

# Corporate Governance Statement

**CORPORATE GOVERNANCE.** Bilia AB (publ) is a Swedish public limited liability company listed on Nasdaq Stockholm, Large Cap. The company applies the Swedish Corporate Governance Code and hereby submits its Corporate Governance Report for the year 2023.

The Group's corporate governance is, in addition to what is set out in Swedish law, based on the Swedish Corporate Governance Code (the Code), Nasdaq Stockholm AB's Rules for Issuers and the Swedish Securities Council's rulings on what constitutes good practice on the Swedish stock market. This report summarises how the corporate governance is structured and how it has been managed and developed within the Group during the 2023 financial year. Bilia complies with the rules of the Code and there were no deviations from the Code's rules in 2023.

## Corporate governance at Bilia

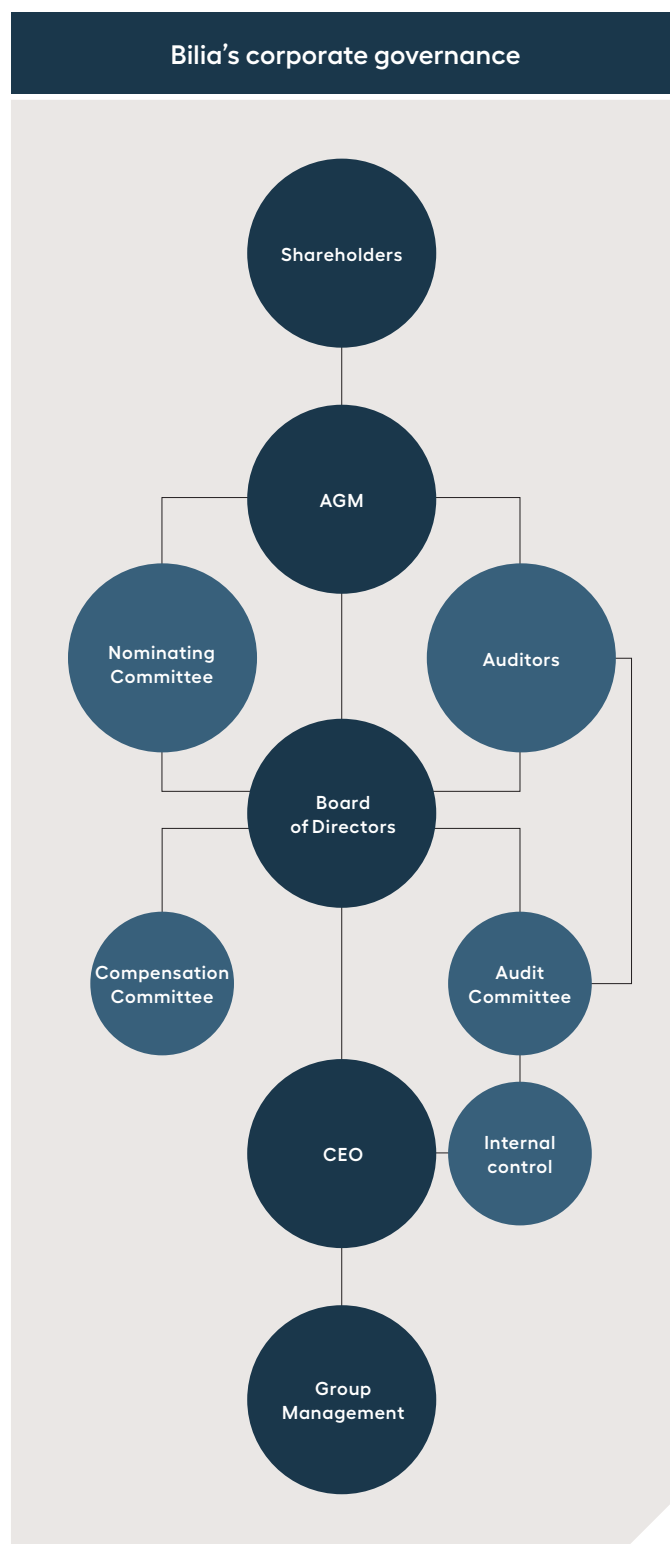
Good corporate governance is about ensuring on behalf of the shareholders that Bilia is managed in a sustainable and responsible way, and as efficiently as possible. Bilia strives for a clear division of responsibilities, for transparency towards the owners and the market as well as for efficient governance and control of the Group's operations to ensure that the Group fulfils its commitments towards shareholders, customers, employees, suppliers, credit providers and society. It also endeavours to ensure that the operations follow set targets, applicable legislation and other regulatory frameworks, both external and internal. External regulatory frameworks include the Swedish Companies Act, the Swedish Annual Accounts Act and other relevant laws, Nasdaq Stockholm's Rules for Issuers and the Code. Internal regulatory frameworks include the Articles of Association adopted at the Annual General Meeting, the rules of procedure for the Board of Directors and the instructions for the Managing Director, including instructions on financial reporting, and instructions for the Board Committees, policies and guidelines, and Bilia's Code of Conduct.

