

ALFA
LFA



Alfa Laval in Asia

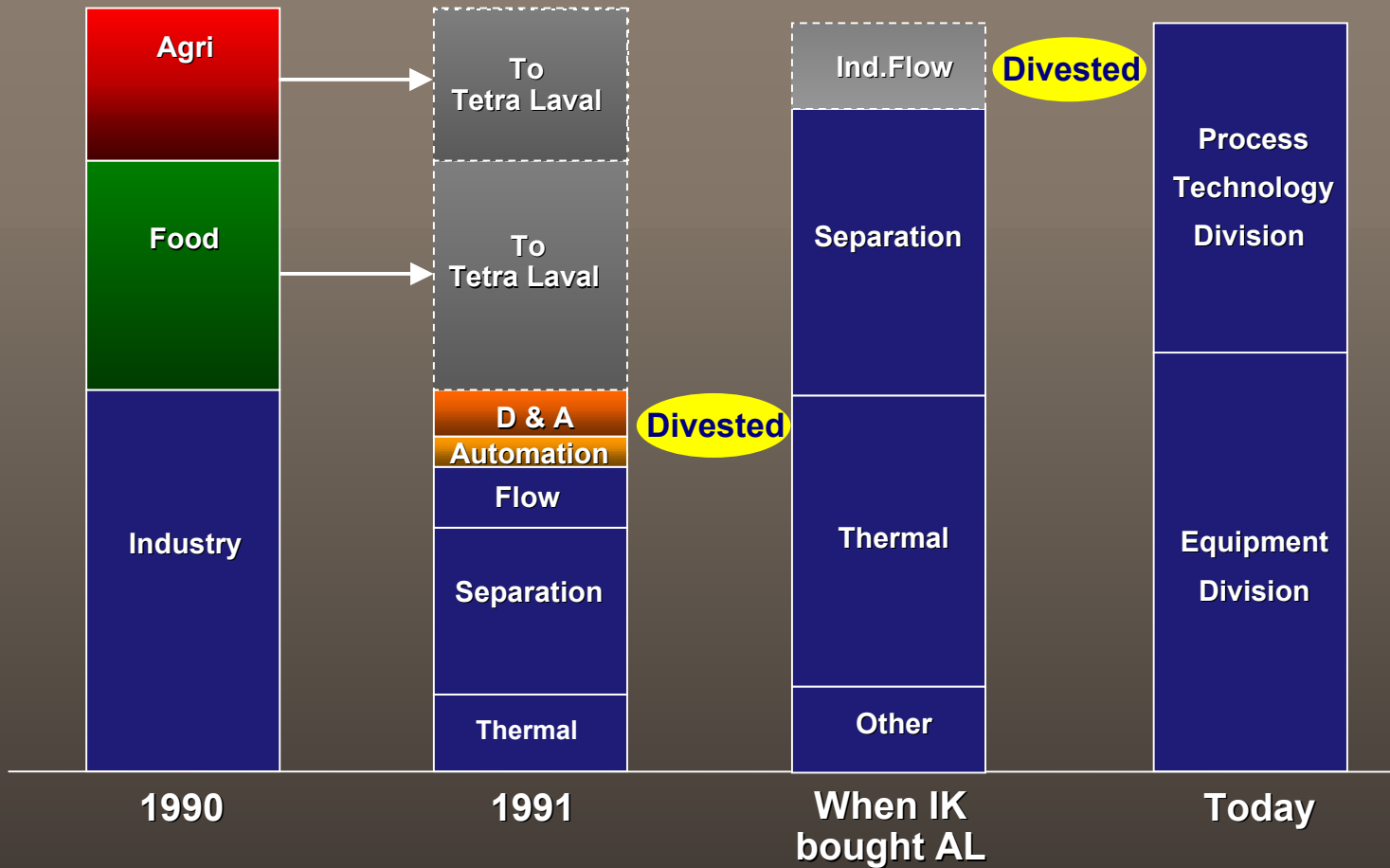
Peter Leifland
Executive VP
Region Asia, Latin America , Oceania

