



# Welcome to the Volvo Group

## Time plan

08.30 Networking  
09.00 NEM welcome/introduction  
10.00 Fika  
10.30 Volvo Company introduction

11.30 Lunch  
12.15 Bus transfer to Tuve Plant  
13.00 Manufacturing plant, tour & presentation  
15.00 Fika  
15.30 Modularization, assembly perspective  
16.30 Bus transfer to World of Volvo via Campus Lundby  
  
17.30 World of Volvo/Volvo Museum  
18.30 Dinner World of Volvo, Restaurant Ceno on Top

08.00 Networking  
08.30 Volvo Modularization Journey with Lennart Börjesson  
09.30 Fika  
10.00 Modularization at Volvo Group Trucks Technology

12.00 or 1230? Lunch  
13.30 NEM information, Aimo/new company introduction  
15.00 Fika  
15.30 NEM information/Wrap up  
  
16.30 Close



# Introduction



**Joakim Bursell**

Chief Engineer – Platform and  
Architecture  
Volvo Group Trucks Technology



**Andreas Lundmark**

Director, Platform Architecture,  
AE & Studies  
Volvo Group Trucks Technology



*Erik  
Carresjö*



*Maria  
Siiskonen*



*Emil  
Arvidsson*



*Cecilia  
Linner*



*Robin  
Persson*

## Some reminders:

Emergency exit

No foods or beverages in the room

Phones on silent



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# Questions to reflect upon based on what is presented during the two days.

1. How can organizations effectively finance modular platform projects while **balancing short-term ROI with long-term strategic value**?
2. What practical strategies can teams use to actively **manage complexity in modular systems**—across architecture, governance, and operations?
3. How can a modular platform support **multiple brands** without compromising brand identity, customer experience, or operational efficiency?



# COMPANY PRESENTATION

Volvo Group

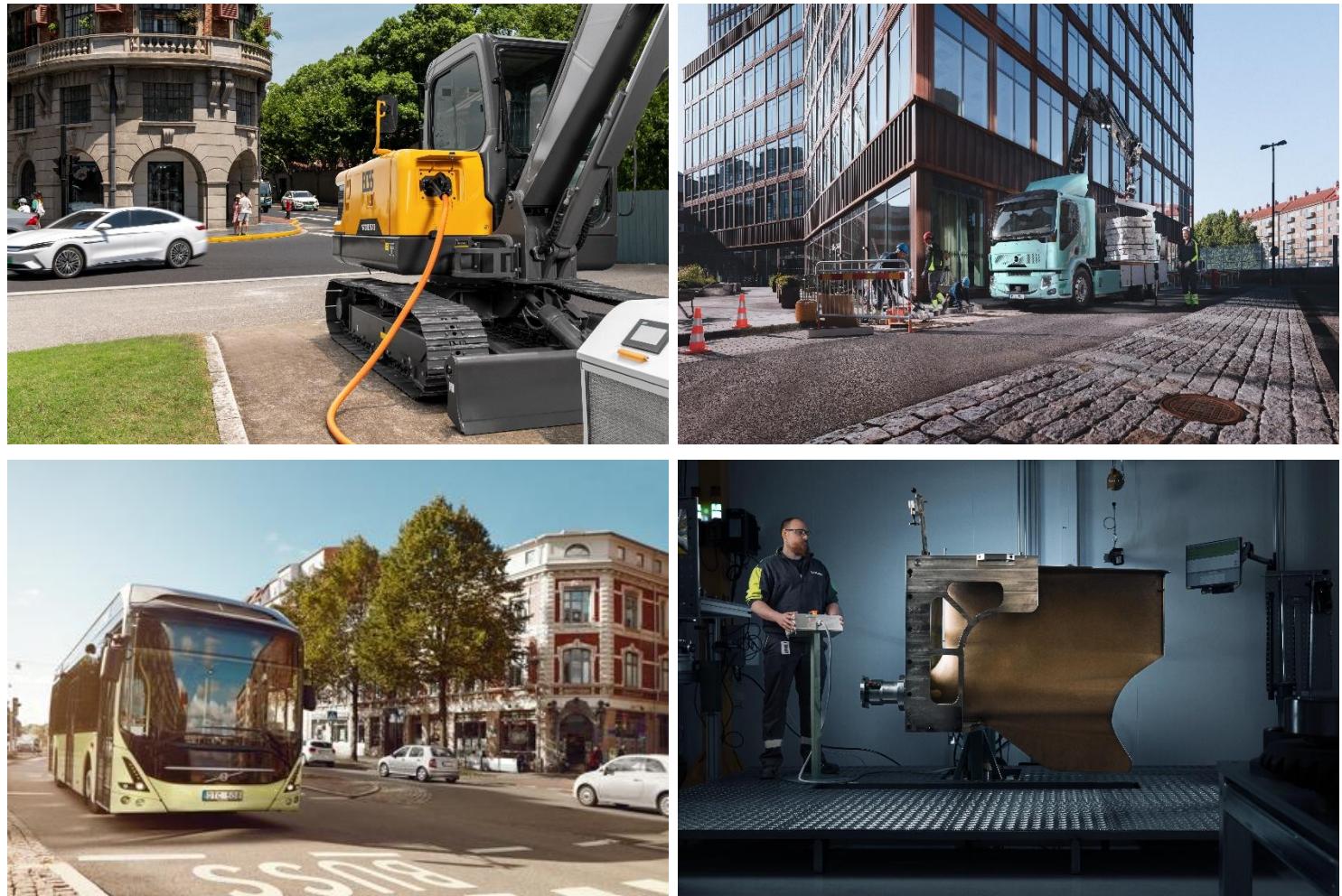




# What we do

Volvo Group offers trucks, buses, construction equipment, power solutions for marine and industrial applications, financing and services that increase our customers' uptime and productivity.

We develop and offer electrified and autonomous solutions for the benefit of customers, society and for the environment.





V O L V O

V O L V O  
P E N T A

ROKBAK

 RENAULT  
TRUCKS

# Our brands

Volvo Group's brand portfolio consists of several distinct brands, targeting a variety of customers and segments.

