

# Corporate Governance Statement

**CORPORATE GOVERNANCE.** Bilia AB (publ) is a Swedish public limited liability company listed on Nasdaq Stockholm, Large Cap (since January 2022, Mid Cap before that). The company applies the Swedish Corporate Governance Code and hereby submits its Corporate Governance Report for the year 2021.

► The Group's corporate governance is, in addition to that 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 2021 financial year. Bilia complies with the rules of the Code and there was no deviations from the Code's rules in 2021.

## 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 and 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 goals, 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.

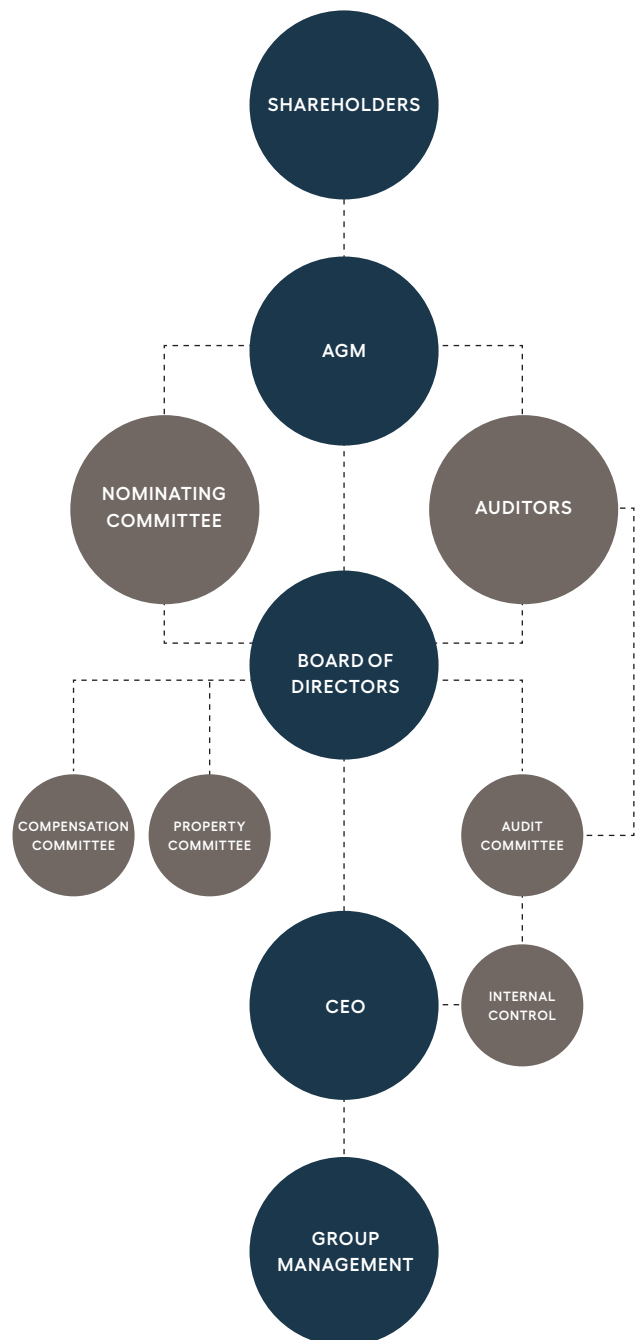
## Shareholders

At the end of 2021 Bilia had 31,722 shareholders. Bilia's largest shareholder is Mats Qviberg and family, whose holding amounted to 12.9 per cent on 31 December 2021. The next-largest shareholders at year-end were Investment AB Öresund, State Street Bank and Trust Co, W9 and Bilia AB/Repurchased own shares whose holdings amounted to 9.6, 8.5 and 6.8 per cent respectively. The proportion of institutional ownership amounted to 7.6 per cent (7.7) and the proportion of foreign ownership was 30.9 per cent (32.5).

