

Welcome to Trelleborg Capital Markets Day 2023

A better Trelleborg

NEW HORIZONS

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



Peter Nilsson

PRESIDENT AND CEO, TRELLEBORG GROUP

A better Trelleborg

Trelleborg Capital Markets Day 2023

- **A better Trelleborg – Peter Nilsson**
- **Financial update – Fredrik Nilsson**
- **Sustainability update – Ulrika Wedberg**
- **Climbing the value ladder, Trelleborg Industrial Solutions – Jean-Paul Mindermann**
- **Coffee break**
- **Scale up and accelerate, Trelleborg Sealing Solutions – Peter Hahn**
 - **– Growing in Healthcare & Medical – Linda Muroski**
 - **– Growing in Aerospace – Jürgen Bosch**
- **Break**
- **Innovation and value creation – Konrad Saur**
- **Conclusions and Q&A – Peter Nilsson**

An eventful decade behind us



The only constant has been change

**Geographic
expansion**

**Portfolio
adjustments**

**Efficiency
improvements**

A different and stronger company

We have exited selected businesses



Subsea Oil & Gas



Printing blankets



Vibracoustic



Molded components business in Czech Republic



Molded components business in Sweden & Baltics



Trelleborg Wheel Systems

Attractive niches remain – lower exposure to automotive

Less exposure to cyclical agriculture and oil & gas segments

Divestment of Trelleborg Wheel Systems



Trelleborg, May 2, 2023 10:00:00

Press release

Trelleborg's divestment of Trelleborg Wheel Systems finalized

Trelleborg Group has finalized the divestment of its Trelleborg Wheel Systems business area to The Yokohama Rubber Co., Ltd. The transaction has received the approval of all the relevant authorities and the remaining necessary documentation has been signed by the parties. The business area is accordingly deconsolidated as of today.

The total purchase consideration amounts to EUR 2.156 billion (approximately SEK 24.425 billion as of today's exchange rate). The purchase consideration includes both the purchase price and earnout, as well as an adjustment of the working capital.

The divestment yields a capital gain of approximately SEK 6.0 billion that will be recognized as non-recurring income in the second quarter of 2023. The positive net effect on equity is approximately SEK 6.4 billion, including impact from currency translations.

"The Group's tire operation has been part of Trelleborg since the beginning in 1905. The decision to divest Trelleborg Wheel Systems was therefore not an easy one. I would like to extend a big and heartfelt thank you to all employees in the business area and wish them and Yokohama Rubber every success in their new corporate constellation," says Peter Nilsson, President and CEO of Trelleborg Group.

"This change means that Trelleborg, as it continues, has a more cohesive portfolio of operations with similar business models and drivers. Furthermore, we increase exposure, in relative terms, to fast-growing industries such as aerospace, healthcare & medical, and several other attractive niches. This offers us a better freedom to operate. We now have a net cash position which we will use to acquire more profitable and valuable company. We assess that over the long term, the divestment will increase shareholder value," says Fredrik Nilsson, Chairman of the Board.

