

# Q2 REPORT

July 15, 2025

**Scandic**  
*Your friend in town*

# TODAY'S AGENDA

1. Q2 REPORT 2025
2. OPPORTUNITY TO ACQUIRE DALATA'S HOTEL OPERATIONS
3. CONCLUDING REMARKS
4. Q&A

1.

# Q2 REPORT 2025

# GOOD QUARTER AND STRONG BOOKING SITUATION

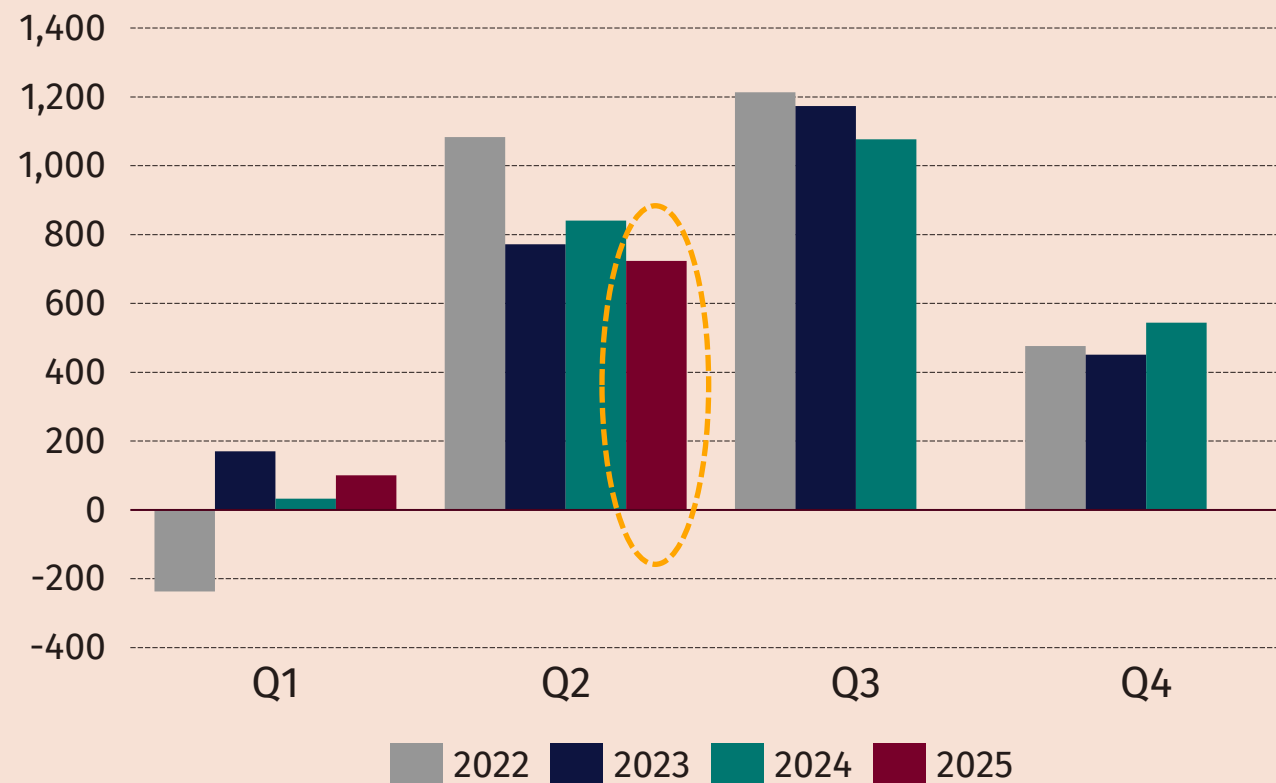
- Increased organic growth, solid results and strong cash flow
- Overall positive market development
- High pace within portfolio and commercial development
- Strong booking situation for the third quarter



# SOLID RESULTS

- Adjusted EBITDA of 723 (841) MSEK, corresponding to a margin of 12.5% (14.3)
- Lower than last year mainly due to calendar- and currency effects, and one-offs in Q2 2024
- High efficiency and good cost control

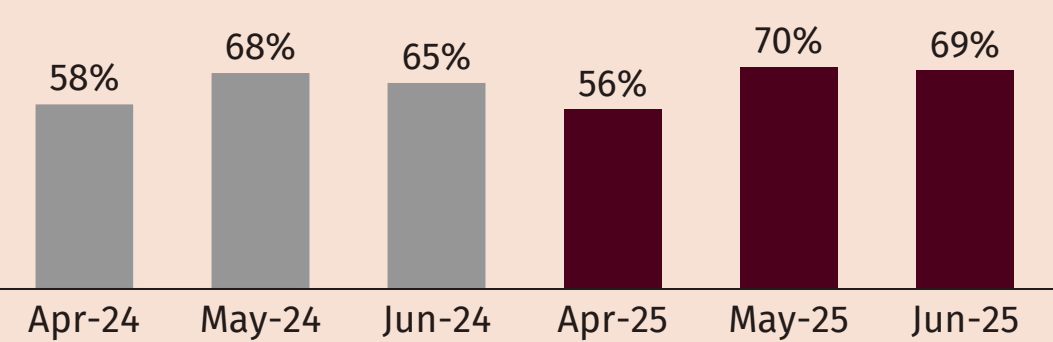
ADJUSTED EBITDA PER QUARTER 2022-2025, MSEK



