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BUSINESS AREA PRESIDENT,
TRELLEBORG INDUSTRIAL SOLUTIONS

Climbing the value ladder

Trelleborg Industrial Solutions

World leading solutions in selected industrial niches

13,998 M
Sales

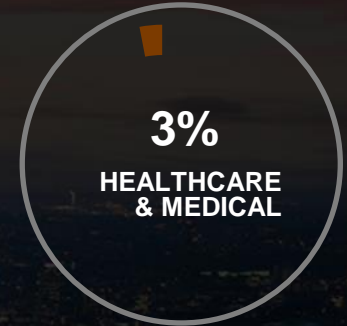
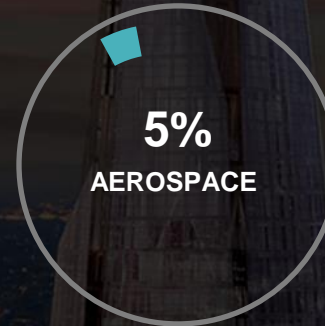
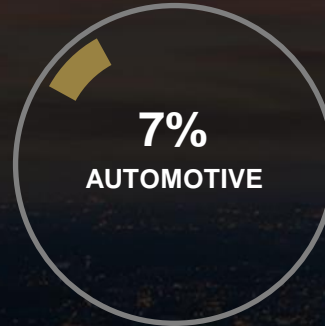
2,057 M
EBITA

