



Driven for Life.

## Autoliv the Worldwide Leader in Automotive Safety

### 2015 Global Auto Industry Conference

Detroit, MI

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Jan Carlson – Chairman,  
President & CEO  
January 13-14, 2015



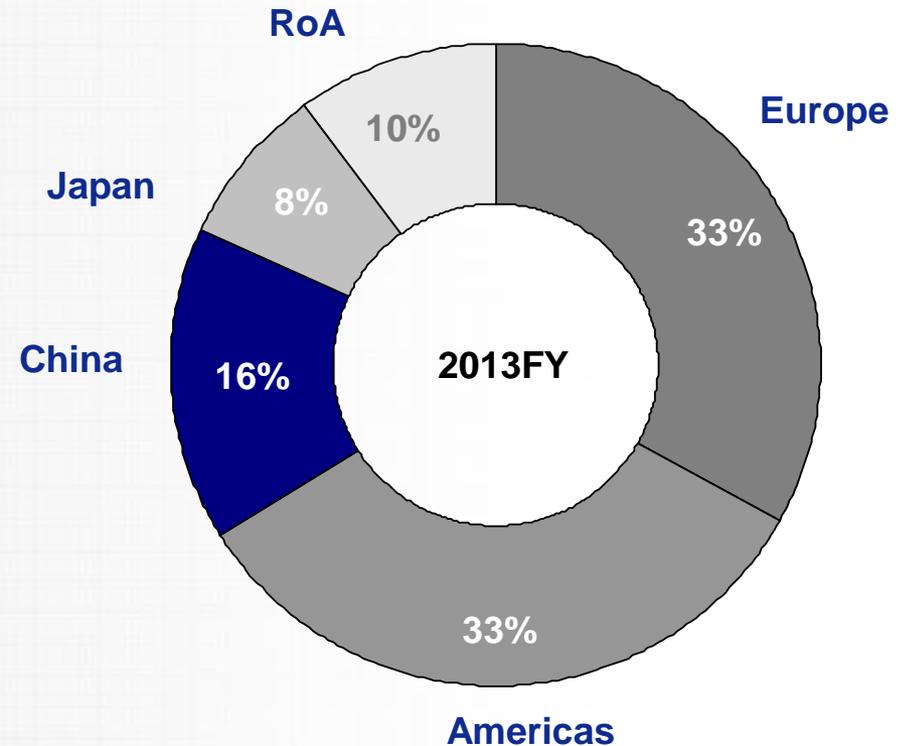
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This presentation contains statements that are not historical facts but rather forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include those that address activities, events or developments that Autoliv, Inc. or its management believes or anticipates may occur in the future. All forward-looking statements, including without limitation, management's examination of historical operating trends and data, as well as estimates of future sales, operating margin, cash flow, effective tax rate or other future operating performance or financial results, are based upon our current expectations, various assumptions and data available from third parties. Our expectations and assumptions are expressed in good faith and we believe there is a reasonable basis for them. However, there can be no assurance that such forward-looking statements will materialize or prove to be correct as forward-looking statements are inherently subject to known and unknown risks, uncertainties and other factors which may cause actual future results, performance or achievements to differ materially from the future results, performance or achievements expressed in or implied by such forward-looking statements. Because these forward-looking statements involve risks and uncertainties, the outcome could differ materially from those set out in the forward-looking statements for a variety of reasons, including without limitation, changes in global light vehicle production; fluctuation in vehicle production schedules for which the Company is a supplier, changes in general industry and market conditions, changes in and the successful execution of our capacity alignment, restructuring and cost reduction initiatives discussed herein and the market reaction thereto; loss of business from increased competition; higher raw material, fuel and energy costs; changes in consumer and customer preferences for end products; customer losses; changes in regulatory conditions; customer bankruptcies or divestiture of customer brands; unfavorable fluctuations in currencies or interest rates among the various jurisdictions in which we operate; component shortages; market acceptance of our new products; costs or difficulties related to the integration of any new or acquired businesses and technologies; continued uncertainty in pricing negotiations with customers, our ability to be awarded new business; product liability, warranty and recall claims and other litigation and customer reactions thereto; higher expenses for our pension and other postretirement benefits; work stoppages or other labor issues; possible adverse results of pending or future litigation or infringement claims; negative impacts of antitrust investigations or other governmental investigations and associated litigation (including securities litigation) relating to the conduct of our business; tax assessments by governmental authorities and changes in our effective tax rate; dependence on key personnel; legislative or regulatory changes limiting our business; political conditions; dependence on and relationships with customers and suppliers; and other risks and uncertainties identified under the headings "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Reports and Quarterly Reports on Forms 10-K and 10-Q and any amendments thereto. The Company undertakes no obligation to update publicly or revise any forward-looking statements in light of new information or future events. For any forward-looking statements contained in this or any other document, we claim the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, and we assume no obligation to update any such statement.

