

An aerial photograph of a scenic landscape. A paved road curves through a dense forest of evergreen and deciduous trees. Many trees have turned yellow and orange, indicating autumn. To the left, a calm lake reflects the surrounding greenery. In the distance, more of the lake and forest are visible under a clear sky.

Bilia Capital Markets Day

November 8, 2024





Per Avander
CEO Bilja AB



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IR & M&A



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Anders Rydheimer
Director Communication,
Digital & Business
Development



Frode Hebnes
CEO Bilja Norway



Kristina Franzén
CFO Bilja AB

Displaying and test drive of cars

V O L V O

EX90



RX 450h+

X P E N G

G6



Aceman



Volkswagen

ID.7 Tourer



BMW i5
Touring



Audi

Q6 e-tron



Mercedes-Benz

E-Klass
All-Terrain



Range Rover
Sport



TOYOTA

Landcruiser



Porsche Macan
4 Electric

An aerial photograph of a scenic landscape. A paved road curves through a dense forest of evergreen and deciduous trees. Many trees have turned yellow and orange, indicating autumn. To the left of the road is a calm lake reflecting the surrounding greenery. In the distance, more of the lake and forest are visible under a clear sky. The overall scene is peaceful and natural.

Bilia Group



Bilia – with customer focus

- Sweden, Norway, Belgium, and Luxembourg
- Around 5,500 employees at ~170 facilities
- 16 car brands
- 90,000 delivered new and used cars 2023
- 1,000,000 service customers
- Turnover 2023 SEK ~39 bn
- Listed on Nasdaq OMX Stockholm – Large Cap
- Business areas: Service, Cars, Fuel



Focus on new and existing businesses

- Develop acquired companies
- Improve the service business
- New organization in Sweden
- Balance between improving margins and acquisition
- Shareholder value



Bilia market share January–September 2024

New cars market share

- Sweden 9.5%
- Norway 5.5%
- Belgium 0.6%
- Luxembourg 5.1%



Leading brands with front end products










We cooperate with strong brands

 Sweden

Bilia's market share per brand

126
facilities

 VOLVO	 BMW	 TOYOTA	 Mercedes-Benz	 JAGUAR	 PORSCHE
21%	35%	21%	13%	26%	25%
 NISSAN	 MINI	 LEXUS	 XPENG	 LAND-ROVER	 Volkswagen
21%	21%	33%	79%	46%	3%



We cooperate with strong brands

 Norway

Bilia's market share per brand

42
facilities

VOLVO

19%



31%



TOYOTA

11%



JAGUAR

10%

X P E N G

56%



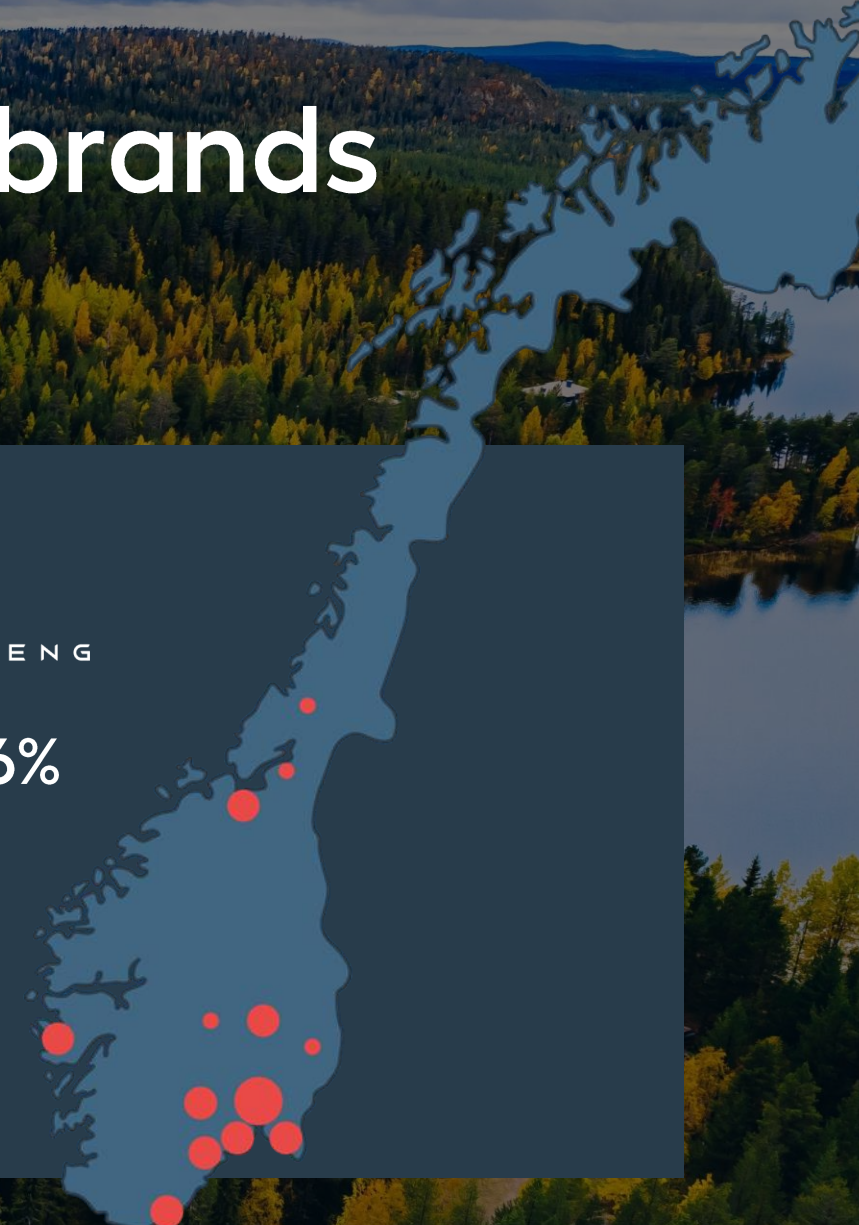
30%



14%



28%



We cooperate with strong brands

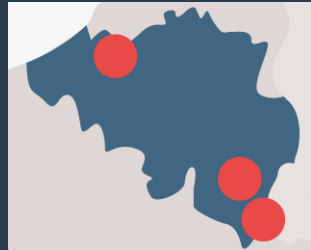


Belgium



Luxembourg

5
facilities



Bilia's market share per brand

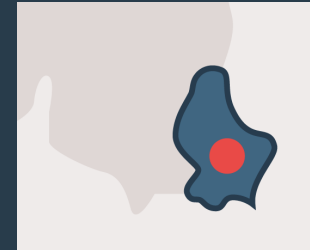


5%



6%

1
facilities



Bilia's market share per brand



35%



66%

The journey towards the best service company in the business

- 47 acquisitions – new brands and new countries
- Organic growth, more service offers
- Operating margin
 - 2023: 4.2%
 - 2012: 1.5%

2012-2023

120%
growth



Our strategies



Our strategies

**Sustainable
business
strategy**

**Internal
strategy**

**Growth
strategy**

Our strategies

**Sustainable
business
strategy**



Sustainable business strategy

One-stop-shop

Car dismantling

Recycling, used car parts

Rental cars

Rentals and Flexlease

Damage centres

Roadside assistance,
body shop, paint shop

Car care

Reconditioning
and AC cleaning

Glass centres

Glass treatment, glass repair,
windscreen replacement



Car purchase

Financing, insurance, CarPay,
service subscriptions, tyre
hotels, accessory & tyre sales

Stores

Accessories, spare parts,
e-commerce

Stations

Fuels and car washes

Tyre centres

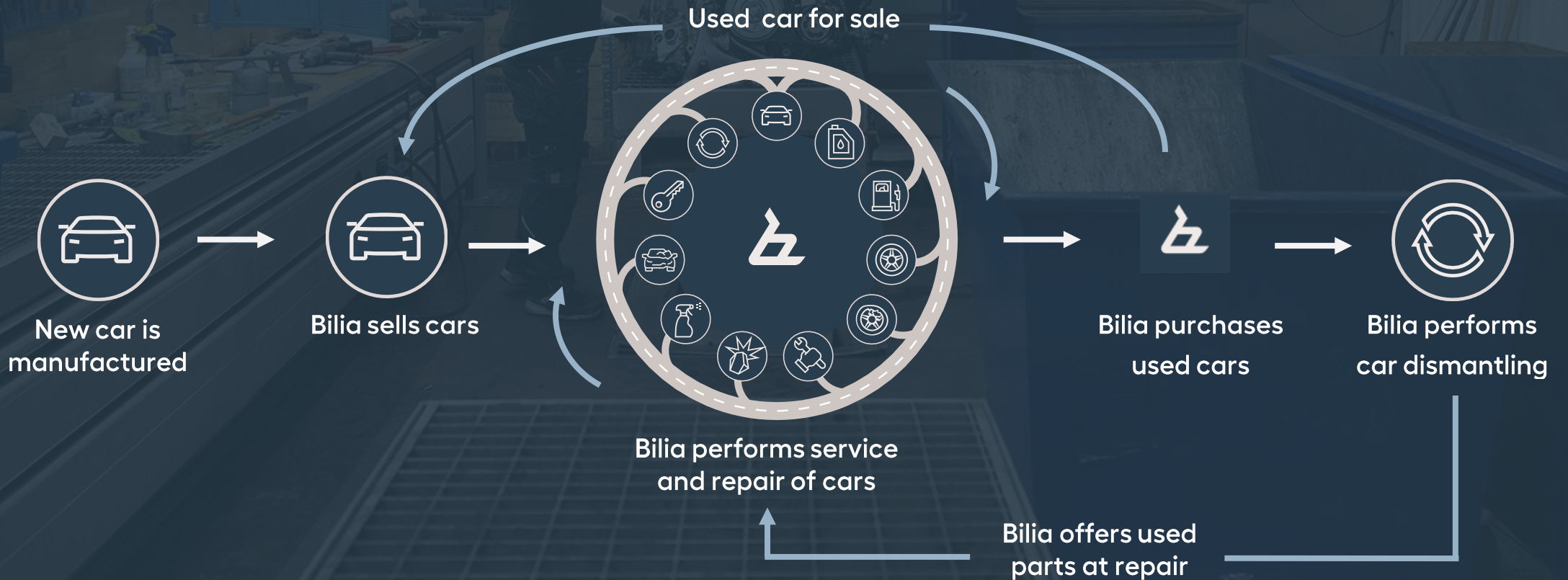
Tyre hotels, wheel change,
tyre sales, workshop services

Rim repair

Service centres

Original service, personal
service technicians, repairs

Circular business strategy From car to reused parts



Our strategies

Internal
strategy

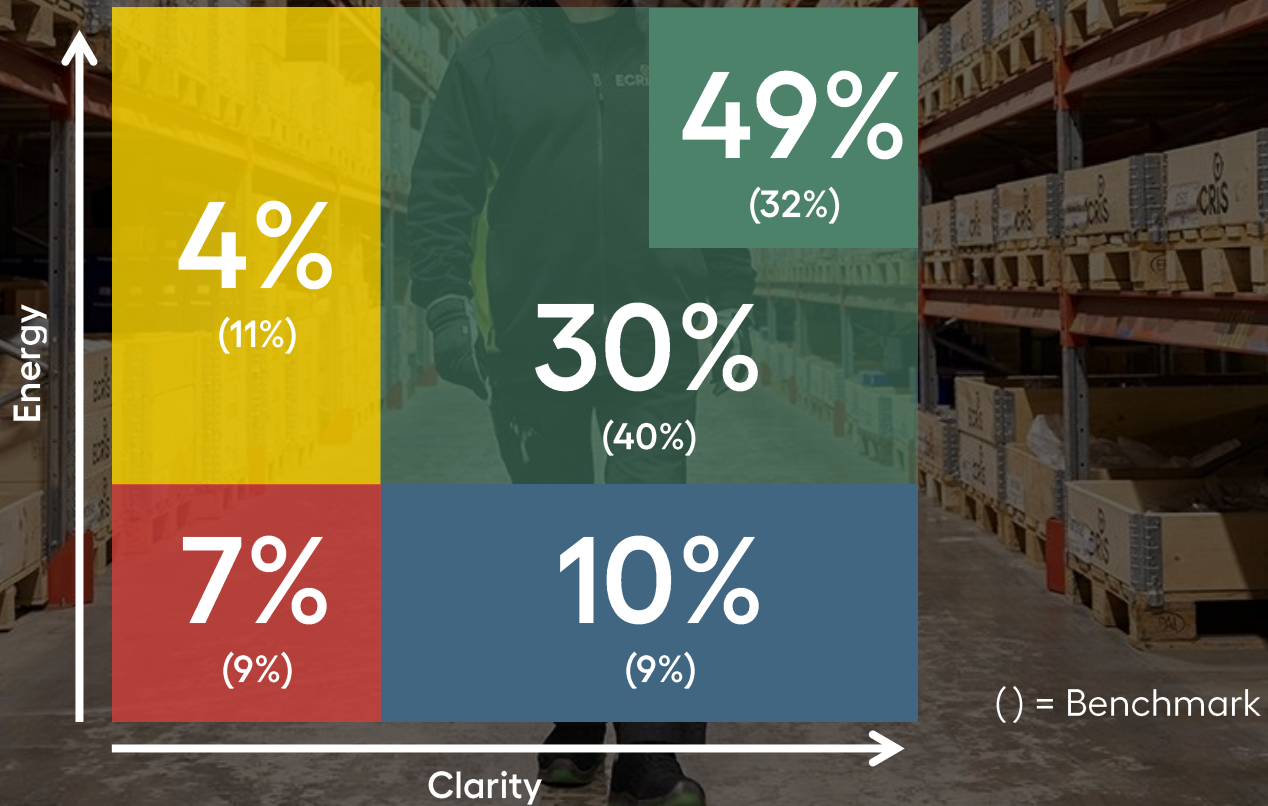
Internal strategy

Strong
leadership

Proud
employees



Internal strategy, Strong leadership & Proud employees



Internal strategy

Strong
leadership

Proud
employees

Happy
customers

Happy
shareholders



Our strategies

**Growth
strategy**

Growth strategy for continued European growth

Current markets

- Sweden
- Norway
- Belgium
- Luxembourg



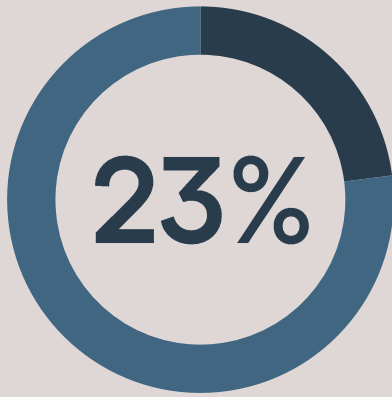
Potential growth

- Expansion in existing markets
- Expansion in existing car brands
- Other Western European countries
- Mobilia Care

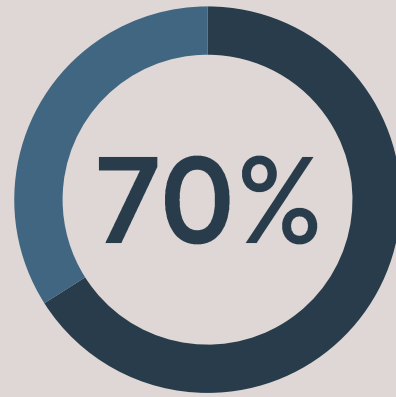
The Service Business

A photograph of a mechanic in a dark blue polo shirt and black gloves working on the underside of a car. He is using a cordless power drill. The car is elevated on a lift. Another person's head and shoulder are visible on the left side of the frame. The background shows a typical garage environment with concrete floors and overhead lighting. A white diagonal graphic element is present in the bottom right corner.

The Service Business Important for our profitability



Share of Bilia's
Net turnover
R12 Q3 2024



Share of Bilia's
Operational earnings
R12 Q3 2024



The Car Business



Bilia's car brands – a strong portfolio

V O L V O



X P E N G



New business area Importer Sweden and Norway



Importer of Jaguar & Land Rover

- New business area
- Better control of the business area
- A new revenue stream
- Potential importer for other brands in the future if the opportunity would arise



Deliveries of new and used cars and order backlog for new cars

	Deliveries of new cars		Deliveries of used cars		Order backlog new cars	
	Jan-Sep 2024	2023 ¹⁾	Jan-Sep 2024	2023 ¹⁾	Sep 2024	Sep 2023
Sweden	20,226	-9% (-4%)	27,611	20% (15%)	7,445	12,201
Norway	5,472	-12% (-22%)	9,478	-3%	2,607	2,409
Western Europe	4,070	-9%	1,906	-16%	2,392	3,248
Total	29,768	-9% (-8%)	38,995	12% (9%)	12,444	17,858

¹⁾ In brackets, change for comparable operations

Weak total new car market

	Normal total market	Total market 2024
Sweden	320,000	255,000
Norway	150,000	120,000
Belgium	510,000	460,000
Luxembourg	52,000	45,000

The Market situation



Current market environment in the car industry

- Strong demand in the Service Business
- Stable demand for new cars from fleet customers
- Signs of private customers slowly returning - Campaigns
- Continued improvement in Norway
- Good demand for used cars
- Retailers position

Highlights in the Car Industry

Consolidation

Electrical
vehicles

Agency model

Direct sales/
Online sales

Car sharing

Subscriptions

Chinese
brands



Market Trends

In Car distribution and the Service market



Volvo quits the car subscription business

The automaker will transfer its Care by Volvo programs in Germany, the Netherlands, Sweden and Norway to new owners while phasing it out in the U.K. and the U.S.

EU-CHINA TRADE DISPUTE

EU approves China EV tariffs; negotiations to continue

Ten member states voted in favor of the measure, while Germany and four others voted against and 12 abstained, according to reports.

Ford said to drop agency retail model in Europe

Ford had already delayed the introduction of direct sales until 2026.



Germany's 69% slump in August EV sales drags on Europe's auto market

Sales surged a year ago ahead of Berlin ending incentives for electric company cars.

Much is happening around us – also in car distribution and the service market

EU carmakers pressure Brussels to delay stricter emission rules

Drop in electric vehicle sales puts manufacturers at risk of 'multibillion-euro' fines and production cuts

Mercedes walks back EV sales target as demand wanes

Variable-cost parity between EVs and traditional cars "is many years away," Mercedes CEO Ola Källenius said. The luxury brand will continue to update its combustion-engine cars well into the 2030s.

Agenda

- Developments since the last CMD 2022
- Customers prefer omni-channel
- Agency – developments
- Consolidation in car distribution
- Service market towards 2030



We are members of ICDP

- International research and consulting organisation specialising in automotive retailing and aftersales
- Leading authority in its field – data, insight and implementation support
 - European perspective
 - Vast network in the industry
 - Vehicle manufacturers, importers, dealers, suppliers, service providers and trade associations are members



Looking back to CMD 2022



Market trends at CMD 2022

DEVELOPMENT IN CAR DISTRIBUTION

There are and will be changes in the distribution of cars and the service market

Digitalisation

What difference will "digital everything" mean?

Relations

How to build stronger channel partnerships?

Product and technology

How will we need to adapt the way we do business?



- **How** to handle the changes?
- There are different routes to take.
- **Each and everyone** must find one's own way.



Market trends at CMD 2022

There are and will be changes in the distribution of cars and the service market

Digitalisation

What difference will "digital everything" mean?

Relations

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Product and technology

How will we need to adapt the way we do business?



- **How** to handle the changes?
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Online sales

Agency

Electrification

Overdemand

Volvo Cars to go all electric by 2030 as it shifts sales online

Swedish group to set prices centrally and cut out dealers in ordering vehicles

Car bosses warn of supply chain threat to electric vehicle rollout

Tesla and VW lower delivery expectations because of chip shortages and raw material costs

Mercedes axes cheaper models in bid for luxury brand status

Chief Ola Källenius targets profit margins closer to those of rivals Porsche and Ferrari

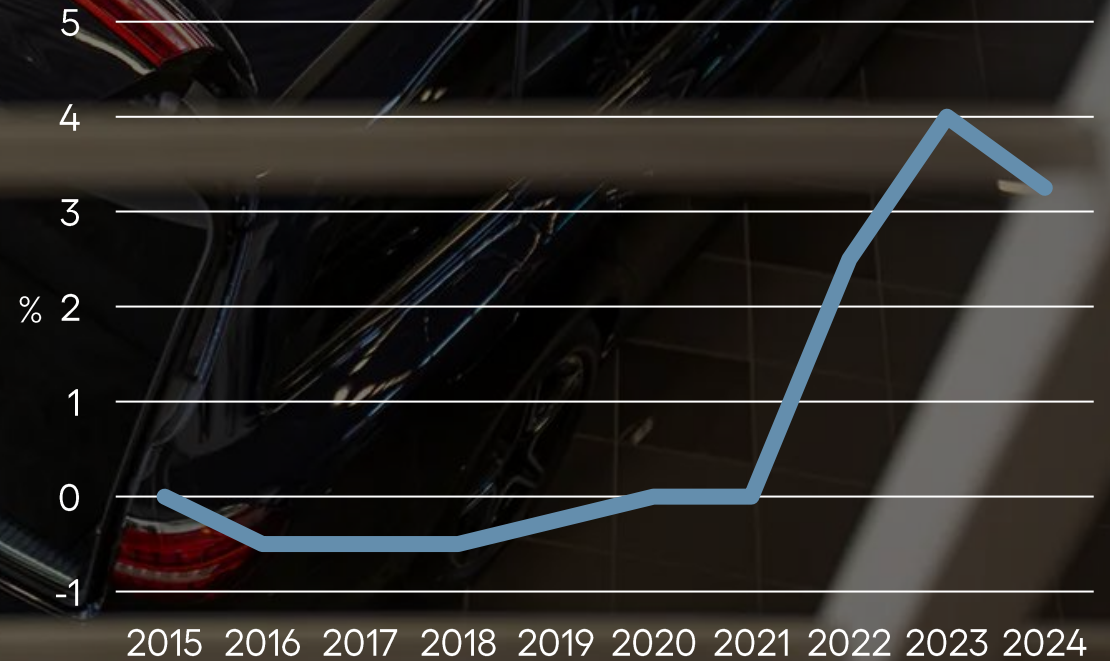
The questions are still relevant – but the context is slightly different

Interest rates have risen in order to curb inflation

From zero percent interest rates to a situation where "money costs money"

- Softer markets – oversupply
- Changes to business cases

The policy rate - Sweden



The chart shows the Riksbank's policy rate for the last 10 years

18

Röda siffror för samtliga fordonsslag i augusti

New car registrations: -18.3% in August 2024; BEV market share down by almost one third

Oversupply – rather than overdemand

- Supply chain disruptions are fixed
- Markets are soft
 - Sweden and Norway have been soft for the last years
 - Europe is now in a similar situation
- Oversupply – more intense competition between brands

BEV share of the market is not growing – for now

- Difficulties to break into the larger customer segments – for now – after the early adopters have bought
- OEMs are in a difficult situation with pressure to reduce their CO2 emissions and not enough BEV-demand

Volvo drops 2030 all-electric target amid slow EV demand

Demand for electric cars is cooling in Europe after countries including Germany and Sweden ceased or reduced subsidies.

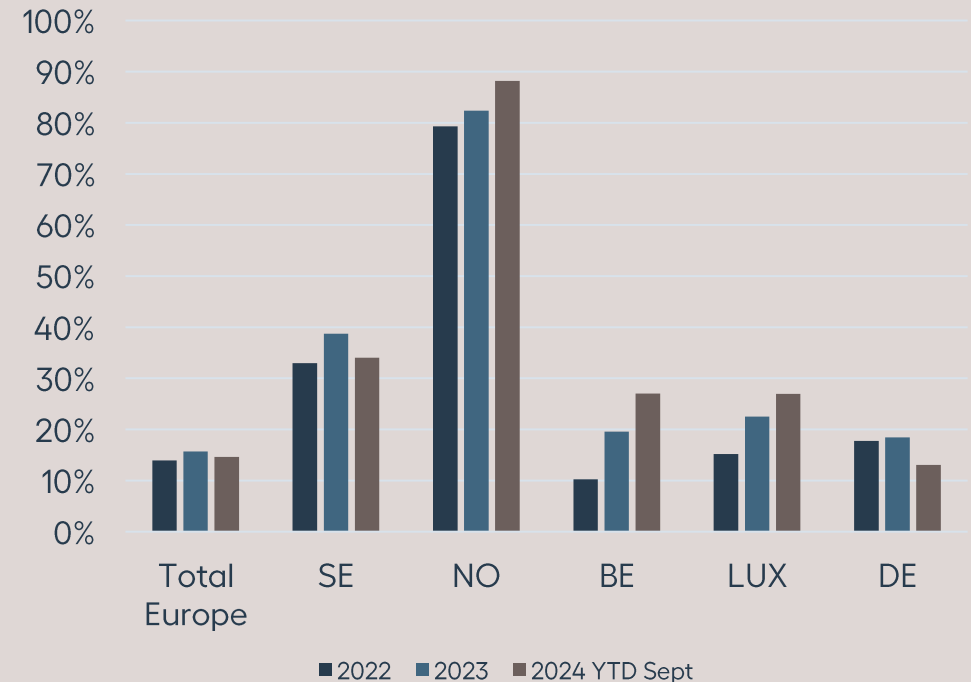
Mercedes walks back EV sales target as demand wanes

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EU carmakers pressure Brussels to delay stricter emission rules

Drop in electric vehicle sales puts manufacturers at risk of 'multibillion-euro' fines and production cuts

Share BEV of total registrations



Source: ACEA. Share of registrations in European markets.
Total = EU+EFTA+UK

Chinese automakers committed to Europe despite EV tariff probe, industry group says

Chinese car exports fell in May amid an ongoing slide in domestic sales.

