

An aerial night view of a city skyline, likely San Francisco, with the Golden Gate Bridge visible in the background. The city is illuminated with blue light trails that sweep across the scene, creating a sense of motion and modernity. The text 'New horizons for Trelleborg' is overlaid in a large, white, sans-serif font.

New horizons for Trelleborg

Capital Markets Day 2021

New horizons for Trelleborg

Capital Markets Day 2021





New horizons
for Trelleborg

New horizons for Trelleborg

Break

Business Area
presentations

Concluding
remarks

Peter
Nilsson
Fredrik
Nilsson



New horizons for Trelleborg

Break

Business Area
presentations

Concluding
remarks

At a glance

2021

R12 Q3

Focused
polymer
group



1905
founded



Annual sales

SEK ~33 billion

EUR ~3.2 billion

USD ~3.6 billion



~21,200



Operations in

50

countries



~115

manufacturing facilities

A world leader in engineered polymer solutions

Where we play in the rubber world

Industrial

Industrial niches

Automotive niches

Tires

Off-road

On-road

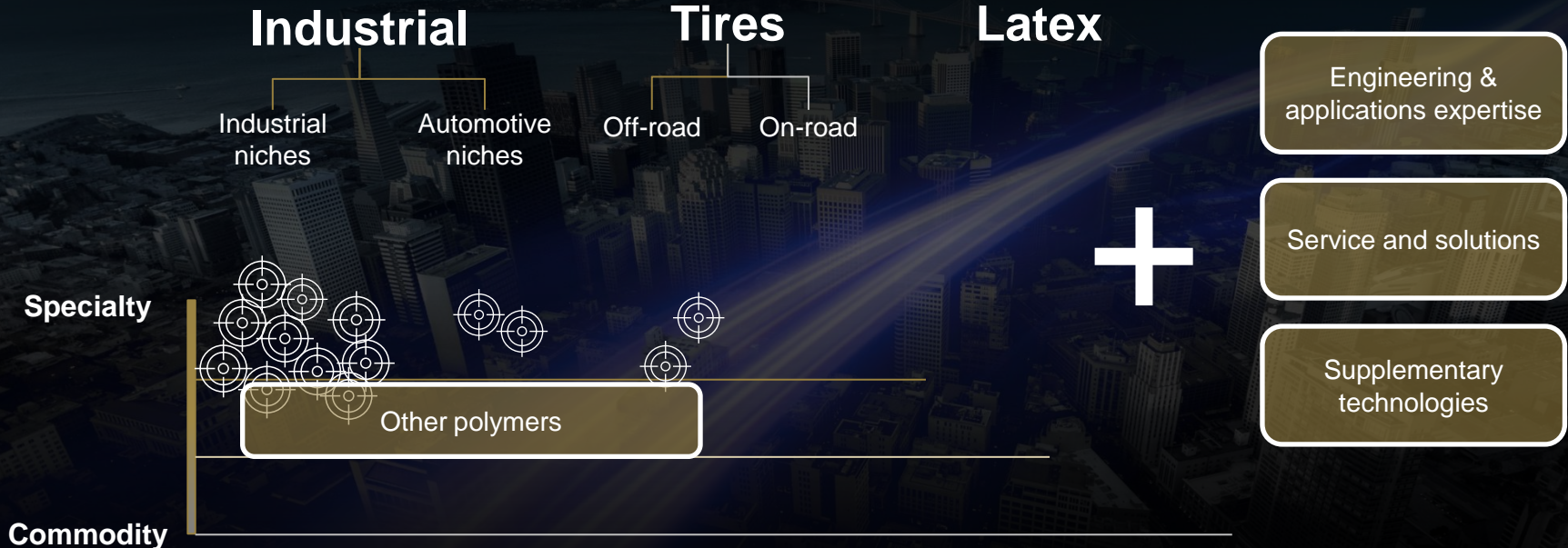
Latex

Specialty

Commodity



Where we play in the rubber world



An aerial view of San Francisco, California, featuring the Golden Gate Bridge and the city skyline. The image is overlaid with several bright blue light trails that sweep across the city from the right side towards the left. The text 'Leading positions in selected segments' is centered over the image in a large, white, sans-serif font.

Leading positions in selected segments

Why leading positions?

Early insights
know where to play

Best value
creator

Accelerating
customers' business

Innovation leader
& solution partner



New horizons for Trelleborg





New horizons for Trelleborg



Platform better than ever

Better growth profile and less cyclical

Portfolio changes

Exited sales of
SEK ~3.2 B



Offshore
Oil & Gas



Printing blankets



Technical rubber
business in
Czech Republic



Molded
components
business in
Baltics

Global leader in selected automotive niches



- Attractive and profitable niche positions
- Innovation leader in our niches
- Consolidating our niches, growing faster than market

