



Welcome to the Trelleborg Capital Markets Day 2018

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All presentations will be uploaded to
www.trelleborg.com during the afternoon

Capital Markets Day 2018



Group Strategic Update

12:45

Business Area
Priorities

Lunch

12:00

Concluding
remarks

15:30





Trelleborg – a world-leader in engineered polymer solutions

We seal, damp and protect critical applications in demanding environments

Our innovative engineered solutions accelerate performance for our customers in a sustainable way

Leading positions in selected segments



Strategic cornerstones



Agile and adaptive

**Decision making
close to the business**

**Succession
planning**

**Clear roles
and responsibilities**

Developing people, securing succession



Jean-Paul Mindermann
Trelleborg Industrial Solutions



Paolo Pompei
Trelleborg Wheel Systems



Peter Hahn
Trelleborg Sealing Solutions

Investing more than ever in training



**TRELLEBORG
EXCELLENCE**



Customer focus in everything we do





Marketing driven approach

Trelleborg's core capabilities

Application
Expertise

Local Presence
Global Reach

Customer
Integration

Polymer
Engineering

Business
Accelerator

Leading positions in selected segments

Challenging applications and environments



**Hoses for
transfer of LNG**



Extensive applications expertise

Smart antivibration systems for rail

Robust, reliable and safe solutions

High performance applications



Next generation products and applications



**Next generation seals
for e-power**



Ease of doing business

Innovation leadership in precision farming



**Optimizing operations,
increasing yield**

MountFinder Pro – addressing vibration problems



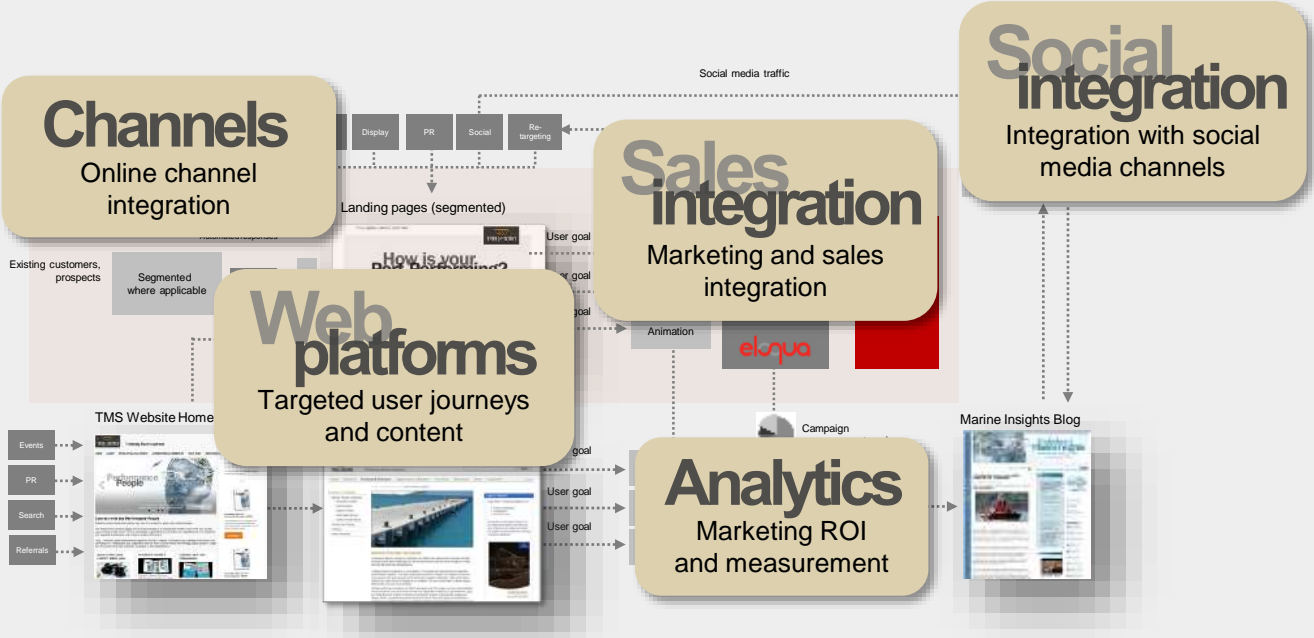
Insights improving customers' operations

Cognitive sealing



Comprehensive digital platforms...

