



# Welcome to the World of Trelleborg

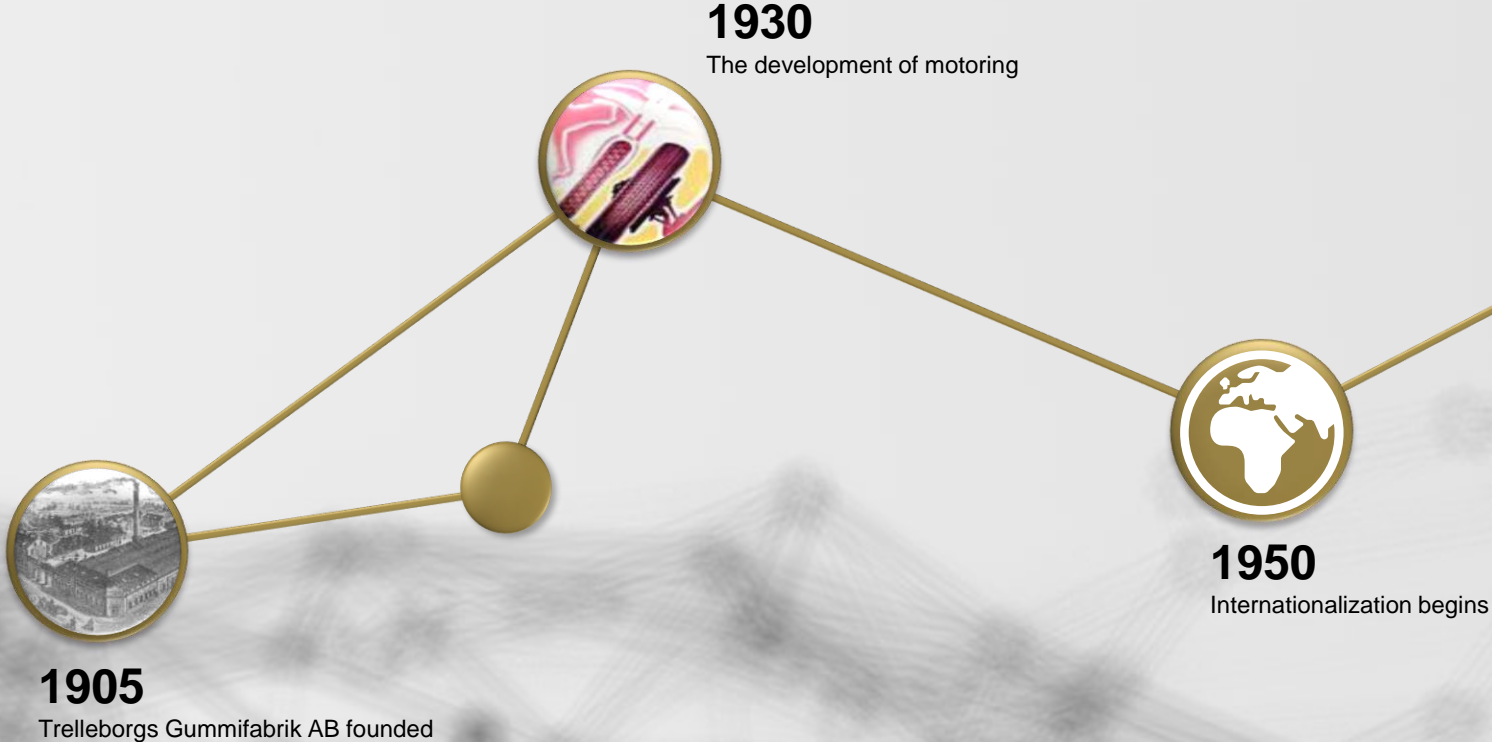
**Trelleborg Group Presentation 2023**

# Trelleborg Group – A world leader in engineered polymer solutions



Year 2022

# Our history in brief



**1970**

Industrial rubber products increases.  
Car and truck tires is phased out in 1975

