



Welcome to the World of Trelleborg

A photograph of an offshore oil rig at night, illuminated by blue and white lights. The rig is reflected in the water. In the foreground, there are large, dark, curved structures, possibly part of a ship or another rig, framing the view.

Trelleborg Offshore & Construction

Capital Markets Day 2014

Fredrik Meuller, Business Area President



World leader in selected project niches

Trelleborg Offshore & Construction profile 2013, SEK M

3,587
Sales

17%
of Group Sales

274
EBIT

7.6%
Margin

- HQ in Trelleborg, Sweden
- ~2,100 employees
- 20 manufacturing sites in 7 countries
- Local presence, Global reach
- Critical solutions in demanding contexts
- Proven project management track record
- A unique value proposition

Sales split 2013 and main sites

Western Europe

44%

North America

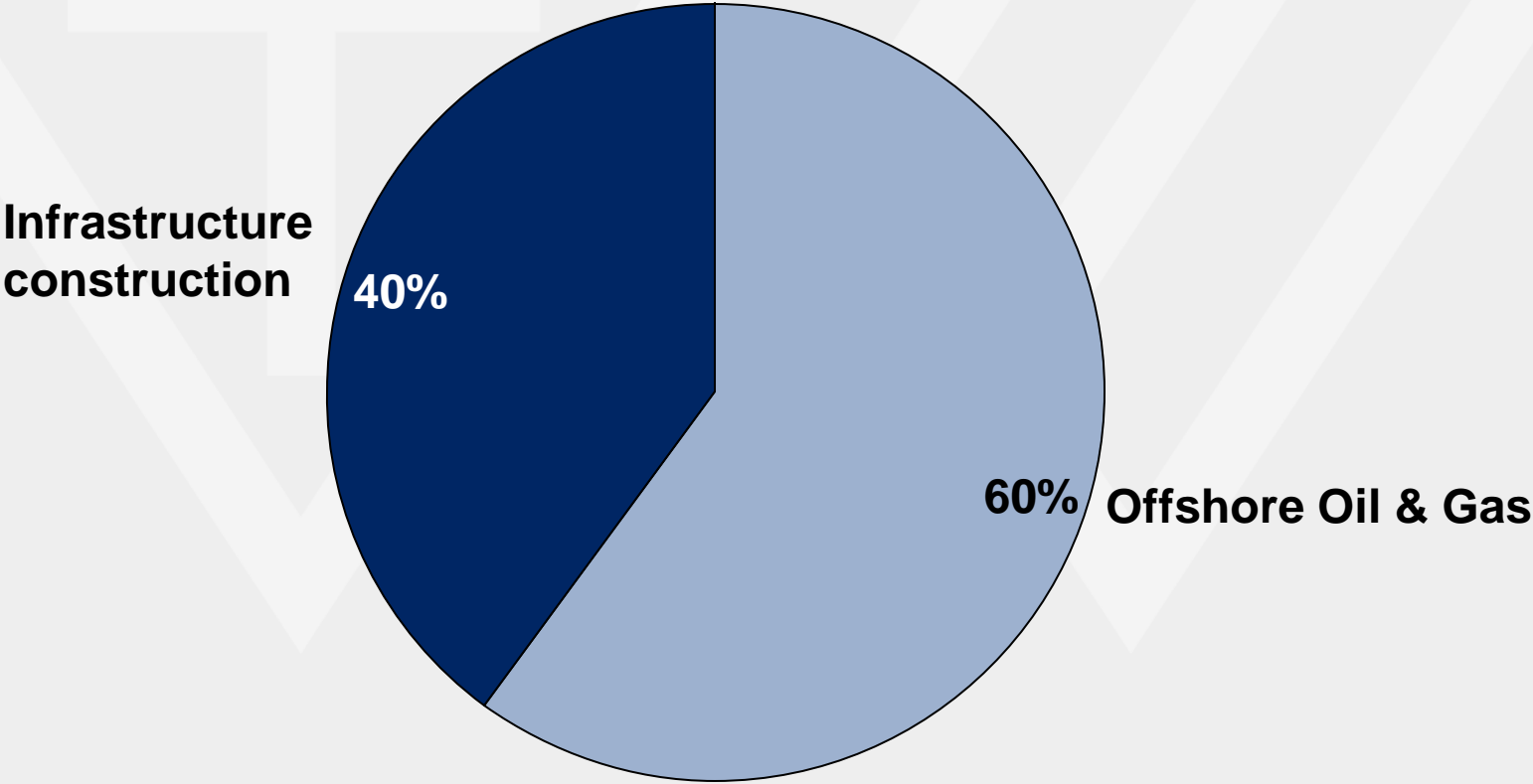
15%

Rest of the world

41%



Sales 2013 per market segment



Note: Split varies due to project and cyclical effects



Critical solutions in demanding contexts – *when failure is not an option*

Offshore Oil & Gas



TRELLEBORG Offering

- Subsea buoyancy
- Thermal insulation
- Bend restriction
- Flow-line protection
- Fire protection
- Engineered solutions

