

V O L V O

VOLVO GROUP BUSINESS UPDATE

Post Q1 2025

Volvo Group

Business Update post Q1 2025

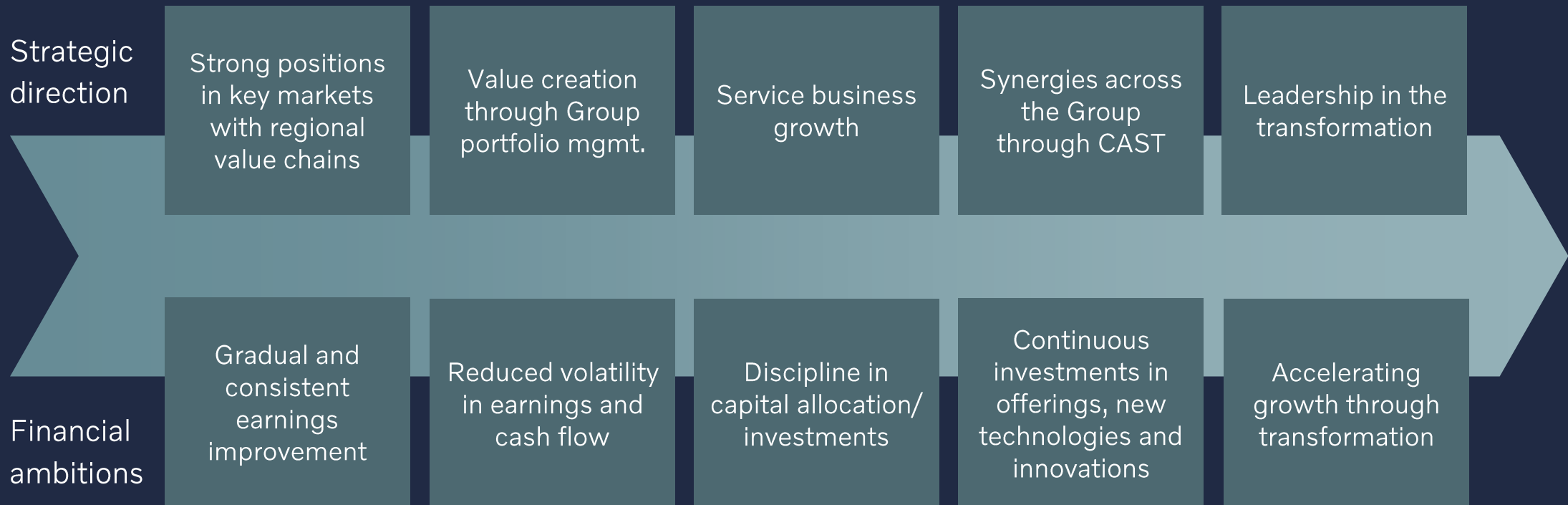
2025-05-07

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

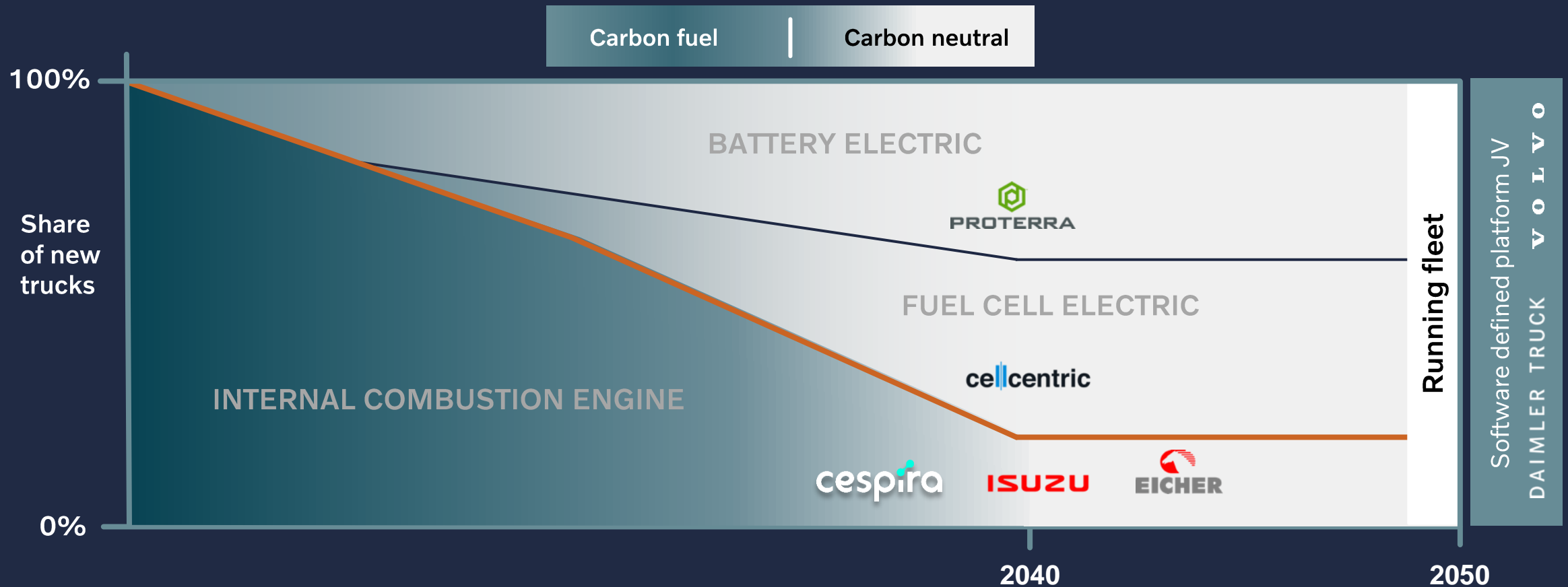
PRODUCTION LOGISTICS

MANUFACTURING OF COMPONENTS (ENGINES, TRANSMISSIONS, BATTERIES)

