



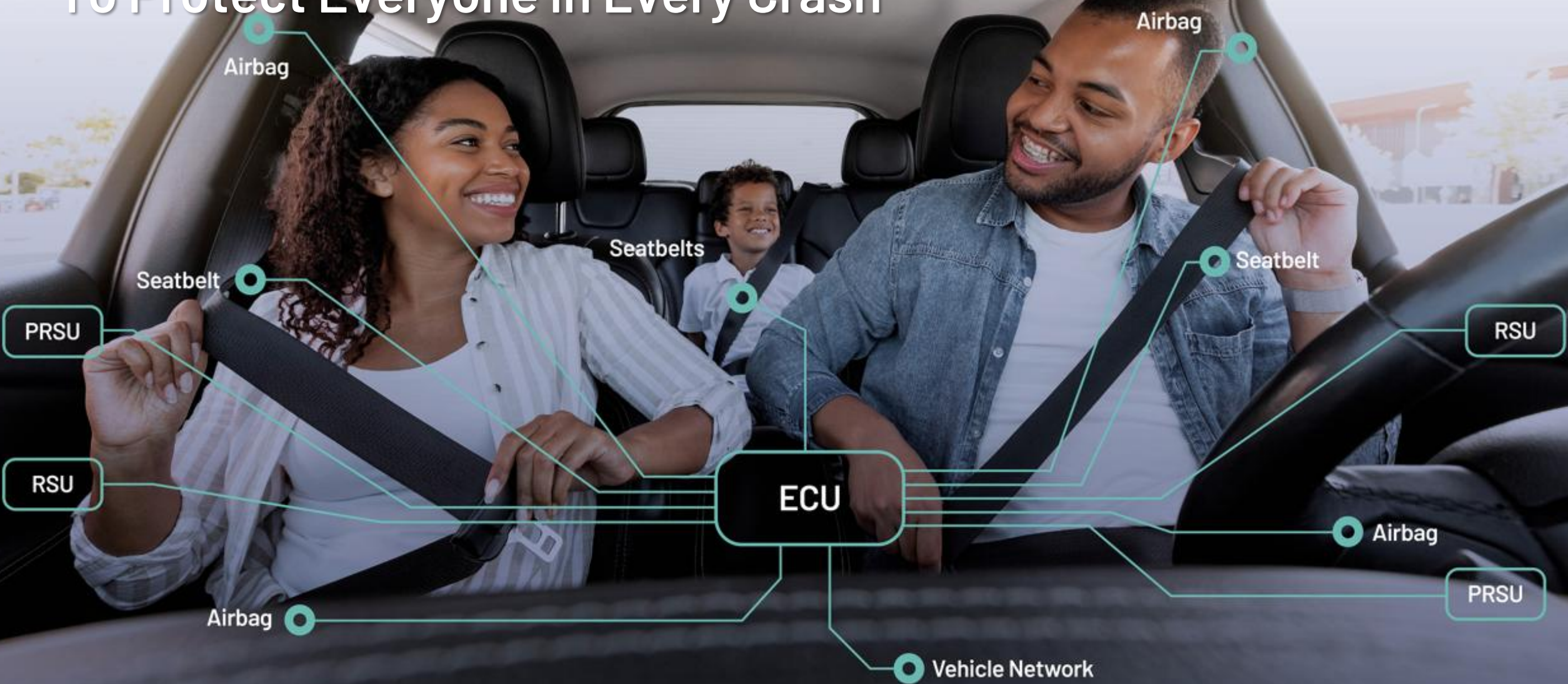
veoneer

This is  
**Veoneer**



WHY DO WE EXIST?

