

Annual Report 2025

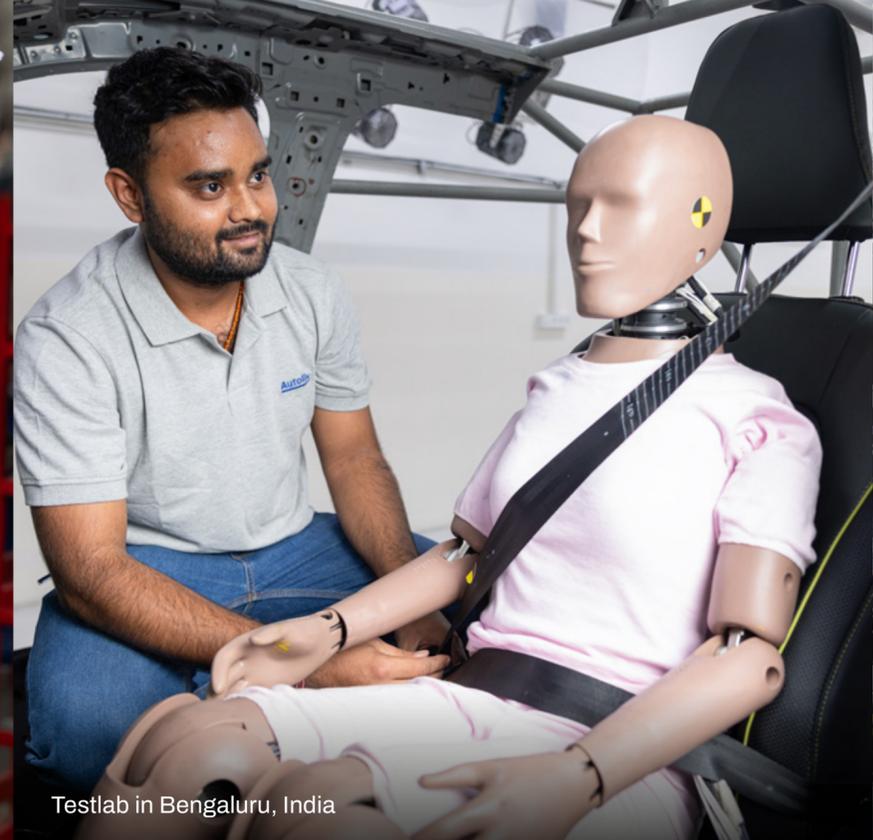
Saving More Lives

Autoliv

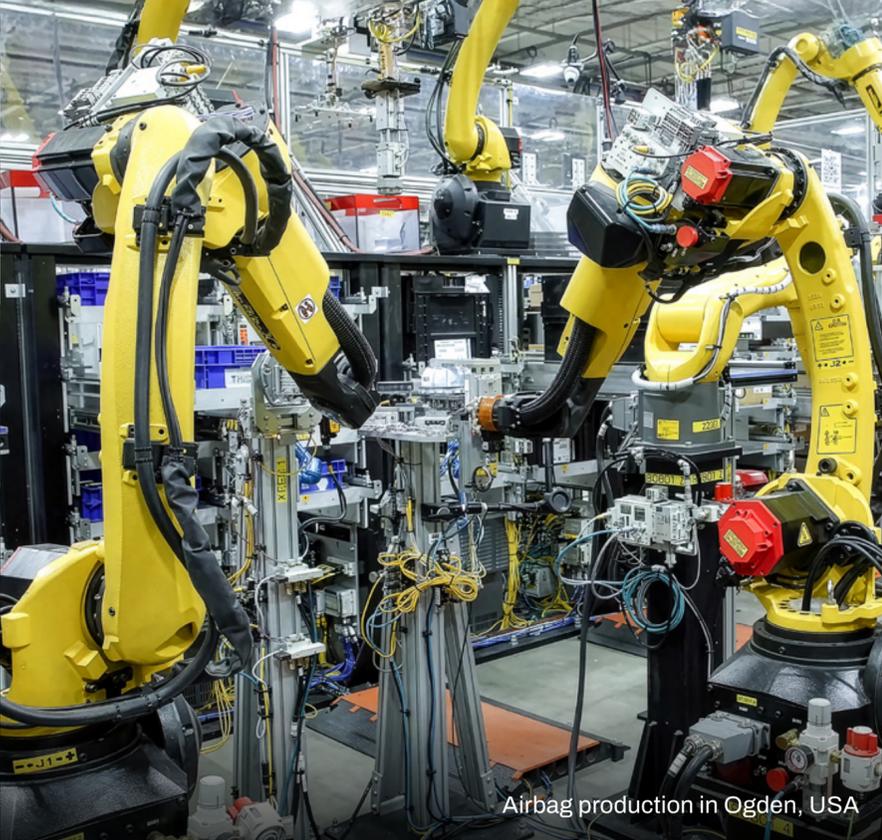




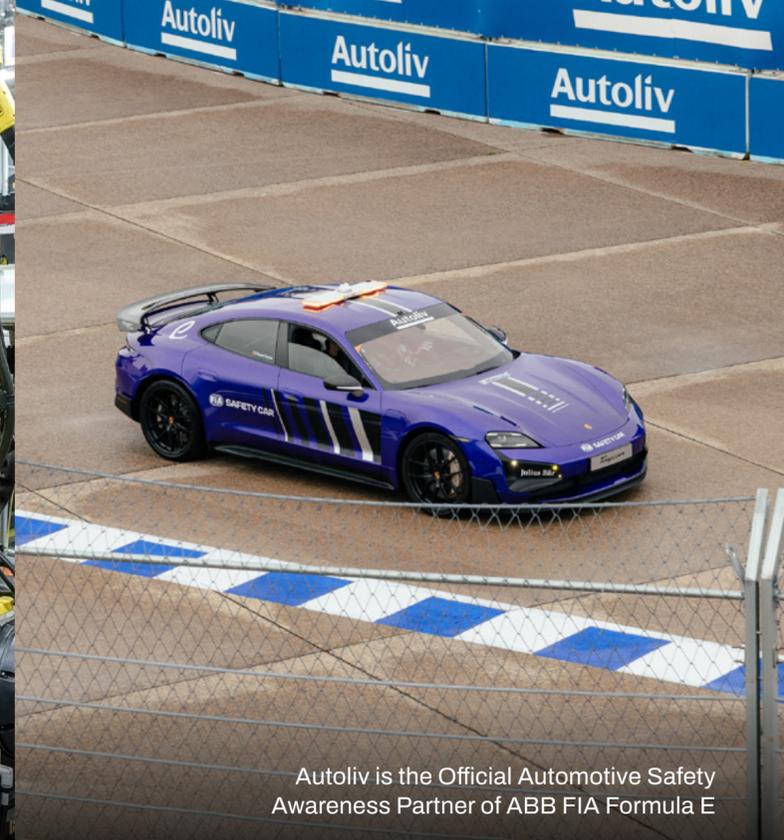
Training Center in Aguascalientes, Mexico



Testlab in Bengaluru, India



Airbag production in Ogden, USA



Autoliv is the Official Automotive Safety Awareness Partner of ABB FIA Formula E

Annual Report 2025

This is Autoliv

Year in Brief.....	03
CEO Message	04
Financial Summary.....	06
Sustainability Highlights	07
Autoliv Inside	09
New Safety Solutions Powering Growth.....	10
Important Launches.....	12

Perform and Transform

Creating Growth.....	14	Board of Directors.....	19
Driving Profitability.....	15	Executive Management Team	20
Shareholder Value	16	Locations and Capabilities.....	21
Automation and AI Solutions Driving		Contacts and Calendar	21
Productivity and Quality.....	17	Multi-Year Summary.....	22
Asia a Major Growth Engine.....	18	Form 10-K.....	23

FORWARD-LOOKING STATEMENTS

Except for historical information, matters discussed in the annual report are forward-looking statements and are based on management's estimates, assumptions and projections. Actual results could vary materially. Please review the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections in the Company's annual report on Form 10-K for the fiscal year ended December 31, 2025, and subsequent SEC filings, for factors that could affect the Company's performance and cause results to differ materially from management's expectations. The information in this report reflected management's estimates, assumptions and projections as of January 30, 2026. Autoliv has not made updates since then and makes no representation, express or implied, that the information is still current or complete. The Company is under no obligation to update any part of this document.

This report includes content supplied by S&P Global. Copyright © Light Vehicle Production Forecast, January 2026. All rights reserved.

Cover: Photographed in a major roundabout in central Braşov, Romania, this image represents the intersection of people, mobility, and safety, connecting the city center's main traffic arteries.



This is Autoliv

- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
- New Safety Solutions Powering Growth
- Important Launches

Perform and Transform

FORM 10-K

The World's Leading Automotive Safety Supplier

Autoliv is the clear worldwide leader in automotive safety systems. At Autoliv, we challenge and redefine the standards of mobility safety to sustainably deliver leading solutions. We supply protective systems, such as airbags, seatbelts, and steering wheels, for more than 1,400 vehicle models, delivering to all major vehicle manufacturers in the world. Autonomous driving, connected cars and electric vehicles are

changing the automotive industry. Our superior global footprint and RD&E capabilities make us well-positioned to adapt to the new business opportunities this transformation brings. By leveraging our technological expertise and operational capabilities, we are also exploring new growth opportunities, such as safety for commercial vehicles and electrical safety solutions including pyro safety switches.

