

2012

Major changes at a rapid pace



- New organization – natural step following ten years of acquisitions and expansion
- Global processes and high rate of decision making
- New strategies 2013–2015

2012

The group did not reach its financial targets

	TARGET	RESULT
ORGANIC GROWTH	Trucks & buses > industry	Competitors -1,0% Volvo Group -3,2%
	Construction equipment & Volvo Penta ≥ industry	2,3% -2,9%
WORKING CAPITAL	Trucks & buses Nr 1 or 2	Nr 4
	Construction equipment & Volvo Penta Nr 1 or 2	Nr 5

Volvo Group's vision: to become the world leader in sustainable transport solutions



Five focus areas in order to realize Group Trucks' operation strategies



1. Secure number one or two in profitability
2. Strengthen customer business partnership
3. Capture profitable growth opportunities
4. Innovate energy-efficient transport and infrastructure solutions
5. Build high performing global teams

We have products for all customer segments



ASIA

The Volvo Group will become the world's largest manufacturer of heavy trucks

1: Secure number one or two in profitability



3: Capture profitable growth opportunities



New truck platform will expand the customer base

1: Secure number one or two in profitability



3: Capture profitable growth opportunities



News in the value segment



ASIA

Changes in the operation in Japan

1: Secure number one or two in profitability



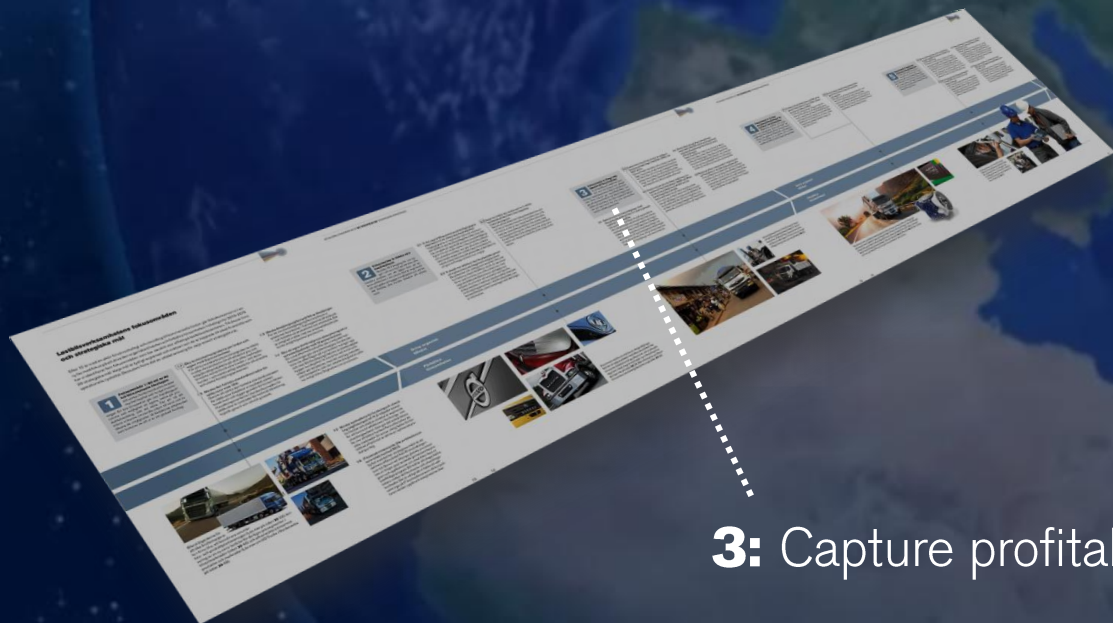
EUROPE

Most important product launches in decades



News -

New product range for Renault Trucks 2013



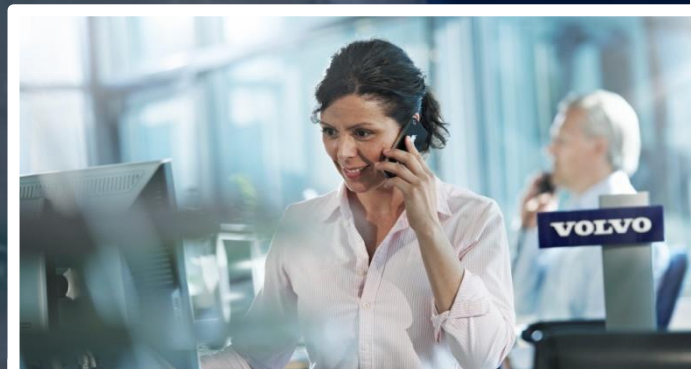
3: Capture profitable growth opportunities

