

A futuristic cityscape with a dense skyline of skyscrapers, some with unique, angular designs. Several flying cars are visible in the sky, and a multi-lane highway with cars is in the foreground. The entire image has a blue color overlay.

Autoliv

Driving Profitability Through Operational Excellence —
Embracing Future Tools

Our product saved
~ 40,000 lives
in 2025



(illustrated by Copilot)

Autoliv Inside

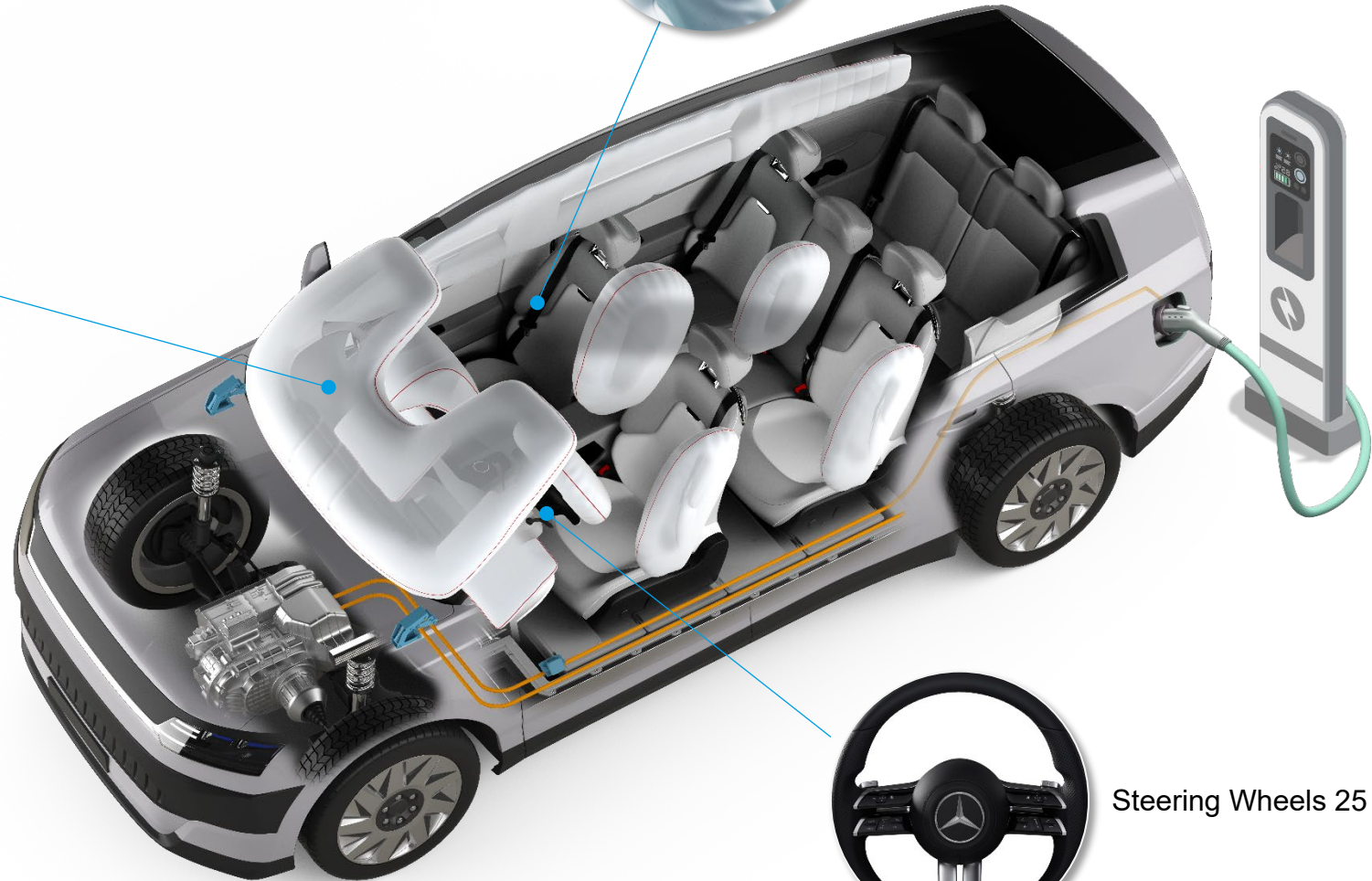
2025 Production Volumes



Airbags: 203 million



Seatbelts: 143 million



Steering Wheels 25 million

Autoliv in 2025



\$11 bn

Net, Sales



10.3%

Adj. Operating Margin



\$1,200 m

Operating Cashflow



64,000

Employees



\$44%

Global Market Share

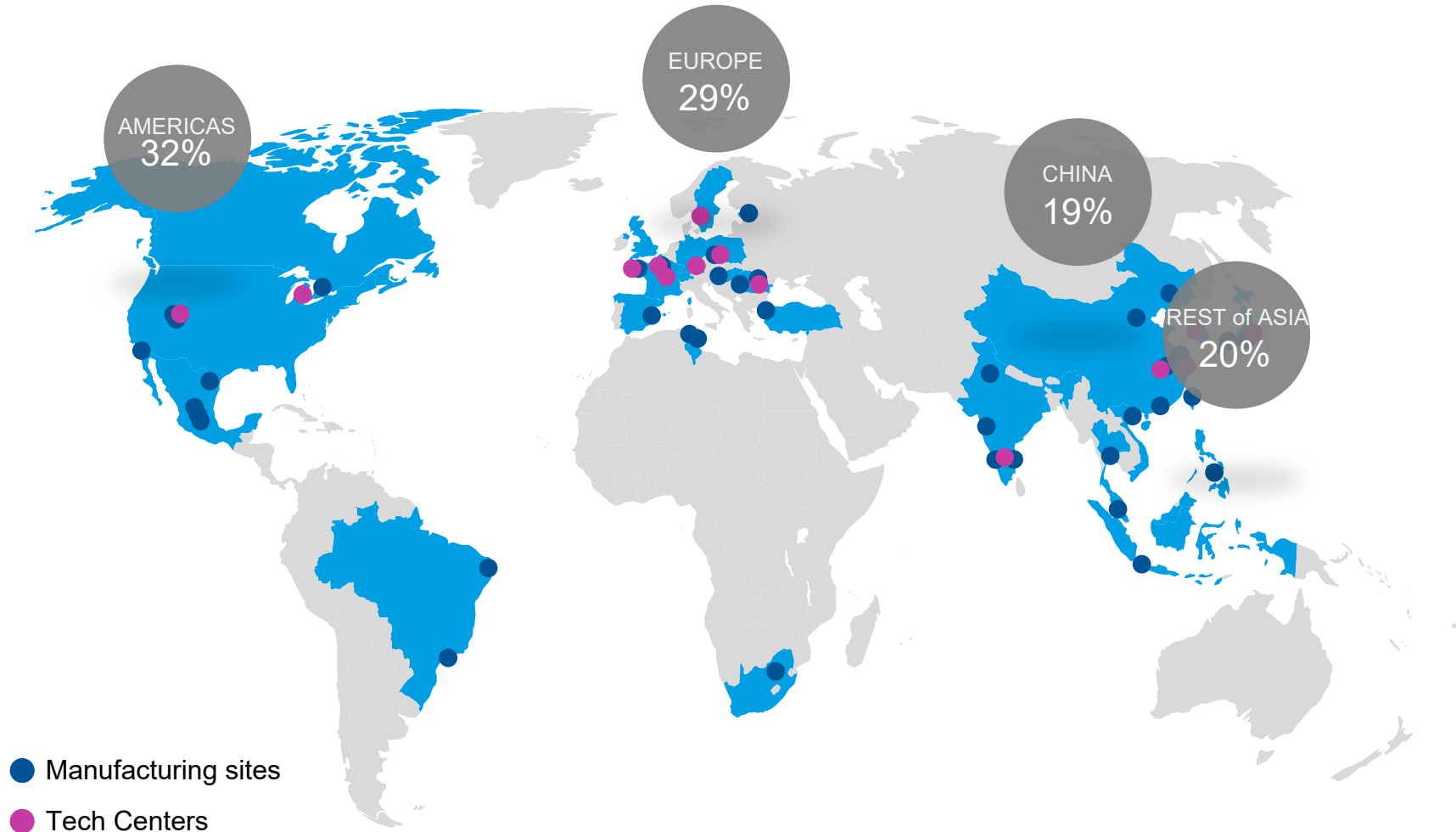


25

Countries



