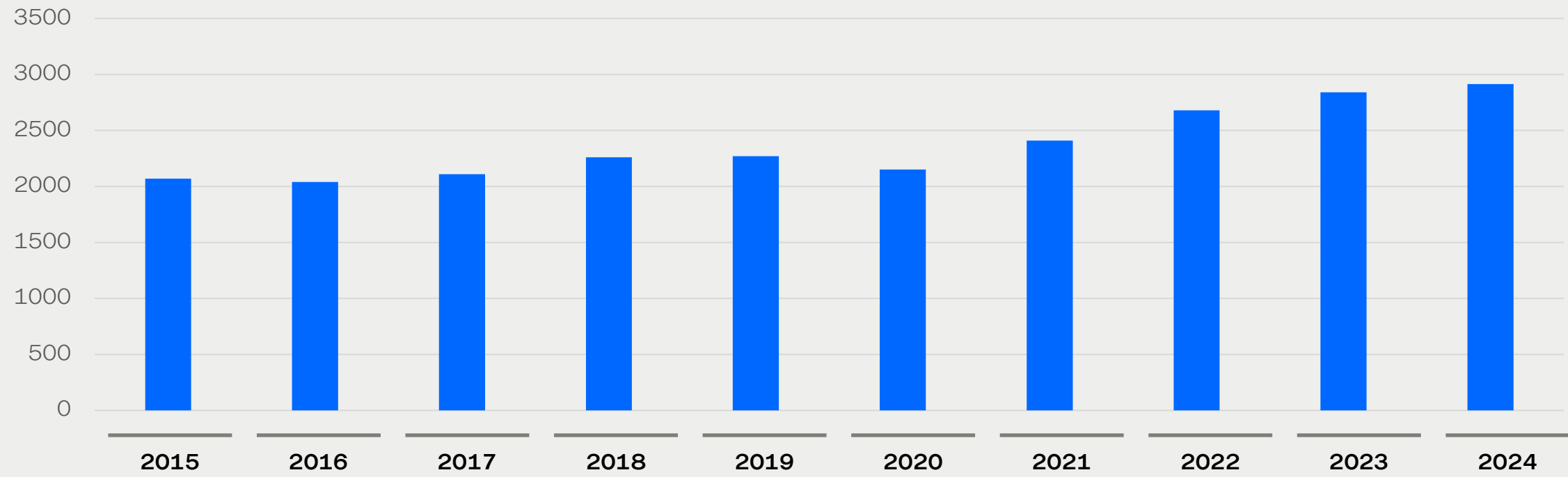


Strategy update

US industrial production 2015-2024



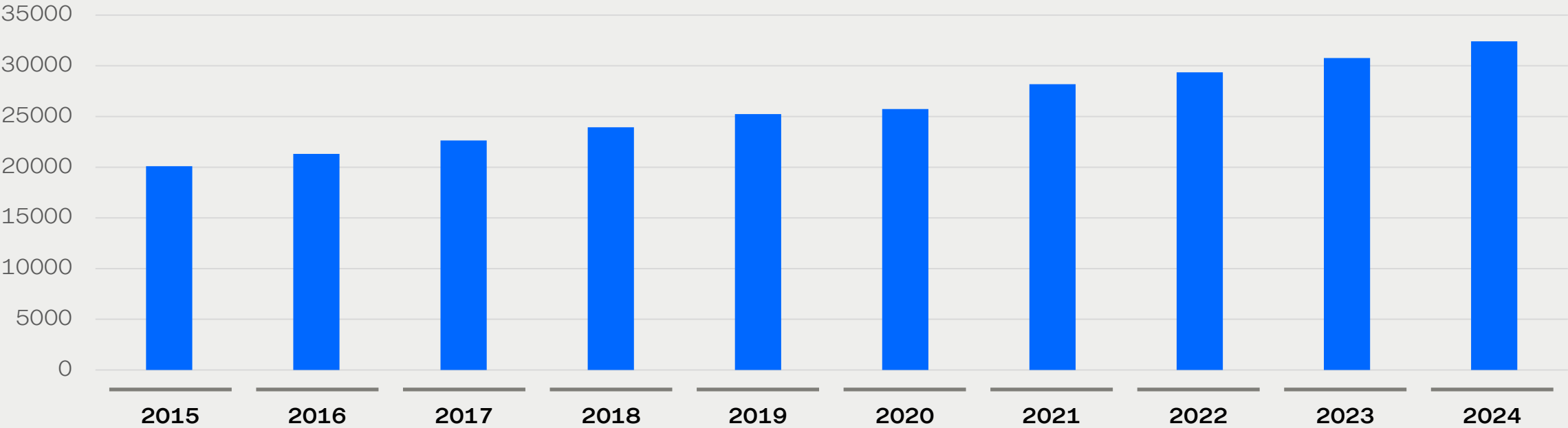
Billion, USD



