



# Welcome to the World of Trelleborg



# Strengthening our leading positions

**Capital Markets Day 2014**

Peter Nilsson, President and CEO

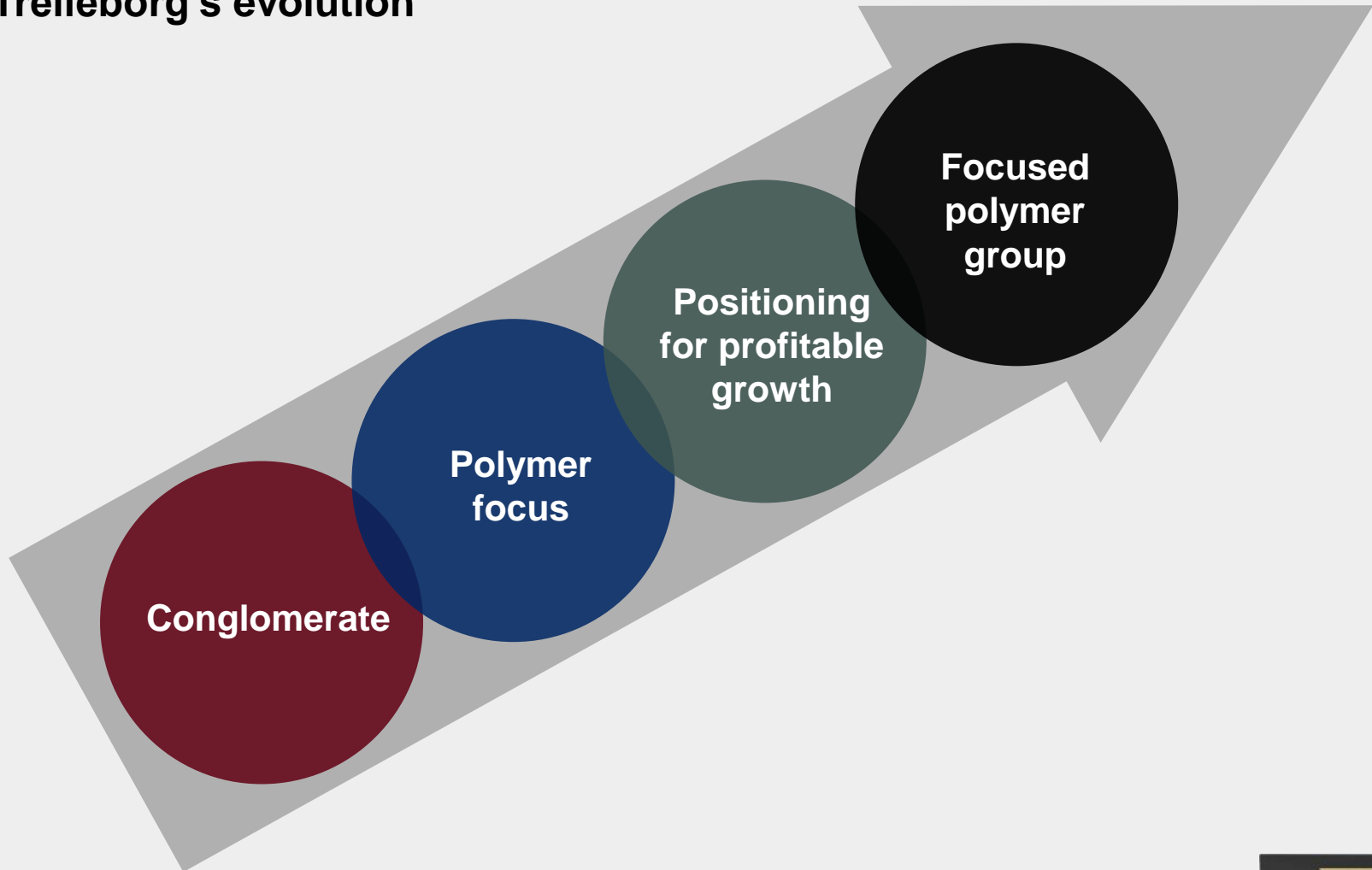


# Engineered Solutions From Space to Seabed



# From conglomerate to focused polymer group

Trelleborg's evolution



# A solid development

TrelleborgVibracoustic

- ▶ **Stand-alone** company
- ▶ **Global** organization established
- ▶ **Successful** integration
- ▶ Stand-alone **financing**
- ▶ **Solid** performance



# Summary – all this work results in

Further improving our...