14.7%
EBITA margin

 **~6,100**
employees

 **15**
R&D Centers

 **50**
factories



Trelleborg Industrial Solutions



Construction & infrastructure



Energy & renewables



Port & marine

All three combined
~2/3
of Diversified industrials

**Profound polymer expertise
is our core competence**



Targeting growth segments with an agile decentralized structure



Finding applications where we create value and attain leading positions

>1,000
products

Application examples

Automotive boots



GLOBAL
LEADER

Construction profiles



GLOBAL
LEADER

Coated fabrics for escape slides



GLOBAL
LEADER

Rail antivibration solutions



EUROPEAN
LEADER



GLOBAL
LEADER

LNG transfer systems



GLOBAL
LEADER

Docking & mooring systems



EUROPEAN
LEADER

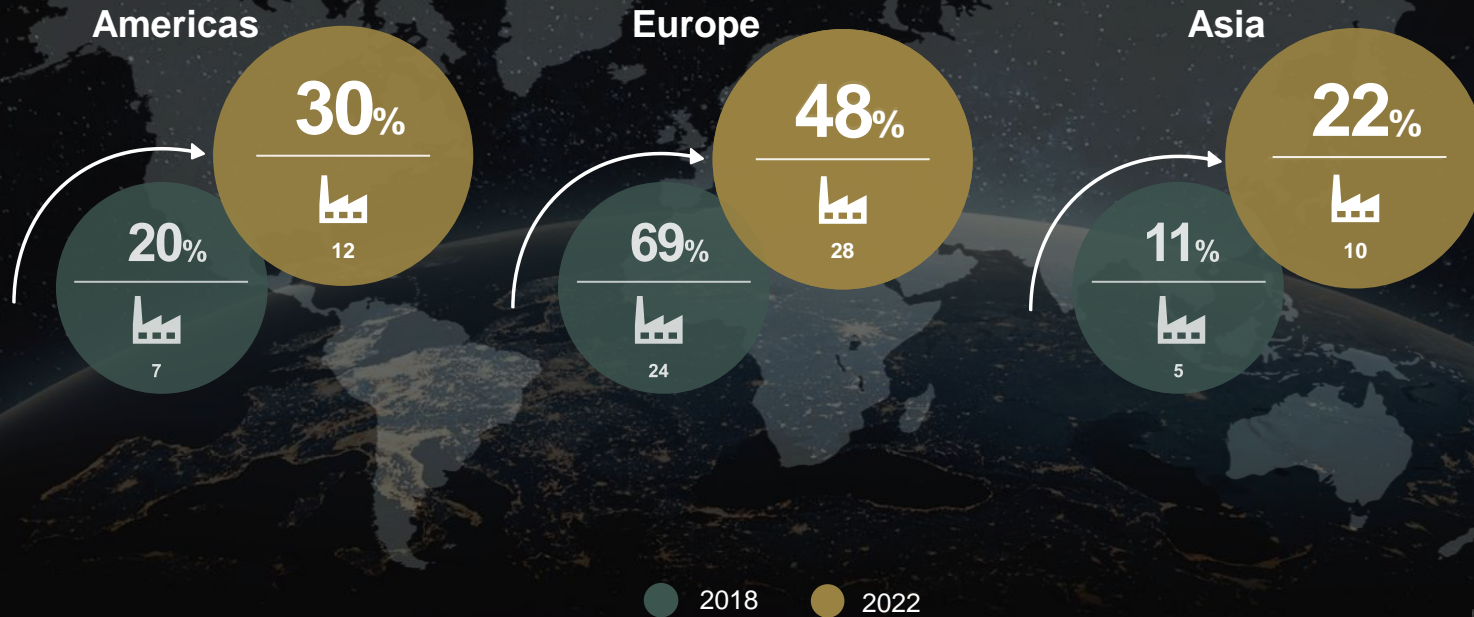
Food processing hoses



EUROPEAN
LEADER

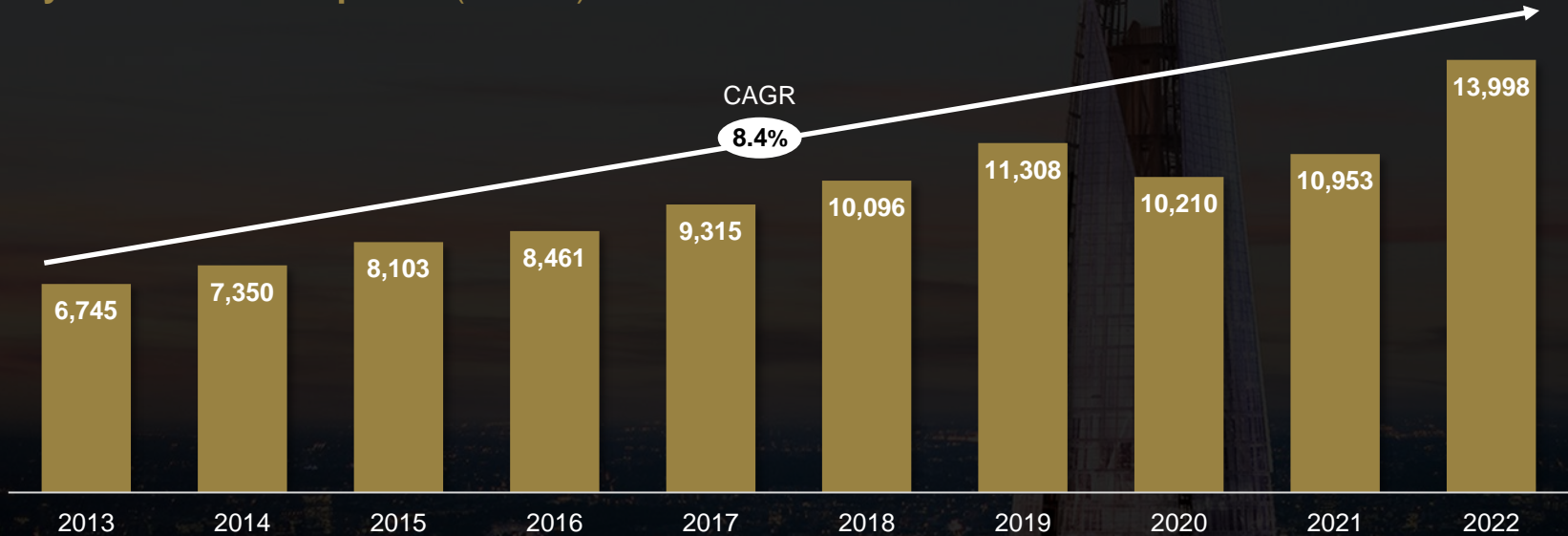
Water infrastructure seals

Global sales and footprint



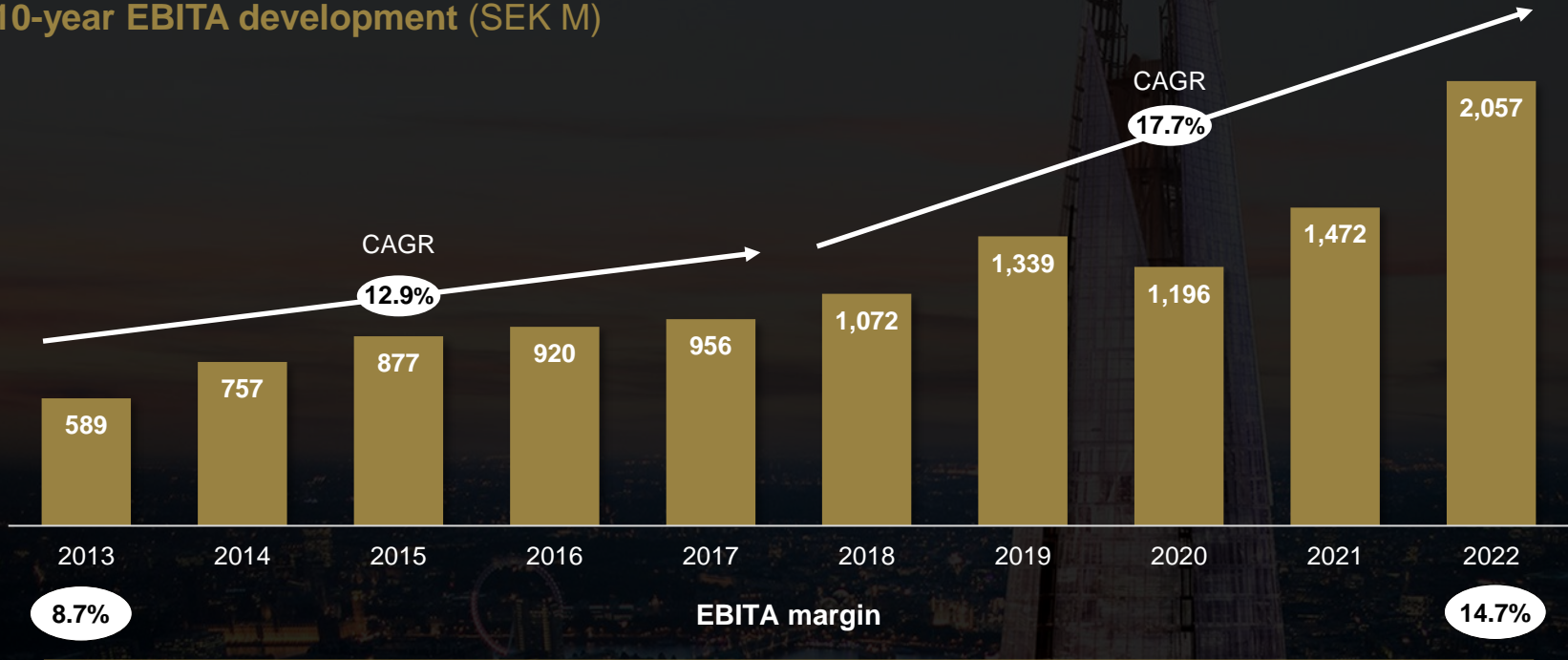
Strong history of financial performance

10-year sales development (SEK M)



Strong history of financial performance

10-year EBITA development (SEK M)

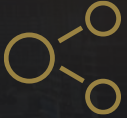




Climbing the value ladder



GROWTH
SEGMENTS



GEOGRAPHIC
DEVELOPMENT



VALUE
CREATION

Climbing the value ladder



GROWTH
SEGMENTS

Climbing the value ladder

Water infrastructure

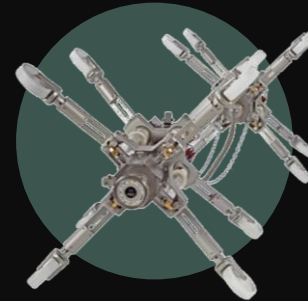
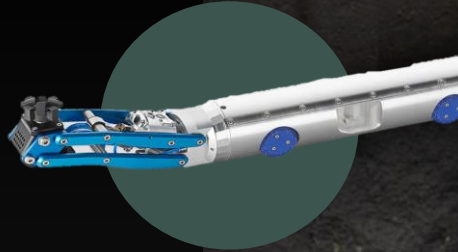
MARKET GROWTH