PREVOST

NOVABUS

MACK®

 milence

FLEXIS

 EICHER

 DONGFENG  
Trucks

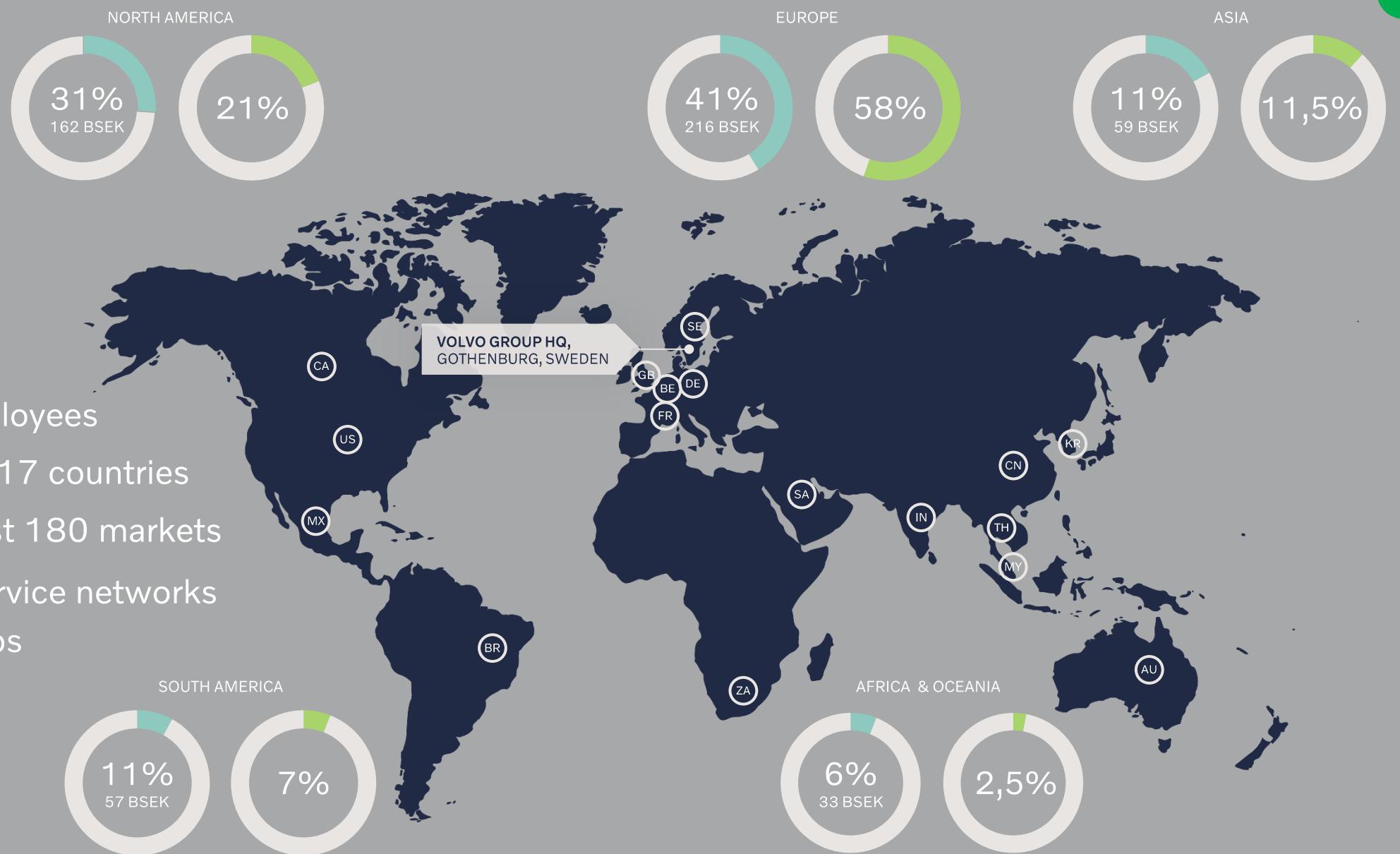
 coretura

 cespira

 cellcentric

# Global presence

- 102,000 employees
- Production in 17 countries
- Sales in almost 180 markets
- Worldwide service networks and dealerships



# Innovative since 1927

Snapshots of a history of innovation and sustainability focus.



Safety is put in focus in the very first year of Volvo's history.

1927



The world's first articulated hauler sees the light of day.

1966

The Lambda Sond is presented.

1976



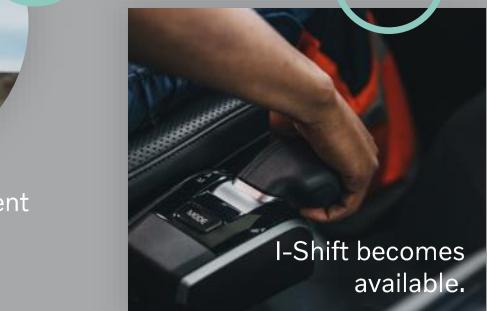
1990

The three-point safety belt is invented.

1959

Environmental care becomes a core value for Volvo.

