



Saving More Lives

Earnings Call Presentation

1st Quarter 2026

April 17, 2026

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 global and regional economic conditions, including the impact of inflation; changes in light vehicle production; fluctuation in vehicle production schedules for which the Company is a supplier; global supply chain disruptions, including port, transportation, and distribution delays or interruptions; supply chain disruptions, and component shortages specific to the automotive industry or the Company; potential changes to beneficial free trade agreements and regulations, such as the United States-Mexico-Canada Agreement; changes in geopolitical and other economic and political conditions or developments, including inflation, changes trade policies, tariff regimes, and other developments in and by countries in which we do business that could materially impact supply chains, margins, access to capital, or overall business performance; political stability or geopolitical conflicts; changes in general industry or market conditions, including regional economic 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; volatility or increases in raw material, fuel, and energy costs; changes in consumer and customer preferences for end products; loss of customers or sales; legislative or regulatory changes; 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, including inflation and tariff compensations; 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 or results of tax audits by governmental authorities and changes in our effective tax rate; dependence on key personnel; our ability to meet our sustainability targets, goals and commitments; 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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Q1'26 Key Highlights – Record First Quarter Sales Supported by Growth in Asia and Positive Currency Effects

- **Strong Quarterly Sales – Driven by Strong Growth in India and China as well as positive currency effects**
 - Sales exceeded expectations in most regions, led by a particularly strong March
 - India was the largest contributor to growth
 - Sales to Chinese OEMs increased by almost 30% – driven by recent launches
- **Underlying profitability improved**, reflected in stronger gross profit relative to sales, while the adjusted operating income* declined slightly Y-o-Y
 - The adjusted operating margin* development negatively affected by lower customer RD&E reimbursements and the divestiture of assets in Russia in Q1'25
- **Cash flow was temporarily impacted by working capital effects**, primarily driven by strong March sales and other short-term factors
- **We paid a dividend of \$0.87 per share**, representing a total payout of \$65 million
- **Limited impact from the hostilities around the Persian Gulf this quarter**. We are monitoring any potential wide-reaching impact on the industry
- **FY 2026 Adjusted operating margin* guidance unchanged**
- **Introduced the first commercially ready airbag for motorcycles**

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

** Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ April 2026



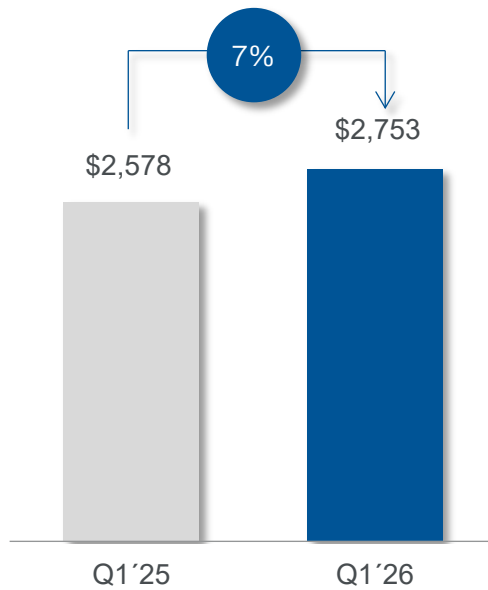
Autoliv has taken a significant step forward in motorcycle rider protection, reinforcing its vision of Saving More Lives by launching the first airbag specifically developed for commuter scooters, alongside a comprehensive on-rider wearable inflatable protection system.

Q1'26 Financial Overview

Record sales for a first quarter

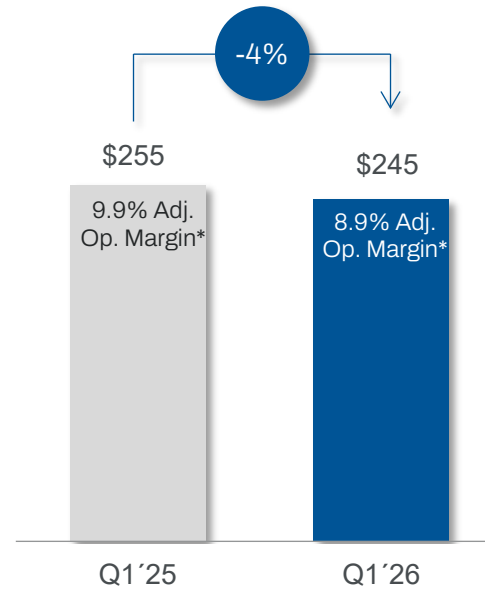
Consolidated Sales

US\$ -Millions



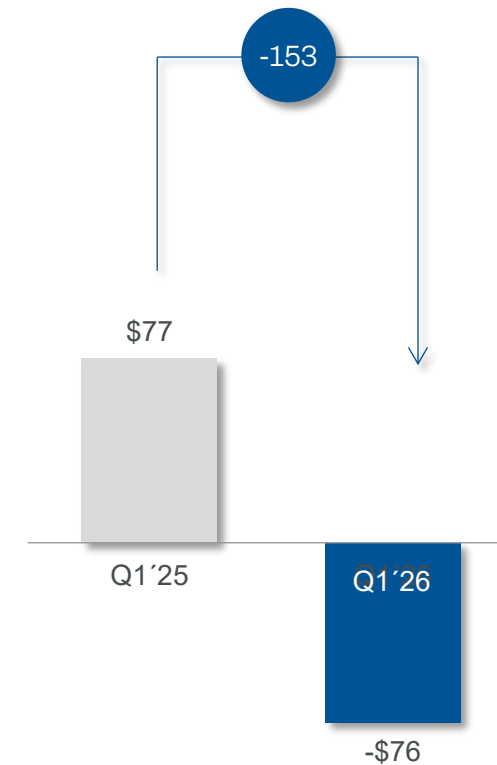
Adjusted Operating Income*

US\$ -Millions



Operating Cash Flow

US\$ -Millions



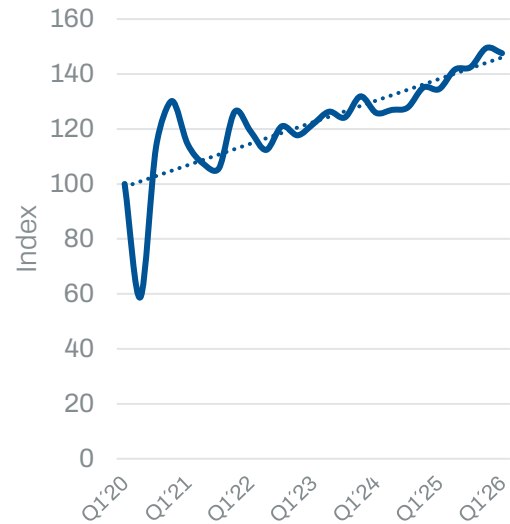
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Cost Efficiency

Partly offset by lower engineering income due to timing and currency translation effects

