

# Capital Markets Day 2018



Peter  
Nilsson

# TRELLEBORG

## Group Strategic Update

12:45

Business Area  
Priorities

Lunch

12:00

Trelleborg  
Offshore & Construction

Concluding  
remarks

15:30



# Trelleborg Offshore & Construction

R12 2018 Q1, SEK M

**2,699**

Sales

**8%**

of Group  
sales

**-100**

EBIT

**-3.7%**

ROS

**HQ – Trelleborg, Sweden**  
**~1,600 employees**

- World leader in selected project niches of polymer-based solutions deployed in highly demanding environments
- Technical partner with global presence

# Strategic priorities

**Consolidation**

**Repositioning**

**Extended offering**

# Strategic priorities

An aerial photograph of a large industrial ship, possibly a tanker or bulk carrier, docked at a pier. The ship is orange and white, with a complex structure on its deck. The pier is made of concrete and metal, extending into the water. The water is a deep blue-green color. Three semi-transparent rectangular boxes are overlaid on the image, each containing a strategic priority in white text. The first box is dark blue and contains the word 'Consolidation'. The second box is light grey and contains the word 'Repositioning'. The third box is white and contains the words 'Extended offering'.

**Consolidation**

**Repositioning**

**Extended offering**



# Significant downturn in oil & gas business

# Significant downturn in oil & gas business

Brent crude oil trendline

111

FINANCIAL TIMES

"IEA increases oil demand forecast"

FINANCIAL TIMES

"Oil hits lows as market chokes on oversupply"

FINANCIAL TIMES

"Crude oil sinks to 11-year low"

