

VOLVO

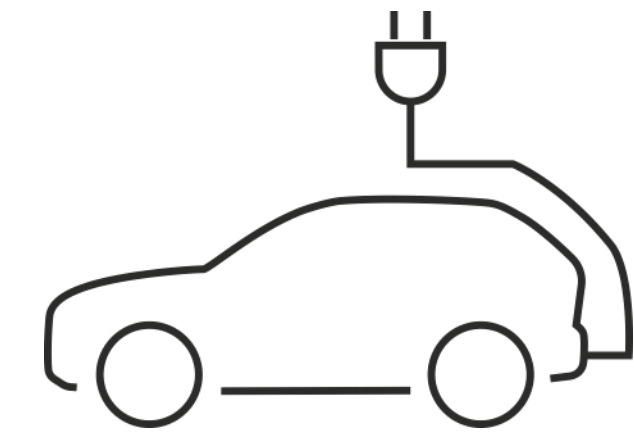
Capital Markets Presentation



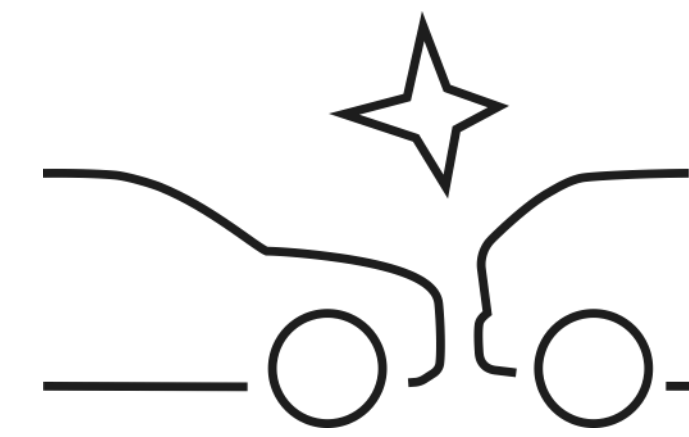
Defined by Software,
Powered by Core Computing

