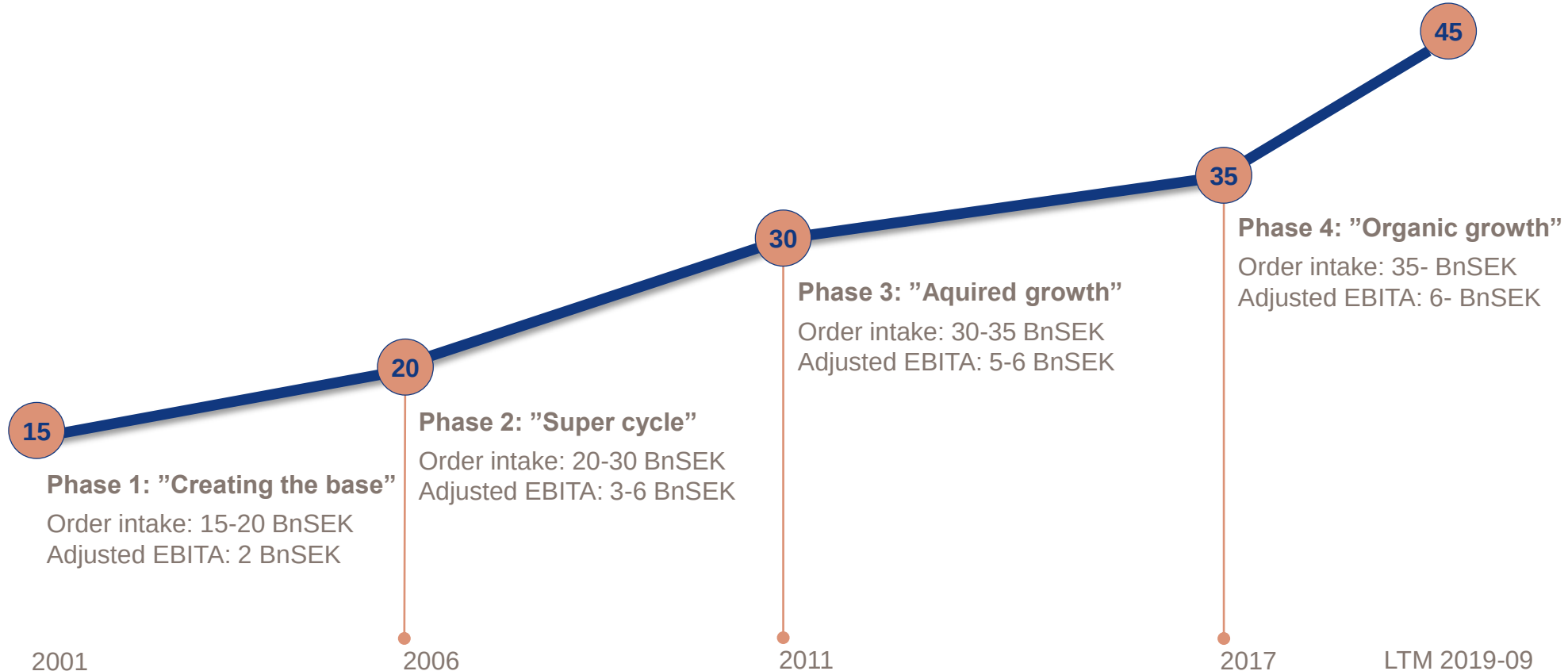




Advancing better

Our growth story in four phases

– MSEK

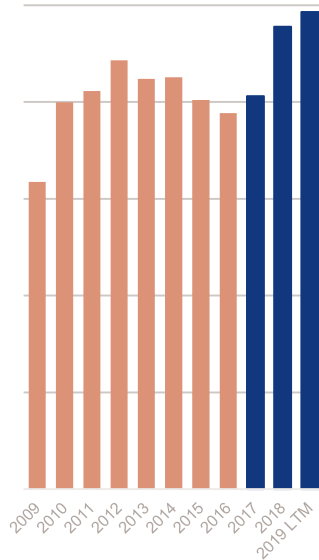


Growth in core products

– 10 years organic growth, MSEK at fixed rates



Decanter

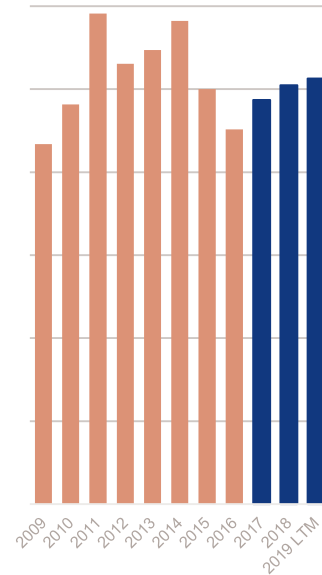


CAGR

2009-16: 2.9%

2016-19: 8.3%

Separators

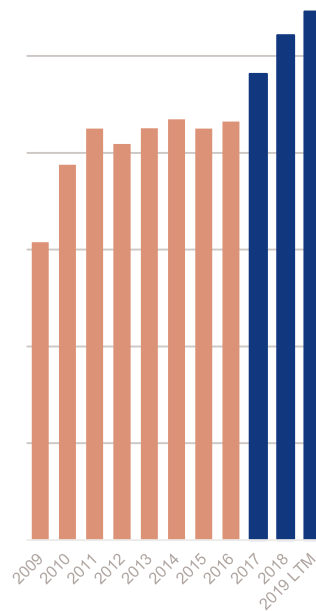


CAGR

