

The background image shows a sophisticated hotel lobby. In the center is a bar with a well-stocked backshelf of bottles and a long counter with high-top stools. To the left and right are lounge areas with plush sofas and armchairs. Two large, leafy indoor trees are positioned on the far left and right. The lighting is warm and ambient, with a large brown rectangular panel at the top of the frame.

Q4 PRESENTATION

Jens Mathiesen, President and CEO & Jan Johansson, CFO

Scandic

CONTINUED SALES AND EBITDA IMPROVEMENT IN Q4

The background of the slide is a photograph of a modern hotel lobby. A man in a dark suit and white shirt is walking towards the camera, carrying a black briefcase. To his right, a woman with blonde hair is standing behind a long, curved reception desk, working on a computer. The floor is made of large, dark stone tiles.

SALES GROWTH 5.1%

ADJUSTED EBITDA 504 MSEK (487)

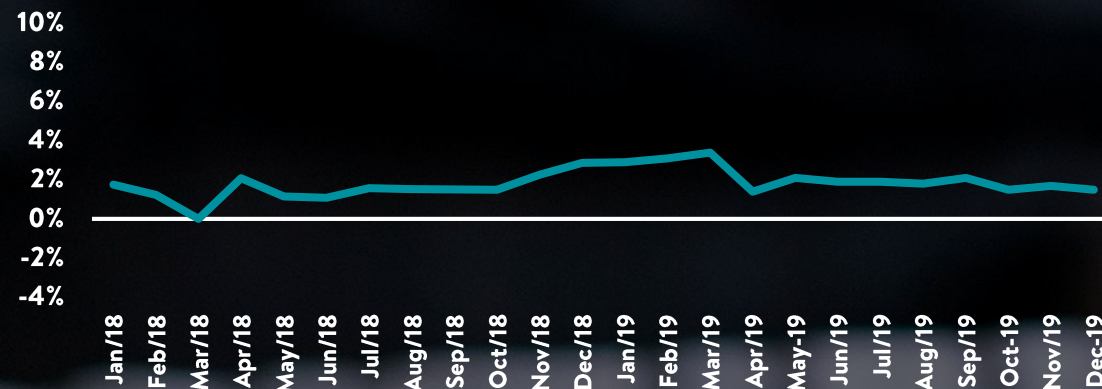
STRENGTHENED PORTFOLIO MANAGEMENT

LAUNCH OF SCANDIC GO

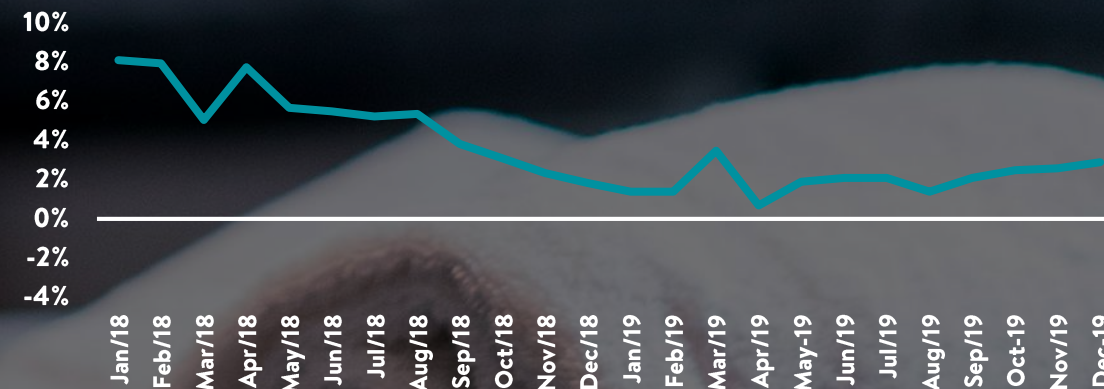
PROPOSAL TO RAISE DIVIDEND TO 3.70 SEK (3.50)

