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Carnegie Capital Goods Seminar

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March 2021

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Safe Harbor Statement*

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

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Q4´20 Highlights
Record sales drive solid financial performance

- **Record sales**
  - Sales developed stronger than expected
  - Record sales, for the passive safety business, in all regions as we executed on our strong order book
  - Economic uncertainty, risk for further lockdowns, and the threat of increasing unemployment temper the outlook for 2021
- **Record profits**
  - Structural efficiency programs and other cost reduction actions yielded results
  - Additional plant closure in Europe announced
  - Building towards our medium-term targets
  - Increased accrual for warranty and recalls primarily related to Toyota recall issue from 2016
- **Record cash flow and strengthened balance sheet**
  - Operating and free cash flow* were the highest ever
  - Net debt decreased by ~$360 million
- **2020 Order intake supports a prolonged period of outgrowth**
  - Raising our medium-term growth target to LVP + 4-5%

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FY'21 vs. FY'20 Improvement supporting our adj. operating margin target

Tailwinds

- Expected higher LVP
- Executing from strong order book
- Normalized recall costs
- Structural Efficiency Programs
- Strategic initiatives

Headwinds

- Raw materials
- Normalization of discretionary spending
- Higher D/A
- Covid-19 governmental support

Tailwinds greater than headwinds

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Full year 2021 indications from January 26

	Full year indication
Sales, net	**Around 25%**
Organic sales increase[1] Org. sales outperformance vs. LVP	Around 20% Mid-single digits
FX	Around 5%
Adjusted Operating margin[1]	**Around 10%**
Tax rate[2]	Around 30%
Operating Cash flow[2]	Similar level as 2020
Capex, net % of sales	Below 6%
R,D&E, net % of sales	Around 4.5%
Leverage ratio[1] at year end	Within target range

Exchange rates[3]	FY'21
EUR / US$	1.213
US$ / JPY	103.7
US$ / KRW	1099
US$ / MXN	19.80
US$ / CNY	6.47

Outlook assumes that the mid-January LVP outlook prevails

(1) Non-US GAAP measures. Adjusted Operating margin excludes costs for capacity alignments and antitrust related matters, (2) Excluding unusual items, (3) Mid-January 2021 exchange rates

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FY'21 - Key Models

Contributing to the ramp-up of sales growth

Peugeot 208 and 2008

Citroen C4

Tesla Model Y

U.S. Crossover

Audi A3

Toyota Sienna

VW ID.4

Japanese Crossover

Ford Bronco Sport

Dacia Sandero/Logan

Ford F-150

Japanese Crossover

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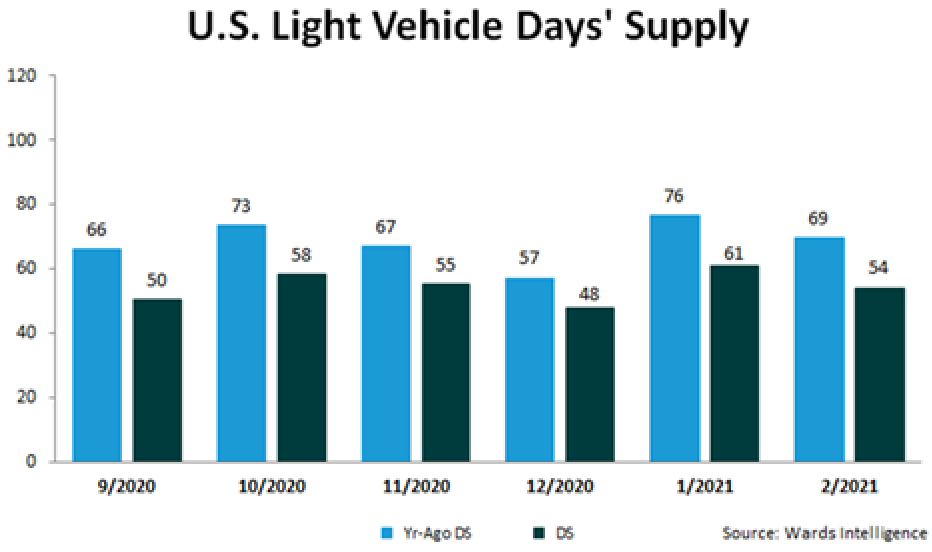
US LV Sales & Inventory