China industrial production 2015-2024



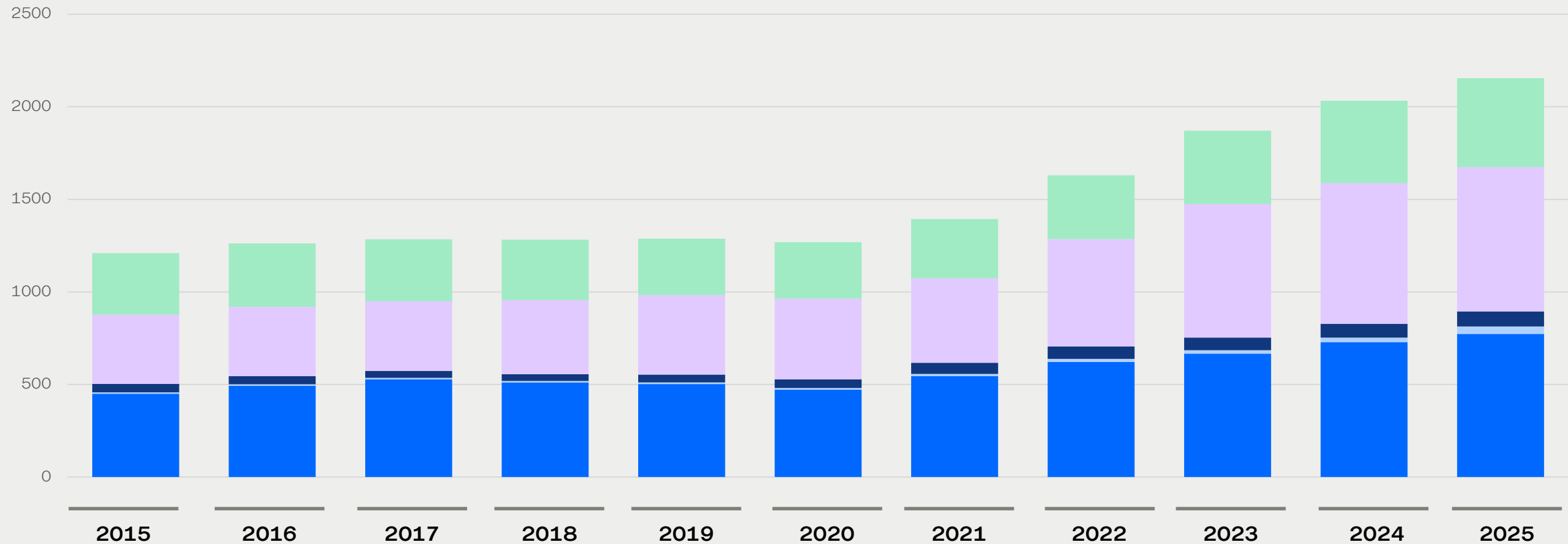
Billion, CNY



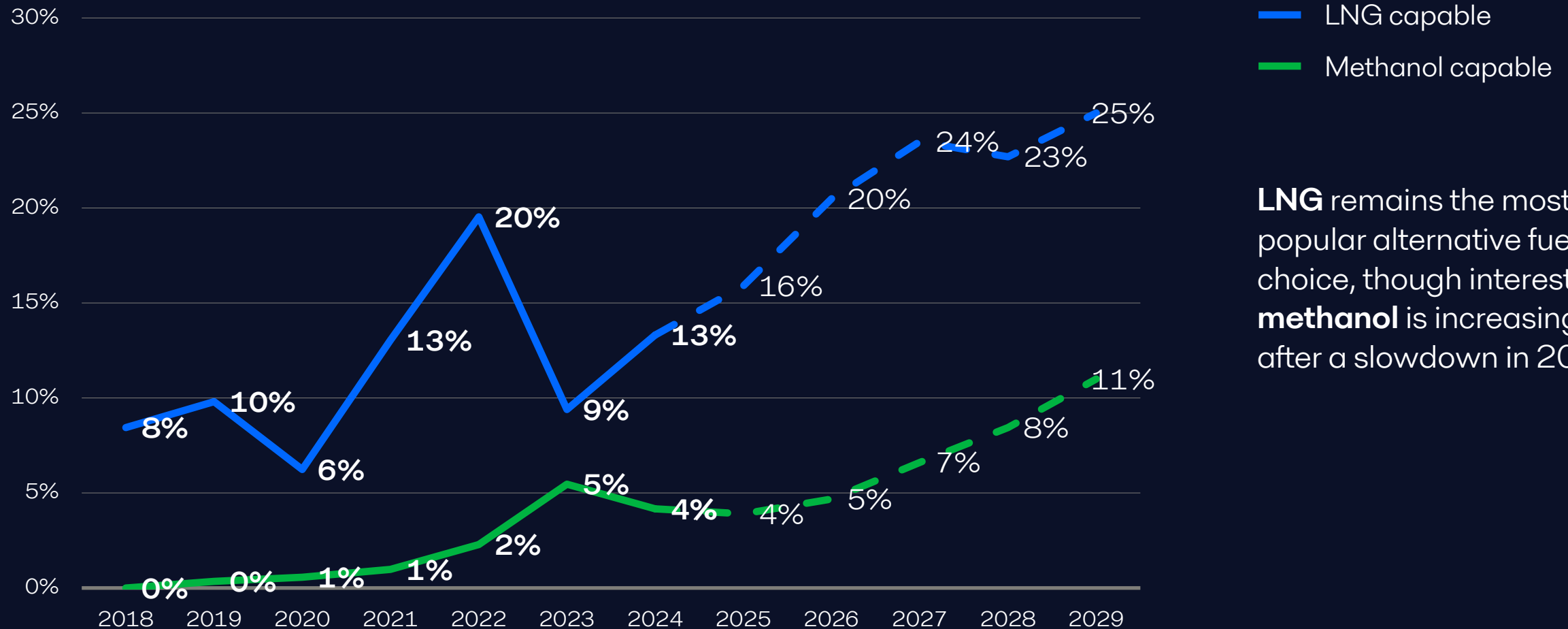
Investments in renewables 2015-2025

- Energy efficiency and end use
- Renewable power
- Low-emission fuels
- Grids & storage
- Nuclear and other clean power

