

Strawberry

Annual report 2022





More to explore

Strawberry is a portal to a wide variety of hotels, meetings, restaurants and spas, as well as great benefits and rewards for our members.

Through our app, web and membership, you get access to experiences all across the Nordics, with our promise to make life more fun, meaningful and exciting.



CEO COMMENT

As we summarize 2022, we look back at a year that started with unprecedented challenges for the hotel industry, with the lingering effects of Covid-19 pandemic and the emergence of new geopolitical uncertainties with the war in Ukraine. Supply chain disruptions further intensified, affecting procurement and logistics, prompting our teams to demonstrate resilience and adaptability. At the same time, we saw our guests coming back to our hotels all across the nordics. The EBITDA margin for 2022 was the best ever for our company.

Looking forward, several trends are set to redefine the hospitality landscape in the coming years. The acceleration of digital transformation remains a focal point, with personalized guest experiences, data-driven decision-making and digital touch points for our guests. Our digital transformation will hit full speed in 2023, and we are currently working on replacing all our tech systems at our hotels.

Sustainability will continue to be a driving force, with travelers increasingly prioritizing eco-conscious options. Embracing green technologies will not only meet customer expectations, but also position our brand as a leader in responsible tourism. At Strawberry, we strive to be at the forefront of sustainability and aim to be carbon neutral in our own operations by 2030.

In conclusion, while 2022 presented its share of challenges, our organization's resilience, innovation and commitment to excellence have set the stage for a promising future. As we continue to navigate the evolving landscape of the hospitality industry, sustainability, growth, guest experience and profitability will remain at the forefront of our priorities.



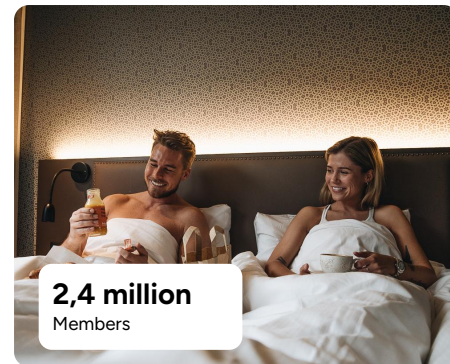
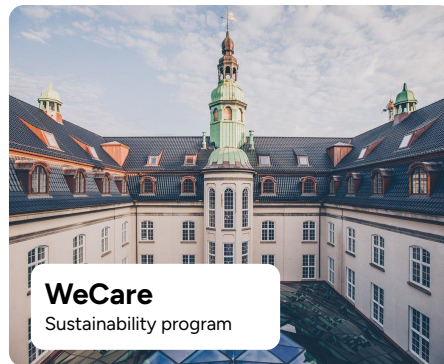
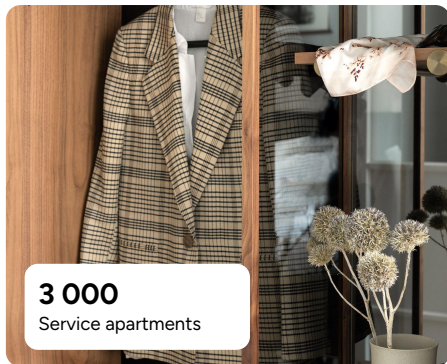
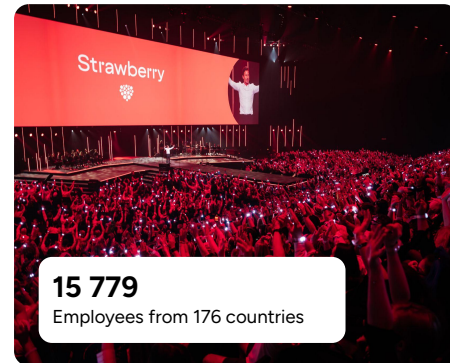
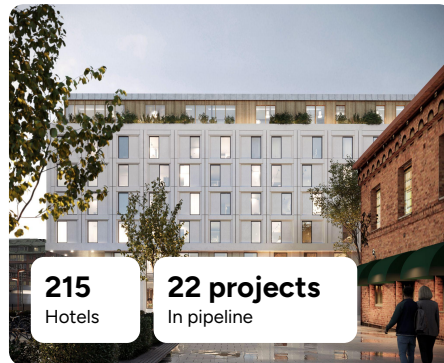


This is our story

Almost 30 years ago, we started with just one hotel. Today we count 18 000 employees and 230 hotels. Some of us work for our chains, others for our independent brands. But as one team, we offer our guests hotel experiences ranging from modern low-cost hotels to world renowned luxury resorts.

We are passionate about experiences, anything from small details that make you experience a city in a new way, to a personal message at your room when you check in at your regular business trip. Because of our amazing employees, we have built one of the best and most diversified hotel companies in the Nordics, with a clear vision to push for change and to have room for all. Strawberry marks the start of something new, something beyond the hotel industry.

Key figures - end of year 2022



Highlights 2022

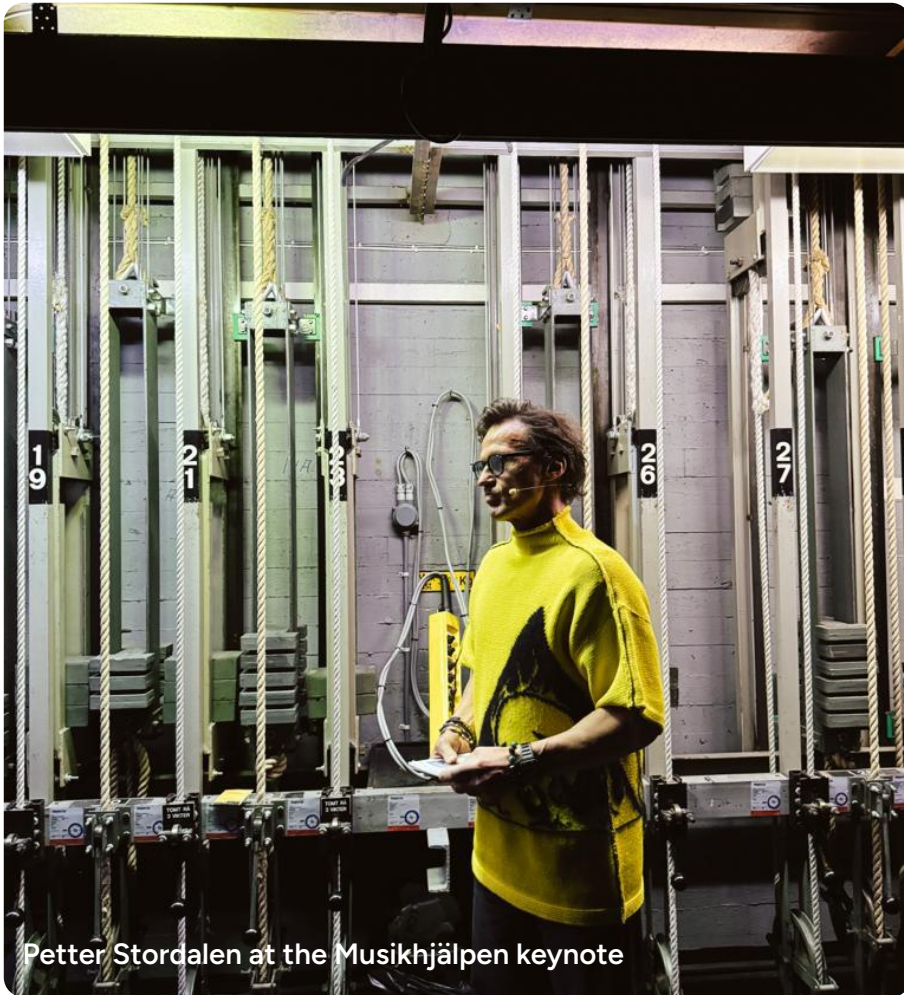
Highlights 2022:

Musikhjälpen

In December 2022, we launched an auction to raise money to the fundraise Musikhjälpen arranged by the Swedish Radio. We auctioned an inspirational keynote speech by our owner Petter Stordalen. The winner won the bidding at 153.000 SEK. On top of that, we collected around 70.000 SEK in a competition to win gift cards at our hotels.

Sustainability project to reduce climate footprint

To be climate neutral in our own operations in 2030 is our long term sustainability goal. To achieve that, we need to make sure we run our buildings and hotels the way they are supposed to. Our own A-team supports the hotels with how to operate their buildings in the most efficient and climate beneficial way possible.



Petter Stordalen at the Musikhjälpen keynote

Highlights 2022:

Learning program for apprentice chefs

In August 2022 we launched our own learning program for apprentice chefs together with secondary schools and training offices in Norway. The aim of Kokkekompaniet is to facilitate increased professional development, competence and training, as well as open the doors to future career opportunities with the possibility of a job in Strawberry after completing the apprenticeships and passing the vocational certificate. The first chiefs graduated in the spring of 2023.

Room for gaming

We launched a new concept - Room for gaming at Quality Hotel Globe. The hotel built several rooms and the reception has been beyond what we ever could have imagined. The concept is rated top 5 best gaming hotels in the world in good company with Amsterdam, Tokyo and Las Vegas.





Our new restaurant concept NÒR

Highlights 2022:

Fundraise for Ukraine

To support the people affected by the war in Ukraine, we launched a fundraiser initiative where the money collected was donated to UNICEF. The members in our loyalty program donated 15 million bonus points, converted to a monetary value of 500 000 NOK. On top of that, hotel guests, employees and Strawberry raised more than 1 000 000 NOK.

In total, over 1,5 million NOK was raised

New restaurant concept

We launched a brand new restaurant concept - NÒR. High quality food with a modern touch, combined with sustainable thinking will give the guest a pleasant experience. NÒR will be a lively and relaxed environment with various types of furniture and decor welcoming both hotel guests and locals across our different brands.

Hotel openings 2022

Hotel openings 2022:

Hotel Openings

In 2022 we opened six new hotels and around 1200 rooms were added to our hotel portfolio. We opened hotels in several segments from our midmarket and conference hotels to what can be considered one of the most luxurious hotels in our portfolio at the moment - Sommerro.

Clarion Hotel Umeå

Clarion Hotel Umeå was opened on September 30 and is located just by the Umeå river that runs through the city. The hotel offers 270 hotel rooms and a stunning rooftop terrace at the top floor. At Clarion Umeå we opened one of the first restaurants with our new concept NÖR, a brasserie with focus on local food and a relaxed atmosphere.



Hotel opening Clarion Hotel Umeå



Hotel openings 2022:

Quality Hotel Prinsen

Hotel Prinsen in Trondheim was acquired and added to our hotel portfolio in the end of 2022. Adding 122 hotel rooms, extensive conference facilities and dining options. The acquisition enforced our offering in Trondheim for both local and visiting guests.

Quality Hotel Harstad

Quality Hotel Harstad, situated in the new Kaarbøkvartalet, offers 180 hotel rooms, a restaurant, bar, gym, and conference facilities for 340 guests in Harstad's highest building with breathtaking views over Vågsfjorden. This addition to our portfolio aims to provide exceptional guest experiences. The hotel includes the new Brasserie NØR restaurant concept, celebrating Nordic cuisine with European influences and seasonal menus. Quality Hotel Harstad opened on August 27.

Hotel openings 2022:

Clarion Collection Hotel Kongsberg

Clarion Collection Hotel Kongsberg, located in Kongsberg's "1624" building, presents 121 rooms, a rooftop restaurant, and a bar with sweeping city vistas. This establishment collaborates with "1624 Restaurant & Bar" to offer Italian-inspired dining experiences for hotel guests and locals alike. Kongsberg, a rapidly growing city just an hour from Oslo, is known for its technology sector and proximity to nature and culture. The hotel opened on April 1.

Quality Hotel Match

On September 1 Quality Hotel Match opened the doors to the newly built hotel just by the shore of one of the largest lakes in Sweden, Vättern. The hotel offers 229 hotel rooms, large conference facilities and a large restaurant situated in the historical parts of the Match area (Tändsticksområdet). The area was historically one of Swedens early industries where a large amount of matches was produced and shipped globally every year.





Hotel openings 2022:

Sommerro

Sommerro is nothing but iconic from floor to ceiling, with unforgettable food and cultural experiences. Here, the goal has been to create a house you don't want to leave and always long to return to.

Sommerro currently houses six restaurants, two bars, 231 hotel rooms and suites, meeting and event spaces and the Lysverket cultural scene. The grand building also houses a large wellness department of 1,400 square meters state-of-the-art treatment rooms, a member's gym and Vestkantbadet.

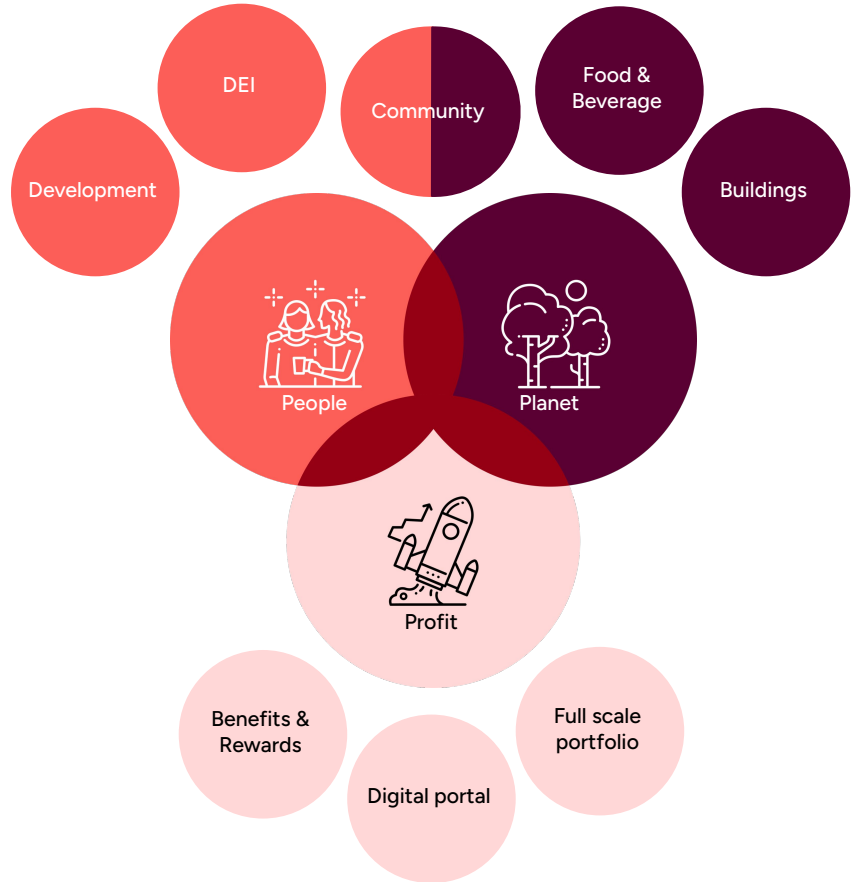
At the top of the building sits restaurant TAK Oslo, sister of renowned TAK Stockholm, helmed by the Swedish star chef Frida Ronge. Oslo's first year-round open rooftop pool and sauna also provides a private yet centrally located oasis.