**1999**

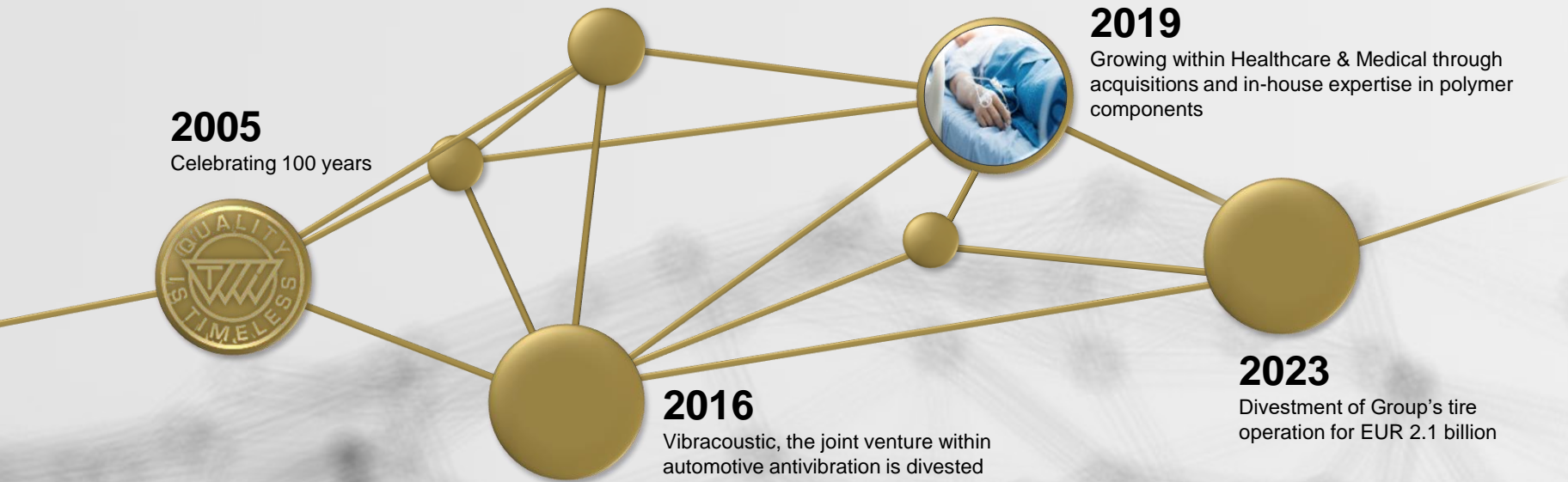
Focus on the industrial sector

**1990**

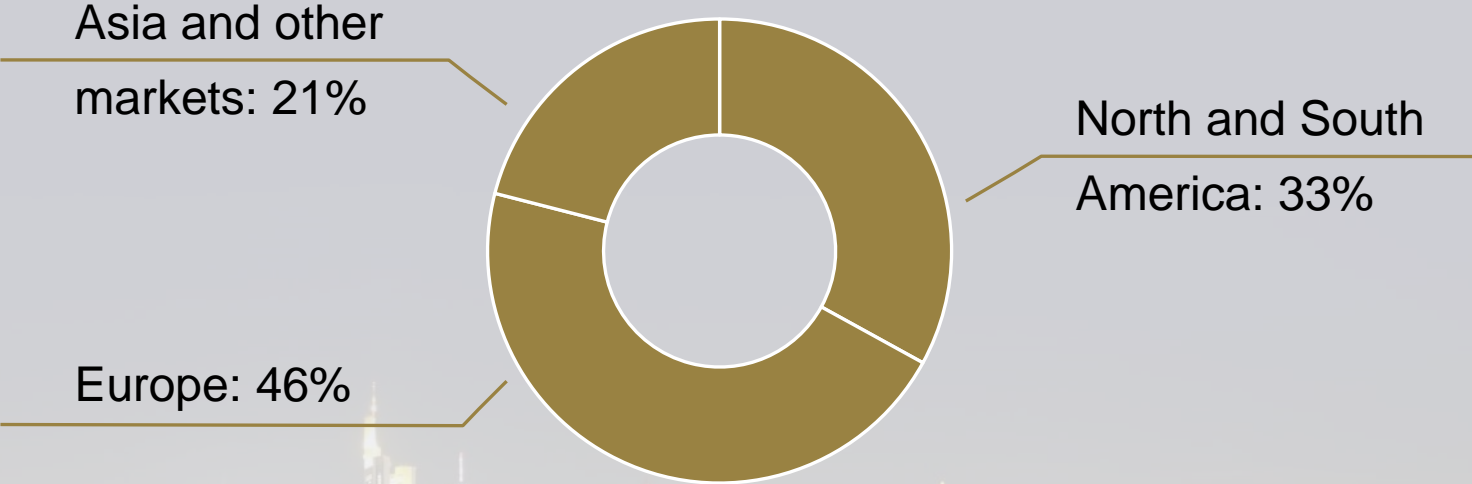
A conglomerate with sales of SEK 25.2 billion. Mines and metals dominated (Boliden)

