



**DOCUMENTS TO THE ANNUAL GENERAL
MEETING OF COOR SERVICE MANAGEMENT
HOLDING AB ON APRIL 24, 2026**

Statement by the board of directors of Coor Service Management Holding AB pursuant to Chapter 18, Section 4 of the Swedish Companies Act

The board of directors has proposed that the annual general meeting on April 24, 2026, resolves on a dividend for the financial year 2025 of SEK 2.50 per share (of which SEK 1.50 per share in ordinary dividend and SEK 1.00 in extraordinary dividend), to be paid in two instalments of SEK 1.50 and SEK 1.00, respectively. The record date for the first payment is proposed to be Tuesday, April 28, 2026, and for the second payment, Monday, October 5, 2026. If the meeting resolves in accordance with the board of directors' proposal, the first payment is expected to be made on Monday, May 4, 2026, and the second payment on Thursday, October 8, 2026. The total dividend thus amounts to approximately SEK 240 million. In light of the proposal, the board of directors hereby submits the following statement pursuant to Chapter 18, Section 4 of the Swedish Companies Act.

The board of directors has determined that the restricted equity of the company will not be impaired by the distribution of the proposed dividend. The company holds interest rate swaps which, in accordance with IFRS, have been valued at fair value in the group's financial statements. The market value amounted to SEK 4 million as of December 31, 2025, representing 0.3 per cent of the group's equity as of December 31, 2025.

The board of directors considers that the proposed dividend is justifiable considering the factors stated in Chapter 17, Section 3 second and third paragraphs of the Swedish Companies Act (the nature, scope and risks of the business as well as consolidation needs, liquidity and position in general). The board of directors would therefore like to state the following.

The nature, scope and risks of the business

According to the board of directors, the shareholders' equity of the company and the group will, after distribution of the dividend, be sufficient in proportion to the nature, scope and risks of the business. The board of directors has in this connection taken into consideration factors such as the historic development of the company and the group, the development according to budget and the state of the market.

Consolidation needs

The board of directors has made a comprehensive judgement of the financial position of the company and the group as well as the ability of the company and the group to fulfill short and long-term obligations. The proposed dividend constitutes in total 5 per cent of the shareholders' equity of the company and 17 per cent of the shareholders' equity of the group.

After the accomplished dividend distribution, the company's and the group's equity/assets ratio will amount to 60 per cent and 17 per cent, respectively. Accordingly, the equity/assets ratio of the company and the group is satisfactory in view of the group's line of business. The board of directors is of the opinion that the company and the group will be able to assume future business risks and also cope with prospective losses. The dividend will not have a negative impact on the company's and the group's ability to make further investments justified from a business perspective according to the plans of the board of directors.

Liquidity

The liquidity of the company and the group will be able to be maintained on a secure level. The board of directors' opinion is that the proposed dividend will not affect the company's and the group's ability to fulfill their payment obligations neither on short or long term. The company and the group have sufficient access to short-term as well as long-term credit facilities. The credits may be utilized at short notice and, accordingly, the board of directors considers that the company and the group are well prepared to handle any changes in liquidity as well as unexpected events.

Position in general

In addition to what is stated above, the board of directors has considered other known circumstances that may be of importance to the economic position of the company and the group. The board of directors has not noted any circumstances that would suggest that the proposed dividend is not justifiable.

Solna in March 2026

Coor Service Management Holding AB (publ)
The Board of Directors

Statement by the board of directors of Coor Service Management Holding AB pursuant to Chapter 19, Section 22 of the Swedish Companies Act

The board of directors has proposed that the annual general meeting on April 24, 2026, authorises the board of directors to, at one or several occasions during the period until the next annual general meeting, resolve on acquisitions of own shares. In light of the proposal, the board of directors hereby submits the following statement pursuant to Chapter 19, Section 22 of the Swedish Companies Act.

The board of directors is of the opinion, with reference to the statement included in the proposal for distribution of earnings in the annual report 2025, that this proposal is reasonable, considering the requirements that the scope and nature of the business and the risks involved impose on the company's and the group's equity and the company's and the group's consolidation level, liquidity and financial position in general.

