



More Lives Saved



More Life Lived

Autoliv Inc.

Fredrik Westin, Chief Financial Officer

Danske Bank Copenhagen Winter Seminar 2024

Safe Harbor Statement*

This report 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 are based upon our current expectations, various assumptions and/or 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. In some cases, you can identify these statements by forward-looking words such as “estimates”, “expects”, “anticipates”, “projects”, “plans”, “intends”, “believes”, “may”, “likely”, “might”, “would”, “should”, “could”, or the negative of these terms and other comparable terminology, although not all forward-looking statements contain such words. 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, general economic conditions, including inflation; changes in light vehicle production; fluctuation in vehicle production schedules for which the Company is a supplier; global supply chain crisis, including port, transportation and distribution delays or interruptions; supply chain disruptions and component shortages specific to the automotive industry or the Company; disruptions and impacts relating to the ongoing war between Russia and Ukraine and the hostilities in the Middle East in general industry and market conditions or regional growth or decline; changes in and the successful execution of our capacity alignment, restructuring, cost reduction and efficiency initiatives and the market reaction thereto; loss of business from increased competition; higher raw material, fuel and energy, and other costs; changes in consumer and customer preferences for end products; customer losses; changes in regulatory conditions; customer bankruptcies, consolidations, or restructuring or divestiture of customer brands; unfavorable fluctuations in currencies or interest rates among the various jurisdictions in which we operate; 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 and other negotiations with customers; successful integration of acquisitions and operations of joint ventures; successful implementation of strategic partnerships and collaborations; our ability to be awarded new business; product liability, warranty and recall claims and investigations and other litigation, civil judgments or financial penalties and customer reactions thereto; higher expenses for our pension and other postretirement benefits, including higher funding needs for our pension plans; work stoppages or other labor issues; possible adverse results of pending or future litigation or infringement claims and the availability of insurance with respect to such matters; our ability to protect our intellectual property rights; negative impacts of antitrust investigations or other governmental investigations and associated 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 impacting or limiting our business; our ability to meet our sustainability targets, goals and commitments; political conditions; dependence on and relationships with customers and suppliers; the conditions necessary to hit our financial targets; 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. 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 publicly or revise any forward-looking statements in light of new information or future events, except as required by law.

* Non-US GAAP reconciliations are disclosed in our regulatory filings available at www.sec.gov or www.autoliv.com
















This presentation Includes content supplied by S&P Global; Copyright © Light Vehicle Production Forecast October 2024. All rights reserved.

S&P Global is a global supplier of independent industry information. The permission to use S&P Global copyrighted reports, data and information does not constitute an endorsement or approval by S&P Global of the manner, format, context, content, conclusion, opinion or viewpoint in which S&P Global reports, data and information or its derivations are used or referenced herein.

Well Diversified Across Customers and Geographies

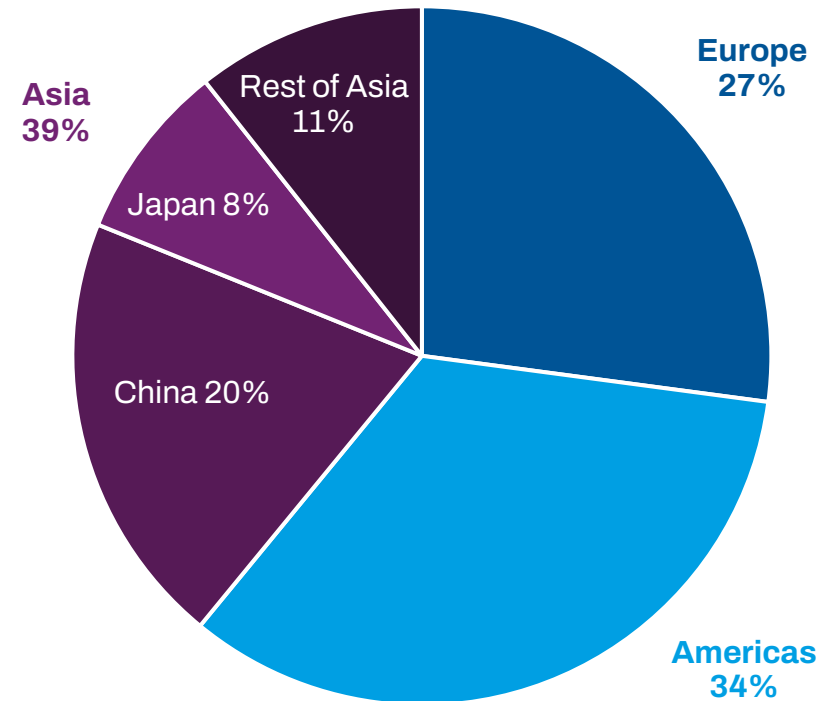
Serving All Major OEMs...

