

V O L V O

VOLVO GROUP BUSINESS UPDATE

Post Q2, 2025

Volvo Group

Business Update post Q2 2025

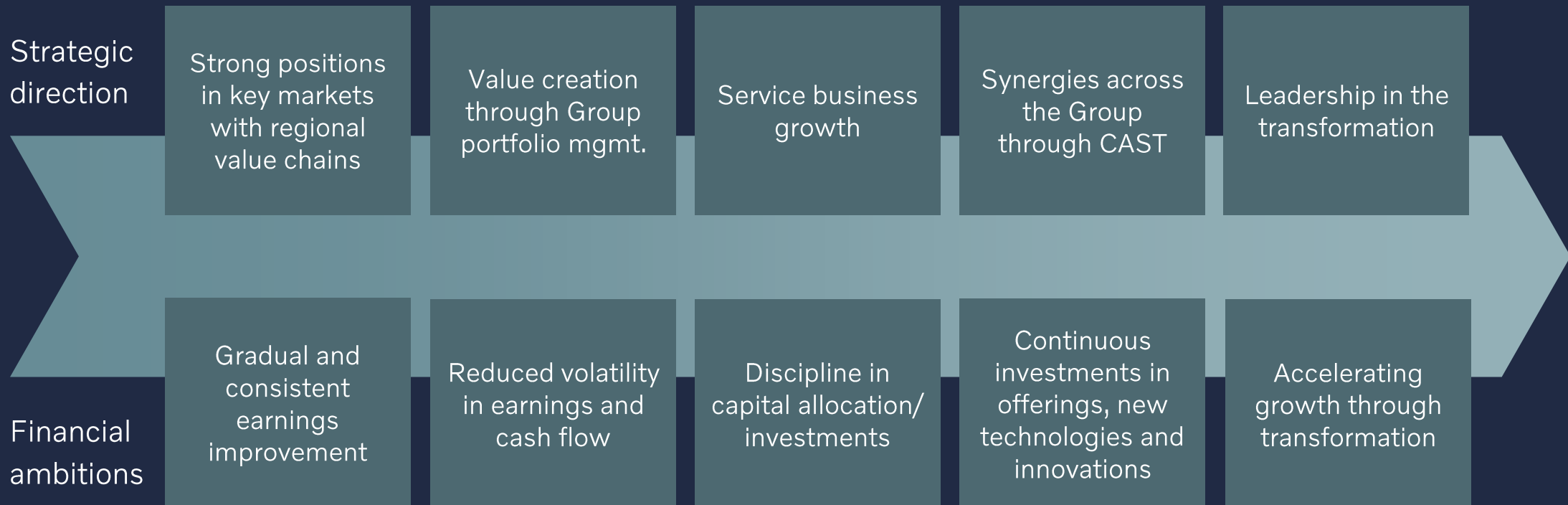
2025-08-18

LONG TERM AMBITION

100%

Safe
Fossil free
More productive

Our strategic direction is in sync with our financial ambitions



Common Architecture and Shared Technology (CAST)



Driving global platforms supported by CAST



**VOLVO
TRUCKS**



**RENAULT
TRUCKS**



**MACK
TRUCKS**



**VOLVO
PENTA**



**VOLVO
BUSES**



**VOLVO
CE**



**EICHER
TRUCKS**



**FINANCIAL
SERVICES**

MANUFACTURING OF CABS & TRUCKS

REMANUFACTURING OF COMPONENTS

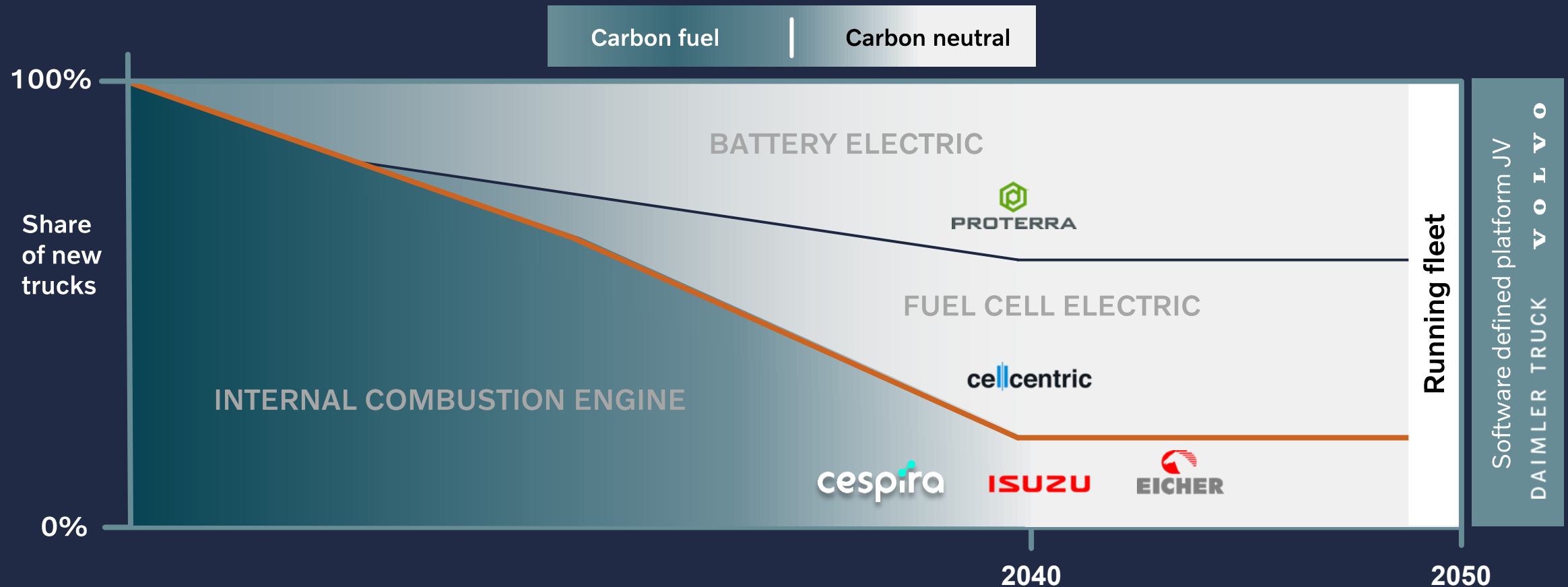
PRODUCTION LOGISTICS

MANUFACTURING OF COMPONENTS (ENGINES, TRANSMISSIONS, BATTERIES)