Solna in March 2026

Coor Service Management Holding AB (publ)
The Board of Directors

Remuneration report 2025

Introduction

This remuneration report provides an outline of how the guidelines for the remuneration of senior executives of Coor Service Management Holding AB (reg. no. 556742-0806) ("Coor") (the "remuneration guidelines"), adopted by the 2022 annual general meeting, have been implemented during 2025. The report also provides details on the remuneration of Coor's CEO. In addition, the report contains a summary of Coor's outstanding share- and share price-based incentive programmes. The report has been prepared in accordance with the Swedish Companies Act (2005:551) and Rules on Remuneration of the Board and Executive Management and on Incentive Programmes administered by the Stock Market Self-Regulation Committee.

Information required by Chapter 5, Sections 40–44 of the Swedish Annual Accounts Act (1995:1554) is available in Notes 5 and 6 on pages 144-149 in the company's annual report 2025 (the "2025 Annual Report"). Information on the work of the Remuneration Committee during 2025 is set out in the Corporate Governance Report, which is available on pages 60-75 of the 2025 Annual Report.

Remuneration of the board of directors is not covered by this report. Such remuneration is resolved annually by the annual general meeting and disclosed on page 64 in the Corporate Governance Report and in Note 6 on page 147 of the 2025 Annual Report.

CEO – Changes in 2025

During the period 1 January–28 February 2025, Peter Viinapuu served as acting president and CEO of Coor. Peter Viinapuu's remuneration was paid in the form of a consultancy fee, as described in connection with Table 1. On March 1, 2025, Ola Klingenberg assumed the position of president and CEO of Coor. His remuneration during the year is set out in Table 1. Former president and CEO AnnaCarin Grandin received payments during the year relating to severance pay as well as an allotment of shares under LTIP 2022. The full cost of the remuneration to AnnaCarin Grandin was recognised in 2024 and is therefore not described in this report. AnnaCarin Grandin will also receive a pro rata allocation under the incentive programmes LTIP 2023 and LTIP 2024 and therefore continues to hold share rights under these programmes.

Key developments 2025

Coor's CEO Ola Klingenberg summarises Coor's overall performance in 2025 in his statement on pages 7-8 of the 2025 Annual Report.

The company's remuneration guidelines: scope, purpose and deviations

A prerequisite for the successful implementation of Coor's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified personnel. To this end, it is necessary that Coor offers competitive total remuneration, which the remuneration guidelines enable. The total remuneration shall be competitive, in line with market levels and reflect the individual's performance and responsibility, and with regard to any long-term variable remuneration, the value growth of the Coor share that accrues to the shareholders. Variable cash remuneration covered by the remuneration guidelines shall aim to promote the company's business strategy and long-term interests, including its sustainability.

Under Coor's remuneration guidelines, the remuneration to senior executives shall consist of fixed salary, any variable remuneration, pension and other benefits. The remuneration guidelines are found on pages 147-148 of the 2025 Annual Report. During 2025, the company has complied with the applicable remuneration guidelines adopted by the general meeting. No deviations from the guidelines have been made and no derogations from the procedure for implementation of the remuneration guidelines have been made. The auditor's opinion on whether the company has complied with the guidelines is available on the company's website www.coor.com. No remuneration has been reclaimed.

In addition to remuneration covered by the remuneration guidelines, Coor's annual general meeting has resolved to implement long-term share-based incentive programmes for the CEO and other senior executives, implemented in the company during 2022, 2023, 2024 and 2025 (LTIP 2022, LTIP 2023, LTIP 2024 and LTIP 2025). The outcomes of these programmes do not qualify for pension benefits. The long-term share-based incentive programme proposed by the board of directors to the 2026 annual general meeting and any future share-based incentive programmes to be approved by the general meetings are not subject to the guidelines.

Table 1 - Total remuneration of the CEO (SEK)

Table 1 below sets out total remuneration paid to Coor's CEO, Ola Klingenberg, during 2025. During the period from January 1 to February 28, 2025, Peter Viinapuu received remuneration for his assignment as President and CEO in the form of consultancy fees amounting in total to SEK 2.1 million.

