

Volvo. for life

Volvo Car Corporation

# 2008 POCKET GUIDE



South Van Ness



**VOLVO**

Volvo Car Corporation PA/PV 501002703-08 EN

Our brand promise:

# WE DESIGN CARS FOR A BETTER LIFE



2007  
– a record year

2007 was a tough but satisfying year for Volvo Cars. We are living in a world of rising raw material costs, a weak dollar exchange rate and increased competition. And yet we beat our sales record by selling 458,323 cars. We have never previously sold so many Volvo cars in one single year.

In March 2007 we launched two entirely new generations of the Volvo V70 and Volvo XC70 at the Geneva motor show and are thus reinforcing our position as best in the world in estate cars.

As part of our focus on the environment, in 2008 we will launch the Volvo V70 with a 2.5-litre turbocharged Flexifuel engine running on both ethanol and petrol. Another sign of our dedication to future sustainable engine technologies is our ReCharge Concept Car, an electric plug-in hybrid that is conveniently recharged via a standard electrical power socket.

During the year we launched an enhanced corporate philosophy, Our Tomorrow, in which we have built further on and fine-honed our values so we are better equipped to meet tomorrow's razor-sharp competition. The basic parameter that characterises our corporate philosophy and culture is the power of we.

In 2008 we enter into an entirely new segment, crossover cars, with our Volvo XC60, which was launched in early March.

This autumn will see the start of the Volvo Ocean Race from Alicante in Spain. Eight months, five oceans and 37,000 nautical miles later, the yachts will cross the finishing line in St Petersburg, Russia.

I'm looking forward to an exciting 2008.

A handwritten signature in black ink, which appears to read 'Fredrik Arp'. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Fredrik Arp, President and CEO, Volvo Car Corporation



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# Our brand pyramid

This is how we prioritise our most important values:

The foundation is our basic requirements for all car brands competing in the premium segment: premium quality, customer experience and driving dynamics.

In the middle we find modern Scandinavian design and environment. These are areas where we should find our own expression. We may not be the first, but we certainly aim to create Volvo-specific offers. We want people to name these values when they think about Volvo Cars.

At the top of the pyramid is safety. That is what we want people to reply when they are asked what Volvo stands for.



# Safety



## SAFETY IN REALITY

At Volvo Cars, we work systematically with safety. Since 1970, our accident research team has investigated 36,000 accidents involving Volvos. The team members have studied what caused the most severe injuries. This knowledge then formed the basis for the property requirements for the next generation of Volvo cars. In this way, safety has been systematically improved with every new generation of cars. The Volvo Cars Accident Research Team also shares its knowledge with other countries, for instance through TARC (the Traffic Accident Research Centre) in Thailand and China.



City safety. Volvo XC60.



## VOLVO CARS SAFETY CENTRE

The Volvo Cars Safety Centre has one of the world's most advanced crash laboratories. Here we can recreate real-life collisions between different types of vehicles and fixed objects at angles between 0 and 90 degrees and at speeds of up to 120 km/h. We can also carry out roll-over tests. We perform more than 450 full-scale collision tests a year, some of them on behalf of other companies within Ford Motor Company or AB Volvo. In 2007 we carried out our 2000th full-scale crash test since the facility was inaugurated in 2,000.

With our unique impact sled we can recreate the car's movements at the instant of collision without using a complete car. Before the cars are even tested in the laboratory, they are subjected to innumerable virtual crashes during the development phases.

The Volvo Cars safety systems are designed to assist the driver or help provide protection in a collision, but can never take over the driver's own responsibility.

## OUR GOAL IS TO CREATE CARS THAT DO NOT CRASH

Safety is our biggest asset. Our dedication to safety dates back to Volvo's origins, when our founders declared:

"Cars are driven by people. The guiding principle behind everything we make at Volvo, therefore, is – and must remain – safety." This dedication encompasses more than just collision tests and our ranking on various lists. It represents genuine care for people, their lives and well-being.

## PREVENTIVE

The best way of protecting the car's occupants is to avoid accidents in the first place. It is all about helping the driver stay alert and take the right decision by warning and in various other ways indicating how best to get out of the situation.

There are driver assistance tools such as such as anti-skid, anti-spin and anti-roll systems. Other examples are:

**IDIS.** Intelligent Driver Information System – delays non-essential information when the driver has a lot else to concentrate on.

**BLIS.** Blind spot Information System – alerts the driver to vehicles in the car's offset rear blind spot.

**Active Bi-Xenon lights.** These lights improve your visibility by 230 percent. Active headlights follow the movements of the steering wheel and illuminate the road in the direction that the car is taking.

**ACC, Adaptive Cruise Control.** Automatically maintains the set distance to the vehicle in front. Set a gap of one, two or three seconds.

**Collision warning with auto-brake.** Warns when approaching the vehicle in front too quickly and prepares the brakes for action. The system applies the brakes itself if a collision is imminent.

**Warning brake lights.** Flash very rapidly if you panic-brake.

**Driver Alert Control.** Warns tired or distracted drivers, suggests when a break is needed.

**City Safety.** Developed to avoid or reduce the consequences of low-speed collisions with other vehicles. Such impacts account for 75 percent of all accidents.

## PROTECTIVE

Protective safety is all about reducing injuries once a collision occurs. The list of Volvo inventions in this field is both long and impressive.

The invention that has saved most lives ever, the three-point safety belt, we believed was so important to the world that we let the patent free. And today you find a little bit of Volvo in every car.

Apart from classic Volvo safety features such as intelligently engineered crumple zones and a protective safety cage, you will also find advanced systems such as SIPS side-impact protection, the WHIPS whiplash protection system and the ROPS roll-over protection system. And of course a wide range of airbags and inflatable curtains.

The latest advance is pre-prepared restraints, which adjust the force of the seat belts and airbags to suit the force of the collision.

## SECURITY

All our cars have an **alarm** with a motion sensor, anti-theft protection in the form of robust **door locks** and an electronic **starter immobiliser** to help prevent the risk of break-ins.

**Laminated glass** (on the V70/XC70 in all windows, otherwise in the side windows). The panorama roof of the Volvo XC60 always features toughened glass.

**Ground lighting** in the door mirrors to provide an added sense of security when you are on your way to or from the car.

**Approach and home-safe lighting** that illuminates your path to and from the car.

**Personal Car Communicator** with built-in heartbeat sensor, also allows you to monitor the car's lock and alarm status.

Emergency assistance via **Volvo on Call**, which is available in some countries, can automatically raise the alarm in the event of an accident.

The standard features may vary between markets and models.



## CHILD SAFETY

All the car's occupants should be able to ride safely in a Volvo, no matter whether they are big or small. That is why we have conducted pioneering work into child safety since the 1960s.

In order to help parents protect their children, we have since 2002 published a book on child safety entitled Children in Cars. In 2007 two new products were launched in this area: firstly, a two-stage integrated booster cushion that grows with the child and improves the seat belt's geometry. And secondly, an extended inflatable curtain in the new Volvo V70 and XC70 which also helps protect the child's head in a side impact. The belt adjusts automatically to suit the child's weight. We also conduct research into the safety of pregnant women in cars and have developed a virtual pregnant crash-test dummy for use in computer simulations.

# Design

Our design is inspired by  
Scandinavian nature



# Design

Design is particularly important to customers in the premium segment. Our design is always distinct, innovative and sometimes playful. It is inspired by nature. Scandinavia's seasonal changes shape our view of light and colours. And the differing demands of the various seasons make our cars both tough and versatile.