Billion, USD



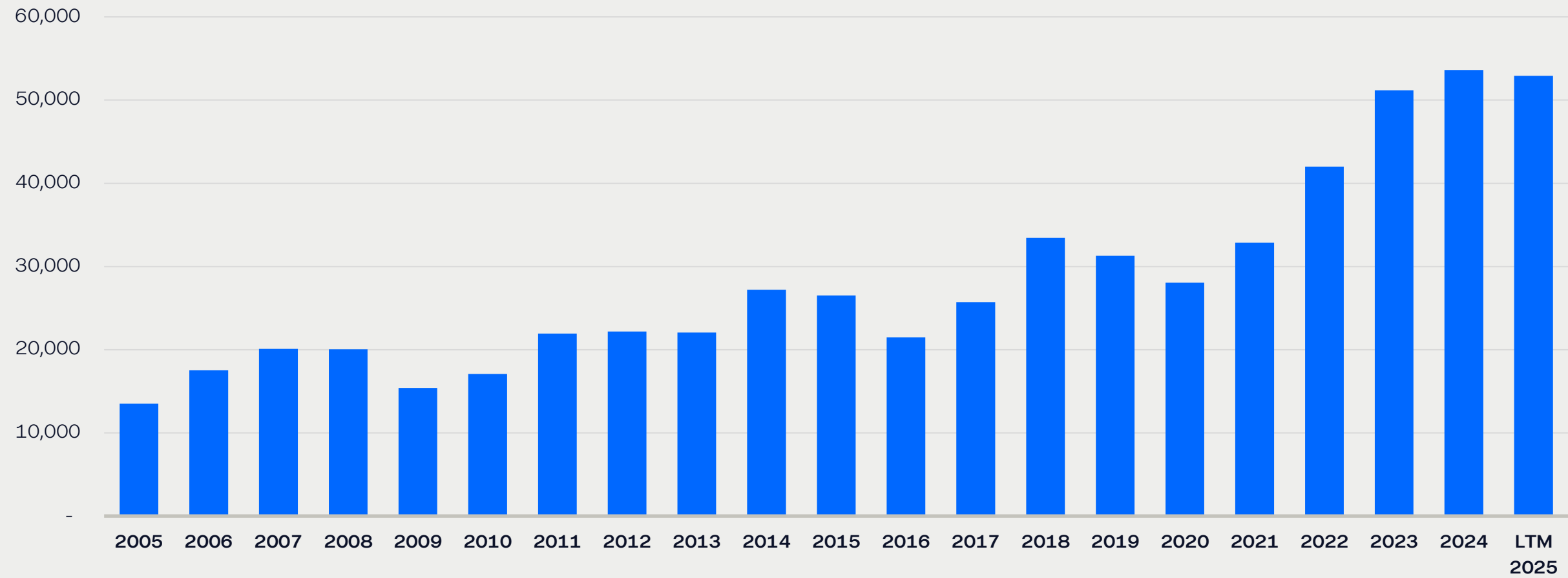
LNG and Methanol share



LNG remains the most popular alternative fuel choice, though interest in **methanol** is increasing after a slowdown in 2024.

