

Mekonomen Group

January – March 2019 May 2, 2019

QI 2019 - record sales and improved EBIT

Focus on profitable growth

- Ongoing cost-saving programme, effect of SEK 30 M annually from Q3 2019 and full effect of SEK 65 M annualy from Q4 2019
- Acting on unprofitable businesses, streamlining our organisation and prioritisation of projects

Stabilised market and positive effect from the fact that Easter holiday did not take place in the first quarter

Integration of central warehouse as well as FTZ and Inter-Team according to plan

First January 2019 – New business area structure, new key figures and IFRS 16

New segment reporting - four Business Areas

- FTZ
- Inter-Team
- MECA/Mekonomen
- Sørensen og Balchen

New key figures

- Organic growth, both per business area and on Group level
- Adjusted EBIT and Adjusted EBIT margin

Effects IFRS 16

- Primarily affecting leasing contracts pertaining to premises and vehicles
- Net debt is not affected by IFRS 16, due to our definition is excluding leasing liabilities

Including	Excluding	Effect
375	245	130
214	210	4
170	166	4
129	136	-7
96	101	-5
2 014	0	2 014
1 960	0	1 960
158	28	130
-111	19	-130
-36	-36	0
4 185	4 185	0
31	36	-5
	375 214 170 129 96 2 014 1 960 158 -111 -36 4 185	375 245 214 210 170 166 129 136 96 101 2 014 0 1 960 0 158 28 -111 19 -36 -36 4 185 4 185

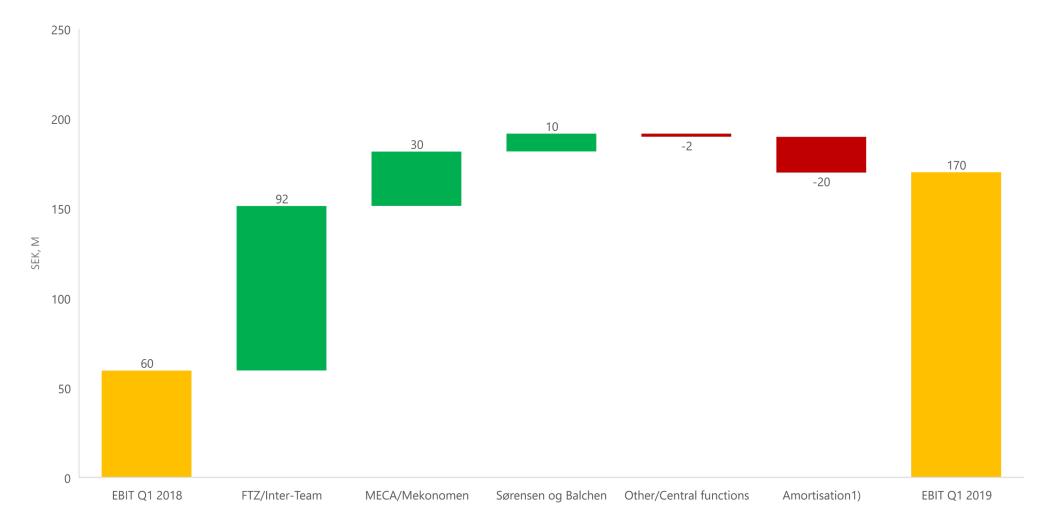
MEKONOMEN GROUP – FIRST QUARTER 2019

SEK M	QI 2019	QI 2018	change	Apr-Mar Rolling I 2M	2018 Full Year	change
Group, net sales	2,909	1,432	103%	9,255	7,779	19%
Adjusted EBIT ¹⁾	214	99	117%	715	599	19%
EBIT	170	60	185%	518	407	27%
Key figures - Organic growth ²⁾ - Adjusted EBIT margin - EBIT margin	2% 7% 6%	-2% 7% 4%		- 8% 5%	% 8% 5%	

¹⁾ Adjusted EBIT is EBIT adjusted for items affecting comparability and amortisation of material acquired intangible assets — FTZ, Inter-Team, MECA and Sørensen og Balchen.

