HEXPOL CMD

We Create a Material Difference

HEXPOL Capital Markets Day | November 4, 2025

Disclaimer

Some statements, estimates and projections in this presentation are forward-looking, and the actual outcome could be materially different. In addition to the factors explicitly discussed, other factors could have a material effect on the actual outcome. Such factors include, but are not limited to, general business conditions, fluctuations in exchange rates and interest rates, political developments, the impact of competing products and their pricing, product development, commercialization and technological difficulties, interruptions in supply, and major customer credit losses, many of which are beyond the control of HEXPOL and its management. Accordingly, there can be no assurance that these statements, estimates and projections will prove to be correct or be realised and the recipient should place no undue reliance on such statements, estimates and projections.

Agenda

13.00 Welcome & logistics

Next phase of Growth & Value Creation
Klas Dahlberg

Short Q&A

M&A Strategy
Magnus Berglund

Rubber Compounding Europe & Asia
Carsten Rüter & Ralph Wolkener

Rubber Compounding Americas
Ken Bloom

14.50 Break & Coffee

15.15 Thermoplastics Compounding
Jan Wikström

Engineered Products
Jan Wikström

Financials
Peter Rosén

Joint Q&A

Closing remarks
Klas Dahlberg

17.00 End

Next Phase of Growth and Value Creation

Klas Dahlberg

President and CEO

Growth and Value Creation

2008 Sales
3,190
MSEK

2011 Sales
7,197
MSEK

2015 Sales
11,229
MSEK

2019 Sales
15,508
MSEK

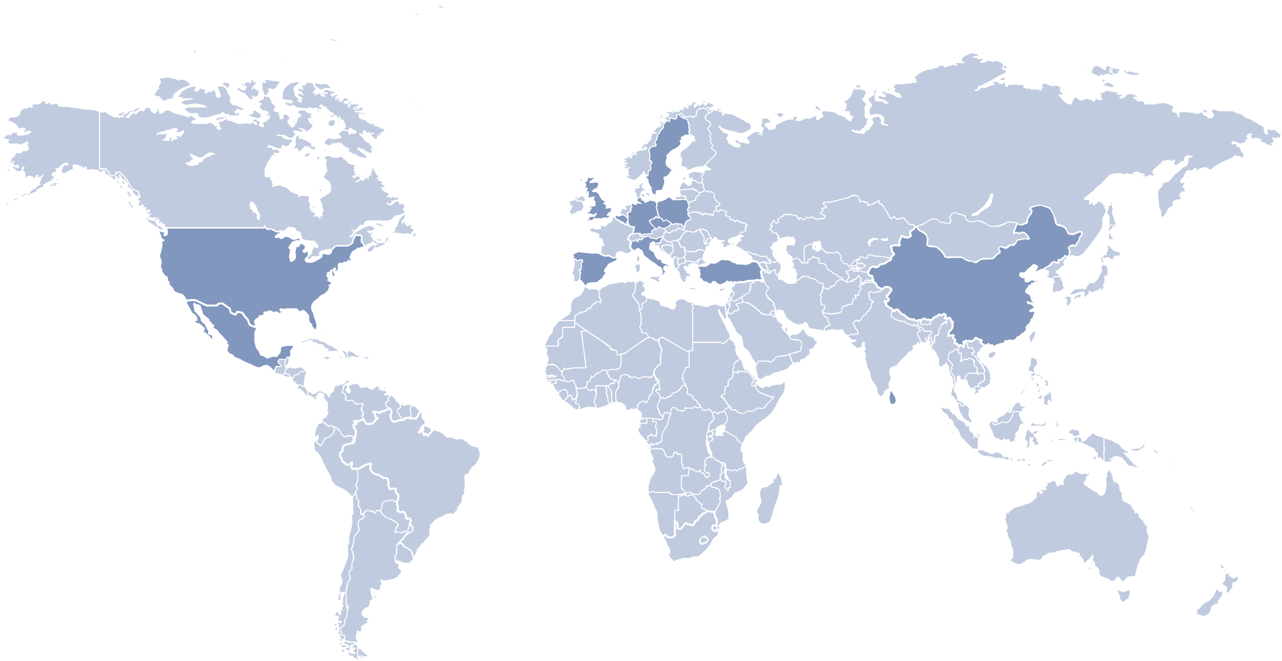
2021 Sales
16,005
MSEK

2024 Sales
20,437
MSEK

Total dividend
2015-2024
12,079
MSEK

Strong Global Position in Advanced Polymer Solutions

A market leader with a proven business model and strong platform for continued value creation



Numbers FY2024

Annual Sales (MSEK)

20,437

Listed on Nasdaq Stockholm, Large Cap.

Employees

5,000

Global headquarter in Malmö Sweden.

