



**VOLVO**  
VOLVO GROUP

**Volvo Group investor meeting  
at North American  
Commercial Vehicle Show**

Georgia World Congress Center, Atlanta  
Monday, October 28th



# AGENDA

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**VOLVO GROUP**  
strategic direction

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**MACK TRUCKS**  
business update

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**VOLVO TRUCKS NA**  
business update

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**Q&A**





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# Martin Lundstedt

PRESIDENT AND CEO



**Volvo Group**  
Investor meeting at NACV

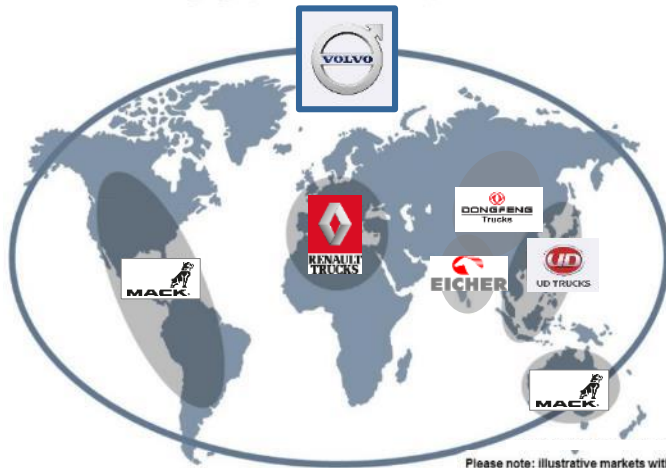
# Volvo Group Strategic Direction



# We are well invested with strong assets to build on

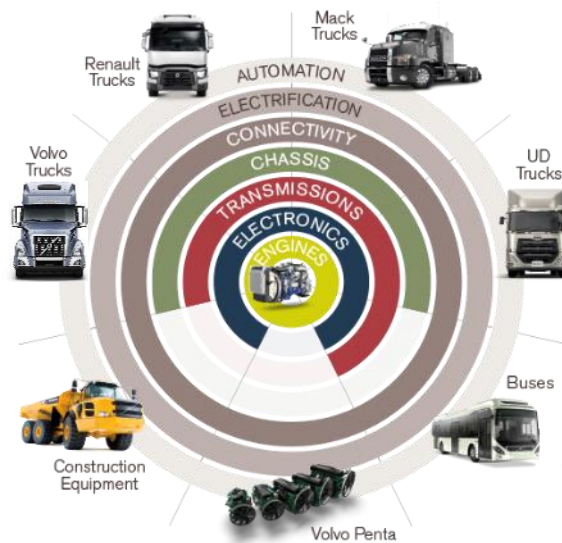