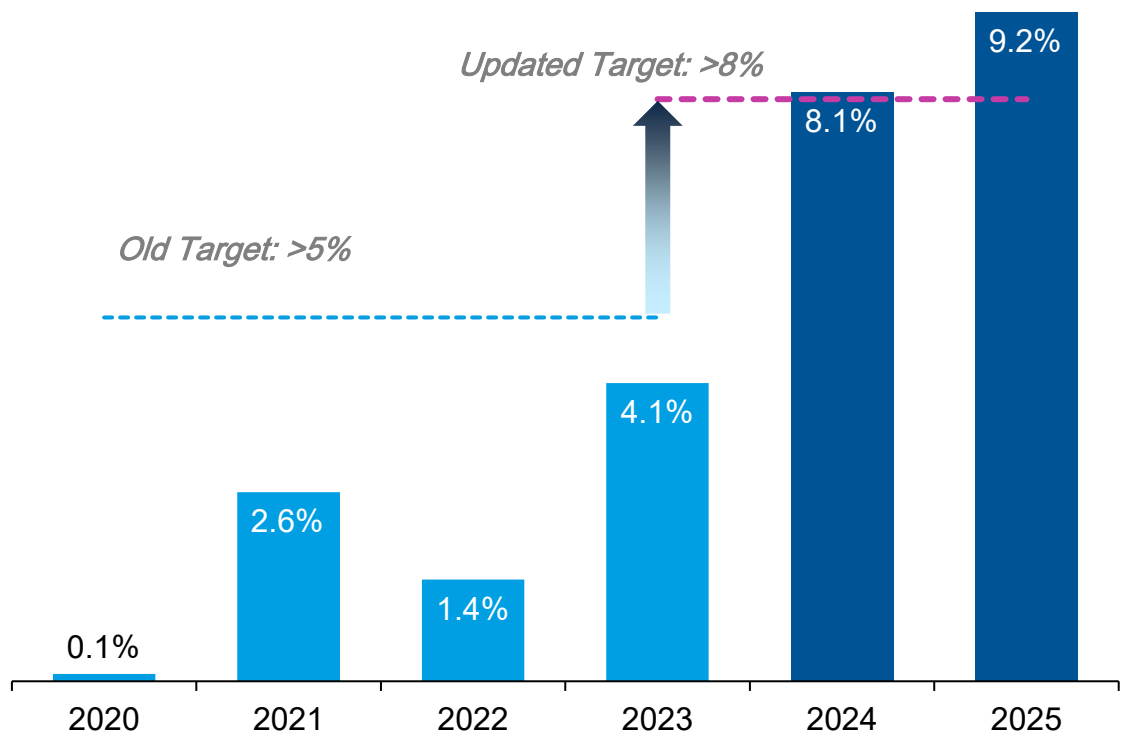
Our Global Presence – Footprint and Share of Global Sales



- Operations in 25 Countries
- Supplies virtually all vehicle manufactures
- Leading market share in all regions including China, India and Japan

Unlocking a Step -Change in Productivity through Automation & Digitalization

Direct Labor Productivity Improvement*
%



* Company estimates



Saving More Lives