

Welcome to Trelleborg Analyst Day 2022

A better Trelleborg

Peter Nilsson

TRELLEBORG GROUP

Journey & equity story

Trelleborg Analyst Day 2022

LUNCH

- JOURNEY & EQUITY STORY
- SEALING SOLUTIONS – SCALE UP & ACCELERATE
- INDUSTRIAL SOLUTIONS – CLIMBING THE VALUE LADDER
- SEALING SOLUTIONS – INNOVATION LEADERSHIP
-
- SEALING SOLUTIONS – INNOVATION CENTER TOUR
- SEALING SOLUTIONS – HEALTHCARE & MEDICAL
- SEALING SOLUTIONS – AEROSPACE
- GROUP SUMMARY

An eventful decade behind us



The only constant has been change

**Geographic
expansion**

**Portfolio
adjustments**

**Efficiency
improvements**

...but the market has not fully grasped the changes

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Trelleborg AB

Trelleborg AB manufactures and distributes industrial products. The Company produces noise suppression and anti-vibration systems for the automobile industry and complete wheel systems for forest and farm machines and other equipment. Trelleborg also develops and makes industrial fluid systems and polymer and bitumen based building products. The Company markets worldwide.

CURRENT PRICE

TREL:SS 259.00 SEK ▲+3.20 +1.25% AS OF 12/02/2022 [SEE QUOTE](#)

SECTOR	INDUSTRY	SUB-INDUSTRY	INCORPORATED
Industrials	Industrial Products	Industrial Intermediate Products	

Trelleborg AB

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CURRENT PRICE

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INDUSTRY

SUB-INDUSTRY

INCORPORATED

A different and stronger company

A better Trelleborg



Better
growth profile

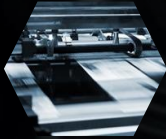
More
profitable

Less
cyclical

What have we exited, and what is the impact on Trelleborg?



Subsea Oil & Gas



Printing blankets



Vibracoustic



Molded components
business in Czech
Republic



Molded
components
business in
Baltics



Wheel Systems

- Attractive niches remain – lower exposure to automotive
- Less exposure to cyclical agriculture and oil & gas
- Exited low-performing businesses

Organic growth

Trelleborg proforma

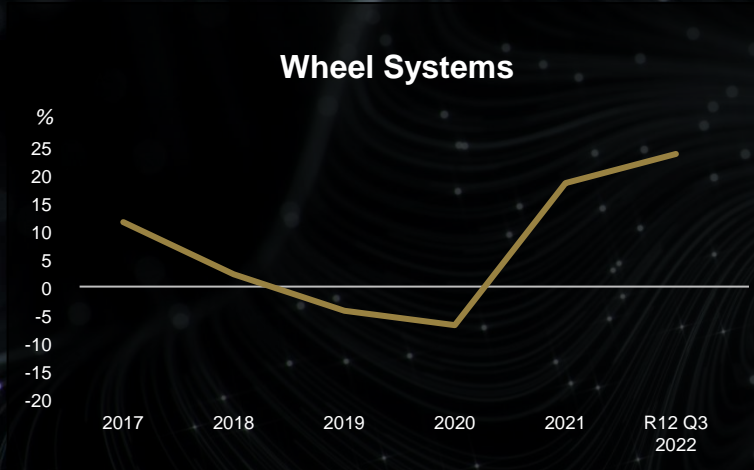
5.2%

Organic growth
Average 2017 - R12 Q3 2022

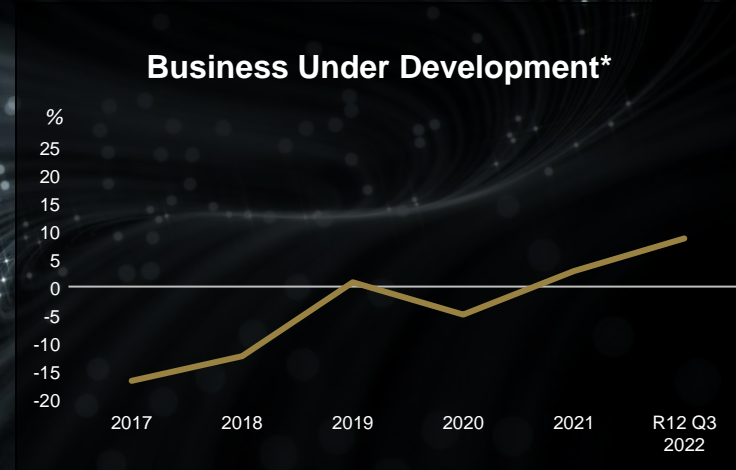
- Stronger organic growth profile excluding exited businesses
- Continuing operations excludes Business Under Development and Trelleborg Wheel Systems

Exited businesses more cyclical or lower performing

Organic growth, change YoY, %



Volatile but high 2021 and 2022



Consistently below continuing operations

*Business Under Development in this slide equals discontinued operations excl. TWS

Total sales growth

Trelleborg proforma incl. acquisitions

9.6%

CAGR

2017 - R12 Q3 2022

- Continuing operations excludes Business Under Development and Trelleborg Wheel Systems
- Includes 12 months proforma of communicated acquisitions

Step-up in profitability

Previous Trelleborg

14.0%

EBIT-margin

Average 2017 - R12 Q3 2022

Trelleborg proforma

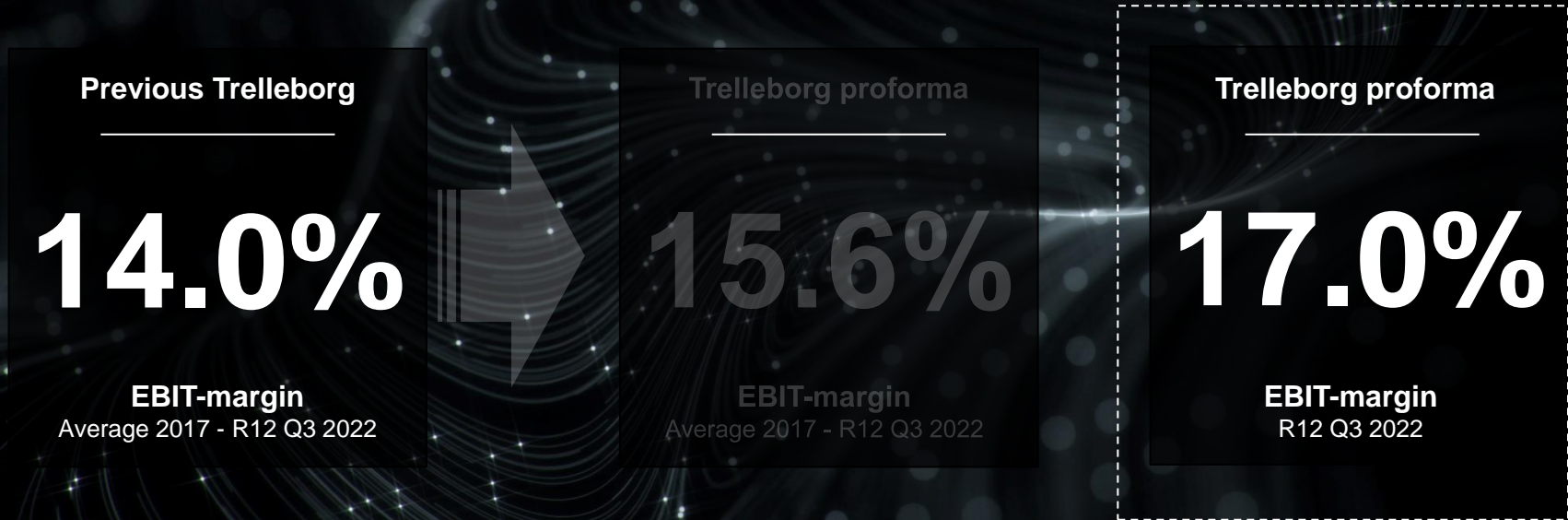
15.6%

EBIT-margin

Average 2017 - R12 Q3 2022

Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability
Trelleborg proforma = Continuing operations excl. items affecting comparability

Step-up in profitability



Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability
Trelleborg proforma = Continuing operations excl. items affecting comparability

More capital efficient

Previous Trelleborg

11.7%

ROCE

Average 2017 - R12 Q3 2022

Trelleborg proforma

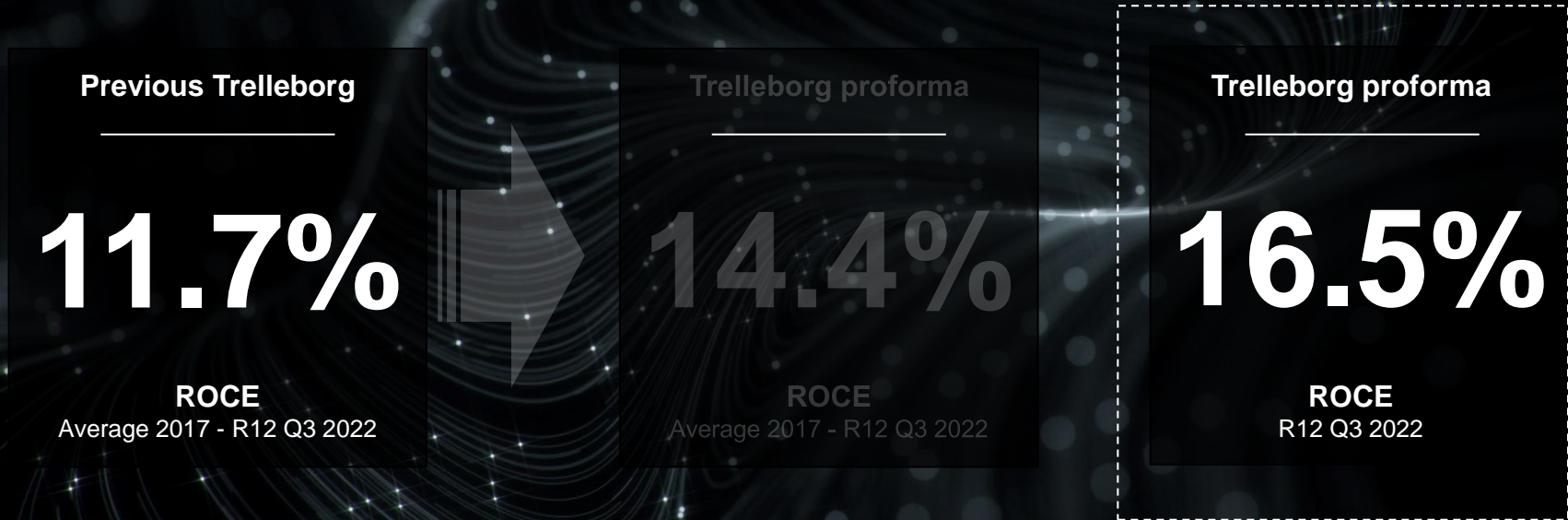
14.4%

ROCE

Average 2017 - R12 Q3 2022

Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability
Trelleborg proforma = Continuing operations excl. items affecting comparability

More capital efficient



Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability
Trelleborg proforma = Continuing operations excl. items affecting comparability

A better Trelleborg



Better
growth profile

More
profitable

Less
cyclical

Agenda

Attractive leading positions

Improved sustainability profile

Less cyclical, more profitable and better growth profile

Agenda

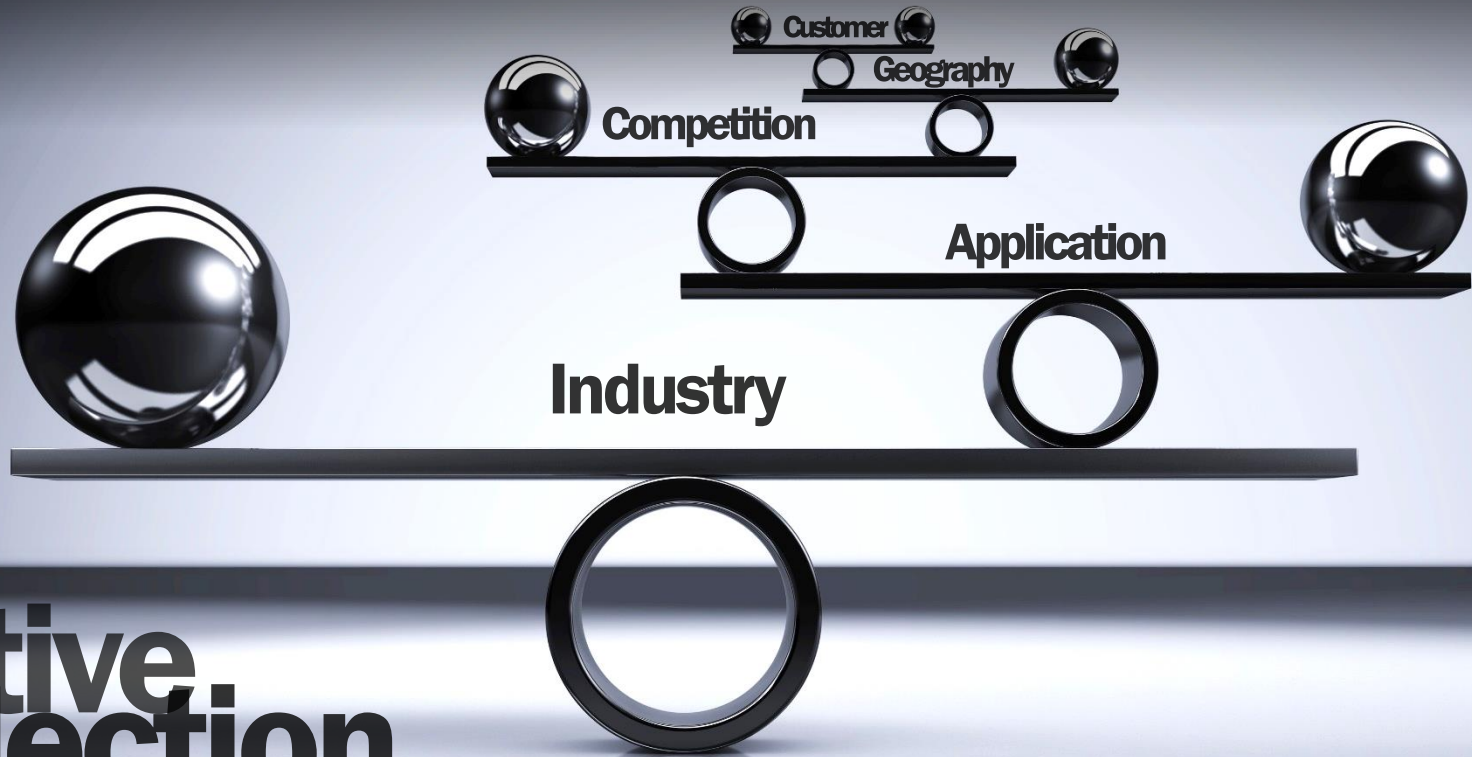
Attractive leading positions

Improved sustainability profile

Less cyclical, more profitable and better growth profile



Leading positions in selected segments



**Active
selection**

Why leading positions?