% of 2023 Revenue

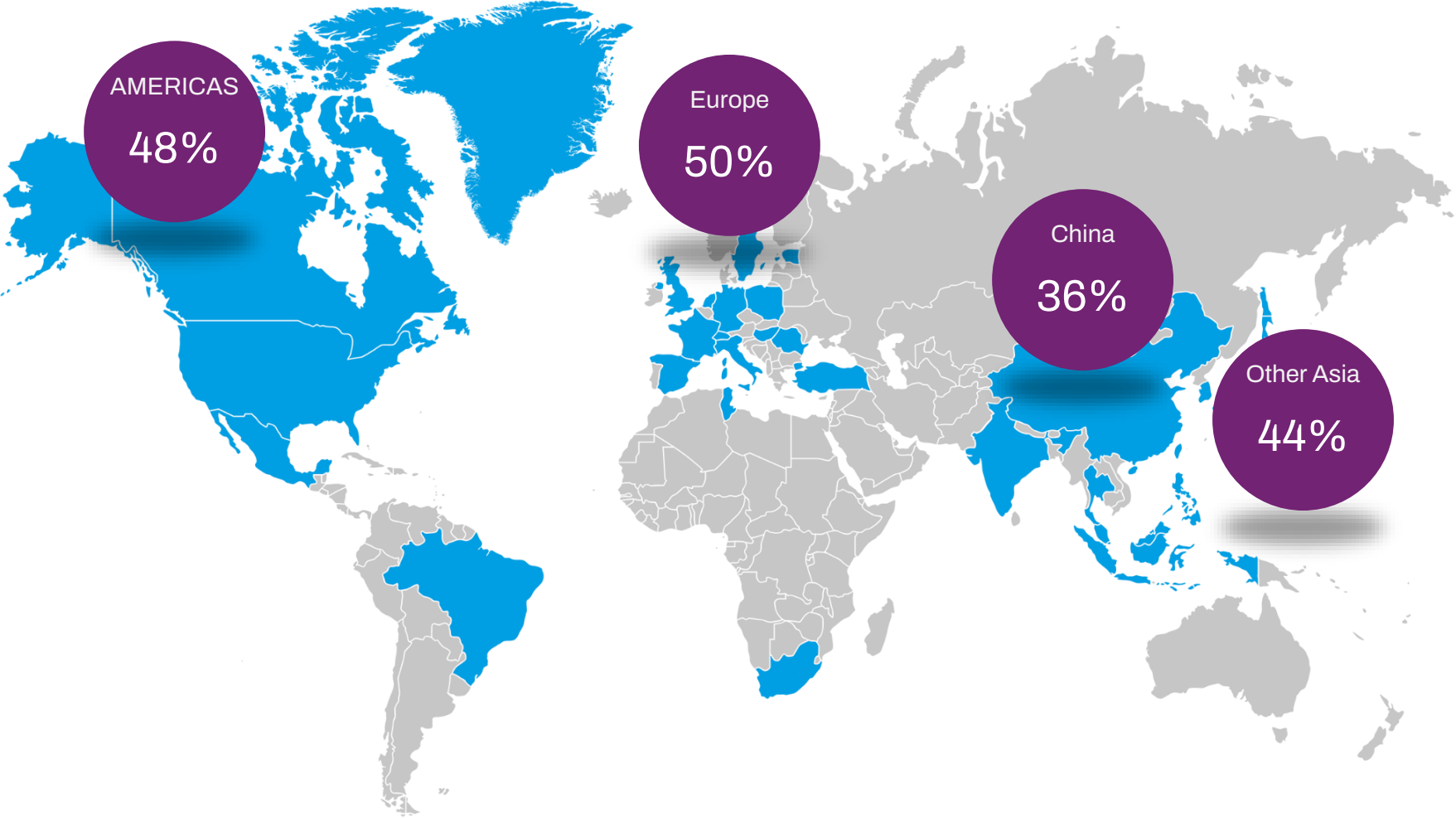
 RENAULT NISSAN MITSUBISHI	10%	EV Maker	5%
 STELLANTIS	10%		4%
 VOLKSWAGEN AKTIENGESELLSCHAFT	9%		3%
 HONDA The Power of Dreams	9%		2%
 TOYOTA	9%	 SUBARU	2%
 HYUNDAI	7%	 SUZUKI	2%
 KIA		 长城汽车 Great Wall Motors	2%
	7%	Others	8%
	6%		

