



VOLVO

The Volvo Group of Companies

Group Executive Committee and Main units

Group Staff units

Corporate Planning
General Counsel
Communications & Public Affairs
Economic Planning & Control
Administrative Planning & Development
Treasury & Finance
Industrial Engineering Coordination
Program & Manufacturing Coordination
Production Capacity Expansion
Personnel Policy Development
Market Evaluation

Group Headquarters

Where no country is named, the unit's headquarters are situated in Sweden

Product and Market units

Volvo BM AB

AB Volvo Penta

Volvo Flygmotor AB

Volvo Engineering

Volvo Leisure Division

Profit units

Product units

AB Volvo, Car Division

AB Volvo, Truck Division

AB Volvo, Bus Division

AB Volvo, Parts Division

Profit units

Production units

AB Volvo, Bergslag Plants

AB Volvo, Skövde Plants

AB Volvo, Olofström Plants

AB Volvo Dalsland Plants

AB Volvo, Torslanda Plant

AB Volvo, Kalmar Plant

Volvo Europa N.V.
Belgium

Market units

AB Volvator
(Holding Co., Dealerships)
Switzerland

Volvobil AB

Volvo Danmark A/S
Denmark

Volvo Norge A/S
Norway

Oy Volvo-Auto Ab
Finland

Volvo/Germany
West Germany

Volvo Continental S.A.
Belgium

Ailsa Trucks Ltd.
Great Britain

Volvo France S.A.
France

Profit units

Market units

Automobiles Volvo S.A.
Switzerland

Volvo Motauto S.p.A.
Italy

Area North America
N.J., U.S.A.
— Volvo of America Corporation
N.J., U.S.A.
— Volvo Canada Ltd.
Canada

Area Andino
Peru
— Volvo Andino S.A.
— Volvo del Peru S.A.
— Volvo Distribuidora S.A.
Peru

Volvo Sudamericana S.A.C.I.
Argentina

Area Australia-Far East
Hong Kong
— Volvo Australia Pty. Ltd.
N.S.W., Australia
— Volvo Far East Ltd.
Hongkong

Profit units

Consulting and Service units

Technological Development

Plant Engineering & External Transport

Volvo-Data

Accounting

Purchasing

Personnel

Training

Internal Services

Cover picture:

A tree adds annual ring to annual ring and grows steadily stronger and higher. As the trunk swells in girth and its roots gain a firmer hold it is able to carry a larger and larger crown with branches which reach out in all directions. Volvo first started production in 1927. Today it is an internationally active Swedish company which has developed into the biggest engineering enterprise in the Nordic area.

Volvo, the largest industrial undertaking in the Nordic area.

Volvo is the largest industrial undertaking in the Nordic countries with a turnover of Skr. 8,900 million. The Volvo Group is directly responsible for the employment of 51,400 people, of whom about 42,500 work in Sweden. Overall, more than 100,000 people work full time for Volvo. Volvo's responsibilities imply the provision of secure employment with a high level of job satisfaction and working environment. They also include the creation of products which embody safety, quality and economy - the basis for a continued strengthening of the production apparatus in Sweden and abroad and the Group's continued expansion.

The first series-produced Volvo car left the factory in Gothenburg 47 years ago. Today, Volvo has 27 factories in Sweden and 12 wholly-owned or part-owned factories abroad. The Swedish facilities are widespread, from Umea

in the far north to Mjallby in the south. In addition, Volvo has suppliers operating from about 600 different places throughout Sweden. Apart from the 42,500 people working for Volvo in Sweden, the Company provides work for approximately 10,000 people in its dealer network and for a further 15,000 people at the independent suppliers. Altogether, Volvo operations provide more than 60,000 jobs in Sweden which means that more than 2% of the Swedish population depends on Volvo for its income. The Volvo Group of Companies produces about 100 different products for the world of transportation. They are sold on 120 markets all over the world.

There are four main fields in Volvo Group operations:

1. AB Volvo, Car Division; AB Volvo, Truck Division; AB Volvo, Bus and Public Tran-

sport Systems Division; and AB Volvo, Parts Division. These are responsible for the greater part of Group turnover.

2. AB Volvo Penta converts engines for marine and industrial use.
3. Volvo BM AB is engaged in the production of earthmoving, forestry and agricultural machines.
4. Volvo Flygmotor AB builds jet engines for the Swedish Air Force, steering gear for Volvo cars, hydraulic machines and products for environmental care.

