

# VOLVO

## Fourth Quarter and Full Year 2001

Press Conference

February 8, 2002

# Highlights

## *Fourth Quarter*

- Business conditions
  - Recession in North America continues
  - Downturn in Europe
  - Slow recovery in air traffic
- Cyclical adjustments and structural changes
  - Stop days and personnel reductions
  - Buses decision on restructuring in N. America
- The result was positively affected by synergies but remained weak within Buses
- Extensive product renewal
  - FH/ FM
  - Compact equipment range extended
- Strong cash flow in Q4 - Cash flow positive for the year

## *In Focus Going Forward*

### Short Term

- Production start of FH/ FM
  - deliveries from end of Q1
- Adapting to the business cycle
  - Personnel and inventory reductions
  - Continued focus on operating cash flow

### Long Term

- Capitalize on the strong product portfolio
  - Internally developed
  - Acquired
- Building a competitive position
  - Integration of truck operations
  - Powertrain and 3P

# Sales by Market Area

## Fourth Quarter and Full Year 2001

SEK M	Percent of Total	Fourth Quarter			Full Year	
		2001	2000	Change %	2001	Change %
Western Europe	53	25,702	17,927	43	93,147	50
Eastern Europe	5	2,429	1,321	84	6,383	74
North America	26	12,454	9,091	37	54,630	44
South America	3	1,473	1,171	26	6,018	27
Asia	7	3,632	2,932	24	10,862	24
Others	6	2,943	795	270	9,575	195
<b>Total</b>	<b>100</b>	<b>48,633</b>	<b>33,237</b>	<b>46</b>	<b>180,615</b>	<b>50</b>

- Q4 2001 net sales excl. Renault Trucks and Mack;
  - Western Europe decreased by 4%
  - North America decreased by 16%
  - Asia, E.Europe and S.America increased by 21%

# Sales by Business Area

## Fourth Quarter and Full Year 2001

SEK M	Percent of Total %	Fourth Quarter			Full Year	
		2001	2000	Change %	2001	Change %
Global Trucks	69	33,696	17,651	91	120,140	93
Buses	8	4,044	4,910	(18)	16,675	(3)
Construction Equipm.	10	4,992	5,102	(2)	21,135	6
Penta	4	1,894	1,679	13	7,380	12
Aero	7	3,123	2,882	8	11,784	10
Other & Eliminations	2	884	1,013	(13)	3,501	(5)
<b>Volvo Group</b>	<b>100</b>	<b>48,633</b>	<b>33,237</b>	<b>46</b>	<b>180,615</b>	<b>50</b>

- Global Trucks - Deliveries down in Europe and North America. Strong development on International markets.
- Buses - Lower coach sales in Europe, North America and Mexico.
- Construction Equipment - Flat sales in Q4, but increased market shares.
- Penta - Renewal of product programme contributed to strong sales increase.
- Aero - Downturn in aftermarket sales balanced by strong sales in Aerospace Components.

# Operating Income by Business Area

SEK M	Fourth Quarter		Change	Full Year	
	2001	2000	%	2001	%
Global Trucks	591	685	(14)	1040	(26)
Buses	(231)	162	na	(524)	na
Construction Equipm.	136	261	(48)	891	(44)
Penta	128	63	103	658	36
Aero	89	161	(45)	653	5
Financial Services	80	151	(47)	325	(78)
Other & Eliminations	(20)	187		143	
<b>Volvo Group</b>	<b>773<sup>1</sup></b>	<b>1670</b>	<b>(54)</b>	<b>3,186<sup>2</sup></b>	<b>(52)</b>

- Global Trucks -Synergies are contributing positively.
- Buses - Lower coach volumes and high costs in the industrial system hampers the result
- Construction Equipment - Result affected by negative product and market mix
- Penta - All time high operating income and operating margin
- Aero - Q4 affected by industry slowdown
- Volvo Financial Services: Stable situation since second quarter

1) Incl. SEK 580M capitalisation of development costs, excl restructuring cost SEK 1,137M