Applications

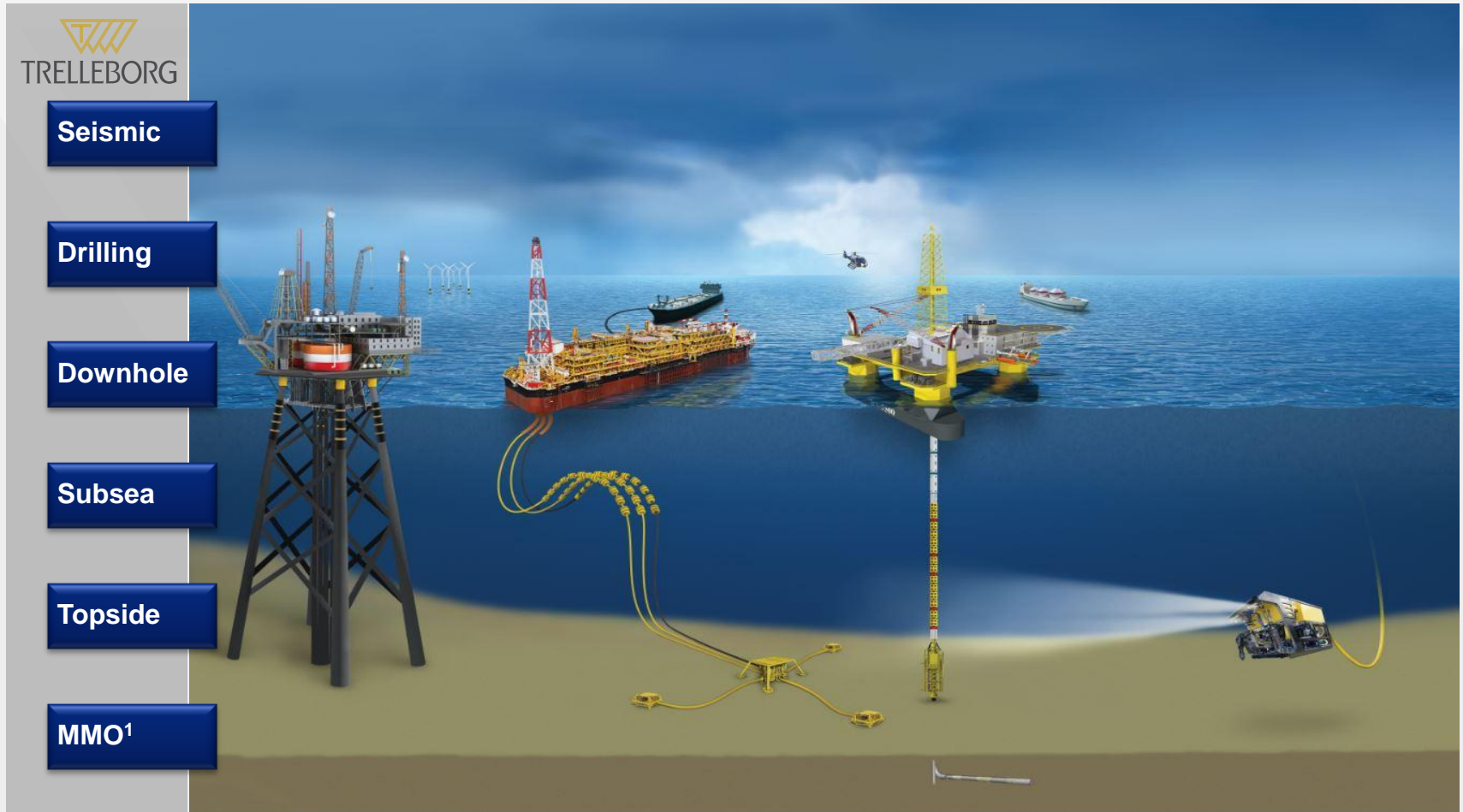


Customers

- Contractors
- System suppliers
- Energy companies
- Shipyards

A critical component supplier – from exploration to production

Offshore Oil & Gas




¹ Maintenance, Modification, Operations

A critical component supplier – from exploration to production

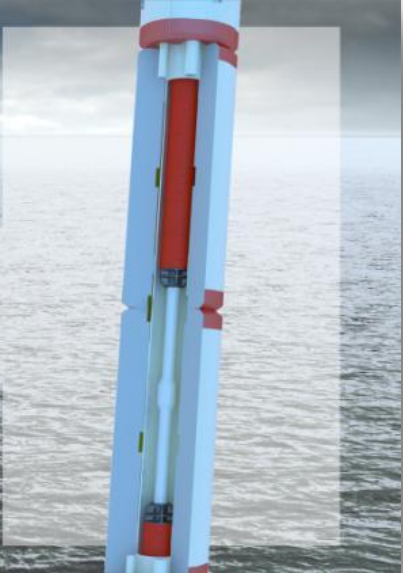
Offshore Oil & Gas | Drilling










TRELLEBORG

- Seismic
- Drilling
- Downhole
- Subsea
- Topside
- MMO¹

Segment	Applications	Customers	Competitors
<ul style="list-style-type: none"> ▪ E&P² spending USD 72 B p.a. ▪ Growth 2-5% 	<ul style="list-style-type: none"> ▪ Clamps ▪ Riser protection ▪ Buoyancy ▪ Repair 	 	  

¹ Maintenance, Modification, Operations

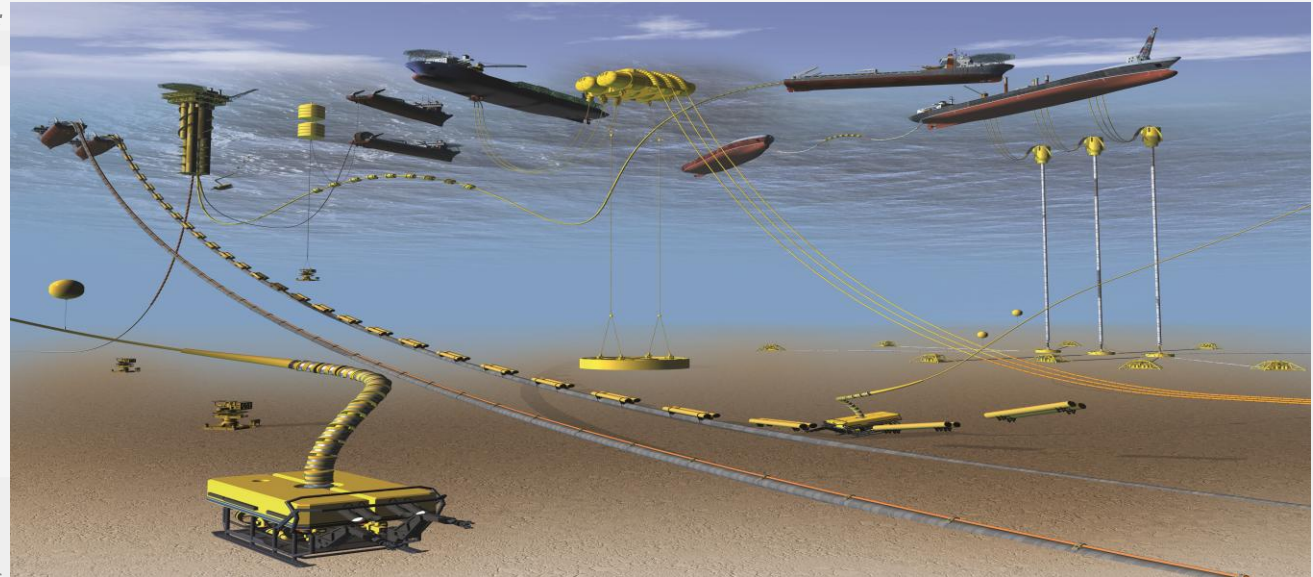
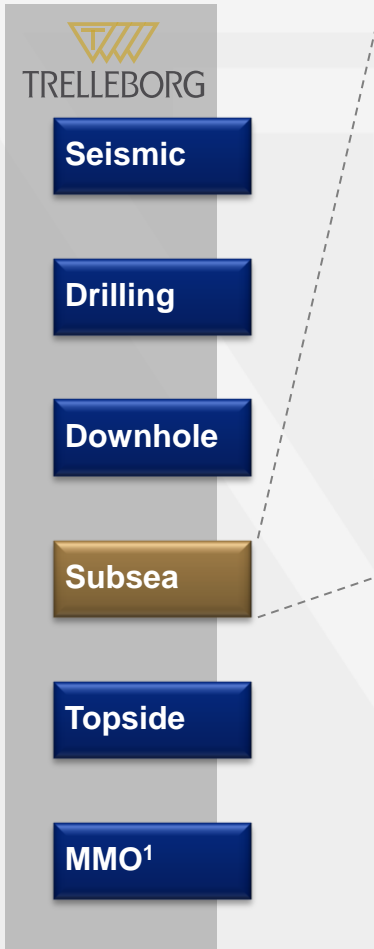
² Exploration & Production