- **geographical balance**

Further improving our...

- **business portfolio**

Further improving our...

- **segment positions**

Further improving our...

- **daily operations**

Further improving our...

- **margins and capital structure**



# Favorable segment fundamentals

## Segment trends and drivers



- Energy demand
- Advanced technology



- Urbanization
- Emerging markets



- Industrialization
- Mechanization
- Biofuels



- Emerging markets
- Increased travel



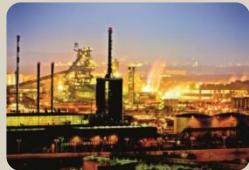
- Globalization
- Global trade

### Capital goods

49%

### General industry

40%



- Polarization
- Global partner
- Total value

### Light vehicles

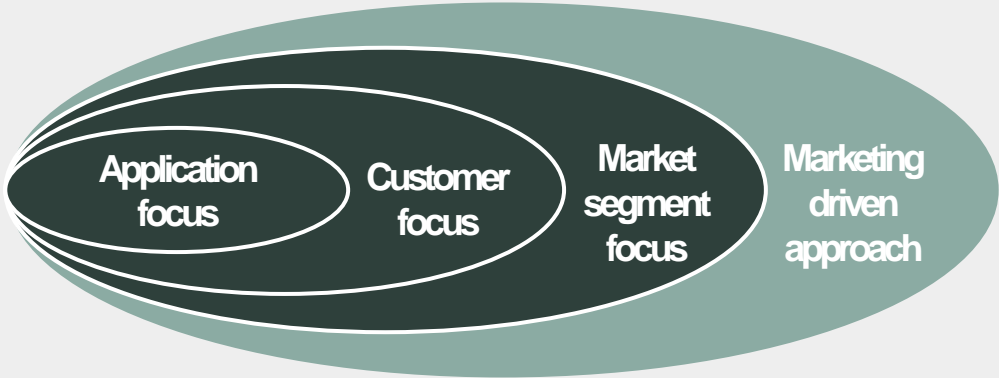


- Globalization
- Polarization
- Niche focus

11%

# Our overall strategy

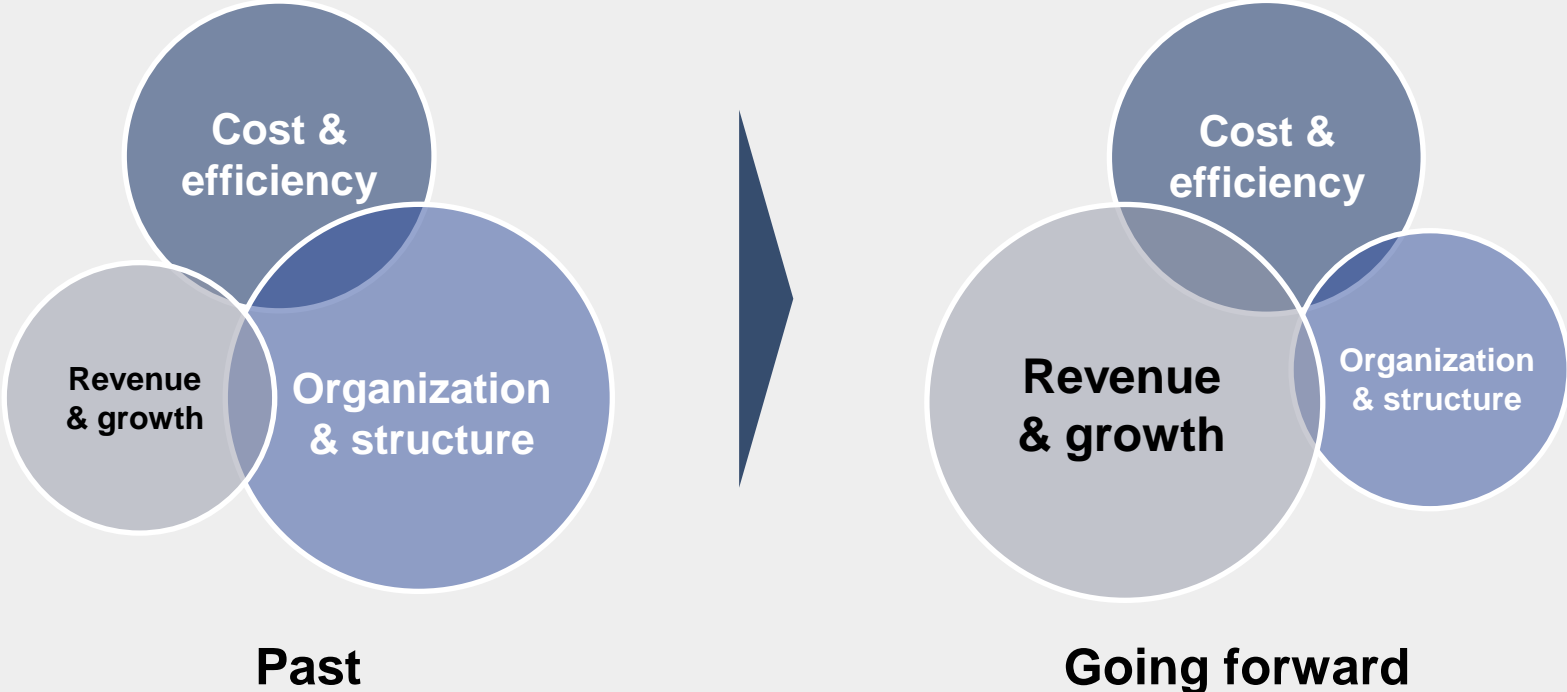
## Leading positions in selected segments





