sjölund (+46 70 371 12 46).
For questions concerning the operations or the company in general, please contact President and CEO Ola Klingenborg (+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 15 July 2026 at 10:00 a.m. CEST, the company's President and CFO will give a presentation on developments in the second 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): Q2 Report 2026

Teleleconference (to register to listen to the presentation and to ask questions): Q2 Report 2026

Financial calendar

22 October 2026	Interim Report January–September 2026
11 February 2027	Interim 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

This constitutes information which Coor Service Management Holding AB is required to publish under the EU Market Abuse Regulation and the Swedish Securities Market Act. The information was submitted for publication through the above contact person on 15 July 2026 at 7:30 a.m. CEST.