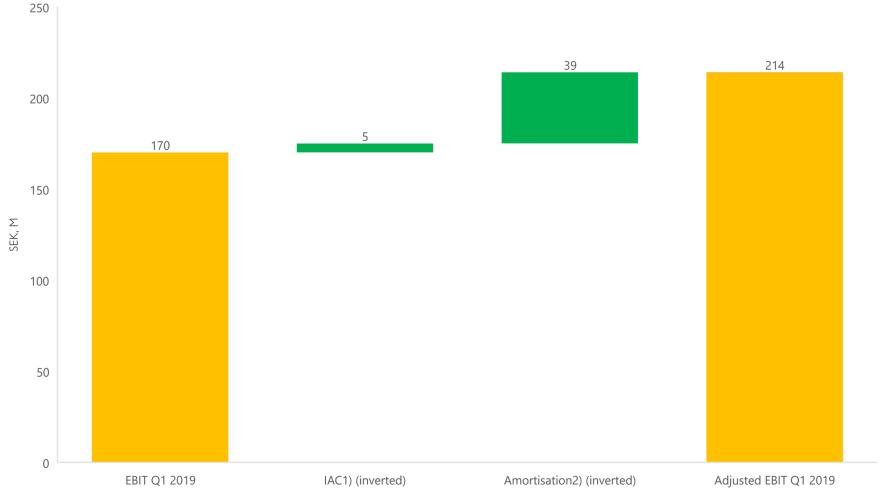
²⁾ Organic growth is change in net sales adjusted for number of workdays, acquisition/divestments and currency effects.

Development – EBIT QI 2019 vs QI 2018



¹⁾ Amortisation of material acquired intangible assets pertaining to the acquisitions of FTZ and Inter-Team.

Bridge – Adjusted EBIT vs EBIT QI 2019

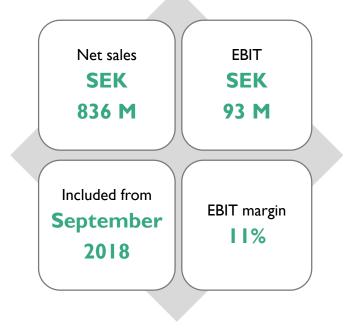


¹⁾ Items Affecting Comparability refers to integration costs related to the acquisition of FTZ and Inter-Team.

²⁾ Amortisation of material acquired intangible assets pertaining to the acquisitions of MECA and Sørensen og Balchen, FTZ and Inter-Team.

SALES & RESULT PER BUSINESS AREA

FTZ – FIRST QUARTER 2019



Included 7 months in the Group

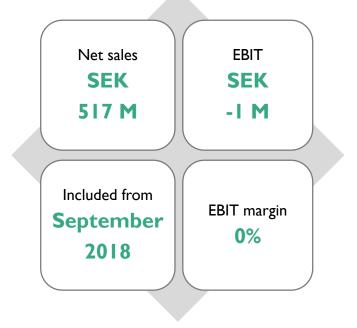
Net sales increased approximately 5 per cent¹), positively driven by favorable sales growth to affiliated workshops and larger customers

EBIT in line with last year (before the date of acquisition)

SEK M	QI 2019	QI 2018	change	Apr-Mar Rolling 12M	2018 Full Year	Change
Net sales	836	-	-	-	1,088	-
Adjusted EBIT ²⁾ EBIT	93 93	-	-	-	67 49	-
Key figures - EBIT margin	11%	-	-	-	5%	-

¹⁾ The comparison period 2018Q1 is before the date of acquisition and the 2018 full year figures are FTZ's reported net sales for the period 3 September to 31 December 2018. ²⁾ Adjusted EBIT excludes items affecting comparability.