2009-16: 0.6%

2016-19: 4.3%

Brazed HEX

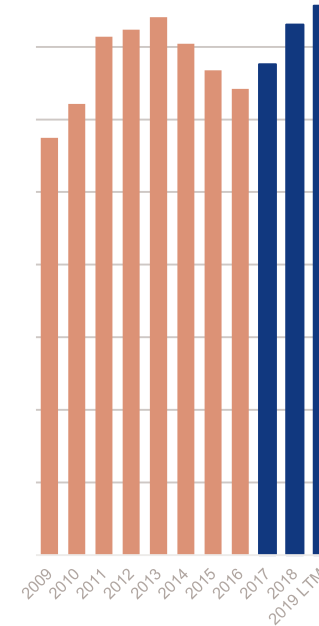


CAGR

2009-16: 5.0%

2016-19: 8.1%

Plate HEX

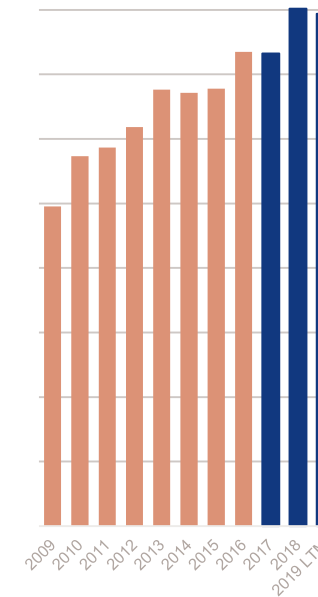


CAGR

2009-16: 1.6%

2016-19: 5.6%

Fluid Handling



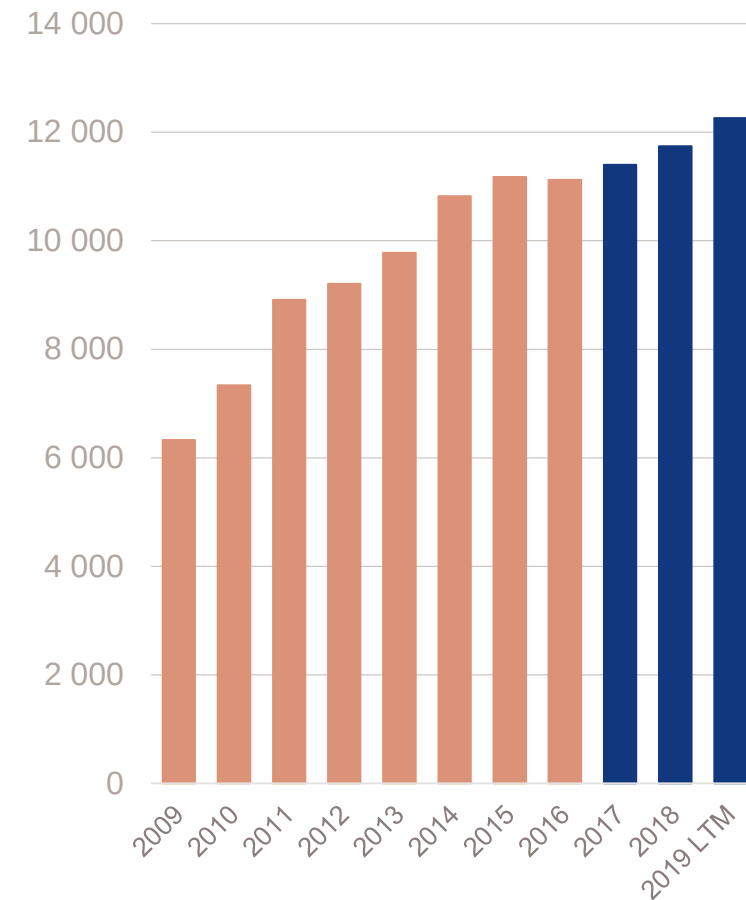
CAGR

2009-16: 5.8%

2016-19: 2.6%

Growth of the Service business

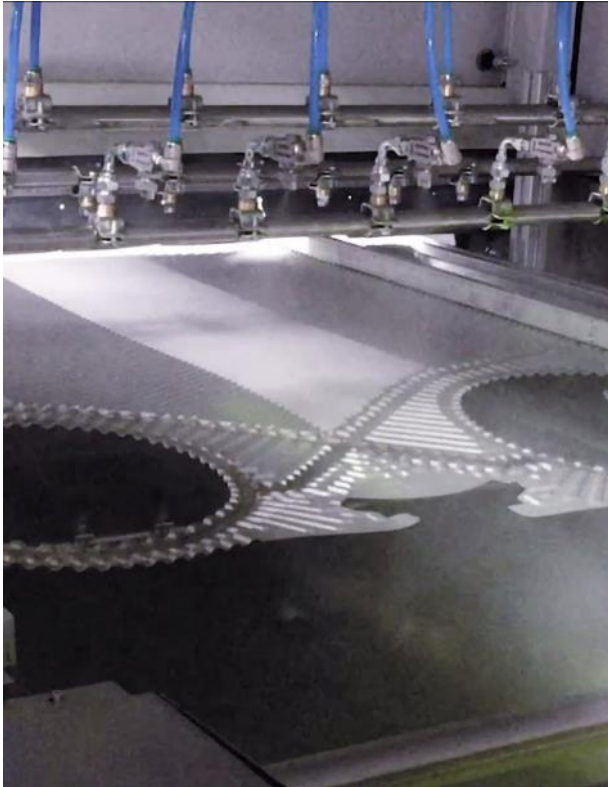