SERVICE MARKET LOGISTICS

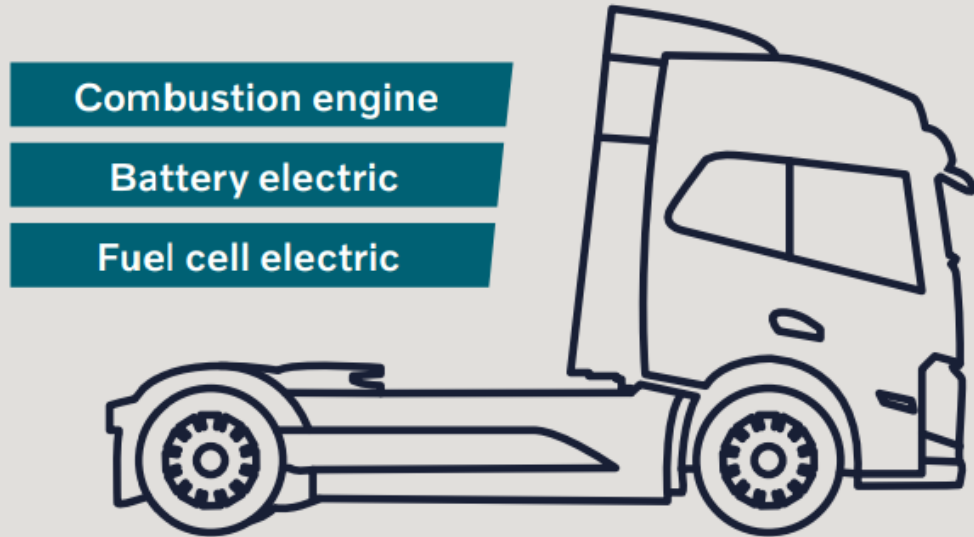
VOLVO PERFORMANCE SYSTEM

Strong partnerships to accelerate the transition

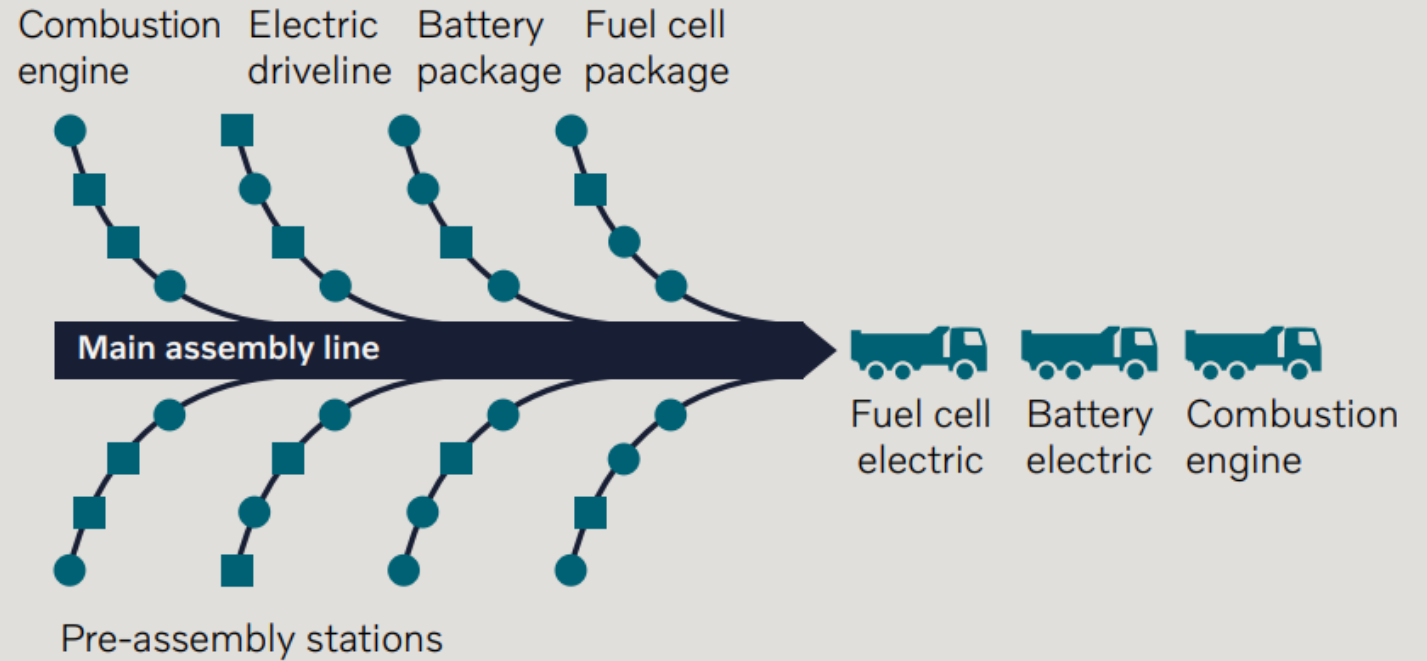


Value creation through modular architecture

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

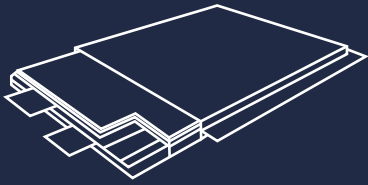
Infrastructure

Fossil-free energy

Supply network

Customer competitiveness and peace of mind

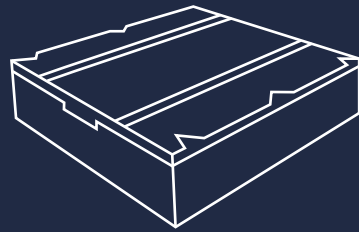
CELL



V O L V O
+ partner



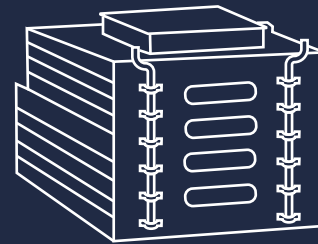
MODULE



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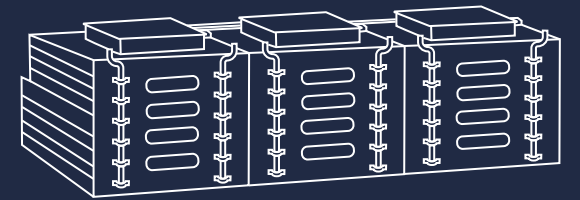
PACK



V O L V O



ENERGY STORAGE SYSTEM

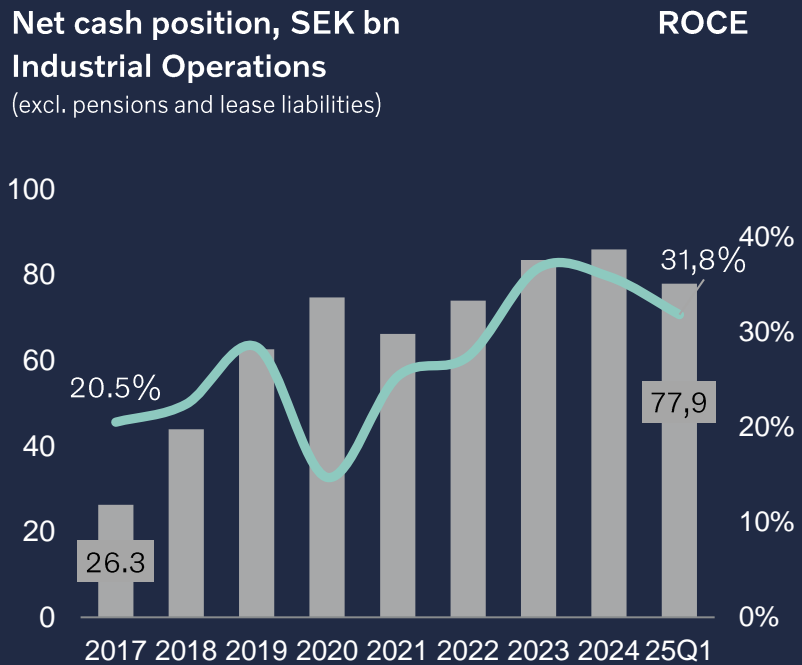


V O L V O

GRADUAL BACKWARD INTEGRATION

Disciplined capital allocation balancing shareholder return while future proofing the Group