...across All Key Automotive Regions

% of 2023 Revenue



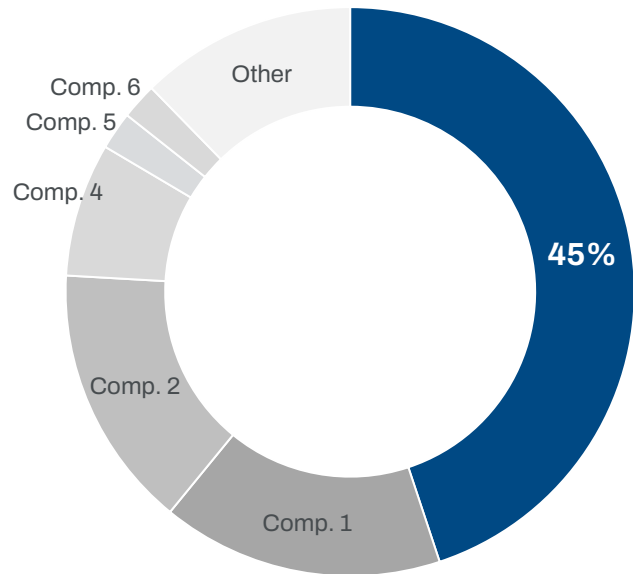
Leading Global Footprint with N°1 Position in all Regions



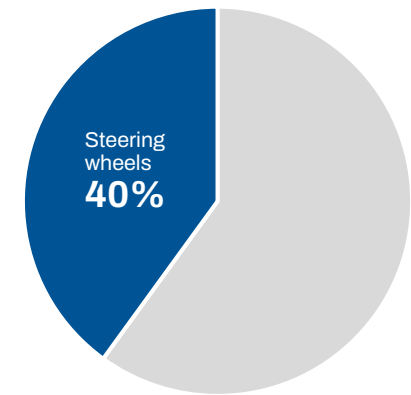
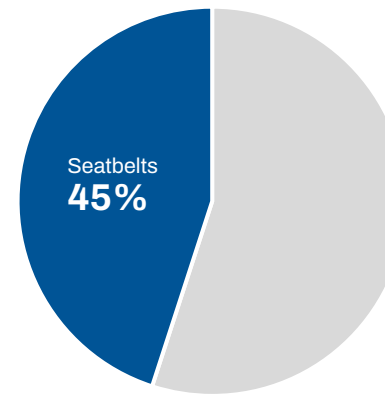
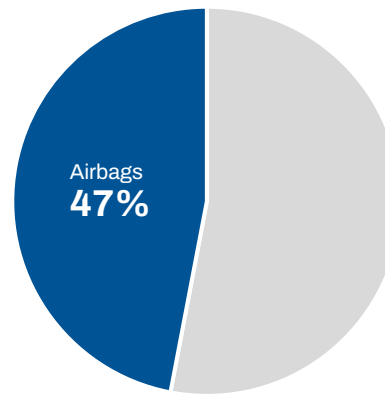
Market share (%)