A fifth field of operations is now being established, namely the leisuretime market, an area which is becoming more and more important to the people of today.

Right from the start, Volvo's aim has always been to create the resources for Company expansion through internal generation.

Today, Volvo is owned by about 100,000 shareholders, the greater part of whom hold small amounts of shares.

Volvo continues to make considerable investments in its production and service facilities as well as in the development of the personnel. Total capital expenditure during 1973 amounted to approximately Skr. 678 million.

The Head Office of the Group is based at Torslanda, near Gothenburg. Torslanda is also



the site of an assembly plant for cars, the fitting-out workshop for trucks and special vehicles and also laboratories and test tracks.



51,400 people work within the Volvo Group



Co-ordination gives good quality

Limited financial resources and the wish to build a top quality product made it necessary for Assar Gabrielsson and Gustaf Larson, the founders of Volvo, to spread manufacture. This is a system which is still in use at Volvo. The Company designers specify and develop the Volvo products while the manufacture of the various parts and components is farmed out to independent suppliers.

In close co-operation with supplier specialists, Volvo research workers and designers keep a close watch on technical developments and seek new solutions to problems involving safety, the environment and transportation. Working hand-in-hand with the suppliers, Volvo has been able to create the conditions necessary for continued investment and product development.

At the same time, this has resulted in an advantageous geographical spread of produc-



tion, of benefit not only to the country as a whole and the municipalities involved, but also to Volvo since the increased requirements for manpower have been spread to many places throughout the country. Today the Volvo Group has about 1,500 independent suppliers worldwide and of these, 700 operate from 600 different places in Sweden. In order to safeguard the delivery of parts and components in case of production disturbances, Volvo has, in many cases, multi-sourced supplies so that two or more suppliers are appointed for the same part or component.

Some of the companies, particularly those producing major components such as engines, transmission systems, bodies and upholstery, have been integrated into the Volvo Group over the years.

Furthermore, Volvo has concluded agreements with a number of motor vehicle manu-

facturers abroad concerning component development and production. Volvo products are put through their paces at the Company's proving ground at Hällered. This proving ground, which has an area of 700 hectares, includes a high-speed track, an endurance testing track, off-road testing tracks, a comfort test track including 20 or more different test pattern sections, and also handling and switch-back tracks.

In the truck side of the business, Volvo has concluded agreements with KHD of Germany, DAF of the Netherlands and Saviem of France on the joint design and development of components for light trucks.

Volvo has also acquired a one-third shareholding in the DAF car production operations.

Volvo production is centrally co-ordinated and computer controlled in order to ensure dependable deliveries and economical stock holding.

The employee and Volvo environment

At Volvo we consider that the working environment consists not only of what is made up by the roof, walls, floor, colour combinations, air, noise levels, etc of a facility but also by the people who work there.

Great effort is made within the Group in order to improve both these types of environment. All aspects of working environment from light to layout are continuously improved and joint written standards are used within Volvo which apply to all new buildings or extensions built by the Company. These standards have been drawn up in close co-operation with the employee organizations.

Volvo also considers that the employee should feel that he belongs to a closely-knit group, has the right to communicate freely, can identify himself with the product and should be shown appreciation for the work he does.

The employee must be able to influence his own working situation and to feel satisfied with the work he does.

But contributory employee influence also implies responsibility. In the various working

organizations utilized at Volvo, the range of responsibility of the individual has been increased as the levels of responsibility have moved gradually downwards through the organization.

Job rotation is another aspect of Volvo production methods. Job rotation means that the employees change jobs with each other, one or more times each day. This increases the level of skills since the employees learn a number of jobs and the system provides a wider range of physical and mental change. These new working practises also include, for example, quality control responsibilities for the work carried out.

Production groups are also used and imply that the group in question plans its work jointly for a period of, for example, one week. The group or team is paid for the combined performance achieved. A "team boss" can be chosen within the group. In this form of work, an important part is played by the joint meetings where the work and eventual problems of the group can be discussed at regular intervals.

The Volvo Group has 27 plants in Sweden manufacturing more than 100 products

○ AB Volvo, Gothenburg: Head Office - Group Executive Committee

Lundby Factory (AB Volvo, Truck Division), 2,717 employees,

① Gothenburg: assembly of trucks and buses.

