

Sustainability Report

The world is changing, and so are we

The world is constantly changing, and Bilvia needs to change with it. Our circular business model is the foundation of our sustainability work. It makes it possible to adapt operations and businesses to future requirements and the demand, needs and altered behaviour of our customers.

► The automotive and transport industry is facing major challenges, for instance with the transition to non fossil-dependent vehicles. In order to reduce the impact on the climate and achieve the sustainability goals, all of society needs to help out: politicians, companies, organisations and individuals. We all have a responsibility.

As a company, we have a responsibility to reduce our own impact on the climate and the planet's resources, and to help customers reduce theirs. With this as the point of departure, Bilvia wants to be the industry's best service company by showing consideration for customers, colleagues and the world we live in. We want to create sustainable solutions for the mobile human's need to move around, by having a culture characterised by pride and consideration.

Bilvia works to the UN global Sustainable Development Goals (SDGs), part of the 2030 Agenda. We use an integrated management system, certified to ISO 9001 and ISO 14001, which means we work systematically with quality and environmental matters. Bilvia aims to be a company for everybody, which is why work based on the company's Code of Conduct and policy on equality of treatment is important. Bilvia's Code of Conduct is published on bilvia.com.

Circular business model – a sustainable way of doing business

Bilvia is a full-service supplier that offers services and products for the car ownership during the car's entire life cycle. The circular business model offers the customer help with everything from buying a new or used car, insurance, accessories, service, damage repair and rental car, to salvage and recycling. The focus is on the customers, and the customer's needs and demand. We strive for continuous development, to be a little better each day, whatever our title or position. Working in a goal-conscious way founded on our vision, values and customer promise creates a positive spiral. The foundations of this work are management by objectives, monitoring and quality processes. Bilvia wants to create an experience that exceeds its customers' and colleagues' expectations. This is the foundation of our sustainable way of doing business.

Organisation, responsibility and monitoring

The Group's CEO is ultimately responsible for the Group's sustainability work, overriding goals, action plans and performance measures. In the business planning process, responsibility for goal achievement and action plans is delegated to the Managing Director of each company. Bilvia has a yearly formal process to identify risks and risk management in the operation, see pages 24–26 for description. Bilvia's sustainability work is monitored via internal audits, supplier assessments, systematic health and safety work, annual performance appraisals and case management. During the year, Bilvia has employed Head of Sustainability to lead and coordinate sustainability work at Group level. This Sustainability Report is a summary of how Bilvia works with sustainability in the operation. Sustainability aspects that are integrated into the business are described in other parts of the Annual Report.

Happening in 2022

We will create sustainable solutions for the mobile human's need to move around, by having a culture characterised by pride and consideration. During 2022, Bilvia will continue to work on integrating sustainability in the business strategy, goals, action plans and activities. Bilvia wants to be the industry's best service company by showing consideration for customers, colleagues and the world we live in.

What is EU's green taxonomy?

The EU's green taxonomy is a joint classification system and tool to help investors identify and compare environmentally sustainable investments in order to achieve the EU's climate goals and the objectives of the European Green Deal.

The Taxonomy Regulation was adopted in June 2020 and is to be implemented gradually. It is a framework for determining which economic operations should be deemed environmentally sustainable. The green taxonomy is intended as a foundation for future standards and labelling of sustainable financial products.

A small part of Bilvia's operation will be affected by the taxonomy. The figures are reported in the taxonomy table on page 37.

Human rights and anti-corruption

Bilia works for sustainable businesses and sustainable employees and therefore supports internationally recognised human rights, as well as norms and initiatives for good business ethics.

Competition on equal terms

Bilia is well aware of the rules governing competition on equal terms and operates in a way that is compatible with competition laws in all of the countries in which we operate. Bilia has formulated and implemented a Competition Code by which all employees are bound. Managers are undergoing training continuously to comply with this Competition Code.

Zero tolerance of bribery and corruption

Bilia has zero tolerance of bribery and corruption. Through the Code of Conduct we clearly denounces bribery and corruption and work for sustainable businesses. Via formal attestation rules, the Code of Conduct, internal audits and its whistle-blower system, Bilia has implemented procedures for counteracting and preventing bribery and corruption. No cases of corruption or bribery have been discovered in the business.

Requirement specification in the supply chain

Bilia has a Group-wide procurement policy governing central and local agreements. A procedure for signing local agreements is in place, the aim being to highlight Bilia's demands on the environment and social conditions as well as sustainability aspects. The supply chain must comply with requirements regarding human rights, anti-corruption and the UN Global Compact.

Whistle-blower system

All Bilia employees can anonymously report violations of the Code of Conduct or other misconduct in an external digital whistle-blower system. During the year, incident reports made in the system have been handled in accordance with the policy and the quantity is deemed to be at a normal level for comparable companies.

Nine key SDGs in the 2030 Agenda

► The 2030 Agenda and the UN's global Sustainable Development Goals are produced to end poverty, combat climate change and ensure a peaceful, inclusive world. We all need to do our part and strive to ease the transition to more sustainable environmental, social and economic development.

