



Welcome to the World of Trelleborg

Annual General Meeting 2026

Trelleborg, April 23, 2026

Peter Nilsson, President & CEO

A challenging macroenvironment in 2025...

Geopolitics

TRADE CONFLICTS

Volatility

Inflation



However – a record year for Trelleborg

Strong sales

34,329

Net sales

SEK M

Record high results

6,286

EBITA

SEK M

Record high profitability

18.3%

EBITA

SEK

Strong cash flow

5,288

Operating cash flow

SEK M

2025



A world leader in engineered polymer solutions

Continued focus on growth in attractive segments and niches



**Healthcare
and medical**



Aerospace



**Selected niches
within automotive**

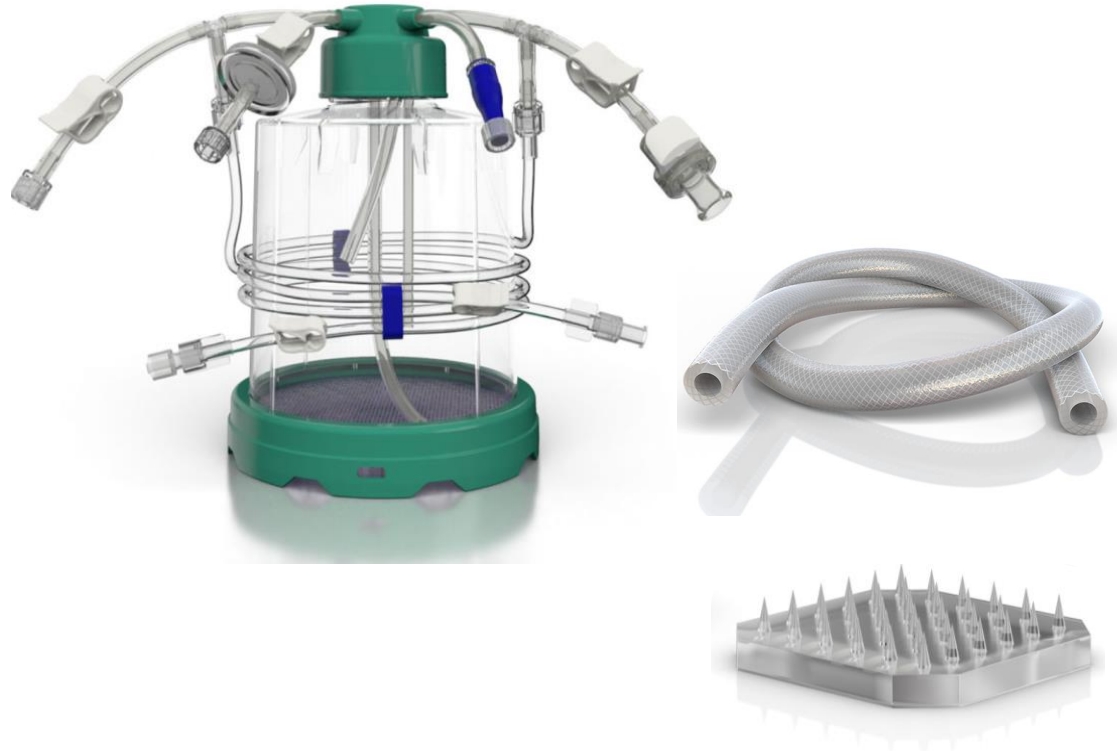


**Diversified
industrials**

Where we play

Healthcare and medical

Selected examples



Where we play **Aerospace**

Selected examples



Where we play
Selected niches in automotive