## Go to market strategy

Main geographical FOCUS for respective brand



Please note: illustrative markets with significant presence per brand

## Leveraging synergies

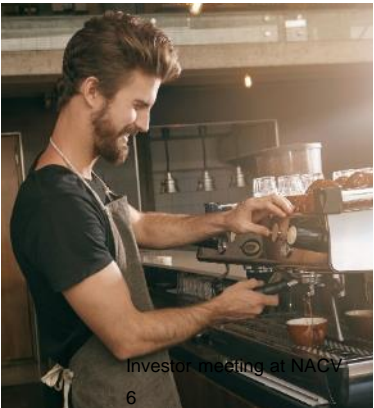


## Application excellence





We are well invested  
with strong assets  
to build on



Investor meeting at NACV



Addressing broad  
spectrum of customer  
segments



# A fantastic industry in transition





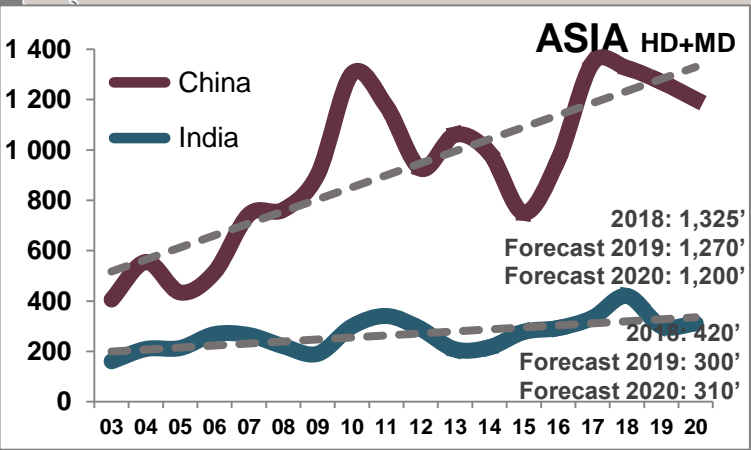
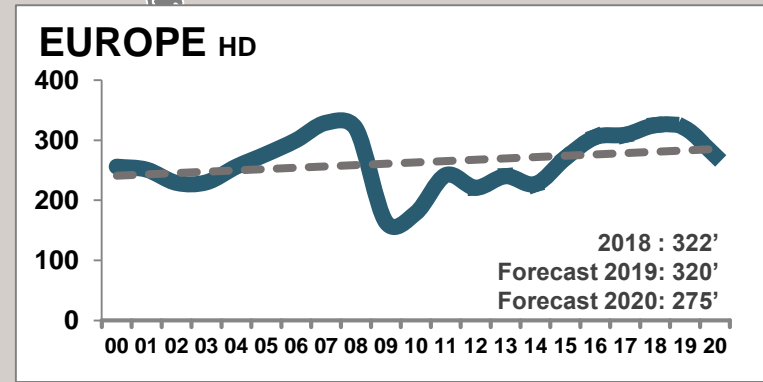
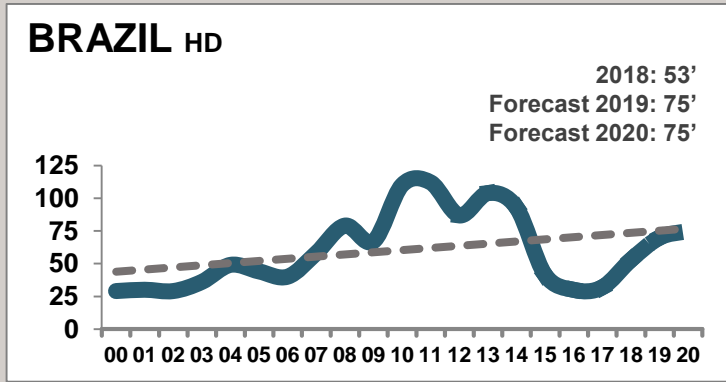
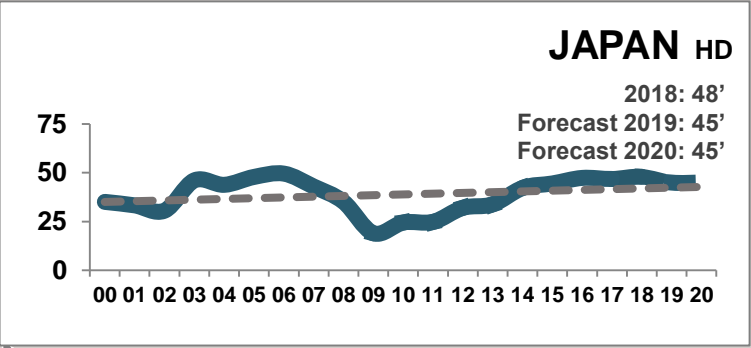
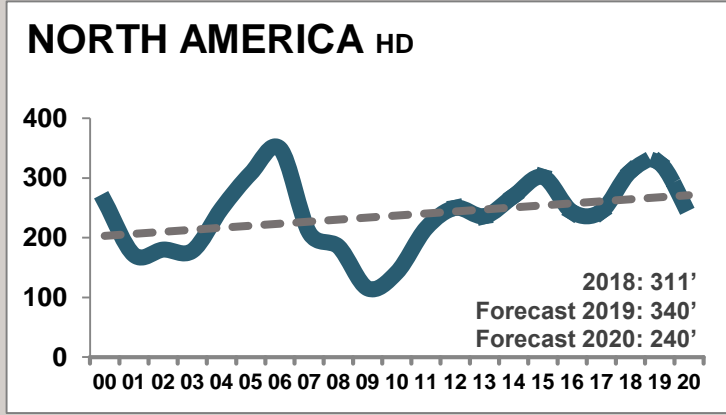
A blue Volvo truck with a crane is lifting a large pipe at a construction site. The truck has "GLOBETROTTER" written on the roof. The scene is set in a quarry or construction area with large pipes and workers in the background.

