

# Volvo Cars Transformation



# Mid-decade business ambitions

Being the fastest transformer, fully electric by 2030



# Our Strengths

## FRONTRUNNER IN COMMERCIAL TRANSFORMATION

We are actively implementing new ways to reach consumers together with our retail partners: we will change what we sell, how we sell and where we sell.

MOVING TOWARDS DIRECT  
CONSUMER BUSINESS

**ONLINE SALES**  
CARE BY **VOLVO**

**M**

## DELIVERING ON OUR ELECTRIFICATION STRATEGY

The future is electric and we continue to deliver highly competitive electrified products based on advanced technology shared with the progressive performance brand Polestar. We will roll out a whole family of new, fully electric cars in coming years.

GLOBAL RECHARGE LINE-UP  
RETAIL SALES EMEA YTD

**40%**



# Volvo Cars Distribution Transformation



# THE VOLVO CAR GROUP – A SET-UP FOR THE FUTURE

## VOLVO CARS

Fast growing premium OEM



## STRATEGIC AFFILIATES

### Polestar

(~50%)

Spearheading electrification with pure progressive performance cars



### LYNK & CO

(30%)

New youthful brand going global to address 65 M mass market



## EVOLVING TRADITIONAL CAR SALES BUSINESS

Care by Volvo

My car always & My car sometimes



Online sales

Site to Store

Zenseact

(prev Zenuity)

ADAS / AD full software stack developer<sup>1</sup>

Volvo Cars – Consolidated

Strategic affiliates – Non-consolidated

# Distribution transformation enables our commercial shift

## Commercial transformation drivers

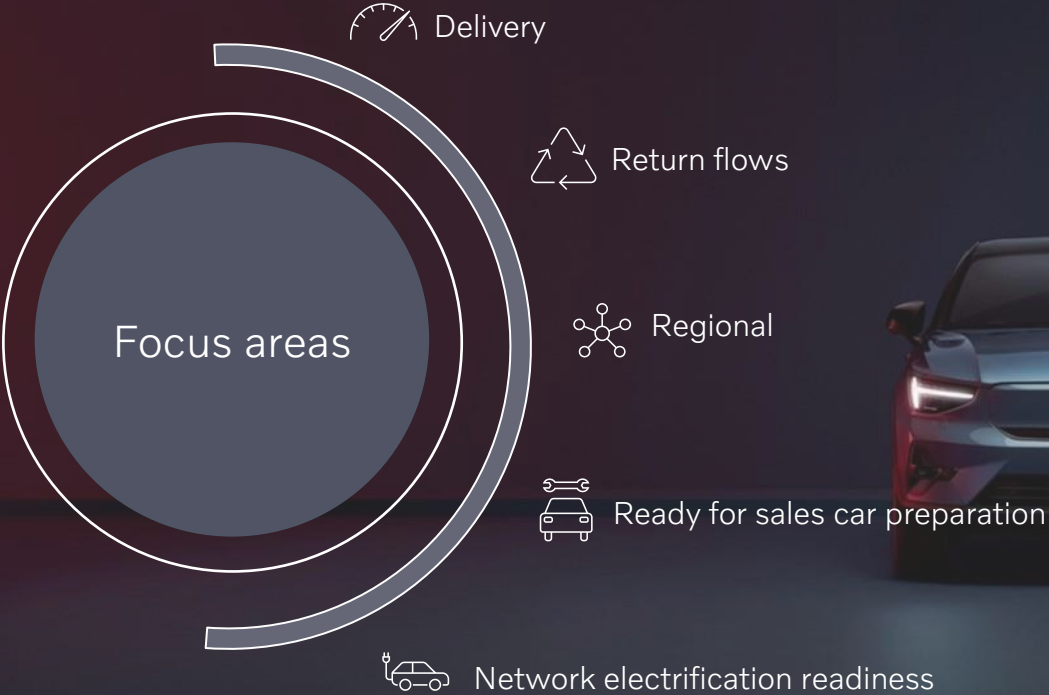
- Electric vehicles
- Consumer offers –  
Owning, leasing, subscribing, sharing
- Online presence with direct consumer relationships



*One network servicing*

- All brands
- All business models

# Our future network needs





Thank you