



Peter Hahn

BUSINESS AREA PRESIDENT,
TRELLEBORG SEALING SOLUTIONS

Scale up and accelerate

Trelleborg Sealing Solutions

The most successful global business partner in our chosen markets

 ~9,500 employees

 12 R&D centers

 41 factories

15,662 M
Sales, SEK

3,616 M
EBITA, SEK

23.1 %
EBITA margin

52%
DIVERSIFIED
INDUSTRIALS

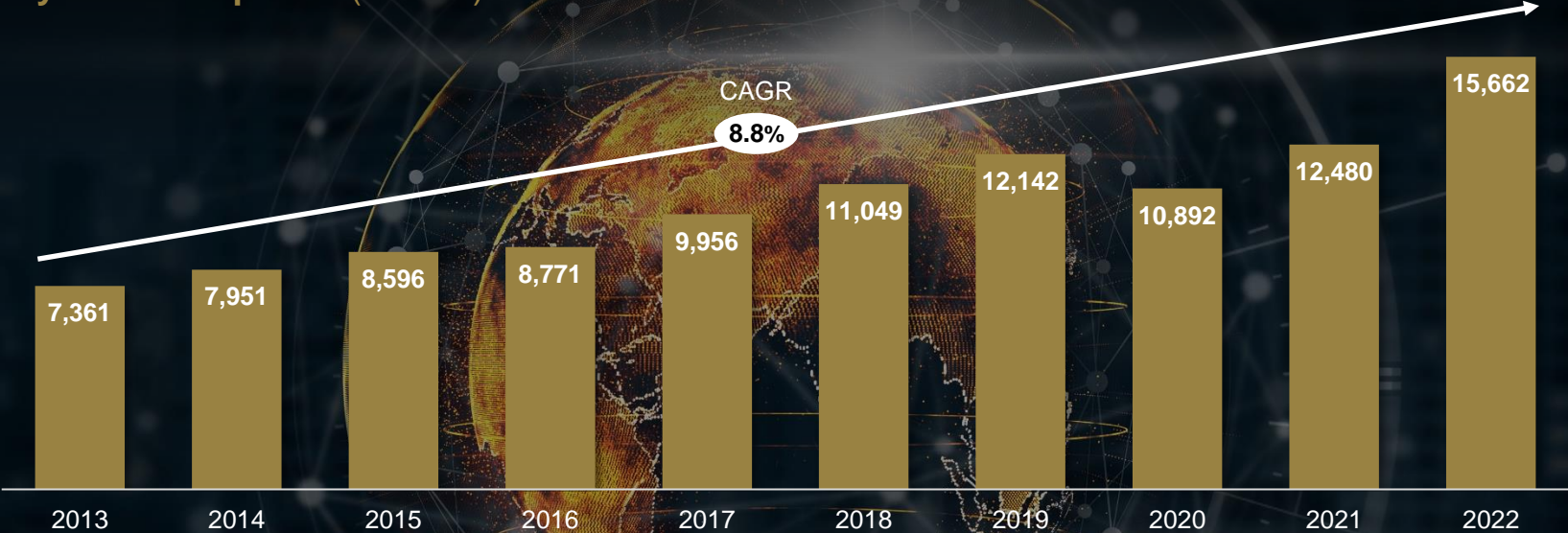
22%
AUTOMOTIVE

13%
AEROSPACE

13%
HEALTHCARE
& MEDICAL

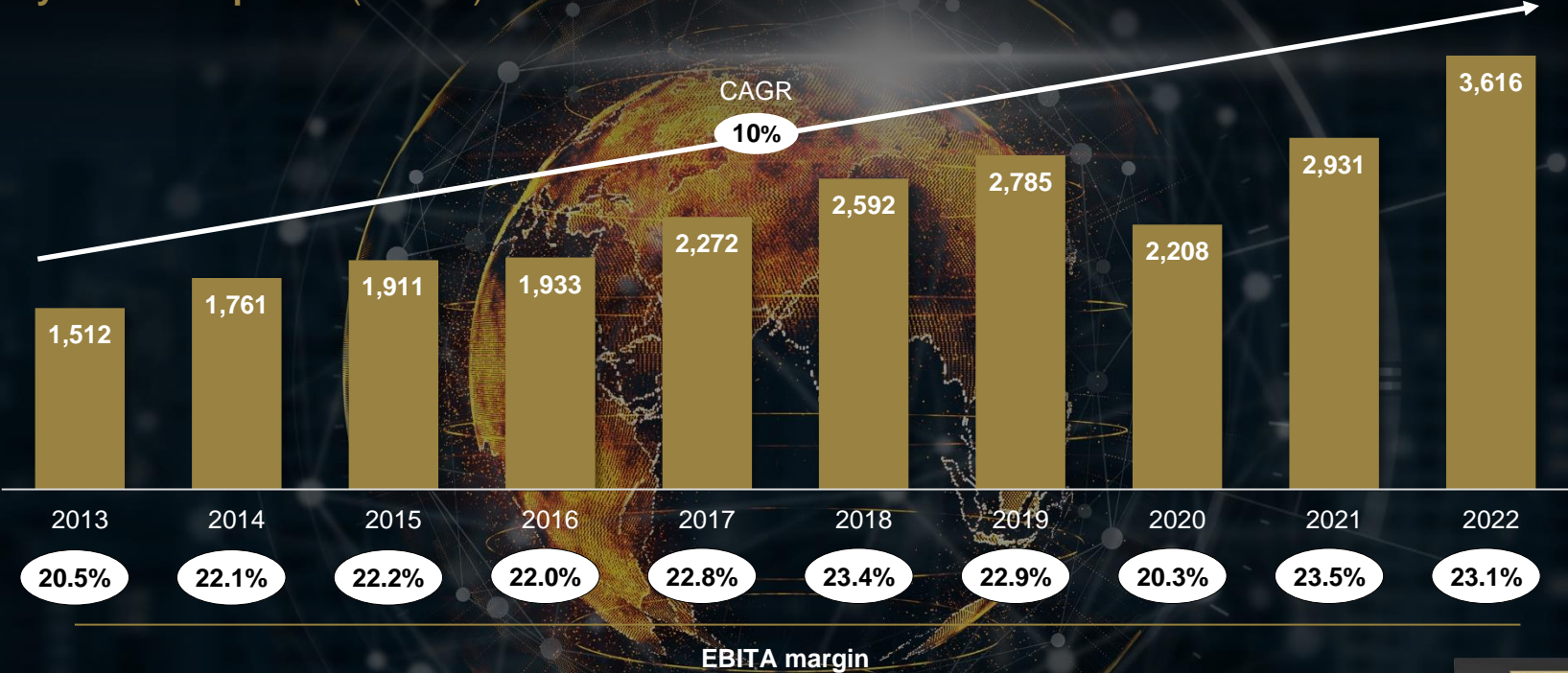
Sales development

10-year development (SEK M)