Purchase price

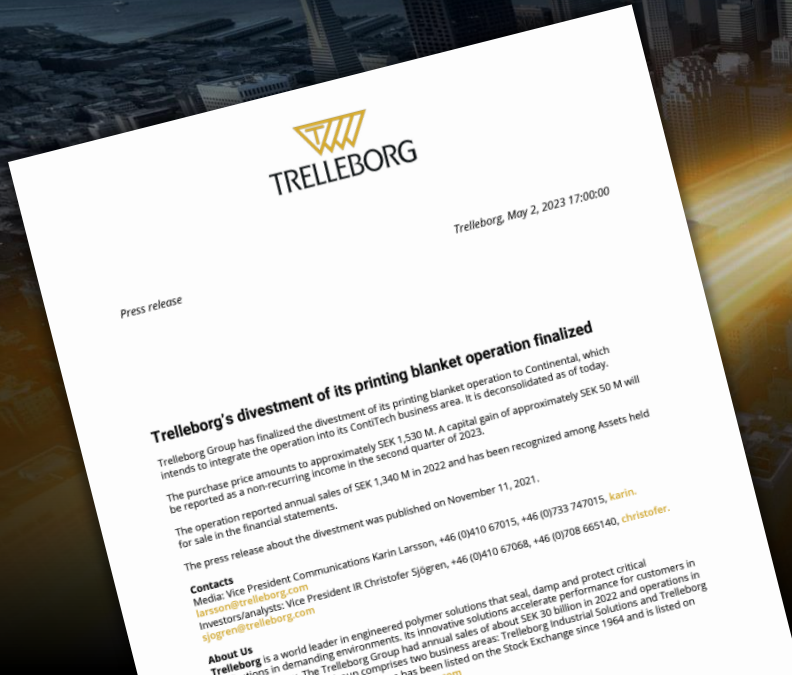
EUR 2,156 M
SEK 24,425 M

Capital gain

SEK ~6,000 M

Will be reported as non-recurring income in Q2 2023

Divestment of Trelleborg Printing Solutions



Purchase price

EUR 135 M
SEK 1,530 M

Capital gain

SEK ~50 M

Will be reported as non-recurring income in Q2 2023

A better Trelleborg

**Better
growth profile**

**More
profitable**

**Less
cyclical**

Organic growth

Trelleborg

~5%

Organic growth
Average 2018 - 2022

Step-up in profitability

Previous Trelleborg¹

~14%

EBIT margin
Average 2018 - 2022

Trelleborg²

~17%

EBIT margin
2022

¹Previous Trelleborg = Total Group including discontinuing operations excl. items affecting comparability

²Continuing operations excl. items affecting comparability

More capital efficient

Previous Trelleborg¹

~12%

ROCE

Average 2018 - 2022

Trelleborg²

~16%

ROCE

2022

**A by value
C by cost**

**Critical
functions**

**Partnerships with
our customers**

**High switching
costs**

**Local presence
- global resources and capabilities**

**High barriers
to entry**

**Materials and
applications expertise**

Trelleborg business characteristics

A better Trelleborg

**Attractive
leading
positions**

**Improved
sustainability
profile**

**Better growth,
more profitable
and less cyclical**

A better Trelleborg

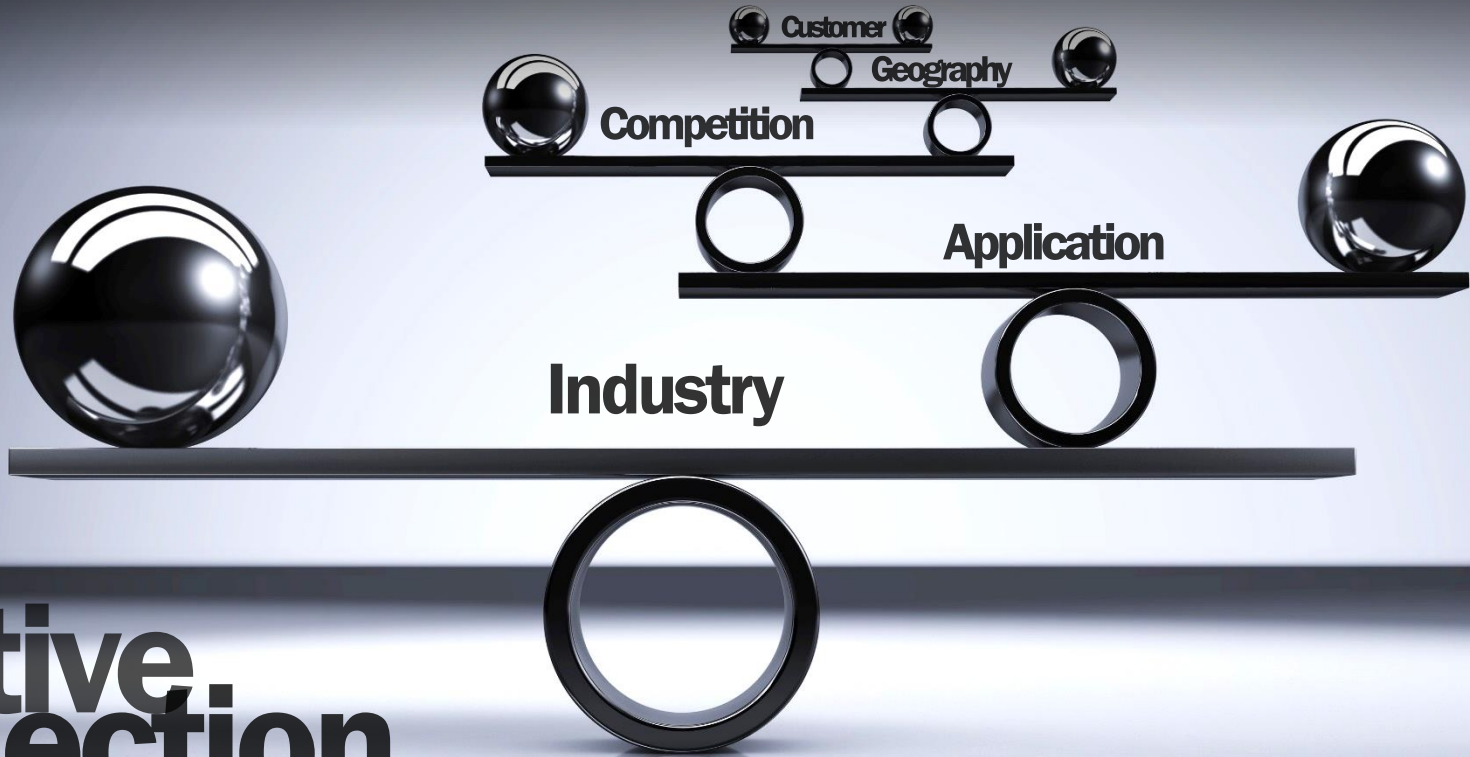
**Attractive
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Leading positions in selected segments