(\*) Non-US GAAP reconciliations are disclosed in our 8-K/10-K/10-Q filings available at [www.sec.gov](http://www.sec.gov) or [www.autoliv.com](http://www.autoliv.com).

# Autoliv in Brief

- Sales and Technology leader with sales to all major vehicle manufacturers
- Sales LTM\* US\$ 9.2 billion
- Fortune 500 company with an A- credit rating (S&P)
- ~ 80 facilities in 29 countries
- 18 technical centers and 20 crash test tracks
- ~ 60,000 associates of which  
> 5,000 in R,D&E of which  
> 25% in Electronics

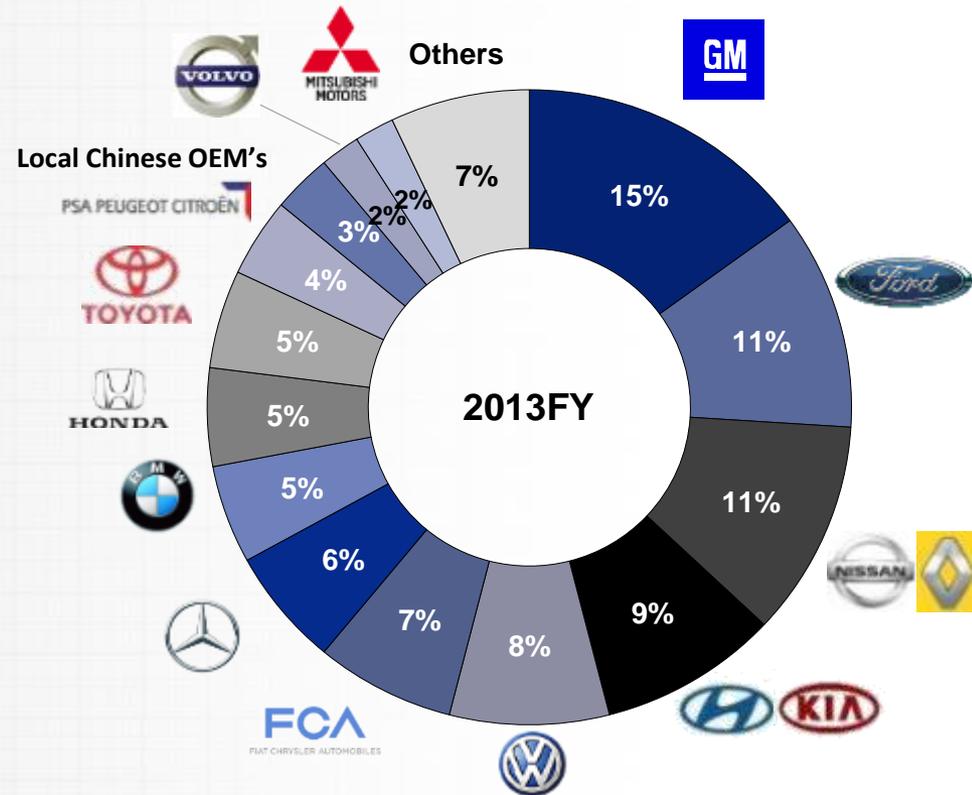


🌐 Well balanced geographic presence

\* Last twelve months as of Q3-2014

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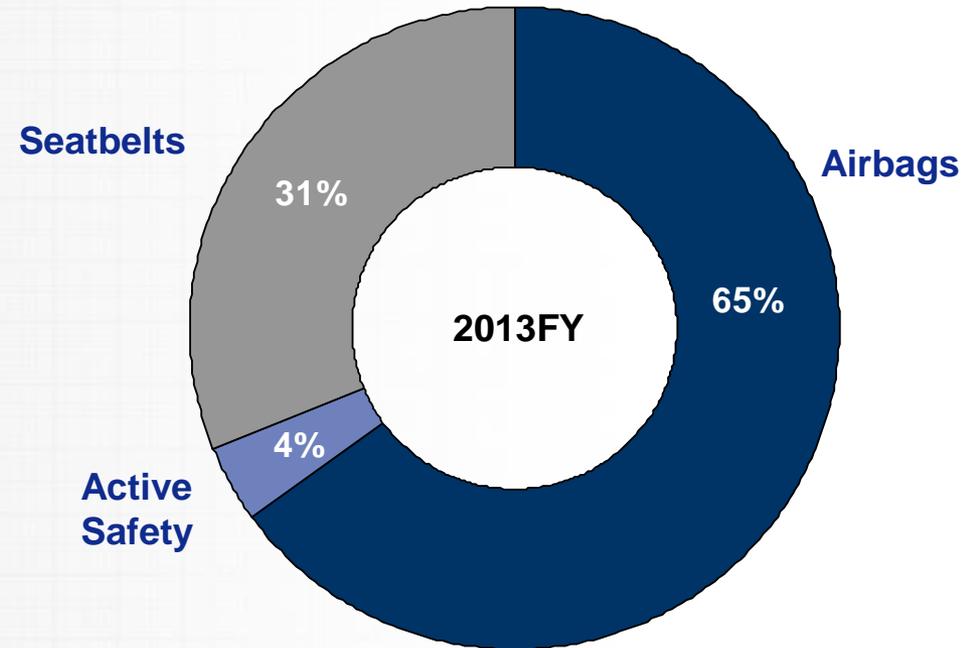


🌐 Diversified customer base includes virtually all the world's vehicle manufacturers

\* Last twelve months as of Q3-2014

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🚗 Active Safety essentially reaching \$0.5B already in 2014, one year ahead of our target set in late 2011