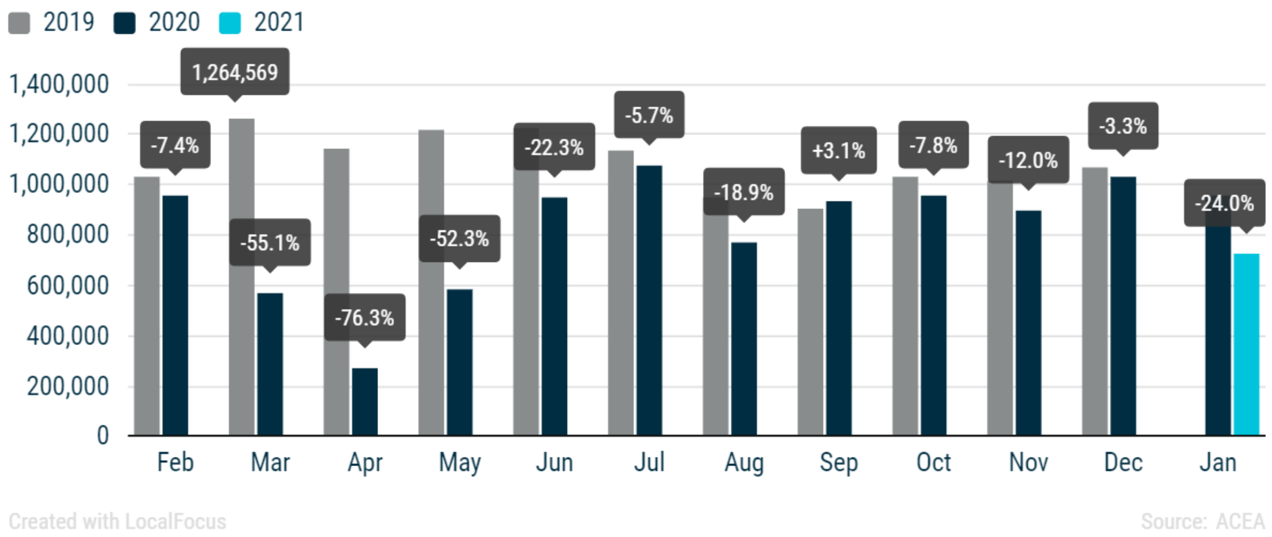


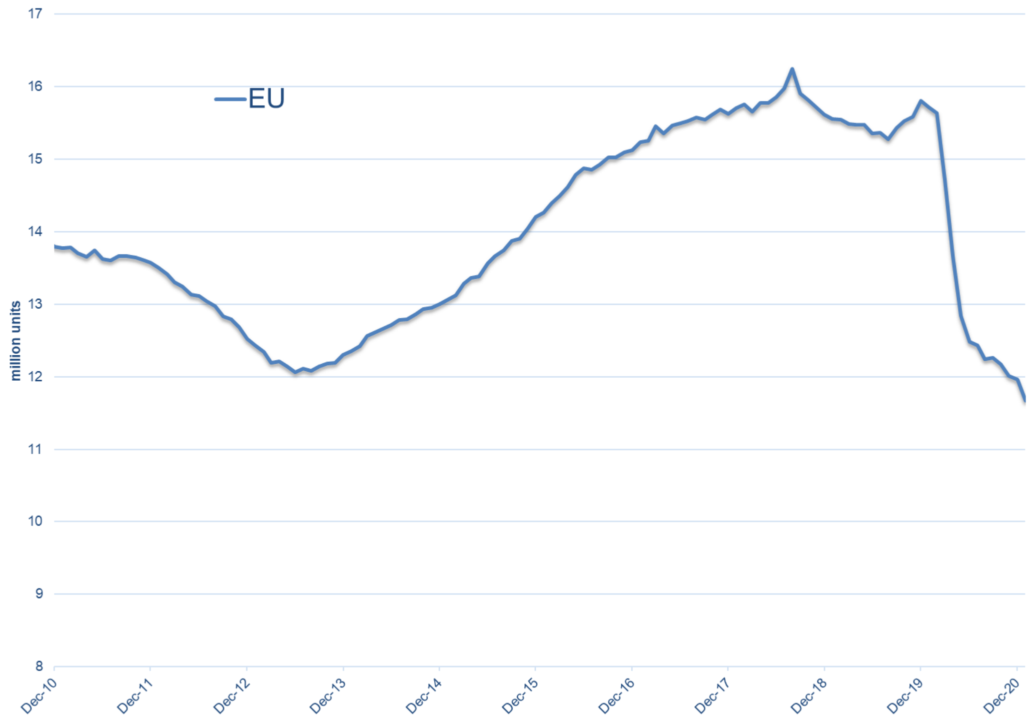
- Lean inventory, further depleted by the shortage of microchips, and severe weather that caused power outages and the closure of several dealerships, were the main reasons sales dipped below the five-month trend.