	FY 2022	FY 2023	R12 Sept 2024	YTD Sept 2024
Registrations Europe				
MG	113 803	231 322	246 107	179 133
BYD	5 315	15 588	35 745	29 604
Polestar	32 254	36 027	29 492	21 780
Lynk&Co	26 400	22 102	7 032	5 328
Lotus	460	2 615	3 272	2 378
Nio	1 765	2 403	2 041	1 287
Zeekr	13	193	1 464	1 361
Maxus	1 536	1 043	1 092	743
Geely	0	64	725	661
	181 546	311 357	326 970	242 275
Other Chinese brands	7 941	8 100	21 089	28 036
	189 487	319 457	348 059	270 311
DR	24 865	34 438	28 024	19 524
Total	214 352	353 895	376 083	289 835
Share of total market	1,9%	2,8%	2,9%	3,0%
Total market	11 327 807	12 864 213	12 965 166	9 803 497

Source: Automotive News Europe

Chinese manufacturers want to grow in Europe

- Large investments over a long period of time in battery and EV production
- Very large oversupply within China
 - Deflationary pricing development – low profitability within China
 - Necessary to export to sustain the production level
- Still not really taking off in Europe, but competitive pressure will increase

An aerial photograph of a red car driving on a two-lane road that runs between two large, dark blue lakes. The road is flanked by dense green and yellow trees. The text "Local representation will still be important" is overlaid in white on the upper left portion of the image.

**Local representation
will still be important**





Consumers want omni-channel

- Many OEMs have explored online sales inspired by Tesla
- It has not been a success so far
- Even Tesla is becoming more physical
- Polestar and others are now building networks of retail partners in markets

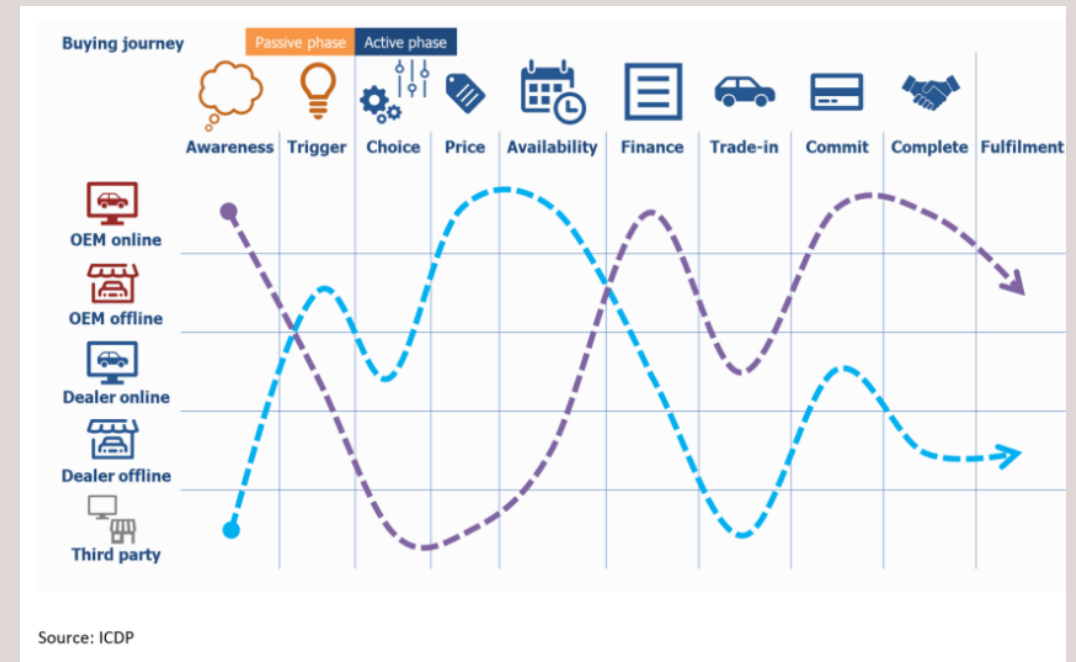
Consumers want omni-channel

Consumers want to be able to use more than one channel in their buying process

Ideal buying journey is

Entirely online	<4%
Entirely offline	14%
A mix of online and offline – omni-channel	>80%

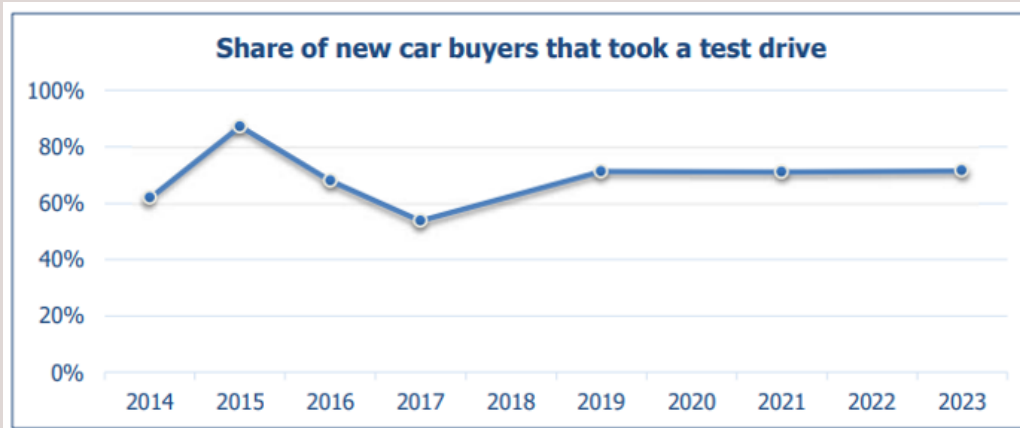
Source: ICDP



Local representation - important for the customer

- Number of dealers visited and dealer visits remain stable
- Test drives – also on a stable level
- With technological changes it will be even more important to meet competent people
- Apart from test drives – people is the most important factor for the consumers' decision to purchase

1. *Contact with and competence of sales people*
2. *Variety of displayed vehicles*
3. *Inside appearance of facility*
4. *Outside appearance of facility*



Source: ICDP

Agency



Many OEMs have aimed for agency

Ambitions with agency

- A way to create seamless omni-channel
- Potential cost savings if implemented well
- Control the price to the customer

Agency requirements

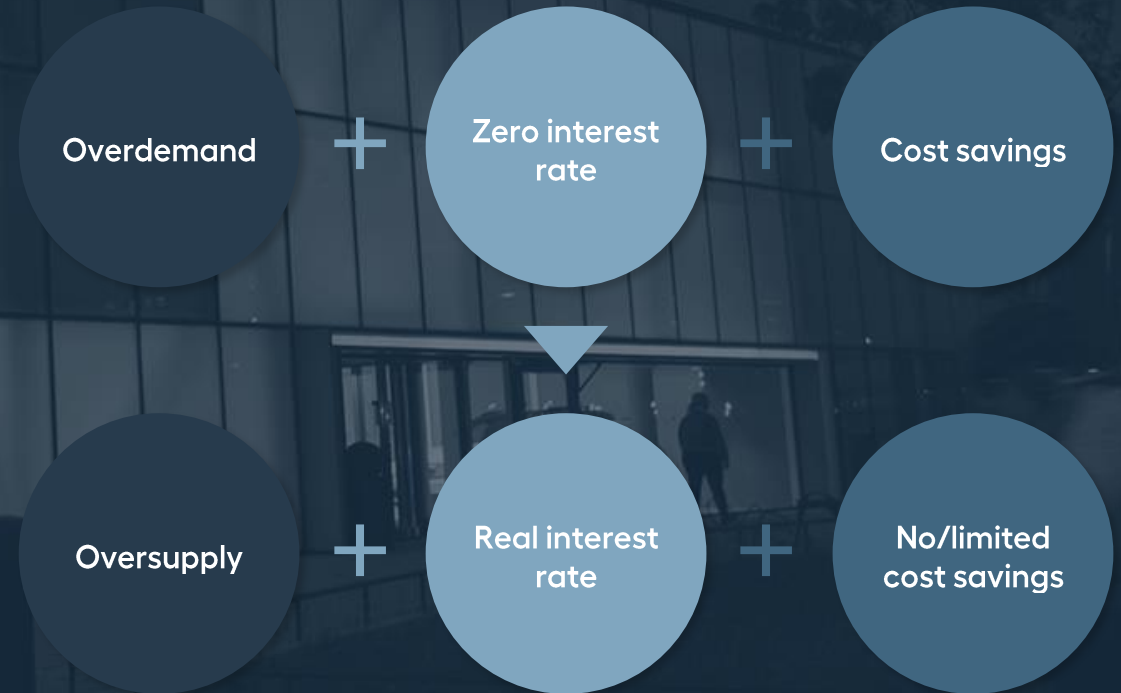
- The agent bears no brand-related commercial risk
- The business model must be viable
- The agency business cannot be mixed with franchise

There is no such thing as 'non-genuine' agency

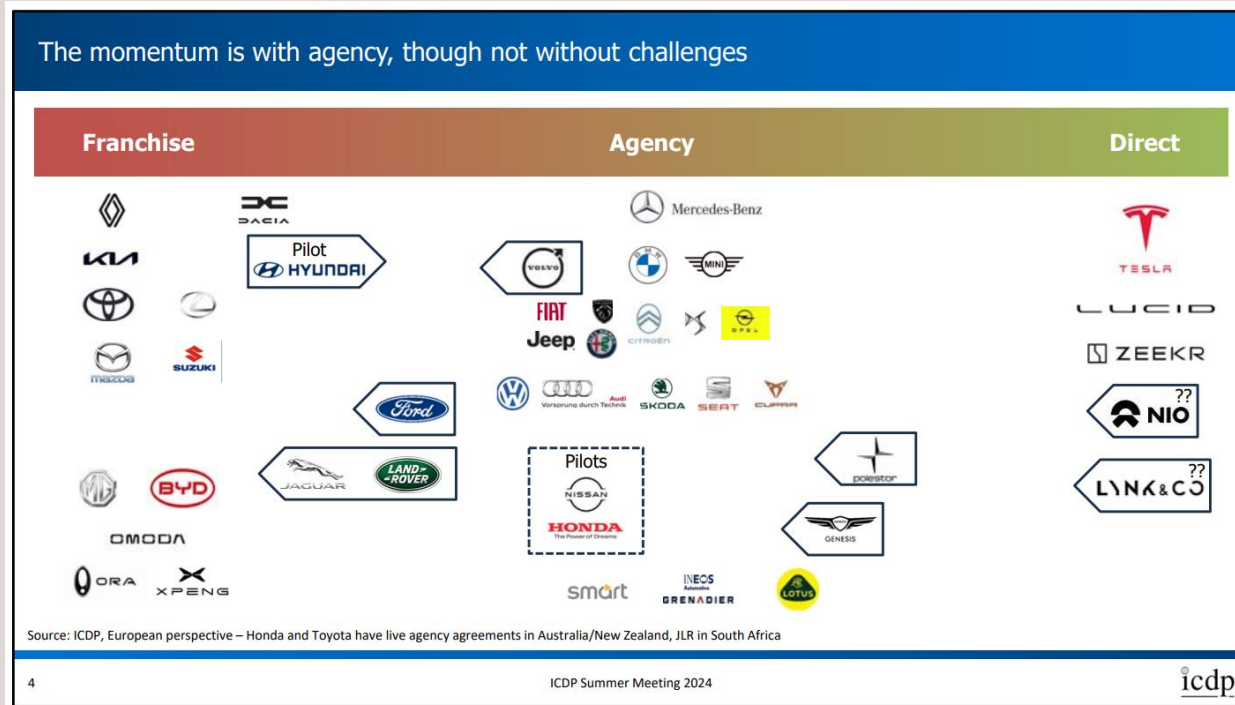
- Any agreement that does not comply with the requirements above is not agency
- If it's not agency, the manufacturer (principal) cannot set prices

Agency - implementations and plans

- Implementations are ongoing for different brands in different markets
- Implementations are complex and require major changes to
 - Culture
 - Capabilities
 - Systems
 - Relations
- Business cases have changed the last years



Agency - implementations and plans



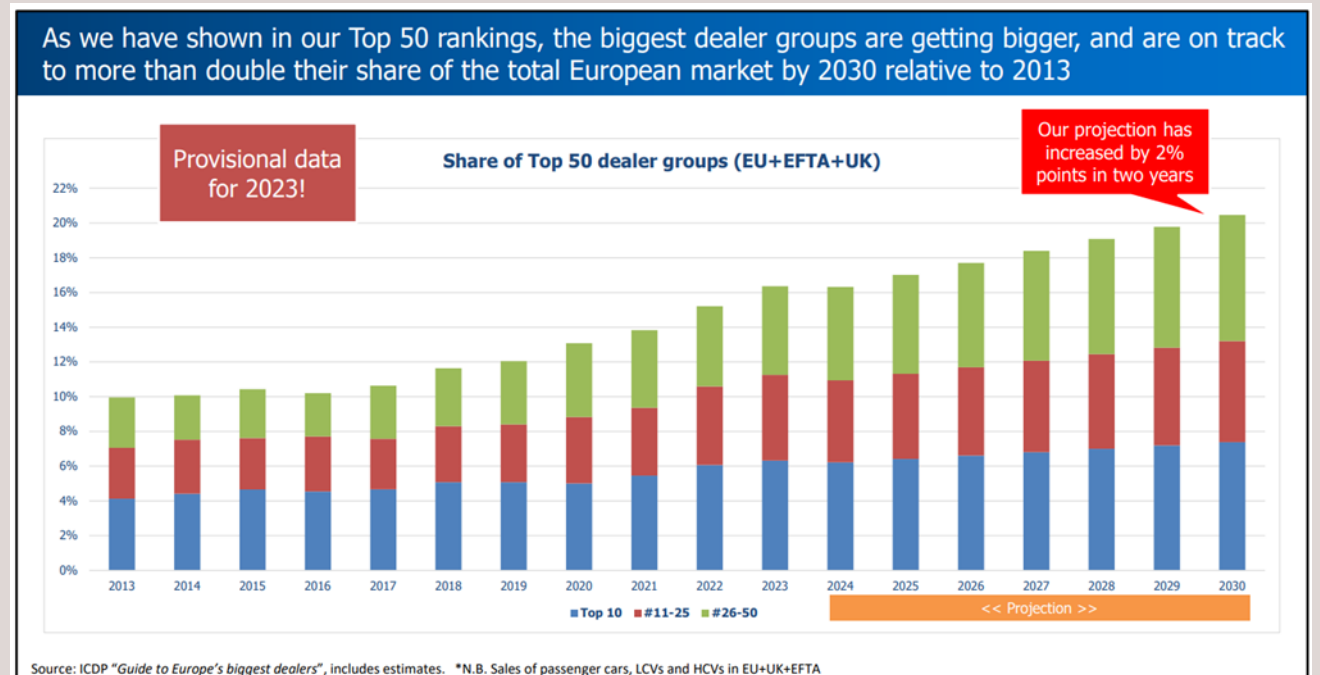
- Some brands have abandoned agency – at least for now
 - Ford
 - Jaguar Land Rover
 - Volvo etc.
- Others continue with implementations, but many have delays to their plans due to various problems

Consolidation

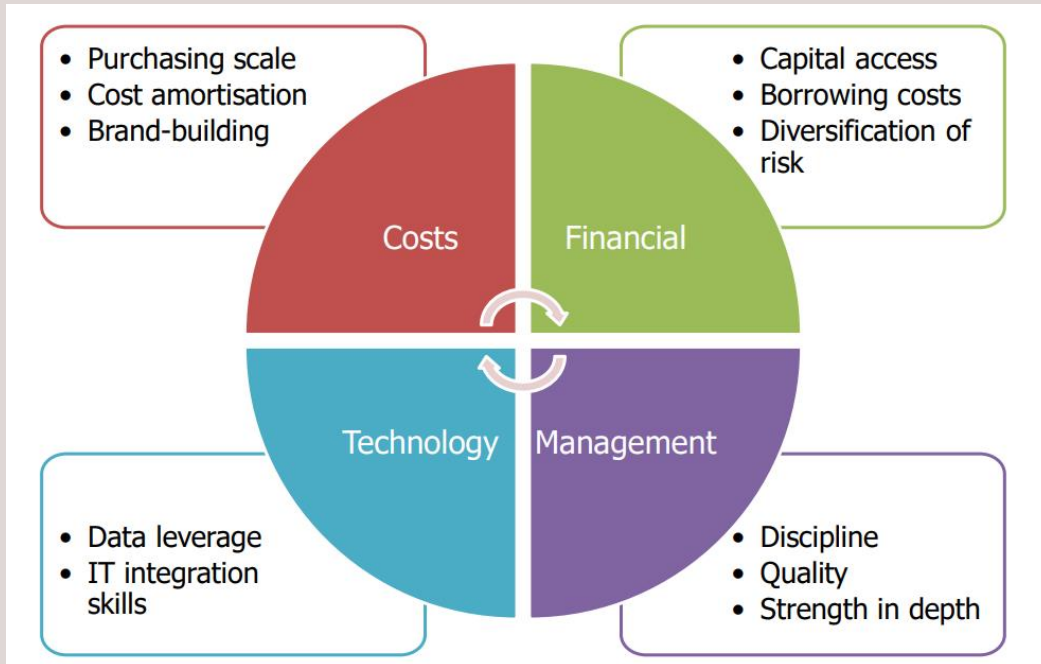


The consolidation in car distribution continues

- Europe's top 50 dealer groups
 - Now 16% of all new car sales in Europe
 - Forecasted to be 20% in 2030 – an increase with 2% in two years



The consolidation in car distribution continues



- Reasons for consolidation
 - The OEMs want fewer and larger partners
 - There are more scale economy in
 - Costs
 - Financial
 - Management
 - Technology

Service market



ICDP's view

The service market development towards 2030

ICDP has developed a simulation model to forecast the development of the service market (repair and maintenance) towards 2030

Many variables to consider

- New car market and the car parc
- Speed and effect of electrification
- Mileage driven
- Authorised networks' share of the market
- Price development
- ...

Effects of electrification

- Less maintenance
- Less repairs, but higher value per repair
- More tyres and higher value
- Higher market share for authorised workshops

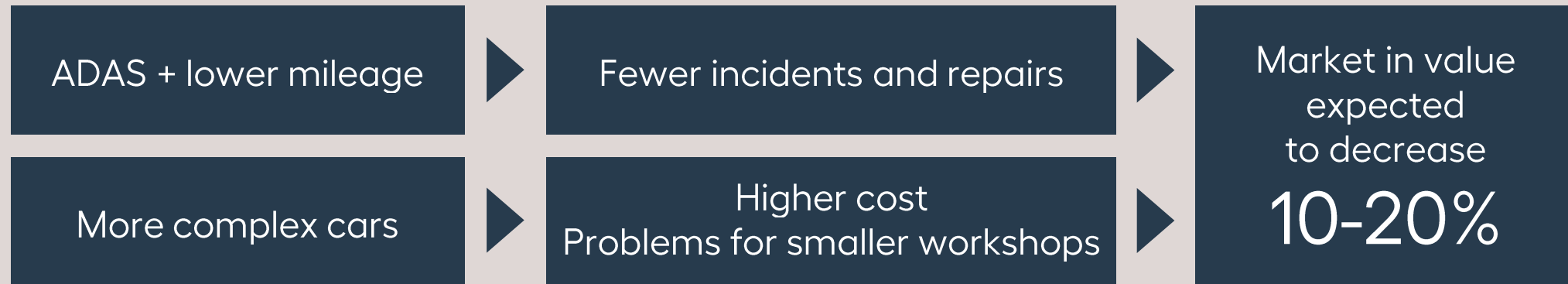
Simulation results Germany

- Number of operations: -7% in 2030 vs. 2023 and another -10% towards 2040
- Value of the market: will decrease less (-3% to -4%), as average price will increase

ICDP's view

The damage repair market development towards 2030

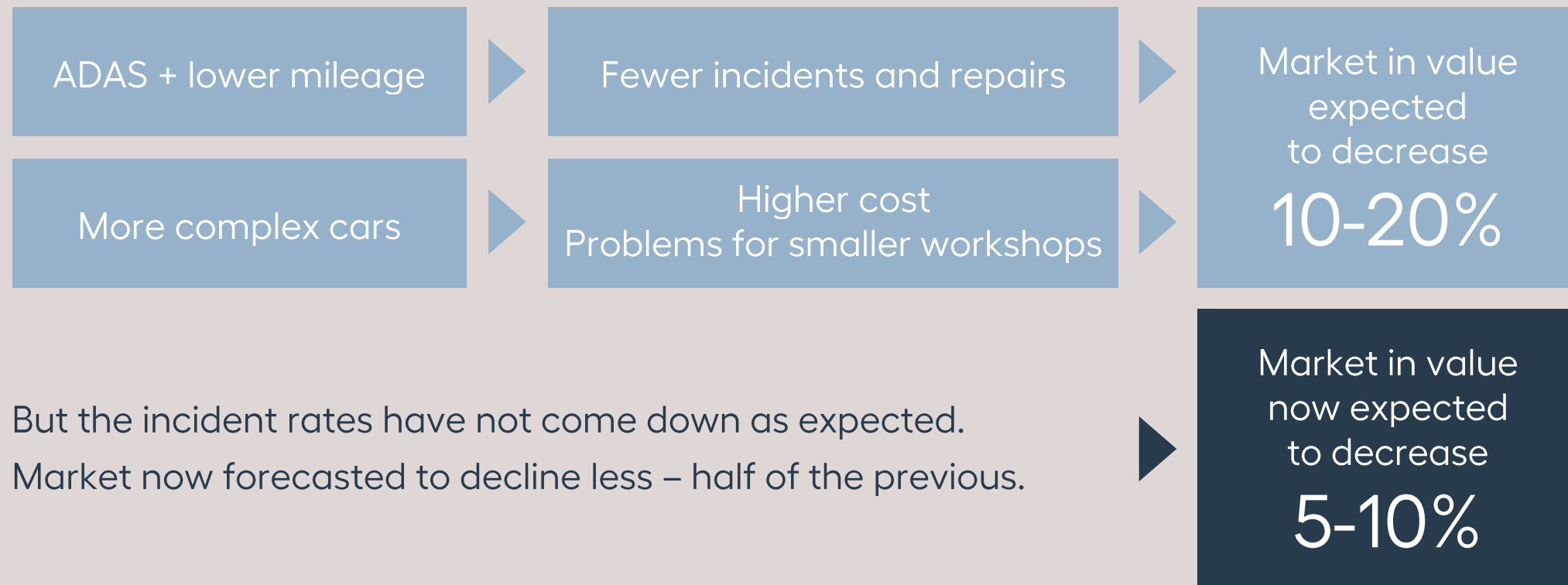
ICDP simulated in 2017 the effects on the damage repair market towards 2030



ICDP's view

The damage repair market development towards 2030

ICDP simulated in 2017 the effects on the damage repair market towards 2030



A mechanic wearing a dark t-shirt, a dark baseball cap, and gloves is working on the underside of a car. The car is elevated on a lift. The mechanic is using a tool to work on a component. A large oil drain pan is positioned below the car. The background shows a garage setting with other vehicles and equipment. The text "The Service Business" is overlaid in white on a dark blue background that covers the right side of the image.

