



OPUS

Opus Group

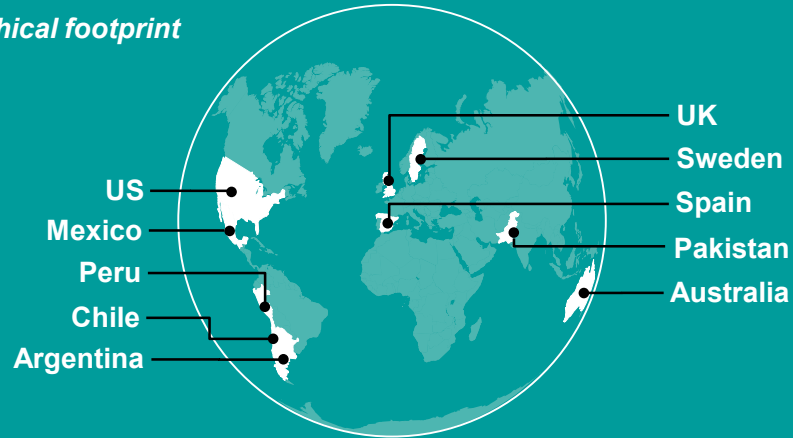
AGM – May 16, 2019

Opus today



Opus is a global leader in vehicle inspection, as well as a provider to the growing intelligent vehicle support market

Geographical footprint



- Active in 10 countries – 5 continents
- Headquartered in Gothenburg
- Approximately 2,600 employees
- Listed on Nasdaq Stockholm

- Annual Revenue Growth⁽¹⁾: **16%**
- EBITA margin⁽²⁾: **15%**
- Net Debt / EBITDA⁽³⁾: **3.1x**

Financial targets



(1) 3-year CAGR based on LTM Revenue Q1 2019

(2) LTM EBITA divided by LTM Revenue Q1 2019

(3) Net debt as per end of period divided by LTM EBITDA excluding effects from accounting in accordance with IFRS16 and adjusted for pro forma accounts for acquired businesses

(4) Organic and acquisitive growth based on 3-year CAGR

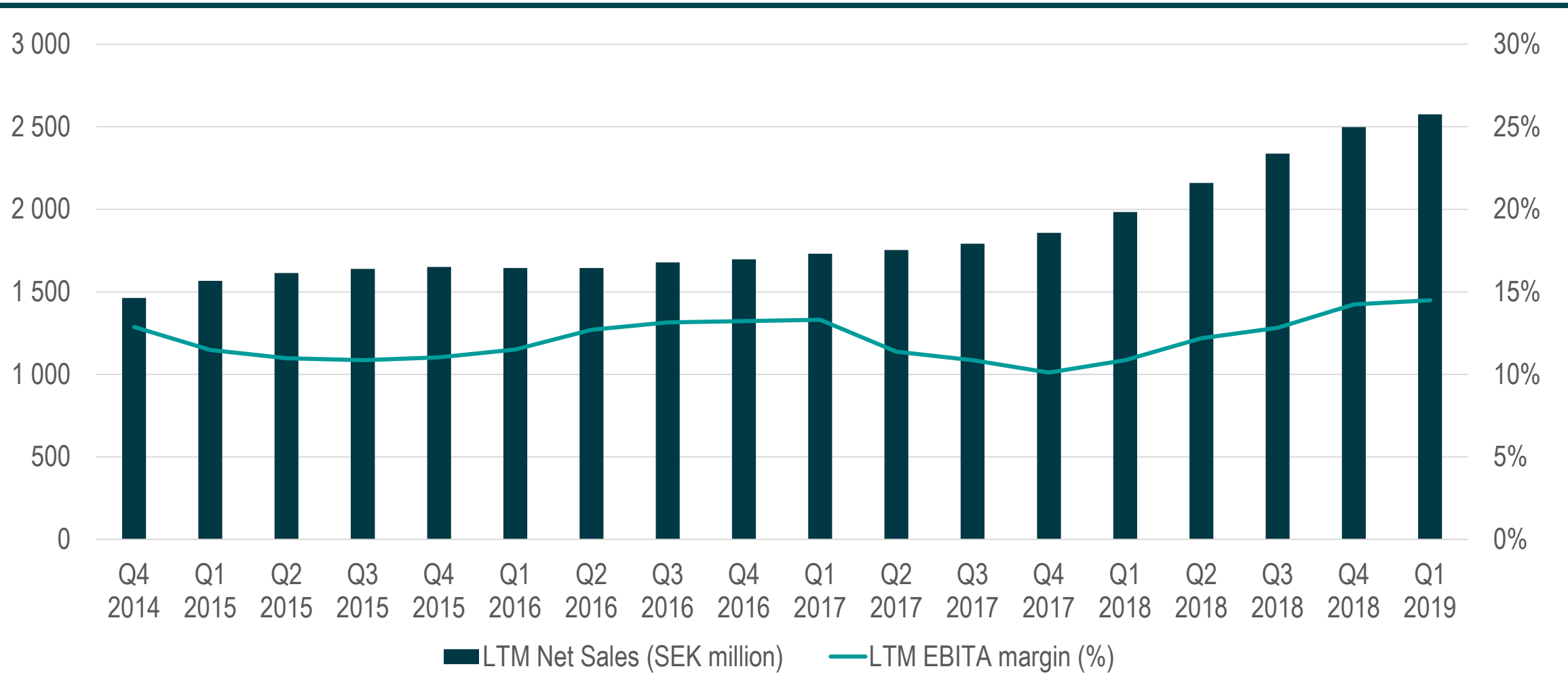
(5) Net Debt/EBITDA excluding IFRS16 effects. Net Debt/EBITDA may exceed 3.0x if an attractive business opportunity arises