Our Vision

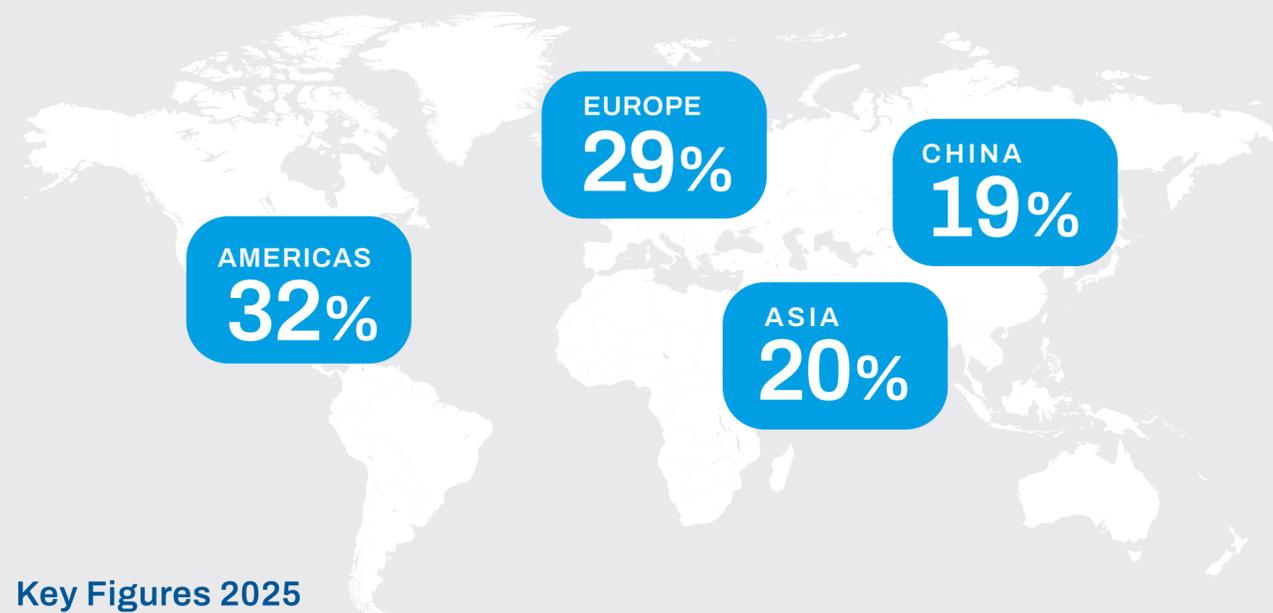
Saving More Lives

Our Mission

Providing World-Class Life-Saving Solutions for Mobility and Society



Share of Global Sales 2025



Key Figures 2025

\$10.8b
net sales

10.3%
adj. operating margin*

44%
market share

\$1.2b
operating cash flow

\$589m
shareholder returns

64,000
associates worldwide

Our products saved approximately:

40,000
lives

Our products reduced around:

600,000
injuries

*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

This is Autoliv

Year in Brief

→ CEO Message

Financial Summary

Sustainability Highlights

Autoliv Inside

New Safety Solutions Powering Growth

Important Launches

Perform and Transform ▶

FORM 10-K ▶



“

To succeed, we must perform and transform while delivering on today's commitments and preparing for tomorrow's opportunities”

Shaping a Safer, Sustainable Future Together

The automotive industry is rapidly transforming. Several trends are shaping the industry such as autonomous technologies, electrification, advancement of safety ratings, and a growing emphasis on equity in safety. These developments reflect society's growing demand for safer mobility as well as ongoing technical innovation.

We continued to navigate a rapidly evolving automotive landscape in 2025 with resilience and flexibility. Our teams delivered strong results by staying true to our priorities: customer centricity, operational excellence, and innovation, with dedication to quality in all respects.

Our strategy is built on anticipating and leveraging opportunities that come with change. We collaborate closely with regulators, our customers, and research institutes to develop life-saving solutions to shape future standards.

Market development

In 2025, global Light Vehicle Production (LVP) returned to its long-term growth trend with a 4% increase, exceeding expectations earlier in the year despite geopolitical challenges. The automotive industry continued to evolve, particularly in China, where Chinese vehicle brands expanded rapidly both at home and in export markets. Rising incomes and stricter regulations also fueled demand for advanced safety features, exemplified by India, where safety content per vehicle grew by close to 20% in 2025.

According to S&P Global, the global automotive industry is projected to grow steadily through 2030 with LVP increasing about 1% annually on average to reach close to 95 million units. Electrification will accelerate, with battery electric vehicles expected to represent almost a third of global LVP by 2030. Autonomous technologies are also set to expand rapidly, reshaping mobility and business models. At the same time, the industry is expected to continue its transition towards software-defined vehicle platforms, localized supply

chains, and new revenue streams, driven by evolving consumer preferences.

Financial performance and shareholder value creation

2025 was a strong year for Autoliv. We delivered solid organic sales and improved profitability, despite tariffs and geopolitical challenges. Our ability to adapt quickly and stay close to our customers made a difference. Thanks to our close collaboration with customers, we successfully managed the impact of new US tariffs and secured compensation for nearly all related costs.

We've seen record sales and earnings, driven by successful product launches, cost reductions, and improved operational efficiency. Our adjusted operating margin* reached 10.3%, and our return on capital employed climbed to over 26%.

Our organic sales grew faster than LVP across all regions except China, where vehicles with lower safety content from Chinese Original Equipment Manufacturers (OEM) saw significant growth. This is a segment where we traditionally have had a lower market share. Our investments in our Chinese operations and engineering capabilities have led to many new customer partnerships and regulatory collaborations. Consequently, our sales to Chinese OEMs increased by 23%, surpassing their LVP growth rate.

We continue to focus on shareholder returns. In 2025, operating cash flow set a new record, and we have continued to invest in the business while returning significant value to our shareholders.

*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

This is Autoliv

- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
- New Safety Solutions Powering Growth
- Important Launches

Perform and Transform ▶

FORM 10-K ▶



We paid a dividend of \$3.12 per share, an increase of 14% compared to the previous year, and repurchased shares for \$351 million. During the year, to remain a shareholder friendly company, we launched a new share repurchase program through the end of 2029, with the ambition of average annual share purchases of \$300-500 million.

These results reflect the strength of our team, our strategy and our strong execution as well as our commitment to value creation. We remain focused on delivering sustainable growth and maintaining a strong financial foundation.

Optimizing efficiency and quality across the value chain

In 2025, we made significant progress in strengthening our entire value chain by driving profitable and capital-efficient growth through end-to-end operational excellence. Our product development process is designed to ensure the highest quality and that every solution we deliver is robust, scalable, and seamlessly integrated into our customers' systems. We've reduced variation through standardized work, enabling consistent, high-quality performance across our operations. This approach has helped us regain productivity momentum, with direct labor efficiency meeting our updated target of over 8% annually.

Automation and digitalization play a central role in this transformation. In 2025, we accelerated the deployment of flexible automation across our sites, including the rollout of modular airbag assembly lines. Digitalization is now fully embedded in our production system, supported by AI-driven inspection technologies that enhance quality and reduce variability. Our teams are empowered with real-time feedback and smarter tools, enabling faster learning and better results.

Our global industrial footprint remains a competitive advantage. It gives us the flexibility to respond to regional sourcing shifts, inflationary pressures, and tariff impacts to ensure we deliver value efficiently and consistently.

Growing need for safety innovations

During the year, we advanced smarter, more adaptive safety solutions and strengthened our role in shaping global safety standards.

Safety ratings and regulations are evolving across the globe to cover more real-life scenarios. These changes are increasing safety content per vehicle and driving demand for innovative solutions that meet stricter and more diverse requirements.

We've accelerated our work in virtual testing, which is transforming how crash tests are evaluated. By using Human Body Models (HBM), we can simulate real-life crash scenarios with greater precision, accounting for diverse occupant sizes, seating positions, and restraint interactions. This approach is becoming a standard in global rating protocols and regulations, and Autoliv is actively engaged in shaping these frameworks. Virtual testing also offers greater possibilities to implement an increased number of evaluations, which will also drive content growth.

Another example of our leadership in advancing safety regulations is our strategic partnership with CATARC, China's leading automotive research and standards organization. This collaboration gives Autoliv the opportunity to support shaping how safety standards are set in China, the world's largest automotive market. It allows us to raise vehicle safety expectations in China, as well as support vehicle manufacturers as they expand globally.

As the automotive industry evolves rapidly, our ability to develop world-leading safety technologies depends on strong research and development capabilities. With 13 technical centers across the globe, Autoliv continues to invest in expanding its innovation footprint. One example is the second tech center currently under construction in China. This new facility will play a critical role in advancing automotive safety technologies. It will further support our growing partnerships with Chinese vehicle manufacturers, serving their needs both domestically and as they expand globally.

As autonomous driving and new interior concepts evolve, there is an increased demand for new innovative solutions. In response to this Autoliv, launched Omni Safety™, the world's first proven safety solution for protecting occupants in reclined seating positions while driving.

Sustainability is integrated into everything we do

At Autoliv, sustainability is fundamental to our vision of Saving More Lives. It shapes our decisions and actions every day. Our sustainability framework is based on four focus areas with broad ambitions and near-term targets aligned with the UN Sustainable Development Goals and guided by the principles of the UN Global Compact.

When it comes to climate and circularity, we made significant progress during the year. Renewable electricity usage rose to 40% in 2025 and we signed two 12-year virtual power purchase Agreements in Europe. We continued our efforts to increase the amount of low carbon materials in Autoliv products, including recycled content, and to work with suppliers with capacity building programs on greenhouse gas emissions tracking and target setting.



Together with our ability to improve profitability even in a low-growth environment, as shown in recent years, we have a solid foundation for continued attractive shareholder returns and a clear path towards our 12% adjusted operating margin target”*

These actions support our long-term ambition: carbon neutrality in our own operations by 2030 and net-zero emissions across our supply chain by 2040.

Perform while transforming

As I look ahead, I am confident in our capability to deliver sustainable value through innovation, operational excellence, and strong partnerships. Effective customer engagement will continue to be at the heart of our approach, ensuring we understand and anticipate the industry's future needs. By accelerating growth initiatives and reducing product and process complexity, we will sharpen our competitive edge while remaining agile in a rapidly evolving industry.

Our leading position and strong performance in Asia, especially China and India, are instrumental to our continued progress. Together with our ability to improve profitability even in a low-growth environment, as shown in recent years, we have a solid foundation for continued attractive shareholder returns and a clear path towards our 12% adjusted operating margin* target.

To succeed, we must perform and transform while delivering on today's commitments and preparing for tomorrow's opportunities. I strongly believe in our shared purpose and determination. Through collaboration and collective effort by Team Autoliv, we are turning ambitions into achievements, always guided by our vision of Saving More Lives.

Mikael Bratt
President & CEO
Autoliv Inc.

*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

- This is Autoliv**
- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
- New Safety Solutions Powering Growth
- Important Launches

Perform and Transform ▶

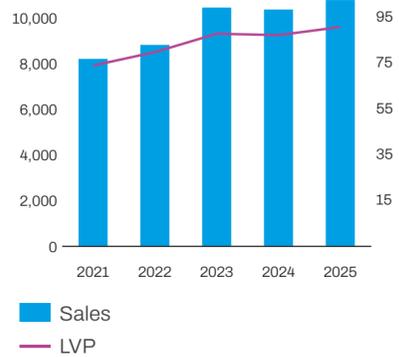
FORM 10-K ▶

Financial Summary

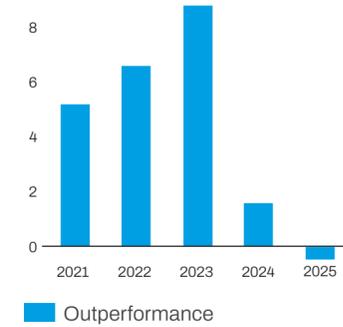
Autoliv achieved record operating income and operating cash flow, as a result of effective cost reductions and commercial recoveries, despite continued market headwinds from geopolitical challenges and volatile Light Vehicle Production (LVP).

