

Profitable again in 2021

We have undergone two very special years. 2020 was an Annus Horribilis for Stena AB. However, 2021 was more successful. Our successes differ in terms of our various activities. This is why we are part of a conglomerate. Learning from each other is meaningful. We also seek to run a cost-effective business with the aim of being very close to our customers, and we do so with different degrees of success.

WE DEVELOP AND EXERCISE PROXIMITY to our customers. Successfully reducing our costs to such a great extent exceeds expectations, however. Thank you to all our employees for showing that when it comes to our survival, we can all do things in a simpler and more direct way. Let us continue to do things in a new and better way. Our customers will thank us for this and we will be able to continue to invest in our operations.

OUR MOTTO IS to always fear losses and to love profits.

This attitude has made our remarkable recovery possible. We have learned the importance of acting decisively in times of major changes, the significance of spotting problems in time and from different perspectives, and the value of balancing short-term and long-term perspectives. Our successful recovery has come from hard work, strong customer focus and difficult decisions and actions. I would like to thank all of you who have contributed to this recovery. Well done!

Companies are being tested in tough times. During the past two years, we have shown that Stena is resilient, that we can adapt and that we can collaborate in difficult times. I am proud of how we support each other, learn from each other and act positively together in the face of both opportunities and challenges. Through outstanding cooperation with our customers and also internally, we have proved our strength and ability to weather the storm.

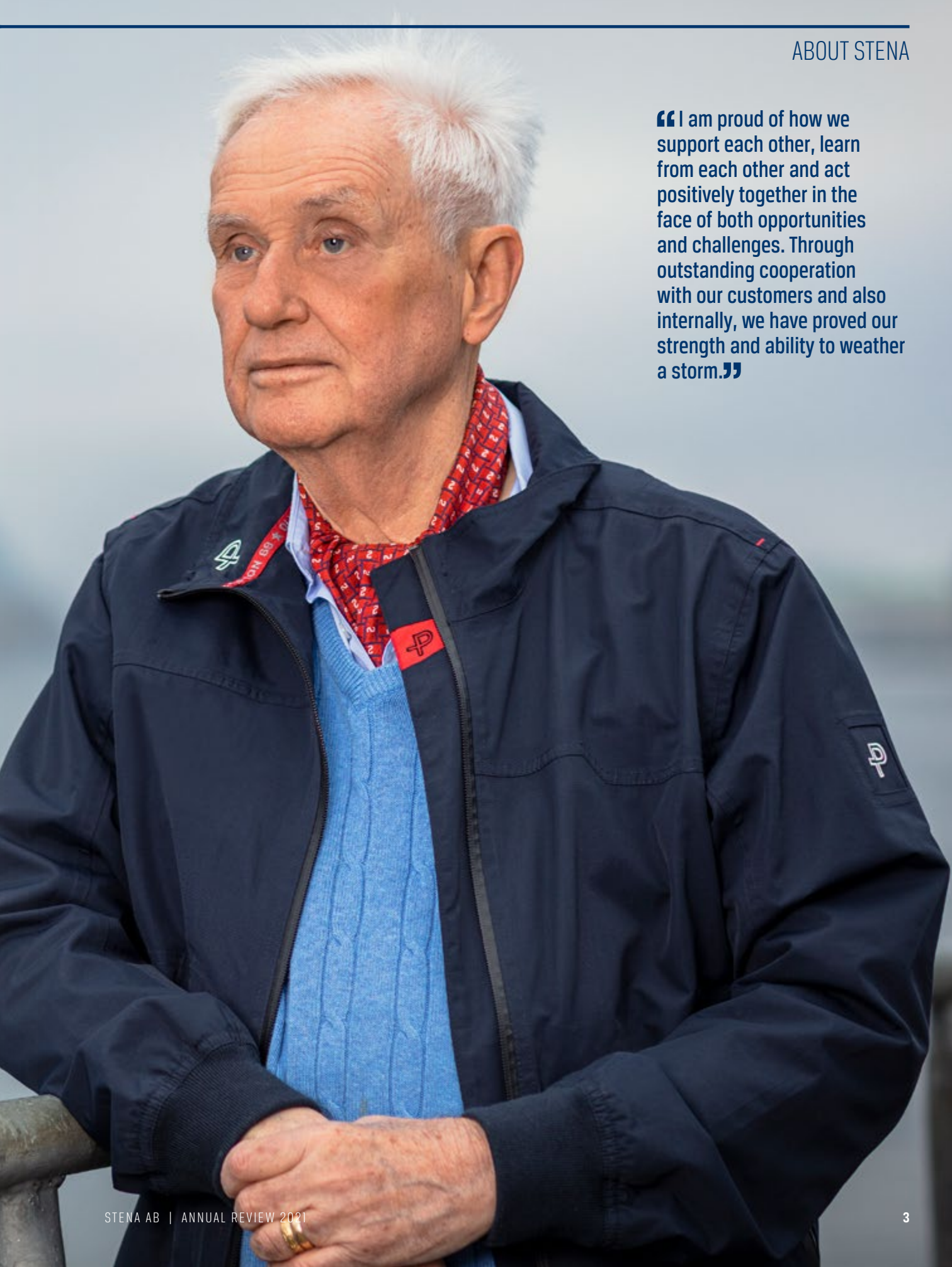
I would now like to take this opportunity to say something about our different business units, from my perspective.

