



Earnings Call Presentation

3rd Quarter 2025

October 17, 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 disruptions, 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 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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Q3'25 Key Highlights – Substantial Sales & Margin Expansion

- **Record third quarter** for sales, gross profit and operating income, as well as earnings per share
- **Significant sales growth**, driven by higher-than-expected LVP** across multiple regions
 - Sales in Americas exceeded expectations, emerging as the largest contributor to the increase
 - Our high growth in India continues, contributing about one third of our global organic growth in Q3
 - In China we outperformed strongly with Chinese OEMs, mainly as a result several new launches
- **Margin expansion Y-o-Y**
 - Margin expansion was primarily driven by operational efficiencies, stronger sales performance, and supplier compensation related to an earlier product recall
 - Successfully recovered around 75% of tariffs incurred in the quarter, with the remainder from existing tariffs expected to be recovered by year-end
- **Robust cash flow** despite temporary working capital headwinds
- **Record EPS** from higher net, profit and fewer outstanding shares
- **Continued significant shareholder returns**
 - Repurchased shares for \$100 million and paid a dividend of \$0.85 per share in Q3'25, an increase of 21% compared to Q2'25
- Groundbreaking of a **second R&D Center in China**, to support our growing business with Chinese OEMs



Second China R&D center expected to be operational in Q3'26

* Non-US GAAP measure

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

Other Key Highlights – Strategic Partnership with CATARC in China

The collaboration will focus on four key areas:

- **Collaborative Research in Safety Technologies:** Advancing next-generation safety systems through quality and innovation.
- **Testing and Certification Support:** Enhancing efficiency and reliability in safety validation processes.
- **International Business Development:** Supporting Chinese OEMs in expanding globally with world-class safety.
- **Public Welfare and Sustainability Initiatives:** Promoting safer mobility and sustainable development through joint advocacy and innovation.



China Automotive Technology and Research Center Co (CATARC) is the leading research institution in China setting standards in the automotive sector

Other Key Highlights – Strategic JV to Advance Automotive Safety Electronics

Unlocking Value by increasing vertical integration of our current product portfolio

J/V Partner: Hangsheng Electric Co., Ltd.

Location: Shanghai, China

Key Benefits:

- **Cost Efficiency:** Direct cost savings across all covered products
- **Supply Chain Control:** Improved quality, speed, and innovation through closer collaboration
- **Customer Alignment:** Autoliv, responsible for customer sales, ensures strategic direction and sales alignment
- **System Integration:** Maintains Autoliv's role as system integrator for seamless tech integration
- **Electronics Growth:** Supports growth in steering wheels as electronics content increases

Products Scope:

- ECUs for active seatbelt controllers



- ECUs for hands-on detection systems on steering wheels



- Manufacturing and development of switches for steering wheels

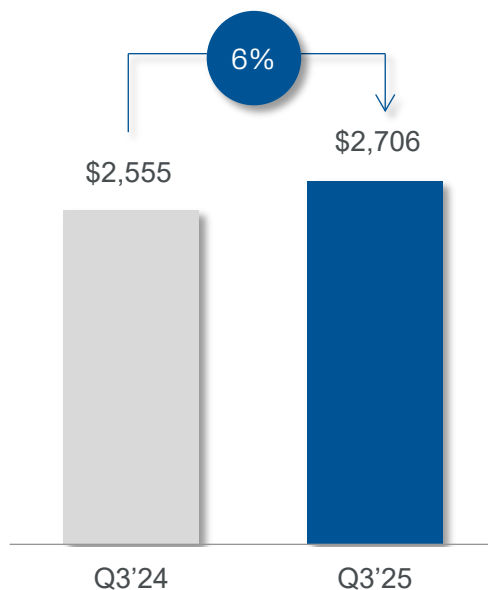


Q3'25 Financial Overview

Record sales and adjusted operating income* for a third quarter

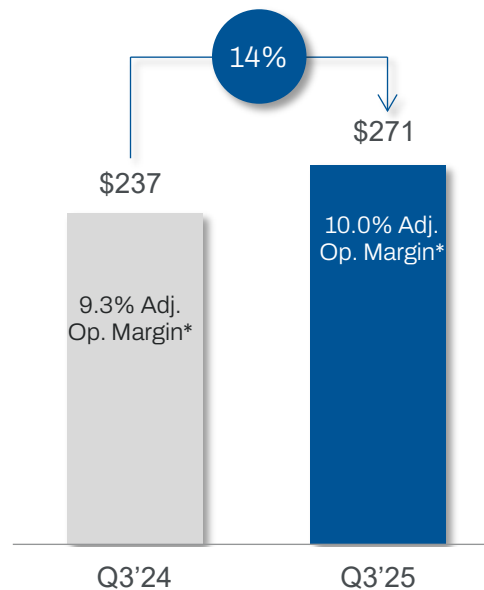
Consolidated Sales

US\$ -Millions



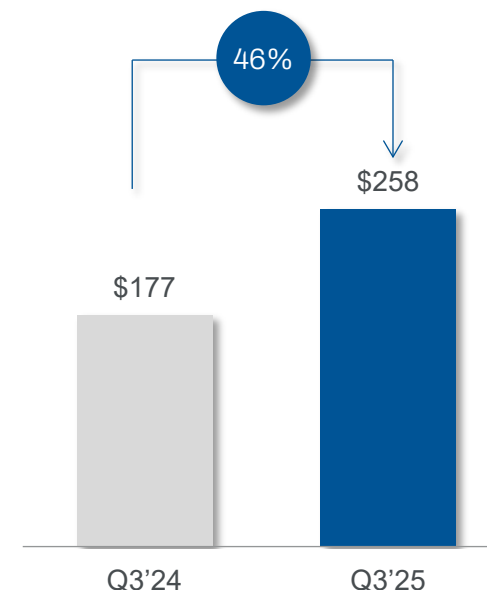
Adjusted Operating Income*

US\$ -Millions



Operating Cash Flow

US\$ -Millions

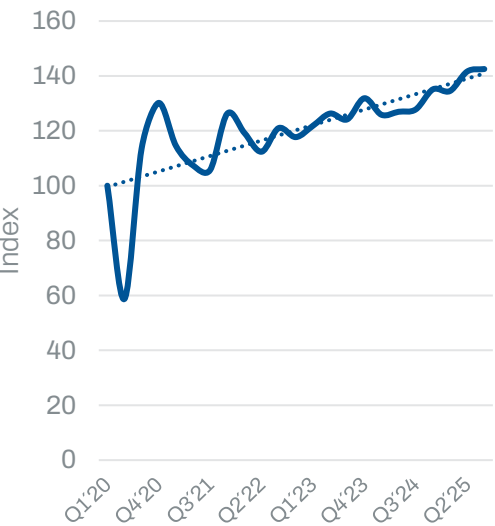


* Non-US GAAP excluding effects from capacity alignment and antitrust related matters

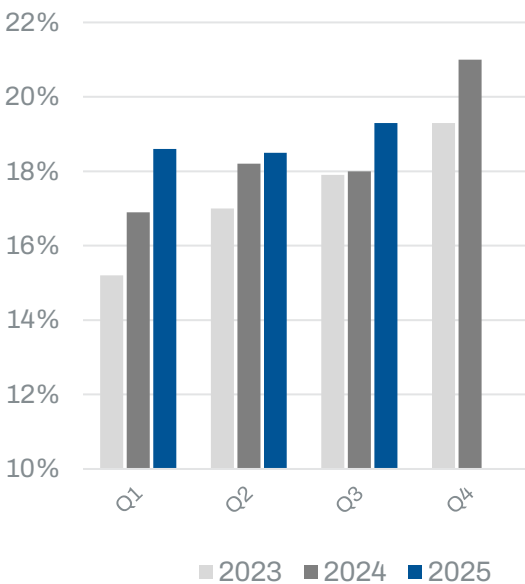
Substantial Cost Improvements

Partly offset by lower engineering income due to timing

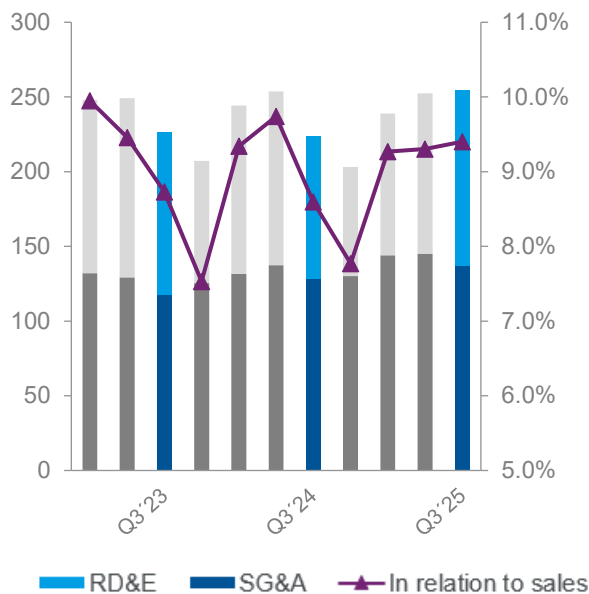
Direct Labor Productivity Index
Sales in relations to Average Headcount



