

More Lives Saved

More Life Lived

Investor Day 2023

Commercial Excellence

June 12, 2023

Megan Fisher, Senior Vice President Sales

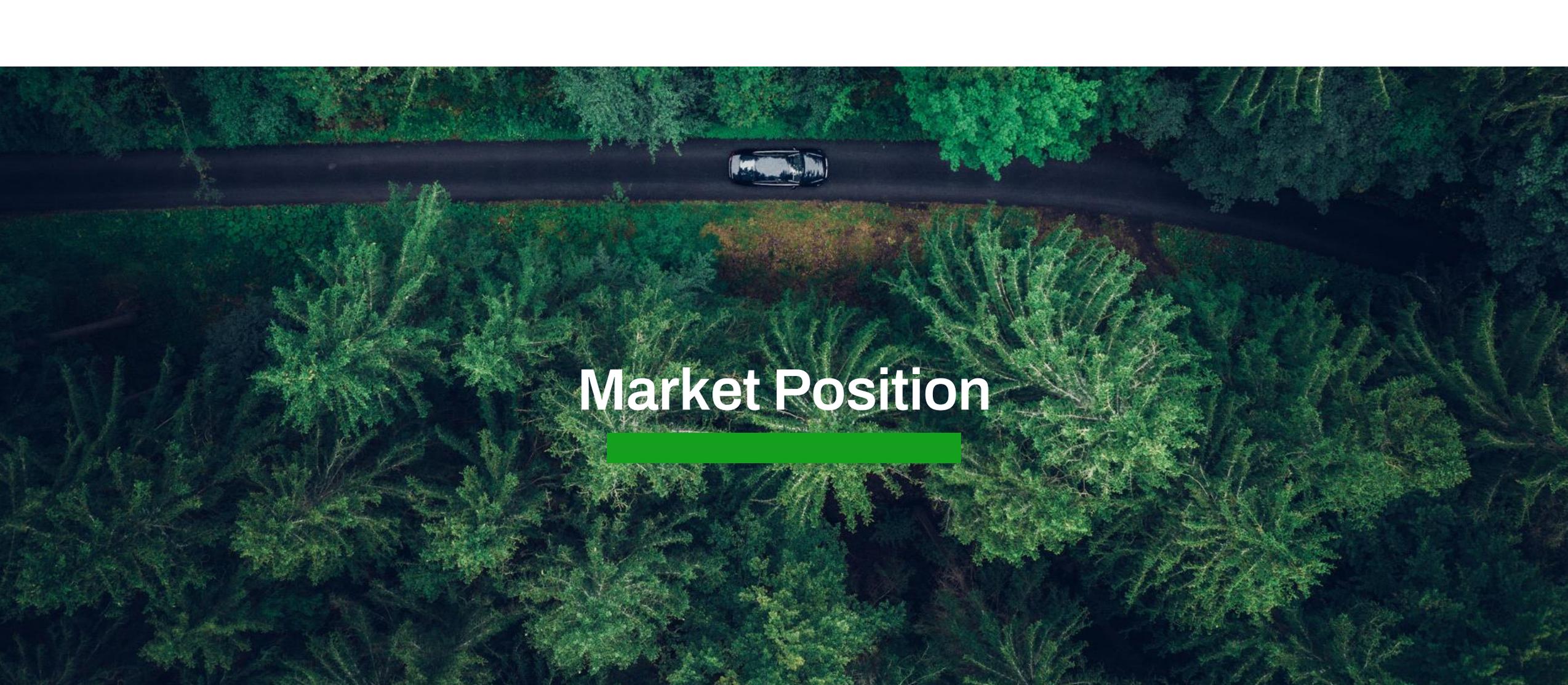
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This report contains statements that are not historical facts but rather forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include those that address activities, events 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 and stability of 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; disruptions and impacts relating to the ongoing war between Russia and Ukraine; 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, efficiency and strategic 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 judgements 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; 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 medium term 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.

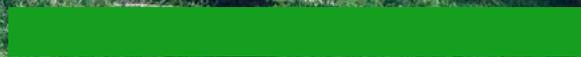
() Non-US GAAP reconciliations are disclosed in our regulatory filings available at www.sec.gov or www.autoliv.com*

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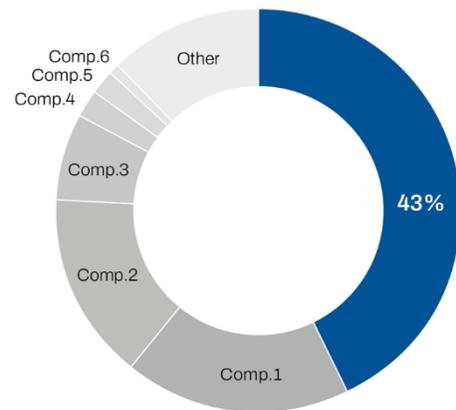
An aerial photograph showing a dark asphalt road winding through a dense forest. A dark-colored car is driving on the road. The forest is composed of various types of trees, including tall evergreens and shorter deciduous trees. The overall scene is lush and green.

