

More Lives Saved



More Life Lived



Autoliv | Virtual Presentation

Handelsbanken Capital Goods Conference

March 24, 2022

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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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Update on the effects from the invasion of Ukraine

Ukraine Supply Base

- Four sub-suppliers in Ukraine identified
 - Wire harnesses
 - Heat mats for steering wheels
 - Subassemblies for steering wheel switches
- Two of our Ukrainian sub-suppliers are directed by customers
- Production transfer ongoing
 - New locations: China, North Macedonia, Hungary, Germany, Mexico

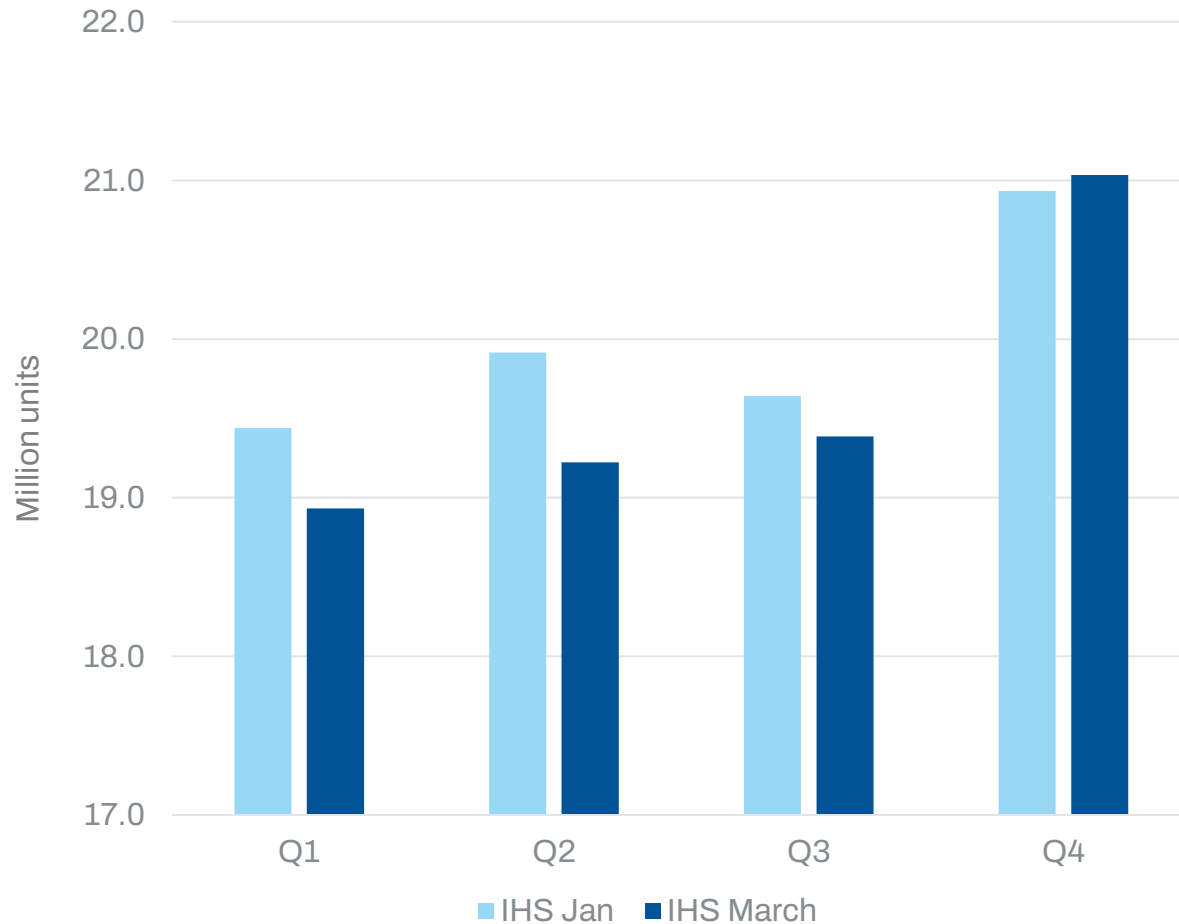
Sanctions on Russia

- We have one plant in Russia with less than 200 employees.
- In 2021, the Russian operations reflected less than 1% of our global net sales.
- Global helium shortage more dire