Companies / Units

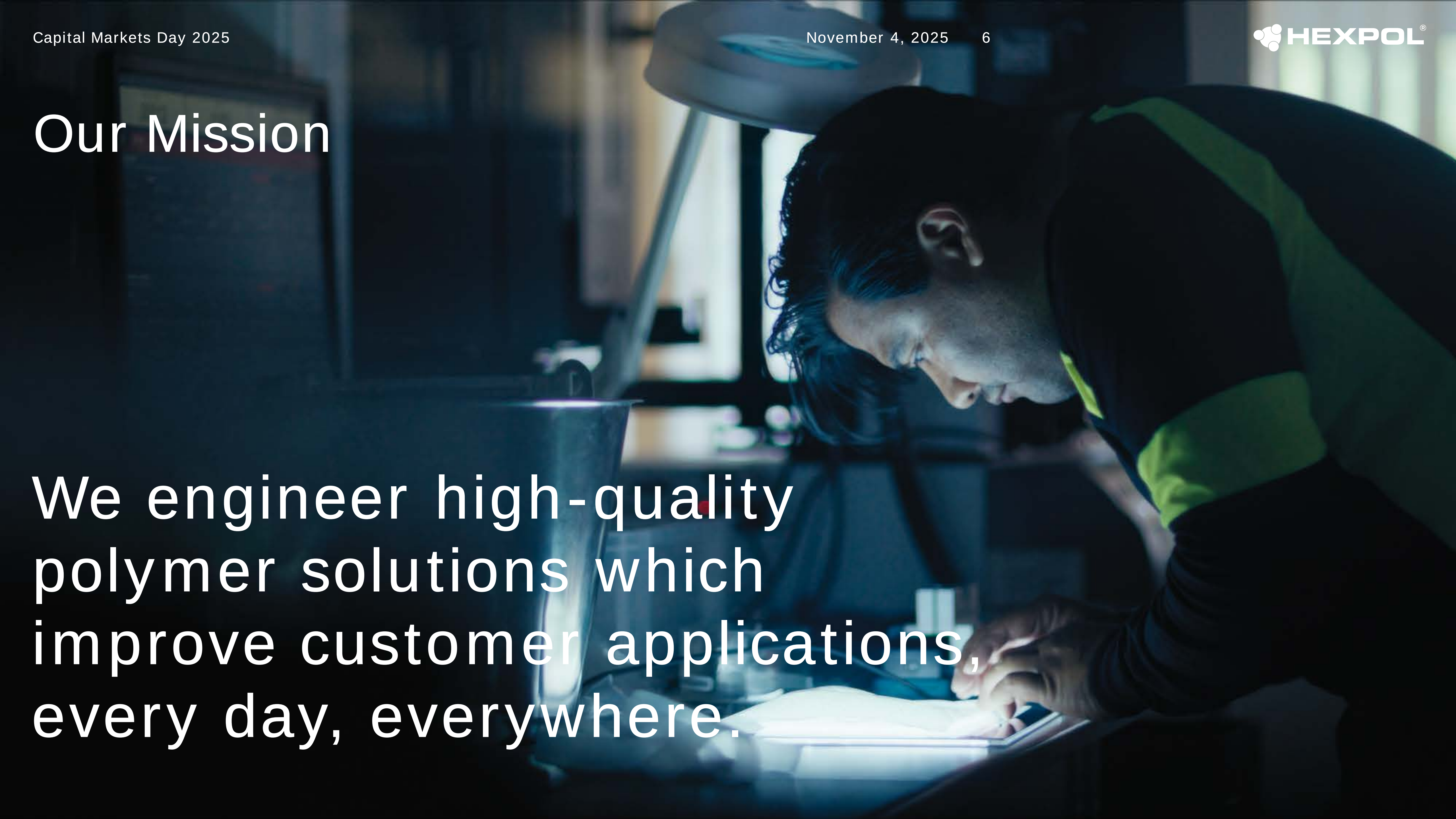
52

Truly global footprint, units in Americas, Europe and Asia.

EBIT (MSEK)

3,172

A history of profitable growth.



Our Mission

We engineer high-quality polymer solutions which improve customer applications, every day, everywhere.

Our Vision

The preferred solutions provider for sustainable polymer applications.

Our Purpose

We Create
A Material Difference

Engineering high-quality polymer solutions – This is what we do

Additional one or more components

Polymer

e.g., PE, PP, PS, ABS/SAN, PC, PA

+

Additives

e.g., flame retardant, mechanical strength mod., UV stabilizers

+

Fillers

e.g., glass fibers, calcium carbonate, silica

+

Color

e.g., pigments, dyes

Compound

- One or more polymers
- Additives
- Fillers
- Color

Ready to use product with enhanced properties vs. basic polymers

Includes masterbatch production

HEXPOL®

A proven Business Model that Drives Profitable Growth

Development of customer specific solutions and continuous product development

Sustainability

Production methods and products that reduce the impact on the environment

High barriers to entry

Short supply chains - decentralized but coordinated organization

Fragmented markets

Acquisition opportunities with synergies

High competitiveness

Driving Sustainability with Ambitious Targets

We have reduced the carbon footprint of our energy use

- 75% reduction of CO_2 emissions by 2025. Compared with the average for 2018-2019 (scope 1 and 2 in accordance with GHG Protocol).
- Increase the purchase of fossil-free energy.
- Increase the energy-efficiency.
- Reduce the use of fossil fuels.
- Continue with installation of solar panels.

We have developed our portfolio of ”green products”

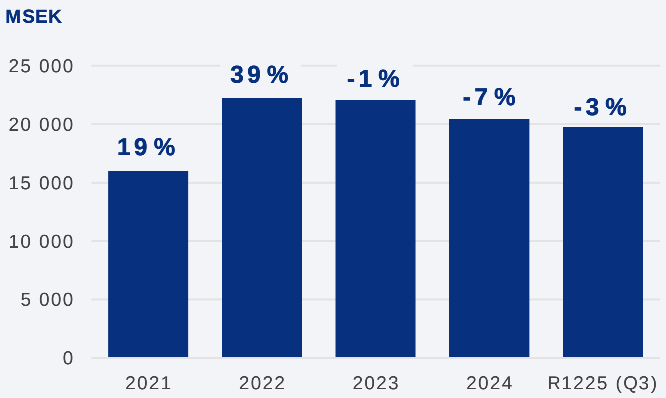
- Increase the use of bio-based and recycled raw materials.
- Strategic and close collaboration with key suppliers on materials, processes and reporting.
- Implementation of circular materials into selected products.
- Provide information about the carbon footprint of our products.

