

"Shark one" 2012-2015

Erik Hvesser and Martin Creydt Capital Market Day 2017

Key facts and effects

40 Scandic Hotels

Norgani acqusition 2010

Market Potential

Aggressive top-line target

Performance Boost

Ambitious GOP target

New lease terms

Revenue-based with shared investments

Shared potential and market risk

Underperforming

Neglected maintenance Need of product investment

Active ownership

Individual business plans for each hotel

SEK 1.6bn invested

Product 1.2bn and technical 0.4bn

Financial drivers

Scandic: improved EBITDA Pandox: improved NOI



Film



Thank you!



