



More Lives Saved



More Life Lived

Earnings Call Presentation

4th Quarter 2024

January 31, 2025

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; geopolitical instability, including the ongoing war between Russia and Ukraine and the hostilities in the Middle East; changes 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, including changes in trade policy and tariffs; 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

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Q4'24 Key Highlights – Record Profit & Margins

- Record profit
 - Solid sales despite a significant negative regional LVP** mix
 - Margin expansion driven by successful execution of cost reductions
 - Reached agreements with all major customers on inflation compensation
- Record earnings per share on lower number of shares outstanding and higher net profit
- Progressed with our structural cost reduction activities
 - Indirect workforce reduced by 1,400 (compared to Q1'23)
 - Direct headcount reduced 4,500 Y-o-Y
- Continued significant shareholder returns
 - Repurchased shares for \$102 million
 - Increased dividend to \$0.70 per share
 - Share repurchase program extended until the end of 2025
- Autoliv Safety Foundation launched first project to support road safety
- Formed strategic cooperation with Jiangling Motors Corporation (JMC)
- Fitch Ratings assigned Autoliv a Long-Term Issuer Default Rating of BBB+ with a Stable Outlook



* Non-US GAAP measure

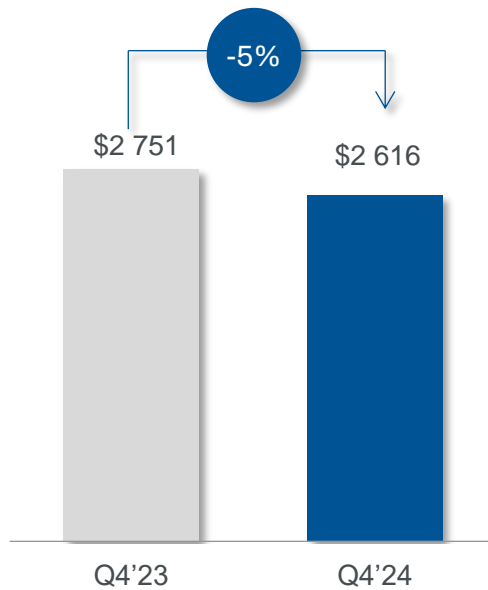
** Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ January 2025

Q4'24 Financial Overview

Margin expansion despite lower sales

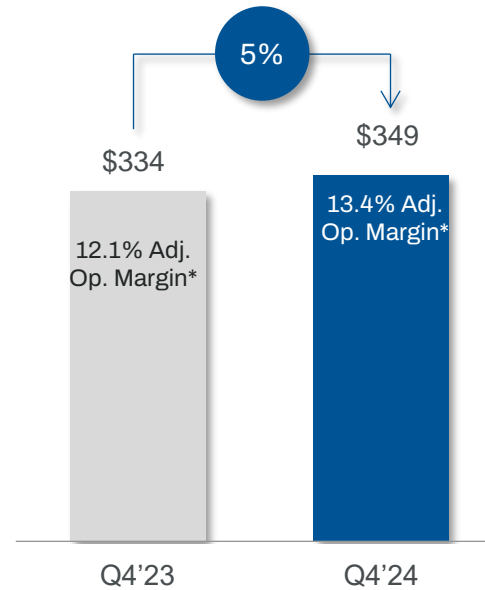
Consolidated Sales

US\$ -Millions



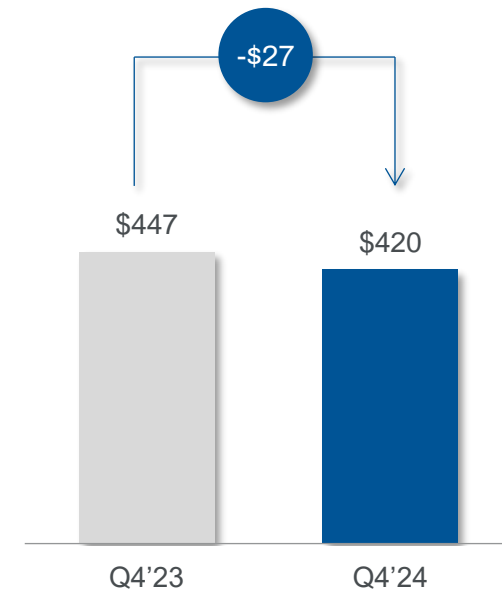
Adjusted Operating Income*

US\$ -Millions



Operating Cash Flow

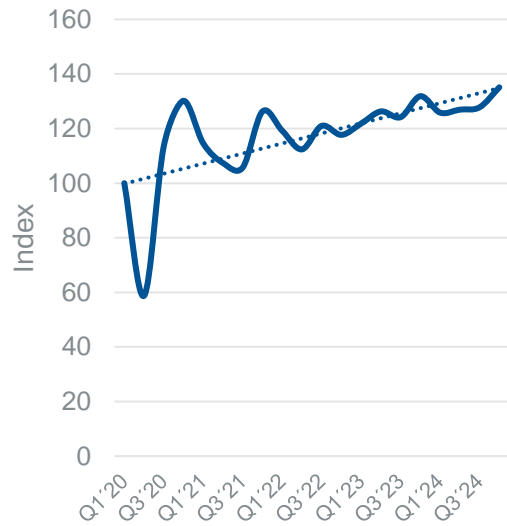
US\$ -Millions



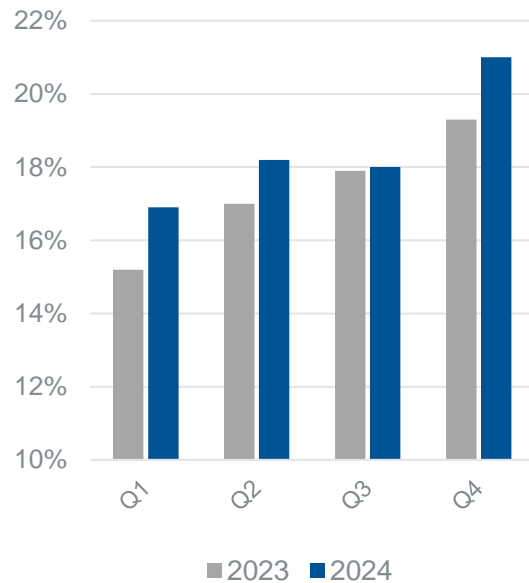
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Continued Significant Sequential and Year-over-Year Cost Improvements

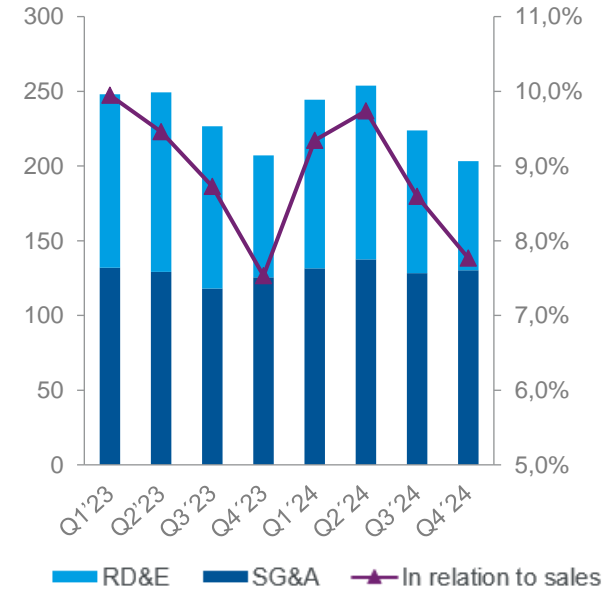
Direct Labor Productivity Index
Sales in relations to Average Headcount