Trelleborg

Trelleborg Industrial Solutions



Trelleborg Sealing Solutions



Climbing the value ladder

Scale up & accelerate

Trelleborg Sealing Solutions

Industrial seals



Global top 3

Aerospace



Global leader

Healthcare & Medical



Emerging top 3

Food, Beverage & Water



Global top 3

Automotive seals



Leader in niches

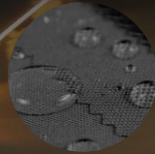
Brake noise damping



Global leader

Trelleborg Industrial Solutions

Engineered Coated Fabrics



Global leader

Seals & Profiles



Global leader

Boots



Global leader

Marine & Infrastructure



Global leader

Antivibration Solutions



European leader

Fluid Handling Solutions



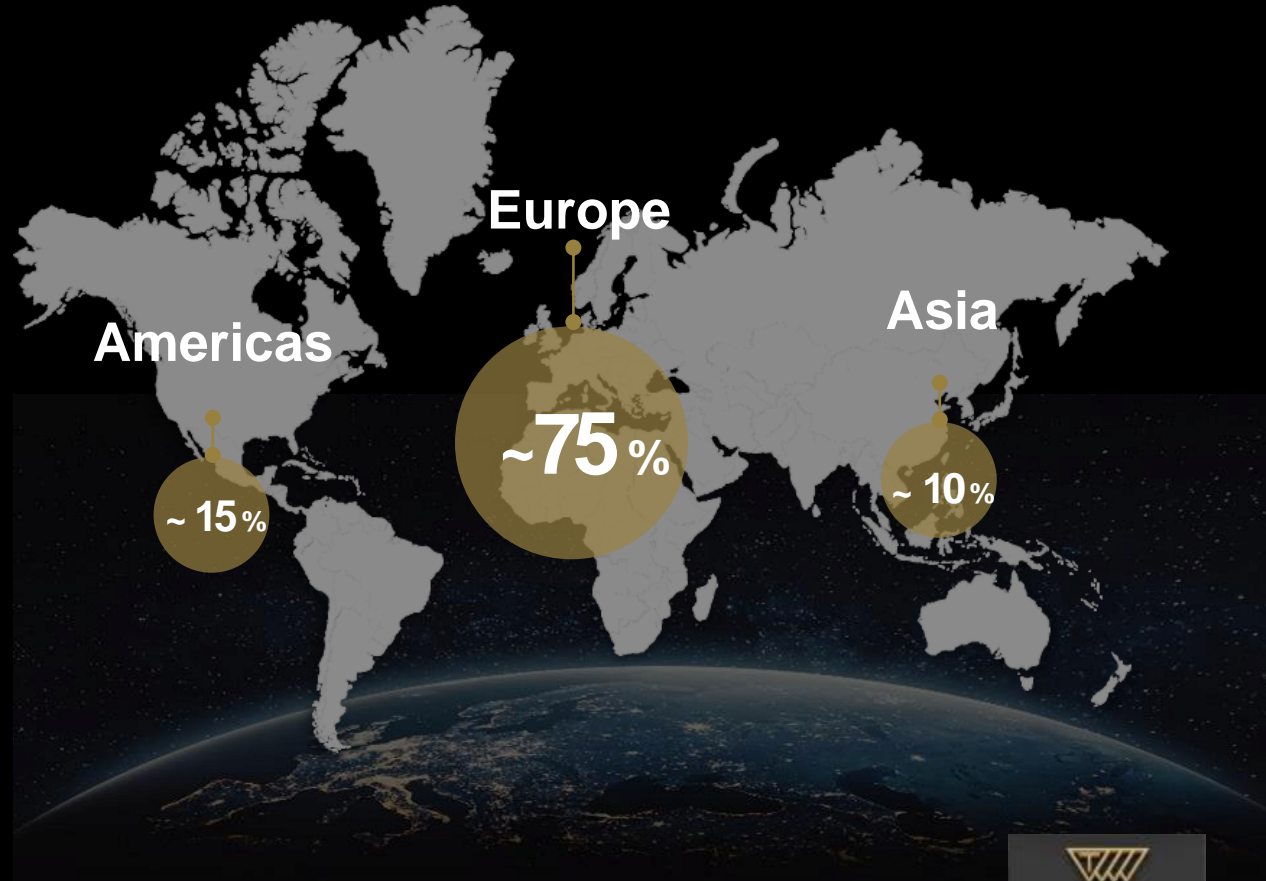
European leader



Leading positions in selected segments

Geographical balance

2012
sales



Continued focus on
Asia

>10%

2010-2022 Sales CAGR



Well established in China



Well established in China



>13%

2010-2022 Sales CAGR

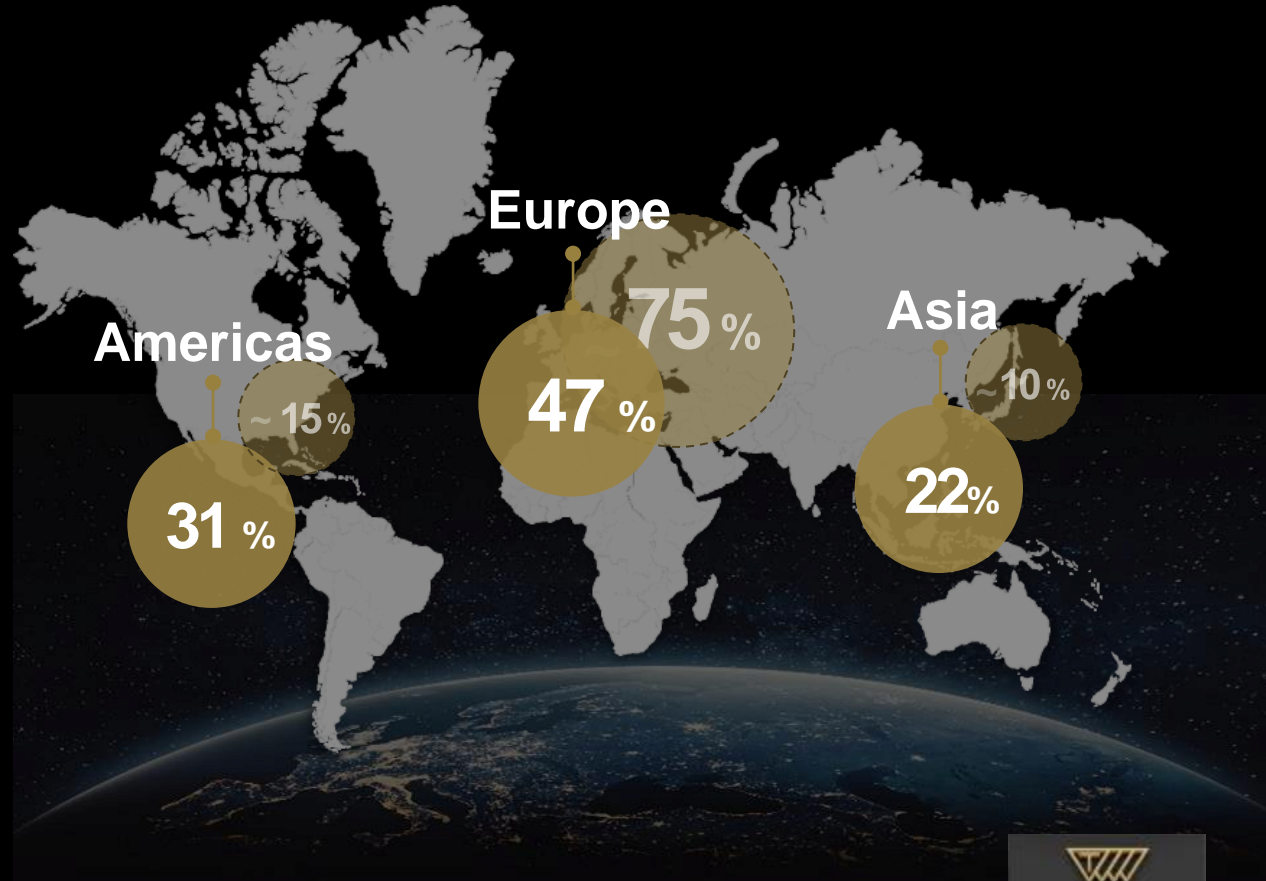
Game changer in
North America

2022



Geographical balance

2022
sales





Leading positions in selected segments

This is the single most important factor

**Active
selection**



Agenda

Attractive leading positions

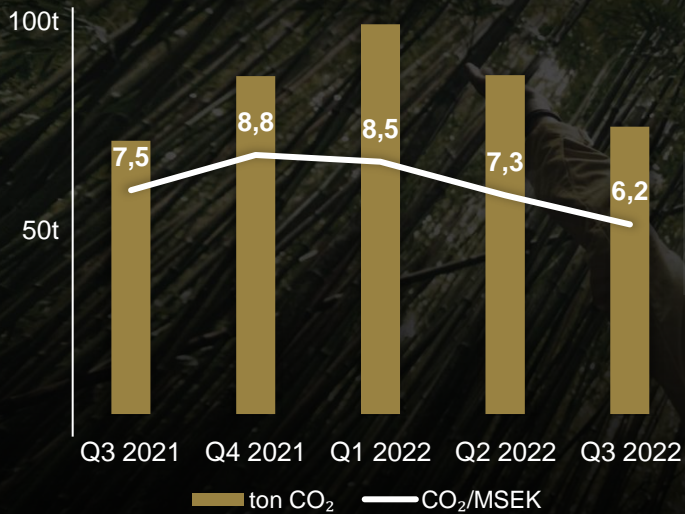
Improved sustainability profile

Less cyclical, more profitable and better growth profile

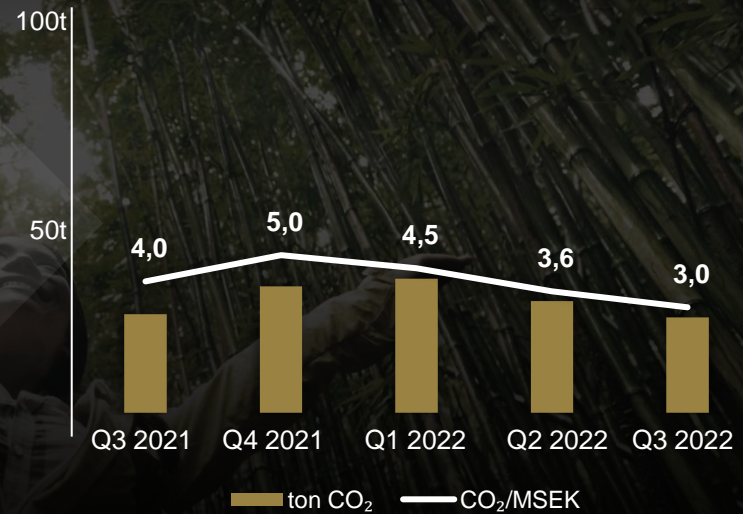
Significantly improved sustainability profile

Reducing our CO₂ footprint by >50%

Previous Trelleborg



Trelleborg proforma



Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability
Trelleborg proforma = Continuing operations excl. items affecting comparability

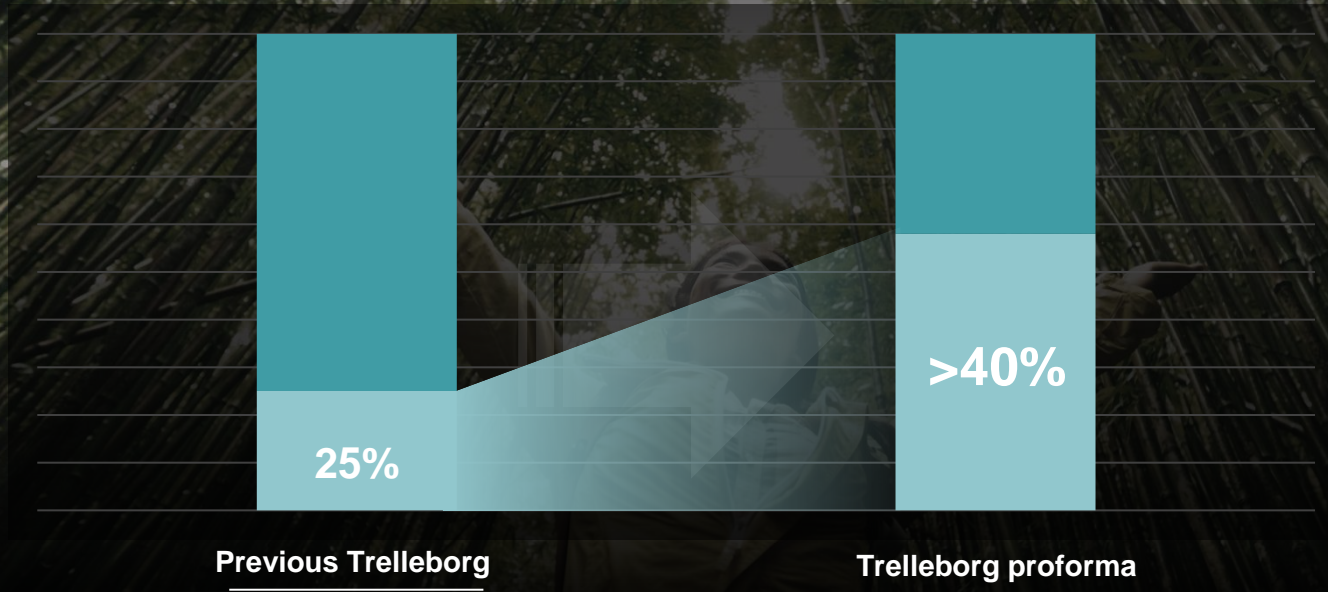
**Significantly
reduced energy
consumption**

-60%

~800 GWh reduction

...at the same time improving our exposure to renewable energy

Renewable electricity share of total



Previous Trelleborg = Total Group including discontinuing operations
Trelleborg proforma = Continuing operations

New ambitious ESG targets to be communicated

Sustainability leader in our industry

Top
position
for many years



Sustainable companies

Short leg stretcher

Agenda

Attractive leading positions

Improved sustainability profile

Better growth profile and more profitable

A new Trelleborg with a better growth profile



2021
**New “speedboat”
concept**

What is our definition of a speedboat?

Positions with a strong growth outlook

and/or

**markets with strong tailwinds
in global megatrends**

>5%

organic growth

At CMD 2021 – Trelleborg post Business Under Development



Medium growth

business positions with 2-4% underlying CAGR



Speedboats

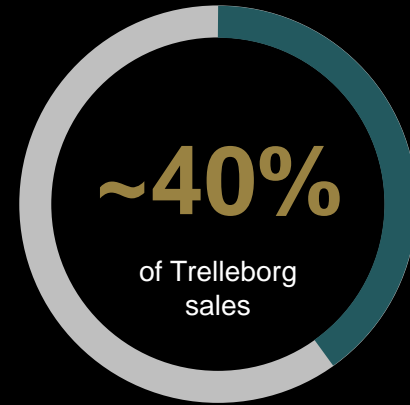
business positions with >5% underlying CAGR

Trelleborg proforma – including MR&P and excluding TWS



Medium growth

business positions with 2-4% underlying CAGR



Speedboats

business positions with >5% underlying CAGR

Trelleborg proforma



Medium growth

business positions with 2-4% underlying CAGR

A glowing lightbulb with a yellow filament, set against a dark blue background. The lightbulb is the central focus of the right side of the slide.

**Innovate, differentiate and grow
market shares**

Proforma Trelleborg



Speedboats

business positions with >5% underlying CAGR



Selected speedboats

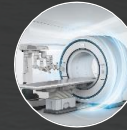
Aerospace



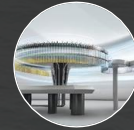
Renewables



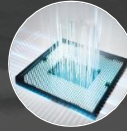
Healthcare & Medical



Food, Beverage & Water



Semiconductor



Modular Construction



Industrial Automation



Automotive Niches



Electrification & Hydrogen



LNG



Water Infrastructure



Automated Warehousing



A better Trelleborg



Better
growth profile

More
profitable

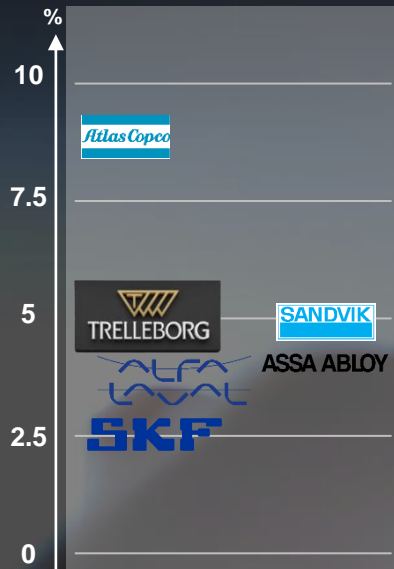
Less
cyclical

A better Trelleborg



...but how are we performing compared to capital goods peers?

Organic growth in line or above Swedish sector peers



Organic growth
Average 2017 - R12 Q3 2022


Top 3

Note: Peers according to reported numbers as stated in Annual reports, Trelleborg continuing operations

EBIT-margin in line or above Swedish sector peers



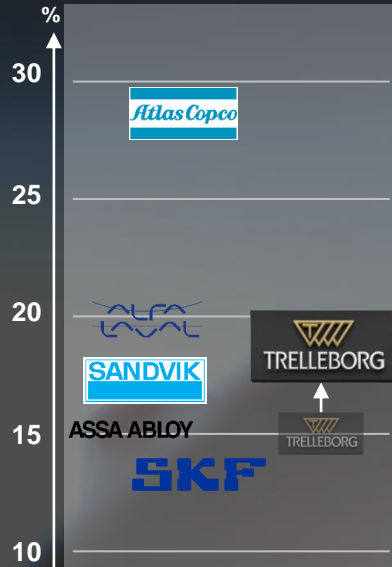
EBIT-margin

Average 2017 - R12 Q3 2022


Top 3

Note: Peers according to reported numbers as stated in Annual reports, Trelleborg continuing operations excl. items affecting comparability

ROCE in line with Swedish sector peers



ROCE

Average 2017 - R12 Q3 2022

Step-up in last two years

Note: Peers according to reported numbers as stated in Annual reports, Trelleborg continuing operations excl. items affecting comparability

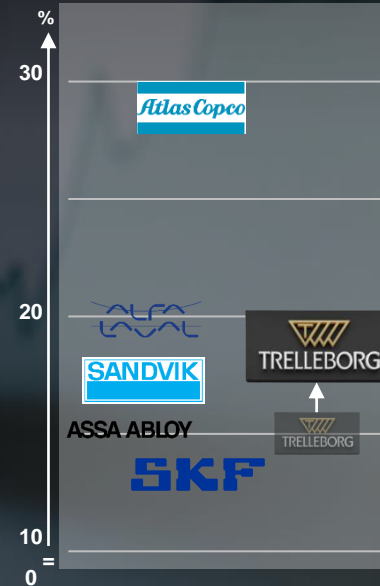
Top 3 among Swedish Engineering peers



Organic growth
Average 2017 - R12 Q3 2022



EBIT-margin
Average 2017 - R12 Q3 2022

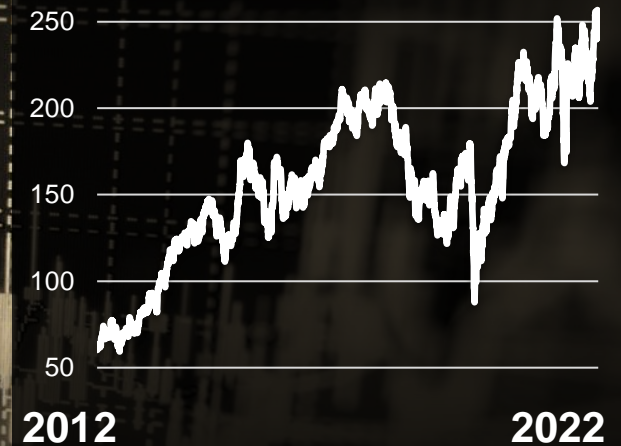


ROCE
Average 2017 - R12 Q3 2022

Note: Peers according to reported numbers as stated in Annual reports, Trelleborg continuing operations excl. items affecting comparability

Strong share price development

Share price 10 years



Outperforming our Swedish engineering peers

Trelleborg relative share development vs. Swedish engineering peers

1 year

+34%

3 years

+38%

10 years

+73%

Swedish
engineering peers



ASSA ABLOY



Outperforming our Swedish engineering peers

Trelleborg relative share development vs. Swedish engineering peers

1 year

+36%

3 years

+46%

10 years

+110%

Swedish
engineering peers



ASSA ABLOY



Financial fire power in balance sheet
Soon to be net debt free



Striving for higher valuation

- Better growth profile
- Less cyclical
- Higher profitability
- Fire power for M&A
- Share buybacks
- Financial performance well in line with higher valued peers