Executive	Financial year	1 Fixed remuneration		2 Variable remuneration		3 Extraordinary items ⁵⁾	4 Pension expense ⁶⁾	5 Total remuneration	6 Proportion of fixed and variable remuneration ⁶⁾
		Base salary ¹⁾	Other benefits ²⁾	One-year variable ³⁾	Multi-year variable ⁴⁾				
Ola Klingenberg, CEO	2025	5,416,700	148,271	2,120,425	-	-	1,685,207	9,370,603	71%/29%

Except for *Multi-year variable remuneration*, the table reports remuneration earned in 2025. Multi-year variable remuneration is reported if vested in 2025, as set out in column 8 of Table 2 below (as applicable). This applies irrespective of whether or not any payments have been disbursed in the same year.

1) Including paid holiday pay but excluding increase/decrease of holiday pay liability. Base salary for 2025 refers to only 10 months since the role of President and CEO started on March 1, 2025.

2) Company car and health insurance.

3) One-year variable refers to variable remuneration related to the 2025 financial year, paid out the following year.

4) Vested share rights as set out in column 8 of Table 2 below.

5) There are no extraordinary items for the 2025 financial year.

6) Pension expenses in 2025 (column 4), which in its entirety relates to base salary and is premium-defined, has been reported entirely as fixed remuneration.

Share-based remuneration

Outstanding and completed share- and share price-based incentive programmes

Coor's annual general meeting has adopted long-term incentive programmes (LTIPs), of which three are currently outstanding (LTIP 2023, LTIP 2024 and LTIP 2025). During the year, LTIP 2022 was completed, and shares were awarded. The outcome of the performance conditions in LTIP 2022 is set out below. The total number of shares allotted to the participants in LTIP 2022 amounted to 56,583, of which 7,406 were allotted to former president and CEO AnnaCarin Grandin and 11,727 to other senior executives.

Outcome of performance conditions LTIP 2022	Performance condition (linear vesting)	Performance outcome	Allotment
Series A – Development of the customer satisfaction index	>68–72	70.7	67%
Series B – Accumulated adjusted EBITA development	SEK 1,841 million – SEK 2,250 million	SEK 1,786 million	0%
Series C – Relative total shareholder return ("TSR") compared with a reference group	>0%–6%	<0%	0%

The incentive programmes cover a period of three years and require that participants acquire or already hold a certain number of Coor shares, known as investment shares. The participants are divided into three different categories (Category 1, 2 and 3)¹, for each of which a maximum number of shares has been defined beforehand. Performance shares are awarded free of charge after the vesting period. The number of shares awarded varies among the different categories of participants. The basic criteria for awarding performance shares are that the participant has remained an employee of the Coor Group during the vesting period and has continued to hold their Coor shares over that period. If employment is terminated by Coor, the employee will receive a proportional award based on the length of the participant's employment at Coor during the duration of the program. The vesting periods for the programmes outstanding will end in connection with the publication of Coor's interim reports for the first quarter of 2026 (LTIP 2023), 2027 (LTIP 2024) and 2028 (LTIP 2025) respectively.

Description of performance conditions for the long-term incentive programmes

In addition to the employment condition, the award of performance shares is based on a number of performance conditions. The award of share rights depends on the extent to which the defined goals and performance conditions have been met during the performance period concerned. The performance conditions for LTIP 2022 and LTIP 2023 are the same. For LTIP 2024 and LTIP 2025, a performance condition was added related to emissions from purchased goods and services from suppliers participating in SBTi. In all other respects, the conditions for LTIP 2024 and LTIP 2025 are the same as for LTIP 2022 and LTIP 2023. The performance conditions for LTIP 2022 and LTIP 2023 are divided into three series: Series A, Series B and Series C. LTIP 2024 and LTIP 2025 are divided into four series: Series A, Series B, Series C and Series D. See below for a description of the conditions for each series.