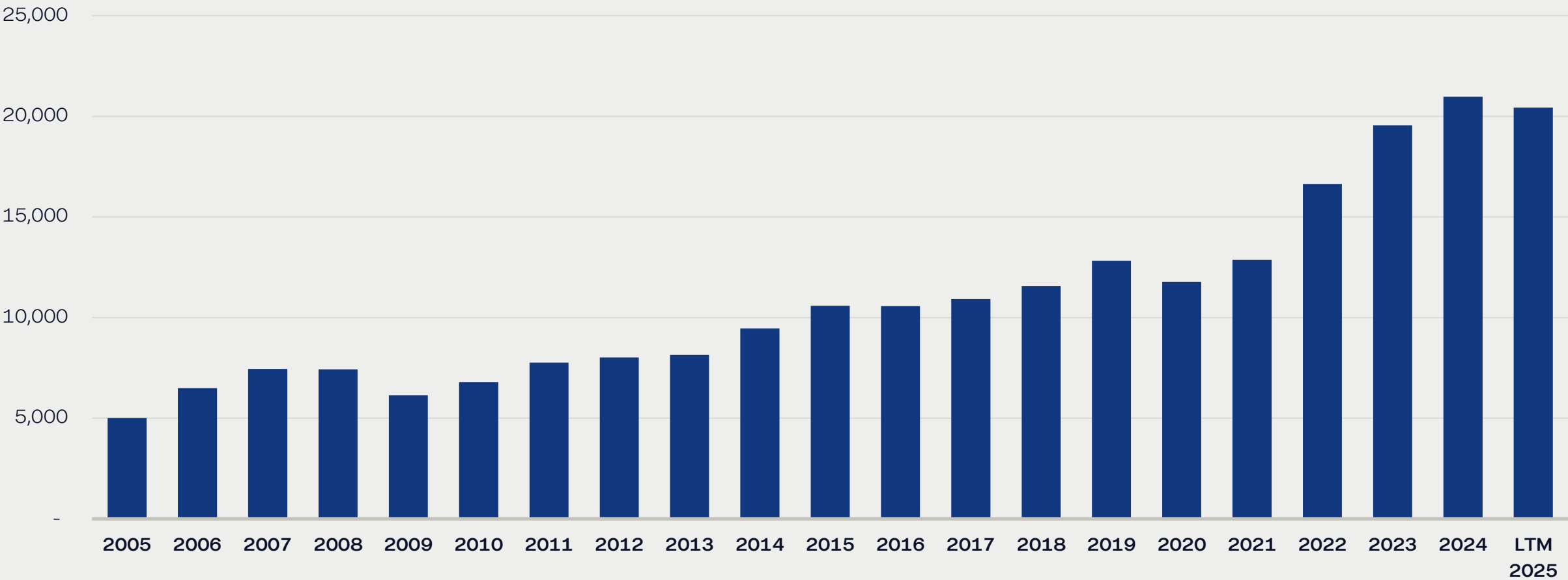
Capital sales 2005-2025

Billion SEK



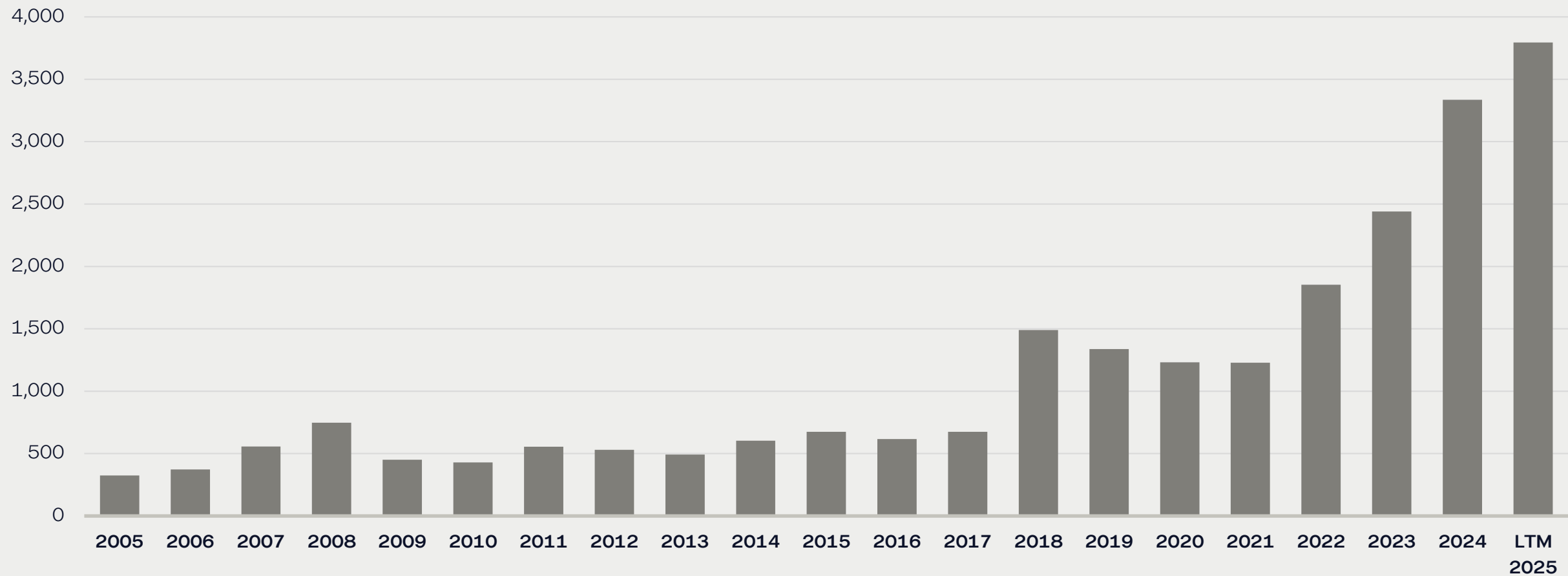
Service sales 2005-2025

Billion SEK



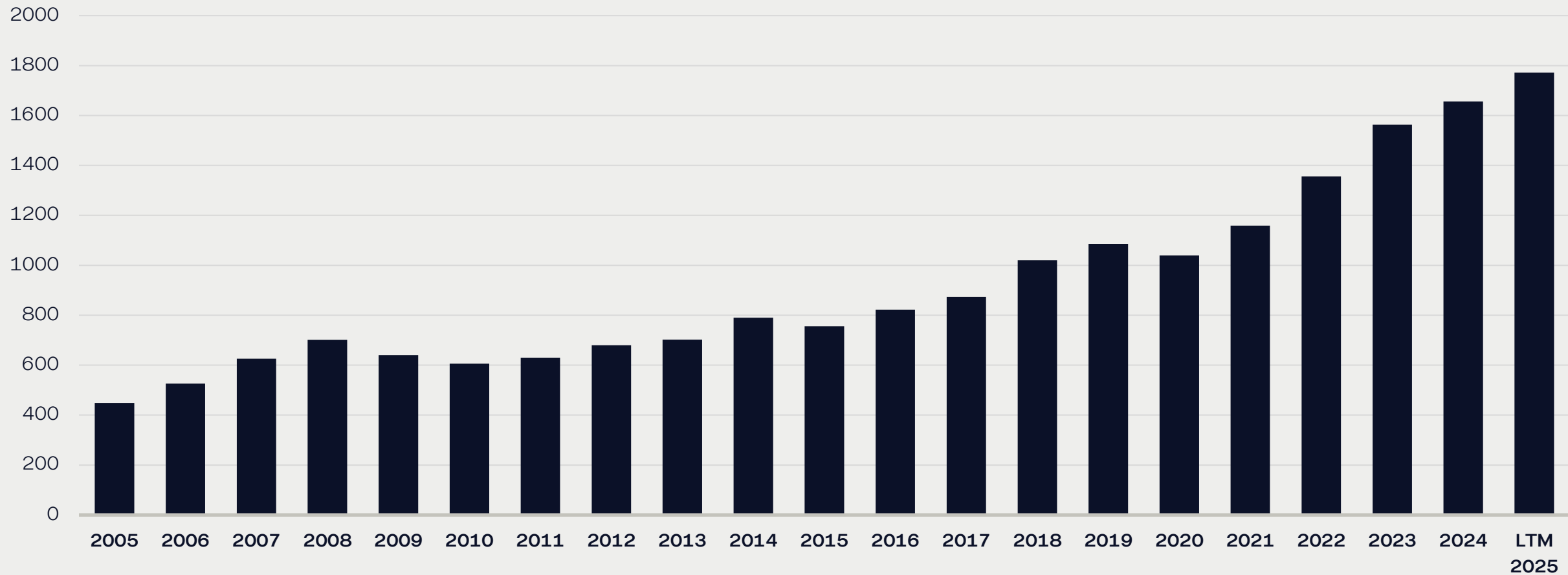
CAPEX investments 2005-2025

Billion SEK



R&D investments 2005-2025

Billion SEK



Investing in growth

2021-LTM 2025

Growth per year (incl. acquisitions, currency and inflation)