OUR PEOPLE, PLANET, PROFIT PHILOSOPHY

Our triple bottom line equals our three strategic focus areas



We want to be assessed on all three. Fully transparent. The sum of what we do creates a more sustainable company and enables us to continue to grow. In the end, it results in a more sustainable society.





PEOPLE & CULTURE

We are a force of good that
always push for change
while creating a culture
with room for all

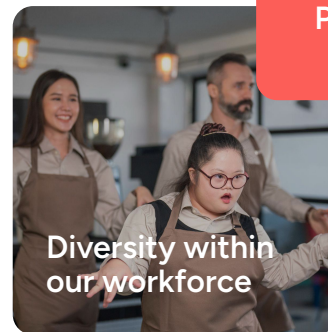
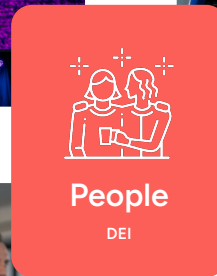
PEOPLE & CULTURE - STRATEGIC FOCUS AREAS

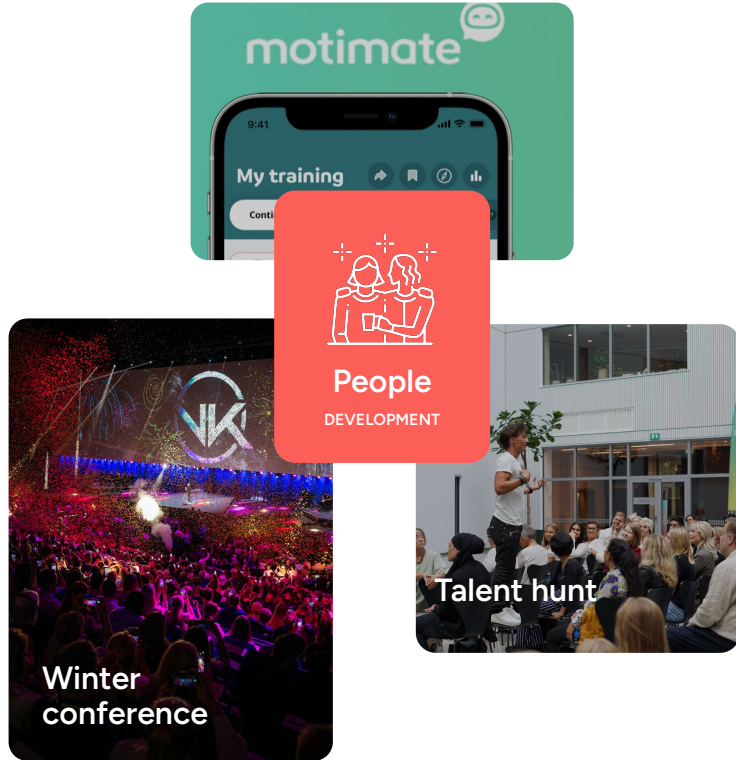
DEI (Diversity, Equality & Inclusion)

We care by appreciating uniqueness, fairness and environments that make people feel welcomed, respected and valued.

Our overall ambition is to be the market leader in diversity and inclusion. One topic close to heart is LGBTQIA+ rights, and that is why we are one of the main sponsors of Pride since 2015.

We value diversity and believe that people from different cultures and backgrounds make us smarter, more efficient and more creative. We will increase our employee loyalty with systemised internal recruitment and equal opportunities for all. We also have our own diversity advisory board.





PEOPLE & CULTURE - STRATEGIC FOCUS AREAS

Development

We care by maximising skills, strengths and abilities through development opportunities that never end.

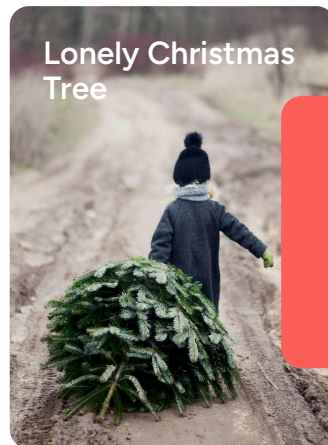
We help our people develop their unique talents by learning about what they do best and what they can do to maximise their potential. We recognize that having the right mindset and knowledge is key to performing well at your job. That's why we invest in our leadership development program Unleash that gives our leaders tools to bring out the best in people, as well as our digital platform Motimate with an individual learning program and digital courses.

PEOPLE & CULTURE - STRATEGIC FOCUS AREAS

Community

We proudly stand up for what we believe in and we include our social responsibility in our daily operations by doing more for our guests, our employees and the community. We strive to make a real change in the community we work and live in through a variety of different projects, as well as care for our employees and their mental wellbeing. As a large organisation we can make a change for real.

Since 2010 we have donated over half a million christmas gifts through our initiative lonely christmas tree. Strawberry Neighbour aims to make a difference and add value for people and the environment in their neighbourhood. On the wellbeing aspect, we are continuously measuring engagement and wellbeing across our organisation to listen to our employees and to make sure they can perform at the top of their ability. We are offering the most attractive employee benefit package of the industry,

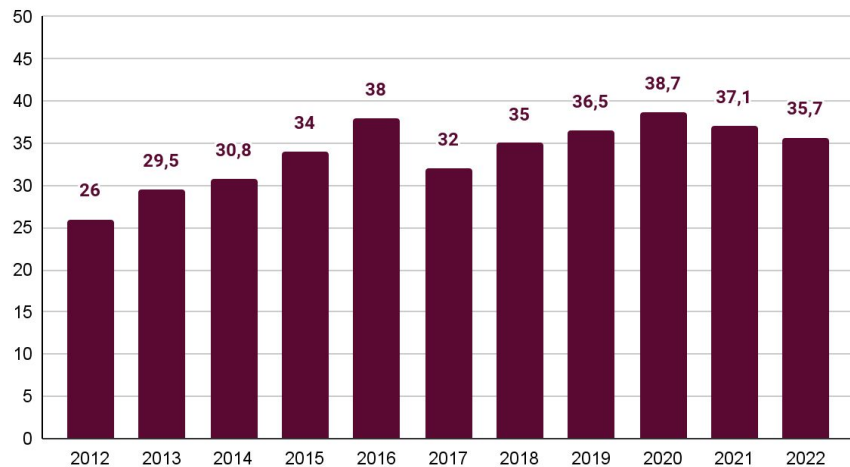


Key figures people:

Diversity

While many people see strength in numbers, we want to show strength in diversity. Many nationalities, combined with a high proportion of non-Nordic leaders, is one of our most important competitive advantages.