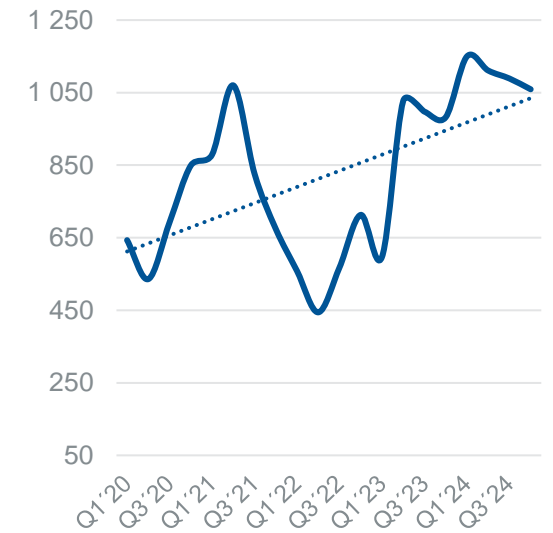
Gross Margin
%



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



Operating Cash flow LTM
US\$ -Millions

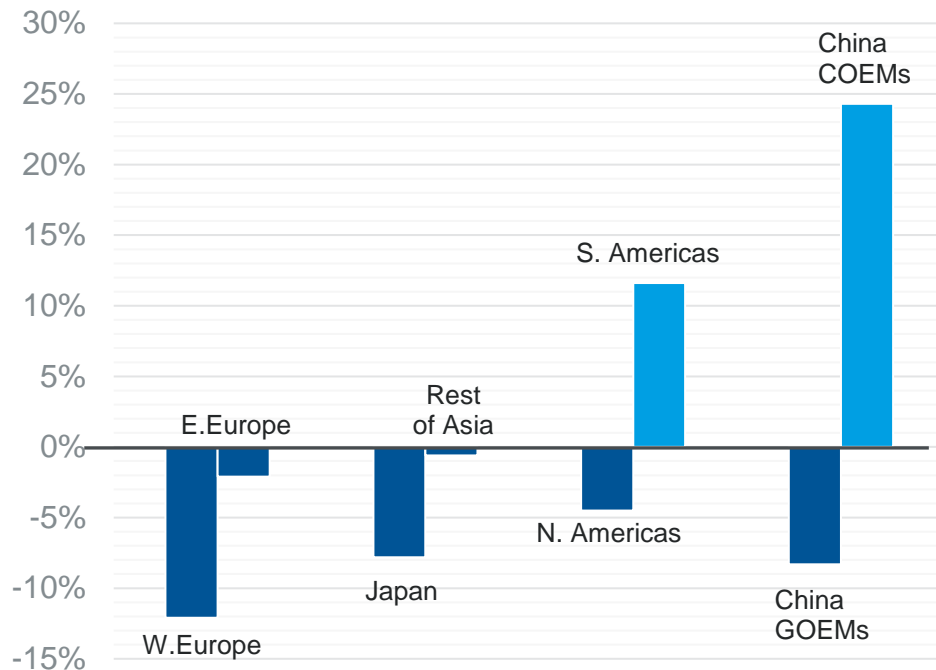


Q4'24 Light Vehicle Market Development

At least 4pp of headwinds from regional mix; Improved Call-off accuracy

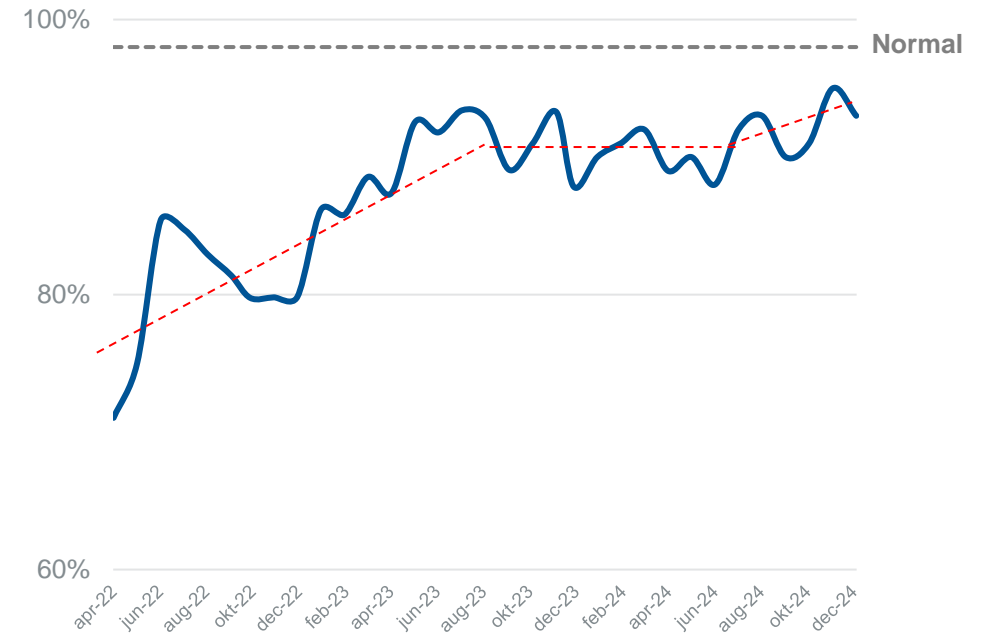
Q4'24 LVP *

%



Customer Call-off Accuracy**

%



* Light Vehicle Production (LVP up to 3.5 tons) according to SGP Global @ January 2025

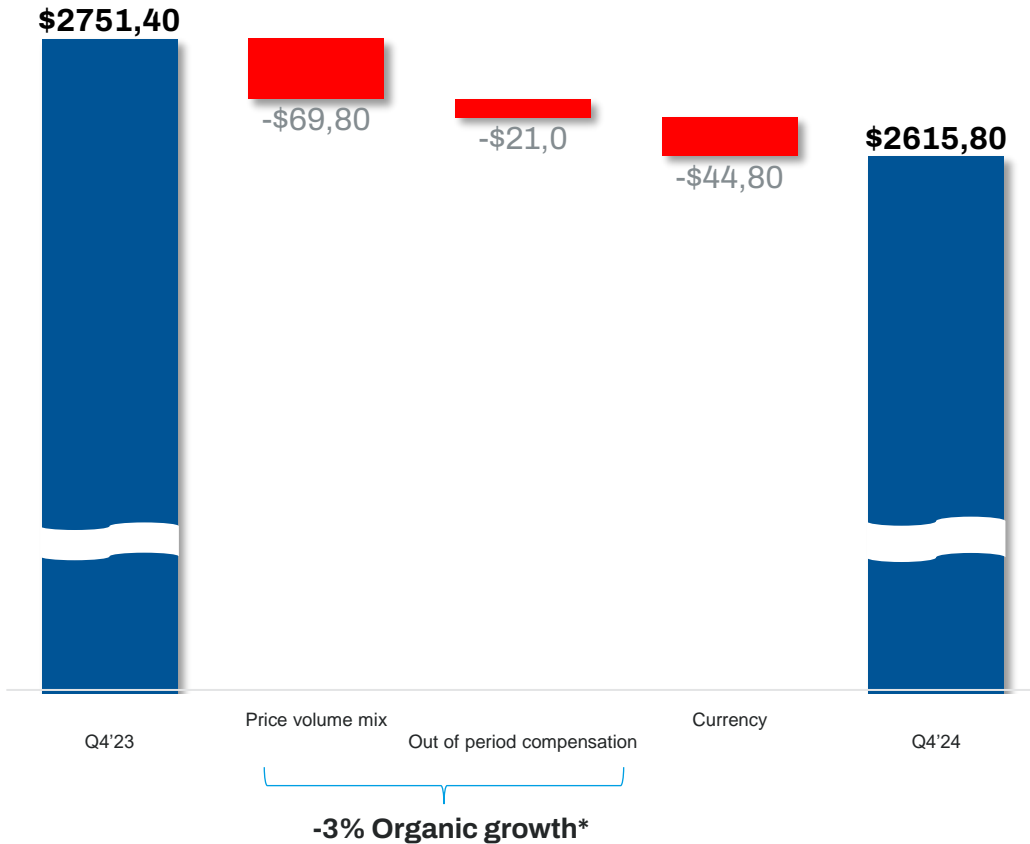
** Company estimate

Q4'24 Sales Growth and Regional Sales Split

Lower Sales on unfavorable currency translations effects, lower LVP** and a negative regional LVP** mix