Automated marketing and sales

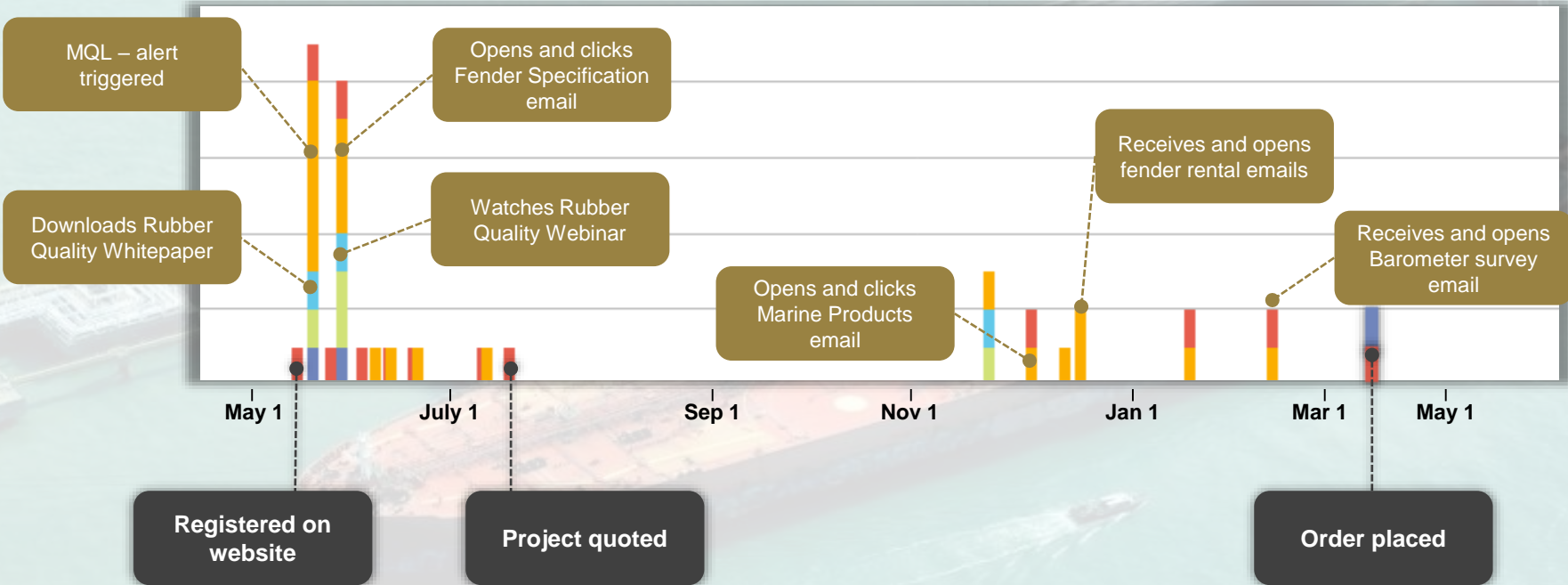


sitecore



...enabling ease of doing business

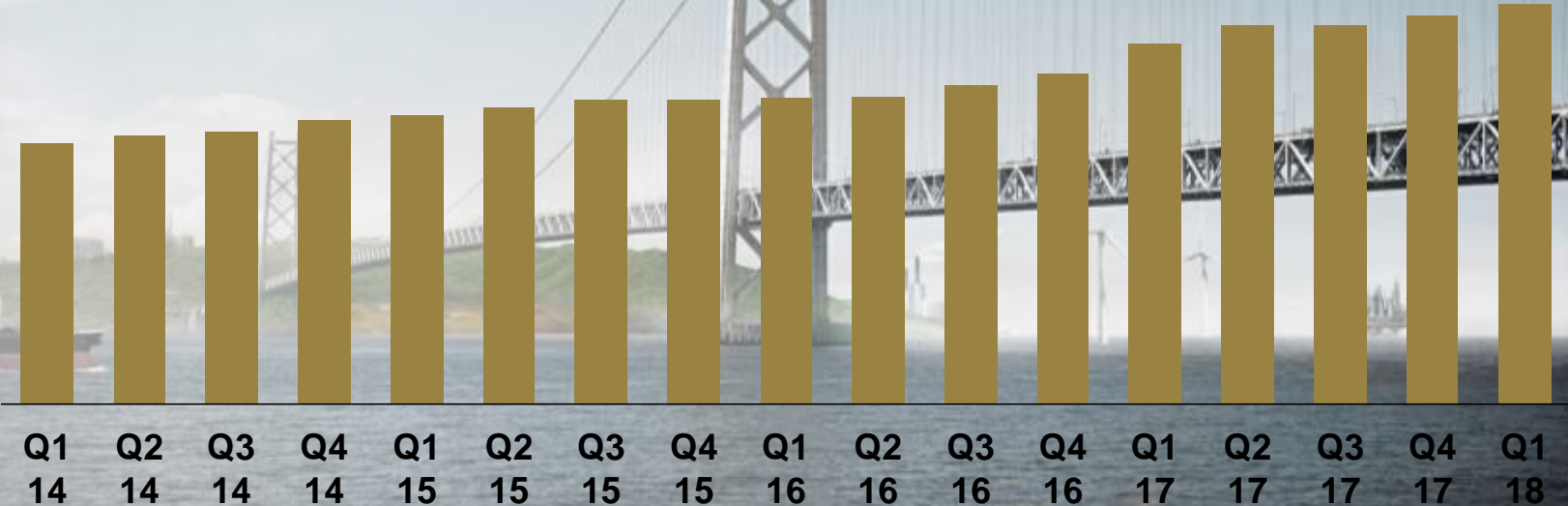
- Email Sends
- Email Opens
- Email Clickthroughs
- Web Visits
- Form Submits
- External Activity



