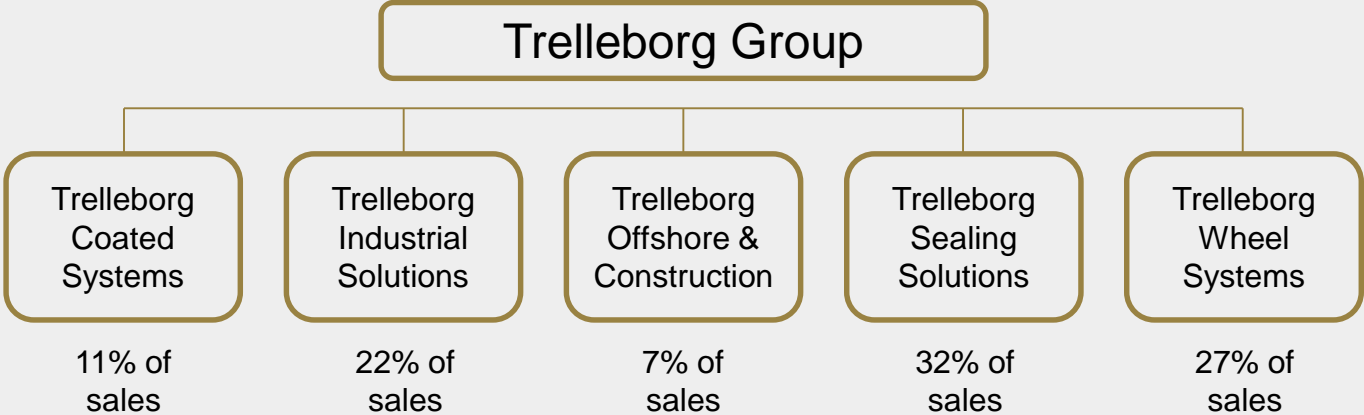




# Welcome to the World of Trelleborg

**Trelleborg strengthens  
focus on selected segments**

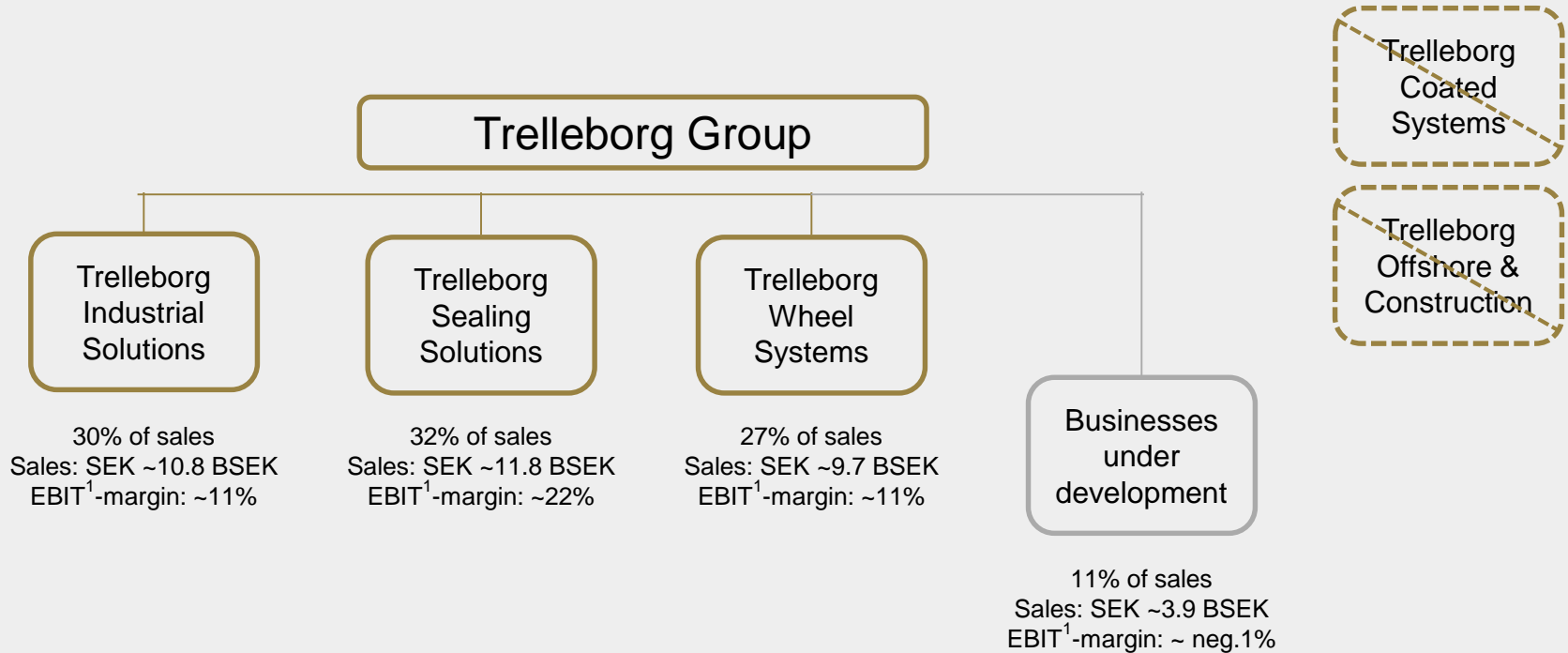
# Current organization



# Strengthening focus on selected segments

- Trelleborg strengthens its focus on the most profitable, strategically well-positioned and global businesses
- Three business areas from January 1, 2020, compared with five today:
  - Trelleborg Industrial Solutions, specializing in polymer-based niche applications and infrastructure projects
  - Trelleborg Sealing Solutions, specializing in polymer-based sealing solutions
  - Trelleborg Wheel Systems, specializing in tires for off-highway vehicles
- Trelleborg Coated Systems and Trelleborg Offshore & Construction will be discontinued as business areas
- A number of operations will be transferred to a new reporting segment, called Businesses under development, reported separately from the business area structure

# New organization



# Impairment of capital employed

- Impairment of SEK 3,200 M will impact earnings in Q4
- The impairment is related to the operations in Businesses under development – the result of the assets' estimated future earnings trend, and should be viewed in the context of the estimated market value
- Restructuring costs will increase by approximately SEK 50 million, distributed between 2019 and 2020

# Organizational changes

- Trelleborg Coated Systems - discontinued as business area
- Trelleborg Offshore & Construction - discontinued as business area
- Trelleborg Industrial Solutions will consist of:
  - Current operations less selected moulded components operations
  - The engineered coated fabrics operation of Trelleborg Coated Systems
  - The operations of marine solutions and infrastructure projects of Trelleborg Offshore & Construction
- Trelleborg Sealing Solutions – not affected by the organizational changes
- Trelleborg Wheel Systems - marginally affected by the transfer of its bicycle tire operation to Businesses under development

# Businesses under development

- The new reporting segment Businesses under development will consist of:
  - The printing blankets operations of Trelleborg Coated Systems
  - The oil & gas operations of Trelleborg Offshore & Construction
  - The Swedish and Estonian operations for moulded components of Trelleborg Industrial Solutions
  - The Czech operations for moulded components and technical rubber products of Trelleborg Industrial Solutions as well as the bicycle tire operations of Trelleborg Wheel Systems
- The operations will be managed independently
- The businesses will report to Trelleborg's CFO Ulf Berghult

# Businesses under development

- Strategic review of the businesses
- Focus on improving the profitability within 12–24 months
- Significant improvements, or no longer part of Trelleborg
- Continuous evaluation of structural alternatives
  - Integration into business areas
  - Joint-ventures
  - Divestments
  - Minority stakes



# Dividend policy intact

- The Board intends to propose to the Annual General Meeting an unchanged dividend for the financial year 2019, e.g. SEK 4.75 per share



TRELLEBORG

Q&A