Leading Market Share Across All Products

>2x Market Share than Next Best Competitor



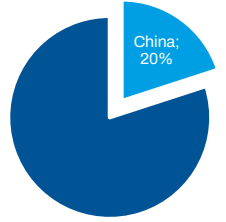
2023 Market Share by Product Area



 Autoliv

Company estimates. Based on Autoliv's passive safety market definition including airbags, seatbelts, steering wheels and pedestrian safety.

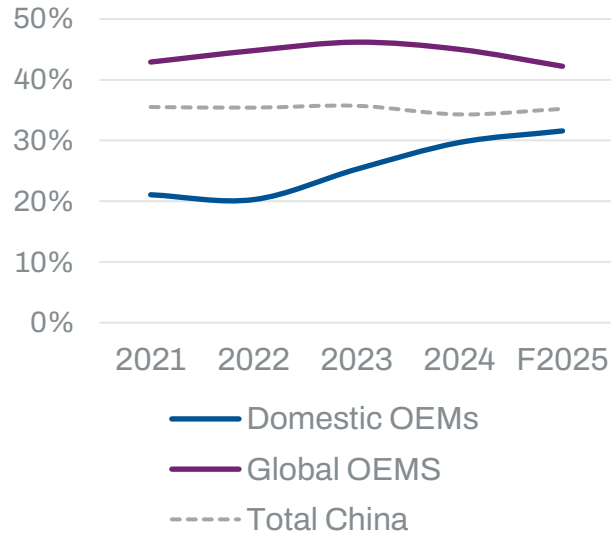
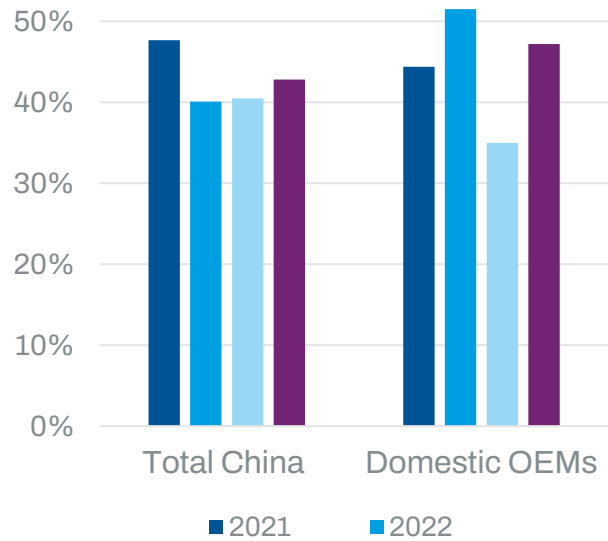
China: Expanding Business with Fast Growing Domestic* OEMs