A global company

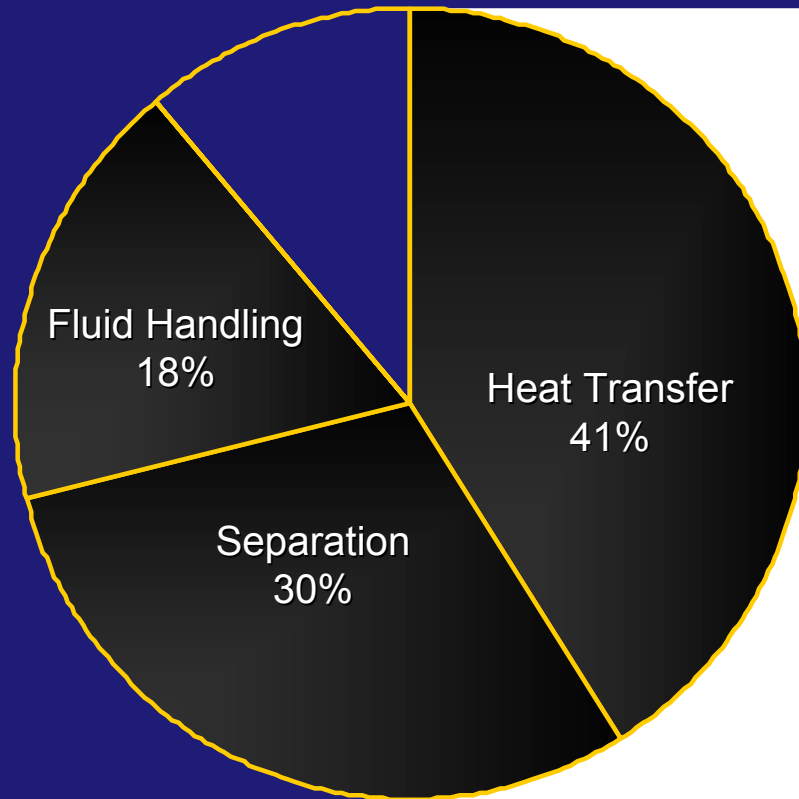
Year 2003

- Total sales: MSEK 13,900
- No. of employees: 9,350
- 20 production units
- 70 service centres
- Sales Companies in 50 countries
- Other sales representation in more than 45 countries

