bilia

Capital Markets Day

2022-05-10

Agenda

Welcome	Carl Fredrik Ewetz
Bilia Group	Per Avander, CEO & Kristina Franzen, CFO
Mobility Care	Stefan Nordström, Deputy CEO & Anders Rydheimer, CBDO
Coffee Break	13:00
Electrification	Frode Hebnes, CEO Bilia Norge AS
Trends	Tommy Arthursson, Business Development
Q&A	
Displaying /Test Drive	14:30


The world changes.
And so do we.

Bilia – with customer focus

- Sweden, Norway, Belgium, and Luxembourg
- 5,000 employees at 150 facilities
- 110,000 new and used cars
- Business areas: Service, Cars, Fuel
- Turnover: SEK 35bn
- Listed Nasdaq OMX Stockholm – Large Cap

Bilia market share
January–March 2022

New cars market share

Sweden 10.3%
Norway 5.9%
Belgium 0.5%
Luxembourg 4.4%

Leading brands with front end products

Balanced portfolio of selected car brands

VOLVO

DACIA

XPENG

LEXUS

MINI

NISSAN

smart

We cooperate with strong brands

Sweden

11 brands

Bilia's market share per brand

Volvo	BMW	MINI
30%	26%	24%
Renault	**Toyota**	**Lexus**
22%	18%	28%
Dacia	**Porsche**	**Mercedes**
18%	18%	12%
Alpine	**Nissan**	
100%	3%	

110 facilities

We cooperate with strong brands

Norway

5
brands

Bilia's market share per brand

Volvo	BMW	MINI
39%	39%	22%
Toyota	**Lexus**	
18%	15%	

34
facilities

Luxembourg/Belgium - BMW/MINI

Belgium

Bilia's market share per brand

BMW	MINI
4%	8%

5 facilities

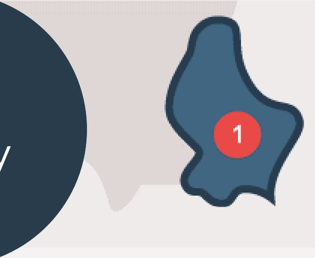
2 brands

Luxembourg

Bilia's market share per brand

BMW	MINI
36%	75%

1 facility



2 brands

The journey towards the best service company in the business

- **34 acquisitions** – new brands and new countries
- **Organic growth**, more service offers
- Operating margin
  - 2021: **5.4%**
  - 2012: **1.5%**

Financial targets

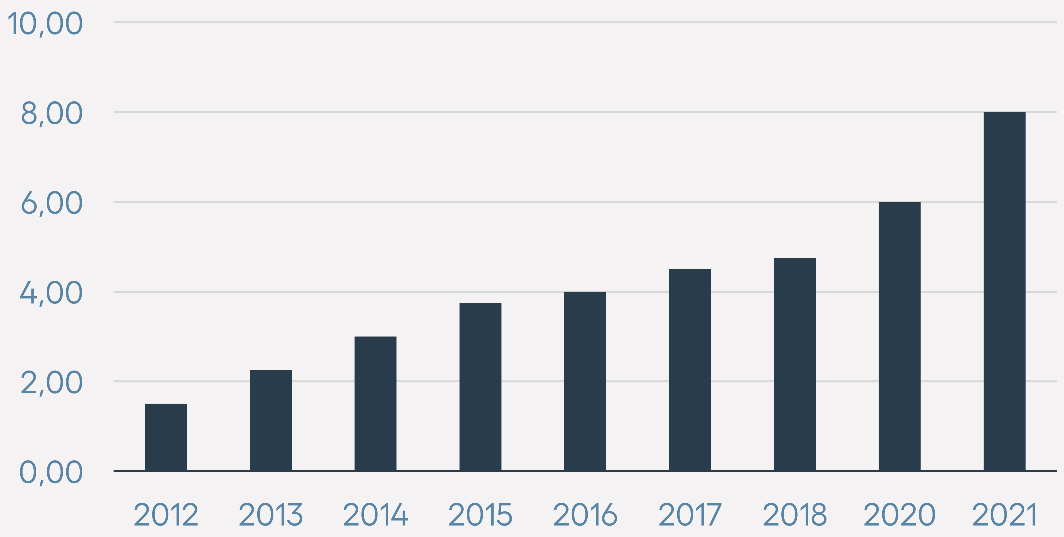
1 SUSTAINABLE GROWTH	2 SUSTAINABLE BUSINESS MODEL	3 LEVERAGE RATIO	4 DIVIDEND
Yearly sales growth – at least 5% over a business cycle	Operating profit margin at 5% over a business cycle	Net debt/EBITDA below 2.0 times excluding IFRS 16 leasing liabilities	Dividend at least 50% of earnings per share on a yearly basis

Sustainability targets

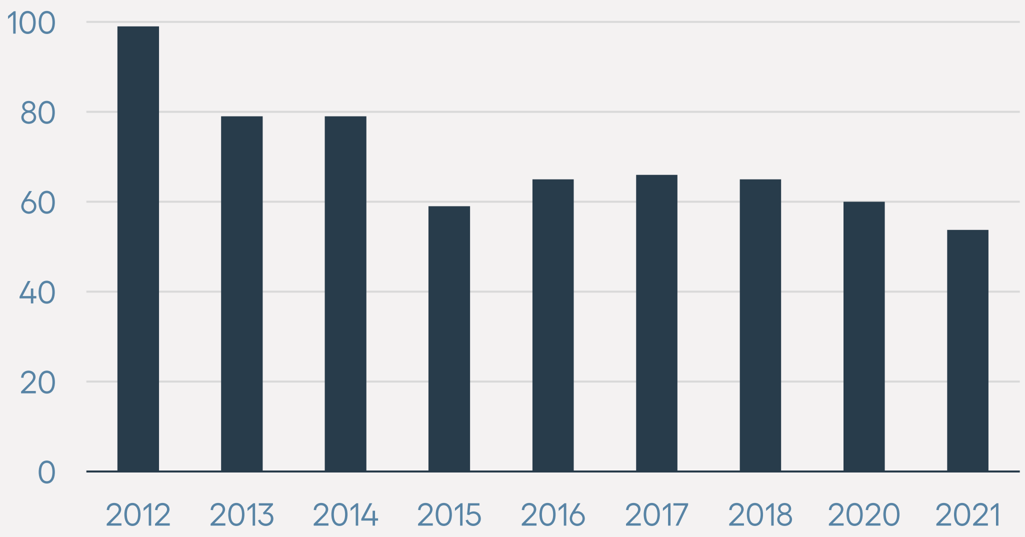
1 SUSTAINABLE GROWTH	2 CIRCULAR BUSINESS MODEL	3 HUMAN CARE	4 CLIMATE CARE
Customer satisfaction index 3 points above average per brand	Increase number of used spare parts in our workshops	• Employee commitment above benchmark • Proportion of 30 percent females in sales operation	Contribute to a lower impact on the climate from our customers when using our products and services

Value creation for our shareholders

Dividend per share, SEK

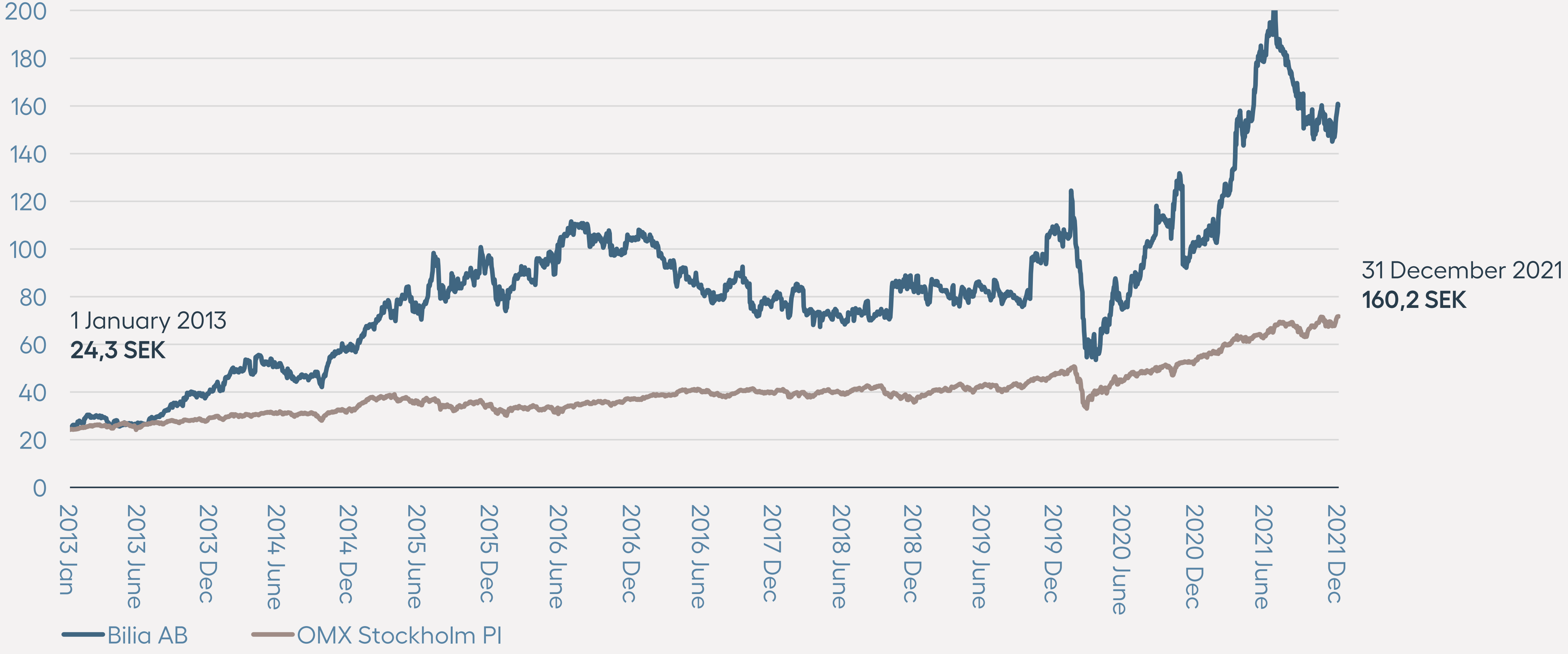


Pay out ratio, %



Bilia's policy is to divide at least 50% of the profit of the year.

Value creation for our shareholders




Our strategies

Vision and business idea

The best service company in the business – through consideration for customers, colleagues and the world we live in.

Bilia will create a sustainable business through consideration and pride by offering attractive and innovative solutions for the mobile human being.

