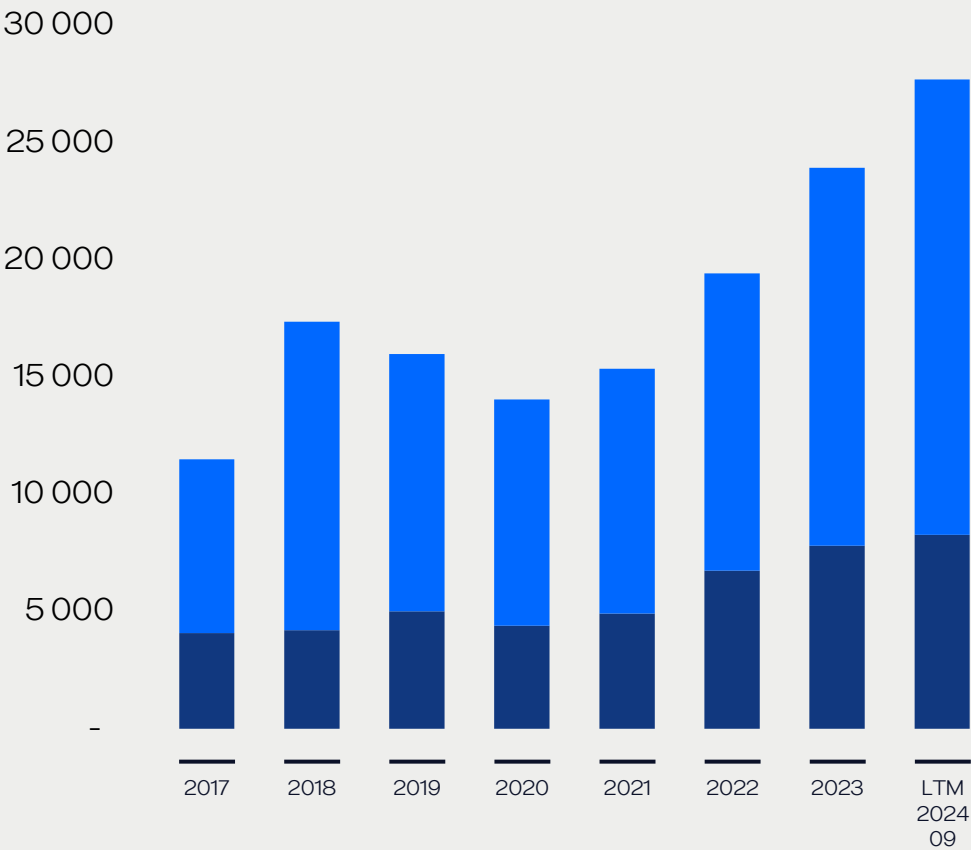


Marine update

Order intake

MSEK

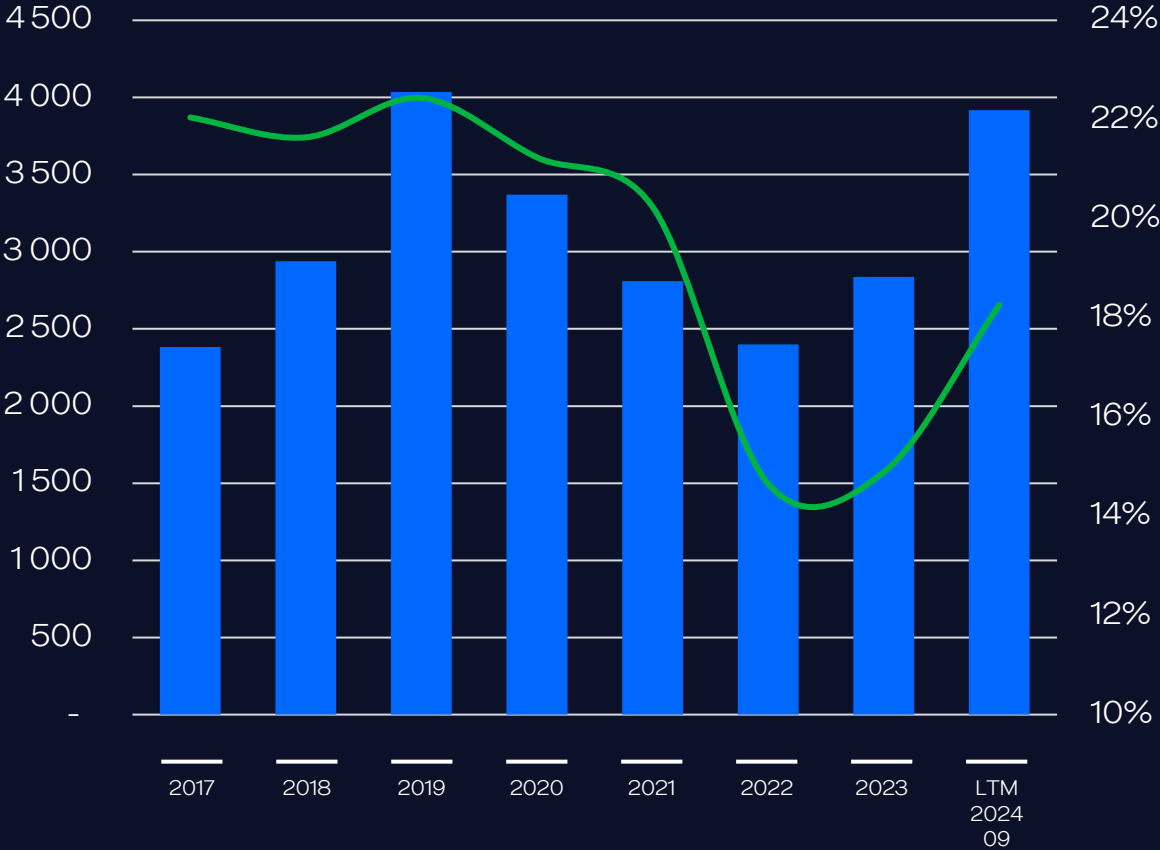
Service Capital sales



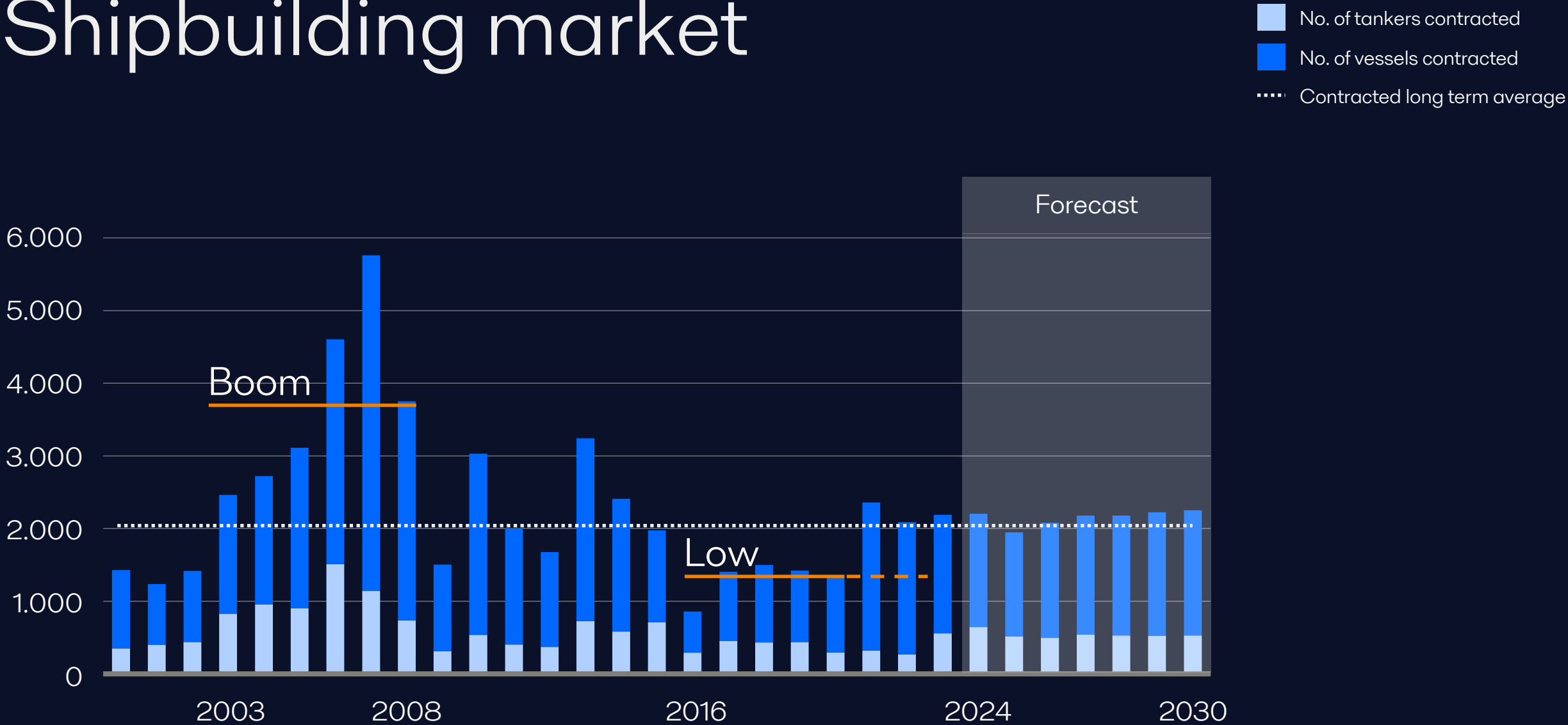