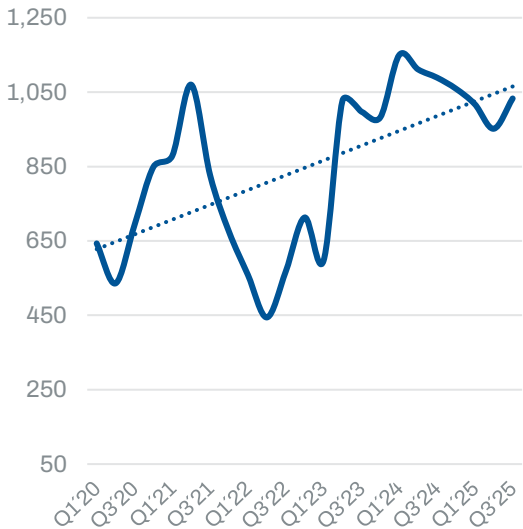
Gross Margin
%



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



Operating Cash flow LTM
US\$ -Millions

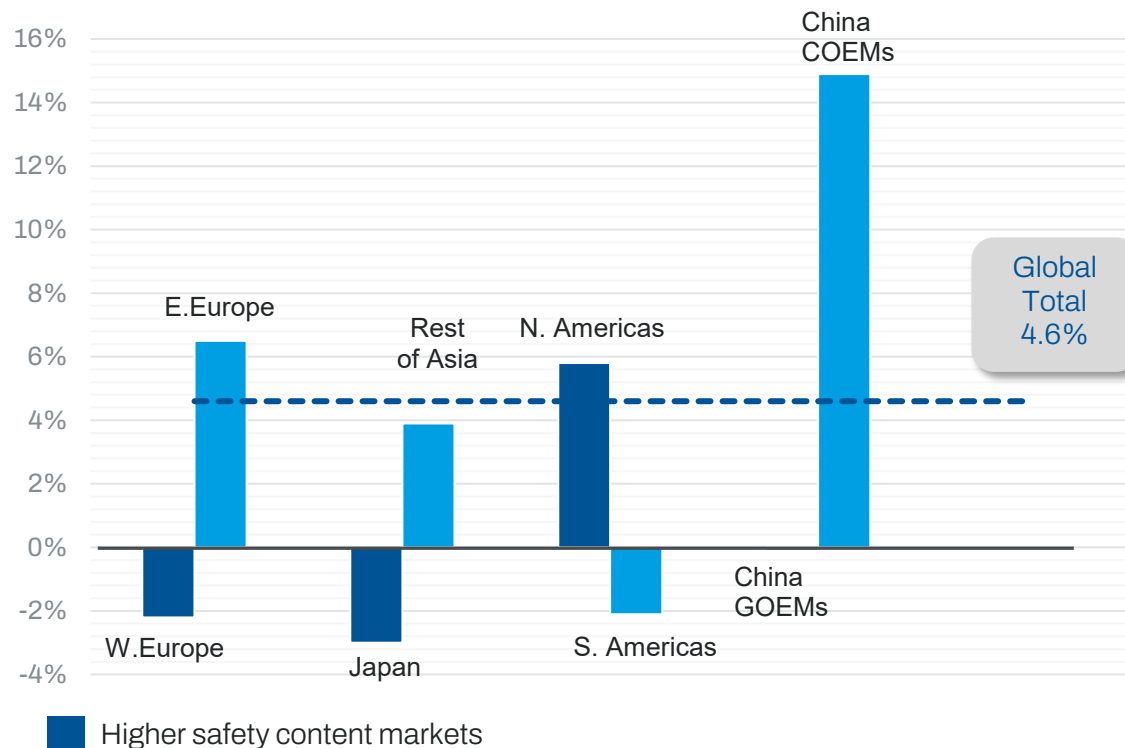


Q3'25 Light Vehicle Market Development

More than 1 pp of headwinds from regional mix; Improved call-off accuracy both Y-o-Y and sequentially

