



Earnings Call Presentation

1st Quarter 2025

April 16, 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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Q1'25 Key Highlights – Substantial Year-over-Year Profit & Margins Expansion

- Stronger than expected sales, partly driven by LVP pull-forward in Europe and North America
 - Solid sales despite a significant negative regional LVP** mix
- Substantial margin expansion Y-o-Y
 - Margin expansion mainly driven by successful execution of operational and commercial efforts
 - Nearly fully compensated by customers for additional tariffs in the quarter
- Progressed with our structural cost reduction activities
 - Indirect workforce reduced by over 1,500 (compared to Q1'23)
 - Direct headcount reduced 3,700 Y-o-Y, although sales grow organically
- Reiterating guidance
- Record earnings per share for a first quarter on lower number of shares outstanding and high net profit
- Continued significant shareholder returns
 - Repurchased shares for \$50 million
 - Paid a dividend of \$0.70 per share
- OEM sourcing of safety products for future car models picked up in the first quarter

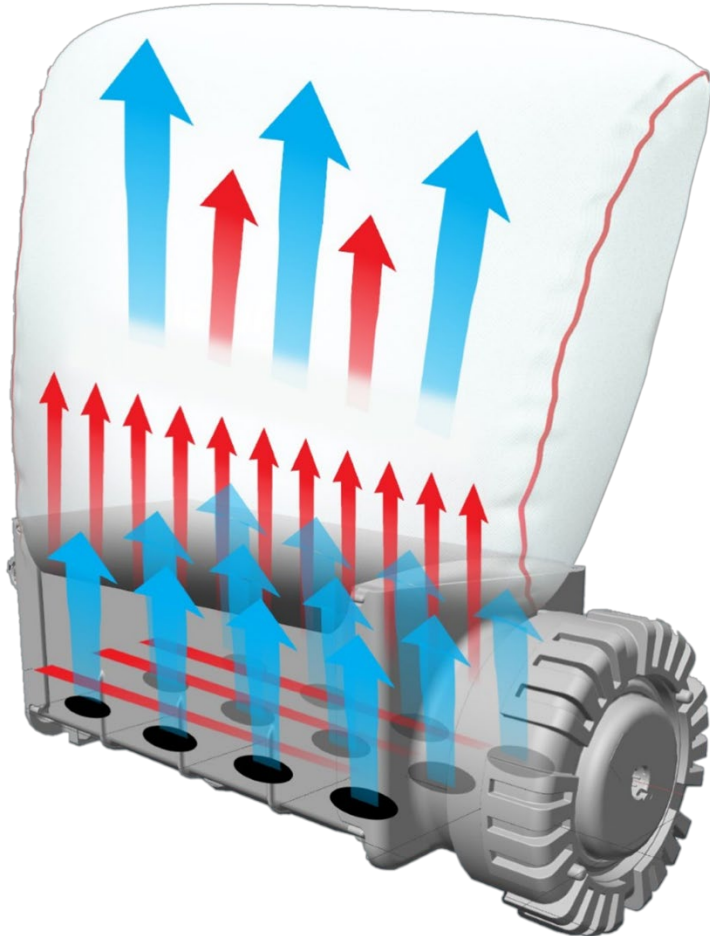
9.9%

Adjusted Operating Margin*

* Non-US GAAP measure

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

The Bernoulli™ Airbag – Named “Innovation to Watch” by Automotive News



Automotive News

PACE PILOT

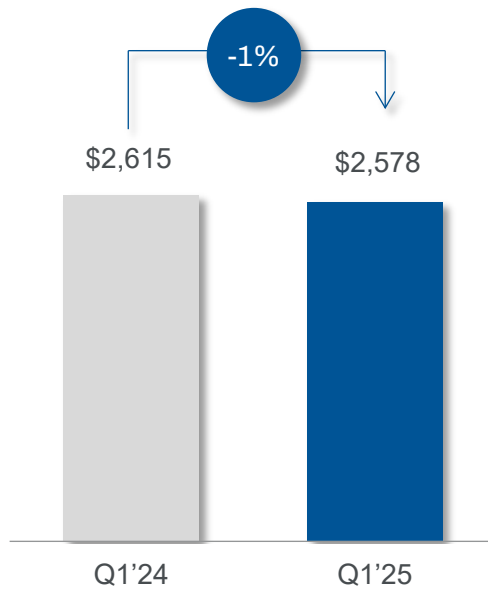
The PACE Pilot Award recognizes advancements under development, with new materials, fresh ideas, creative processes and bold execution.

