

ALFA
LFA

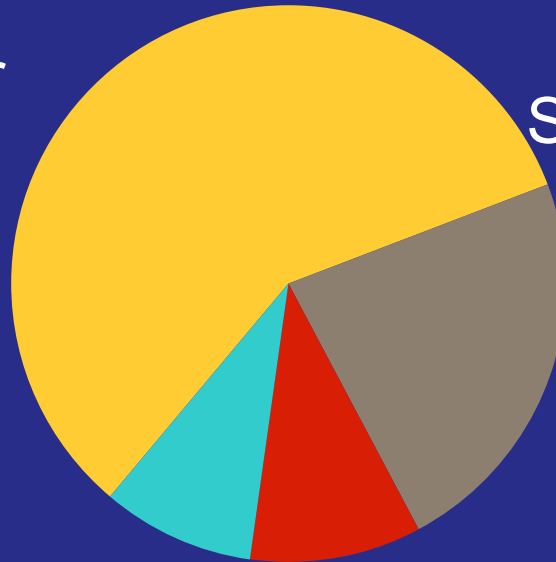
Alfa Laval

Presentation

Capital sales / Technology



Heat transfer
58%



Separation
23%



Fluid handling
9%

Other
10%



We serve most industries

Biofuels

Biotech and pharmaceutical

Chemicals

Crude oil refinery

Engine and transport

Fluid power

Food and beverages

HVAC

Industrial fermentation

Latex

Machinery



Marine and diesel

Metal working

Mining and mineral processing

Oil and gas

Power

Pulp and paper

Refrigeration and air-conditioning

Semiconductor systems

Steel and coke oven gas

Sugar

Wastewater treatment

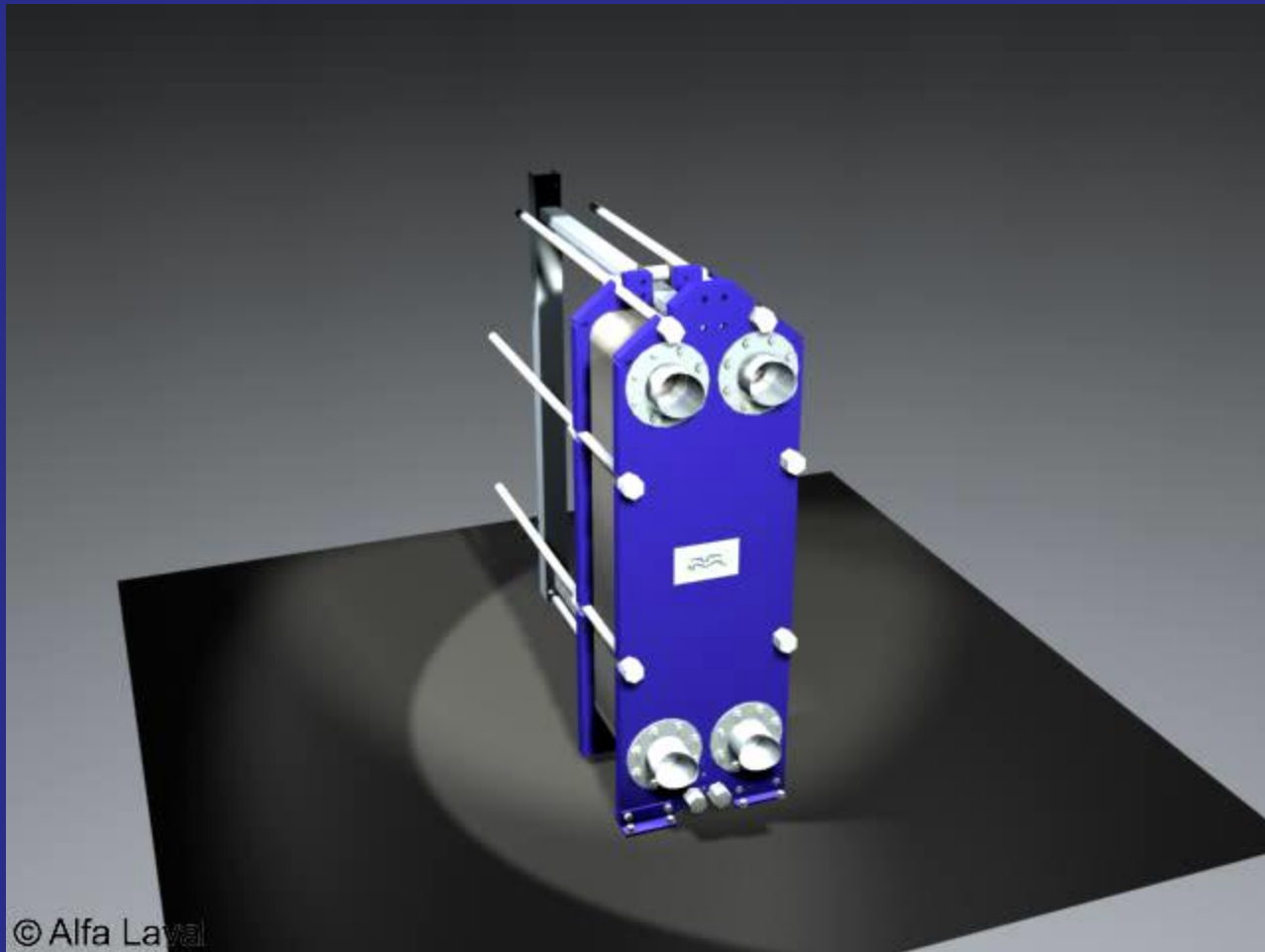
Key figures 2014

MEUR (1 EUR = 9.120862 SEK)

■ Order intake	4 019
■ Invoicing	3 845
■ Adj EBITA	646
■ Adj EBITA as % of sales	16.8
■ ROCE as %	20.5
■ Average No. of employees	17 109