2) Incl. SEK 2,038M capitalisation of development costs, excl restruct. SEK 3,86

# Restructuring Costs Q4 - 2001

Building a competitive position and adapting to market conditions

## Global Trucks

- Early retirements in Renault Trucks
  - Peru Plant closure
  - Dealer restructuring (US)
- SEK 507M**

## Buses

- Roswell closure or divestment
- SEK 350M**

## Construction Equipment

- Redundancy program
  - Asheville fabrication closure
- SEK 280M**

# Volvo Global Trucks

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full year 2001	
	2001	2000	Change	2001	Change
Volume (units)	42,085	52,511 <sup>1)</sup>	(20%)	155,311	(17%)
Sales	33,696	17,651	91%	120,140	93%
Operating income	591	685	(14%)	1,040	(26%)
Operating margin	1.8%	3.9%	(2.1)	0.9%	(1.4)
ROC, 12M	3.9%	9.7%	(5.8)	3.9%	(5.8)

### Highlights

- FH/ FM launch - 11,000 orders already received
- Continued recession in North America. Europe coming down  
-25 down days at Mack, 10 down days at VTNA
- Synergies are contributing positively
- Strong cash flow development
- Maintained market shares

### In Focus

- Start of production FH/FM  
- Lower deliveries due to ramp up in Q1
- Cash Flow development
- Implementation of strategies and product plans.

Note: Excluding restructuring cost <sup>1)</sup> Proforma

# Volvo, Renault and Mack Trucks

## Deliveries



Units	Jan - Dec		Change %
	2001	2000	
Total Europe	98 041	108 143	(9)
of which:			
Western Europe	90 460	101 098	(11)
Eastern Europe	7 581	7 045	8
North America	34 645	57 933	(40)
South America	5 789	5 104	13
Asia	6 603	6 732	(2)
Rest of the world	10 233	8 657	18
<b>Total</b>	<b>155 311</b>	<b>186 569</b>	<b>(17)</b>