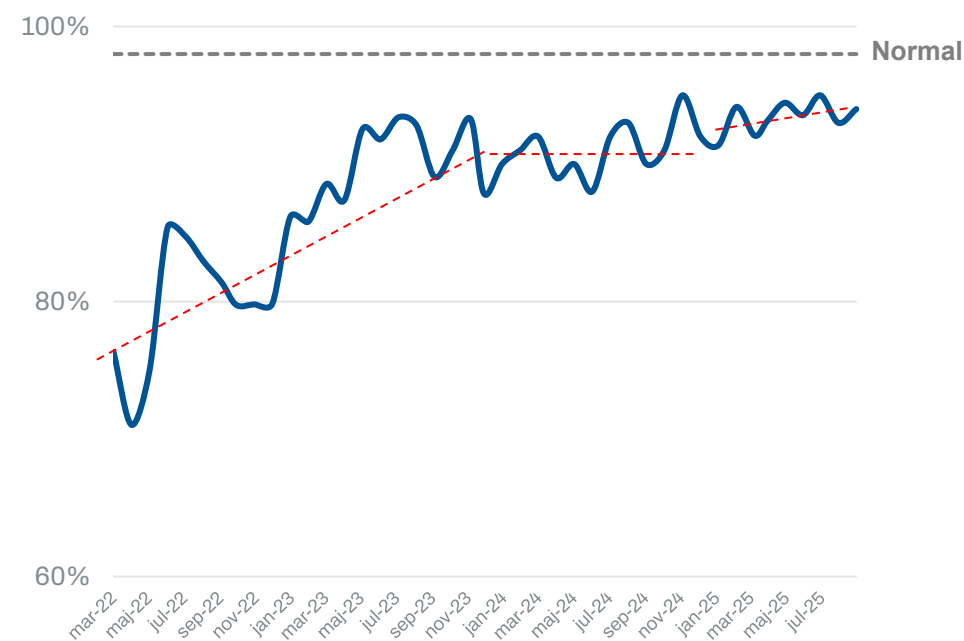
Q3'25 LVP*

%



Customer Call-off Accuracy**

%

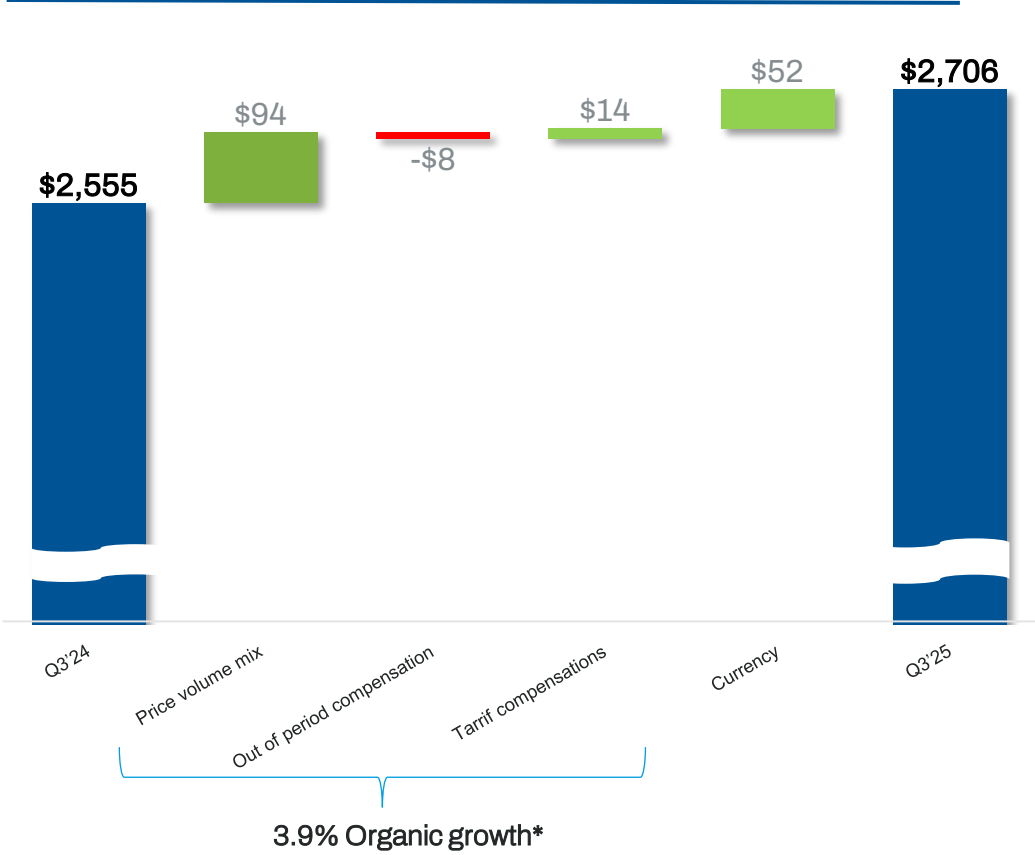


* Light Vehicle Production (LVP up to 3.5 tons) according to S&P Global @ October 2025. CEOMs: Chinese OEMs excluding Volvo and Polestar ; GOEMs: other vehicle manufactures operating in China

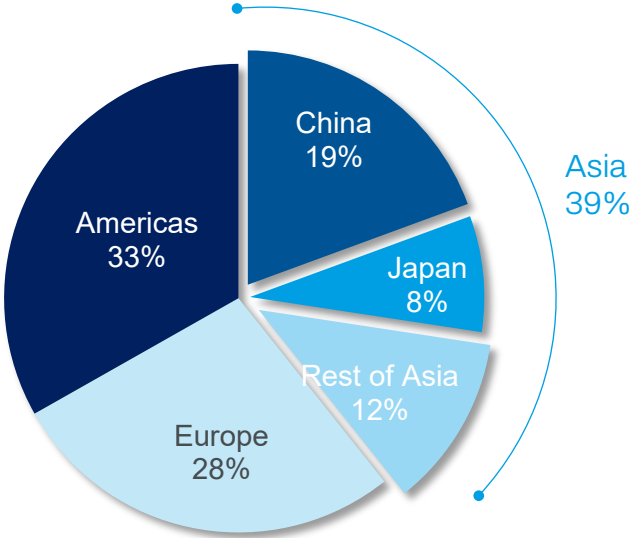
** Company estimate

Q3'25 Sales Growth and Regional Sales Split

Sales Bridge
US\$ millions



Sales by Region Q3'25
%



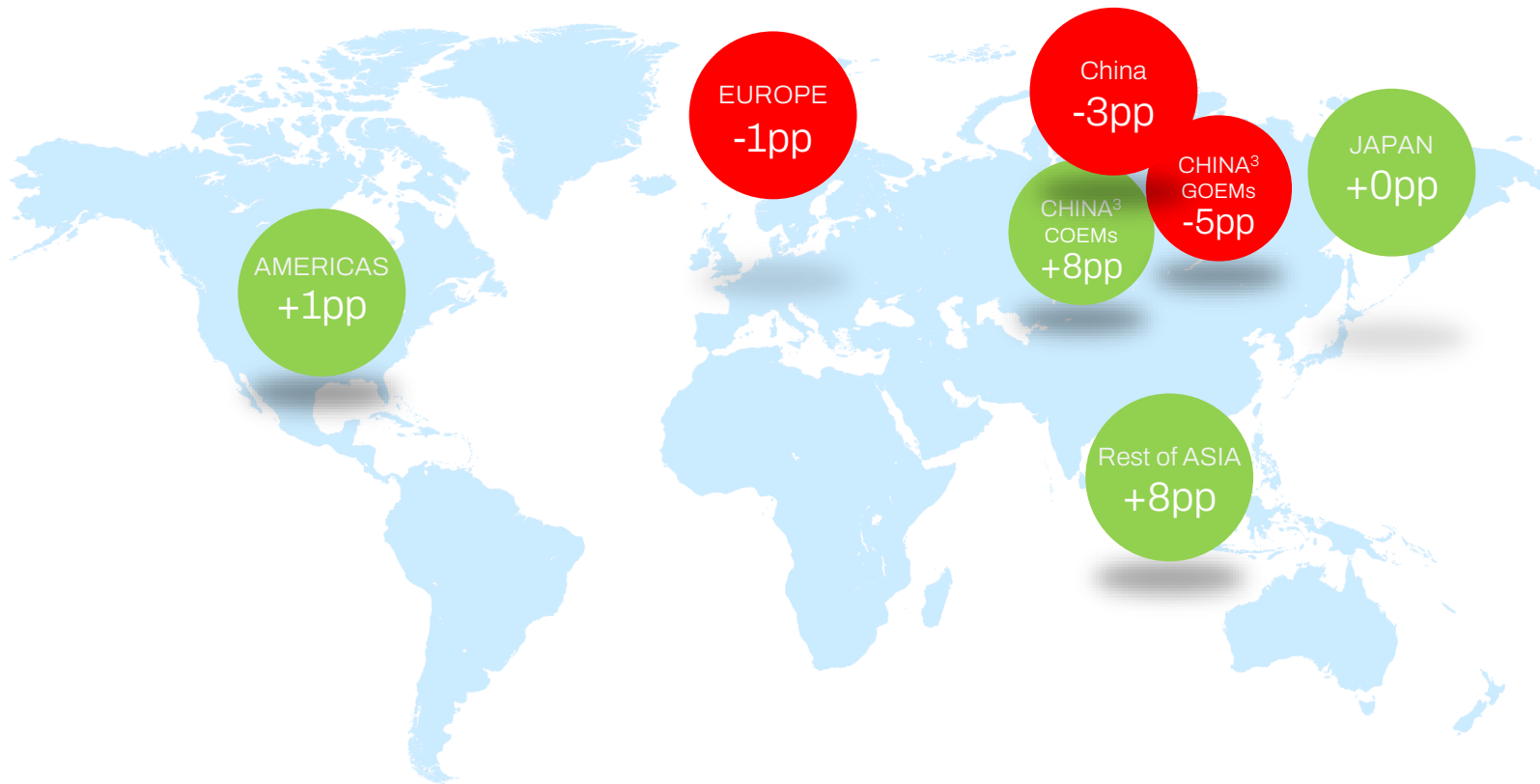
* Non-US GAAP measure

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

Q3'25 Sales Growth - Organic Sales¹ Underperforming Global LVP by 1pp

Outperformance - Organic growth¹ vs. LVP²

(Percentage points)