New Order Intake Market Shares

ALV Market Share COEMs / GOEMs**

Our Customers Currently serving 68 OEMs



GOEM



COEM



* SAIC-General Motors-Wuling is included in GM as US brand region

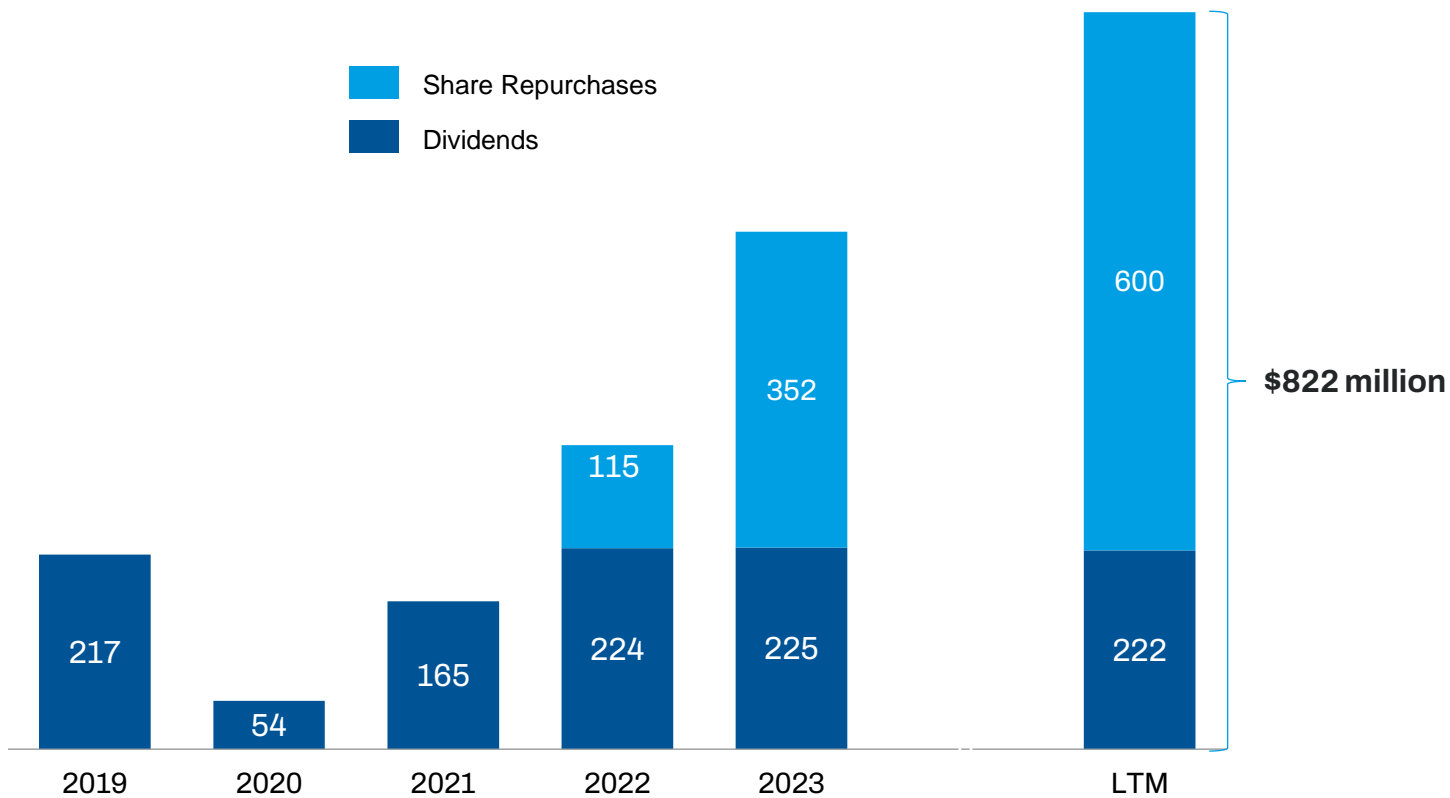
** Company estimates

Strong Balance Sheet & Cash flow Supporting Shareholder Returns

Repurchased >10% of outstanding shares since the beginning of 2022 for more than \$900 million under current mandate