Profitability

MSEK

Adj EBITA Adj. EBITA margin, LTM

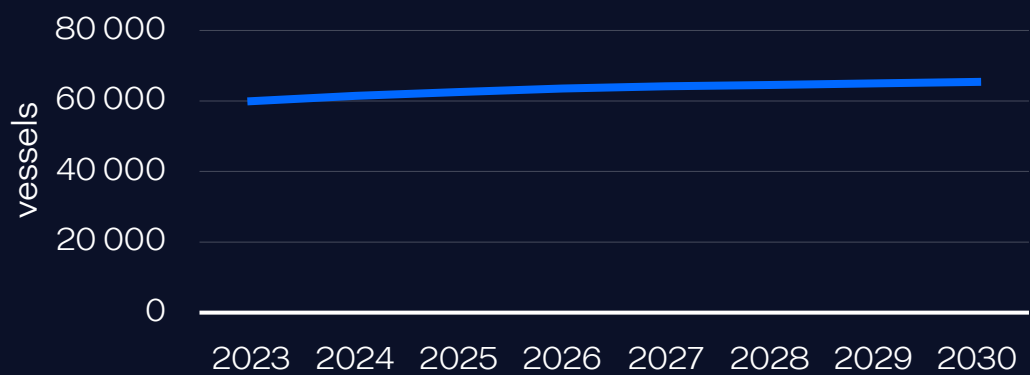


Shipbuilding market

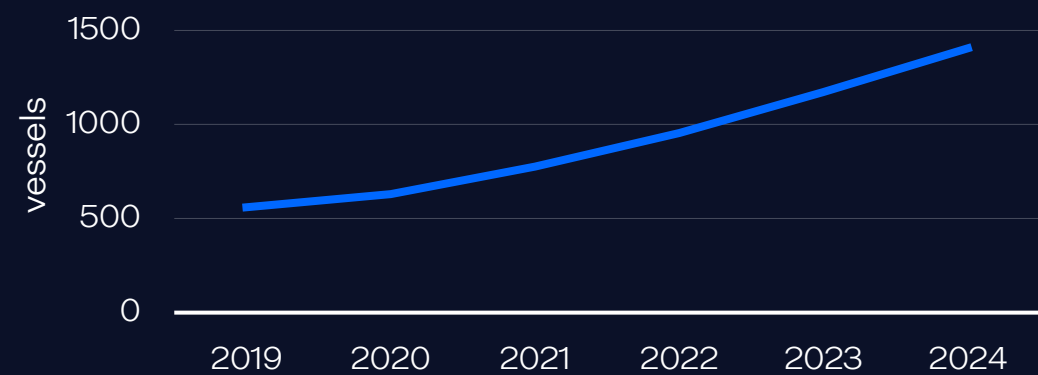


Service market