Q1'25 Financial Overview

Substantial margin expansion Y-o-Y

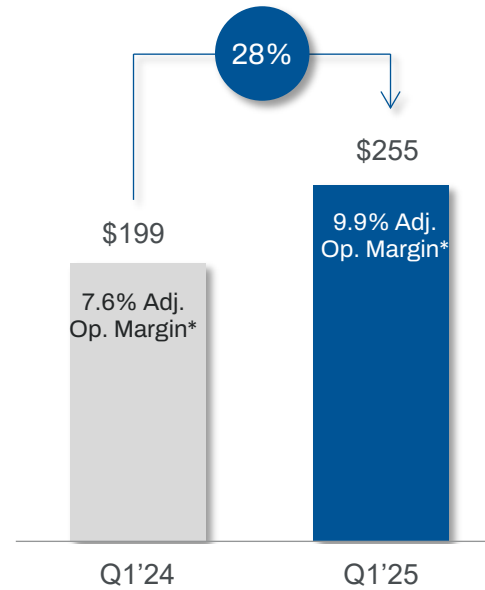
Consolidated Sales

US\$ -Millions



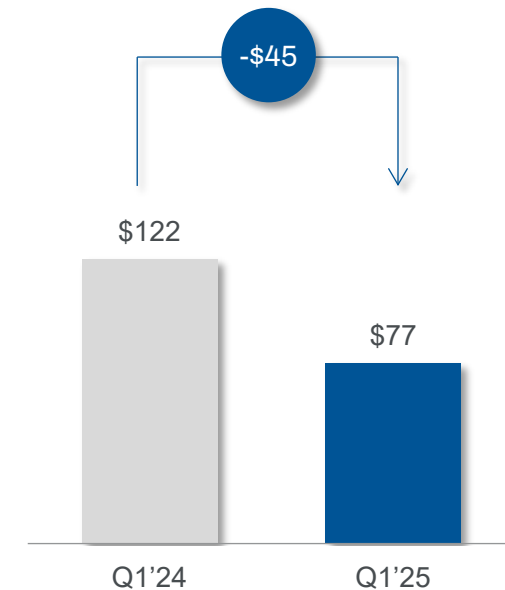
Adjusted Operating Income*

US\$ -Millions



Operating Cash Flow

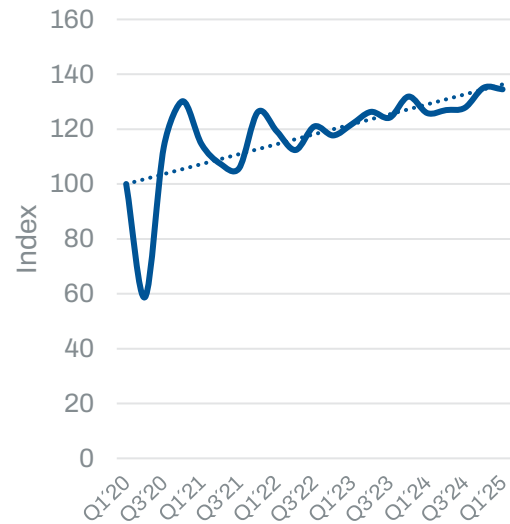
US\$ -Millions



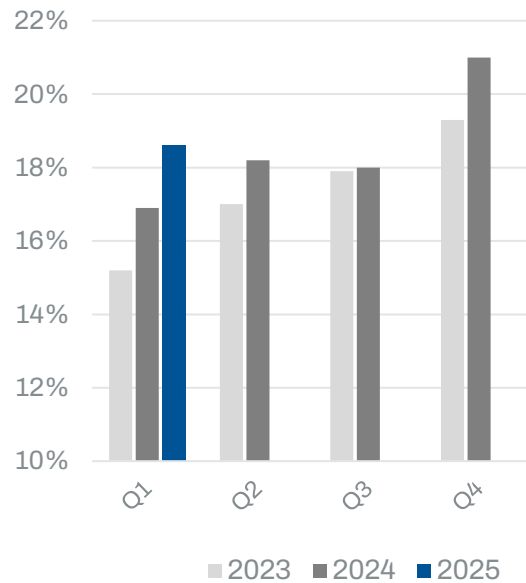
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Significant Sequential and Year-over-Year Cost Improvements

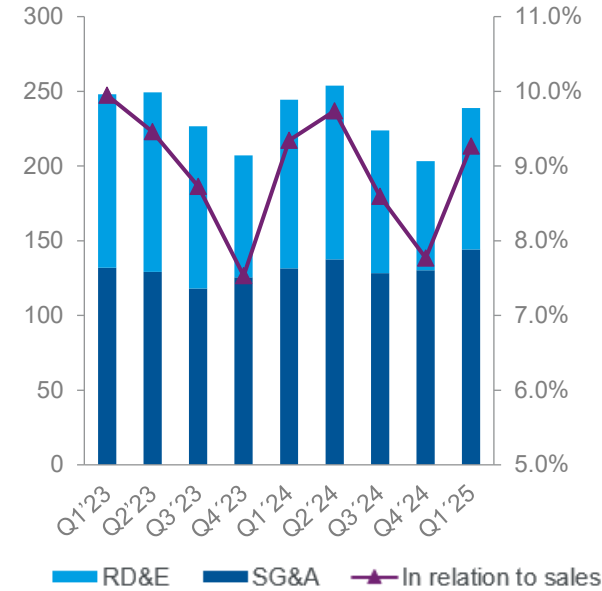
Direct Labor Productivity Index
Sales in relations to Average Headcount