2022 GLVP forecasts by IHS Markit

January vs. March

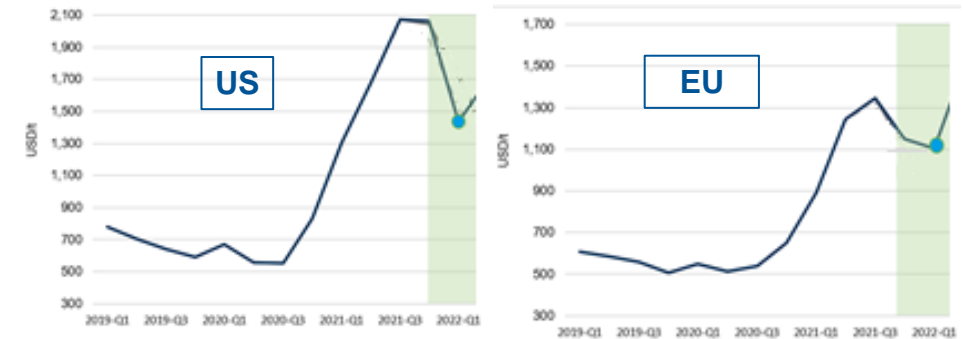


- The war in Ukraine has materially altered the outlook for the Auto industry.
- GLVP growth in 2022 reduces by 3pp to 6%, or by -2.5 million units
- With the largest reduction for Europe (-1.7 million units)
- Risk for additional impact of the war on supply of semiconductors in the second half of 2022
- Given the ongoing uncertainty, we have a scenarios-based approach

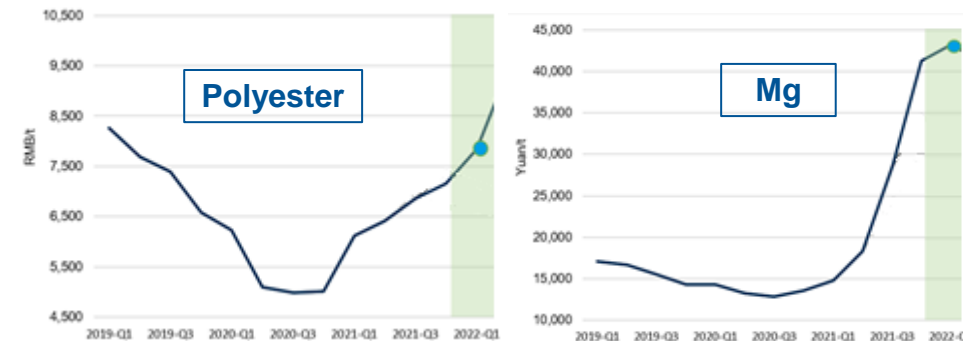
Substantial Raw Material cost increases across all commodities

- Substantial full year 2022 operating margin headwind from raw materials
 - The additional uncertainty from the invasion of Ukraine has momentarily increased spot prices further
- Commercial recovery negotiations are ongoing

IHS Markit: Hot-rolled sheet steel



IHS Markit: Plastics & China Magnesium

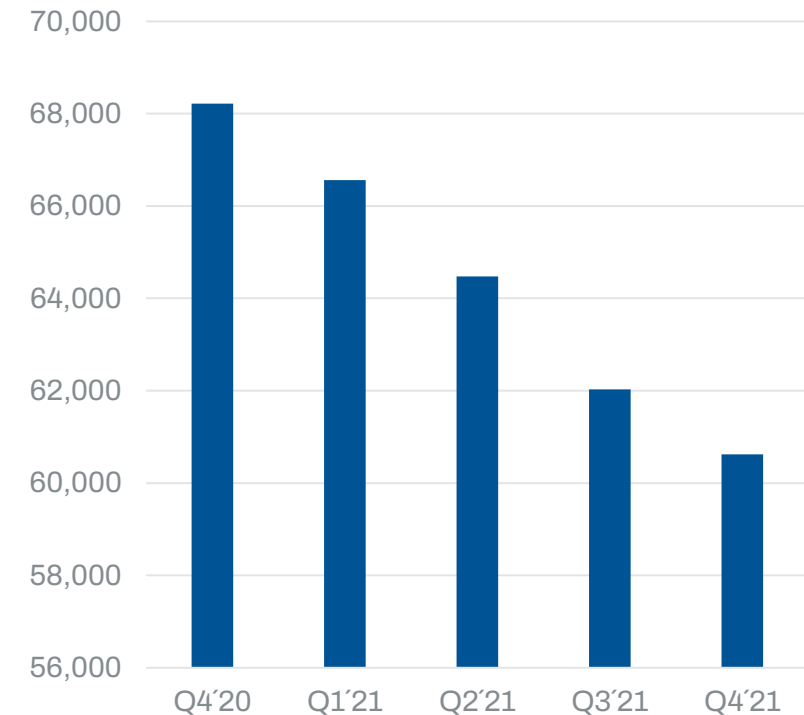


Mitigating the Consequences of the war

Continued strict cost control

- **Task forces established**
 - Secure supply and logistics
 - Safeguard employees' safety
 - Scenario analysis and planning
 - Commercial recovery task force
- **Margin Focus**
 - General hiring freeze
 - ✓ Reduced headcount by over 8000 during 2021
 - Accelerate cost saving and footprint initiatives
 - ✓ Capacity alignment and footprint optimization activities ongoing in America, Europe, Japan and S. Korea
 - Commercial recoveries for raw material cost increases and lost volumes
- **Supply Chain Management**
 - Raw material cost increase avoidance
 - Accelerate redesign of products
- **Capital Management**
 - Capital expenditure delays
 - Inventory management

Headcount development





Saving More Lives