

Keys to Intelligent Industry

with Caroline Segerstéen Runervik
and Fredrik Gunnarsson

EP10

*Autonomous technology in the
transport and mining industry,
with Nils Jaeger, Volvo
Automated Solutions*



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[Guest] **Nils Jaeger**

And it's an end-to-end model built on Gen AI, where you can really see that a new technology can accelerate very much the development timelines.

[music]

00:00:14 [Host] **Caroline Segerstéen Runervik**

Welcome to our next episode of Keys to Intelligent Industry. And of course, as always, I have with me my co-host, Fredrik. How are you today?

[Host] **Fredrik Gunnarsson**

Very well, thank you, Caroline. We are in again in sunny Gothenburg. It's actually a bit of a spring feeling here in Gothenburg today.

[Host] **Caroline Segerstéen Runervik**

It's nice to be back in Gothenburg because we see that we have a lot of leaders and interesting clients to talk to, right? And this week I had the opportunity to have our Nordic town hall sent out of Gothenburg and of course talking about the priorities of the year. And again, we are focusing a lot on intelligent industry and what we can do for our clients in this domain. Today we're going to talk to a value-driven, result-oriented leader with 25 plus years experience from Volvo Group and John Deere. It's a leader that is currently focusing on the transformation of the transport industry with most efficient, sustainable, safe autonomous solutions. So welcome, Nils Jaeger.

[Guest] **Nils Jaeger**

Thanks a lot, Caroline. And first of all, thank you for inviting me here to the podcast. And of course, I'm happy to share a bit about who I am and of course, the business which I represent.

[Host] **Caroline Segerstéen Runervik**

And Nils, you are president of Volvo Autonomous Solutions. But maybe before we go and deep dive into what that is, tell us a little bit about your background and what have been your drivers so far in your career?

00:01:32 [Guest] **Nils Jaeger**

I'm with Volvo now more than 10 years, but I joined...all were coming from John Deere, where I was 17 years, so actually twenty-seven years in total, and I've always worked close with customers and dealers, and I was always trying to understand what are their needs, what are their pain points, and how can we provide services solutions utilizing technology to fix those problems and to come up with something which is new, which then creates customer success. And of course, that is something which links you closely to technology and what technology can do. And then working with technology, deploying that through new business models usually brings a lot of change. And I'm someone who actually enjoys to maneuver around those change curve with employees and colleagues, but also with partners. So that's something which I stand for, which I, yeah, which I really appreciate.

[Host] **Caroline Segerstéen Runervik**

And you're passionate about?

[Guest] **Nils Jaeger**

And where my passion is, correct.

[Host] **Caroline Segerstéen Runervik**

So how did you end up with Volvo Autonomous Solutions then?

[Guest] **Nils Jaeger**

I think, you know, if I go back in my career when I started at John Deere at that time, 25 years ago and a bit longer, in the agribusiness, automation started already then. So you had the first tractors being GPS driven et cetera. And that was something which intrigued me right from the beginning. How can you use, you know, new technologies to create efficiency, higher productivity? And when we then started to, quite later in the transportation industry, to deploy that through autonomous driving, of course, that was an interest I had and that was known. And then when Autonomous Solutions was created by the group, I was kindly asked if I could consider that or if I would consider that. And of course, there was not a lot of thinking required. I immediately responded with a positive yes. And yeah, that has brought me here and that's now more than five years ago. And if you look back, you know, from 2020 to 2025 the field of autonomous technology, that was quite a roller coaster, not necessarily always an easy period. But we're here today and we're strong with a very good direction forward.

[Host] **Caroline Segerstéen Runervik**

And talking about being on this journey, a roller coaster, as you mentioned, could you tell us a little bit about when it's been challenging?