Market Position



Strong Market Position: World's Largest Automotive Safety Supplier

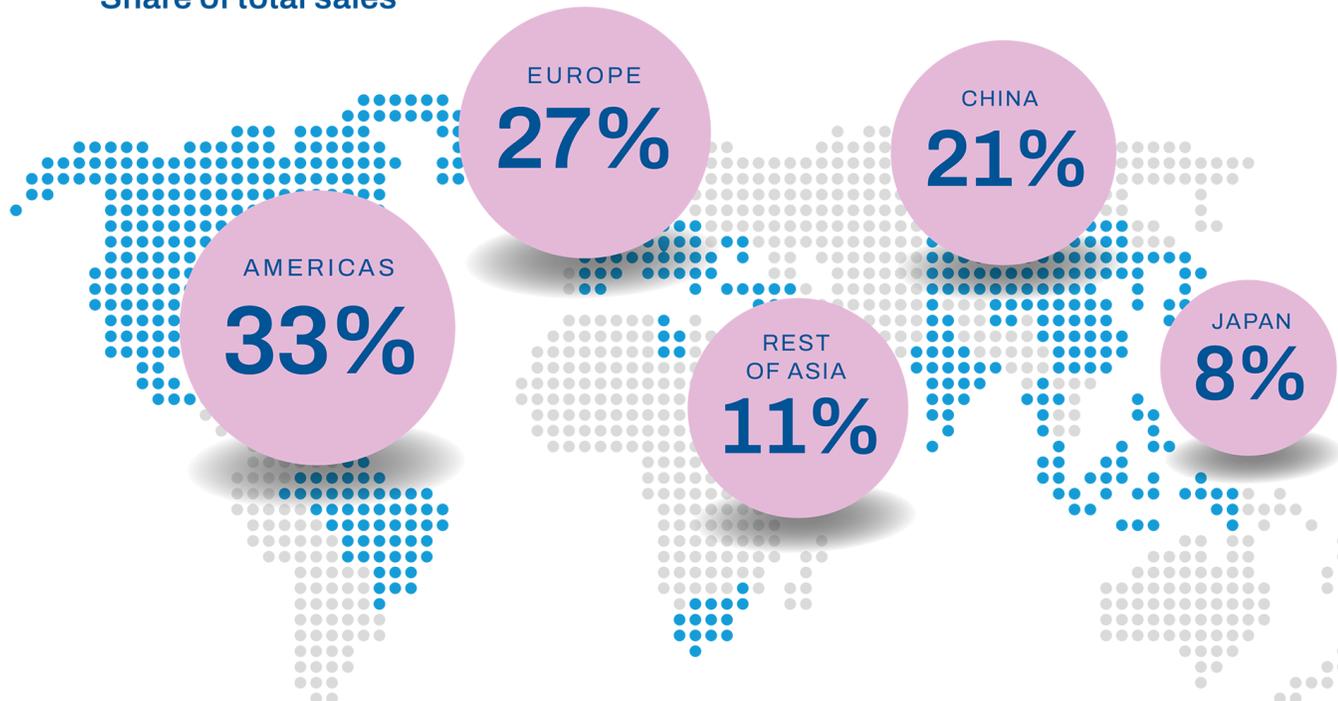
Firm industry leader at 43% in 2022
with growing market share



■ Autoliv

Company estimates. Based on Autoliv's passive safety market definition including airbags, seatbelts, steering wheels and pedestrian safety.