SERVICE MARKET LOGISTICS

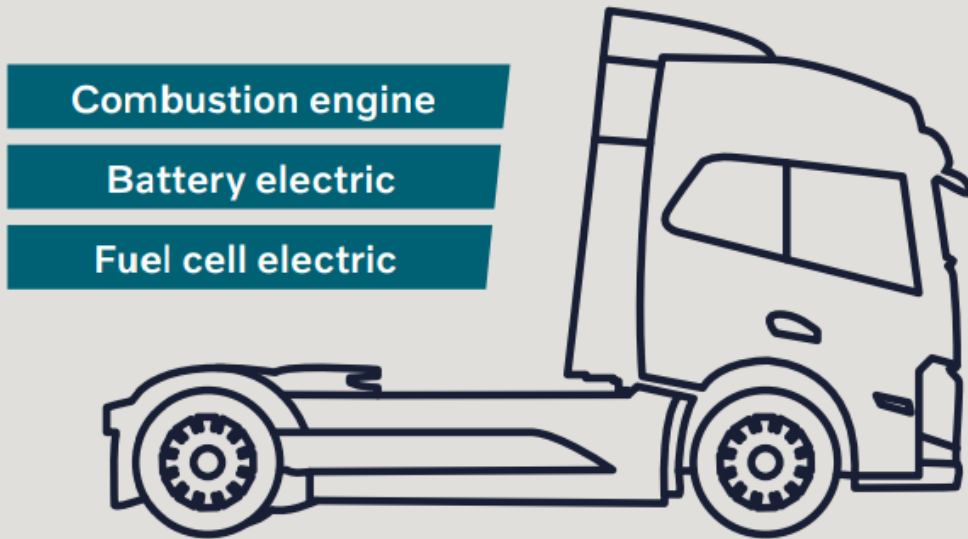
VOLVO PERFORMANCE SYSTEM

Strong partnerships to accelerate the transition

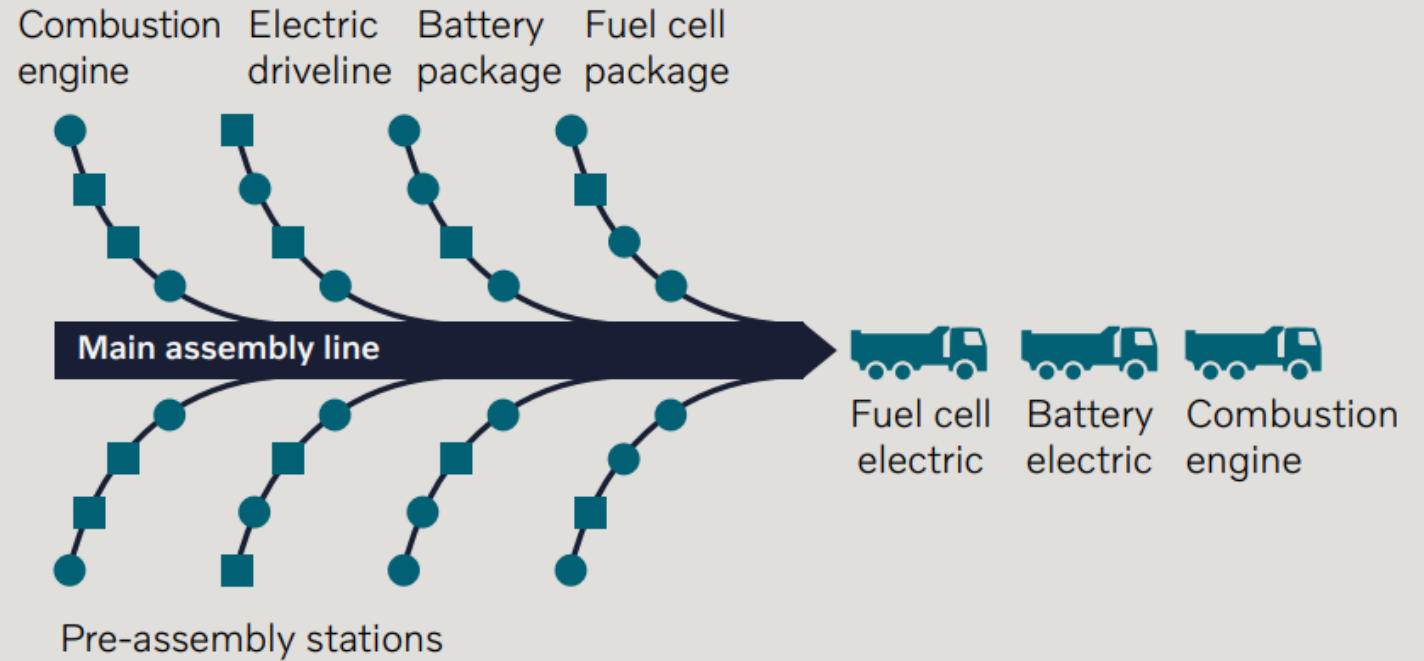


Value creation through modular architecture

SAME VEHICLE PLATFORM



SAME PLANT



The formula for electromobility adoption



Electromobility
adoption rate

Product and
services offering

Total cost of
ownership incl.
incentives,
regulation and
carbon targets and
pricing

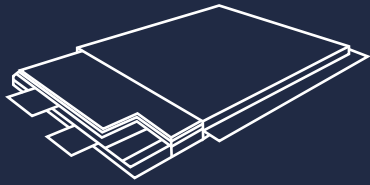
Infrastructure

Fossil-free
energy

Supply
network

Customer
competitiveness
and peace of mind

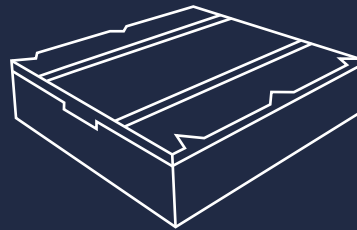
CELL



VOLVO
+ partner

SAMSUNG LG

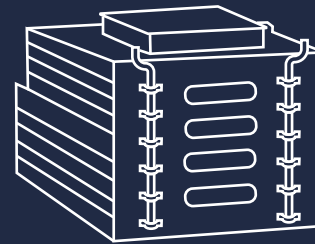
MODULE



VOLVO

PROTECTOR SAMSUNG AKASOL

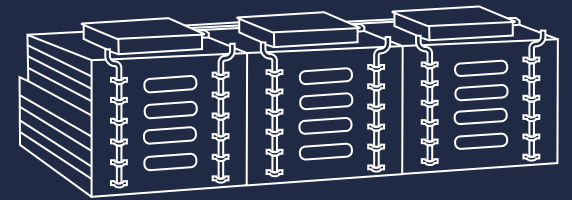
PACK



VOLVO

PROTECTOR AKASOL

ENERGY STORAGE SYSTEM

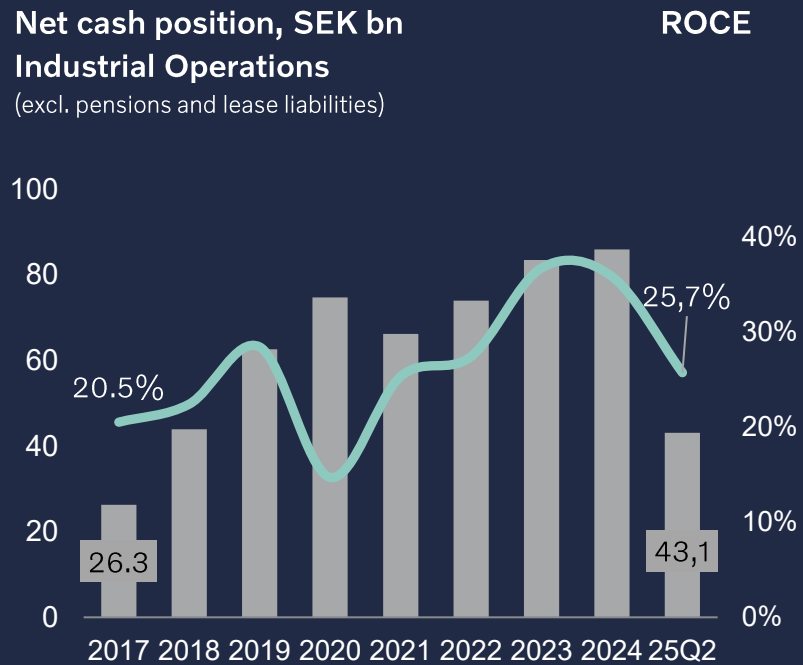


VOLVO

GRADUAL BACKWARD INTEGRATION

Disciplined capital allocation balancing shareholder return while future proofing the Group