[Guest] **Nils Jaeger**



I think if you look at autonomous technology in the industry, 10 years ago, 2015, you know, it really started to accelerate. You had, you know, venture capital flowing into the Silicon Valley and you saw the first adopters, you saw the first use cases. And then I think for a couple of years, maybe until 2019, 20, that really accelerated. And you had a lot of anxiety around that technology. But then I think 2019, 2020, when it became clear, this is actually super complex and much more difficult than anyone had thought. Then 2019, I think, was the peak year, how much money flew into the industry. But then, you know, we were a little bit at the peak of this inflated expectation, talking about the Gartner Hype Curve. And then we went down through this trough of delusion. And I think we have left that now behind us. I think right at this moment, we're actually growing again in the curve. We're seeing a lot of good developments. You also see now new adopters coming in, you know, using Gen AI. So I think the industry is really coming back and you start to see now, of course, also applications which work. We have Waymo, you know, which lead now the robotaxi industry and that is something which, you know, we've been waiting on for very long. You know, expectations were maybe 2019, 2020, it would already be there. Then it's another two years, another two years. But now we're there, and now that is expanding, maybe not as fast as forecasted, but it's but it's definitely coming. And then, of course, we also had to adjust our way forward, we had to revamp our strategy, we had to think differently, and we, however, have been very agile on that, maneuvering the change curve here, and we decided then at a certain point in time that, this is nothing we can do alone, so we went and looked for partners. We partnered up with Aurora, for example, in 2021, a company we knew already from the past. But at that time, Aurora actually realized that trucking is not yet made for them because the technology, the sensor technology was not there. You didn't have LIDAR, for example, which could see far enough. So they initially looked at more robotaxi applications. But then when the technology was there, when the LIDAR had the range which is required, then they actually went back. And since then, we're developing this together. And yeah, we've made a lot of progress.

[Host] **Caroline Segerstéen Runervik**

So basically you could say that finally the technology was there to take this more of leap forward.

[transition sound]

[Host] **Caroline Segerstéen Runervik**

Maybe also to explain a little bit to the listener, how is VAS then a part of Volvo and what is the collaboration in the Volvo Group?

[Guest] **Nils Jaeger**

So Volvo Autonomous Solution is one of the 10 business areas within the Volvo Group. And that means for us that we are responsible to accelerate the development, but also the commercialization of autonomous technology. And that is a very short description. But at the end, it's dealing with one of the technologies which is most complex. And then in order to commercialize it, we realized quickly that this doesn't work in the usual way. So we also have to bring in new business models. And that's what we're focusing a lot on within Volvo Autonomous Solutions. How can we accelerate the adoption of the technology by making it easier for customers to use it? So we're kind of saying we're offering the benefits of autonomy without the hassle of operating it. So transport as a service for us means that we actually go much higher the value chain up than usually an OEM is doing, but we know we have to do it in order to really accelerate the application of autonomous technology.

[Host] **Caroline Segerstéen Runervik**

This focus on selling it as a service is of course absolutely critical and Volvo as a group has also very high ambition over the next year to continue really transforming and have a much higher part of services sold to the market. How do you see that you actually are progressing to sell this as a service and what are the challenges you are facing?

[Guest] **Nils Jaeger**

That's a good question. We focus on two industry verticals. One is corian mining, the other one is on-highway transportation. We also call it hub-to-hub for corian mining. In that industry vertical, we are today revenue generating. So we have been able to remove the safety driver at our first customer site in Norway that we did during 2023. And here, our offer is transport as a service. So we're getting paid by the tons of limestone which we transport on the ground. And that is actually something which is crucial for our customer, because for them to also feel in safe hands and that they can rely on the service, it was important that we are providing all aspects of that new value chain because that is something which is new. No one's done it before. So for them, it provides a lot of comfort that someone's coming and doing it. That doesn't mean it's easy. And we have been operating 24 hours in Brundner and we had to learn a lot. We had to establish partnerships with local dealers to make sure that we have the uptime which is required in order to meet customer demand and expectation.

00:08:25 [Host] **Caroline Segerstéen Runervik**

So if we step back a little bit and look at the transport sector as a whole. This is something you are very passionate about, the real transformation of the transport sector. But if you look at then transportation and logistics and the challenges they are facing, when you look at shortages of drivers, logistic bottlenecks, you look at trade barriers, how do you see it from more of a macro perspective? And do you see any differences if you look from a global



perspective?

[Guest] **Nils Jaeger**

There is a statistic between 2010 and 2050, the transportation demand in the world will increase five times. And if you think about that, is of course an enormous challenge, but it's also an enormous opportunity. This growth is fueled by megatrends. You have urbanization, you still have population growth, you have e-commerce, and you have mass customization. But if you really think about that, and if you think what's happening there, and if you reflect a little bit that we have already a driver shortage in the US, but we've also seen it after Brexit in the UK, we've experienced it in Europe also, then... the development or the deployment of autonomous technology for the transportation industry, that is no longer an optional thing. It's a must.

