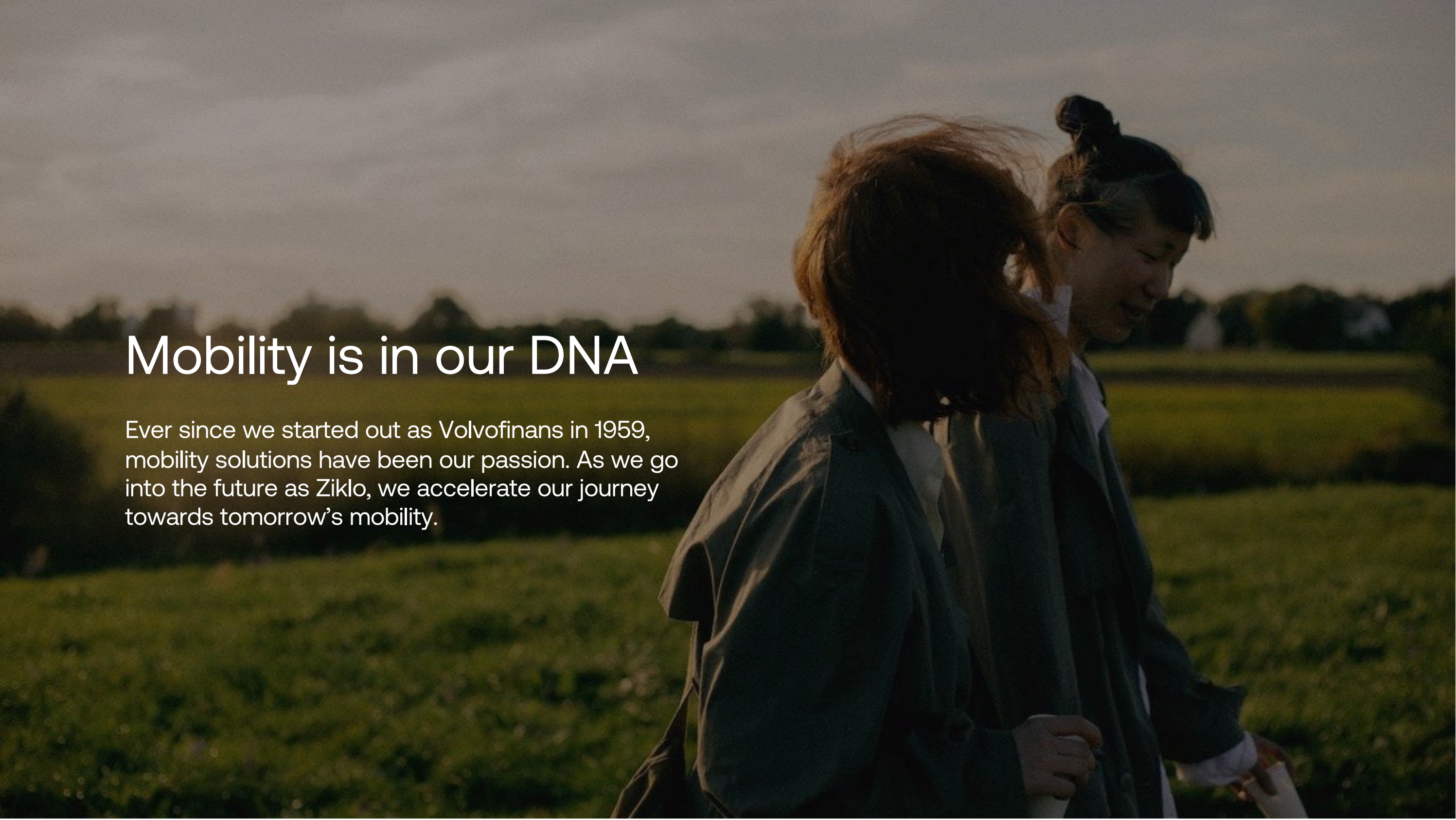


# Welcome to Sweden's Mobility Bank

We've been keeping Sweden moving for more than 60 years.  
Our mission now is to help our customers in the transition to the  
mobility of the future.





A photograph of two women walking through a green field at sunset. The woman in the foreground has long, wavy brown hair and is wearing a light-colored jacket. The woman behind her has dark hair tied up and is also wearing a light-colored jacket. They are both looking down and smiling. The background shows a line of trees and a house under a soft, orange sky.

# Mobility is in our DNA

Ever since we started out as Volvofinans in 1959, mobility solutions have been our passion. As we go into the future as Ziklo, we accelerate our journey towards tomorrow's mobility.

# 65 Years of Mobility

1959

Volvofinans is founded to finance Volvo cars

1984

The Volvo Card is introduced, simplifying car ownership for hundreds of people

1989

We begin offering vehicle fleet solutions

2008

Volvofinans is granted a banking licence

2016

CarPay is launched a service and app that make car ownership even smarter

2024

We change our name to Ziklo and move into an exciting future



## Our DNA

- Under the name Volvofinans, we have financed millions of cars and helped just as many customers with payment solutions for over 60 years. From the launch of the Volvo Card in 1984 to today's digital solutions with CarPay.
- Ziklo Bank is owned equally by Volvo Cars and Volvo dealers. We have close partnerships with Volvo Cars, the Swedish Volvo dealership network, Volvo Trucks and Polestar, jointly developing solutions for our shared customers.
- We are the market leader in fleet solutions, with several decades in finance and management of company cars for Sweden's many businesses.



V O L V O



THE MOBILITY BANK

A person's profile is shown in silhouette on the right side of the frame, looking upwards. The background is a soft, warm sunset over a body of water, with a blurred horizon and some trees in the distance. The overall mood is contemplative and forward-looking.

# Building the Leading Bank for Tomorrow's Mobility



## OUR VISION

# Building the Bank for the Mobility of Tomorrow

With climate-smart transports and cost-effective solutions, we are building the leading bank for tomorrow's mobility. We lead the market in the right direction through in-depth expertise, an extensive customer base, and a strong drive to move forward.

OUR MISSION

# The Key to Smart Mobility

We offer financial services, technology and expertise to accelerate the transition to the travel and transport of tomorrow – we call this Sustainable Mobility.



THE MOBILITY OF TOMORROW

# We Want to Make a Difference

Transport accounts for over 30% of CO<sub>2</sub> emissions, and as Sweden's biggest player in mobility, we can influence and support new and sustainable ways to travel. Electrification of the vehicle fleet is an important part of this. Our overall target is to reduce average CO<sub>2</sub> emissions from the cars in the bank's portfolio by 30% up to 2025 and 70% up to 2030 (base year 2020).

A scenic landscape featuring a paved road that curves through a green field. In the distance, a dark car is driving away on the road. The background is filled with tall, dark trees under a cloudy, overcast sky. The overall mood is quiet and natural.

OUR NETWORK

# Sweden's Leading Mobility Alliance

Our network is a vibrant, dynamic ecosystem, where we work alongside several of Sweden's other leading players in the world of mobility. Not because an ownership cluster forces us to, but because the collaboration benefits our businesses.



OUR NETWORK

## A World-Class Value Chain

Our network knows how the Swedish mobility market works. Ziklo's financial services are fully integrated into our partner network, enabling simplicity and synergies across the business. A combination that creates a world-class Swedish value chain.

A woman with long, dark hair is looking out of a car window. She is wearing a white, ribbed sweater. The background shows a sunset or sunrise over a landscape with mountains. The lighting is warm and golden, creating a serene atmosphere. The car's interior is visible in the foreground, including the window frame and a portion of the dashboard.