STRONG FINANCIAL POSITION AND RETURN ON CAPITAL EMPLOYED

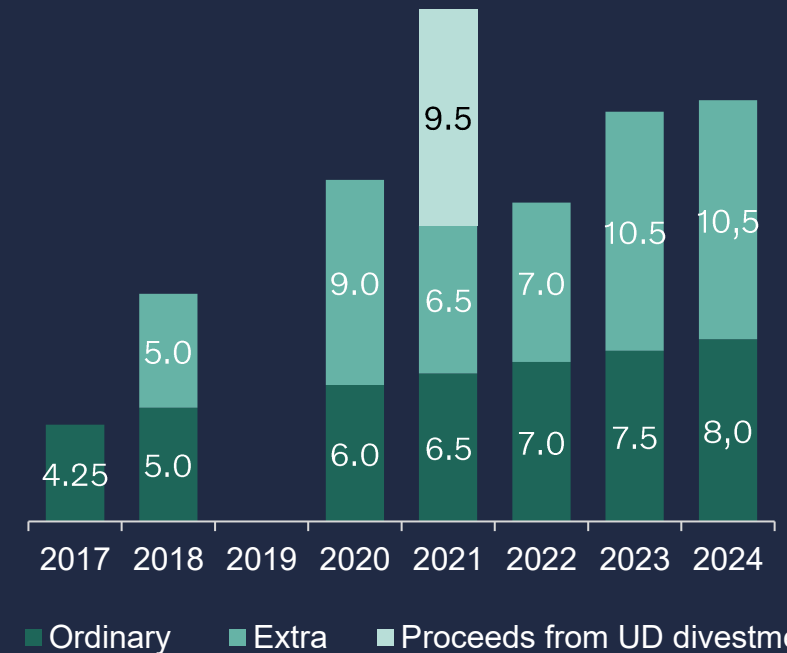


FORWARD-LEANING INVESTMENTS INTO TECHNOLOGY AND INNOVATION

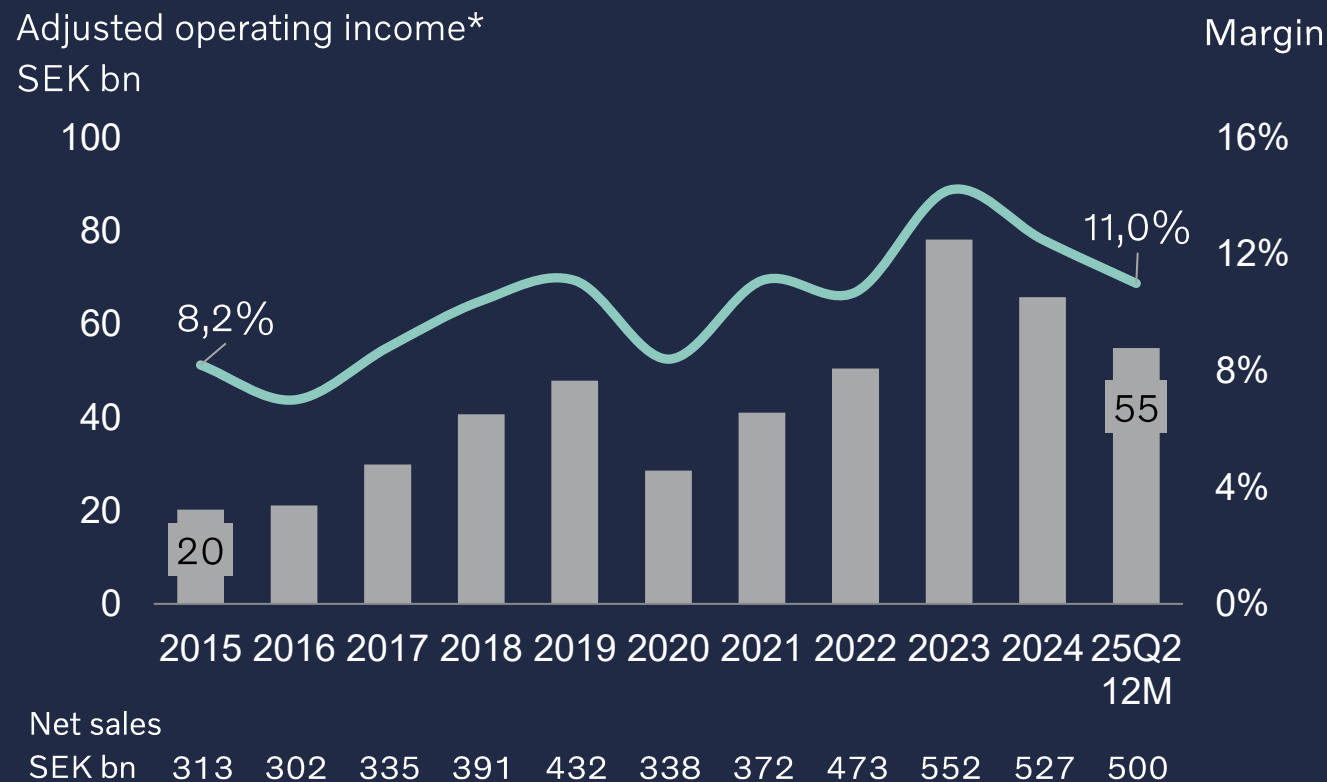


ATTRACTIVE SHAREHOLDER RETURN

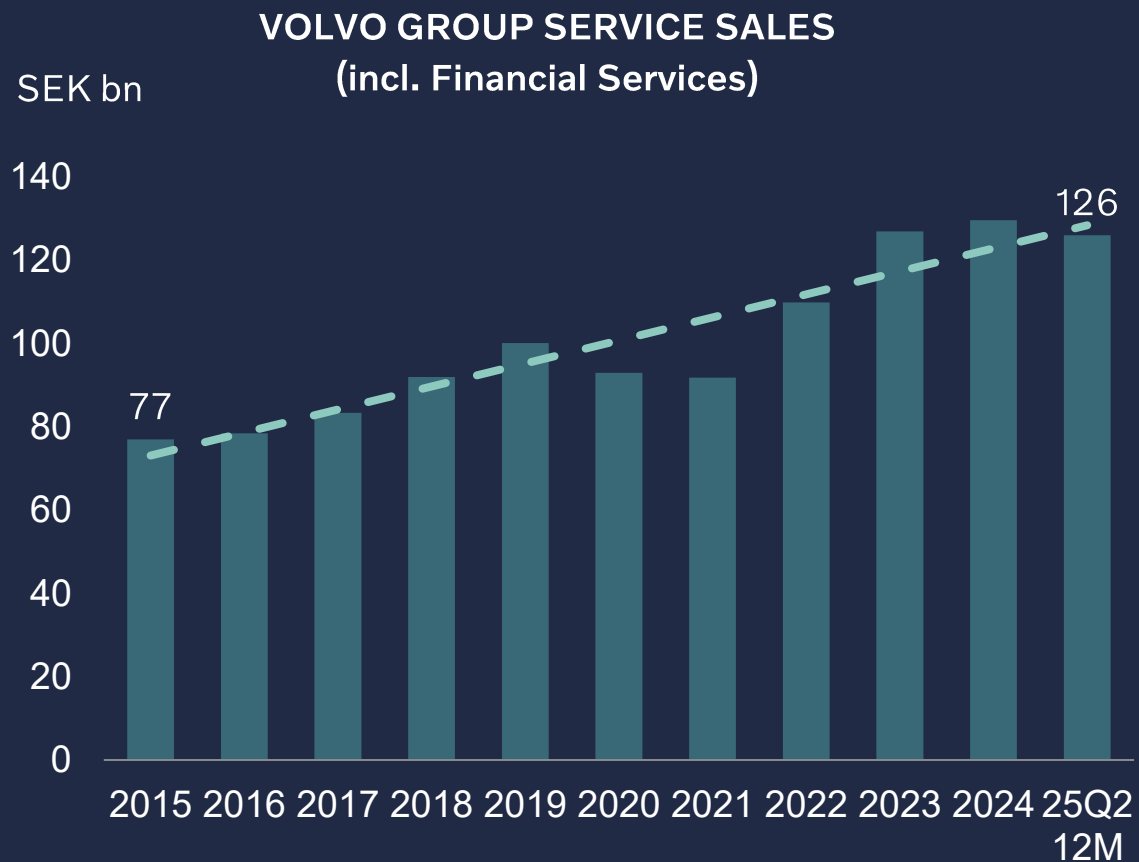
Dividend, SEK/share



Consistent earnings improvement while investing in new technologies



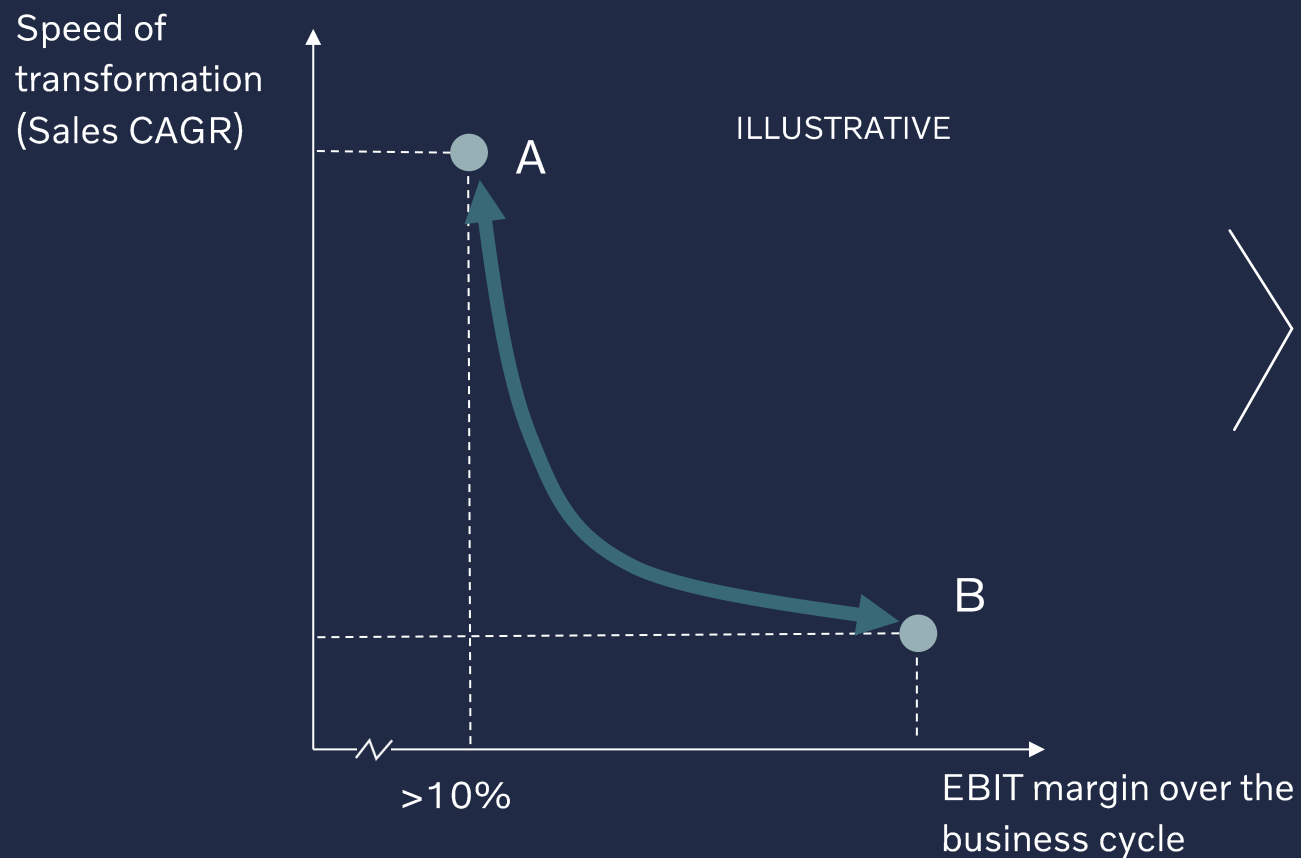
Services strengthening both customer retention, profitability and resilience



Business Update post Q2 2025



We will generate strong shareholder returns regardless of the speed of transformation



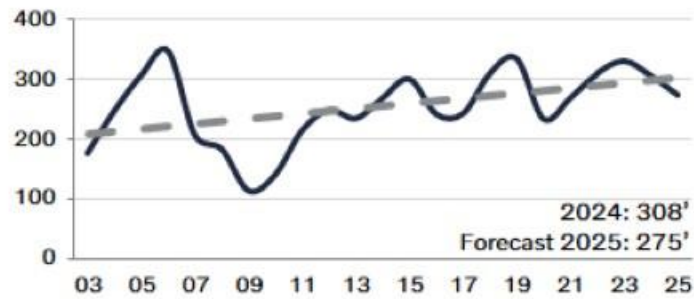
- The Group is geared to operate effectively anywhere between point A and B on the curve
- In both scenarios, the Group will generate strong shareholder returns
- Unprecedented value generation upside from an accelerated transformation