Value unlocked through software

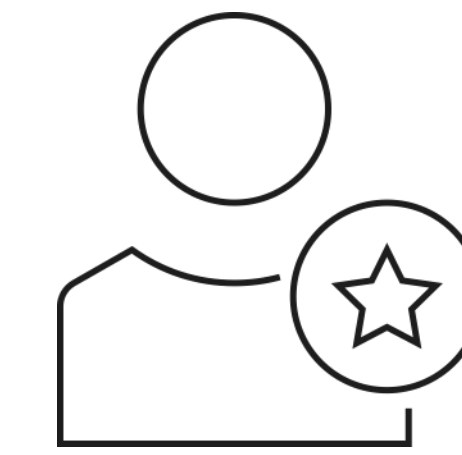
For Customers



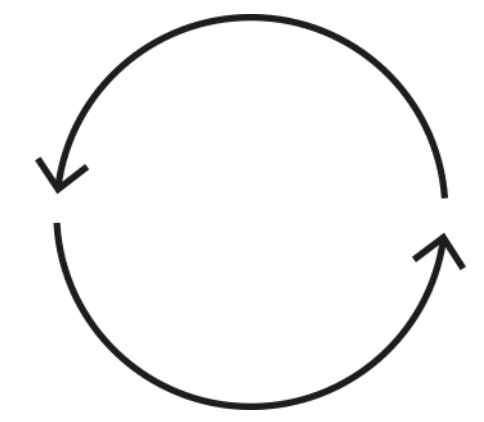
Sustainable,
Electrified vehicles



Safer vehicles with
autonomous drive
evolution

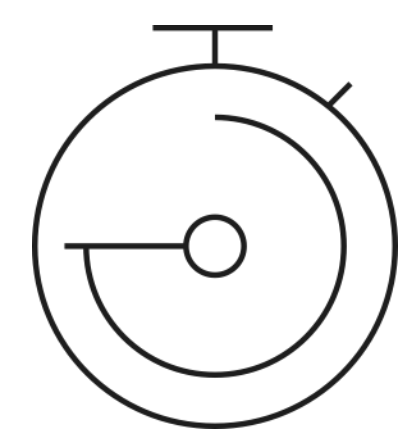


More personalised
experience for the
customers

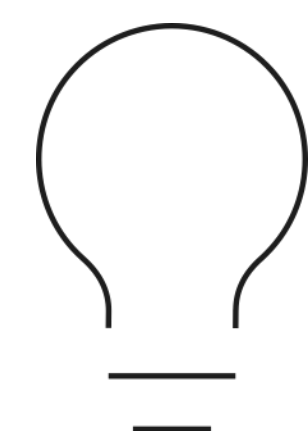


A car that gets
better through OTA
software upgrades

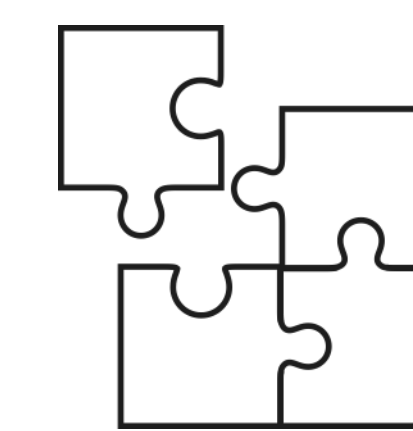
For Volvo



Shorter time to market
- Development lead
time reduction



Innovation platform -
Ability to quickly adapt
to changes and new
business opportunities

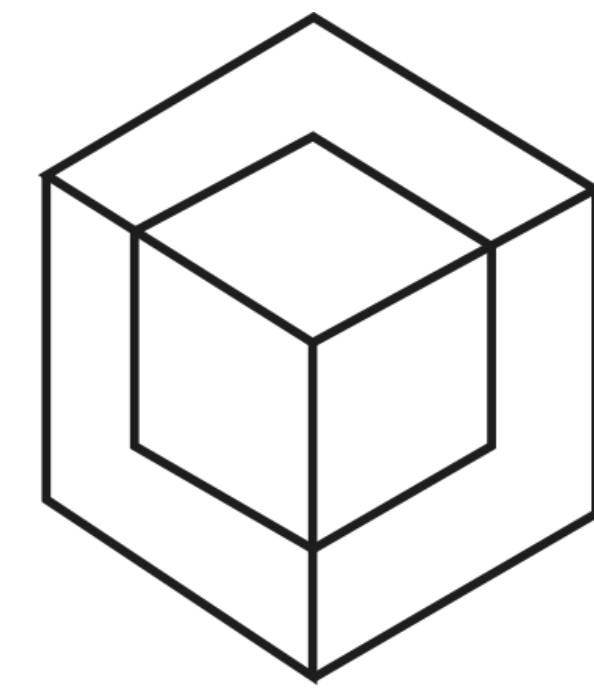


More for same – More
value over time enabled by
software reusability over
hardware generations