Streamlining implemented



Capital sales/core product group



Capital sales

Heat Transfer



Market share
36%

Separation



Market share
24%

Fluid Handling

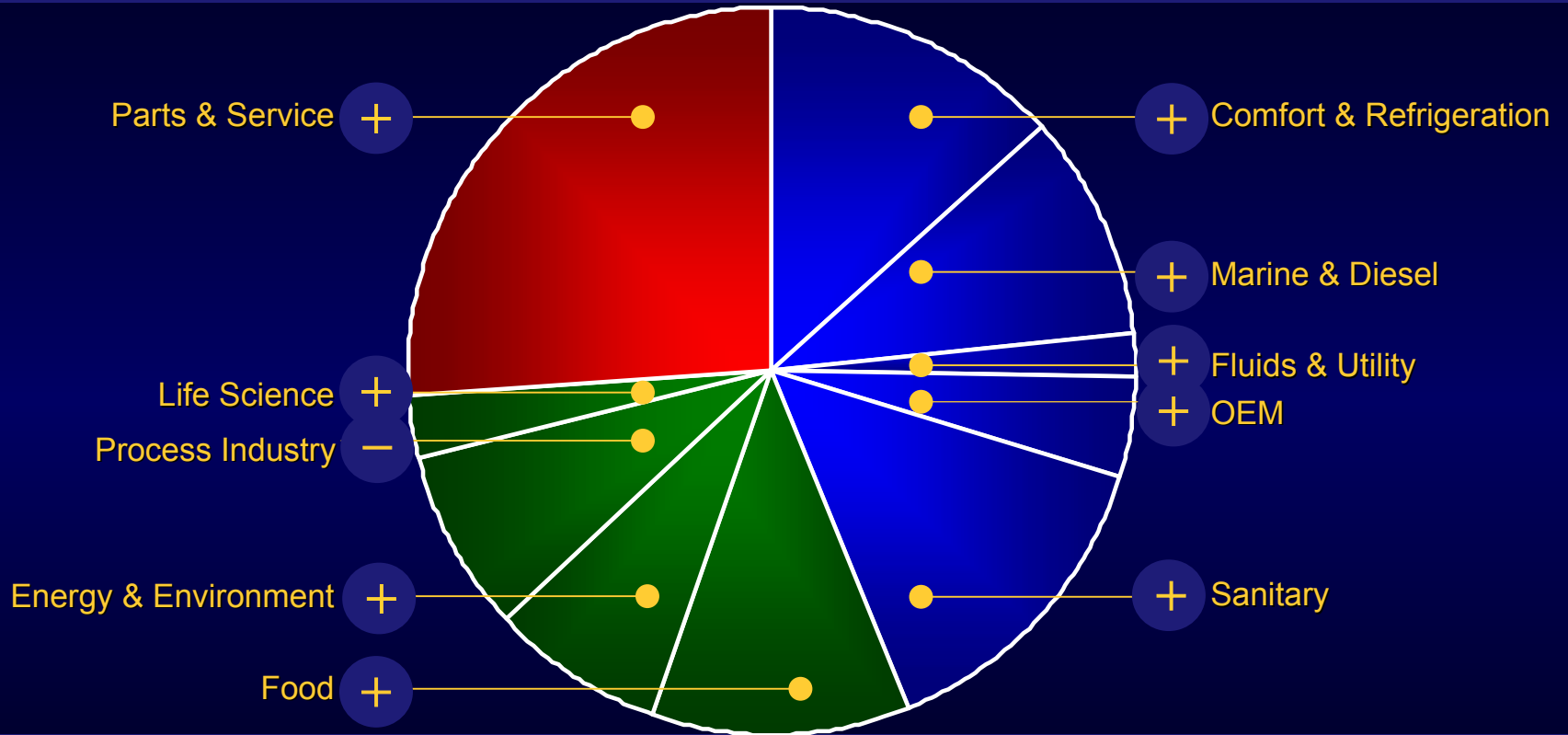


Market share
10%

Highlights

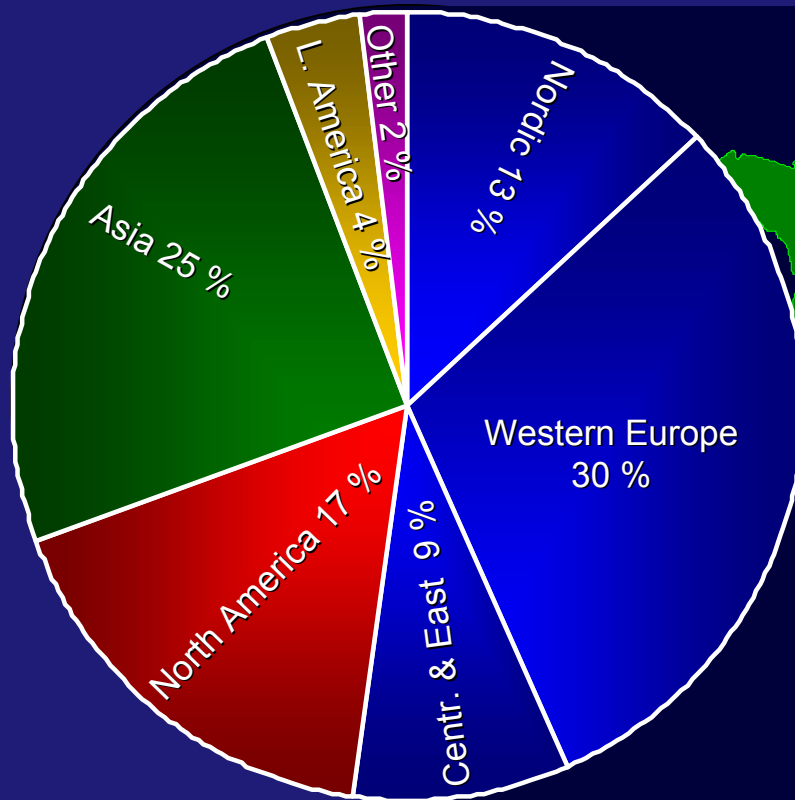
2003	● Order intake:	14,145 MSEK
	● Net sales:	13,909 MSEK
	● Adjusted EBITA / margin:	1,627 MSEK / 11.7 %
	● Profit before tax:	817 MSEK
	● Cash flow from operating activities	1,654 MSEK
	● ROCE	21,3%