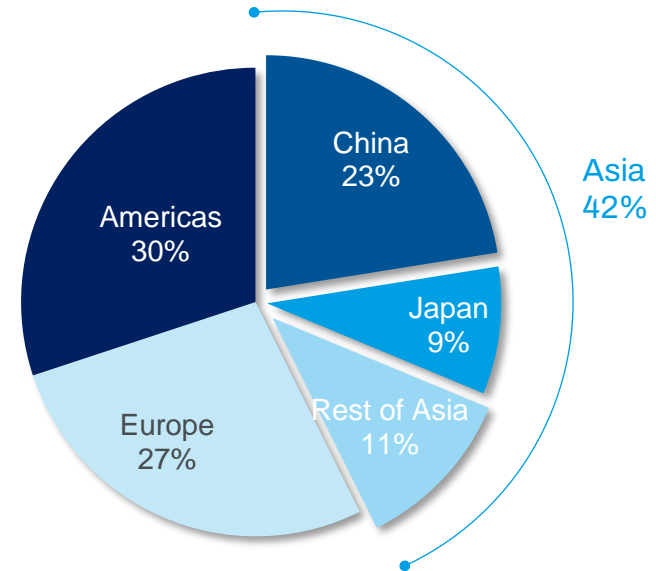
Sales Bridge

US\$ -Millions



Sales by Region Q4'24

%



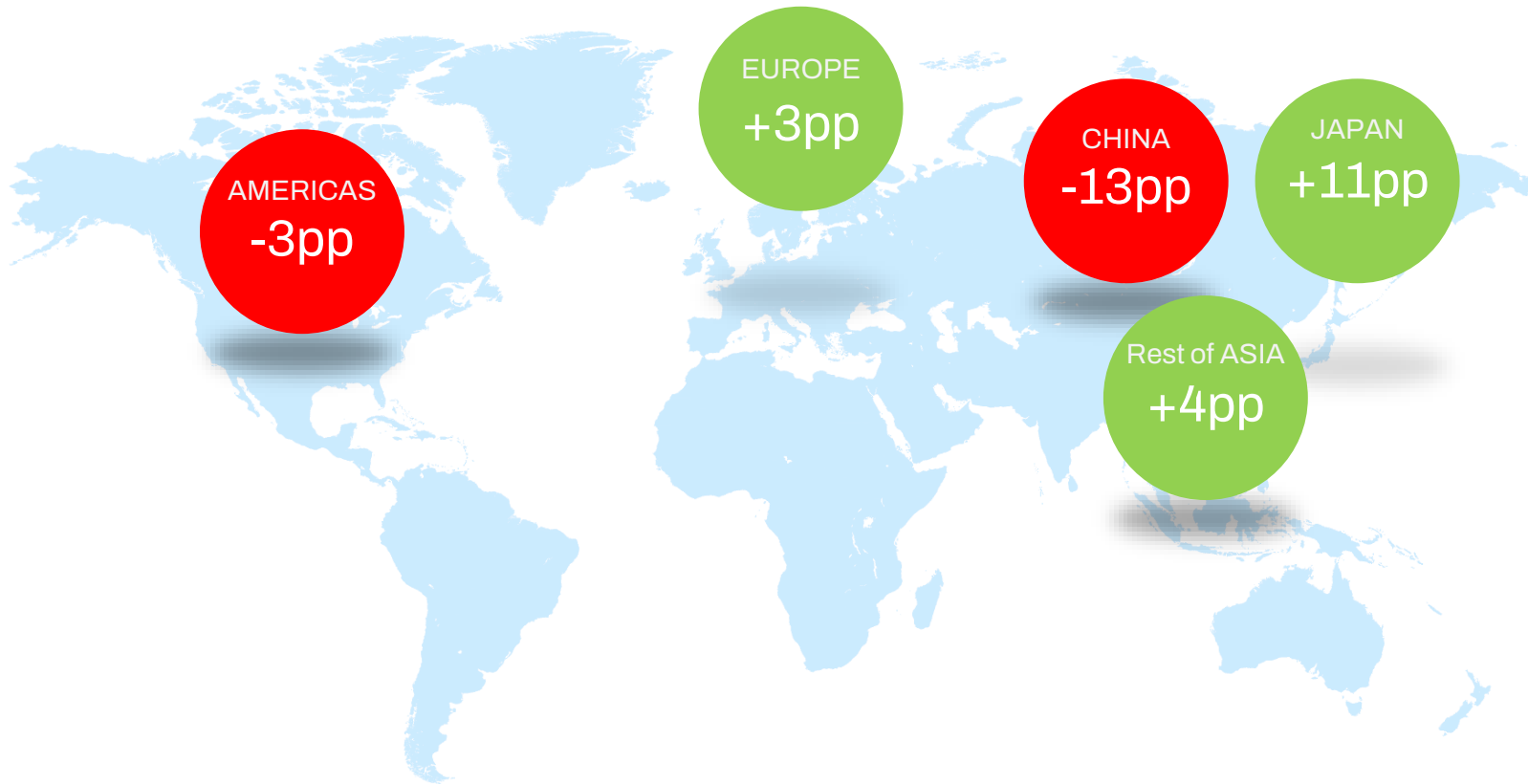
* Non-US GAAP measure

** Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ January 2025

Q4'24

Organic Sales* Growth – Impacted by Regional and Customer Mix

Outperformance - Organic growth* vs. LVP**
(Percentage points)



Our Main Growth Drivers



* Non-US GAAP measure

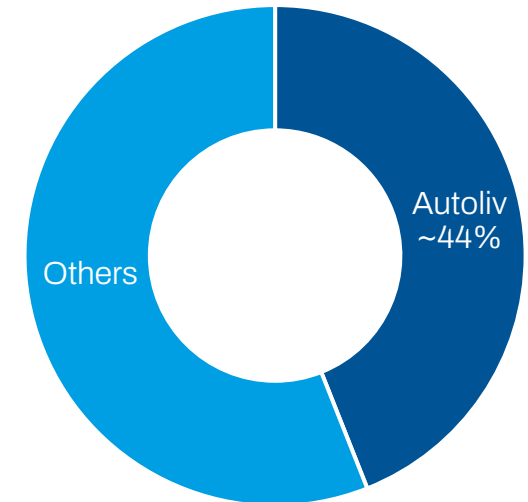
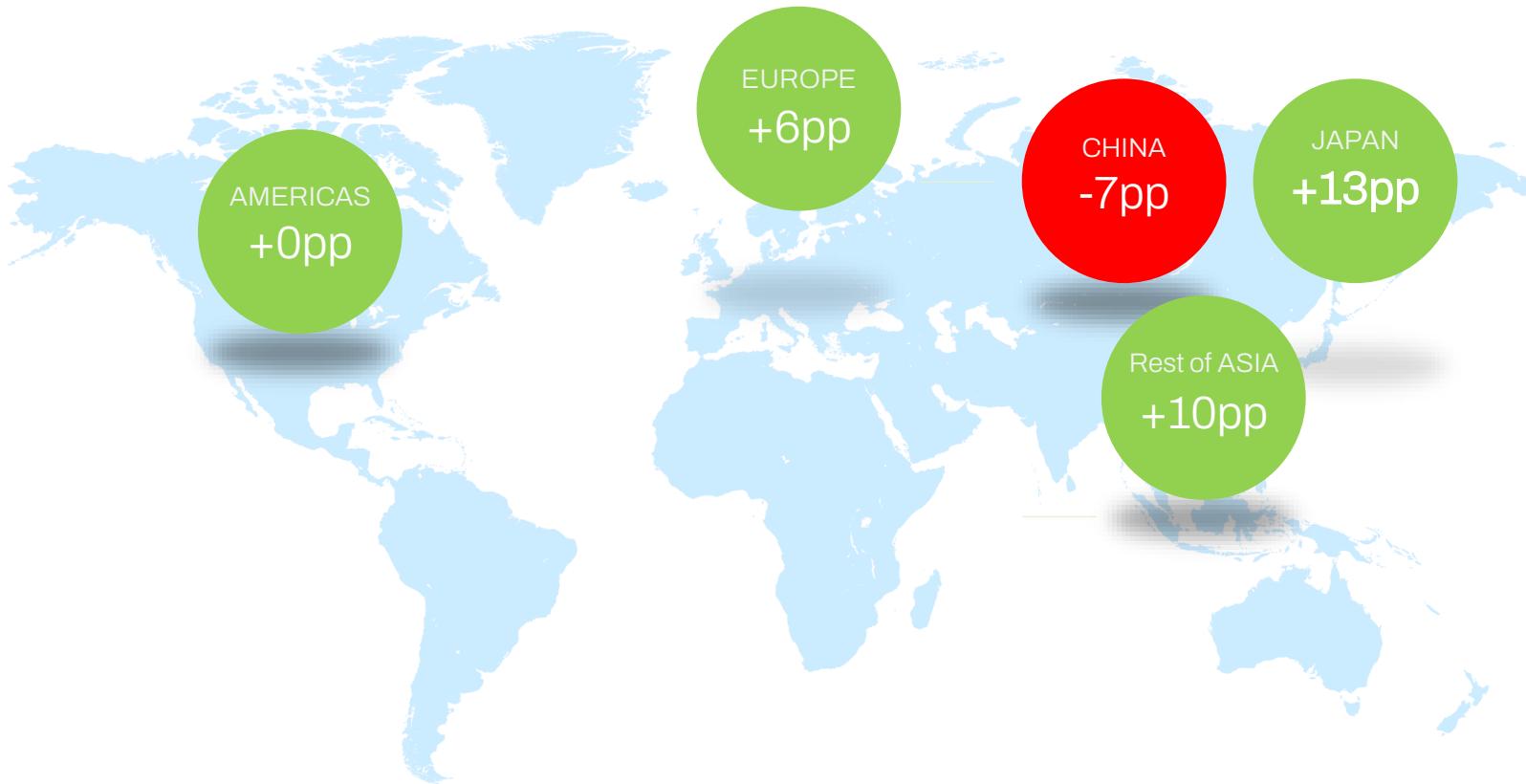
** Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ January 2025