Highlights

- Strong growth and margin development
- New divisional structure effective from January 2018
- Acquisition of two well performing companies
- Continued growth in emission test equipment EaaS
- New financial targets announced in April 2019
- Long-term financing secured to attractive terms



Strong growth and margin development



Vehicle Inspection (VI) – one division, three segments



VI US & Asia

- Market leader in the U.S.
- Centralized and decentralized programs
- EaaS emission testing equipment
- Implements vehicle inspection programs in Pakistan

VI Europe

- Centralized vehicle inspection operator in Sweden
- 93 stations and ~1.5 million inspections per year
- Market share of ~25%

VI Latin America

- Operates in Argentina, Chile, Mexico and Peru
- Strong vehicle population growth of 5% per year
- Continued development of new concessions



VI: Acquisition of Gordon Darby in January 2018



- Purchase price of 55 MUSD (~432 MSEK)
- Revenues of ~35 MUSD
- A leading government services company specializing in vehicle inspection
- Arizona, New Hampshire and Texas
- Re-win of the New Hampshire program in Q1 2019
- Increases Opus' footprint in the U.S. and offers management and technology synergies



USA

VI: Acquisition of VTV in May 2018

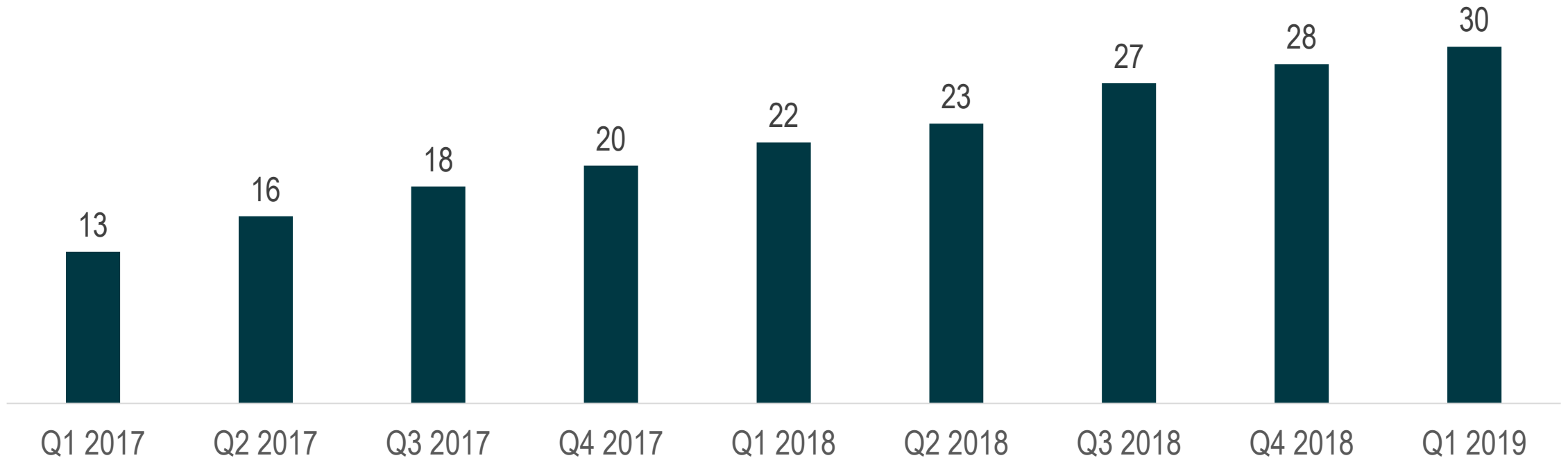
- Purchase price of 11 MEUR (~110 MSEK)
- Revenues of ~10 MEUR in 2017
- Concessions in the province and city of Buenos Aires
- Improves Opus' foothold in Argentina and contributes to a stronger organization in Latin America
- Good potential in the Argentinian market with increasing vehicle population and improving compliance rate



Argentina

VI: Continued growth in emission test equipment EaaS

EAAS 12-MONTH RUN RATE (MUSD)



- Our EaaS business reaching our 2021 annual run rate goal of 30 MUSD a few years early
- We expect this business to continue to grow throughout 2019