Financial Objectives Until 2025

Resilience, strong financial position and upside growth potential

Sales Growth

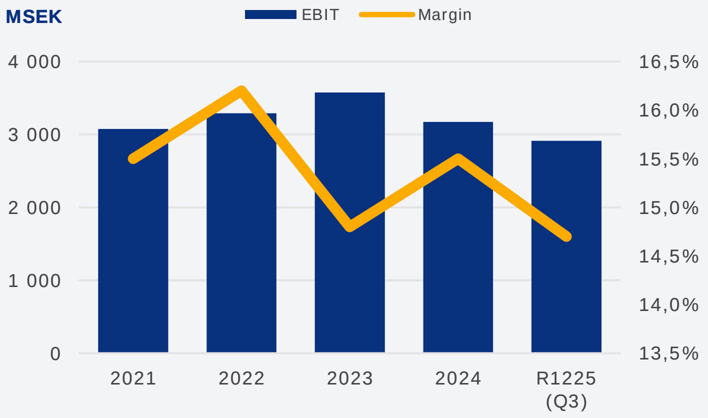
8.5 %
CAGR
2021-2024



Target

>10 %

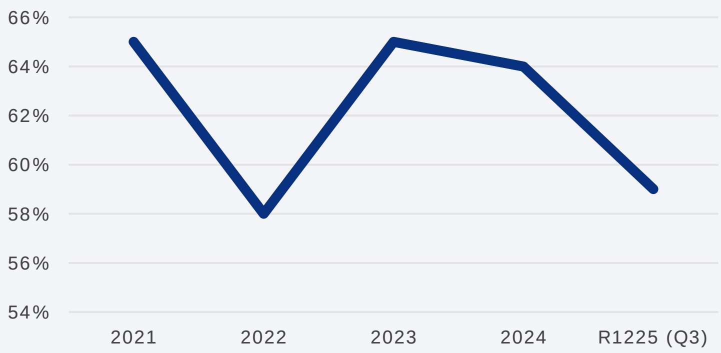
Operating Margin



Target

>17 %

Equity/Asset Ratio



Target

>30 %

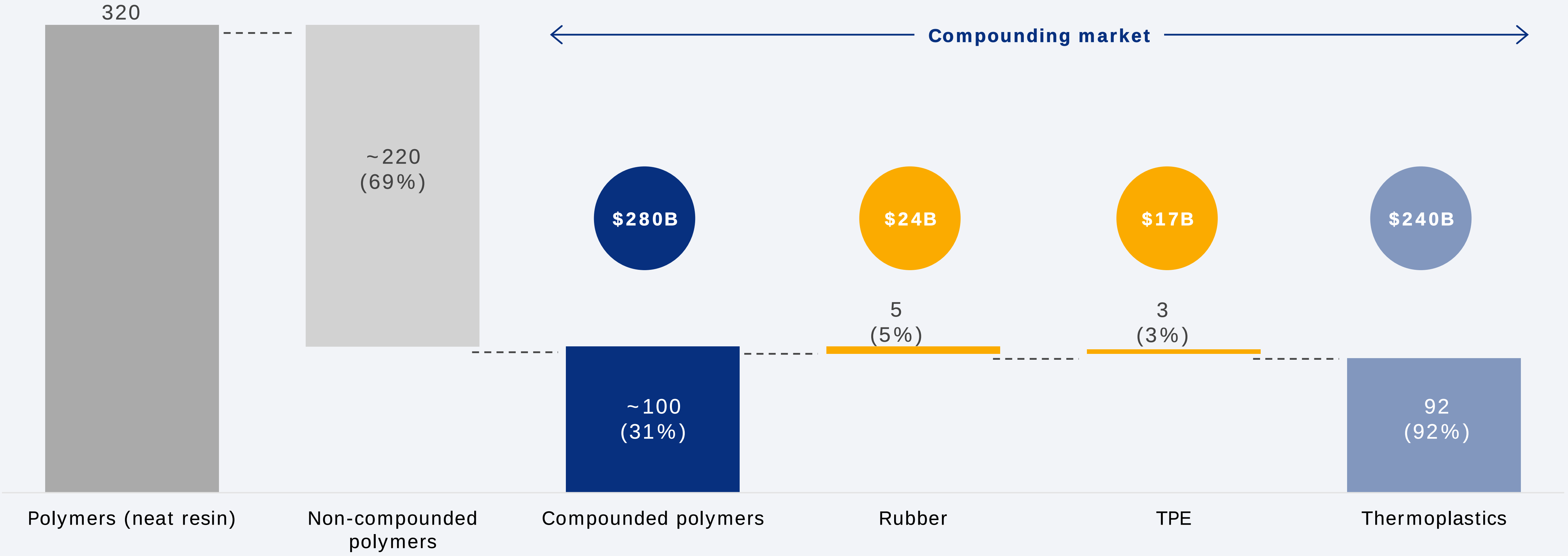
NXT

Supported By Underlying Market Trends

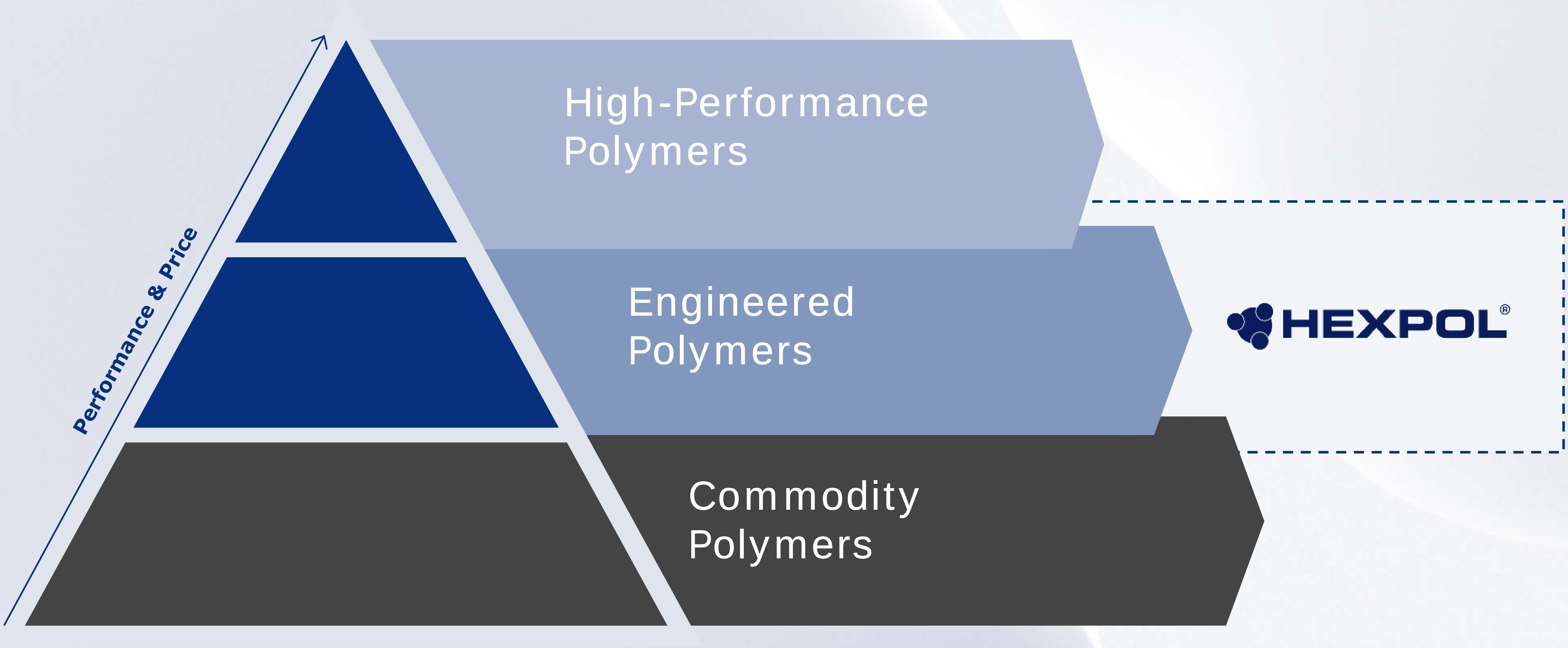
Ample growth opportunities in a fragmented market

Rubber and high-end Thermoplastics constitute the majority of the compounding market

Compounding share of key compounded polymers in 2024 Million Metric Tonnes net resin



Prioritizing attractive segments



Next Phase of Growth and Value Creation

Strategic Priorities 2030

Increase activities to grow organically

Priorities

- Target profitable segments with structural growth – fill portfolio gaps
- Increase sales capacity to broaden the customer base
- R&D focus to enhance product innovation and Sustainability leadership
- Captive conversion