The design also emphasises our other values. It can reinforce the feeling of safety and security. And it can enhance the beauty of a wise choice from an environmental perspective.

We design our cars around the human being in a Scandinavian design tradition where elegance, function and clean lines come together. Form and function go hand in hand. Every detail is carefully crafted to be both beautiful and functional.

## GLOBAL DESIGN PROCESS

Right from the very start, our designers work closely with product planners, production technicians and construction engineers. By using standardised computer-simulated models, they create harmony between the car's form and its technical content.

Different design proposals are produced and then tested – first on various reference groups within the company, later in customer clinics on important markets where car buyers get to look at full-scale models and offer their personal views.

The cars' design is developed and refined in a continuous process. Volvo Cars' design department has operations in Göteborg in Sweden, Barcelona in Spain and Camarillo, outside Los Angeles.



In the interior design we work according to the principle of "eyes on the road, hands on the wheel". This means that all the controls should be easy to find and hard to confuse with each other. The design language is often inspired by Scandinavian traditions of laminated bent-wood furniture or more modern furniture design. We place considerable focus on ensuring a feeling that everything belongs together.

A colour and trim designer takes care of all the interior surfaces inside the car and determines the choice of colours and materials. We aim to choose materials that feel good to the touch, irrespective of whether we are talking about the finest aniline leather in our Executive models or our sporty Dalatech neoprene upholstery. Inspiration for our range of colours comes from Scandinavian nature.

The exterior design of Volvo's cars has a number of style elements that are characteristic of the brand – the upright front, the V-shaped bonnet, the pronounced shoulders and the distinct shape of the tail lamps.

# Product development

In the wind-tunnel, all our cars are tested as prototypes to ensure that they have the best possible aerodynamics, offer the lowest possible fuel consumption and thus also lower carbon dioxide emissions.



There are 3,600 employees here, primarily engineers and specialists, working with everything from corrosion to active safety, but there are also specialists in areas such as behavioural science. Each new model from Volvo Cars is the result of our employees' collective knowledge and dedication.

The challenge in product development lies in balancing the car's various properties against each other so that they are in perfect harmony. The customer's perception should be characterised by high safety combined with environmental awareness. And both the car's exterior and its interior should be characterised by quality and a noticeable premium feel.



The sensitive noses in the Nose Team investigate which smells the interior materials produce after a few hours in the sun. There should definitely not be an excessively strong "new car" smell.

In the area of safety we are world leaders, but if we are to continue to remain successful in the future too it is essential for us to continuously develop new preventive safety systems that assist the driver. Our goal is to create cars that do not crash.

Care for the environment within product development is primarily about promoting better fuel efficiency, both for today's fuels and those that will come tomorrow. This work affects the vehicle's weight and air resistance as well as forthcoming drivelines and hybrid solutions.

To accelerate the introduction of more fuel-efficient cars, Ford Motor Company, together with Volvo Cars, established European Hybrid Technologies – a centre for the development of hybrid technologies – in 2006. Located in Göteborg in Sweden, the centre has overall responsibility for the introduction of hybrid systems in Volvo cars, as well as models from Ford in Europe.

When we develop cars with a genuine premium feel, our attention to detail is vital. It goes without saying that the driving experience and what the eye sees should be of high quality, but it is equally important that the customer's other senses are also satisfied. For this reason, even smells and sounds are important development areas as part of the whole picture when we create new Volvo models.

# The environment



## ENVIRONMENTAL CARE – A CORE VALUE SINCE 1972

Environmental care has been a core value at Volvo Cars since 1972, well before it became trendy to care about the planet. Since then we have worked systematically to reduce our environmental impact, for instance with innovations such as the three-way catalytic converter with Lambdasond. It reduces harmful emissions by 90 percent and is one of the most important Volvo inventions ever. Today the catalytic converter is a standard feature on virtually every single car sold anywhere in the world.



Flexifuel range 2008

Efficient energy and resource utilisation and reduced emissions are important aspects of our environmental focus, and they also contribute to a healthy atmosphere inside the car.

Care for the environment encompasses more than just the cars themselves. It is important to reduce the environmental imprint throughout the chain "from the cradle to the grave". For instance, our paintshops have filtration plants of absolute world class.

Over a five-year period, Volvo Cars invests 10 billion SEK in environmental research and development. The aim is to reduce the total fuel economy and tailpipe emissions of the global Volvo Cars fleet.

## OUR TOP-PRIORITY CHALLENGES FOR 2008 ARE:

**Global warming** – to reduce carbon dioxide emissions from our vehicles

**Efficiency** – reducing fuel consumption in our vehicles and energy consumption in our processes

**Emissions** – air quality and health inside and outside our cars

**Congestion** – devise solutions to the problem of congestion

## FIVE FLEXIFUEL MODELS

There are now five Volvo models with Flexifuel (bioethanol) engines as an alternative: the Volvo C30, Volvo S40, Volvo V50, Volvo V70 and Volvo S80. We have three engines that run on bioethanol and petrol: the 1.8F, 2.0F and 2.5FT. The latter is being launched in 2008 and sales will start in Western Europe.

Volvo  
ReCharge  
Concept



A study by the US environmental institute, Ecology Center, shows that the cabins in Volvo cars (model years 2000–2005) offer very high air quality compared with many other makes. This includes the lowest levels of phthalate softeners and the second-lowest levels of the flame retardant, PBDE.

## REDUCED CARBON DIOXIDE EMISSIONS

The systematic reduction of fuel consumption in our conventional petrol and diesel engines is an important part of our environmental drive. We work continuously to cut fuel consumption and carbon dioxide emissions in a variety of ways such as enhanced engine efficiency, transmission improvements, renewable fuels, hybrid technology, reduced rolling resistance, lower weight and improved aerodynamics.

2008 will see the introduction of the Volvo C30 Efficiency, a 105 hp 1.6-litre turbodiesel with fuel consumption below 4.5 l/100 km and CO<sub>2</sub> emissions below 120 g/km.

2008 will also see the launch of the Powershift transmission, where the automatic transmission has been replaced by two interacting wet clutches. In this way, fuel consumption is cut by about eight percent.

In 2007, we unveiled a forward-thinking concept car called the ReCharge, a plug-in hybrid with an electric motor in each wheel and a battery that is recharged via a regular household electric socket. This system gives the driver a range of 100 kilometres on electricity alone. After that, the combustion engine steps in to generate electricity for the wheel motors that propel the car.

## ENVIRONMENTAL CARE – THE PASSENGER COMPARTMENT

The environment is also about the atmosphere inside the car. Volvo is the only car make to be recommended by the Swedish Asthma and Association, which has particularly stringent demands on the quality of air inside cars, including low levels of formaldehyde, particulates, various irritant and volatile hydrocarbons and odours.

Volvo's cars can be specified with the Clean Zone Interior Package, which features remotely controlled automatic cabin ventilation, a filter with active carbon that cleans the air of particulates and odours, and a sensor that registers poor air quality outside the car and closes the air intake in tunnels, for instance. The textiles in the car meet the stringent requirements of Oeko-Tex 100, a German environmental standard relating to the use of harmful substances in textiles.

## LOWER ENVIRONMENTAL IMPACT THROUGHOUT THE LIFE CYCLE

Over the last forty years, Volvo Cars has reduced the environmental impact of car manufacturing to a significant extent. An example is the emission of solvents – an area of priority in the automotive industry as a whole. Volvo was the first carmaker to supply Environmental Product Information (EPI) to help the consumer to choose a Volvo model on the basis of its life-cycle environmental performance.