INTER-TEAM – FIRST QUARTER 2019



Included 7 months in the Group

Net sales increased approximately 19 per cent¹⁾, driven by increased sales in both Poland and export to neighboring countries

EBIT was negatively impacted by increased price pressure and in line with last year (before the date of acquisition)¹⁾

SEK M	QI 2019	QI 2018	change	Apr-Mar Rolling I2M	2018 Full Year	Change
Net sales	517	-	-	-	638	-
Adjusted EBIT ²⁾ EBIT	- I - I	-	-	-	6 - I	-
Key figures - EBIT margin	0%	-	-	-	0%	-

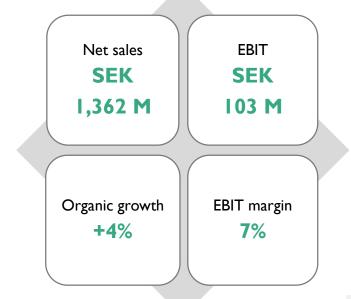
¹⁾ The comparison period 2018Q1 is before the date of acquisition and the 2018 full year figures are Inter-Team's reported net sales for the period 3 September to 31 December 2018. ²⁾ Adjusted EBIT excludes items affecting comparability.



Polish market – differentiated from the Nordic region

- Rapid market growth, 4-5 per cent yearly
 - Lower EBIT-margin in the Polish fragmented market, with intense price competition and investments in further growth
 - Long term future potential in market consolidation and to increase automation in logistics and distribution processes
- Private Label important tool to differentiate from the competitors in the Polish market
 - Successful development of Inter-Team's existing Private Labels "Kraft" and "Sakura"
 - Launch of the new Private Label "ITANS", consisting of workshop equipment, eg. AC service tool
- Implementation of electric/hybrid car training for mechanics
 - Ongoing rejuvenation of the Polish car fleet were Inter-Team and its workshop concepts are in the forefront to meet the future car fleet

MECA/MEKONOMEN – FIRST QUARTER 2019



Favorable sales trend compared to a weak first quarter 2018, sales growth to affiliated workshops

Central warehouse project proceeding as planned

EBIT positively affected by higher sales, increased gross margin and improved profitability in smaller operations

SEK M	QI 2019	QI 2018	change	Apr-Mar Rolling I2M	2018 Full Year	Change
Net sales - Sweden - Norway - Finland	1,362 831 520 12	1,249 760 479 10	9% 9% 9% 20%	5,414 - - -	5,301 - - -	2%
Adjusted EBIT ¹⁾ EBIT Key figures - Organic growth	106 103 4%	86 73 0%	24% 42%	460 436 -	439 405 2%	5% 7%
- EBIT margin	7%	6%		8%	7%	

¹⁾ Adjusted EBIT excludes items affecting comparability

SØRENSEN OG BALCHEN – FIRST QUARTER 2019



Negative impact from lower sales of DAB products was compensated by positive contribution from acquisition and currency effects

Improved gross margin due to product mix and efficient cost control

Favourable adjusted EBIT

SEK M	QI 2019	QI 2018	change	Apr-Mar Rolling I2M	2018 Full Year	Change
Net sales	183	182	١%	741	739	0%
Adjusted EBIT ¹⁾ EBIT	24 24	21 14	14% 71%	6 6	3 06	3% 9%
Key figures - Organic growth - EBIT margin	-13% 13%	-11% 8%		- 15%	-7% 14%	