Source: INTSOK; Rystad Energy; Trelleborg analysis



A critical component supplier – from exploration to production

Offshore Oil & Gas | Subsea



Segment

- E&P² spending USD 40 B p.a.
- Growth 15-20%

Applications

- Bend stiffeners
- Corrosion protection
- Thermal insulation
- Buoyancy

Customers



Competitors



¹ Maintenance, Modification, Operations

² Exploration & Production

Source: INTSOK; Rystad Energy; Trelleborg analysis

A critical component supplier – from exploration to production

Offshore Oil & Gas | Topside and MMO¹



Seismic

Drilling

Downhole

Subsea

Topside

MMO¹



Segment

- E&P² spending USD 140 B p.a.
- Growth 5-10%

Applications

- Corrosion protection
- Fire protection
- Sealing & Vibration Damping

Customers



Competitors



¹ Maintenance, Modification, Operations

² Exploration & Production

Source: INTSOK; Rystad Energy; Trelleborg analysis



Critical solutions in demanding contexts – *when failure is not an option*

Infrastructure Construction



TRELLEBORG Offering

- Tunnel sealing
- Load management
- Seismic protection
- Dredging
- Fender systems
- Docking & Mooring
- Vessel technology
- Engineered solutions

Applications



Customers

- Contractors
- Energy companies
- Port owners
- Ship owners
- Ship builders
- Public authorities

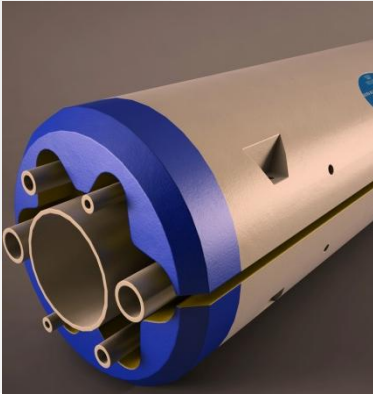
A unique value proposition



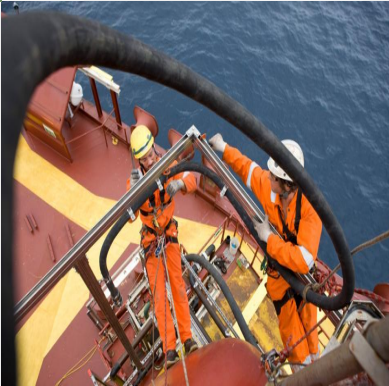
Broadest offering
across value chain



Polymer engineering
and
applications expertise



Local presence
global reach



Second-to-none
project management
track record


















Financial backing
from a large and stable owner



Undisputed leader in selected niches

Competitive position, no. 1-3

				Competitors
Polymer solutions for Offshore Oil & Gas				Matrix, Balmoral, Cuming + niche players
Infrastructure systems				Dätwyler, Mageba, OKI + niche players
Marine fender systems				Bridgestone, Sumitomo, Shibata, Yokohama, FenderTeam, Fendercare + niche players
Docking & Mooring systems				Marimatech, Mampaey, Strainstall + niche players

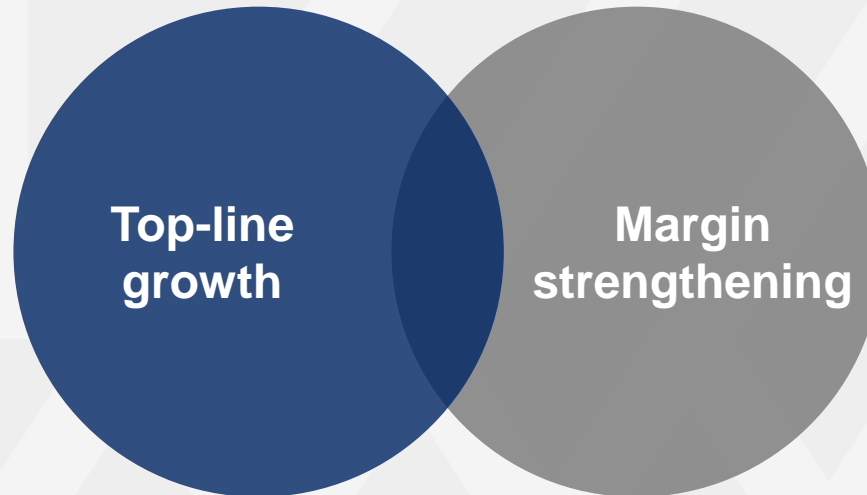
Strategic priorities

Our journey towards profitable growth

1. Exploit fundamentals in existing business

2. Pursue new growth options

- Solutions
- Segments
- Markets



3. Show market leadership

4. Leverage operational platform

5. Excel in Project Management

Talent and acquisitions
as catalysts

Attractive long-term fundamentals

Investment needs in energy and infrastructure

1.