Raised M&A agenda, especially within Thermoplastics

Priorities

Focused and well-defined M&A strategy

- **Rubber Compounding** - Protect and strengthen market leader positions in Europe & Americas (selective)
- **Thermoplastics** - Build a broader product portfolio and expand geographically (High growth)
- **Engineered Products** - Attractive segments and geographies. Focus on Wheels (Opportunistic)

Exploring options to expand in India, China and Southeast Asia

Continued focus on Operational Excellence

Priorities

- Continue reviewing the manufacturing footprint
- Production technology, AI and automation
- Move product portfolio to more profitable segments

New Financial Targets & Operational Metrics – 2030

Next Phase of Growth and Value Creation

EPS Growth >10% (CAGR) Between 2026-2030

Net Debt/EBITDA Ratio Below 2.5

Dividend Policy 40-60%

Operational Metrics Supporting the Financial Targets:

- EBIT Margin of 14-16%
- >10% revenue growth including M&A

HEXPOL 2030 – Growth and Value Creation

Ambitions

Market Leadership

#1-2 Position Where We Play

Financial Targets

- EPS growth >10% (CAGR) between 2026-2030
- Net Debt/EBITDA ratio below 2.5
- Dividend policy 40-60%

Operational Metrics

- EBIT Margin of 14-16%
- >10% revenue growth including M&A

Strategic Priorities

- Increase activities to grow organically
- Raised M&A agenda, Focus on Thermoplastics
- Operational Excellence

Our Foundation

- Sustainable market leadership position
- Proven value creating business model
- Local ownership and a strong culture

HEXPOL
Q&A

M&A Strategy

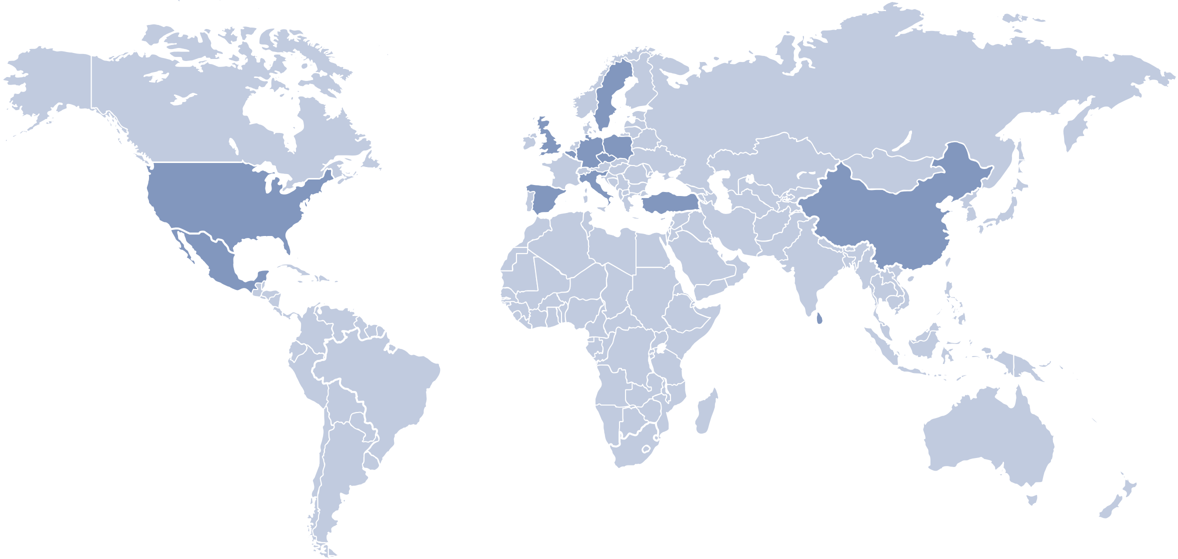
Magnus Berglund

Senior Vice President Strategy, M&A

Why M&A Matters in HEXPOL

Strategic Drivers

- Geographic Expansion
- Scale & Resiliance
- Portfolio Optimization
- Customer Base Diversification



14
Countries across the globe

52
Manufacturing locations

5,000
Employees

The Journey

From

SEK 3 billion

To

SEK 20 billion

The HEXPOL Americas Rubber Story

Legacy Sites (2008)

Market position: 3

Automotive focused

Production sites: **4**

Anchor Investments

Excel Polymers: **+ 6 sites**

Preferred Compounding: **+ 7 sites**

The Bolt-Ons

Robbins LLC, Portage Precision Polymers, Kardoes Rubber Company, Valley Processing California, Mitchell Rubber Products, Inc., Kirkhill

+10 sites

Current Position

Sales increase by 420%

Market position: **1**

All polymers

All segments

Production sites: **13**

The HEXPOL Europe Rubber Story

Legacy Sites (2008)

