



Welcome to the World of Trelleborg



Trelleborg Sealing Solutions

Capital Markets Day 2014

Claus Barsøe, Business Area President

World leader in polymer sealing solutions

Trelleborg Sealing Solutions profile 2013, SEK M

7,093
Sales

33%
of Group Sales

1,486
EBIT

21.0%
Margin

- Headquarter in Stuttgart, Germany
- ~5,600 employees
- 24 manufacturing sites, 9 R&D centers, 4 logistics centers
- 56 marketing companies
- Leading market positions across a number of segments
- Extensive product range focused on high-value applications
- World-class engineering and proprietary materials technology

Sales split 2013 and main manufacturing sites

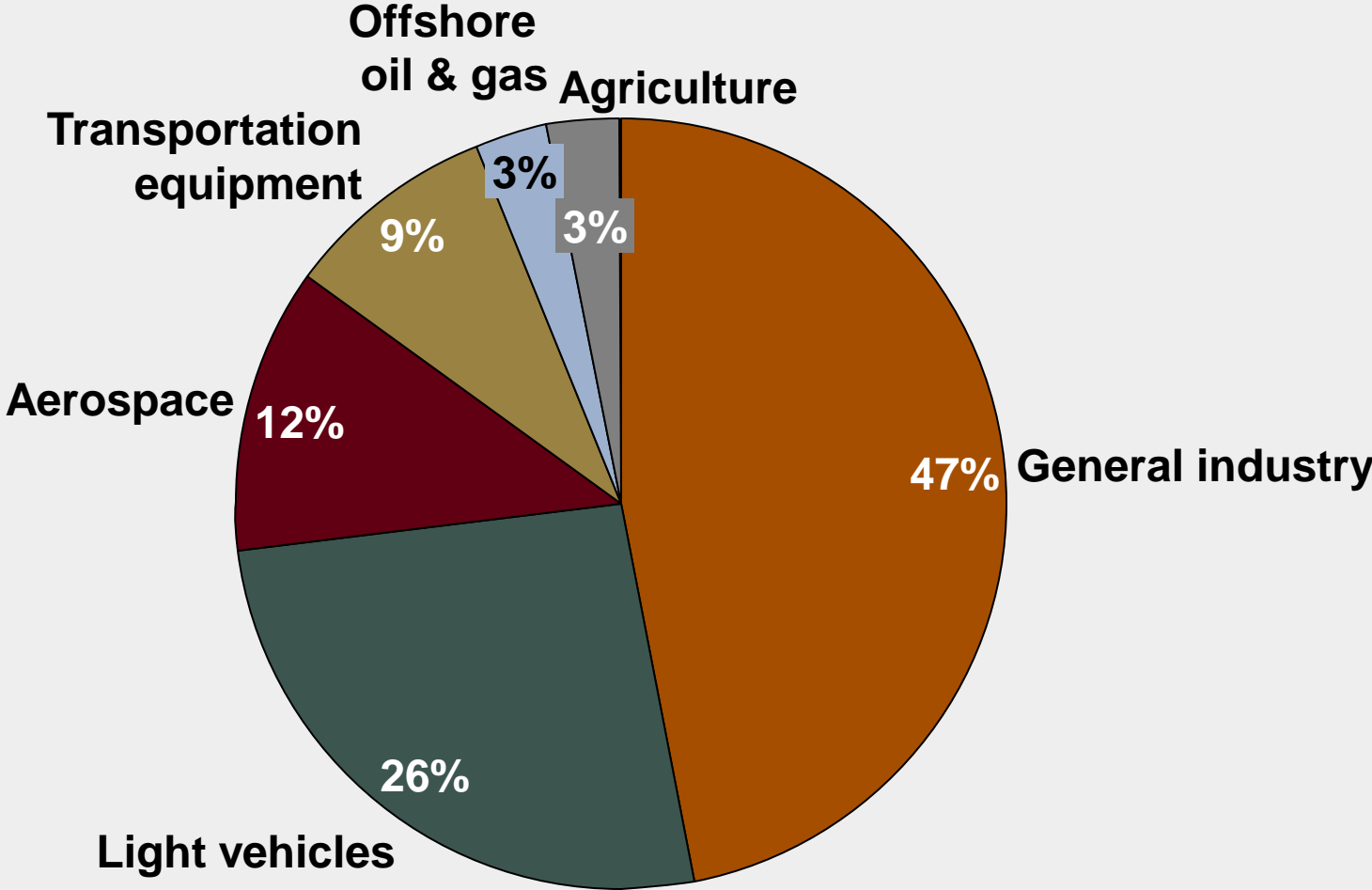
Western Europe
54%

North America
23%

Rest of the world
33%



Sales 2013 per market segment



Complete sealing solutions portfolio



Fluid Sealing Systems



Static Seals



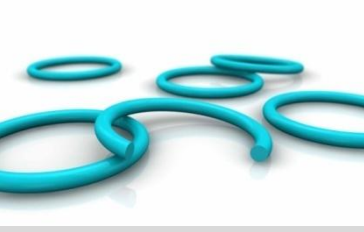
Bearings and Bushings



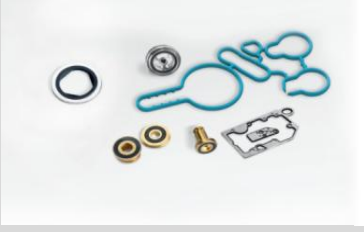
Rotary Seals



Pneumatic Seals



O-Rings



Engineered Molded Parts



Mechanical Face Seals (Heavy Duty Seals)



Brake Shims, Tuned Absorbers, Rubore® Seals



Assembly Units



Liquid Silicone Rubber (LSR)



Customized Aerospace Sealing

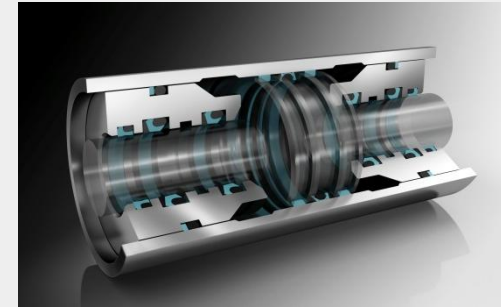
Strong competitive position



Deep know-how

in all end-user applications

We offer a **complete** product/solution portfolio



We are involved from **the engineering/ design phase**



From a customer perspective:
A-value / C-cost
products and solutions



Testing Facilities

we take the burden off the customer



Innovative in customer interface
we address future requirements today

Global leading positions

Competitive position, no. 1-3



Competitors

General Industry



Federal Mogul, Fenner, Freudenberg, NOK, SKF, Greene Tweed, Parker, Saint Gobain + many more