Main Net Sales Growth Drivers

Stellantis
Suzuki
Toyota
Chery
Great Wall
Ford
BMW

⁽¹⁾ Non-US GAAP measure

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

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

Q3'25 Key Model Launches

Onvo L90



Kia PV5



New EV Customer SUV



New EV



Volvo XC70



New EV Customer SUV



Subaru Outback



Honda N-ONE e



Jeep Compass



Renault Clio



Geely Galaxy M9



Nissan Sentra



* Autoliv is not allowed to communicate the name of the customer or model

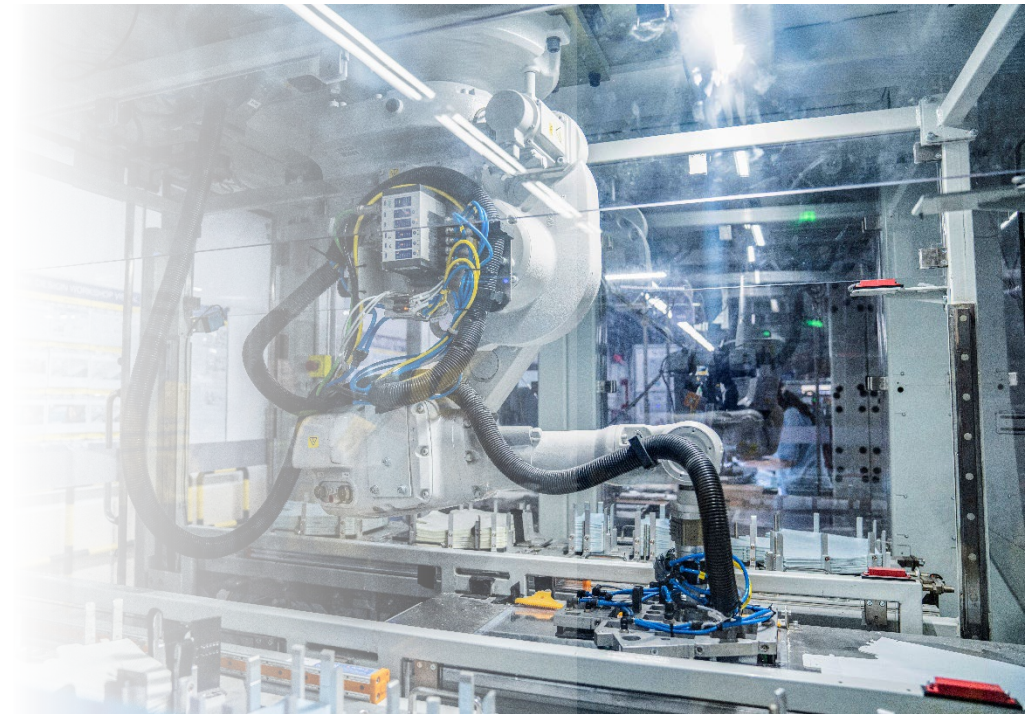
A background image featuring a financial chart with blue and pink bars and lines, overlaid with the word "Financials" in white text. The chart includes various data points, a pink line graph, and a blue bar chart. A white horizontal bar is positioned below the word "Financials".

Financials

Q3'25 Financial Overview

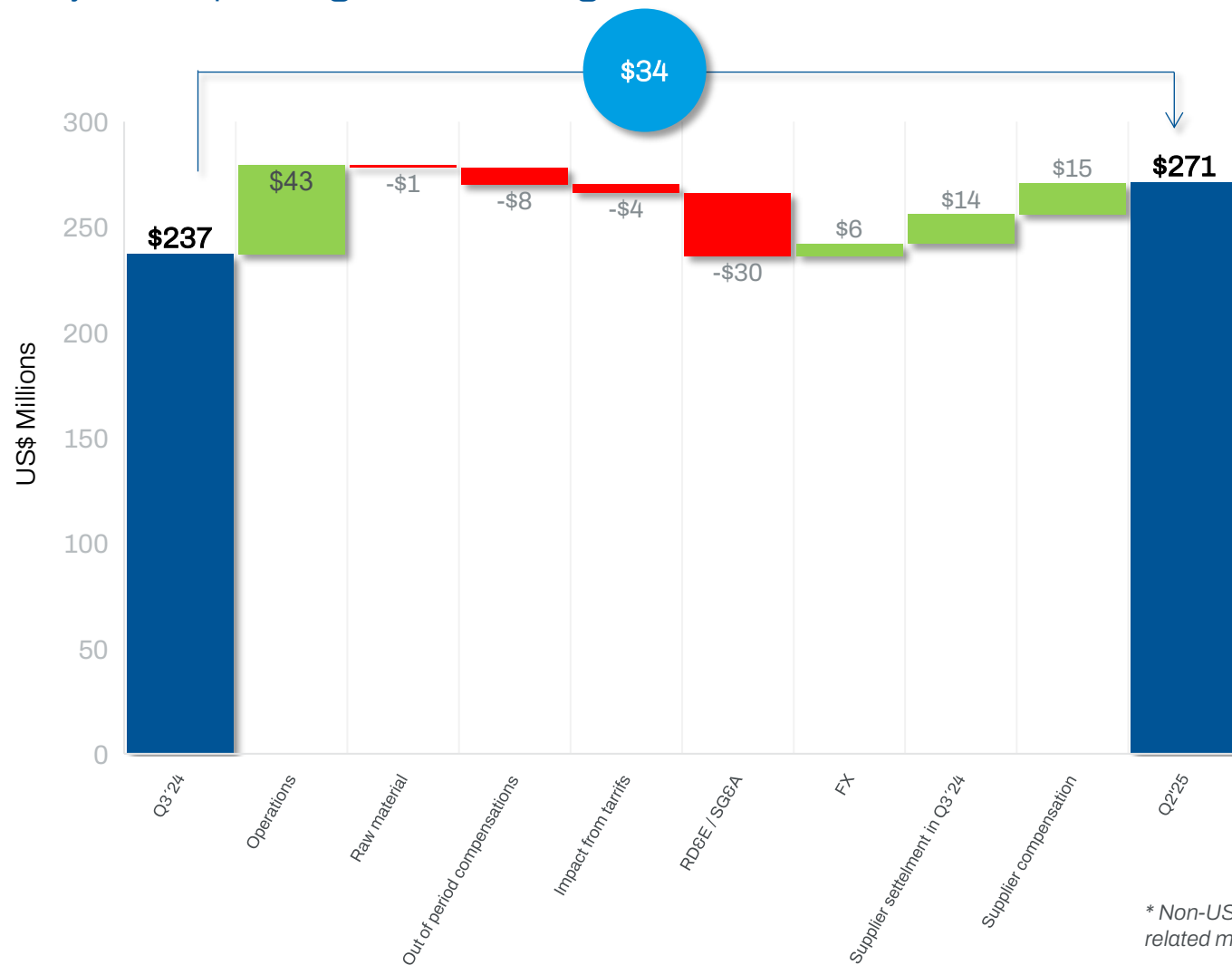
US\$ Millions unless specified	Q3'25		Q3'24	
Sales	\$2,706		\$2,555	
Gross Profit	\$522	19.3%	\$459	18.0%
Adj. Operating Income ¹	\$271	10.0%	\$237	9.3%
Adj. EPS -assuming dilution ¹	\$2.32		\$1.84	
Adj. RoCE ^{1,2}	25.5%		23.9%	
Adj. RoE ^{1,2}	28.3%		25.3%	
Operating cash flow	\$258		\$177	
Dividend paid per share	\$0.85		\$0.68	
Stock repurchases	\$100		\$130	
Global LVP ³	~21.0M		~20.9M	

- (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 @ October 2025



Q3'25 Margin expansion driven by execution of operational improvement plans

Adjusted Operating Income* Bridge



Operations

Primarily driven by

- Higher operational efficiency
- Improved call-off accuracy
- Organic sales growth