[Host] **Caroline Segerstéen Runervik**

It's a must.

[Guest] **Nils Jaeger**

It's a necessity. We need to really put this in place to cope with the demand which there is. So it's on the one side, you know, the productivity which you gain, but then of course, you know, we stand for safety at Volvo and we're guided by safety in our way of working. We also believe that with autonomous technology, we will provide additional safety to public roads.

[Host] **Caroline Segerstéen Runervik**

I understand there's a lot about testing and starting in small scale and doing it stepwise, but if you look at different markets, where are they maybe most bold in using it?

[Guest] **Nils Jaeger**

I think you have basically two countries where you see the introduction happening faster than in the rest of the world, and I think it's US and China. We focus on the US market. We actually have teams in the US market, and the work we do with Aurora is targeting the US transportation industry. That is a market which is, not large. It's a massive opportunity for us. And if you only think about the fact that, more than 70% of rural areas in the US depend on trucking. So it's really important. And here you can really see that the transportation industry is kind of the lifeblood of society.

[Host] **Caroline Segerstéen Runervik**

It's part of the American culture, I think.

[Guest] **Nils Jaeger**

Absolutely. Yeah, correct.

[music]

00:10:58 [Host] **Fredrik Gunnarsson**

We touched upon it briefly already, but you picked 2 sectors, right, to focus on. Why did you pick those two and what they represent to you?

[Guest] **Nils Jaeger**

Corian mining is something which is close to the heart of Volvo. That's an industry we have been supporting over decades through our construction business, but also through our truck business, providing trucks to that industry. And if you think about that industry, that is still an industry where you have, unfortunately, vulnerabilities, you also have fatalities. And here the argument of safety comes first for us, not only for us, also for our customers. So that is really where the value creation is created. We are able to remove the human being from a hazardous environment. And then, of course, you put on top of that the advantages which come through automation. This is really tightly connected to what Volvo stands for, safety. So that's, I think, is a very good reason why we are in that one. And the second one is on-highway transportation. That is in itself the largest segment when we speak about trucking, and this is also the second where we are strongest as a group. And for us to deploy autonomous technology there, it is just a massive opportunity. And it's not only the opportunity, it's also the increase in freight demand requires that we come with new transport systems. And that's what we will do. With autonomous on-highway trucking solutions, we will introduce a new transport system, which is different than what people often think. Often you think, okay, you take a human driver, you replace it with a virtual driver. But that's not what that is. It's not that easy, unfortunately. What you need to bring to market is a new transport ecosystem, and that's what we're developing.

[Host] **Fredrik Gunnarsson**

Yeah, and you have the, on the highway side, you have a hub-to-hub concept, so can you elaborate on how that worked practically?

[Guest] **Nils Jaeger**



In order to simplify the use case and in order to avoid that the autonomous trucks need to go through surface roads, which may be rural areas or in certain urban areas- It is preferred that those trucks actually start from a terminal which is closely located to the highway. So you go basically from the terminal on the highway, you drive on the highway, and you leave the highway and exit at the next terminal. That simplifies the use cases very much by that we also are able to go to market, everyone's able to go to market quicker. And it is also a very clear value proposition because these long distances, they really make automation efficient. That's where you gain the most advantage out of it.

[Host] **Fredrik Gunnarsson**

I would say there's a whole system related to this. Can you elaborate on the different components of that proposition in the system, not just the vehicle itself?

[Guest] **Nils Jaeger**

You need the autonomy-enabled truck, and then you need the virtual driver. You have to do the integration together. That's what we do together with Aurora. We need the terminal infrastructure, which does not necessarily exist today. But then when you think about the terminal, on that terminal, you need to provide services. You need to have a pre-trip inspection. You need to provide for a post-trip inspection. That's where the load is consolidated, or the trailers are getting exchanged. So you need certain facilities in place and that's of course also the place where the scheduling is taking place and also where you have over connectivity the ability to see then of course where's the truck, when will it arrive at the next destination?