Sealing Solutions – like clockwork

Scale up &
accelerate



Industrial Solutions – better business

Climbing the
value ladder



Wheel Systems – leverage platform

Ready for
take-off



Strongest financial platform in decades

**Solid cash
generation**



Improved financial performance

**Highest R12
sales and EBIT
in Q3 2021**



Platform better than ever



New horizons for Trelleborg

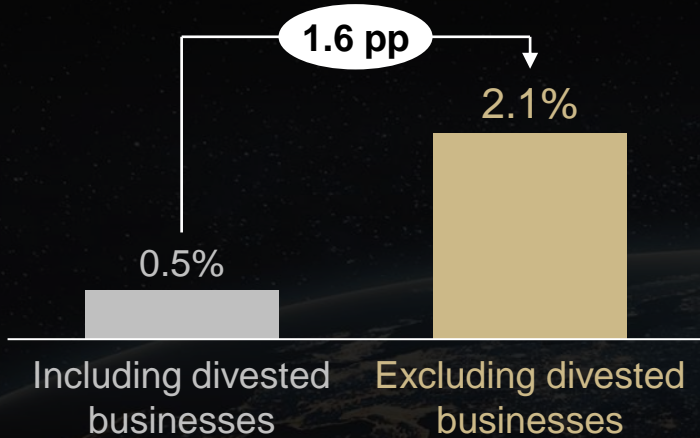


Accelerating growth

Portfolio changes improve our business

Organic sales growth

Average CAGR %, 2016-19



Offshore
Oil & Gas



Printing blankets



Technical rubber
business in Czech
Republic



Molded components
business in Baltics

Better foundation outgrowing industrial production



2-4% growth per
year until 2030

**Innovate, differentiate and
grow market shares**

Enhancing our service offering

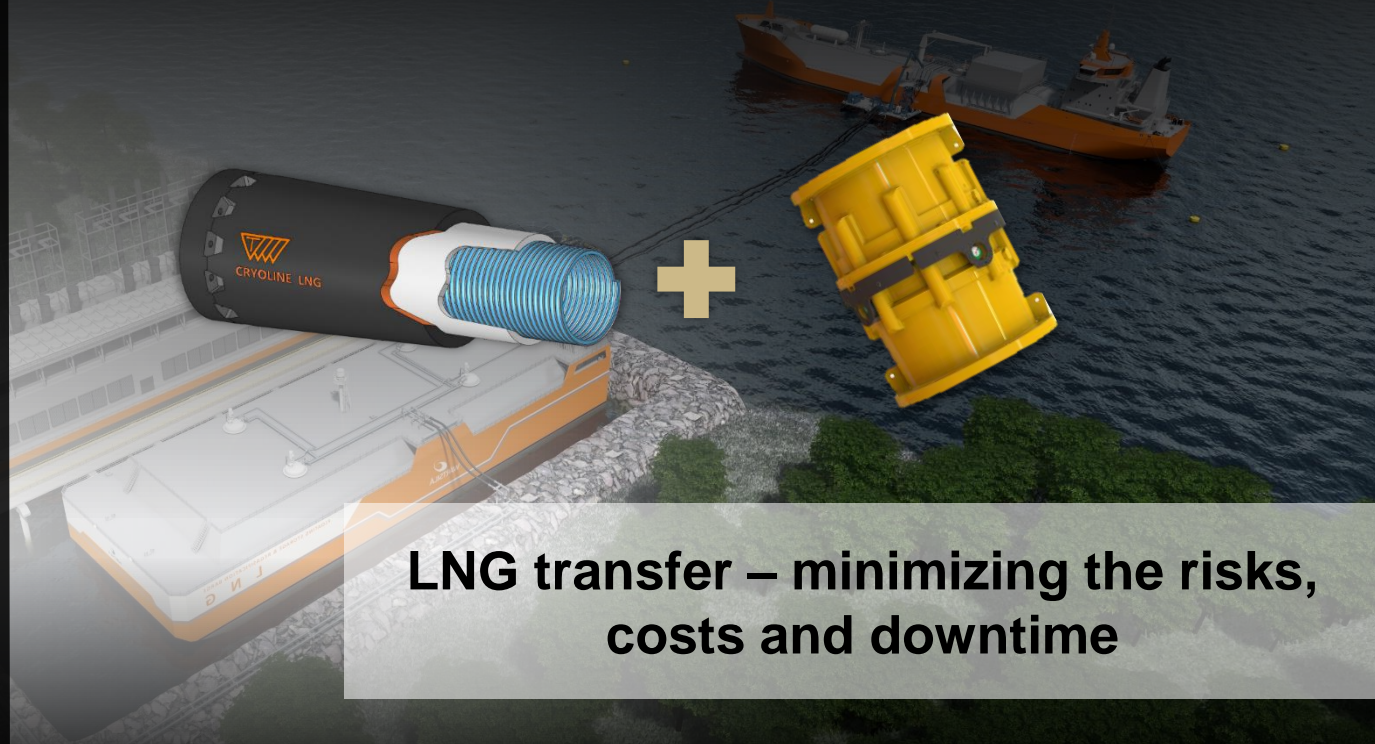


No dig
pipe repair



From products to solutions

Building a more complete offering

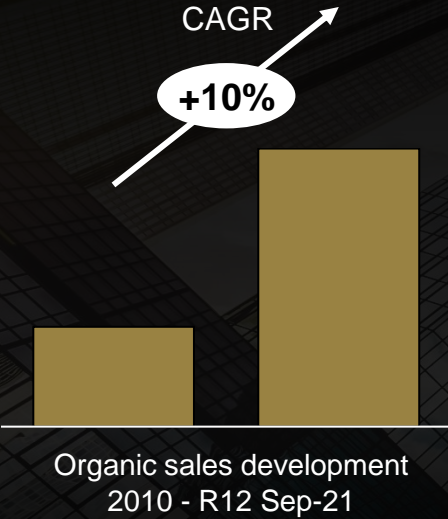


From products to solutions

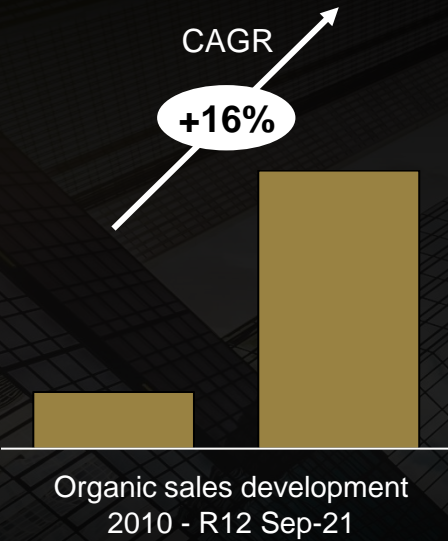
Cognitive sealing
- more than a seal



Expanding Asian footprint



Growth ambitions remain high in China



Increasing customer proximity

Global partner
& complete offering



Speedboats accelerating our growth



>5% growth per year until 2030



Higher resource allocation to growth segments



Speedboats accelerating our growth



Healthcare & medical



6%

Growth per year until 2030*

Market drivers and trends

- Aging demographics
- Digital technology, automation and AI

Selected examples

Medical technology & equipment



Tubing & hose



Drug delivery solutions



Seals & bearings



Silicone sheeting



Tubing & hose



Medical fabrics



Aerospace



6%

Growth per
year until 2030*

Market drivers and trends

- Lighter materials
- Electric urban mobility
- Green aviation

Selected examples

Aircraft applications



Sealing solutions

Engineered coated fabrics

Advanced composites

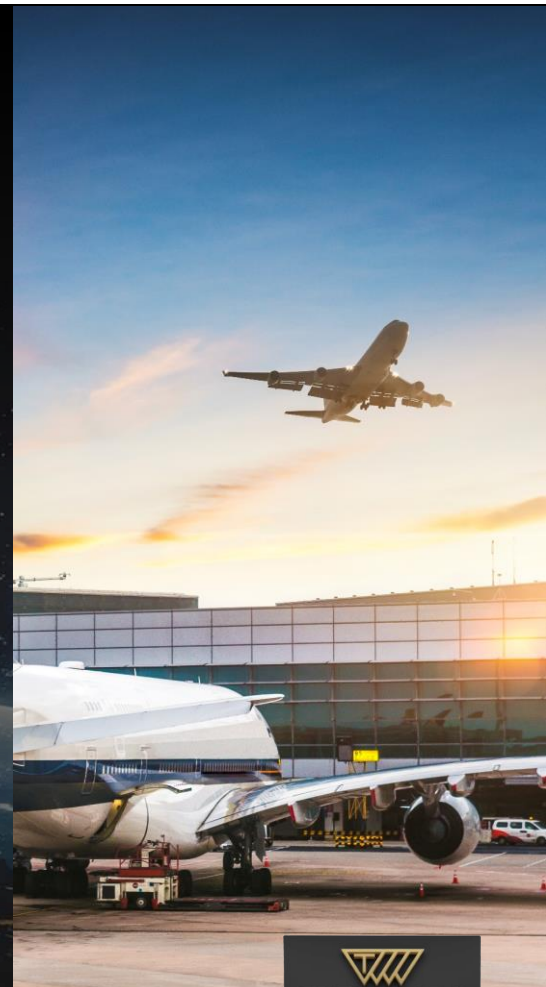
Ground support equipment



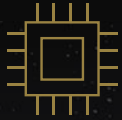
Fuel hose systems

Wheels & tires

Engineered coated fabrics



Semi-conductor



9%

Growth per year until 2030*

Market drivers and trends

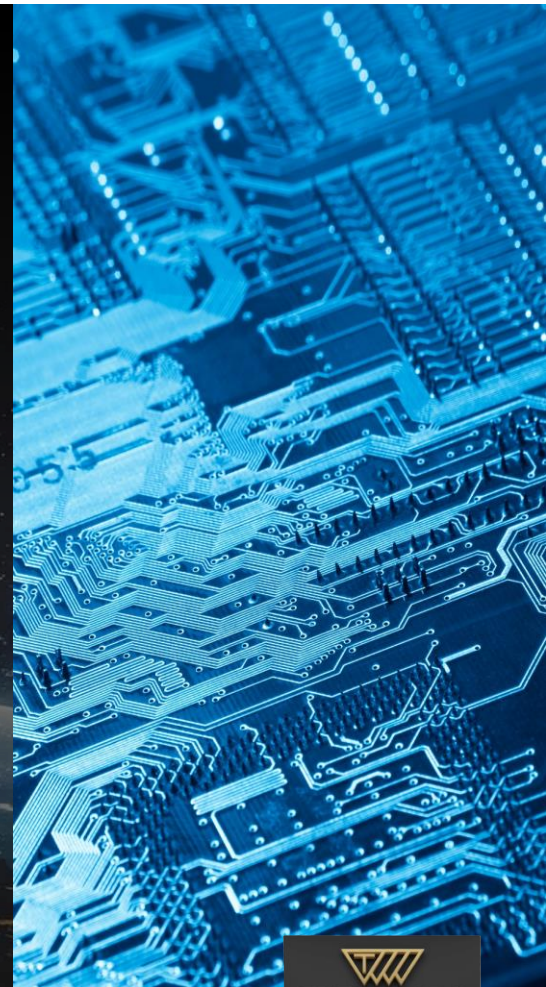
- Digital technology, automation and AI
- Rising middle-class

Selected examples

Semiconductor manufacturing



- Innovative materials
- Extensive range of sealing solutions
- High entry barriers



Growth pockets within traditional segments

eMobility & hydrogen

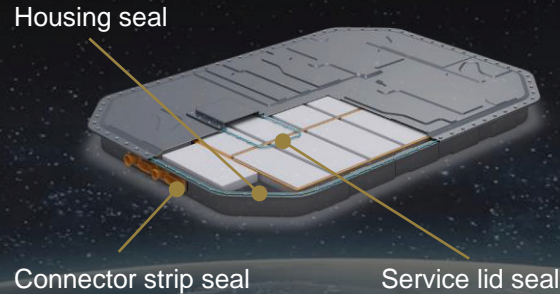
~30% EV growth per year until 2030*

Market drivers and trends

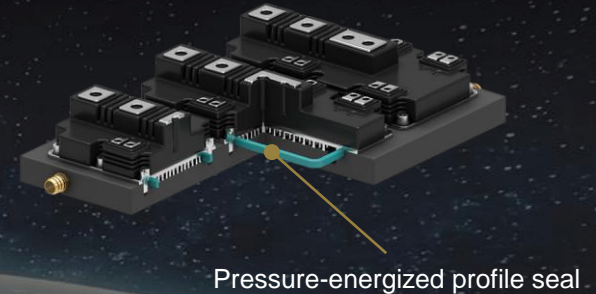
- Green mobility and hydrogen
- Digital technology, automation and AI

Selected examples

Batteries



Sensor technology



Other



Industrial automation



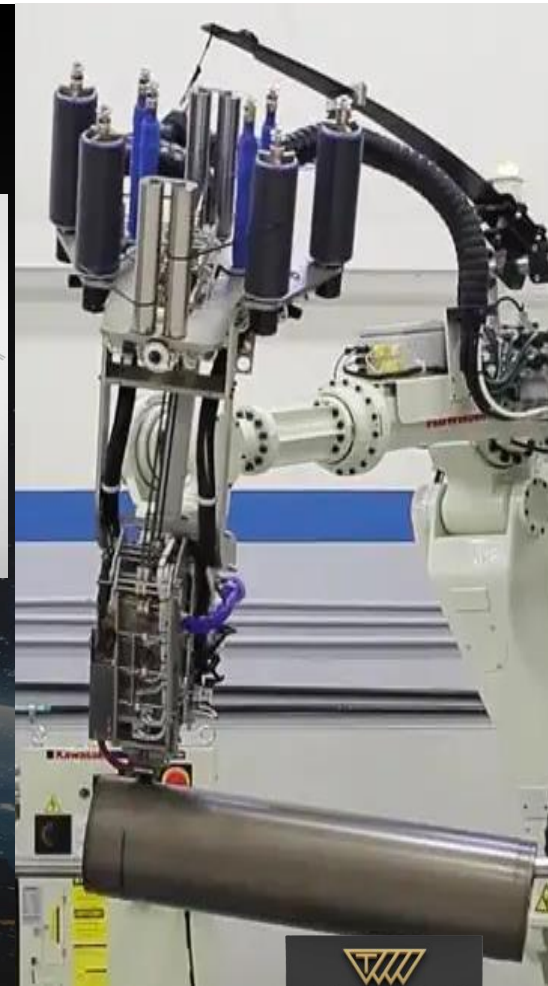
20%

Growth per year until 2030*

Market drivers and trends

- Digital technology and AI
- Automation of processes and logistics
- Wide portfolio of sealing solutions for drive and motion control
- Wheel solutions for autonomous vehicles

Selected examples

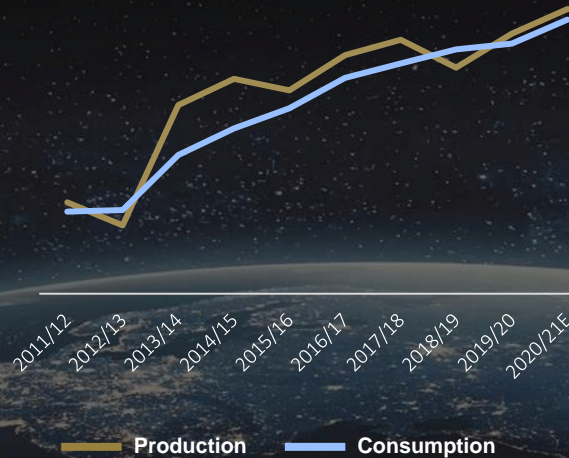


Accelerating growth

Agriculture cycle more favorable

Agriculture
recovering

Wheat and grain
(million tons)



Top 3 OEMs aggregated sales
(million USD)



Well-positioned to accelerate

>4%
organic
growth

Foundation growing more than industrial production

Continued globalization and expansion

Resource allocation to “speedboats”

Portfolio changes executed

Agriculture cycle more favorable

Well-positioned to accelerate

>4%
organic
growth **+** **Acquisitions**



New horizons for Trelleborg



Sustainability leader in our industry

Top
position
for many years

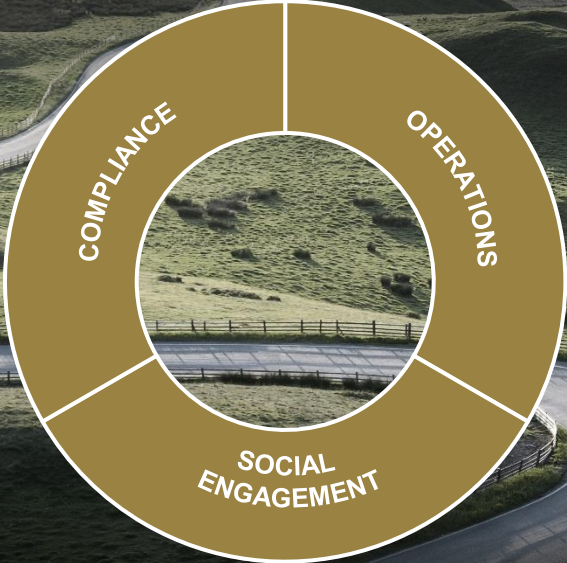


Sustainable companies



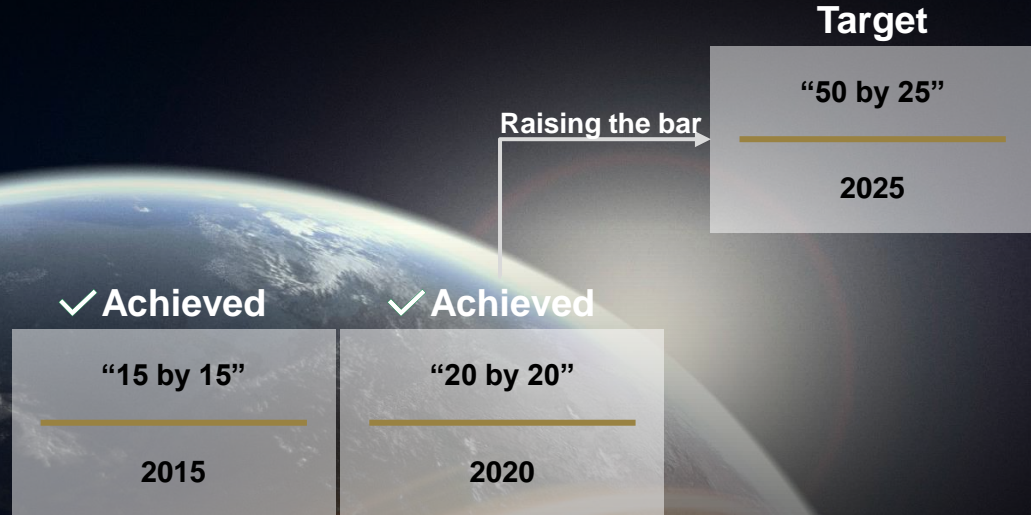
Sustainability leader in our industry

Structured approach



Ambitious CO₂ targets

Continuously raising the bar



Ambitious CO₂ targets

“Net zero”