Orders received by Segment



January – December 2003

Orders received by Region



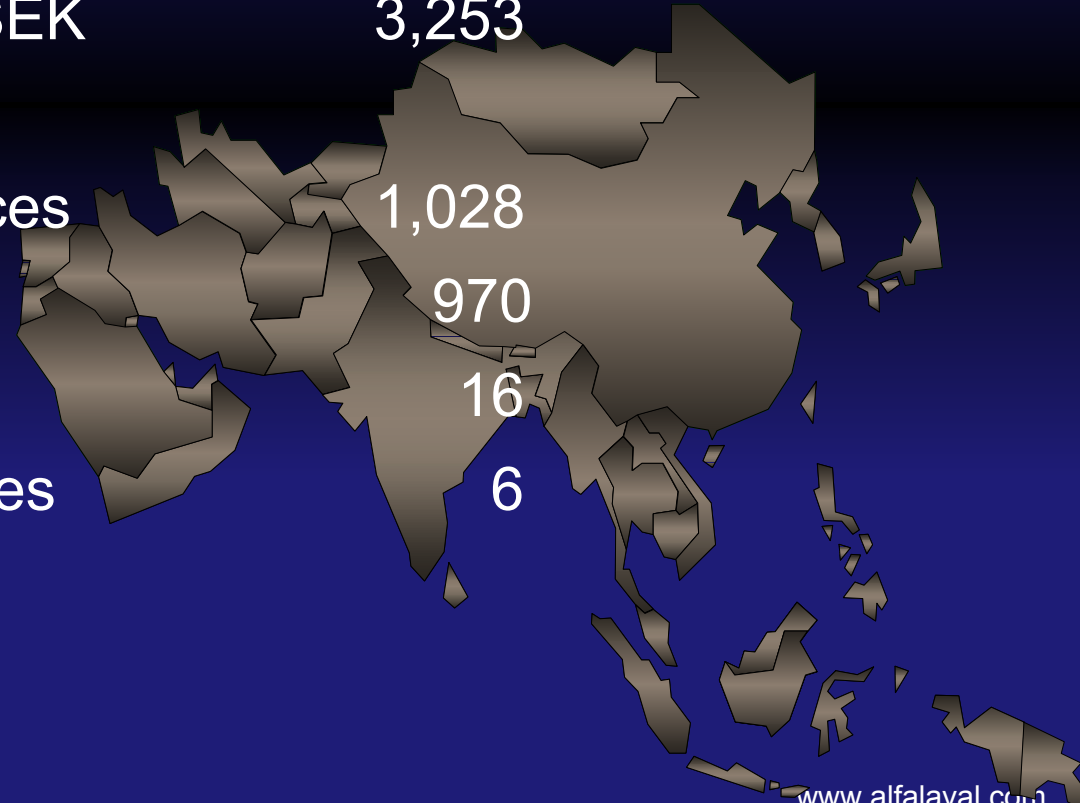
