

THIS IS SCANDIC

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COMPENSATION REPORT

Introduction

At the 2024 Annual General Meeting, in accordance with the EU Shareholders' Directive, Scandic's guidelines for compensation to senior executives were updated. The previous guidelines had applied for a period of four years. This Compensation Report describes how these guidelines have been implemented. It also provides information on compensation to the CEO and a summary of the company's share-based incentive program. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Stock Market Self-Regulatory Committee's Rules on Remuneration of the Board and Executive Management and on Incentive Programs. A review was conducted this year to ensure that the Compensation Report is prepared in a clear and reader-friendly manner, and some adjustments have been made in Table 1 "CEO's total compensation in 2025" below.

A clarification on the values included is provided in the footnotes to the table. Further information on compensation to senior executives can be found in Note 05 on pages 128-130 in the 2025 Annual Report. Information about the work of the Compensation Committee in 2025 is presented in the Corporate Governance Report, which has been included on pages 103-109 of the 2025 Annual Report.

Compensation to the Board of Directors is not included in this report. This compensation is decided annually by the AGM and is reported in Note 05 on pages 128-130 in Scandic's 2025 Annual and Sustainability Report.

The CEO's total compensation in 2025, SEK

Jens Mathiesen, CEO

Fixed compensation

Basic salary	10,801,748
Fringe benefits	308,003

Variable compensation

One-year variable ¹⁾	7,391,030
Multi-year variable ²⁾	12,792,201

Extraordinary compensation	0
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Pension expense	3,127,495
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Total compensation	34,420,477
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Proportion of fixed ³⁾ and variable ⁴⁾ compensation	41 / 59%
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¹⁾ Includes vacation pay amounting to SEK 1,562,960.

²⁾ Other benefits consist of housing, healthcare and meal benefits, as well as a car allowance.

³⁾ Short-term incentive program (STI) earned in 2025, with payment in 2026.

⁴⁾ Long-term variable remuneration is recognized to the extent that it vested during 2025 and is thereby considered earned. LTIP 2022 vested during 2025 and a share-based benefit of SEK 10,848,253 has been included. During 2025, a so-called retention bonus of SEK 7,000,000 was also paid out. The bonus was earned and recognized on an ongoing basis during the years 2022-2025, and the portion attributable to 2025 is included above.

⁵⁾ Pension premiums paid during the year.

⁶⁾ Fixed remuneration = fixed salary + pension cost (which in full relates to base salary and is defined contribution). Variable remuneration = variable remuneration + extraordinary remuneration.

Share-based incentive program (CEO)

Jens Mathiesen, CEO

THE MAIN CONDITIONS OF SHARE-BASED INCENTIVE PROGRAMS

	LTIP 2025	LTIP 2024	LTIP 2023	LTIP 2022
Specification of plan	LTIP 2025	LTIP 2024	LTIP 2023	LTIP 2022
Performance period	2025-2028	2024-2027	2023-2026	2022-2025
Award date	Jun 1, 2025	Jun 11, 2024	Jun 27, 2023	Jun 20, 2022
End of program period	Apr 15, 2028	Apr 25, 2027	Apr 24, 2026	Apr 24, 2025
End of holding period	Apr 15, 2028	Apr 25, 2027	Apr 24, 2026	Apr 24, 2025

INFORMATION REGARDING THE REPORTED FINANCIAL YEAR

Opening balance

Rights vested at the beginning of the year	0	122,542	181,083	146,325
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During the year

Rights vested	90,661	0	0	0
Shares awarded ¹⁾	0	0	0	151,678 ²⁾

Closing balance

Rights subject to performance criteria	90,661	122,542	181,083	181,083
Rights vested but not transferred	90,661	122,542	181,083	0
Shares subject to a holding period	0	0	0	0

¹⁾ During 2025, LTIP 2022 vested and 151,678 performance shares were transferred to the CEO. The number of shares transferred consists of 146,325 originally allocated shares and dividend compensation of 5,353 shares.

²⁾ Value: SEK 10,848,253, calculated as the market price at vesting multiplied by the number of shares.

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2025 in brief

The CEO summarizes Scandic's financial year in his CEO statement on pages 5–6 of the 2025 Annual Report.