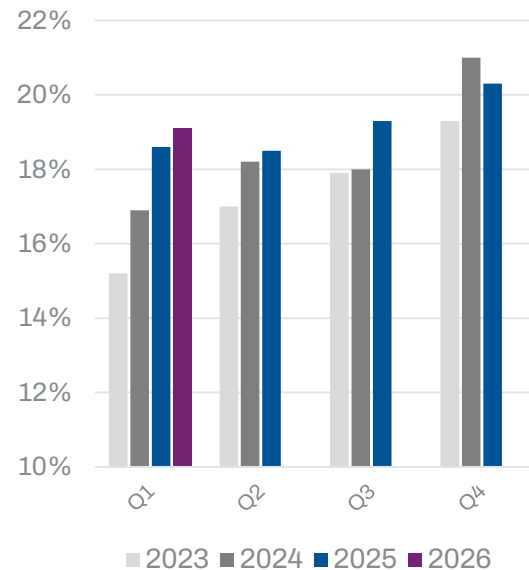
Direct Labor Productivity Index

Sales in relations to Average Headcount



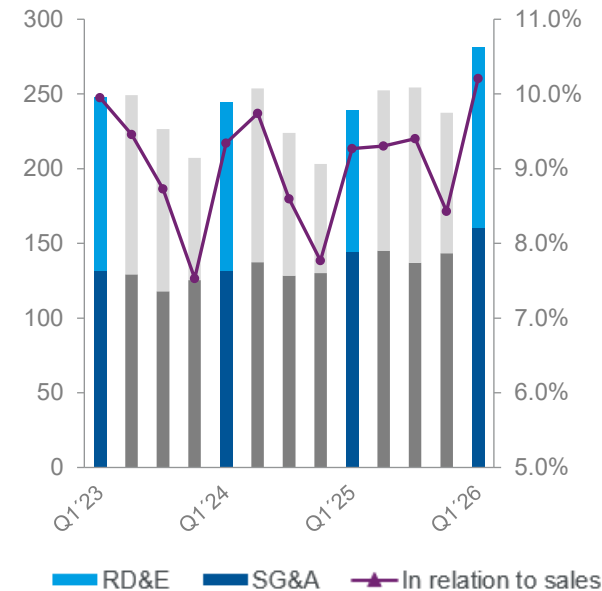
Gross Margin

%



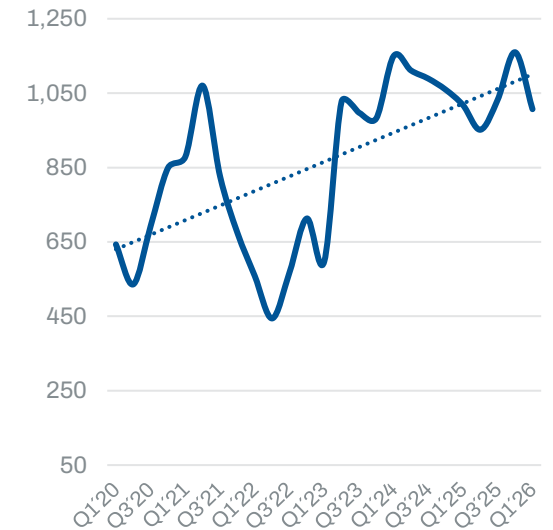
SG&A and RD&E, net

US\$ -Millions and in relations to sales



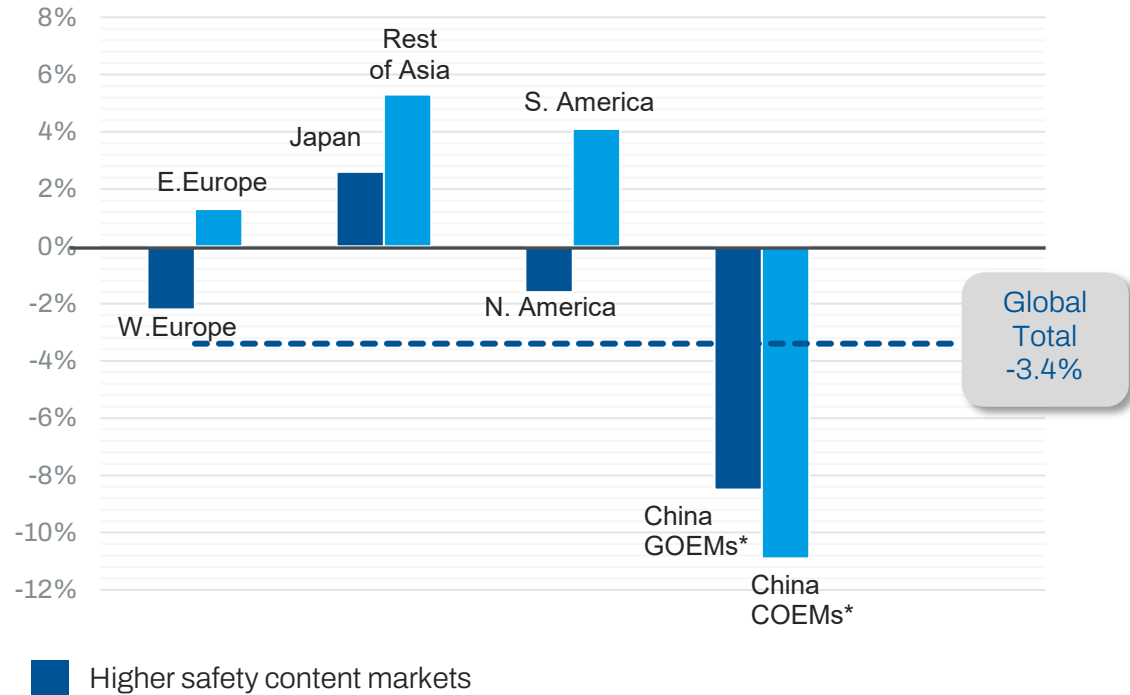
Operating Cash flow LTM

US\$ -Millions



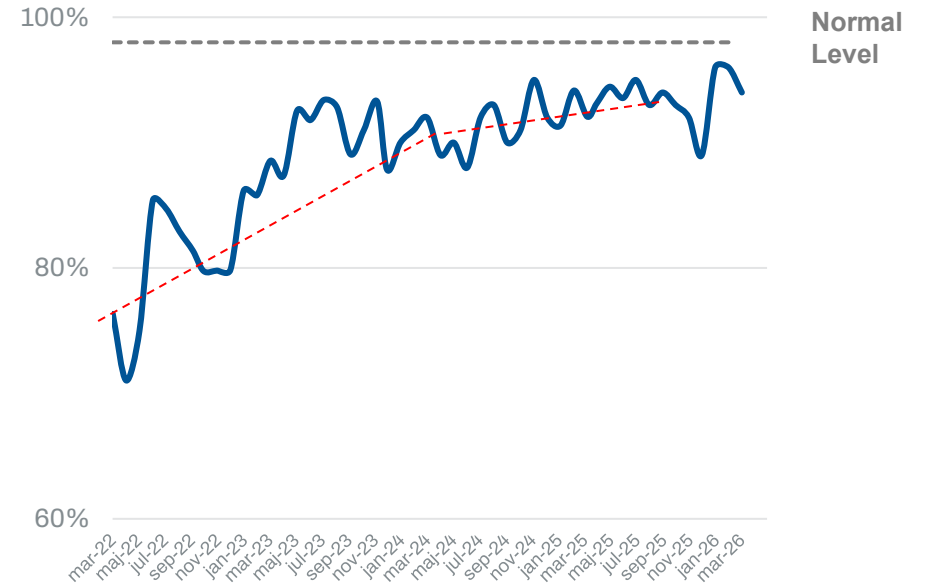
Q1'26 Light Vehicle Market Development

LVP*



Approximately 150 bps of tailwinds from regional and market mix

Customer Call-off Accuracy**