We are involved in a number of environmental projects in partnership with AB Volvo. These range from the Volvo Environment Prize to Volvo Adventure, an environmental competition for young people around the world conducted in collaboration with the United Nations Environment Programme (UNEP).

[www.volvoadventure.org](http://www.volvoadventure.org)

## Sustainable development

One of the biggest challenges facing the automobile industry is to develop cars that both attract customers and favour a sustainable social development pattern. Our customers expect Volvo Cars to be part of the solution. No car manufacturer can work on its own to guarantee us sustainable mobility. We achieve results through partnership, and already today we work together with public authorities, researchers and other car manufacturers with the aim of reducing existing mobility problems and preventing problems tomorrow. This applies to everything from how the cars are engineered and marketed, to how they are used and the way the infrastructure is designed.

We were among the first companies to adopt the 10 principles of the UN's Global Compact. We have thus undertaken to work for human rights, good working conditions, a clean environment and reduced corruption. This is a constant process that is to characterise our entire operation and is integrated in our business plans. It is the responsibility of all our managers and employees to ensure that this goal is realised.

Since 2000, we have produced an annual report in which we detail how we contribute to sustainable development. We divide our work into three areas: issues that affect us as a global company, as a local player and as a car manufacturer.

The sustainability report for 2007 will be published in May 2008.

[www.volvocars.com/corporate/sustainability](http://www.volvocars.com/corporate/sustainability)



## Premium quality

Volvo appeals to customers with high expectations. Our customers expect high quality as regards both equipment and function, as well as materials and finish. The fact that our cars are durable and reliable goes without saying, and it is equally taken for granted that our customers are to be treated in a professional way. This high quality is secured through good process management at all stages, from construction and manufacture to sales and service.

In order to fine-tune our internal processes, we use an approach called Consumer-Driven Six Sigma. By end 2007, 8,500 of our employees had completed training in this improvement method.

In order to quickly monitor how satisfied our customers are, we keep a close watch on new-car purchases through in-house and independent surveys the world over. In 2007 we continued to improve product quality, and dealer and workshop perception continued to be good, especially among customers in Europe.



## Driving dynamics

People choose a car with their hearts; cars they like to see, to touch and to drive. Our driving dynamics are based on some key principles – refined agility, control and responsive performance. This ensures an engaging drive and ride.

These principles are there to make Volvo drivers feel confident and in command and their passengers to feel relaxed and secure, regardless of weather or road conditions. Everyone in the car should arrive feeling energised and ready to go.

# The world of Volvo Cars



# Production



Of the 69.3 million or so cars\* that were sold in 2007, Volvo accounts for 458,323.

At year end on December 31, 2007, 24,384 people were employed at Volvo Cars. Most of them, 17,616, worked in Sweden. Another 23,000 people work within Volvo Cars' global network of dealers and service workshops, of whom a small number are Volvo employees. Our head office, product development, marketing and administration are concentrated in Göteborg in Sweden. Sales take place via our national sales companies and about 2,400 local dealers. With few exceptions, the dealers are independent companies.

## **VOLVO CARS WITHIN FORD MOTOR COMPANY**

Since 1999, Volvo Cars is a wholly owned subsidiary of Ford Motor Company, one of the world's largest car manufacturers. The 'Volvo' name is the property of Volvo Trademark Holding AB, which is owned jointly by Volvo Car Corporation and the company's former owner, AB Volvo.

\* Including about 20.2 million "light trucks". Source: Global Insight.

Since the company's start in 1927 and up to end 2007, Volvo Cars has built 14,937,405 cars. Production is largely controlled by customer orders, an approach that imposes considerable demands on flexibility; for instance, many different models are built on one and the same production line. To avoid holding large inventories, systems and components are delivered by suppliers on the just-in-time principle. The entire process encompassing component manufacture, steel pressing, bodybuilding, surface treatment and final assembly takes place using a combination of highly advanced production technology and the personal skills of expert car builders.

## **OUR PRODUCTION PLANTS**

In 2007, Volvo Cars built 461,108 (426,535 in 2006) cars at its Swedish factories in Göteborg and Uddevalla; Ghent in Belgium and Chongqing in China, and in our assembly plants in Malaysia and Thailand.

In Sweden, Volvo Cars produces components in Skövde (engines), Olofström (body components) and Floby (crankshafts and brake discs).

Production of Volvo Cars' convertible models takes place in the factory in Uddevalla, which is operated by Pininfarina Sverige AB – a company that is jointly owned by Volvo Cars (40 %) and Italy's Pininfarina SpA (60 %).

We started production of the Volvo S40 in China in 2006 in a company jointly owned by China's Changan, Ford and Mazda – Changan Ford Mazda Automobile Corporation Ltd (CFMA).

# Markets and sales



A special version of the new V70 has been developed for police forces. Deliveries to the Swedish police start in 2008 and by summer 2008 the four-wheel drive Volvo XC70 will become available too. We also deliver police cars to countries such as Great Britain, the Netherlands and Italy.



We currently sell cars in more than 100 countries. On a global scale we are a relatively small car manufacturer, with a market share of about 1–2 % on our main markets. One exception, however, is Sweden where Volvo has been the single most popular make for 50 successive years. In Sweden, one in every five cars sold is a Volvo.

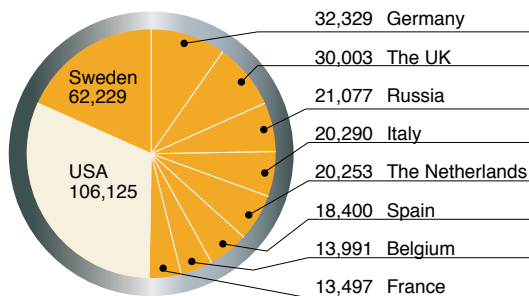
In 2007, Volvo Cars sold a total of 458,323 cars – an increase of 6.7 % compared with the previous year's 427,747 cars. Our largest market is the USA, which accounted for 23.2 % of total sales in 2007. After the USA, the four largest markets are Sweden with 13.6 %, Germany with 7.1 %, Great Britain with 6.5 %, and newcomer Russia with 4.6 %.

Those markets\* that increased the most in 2007 were Russia (+95.1 %), China (+73.2 %) and Turkey (+48.9 %). In terms of volume, Russia and Sweden accounted for the biggest increase, with 10,274 and 6,774 more sold cars respectively.

Our best-selling model in 2007 was the Volvo XC90 with 79,140 sold units. This was followed by the Volvo S40 and Volvo V50 with 63,062 and 62,348 cars respectively.

\* Markets that sell more than 2,500 cars a year.

## The ten largest markets in 2007



### SALES PER MODEL IN 2007:

XC90	79,140
S40	63,062
V50	62,348
V70	49,900
C30	46,726
S80 (All-new)	41,839
S60	41,726
XC70	22,676
V70 (All-new)	19,197
C70 (New)	17,415
XC70 (All-new)	13,603
S80	688
C70	3
<b>Total</b>	<b>458,323</b>



### SALES PER FUEL TYPE 2007–2006

	2007	2006	+/-2006
Petrol	262,622	259,997	1 %
Diesel	184,802	156,904	17.8 %
Methane* (Bi-Fuel)	1,217	3,793	-67.9%
Bioethanol (Flexifuel)	9,682	7,053	37.3%
<b>Total</b>	<b>458,323</b>	<b>427,747</b>	<b>7.1 %</b>

\*The manufacture of Bi-Fuel cars ceased in 2007 owing to poor demand.