Leading positions in selected segments

Trelleborg

Trelleborg Industrial Solutions



Trelleborg Sealing Solutions



Climbing the value ladder

Scale up & accelerate

A better Trelleborg



**Better
growth profile**

**More
profitable**

**Less
cyclical**

NEW HORIZONS

*“Growing Trelleborg into the world’s foremost
engineered polymer solutions company in our
selected industries”*



Peter Hahn

TRELLEBORG SEALING SOLUTIONS

Scale up & accelerate

The world's most profitable precision sealing company



Trelleborg Sealing Solutions


The most successful global business partner in our chosen markets


14,465 M
Sales

3,297 M
EBIT

22.8 %
EBIT-margin

 **~7,250** employees

 **10** R&D Centers

 **33** factories

50%
GENERAL
INDUSTRY

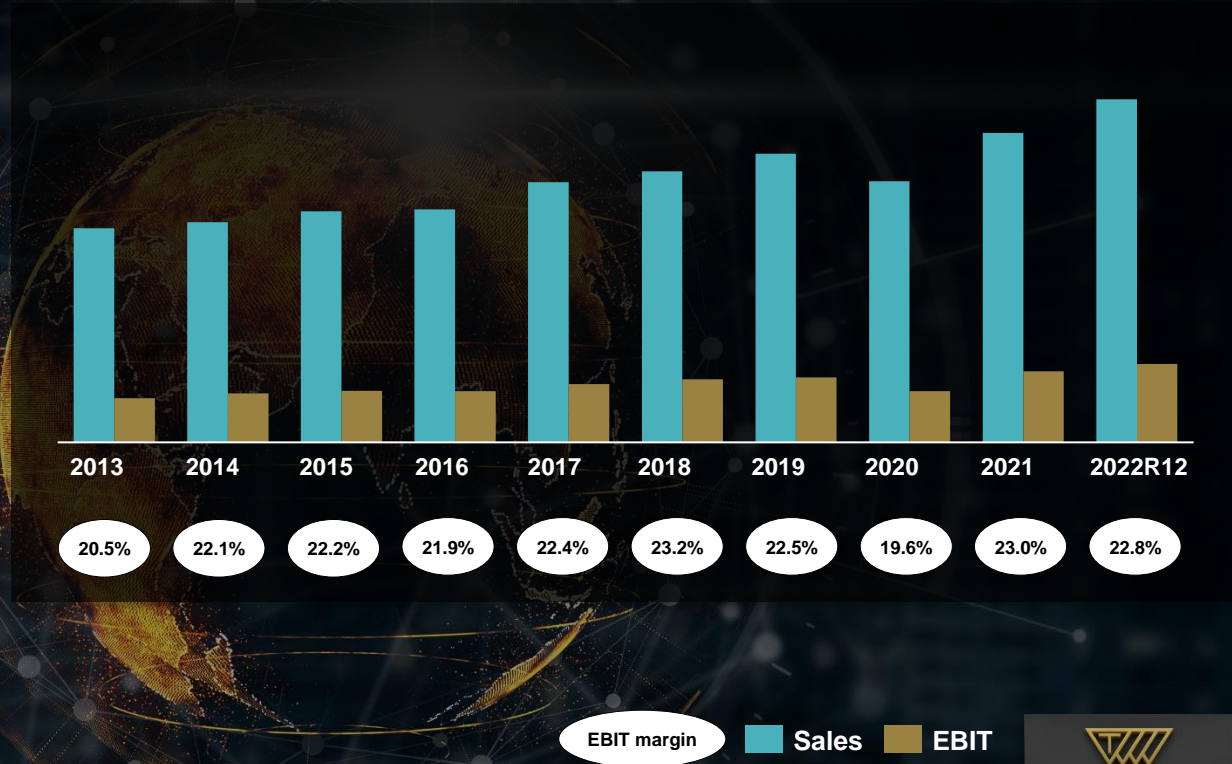
27%
LIGHT
VEHICLES

12%
AEROSPACE

11%
HEALTHCARE
& MEDICAL

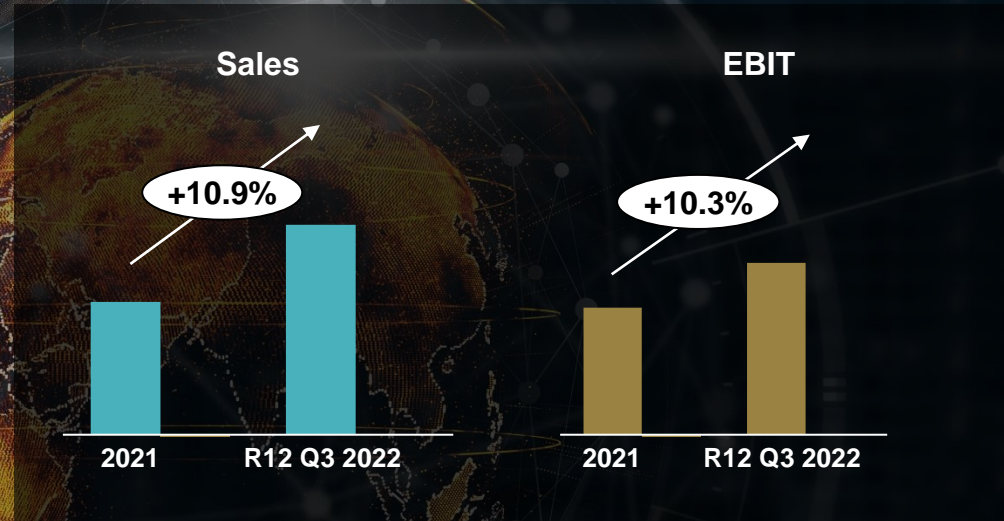
Note: SEK, R12 Q3 2022, excl. items affecting comparability

Strong history of financial performance



Note: SEK, R12 Q3 2022, excl. items affecting comparability

Poised to deliver
strong results in 2022



Note: SEK, R12 Q3 2022, excl. items affecting comparability

Scale up & accelerate

Scalable operating model



Strong portfolio and offering



Global development partner





SPEEDBOATS



MINNESOTA RUBBER &
PLASTICS



APAC
ACCELERATION

Scale up & accelerate



SPEEDBOATS

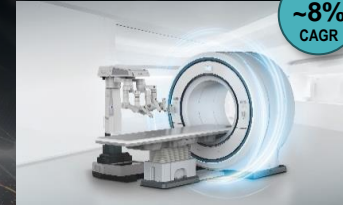
Scale up & accelerate

Strong growth outlook for our speedboats



~10%
CAGR

Aerospace



~8%
CAGR

Healthcare & Medical



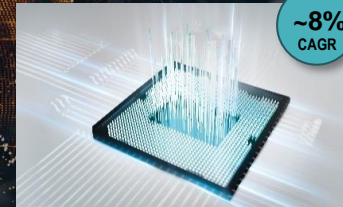
~20%
CAGR

Industrial Automation



~6%
CAGR

Food, Beverage & Water



~8%
CAGR

Semiconductor



+10%
CAGR

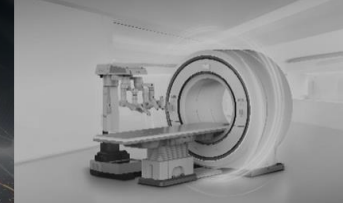
Electrification & Hydrogen

CAGR estimated through next 5-10 years

Aerospace



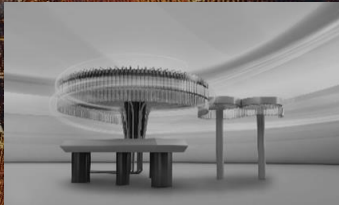
Aerospace



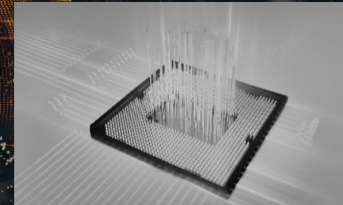
Healthcare & Medical



Industrial Automation



Food, Beverage & Water

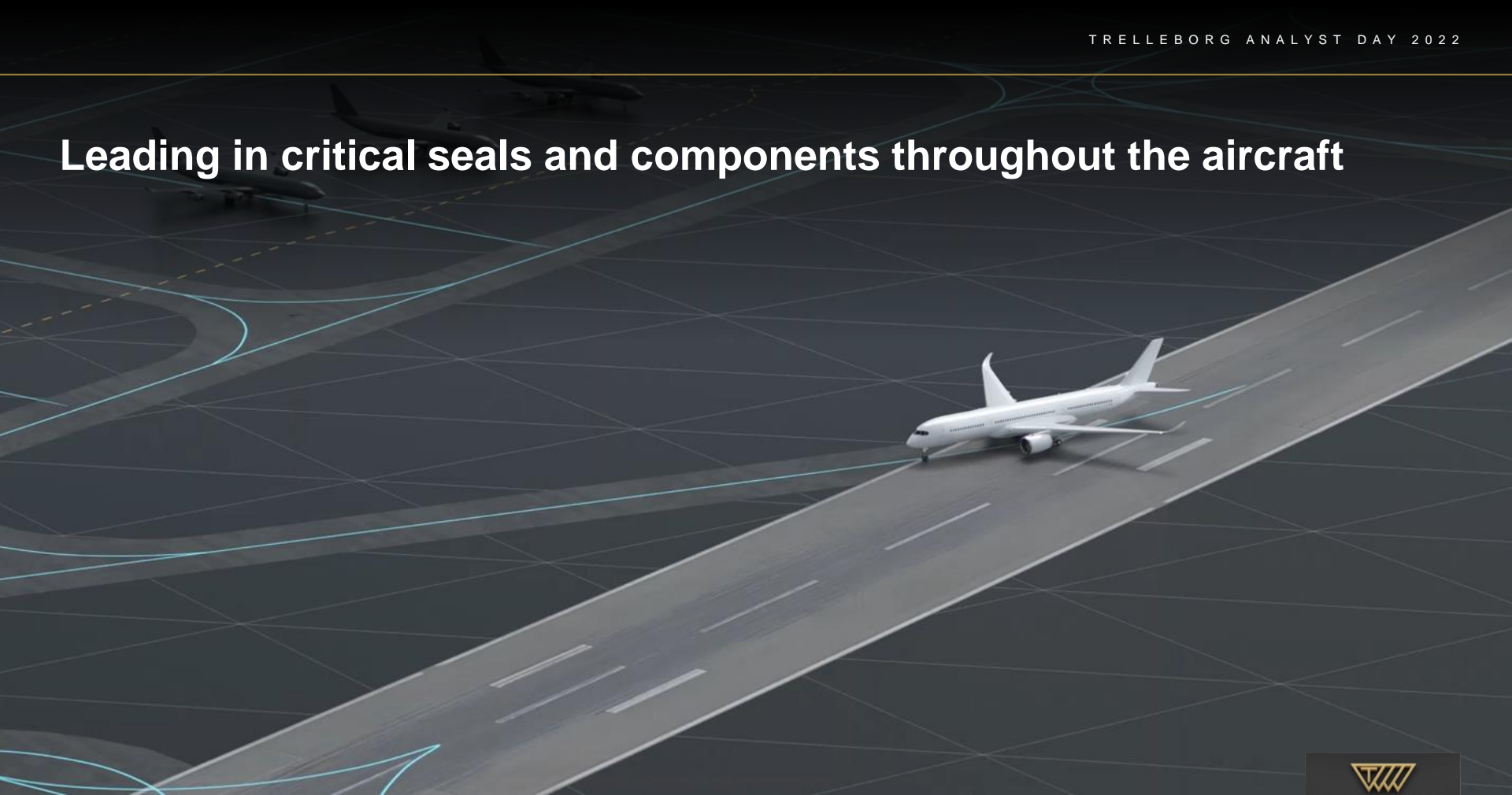


Semiconductor



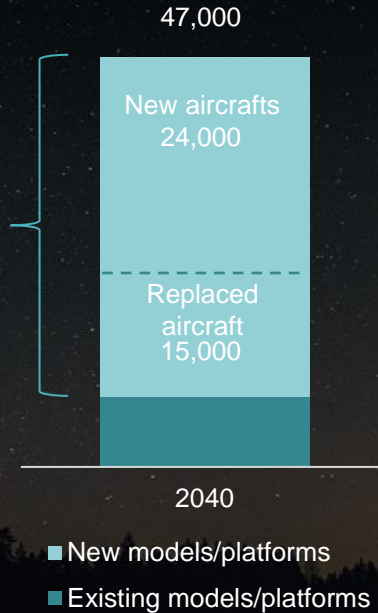
Electrification & Hydrogen

Leading in critical seals and components throughout the aircraft



Transition to new aircraft types speeding up growth

~40,000 new build until 2040
10% CAGR



- Existing global fleet in 2022 ~23,000
- Estimated global fleet in 2040 ~47,000
- From existing global fleet, ~15,000 will be replaced by new models/platform aircrafts

Complete solutions from nose to tail and wing tip to wing tip

Main Cabin System

Injection Molded Thermoplastics

Extruded Profiles

Galley

FoodPro® Static & Dynamic Seals

Tubing & Hose

Hydraulic & actuation

Hydraulic Seals for Hydraulic & Electro-mechanic Flight Controls

Hydraulic Seals for Actuation Package

Hydraulic Seals & Bearings for Landing Gear

Engine Seals

Airframes

Aileron Seals

Flap Seals

Strakelet Seals

Lavatory & Water Systems

O-Rings

Custom-Molded Components

+ Aftermarket

Healthcare & Medical



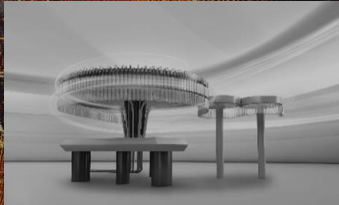
Aerospace



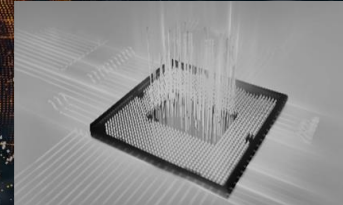
Healthcare & Medical



Industrial Automation



Food, Beverage &
Water



Semiconductor



Electrification &
Hydrogen

Improving patients' quality of life

Accelerated innovation
from lasting customer
partnerships

Where we play



Medical device
components &
integrated solutions



BioPharma



Drug
elution



Leveraging a
global footprint

with

production close
to the customer

**Focused
on top-75**

global H&M companies



12%

of total TSS sales*



**Liquid Silicone Rubber
Components**



Silicone Tubing



**Rubber & Thermoplastic
Molded Components**



**Static, Linear and Rotary
Seals**



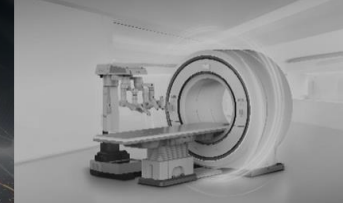
**Silicone Components with
Active Pharmaceutical
Ingredients**



Industrial Automation



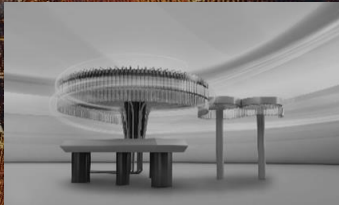
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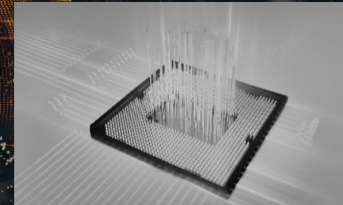
Healthcare & Medical