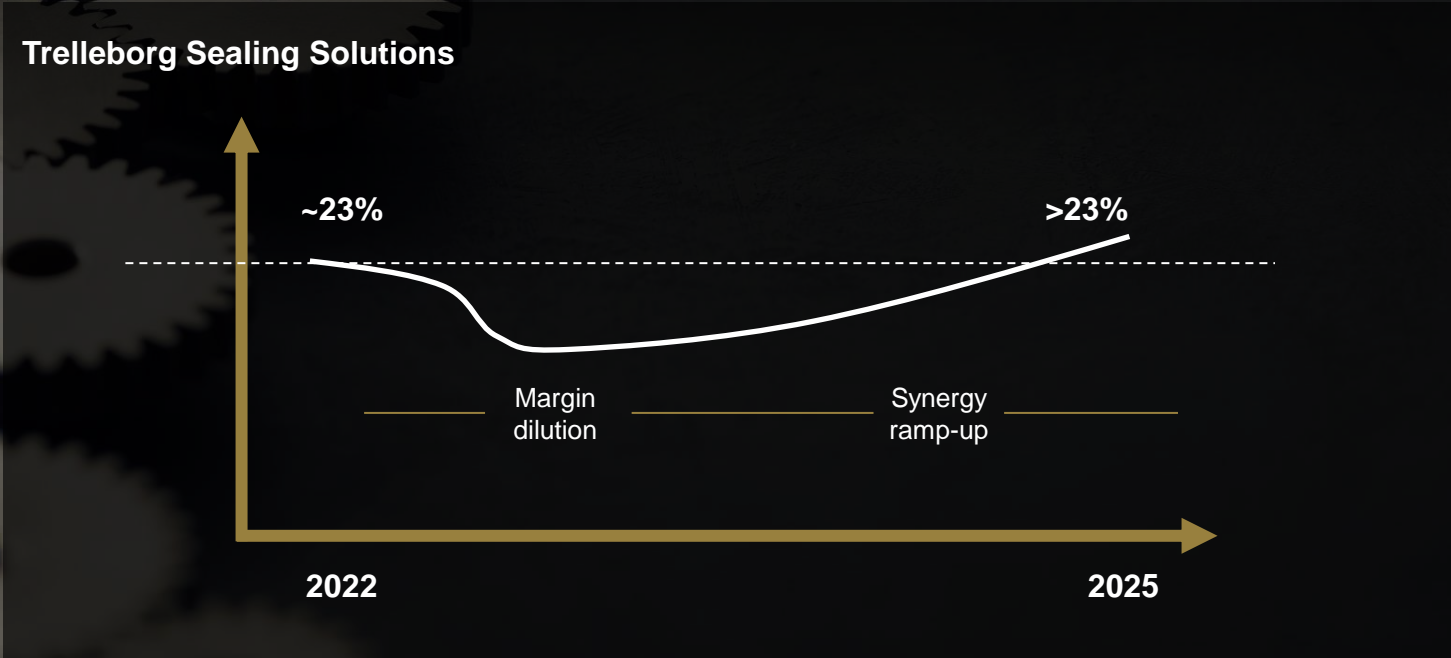


EBITA development

10-year development (SEK M)



MRP margin impact to be offset by synergies



Scale up and accelerate

Scalable operating model



Strong portfolio and offering



Global development partner





GROWTH
SEGMENTS



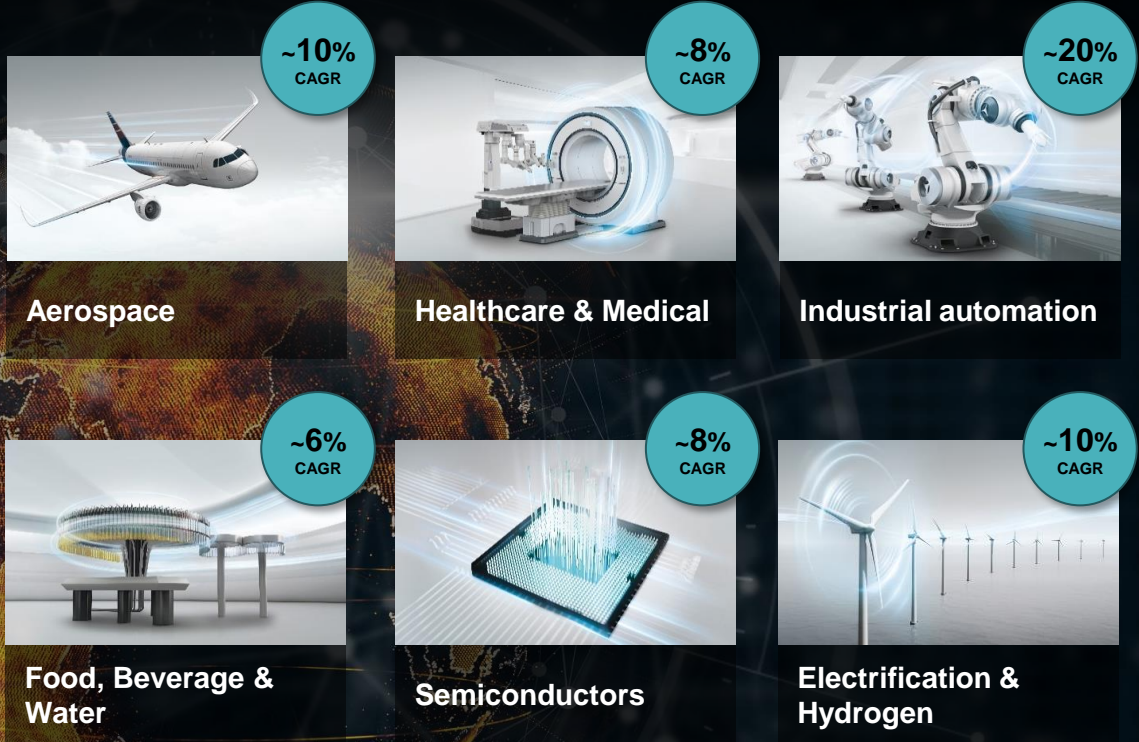
MINNESOTA RUBBER &
PLASTICS



ASIA-PACIFIC
ACCELERATION

Scale up & accelerate

Strong outlook for our growth segments

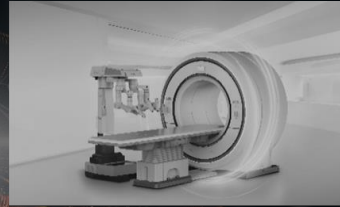


Aerospace

**~10%
CAGR**



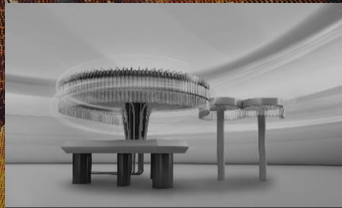
Aerospace



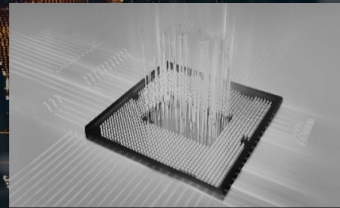
Healthcare & Medical



Industrial automation



Food, Beverage & Water

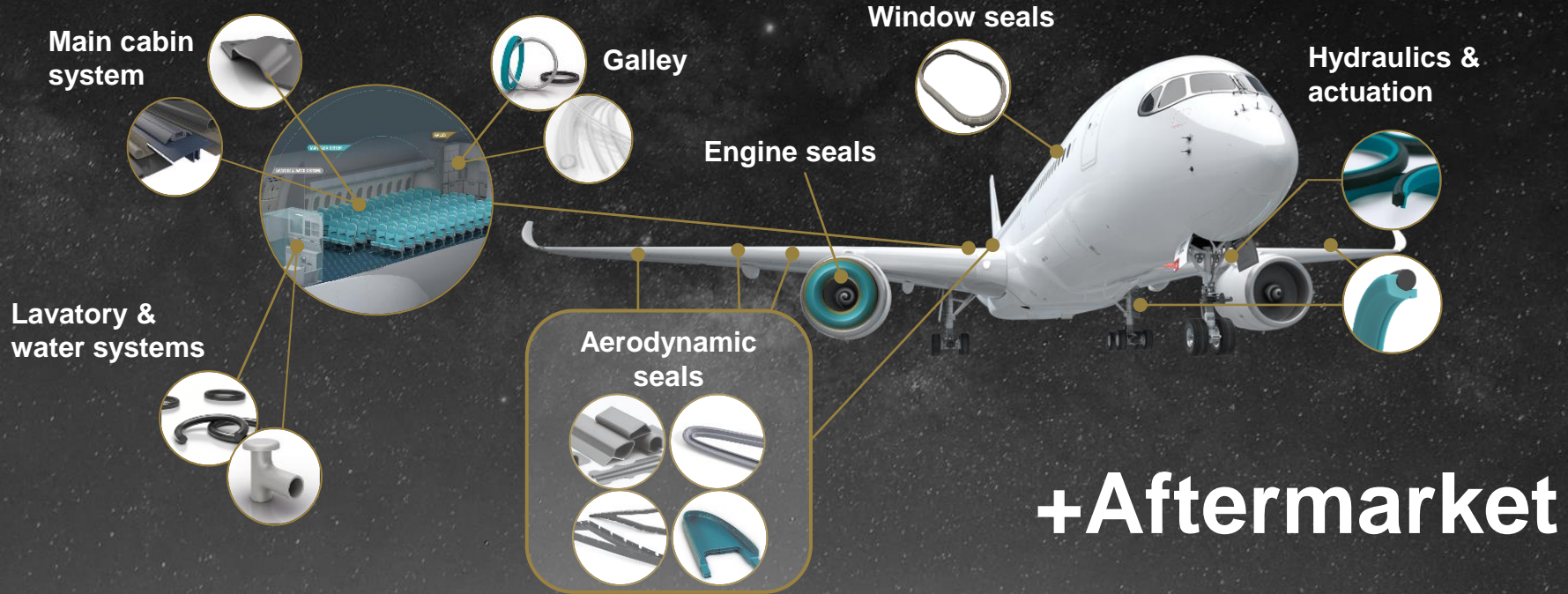


Semiconductors



Electrification & Hydrogen

Where we are on the airplane



Healthcare & Medical



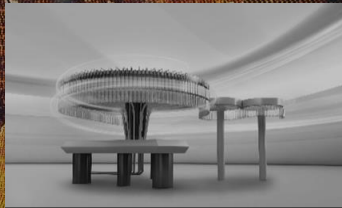
Aerospace



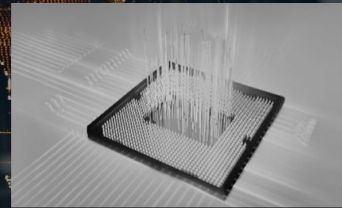
Healthcare & Medical



Industrial automation



Food, Beverage & Water



Semiconductors



Electrification & Hydrogen

~8%
CAGR

Helping pharmaceutical and medical device companies
improve patient quality of life