Our long-term
vision

2035

Operational roadmap is in place

Multi-dimensional local action plans

Energy efficiency programs



Low-carbon energy sources



Improved manufacturing processes

Product innovation



Polymers for Tomorrow



Footprint optimization

Lowering dependency on fossil input

Polymers for
Tomorrow



Lowering dependency on fossil input

More sustainable raw materials

Example partnerships



The Global Platform for Sustainable Natural Rubber



Bio-based materials



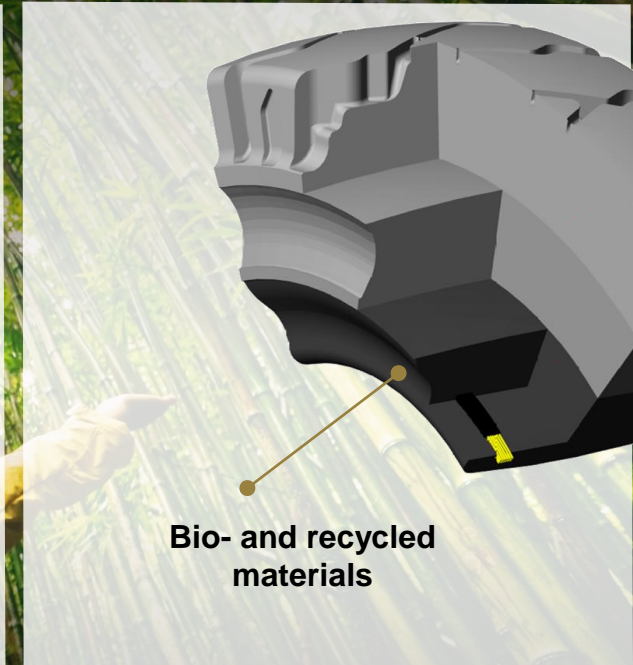
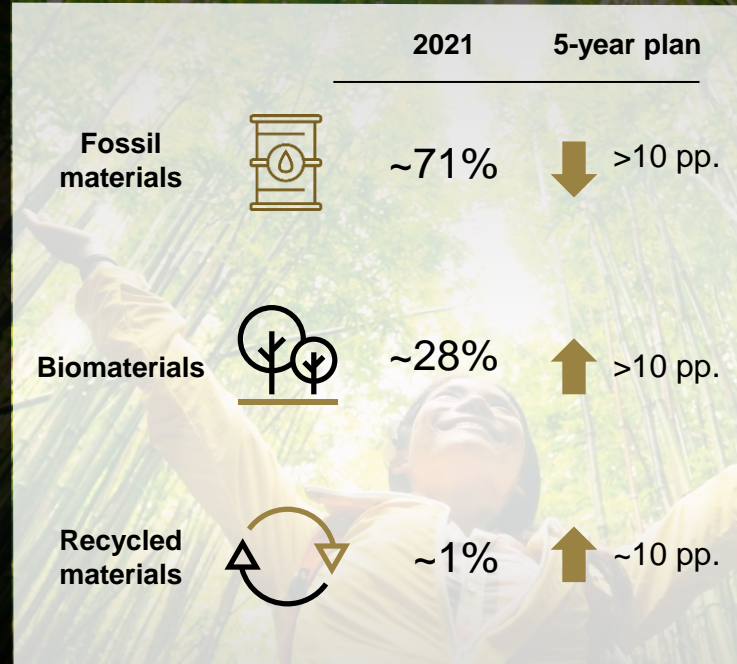
Recycled materials



New polymer formulas

Lowering dependency on fossil input

More sustainable raw materials



Our solutions contribute to a better world

More efficient seal performance
>25% energy saving



eMobility



Renewable energy



Green aviation

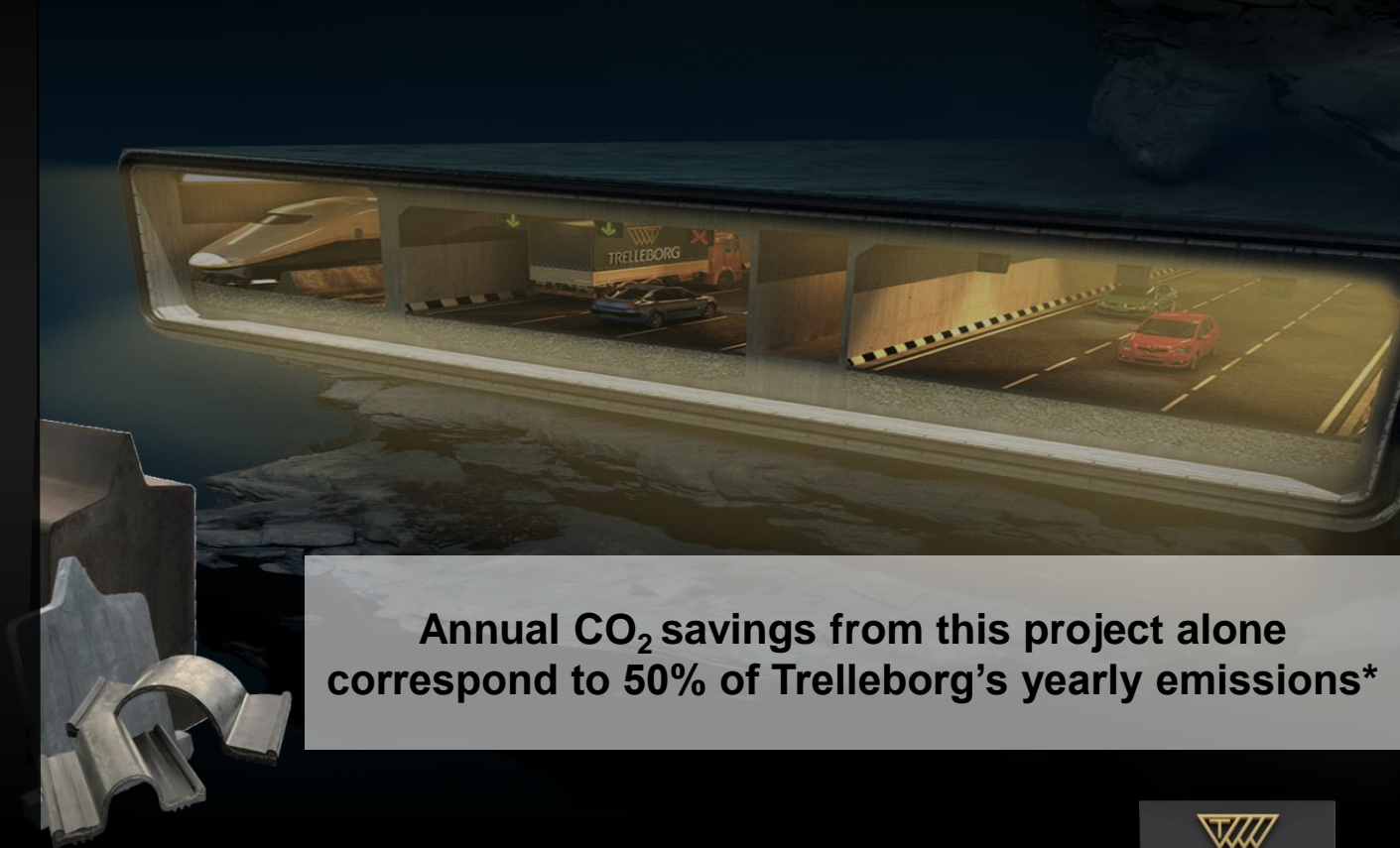


Industrial automation



Seals for immersed tunnels

Fehmarn-belt tunnel project



Annual CO₂ savings from this project alone correspond to 50% of Trelleborg's yearly emissions*