Active selection

Why leading positions?

Early
insights

Recurring
sales

Pricing
power

Customer
stickiness

Preferred development
partner





Trelleborg Industrial Solutions



Climbing the value ladder

Trelleborg Sealing Solutions



Scale up and accelerate





Trelleborg Industrial Solutions



Climbing the value ladder

Trelleborg Sealing Solutions



Scale up and 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

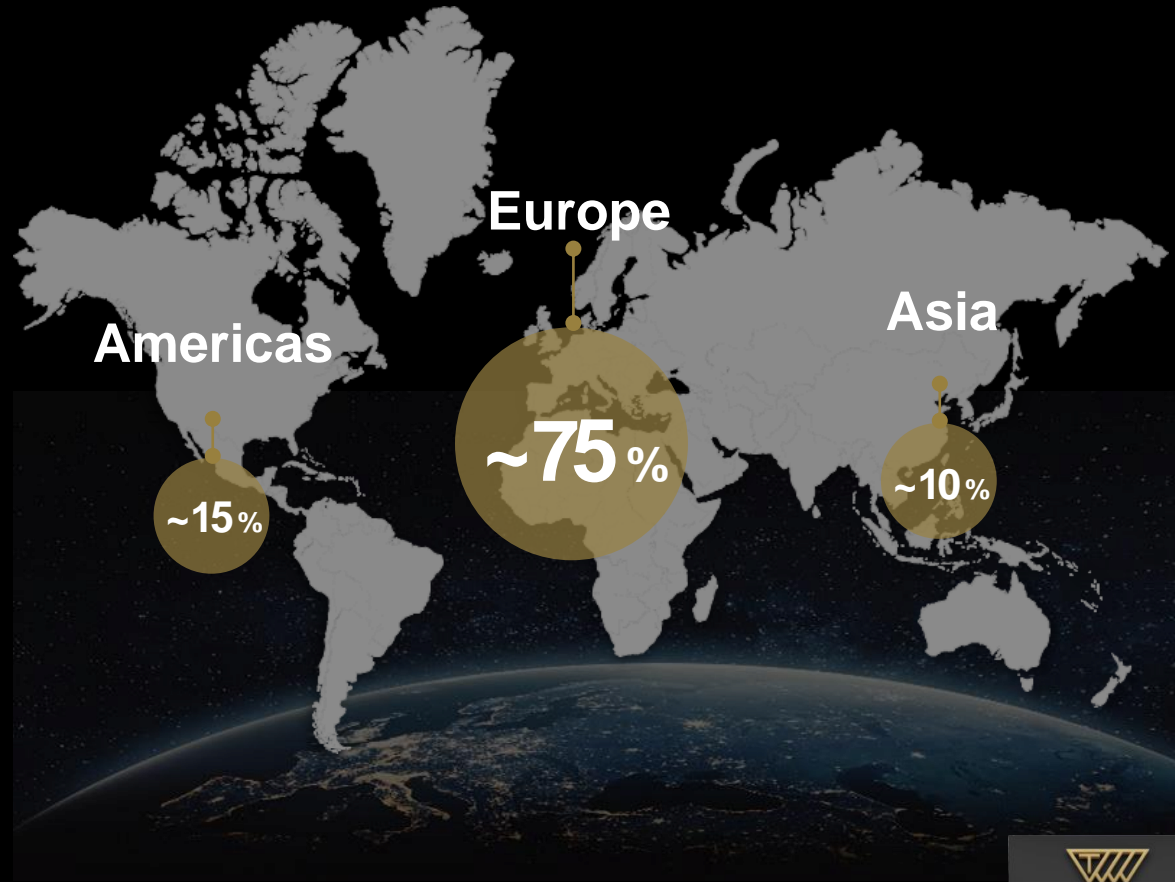


Leading positions in selected segments

Geographical balance

2012

sales



Continued focus on Asia

>10%

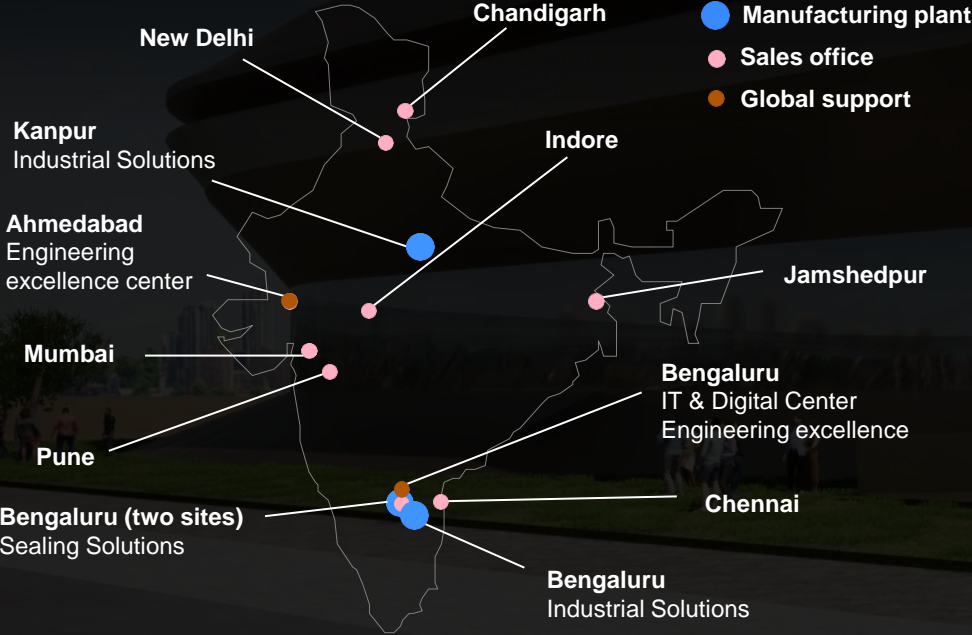
2012-2022 sales CAGR



Well-developed platform in China



Growing platform in India



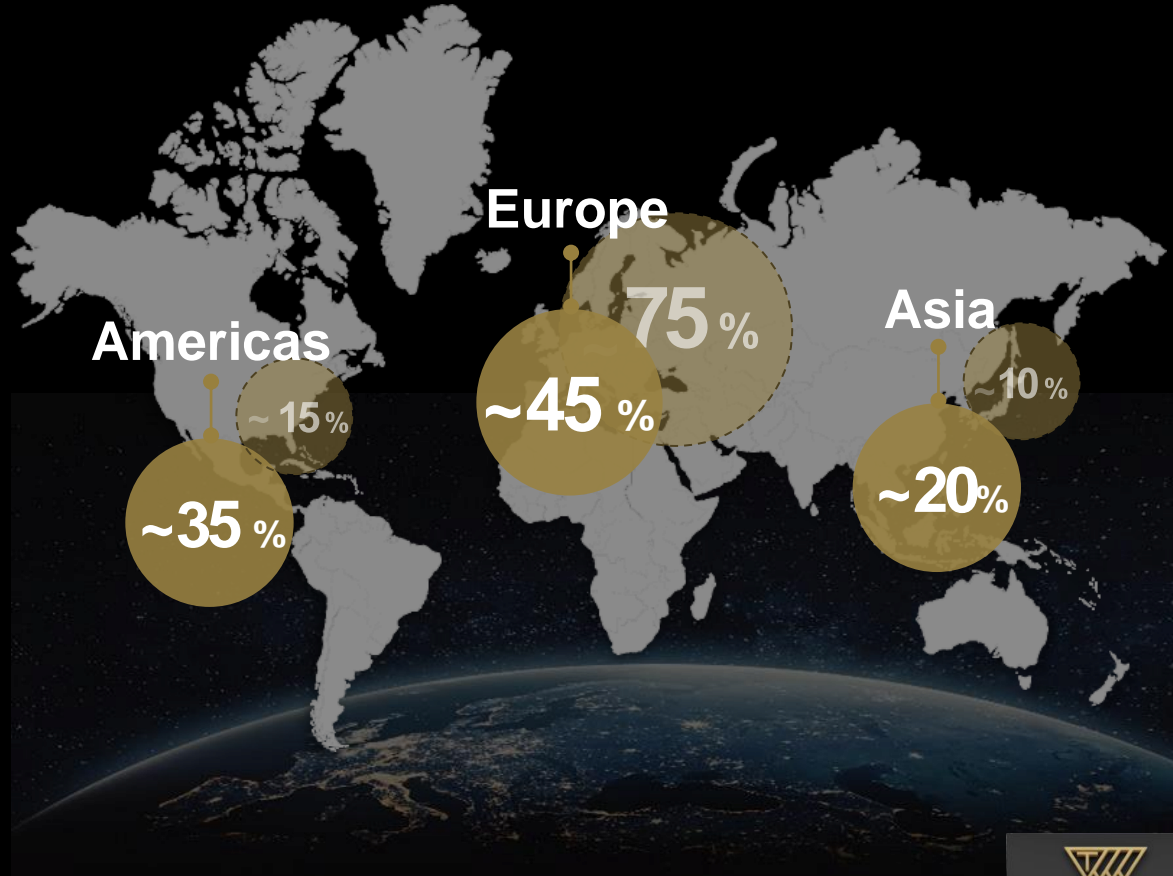
Game changer in North America

Expanded capabilities in multiple dimensions



Geographical balance

2022
sales





Leading positions in selected segments

A better Trelleborg