# To Protect Everyone in Every Crash



# A World Leader in Automotive Safety Electronics

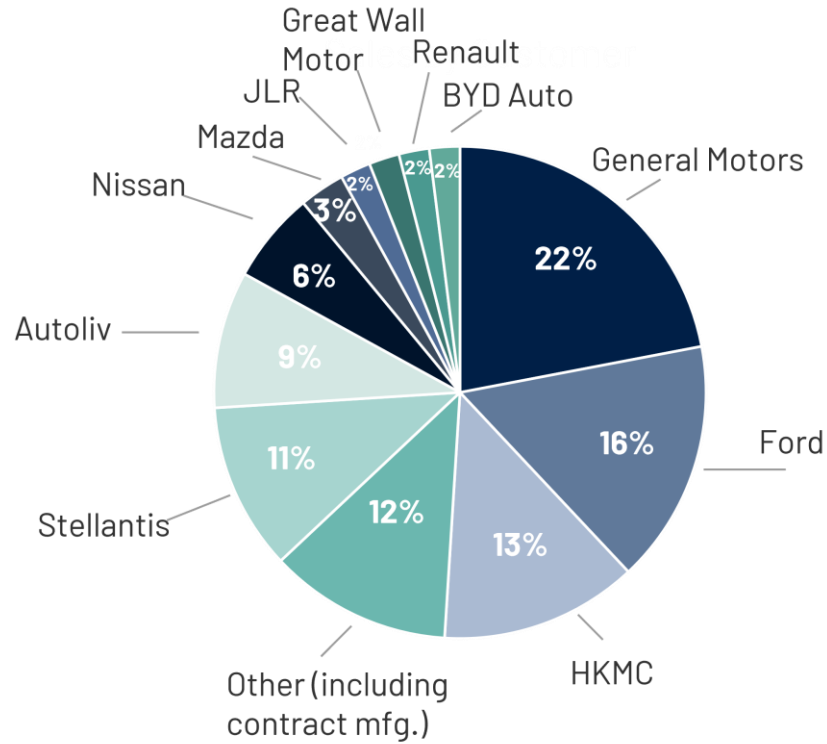
- We Design, Manufacture and Sell the **World's Best** Automotive Safety Electronics to car manufacturers globally
- We have delivered more than **1.1 billion Electronic Control Units** and crash sensors to car manufacturers globally\*