New horizons for Trelleborg



Bespoke strategy for each business

Decision making close to the business

Bespoke strategy for each business

Trelleborg Group

Trelleborg Industrial
Solutions



Climbing the
value ladder

Trelleborg Sealing
Solutions



Scale up &
accelerate

Trelleborg Wheel
Systems



Ready
for take-off

Trelleborg Industrial Solutions

**Climbing the
value ladder**

Profitable growth

Differentiated offering

Further improvement opportunities

Supplementary acquisitions

Trelleborg Sealing Solutions

**Scale up &
accelerate**

Scalable business model

Accelerating growth in attractive segments

From products to solutions

Globalization continues

Focused and accelerated acquisitions

Trelleborg Wheel Systems

Ready for take-off

Leverage our improved platform

Improved positions beyond Europe

Expand service offering/Interfit

Strengthen innovation leadership



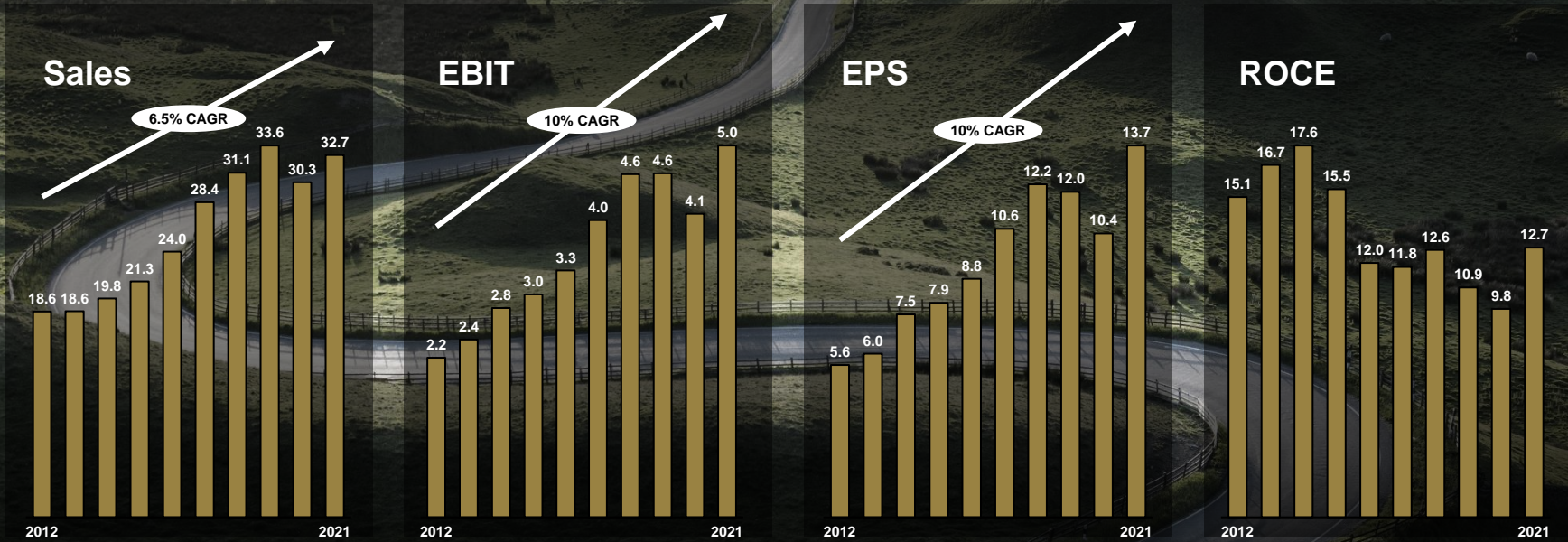
New horizons for Trelleborg



New horizons for Trelleborg

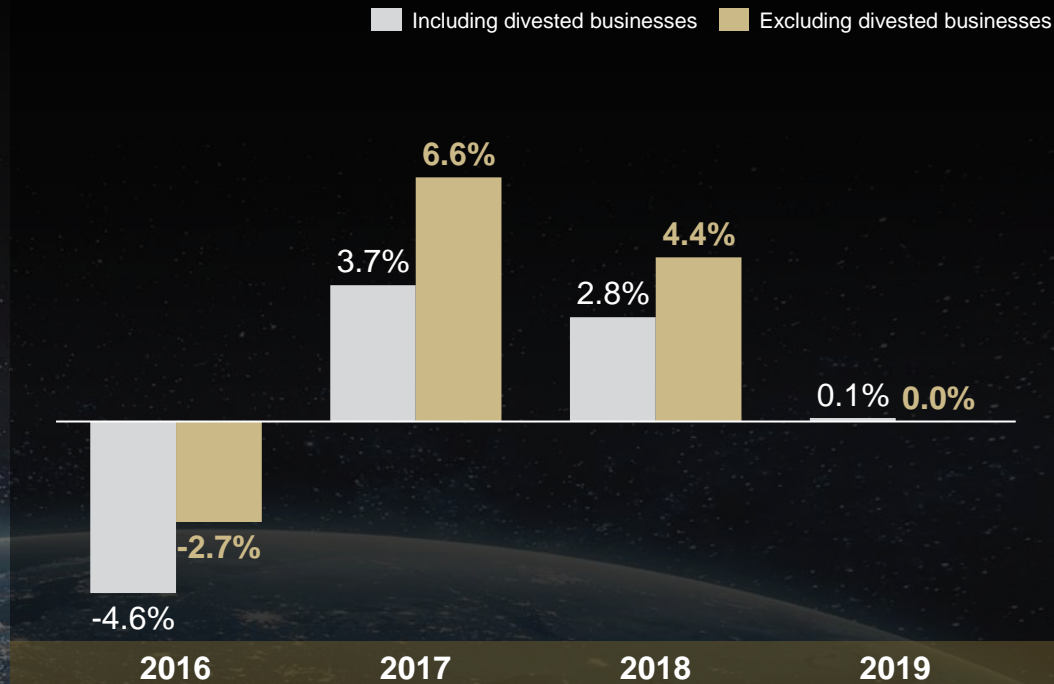
New horizons, well on our way

2012-R12 Q3 2021



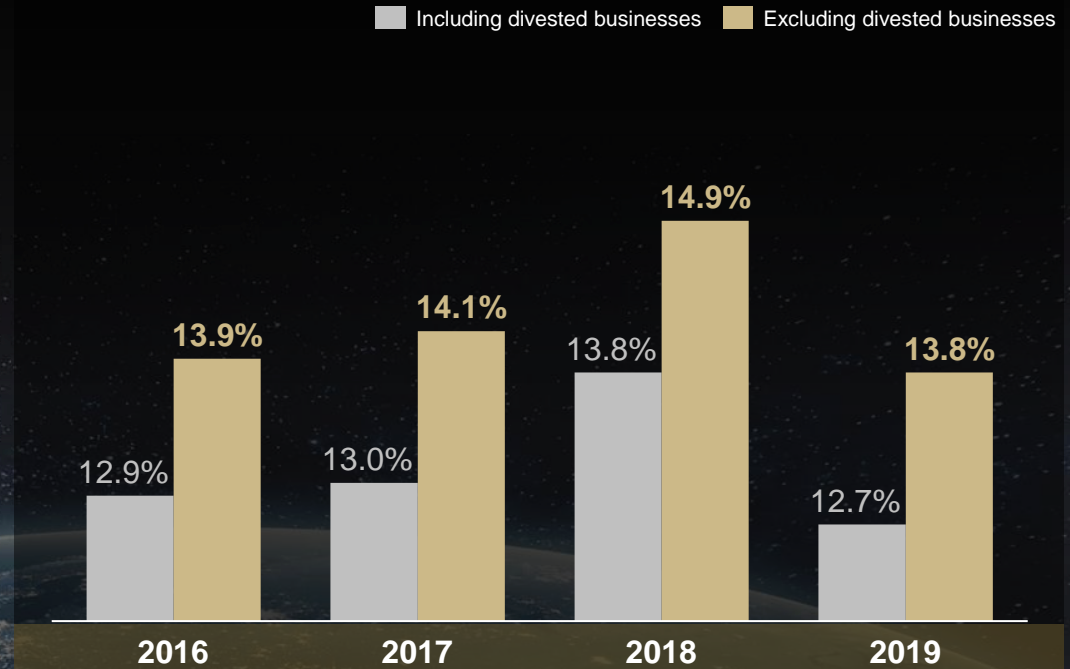
Stronger organic growth following portfolio changes

Pre-pandemic organic sales growth, %, 2016-19



Stronger EBIT margin following portfolio changes

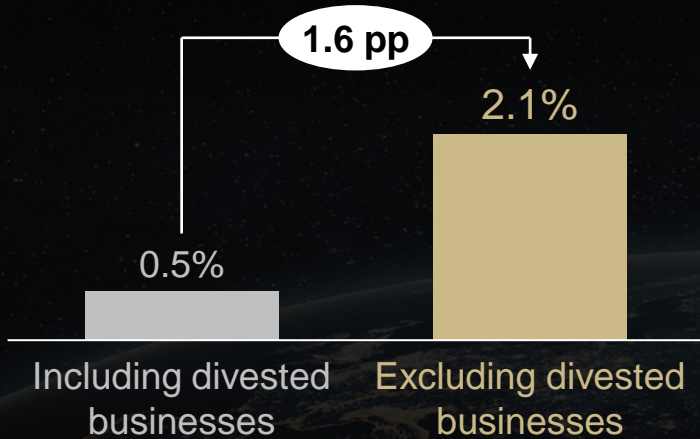
Pre-pandemic EBIT margin %, 2016-19



Portfolio changes improve our business

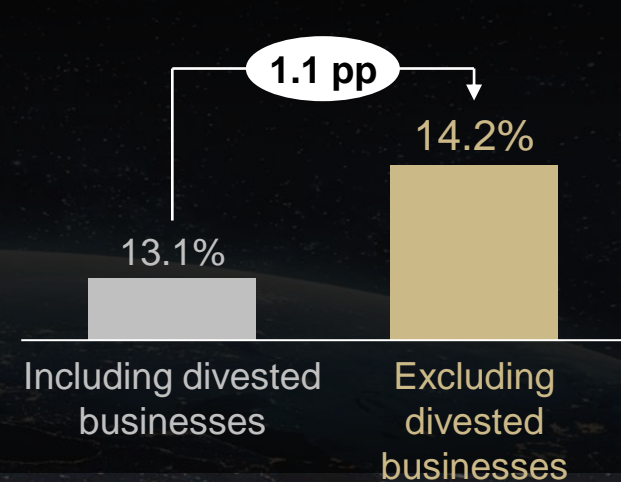
Organic sales growth

Average CAGR %, 2016-19



EBIT-margin

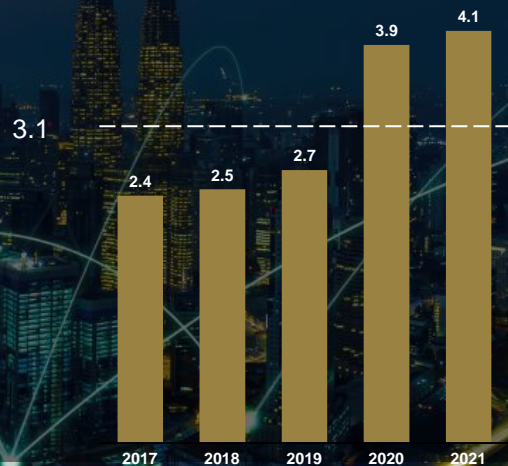
Average %, 2016-19



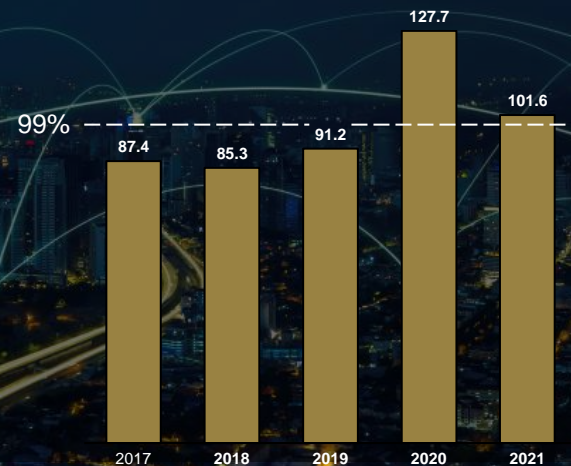
Long-term strong cash generation

Foundation for our
future growth

Free cash flow, SEK B



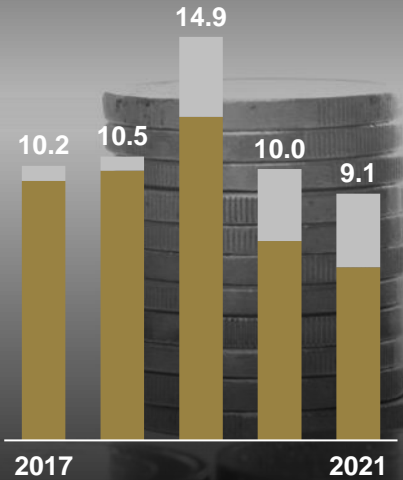
Cash conversion, %



Historically strong balance sheet

Net debt & leverage

Net debt, BSEK,
2017- 2021 Q3



Net debt/EBITDA,
2017-R12 2021 Q3



■ Pension and lease liability*
■ Net debt

Financial muscle power in balance sheet

Multiple strategic
options

SEK 15-20 B

Accelerated focus on M&A

>200 acquisition prospects



M&A
power

Introducing share buy-backs

**Multi-year
program**

**SEK 2-3 B
annually**

New horizons for Trelleborg

New financial targets

5-8%

Sales growth

$\geq 16\%$

EBIT-margin

$\geq 14\%$

Return on capital
employed

Over a business cycle

Financial guidance

3.5 - 4%

Capex % of sales

< 1%

Restructuring
% of sales

30 - 50%

Dividend % of
EPS

> 90%

Cash conversion

< 2x

Leverage
(Net debt / EBITDA)

An aerial night view of a city skyline, likely San Francisco, with a body of water in the background. The image is overlaid with several bright blue, glowing light trails that sweep across the city from the bottom left towards the top right. The text 'New horizons for Trelleborg' is prominently displayed in the center in a large, white, sans-serif font.

New horizons for Trelleborg

Capital Markets Day 2021

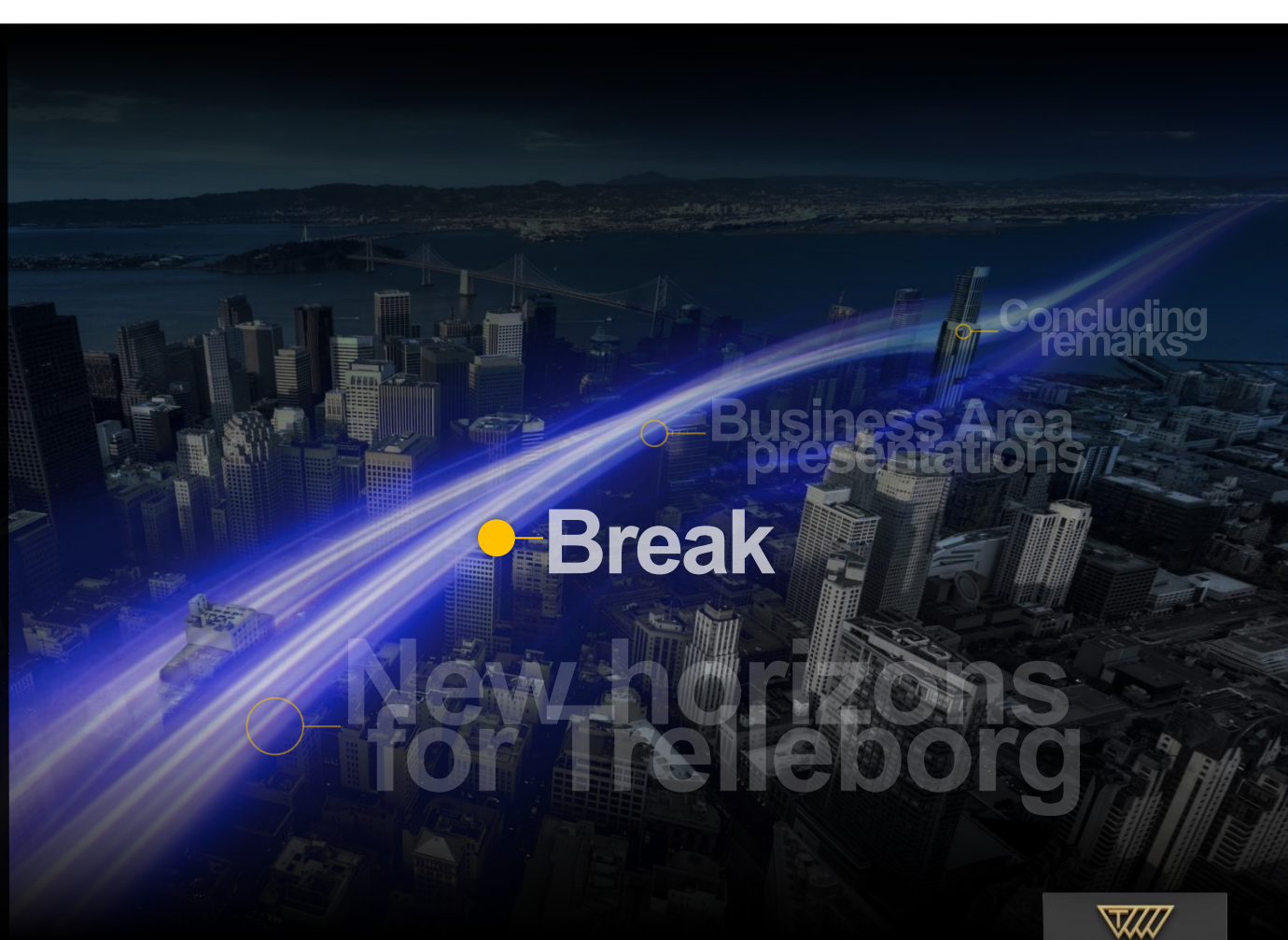
An aerial view of San Francisco, California, featuring the Golden Gate Bridge and the city skyline. The image is overlaid with several bright blue, glowing light trails that curve across the city. The text 'Q&A' is prominently displayed in the foreground.