Series A: Customer satisfaction index development

If Coor's average customer satisfaction score during the performance period is equal to or below the minimum level of 68, no shares will be awarded. If Coor's average customer satisfaction score is equal to or exceeds the maximum level of 72, 100 per cent of the shares will be awarded. The percentage of shares awarded will be adjusted on a proportional basis if the outcome is somewhere between the minimum and maximum levels.

Series B: Cumulative adjusted EBITA

If Coor's cumulative adjusted EBITA over the performance period is equal to or below the minimum level, defined as 10 per cent below the cumulative adjusted EBITA targeted in Coor's business plan for the three-year period commencing at the start of each programme, no shares will be awarded. If the percentage change in Coor's cumulative adjusted EBITA is equal to or exceeds the maximum level, defined as 10 per cent above the cumulative adjusted EBITA targeted in Coor's business plan, 100 per cent will be

¹ Category 1 consists of Coor's CEO. Category 2 consists of members of Coor's Executive Management Team. Category 3 consists of members of the Top Management Team and other key employees of Coor.

awarded. The percentage of shares awarded will be adjusted on a proportional basis if the outcome is somewhere between the minimum and maximum levels.

Series C: Relative total shareholder return (TSR) growth

The awarding of shares varies depending on Coor's TSR growth relative to the weighted average of a group of other companies (the "Benchmark Group"). If Coor's cumulative TSR growth over the performance period is equal to or below the weighted average index for the Benchmark Group (the minimum level), no shares will be awarded. If Coor's cumulative TSR growth is equal to or exceeds the weighted average index for the Benchmark Group by more than 6 percentage points (the maximum level), 100 per cent will be awarded. The percentage of shares awarded will be adjusted on a proportional basis if the outcome is somewhere between the minimum and maximum levels.

Series D: Emissions from purchased goods and services from suppliers participating in the SBTi

Coor's target is for 75 per cent of emissions from purchased goods and services to come from suppliers with climate targets approved by the Science Based Targets initiative (SBTi). There are two interim targets for each financial year linked to share awards under this performance condition: if the level amounts to 5 per cent (LTIP 2024) at the end of 2024, one third of the total will be awarded; if the level amounts to 20 per cent at the end of 2025 (LTIP 2024 and LTIP 2025), one third will be awarded. If both interim targets are met, two thirds will be awarded (LTIP 2024). If the target of 75 per cent is achieved at the end of the incentive programme in 2026 (LTIP 2024) and 2027 (LTIP 2025), respectively, full award will be made. Otherwise, an amount corresponding to the higher of a linear proportional award and an award according to respective interim targets.

Table 2 – Remuneration of the CEO in shares

Executive	Main terms and conditions of share-based incentive programmes					Information regarding the reported financial year					
						Opening balance	During the year		Closing balance		
	1 Specification of programme	2 Performance period	3 Award date	4 Vesting date	5 End of lock-in period	6 Share rights held at the beginning of the year	7 Allotted ¹⁾	8 Vested ²⁾	9 Subject to performance conditions ³⁾	10 Awarded and unvested at year end ⁴⁾	11 Subject to lock-in period
Ola Klिंगborg, CEO	LTIP 2025	2025-2027	20 June 2025	April/May 2028	April/May 2028		78,000 3,052,920 (SEK)			78,833	
							TOTAL 78,000	TOTAL 0			
							TOTAL 3,052,920 (SEK)	TOTAL 0	TOTAL 78,833		

1) Number and value of share rights awarded at award date. Stated value calculated as the market price per share at the time of award (SEK 39.14) multiplied by the number of share rights (78,000).

2) Number and value of share rights vested on the vesting date. The original number of share rights has been recalculated due to dividend compensation. Stated value calculated as the market price per share at vesting multiplied by the number of share rights. No shares were allotted during the year.

3) Total share rights outstanding at the balance sheet date still subject to performance conditions. The original number of share rights has been recalculated due to dividend compensation.

4) Total number of share rights awarded but unvested at the balance sheet date.