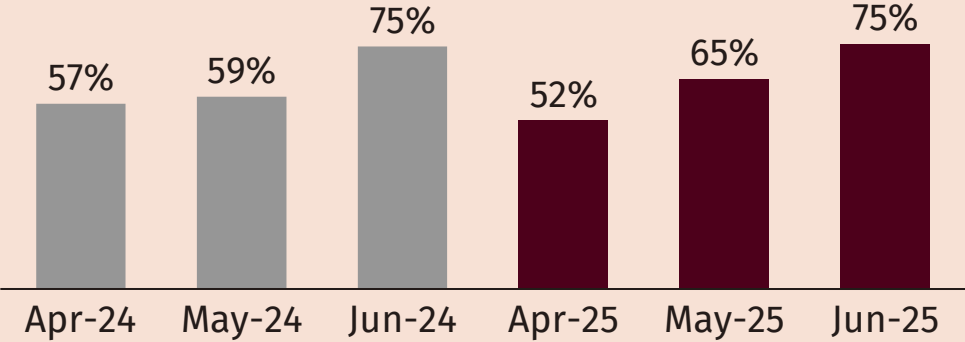
# OVERALL POSITIVE MARKET DEVELOPMENT - APRIL IMPACTED BY THE LATE EASTER

## MARKET OCCUPANCY

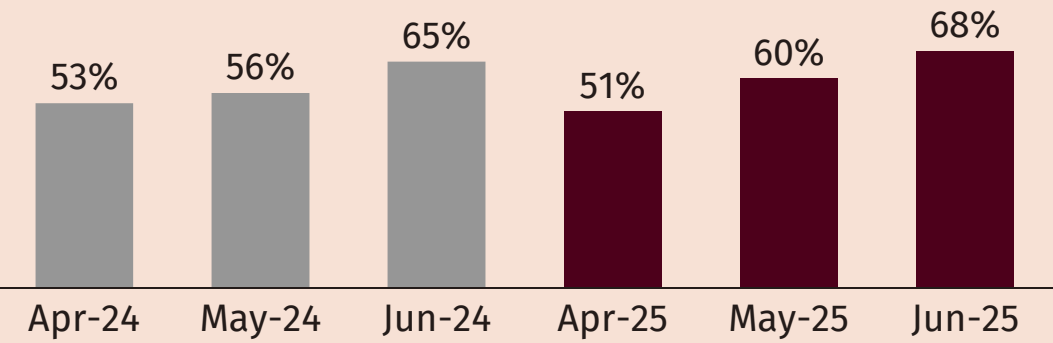
### SWEDEN



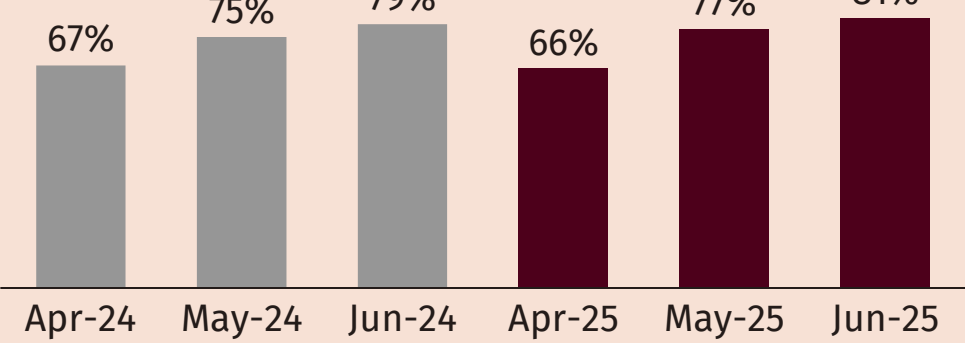
### NORWAY



### FINLAND



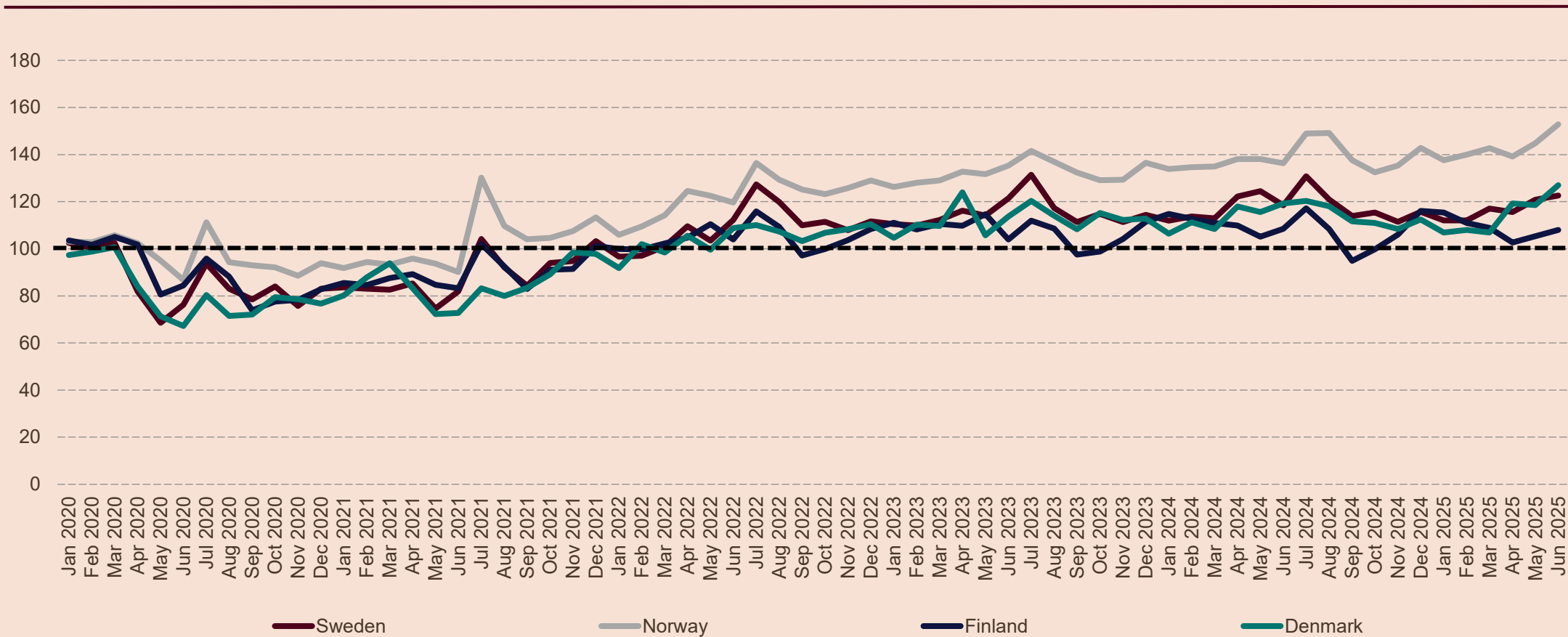
### DENMARK



Source: Benchmarking Alliance.

# STABLE AND IMPROVING PRICES

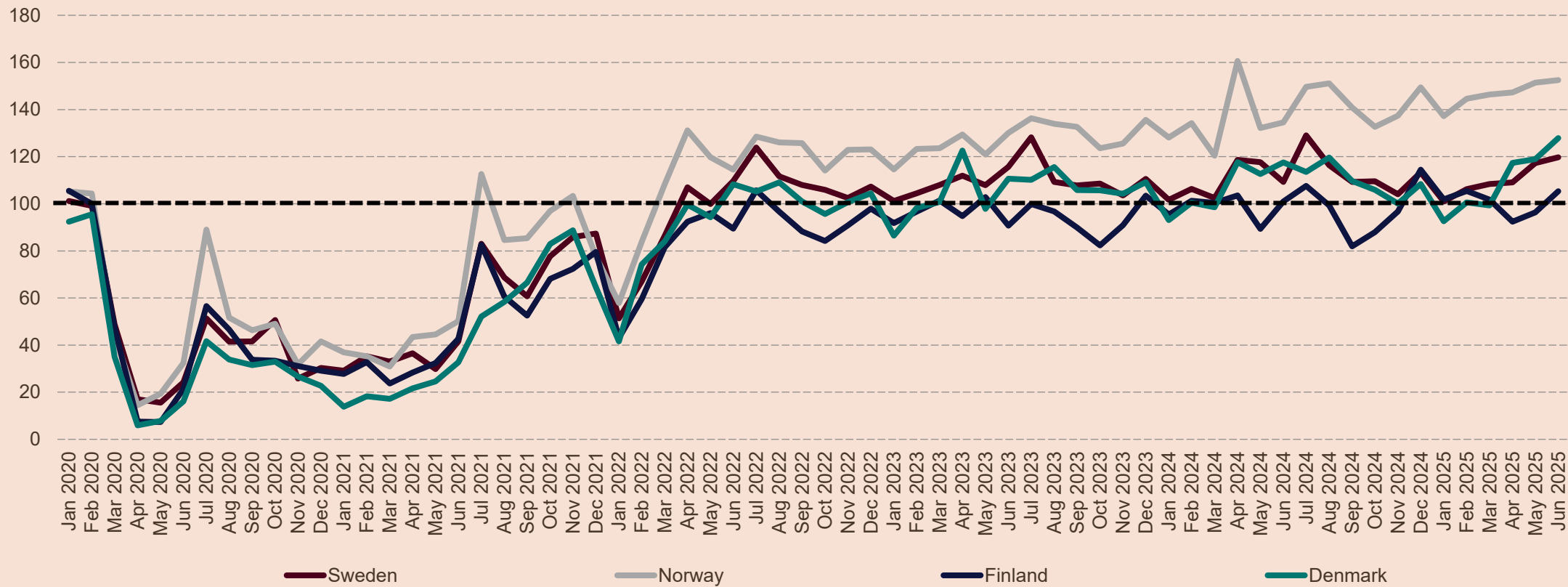
MARKET AVERAGE ROOM RATES  
INDEXED TO CORRESPONDING MONTH 2019



Source: Benchmarking Alliance.

# SOLID REVPAR PERFORMANCE

MARKET REVPAR  
INDEXED TO CORRESPONDING MONTH 2019



Source: Benchmarking Alliance.



# HIGH PORTFOLIO ACTIVITY

As of June 30, 2025

Year	Hotel	Destination		No. of rooms
Q4 2025	Scandic Stuttgart	Stuttgart, Germany	New	174
Q1 2026	Scandic Go, Oulu	Oulu, Finland	New	144
2026	Scandic Go, Gothenburg	Gothenburg, Sweden	New	176
2026	Scandic Go, Umeå	Umeå, Sweden	New	100
H1 2026	Scandic Go, Helsingborg	Helsingborg, Sweden	New	96
H1 2026	Scandic Go, Jönköping	Jönköping, Sweden	New	103
Q3 2026	Scandic Charlottenburg	Berlin, Germany	New	214
Q4 2026	Signature Collection, Aarhus	Aarhus, Denmark	New	342
2027/2028	Scandic Sälen	Sälen, Sweden	New	136
Q1 2028	Scandic, Garden Helsinki	Helsinki, Finland	New	227
Q2 2028	Scandic Uppsala	Uppsala, Sweden	New	236
Q4 2028	Scandic, Ski	Oslo, Norway	New	220
Q1 2030	Scandic Go, Garden Helsinki	Helsinki, Finland	New	232
				<b>2,400</b>
	Ongoing extensions			269
	Closed for renovation <sup>1</sup>			374
	Exits			-313
	<b>Total net pipeline</b>			<b>2,730</b>

1) Refers to Atrium and HI City Centre that are closed for renovation.