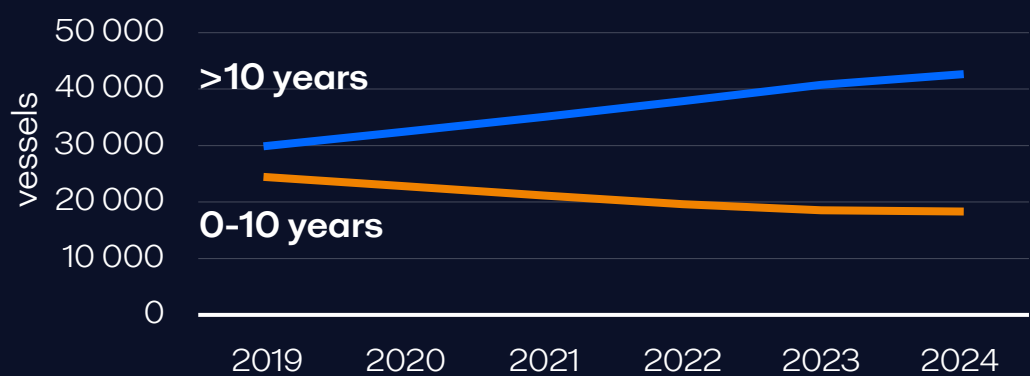
Merchant fleet size



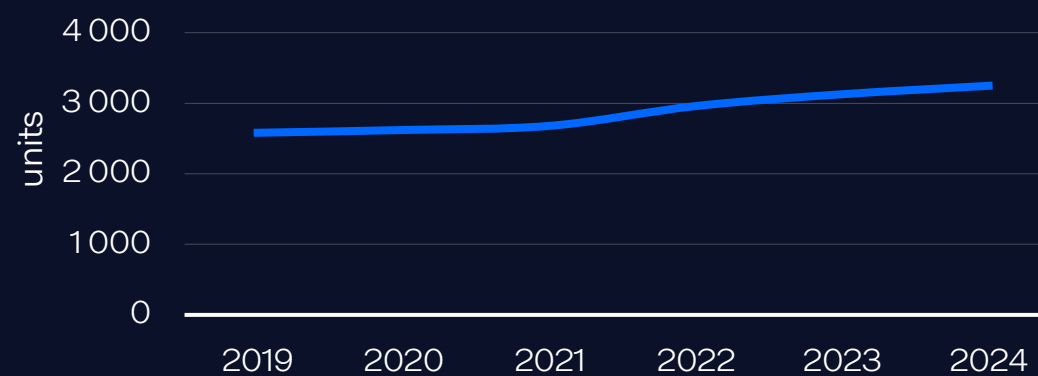
Multi-fuel fleet



Fleet age

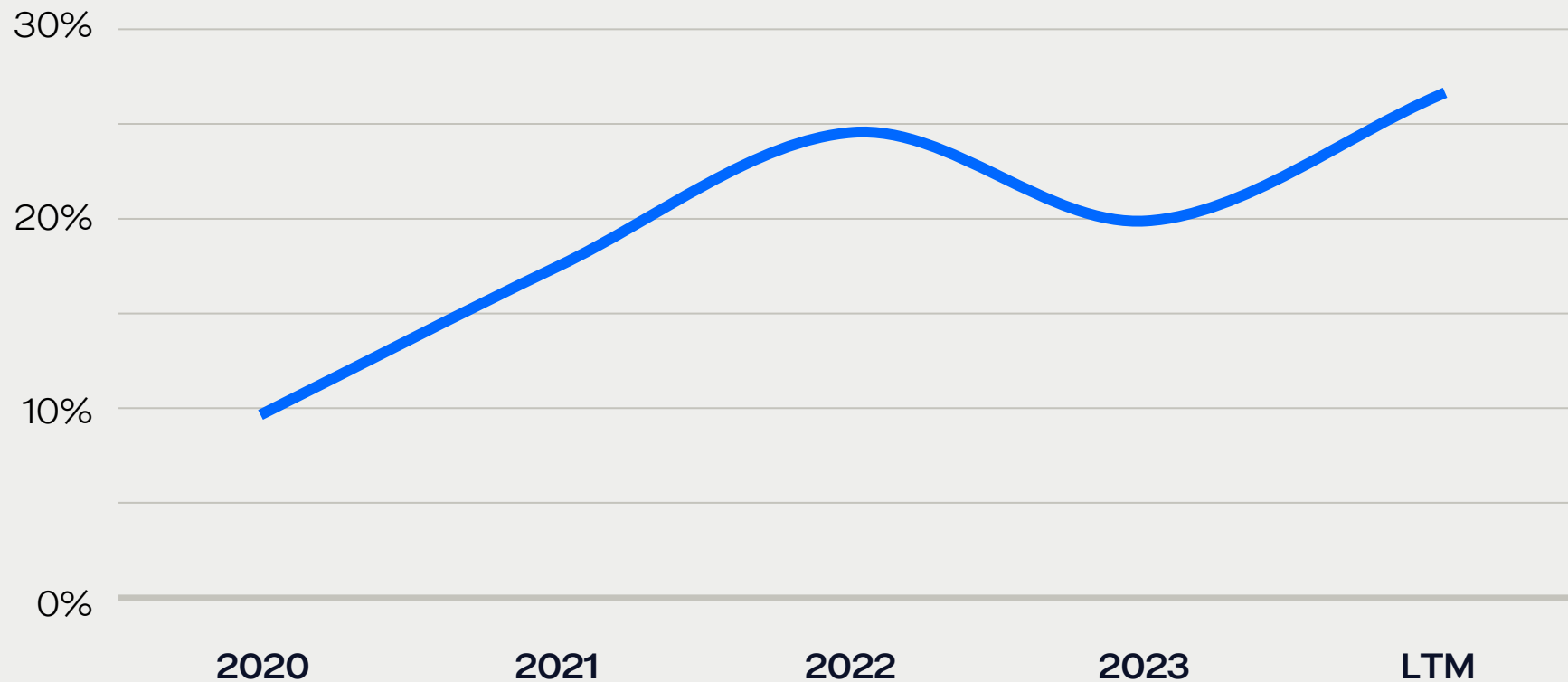


Installed base Offshore



Fuel transition

Contracted vessels, multi-fuel share



- Regulation drives the fuel transition – EU & IMO
- Green fuels not yet available at scale
- Resurgence of LNG