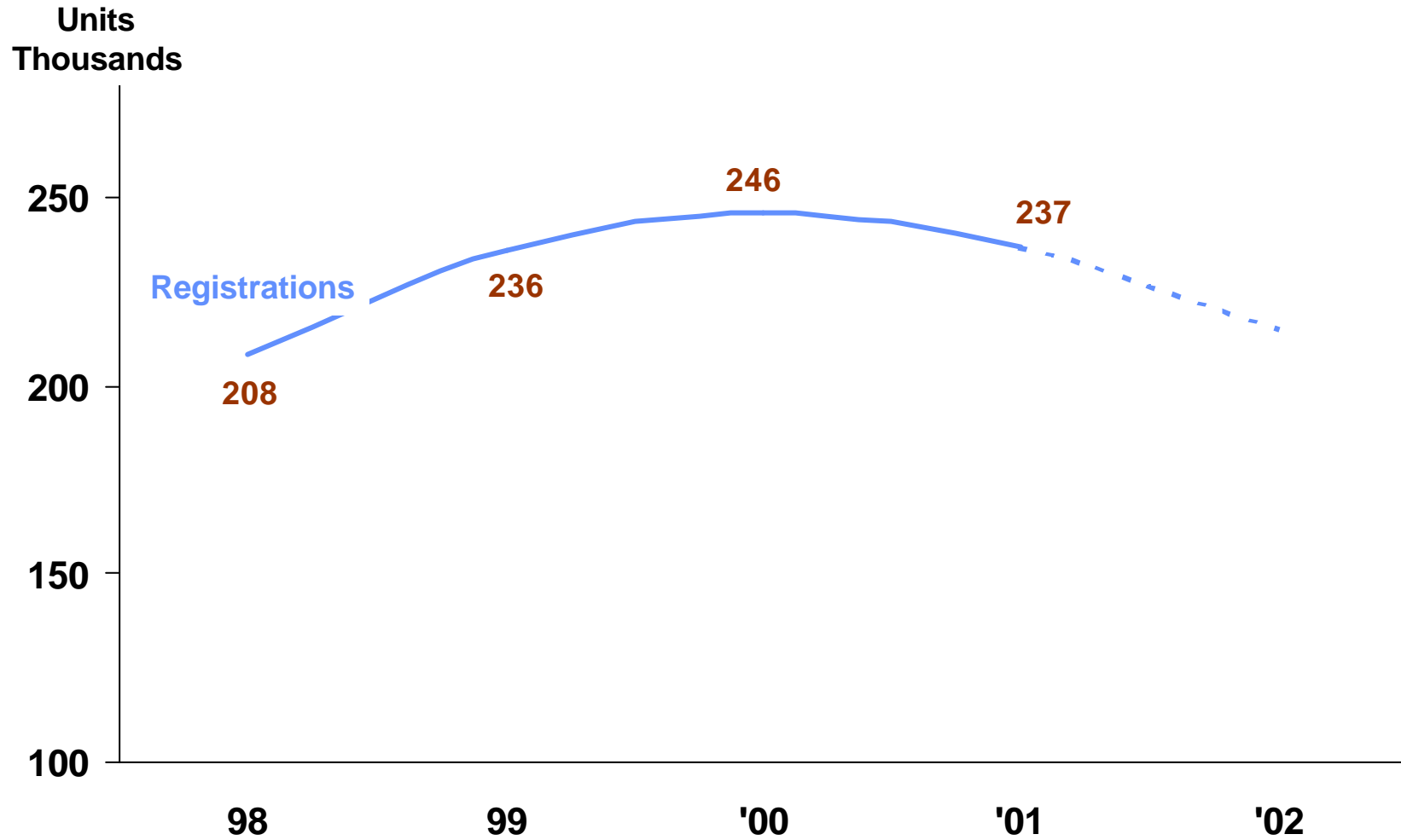
Net orders: -12%

- Europe -4%
- N. America -35%



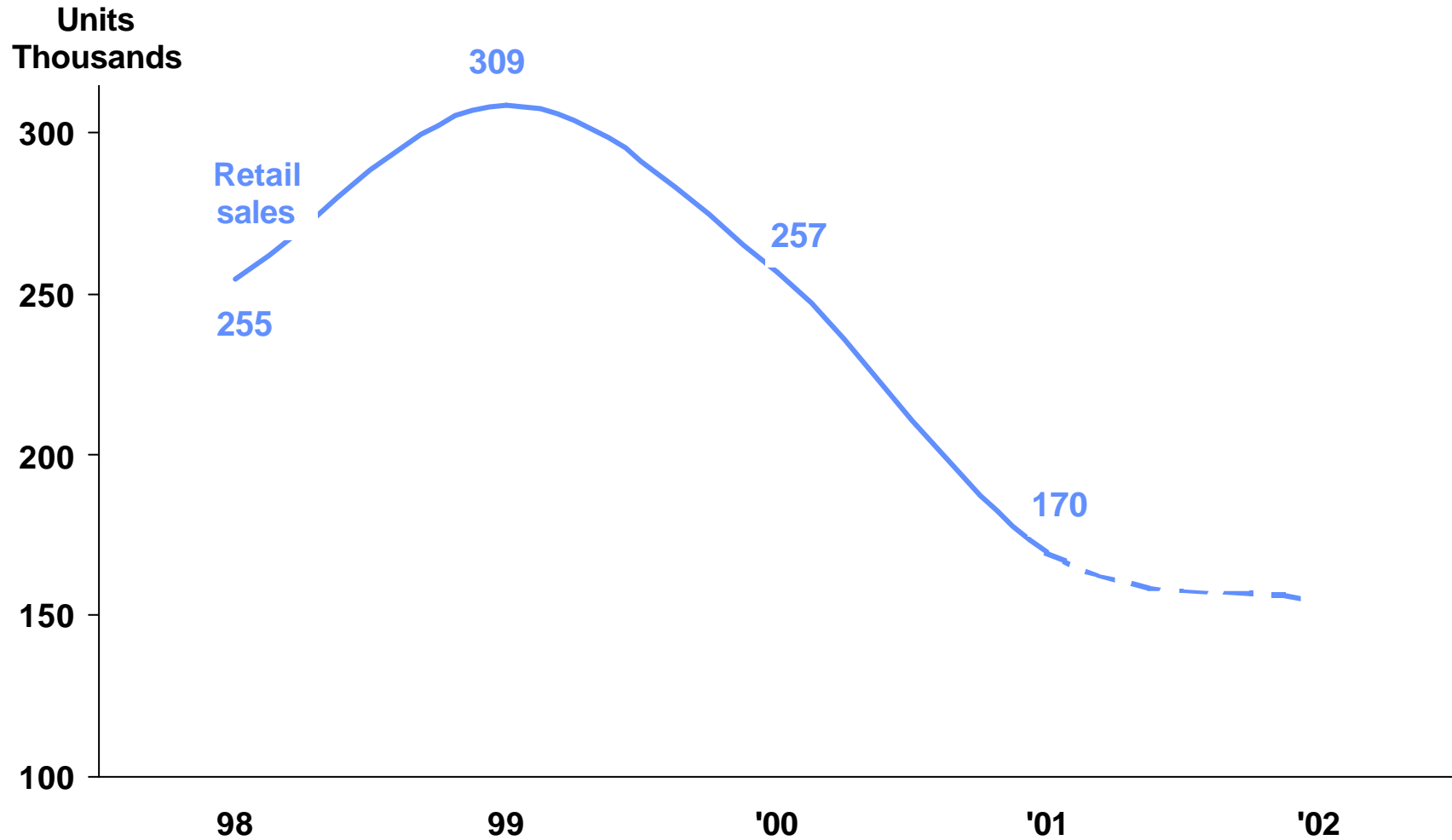
# Market Development - Heavy Trucks

## Western Europe