OUR VALUE PROPOSITION

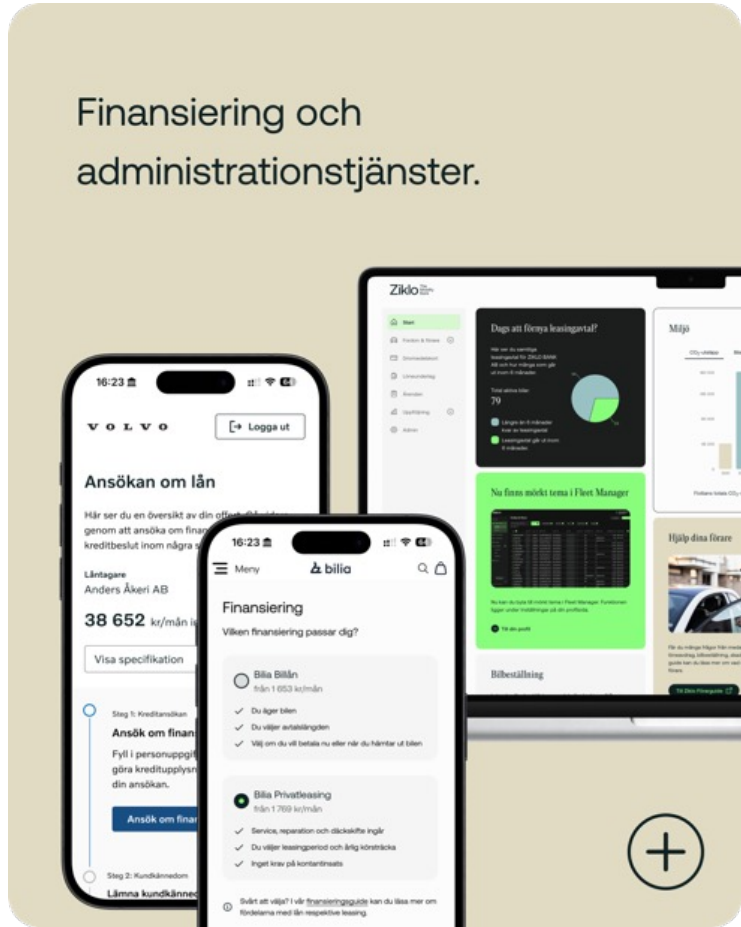
## Financial Services for the Mobility of Tomorrow

We have a wide range of finance and payment services for partners, businesses and consumers. Our offering includes not only finance and payment, but also our extensive technical expertise and ability to advise, as well as cooperation with our partners and dealership network.

VALUE PROPOSITION – ONE STOP SHOP

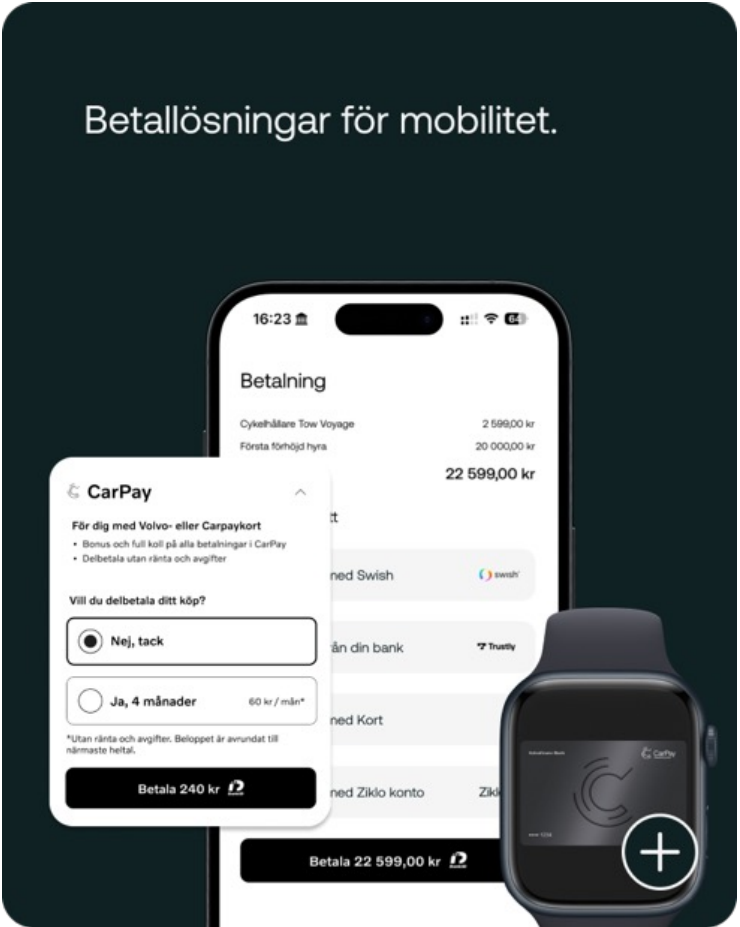
# A Comprehensive Financial Offering

Finansiering och administrationstjänster.



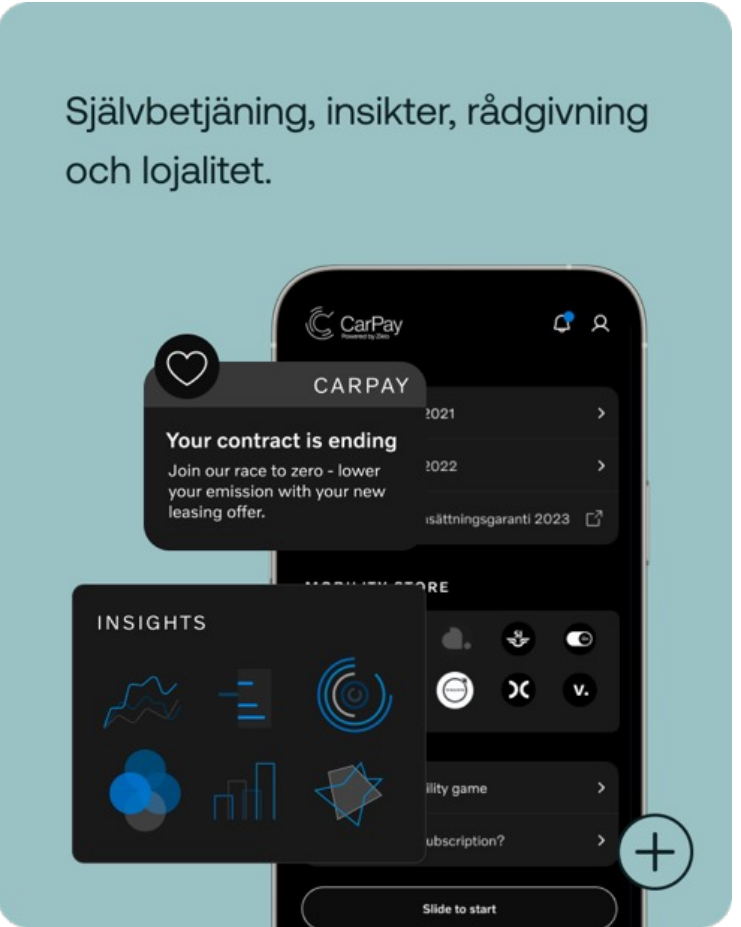
This panel shows a collage of mobile app screens. On the left, a screen displays a loan application form for Volvo with the text 'Ansökan om lån' and 'Här ser du en översikt av din önskade finansiering genom att ansöka om finansiering och kreditbeslut inom några minuter'. Below this, there's a section for 'Finansiering' with options like 'Bilåna' and 'Bilåna Privtleasing'. In the center, a screen shows a dashboard with a pie chart and the text 'Dags att fixa leasingantalet?'. On the right, another screen displays 'Hjälp dina fixare' with a car image. A plus sign icon is at the bottom right.

Betalningslösningar för mobilitet.



This panel features a dark background with mobile app screens. The top screen shows a payment confirmation for 'Cykelhållare Tow Voyage' with a total of 22 599,00 kr. Below it, a CarPay overlay asks 'Vill du delbetala ditt köp?' with options 'Nej, tack' and 'Ja, 4 månader 60 kr / mån\*'. A smartwatch is shown at the bottom right displaying the CarPay logo. A plus sign icon is at the bottom right.

Självbetjäning, insikter, rådgivning och lojalitet.



This panel shows a light blue background with mobile app screens. The top screen displays a 'CARPAY' notification: 'Your contract is ending. Join our race to zero - lower your emission with your new leasing offer.' Below it, an 'INSIGHTS' screen shows various data visualizations like a line graph, bar chart, and radar chart. A plus sign icon is at the bottom right.

VALUE PROPOSITION – ONE STOP SHOP

# A Comprehensive Financial Offering

Finansiering och administrationstjänster.

The image displays three mobile devices showing various app screens. On the left, a smartphone shows a Volvo loan application page with the heading "Ansökan om lån" and a monthly payment of "38 652 kr/mån". In the center, a tablet shows a Ziklo fleet management dashboard with a pie chart and the text "Dags att fixera kvartalen?". On the right, another smartphone shows a Volvo car image and a "Logga ut" button. A plus sign icon is located at the bottom right of the panel.

Betalningslösningar för mobilitet.

The image displays three mobile devices. A smartphone in the foreground shows a CarPay payment screen with the heading "Betalning" and a total amount of "22 599,00 kr". A smartwatch in the foreground shows the CarPay logo. In the background, another smartphone shows a Ziklo payment screen with a "Betala 240 kr" button. A plus sign icon is located at the bottom right of the panel.

Självbetjäning, insikter, rådgivning och lojalitet.

The image displays three mobile devices. A smartphone in the foreground shows a CarPay notification: "Your contract is ending" with a "Slide to start" button. Another smartphone shows a Ziklo "INSIGHTS" screen with various data visualizations. A plus sign icon is located at the bottom right of the panel.