[transition sound]

00:14:04 [Host] **Caroline Segerstéen Runervik**

I need to ask, when is this going to be live for real? Because it is actually quite complex and there are many things in this chain that needs to work. So when will this be live?

[Guest] **Nils Jaeger**

Yeah, Yeah, the \$1 million question. And we're not providing exact timelines, but what I can share with you is that we have announced in December last year, together with DHL, that we are launching now autonomous transportation between terminals. We're doing this today with a safety driver, but the safety driver is there basically to not to operate the truck, but to supervise it. And we're very happy with the performance we see of the autonomy-enabled truck together with the virtual driver. Again, we're not giving timelines, but for us to do this together with DHL also means that we and DHL, we know about certainty and we know about a certain confidence we have, otherwise we wouldn't do it and we wouldn't speak about it. So it's a... For us, we have one big thing in front of us, and that is what we call IDL, Initial Drivers Launch, that is the removal of the safety driver. We have a timeline, we know which milestones we need to hit, and we're working through them one by one. So it will come, and it will not be in the distant future.

[Host] **Caroline Segerstéen Runervik**

Now it sounds like sooner than later.

[Host] **Fredrik Gunnarsson**

Are there any legal barriers for that to happen on the highway?

[Guest] **Nils Jaeger**

Depends on the geography in the US, depends on state level, but in most states, almost all states in the US, you have actually framework which allows it.

[Host] **Fredrik Gunnarsson**

So that's the highway hub-to-hub concept. If you go to Corian Mining, there we have lag operations as we speak, right?

[Guest] **Nils Jaeger**

The first side which we're operating is with our customer in northern Norway. We started with one shift operation, then the customer asked, can you do second shift? And then we, you know, put a lot of effort together, added the second shift. And then a few weeks later, we were asked, sorry, we have more demand. Can you not do more? And I said, we're doing already 2 out of two. He said, yeah, but I think we need 24 hours. And then we started to look into that and then actually very quickly later we started operating 24 hours a day. That is for us a major undertaking but also a major accomplishment that we've been able to do that. We've learned a lot and it has helped us a lot to put things in place also for the scaling and for rolling out the solution to other sites. Now we are at the phase that we are working with other customers to deploy similar setups, similar solutions. It is known that we're working with Boliden here in Sweden so we're having on site, which we're working on together right now. And objective is that, from that side, we take it further. In Australia, that's the home of mining, you could argue. That's where not only the home of mining, that's also where the latest technology is getting deployed, and that's where we're having a lot of conversations right now. What does it take for us to get there?



[Host] **Caroline Segerstéen Runervik**

It's interesting because Nordic seems to be a testbed. This is something connected to the capability in terms of technology, but also maybe something around, you know, the entrepreneurial kind of mindset here.

[Guest] **Nils Jaeger**

If you would look at the site we have in Brunner, in hindsight, we have taken the most complex, most difficult site possible. You know, we're in Northern Norway, we have summer only three weeks a year, rest is rather difficult, difficult climate. We have winter. We have lots of snow, we go through tunnels, very steep, and we have salty air, we have a lot of dust, we have a lot of dirt. And being able to do it there gives us, of course, the confidence also to go to other geographies. And you might argue, but Australia is completely different climate. Yes, but the challenges we have there, maybe it's not snow, but you know, the underground, the dust, the dirt. Then you have the heat, which, of course, the learnings we've made here are important there. And it is true that the Swedish mining industry is considered as innovation leadership in the industry. So the big mining companies are looking what's happening in Sweden because they see that is something from there which they can build on and take further. And you have this technology openness, this mindsets towards innovation in the Nordics, which drives then also companies like Volvo Autonomous Solutions in their development going forward.

[music]

00:18:23 [Host] **Fredrik Gunnarsson**

In order to develop autonomous solutions, you mentioned before your partnership. You have, since many years ago, the partnership with Aurora, and now also this week you announced the partnership with Vabi Virtual Drivers. Can you elaborate further on what Aurora and then now also Vabi bring to you?