# Market Development - Class 8

NAFTA



# Integration Volvo Trucks / Renault V.I. / Mack

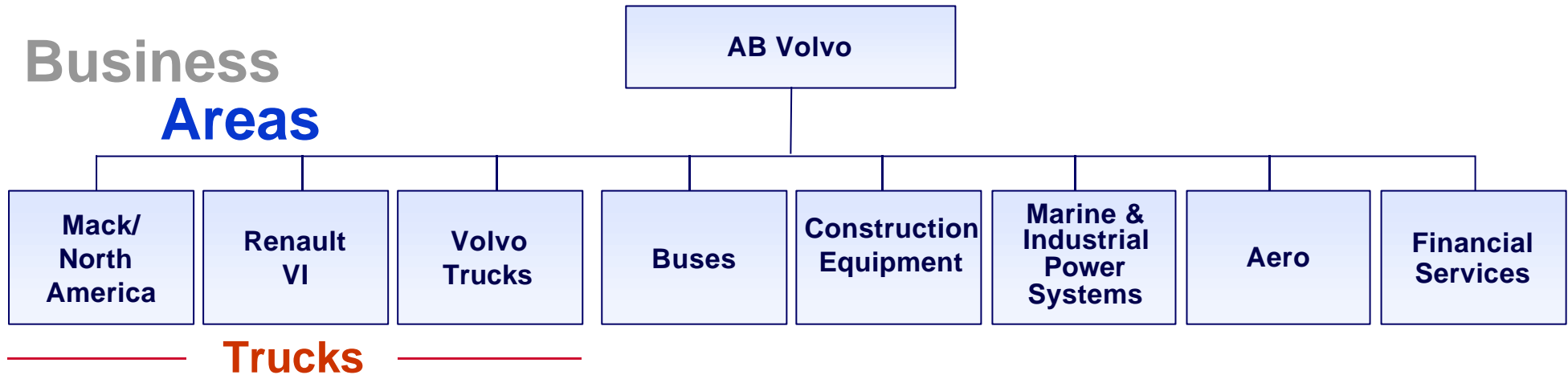
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## First Year