Light Vehicles*



Federal Mogul, Freudenberg, NOK, Parker, SKF, Wolverine + many more

Aerospace



Freudenberg, Greene Tweed, Hutchinson, Meggitt, Parker, Saint Gobain, TA Kirkhill + many more



Strategic priorities

1. Improve **global reach** by expanding **local presence** in selected markets
2. Increase **ease of doing business with us**
3. Retain **leadership in digital service tools** for engineers
4. Catalyze **business acceleration** for our customers
5. Focus on **expansion in existing segments**
6. Pursue **new niches**, consider supplementing **acquisitions**



Global but local: customer benefits

Local Presence

- Local contact and local application engineering
- Speaking the local language
- Always available for local meetings, trainings and seminars

Global Reach

- Global R&D capabilities
- Global manufacturing footprint
- Globally consistent supply chain management
- Web and mobile support tools



Make it EASY!

...for customers to do business with us!



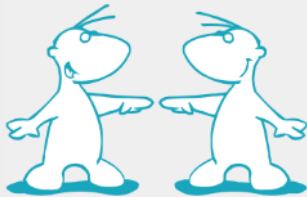
**Simplification of
Business
Processes**



**Customized User
Interface & Services
for Customers**



**Local Support &
Application
Engineering**



**Engineering &
Design Support
Tools & Apps**



**Collaboration &
Joint Engineering
Online**



**Advanced
Logistics & Special
Handling Services**



Advanced Delivery Services

Advanced Delivery Services add significant value to our best customers

2.

- Customized Supply Chain models that are flexible and scalable
 - Strategic sourcing services
 - Inventory management services
 - Customized order fulfillment programs
- Linking Trelleborg Sealing Solutions to the Customer – creating a Win/Win



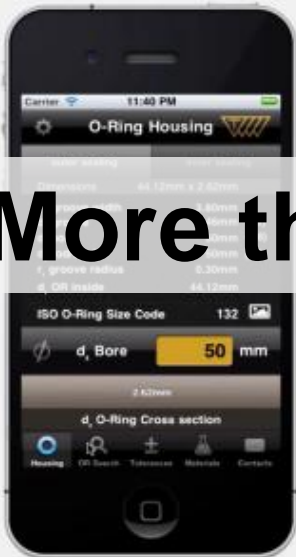
Website Services Technical Proposals Online