¹⁾ Adjusted EBIT excludes items affecting comparability



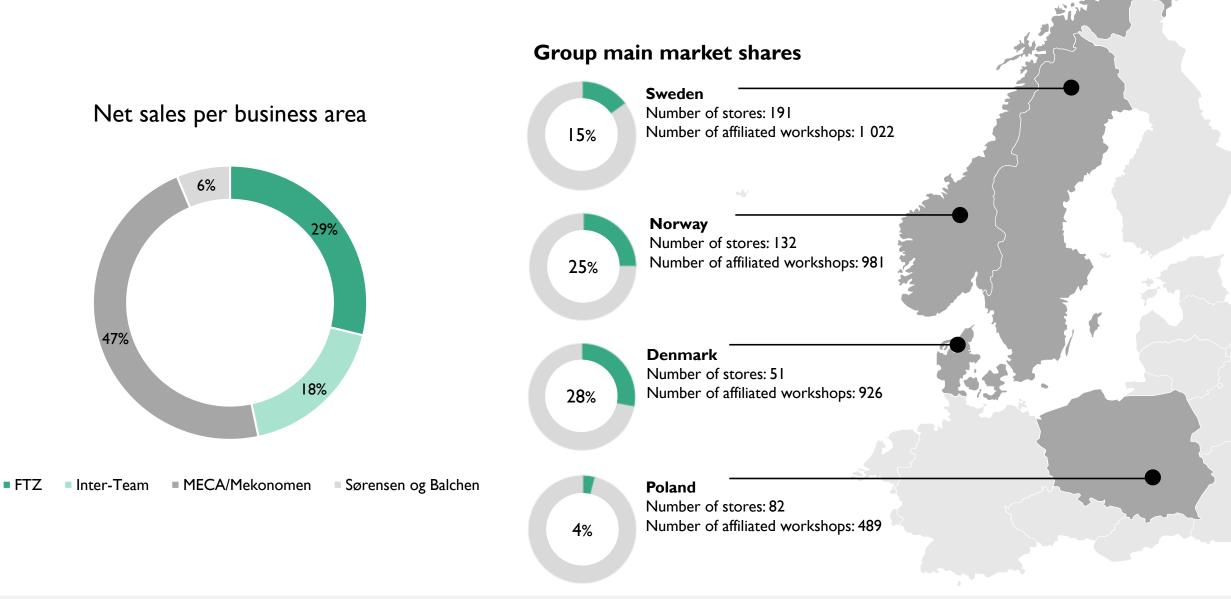
Group main markets and trends

2018	Denmark	Norway	Poland	Sweden
Population	5.8 million	5.3 million	38.4 million	10.2 million
GDP growth	1.4 %	2.2 %	5.1 %	2.3 %
Number of cars	2.5 million	2.8 million	22.5 million	4.8 million
Growth in number of cars	2.6 %	1.1 %	3.9 %	0.5 %
Cars >3 years old	69 %	82 %	93 %	81 %
Pure electric cars	0.3 %	7.1 %	<0.1	0.3 %
Market structure	High consolidation	High consolidation	Fragmented	High consolidation
Market share	28 %	25 %	4 %	15 %
Expected long-term growth (%)	I-2 %	I-2 %	4-5 %	I-2 %

Trends

- Change of customer expectations
 - Digitalisation
 - Future car fleet
- Next generation car fleet
 - Electric cars
 - Higher share of software in the cars
- Shift in competitiveness
 - Connected cars
 - New actors
 - Consolidation and integration

Mekonomen Group - Footprint





Strategic market positions - advanced training academies in all main markets

- High quality technical training and technical support in all mail markets within the Group
- Potential synergies in the Group
 - Independent strategic position has been created in each market with differentiated development focus
 - Electric/hybrid technician training and practical experience in Norway will benefit all core markets, in line with the car fleet development in each market
- Second degree autonomous training courses is launched in ProMeister Academy in Norway this year, among the first after market training courses in the industry.
 - Autonomous degree run from I-5
 - Level 2 is the most advanced level of autonomy in a modern car driven in regular traffic today

Nytt system for levering og MotorBransien | nr. 4 | april 2010 henting av bil døgnet rundt

Meca Norge vil starte salget av et nytt norsk system for innlevering, betaling og henting av bil på verkstedet utenom åpningstid. Kunder vil kunne levere og hente bil 24 timer i døgnet. Systemet skal bli mye billigere enn det som er på markedet.

slipper blant annet å installere beta-

I dag er prisen for et system for nøkler inkludert bankautomat på

over 100.000 kroner i året - det vil

si 12.000 kroner i leasingpris per

måned med en bindingstid på fem år.

skal spesialtilpasses behovene hos bilforhandlere og bilverksteder. De

Meca Norge har meget stor tro

i hele verden. Meca har sikret seg

salgsrettigheter for Norden. Det vil

bli solgt til alle aktører i bransjen og

vil ikke få noen form for Meca-merke.

endel av våre verksteder og inter-

essen har vært meget stor. Mange

ivrer etter å få tatt det i bruk. Fordelene er mange. Verkstedet vil

bruk av reservenøkkel etc. Det gir kundene en ny tidriktig fleksibel

- Og man reduserer mye admi

bilen fortest mulig. Noe av kunde

kontakten flyttes da over til telefon

Sharebox, sier Grimstad.

