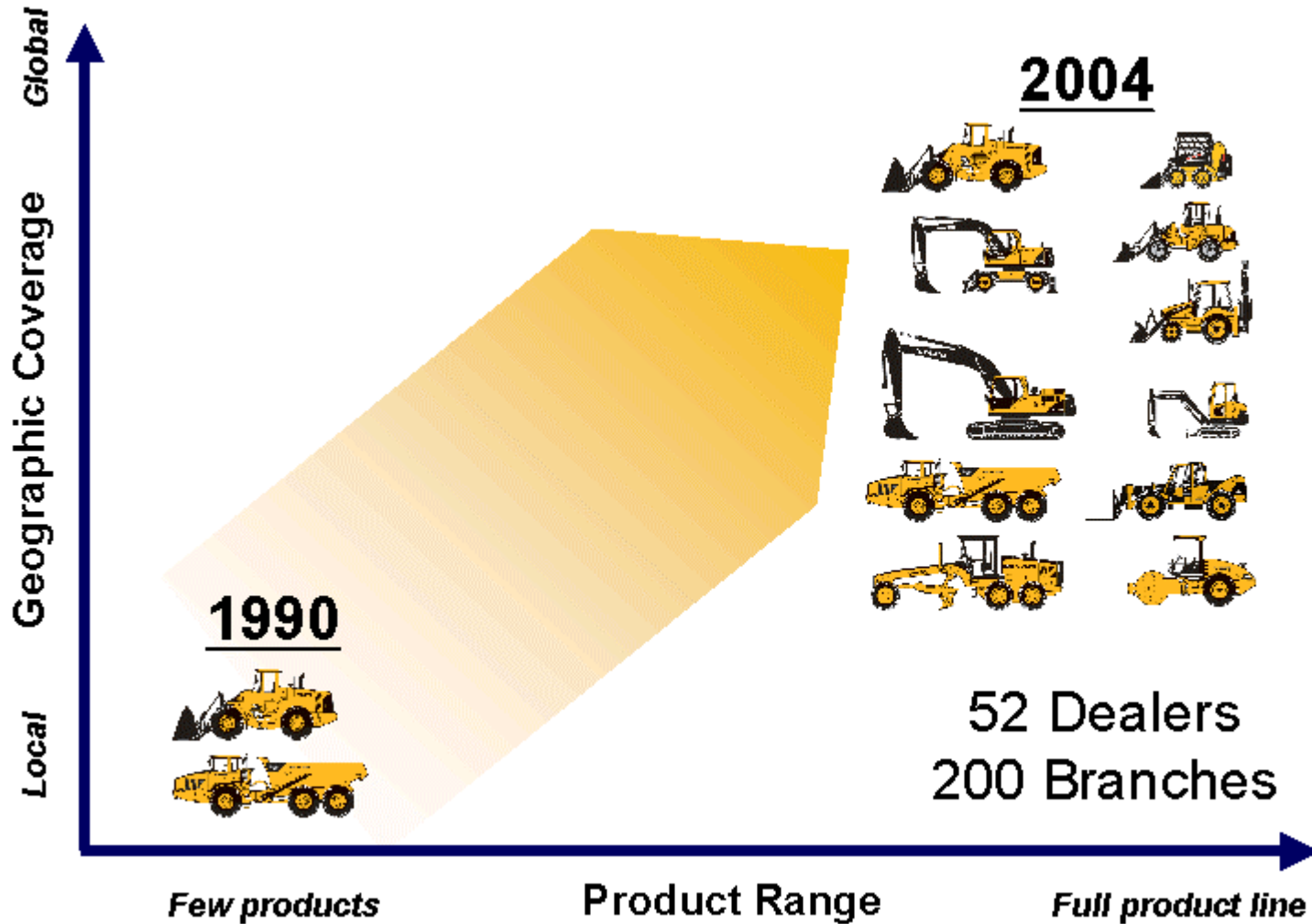


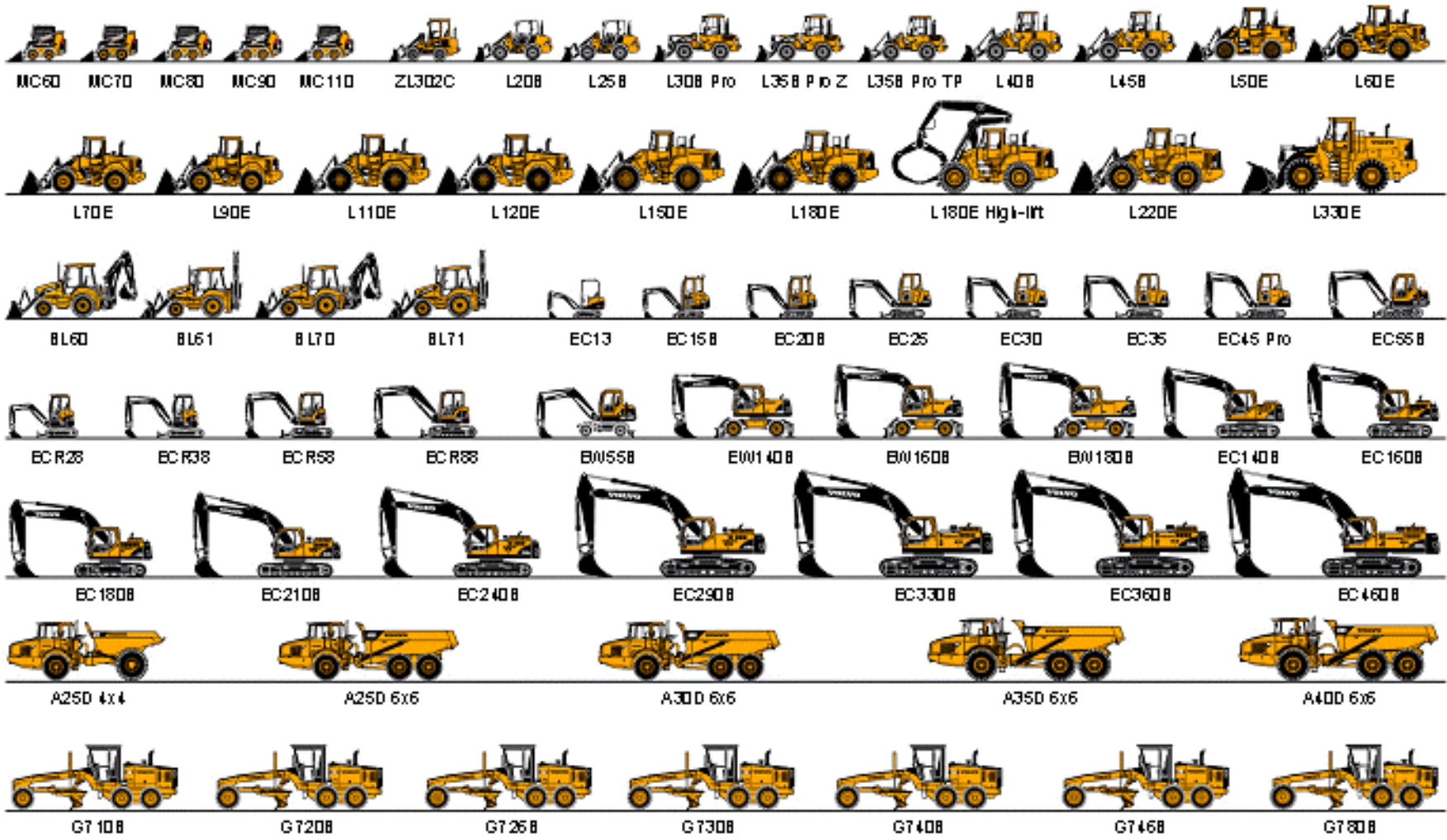
**VOLVO**

**Dennis Slagle**  
**President and CEO**  
**Volvo Construction Equipment North