The Service Business



The elements of the Service Business

Service Workshop

Repair Workshop

Delivery Workshop

Body shop

Paint shop

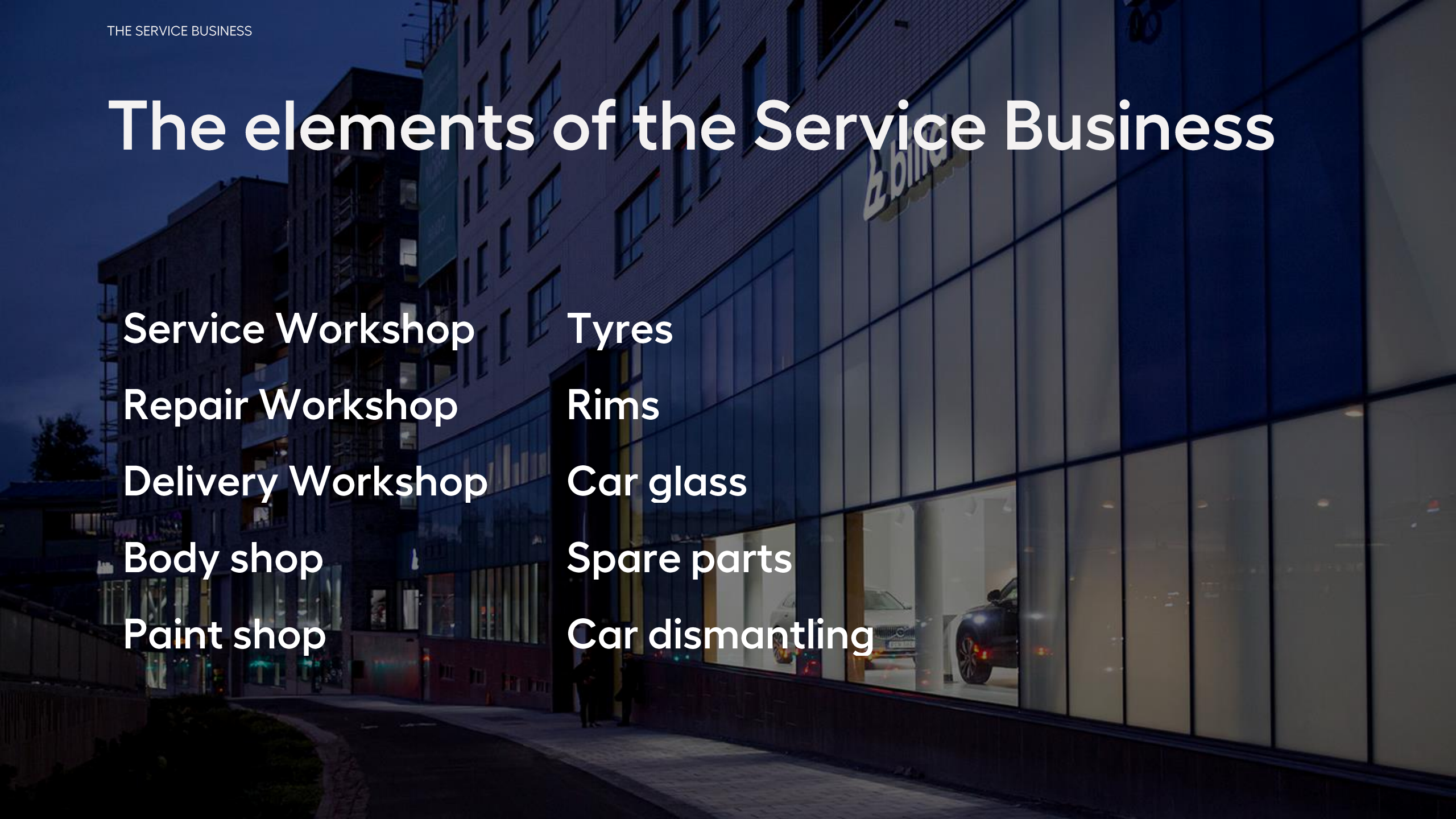
Tyres

Rims

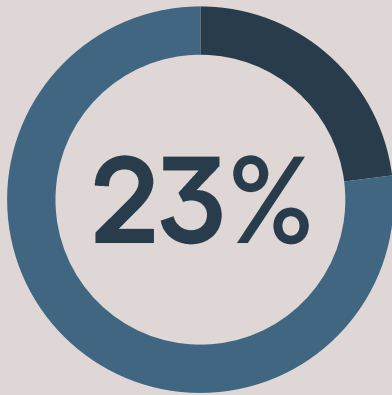
Car glass

Spare parts

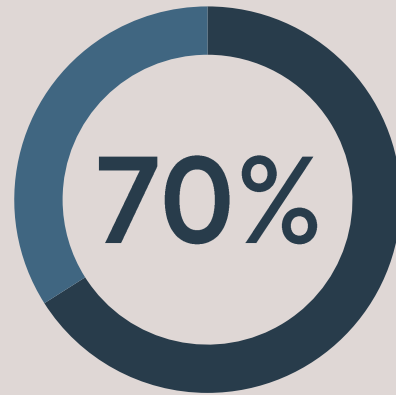
Car dismantling



The Service Business Important for our profitability



Share of Bilia's
Net turnover
R12 Q3 2024



Share of Bilia's
Operational earnings
R12 Q3 2024



Margin for the Service Business

January–September	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Turnover SEK M	2,919	2,858	3,137	3,755	4,303	4,663	5,024	4,976	5,555	5,801	6,380	6,981
Operational earnings SEK M	212	247	309	389	469	515	630	781	902	793	777	794
Operational margin (%)	7.3	8.6	9.8	10.3	10.9	11.0	12.5	15.7	16.2	13.7	12.2	11.4

...and other services

Other services include, for example

Brake oil

Tyres

Wheels

Wheel
alignment

Glass

Wiper
blades

~ 1,000,000 customers

Example of new other services

New quick examination of cars arriving into the workshop

- Identifies need for wheel alignment
- Identifies car damages



Our loyalty system starts with the Car Business...

- Our advantage: Sells approx 100,000 new and used cars per year
- Our challenge: Tie the customer closer to Bilva in the tough competition
- Subscriptions on service & tyre hotels: The customer visits Bilva facilities 3–4 times/year



Car purchase

+



Service subscription
118,000 units

+



Tyre hotel
374,000 Units

=



Loyal customer



Important areas

Service subscriptions

- 118,000 service subscriptions Q3 2024
- Average yearly growth : 13 %
- Focus on used cars – creates loyalty

Acquisition



Acquisition criteria

- Businesses we prefer and believe in.
- Car brands where we can be at least 10-15% of the brand in Sweden or Norway.
- Great development potential in:
 - Used cars
 - Service workshops
 - Body workshops – lack of paint workshops
- "Own businesses"



An aerial photograph of a large lake surrounded by dense green forests. A paved road winds through the landscape, curving around a peninsula. The water is a deep blue, and the trees are a vibrant green. The overall scene is serene and natural.

Business Case Toyota



Aquisition history Toyota in Sweden

2014

Malmö

2016

Bergslagen

2017

Stockholm

Results at the time of acquisition of all companies, 35 MSEK

Business case Toyota Used Cars

MSEK

60

55

50

45

40

35

30

25

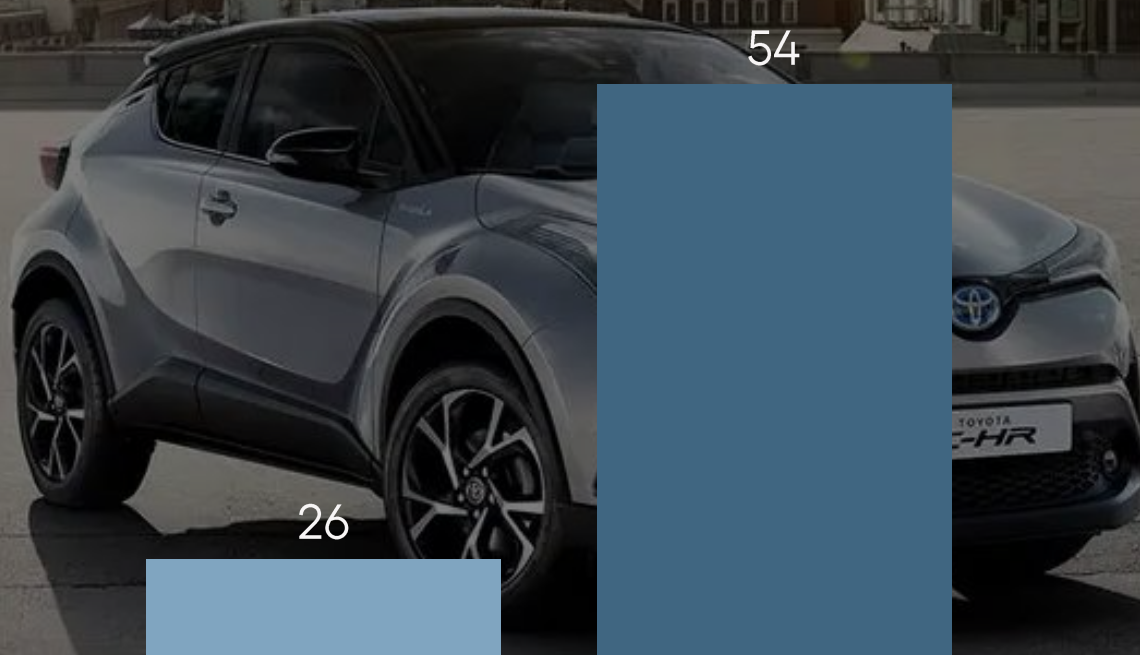
20

54

26

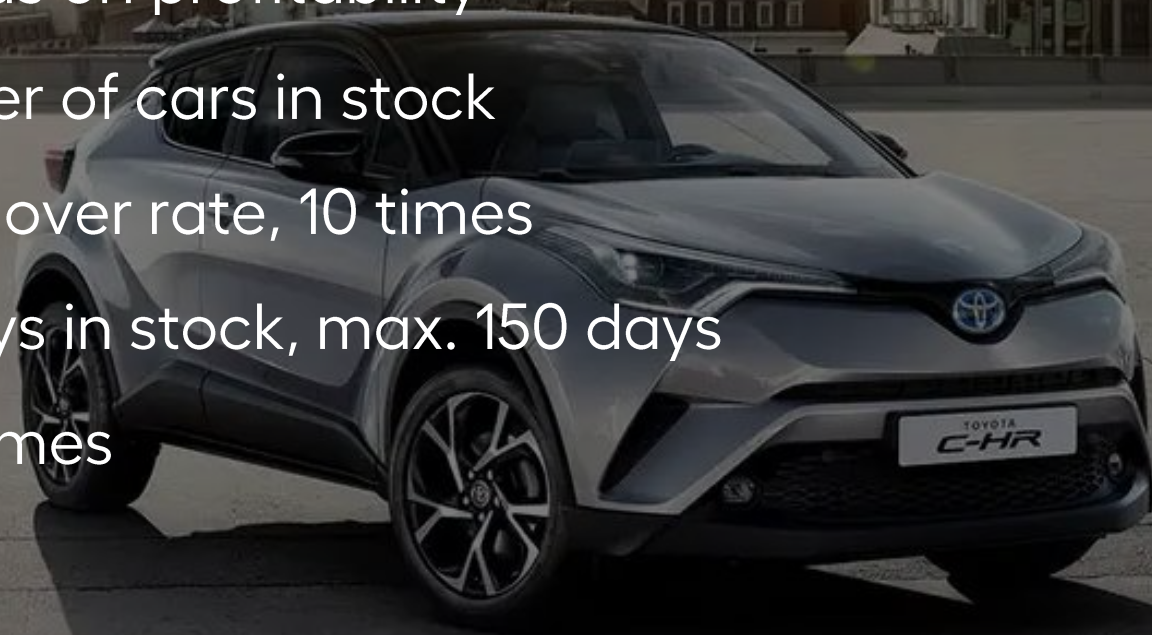
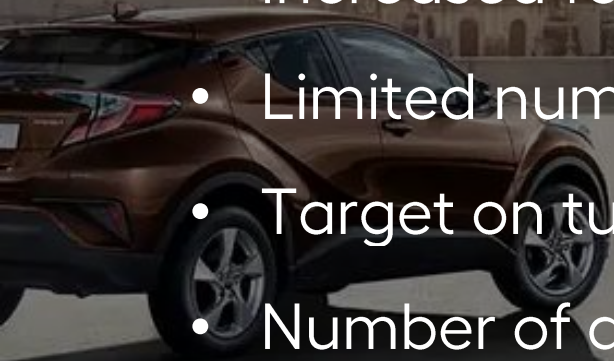
■ 2017

■ 2023



Business case Toyota Used Cars

- Increased focus on profitability
- Limited number of cars in stock
- Target on turnover rate, 10 times
- Number of days in stock, max. 150 days
- Shorter lead times



Business case Toyota Service business

MSEK

165

145

125

105

85

65

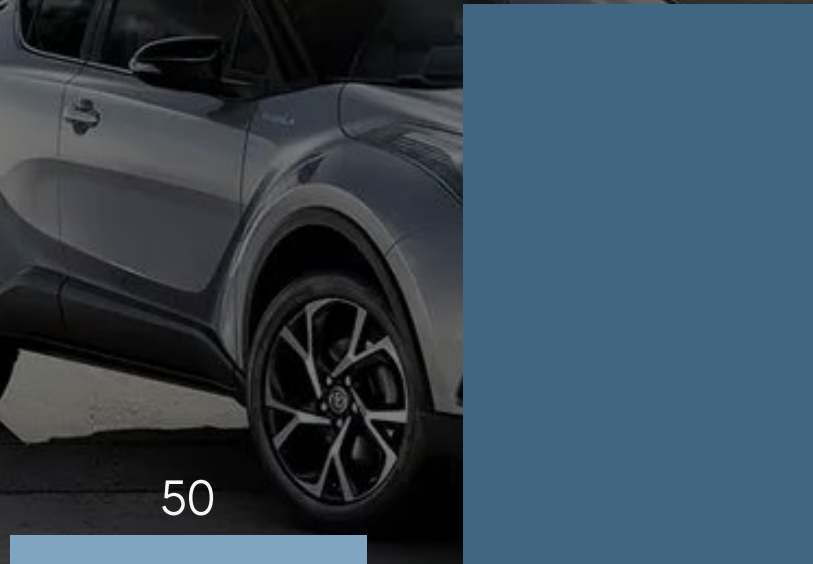
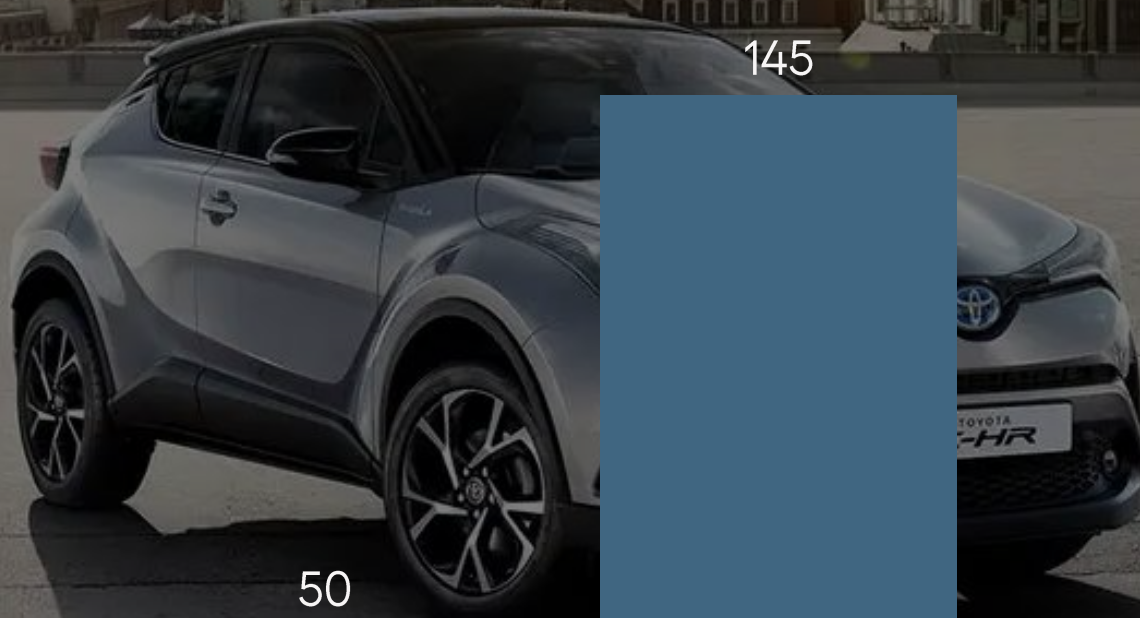
45

145

50

■ 2017

■ 2023



Business case Toyota Service business

- Increased focus on profitability
- Made the service process more efficient
- Implemented our Bilia process – RACE
- Pricing
 - Invested in paint shops
 - Increased number of technicians

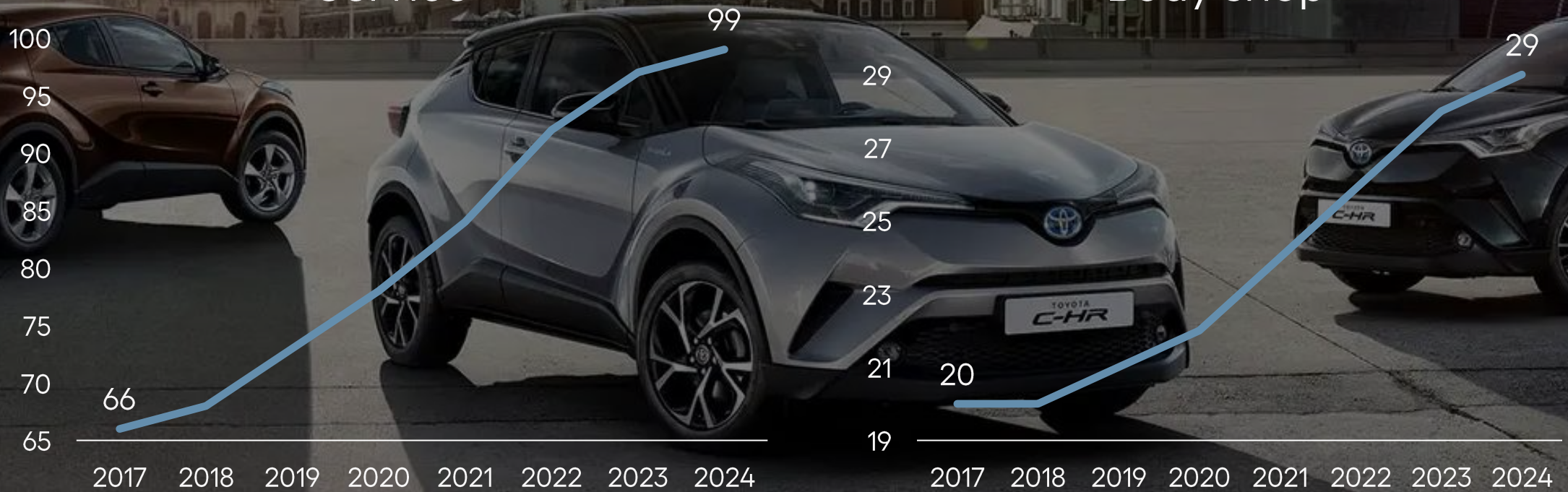


Business case Toyota

Number of technicians

Service

Body shop



Another example Bilia Porsche

Technicians in service and body shop



An aerial photograph of a large, winding lake surrounded by dense green forests. A road curves along the shoreline, and several small islands are visible in the water. The scene is captured in the soft light of dawn or dusk, with long shadows and a warm glow.

Business Excellence

Bilia's way of working



Business Excellence Mission

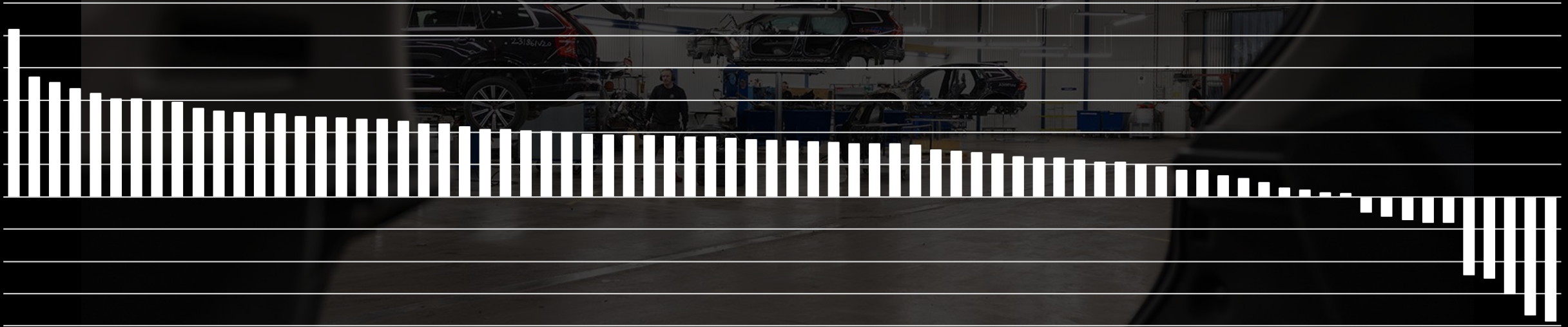
Business Excellence develops Bilia's working methods for higher profitability and more satisfied customers by:

- Flow Efficiency
- Implement and follow up Bilia's processes, RACE
- Coaching
- Efficiency through Process Development
- Best Practice –across company and Car Brands boundaries
- One stop shop – additional sales
- Education

Business Excellence Bilia's way of working



Potential in the Service workshops, Sweden





Mobilia Care Bilia's new business area



An independent business

- Mobilia Care offers services that enable customers to service and maintain instead of buying new.
- Mobilia Care is for everyone, regardless of car brand.
- Great potential in the business area.
We attract new customer segments that we haven't targeted before.
- Most markets are fragmented and non-fully consolidated.



Mobilia Care - examples

- Bilia Reuse – Car dismantling
- Bilia Outlet – Used cars
- Body & Paint workshops
- Car glass
- Tyres & Rims

An aerial photograph of a large lake surrounded by dense green forests. A paved road winds through the landscape, curving around a peninsula. The water is a deep blue, and the trees are a vibrant green. The overall scene is serene and natural.

Mobilia Care Car Dismantling



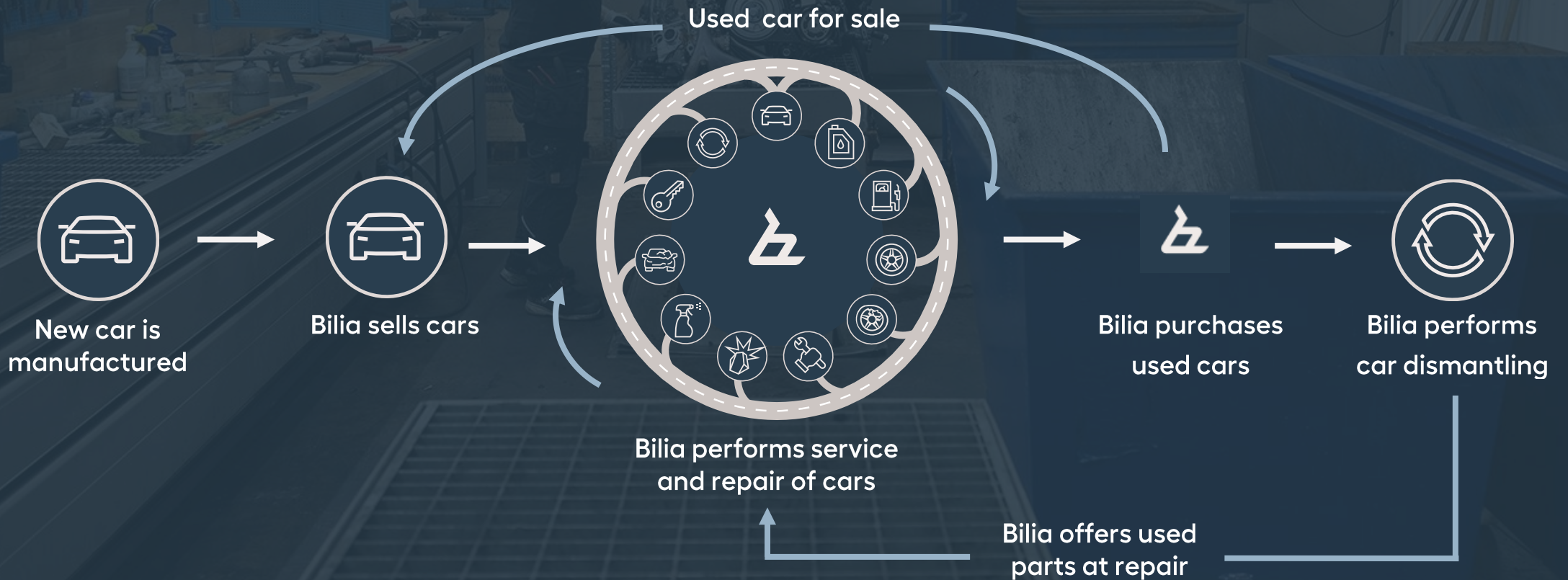
Car Dismantling

- Sustainability
- Used parts
- Demand from insurance companies
- Good business, for the customer, Bilia, insurance companies and the environment
- Unrealized potential in service workshop - New IT tool 2025

A hand in a dark jacket points to a wrench on a metal tool rack. The rack is filled with various tools, each labeled with a number. The background is a light-colored wall.