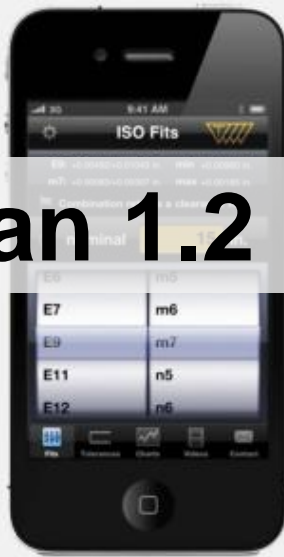


**Mobile Apps
Simplifying customers' life**

O-Ring Selector



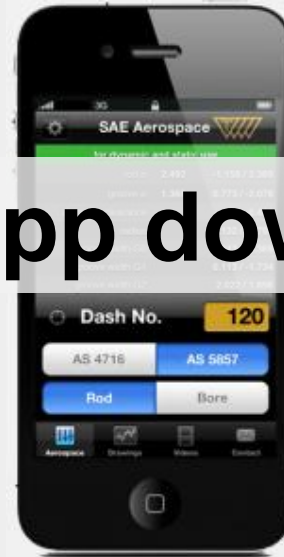
ISO Fits



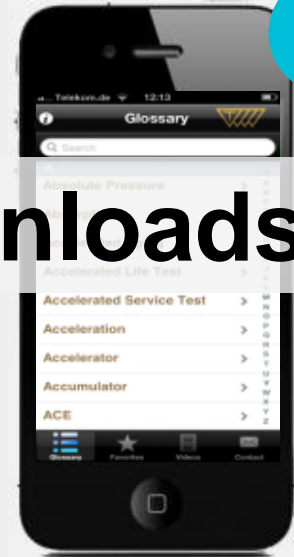
Converter



Aero Grooves



Tech Glossary



More than 1.2 million app downloads

Shim Selector



Seal Installation



Hose Selector



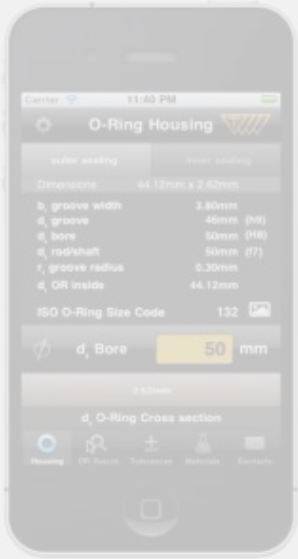
Hydraulic Calc.



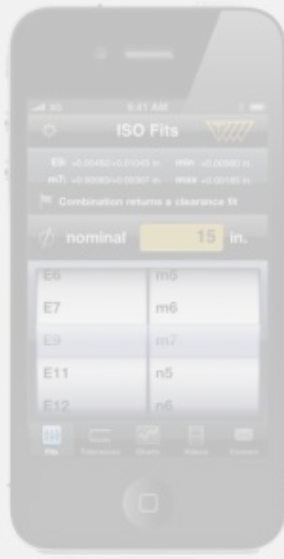
Area & Volume



O-Ring Selector



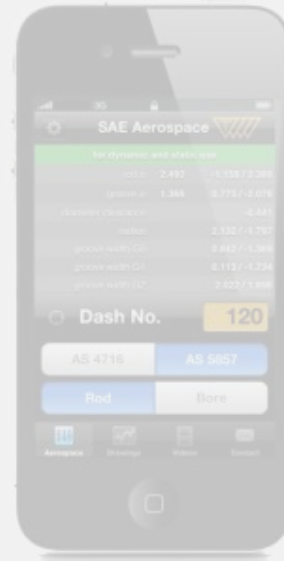
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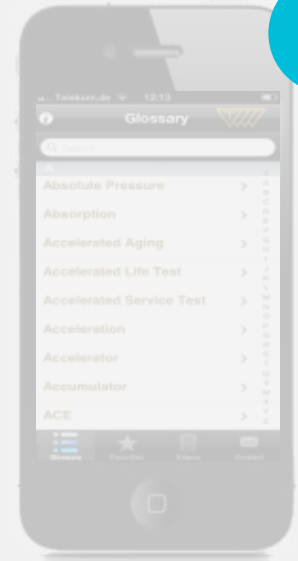
Converter