Market position: Top 3

Automotive focused

Production sites: **4**

Buy and Build Strategy

TRELLEBORG Lesina

VIGAR

KABKOM

MESGO compounding solutions

MESGO Iride Colors

Berwin Polymer Processing Group

Berwin Industrial Polymers Ltd

FLEXI-CELL

VICOM

UNICA

Current Position

Sales increase by 233%

Market position: **1**

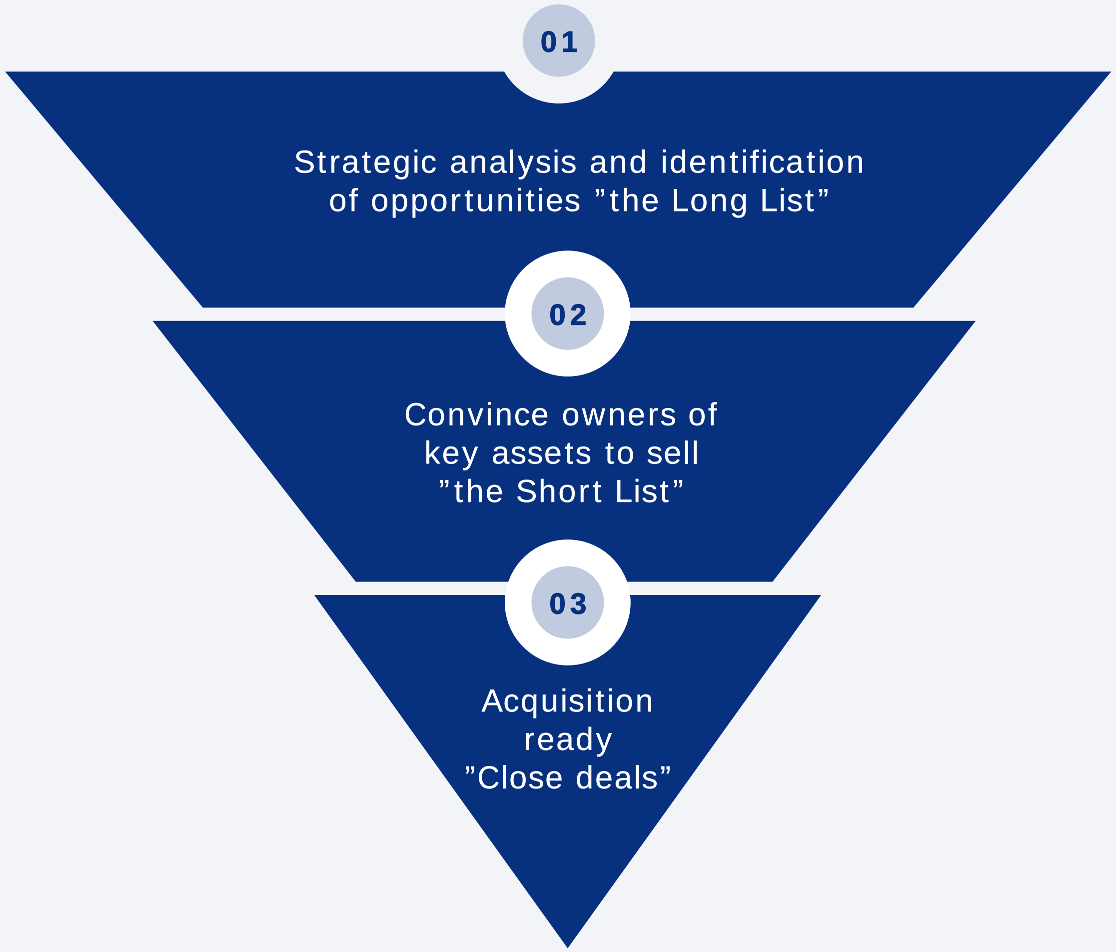
All polymers

All segments

Production sites: **14**

The HEXPOL M&A Process

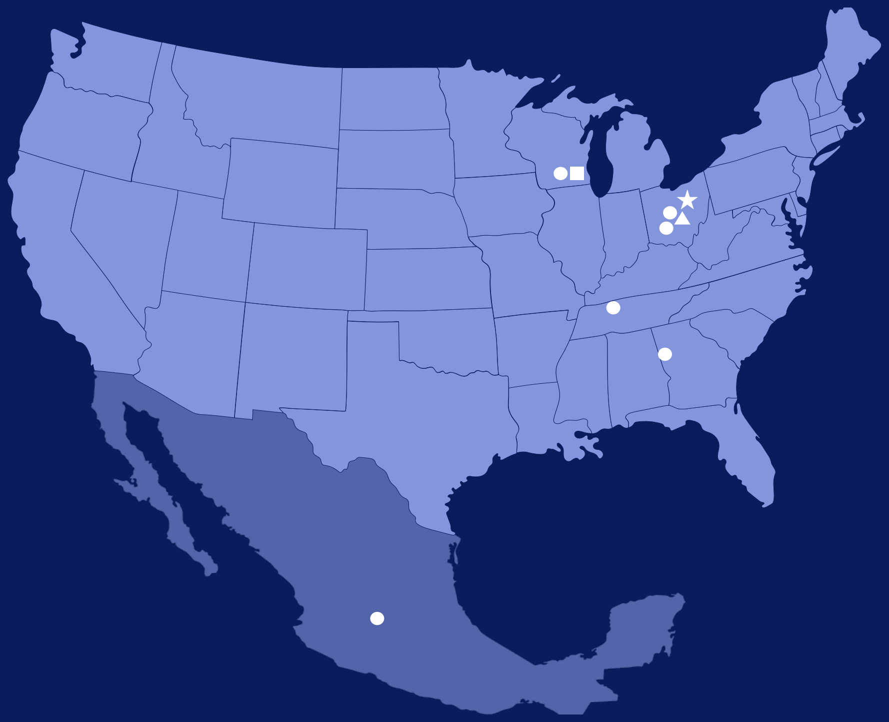
- Deep knowledge of our current markets and continuous analysis of adjacent markets.
- Long-term relations with many Financial Sponsors, PE-funds and Industrial owners.
- Proactive M&A search in key areas together with Industry experts.
- Continuous collaboration with Investment Banks active in the chemicals mid-market sector.
- Reinforce our reputation as a fair, professional, agile and flexible acquirer.



Successful Integration – The 90-Day Plan

Integration Planning	Day -14
People	Day 1
Customers & Suppliers	Day 7
HEXPOL Processes	Day 14
Implement Governance	Day 30
Organizational Changes	Day 60
Extract Synergies	Day 90
Measure Success	Ongoing

Preferred Compounding



- **The Deal:** HEXPOL secured exclusivity and completed due diligence in just two weeks through strong coordination and smart legal structuring.
- **Integration:** A well-prepared integration playbook ensured customer retention, strategic alignment, and efficient organizational restructuring.
- **Learnings:** A skilled, empowered team and strong stakeholder management are key to overcoming time pressure and complex deal challenges.

Acquisition Date:	Net Sales:	EBITDA:	Margin:	Market Position:	Manuf. Facilities:
Jul 1 2019	250 MUSD	31 MUSD	12,4 %	#2	6

Numbers at acquisition 2019

M&A Drivers and Selection Criteria

Strategic Fit

Key driver
for M&A
“We are
Industrialists”

Good Companies

“We can make good companies better”

People

“We promote the best from both sides”

Financial Criteria’s

“Needs to be financially justified”

”The 90-Day Plan”

Quick integration and synergy realization

Geographical expansion

- Strengthen the presence in Europe and America.
- Explore options in India, China and Southeast Asia.

