



Ahlstrom Capital Markets Day 2013
Product & Technology Development - Growing through differentiation

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Ahlstrom Product & Technology Development

Growing through differentiation



Customer driven innovation

- Well established processes
 - Outcome Driven Innovation® (ODI)
 - IDEA
 - SYNERGY Customer Ideation Centers

Investments

- Shanghai Technology & Product Development Centre
- Bring our testing capabilities to customers' level, speeding up our development
- Invest in product development for Life Science, Composites & Energy
- R&D expenditure increased to 1.7% of net sales

Strengthening product pipeline

- Intensify innovation and increase the speed of development projects
- Speed-up time to market
- Strategic KPI: Sales from new products* at least 20%
 - The rolling 12-month figure was 13% as of Sept. 30, 2013

Product development strategic direction

We will grow with a high performance product offering for a clean and healthy environment



Technology Leadership, Industrial Process Leadership, EcoDesign

Natural & Synthetic
Fibers
Technology and Process

Functionality
Chemistry & Web
Treatment
Technology and
Process

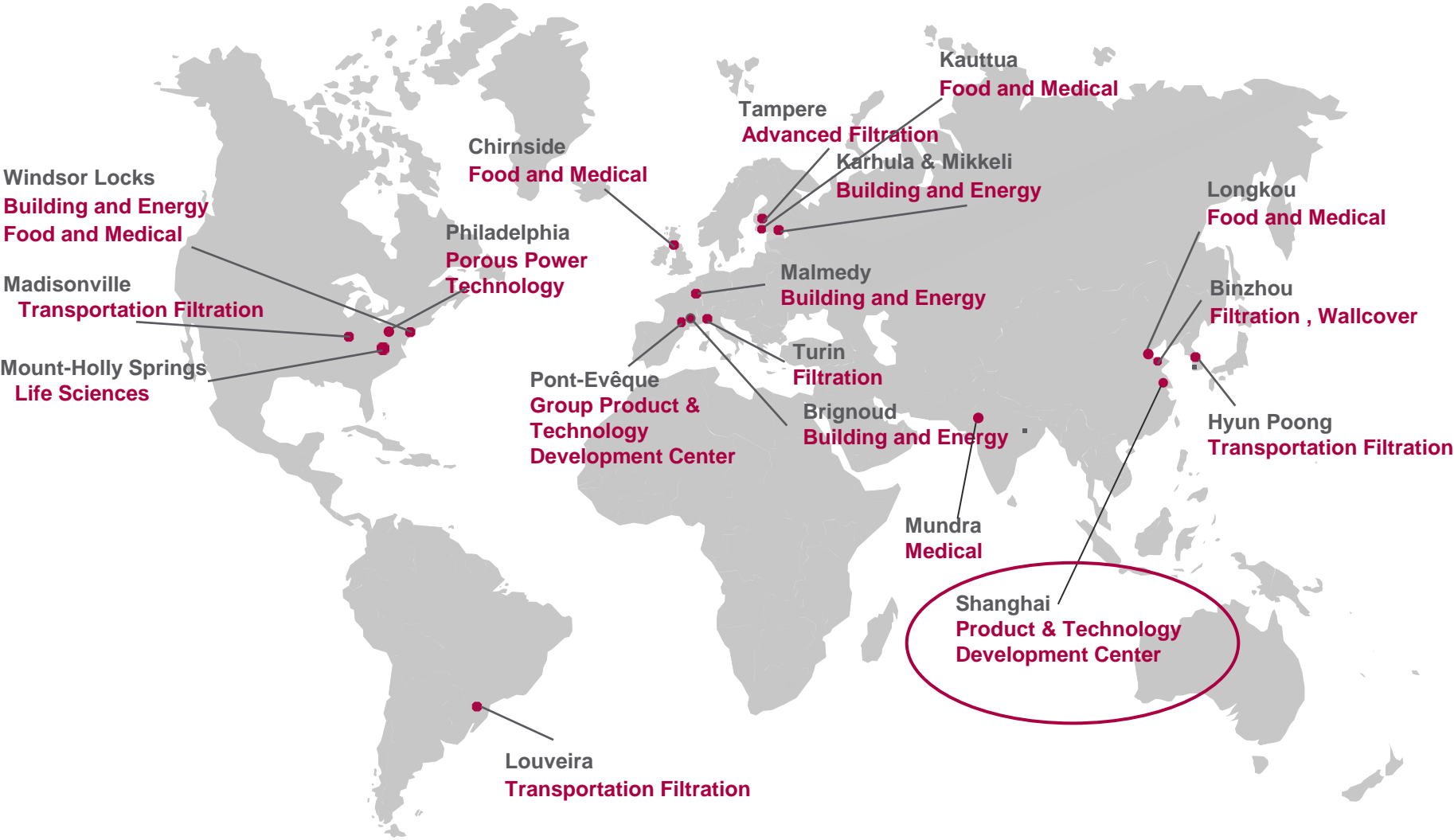
Forming & Finishing
Technology and
Process Engineering
Printing
Lamination