Population growth



Globalization & increased trade



Aging infrastructure



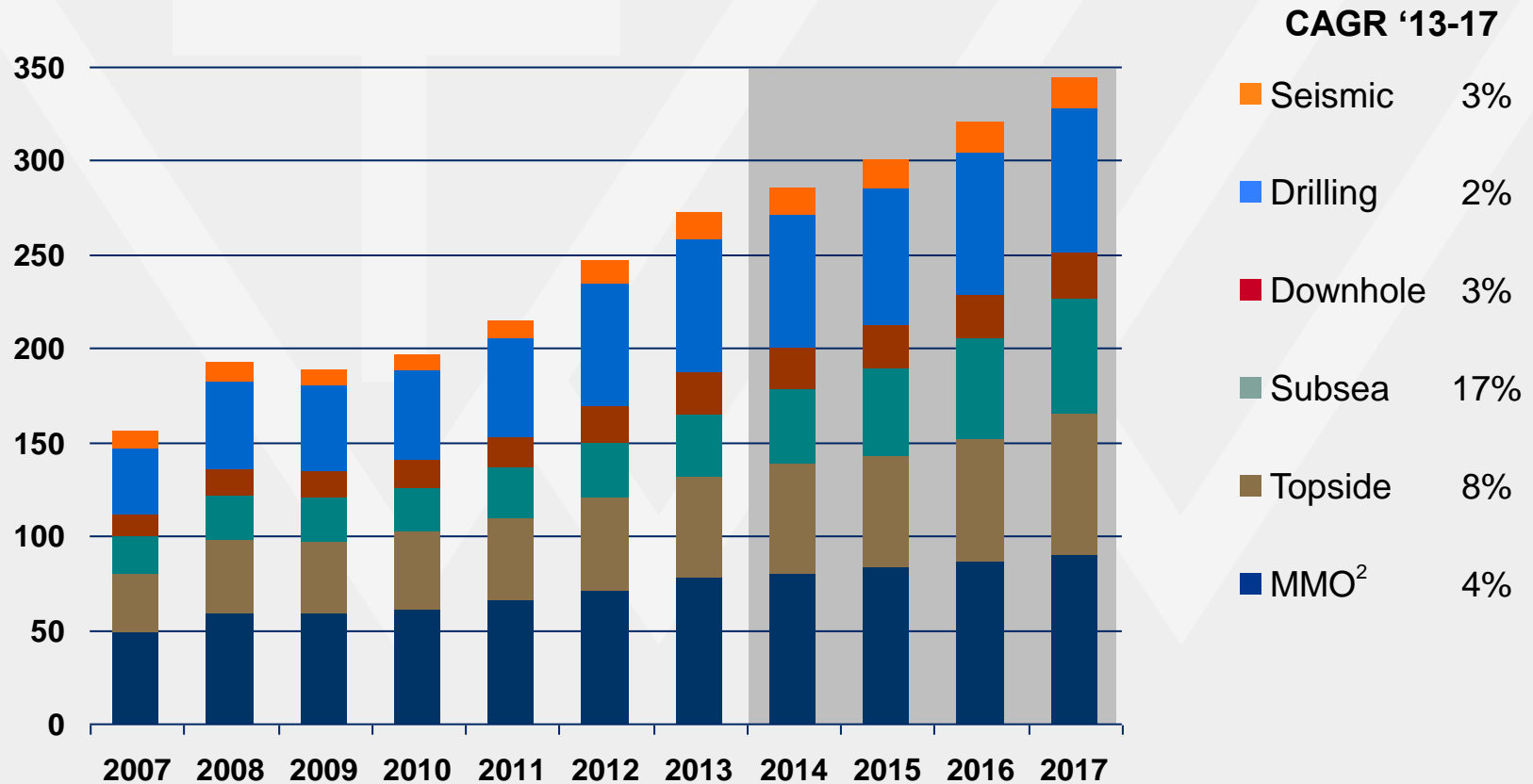
Industrialization & emerging markets growth



Healthy Offshore Oil & Gas growth – driven by oil price development

Global Offshore E&P¹ spending by segment, 2007-2017; USD B

1.