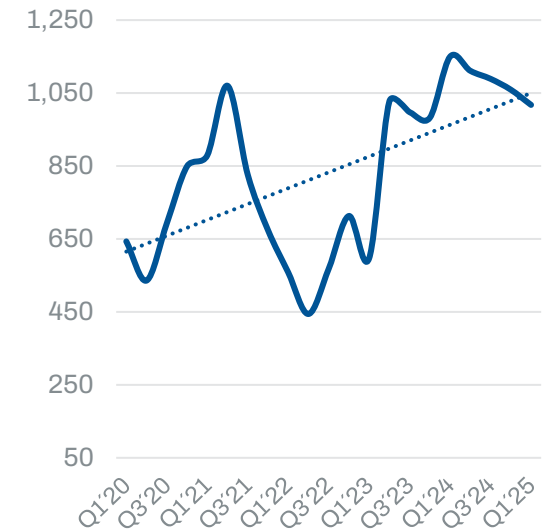
Gross Margin
%



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



Operating Cash flow LTM
US\$ -Millions

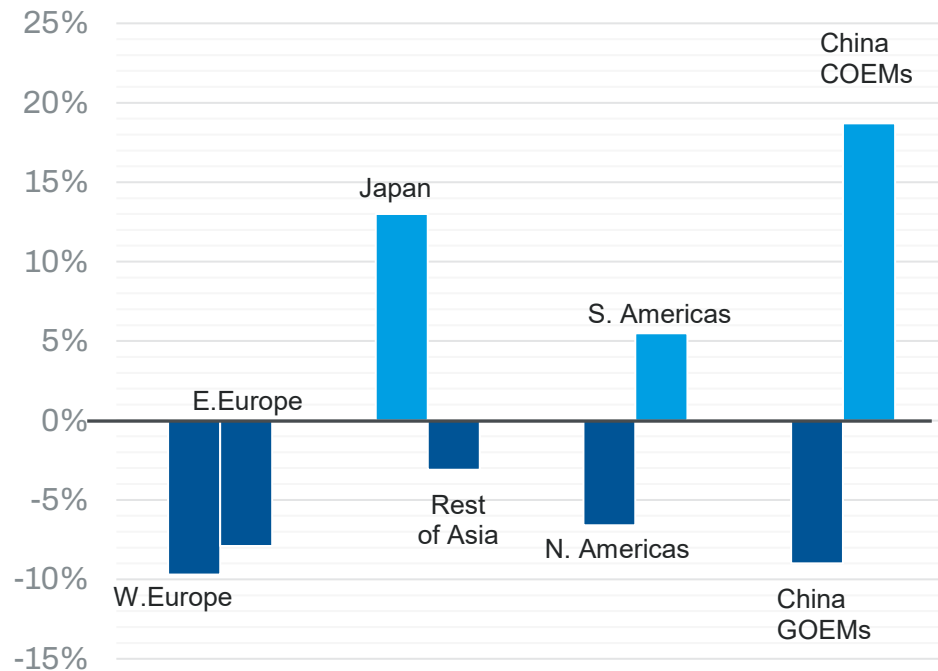


Q1'25 Light Vehicle Market Development

More than 3pp of headwinds from regional mix; Improved Call-off accuracy

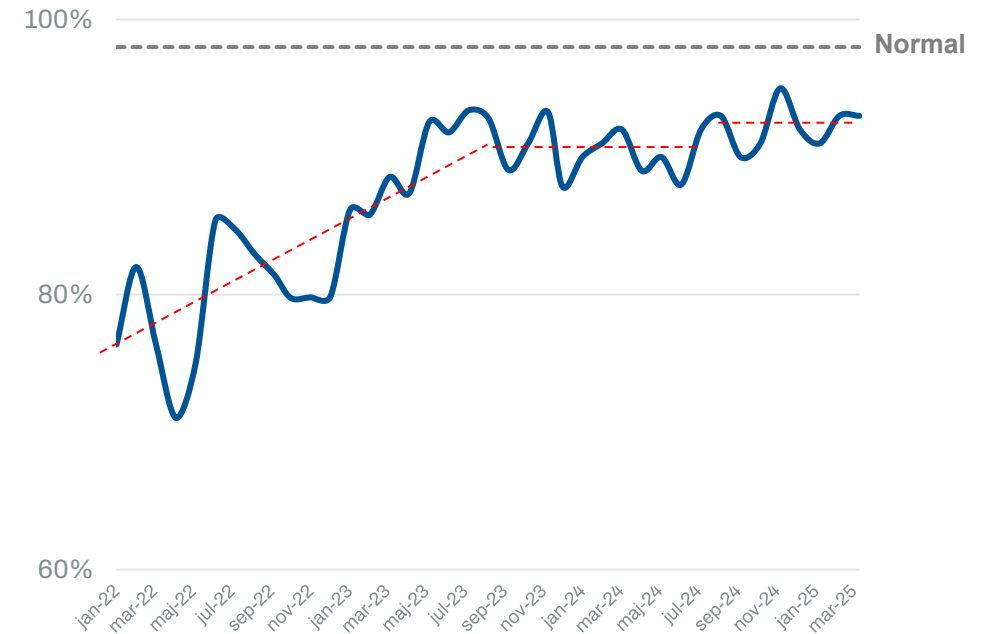
Q1'25 LVP*

%



Customer Call-off Accuracy**

%



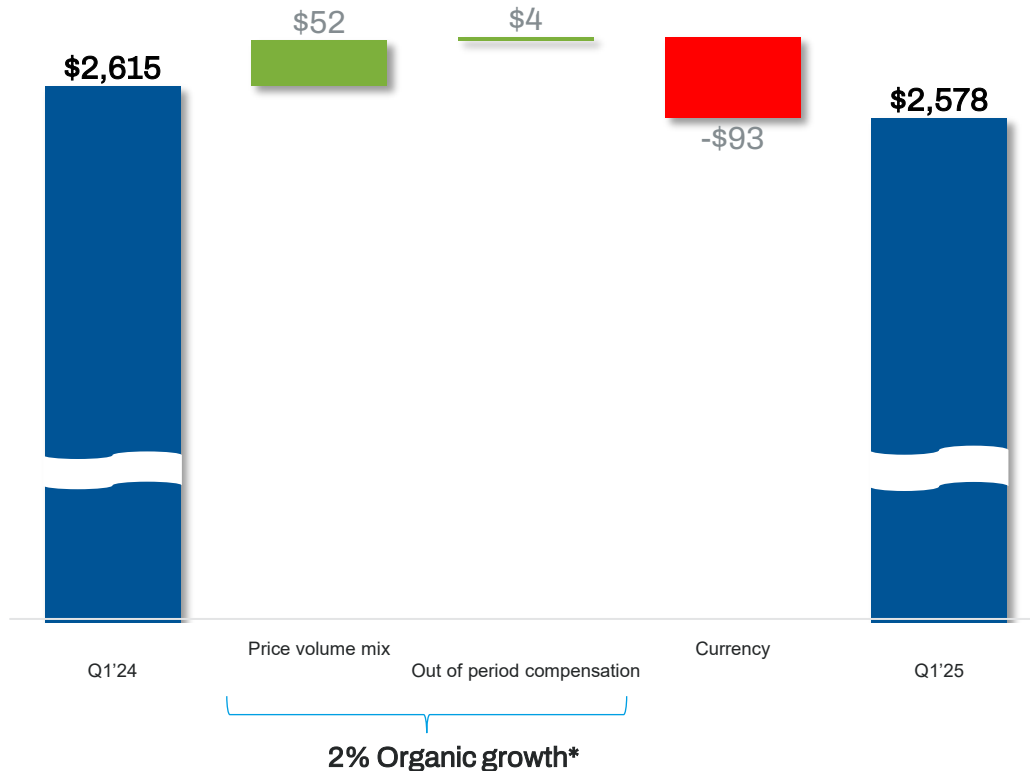
* Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ March 2025. CEOMs: Chinese OEMs excluding Volvo and Polestar ; GOEMs: other vehicle manufactures operating in China

** Company estimate

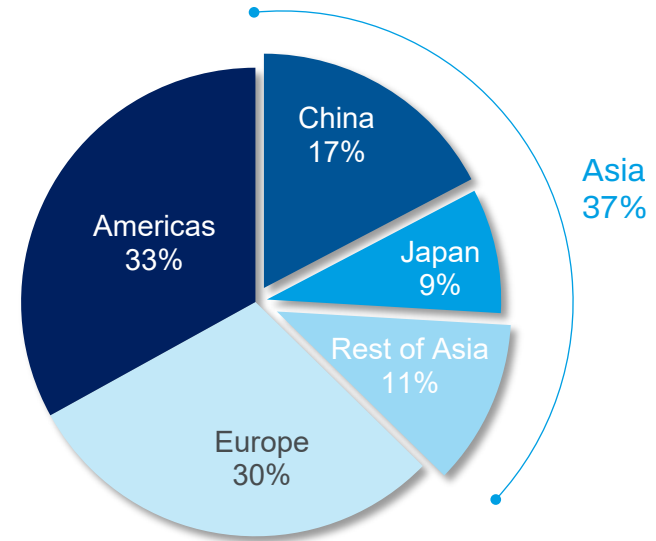
Q1'25 Sales Growth and Regional Sales Split