# Our customers



A target customer is an ideal customer who is used in the in-house strategy drive with the aim of guiding product development and property descriptions in the same direction. Volvo Cars' target customers share the company's values:

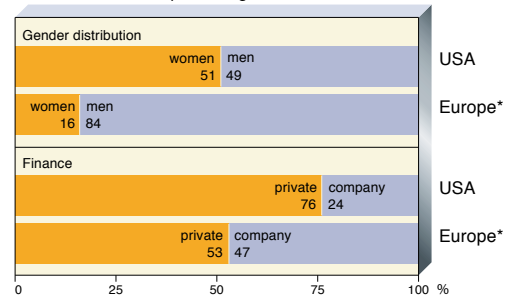
- People-centric
- Safety and environment is very important
- Open-minded and modern attitude
- Independent with strong self-esteem
- Stand against bragging and showing off
- Curious and seek knowledge
- Value authenticity and seek genuine experiences
- Optimistic about the future

## UNDERSTANDING THE CUSTOMERS

In order to identify our customers' needs we supplement the market surveys with analyses of how customers perceive the current car models and services, using in-depth interviews and quantitative data. Future car concepts and design solutions are tested in customer clinics using different customer groups on several markets – we have for instance been using a female customer reference group for many years now. Based on global analyses and various scenarios, we define future business concepts and the product properties needed to meet and preferably surpass customers' expectations.

We know our existing customer base well. Typically, they are 35-65 years old, professionals, managers or company owners. They are well educated. Compared to our competitors' customers the Volvo buyers have a higher share of university education. They have almost twice as high an income as an average new car buyer.

Customer facts in percentages



\* Europe = Germany, UK, France, Spain and Italy.

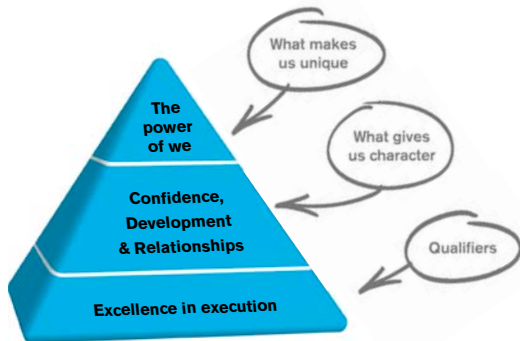
## Our work culture

We describe our strategy work in the form of a pyramid to show how our corporate culture is structured, which roles the different values have and how the pyramid can help us develop Volvo Cars. The pyramid should be seen as a whole in order for it to have the intended effect.

**The power of we:** People are the key to our success, and that success relies on the fact that each and every one of us works together with each other across departmental and national borders. This is part of our tradition here at Volvo Cars. Even our founders came from different disciplines – engineering and finance. By working together, they created Volvo.

**Confidence, development and relationships:** We differentiate through our self-confidence, our good working relations and our focus on the development of the individual, the group and the company.

**Excellence in execution:** The basis of our success lies in excellence in execution. Everything we do must be excellent and be done with speed, accuracy and be fit for purpose.



## Our employees

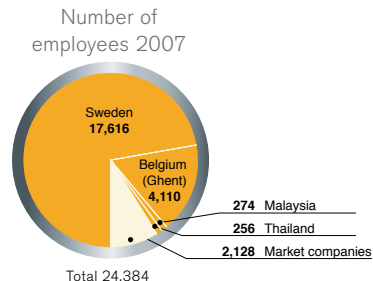
As an employer, we aim to offer our more than 24,000 employees stimulating jobs. This also includes offering all staff a good working climate, competitive salaries and the opportunity for personal development. In order to monitor our working climate, we conduct an attitude survey every year among all the company's employees the world over. In recent years, our index for satisfied employees has been around 80 percent.

### FOCUS ON DIVERSITY

Our focus on diversity also aims to improve our competitiveness by better satisfying our customers and meeting their needs. Diversity within the company boosts creativity and makes us better at evaluating differences and at harnessing the competence of our employees.

### EQUALITY

Of all our staff in Sweden, 76 percent are men and 24 percent are women. The proportion of female managers has increased from 12% in 2002 to 18.1% in 2007. In order to boost equality and better harness the competence of our female employees, one of our long-term goals is to further raise the proportion of female managers in the company. Every unit has produced concrete action plans for reaching this target.



## Our dealers and workshops

Four out of ten of our dealers world-wide have now implemented the new visual profile Volvo Next Face, where the entire dealership environment is characterized by space, airiness and light. Wooden parquet floors, light colours, large windows. Scandinavian design both around and inside the cars.



Our dealers represent Volvo Cars on the market and they constitute the most important contact interface between us and our customers. Dealer development focuses on promoting a welcoming atmosphere along with good service and quick fault-tracing of the very highest class.

### **INTERNATIONAL NETWORK OF DEALERS**

Our dealer network consists of about 2,400 sales outlets and workshops in more than 100 countries throughout the world. About 1,500 of them are in Europe, about 400 in North America and the remainder in the rest of the world. On the fast-growing markets of China and Russia, there are today 65 and 40 dealers respectively, all with state-of-the-art facilities.

Alongside new-car sales, the 23,000 salespersons and mechanics also work with sales of accessories, parts, workshop services, used cars and various types of financing solutions.

### **DEVELOPMENT OF THE SERVICE MARKET**

From the customer and business viewpoints, the service market is one of our most important areas. Especially since our customers have high expectations concerning good service and trouble-free car ownership. At Volvo Cars, 1,200 employees work with ensuring that our dealers and service workshops have what they need to ensure satisfied customers.

This puts the focus on guaranteeing quick and secure access to Volvo Genuine Parts – parts that meet Volvo's demands on safety, quality and environmental consideration. It also puts an equal focus on creating the best possible preconditions for ensuring that Volvo cars are serviced regularly and repaired in the correct way. A large part of our operation therefore deals with providing the best possible systems, methods and support. We have developed what might be the automobile world's most efficient distribution system for parts, and we provide highly advanced systems for service information and diagnostics. We also offer tailor-made education and support for improved working processes, marketing, business development and customer reception.

## Our suppliers



About 20 percent of the car's material value is manufactured within Volvo Cars, including engines and body components. We purchase the remaining 80 percent, for instance the instrument panels, interior trim and electrical systems, from about 440 external suppliers located in thirty or so countries. Sweden, Germany and Belgium are the three biggest supplier countries, accounting for 60 percent of total invoiced purchases. In 2007 Volvo Cars' production purchases totalled about 10 billion USD (72 billion SEK). In addition to suppliers of production materials, we also work with another 4,000 or so suppliers of products and services.

### **CLOSE COOPERATION AND LONG-TERM RELATIONSHIPS**

Ever since Volvo was founded, close and long-term cooperation with our suppliers has played a decisive role in the company's success. Through the implementation of the Ford Motor Company's Aligned Business Framework we are forging even closer links with our suppliers to reinforce our joint competitive strengths. This means increased insight between the companies as well as increased exchange of future technologies.

Many suppliers are involved in product development right from the new model design stage, shortening development and production lead times.

Many suppliers are located close to Volvo Cars' factories to reduce transport times and stock requirements. A number of suppliers deliver in sequence, with a delivery time of no more than four hours. What is more, several components are sub-assembled into complete systems, thus further shortening the time required in final assembly.

### **LARGEST SUPPLIER COUNTRIES IN 2007 (INVOICED SHARE AS A PERCENTAGE OF TOTAL PRODUCTION)**

Sweden	25 %	Japan	5 %	Norway	2 %
Germany	20 %	Czech Republic	5 %	Spain	2 %
Belgium	15 %	Poland	5 %	Others	12 %
France	5 %	The UK	4 %		

### **CERTIFICATION FOR ENVIRONMENTAL CARE AND QUALITY**

Volvo Cars imposes considerable demands on quality, product development, cost efficiency, delivery capacity and environmental care. For instance, we require that our suppliers are environmentally certified by a third party according to ISO 14001.