¹ Exploration & Production

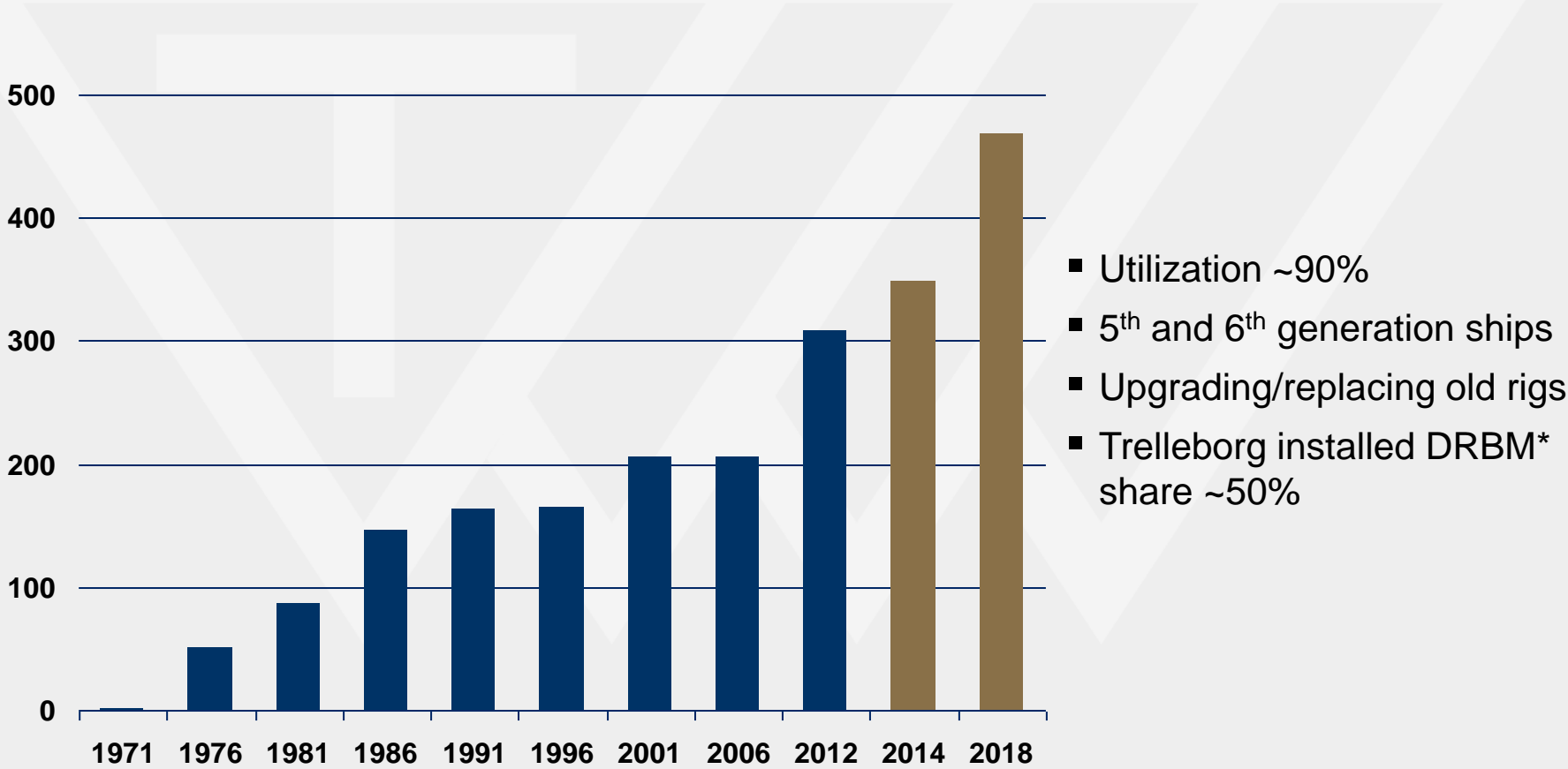
² Maintenance, Modification, Operations

Source: INTSOK; Rystad Energy; Trelleborg analysis

Continued growth of floating technology as a result of ultra-deep water developments

Global floater rig fleet count, 1971-2018E; Number

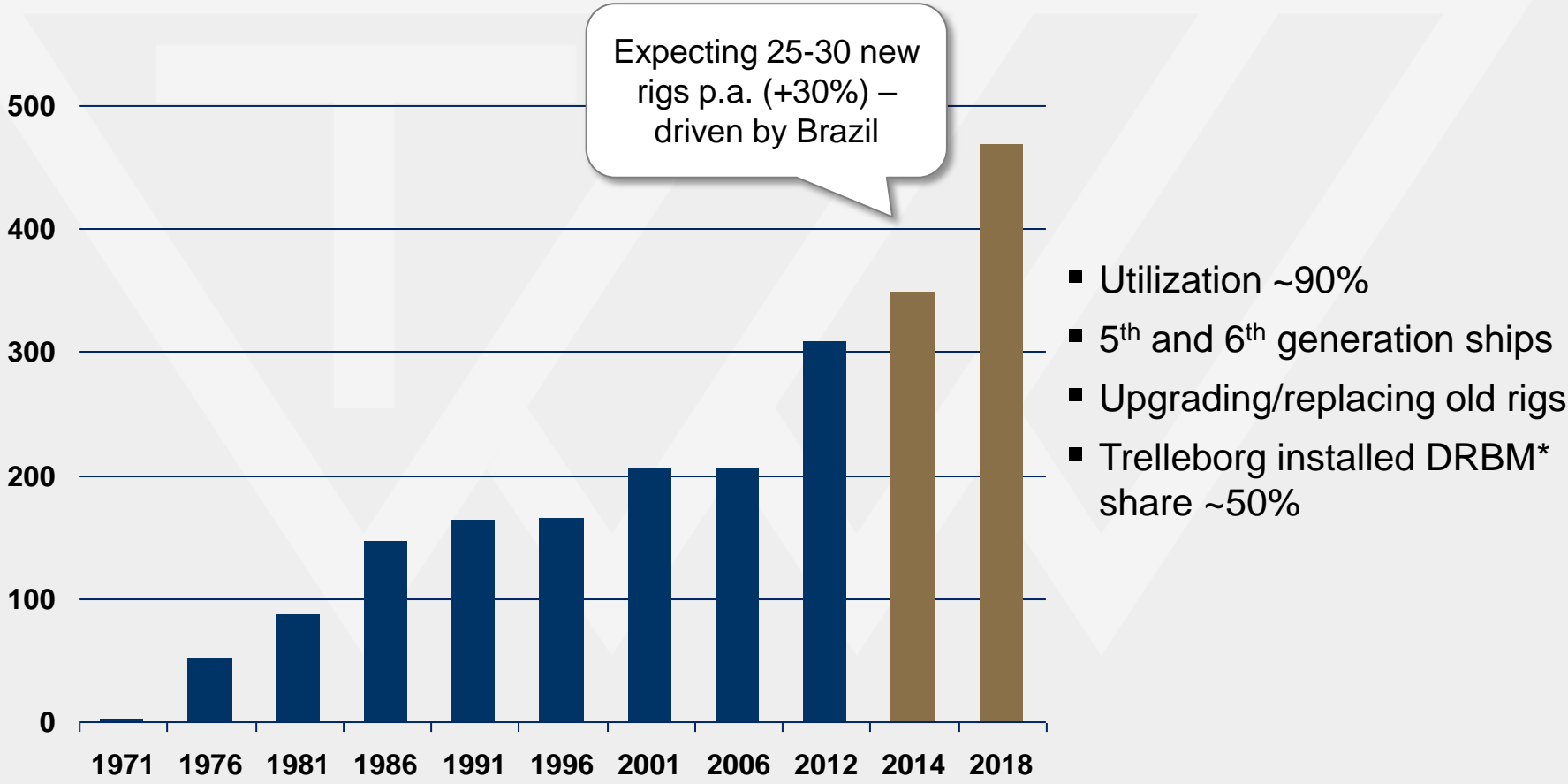
1.



Continued growth of floating technology as a result of ultra-deep water developments

Global floater rig fleet count, 1971-2018E; Number

1.



Growth options with great potential

Focused efforts

2.