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# Key Focus Areas



Saving lives and safety around the automobile



Lead thru innovation and technology



Leverage global footprint and talented-skilled people

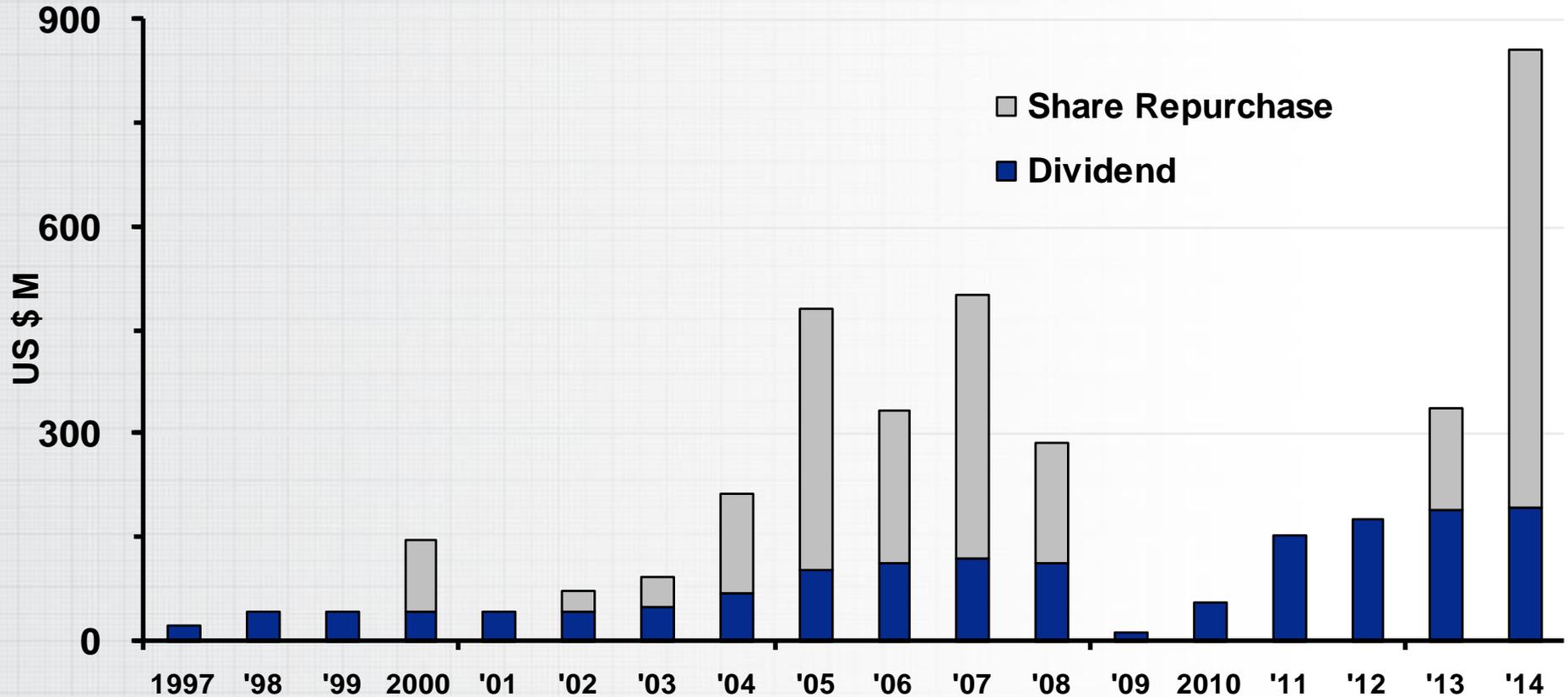


Zero defects and customer focus

🚗 “One Stop Shop” for automotive safety system solutions for the “Future Car”

# Shareholder Returns

- more than \$800M in dividends and buybacks during 2014



📌 A proven track record of shareholder returns

(\*) Cash flow before financing

# Quality is our First Priority

## - Our Zero-Defect Policy

Design robust products

Buy flawless components

Manufacture flawless products

Verify conformity of products



Product Development

Supply Base

Production System

Mistake Proofing

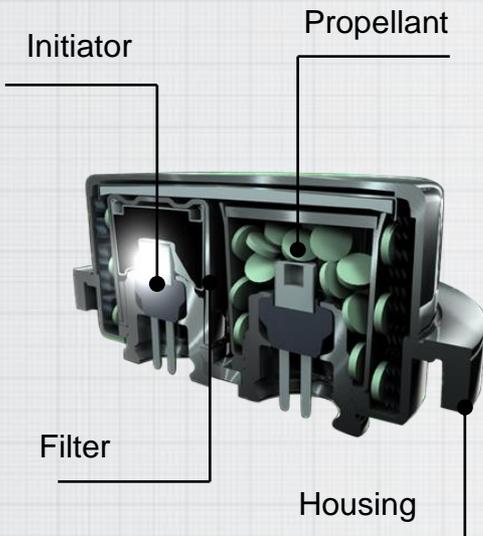


🚗 An industry with a heightened focus on quality due to a record number of safety recalls during 2014