Percentage employees with non-nordic background

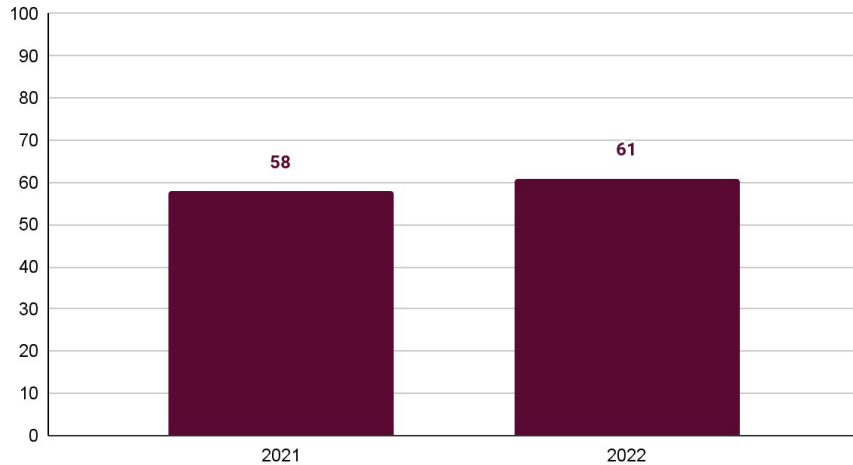


Key figures people:

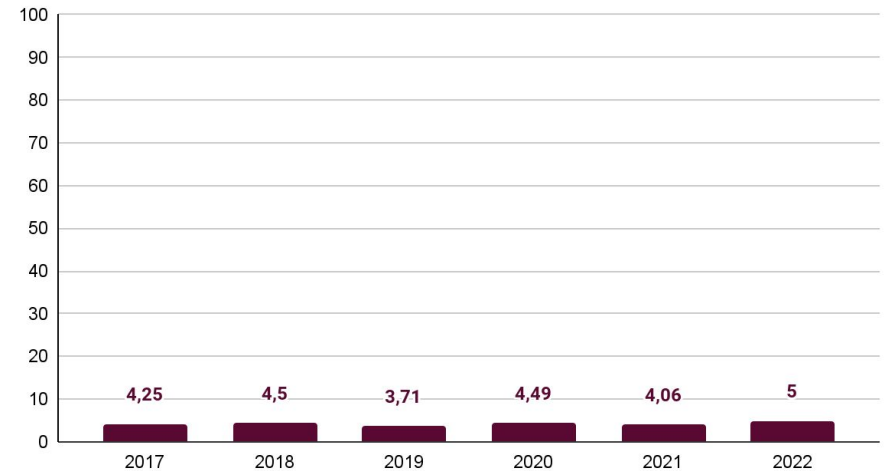
Well-being

The main reason our guests come back again and again is our happy, friendly and satisfied employees. We measure our employee satisfaction through our system "Your voice" which is based on the eNPS scale.

Employee survey your voice (eNPS scale)



Percentage sick leave

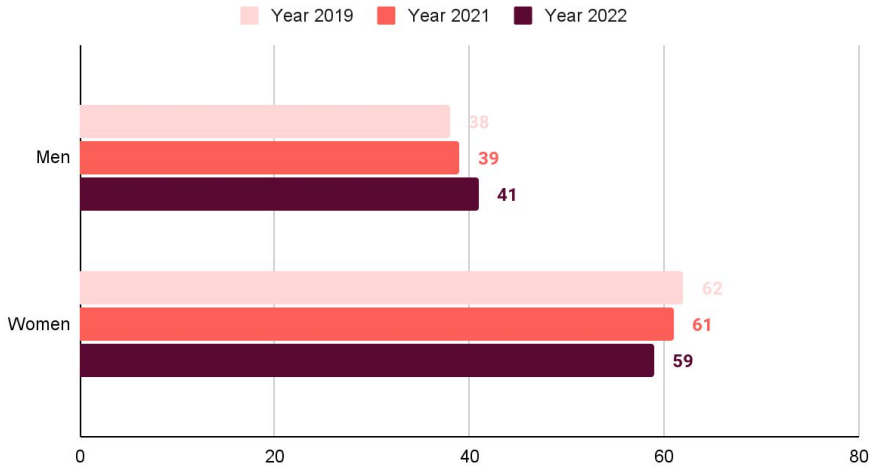


Key figures people:

Equality

At Strawberry, gender equality is important. It produces results. We are a company where women and men have equal opportunities.

Heads of departments %

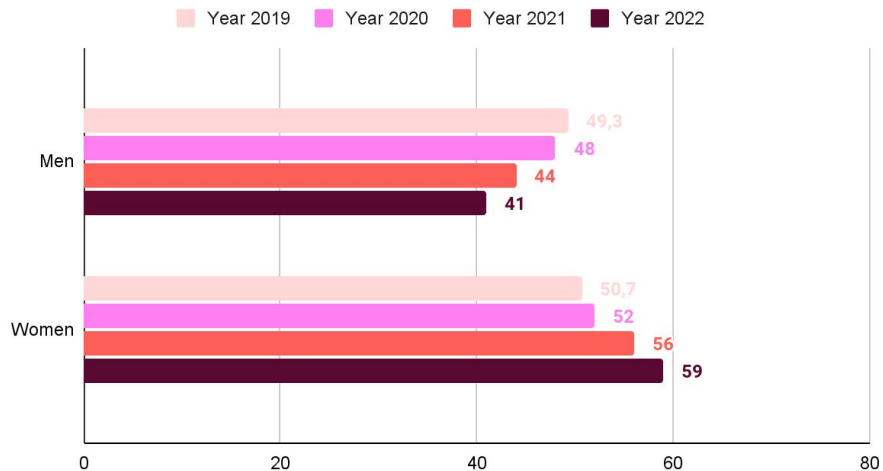


Key figures people:

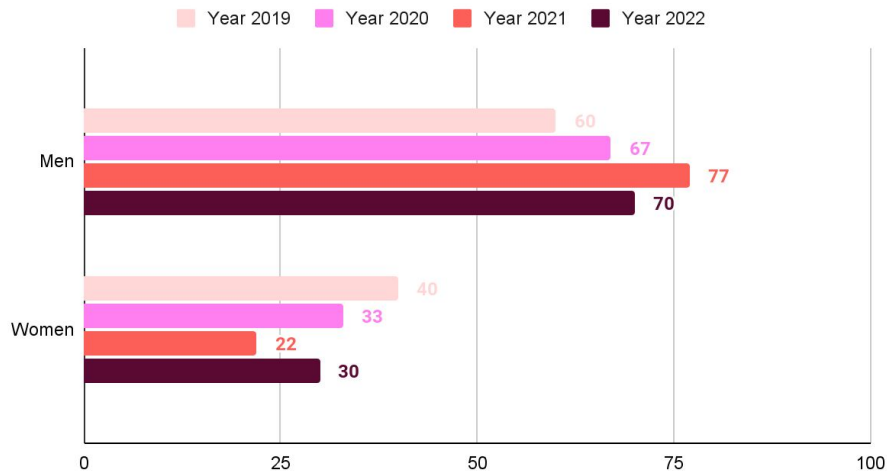
Equality

The success of our equality work is clear when it comes to gender distribution at the General Manager level. In Sweden, there is a majority of female directors, while in Norway there are still some more male directors. When it comes to to the Executive Management, we strive to reach our 40%/60% equality target.