FY2024

Organic Sales* Growth – Outperforming Global LVP by 2pp

Outperformance - Organic growth* vs. LVP**
(Percentage points)

2024 Global Market Share***



(*) Non-US GAAP measure

(**) Light Vehicle Production (LVP) up to 3.5 tons according to S&P Global @ January 2025

(***) Company estimate, excluding component sales (mainly inflators)

Q4'24 Key Model Launches

Zeekr Mix



Honda Amaze



Citroen C3 Aircross



Lynk&Co Z20



Hyundai Ioniq 9



Toyota 4Runner



Nio ET9



Acura ADX



Skoda Kylaq



Suzuki DZIRE



Honda Ye S7



Nissan Murano

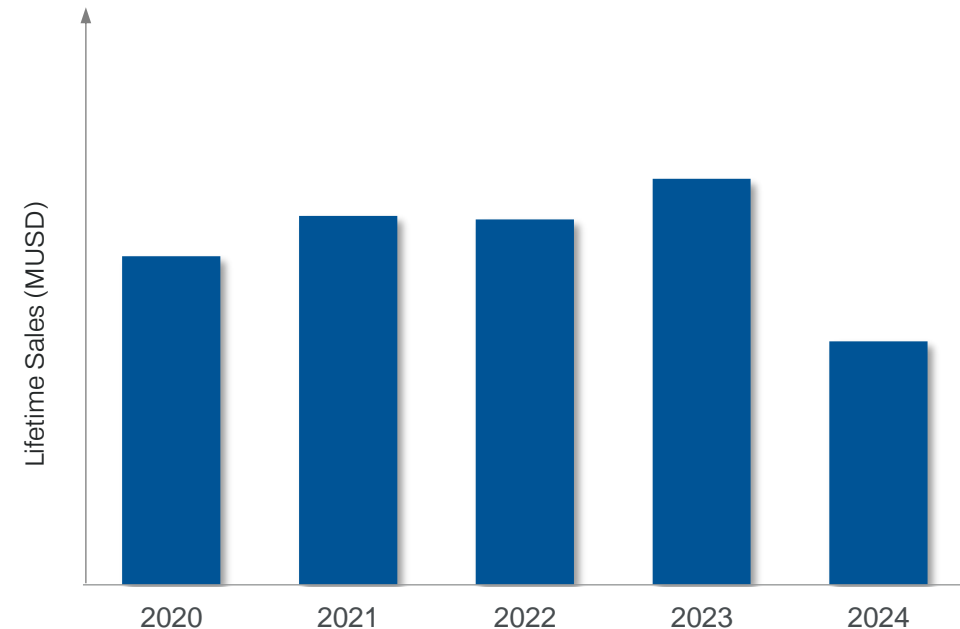


OEMs Reconsidering their Future Product Offerings – Resulting in Temporarily Low Sourcing Activities in 2024

FY2024 Order Intake

- Sourcing of new businesses was at the lowest level since 2018 for the industry
 - OEMs are reconsidering their future product offerings
 - Geopolitical and technological uncertainties
 - Sourcing of three major vehicle platform delayed into 2025
- Lower Lifetime sales due to shorter life-time of many Chinese OEMs programs
- Major wins with new automakers, especially with Chinese OEMs

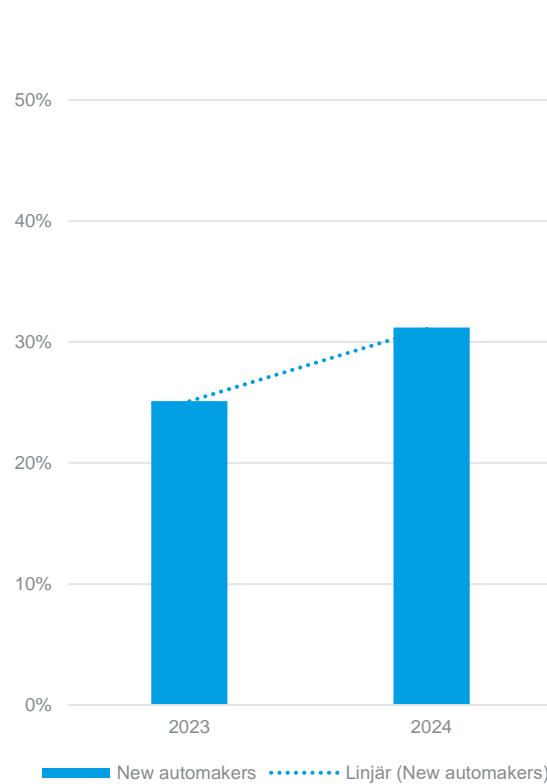
Order Intake Lifetime Sales*



* Company estimates. Previous year's lifetime sales not adjusted for recent LVP forecast updates with lower volumes or currencies

FY2024 Order Intake Highlights

Order intake win with new OEMs*
% of total order intake



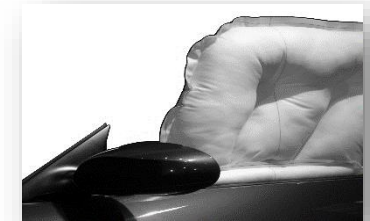
Multiple awards supporting industry trends and new markets



Foldable steering wheel for Level 3+ vehicles



Center airbag for rear seat passengers



Door mounted inflatable curtain airbag for first and second row protection



Advanced airbags for Level 3+ vehicles with foldable steering wheels



Steering wheels for commercial vehicles with hands-on-detection and heating



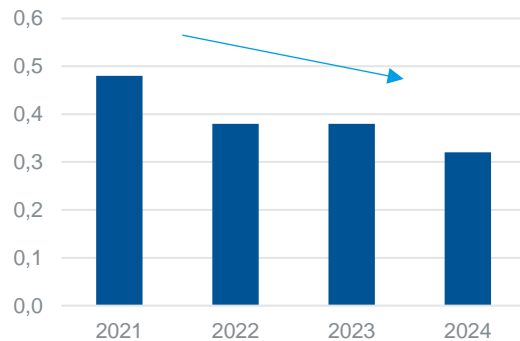
Lower cost & more sustainable airbags with cushion made of PET

* Company estimates. Previous years not adjusted for recent LVP forecast updates with lower volumes or currencies

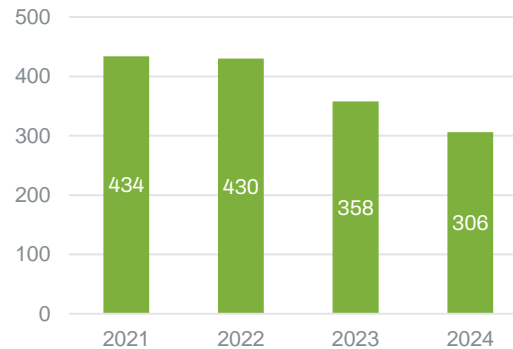
Sustainability Highlights 2024

- I. Saving More Lives:** We continued to expand our addressable users by expanding testing including diverse body shapes, ages, and genders. Through collaborations, we address protection for vulnerable road users.
- II. Health & Safety:** We significantly improved our Recordable Incident Rate. We continued the work of integrating H&S into our operations, with focus on proactive measures and high-risk activities.
- III. Renewable electricity and GHG emissions:** Focus remained on reducing GHG emissions in own operations (scope 1+2) through energy efficiency and use of renewable electricity. Scope 1+2 emissions were reduced by 15%, and the share of renewable electricity increased to 30%, compared to 2023.
- IV. Supply chain sustainability:** We conducted our annual supplier climate survey to assess their readiness for our net-zero supply chain goals. We also integrated climate performance into supplier selection and launched a climate accelerator program to support them.