## Shareholders

At the end of 2023 Bilia had 40,034 shareholders. Bilia's largest shareholder was Investment AB Öresund, whose holding amounted to 10.2 per cent on 31 December 2023. The next-largest shareholders at year-end were Mats Qviberg, Anna Engebretsen and Eva Qviberg whose holdings amounted to 6.2, 5.2 and 4.8 per cent respectively. The proportion of institutional ownership amounted to 8.9 per cent (8.9) and the proportion of foreign ownership was 25.1 per cent (28.3).

## General meeting of shareholders

Shareholders' influence is exercised at the Annual General Meeting (AGM) and, where applicable, at Extraordinary General Meetings, which are Bilia's highest decision-making bodies. All shareholders who are registered in the share register at the record date before the meeting and who have registered their participation in the meeting before the deadline set out in the notice are entitled to participate in the meeting with full voting rights. Shareholders who are unable to attend in person may be represented through a proxy. Any shareholder



who would like an issue to be dealt with at a general meeting of shareholders must submit a written proposal to the Board in sufficient time so that the proposal can be included in the notice to attend the meeting.

## The 2023 AGM

The 2023 AGM was held on 26 April 2023. The board had decided that shareholders could exercise their right to vote at the AGM also by postal voting in accordance with the regulations in Bilia's articles of association. A total of 243 shareholders were represented at the meeting, who jointly represented 54.1 per cent of the number of shares and votes in the company.

The Chairman of the Board, Mats Qviberg, was elected chairman of the AGM. The minutes from the AGM can be found on Bilia's website, bilia.com. The AGM passed resolutions on the following, among other matters:

- adoption of the Parent Company and consolidated income statements and balance sheets for the 2022 financial year in the Annual Report,
- dividend in accordance with the Board proposal of SEK 8:80 per share for the 2022 financial year, allocated across four disbursements,
- granting discharge from liability for the Board's members and the Managing Director for the 2022 financial year,
- re-election of all Board members.
- re-election of Mats Qviberg and Jan Pettersson as Chairman of the Board and Deputy Chairman respectively,
- determining remuneration for the Board and auditors,
- re-election of PricewaterhouseCoopers AB as the company's auditor for the period up until the end of the 2024 AGM,
- approval of the Board's remuneration report,
- establishment of a long-term incentive programme in the form of a share savings programme for approximately 60 senior executives and other key personnel.
- authorisation for the Board to decide on acquisitions or transfers of the company's own shares on one or more occasions during the period up until the next AGM, but the shares may not correspond to more than 10 per cent of the total number of shares in the company.