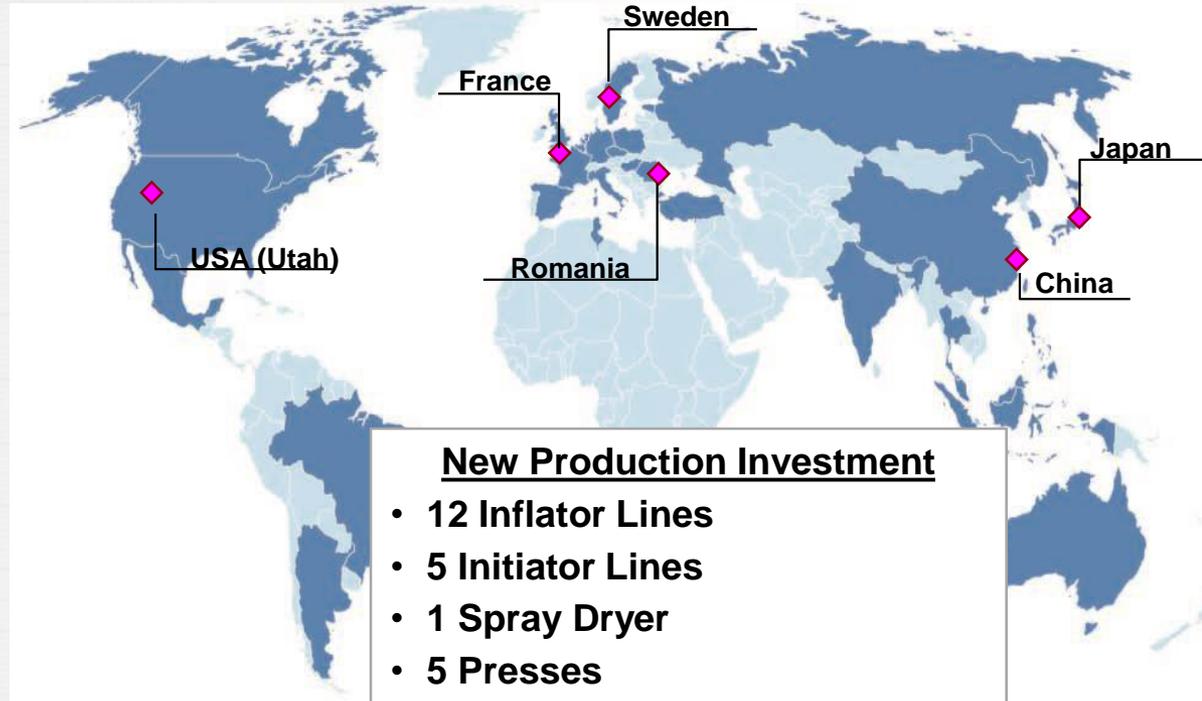
# Autoliv Inflators

- an industry standard

## Pyrotechnical Inflator



## Manufacturing Footprint



🌐 Global capability includes in-house production of propellant, initiators and inflator assembly in all major regions

# A Greater Company – Saving More Lives

- Key Drivers for the new operating structure

## ■ A changing passive safety market

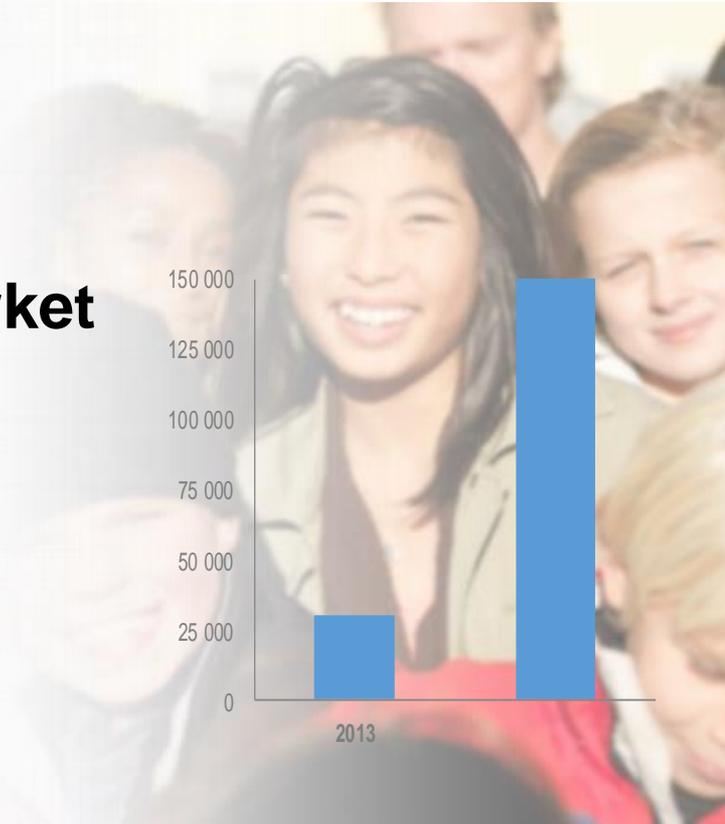
- Creates a need to deliver with higher efficiency with focus on **Quality and product / process**

## ■ Rapid growth in the active safety market

- Increases the need for **innovation, M&A** and ability to capture growth opportunities

## ■ A growing Autoliv

- Increases the need to **drive change** and **create capabilities** to deliver more