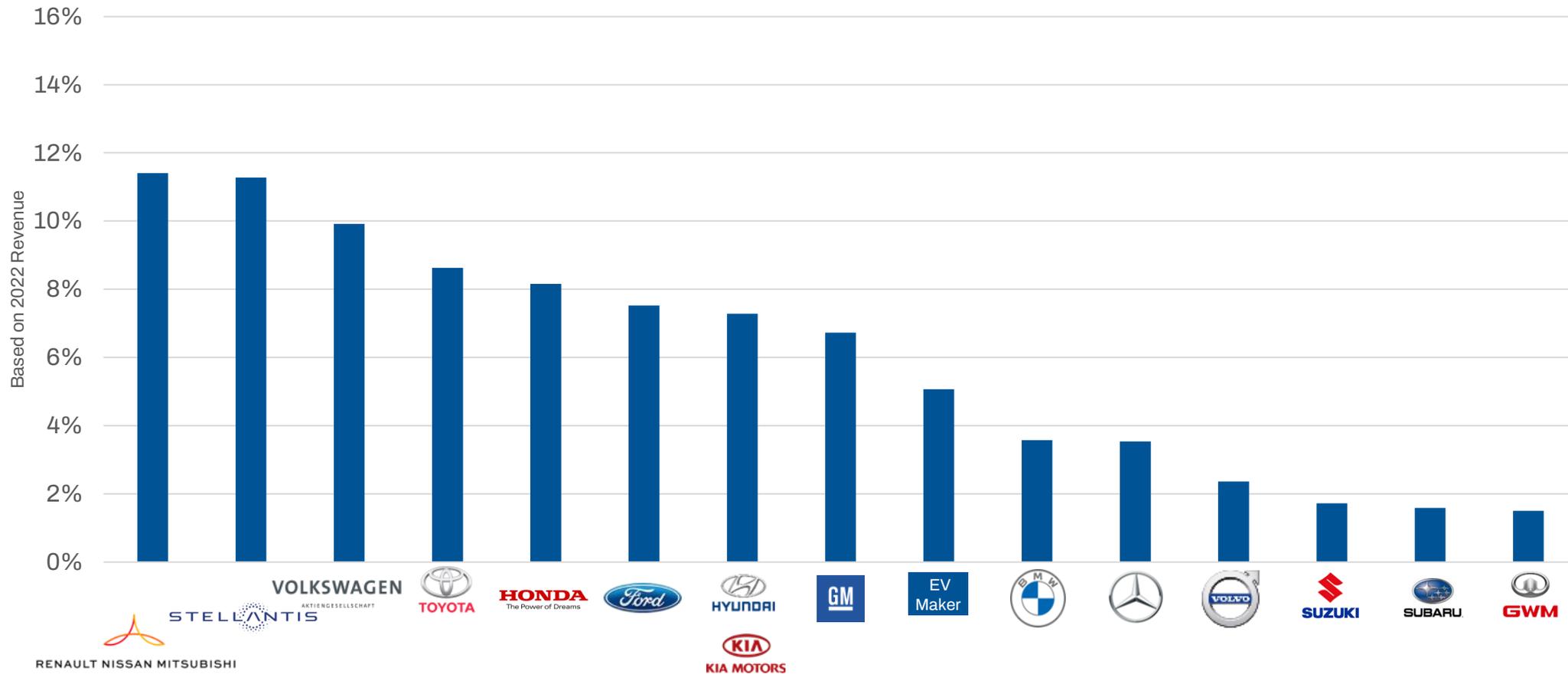
Share of total sales



LTM Sales: \$9.2 billion

Well diversified customer mix

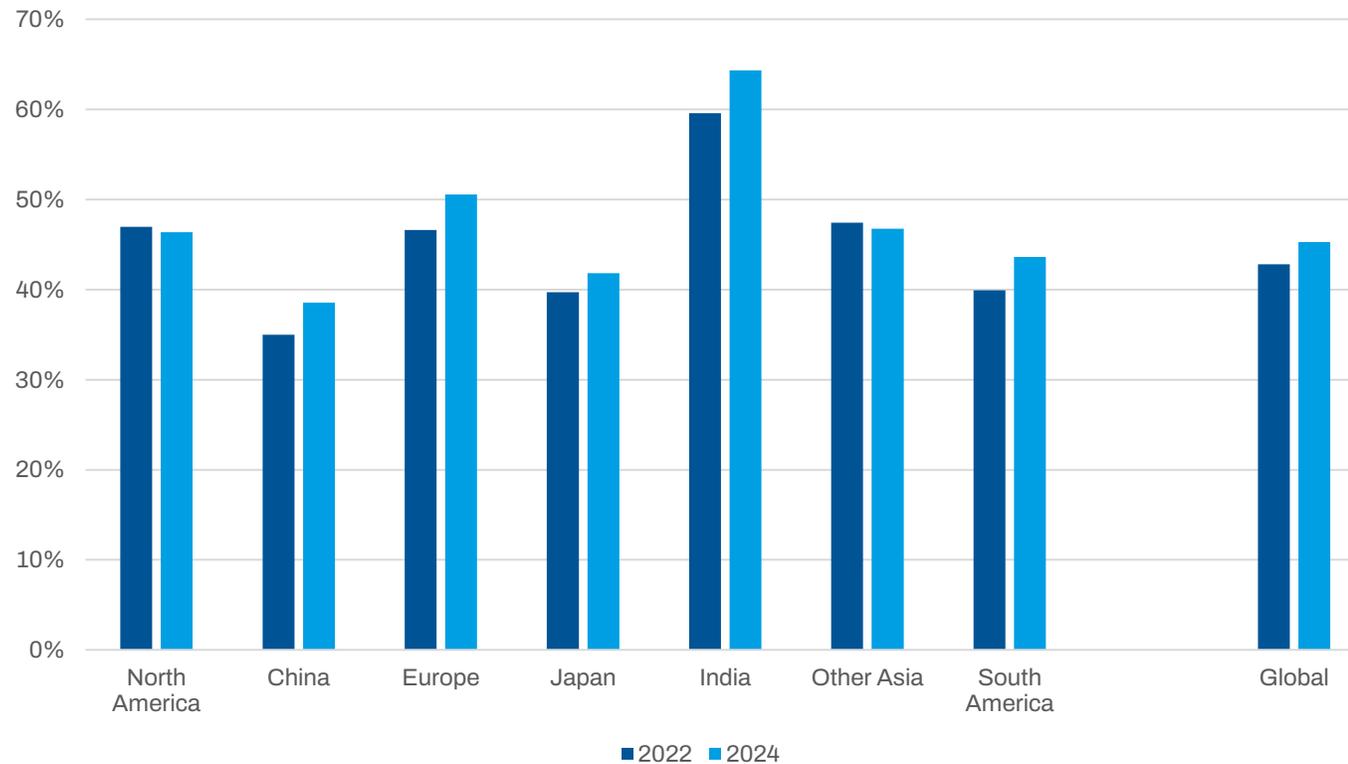
Serving All Major OEMs



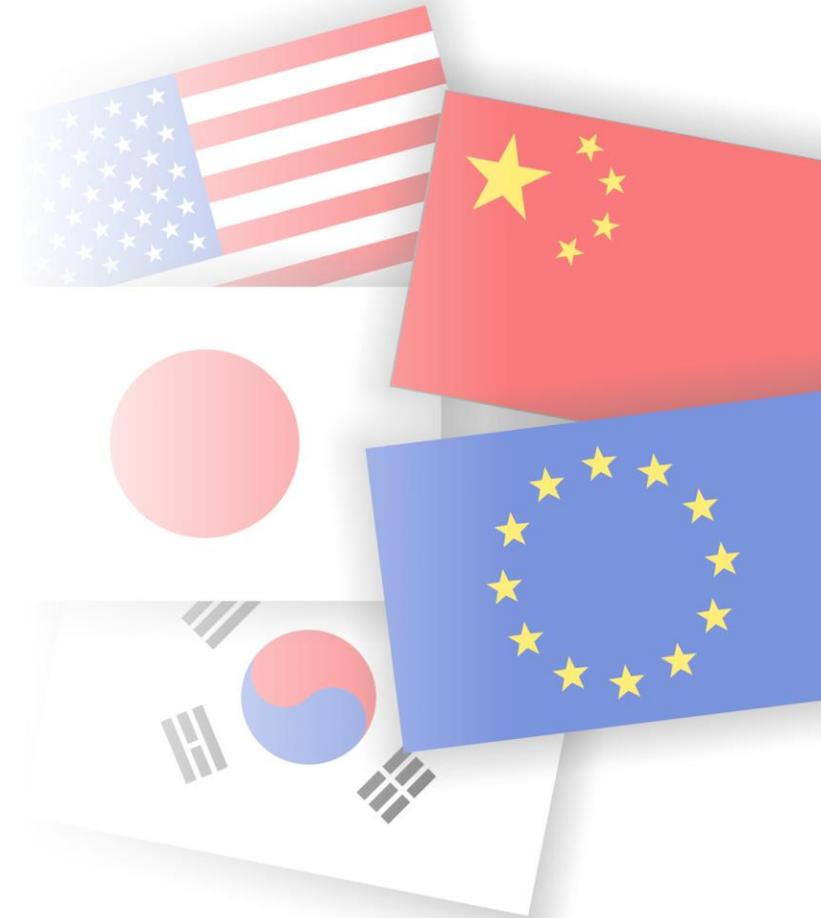
Customer Focus, Local Presence & Quality Pays Off