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

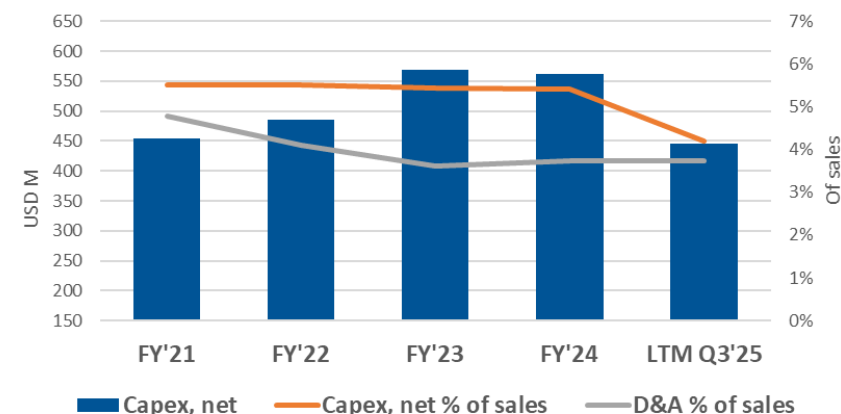
Cash Flow

Continued solid performance from higher net income

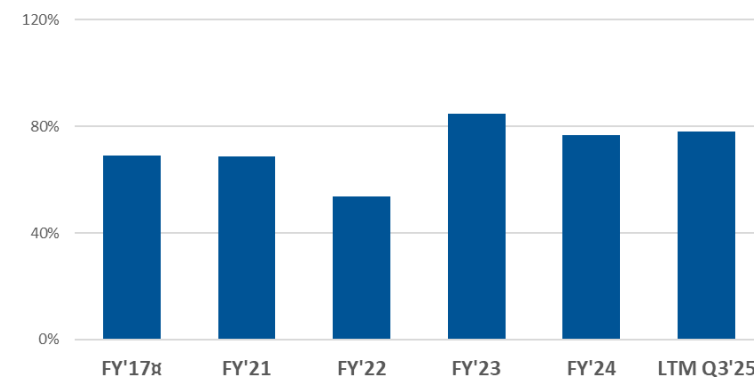
-US\$ Millions unless specified	Q3'25	Q3'24	LTM	2024	2023
Net Income	\$175	\$139	\$754	\$648	\$489
Depreciation & Amortization	103	97	397	387	378
Other, net	32	10	1	-29	-119
Change in operating WC	-53	-68	-109	53	235
Operating cash flow	258	177	1,033	1,059	982
Capital Expenditures, net	-106	-145	-445	-563	-569
Free Operating cash flow*	153	32	588	497	414
Dividends paid	65	54	227	219	225
Stock repurchases	\$100	\$130	\$303	\$552	\$352

* Non-US GAAP measure

Capex and D&A

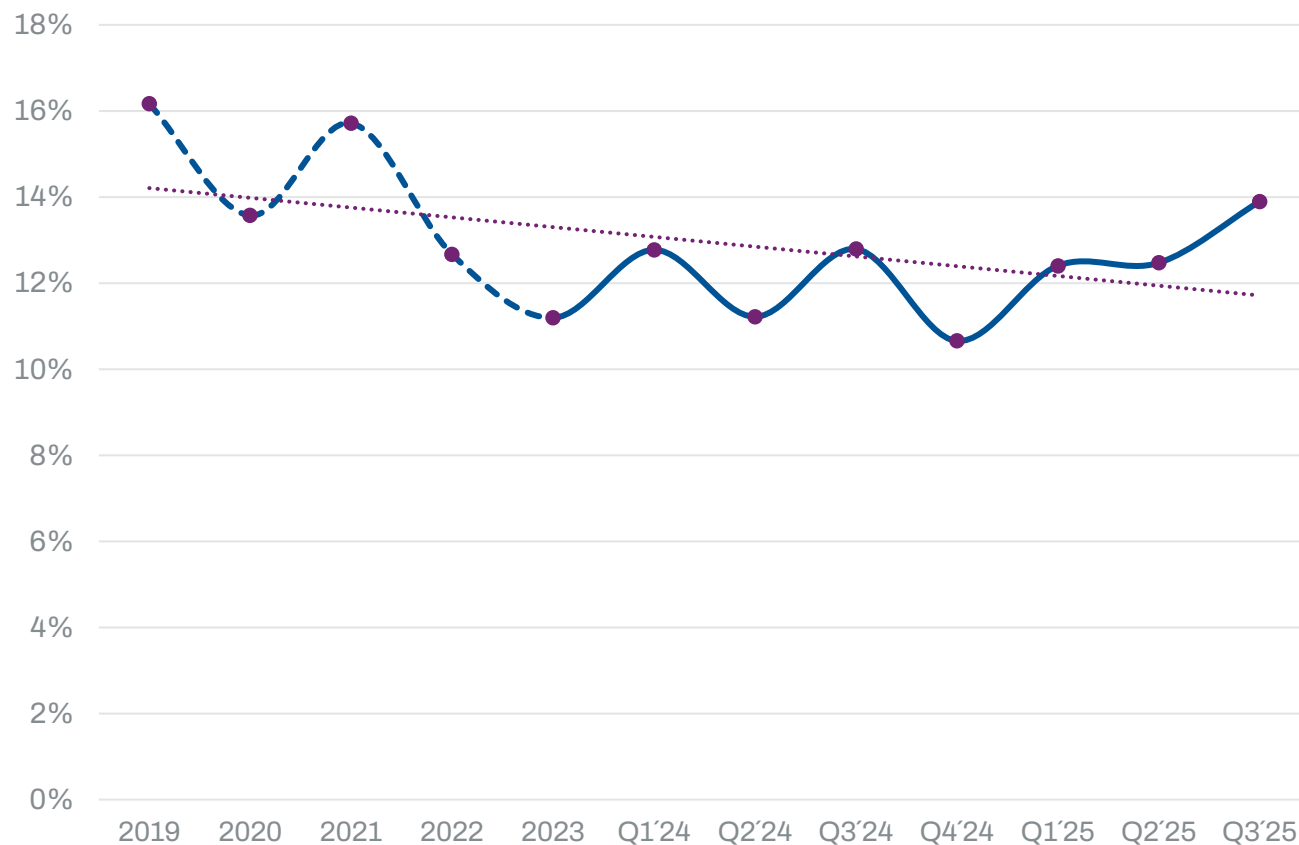


Cash Conversion*



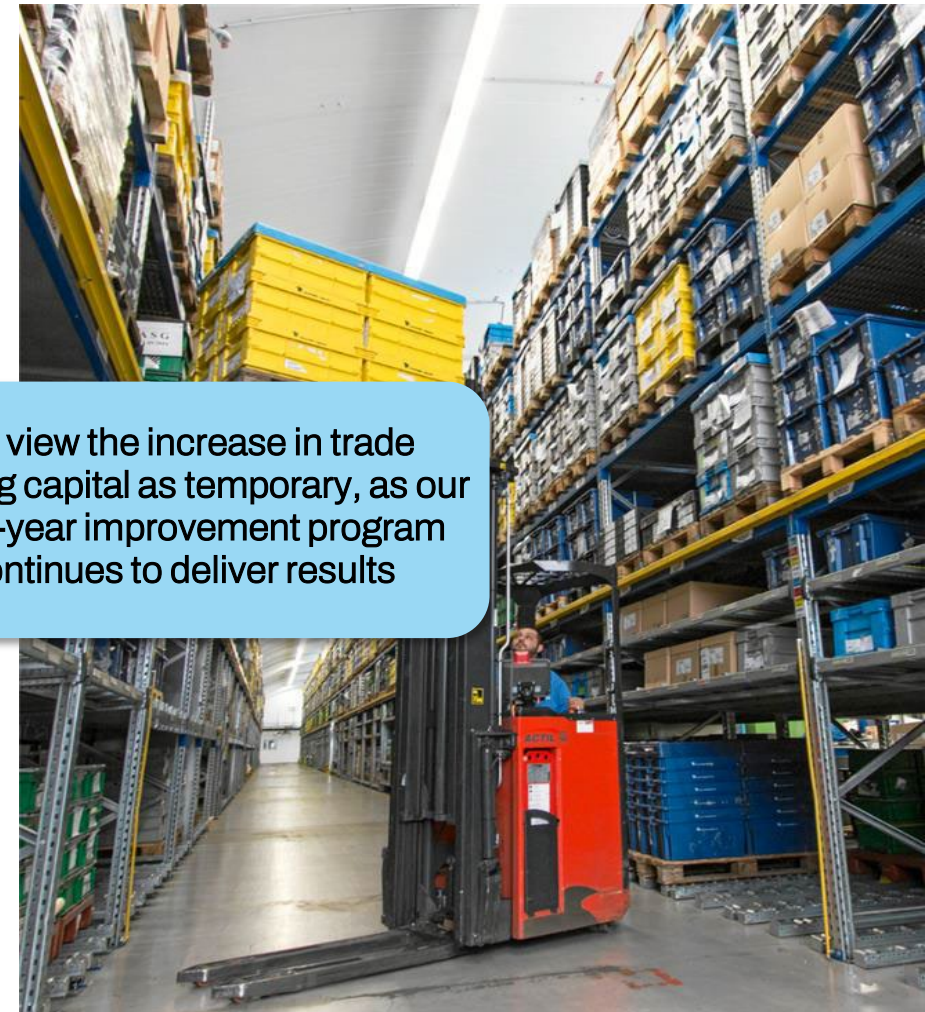
Trade Working Capital in Relation to Sales *

Increasing receivables following higher sales towards the end of the quarter



* Non-US GAAP, see reconsolidation table at the end of this presentation. Values for 2019, 2020, 2021, 2022 and 2023 is Trade working capital in relation to sales at year-end.

