



# Welcome to the World of Trelleborg





A challenging macroenvironment...

**Economic slowdown**  
**Inflation** Military Conflicts

...which continues into 2025

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**Economic slowdown**  
**Inflation** **Military Conflicts**

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**Geopolitics**  
**TRADE CONFLICTS**  
**SUPPLY CHAIN DISRUPTIONS**



However, for Trelleborg, a record year

**Strong sales**

**34,170**

Net sales, SEK M

**Record high results**

**6,140**

EBITA, SEK M

**Record high profitability**

**18.0%**

EBITA, SEK

**Strong cash flow**

**5,011**

Operating cash flow, SEK M

**2024**





# **A world leader in engineered polymer solutions**



## Trelleborg's business characteristics

**"A by value  
C by cost"**

**Critical  
functions**

**High switching  
costs**

**High barriers  
to entry**





**Our way of creating value**

**Marketing-driven  
approach**

**Bespoke  
solutions**

**Lasting  
partnerships**

**Local presence  
global capabilities**

# Continued focus on growth and acquisition in attractive segments

**Continued focus on  
attractive segments**

<b>Aerospace</b> 	<b>Renewable energy</b> 	<b>Healthcare &amp; medical</b> 	<b>Food &amp; beverage</b> 
<b>Semiconductors</b> 	<b>Modular construction</b> 	<b>Industrial automation</b> 	<b>Automotive selected niches</b> 
<b>Electrification &amp; hydrogen</b> 	<b>Liquefied natural gas</b> 	<b>Water &amp; sewage infrastructure</b> 	<b>Automated warehousing</b> 



## Continued focus on growth and acquisition in attractive segments

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**Continued focus on  
attractive segments**