Q&A

Capital Markets Day 2021



New horizons
for Trelleborg



Jean-Paul
Mindermann



Trelleborg Industrial Solutions

Break

Business Area
presentations

Concluding
remarks





Trelleborg Industrial Solutions

Trelleborg Industrial Solutions

World leading solutions in
select industrial niches

10,835 M
Sales

1,400 M
EBIT

12.9 %
EBIT-margin

 **~6,200** employees

 **15** R&D centers

 **53** factories

Infrastructure & Construction

60%



Diversified industries

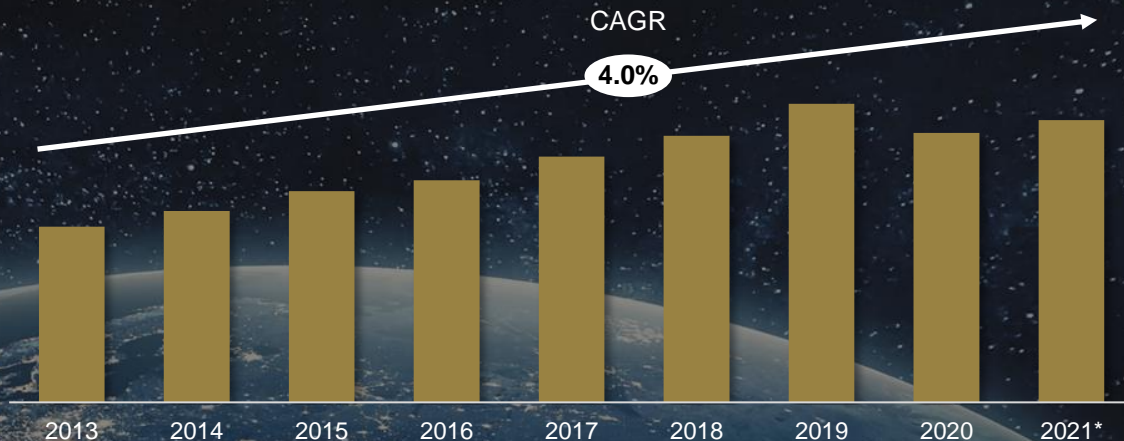
40%



Industrial Solutions creating more value

Sales performance, SEK M

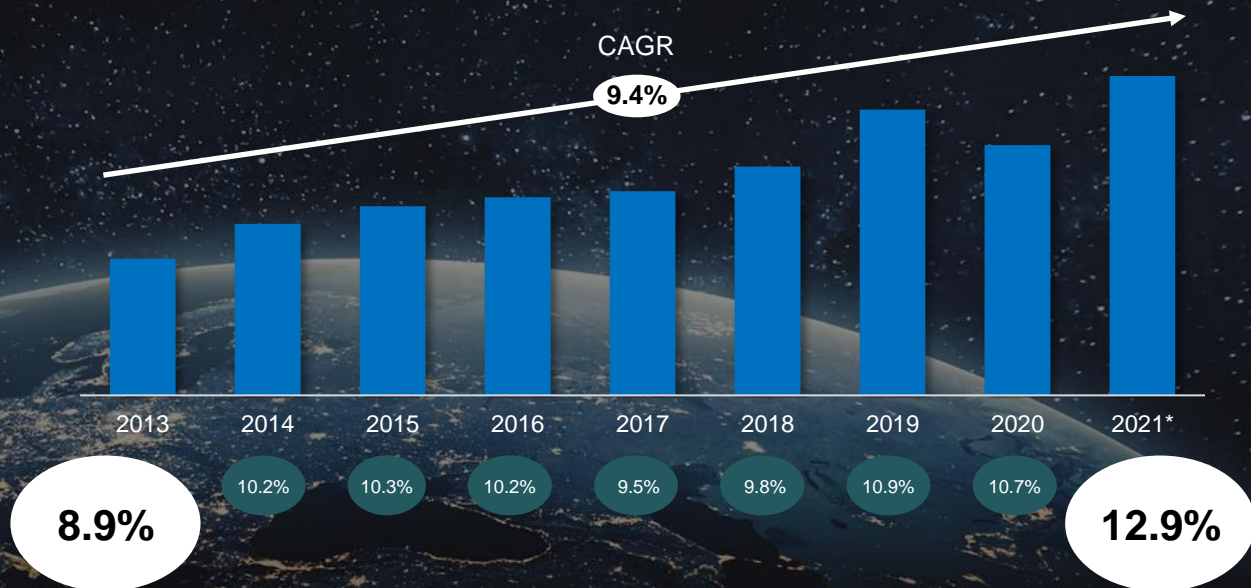
Stable growth



Industrial Solutions creating more value

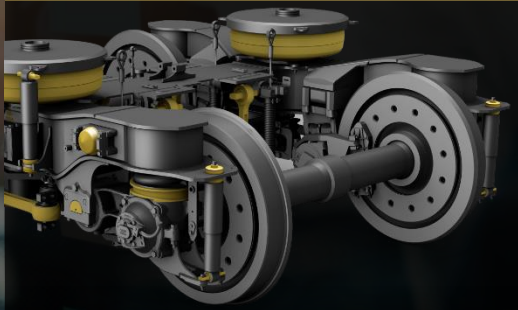
EBIT performance, SEK M

Higher profit generation



Industrial Solutions – better business

Enhanced offering



Innovation & higher engineering content

More efficient operations



Enhanced automation



Better geographic balance



Morocco

USA



India



China

**Climbing the
value ladder**

Continued focus on margin improvement



PROFITABLE
GROWTH



DIFFERENTIATED
OFFERING



FURTHER
IMPROVEMENT
OPPORTUNITIES

Climbing the value ladder

Industrial solutions creating more value

Selected examples



Building & construction

- Immersed tunnels seals
- Home construction profiles
- Water infrastructure (new and repair)



Marine equipment

- Docking & Mooring
- Vessel Interface systems
- Shipbuilding and professional RIBs



Automotive

- India and Africa
- Continued Asia development
- Strengthened presence in Mexico



Rail & mass transit

- Market entry India and China
- Market share expansion Europe
- Innovation driven solutions

CAPACITY EXPANSION

- India +100%
- China +50%

NEW PRODUCTION SETUPS

- Industrial hoses, China
- Automotive boots, India
- Pipe seals, India

Asia Pacific expansion



China infrastructure

Immersed tunnel projects
4,000 new offshore wind turbines
Large scale seal & gasket systems



Construction equipment

China CAGR 6.4% to 2025
Antivibration engine & cab mounts



Automotive boots

Japan 9 M cars annually
India from 4.3 - 5.8M cars by 2025
Steering & transmission boots



Rail & mass transit

Metro expansion India
Bogie suspension systems



FOOTPRINT CONSOLIDATION

- Sealing profiles, USA
 - Coated fabrics, USA
 - Marine fenders, USA
-

NEW PRODUCTION SETUPS

- Automotive profiles, Mexico
- Pipe seals, Mexico

North America development

Water infrastructure

New pipe seals & pipe rehabilitation
Major national upgrade initiative



Healthcare fabrics

Smart & zoned medical support surfaces
Extension into medical furniture



Home construction

Modular construction profiles
Energy efficient window seals



Marine equipment

Fenders & mooring systems
SafePilot for precision piloting





PROFITABLE
GROWTH



DIFFERENTIATED
OFFERING



FURTHER
IMPROVEMENT
OPPORTUNITIES

Climbing the value ladder

Sustainable pipe repair

Another world first from Trelleborg

- 100% recycled PET content
- 100% solvent free production



Automated mooring

Safer, more efficient port operations

- From 90 minutes to 90 seconds
- Rope free safer mooring



Self-charging roads

Greener global transport

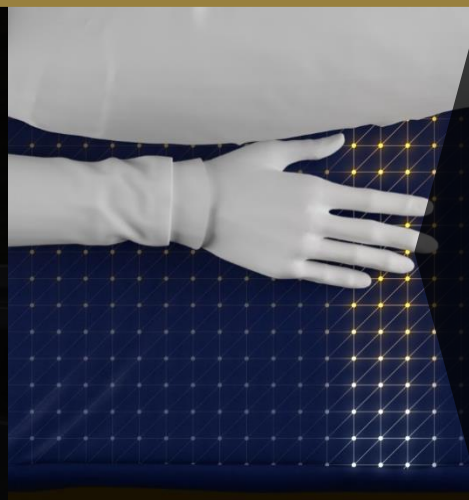
- Wireless charging as vehicles pass over
- Pilots running in Germany and Sweden



Smart medical fabrics

Patient safety by design

- Reducing hospital acquired pressure injuries
- Sensors in fabric alerting when patient is immobile



Sustainability as a differentiator

**CO₂
reduction**

Target
50% by 2025

**~130
projects**

Over
next 3 years

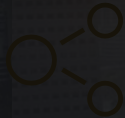
**Sustainable
products**

Recyclable
longevity by design

**Energy
usage**

Lower
and greener

Climbing the value ladder



DIFFERENTIATED
OFFERING



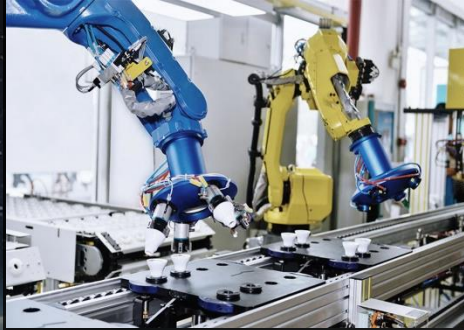
FURTHER
IMPROVEMENT
OPPORTUNITIES

Further portfolio adjustments



Optimization and pruning

- Localized products and support
- Closer to customers
- Portfolio pruning opportunities



Manufacturing Excellence

- Realtime fingertip control
- Smarter supply chains
- Driving efficiency



Accelerating digitalization

- Embracing new ways of working
- Virtual engineering
- New sales channels

**Climbing the
value ladder**

Continued focus on margin improvement

Paolo
Pompei



Trelleborg Wheel Systems

Break

Business Area
presentations

Concluding
remarks

Trelleborg Wheel Systems




Trelleborg Wheel Systems

Global leader – agriculture and material handling tires

Niche player – construction and motorcycle tires

Innovative solutions and customer value adding services

 ~6,600 employees

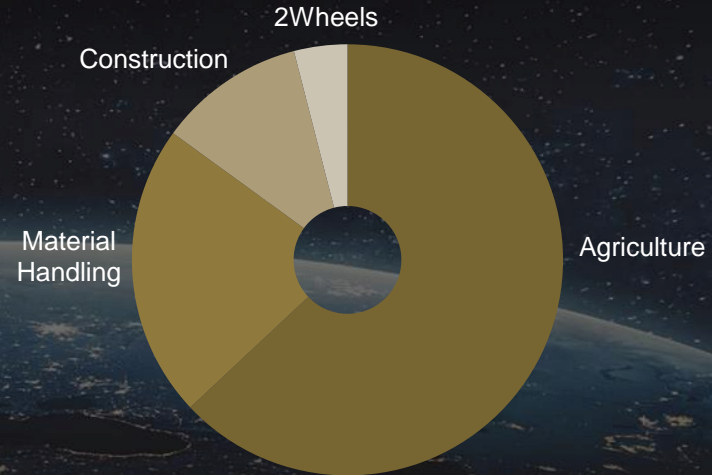
 4 R&D centers

 14 factories

9,508 M
Sales

1,164 M
EBIT

12.2 %
EBIT-margin



We are set for >15% EBIT- margin

OE formula
explains time lag

Sales price

Raw materials
price

Time lag for sales
price increase



Are you ready to step into the future?