Industrial Automation



Food, Beverage &
Water



Semiconductor



Electrification &
Hydrogen

Expanding in attractive applications in industrial automation segment



Three key applications driving the industrial automation segment



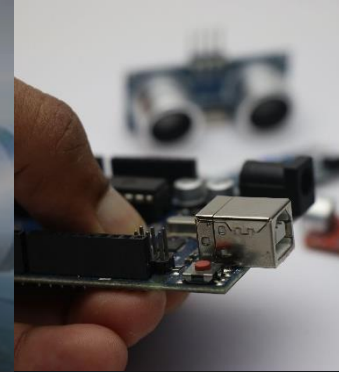
Robotics

CAGR 18% to 2025



Handling Systems

CAGR 9.4% to 2025



Sensors

CAGR 5.2% to 2025

Growth through existing capabilities, innovation and adjacencies



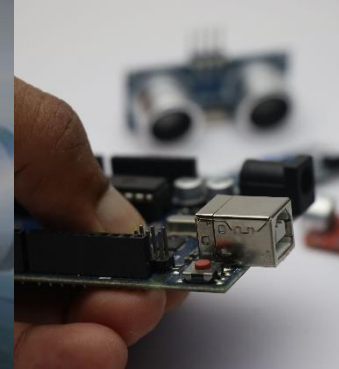
Robotics

CAGR 18% to 2025



Handling Systems

CAGR 9.4% to 2025



Sensors

CAGR 5.2% to 2025

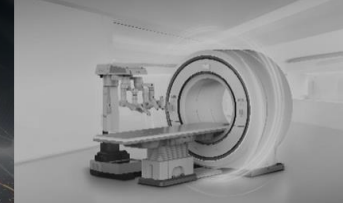
Core capabilities & products

Innovation & adjacencies

Food, Beverage & Water



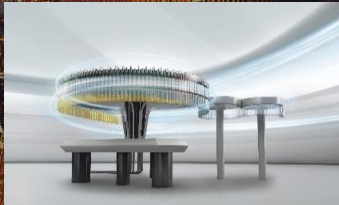
Aerospace



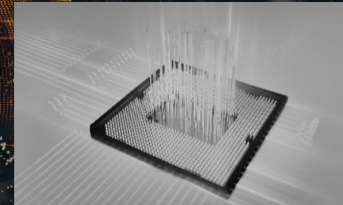
Healthcare & Medical



Industrial Automation



Food, Beverage & Water

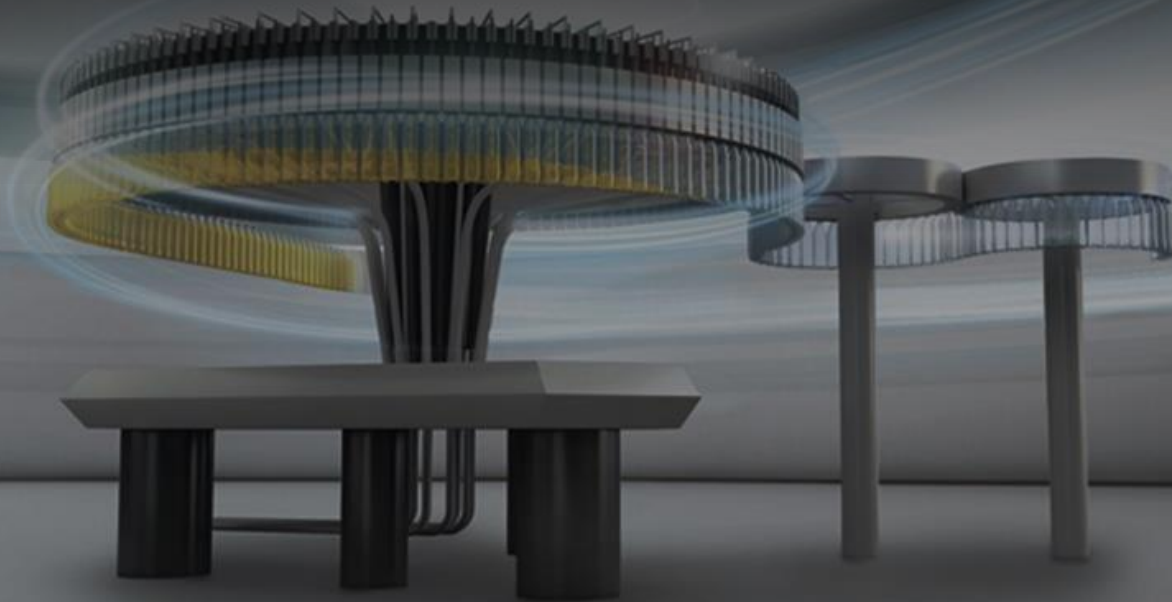


Semiconductor



Electrification & Hydrogen

Shaping the industry in food, beverage and water niches



Targeting growing niches in a highly fragmented and regulated market

Food & Beverage



Field &
Farm

OEMs
Processing

OEMs
Packaging

Point
of Use

Water



OEMs
Treatment

OEMs
Distribution

OEMs
Point of Use

End
User



Potential beyond seals and bearings



Membranes,
diaphragms,
bellows



Multi-function
parts for
instruments &
appliances



Bushings,
thrust
washers

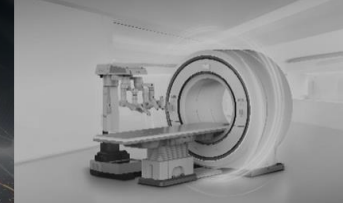


Construction
parts for
machinery &
equipment

Semiconductor



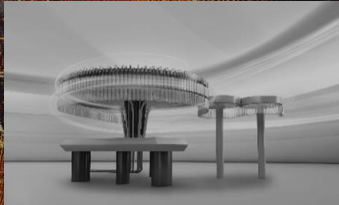
Aerospace



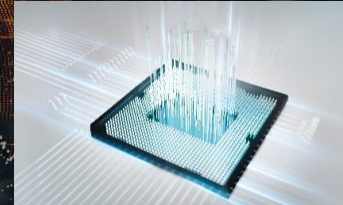
Healthcare & Medical



Industrial Automation



Food, Beverage &
Water



Semiconductor

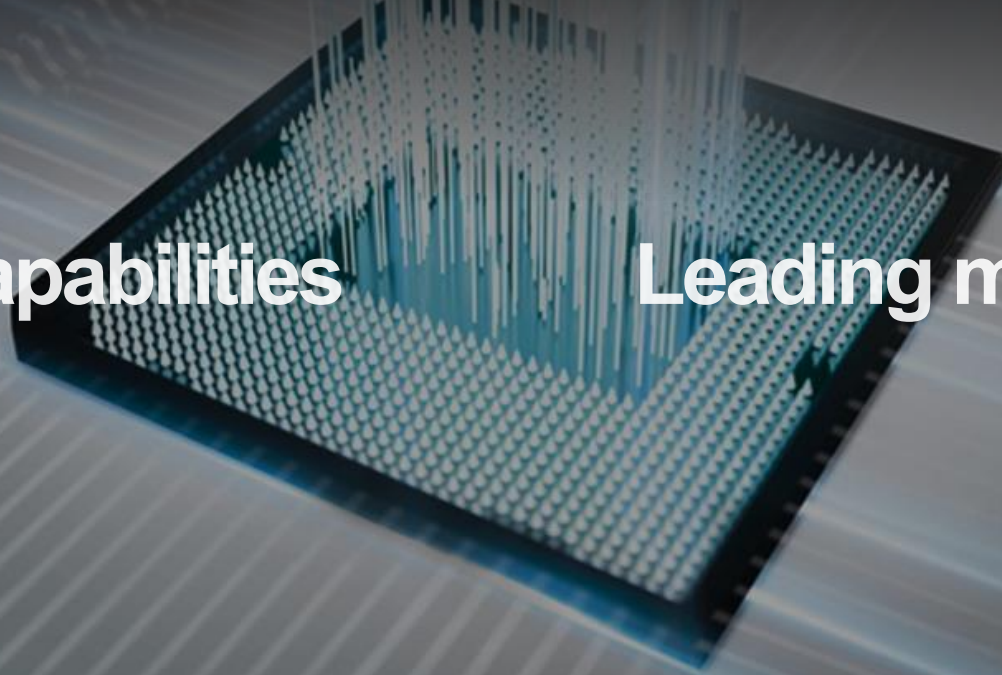


Electrification &
Hydrogen

Addressing the unique needs of the semiconductor industry

Wide capabilities

Leading materials



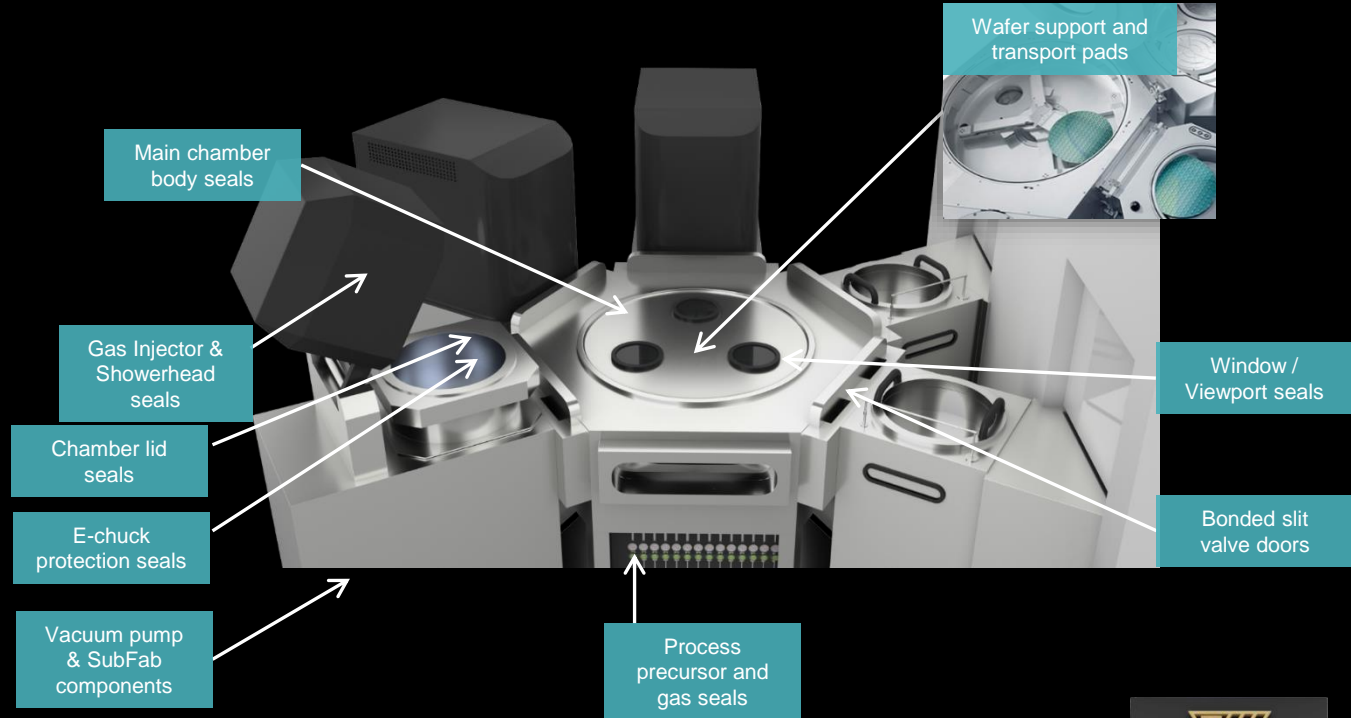
AI, IoT and wireless communication driving accelerated growth



Demanding requirements for higher yields, device complexity and miniaturization

Growth to come from focus on critical front-end equipment

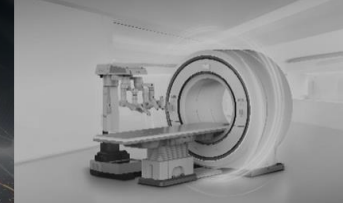
**New leading
materials open
growth potential**



Electrification & Hydrogen



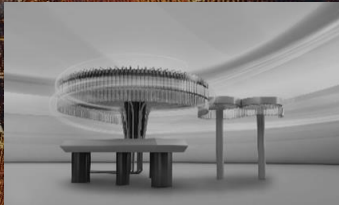
Aerospace



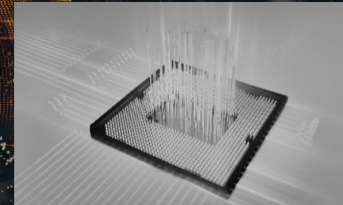
Healthcare & Medical



Industrial Automation



Food, Beverage &
Water



Semiconductor

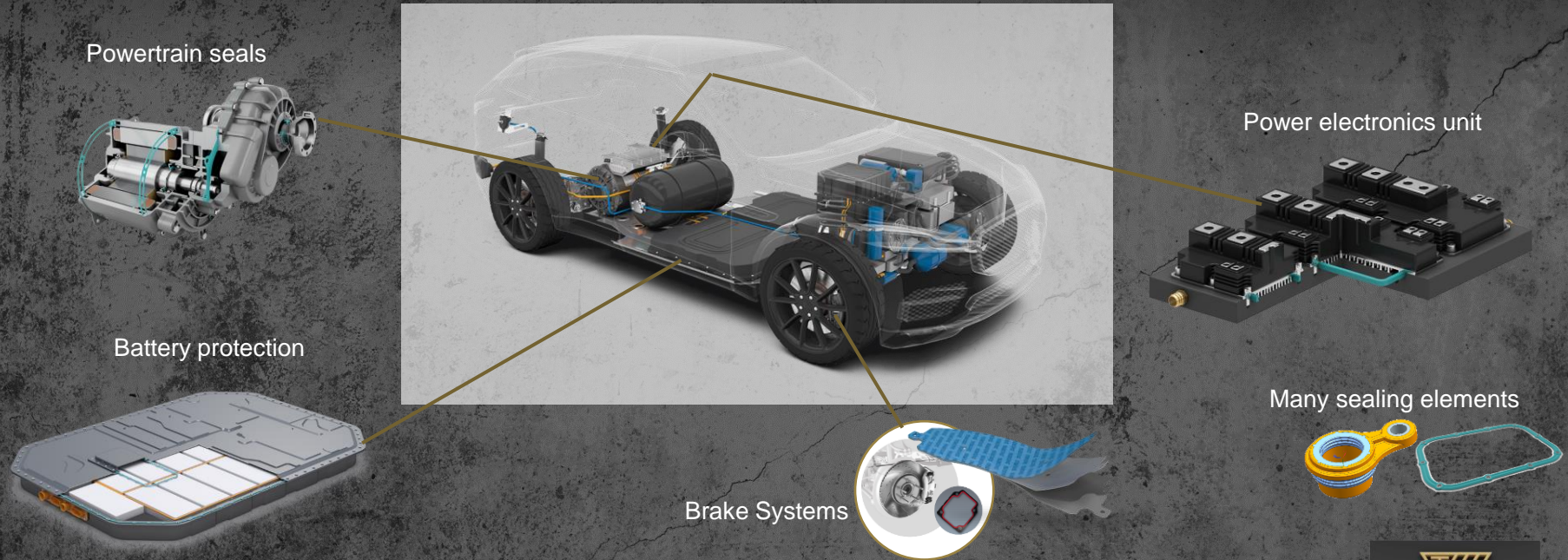


Electrification &
Hydrogen

EV represents >20% of projects won within automotive



EV – selected examples of demanding applications



Applying our market leading capabilities to adjacent solutions



Investments in hydrogen product and material development to ensure solutions are available tomorrow

