



Welcome to the World of Trelleborg



Peter Nilsson
President and CEO

A somewhat challenging macroenvironment in 2023, however, for Trelleborg...

A large leap
forward



A better Trelleborg

**Better
growth profile**

**More
profitable**

**Less
cyclical**

We have strategically exited selected businesses



**Trelleborg Wheel
Systems**



Vibracoustic

**Less exposure to
cyclical segments –
focus on attractive
niches**

At the same time, we have invested and acquired in attractive segments

Focus on attractive segments

Aerospace 	Renewable energy 	Healthcare & medical 	Food & beverage 
Semiconductors 	Modular construction 	Industrial automation 	Automotive selected niches 
Electrification & hydrogen 	Liquefied natural gas 	Water & sewage infrastructure 	Automated warehousing 

We have invested more than ever in attractive segments and regions

Record investments in attractive segments and regions

Malta – expansion

Additional capacity within biopharma cleanroom applications

China – new site

Additional capacity for growth in Asia

Costa Rica – new site

Additional capacity within medical device segments

Vietnam – new sites

Additional capacity for growth in Asia

India – expansion & new site

Additional capacity for growth in Asia



We have acquired within attractive segments and regions

Trelleborg's acquisition of manufacturer of precision seals for semiconductor production equipment finalized
Trelleborg, April 17, 2024 10:15:00

Trelleborg strengthens its position in liquid silicone rubber
Trelleborg, February 6, 2024 13:40:00

Trelleborg's acquisition of manufacturer of aerospace components finalized
Trelleborg, June 30, 2023

Press release

Trelleborg

Trelleborg Group has finalized the acquisition of South Korean MNE Group specialized within precision seals for semiconductor production equipment. The headquarters and manufacturing facility are located in Yongin, just outside Seoul, MNE Group generated approximately SEK 300 M in revenue in 2023. The acquisition is part of Trelleborg's strategy to grow in the expanding semiconductor industry. The transaction will be consolidated as of today. Press release on the acquisition was published on December 20, 2023.

Contacts
Media: Vice President Communications Tobias Rydbergren, +46 (0)410 67015, +46 (0)733 747015, tobias.rydbergren@trelleborg.com
Investors/analysts: Vice President IR Christofer Sjogren, +46 (0)410 67068, +46 (0)708 665140, christofer.sjogren@trelleborg.com

About Us
Trelleborg is a world leader in engineered polymer solutions that protect critical applications in demanding environments. Its innovative solutions accelerate performance for customers in a sustainable way. In 2023, the Trelleborg Group had annual sales of approximately SEK 34 billion in around 40 countries. The Group comprises three business areas: Trelleborg Industrial Solutions, Trelleborg Sealing Solutions and Trelleborg Medical Solutions. The Trelleborg share has been listed on the Stock Exchange since 1964 and is listed on Nasdaq Stockholm, Large Cap, www.trelleborg.com.

Attachments
Trelleborg's acquisition of manufacturer of precision seals for semiconductor production equipment finalized

Press release

Trelleborg

Trelleborg Group is strengthening its position in healthcare & medical by taking yet another major step forward. Trelleborg has, through its business area Trelleborg Sealing Solutions signed an agreement to acquire Baron Group, a prominent Australian-Chinese company in the manufacturing of advanced precision silicone components. This acquisition strengthens Trelleborg's application expertise, manufacturing capacity and positions the Group as a global partner for medical technology products, in areas such as sleep apnea, respiratory care and chronic obstructive pulmonary disease (COPD). Baron Group generated sales of approximately SEK 1,000 M in 2023 with a margin well in line with that of the Trelleborg Sealing Solutions business area. The privately held company has its head office and two manufacturing facilities in Australia, as well as two additional facilities in China. The Australian manufacturing facilities are also active in several attractive industrial segments in addition to medical technology. By providing substantially expanded manufacturing capacity for injection molding of silicone and plastics along with increased global manufacturing capacity for liquid silicone rubber (LSR), Trelleborg is strengthening its presence in Asia and Australia. This enables Trelleborg to effectively meet customers' growing needs for global partnerships while leveraging the anticipated growth in Asia Pacific and North America. "The acquisition of Baron Group marks a significant milestone in our ambition to build a complete healthcare & medical offering. The company's complementary capabilities and methods make Baron Group an excellent addition to Trelleborg's existing portfolio. This partnership will generate significant sales and production synergies in the Asia Pacific region," says CEO of Trelleborg Group. "Baron Group and Trelleborg share a common vision of providing high-quality, innovative solutions service, from prototyping to serial production. The company's complementary capabilities, production capacity and application expertise will be leveraged to create a competitive advantage through outstanding tool making and manufacturing capabilities in the Asia Pacific region and solutions business area. The purchase price is SEK 1.2 billion, including the purchase of additional shares in Baron Group. The transaction will be consolidated as of today. Press release on the acquisition was published on February 6, 2024.