Agric



Wheels

Our four segments

Global leading position



Agriculture



Material Handling

European niche player



Construction



2Wheels

Leverage our improved global platform

Strong brands



Complete offering



Geographical balance



Innovation leader



Strong fundamentals in all segments

**Agriculture market on the rise
after an unfavorable cycle**



**Material handling market
steadily growing YoY**



**Construction market strongly
recovering**

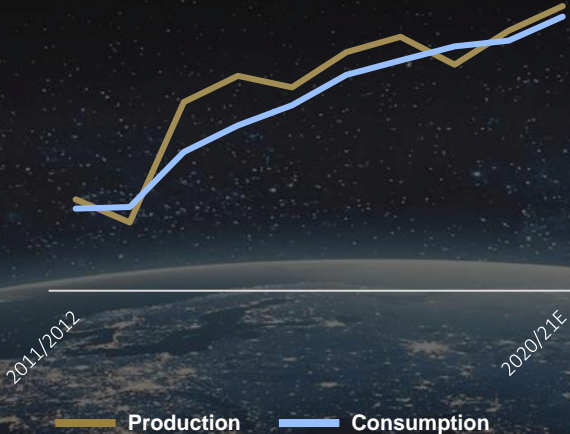


Growth
outlook

Strong momentum in Agriculture

**Agriculture
Cyclical business
with long-term
growth**

**Wheat and grain
(million tons)**

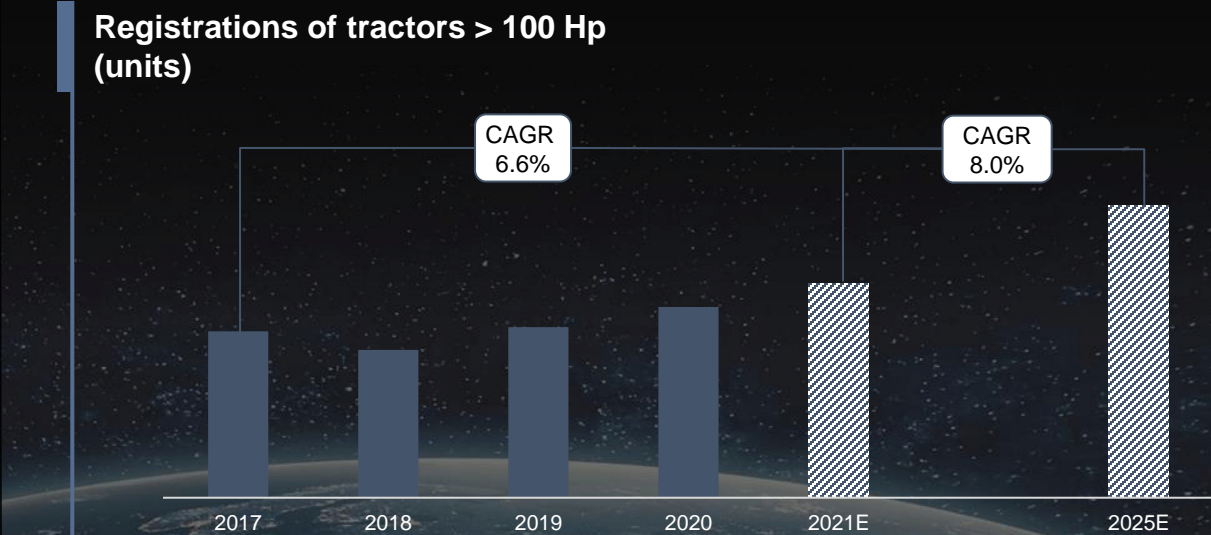


**Top 3 OEs aggregated sales
(million USD)**



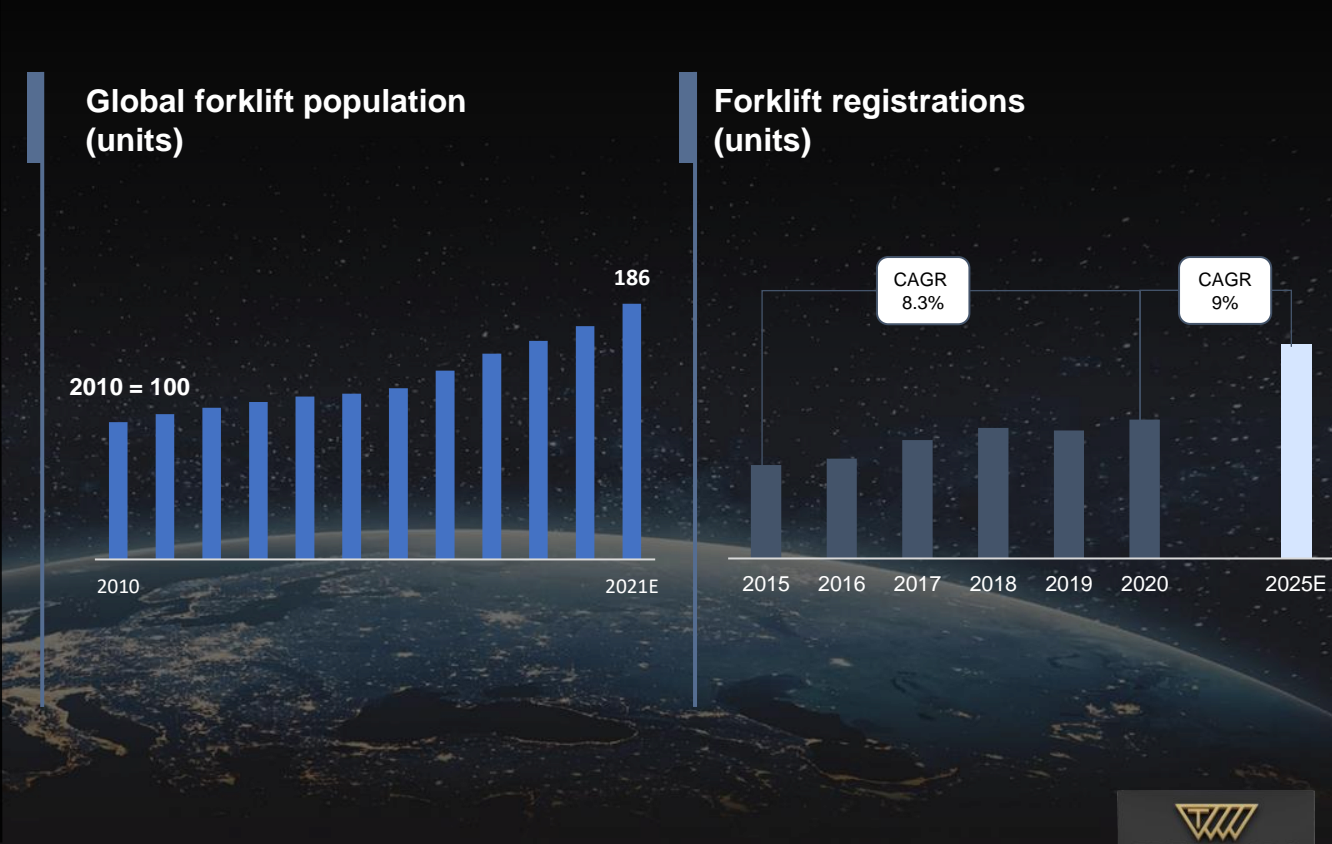
High-power machinery growing fast

Agriculture
Favorable trend
for our portfolio



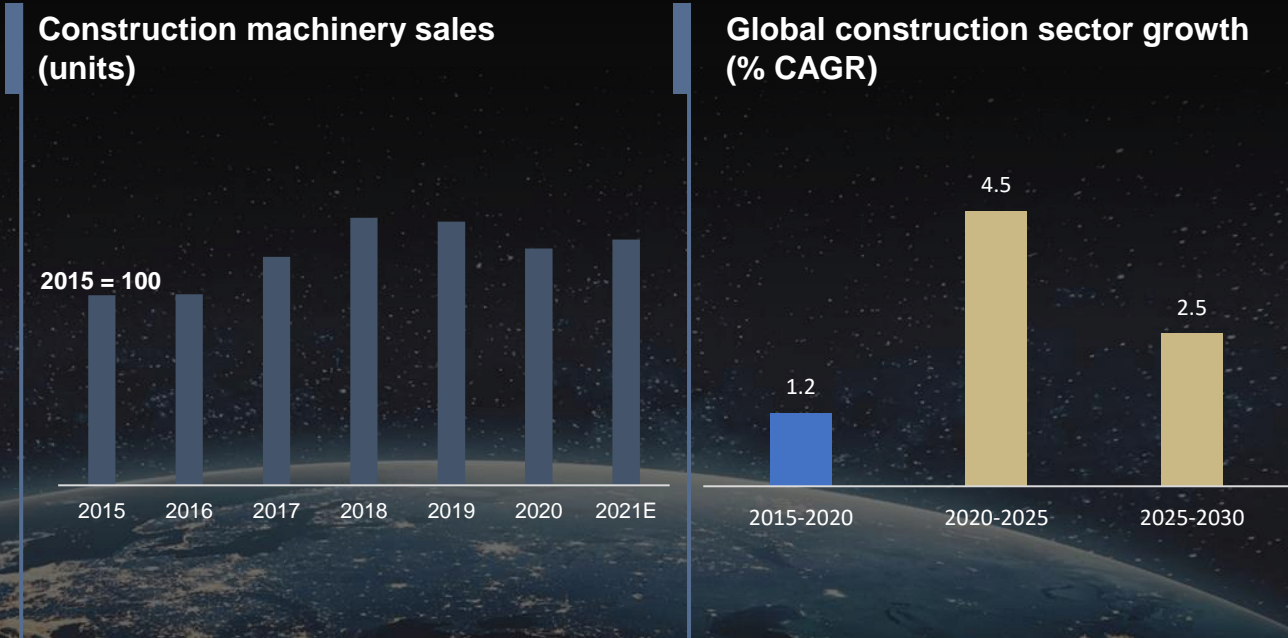
Solid market growth in Material Handling

Material Handling
Global trade fueling
market growth



Expanding in Construction tires

Construction
Urbanization and
population growth

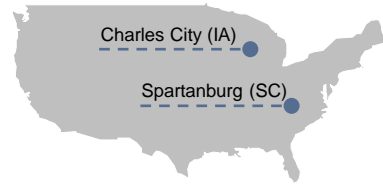


Leverage platform in North America

Leading position in material handling tires



Local manufacturing for agriculture tires



Enlarged product offering



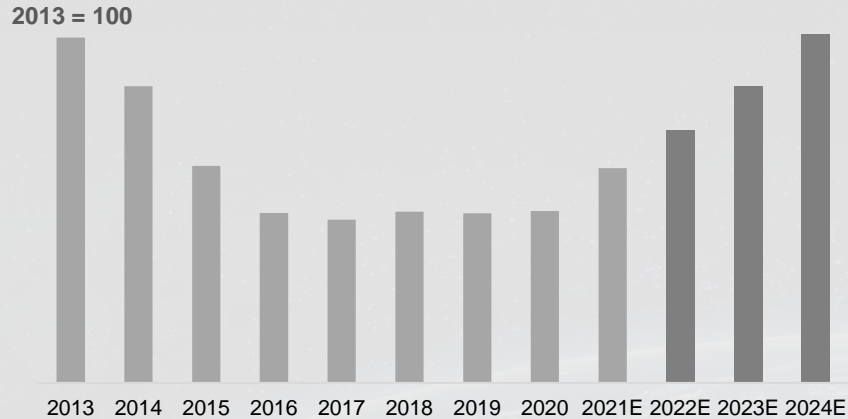
Customized market approach



Supporting long-term sustainable and profitable growth

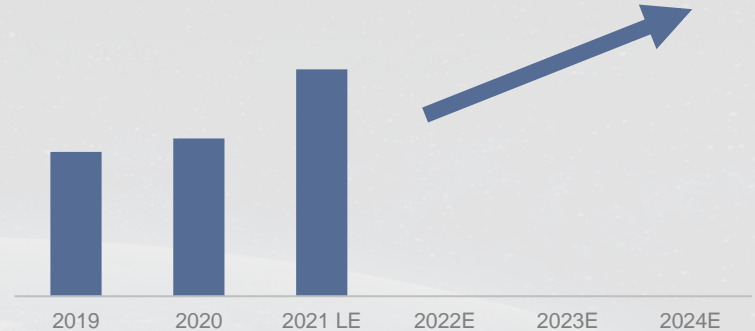
Agriculture growth in North America

NA market - est. tires for registered tractors >100HP (K tons)



Market is expected to reach the level of earlier peak in 2024

Trelleborg Wheel Systems US production output (tons)



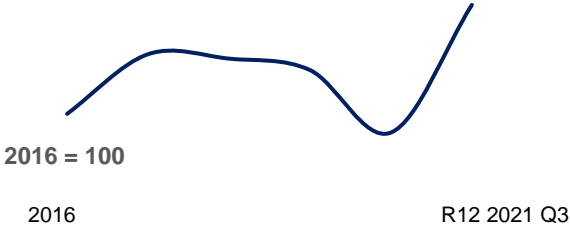
Steadily increasing production output and cost efficiency