Bilia has reviewed the 17 Goals and the 169 Targets in the 2030 Agenda, and has identified the ones where Bilia can make a difference. Bilia focuses its sustainability work on the areas of sustainable growth, circular economy, protecting humans, fossil-free mobility, and protecting lives.

Based on these areas, Bilia has identified nine key SDGs that we are working towards. Below are examples of areas Bilia has focused on in 2021, with reference to the relevant Goals. You can read more about our work in the sections on Sustainable business and Sustainable co-workers.

► GOAL 3. Good Health and Well-Being.

Safety on the roads

► GOAL 5. Gender Equality

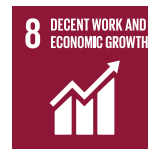
Equality of treatment, more women at Bilia

► GOAL 7. Affordable and Clean Energy

Energy storage in old batteries
Energy efficiencies

► GOAL 8. Decent Work and Economic Growth

Swedish tuition at work



► GOAL 11. Sustainable Cities and Communities

Bilia – part of the global economy
Measurement of climate impact in line with Greenhouse Gas Protocol

► GOAL 12. Responsible Consumption and Production

Customised solutions for sustainable transportation
Renovation of car parts
Used parts

► GOAL 17. Partnerships for the Goals

Member of NMC – The Swedish Association for Sustainable Business

Sustainable business

Safety on the roads



Safety in mobility is important to Bilja. We show consideration and take responsibility all the way. Regardless of whether the customer buys or leases a car, new or used, we will contribute to a safe car.

To further enhance to the vehicle's safety, we offer products for greater road safety, both for family cars and commercial traffic. The customer will find products such as child car seats, extra lights with LED bulbs, and different brands of alcohol interlock and alcohol testing devices. As a customer, you should be able to trust that Bilja's brand stands for safety on the road, both with regard to a new, used, serviced or repaired car.

Everyone in the automotive industry works daily with environmental and safety issues and their work is important for future improvements. They have a tremendous opportunity to influence the industry in the right direction. Training all employees of Bilja in sustainability issues is, therefore, one of our key goals.

To ensure the vehicle is safe, Bilja conducts brand service in a professional manner, and offers its customers e.g. service subscriptions for safer vehicles.

From research project to self-produced electricity



ECRIS started in 1994 as a joint research project involving Jönköpings Bildemontering, Volvo Cars, Stena Metall and Gotthard, and focused on concretising the then new law on car recycling.

Alongside Volvo, in 2015 ECRIS began evaluate the possibility of recycling/reusing V60 hybrid batteries. The result of this process was reuse, or battery renovation. The idea also arose to install solar panels on the company's facility, and 944 were installed in summer 2018.

Meanwhile, ECRIS was also working on an energy store consisting of used lead batteries from scrapped cars. As the storage capacity of lead batteries is not that high, interest came to focus on the lithium batteries that had started coming to the facility. This also inspired more solar panels, and in summer 2020 a further 600 were installed.

The solar energy from Jönköpings Bildemontering's 1,544 solar panels in all is stored in two E-CUBEs, which serve as a backup in the event of a power failure. With its own energy, Jönköpings Bildemontering has reduced its purchased consumption by 20 per cent and laid the foundation for expanding the operation, as the power company has reached its maximum delivery capacity.

E-CUBE is a platform that uses lithium batteries for energy storage. The batteries, which no longer have the capacity to be used in electric cars, are put into a container and linked up to become a single 300 kWh unit. The battery's life span is extended by up to 10 years when used for energy storage. E-CUBE has won an Innovation of the Year award from Almi in Jönköping County.

COP 26 – joining together to tackle climate change



Since 1995 nations, companies and organisations have been gathering at the UN Climate Change Conference so as to jointly do something about climate change. The 2021 conference, COP26 in

Glasgow, UK, was a follow-up to the 2015 meeting in Paris. In 2015, 191 nations including Sweden signed the Paris Agreement, and promised to slow down climate change and prevent the average global temperature from increasing by more than two degrees, Celsius. The science is unanimous and clear that we must halve our carbon emissions every decade from now on if we are to achieve net zero emissions by 2050.

To achieve the goals, everyone must make changes. This needs to happen on a global level, at the national, corporate and organisational levels, and at the individual level.

As a company, Bilja is a part of the global economy: what happens globally affects us, and what we do affects others. Based on its circular business model, Bilja is already doing a lot in the field of sustainability. We will continue to integrate sustainability in our business, adapt our operation, and work long-term and sustainable if we want to be ready for the requirements of the future, and the demand and needs of customers.

Conference of Parties (COP) is the UN's Climate Change Conference, where about 200 nations, companies and organisations gather to jointly limit climate change. The first international climate conference was held in 1995.

The aims of COP26 in Glasgow 2021 were, for example, to keep alive the 1.5-degree target, and that was achieved. Negotiations ran far beyond the deadline, and an agreement was eventually agreed upon:

- Fossil fuels will for the first time be named as the most important cause of climate change.
- Nations are challenged to tighten their climate goals already next year.
- Funding for climate adaptation will be doubled by 2025.