2x

Sales in 2025

Acquisitive strategy – integrating capabilities over 20 years



... continued focus on bolt-ons and adjacencies

Strong growth in our selected niches



Medical device components & integrated solutions



~10% CAGR



BioPharma



~15% CAGR



Drug elution

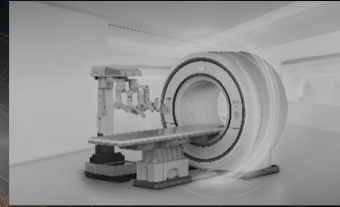


~9% CAGR

Industrial automation



Aerospace

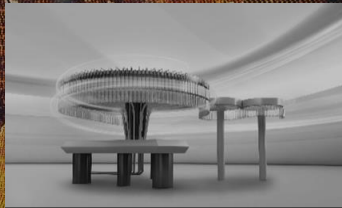


Healthcare & Medical

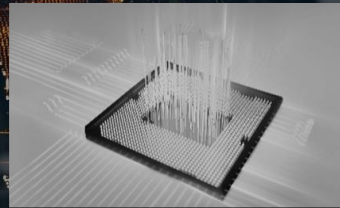


Industrial automation

~20%
CAGR



Food, Beverage & Water



Semiconductors



Electrification & Hydrogen

Expanding in attractive applications in industrial automation segment

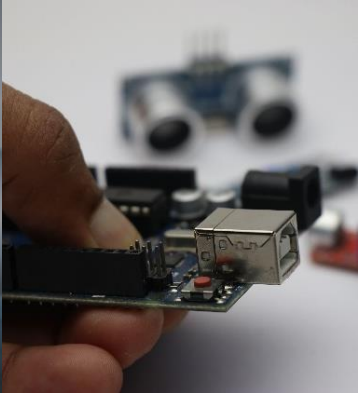


Robotics
CAGR ~20%



Handling Systems
CAGR ~10%

Core capabilities and products

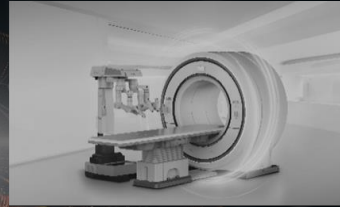


Sensors
CAGR >5%

Food, Beverage & Water



Aerospace



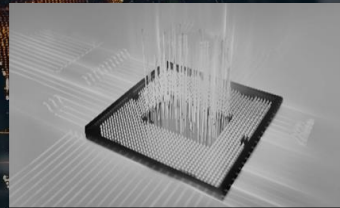
Healthcare & Medical



Industrial Automation



Food, Beverage & Water



Semiconductors



Electrification & Hydrogen

~6%
CAGR

Targeting growth niches in a highly fragmented and regulated market

Food & Beverage



Field & Farm

OEM processing

OEM packaging

Point of use

Water



OEM treatment

OEM distribution

OEM point of Use

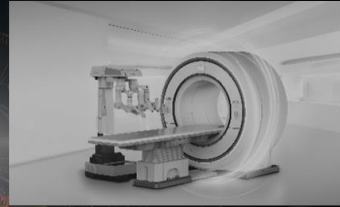
End user



Semiconductors



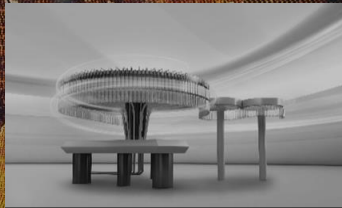
Aerospace



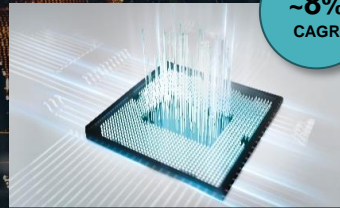
Healthcare & Medical



Industrial Automation



Food, Beverage & Water



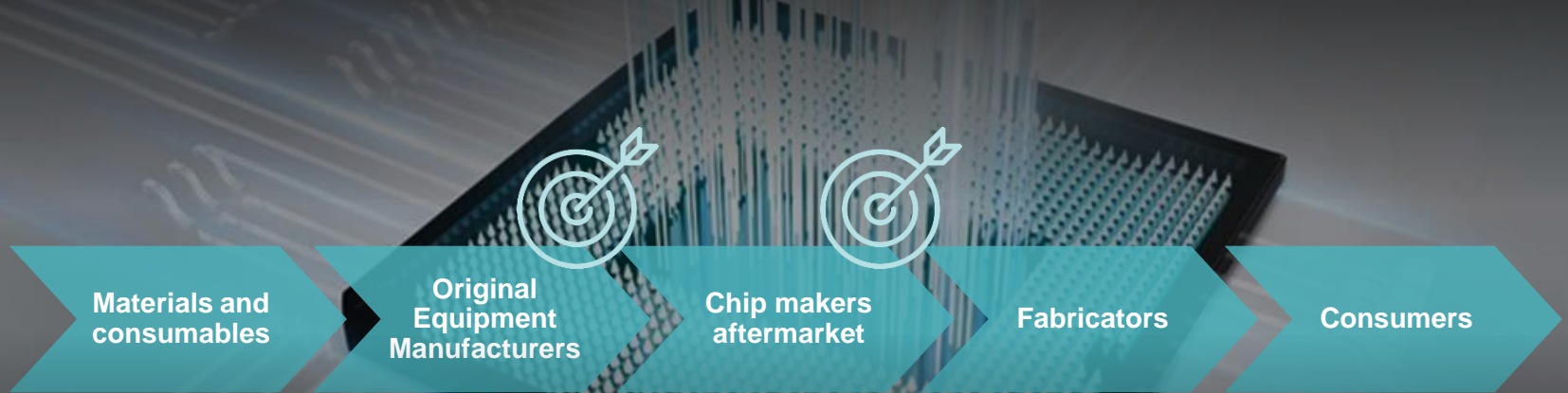
Semiconductors

~8%
CAGR



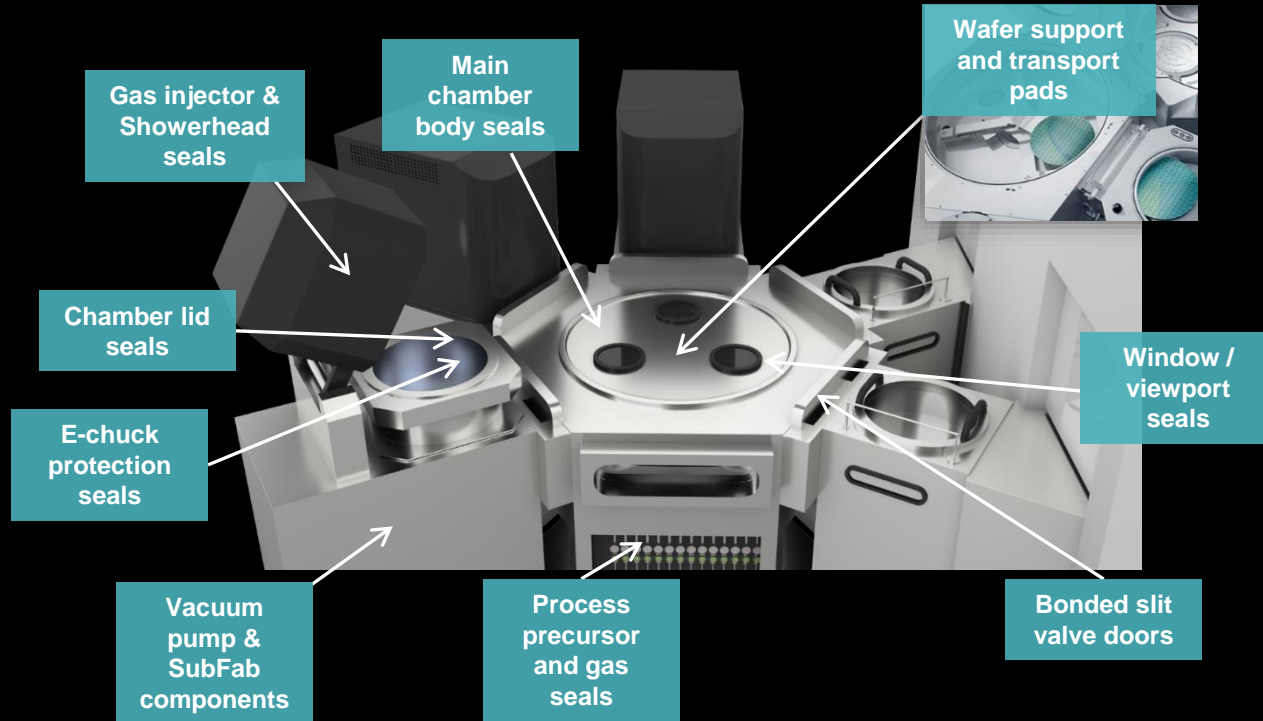
Electrification & Hydrogen

AI, IoT and wireless communication driving accelerated growth



Demanding requirements for higher yields, device complexity and miniaturization

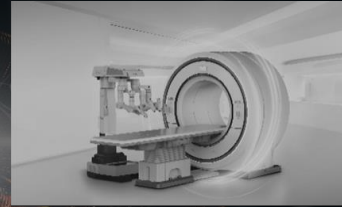
Leading edge materials open growth potential