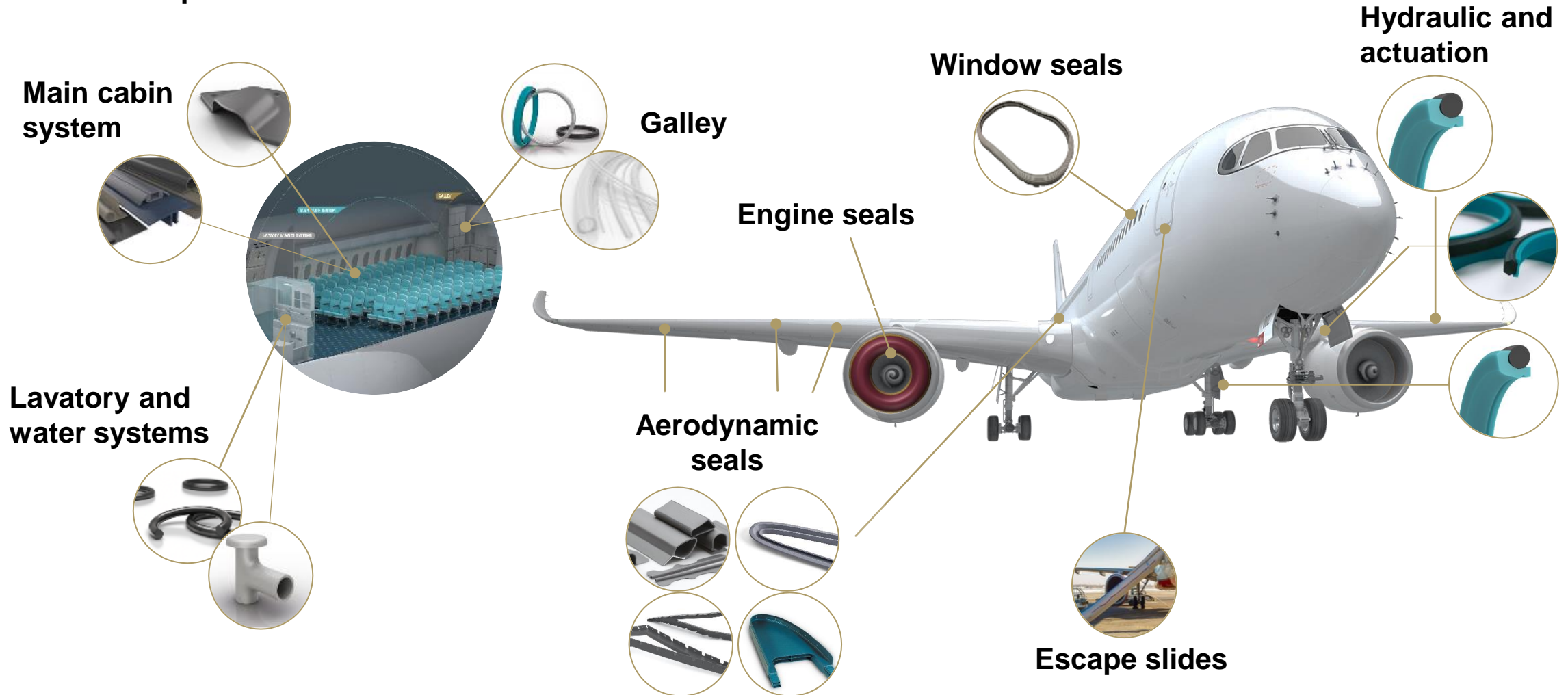
**Focus on our leading positions**

**Focus on selected subsegments**

**Focus on growth**

# Aerospace – where we play

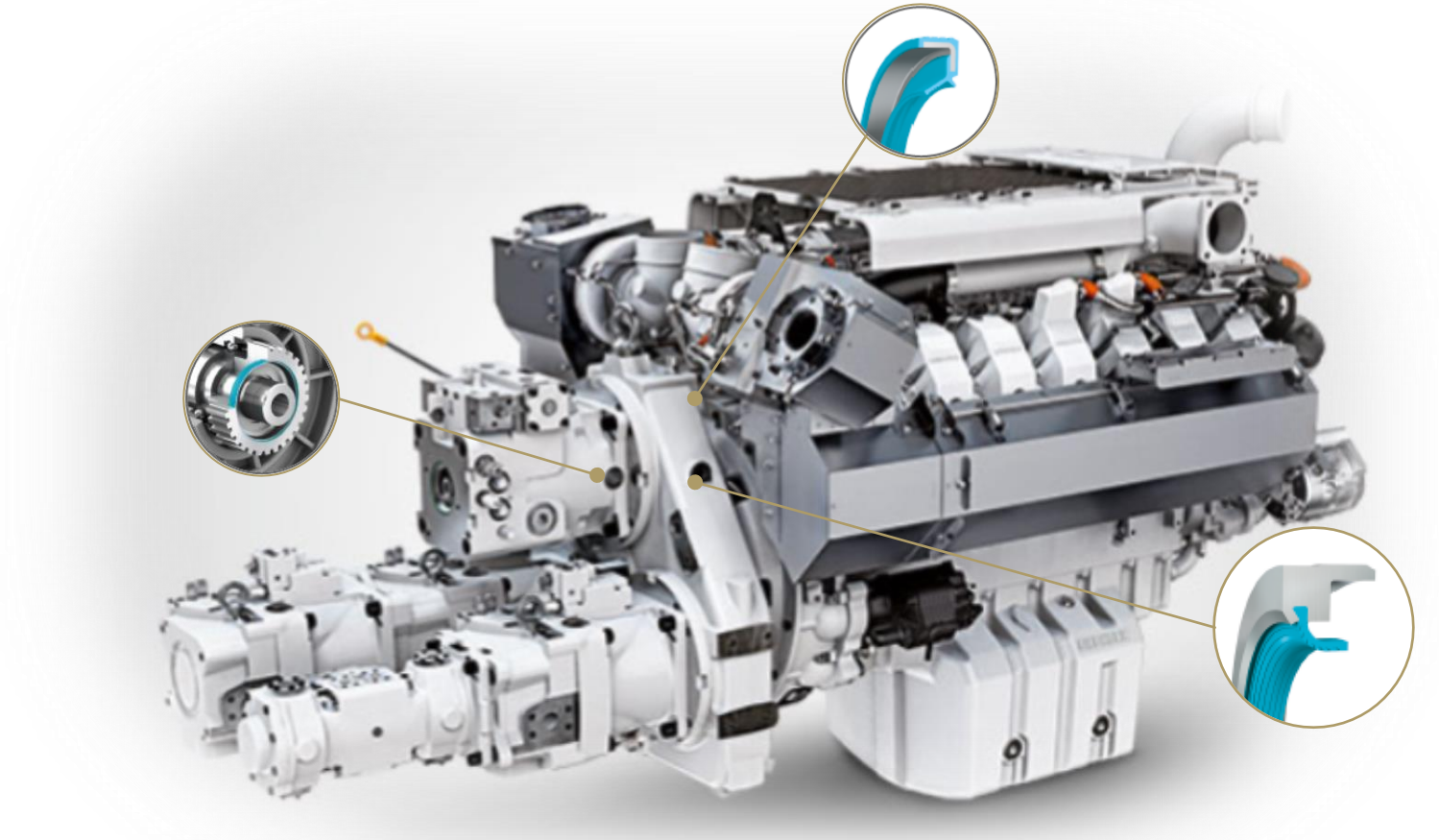
## Selected examples





# Data centers – where we play

## Selected examples



**Power generator seals in data centers**

# Manufacturing equipment