We enable sustainable transport solutions



As car dealers, we support our customers and their sustainable journey by offering sustainability adapted service and a transition to fossil-free transports. It is not always easy for business

customers to choose the right transport solution for their company, often with high demands on range and sometimes specially customised solutions. Bilja helps to find overall solutions for each customer's specific needs. Our customer Mathem has a clearly defined goal to transition to sustainable transport. The challenge has been to be able to separate the batteries that are used to run the vehicle, and the ones required to run the refrigeration and freezing system. The solution was a specially adapted Renault Master E-TECH Electric with solar panels on the vehicle's roof, which supplies the cooling and freezing system with electricity – a solution that secures both the range of the vehicle and the refrigeration/freezing process. "Our part in the collaboration is to provide the customer with an overall solution that works," says Björn Brodin, Head of Business Sales Sweden, Bilja.

Parts renovation increasingly important

We have a circular business model that enables us to influence the entire life cycle, from new car to end-of-life. In recent years the focus has been on developing new services in recycling and renovation of spare parts. As part of this strategy, during the year Bilja acquired Felgteknikk AS in Norway. There is a growing market for rim repairs, as larger, more expensive aluminium rims are more common on new cars today. This makes restoring the rim to its original condition an attractive proposi-

tion financially, but especially from a sustainability angle. The Group's aim is to repair 100,000 rims in 2025.

Member of The Swedish Association for Sustainable Business



In order to progress further in our sustainability work, we have become a member of The Swedish Association for Sustainable Business (NMC). It is a network of companies and organisations from across Sweden that want to share knowledge, experience and ideas on successful, integrated and proactive sustainability efforts.

"All employees of Bilja are members and can enjoy the benefits of NMC. The network arranges breakfast meetings, seminars, round table discussions and conferences in Stockholm, Gothenburg and Malmö, and the vast majority of the meetings are broadcast live online," says Malin Möller, Head of Sustainability at Bilja and also Chairman of NMC.

NMC is a network of companies and organisations from across Sweden that wants to share knowledge, experience and ideas on successful, integrated and proactive sustainability efforts. NMC aims to create a platform for advancing the positions of trade and industry in matters of sustainability. The network has 200 member companies, many of them large corporations.

Goal fulfillment 2021

During the year, Bilja has worked with the environmental goals for the Swedish business, as established based on the positive environmental aspects. The goals pertain to the sale of green cars, knowledge and collaboration, and energy efficiencies.

The target for sales of green cars of 2 per cent compared with last year was far exceeded, as sales increased in line with the market.

During the year, existing and new employees have continued to complete the mandatory basic environmental training. The training aims to raise environmental awareness and knowledge about how Bilja can reduce its environmental impact.

Total energy use increased by 12,665 MWh or 18 per cent during 2021, mainly related to utilisation of newly acquired businesses.

Bilja measures its climate impact using the international standard, The Greenhouse Gas Protocol Initiative (GHG Protocol). Climate impact can be broken down into:

- Direct emissions from the operations (scope 1).
- Indirect emissions from energy purchased and consumed in the operations (scope 2).

In 2021, the reported emissions of CO₂e according to the "location-based" methodology decreased by 14 percent compared with previous year. If, on the contrary, you calculate according to the "market-based" methodology, the reduction will be 4 per cent compared with previous year.

In 2021 Bilja has not measured other indirect emissions that the operations generate but do not control or own (scope 3), such as emissions from customers' vehicles.

Goals for 2022 and beyond

Sustainable businesses are key to the future not only of Bilja, but the automotive industry as a whole: without long-term sustainability efforts, there will be no future businesses or healthy planet left. We shall continue to increase awareness and competence within the organisation. The next step is to produce communication and training tailored to specific target groups.

Our circular business model will be even more circular in its individual parts. With car dismantlers in the Bilja family, a goal is to increase the use of used parts in both the repair and service operations. This goal also encompasses plastic repairs.

Bilja has a high environmental impact, which mainly comes under scope 3 through emissions from the vehicles it sells. During 2022, new short- and long-term climate goals and action plans will therefore be drafted: long-term as regards when Bilja can achieve climate neutrality, and short-term as regards how climate impact can be reduced in all three scopes.

Malin Möller, new Head of Sustainability

► Bilja's stakeholders consider sustainability to be an important issue, especially in transportation and services. Bilja wants to create sustainable solutions for the mobile human's need to move around. Bilja therefore works actively to reduce its own and its customers' climate impact and carbon footprint.

As part of its focus on sustainability, in autumn 2021 Bilja recruited a new Head of Sustainability, Malin Möller. She is responsible for Sustainability & Quality in Sweden and Sustainability at Group level. Malin has long experience of strategic sustainability, is Chair of NMC – The Swedish Association for Sustainable Business, and also active in various expert groups on sustainability.