Electrification & Hydrogen



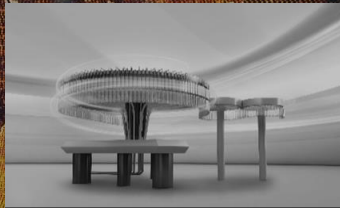
Aerospace



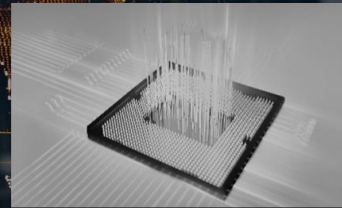
Healthcare & Medical



Industrial Automation



Food, Beverage & Water



Semiconductors



Electrification & Hydrogen

~10%
CAGR

Well-positioned for the transformation to EV vehicles



Well-positioned for the fast-growing EV market



>70%

of existing portfolio
highly suitable for EV

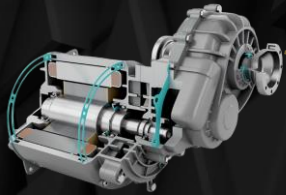
>35%

of new wins relate to EV

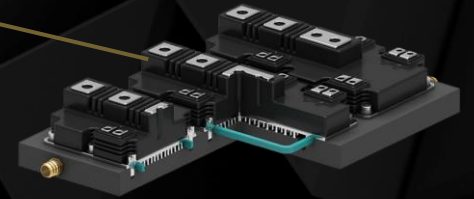
EV wins growing faster
than phase out of ICE