# Increasing focus on revenue and growth

Operational focus areas





**Gear up  
for Growth**

# Focus on our strategic cornerstones remains



Geographical  
balance

Portfolio  
optimization

Improved  
structure

# Focus on our strategic cornerstones remains



Manufacturing  
Excellence

Purchasing  
Excellence

Working Capital  
Excellence

Sales  
Excellence

A cluster of several interlocking gears in white and dark red, arranged in a diagonal pattern.

**Applications  
expertise**

A cluster of several interlocking gears in white and dark teal, arranged in a diagonal pattern.

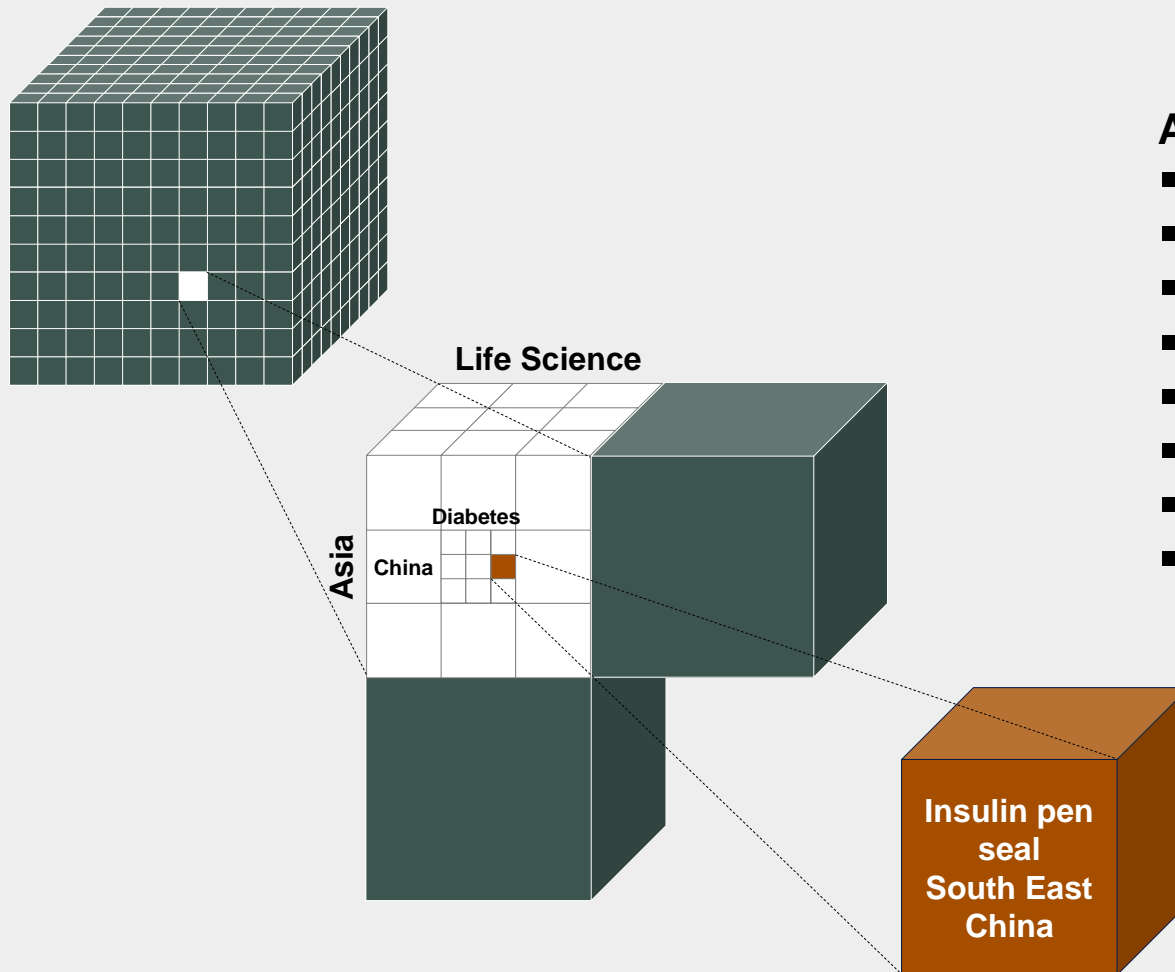
**Customer  
integration**

A cluster of several interlocking gears in white and orange, arranged in a diagonal pattern.

**Business  
accelerator**

# A granular perspective on growth

Making the right choices about where to compete



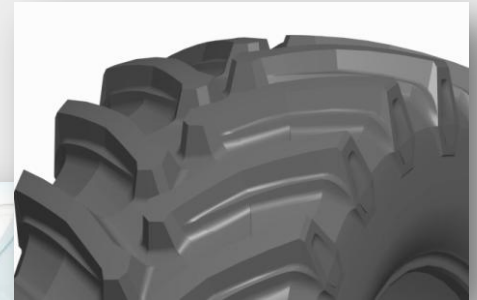
## A granular perspective on

- Segments
- Sub-segments
- Verticals
- Geographies
- Local regions
- Applications
- Products
- Customers