– MSEK millions, total order intake fixed rates



New technology and processes in service centres



– Major cost and lead time reduction by high level of automation and process improvement

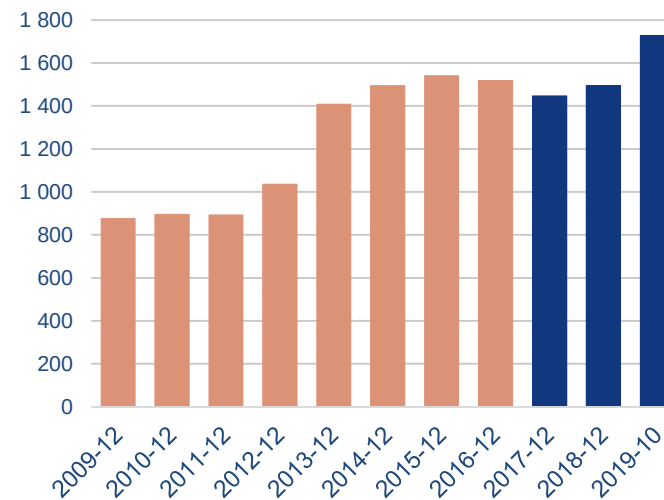


- Automated cleaning process and automated crack detection test
- Zero discharge water
- Factory setup using 5S and LEAN