## Nominating Committee

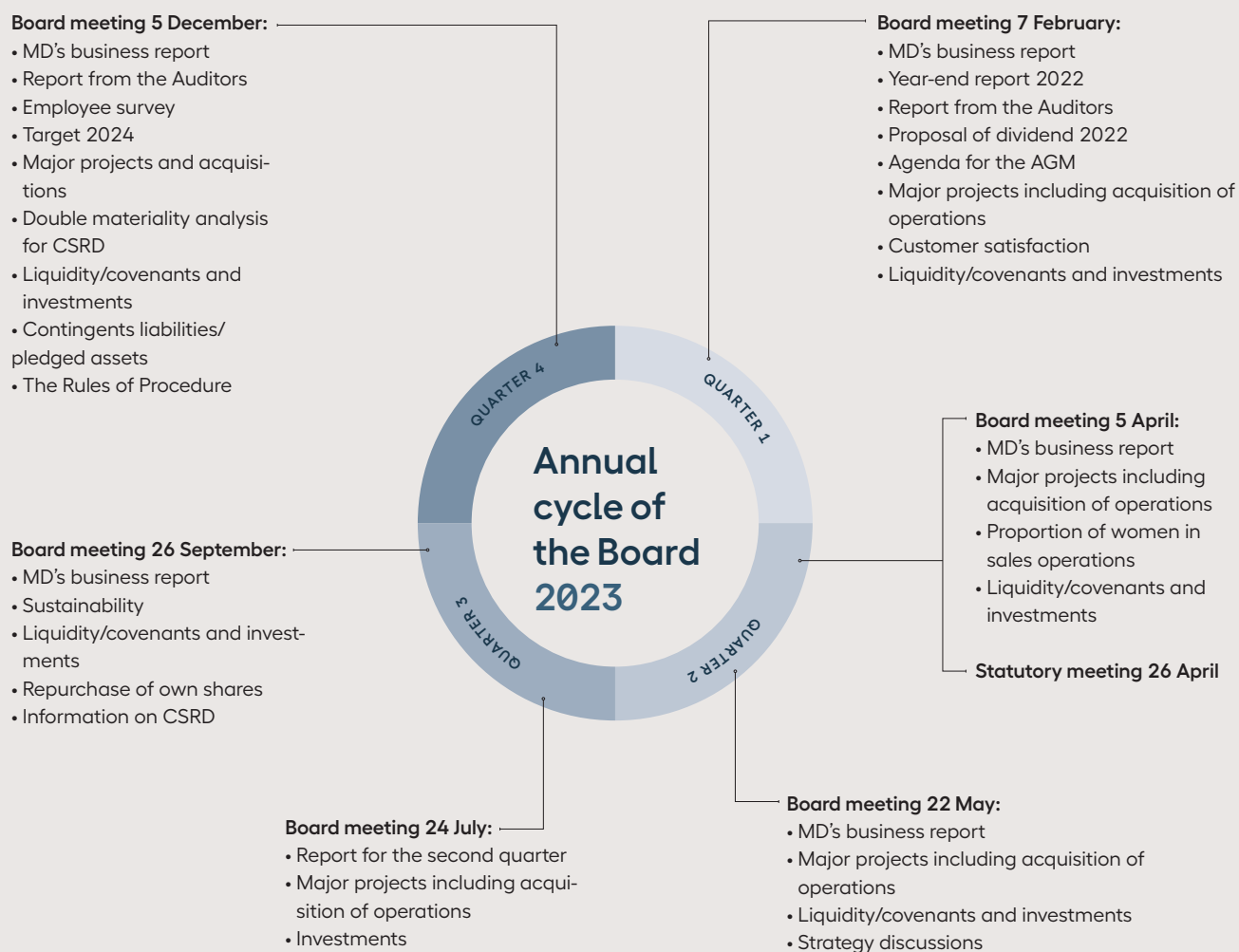
The Nominating Committee is tasked with submitting proposals ahead of the AGM on resolutions regarding the election of the Chairman at the AGM, the election of the Chairman and other members of the Board, remuneration for committee work, the election of auditors (where applicable), fees for auditors and changes in the procedure for appointing the Nominating Committee. In accordance with a resolution at Bilia's 2016 AGM, the Nominating Committee shall comprise Bilia's Chairman of the Board along with representatives of the two to four largest shareholders at the turn of the month before the Committee is appointed. Prior to the 2023 AGM, Bilia's Nominating Committee comprised Tim Floderus (Chairman of the Nominating Committee), representative of Investment AB Öresund, Mats Qviberg, in his capacity as Chairman of the Board of Bilia AB, Sofia Steinwall, representative of Anna Engebretsen with family and Emilie Westholm, representative of Folksam.

Every year the Nominating Committee evaluates the Board and its work. The Committee then prepares a proposal for a new Board and proposals for remuneration for the Board, proposals that are submitted in connection with the notice to attend the upcoming AGM. The Nominating Committee's motivating statement ahead of the 2023 AGM states that it applied rule 4.1 of the Code about diversity policy when drawing up its proposal for the Board. The aim of the policy is to ensure that the Board has a composition appropriate to the company's operations, phase of development and general circumstances that is characterised by diversity and breadth with regard to expertise, experience and background, in addition to which an even gender distribution should be striven for. The 2023 AGM decided to appoint Board members in accordance with the Nominating Committee's proposals, which means that eight members were elected, comprising three women and five men.