2014

2015

2016

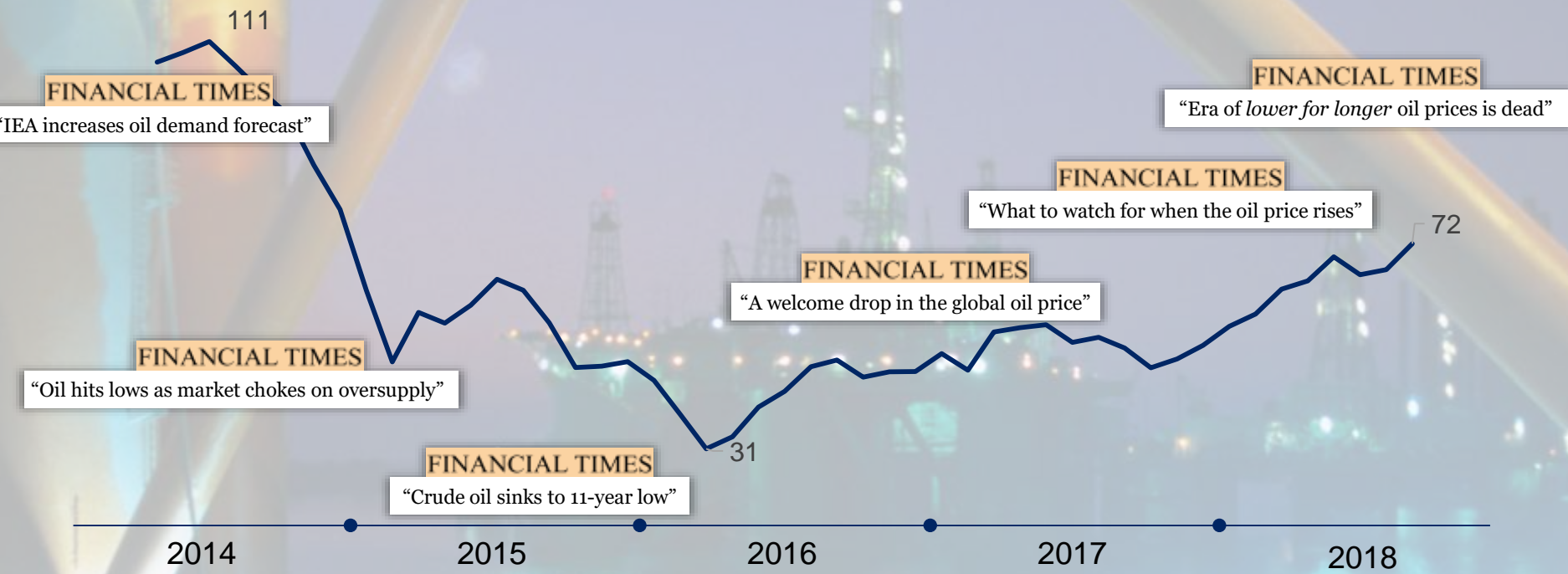
2017

2018



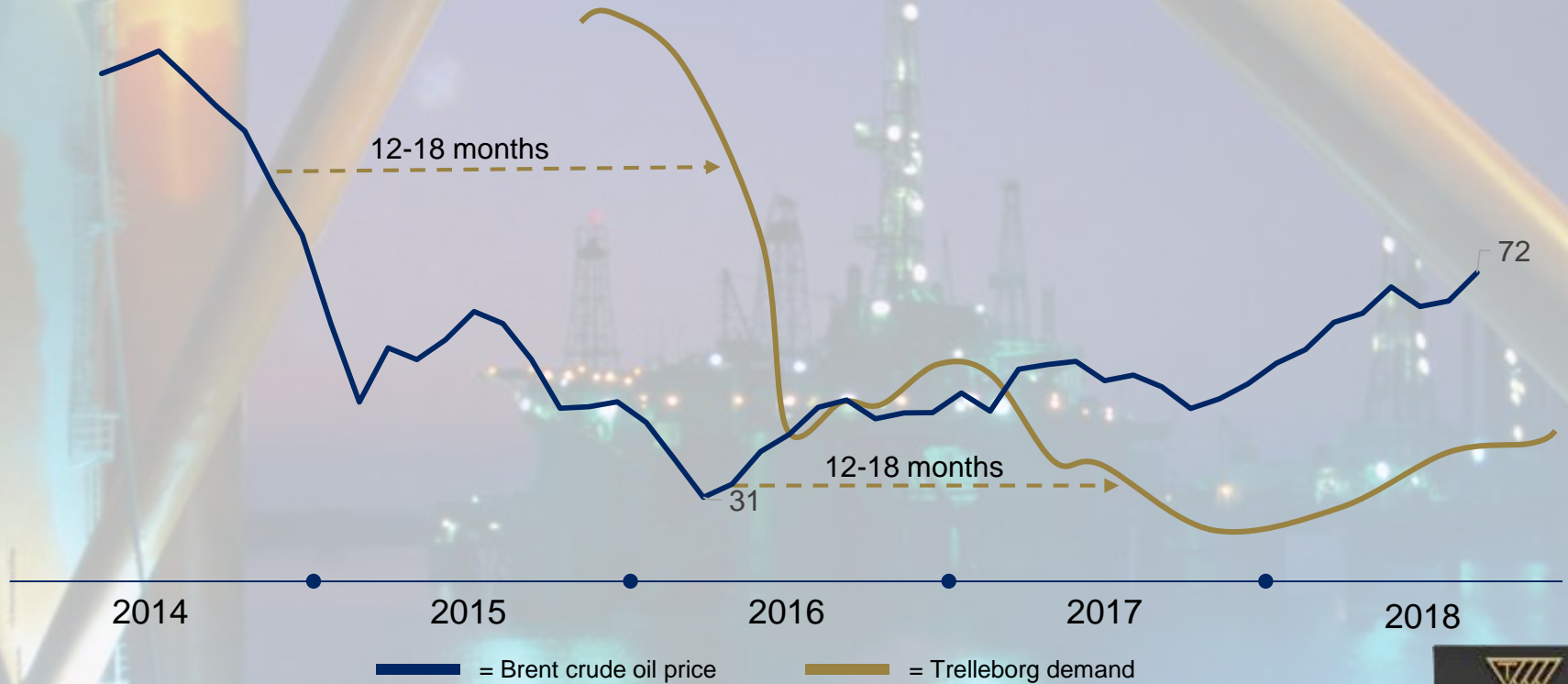
# A more positive industry outlook

## Brent crude oil trendline



# Late-cyclical business delaying the upturn

Brent crude oil trendline





# Focusing positions in oil & gas

**Consolidating operations  
in subsea buoys**

# Strategic priorities

An aerial photograph of a large industrial ship, possibly a tanker or bulk carrier, docked at a pier. The ship is oriented vertically, with its bow at the bottom. The pier extends from the top left towards the center. The water is a deep blue-green. Three semi-transparent rectangular boxes are overlaid on the image, each containing a strategic priority in white text. The first box is on the left, the second is in the center, and the third is on the right. The background image is slightly faded to make the text stand out.

Consolidation

Repositioning

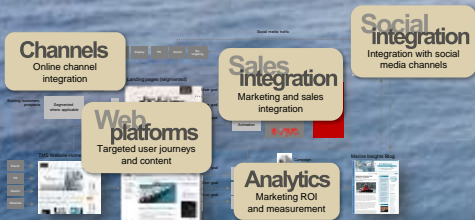
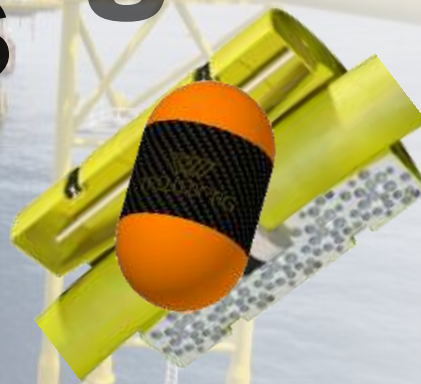
Extended offering