100+ Service centers

– Number of employees in Service operation; field service and service centres



Case; International Marine Service (IMS)

– 18 months experience



- Three time zones
- About 250 dedicated service engineers
- 714 ship visits have been executed
- 85% completed ship visits first harbor
- Top countries with ship visits;
Singapore, China, Netherland, USA and
United Arab Emirates

Connected solutions

– Alfa Laval PureSOx Connectivity & Service



- PureSOx Compliance Service package including Connectivity with Compliance Service package and 24/7 availability through IMS
- Customer benefits:
 - Compliance insurance and reduced risk for downtime
 - Saves operational cost and provides plannable costs and predictable operations

Case: fish processing case from Peru

– Service agreement



- 3 year agreement
- 42 machines, 4 plants
- Preventive maintenance
- Connectivity solutions installed

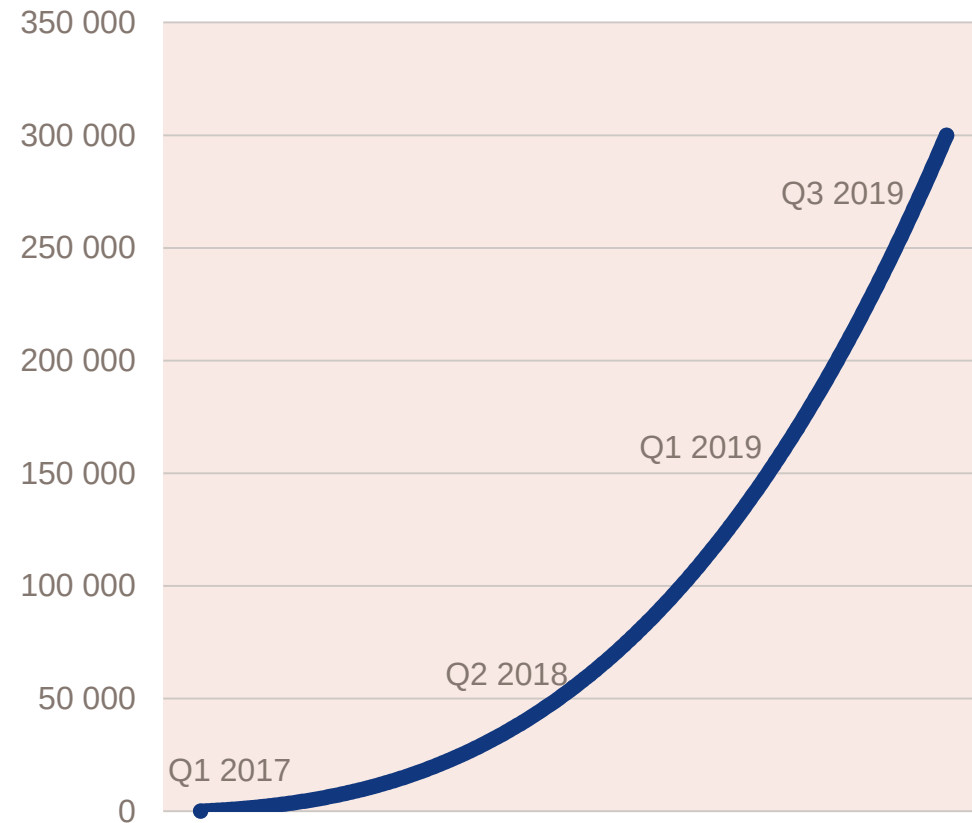
Fast development and acceptance



– Hours of data collected by Alfa Laval gateways

- About 400 connected products today
- Ambition to have close to 2000 end of 2020
- Customer are **asking for connectivity** enabled products
- Connecting our equipment **becomes normal** – for us and for our customers