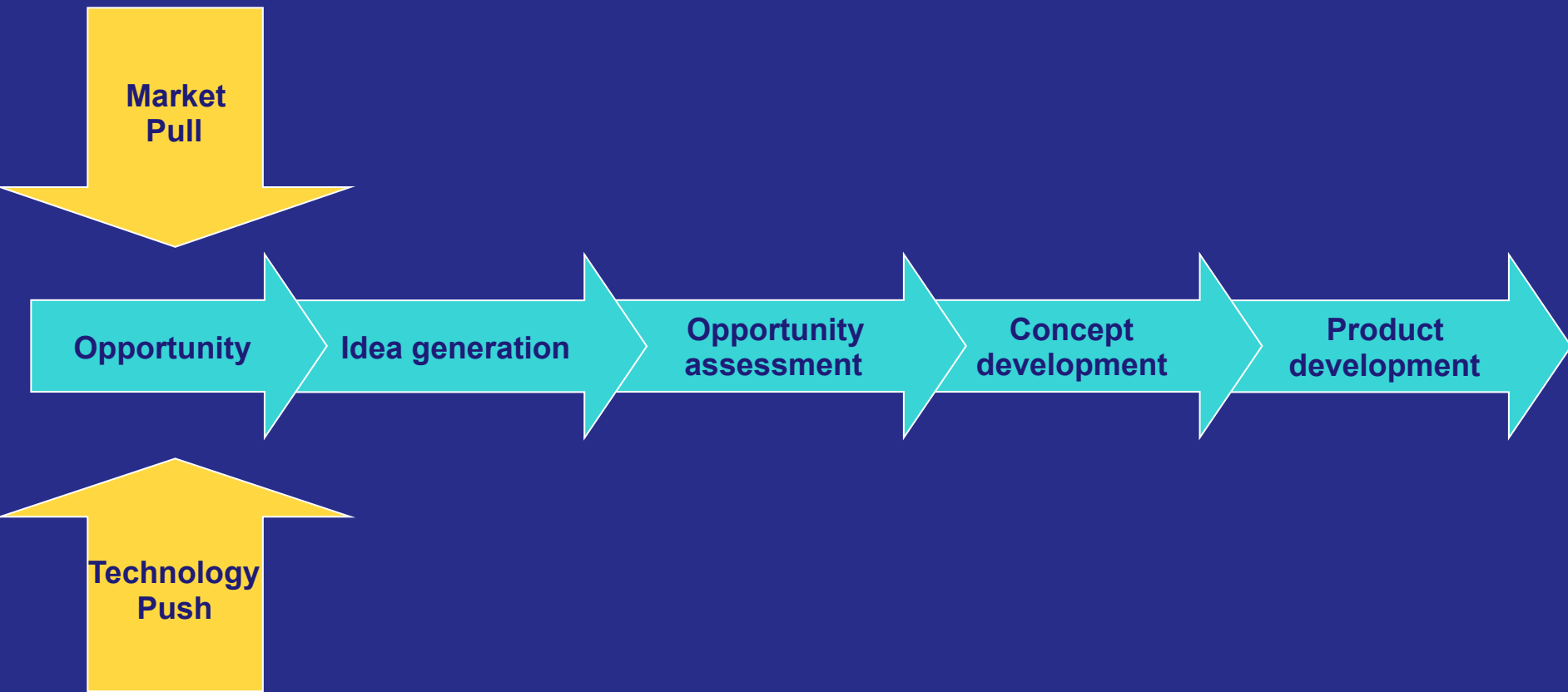


Plate heat exchanger



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Generic development process



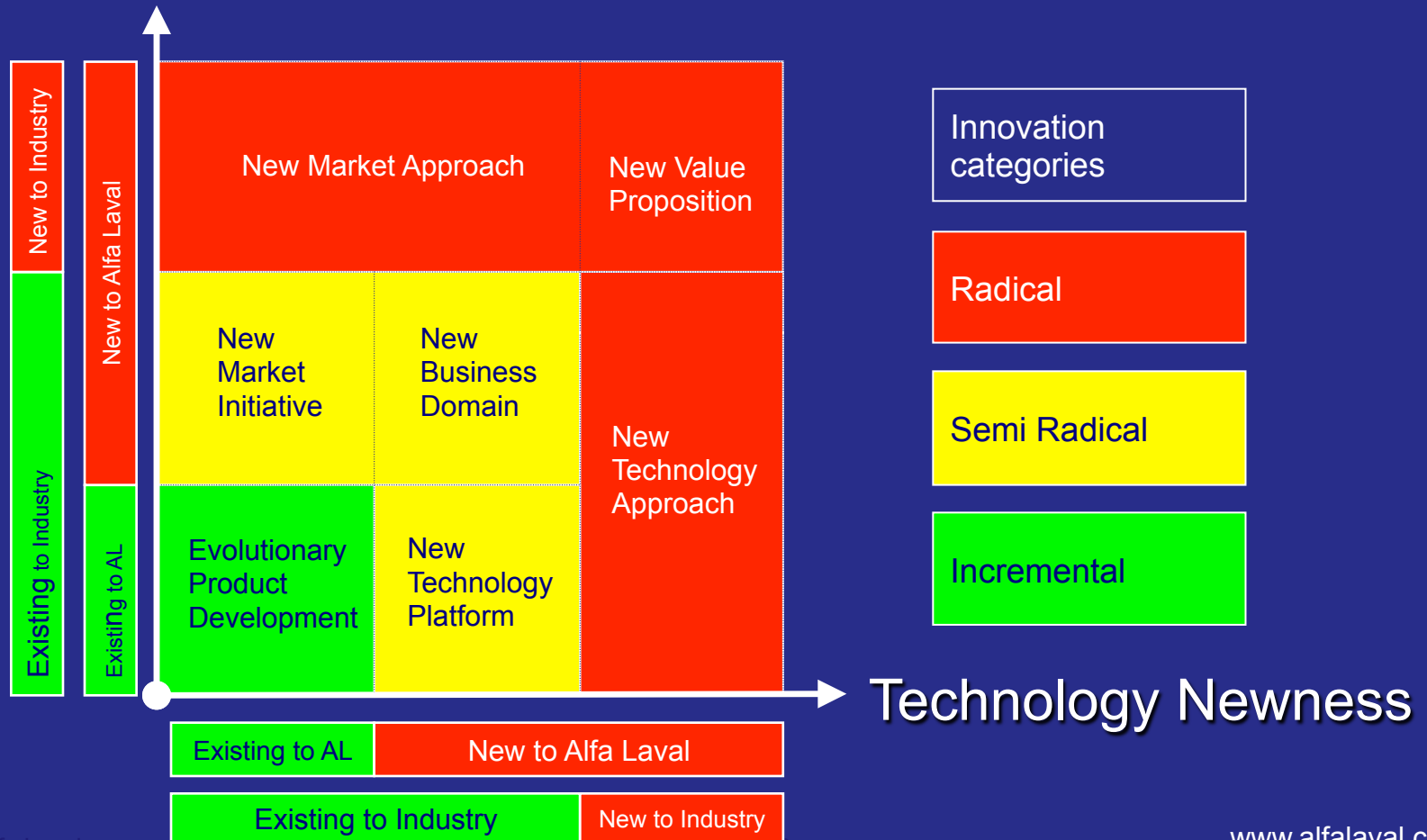
Technology/Product strategy

**Portfolio
management**