② Volvo Torslanda Plant, 8,923 employees, Gothenburg: assembly of cars.

③ Volvo Skövde Plants, 4,725 employees, Skövde Plants: petrol and diesel engines.

④ Floby Factory: brake drums, disc brakes and drive shafts.

⑤ Flen Factory: marine diesel engines and overhauls.

Volvo Bergslags Plants, 3,500 employees.

⑥ Köping Plants: gearboxes, front and rear axles and spare parts for Volvo cars.

Drive sets for Volvo Penta Aquamatic.

⑦ Arvika Forge: forged blanks for Volvo cars.

⑧ Lindsberg Factory: rear axles for heavy vehicles and tractor differentials.

⑨ Uppsala Factory: outboard engines.

Volvo Dalsland Plants, 913 employees.

⑩ Färgelanda Factory: interior fittings for cars.

⑪ Bengtsfors Factory: car upholstery.

⑫ Tanumshede: interior fittings for cars.

Volvo Umeå Plant, 778 employees.

⑬ Umeå: truck cabs, compressed air, fuel and vacuum tanks, brackets and bonnet hinges.



⑭ Volvo Olofström Plants, 4,962 employees
pressings and pressing tools.

⑮ Mjällby factory: radiators and car heaters.

⑯ Konga Factory: heavy components.

Volvo Penta, 536 employees.

⑰ Gothenburg: marine and industrial engines, also power units based on Volvo engines.

Volvo BM, 4,541 employees.

⑱ Eskilstuna: tractors, tractor chassis, diesel engines.

⑲ Arvika Plant: loaders, excavators and road graders.

⑳ Hallsberg Factory: combine harvesters.

㉑ Livab AB, Braas: component manufacture and assembly of dumper vehicles.

Volvo Flygmotor, 2,548 employees.

㉒ Trollhättan: jet engines, hydraulic machines, steering gear, military tank components and material research.

Volvo Kalmar Plant, in full production by late 1974, will have 600 employees.

㉓ Kalmar: assembly of cars.

Jofa AB, approx. 500 employees.

㉔ Malung: Tents, ice hockey equipment, skiing equipment, boats.

㉕ Kungälv: ice skates, tents, boats.

㉖ Lindsberg: ice skates

Ryds Industri AB, 85 employees.

㉗ Ryd: boats, skis, garden furniture.

Employee figures estimated at December 31, 1973



Volvo products for 120 markets worldwide

The products of the Group are sold in 120 markets all over the world. Although Sweden is still a very important market for Volvo, a trend of development is the growing proportion of export sales. During 1973, sales outside Sweden amounted to Skr. 6,300 million or roughly 70 % of total Group turnover. The increasing sales abroad are reflected in the increased exports from Sweden which, during 1973, attained a value of about Skr. 4,500 million or approximately 8 % of all Swedish exports. As a result of Volvo's intensified production abroad, however, exports have increased more slowly than overall sales abroad.

From the viewpoints of both turnover and exports, the activities of the Automotive Companies of the Group are the most important.

About 80 % of the products manufactured by the Automotive Companies are sold abroad which means that as a truck exporter, Volvo tops world statistics for exports in relation to its production.

Volvo Penta - one of the world's leading marine engine manufacturers - exports more than 80 % of its production.

Volvo BM is Europe's leading manufacturer of loaders. In order to ensure the stability and expansion of production, the aim of Volvo is to spread its sales over a large number of markets. Sweden, Europe and North America are, at the moment, three areas with fairly similar sales levels while the consolidated results of a number of other countries comprise a fourth rapidly expanding area.



AB Volvo, Torslanda Plant

The Volvo Torslanda Plant is Sweden's biggest car factory. The factory site has an area of 8,000,000 square metres. With its 8,900 employees, the Torslanda Plant is an important unit and has played a leading role in Volvo's work of increasing job motivation and improving working environment. The factory facilities are only 10 years old yet considerable expenditure has been made to improve engineering techniques and the environmental conditions. The mechanization of boring and heavy work as well as the extensive use of bright and cheerful colours are other improvements to which can be added the improvements in personnel areas. A new car leaves the assembly lines every 40th second. The materials, which arrive in specially designed containers, are first off-loaded at the "goods square" and are then taken directly into quality control and assembly. The finished



cars are driven on test tracks within the factory confines before being handed over for final inspection and delivery.