EV – selected examples of demanding applications

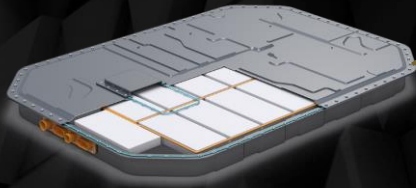
Powertrain seals



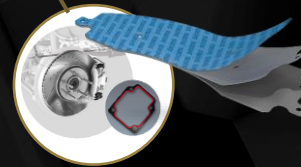
Power electronics unit



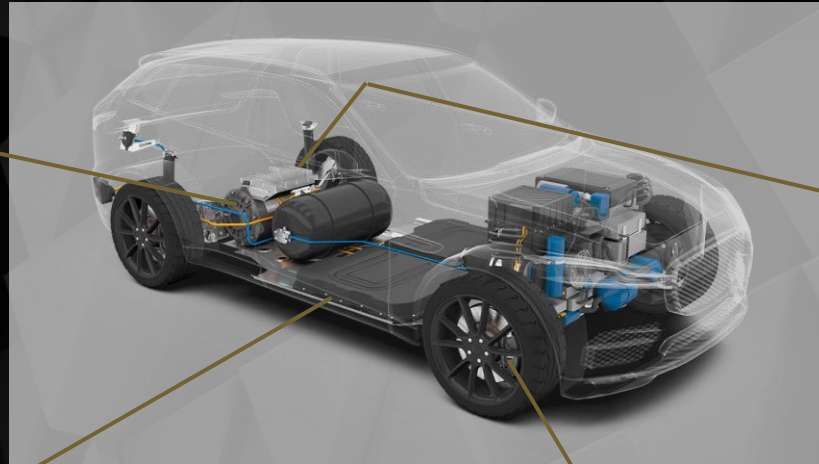
Battery protection



Brake systems



Many sealing elements



Applying our market leading capabilities to adjacent solutions

Displays



Batteries



Drive units



Ready today for tomorrow's hydrogen solutions





MINNESOTA RUBBER &
PLASTICS

Scale up & accelerate

A clear and actionable strategy

Selected strategic priorities



Establish elastomer site in
North America



Expand footprint in
China and Asia-Pacific



Scale up capabilities in
materials & IP



Accelerate growth in Food, Beverage &
Water



Accelerate growth in
Healthcare & Medical



More balanced regional sales

Minnesota Rubber & Plastics ticks all boxes

Selected strategic priorities



Establish elastomer site in North America



Expand footprint in China and Asia-Pacific



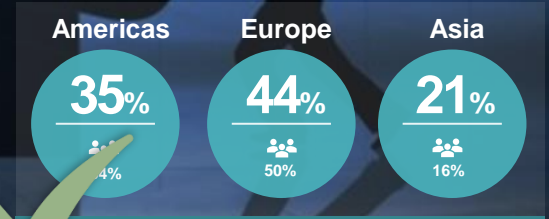
Scale up capabilities in materials & IP



Accelerate growth in Food, Beverage & Water

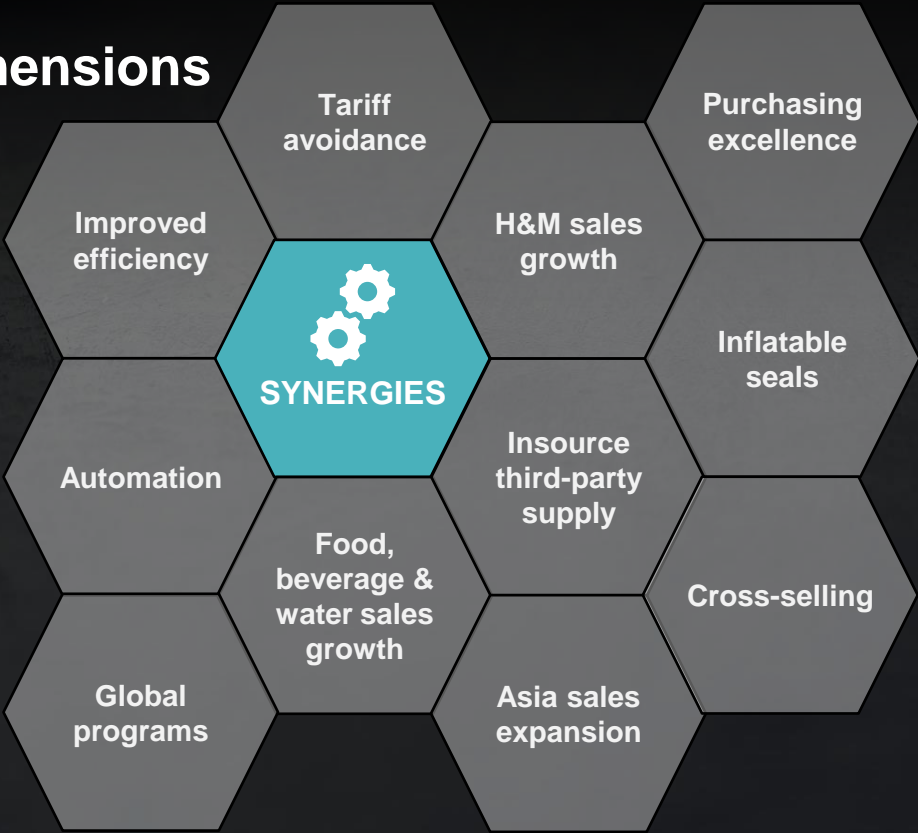


Accelerate growth in Healthcare & Medical



More balanced regional sales

Strong synergies in several dimensions

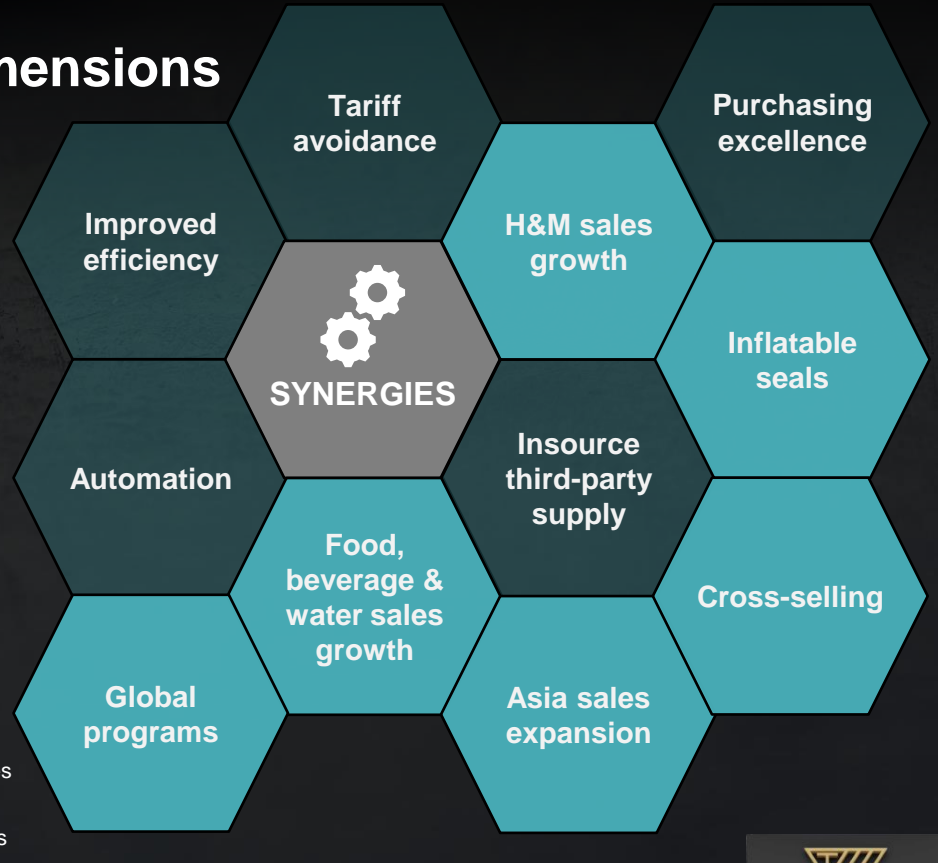


Strong synergies in several dimensions

Annual EBIT synergies

SEK >250 M

end of 2025 run rate impact



Clear operational actions in place

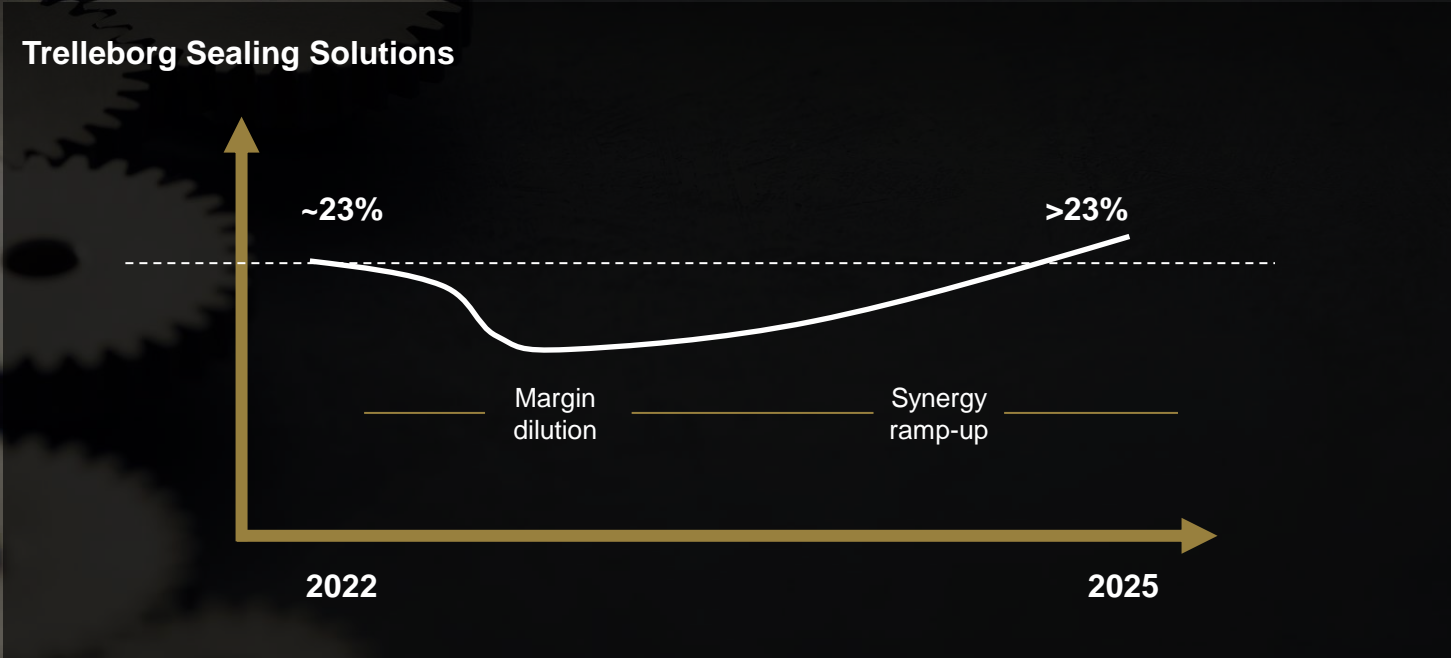
Annual EBIT synergies

SEK >250 M

end of 2025 run rate impact

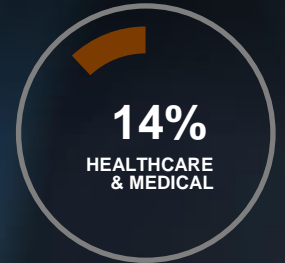
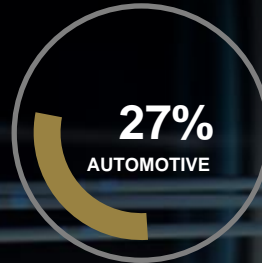
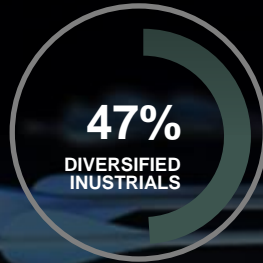
- Cross-selling of combined offering
- Repackage commercial offering
- Healthcare & Medical - build integrated solutions to customers
- Certification of products in Europe and Asia
- Optimize volumes between factories in USA and Mexico
- Expand compounding operations in North America
- Invest in efficiency and automation
- Optimize logistics setup in Europe
and much more.....