**Project
management**

Innovation categories

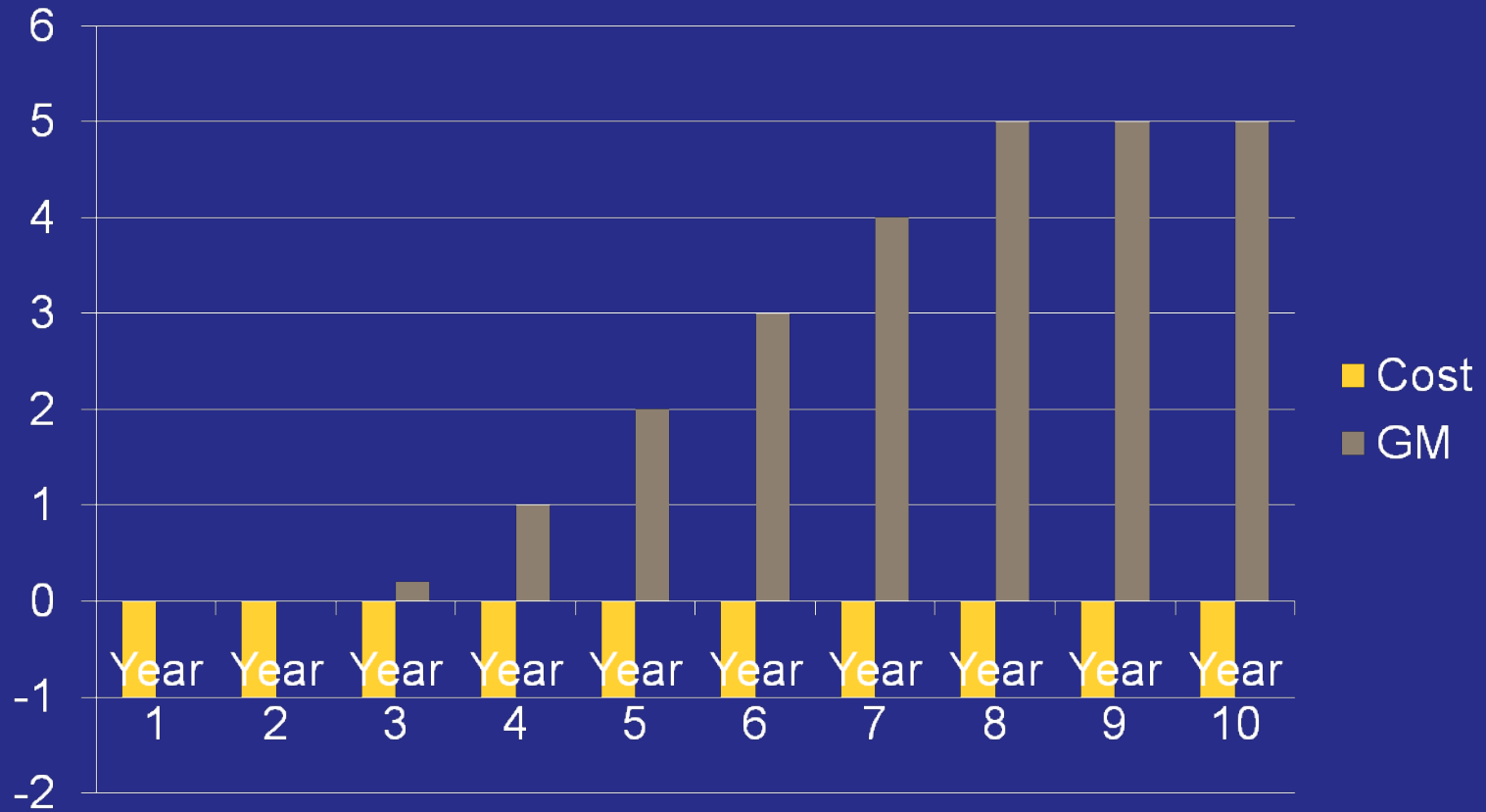
Market Newness



Return of Investment model

- BoozAllenHamilton;
 - Total spending of Research function
 - Return defined as GM of commercialised products based on research added value
 - 5-10 year perspective is needed
 - Value of improved competence/knowledge to be added outside model

Research Rolnnovation level



Radical innovations

Radical innovations
generate higher
gross margins !!!

Industrial Heat Exchanger Market