🚗 We envision our products will save 150,000 lives annually

# Vehicle Models Debuted with Autoliv Products

Ford F-150



Volvo XC90



Acura TLX



Mercedes M-Class Coupé



Audi Q7



Land Rover Discovery Sport



KIA Sorento



Toyota Sienna



Nissan Murano

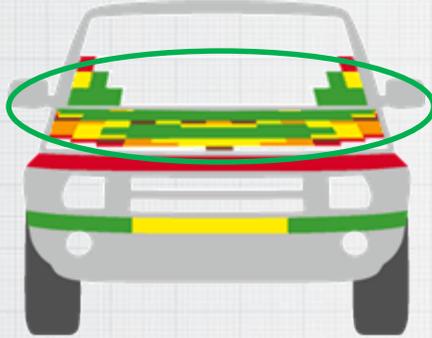


🌟 Featuring both our Passive and Active Safety technologies

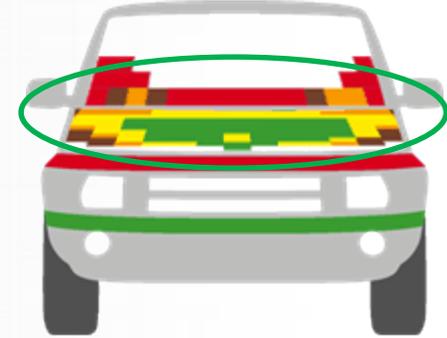
# Autoliv Pedestrian Airbag

assists Land Rover to achieve 5-star rating in Euro NCAP

NEWS



Land Rover Discovery Sport



Reference Vehicle  
(similar sized SUV)



🚗 Pedestrian airbag improves head protection for vulnerable road users around the windshield

# 2015 North American Truck of the Year

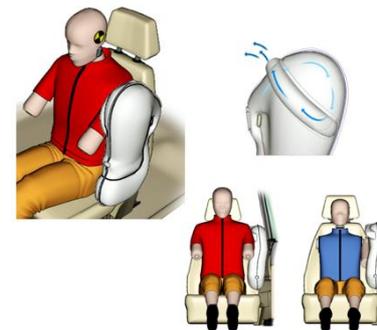
## - Ford F150

NEWS



### Autoliv Content

- Advanced Restraints Control Module
- Satellite Sensors
- Side Head OPW Curtain Airbags
- Side Pelvis/Thorax Dual Chamber Seat Airbags (with **Occupant Sensitive Venting Technology**)



Industry 1<sup>st</sup> All Aluminum Body – Cab and Bed

# 2015 North American Car of the Year

- VW Golf

NEWS



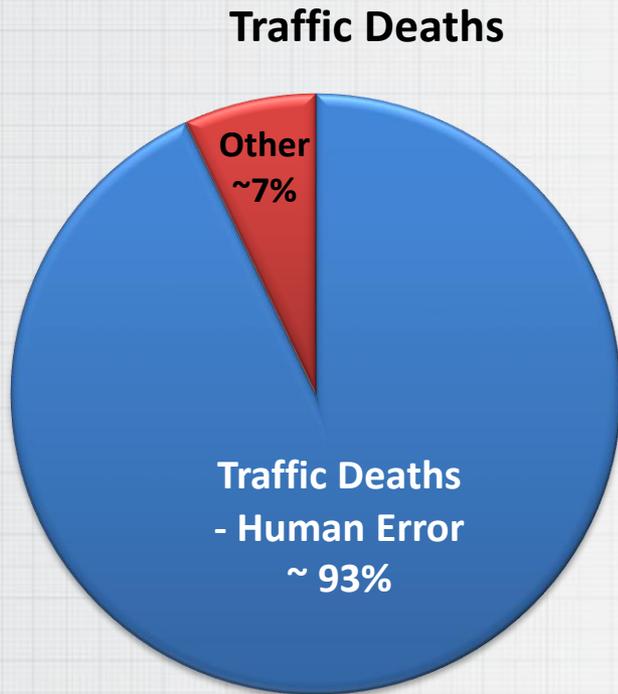
## Autoliv Content

- Driver Airbag
- Steering Wheels
- Front Seat Belt with lap and shoulder pretension
- Rear Seat Belts
- All Seat Belt Buckles



🏆 5-Star Overall Euro NCAP vehicle safety rating and Motor Trend Car of the Year

# Automated Driving



**By eliminating human errors that cause traffic accidents, Automated Driving can:**

- Prevent millions of crashes
- Reduce the severity of injuries, property damage and the cost to society
- Save lives