# 4 NEW HOTELS SIGNED



# NEW SIGNATURE HOTEL OPENED IN TROMSÖ



## The Dock 39°69 by Scandic

- 305 rooms
- Nordic Swan Ecolabel and BREEAM Excellent certification
- Scandic's 6<sup>th</sup> signature hotel



# FINANCIAL UPDATE

# SOLID PERFORMANCE

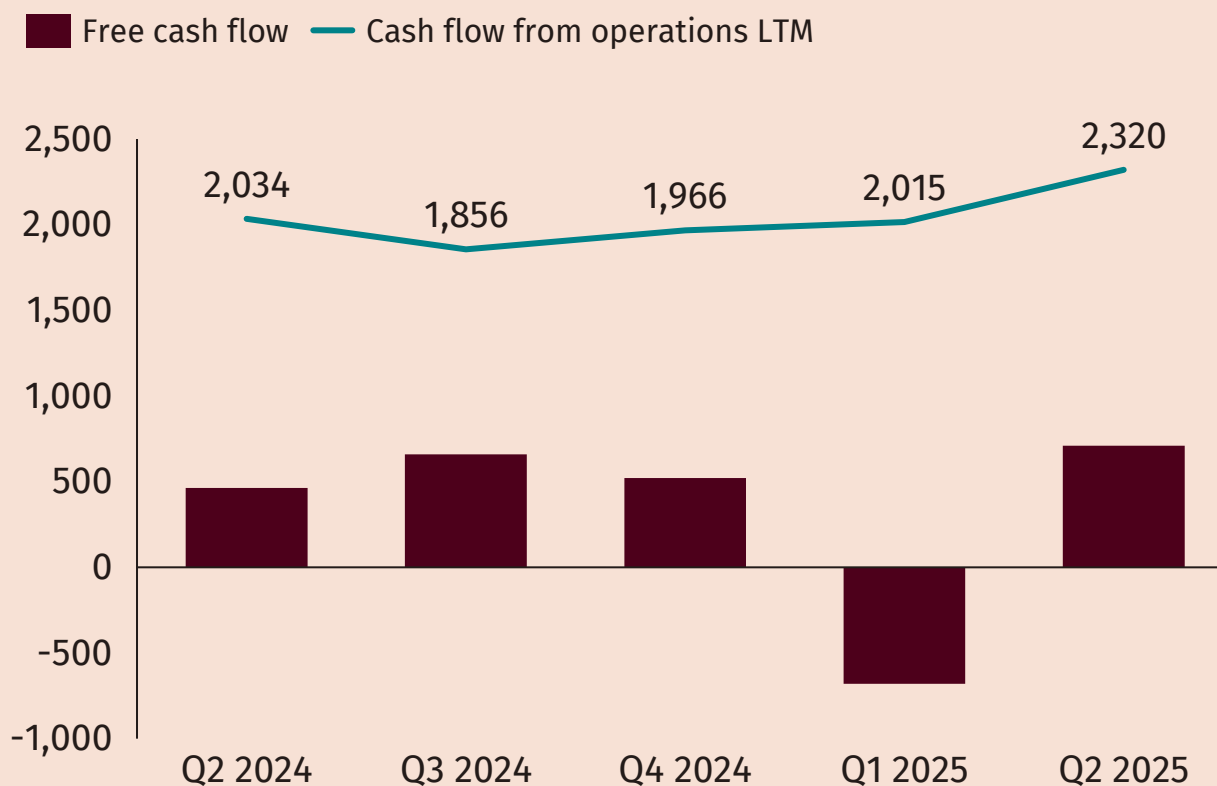
- **Net sales slightly below last year**
  - Negative FX effects of -193 MSEK (-3.3%)
  - Organic growth of 2.0% (LFL 1.3%)
- **Results impacted by calendar- and currency effect as well as one-offs**
  - Adjusted EBITDA of 723 MSEK, with a margin of 12.5% (14.3). Excl. one-offs, margin of 12.5% (13.9)
- **Norway delivers a strong quarter**
- **Solid development in Sweden**
- **Demand in Finland is improving from low levels**

	Net sales		Adjusted EBITDA		Adjusted EBITDA margin	
MSEK	Q2 2025	Q2 2024	Q2 2025	Q2 2024	Q2 2025	Q2 2024
Sweden	1,810	1,755	283	288	15.6%	16.4%
Norway	1,647	1,636	270	288	16.4%	17.6%
Finland	1,156	1,246	142	162	12.3%	13.0%
Other Europe	1,182	1,234	172	239	14.5%	19.3%
Central costs and group adj.	-	-	-144	-136	-	-
<b>Group</b>	<b>5,795</b>	<b>5,871</b>	<b>723</b>	<b>841</b>	<b>12.5%</b>	<b>14.3%</b>
Adj. for one-offs			<b>723</b>	<b>810</b>	<b>12.5%</b>	<b>13.9%</b>

# STRONG CASH FLOW DEVELOPMENT

- Operational cash flow of 2,320 MSEK LTM
- Investments in line with plan
- Strong free cash flow of 710 MSEK (463)