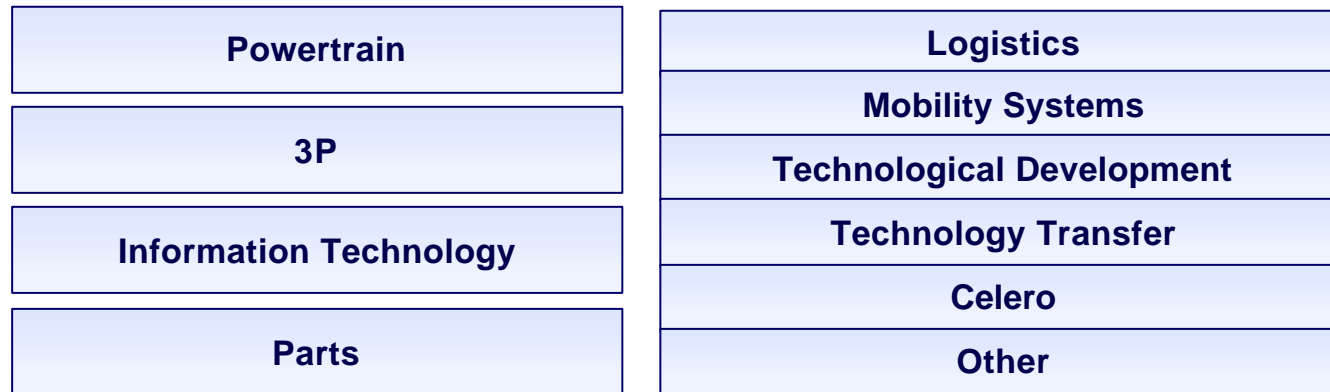
- Key decisions:
  - Vehicle / Engine Plans
  - Industrial restructuring in North America
- First years synergies - on track and contributing positively
- New organization structure for trucks
  - Based on distinct and powerful brand names
  - Synergies through 3P and Powertrain
  - Geared towards implementation of strategies and product plans

# The Volvo Group Organisation

## Business Areas



## Business Units



# Product Launches 2001

## Volvo



### FH/FM

The new Volvo FH with

- New exterior & interior design
- Cab exterior
  - Bumper with safety under-run protection
  - Better aerodynamics
- Powertrain
  - New 9 liter engine
  - Euro 3 with improved fuel efficiency
  - I-shift transmissions
- Chassis
  - wider chassis offerings

## Renault V.I.



### Magnum

The new Magnum with:

- New standard cab and interior layouts
- New exterior design
- Improved vehicle security and handling

## Mack



### Granite

The new construction truck with:

- Conventional chassis
- Front axle forward
- 6-wheel drive truck
- ABS (Anti-lock Brake System)

# Volvo Construction Equipment

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full Year	
	2001	2000	Change, %	2001	Change, %
Sales	4,992	5,102	(2)	21,135	6
Operating income	136	261	(48)	891	(44)
Operating margin	2,7%	5,1%	(2.4)	4,2%	(3.8)
ROC, 12M	8.6%	16.2%	(7.6)	8,6%	(7.6)

### Highlights

- Continued slowdown in N. America and Europe
- Co-operation with Komatsu
- Range of Backhoe loader developed
- Acquisition of Skidsteer range
- Acquisition of Telehandler range

### In Focus

- Successful launch of the Backhoe loader
- Integration of acquired product ranges
- Conclude the redundancy program
- Continued restructuring of distribution
- Cash flow development

Note: Excluding restructuring cost

# Our Strategy for Growth

Channels to market

*Superior execution with focus on quality*

**Product expansion**

- Existing products
- Compact Equipment (BHL, SSL, RTLTL)
- Strategic Alliances



Customer segment expansion

*Brand management*

Geographic expansion

## Volvo CE and Komatsu in talks:

- Determination on future cooperation in development and production of major components
- How to strengthen cost competitiveness
- Tangible outcome expected by mid-year 2002

## Discussions will not include:

- Sales
- Service
- Distribution
- Equity participation



# The Volvo Backhoe Loader (Grävlastare)

- Volvo CE created its own completely new Backhoe loader (BHL)
- Result of close cooperation between team of engineers, marketing specialists and many customers from various countries and backgrounds
- Shown for the first time at ConExpo, Las Vegas, March 2002
- Produced at Volvo Polska
- Yearly average world-market for BHL: between 50,000 to 70,000 units



# The Volvo Backhoe Loader



# Scat Trak Acquisition: The Skidsteer Loader

## Opportunity:

- Skidsteer (SSL) range of 8 models
  - Asset purchase without manufacturing facility
- Key product line for Volvo CE
  - SSL is 60% of total US Compact volume.
  - World-market: ~90,000 units
- Key Synergies:
  - Sales and Marketing
  - Industrial
  - Purchasing
- First deliveries in fall 2002