Sustainable business strategy
One-stop-shop

Vehicle recycling
Car dismantling, recycling, used car parts

Rental cars
Rentals and Flexlease

Damage centres
Roadside assistance, body shop, paint shop, dent removal

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

Customer cycle: Car purchase

Car purchase

- New and used cars
- Private and fleet customers
- Financing
- Insurance
- Service subscription
- Tyre hotels
- Accesory and tyre sales

Customer cycle: Tyre centres

Tyre centres
- Tyre hotels
- Wheel change
- Tyre sales
- Rim repair
- Workshop services

Customer cycle: **Service**

Authorized service and repairs

- Original service
- Personal service
- Technicians and repairs

Customer cycle: Vehicle recycling

- Vehicle recycling
- Sale of used spare parts (internal and external)
- Renovation of batteries and some spare parts

Growth strategy for continued European growth

Current markets

- Sweden
- Norway
- Belgium
- Luxembourg

Potential growth

- Expansion in existing markets
- Other Western European countries

Growth strategy for continued European growth

1 ACQUSITION OF SERVICE BUSINESSES	2 ACQUISITION OF BRANDS	3 ORGANIC GROWTH FOR USED CARS	4 ORGANIC GROWTH SERVICE BUSINESS
• Workshops • Vehicle recycling • Glass • Tyre company • Rim repair	• BMW • Mercedes • Toyota • Porsche • Additional brands	• Facilities for sales of older used cars	• Tyres etc. • Rim repair • Glass

35 acqusitions completed 2012–2022

TOYOTA & LEXUS		BMW & MINI		MERCEDES	
7 acquisitions	33 facilities	12 acquisitions	25 facilities	3 acquisitions	10 facilities

PORSCHE		VECHICLE RECYCLING & BATTERY		TYRE & RIM	
1 acquisition	2 facilities	5 acquisitions	5 facilities	3 acquisitions	4 facilities

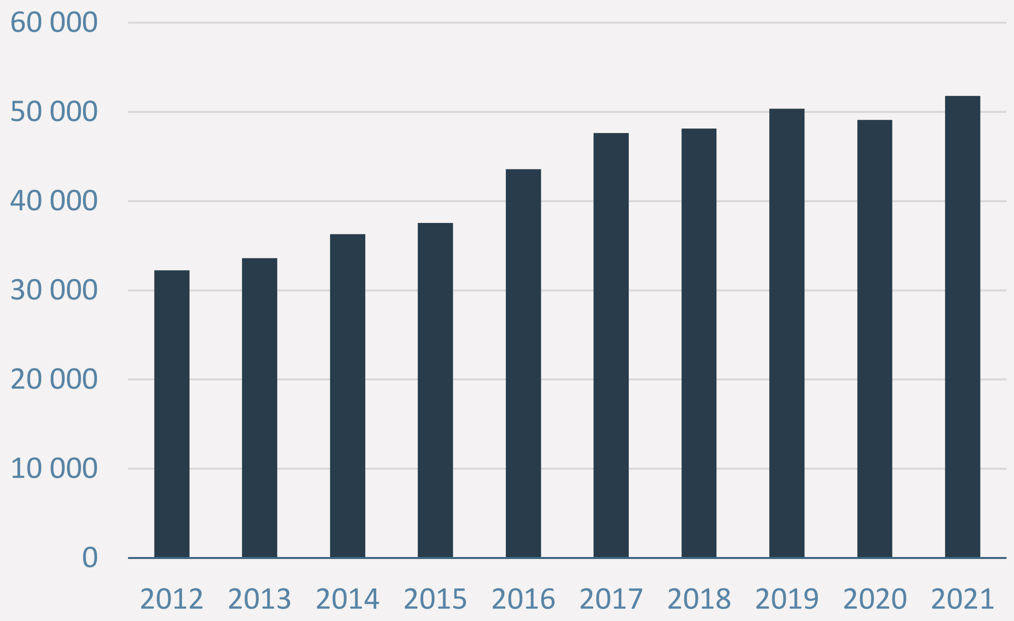
Mercedes trucks
New and exciting business area

- Stable earnings
- Loyal customer base
- Large servicebusiness
- Develop new services and concepts within the service business
- Lack of some processes in the service business

High demand for used cars

- **Our own business** creates independence
- **Net auctions and showrooms** – Bilia Outlet
  - 10,000 cars per year
  - Strong position and great growth potential
- **Future investments** in Bilia Outlet
  - Bilia has 9 facilities in Sweden and 4 in Norway
  - Target 25,000 cars

Number of delivered used cars



Investments in new sustainable operations: Vehicle recycling

Strategically and important operation

- Sustainable recycling of cars
- Used spare parts
- Renovation of hybrid batteries

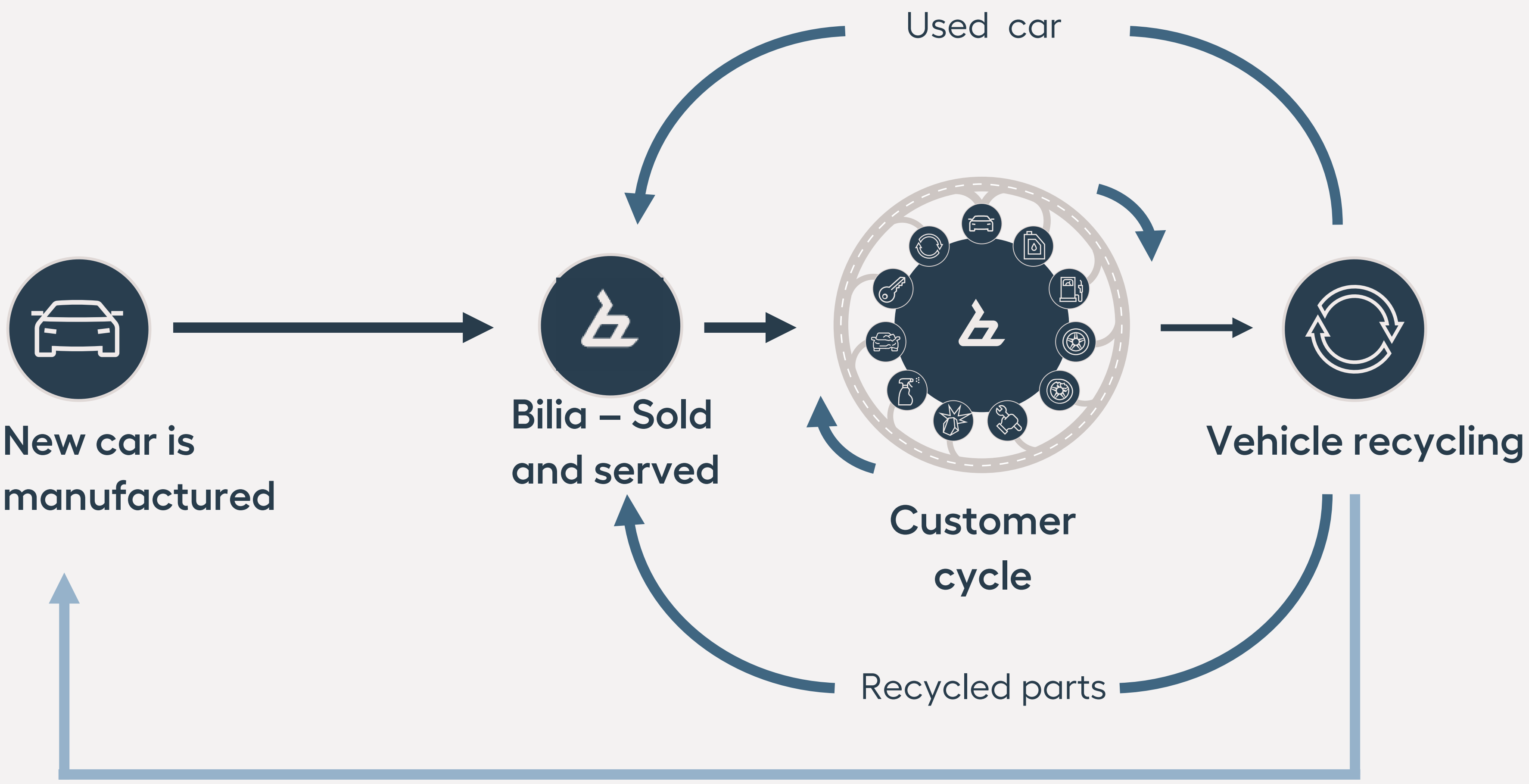
We currently have four vehicle recycling companies

Investments in new sustainable operations: Rim repair

Strategic importance

- Sustainable renovation of rims
- One acquisition in Norway
- Starting up in Sweden with 2 facilities

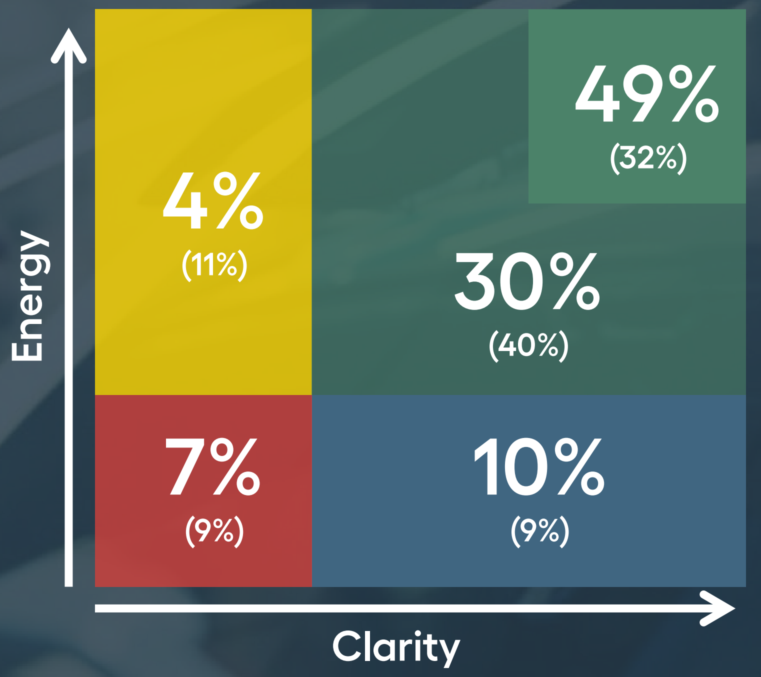
Circular business strategy
From car to re-used spare part



Internal strategy

Strong leadership

Internal strategy
Strong leadership & Proud employees



( ) = Benchmark

Internal strategy

Strong leadership

Proud employees

Happy shareholders

Continued good financial results

Bilia Group Q1 2022

SEK M	Jan-March 2022	Jan-March 2021	Jan-Dec 2021	Jan-Dec 2020
Sweden	333	335	1,418	1,178
Norway	151	206	757	444
Western Europe	35	15	79	41
Total business	519	556	2,254	1,663
Parent company, other companies, etc	-19	-28	-112	-70
Operational earnings	**500**	**528**	**2,142**	**1,593**
Operational margin, %	**5.8**	**5.6**	**6.0**	**5.3**
Operating profit	684	504	1,925	1,364
Profit before tax	**682**	**480**	**1,830**	**1,260**
Net profit for the period	**594**	**377**	**1,457**	**984**
Earnings per share, SEK	6.25	3.85	14.90	9.85

Growth in the Service Business

	Q1 2022			
	Sweden	Norway	Western Europe	Total
Change from previous year				
Reported growth, %	14.7	3.7	–14.7	9.4

Continued strong margin for the Service Business

January–March (Q1)	2012	2013	2014	2015	2016	2017	2018	2019	2020*	2021*	2022*
Turnover SEK M	1,030	984	1,039	1,048	1,223	1,500	1,561	1,704	1,796	1,880	2,056
Operational earnings* SEK M	62	65	93	102	130	193	169	218	263	319	315
Operational margin (%)*	6.0	6.6	9.0	9.7	10.6	12.9	10.8	12.8	14.7	16.9	15.3

** Including IFRS 16*

Business excellence
Bilia's way of working

Strong growth and potential in the service business

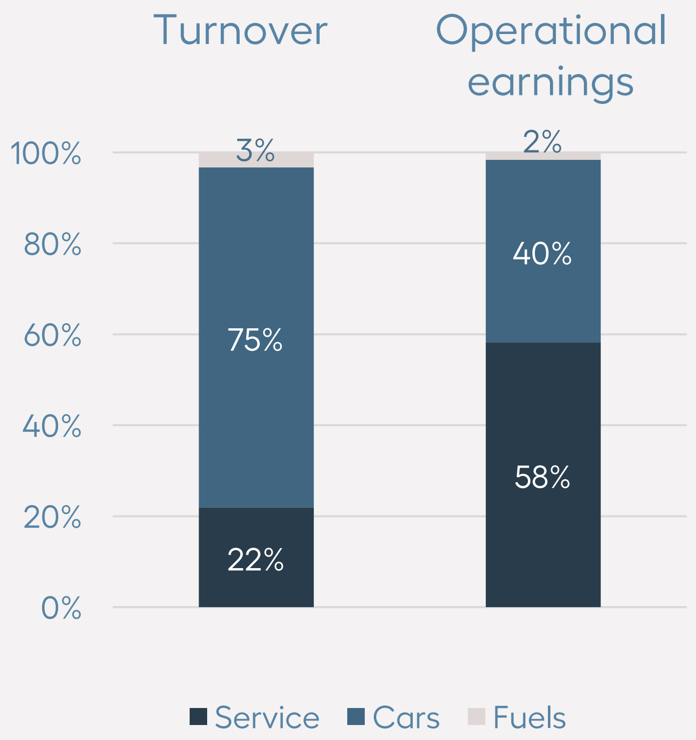
The Service Business
– important for our profitability