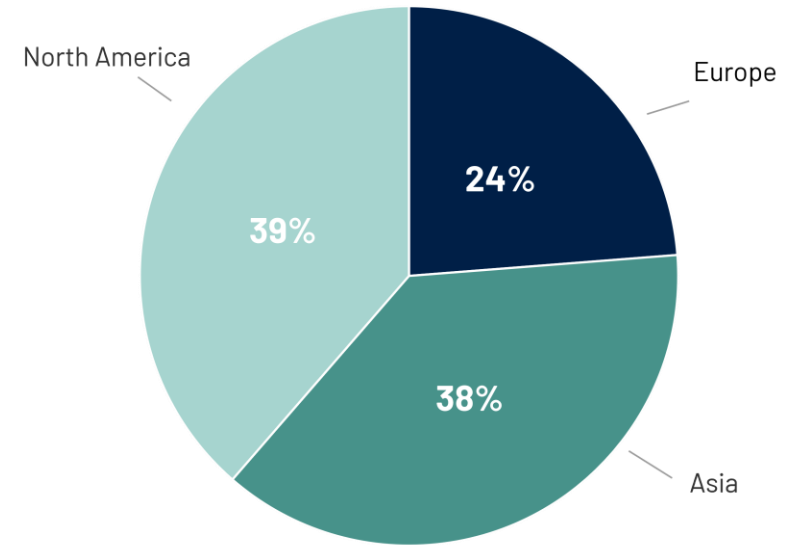
\*As Autoliv and Veoneer

# Sales in 2025

### Sales by Customer



### Regional Sales



- Net Sales of \$892M (USD)
- 23.5% Market Share

# Global Presence - Organized in 3 