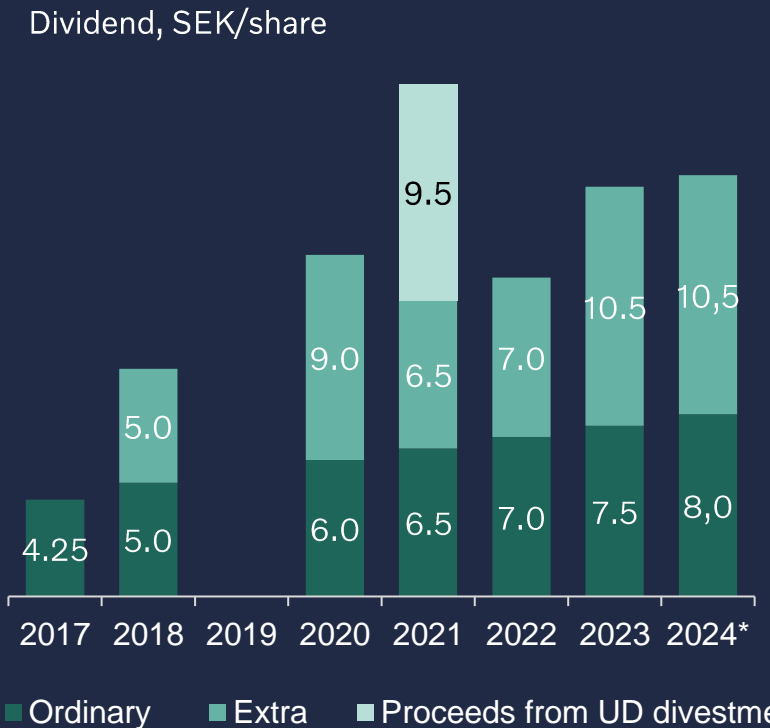
STRONG FINANCIAL POSITION AND RETURN ON CAPITAL EMPLOYED



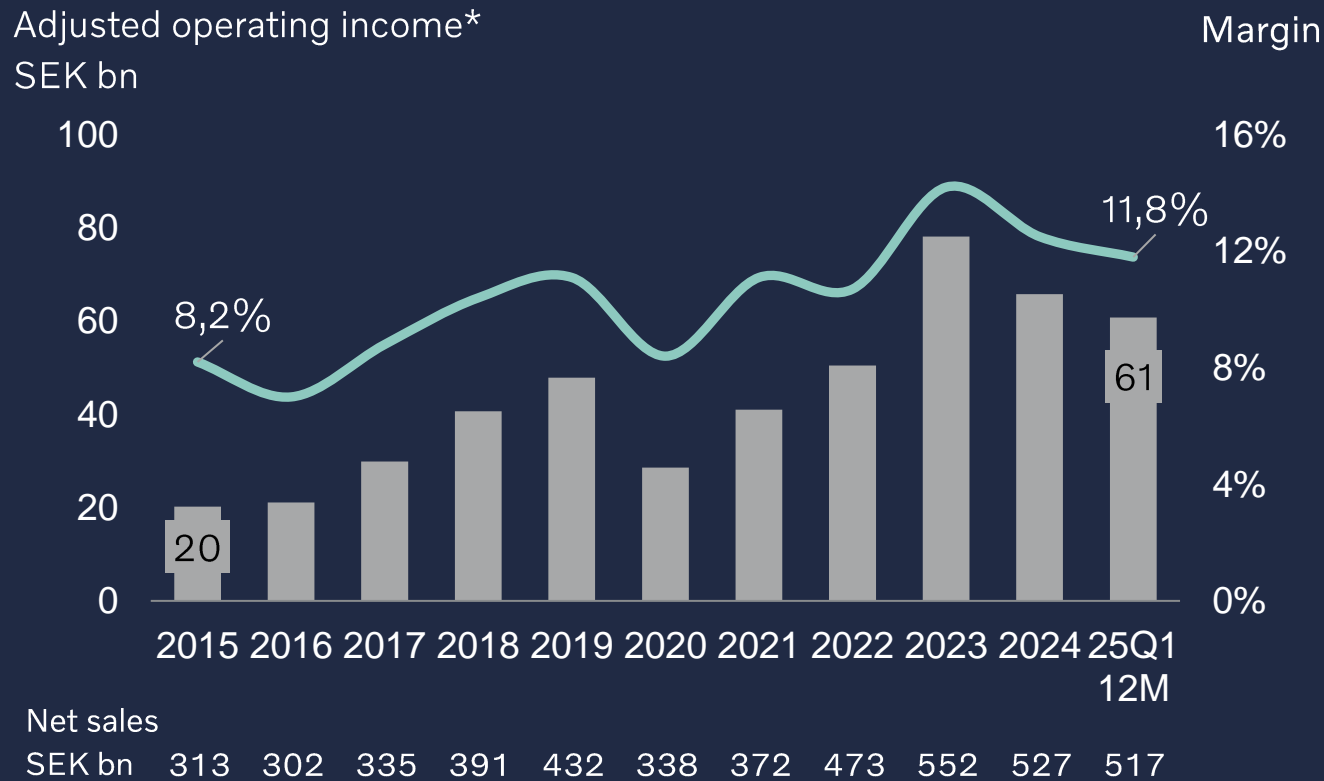
FORWARD-LEANING INVESTMENTS INTO TECHNOLOGY AND INNOVATION



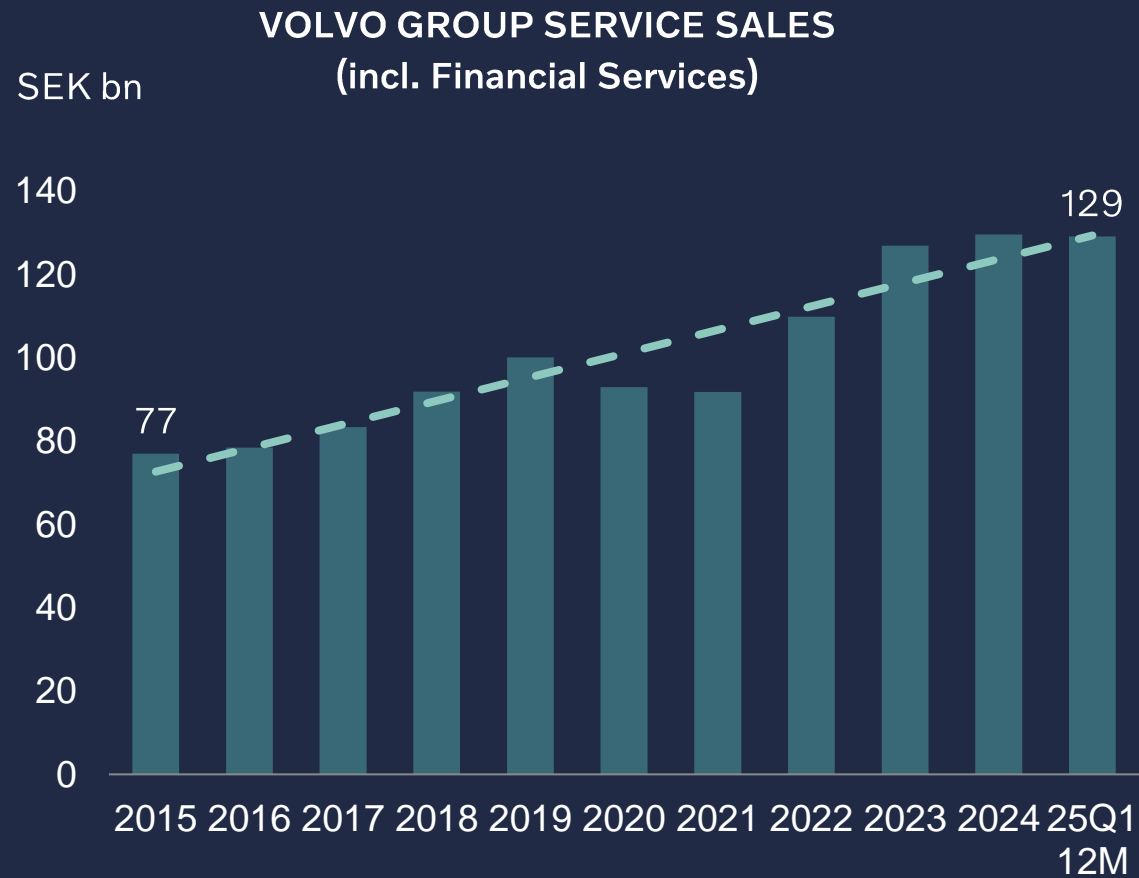
ATTRACTIVE SHAREHOLDER RETURN



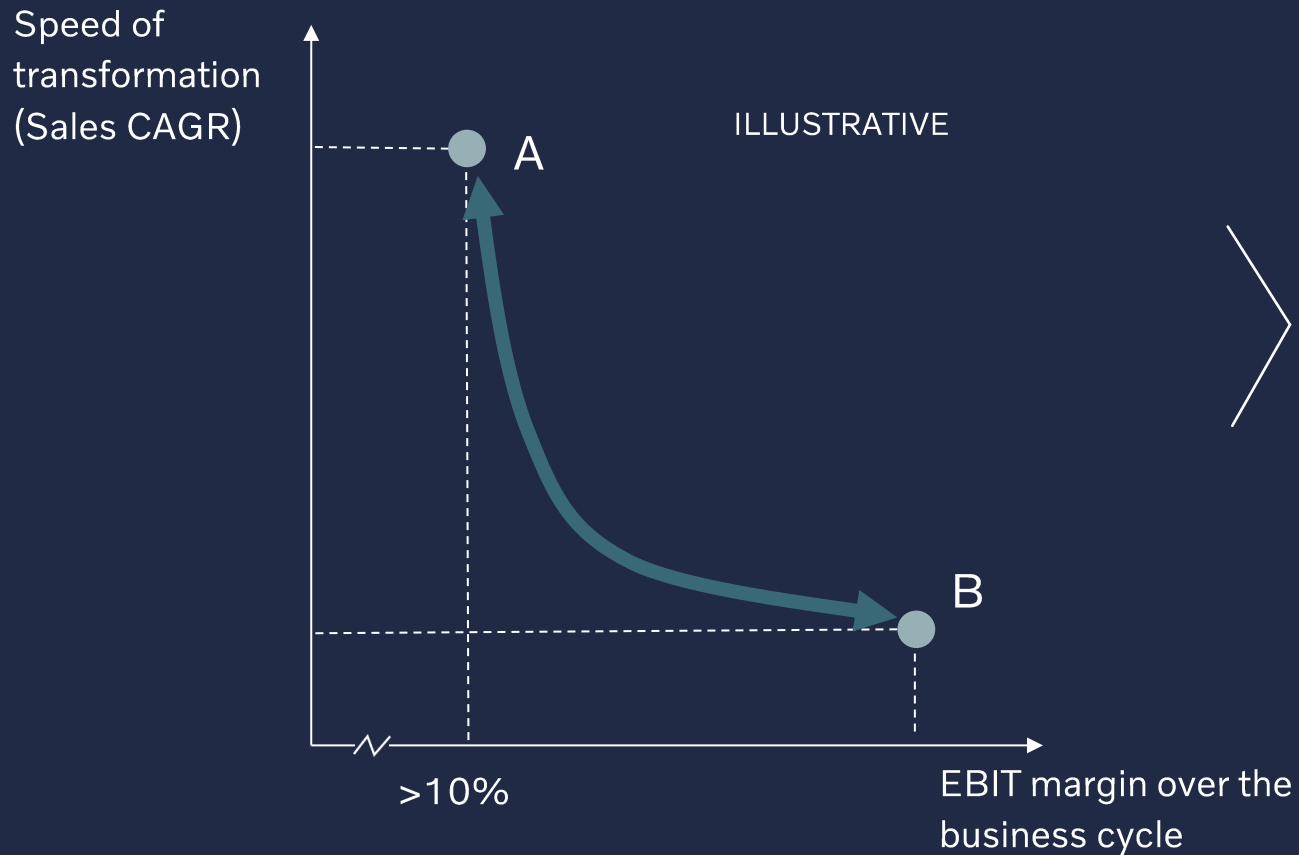
Consistent earnings improvement while investing in new technologies



Services strengthening both customer retention, profitability and resilience



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



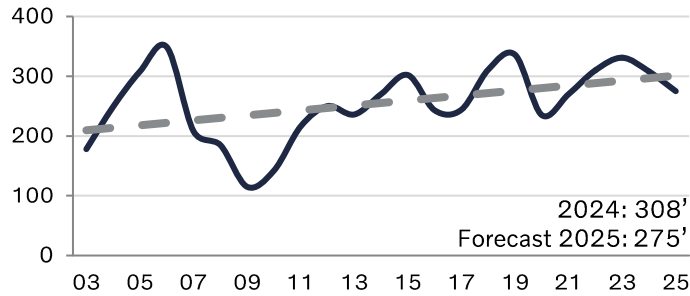
- The Group is geared to operate effectively anywhere between point A and B on the curve
- In both scenarios, the Group will generate strong shareholder returns
- Unprecedented value generation upside from an accelerated transformation