The Service Business contributes greatly, Q1 2022

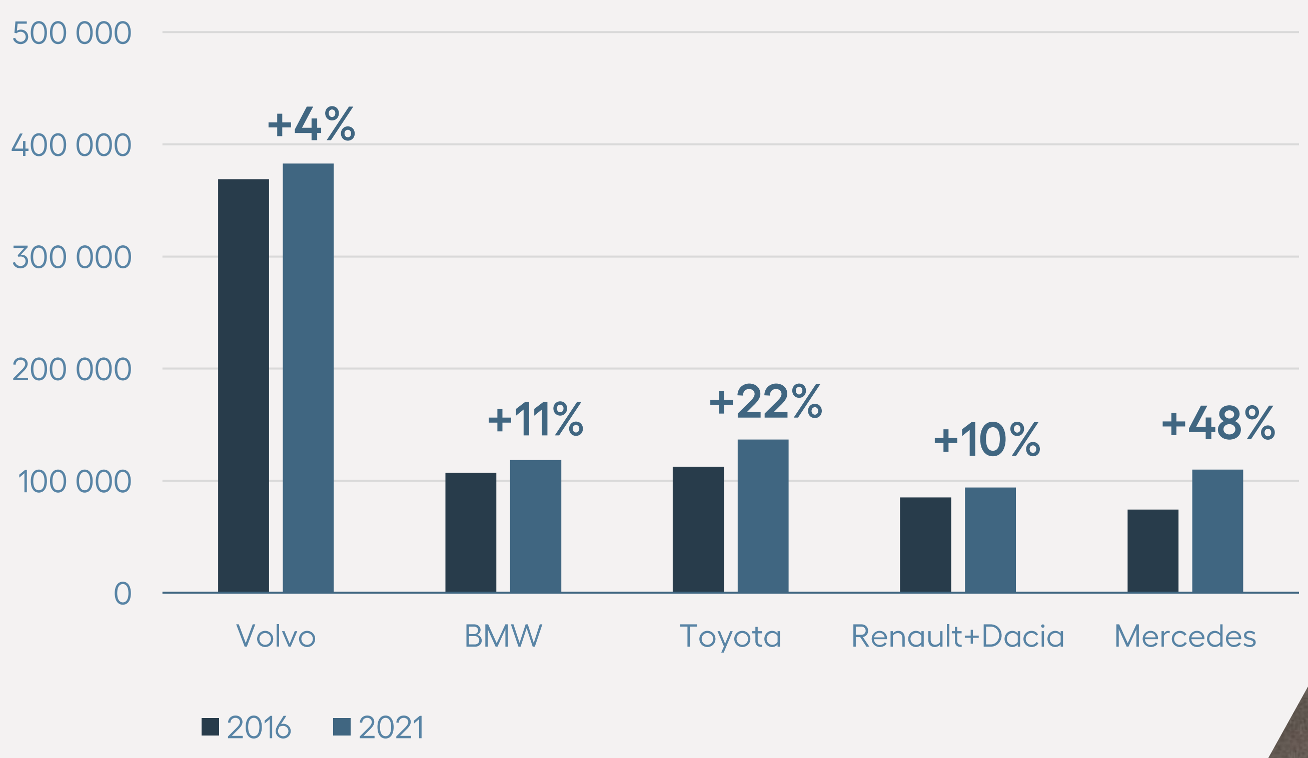
- 22% of the turnover
- 58% of the operational earnings

Operational margin, Q1 2022

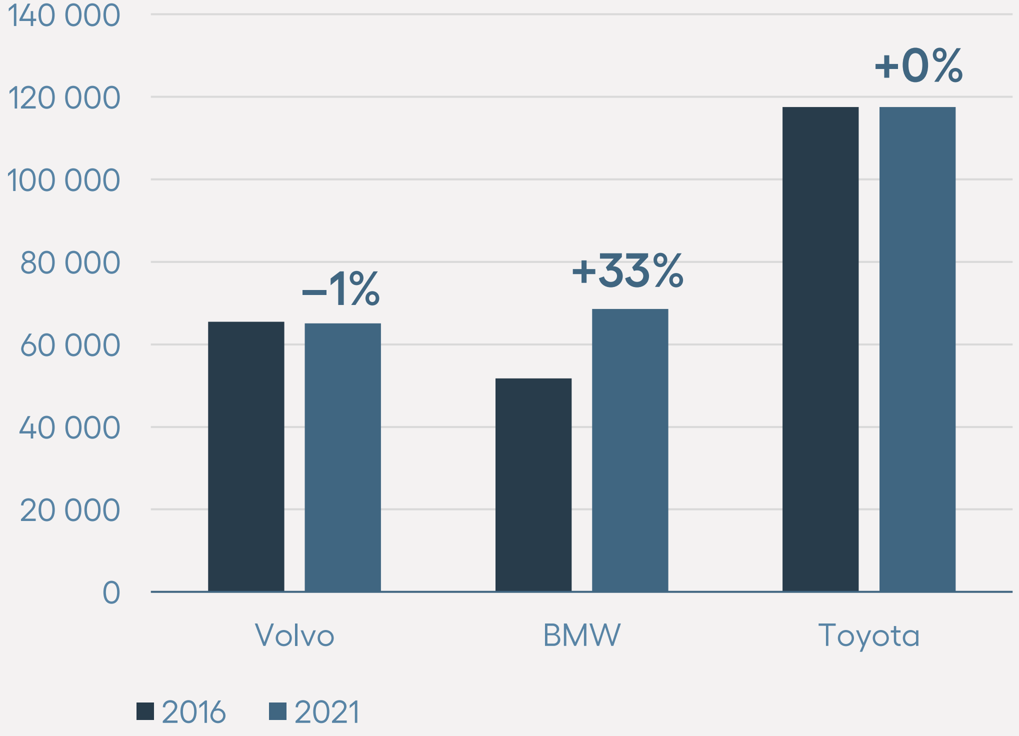
- The Service Business 16.0%
- The Car Business 3.3%
- The Fuel Business 2.7%



More cars of our brands in the market: Sweden

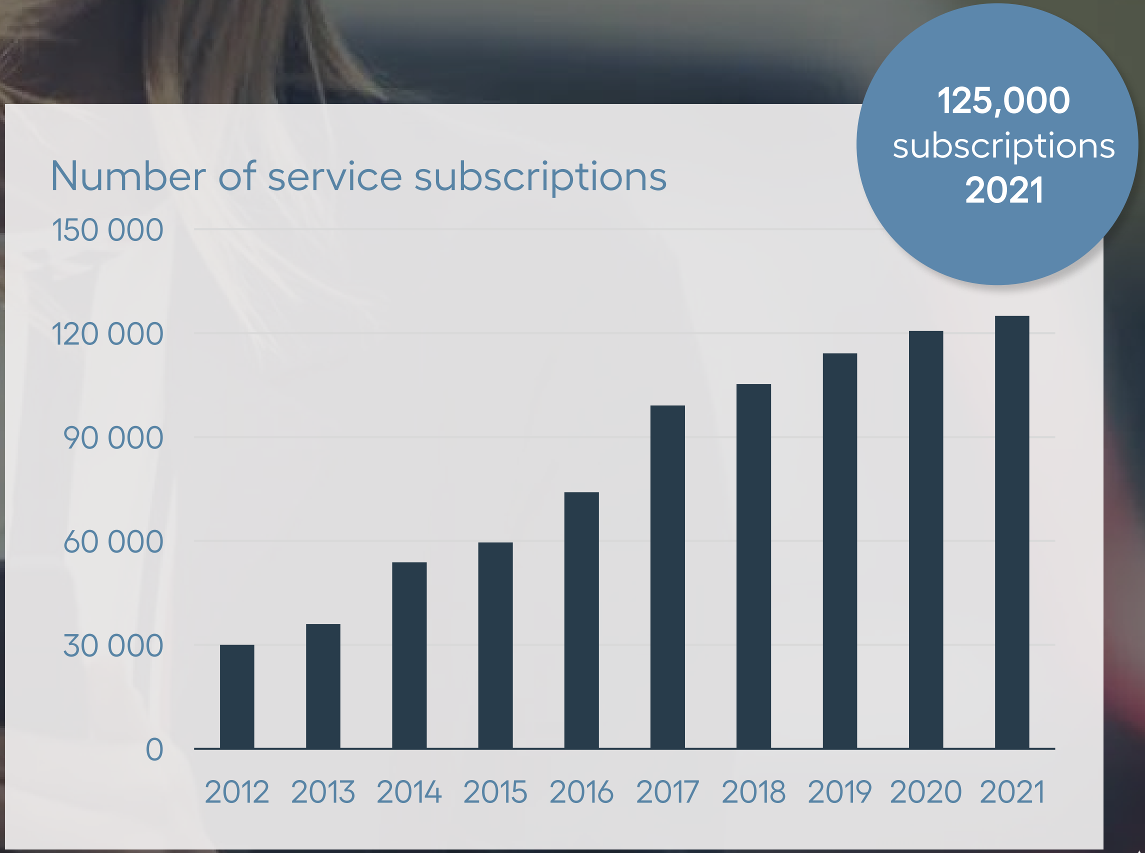


More cars of our brands in the market: Norway

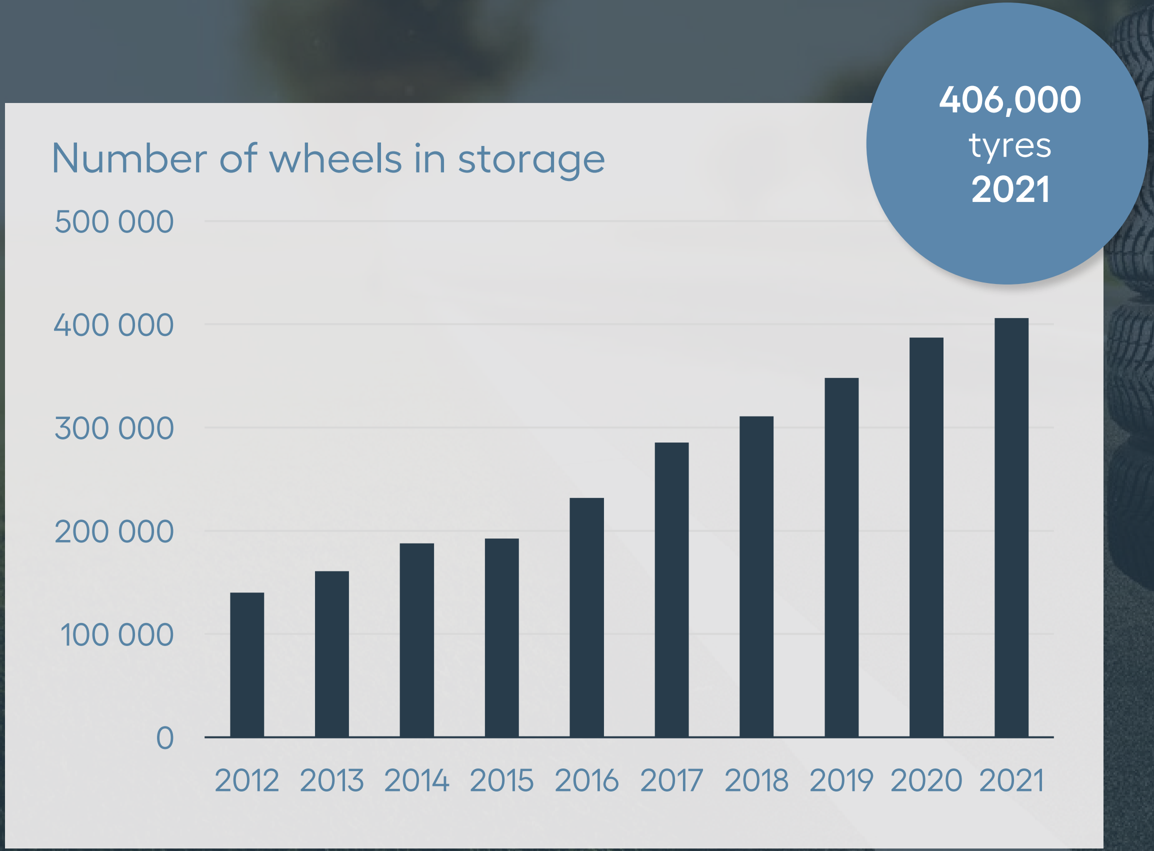


Service subcriptions increase ...