Contacts
Media: senior Vice President Group Communications & HR Patrik Romberg, +46 (0)410 67094, +46 (0)733 747015, patrik.romberg@trelleborg.com
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Trelleborg is a world leader in engineered polymer solutions that seal, protect and support demanding applications in demanding environments. Its innovative solutions accelerate performance for customers in a sustainable way. In 2023, the Trelleborg Group had annual sales of approximately SEK 34 billion in around 40 countries. The Group comprises three business areas: Trelleborg Industrial Solutions, Trelleborg Sealing Solutions and Trelleborg Medical Solutions. The Trelleborg share has been listed on the Stock Exchange since 1964 and is listed on Nasdaq Stockholm, Large Cap, www.trelleborg.com.

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Press release

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Trelleborg Group has finalized the acquisition of an operation from the US-based privately owned 4M Company, Inc. The operation specializes in sealing solutions for aerospace and industrial applications. 4M's head office and manufacturing are located in Tukwila, Washington, US, and it has annual sales of approximately SEK 85 M. This bolt-on acquisition is part of Trelleborg's strategy to strengthen its positions in attractive industries. The transaction will be consolidated as of June 30, 2023. A press release regarding the acquisition was published on March 22, 2023.

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Attachments
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We have focused our investments/acquisitions within healthcare & medical...

Expansion on Malta

European growth platform for biopharma cleanroom applications

Opening 2024



Baron Group acquisition

Acquisition of world leader in LSR application for healthcare & medical

Signed in February 2024



New site in Costa Rica

Increased capacity to serve global medical OEMs in a world-leading medical hub

Opening 2025



...to establish a new business area – Trelleborg Medical Solutions

- Increased focus on medical devices
- Accelerating growth in attractive niche
- Platform for profitable growth