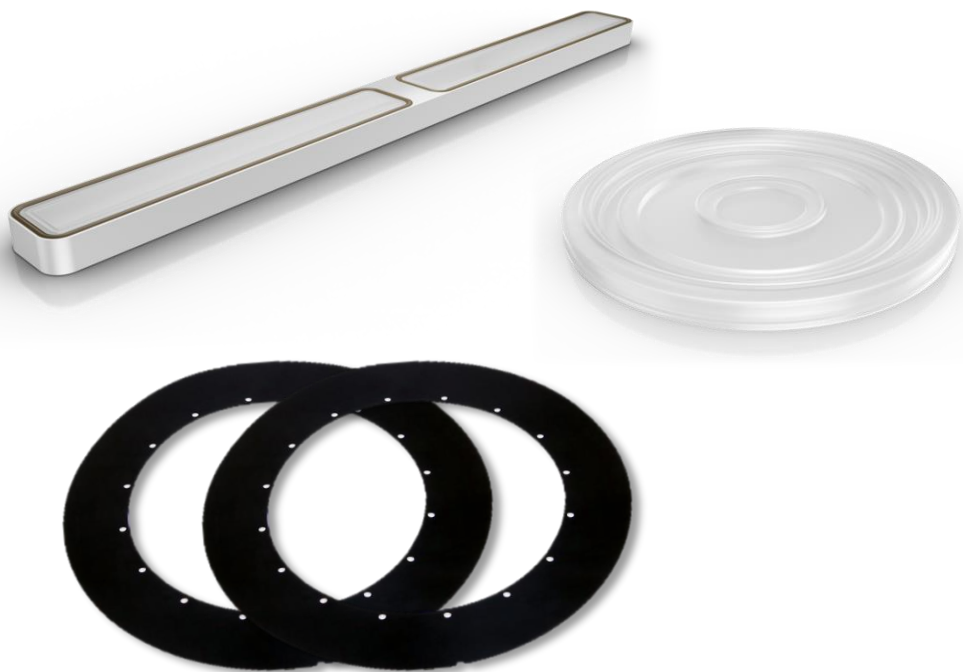
Selected examples



Where we play

Equipment for semiconductors

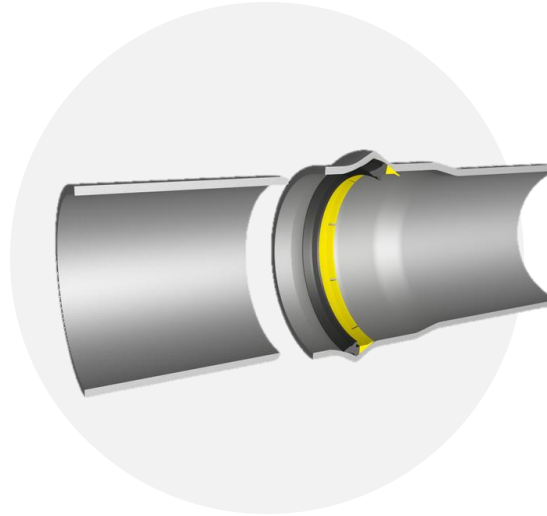
Selected examples



Where we play

Water and sewage infrastructure

Selected examples



Where we play Infrastructure

Selected examples



Where we play Rail

Selected examples



Where we play

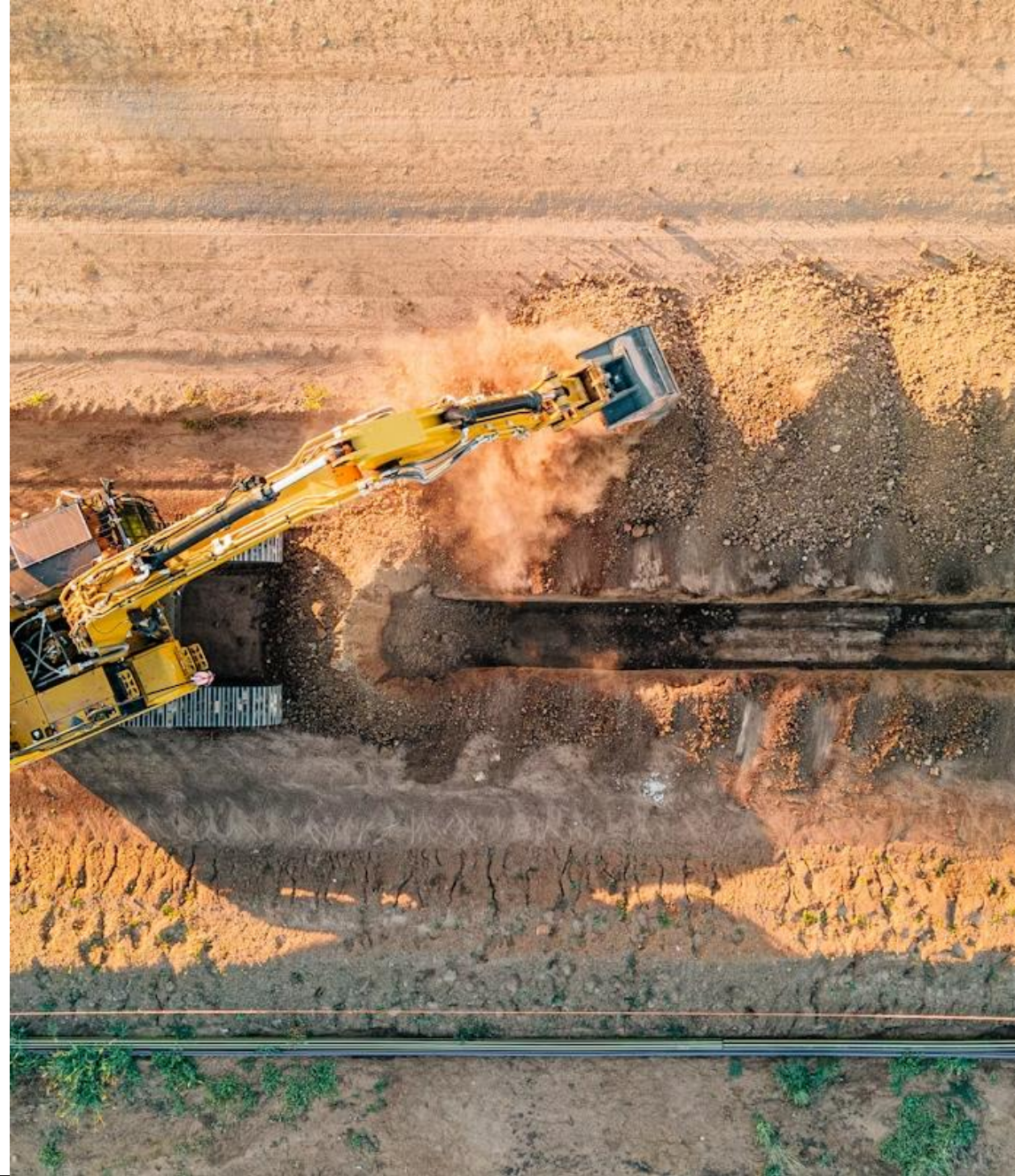
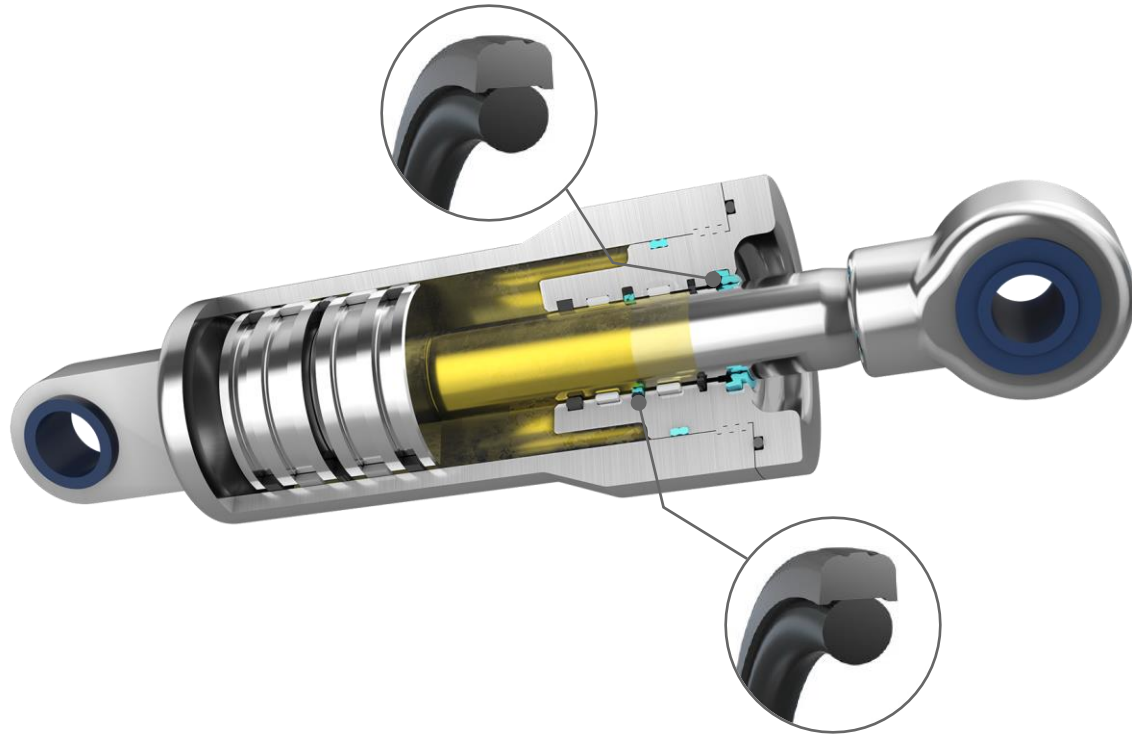
Floating storage and offloading

