Alfa Laval business update
Evolution over almost 20 years
Four phases from 2001

- **Phase 1: "Creating the base"
  - Order intake: 15-20 BnSEK
  - Adjusted EBITA: 2 BnSEK
  - 2001

- **Phase 2: "Super cycle"
  - Order intake: 20-30 BnSEK
  - Adjusted EBITA: 5-6 BnSEK
  - 2006

- **Phase 3: "Aquired growth"
  - Order intake: 30-35 BnSEK
  - Adjusted EBITA: 5-6 BnSEK
  - 2011

- **Phase 4: "Organic growth"
  - Order intake: 35- BnSEK
  - Adjusted EBITA: 6- BnSEK
  - 2017 LTM 2018-09
Continue building…

Jan Allde
Chief Financial Officer,
February 1, 2018

Pascale Gimenez
Senior Vice President, Human Resources,
August 1, 2018

Sameer Kalra
President, Marine Division
January 1, 2019
… in many different dimensions

"Greenhouse"
Manufacturing footprint
Business development
Strategic direction for organic growth

Improving customer experience
- Responsiveness
- Convenience
- Tailored

Boosting our offering
- Speed
- Focus
- Sustainability

Upgrading service offer
- Service excellence
- Trust
- Value

SPEED  CLARITY  ACCOUNTABILITY
Value through new technologies

Improving customer experience
The fireworks
Boosting our product offering
Serve to lead
Upgrading service offer

- Higher capacity
- Shorter lead time
- Lower cost
- Health & Safety
- Environment

International Marine Service

Semi-automated plate reconditioning, Madrid, Spain

1,100 Service engineers worldwide

09:30 – 18:30
08:30 – 17:30
08:30 – 17:30
Divisional highlights x 3

- Channel partners and online management
- Continued focus on cost of quality
- Product development and launch of new products – high speed separators.

Food & Water Division

- Grow service offering
- Implement new product ranges and new supply chains
- Explore position in the emerging energy landscape.

Energy Division

- Ramp-up of environmental products
- Roll-out of International Marine Service
- Drive connectivity solutions on-board, including partnership.

Marine Division
The world around us...

Global growth (%)
- World
- Advanced economies
- EMDEs

Source: The World Bank, October 2018

Oil price - Crude Oil Brent (US$)

Source: Nasdaq, 10 November, 2018

Global trade and investment growth (%)

Source: The World Bank, October 2018

Yard contracting, above 2,000 Dwt/Gt

Source: Clarkson Research Services Limited, 1 October, 2018
A transformation ahead

Connected services • New energy systems • Sustainability

CHANGE

loading...