# Multidimensional growth based on excellent positions

Further exemplified in business area presentations

Differentiation



Customer communication



Innovation



Segment

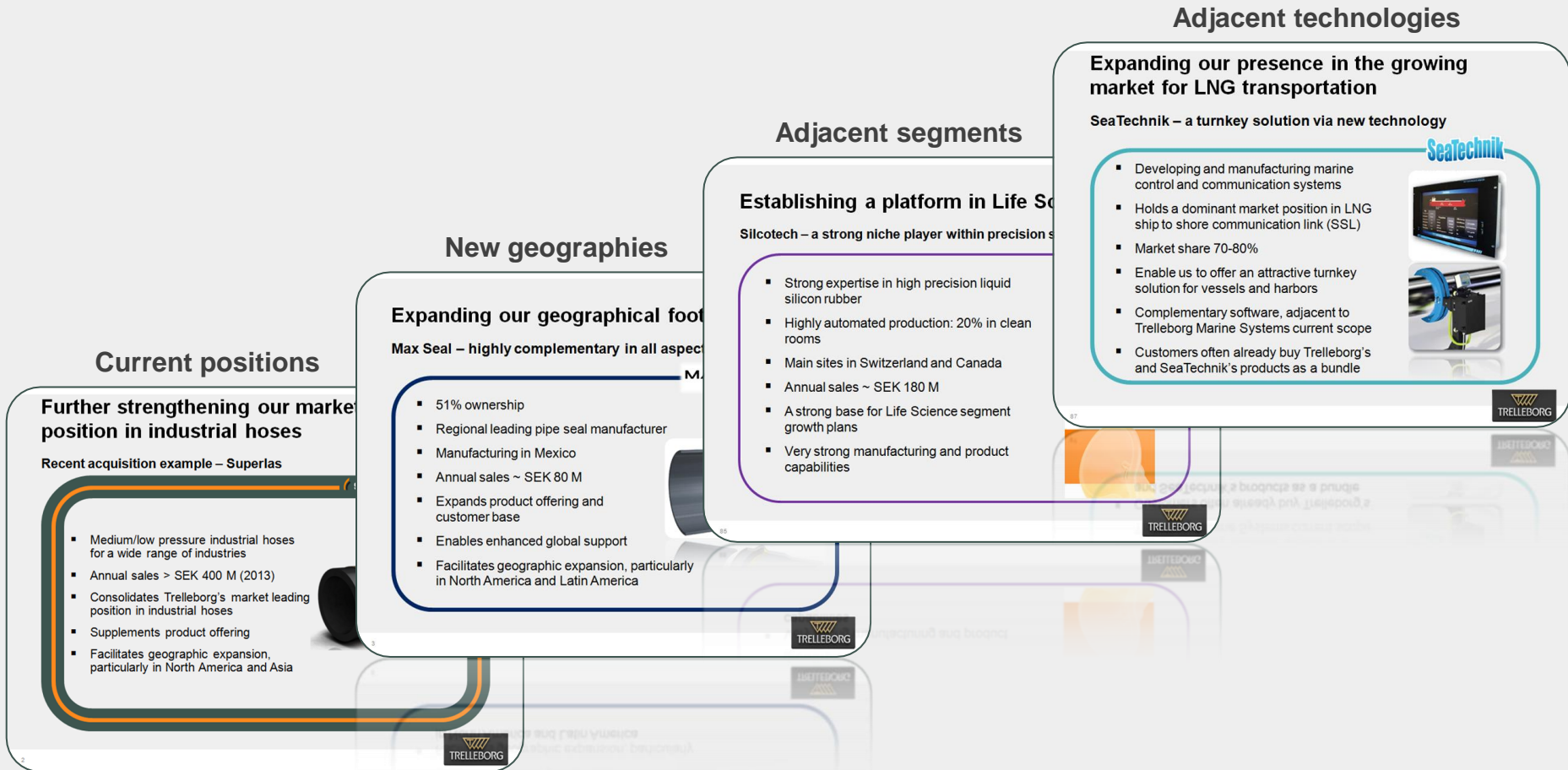


Geography



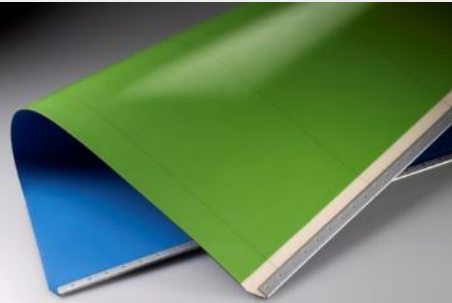
# Catalyzing growth through acquisitions

## Our acquisition focus





# Creating the new Trelleborg



**Most  
complete**  
offering

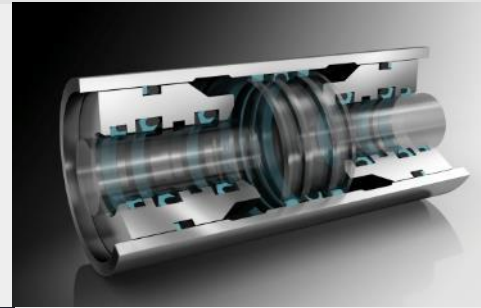
High degree of  
**customer-unique  
solutions**