Solutions



- Ultra-deep sea buoyancy
- High-load bearings

Segments



- Liquefied Natural Gas
- Selected niches within Mining

Markets

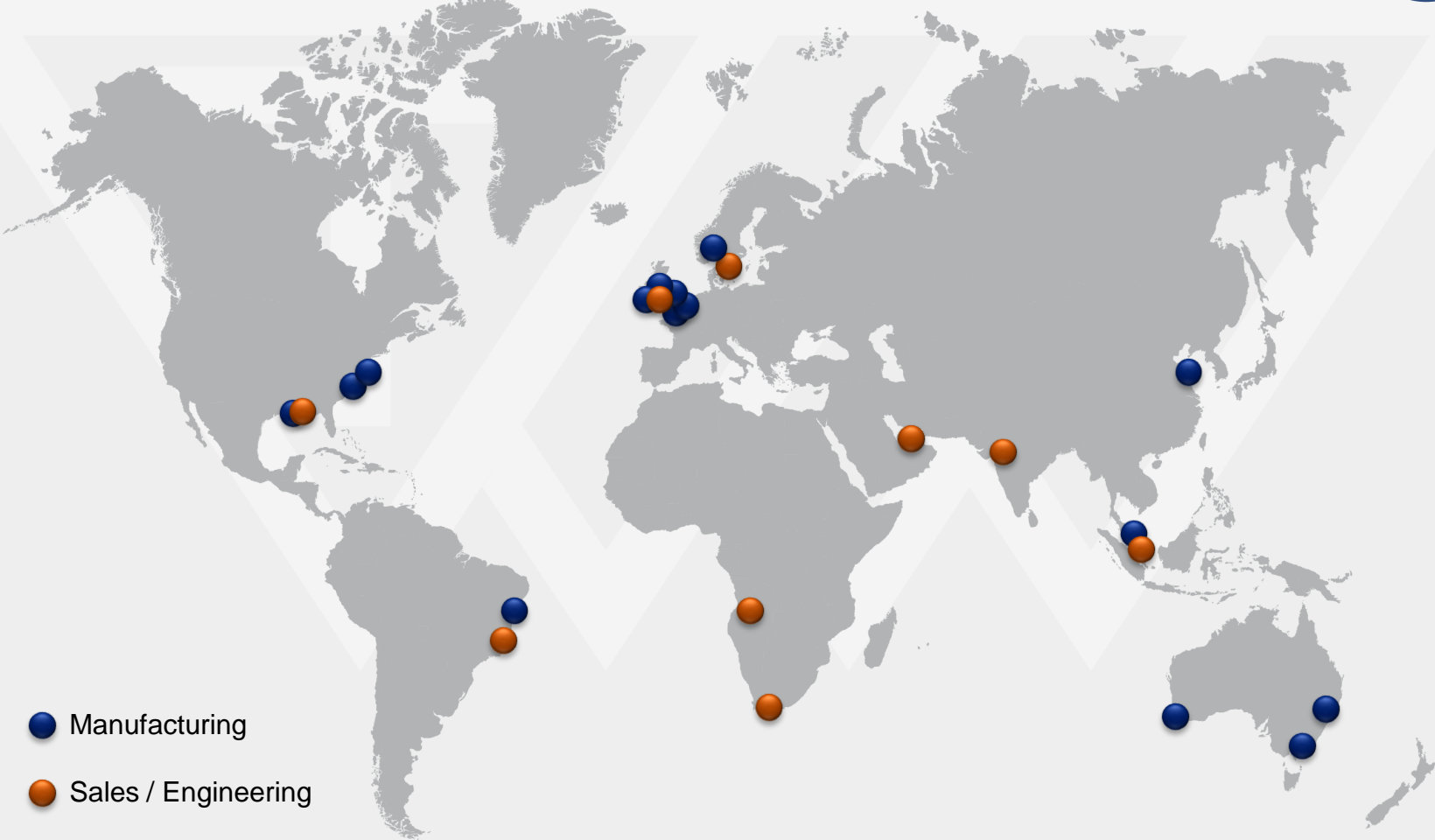


- Southeast Asia
- South America
- Africa

More global than any of our peers

Trelleborg present in all major markets

2.



- Manufacturing
- Sales / Engineering

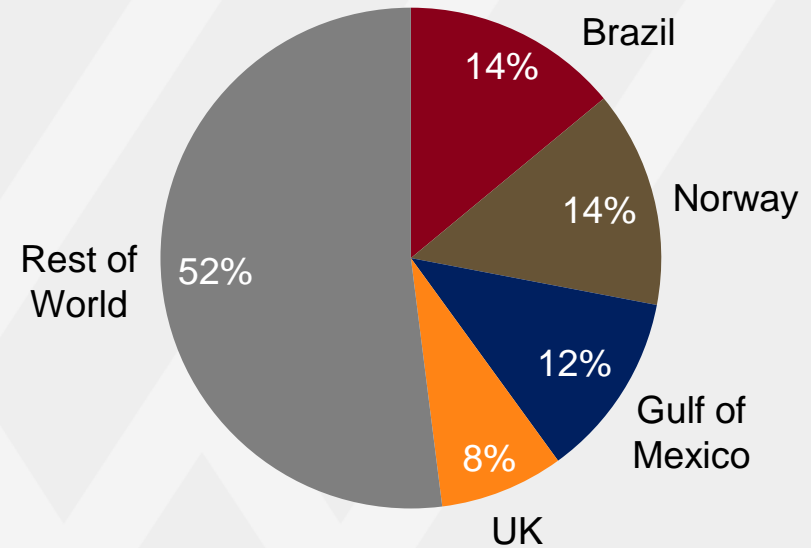


Brazil take-off delayed, but fundamentals remain – we are there!

Trelleborg is in pole position



- Substantial Oil & Gas reserves
- Demanding environments
- Challenging business climate – yet emerging positive momentum
 - Local content
 - Tax regime
 - Supply chain



Global Offshore E&P¹ spending by market, 2014-2017 (total USD 1.5 T)

Setting a new standard for customer interaction

Thought leadership – raising the bar

3.