Trelleborg Industrial Solutions



Trelleborg Sealing Solutions



Trelleborg Medical Solutions



Climbing the value ladder

Scale up and accelerate

Platform for profitable growth



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Our strategy



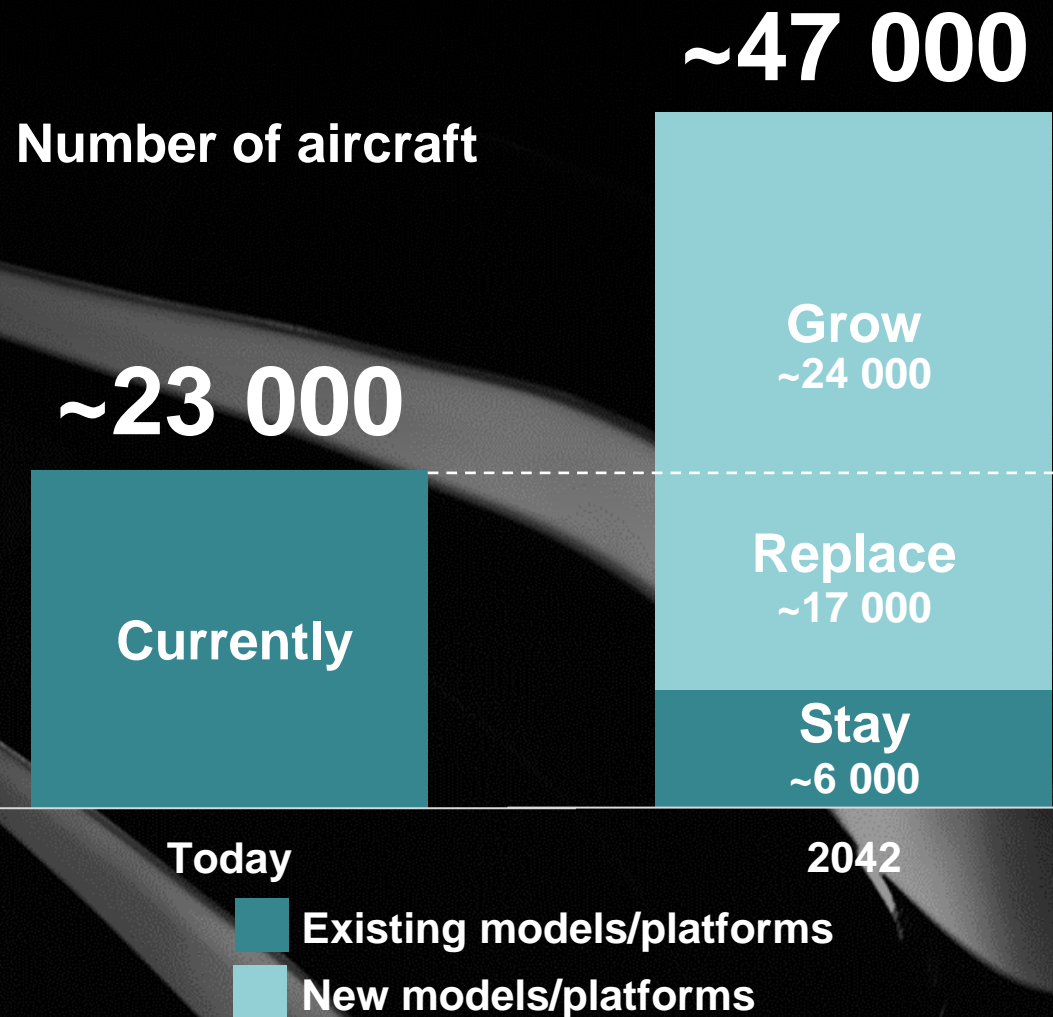
Leading positions
in selected segments

Aerospace

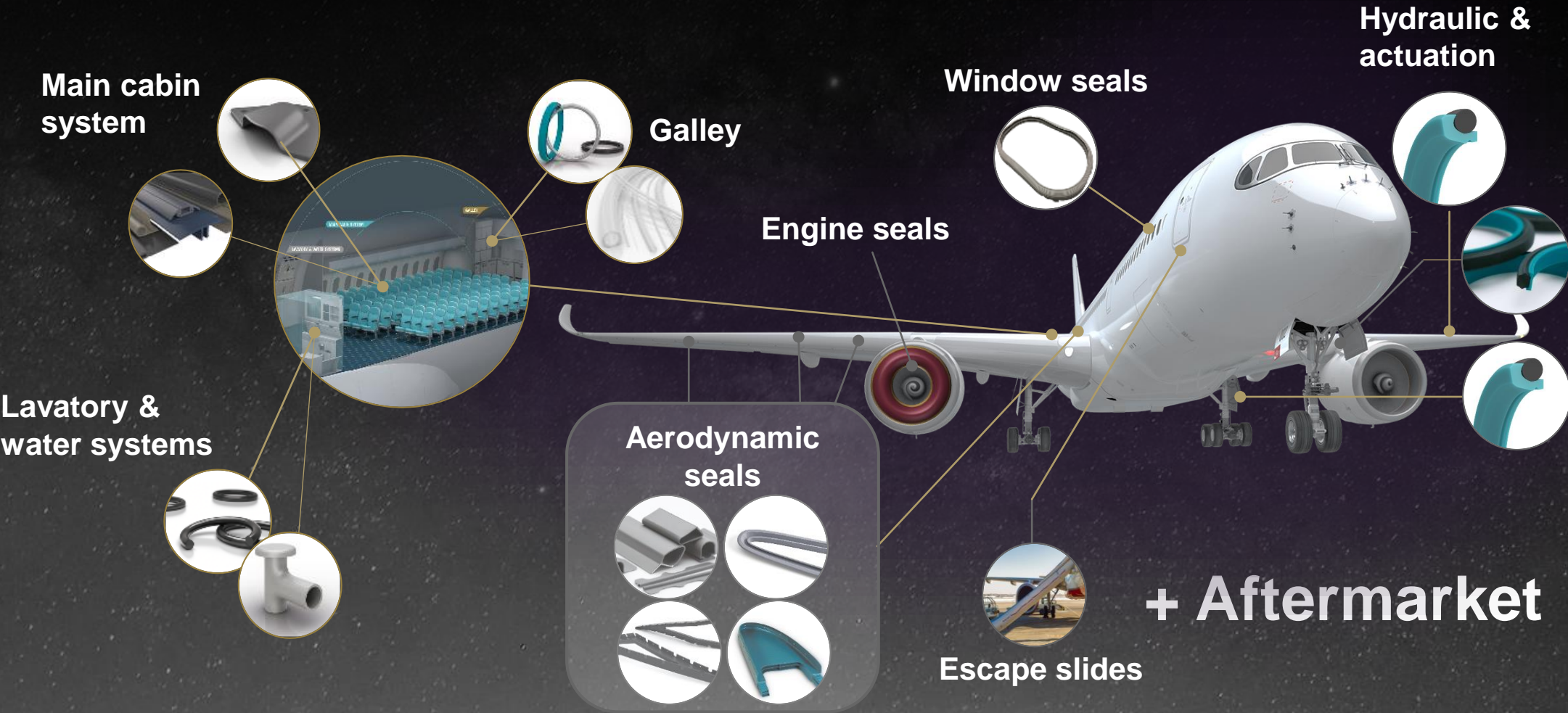
The background features a dark, grid-like pattern with glowing blue lines representing flight paths. In the upper left, three dark-colored commercial aircraft are shown in flight. In the lower right, a white commercial aircraft is depicted on a runway, moving towards the right. The overall aesthetic is futuristic and technological.