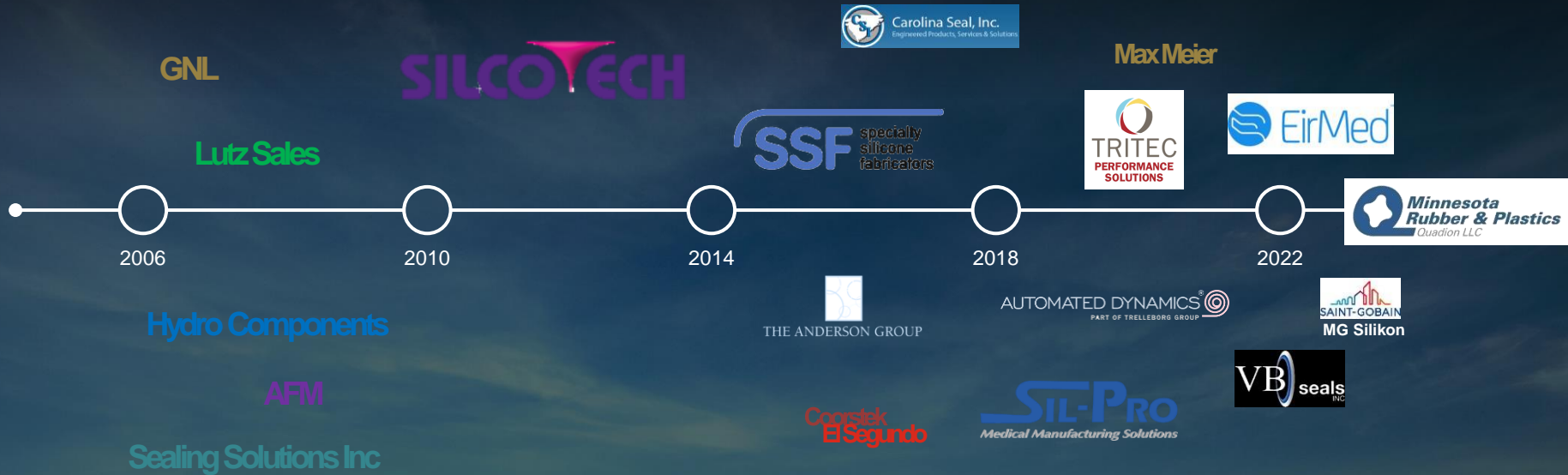




MINNESOTA RUBBER &
PLASTICS

Scale up & accelerate

Accelerating growth through acquisitions



A clear and actionable strategy

Selection of strategic priorities within Sealing Solutions



Minnesota Rubber & Plastics ticks all boxes

Selection of strategic priorities within Sealing Solutions



ELASTOMER SITE IN THE AMERICAS



EXPAND FOOTPRINT IN APAC/CHINA



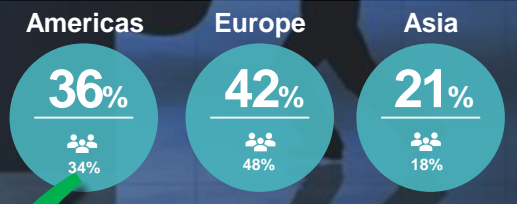
BUILD FURTHER ELASTOMER IP / CAPABILITY



ACCELERATE SPEEDBOAT FOOD/BEV/WATER



ACCELERATE SPEEDBOAT HEALTHCARE & MEDICAL



FURTHER BALANCE REGIONAL SHARE

A true game changer

~2,250

**MSEK
Sales**

8

**Manufacturing
sites in North
America, Europe
and China**

~1,400

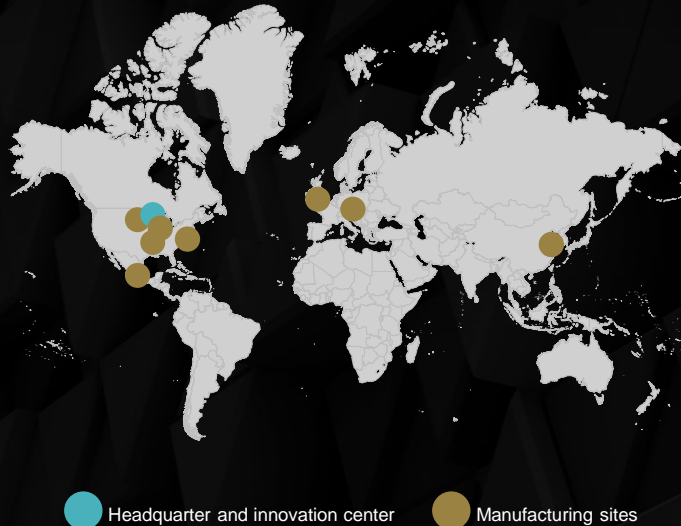
**Employees
globally**

1

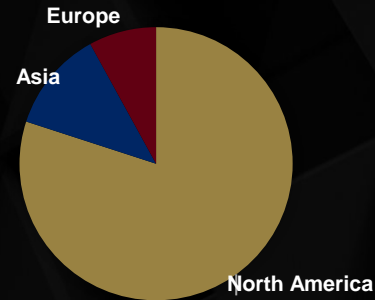
**State-of-the-art
Innovation
Center**

Strengthening TSS in North America across attractive segments

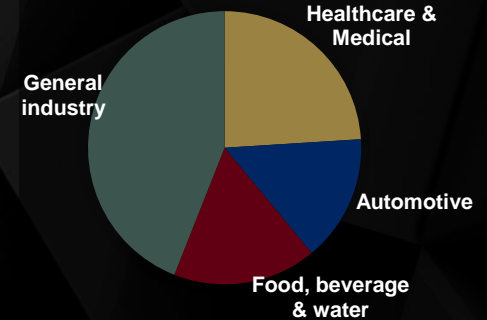
Footprint



Geographical sales split



Market segments



High exposure to speedboat segments



Medium growth

business positions with 2-4% underlying CAGR



Speedboats

business positions with >5% underlying CAGR

Strong proforma financial track record

Organic sales CAGR

~7%

2017 - R12 Q3 2022

EBITA

~21%

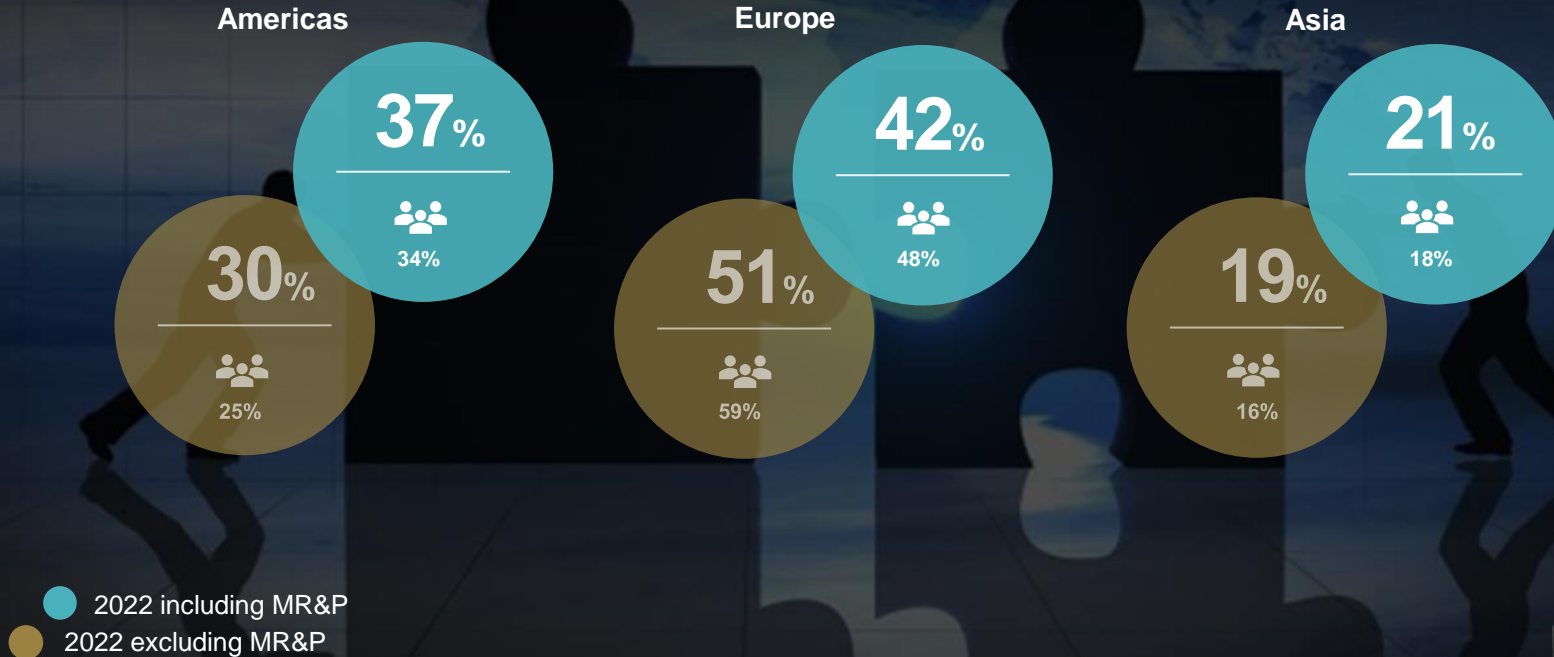
R12 Q3 2022

EBITDA

~24%

R12 Q3 2022

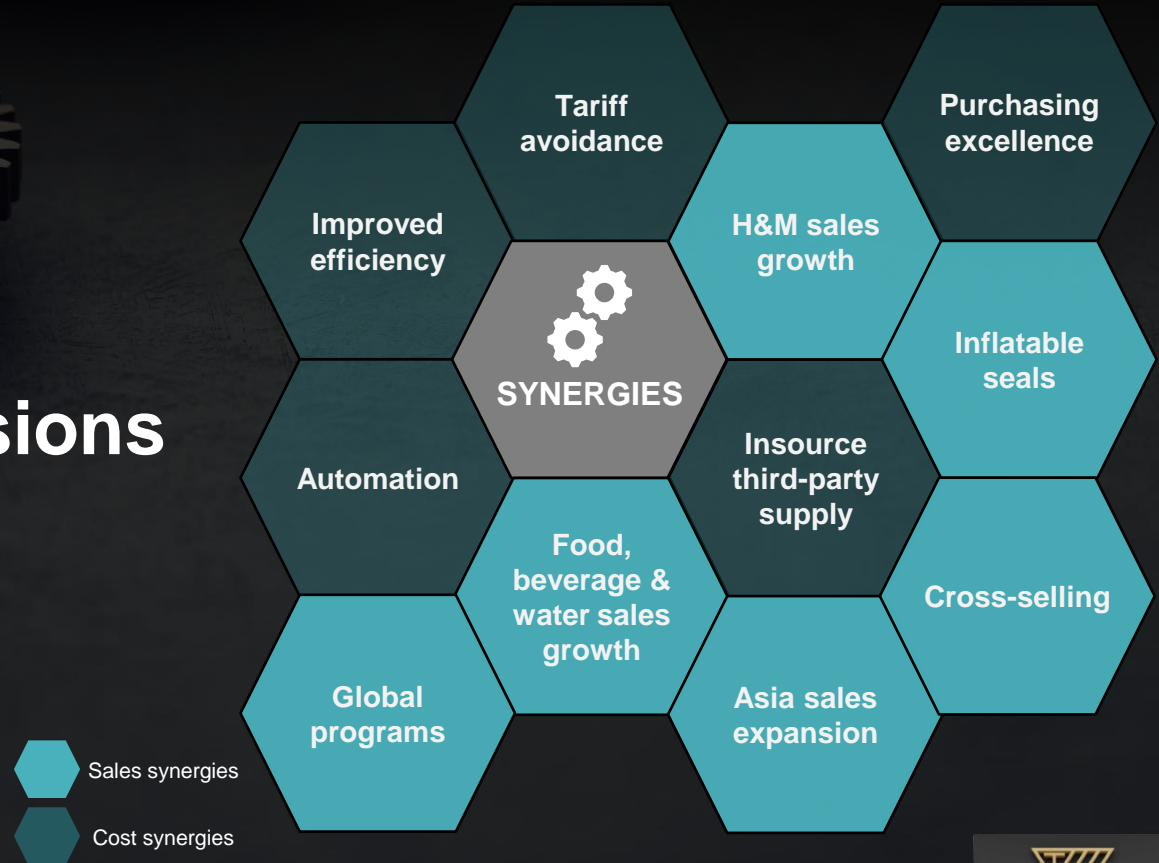
TSS with a significantly improved geographical balance



Strong synergies in several dimensions



Strong synergies in several dimensions

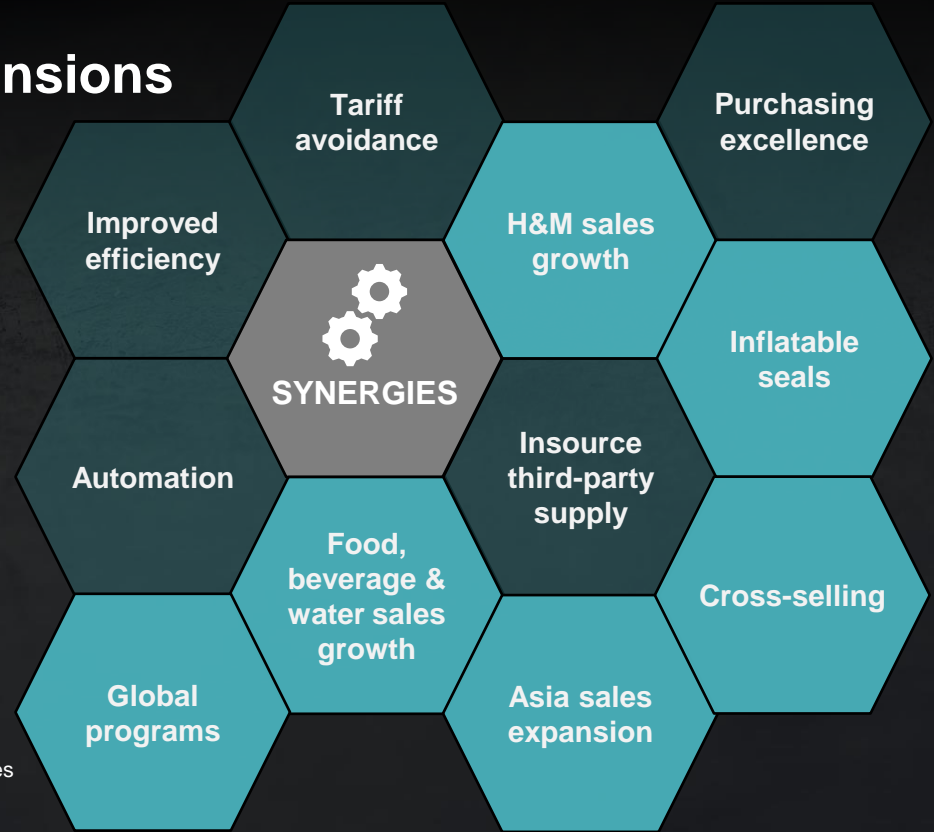
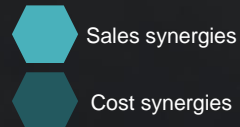


Strong synergies in several dimensions

Annual EBIT synergies

~25 MEUR

end of 2025 run rate effect



Creating global leading innovation capabilities



Innovation Center
Stuttgart, Germany inaugurated 2019



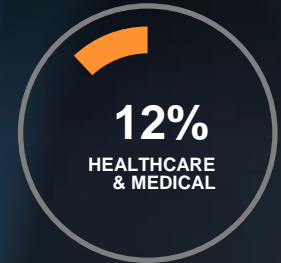
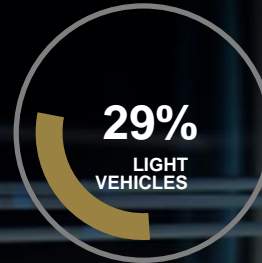
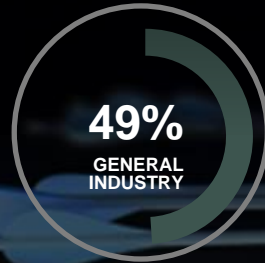
H&M Rapid Development Center
Delano, USA inaugurated 2021



Innovation Center
Plymouth, USA inaugurated 2022

The strongest and most complete solution provider in our industry

16,700 M
Proforma sales



61

Customer
Solution Centers



41

Manufacturing
sites



10

R&D
centers



5

Logistics
centers



3

ServicePLUS
centers



3

Customer
innovation
centers



Note: SEK, R12 Q3 2022, excl. items affecting comparability

Scale up & accelerate



APAC
ACCELERATION

Continued focus on Asia-Pacific

>11%

2010-2022 Sales CAGR



Expanding capacity



New sites and capacity expansion



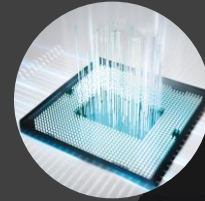
Focusing on attractive niches

Selected examples

Healthcare & Medical



Semiconductor



Industrial seals



Aerospace

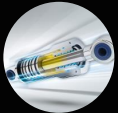


Focusing on attractive niches

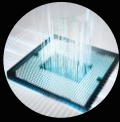
Healthcare & Medical



Industrial seals



Semiconductor



Aerospace



Accelerated by M&A activities

Scale up & accelerate

Scalable business model

Accelerating growth in attractive segments

Acquisitions to deliver strong synergies

Accelerating in Asia

Continuing excellence in financial performance

Jean-Paul Mindermann

TRELLEBORG INDUSTRIAL SOLUTIONS

Climbing the value ladder

Trelleborg Industrial Solutions

World leading solutions in
selected industrial niches

13,138 M
Sales

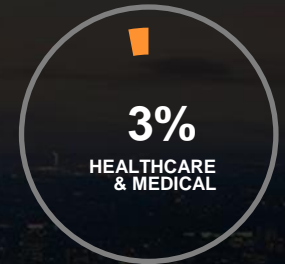
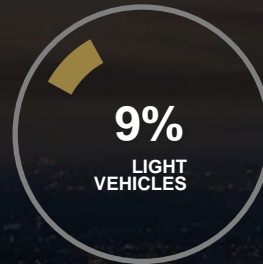
1,811 M
EBIT

13.8%
EBIT margin

 **~6,200**
employees

 **15**
R&D Centers

 **50**
factories

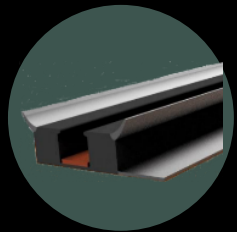


Note: SEK, R12 Q3 2022, excl. items affecting comparability

GENERAL INDUSTRY

Window, door & façade sealing systems

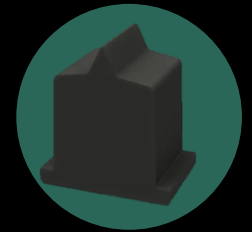
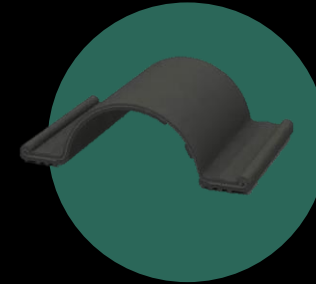
ENERGY EFFICIENT HOMES & OFFICES