- LV inventory ended February at 2.7 million units, 26% below last year, and at least 200' units lower because of production stoppages caused by shortage of microchips and bad weather

European LV Sales

-23.7% in 2020; -24% in Jan 2021





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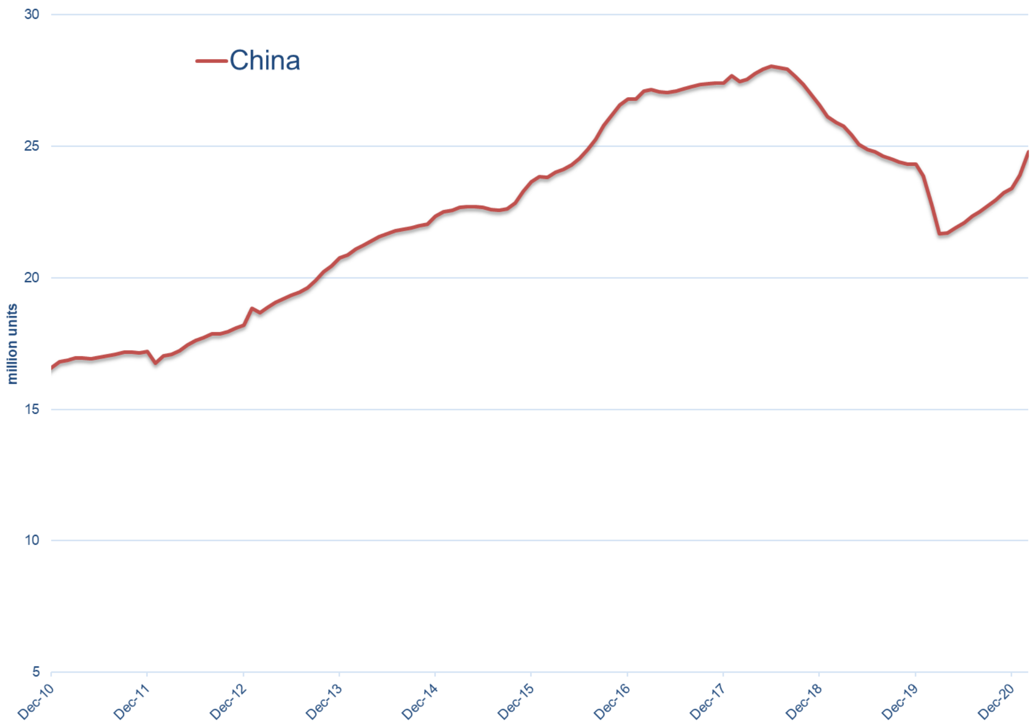
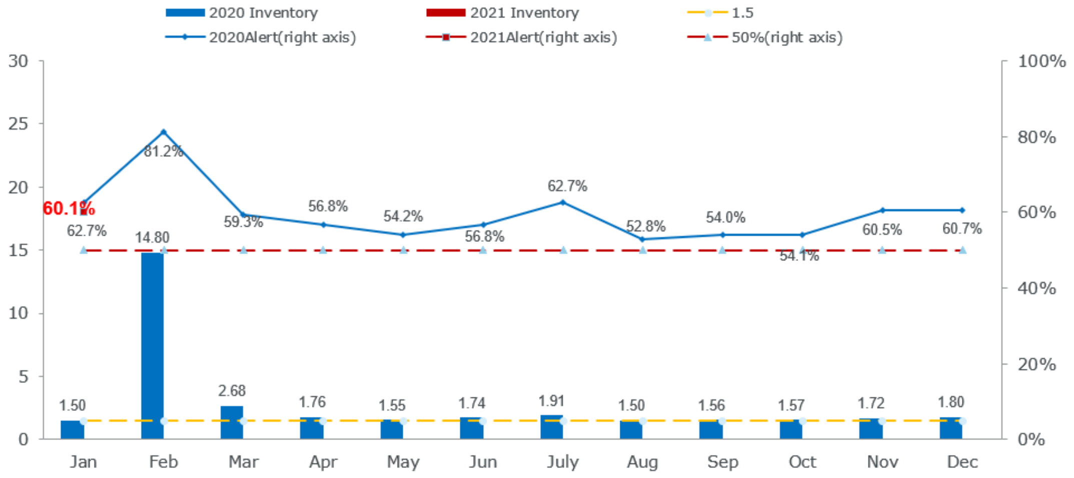
China LV Sales & Inventory