Systemet vil bli markedsført som

Vi har presentert produktet for

Vi jobber med systemer for «bil-

ingsautomat.

Knut Moberg d.e.

28

t er Arendal-selskapet Shabox som har utviklet det e systemet. Meca Norge er amarbeidspartner og har fått salgsrettighetene i Norden

verksteder flest». Da må prisen være Det nye systemet er spesielt utvimye lavere. Og ikke minst må maskiklet for bilverksteder og bilforhandnen ta mindre plass, ikke minst «på lere. Og det er like enkelt som det bakrommet», virker genialt

Enorme muligheter Når kunden skal levere bilen på Meca samarbeider med Sharebox om utviklingen av produktet som

verkstedet utenom äpningstid får kunden tilsendt på SMS en På veggen hos bilforhandleren

første prototypene er i bruk og nå skal har bilforhandleren en nøkkelsystemet testes og forbedres før det automat. Når koden er lagt inn, settes i produksjon. Det er ventet at le åpner det seg en liten skuff der veranser vil starte i annet halvår 2019 kunden legger nøkkelen. Hver kunde som leverer får sin egen på det nye systemet. Vi ser et meget stort marked, ikke bare i Norge, men

skuff til nøklene Når bilen er ferdig på verkstedet. sendes det en SMS til kunden med

faktura og alle bilag. Inkludert er betalingsmuligheter med integrasjon mot blant annet Klarna. Når regningen er betalt får kunden en ny SMS med koden til

skuffen der bilnøklene nå ligger. Bilen kan hentes når det passer natt og dag.

Meca har lenge ønsket et slikt ha flere biler når det åpner og man system - men fant ikke et produkt slipper adodtida i morgentimene. som dekket alle ønsker og som hadde Man slipper å finne ad hoc-løsninger en riktig pris», Derfor satser de nå på for kunder som ikke kan komme og hente innenfor åpningstid med det nye norske Sharebox.

Akterutseilt

Forretningsutvikler Andreas Grimservice, sier han stad i Meca Norge mener bilbrannistrativt personell da betalingen sjen må øke sin tilgjengelighet for skjer automatisk. Kundeveiledere undene - Alle har utvidet äpningstidene slipper også stresset om morgenen da «alle» kunder gjerne vil levere

og blitt mer tilgjengelige, sier han. Men bilbransjen har fortsatt en åpningstid som ikke er tilpasset kundens ønsker. Mange vil levere oilen når det passer dem - og hente ollen når det passer. For et verksted

lerfor svært lukrativt, sier Grimstad.

en innenfor åpningstiden.

For alle - inkludert tungbilller en bilforhandler er det kostbart verksteder utvide de bemannede ånningsti-

eller digitale løsninger.

Undersøkelser har vist at det er in teresse for det nye systemet innen ene. Et innovativt nøkkelskap som flere deler av bilbransjen, ikke bare itomatiserer denne prosessen er for de som arbeider med personbiler, men også for tungbilverksteder, Fortsatt praktiserer mange ordninen med «nøkler legger jeg på venstre flåteeiere, store dekkforhandlere og enkelte andre. En av de store fordehjul» og kunden stresser for å hente lene er ifølge Grimstad sikkerhet, Dette vil endre seg med Sha- og at det blir billigere takket være nan ikke bruker en betaling:





MECA Norway exclusive **B2B** distributor of Sharebox in the Nordic region

- Sharebox will be offered to car dealers and workshops in the Nordic region
- Leave and retrieve 24/7 (eg. car keys). Secure solution connected to digital mobile payment
- The project is supported by the Norwegian government fund "Innovation Norway"



Available quality attracts B2B car fleets

- Signed agreements with AVIS, Leaseplan, PostNord, Halmstad Kommun, Södertälje Kommun and most recently a nationwide agreement with Uber in Sweden.
- Income losses when the company car is stationary, up to two-month waiting period to car manufactures affiliated workshops depending on car brand
- Mekonomen Group's workshop concept offers available quality with maintained new car warranty, resale value of the car as well as quality guarantee on work and parts