**2003**

Acquisition of Smiths Group Plc's formed the Trelleborg Sealing Solutions business area



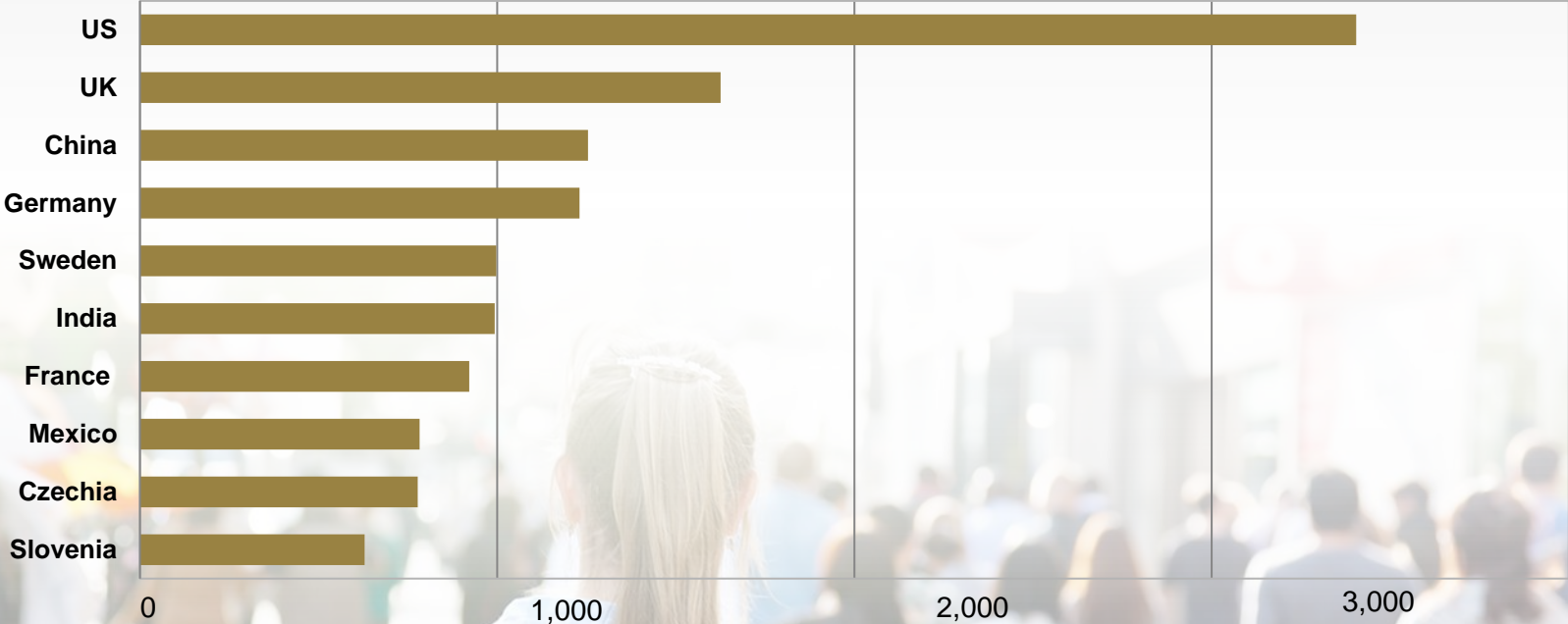
# Net sales per geographic market



Year 2022



# Operating countries with the most employees



Year-end 2022



# Vision and business concept

## Vision

We shall be the customers' **first choice** in our selected market segments, **creating value** through **engineered solutions**.

## Business concept

We **seal, damp** and **protect** critical applications in demanding environments.



# Core foundation

## Strategy

Our strategy is to secure leading positions in selected segments.

The strategy is supported by four cornerstones:

### Geographical balance

Presence in geographies that enable profitable growth.

### Portfolio optimization

Target attractive niche positions through adaptation of products and solutions and customer structures.

### Improved structure

Adapt structure, capacity and capabilities to support growth and efficiency.

### Excellence

Continuously improve and raise the bar across the business internal core processes.

# Seal, damp, protect

## Seal

To seal is to fill a gap when joining two static or moving (dynamic) surfaces, thereby separating different media from each other.

## Protect

To protect is to help the environment, people, infrastructure and other assets to manage the impact from natural and man-made forces.



## Damp

To damp is to absorb energy, thereby reducing vibration and noise.