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

Sales Bridge
US\$ -Millions



Sales by Region Q1'25
%

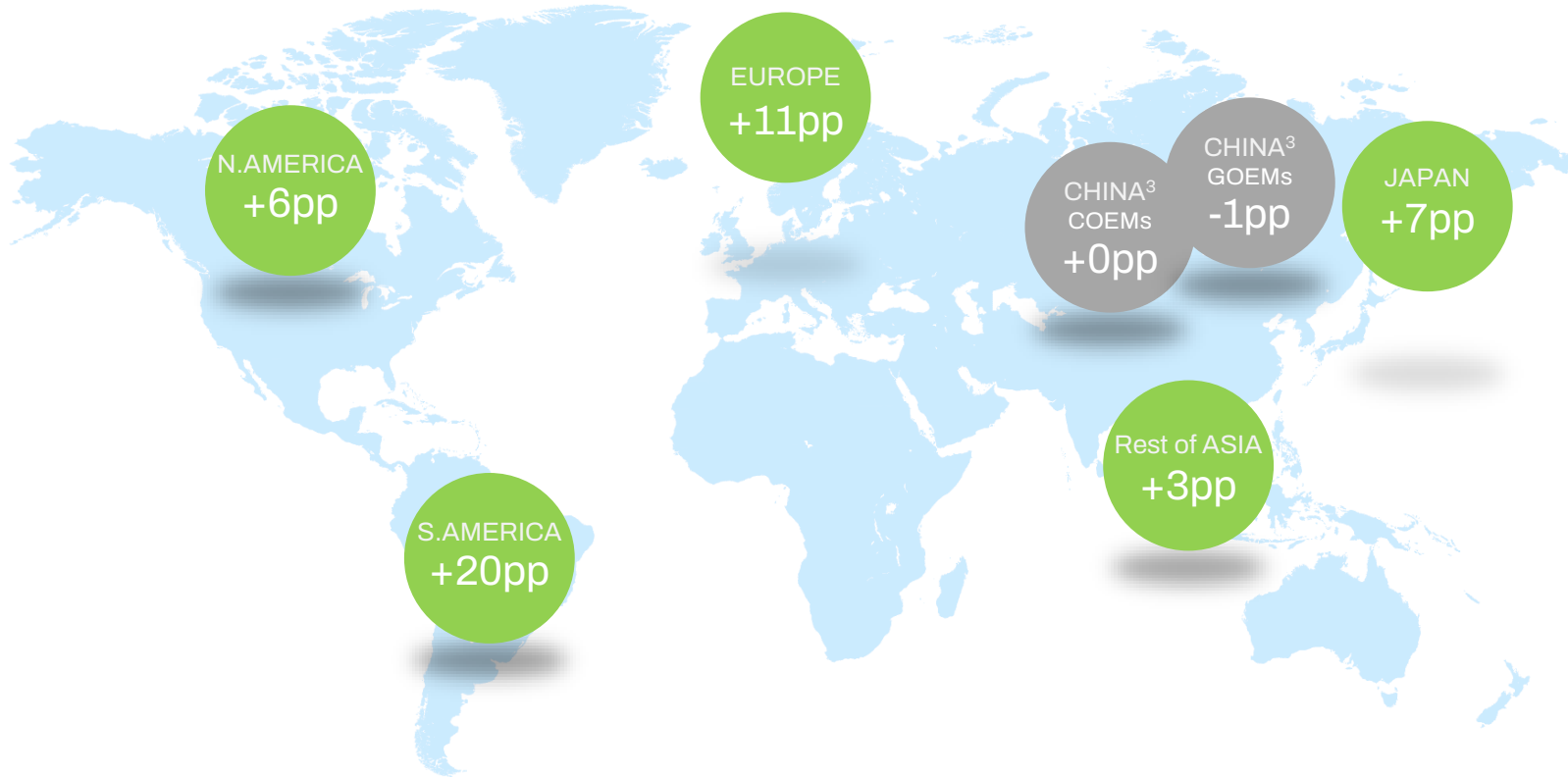


* Non-US GAAP measure

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

Q1'25 Sales Growth - Organic Sales¹ Outperforming Global LVP by 3pp

Outperformance - Organic growth¹ vs. LVP²
(Percentage points)



Our Main Net Sales Growth Drivers



⁽¹⁾ Non-US GAAP measure

⁽²⁾ Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ March 2025

⁽³⁾ COEMs: Chinese OEMs excluding Volvo and Polestar ; GOEMs: other vehicle manufactures operating in China

Q1'25 Key Model Launches

Honda Passport



Ford Expedition



Hyundai Palisade



Dacia Bigster



Renault 5 E-TECH



Mercedes CLA



Audi A6 Avant



Kia Tasman



Citroen C3



A background image featuring a financial chart with blue and pink bars and lines, overlaid with a grid and various data points. The word "Financials" is centered in white text with a white underline.

Financials

Q1'25 Financial Overview

-US\$ Millions unless specified	Q1'25		Q1'24	
Sales	\$2,578		\$2,615	
Gross Profit	\$478	18.6%	\$443	16.9%
Adj. Operating Income ¹	\$255	9.9%	\$199	7.6%
Adj. EPS -assuming dilution ¹	\$2.15		\$1.58	
Adj. RoCE ^{1,2}	26%		20%	
Adj. RoE ^{1,2}	29%		21%	
Operating cash flow	\$77		\$122	
Dividend paid per share	\$0.70		\$0.68	
Stock repurchases	\$50		\$160	
Global LVP ³	20.7M		20.8M	

(1) Non-US GAAP excluding effects from capacity alignment and antitrust related matters

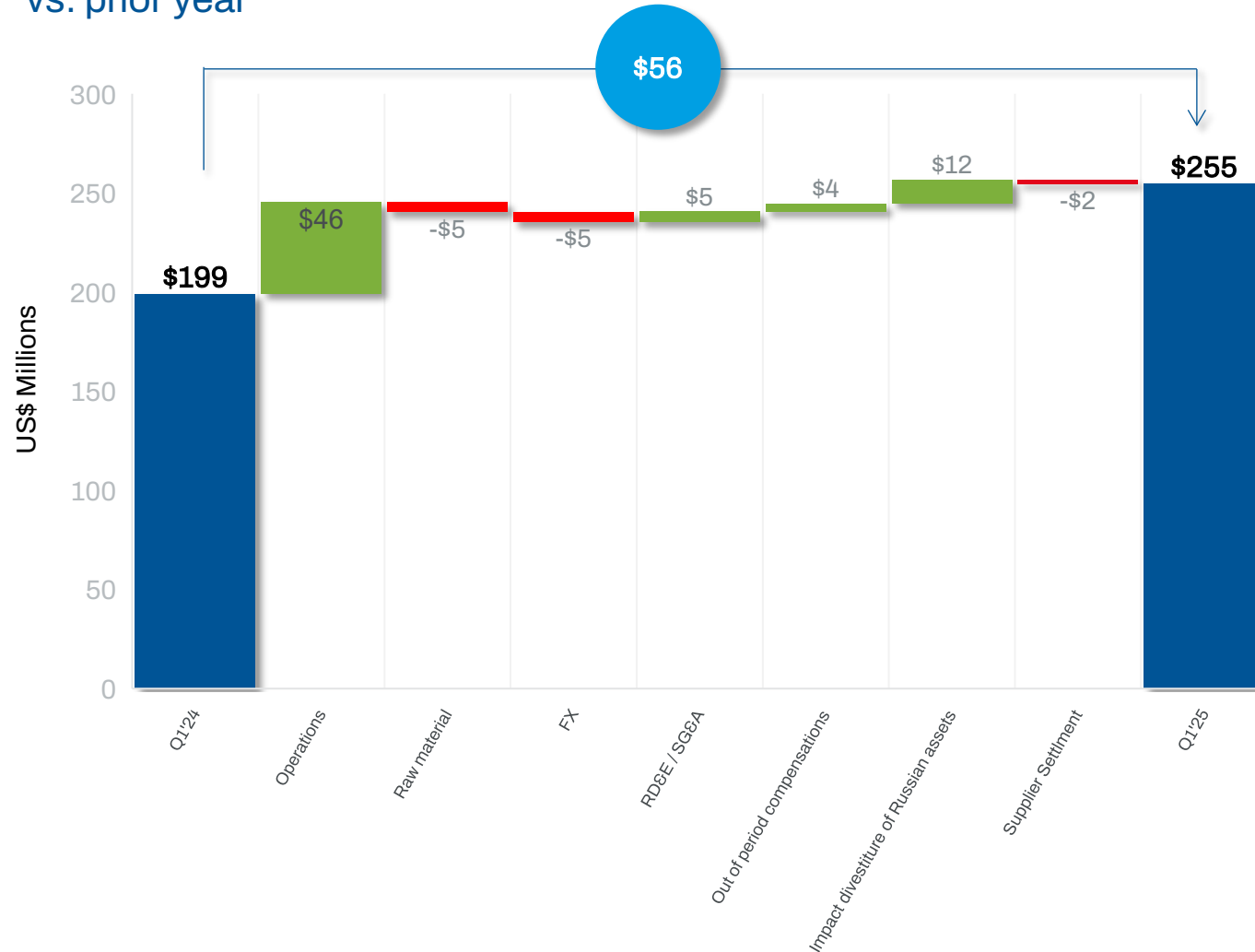
(2) Return on Capital Employed -RoCE and Return on Equity (RoE)

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



Q1'25 Adjusted Operating Income* Bridge

vs. prior year



Operations

Primarily driven by

- Improved call-off accuracy
- Higher operational efficiency
- Higher organic sales