## 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 print-out of the share register at a certain point in time 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

## BILIA'S CORPORATE GOVERNANCE



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 2021 AGM

The 2021 AGM was held on 27 April 2021. To reduce the risk of spreading COVID-19, Bilia decided to conduct the meeting with no physical attendance of shareholders, proxies or outside parties, so that voting rights could only be exercised by voting in advance, known as postal voting. A total of 230 shareholders were represented at the meeting, who jointly represented 49.3 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](http://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 2020 financial year in the Annual Report,
- dividend in accordance with the Board proposal of SEK 6 per share for the 2020 financial year, allocated across two disbursements,
- granting discharge from liability for the Board's members and the Managing Director for the 2020 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,
- election of PricewaterhouseCoopers AB as the company's new auditor for the period up until the end of the 2022 AGM,
- approval of the Board's remuneration report,
- amendment of the Articles of Association,
- institution of a long-term incentive programme,
- 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 2021 AGM, Bilia's Nominating Committee, appointed in October 2020, comprised Tim Floderus (Chairman of the Nominating Committee), representative of Investment AB Öresund, Mats Qviberg, representative of the Qviberg family and in his capacity as Chairman of the Board of Bilia AB, Lisen Oliw, representative of Anna Engebretsen with family, and Suzanne Sandler, representative of Handelsbanken Fonder.

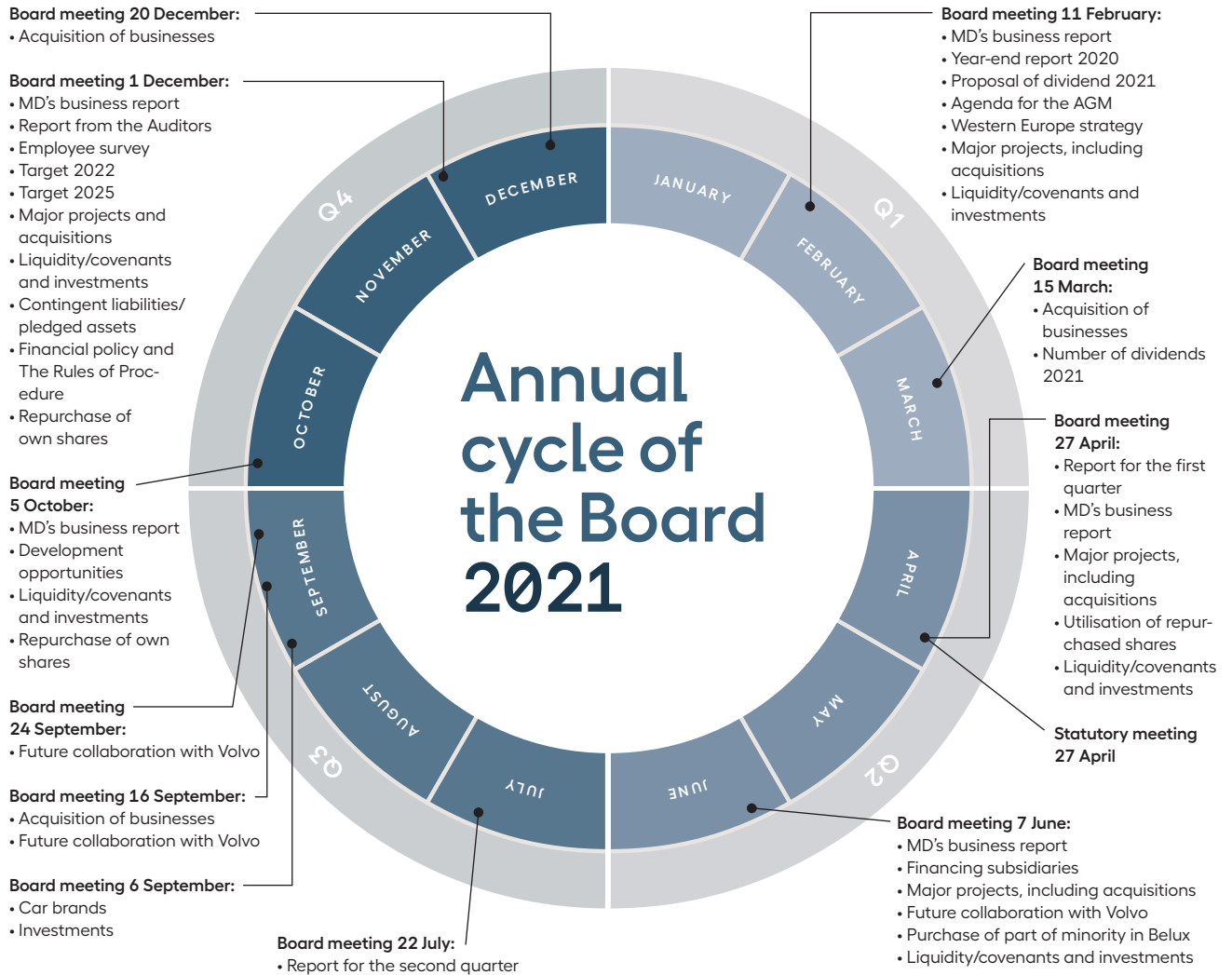
Every year the Nominating Committee evaluates the Board and its work. The Committee then prepares a proposal for a new Board and proposals for remuneration for the Board, proposals that are submitted in connection with the notice to attend the upcoming AGM. Ahead of the 2021 AGM, the Nominating Committee proposed the re-election of all Board members. The Nominating Committee's motivating statement ahead of the 2021 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 2021 AGM decided to appoint Board members in accordance with the Nominating Committee's proposals, which means that nine members were elected, comprising three women and six men.

