

Year-end Report January-December 2016



Mikael Stöhr, President and CEO
Olof Stålnacke, CFO and IR Director

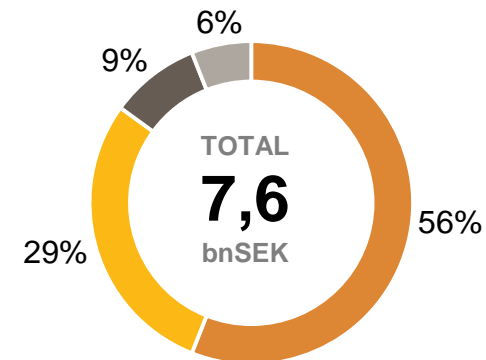
February, 2017



Coor is the Nordic market leader in IFM

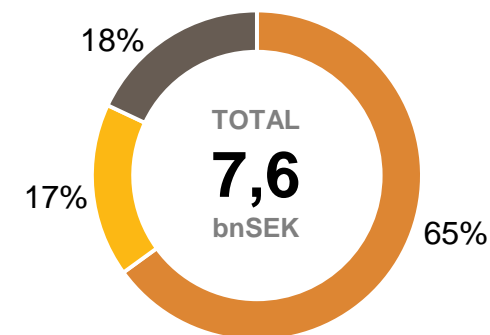
- No.1 in Nordic IFM (Integrated Facility Management)
- Tailored customer proposition - **SERVICE** *with IQ*
- Soft FM, hard FM and strategic advisory services
- Both self-delivery and subcontracting

NET SALES BY COUNTRY



■ Sweden ■ Norway ■ Denmark ■ Finland

NET SALES BY CONTRACT TYPE



■ IFM ■ Bundled FM ■ Single service

Net sales

7,6

bnSEK Net sales¹

EBITA

440

MSEK EBITA¹

Number of employees

6,330

FTEs¹

Note:

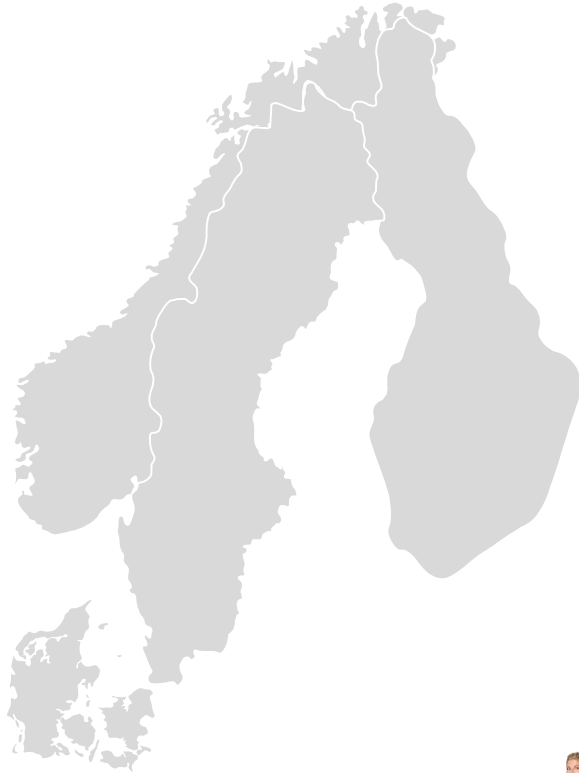
1. FY 2016

A strong year with scope for an extraordinary dividend

KEY TARGETS	Q4 2016	FY 2016	FY 2015	MID-LONG TERM
Organic Growth	-3%	3%	10%	4-5% <i>Organic net sales growth over a business cycle</i>
EBITA-Margin	5.8%	5.8%	5.0%	~5.5% <i>Adjusted EBITA margin</i>
Cash Conversion	93%	93%	104%	>90% <i>(Adj EBITDA – CAPEX – ΔWC) / Adj EBITDA</i>
Capital structure	1.7x	1.7x	2.2x	<3.0x <i>Net debt / Adjusted EBITDA LTM</i>
Dividend policy	N/A	3.00 SEK <i>per share</i>	2.00 SEK <i>per share</i>	~50% <i>of profit after tax and before amortisation and impairment of customer contracts over a business cycle</i>

Business highlights Q4

BUSINESS HIGHLIGHTS Q4



- Large Nordic IFM-agreements signed and prolonged
 - ABB (New agreement: Sweden, Norway, Finland)
 - SAS (Prolonged agreement: Sweden, Norway, Denmark)
 - Tieto (Prolonged agreement: Sweden, Norway, Denmark)