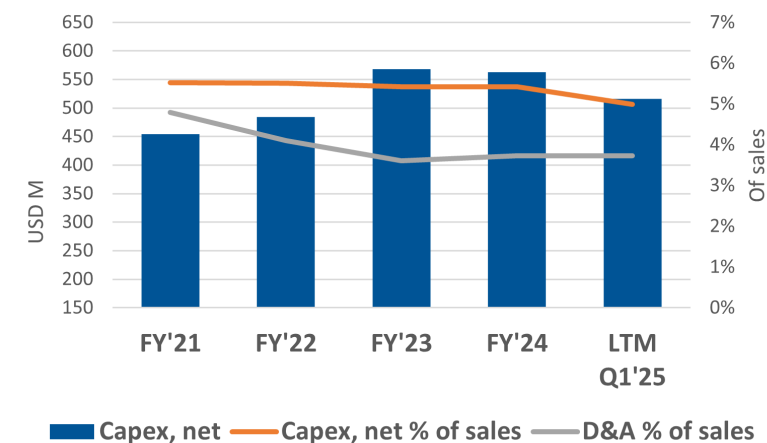
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Cash Flow

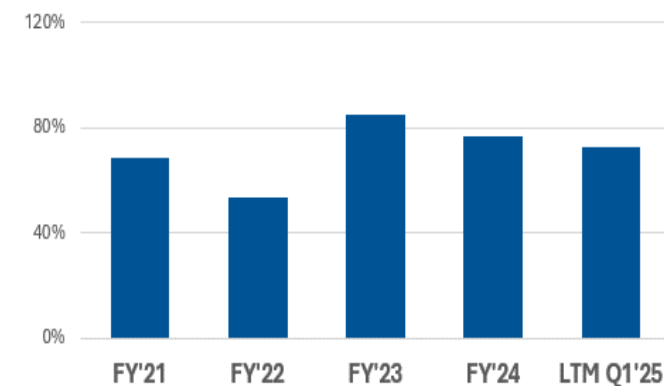
Continued solid performance from higher net income

-US\$ Millions unless specified	Q1'25	Q1'24	LTM	2024	2023
Net Income	\$167	\$127	\$688	\$648	\$489
Depreciation & Amortization	95	96	386	387	378
Other, net	-6	14	-48	-29	-119
Change in operating WC	-179	-114	-12	53	235
Operating cash flow	77	122	1,015	1,059	982
Capital Expenditures, net	-93	-140	-516	-563	-569
Free Operating cash flow*	-16	-18	499	497	414
Dividends paid	54	56	217	219	225
Stock repurchases	\$50	\$160	\$442	\$552	\$352

Capex and D&A



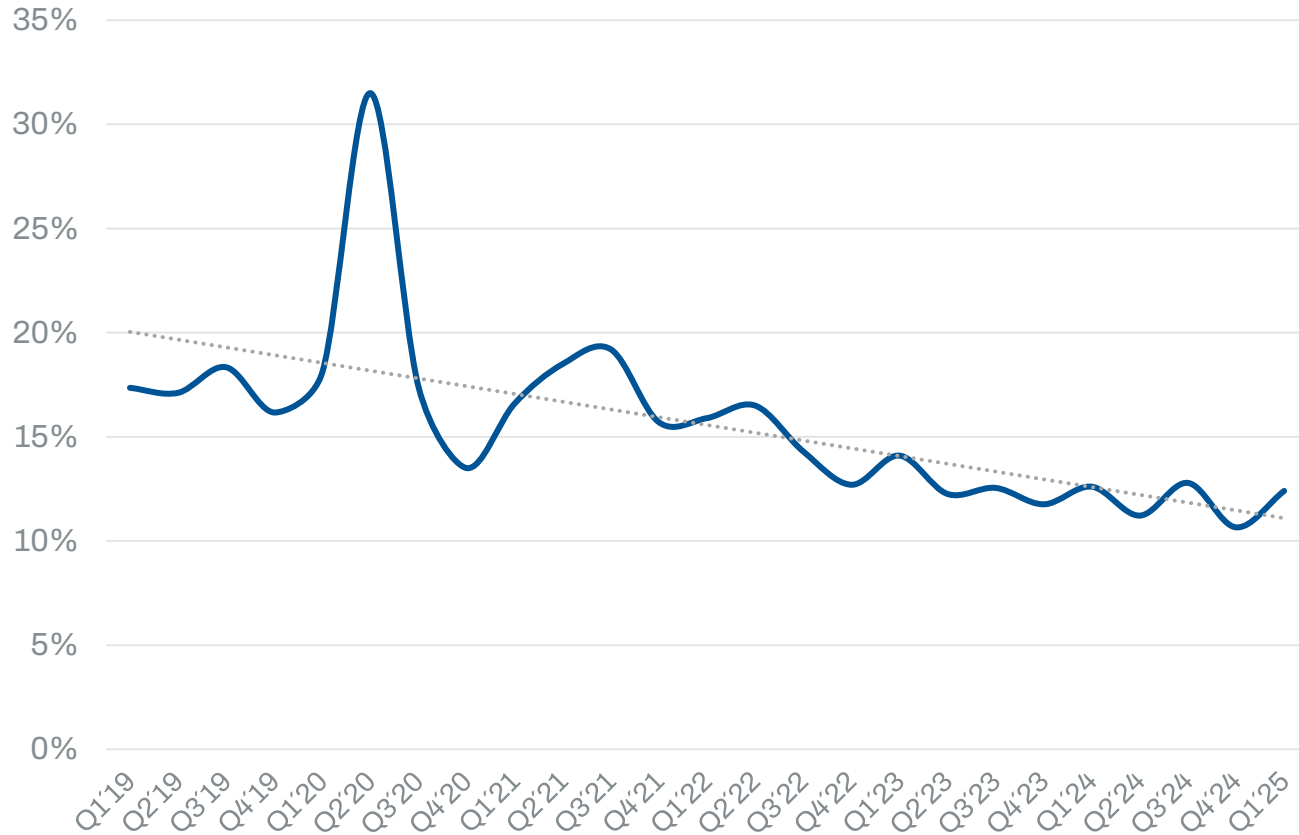
Cash Conversion*



* Non-US GAAP measure

Trade Working Capital in Relation to Sales

Temporarily impacted by increased receivables following the strong sales towards the end of the quarter