Hours of data collected



Driving product competence

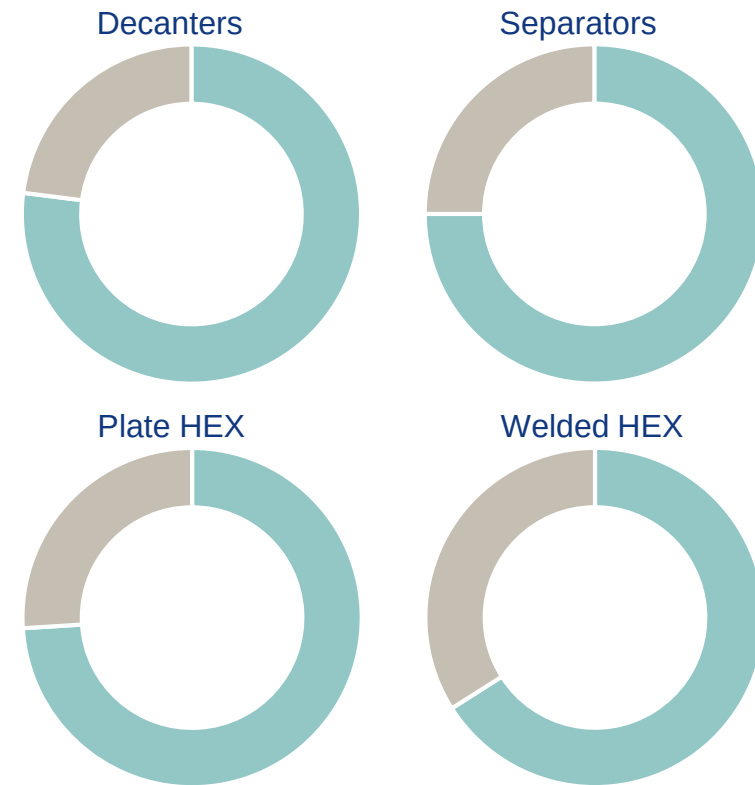
– Achievements since January 2017



6,205

Hours of product specialist training so far 2019

Certified product specialists in Sales Companies



Growing distributor sales

– Distribution network



China: 175 authorized distributors, with **420** sales engineers focused on Alfa Laval products.
Located in **28** provinces

Alfa Laval Online Dashboard

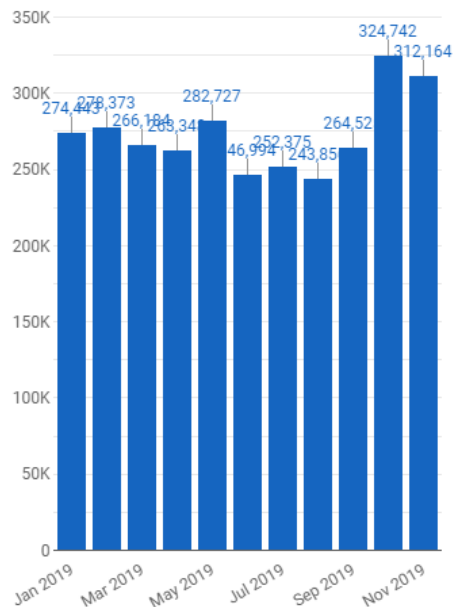


– Reach October 2019

Visitors across all websites

324,742

↑ 22.8%



Number compared to previous period

Pageviews across all websites

811,085

↑ 16.2%

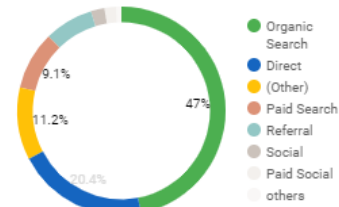
Number compared to previous period

Most visiting countries across all websites

United States	57,430	52.2% ↑
India	20,905	-2.9% ↓
Sweden	17,384	25.3% ↑
Italy	16,108	77.4% ↑
China	14,870	-20.5% ↓
Germany	12,474	19.0% ↑
Brazil	10,054	76.5% ↑
Denmark	10,048	15.5% ↑
United Kingdom	9,962	21.6% ↑
Spain	9,546	23.2% ↑