With Malin at the forefront, Bilja will continue to focus its



Malin Möller.

effort on linking sustainability issues to the business, to ensure it becomes an integral part of the business strategy. One challenge will be to ramp up efforts to handle the transition to fossil-free vehicles, but sustainability also relates to everything from the powertrain, vehicle digitalisation and changes in the ownership structure.

"I love a challenge, and the automotive sector is undergoing an exciting transformation right now. There is so much happening, and it feels genuinely thrilling to be an active part of that development."



Sustainable personnel and social conditions



Proud, considerate employees are vital to Bilia's continued success and long-term sustainability. With this in mind, Bilia actively and systematically strives to be a responsible employer and a good corporate citizen. Bilia's leadership is an important success factor, see pages 6–7.

Zero tolerance of discrimination and harassment

For Bilia, it is important to have an inclusive work environment. All employees, regardless of background, should be included in the operation, feel empowered and work on equal terms. Key to this is a set of Bilia core values that are well-established among all employees, along with a good work environment with clear, transparent structures for dealing with any challenges or conflicts.

Based on the equal opportunities policy and Code of Conduct, Bilia works actively with zero tolerance of discrimination, for instance using equal opportunities plans and salary mapping. Bullying and harassment are not permitted at Bilia, whatever form these may take. There is zero tolerance of all forms of discrimination and harassment and cases that exist are handled directly in accordance with the policy. Questions

regarding discrimination, respect and conflicts are put to personnel in the annual employee survey, and negative results are addressed.

Bilia also works actively with the corporate culture which starts from Bilia's core values: Dedication, Competence, Genuine and Respect. The values set the tone for all attitudes and interactions, and are fundamental to creating an inclusive work environment.

Bilia also has clearly defined leadership expectations which include, for example, active work on diversity and acting in line with our values, even where this is difficult or where disrespectful behaviour is witnessed.

Bilia's procedures for the organisational and social work environment include setting annual goals and targeted safety inspections, as well as risk assessments where appropriate. The psychosocial work environment is measured in the annual employee survey; it is well above the benchmark and also further improved during 2021.

Gender equality enriches

Bilia strives for gender equality in its organisation, whereby men and women alike are represented in all professional categories.

We are convinced that a more even gender distribution has positive effects on both the work environment and profitability, but there is a dearth of women in the industry. Bilia is therefore running a raft of initiatives to increase the proportion of women, such as a stronger recruitment policy and regular follow-up.

The share of women amounted to 13 per cent compared to the goal of at least 20 per cent. Bilia's recruitment policy is always to call women with the right qualifications for an interview, at least one woman should be included as a final candidate in the process, and in the event of equal skills to employ the female candidate.

The most important aspect of the customer encounter is being able to see who is in front of you – an area where Zalge Lahdo, who works in sales for Bilia Toyota and was one of three nominees for Car Salesperson of the Year 2021 by Motor-magasinet and FordonsData Nordic AB, is an expert. Having joined Bilia from a role as a certified skin and spa therapist, she has a solid background in meeting and greeting customers and reading the person in front of her. In her car sales role, she never hesitates to put everything she has into ensuring her customer feels assured and welcome. Her best tip: "Be proactive and follow up on quotes, test drives and after deliveries. Some people want to contemplate, call them and ask how it's going, show you care. After delivery too, it's important to follow up so the customer gets the most out of their car purchase."

Professional development for all

All employees should have opportunities for professional development in their role. All our co-workers have regular performance appraisals with their immediate managers. The appraisals are opportunities for co-workers to discuss their role in the company, request changes, and put forward thoughts and ideas on how the individual can take on greater responsibility or other kinds of work tasks. Together, the employee and their manager arrive at a plan to promote personal development, job satisfaction and efficiency in the day-to-day work.