VALUE PROPOSITION – ONE STOP SHOP

# A Comprehensive Financial Offering

Finansiering och administrationstjänster.

The image shows three mobile devices. The leftmost is a smartphone displaying a Volvo loan application form with the heading "Ansökan om lån" and a monthly payment of "38 652 kr/mån". The middle device is a tablet showing the Ziklo fleet management dashboard with various charts and data points. The rightmost is another smartphone showing a similar Volvo application screen. A plus sign icon is visible in the bottom right corner of the panel.

Betallösningar för mobilitet.

The image shows a smartphone displaying a CarPay payment screen titled "Betaling" for a "Cykelhållare Tow Voyage" with a total amount of "22 599,00 kr". A CarPay overlay offers payment options: "Nej, tack" (selected) or "Ja, 4 månader" (60 kr/mån\*). A smartwatch in the foreground also displays the CarPay logo. A plus sign icon is visible in the bottom right corner of the panel.

Självbetjäning, insikter, rådgivning och lojalitet.

The image shows a smartphone displaying a CarPay notification: "Your contract is ending. Join our race to zero - lower your emission with your new leasing offer." Below this is an "INSIGHTS" dashboard with various charts and graphs. A plus sign icon is visible in the bottom right corner of the panel.

# PARTNERS

Finance & payment solutions for  
OEMs and dealers of vehicles &  
mobility services

# BUSINESSES

Finance, payment &  
administration services for fleet  
& business customers

# CONSUMERS

Finance & payment services  
for consumers

# Financial Services for the Mobility of Tomorrow

Our services have grown over decades of working with Volvo Cars and Volvo Trucks, and today our development focuses on solutions for the sustainable mobility of the future.



## Fleet Services

Flexible solutions for fleet finance & management



## Finance Services

Complete finance offering for a seamless omnichannel customer journey



## Payment Services

In-store & e-commerce solutions ensuring secure cash flows and higher average purchases



## Loyalty Services

Loyalty programmes that build strong customer relationships with attractive benefits



## Partner Services

Innovations that create customer value, loyalty and profitability for our partners



## Fleet Services

Flexible solutions for fleet finance & management

Administration services

Policy management

Vehicle management

Fuel & charging management

Co-invoicing



## Finance Services

Complete finance offering for a seamless omnichannel customer journey

Vehicle finance

Energy/smart home finance

Credit and contract management

Residual value guarantee

Payment plan

Onward sale



## Payment Services

In-store & e-commerce solutions ensuring secure cash flows and higher average purchases

Service subscriptions

Checkout systems with payment terminals

Credit cards focusing on mobility

Unique payment services for the car trade



## Loyalty Services

Loyalty programmes that build strong customer relationships with attractive benefits

Loyalty programmes

Savings account

Marketing & CRM



## Partner Services

Innovations that create customer value, loyalty and profitability for our partners

