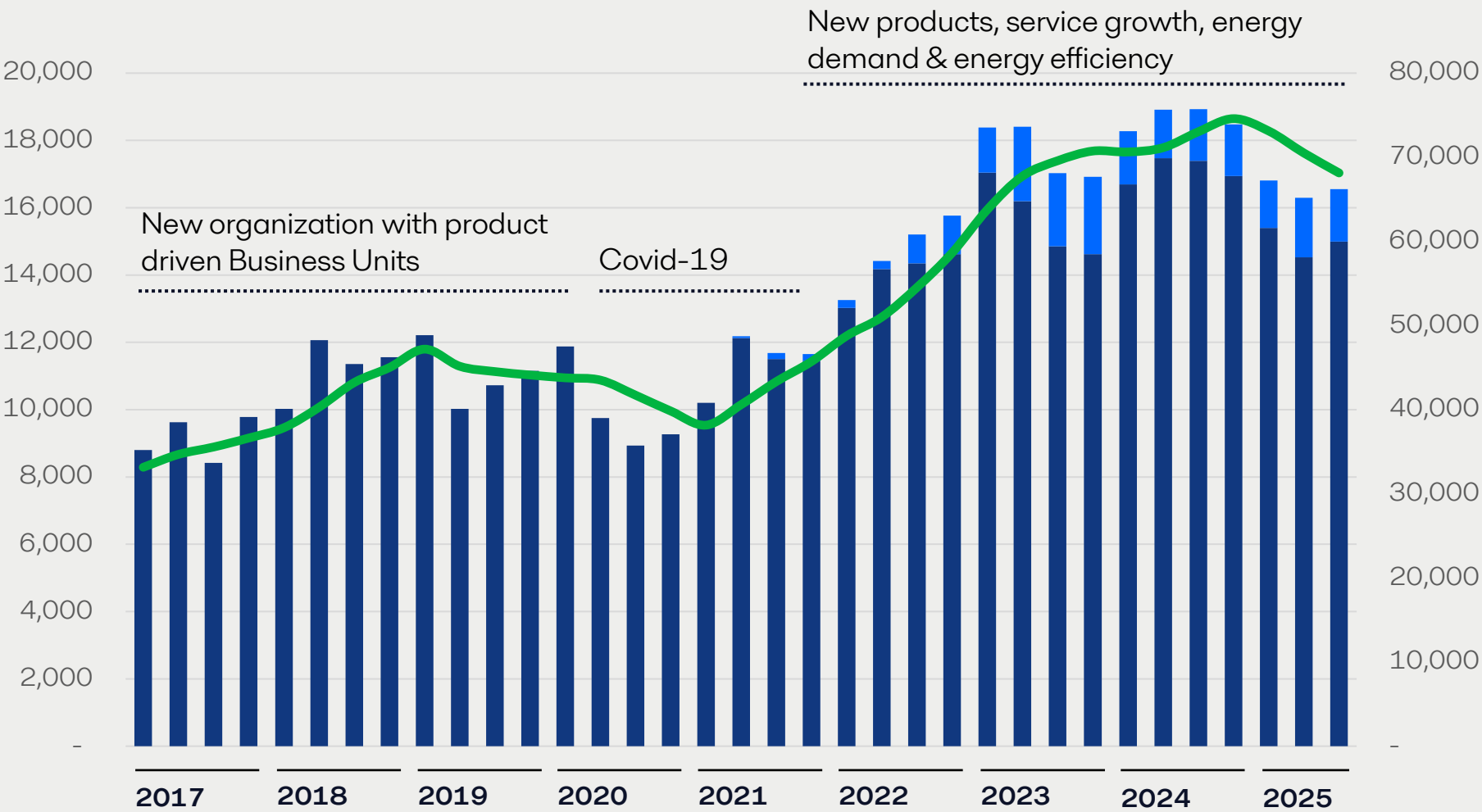


Financial update

Alfa Laval Group

Order intake, MSEK

- Organic
- Inorganic
- Order intake LTM



2017-2025 LTM

Organic growth
4%

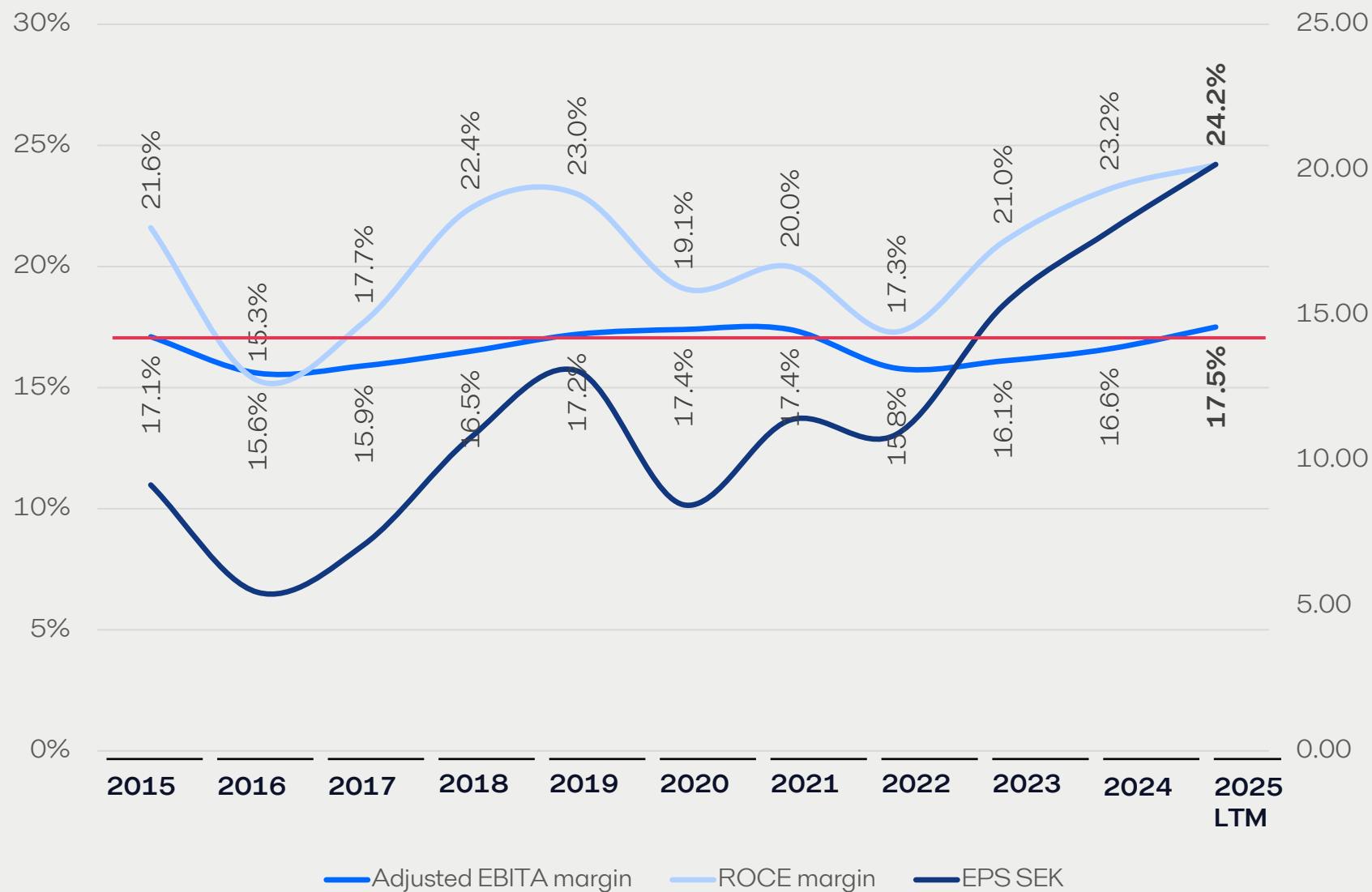
2021-2025 LTM

Organic growth
8%

TOTAL
10%

Alfa Laval Group

Profitability, MSEK



Key figures

EBITA, BSEK

2015	6,8
2025 LTM	12,0

Net income, BSEK

2015	3,9
2025 LTM	8,4

EPS, SEK

2015	9,15
2025 LTM	20,18

Dividend 2024

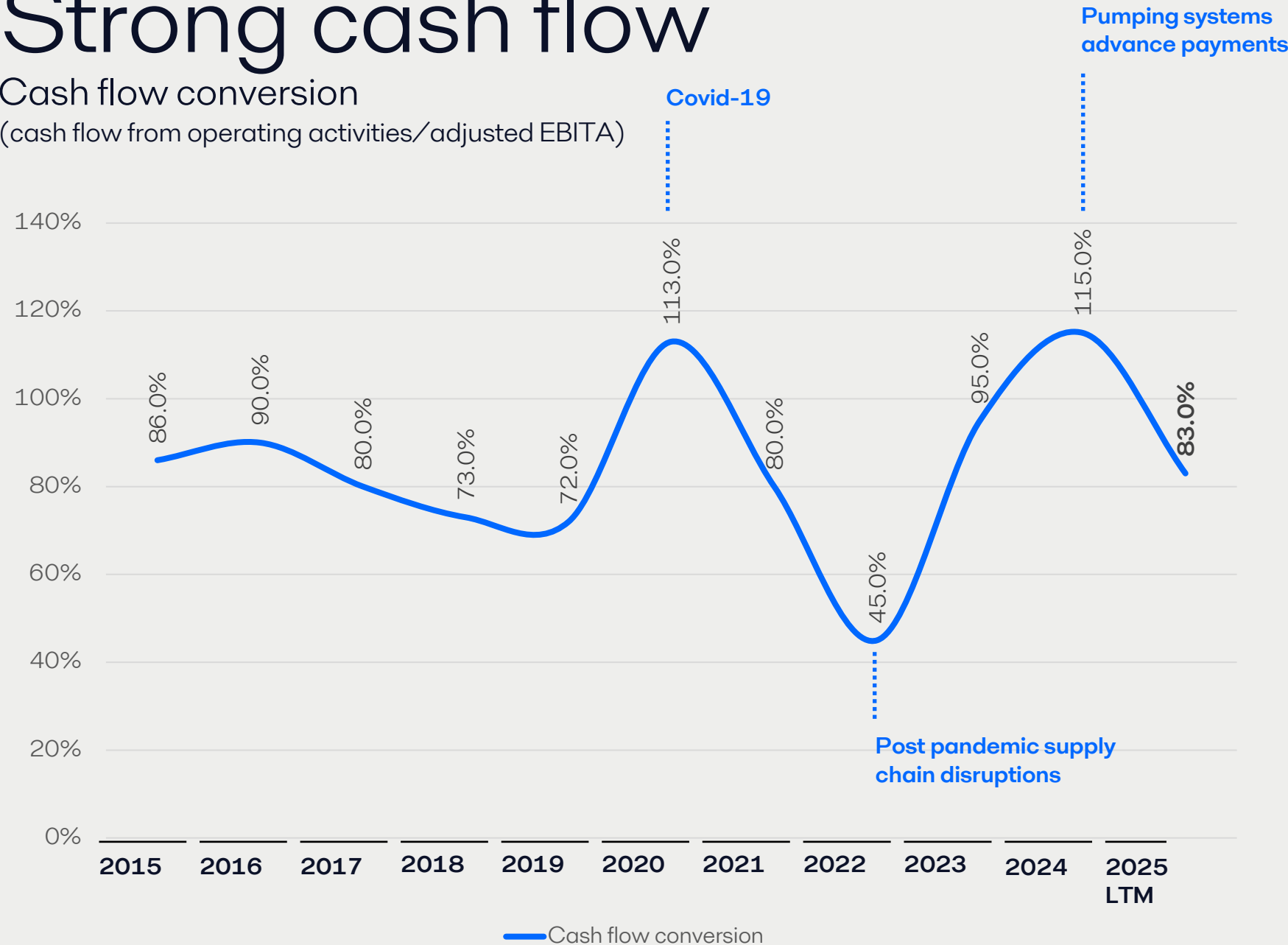
3,5 BSEK (+13%)

CMD '25

Strong cash flow

Cash flow conversion

(cash flow from operating activities/adjusted EBITA)