### **HUMAN RIGHTS AND GOOD WORKING CONDITIONS**

In terms of production cost, 26% of our components come from low-cost countries, primarily in eastern Europe, southeast Asia and China. Our vision is that good working conditions shall prevail and that human rights shall be respected throughout the value chain, not least to ensure that our suppliers can attract the best personnel and supply quality products.

In order to ensure this, we implement Ford's Global Terms of Conditions. In the Social Responsibility Web Guide we describe our demands, attitudes and values. We also have a global training programme dealing with this issue, and we are audited by an independent third party.

[www.volvocars.com/corporation/sustainability/](http://www.volvocars.com/corporation/sustainability/)

## Our cars



### NEW MODELS

2007 was a year characterised by two important new-model launches: in March we introduced all-new generations of the Volvo V70 and Volvo XC70 at the Geneva auto show. These cars are characterised by:

- Improved child safety with extended inflatable curtains and integrated booster cushions – a world-first
- Upgraded driveline with more cylinders and new turbo technology
- Dynamic chassis with advanced driving systems that contribute to increased safety margins
- First-class comfort and versatile functions
- Audio system of world class

The latest generation of the luxurious Volvo V70 estate car sets a new standard in its class. Innovative safety with preventive systems. Comfort, space and flexibility – including new two-stage integrated child booster seats and a motorized tailgate that can be opened with the remote control.

The third-generation Volvo XC70 opens up new horizons. Preventive and protective safety of world class. Generous comfort and considerable versatility, including four-wheel drive and Hill Descent Control that makes it easier to drive on steep downhill gradients. Designed for optimum enjoyment, whatever the road and weather conditions.

Both models enjoyed an enthusiastic reception by the media and customers. During the first year of production, no less than 19,197 of the all-new Volvo V70 and 13,603 of the all-new Volvo XC70 were sold.



For the first time ever, the Volvo V70 is available with a 2.0-litre Flexifuel engine running on bioethanol or petrol. 2008 will see the launch of the next Flexifuel alternative: a 2.5-litre turbocharged engine. In addition, there is a wide range of five- and six-cylinder petrol and diesel engines to choose between. Both models are available as taxis for the Scandinavian market. The police version of the Volvo V70 is developed for Sweden and Great Britain, and several other countries have shown interest in a police equipped all-new Volvo V70.



## Extras



By offering a wide range of options, we increase the customer's potential for making a more personal choice of car. On most markets, various options are offered in highly attractive packages when the customer orders a new Volvo. Most accessories, 80 percent, are ordered at the same time as the car itself is ordered, the remainder are purchased on the service market.

Most of the options are integrated with the car's design and function and are therefore developed early in the new-car project. They are subjected to the very same demands as the rest of the car and undergo an extensive regime of service-life and collision tests. In addition, all our options are required to meet our stringent environmental standards.

The possibility of tailoring the car to suit the individual's personal taste is becoming an increasingly important priority among today's car buyers. For those who want a refined and sporty look, Volvo has launched its R-design range: a factory-installed option package for the Volvo C30, Volvo S40, Volvo V50 and Volvo XC90.

Other important areas for options are entertainment systems such as RSE (Rear Seat Entertainment), fixed and portable navigation systems, telephony, parking assistance, styling products (aluminium wheels, spoilers, body-kits, steering wheels, carpets and so on), child safety and various comfort and load accessories. Audio systems constitute an important area, and we offer some of the automotive world's most advanced systems featuring Dolby® Pro Logic® II surround sound and Dynaudio loudspeakers as well as sockets for iPod® and USB units.

About one hundred people work at our accessories department, half of them in product development.

### **VOLVO XC60 – SAFE CROSSOVER**

In March 2008, Volvo entered the car world's fastest-growing segment with its crossover model, the Volvo XC60.

It is a thrilling blend of two car styles: the lower half breathes self-assured cross country capability, with large wheels and high ground clearance, while the upper half has the smoothly sweeping lines of a sporty coupe.

The XC60 is the safest Volvo ever and the first model with the world-first City Safety system that helps the driver avoid or reduce the consequences of low-speed impacts.

The Volvo XC60 is built in our Belgian factory in Ghent. In Europe sales will get under way during the second half of 2008, with cars reaching showrooms in North America in early 2009.

**The Volvo S80** which was launched in 2006 continues to impress. During the year, this largest sedan in Volvo's range recorded 41,839 sales. A prestige car with elegant Scandinavian design language which, in addition to the USA and Sweden, has its biggest following in China, Russia and Great Britain.

# Our model range

➤ Want to build your own Volvo? Visit [www.volvocars.com](http://www.volvocars.com)

## S

Sedans for a variety of tastes

**All-new Volvo S80**  
Sales 2007:  
41,839



**Volvo S60**  
Sales 2007:  
41,726



**Volvo S40**  
Sales 2007:  
63,062



## XC

Lifestyle models for all kinds of roads

**Volvo XC90**  
Sales 2007:  
79,140



**All-new Volvo XC70**  
Sales 2007:  
13,603



**Volvo XC60**  
Model year 2009



## C

Coupés and convertibles, Volvo style

**New Volvo C70**  
Sales 2007:  
17,415



**Volvo C30**  
Sales 2007:  
46,726



## V

Versatile estates

**All-new Volvo V70**  
Sales 2007:  
19,197



**Volvo V50**  
Sales 2007:  
62,348



# Sponsorship



To us, sponsorship is a means of strengthening both our customer relationships and our brand. Volvo has been a consistent sponsor of regular international sporting and cultural events since the 1970s. Volvo Cars, together with the Volvo Group, is title sponsor of several sporting events, notably in golf and sailing.

In the cultural arena, Volvo has for many years sponsored the Göteborg Symphony Orchestra, the Göteborg Opera, the Universeum science centre and the Nordens Ark zoo.

We provide cars for films, TV shows and VIP events when it is in line with our strategies and values.

In addition to the Volvo Ocean Race, our main sponsorship undertakings for 2008 are:

- professional competitions: Volvo Masters in Spain, Volvo China Open and Volvo Masters of Asia
- Volvo Masters Amateur – one of the world's largest amateur golf tournaments
- sports and design exhibition ispo

[www.sponsorship.volvo.com](http://www.sponsorship.volvo.com) | [www.media.volvocars.com](http://www.media.volvocars.com) | [www.vmagc.org](http://www.vmagc.org)

## VOLVO OCEAN RACE 2008–2009

October 2008 sees the start of the Volvo Ocean Race 2008–2009. For seven months, the world's fastest mono-hull yachts (Volvo Open 70) will race against each other to make it first round the world. For the first time ever, the competition will make stops at three ports in Asia.

All told, the Volvo Ocean Race reaches out to a potential TV audience of 1.8 billion people.