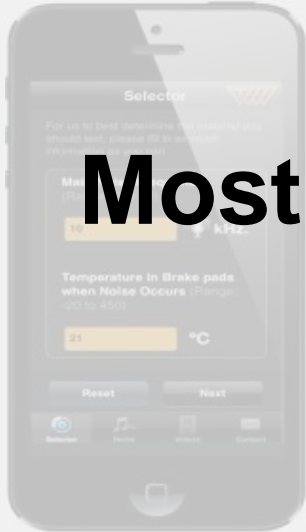
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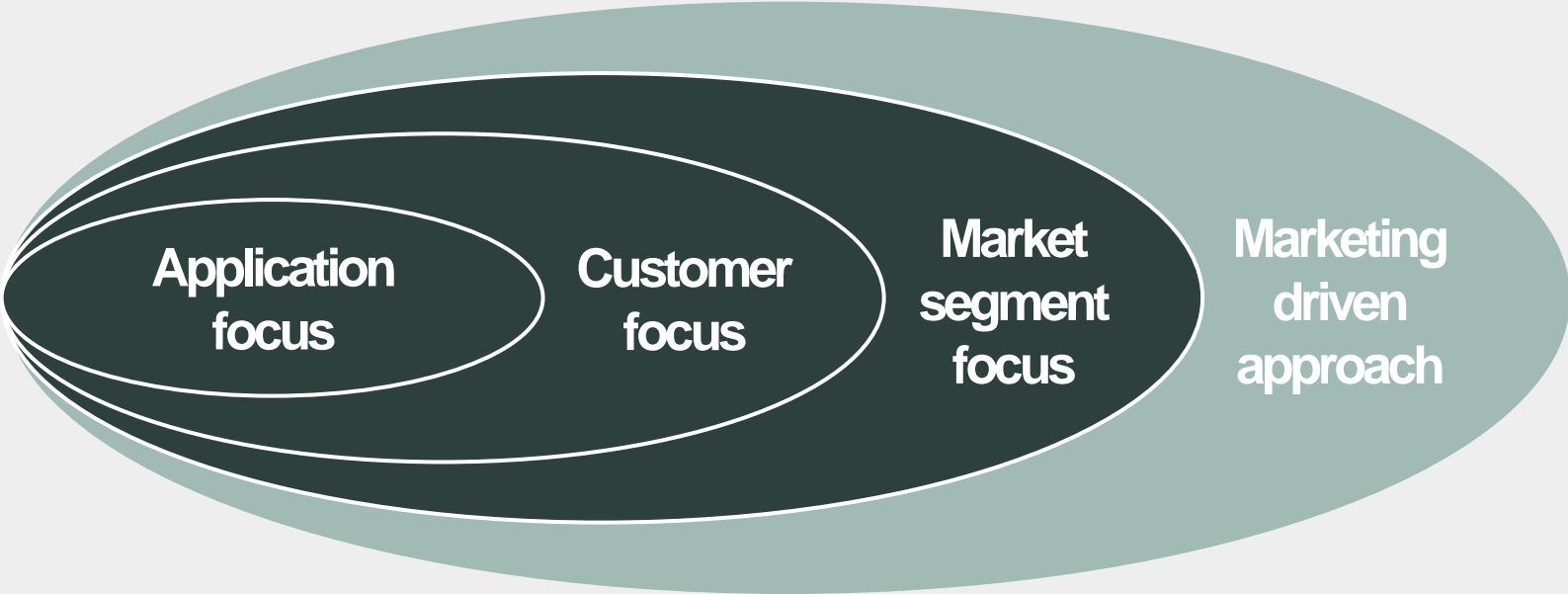
Area & Volume



Most popular converter for Apple devices in the world!

Staying ahead of customer expectations

Business Acceleration; our market approach

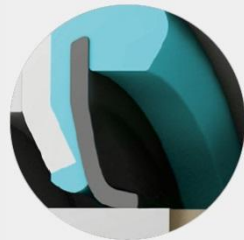


Breakthrough innovations for Business Acceleration

4.