EcoDesign
Life Cycle Analysis
eDEA & Scorecard

Functioning Processes: New Shanghai Product & Technology Development Center, EcoDesign Scorecard, IDEA – Inspired product development environment, Internal knowledge transfer, Open Innovation

Product & Technology Development

Global platform



Asia product development closer to growth markets

Shanghai Product & Technology
Development Center

- Close to key growth markets
- To be inaugurated in early 2014
- Serves all Business Areas

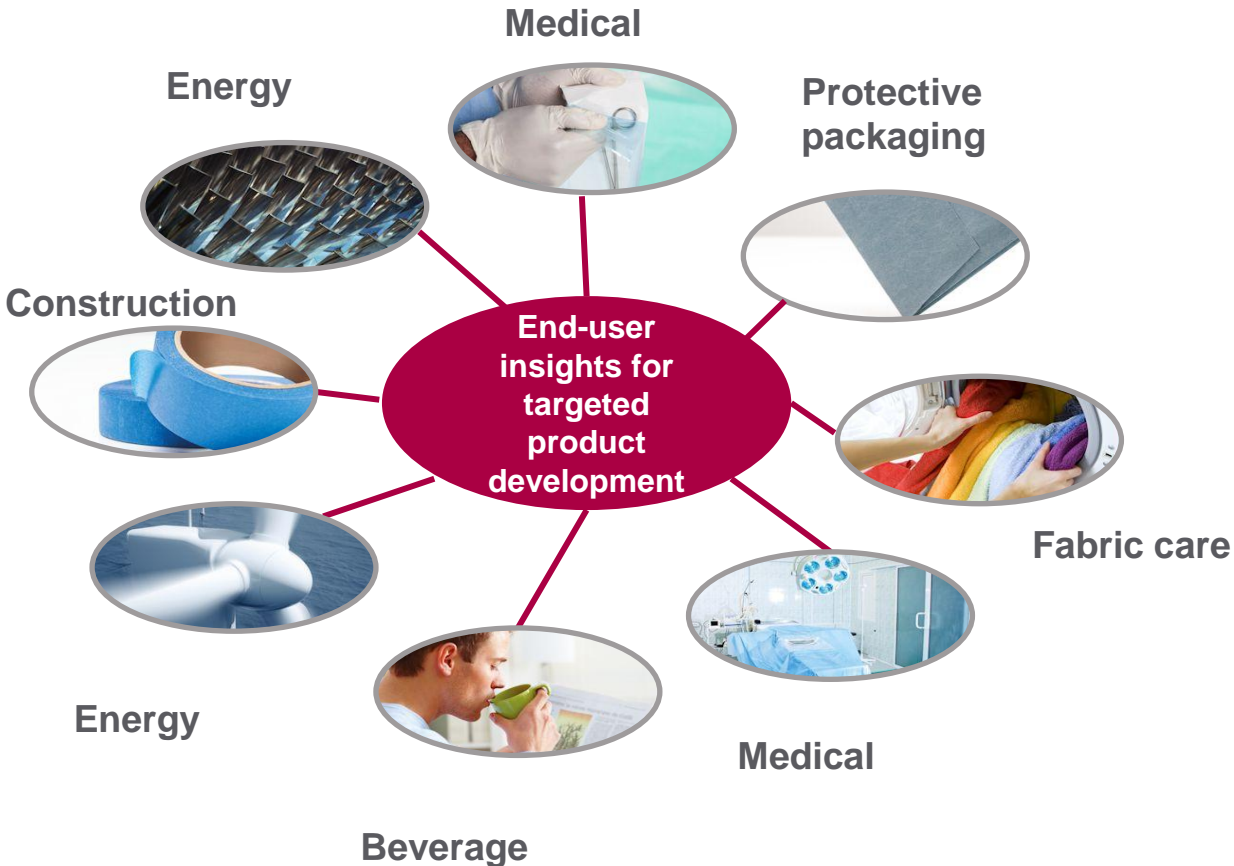


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ODI - Outcome Driven Innovation®

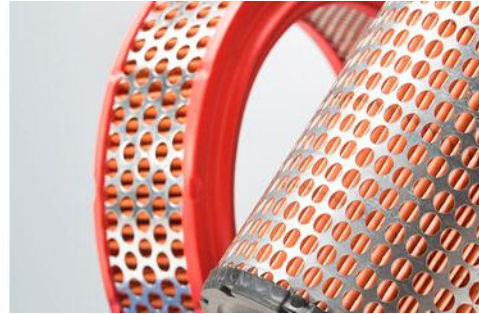
Process to discover customer needs



- Delivers a business process to define and select attractive markets and discover unmet customer needs
- Delivers an understanding of markets and opportunities beyond direct customers by capturing the needs of end users
- Focuses product development and improves time to market