[www.volvooceanrace.org](http://www.volvooceanrace.org)

# Facts

## TEN-YEAR SALES

1997–2007

	Number of cars
1997	398,093
1998	396,445
1999	401,509
2000	409,059
2001	412,390
2002	406,695
2003	415,046
2004	456,224
2005	443,947
2006	427,747
2007	458,323

## SALES IN TEN BIGGEST GROWTH MARKETS

	2007	2006	Increase since 2006, %
Russia	21,077	10,803	95.1
China	12,460	7,193	73.2
Turkey	2,737	1,838	48.9
Norway	8,842	6,306	40.2
Poland	3,567	2,665	33.8
France	13,497	10,726	25.8
Switzerland	7,651	6,246	22.5
The Netherlands	20,253	16,607	22.0
Australia	4,853	3,998	21.4
Denmark	5,103	4,246	20.2

## SALES IN TEN LEADING MARKETS, 2007–2003

	2007	2006	2005	2004	2003
USA	106,125	115,818	123,575	139,155	134,620
Sweden	62,229	55,455	52,696	51,464	47,928
Germany	32,329	35,626	35,035	38,085	30,285
The UK	30,003	30,512	38,307	40,159	39,135
Russia	21,077	10,803	5,641	4,997	4,991
Italy	20,290	17,554	20,533	19,390	18,416
The Netherlands	20,253	16,607	18,879	19,225	16,204
Spain	18,400	18,247	18,335	15,925	14,034
Belgium	13,991	11,844	12,638	12,929	9,426
France	13,497	10,726	10,970	11,989	8,775

Sales are defined as cars delivered to end customers.

# Facts

## NUMBER OF EMPLOYEES

	2007	2006	2005	2004	2003
Sweden	17,616	18,212	19,844	19,681	20,820
Belgium (Ghent)	4,110	4,537	4,691	5,336	3,956
Thailand	256	264	329	356	417
Malaysia	274	374	468	473	352
Market companies	2,128	2,163	2,007	1,729	2,614
<b>Total</b>	<b>24,384</b>	<b>25,550</b>	<b>27,339</b>	<b>27,575</b>	<b>28,159</b>

Employee numbers in Sweden: Torslanda plant 4,763, Göteborg other 8,340, Skövde incl. Floby 2,664, Olofström 1,849.

## CAR PRODUCTION BY MODEL AND PLANT, 2007

	Torslanda	Uddevalla	Ghent	Chongqing	Thailand	Malaysia	Total
S40	-	-	54,084	6,313	-	159	60,556
S60	-	-	39,312	-	42	78	39,432
S80	39,629	-	-	-	165	174	39,968
S80	-	-	-	-	72	-	72
V50	-	-	60,033	-	-	36	60,069
V70	29,705	-	-	-	-	-	29,705
V70	8,279	-	33,574	-	48	-	41,901
XC70	23,160	-	-	-	-	-	23,160
XC70	15,364	-	-	-	-	-	15,364
XC90	77,233	-	-	-	114	39	77,386
C70	-	20,306	-	-	-	-	20,306
C30	-	-	53,189	-	-	-	53,189
<b>Total</b>	<b>193,370</b>	<b>20,306</b>	<b>240,192</b>	<b>6,313</b>	<b>441</b>	<b>486</b>	<b>461,108</b>

Cars produced are defined as cars allocated to markets.

## SALES BY MODEL IN FIVE BIGGEST MARKETS, 2007 TOTAL SALES 458,323 (2006: 427,747)

<b>Volvo S40</b>	
<b>Total: 63,062 (2006: 72,329)</b>	
USA	18,131
China	6,560
Russia	4,668
The UK	4,667
Spain	3,372

<b>Volvo S60</b>	
<b>Total: 41,726 (2006: 56,971)</b>	
USA	18,498
Russia	3,537
Sweden	2,858
Spain	1,594
The UK	1,533

<b>New Volvo S80</b>	
<b>Total: 41,839 (2006: 11,783)</b>	
USA	12,330
Sweden	3,697
China	3,006
Russia	2,669
The UK	1,897

<b>Volvo S80</b>	
<b>Total: 688 (2006: 12,726)</b>	
Thailand	218
Israel	144
Malaysia	121
VCIC*	70
China	42

<b>Volvo C30</b>	
<b>Total: 46,726 (2006: 1,596)</b>	
Germany	5,375
Italy	4,460
Sweden	3,976
The UK	3,969
Spain	3,956

<b>Volvo C70 I-II</b>	
<b>Total: 17,418 (2006: 11,343)</b>	
USA	4,539
The UK	1,980
Germany	1,912
Belgium	1,098
Spain	916

<b>All-new Volvo XC70</b>	
<b>Total: 13,603</b>	
USA	3,604
Sweden	3,469
Germany	673
Spain	587
Norway	582

<b>Volvo XC70</b>	
<b>Total: 22,676 (2006: 34,492)</b>	
USA	9,020
Sweden	2,320
Germany	1,379
The UK	1,241
Russia	1,107

<b>Volvo XC90</b>	
<b>Total: 79,140 (2006: 85,064)</b>	
USA	31,301
Russia	6,159
Germany	5,412
The UK	4,258
Spain	3,176

<b>Volvo V50</b>	
<b>Total: 62,348 (2006: 75,885)</b>	
Sweden	11,469
Germany	7,152
Italy	5,999
The UK	5,584
The Netherlands	5,502

<b>All-new Volvo V70</b>	
<b>Total: 19,197 (2006: 0)</b>	
Sweden	8,835
Germany	2,220
The UK	1,495
Italy	986
Finland	975

<b>Volvo V70</b>	
<b>Total: 49,900 (2006: 65,551)</b>	
Sweden	19,845
Germany	4,564
Japan	4,379
USA	3,276
The Netherlands	3,266

Note: sales of C70 I in 2007 totalled 3.

Sales are defined as cars delivered to end customers.

\*VCIC = unit selling cars to diplomats, armed service personnel and expatriates.

## Our safety heritage

Back in the company's infancy, Volvo's founders **Assar Gabrielsson** and **Gustaf Larson** established that "Cars are driven by people. The guiding principle behind everything we make at Volvo, therefore, is – and must remain – safety."



## Our environmental heritage

Volvo C30 Efficiency is the first Volvo car to emit less than 120 g of CO<sub>2</sub> per km.



C30 Efficiency

- 1944 Safety cage
- 1944 Laminated windshield
- 1959 Three-point safety belts in front seats
- 1964 Prototype of first rear-facing child seat
- 1966 Energy-absorbent crumple zones at front and rear
- 1967 Safety belts in rear seat
- 1968 Head restraints in front seats
- 1969 Three-point inertia-reel safety belts in front seats
- 1970 Volvo Cars Accident Research Team established
- 1972 Three-point safety belts in rear seat
- 1972 Rear-facing child seat and childproof locks in rear
- 1972 Volvo Experimental Safety Car (VESC)
- 1973 Collapsible steering column
- 1974 Energy-absorbent bumpers
- 1978 Child booster cushion
- 1982 Anti-submarining protection in front and rear
- 1984 ABS (Anti-lock Braking System)
- 1986 High-level brake light
- 1986 Three-point safety belt in centre rear seat
- 1987 Safety belt pretensioners
- 1987 Driver airbag
- 1990 Integrated child booster cushion
- 1991 SIPS (Side Impact Protection System)
- 1993 Three-point, inertia-reel safety belts standard in all seats
- 1994 SIPS bags (side-impact airbags)
- 1997 ROPS (Rollover Protection System) (convertible models)
- 1998 WHIPS (Whiplash Protection System)
- 1998 Inflatible side-impact curtain (IC)
- 1998 DSTC, Dynamic Stability and Traction Control
- 2000 Inauguration of Volvo Cars Safety Centre in Göteborg on 29 March
- 2000 ISOFIX attachment system for child seat
- 2000 Dual-stage inflation airbags
- 2000 Volvo On Call Security and roadside assistance system
- 2001 Volvo Safety Concept Car (SCC)
- 2002 RSC (Roll Stability Control) active stability system
- 2002 Lower front crossmember (in Volvo XC90) to increase safety compatibility with lower cars
- 2002 Development of virtual "pregnant" crash dummy
- 2003 IDIS (Intelligent Driver Information System)
- 2003 New, patented front-end structure reduces collision forces
- 2003 Inauguration of Bangkok Traffic Accident Research Centre (TARC)
- 2004 BLIS (Blind Spot Information System)
- 2005 Door-mounted IC (Inflatable Curtain) for convertibles
- 2005 MultiLock, a combined alcolock and safety belt lock, and speed limiter (research project)
- 2006 Adaptive cruise control
- 2006 Collision warning with brake support
- 2006 Start of road safety research in China
- 2007 Integrated two-stage child booster cushion
- 2007 Child safety: extended inflatable curtain
- 2007 Collision Warning with Auto Brake, a warning system that automatically applies the brakes if an collision is imminent
- 2007 Driver Alert Control, alerts tired drivers
- 2007 Lane Departure Warning, alerts the driver if the car is about to veer off the current lane or the road
- 2008 Alcotrack, Volvo's integrated alcolock
- 2008 Pre-Prepared Restraints, adjust the seat belts and airbags to suit the force of the impact
- 2008 City Safety to avoid or reduce injuries in low-speed impacts