We view the increase in trade working capital as temporary, as our multi-year improvement program continues to deliver results

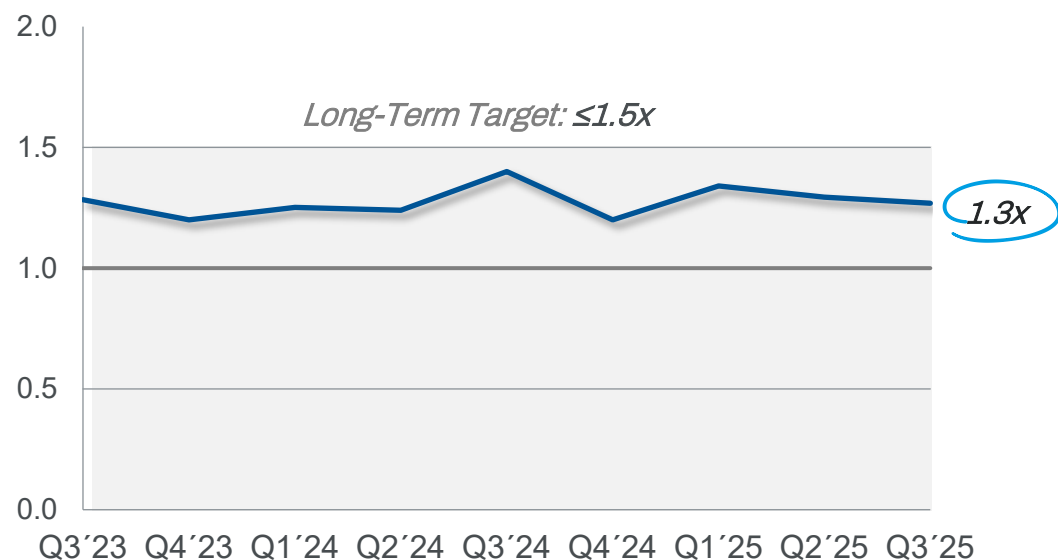


Debt Leverage Ratio*

remains below our target limit of 1.5x

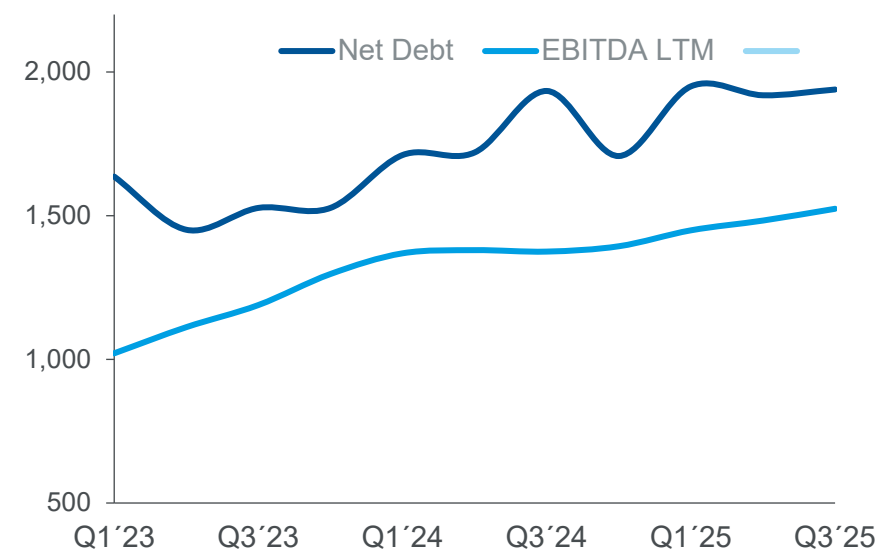
Net Debt* / EBITDA**

Times



Net Debt* and EBITDA** per the Policy

US\$ Millions



Change vs. previous quarter

- Net Debt* \$20 million higher
- EBITDA** LTM \$41 million higher

* 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.