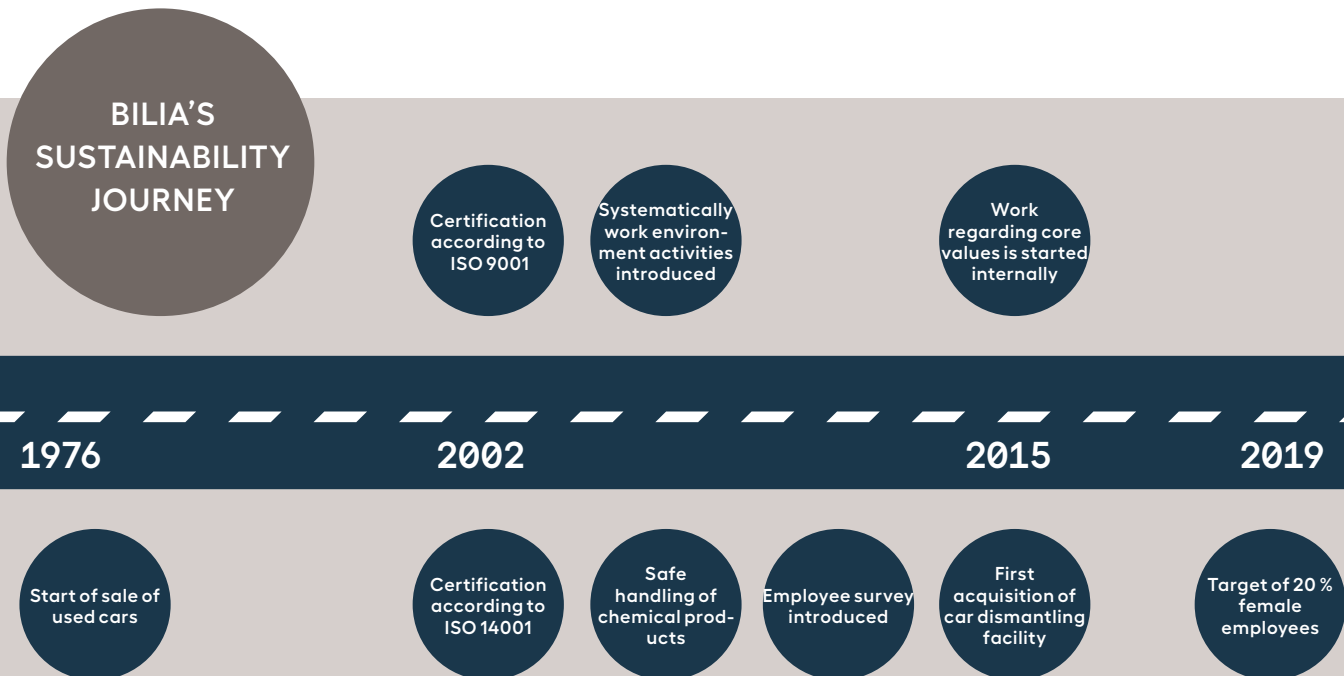
Bilia provides ongoing customised training courses aimed at target groups with different positions and training requirements. In addition, there is specially tailored training for engineers and sales personnel at several levels. Bilia has recurring and specific training courses, and there is also Group-wide leader training at all levels through Bilia Academy. Swedish employees can apply for grants from special personnel funds for professional development, which does not have to be directly related to Bilia or their job.

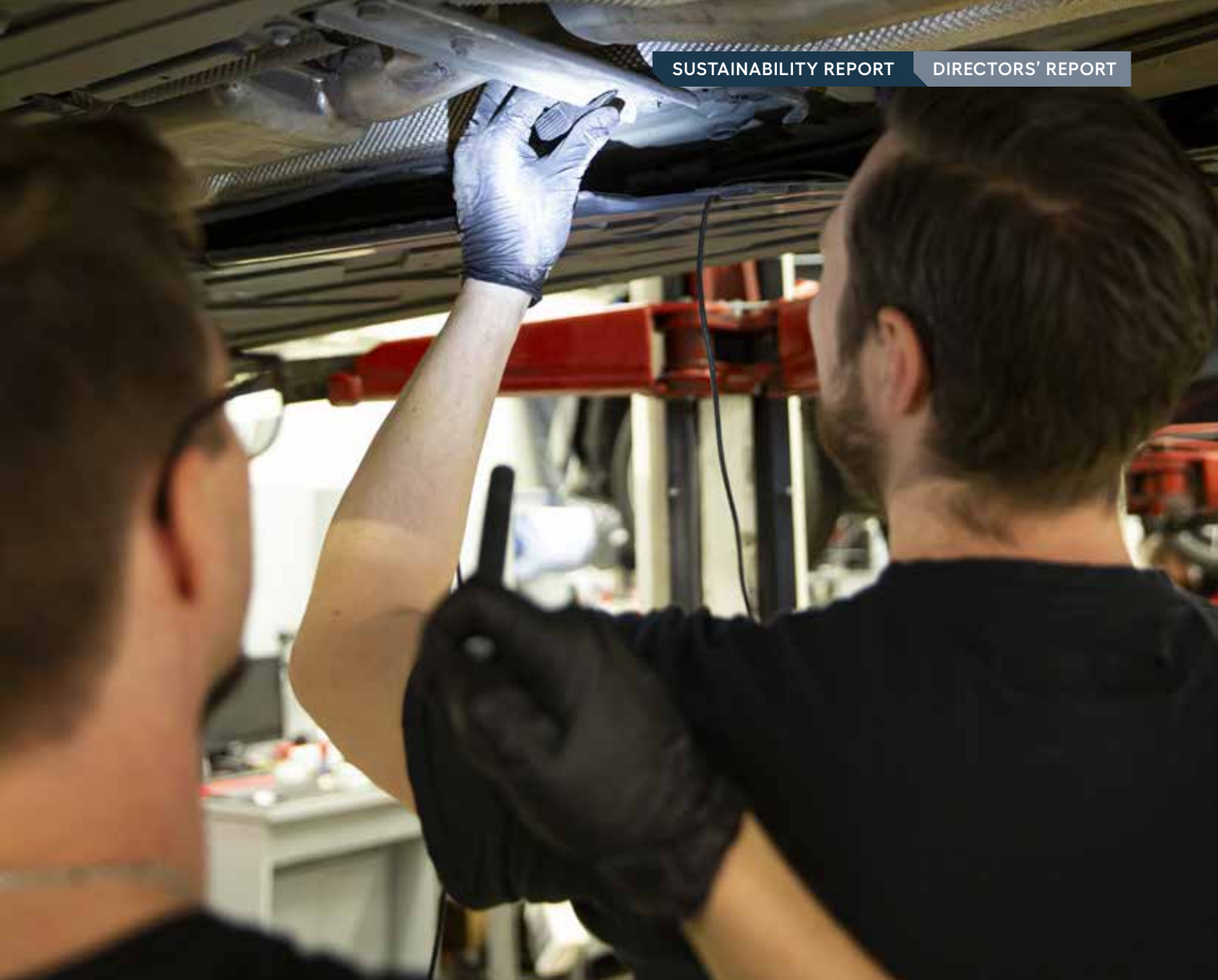
Bilia works actively to recruit people from different backgrounds, which means that many employees have varying levels of Swedish. At the same time, it is hugely important for Bilia that all employees understand and benefit from our work environment structure and safety/security guidelines. Moreover, we are convinced that being able to communicate with each other in the workplace makes for a better working climate and greater commitment. Bilia's delivery quality to customers, as well as personnel's employability both internally and externally, increases if co-workers can understand and speak the national language. This is why Bilia, in association with the Swedish Confederation of Transport Enterprises, has carried out a pilot project in 2021 with 23 participants being offered Swedish lessons during work hours.