Market
SEK 3bn

Circular business strategy From car to reused parts





Bilia Reuse

5 vehicle dismantling locations

SWEDEN

Västerås

Stockholm

Jönköping

NORWAY

Trondheim

Oslo



An aerial photograph of a large lake surrounded by dense green forests. A paved road curves along the shoreline. The text 'Mobilia Care Bilia Outlet' is overlaid in white on the image.

Mobilia Care Bilia Outlet



Bilia Outlet

- Natural part of our business
- New customer segment in the Service business: the third owner
- Additional sales in One Stop Shop
 - Financing
 - Insurance
 - Service subscription
 - Tyre hotel

Our position today 14,000 cars

Target 25,000 cars

A photograph of a male mechanic with a headset and tattoos working on a car's wheel in a garage. The mechanic is wearing a black t-shirt and black work pants with a logo. The car is dark-colored and is on a lift. The background shows a typical garage environment with concrete floors and metal structures.

1.7 million
used cars changes
owner in Sweden
& Norway per year

Bilia Outlet

- 2 sales channels
 - Auction
 - Dealerships
- Valuation of all trade-in and purchases for Bilia
- Purchasing and KAM organization

NORWAY

7
facilities

SWEDEN

10
facilities

An aerial photograph of a large lake surrounded by dense green forests. A road winds through the forest on the left side of the lake. The text 'Mobilia Care Body & Paint workshops' is overlaid in white, bold, sans-serif font in the center of the image. A dark, semi-transparent triangular graphic is in the bottom right corner.

Mobilia Care Body & Paint workshops



Body & Paint workshops

- The market is growing with higher technology.
- The trend is a growing share of used parts and repair of damages instead of replacement of parts, driven by sustainability.
- Bilid Reuse, where we in the Group have access to used and refurbished parts gives us an advantage to our competition.
- Working to develop our business in close dialogue with the insurance companies.
- Lower competition.

Market
SEK 25bn

Body & Paint workshops

Our position

- 40 (30) Body & Paint workshops
- ~630 (450) employees
- Deep specialist expertise within our car brands

Target

- To further expand our network, we are investigating how we can use our competence and geography for more car brands

Expansion of the network, example

Jägersro

VOLVO X PENG

RENAULT TOYOTA NISSAN Polestar

LYNK&CO

Vinsta

VOLVO X PENG

RENAULT BMW MINI NISSAN Polestar

LYNK&CO

Länna

Mercedes-Benz BMW MINI

Almedal

VOLVO X PENG

RENAULT BMW MINI Polestar

LYNK&CO

Body & Paint workshops

Our position

- 40 (30) Body & Paint workshops
- ~630 (450) employees
- Deep specialist expertise within our car brands

Target

- To further expand our network, we are investigating how we can use our competence and geography for more car brands
- Standardize and digitalize the business

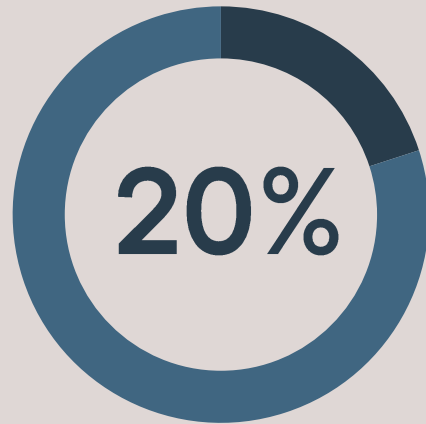
Development digital services

Fleetback



2024

Digitilized damage
inspection



2024



Damage frequency, 0-3 years



Development of the average damage cost



Development of the vehicle stock in Sweden



An aerial photograph of a winding road through a dense forest of evergreen trees. The road curves along the edge of a large body of water, which is surrounded by numerous smaller islands and peninsulas. The lighting suggests a late afternoon or early morning setting, with long shadows and a warm glow. The text 'Mobilia Care Car glass' is overlaid in the center of the image.

Mobilia Care Car glass



Car glass

Fits in our one-stop-shop strategy

- Potential within current structure
- Profitable business

Our position today

- We replace 25,000 windshields
- We repair 11,000 chips

A woman with glasses and a black t-shirt is working in a workshop. She is wearing black gloves and is focused on a large cardboard box on a workbench. The background shows a workshop environment with a yellow sign that says 'VERKSTAD' and a clock on the wall.

Market
SEK 4bn

Car glass Concept

BYT VINDRUTA OCH FÅ NYA TORKARBLAD

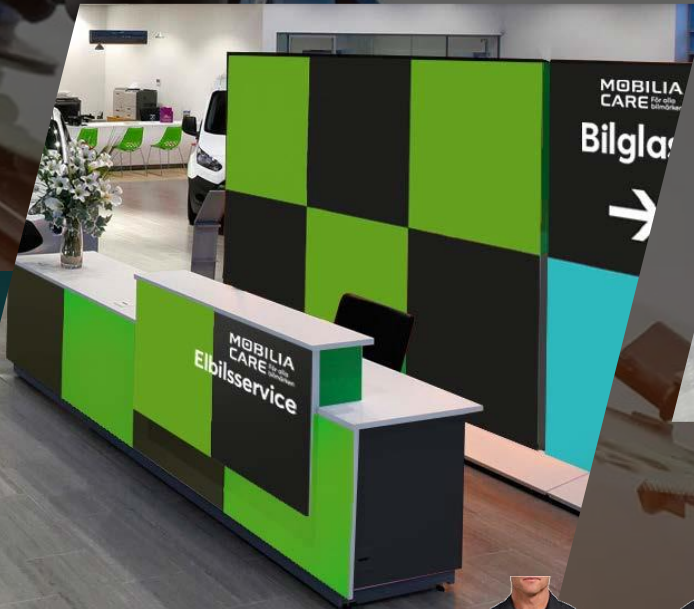
Vi på MobiliaCare är proffs på bilglas för alla bilmärken. Just nu bjuder vi på nya torkarblad om du byter ruta innan 30 juni.

Boka redan idag på mobicare.se

**MOBILIA
CARE**

FÖR ALLA BILMÄRKEN

Du hittar oss på
Mått Johanssons
väg 54
i Eskilstuna



MOBILIA CARE
**VI FIXAR
DITT
STENSKOTT**

MOBILIA
För alla bilmärken

Car glass Locations

- Segeltorp – started
- Västerås – started
- Kungälv – started
- Eskilstuna – started
- Lund – started
- Malmö – Dec
- Haninge – Dec/Jan
- Kista – Dec/Jan
- Borås – Jan/Feb
- Trollhättan – Feb/Mar
- Mölndal – Feb/Mar

An aerial photograph of a winding asphalt road that curves through a dense, green forest. The road is bordered by a large, calm lake on one side and more forest on the other. The lighting suggests a late afternoon or early morning setting, with soft shadows and a warm glow. The text 'Mobilia Care Tyres and Rims' is overlaid in white, bold, sans-serif font in the center of the image.

Mobilia Care Tyres and Rims



Tyres and rims

- Service market – high customer demand
 - Tyre hotel
 - Rim repair - undeveloped market
 - Used wheels
 - Sustainability
- EVs – higher tyre wear



Market
SEK 15bn



Important areas Tyre Business

- 374,000 wheels in storage Q3 2024
- Average yearly growth: 9%

EBD

- EBD is Bilia's logistics solution for centralised tyre hotels.
- Wheel changes are done at the workshops.
- We offer this service to the workshop industry.
- When the wheels arrive at the hotel, each tyre and rim is scanned and washed, sales opportunities related to repair and replacement are identified, automated and digitalized.
- 80% of our customers books online.



EBD

En bättre Däckaffär

Reference customers

Europeiska Motor
TOYOTA CENTER

KGK

*Autoexper*ten



Polestar



Mercedes-Benz

LYNK & CO



EBD

En bättre Däckaffär

Tyre hotel Gothenburg



80,000
tyres

Tyre hotel Stockholm

120,000
tyres

Tyre hotel Stockholm

120,000
tyres

Rim repair

- Rim repair is an area where the Nordic market is less developed compared to other markets.
- With larger and more expensive rims, repairing is a better deal for the customers.
- Sustainability gain in repairing rather than replacing.
- We see great interest from
 - Insurance companies
 - Financing companies
 - Customers at our tyre hotels

Electrification





The electrification will take longer time...



The electrification will take longer time...



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Media Newsroom USA

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Mercedes-Benz prepares to go all-electric

RELEASE

PHOTOS

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Jul 22, 2021 – Stuttgart, Germany

- All newly launched architectures will be electric-only from 2025 onwards.
- In 2025 Mercedes-Benz will launch three electric-only architectures.
- Mercedes-Benz will be ready to go all electric at the end of the decade, where market conditions allow.

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Press Releases

Volvo Cars to be fully electric by 2030

Mar 02, 2021 | ID: 277409

Aa- | Aa+ Download Print Email

Volvo Cars is committed to becoming a leader in the fast-growing premium electric car market and plans to become a fully electric car company by 2030.

By then, the company intends to only sell fully electric cars and phase out any car in its global portfolio with an internal combustion engine, including hybrids.

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Mercedes-Benz
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Audi will only launch new all-electric models from 2026

By Gareth Roberts | 23 June 2021

Audi has announced that it will phase out production of its last internal combustion engines (ICE) by 2033, with all new cars being all electric from 2026.

The electrification will take longer time...

TESLARATI

NEWS ▾ TESLA ▾ SPACEX ELON MUSK ▾ MARKETPLACE

EV sales down by nearly 44% in Europe



By [Maria Merano](#)

Posted on September 19, 2024

Electric vehicles sales were down by 43.9% in Europe's in August 2024.

The European Union's overall new car sales fell 18.3% last month. For major car markets in Europe, like Germany, France, and Italy, the EV sales saw double-digit losses. According to the European Automobile Manufacturers' Association (ACEA), Germany reported a 68.8% drop in EV sales while France recorded a 33.1% decline.

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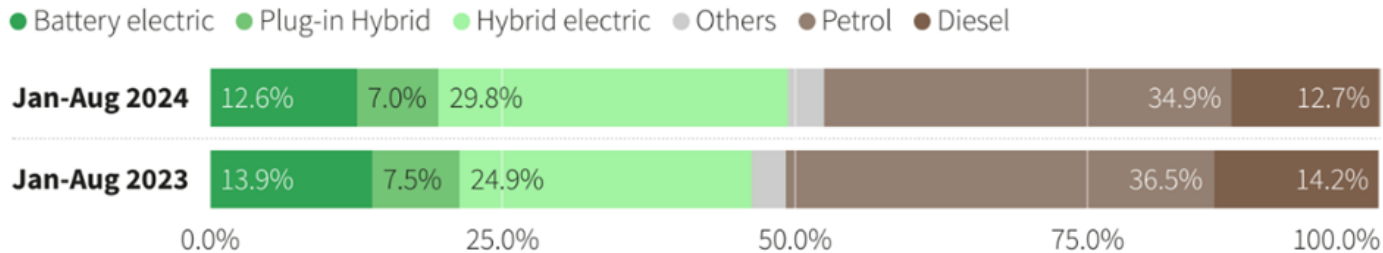


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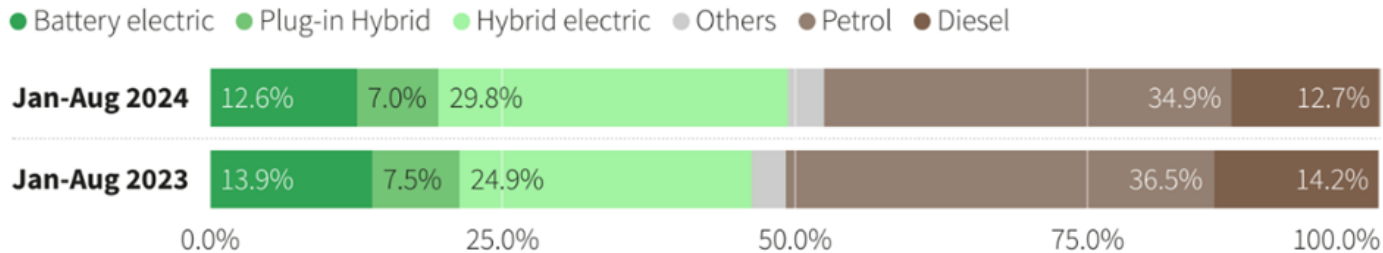


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New car registrations: -6.1% in September 2024; year-to-date battery-electric market sales -5.8%

Among other European countries, only Norway and the Netherlands achieved year-on-year BEV sales growth in Q3, with increases of 19% and 11% respectively. Norway's BEV market share now stands at a staggering 95%. Following Norway, Sweden and the Netherlands have notable BEV market shares of 38% and 35% respectively.

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MOTORS / CARS

FEBRUARY 23, 2024

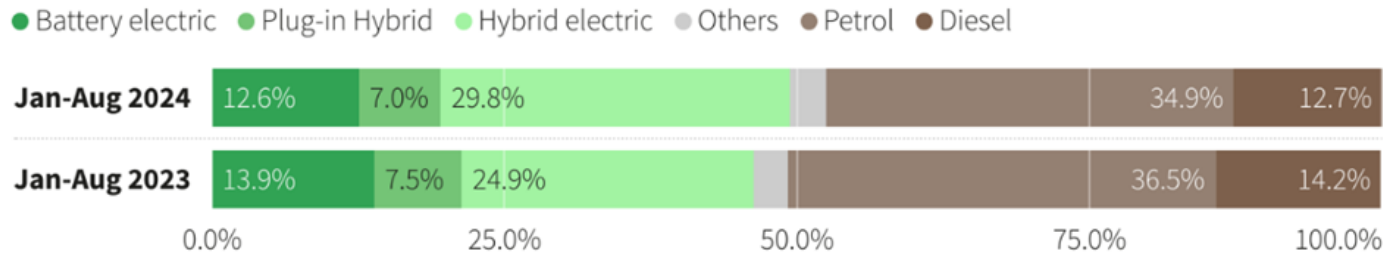
Mercedes Won't Go All-Electric by 2030 as It Once Promised

The company hopes that electrified vehicles will make up half of its sales by the end of the decade.

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Volvo Backs Off EV-Only Promise, Will Likely Push Hybrids Instead

Volvo previously pledged not to "sell a single car" that isn't fully electric after 2030, but that trajectory may have changed.



The electrification will take longer time...

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Mercedes vd om nya satsningen på motorer

Nyheter 30 juli 2024, 07:07 av William Karlsson

Mercedes svenska vd Ola Källenius vill i år investera 163 miljarder kronor i "elektrifierade högteknologiska förbränningsmotorer".
– Mercedes kommer satsa mer pengar på förbränningsmotorer än tidigare planerat, säger Ola Källenius, enligt Wirtschafts Woche.

Den senaste tiden har varit hektisk för många elbilstillverkare då EU-parlamentet inte varit lika tydliga vad som kommer gälla 2035 då nya förbränningsmotorer kommer att förbjudas. Ursula von der Leyen lovade innan hon blev omvald att unionen skulle se över reglerna för att göra det mer öppet för teknologiska lösningar. Mercedes är en av många bilstillverkare som nu gjort om sin strategi till viss del.

– Ett fartyg kan inte kontrollera vägrörelserna, men kaptenen kan navigera och göra kurskorrigeringar samtidigt som han är på väg mot samma destination, säger Ola Källenius, till Wirtschafts Woche.

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INSIDE EVs

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VW:s U-sväng: Satsar 680 miljarder på motorbilar

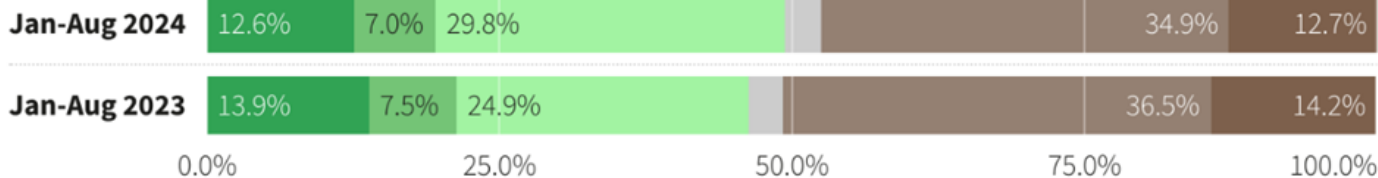
Nyheter 7 juni 2024, 12:08 av Elis Kalmér

Volkswagen gör en U-sväng och ska investera stort i bilar med förbränningsmotorer. Nu satsar man 680 miljarder kronor på bensin- och dieselbilar för att hålla kvar sin konkurrenskraft på marknaden.

– Framtiden är elektrisk, men det som varit är inte över, säger företagets finanschef Arno Antlitz.

Volkswagen Group har gjort stora satsningar på elbilar, men nu gör man en omsvängning och deklarerar att förbränningsseran inte över. Åtminstone inte om vi ska tro företagets CFO Arno Antlitz, som bekräftade att företaget kommer fortsätta att investera enorma belopp i bensin- och dieselbilar. Företaget ska komma de närmaste åren att allokera 180 miljarder euro i investeringar. Tidigare skulle i princip allt satsas på elbilar, men nu deklarerar Volkswagen att en tredjedel, 60 miljarder euro eller 780 miljarder kronor ska satsas på bilar med förbränningsmotorer.

● Battery electric ● Plug-in Hybrid ● Hybrid electric ● Others ● Petrol ● Diesel



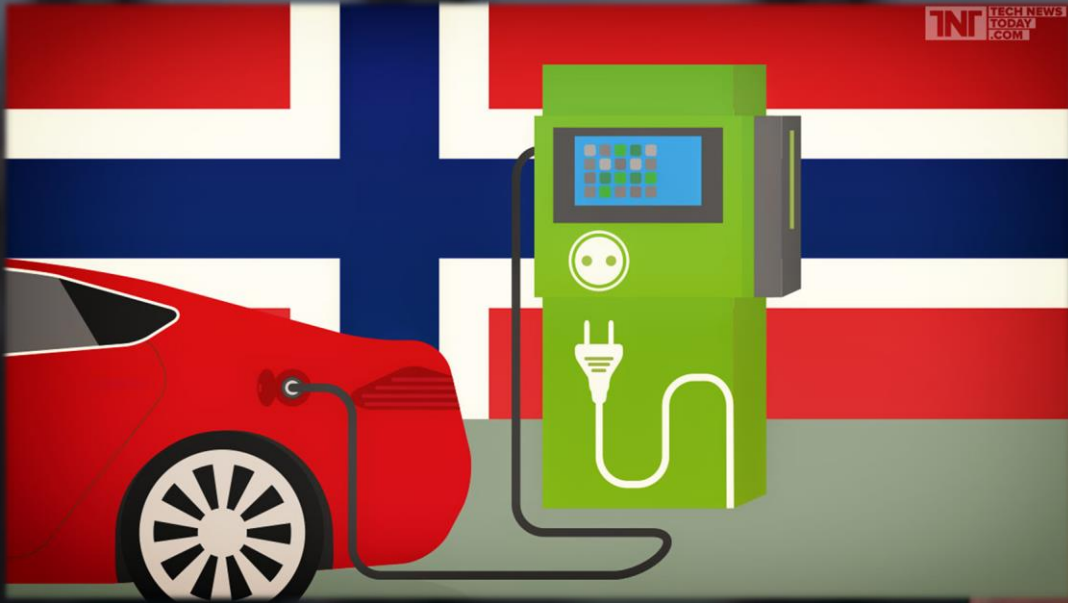
Audi river upp löfte om endast elbilar

Nyheter 3 augusti 2024, 05:20 av Maths Nilsson

Audi har lovat att bara tillverka elbilar från 2033. Men nu river nya chefen Gernot Döllner upp löftet.
– Vi måste anpassa det...något. Vi är flexibla, säger Gernot Döllner.

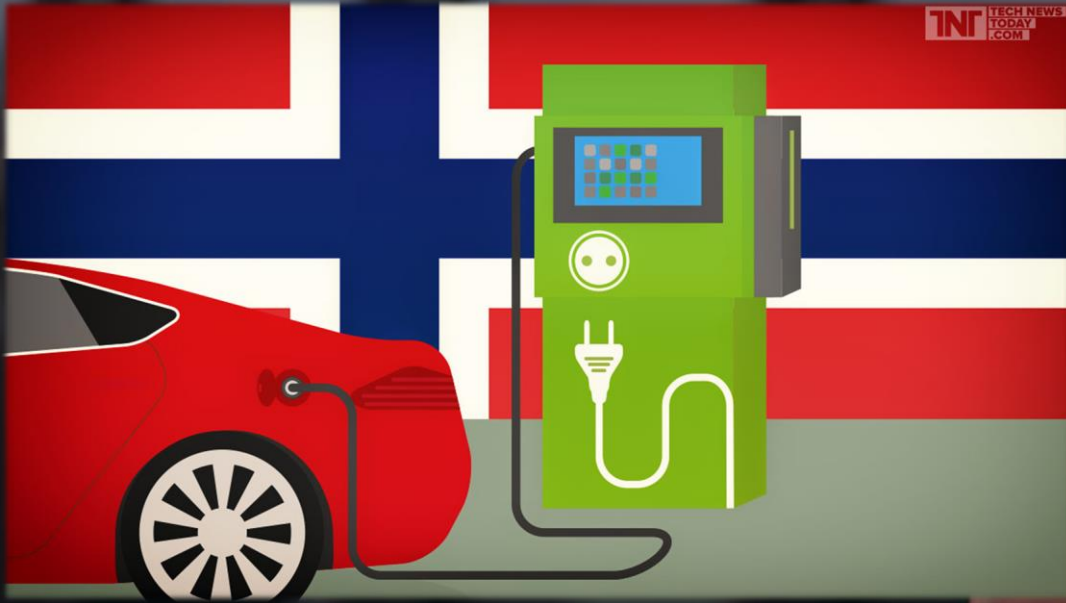
För några år sedan gick ett stort antal bilmärken ut och lovade att de bara skulle tillverka elbilar från ett visst årtal i början av nästa decennium. Flera märken pratade om 2030, i Audis fall var det 2033 som var brytpunkten, ett löfte som uttalades så sent som i december 2022 av dåvarande vd:n Marcus Duesmann.

Norway is a totally different story...