General Managers %



Executive Management %





PLANET & CLIMATE

At Strawberry, we share a common goal of leaving behind a sustainable and thriving planet for future generations.

Therefore we will be climate neutral in our own operations before 2030.

PLANET & CLIMATE - STRATEGIC FOCUS AREAS

Food & Beverages

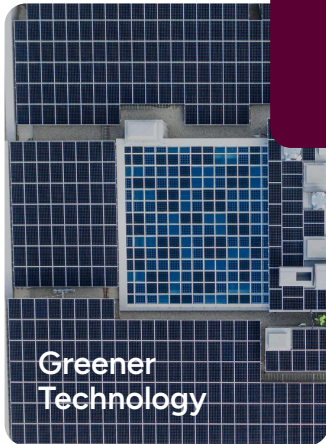
As one of the biggest operators within food and beverages in the Nordic countries, what we do matters. We strive to help our guests in a more sustainable and healthy direction. We focus on increasing fruits and vegetables, plant based options, reducing red meat, and avoiding environmentally damaging produce. All while not compromising on taste.

The WeCare Food Commitment consists of Fairtrade and organic coffee, organic eggs, and our internal red list of fish and meat we do not serve. We are actively fighting food waste with the goal of 50% reduction by 2026. And we constantly push this area through innovation projects with partners and suppliers, piloting the food solutions for tomorrow.





Planet
BUILDINGS



PLANET & CLIMATE - STRATEGIC FOCUS AREAS

Buildings

As we strive towards a sustainable future and climate neutral operations, our buildings take centre stage. By adopting a thoughtful approach to design, construction, and operation of our buildings we minimise our environmental impact.

Through our Strawberry Building Commitment, we set the sustainability bar on how we build and operate our buildings. All our hotels have an environmental certification, and we set high standards that our hotels must follow.

But to reach our ambitious goals we must find innovative ways to further improve our operations and reduce our emissions. That's why we launched the Strawberry Climate Fund with the aim to reduce emissions from our hotels and to fund greener technologies and smart solutions.

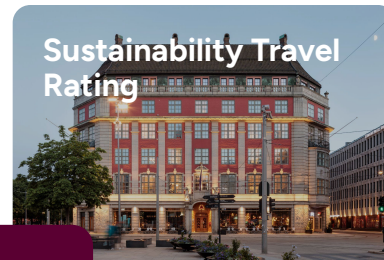
PLANET & CLIMATE - STRATEGIC FOCUS AREAS

Community

Our goal is to be a front runner in the transition to a fully sustainable travel industry. Through our community we explore new solutions that will help us reach that goal.

We do this in three ways. We work closely with our partners and suppliers to find innovative solutions and initiatives. We are completely transparent with the results of our sustainability work. We invest in sustainable solutions for the industry through our Climate Fund.

That will allow us to continue to give our guests the best possible experiences while minimising our emissions and environmental impact.

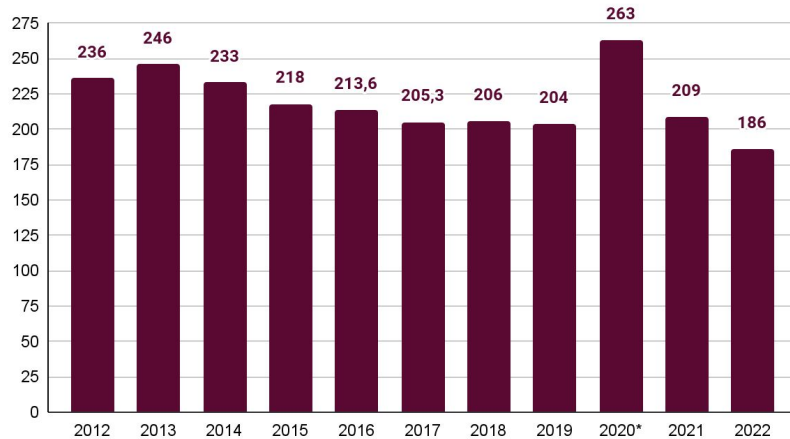


Key figures planet:

Usage

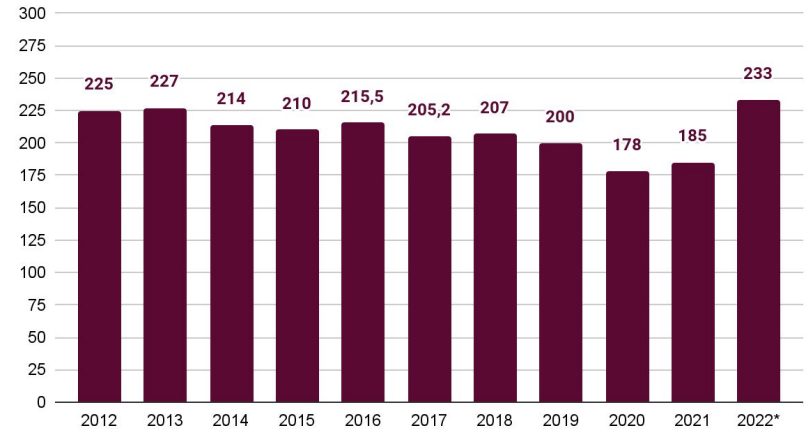
Higher expectations for comfort combined with ambitious environmental goals, requires more of us in terms of creativity, innovation and investment in order to reduce our environmental footprint. Our environmental work is never finished and we are working towards our goal of being climate neutral in 2030.

Water consumption per guest (litres)



*Higher water consumption during 2022 due to Covid-19 and fewer guests than normal.

Energy kWh per square meter:



*New and improved data collection from 2022.