- 125,000 service subscriptions 2021
- 30,000 service subscriptions 2012
- Average yearly growth : 17 %
- Focus on used cars – creates loyalty



… and the Tyre Business grows



- Stable development
  - 406,000 tyres 2021
  - 140,000 tyres 2012
- Average yearly growth: 13%

It starts with the Vehicle Business …

- **Our advantage** Sells 110,000 new and used vehicles per year
- **Our challenge** Tie the customer closer to Bilia in the tough competition
- **Subscriptions on service & tyre hotels:** The customer visits Bilia facilities 3–4 times/year

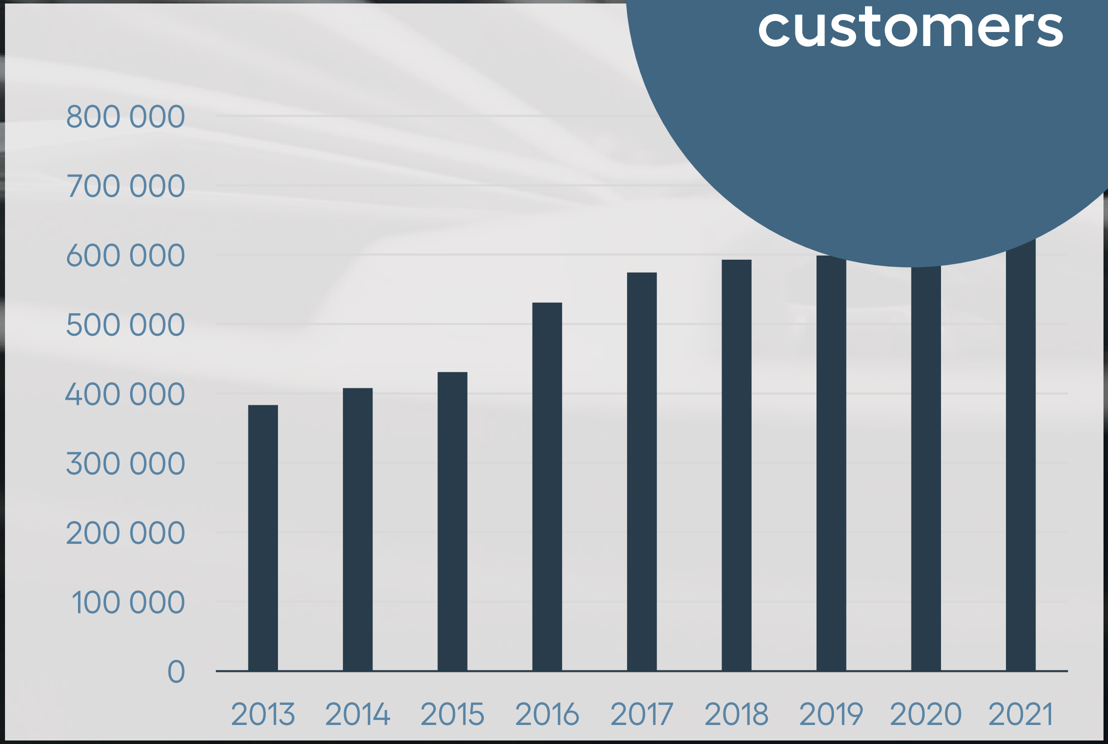
Car purchase + Service subscription 125,000 units + Tyre hotel 406,000 Units = Loyal customer

… and other services increase as well

Other services include, for example

- Brake oil
- Tyres
- Wheels
- Wheel alignment
- Glass
- Wiper blades

700,000 customers



Example of new other services

New quick examination of cars arriving into the workshop

- Identifies need for wheel alignment
- Identifies car damages


bilia
Thank you!

Mobility Care

Bilia’s new business area

Mobility Care
An independent business within Bilia

Mobility Care is Bilia’s new business area which complements, but is independent from, our car retail structure

Mobility Care

- Bilia AB
  - Car Retail Business
  - Mobility Care

Mobility Care
An independent business within Bilia

Mobility Care is Bilia's new business area which complements, but is independent from, our car retail structure

- **Mobility Care offers services that enable customers to service and maintain instead of buying new.**

Mobility Care - examples

- **Bilia Reuse** – Vehicle recycling
- **Bilia Outlet** – Used cars
- **Body & Paint** workshops
- **Car glass**
- **Tyres & Rims**

Mobility Care
An independent business within Bilia

Mobility Care is Bilia’s new business area which complements, but is independent from, our car retail structure

- Mobility Care offers services that enable customers to service and maintain instead of buying new.
- **Mobility Care is for everyone, regardless of car brand.**

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- **By acquisitions, we expand our expertise within each service area.**

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- Mobility Care offers services that enable customers to service and maintain instead of buying new.
- Mobility Care is for everyone, regardless of car brand.
- By acquisitions, we expand our expertise within each service area.
- **Bilia's strong brand, size and new competence means that there is a big potential for the business area. We find new customer segments that we haven't targeted before.**

Mobility Care

- Mobility Care
  - Car glass
  - Bilia Reuse
    Vehicle recycling
  - Bilia Outlet
    Used cars
  - Bilia
    Body & paint
  - Tyres & Rims
  - New area

An independent business within Bilia

The potential for Mobility Care is very interesting

An independent business within Bilia

The potential for Mobility Care is very interesting

- **Most markets are fragmented and non-consolidated. Within tyres, there are also new markets, such as rim repair.**

An independent business within Bilia

The potential for Mobility Care is very interesting

- Most markets are fragmented and non-consolidated. Within tyres, there are also new markets, such as rim repair.
- **Bilia Outlet is a hybrid between our traditional business and independent businesses.**

Mobility Care

Vehicle Recycling

Vehicle Recycling

Market Sweden and Norway approx. SEK 3bn

- Sustainability
- Used parts
- Demand from insurance companies
- Good business, for the customer, Bilia, insurance companies, and the environment
- Unrealised potential in service workshop
- Refurbishment of hybrid batteries

Market
SEK 3bn

Bilia Reuse

5 vehicle recycling locations

SWEDEN
- Västerås
- Stockholm
- Jönköping

NORWAY
- Trondheim
- Oslo (2023)


Mobility Care
Bilia Outlet

Bilia Outlet

1.7 million used cars changes owner each year in Sweden and Norway

- 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 is **10,000** cars, we target **25,000** cars

Bilia Outlet facilities

- 2 sales channels
  - Auction
  - Dealerships
- Valuation of all trade-in and purchases for Bilia
  - Purchasing and KAM organisation
- Today 13 facilities

SWEDEN

- Västerås
- Bro Stockholm
- Kista Stockholm
- Kungens Kurva Stockholm
- Trollhättan
- Aröd Göteborg
- Högsbo Göteborg
- Värnhem Malmö
- Jägersro Malmö

NORWAY

- Oslo
- Bergen
- Trondheim
- Gjövik

Bilia Outlet - Kungens Kurva

Mobility Care

Body & Paint workshops

Body & Paint workshops

Market is estimated to SEK 25bn in Sweden & Norway.

Market
SEK 25bn

Body & Paint workshops

Market is estimated to SEK 25 bn in Sweden & Norway.

- **The market is growing with higher technology content in the cars.**

Market
SEK 25bn

Body & Paint workshops

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- **The trend is a growing share of used parts and repair of damages instead of replacement of parts, driven by sustainability.**

Market
SEK 25bn

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- **Bilia Reuse, where we in the Group have access to used and refurbished parts gives us an advantage from our competition**

Market
SEK 25bn

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- The trend is a growing share of used parts and repair of damages instead of replacement of parts, driven by sustainability.
- Bilia Reuse, where we in the Group have access to used and refurbished parts gives us an advantage to our competition
- **Bilia is working to develop our body & paint business in close dialogue with the insurance companies**

Market
SEK 25bn

Body & Paint workshops

Our position

- 30 Body & Paint workshops
- Damage inspections at all our workshops
- ~450 employees
- Deep specialist expertise within our car brands

Body & Paint workshops

Our position

- 30 Body & Paint workshops
- Damage inspections at all our workshops
- ~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
- Standardise and digitalise the business, for example digital damage inspections and additional sales


Mobility Care
Car glass

Car glass

Market in Sweden & Norway SEK 4bn

- 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

Market
SEK 4bn

Mobility Care

Tyres and Rims

Mobility Care – Tyres and rims

- **The tyre market**
- Why
- Our position/status
- Acquisitions & expansions
- Targets

Market
SEK 15bn

Tyres and rims

- Big market to grow in – Market in Sweden and Norway SEK 15bn

Mobility Care – Tyres and rims

- The tyre market
- **Why**
- Our position/status
- Acquisitions & expansions
- Targets

Tyres and rims

- Big market to grow in – Market in Sweden and Norway SEK 15bn
- **A non-consolidated market**

Market
SEK 15bn

Tyres and rims

Market
SEK 15bn

- Big market to grow in – Market in Sweden and Norway SEK 15bn
- A non-consolidated market
- **Service market – high customer demand**
  - Tyre hotel
  - Rim repair, an undeveloped market
  - Two sets of aluminium rims per car
  - Used wheels
  - Sustainability

Tyres and rims

Market
SEK 15bn

- Big market to grow in – Market in Sweden and Norway SEK 15bn
- A non-consolidated market
- Service market – high customer demand
  - Tyre hotel
  - Rim repair, on an undeveloped market
  - Two sets of aluminium rims per car
  - Used wheels
  - Sustainability
- **EVs – higher tyre wear**

Tyre wear and tear, EVs

Så mycket snabbare slits däcken på elbilar

Elbilar sliter ned däck betydligt snabbare än konventionella förbränningsmotorbilar, men orsaken är inte enbart elbilarnas högre vikt. Det visar en kartläggning som Euromaster i Danmark gjort.

Tyre wear and tear, EVs

Så mycket sn

Elbilar sliter ned däck bety
orsaken är inte enbart elbi
Danmark gjort.

MotorMagasinet

Nyheter | Företagens nyheter | Jobb | Medlemsföretag | Event

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Euromaster har ringt runt till 37 av sina däckverkstäder i Danmark och bland annat frågat dem om hur långt däck på elbilar rullar innan de byts och vilka de främsta orsakerna bakom däckslitaget hos elbilsdäcken kan vara.

Det sammanvägda resultatet från de tillfrågade verkstäderna i Euromasters egen undersökning visade på att däcken på de elbilar som besökte verkstäderna i genomsnitt rullat 1800-2000 mil när de byttes mot nya medan däcken hos vanliga bilar hade rullat mellan 4000 och 4500 mil när de byttes.

De främsta förklaringarna till det högre slitaget hos elbilsdäcken som de 37 tillfrågade verkstäderna gav var dels att elbilarna är tyngre och att deras motorer oftast har betydligt högre vridmoment jämfört med bensin- och dieselbilar.

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högre vridmoment jämfört med bensin- och dieselbilar.

Mobility Care – Tyres and rims

- The tyre market
- Why
- **Our position/status**
- Acquisitions & expansions
- Targets

Mobility Care – Tyres & Rims

Mobility Care
Tyres & Rims

- CityDäck
- EBD – En bättre Däckaffär
- Fälgteknik

Mobility Care

Mobility Care
Tyres & Rims

- CityDäck
- EBD – En bättre Däckaffär
- Fälgteknik

CityDäck - Malmö

CityDäck

- CityDäck is our brand for independent services for tyre customers.

CityDäck

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- **We reach new customer segments with a complete service offering within tyres and rims.**

CityDäck

- CityDäck is our brand for independent services for tyre customers.
- We reach new customer segments with a complete service offering within tyres and rims.
- **Through our purchasing network, we can offer product alternatives to customers, private or business.**
  - Tyres and rims at all price points
  - Own tyre brand – Lassa
  - In-house designed rims

Mobility Care

Mobility Care
Tyres & Rims

- CityDäck
- EBD
  En bättre Däckaffär
- Fälgteknik

Tyre hotel business

- Tyre businesses often reach their max capacity in storage or tyre changing area before they reach their market potential.

Tyre hotel business

- Tyre businesses often reach their max capacity in storage or tyre changing area before they reach their market potential.
- **Identification of additional sales (new tyres) are made manually after the tyre season**

EBD (”En Bättre Däckaffär”)
A better tyre business

EBD
En bättre Däckaffär

- EBD is Bilia’s logistics solution for centralised tyre hotels.