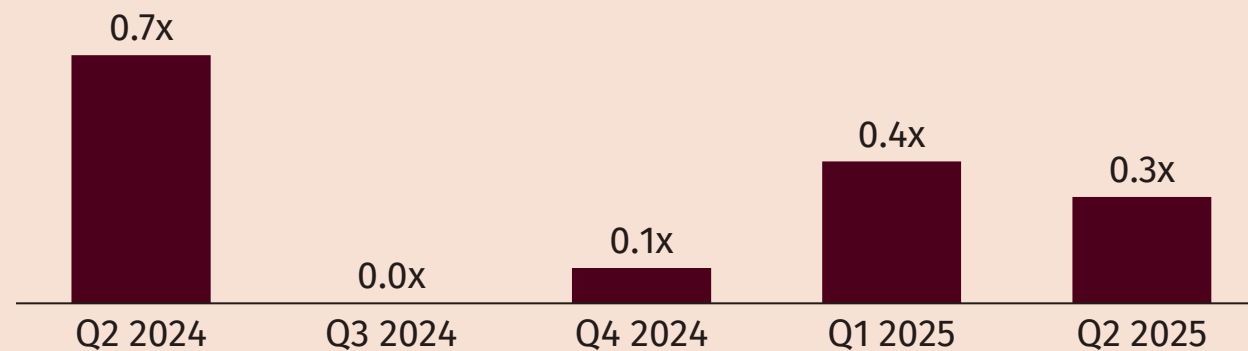
Free cash flow per quarter and LTM, MSEK



# ROBUST FINANCIAL POSITION

- Net debt of 660 MSEK (1,658)
- Net debt to adjusted EBITDA of 0.3x (0.7x)

**Net debt to adjusted EBITDA LTM**



2.

# **OPPORTUNITY TO ACQUIRE DALATA'S HOTEL OPERATIONS**



# OPPORTUNITY TO ACQUIRE DALATA'S HOTEL OPERATIONS

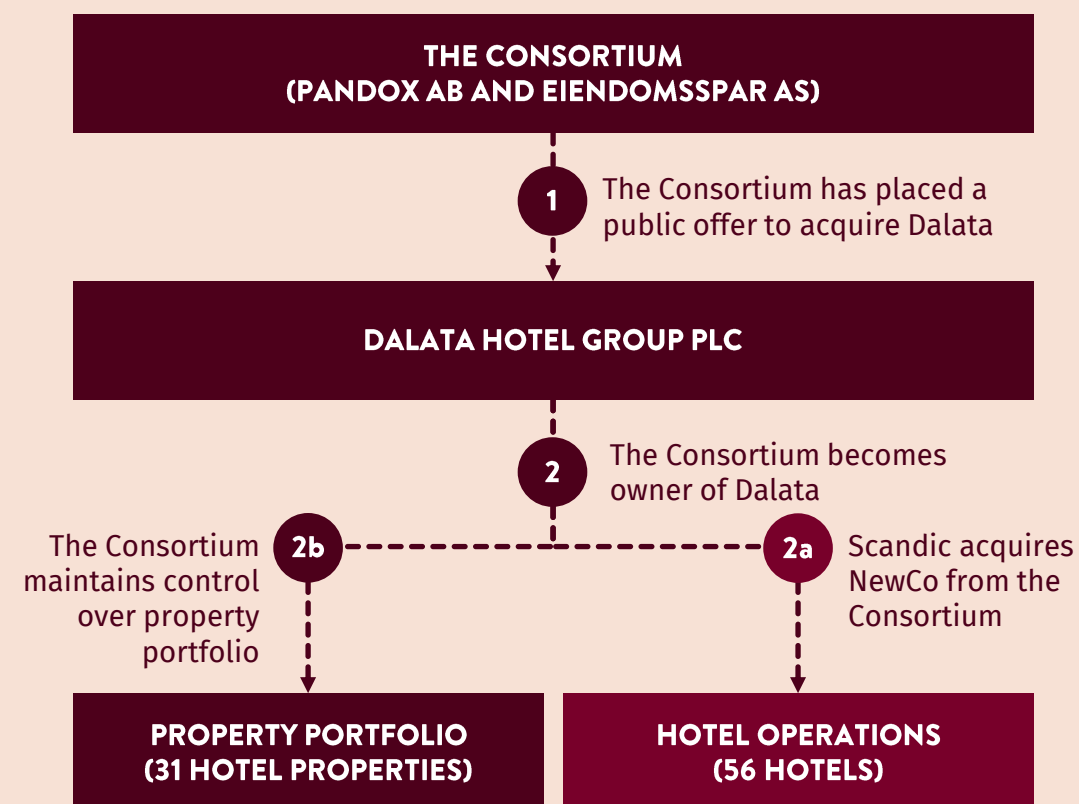
- **Scandic is committed to its existing strategy and targets**
  - Clear 2030 strategy: strengthen Nordic leadership and selective expansion in Germany
  - 2025-2027 targets focused on profitable growth, balanced risk and shareholder returns
  - Disciplined capital allocation driving growth, financial stability and returns through dividends and buybacks
- **This acquisition is a value creating opportunity to add a growth platform in new and attractive markets**
  - EPS accretive from completion
  - Expected acquisition EV/Adjusted EBITDA multiple anticipated to be at a discount to Scandic's current valuation
- **Dalata has a proven track record and is a strong fit for Scandic**
  - Market leader in Ireland with an established position in the UK
  - Well-invested portfolio of hotels with strong local mid-market brands
  - Proven track record of revenue growth and profitability with attractive KPI's

# THE ACQUISITION IN BRIEF

## Transaction overview

- Pandox and Eiendomsspar (the “Consortium”) have announced a public offer to acquire all shares in Dalata. Scandic has entered into a framework agreement with the Consortium with the intention to acquire the carved-out hotel operations of Dalata (“NewCo”), subject to completion of the offer, separation of Dalata's real estate business from operating business, and regulatory approvals.
- NewCo will consist of the operations of 56 hotels and around 12,000 rooms and a pipeline of roughly 1,900 rooms. 31 hotels will be operated under new lease agreements with the Consortium and three under existing management agreements. Remaining hotels to continue under existing lease agreements.
- NewCo’s operations to continue “as is” under current organisation and brands.
- Purchase price of EUR 500 million on a cash and debt-free basis. Expected EV/Adjusted EBITDA multiple at a discount to Scandic’s current valuation.
- Dalata shareholders to vote on the offer at a shareholder meeting expected to take place during Q3 2025. If at least 75% of shareholders vote in favor, the offer is approved. Completion of the offer is also subject to regulatory approvals and other customary terms.
- Fully financed through available cash and debt.