Selected examples



Complete sealing portfolio in multiple industrial segments

Selected examples





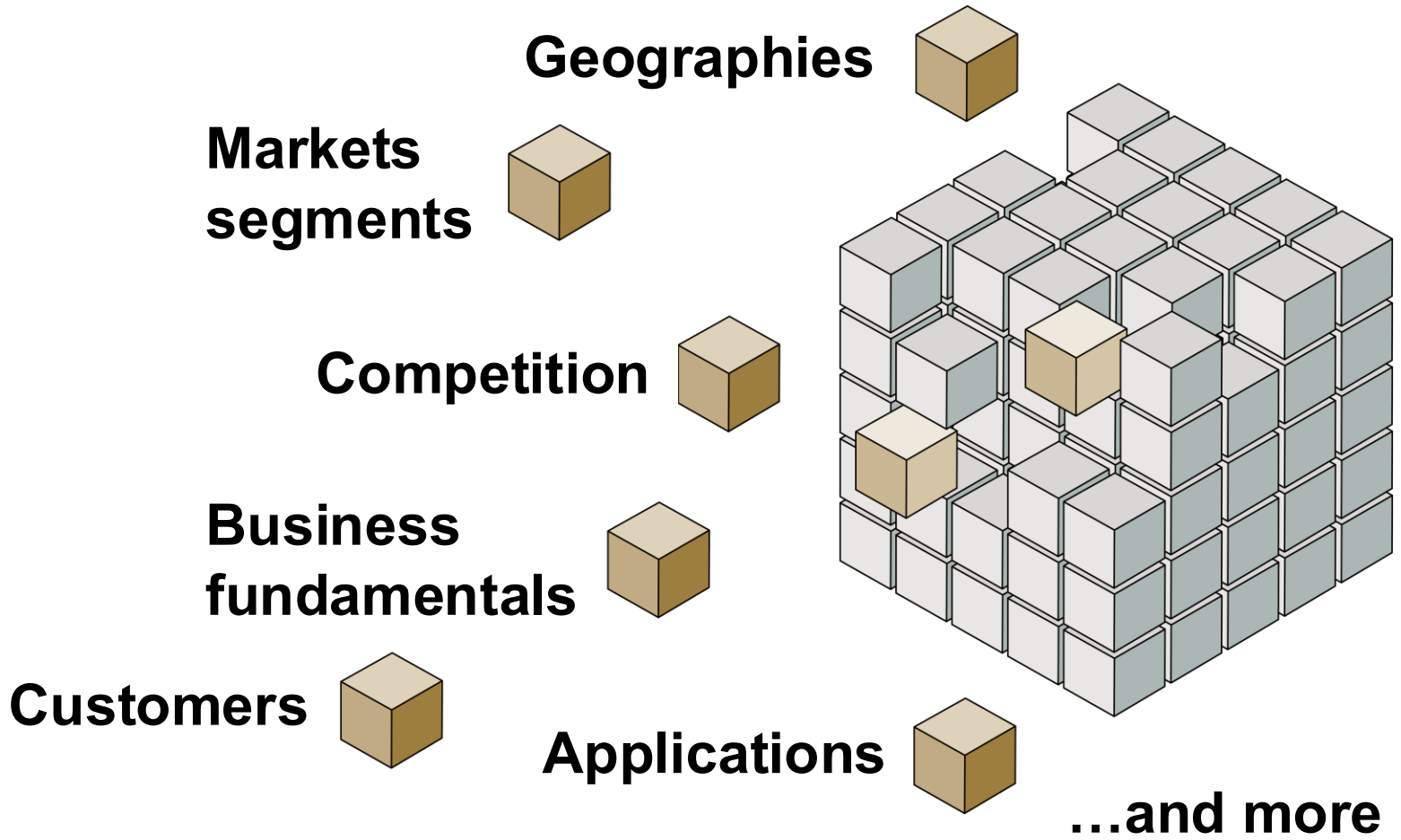
A world leader in engineered polymer solutions