IDEA – Ideas Deserve Everyone’s Attention

Ahlstrom process to harness ideas across functions and businesses



Case: Electrodisipative Media

BACKGROUND

- To develop filtration media that would prevent dust explosion

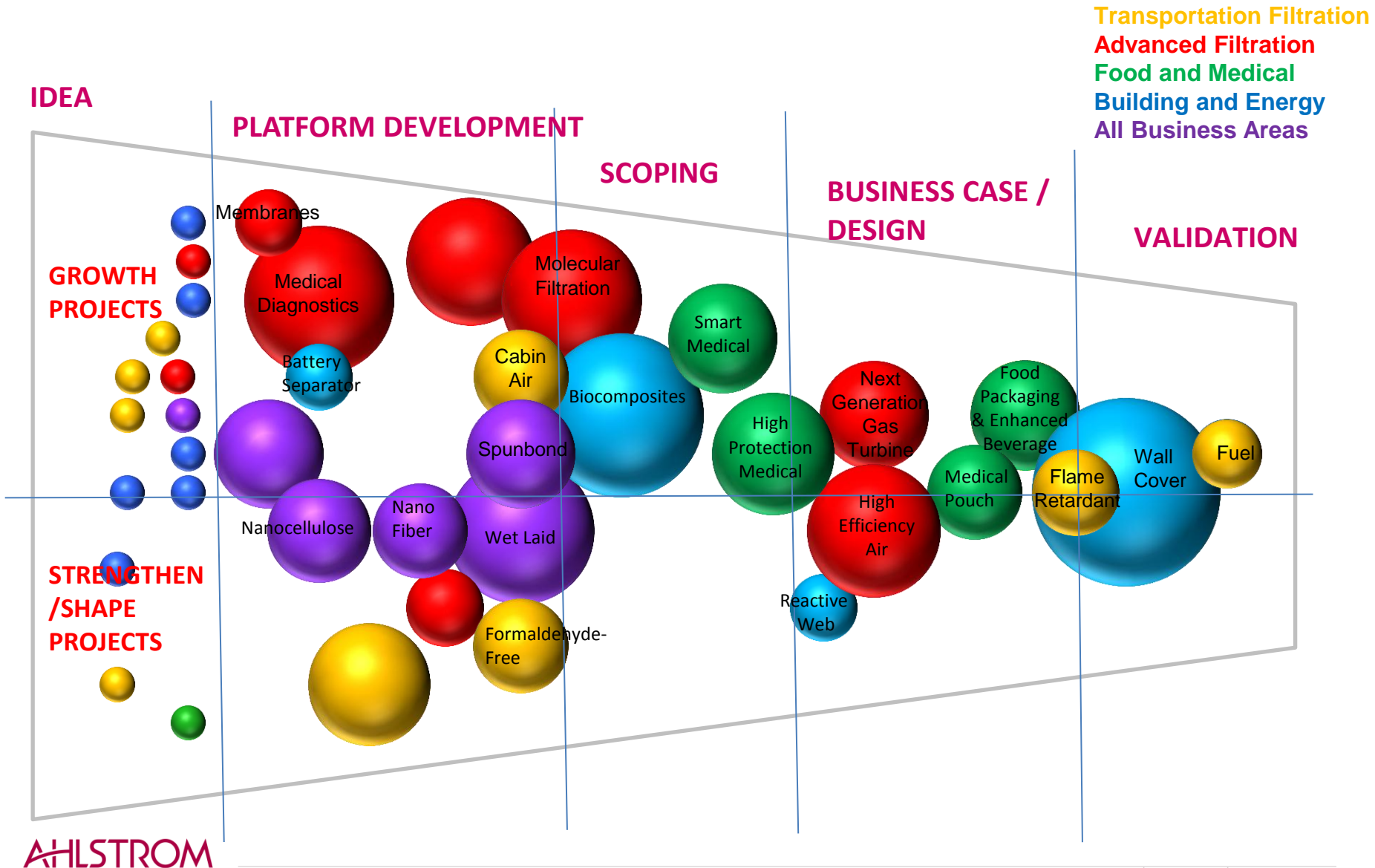
WHAT HAPPENED

- Shared ideas between Filtration and Food and Medical businesses

ACHIEVEMENT

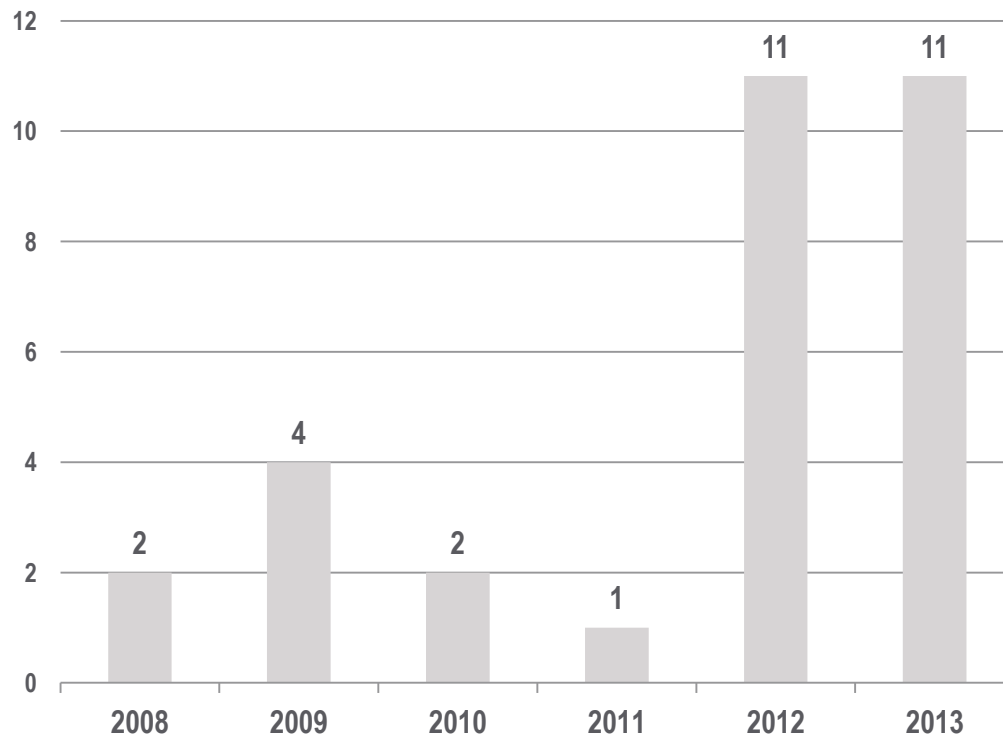
- Commercial product* developed within nine months