Leading positions in selected segments

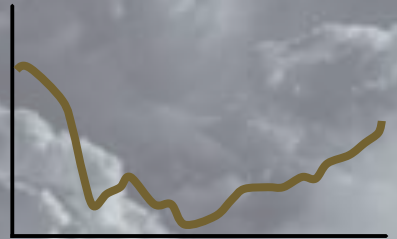
Our strategy has been successful

Improved R12M EBIT every quarter for five years



...albeit several segments being depressed

Oil & Gas¹

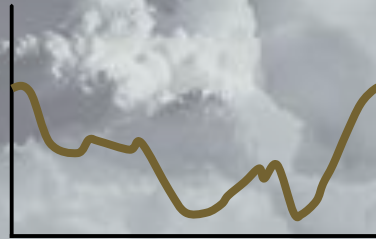


2013

2018

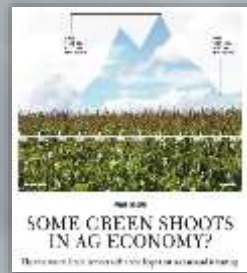


Agriculture²



2013

2018



Industrial & Construction³



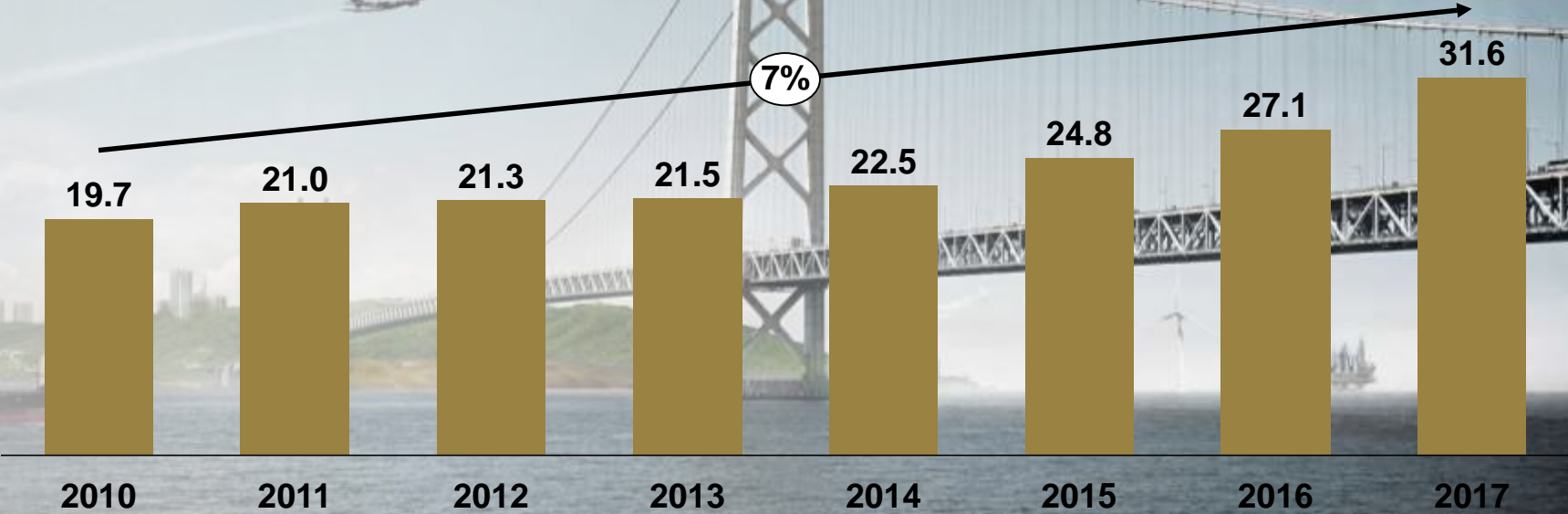
2013

2018



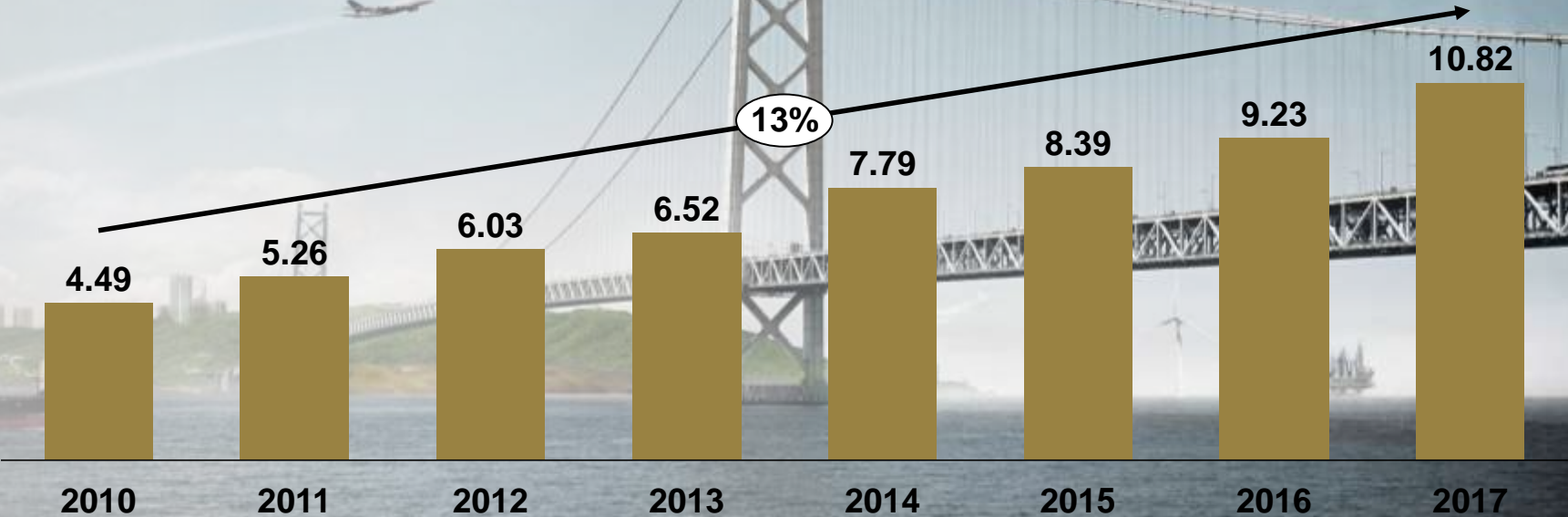
Our strategy has been successful

Sales 2009-2017, SEK B



Our strategy has been successful

EPS 2009-2017, SEK



More of the same...