EBD ("En Bättre Däckaffär")
A better tyre business

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En bättre Däckaffär

- EBD is Bilia's logistics solution for centralised tyre hotels.
- **We are the logistics partner that enable additional sales concepts for our customers.**

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A better tyre business

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En bättre Däckaffär

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- **Wheel changes are done by our customer. EBD transport network move the wheels to our centralised tyre hotel.**

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A better tyre business

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- At arrival, each tyre and rim is scanned and sales opportunities related to repair and replacement are identified, automated and digitalized.
- **We offer this service to anyone who is running a tyre business.**

  - Car importers
  - Car retailers
  - Leasing companies
  - Bilia use the service to optimise the tyre business

Reference customers

EBD

En bättre Däckaffär

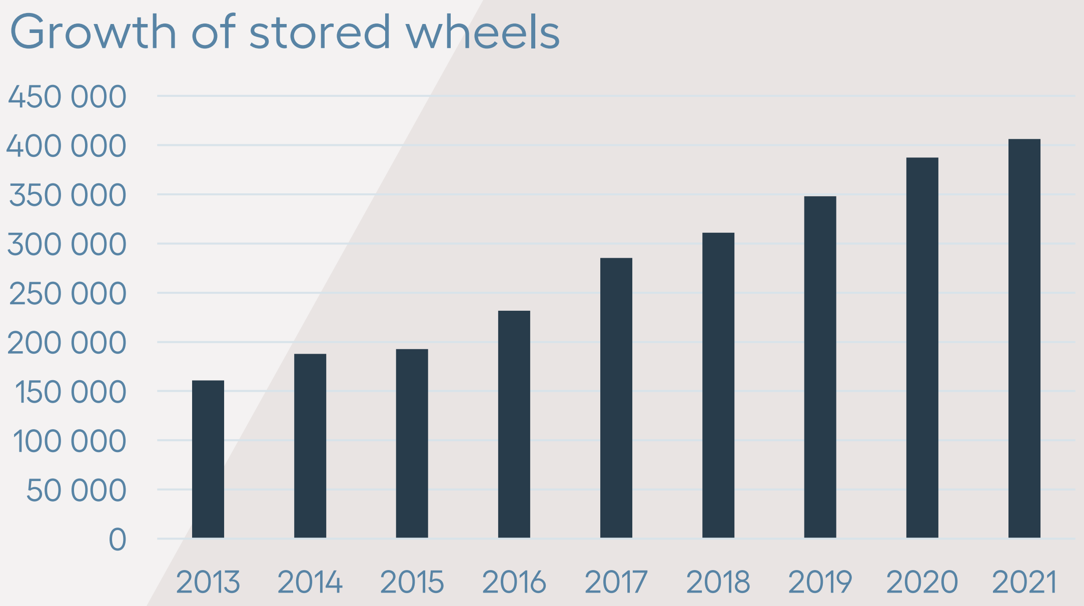
- LYNK & CO
- polestar
- Europeiska Motor TOYOTA CENTER
- BRITISH MOTORGROUP STOCKHOLM
- BMW
- PORSCHE
- AUTOROPA

Our position/status

EBD

En bättre Däckaffär

- 406,000 wheels stored
- Average annual growth 13%



Mobility Care

Mobility Care Tyres & Rims

- CityDäck
- EBD – En bättre Däckaffär
- Fälgteknik

Fälgteknik - Rim repair

Fälgteknik

- Rim repair is a new area where the Nordic market is significantly less developed than other markets.

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Fälgteknik

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- With larger and more expensive aluminium rims, repairing is a better deal for the customer.
- Aluminium rims on both summer and winter wheels doubles the potential for rim repair.
- **Sustainability gain in repairing rather than replacing.**

Fälgteknik - Rim repair

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- With larger and more expensive aluminium rims, repairing is a better deal for the customer.
- Aluminium rims on both summer and winter wheels doubles the potential for rim repair.
- Sustainability gain in repairing rather than replacing.
- **Repair of complex rims, such as diamond cut, require specialist competence and equipment.**

Fälgteknik

Fälgteknik

Fälgteknik - Rim repair

- Bilia has three production facilities

Fälgteknik - Rim repair

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- **Today, we have a capacity of 20,000 rims/year**

Fälgteknik - Rim repair

Fälgteknik

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- Today, we have a capacity of 20,000 rims/year
- **We see great interest from**
  - Insurance companies
  - Financing companies
  - Customers at our tyre hotels
  - Bilia's subsidiaries

Fälgteknik - Rim repair

Fälgteknik

- Bilia has three production facilities
- Today, we have a capacity of 20,000 rims/year
- We see great interest from
  - Insurance companies
  - Financing companies
  - Customers at our tyre hotels
  - Bilia's subsidiaries
- **We have a dedicated KAM organisation for expanding the business.**

Rim before repair

Fälgteknik

- Purchase price SEK 10,500

Rim before repair

Fälgteknik

- Purchase price SEK 8,500

Rim after repair

Fälgteknik

- Purchase price SEK 10,500
- Repair price **SEK 3,600**

Rim after repair

Fälgteknik

- Purchase price SEK 8,500
- Repair price **SEK 3,150**

Before & after

Fälgteknik

Before & after

Fälgteknik

Mobility Care – Tyres and rims

- The tyre market
- Why
- Our position/status
- **Acquisitions & expansions**
- Targets

Acquisitions & expansions 2022

- 3 LOI ongoing – turnover ~100 MSEK
- 3 prospects being worked – turnover ~80 MSEK
- 2 new EBD central tyre hotels

Mobility Care – Tyres and rims

- The tyre market
- Why
- Our position/status
- Acquisitions & expansions
- **Targets**

Targets
Mobility Care Tyres

Target 2027

- 25 Citydäck facilities
- 1 ,000,000 wheels stored
- 100,000 rim repairs


bilia
Thank you!

Electrification

Learnings from an EV country...

Ambitious zero-emission objectives in Norway

The Government is taking a number of steps in order to contribute to a considerable reduction in CO_2-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

Government.no

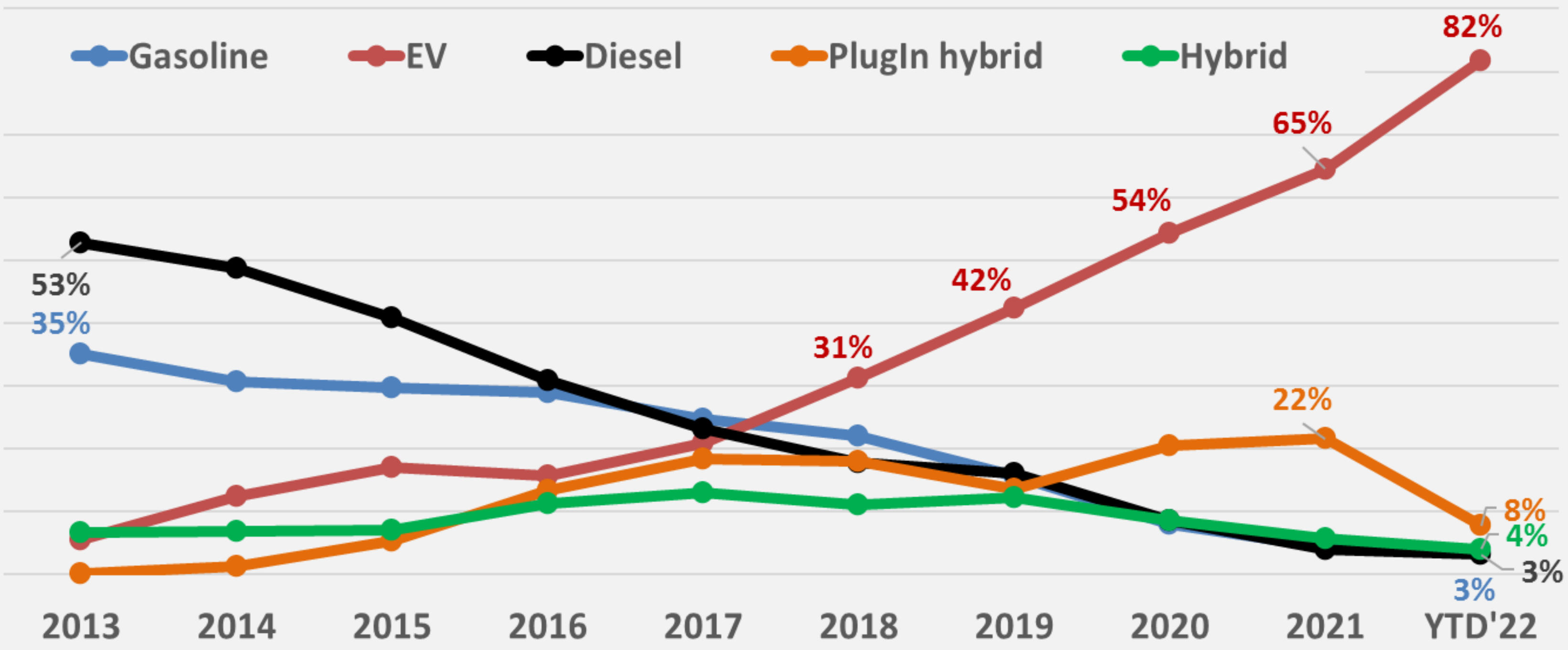
Content and search

Meld. St. 33 (2016–2017)

National Transport Plan 2018–2029

April 5th 2017

Ambitious zero-emission objectives in Norway



The automotive industry also have EV ambitions

It's clear that EVs are BMW's priority moving forward, with combustion-powered vehicles set to be on the decline. The group expect the number of EVs delivered to continue growing by an average of over 20% annually between 2025 and 2030, with such vehicles accounting for at least 50% of deliveries by the latter year. This strong focus will see around ten million BMW Group EVs on roads worldwide over the next ten years or so.

Toyota has given an outlook on its strategy in Europe. By 2030, Toyota wants to increase the share of purely electric vehicles to at least 50 per cent, and from 2035, only zero-emission cars will be allowed on sale. In addition, the first purely battery-electric Toyota model bZ4X is now celebrating its European premiere.

July 22, 2021 - Mercedes-Benz is getting ready to go all electric by the end of the decade, where market conditions allow. Shifting from electric-first to electric-only, the world's pre-eminent luxury car company is accelerating toward an emissions-free and software-driven future.

2025

50% of Volvo Cars' sales volume to be fully electric by 2025.

EV impact within after sales …

EV impact
within after sales …

EV impact
within after sales ...

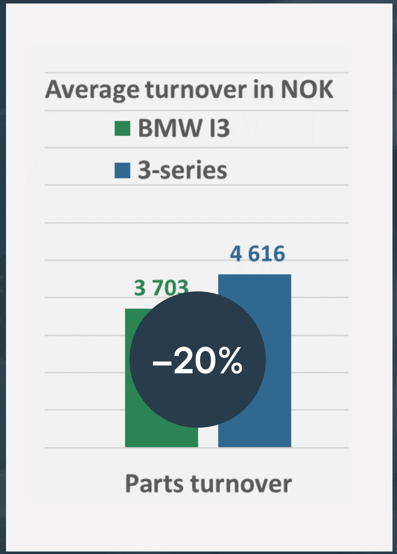
BMW i3 vs. 3-series in our workshops in 2021 ...