**Global  
and  
local**



**Premium  
positioning**

strong brand supported by  
strategic marketing



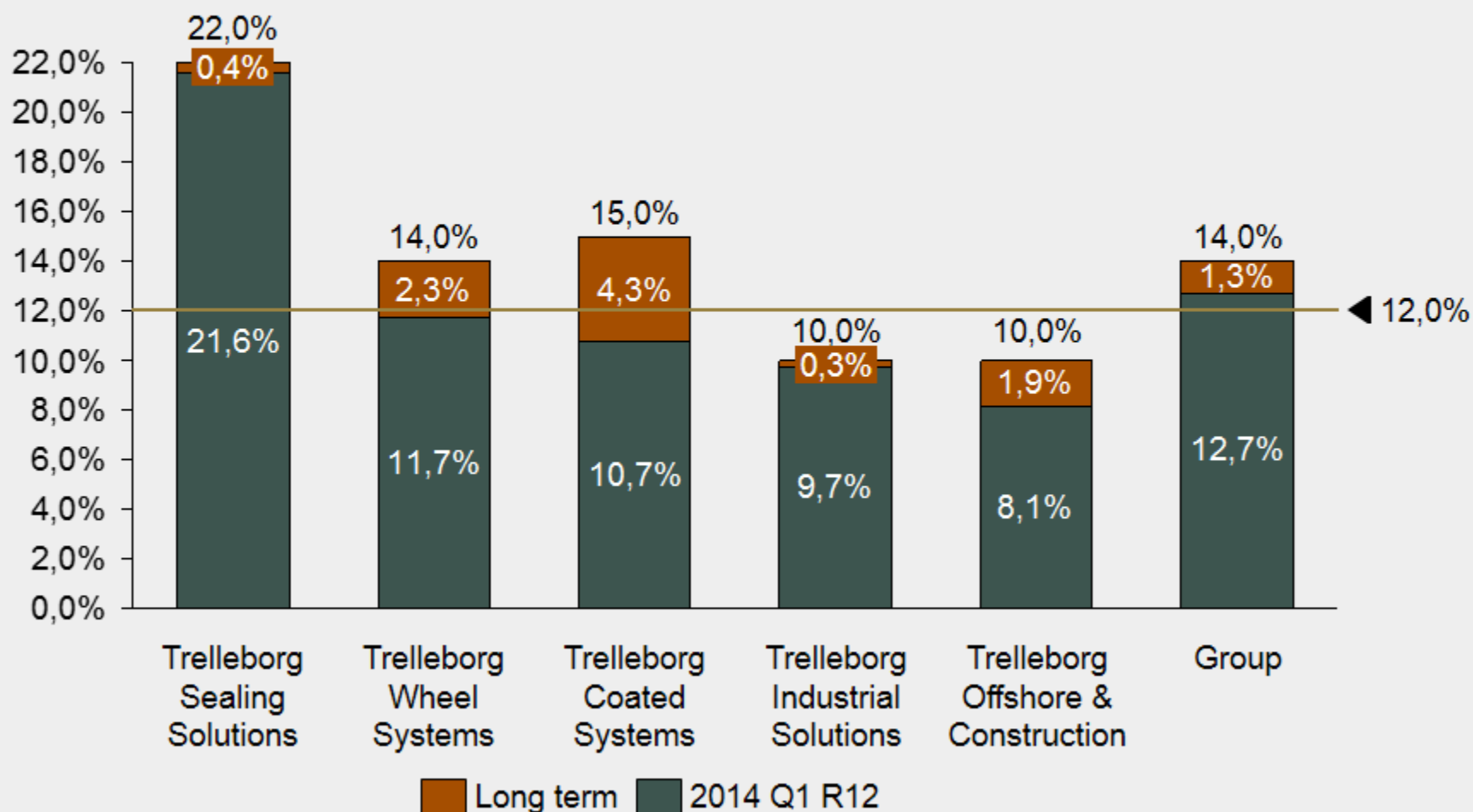
Focus on  
**attractive  
segments**



When failure is  
**not an option**

# Operating margin aspirations<sup>1</sup>

## EBIT-margin



<sup>1</sup> Continuing operations excl. items affecting comparability and excl. TrelleborgVibracoustic

# Our journey continues – securing our leading positions and expanding the business

## We continue raising the bar

- Focused polymer group
- Leading positions in selected markets and segments
- Favorable segment fundamentals
- Solid structure, and focused organization
- Well prepared for expansion – gear up for growth