Shareholder Returns

US\$ Millions



~\$1.7 billion in direct shareholder returns over the last 5 years



Q3 2024

Q3'24 Key Highlights – Solid Sales Outperformance

- Solid sales outperformance in most regions
 - Outperformed global LVP by close to 4pp
- Settled cost compensation claims with nearly all customers
- Profitability virtually flat Year-over-Year, despite lower net sales and costs for a settlement, driven by successful execution of cost reductions and pricing
- Adjusted earnings per share* increased markedly on lower number of shares outstanding and higher net profit
- Progressed with our structural cost reduction activities
 - Indirect workforce reduced by over 1,200 (compared to Q1'23)
 - Direct headcount was reduced significantly Y-o-Y
- Continued significant shareholder returns
 - Repurchased shares for \$130 million and paid a dividend of \$0.68 per share
 - Debt leverage ratio* at 1.4 times, supporting further shareholder returns
- FY2024 adjusted operating margin expected at the low end of guidance



* Non-US GAAP measures

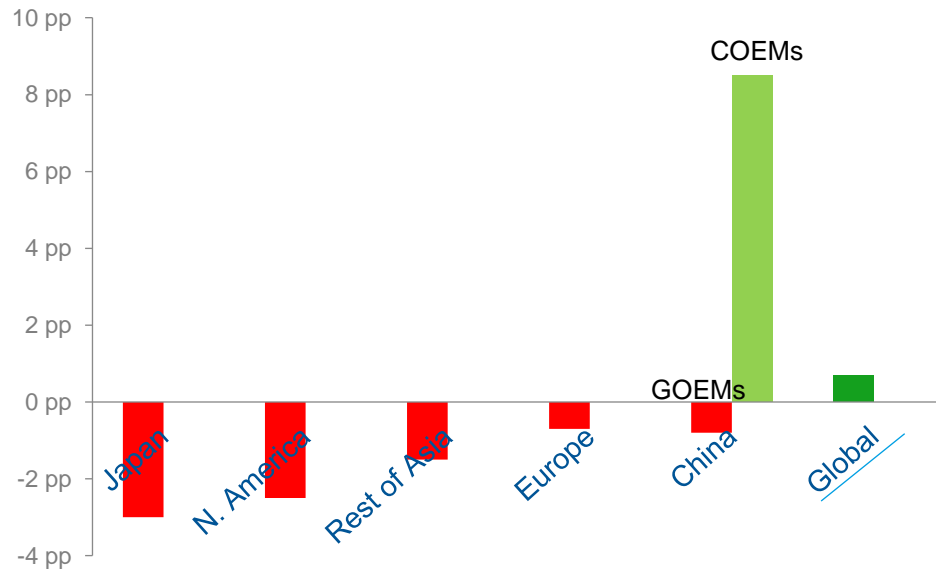
** Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ October 2024

Q3'24 Light Vehicle Market Development

Global LVP almost in-line with expectations, but regional mix substantially more negative

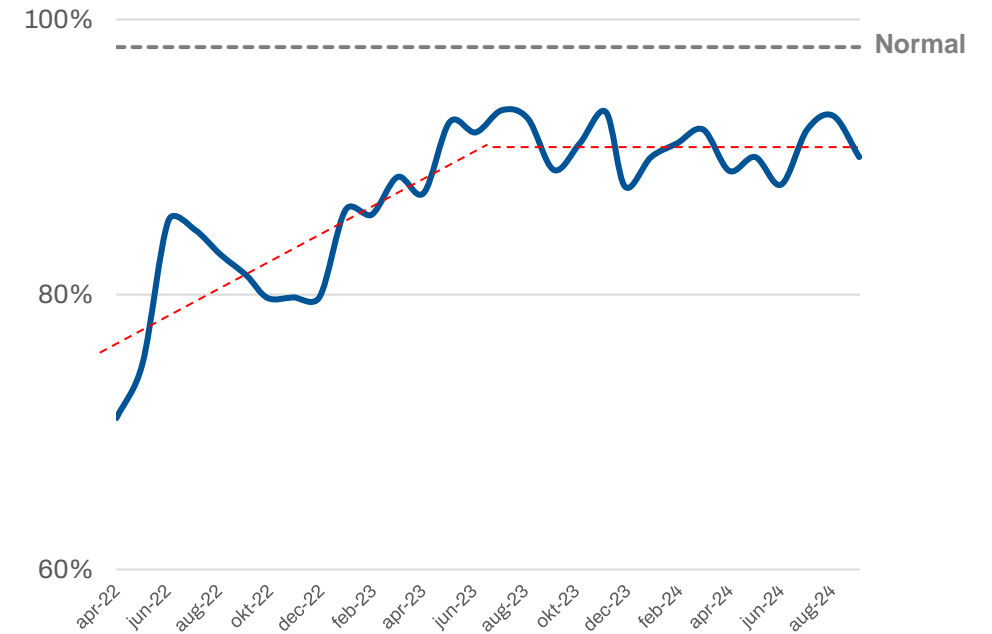
Q3'24 LVP Production vs. July Forecast *