~40 000

Demand for new aircrafts until 2042



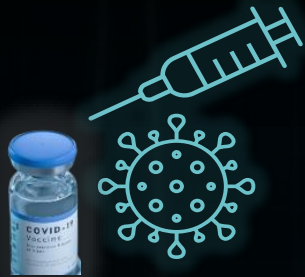
Where we play





Healthcare & medical

Where we play



Biopharma



Drug election



Support surfaces



Medical device components

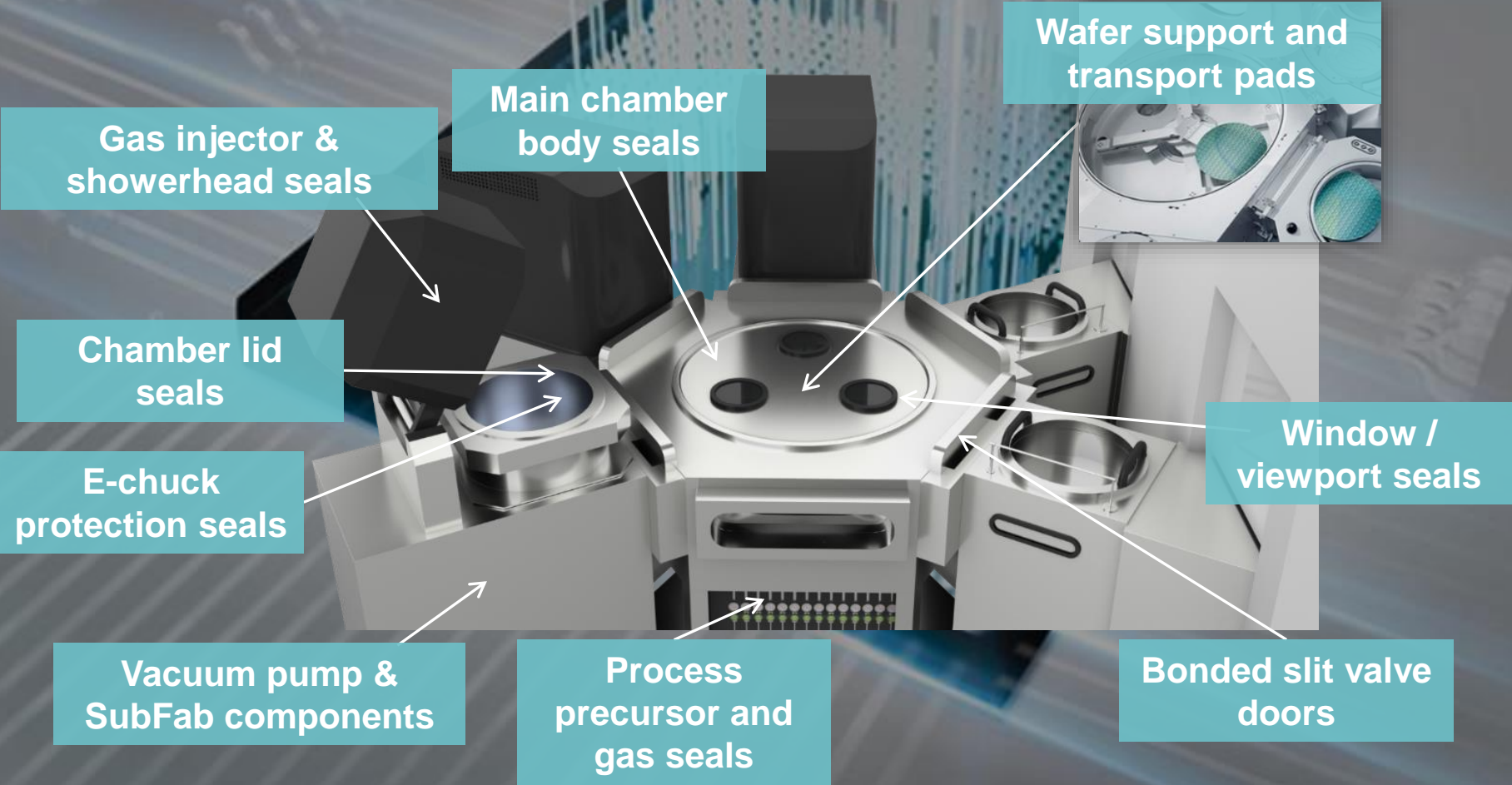


Integrated solutions

Semiconductors

A close-up, angled view of a semiconductor chip. The chip is dark and rectangular, with a grid of small, light-colored pins or contacts on its surface. In the center, there is a dense array of vertical, light-colored structures, possibly representing a microarray or a specific type of semiconductor device. The background is a blurred, light-colored surface with a grid pattern, suggesting a laboratory or manufacturing environment.