America**

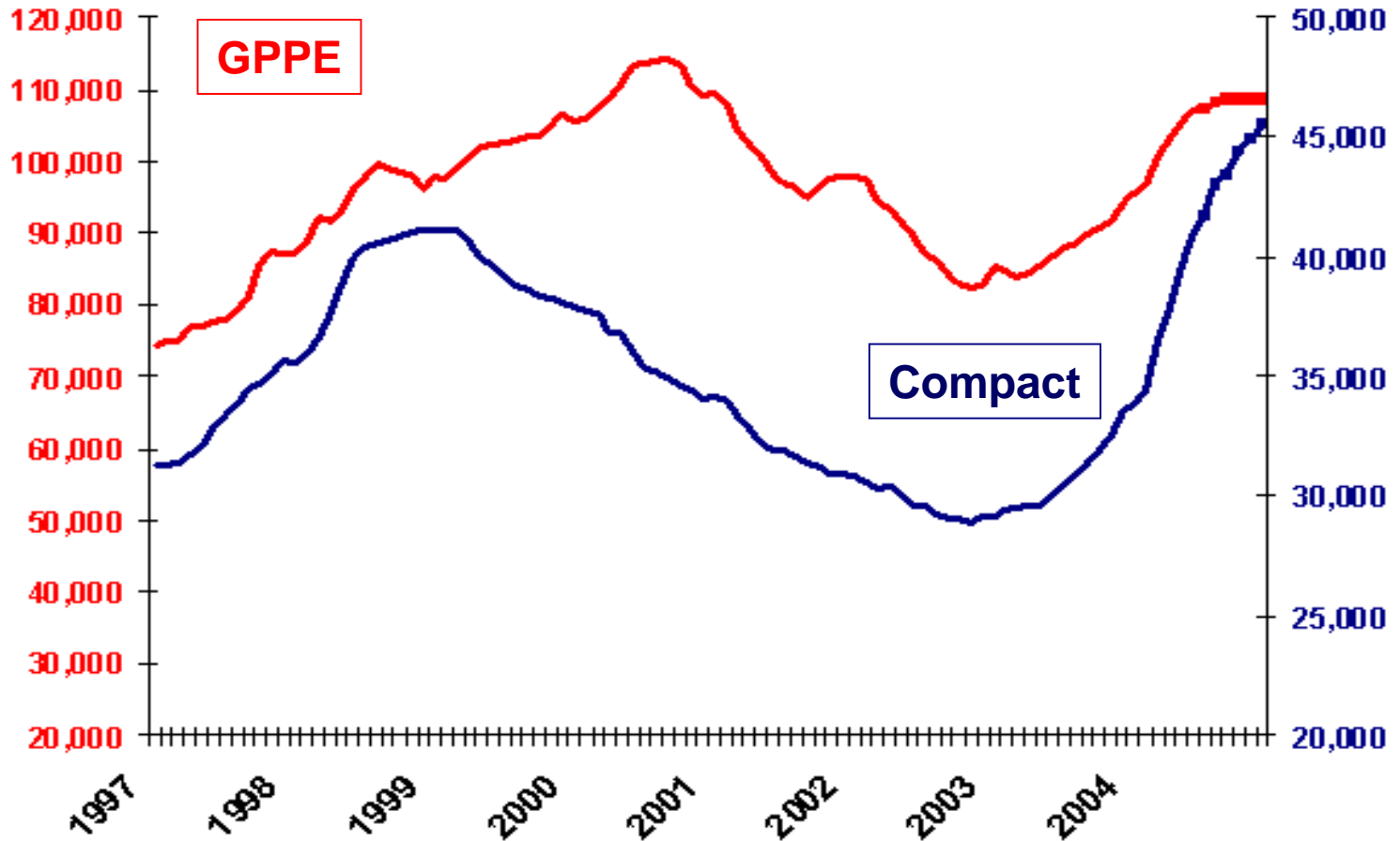
# Company Evolution North America



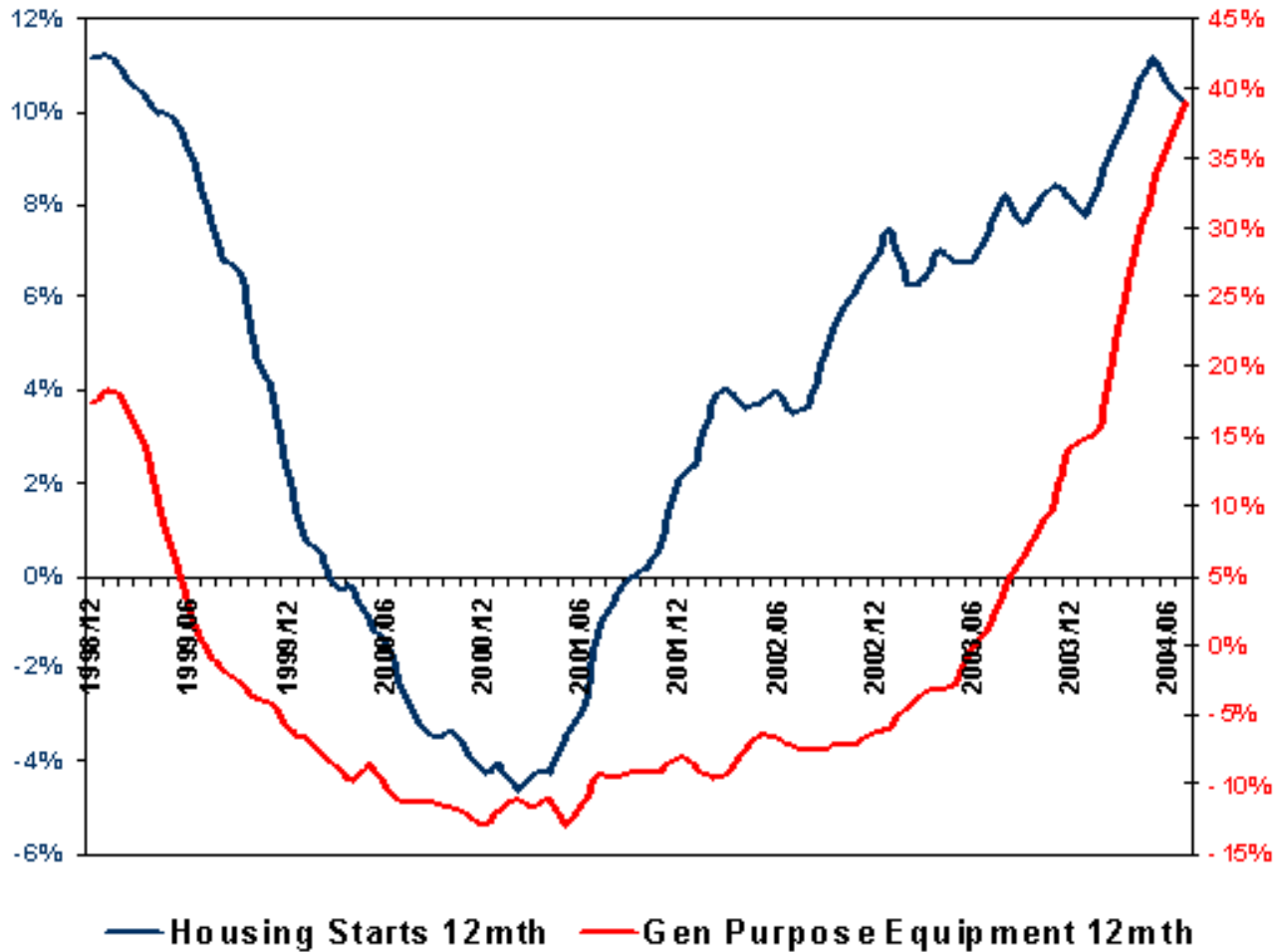
# Extensive Product Renewal



# North American Market