VI: Why the U.S. will continue to need emission testing



Tom Fournier, CTO: "The progress of the EV market does not mean the rapid demise of internal combustion engines"



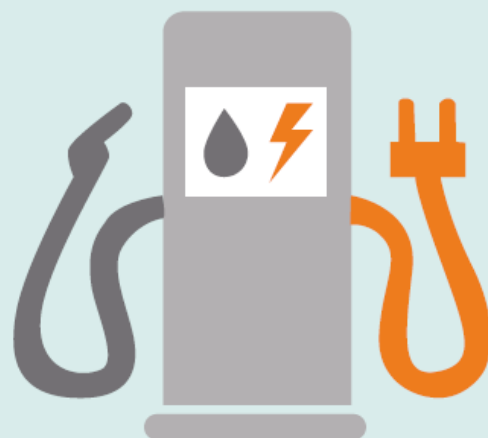
The EV umbrella includes hybrids and plug-in hybrids which still use internal combustion engines and, therefore, still require emissions testing. Only fully battery electric vehicles (BEVs) do not require emission testing, and BEVs represent only one third of all EV sales in the U.S. According to JP Morgan,

BEVs are projected to grow at a slower pace than hybrids¹. That means that their number as a percentage of the total U.S. on-road vehicle fleet will remain small for many years to come.

BEVs less than 2% of total fleet

Opus estimates that, by the end of 2025, only 1.8% of vehicles on the road will be exclusively battery powered electric – see panel. The remaining 98.2% will have an internal combustion engine. Even if our calculation is off by a factor of 10, the on-road fleet will remain overwhelmingly dominated by internal combustion engines in need of emissions testing.

Since the average age of vehicles on the road is 11.6 years, there will be a long tail of older internal combustion vehicles needing emissions test even after BEVs grow into a significant share of the on-road fleet. These factors mean that vehicle emissions testing will be a prominent feature of the automotive aftermarket for two or more decades to come.



BEVs as a share of the total North American fleet

Battery electric vehicles will form a small proportion of the total vehicle fleet in North America for many years to come, as shown in the chart below.

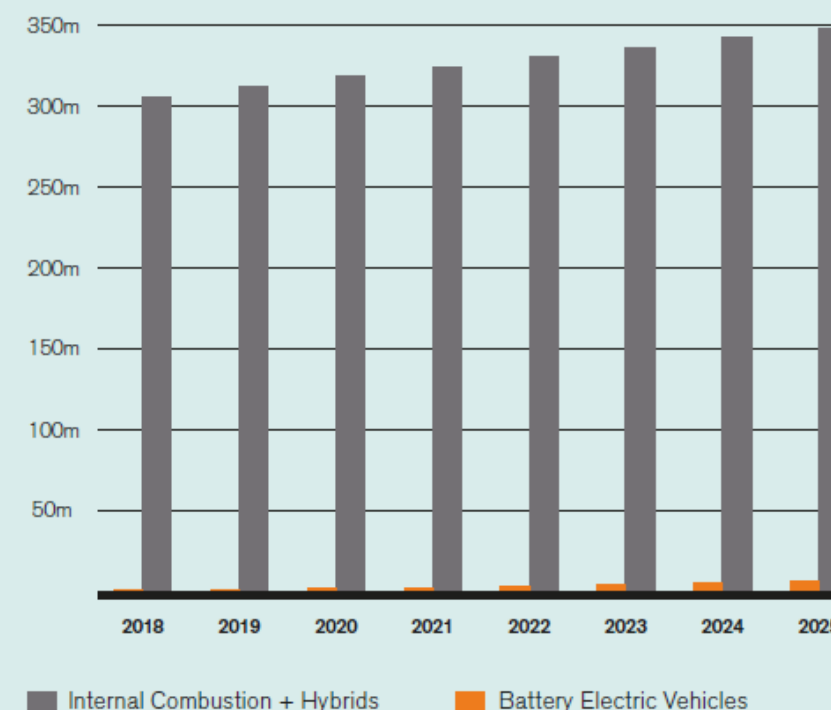
North America production of BEVs from 2015 through 2025 will total 6.2 million vehicles¹. But in 2018 there were 272 million vehicles on U.S. roads and 34 million on Canadian roads for a total fleet of 306 million^{2,3}.

Annual new car sales in the U.S. are around 17.4 million, and 2 million in Canada, totaling 19.4 million^{4,5}. The U.S. scraps 11 million cars per year, while Canada scraps 1.6 million^{6,7}. That leaves the net annual on-road fleet increase at around 6.8 million vehicles.

Adding that annual increase to the 2018 base and extrapolating out to the end of 2025, the total on-road fleet will be approximately 354 million vehicles, of which only 6.2 million will be fully electric BEVs.

BATTERY ELECTRIC VS INTERNAL COMBUSTION

Forecast number of battery electric vehicles as a proportion of the total vehicle fleet in North America (millions).