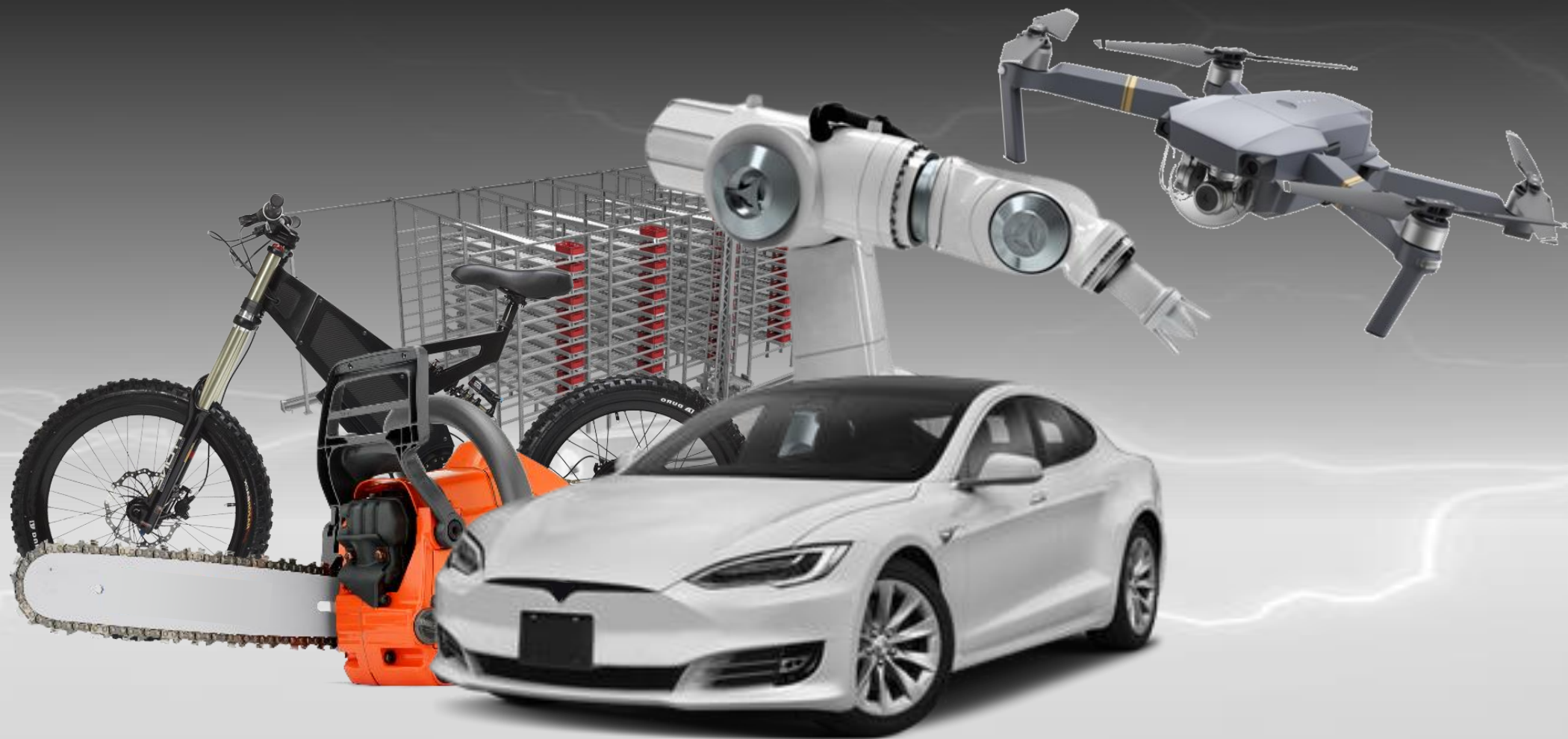
Where we play



The background of the slide features a dimly lit industrial environment with several robotic arms. One prominent white robotic arm is in the foreground, positioned on a metal platform. Other similar arms are visible in the background, creating a sense of a busy manufacturing facility. The overall color palette is dark and monochromatic, with the white text providing a strong contrast.