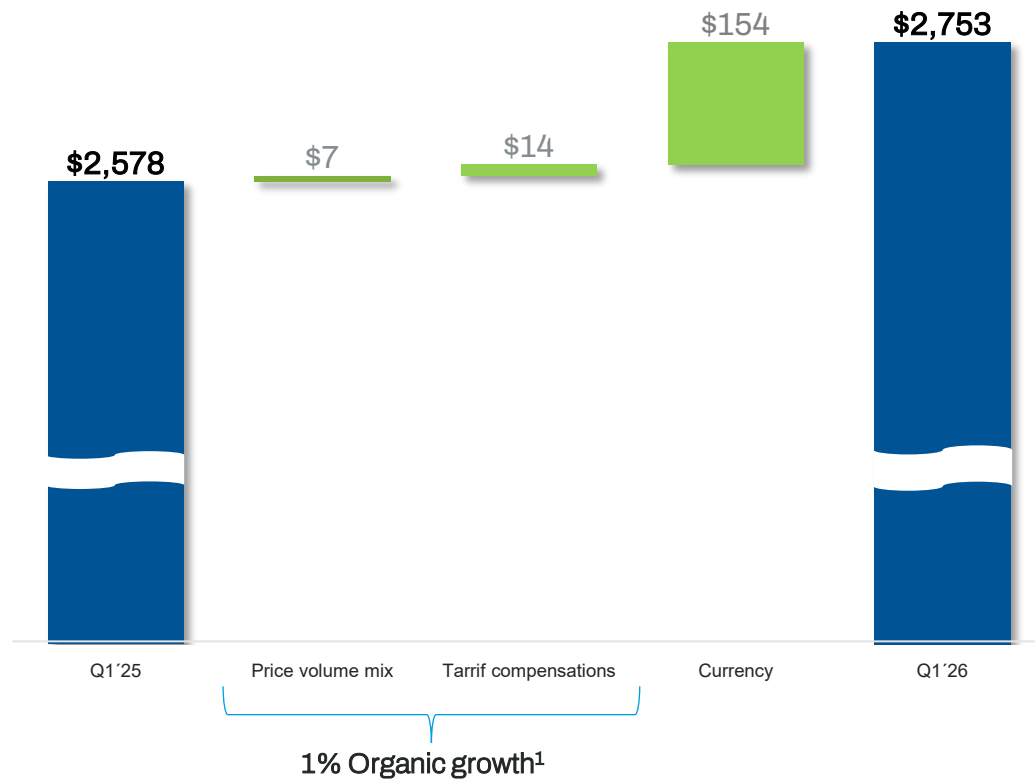


Improved call-off accuracy both Y-o-Y and sequentially

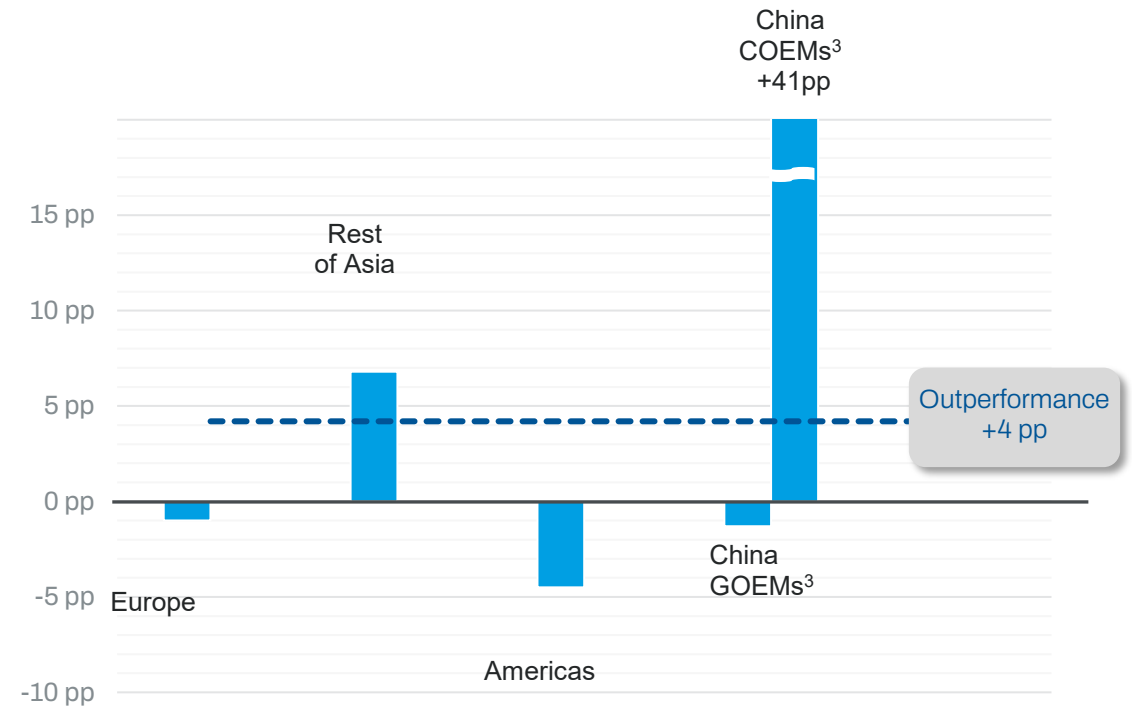
* Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ April 2026. COEMs: Chinese OEMs excluding Volvo and Polestar ; GOEMs: other vehicle manufacturers operating in China
 ** Company estimate

Q1'26 Sales Growth and Regional Sales Split

Sales Bridge US\$ millions



Organic Sales¹ vs. LVP²



1) Non-US GAAP measure

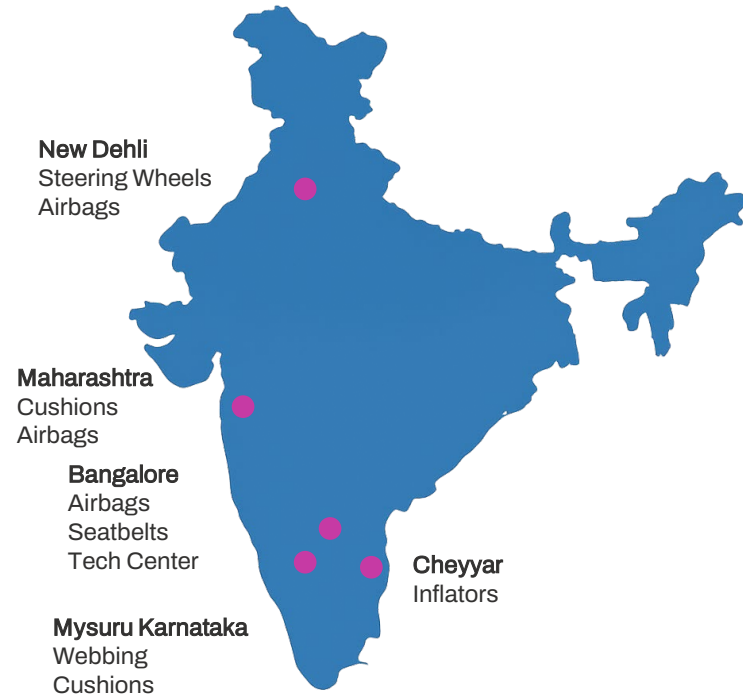
2) Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ April 2026.

