Geographical presence – leading positions

Enskilda Securities, Copenhagen
January 19, 2005
Alfa Laval today

- Sales: 15,000 MSEK
- Employees: approx 9,350
- 20 production units
- Sales companies in 55 countries
- Sales representation in more than 45 countries
Key technologies

Separation

Fluid handling

Heat transfer

www.alfalaval.com
Sales per key technology

- Heat transfer: 41%
- Separation: 30%
- Fluid handling: 18%

Market share:
- Heat transfer: 36%
- Separation: 24%
- Fluid handling: 10%
Example of end-users

- Comfort & Refrigeration
- Pharmacy / Biotechnology
- Freshwater generation
- Process Industry / Environment
- Brewery
- Refrigeration
Alfa Laval onboard
Orders received by Segment
January – September 2004

- Comfort & Refrigeration
- Marine & Diesel
- Fluids & Utility
- OEM
- Sanitary
- Parts & Service
- Life Science
- Process Industry
- Energy & Environment
- Food
Highlights - Comfort & Refrigeration

AlfaNova
- New markets
- Available today in four sizes
- Pace of 14,000 units/year
- Launch of one more size in short
Aldec G2
- New generation of decanters
- 30% increased capacity
- Pace of 300 units/year
Possibilities in the aftermarket

Capital sales  Aftermarket

20+years
Product life time in PTD business

- **Plate heat-exchangers**: 20+ years, 1:5
- **Separators**: 20+ years, 1:4
- **Decanters**: 15-20 years, 1:1.5

Multiple
Sales & Service network

55 Sales companies
75 Service centers
350 Field service engineers
Orders received by Region
January – September 2004

- Asia 27%
- North America 16%
- Western Europe 30%
- Centr. & East 8%
- Nordic 13%
- Other 2%

January – September 2004
Orders received by Region

July – September 2004

- Asia 31%
- North America 15%
- Western Europe 28%
- Centr. & East 8%
- L. America 5%
- Other 2%
- Nordic 11%
- L. America 5%
- Other 2%

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Highlights - Region
My impressions and priorities
Impressions and priorities

- Geographical coverage
- Products (product development)
- Aftermarket
- Acquisitions
Cash flow

- Organic growth
- Competitive dividend
- Acquired growth