5.582
CARS

1.408
CARS

In workshop during 2021
Model year: 2015 - 2020
(2021 models are not included in avg)

BMW i3 vs. 3-series in our workshops in 2021 …



+4%

-8%

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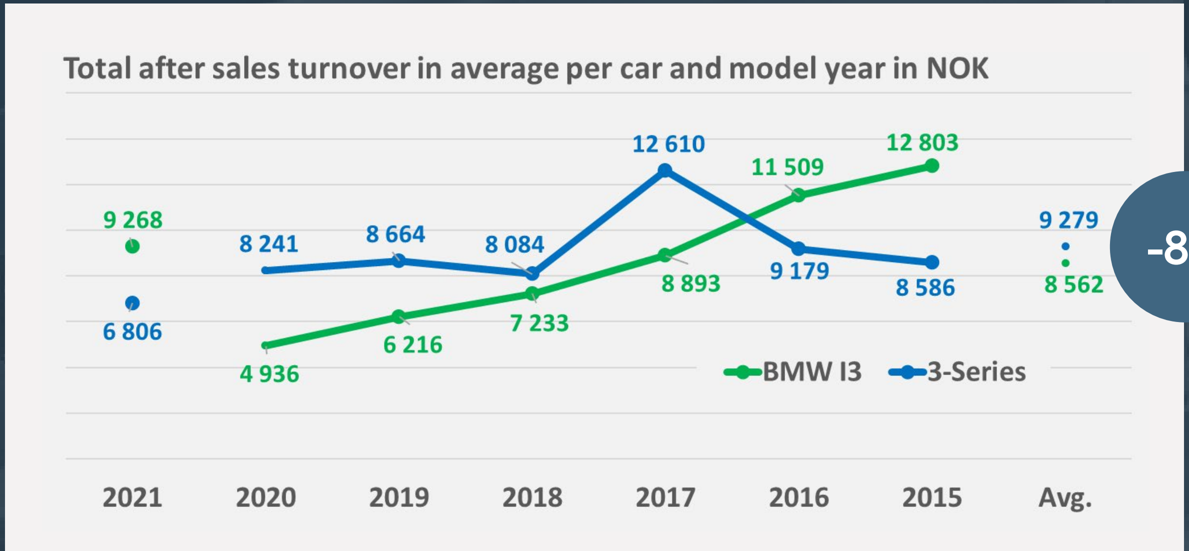
BMW i3 vs. 3-series in our workshops in 2021 ...



-8%

5,582
CARS

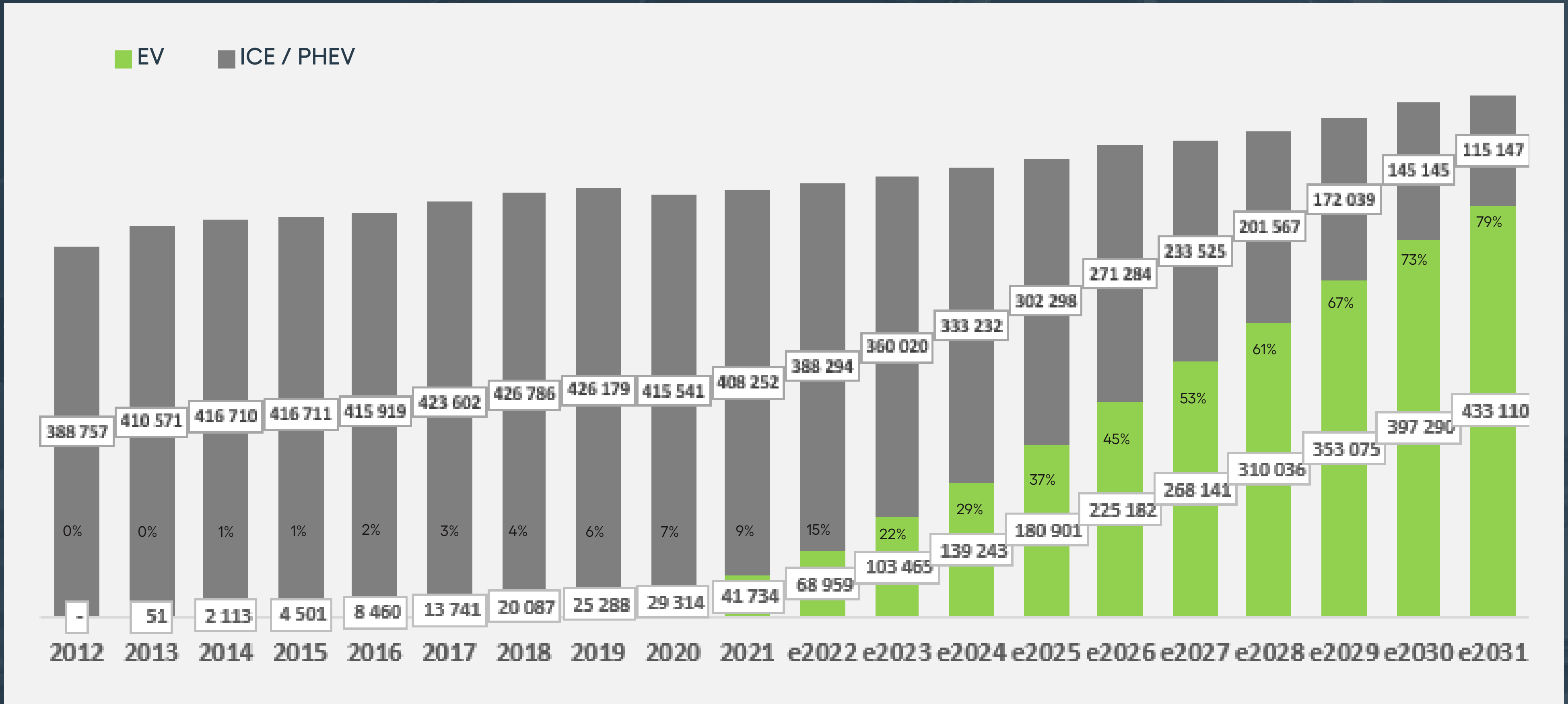
1,408
CARS

In workshop during 2021
Model year: 2015 - 2020
(2021 models are not included in avg)

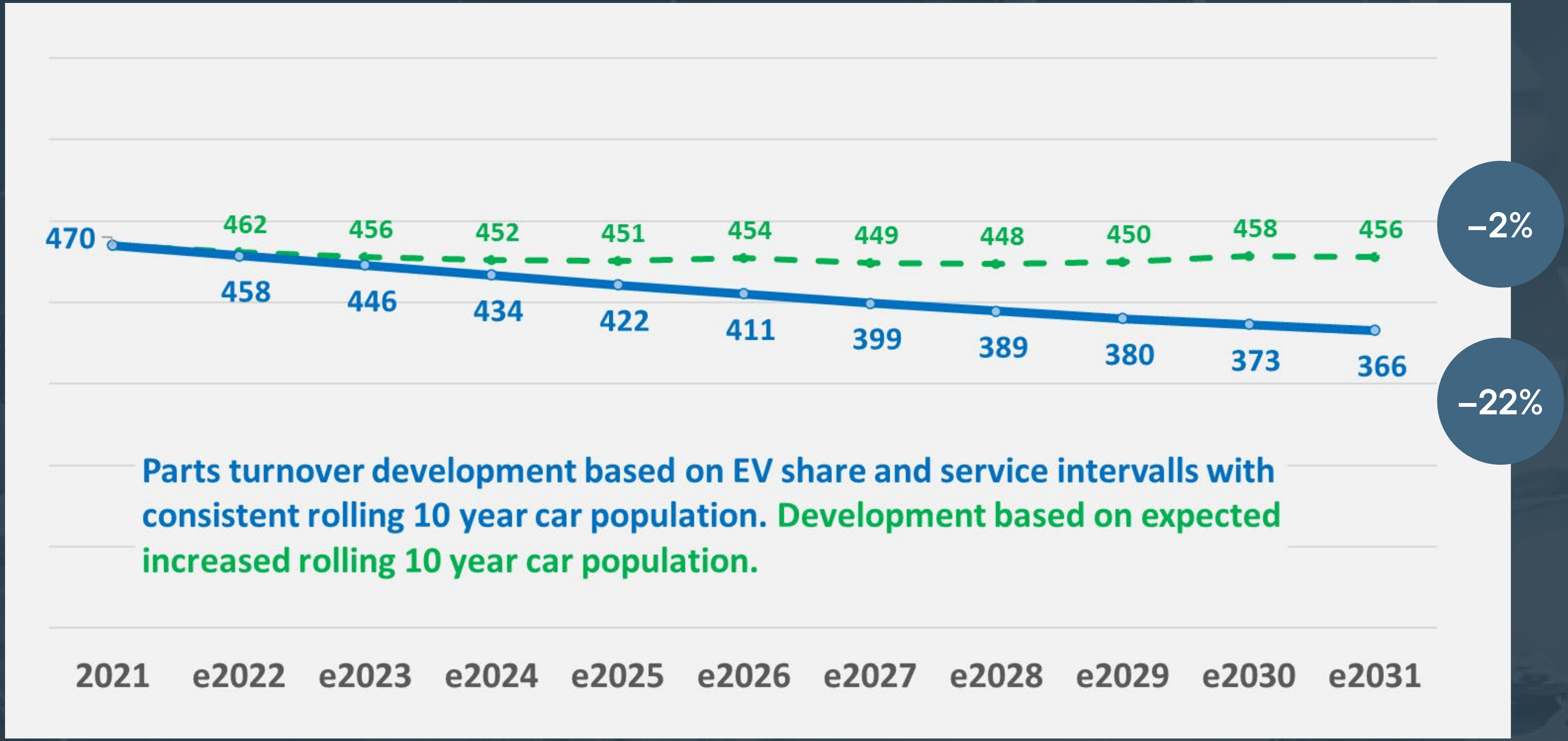
EV impact within after sales ...

Forecast towards 2031

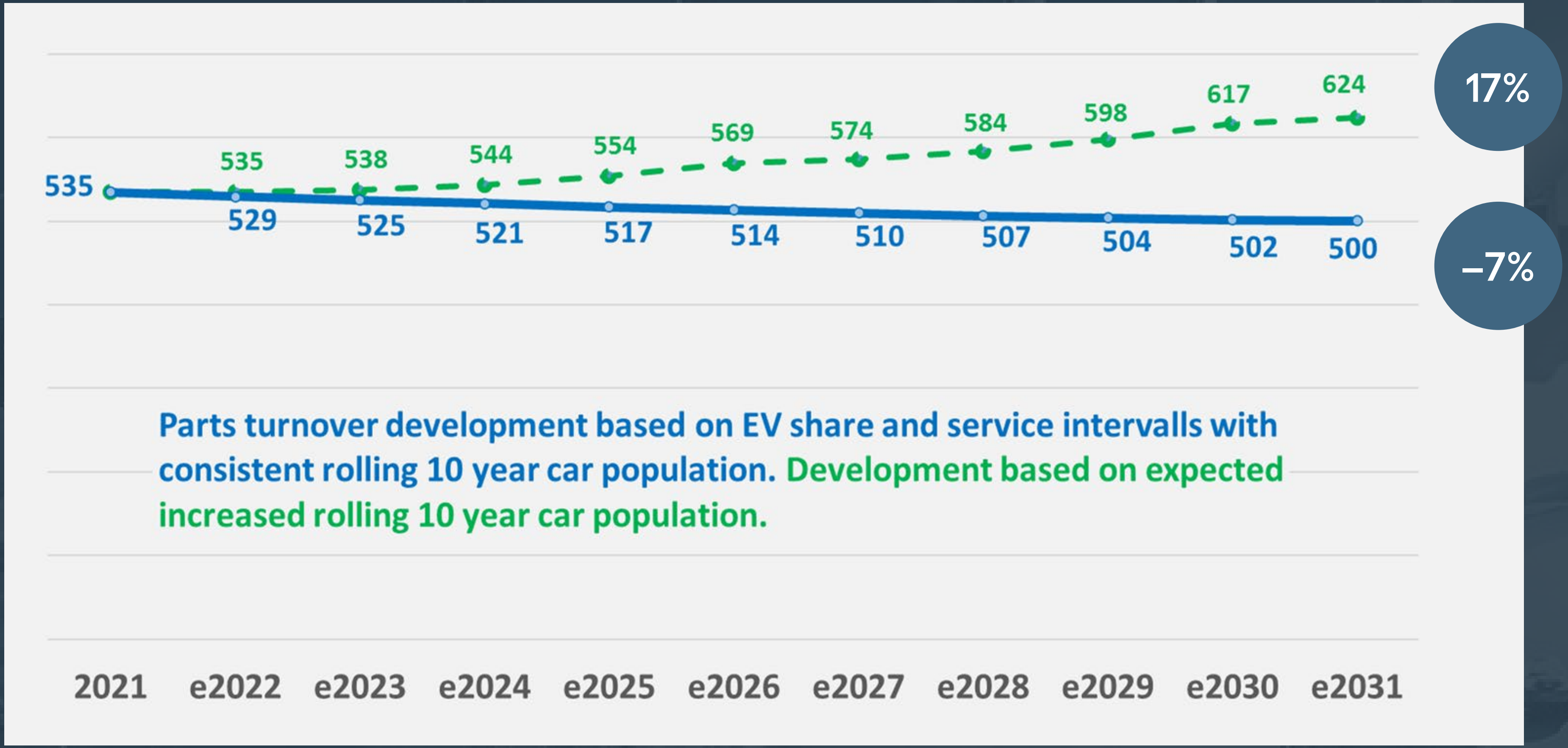
EV share of 10 year rolling car population (all Bilia brands)