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Sustainability leader in our industry



Sustainable companies



Significantly improved sustainability profile

Improved sustainability profile following divestments

Reduction

~60%

CO₂ emissions

Reduction

~60%

Energy consumption

Reduction

~40%

Waste

...while divesting ~1/3 of sales

A better Trelleborg

Attractive
leading
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Improved
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Better growth,
more profitable
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Trelleborg with a better growth profile – “speedboat concept”

Strong global tailwinds

and

Increasing share of wallet

>5%

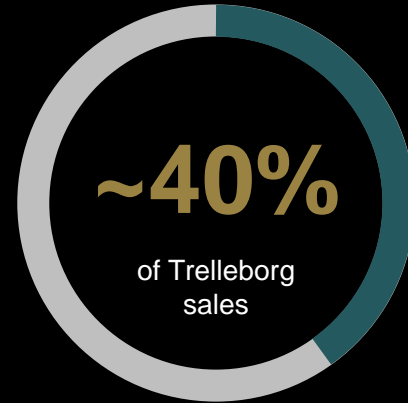
organic growth

Trelleborg with a better growth profile



Medium growth

business positions with 2-4% underlying CAGR



Speedboats

business positions with >5% underlying CAGR



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**



Speedboats

business positions with >5% underlying CAGR



Focus on speedboats

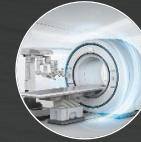
Aerospace



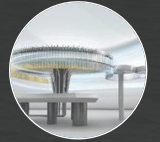
Renewables



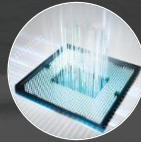
**Healthcare
& Medical**



**Food, Beverage
& Water**



Semiconductors



**Modular
construction**



**Industrial
automation**



**Automotive
niches**



**Electrification
& Hydrogen**



LNG



**Water
infrastructure**



**Automated
warehousing**



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Net cash position following divestments

Net cash position following divestments

SEK

>20 B

Financial capacity

New financial targets communicated today

New sustainability targets communicated today

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NEW HORIZONS

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