for semiconductors – where we play

## Selected examples





# Water and sewage infrastructure – where we play

## Selected examples

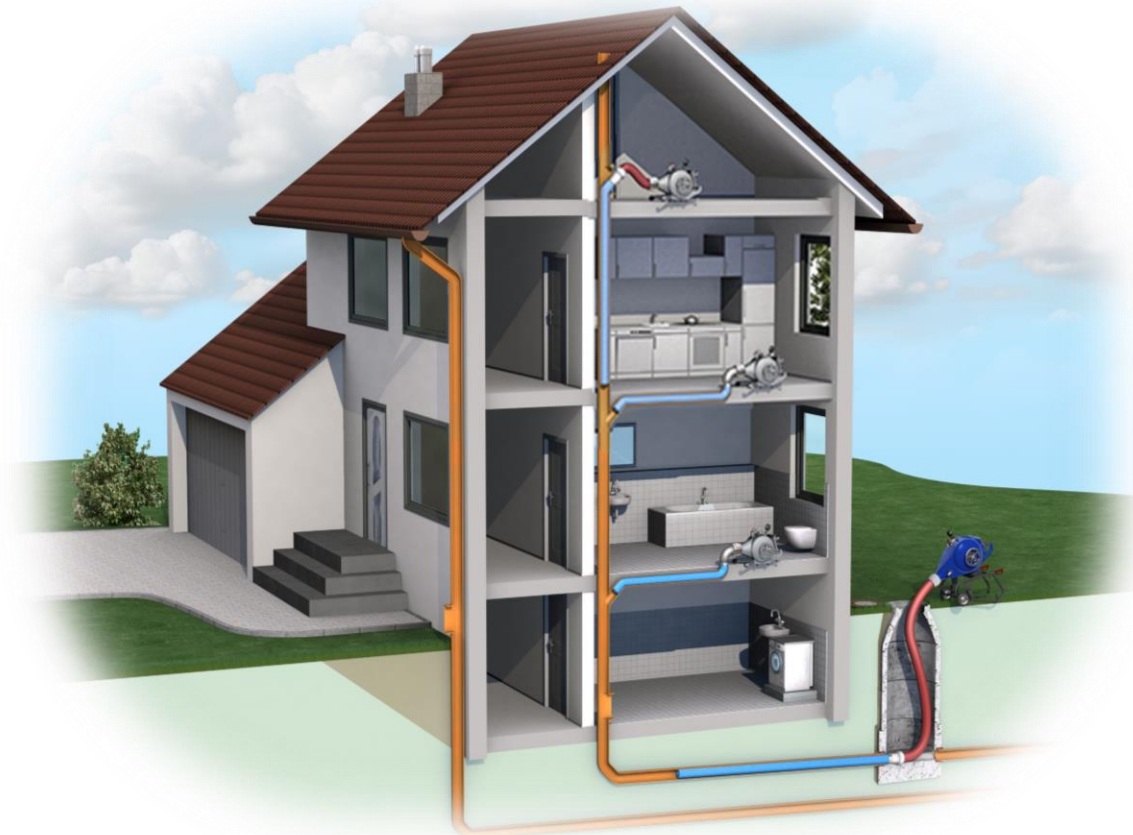
**Water pipes**

**Sewage pipes**

**Main pipes**

**Liners and pipe-rehabilitation solutions**

**Installation equipment**

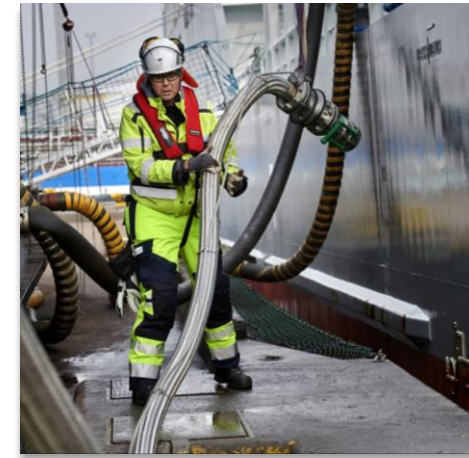