Strategic priorities

**Value
creation**

**Ease of doing
business**

**Geographical
expansion**

**Strategic
cornerstones**

Value creation

Leveraging polymer knowledge and application expertise, adding value to customers



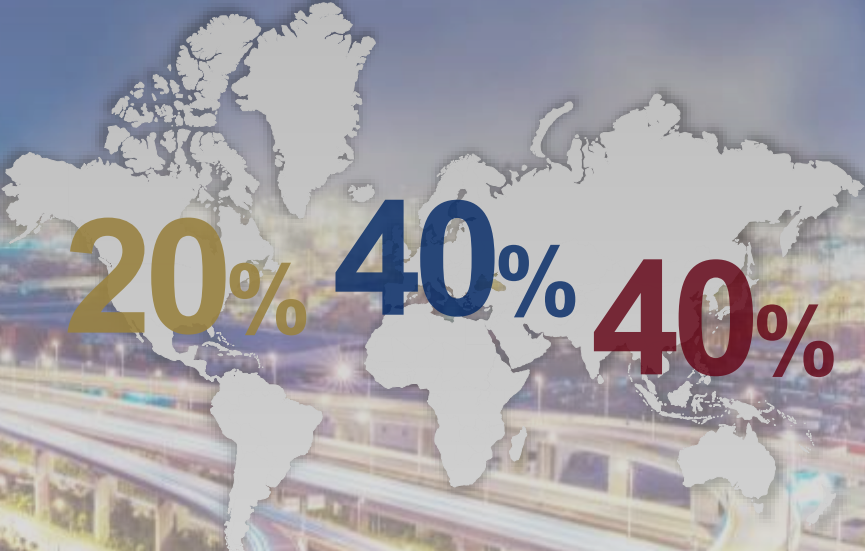
Value creation

Critical functions, low relative cost

Ease of doing business



Geographical balance – long-term ambition



- North America
- Western Europe
- Rest of world

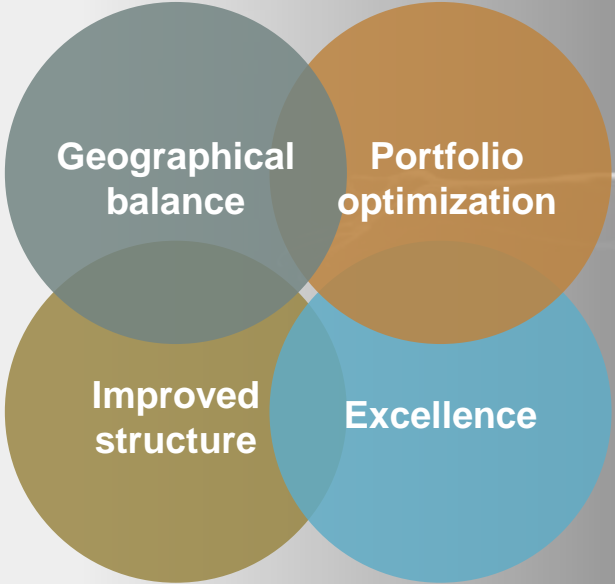


Geographical balance – long-term ambition

Focus areas



Strategic cornerstones



Raising the bar

M&A continues to be an accelerator



M&A part of our DNA

Sailing in known waters

Financial targets remain

5-8%

Sales growth

$\geq 15\%$

Return on sales

$\geq 12\%$

Return on equity

Next threshold

Sales

40

SEK B

EBIT

6

SEK B

Capital Markets Day 2018



Ulf
Berghult

TRELLEBORG

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