Electrification & automation

Where we play



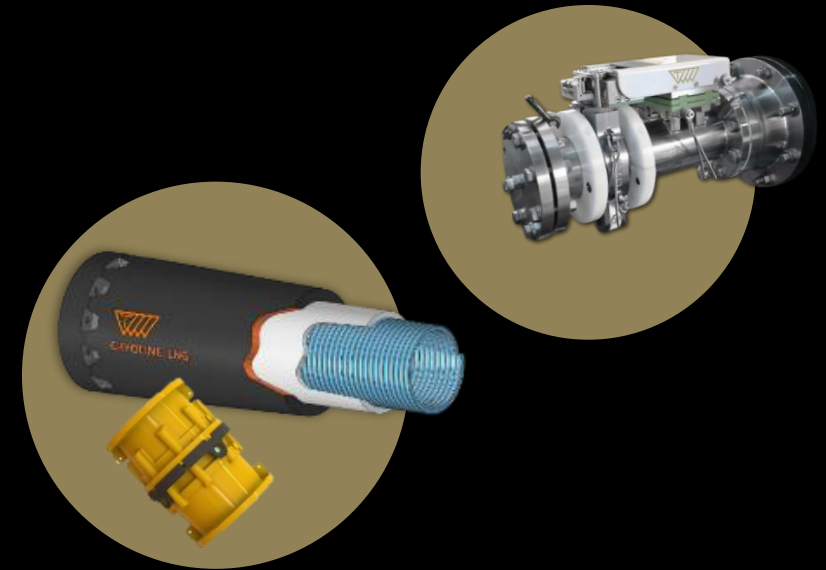


Liquefied natural gas & alternative fuels

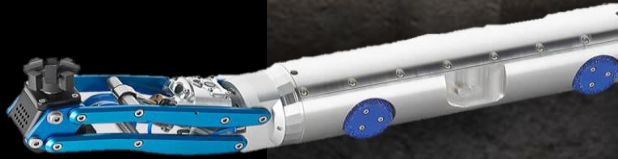
Where we play



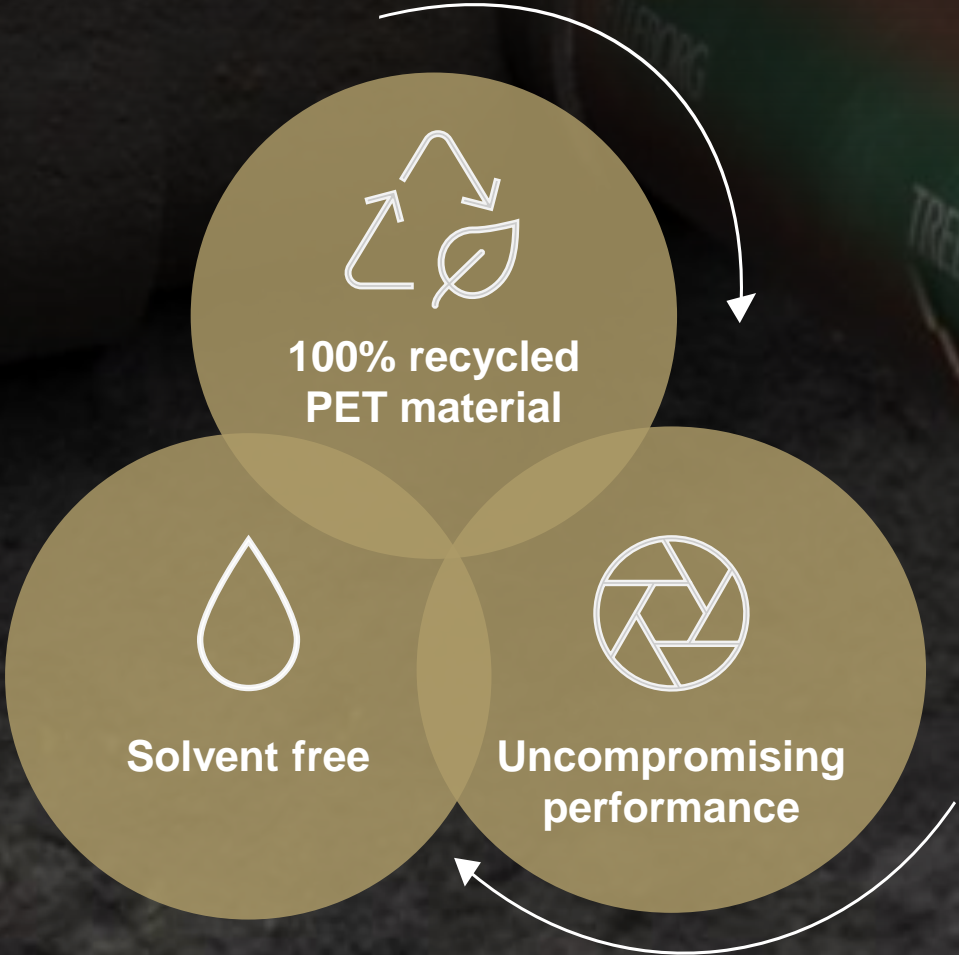
Liquefied natural gas transfer solutions