Margin impact to be offset by synergies



The strongest and most complete solution provider in our industry

~17,500 M
Proforma sales



61

Customer Solution Centers



41

Manufacturing sites



12

R&D centers



5

Logistics centers



3

ServicePLUS centers



3

Customer innovation centers



Scale up & accelerate



ASIA-PACIFIC
ACCELERATION

Continued focus on Asia-Pacific

>10%

2012-2022 sales CAGR



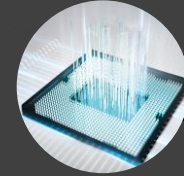
Focusing on attractive niches

Accelerated by M&A activities

Healthcare & Medical



Semiconductors



Industrial seals



Aerospace



Expanding capacity

New sites and capacity expansion



Scale up & accelerate

Scalable business model

Exposure to attractive segments

Multiple synergistic acquisition opportunities

Accelerating in Asia-Pacific

Continuing excellence in financial performance



Linda Muroski

BUSINESS UNIT PRESIDENT, GLOBAL HEALTHCARE &
MEDICAL AND HEAD OF MARKETING AMERICAS

Growing in Healthcare & Medical

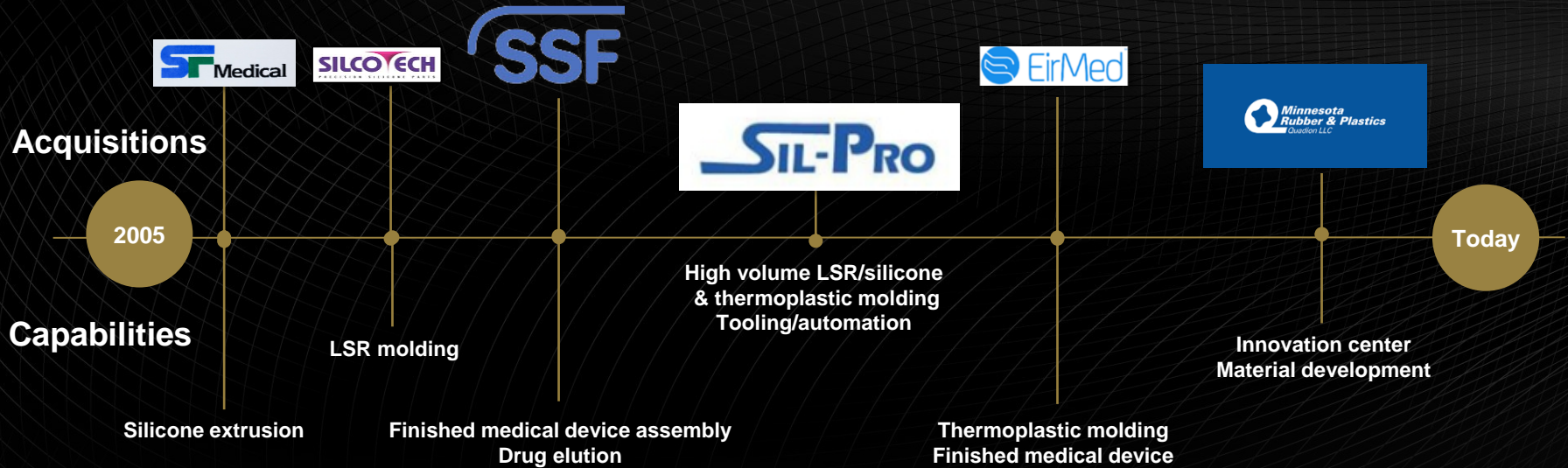
Helping pharmaceutical and medical device companies
improve patient quality of life

Helping pharmaceutical and medical device companies
improve patient quality of life

2x

Sales in 2025

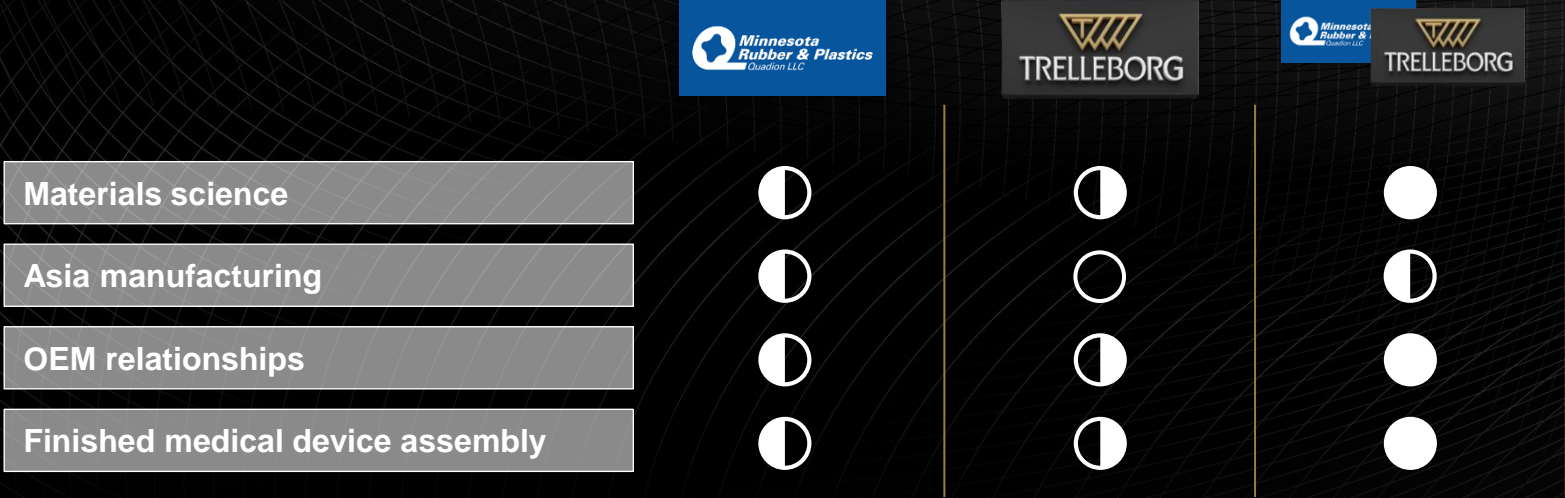
Major step-change for Healthcare & Medical



Major step-change – acquired Minnesota Rubber & Plastics



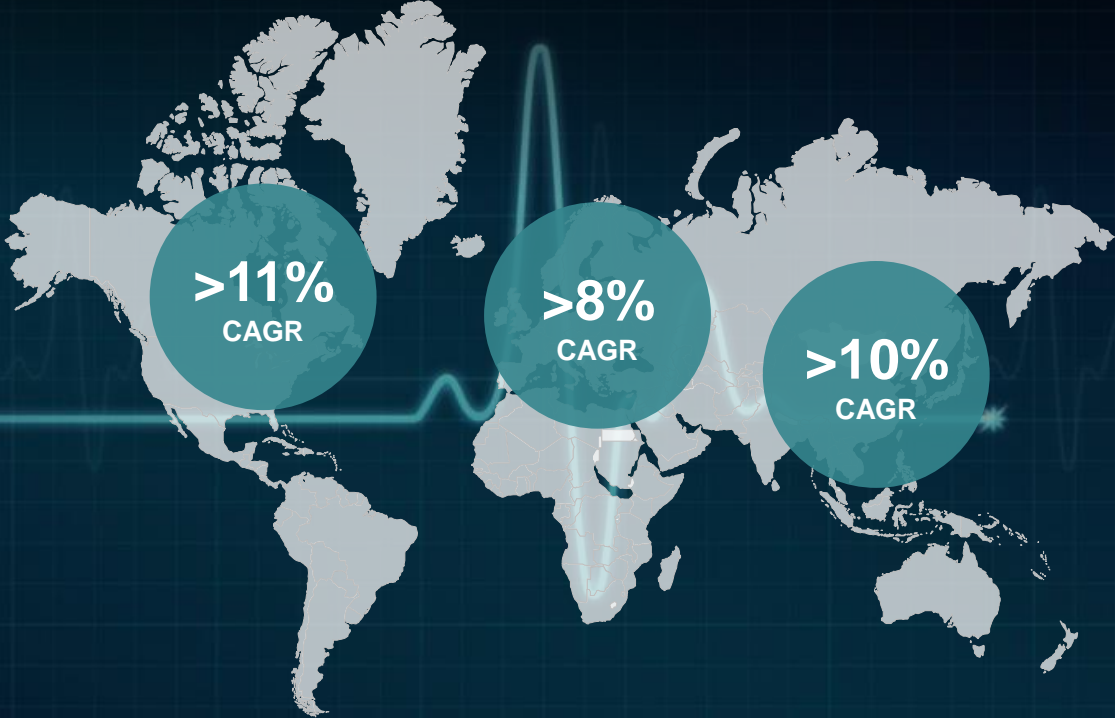
Combining Minnesota Healthcare & Medical and Trelleborg creates a full-service solutions provider



Where we are today

<p>Focused on top-75 global H&M companies</p> 	 <p>SEK >2 B in sales</p>			
<p>Liquid silicone rubber components</p> 	<p>Silicone tubing</p> 	<p>Rubber & thermoplastic molded components</p> 	<p>Static, linear and rotary seals</p> 	<p>Silicone components with active pharmaceutical ingredients</p> 