Portfolio transformation

**Energy
efficiency**



**Clean
fuels**



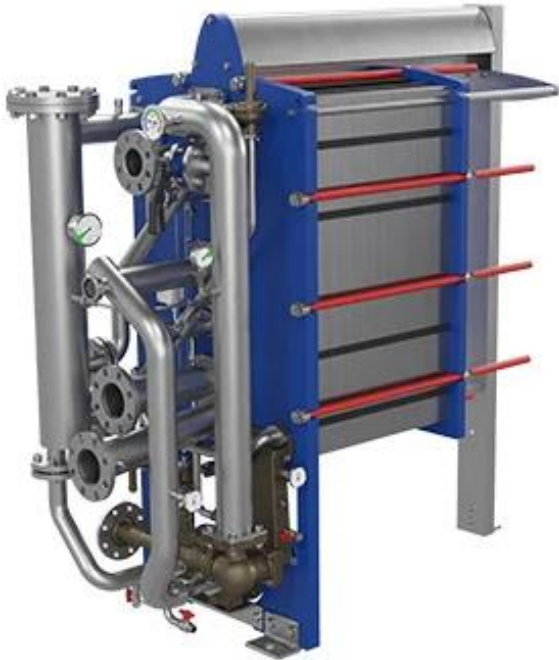
**Operational
practice**



Energy efficiency

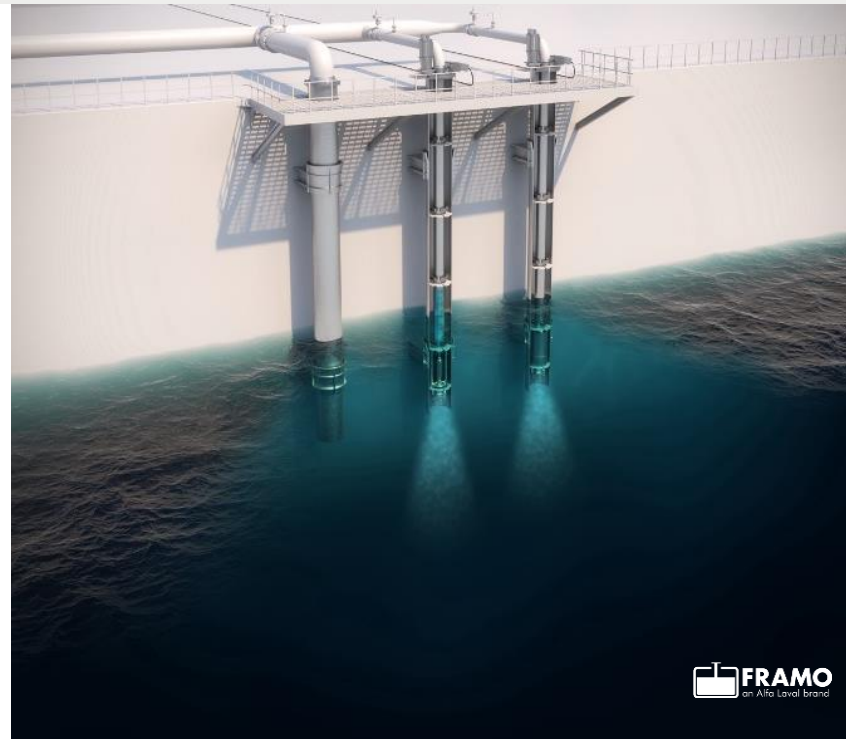
AQUA Blue E2

- Uses 50% less energy
- First unit delivered 2024



Submerged overboard turbine