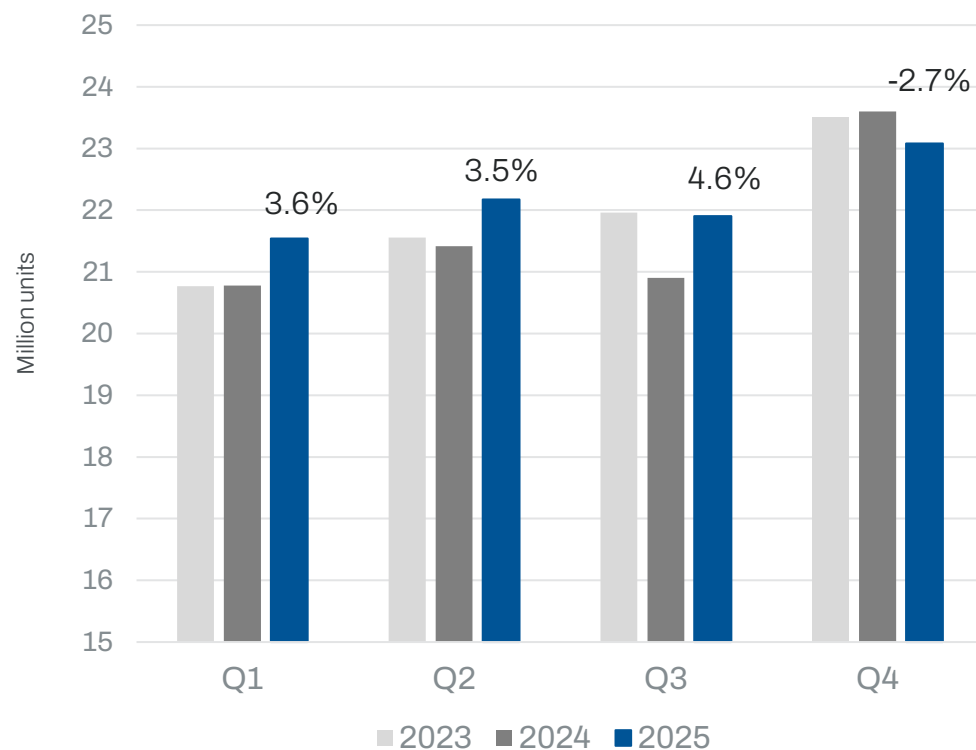
Light Vehicle Production Outlook

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

Autoliv guidance is based on global LVP increasing around 1.5% in 2025

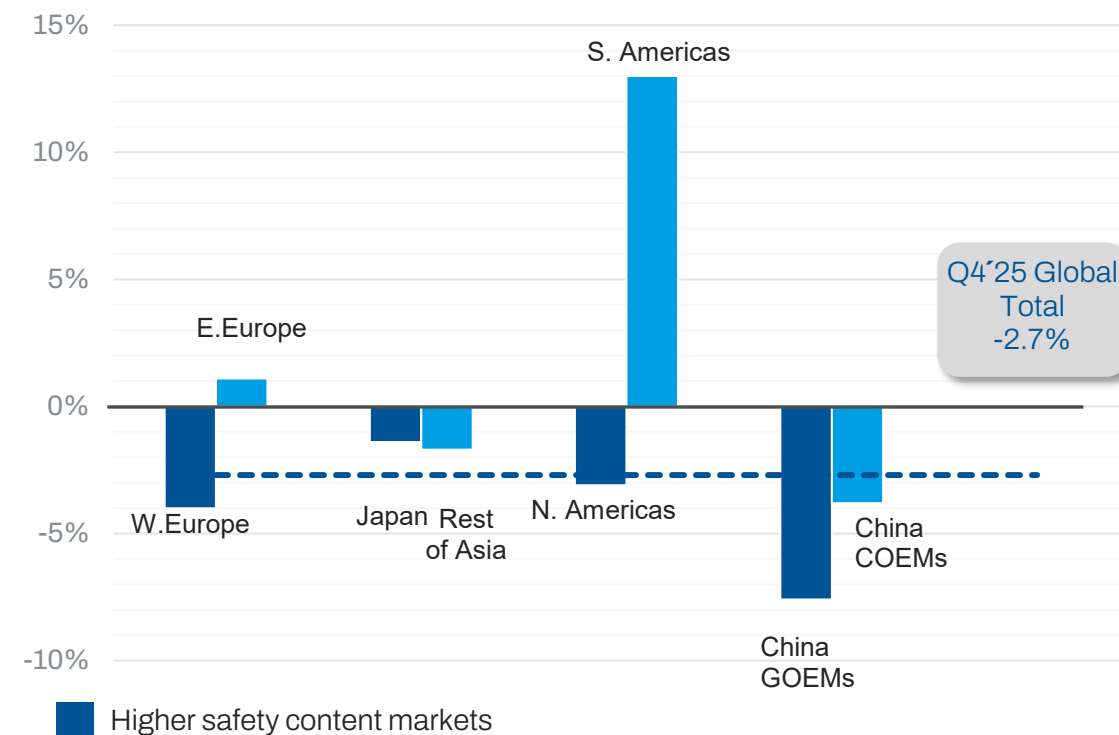
LVP* per Quarter

%



Q4'25 Detailed LVP* Outlook

%



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

Q4'25 Business Outlook – Navigating a Transitional Quarter

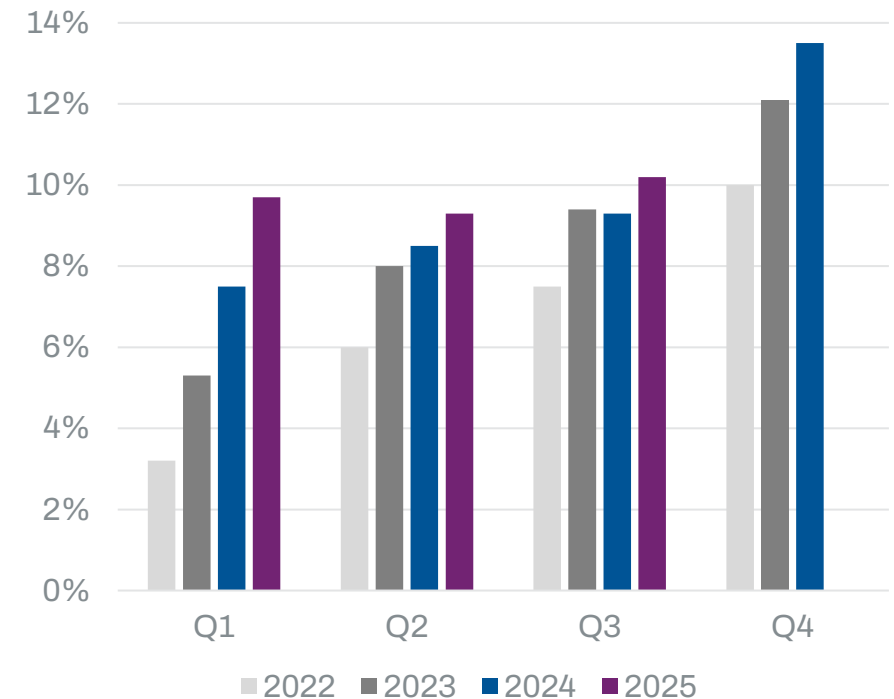
Q4'25 Outlook

Consistent with typical seasonal patterns, the fourth quarter is expected to be the strongest of the year.

- + Despite the expected decline in global LVP year-over-year, we foresee higher sales and continued outperformance, particularly in China.
- Unlike the past three years, we do not expect out-of-period inflation compensation in the fourth quarter, given the shift in the inflationary environment.
- We expect higher depreciation costs due to new manufacturing capacity to meet demand in key regions.
- The temporary decline in engineering income is likely to persist, reflecting the timing of specific customer development projects.

Our solid cash conversion and balance sheet provide financial resilience and a robust foundation for maintaining high shareholder returns.

Adjusted Operating Margin* Development from 2022



* Non-US GAAP excluding effects from capacity alignment and antitrust related matters, see reconsolidation table at the end of this presentation.

Full Year 2025 Guidance¹ & Assumptions

Full Year 2025 Guidance		
Organic sales increase ²	Around 3%	unchanged
Adjusted Operating margin ²	Around 10 to 10.5%	unchanged
Operating Cash flow ³	Around \$1.2 billion	unchanged
Capex, net % of sales	Around 4.5%	(previous: ~5%)

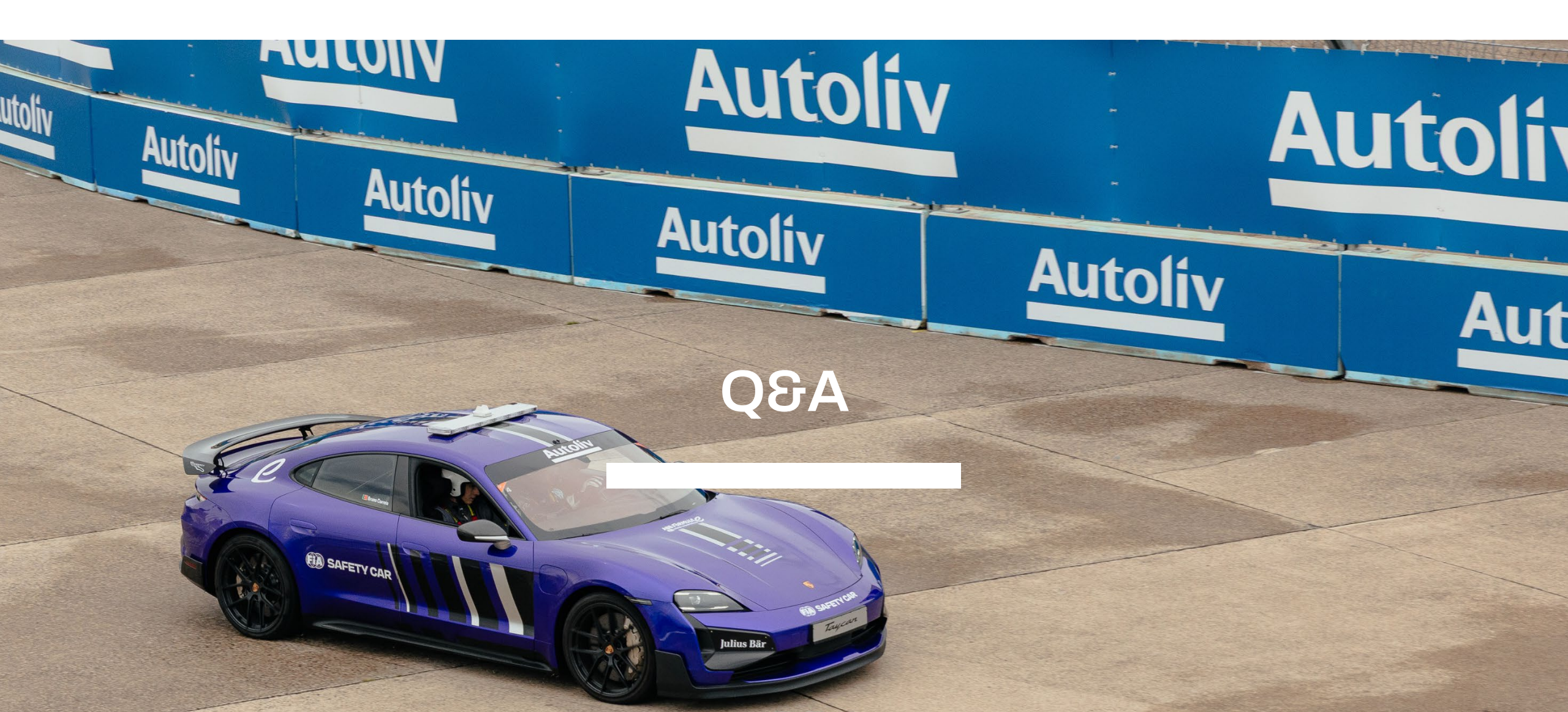


Assumptions	
LVP Growth	Around 1.5%
FX	Around 1%
Tax rate ⁴	Around 28%

Exchange Rates	
US\$/EUR	0.8565
US\$/JPY	147.04
US\$/KRW	1392.6
US\$/MXN	18.700
US\$/CNY	7.1394