LTM MARKET REVPAR DEVELOPMENT – CONTINUED STRONG IN FINLAND

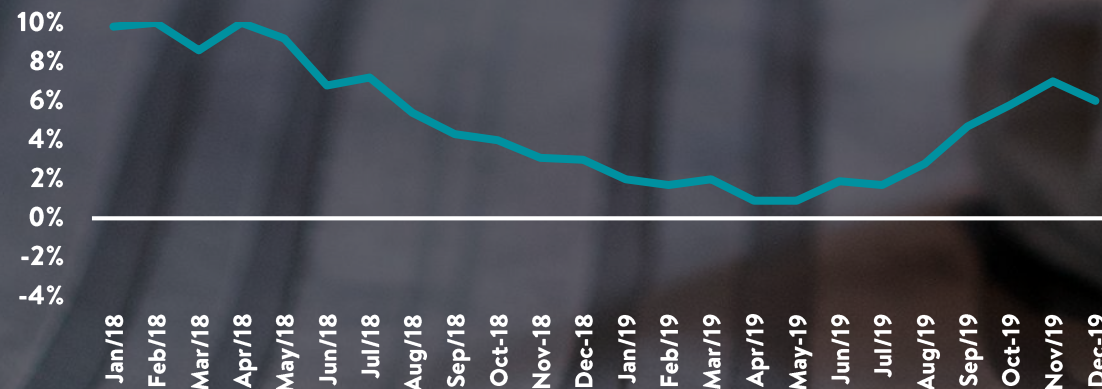
SWEDEN



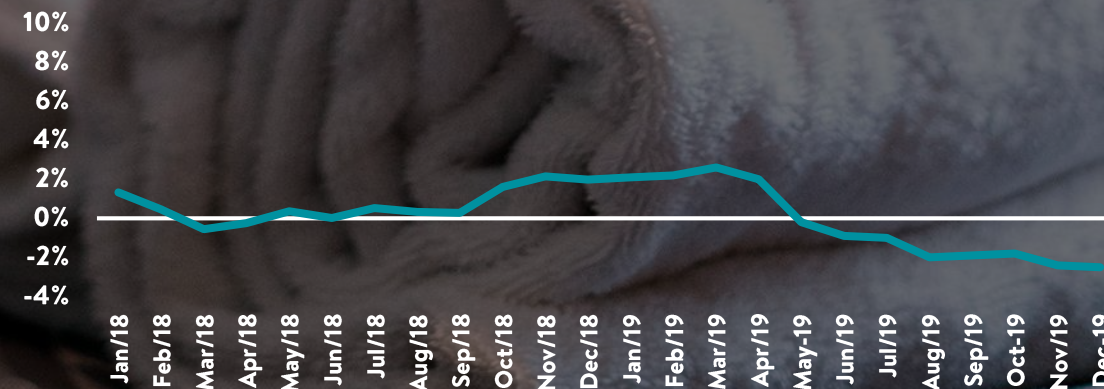
NORWAY



FINLAND

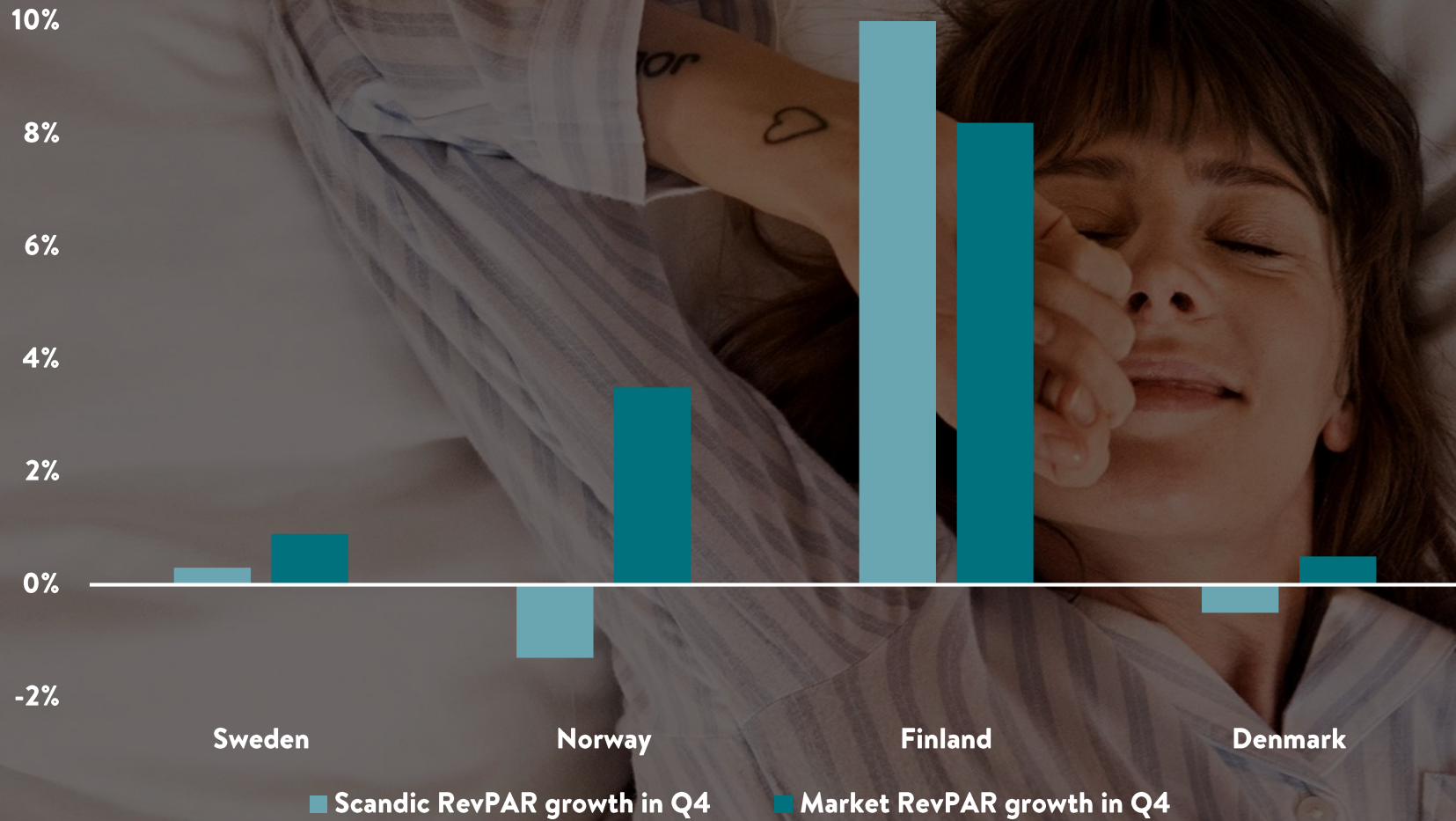


DENMARK



Source: Benchmarking Alliance

SCANDIC REVPAR VS THE MARKET IN Q4



**STRONG
PERFORMANCE
IN FINLAND**

**NEGATIVELY AFFECTED
BY CAPACITY INCREASE
IN OSLO**

Source: Benchmarking Alliance

MAIN PORTFOLIO CHANGES IN Q4

- **Opening of Scandic Royal Stavanger with 215 rooms**
- **Agreement for Scandic Avenue, a new congress and meeting hotel in central Helsinki with 350 rooms to open in 2022**
- **Agreement for new hotel in Örebro with 160 rooms to open in 2022**
- **Exit of Scandic Lappeenranta and Seurahuone in Finland with 213 rooms in total**

Picture: Scandic in Örebro

NET PIPELINE CORRESPONDS TO 11% OF THE EXISTING PORTFOLIO

	Hotels	Rooms	Share of current portfolio
Signed gross pipeline	18	6,212	11.8%
Decided exits	-3	-330	
Net pipeline	15	5,882	11.1%
Current portfolio	268	52,755	

**VERY STRONG PIPELINE
FOR 2021 AND 2022**

PIPELINE FOCUSED ON ATTRACTIVE LOCATIONS IN KEY DESTINATIONS