January – December 2003

Asian countries

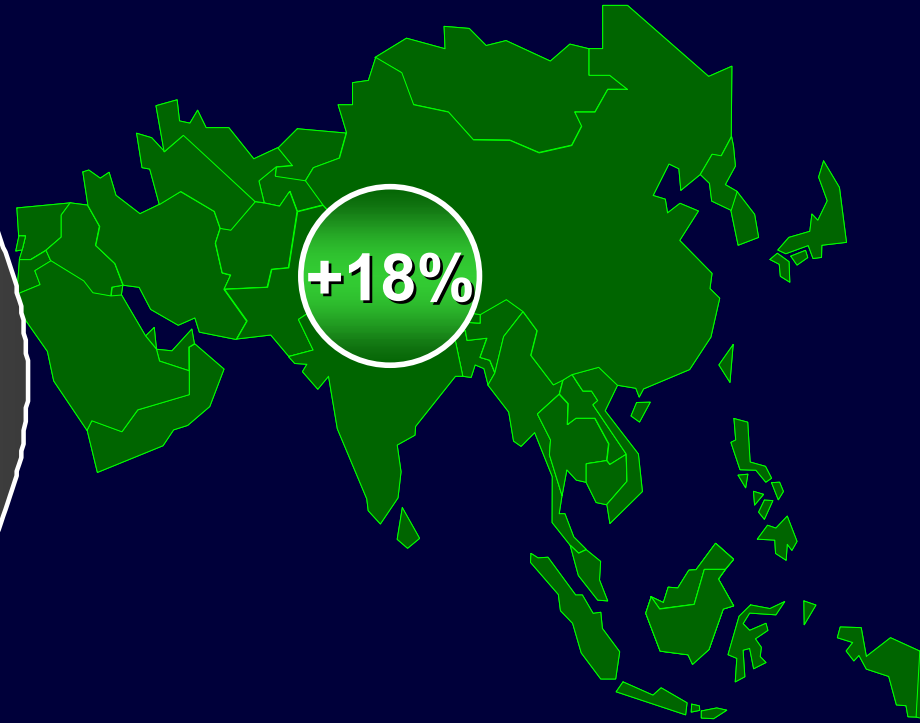
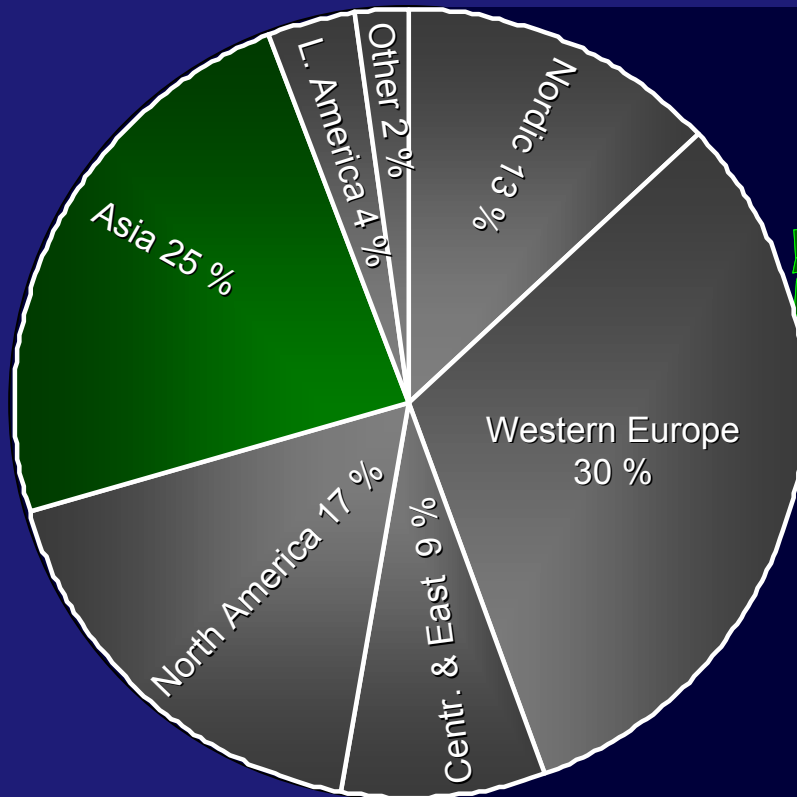