Deep dive slides

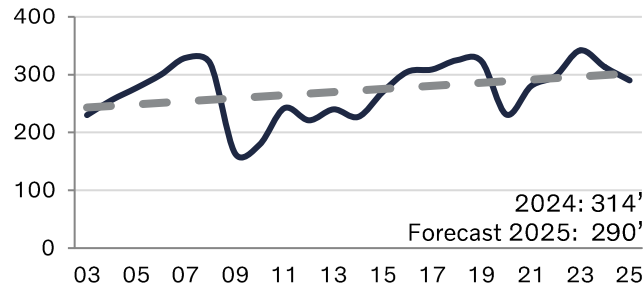
TRUCKS

Market environment – forecast as per 25Q1

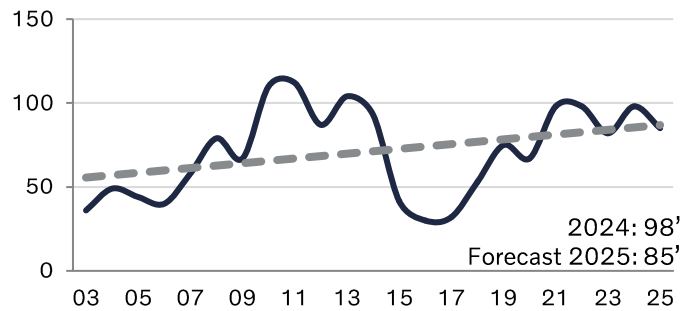
NORTH AMERICA HD



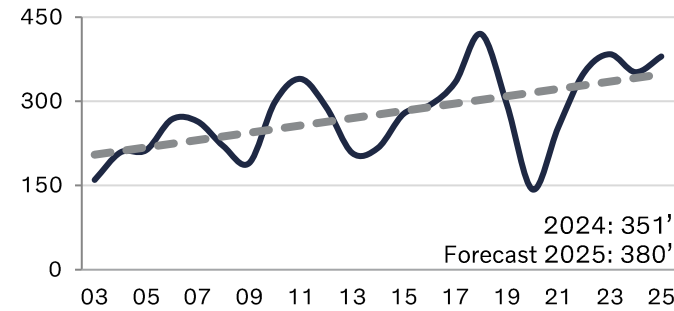
EUROPE HD



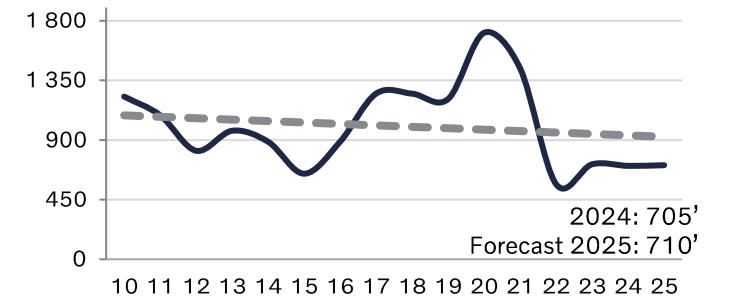
BRAZIL HD



INDIA HD+MD



CHINA HD+MD

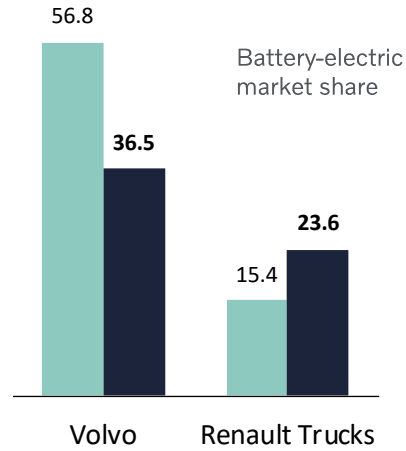
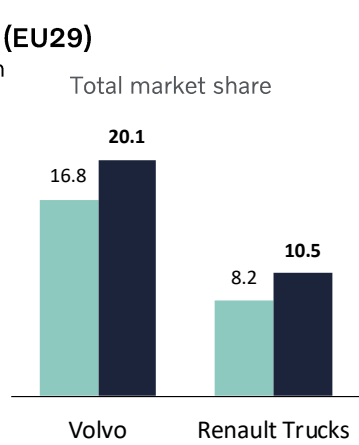




TRUCKS

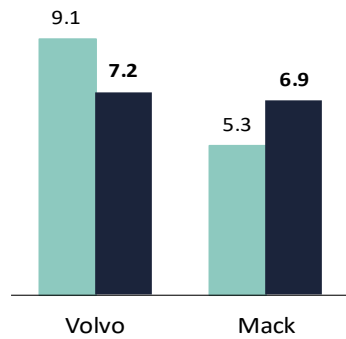
Heavy-duty truck market shares

EUROPE (EU29)
YTD March

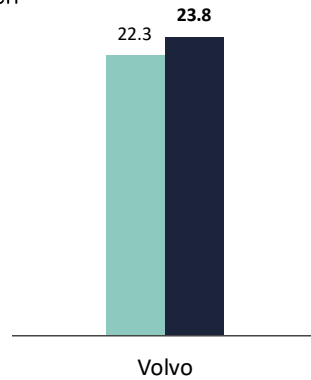


2024
2025

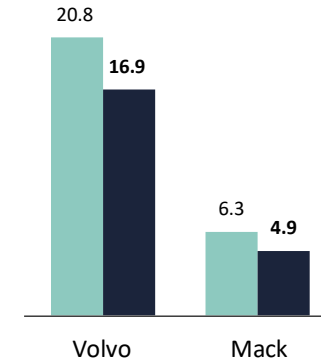
NORTH AMERICA
YTD March



BRAZIL
YTD March



AUSTRALIA
YTD March

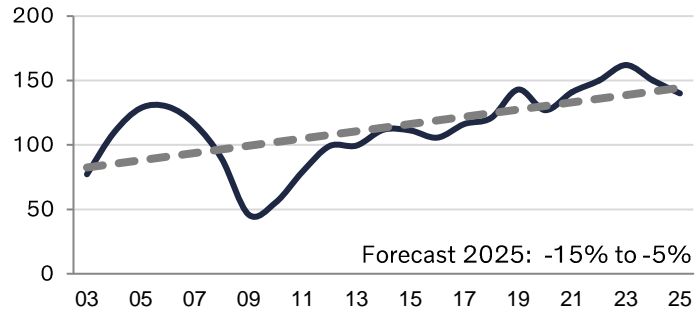


The market forecasts are subject to significant uncertainty due to current market conditions