Example; Turcon® Roto-L

- First application in tire inflation systems:
 - Only provides sealing when needed
 - Eliminates friction and torque
 - Extends seal life
 - Significant fuel consumption reduction



Off-highway vehicles



Long-based trucks and multi-trailer trucks



Super sports cars



Investments to create platforms for growth

- Further expansion of site capacities and capabilities in China and India
- Expansion of Swiss site and new facility in US to support Life Science growth
- New site in US for Aerospace, Oil & Gas and other demanding applications
- New facility in France to strengthen Aerospace presence
- Increased clean room capacity in UK for Semiconductor applications
- Expansion of IT capacities in India to support digital services



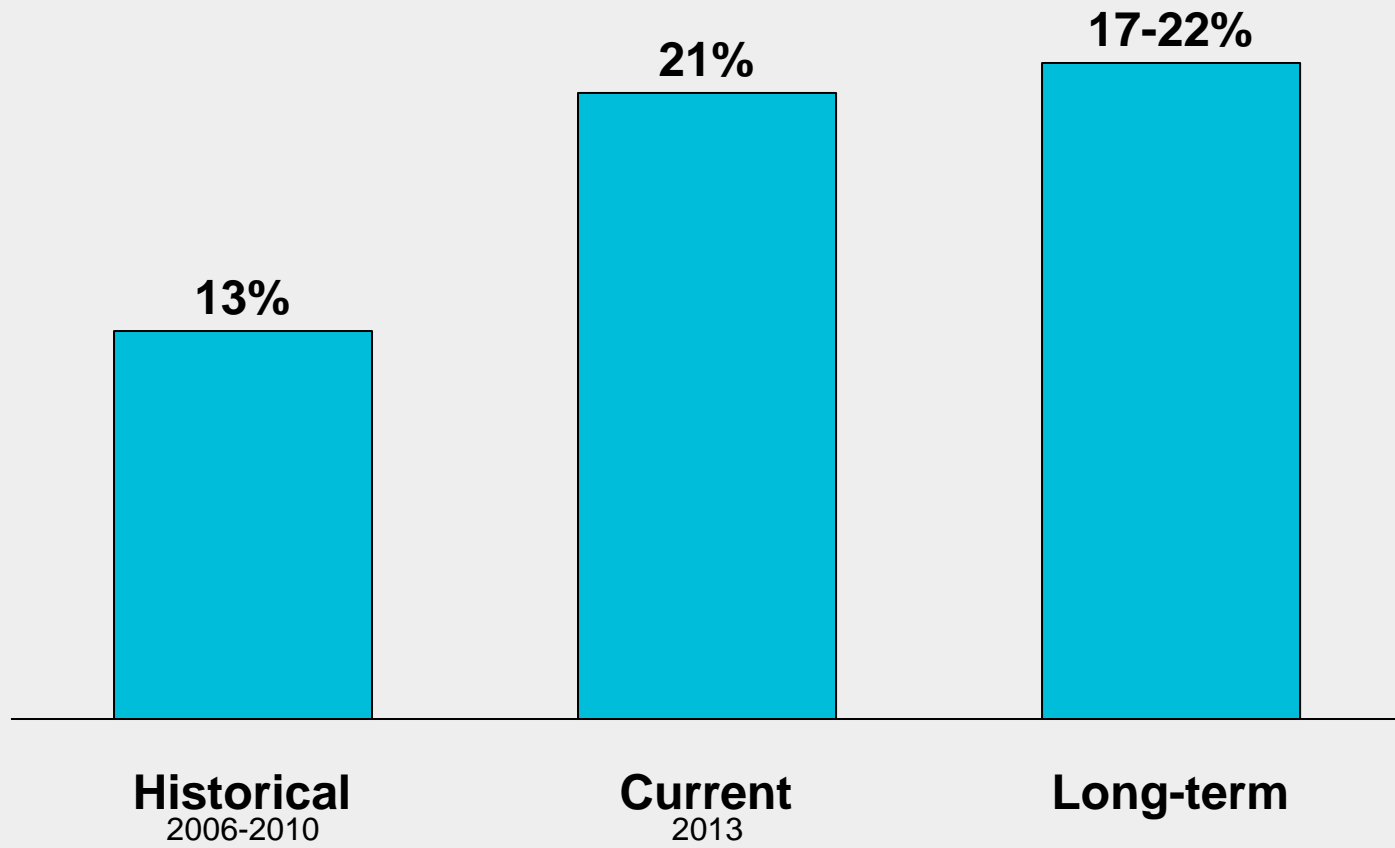
Growth in expanding and new segments

- Set up dedicated growth initiatives with segment specialists
- Develop new products, materials and service solutions
- Expand production capacities and capabilities
- Supplementary acquisitions to boost growth



Well developed business model generates sustainable high margins

EBIT-margin



Strategic priorities

**Global reach and
local presence**

**Ease of doing
business with us**

**Expansion in
existing segments**

**Leadership in
digital services**

**New niches,
possible acquisitions**

**Business
acceleration**





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