First sustainability workshop concept in the Group - by FTZ

- FTZ's workshop concept AutoMester is the largest workshop chain in Denmark
- Selected workshops within AutoMester becomed AutoMester E+
 - Extended focus on environment and sustainability, recycling of used fluids and spare parts
 - Service and repairs of electric/hybrid vehicles
 - Electric/hybrid "loan cars"
 - Electric charging stations
 - Customer guidance in driving more sustainably

Focus 2019

Profitability Improved sales, efficiency and cost control

- Synergies & best practice
- Efficiency and saving programme
- Act on unprofitable businesses

Customer value

Develop our concepts to affiliated workshops and other B2B customers

- B2B focus with consistent consumer insight
- Availability, services & product range
- Develop core business concepts & digital solutions for our affiliated workshops

Growth

Continue to grow and develop core & venture businesses

- Organic growth

 Leverage on initiated strategic investments (business systems, spare part catalogue automated warehouse, acquisitions)



Earnings trend

SUMMARY OF THE GROUP'S						
EARNINGS TREND	Jan-Mar	Jan-Mar		12 months	Full-year	
SEK M	2019	2018	Change %	April-March	2018	Change %
Net Sales	2 909	1 432	103	9 255	7 779	19
Adjusted EBIT	214	99	117	715	599	19
EBIT	170	60	185	518	407	27
Profit after financial items	129	58	123	548	477	15
Profit after tax	96	43	123	321	268	20
Earnings per share, SEK	1,68	1,15	45	7,00	6,56	7
Adjusted EBIT margin, %	7	7		8	8	
EBIT margin, %	6	4		5	5	

ADJUSTED EBIT						
SEK M	Jan-Mar	Jan-Mar		12 months	Full-year	
	2019	2018	Change %	April-March	2018	Change %
EBIT	170	60	185	518	407	27
Costs related to the integration of FTZ and Inter- Team	-5			-30	-25	
Impairment of inventory DAB products 1 ⁾		-20		0	-20	
Divestment Marinshopen				-6	-6	
Acquisition costs FTZ and Inter-Team				-23	-23	
Handling of refurbished spare parts				-15	-15	
Items affecting comparability, total	-5	-20		-74	-89	
"Other items", material acquisition-related items						
2)	-39	-19		-123	-103	
Adjusted EBIT	214	99	117	715	599	19

1) Digital Audio Broadcasting

²⁾ Other items include material acquisition-related items. Current acquisition-related items are depreciation of acquired tangible assets relating to

the acquisitions FTZ, Inter-Team, MECA and Sørensen og Balchen.

Cash flow

CONDENSED CONSOLIDATED	Jan-Mar	Jan-Mar	12 months	Full-year
CASH-FLOW STATEMENT, SEK M	2019	2018	April-March	2018
Operating activities				
Cash flow from operating activities before				
changes in working capital, excluding tax paid	349	137	864	652
Tax paid	-81	-62	-218	-199
Cash flow from operating activities				
before changes in working capital "	268	75	646	453
Cash flow from changes in working capital:				
Changes in inventory	60	21	-296	-336
Changes in receivables	-171	-22	-71	78
Changes in liabilities	0	-67	203	135
Increase (–)/Decrease (+) working capital	-110	-68	-164	-122
Cash-flow from operating activities	158	6	482	331
Cash flow from investing activities	-83	-90	-4 400	-4 407
Cash flow from				
financing activities ¹⁾	-111	12	3 921	4 044
CASH FLOW FOR THE PERIOD	-36	-71	4	-32
CASH AND CASH EQUIVALENTS AT				
THE BEGINNING OF THE PERIOD	205	254	183	254
Exchange-rate difference in cash and				
cash equivalents	8	0	-10	-18
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	177	183	177	205

¹⁾ Cash-flow from operating activities has increased by SEK 130 M and cash-flow from financing activities has decreased by SEK 130 M as a result of IFRS 16.