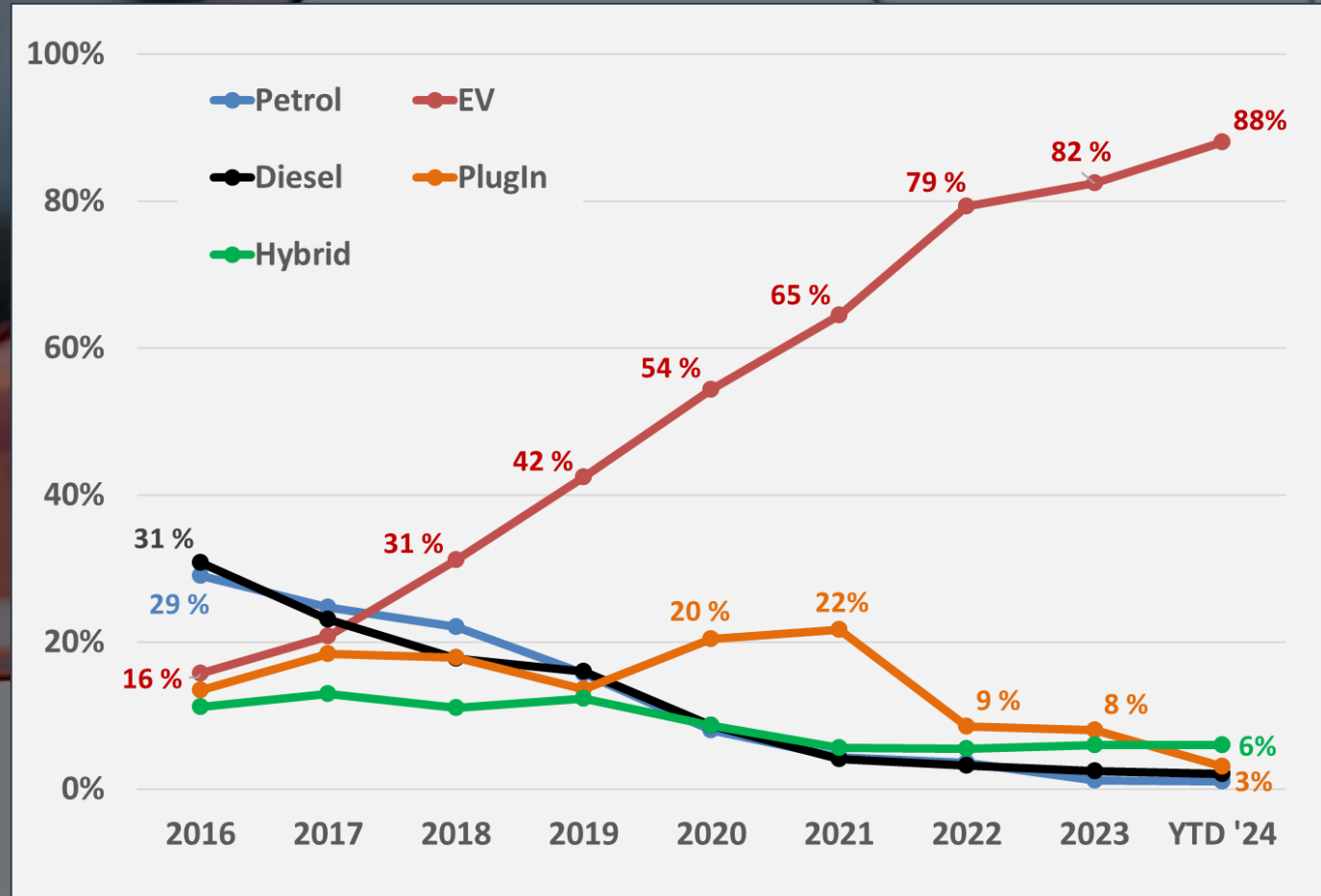


The Government is taking a number of steps in order to contribute to a considerable reduction in CO₂-emissions from transport. In Norway, purchase of zero-emission cars should be more economically favourable than purchase of conventional cars. The Government has established targets for new zero-emission vehicles. All new passenger cars and light vans sold in 2025 shall be zero-emission vehicles. All new urban buses sold

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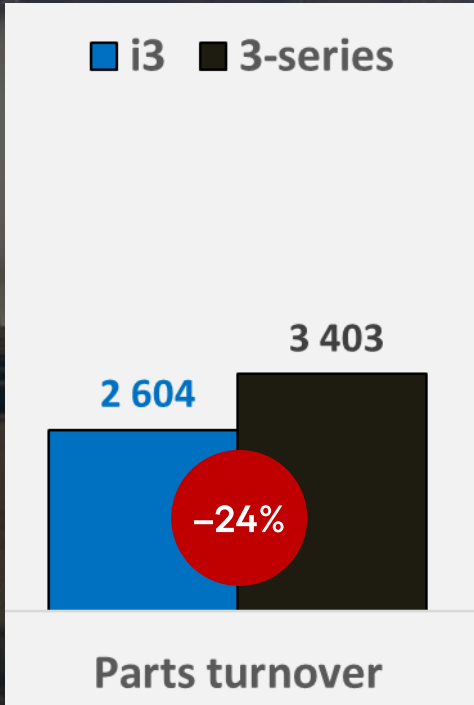
EV impact within after sales...



BMW i3 vs 3-series



BMW i3 vs 3-series

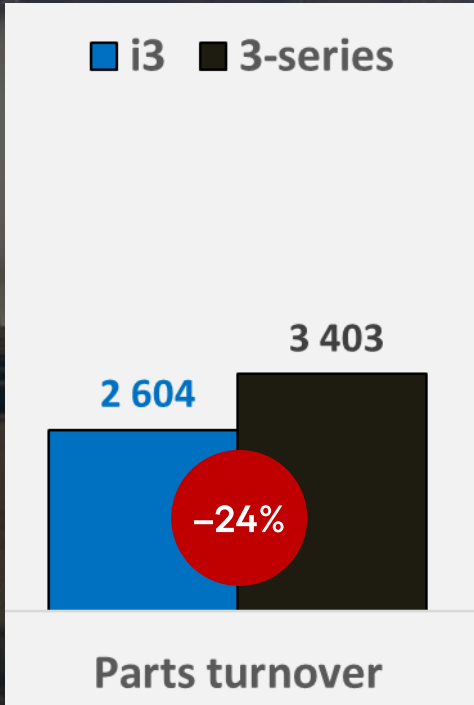


2.378
CARS

533
CARS



BMW i3 vs 3-series



CMD 2022

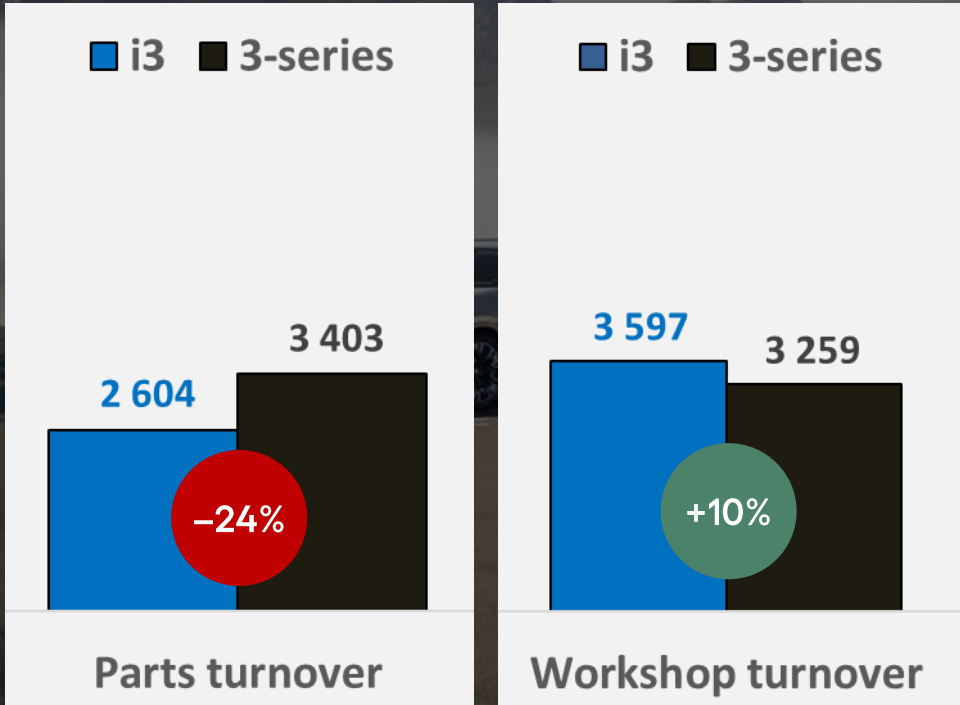
-20%

2.378
CARS

533
CARS



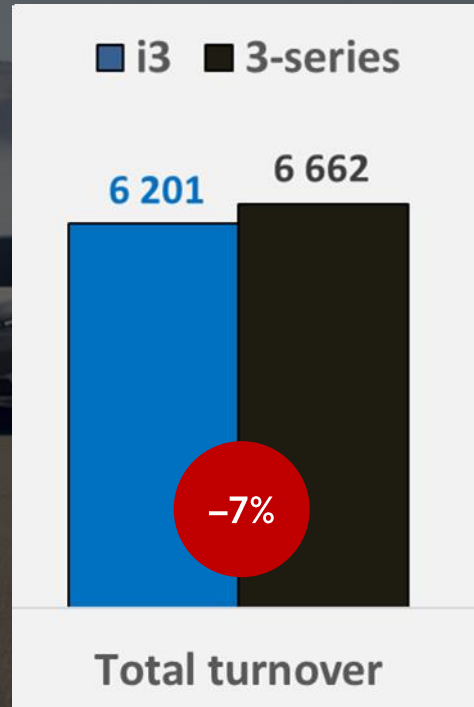
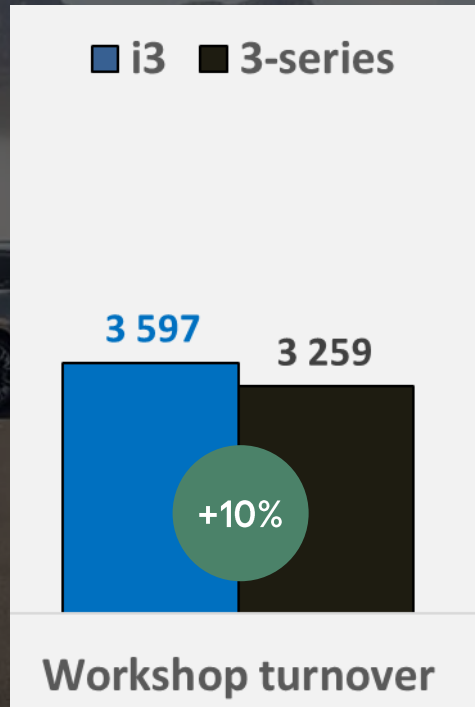
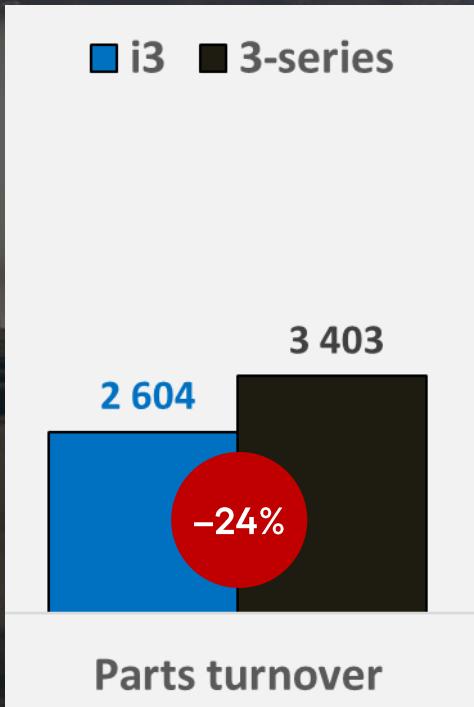
BMW i3 vs 3-series



CMD 2022

+4%

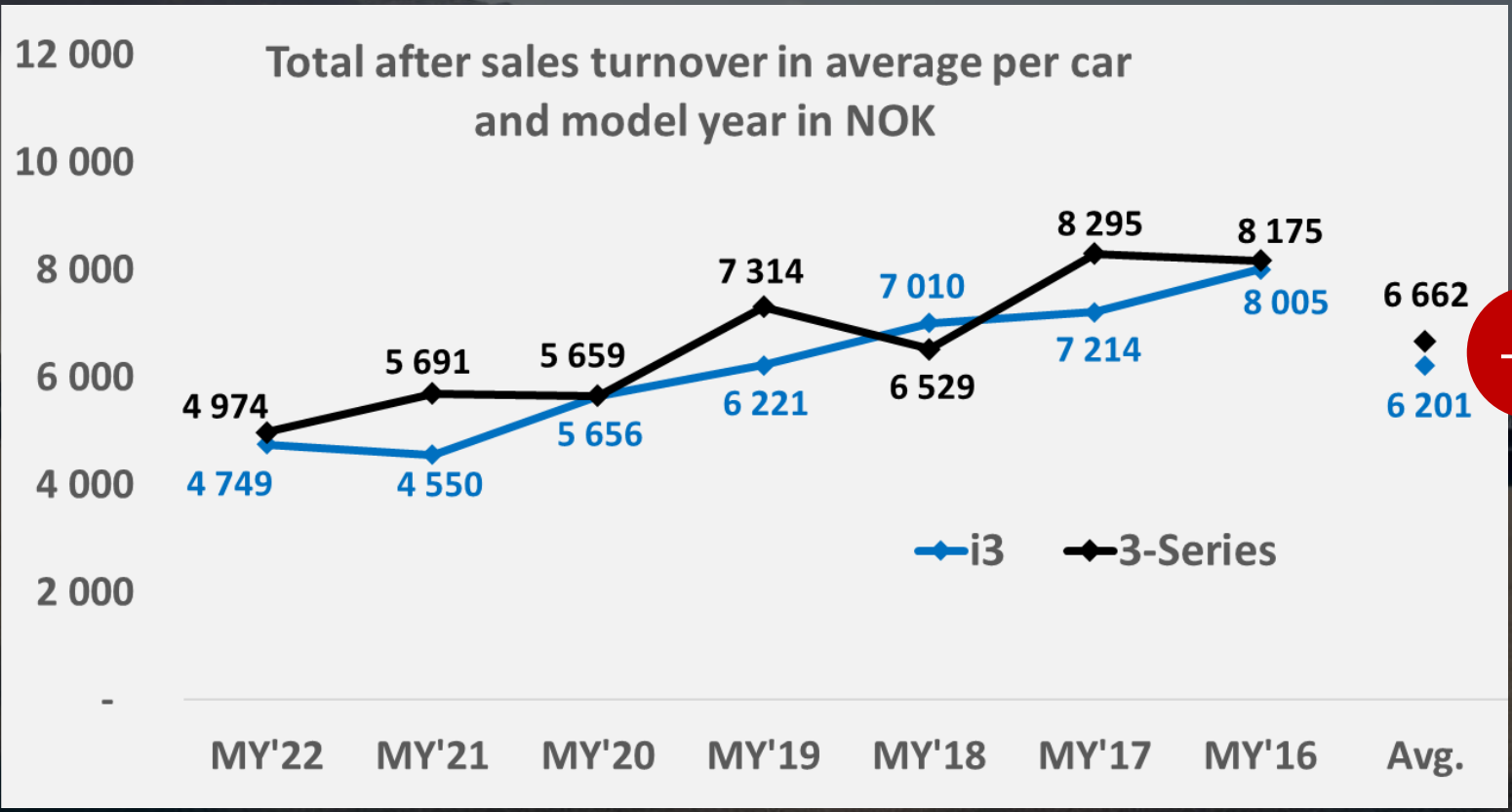
BMW i3 vs 3-series



CMD 2022

-8%

BMW i3 vs 3-series

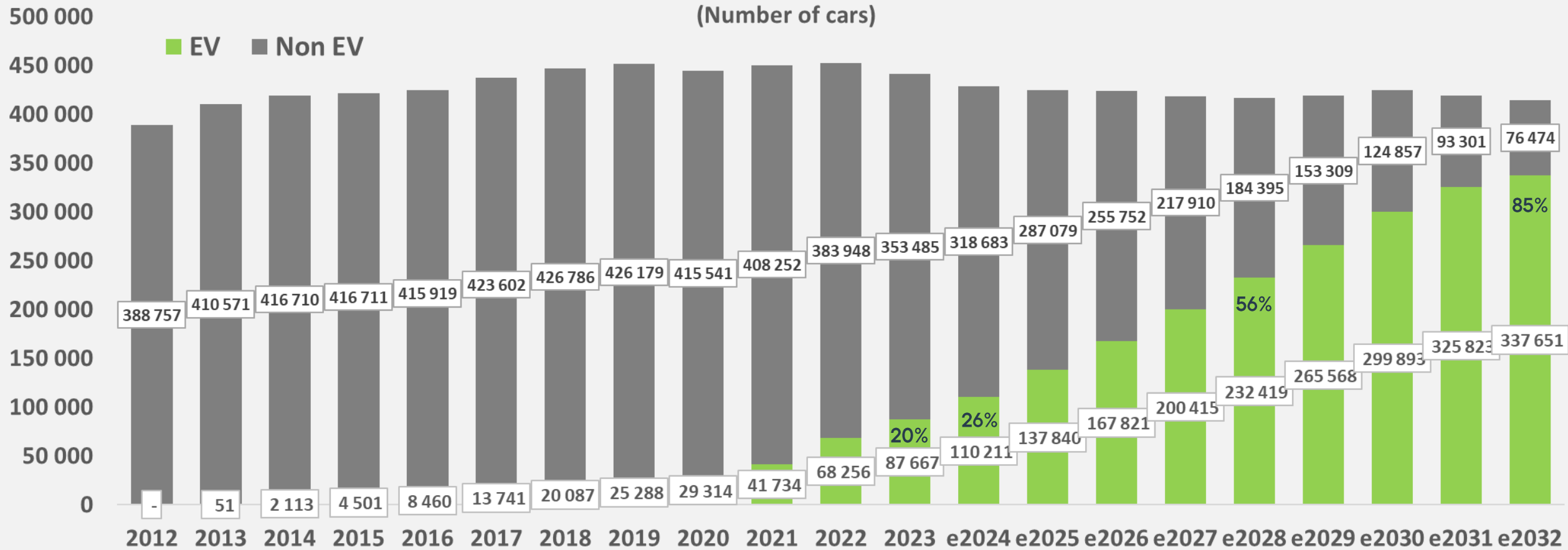


The car park will become more electrified

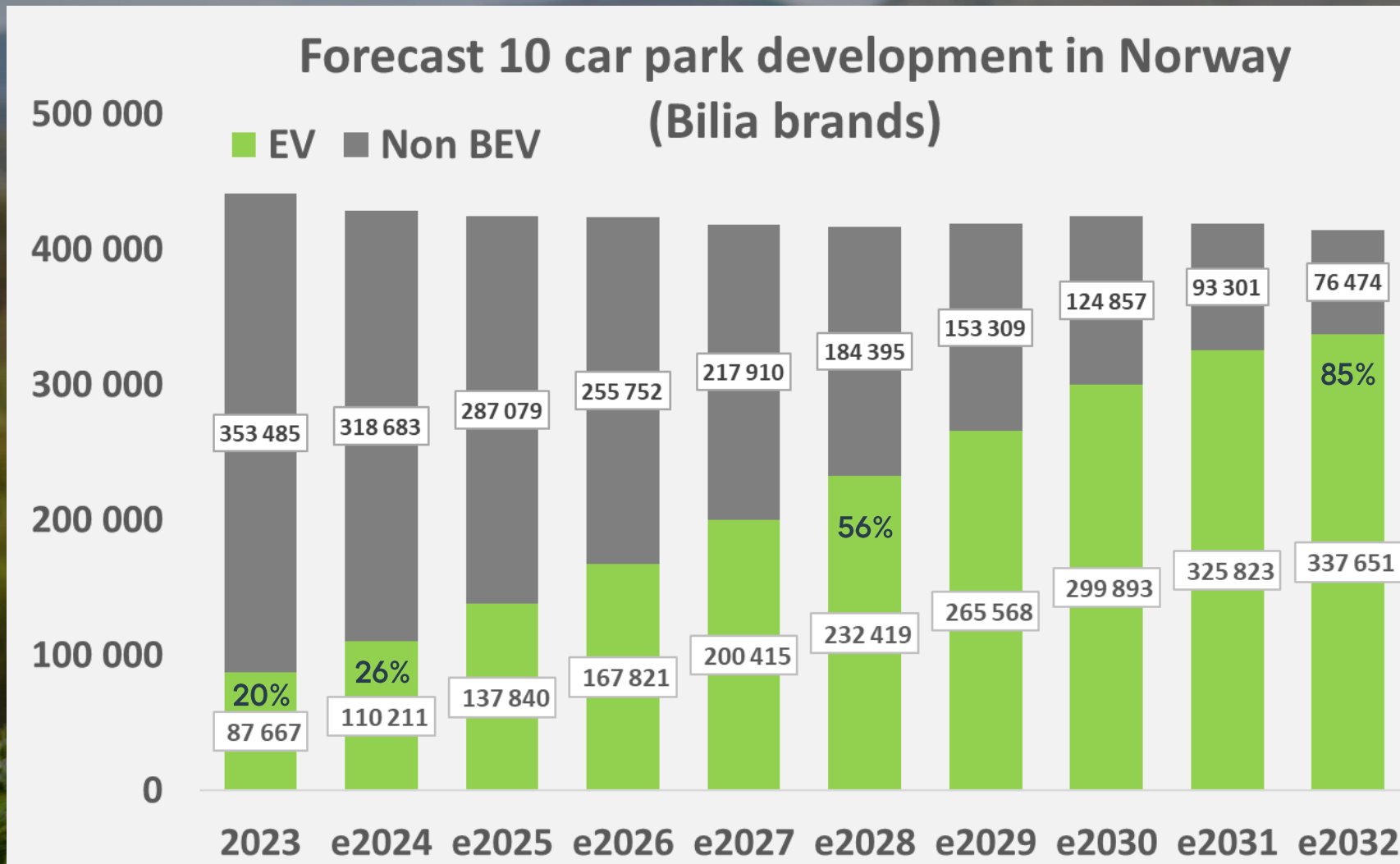


The car park will become more electrified

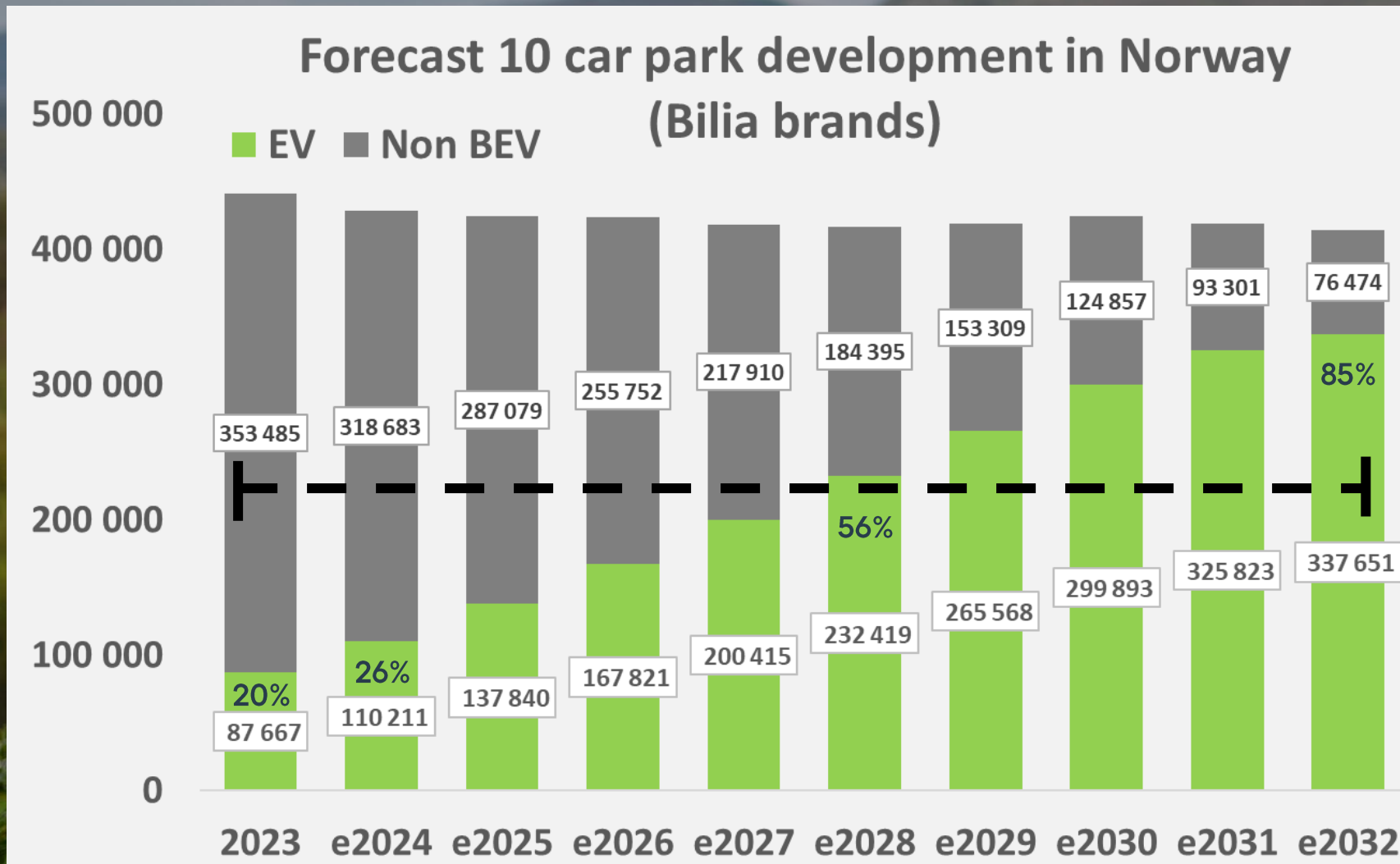
Forecast 10 year car park development i Norway (Bilia brands)
(Number of cars)