MarineInsights |

The marine engineering blog for port owners, contractors and consultants

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— HAVE YOUR VIEWS HEARD IN OUR LATEST BAROMETER REPORT

10 ESSENTIAL CONSIDERATIONS WHEN SPECIFYING

Posted on February 25, 2014 | Leave a comment

1. Evaluate supplier solutions based on whole life costs

You need to ensure you're getting the best value over the full lifecycle of your products. Buy cheap, buy twice, as they say.

Not long to go now until @GastechEvent! Make sure you stop by and meet us on stand F160., 17 hours ago

RT @LNGWN: Trelleborg to Exhibit at Gastech 2014 <http://t.co/PrVgNuggZ>, Mar 19

PIANG
ber
fenders
Trelleborg Marine
fender system
berthing
infrastructure
Trelleborg

BLOG CATEGORIES

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Not long to go now until @GastechEvent! Make sure you stop by and meet us on stand F160., 17 hours ago

YOUTUBE

Meet the Experts - Episode 15

LINKEDIN

LinkedIn: Marine insights group What factors will help these container terminals grow and become a true alternative.



Strategic marketing to boost positioning / profile

3.



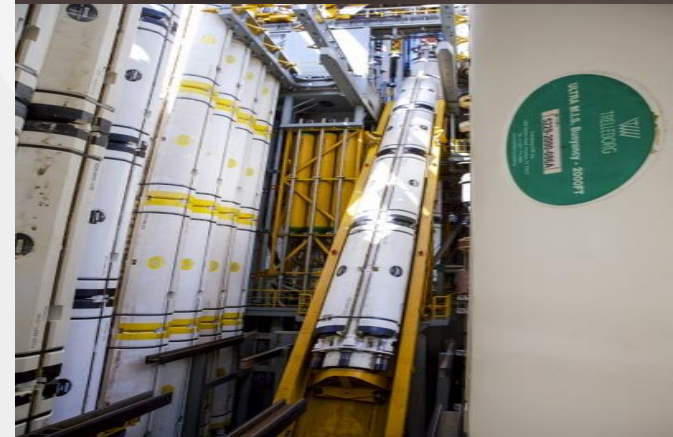
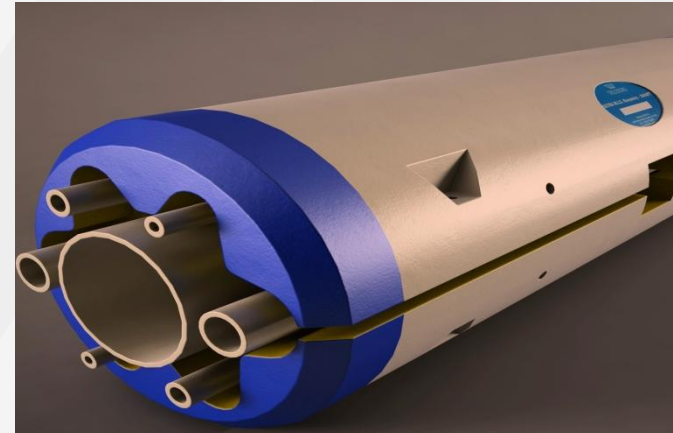
Everyday ingenuity
for civil engineering

Pushing technological boundaries

Offshore Oil & Gas US | Drill Riser Buoyancy Modules

4.

- **DRBM leadership successfully regained**
 - ~70% global share 2013
 - Trelleborg's two largest offshore orders ever
- **Operational excellence prioritized**
 - Solid loading medium/long term
 - Investments in layout and equipment
 - New technology development, with customers
 - Strategic marketing



Second-to-none Project Management

Examples

5.

Project:

New Port of Doha, Qatar



Challenge:

- World's largest port
- 10 km quay line
- Multiple stakeholders – in several countries

Solution:

- Rubber / steel fenders
- 830 pieces + accessories
- Dubai / Ahmedabad / Qingdao

Hong Kong – Macau tunnel



- World's longest and deepest immersed tunnel
- Seismic protection
- Lifetime >120 years