The Lundby Factory

The Lundby Factory, which is a part of the Volvo Truck Division produces trucks and bus chassis. Production is located at the original Volvo premises on the island of Hisingen. During the years, these premises have been added to and are now fully adapted to modern production principles. In order to provide scope for further improvements to production and the environment, some parts of the manufacturing process have been moved to facilities in the Torslanda area. These include a fitting-out shop for trucks and a highly-automated truck frame factory. The rate of production at the Lundby Factory varies depending on the type of truck built, but a finished vehicle leaves the lines about every 10 minutes. The production of bus chassis which is a part of the Volvo Bus and Public Transport Systems Division will be moved to the Boras region where the Divi-



sion plans on building new facilities which, it is estimated, will be on stream by the beginning of 1977.



AB Volvo, Skövde Plants

From the very start, engines for Volvo vehicles have always been manufactured in Skövde. The present engine plant has grown from a much older company known as the Skövde Gjuteri & Mekaniska Verkstads AB. The acquisition by Volvo of the share majority of this company in 1931 was the first step towards the establishment of the Volvo Group of Companies and enabled Volvo to invest in its own manufacture of engines.

The Volvo Skövde Plants, as the company has been known since 1961, has factories in Skövde, Floby and Flen. Approximately 4,800 people are employed at these facilities. The Skövde factory, which covers an area of 470,000 sq.m. produces petrol and diesel engines. Production is sub-divided into three sections: the foundry, the car engine plant and the diesel engine plant. The foundry has an annual capacity of 60,000 tons of castings.

During 1974, the engine plants will produce more than 300,000 engines and will also recondition about another 7,000 engines. Component manufacture and the assembly of engines is carried out both in Skövde and Flen. The Flen factory also carries out engine reconditioning and manufactures small marine diesels. Brake drums, disc brakes and drive shafts are produced at the Floby factory.

At the moment, the Volvo Skövde Plants are passing through an intensive process of modernization and reorganization. This work was started on a large scale by rebuilding the foundry and it continues through the erection of new production facilities for both petrol and diesel engines. Extensive investments in both inner and outer environment are supplemented by completely new concepts concerning production technology and working organization.



AB Volvo, Bergslag Plants

The Volvo Bergslag Plants (as the Volvo Köping Plants have been called since July 1974) employ approximately 3,500 people. They were one of Volvo's very first suppliers and are still one of the most important. The first gearboxes were manufactured in Köping as long ago as 1927. In 1943, Volvo acquired the share majority in Köpings Mekaniska Verkstads AB, as the company was then called, and built a new transmission plant.

The facilities at Köping, Lindesberg, Arvika and Uppsala are all under the administration of the Volvo Bergslag Plants.

Production at Köping consists of gearboxes, components for front and rear car axles, and gearboxes and front axles for trucks. The programme also includes the Aquamatic outboard drive for Volvo Penta. The Lindesberg factory produces rear axles for Volvo trucks and also tractor differentials for Volvo BM AB.

The Arvika foundry produces forgings for engines, gearboxes and front axle components.

The Uppsala factory produces outboard engines for Volvo Penta.

Annual production of the Volvo Bergslag Plants is approximately as follows:

Cars	
Gearboxes	180,000
Rear axles	260,000
Front axle components	260,000
Trucks	
Gearboxes	22,000
Front axles	25,000
Rear axles	27,000
Aquamatic outboard drives	30,000
Outboard engines	45,000
Tractor differentials	14,000

The facilities at Köping and Lindesberg are currently being expanded to enable an increase in the production.



AB Volvo, Olofström Plants

The Volvo Olofström Plants comprise the largest and longest-established metal pressings industry in the Nordic area, dating back to the eighteenth century. About 5,000 people work in these plants. The company became a member of the Volvo Group in 1969. The main workshops are located at Olofström, other production units being located at Konga and Mjällby.

The most important products on the manufacturing programme are pressed and welded body components. Pressing tools and special machines for welding and assembly are also manufactured here. The Mjällby factory produces radiators and car heater units. Short series of heavy gauge components are manufactured at the Konga factory.



The Company also markets its specialized skill and produces pressing tools and assembly equipment for customers in Europe, the Soviet Union and America.