Compliance with the remuneration guidelines and application of performance criteria

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified personnel. To this end, it is necessary that the company offers competitive remuneration, which the remuneration guidelines enable. The total remuneration to the CEO during 2025 complied with the company's remuneration guidelines.

Application of performance criteria

The performance criteria for the CEO's variable remuneration have been selected to deliver on the company's strategy and to encourage behaviour which is in the long-term interest of the company. In the selection of performance criteria, the strategic objectives and short-term and long-term business priorities for 2025 were taken into account. The non-financial performance criteria further contribute to alignment with sustainability and the company's values. Tables 3 (a) and (b) below describe how the criteria for payment of variable short- and long-term remuneration were applied during the financial year.

Table 3 (a) – Performance of the CEO in the reported financial year: variable cash remuneration

Executive	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance and b) actual award/outcome
Ola Klingenberg, CEO	EBITA for the Coor Group, maximum outcome 30% of base salary. EBITA budget for 2025 is SEK 650 million. Bonus is payable if adjusted EBITA exceeds the threshold of 85% of the adjusted EBITA budget and maximum bonus is payable if adjusted EBITA is 115% of the Adjusted EBITA budget. Between the threshold and the maximum, the bonus is calculated linearly.	40%	a) 603 million b) 421 thousand
	New business for the Coor Group, maximum outcome 5.6% of base salary. Bonus is payable at SEK 820 per SEK million in annual sales for organic business. Bonus is payable if new business (including 1/3 of applicable M&A) exceeds the threshold of 0% of the new business budget and maximum bonus is payable if new business is 115% of the new business budget. Bonus is payable pro-rata between the threshold and maximum.	7.5%	a) 710 MSEK b) 217 thousand
	Retention rate, maximum outcome 1.9% of base salary. Retention rate budget is 90%. Bonus is payable if the retention rate for the Group exceeds the threshold of 80% and maximum bonus is payable if the retention rate is 100%. Bonus is payable pro-rata between the threshold and maximum.	2.5%	a) 73% b) 0 thousand
	The cash conversion external target is 90%, maximum outcome 7.5% of base salary. Bonus is payable if the Group's cash conversion exceeds the threshold of 80% and maximum bonus is payable if cash conversion is 100%. Bonus is payable pro-rata between the threshold and maximum	10%	a) 99% b) 386 thousand

	<p>The CSI external target is ≥ 70, maximum outcome 7.5% of base salary.</p> <p>Bonus is payable if CSI exceeds the threshold of -5 points of the external target and maximum bonus is payable if CSI is +5 points of the CSI external target. Bonus is payable pro-rata between the threshold and maximum.</p>	10%	<p>a) 72</p> <p>b) 284 thousand</p>
	<p>The EMI external target is ≥ 70, maximum outcome 7.5% of base salary.</p> <p>Bonus is payable if EMI exceeds the threshold of -5 points of the external target and maximum bonus is payable if EMI is +5 points of the EMI external target. Bonus is payable pro-rata between the threshold and maximum.</p>	10%	<p>a) 78</p> <p>b) 406 thousand</p>
	<p>The TRIF external target is ≤ 3.5, maximum outcome 7.5% of base salary.</p> <p>Bonus is payable if TRIF is less than the threshold of +3.5 points of the external target and maximum bonus is payable if TRIF is -3.5 points of the TRIF external target. Bonus is payable pro-rata between the threshold and maximum.</p>	10%	<p>a) 8.3</p> <p>b) 0 thousand</p>
	<p>Scope 3 target, maximum outcome 7.5% of base salary.</p> <p>The goal is to ensure that at least 40% of the company's Scope 3 emissions come from purchases of goods and services, upstream transportation and distribution from suppliers with targets approved by the SBTi. Bonus is payable if the share of purchases from suppliers with SBTi-approved targets exceeds the threshold of 34% and maximum bonus is payable if the share exceeds 46%. Bonus is payable pro-rata between the threshold and maximum.</p>	10%	<p>a) 48%</p> <p>b) 406 thousand</p>

Table 3 (b) – Performance of the CEO in the reported financial year: share-based remuneration

There is currently one program outstanding (LTIP 2025) in which the Group CEO participates. The vesting periods for LTIP 2025 will end in connection with the publication of Coor's interim report for the first quarter of 2028. The measurement periods for LTIP 2025 end on 31 December 2027.