Creating Value for Shareholders

Visible Short-term and Long-Term Growth vs. LVP

Profitability Improvement and Over-the-Cycle Resilience

Cash Flow Generation Focus for Shareholder Returns

Strong Balance Sheet and Prudent Leverage Policy

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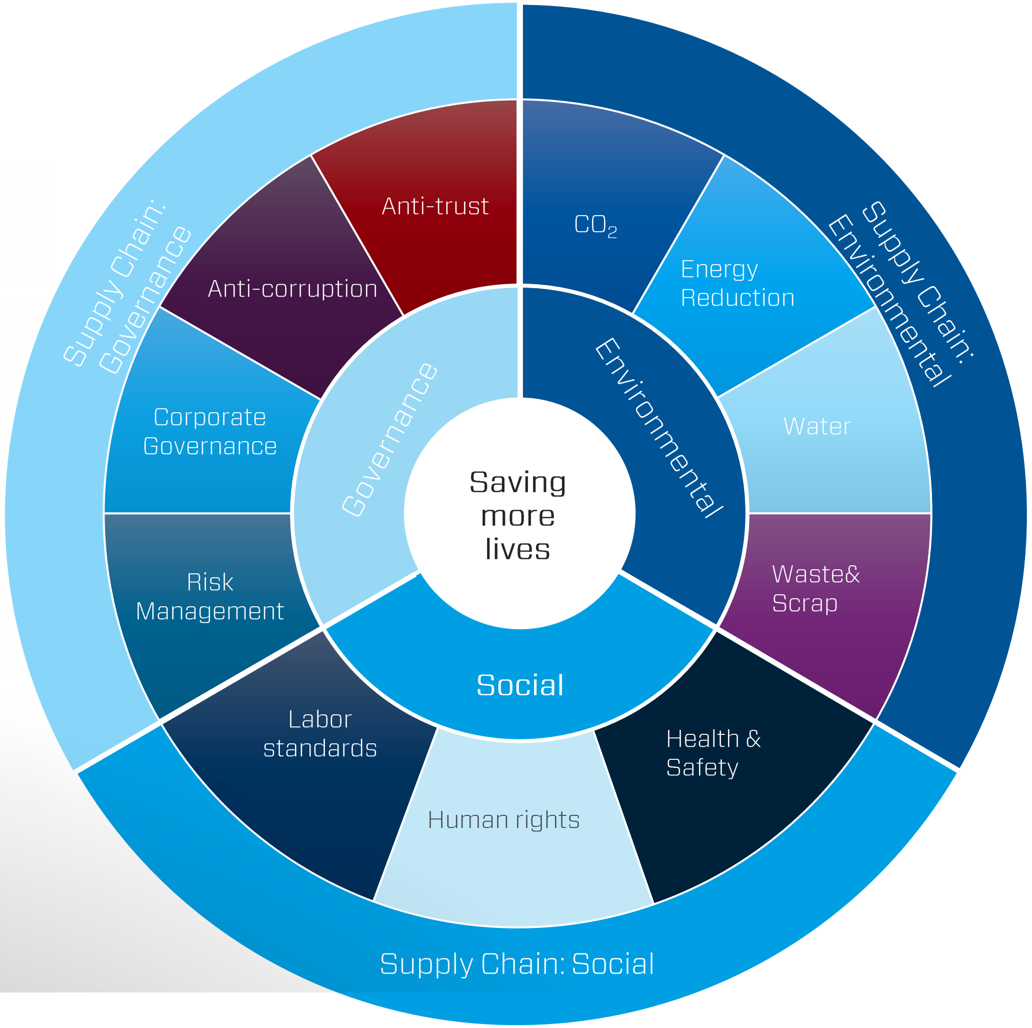
ESG Strategy