Numbers compared to previous period

Traffic channels across all websites

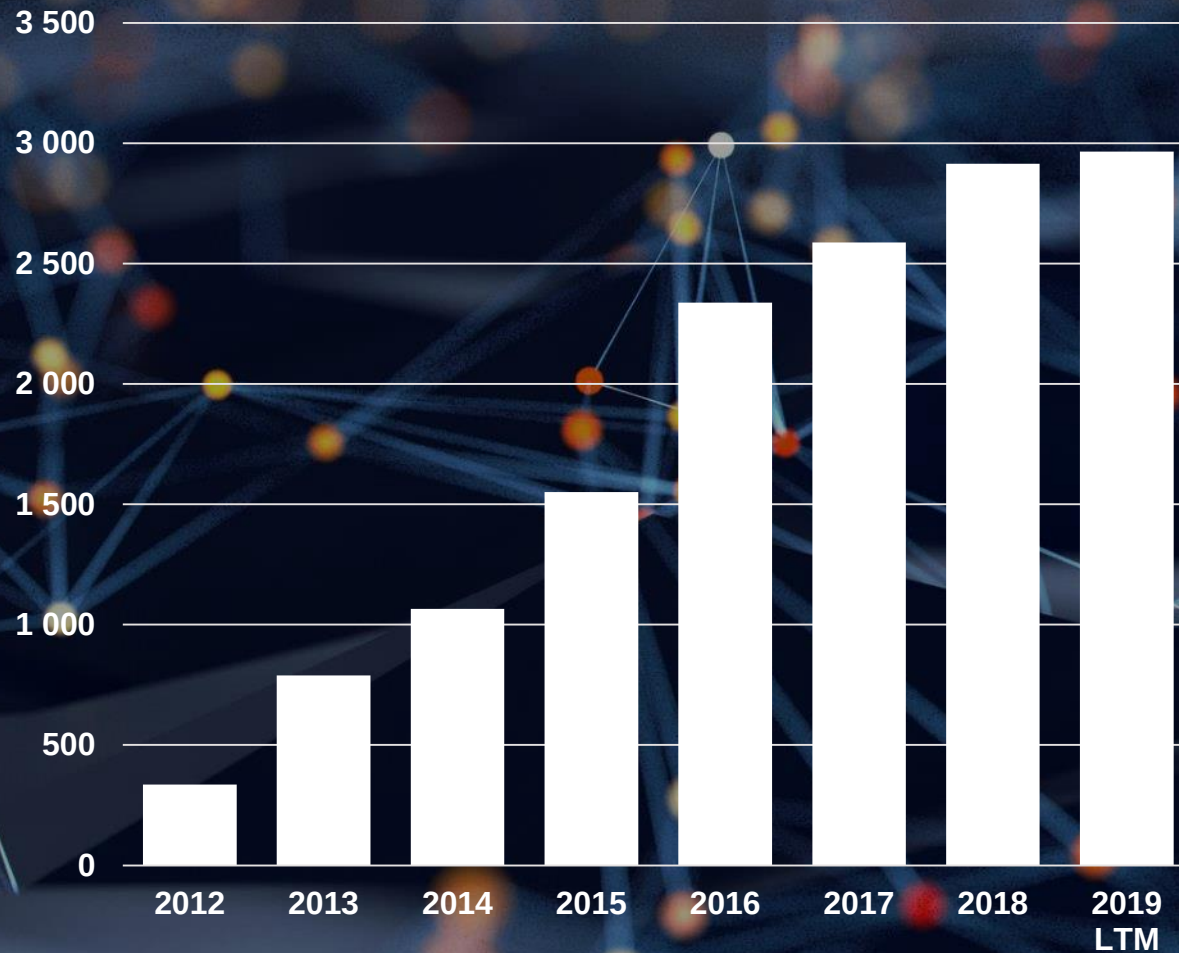


Most visited local sites

usa	22,757	-21.8% ↓
italy	13,902	71.7% ↑
sweden	13,329	32.8% ↑
australia	13,091	345.1% ↑
spain	12,696	25.3% ↑
brazil	11,868	70.6% ↑
ruussia	11,653	19.5% ↑
mid_europe	11,339	21.2% ↑
france	11,171	24.6% ↑
india	8,299	-18.3% ↓