- Reclaims 20-30% energy
- First unit delivered 2024



OceanGlide

- 5% avg. net energy saving
- Generation 2.0 release in 2025



CMD '24

Clean fuels

Multi-fuel solutions

- Ammonia fuel supply systems
- Pilot unit delivered 2024



Liquified gas pumps

- LNG fuel pump
- Pilot unit delivered 2024



Oceanbird

- Land prototype operational 2025
- First onboard installation 2025



Operational practice

Compliance management

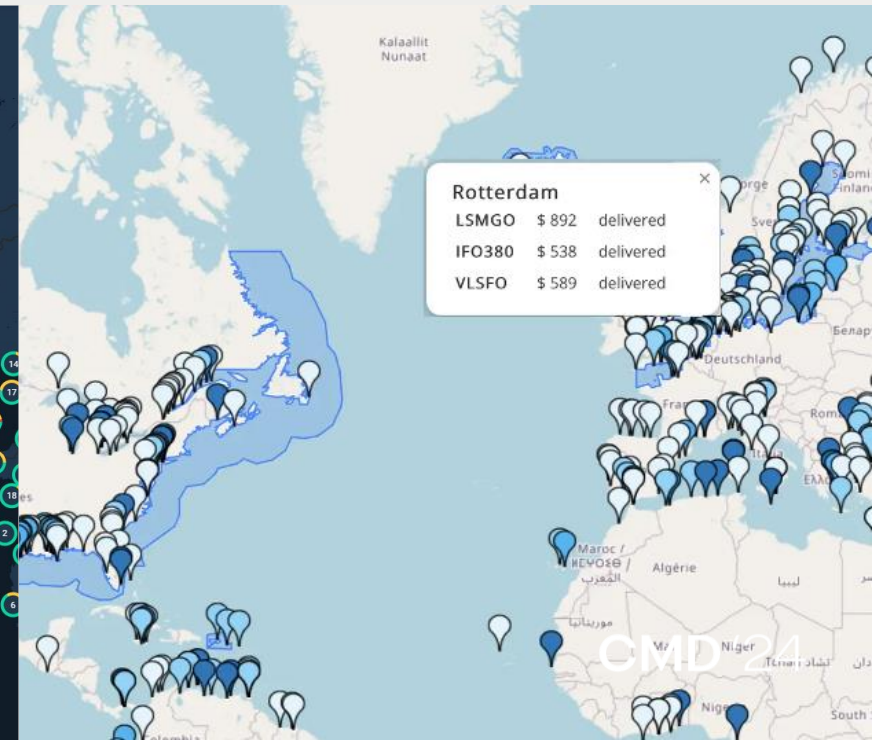
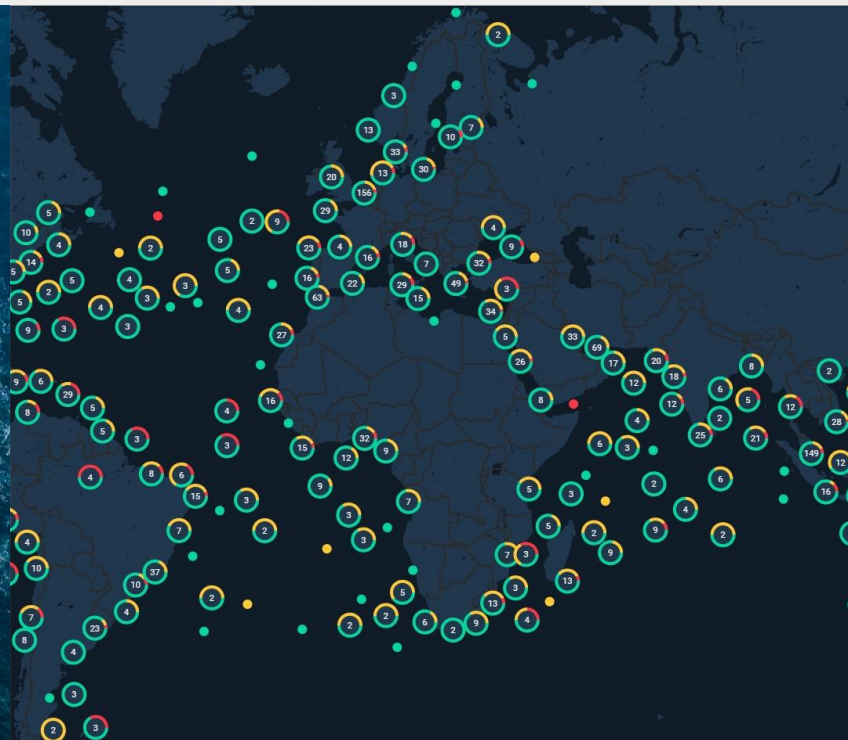
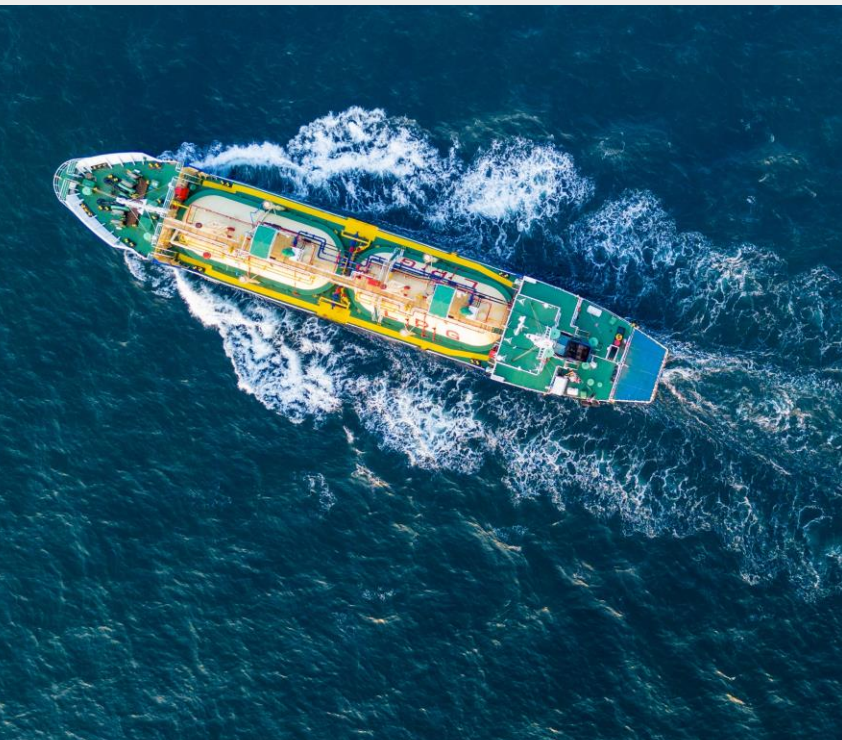
- Emissions reporting & compliance planning
- 3500+ vessels