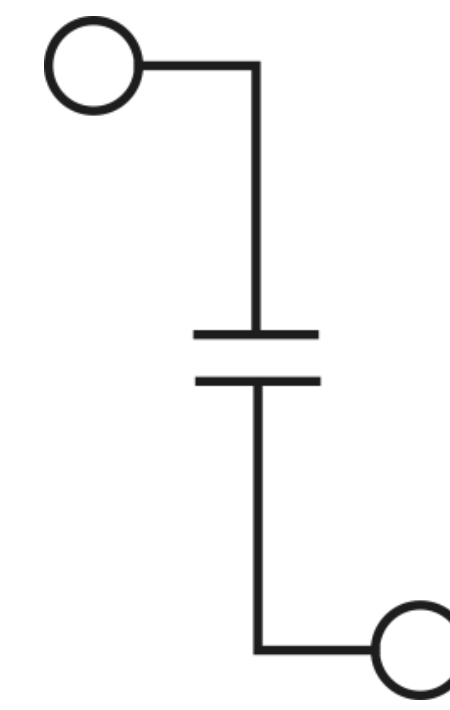


New revenue
streams

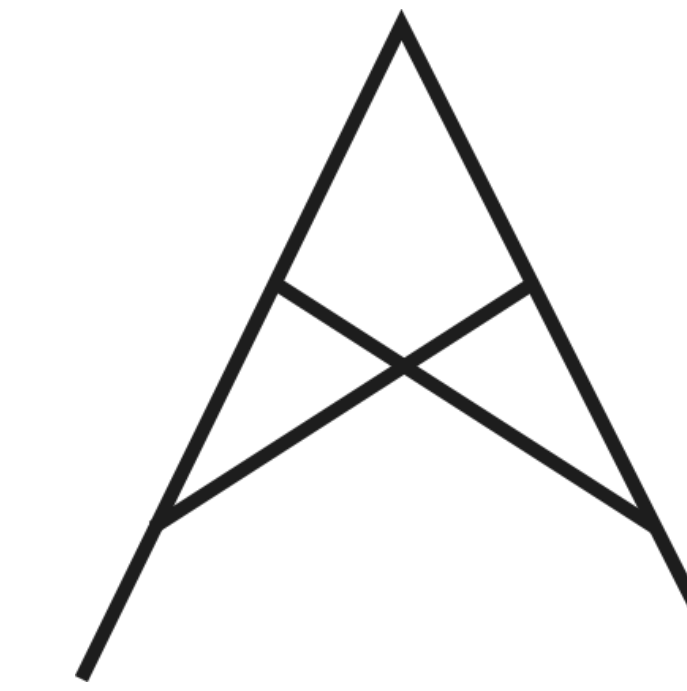
Volvo Cars strategic enablers supporting software strategy



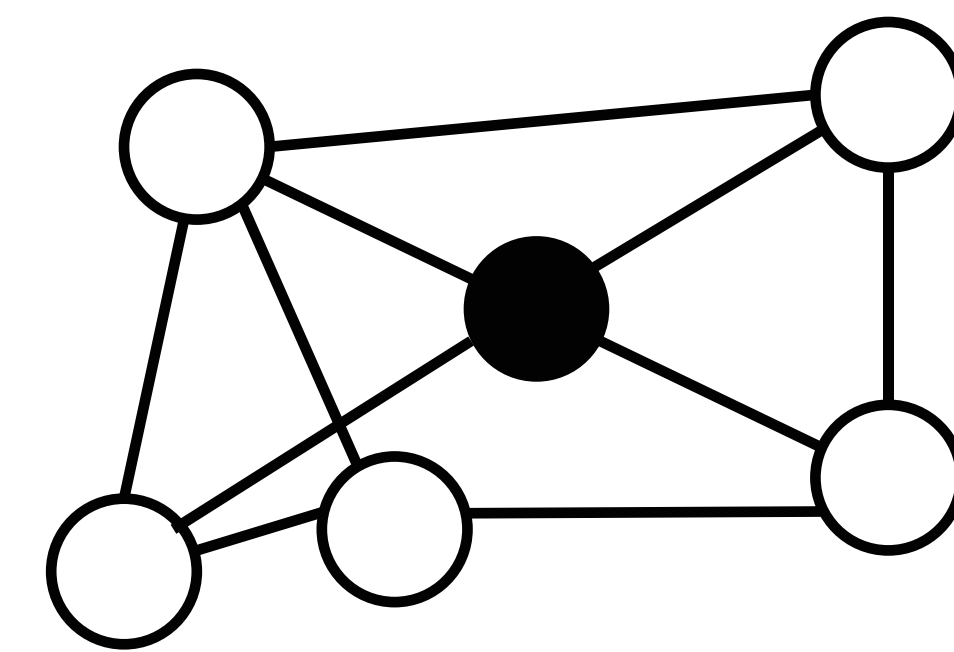
Centralised
Electrical/Electronic
Architecture