1972

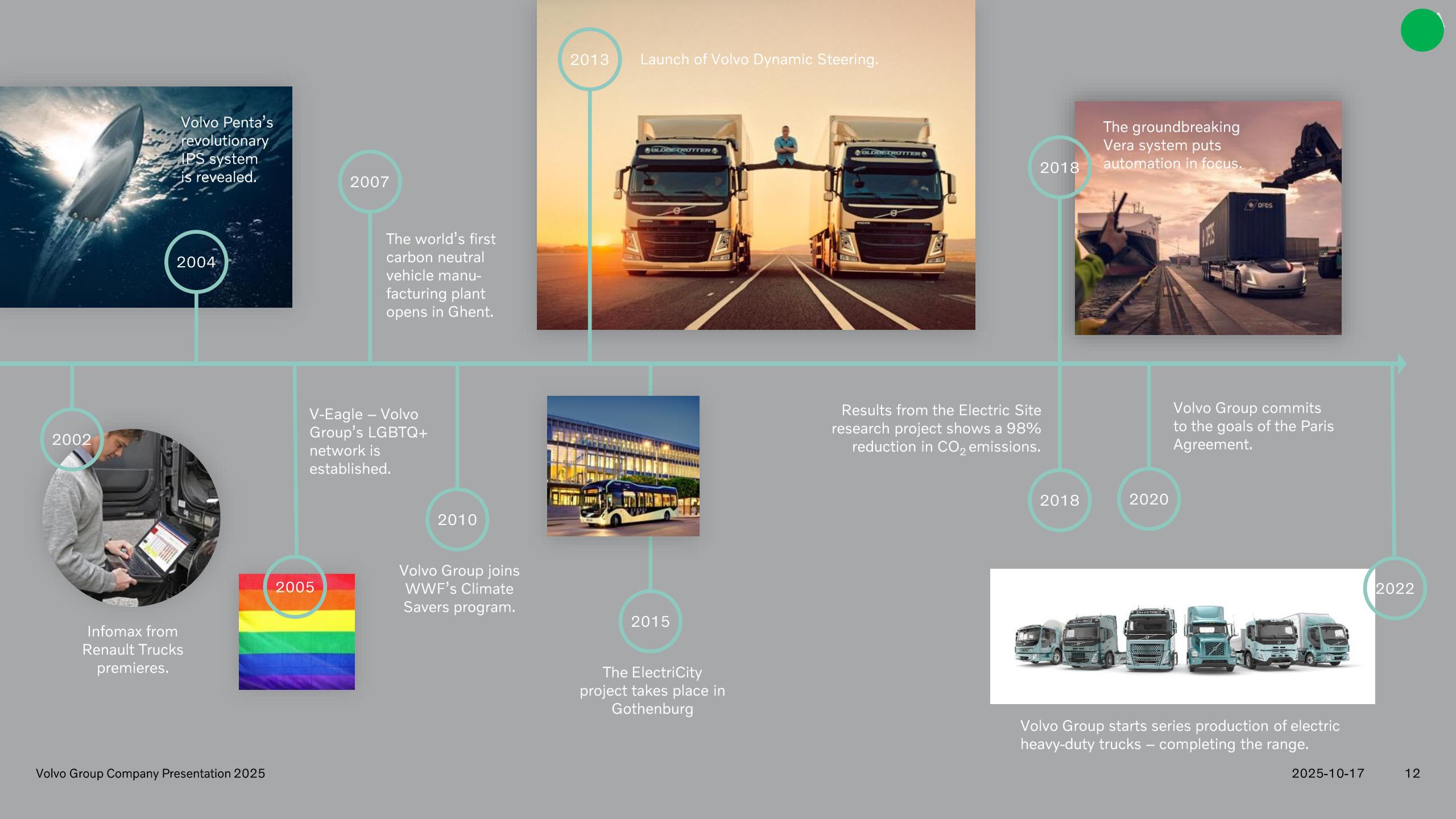


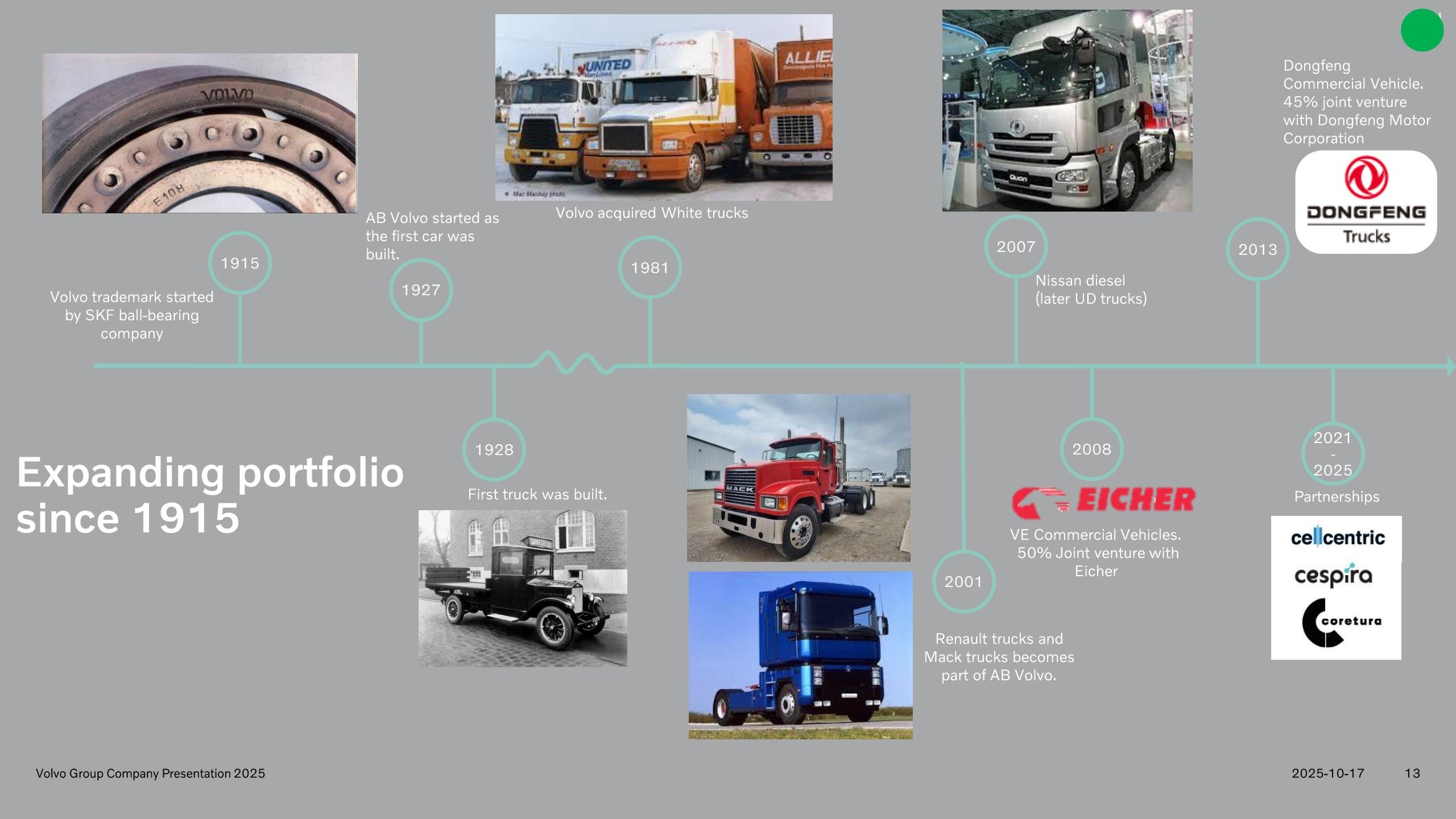
I-Shift becomes available.



1995

Volvo Trucks introduces driver airbags in heavy-duty trucks as a world first.







# BUSINESS AREAS

Volvo Trucks | Renault Trucks | Mack Trucks | Volvo Construction Equipment |  
Volvo Buses | Volvo Penta | Volvo Energy | Volvo Autonomous Solutions |  
Volvo Financial Services



# Volvo Trucks

One of the largest premium truck brands in the world.

- Medium and heavy-duty trucks.
- Main production in Sweden, Belgium, Brazil and the USA.



Volvo FE Electric



Volvo FMX Electric



Volvo FH Aero



Volvo VNL





# Renault Trucks

One of the world leaders in heavy goods vehicles. (Internal Combustion Engine and Battery Electric)

- Light, medium and heavy-duty trucks.
- Main production in France.



Renault Trucks E-Tech D Wide



Renault Trucks E-Tech T



Renault Trucks Master





# Mack Trucks

One of North America's largest truck manufacturers.

- Heavy-duty trucks, engines, transmissions and axles.
- Medium-duty trucks.
- Main production in the USA.



Mack Anthem



Mack LR Electric



Mack MD





# Volvo Construction Equipment

A leading provider of construction equipment and innovative solutions.

- Brands: Volvo, Rokbak.
- Rigid & articulated haulers, wheel loaders, excavators & road equipment.
- Main production in Sweden, Germany, South Korea and China.



Volvo A60H



Volvo ECR 25  
Electric



Rokbak  
RA40 RA30





# Volvo Buses

Leader in the development of sustainable transport solutions for public transport.

- Premium city- and intercity buses, coaches and chassis.
- Brands: Volvo and Prevost.
- Main production in Sweden, Mexico, Brazil and Canada.