Deep dive slides

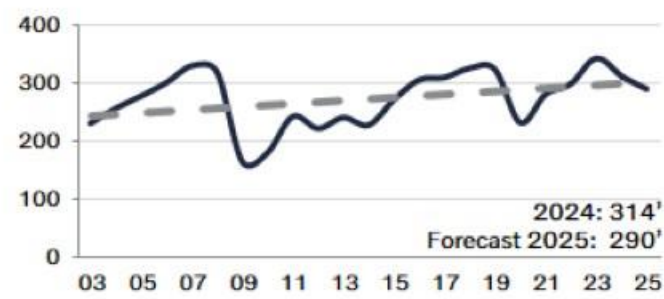
TRUCKS

Market environment

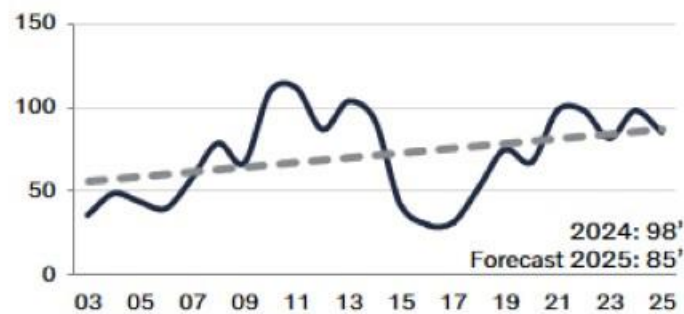
NORTH AMERICA HD



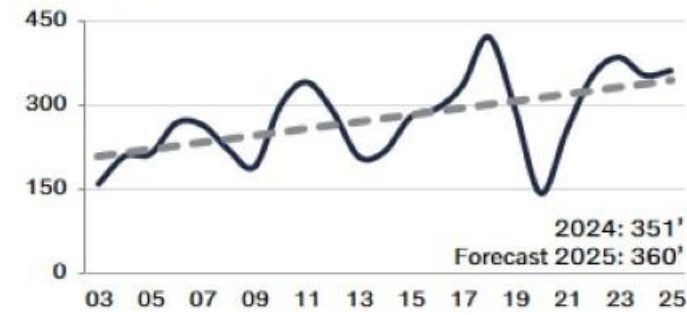
EUROPE HD



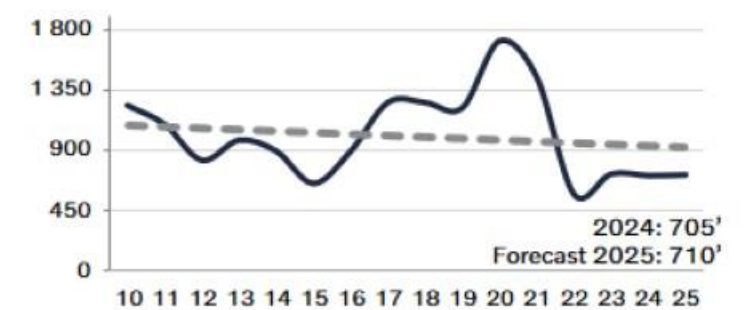
BRAZIL HD



INDIA HD+MD

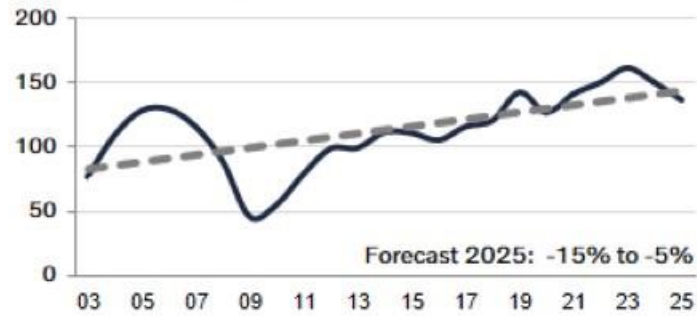
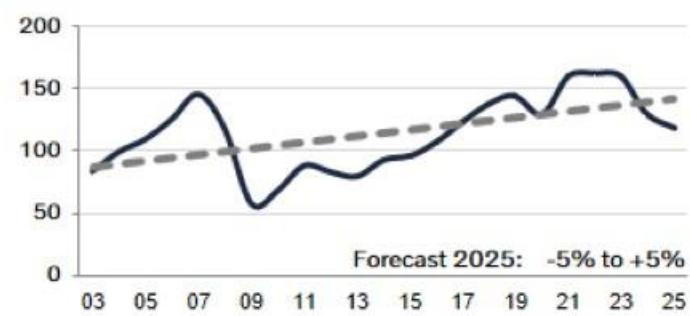
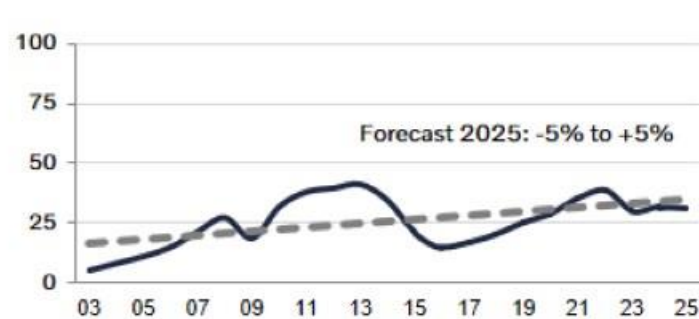
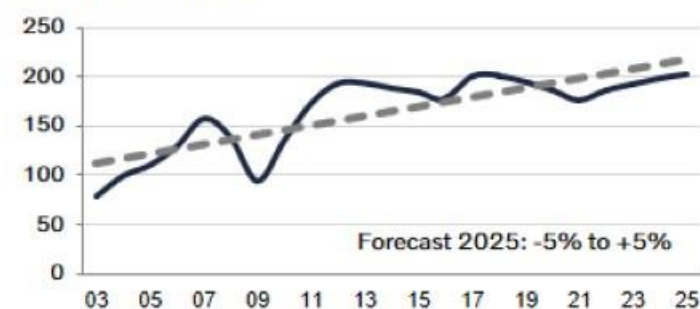
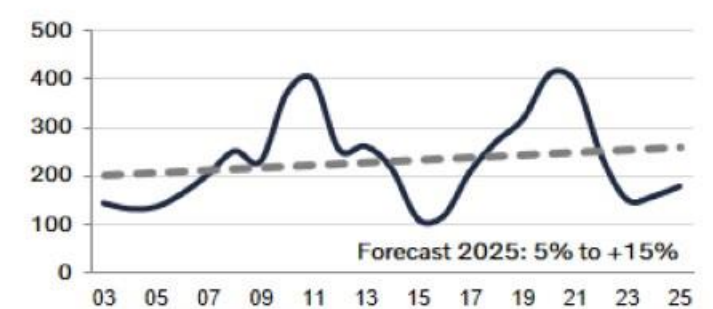


CHINA HD+MD



CONSTRUCTION EQUIPMENT

Market environment

NORTH AMERICA**EUROPE****SOUTH AMERICA****ASIA (excl. CHINA)****CHINA**

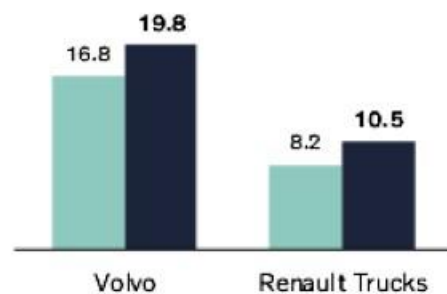
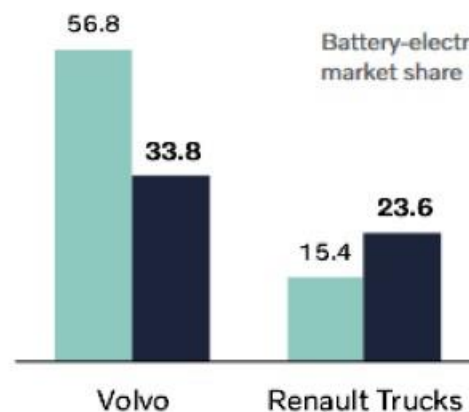
TRUCKS