Development








# GPPE Market v. Housing Starts - USA



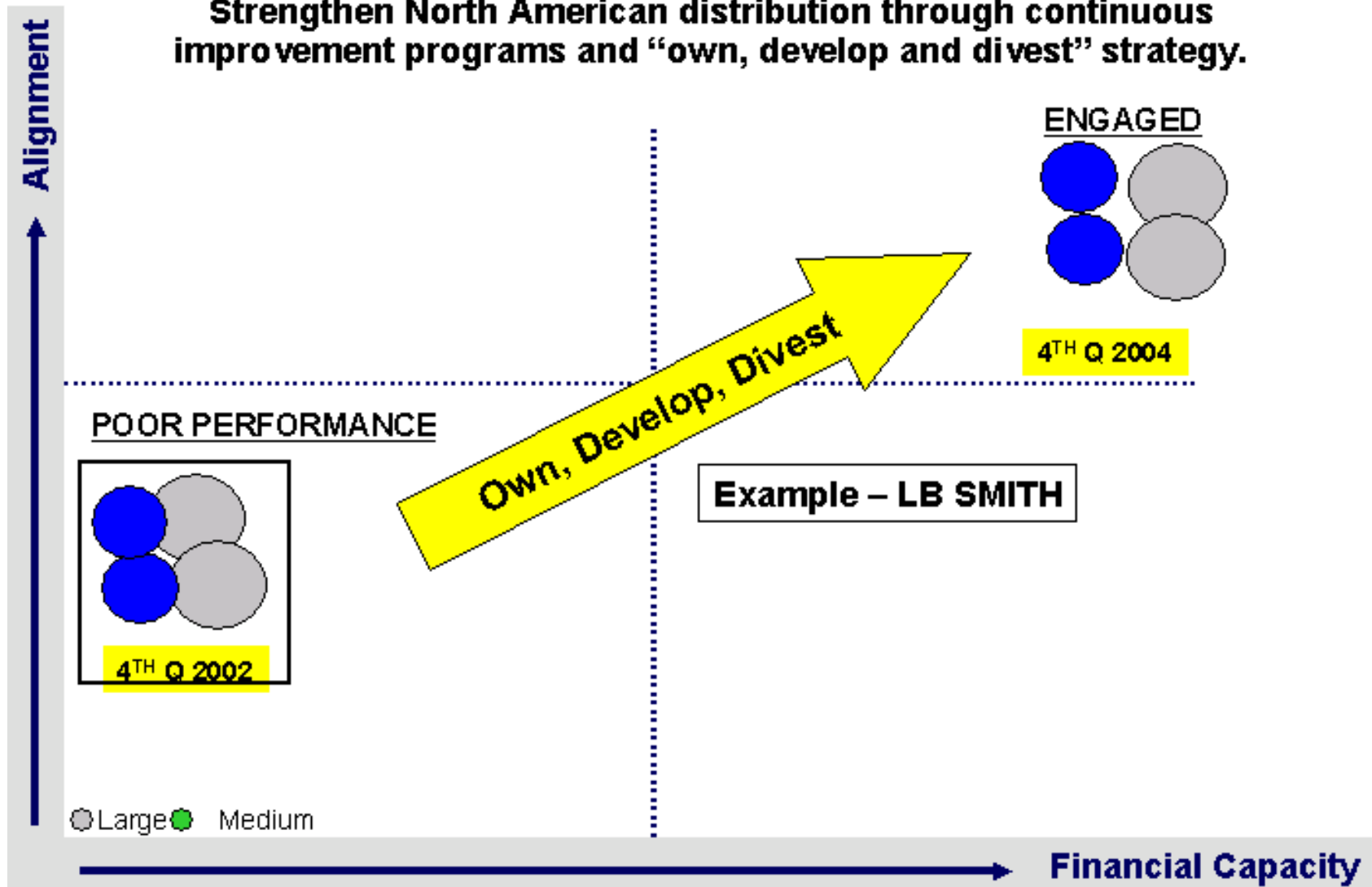
Source: ECOWIN / Diamond DWH

## Growth Potential in North America

Product line	European Region Share	NA Share	World Market* Leaders
Articulated Haulers 	>50%	<30%	1) Volvo 2) Caterpillar 3) Terex
Wheeled Loaders 	>30%	<15%	1) Caterpillar 2) Volvo 3) Komatsu
Excavators 	>10%	~5%	1) Caterpillar 2) Komatsu 3) Hitachi
Graders 	~15%	~15%	1) Caterpillar 2) Volvo 3) Deere
Compact (excluding SSL) 	>10%	<5%	1) Caterpillar 2) CNH 3) JCB