Volvo 7900 Electric



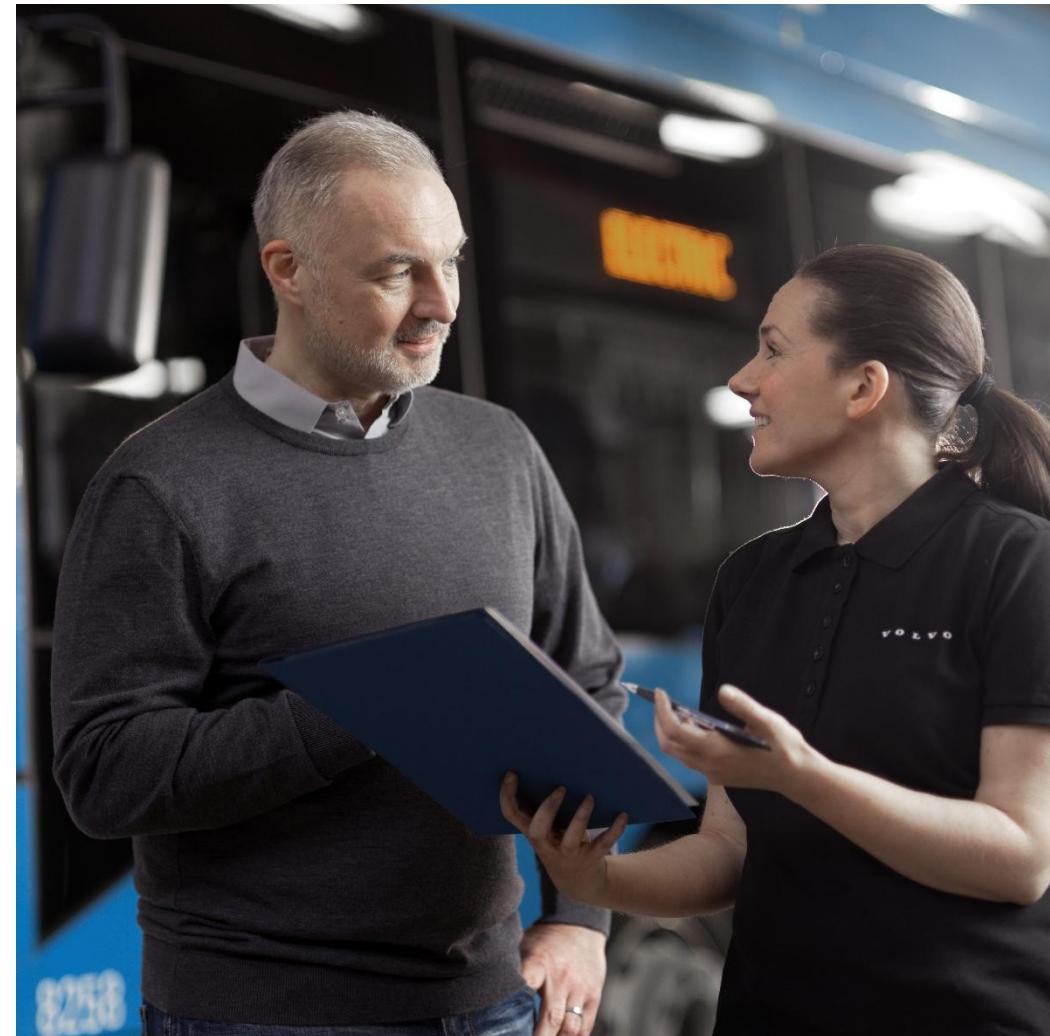
Volvo 9800



Volvo BZL Electric



Prevost X3-45





# Volvo Penta

World-leading supplier of power solutions to marine and industrial applications.

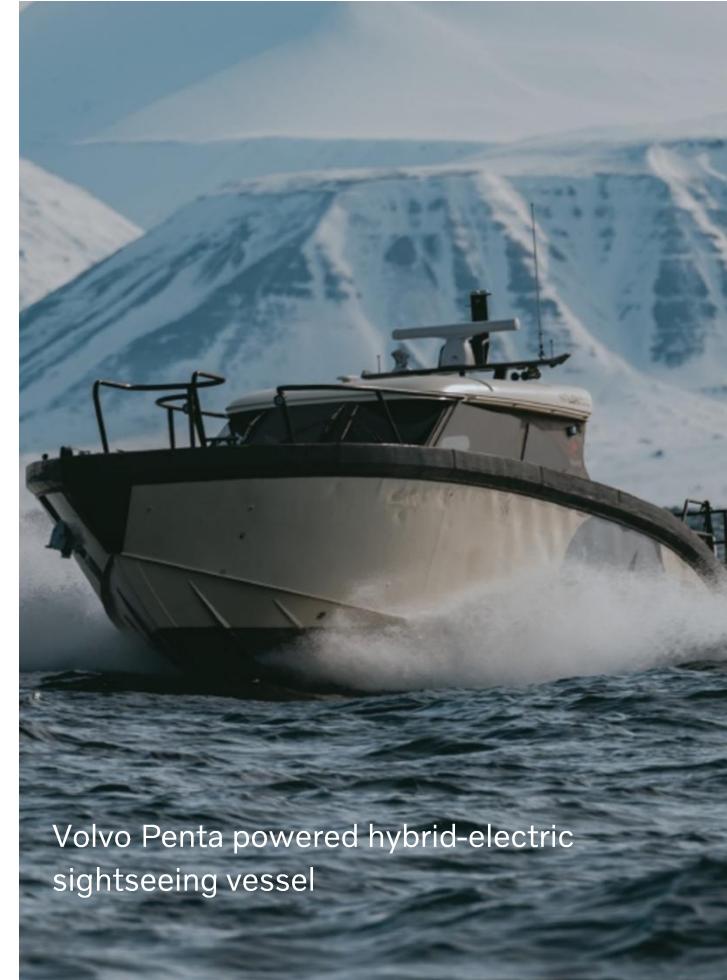
- Engine- and power systems for marine and industrial applications.
- Production in Sweden and in USA.



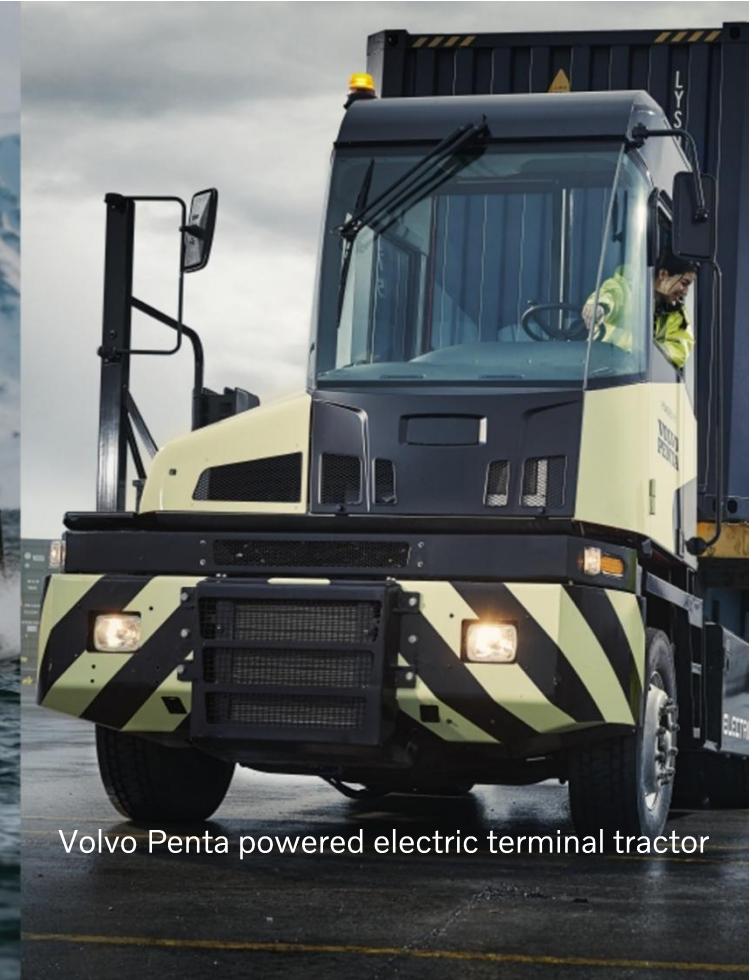
D16 engine



Volvo Penta IPS



Volvo Penta powered hybrid-electric sightseeing vessel



Volvo Penta powered electric terminal tractor



# Volvo Energy

Volvo Energy is dedicated to accelerate electrification and drive circularity for a better tomorrow through:

- Charging value chain: ensure reliable access to charging, by supporting the Volvo Group brands' sales and services of electrified vehicles and machines.
- Battery value chain: capture Battery Energy Storage System (BESS) market potential, with an attractive and sustainable circular business model for both first and second-life batteries.
- Enabling and accelerating the Volvo Group's overall sustainability ambitions.





# Volvo Autonomous Solutions

Volvo Autonomous Solutions is transforming the movement of goods through efficient, sustainable, and safe autonomous transport solutions within selected industry verticals.

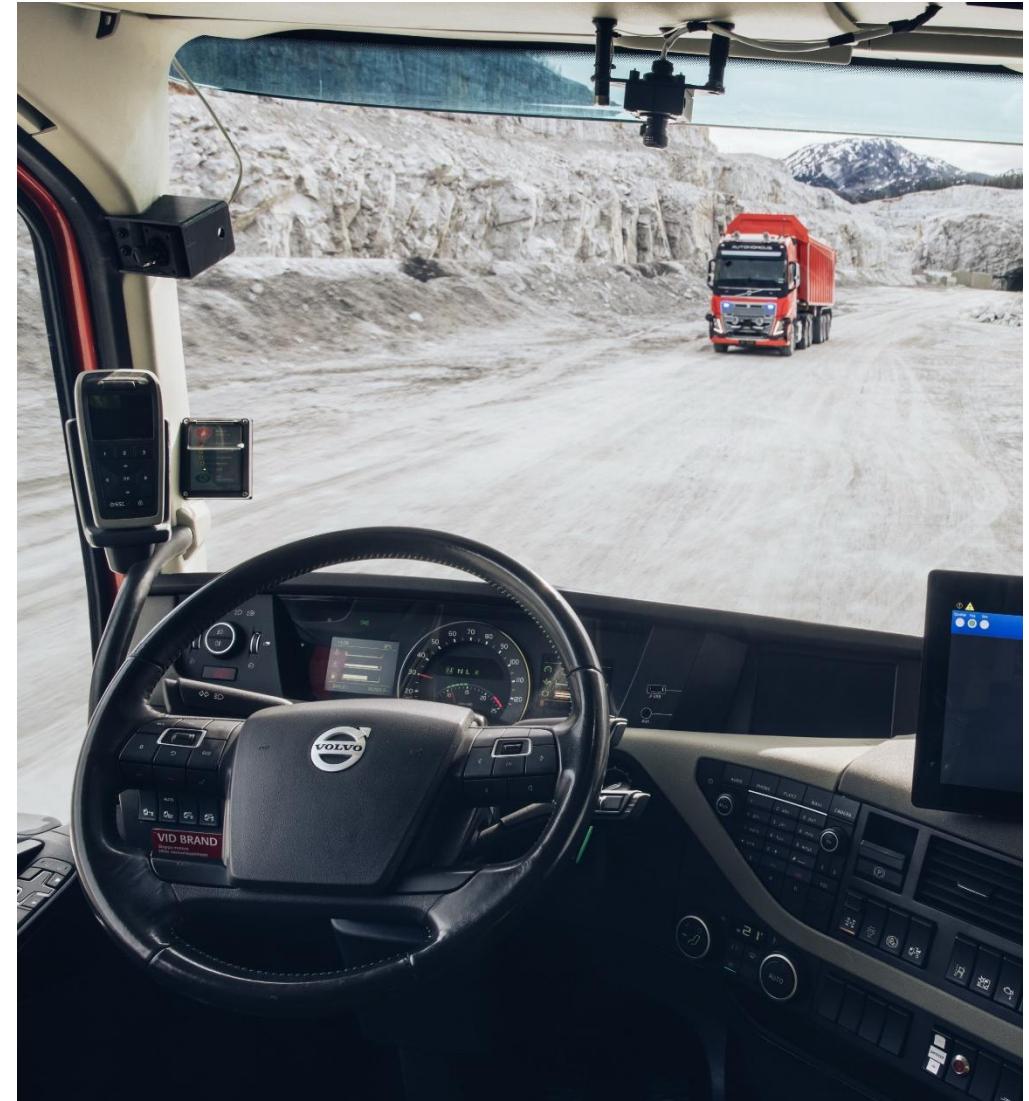
- Industry verticals: Hub-to-Hub highway trucking and Quarries and Mining
- Complete Autonomous Transport Solution based on Transport-as-a-Service (TaaS)
- In-house developed full-stack solution for confined areas, industry-leading partners for Hub-to-Hub
- Current deployments in Norway, Sweden and the United States



Volvo VNL Autonomous



Autonomous Volvo FH





# Volvo Financial Services

Volvo Group's captive finance provider  
committed to customer success

- Works collaboratively with all Volvo Group brands and business areas as an integral part of Volvo Group's total offer
- A full range of financing, rental, insurance and other services and solutions for the truck, construction equipment, bus and marine and industrial engine markets
- Accelerating sustainable solutions for customers





# THE STRENGTH OF THE VOLVO GROUP



# Creating synergies

## Harnessing shared resources

Volvo Group has global organizations for product development, manufacturing and purchasing. This is one of the ways in which we can create synergies and utilize Volvo Group's extensive and shared resources in the best possible way.