Bilia's Nominating Committee, prior to the 2024 AGM, comprises Anders Wennberg (Chairman of the Nominating Committee), representative of Investment AB Öresund, Mats Qviberg, in his capacity as Chairman of the Board of Bilia AB, Sofia Steinwall, representative of Anna Engebretsen with family, and Emilie Westholm, representative of Folksam.

## BOARD OF DIRECTORS

Board members	Attendance at Board meetings, %	Attendance at Committee meetings, %	Independent in relation to the company and the Group Management	Independent in relation to the company's major shareholders	Number of shares
<b>Elected board members</b>					
Mats Qviberg, Chairman	100	—	Yes	No	13,367,688
Jan Pettersson, Deputy Chairman	100	—	Yes	Yes	1,200,000
Ingrid Jonasson Blank	100	—	Yes	Yes	40,000
Gunnar Blomkvist	100	100	Yes	Yes	75,598
Anna Engebretsen	100	100	Yes	No	5,170,360
Nicklas Paulson	100	100	Yes	No	2,000
Jon Risfelt	100	100	Yes	Yes	26,790
Caroline af Ugglas	100	100	Yes	Yes	3,000
<b>Employee representation</b>					
Patrik Nordvall	100	—	Employee		504
Maria Finth Juhlin	100	—	Employee		—
Fredrik Säfsten	100	—	Employee		69
Isak Ekblom	86	—	Employee		—



## Auditors

Bilia's auditors are elected by the AGM. The auditor audits the annual accounts, accounting records and consolidated accounts as well as the Board of Director and Managing Director's administration in accordance with generally accepted auditing standards. After each financial year, the auditor submits an auditor's report for the Parent Company and an auditor's report for the Group to the AGM. At the 2023 AGM, the registered public audit firm PricewaterhouseCoopers AB was re-elected as the company's auditor, with Authorised Public Accountant Fredrik Göransson as the auditor in charge. The current mandate period runs up to the end of the 2024 AGM. The auditors report the findings of their audit to the Audit Committee and the Board. In addition to regular auditing assignment, PricewaterhouseCoopers AB assists with advisory and investigatory assignments. Such assignments are submitted in accordance with the rules decided by the Audit Committee for approving the nature and scope of the services as well as remuneration. The assignments conducted are not deemed to cause a conflict of interest. See Note 9 "Fees and cost reimbursement to auditors" for information on remuneration for auditors.

## Board of Directors

The Board of Directors' main duty is to be responsible for the company's organisation and the management of the company's business. The Board has to consider the interests of all shareholders in carrying out its duties. The Board is also responsible for ensuring that this Corporate Governance Report is prepared. The Articles of Association stipulate that the Board shall comprise at least seven and at most ten members. The Board members are elected annually at the AGM for the period up until the end of the next AGM. Employees are entitled to appoint two representatives and two deputies to the Board. In 2023, Bilia's Board comprised eight members elected by the AGM. The Managing Director and the CFO participate in the Board meetings, the latter also as secretary. Furthermore, other senior officers take part as required.

The Board of Directors' work is mainly governed by the Swedish Companies' Act, the Code and the Board's rules of procedure. The members of the committees are established annually at the Statutory meeting and The Rules of Procedure are established annually at the Board meeting in December. The current rules of procedure state that the Board should have at least five ordinary meetings between each AGM, including the Statutory meeting. The rules of procedure also set out the division of work and responsibilities between the Board of Directors, Chairman of the Board, the Board Committees and the Managing Director.

Mats Qviberg was re-elected Chairman of the Board at the 2023 AGM. The Chairman of the Board is responsible for managing and assigning the Board's work and for ensuring that this is done in an efficient, well-organised way. This entails, for example, ensuring that the Board fulfils its obligations, monitoring the operation's development and making sure that the Board always has the information it requires so that it can carry out its work while maintaining quality standards in accordance with the applicable rules and regulations. The Chairman of the Board does not take part in the operational management of the company.

