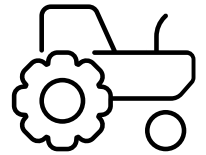
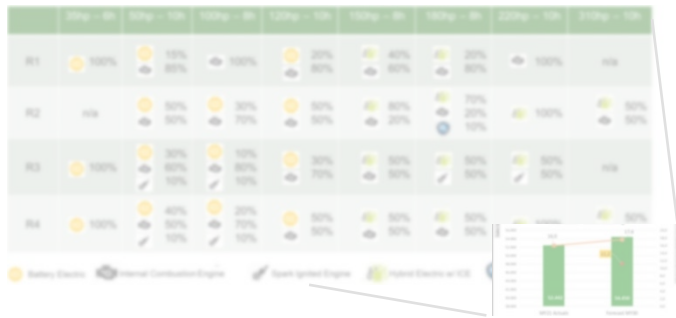


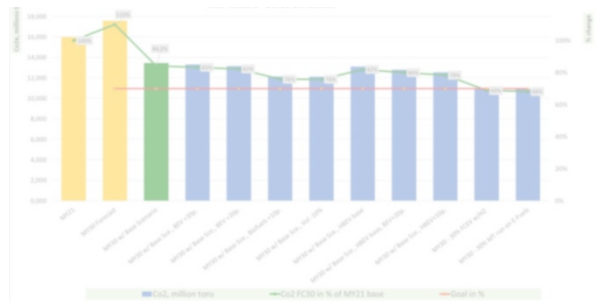
# Renewable tractor portfolio vision to realize 30% CO2 reduction by 2030



## Target portfolio and optimization



## Scenario planning emissions



## Strategic Challenge

- Ambitious **emission saving targets** of 30% CO<sup>2</sup> reduction by 2030
- **No renewable and CO<sup>2</sup> optimized solution portfolio**, only following the competition with **increasing competitive and regulative pressure**
- No transparency about the **(customer-) value** and the **willingness of the customer to pay more** for new products
- **Increasing portfolio complexity** and unclear **product strategy** regarding product **phase-out**

## Results & Impact

- **Future target portfolio** with **volumes**, reducing the number of **product variants** by 15% and realizing 20% **CO<sup>2</sup> reduction**.
- 10 different **portfolio scenarios** to reach 10-30% CO<sup>2</sup> savings
- 5 **architectural tractor concepts** from (purely) electrified to renewable fuel alternatives

## Levers & Building Blocks

- **Portfolio strategy** strategic target and is allocating budget and resources
- **Technology and product roadmap**
- **Capability gap** analysis to realize roadmap
- **Business case** for development programs