# Our journey continues – securing our leading positions and expanding the business

## We continue raising the bar

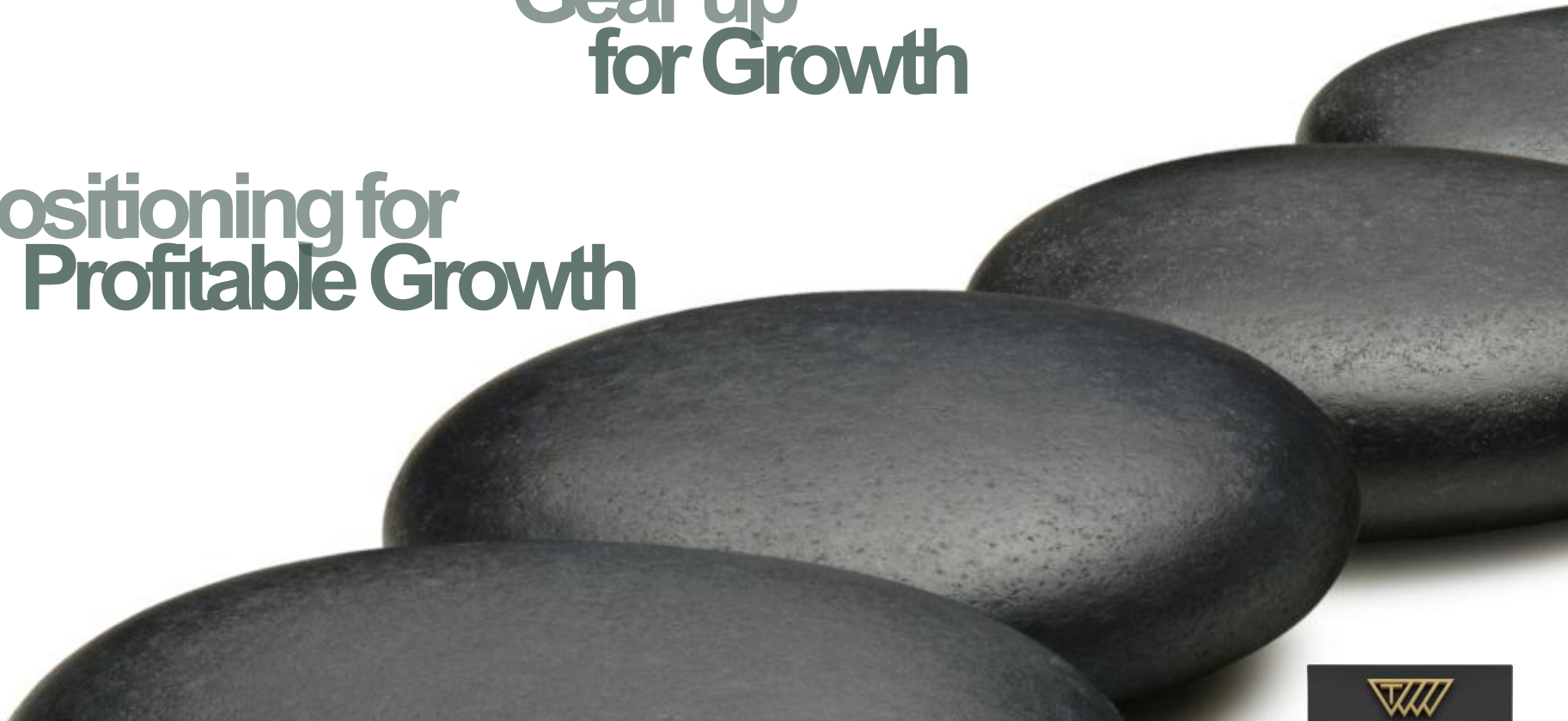
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- Leading positions in selected markets and segments
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**Innovation and  
Value Creation**

**Gear up  
for Growth**

**Positioning for  
Profitable Growth**





# Thank you for Your attention!

## Capital Markets Day 2014

Peter Nilsson, President and CEO





## The CMD continues

- You are most welcome to join us for dinner, entertainment and drinks
- Berns hotel, room 'Katthavet'
- After dinner, drinks will be served in 'Spegelbaren' (2<sup>nd</sup> floor) – take the opportunity to mingle with Trelleborg management!