Food & life science
– trends, offering and markets

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Sanitary Equipment

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Food & Life Science
Food and life science
<table>
<thead>
<tr>
<th>Macro drivers</th>
<th>Population growth</th>
<th>Aging population</th>
<th>Increasing living standards</th>
<th>Share of women at work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Capacity expansion</td>
<td>Change in demand patterns</td>
<td>Change in eating and drinking habits</td>
<td>Financial independence</td>
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<td></td>
<td>Footprint in Asia and Latin America</td>
<td>More prescription drugs and medicine</td>
<td>More prepared food and beverage</td>
<td>More cosmetics and health care</td>
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<td></td>
<td>Continued investments</td>
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Industrial drivers

<table>
<thead>
<tr>
<th>Competitiveness</th>
<th>Sustainability</th>
<th>Flexibility</th>
<th>Food chain &amp; safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidate</td>
<td>Getting more out of resources</td>
<td>Adaptable production facilities</td>
<td>Localized production</td>
</tr>
<tr>
<td>Large scale plants</td>
<td>Technology conversion</td>
<td>New processes</td>
<td>Hygienic processes</td>
</tr>
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<td>Continued investments</td>
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</tbody>
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Food – a growing market

- Capacity expansion
- Increase efficiency
- Save water & energy
- Technology conversion

- All regions grow
- Resilient over time
Success factors

- Products and solutions
- Brand & awareness
- Business Models
  - Presence and Way to Market
Why two ways to the market?

DIRECT SALES
- Selected industries
- Direct to end-users
- Customized solutions

INDIRECT SALES
- through channel partners; Distributors, Integrators, Tetra Pak
- All industries
- Selected Channels
- Standard components

End customers
..with individual buying behaviors and needs
Direct sales

- Selected industries, such as:
  - Vegetable oil
  - Olive oil
  - Brewery
  - Proteins
- Selected applications
- Customized solutions
- Handled by Food and Life Science
Direct sales portfolio
– Customized solutions

Designed components

Standardized modules

A wide palette to cover every need

Complete lines - engineered & installed
Indirect sales
– through channel partners

* All industries

* Selected channel partners
  ✓ Presence
  ✓ Preference

* Handled by Sanitary Equipment and Service
Indirect sales
– Hygienic components
Direct sales
– supporting customers

* Hubs in regions with process knowledge
* Self-sufficient regions in terms of quoting, selling and executing
* Alfa Laval Service force
Indirect sales
– supporting channel partners

* Managing self-sufficient channel partners
* Alfa Laval Anytime – eBusiness solutions
* Service providers & Service products
Summary

- Sustainable profitable growth
- Industry’s widest product range
- Two ways to market approach

*Food* is the history and future for Alfa Laval