Water & sewage infrastructure

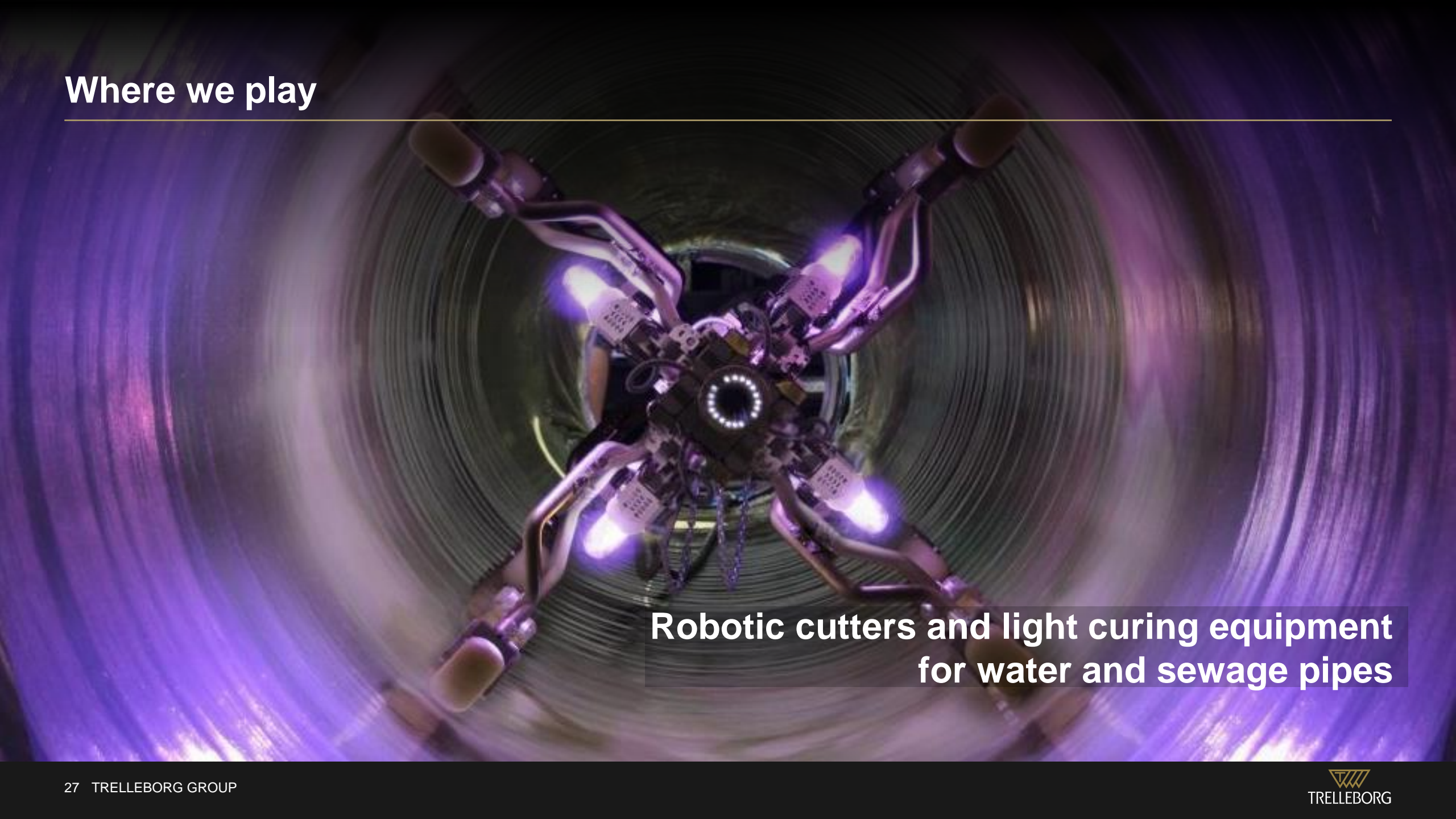


Where we play



Sustainable solutions for water and sewage infrastructure

Where we play

A close-up, top-down view of a complex robotic cutter and light curing equipment positioned inside a large, circular pipe. The equipment is illuminated with bright purple and blue lights, creating a dramatic, futuristic atmosphere. The pipe's interior surface is visible, showing concentric rings and some debris. The overall scene is dark, with the primary light source being the equipment's own lights.

**Robotic cutters and light curing equipment
for water and sewage pipes**



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New financial targets in 2023

>8%

Sales growth

>20%

EBITA margin

>15%

ROCE

Sustainability leader in our industry

Top
position
for many years



Already achieved previous targets to lower carbon footprint in 2023...