GENERAL INDUSTRY

Civil engineering projects

DELIVERING SUSTAINABLE
INFRASTRUCTURE

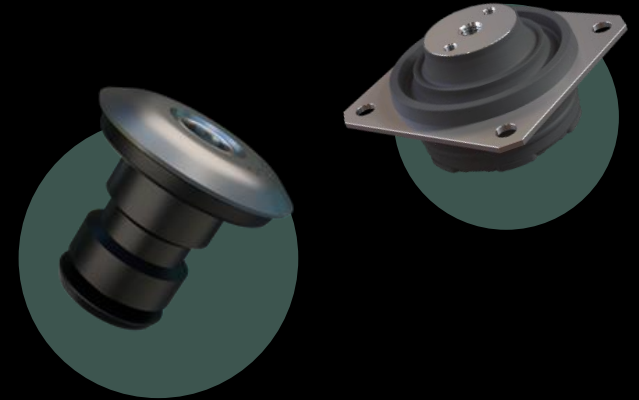




GENERAL INDUSTRY

Engine and cab antivibration mounts

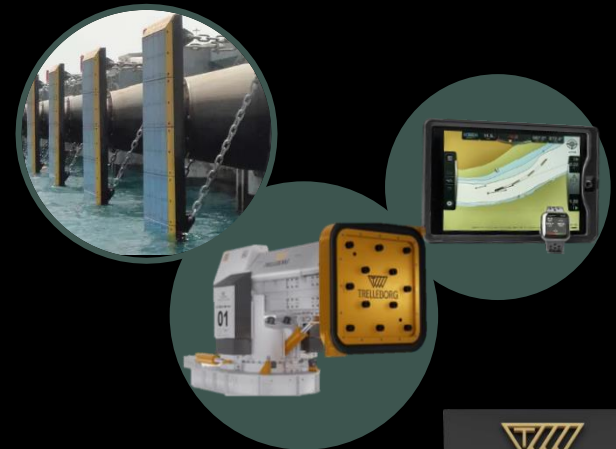
PROTECTING OPERATORS & ASSETS



GENERAL INDUSTRY

Docking, mooring & navigation solutions

SAFETY & EFFICIENCY AT THE
PORT/VESSEL INTERFACE

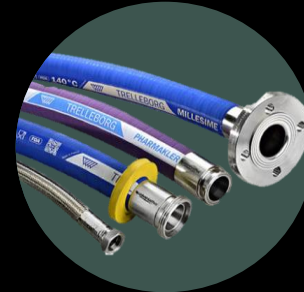




GENERAL INDUSTRY

Industrial hoses & assemblies

SAFE CONTAMINANT-FREE TRANSFER

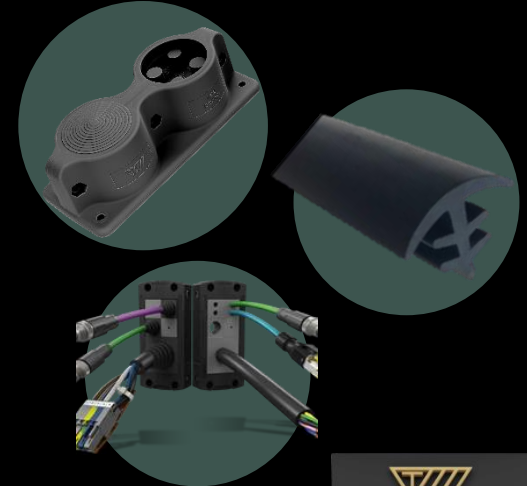




GENERAL INDUSTRY

Energy

ENABLING ENERGY TRANSITION





GENERAL INDUSTRY

Rail antivibration solutions

QUIETER, MORE EFFICIENT, MORE
SUSTAINABLE



LIGHT VEHICLES

Automotive boots

ADVANCED PROTECTION FOR
CRITICAL COMPONENTS



Leading positions in selected segments



Engineered Coated Fabrics



Seals & Profiles



Boots



Marine & Infrastructure



Antivibration Solutions



Fluid Handling Solutions

Leading positions in selected segments



Engineered Coated Fabrics



Seals & Profiles



Boots



Marine & Infrastructure



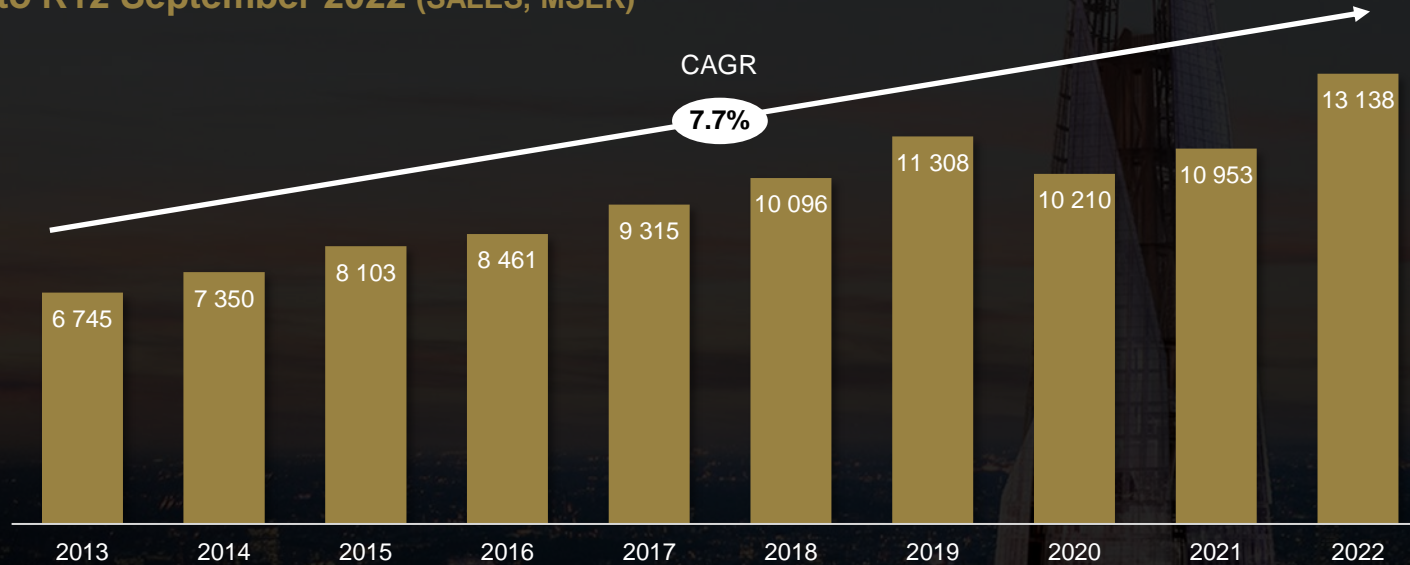
Antivibration Solutions



Fluid Handling Solutions

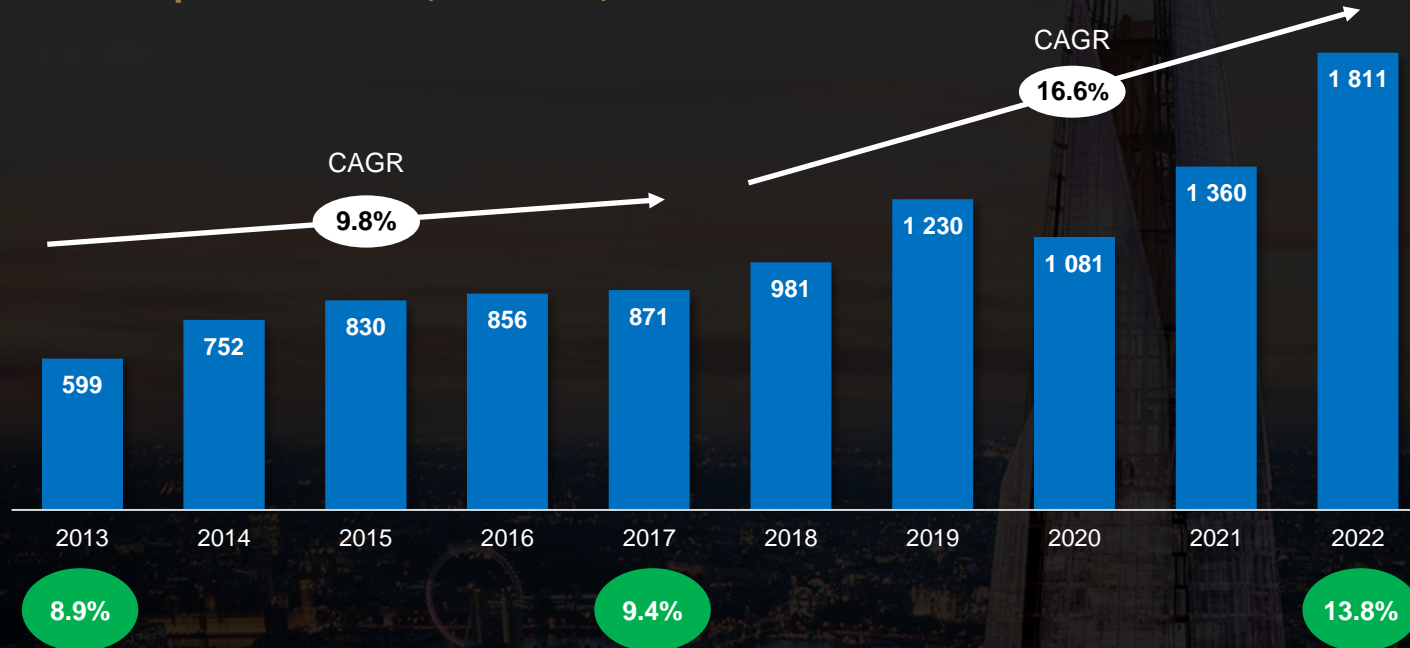
Strong sales development

2013 to R12 September 2022 (SALES, MSEK)



Strong profitability development

2013 to R12 September 2022 (EBIT, MSEK)





SPEEDBOATS



GEOGRAPHICAL
DEVELOPMENT



VALUE
CREATION

Climbing the value ladder

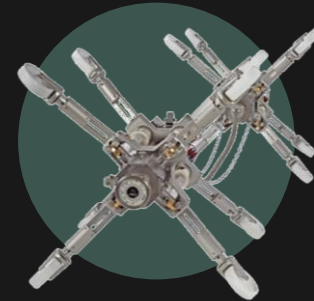
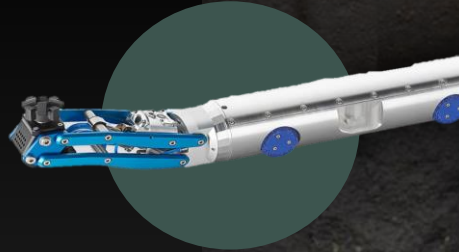
Water infrastructure

MARKET GROWTH

~5-10%
CAGR

FOCUS AREAS

- Portfolio innovations in new seals and repair
- Asia market expansion via production in Bangalore



Energy transfer

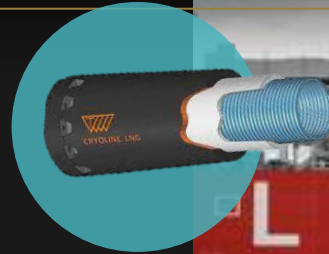
MARKET GROWTH

~5-10%

CAGR

FOCUS AREAS

- Ship to ship and bunkering LNG transfer systems
- Universal and emergency shutdown safety links
- Innovative high pressure gas transfer solution



Healthcare fabrics

MARKET GROWTH

~5-10%
CAGR

FOCUS AREAS

- Wearables
- Medical furniture coatings
- Innovations Smart & zone coated fabrics



Aerospace

MARKET GROWTH

~10-15%

CAGR

FOCUS AREAS

- Lightweight PU escape slides
- Life jackets & rafts
- Range extension into interior cabin profiles





SPEEDBOATS



GEOGRAPHICAL
DEVELOPMENT



VALUE
CREATION

Climbing the value ladder

GEOGRAPHICAL DEVELOPMENT

Americas

Europe

Asia

18%



20%



6

72%



72%



21

10%



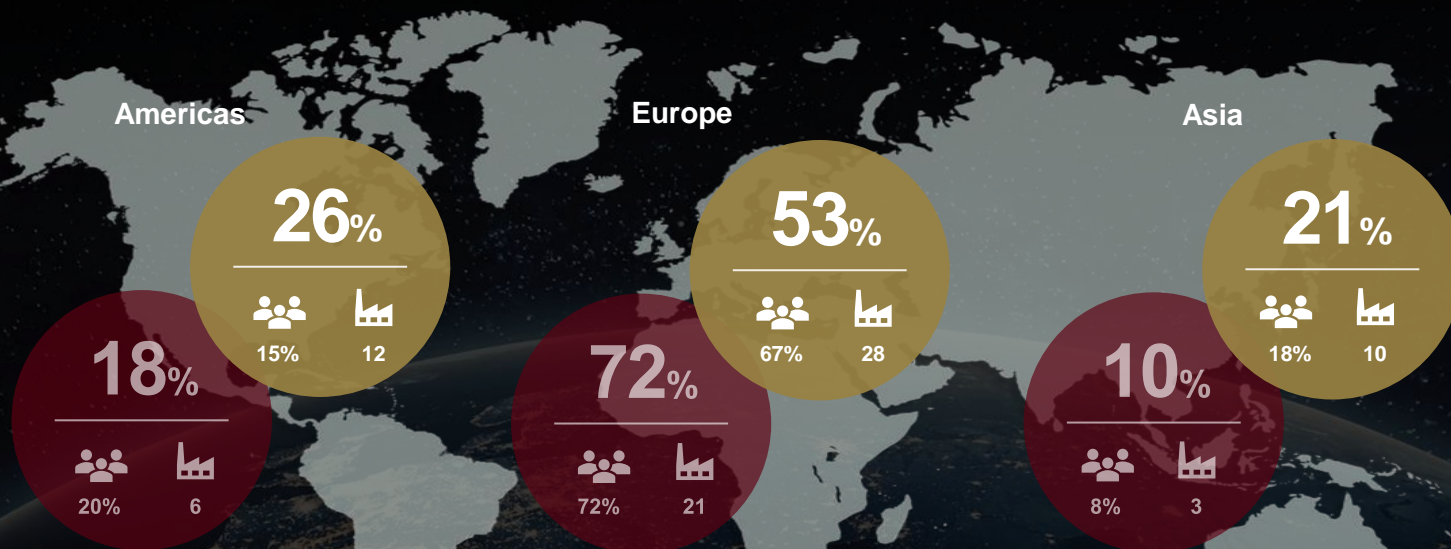
8%



3

2017

GEOGRAPHICAL DEVELOPMENT



2017

2022

GROWTH AMBITION

+25%

OVER THE NEXT THREE YEARS

Asia expansion

LNG projects

~€200M

Serviceable addressed market



Automotive boots

~€120M

Serviceable addressed market

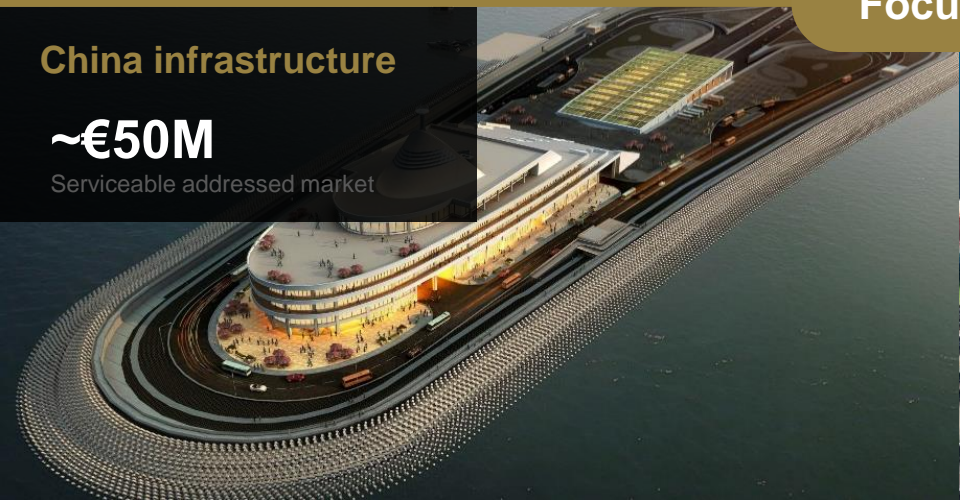


Focus areas

China infrastructure

~€50M

Serviceable addressed market



Rail & mass transit

~€75M

Serviceable addressed market



Odawara, Japan

KEY MARKET ENTRY

- Steering and transmission boots
- Access to Japanese OEMs around the world
- Start of production H1 2023



Wuxi, China

KEY GROWTH MARKET

- +50% capacity
- Rail and Off highway suspension components
- Cable entry solutions for telecoms and data
- Start of production H2 2023



GROWTH AMBITION

+20%

OVER THE NEXT THREE YEARS

North America expansion

Healthcare fabrics

~€300M

Serviceable addressed market



Marine projects

~€120M

Serviceable addressed market



Focus areas

Water infrastructure

~€500M

Serviceable addressed market



Home construction

~€100M

Serviceable addressed market

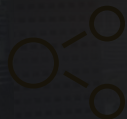


Source: Trelleborg analysis





SPEEDBOATS



GEOGRAPHIC
DEVELOPMENT



VALUE
CREATION

Climbing the value ladder

Value creation



Pipecure Eco

World's first fully sustainable
pipe liner



Flexx Curve

Reducing track and wheel wear,
lowering energy use and emissions



Value creation

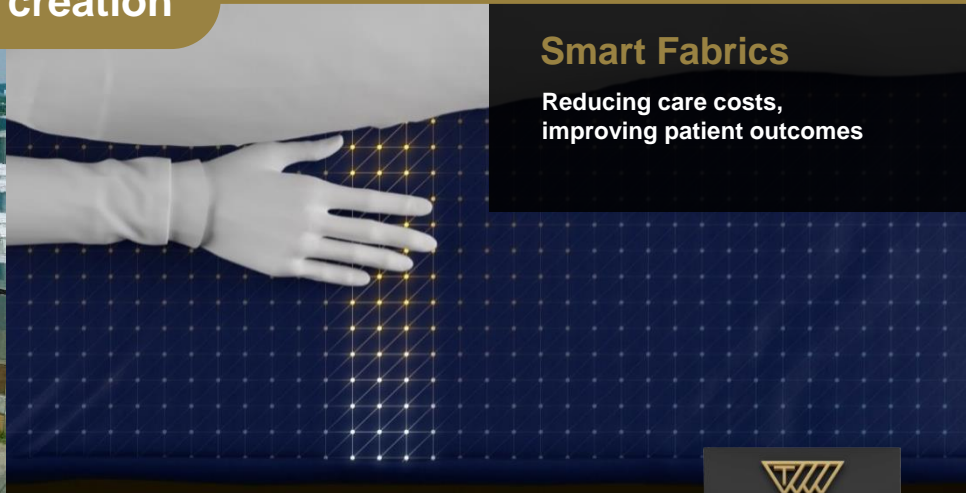
SafePilot

Ultra accurate positioning for
ports and restricted waterways



Smart Fabrics

Reducing care costs,
improving patient outcomes



Summary & takeaways

Business with leading solutions in select industrial niches

Further footprint and portfolio optimization opportunities

Positive margin development continues

Focus on growth segments and markets

Value creation key success factor

Konrad Saur

TRELLEBORG SEALING SOLUTIONS

Innovation leadership

Agenda

Innovation in Trelleborg Sealing Solutions

Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

Innovation center – tour

Agenda

Innovation in Trelleborg Sealing Solutions

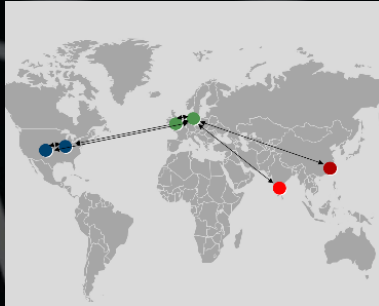
Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

Innovation center – tour

Trust is earned by providing better solutions for our customers



Proximity

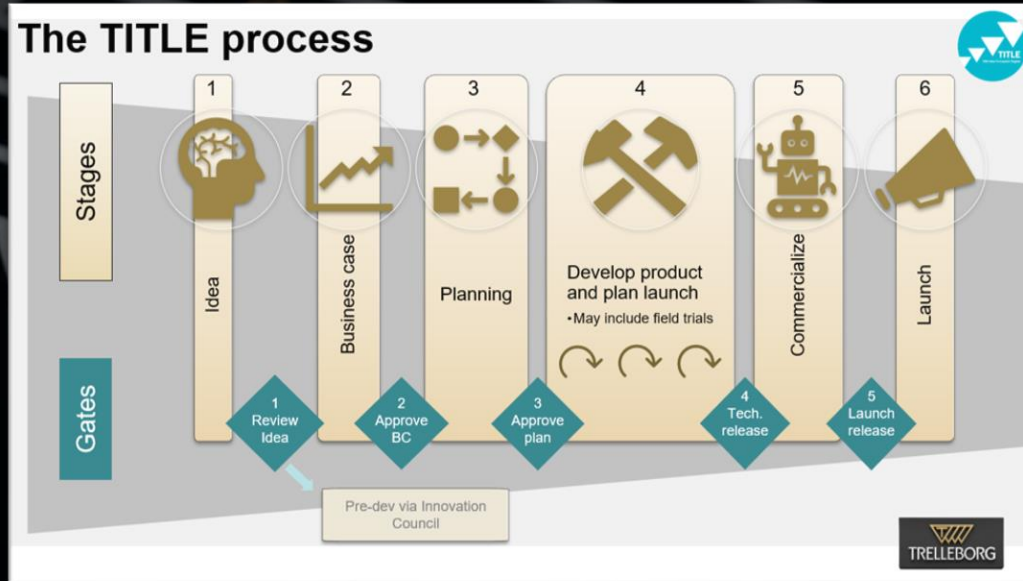


**Application
know-how**



Agility

Systematic approach to innovation accelerates time to market



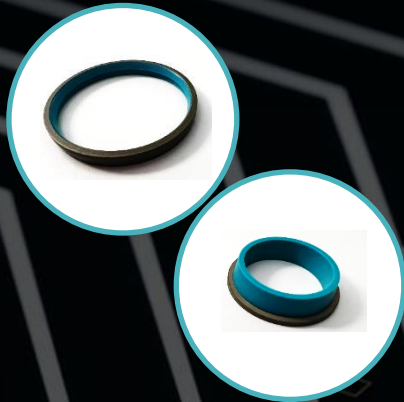
Voice of
the
customer

Business
case
approach

Be bold!