## Illustrative transaction structure



# VALUE CREATING OPPORTUNITY TO ADD A GROWTH PLATFORM IN NEW AND ATTRACTIVE MARKETS

**1 DALATA HAS A PROVEN TRACK RECORD AND IS A STRONG FIT FOR SCANDIC**

**2 ATTRACTIVE MARKET FUNDAMENTALS IN IRELAND AND THE UK**

**3 VALUE CREATING CAPITAL ALLOCATION**

# DALATA HAS A PROVEN TRACK RECORD AND IS A STRONG FIT FOR SCANDIC

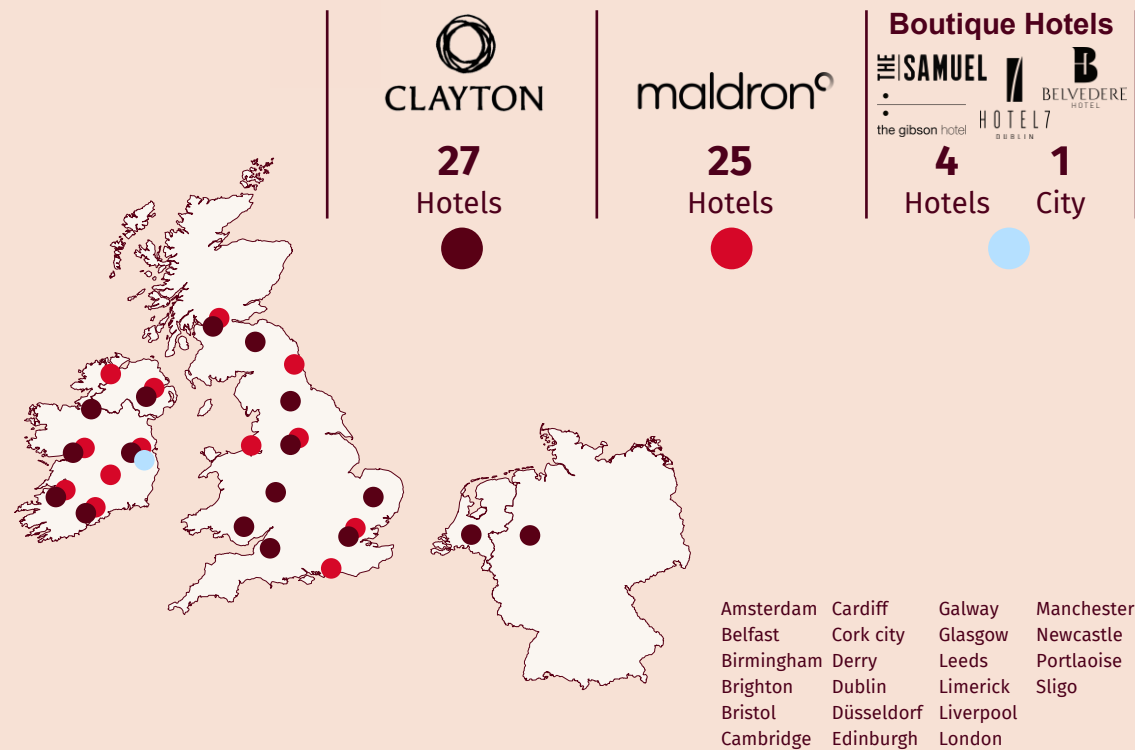
## Dalata is a well-run multi-brand hotel operator

- Dalata Hotel Group is a multi-brand operator with a leading position in Ireland and an established presence in the UK
- Mainly operating in the mid-market segment through the well-known Clayton and Maldron brands
- Culture centered on guests, people and sustainability
- Employing around 5,300 full- and part-time staff
- 56 hotels with ~12,000 rooms in attractive locations
- Pipeline of ~1,900 rooms, focused on growth in Ireland and the UK

### Key metrics for the full-year 2024 (SEK<sup>1</sup>)

80%	1,667	1,326	56	~12,000	~1,900
Occupancy	ARR	RevPAR	Hotels	Hotel rooms	Hotel rooms in pipeline

## Leading presence in Ireland with an established position in the UK

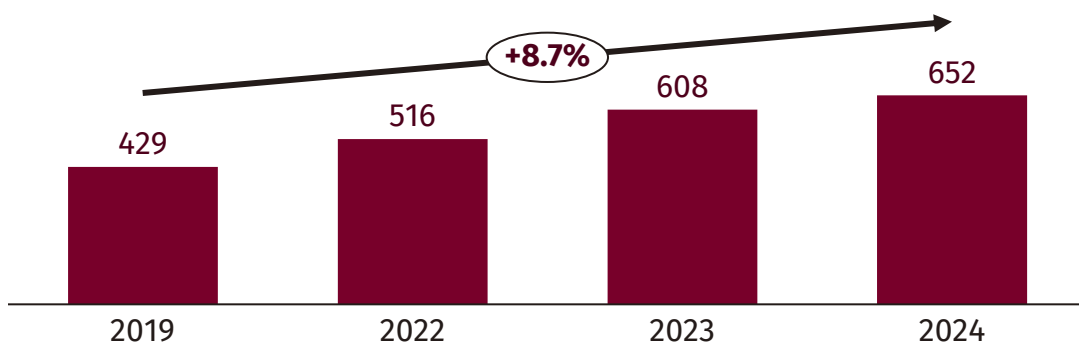


1) Source: Reported figures from public annual reports Average exchange rate 2024 of 11.4 EUR/SEK.