Achieved
“15 by 15”
2015

Achieved
“20 by 20”
2020

Already achieved
“50 by 25”
2025

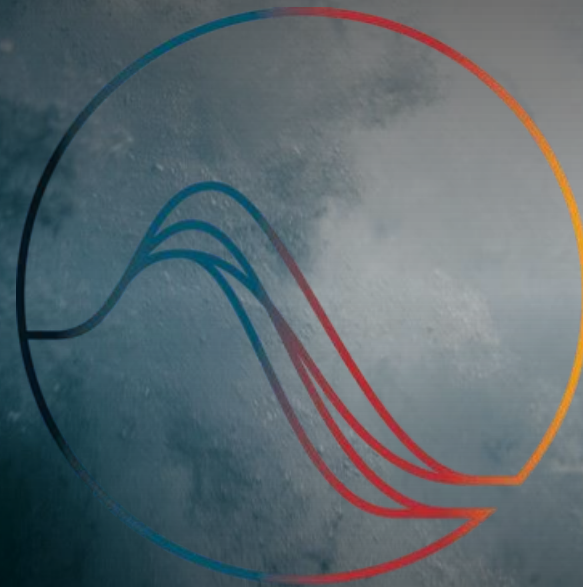
...and raised our ambitions from relative to absolute climate targets

50%

**CO₂ emissions reduction
in Scope 1 & 2 by 2030**

25%

**CO₂ emissions reduction
in Scope 3 by 2030**



SCIENCE
BASED
TARGETS

Sustainability leader in our industry with proven processes

Protecting the essential in society – now and for the future





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First quarter 2024



INTERIM REPORT JANUARY–MARCH 2024

IMPROVED MARGIN DESPITE SOMEWHAT LOWER SALES

First quarter 2024 – continuing operations

- Net sales for the quarter declined 5 percent to SEK 8,234 M (8,711). Organic sales declined 3 percent compared with the preceding year, structural changes reduced sales by 2 percent and currency was unchanged compared with the preceding year.
- EBITA, excluding items affecting comparability, decreased 2 percent to SEK 1,490 M (1,528). The EBITA margin was 18.1 percent (17.5).
- Operating cash flow amounted to SEK 718 M (549), up 31 percent. The cash conversion ratio for the most recent 12-month period amounted to 95 percent (75).
- Items affecting comparability for the quarter totaled SEK -55 M (-49) and pertained to restructuring costs.
- EBITA, including items affecting comparability, amounted to SEK 1,435 M (1,479) for the quarter.
- Earnings per share for continuing operations, excluding items affecting comparability, amounted to SEK 4.23 (3.66), up 16 percent. The improvement is attributable to lower financial costs and the ongoing share repurchase program.
- For the Group as a whole, earnings per share were SEK 4.06 (5.33). The comparable figure in the year-earlier period included a contribution of SEK 1.81 from discontinuing operations.
- Trelleborg Group has decided to establish a new business area, Trelleborg Medical Solutions, in order to increase focus on healthcare & medical.
- The key figures in this report relate to continuing operations, unless otherwise stated.

SEK M	Q1 2024	Q1 2023	Change, %	R12 2024	12M 2023
Continuing operations					
Net sales	8,234	8,711	-5	33,809	34,286
Organic sales, %	-3	7		0	2
EBITA, excluding items affecting comparability	1,490	1,528	-2	5,064	6,002
EBITA margin, %	18.1	17.5		17.6	17.5
Restructuring costs	-55	-49		-533	-527
Capital gains/loss, divestment of operations and assets	-	-		47	47
Items affecting comparability	-55	-49		-620	-614
EBITA	1,435	1,479	-3	5,344	5,388
Profit before tax, continuing operations	1,304	1,197	9	4,904	4,797
Net profit, discontinuing operations	-	463	-100	6,130	6,593
Net profit, Group	980	1,362	-28	9,692	10,074
Earnings per share, SEK					
Continuing operations	4.06	3.52	15	14.85	14.31
Discontinuing operations	-	1.81	-100	24.12	25.58
Group	4.06	5.33	-24	38.97	40.24
Continuing operations, excluding items affecting comparability	4.23	3.66	16	17.21	16.64
Operating cash flow	718	549	31	5,232	5,063
Cash conversion ratio R12, %	95	75		95	92

Published on April 24, 2024

1(24)

First quarter 2024

8,234

(8,711 Q1, 2023)

Net sales, SEK M

1,490

(1,528 Q1, 2023)

EBITA, SEK M

718

(549 Q1, 2023)

Operating cash flow, SEK M



TRELLEBORG

www.trelleborg.com