- 1945 Volvo starts factory-rebuilding parts – an exchange system that is still in operation
- 1972 Global conference on the environment, held in Stockholm: Volvo initiates a critical discussion on the car's role in society
- 1976 Three-way catalytic converter with Lambdasond removes up to 90% of hazardous substances from exhaust gases
- 1982 Torslanda factory is heated by residual heat from nearby oil refinery
- 1987 Torslanda factory's water purification plant removes 90 % of hazardous substances
- 1989 Aggressive new environmental policy
- 1989 Lifecycle analyses with the EPS (Environmental Priority Strategies) method
- 1989 Technology for running engines on alcohol: the cleanest car tested so far
- 1989 Internal environmental audit introduced
- 1989 Plastic materials in Volvo cars are marked for easier recycling
- 1990 Volvo's Environmental Award is given for the first time
- 1991 The world's cleanest paintshop, in the Torslanda factory
- 1991 Volvo Cars shows the first car that is free from chlorofluorocarbons (CFCs) – a substance that breaks down the ozone layer
- 1992 Asbestos is deleted from car production
- 1992 Volvo Environmental Concept Car (ECC)
- 1993 Chlorofluorocarbons (CFC) deleted from the cooling systems of series-produced Volvo cars
- 1994 ECRIS, new research facility for environmentally optimised recycling
- 1995 Volvo Bi-Fuel, Volvo Cars' first generation of cars running on methane gas
- 1995 Standards for improved environment-enhancement work introduced among dealers
- 1995 Launch of Volvo Cars' green-marked car-care products, Car & Eco Care
- 1996 Volvo Dialogue on the environment – environmental training for all employees
- 1996 Introduction of environmental standards for suppliers
- 1998 PremAir® – radiator coating that transforms harmful ground-level ozone into pure oxygen
- 1998 Volvo Cars is the first car maker with Environmental Product Information (EPI) for cars (originally called EPD)
- 1999 Air quality system (IAQS) introduced for cleaner interior air
- 2000 Exhaust cleaning technology from the Volvo Cars ULEV engines made available globally
- 2001 New generation of Bi-Fuel cars
- 2002 Volvo Adventure eco-training programme for youngsters (originally the Volvo Young Environmentalist Award)
- 2002 PZEV engine introduced in California
- 2002 New Volvo cars engineered for 85 % recycling
- 2003 Volvo Cars receives global ISO 14001 certification
- 2004 Introduction of particle filter for diesel engines
- 2004 Volvo Cars' new V8 engine is the first V8 to meet ULEV II
- 2004 Volvo 3CC – concept car for sustainable mobility
- 2004 Volvo S40 1.6D is the first Volvo with fuel consumption below 5 l/100 km
- 2005 Volvo S40/V50 Flexifuel which runs on bio-ethanol (E85) is launched in Sweden
- 2006 Volvo Flexifuel launched on another eight markets
- 2007 Volvo ReCharge Concept Car, a plug-in hybrid with one motor in each wheel
- 2008 Powershift – two interacting manual gear-boxes
- 2008 2.5FT engine launched, our most powerful alternative with Flexifuel technology
- 2008 Volvo C30 Efficiency – with carbon dioxide emissions below 120g/km

# Milestones 1927–2008

**Assar Gabrielsson** and **Gustaf Larson** decided back in 1924 to start Volvo. The rest is industrial history.



- |  |   |  |  |
|--|---|--|--|
| <p><b>1927</b> The first series-produced Volvo car, the ÖV4 'Jakob', rolls out of the factory gates in Göteborg on April 14</p> <p><b>1929</b> Volvo makes its first profits</p> <p><b>1930</b> Volvo buys its engine supplier, Pentaverken of Skövde</p> <p><b>1933</b> Volvo's first concept car, the Venus Bilö, is unveiled</p> <p><b>1935</b> Volvo listed on Swedish stock exchange</p> <p><b>1936</b> Gustaf Larson formulates core value of Safety</p> <p><b>1942</b> Volvo buys Köpings Mekaniska Verkstad, which has supplied gearboxes since 1927</p> <p><b>1944</b> Volvo PV444 is Volvo's first 'people's car'</p> <p><b>1953</b> Volvo Duett is Volvo's first 'genuine' estate model</p> <p><b>1955</b> Exports to USA initiated with PV444</p> <p><b>1956</b> Volvo P120 (Amazon) astonishes motoring world</p> <p><b>1956</b> Gunnar Engellau succeeds Assar Gabrielsson as MD</p> <p><b>1959</b> Volvo becomes world's first car-maker to fit three-point safety belts as standard</p> <p><b>1961</b> Volvo P1800 sports car unveiled and becomes a TV star (in 'The Saint')</p> <p><b>1964</b> Torslanda plant inaugurated</p> <p><b>1964</b> One million Volvo cars</p> | <p><b>1965</b> Inauguration of car plant in Ghent, Belgium</p> <p><b>1966</b> Volvo 144 is 'world's safest car'</p> <p><b>1967</b> First rear-facing child seat</p> <p><b>1969</b> Volvo buys Svenska Stålprensings AB of Olofström, which has supplied body components since 1927</p> <p><b>1970</b> Volvo's Accident Research Team established to investigate traffic accidents</p> <p><b>1971</b> Pehr G. Gyllenhammar becomes MD and head of AB Volvo</p> <p><b>1971</b> Volvo 1800 ES—a highly sought-after sports coupé</p> <p><b>1972</b> Volvo buys DAF in the Netherlands, with its plant in Born</p> <p><b>1972</b> Volvo's first environmental policy formulated by Pehr G. Gyllenhammar</p> <p><b>1974</b> Inauguration of 'the human car plant' in Kalmar</p> <p><b>1974</b> Volvo 240 premiere</p> <p><b>1976</b> Launch of Dutch-built Volvo 340</p> <p><b>1976</b> Volvo becomes world's first car maker to fit catalytic converter and oxygen sensor (Lambdasond®)</p> <p><b>1978</b> Establishment of Volvo Car Corporation with Håkan Frisinger as head</p> <p><b>1982</b> Volvo 760 a world success</p> <p><b>1985</b> Dutch-built Volvo 480 ES sports coupé is first front-wheel-drive Volvo</p> | <p><b>1985</b> Volvo decides to build model plant in Uddevalla, where cars will be built by group assembly</p> <p><b>1990</b> Launch of luxury Volvo 960 and Volvo 940</p> <p><b>1990</b> Volvo and Renault conclude alliance with view to eventual merger</p> <p><b>1991</b> Volvo 850—the company's safest and most advanced model so far—is launched and becomes a world success</p> <p><b>1993</b> Production of Volvo 240 ceases after 19 years and over 2.8 million cars</p> <p><b>1993</b> Collapse of proposed merger with Renault</p> <p><b>1995</b> Volvo S40 and V40—tough newcomers from Volvo's Dutch plant in Born and products of joint venture with Mitsubishi</p> <p><b>1996</b> Volvo C70 Coupé is built in Uddevalla in collaboration with TWR</p> <p><b>1996</b> Volvo 850 updated and renamed Volvo S70/V70</p> <p><b>1997</b> Launch of Volvo V70 XC and C70 Convertible</p> <p><b>1998</b> Volvo S80 becomes first model in large-car range to be based on global shared technologies</p> <p><b>1999</b> Volvo Cars bought by Ford Motor Company in March</p> <p><b>2000</b> Based on global shared technologies, new Volvo V70, XC70 and S60 are immediate successes</p> | <p><b>2001</b> First diesel engine of Volvo Cars' own design receives enthusiastic reception</p> <p><b>2002</b> Volvo XC90 SUV unveiled in Detroit and becomes one of the company's best-sellers</p> <p><b>2002</b> New Volvo S60 R and V70 R offer high performance in a family car</p> <p><b>2003</b> Volvo Cars forms Pininfarina Sweden AB with Pininfarina SpA of Italy to develop and build its next convertible in Uddevalla</p> <p><b>2003</b> New Volvo S40 and V50 herald Volvo Cars' new generation of compact cars</p> <p><b>2004</b> Köping plant transferred into joint ownership with Getrag AG, Germany and Dana, USA</p> <p><b>2004</b> End of production of Volvo cars at NedCar plant in Born, Netherlands</p> <p><b>2004</b> Volvo Cars' first V8 engine launched in Volvo XC90</p> <p><b>2004</b> The YCC concept car, where all decisions made taken by women, is unveiled at the Geneva motor show</p> <p><b>2005</b> Introduction of new Volvo C70 featuring three-piece hardtop</p> <p><b>2006</b> Second generation Volvo S80 with new preventive safety features</p> <p><b>2006</b> Launch of compact new two-door Volvo C30</p> <p><b>2007</b> Third-generation Volvo V70 and Volvo XC70 are launched</p> <p><b>2008</b> Volvo Cars enters a new segment with the Volvo XC60</p> |
|--|---|--|--|