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

India: A Key Driver of Autoliv's Growth

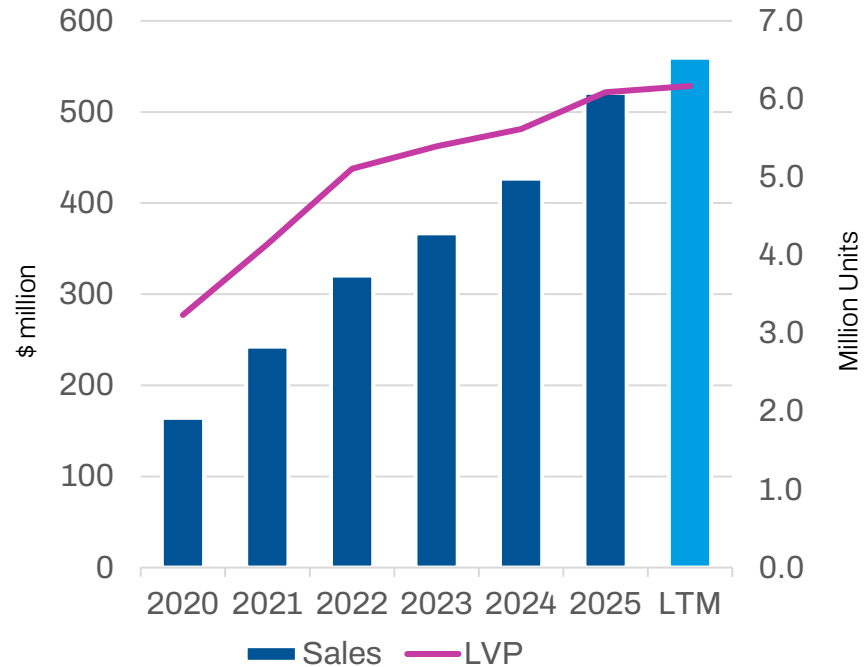


Autoliv in India

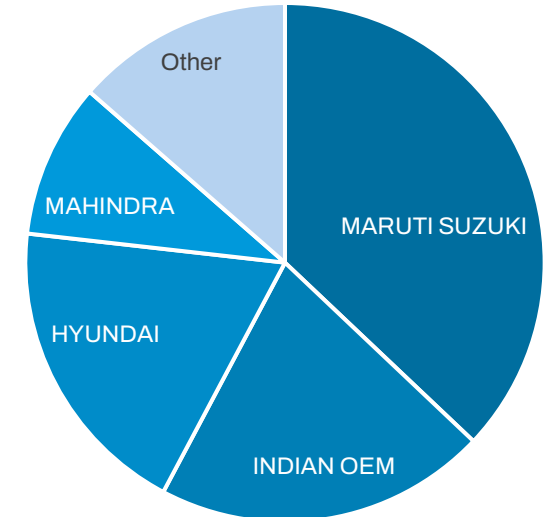


Sales Development & LVP

\$ million & million units



Autoliv Sales by Customer



Q1'26 Model Launches

Zeekr 8X



Nissan Versa



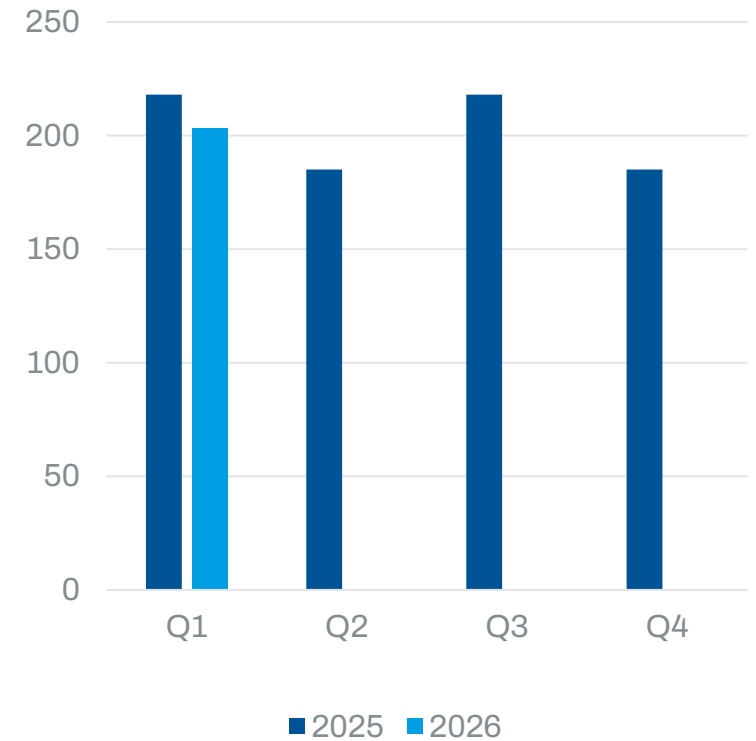
Lepas L4



Yamaha Tricity 300



Product Launches per quarter



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

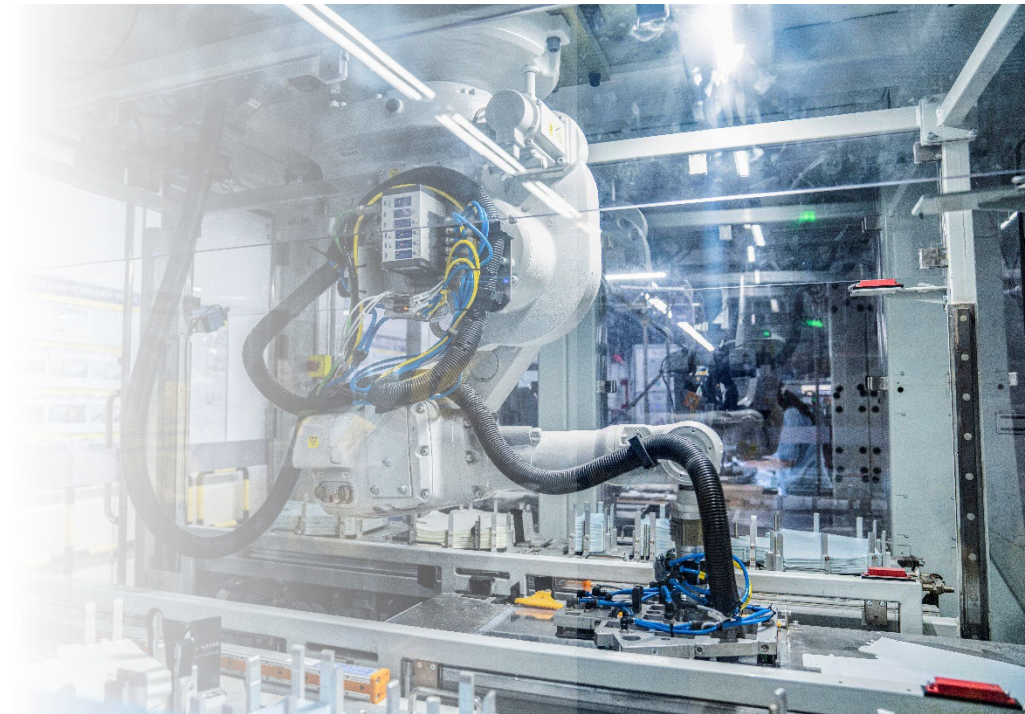
Q1'26 Financial Overview

US\$ Millions unless specified	Q1'26		Q1'25	
Sales	\$2,753		\$2,578	
Gross Profit	\$526	19.1%	\$478	18.6%
Adj. Operating Income ¹	\$245	8.9%	\$255	9.9%
Adj. EPS -assuming dilution ¹	\$2.05		\$2.15	
Adj. RoCE ^{1,2}	22.9%		25.6%	
Adj. RoE ^{1,2}	23.5%		28.9%	
Operating cash flow	-\$76		\$77	
Dividend paid per share	\$0.87		\$0.70	
Stock repurchases	-		\$50	
Global LVP ³	~20.9M		~21.6M	

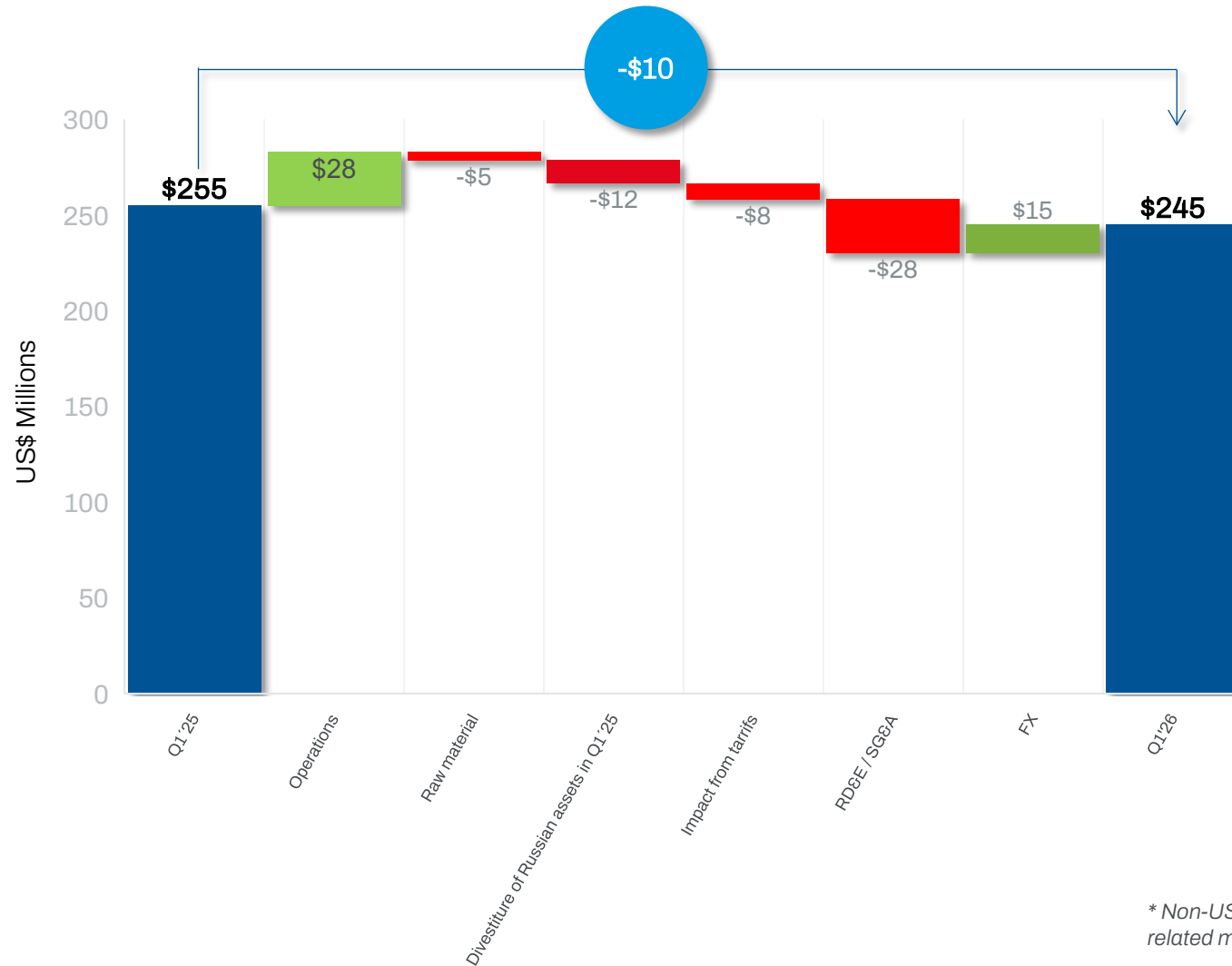
(1) Non-US GAAP excluding effects from capacity alignment and antitrust related matters