# Net sales per industry

AEROSPACE

9%



AUTOMOTIVE

16%



HEALTHCARE  
& MEDICAL

8%



GENERAL  
INDUSTRY

67%



Year 2022

# Trelleborg's core capabilities

## How Trelleborg differentiates from competitors

Trelleborg leverages global strength and capabilities, while acting as a local partner to customers.

Local presence,  
global reach

Trelleborg should be best at understanding customers' applications, thereby adding the most value.

Applications  
expertise

Trelleborg should be the best at developing polymer-based solutions that optimize and accelerate customers' applications and processes.

Polymer  
engineering

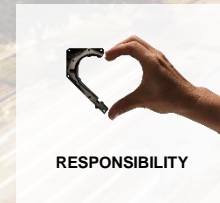
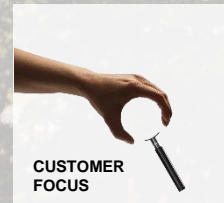
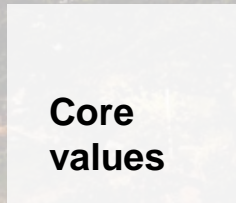
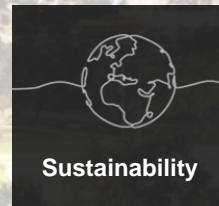
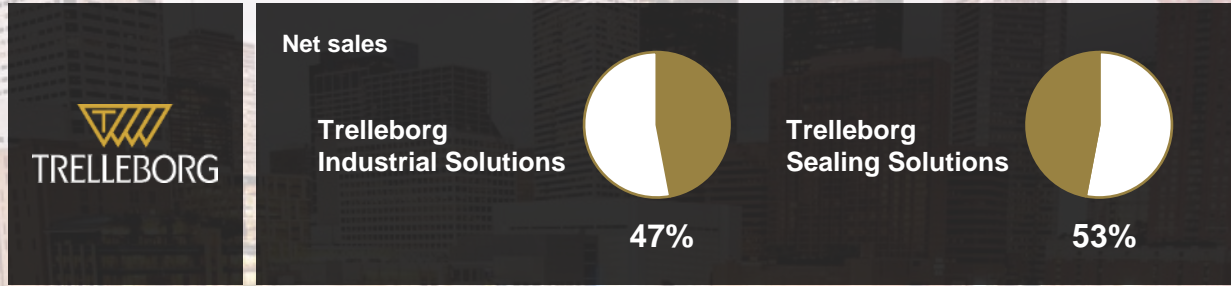
Trelleborg makes it easy to do business with the Group and integrates in close partnerships with customers.

Business  
accelerator

Customer  
integration

Powered by these core capabilities the aim is always to improve, accelerate and grow customers' businesses. Trelleborg grows with its customers.

# Trelleborg Group



Year 2022

# Trelleborg Industrial Solutions

Net Sales  
2022



**47%**

SEK 13,998 M  
EUR 1,317 M  
USD 1,385 M



**~6,200** employees

## Industries



- ▶ General industry incl. Healthcare & Medical
- ▶ Transportation equipment
- ▶ Infrastructure construction
- ▶ Aerospace
- ▶ Oil & gas
- ▶ Automotive

Trelleborg Industrial Solutions is a leading supplier of polymer-based critical solutions in selected industrial application areas and infrastructure projects.



# Trelleborg Sealing Solutions

Net Sales  
2022



**53%**

SEK 15,662 M  
EUR 1,473 M  
USD 1,549 M



**~9,500** employees

## Industries



- ▶ General industry incl. Healthcare & Medical
- ▶ Transportation equipment
- ▶ Agriculture
- ▶ Aerospace
- ▶ Oil & gas
- ▶ Automotive

Trelleborg Sealing Solutions is a leading global supplier of polymer-based critical sealing solutions and components deployed in aerospace, automotive general industry and healthcare & medical.