The Code states that a majority of the members of the Board elected at the AGM must be independent of the company and its management, and at least two of these members must also be independent of the company's major shareholders. The Nominating Committee has judged that the Board composition of Bilia meets the requirements on independence set out in the Code. Individual Board members' share holdings, their independence in relation to the company, the executive management and the company's major shareholders are shown in the table on page 50. Other assignments in other companies are shown in the presentation of Board members on pages 54–55.

### The work of the Board in 2023

The Board of Directors held its Board meeting following election on 26 April 2023 and a total of seven Board meetings, including the statutory meeting, were held during the year. The Board dealt with standing items at its regular meetings that follow from the Board's rules of procedure, such as business situation, budget, annual accounts and interim reports. In addition, the Board dealt with overarching issues relating to corporate acquisitions and other investments, disposals, long-term strategies, financial issues, quality issues, compliance, internal control and risk management, organisation and structure. During the year, the Board devoted significant time to discussing the current economic situation, trends in the industry, such as changing sales channels and business models and electrification, as well as its impact on Bilia's operations today and in the future. The work of the Board was conducted in accordance with the illustration on page 51. In addition to the ordinary meetings the Board made six decisions per capsulam.

### Board subcommittees

#### Compensation Committee

In 2023, Bilia's Compensation Committee comprised the Board members Nicklas Paulson (Chairman), Anna Engebretsen and Gunnar Blomkvist. The Compensation Committee's members are independent in relation to the company and the executive management.

The Committee held five minuted meetings in 2023 and also had ongoing informal contact. The members' attendance at committee meetings is reported in the table on page 50. The Compensation Committee, which follows written instructions, is charged with drafting matters concerning remuneration principles as well as remuneration and other terms of employment for the Managing Director and other members of the Group Management. The Committee also prepares the Board's proposed guidelines on remuneration for senior officers, which the Board presents for a resolution at the general meeting of shareholders at least every four years. In addition, the Committee shall monitor and evaluate ongoing programmes and programmes completed during the year regarding variable remuneration for the Group Management

and the application of the guidelines on remuneration for senior officers decided on at the AGM.

#### Audit Committee

In 2023, Bilia's Audit Committee comprised the Board members Jon Risfelt (Chairman), Caroline af Ugglas and Gunnar Blomkvist. The Committee held five minuted meetings and also had informal contact between the meetings as necessary in 2023. The members' attendance at committee meetings is reported in the table on page 50. The company's auditors took part in all of the Audit Committee's meetings. The Committee and the auditors discussed and established the scope for the audit. The Audit Committee is a drafting body in contacts between the Board and the auditors, and continuously submits reports to the Board regarding its work. The Audit Committee follows written instructions and shall through its operations meet the requirements set out in the Swedish Companies Act and the EU's Audit Regulation. The Committee's duties include:

- monitoring the company's financial reporting and the effectiveness of the company's internal control and risk management, and ensuring that the Group's nine-month report and annual accounts are reviewed by the Group's auditors,
- staying informed about the audit of the annual accounts and consolidated accounts, and examining and monitoring the auditor's impartiality and independence,
- assisting with the preparation of proposals to the AGM on decisions on the election of auditors and fees regarding the audit.

The following matters were also discussed in 2023, among others: risk analysis for the Group's operations, insurance issues, IT security, impairment testing of intangible assets, acquisition of new operations, financing, internal control issues and observations from the external auditor's audit of Bilia.

### Evaluating the work of the Board

The Board's work is evaluated annually using a model that covers the following main areas:

- Board of Directors (roles, planning, functions)
- Board meetings
- Board material, information and reports
- Members of the Board
- Chairman of the Board
- Managing Director

The evaluation is performed by having the members carry out an anonymous assessment of the work of the Board by rating a number of areas/aspects, after which the results are compiled. This year's evaluation painted a positive overall picture of the work of the Board. The Board also evaluates the work of the Committees each year and other members remain satisfied with how the Committees manage their respective areas of responsibility. The result of the evaluation has been presented to and discussed in the Board and reported to the Nominating Committee by the Chairman of the Board. The evaluation forms the basis for the Nominating Committee's various proposals regarding the Board.