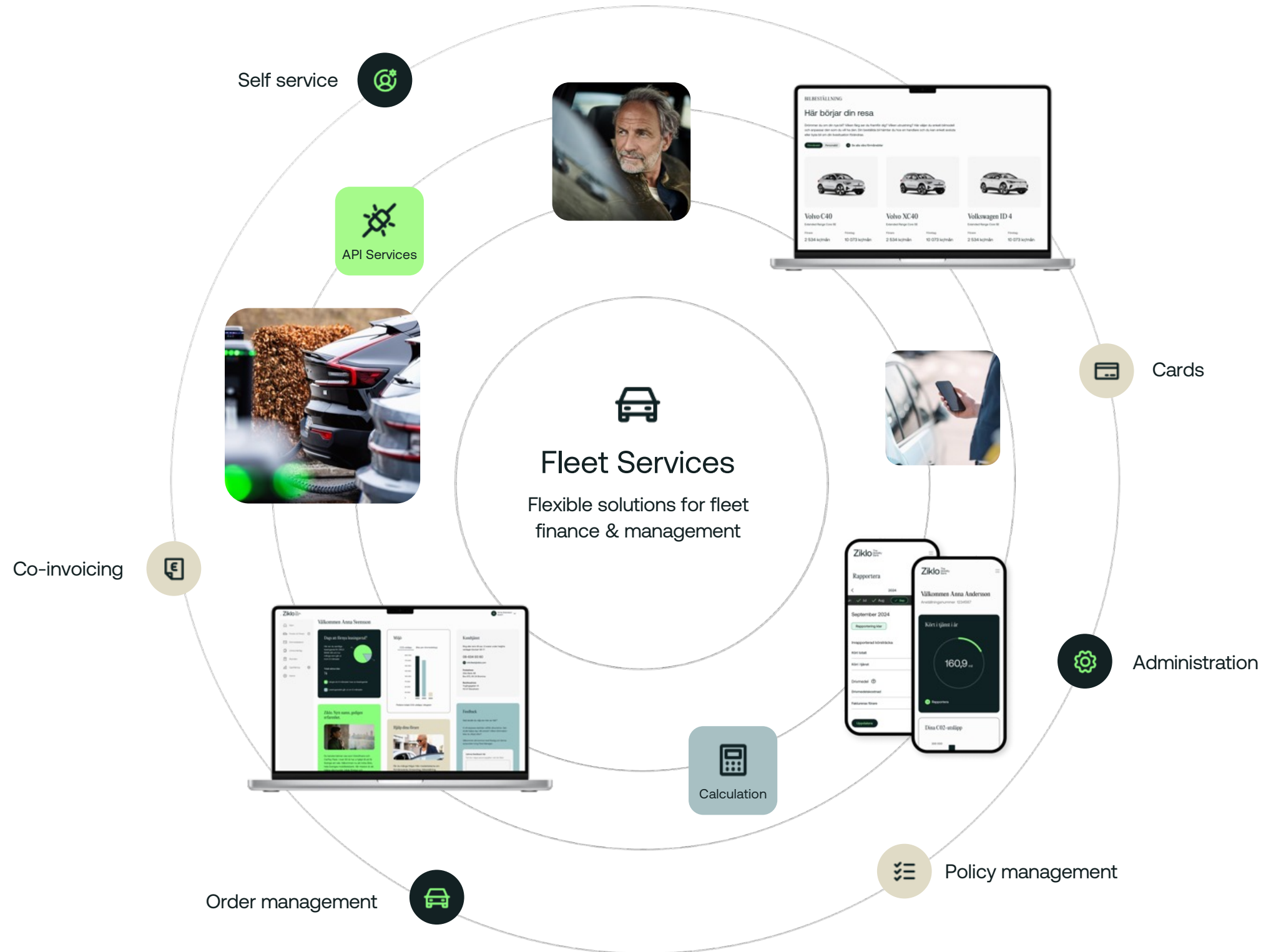
Loyalty programmes

App as a sales channel

Inventory credit

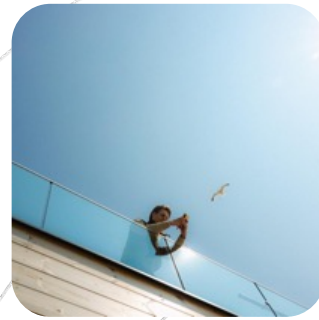
Business development

Insights and analytics





Financial overview



Bonus system



Advisory



Discounts & offers

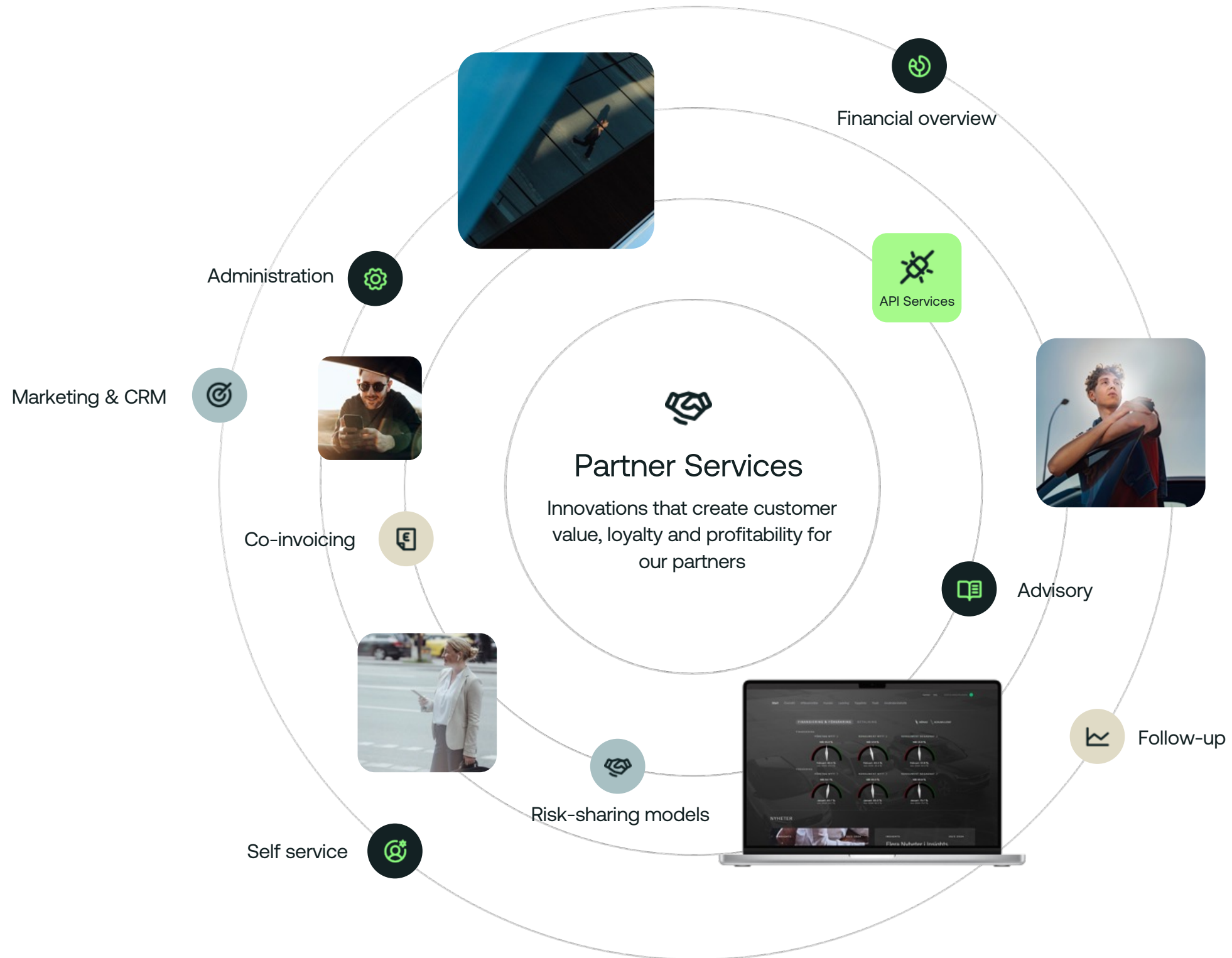


Marketing & CRM



## Loyalty Services

Loyalty programmes that build strong customer relationships with attractive benefits



# Always with Ziklo Bank



## Award-Winning Customer Service

Our award-winning customer service means personalized service on the phone and online for your customers.



## Easy Onboarding

A dedicated project manager stays with your process from onboarding to implementation.



## Web-Based Tools

You can always manage our user-friendly solutions via computer or mobile.



## Flexible Integration

We offer flexible solutions that can be integrated in your systems.



## Secured Cash Flow

You always get paid on time by Ziklo Bank – whether your customer pays or not.



## Risk Protection

We bear the entire credit and fraud risk for purchases made with the CarPay card.



## Marketing Support

We help you produce and distribute marketing materials.



## Mobility Expertise

We have been financing mobility for over 60 years and know the industry.



## Sustainability Focus

We can future-proof your business with climate-smart offerings.



MARKET POSITION & COMPETITIVE ADVANTAGES

# Together We Are Unbeatable

Our offering includes not only finance, payment and subscription services, but also our extensive technical expertise and ability to advise, as well as access to our partners and dealership network.

# Benchmarking the Customer Experience

	Fleet services	Vehicle finance	Residual value guarantee	Sustainability offering	Service subscriptions	Payment services for the vehicle trade	Credit cards	Loyalty programmes	App as a sales channel
Ziklo <small>The Mobility Bank</small>	✔	✔	✔	✔	✔	✔	✔	✔	✔
ayvens	✔	✔	✔	✔					
DNB	✔	✔	✔	✔		✔	✔		
Santander	✔	✔	✔						
VOLKSWAGEN FINANCIAL SERVICES	✔	✔	✔		✔	✔	✔		
Nordea	✔	✔	✔	✔					

- ✔ Comparable product
- ✔ Product available but not comparable

## Captive

Tailor-made financial solutions and packages for OEMs

01

**Ziklo**  
The  
Mobility  
Bank

## R&D – Innovation

Ecosystem for testing new solutions directly on the market

02

## Bank Platform

Fleet capabilities, payment services, loyalty & subscription solutions

03

CONSUMER  
MOBILITY

BNPL  
Payment  
Services

Customer  
Experience



Tailor-made services based on local conditions in our domestic market, resulting in a unique offering.

Large  
Banks

International  
Leasing  
Companies

FLEET  
MOBILITY

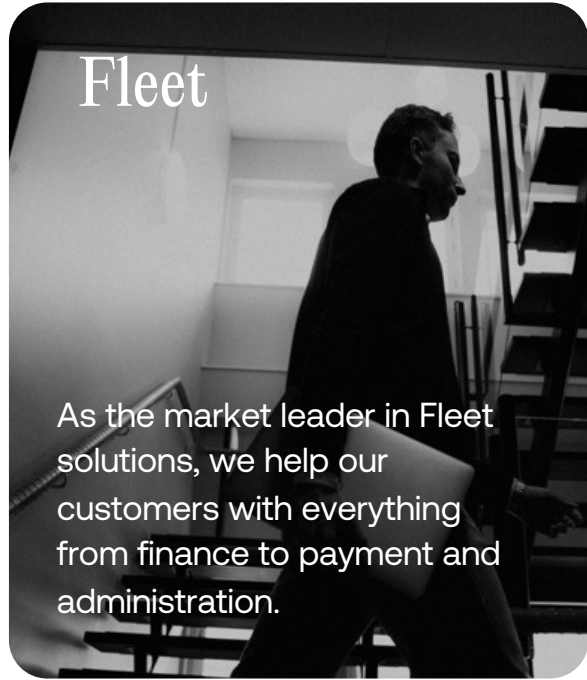
ZIKLO THE MOBILITY BANK

# Filling a Gap in our Domestic Market

Traditional  
Captives

Ziklo The Mobility Bank

# Business Areas



## Fleet

As the market leader in Fleet solutions, we help our customers with everything from finance to payment and administration.



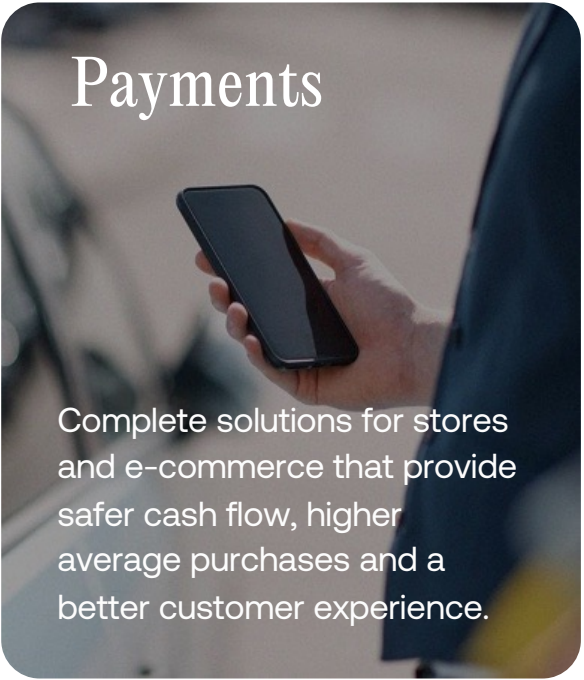
## OEM & Retail Cars

With expertise in car finance solutions, we strengthen the business for our partners.



## Trucks

We offer tailor-made finance, payment and administration services to our truck partners.



## Payments

Complete solutions for stores and e-commerce that provide safer cash flow, higher average purchases and a better customer experience.

Ziklo The Mobility Bank

# Our Products & Services



OUR PRODUCTS & SERVICES

# Finance Solutions

Stable solutions that provide an attractive finance offering, easier sales work, and seamless customer journeys in all channels.

# We Have Solutions for the Whole Customer Journey

We can offer all the service needed for a complete solution for finance customers. Our capabilities can be integrated into your systems, or you can access the same smart functionality via a standalone finance module.