5-10%

CAGR

FOCUS AREAS

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



Wind power

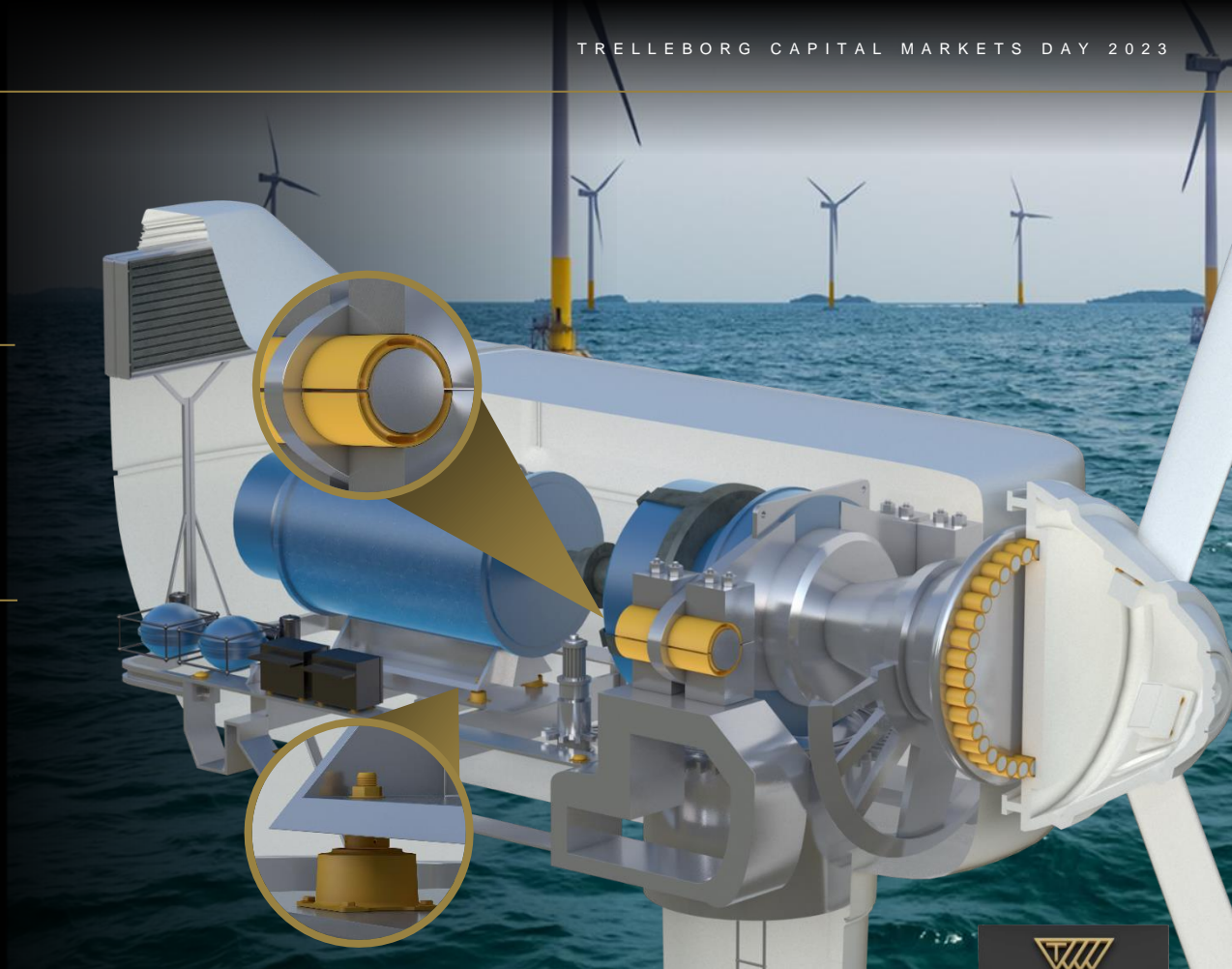
MARKET GROWTH

8-10%

CAGR

FOCUS AREAS

- Antivibration solutions
- Grout and skirt seals
- Asia market expansion via production in Bengaluru, Singapore, Qingdao and Suzhou



LNG transfer

MARKET GROWTH

5-10%

CAGR

FOCUS AREAS

- Ship to ship and bunkering LNG transfer systems
- Composite and floating hoses
- Emergency shutdown safety links