PURCHASING



OPERATIONS

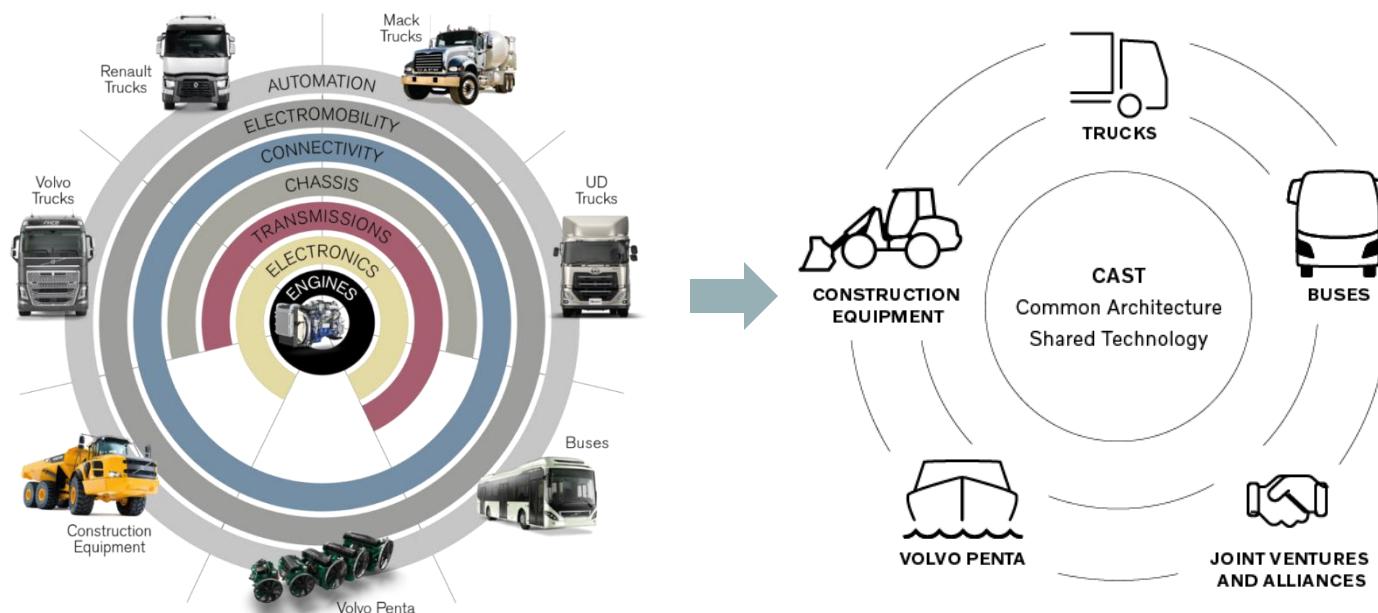


TECHNOLOGY



# CAST – Common Architecture & Shared Technology

A modular approach that benefits all business areas

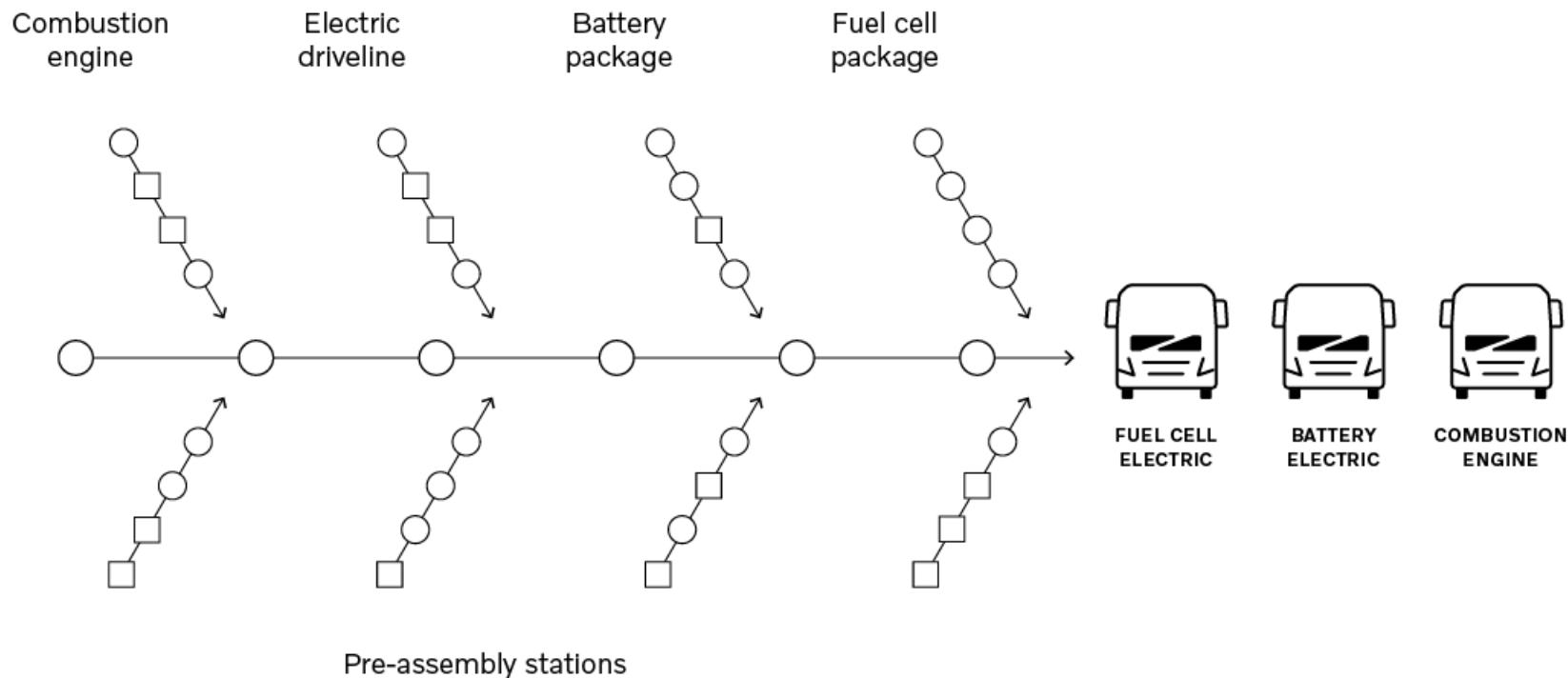


- Volvo Group and its partners can benefit from the Group's modular platform: Common Architecture & Shared Technology (CAST).
- The ambition with CAST is to develop a competitive set of modular products and services that are easy to integrate, that meet future legal, market and society needs, and that exceed customer expectations.
- This modular approach enables Volvo Group to share technology for engines, electronics, transmissions, chassis, connectivity, electromobility and automation among its business areas.



# Mixed model assembly

Volvo produces electric trucks on the same lines as its conventional trucks, which gives high production flexibility and efficiency gains.





# Partnership is the new leadership

Keeping up with the latest development is an essential part of staying successful – and one which is impossible to do on your own. So, Volvo Group engages in numerous collaborations and partnerships.