Strong & Improving Positions across the world

Market Share by Geography¹

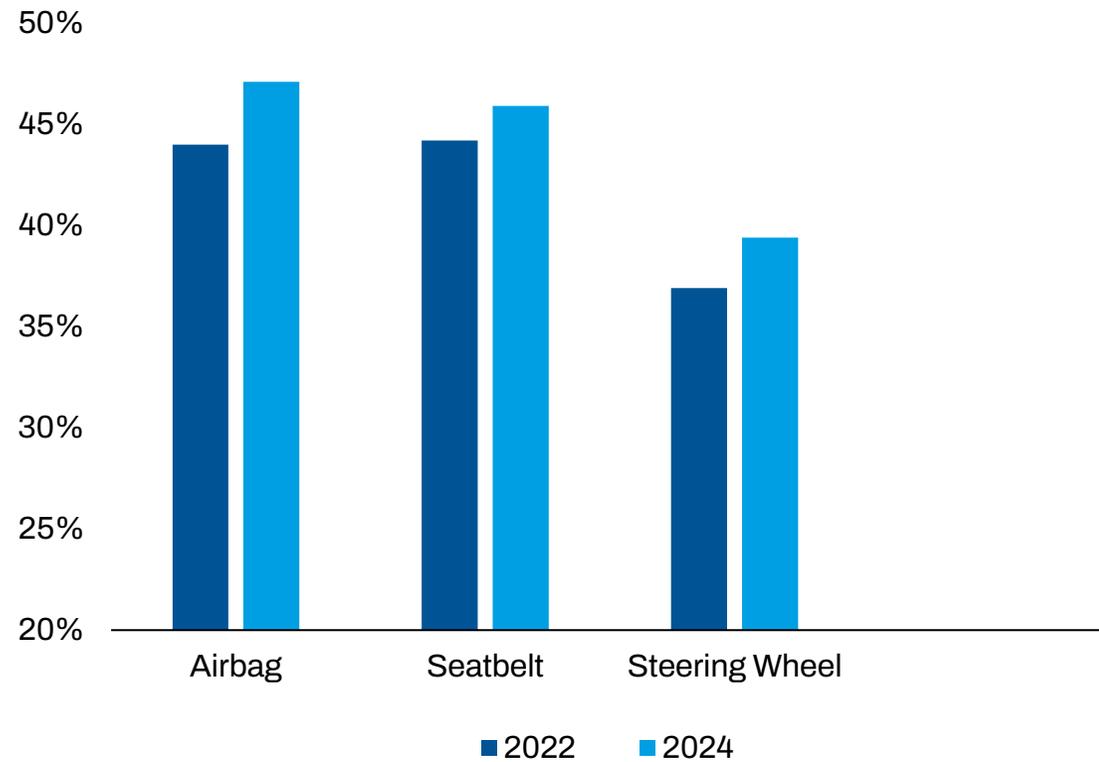


(1) Company estimates



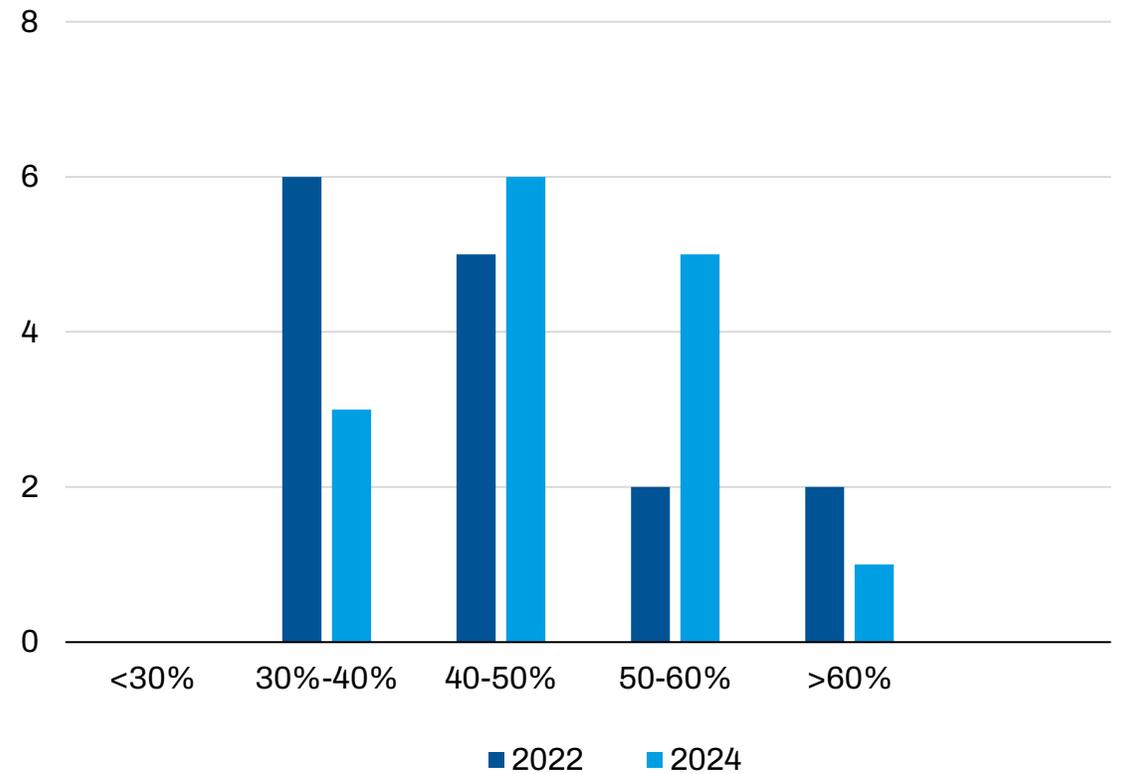
Market Leader across Product Lines and OEMs

Market Share by product category¹



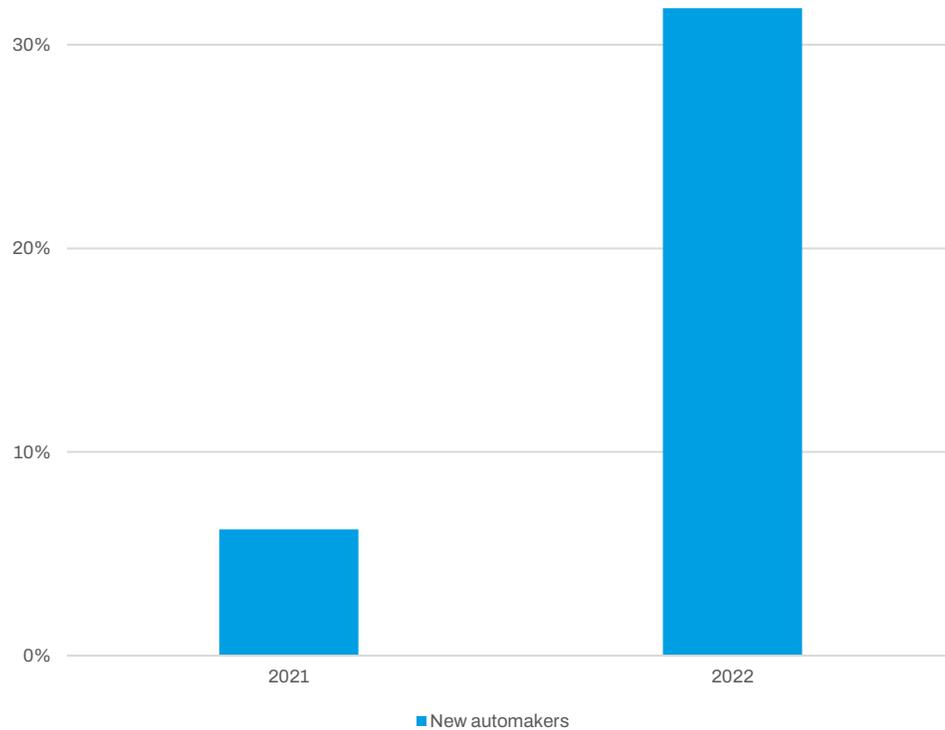
(1) Company market estimates include seatbelts, airbags and steering wheels