[Guest] **Nils Jaeger**

The partnership between Aurora and Volvo, Volvo Autonomous Solutions is rather old. Pretty much after the creation of Aurora, we started to work together. Then Aurora realized together with us that the sensor technology is not as developed, that we can really deploy it for on-highway trucking solutions. So we paused a little bit our activities, but we accelerated that very much in 2021 when we announced an official partnership with the objective to develop the technology together. So Aurora developing the virtual driver, we're developing the autonomy-enabled truck, and then we're doing the integration together. But then we also said we're not stopping there. We also said we will go to market together. So Volvo Autonomous Solutions is fronting it, but we're doing it together with Aurora. So the commercial setup is actually jointly done with Aurora, but Volvo is the one who's having the customer relationships. Now, Wabi is very recent, and Wabi is one of those examples where, you know, recent tech developments are utilized. So Wabi is very strong in Gen AI. Raquel, the CEO, is one of the, you know, great minds when it comes around the building and development and generative AI, and it's an end-to-end model built on Gen AI, where you can really see that, a new technology can accelerate very much the development timelines. So, while Aurora is now deploying also Gen AI in various aspects, Wabi, you know, has the advantage of a late adopter, you could argue, and they're kind of leapfrogging the industry now, taking all the learnings which have been made, deploying them in their new company, and yeah, it will be interesting to see how Wabi is performing, how Aurora is performing, but we believe it's very good for us that we have those two partners that will make us stronger and will make us stronger towards our customers.

[Host] **Fredrik Gunnarsson**

In this kind of partnership with Aurora being the virtual driver and you developing the autonomous enabled truck, can you elaborate further on how that partnership works?

[Guest] **Nils Jaeger**

Yeah, our teams work very close together. In Volvo, actually, the development is happening. We deploy pretty much all geographies. So we have certain work which is done out of India, a lot of work is done out of Sweden, and we have development teams in the US. And Aurora is developing that technology mainly in the US, but we have teams which have worked now for quite some time very close together. And that is very important because if you develop autonomous driver, a virtual driver independent from the knowledge of what is required to make that driver really work in a vehicle, etc. So if you do this in a very integrated way, then you add a lot of safety because it's really built in from the start and from the ground. And that also means that, you know, you work with trust. So we trust each other. So we have very tight, very good relationships. Testing, for example, which is happening now in Texas. There's a lot of work we're doing together.

00:21:27 [Host] **Fredrik Gunnarsson**

And you mentioned that the AI, Gen AI, and the different versions of virtual drivers. If you look ahead two or three years, how fast will the pace go? I mean, what will we see in terms of autonomous solutions and virtual drivers just a few years ahead?

[Guest] **Nils Jaeger**

In the last five years, more or less, we've seen many tech companies exiting or getting consolidated. And we had



pressure but also from OEMs like General Motors, which said they will no longer continue to fund crews. But I think now with Gen AI coming in, you have new players popping up and, as I said, leapfrogging to some degree the industry. So I wouldn't be surprised if in the next two or three years we see more new players coming in. And I think the focus which you have all over now on Gen AI will then also transfer to the use case of autonomous driving. And I think that our industry will benefit from that.

[music]

00:22:23 [Host] **Caroline Segerstéen Runervik**

Being so much a tech player and really working with high technology, Volvo Group were present at CES in Las Vegas. Maybe you can share a bit your sort of key messages there and some key learnings and trends that you see and also how you bring that into VAS.

[Guest] **Nils Jaeger**

Volvo Group was one of the four keynotes at the CES and we have actually received tremendous positive feedback on our keynote and we talk about the critical role of transport and logistics for society, that it is so crucial and essential for economies and societies to function, but also how transportation, how the transportation industry is contributing to climate change, to congestion and to pollution. And if you then couple that with the fact that transportation demand is growing so much, then of course the question is what do we do? And we've spoken about that, what is it we're doing when it comes to sustainability? And we are, leading the industry when it comes to the transformation. We have 70% market share of electric trucks in Europe and 50% in the US. So we have a very strong foothold here. So we talked about our, electric and hydrogen solutions, which we're bringing to the market. And then, of course, we also spoke about autonomous technology, that it will play a key role in improving efficiency and handling also the steadily growing demand for freight movement. We shared also there the example that we're already transporting today with DHL. We also spoke about the fact that digitalization plays a key. We have more than almost 2 million vehicles which are connected and that of course brings you insights and learnings which are very important also to create services and solutions for our customers. But we also said that the ambition we absolutely have coming to a net 0 transport, that requires a lot of effort, a lot of partnership between industries, governments, and the general public. And we see, of course, challenges when we think about charging infrastructure where the progress is not there as we would like to see it. So there's more we need to do in order to enable clean transportation, also to get it cost competitive. And at the end of the day, we, of course, need to modernize and enhance the energy grids which we have today in Europe and in the US to only take those to markets. But of course, it's a global problem to solve.

