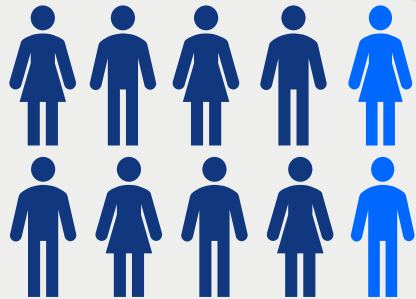


Food & Pharma Division

World population is

Increasing

In 2060, we will be **10 billion** people. This is an **additional 2 billion** people, **25%** more



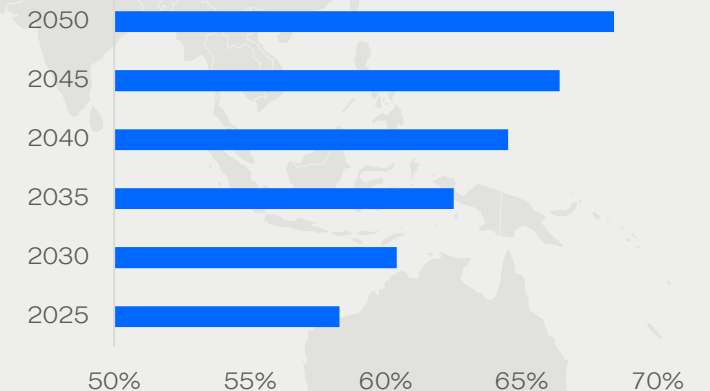
Aging

The **share of elderly will double** from 0.75 billion to 1.6 billion

X2

Urbanizing

Today, over 50% of the world population live in **urban** areas. By 2050, urban population will grow to close **to 70%**



The world needs more **nutritious** food

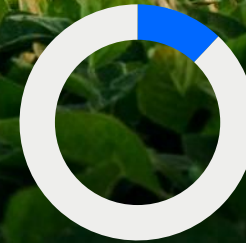


Drivers

- Population growth
- Income rise and change to protein and calorie-rich diets
- Urbanization, driving more prepared food production

Addressable market size

152 BSEK



Market share

12 %

Annual growth

2-3 %

The world needs more **clean water**

Drivers

- Population growth
- Urbanization
- Growing water scarcity
- Climate change & extreme weather events

Addressable market size

21 BSEK



Market share

7 %

Annual growth

3-4 %

CMD '25

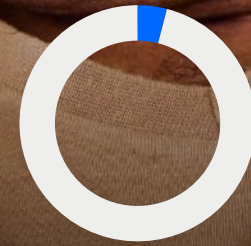
The world needs more **safe medicine**

Drivers

- Population growth
- Elderly population more than doubling
- Rising incomes and better healthcare systems

Addressable market size

37 BSEK



Market share

4 %

Annual growth

5-6 %

Food & Pharma growth areas

The building blocks to 100 BSEK



Invest more in innovation

Technological leaps backed by increased R&D spending

Product innovation



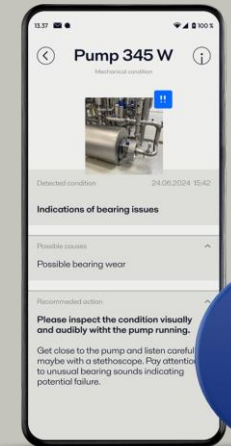
Service innovation



Application innovation



Digital solutions innovation



CMD '25

Profitable growth drivers

Digital tank



Palm oil extraction

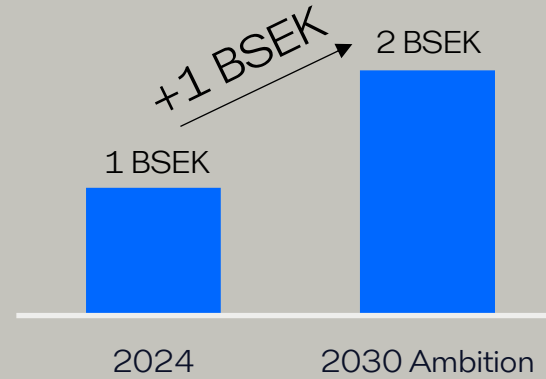


Single-use separators

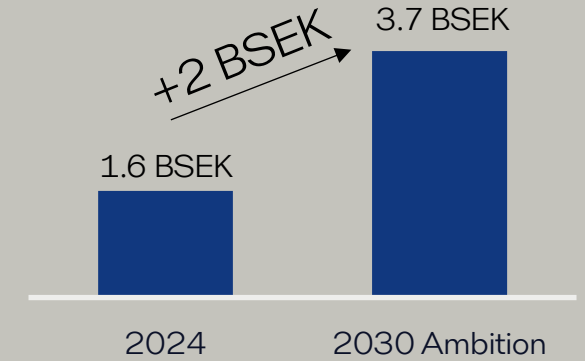


Driving cross-BU industry strategies

Protein



Pharma

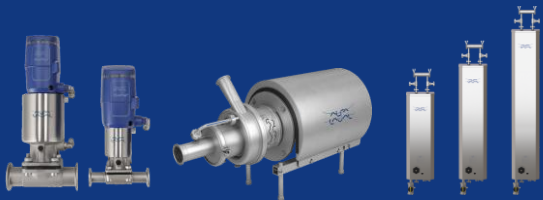


The pharma strategy

01

Drive our current offering

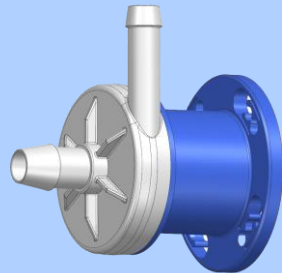
Feet on the street with pharma competence