Growing beyond Europe and North America

Trelleborg Wheel Systems sales trend



South America



Asia Pacific



Rest of the World

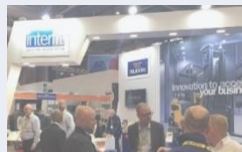
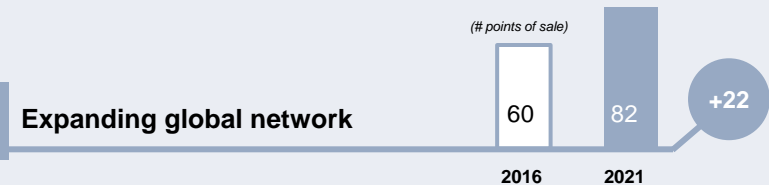
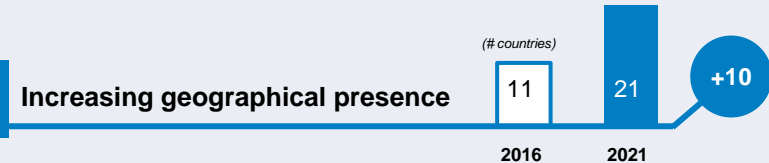
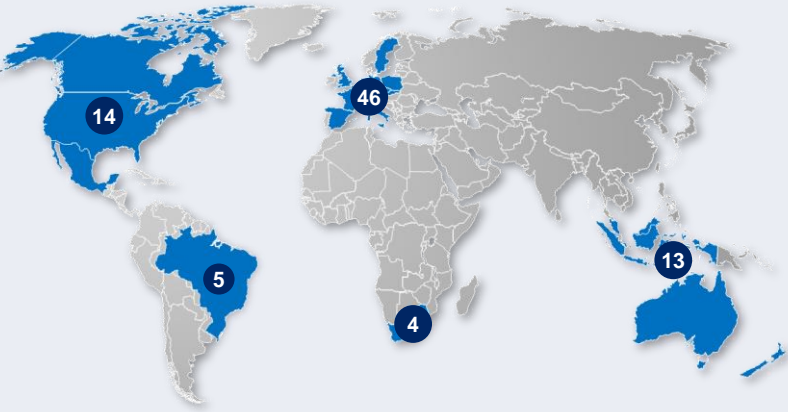


Interfit service network

World leading
specialty tire and
wheel service
company



Interfit expanding worldwide



More with less, in a sustainable way

The Future of our Industry

IoT, smart products
and services

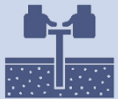
Reduced consumption
of natural resources

Automated operations
and artificial intelligence



Connected tires supporting higher efficiency

Soil diagnostic



Trelleborg Adaptive Solution supported by “intelligent tires”



Trelleborg Adaptive Solution



Productivity
[hectares per hour]

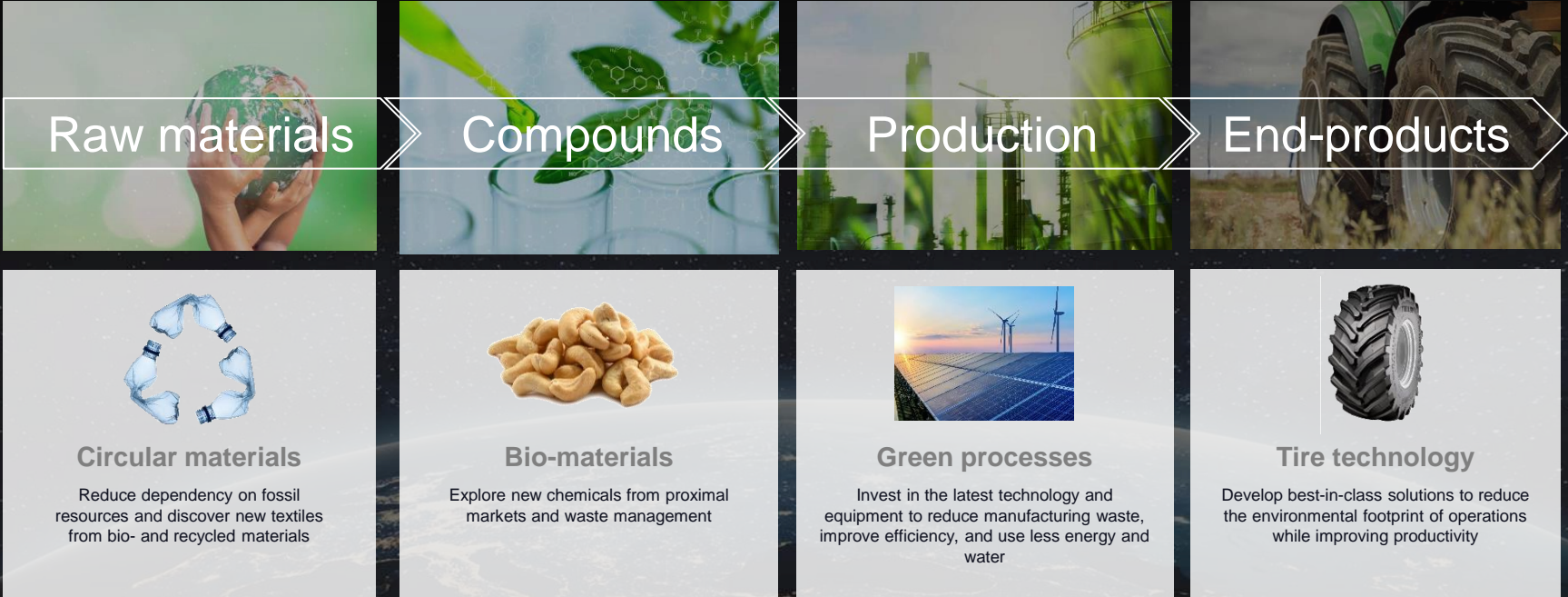


Fuel Consumption
[liters per hectare]



Risk of soil Compaction
[high, mid, low]

Sustainable throughout the value chain

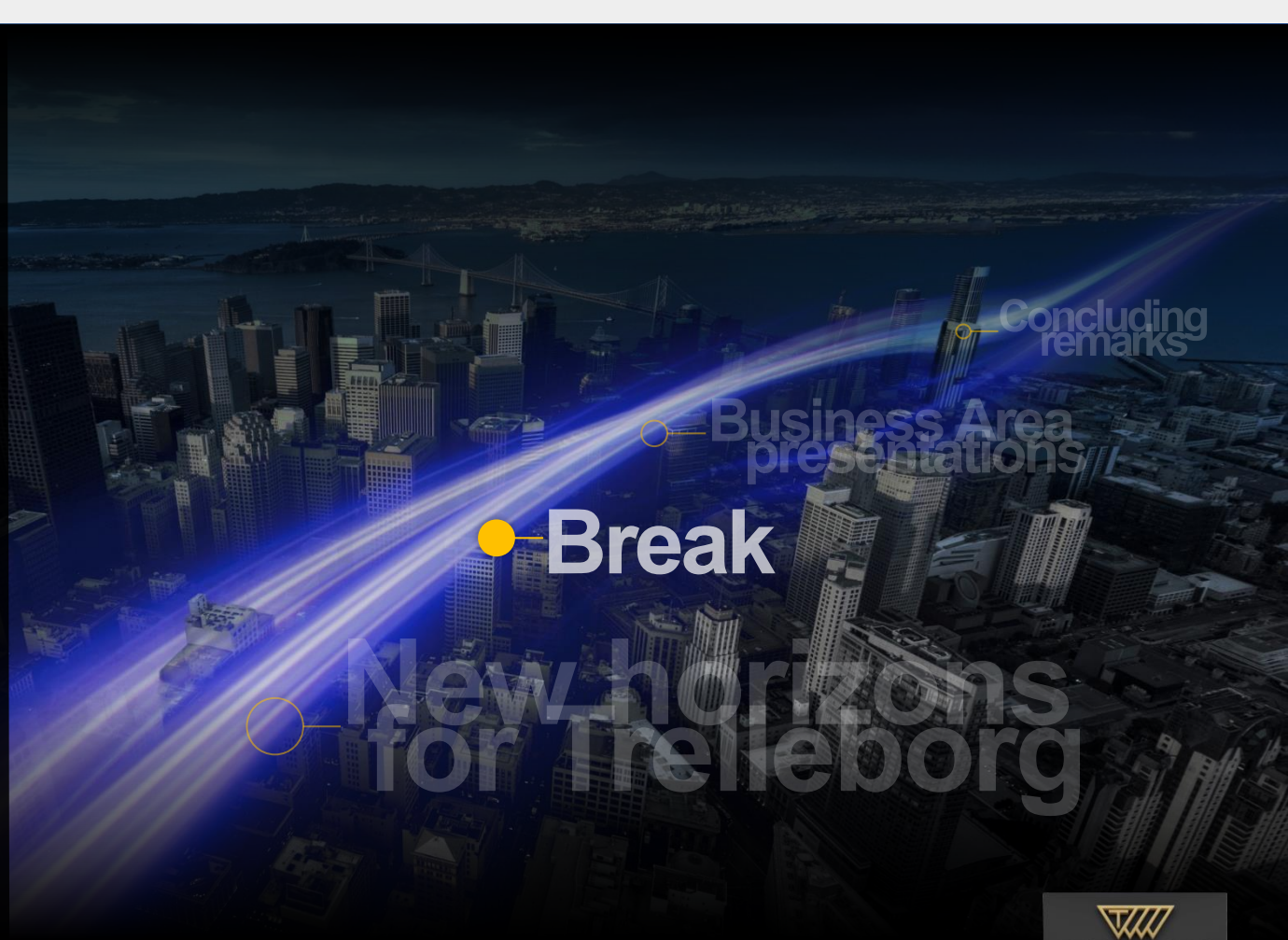


Ready for take-off





New horizons
for Trelleborg



Concluding remarks

Business Area presentations

● Break

New horizons
for Trelleborg



Peter
Hahn



Trelleborg Sealing Solutions

Break

Business Area
presentations

Concluding
remarks

Trelleborg Sealing Solutions



Trelleborg Sealing Solutions


The most successful global business partner in our chosen markets

12,047 M
Sales

2,721 M
EBIT

22.6 %
EBIT-margin

 **~7,100** employees

 **10** R&D Centers

 **33** factories



Scale up & accelerate

Scalable operating model



Strong portfolio and offering



Global development partner



Accelerating growth in attractive segments

Aerospace



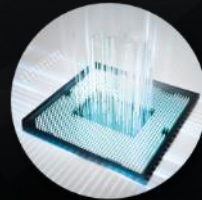
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



Accelerating growth in attractive segments

Aerospace



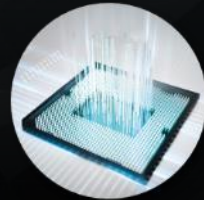
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



Aerospace

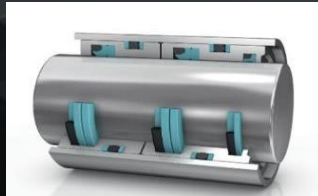
Fully global
development
partner



Aerospace

Strong core offering

Hydraulics & Actuation



Aerodynamic Seals



Engine Seals



Aerospace

Expanding in green aviation technologies



Hydrogen solutions



Biofuel solutions



High-performance thermoplastics



Advanced composites

Aerospace – significant growth ambitions

x2

current size

Expansion in Asia

Expansion into high-performance materials

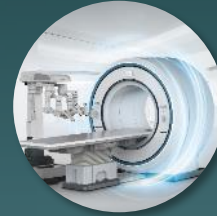
New technologies and capabilities

Accelerating growth in attractive segments

Aerospace



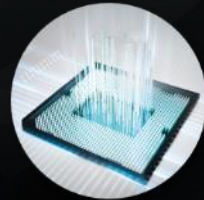
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



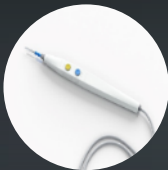
Electrification & hydrogen



Healthcare & Medical – wide range of applications



Pharma & Biotech



Surgical



Drug Delivery & Diabetes Care



Cardiology



Aesthetics & Orthopedics



Lab-Equip/ Diagnostics



**Ophthalmology
Urology
Neurology**



Nutrition

Biopharma – processing equipment

Growing
in critical
applications



Magnet couplings



Profile seals



Bearings



Membranes



Sterile connectors



Tubing

Healthcare & Medical – high growth ambitions

x2

current size

Grow market share in North America and Europe

Build platform in Asia

Broaden our offering

M&A as an accelerator

Accelerating growth in attractive segments

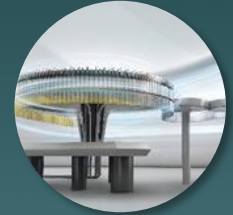
Aerospace



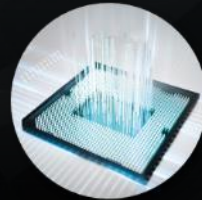
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