(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 @ April 2026



Q1'26 Adjusted Operating Income* Bridge



- Operations Primarily driven by higher operational efficiency and organic sales growth
- RD&E and SG&A presented exclude ~\$13 million from FX translation effects
- Unrecovered tariffs and the dilutive effect from the recovered tariffs had a negative impact of around 40 bps

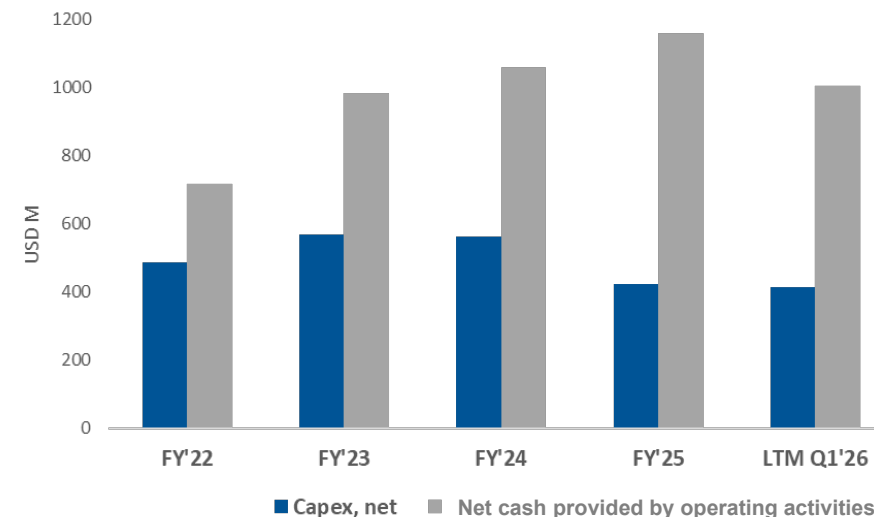
* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

Cash Flow

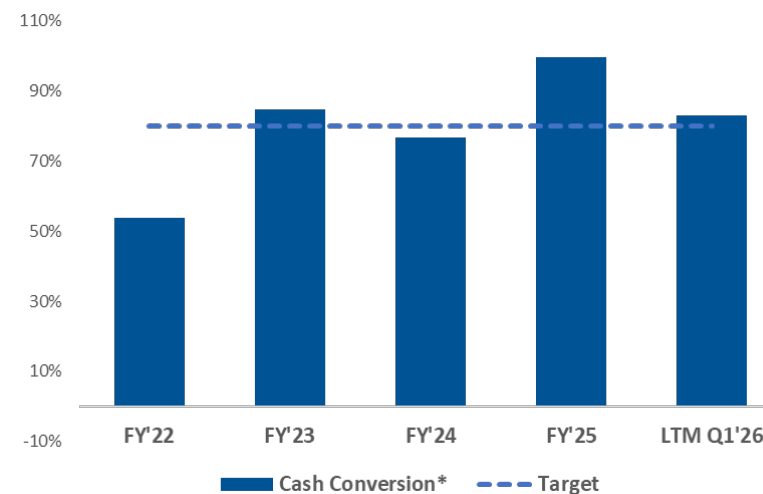
Continued solid performance from higher net income

-US\$ Millions unless specified	Q1'26	Q1'25	LTM	2025
Net Income	\$142	\$167	\$710	\$736
Depreciation & Amortization	107	95	419	407
Other, net	25	-6	57	26
Change in operating WC	-349	-179	-182	-12
Net cash provided by operating activities	-76	77	1,004	1,157
Capital Expenditures, net	-84	-93	-413	-423
Free Operating cash flow*	-159	-16	590	734
Cash conversion*	n/a	n/a	83%	100%
Dividends paid	65	54	249	238
Stock repurchases	-	\$50	\$301	\$351

Capex & Net cash provided by operating activities



Cash Conversion*

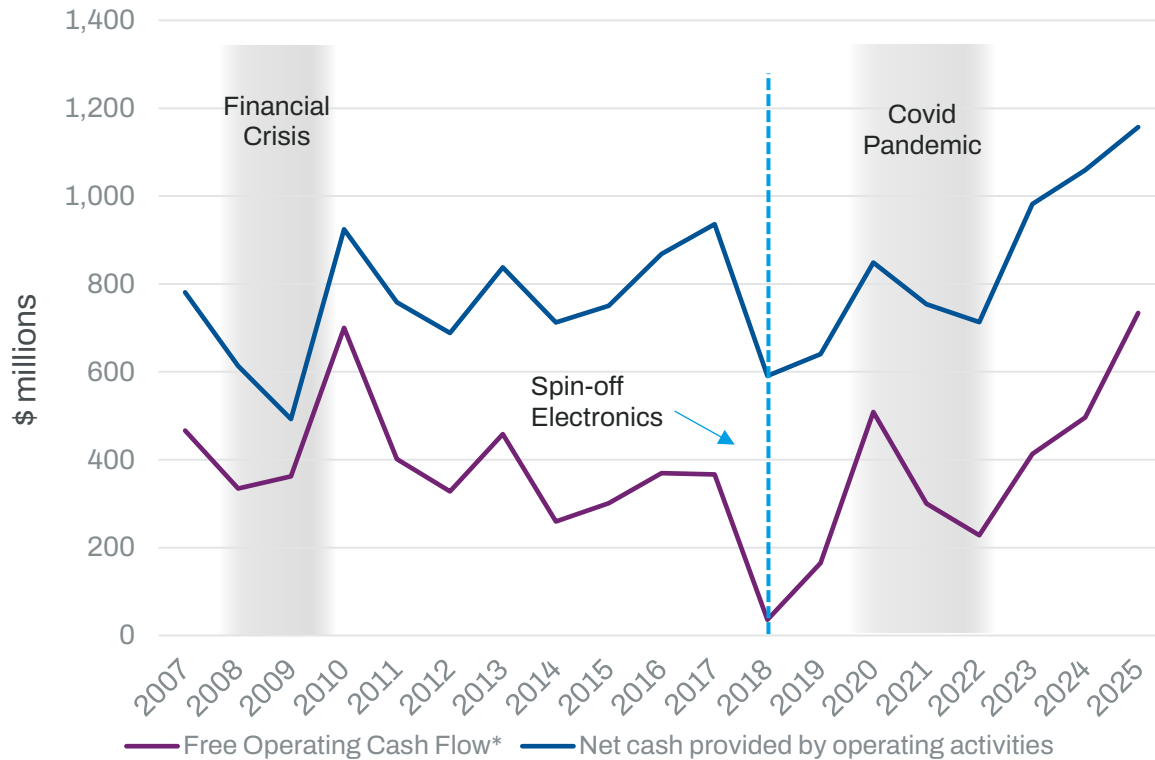


* Non-US GAAP measure

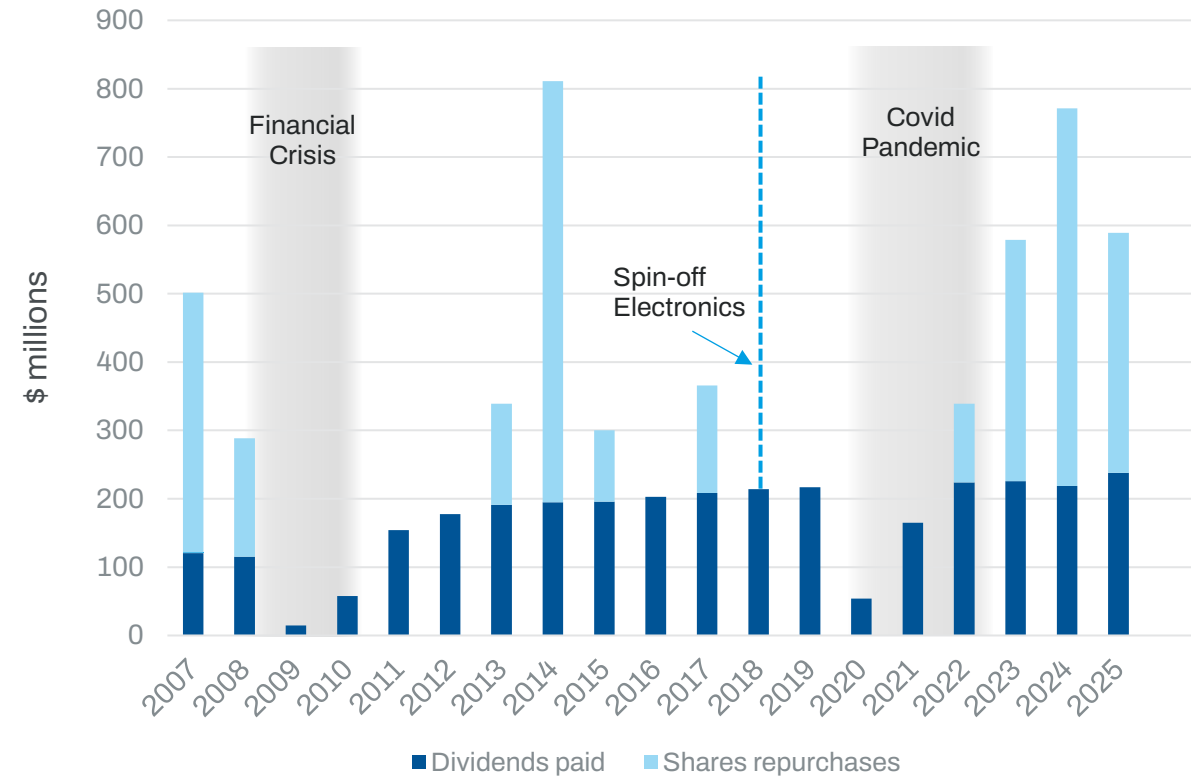
Resilient Track Record of Cash Flow and Returns