- **Record sales**, driven by strong growth in India and with Chinese OEMs
- **LVP increased by 4%, exceeding 90 million** for the first time since 2018
- **Adjusted operating margin* improved by 60 bps**
Strong development due to productivity and structural cost saving activities, partly offset by tariffs that had a ~20 bps negative impact
- **Record free operating cash flow*** of **\$734 million** and cash conversion* of 100%
- **Record Earnings Per Share (EPS)** as a result of fewer outstanding shares and higher earnings. Adjusted EPS* **rose by 18% to \$9.85**
- Continued **high shareholder returns**. Repurchased **shares for \$351 million** and **paid \$238 million** in dividends

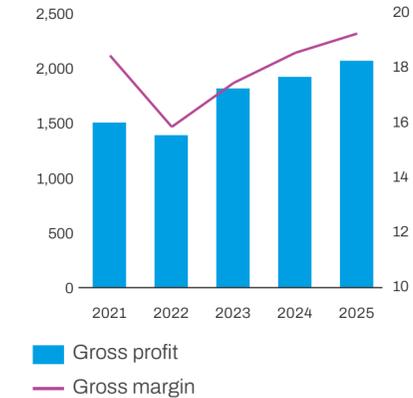
Sales and Global LVP
US\$ (millions) and Units (millions)



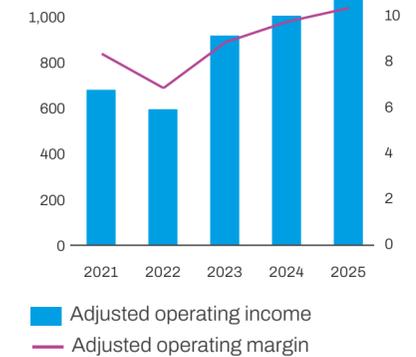
Organic Growth* vs. LVP Change
Percentage points



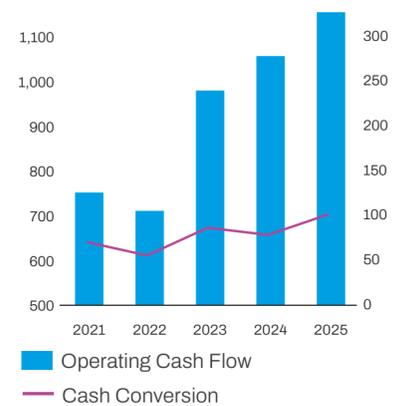
Gross Profit & Gross Margin
US\$ (millions) and in relation to sales %



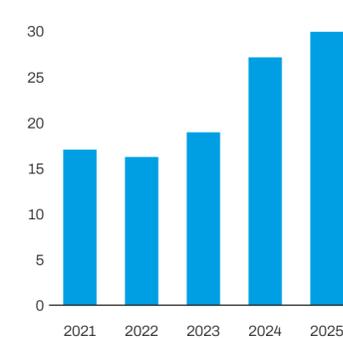
Adjusted Operating Profit & Margin*
US\$ (millions) and in relation to sales %



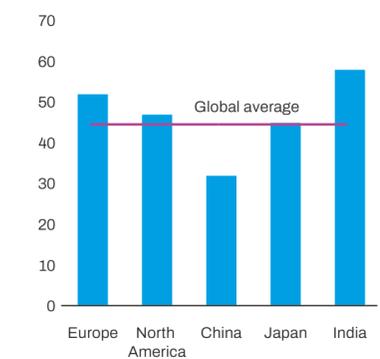
Operating Cash Flow & Cash Conversion*
US\$ (millions) and in %



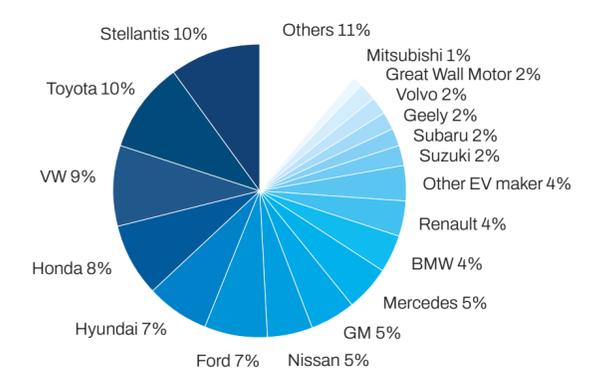
Return on Equity
%



Market Share by Market
%



Sales by Customer
%



*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

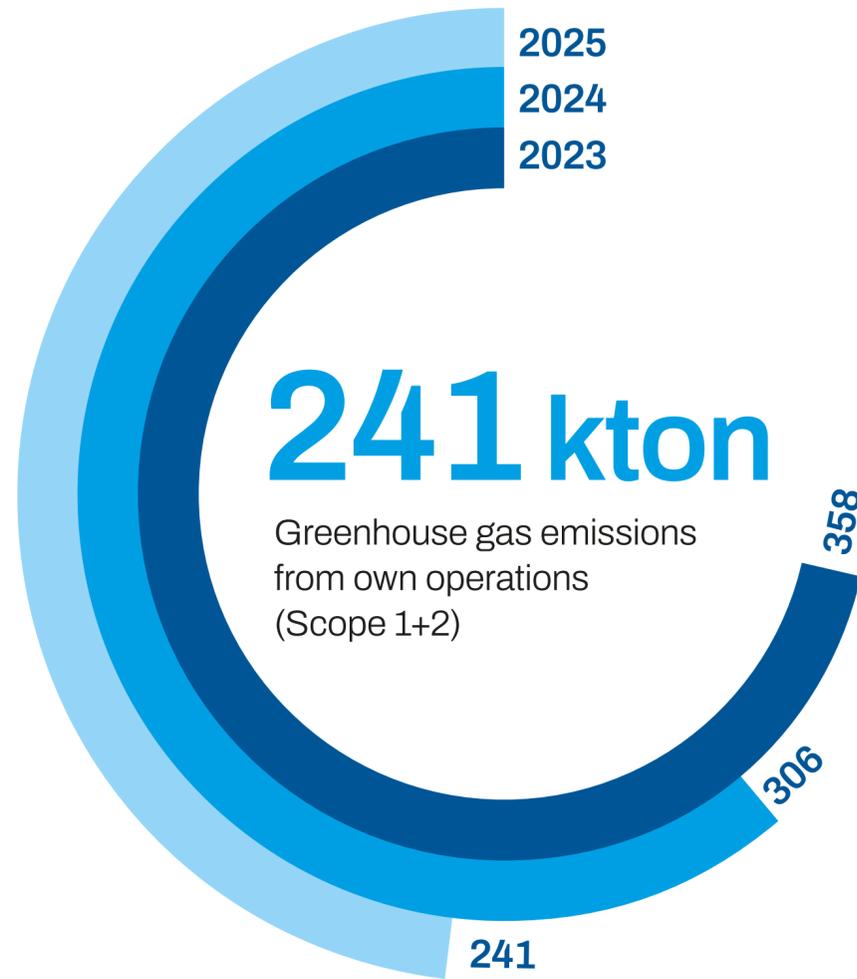
- This is Autoliv**
- Year in Brief
- CEO Message
- Financial Summary
 - Sustainability Highlights
- Autoliv Inside
- New Safety Solutions Powering Growth
- Important Launches

Perform and Transform ▶

FORM 10-K ▶

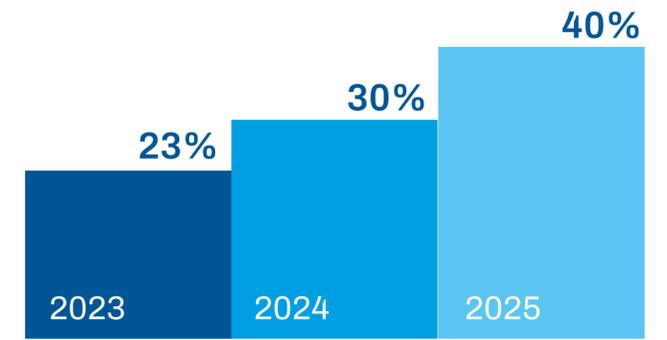
Sustainability Highlights

Sustainability is integrated into everything we do and is an important driver for market differentiation and stakeholder value creation. In 2025, we made significant progress on several key metrics and targets in our focus areas. Further information on our performance is available in our 2025 Sustainability Report (to be published in March 2026).



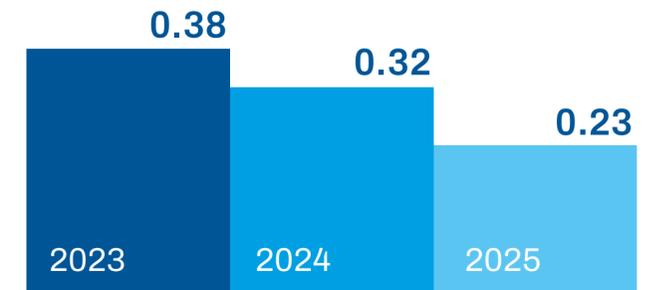
40%

Share of renewable electricity



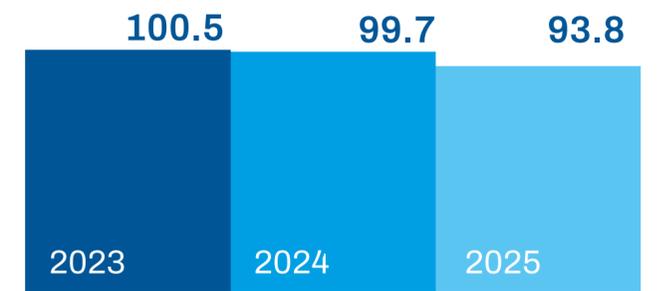
0.23

Recordable incident rate (Incidents per 200,000 hours worked)



93.8

Energy intensity (MWh per million USD)

