**Capital Markets Day 2013**

November 19, 2013 in Lund

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:15</td>
<td>Business update and Q&amp;A&lt;br&gt;  Lars Renström, Susanne Pahlen Åklundh, Svante Karlsson, Peter Leifland, Thomas Thuresson and Q&amp;A</td>
</tr>
<tr>
<td>Lunch</td>
<td><strong>In the canteen</strong></td>
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<td>12:45</td>
<td>Coffee break</td>
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<tr>
<td>13:30</td>
<td><strong>Theme “Energy efficiency”</strong>&lt;br&gt;  Introduction; Lars Renström&lt;br&gt;  Energy efficiency in Comfort; Claes Ericsson&lt;br&gt;  Compact heat exchangers - differentiation; Carina Resare</td>
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<td>14:45</td>
<td>Factory tour&lt;br&gt;  Energy efficiency in Process industry; Mats Skogman&lt;br&gt;  Energy efficiency in Power; Mats Skogman &amp; Joakim Thölin&lt;br&gt;  Energy efficiency in Marine; Joakim Thölin</td>
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<tr>
<td>17:00</td>
<td>Buses depart to Copenhagen &amp; Sturup</td>
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</table>
Strategic drive – Divisions
Orders received, YTD 2013

- Equipment Division
  “Component” Driven
  32%

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

- Process Technology Division
  “Process Solution” Driven
  45%
Priorities per Division

Equipment Division
- Multiple sales channels
- E-commerce
- Service

Marine & Diesel Division
- Environment
- Energy efficiency

Process Technology Division
- Energy
- Environment
- Fast-growing regions
Total order intake mix

- Alfa Laval brand: 76%
- Multibrands: 24%
Alfa Laval brand, US

- Food 19%
- Oil & gas 14%
- Wastewater 11%
- Service 33%
US food industry trends

- Growing US population means a growth of demand
- Growth of ethnic population (Latin, Asian)
  - Ethnic food category growth
- Aging demographic
  - Population > 65 yrs: 43.1M in 2013 → 92M in 2060
- Growth of health conscious categories
  - Obesity consciousness / health
    - Low fructose
    - Sugar substitutes
    - Low sodium
    - Low fat
Opportunities: Food

* Alfa Laval is a strong player in the US food and beverage market
  - Broad portfolio of products
  - Application knowledge and expertise
  - Large installed base
  - Reputation for quality and reliability
Opportunities: Oil and gas

Drilling ➔ Treatment ➔ Transportation
Orders oil and gas
- O&G order volumes Alfa Laval Group (M$)

Niagara Blower
ACE
Vortex
Traditional O&G
Dewatering technology split

Population of municipality

- Decanters
- Belt filter presses
- Screw presses

0-10k 10-50k 50-100k 100-200k 200k +
Service = Parts + Service operation
Prime focus is to increase the market share on our own installed base

- Cover installed base – increase market share:
  - Take ownership in a more extensive and proactive way
  - Adding more sales and field service “feet on the street”

- Sell Service operations (man-hours)
  - increase share of service operations:
    - Brick-walling – growth opportunity
    - Develop competence and service products
Organic base growth:

**Service**

Headcount development

- 2005: 1,592
- 2012: 2,458

+54%

Sales development (MEUR)

- 2005: 439
- 2012: 781

+CAGR = 8.5%

More feet on the street!

*) Excluding Multi-brands
### Acquired growth in 2012 and 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Strategy</th>
<th>Business</th>
<th>Sales M€</th>
</tr>
</thead>
<tbody>
<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-Hartley</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>Air Cooled Exchangers</td>
<td>US</td>
<td>Product</td>
<td>Provider of air-cooled heat exchangers to the North American natural gas market</td>
<td>40</td>
</tr>
<tr>
<td>Snecma</td>
<td>France</td>
<td>Product</td>
<td>Technology for a gas combustion unit. A safety equipment for Liquefied Natural Gas carriers</td>
<td>5</td>
</tr>
<tr>
<td>Niagara Blower Co</td>
<td>US</td>
<td>Product</td>
<td>Provider of air cooled heat exchangers to the North American oil and gas processing industries</td>
<td>40</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>166</strong></td>
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