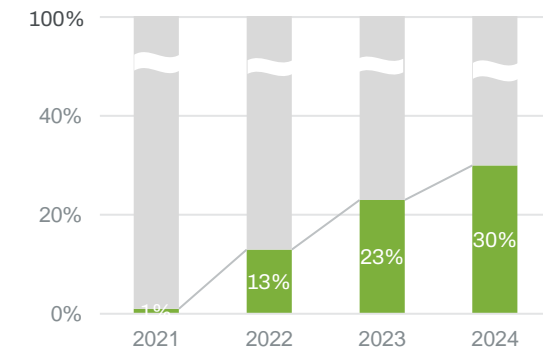
Recordable Incident Rate
Reported injuries per 200,000 hours worked



Greenhouse gas (GHG) emissions
Own operations (Scope 1+2), kton CO₂e



Renewable electricity use
% of total electricity use

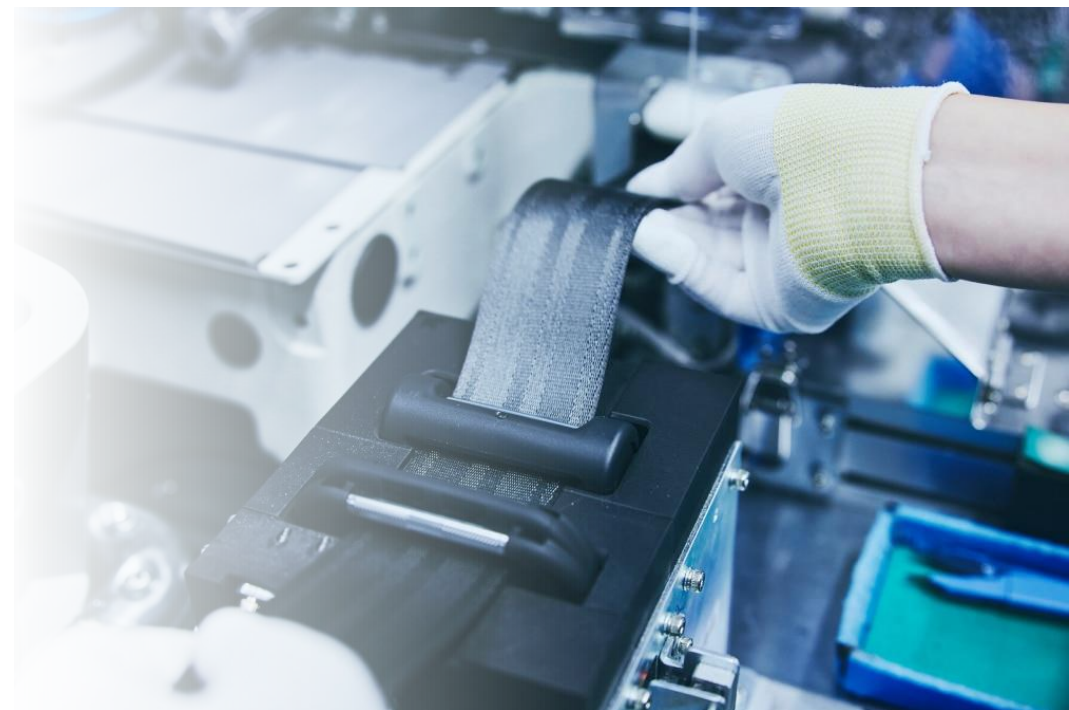


A background image featuring a financial chart with blue and pink bars and lines on a dark blue grid. The word 'Financials' is centered in white text with a white underline.

Financials

Q4'24 Financial Overview

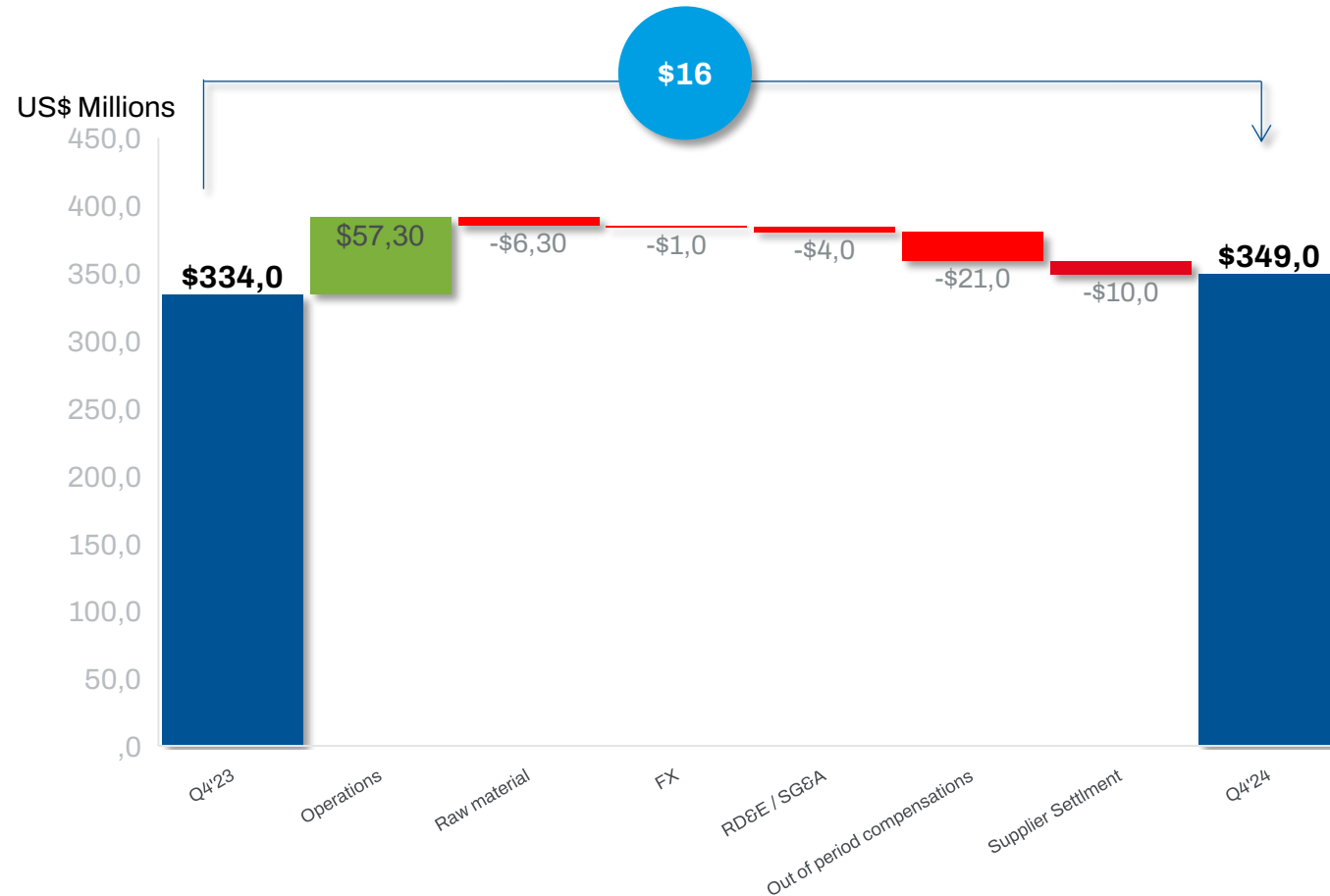
-US\$ Millions unless specified	Q4'24		Q4'23	
Sales	\$2,616		\$2,751	
Gross Profit	\$551	21.0%	\$530	19.3%
Adj. Operating Income ¹	\$349	13.4%	\$334	12.1%
Adj. EPS -assuming dilution ¹	\$3.05		\$3.74	
Adj. RoCE ^{1,2}	35%		33%	
Adj. RoE ^{1,2}	41%		47%	
Operating cash flow	\$420		\$447	
Dividend paid per share	\$0.70		\$0.68	
Stock repurchases	\$102		\$150	
Global LVP ³	23.6M		23.5M	