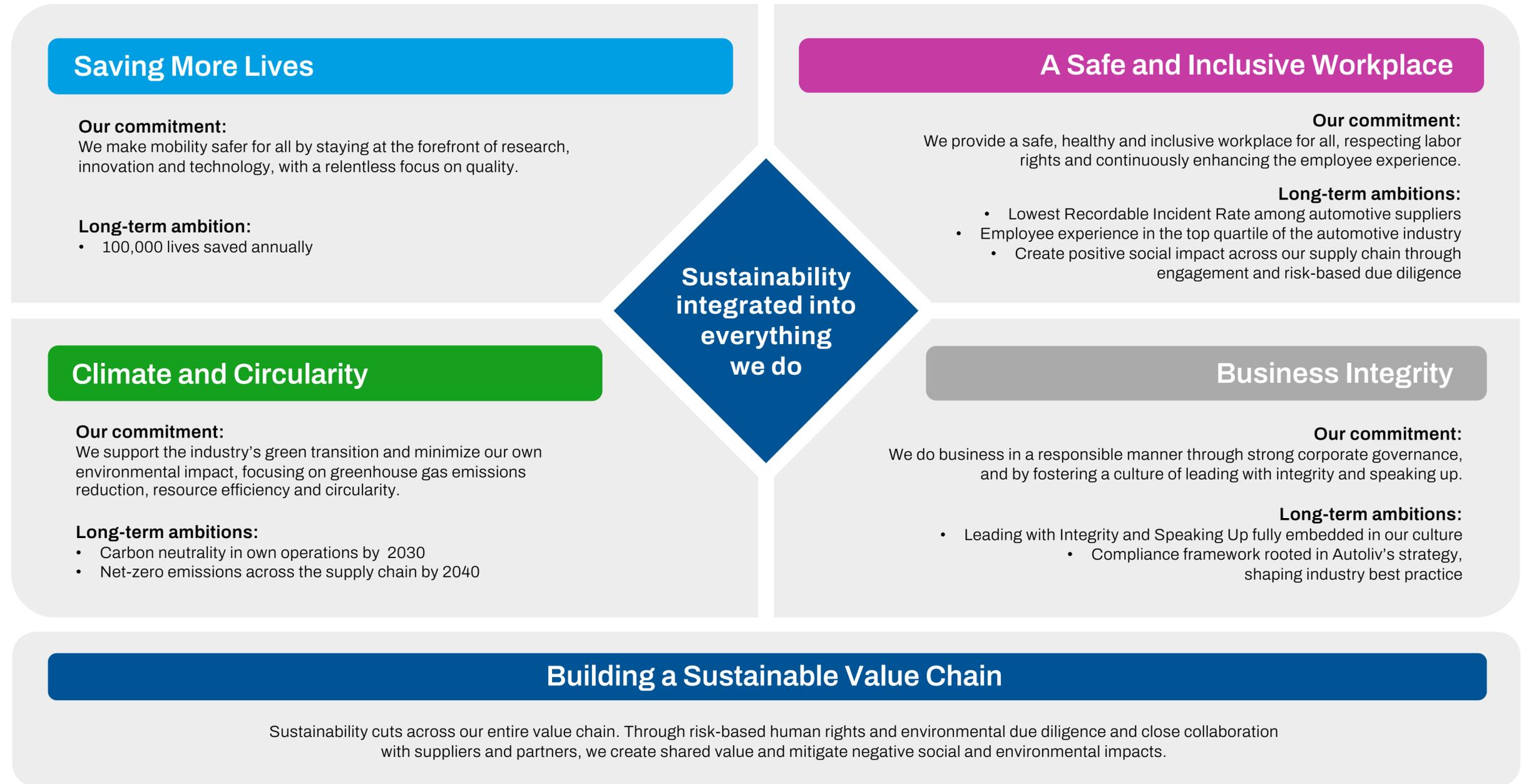


This is Autoliv
 Year in Brief
 CEO Message
 Financial Summary
 → Sustainability Highlights
 Autoliv Inside
 New Safety Solutions Powering Growth
 Important Launches

Perform and Transform ▶

FORM 10-K ▶

In 2025, we revised our sustainability framework as part of Autoliv’s updated business strategy for 2026-2028, taking into account growing expectations and requirements from customers, investors and emerging legislation.



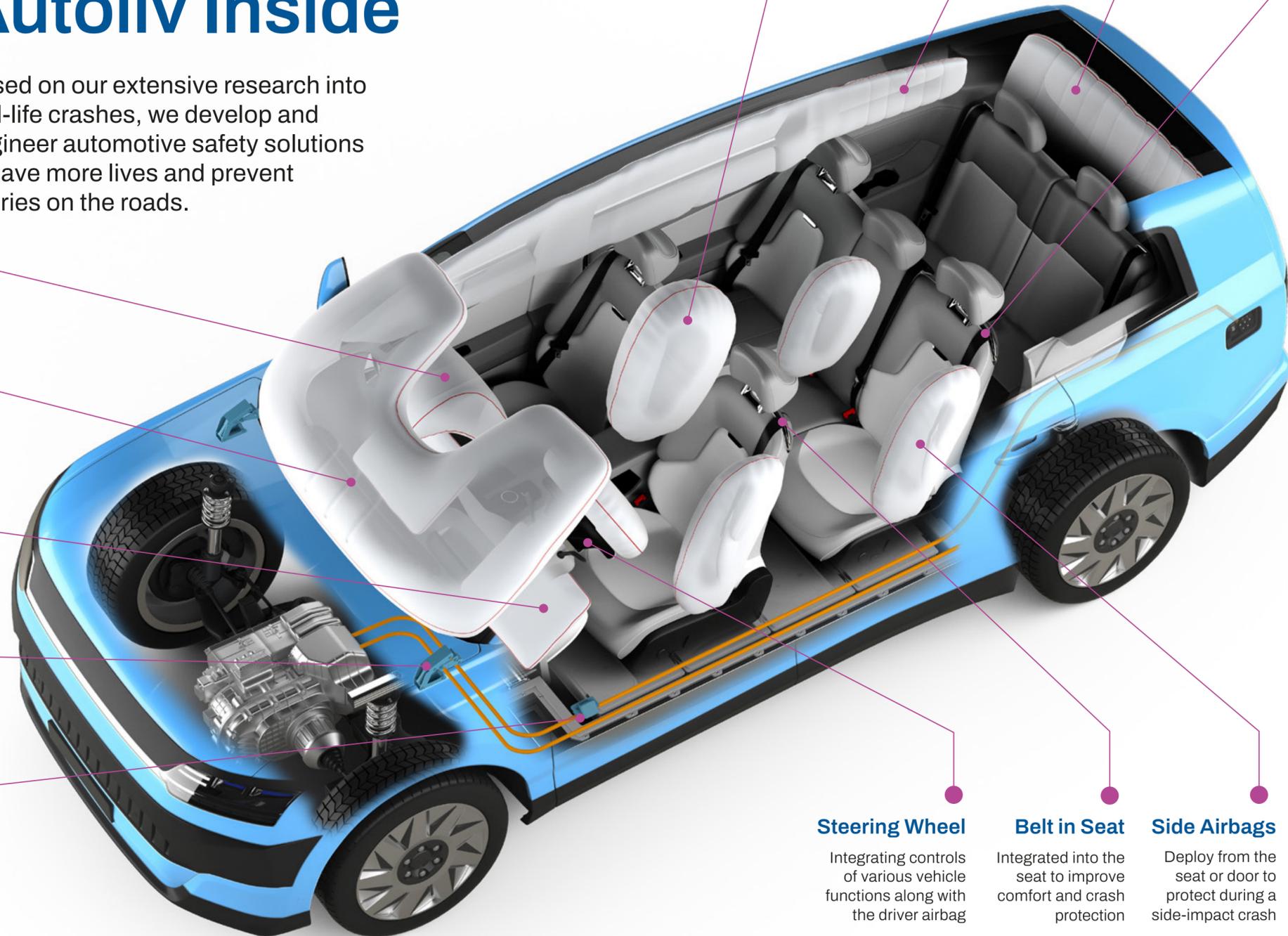
- This is Autoliv**
- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
 - Autoliv Inside
- New Safety Solutions Powering Growth
- Important Launches

Perform and Transform ▶

FORM 10-K ▶

Products and Solutions Autoliv Inside

Based on our extensive research into real-life crashes, we develop and engineer automotive safety solutions to save more lives and prevent injuries on the roads.



Driver and Passenger Airbag
Protect the driver and front passenger in frontal crashes

Cyclist-Pedestrian Protection Airbag
Protects pedestrians or cyclists outside the vehicle in a collision

Knee Airbag
Deploys below the dashboard to protect knees in a crash

Active Hood Lifter
Raises the hood during a collision to help reduce injury to pedestrians

Pyro Safety Switch
Instantly cut a vehicle's high-voltage power during a crash for safety

Center Airbag
Reduces head injuries in side-impact crashes

Side Curtain Airbags
Deploy along the windows to shield occupants' heads during a side impact

Rear Curtain Airbag
Protects rear passengers' heads in a rear or side impact

Seatbelts
Keep you safely restrained in your seat to prevent serious injury during a crash



Airbags

Airbags are critical for reducing severe injuries in crashes, with driver airbags lowering fatalities in frontal collisions by approximately 25% (for belted drivers) and reducing serious head injuries by over 60%. Side curtain airbags reduce the head injuries by half, and side airbags reduce chest injuries by 25%. Autoliv offers a wide range of airbags for protecting not only passengers inside the vehicle but also people outside, such as cyclists and pedestrians.



Seatbelts

Seatbelts is the primary life-saving device and can reduce fatalities by as much as 45%. Today's seatbelt systems are highly sophisticated, with a variety of advanced functionalities such as pretensioners that tighten the seatbelt in the event of a collision. To further improve safety, pre-pretensioners tightens the seatbelt before a likely collision as a precaution.



Steering Wheels

The steering wheel is an integral part of the vehicle's safety system. Modern steering wheels incorporate advanced electronics, sensors, and driver monitoring technologies, ensuring both control and protection. These systems are engineered to meet stringent safety standards while enabling seamless integration with automated driving features.

Steering Wheel
Integrating controls of various vehicle functions along with the driver airbag

Belt in Seat
Integrated into the seat to improve comfort and crash protection

Side Airbags
Deploy from the seat or door to protect during a side-impact crash

This is Autoliv

- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
 - New Safety Solutions Powering Growth
- Important Launches

Perform and Transform ▶

FORM 10-K ▶

New Safety Solutions Powering Growth

Autoliv's core light vehicle products - seatbelts, airbags and steering wheels - remain the foundation for the company. To complement this strong base and support our future growth ambition, we are expanding our focus to meet safety needs in adjacent areas.



Autoliv's Mobility Safety Solutions targets high-potential safety opportunities in other mobility forms, such as commercial vehicles, motorcycles and bikes, as well as electrical safety. We are also introducing advanced functionalities, initially for our light vehicle customers, such as seat-centric solutions, Human Body Models for virtual testing, and adaptive safety for personalized protection.