Market consolidation

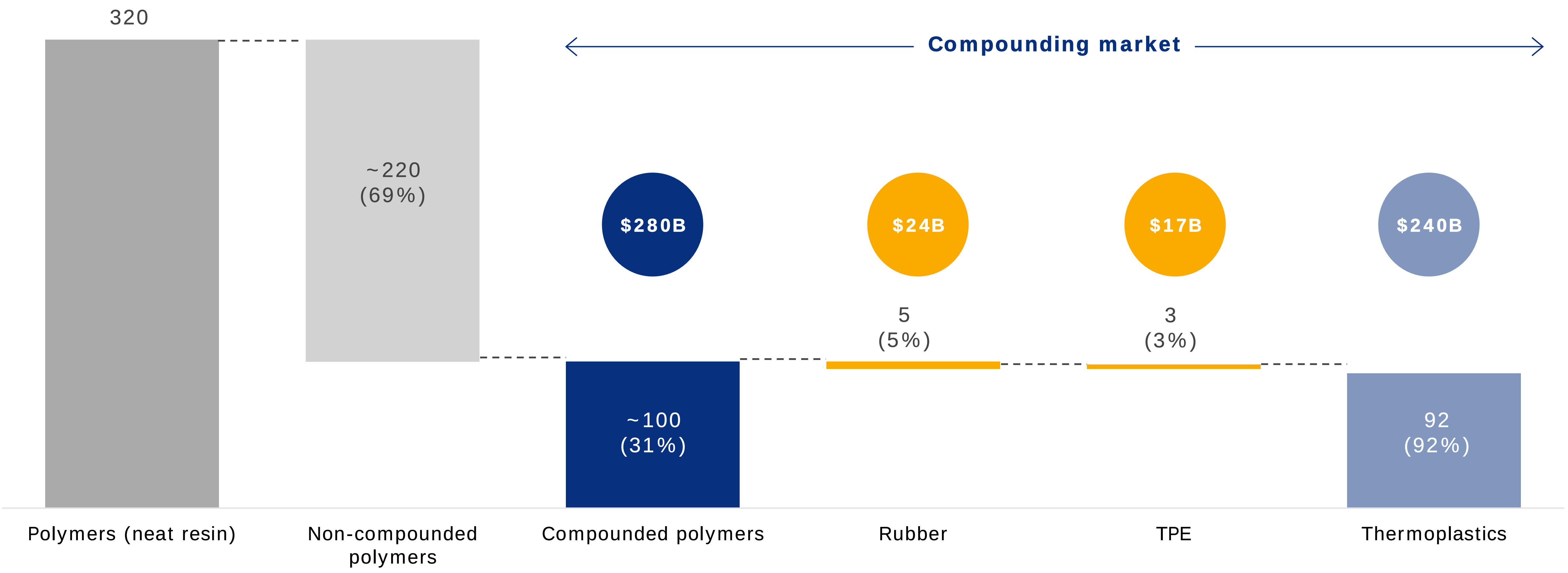
- Be number one or two in profitable market segments.
- Create economies of scale in raw material sourcing and manufacturing.

Products & technology

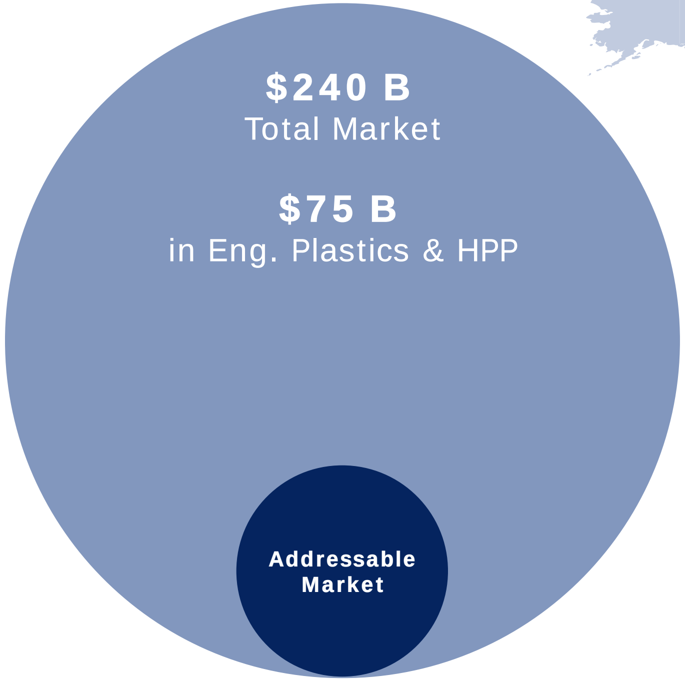
- Increase Share of Wallet through a broader product offering.
- Reinforce Innovation Leadership through new technology.

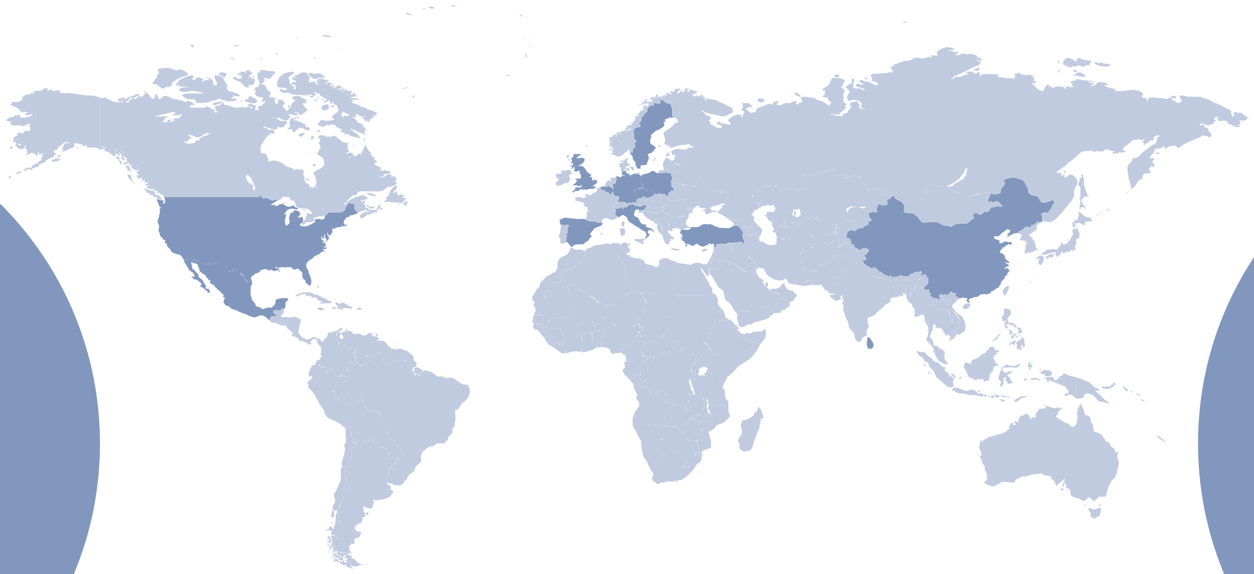
Great M&A Potential in Fragmented Market Segments with Complementary Bolt-On Opportunities