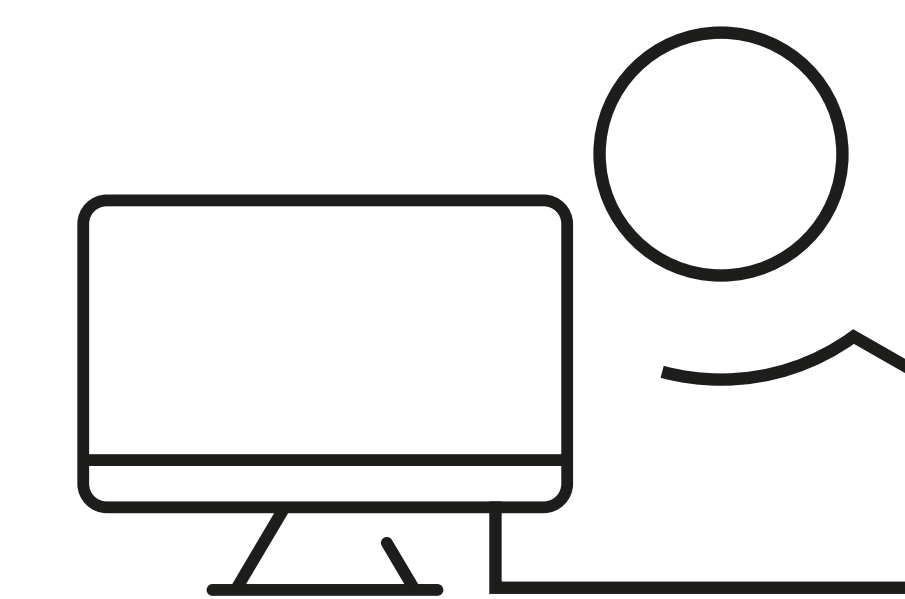
Decouple
Hardware & Software



Fully Connected
Vehicle



Flexible Software
Platform

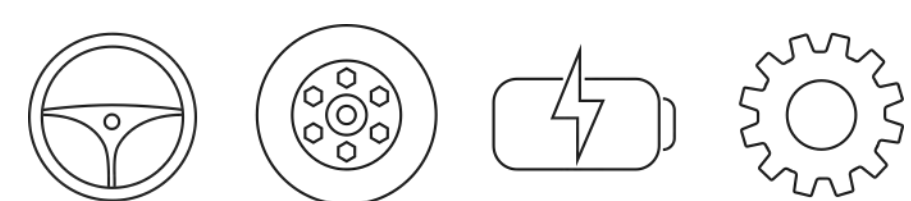


In-house Software
Development

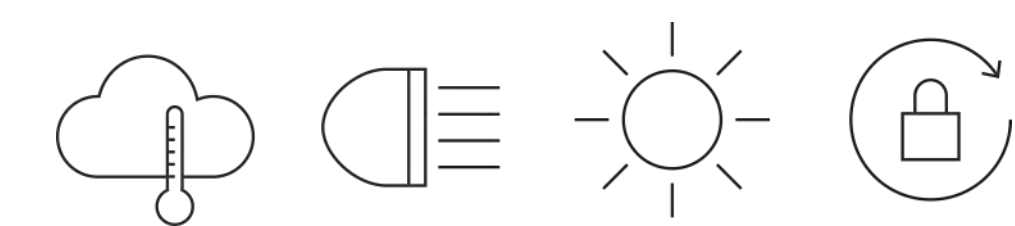
We develop & control software that we see as value adding to our customers, that affects how our products are perceived and what makes Volvo a Volvo – our DNA