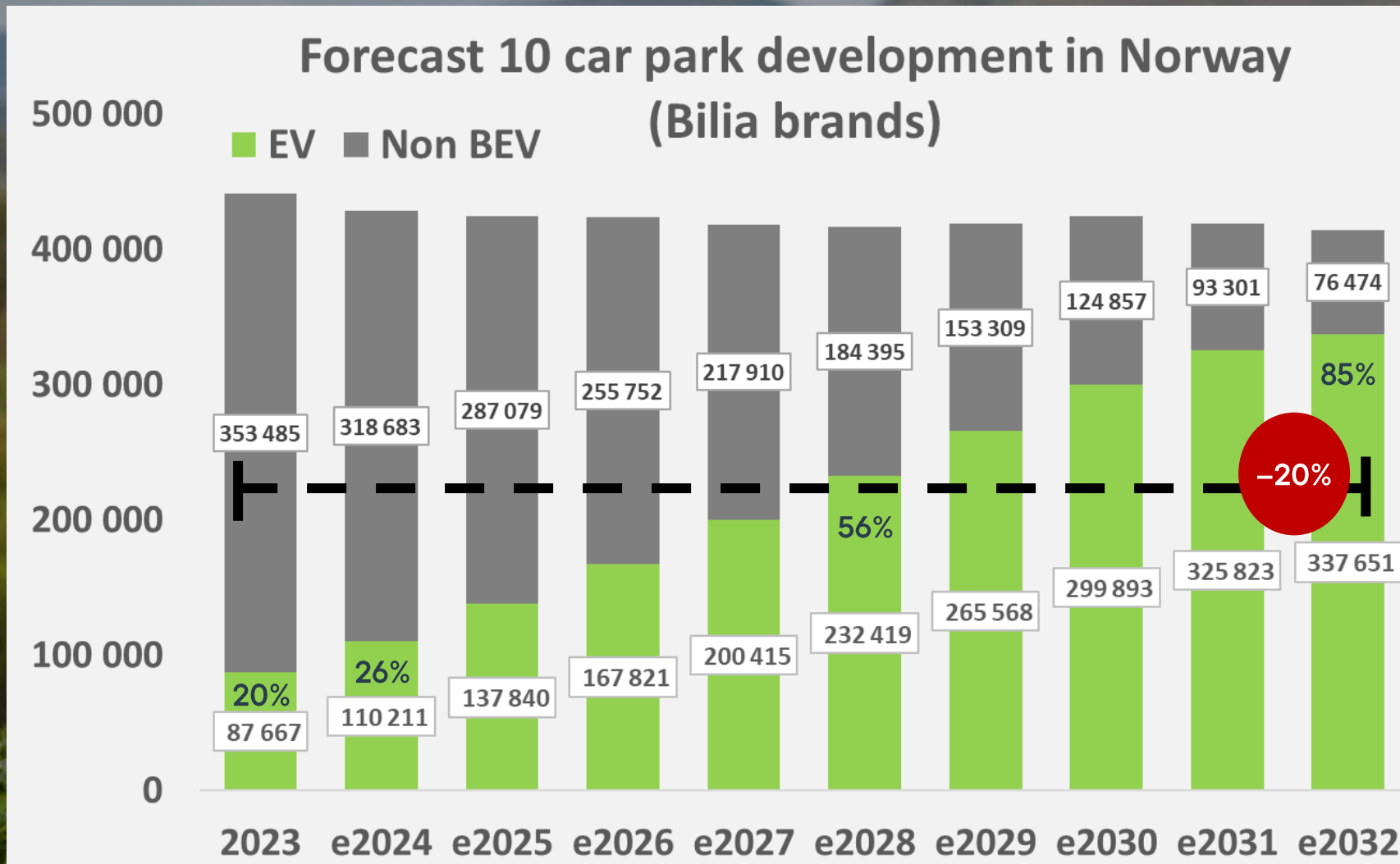
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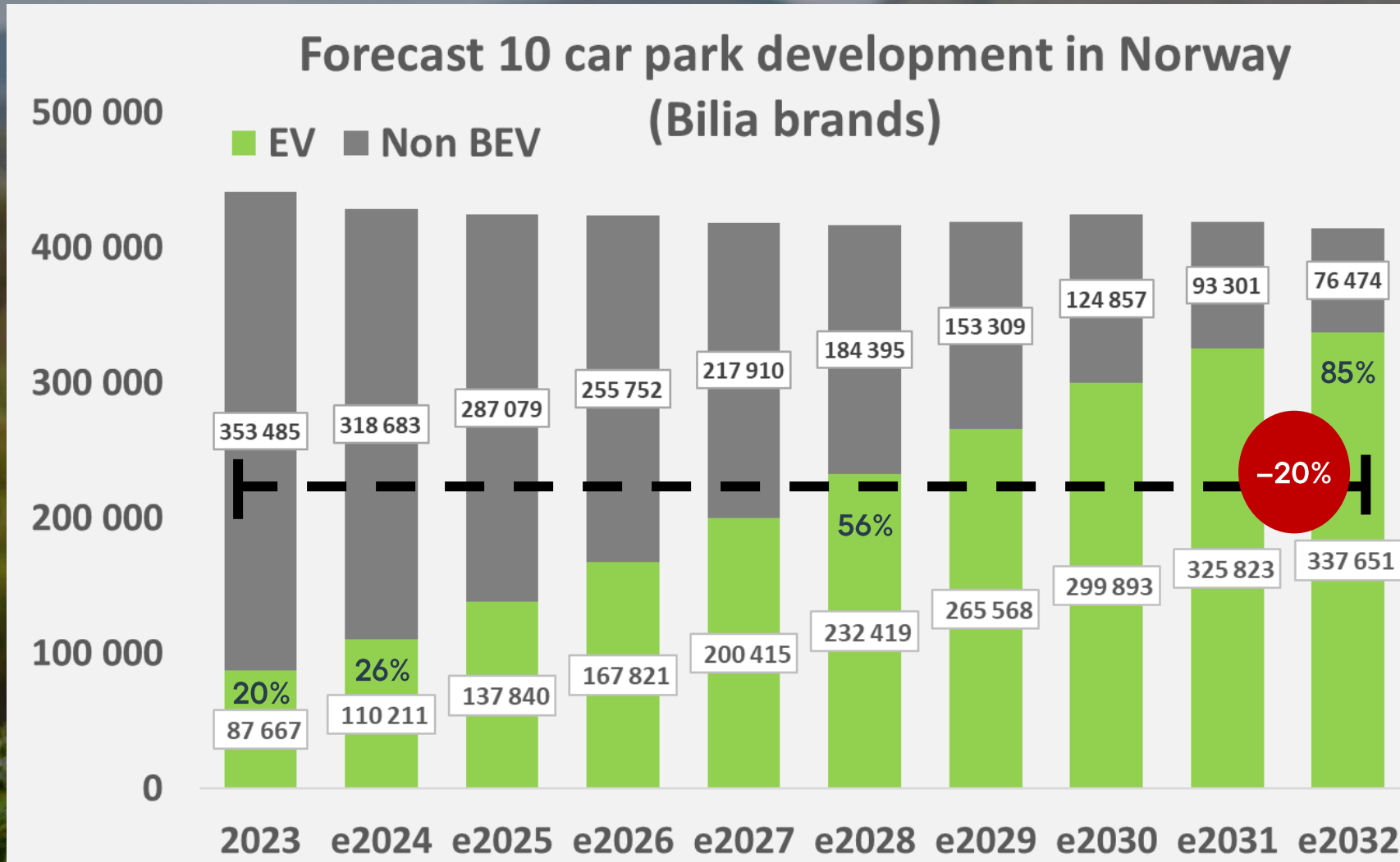
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The car park will become more electrified



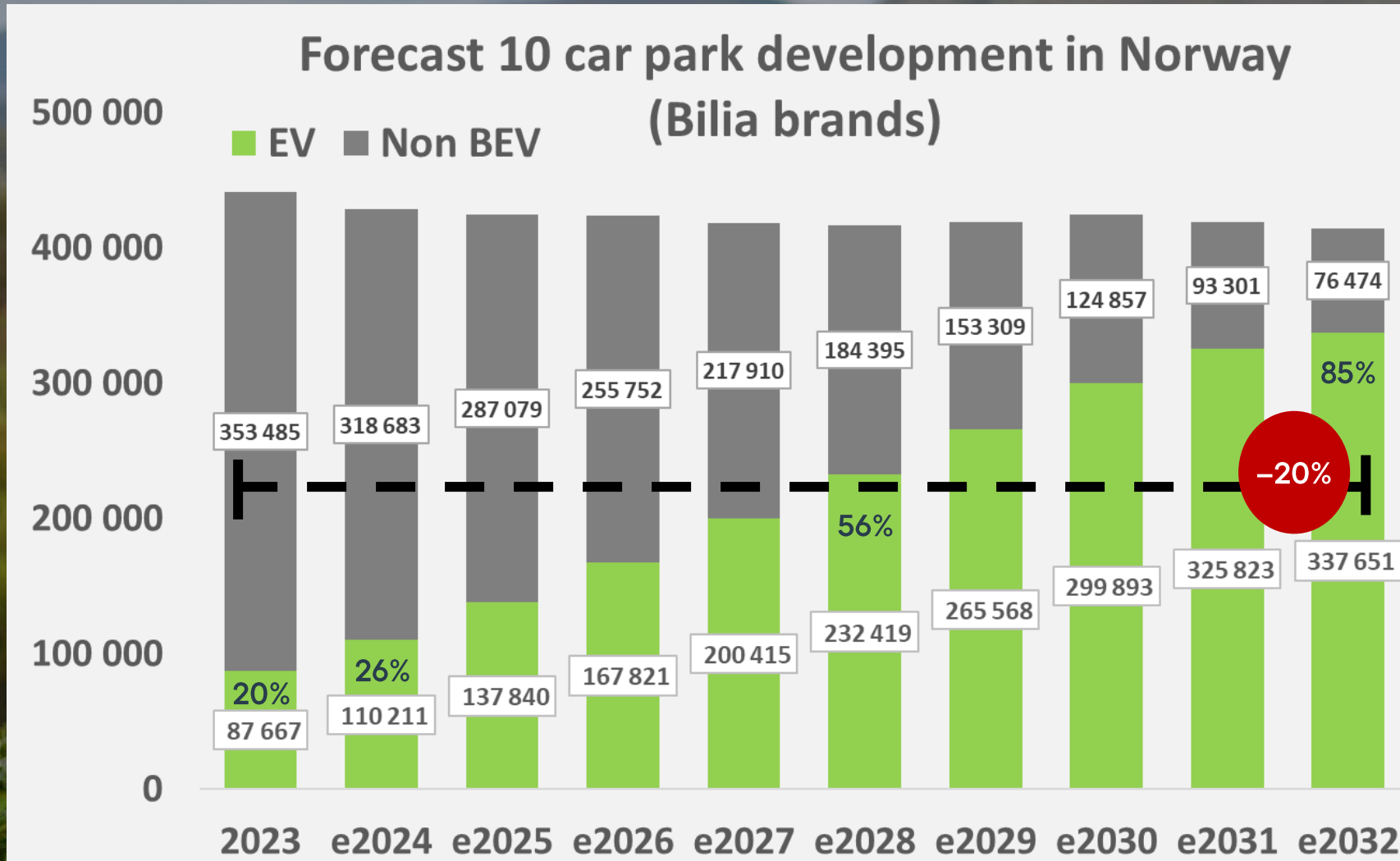
The car park will become more electrified



CMD 2022

-22%

The car park will become more electrified



The service programmes for BEV and Non BEV differs among the different brands, and thereby also the turnover impact of the electrification.

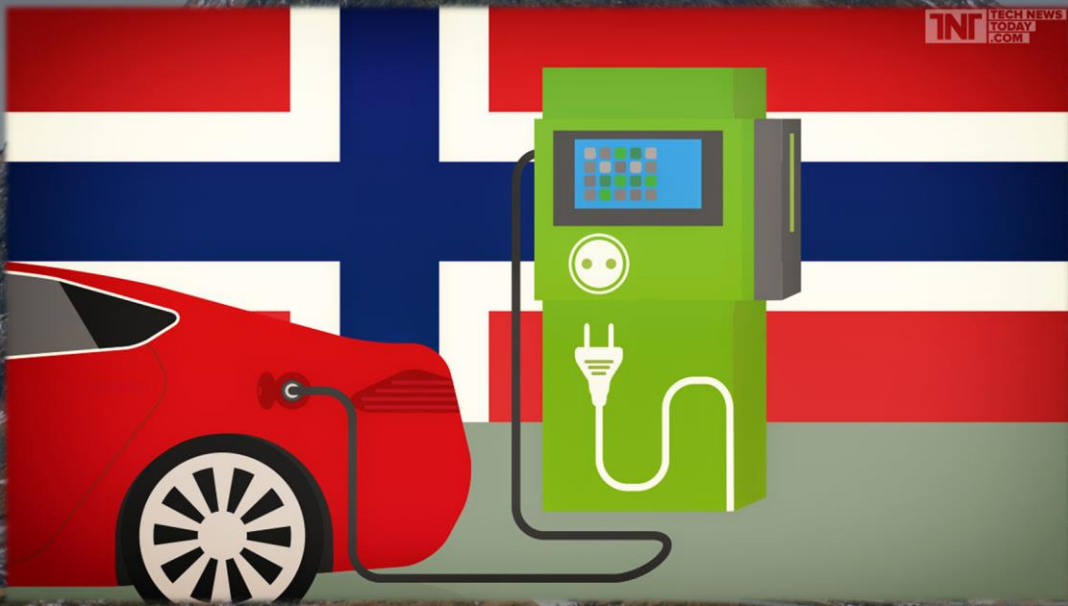
CMD 2022

-22%

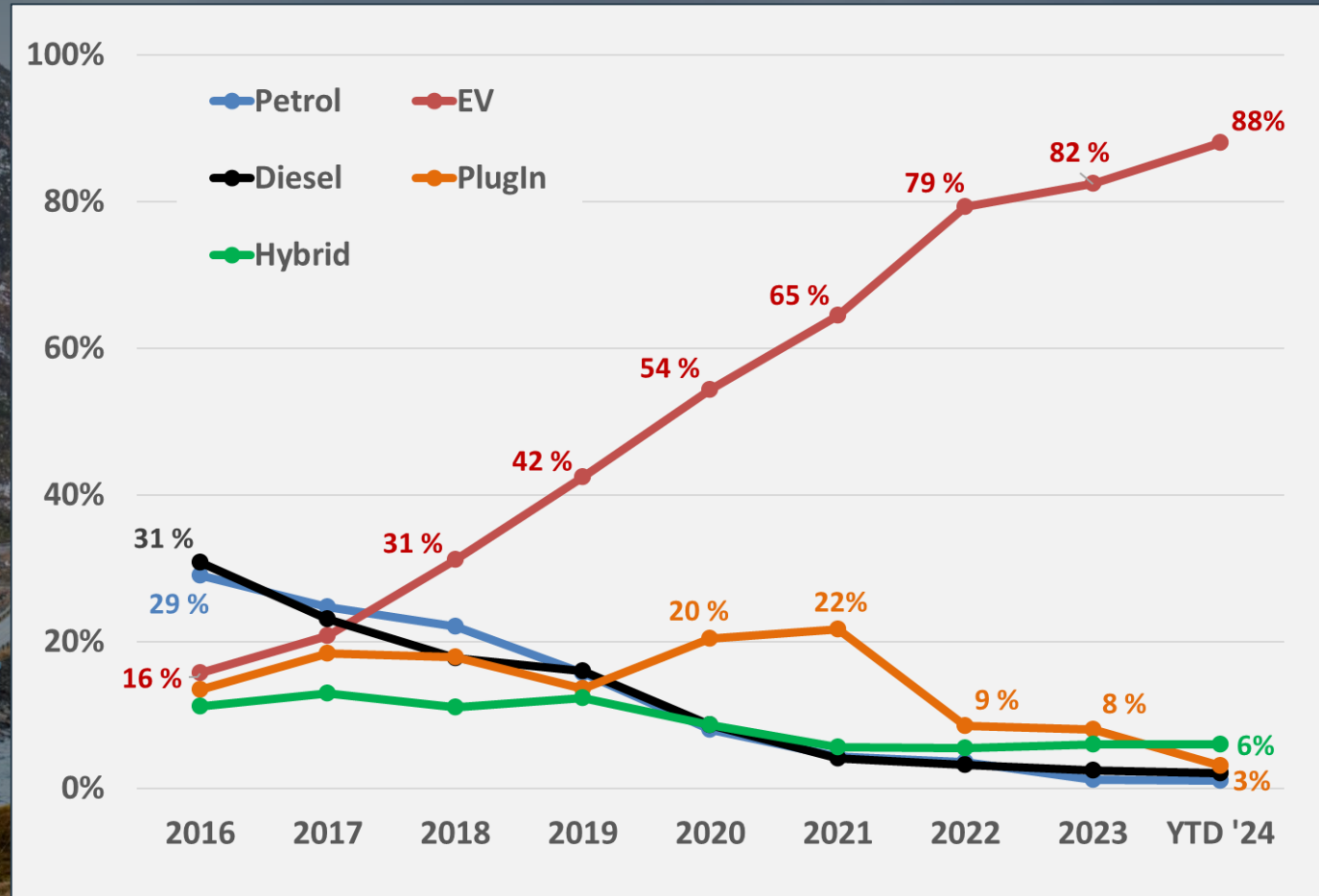
Development of BMW, Volvo & Toyota at Bilia in Norway...



