### Capital Markets Day 2012

November 20, 2012 in Copenhagen

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30</td>
<td>Business update and Q&amp;A</td>
</tr>
<tr>
<td></td>
<td>Lars Renström, Susanne Pahlen Åklundh, Peter Leifland, Svante Karlsson, Thomas Thuresson and Q&amp;A</td>
</tr>
<tr>
<td>Lunch</td>
<td>12:15 Food package served on the buses to Söborg</td>
</tr>
<tr>
<td>13:15</td>
<td>Innovative technologies; 4 parallel sessions</td>
</tr>
<tr>
<td></td>
<td>(35 min x 2)</td>
</tr>
<tr>
<td></td>
<td>- Welded heat exchangers, Christian Thomsen</td>
</tr>
<tr>
<td></td>
<td>- Marine environmental applications, Joakim Thölin</td>
</tr>
<tr>
<td></td>
<td>- Industrial refrigeration, Claes Ericsson</td>
</tr>
<tr>
<td></td>
<td>- Oil &amp; Gas, Sammy Hulpiau / Tobias Svensson</td>
</tr>
<tr>
<td>15:00</td>
<td>Factory tour</td>
</tr>
<tr>
<td>16:00</td>
<td>Q&amp;A including financial remarks</td>
</tr>
<tr>
<td></td>
<td>Lars Renström, Thomas Thuresson and moderator</td>
</tr>
<tr>
<td>16:45</td>
<td>Buses depart for restaurant and/or Copenhagen Airport</td>
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</tbody>
</table>

www.alfalaval.com
Strategic drive – Divisions
Orders received, YTD 2012

- **Equipment Division**
  - “Component” Driven
  - 31%

- **Marine & Diesel Division**
  - “Marine and Diesel Industry” Driven
  - 23%

- **Process Technology Division**
  - “Process Solution” Driven
  - 46%

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Profitability per Division

YTD 2012

Equipment Division
EBIT: 14.2%
P&S: ~ 15%

Marine & Diesel Division
EBIT: 18.6%
P&S: ~ 35%

Process Technology Division
EBIT: 17.9%
P&S: ~ 25%
## Marine & Diesel Division

### Distribution of orders YTD

<table>
<thead>
<tr>
<th>Driver</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ship building &amp; Offshore</td>
<td>36%</td>
</tr>
<tr>
<td>Environment &amp; Energy, Marine</td>
<td>12%</td>
</tr>
<tr>
<td>Diesel power</td>
<td>13%</td>
</tr>
<tr>
<td>Parts &amp; Service</td>
<td>39%</td>
</tr>
</tbody>
</table>

- **World trade & Fleet capacity**: 36%
- **Legislation and fuel cost**: 12%
- **Electrical power needs**: 13%
- **World trade**: 39%

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*www.alfalaval.com*
Priorities per Division

- **Equipment Division**
  - Multiple sales channels
  - E-commerce
  - Parts & Service

- **Marine & Diesel Division**
  - Environment
  - Energy efficiency

- **Process Technology Division**
  - Energy
  - Environment
  - Fast-growing regions
Orders received & fast-growing regions
2002 vs. 2012

Western Europe and North America

Asia, Latin America and Central & Eastern Europe

Western Europe and North America

January – September 2002

January – September 2012
Top 10 markets*

SEK million at prevailing rates

United States
China
Nordic
Korea, South
Mid Europe
South East Asia
Adriatic
Russia
Brazil
India

0 1 000 2 000 3 000 4 000 5 000

= Rolling 12-months
= WY 2011

*The development of the 2011 top ten markets.
Alfa Laval PureDry

Reduces fuel costs onboard ships by 1-2%

“It is such an amazing product. In my 21 years with Alfa Laval, I have never seen such customer excitement about a single product.”

Larry Bogia, Alfa Laval
Alfa Laval LYNX 1000
Alfa Laval brazed heat exchangers

Higher energy efficiency
Newness >50%
GM +5%-units
# Acquisitions in 2011 and 2012

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Strategy</th>
<th>Business</th>
<th>Sales M€</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separators Inc</td>
<td>US</td>
<td>Channel</td>
<td>Provider of service high speed separators</td>
<td>10</td>
</tr>
<tr>
<td>Aalborg Industries</td>
<td>Denmark</td>
<td>Product</td>
<td>Supplier of equipment and solutions to marine, offshore and power markets</td>
<td>357</td>
</tr>
<tr>
<td>Vortex Systems</td>
<td>US</td>
<td>Product</td>
<td>Supplier of mixing and blending equipment and solutions for the oil &amp; gas industry</td>
<td>12</td>
</tr>
<tr>
<td>Ashbrook Simon-Hartely</td>
<td>US</td>
<td>Product</td>
<td>Provider of belt filter presses, a complement and alternative to Alfa Laval's decanter range in the dewatering of municipal and industrial wastewater</td>
<td>60</td>
</tr>
<tr>
<td>Gamajet Cleaning Systems</td>
<td>US</td>
<td>Product</td>
<td>Provider of tank cleaning equipment for the industrial and sanitary markets in North America.</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>448</strong></td>
<td></td>
</tr>
</tbody>
</table>
Parts & Service
= Extending performance

- **Headcount development**
  - 1,592 in 2005
  - 2,371 in 2011
  - +49%

- **Sales development (MEUR)**
  - 439 in 2005
  - 703 in 2011
  - +60%

CAGR = 8.2%

More feet on the street!

www.alfalaval.com
Parts & Service: Alfa Laval Group = 102 service centers

Service center +50%