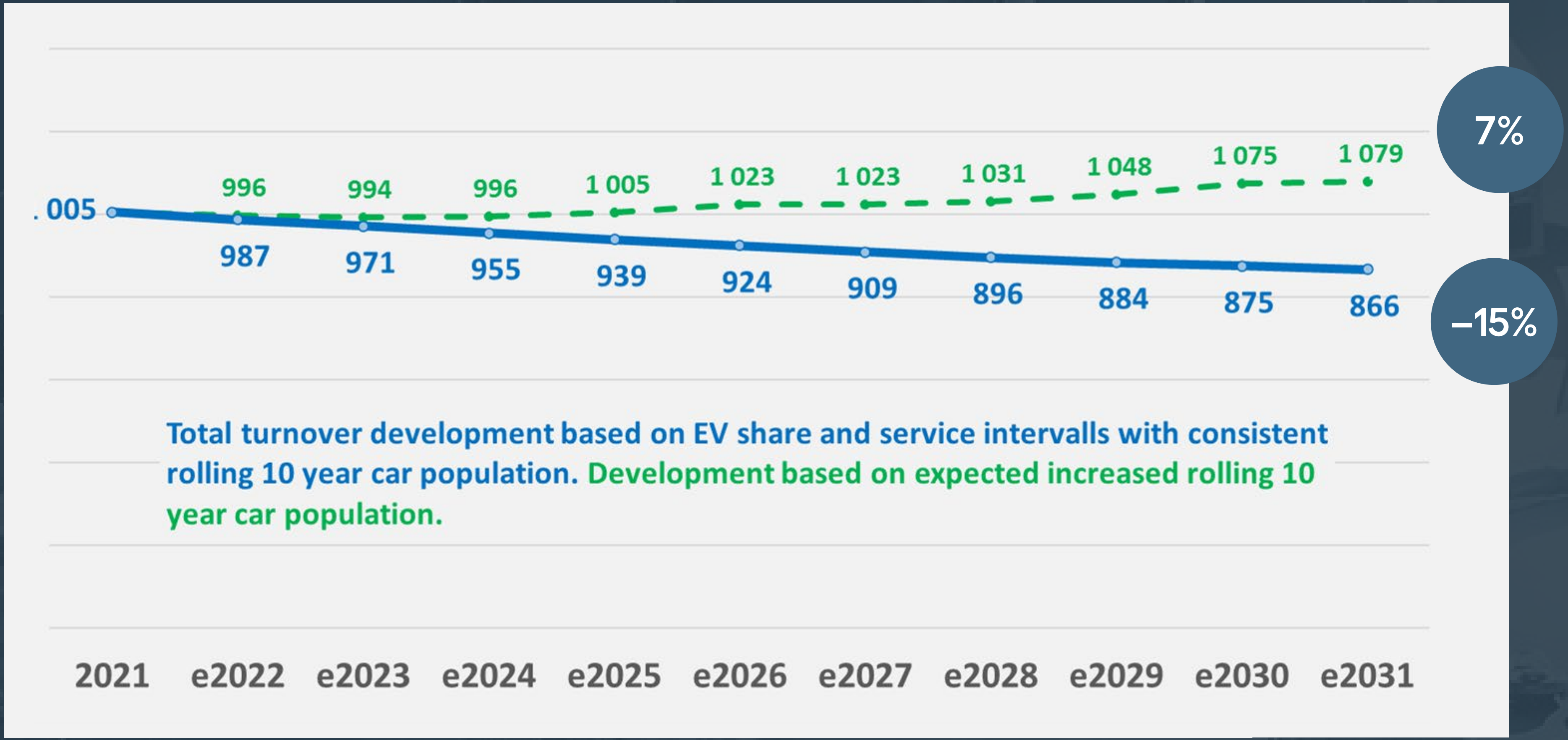
Forecast parts turnover in MNOK ...



Forecast workshop turnover in MNOK ...

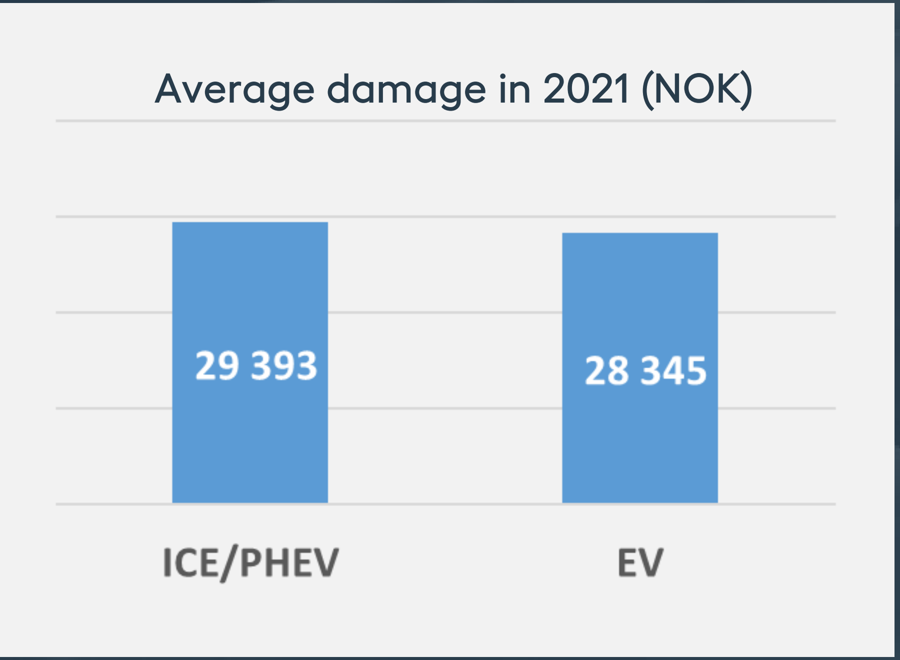


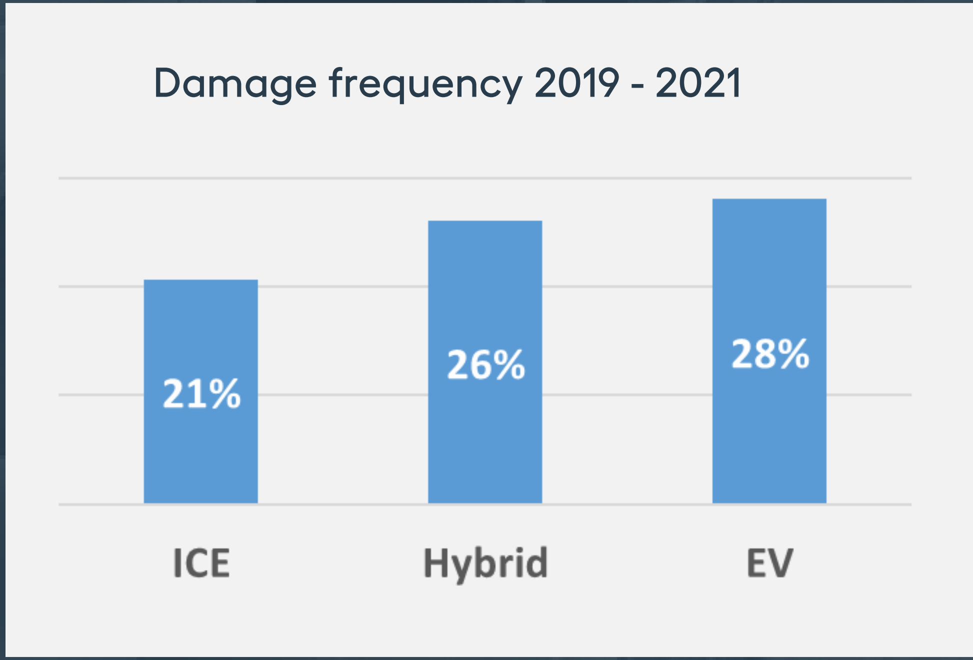
Forecast total after sales turnover in MNOK …



EV impact within body and paint operations …

EV impact within body and paint operations ...





EV impact within tyre wear and tear …

EV impact within tyre wear and tear …

MotorMagasinet

Nyheter | Företagens nyheter | Jobb | Medlemsföretag | Event

Så mycket snabbare slits däcken på elbilar

Elbilar sliter ned däck betydligt snabbare än konventionella förbränningsmotorbilar, men orsaken är inte enbart elbilarnas högre vikt. Det visar en kartläggning som Euromaster i Danmark gjort.

Euromaster har ringt runt till 37 av sina däckverkstäder i Danmark och bland annat frågat dem om hur långt däck på elbilar rullar innan de byts och vilka de främsta orsakerna bakom däckslitaget hos elbilsdäcken kan vara.

Det sammanvägda resultatet från de tillfrågade verkstäderna i Euromasters egen undersökning visade på att däcken på de elbilar som besökte verkstäderna i genomsnitt rullat 1800-2000 mil när de byttes mot nya medan däcken hos vanliga bilar hade rullat mellan 4000 och 4500 mil när de byttes.

De främsta förklaringarna till det högre slitaget hos elbilsdäcken som de 37 tillfrågade verkstäderna gav var dels att elbilarna är tyngre och att deras motorer oftast har betydligt högre vridmoment jämfört med bensin- och dieselbilar.

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Technology neutral
business potential ...

Technology neutral business potential ...

One Stop Shop

Technology neutral business potential ...

One Stop Shop

Technology neutral business potential ...

One Stop Shop

Technology neutral
business potential ...

FleetBack®

One Stop Shop

bilia

Technology neutral business potential ...

Yearly unique workshop visits	100.000
Share of wheel alignment errors	40%
Wheel alignment price (NOK)	1.995:-
Incremental turnover potential	80 MNOK


bilia
Thank you!


Development in
car distribution

Bilia are members of the ICDP

- An international research and consulting organization specializing in car distribution and the service market.
- European perspective – with a primary focus on the major markets
- Great experience and knowledge.
- Vast network in the industry.

ICDP is an international research and consulting organisation specialising in automotive retailing and after-sales. With a dedicated team of researchers and partners throughout Europe, and strong relationships around the world, ICDP is recognised as the leading authority in its field.

Areas to cover today

- Ongoing changes
  - Driving forces
  - Non driving forces
- Customers want omni-channel
- The industry consolidates
- Development of the service market

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.