Collaboration with schools

One challenge faced by Bilia is securing professional skills in the future. In light of this, Bilia pursues joint projects with Swedish automotive engineering schools, and offers students work experience and apprenticeships.

Bilia's vision is to offer the best student programme in the business, and these programmes accepted 400 students in Sweden and Norway during 2021.





Rim repair
Battery-
storing starts

Transition to
green
electricity

Bilia has identified nine of Agenda 2030 and the UN's global Sustainable Development Goals, see page 30. The UN's global goal must be achieved by 2030.

2020

2022

2025

2030

First
installation
of solar
panels

Head of
Sustainability
starts

New
sustainability
strategy

Target of 50%
recycled
car parts

New car brands with fossil-free power trains such as Mercedes, Porsche, Nissan and XPENG

Acquisition of Toyota/Lexus – focus on hybrid cars

Safety in focus for our products

Life balance

For work to function, all of life has to function. At Bilia, we want to have a sustainable long-term relationship with our employees. We therefore strive to be receptive, and to work with the individual employee to find solutions that help both them and the company.

One example is Joline Persson Planefors, who won both a gold and a silver medal at the World Tenpin Bowling Championships in Dubai in 2021. "I'm truly grateful to have a manager who supports me so I can carry on competing in my sport," says Joline. By day Joline is a Market Coordinator in the Marketing department, and mixing elite sports with a regular job can be quite tough. "We try to support as best we can, and we think it's important people can focus on their sport," says Anna Wedin, Marketing Manager for Bilia in Sweden.