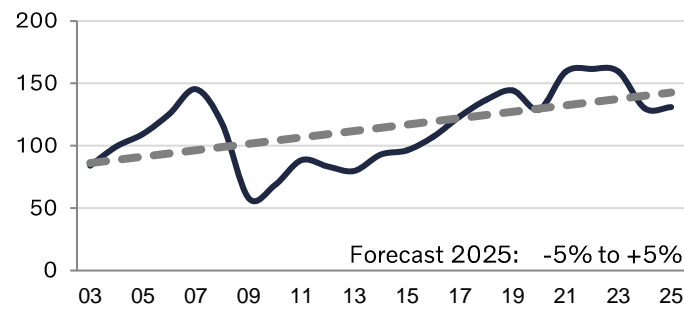
CONSTRUCTION EQUIPMENT

Market environment – forecast as per 25Q1

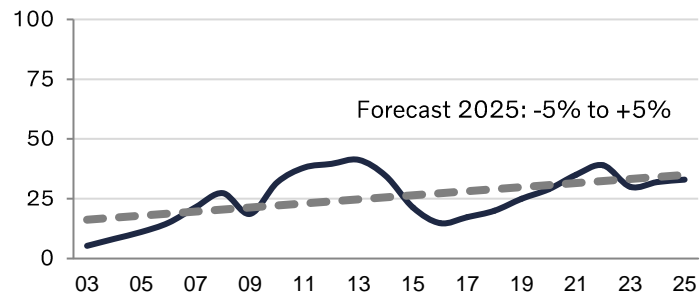
NORTH AMERICA



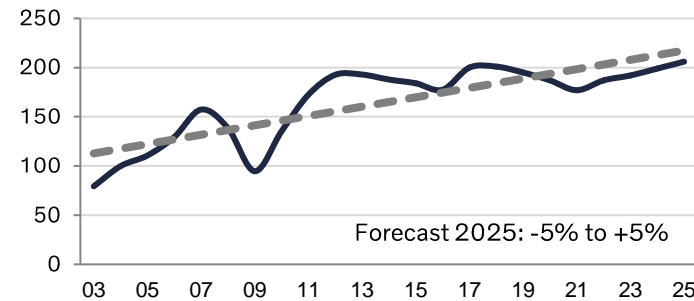
EUROPE



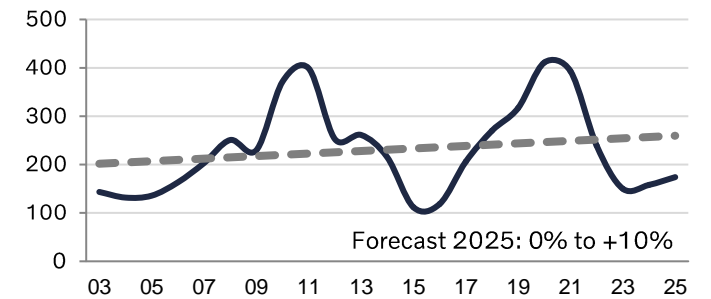
SOUTH AMERICA



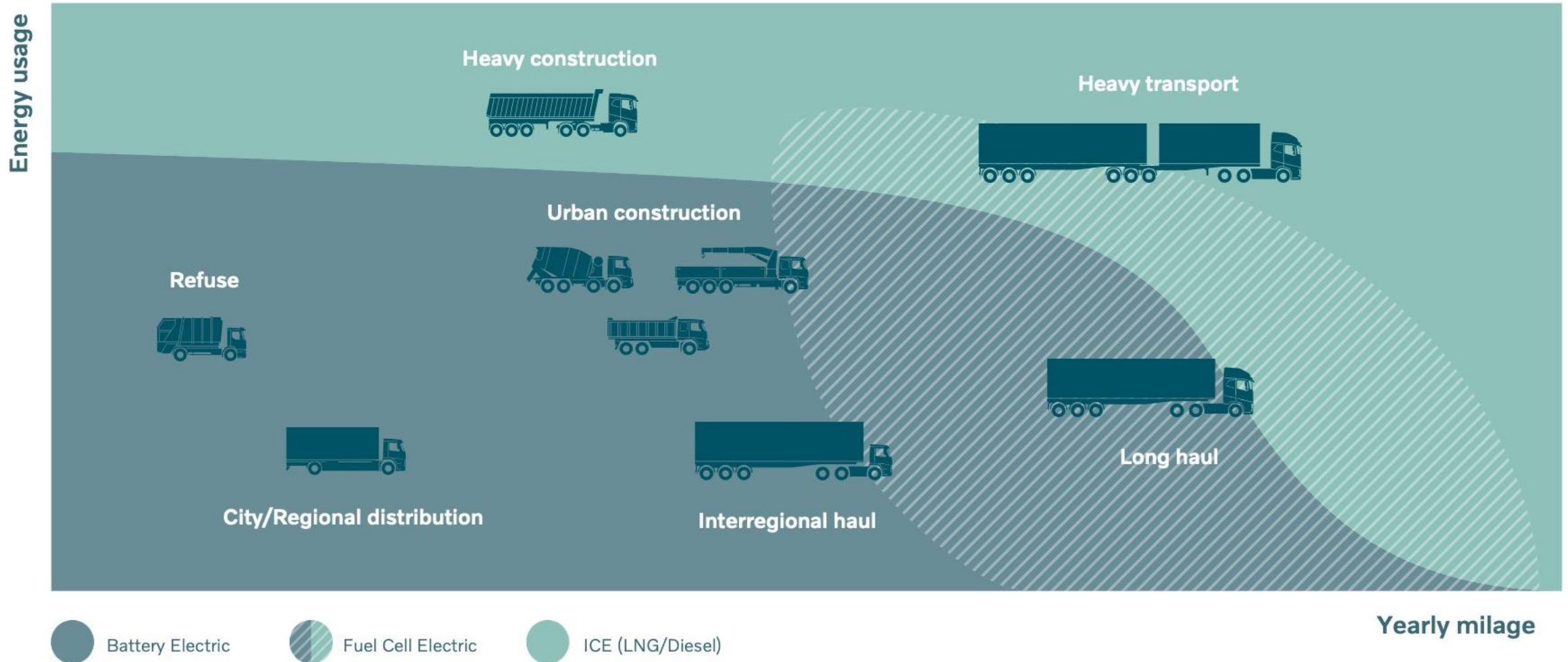
ASIA (excl. CHINA)



