Creating something entirely new
Developing a new modular architecture for world-class cars

Gothenburg, January 2015
CEVT – China Euro Vehicle Technology

<table>
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<th>Founded: 2013</th>
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<td>Location: Lindholmen, Gothenburg</td>
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<td>Employees: Around 300 full-time and 600 consultants and recruiting</td>
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<td>Owner: Geely</td>
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<td>Governance: Board of Directors with Geely Auto and Volvo Cars Representatives</td>
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Located in the heart of Sweden’s automotive cluster
Given the current economic situation worldwide and the highly competitive nature of the automotive industry, the synergy between Geely Auto and Volvo Cars is crucial for the build-up of competence and future success of both brands.
Our Role in Geely

The foundation for Geely’s future European operation

- Focus on developing new, modular architecture for world-class cars
  
  *Smart architecture, focused innovation and engineering*

- Build a global performance organisation & culture
  
  *Active collaboration and talent management*
Our Vision & Values

The Vision
Strengthen competitiveness of Geely Auto and Volvo Cars through the development of world-class vehicle architectures and new technologies

Our Values

Accountability
We embrace our roles and responsibilities ensuring accountability across the whole organisation and take pride in always delivering on expectations. We have faith in the individual’s ability and desire to take on responsibility resulting in a trusting working environment.

The CEVT team spirit
We reward those who share knowledge and make an effort to teach others. Our effective collaboration leverages on our open attitude and cultural diversity. We create an environment in which we support each other and collectively tackle challenges.

Can-do-attitude
We are confident and resourceful in identifying solutions. Challenges energize us and we seize the opportunities they may contain. As a learning organisation, we utilize the experience we gain and constantly expand our capacity to create great results.
Mr. An has served as the President of Zhejiang Geely Holding Group Company Limited (Geely Group) since December 29, 2011, and is now in charge of the Group’s overall operations. Mr. An joined Geely Group in 1996. Since then, he has held various key positions in the Group, including Chief Engineering Officer and General Manager.
Over 300 years of combined experience in the automotive industry

Previous work experience include:
- Director of Body and Exterior Development at Saab Automobile,
- Executive Director of Vehicle Systems at General Motors Europe Engineering,
- Executive Director of Product Development at Saab Automobile,
- Vice President of Technology, Innovation and Alliance within Product Strategy at Volvo Cars,
- Executive Deputy President of Research and Development at Geely Holding Group.

Mats Fagerhag, CEO

Karim Naremark
VP Human Resources

Gang Wei,
Deputy CEO

Lars Lundin,
CFO

Lars Murgård
VP Powertrain Integration

Staffan Gråsjö
VP Interior

Leif Jacobsson
VP Chassis & Safety Electronics

Kent Bovellan
VP Architecture

Dennis Lundgren
VP Transmission

Jan Glimne
VP Manufacturing Engineering

Didier Schreiber
VP Program Management

Erik Grundberg
VP Exterior & Body

Kennon Pettersson
VP Vehicle Integration

Jerker Andersson
VP Electrical

CEVT Management Team
CEVT Organisation Structure

CEO
Mats Fägerhag

Finance
Lars Lundin

HR
Karin Naremark

Program Management
Didier Schreiber

Business Office
Gang Wei

Geely Design*
Gothenburg, LA, Barcelona, Shanghai

Manufacturing Engineering
Jan Glimne

Architecture
Kent Bovellan

Powertrain Integration
Lars Murgård

Chassis & Safety Electronics
Leif Jacobsson

Interior
Staffan Gråsjö

Exterior& Body
Erik Grundberg

Electrical
Jerker Andersson

Vehicle Integration
Kennet Pettersson

Transmission
Dennis Lundgren
An integrated functional organization has been established with GRI for the CMA projects.

Overall CMA/BMA project organization structure

- Programme Management
  - Vehicle Programme
    - CMA/BMA
      - Architecture
        - CX11
        - CS11
        - CC11
        - CS12
        - BX11
      - Powertrain
      - Chassis & Safety
      - Interior
      - Exterior & Body
      - Electrical
      - Vehicle Integration
      - Design
      - Purchasing
      - R&D Quality
      - Manufacture Engineering
      - Prototype & Testing
      - Homologation
- M Fägerhag
- Z Hu

= Deputies
The cross-functional module teams consisting of both Swedish and Chinese engineers hold a key role within the CMA organisation as these teams have release responsibility.

There are 6 Module Teams:
- Powertrain Integration
- Body & Exterior
- Interior
- Chassis & Safety Electronics
- Electrical
- Vehicle Integration

The Module Team is led by a Module Team Leader (capability-driven).

The Module Teams are jointly responsible for delivering the module within the defined targets.

Work according standardized processes.
CEVT’s Four Areas of Expertise

- Architecture development:
  *Creating new modular architectures and key components for C-segment cars*

- Top hat development:
  *Creating complete, customer focused vehicles based on the new architectures*

- Shared component development:
  *Creating technical solutions applicable to both brands and customer profiles*

- Complete vehicle design:
  *Creating beautifully designed vehicles that expands the customer segment*
Key Role in other Geely Group projects

- 7DCT Development
- Electrification
- Joint Purchasing
- Joint Manufacturing
- Sales and Marketing European market
- Program Management
- Program Finance
- Quality
Main Advantages

- Enables sharing of technology without jeopardizing brand integrity
- Volvo Cars and Geely Auto remain in full control of next generation C-segment cars
- Enables the capturing of current trends with shorter product cycles – shorter time to market
- Tailor-made solutions for both Geely Auto and Volvo Cars
Premium brand that combines innovation and leadership in safety

Volume manufacturer targeting multiple segments in China and international markets

The Same Architecture – Different Roles in the Market
Modular Architecture

Main Dimensions – Bandwidth

- Wheel size: 0-250
- Rear overhang: 0-5"
- Bandwidth: 0-215
- Front overhang: 0-60
- Track Width: 0-35
- Vehicle Width excl mirrors: 0-60
Main Dimensions – Bandwidth

Wheel size 0-5”
0-250 Rear overhang
0-215 Bandwidth
0-60 Front overhang

0-215

0-35
Track Width

0-60
Vehicle Width excl mirrors

CMA - Example: Scalability
Modular architecture allows differences between brands:

- Structure
- Front suspension – comfort & handling
- Engine suspension – NVH
CMA - Example: Interior air quality
CEVT Receives the "Key to the Heart of Gothenburg"

Business Region Göteborg is granting an award every year to Foreign-owned companies that contributes to the Gothenburg region’s economic growth, to a diversified economy and to a great number of new jobs created. In 2013 “The key to the heart of Gothenburg” award was handed out to CEVT during a ceremony.
CEVT held a media event in January 2014, where representatives from Volvo Cars and Geely Holding Group were present as well as Swedish Minister for Enterprise Annie Lööf.

"It’s an incredible feeling to be here. Swedish automotive industry is facing tough times, it’s a tough global competition. But we are also involved in large investments, which is very gratifying." – Annie Lööf
Project China was established in 2013 as a joint student project between the Student Association at Stockholm School of Economics and Royal Institute of Technology. It encourages further collaboration between Sweden and China, for students as well as businesses. The project has grown into the largest student project with an international focus in Sweden.
CEVT was invited to Västsvenska Handelskammaren on 13 May, 2014. Focus was on the inspiring opportunities facing Gothenburg and the Western Swedish region – “Boosting Gothenburg”. Gang Wei, Deputy CEO of CEVT, introduced the company and spoke about the automotive cluster in the area and the company’s role in it. Furthermore, he gave insight of the CEVT’s view on their future development in Gothenburg.
Thank you