Unlocking Liquidity and Value

Net cash provided by operating activities & Free Operating Cash Flow*



Strong Cash Flow supporting Growth & Shareholder Returns

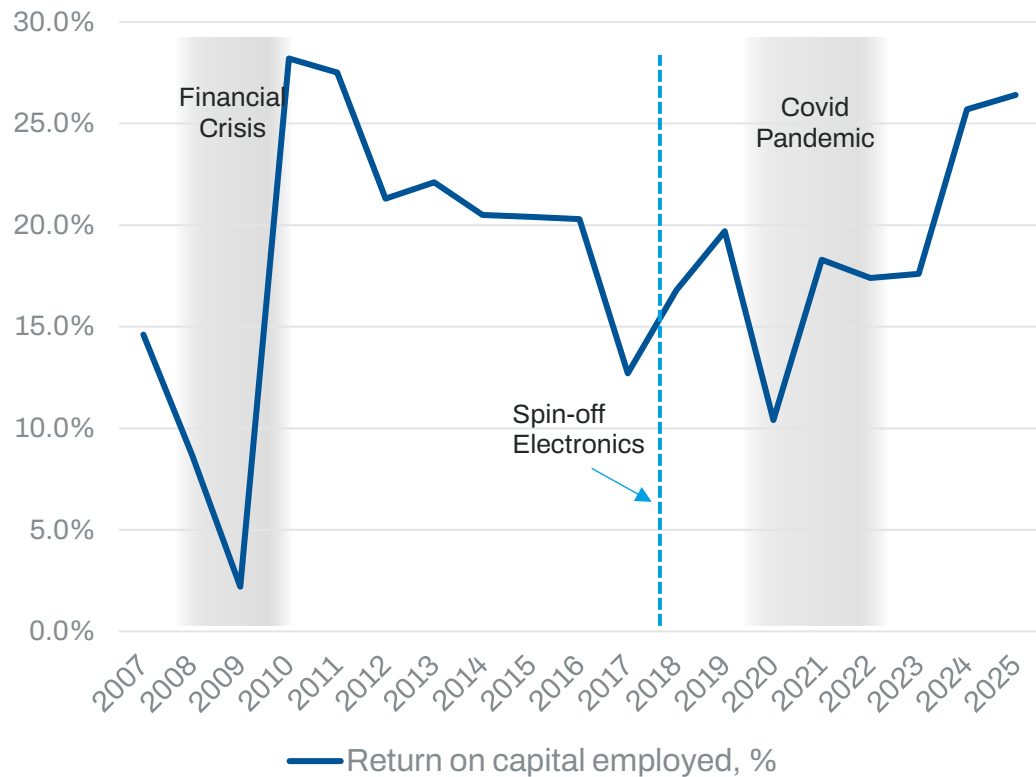


* Non-US GAAP measures

Resilient Track Record of Cash Flow and Returns continued

Driving Value Through Efficient Capital Utilization

Return on Capital Employed (ROCE)



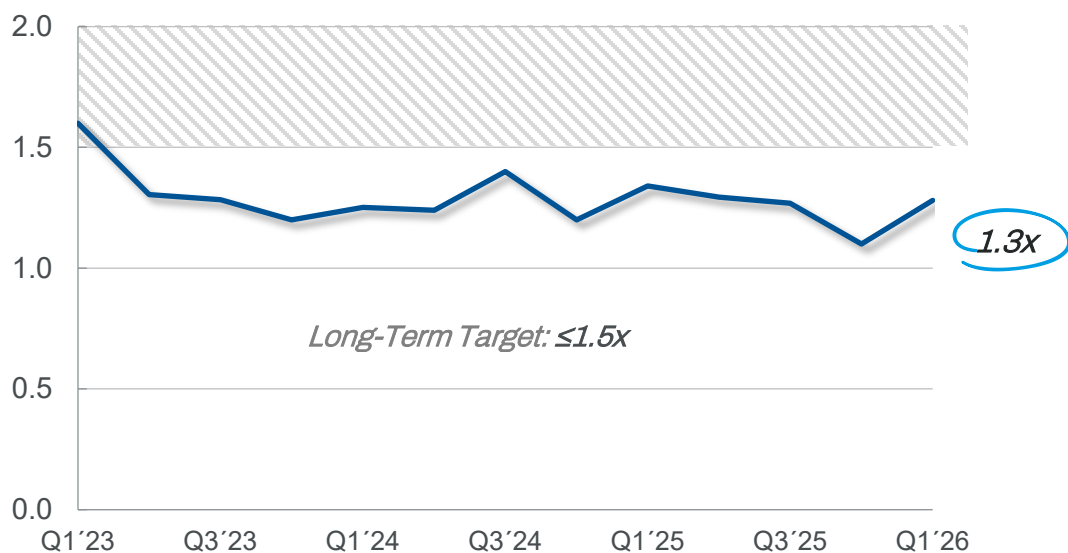
- Autoliv has consistently delivered strong ROCE also in periods of challenging environment, reflecting a disciplined capital management.
- The high ROCE is further supported by scale advantages and limited exposure to capital-intensive investments
- Returns have improved since the COVID period, driven by margin expansion and tight control of working capital and capex.

Debt Leverage Ratio*

Remains below our target limit of 1.5x

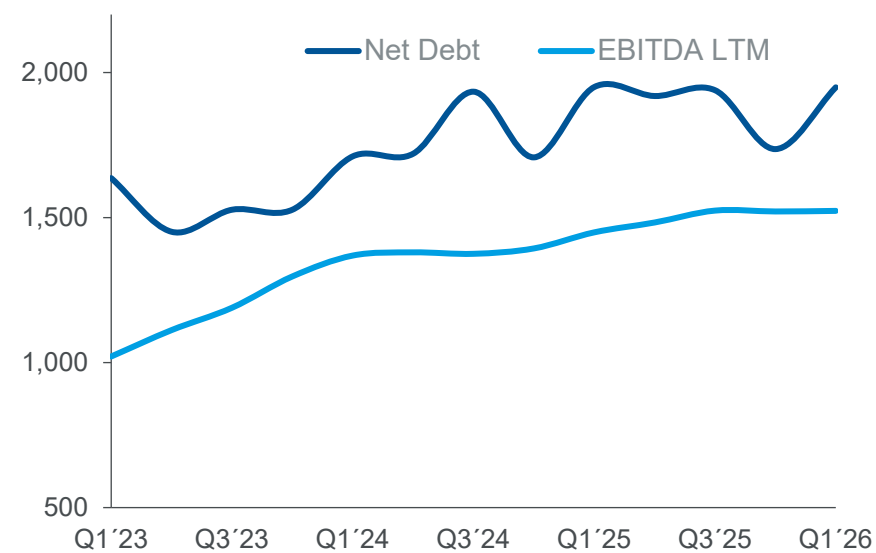
Net Debt* / EBITDA**

Times



Net Debt* and EBITDA** per the Policy

US\$ Millions



Change vs. previous quarter

- Net Debt* \$213 million higher
- EBITDA** LTM \$2 million lower

* Non-US GAAP measure, Leverage Ratio and Net Debt includes Pension Liability, see reconsolidation table at the end of this presentation.