Optimized structure improves availability and service

1: Secure number one or two in profitability



..... **2:** Strengthen customer business partnerships



AFRICA

A new Africa

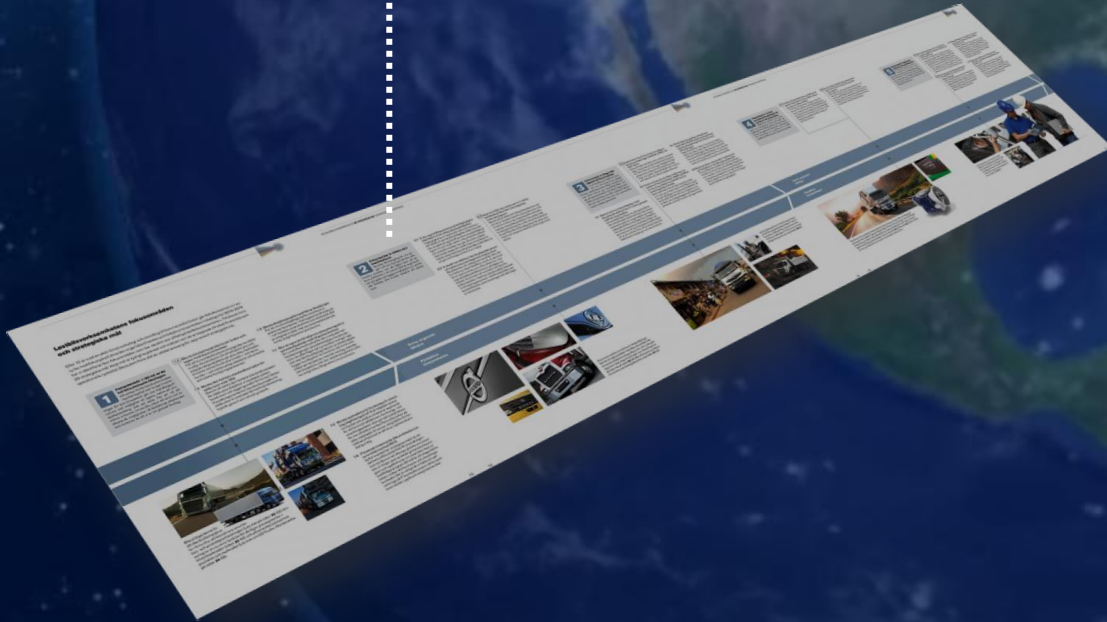
Target **+25%**

3: Capture profitable growth opportunities

NORTH AMERICA

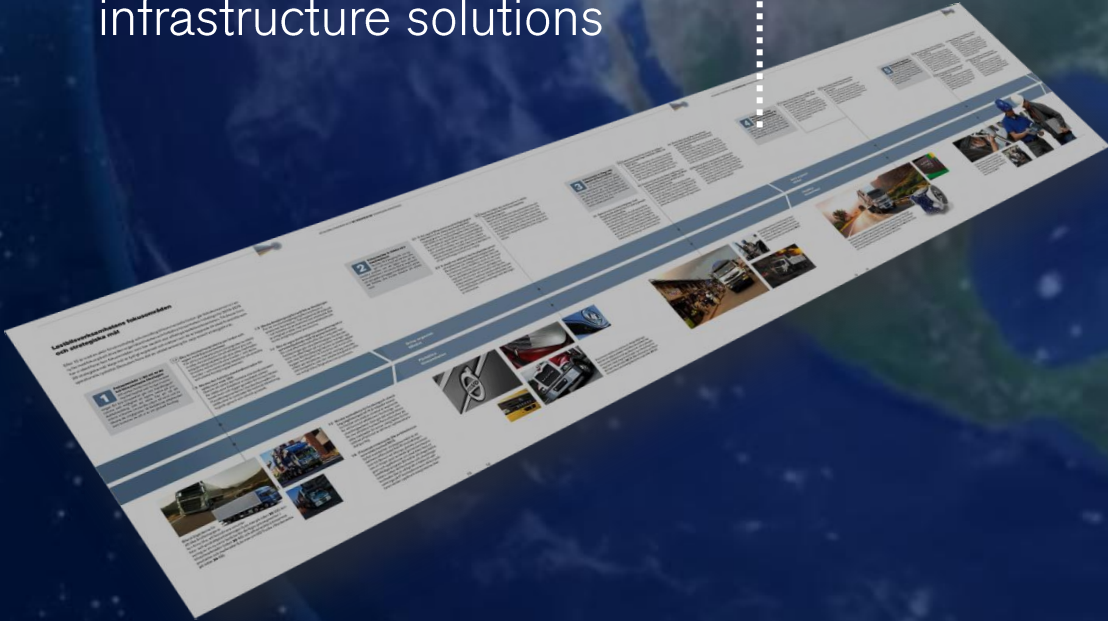
Stronger network in North America

2: Strengthen customer business partnerships



Strong environmental focus

4: Develop energy-efficient transport and infrastructure solutions



SOUTH AMERICA

Volvo's construction equipment successful in Brazil



Volvo CE's strategy
2013-2015



Five focus areas in order to realize Group trucks' operation strategies

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- 1: Secure number one or two in profitability
- 2: Strengthen customer business partnership
- 3: Capture profitable growth opportunities
- 4: Innovate energy-efficient transport and infrastructure solutions
- 5: Build high performing global teams

Heavy investments in the future during 2013



New products

Trucks

- New premium & high-end platform
- New value-platform
- New basic-platform

Construction equipment

- New BRIC loader

Engines

- New MDEP-platform
- New Euro 6
- New Tier 4

News

- Renault product range

Investments

Trucks

- Bangkok, Thailand
- Bangalore, India
- Kaluga, Russia
- Hangzhou, China

Construction equipment

- Shippensburg, USA
- Kaluga, Russia
- SDLG, based in Brazil

News

- in the value segment

Stronger positions

China

New strategic alliance with Dongfeng
– leading position in the truck market
No. 1 in construction equipment

India

Successful cooperation with Eicher
– leading position in LMD trucks
Major potential in HD trucks

News

- in the basic segment