# SmartPort



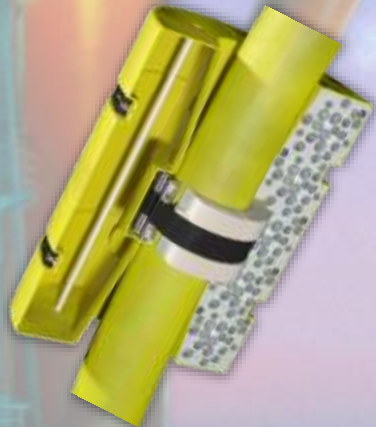
# Ease of doing business





## Buoyancy modules in deep-sea applications

# Accelerating our customers' businesses



**Buoyancy modules for subsea applications**



**Sensor technology**



**Optimization and development**



# Strategic priorities

An aerial photograph of a large industrial ship, possibly a tanker or bulk carrier, docked at a pier. The ship is oriented vertically, with its bow at the bottom. The pier extends from the top of the frame towards the ship. Three semi-transparent rectangular boxes are overlaid on the image, each containing a strategic priority. The background is a clear blue sky and the ship's deck is visible with various structures and equipment.

**Consolidation**

**Repositioning**

**Extended offering**

# Trelleborg Offshore & Construction

Oil & Gas



Infrastructure Construction



# Extended offering

New segments, same technology

Oil & Gas



Infrastructure Construction



Applied Technologies





# Extended offering – unique materials technology



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**High precision polyurethane casting**

**Syntactic materials and composites**

**Light-weight syntactic foam**

**Flexible passive fire protection**

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# Extended offering – technical know-how



**Light-weight  
materials**



**Thermal  
insulation**



**Flexible fire  
protection**



**Signature  
management**

# Examples of market segments



...and many more

# Trelleborg Offshore & Construction

Oil & Gas



Infrastructure Construction



Applied Technologies



# Infrastructure construction

**Engineered bearings**



**Engineered seals**



**Engineered solutions**



**Tunnel seals**



**Berthing & mooring**



**Dredging**

# Capital Markets Day 2018



Richard  
Hepworth



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# Smarter approach to berthing & mooring

# The interface between port and vessel



**Docking &  
mooring equipment**



**Marine  
fenders**



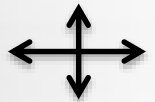
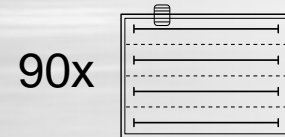
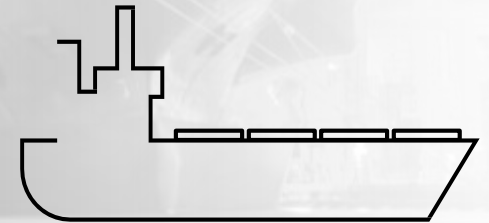
**Navigation &  
berthing systems**



# The interface between port and vessel




Securing  
400,000 ton iron  
ore carrier

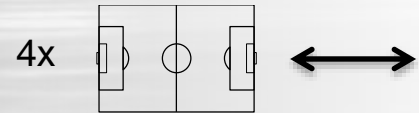
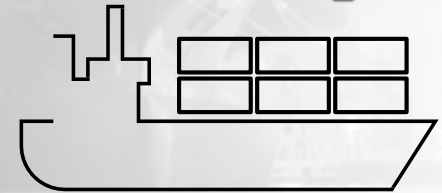


# The interface between port and vessel



Absorbing energy  
of 21,000 teu<sup>1</sup>  
container ship

473m x 



# The interface between port and vessel



Accurately  
maneuvering 500m  
FLNG<sup>1</sup> ship



36x



# Industry is under transformation



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Increased vessel sizes

Broader shipping alliances

Digitalization and automation

More focus on financial returns

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# Industry is under transformation

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Large potential to  
raise port efficiency

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# Our strategic evolution



# Our strategic evolution

- Unique oversight of port and vessel interface
- Digital technology to drive insights and efficiencies
- From 'products and solutions' to 'insights and knowledge'
- Improve and accelerate customer operations