**Additional benefits:**

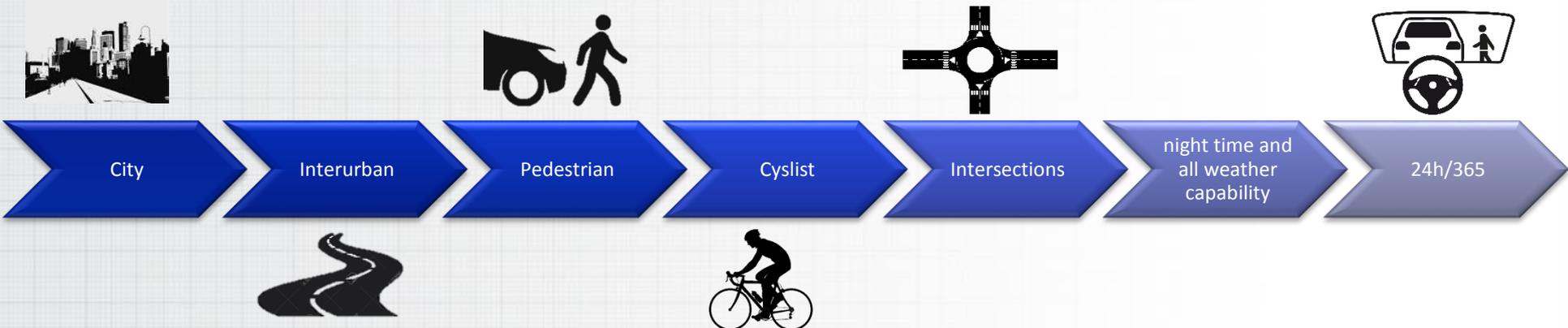
- Increase driver comfort and productivity
- Use infrastructure more efficiently
- Reduce environmental impact
- Improve mobility