CHINA



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



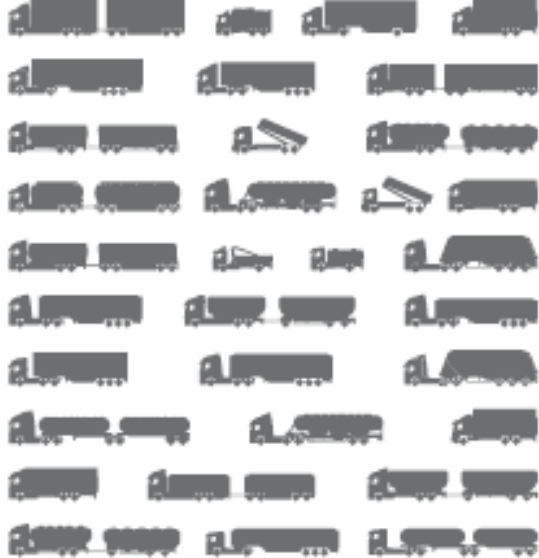
SPECIAL CARGO & HEAVY HAULAGE



GENERAL CARGO & FOOD



PETROLEUM & CHEMICAL



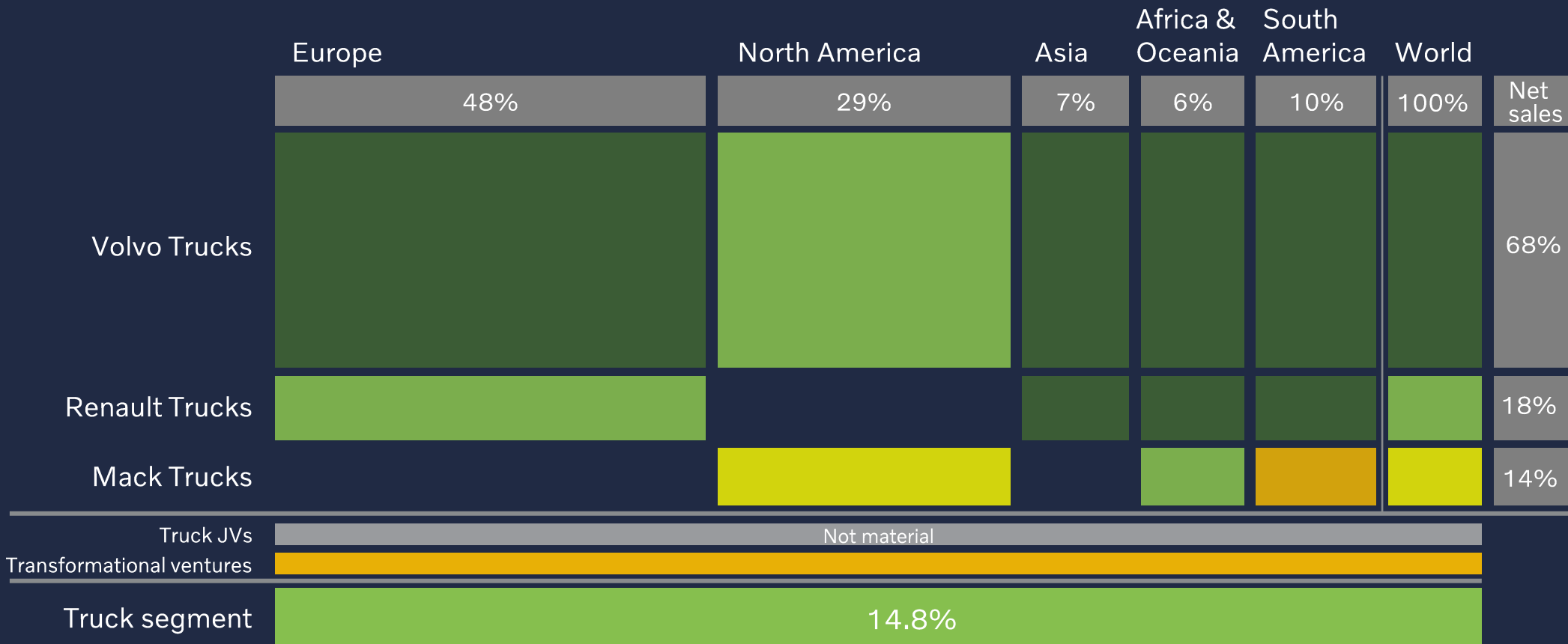
FOREST



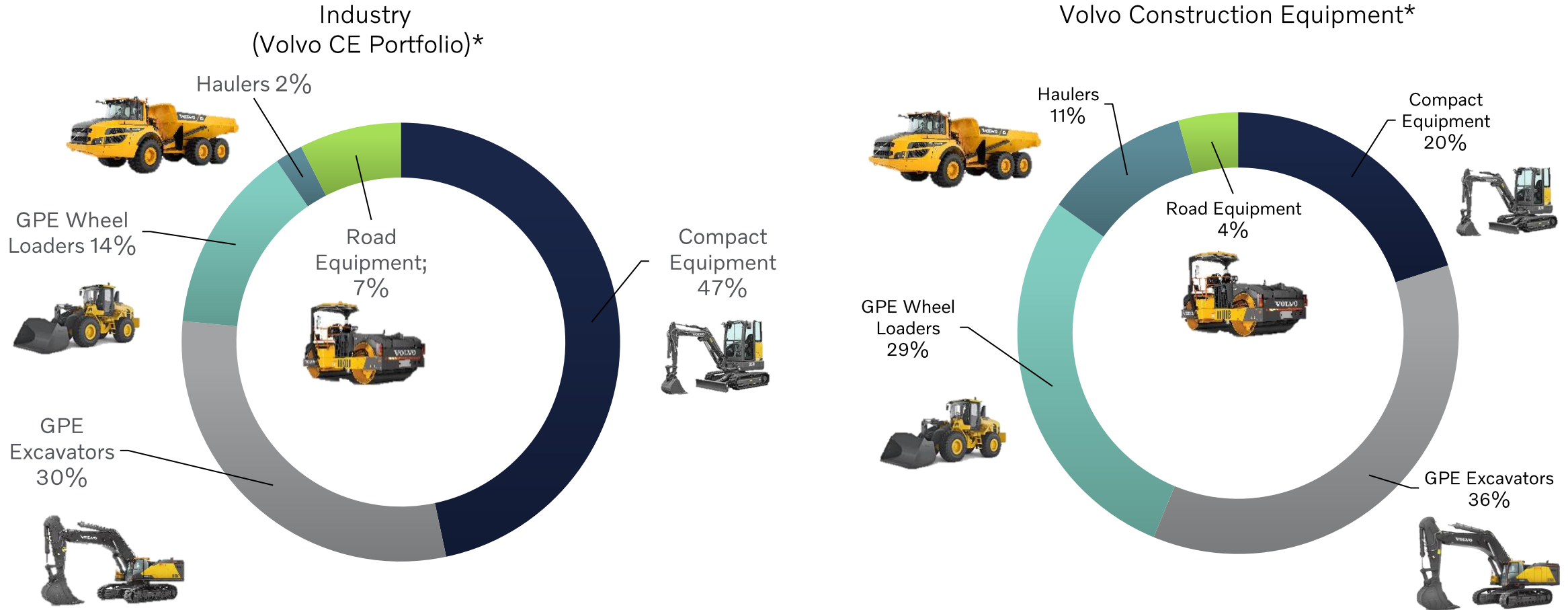
Continuously reviewing the Group's business portfolio



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



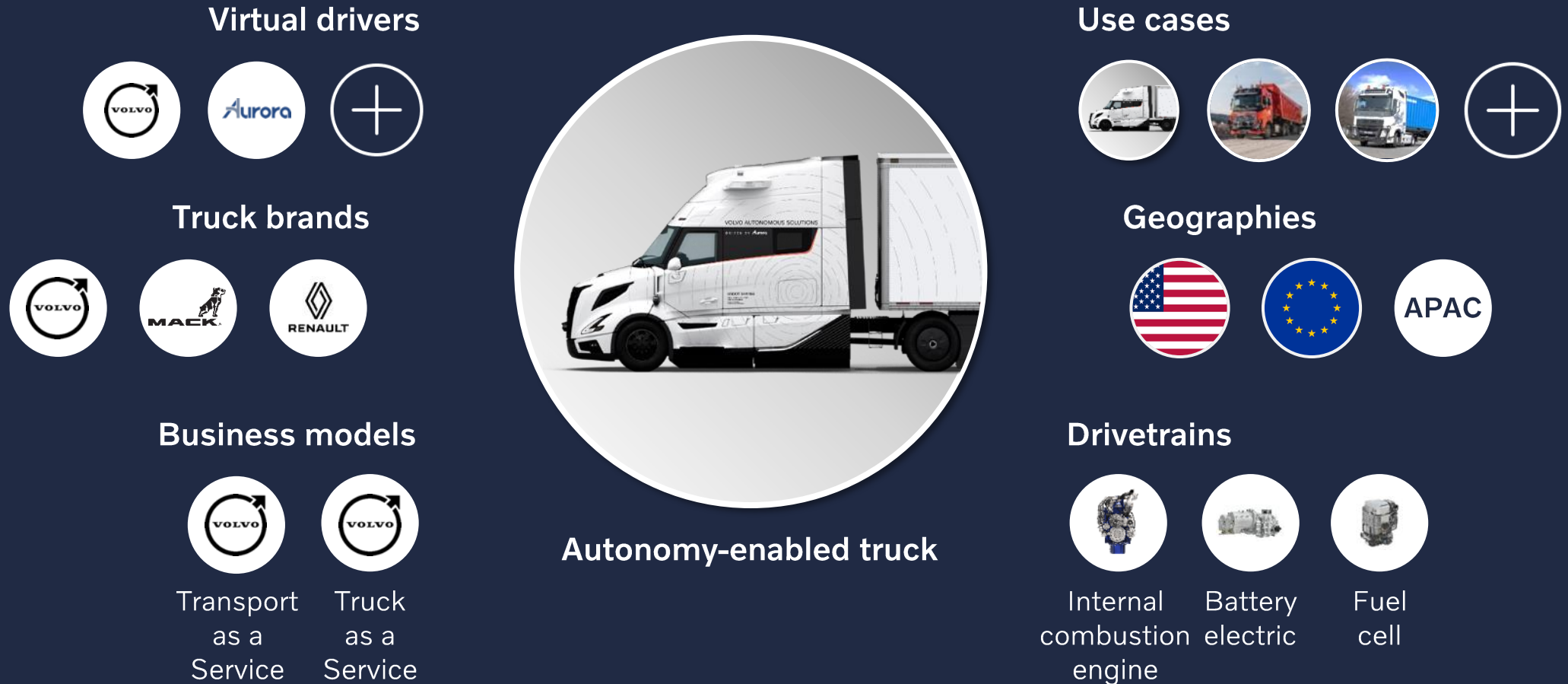
Volvo Construction Equipment product line exposure versus industry