Healthcare fabrics

MARKET GROWTH

5-10%

CAGR

FOCUS AREAS

- Wearables
- Medical furniture coatings
- Innovations: Smart and zone coated fabrics



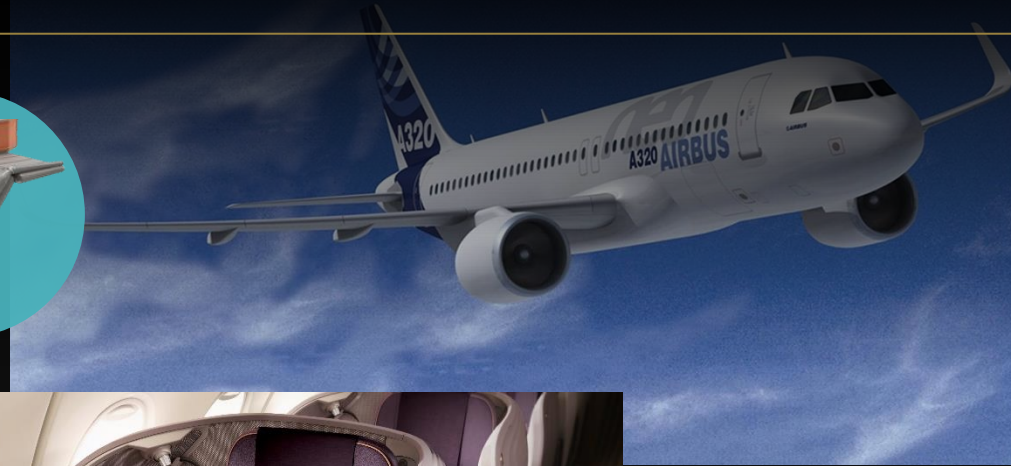
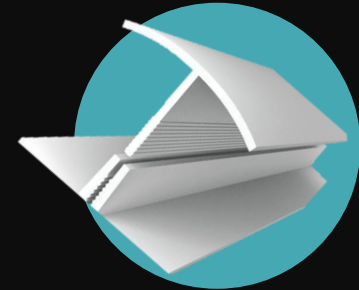
Aerospace

MARKET GROWTH

10-15%
CAGR

FOCUS AREAS

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





GEOGRAPHIC
DEVELOPMENT

Climbing the value ladder

GROWTH AMBITION

>25%

Over the next three years

Asia expansion

An aerial photograph of a city skyline, likely Shanghai, featuring a wide river (the Huangpu River) and numerous skyscrapers. The Oriental Pearl Tower is prominent on the left. The sky is overcast with soft, diffused light. The text 'Asia expansion' is overlaid in large, white, sans-serif font across the center of the image.