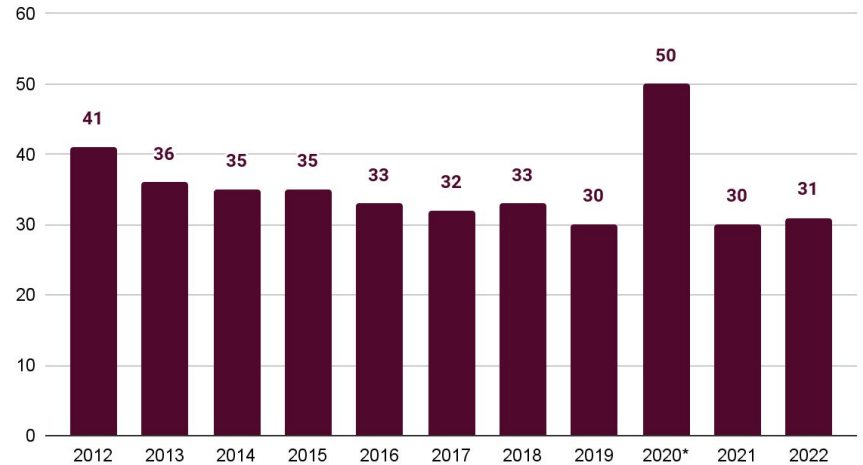


Key figures planet:

Chemical usage

Our chemical usage tracks how much chemicals we use at our hotels. Mainly for cleaning our rooms and other areas, but also for disinfection, technical maintenance and our pools.

Grams per guest night



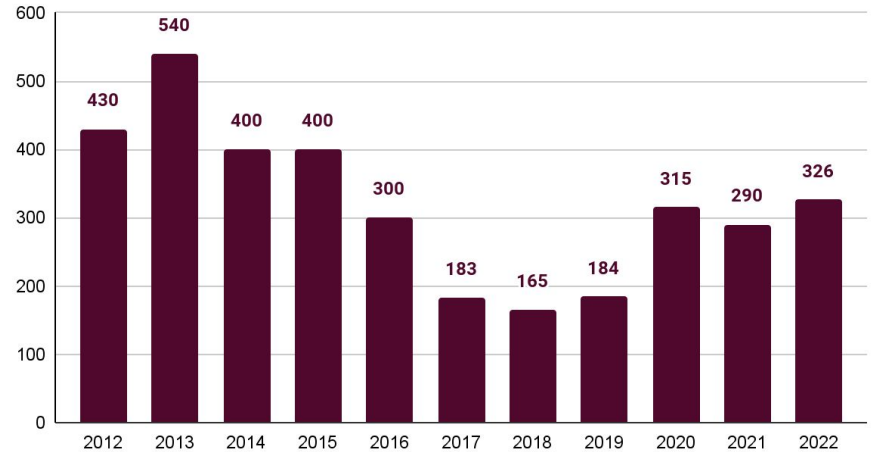
*Higher chemical consumption in 2020 due to Covid-19.

Key figures planet:

Food waste

Today we have a large amount of food waste that comes from plates. One way of decreasing this is to create engagement by our guest to inform about their impact and how they can help us reduce this figure.

Grams per guest





PROFIT

When we deliver the financial statements at the end of the year we should have balance at all three bottom lines.

That is how we ensure our long term profitability.

PROFIT

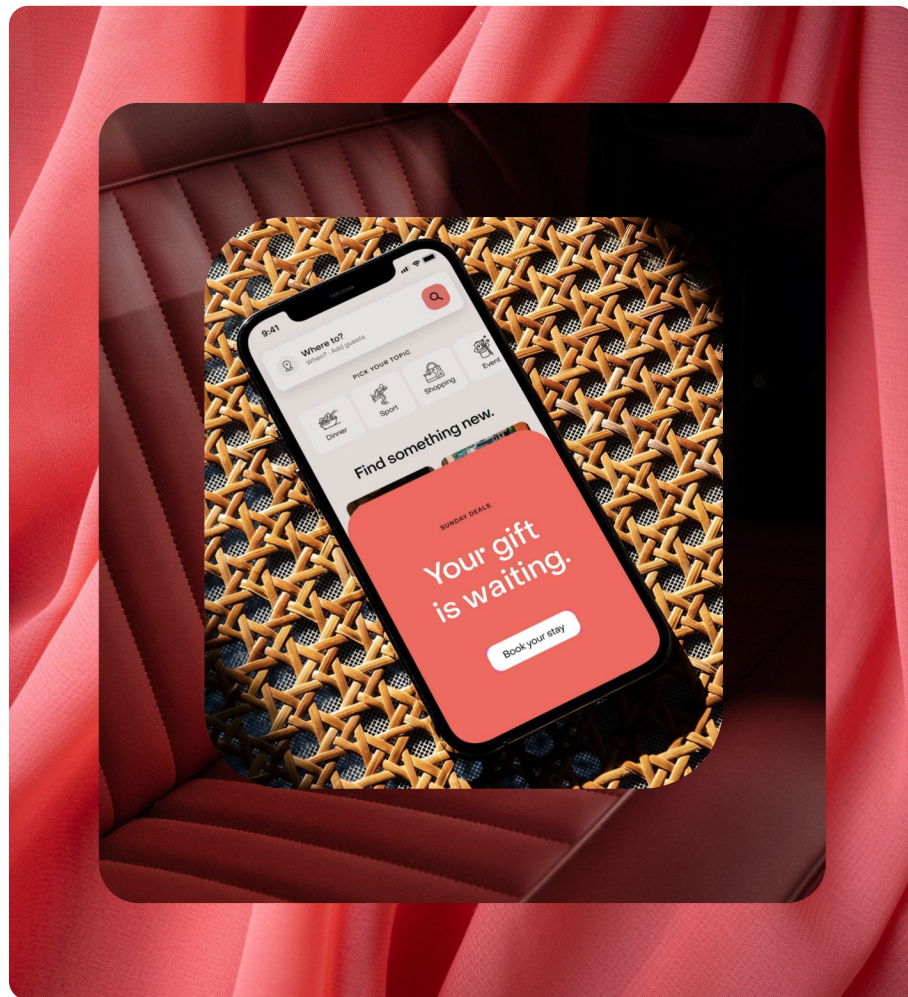
Strawberry – members experience more

The easy points

2,4 million members

Our loyalty program with exclusive member benefits is one of the fastest growing loyalty programmes in the Nordics. Strawberry consists of four membership levels, from Blue through Silver and Gold to Platinum where our members reach a higher level either by overnight stays at our hotels or through points earned in the program.

We strive to create an added value and enhanced digital guest journey to our members by being part of our program and staying at our hotels. Our ambition is that the program should be easy to use and understand as well as give you the personal touch to the different experiences in our program.



Strawberry



BookBeat

squeeze

 RIZZO GROUP

trumpf



fortum

Hertz

karrierehuset

Ishavskraft

PART-TIME
HOME 

VING

LIVE NATION

SEB



GoAhead
NORDIC

 HURTIGRUTEN

FINNAIR
PLUS

SECTOR
ALARM

 RoyalCaribbean
INTERNATIONAL

Golfamore

BENEFITS & REWARDS

Loyalty Program

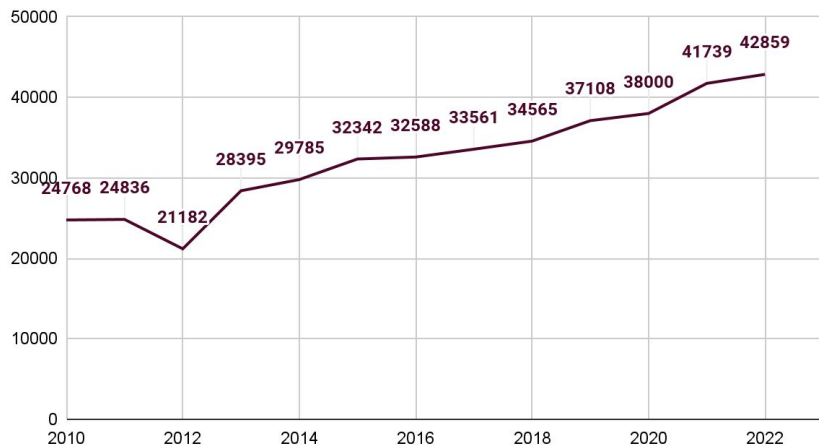
We are creating a world of experiences with an ecosystem of partners. Together, we will become more relevant, to more people, more often.