### Group Management

Per Avander is the Managing Director and CEO of Bilia and he leads Bilia's day-to-day operations. The Managing Director is responsible for implementing and ensuring implementation of the strategies, business plans and operational targets decided by the



Board of Directors. The Managing Director is also responsible for ensuring that the Board of Directors is given information and the necessary data to make decisions, for presenting reports at the Board meetings and for continuously informing the Board of Directors and Chairman of the Group and company's financial position and development.

The Managing Director is assisted by the Group Management, which comprises managers of business areas and functions. At the end of 2023 the Group Management comprised, in addition to the MD and CEO: Stefan Nordström (Deputy MD), Elin Delvert (HR and Environment, Health and Safety), Kristina Franzén (CFO and Sustainability), Frode Hebnes (MD, Bilia Norge AS), Carl Fredrik Ewetz (Investor Relations and M&A) Mathias Nilsson (MD, Bilia Personbilar AB), Anders Rydheimer (Business Development and Communication) and Anna Höglund (CIO and MD Motorit AB). The Group Management held seven meetings and a three days workshop in 2023. The meetings mainly focused on the Group's strategic and operational development as well as on results follow-up and quality issues.

### Central functions

There are central functions within Bilia for coordinating finance, sustainability HR, IT, legal, marketing and communication. These functions are responsible for developing applicable Group-wide strategies, priorities and action plans in their respective areas of responsibility and for driving, supporting and controlling development in the organisation on the basis of their respective expertise.

### The Board's report on internal control

It is limited to internal control and risk management relating to financial reporting and encompasses the entire Group. The

Board bears ultimate responsibility for ensuring that Bilia's internal control works satisfactorily and that adequate financial reports are presented. Under the Swedish Companies Act, the Board is responsible for Bilia's organisation and management. The Board is responsible for ensuring that Bilia's accounting, fund management and financial situation in general includes satisfactory controls. This responsibility cannot be delegated, rather it always rests ultimately with the Board.

Bilia's control environment is based on communicating clear guidelines to all subsidiaries to ensure that the same rules and policies are applied in the Group's companies and business areas and that the subsidiaries have the necessary tools to report back to Bilia AB in an accurate and uniform manner. The management performs a risk analysis which, following discussions in the Audit Committee and Board, determines, along with other considerations, the focus of the internal control.

### Internal control work

As a complement to managerial responsibility and other control procedures, Bilia has a function for risk management that includes internal control and internal audit work. The result of the audit is reported directly to Bilia's CFO and the Audit Committee. The audit plan is approved by the Audit Committee. The plan's effectiveness is assessed continuously throughout the year and any changes are approved by the Audit Committee.

The work to secure internal control is an ongoing process that is subject to constant review, follow-up and improvement.

Bilia's Code of Conduct applies to all employees of the Group and the Board members. The Code of Conduct can be found at [bilia.com](http://bilia.com).

## Board of Directors



### Mats Qviberg

► Born 1953. Chairman. Elected 2003.

**Education:** M.Sc. in Business Administration from the Stockholm School of Economics.

**Work experience:** SEB, Carnegie.

**Posts 2023:** Chairman of Investment AB Öresund.

**Number of shares:** 13,367,688 <sup>1)</sup>.



### Jan Pettersson

► Born 1949. Deputy Chairman. Elected 2003.

**Education:** Degree in economics from Stockholm University.

**Work experience:** Active in the automotive industry, Kinnevik Group, MD of Toyota and Svenska Motor AB, MD and CEO, Bilia AB.

**Posts 2023:** Chairman of Active Driving AB and Trosta Park AB.

**Number of shares:** 1,200,000 <sup>2)</sup>.

<sup>1)</sup> With family.

<sup>2)</sup> 1,020,000 shares are endowment insurance and 180,000 are directly registered, with family.

A total of seven Board meetings were held during 2023; one statutory meeting, six ordinary meetings and six decisions made per capsulam.

Composition of the Board of Directors and all holdings in Bilia AB as of 31 December 2023. See also Group Note 8 "Employees, personnel costs and remunerations for senior officers".



### Jon Risfelt

► Born 1961. Board member. Chairman of the Audit Committee. Elected 2003.

**Education:** CM.Eng. in Chemical Engineering, Royal Institute of Technology.

**Work experience:** Ericsson, SAS, American Express, Nyman & Shultz, Europolitan and Gambro Renal.

**Posts 2023:** Chairman of Knowit AB, CAB Group AB, Axentia Group Holding AB and SOS International AS. Member of the boards of Boule Diagnostics AB and Projektengagemang AB.