¹<https://www.jpmorgan.com/global/research/electric-vehicles>

²<https://www.statista.com/statistics/859950/vehicles-in-operation-by-quarter-united-states/>

³<https://www150.statcan.gc.ca/n1/daily-quotidien/180615/dq180615e-eng.htm>

⁴<http://www.goodcarbadcar.net/2012/10/usa-auto-industry-total-sales-figures/>

⁵<https://www.auto123.com/en/news/2017-vehicle-sales-canada/64278/>

⁶<https://www.statista.com/statistics/274931/number-of-vehicles-scrapped-in-the-us/>

⁷<http://a-r-a.org/automotive-recycling-magazine/report-on-end-of-life-vehicles-worldwide/>

VI: Europe – growth potential

- Our ambition is to grow in Europe
- Analysis and evaluation ongoing
- Acquisitions and contracts possible
- Opus' international strength and expertise opens up opportunities
- The opportunity for growth is good



VI: Sweden - market

- New regulations since May 2018 provide a declining total market - about 10% on an annual basis
- Continued expansion of number of stations (510 active stations in March compared to 479 stations in March 2018)
- Strong competition
- The tendency for price increases can be discerned



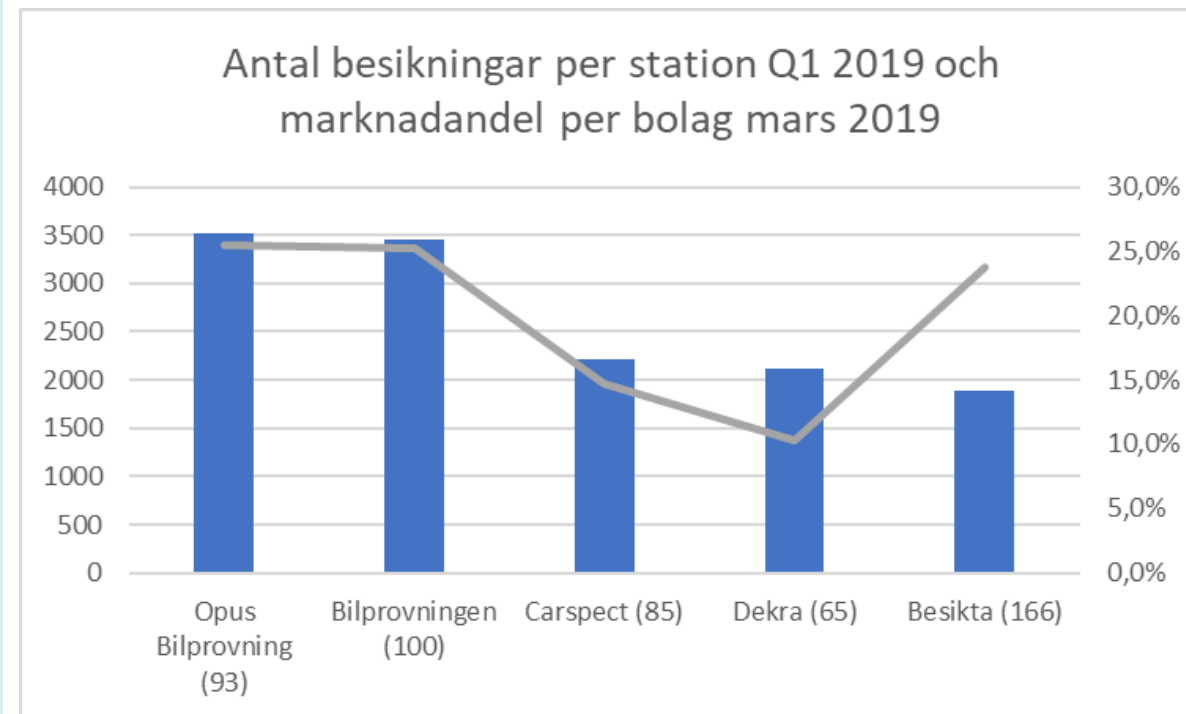
VI: Opus Bilprovning



FOCUS AREAS

- Differentiated pricing with constant higher average revenue
- CRM, better and more customized customer communication
- Strengthened position for heavy vehicles
- Strengthened position of corporate customers
- End of lease and trade in tests for car dealers
- Off road inspection
- Strong cost control

OF INSPECTIONS PER STATION / MARKET SHARE



Intelligent Vehicle Support (IVS) – a new division



- Division established in 2018
- Includes the acquired companies Drew Tech (2015) and Autologic (2017)
- The new division represents >10% of total revenues
- Focus on vehicle communications, reprogramming and diagnostics
- Growth driven by increased computerization of vehicles