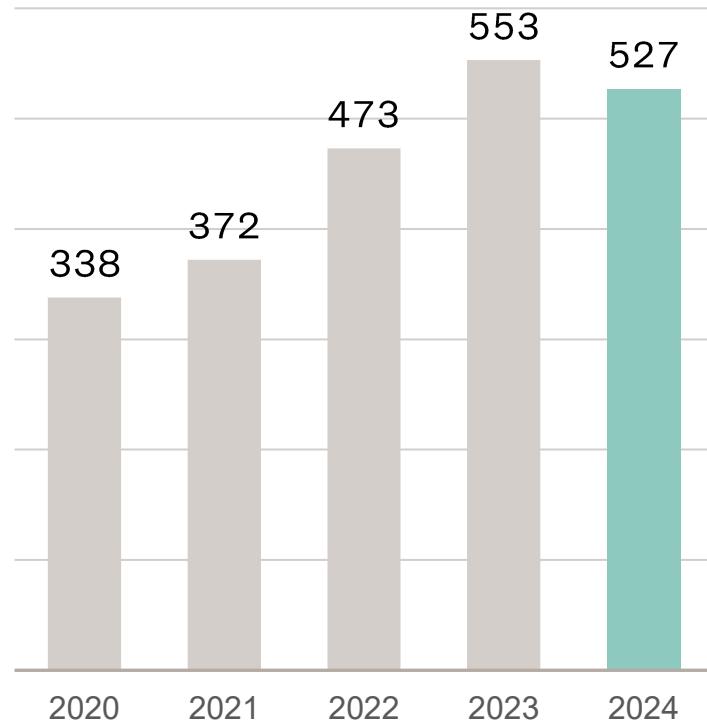


# FINANCIAL PERFORMANCE

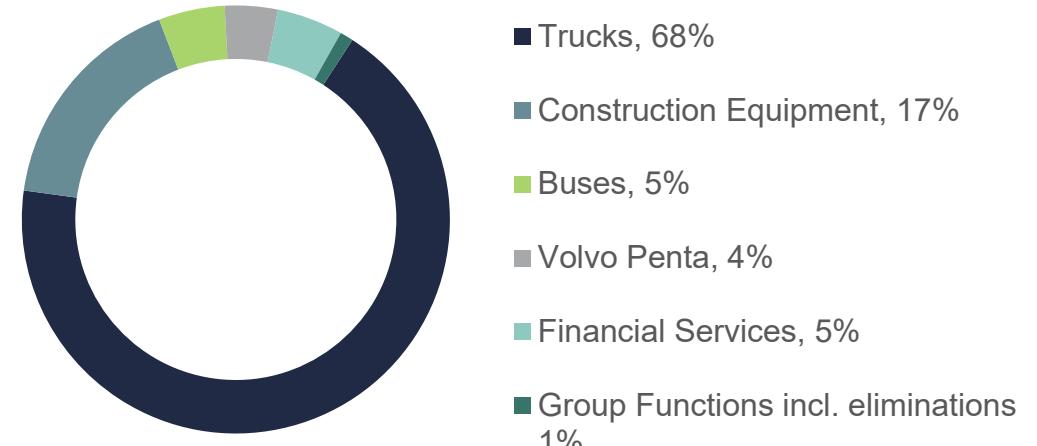


# Net sales

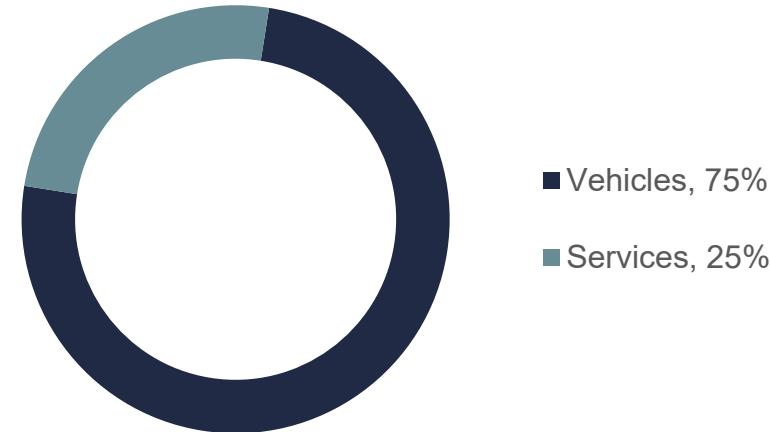
Volvo Group's net sales 2020-2024, BSEK.



Share of net sales by segment



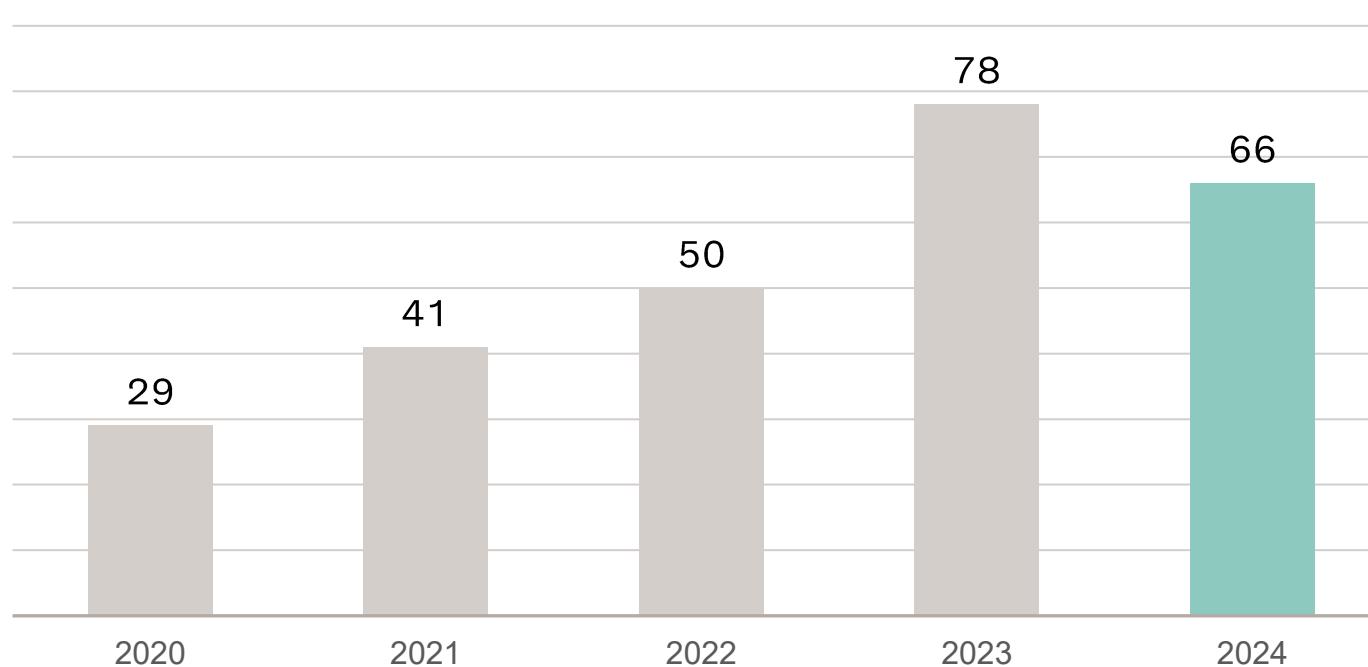
Share of net sales by revenue type





# Adjusted operating income

Volvo Group's adjusted operating income 2020–2024, BSEK.