Enhanced quality of the product development pipeline



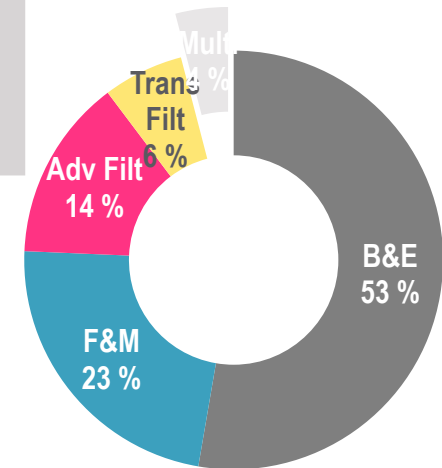
Sustained increase in patent filings

Patent family filings* (new inventions)

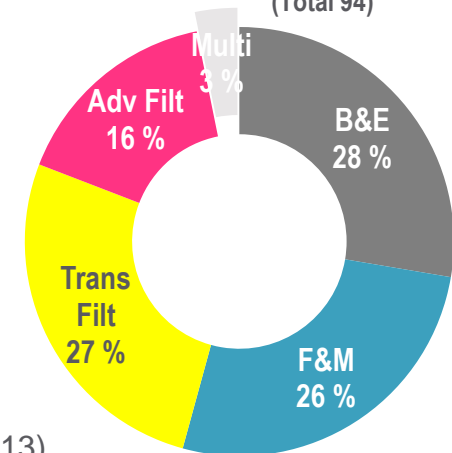


Key filings include:
 Ahlstrom Captimax™
 Ahlstrom Flow2Save™
 NanoCellulose technology
 Reactive Web technology

Granted Patents by BA
 (Total 370)



Pending Patent Applications by BA
 (Total 94)



(As of November, 2013)

*Patent family may include several patent applications

Selected product platforms



EcoDesign

The target is to minimize the environmental impacts of a product over its whole life-cycle