Bilia's Nominating Committee, prior to the 2022 AGM, comprises 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 Olsson, representative of Anna Engebretsen with family, Katarina Hammar, representative of Nordea Investment Funds, and Emilie Westholm, representative of Folksam.

Shareholders who wish to submit proposals for Bilia's Nominating Committee in 2022 can contact the Committee by e-mail at [nominering@bilia.se](mailto:nominering@bilia.se).

### 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	13,219,389
Jan Pettersson, deputy chairman	100	—	Yes	Yes	1,200,000
Ingrid Jonasson Blank	100	—	Yes	Yes	40,000
Gunnar Blomqvist	100	100	Yes	Yes	75,598
Anna Engebretsen	100	—	Yes	No	5,170,360
Eva Eriksson	100	100	Yes	Yes	5,000
Mats Holgersson	100	100	Yes	Yes	22,440
Nicklas Paulson	100	100	Yes	No	2,000
Jon Risfelt	100	100	Yes	Yes	26,415
<b>Employee representation</b>					
Patrik Nordvall	100	—	Employee		504
Dragan Mitrasinovic	100	—	Employee		28
Anders Bejmar	95	—	Employee		100
Isak Ekblom	79	—	Employee		—



## Auditors

Bilia's auditors are elected by the AGM. The auditor inspects the annual accounts, accounting records and consolidated accounts as well as the Board of Director and Managing Director's administration in accordance with good auditing practice. 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 2021 AGM, the registered public audit firm PricewaterhouseCoopers AB was elected as the company's new auditor, with Authorised Public Accountant Fredrik Göransson as the auditor in charge. The current mandate period runs up to the end of the 2022 AGM. The auditors report the findings of their inspection 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 2021, Bilia's Board comprised nine 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 Board meeting following election. 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 2021 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' shareholdings, their independence in relation to the company, the executive management and the company's major shareholders are shown in the table on page 40. Other assignments in other companies are shown in the presentation of Board members on pages 44-45.

### The work of the Board in 2021

The Board of Directors held its Board meeting following election on 27 April 2021 and a total of 19 Board meetings 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, along with issues relating to future collaboration with Volvo in Sweden and Norway as well as future operations in Germany. During the year, the Board devoted significant time to discussing trends and events in the industry, such as new players and car brands, changing sales channels and business models, new technology and electrification and its impact on Bilia's operations today and in the future. The work of the Board was conducted in accordance with the illustration above.

### Board subcommittees

#### Compensation Committee

In 2021, Bilia's Compensation Committee comprised the Board members Nicklas Paulson (Chairman), Eva Eriksson 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 2021 and also had ongoing informal contact. The members' attendance at committee meetings is reported in the table on page 40. 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 2021, Bilia's Audit Committee comprised the Board members Jon Risfelt (Chairman), Mats Holgerson and Gunnar Blomkvist.