** Non-US GAAP measure, see reconsolidation table at the end of this presentation.

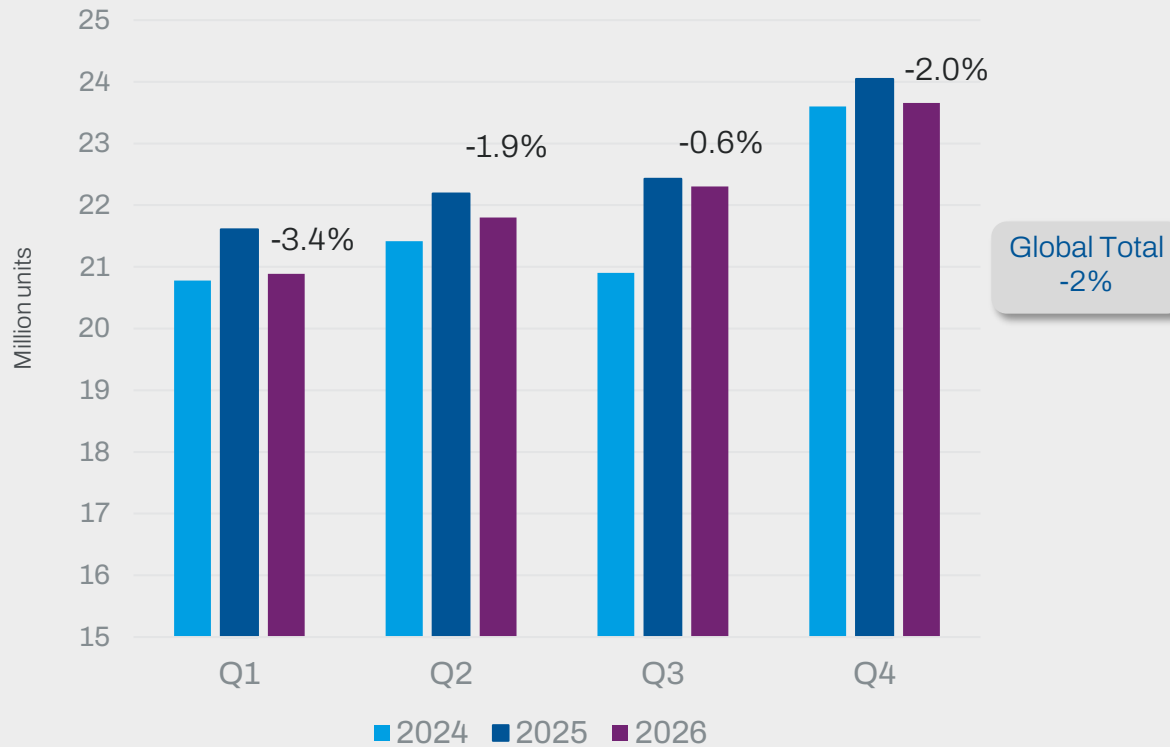


Outlook 2026

Light Vehicle Production Outlook

Global Light Vehicle Production* according to *S&P Global in April 2026*

LVP* per Quarter

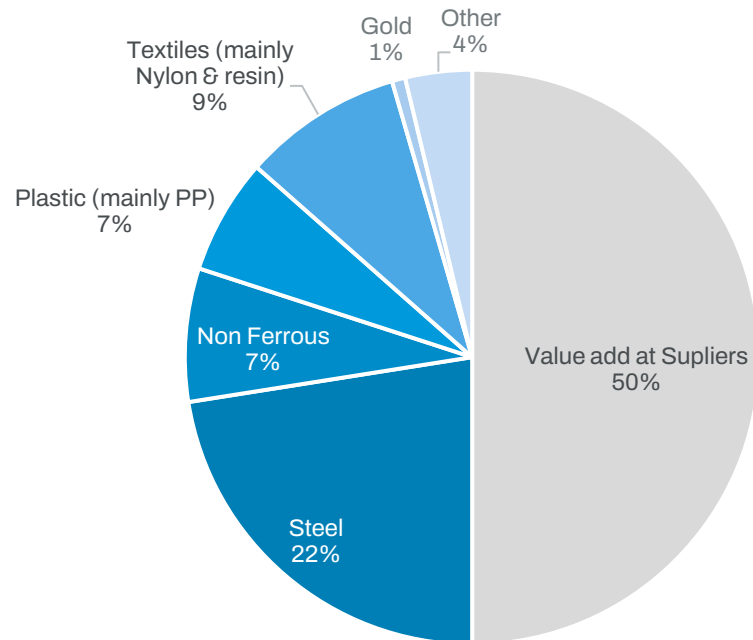


* Light Vehicle Production (LVP up to 3.5 ton) according to S&P Global @ April 2026

Raw Materials: Resilient Cost Structure with Pricing and Indexation Support

Direct Material Purchase Split 2025

~54% of sales



- Primarily purchasing components rather than raw materials
- The hostilities in and around the Persian Gulf impact Textiles and Plastic – but also Aluminum, Helium and Steel
- Plastic and Chemicals prices largely correlates with oil prices over time
- Supplier pricing typically reflects a 3 to 6-month lag versus spot prices
- Mitigations
 - Productivity and cost reduction initiatives
 - Customer compensation mechanisms are expected to offset a meaningful portion, though with a timing delay
 - Approximately 50% of raw material exposure is indexed

2026 guidance assumes ~\$90m gross raw material impact, with most headwinds expected to be mitigated through commercial actions and internal cost reduction initiatives

Updated Full Year 2026 Guidance¹ & Assumptions

Full Year 2026 Guidance		
Organic sales increase ²	Around 0	Previously ~0%
Adjusted Operating margin ²	Around 10.5 to 11%	unchanged
Operating Cash flow ³	Around \$1.2 billion	unchanged
Capex, net % of sales	Less than 5%	unchanged



	Assumptions		Exchange Rates	
LVP Growth	Around 1% negative	unchanged	US\$/EUR	0.8472
FX	Around 3% positive	Previously 1%	US\$/JPY	155.91
Tax rate ⁴	Around 28%	unchanged	US\$/KRW	1440.5
			US\$/MXN	17.198
			US\$/CNY	6.8571

⁽¹⁾ Our full year 2026 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 10, 2026, 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



Q&A

Q1'26 Product Volumes

Autoliv Quantities Delivered (Millions unless specified)	Q1'26	vs. PY** (%)
Seatbelts	35.3	-1%
▪ Pretensioners (of which)	24.5	-2%
▪ Active Seatbelts (of which)	1.5	-6%
Frontal Airbags	15.1	1%
▪ Knee Airbags (of which)	1.7	3%
Side Airbags	37.0	9%
▪ Chest (Thorax)	19.8	9%
▪ Head (Curtain)	15.6	5%
Steering Wheels	5.3	1%
LVP* (Global)	20.9	-3.4%

*S&P Global: April 2026



Reconciliation of GAAP measure "Operating margin" to Non-GAAP measure "Adjusted Operating margin"

We believe that comparability between periods is improved through the exclusion of certain items. To assist investors in understanding the operating performance of Autoliv's business, it is useful to consider certain U.S. GAAP measures exclusive of these items.

With respect to the Andrews litigation settlement, the Company has treated this specific settlement as a non-recurring charge because of the unique nature of the lawsuit, including the facts and legal issues involved.

Accordingly, the table below reconcile from U.S. GAAP to the equivalent non-U.S. GAAP measure.

	2026	2025				2024				2023			
	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Operating margin (GAAP)	8.6%	11.3%	9.9%	9.1%	9.9%	13.5%	8.9%	7.9%	7.4%	8.6%	8.9%	3.6%	5.1%
Non-GAAP adjustments:													
Less: Capacity alignments	0.3%	0.6%	0.1%	0.0%	0.1%	-0.2%	0.4%	0.5%	0.1%	3.5%	0.4%	4.1%	0.1%
Less: The Andrews litigation settlement	-	-	-	-	-	-	-	-	-	-	-	0.3%	-
Less: Antitrust related items	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Total non-GAAP adjustments to operating margin	0.3%	0.6%	0.1%	0.1%	0.0%	-0.2%	0.4%	0.6%	0.2%	3.5%	0.4%	4.5%	0.2%
Adjusted Operating margin (Non-GAAP)	8.9%	12.0%	10.0%	9.3%	9.9%	13.4%	9.3%	8.5%	7.6%	12.1%	9.4%	8.0%	5.3%

Reconciliation of Non-US GAAP measure “Leverage ratio & Adjusted EBITDA”

The non-U.S. GAAP measure “net debt” is also used in the non-U.S. GAAP measure “Leverage ratio”. Management uses this measure to analyze the amount of debt the Company can incur under its debt policy. Management believes that this policy also provides guidance to credit and equity investors regarding the extent to which the Company would be prepared to leverage its operations. Autoliv’s policy is to maintain a leverage ratio commensurate with a strong investment grade credit rating. The Company measures its leverage ratio as net debt* adjusted for pension liabilities in relation to adjusted EBITDA*. The long-term target is to maintain a leverage ratio equal to or below 1.5x.