Heavy-duty truck market shares

**EUROPE (EU29)**

YTD May

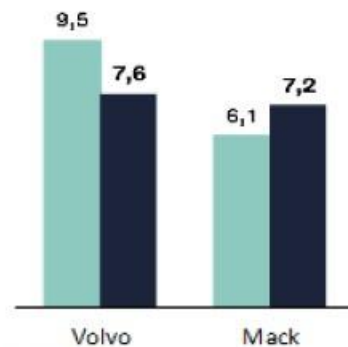
Total market share

Battery-electric
market share

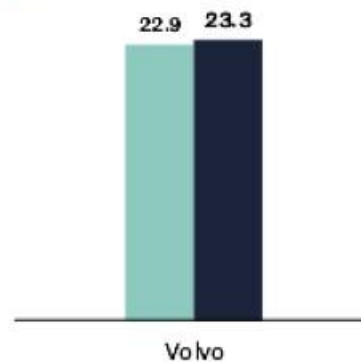
2024
2025

NORTH AMERICA

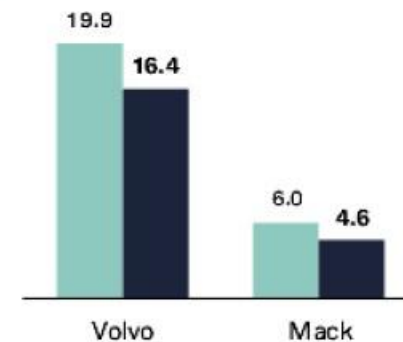
YTD June

**BRAZIL**

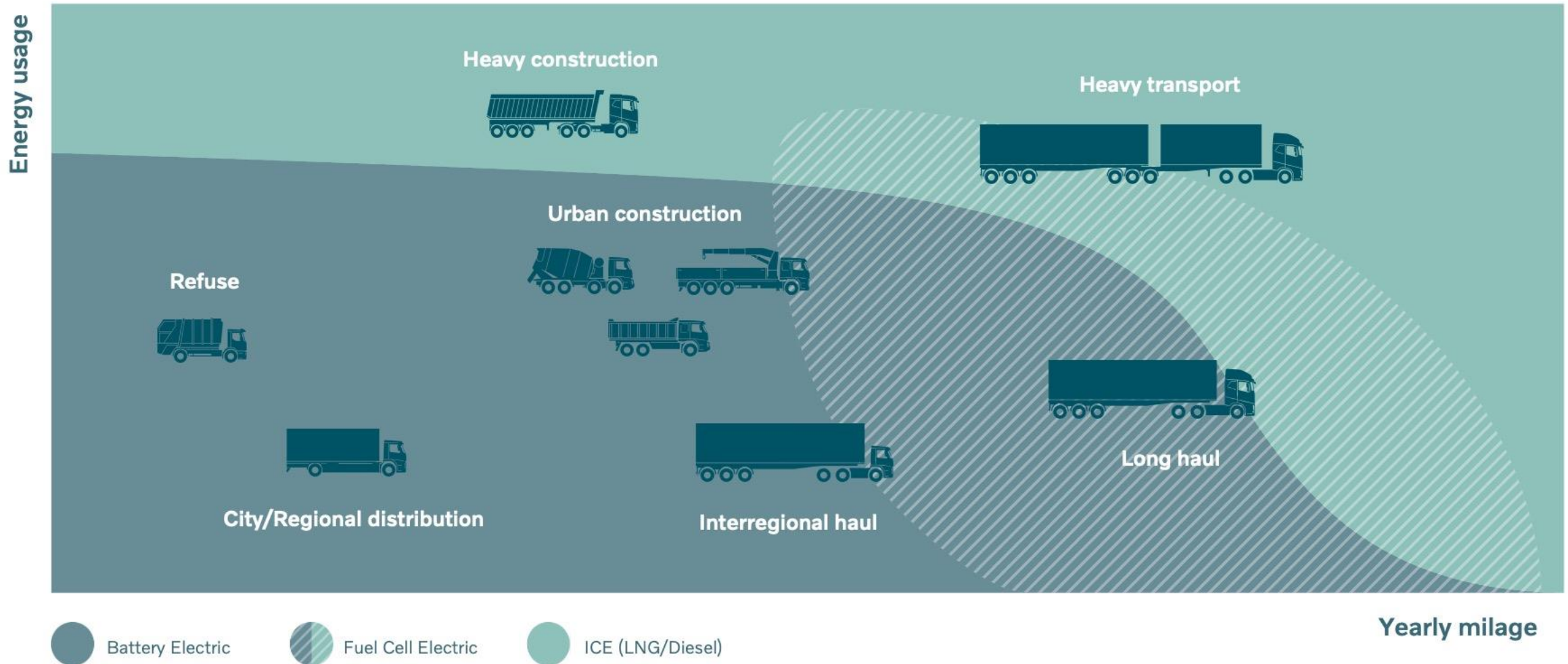
YTD June

**AUSTRALIA**

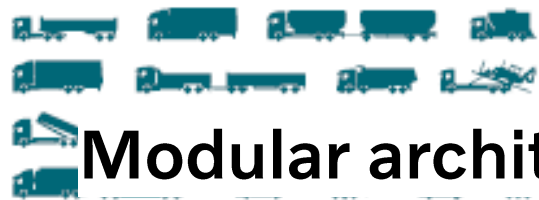
YTD June



A mix of products required to support CO2 reductions towards 2030



AGRICULTURE



Modular architecture enables large number of applications



WASTE & RECYCLING



CONSTRUCTION & MINING



PUBLIC SERVICE



CONSTRUCTION



SPECIAL CARGO & HEAVY HAULAGE



GENERAL CARGO & FOOD



PETROLEUM & CHEMICAL



FOREST

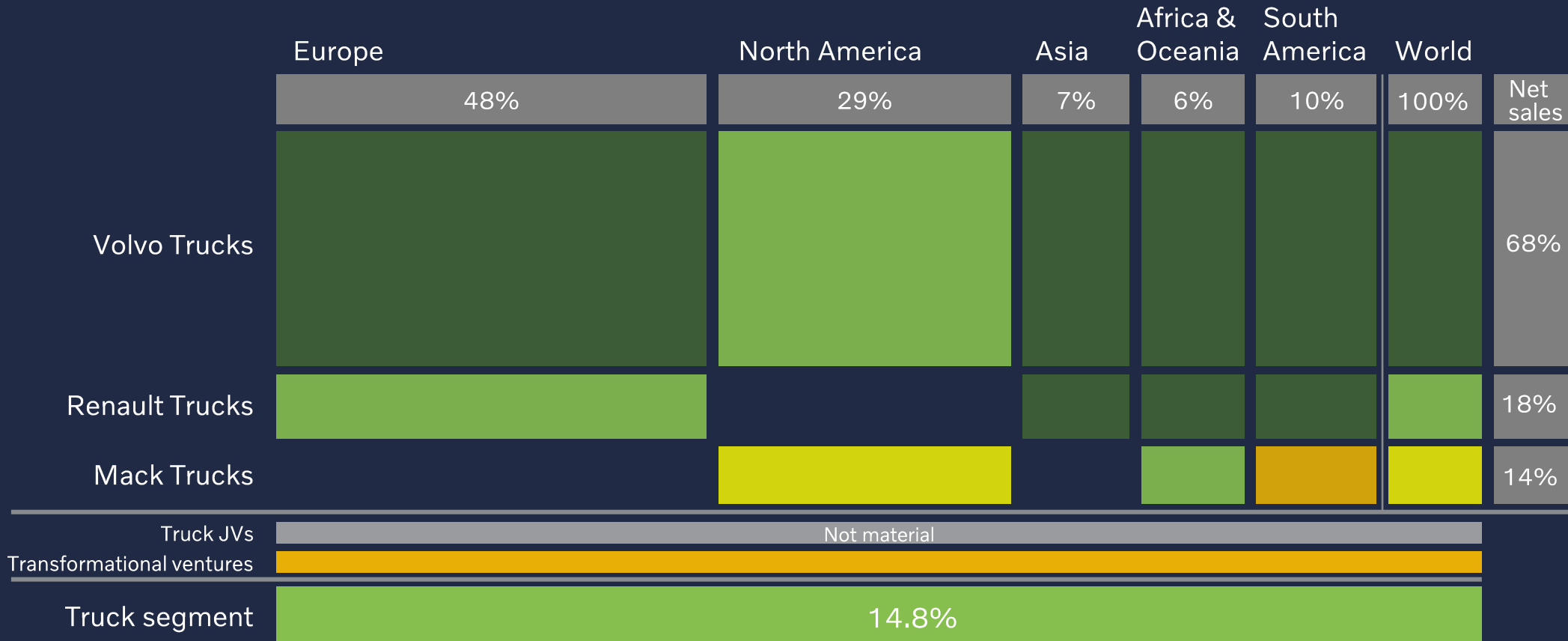


Continuously reviewing the Group's business portfolio

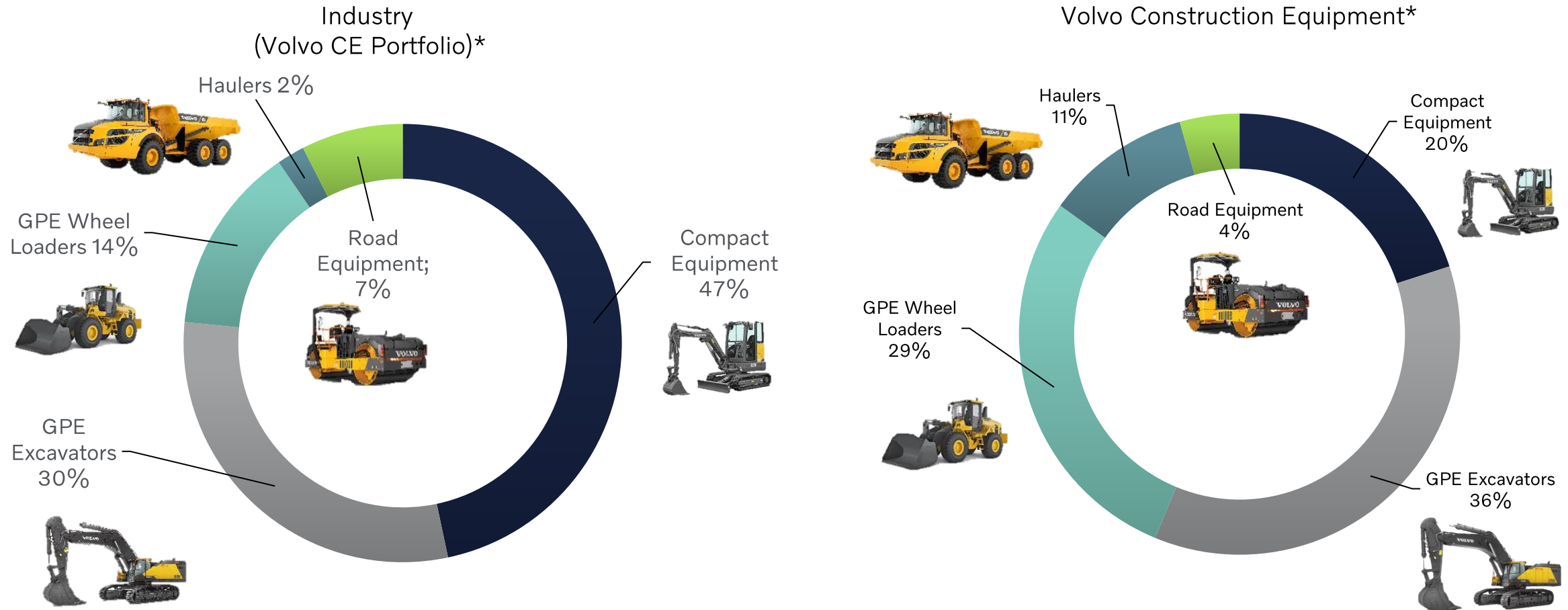


Driving performance improvements across truck brands and JV's while investing into tomorrow's value chain and technologies