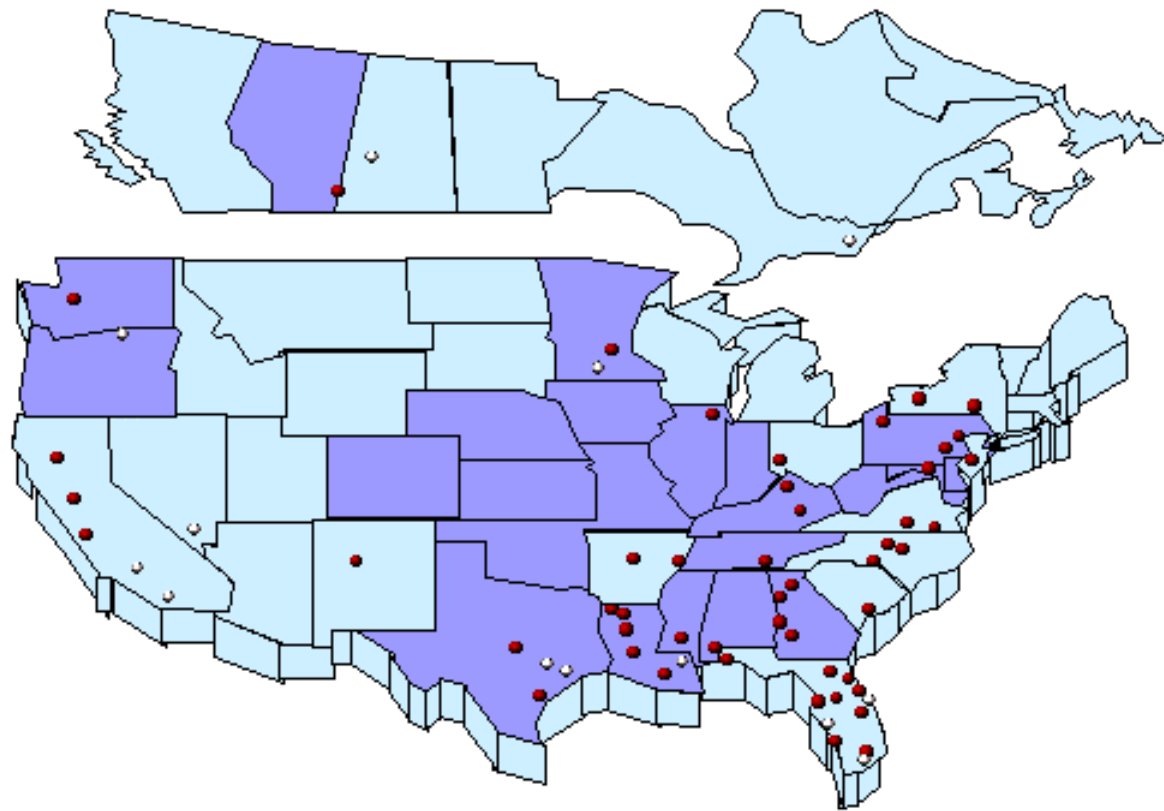
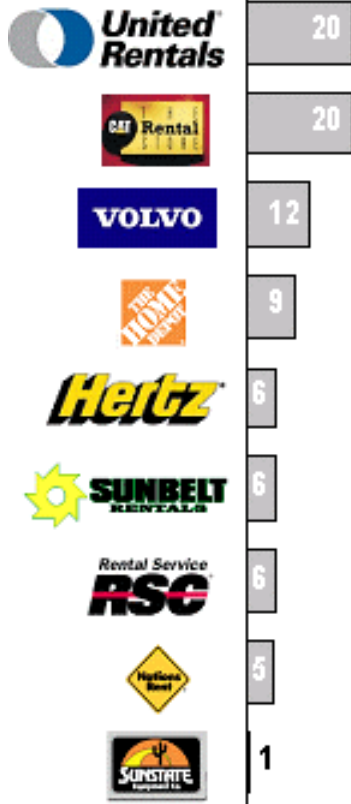
\* Based on internal estimates of share

**Strengthen North American distribution through continuous improvement programs and “own, develop and divest” strategy.**