Risk assessments for a sustainable work environment



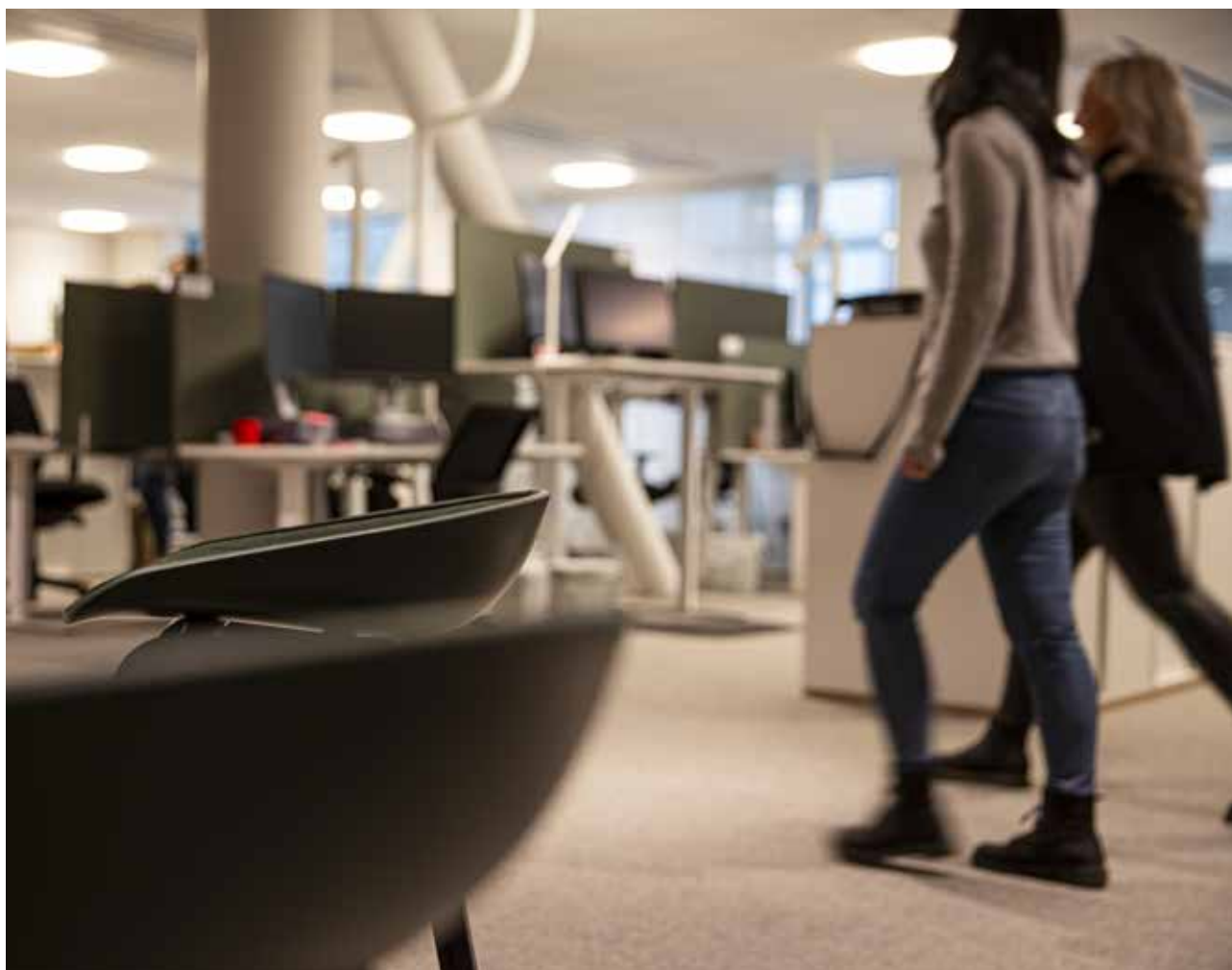
In order to reduce health and safety risks, Bilia carries out measurements and risk assessments in the work environment, assisted by consultants who are experts in different fields.

Since autumn 2019, it is compulsory to conduct medical check-ups in the event of work involving repetitive hand movements (AFS 2019:3). Due to the new requirement on medical check-ups, Bilia wants to investigate whether work involving repetitive hand movements occurs at the work-place, there-

“For work to function, all of life has to function. At Bilia, we want to have a sustainable long-term relationship with our employees.”

fore in 2021 participated in a study by AMM Syd (a health and safety research and analysis body in southern Sweden). The study showed that loads did not exceed the action levels. The car engineers who took part in the study performed a job which included a high percentage of customer contact and computer work. This meant that the more demanding work tasks, such as replacing pads for a car boot were compensated when calculating the load of a day. The study shows that a combination of more physical work tasks and computer work/customer contact is positive for the physical loads across a work day.

Bilia has 2,205 unique chemical products. It is important that the chemical products we use have as low a negative impact as possible, both on the work environment and the external environment. During 2021, we have completed risk assessments on all chemical products in Bilia's chemical management system, iChemistry. The risk assessments were conducted in accordance with AFS 2011:19 and AFS 2018:1.



EU's green taxonomy

► The EU green taxonomy, EU 2020/852 (Taxonomy) entered into force in July 2020 and is a joint classification system and a tool to help investors identify and compare environmentally sustainable investments to achieve the EU's climate goals and objectives within the EU's green growth strategy. The taxonomy is a framework for deciding which economic activities are to be considered environmentally sustainable.

Bilia's operations consist of sales of cars and accessories as well as service and maintenance of these products. Bilia's sales of products are not covered by the activities classified as part of the Taxonomy, but the scope is limited to Bilia's Service Business with additions to Bilia's car rental business that is part of Bilia's Car Business. For a description of Bilia's Service Business and Car Business, see pages 18–21. The activities that are considered to be covered by the Taxonomy Annex 1 fall under section 3.3 Manufacture of low-carbon technologies for transport (Manufacture, repair, maintenance, retro fitting, repurposing and upgrade of low carbon transport vehicles, rolling stock and vessels) and section 6.3 Urban and suburban transport, road

passenger transport (Purchase, financing, leasing, rental and operation of urban and suburban transport vehicles for passengers and road passenger transport).

The identified activities are organised and followed up as separate profit areas, which is why turnover, operating costs and investments in fixed assets are available for these activities in the operational financial reporting. None of the activities is therefore considered to be double-counted in the production of the financial information. **Turnover** are the part of net turnover that relates to products or services, see Note 2 on page 58.