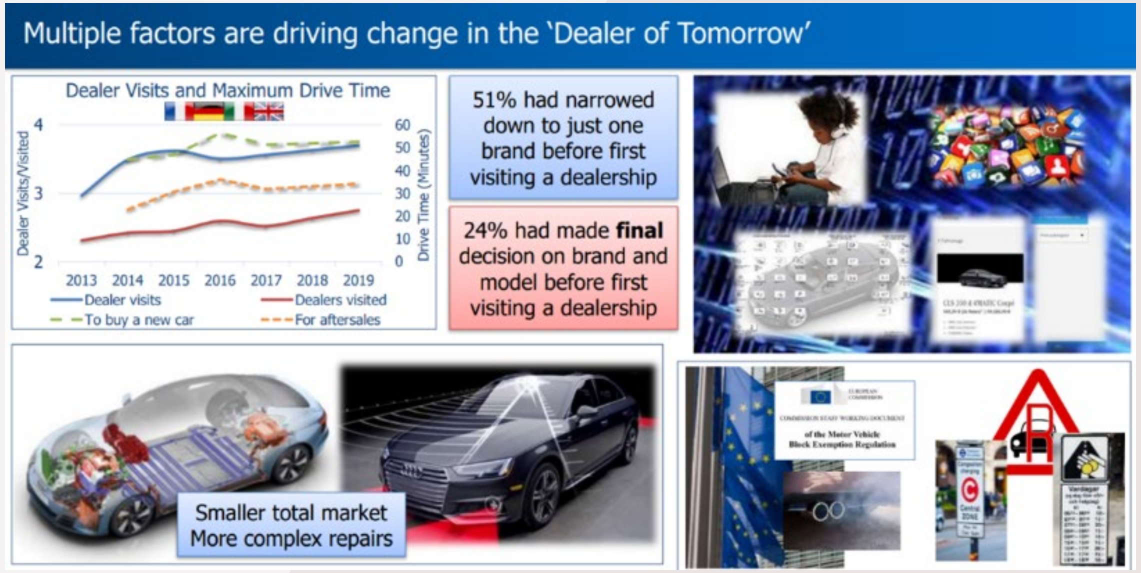
Driving forces for change

- **Customer need and behaviour**

  The customer wants to use several channels in the purchasing process
- **Digitalisation**

  ”Everything” will be digitized
- **Technology**

  Primarily electrification
- **Regulations**
  - Competition law
  - Taxation and control of motoring



Not driving forces for change

Fully autonomous cars

- Technical difficulties
- Ethical dilemmas
- The human
- … but increasingly advanced driver assistance systems

Mobility solutions

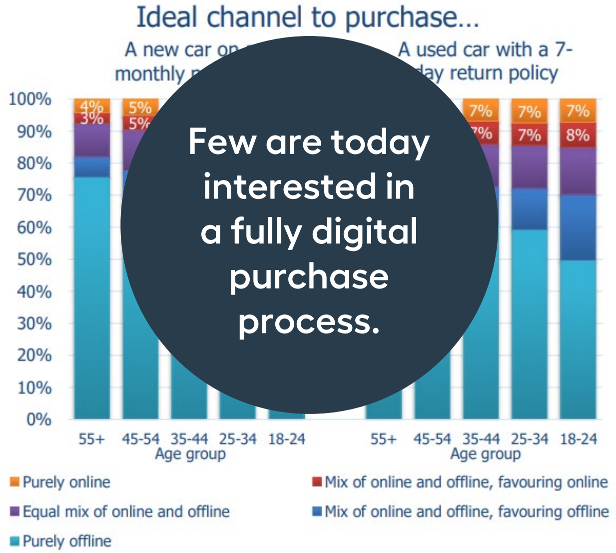
- Difficult business case
- The comfort of individually "owned" cars
- Small environmental effect

Not less people having/taking driver's licence

- Young people may get a driver's license later, but catch up – the economy rather than interest
- Older people drive longer – better health and better cars

Omni-channel The customers want to use several channels in their buying process

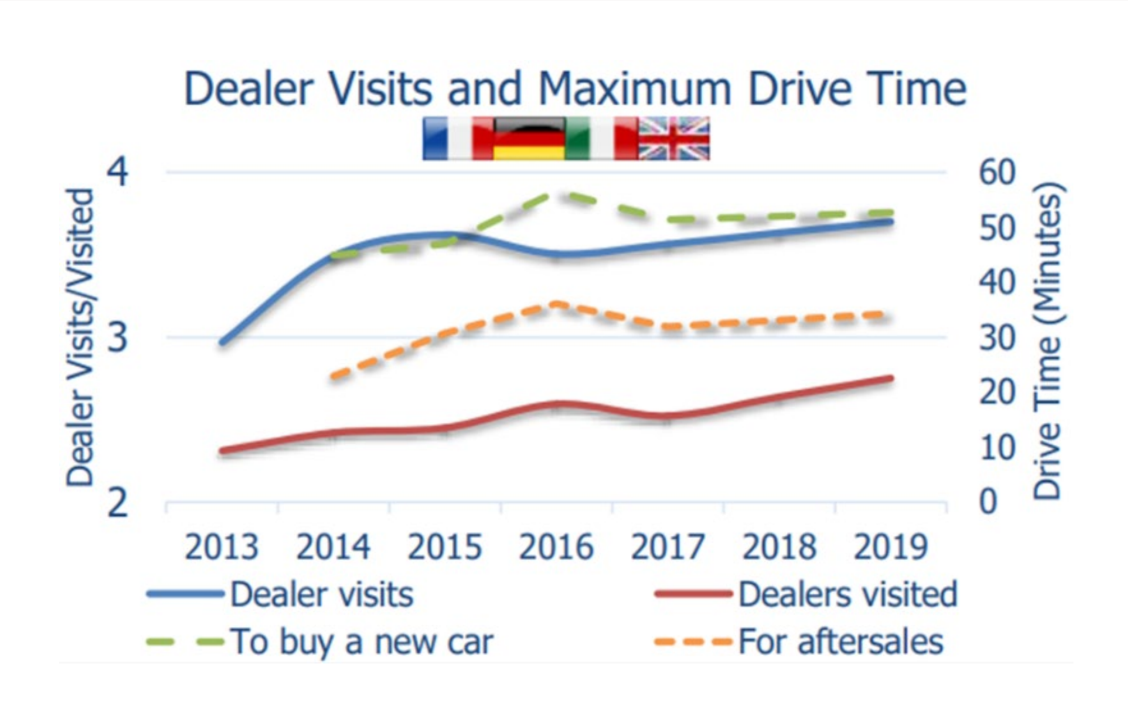
Customers use multiple channels through the process and individually.



Few are today interested in a fully digital purchase process.

Omni-channel
Dealer visits and driving time

- Number of dealer visits – stable or growing. Until the pandemic.
- The customer is prepared to drive longer to buy a car than for service.



Omni-channel
People and processes – most important

- Dealers have significant influence on consumers' decision to purchase – especially the people and the process they have implemented.

- People
- Processes
- Test drives
- Display vehicles
- Property

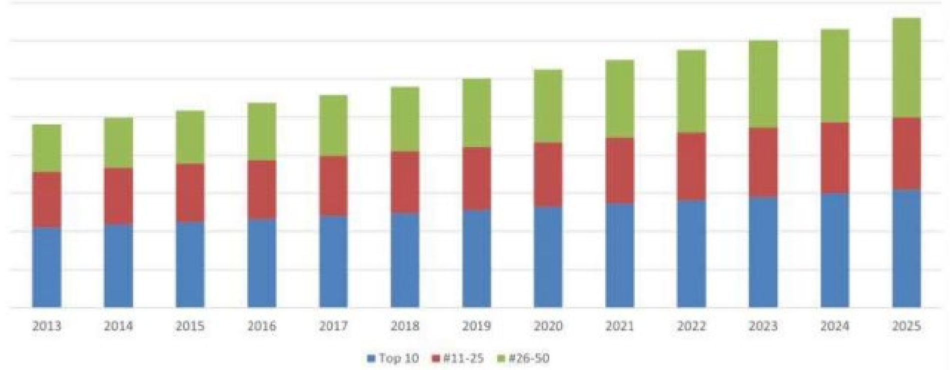
Consolidation
The large grow larger

- There is more and more economies of scale in car distribution and the servicemarket
  - Processes, digitization, financing, partner to OEM …
- The changes mean that there are sellers
- The share of the 50 largest car selling groups is growing
  - Now 13% of the market
  - Still rather national

Europe's biggest dealers

Rank	Company	Home Country	Brands	Franchise points	New wholesale vehicles	New retail vehicles	Used vehicles	Total vehicles	2020 revenue in € bn
1	Emil Frey	Switzerland	44	816	125,000	250,000	180,000	555,000	13.00
2	Penske Automotive (Europe)	USA	23	162		69,225	161,947	231,172	5.82
3	Inchcape Europe	UK	17	152	40,000	80,000	70,000	190,000	4.64
4	Arnold Clark	UK	27	191		46,509	204,627	251,136	4.27
5	Lookers	UK	32	150		86,555	78,341	164,896	4.16
6	Pon Holdings	Netherlands	10	38	74,824	22,860	18,088	115,772	4.06
7	AMAG	Switzerland	8	187	30,350	45,000	31,350	106,700	3.74
8	MoellerBil	Norway	5	71	14,087	39,389	31,863	85,339	3.33
9	Pendragon	UK	20	142		56,804	91,865	148,669	3.29
10	D'Ieteren Auto	Belgium	9	21	96,010	9,292	1,809	107,111	3.22
11	Vertu	UK	26	149		59,817	61,710	121,527	2.867
12	Bilia	Sweden	7	137		43,308	51,847	95,155	2.866
13	I.A. Hedin Bil	Sweden	32	340		46,142	35,327	81,469	2.61
14	Van Mossel Automotive	Netherlands	32	176	2,200	61,000	43,000	106,200	2.58
15	Marshall Motor Group	UK	21	113		42,934	44,505	87,439	2.42
16	AVAG Holding	Germany	21	180		51,044	61,010	112,054	2.15
17	Semler Gruppen	Denmark	8	38	34,570	19,445	18,900	72,915	2.04
18	Gottfried Schultz	Germany	9	63		35,085	35,895	70,980	2.02
19	Louwman	Netherlands	17	74	33,172	15,983	16,186	65,341	2.00
20	Bertel O Steen	Norway	7	112	10,790	10,367	14,068	35,225	1.80
21	Group 1 Automotive	UK	15	71		30,992	44,742	75,734	1.73
22	BymyCar	France	21	117		37,816	35,744	73,560	1.63
23	Senger Group	Germany	13	83		18,883	16,585	35,468	1.61
24	Gueudet	France	14	157		42,633	27,727	70,360	1.60
25	Jardine Motors Group	UK	13	45		22,399	19,373	41,772	1.53
26	Feser, Graf & Co.	Germany	11	66		30,077	30,984	61,061	1.49
27	Pappas Holding	Austria	16	89		21,000	12,000	33,011	1.47
28	Salvador Caetano	Portugal	22	120	10,726	44,404	28,390	83,520	1.46
29	Maurin	France	21	131		35,400	23,000	58,400	1.44
30	Merbag	Switzerland	6	100		16,150	10,450	26,600	1.41
31	Car Avenue	France	22	121		37,000	32,000	69,000	1.40
32	Chopard Lallier	France	9	80		32,810	18,135	50,945	1.36
33	Bernard	France	10	75		36,970	32,841	69,811	1.35
34	Lei Shing Hong	Germany	5	55		12,560	15,478	28,038	1.30
35	Greenhous	UK	9	9		52,453	2,253	54,706	1.260
36	JCT600	UK	25	53		20,000	21,000	41,000	1.257
37	Listers	UK	18	49		21,500	19,600	41,100	1.15
38	AHG-Gruppe	Germany	10	62		19,100	20,800	39,900	1.14
39	Autotorino	Italy	16	112		24,640	20,680	45,320	1.12
40	Veho Oy Ab	Finland	5	39	4,775	9,645	15,449	29,869	1.11
41	Stoneacre Group	UK	25	125		21,658	21,552	43,210	1.079
42	RCM	France	6	86		21,621	18,666	40,287	1.077
43	Fahrzeug-Werke LUEG	Germany	7	35		13,027	12,082	25,109	1.05
44	Quadis	Spain	30	129		23,137	10,558	33,695	1.011
45	Eden Auto	France	15	111		33,986	33,226	67,212	1.010
46	Scherer Gruppe	Germany	8	70		15,459	17,944	33,403	0.99
47	Löhr Gruppe	Germany	7	37		16,303	15,401	31,704	0.953
48	Broekhuis Groep	Netherlands	11	31		17,288	22,376	39,664	0.947
49	Weller Gruppe	Germany	6	41		11,961	20,851	32,812	0.93
50	K Auto	Finland	7	46	997	10,331	11,644	22,972	0.89

Share of Top 50 groups (EU+EFTA+UK)



Development of the service market

- **ICDP has simulated the development of the service market towards 2030 in large European markets**
- **Based on assumptions around**
  - Car market
  - Fleet
  - Mileage
  - Electrification
  - Service intervals and repair needs
  - Technology for driver support
  - Price development
  - … and more

- **Service (damages not included)**
  - Decreasing volumes
  - Rising cost per job (complexity)
    - **The market is relatively unchanged** in value compared to today
    - BEV has a large impact
- **Damages**
  - ADAS and lower mileage lead to fewer incidents
  - More complex cars lead to higher costs
  - A total **reduction in value of 10–20%**

bilia

Thank you & questions!