Removal of Hazardous Chemicals

Reduce or eliminate hazardous chemicals from our product supply-chain

Low-impact Materials

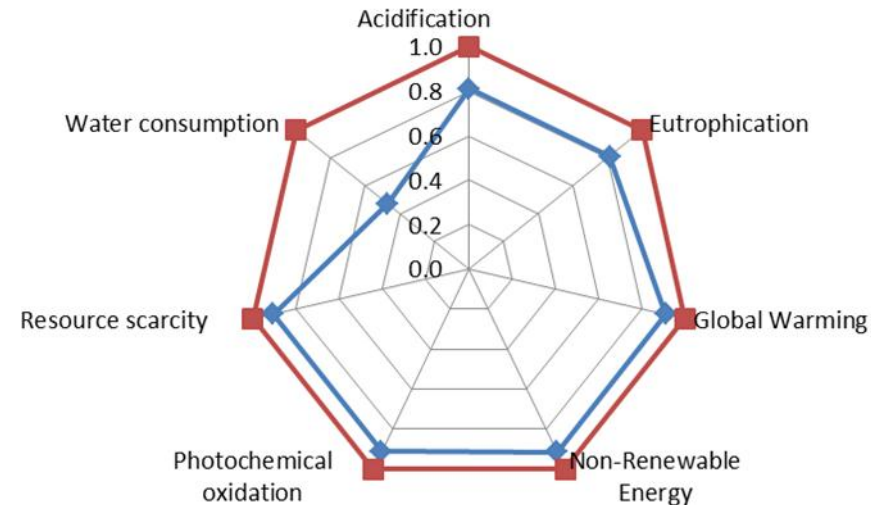
Encourage the use of lower impacts materials, i.e. bio-based materials, recycled materials or low energy content materials.

Optimization of the Product End-of-life

Encourage the use of recyclable or biodegradable materials as well as clean incineration.

Energy Efficiency

Reduce energy consumption in our manufacturing plants but also at customer and user levels.



Red = Reference
Blue = New product

EcoDesign – Ahlstrom NatureMold™



- We deliver sustainable food packing materials with excellent release properties

EcoDesign– Ahlstrom BioWeb®

- We deliver enhanced beverage materials with superior taste



Wetlaid/Reactive Web – Ahlstrom Captimax™



- We increase engine efficiency for improved combustion and exhaust cleanliness

Wetlaid/Nanofiber – Ahlstrom XAir™



- We reduce gas turbine maintenance costs and increase their operating efficiency

Wetlaid – Ahlstrom EasyLife®



- We allow wallcover designers to create new designs

Medical – Ahlstrom TenderGuard™



- We protect patients and hospital staff during surgery with added comfort

Strategic roadmap for growth

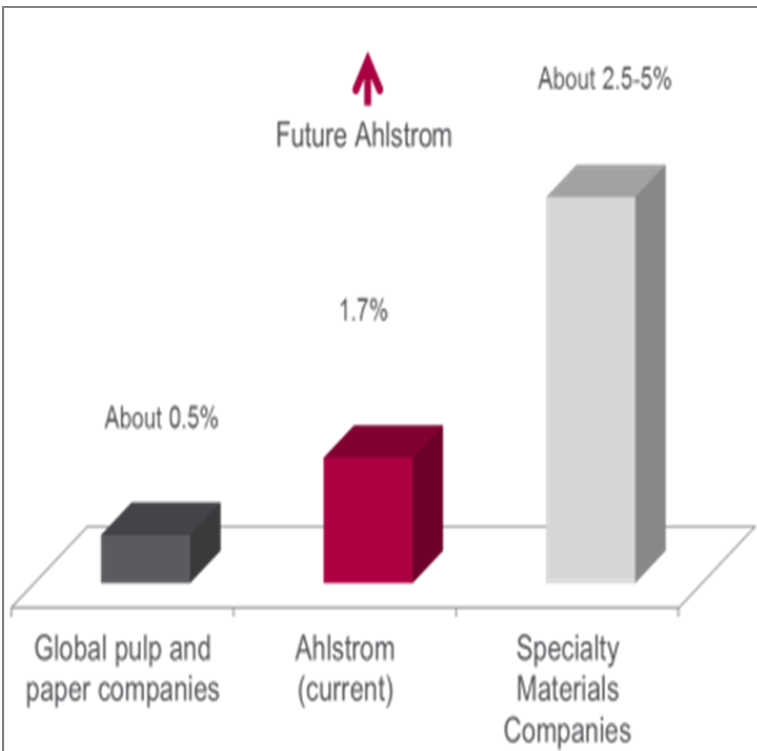
Strong connection to customer and market requirements

Solid product pipeline

EcoDesign is a key feature for our new products

Strategic target of 20% of sales from new products

R&D expenditure (% of net sales)





Q&A?

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