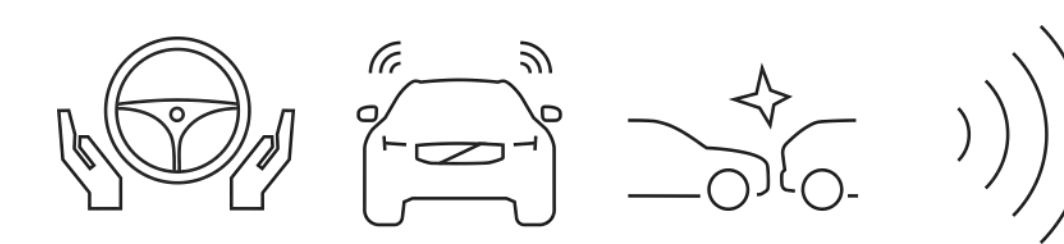
Body Control



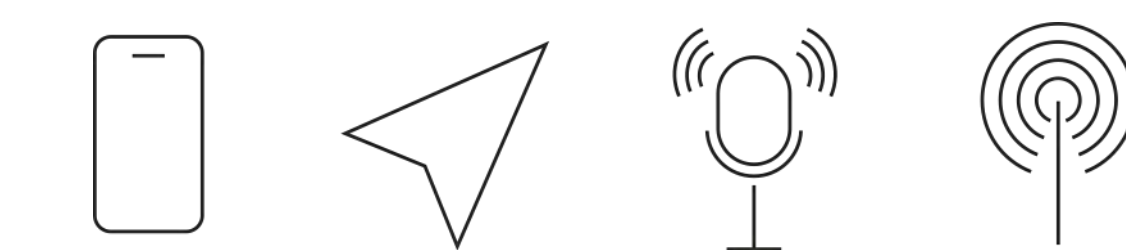
Vehicle Motion & Propulsion



Vision & Perception



Infotainment & Connectivity



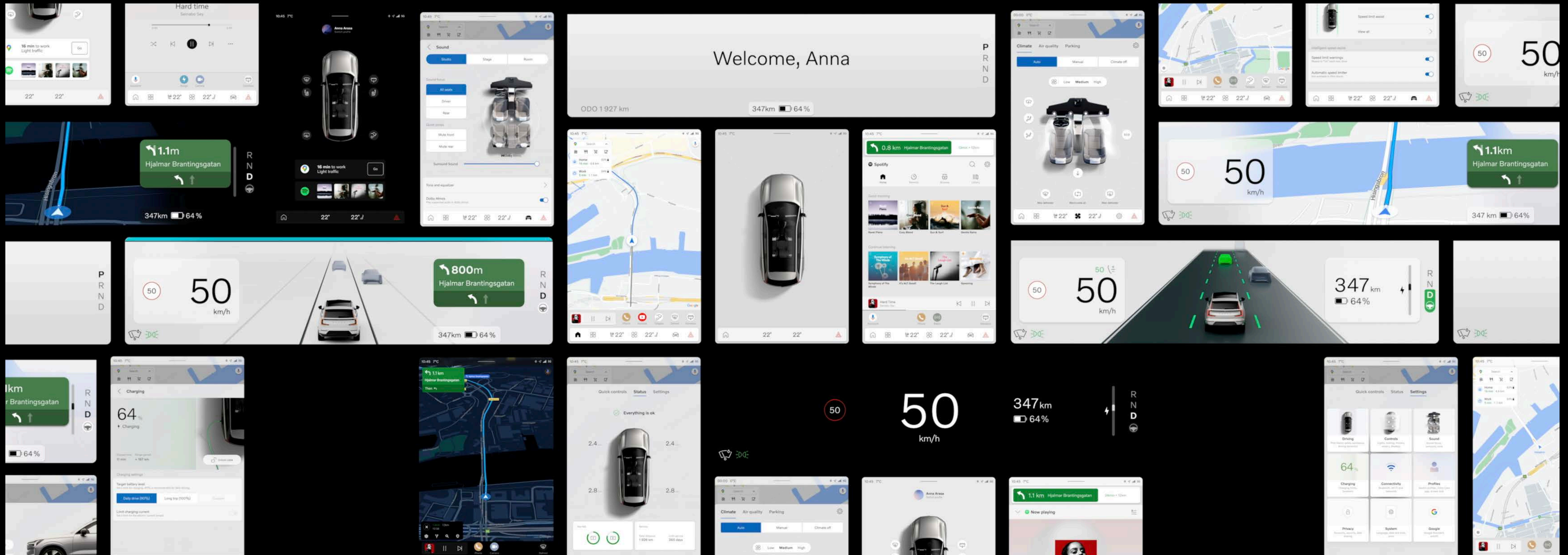
The Volvo EX90 is the start of a new era for safety enabled by our software strategy

Sensors perception
of the exterior
environment

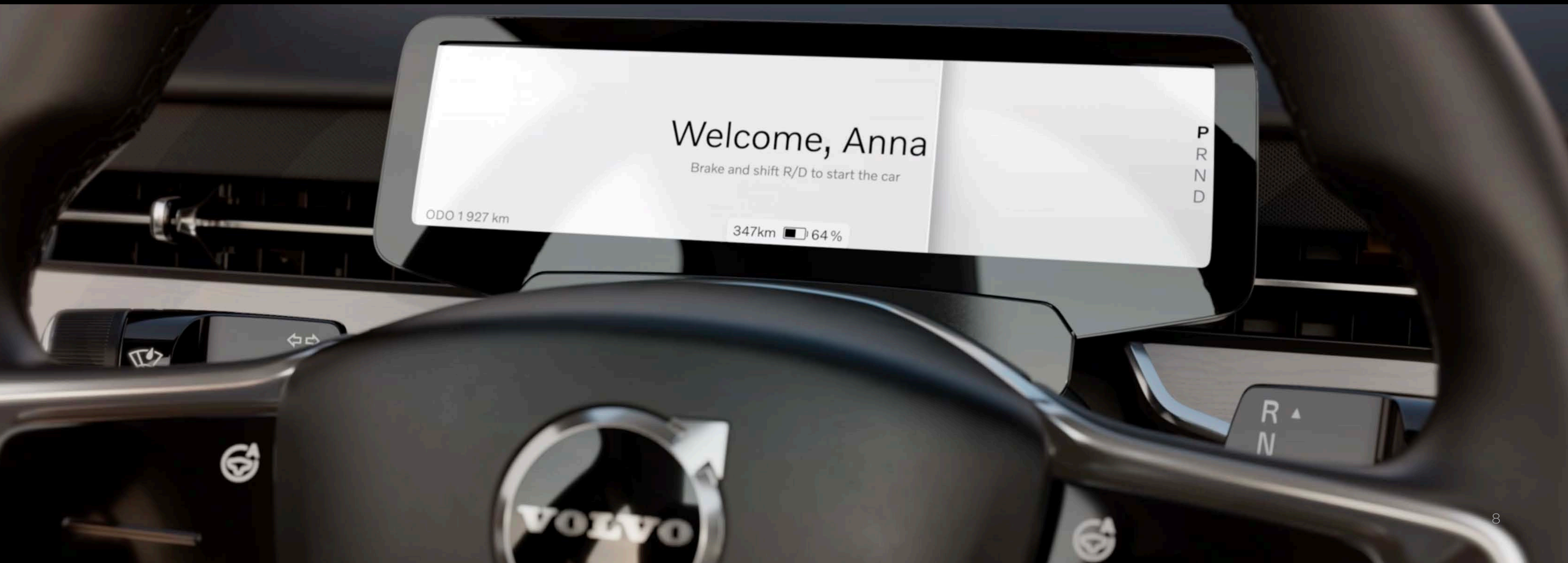
Adding interior
sensors for the
first time