- (1) Non-US GAAP excluding effects from capacity alignment and antitrust related matters
 (2) Return on Capital Employed -RoCE and Return on Equity (RoE)
 (3) Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ January 2025

Q4'24 Adjusted Operating Income* Bridge

vs. prior year



Operations

Primarily driven by

- Improved call-off accuracy
- Higher operational efficiency

Partly offset by

- Lower sales

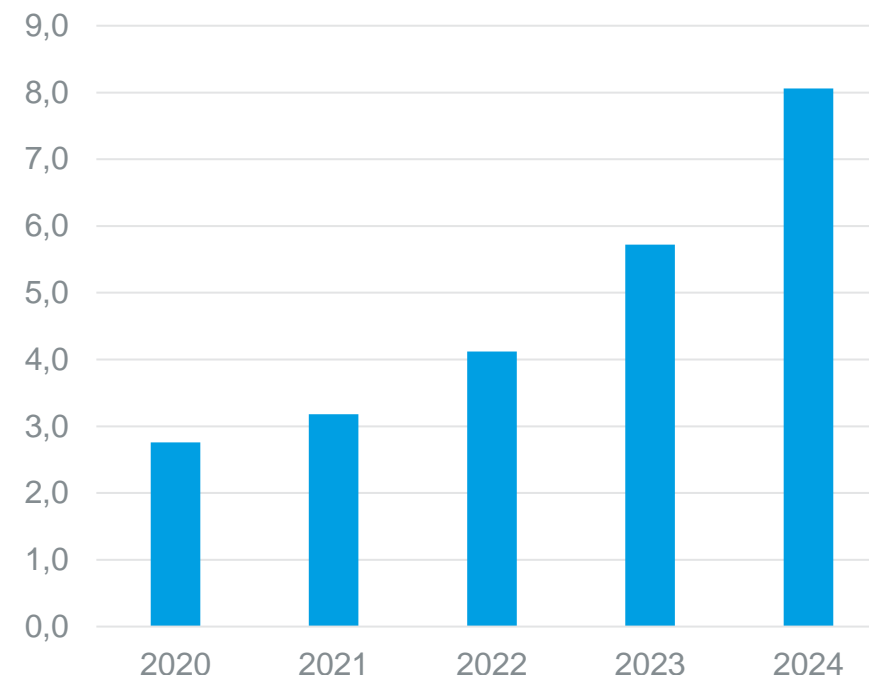
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

FY2024 Financial Overview

(US\$ Millions unless specified)	2024		2023	
Sales	\$10,390		\$10,475	
Gross Profit	\$1,927	18,5%	\$1,822	17,4%
Adj. Operating Income ¹	\$1,007	9,7%	\$920	8,8%
Adj. EPS (assuming dilution)	\$8.32		\$8.19	
Adj. RoCE ^{1,2}	26%		23%	
Adj. RoE ^{1,2}	28%		26%	
Operating cash flow	\$1,059		\$982	
Dividend paid per share	\$2.74		\$2.66	
Stock repurchases	\$552		\$352	
Global LVP ³	~86.7M		~87.8M	

Earnings per share (EPS)

US\$



(1) Non-US GAAP excluding effects from capacity alignment, antitrust related matters and the Andrews litigation settlement

(2) Return on Capital Employed (RoCE) and Return on Equity (RoE)

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

Cash Flow

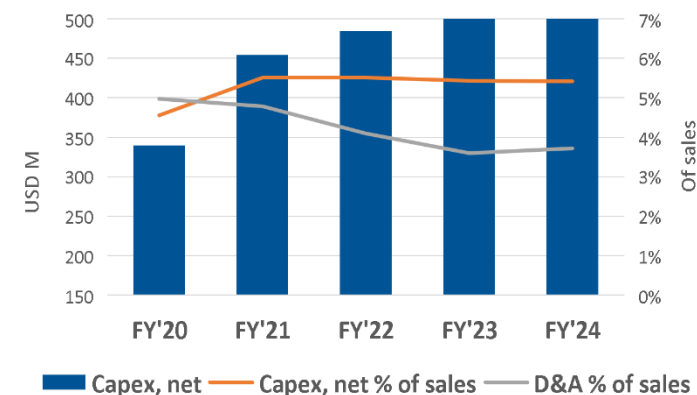
Continued strong performance from higher net income

-US\$ Millions unless specified	Q4'24	Q4'23	2024	2023	2022
Net Income	\$243	\$227	\$648	\$489	\$425
Depreciation & Amortization	98	97	387	378	363
Other, net ²	-29	-120	-29	-119	-133
Change in operating WC	107	243	53	235	58
Operating cash flow	420	447	1,059	982	713
Capital Expenditures, net ²	-132	-150	-563	-569	-485
Free Operating cash flow¹	288	297	497	414	228
Dividends paid	55	57	219	225	224
Stock repurchases	\$102	\$150	\$552	\$352	\$115