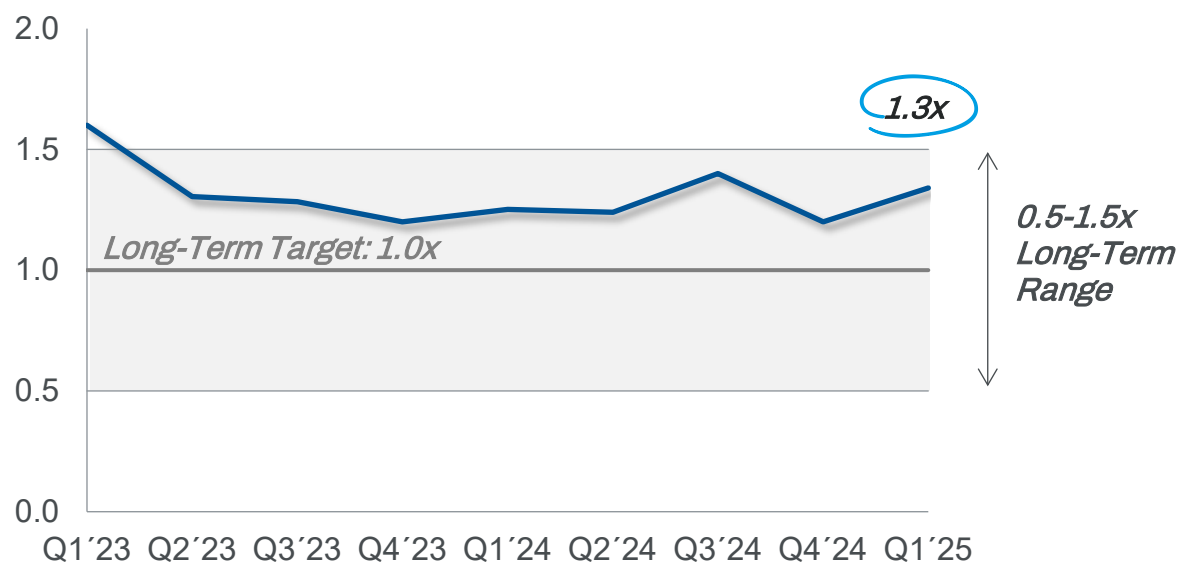
**Continued
Positive Trend**

Debt Leverage Ratio*

Remains within the Long-term target range

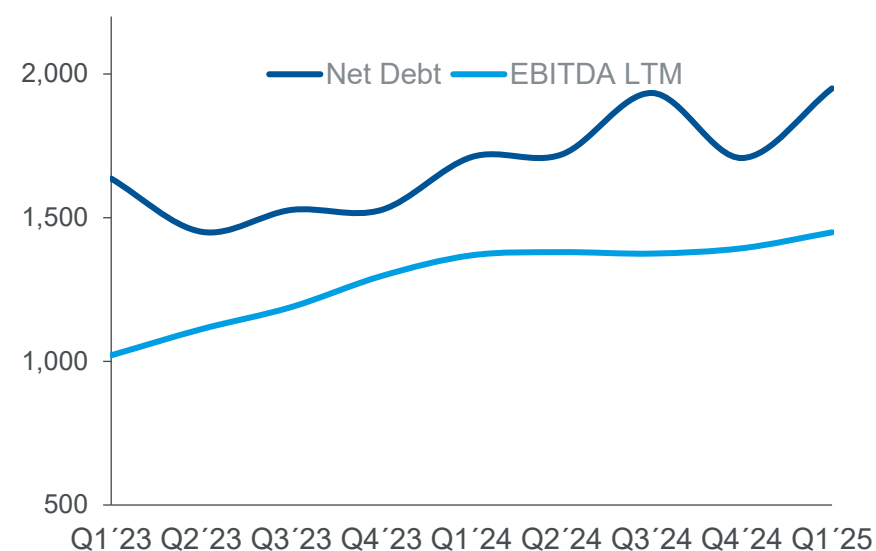
Net Debt* / EBITDA*

Times



Net Debt* and EBITDA** per the Policy

US\$ Millions



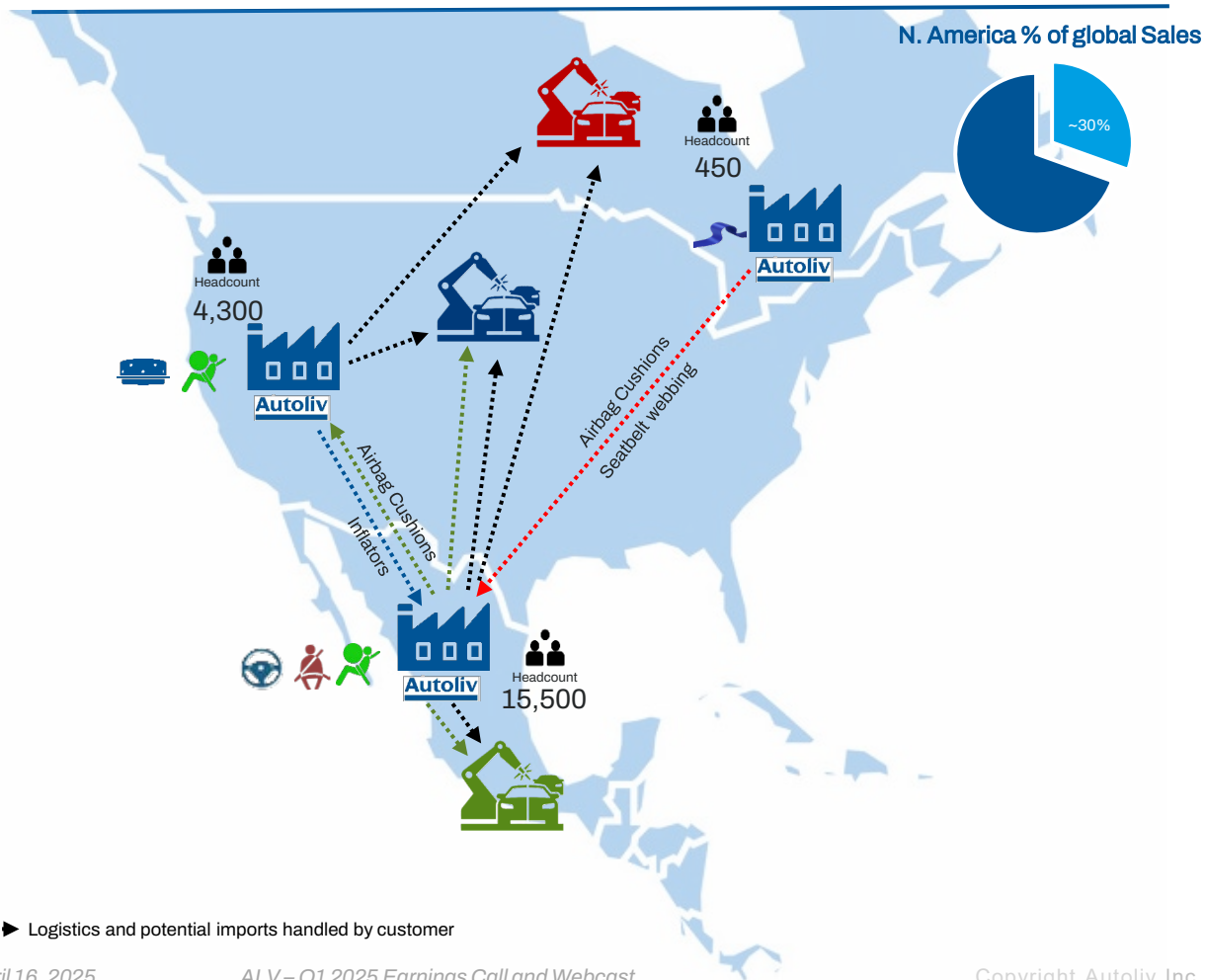
- Our **Net Debt*** increased by **\$242 million** from previous quarter
- **EBITDA** LTM** increased by **\$55 million** from previous quarter