Leading positions in selected segments

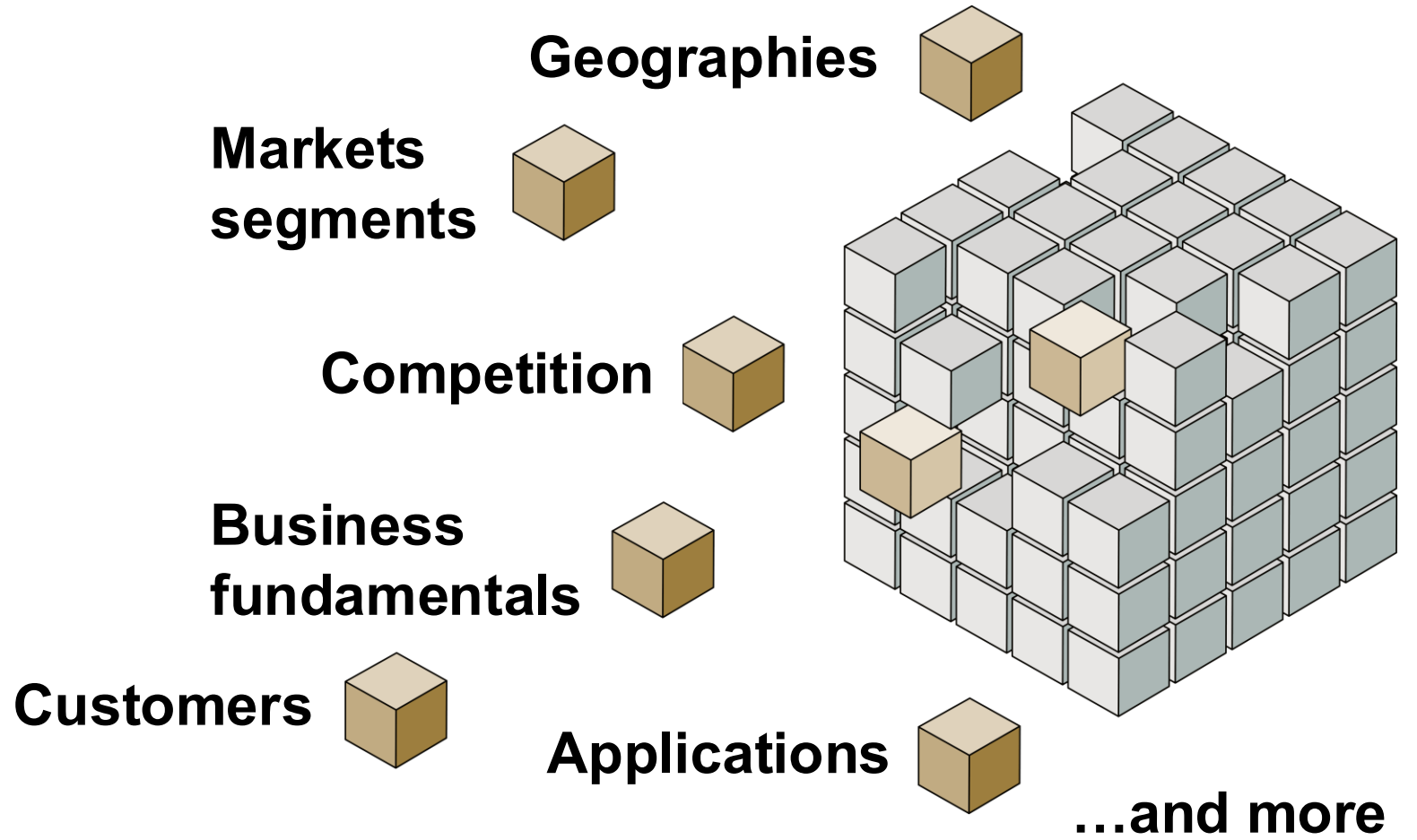


**We carefully
decide where
to play...**



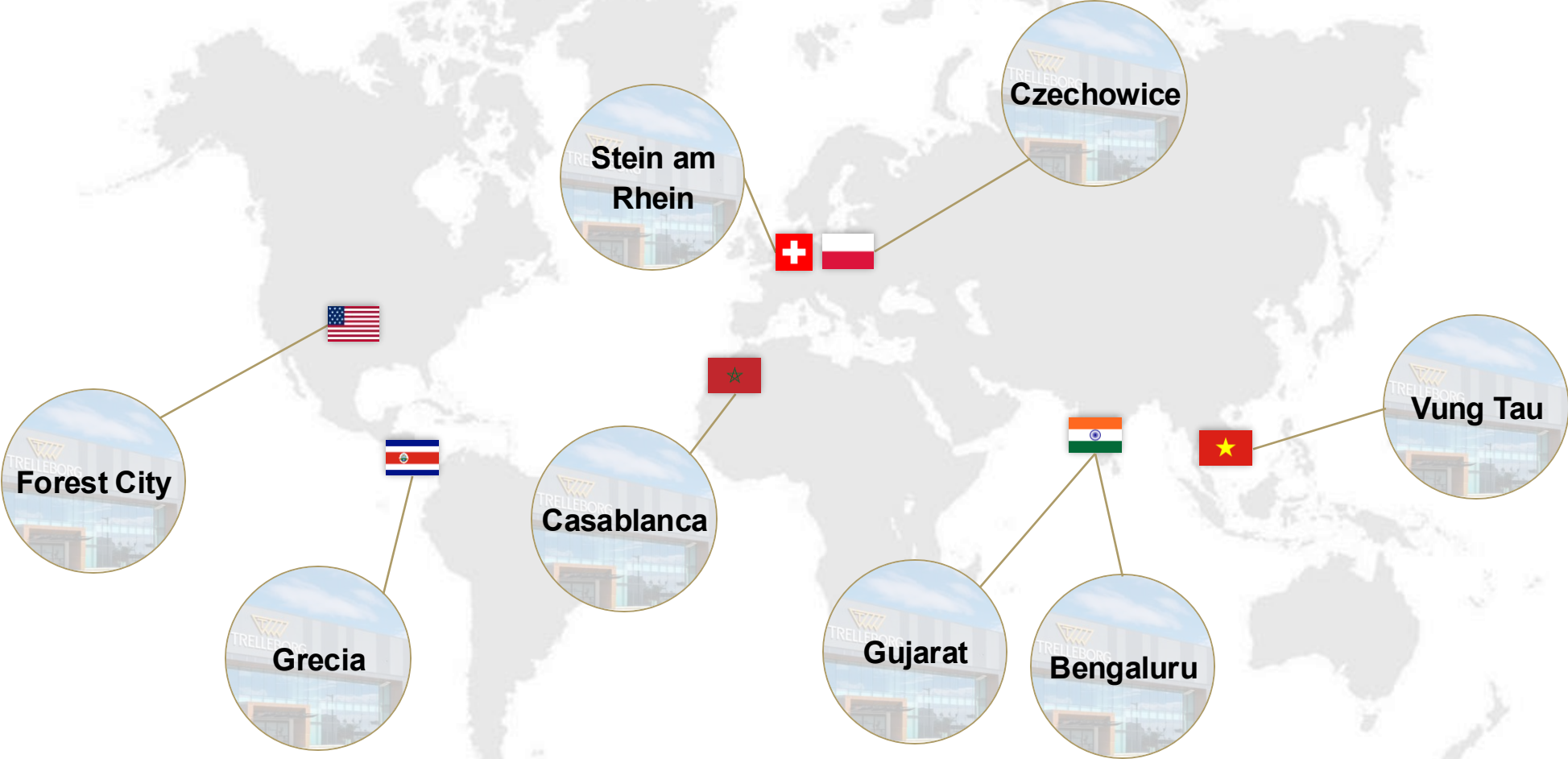


**...and where
not to play**



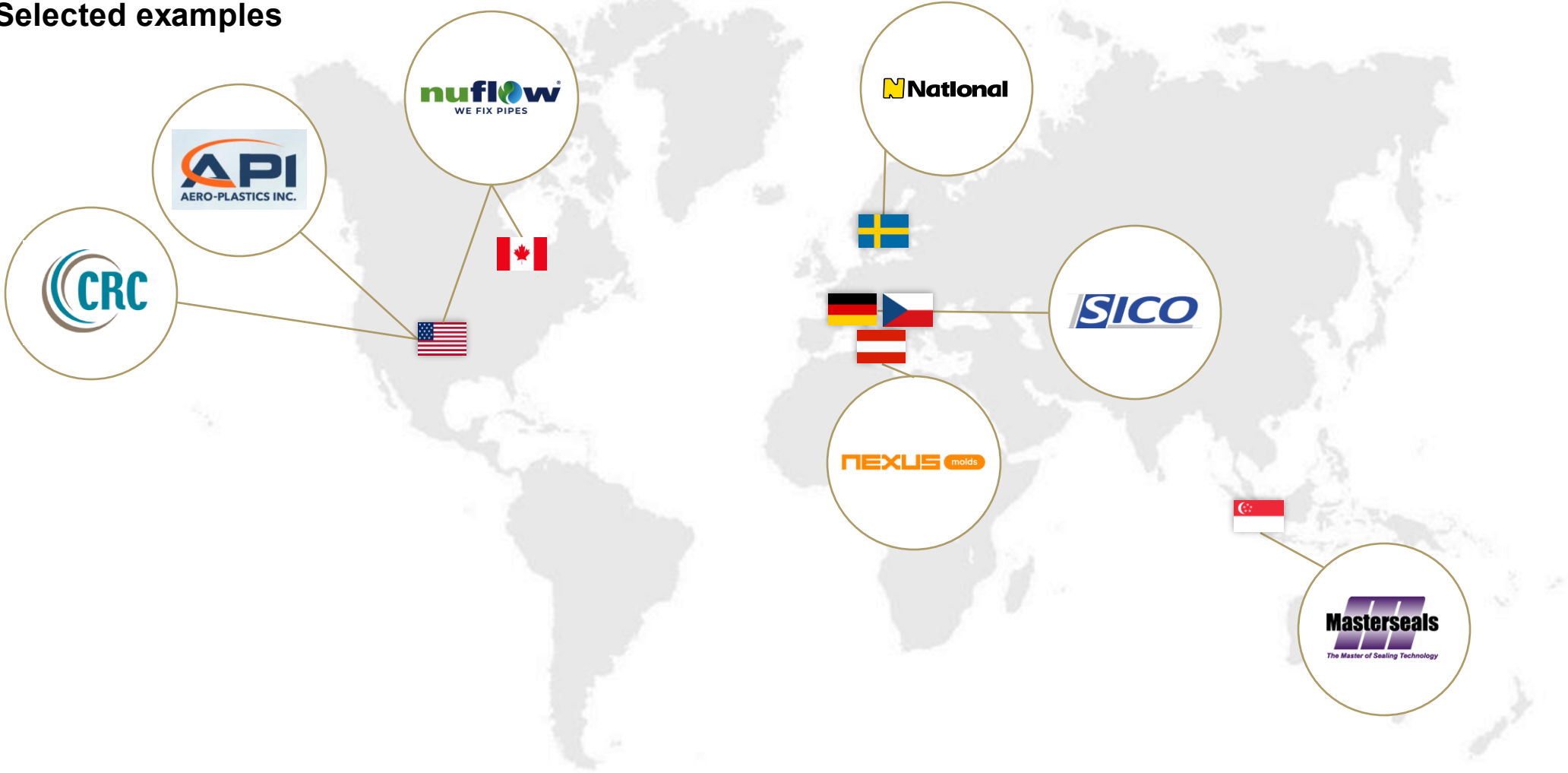
Investments at record levels and continued acquisitions

Selected examples



Investments at record levels and continued acquisitions

Selected examples



Investments at record levels and continued acquisitions

Selected examples



Protecting the Essential

Trelleborg protects what is essential in society – people, the environment, infrastructure and industrial equipment

A hiker with a large blue backpack is seen from behind, looking out over a vast, forested mountain range. The hiker is wearing a red jacket and has long brown hair. The landscape is filled with dense green trees and rolling hills, with a large mountain peak visible in the distance under a hazy sky. A white text box is overlaid on the left side of the image.

