



Autoliv
Driving Profitability Through Operational Excellence –
Embracing Future Tools

www.autoliv.com

Our product saved
~ 40,000 lives
in 2025



(illustrated by Copilot)

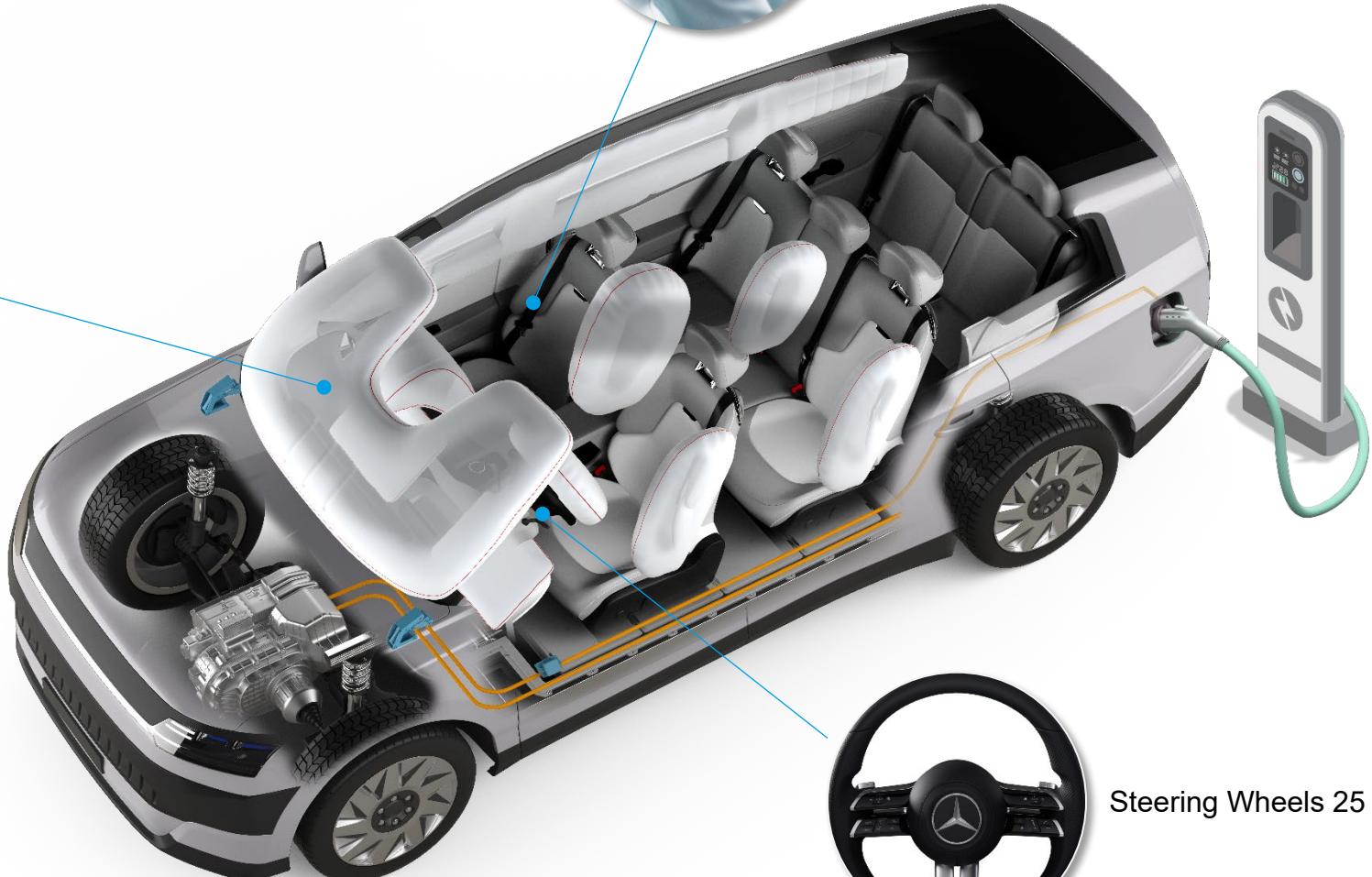
Autoliv

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

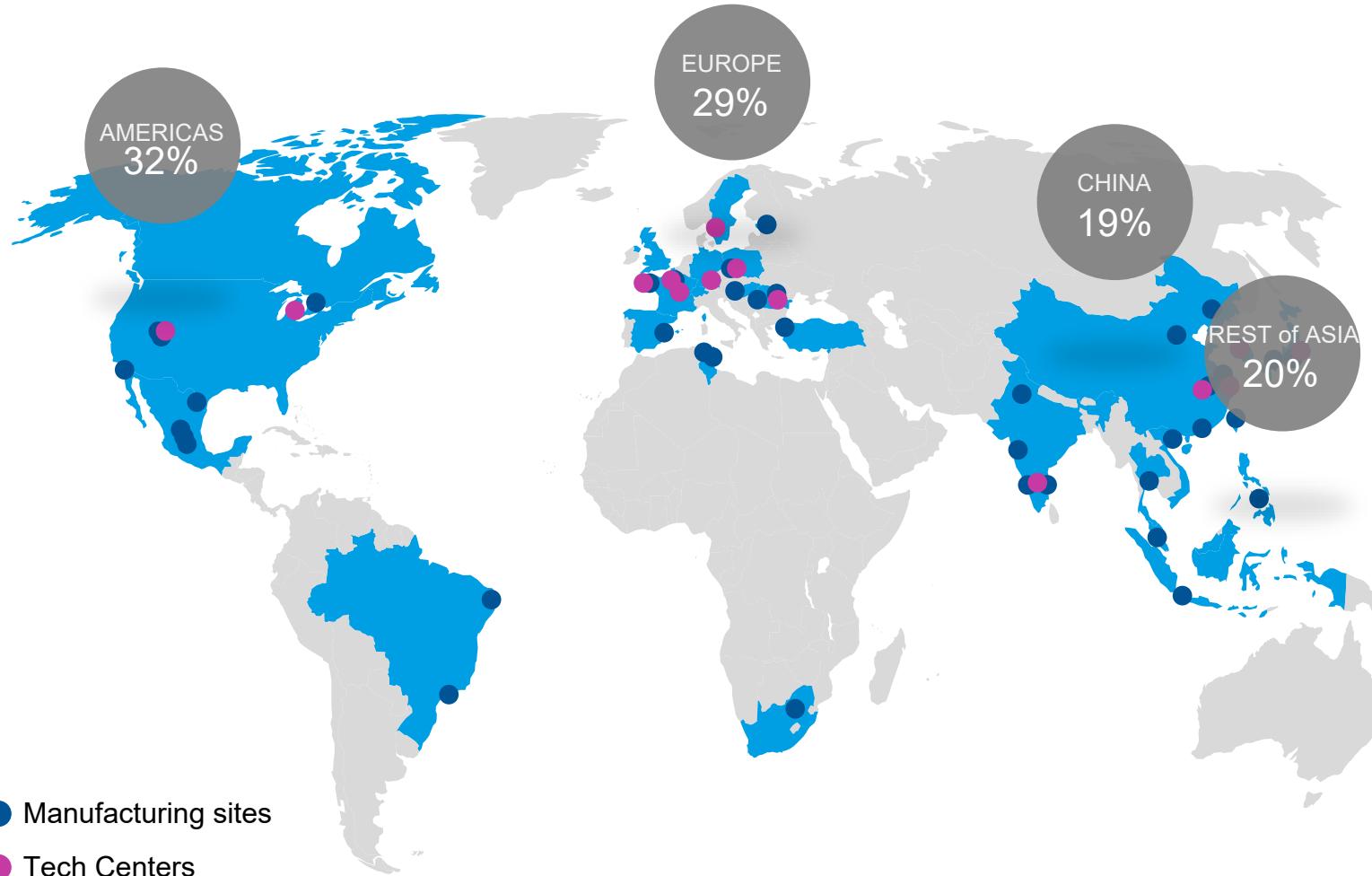


25

Countries



Our Global Presence – Footprint and Share of Global Sales