# Core foundation



## Leadership

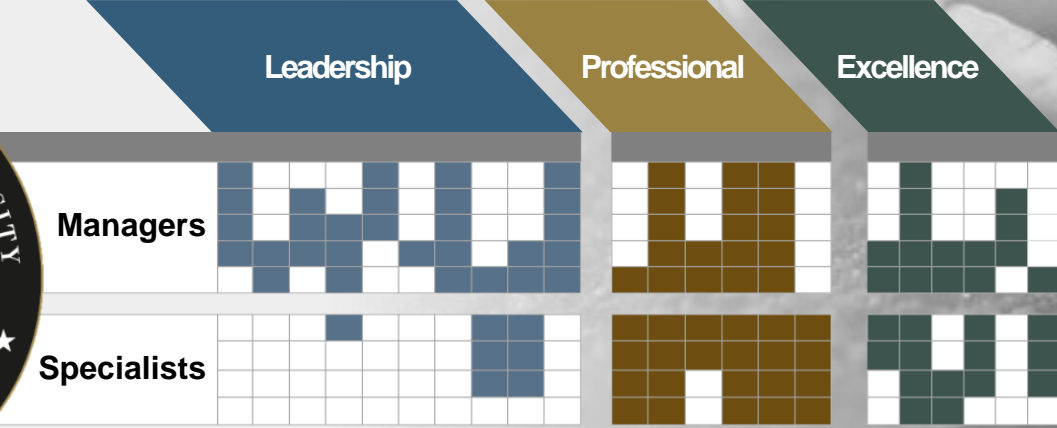
We create a **people excellence culture** in a global environment through **shared values** and **coaching leadership style**.



# Trelleborg Excellence



# Trelleborg Group University



**28,000**  
Trainings



# Our core values

## INNOVATION

We promote an innovative culture and attitude. Innovation is a key driver for our growth.



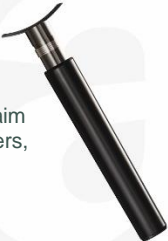
## RESPONSIBILITY

We all share responsibility for our company as a whole and for its results.



## PERFORMANCE

We shall perform better than our competitors.



## CUSTOMER FOCUS

Working in partnership, we aim to add value for our customers, as well as for Trelleborg.

# Sustainability

## Governance and responsibility



UN SDG:s and TCFD guidelines for transparency



**Governance and transparency**

- » UN human rights
- » ILO conventions
- » OECD guidelines
- » UN Global Compact

Internal governance



External audits

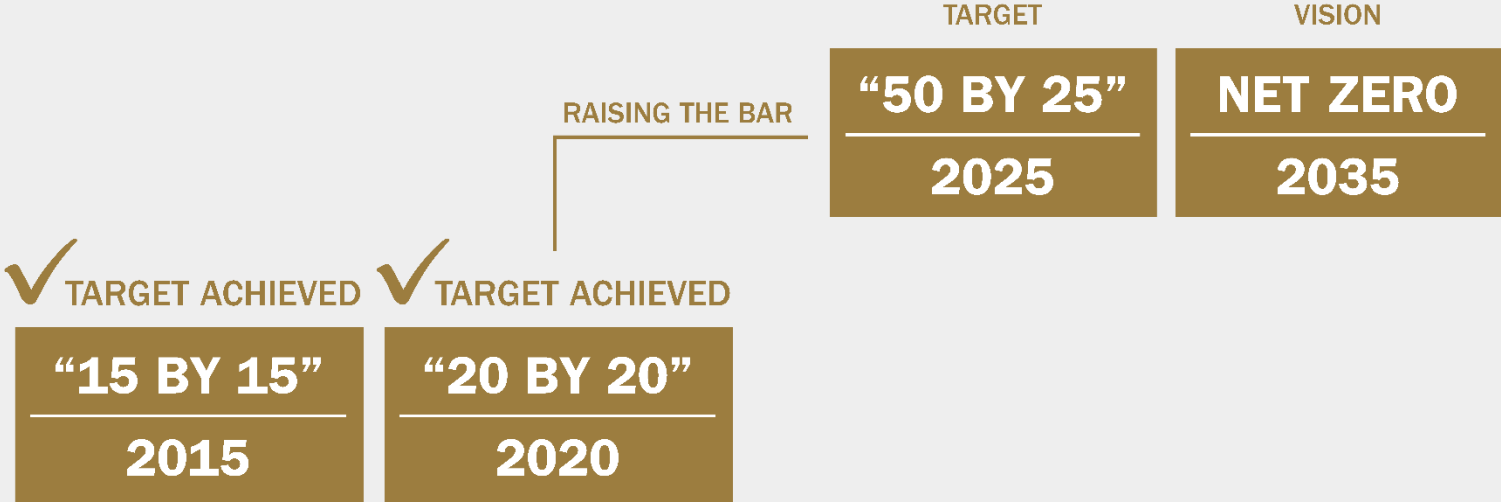


**GRI Standards guidelines**

- » Economic performance
- » Environmental performance
- » Social performance



# Our climate target and vision





TRELLEBORG