The Committee held five minuted meetings and also had informal contact between the meetings as necessary in 2021. The members' attendance at committee meetings is reported in the table on page 40. The company's auditors took part in four 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 2021, among others: risk analysis for the Group's operations, insurance issues, IT security, impairment testing of intangible assets, effects of the sale of Volvo facilities in Sweden and Norway and BMW/MINI facilities in Germany, acquisition of new operations, guaranteed residual values, buy-back of own shares, internal control issues and observations from the new auditor's review of Bilia.

#### Property Committee

In 2021, Bilia's Property Committee consisted of Eva Eriksson (Chairman) and Gunnar Blomkvist. The Committee held two minuted meetings and also had informal contact between the meetings as necessary in 2021. The members' attendance at committee meetings is reported in tables on pages 40. The Property Committee, which follows written instructions, is charged with, for example, preparing property-related decisions, such as investments in new facilities, and helping with other property-related issues in the operations or in connection with acquisitions.

### 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 whether other members remain satisfied with how the Committees manage their respective areas of responsibility. The results of the evaluation have 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.

Bilia's control environment is based on communicating clear guidelines to all subsidiaries to ensure that the same rules and policies are applied in all the Group's companies.



### 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 goals 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 2021 the Group Management comprised, in addition to the MD and CEO: Stefan Nordström (Deputy MD), Elin Delvert (HR Director), Kristina Franzén (CFO), Frode Hebnes (MD of Bilia Norge AS), Magnus Karlsson (CIO of Bilia Group and CEO of Motorit AB), Mathias Nilsson (MD Bilia Personbilar AB) and Anders Rydheimer (Director of Business Development and Communication). The Group Management held five meetings in 2021. The meetings mainly focused on the Group's strategic and operational development as well as on budget follow-up and quality issues.

### Central functions

There are central functions within Bilia for co-ordinating finance, HR, IT, law, marketing and communication. These functions are responsible for developing applicable Group-wide policies, 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 annually in February by the Audit Committee. The plan's effectiveness is assessed continuously throughout the year and any necessary changes are approved by the Audit Committee.

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 [bilias.com](http://bilias.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 2021:** Chairman of Investment AB Öresund. Deputy Chairman of Fabege AB.  
**Number of shares:** 13,219,389 <sup>1)</sup>



### Jan Pettersson

Born 1949. Deputy Chairman.  
Elected 2003.

**Education:** Degree in economics from Stockholm University 1973.  
**Work experience:** Active in the automotive industry, Kinnevik Group, MD of Toyota and Svenska Motor AB, MD and CEO, Bilia AB.  
**Posts 2021:** 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 19 Board meetings were held during 2021; one statutory meeting, five ordinary meetings, six extra meetings plus seven meetings by correspondence. Composition of the Board of Directors and all holdings in Bilia AB as of 31 December 2021. See also Group Note 8 "Employees, personnel costs and remunerations for senior officers".

#### Auditors

PricewaterhouseCoopers AB was elected as the Group's public audit firm by the 2021 AGM for the period up until the 2022 AGM.

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



### Mats Holgerson

Born 1953. Board member.  
Member of the Audit Committee.  
Elected 2006.

**Education:** M.Sc. in Business Administration from the Stockholm School of Economics.  
**Work experience:** MD Statoil Norge, Statoil Detaljhandel Skandinavia and Menigo Foodservice and Chief Operating Officer ICA AB.  
**Posts 2021:** Member of the boards of Trophi Fastighets AB and Nordward Seafood Holding AB.  
**Number of shares:** 22,400.



### 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 2021:** MD of Investment AB Öresund. Member of the board of Ovzon AB.  
**Number of shares:** 2,000.



### 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 2021:** Chairman of Knowit AB, CAB Group AB and Axentia Group Holding AB. Member of the boards of Boule Diagnostics AB and Projektengagemang AB.  
**Number of shares:** 26,415.



### 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 2021:** Member of the board of Musti Group Oy, Orkla ASA, Kjell Group AB, Haypp Group Oy, Forenom Group Oy, Aim Apparel AB, Citygross AB and Astrid Lindgren AB.  
**Number of shares:** 40,000.



### Gunnar Blomkvist

Born 1955. Board member. Member of the Compensation, Property 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 Bilja AB, most recently as CFO.  
**Posts 2021:** —  
**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 2021:** Member of the boards of Investment AB Öresund and MQ MarQet AB.  
**Number of shares:** 5,170,360 <sup>1)</sup>.