**Number of shares:** 26,790.



### Caroline af Ugglas

► Born 1958. Board member. Member of the Audit Committee. Elected 2022.

**Education:** Economic degree from Stockholm University.

**Work experience:** Deputy Managing Director at Svenskt Näringsliv and before that Head of Equities and Corporate Governance at Skandia Liv.

**Posts 2023:** Member of the board of Beijer Alma AB, Lifco AB, Investment AB Spiltan and Trapets AB.

**Number of shares:** 3,000.

#### Auditors

PricewaterhouseCoopers AB was elected as the Group's public audit firm by the 2023 AGM for the period up until the 2024 AGM.

**Fredrik Göransson**, born 1973, Authorised Public Accountant. Auditor in charge at Bilia since 2021.



### Ingrid Jonasson Blank

► Born 1962. Board member. Elected 2006.

**Education:** M.Sc. in Business Administration from the School of Business, Economics and Law in Gothenburg.

**Work experience:** Active in the ICA Group, most recently as deputy MD of ICA Sverige AB.

**Posts 2023:** Member of the board of Musti Group Oy, Kjell Group AB, Haypp Group Oy, Forenom Group Oy, Aim Apparel AB, Citygross AB, MEDS AB and Astrid Lindgren AB.  
**Number of shares:** 40,000.



### Gunnar Blomkvist

► Born 1955. Board member. Member of the Compensation and Audit Committees. Elected 2017.

**Education:** M.Sc. in Business Administration from the School of Business, Economics and Law in Gothenburg.

**Work experience:** Employed by Bilia AB, most recently as CFO.

**Posts 2023:** —  
**Number of shares:** 75,598.



### Anna Engebretsen

► Born 1982. Board member. Elected 2010.

**Education:** M.Sc. in Business and Economics, Norwegian School of Management in Oslo.

**Work experience:** OMD (Omnicom Media Group) and Skistar AB.

**Posts 2023:** Member of the boards of Investment AB Öresund, MQ MarQet AB and Stenhus Fastigheter i Norden AB.

**Number of shares:** 5,170,360 <sup>1)</sup>.



### Nicklas Paulson

► Born 1970. Board member. Chairman of the Compensation Committee. Elected 2018.

**Education:** M.Sc. in Business Administration from the Stockholm University.

**Work experience:** Carnegie, Alfred Berg, ABN AMRO and Swedbank.

**Posts 2023:** MD of Investment AB Öresund. Member of the board of Ovzon AB.  
**Number of shares:** 2,000.



### Isak Ekblom

► Born 1988. Employee representative. Elected 2016. Appointed by the LO locals in the Bilia Group.

**Education:** Auto body technician, Motorbranschens Tekniska Gymnasium.

**Work experience:** Employed by Bilia. Position of trust at IF Metall.

**Posts 2023:** Shop Steward for IF Metall Gothenburg. Member of the board of ABF Sydvästra Götaland.

**Number of shares:** —



### Patrik Nordvall

► Born 1967. Employee representative. Elected 2004. Appointed by the PTK locals in the Bilia Group.

**Education:** Process engineering studies and IHM Business School Senior.

**Work experience:** Employed by Bilia AB.

**Posts 2023:** Shop steward for Unionen at Bilia and Property management developer.

**Number of shares:** 504.



### Maria Finth Juhlin

► Born 1990. Deputy employee representative. Elected 2023. Appointed by the PTK locals in the Bilia Group.

**Education:** Automotive technical high school education.

**Work experience:** Employed by Bilia.

**Posts 2023:** Labor representative for Ledarna, Labor representative for Ledarna Club Stockholm.

**Number of shares:** —.



### Fredrik Säfsten

► Born 1977. Deputy employee representative. Elected 2023. Appointed by the LO locals in the Bilia Group.

**Education:** Automotive technical high school education.

**Work experience:** Employed by Bilia.

**Posts 2023:** Member of the board of IF Metall Stockholm, Elected official at Bilia Workshop Club Stockholm, and Elected official for Bilia LO clubs.

**Number of shares:** 69.

## Group Management



### Per Avander

► Born 1961. MD and CEO, Bilja AB.