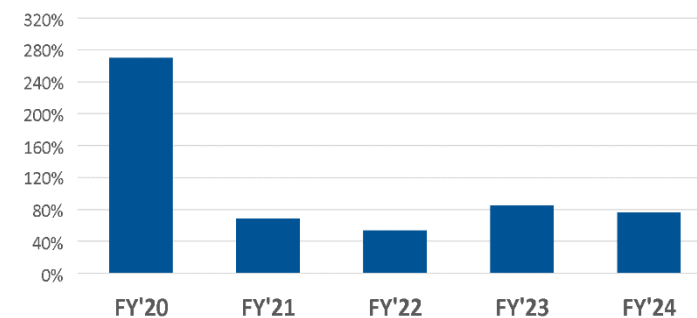
(1) Non-US GAAP measure

(2) Includes income of \$80 million from sale in 2022 of property in Japan

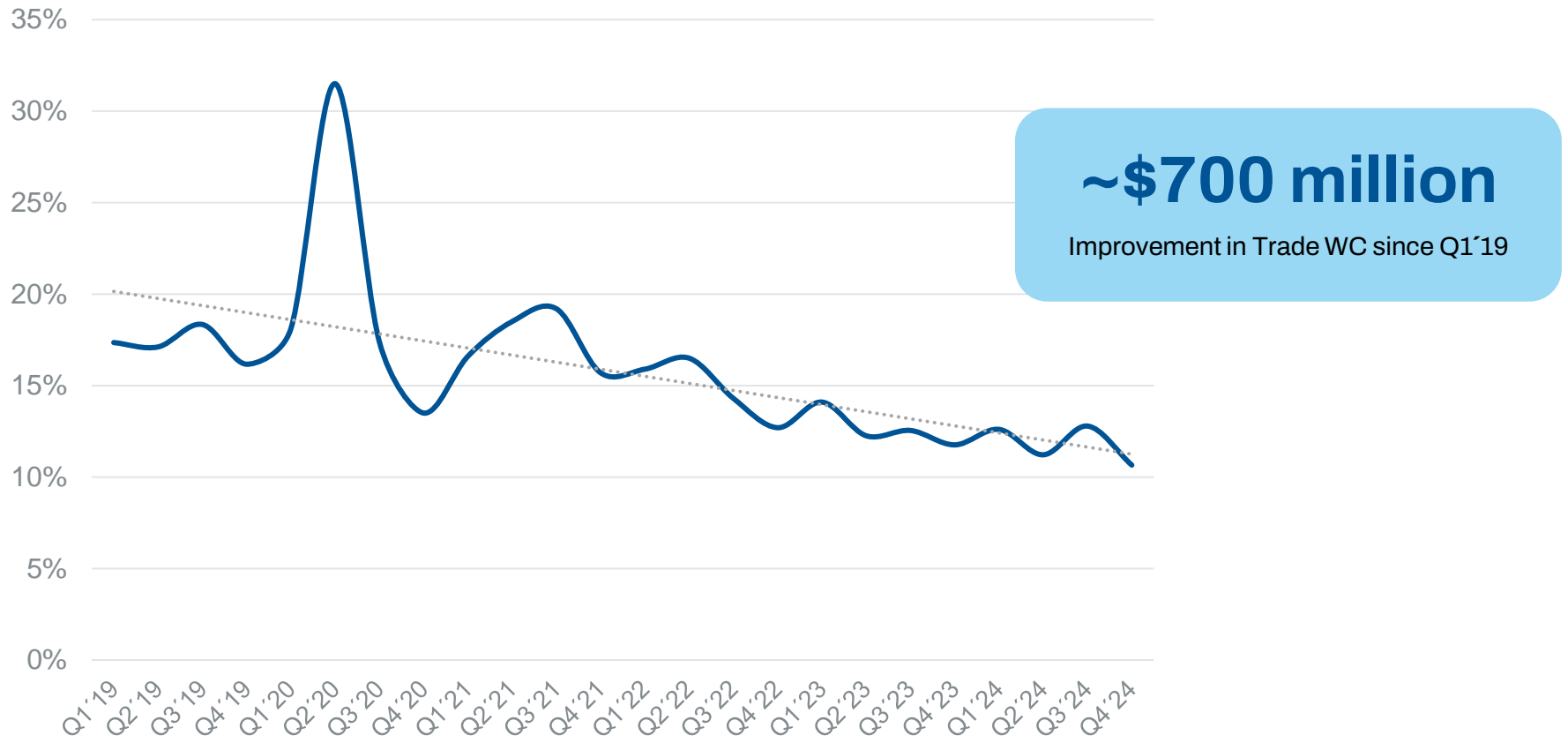
Capex and D&A



Cash Conversion¹



Trade Working Capital in Relation to Sales

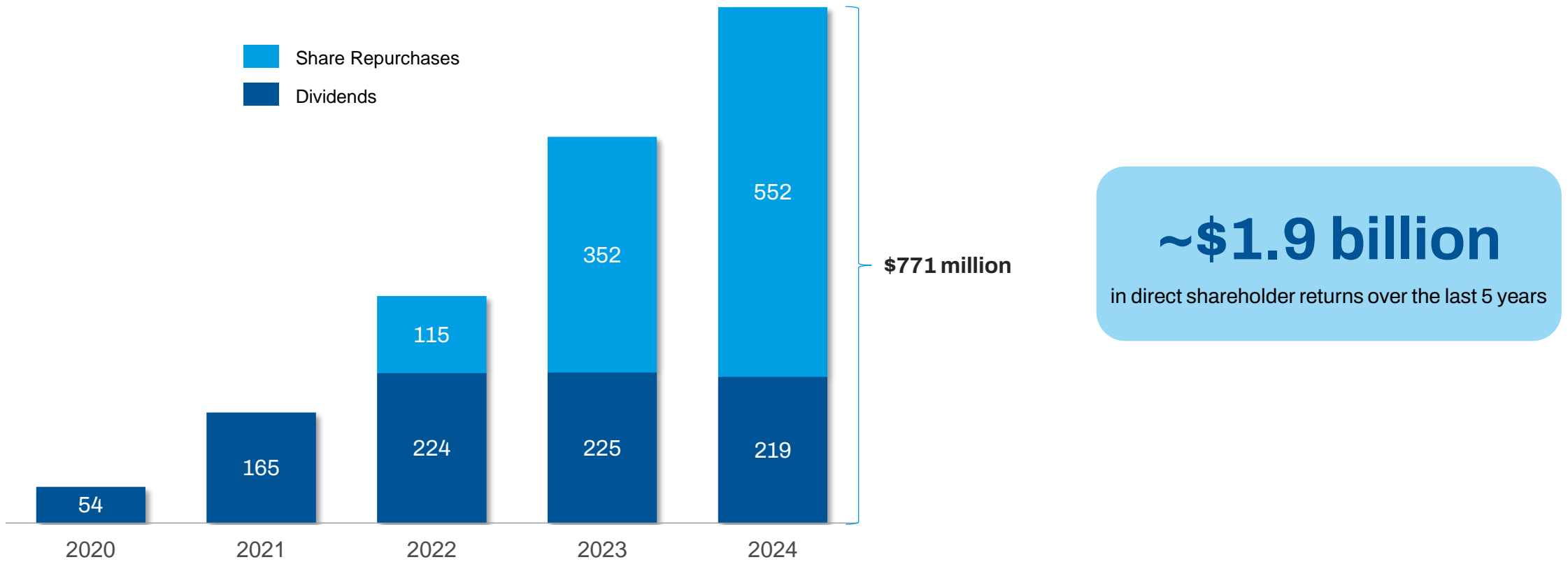


Strong Balance Sheet & Cash flow Supporting Shareholder Returns

Repurchased 10.2 million shares since the beginning of 2022 for \$1,019 million under current mandate

Shareholder Returns

US\$ Millions

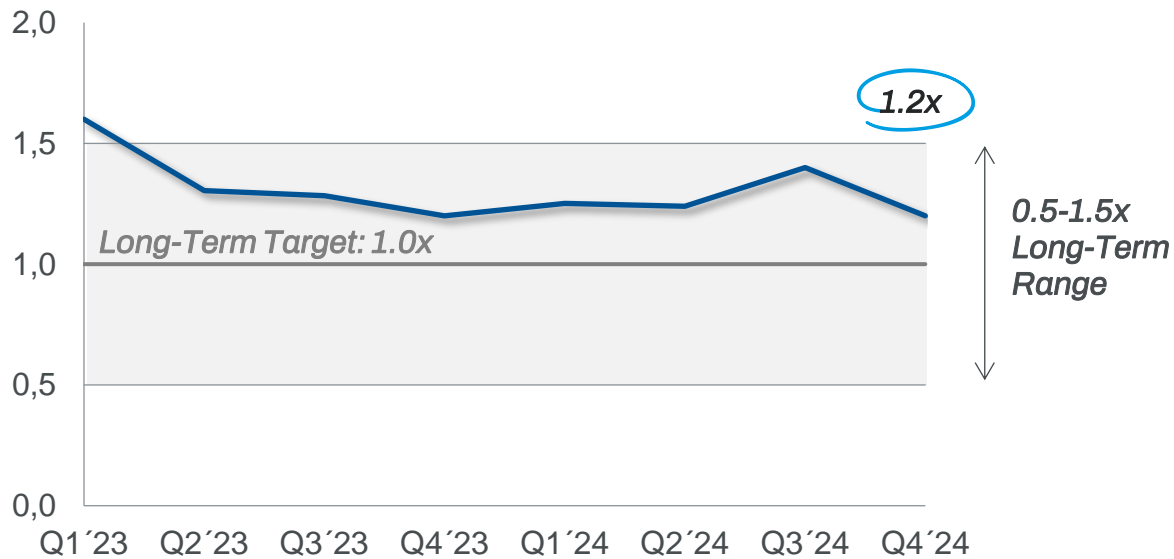


Debt Leverage Ratio*

Remains within the Long-term target range

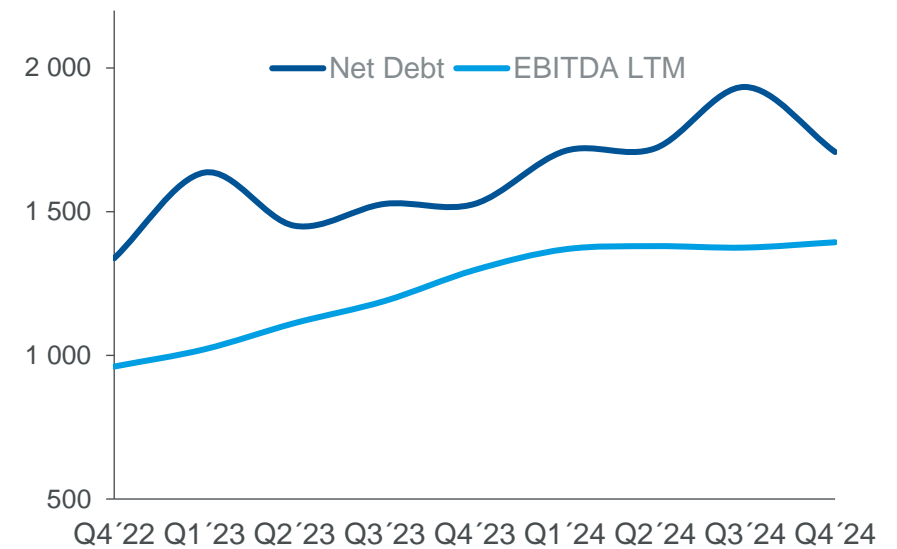
Net Debt* / EBITDA*

Times



Net Debt* and EBITDA** per the Policy

US\$ Millions



- Our **Net Debt*** decreased by **\$227 million** from Q3'24
- **EBITDA** LTM** increased by **\$17 million** from Q3'24