Regions



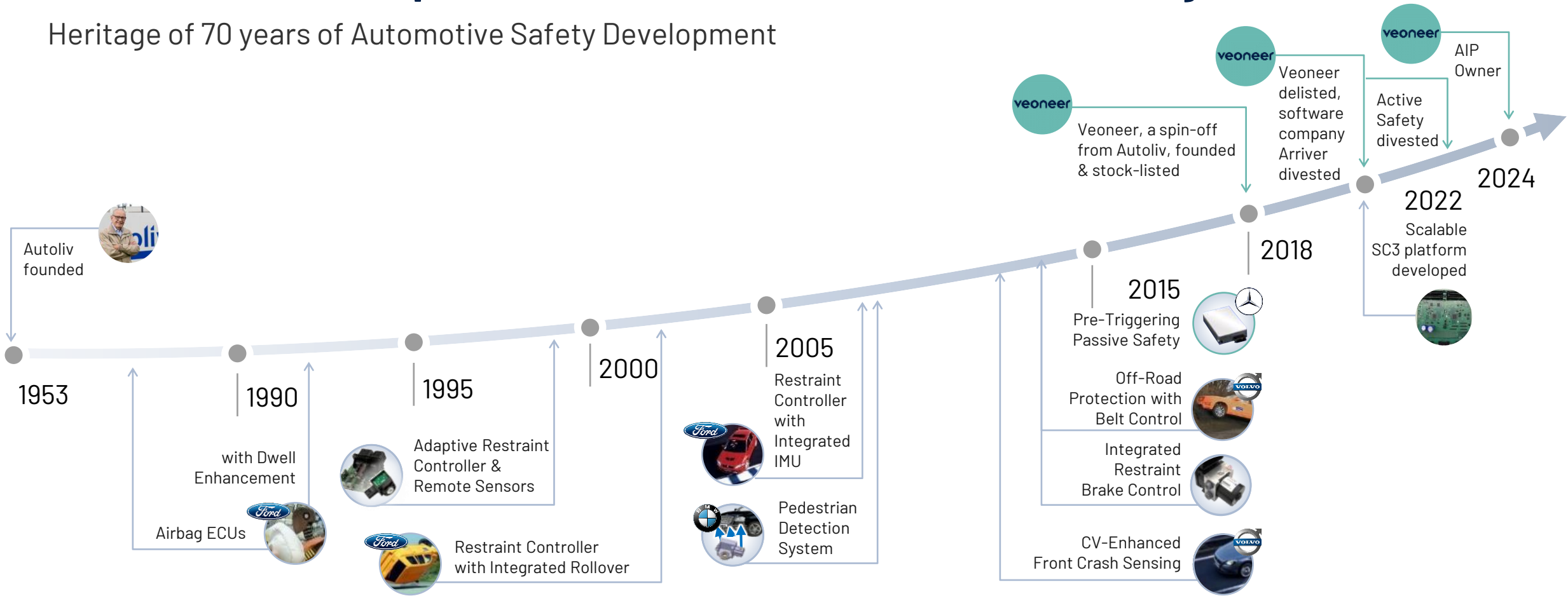
**2,383** ASSOCIATES

**3** MANUFACTURING SITES

**11** COUNTRIES

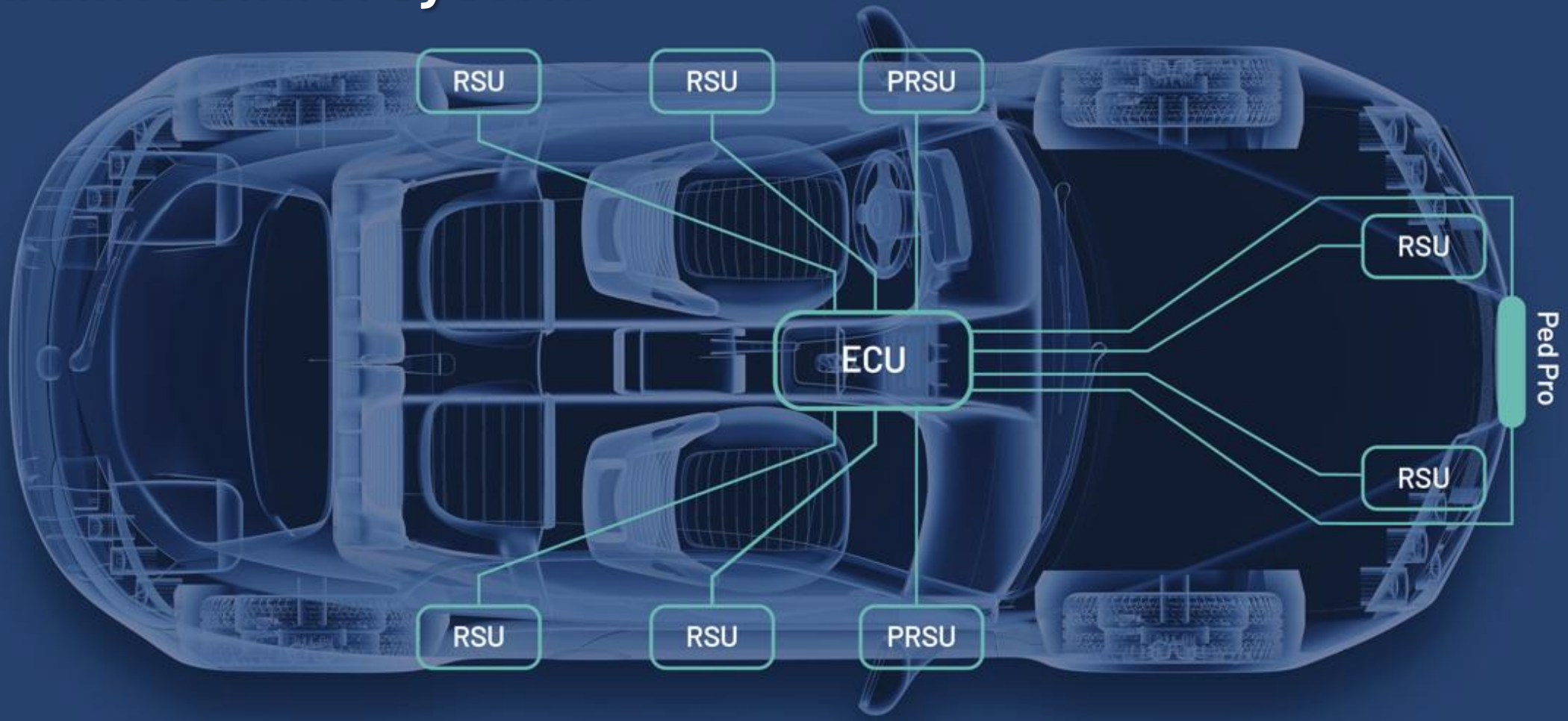
# 20+ Years of Experience from Automotive Safety Electronics