Zero Collision

Volvo Cars has high ambitions in delivering seamless connectivity



Personalised experience for our customers



3RD PARTY DEVELOPERS

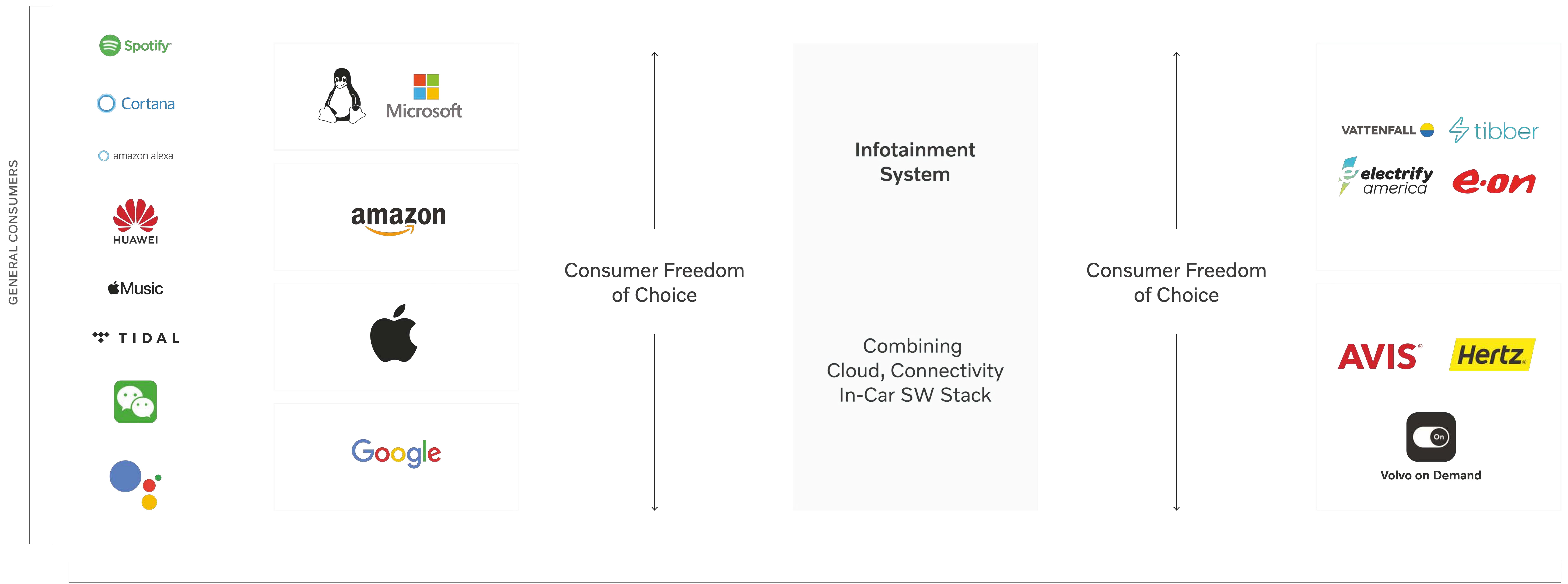
TECH CORP DEVELOPERS

TECH INTERFACES

VOLVO CARS INTEGRATION & DEVELOPMENT

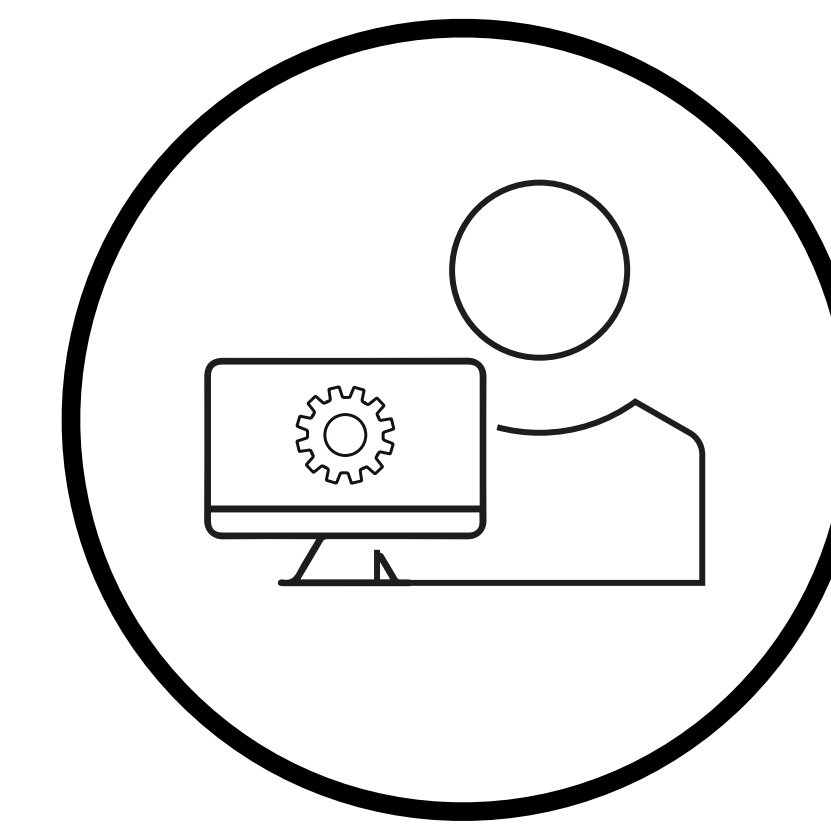
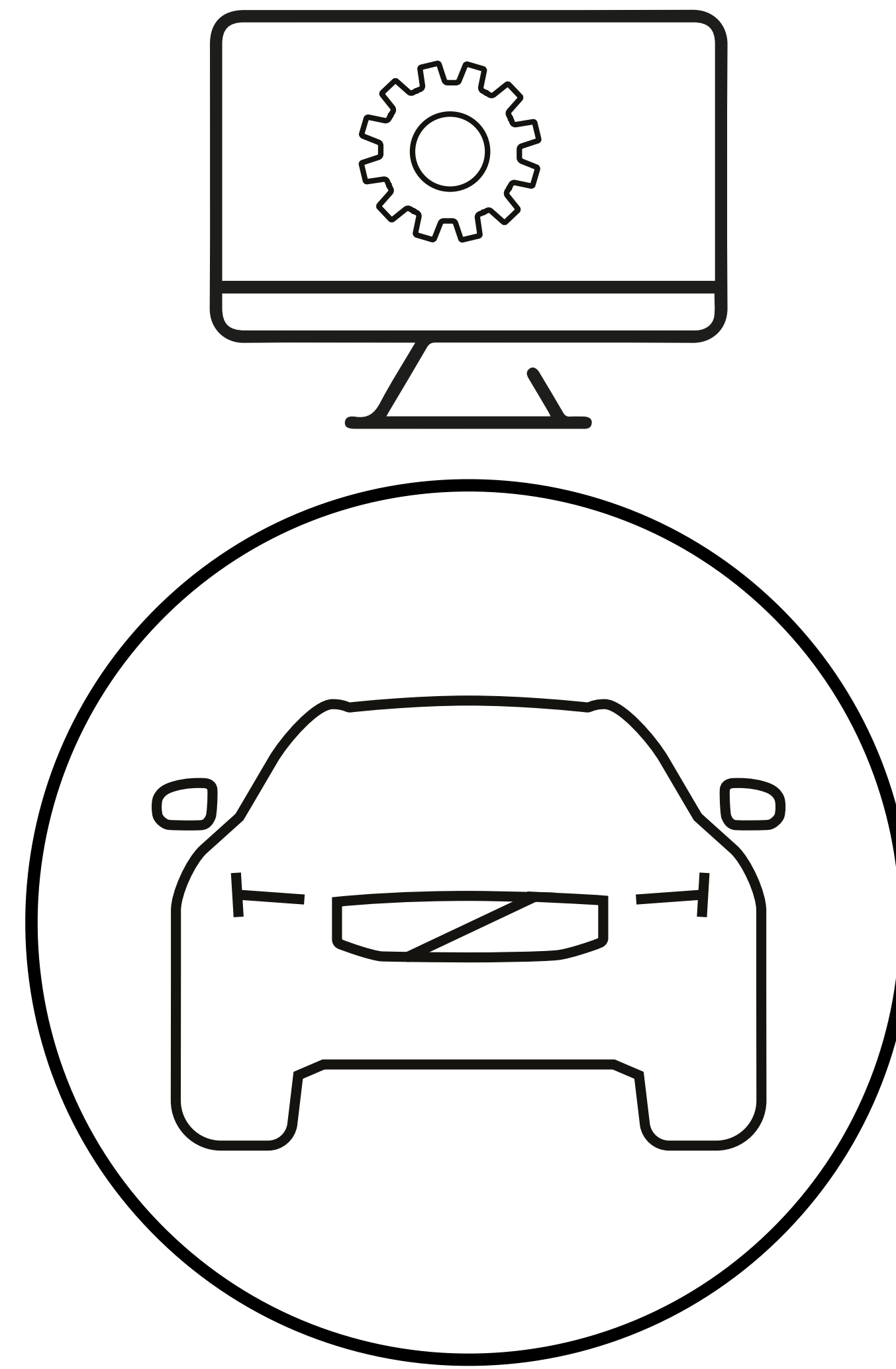
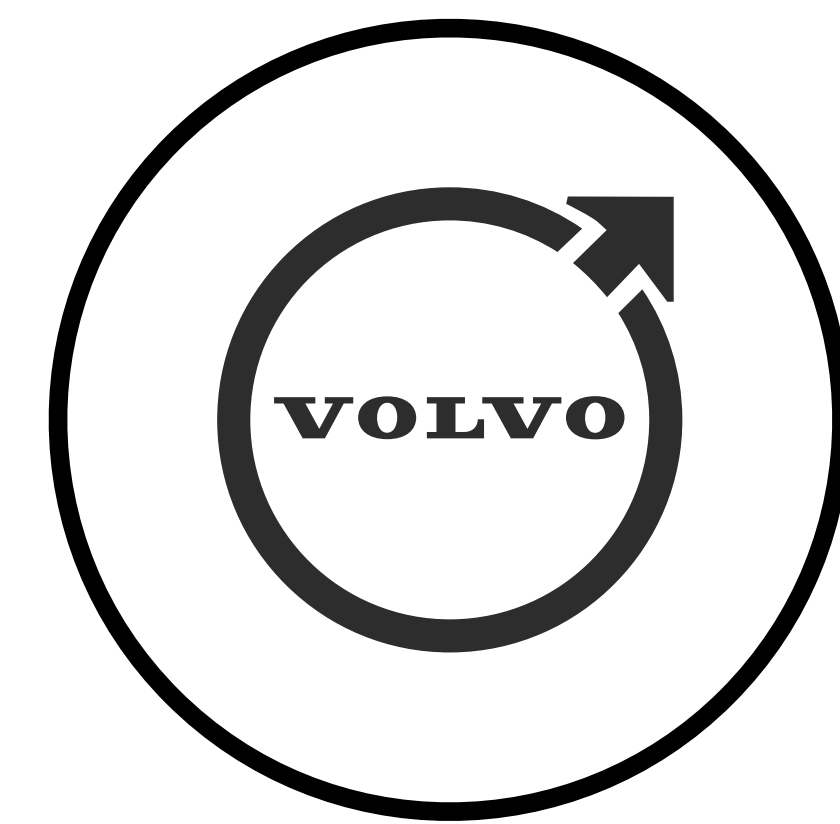
STANDARDIZED INTERFACES

TRADITIONAL BUSINESS TO BUSINESS



How we develop software in our products

In-house controlled software – our DNA



Suppliers & independent software vendors

Strategic Partnerships



Summary

Our new Volvo Cars generation is built on an all-electric technology base with central computing that will continuously get better through over-the-air software updates

With our new electrical architecture and in-house developed software, we have built the foundation for high development speed and continuous deployment of personalised customer experience

Our in-house software development teams are the key asset to building and evolving Volvo software which enables high innovation speed

We make and develop in-house what we believe will make the difference and partner with the best-in-class technology leaders for the rest