Numbers compared to previous period

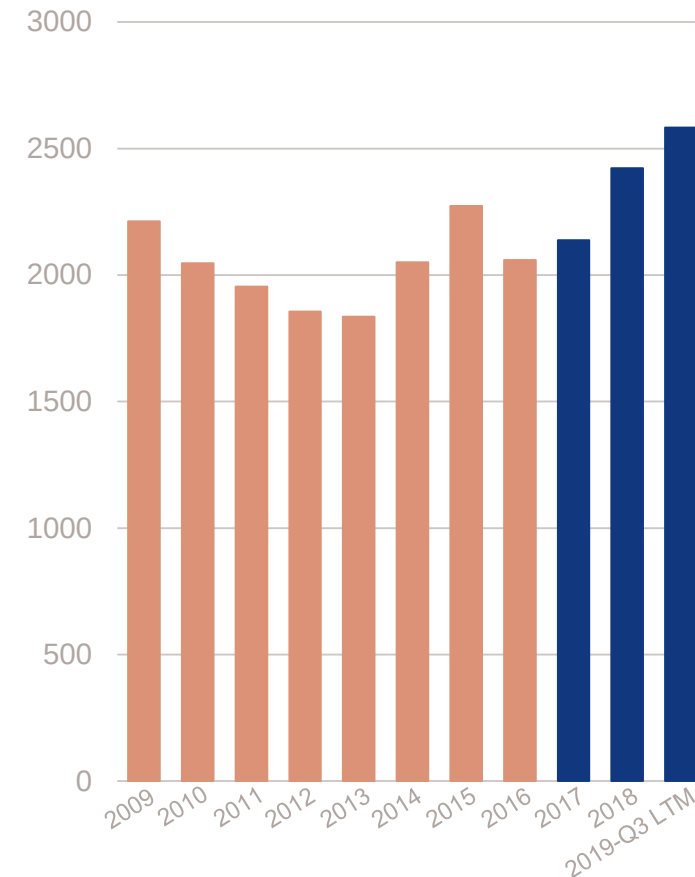
Online/e-Business order intake (MSEK)



- Tools for Distributors
- Online shop in the US, Australia and New Zealand
- Through Alibaba in China

Increased net sales per employee

– KSEK, average number of employees



This slide has been updated after the Capital Markets Day 2019



The day after tomorrow...