High underlying market growth in all regions



Strong growth in our selected niches



Medical device components & integrated solutions



~10% CAGR



BioPharma



~15% CAGR




Drug elution




~9% CAGR

Our current position



LEADING

Medical device components & Integrated solutions



GROWING

BioPharma



GROWING

Drug elution



Key supplier to top 10 global medical device OEMs



**Medical device
components &
integrated solutions**



Cardiovascular

Neuromodulation

In-vitro diagnostics

Orthopedics

Women's & men's health

**Expanding capabilities,
providing full solutions**

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



BioPharma



Chromatography

Filtration

Bioreactors

Up/downstream processing

Investments in global expansion for in-region supply

Preferred partner for silicone and drug elution solutions



Drug-eluting devices

Inhalation drug delivery

Ocular drug delivery

Infusion pumps

Material development for improved drug delivery

Highly advanced and automated production units



Precision components – integrated solutions



Biopharma processing



Active pharmaceutical solutions

The single biggest opportunity to exponentially grow in H&M



Integrated solutions

High potential in integrated solutions

Examples of secured projects



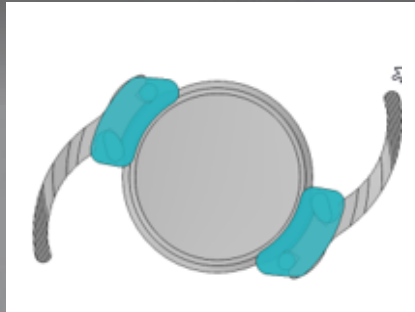
Annual peak sales: SEK >100 M

Medical device components & integrated solutions



Annual peak sales: SEK >50 M

BioPharma

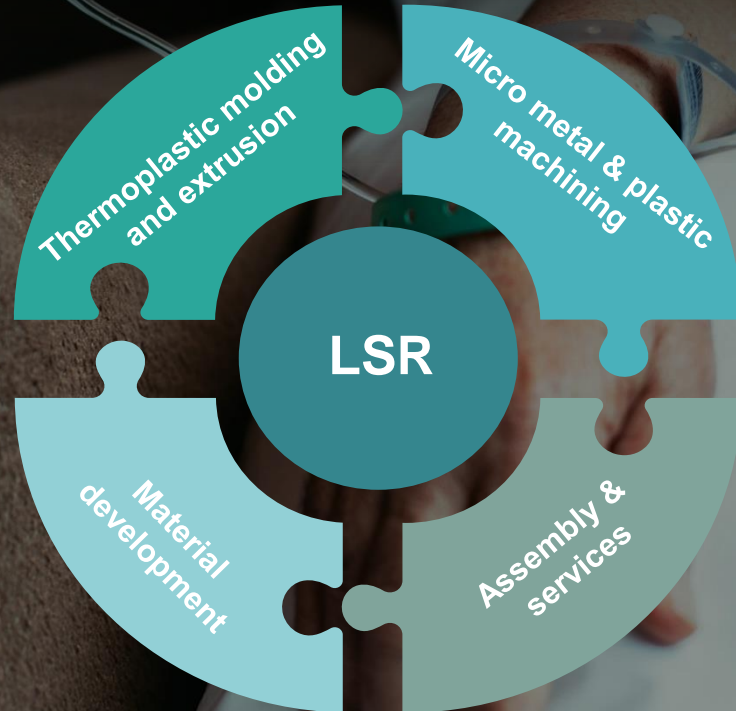


Annual peak sales: SEK >20 M

Drug elution



Expansion into new capabilities – building integrated solutions



Key differentiator – co-development with customers



Fast growing markets



**2x sales
by 2025**

Global leader in critical applications

Accelerating growth in attractive niches

Becoming an integrated solutions provider

M&A as a catalyst for growth



Jürgen Bosch

BUSINESS UNIT PRESIDENT,
GLOBAL AEROSPACE AND HEAD OF MARKETING EUROPE

Growing in Aerospace

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



We have a well positioned global platform for growth



Net sales

SEK >2 B



Focused on **value adding**