# Perform



# Business cycle management

## TRUCK MARKET ENVIRONMENT





# Improving performance

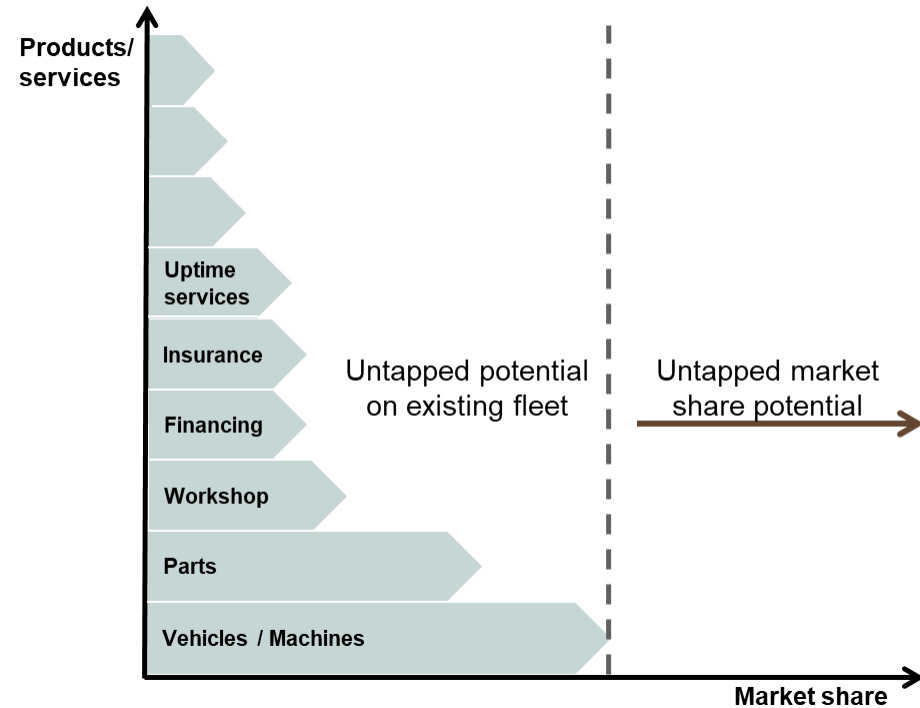
## BUILDING RESILIENCE

INSTALLED POPULATION