Launch
execution

Systematic approach to innovation accelerates time to market



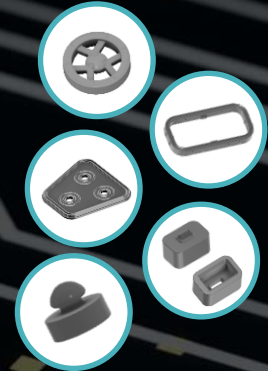
MONO 2K PTFE



CTIS



FOODPRO™
MATERIALS



iCAST™
FOR FAST RESPONSE

Agenda

Innovation in Trelleborg Sealing Solutions

Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

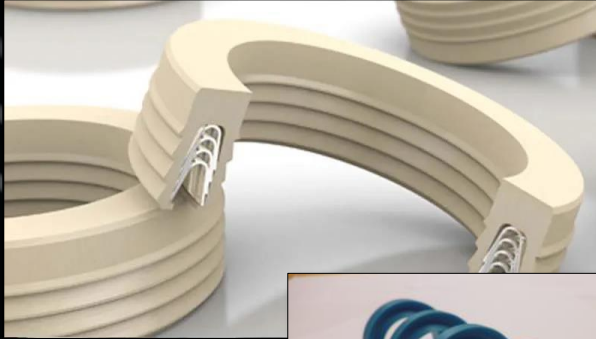
Innovation center – tour

We win through a combination of speed and competence

**Proving our capabilities
over time generates a
customer lock-in effect**



Anticipating market needs – be first to customer testing



H2 READY

by TSS

Pre-qualify materials

Comprehensive test data

Simulation methods development

Disruptive markets require shorter innovation cycles

Identify disruptors / early adopters

Proven solutions readily available

Agility



Creating customer value by accelerating time to market



FUNCTIONAL
INTEGRATION



OVERMOLDED
COMPOSITES



PUREFAB™ MATERIAL
RANGE

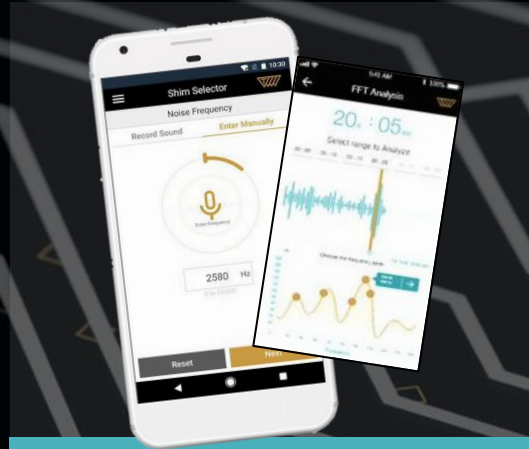


MULTI-COMPONENT

Creating customer value by accelerating time to market



LANDING GEAR
TEST RIG



EASE OF SOLUTION SELECTION
WITH AI

Agenda

Innovation in Trelleborg Sealing Solutions

Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

Innovation center – tour

Minnesota Rubber & Plastics further improves innovation leadership



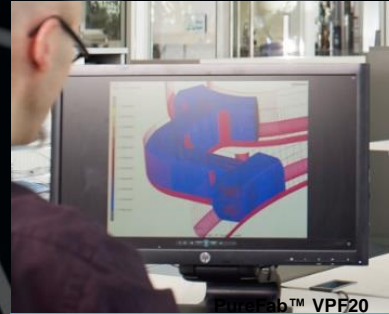
MR&P with over 75 years of material science leadership



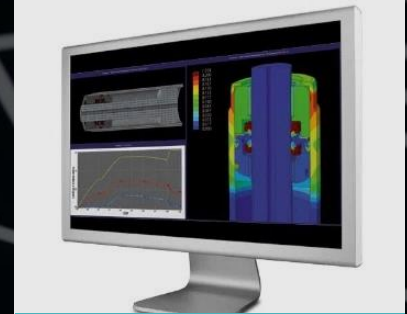
PROPRIETARY
MATERIALS



RUBBER ANALYSIS
& TESTING



DESIGN FOR
MANUFACTURABILITY



FINITE ELEMENT
ANALYSIS

Shaping the industry through innovation leadership

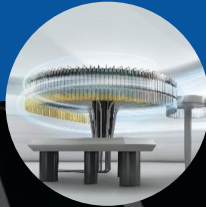
**Emphasis on
material
excellence**

IP protection

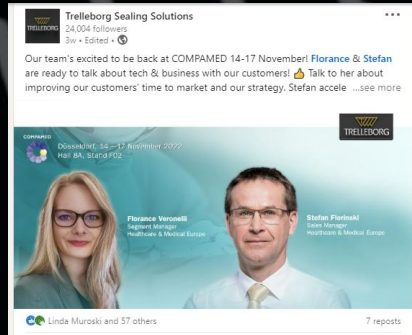
**Global
compliance**

**Complementary
capabilities**

Innovation leadership and world-class portfolio



Utilizing well-established Trelleborg platform to position MR&P



Agenda

Innovation in Trelleborg Sealing Solutions

Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

Innovation center – tour

Being the customers' first choice

**Systematic
process**

**Innovation
leadership**

**Voice of the
customer**

Design

Data-utilization

Simulation

Prototyping

Agenda

Innovation in Trelleborg Sealing Solutions

Customer lock-in

Minnesota Rubber & Plastics acquisition

Summary & takeaways

Innovation center – tour



Linda Muroski

TRELLEBORG SEALING SOLUTIONS

Healthcare & Medical

Helping pharmaceutical and medical device companies
improve patient quality of life

From regional sealing supplier to global solution provider

Exploring the market

Acquiring LSR know-how

Fortifying the foundation

Further expansion

Integrated solutions

Exploring the market

Acquiring LSR know-how

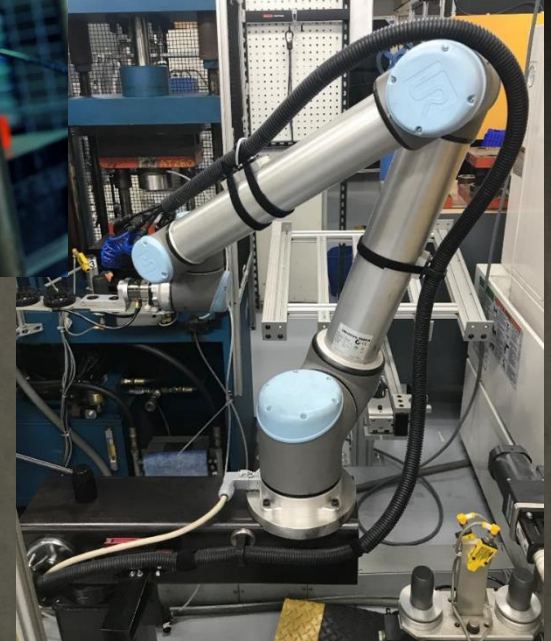
Fortifying the foundation

Further expansion

Integrated solutions

**Limited presence and
portfolio in Healthcare &
Medical**

**Relied on sealing know-how
and traditional manufacturing
expertise**



GAST CELL AT TSS FORT
WAYNE – COMPONENTS FOR
AIR CONCENTRATORS

Exploring the market

Acquiring LSR know-how

Fortifying the foundation

Further expansion

Integrated solutions

**Strategic expansion in
Liquid Silicone Rubber (LSR)**

Scaling up operations and broadened geographical presence



SWITZERLAND EXPANSION
TRIPLED CLEANROOM
PRODUCTION CAPACITY



USA EXPANSION &
TRANSFERRED EXPERTISE
FROM STEIN AM RHEIN

Leap growth in LSR and strengthening plastics capabilities



ADDITIONAL CAPACITY IN LSR
INJECTION MOLDING AND TUBING



STRENGTHENING CAPABILITIES IN
ENGINEERED PLASTIC APPLICATIONS

Major step-change for TSS Healthcare & Medical

+33%
size



Consolidating leading position in contract manufacturing

Application areas

Novel therapies

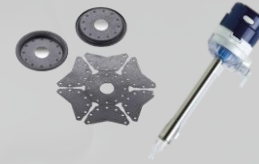
Cardiovascular

Diagnostics

Surgical and orthopedics

Selected examples

**Trocar seals for
minimally invasive
surgery**



**T-cell therapy for
cancer treatment**



**Sterile connectors for
biopharma processing**



Exploring the market

Acquiring LSR know-how

Fortifying the foundation

Further expansion

Integrated solutions

**Optimize operational and
commercial setup**

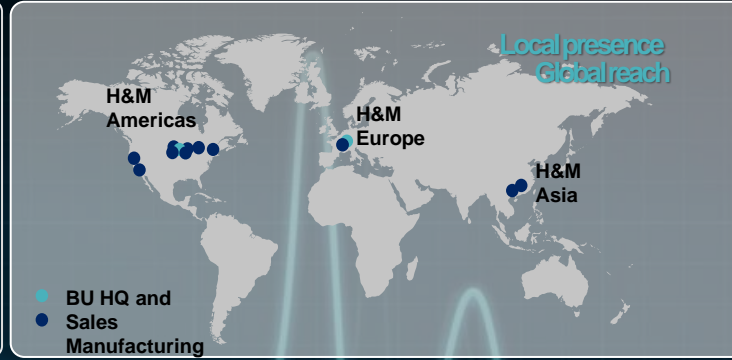
Where we are today

**Focused on
top-75**

global H&M companies



12%
of total TSS sales*



**Liquid Silicone Rubber
Components**



Silicone Tubing



**Rubber & Thermoplastic
Molded Components**



**Static, Linear and Rotary
Seals**



**Silicone Components with
Active Pharmaceutical
Ingredients**



Strong growth in our selected niches



**Medical Device
Components &
Integrated Solutions**



**~10
%
CAGR¹**



BioPharma



**>15
%
CAGR²**



**Drug
Elution**



**~9%
CAGR³**

Highly advanced production units



PRECISION COMPONENTS -
INTEGRATED SOLUTIONS



BIOPHARMA PROCESSING



ACTIVE PHARMACEUTICAL
SOLUTIONS

Key supplier to top 10 global medical device OEMs



**Medical Device
Components &
Integrated Solutions**



Cardiovascular

Neuromodulation

In-vitro diagnostics

Orthopedics

**Enabling a one-stop shop
for strategic customers**

Accelerating shift to single-use systems, raising R&D investments



BioPharma



Chromatography

Filtration

Bioreactors

Up/Downstream Processing

**Center of Excellence
fosters collaboration with
customers' changing
needs**

Preferred partner for silicone and drug elution solutions



Drug
Elution



Drug-eluting devices

Inhalation drug delivery

Ocular drug delivery

Infusion pumps

**Collaborations with
customers for complex
solutions**

Exploring the market

Acquiring LSR know-how

Fortifying the foundation

Further expansion

Integrated solutions

**Building new capabilities and
expanding application know-
how**

Key differentiator – co-development with customers



Complete development support gives us an advantage

From concept to serial production with a focus on quality and total cost



Product
concept



Optimize
product
specifications



Feasibility



Create
prototypes



Clinical
production



Industrial-
ization



Validation



Serial
production

Design for Manufacture (DfM)
Regulatory Guidance

High underlying
market growth in all
regions



A world map is shown in a light gray color against a dark blue background. A teal-colored line, resembling a heartbeat or pulse, runs horizontally across the map. Three teal-colored circles are overlaid on the map, each containing a CAGR value. The first circle is positioned over North America, the second over Europe, and the third over Asia. The background of the slide features a dark blue grid pattern.

+11%
CAGR

+8%
CAGR

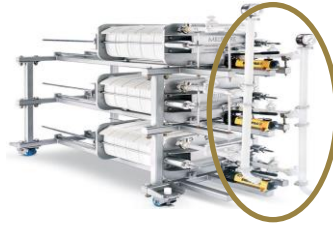
+10%
CAGR

Each project win, high potential to full run-rate

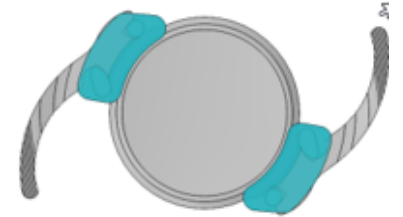
Example of won projects



**Medical Device
Components &
Integrated Solutions**



BioPharma



**Drug
Elution**



Exploring the market

Acquiring LSR know-how

Fortifying the foundation

Further expansion

Integrated solutions

**Leveraging current setup,
investing in new capabilities
and acquisitions**

Expansion into new capabilities

Silicone

Thermoplastic molding & tubing

Micro metal & plastic machining

Flexible electronics

Customers want a total solutions provider... globally

Integrated solutions

Thermo-
plastics

Metal

Silicone

Flexible
electronics

The single biggest opportunity to exponentially grow in H&M



Integrated solutions

Accelerated by M&A

Complementary capabilities

Complementary geographies

**Customer synergies and
increasing share-of-wallet**

**Access to new segments and
customers**

>x2

sales by 2025

Accelerating growth in attractive medical niches

Grow adjacent capabilities

Becoming an integrated solutions provider

Region-for-region presence a key

M&A as a catalyst

>x2

sales by 2025

Jürgen Bosch

TRELLEBORG SEALING SOLUTIONS

Aerospace

Agenda

Favorable aerospace market

A growth journey

Accelerated growth – x2 by 2025

Agenda

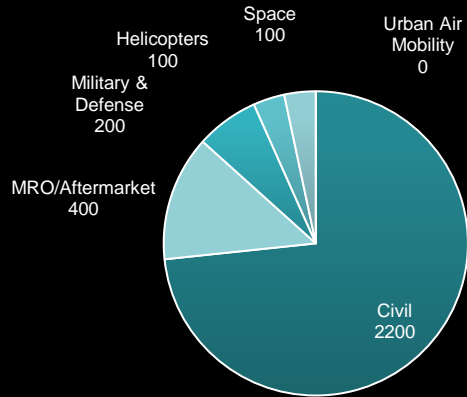
Favorable aerospace market

A growth journey

Accelerated growth – x2 by 2025

Fast-growing market in all subsegments

Total market breakdown, MEUR



~3,000 MEUR

Total value seals & components market

Civil



Military & Defense



Helicopters



Space



Urban Air Mobility



Aftermarket/MRO



Civil aircraft the most important segment



Bright outlook

STRONG UNDERLYING MARKET
DRIVERS



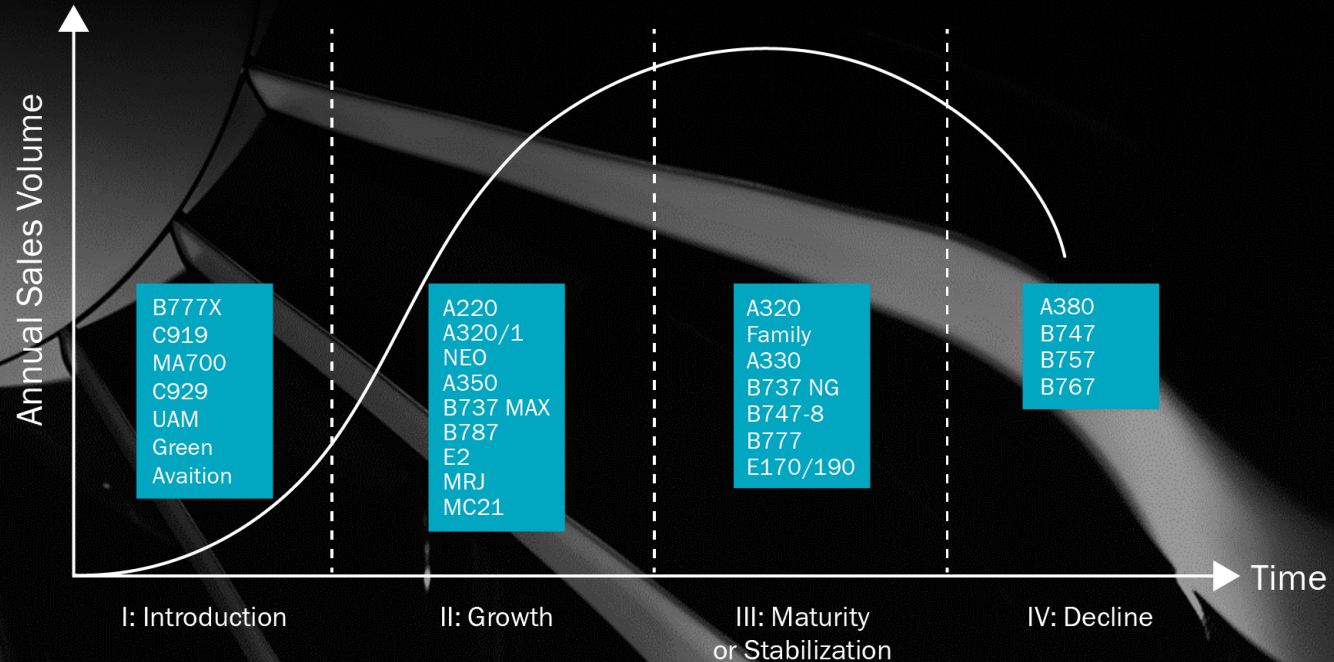
Strong focus on sustainable aircrafts

ECOFUELS
HYDROGEN
ELECTRIC

CO2 emissions per revenue passenger kilometer (gram)