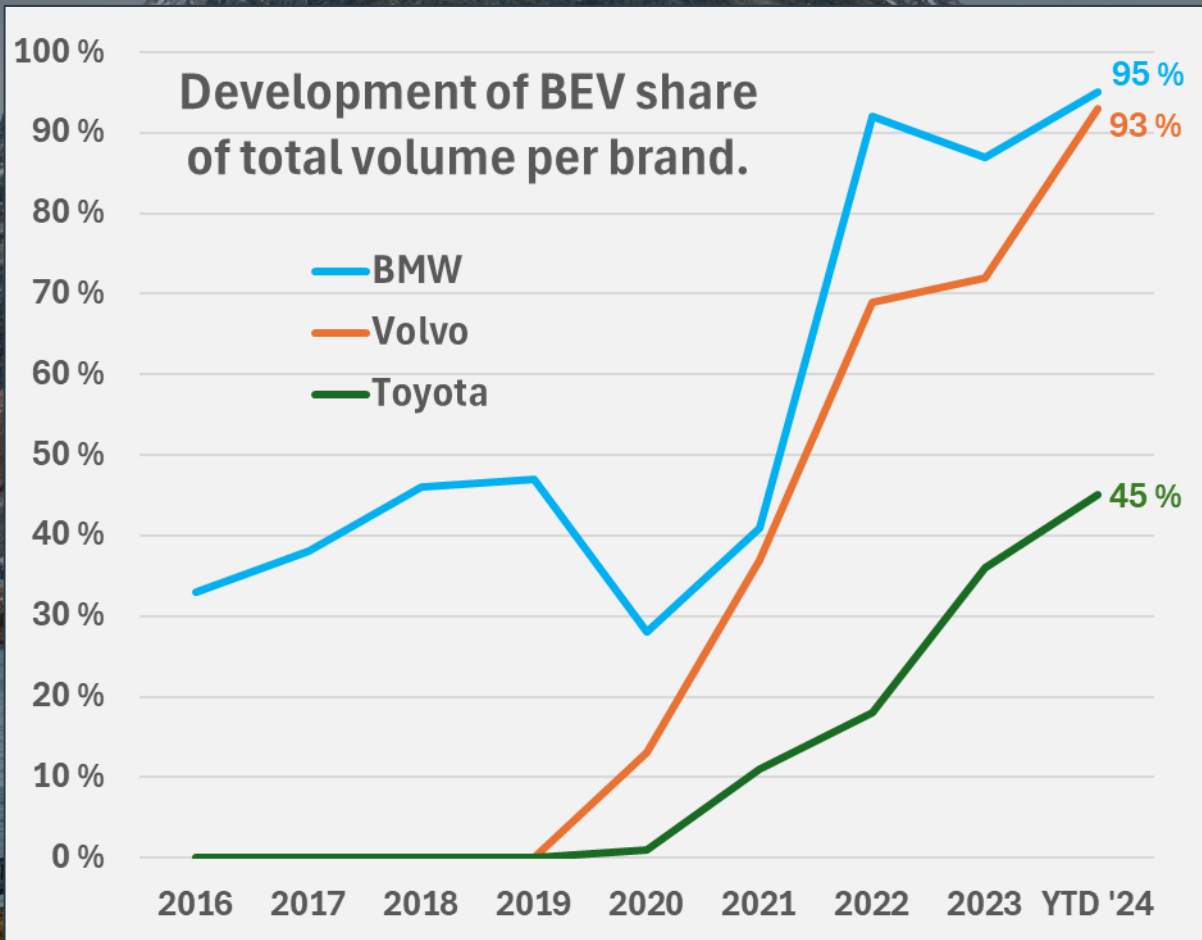
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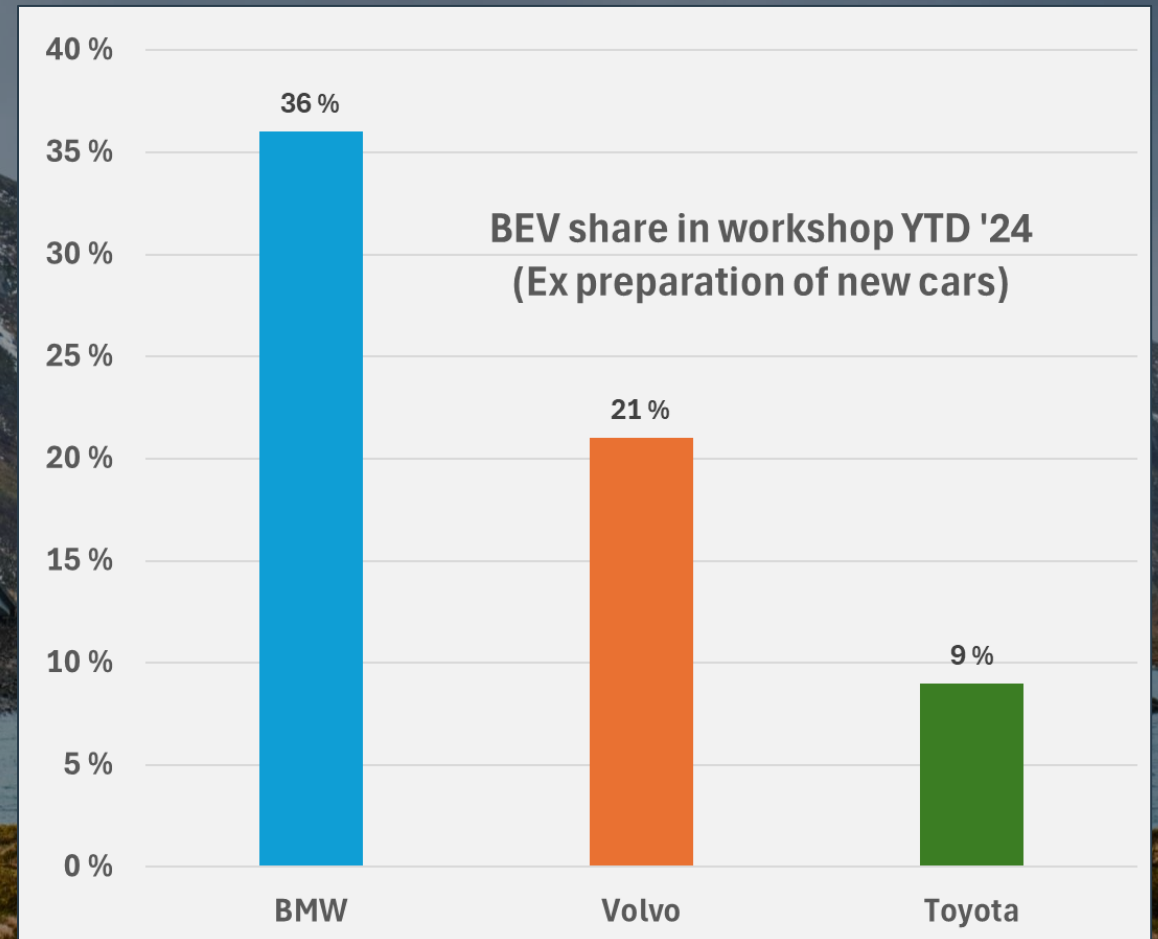
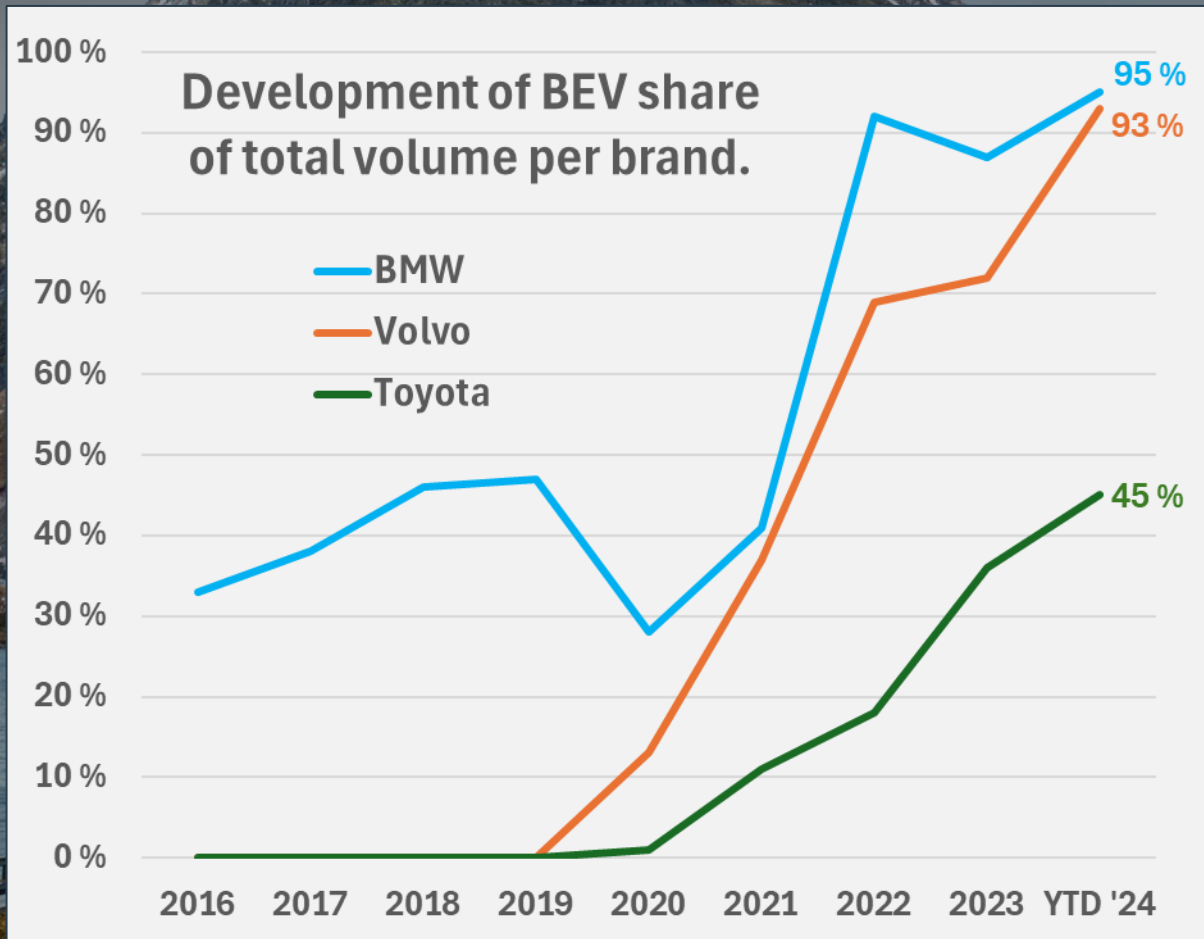
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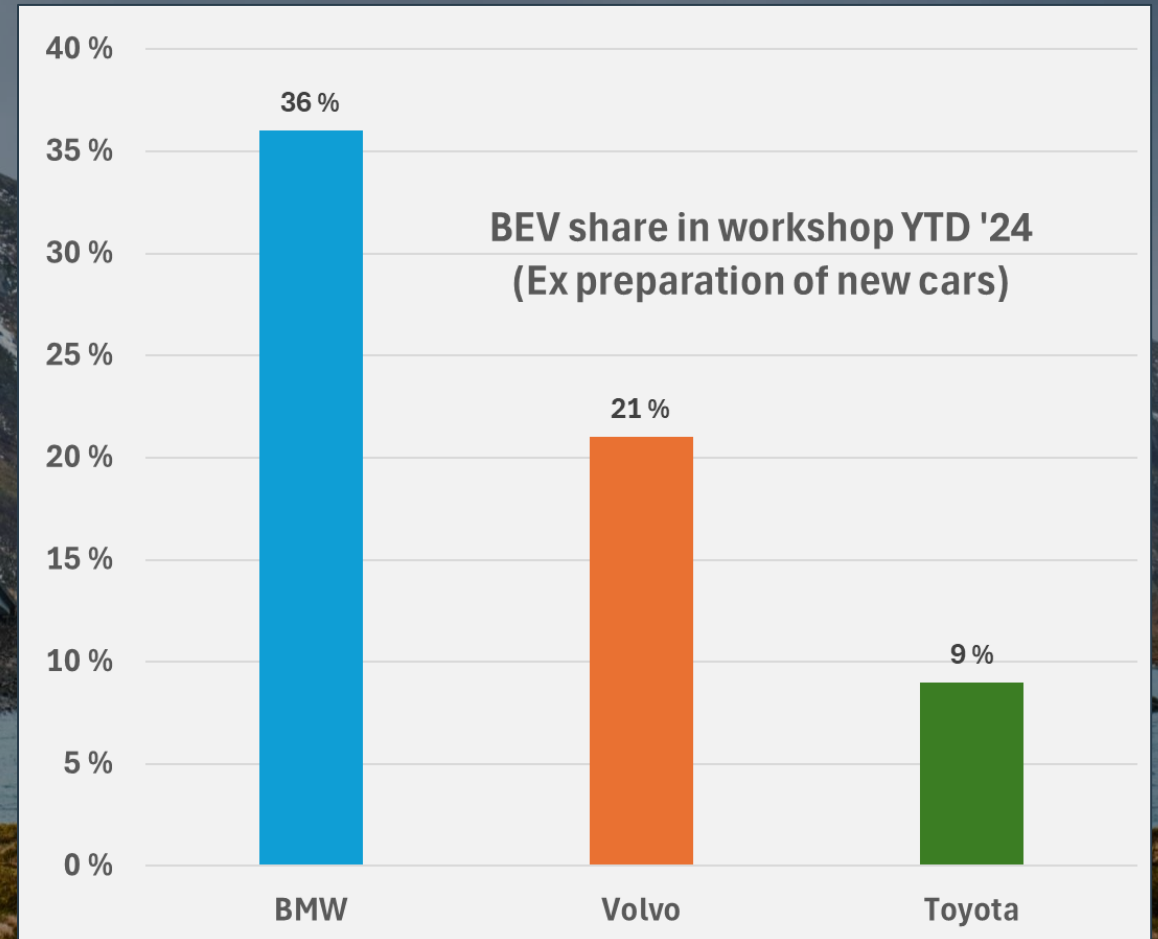
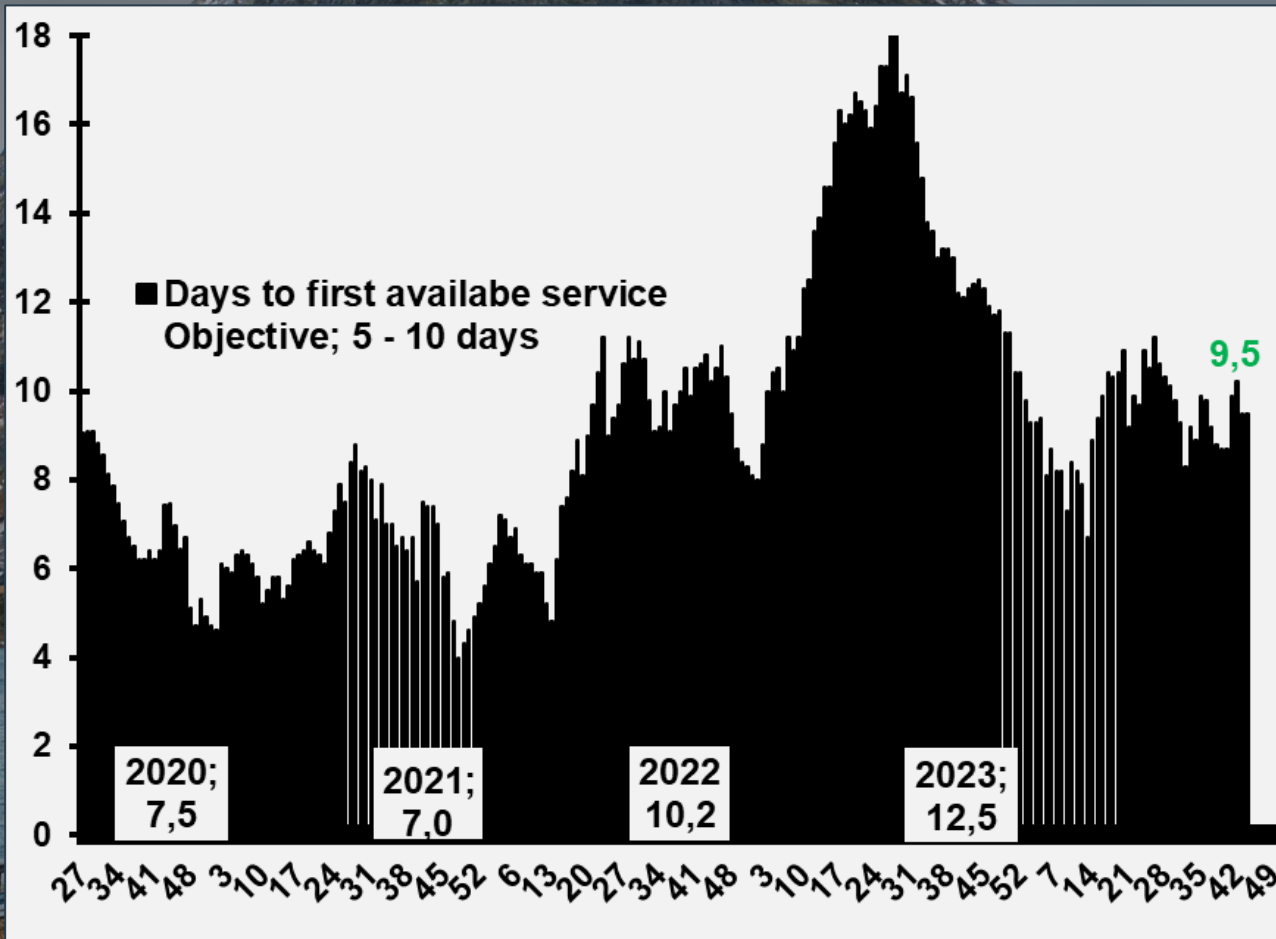
Development of BMW, Volvo & Toyota at Bilia in Norway...



Development of BMW, Volvo & Toyota at Bilia in Norway...



Development of BMW, Volvo & Toyota at Bilia in Norway...



Financials and Sustainability



Financial targets

1 Sustainable growth

Yearly sales growth
– at least 5% during
a business cycle

2 Sustainable business model

Operating profit
margin at 5% during
a business cycle

3 Leverage ratio

Net debt/EBITDA
below 2.0 times
excluding IFRS 16

4 Dividend

Dividend at least
50% of earnings
per share on a
yearly basis

Sustainable Growth

How to do it

47 acquisitions
2012-2024



Development Sales growth

120%

Growth
2013-2024

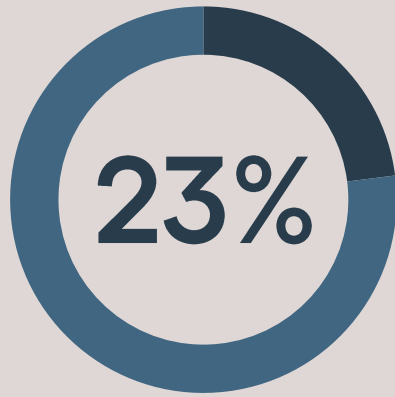
50%

From acquisitions

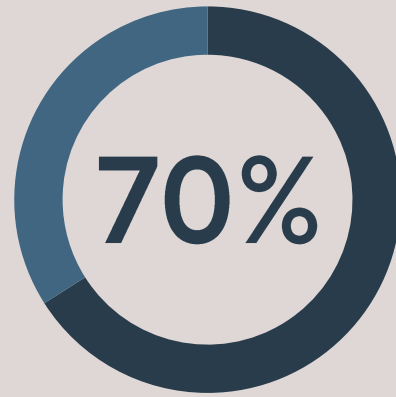
50%

From new services
& organic growth

Service Business Focus area for growth



Share of Bilia's
Net turnover
R12 Q3 2024

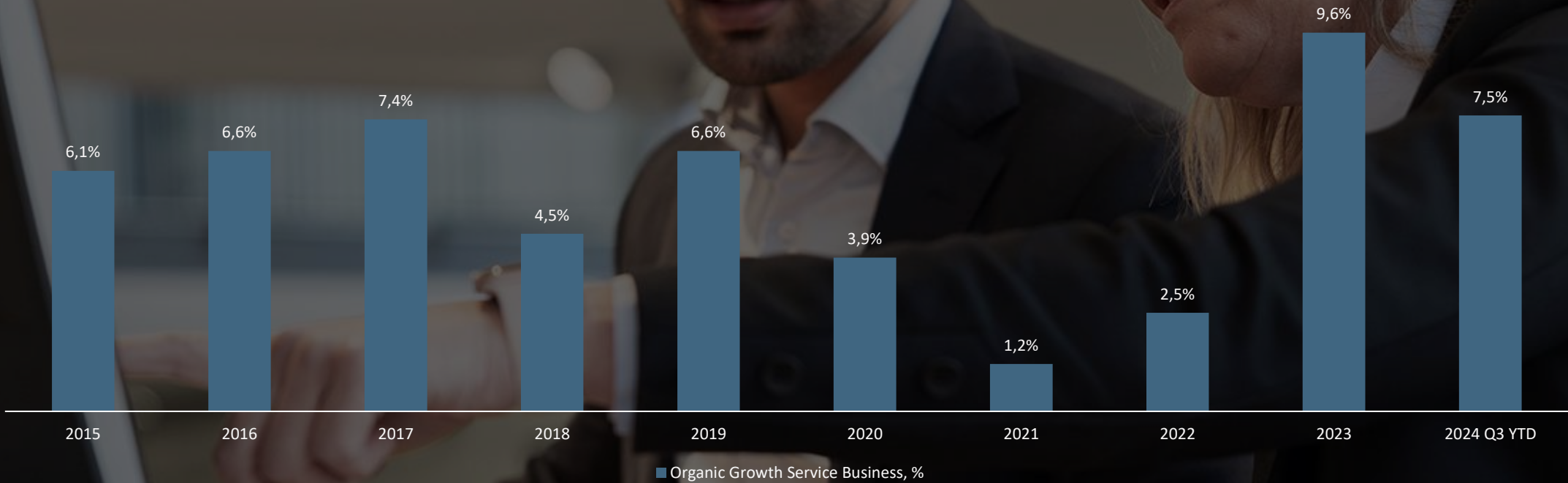


Share of Bilia's
Operational earnings
R12 Q3 2024



Service Business Focus area for growth

Organic growth Service Business



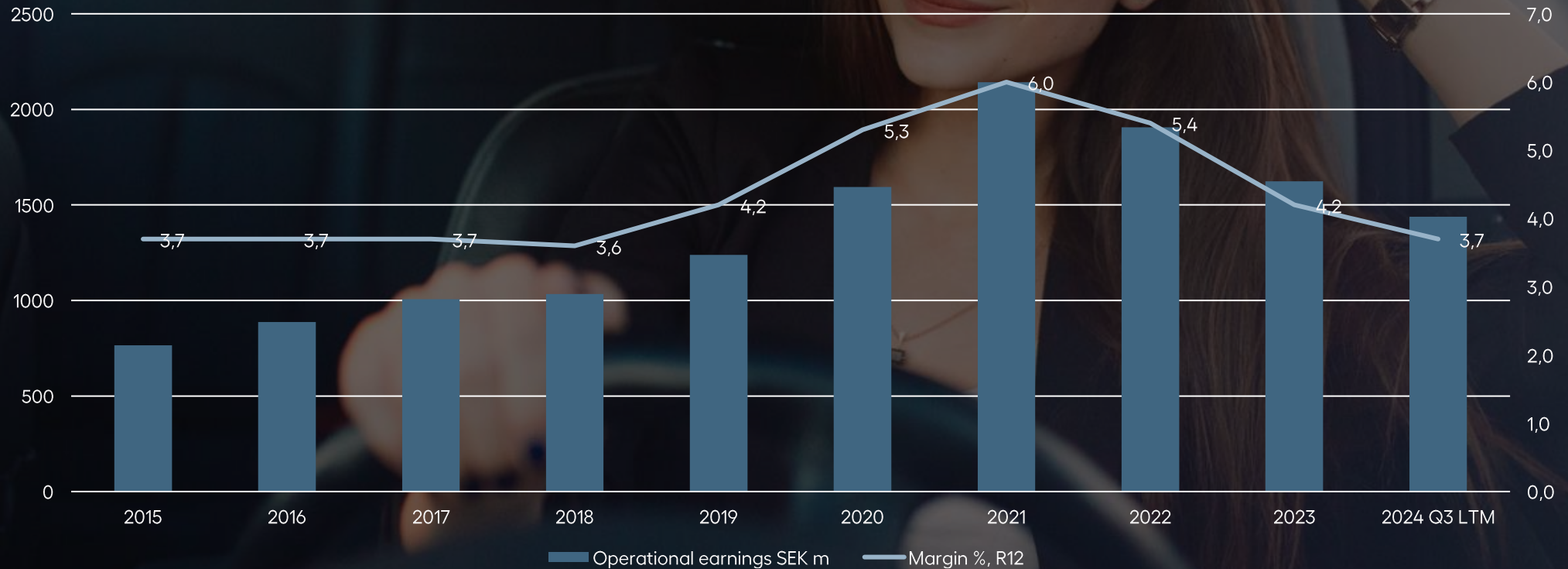
Growth for the Service Business

January–September	2013	2014	2015	2016	2017	2018	2019*	2020*	2021*	2022*	2023*	2024*
Turnover SEK M	2,919	2,858	3,137	3,755	4,303	4,663	5,024	4,976	5,555	5,801	6,380	6,981
Operational earnings* SEK M	212	247	309	389	469	515	630	781	902	793	777	794
Operational margin (%)*	7.3	8.6	9.8	10.3	10.9	11.0	12.5	15.7	16.2	13.7	12.2	11.4

* Including IFRS 16

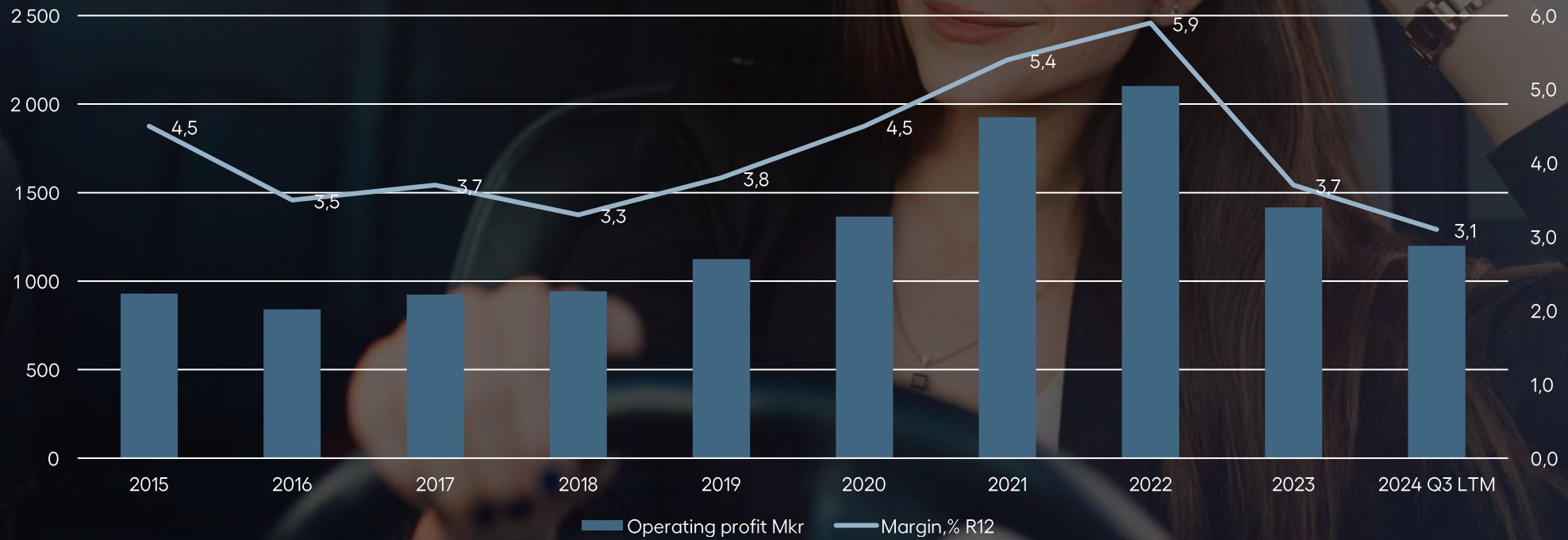
Development Operational earnings and margin