[Host] **Caroline Segerstéen Runervik**

Whereas the industry as a whole has an important task to push the needle forward when it comes to sustainability.

[Guest] **Nils Jaeger**

Yeah, but I think here is where actually a partnership is the new leadership and here's where we actually show that you can do things together with a competitor. So we have created, for example, Cellcentric, a company which is co-owned by Daimler Trucks and by Volvo Group, which is around fuel cell technology. So here we really are setting standards and here we're really driving the road towards a sustainable future.

[Host] **Caroline Segerstéen Runervik**

I was a bit curious when we talked about US, for example, on the highway transportation. Do you see specific industries driving this, taking more of a leap forward? You talked about DHL, of course, but do you see specific industries where you believe they will really push this transformation further than others?

[Guest] **Nils Jaeger**

Yeah, autonomous transport solutions on highway do create the most value the longer distance you go. So the segments is long haul trucking, which that should be applied. Eventually, you can extend that to regional haul, etc. But I think for the foreseeable future, it is a long haul which we need to focus on.

[Host] **Caroline Segerstéen Runervik**

And coming back to the transportation as a service, as we said, Volvo has a high ambition target for selling services, and you could be one of the sort of driving that change. When you're selling a service, it puts new demands on your organization. Can you elaborate a bit about that?

[Guest] **Nils Jaeger**

It's true that OEMs like Volvo traditionally, you know, don't have business models which are on a paper use scheme or what we call now transport as a service. For us to do that, also means that we have to bring in new capabilities, new competencies. So we have brought in people from outside which have, you know, many years of experience in the transportation and freight industry in order to gather that knowledge and to have that competence and that expertise to then be able to, not only understand the customer's demands, but also to fulfill them. So it is for us a journey we're on, bringing in new colleagues by that new skill sets, new capabilities, new competencies. But if you enjoy growing and learning as an individual, then that is a fantastic opportunity to be part of.



[Host] **Caroline Segerstéen Runervik**

For innovation, that's really the key ingredient, right? And then, of course, providing a service, you also have to, and you mentioned it, you have to provide a service 24 by 7. How have you solved that?

[Guest] **Nils Jaeger**

For on highway transport solutions, I wouldn't say we have solved it yet. We're doing it today on small scale, but these are trucks which are still operated with safety drivers. But it is very important that you have to think of this as a transport ecosystem. And that transport ecosystem is new, is something different. And here you also, or we from Volvo have the view we don't have to do everything alone. We should rather do this with partners. And so we're partnering up with service providers, we're partnering up with our dealer network. So we're bringing various parties together in order to solve that or to address that and build that ecosystem.

[Host] **Caroline Segerstéen Runervik**

And it's a subject we have come to many times through this podcast. The ecosystem, the partner play is so key, right?

[transition sound]

00:28:02 [Host] **Fredrik Gunnarsson**

You were describing what you do in Norway and in Boliden. Scaling, I guess, would be a scaling in a profitable way would be a key question for you, I guess, going forward.

[Guest] **Nils Jaeger**

The scaling in the US, of course, is in reality more feasible than scaling and quarry and mining because you know exactly the setup of a terminal or of a hub and you can replicate that in a much easier way than doing that in a quarry or mining application because there, every site or each site is much different. You always have the same parameters, but how you address them is different in Quarrian mining than what you can do in Hub2Hub. But we have learned a lot in Quarrian mining, and we have a very good understanding what it takes to move that to other sites. And we're trying to build our own software stack in a way that, you know, it is a modular approach, but it is also a software stack where every time we enhance it, every time we have new capabilities, this will benefit also the existing sites, which we're operating today already.

[Host] **Fredrik Gunnarsson**

So just a question in the cores in mining. I guess you're meeting different type of customers, from small mine operators to large global giant like Rio Tinto, for example. Does the approach change in your proposition? I know some mine operators have a multi-OEM approach where they want to have a mix of different OEMs versus a small mine? Do you have different variances of your business model?