Our Priorities

- **Saving more lives**
- **Health & Safety** – Zero Accidents
- Increase **resource efficiency** and reduce **carbon footprint**
- Prevent **corruption** and **anti-competitive** behavior
- Manage the sustainability risks in our **supply chain**



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Autoliv Key Targets and Ambitions

2020

Medium term

Organic growth vs. LVP

+4-5% per year

2020

Medium Term

Cash conversion[2]
≥80%

Medium Term

Adj. Operating Margin[1]

~12%

Medium Term

~1.0x Leverage Ratio[3]
(0.5-1.5x Range)

Long-Term

Grow at least in line with market
Adj. Operating Margin(1) ~13%

Targets   Ambitions

(1) Non-US GAAP measure excludes costs related to Antitrust matters. The forward looking non-U.S. GAAP financial measures herein are provided on a non-U.S. GAAP basis. Autoliv has not provided a U.S. GAAP reconciliation of these measures because items that impact these measures, such as costs related to capacity alignments and antitrust matters, cannot be reasonably predicted or determined. As a result, such reconciliation is not available without unreasonable efforts and Autoliv is unable to determine the probable significance of the unavailable information.
(2) Non-US GAAP measure. Operating cash flow less capex, net in relation to net income excluding anti-trust related costs and payments
(3) Non-US GAAP measure. Leverage Ratio = Debt per the Policy/ LTM EBITDA; Debt per the Policy = Net Debt + Pension Liabilities