Heritage of 70 years of Automotive Safety Development



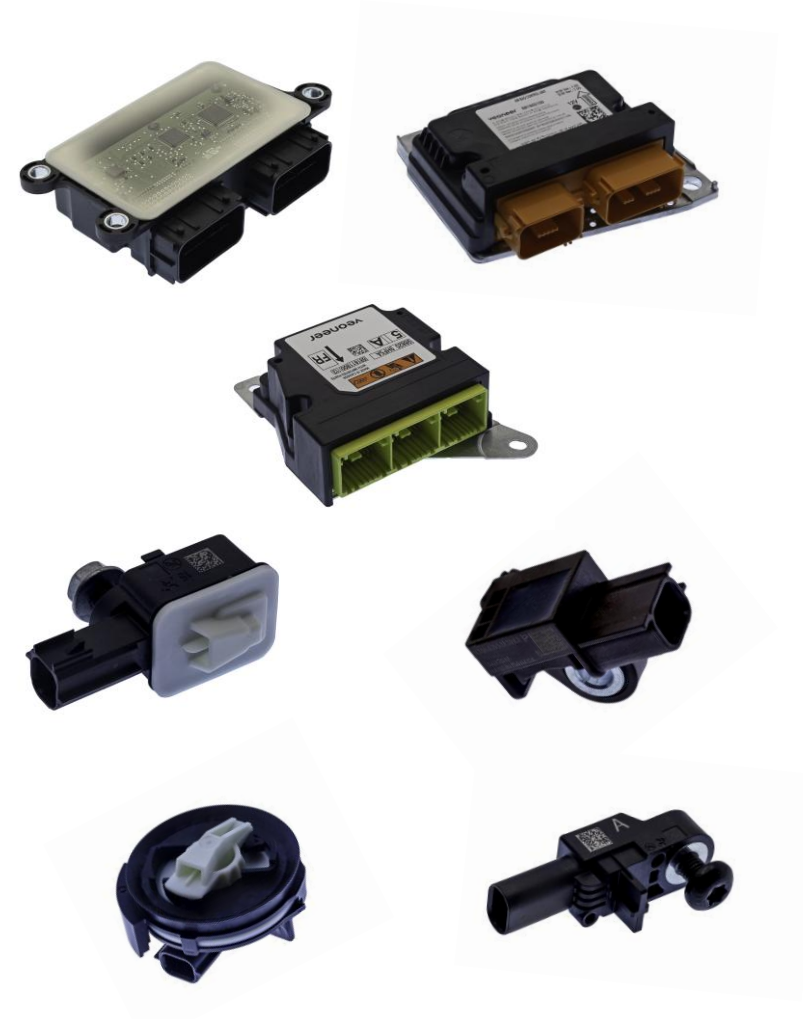
(1) Including acquisitions

# Restraint Control System



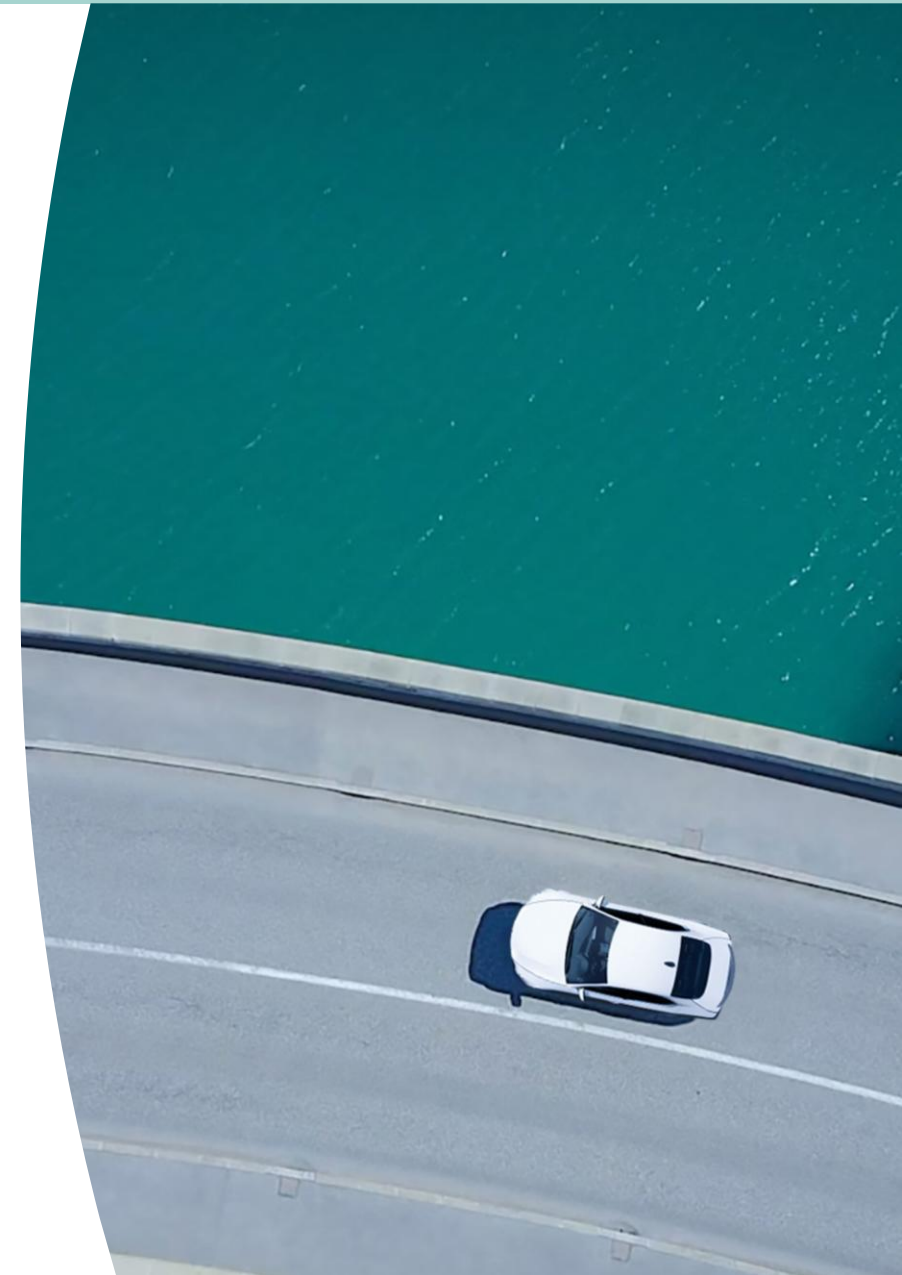
# Individual Products in our Product Portfolio