Expansion in food, beverage & water

**Developing
materials and
offering**



High-growing segment

High entry barriers

Strong European position

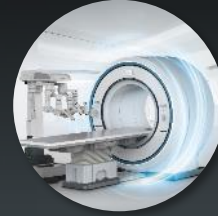
Global expansion ongoing

Accelerating growth in attractive segments

Aerospace



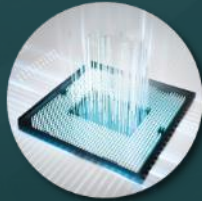
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



Semiconductors

New product lines being launched



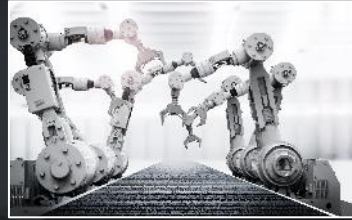
Marketing of **PureFab™** product line

Expand manufacturing footprint and cleanroom capacity

Further advanced materials and capabilities in development

Industrial automation

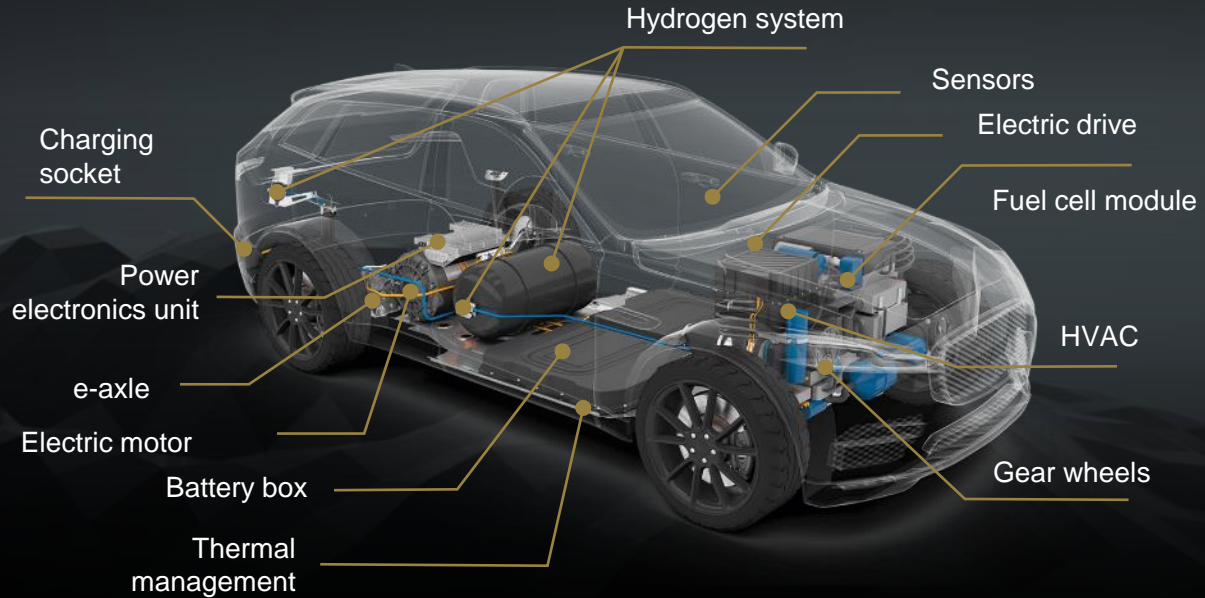
Increased focus
on fast-growing
market



Leveraging Drive & Motion Control portfolio

eMobility

New applications and demanding requirements

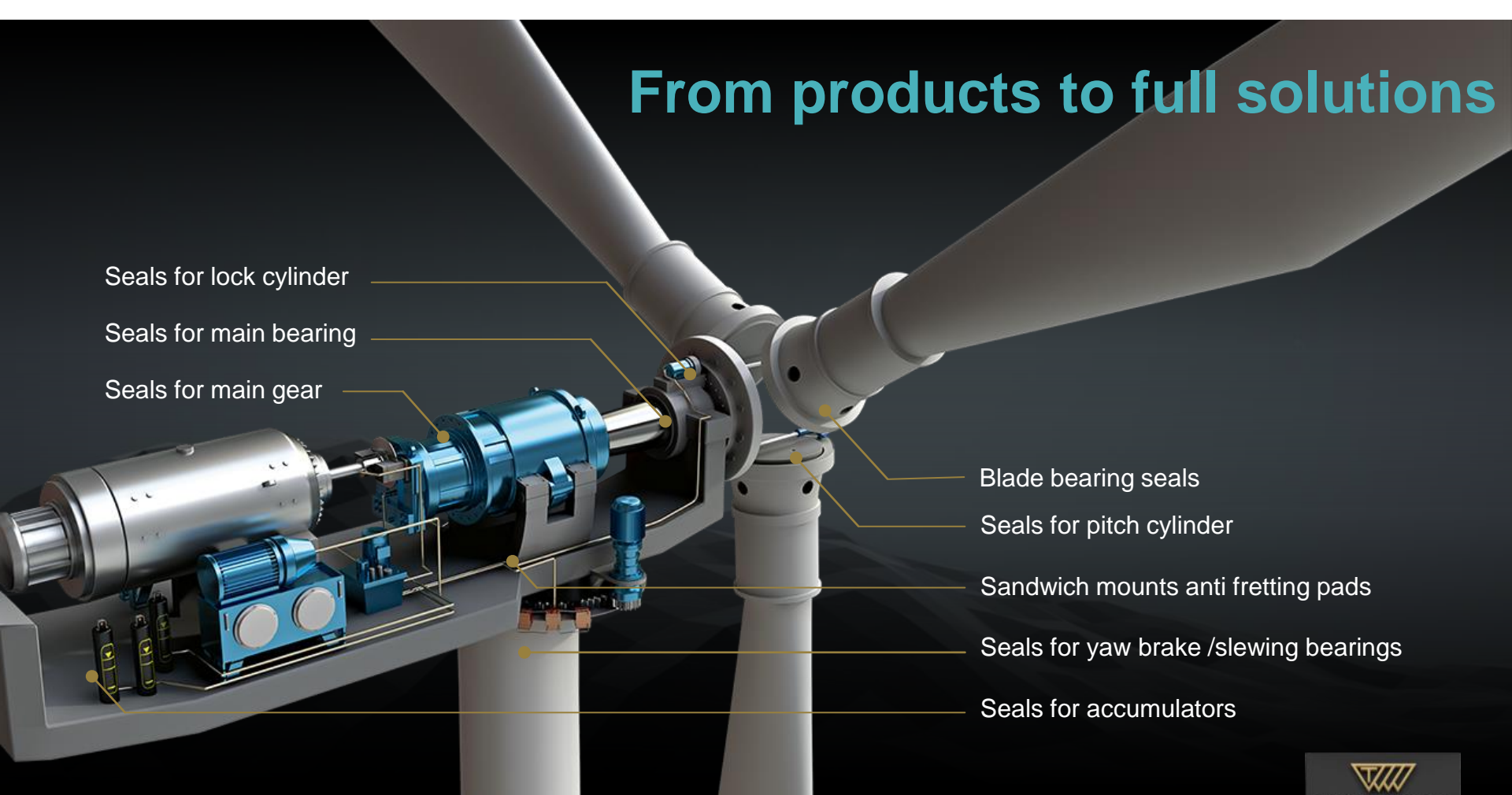


Electrification & hydrogen economy

Fast-growing opportunities



From products to full solutions



Seals for lock cylinder

Seals for main bearing

Seals for main gear

Blade bearing seals

Seals for pitch cylinder

Sandwich mounts anti fretting pads

Seals for yaw brake /slewing bearings

Seals for accumulators

Service PLUS

Enhancing our value offering

Digital tools



Engineering support services



Assembly services



Advanced delivery



Special handling



QuickSeal

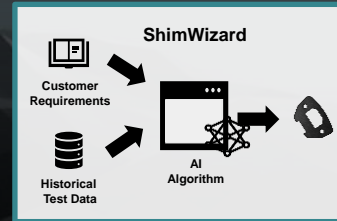


Strong innovation focus

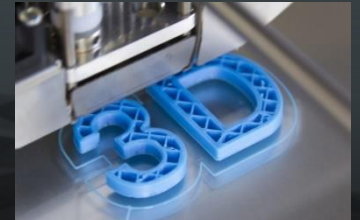
Advanced materials & intellectual property



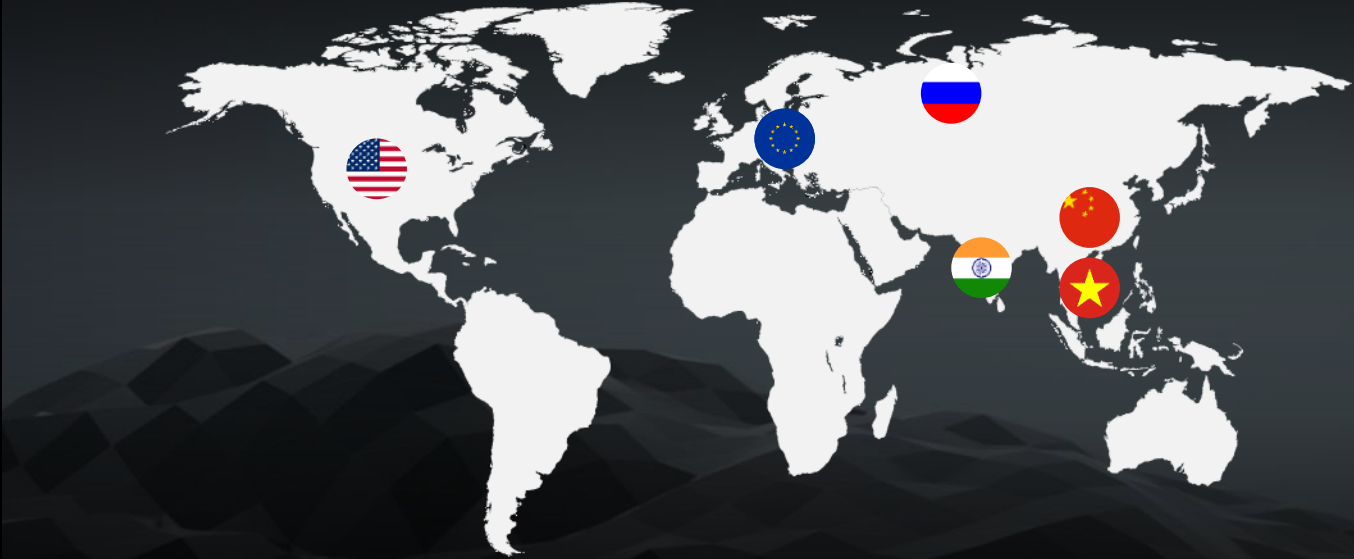
Artificial Intelligence



iCast 3D printed rapid prototyping



Globalization continues



Globalizing our offering

Expanding ServicePLUS in Europe and North America

Accelerating growth in Asia



Sustainable in everything we do

Action plan

Green electricity

Energy efficiency projects

Sustainable value chains

Social engagement



**PROTECTING
THE ESSENTIAL**

>50%

of our future revenue

Aerospace



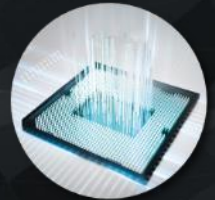
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



M&A

as an accelerator

Aerospace



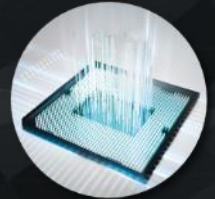
Healthcare & Medical



Food, beverage & water



Semiconductor



Industrial automation



Electrification & hydrogen



M&A

focus areas



Accelerating ServicePLUS

Technologies to broaden offering

Geographical expansion



Scale up
& accelerate

An aerial view of San Francisco, California, featuring the Golden Gate Bridge and the city skyline. The image is overlaid with several bright blue, glowing light trails that curve across the city. The text 'Q&A' is prominently displayed in the foreground.

Q&A

Capital Markets Day 2021

Peter
Nilsson



New horizons for Trelleborg

Break

Business Area
presentations

Concluding
remarks

An aerial night view of a city with a body of water in the background. Several bright blue light trails streak across the cityscape from the right side towards the left. The text 'New horizons for Trelleborg' is overlaid in white, semi-transparent font.

New horizons for Trelleborg

Capital Markets Day 2021