(Dollars in millions)	2026		2025				2024				2023			
	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	
Net debt ¹⁾	\$1,774	\$1,566	\$1,772	\$1,752	\$1,787	\$1,554	\$1,787	\$1,579	\$1,562	\$1,367	\$1,375	\$1,299	\$1,477	
Pension liabilities	176	169	167	167	163	153	147	140	149	159	152	152	159	
Net debt per the Policy	\$1,950	\$1,736	\$1,939	\$1,919	\$1,950	\$1,708	\$1,934	\$1,720	\$1,711	\$1,527	\$1,527	\$1,451	\$1,636	
Net income ²⁾	\$710	\$736	\$754	\$717	\$688	\$648	\$632	\$627	\$541	\$489	\$418	\$390	\$416	
Income taxes ²⁾	246	253	261	255	246	227	141	150	136	123	188	168	176	
Interest expense, net ^{2, 3)}	93	93	94	96	97	95	93	89	83	80	75	67	60	
Other non-operating items, net ²⁾	28	15	20	19	16	16	4	8	1	3	5	1	4	
Income from equity method investments ²⁾	(6)	(6)	(6)	(6)	(6)	(7)	(6)	(6)	(5)	(5)	(4)	(4)	(4)	
Depreciation and amortization of intangibles ²⁾	419	407	397	390	386	387	385	384	381	378	371	363	359	
Less: Capacity alignments ²⁾	28	23	(1)	6	19	19	121	122	217	218	125	117	8	
Less: Antitrust related items ²⁾	4	3	5	6	4	8	7	6	6	4	3	2	1	
Less: Other Items ²⁾	-	-	-	-	(0)	0	0	(0)	8	8	8	8	-	
EBITDA per the Policy (Adjusted EBITDA)	\$1,523	\$1,521	\$1,524	\$1,483	\$1,449	\$1,394	\$1,376	\$1,380	\$1,369	\$1,297	\$1,189	\$1,112	\$1,021	
Leverage ratio	1.3	1.1	1.3	1.3	1.3	1.2	1.4	1.2	1.3	1.2	1.3	1.3	1.6	

1) Short- and long-term debt less cash and cash equivalents and debt-related derivatives. See Items Affecting Comparability below 2) Latest 12 months. 3) Interest expense including cost for extinguishment of debt, if any, less interest income.

Reconciliation of Non-US GAAP measure “Net Debt”

(Dollars in millions)	2026	2025				2024				2023			
	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31	Dec 31	Sep 30	Jun 30	Mar 31
Short-term debt	\$393	\$419	\$654	\$679	\$540	\$387	\$624	\$455	\$310	\$538	\$590	\$481	\$577
Long-term debt	1,699	1,734	1,374	1,372	1,565	1,522	1,586	1,540	1,830	1,324	1,277	1,290	1,601
Total debt	2,091	2,153	2,027	2,051	2,105	1,909	2,210	1,996	2,140	1,862	1,867	1,771	2,179
Cash & cash equivalents	(342)	(604)	(225)	(237)	(322)	(330)	(415)	(408)	(569)	(498)	(475)	(475)	(713)
Debt issuance cost/Debt-related derivatives, net	24	17	(30)	(62)	4	(24)	(9)	(8)	(9)	3	(17)	4	12
Net debt	\$1,774	\$1,566	\$1,772	\$1,752	\$1,787	\$1,554	\$1,787	\$1,579	\$1,562	\$1,367	\$1,375	\$1,299	\$1,477

Reconciliation of GAAP measure "Earnings per share - diluted" to Non-GAAP measure "Adjusted Earnings per share - diluted"

(Dollars in millions)	2026	2025
	First Quarter	
Earnings per share - diluted (GAAP)	\$1.88	\$2.14
Non-GAAP adjustments:	0.10	0.02
Less: Capacity alignments	0.12	-
Less: Antitrust related items	0.00	(0.02)
Less: Tax on non-GAAP adjustments	(0.05)	(0.00)
Total non-GAAP adjustments to Earnings per share - diluted	0.17	0.01
Adjusted Earnings per share - diluted (Non-GAAP)	\$2.05	\$2.15
Weighted average number of shares outstanding – diluted (million)	75.1	77.9

Reconciliation of Non-US GAAP measure "Trade Working Capital"

Due to the need to optimize cash generation to create value for shareholders, management focuses on operationally derived trade working capital as defined in the table below. Trade working capital is an indicator of operational efficiency, which impacts the Company's ability to return value to shareholders either through dividends or share repurchases. We believe this is useful for readers to understand the efficiency of the Company's operational capital management. The reconciling items used to derive this measure are, by contrast, managed as part of our overall management of cash and debt, but they are not part of the responsibilities of day-to-day operations management.

(Dollars in millions)	2026				2025				2024				2023			
	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun
Receivables, net	\$2,422	\$2,236	\$2,357	\$2,341	\$2,205	\$1,993	\$2,192	\$2,090	\$2,194	\$2,198	\$2,179	\$2,189	\$2,106			
Inventories, net	947	992	1,036	957	913	921	997	936	997	1,012	982	947	986			
Accounts payable	(1,862)	(2,007)	(1,889)	(1,945)	(1,839)	(1,799)	(1,881)	(1,858)	(1,855)	(1,978)	(1,858)	(1,844)	(1,683)			
Trade working capital (non-U.S. GAAP)	\$1,506	\$1,221	\$1,504	\$1,354	\$1,279	\$1,115	\$1,307	\$1,169	\$1,336	\$1,232	\$1,303	\$1,292	\$1,409			
Quarterly sales	\$2,753	\$2,817	\$2,706	\$2,714	\$2,578	\$2,616	\$2,555	\$2,605	\$2,615	\$2,751	\$2,596	\$2,635	\$2,493			
Annualized quarterly sales ¹⁾	11,012	11,269	10,822	10,857	10,312	10,463	10,218	10,420	10,459	11,006	10,386	10,539	9,970			
Trade working capital in relation to annualized quarterly sales	13.7%	10.8%	13.9%	12.5%	12.4%	10.7%	12.8%	11.2%	12.8%	11.2%	12.5%	12.3%	14.1%			

(Dollars in millions)	2022				2021				2020				2019
	31-dec	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec
Receivables, net	\$1,907	\$1,893	\$1,779	\$1,824	\$1,699	\$1,575	\$1,719	\$1,846	\$1,822	\$1,616	\$1,180	\$1,428	\$1,627
Inventories, net	969	924	903	913	\$777	922	901	856	798	714	758	772	741
Accounts payable	(1,693)	(1,503)	(1,303)	(1,385)	(1,144)	(1,076)	(1,125)	(1,215)	(1,254)	(912)	(616)	(863)	(951)
Trade working capital (non-U.S. GAAP)	\$1,183	\$1,314	\$1,379	\$1,352	\$1,332	\$1,421	\$1,495	\$1,487	\$1,366	\$1,418	\$1,322	\$1,337	\$1,417
Quarterly sales	\$2,335	\$2,302	\$2,081	\$2,124	\$2,119	\$1,847	\$2,022	\$2,242	\$2,516	\$2,037	\$1,048	\$1,846	\$2,191
Annualized quarterly sales ¹⁾	9,340	9,208	8,325	8,497	8,476	7,387	8,088	8,968	10,067	8,149	4,190	7,383	8,765
Trade working capital in relation to annualized quarterly sales	12.7%	14.3%	16.6%	15.9%	15.7%	19.2%	18.5%	16.6%	13.6%	17.4%	31.5%	18.1%	16.2%

¹⁾ Calculated as the current quarterly sales multiplied by four.



Reconciliation of Non-US GAAP measure “Free Operating Cash Flow”

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Net cash provided by operating activities	1,157	1,059	982	713	754	849	641	591	936	868	751	713	838	689	758	924	493	614	781
CAPEX, net	423	563	569	485	454	340	476	555	570	499	450	453	379	360	357	224	130	279	314
Free Operating Cash Flow	734	496	413	228	300	509	165	36	366	370	301	259	459	328	401	700	362	335	467



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