- RCS Electronic Control Units (ECU)
- RCS Inertial Measurement Unit (IMU)
- Remote Sensing Unit (RSU)
- Pressure-Based Remote Sensor Unit (PRSU)
- Pressure Tube Assembly (PTA)
- Electronics for Motorized Seatbelt

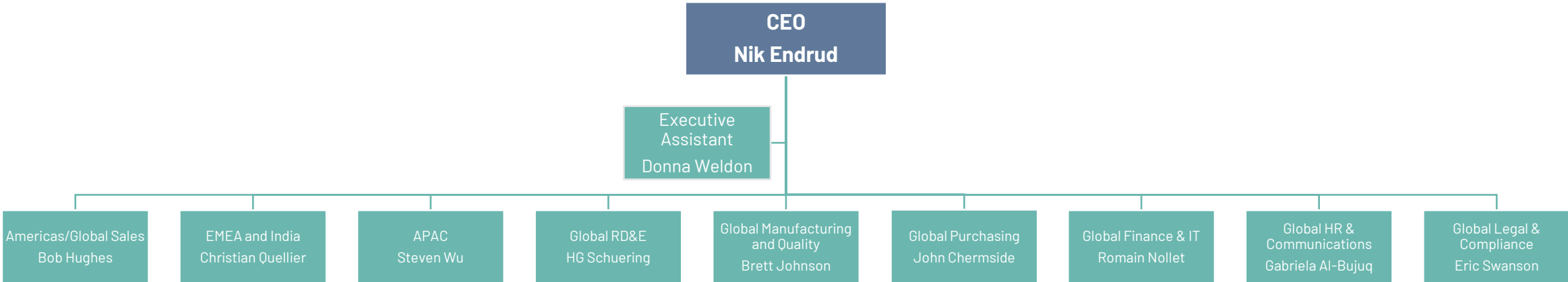


# SC3 - Standardized Platform

- **Off-the-shelf** products
- **Scalable** from low to high-end
- **Highly tailored chipset including:**
  - A scalable family of microcontrollers
  - Software based on our extensive experience in the RCS domain
  - New mechanical design with manufacturing standardization
  - The latest versions of our two high performance families of crash algorithms
- **Commercial success** – major awards with multiple OEMs