These innovations strengthen our position in next-generation mobility and autonomous driving. By expanding our proven expertise into these emerging adjacencies, Autoliv aims to diversify its revenue streams. The markets for identified adjacent areas are expected to grow substantially the coming decade.

Mobility Safety Solutions

Electrical safety solutions

As electrification accelerates across mobility and society, electrical safety is becoming increasingly critical. Autoliv delivers fast-acting safety devices that cuts the high-voltage energy during crashes or electrical faults, preventing fires, short circuits, and electrical shocks. Our Pyro Safety Switches and related solutions perform reliably under

demanding conditions and are primarily used in electric vehicles, but we also supply them to industries outside the automotive sector. We are scaling this business by leveraging our industrial capabilities, safety expertise, and cost-efficient manufacturing to meet growing demand.

Commercial vehicle safety

Commercial vehicles have distinct safety challenges due to their size and operating conditions. Autoliv meets these needs with customized solutions, including airbags, seatbelts, steering wheels, and electrical safety components. Our technologies are tailored for trucks, buses, and off-highway vehicles.

Motorcycle and bike safety

There is significant potential for growth in the market for motorcycle and bike safety solutions. Autoliv is committed to enhancing rider protection, focusing on the most severe injuries. We offer two complementary sets of solutions; On-Motorcycle Safety Solutions, such as integrated airbags, and On-Rider Safety Solutions, including airbag vests and jackets.

Components for safety solutions

Autoliv's component technologies extend our leadership in safety beyond traditional automotive applications. Building on decades of expertise, we deliver inflators, cushions and advanced pyrotechnic solutions, initiators, gas generators, and pyro-actuated mechanisms, that provide fast, compact, and reliable activation. Our component portfolio is a strategic enabler for growth. We primarily offer our products to the automotive industry, while also supporting various other industries.

This is Autoliv

- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
 - New Safety Solutions Powering Growth
- Important Launches

Perform and Transform

FORM 10-K

New Functionalities and Products

Safety for new flexible seating

Seat-centric solutions integrate restraint systems directly into the seat structure, enabling protection across a wide range of seating orientations, including reclined and rotated positions. Omni Safety™ exemplifies this approach by addressing risks in reclined seats through advanced seatbelt and airbag integration. These innovations provide greater interior design flexibility while ensuring superior occupant protection in autonomous and next-generation vehicles.

Virtual testing

Virtual testing uses advanced simulations to evaluate crash scenarios without physical prototypes. This approach accelerates development, reduces costs, and enables thousands of tests in a fraction of the time. From a safety perspective, virtual testing improves injury prediction accuracy, supports optimization of restraint systems for diverse occupants, and enables

analysis of complex crash conditions that are difficult to replicate physically. As regulations and consumer rating programs increasingly adopt virtual methods, Autoliv is leading the way by leveraging new technology and predictive models to deliver safer vehicles and protect all road users.

Human Body Model Safety Suite

Autoliv's Human Body Model (HBM) Safety Suite is an integrated virtual safety platform that combines a world-leading HBM with dedicated software tools to support the full virtual testing workflow, from simulation to analysis and decision-making. At its core, the HBM provides a detailed digital representation of human anatomy, enabling more precise injury prediction than physical crash dummies. Surrounding the model, the Safety Suite transforms complex simulation data into clear, actionable insights, improving productivity, consistency, and confidence in virtual testing. By integrating validated models, software, and safety expertise into a single solution, Autoliv is helping customers meet evolving regulatory requirements while accelerating innovation and setting new benchmarks for occupant protection.

Adaptive safety

Adaptive safety systems go beyond standardized solutions by dynamically adjusting restraint performance to occupant characteristics, such as size, weight, and age, as well as seating position. Leveraging advanced sensing and algorithms, these systems aim to deliver equality in occupant protection across diverse real-life conditions, enhancing safety for all demographics.

Cyclist-pedestrian protection airbag

Launched in 2025, Autoliv's world-first cyclist-pedestrian protection airbag is designed to enhance the safety of those outside the vehicle. As the second generation of our pedestrian airbag, it covers a larger area to provide increased protection for cyclists in the event of a collision. Installed on the exterior of the vehicle, the airbag deploys in milliseconds, offering improved head protection both for pedestrians and for cyclists whose head positions are higher.

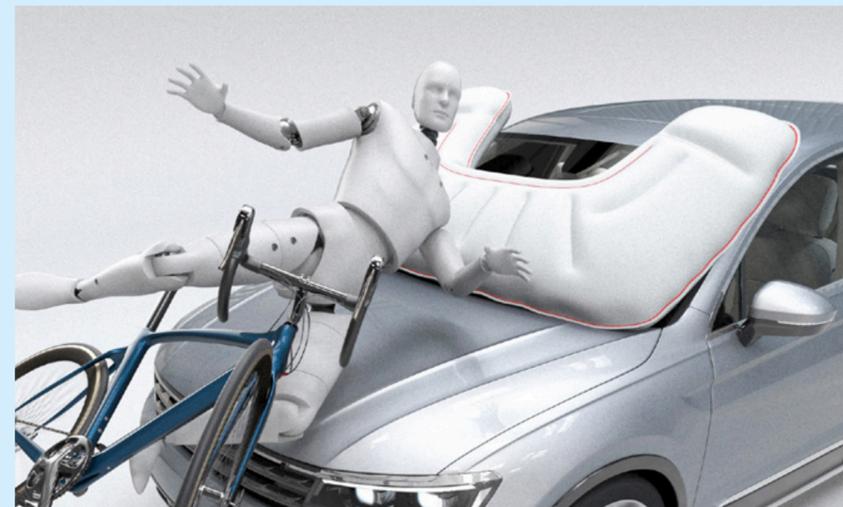
Foldable steering wheel for autonomous driving

In collaboration with Tensor, a leading innovator in personal autonomous vehicles, Autoliv has developed the world's first foldable steering wheel. It's designed to meet the evolving needs for safety in autonomous vehicles. This innovation enables traditional manual control when required and seamlessly retracts into the dashboard during autonomous driving. By merging safety, comfort, and design flexibility, the foldable steering wheel enhances the user experience by creating a more open and spacious cabin.

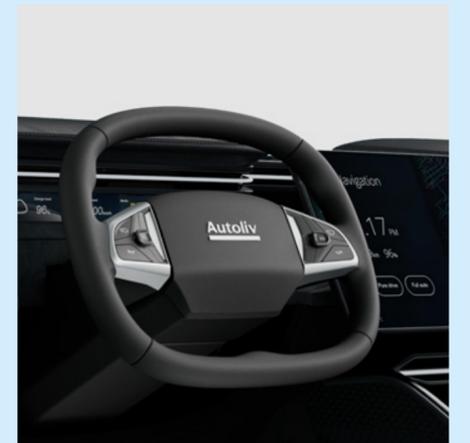
Human Body Model Safety Suite



Cyclist-pedestrian protection airbag



Foldable steering wheel for autonomous driving



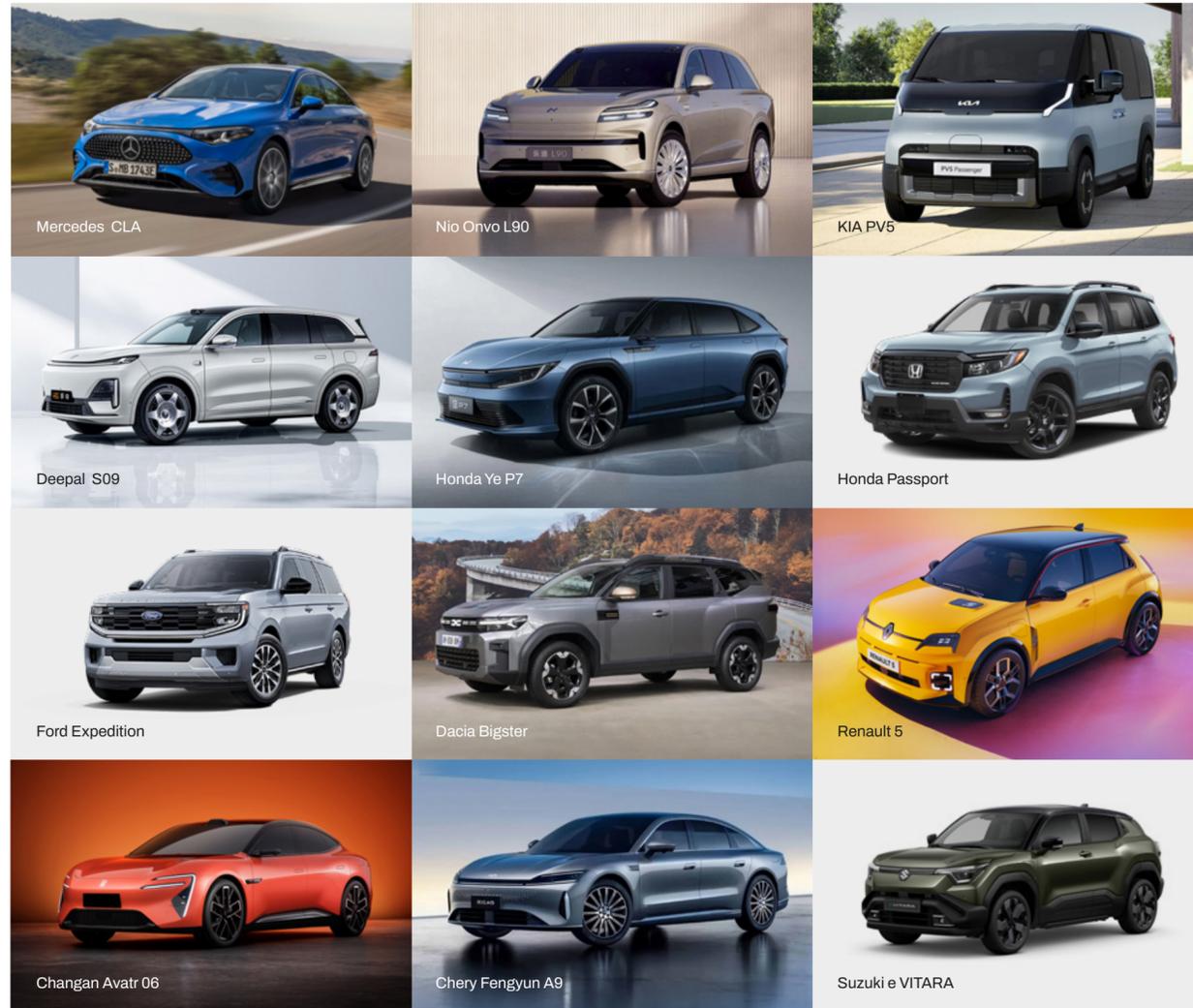
- This is Autoliv
- Year in Brief
- CEO Message
- Financial Summary
- Sustainability Highlights
- Autoliv Inside
- New Safety Solutions Powering Growth
 - Important Launches

Perform and Transform ▶

FORM 10-K ▶

Important Launches 2025

Autoliv has a long history of working with global vehicle manufacturers and maintains one of the industry's broadest customer bases, spanning mass-market, premium, and new automotive brands. As technology reshapes the industry through connectivity, automation and safety, collaboration has become increasingly important. Today, Autoliv supplies products and solutions to all major light vehicle manufacturers in the world. In 2025, we launched over 800 new products, supporting future growth.