# Volvo Rents Development

## Favorite rental service

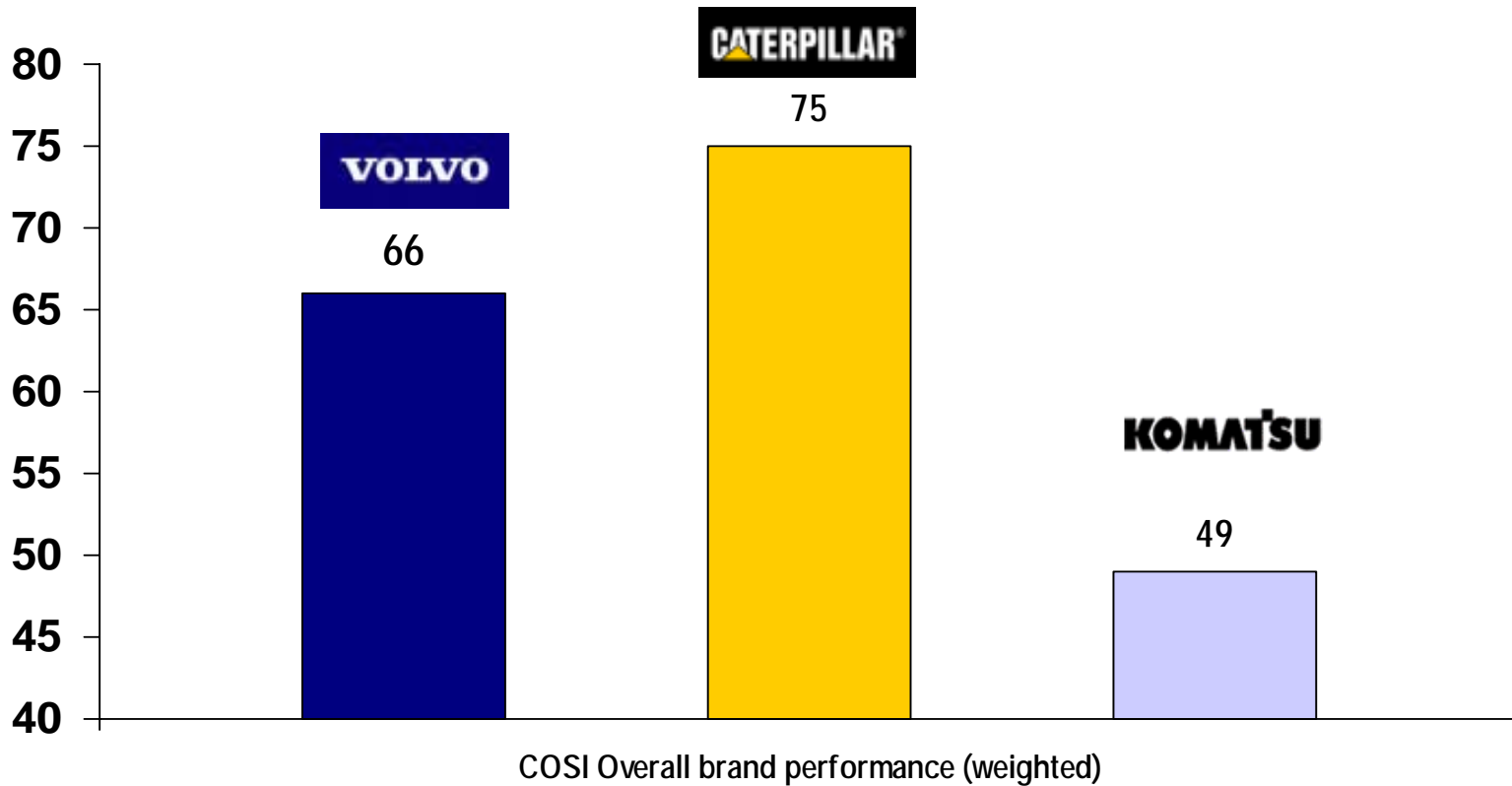


53 Franchise outlets, 5 scheduled openings



# Competitive Satisfaction Index – N America

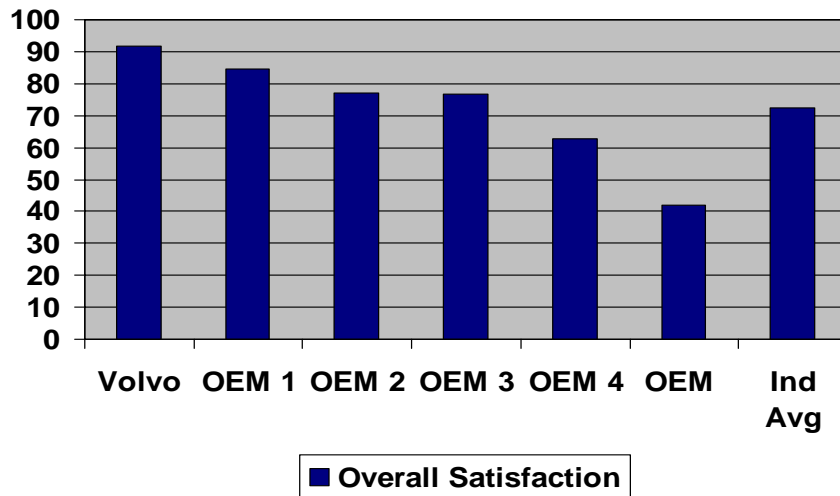
Competitive – Satisfaction Index among experienced brand users