Operational earnings SEK M and margin %



Development Operating profit and margin

Operating profit SEK M and margin %



Development Operational earnings

260%

Growth
2013-2024

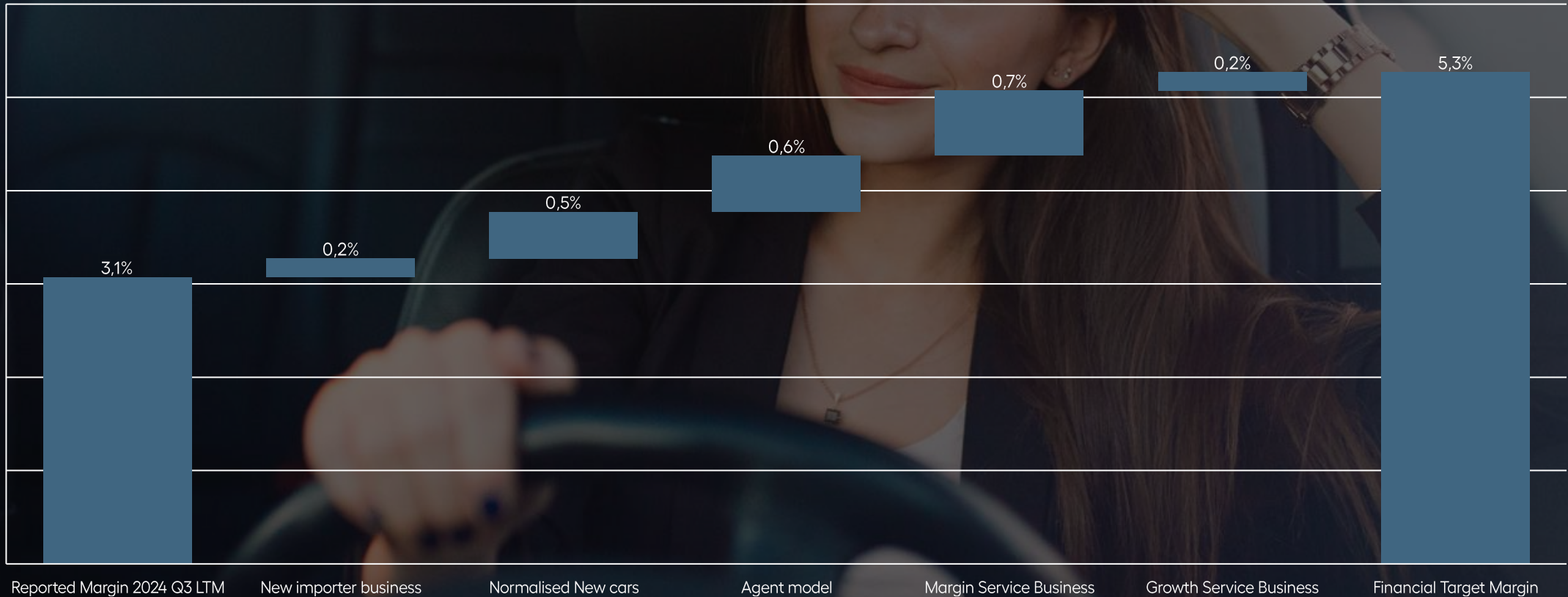
36%

From acquisitions

64%

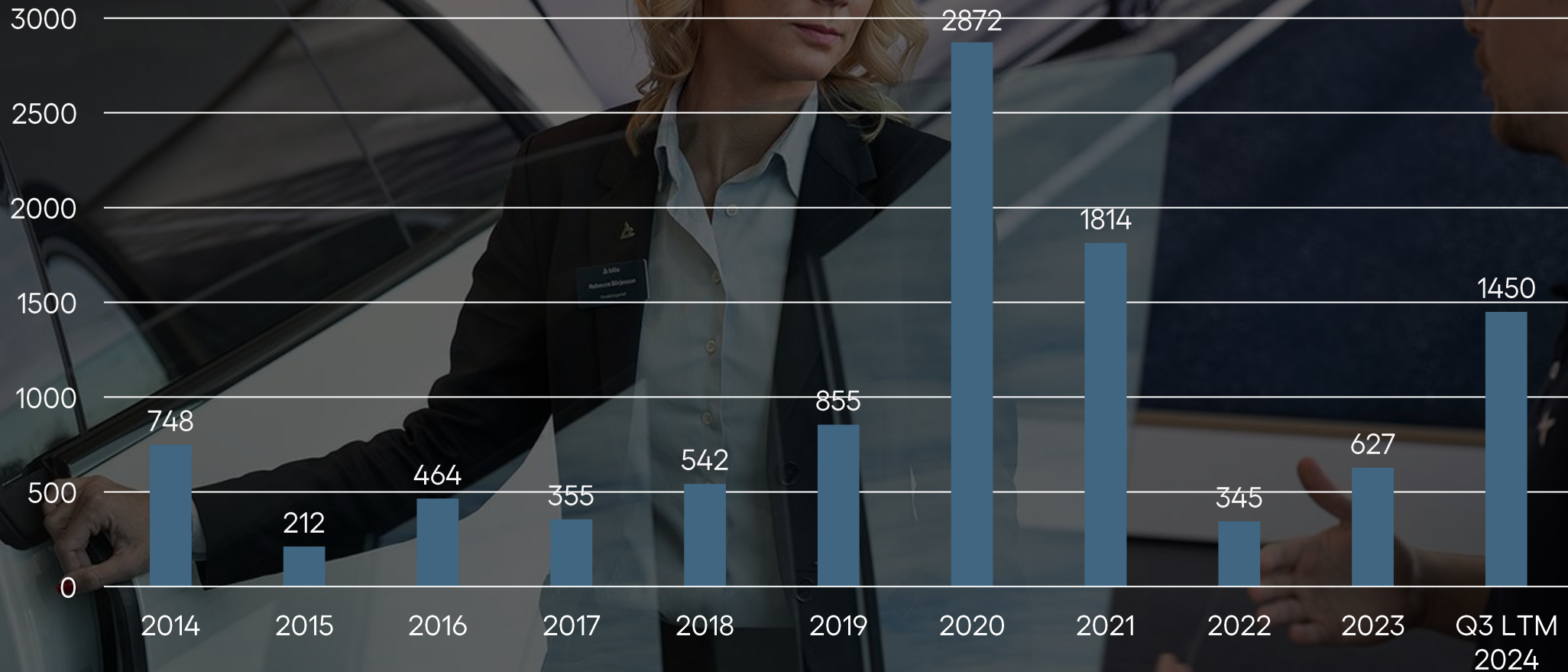
From new services
& organic growth

Development Operating margin vs financial target



Cashflow a focus area

Operating cash flow, SEK M



Cashflow a focus area



Inventory is a key focus area

- Turnover rate for used cars
- Number of days in stock for new and used cars
- Leadtime for cars to be available for sale
- Leadtime for delivery of cars to customer

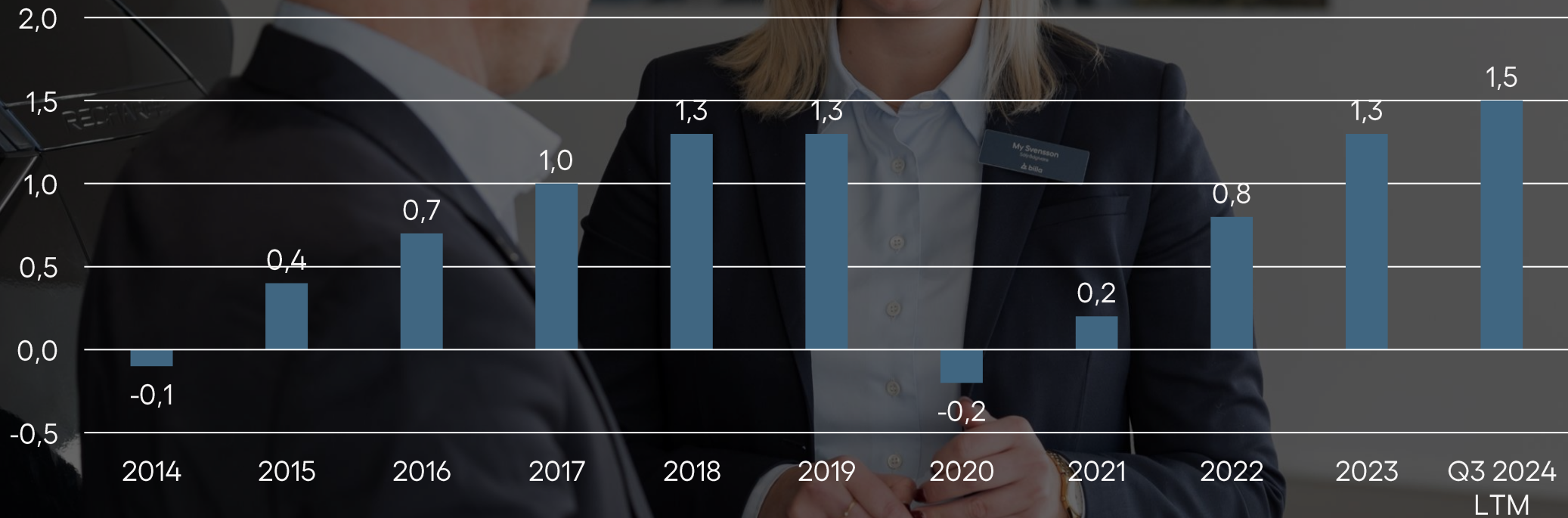


Days of sales
outstanding



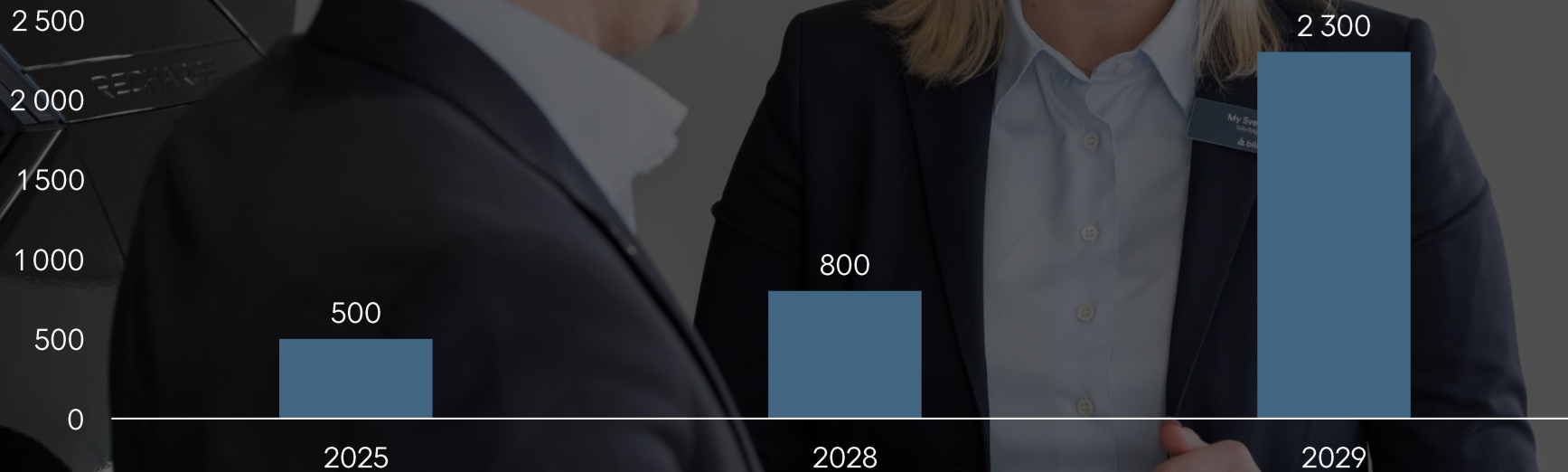
Payment terms
for supplier invoices

A solid relation for Net debt/ EBITDA



Debt structure

Year of maturity



Capital allocation

Balancing act between;



Capex
for the
business

Acquisitions
of
businesses

Dividend
to share-
holders

Re-
purchase
of shares

Capital allocation Last 10 years, 2014 to 2023

15,0 B SEK

Cash flow from operating activities

2,9 B SEK

Capex

2,4 B SEK

Acquisitions, net

4,2 B SEK

Dividend

1,4 B SEK

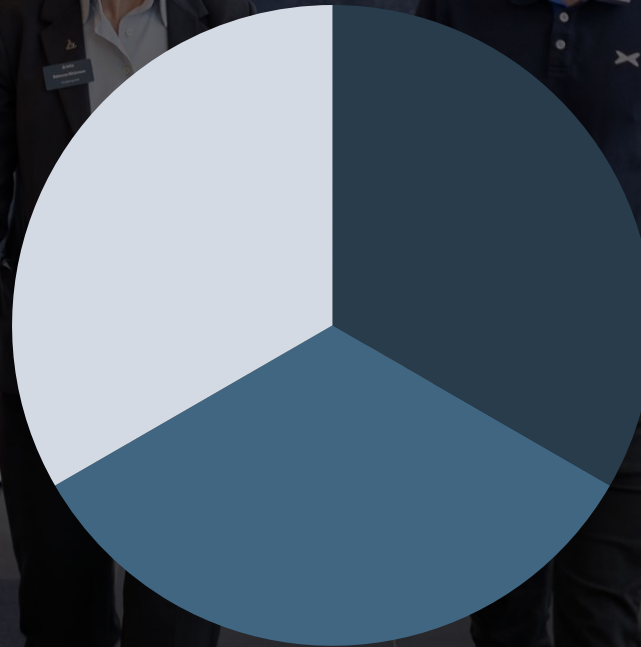
Repurchase

Investment in the business
5,3 Billion SEK

Distribution to Shareholders
5,6 Billion SEK

Capital allocation Last 10 years, 2014 to 2023

Development of
business through Capex
and acquisitions

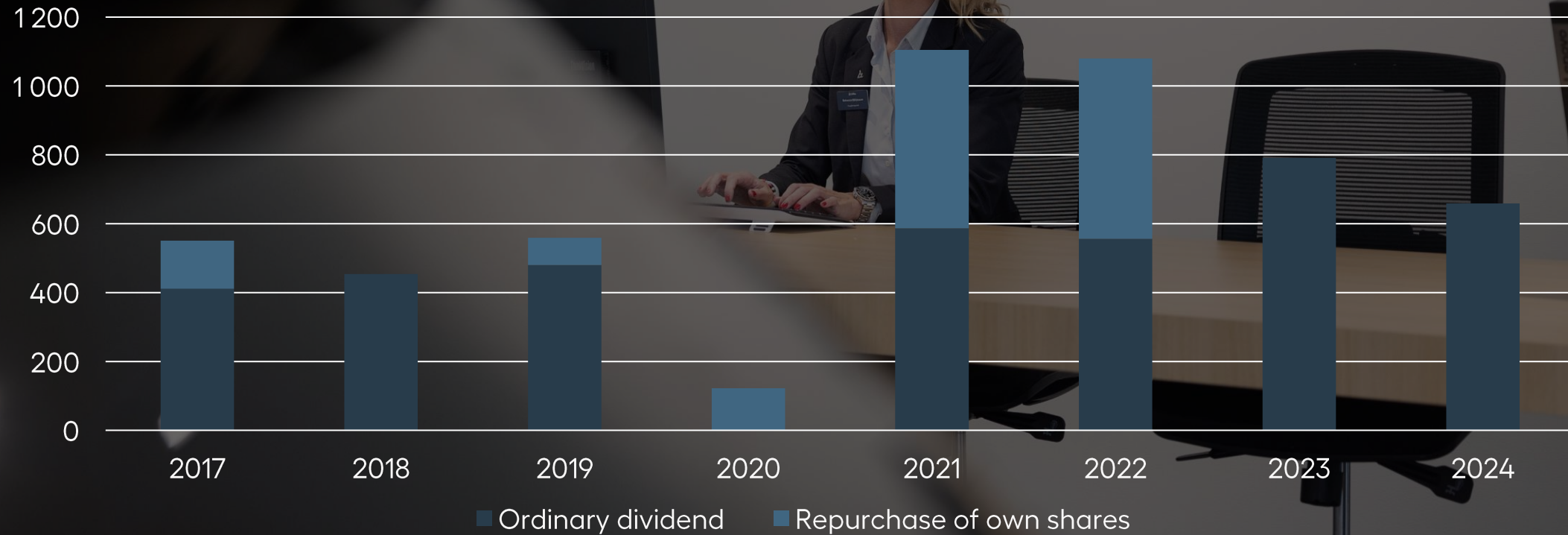


Distribution
to shareholders

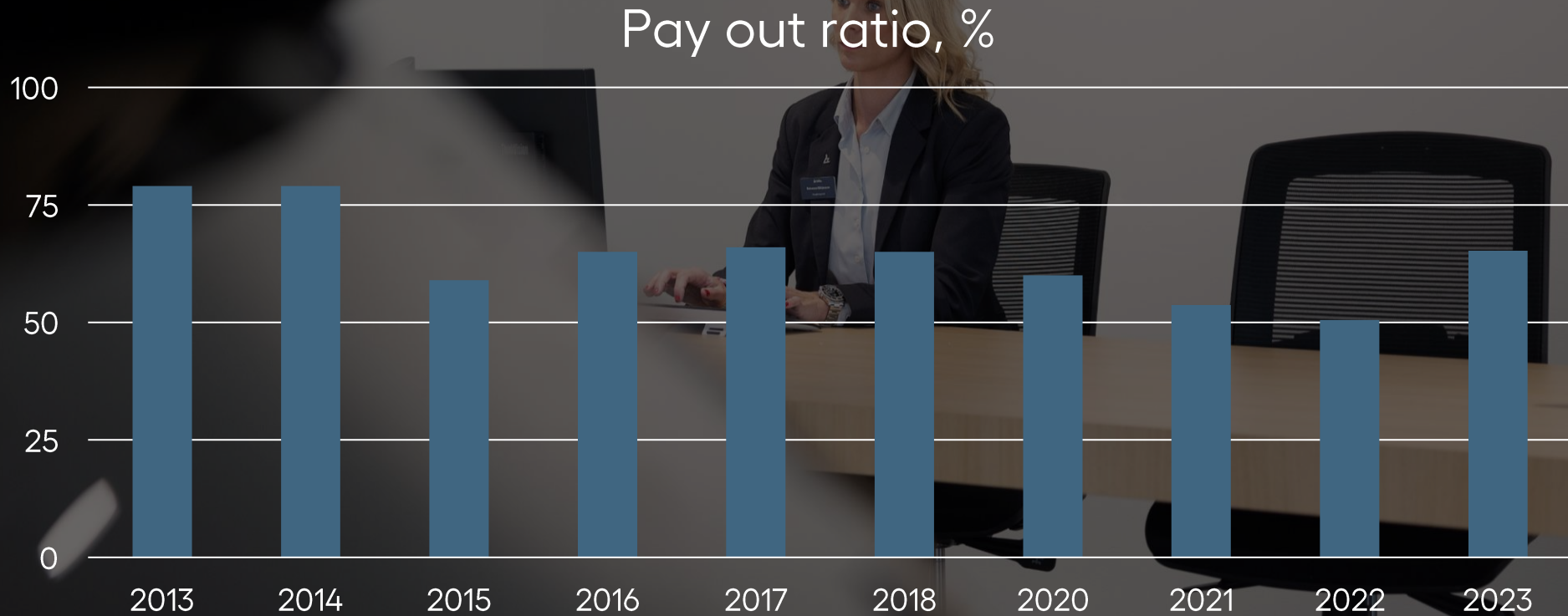
Organic growth
and repayment
of debt

Distribution to shareholders Dividend and re-purchase of shares

Distribution to shareholders SEK M



Pay out ratio to our shareholders



Financial targets

1 Sustainable growth

Yearly sales growth
– at least 5% during
a business cycle

2 Sustainable business model

Operating profit
margin at 5% during
a business cycle

3 Leverage ratio

Net debt/EBITDA
below 2.0 times
excluding IFRS 16

4 Dividend

Dividend at least
50% of earnings
per share on a
yearly basis

Sustainability targets

1 Sustainable growth

Customer satisfaction 3 percentage points above average per brand and country

Proportion of women in sales operations should exceeds 30 per cent

2 Circular business model

Share of 12 per cent used spare parts for damage cases in Sweden in 2028

3 Care about people

Proportion of engaged employees above benchmark

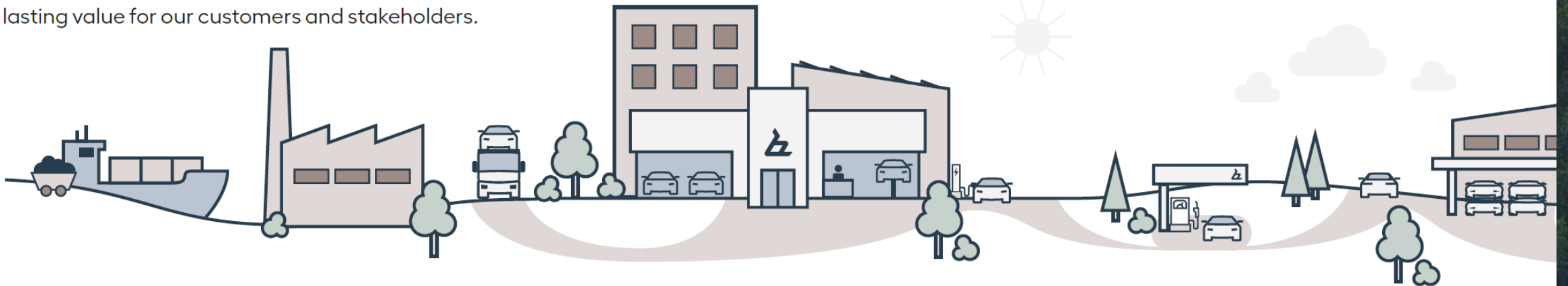
4 Care about environment

Contribute to a lower climate impact for Bilia's customers through our products and services

Reduced environmental impact caused by our own operations

Sustainability - Our value chain

Our resources, vision and business model create lasting value for our customers and stakeholders.



UPSTREAM

- Selection of carbrands
- Suppliers code of conduct
- Transparency Act Norway
- CSDDD preparations

OWN OPERATIONS

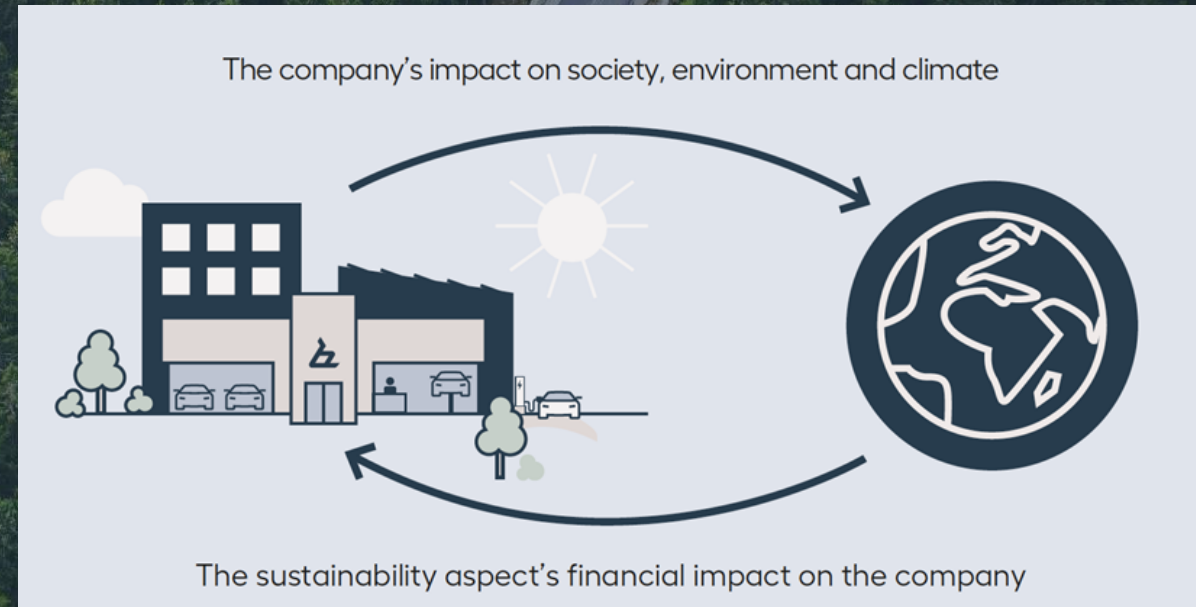
- Circular business model
- Cars with less environmental impact
- Gender equality
- Substitution of hazardous chemicals
- Renewable energy

DOWNSTREAM

- Need analysis sale of cars
- Information reliable source
- HVO fuel
- Dismantling of cars
- Established waste contractors

Sustainability CSRD preparations

- DMA has been completed
 - Our value chain perspective
 - Pre-audit by our external auditors
- Selection of datapoints ongoing
- Preparation for data collection
- Climate strategy development
- Evaluation of SBTi
- Annual Report 2025



Sustainability targets

1 Sustainable growth

Customer satisfaction 3 percentage points above average per brand and country

Proportion of women in sales operations should exceeds 30 per cent

2 Circular business model

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3 Care about people

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Contribute to a lower climate impact for Bilia's customers through our products and services

Reduced environmental impact caused by our own operations

Summary



Bilia as an investment

We strive to provide the best experience for our customers, resulting in increased shareholder-value for our owners.

**A Full-
service
supplier**

Circular
and Sustainable
Business Model

16
Car brands

Strong
Business Partners

50%
of profit per share
to dividend

Strong
Financial Position

5,500
Employees

Proud employees
and leaders

47
Aquisitions last
10
years

Proven M&A
track-record

**Long-term
owners**

Ownership
structure

Key Takeaways

Profitability-focus

Full speed ahead
in the Service
Business

Culture and core
values

Passion for
customer
experience

Active part of the
consolidation

Market
Opportunity

Sensible capital
allocation

Pole Position

An aerial photograph of a winding asphalt road through a dense forest. The trees are in various stages of autumn, with many showing bright yellow and orange foliage, while others remain green. A small red car is driving on the road. In the background, a large, calm lake reflects the sky and the surrounding forest. The overall scene is serene and scenic.

Bilia Capital Markets Day

November 8, 2024