	Energy Division	F&P Division	Ocean Division
CAPEX	36%	19%	34%
R&D	22%	16%	6%
SG&A	18%	21%	18%
FTEs	10%	8%	10%

The road to 100 BSEK



The three buckets of growth

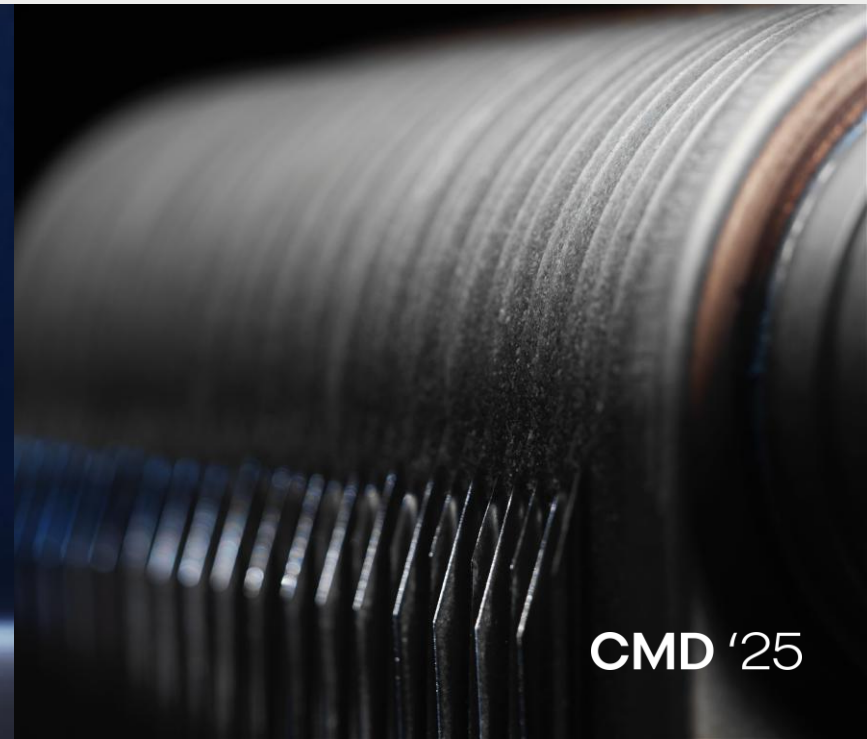
Evolve



Expand



Explore



CMD '25

Evolve

Order intake

2022

40 BSEK

2025

51 BSEK

Growth

28%

Sales

2022

42 BSEK

2025

55 BSEK

Growth

31%

Expand

Order intake

2022

15 BSEK

2025

15 BSEK

Growth

0%

Sales

2022

9 BSEK

2025

13 BSEK

Growth

44%



Explore

Order intake

2022

1 BSEK

2025

2.5 BSEK

Growth

250%

Sales

2022

0.7 BSEK

2025

1 BSEK

Growth

43%

Removing barriers to scale



Group Management



Tom Erixon
CEO & President



Fredrik Ekström
EVP, CFO



Emma Adlerton
EVP Group Affairs



Joakim Vilson
EVP HR



Julien Gennetier
EVP GSS



Thomas Møller
EVP Energy Division



Sammy Hulpiau