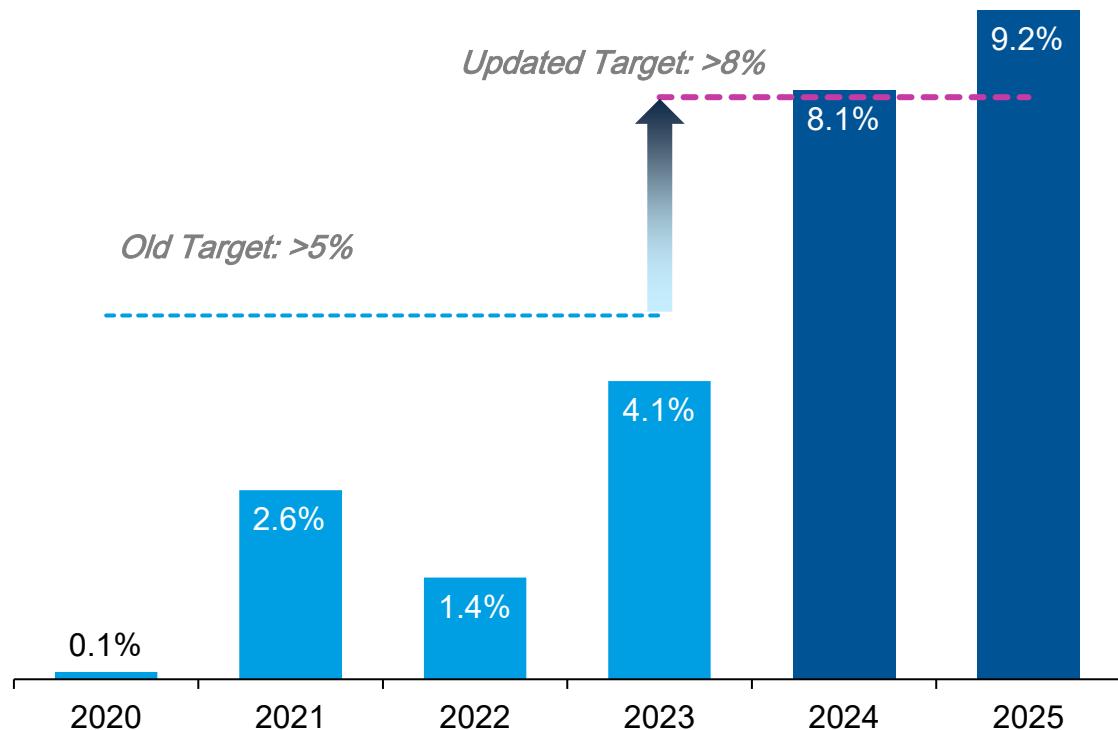


- Operations in 25 Countries
- Supplies virtually all vehicle manufacturers
- Leading market share in all regions including China, India and Japan

Unlocking a Step -Change in Productivity through Automation & Digitalization

Direct Labor Productivity Improvement*

%



* Company estimates





Saving More Lives

[Redacted]