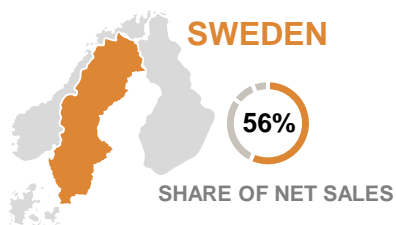
- Steady stream of small and mid-sized contracts in all countries, e.g.
 - Jernbaneverket (Norway)
 - OKG (Sweden)
 - Falck (Denmark)

- Coor “My Workplace” app released – bringing all Coor Smart Solutions to all service user devices

– SERVICE *with* IQ –

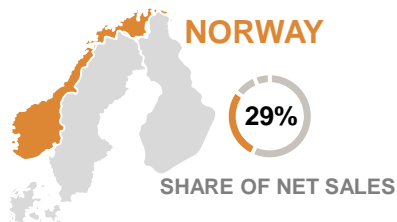


Country by country



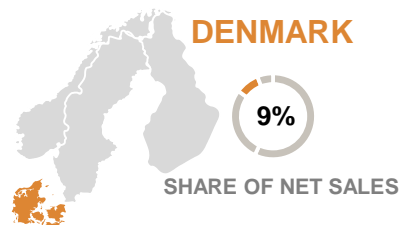
	Q4	FY 2016
Organic Growth	1%	6%
EBITA Margin	10,1%	9.9%

- Continued growth from new contract volumes (NKS and VCC) and project volumes
- Margin expansion from project volumes and maturing contract volumes
- Limited headwind from announced Ericsson cut backs so far



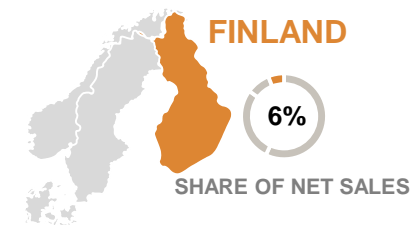
	Q4	FY 2016
Organic Growth	-4%	7%
EBITA Margin	6.5%	6.1%

- Growth coming down from very high growth rate in comparison
- Contracted price adjustments to large customer and challenging development in damage services
- Several larger interesting new business opportunities in 2017



	Q4	FY 2016
Organic Growth	-21%	-20%
EBITA Margin	4.7%	3.8%

- Volume decrease driven by reduced Danish Radio-contract
- Internal efficiencies driving up margins despite volume decrease
- Increased sales resources ramping up



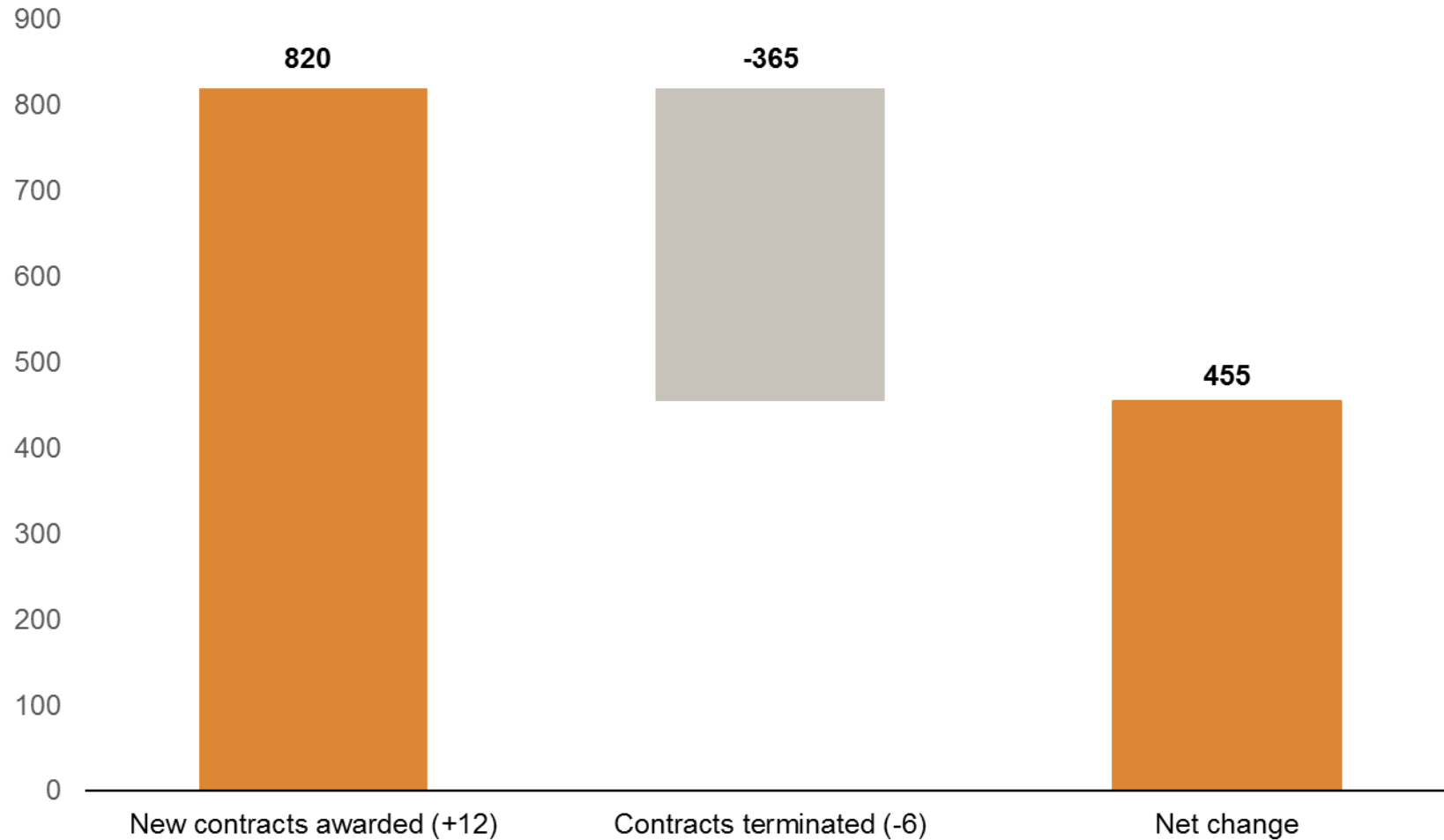
	Q4	FY 2016
Organic Growth	6%	-5%
EBITA Margin	2.9%	1.9%