Market share development with top-15 OEMs¹



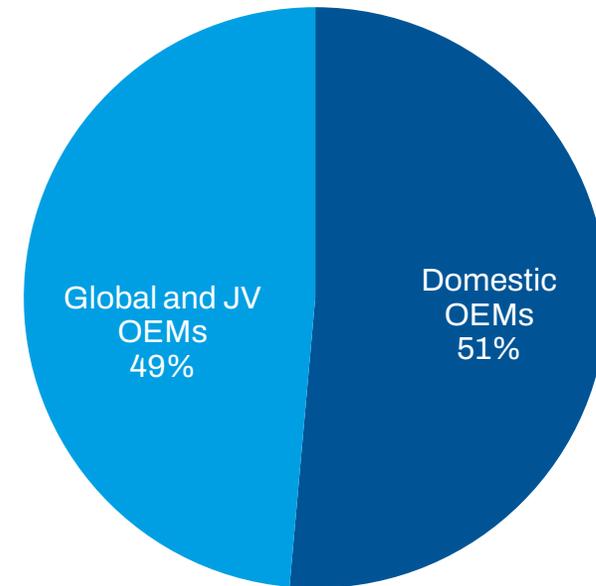
Well positioned for the future

Global: Autoliv order intake with new automakers 2022
Share of total order intake



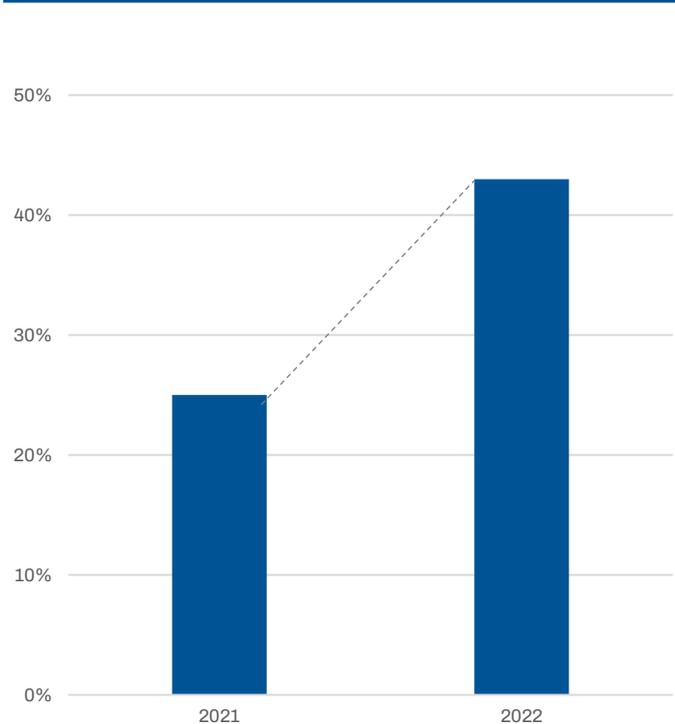
China: Majority of Autoliv 2022 order intake was with domestic OEMs
Share of total order intake