The company's compensation guidelines: scope, purpose and compliance

Scandic shall offer compensation terms that are in line with market conditions and enable the company to recruit and retain the managers required to meet its short and long-term targets. Compensation to senior executives may consist of a fixed salary, variable salary, pension and other benefits. In addition, the AGM may resolve, among other things, on long-term share-based incentive programs. The compensation guidelines do not include share-based long-term incentive programs or ordinary Board fees, which are subject to separate resolutions by the AGM. The guidelines for compensation to senior executives are available on Scandic's website at www.scandichotelsgroup.com/governance/remuneration-guidelines/. No deviations have been made from the decision-making process that, according to the guidelines, must be applied to determine the compensation. The auditor's report on

the company's compliance with the guidelines is available on Scandic's website. No compensation has been reclaimed. In addition to compensation covered by the compensation guidelines, the AGMs of the company have resolved to implement long-term share-based incentive programs, which are presented below.

Short-term cash-based remuneration

In July 2025, Scandic entered into an agreement to acquire the hotel operations of Dalata Hotel Group plc. Considering the strategic importance of this transaction and considering that the individual made significant contributions beyond their ordinary duties to ensure the successful completion of the transaction, the Board of Directors resolved to award a one-off bonus to a member of Group Management corresponding to three months' salary.

Considering, among other things, this, the Board of Directors also resolved to grant the CEO an additional allocation corresponding to approximately four months' salary within the framework of the 2025 STI programme. The CEO's total remuneration under STI 2025 is presented in Table 1.

Share-based compensation

The goal of long-term incentive programs is to create long-term commitment at Scandic, to attract and retain senior executives and other key personnel, and to ensure the shareholder perspective. Long-term incentive programs constitute a supplement to fixed and variable salary, with participants nominated based on skills and performance. The outcome depends on whether certain predetermined performance requirements are met. These requirements are set to ensure long-term and sustainable value creation for Scandic's stakeholder groups.

Outstanding share-based incentive programs

Between 2022 and 2025, new programs were launched – LTIP 2022, LTIP 2023, LTIP 2024 and LTIP 2025 – which allow participants to receive a number of performance shares, free of charge, depending on the degree of fulfillment of certain performance criteria determined by the Board related to the total shareholder return (TSR). Performance shares will be allotted after the end of a vesting period until the date of publication of Scandic's interim report for the first quarters

of 2025, 2026, 2027 and 2028 respectively. The company's CEO has been allotted 181,083 rights in the LTIP 2023, 122,542 rights in the LTIP 2024 and 90,661 rights in the LTIP 2025. These have been allotted free of charge and are conditional on three-year vesting periods and the CEO's continued permanent employment in the company. Allotment under LTIP2022 took place in 2025, and the outcome for the CEO is presented in the table below (number of shares) and in Table 1 (market value on the allocation date).

Application of performance criteria

In 2025, a general short-term incentive (STI) program was launched with performance criteria linked to the company's financial results and guest experience as well as the social sustainability parameters of leadership and employee commitment. The criteria, target levels and assessment scales were prepared by the Compensation Committee and decided by Scandic's Board.

Information on changes in compensation and company performance

	2025	2025–2024	2024–2023	2023–2022	2022–2021	2021–2020	2020–2019
The CEO's compensation, SEK ¹⁾ (changes between years are stated in SEK thousand)	34,420,477	4,805 (16.2%)	3,380 (12.9%)	8,317 (46.4%)	7,677 (75.0%)	-1,058 (-9.4%)	-73 (-0.6%)
Adjusted EBITDA for the Group, SEK million	2,425	-70 (-3.0%)	-71 (-2.8%)	30 (1.2%)	2,530 (42,166.7%)	1,509 (100.4%)	-3,549 (-173.5%)
Profit/loss for the year, Group, SEK million	624	-28 (-4.3%)	83 (14.6%)	141 (32.9%)	2,107 (125.5%)	4,272 (71.8)	-6,676 (-920.8%)
Average compensation on a full-time equivalent ²⁾ basis of employees, entire Group, thousand SEK	553	0.6 (-0.0%)	33 (6.5%)	102 (24.7)	-34 (-7.6%)	-39 (-8.0%)	47 (10.6%)

¹⁾ The CEO's remuneration for 2025 includes a share-based benefit from LTIP 2025 that was earned during the year, as well as the recognized value of the retention bonus paid out in 2025.

²⁾ Based on the Group's income statement.