AB Volvo, Umeå Plant

The Umeå Plant is Volvo's most northerly production company and has been a member of the Group since 1964. About 800 people work here and cabs for Volvo trucks are the most important item. In the early 1960's, this company carried out the pioneer work which is the basis on which the safety requirements of today concerning truck cabs are based. In 1964, the Umeå Plant won a styling award at an exhibition in Paris.

The Umeå Plant also manufactures compressed air tanks, fuel tanks and vacuum tanks for Volvo trucks and buses.

Tank brackets, running boards and bonnet hinges for cars are also manufactured here. Since 1974, the programme includes bodies for Volvo's new crosscountry vehicle. Production of this vehicle is off to a good start and a considerable number will be delivered to the Swedish armed forces and other customers.

Co-participation is applied extensively at the Umeå Plant which has made considerable advancements in conforming to the requirements of the 70's with regard to both the inner and the outer environments.



AB Volvo, Dalsland Plants

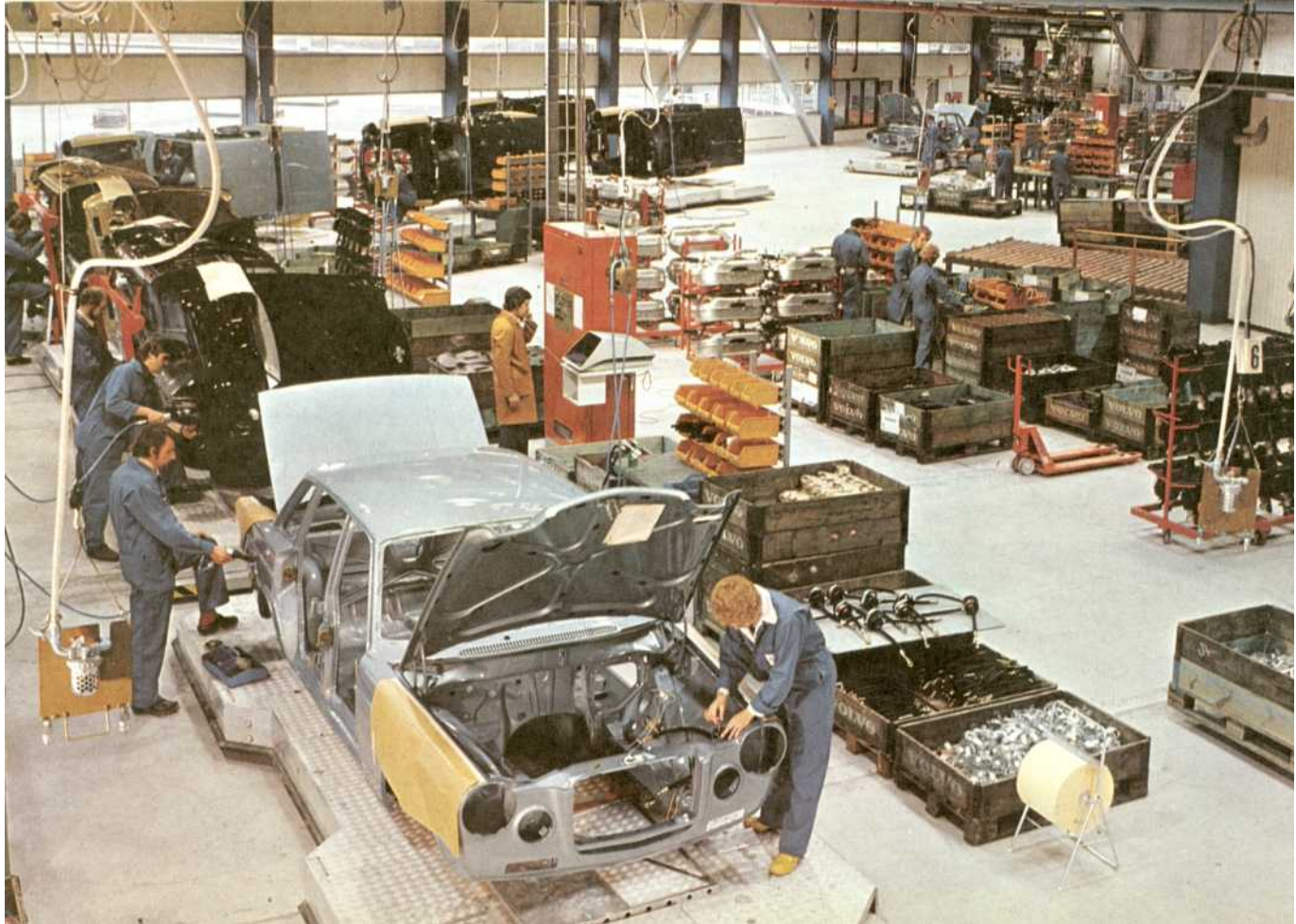
The Volvo Dalsland Plants include the factories in Bengtsfors, Färgelanda and Tanumshede. At the Färgelanda factory, from which the Dalsland Plants are administered, plastic components, roof linings and interior replacement parts for Volvo cars are manufactured.