**2.8M** whereof  
**1.0M connected**

TRUCKS, BUSES AND MACHINES

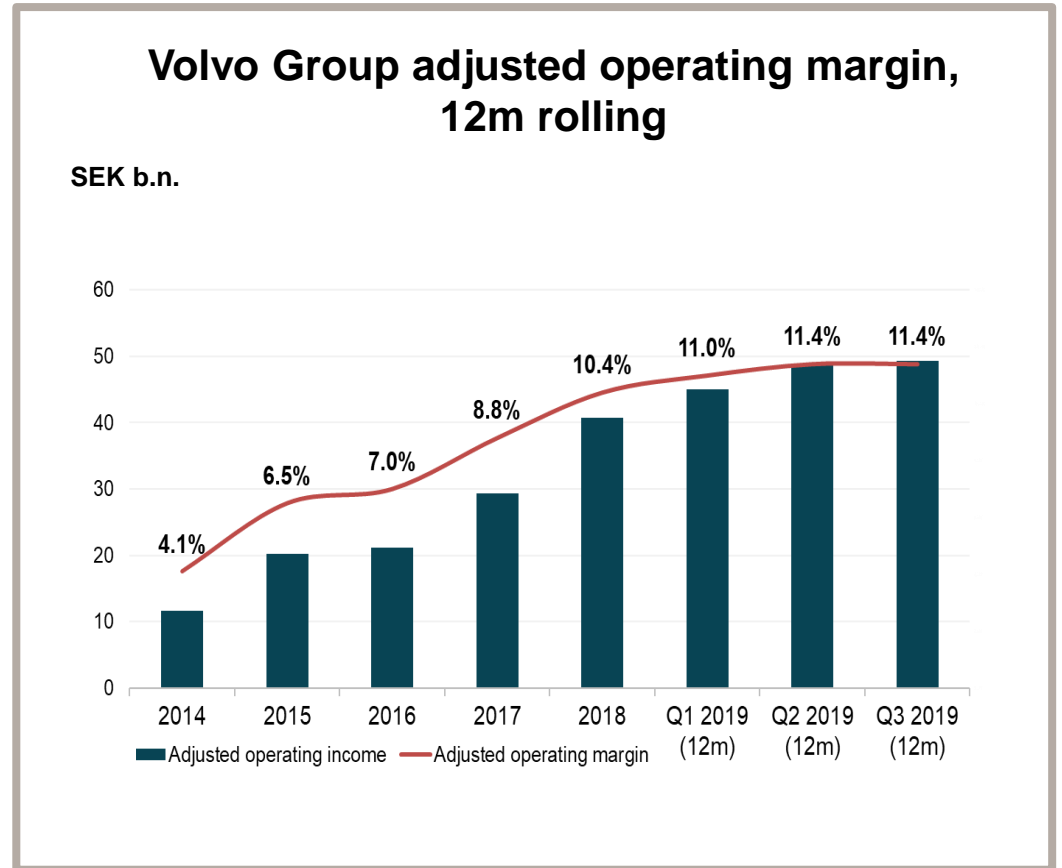
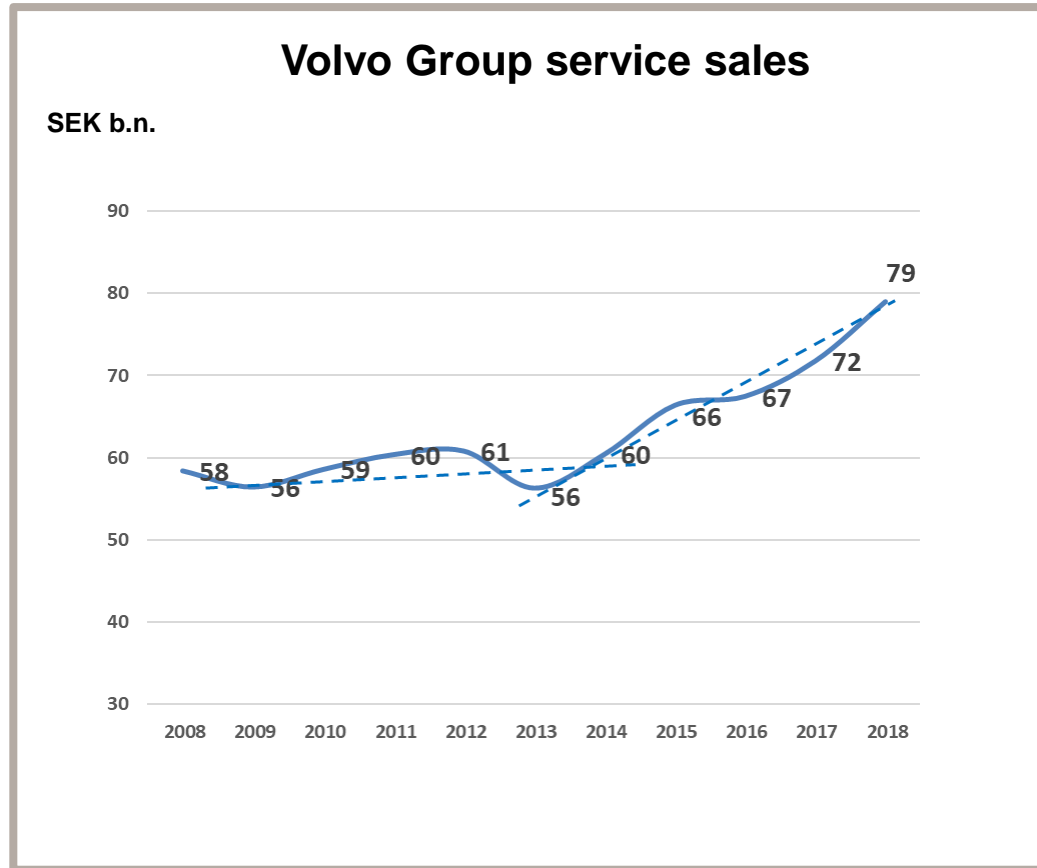
### Service business potential