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

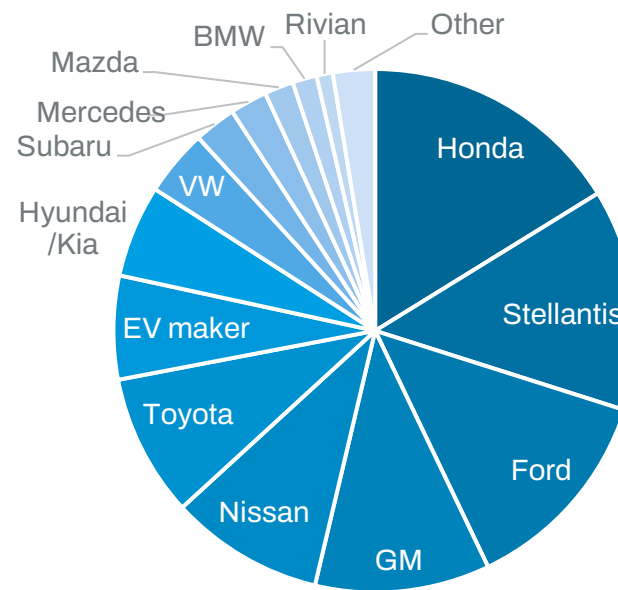
** Non-US GAAP measure

We are well Positioned with Our Footprint and Broad Customer Portfolio

Autoliv Simplified Manufacturing Footprint North America



Diversified Americas Customer Mix



Mitigating Impact and Adapting to a Changing Landscape

Tariffs

- **March**
 - All steel and aluminum imports to the US increased to 25% tariff
 - Noncompliant USMCA parts faces an additional 25% tariff
- **April**
 - No change to steel, aluminum, and noncompliant USMCA parts tariffs
- **China Tariffs**
 - The US has imposed significant tariffs on auto parts imported from China

Autoliv Impact

- **Current USMCA Compliance**
 - Many of our products are USMCA compliant but not all are compliant due to insufficient local content and/or customer directed parts
- **China Tariffs**
 - Limited impact on Autoliv from tariffs between the US and China due to relatively low trade between our operations in each country or with customers
- **Potential Mix Effects from Vehicle Import tariffs**
 - Autoliv's has a very broad customer and model portfolio, typically limiting sales effects from market variations in model and OEM mix.

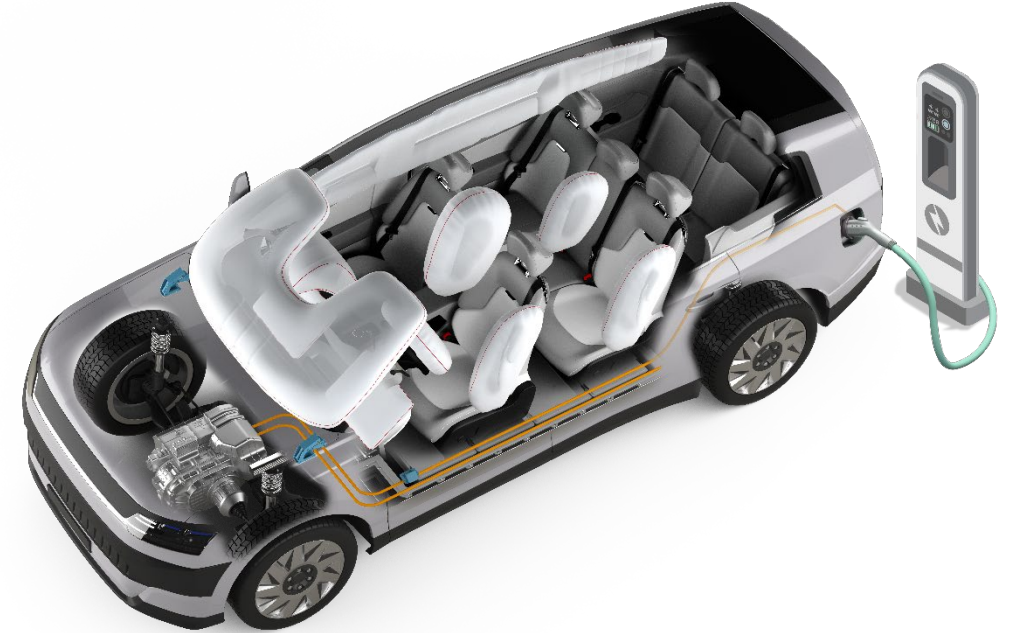
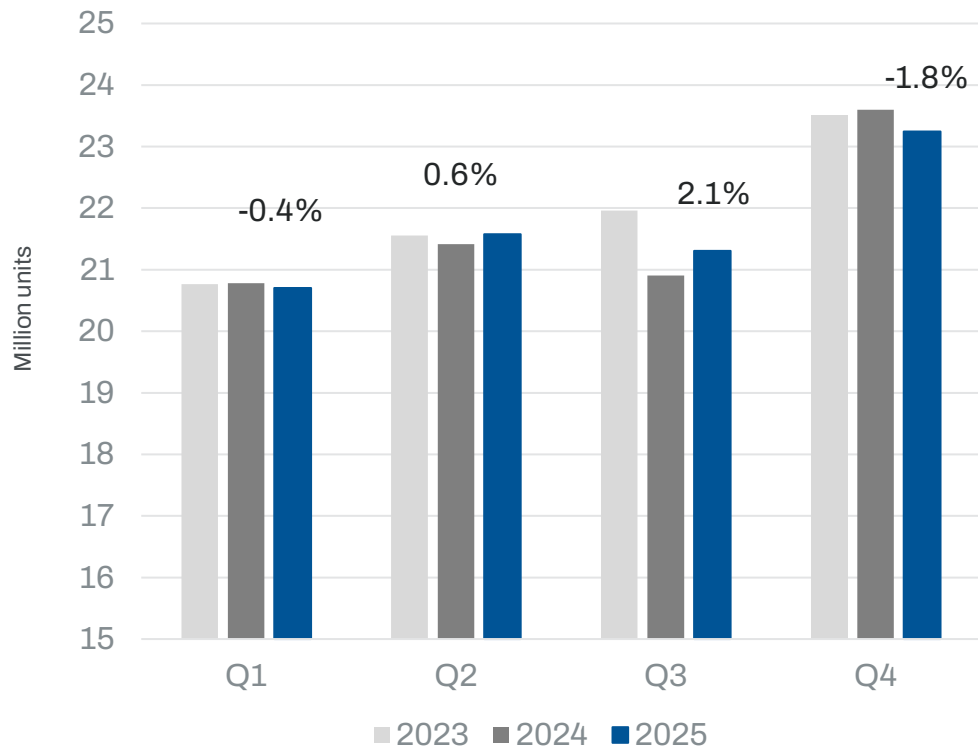
Autoliv Actions

- **Taskforce**
 - Established early in the year, our dedicated taskforce is focused on minimizing the impact of tariffs to our operations and to our customers
 - **USMCA Compliance:** We are committed to increasing our compliance with the USMCA regulations, working closely with our customers and suppliers to achieve this.
- **Customer compensations**
 - We successfully passed on the costs of tariff increases to our customers in Q1 '25
 - We are engaged in ongoing discussions with our customers to negotiate compensations and ensure mutual benefits.

Light Vehicle Production Outlook

Autoliv guidance is based on global LVP declining around -0.5% in 2025

Global Light Vehicle Production* according to *S&P in March*



2025 global light vehicle production

The outlook has become significantly more uncertain since January, with regional variations influenced by tariffs, slowing economic growth, and other factors.

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

2025 Business Outlook – Margin Expansion Expected

Compared to 2024

- Lower Global LVP
- Headwinds from supplier cost inflation
- Additional cost savings from structural and strategic initiatives
- Higher cost for certain raw materials, mainly in the U.S.
- Contrary to the past three years we do not expect a gradual quarter-by-quarter adjusted operating margin increase due to a different inflationary environment. However, the fourth quarter is still anticipated to be the strongest of the year.