Calculation



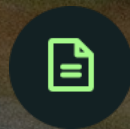
Credit assessment



E-signing



Payment flows

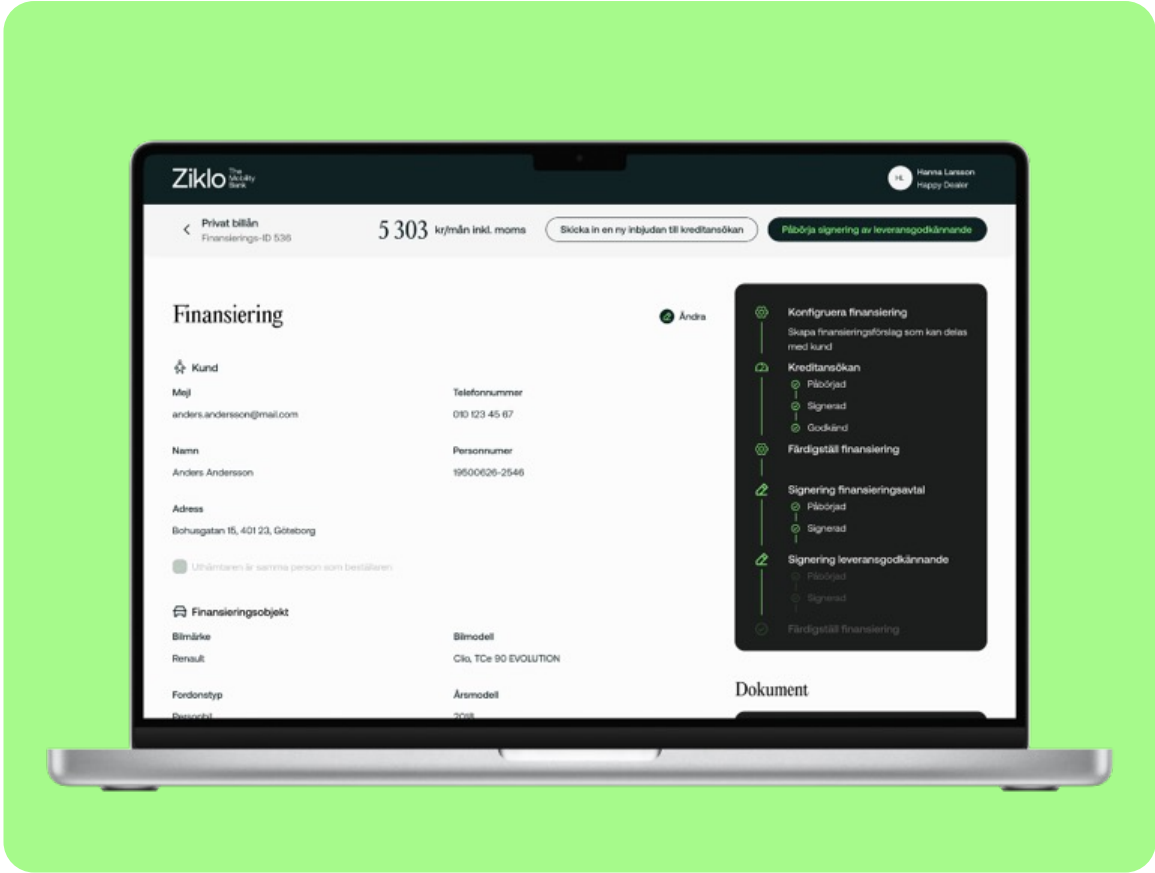


Processing



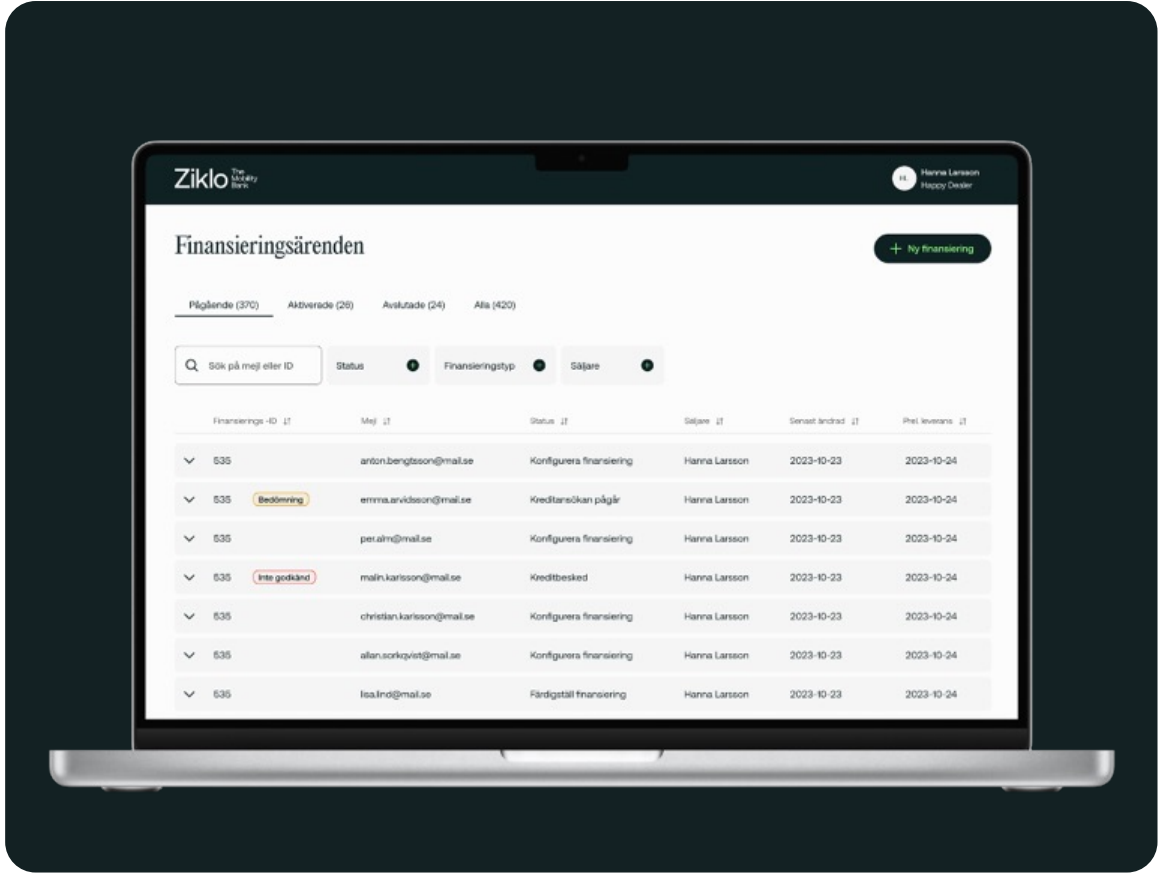
Follow-up

# Ziklo Bank – Finansiera



## A standalone online tool

The online tool is quick to set up, and the user-friendly interface enables your sales reps to easily create, track and manage customer accounts.



## For all brands

An independent finance tool that enables finance regardless of brand.

A photograph of two men standing in front of a large window at night. The man on the left is in the foreground, wearing a teal button-down shirt, with his arms crossed and looking towards the right. The man on the right is partially visible, wearing a dark shirt, also looking towards the right. The background shows a blurred cityscape with lights.

OUR PRODUCTS & SERVICES

# Payment Solutions

Complete solutions for stores and e-commerce that provide safer cash flow, higher average purchases and a better customer experience.

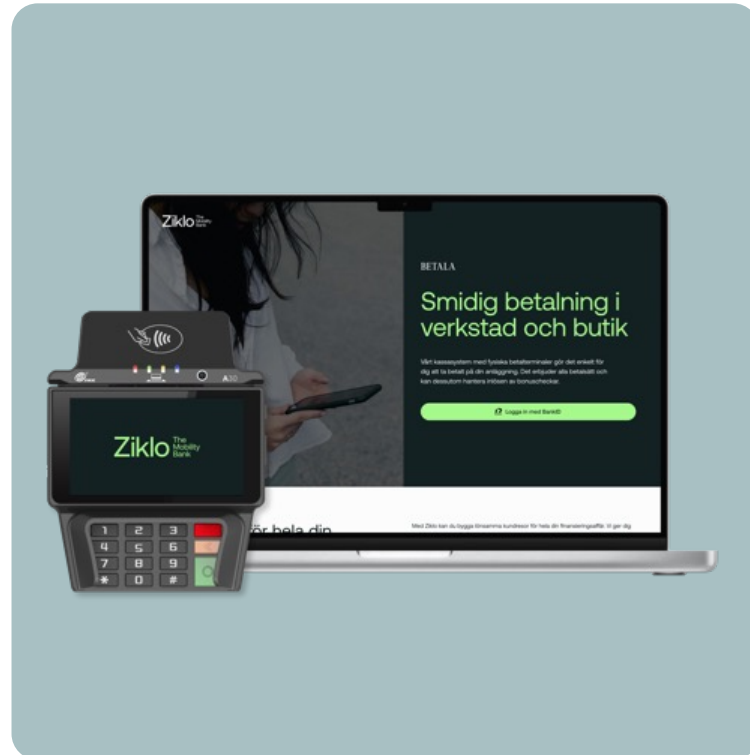


## PAYMENT SOLUTIONS

# We Make it Easy to Get Paid – Everywhere

Business is done where the customer is, and with our solutions you can offer secure, convenient payment anywhere, anytime. We are experts in mobility, and we know how to increase purchases and average purchasing in your industry. We help you build customer loyalty, growth and profitability.