**Education:** School of economics graduate.

**Work experience:** Active in banking 1981–83, automotive industry since 1983. MD of Din Bil Göteborg AB 1995–99, MD of Din Bil Stockholm Norr 1999–2001. Employed by Bilja since 2001. MD of Bilja AB since 2011.

**External posts 2023:** Member of the board of Volvofinans Bank AB and Svenskt Näringsliv.

**Number of shares:** 71,750.



### Stefan Nordström

► Born 1966. Deputy MD, Bilja AB.

**Education:** School of economics graduate, IFL.

**Work experience:** Employed by Bilja AB since 1986. Deputy MD of Bilja AB since 2016

**External posts 2023:** Member of the board of Svensk Finansservice AB.

**Number of shares:** 31,250.



### Anna Höglund

► Born 1979. CIO, MD, Motorit AB.

**Education:** Data economy, University of Borås, Data Communication, Information Technology & Consumer Behavior, University of Western Sydney, Leadership for growth, Business Region.

**Work experience:** Leading IT-positions at Anxious 2006–2010, Optidev 2010–2011 and Evry 2011–2014. Employed by Bilja since 2014. CIO, the Bilja Group and MD, Motorit AB since 2023.

**External posts 2023:** —  
**Number of shares:** 1,750.



### Mathias Nilsson

► Born 1971. MD, Bilja Personbilar AB.

**Education:** High school vehicle engineering, management training.

**Work experience:** Various positions at Din Bil 1989–2007, MD Möller Bil 2007–2011, senior regional and corporate management positions at Bilja since 2011. MD of Bilja Personbilar AB since 2016.

**External posts 2023:** —  
**Number of shares:** 3,000.

The Group Management 31 December 2023 consisted of 33 per cent women and 67 per cent men.

The Group Management's composition, external posts and holdings of shares are as of 31 December 2023.





### Elin Delvert

► Born 1971. HR and Environment, Health and Safety, Bilia AB.

**Education:** MBA from Uppsala University, HR studies at Stockholm University and University of Maryland.

**Work experience:** Senior HR positions at L-Soft 1999–2005, Newell Brands 2005–2006, Unibet 2006–2011, Telia Company 2011–2016, Stanley Black & Decker 2016–2018. Employed by Bilia as HR Director since 2018.

**External posts 2023:** Member of the board of MAF and the Swedish Confederation of Transport Enterprises  
**Number of shares:** 6,250.



### Carl Fredrik Ewetz

► Born 1976. Investor Relations and M&A, Bilia AB.

**Education:** BI Norwegian Business School graduate, law studies Lund University.

**Work experience:** Handelsbanken Equities UK 2002–2008, Handelsbanken Capital Markets UK 2009–2020, Employed by Bilia since 2022.

**External posts 2023:** —  
**Number of shares:** 3,625.



### Kristina Franzén

► Born 1966. CFO and Sustainability, Bilia AB.

**Education:** M.Sc. in Business Administration from Högskolan i Växjö. Executive MBA from the School of Business, Economics and Law in Gothenburg.

**Work experience:** PriceWaterhouse 1989–1993, Arthur Andersen 1993–1996, AB SKF 1996–2017. Employed by Bilia as CFO since 2017.

**External posts 2023:** —  
**Number of shares:** 13,250.



### Frode Hebnes

► Born 1972. MD, Bilia Norge AS, Norway.

**Education:** Graduate of Norwegian School of Marketing.

**Work experience:** Volvo Personbiler Norge 1997–2001, Volvo Car Corporation Göteborg 2001–2004, Volvo Personbiler Norge AS 2004–2006. Employed by Bilia Norge AS since 2006. MD since December 2008.

**External posts 2023:** Member of the boards of Expon AS, Expon Holding AS, My Private Label AS and Norges Bilbransjeforbund.  
**Number of shares:** 10,625.



### Anders Rydheimer

► Born 1976. Business Development and Communication, Bilia AB.

**Education:** MSc Technology Management and BSc Strategy and Management Control Systems, Lund University Faculty of Engineering and School of Economics and Management.

**Work experience:** International Management Trainee at Bilia 2002–2004, various management positions in the Bilia Group, Director of Communication since 2010. Director of Business Development since 2020.

**External posts 2023:** Member of the boards of Newsh AB and VH System AB.

**Number of shares:** 9,000.