Adjusted  
operating margin:

**2024: 12.5%**

**2023: 14.0%**

**2022: 10.7%**

**2021: 11.0%**

**2020: 8.4%**



# Volvo Group

102,000 employees | 180 markets

9 business areas | 15 brands

Sharing resources

Safer | Cleaner | More efficient





V O L V O

# GROUP TRUCKS TECHNOLOGY



# Group Trucks Technology

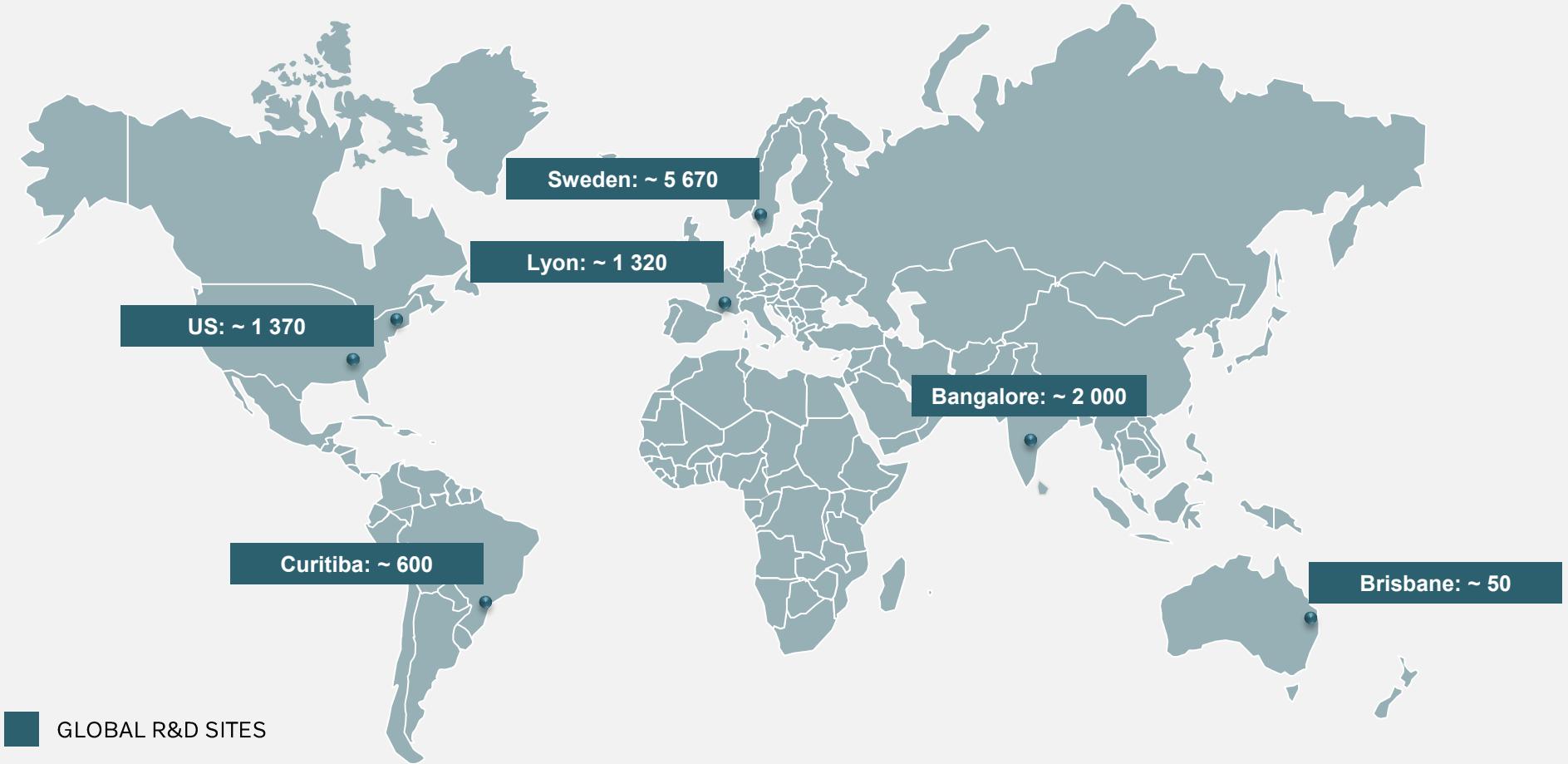
- We maximize the output from the Volvo Group R&D investment. We do this by balancing common and brand unique solutions and by mastering both well-known and new technologies.
- We provide state-of-the-art research, engineering, product planning and project execution to final delivery of complete products and support the products in the aftermarket.
- We assure product leadership for all Volvo Group brands. By offering technologies for different brands, we address many different customer and market segments in mature as well as growth markets.
- Empowerment, accountability and simplicity are key principles guiding us in our daily work.





# Global cooperation in our R&D system – every day

~11,000 GTT PROFESSIONALS





# State-of-the-art facilities and labs

ACROSS THE GLOBE

**06**

## GLOBAL R&D SITES

Research and development sites around the world and in close cooperation

**06**

## PROVING GROUNDS

GTT has six proving grounds where intensive tests are carried out for all products

**Over 18**

## STATE-OF-THE-ART LABORATORIES

Our engineers concentrate on innovation, our state-of-the-art facilities allow them to do just that

**04**

## DESIGN STUDIOS

Volvo Group product and services design is carried out in studios by a diverse team of highly skilled professionals

**Over 22**

## WORKSHOPS

Professionals with deep customer knowledge at workshop focus on complete products, cross-collaboration, continuous improvements, verification and validation and bring hands-on truck experience



# TRUCK PRODUCTS



# Volvo trucks



Volvo FH16 Aero



Volvo FH Aero



Volvo FH16



Volvo FH



Volvo FMX



Volvo FM



Volvo FE



Volvo FL



# Volvo trucks

North America



Volvo VNL



Volvo VNR



Volvo VNX



Volvo VHD



Volvo VAH



# Renault trucks

Renault Trucks T High



Renault Trucks T



Renault Trucks K



Renault Trucks C



Renault Trucks D Wide



Renault Trucks D





# Mack trucks



Mack Anthem®



Mack Pioneer™



Mack® Pinnacle™



Mack® TerraPro®



Mack® MD Series



Mack® Granite®



Mack® LR



# All truck products

V O L V O

## Volvo trucks



Volvo Group Company Presentation 2025

2025-09-30 34

V O L V O

## Volvo trucks

North America



Volvo Group Company Presentation 2025

2025-09-30 35

V O L V O

## Renault trucks



Volvo Group Company Presentation 2025

2025-09-30 36

V O L V O

## Mack trucks



Volvo Group Company Presentation 2025

2025-09-30 37



# Heavy duty platform

V O L V O

## Volvo trucks



Volvo Group Company Presentation 2025

2025-09-30 34

V O L V O

## Volvo trucks

North America



Volvo Group Company Presentation 2025

2025-09-30 35

V O L V O

## Renault trucks



Volvo Group Company Presentation 2025

2025-09-30 36

V O L V O

## Mack trucks



Volvo Group Company Presentation 2025

2025-09-30 37



# Medium duty platform

v o l v o

## Volvo trucks



Volvo Group Company Presentation 2025

2025-09-30 34

v o l v o

## Volvo trucks

North America



Volvo Group Company Presentation 2025

2025-09-30 35

v o l v o

## Renault trucks



Volvo Group Company Presentation 2025

2025-09-30 36

v o l v o

## Mack trucks



Volvo Group Company Presentation 2025

2025-09-30 37



# Two different ranges

**VOLVO**

## Volvo trucks

Volvo Group Company Presentation 2025 2025-09-30 34

# Cab over engine

**VOLVO**

## Renault trucks

Volvo Group Company Presentation 2025 2025-09-30 36

**VOLVO**

## Volvo trucks

North America

Volvo Group Company Presentation 2025 2025-09-30 35

# Conventional

**VOLVO**

## Mack trucks

Volvo Group Company Presentation 2025 2025-09-30 37



**V O L V O**



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