🌐 NHTSA estimates that the US “annual cost to society” of traffic accidents is several hundreds of billion \$’s

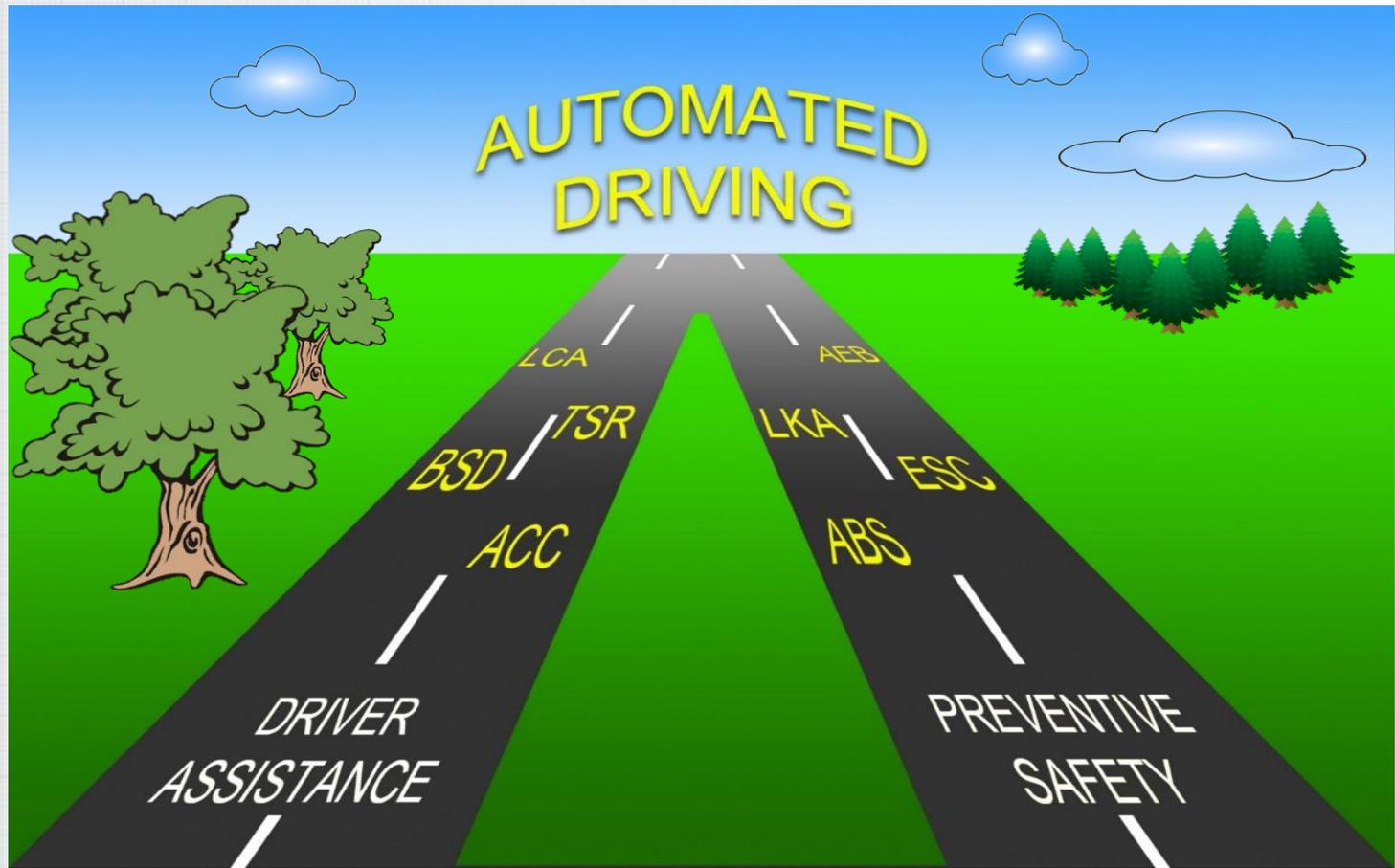
# Autonomous Emergency Braking (AEB)