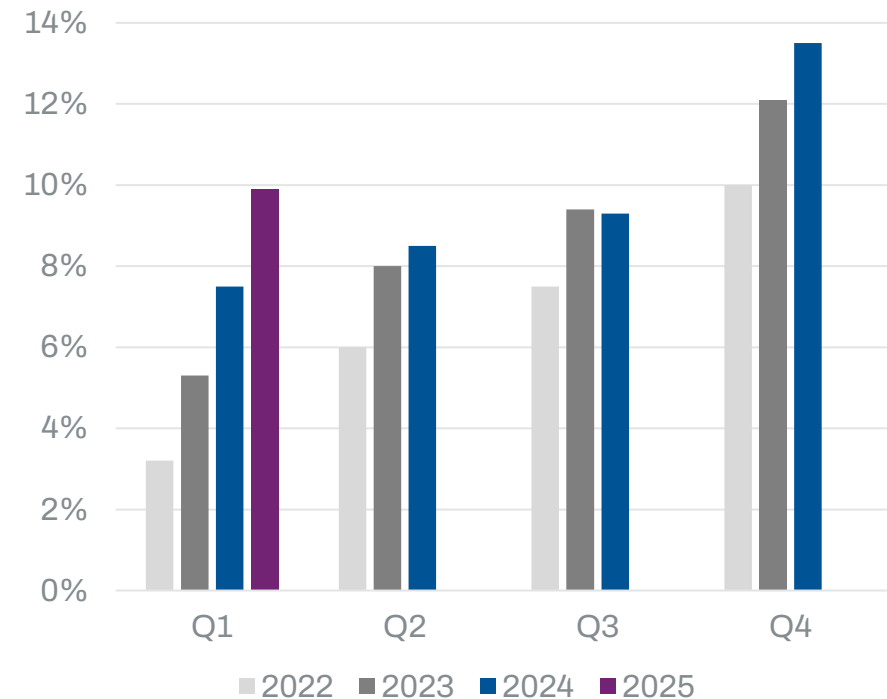
We successfully navigated tariffs in the first quarter, giving us confidence for the remainder of the year

The GLVP outlook remains challenging to predict.

Note that, as we have communicated previously our incremental/decremental margin impact typically is 20% to 30% on changes in sales.

Adjusted Operating Margin* Development from 2022

%



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

Full Year 2025 Guidance¹ & Assumptions

Assumes no material changes to tariffs or trade restrictions

Full Year 2025 Guidance	
Organic sales increase ²	Around 2%
Adjusted Operating margin ²	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 -3%
Tax rate ⁴	Around 28%

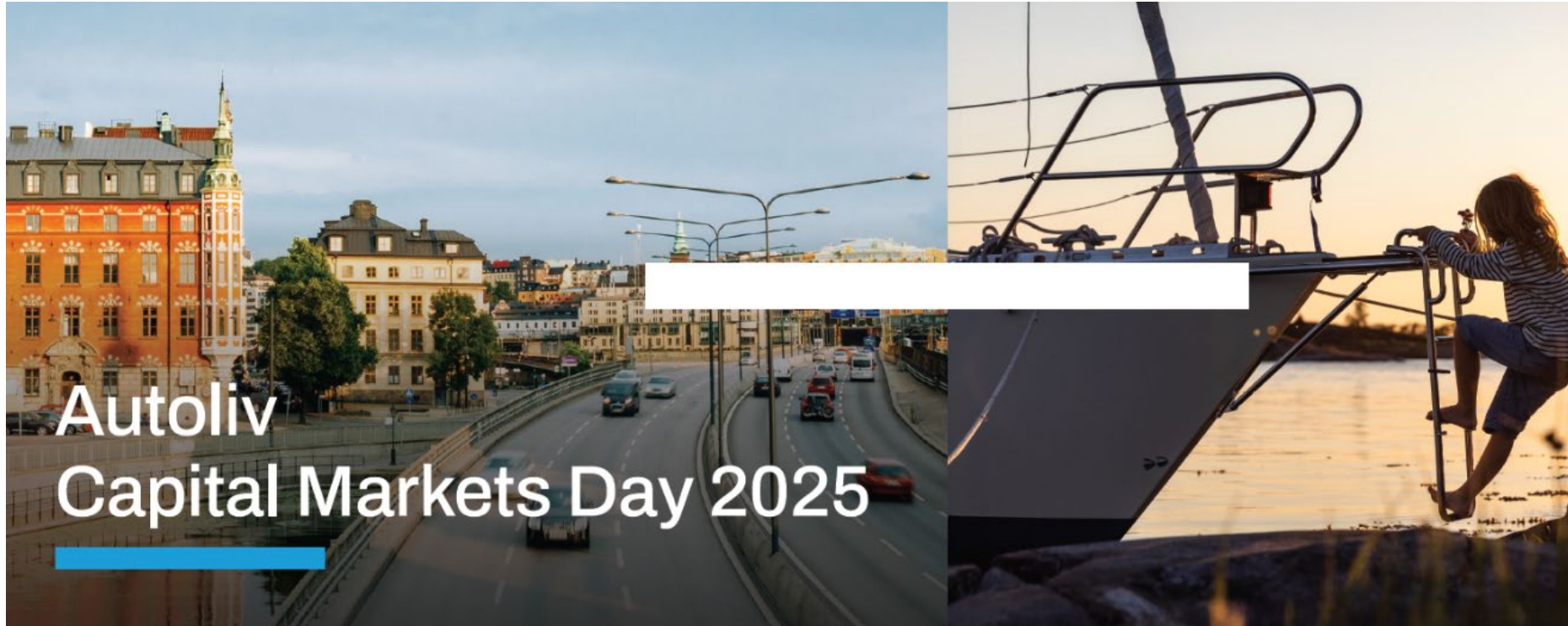
Exchange Rates	
US\$/EUR	0.9615
US\$/JPY	150.60
US\$/KRW	1451.5
US\$/MXN	20.449
US\$/CNY	7.2838



⁽¹⁾ Our full year 2025 guidance is based on our customer call-offs, as well as the achievement of our targeted cost compensation adjustments with our customers including for the new tariffs, no further material changes to tariffs or trade restrictions that are in effect as of April 15, 2025, as well as no significant changes in the macro-economic environment, changes in customer call-off volatility or significant supply chain disruptions.

⁽²⁾ Non-US GAAP excluding effects from capacity alignment and antitrust related matters ⁽³⁾ Excluding unusual items ⁽⁴⁾ Excluding unusual tax items

We are Pleased to Invite you to Autoliv's Capital Markets Day on June 4, 2025



Location: Stockholm, Sweden

Date: June 4, 2025

Time for presentation and web cast: 1pm-4pm CET

Please contact the IR team if you have not received an invitation



Q&A

Q1'25 Product Volumes

Autoliv Quantities Delivered (Millions unless specified)	Q1'25	vs. PY** (%)
Seatbelts	35.8	(1)%
▪ Pretensioners (of which)	24.9	0%
▪ Active Seatbelts (of which)	1.6	18%
Frontal Airbags	15.0	(5)%
▪ Knee Airbags (of which)	1.7	(10)%
Side Airbags	34.0	3%
▪ Chest (Thorax)	18.1	4%
▪ Head (Curtain)	14.8	(0)%
Steering Wheels	5.2	(5)%
LVP* (Global)	20.7	(0.4)%

*S&P Global: Mar 17th 2025





Saving More Lives

April 16, 2025

ALV – Q1 2025 Earnings Call and Webcast

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Public