# Improving performance

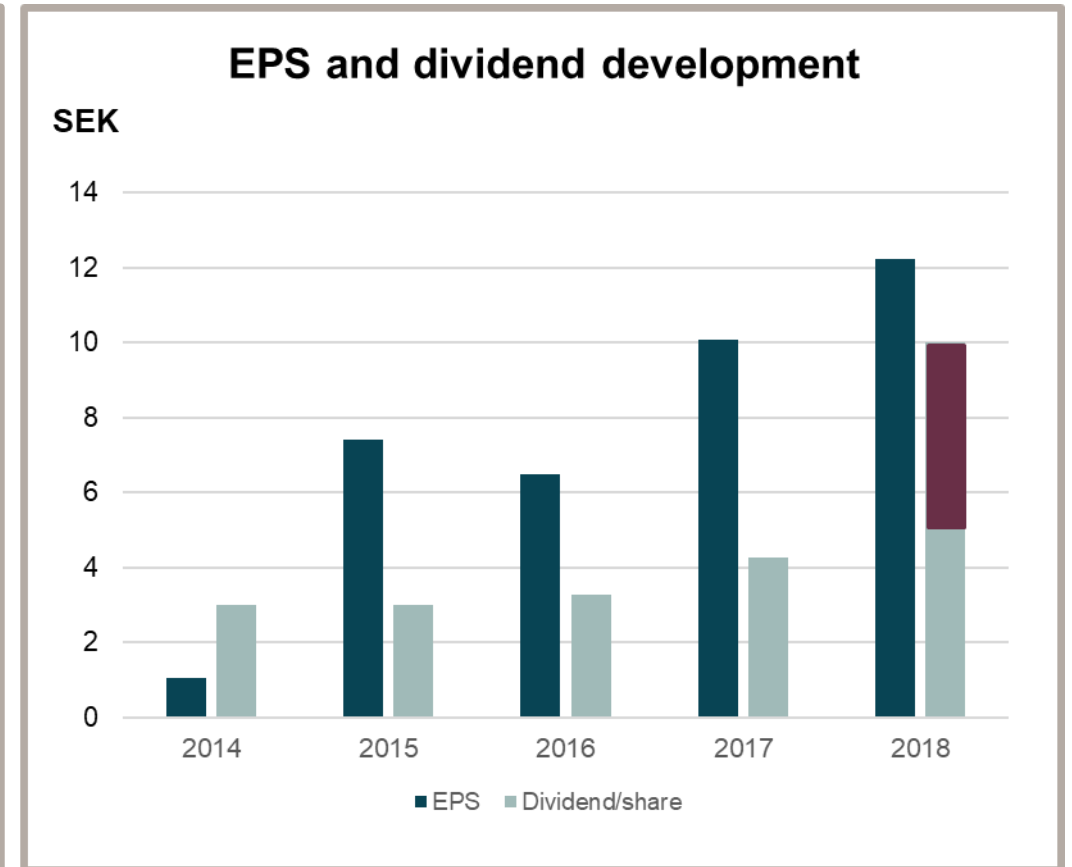
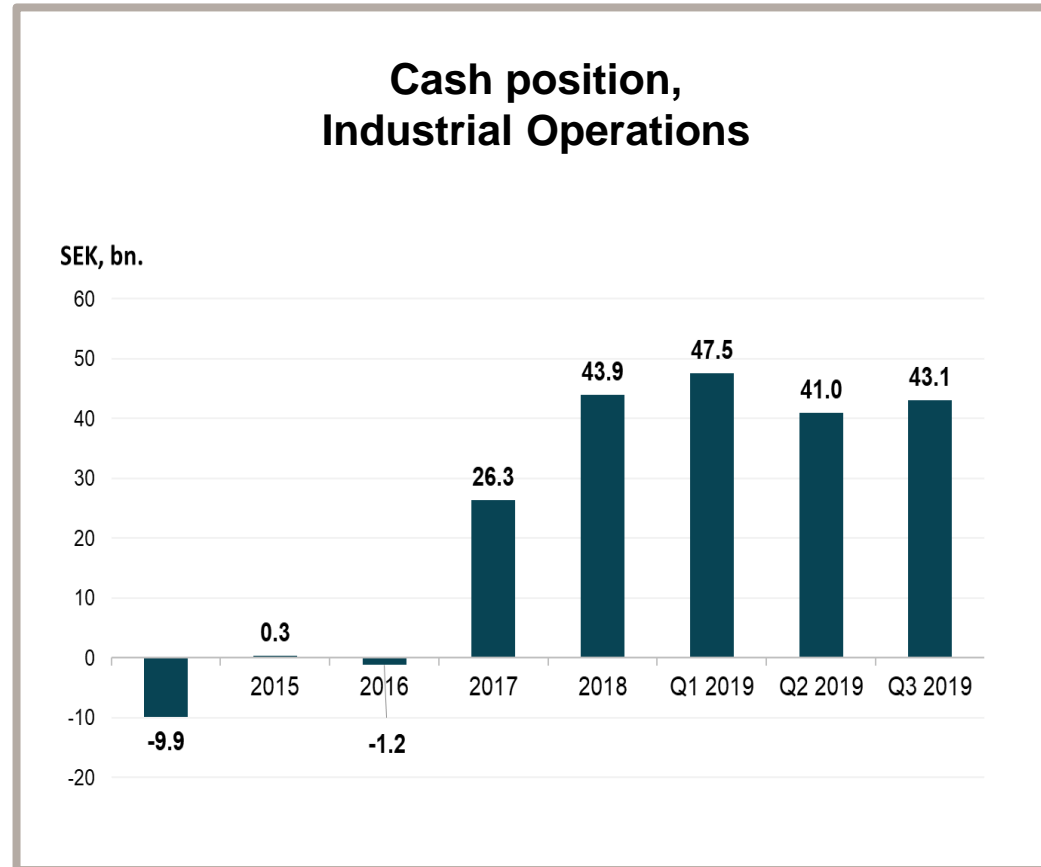
## STRENGTHENING THE RESILIENCE OVER THE CYCLE





# Improving performance

## BUILDING RESILIENCE





# Transform



# Transforming for the future

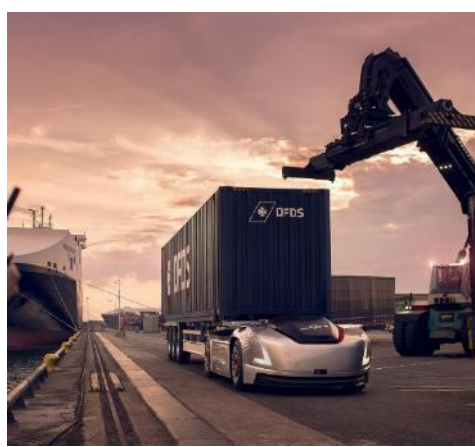


**ELECTROMOBILITY**

**AUTOMATION**

**CONNECTIVITY**









## Volvo Autonomous Solutions

A new Business Area with full focus on developing, commercializing and scaling up L4 autonomous solutions





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# MACK TRUCKS

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Martin Weissburg – President