Comparative information on the change of remuneration and company performance

Table 4 – Change of remuneration and company performance over the last reported financial years

Annual change	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	Remuneration for 2025
Ola Klingenberg, CEO*	+31 thousand (0%)	-769 thousand (-6%)	+785 thousand (+6%)	-3 911 thousand (-29%)	9 371 thousand
Group operating profit (Adjusted EBITA)	+3 million (+1%)	-28 million (-4%)	-60 million (-10%)	+57 million (+10%)	603 million
Average remuneration based on full-time equivalent employees** of the parent company, i.e., Coor Service Management Holding AB	N/A	N/A	N/A	N/A	
Average remuneration based on full-time equivalent employees** of Coor Service Management Group AB	+1 thousand (+0.1%)	+16 thousand (+2.2%)	+27 thousand (3.6%)	+9 thousand (1.2%)	785 thousand

* The figures presented for 2025 comprise the total remuneration to the CEO as reported in Table 1. For 2025, the remuneration comprises only ten months for Ola Klingenberg, as he assumed office on March 1, 2025. For 2024, the remuneration pertains to only 11 months since AnnaCarin Grandin stepped down as CEO on 1 December 2024. The remuneration to AnnaCarin Grandin for 2024 is reported excluding the extraordinary costs incurred in connection with her departure as president and CEO. For 2023, 2022 and 2021, the reported amounts refer to the remuneration to AnnaCarin Grandin for each respective year.

** Excluding members of executive management. Comparison is based on employees in Coor Service Management Group AB, since only members of executive management are employed in Coor Service Management Holding AB. The remuneration is based on average salary for FTEs and includes base salary and holiday pay. Variable remuneration and pensions are excluded.

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 opinion pursuant to Chapter 8, § 54 of the Swedish Companies Act (2005:551) regarding whether the guidelines for remuneration to senior executives adopted by the annual general meeting of shareholders have been complied with

To the annual general meeting of Coor Service Management AB (publ), corporate identity number 556742-0806

We have reviewed whether the Board of Directors and the Managing Director of Coor Service Management Holding AB (publ) during 2025 have followed the guidelines for remuneration to senior executives as established at the annual general meeting on 29th of April 2022.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for ensuring that the guidelines are followed and for the internal control that the Board of Directors and the Managing Director deem necessary to ensure compliance with the guidelines.

Auditor's responsibility

Our responsibility is to express an opinion, based on our review, to the annual general meeting on whether the guidelines have been followed. We have conducted the review in accordance with FAR's recommendation RevR 8 *Review of remuneration to senior executives in certain public companies*. This recommendation requires us to comply with professional ethical standards and to plan and perform the review to obtain reasonable assurance that the guidelines established by the annual general meeting have been followed in all material respects. The audit firm applies International Standard on Quality Management 1, which requires the firm to design, implement, and manage a system for quality management, including guidelines or procedures regarding compliance with professional ethical requirements, standards for professional practice, and applicable legal and regulatory requirements.

We are independent in relation to Coor Service Management Holding AB (publ) in accordance with generally accepted auditing standards in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

The review has included the company's organization for and documentation of remuneration matters for senior executives, the new decisions on remuneration that have been made, and a selection of the payments made during the financial year to the senior executives. The auditor selects which procedures to perform, including assessing the risk that the guidelines have not been followed in all material respects. In making this risk assessment, the auditor considers the parts of internal control relevant to compliance with the guidelines to design review procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

We believe that our review provides a reasonable basis for our statement below

Opinion

We believe that the Board of Directors and the Managing Director of Coor Service Management Holding AB (publ) have followed the guidelines for remuneration to senior executives established at the annual general meeting on 29th of April 2022.

Stockholm 30th of March 2026
Öhrlings Pricewaterhouse Coopers AB

Andreas Skogh
Authorised Public Accountant