Percentage Points



Customer Call-off Accuracy**

%

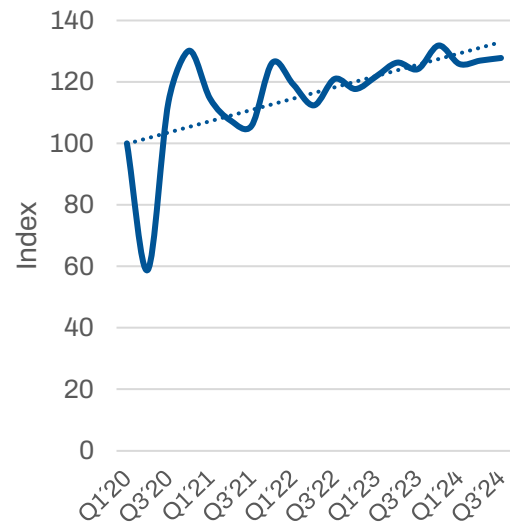


* Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ July 2024 compared to @ October 2024

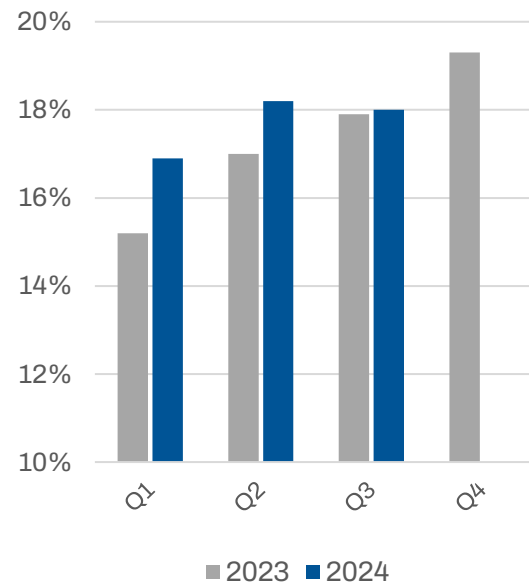
** Company estimate

Continued Significant Sequential Cost Improvements

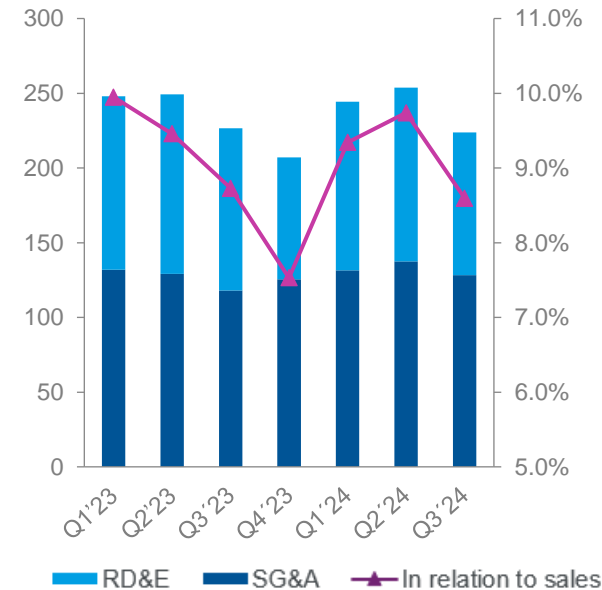
Direct Labor Productivity Index
Sales in relations to Average Headcount