# Liquified natural gas and alternative fuels – where we play

## Selected examples



**Liquefied natural gas  
transfer solutions**

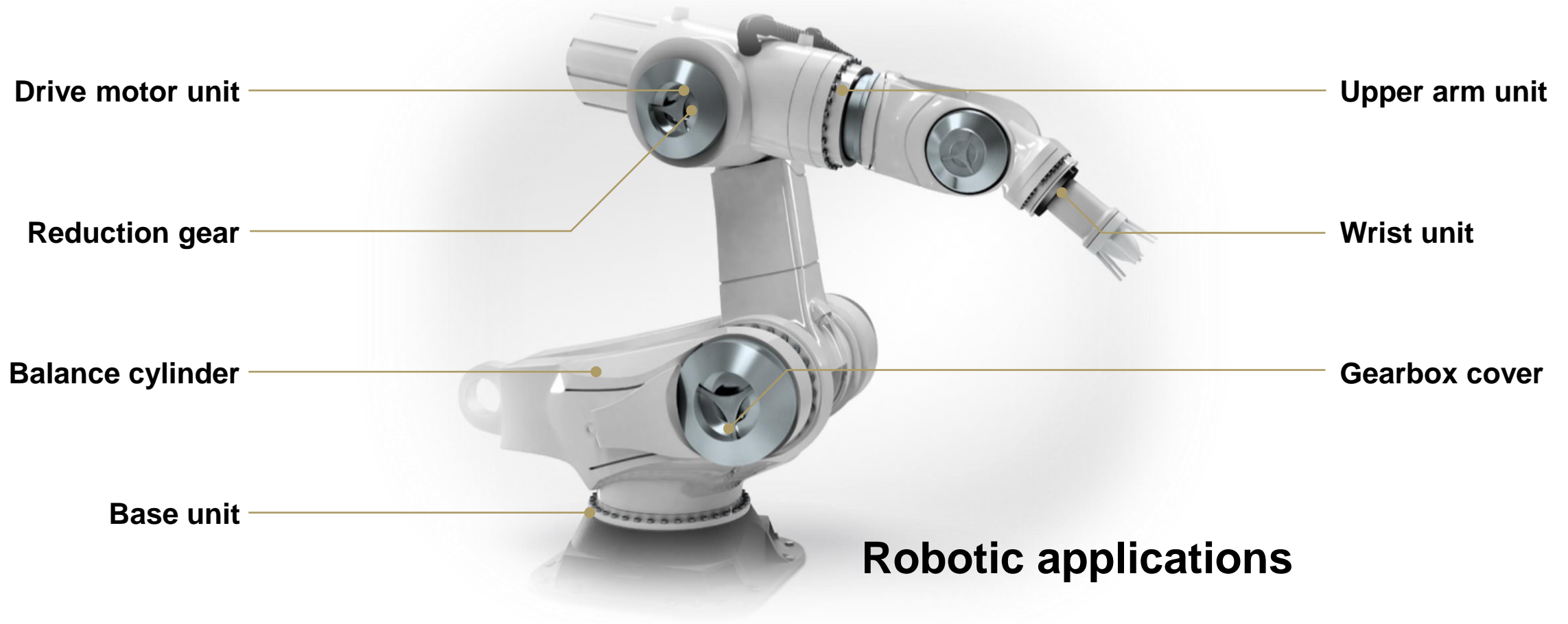




# Complete sealing portfolio in multiple industrial segments

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## Selected examples



# Healthcare and medical – where we play

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## Selected examples



**Components and solutions  
for medical devices**



**Drug  
elution**



**Life science  
applications**



**We invest more than ever in our growth**

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**Focused investments in  
attractive segments and regions**