products & services for
OEM's & MRO

Aerospace
Americas

Aerospace
Europe

Aerospace
Asia-Pacific

Local presence
Global reach

Leading positions in selected applications



Engines



Landing gears



Aerodynamic structures



Aircraft windows



Control systems



Braking systems



Interior cabin



Flight deck

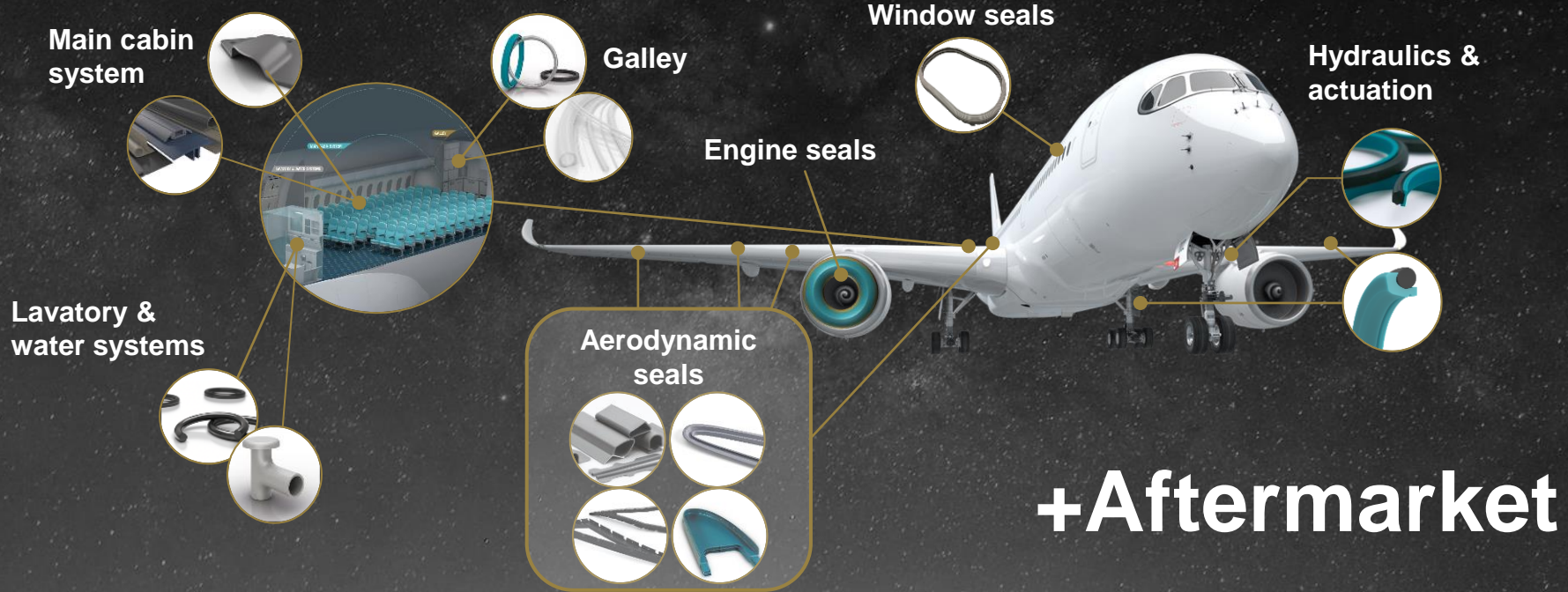


Avionics



Electronic systems

Where we are on the airplane

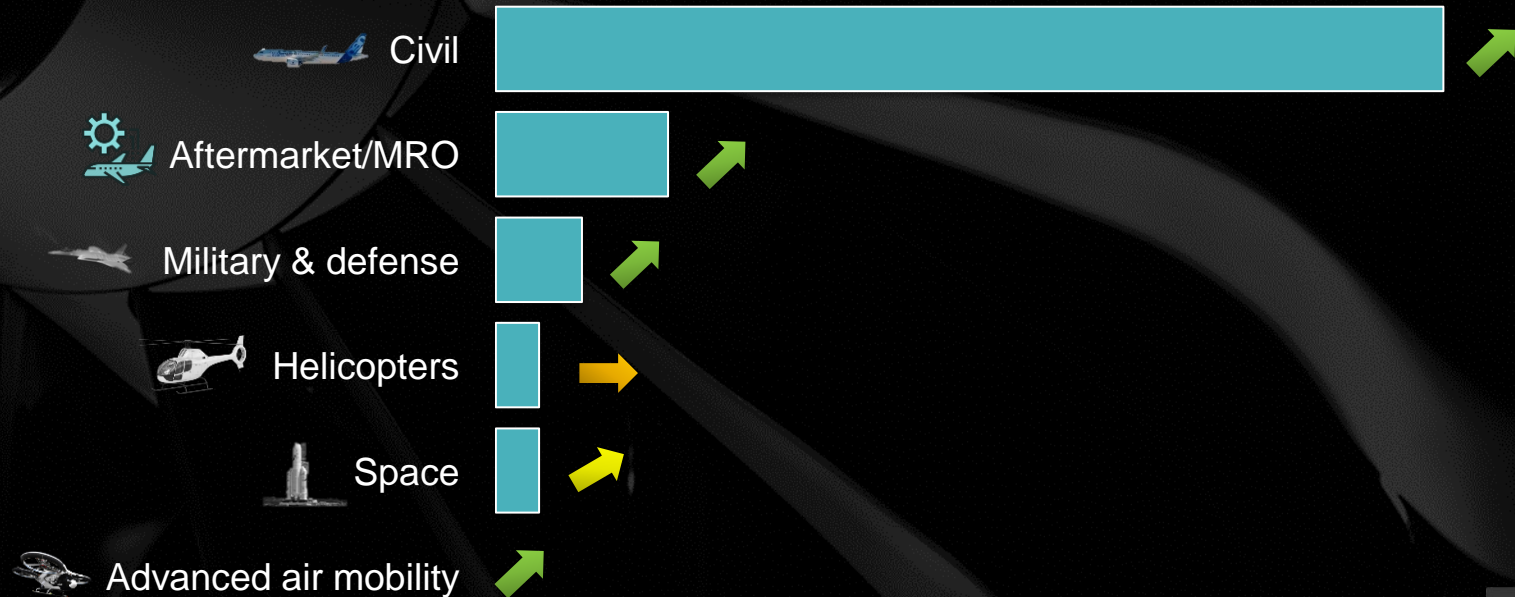


Example – expanding our offering in engine seals



Fast-growth market outlook in several sub-segments

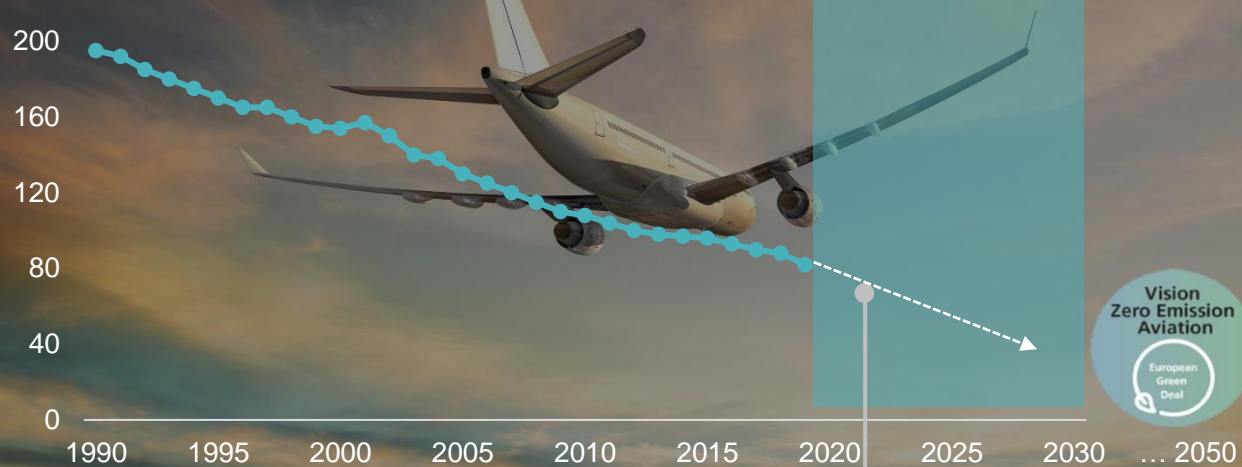
SEK >30 B addressable market



Shift towards sustainable aircrafts

- Ecofuels
- Hydrogen
- Electric

CO₂ emissions per revenue passenger kilometer¹ (gram)

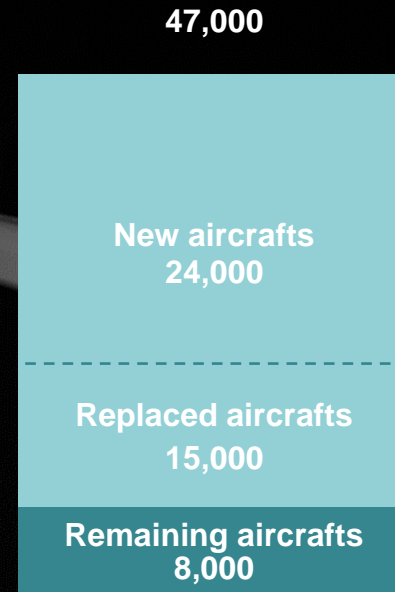


BOEING
737
A320
AIRBUS



**>10% CAGR
until 2040**

~40,000
new build aircraft until 2040



2040

- New models/platforms
- Existing models/platforms

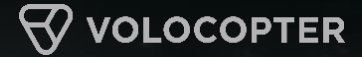
Advanced air mobility market emerging



Lilium Air Mobility
Air Taxi



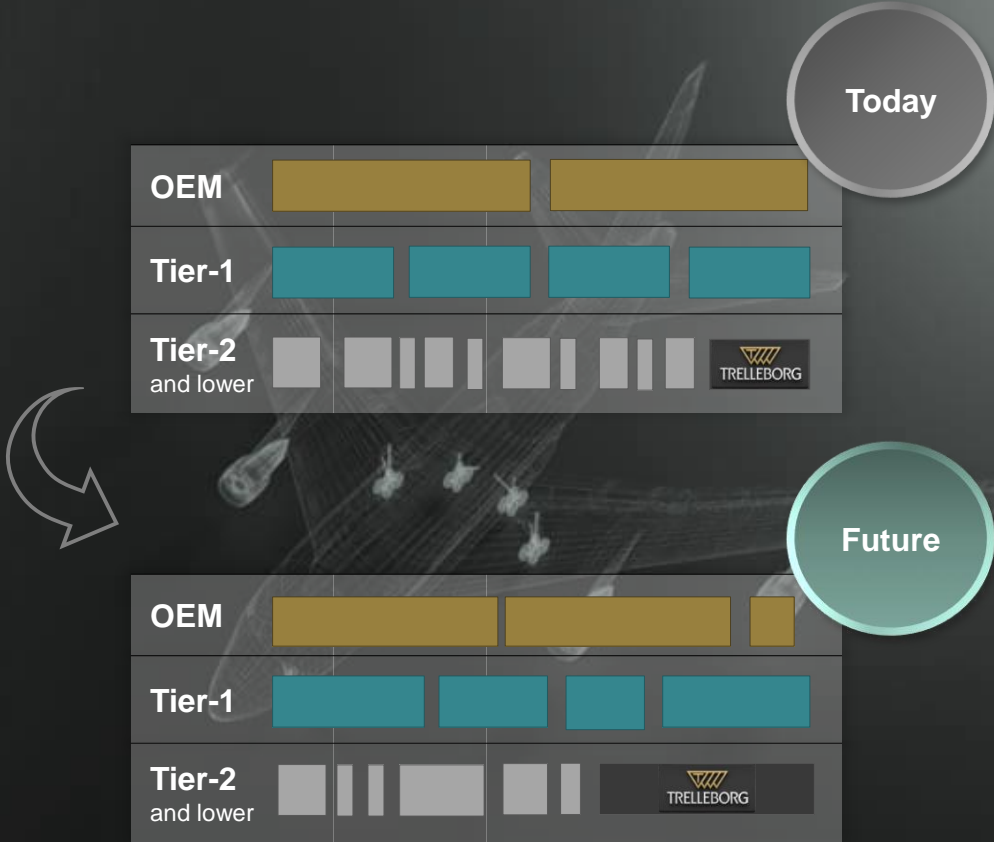
Airbus
CityAirbus NextGen



Volocopter
Multirotor helicopter

Consolidation in aerospace ecosystem

- New OEM player entering markets
- Consolidation opportunities in Tier-2



Multiple synergistic acquisition opportunities

Recent examples



MG Silikon

SEK ~120 M

Total sales

Strengthening position in Europe

Broadening attractive silicone range

Integrated offering to customers

Rainier Rubber Company

SEK ~85 M

Total sales

Manufacturing footprint in America

Material approvals

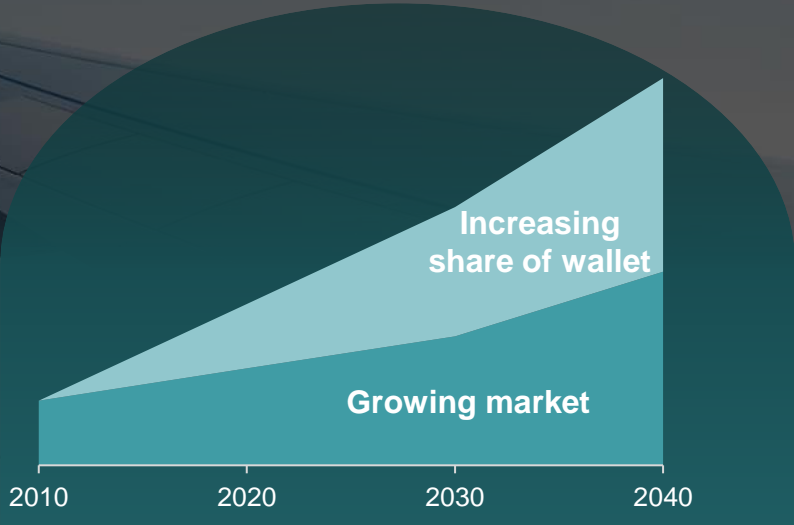
Proximity to key customers

Trelleborg benefiting from development in Aerospace

Supporting market trends

- Shift to sustainable aircrafts
- High pace of fleet renewal
- New markets emerging
- Market consolidation

Two-dimensional growth



Our ambition

2x

Sales in 2025



Sales

Strong tailwinds



**2x sales
by 2025**

Global leader in critical applications

Rapidly growing market

Expanding offering and increasing share of wallet

Multiple synergistic acquisition opportunities