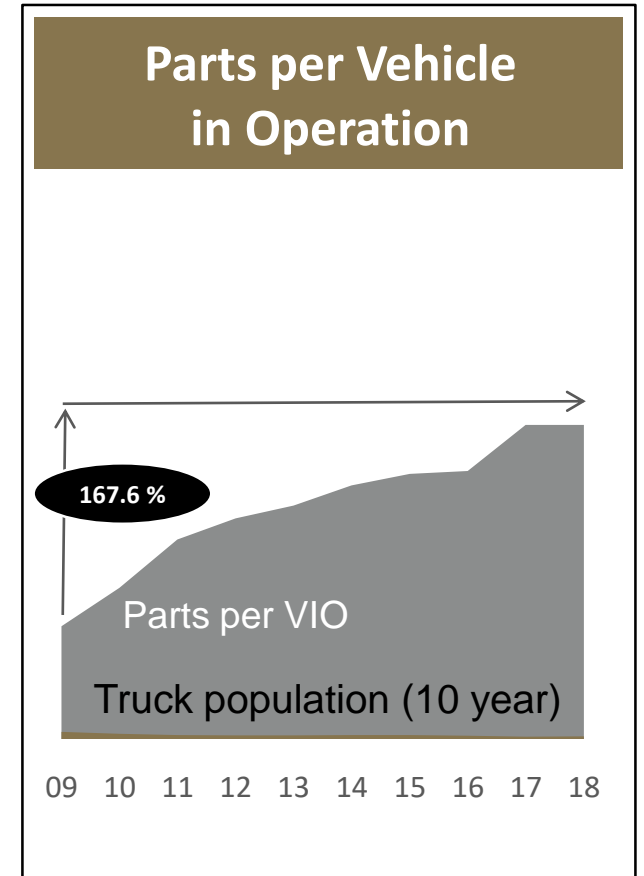
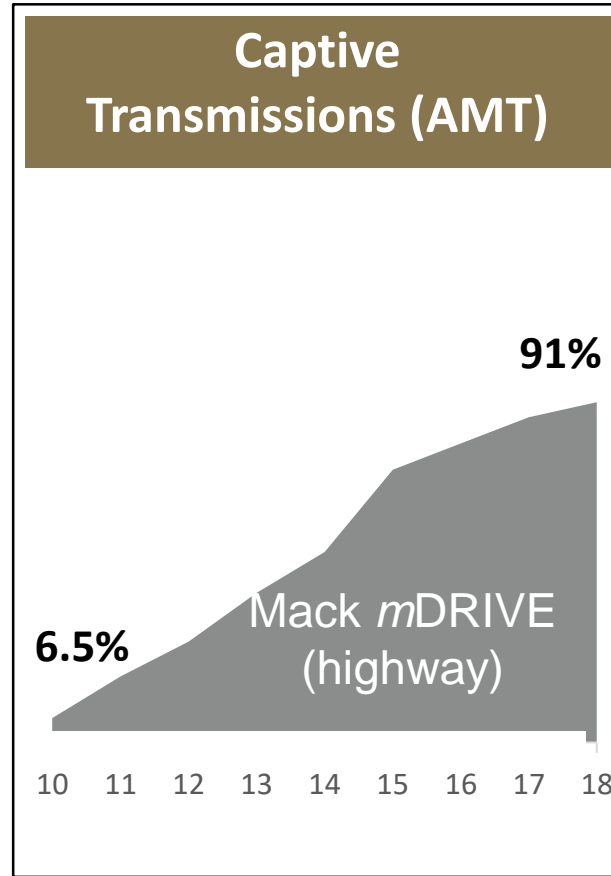
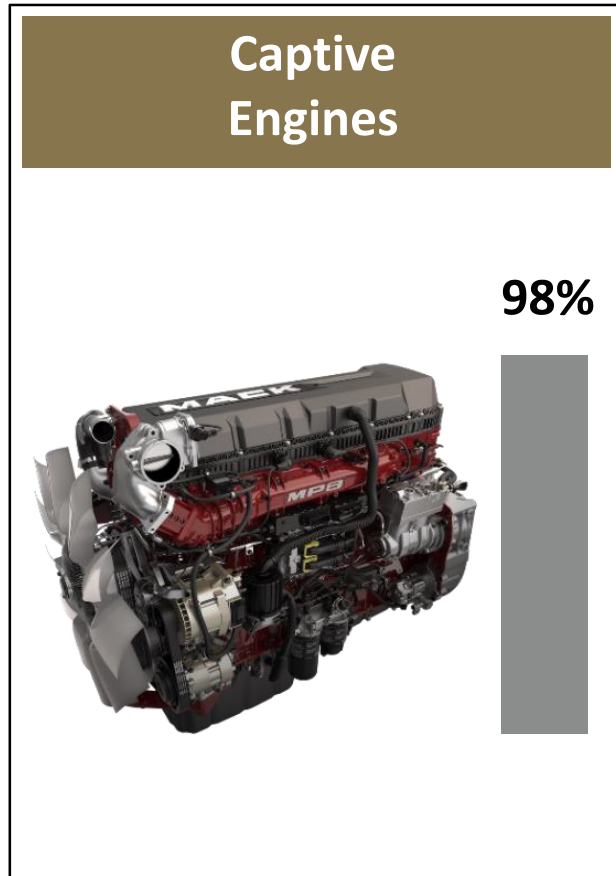
**MACK**