This is Autoliv ▶

Perform and Transform

- Creating Growth
- Driving Profitability
- Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K ▶

Perform and Transform

Autoliv is committed to shaping the future of mobility safety through innovation, sustainability, and operational excellence. We have reinforced our position as the global leader in automotive safety and deliver superior returns. Our strategy focuses on delivering long-term value for shareholders by driving profitable growth and resilience in a rapidly evolving industry.

By leveraging our leadership in airbags, seatbelts, and steering wheels, and expanding into advanced mobility safety solutions, we have positioned ourselves at the forefront of automotive safety innovation.

We aim to achieve 4-6% average annual organic sales growth and to strengthen our margins through disciplined cost management, efficiency programs, and continuous improvement initiatives. Financial discipline remains central to our approach. We target strong cash conversion* of 80% or more and maintain a conservative leverage ratio* of 1.5x or below, ensuring flexibility and stability.

To enhance shareholder returns, we have launched a \$2.5 billion share repurchase program running through 2029 and increased our dividends, reflecting our confidence in our growth trajectory.

We need to perform and transform to save more lives while creating sustainable value for all stakeholders.

On the following pages, we share how our strategy turns ambition into action and how we are delivering on our targets and bringing our vision to life for a safer and sustainable future.

*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

This is Autoliv ▶

Perform and Transform

- Creating Growth
- Driving Profitability
- Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K ▶

Creating Growth in a Dynamic Market

The model on these two pages shows Autoliv’s strategy to achieve an average annual organic sales growth of 4-6% over a 10+ year period. This will be driven by an increased standard of living, which will fuel growing demand for light vehicles and increased safety levels.

Light Vehicle Production Growth

+1-2%

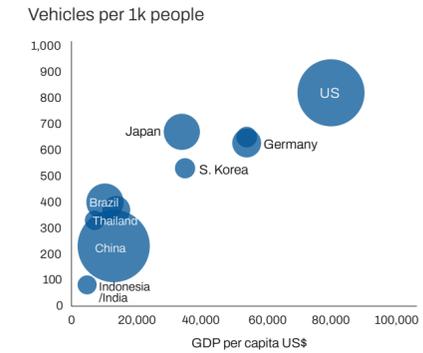
on average per year over time

What's Fueling the Growth

- Economic growth
- Consumer demand
- Ageing fleets
- Government incentives
- Product innovation

Light Vehicle Production

Increased standard of living leading to more light vehicles per capita



Content per Vehicle Growth

+1-2%

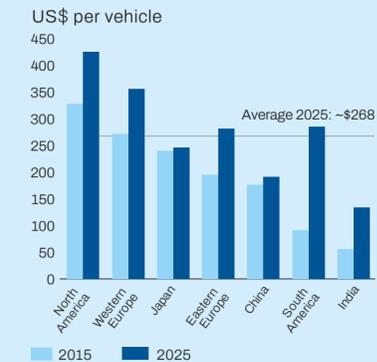
on average per year over time

Main Growth Drivers

- Crash test ratings and government regulations
- GDP per capita growth
- Consumer demand and technology advances, such as adaptive safety and autonomous driving

Safety Content per Vehicle

Increasing over time in all markets



Adjacent Growth Areas

+1-2%

beyond 2030, on average per year over time

Driving Growth Through Mobility Safety Solutions

- Electrical safety
- Commercial vehicles
- Motorcycles and bikes
- Human Body Model/virtual engineering



Growth Target ~4-6%

on average per year, over a 10+ year period

This is Autoliv ▶

Perform and Transform

- Creating Growth
 - Driving Profitability
- Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K ▶

Driving Profitability Across the Entire Value Chain

We continue to enhancing our operations by creating a more effective and cost-efficient structure. This is achieved through cost-efficient design, strategic purchasing, and operational excellence, driven by automation and digital transformation, supported by our global footprint, scale, and unwavering focus on quality.

Cost-Efficient

- Modularization
- Automation
- Quality
- Purchasing

Global Scale

Twice the size of closest competitor

Global Footprint

Manufacturing and Technology Centers supporting our customers in 25 countries serving more than 1,400 vehicle models for all major OEMs in the world

Automation and Digital Transformation

- To increase efficiency, quality, and safety across global operations
- We aim to create smart factories that are increasingly agile and data-driven to support world-leading productivity gains
- Advances in smart and flexible automation technologies enable an increased pace of automation. This allows us to better leverage our scale advantage
- Reducing costs, time to market and physical testing through standardized virtual workflows

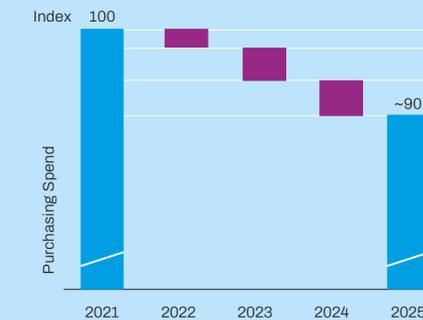
Direct Labor Productivity



Strategic Purchasing

- Large-scale purchasing
- Best-cost country sourcing
- Continuous redesign for lower cost
- Supplier cost reduction commitment

Direct Material and Indirect Purchasing Savings



Vertical Integration

- Manage critical steps in the supply chain internally to ensure quality, reliability, and cost efficiency
- Deep vertical integration of critical components such as inflators and airbag cushions
- Increasing vertical integration of electronics for steering wheels and seatbelts

Quality

- Zero-defect mindset, aiming for flawless execution in every process. This is key to securing profitability as well as new business wins
- As a result of our quality culture and processes, we have only been involved in ~3% of passive safety recalls over the last ten years



Q5 means quality in all dimensions – employees, processes, suppliers, products, and customers.

Target

Adjusted Operating Margin*
~12%

This is Autoliv ▶

Perform and Transform

- Creating Growth
- Driving Profitability
 - Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K ▶

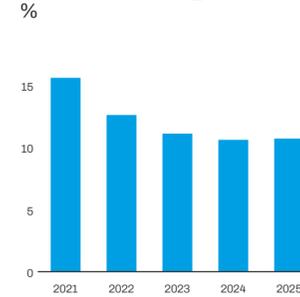
Driving Shareholder Value

Autoliv optimizes its manufacturing and supply chain, reducing its working capital needs and improving its free operating cash flow, while driving innovations in safety solutions. These measures have resulted in higher asset returns and support long-term growth and shareholder value. Our capital allocation strategy aims at annual share repurchases of \$300–\$500 million through 2029, supported by an attractive and growing quarterly dividend.

Optimizing Balance Sheet

Autoliv consistently work to optimize its working capital. Since 2021 we have reduced trade working capital in relation to annualized quarterly sales from 16% to below 11%.

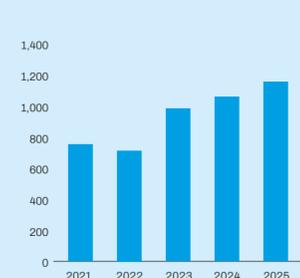
Trade Working Capital* %



Unlocking Liquidity and Value

Autoliv's operating cash flow has grown from around \$750 million in 2021 to around \$1.2 billion in 2025, underscoring how its strong earnings conversion and disciplined working capital management support shareholder returns.

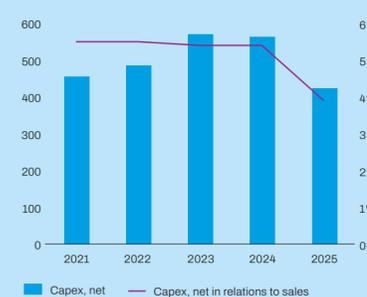
Operating Cash Flow US\$ (millions)



Efficient Use of Assets

In 2025, Autoliv invested \$420 million to expand its capacity and advance its safety technologies, reinforcing its long-term growth potential while maintaining strong free cash flow to support shareholder returns.

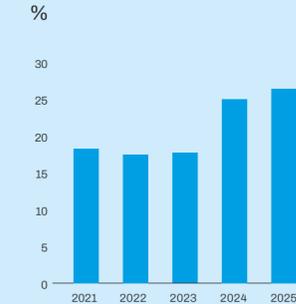
Capital Expenditures US\$ (millions)



Driving Value Through Efficient Capital Utilization

Autoliv's strong return on capital employed reflects our ability to generate attractive returns on invested capital, signaling disciplined capital allocation and sustained value creation for shareholders.

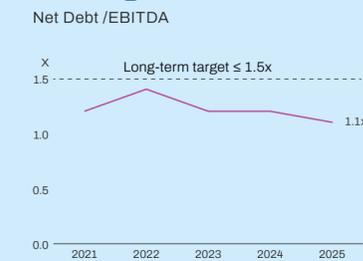
Return on Capital Employed %



Balanced Leverage Strategy

Autoliv has a long-term leverage ratio target of ≤1.5x. This balanced financial managements enables resilience, innovation, and sustained stakeholder value creation over time.

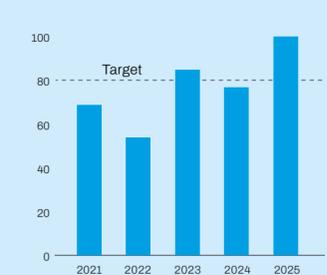
Leverage Ratio* Net Debt / EBITDA



Turning Profit into Cash

Autoliv consistently delivers strong cash conversion, turning a high proportion of its net income into free operating cash flow.

Cash Conversion* %

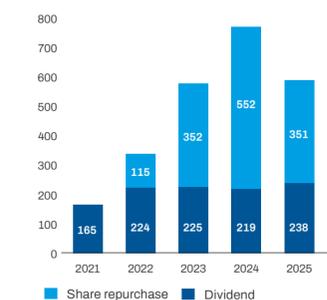


Use of Cash

Our focused strategy to optimize the balance sheet and efficient use of assets supports strong cash flow that in turn can be used to fund both investments for growth and attractive shareholder returns.