Seats and upholstery are made and assem-

bled at Bengtsfors, while interior fittings and door panels for Volvo's car production are made at Tanumshede.

Volvo's establishment in these parts of the country has meant a great deal to employment. At present, the Dalsland Plants provide work for about 900 people.





AB Volvo, Kalmar Plant

Volvo's final assembly plant for cars in Kalmar has aroused considerable international attention due to the new methods used there in production technology, material handling, quality control and working organization.

At Kalmar, Volvo has created a form of car production which will give the employee a sense of purpose and feeling of satisfaction in his work with the possibility of contributory influence. The employees work in small groups or teams, each with its own clearly defined workplace, which are spread around the extensively glazed outer walls of the new four-leafed clover-shaped plant. The atmosphere of the "small factory" has been built into the plant in this manner. There are about 25 teams, each of which works in its own "private" part of the plant on specific production activities. For example, a team may specialize on the electrical system, the driving controls or the

safety equipment. To a large extent, the employees set their own working schedule and coffee breaks within the overall limits. An information centre equipped with four computers co-ordinates production which is built up around a special type of robot carrier which is vital to this type of flexible production system.

The robot carrier enables the car body to be tilted and work on the underbody can thereby be carried out in a convenient working position. Assembly work is characterised by a degree of flexibility which is unique to the automotive industry. Buffer stations between the groups enable bodies to be parked, this allowing variations in the rate of work and enabling pauses to be taken "at will".

The Kalmar Plant will be in full production by the end of 1974, 30,000 cars being produced annually on a one shift basis, and 600 persons will be employed.



Volvo plants and import facilities abroad

Since the 1960's, Volvo has had its own or partly-owned assembly plants in Belgium, Canada, Peru, Iran, Malaysia, Australia and Indonesia. The Group has sales companies in 13 countries, most of which have their own import facilities.

The largest assembly company outside Sweden is the Volvo Europa NV car plant at Ghent, Belgium. Capacity here is 70,000 cars per year. At Alseberg, on the outskirts of Brussels, the same company produces 2,800 trucks annually.

A new truck plant, estimated to be in production by 1975, is being built at Ghent.

In Canada, the plant at Halifax builds 12,000 cars annually for the Canadian market.

By expanding, it is planned to increase capacity to 15,000 units annually.

In Peru, Volvo is the sole foreign manufacturer to have been given a manufacturing concession for heavy diesel trucks and buses.

In Iran, Volvo trucks and tractors are assembled in a plant at Teheran.

Together with the Importer for Malaysia, Volvo carries out assembly at Batu Tiga near the capital Kuala Lumpur.

Current plans include the building of an assembly plant for cars in Chesapeake, USA, which will be in production by 1976. This establishment will make Volvo the first foreign car manufacturer with a plant in America.



AB Volvo Penta

Volvo Penta was founded in 1935 when Volvo took over AB Pentaverken of Skövde. The company is now one of the largest manufacturers in the world of marine and industrial engines. Turnover during 1973 amounted to Skr. 364 million.

In addition to its production facilities on the island of Hisingen, Volvo Penta has a marine test station in the Gothenburg archipelago where boats and engines are tested all the year round. Volvo Penta carries out considerable research and development work and was first in the world to produce a commercially successful outboard drive coupled to an inboard engine. Volvo Penta marine diesels are used today in very many different types of vessels ranging from ferries, freighters and fishing boats to leisure craft.

An important proportion of production consists of industrial engines intended for ex-

cavators, dumpers, road graders, fork lift trucks, etc. Volvo Penta also produces generator sets and power packs for irrigation units. The Volvo Penta product range, which includes 33 marine engines of both diesel and petrol type, with outputs ranging from 10 to 365 horsepower, are sold in more than 100 different countries. No less than 83 % of production is exported.