A sustainability leader in our industry

Polymers for Tomorrow

Target

>25%

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

Bio-based
materials



Recycled
materials



Continued reduction of CO₂ emissions

Targets – by the end of 2030

-50%

Already achieved

Scope 1 and 2 target

-25%

On track

Scope 3 target



SCIENCE
BASED
TARGETS

Now, we continue raising the bar

Targets – by the end of 2030

-75%

Raised ambition

Scope 1 and 2 target

-25%

On track

Scope 3 target



SCIENCE
BASED
TARGETS



A global organization – high confidence in individuals



Trelleborg operating model



**Clear roles
and responsibilities**

**Internal
succession**

**Empowerment
and trust**

Entrepreneurial

**Local ownership
of strategy**

**Agile and
quick**



**Strong strategic
plans for all our
businesses**

**Focus on
delivery**



...our journey continues towards...

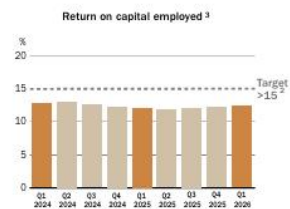
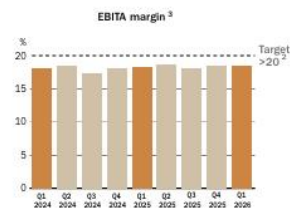
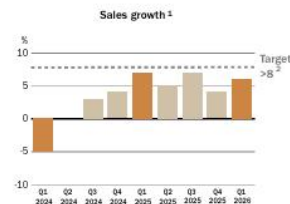
An even better Trelleborg

First quarter 2026

First quarter 2026 – A good start to the year

- Net sales for the quarter declined by 3 percent to SEK 8,606 M (8,866). Organic sales increased by 4 percent compared with the preceding year, structural changes increased sales by 2 percent while translation of currency reduced sales by 9 percent compared with the preceding year.
- EBITA, excluding items affecting comparability, decreased by 2 percent to SEK 1,586 M (1,616). The exchange rate effect from the translation of foreign subsidiaries had a negative impact of SEK 132 M. The EBITA margin was 18.4 percent (18.2). This was the highest margin ever for a first quarter.
- Items affecting comparability for the quarter totaled SEK -42 M (-61) and pertained to restructuring costs.
- EBITA, including items affecting comparability, amounted to SEK 1,544 M (1,555) for the quarter.
- Earnings per share, excluding items affecting comparability, amounted to SEK 4.50 (4.28), up 5 percent.
- For the Group as a whole, earnings per share were SEK 4.35 (4.08).
- Operating cash flow amounted to SEK 937 M (821), up 14 percent.
- The cash conversion ratio for the most recent 12-month period was 95 percent (90).

Financial Key Figures, SEK M	Q1 2026	Q1 2025	Change, %
Net sales	8,606	8,866	-3
Organic sales, %	4	1	
Structural change, %	2	6	
Currency effects, %	-9	1	
EBITA, excl. items affecting comparability	1,586	1,616	-2
EBITA-margin, excl. items affecting comparability, %	18.4	18.2	
Items affecting comparability	-42	-61	
EBITA, incl. items affecting comparability	1,544	1,555	-1
Earnings per share, excl. items affecting comparability, SEK	4.50	4.28	5
Earnings per share, incl. items affecting comparability, SEK	4.35	4.08	7
Operating cash flow	937	821	14
Cash conversion ratio R12, %	95	90	
Return on capital employed, excl. items affecting comparability, R12, %	12.3	12.0	
Return on capital employed excl goodwill, excl. items affecting comparability, R12, %	24.9	24.4	



¹ Structural growth + organic growth, excluding exchange rate effects.
² Financial target.
³ Excluding items affecting comparability.



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First quarter 2026

8,606

(8,866 Q1, 2025)

Net sales

SEK M

1,586

(1,616 Q1, 2025)

EBITA

SEK M

937

(821 Q1, 2025)

Operating cash flow

SEK M



TRELLEBORG

www.trelleborg.com