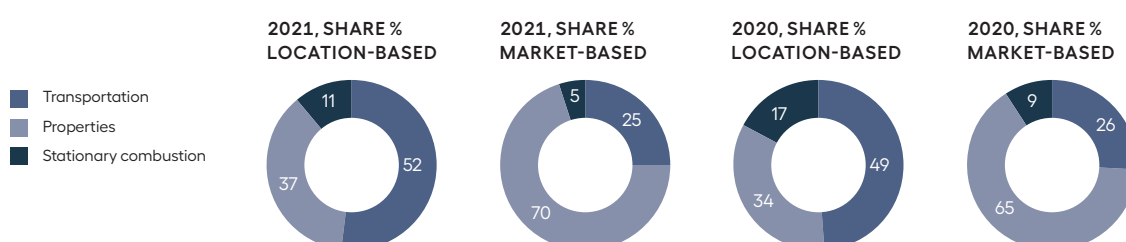
Operating costs reported based on the Taxonomy's definition, i.e. direct non-capitalised costs attributable to renovation of buildings, short-term leases, maintenance and repairs and direct costs attributable to current maintenance of assets. **Capital expenditures** are purchases of intangible assets and property, plant and equipment during the year, see Note 14 pages 73–76 and Note 15 pages 77–79. Investments through acquisitions of operations are included, see Note 5 pages 62–63. Investments in goodwill are not included.

	All operations Bilia, SEK M	Percentage of operations covered by the taxonomy	Percentage of operations not covered by the taxonomy
Net turnover	35,509	17	83
Operating costs	872	39	61
Capital expenditures	2,607	21	79

Climate data

Tonnes CO ₂ e	2021	2020
Direct emissions from the operations (scope 1)	7,706	9,313
Indirect emissions from purchased energy, (scope 2 location-based)	4,457	4,803
Total emissions (scope 1 + scope 2, location-based)	12,163	14,116
Indirect emissions from purchased energy, (scope 2 market-based)	17,766	17,112
Total emissions (scope 1 + scope 2, market-based)	25,472	26,425

Tonnes CO ₂ e – distribution	2021		2020		Components
	Total emissions, location-based	Total emissions, market-based	Total emissions, location-based	Total emissions, market-based	
Transportation	6,322	6,322	6,975	6,975	Internal transportation of cars or goods, employee car travel
Properties	4,457	17,766	4,803	17,112	Electricity and district heating
Stationary combustion	1,384	1,384	2,338	2,338	Energy sources other than electricity and district heating
Total	12,163	25,472	14,116	26,425	



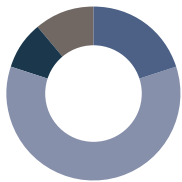
Environmental aspects

Environmental aspects	Scope	Impact
Knowledge and collaboration	All operations	Positive
Preventing an emergency	All operations	Positive
Reuse of car parts	Dismantling, workshop	Positive
Sales of used cars	Sales	Negative/positive
Sales of new cars	Sales	Negative/positive
Sales retail/wholesale	Sales of goods	Negative/positive
Procurement and purchasing	All operations	Negative
Travel and transportation	All operations	Negative
Waste management	All operations	Negative
Water and emissions	Car washes/reconditioning	Negative

Performance measures employees

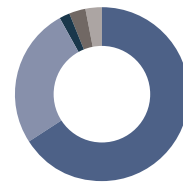
► Proud and considerate employees are a prerequisite for Bilja to remain sustainable and successful in the long term. With this in mind, the Group pursues an active and systematic personnel policy with the aim of being a responsible employer and a good corporate citizen. Bilja respects freedom of association and signs collective agreements.

DISTRIBUTION OF EMPLOYEES BY FUNCTION, %



Sales	20
Workshop	60
Spare parts	9
Administration	11
Fuels	0

DISTRIBUTION OF EMPLOYEES BY COUNTRY, %



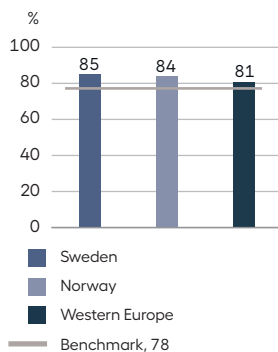
Sweden	66
Norway	26
Germany	2
Luxembourg	3
Belgium	3

AGE STRUCTURE, EMPLOYEES, %

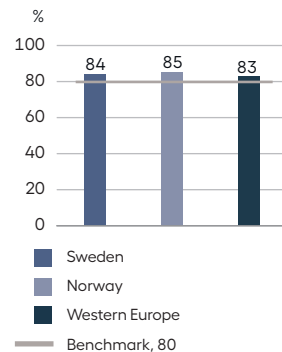


≤29 yrs	29
30-49 yrs	44
50-60 yrs	20
≥61 yrs	7

LEADERSHIP, INDEX



EMPLOYEE DEDICATION, INDEX



Performance measures	2021	2020	2019
Average number of employees ¹⁾	4,385	4,097	4,298
Turnover per average number of employees, KSEK	8,098	7,363	6,866
Value added per average number of employees, KSEK	1,302	1,142	1,032
Profit before tax per average number of employees, KSEK	417	308	236
Average age	40	40	39

¹⁾ Full-time employees (FTE).