⁽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 October 15, 2025, as well as no significant changes in the macro-economic environment, changes in customer call-off volatility or significant supply chain disruptions.

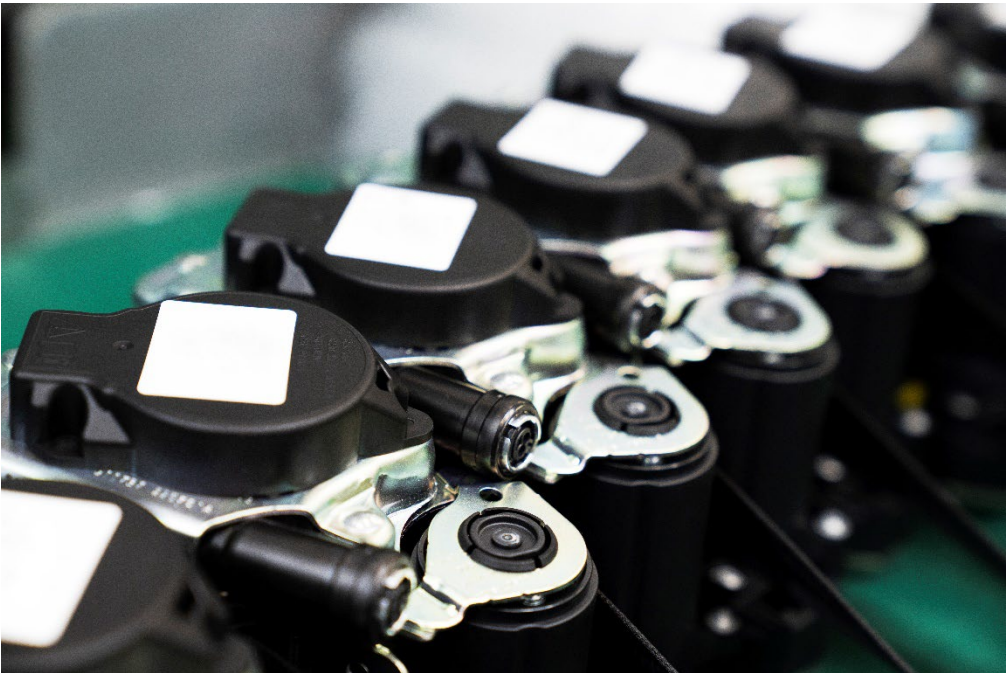
⁽²⁾ Non-US GAAP including tariff compensations, but excluding effects from capacity alignment and antitrust related matters ⁽³⁾ Excluding unusual items ⁽⁴⁾ Excluding unusual tax items



Q&A

Q3'25 Product Volumes

Autoliv Quantities Delivered (Millions unless specified)	Q3'25	vs. PY** (%)
Seatbelts	35.3	3%
▪ Pretensioners (of which)	24.7	5%
▪ Active Seatbelts (of which)	1.4	6%
Frontal Airbags	15.0	4%
▪ Knee Airbags (of which)	1.8	18%
Side Airbags	36.2	13%
▪ Chest (Thorax)	19.4	14%
▪ Head (Curtain)	15.3	9%
Steering Wheels	5.1	1%
LVP* (Global)	21.9	4.6%
*S&P Global: October 2025		



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.

	2025			2024				2023			
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Operating margin (GAAP)	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	0.1%	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	0.1%	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	0.1%	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)	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)	2025			2024				2023			
	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⁾	\$1,772	\$1,752	\$1,787	\$1,554	\$1,787	\$1,579	\$1,562	\$1,367	\$1,375	\$1,299	\$1,477
Pension liabilities	167	167	163	153	147	140	149	159	152	152	159
Net debt per the Policy	\$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⁾	\$754	\$717	\$688	\$648	\$632	\$627	\$541	\$489	\$418	\$390	\$416
Income taxes ²⁾	261	255	246	227	141	150	136	123	188	168	176
Interest expense, net ^{2, 3)}	94	96	97	95	93	89	83	80	75	67	60
Other non-operating items, net ²⁾	20	19	16	16	4	8	1	3	5	1	4
Income from equity method investments ²⁾	(6)	(6)	(6)	(7)	(6)	(6)	(5)	(5)	(4)	(4)	(4)
Depreciation and amortization of intangibles ²⁾	397	390	386	387	385	384	381	378	371	363	359
Less: Capacity alignments ²⁾	(1)	6	19	19	121	122	217	218	125	117	8
Less: Antitrust related items ²⁾	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)	\$1,524	\$1,483	\$1,449	\$1,394	\$1,376	\$1,380	\$1,369	\$1,297	\$1,189	\$1,112	\$1,021
Leverage ratio	1.3	1.3	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)	2025			2024				2023			
	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	\$654	\$679	\$540	\$387	\$624	\$455	\$310	\$538	\$590	\$481	\$577
Long-term debt	1,374	1,372	1,565	1,522	1,586	1,540	1,830	1,324	1,277	1,290	1,601
Total debt	2,027	2,051	2,105	1,909	2,210	1,996	2,140	1,862	1,867	1,771	2,179
Cash & cash equivalents	(225)	(237)	(322)	(330)	(415)	(408)	(569)	(498)	(475)	(475)	(713)
Debt issuance cost/Debt-related derivatives, net	(30)	(62)	4	(24)	(9)	(8)	(9)	3	(17)	4	12
Net debt	\$1,772	\$1,752	\$1,787	\$1,554	\$1,787	\$1,579	\$1,562	\$1,367	\$1,375	\$1,299	\$1,477

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' 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)	2025			2024				2023	2022	2021	2020	2019
	30-sep	30-jun	31-mar	31-dec	30-sep	30-jun	31-mar	31-dec	31-dec	31-dec	31-dec	31-dec
Receivables, net	\$2,357	\$2,341	\$2,205	\$1,993	\$2,192	\$2,090	\$2,194	\$2,198	\$1,907	\$1,699	\$1,822	\$1,627
Inventories, net	1,036	957	913	921	997	936	997	1,012	969	777	798	741
Accounts payable	(1,889)	(1,945)	(1,839)	(1,799)	(1,881)	(1,858)	(1,855)	(1,978)	(1,693)	(1,144)	(1,254)	(951)
Trade working capital (non-U.S. GAAP)	\$1,504	\$1,354	\$1,279	\$1,115	\$1,307	\$1,169	\$1,336	\$1,232	\$1,183	\$1,332	\$1,366	\$1,417
Annualized quarterly sales ¹⁾	\$10,822	\$10,857	\$10,312	\$10,463	\$10,218	\$10,420	\$10,460	\$11,006	\$9,340	\$8,476	\$10,065	\$8,765
Trade working capital in relation to annualized quarterly sales	13.9%	12.5%	12.4%	10.7%	12.8%	11.2%	12.8%	11.2%	12.7%	15.7%	13.6%	16.2%

1) Calculated as the quarterly amount multiplied by four.



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