China Order Intake 2022

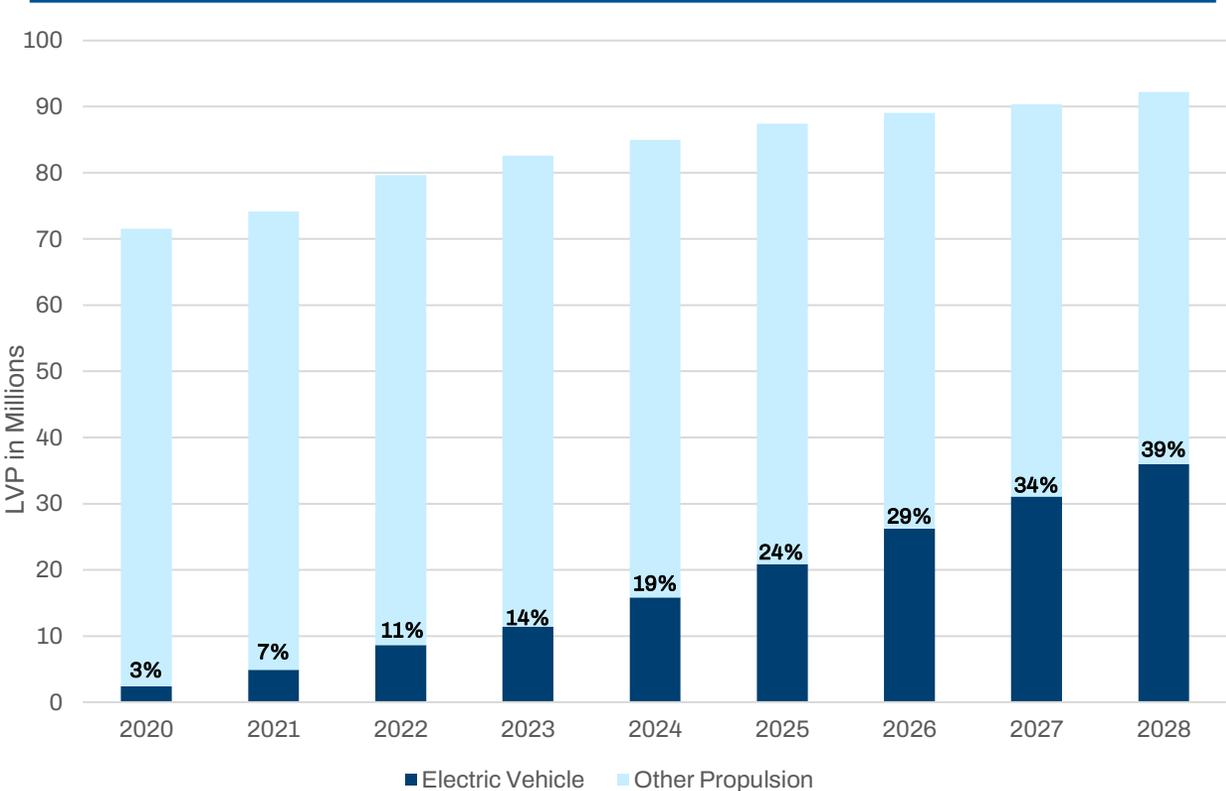


Focus on EV Order Intake to ensure strong sales in the EV transition

Order intake EVs
% of total order intake



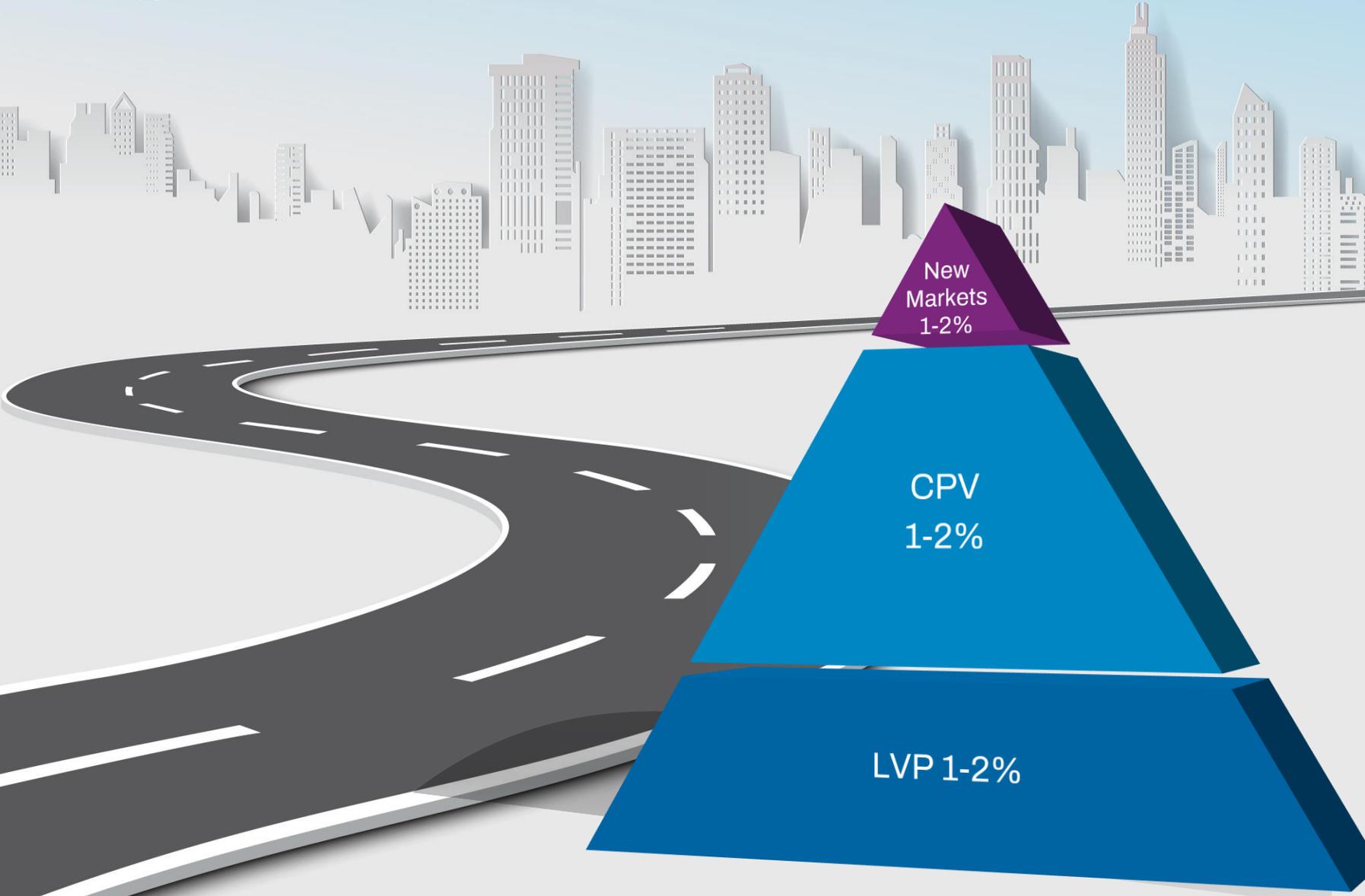
Light Vehicle Production: Propulsion Mix Trend