## Assets:

- Design rights to product.
  - Drawings, documentation, technology
- Limited plant assets
  - Tooling, assembly racks and test equipment



# UpRight Acquisition: The Telehandler

(Teleskopisk materialhanterare)

## Opportunity:

- Telehandler range of 6 models
  - Asset purchase without manufacturing facility
- Key product line for Volvo CE
  - World-market: ~35,000 units
- Gain of 24 months over full internal development
- Key Synergies:
  - Sales and Marketing
  - Industrial
  - Purchasing
- First deliveries in 2003

## Assets:

- Design rights to product
  - Drawings, documentation, technology
- Limited plant assets
  - Tooling, assembly racks and test equipment



# Volvo Compact Line-Up



# Volvo Buses

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full Year	
	2001	2000	Change, %	2001	Change, %
Volume (units)	2,791	2,975	(6)	9,953	(10)
Sales	4,044	4,910	(18)	16,675	(3)
Operating income	(231)	162	na	(524)	na
Operating margin	(5.7)%	3.3%	(9.0)	(3.1)%	(5.7)
ROC, 12M	(7.6)%	6,3%	(13.9)	(7.6)%	(13.9)

### Highlights

- Lower coach sales in Europe and North America
- Mexican production severely reduced
- Stronger sales in Asia and International markets
- High cost in the Industrial system in connection to introductions of new products and to low capacity utilization
- Restructuring of the Nova Bus operation
- Positive cash flow

Note: Excluding restructuring cost

### In Focus

- The new product program
- A quick turnaround
- Productivity improvements
- Cash flow development

# Volvo Penta

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full Year	
	2001	2000	Change, %	2001	Change, %
Sales	1,894	1,679	13	7,380	12
Operating income	128	63	103	658	36
Operating margin	6.8%	3.8%	3.0	8.9%	1.6
ROC, 12M	57.9%	43.3%	14.6	57.9%	14.6

### Highlights

- Increased market shares in all business segments
- Continuous strong sales development with unchanged operating costs and operating capital control
- Strong order intake for diesel engines
- US downturn offset by gained market shares with improved profitability

### In Focus

- Market development
- Product renewal
- Marine and Industrial growth
- Maintained strong cash flow

Note: Excluding restructuring cost

# Volvo Aero

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full Year	
	2001	2000	Change, %	2001	Change, %
Sales	3,123	2,882	8	11,784	10
Operating income	89	161	(45)	653	5
Operating margin	2,8%	5,6%	(2.8)	5.5%	(0.3)
ROC, 12M excl. Aero Serv.	20,5%	25,2%	(4.7)	20,5%	(4.7)

### Highlights

- Slow recovery after September 11 decline in air traffic
- Excess capacity in airline industry
- Severe losses in US airlines
- Cancellations and deferrals of aircraft deliveries
- Strong sales within Aerospace Components
- New orders within Engine Overhaul

### In Focus

- Adaptation to a declining market
- Cash flow development

Note: Excluding restructuring cost



# Volvo Financial Services

## Fourth Quarter and Full Year 2001

SEK M	Fourth Quarter			Full Year	
	2001	2000	Change, %	2001	Change, %
Operating income	80	151	(47)	325	(78)
ROE	4.2%	14.1%	(9.9)	4.2%	(9.9)
Assets, MSEK	73,528	66,522	11	73,528	11
Equity ratio	10.3	11.5	(1.2)	10.3%	(1.2)

### Highlights

- Continued stabilization and quality improvement of US Truck portfolio
- Increased volume through RVI, MACK and other Business Areas  
=> improved diversification

### In Focus

- Organizational development and strengthening
- Further growth prospects through:
  - integrated offer for all Business Areas
  - development of insurance

# Summary

- Business conditions
  - Continued recession in North America
  - Downturn in Europe
- Adaptation to the business cycle
  - Employees reduced by 5,700
  - Temporaries and consultants reduced by 1,400
- Positive effect from synergies
- Strong cash flow in Q4
- Extensive product renewal
  - FH/ FM launch
  - Compact equipment range extended