## Ziklo Bank – Payment Solutions



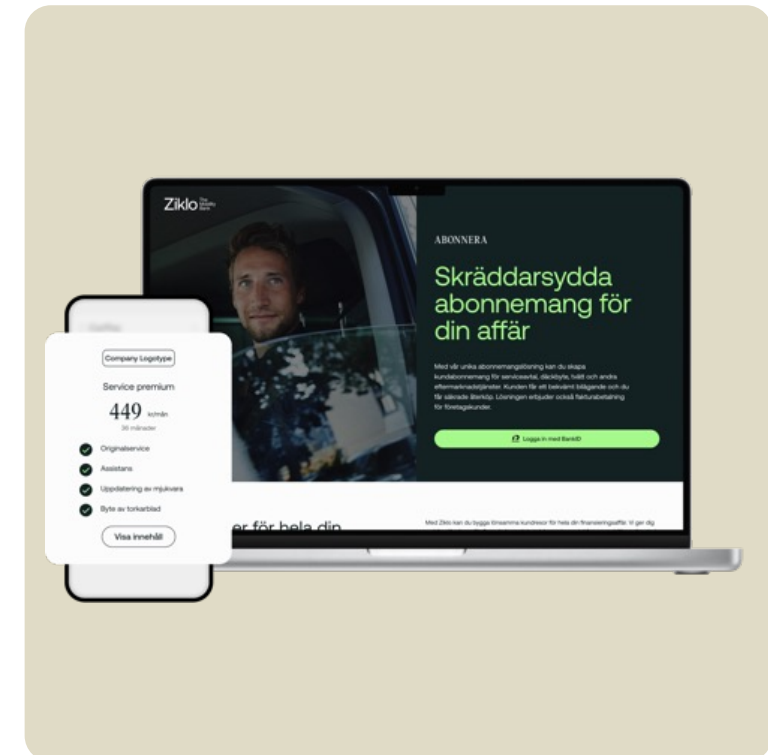
### Store

Our checkout system with physical payment terminals makes it easy for you to take payment at your facility. It covers all payment methods and can also handle bonus vouchers.



### Online

With our E-checkout, you can build a secure, convenient and seamless customer journey online. Your customer can shop anywhere, anytime, and easily pay by card, Swish or CarPay.



### Subscription

With our unique subscription solution, you can create customer subscriptions for service agreements, wheel changes, vehicle washing and other after-sales services.

## PAYMENT SOLUTIONS

# CarPay Builds Strong Customer Relationships

The CarPay concept is based on a smart app for vehicle finances, a loyalty programme with a bonus system, and a beneficial credit card.