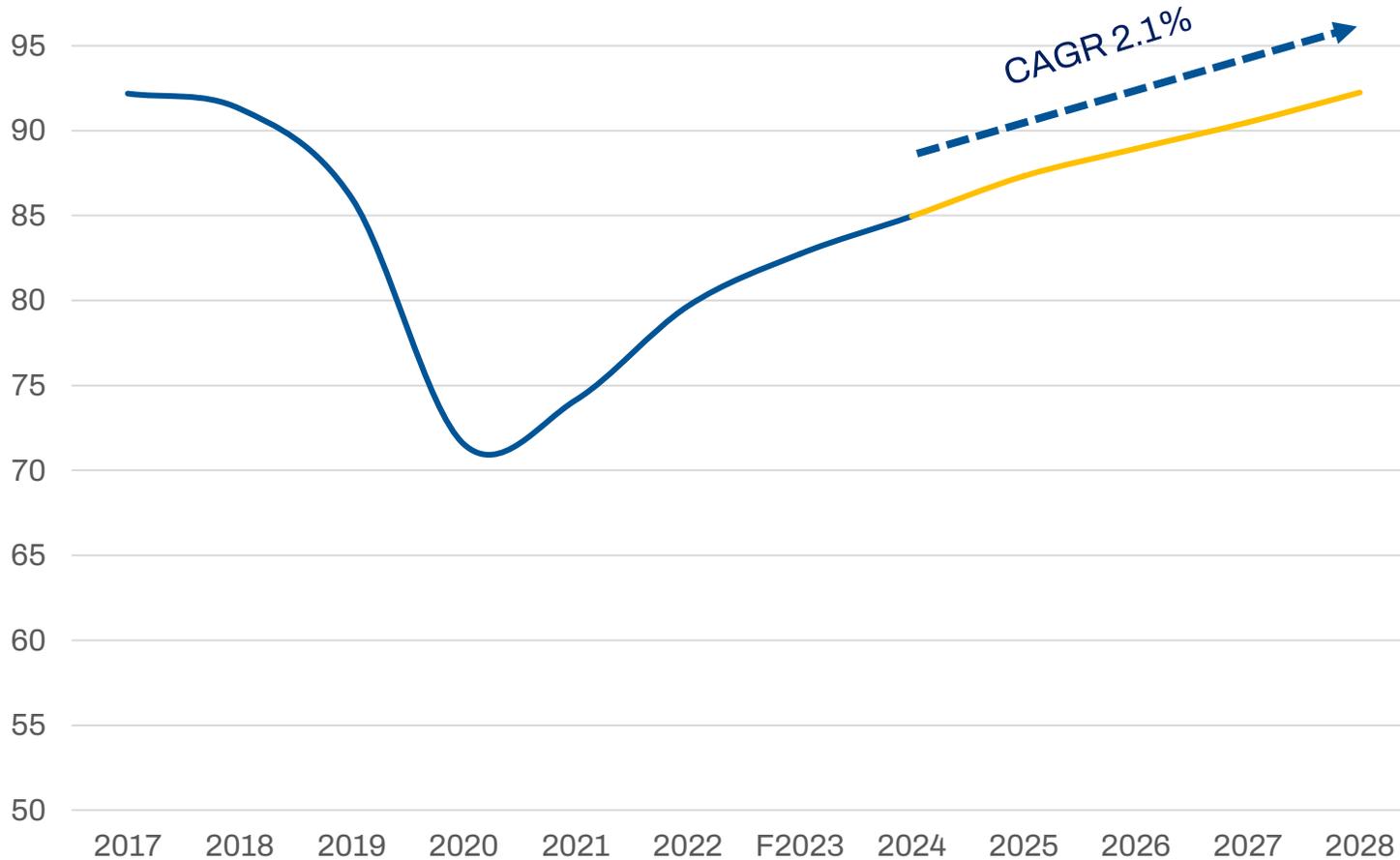
Source: S&P April 2023

Organic Sales Growth Target 2025

+4-6%



Annual Global Light vehicle Production Growth of ~2% projected 2024-2028



Source: S&P Global May 2023

The Automotive Market Trends continue to Drive Content per Vehicle Growth in Autoliv's Safety Solutions

Market Trends

Electrification



Autonomous Drive / Interiors



Connectivity / Feature Content



Sustainability



Safety Content Implications (examples)



Pyro-Safety Switches



Stowable SW



SW with HOD



Seat Centric Restraint System (SCRS)



Overhead airbag



Pre-Pretensioner Retractor Mechanism (Pre-Crash Coupling)

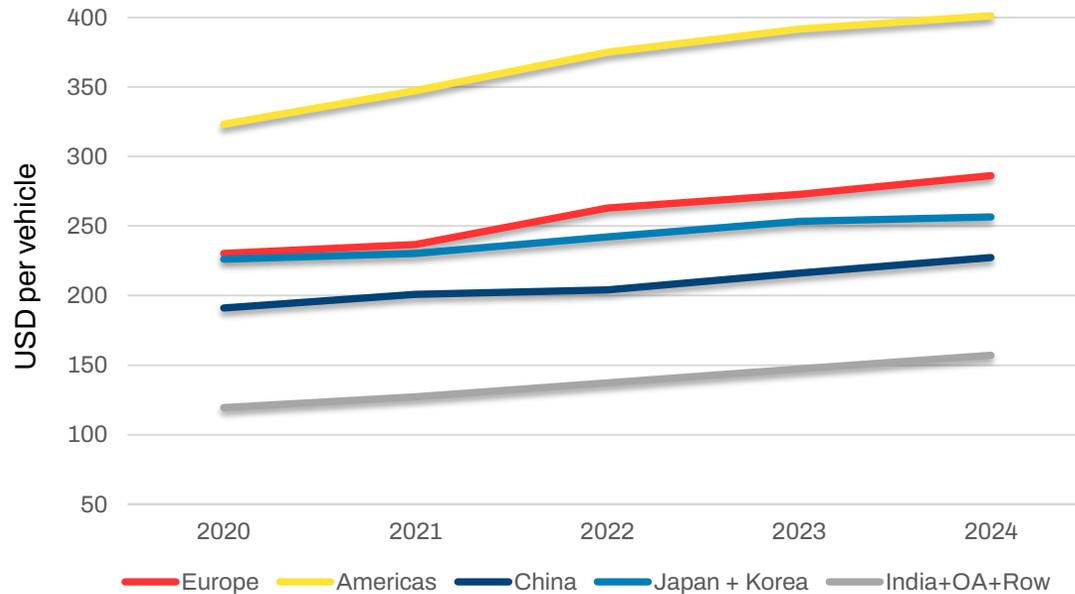


Bio-based Artificial Coated Fabrics

Content per Vehicle Growth Continues across Regions

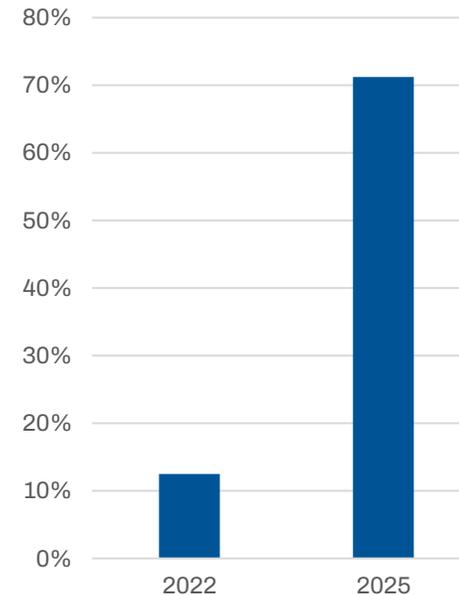


Content per Vehicle Growth by Region

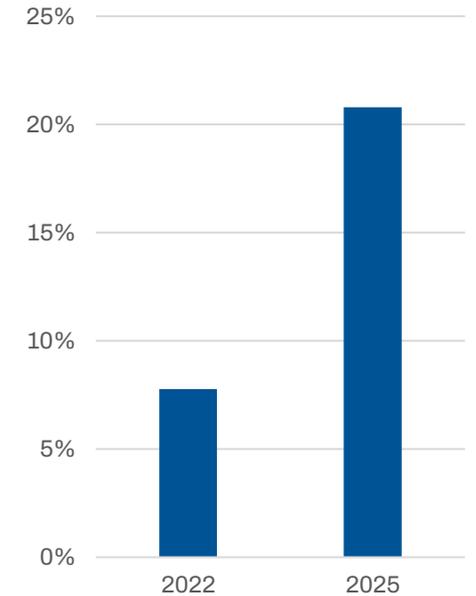


Examples

Side & Curtain Airbag Penetration India

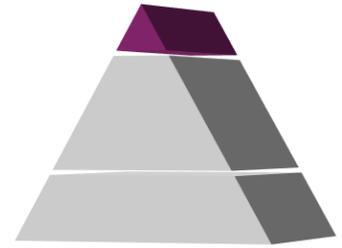


Steering Wheel with Hands-on-Detection Europe



Sources: Company estimates
Company market estimates include seatbelts, airbags and steering wheels