# Strong position and unique in-house capabilities

# SmartPort

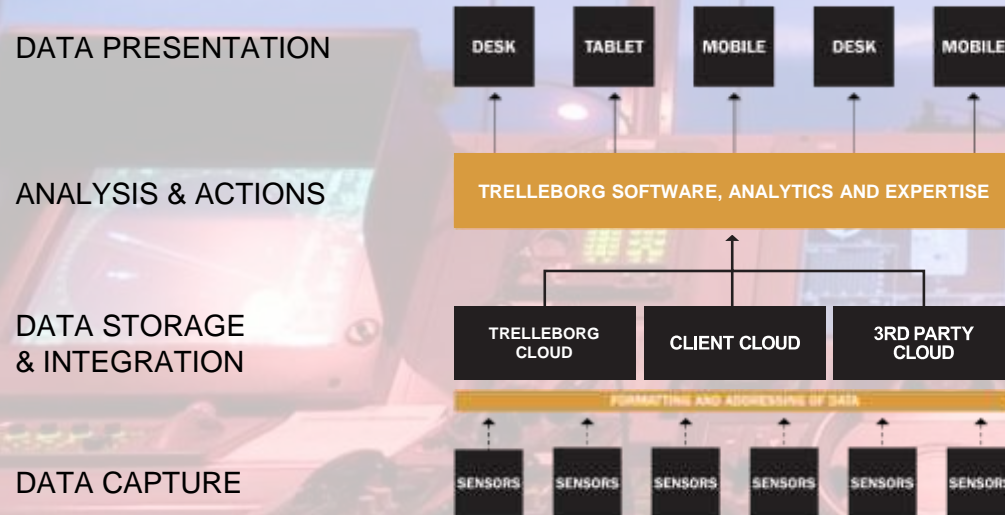


**Connecting assets – using data to discover insights for customers – delivering value**



# The SmartPort platform

Helping our customers improve their operations

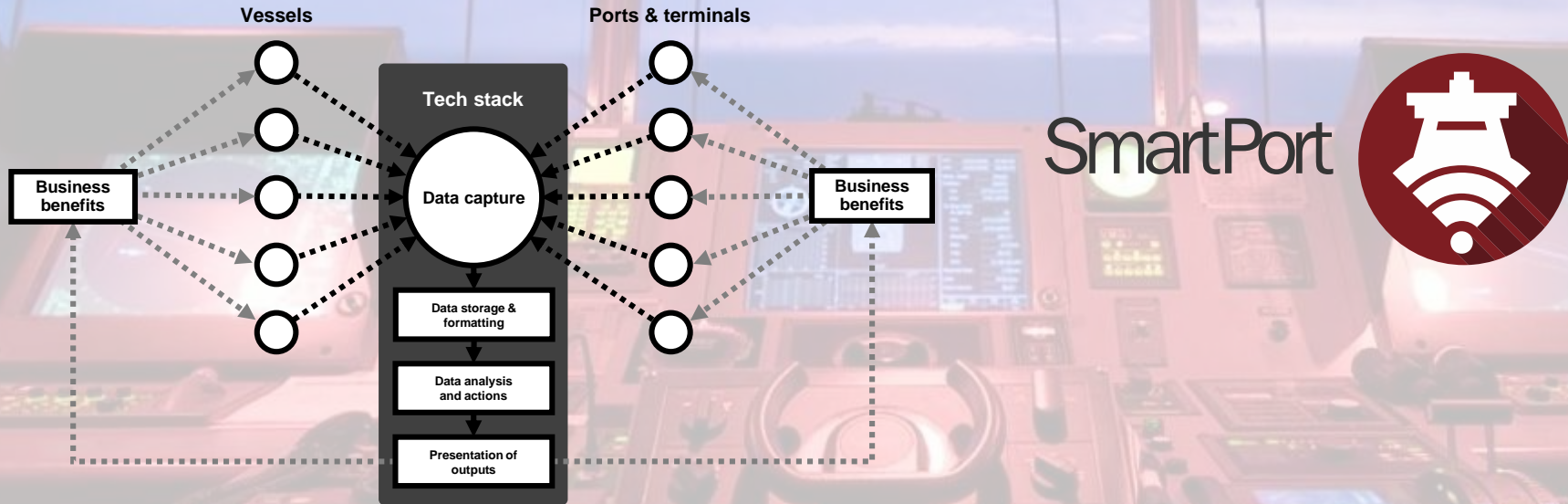


SmartPort



# The SmartPort platform

## The continuous cycle of learning



# The SmartPort platform

Delivering customer benefits and driving value

- Extract value from data – generate useful insights
- Improve performance, optimize operations
- Constantly evolving portfolio of products
- Developing new business models – subscriptions, licensing, leasing

SmartPort



# SmartPort products and services



SmartPort



# Strategic priorities



**Consolidation**

**Repositioning**

**Extended offering**

# A more balanced and stable business

Long-term sales ambition

Oil & Gas



**~30%**

Infrastructure Construction



**~40%**

Applied Technologies



**~30%**

# Take-aways

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**Leading positions in global markets**

**Adapting and preparing for upturn**

**Extended offering**

**Leverage SmartPort concept**

**Supplementary acquisitions**

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# Leveraging our strategic priorities

**EBIT-margin  
target remains**

Long-term target

**$\geq 10\%$**



# Capital Markets Day 2018



Dario  
Porta

# TRELLEBORG



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