Year	Hotel	Destination		# Rooms	% of existing portfolio/year
Q1 2020	Scandic Voss	Voss, Norway	New	220	
Q2 2020	Scandic Pasila	Helsinki, Finland	Take-over	178	0.8%
Q1 2021	Scandic Nørreport	Copenhagen, Denmark	New	100	
Q1 2021	Scandic Landvetter Airport	Göteborg, Sweden	New	223	
Q1 2021	Scandic Helsinki Railway Station	Helsinki, Finland	New	491	
Q1 2021	Scandic by Copenhagen Airport	Copenhagen, Denmark	New	357	
Q1 2021	Scandic Sortland	Sortland, Norway	New, franchise	130	
Q3 2021	Scandic Spectrum	Copenhagen, Denmark	New	632	
Q4 2021	Scandic Hamburger Börs	Turku, Finland	Take-over	272	4.2%
Q1 2022	Scandic Örebro Central	Örebro, Sweden	New	160	
Q1 2022	Scandic Helsingborg Harbour	Helsingborg, Sweden	New	184	
Q1 2022	Scandic Platinan	Göteborg, Sweden	New	451	
Q1 2022	Scandic Ferrum	Kiruna, Sweden	New	230	
Q2 2022	Scandic Macherei	Munich, Germany	New	234	
Q3 2022	Scandic Trondheim	Trondheim, Norway	New	425	
Q3 2022	Scandic Avenue	Helsinki, Finland	New	350	3.9%
Q1 2023	Scandic Hafenpark	Frankfurt, Germany	New	505	0.9%
Q1 2024	Scandic Aarhus Harbour	Aarhus, Denmark	New	485	0.9%
	Ongoing extensions			585	1.1%
	Exits			-330	-0.6%
	Total net pipeline			5,882	11.1%