* Non-US GAAP measure, Leverage Ratio and Net Debt includes Pension Liability

** Non-US GAAP measure

Light Vehicle Production Outlook

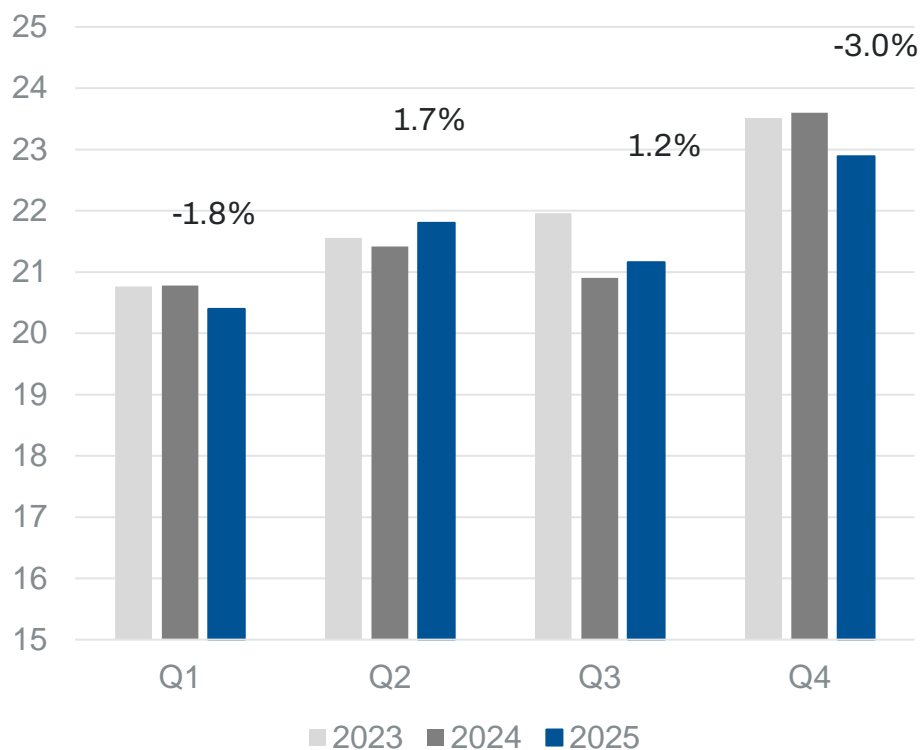
Autoliv expects global LVP* in 2025 to decline inline with S&P's forecast

Q1'24 Global LVP is expected to drop sequentially by

14%

Global Light Vehicle Production*

-Million units



Region	Q1'25	FY2025	
	YoY Chg.	Million Units	Y-o-Y Chg.
China	3.9%	29.1	-0.4%
Japan	14.5%	7.7	-0.5%
Rest of Asia	-5.4%	13.9	2.0%
North America	-5.9%	13.9	-1.6%
South America	3.6%	3.1	5.3%
Europe	-9.5%	16.5	-2.8%
Global	-1.8%	86.3	-0.5%

* Light Vehicle Production (LVP up to 3.5 ton) according to S&P Global @ January 2025 Year over Year -Y-o-Y

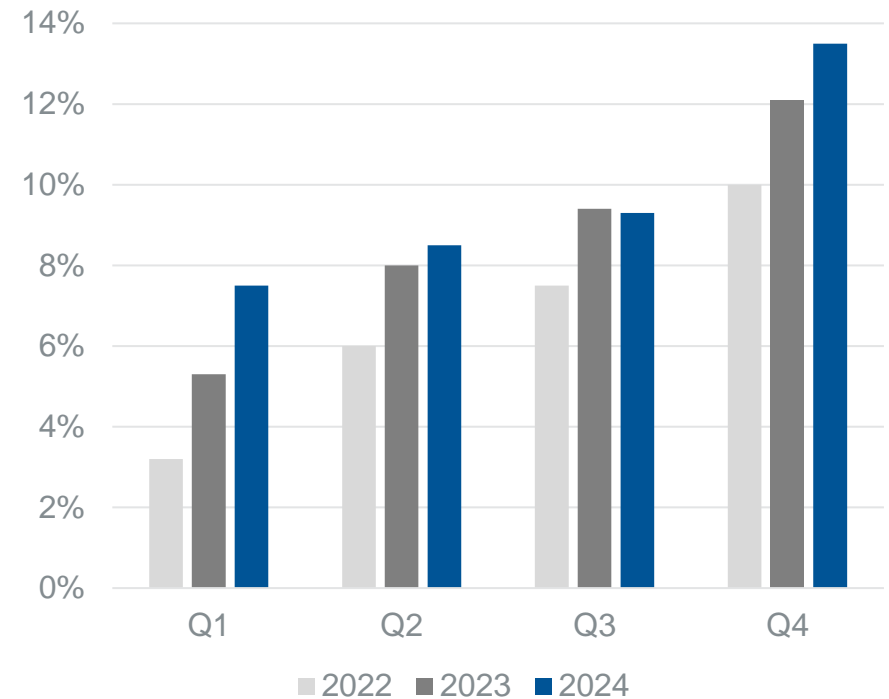
2025 Business Outlook – Further Margin Expansion Expected

Compared to 2024, we expect

- Lower Global LVP according to S&P Global
- Similar seasonality as for the past three years
- Headwinds from supplier cost inflation
 - Additional customer compensation negotiations, but on a lower level
- Structural cost reductions and strategic initiatives
- Favorable currency transaction effects
- A challenging first quarter in terms of operating margin which should gradually improve throughout the year

Adjusted Operating Margin* Development 2022-2024

%



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

FY2025 vs. FY2024 Improvement Supporting our Adj. Operating Margin Target



Full Year 2025 Guidance & Assumptions

Full Year 2025 Guidance	
Organic sales increase ¹	Around 2%
Adjusted Operating margin ¹	Around 10 to 10.5%
Operating Cash flow ³	Around \$1.2 billion
Capex, net % of sales	Around 5%

Assumptions	
LVP Growth	Around -0.5%
FX	Around -2%
Tax rate ²	Around 28%

Exchange Rates	
US\$/EUR	0.9462
US\$/JPY	150.17
US\$/KRW	1394.7
US\$/MXN	20.411
US\$/CNY	7.2328



(1) Non-US GAAP excluding effects from capacity alignment and antitrust related matters (2) Excluding unusual tax items (3) Excluding unusual items



Q&A

Q4'24 Product Volumes

Autoliv Quantities Delivered (Millions unless specified)	Q4'24	vs. PY** (%)
Seatbelts	35.9	-6%
▪ Pretensioners (of which)	25.3	-4%
▪ Active Seatbelts (of which)	1.5	12%
Frontal Airbags	14.8	-8%
▪ Knee Airbags (of which)	1.5	-16%
Side Airbags	34.7	1%
▪ Chest (Thorax)	18.0	-1%
▪ Head (Curtain)	15.6	2%
Steering Wheels	5.2	-11%
LVP* (Global)	23.6	0.4%

*S&P Global: January 2025





Saving More Lives

January 31, 2025

ALV – Q4 and FY2024 Earnings Call and Webcast

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