EVP F&P Division



Martijn Bergink
EVP Ocean Division



The essence of Alfa Laval

Purpose / tagline

Pioneering
Positive Impact

Strategy

The transition leader

Values

Team play

Dedication

Respect

Exploration

Business principles

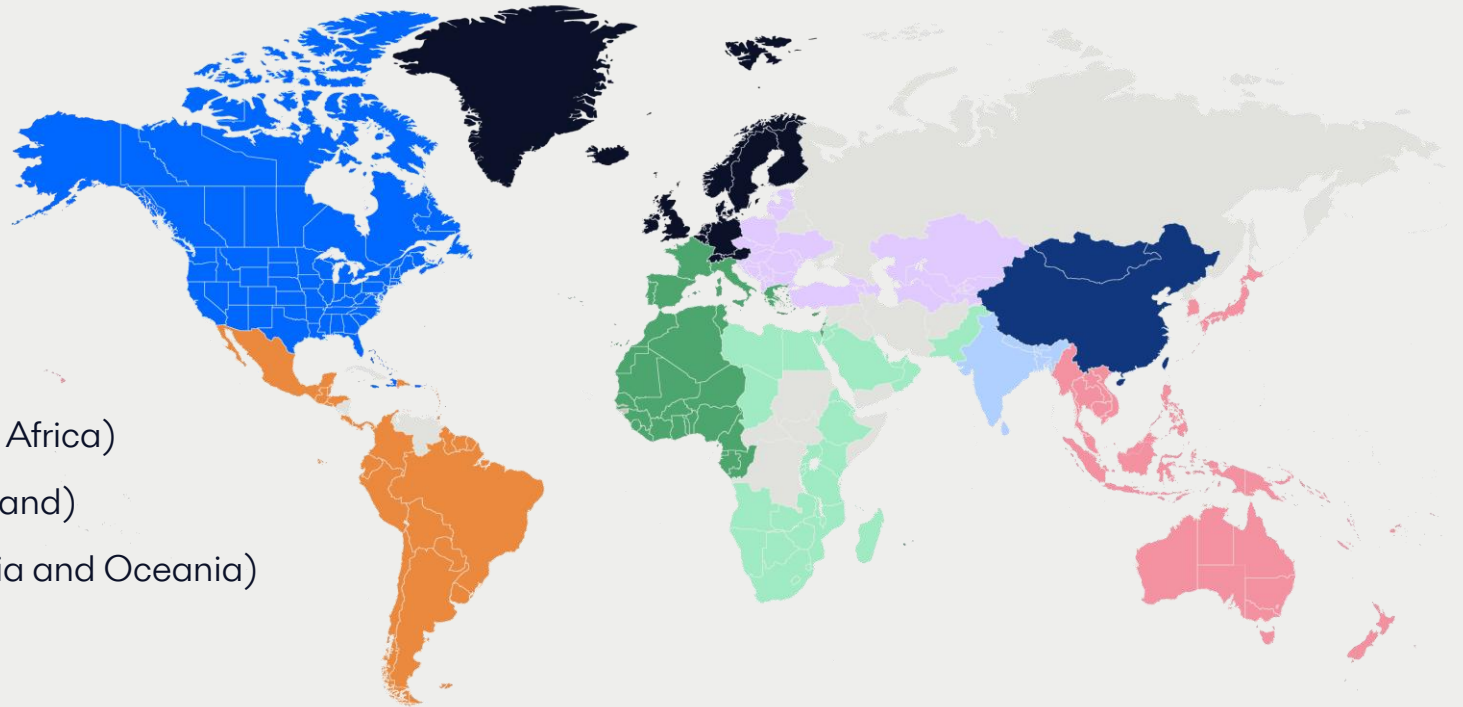
Workplace

Industry

Society

Sales Regions & Sales Companies overview

- North America (US and Canada)
- Greater China (China and Taiwan)
- India
- Middle East, South & East Africa
- Eastern Europe (Central & Eastern Europe and Türkiye)
- Southern Europe (Adriatic, Iberica, France & North West Africa)
- Northern Europe (Mid-Europe, Benelux, Nordic, UK & Ireland)
- Asia Pacific - APAC (South Korea, Japan, Southeast Asia and Oceania)
- Latin America (Brazil and Hispanic America)



The future setup

Moving towards fewer stronger business units