- 33 Gina / Omega seals
- Water stops
- Ridderkerk / Qingdao

N. Cyprus water supply

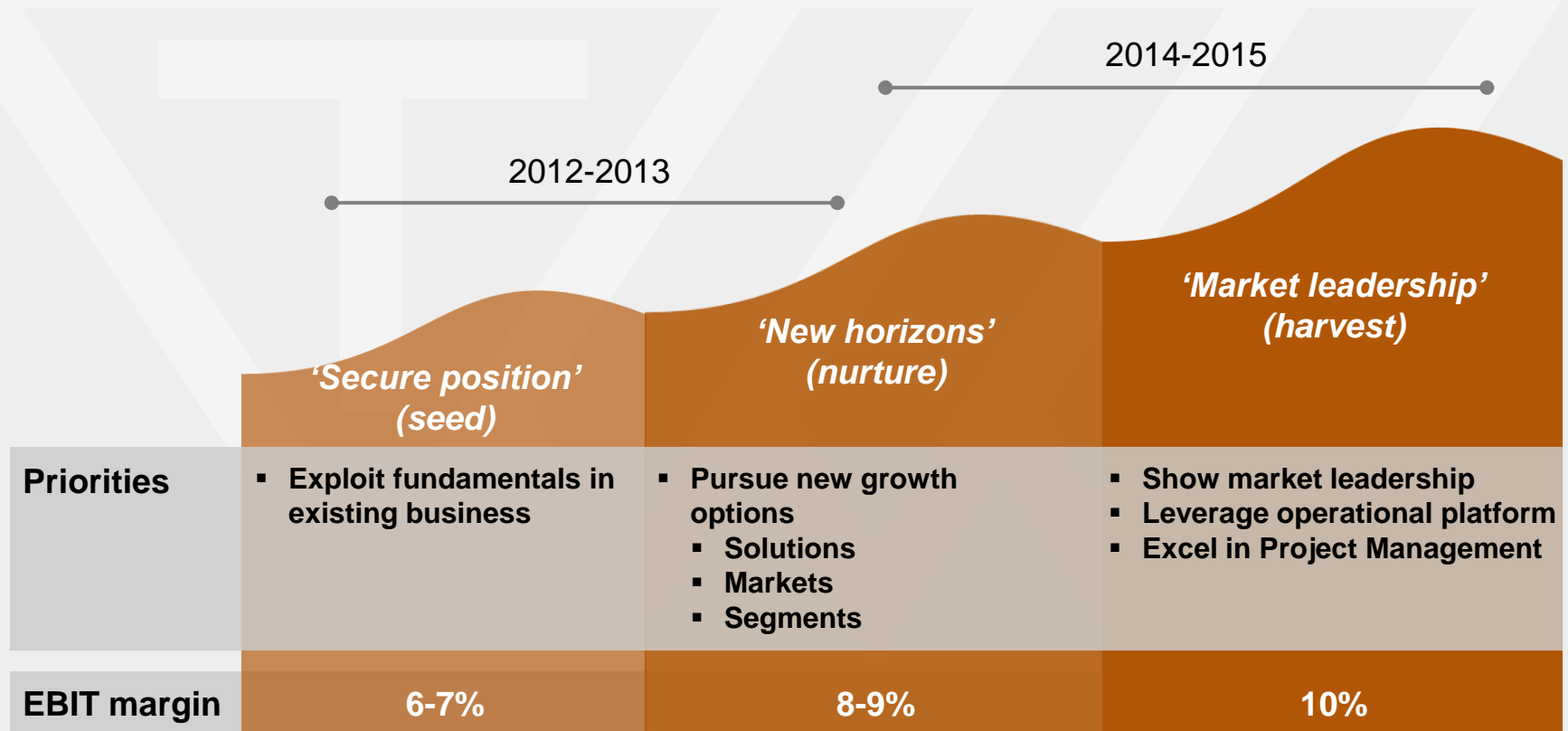


- 107 km fresh water pipeline
- Turkey – Northern Cyprus
- 250 m depth
- Lifetime >50 years

- Distributed Buoyancy Modules/ bend restrictors
- 132 pieces à 3 tons
- Manchester

Our journey towards profitable growth – making good progress

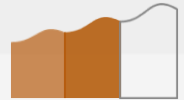
Illustrative development phases, 2012-2015



Gaining momentum

Selected achievements 2013-2014 YTD

- Regained offshore buoyancy leadership
- Two bolt-on acquisitions
- New innovation launches
- Strategic marketing
- Expanded geographic footprint
- Improved operational structure
- Cost and capital efficiency



SeaTechnik



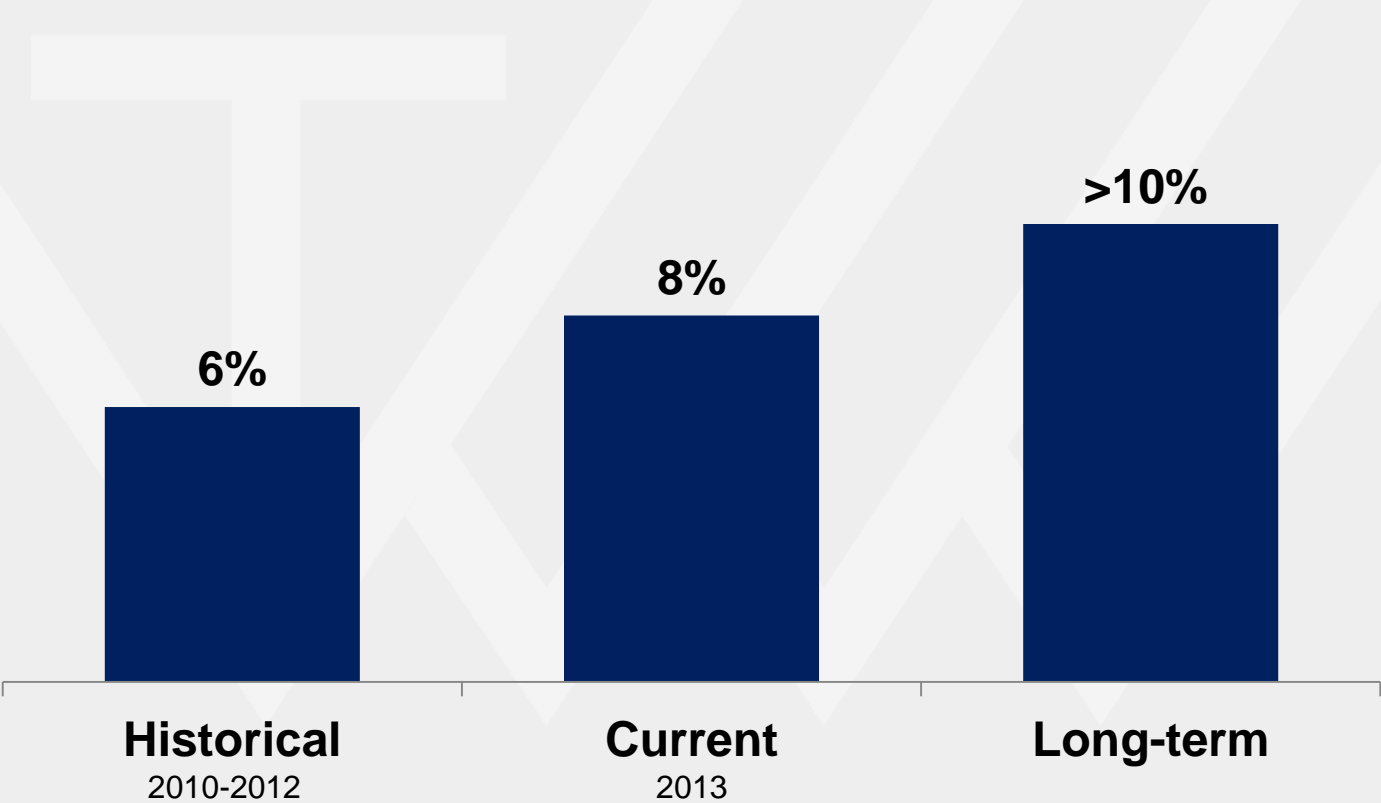
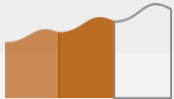
AMBLER
TECHNOLOGIES LTD



TRELLEBORG

Gradually getting back to where we belong

EBIT-margin



Strategic priorities

**Exploit
fundamentals in
existing business**

**Show market
leadership**

**Pursue new
growth options**

**Leverage
operational
platform**

**Excel in
Project Management**

When failure is not an option





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