# Continued focus on Asia-Pacific

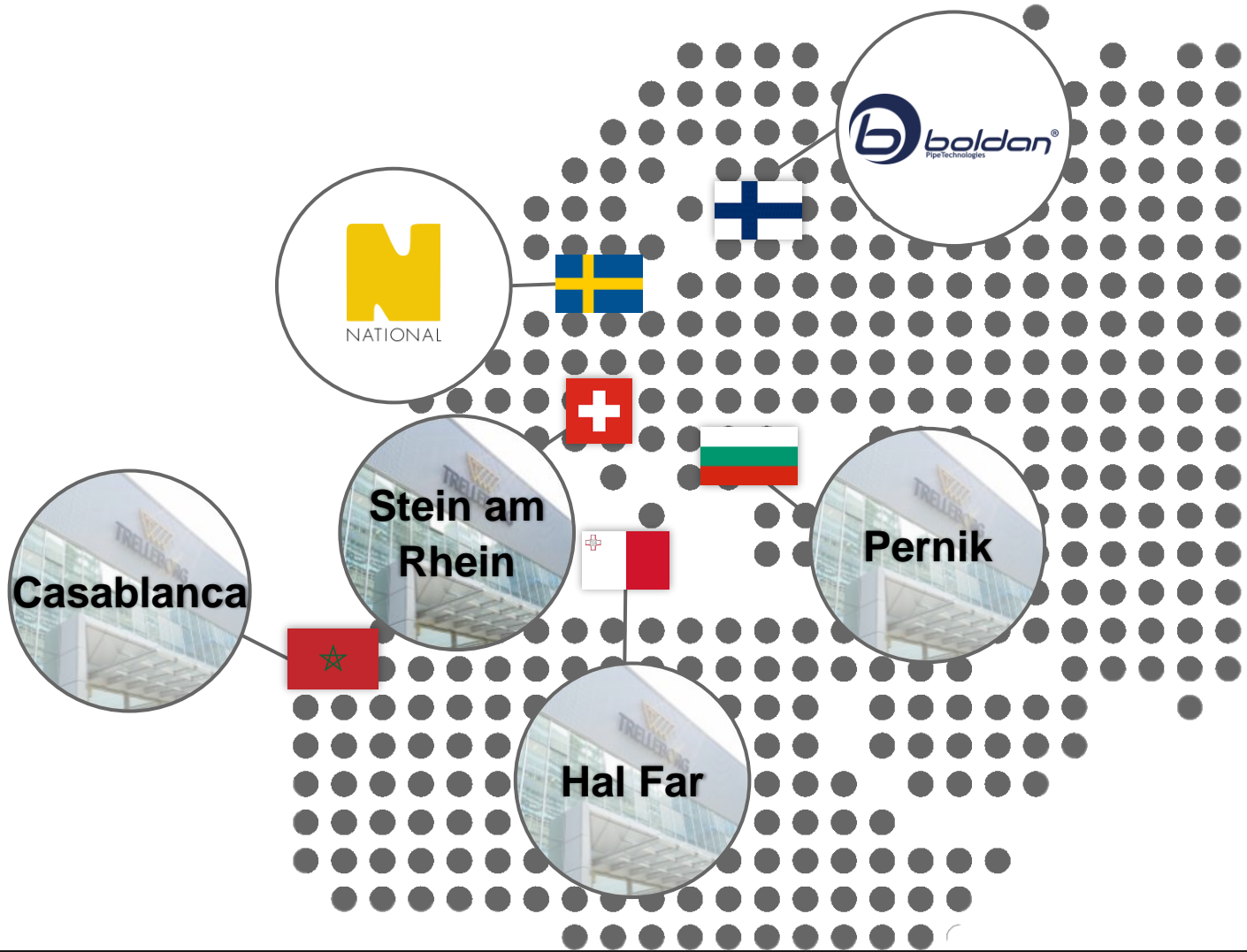




# Improved structure in Americas



# Improved structure in Europe / North Africa





**Economic slowdown**  
**Inflation** **Military Conflicts**

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**Geopolitics**  
**TRADE CONFLICTS**  
**SUPPLY CHAIN DISRUPTIONS**



# Continued improvements for Trelleborg

**Continuous improvements – operational excellence**

**Continuous talent development – Trelleborg Group University**

**Customer-centricity – focus on value creation**



# Trelleborg operating model



**Clear roles  
and responsibilities**

**Empowerment  
and trust**

**Internal  
succession**

**Entrepreneurial**

**Local ownership  
of strategy**

**Agile and  
quick**

# A sustainability leader in our industry

Top-  
position  
for many years





**Protecting the  
essential in society  
– now and for the  
future**



**OPERATIONS**



**COMPLIANCE**

**SOCIAL ENGAGEMENT**





# Continued reduction of CO<sub>2</sub> emissions

Targets – by the end of 2030

**-50%**

Already achieved

Scope 1 and 2 target

**-25%**

On track

Scope 3 target



SCIENCE  
BASED  
TARGETS



## Polymers for Tomorrow

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Target

**>25%**

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share of recycled or bio-based material in our  
products by the end of 2030



# First quarter 2025

## First quarter 2025 – A solid quarter with record results

- Net sales for the quarter increased 8 percent to SEK 8,866 M (8,234). This was the highest net sales reported for a single quarter. Organic sales increased 1 percent compared with the preceding year, structural changes increased sales by 6 percent while translation of currency increased sales by 1 percent compared with the preceding year.
- EBITA, excluding items affecting comparability, increased 8 percent to SEK 1,616 M (1,490). Earnings were the highest to date for a quarter. The EBITA margin was 18.2 percent (18.1).
- Items affecting comparability for the quarter totaled SEK -61 M (-55) and pertained to restructuring costs.
- EBITA, including items affecting comparability, amounted to SEK 1,555 M (1,435) for the quarter.
- Earnings per share, excluding items affecting comparability, amounted to SEK 4.28 (4.23), up 1 percent.
- For the Group as a whole, earnings per share were SEK 4.08 (4.06).
- Operating cash flow amounted to SEK 821 M (718), up 14 percent.
- The cash conversion ratio for the most recent 12-month period was 90 percent (95).
- The key figures in this report relate to continuing operations, unless otherwise stated.

## First quarter 2025

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**8,866**

(8,234 Q1, 2024)

**Net sales, SEK M**

**1,616**

(1,490 Q1, 2024)

**EBITA, SEK M**

**821**

(718 Q1, 2024)

**Operating cash flow, SEK M**





...our journey continues towards...

# A better Trelleborg





# **A world leader in engineered polymer solutions**



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