- Stena Line made an outstanding recovery in 2021. The company is benefiting from a strong freight market and we can see that our passengers, especially those in cars, are returning to us as soon as the restrictions are lifted. We were able to maintain our tight cost control even when volumes increased, which has led the company back to a profitable and really strong result for 2021.
- Through care of our customers and active development of various housing projects, Stena Property is delivering very good results and has several interesting development projects under way. During the summer of 2021 and other school holidays, over 500 young people were offered summer jobs and worked in our areas.
- The tanker market was very weak in 2021, and Stena Bulk struggled in this market. Despite the company's ability to proactively develop good customer solutions, 2021 was the worst year ever from a profitability perspective.
- Ship management operations within Northern Marine Group are developing well, and in 2021 we signed several prestigious new contracts with major energy companies and shipping companies. These contracts are proof of our ability to provide safe and efficient vessel management services and build on our operational capabilities.

- Stena RoRo's E-flexer programme has been a great success. In 2021, we took delivery of two new E-flexer vessels intended for DFDS and Brittany Ferries. Through long-term contracts, these vessels will contribute to stable cash flows.
- Our offshore drilling services through Stena Drilling also recovered well in 2021. The fact that all rigs have fixed contracts with well-known energy companies shows that our high operational standards with well-maintained units also pay off.
- Stena AB's investment in logistics benefited from strong market performance, with good revenue growth and profits.
- Stena Adactum delivered strong results last year and, together with Stena Property, generated sound cash flows and results that stabilise the Group. Ballingslöv and Blomsterlandet saw substantial increases in revenues and profits, as people invested in their homes and gardens during the pandemic. So far, Adactum's portfolio companies have doubled their market value every five years. We plan to continue to pursue this ambition in the future.
- Finally, I can say that in 2021 we proved that our business models for Stena AB also function well during difficult times.

During the past two crisis years, we not only reduced our cost levels, but also continued to invest for the future. In times of crisis, it is difficult to continue

“I am proud of how we support each other, learn from each other and act positively together in the face of both opportunities and challenges. Through outstanding cooperation with our customers and also internally, we have proved our strength and ability to weather a storm.”



CEO COMMENTS

to invest in development. However, it is absolutely necessary to continue to take stakes and invest. Otherwise, we may well survive in the short term, only to realise that we have nothing to live on or for. I am very proud that we have been able to balance the short- and long-term perspectives. By doing so, I am convinced that we have secured something to live on and off, so that we can face the future with confidence. Thanks to our readiness, we will have both a place and a role to play in the future.

One important question I have been thinking about over the past year is:

– Who would miss us if we weren't here?

Thinking about this gives valuable inspiration in order to resolve the issues of how to create value for society and our customers, and how meaningful our activities are, and for whom.

This is more important than ever before, and I think we should all ask ourselves that question, in order to find solutions and opportunities where our expertise can be put to good use.

By continuing to use the knowledge and the expertise we have developed to create

new business, innovate, and nurture our customers and each other, I am confident that we will continue to perform well as a result of our hard work.

After our strong recovery last year, 2022 looked set to be a good year for us. That situation changed when Russia invaded Ukraine. Stena condemns Russia's military invasion of Ukraine and fully supports the sanctions adopted by the EU, USA, UK and others. The consequences of the war have already led to a humanitarian disaster, but also significant economic uncertainty. Naturally, our thoughts are first of all with the people of Ukraine, including employees and business partners of the Stena Group. We are constantly monitoring this very serious situation and our companies are evaluating possible consequences.

Our strength as a conglomerate is more important than ever and we are tackling 2022 with renewed energy. Together we have shown that, with our business partners, we can achieve almost anything.

Göteborg, 9 March 2022
Dan Sten Olsson

“I am very proud that we have been able to balance the short- and long-term perspectives. By doing so, I am convinced that we have secured something to live on and off, so that we can face the future with confidence. Thanks to our readiness, we will have both a place and a role to play in the future.”

GROUP SUMMARY

Key financial indicators	2021	2020	2019
Total income, net result on sale of non-current assets and change in fair value of investment properties	38,991	33,343	37,142
EBITDA, excluding sale of assets	8,776	5,613	8,527
Operating profit	2,155	-1,791	1,731
Profit/loss from investments in strategic associated companies	312	-19	86
Profit before tax	499	-4,858	240
Total assets	133,108	121,933	129,777
Equity including deferred tax liabilities	53,052	47,745	53,170
Cash and cash equivalents and short-term investments	4,542	3,566	6,297

Key non-financial indicators	2021	2020	2019
Number of employees	11,438	11,483	11,813
Percentage women (%)	28	28	30
Number of vessels (in emission reporting) ¹	99	92	115
Total energy consumption in vessels (TWh) ¹	11.9	11.1	12.5
CO ₂ emissions (1,000 tonnes)	3,222	3,002	3,322
NO _x emissions (1,000 tonnes)	81	74	75
SO _x emissions (1,000 tonnes)	5	5	24
Energy consumption (electricity + heating) Stena Property (MWh)	307,480	289,500 ²	302,513

1. Emissions reporting in this year's report includes Stena Line, Stena Bulk, Stena RoRo and Stena Drilling. Concordia Maritime's emissions have been included in previous years' reporting. The figures in this year's report are therefore not comparable with previous annual reports.

2. The figure for 2020 has been revised due to adjustment of actual values.