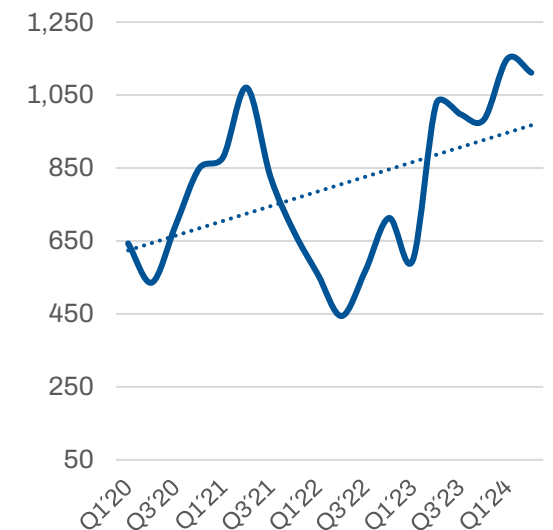
Gross Margin
%



SG&A and RD&E, net
US\$ -Millions and in relations to sales



Operating Cash flow LTM
US\$ -Millions



Business Outlook – Expected Significant Increase in profitability in Q4'24

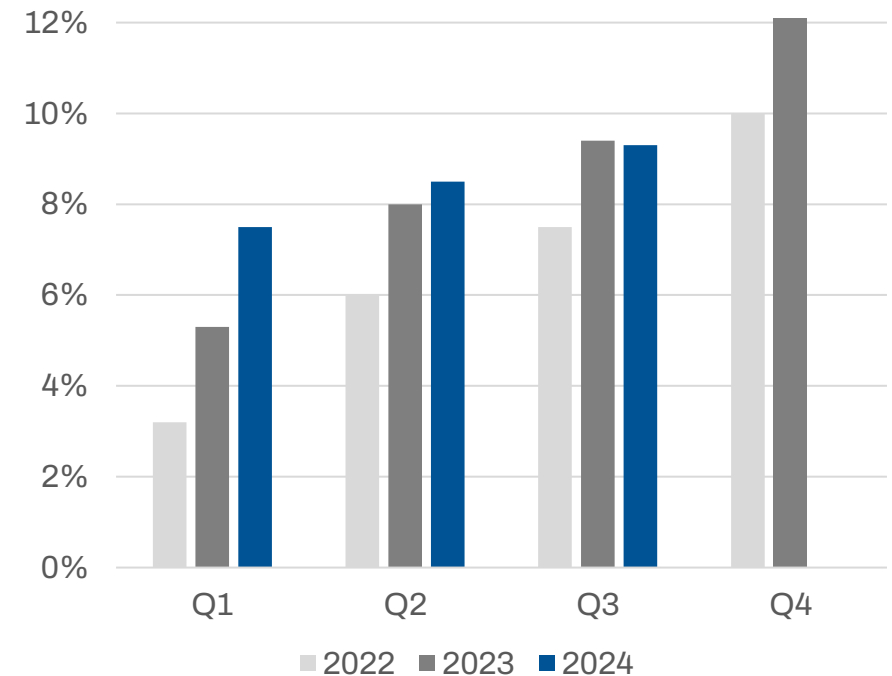
as expressed on Oct 18, 2024

Compared to the first nine months of this year, we expect for Q4'24

- Higher volumes driven by higher Global LVP according to S&P Global
- Normal seasonality from higher engineering income
- Additional saving from completion of customer compensation negotiations
- Structural cost reductions and strategic initiatives
- Favorable currency transaction effects
- Headwinds from supplier cost inflation

Adjusted Operating Margin* Development

%



* Non-US GAAP excluding effects from capacity alignment and antitrust related matters



Saving More Lives