- Back to growth in Q4
- Continued efforts to gain volume and increase efficiency paying off
- Integrating the ABB contract during 2017 will provide Finland with further opportunities for growth

Contract portfolio development

FY 2016 CONTRACT PORTFOLIO CHANGES

MSEK



Profit & Loss Statement

P&L (SEK m)	Q4			FY		
	2016	2015	Chg.	2016	2015	Chg.
Net sales	2 045	2 042	3	7 631	7 482	149
Adjusted Gross Profit	273	250	23	997	893	104
<i>Adjusted gross margin</i>	13,3%	12,2%	1,1%	13,1%	11,9%	1,1%
Adjusted EBITA	119	110	9	440	374	66
<i>Adjusted EBITA margin</i>	5,8%	5,4%	0,4%	5,8%	5,0%	0,8%
IACs and transaction costs	-10	-10	1	-22	-115	93
Amortization	-44	-44	0	-176	-177	1
EBIT	66	56	10	242	82	160
Financial net	-6	3	-9	-75	-115	39
Income tax expense	-17	-14	-2	-43	234	-276
Net income	43	45	-2	124	201	-77
Add-back amortization	44	44	0	176	177	-1
Adjusted Net income	87	89	-2	301	378	-77

Financial Net

Financial net (SEK m)	FY		
	2016	2015	Chg.
Net Interest	-32	-104	71
Borrowing Costs	-3	-54	52
Other	-4	-13	9
Financial Net excl. FX	-39	-171	132
FX Effects	-36	56	-92
Financial Net	-75	-115	39