# Mack LR Electric





# Proprietary driveline penetration

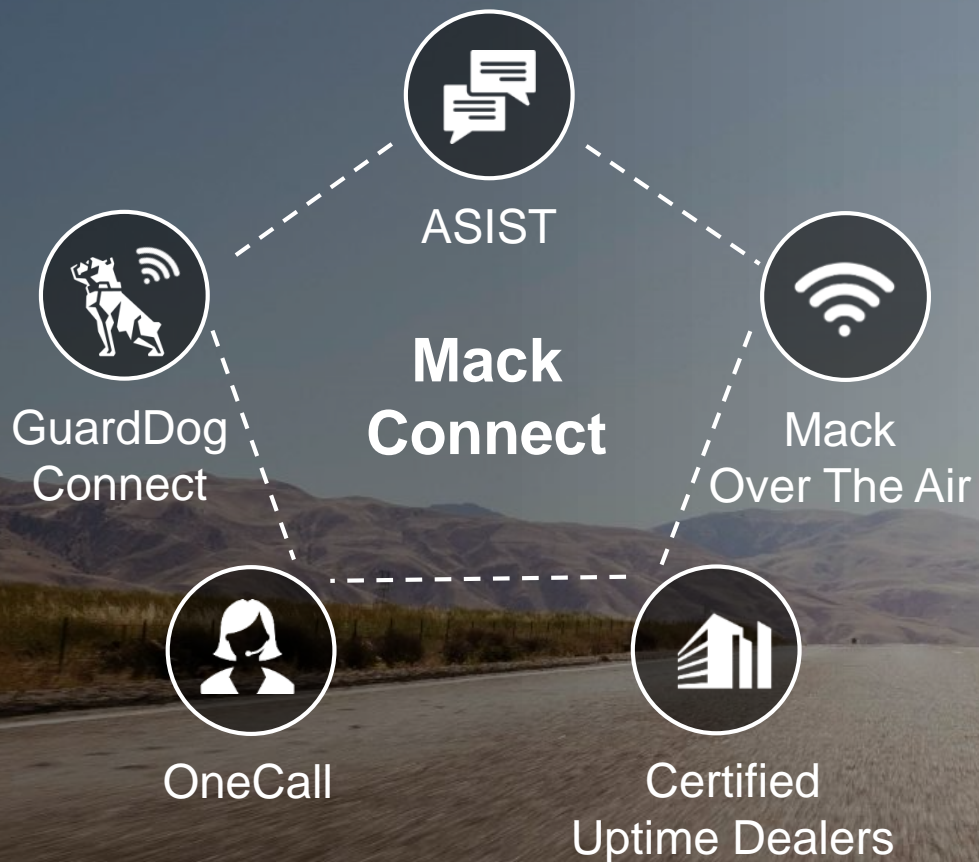


# Strong dealer network





# Connected support





**MACK**®



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# VOLVO TRUCKS NORTH AMERICA



Peter Voorhoeve  
President





# North America: key market for Volvo Trucks

- Home market
- Strong truck portfolio
- Successful strategy shift and positive turnaround
- Major investments to best serve our customers