Ziklo The Mobility Bank

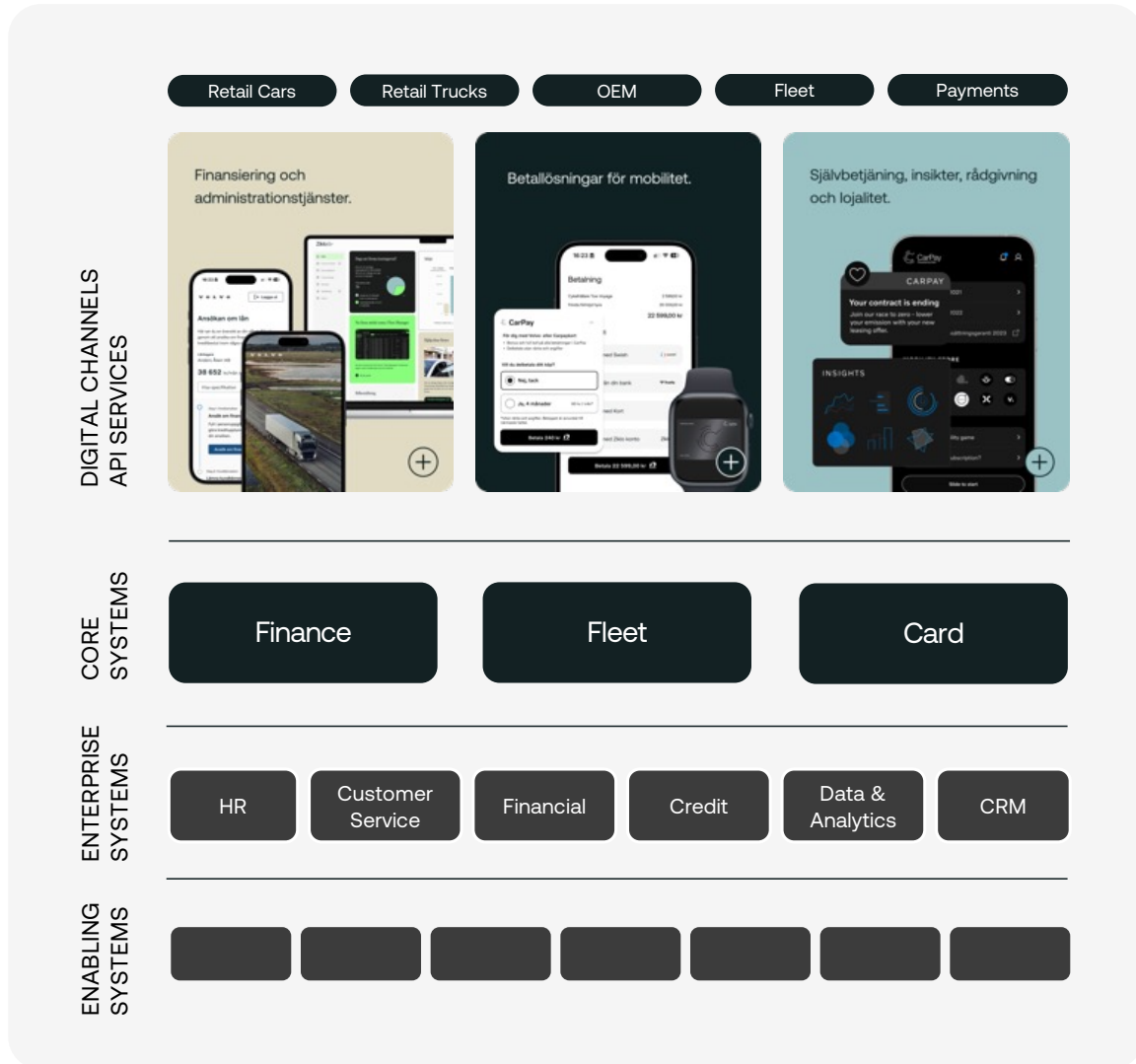
# Tech & Innovation



TECH & INNOVATION

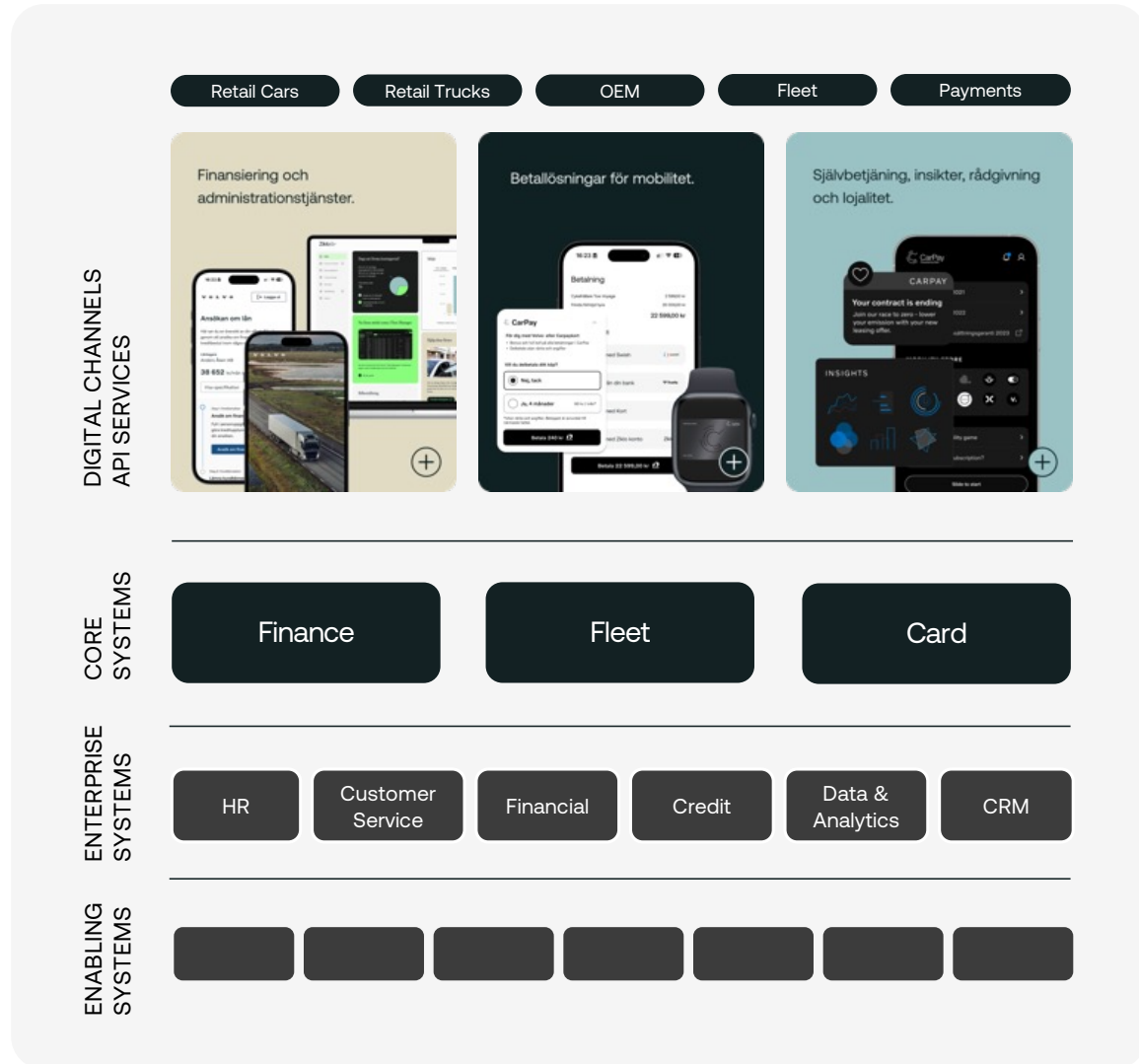
## We Are a Tech Company with a Banking Licence

Innovation is the heart of our business. Our developers work alongside our financial experts, and we are constantly striving to create new fintech that evolves business. We develop reliable, user-friendly solutions that create seamless customer journeys and new business opportunities for our customers and partners.



THE TOOLBOX IS KEY

# A Bank for the New Age



THE TOOLBOX IS KEY

# A Bank for the New Age

- Brand independent
- All vehicle types
- Partners outside our ‘tech ecosystem’
- New business models
- API-based services – Embedded Financial Services
- Zero Ops – Extreme Automation
- AI
- Speed and efficiency – Cloud
- Scalable and reusable capabilities
- New channel strategy

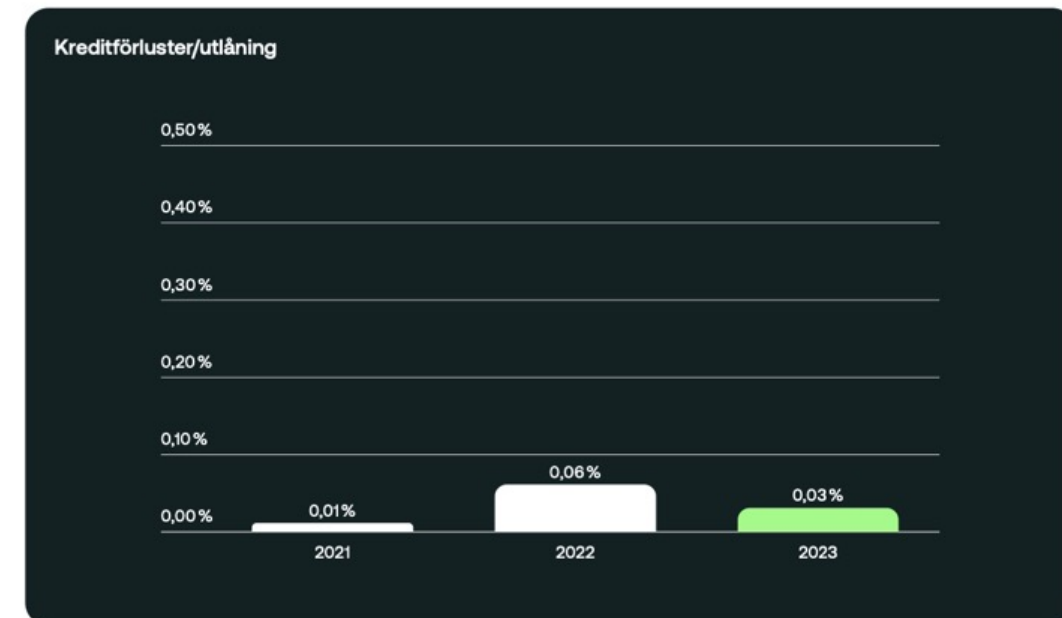
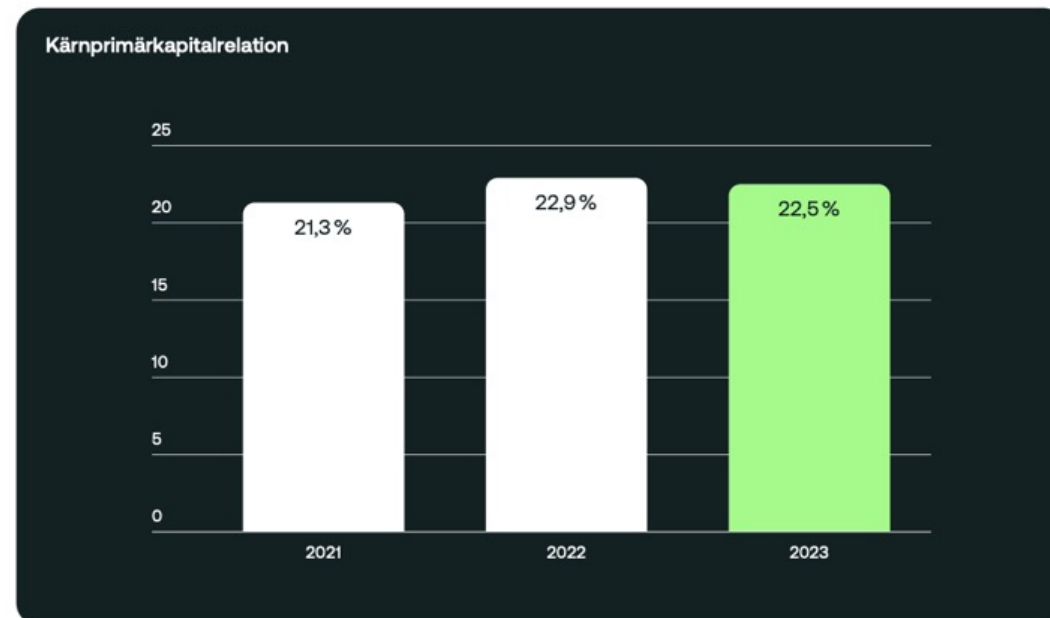
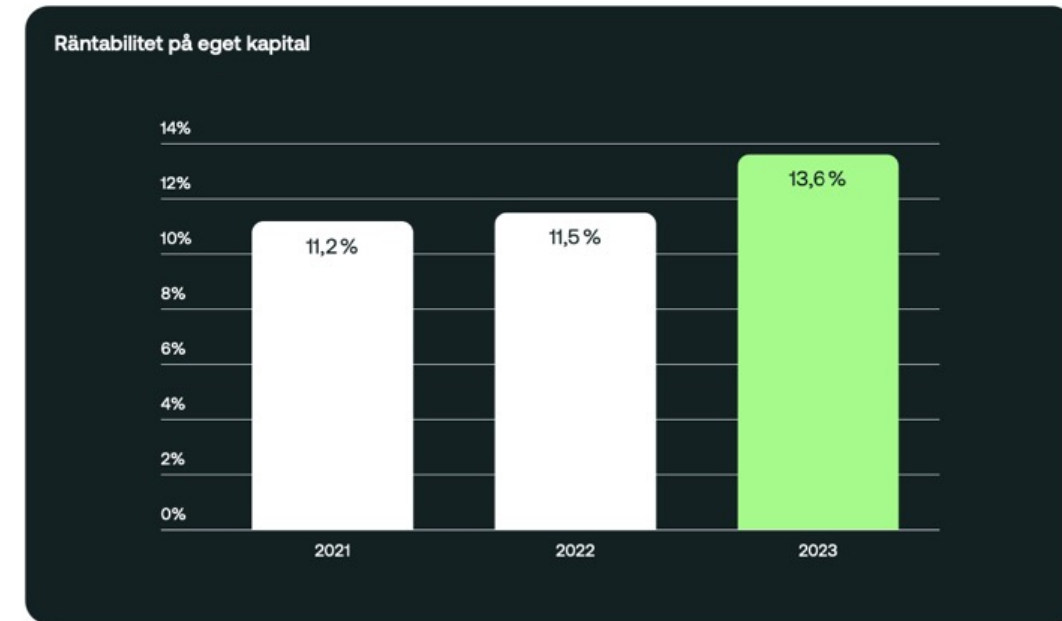
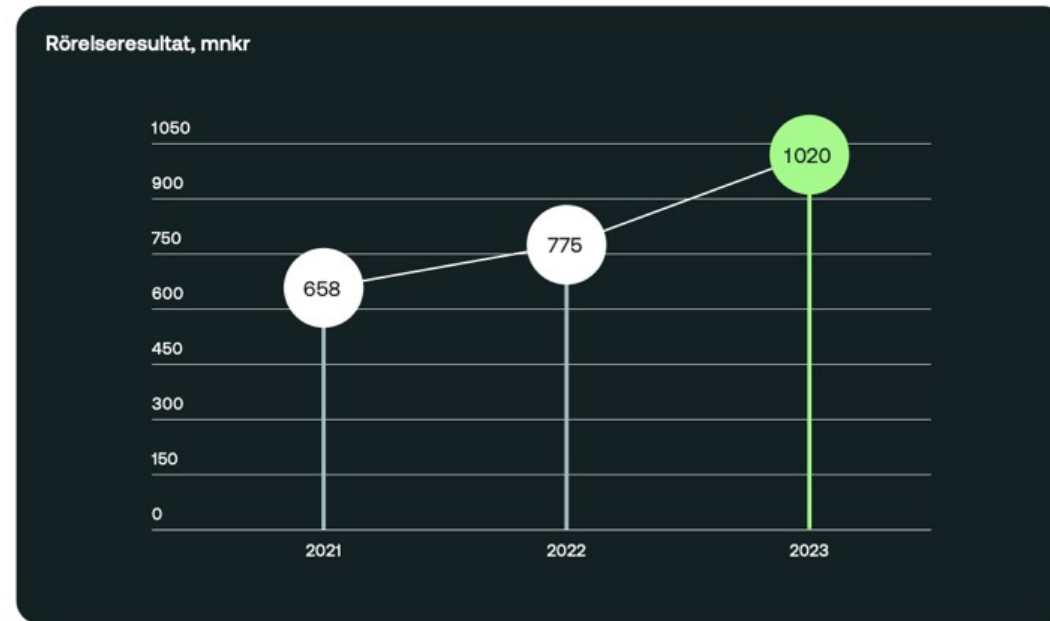
Ziklo The Mobility Bank