# Veoneer Executive Leadership Team



# Strong Team Behind Our Success

~2,400 associates  
in 11 countries

HQ in Southfield, MI  
USA



- 3 Regions
- North America
  - Europe
  - Asia Pacific



BEHAVIORS

**Act With Urgency  
in All We Do –  
Win With Passion  
As A Team  
– Earn Trust  
Every Day.**



**Empowered  
Collaborative  
International Teams**

## WHY DO WE EXIST?

**To Protect  
Everyone in  
Every Crash.**

## WHAT DO WE DO?

**We Design,  
Manufacture and  
Sell the World's  
Best Automotive  
Safety Electronics.**

## HOW DO WE BEHAVE?

**Act With Urgency  
in All We Do – Win  
With Passion As A  
Team – Earn Trust  
Every Day.**

## HOW WILL WE SUCCEED?

**Customer Centricity  
– World-leading  
Quality – Deep  
Understanding of  
Business.**

## Act With Urgency in All We Do

- 1. Prioritize Critically Important Tasks** - Focus on what truly matters first. Ensure that key deliverables are addressed without delay. Consistently prioritize and address the needs and concerns of both internal and external customers. Complete mandatory training on time.
- 2. Reduce Decision-Making Delays** - Use a structured approach to make decisions quickly, with a focus on resolving bottlenecks. Make decisions within your scope to maintain momentum.
- 3. Practice Proactive Action and Initiative** - Cultivate an environment where immediate action is taken on tasks or issues without waiting for perfect conditions. Promote a culture where everyone is encouraged to act, test ideas, and learn quickly, valuing initiative over excessive analysis or planning.
- 4. Foster Accountability and Empowerment** - Clearly define individual ownership for tasks and deadlines. Take responsibility for moving tasks forward without waiting for external prompts. Raise risks early for team support to drive success.
- 5. Navigate Ambiguity with Professionalism** - Show confidence and adaptability when faced with unclear or uncertain situations. Use critical thinking to identify key issues and potential solutions, maintaining professionalism and taking full ownership of the data and its implications.

## Win with Passion as a Team

- 1. Prioritize Team Success Over Personal Credit** - Focus on achieving collective goals rather than seeking individual recognition, ensuring effectiveness of teamwork and a common alignment on targets. Celebrate success together.
- 2. Demonstrate Collaborative Engagement and One-Team Approach** - Actively engage and support colleagues by proactively offering help and participating fully in discussions. Foster a culture of one-team with cross-collaboration. Avoid the creation of silos and work together in a multifunctional way to achieve a common goal.
- 3. Show Resilient Growth and Winning Mindset** - Stay positive and focused on overcoming obstacles during challenging moments. Commit to continuous improvement at both professional and personal levels. Share best practices with lessons learned to foster a culture where everyone acts as a change agent.
- 4. Handle Conflicts with Empathy and Focus on Resolution** - Address disagreements promptly and constructively, ensuring the team remains united and focused on outcomes. Embrace constructive debates to come together to the most valuable solution for the organization.
- 5. Communicate Openly, Positively and Constructively** - Keep colleagues informed by sharing relevant updates, insights, and progress. Ensure everyone feels involved and aligned. Use respectful and encouraging language in all interactions. Focus on solutions rather than assigning blame.

## Earn Trust Every Day

- 1. Keep Commitments with a focus on your Customers** - Understand the expectations of your internal and external customers. Follow through on promises, deliver on time, communicate promptly if plans change. Show integrity and commitment to learning.
- 2. Show Consistency in Words and Actions** - Demonstrate self-awareness. Align behavior with stated values and commitments to demonstrate reliability. Raise your hand and speak up if something doesn't seem right.
- 3. Deliver High-Quality Work** - Strive to always meet or exceed expectations. Proactively support colleagues and consistently contribute to team efforts.
- 4. Listen Actively and Practice Vulnerability** - Show genuine interest in understanding others' perspectives and concerns by listening actively and empathetically. Encourage vulnerability by admitting mistakes, asking for help, and openly saying "I don't know."
- 5. Provide Respectful and Courageous Feedback** - Provide feedback thoughtfully, focusing on improving outcomes. Have the courage to say what needs to be said, ensuring respect, honesty and integrity in your communication.

# Sustainability

- Integrated in our business
- Supported by a Sustainability Forum
- Focus Areas:
  - Sustainable Mobility
  - Climate Action
  - Safe & Healthy Workplace
  - Responsible Supply Chain
  - Ethical Business
- Yearly Achievements Published
  - Sustainability Report on [veoneer.com](https://veoneer.com)
  - Customer Surveys & platforms



# Climate Action

2030

**75% Reduction of Carbon Emissions** Scope 1&2

2035

**Carbon Neutral Operations** Scope 1&2

2040

**Carbon Neutral Products** From sourcing to disposal

2045

**Carbon Neutral Company**

A young girl with long brown hair, wearing glasses and large teal and white headphones, is seated in a car seat. She is smiling and looking to her right. She is wearing a yellow sweater and has a black seatbelt strap across her chest. The background is dark, suggesting the interior of a car.

# veoneer

Protect Everyone  
in Every Crash.