[Guest] **Nils Jaeger**

In corian mining, we can differentiate in our business model that we can allow the customer to operate the site, the autonomous transport system, or we do it on their behalf. But the infrastructure or the ecosystem you have to put in place that we believe we always need to provide, but we can work very well with the customer together. For an example, when it comes to telecommunications, you know, customers often have already a certain setup and then we try to utilize that, we don't have to double that, or nothing which interferes with each other. If it's different between customer size being a large multi-global, like you mentioned, Rio Tinto, or existing customers we have, which may more be regional players. Yes, but the problem we're solving is always the same. So, from that point of view, there's actually more similarities than you think. When you talk about your fleet management system, a large multi-global, you know, relies on interoperability, such as which you may not have with a regional player. But that are the differences which we see.

[Host] **Caroline Segerstéen Runervik**

It's clearly so that you're in the middle of a technology development, which is super cool, super interesting, and you have an impact, actually very positive impact on the society as a whole. What is sort of your values that is making people coming to your organization and drive this change? Because it's an important change you are driving forward, right?

[Guest] **Nils Jaeger**

Yeah, absolutely. I mean, at Volvo, we work with trust and we empower our people. And that's also how I lead the organization. And in the space where we are in, autonomous technology, which is still new you and not everything is proven and not everything is certain, not everything is predictable. You of course need to instill also to everyone that we need to be able to adapt. We need to be agile. We need to be resilient, of course, but very often we need to be pragmatic, not always principle-based. And sometimes we have to say, you know, done is better than perfect in order to make progress and to show to ourselves that we are actually making the right steps forward and that we're ticking off the milestones. What we've experienced sometimes is that the challenge is so big that we sometimes oversee all the progress we're making. So for us, actually also important to look back, oh, these are all



the important steps we've taken which brought us here. mFor me, it's very important that every employee understands what they're contributing to. mAnd we have a concept, we call it must wins, where we basically lay out the key objectives for the company. And one thing I've learned in life or in business is that focus creates results. mSo we have 3 must wins. Two are business related and one is people related. We're saying that in this space we're in, this development phase we're in, there is so much opportunity for personal growth. So grab the opportunity, you know, feel almost mandated that you do that because what we've done in Brunner, removing the safety driver, you know, we were the first ones doing something like that. That's making history. It requires a lot of courage, right? Yeah, it requires a lot of courage, but, and of course, you know, resilience because not everything, every time it works the way we've foreseen it, the way we want it. Then it's the adaptability which is so important. But in which area or in which company can you work where you can repeatedly make history? That's what I want to emphasize. Always, we've done it in Brunner. We'll do it again in Sweden. And then, you know, we will also do it in the US, you know, being the ones removing the driver out of a truck which operates on a highway.

[Host] **Caroline Segerstéen Runervik**

So what I hear is a lot about cultural empowerment. I hear about result and about focus. But what you're also saying is really nurturing this entrepreneur. culture, but still not forget the focus. So good sharing your strategy with must wins.

[music]

00:33:15 [Host] **Fredrik Gunnarsson**

When you look ahead, FEM 5, even 10 years from now, in the wider area of what we call intelligent industry, or for VAS specifically, what do you see, where do you believe you are?

[Guest] **Nils Jaeger**

I'm working on this utopia where you have autonomous trucks being deployed in quarry and mining and on the highway. And that will remain a big, big objective and a lot of work will happen over the next years too, not only to start it, but to scale it. Now, if you think about the transportation industry, then I believe we need to address definitely that we really create an intelligent transport industry, that we connect transport flows. Once a truck with a safety driver comes to a terminal and then you change towards an autonomous truck, that process, I foresee a bottleneck. How can we automate that integration of certain transport flows, which then overall will increase significantly the overall efficiency?

[Host] **Caroline Segerstéen Runervik**

So thank you, Nils, for sharing with us. Of course, now we know much more about Volvo and Volvo Autonomous Solutions, but especially about the whole transformation of the transport industry and also giving us a glimpse of what intelligent transport really means. Thank you for joining us today.

[Guest] **Nils Jaeger**

Thank you.

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