Key figures profit:

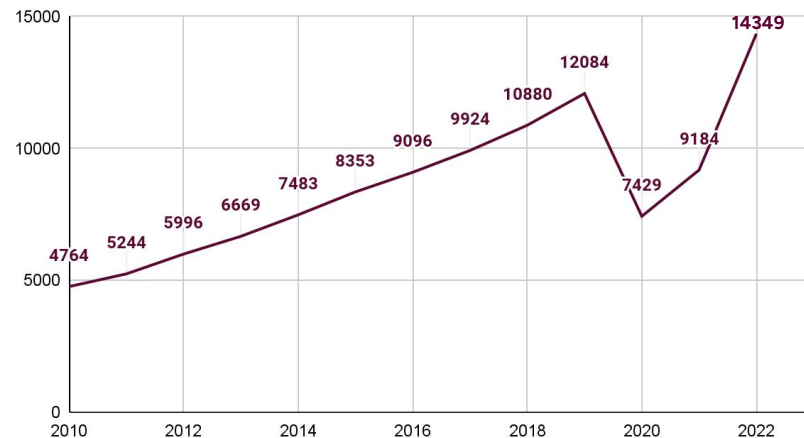
Sales

We experienced a successful year in terms of revenue in 2022, although the first quarter was still affected by the pandemic. From early spring we saw an large increase in bookings, both in the leisure and business segments. In 2022 we reached 14,349 billion NOK in revenue, the highest revenue in our history.

Number of rooms (including franchise)



Revenue (MNOK)

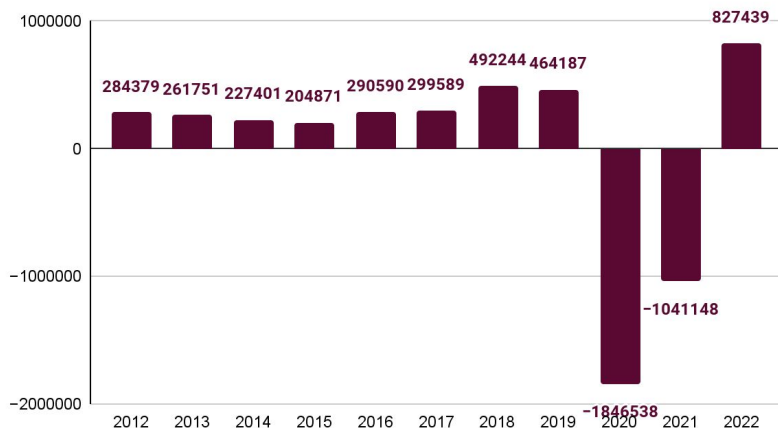


Key figures profit:

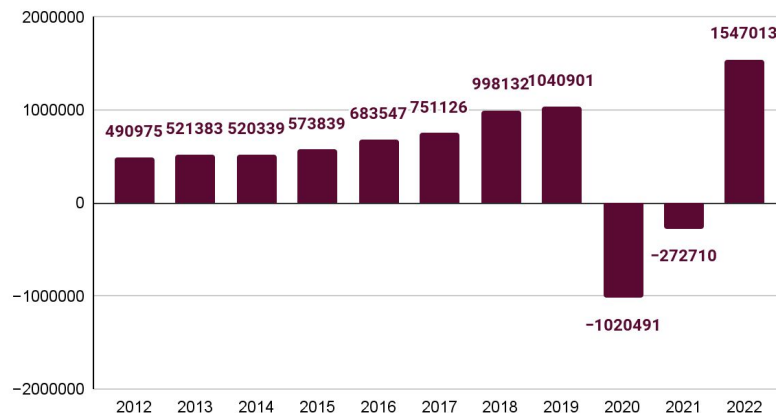
EBIT/EBITDA

After two years of negative EBIT and EBITDA results due to the pandemic, we delivered a positive result again in 2022. Our EBITDA result was the best ever in our groups history and can track back to high demand for experiences after the pandemic, while at the same time struggling to recruit talents in the pace needed to meet the increasing demand.

EBIT (Number in thousands NOK)



EBITDA (Number in thousands NOK)



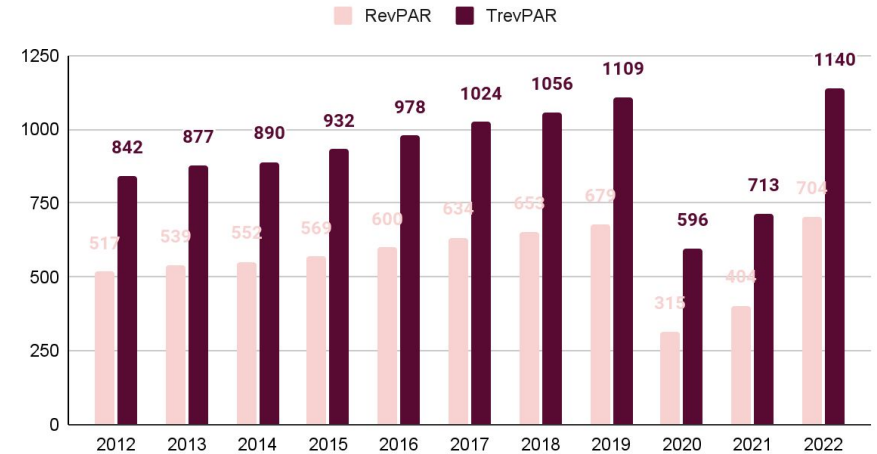


Key figures profit:

RevPAR/TRevPAR

After two years of Covid-19 we can see that both RevPAR and TRevPAR bounced back to around the same levels as 2019.

TrevPAR/RevPAR (NOK)



*Higher chemical consumption in 2020 due to Covid-19.

PROFIT

Full scale portfolio

We don't believe in a standard hotel, because there is no standard guest. Through our multibranding strategy we offer our guests and members a variety of brands and hotel concepts suited to their specific needs.



COMFORT HOTEL[®]

FOR URBAN EASY LIVING



RECEPTION

THE QUEST PROMISE

Comfort Hotel® will give you what you need, and skip the unnecessary. We have great locations, selected service, urban design, digital solutions and we respect Mother Earth. We are relaxed, but with high energy. All to an affordable price. Easy.



THE BRAND FOUNDATION

BRAND VISION: Be the first choice in the value segment, by challenging the norms in the hotel universe.

BENEFITS

Rational:
Basic, but basically the place to stay at our destinations.