02

Take a bigger position in single-use

Expand single-use offering beyond High Speed separators



03

Drive water reuse solutions

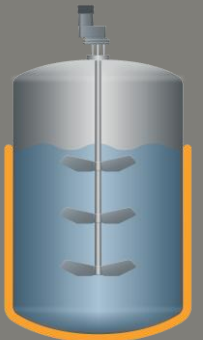
Build and expand effluent treatment and reuse solutions with membranes



04

Explore additional process solutions

Explore the possibility to take “mid-stream” position with a complete offering

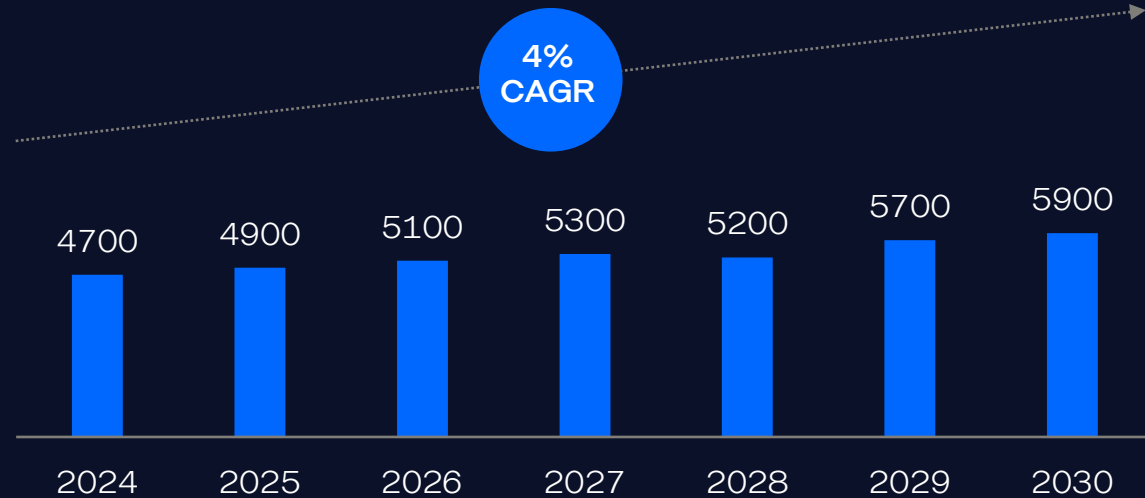


Untapped potential in industrial flow

The industrial applications including water constitute a large flow market

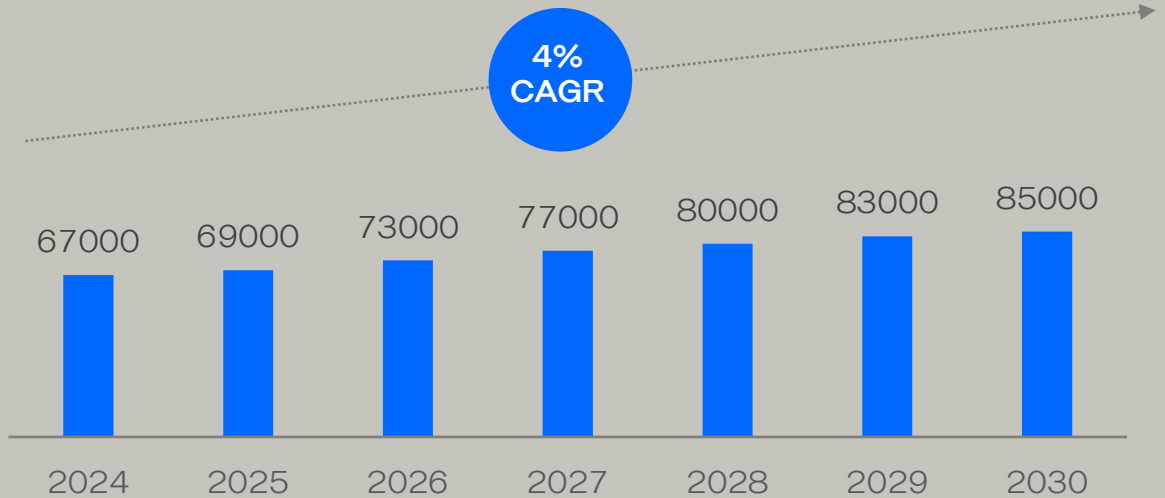
Market value 2024-2030 (MSEK)

Pumps in industrial food applications



Industrial applications: ethanol, sugar & starch, industrial fermentation, oils & fats

Pumps and valves in wastewater treatment and sludge management



CMD '25

How to tap the potential in industrial flow?

01

**Adapt our
current hygienic
flow offering**

02

**Create a
dedicated BU**

BU Water, Industrial Flow &
Heat Transfer Technologies

03

**Capitalize on the
substantial
service
opportunities**

04

**Drive a clear
acquisition strategy
in industrial flow and
water technology**

A new structure, scaled for future and enabling dedication in sales

Division

A new and simplified structure

BU Hygienic Fluid Handling & Heat Transfer Technologies (BU HFH)

BU Separation Technologies (BU SET)

BU Water, Industrial Flow & Heat Transfer Technologies (BU WIFH)

BU Process Engineering Solutions (BU PES)

Sales companies

Dedicated resources

Distribution and integrator channel management expertise

Separation technology expertise

Industrial food and water technology expertise

Large project sales expertise offering engineered solutions

Growth markets

Dairy, Beverages and Pharma

Hygienic & Industrial Food markets and Pharma

Industrial wastewater, Oils & fats, starch and Industrial fermentation

Oils & fats, Beverages, Proteins and Prepared foods

Food & Water

Food & Pharma

Position Alfa Laval as a
trusted pharma partner