Facts on Asia, 2003

- Order intake, MSEK 3,474
- Net invoicing, MSEK 3,253
- Employees
 - Sales & Services 1,028
 - Manufacturing 970
- Service centers 16
- Production facilities 6

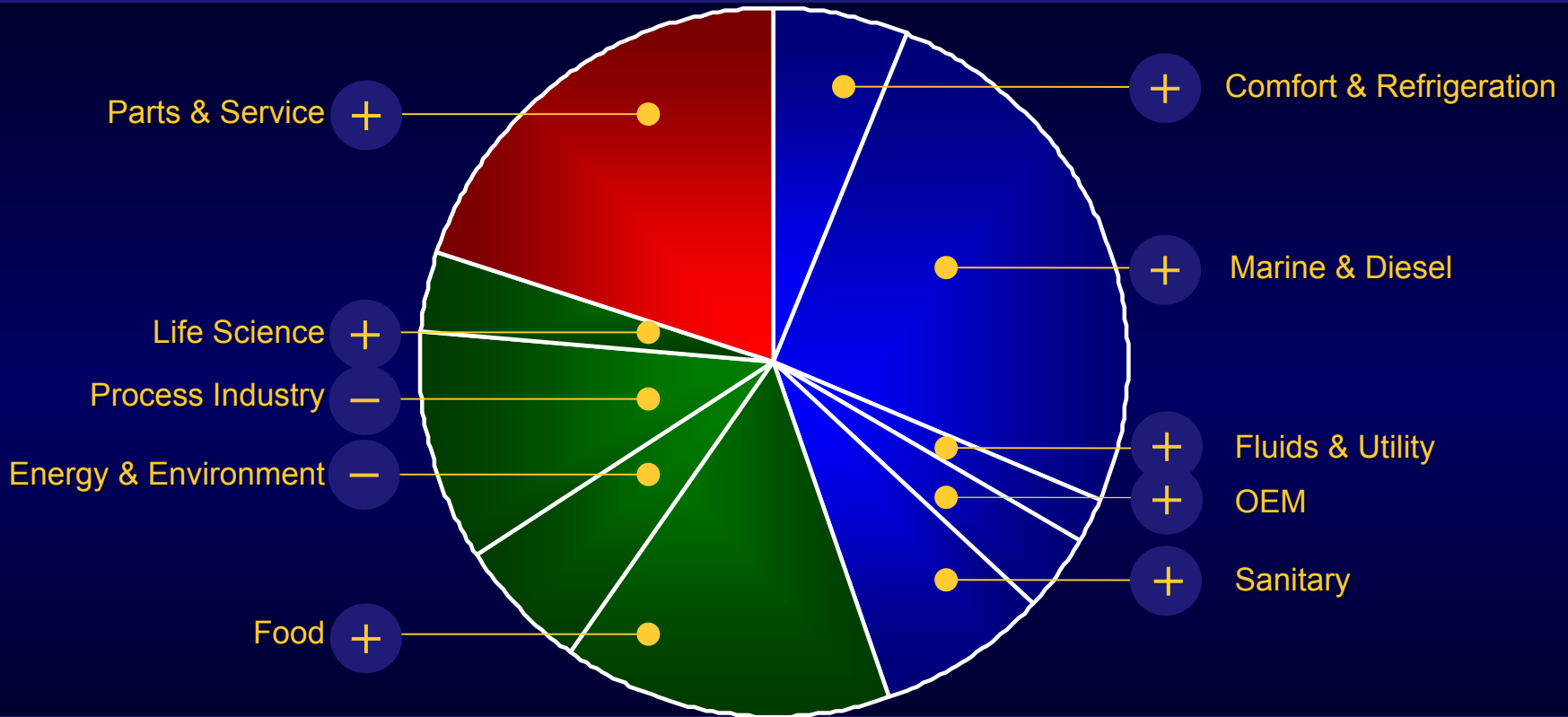


Orders received by region



Alfa Laval Group January – December 2003

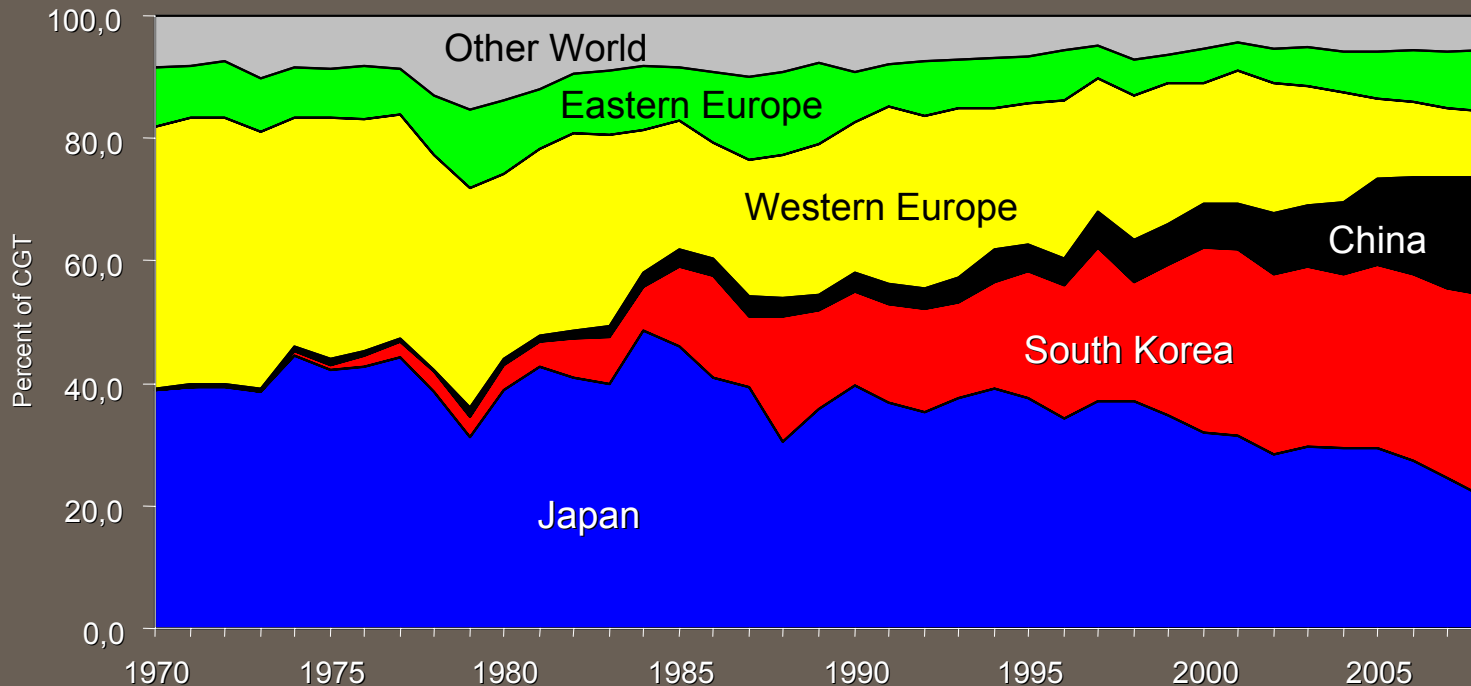
Orders received Asia



January – December 2003

Distribution of shipbuilding

Geographical split



Trends and Medium Term Forecast