# Key Ratios



# Sammanfattning

Jan-Dec 2023



## OUR KEY RATIOS

42.5 BN

Lending (SEK)

0.03%

Credit losses/lending

22.5%

Common Equity Tier 1  
capital ratio

1.02 BN

Operating profit (SEK)

37.5 BN

In bonds and deposits  
(SEK)

800 K

CarPay users

0.44

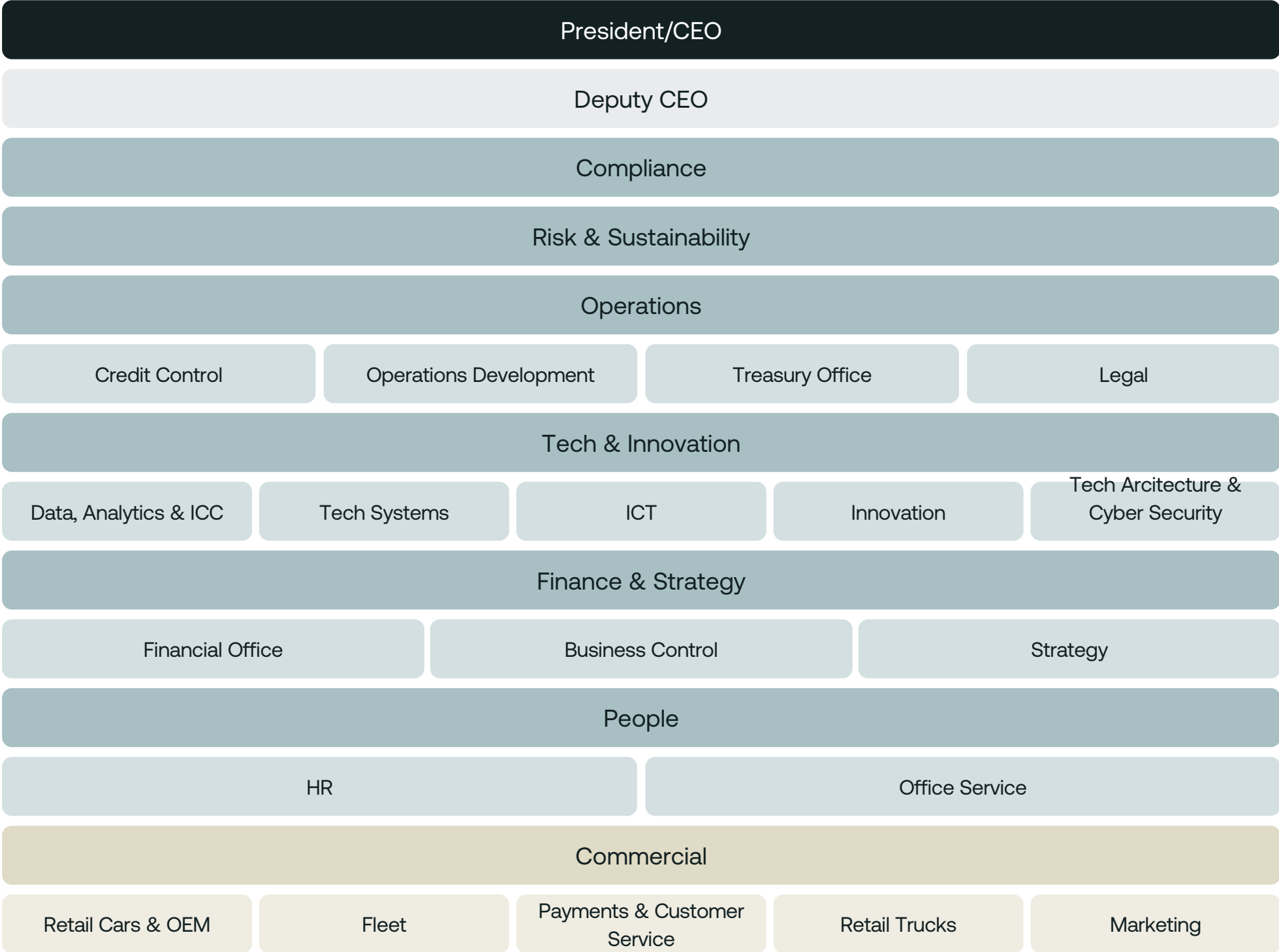
Cost/income ratio

13.6%

Return on equity

Ziklo The Mobility Bank

# Organization & Corporate Governance



# Board of Directors



Chair  
Björn Ingemanson



Vice Chair  
Synnöve Trygg



Member  
Per Avander



Member  
Johan Ekdahl



Member  
Ann Hellenius



Member  
Björn Rentzhog

# Board of Directors



Member  
Jessica Span



Deputy  
Anna Wibring



Deputy  
Jonas Estéen



Deputy  
Johan Ahlberg



Deputy  
Oscar Bertilsson Olsborg

# Senior Executives

CEO



Joel Graffman, CEO

Tech & Innovation



Marianne Moberg, CIO

Operations



Andreas Bondesson, COO,  
Deputy CEO

Commercial



Johan Linder, CCO

Finance & Strategy



Håkan Isaksson, CFO

HR/People



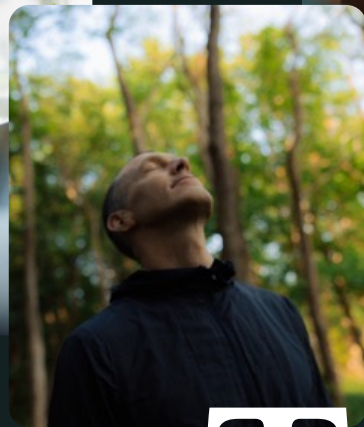
Linda Pedersen, CHRO

Risk & Sustainability



Gunnar Ekeröth, CRO

# Together



We are building the Leading Bank for the Mobility of Tomorrow

The  
Mobility  
Bank

Ziklo