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Conclusions and Q&A

An eventful decade behind us





Leading positions in selected segments

**A by value
C by cost**

**Critical
functions**

**Partnerships with
our customers**

**High switching
costs**

**Local presence
- global resources and capabilities**

**High barriers
to entry**

**Materials and
applications expertise**

Trelleborg business characteristics

A better Trelleborg

**Better
growth profile**

**More
profitable**

**Less
cyclical**

Delivered on current financial targets

Sales growth

5-8%

EBIT margin

≥16%

Return on capital employed

≥14%

Outcome

7.2%

Average over
past 5 years

Outcome

16.8%

Continuing operations
full year 2022

Outcome

14.2%

Average over
past 5 years

New financial targets communicated today

New financial targets

>8%

Sales growth

>20%

EBITA margin

>15%

ROCE

New sustainability targets communicated today

From relative to absolute climate targets

50%

CO₂ emissions reduction in
Scope 1 & 2 by 2030

25%

CO₂ emissions reduction in
Scope 3 by 2030



SCIENCE
BASED
TARGETS

Awaiting approval

An even better Trelleborg

**Better
growth profile**

**More
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**Less
cyclical**

SEK
>20 B
Financial capacity

Value creation and growth in focus



Accelerating investments and acquisitions



Share buy-back program



Solid dividends continue

Focus on speedboats

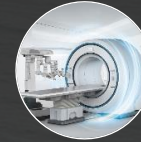
Aerospace



Renewables



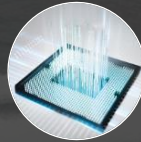
**Healthcare
& Medical**



**Food, Beverage
& Water**



Semiconductors



**Modular
construction**



**Industrial
automation**



**Automotive
niches**



**Electrification
& Hydrogen**



LNG



**Water
infrastructure**



**Automated
warehousing**



Continued focus on Asia

>10%

2012-2022 sales CAGR



Game changer in North America

Expanded capabilities in multiple dimensions





Current pipeline
>200 acquisition prospects

**Selective and
synergistic acquisitions**

An even better Trelleborg

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Communicated on Capital markets day 2018

Sales

40

SEK B

EBIT

6

SEK B

Communicated on Capital markets day 2018

Sales

40

SEK B

EBIT

6

SEK B

Achieved

Capital Markets Day 2023

Sales

40

SEK B

EBITA

8

SEK B



Q&A



Thank you