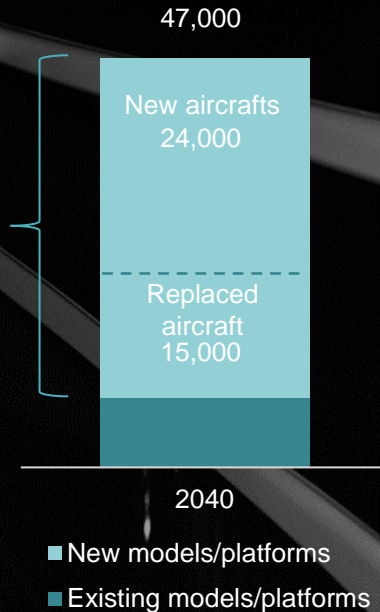


New generation of aircrafts in development




Transition to new aircraft types speeding up growth

~40,000 new build until 2040
10% CAGR


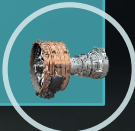


- Existing global fleet in 2022 ~23,000
- Estimated global fleet in 2040 ~47,000
- From existing global fleet, ~15,000 will be replaced by new models/platform aircrafts


Key application areas in an aircraft



Engines



Landing Gears



Aero-structures



Interior Cabin Products



Control Systems

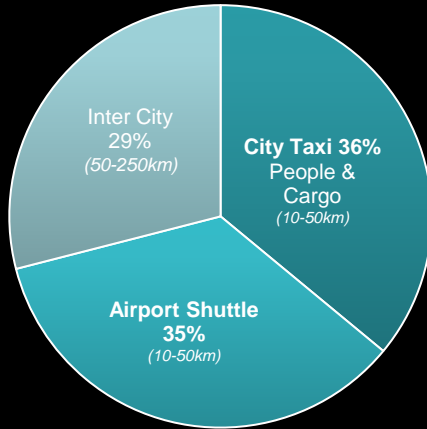
Flight Deck

Avionics

Electronic Systems

Braking Systems

New market emerging



Short distances
Urban areas
Agile, light and flexible

Early development partner for ongoing projects



Lilium Air Mobility
Air Taxi



Airbus
CityAirbus NextGen




Volocopter
Multirotor helicopter

Significant long-term growth potential

Market development and positioning in full swing – all major players active

Airline


UNITED 

American
Airlines 




JAPAN AIRLINES

Azul 

AVOLON 

AirAsia

virgin atlantic 

FINNAIR

Cargo



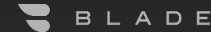
DHL



Corporate



Heli transport



HELISUL
AVIAÇÃO



Others



Agenda

Favorable aerospace market

A growth journey

Accelerated growth – x2 by 2025

Leading in critical seals and components throughout the aircraft

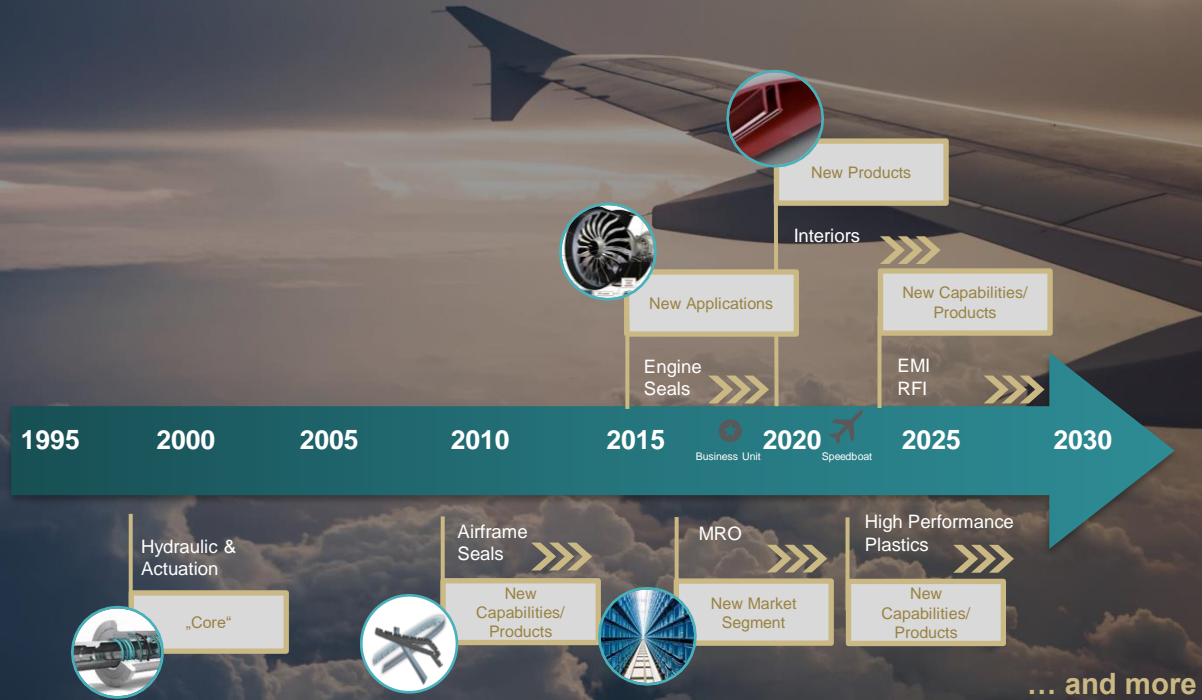
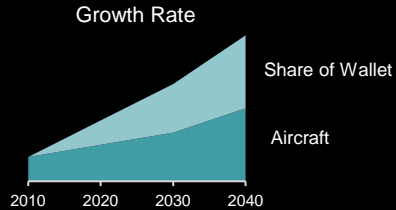


Global footprint with development close to the customer

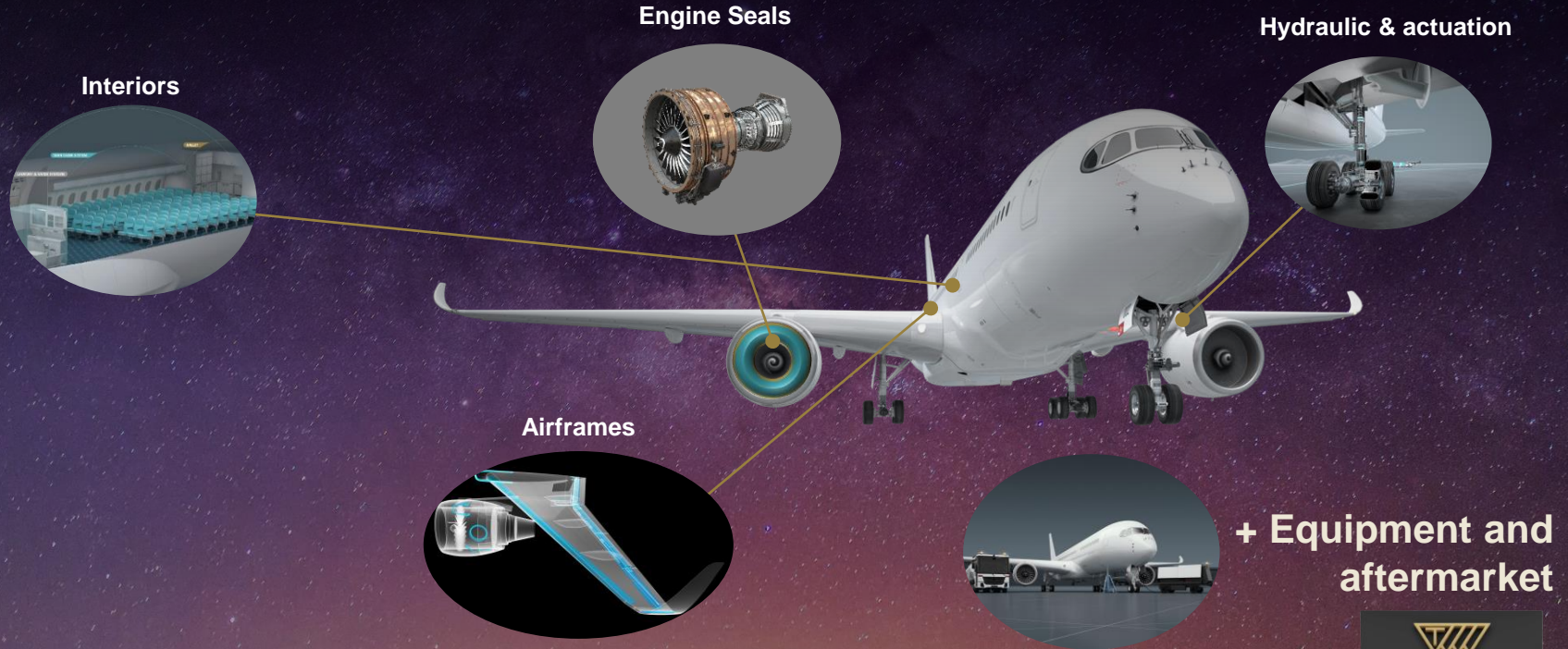


From a seal supplier to a full solution provider

INCREASING OUR PRESENCE IN EACH AIRCRAFT



Leading positions in selected segments



Hydraulic and Actuation

TRENDS

- Seal for Life
- Electrification drives EMA
- Focus on rotary and static seals
- Complimentary products
- Light weight bearings replacing metals
- Targeting the lucrative Brake seal aftermarket



Turcon® VL Seal &
Turcon® Variseal M25



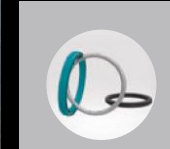
Orkot® Bearings



Bearing Grease Dams



Wire & Pipe
Clamps

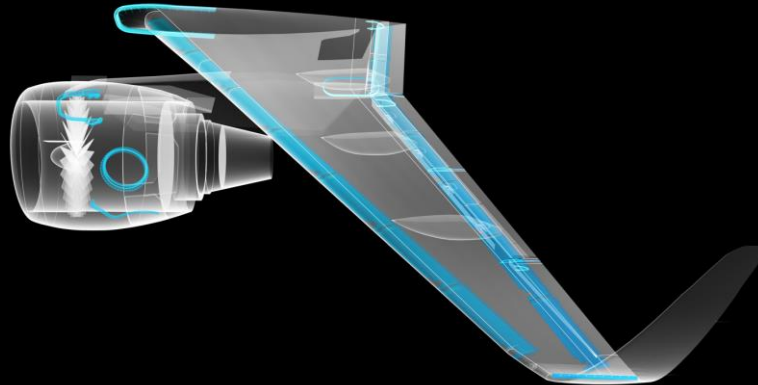


O-Ring and
Back-Up
Rings

Airframe

TRENDS

- Wing profile optimization
- Folding wingtips
- Composite parts replace metal parts
- Reduced fire risk
- Lightweight silicone materials



Strakelet Seals



Flap Seal



Pylon Fire Seals



Seals with composite inserts



Aileron Seals



Shroud Seals

Engine Solutions

TRENDS

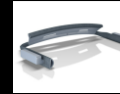
- Higher temperatures increase efficiency
- Variable By-pass Valve system cut fuel consumption
- Seals to be compatible with Synthetic Aviation Fuel
- Hydrogen burning engines in development run at higher temperatures



Trust reverser seals



PDR seals for gear boxes



Variable By-pass Valve door seal



Turbine blade seals



Metal seals

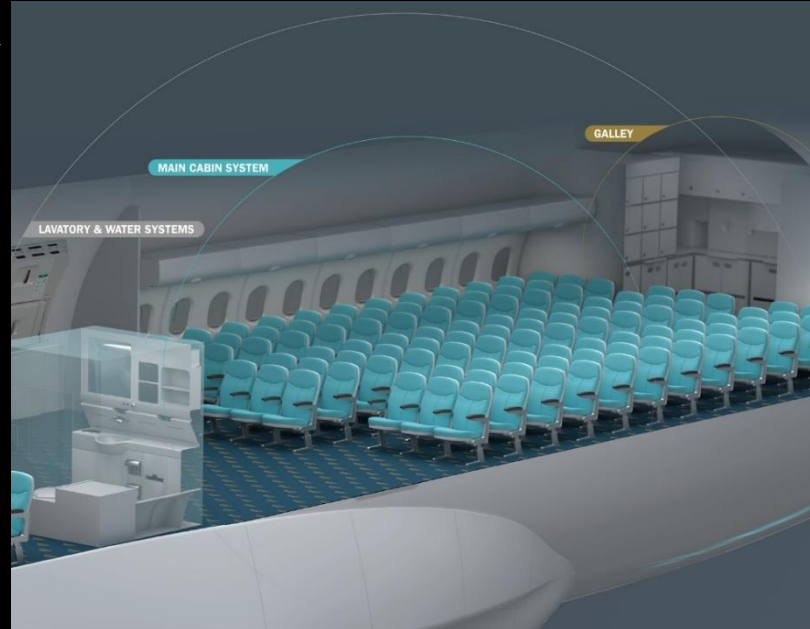


High Temperature elastomer seals

Interiors

TRENDS

- Suppliers with full range capacity preferred
- Increased use of composites
- Continuous drive to reduce weight → opportunities for injection molded components
- TSS capabilities fit expansion into MRO market



MAIN CABIN SYSTEM



Elastomer/Composite parts



Window Seal

GALLEY



FoodPro® Static & Dynamic Seals



Engineered Molded Parts

LAVATORY & WATER SYSTEMS



Injection Molded Components

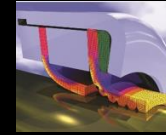


Custom-Molded Elastomers

Maintenance Repair & Overhaul (MRO)

TRENDS

- Few, but big distribution companies control the market
- Suppliers with large portfolio and technical expertise preferred
- Request for Special Packaging and Kitting
- Advanced delivery
- TSS ServicePLUS



Technical expertise



Packaging



Advanced delivery



Kitting



Installation tooling



Advanced delivery services

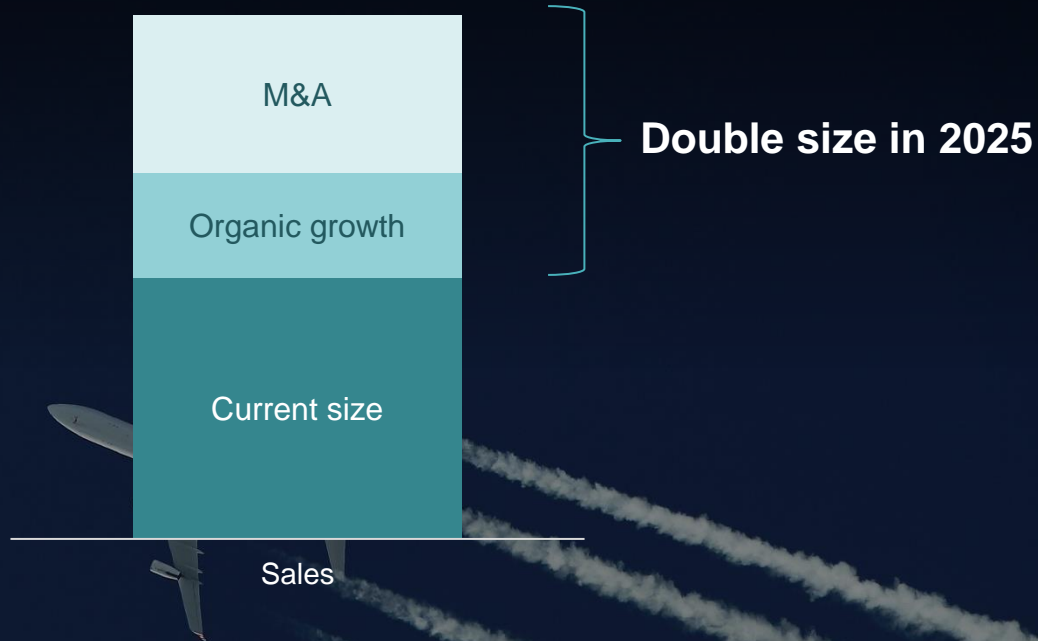
Agenda

Favorable aerospace market

A growth journey

Accelerated growth – x2 by 2025

Expanding capabilities and realizing synergies



M&A accelerating growth in targeted niches

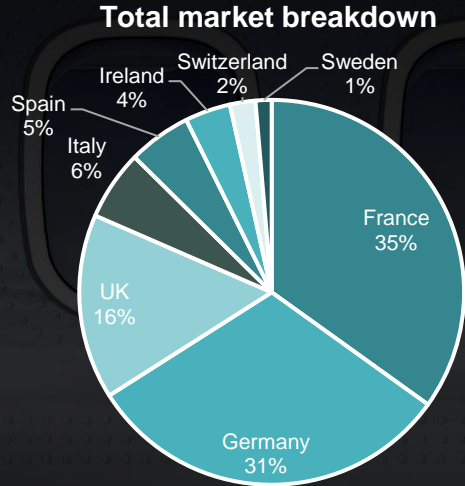
Strengthen core

Add service capabilities

Expansion into adjacencies

Interiors

MG Silikon acquisition ticks several boxes



- Increase market share and customer access in Germany
- Trelleborg access to new products
 - Injection molding capabilities
 - Window seals
- Access to MRO market through Trelleborg
- Access to North America through Trelleborg

Strong outlook for TSS Aerospace - three key growth drivers



Rapidly growing market

Attractive and expanding offering

M&A opportunities

Strong tailwinds



**Double sales
by 2025**

Rapidly growing market

Attractive and expanding offering

Well positioned to capture growth

M&A opportunities

Trelleborg Analyst Day 2022

A better Trelleborg