- a important enabler for Automated driving

Autonomous Emergency Braking  
the new level of safety



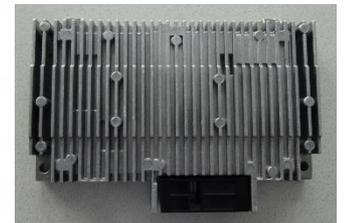
# Merging Roads



# Key Active Safety Sensors and ECUs

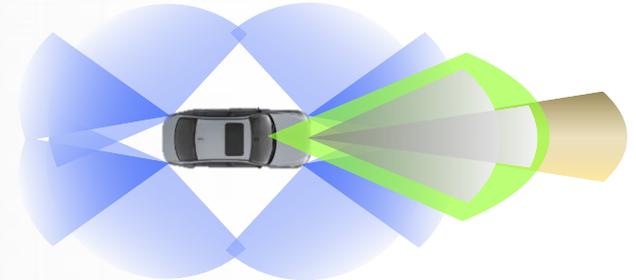
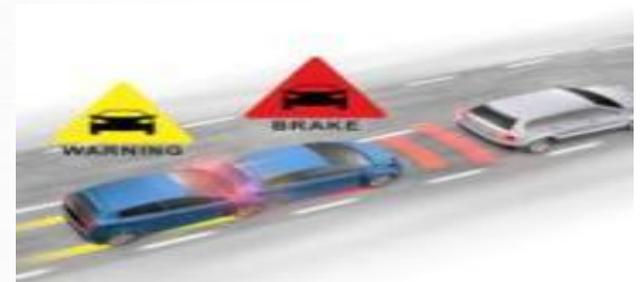
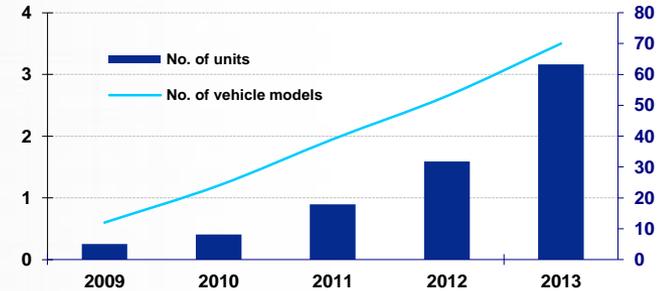
Are important to understanding the surroundings along with the state of the Driver and Vehicle

- **Camera systems** – Visual features like lane, traffic signs, light, vehicles and pedestrians
- **Radar systems** – Accurate & robust measurement of distance and velocity to various objects
- **Far Infrared systems** – sensing living objects like animals, pedestrians and cyclists using thermal signatures
- **Electronic Control Units** – high computational power and fail-safe / fail-operational design for fusing sensor data and controlling vehicle motion



# Summary

- Rapid adoption of Active Safety continues
- Automated driving will improve safety, comfort, mobility and efficiency
- More sensors, sophisticated software and greater communication bandwidth are required to achieve higher levels of automation and autonomy
- NCAP organizations continue to drive Passive Safety adoption and adaptivity



📍 Positioning our company to capitalize on the long-term industry trends

# Thank you!



## Autoliv

Every year Autoliv's products save over 30,000 lives

...and prevent more than ten times as many severe injuries