Mobility

**Autonomous
driving**

Digitalization

Electrification

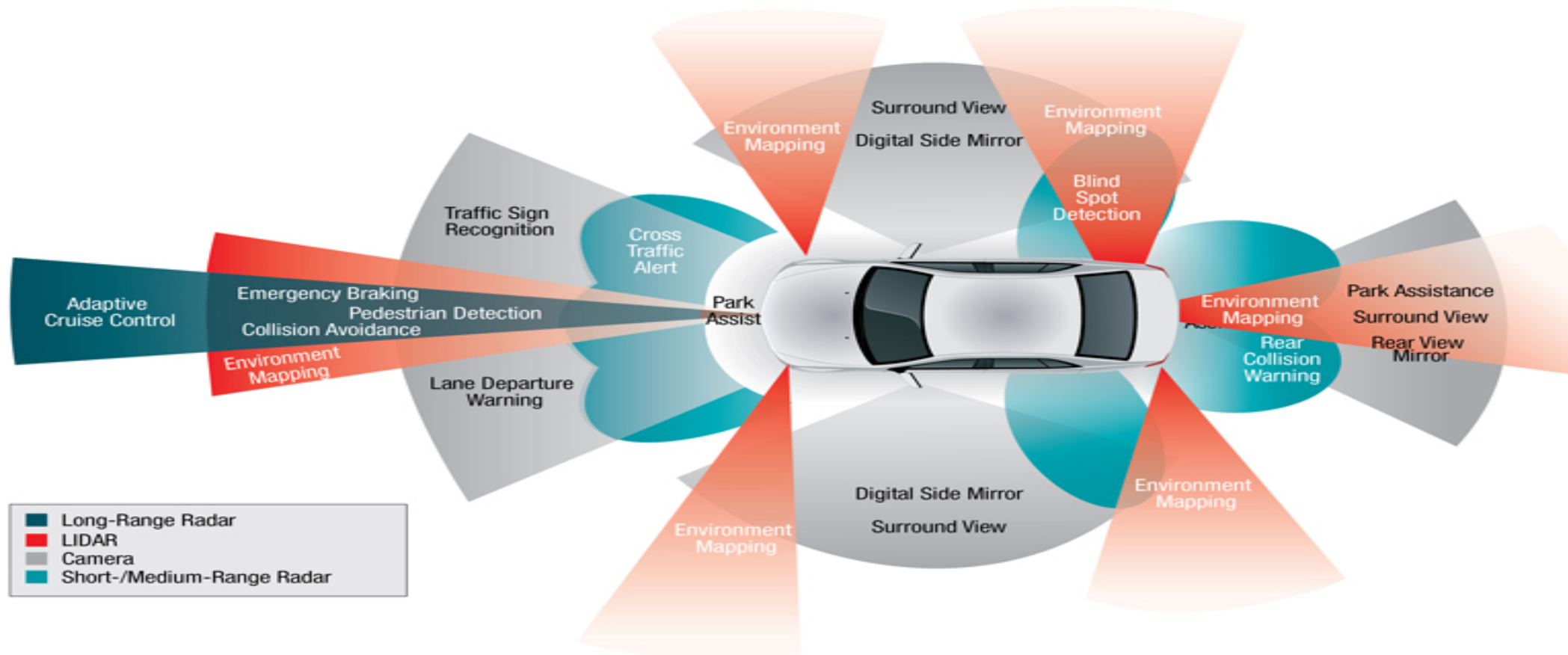
M

A

D

E

IVS: Vehicles are becoming more complex and computerized OPUS



- Complex systems require complex diagnosis and complex repairs

IVS: Our target - independent automotive shops



The problems they face

- Competition between authorized dealers and independent service shops is strong
- Independents require the tools and knowledge to support many vehicle brands; dealers support one or two brands
- As vehicles become more intelligent, diagnosing and repairing them becomes harder
- But independent technicians don't have the training and tools they need to compete

How we can help

- Opus IVS tools enable technicians to diagnose complex faults and re-program computerized vehicles
- Live support from over 100 master technicians in five call centers
- Technicians can support complex repairs across multiple car brands to the same standard as dealers
- No need to maintain detailed technical knowledge for every model



IVS: DRIVE Diagnostics Platform



- DRIVE is Opus' diagnostic platform
- Technician can easily and quickly scan vehicle
- Remote diagnostics, programming, and technical support is available