Source: MSR May 2003

How we drive growth



Salesman

Accelerator

Activities & Competence

Key performance indicators

Sales Company
segment

Customer pyramid & grid

Central segment

Connect

Key growth drivers

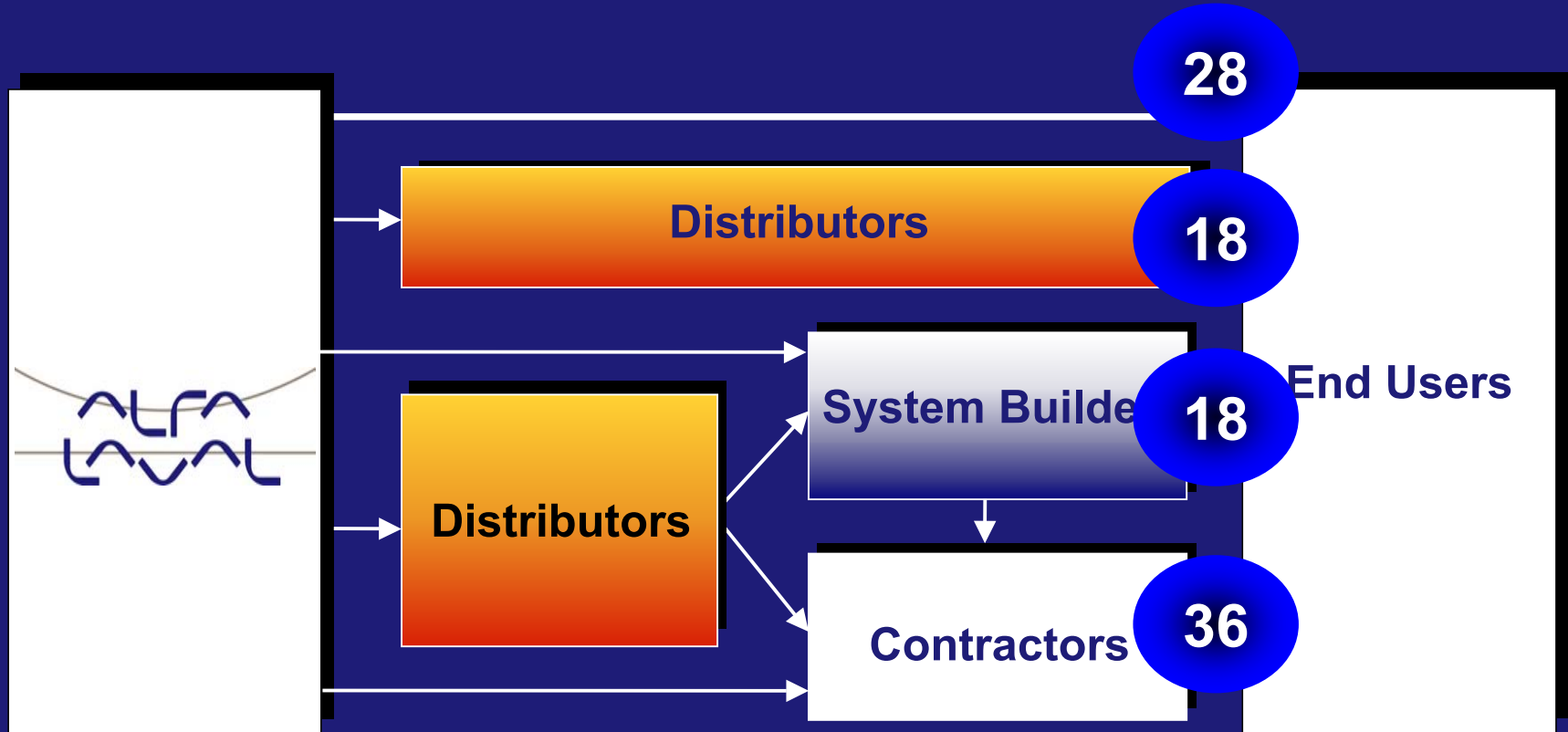
Gap analysis & Targets

AL Group

Gearbox

The six gears

Sales channels



Distribution in % per type of channel
Equipment Division, last 12 months June 2003

Financial performance measurements

All measurements are rolling twelve months values

- Total orders received per country
- Profit factor = Consolidated gross margin / Local cost
- Net DSO = Outstanding A/R less advances in no of days of invoicing

Performance in Asia

- Higher growth
- Lower sales and administration costs
- Shorter payment terms
- Gross margin on average

Opportunities and threats

- More group supplies
 - Especially from India and China
- Competitive situation similar to Europe
 - Longterm more regional competitors

ALFA
LFA