– Earnings profile as per FY2023



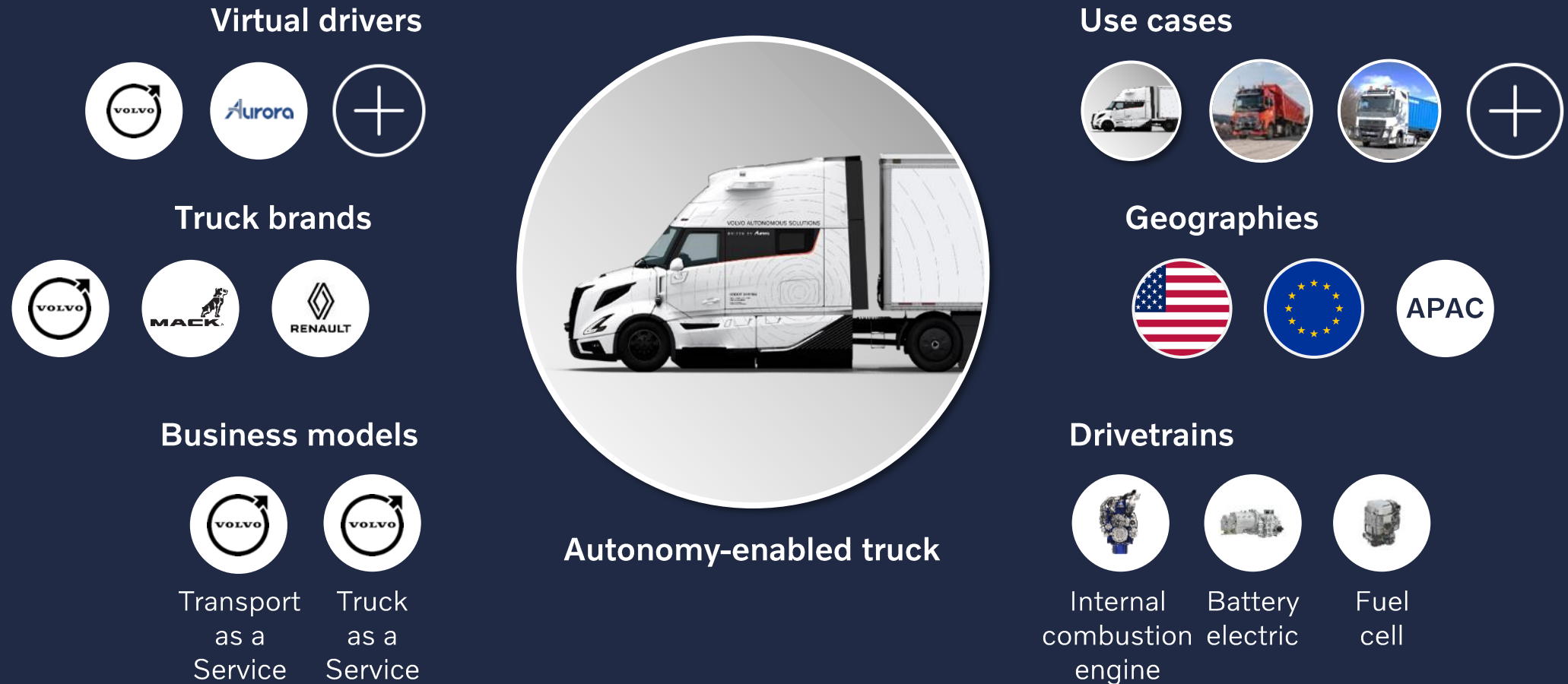
Volvo Construction Equipment product line exposure versus industry