Professional diagnostic tool



Guided diagnostic tool for collision shops



Platform for advanced technicians*



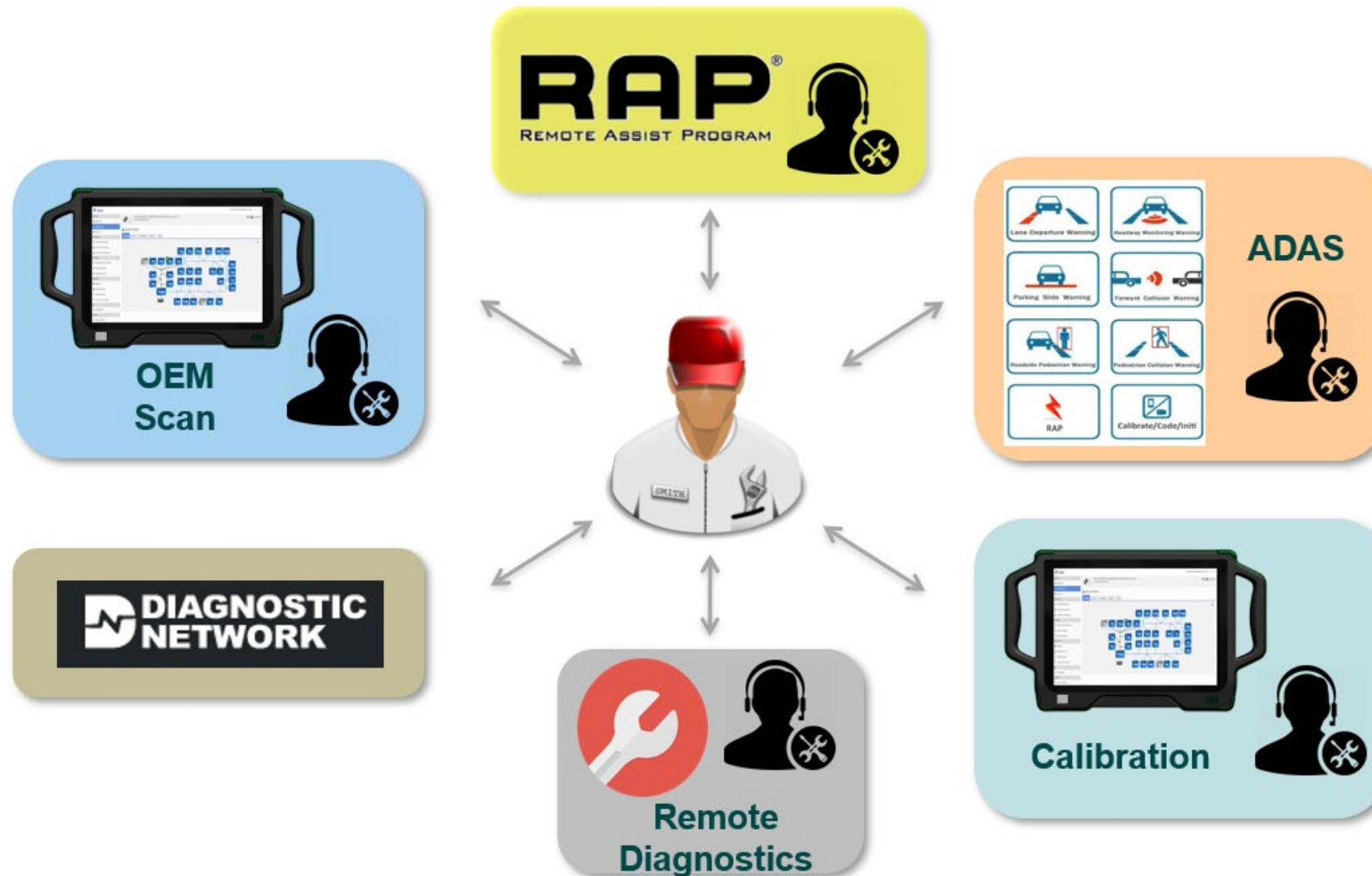
Emissions testing system*



Remote assisted Programming



IVS: Customer Services



Market size

- Existing market over 175K mechanical repair shops and 12K collision repair shops
- Potential US market for Remote services is USD 740 million
- Significant worldwide potential

Expanding to new regions

- Largest market is US, with sales in other English speaking countries.
- Evaluating business opportunities in Spain, Latin America, and other regions

Growth opportunities

- Vertical and horizontal
- Expansion of DrivePro to more workshops with more coverage
- 2019 launch of DriveCrash to collision market
- Further market segmentation: Truck, tire repair, alignment, tire service industry

Threats

- Changes in diagnostic access to vehicles
- Competition in the collision market

IVS: The value of Intelligent Vehicle Support



Recurring revenues to drive profitable growth

- Shift from one-time capital sales to recurring services revenue
- Customers will increasingly rely on IVS for complex vehicle repair support, especially as vehicle technology increases
- IVS aligns for a stronger financial position as diagnostic tool prices decrease and need for experienced technicians rises

USPs

- First to market – no other solution available that's comparable to DRIVE + live support
- Comprehensive DRIVE platform
- Expert technicians in 5 call centers with experience at authorized dealers
- Existing customer base from Autologic and DrewTech
- IVS solution is approved by many automakers and uses the same technology found in dealerships