*) 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



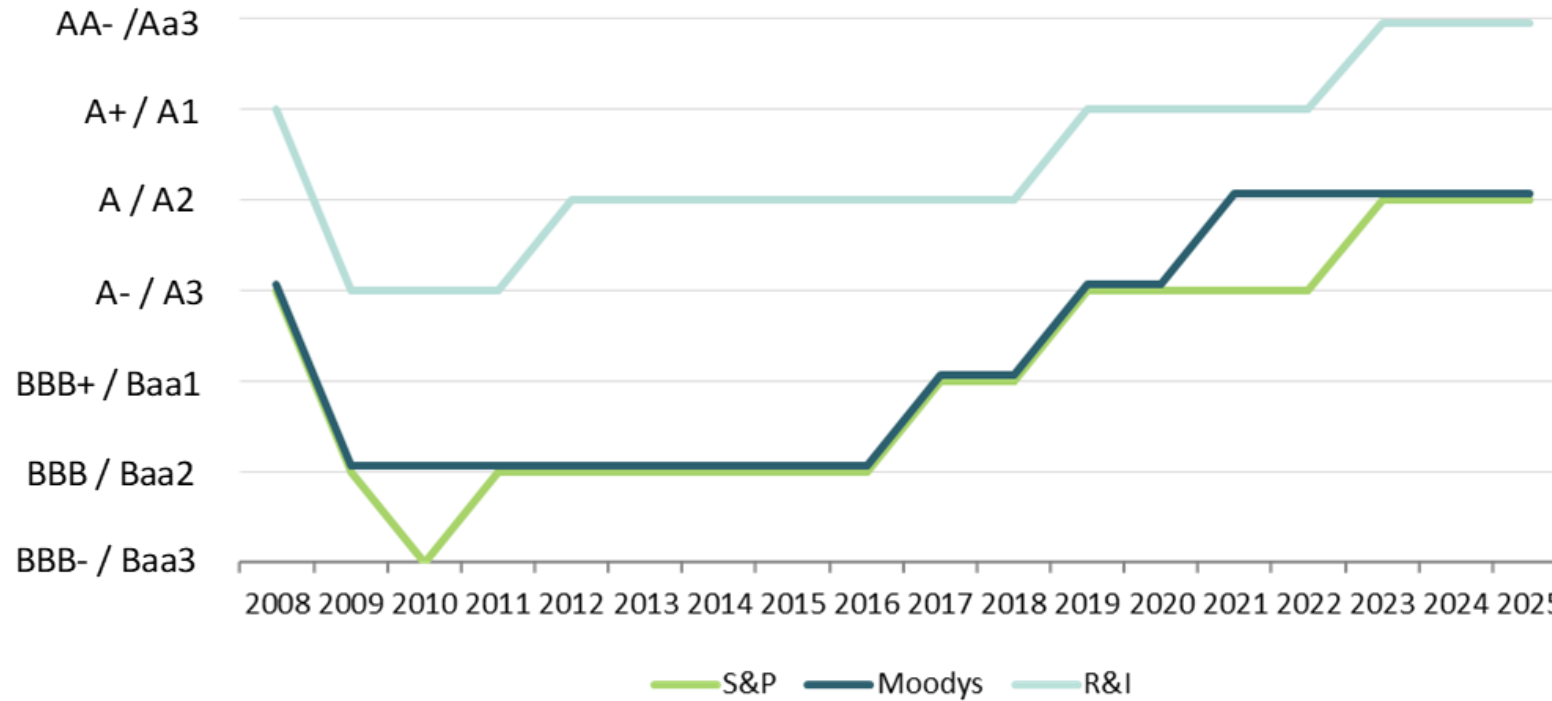
Launch fleet produced

Start of autonomous operations with safety driver



Develop, test, validate, integrate

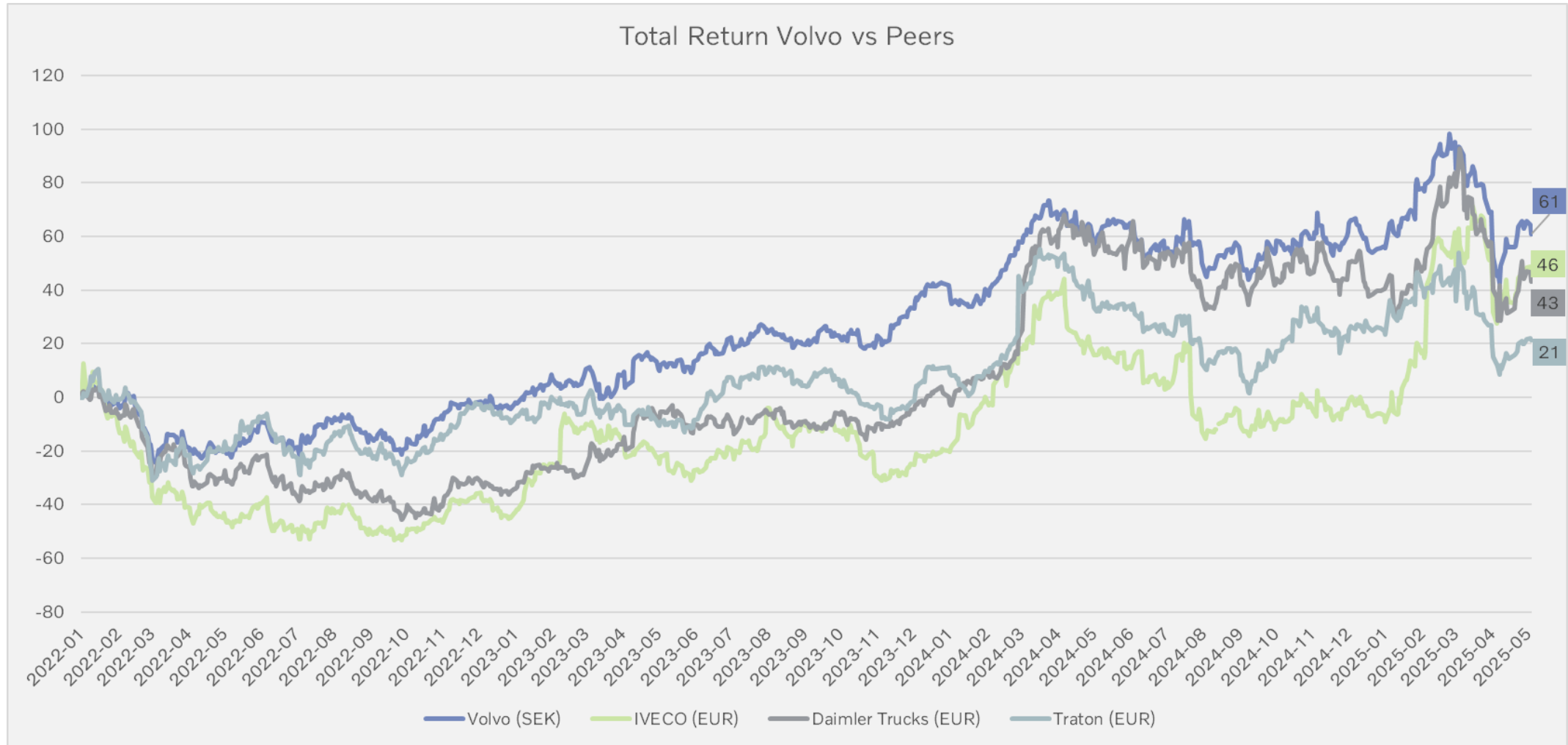
Strong credit ratings



VOLVO



VOLVO





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