Cash Flow

CASH FLOW FY 2016

MSEK

1000

900

800

700

600

500

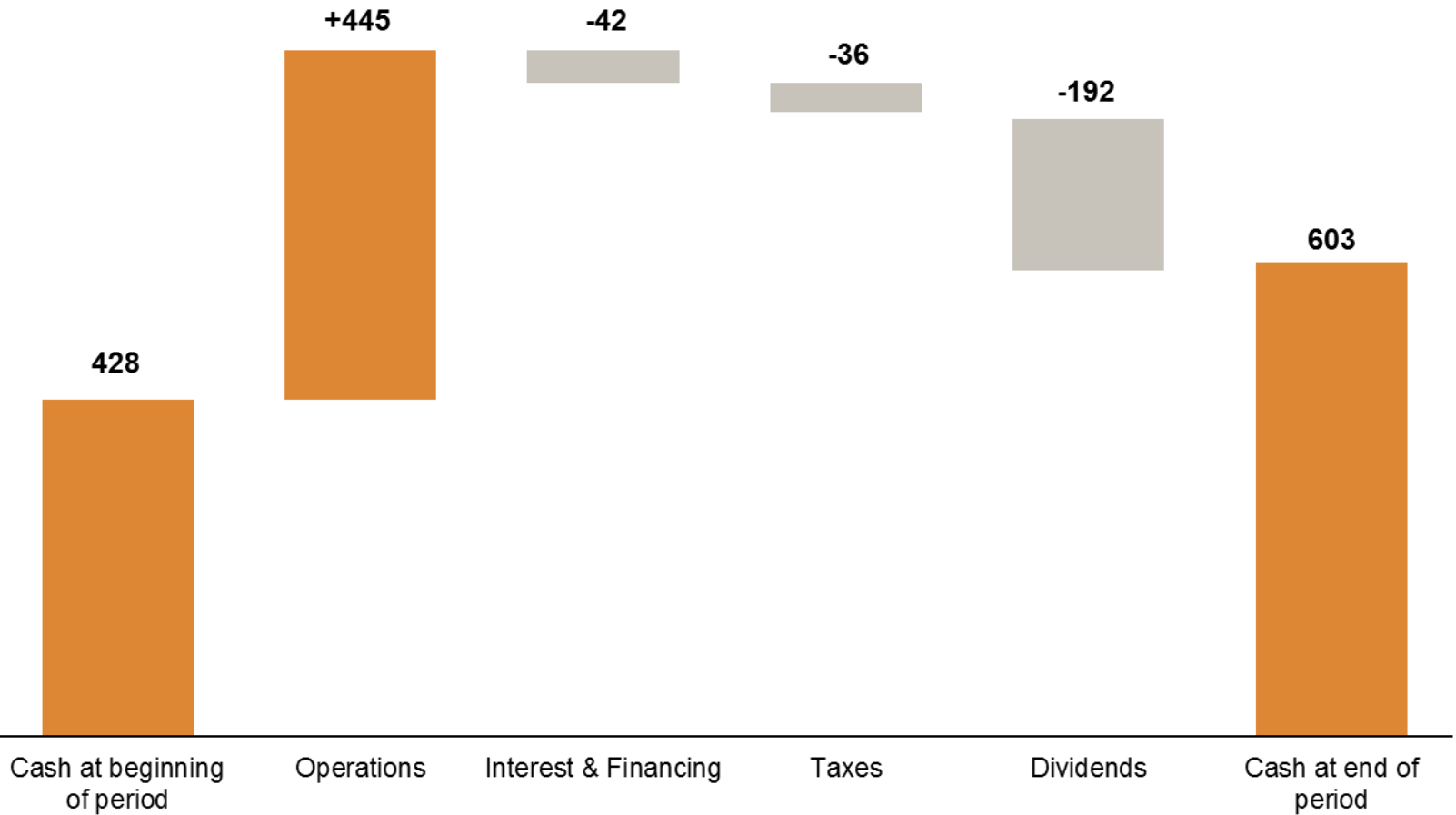
400

300

200

100

0



Cash Flow

(SEKm)	Q4			FY
	2016	2015	Chg.	2016
Adjusted EBITDA	133	123	10	487
Capex	-25	-13	-11	-74
Changes in working capital	125	163	-37	38
Adjusted cash flow from operating activities	234	272	-38	451
Cash conversion (%)	176%	221%	-46%	93%
IACs and transaction costs incl non-P&L	-10	-11	1	-22
Adjustment for items not affecting cash flow	0	7	-6	-3
Interest and other financial items	-9	-10	1	-37
Income tax paid	-35	-2	-33	-36
Cash flow from operating activities	181	256	-76	353
Cash flow from investing activities	0	0	0	0
Cash flow from financing activities	-1	-1	0	-197
Total cash flow	180	255	-75	156
<i>Total cash flow excl. dividend</i>	180	255	-75	347

Balance Sheet

ASSETS (SEK m)	Dec	
	2016	2015
Tangible assets	77	71
Intangible assets	3 783	3 866
Financial assets	264	282
Total non-current assets	4 124	4 219
Current assets	1 499	1 470
Cash and cash equivalents	603	428
Total current assets	2 102	1 898
Total assets	6 225	6 117
NWC	-500	-449
NWC, % of NS (LTM)	-6,5%	-6,0%

EQUITY & LIABILITIES (SEK m)	Dec	
	2016	2015
Total equity	2 734	2 733
Borrowings	1 401	1 367
Other non-current liabilities	59	52
Total non-current liabilities	1 460	1 419
Interest bearing liabilities	7	14
Other current liabilities	2 024	1 951
Total current liabilities	2 032	1 965
Total equity and liabilities	6 225	6 117
Equity/Assets Ratio	44%	45%
Net debt (SEK m)	808	947
Leverage	1,7	2,2

Summary 2016

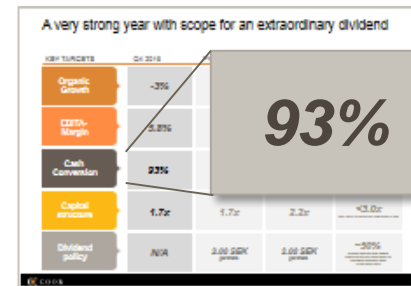
EBITA
margin

5,8% in Q4
5,8% FY 2016



Cash
conversion

93% FY 2016



Opportunities

Interesting business
opportunities across
the Nordics



Q & A



SERVICE *with* IQ