# Visiting Volvo Cars

The Volvo Cars Visitor Centre is located in the heart of Volvo Torslanda, Göteborg in Sweden, and welcomes about 30,000 visitors every year. Apart from the activities offered, the facility also houses the Volvo Cars International Café and The Shop at Volvo Cars featuring the very latest from the Volvo Collection.

**BLUE TRAIN** Step aboard for a guided trip through the Torslanda plant, from the press shop which is said to be one of the quietest in the world, to the bodyshop and finally the assembly plant where the cars are put together.

**VOLVO CARS DEMO CENTRE** Test drive the very latest Volvo models. The test circuit is built in the form of a 2.7 km long highway. On-site staff are ready to assist.

**VOLVO CARS BRAND EXPERIENCE CENTRE** Here we show how our core values of safety and environmental care have a concrete effect on our cars' technology. Test your reaction times, your simultaneous capacity or your skills in economical driving with Eco-driving.

**VOLVO MUSEUM** The Volvo Museum in Göteborg offers you a history of the company from 1927 to today. The museum is run jointly with AB Volvo and the exhibition encompasses cars, trucks and buses as well as marine and aero engines.

For more information please call +46 (0)31-325 10 93 or +46 (0)31- 325 10 23.  
[www.volvocars.se/visitor](http://www.volvocars.se/visitor)

## Management team

### **VOLVO CARS MANAGEMENT TEAM MARCH 1, 2008**

**Fredrik Arp**, President and CEO, **Steven Armstrong**, Chief Operating Officer (COO), **Olle Axelson**, Public Affairs, **Bernt Ejbyfeldt**, Purchasing, **Magnus Hellsten**, Manufacturing, **Magnus Jonsson**, Research and Development, **Gerry Keaney**, Marketing Sales and Customer Service, **Lex Kerssemakers**, Brand, Business and Product Strategy, **Steve Mattin**, Design, **Lena Olving**, Process and Operational Excellence, **Stuart Rowley**, Finance, **Björn Sällström**, Human Resources, **Paul Welander**, Quality and Customer Satisfaction, **Elisabet Wenzlaff**, General Counsel

# Calendar



## 2008

	LOCATION	MEDIA AND INDUSTRY	GENERAL PUBLIC
■ Motor show	Geneva	4–5 Mar	6–16 Mar
■ Motor show	New York	19–21 Mar	22–30 Mar
■ Golf: Volvo China Open	Beijing		17–20 Apr
■ Motor show	Beijing	20–23 Apr	24–28 Apr
■ Motor show	Lisbon	23 Apr	23 Apr–2 May
■ Motor show	Madrid	23 May	24 May–1 June
■ ispo Sport & Style	Munich	6–8 July	
■ Motor show	Moscow	27–28 Aug	29 Aug–7 Sept
■ Motor show	Paris	2–3 Oct	4–19 Oct
■ Volvo Ocean Race In-port race	Alicante		4 Oct
■ Volvo Ocean Race, Start	Alicante		11 Oct
■ Motor show	Sydney	16 Oct	16–26 Oct
■ Motor show	Johannesburg	22–23 Oct	24 Oct–2 Nov
■ Golf: Volvo Masters	Valderrama		30 Oct–2 Nov
■ Golf: Volvo Masters Amateur World Final	Malaga		30 Oct–3 Nov
■ Motor show	Los Angeles	12–13 Nov	14–23 Nov
■ Volvo Ocean Race leg 2 start	Cape Town		15 Nov
■ Motor show	Istanbul	6 Nov	7–16 Nov
■ Motor show	Bologna	3–4 Dec	5–15 Dec
■ Volvo Ocean Race leg 3 start	Kochi, India		13 Dec
■ Golf: Volvo Masters of Asia	Bangkok		18–21 Dec

## 2009

	LOCATION	MEDIA AND INDUSTRY	GENERAL PUBLIC
■ Motor show	Detroit	11–16 Jan	17–25 Jan
■ Volvo Ocean Race leg 4 start	Singapore		18 Jan
■ ispo Winter	Munich		1–4 Feb
■ Volvo Ocean Race leg 5 start	Qingdao, China		14 Feb
■ Motor show	Geneva	3–4 Mar	5–15 Mar
■ Motor show	New York	9–10 Apr	11–19 Apr
■ Volvo Ocean Race leg 6 start	Rio De Janeiro		11 Apr
■ Motor show	Shanghai	20–23 Apr	24–28 Apr
■ Volvo Ocean Race leg 7 start	Boston		16 May
■ Volvo Ocean Race leg 8 start	Galway, Ireland		6 June
■ Volvo Ocean Race leg 9 start	Göteborg		14 June
■ Volvo Ocean Race leg 10 start	Stockholm		25 June
■ Volvo Ocean Race finishing line	St Petersburg		27 June

Note! Dates, facts and figures may have changed since publication. Volvo Cars reserves the right to make alterations in the calendar and in the model range at any time without prior notice.  
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