*Wanted Position by 2006 is No 1 in customer satisfaction*

# Aftermarket Development

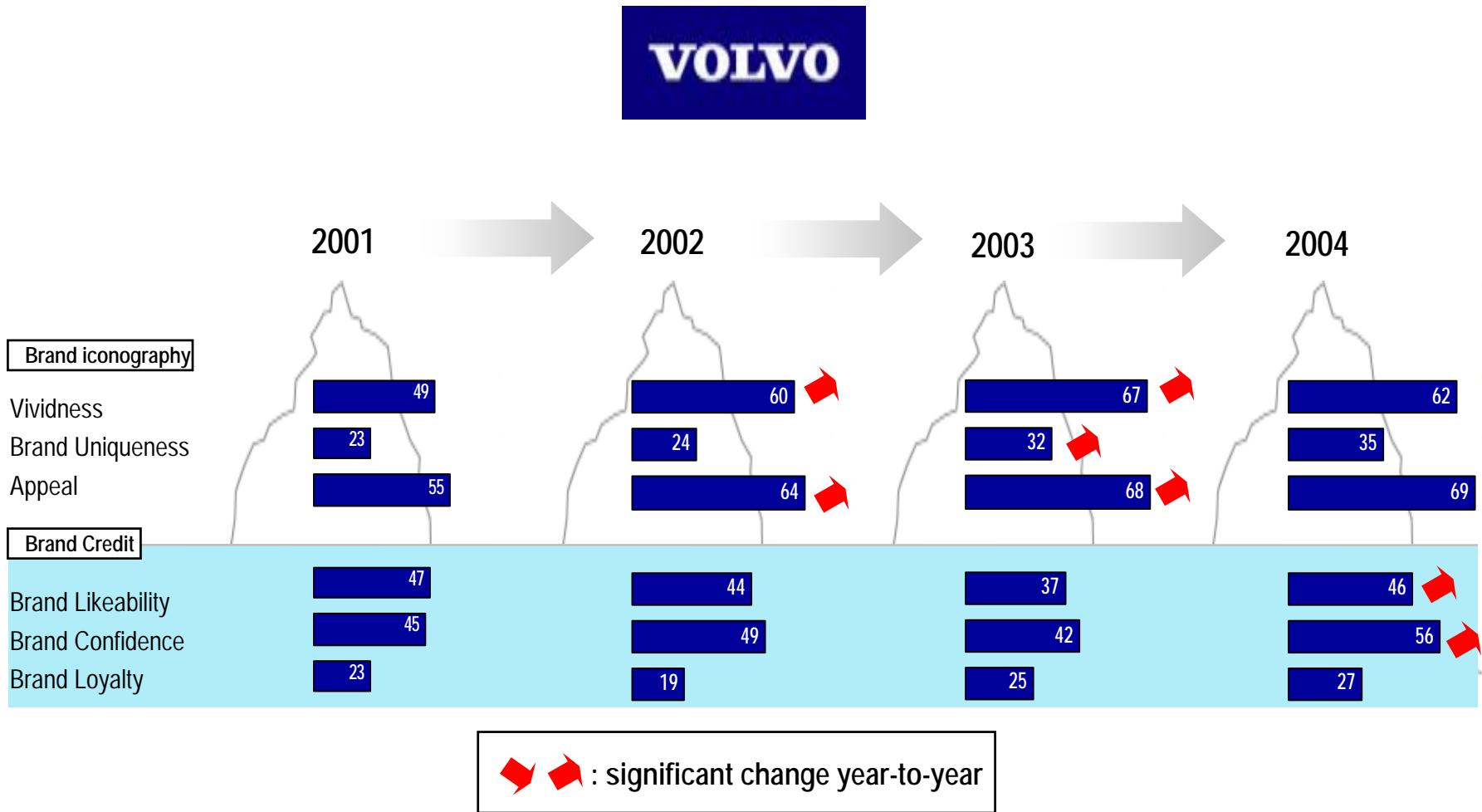
## The Carlisle: Parts and Service Manager Satisfaction Survey



### Product Support is key to sustained Growth

- 88% of sales dollar on “Manufacturers Managed Inventory”
- Aggressive parts marketing
- Customer retention tools
- High emphasis on Service contracts
- Build on infrastructure synergies of Truck and Penta

# Brand Tracking – Construction Equipment Users



Source = Icon brand navigation survey - 2004

# In Focus

## Volvo CE North America

### ▪ Channel Development

- “Own, Develop and Divest”
- Volvo Rents expansion
- Continuous improvement programs
- After market opportunities

### ▪ Brand Management

- “Bring across” Volvo brand attributes
- More Care Built In
- Volvo Financial Services
- Enhance price realization and resale values