Key figures

Average cash flow conv.
84%

Cash flow from operations, BSEK
2015 5,9
2024 10,0

OWC/Revenue
15.9 %

Net debt / adj. EBITA
1.11

Inorganic growth

Energy Division

- Technology additions to the heat transfer portfolio.
- Increase service capabilities through digital and energy efficiency solutions.

F&P Division

- Broader portfolio in existing high profitable growth markets.
- Expand the offering in industrial flow and industrial wastewater treatment technology.

Ocean Division

- Expanding product portfolio for existing applications.
- Bolt on digital service providers to enhance our software offering.

CAPEX program 2023-2028

BSEK

	Energy Division	F & P Division	Ocean Division
Investments 2023-2025	~ 3.5 billion Heat exchanger capacity Heat exchangers footprint	~ 1 .5 billion Capacity Automation	~ 1.2 billion Restructuring Automation Capacity
Expected investments 2026-2028	~ 3.2 billion of which M&E 70%	~ 2.1 billion of which M&E 70%	~ 5.1 billion of which M&E 50%

Financial targets updated

Measured over a business cycle

Growth (Sales)

7%

CAGR L3Y*
11.9 %

Adj. EBITA

17%

Avg. L3Y*
16.7%

ROCE

20%

Avg. L3Y*
22.8%