### Eva Eriksson

Born 1959. Board member. Chairman of the Property Committee and member of the Compensation Committee. Elected 2019.

**Education:** M. Eng, Royal Institute of Technology.  
**Work experience:** Kungsfiskaren Bygg & Fastighets AB, Föreningsbanken AB, JM AB, Norgani Hotels ASA.  
**Posts 2021:** Member of the board of OBOS, Norway.

**Number of shares:** 5,000.



### Dragan Mitrasinovic

Born 1958. Employee representative. Elected 2005. Appointed by the LO (Swedish Trade Union Confederation) locals in the Bilja Group.

**Education:** Vocational training in automotive technology.  
**Work experience:** Employed by Bilja AB.  
**Posts 2021:** Shop steward of Bilja's local branch in Stockholm and car mechanic.  
**Number of shares:** 28.



### Patrik Nordvall

Born 1967. Employee representative. Elected 2004. Appointed by the PTK (Federation of Salaried Employees in Industry and Services) locals in the Bilja Group.

**Education:** Process engineering studies and IHM Business School Senior.  
**Work experience:** Employed by Bilja AB.  
**Posts 2021:** Shop steward for Unionen at Bilja and Property management developer.  
**Number of shares:** 504.



### Anders Beijmar

Born 1960. Deputy employee representative. Elected 2016. Appointed by the PTK locals in the Bilja Group.

**Education:** —  
**Work experience:** Employed by Bilja AB. Eneqvist bil AB.  
**Posts 2021:** Shop steward for Ledarna at Bilja Personbilar AB, as well as Ledarna lokala klubben Stockholm. Member of the board of Teknik & Motor Öst and the main board of Teknik & Motor.  
**Number of shares:** 100



### Isak Ekblom

Born 1988. Deputy employee representative. Elected 2016. Appointed by the LO locals in the Bilja Group.

**Education:** Auto body technician, Motorbranschens Tekniska Gymnasium.  
**Work experience:** Employed by Bilja AB. Position of trust at IF Metall.  
**Posts 2021:** Shop Steward for IF Metall Gothenburg. Member of the board of ABF Sydvästra Götaland.  
**Number of shares:** —



### Per Avander

Born 1961. Managing Director and CEO, Bilia 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 Bilia since 2001. MD of Bilia AB since 2011.

**External posts 2021:** Member of the board of Volvofinans Bank AB.

**Number of shares:** 70,000.



### Stefan Nordström

Born 1966. Deputy Managing Director, Bilia AB.

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

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

**External posts 2021:** —

**Number of shares:** 29,500.



### Elin Delvert

Born 1971. HR Director, 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 2021:** Member of the board of MAF.

**Number of shares:** 4,500.



### Kristina Franzén

Born 1966. CFO, 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 2021:** —

**Number of shares:** 11,500.



### Frode Hebnes

Born 1972. Managing Director, 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 2021:** Member of the boards of Expon AS, Expon Holding AS and My Private Label AS and Norges Bilbransjeforbund.

**Number of shares:** 8,000.



### Magnus Karlsson

Born 1968. CIO, Bilia Group and MD Motorit AB.

**Education:** Systems architect at University of Borås.

**Work experience:** Pulsen, Borås 1994–2000, Ericsson, 2000–2008, Volvo Car Retail Solutions, 2008–2011. CIO Bilia Group since 2011 and MD of Motorit since 2016.

**External posts 2021:** —

**Number of shares:** 4,289.



### Mathias Nilsson

Born 1971. MD Bilia 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 Bilia since 2011. MD of Bilia Personbilar AB since 2016.

**External posts 2021:** —

**Number of shares:** 2,600.



### Anders Rydheimer

Born 1976. Director of 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 Marketing, Communication and Digital since 2010. Director of Business Development since 2020.

**External posts 2021:** Member of the boards of Newsh AB, Rulla Mobilitet AB, VH System AB and Dahlqvist Bil AB.

**Number of shares:** 7,000.

The Group Management 31 December 2021 consisted of 25 per cent women and 75 per cent men. The Group Management's composition, external posts and holdings of shares are as of 31 December 2021.