*) As of December 2024 defined as units sold

Volvo's standard vehicle for autonomous transportation

Platform to maximize value creation for Volvo Group



Volvo Autonomous Solutions has achieved critical milestones



**Unveiling of the
Volvo VNL
Autonomous**



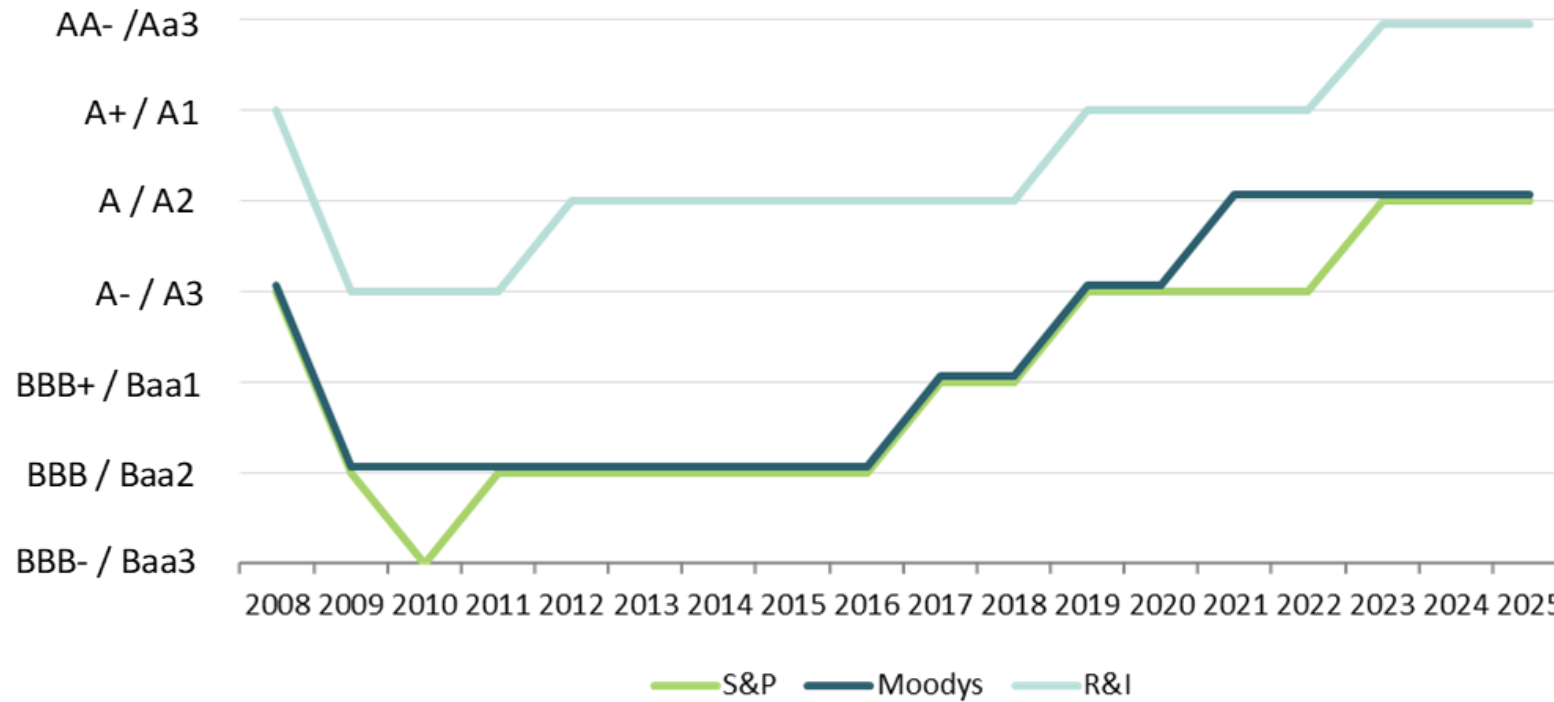
**Launch fleet
produced**

Start of
autonomous
operations with
safety driver



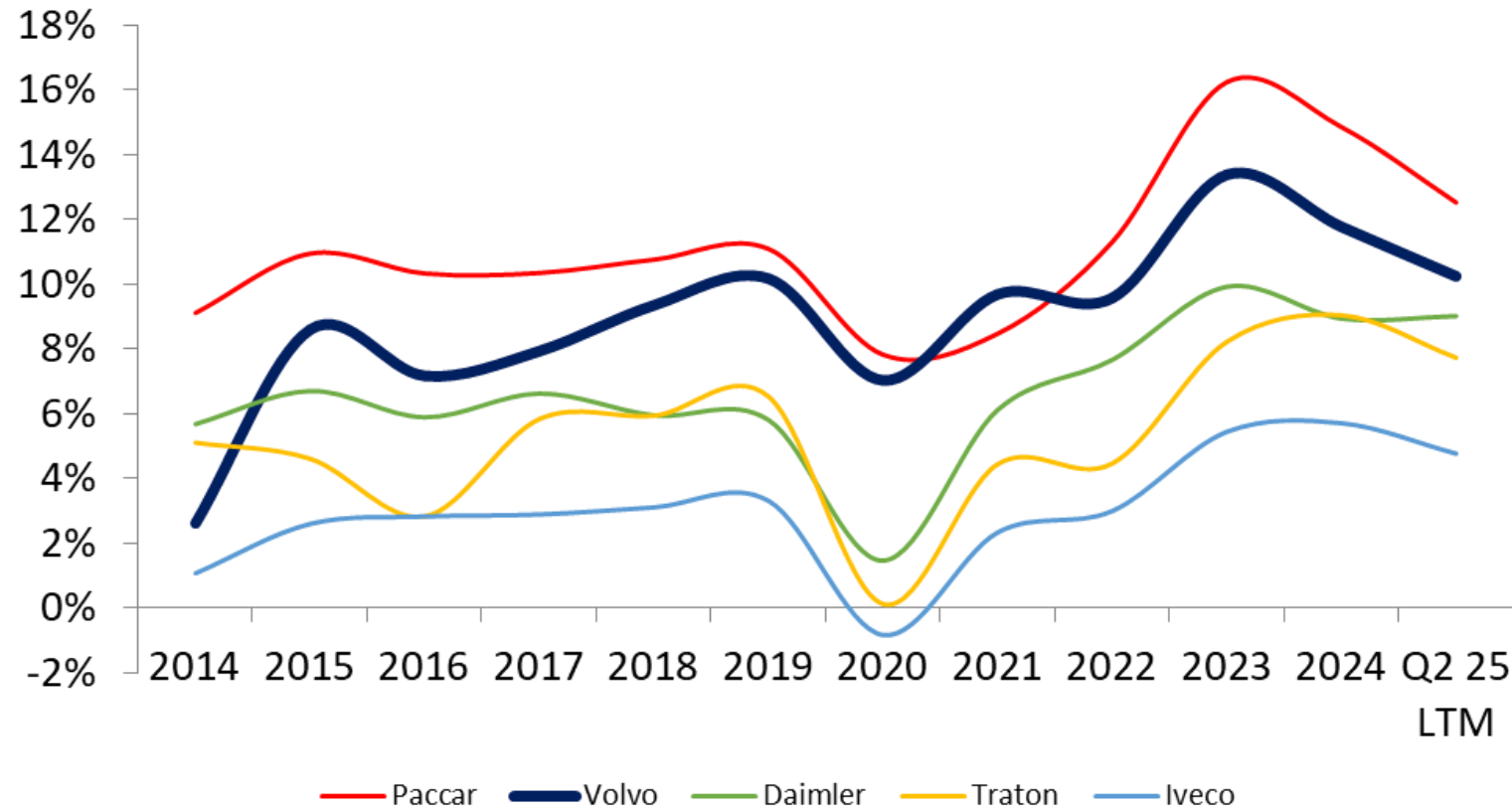
Develop, test, validate, integrate

Strong credit ratings



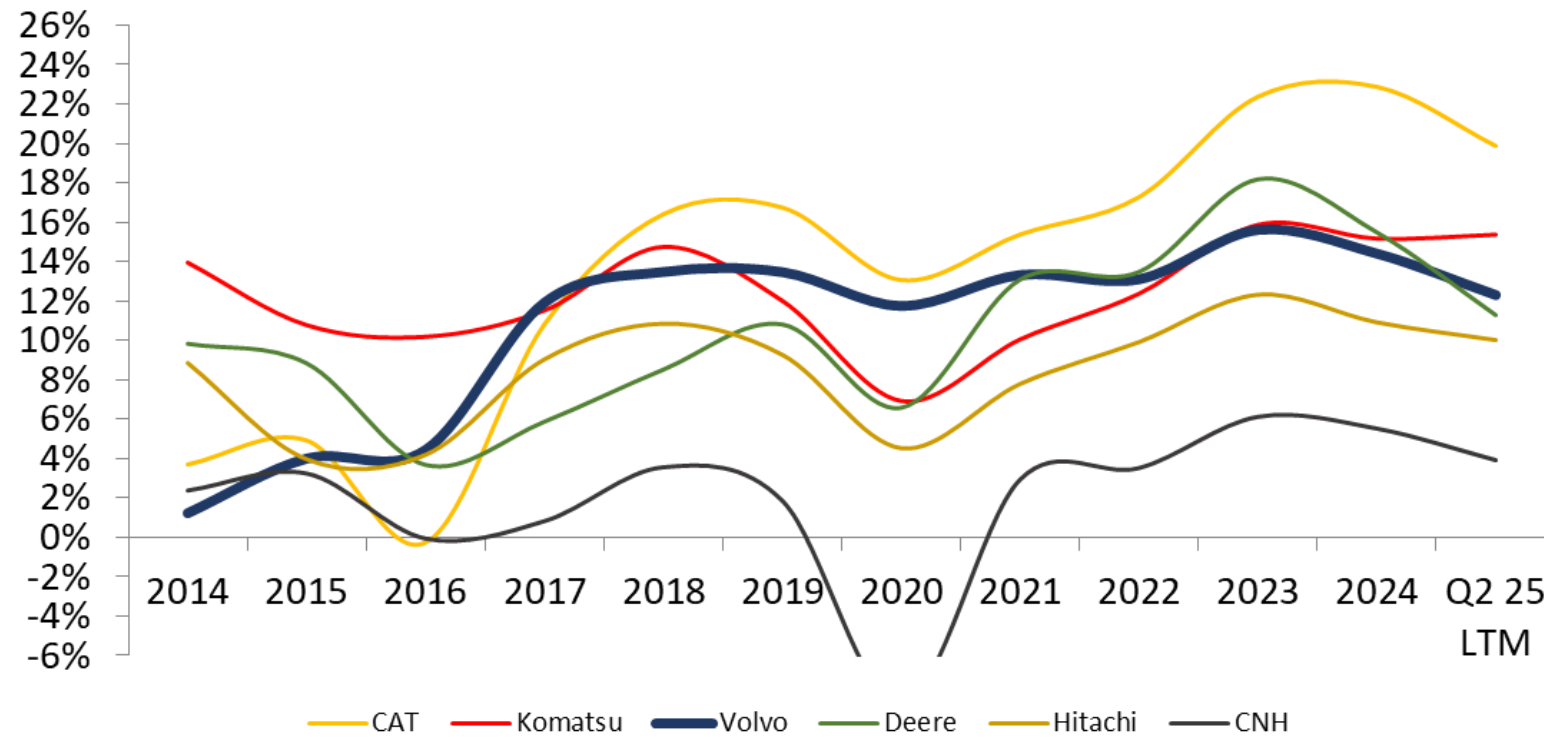
Trucks, Buses & Engines

Adjusted operating margin: Volvo vs Peers



Construction equipment

Operating margin: Volvo vs Peers



Volvo Group Operating margin



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