Mobility Safety Solutions Opportunities



Commercial Vehicles

Trucks, bus & coach,
agriculture & construction



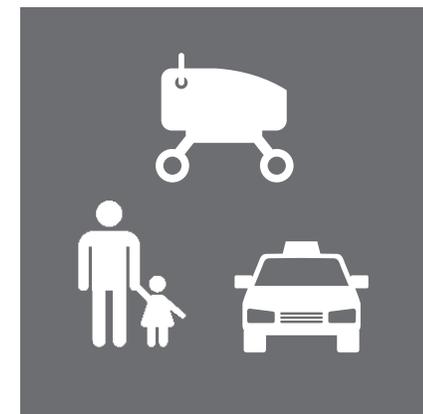
Pyro Safety

Electric Vehicles
Battery Systems
Electricity Grid Systems



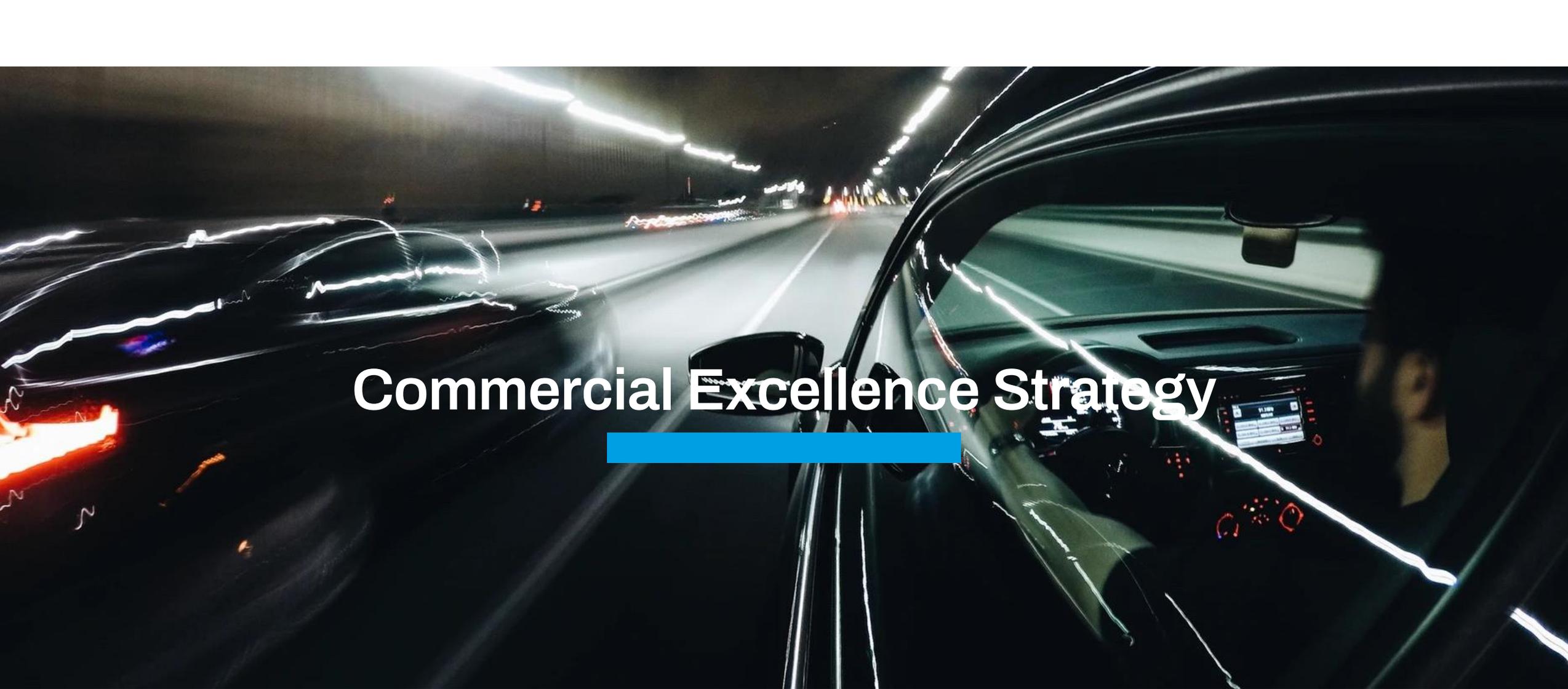
Powered Two-wheelers

Protective Equipment



Pedestrian Safety

LV manufacturers
Robot taxi Pod
Autonomous
Last-Mile Delivery Vehicle



Commercial Excellence Strategy



Autoliv Global Commercial Excellence Strategy

Customers & Market

Setting and driving customer strategy considering market environment



Digitalization & Enabling Assets

Strong sales support tools & support functions to enable success



E2E Portfolio Management

Proactive profitability management across the entire lifecycle



People & Performance Management

Maximum contribution to and from our team members



Value Creation for Customers & Autoliv

Customer Inflation Recovery Negotiations



2022 Recoveries

- Raw Material compensation from customers based on market index price changes
- Majority of raw material increases were covered by customer pricing relief
- Limited compensation on non-raw material inflation (logistics, utilities, and labor) received

2023 & Beyond

- Focused effort on non-raw material inflation including logistics, utilities, labor and other costs for Autoliv & supply chain
- Detailed negotiation based on actual impact in cost structure for each customer & product mix
- Expect gradual resolution with customers throughout the year with some retroactive compensation
- European price restructuring

Closing

- We have a strong position in the market today
- Our growth strategy is built around foundational market trends on content & light vehicle growth
- We have a holistic commercial strategy to support execution of Autoliv's strategic targets

An aerial photograph of a multi-lane highway curving along a rugged coastline. The road is flanked by steep, rocky cliffs on one side and the ocean with white-capped waves on the other. The text "Saving More Lives" is centered over the road in a large, white, sans-serif font.

Saving More Lives