Emotional:
Our place is not just for sleepovers.

CONSUMER TARGET

Our consumers are young at heart. They know what they want & make sure to get what they need.

They choose us to get comfortable traveling, where the modern traveler feels they get more value than the level of money they spend.

THE BRAND CORE

EASY as in:
Easy on the wallet
Easy access
Easy on the planet
Easy to enjoy

PERSONALITY

Easygoing
Lively
To the point
Know our shit
Confident
Extrovert

WHAT WE SAY

When we speak we do so with a twinkle in the eye, confidence, pride & some edge.

Value & location - rooms from 699,-
We care - reuse, recycle & respect mother earth
Social - not just for sleepovers

Quality Hotel™

For meetings that matter



What we mean:

Quality Hotel™ - For meetings that matter

With us, every meeting is special. A meeting between two colleagues who inspire each other to a new, brilliant idea, between parents and their kids who laugh until they drop, and the meeting where a hundred workmates suddenly share the same vision. It's like the meetings between you and us. Those are the moments that really matter.





Our brand promise:
**With genuine care for each
guest. With true personality.**



THIS IS
CLARION

CLARION HOTEL®

A modern lounge interior with a bar, colorful patterned chairs, and lush greenery. The scene is dimly lit, with warm ambient lighting from the bar and ceiling fixtures. The background features a curved wall with a vibrant, tropical pattern. The foreground shows a long, low table with several chairs, some of which have a bold, geometric pattern in shades of orange, green, and white. A large, leafy plant is visible on the left side of the frame, and a bar counter with various bottles and glasses is on the right.

THE FOUNDATION

THE VISION

Increase the quality of life for guests and team members

THE MINDSET

Being Ever Changing

THE CORE

Passionate, Personal & Perfection

CLARION HOTEL CONCEPT



WELLBEING

We want our guests to feel comfortable, healthy, and happy when staying at our hotels. Therefore we provide great gym facilities, nurturing skin products from Rituals and wholesome food. Selected hotels even have a SPA, included treatments. And of course, we will provide you with a good night's sleep.



SOCIAL DINING

Our restaurants offer top notch quality food and fun dining experiences with flavours from Japan, China, Mexico, America and the Nordics. We have something for everyone to enjoy with family and friends.



COMMUNITY CLUBS

The Community Clubs at Clarion Hotel® aim to highlight the different Clarion Concepts and the hotels outlets by increasing brand awareness and increase revenue. It is a general description for all kind of events and activities taking place at the hotel, DJs, live music, talks etc.



SMALL TALK, BIG BUSINESS

At Clarion Hotel® we focus on the personal meetings. Our passion is to give you the best experience before, during and after your meetings. Staff with "Yesitude" and energizing breaks with great Nordic Food.



MY CITY

My City is exactly what it sounds like. We want to own the cities we are located in. Wondering how to live like a local? Or craving the full tourist experience? We will tell you all the secrets, because this is OUR city.



A GREAT START

A great start is a great breakfast! By offering a diverse selection of fresh fruits, vegetables, dairy, meat, eggs, cheese and so on, we try to give our guests the best way to start the day. Doesn't matter if you spent the night or or just popped by, we know how to get your breakfast right!



CLARION COLLECTION

Yours Truly



what is clarion collection?

Clarion Collection Hotel is a group of unique hotels with that genuine cozy “hygge feeling”. Here you’ll find professional service with specific attention to details. We offer a peaceful atmosphere where you will be able to lower your shoulders and relax. One of our most popular brand indicators is our food concept where both breakfast, fika and evening meal is included. Our goal is to leave a significant trace of happiness to all staff, guests and locals throughout Scandinavia.

Come visit, and we’ll do the rest.

Clarion Collection has 21 hotels in Norway and 28 in Sweden - all with great locations.



vision

Creating hygge experiences

goal

Leave a significant trace of happiness to all staff, guests and locals

guest promise

Personal and peaceful stays with a genuine hygge feeling, plenty of consideration, always with evening meal included

CLARION COLLECTION

Yours Truly

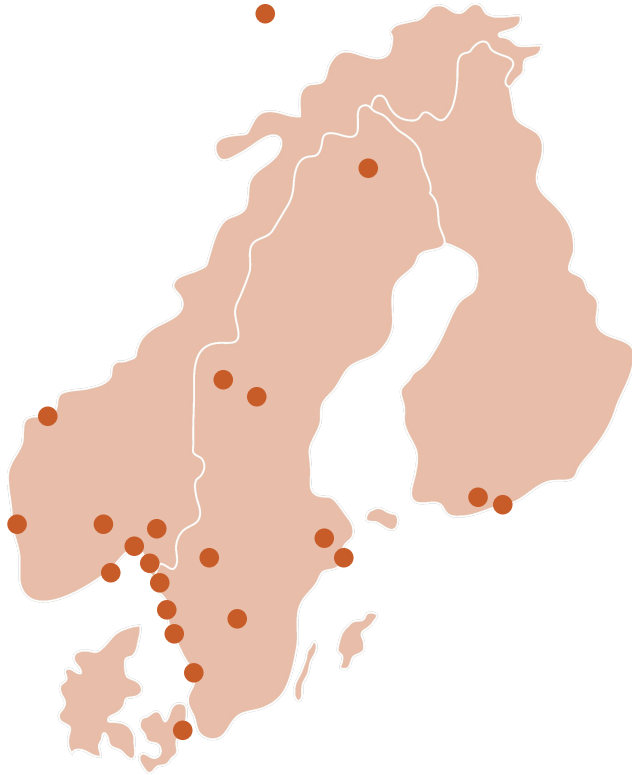
A photograph of a hotel room featuring two beds with white linens and decorative pillows. A wooden nightstand with a lamp and a book is positioned between the beds. The room has a warm, textured wall and wooden headboards.

Nordic Hotels & Resorts

The *reason* to travel

Nordic Hotels & Resorts is the largest collection of independent hotels in the Nordics. From vibrant city hotels to energizing mountain retreats, our hotels are curated to tell a story.





4
COUNTRIES

39
HOTELS

6 400
HOTEL ROOMS

Always unique, *always independent*

Nordic Hotels & Resorts is a lifestyle-driven hospitality group, transforming our industry with conscious luxury and a lust for exploring. More specifically, we:

- Provide curated guest experiences**, curating brands to tell a story.
- Are a collective of devoted people**, redefining Nordic hospitality.
- Design to inspire**, with design as an immersive experience.
- Create brands that tell a story**, from concept to daily operation.
- Work with an entrepreneurial mindset**, in order to increase profit.

Restaurants & Bars

Whether you're dining in the heart of the city, or sippin' on cocktails at a snowy mountain retreat, you can expect one thing from our restaurants and bars: that wow factor.

Conscious, creative and cosmopolitan. A visit to any of our restaurants or bars is always a sensory journey—be it through time, flavors or moods. You'll find food and beverage concepts here, led by forward-thinking chefs, constantly perfecting their craft, and award-winning mixologists, some of them named the best bartenders in the world (literally!). What they all have in common is their green and boundary-breaking approach to the dining experience.



Strawberry