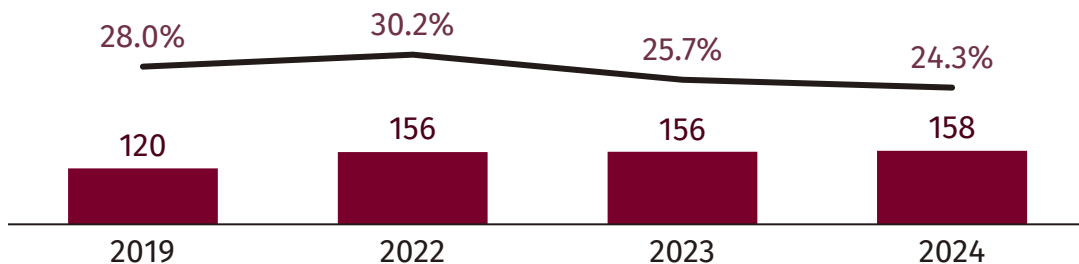
# DALATA HAS A PROVEN TRACK RECORD AND IS A STRONG FIT FOR SCANDIC

## Proven track record of growth and profitability

### Revenue, EURm

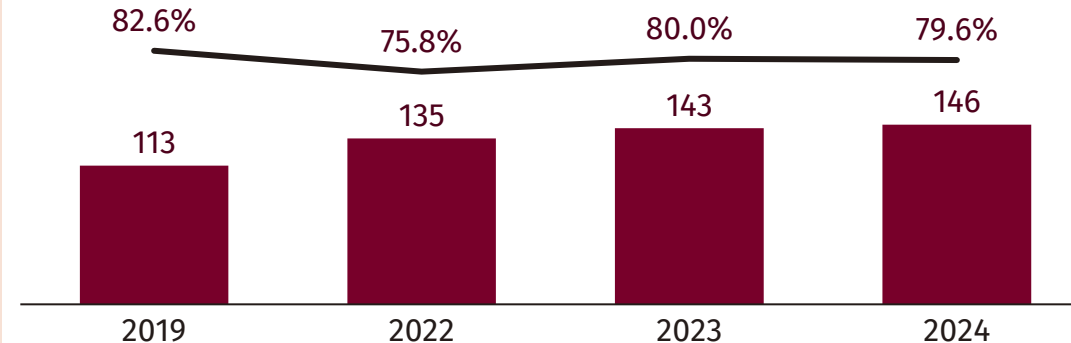


### Operating profit, EURm / %

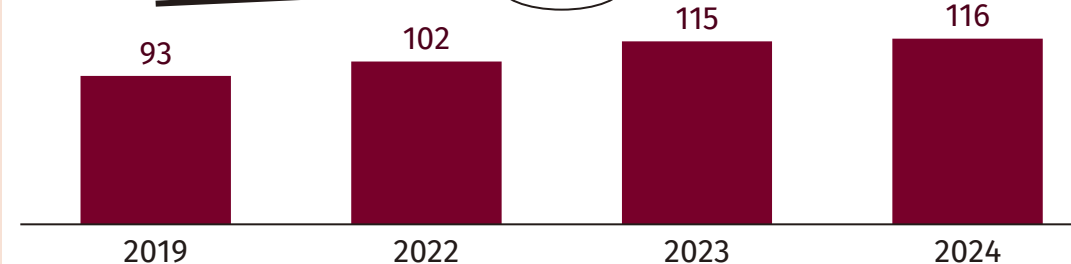


## Good hotel-related KPI's

### ARR, EUR and Occupancy, %

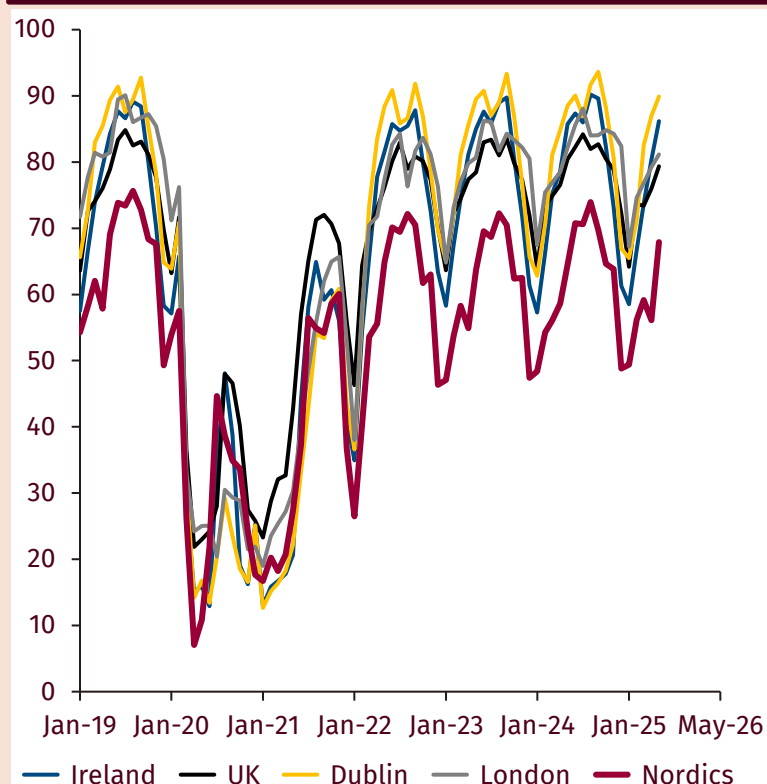


### RevPAR, EUR

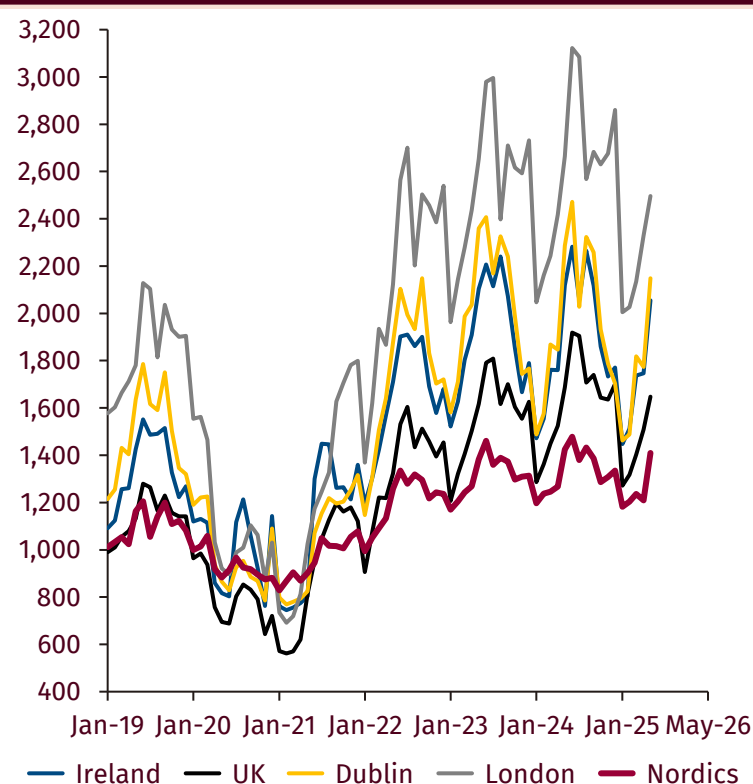


# ATTRACTIVE MARKET FUNDAMENTALS IN IRELAND AND THE UK

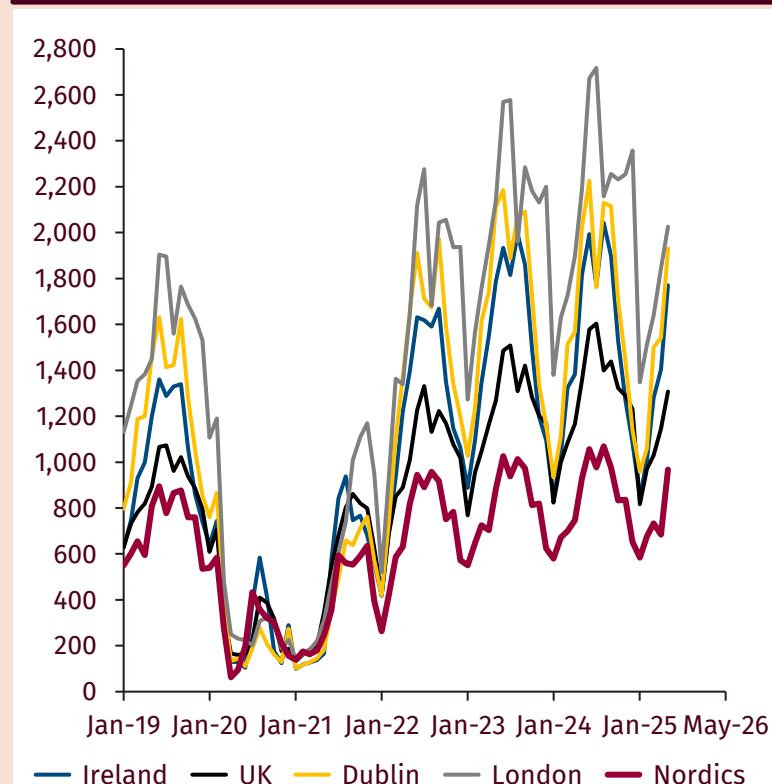
Occupancy, %



ARR, SEK



RevPAR, SEK



# VALUE CREATING CAPITAL ALLOCATION

## EPS ACCRETIVE

The acquisition is expected to be EPS accretive from completion, with additional upside potential through medium-term synergies.

## ATTRACTIVE VALUATION

Expected acquisition EV/Adjusted EBITDA multiple anticipated to be at a discount to Scandic's current valuation.

## BALANCED LEVERAGE

Leverage is expected to temporarily exceed the current target, but net debt to adjusted EBITDA is expected to remain below 2.0x on a full-year basis.

## COMMITTED TO 2030 STRATEGY AND TARGETS

Scandic will continue to deliver according to the existing 2030 strategy and 2025-2027 financial targets.

# INDICATIVE TIMELINE

Date	Event
15 July 2025	Recommended cash offer (scheme) announced
15 July 2025	Scandic Q2 2025 report
Q3 2025	Scheme document distributed to Dalata shareholders
Q3 2025	Resolution on scheme by Dalata shareholder meeting
Q4 2025	Scheme becomes effective and consortium acquires Dalata
Q4 2025	De-listing of Dalata
Q4 2026	Completion of sale of Dalata operating business to Scandic

*For further information about the scheme, please refer to [Press releases](#) | [Pandox](#)*



**3.**

# **CONCLUDING REMARKS**

# CONCLUDING REMARKS

- Organic growth with strong cash flow in the second quarter. Results are on solid levels, with year-on-year development primarily impacted by calendar and currency effects
- High pace within portfolio and commercial development
- Outlook
  - The booking situation ahead of the third quarter is better than at the same time last year
  - Expect a strong third quarter, with slightly higher occupancy and room rates compared to last year
- Scandic stands on a strong platform and is well positioned
- Potential Dalata acquisition presents a value creating opportunity to add a growth platform in new and attractive markets

# 4. Q&A





Scandic

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