During 1973, Volvo took over the outboard engine production and sales facilities of MCB at Uppsala. The Volvo Bergslag Plants are responsible for the production of these engines while development work and marketing comes under the Volvo Penta organization.

Volvo Penta's extensive sales success in the USA has resulted in the company establishing Volvo Penta of America, Inc., which will be responsible for the sales, distribution and service of Volvo Penta products throughout the entire USA market.



Volvo BM AB

Volvo BM is the leading manufacturer in Scandinavia of tractors and combine harvesters as well as being Europe's largest manufacturer of loaders. More than one-third of the tractors doing service in Sweden are from Volvo BM and it is also the dominating make in Sweden of forestry machines and dumpers. The largest Volvo BM facility is at Eskilstuna where tractors, diesel engines and chassis for earthmoving machines are manufactured. At Arvika, loaders, road graders and excavators are assembled while the Hallsberg facility builds combine harvesters.

Volvo BM turnover during 1973 reached Skr. 872 million, exports accounting for about half. Volvo BM products are sold today in about 60 markets all over the world and the

company has subsidiaries in Denmark, Norway, France and Austria. In Iran, Volvo BM and Volvo are part-owners of an assembly plant for tractors and trucks.

To meet the need of good service, a vital point in the highly-mechanized farming of today, the company arranges training for mechanics. There is also a mobile service school which travels around the export markets. Starting this year, and extending up to 1979, Volvo BM production will be gradually moved from the present premises to new premises which are to be built at Hällby on the outskirts of Eskilstuna. The first stage of this project will include an assembly plant, a parts warehouse and a power station.



Volvo Flygmotor AB

Volvo Flygmotor is best known as a manufacturer of jet engines for the Swedish Air Force. Current items of production are the jet engine for the strike version of the Aircraft 37 Viggen. Development work is underway on an engine for the fighter version of this aircraft. Operations also include overhaul work on jet engines for civilian airlines.

Parallel to its series manufacture of aircraft engines, the company carries out a great deal of research and development work on aircraft engines and rocket engines. The results of this work include an advanced liquid fuel rocket engine which is now in series production and is used in a robot missile for the strike version of the Aircraft 37 Viggen.

The company has a modern research laboratory, one feature of which is a unique compressed

air magazine blasted out of the solid rock at a depth of 85 metres. It holds 130 tons of air and is used to power a series of wind tunnels and other test facilities.

The civilian activities of the company are becoming more widespread and significant. Volvo Flygmotor also manufactures hydraulic machines (the illustration shows one being tested) and unique installations for the cleaning of industrial waste gases. Other items in the product range include steering systems for Volvo cars and diesel engines in co-operation with the Volvo Skövde Plants. The company has 2,600 employees and turnover in 1973 reached Skr. 310 million.

The company's workshops and laboratories are situated in Trollhättan and a test station for rocket engines is based at Uddevalla.

AB Volvo-Data

Most of the data processing and systems development work carried out within the Volvo Group in Sweden is the responsibility of AB Volvo Data. The company is an independent subsidiary with facilities in Gothenburg and Eskilstuna. It has about 400 employees. The ADP systems cover the handling of parts and materials as well as the organization of produc-

tion, accounting, technical calculations, and also the planning and follow-up of production. Volvo Data is a consultant and service unit, the amenities of which are available to all of the Group companies. This also applies to the associated companies of the Group such as dealers and importers.



Recreational products

Modern man's increasing prosperity and his possibilities of utilizing free time make recreation more and more important. At present, Volvo is building up its fifth main establishment along these lines. One stage in these activities was the acquisition this year of AB Jofa which included facilities at Malung, Lindesberg and Kungälv.

The Jofa manufacturing programme includes both summer and winter articles such as ice skates, skiing equipment, camping equipment and glass fibre boats. A new plant will be built at Kungälv to replace the old plant. Another company acquired by Volvo this year is Ryds Industri AB. This company is one of Sweden's leading manufacturers of small leisure-time boats. The company also manufactures plastics garden furniture. Ryds Industri AB is well-known through its unique vacuum/compression moulding method for the production of boats in ABS plastics.

Other Volvo acquisitions include the MCB outboard engine operations at Uppsala.

Together, these items will form a complement to the car and its use for recreational purposes.



VOLVO

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