HOTELS IN PIPELINE



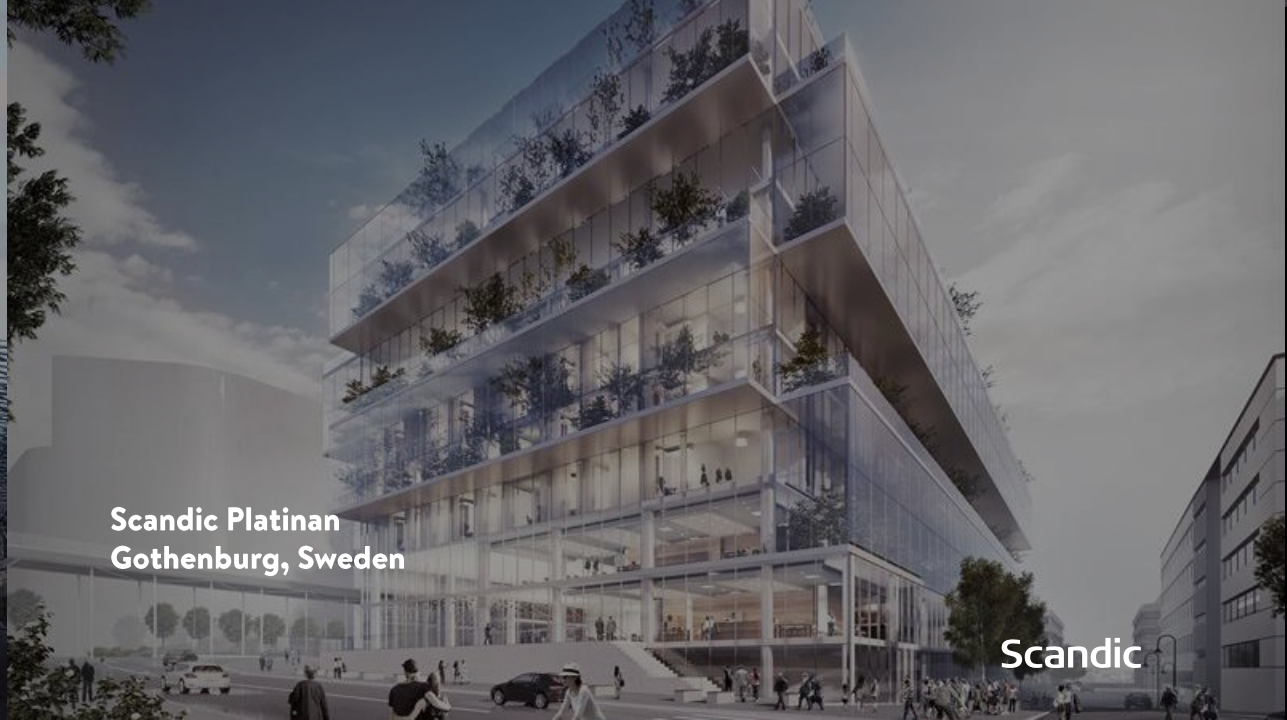
"Copenhagen Airport"
Copenhagen, Denmark



Scandic Landvetter
Gothenburg, Sweden



Railway Station by Scandic
Helsinki, Finland



Scandic Platinan
Gothenburg, Sweden

Scandic

HOTELS IN PIPELINE



Scandic Spektrum
Copenhagen, Denmark

A modern, multi-story hotel building with a curved glass facade, situated in an urban environment. The building is illuminated from within, and the surrounding area includes a plaza with people and a fountain in the foreground.



Scandic Aarhus Havn
Aarhus, Denmark

A modern hotel building with a distinctive, angular design and a glass facade, situated along a waterfront. The building is reflected in the water, and the surrounding area includes a plaza and other urban structures.



"Helsingborg Hamn"
Helsingborg, Sweden

A modern hotel building with a curved glass facade, situated along a waterfront. The building is illuminated from within, and the surrounding area includes a plaza and other urban structures.



Scandic Hamburger Börs
Turku, Finland

A modern hotel building with a curved glass facade, situated along a waterfront. The building is illuminated from within, and the surrounding area includes a plaza and other urban structures.



Scandic Frankfurt Hafenpark
Frankfurt, Germany

A modern hotel building with a curved glass facade, situated along a waterfront. The building is illuminated from within, and the surrounding area includes a plaza and other urban structures.