Customer portal

- Real time health access
- Service management
- 2000+ vessels

Bunker management

- Optimize bunker plans
- Platform for enquiries and offers
- 100+ vessels

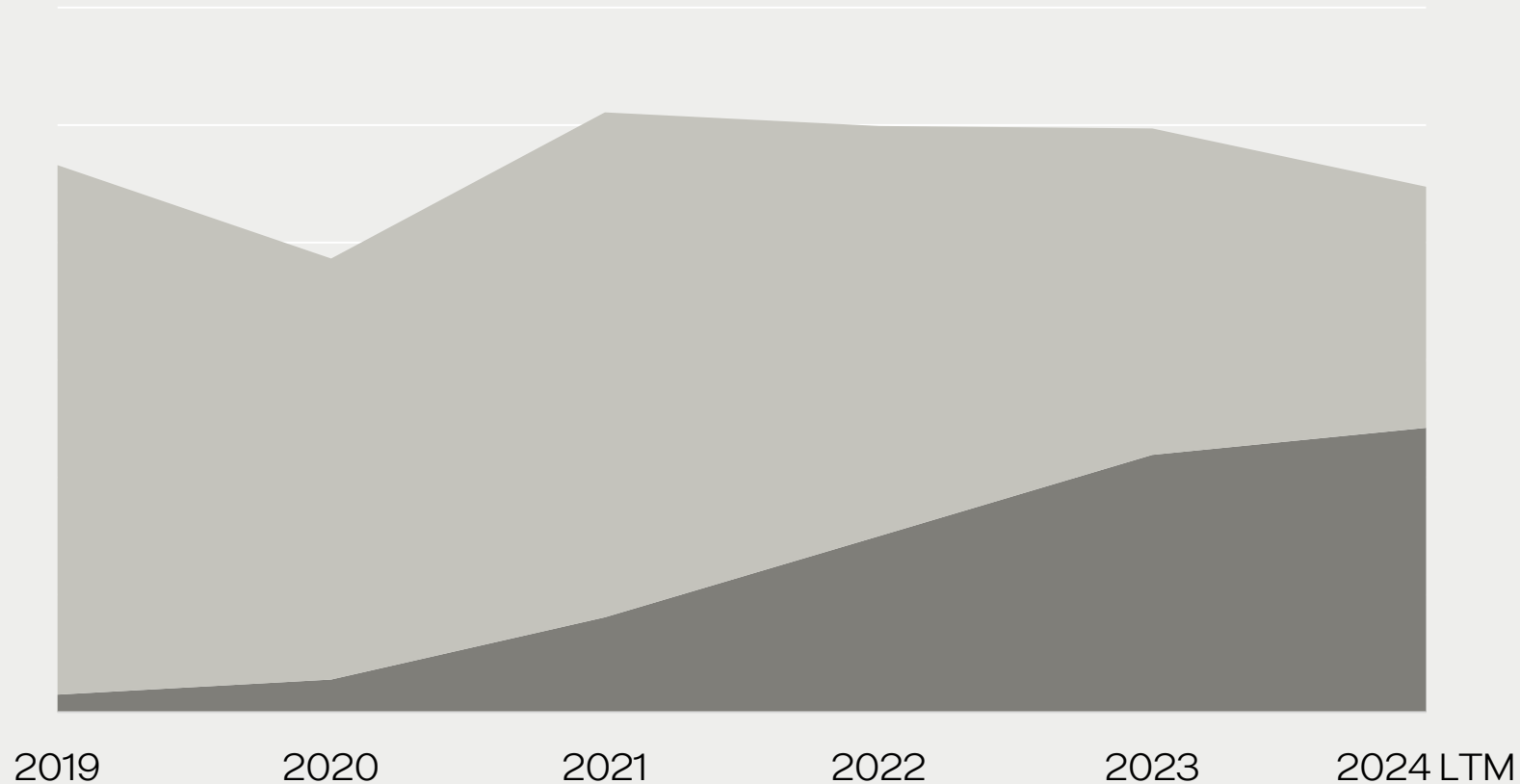


Transformation impact

Sustainability portfolio orders

■ BWT & PureSOx

■ Energy efficiency & Clean energy



Energy Efficiency and Clean Energy

- Multifuel solutions
- Energy saving devices

Our journey



StormGeo

2021
Alfa Laval acquires
StormGeo



2021
Oceanbird –
joint venture with
Wallenius



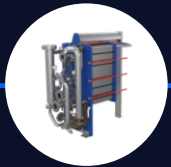
2021
E-PowerPack



2021
Methanol boiler



2021
Aquaculture SR
 **FRAMO**
an Alfa Laval brand



2023
E2 Freshwater
generator



2023
High Speed Separators
Biofuel



2023
Fluidic air lubrication-
acquisition of MPS



2022
BunkerMetric



2022
Scanjet



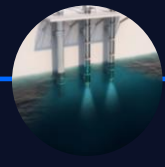
2021
LiftUP



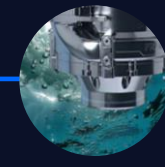
2023
Ammonia fuel supply
system



2024
Biofuel Puredry



2023
Submerged turbine
 **FRAMO**
an Alfa Laval brand



2023
Methanol fuel pump
 **FRAMO**
an Alfa Laval brand



2024
Liquified Gas pumps
 **FRAMO**
an Alfa Laval brand



Looking ahead

Improved
market
conditions

Energy transition
supportive

Well **balanced**
approach