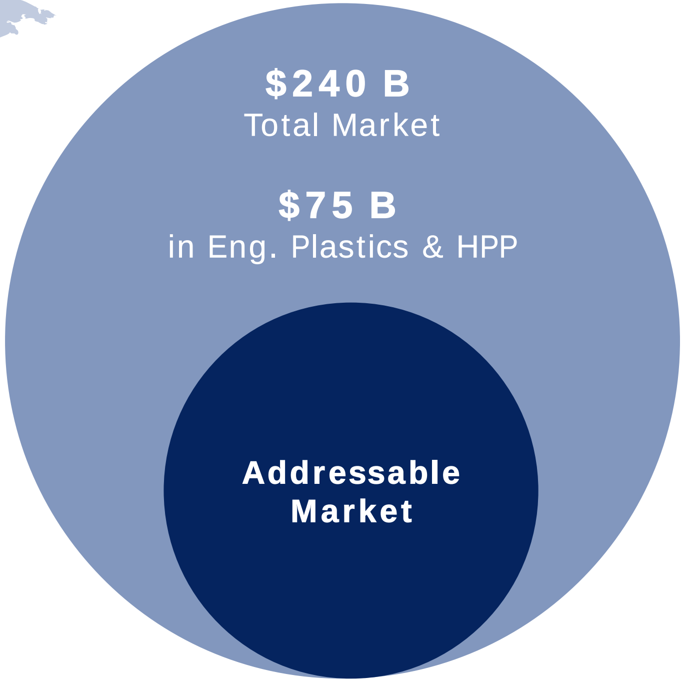
Compounding share of key compounded polymers in 2024 Million Metric Tonnes net resin



Expand the Addressable Thermoplastics Market Through M&A

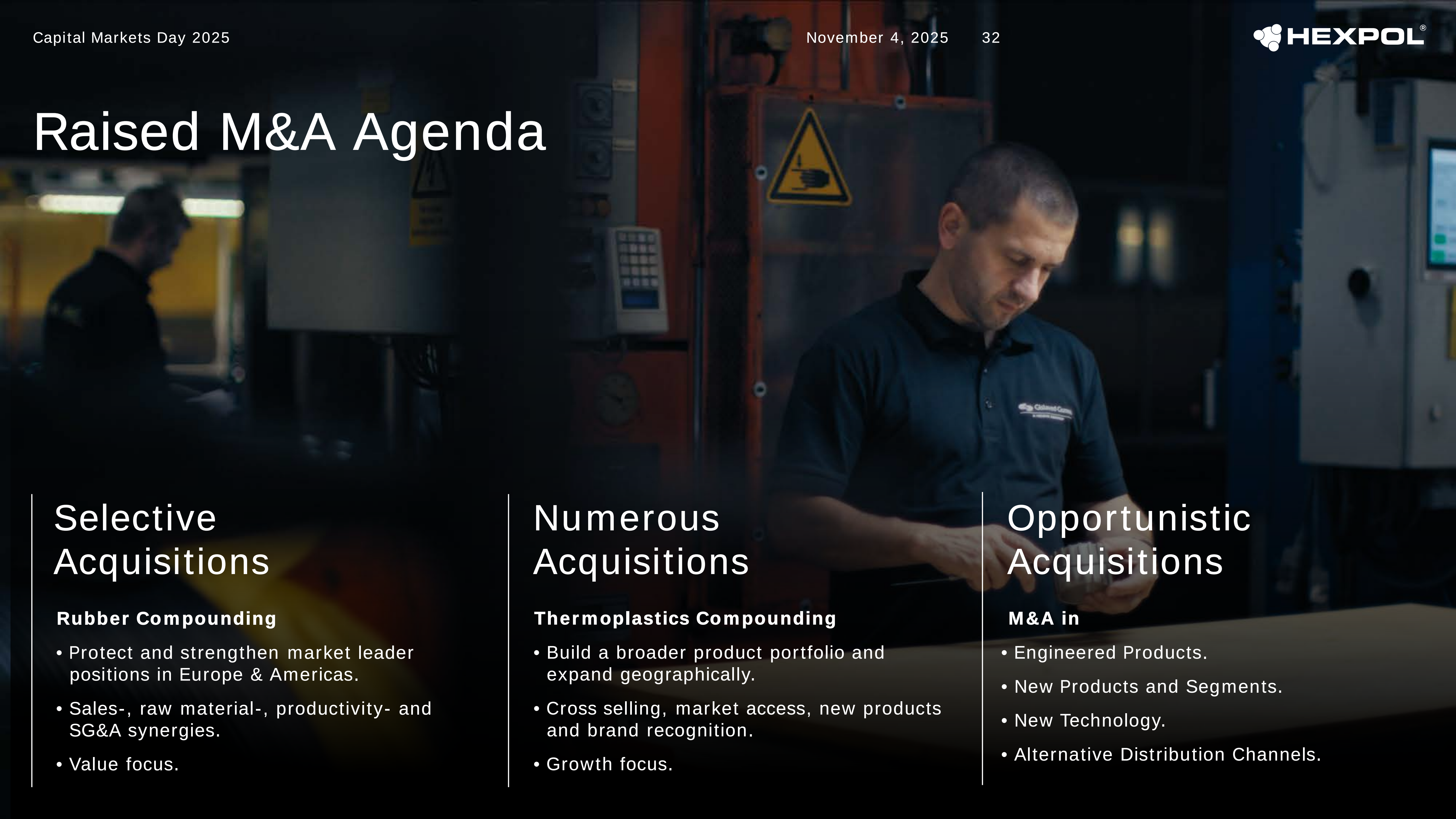






HEXPOL®

Raised M&A Agenda



Selective Acquisitions

Rubber Compounding

- Protect and strengthen market leader positions in Europe & Americas.
- Sales-, raw material-, productivity- and SG&A synergies.
- Value focus.

Numerous Acquisitions

Thermoplastics Compounding

- Build a broader product portfolio and expand geographically.
- Cross selling, market access, new products and brand recognition.
- Growth focus.

Opportunistic Acquisitions

M&A in

- Engineered Products.
- New Products and Segments.
- New Technology.
- Alternative Distribution Channels.

The HEXPOL Thermoplastics Business

Legacy Sites

Sales: **4 360 MSEK (2024)**

Market position: Niche

Automotive focused in Thermoplastics

Broader portfolio in TPE

Production sites: **14**

M&A Strategy

- Focus on Engineering plastics and High-performance polymers.
- Build a strong diversified portfolio of Thermoplastic compounds.
- Leverage cross-selling opportunities between the HEXPOL Thermoplastics companies.
- A total addressable market of $75 bn. with several hundred potential targets.
- Likely target size $10M - $50M EBITDA.

2030 Ambition

Sales: Potential to multiply the sales several times

Market position: Niche leader

Broad portfolio

HEXPOL

A Clear Path to Accelerated M&A Growth

01.

A Proven M&A Process

M&A has been a substantial part of consolidating the Rubber Compounding market and positioning HEXPOL as a leader in that segment.

02.

A Strong Balance Sheet to Fund Growth

Using our strong financial position and cash flow generation to **consolidate the fragmented 75B USD Thermoplastics market**.

03.

Size & Capabilities Give Leverage

A clear strategy to close gaps in product & technology as well as geographies to strengthen our partnerships with our customers even further.