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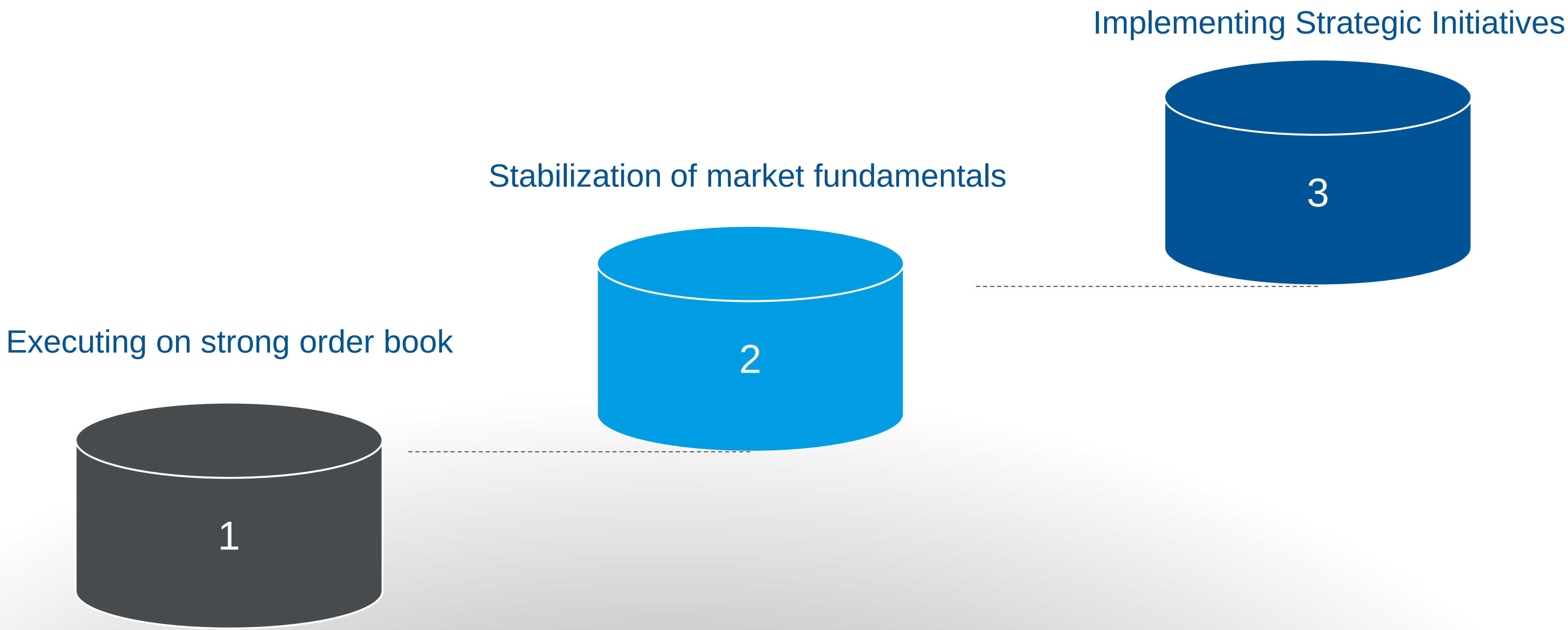
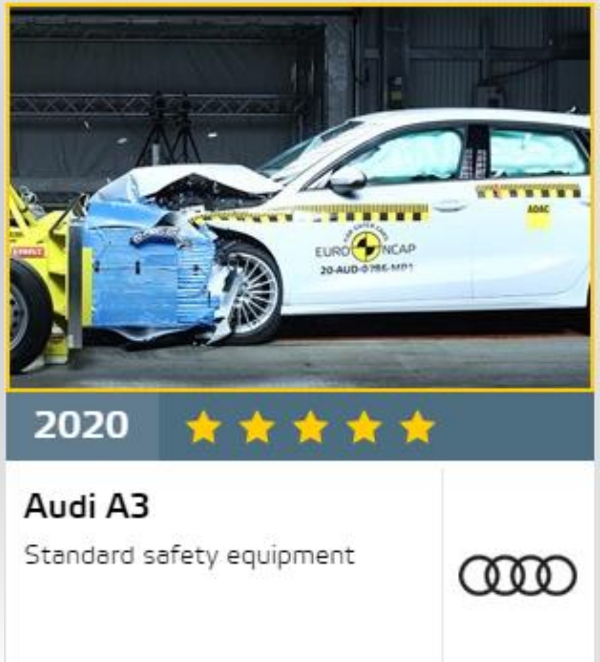
Financial Strategy - Operating margin Drivers

Strategic Plan outlined in 2019



Content per Vehicle (CPV) growth



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1

CPV growth from Automotive Mega trends

ADAS & Autonomous driving

New seating positions & HMI

Electrification

Weight, noise and high voltage

Adapting to size & age

Flexible restraint systems

Vulnerable Road Users (VRU) & others…

Broadened protection scope

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Each year, Autoliv's products save over 30,000 lives

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