# Well-received first-class product lineup...



Volvo Trucks. Driving Progress





... ready for the future with  
the Volvo VNR Electric

  
VOLVO  
LIGHTS

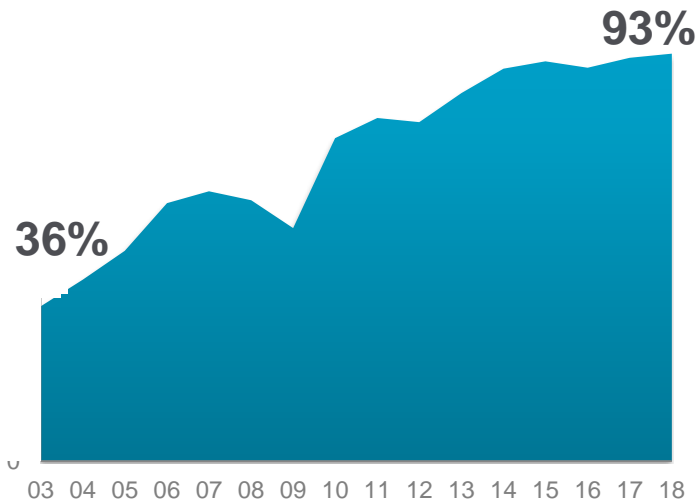


Volvo Trucks. Driving Progress

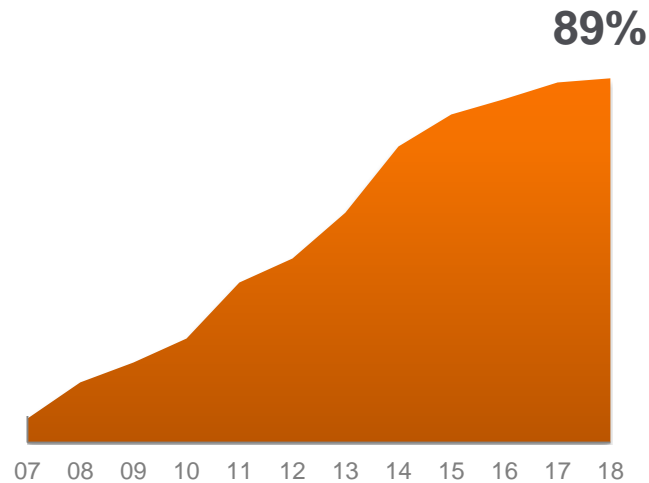


# Successful proprietary driveline penetration

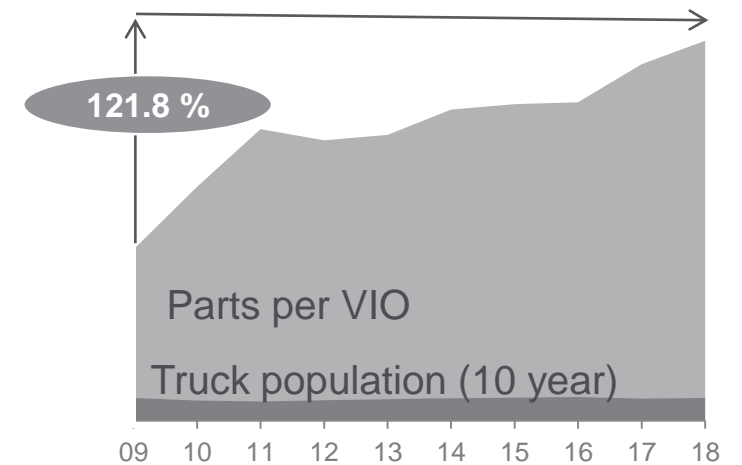
Volvo  
Engines



Volvo  
I-Shift AMT



Parts per  
Vehicle in  
Operation





# Major manufacturing investments

Contractor Village

New 350,000 sq. ft. Building  
BIW Sub-Assembly & Future Projects

Upgrades to Main Assembly  
& New Dynos

◀ Main Assembly & Cab Line

Surface Treatment  
E-coat & Prime

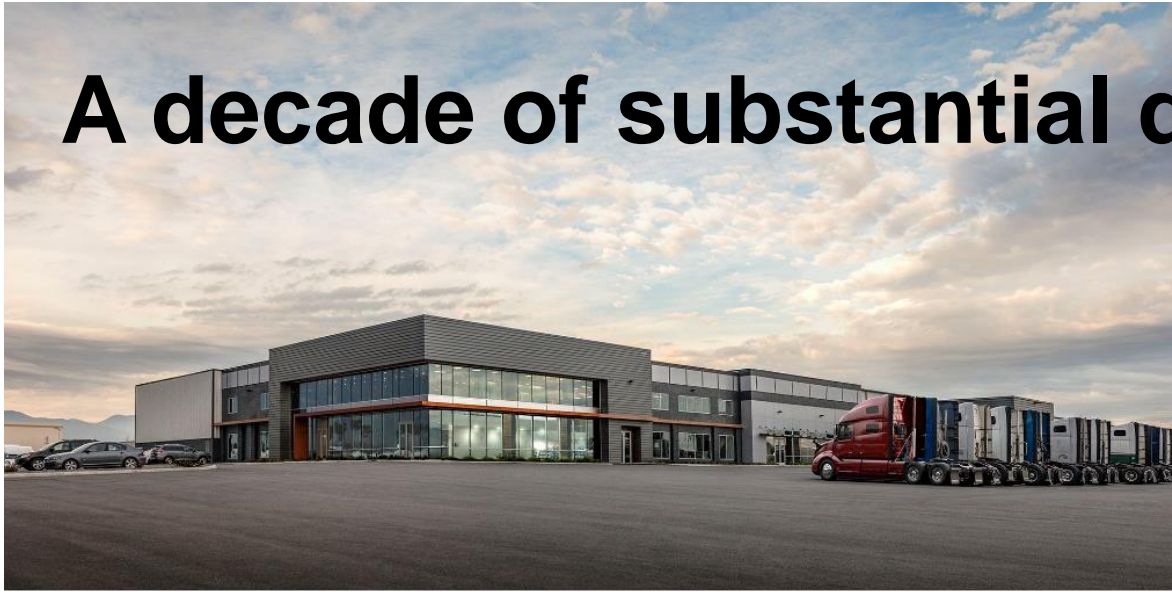
BIW Expansion & Logistics

**\$400 Million  
over 6 years**





# A decade of substantial dealer investments





# ONE IN A MILLION



Volvo Trucks. Driving Progress





THANK YOU!





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