Group: New financial targets announced in April



REVENUE

5-10% annual revenue growth

Organic and acquisitive growth based on 3-year CAGR

16%

LTM Q1 2019

MARGIN

15% EBITA margin

15%

LTM Q1 2019

LEVERAGE

Net debt/EBITDA not to exceed 3.0x

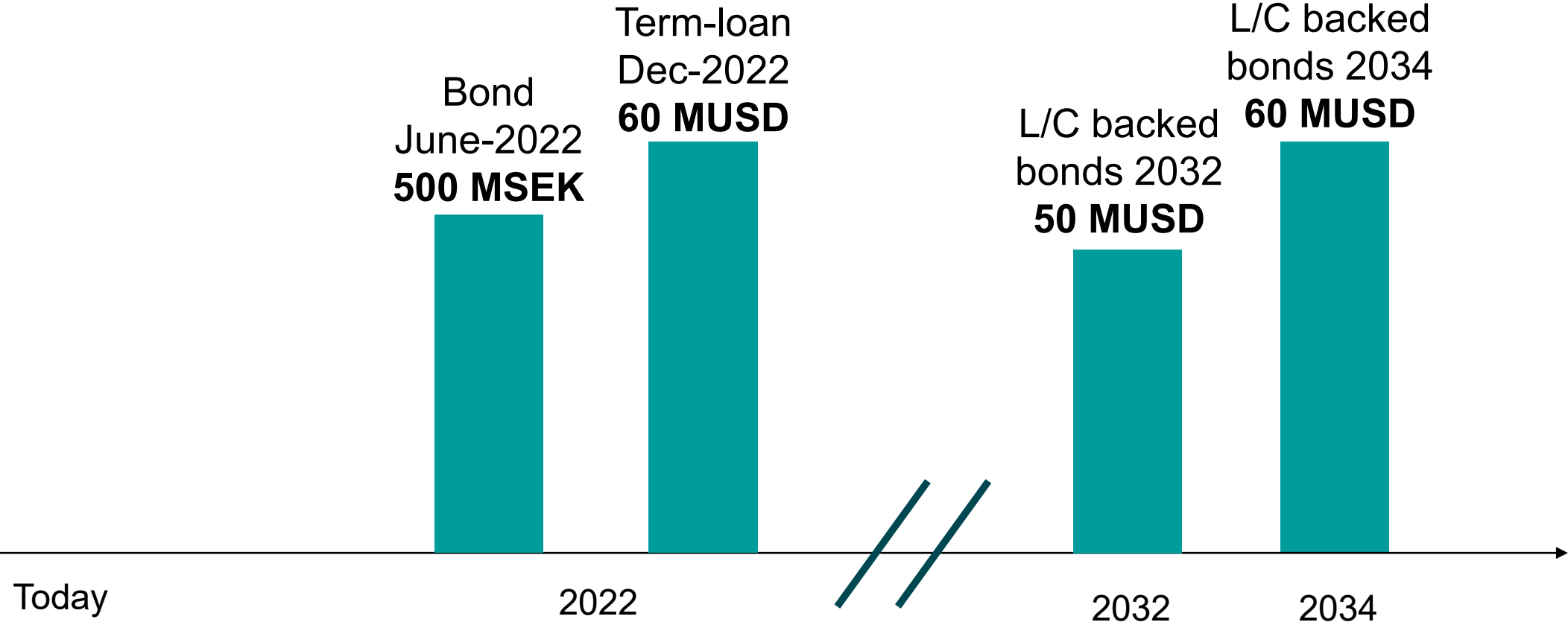
Net Debt/EBITDA excluding IFRS16 effects. Net Debt/EBITDA may exceed 3.0x if an attractive business opportunity arises

3.1x

Q1 2019

Group: Long-term financing secured to attractive terms

DEBT MATURITY PROFILE



FY 2018: Opus Group - Financial overview



MSEK	FY 2018	FY 2017
Net Sales	2,497	1,858
EBITDA	504	308
EBITDA margin (%)	20.0%	16.6%
EBITA	358	188
EBITA margin (%)	14.2%	10.1%
Net Earnings	-6	74
Operating Cash Flow	323	186
Free Cash Flow	84	-42

- Total growth of 34%
- Organic growth of 9%
- Improved operating result and cash flow
- Net earnings negatively impacted by unrealized foreign exchange differences (-66 MSEK)

FY 2018: Strong growth in both divisions



DIVISIONS

MSEK

Net sales

EBITA

EBITA margin (%)

VEHICLE INSPECTION

FY 2018

FY 2017

2,208

1,693

334

182

15%

11%

INTELLIGENT VEHICLE SUPPORT

FY 2018

FY 2017

308

172

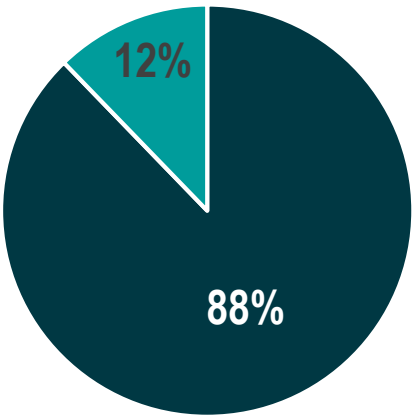
40

21

13%

12%

Net sales FY18 – Split by division



■ Vehicle Inspection ■ Intelligent Vehicle Support

- Total growth of 30%
- Organic growth of 8%
- Acquisitions
- EaaS volumes

- Total growth of 79%
- Organic growth of 29%
- Turnaround of Autologic
- RAP service