Opportunities in the Marine environmental



Alfa Laval PureSOx
Water Cleaning System



Alfa Laval PureBilge



Alfa Laval PureNOx

Transformation on the energy market



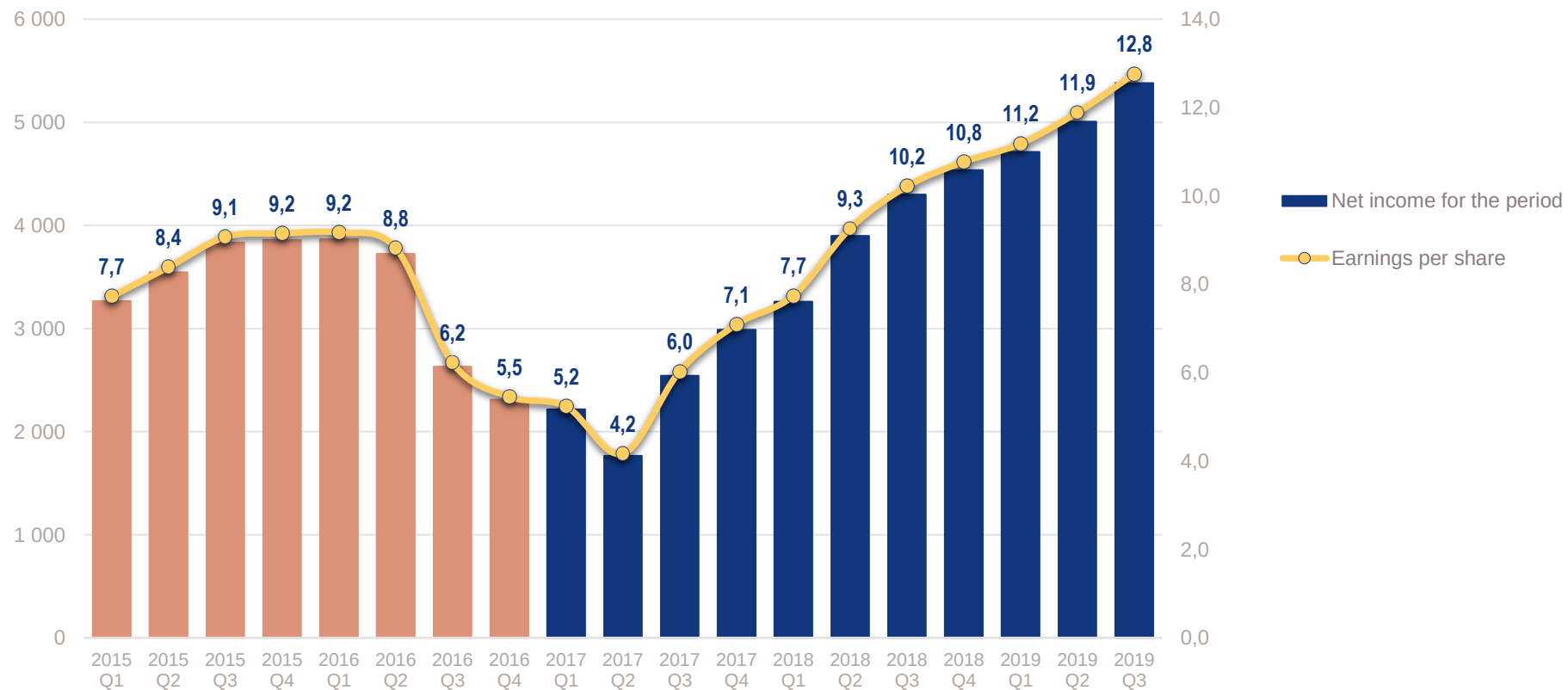
Clean waste energy



Energy storage

Profitability

– SEK millions (rolling 12 months)



- The platform for continued organic growth is improved
 - Product competitiveness gradually increasing
- New business opportunities drive R&D investments
 - Protein, new energy landscape, new marine environmental applications
- Portfolio volatility with limited downside
 - Up-stream O&G less than 5% of O/I
 - Marine contracting already at low levels
- CAPEX will start to normalize, after a significant investment period
 - CAPEX trending lower
 - Working capital at elevated level

Financial goals



Growth*

5%

EBITA*

15%

ROCE

20%

*) Measured over a business cycle

A dramatic, low-key photograph of a person's lower body and hands in motion. The person is wearing dark athletic pants and bright yellow sneakers. Their hands are clasped together, and a large cloud of white powder or dust is being kicked up from the floor, creating a sense of intense activity. In the foreground, a black and yellow kettlebell sits on a dark wooden floor. The background is dark and out of focus.

Readiness...

Advancing better

Capital Markets Day, 2020

– November 25, Kolding, Denmark