LNG projects

SEK ~2.0 B

Addressable market



Automotive boots

SEK ~1.2 B

Addressable market

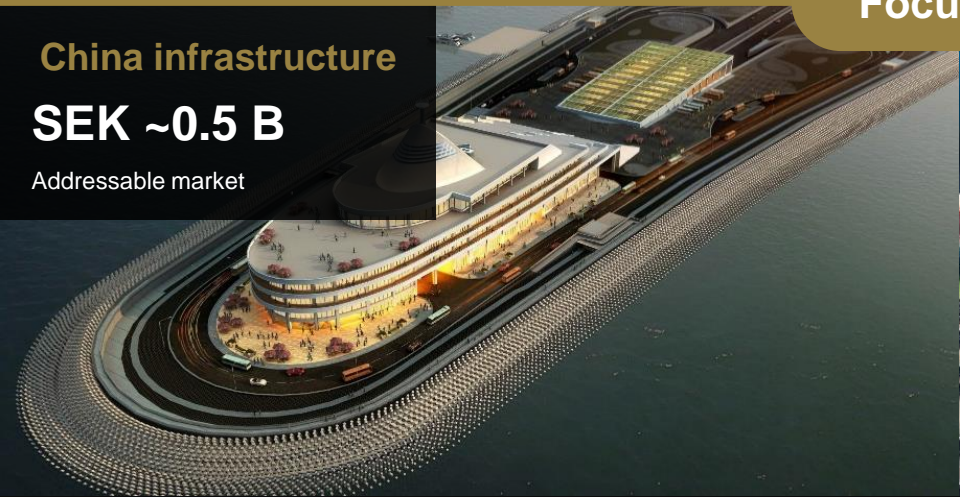


Focus areas

China infrastructure

SEK ~0.5 B

Addressable market



Rail & mass transit

SEK ~0.8 B

Addressable market



Odawara, Japan

KEY MARKET ENTRY

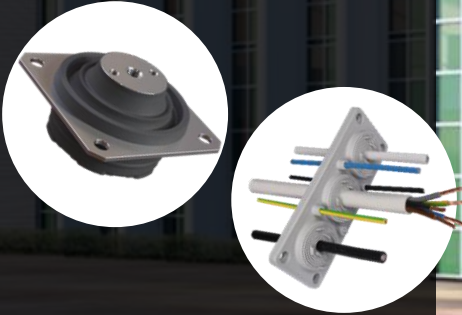
- Steering and transmission boots
- Access to Japanese OEMs around the world



Suzhou, China

KEY GROWTH MARKET

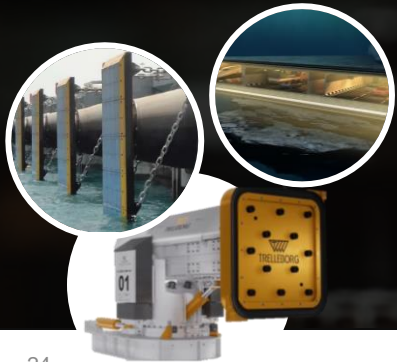
- Capacity expansion >50%
- Antivibration and cable entry solutions
- Start of production H2 2023



Vung Tau, Vietnam

REGIONAL EXPANSION

- Greenfield development
- Docking & mooring portfolio and infrastructure seals
- Start of production 2026



GROWTH AMBITION

>20%

Over the next three years

North America expansion

Healthcare fabrics

SEK ~3.0 B

Addressable market



Aerospace

SEK ~1.2 B

Addressable market



Focus areas

Water infrastructure

SEK ~5.0 B

Addressable market



Marine projects

SEK ~1.5 B

Addressable market



Footprint optimization in USA

CONSOLIDATION

- Multiple sites consolidated in one location for window & façade profiles
- Ongoing consolidation of coated fabrics footprint



Climbing the value ladder



VALUE
CREATION

Value creation



Pipecure Eco

World's first sustainable pipe liner



Flexx Curve

Reducing track and wheel wear



Value creation

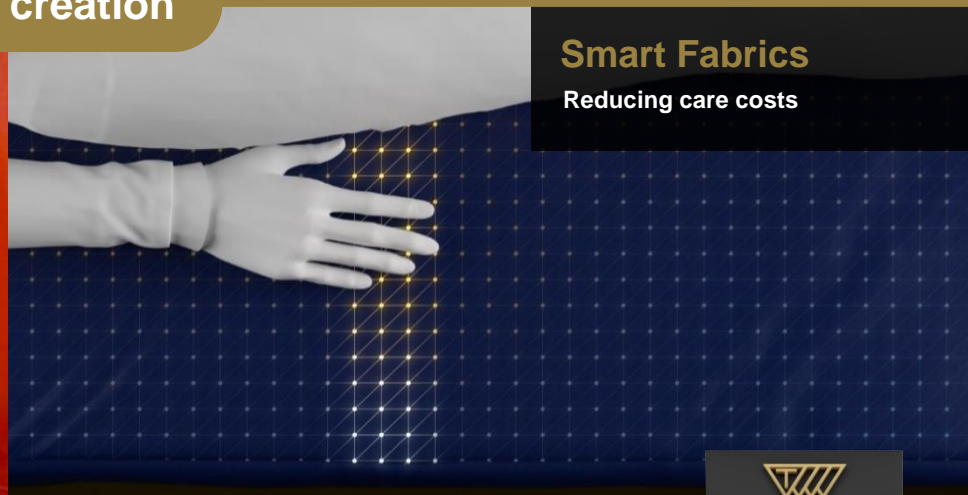
Automated mooring

Improving port efficiency



Smart Fabrics

Reducing care costs



Climbing the value ladder

Leading positions in many niches

Opportunities in footprint and portfolio optimization

Accelerate expansion outside Europe

Value creation as key success factor