- Support long-term growth by investing in RD&E while keeping capital expenditures, net < 5%
- Dividend – maintaining an attractive and growing dividend
- Share repurchases of around \$300 to \$500 million annually through 2029 under a mandate of up to \$2.5 billion

Shareholder Returns US\$ (millions)



*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

*) Non-GAAP Performance Measures. See "Non-GAAP Performance Measures" section in the Form 10-K filed with the SEC.

This is Autoliv

Perform and Transform

- Creating Growth
- Driving Profitability
- Shareholder Value
 - Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K

Automation and AI Solutions Driving Productivity and Quality

In 2025, Autoliv accelerated its digital transformation by increasingly scaling automation and AI solutions that deliver measurable value. Examples include AI-powered quality inspections, predictive analytics for supply chain management, and flexible automated assembly lines. These initiatives are continuing to reduce lead times, minimize non-quality costs and improve efficiency and product reliability across our global operations.

Our accelerated pace of automation and digitalization is expected to result in a higher annual contribution to labor productivity. As a result, we have raised our annual labor productivity target from 5% to 8%. In both 2024 and 2025, we exceeded this new productivity target.

A key driver of our progress in automation is our ability to capitalize on advances in automation technology, particularly the increased flexibility of modern systems. This flexibility allows us to design automated lines in-house and continuously refine and optimize them over time, delivering sustained productivity gains year after year.

These technological advancements also enable different products to share the same assembly line. This brings multiple benefits: higher utilization as cus-

tomers volumes fluctuate, reduced floor-space requirements, and a lower capital cost per unit. Flexible automated lines not only operate at a higher utilization rate but also have a longer effective lifetime, strengthening the overall return on investment.

In effect, this transition towards more flexible automation shifts the cost structure from labor to capital costs. This creates an opportunity to further strengthen our competitiveness, as Autoliv is more than twice as large as its closest competitor, and the potential for economies of scale lies in capital costs, not labor costs.

We prioritize scaling what works while exploring new technologies through controlled pilots with trusted partners, ensuring every innovation is thoroughly validated before it is deployed across our plants globally.

One example is our airbag facility in Ogden, USA, where we aim to reduce the number of passenger airbag assembly lines by two-thirds through flexible automation, allowing different product variants to share an assembly line.

Another example is our ongoing project evaluating how humanoid robots can drive efficiency within our production processes, with current focus on improving productivity, quality and safety.

Automation and digitalization are more than efficiency tools, they are also integral to how we safeguard and enhance safety as well as quality. The way we combine advanced technology, including AI solutions, with human expertise is key for successful automation with enhanced quality effects. Quality specialists stay closely involved by training, checking, and improving the automated solution.

This is Autoliv ▶

Perform and Transform

Creating Growth
Driving Profitability
Shareholder Value
Automation and AI Solutions Driving
Productivity and Quality

→ Asia a Major Growth Engine

Board of Directors
Executive Management Team
Locations and Capabilities
Contacts and Calendar
Multi-Year Summary

FORM 10-K ▶

Road in Bengaluru, India

Asia a Major Growth Engine

Over the past decade, Asia has seen substantial growth of its automotive industry, driven by expanding middle classes, rapid urbanization, and surging consumer demand – especially in China. The Asia region now produces more than half of the world’s light vehicles. Economic growth is driving not only vehicle production but also higher safety content per vehicle, as seen in India where rising incomes and stricter regulations are boosting demand for more safety features.

Accelerating sales in China through strategic partnerships and RD&E investments

Autoliv’s China growth strategy is built on our strong sales development performance with Chinese OEMs, strategic partnerships and joint ventures, and a growing innovation infrastructure. This positions Autoliv for sustained expansion in the world’s largest automotive market. In 2025, sales to Chinese OEMs soared by 23%, significantly surpassing their LVP growth – driven by a wave of new product launches.

To support this growth, Autoliv is opening a state-of-the-art tech center in Wuhan, China in 2026. The facility will drive next-generation innovations in occupant protection and system integration, reinforcing Autoliv’s commitment to safety leadership and

supporting our Chinese customers’ future success. Autoliv is also expanding its presence in China through partnerships with Chinese OEMs, industry organizations and key suppliers. In 2025, Autoliv and CATARC, the leading research institute for setting standards in China’s automotive sector, signed a strategic agreement to jointly advance automotive safety standards and innovation in China and beyond.

Autoliv’s strong foothold with leading Chinese vehicle manufacturers is not only driving growth in China but also opening doors globally. As Chinese automakers accelerate their international expansion, Autoliv is winning new business by leveraging these deep partnerships and delivering world-class safety solutions wherever they go.

Leveraging India’s automotive boom and rising demand for safer vehicles

Autoliv is rapidly expanding its business in India, securing our market leadership. With safety content in vehicles increasing by around 20% annually for the past two years, driven by a regulatory focus and rising consumer demand for safety, India now represents 5% of Autoliv’s global sales, a more than doubling in just two years.

Autoliv India operates five manufacturing plants, a technical center, and a global virtual engineering hub, with more than 6,000 associates in total. To further strengthen its footprint, Autoliv recently opened a new inflator plant, the first in India, to meet growing demand for airbags from both Indian and other Asian vehicle manufacturers for the domestic market as well as for exports.

This is Autoliv ▶

Perform and Transform

Creating Growth
Driving Profitability
Shareholder Value
Automation and AI Solutions Driving
Productivity and Quality
Asia a Major Growth Engine
→ Board of Directors
Executive Management Team
Locations and Capabilities
Contacts and Calendar
Multi-Year Summary

FORM 10-K ▶

Board of Directors

1. Jan Carlson

Chairman since 2014.
Director since 2007.

2. Mikael Bratt

President and CEO of Autoliv
Inc. Director since 2018.

3. Laurie Brlas

Director since 2020. Member of
the Audit, Risk, and Compliance
Committee and the Nominating
and Corporate Governance
Committee.

4. Leif Johansson

Director since 2016. Chair of
the Nominating and Corporate
Governance Committee.
Member of the Leadership
Development and Compensation
Committee.

5. Franz-Josef Kortüm

Director since 2014. Member of
the Nominating and Corporate
Governance Committee.

6. Frédéric Lissalde

Director since 2020. Chair of
the Leadership Development
and Compensation Committee.
Member of the Nominating
and Corporate Governance
Committee.

7. Xiaozhi Liu

Director since 2011. Member of
the Leadership Development and
Compensation Committee.

8. Gustav Lundgren

Director since 2022. Member of
the Audit, Risk, and Compliance
Committee.

9. Martin Lundstedt

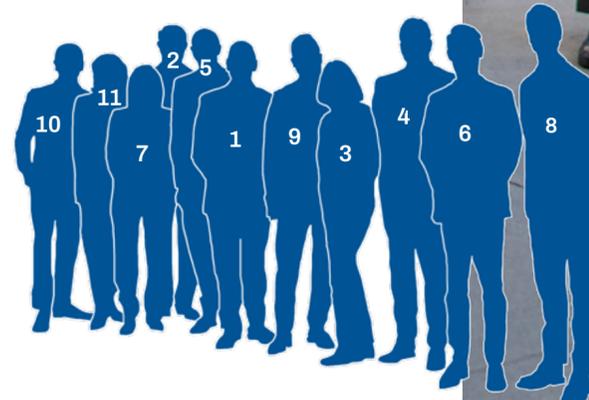
Director since 2021. Member of
the Leadership Development and
Compensation Committee.

10. Thaddeus “Ted” Senko

Director since 2018. Chair of the
Audit, Risk, and Compliance
Committee.

11. Adriana Karaboutis

Director since 2024. Member of
the Audit, Risk, and Compliance
Committee.



The Board of Directors, meeting in New York, USA

This is Autoliv ▶

Perform and Transform

Creating Growth
Driving Profitability
Shareholder Value
Automation and AI Solutions Driving Productivity and Quality
Asia a Major Growth Engine
Board of Directors
→ Executive Management Team
Locations and Capabilities
Contacts and Calendar
Multi-Year Summary

FORM 10-K ▶

Executive Management Team

1. Mikael Bratt
President and CEO.

2. Fredrik Westin*
Executive Vice President,
Finance and Chief
Financial Officer.

3. Petra Albuschus
Executive Vice President,
Human Resources &
Sustainability.

4. Kevin Fox
President, Autoliv Americas.

5. Magnus Jarlegren
President, Autoliv Europe.

6. Fabien Dumont
Executive Vice President,
Chief Technology Officer.

7. Jonas Jademyr
Executive Vice President,
Quality and Program
Management.

8. Colin Naughton
President, Autoliv Asia.

9. Anthony Nellis
Executive Vice President,
Legal Affairs; General
Counsel & Secretary.

10. Staffan Olsson
Executive Vice President,
Operations.

11. Christian Swahn
Executive Vice President,
Supply Chain Management.

12. Sng Yih
President, Autoliv China.



*) Until March 31, 2026



Autoliv's crash test center in South Korea is visited by the Executive Management Team, and in front of the team, a crash test dummy takes center stage.

This is Autoliv ▶

Perform and Transform

- Creating Growth
- Driving Profitability
- Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
 - Locations and Capabilities
 - Contacts and Calendar
 - Multi-Year Summary

FORM 10-K ▶

Location and Capabilities

Headquartered in Stockholm, Sweden
Incorporated in Delaware, United States

Location	Employees	Tech Center	Production				Sales Support
			Assembly	Electronics	Interior	Other ²⁾	
BRAZIL ¹⁾	1,300		●	●	●		●
CANADA	512					●	
CHINA ¹⁾	8,470	●	●	●	●	●	●
ESTONIA ¹⁾	725			●		●	
FRANCE	1,338	●	●			●	●
GERMANY	402	●					●
HUNGARY ¹⁾	1,472			●			
INDIA ¹⁾	6,140	●	●	●	●	●	●
INDONESIA ¹⁾	181		●	●	●		
JAPAN	1,909	●	●	●	●		●
MALAYSIA ¹⁾			●	●	●		
MEXICO ¹⁾	13,298	●	●	●	●	●	
PHILIPPINES ¹⁾	1,145				●		
POLAND ¹⁾	2,092	●	●			●	
ROMANIA ¹⁾	8,650	●	●	●	●	●	●
SOUTH AFRICA ¹⁾	233		●	●			
SOUTH KOREA	468	●	●		●		●
SPAIN	431		●				●
SWEDEN	509	●				●	●
SWITZERLAND	51					●	
THAILAND ¹⁾	4,289		●	●	●	●	
TUNISIA ¹⁾	4,524				●		
TURKEY ¹⁾	2,214		●	●	●	●	●
USA	3,686	●	●			●	●
VIETNAM ¹⁾	171					●	

1) Defined as a best-cost country. 2) Includes weaving and sewing of textile cushions and seat-belt webbing, inflators, and components for airbag and seatbelt products.