Scandic

STRENGTHENED PORTFOLIO MANAGEMENT

- **Svein Arild Steen-Mevold appointed as Chief Portfolio Officer with overall responsibility for portfolio development and management**
- **Coordinating our expertise in everything from lead generation, contract and project management, design & configuration**

LAUNCH OF SCANDIC GO

- **New brand with lean customer offering with focus on city locations**
- **A complement to our existing portfolio of full-service Scandic hotels**
- **With Scandic GO we expect to double our yearly rooms growth in the Nordics**
- **Higher share of rooms business means higher margins and capital efficiency**
- **Initial launch of five hotels**



FINANCIAL UPDATE

Jan Johansson, CFO

Scandic

CONTINUED LIKE-FOR-LIKE GROWTH IN Q4

LFL SALES GROWTH PER SEGMENT:

	Oct-Dec 2019	Oct-Dec 2018	%	Jan-Dec 2019	Jan-Dec 2018	%
Net sales	4,831	4,595	5.1%	18,945	18,007	5,2%
FX	33		0.7%	239		1.3%
Organic growth	203		4.4%	699		3,9%
New hotels	169		3.7%	626		3,5%
Exited hotels	-68		-1.5%	-195		-1.1%
Like-for like	102		2.2%	268		1.5%

	Q4	FY
Sweden:	1.5%	1.6%
Norway:	-0.6%	0.3%
Finland:	8.0%	4.3%
Other Europe:	-0.1%	-0.9%

Q4: MARGIN IMPROVEMENT IN FINLAND AND NORWAY

Oct-Dec MSEK	Net sales		Adjusted EBITDA		Adjusted EBITDA, %	
	2019	2018	2019	2018	2019	2018
Sweden	1,622	1,621	239	244	14.7%	15.1%
Norway	1,277	1,260	115	100	9.0%	7.9%
Finland	1,222	1,084	216	186	17.7%	17.2%
Other Europe	710	630	60	76	8.5%	12.1%
Central costs & group adjustments	-	-	-126	-119	-	-
Group	4,831	4,595	504	487	10.4%	10.6%
Group January-December	18,945	18,007	2,046	1,957	10.8%	10,6%

**IMPROVED MARGIN IN
FINLAND AND NORWAY**

**Q4 2018 POSITIVELY
IMPACTED BY ONE-OFFS
IN FINLAND**

UNDERLYING EPS DEVELOPMENT

SEK	October-December		January-December	
	2019	2018	2019	2018
Reported EPS	1.21	1.59	7.01	6.54
Effect from finance lease	-0.63	-0.08	-2.14	-0.26
EPS excluding finance lease	1.84	1.67	9.15	6.80
Items affecting comparability	0.01	-0.17	1.66	-1.07
EPS excluding finance lease and items affecting comparability	1.83	1.84	7.49	7.87

**LAST YEAR'S NUMBERS
POSITIVELY INFLUENCED
BY ONE-OFFS, THUS
UNDERLYING EPS
GROWTH WAS 4%**

**DIVIDEND PROPOSAL
3.70 SEK (3.50)**

IMPROVED CASH FLOW

	2019	2018
Adjusted EBITDA	2,046	1,957
Change in working capital	158	45
Paid tax, interest, pre-opening and other items	-499	-485
Cash flow from operations	1,705	1,517
Investments in existing operations	-793	-840
Free cash flow before expansion capex	912	677
Acquisitions/disposals	232	-38
Expansion capex	-367	-376
Free cash flow	777	263
Net debt	3,497	3,837
Net debt/Adjusted EBITDA	1.7	2.0

**IMPROVED WORKING
CAPITAL DEVELOPMENT
AND LOWER CAPEX**

**FINANCIAL CAPACITY TO
SELF-FUND INVESTMENT
OPPORTUNITIES**

OUTLOOK

**WE EXPECT CONTINUED DEMAND GROWTH IN Q1
WITH ESTIMATED LIKE-FOR-LIKE GROWTH OF 1-3%**

MARGINAL IMPACT FROM INVENTORY CHANGES IN Q1

**TOTAL MARKET CAPACITY GROWTH IN 2020 IS EXPECTED
TO BE SLIGHTLY LOWER THAN IN 2019**

A modern hotel lobby with a bar and seating areas. The bar is centrally located with a backlit menu and various bottles. There are two large trees on the left and right sides. The seating areas feature blue and pink sofas. The overall design is contemporary with warm lighting and wood accents.

Q&A

Scandic