Balance sheet

CONDENSED CONSOLIDATED BALANCE SHEET	31 March	31 March	31 December
SEK M	2019	2018	2018
ASSETS 1)			
Intangible fixed assets	5 825	2 719	5 745
Tangible fixed assets	488	302	490
Right of use asset	2 014	-	-
Financial fixed assets	79	67	77
Deferred tax assets	0	93	0
Goods for resale	2 813	1 384	2 816
Current receivables	1 704	860	1 530
Cash and cash equivalents	177	183	205
TOTAL ASSETS	13 099	5 608	10 863
SHAREHOLDERS' EQUITY AND LIABILITIES 1)			
Shareholders' equity	4 034	2 487	3 853
Long-term liabilities, interest-bearing	3 806	1 415	3 232
Non-current lease liabilities	1 449	-	-
Deferred tax liabilities	465	157	474
Long-term liabilities, non-interest-bearing	20	16	20
Current liabilities, interest-bearing	569	306	1 081
Current lease liabilities	511	-	-
Current liabilities, non-interest-bearing	2 244	1 228	2 203
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	13 099	5 608	10 863

¹⁾ The carrying amounts of financial assets and liabilities are measured at either fair value or a reasonable approximation of fair value.

Income statement

CONDENSED CONSOLIDATED INCOME	Jan-Mar	Jan-Mar	12 months	Full-year
STATEMENT, SEK M	2019	2018	April-March	2018
Net sales	2 909	1 432	9 255	7 779
Other operating revenue	40	36	175	172
Total revenue	2 948	1 469	9 430	7 951
Goods for resale	-1 585	-673	-4 813	-3 901
Other external costs 1)	-345	-328	-1 598	-1 581
Personnel expenses	-643	-362	-2 113	-1 832
Operating profit before depreciation/				
amortisation and impairment of tangible				
and intangible fixed assets (EBITDA)	375	106	906	637
Depreciation and impairment of tangible fixed assets ²⁾	-152	-16	-220	-84
Operating profit before amortisation and impairment of intangible				
fixed assets (EBITA)	222	89	686	553
Amortisation and impairment of intangible				
fixed assets	-52	-30	-169	-146
EBIT	170	60	518	407
Interest income	3	1	8	6
Interest expenses 3)	-39	-8	-84	-53
Other financial items	-6	5	106	117
Profit after financial items	129	58	548	477
Тах	-33	-15	-227	-209
PROFIT FOR THE PERIOD	96	43	321	268
Profit for the period attributable to:				
Parent Company's shareholders	94	41	313	260
Non-controlling interests	2	2	8	8
PROFIT FOR THE PERIOD	96	43	321	268
Earnings per share before and after dilution,				
SEK	1,68	1,15	7,00	6,56

¹⁾ Other external costs were positively affected by SEK 130 M as a result of IFRS 16.

²⁰ Depreciation, amortization and write-downs of tangible fixed assets were negative by SEK 126 M as a result of IFRS 16.

³⁾ Interest expenses were negatively affected by SEK 11 million as a result of IFRS 16.

Largest owners 2019-03-31

	Voting rights and share capitals, %
LKQ Corporation	26,6
Didner & Gerge Fonder	8,8
Fjärde AP-fonden	8,2
Swedbank Robur Fonder	4,4
Eva Fraim Påhlman	3,6
Avanza Pension	2,8
Dimensional Fund Advisors	2,3
Vanguard	1,9
Centerstone Investors LLC	1,9
Ing-Marie Fraim	1,8
Total 10 largest shareholders	62,3
Others	37,7
Total	100,0

Factors affecting Mekonomen Group from quarter to quarter

Mekonomen Group has no actual seasonal effects in our operations, however there are a number of factors affecting both sales and earnings from quarter to quarter.

Company specific factors

- Customer mix
 - Increased sales share to affiliated workshops and decreased sales share to consumers

• Product mix

- More spare parts, less accessories, more workshop equipments
- Increased number of own workshops
 - Increased sales and increased fixed costs (mainly labour costs)
 - Low activity in the summer \rightarrow Lower sales, but still fixed costs

External factors

- Currency effects
 - Our purchases are mainly in EUR
 - Our sales are mainly in SEK, NOK, DKK and PLZ
- Number of workdays
 - Easter, other holidays etc
- Unusual weather conditions
 - Unusual warm summer, cold or warm winter, late spring etc.