Contacts and Calendar

AUTOLIV, INC.

Visiting address:
Klarabergsviadukten 70, Section D,
5th Floor, Stockholm, Sweden
Postal address:
P.O. Box 70381, SE-107 24 Stockholm, Sweden
Tel: +46 (0)8 587 20 600
www.autoliv.com

CONTACT OUR BOARD

Autoliv, Inc.
P.O. Box 70381, SE-107 24 Stockholm, Sweden
Tel: +46 (0)8 587 20 600
E-mail: legalaffairs@autoliv.com

The Board, individual directors and the committees of the Board can be contacted using the address above. Contact can be made anonymously and communication with individual directors is not screened. The relevant chair receives all such communication after it has been determined that the content contains a message to said chair.

STOCK TRANSFER AGENT AND REGISTRAR

www.computershare.com

INVESTOR REQUESTS

Autoliv, Inc.,
P.O. Box 70381, SE-107 24, Stockholm, Sweden
Tel: +46 (0)8 587 20 600
E-mail: ir@autoliv.com

2026 PRELIMINARY CALENDAR

- April 17, Financial Report Q1
- May 7, Annual Shareholders Meeting
- July 17, Financial Report Q2
- October 23, Financial Report Q3

Concept and Design: PCG

This is Autoliv ▶

Perform and Transform

- Creating Growth
- Driving Profitability
- Shareholder Value
- Automation and AI Solutions Driving Productivity and Quality
- Asia a Major Growth Engine
- Board of Directors
- Executive Management Team
- Locations and Capabilities
- Contacts and Calendar
- Multi-Year Summary

FORM 10-K ▶

Multi-Year Summary

(US\$ millions, except per share data, unaudited)	2025	2024	2023	2022	2021
Sales and Income					
Net sales	\$10,82	\$10,39	\$10,48	\$8,84	\$8,23
Airbags, Steering Wheels and Other ¹⁾	7,302	7,023	7,055	5,807	5,380
Seatbelt Products and Other ¹⁾	3,513	3,367	3,420	3,035	2,850
Operating income	1,088	979	690	659	675
Net income attributable to controlling interest	735	646	488	423	435
Earnings per share – basic ²⁾	9.59	8.06	5.74	4.86	4.97
Earnings per share – diluted ²⁾	9.55	8.04	5.72	4.85	4.96
Gross margin ³⁾	19.2%	18.5%	17.4%	15.8%	18.4%
S,G&A in relation to sales	(5.3)%	(5.1)%	(4.8)%	(4.9)%	(5.3)%
RD&E net in relation to sales	(3.8)%	(3.8)%	(4.1)%	(4.4)%	(4.7)%
Operating margin ⁴⁾	10.1%	9.4%	6.6%	7.5%	8.2%
Adjusted operating margin ^{5,6)}	10.3%	9.7%	8.8%	6.8%	8.3%
Balance Sheet					
Trade working capital ^{6,7)}	1,221	1,115	1,232	1,183	1,332
Trade working capital in relation to sales ⁸⁾	10.8%	10.7%	11.2%	12.7%	15.7%
Receivables outstanding in relation to sales ⁹⁾	19.8%	19.0%	20.0%	20.4%	20.0%
Inventory outstanding in relation to sales ¹⁰⁾	8.8%	8.8%	9.2%	10.4%	9.2%
Payables outstanding in relation to sales ¹¹⁾	17.8%	17.2%	18.0%	18.1%	13.5%
Total equity	2,582	2,285	2,570	2,626	2,648
Total parent shareholders' equity per share	34.43	29.26	30.93	30.30	30.10
Current assets excluding cash	3,497	3,153	3,475	3,119	2,705
Property, plant and equipment, net	2,419	2,239	2,192	1,960	1,855
Goodwill and Intangible assets	1,386	1,375	1,385	1,382	1,395
Capital employed	4,148	3,840	3,937	3,810	3,700
Net debt ⁹⁾	1,566	1,554	1,367	1,184	1,052
Total assets	8,644	7,804	8,332	7,717	7,537
Long-term debt	1,734	1,522	1,324	1,054	1,662
Return on capital employed ¹²⁾	26.4%	25.0%	17.7%	17.5%	18.3%
Return on total equity ¹³⁾	30.0%	27.2%	19.0%	16.3%	17.1%
Total equity ratio	30%	29%	31%	34%	35%
Cash flow and other data					
Operating cash flow	1,157	1,059	982	713	754
Depreciation and amortization	407	387	378	363	394
Capital expenditures, net	423	563	569	485	454
Capital expenditures, net in relation to sales	3.9%	5.4%	5.4%	5.5%	5.5%
Free operating cash flow ^{8,14)}	734	497	414	228	300
Cash conversion ^{8,15)}	100%	77%	85%	54%	69%
Direct shareholder return ¹⁶⁾	590	771	577	339	165
Cash dividends paid per share	3.12	2.74	2.66	2.58	1.88
Number of shares outstanding (millions) ¹⁷⁾	74.7	77.7	82.6	86.2	87.5
Number of employees, December 31	58,000	59,500	62,900	61,700	55,900

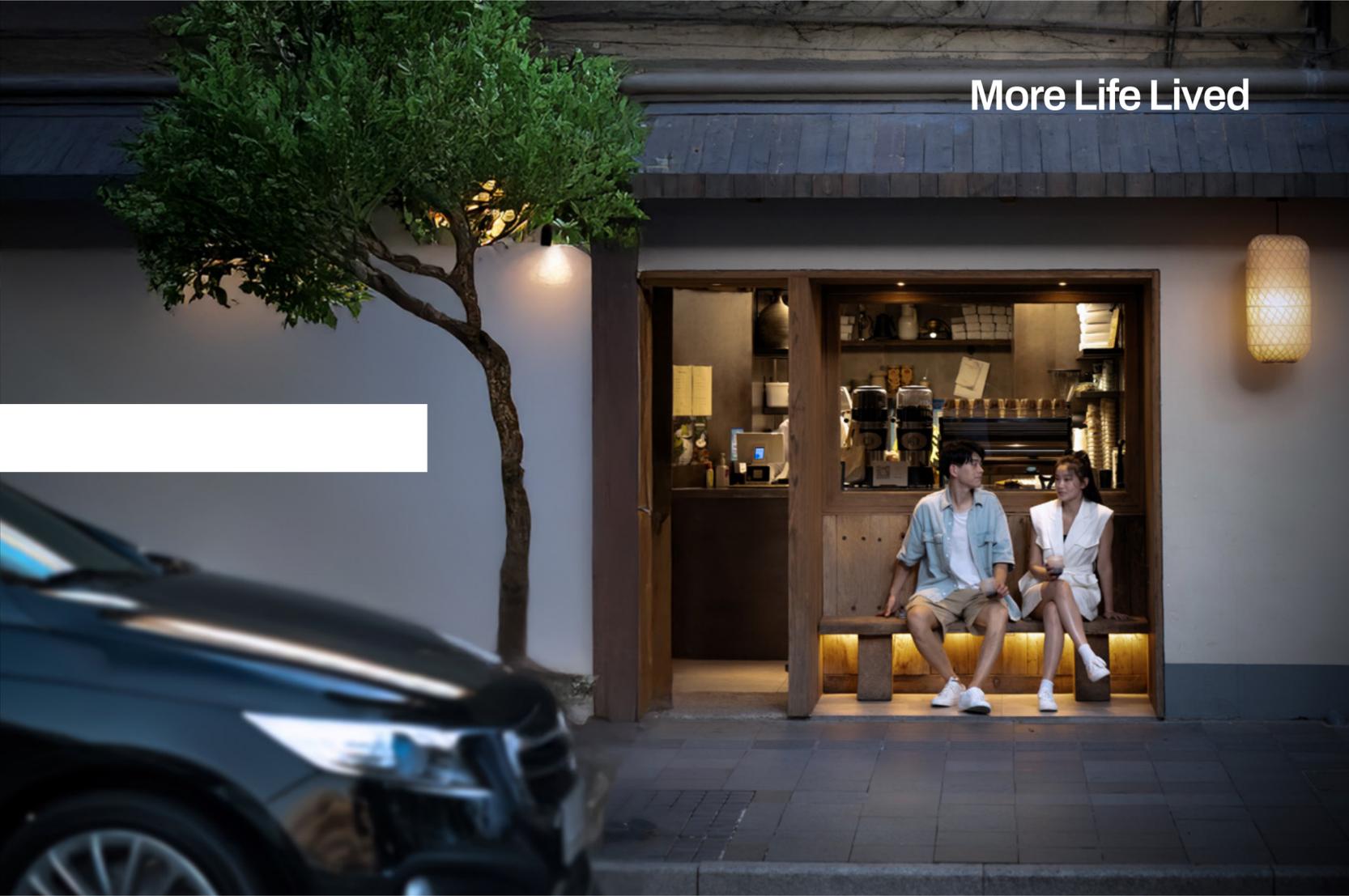
¹⁾ Including Corporate sales. ²⁾ Net of treasury shares. ³⁾ Gross profit relative to sales. ⁴⁾ Operating income relative to sales. ⁵⁾ Excluding effects from capacity alignments, antitrust related matters and for FY 2023 the Andrews litigation settlement. ⁶⁾ Non-GAAP measure, for reconciliation see tables above. ⁷⁾ Outstanding receivables and outstanding inventory less outstanding payables. ⁸⁾ Outstanding receivables and outstanding inventory less outstanding payables relative to annualized fourth quarter sales. ⁹⁾ Outstanding receivables relative to annualized fourth quarter sales. ¹⁰⁾ Outstanding inventory relative to annualized fourth quarter sales. ¹¹⁾ Outstanding payables relative to annualized fourth quarter sales. ¹²⁾ Operating income and income from equity method investments, relative to average capital employed. ¹³⁾ Income relative to total equity. ¹⁴⁾ Operating cash flow less Capital expenditures, net. ¹⁵⁾ Free operating cash flow relative to Net income. ¹⁶⁾ Dividends paid and Shares repurchased. ¹⁷⁾ At year end, excluding dilution and net of treasury shares.

Each year, Autoliv's products save approximately 40,000 lives.

More Lives Saved



More Life Lived



Autoliv