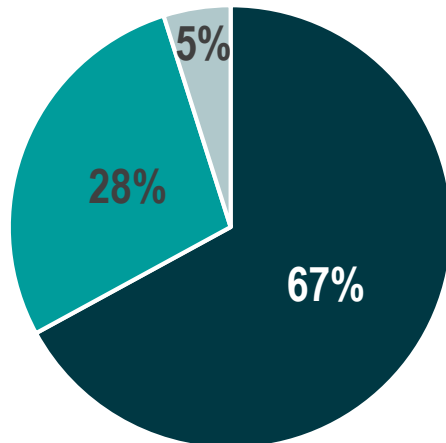
FY 2018: Good results in US & Asia



SEGMENTS

MSEK
Net sales
EBITA
EBITA margin (%)

Net sales FY18 – Split by segment



■ VI US & Asia ■ VI Europe ■ VI Latin America

VI U.S. & ASIA

FY 2018	FY 2017
1,496	1,048
286	139
19%	13%

- Total growth: 43%
- Organic growth: 10%

VI EUROPE

FY 2018	FY 2017
626	626
64	75
10%	12%

- 2018 revenue flat vs. 2017, at lower EBITA

VI LATIN AMERICA

FY 2018	FY 2017
109	40
-16	-32
-15%	-80%

- Total growth: 174%
- Organic growth: 80%

Q1 2019: Opus Group - Financial overview



MSEK	Q1 2019	Q1 2018
Net Sales	633	555
EBITDA	144	100
EBITDA margin (%)	22.7%	18.0%
EBITA	87	69
EBITA margin (%)	13.7%	12.5%
Net Earnings	-17	10
Operating Cash Flow	76	39
Free Cash Flow	25	-13

- Total growth of 14%
- Organic growth of 3%
- Improved operating result and cash flow
- IFRS16 improved EBITDA by +23 MSEK and free cash flow by +17 MSEK. Minor impact on EBITA and net earnings
- Net earnings negatively impacted by refinancing costs (-16 MSEK)

Q1 2019: Growth in both divisions



DIVISIONS

MSEK

Net sales

EBITA

EBITA margin (%)

VEHICLE INSPECTION

Q1 2019

Q1 2018

556

498

86

69

15%

14%

INTELLIGENT VEHICLE SUPPORT

Q1 2019

Q1 2018

78

59

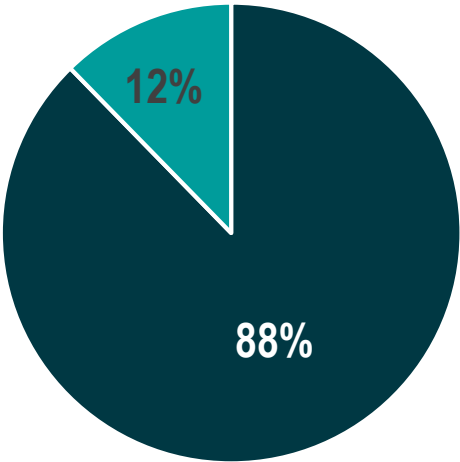
3

3

4%

6%

Net sales Q1 – Split by division



■ Vehicle Inspection ■ Intelligent Vehicle Support

- **Total growth of 12%**
- **Organic growth of 1%**
- Acquisition of VTV
- EaaS volumes

- **Total growth of 32%**
- **Organic growth of 21%**
- Changed product mix
- Call-center capacity
- Depreciation costs

Q1 2019: Good development in VI Latin America



SEGMENTS

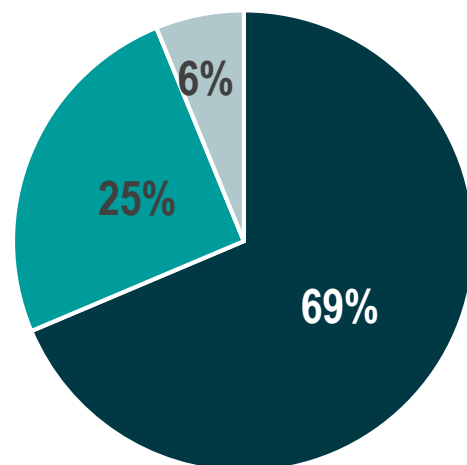
MSEK

Net sales

EBITA

EBITA margin (%)

Net sales Q1 – Split by segment



■ VI US & Asia ■ VI Europe ■ VI Latin America

VI U.S. & ASIA

Q1 2019	Q1 2018
385	335
82	70
21%	21%

- Total growth: 15%
- Organic growth: 2%

VI EUROPE

Q1 2019	Q1 2018
141	148
0	5
0%	4%

- Net Sales decreased by 4% to 141 MSEK

VI LATIN AMERICA

Q1 2019	Q1 2018
35	20
3	-6
10%	-28%

- Total growth: 71%
- Organic growth: 15%

Why invest in Opus?



INVESTMENT CASE

- Favorable mega trends and market drivers
- Attractive market characteristics
- Strong market position within VI
- Growth opportunities within IVS
- Strategy for profitable growth
- Solid business model
- Strong track record of value creation
- Experienced organization with passion for innovation



Thank you!