HEXPOL

Rubber Compounding Europe & Asia

Carsten Rüter/Ralph Wolkener

Co-presidents of HEXPOL Compounding Europe & Asia

HEXPOL

Rubber Compounding Europe & Asia

#1

Position in Europe

Manufacturing Sites

18

14 Europe, 2 China and 2 Turkey

2024:

~ 1,500

Customers

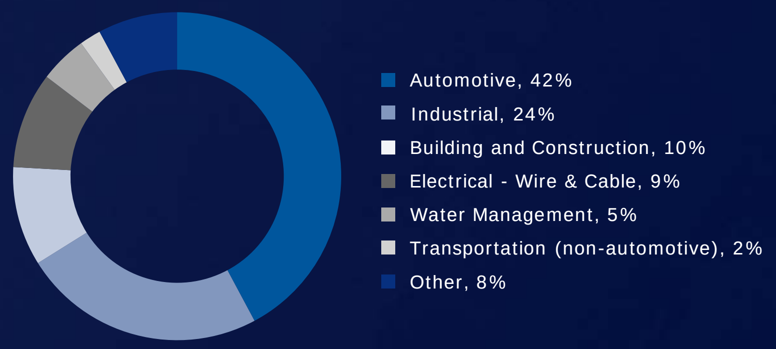
~ 12,000

Solutions

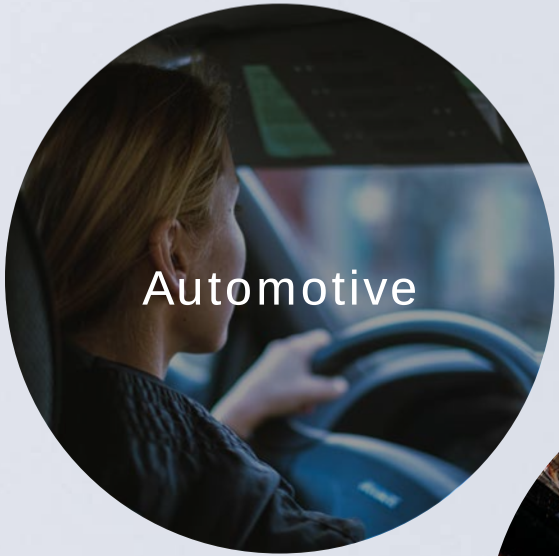
~1,300

Employees

Sales per customer segment (2024,%)



Our Key Segments



A Leading Position in a Mature European Market with Growth Pockets and a Growing Asian Market

Market characteristics and drivers

01.

Fragmented Market

HEXPOL holds a leading position in Europe. With a decentralized but well-coordinated organization, HEXPOL is as close as possible to European customers. There are many local competitors.

02.

Infrastructure & Electrification

Investments into infrastructure, renewable energy and transmission will drive the demand for wire & cable compounds. Strict legislation in EUROPE under REACH, sustainability and safety targets are seen as a chance.

03.

E-Mobility

E-mobility and autonomous driving are the megatrends of the automotive industry opening new opportunities for Rubber Compound applications. China is clearly leading the transformation towards New electric vehicles.

The Market Situation of our Main Segments

	Automotive	Wire & Cable	Building & Construction
Growth	Flat	Growing	Recovering
Driver	• Transition to E-mobility • Changing of existing automotive landscape • Main EV growth driven by China	• Higher share of renewable energy production require infrastructure upgrades • Digitalization	• Investment in infrastructure and housing • Sustainability and alternative Building materials • Governmental fundings will stimulate the market
Our Focus	• Close contact to new player & OEMs • New and changing requirements • Key Account & PM	• One stop shop • Growing global position	• Rubber circularity • Competitive product offering

Protect and Strengthen Market Leader Positions in Europe, Focus on Strong Cash Flow Generation

Strategic priorities 2030 – Rubber Compounding Europe & Asia

Increase Activities to Grow Organically

Priorities

- **Strengthen Position as industrial leader**- Maintaining HEXPOL as competent innovative partner for Rubber Compound Materials and develop long lasting relationships with customers, OEMs and industry leaders.
- **Focus on growth segments** - Energy, Wire and Cable, infrastructure, expand organization and footprint in China etc.
- Cost competitive and innovative product offering

M&A Agenda

Priorities

- Selective M&A in Europe with special focus on Energy, Wire & Cable
- Fill geographical and intellectual property gaps
- Explore options to expand in India, China and Southeast Asia.

Continued Focus on Operational Excellence

Priorities

- Best in class in **Purchasing, Innovation, Process & Engineering and Sales & Marketing** to enable profitable growth long term
- **Increased focus on R&D –** to improve & standardize established solutions as well as innovative new product development to capture material trends for our strategic segments.
- **Drive automation, digitalization, datamining and AI to optimize all processes and plant utilization**

Operational Excellence in Motion – Mixing 5.0

Motivation – Growing volumes in flat markets within a highly competitive business environment.

Project – Mixing 5.0 - new generation of rubber mixing with outstanding efficiency at lower manufacturing costs.

Scope – Joint Project of Sales, R&D, Engineering, Process Intelligence and Operations, as well as leading equipment suppliers.

Solution – Substantial investment in state-of-art equipment combined with leading internal technology, including AI.

Expected outcome – Efficiency expected to outperform industry standard by far.

Timeline – Spring 2027.

HEXGREEN

Market drivers – EU regulations, reduction of greenhouse gas emission and circular economy calling for sustainable solutions.

Solution – HEXGREEN Compound with **28% circular content**, developed for a leading German OEM in window/glazing.

Technical approval achieved – stringent requirements and tests passed, supply security and quality ensured.

Pricing challenge – customers demand sustainable solutions, but adding a premium is a challenge to be eliminated soon.

Cost reduction ahead – investments in in-house recycling (Devulc) and new recycling material capacities enable price-neutral offerings.

Broad applicability – HEXGREEN already approved for Building & Construction, Automotive, and Wire & Cable sectors.

Strategic opportunity – expected growth in demand for low-carbon footprint materials in all type of market segments and stronger customer retention.

Strengthening Leading Position and Efficiency

01.

Strengthen Position as Industrial Leader

Competent, innovative partner with long lasting relationships with customers, OEMs and industry leaders.

02.

Organic Growth Through Innovation and Service

R&D & Operational Excellence, to deliver world class quality and service and to support business development

03.

Growing by Selective M&A in Strategic Areas

Wire & Cable, Geographic expansion IP completion

04.

Sustainability as Opportunity

HEXGREEN product offering at competitive pricing

HEXPOL

Rubber Compounding Americas

Ken Bloom

President HEXPOL Compounding Americas

HEXPOL
Rubber Compounding Americas

#1

Position in US

Manufacturing Sites

13 10 US and 3 Mexico

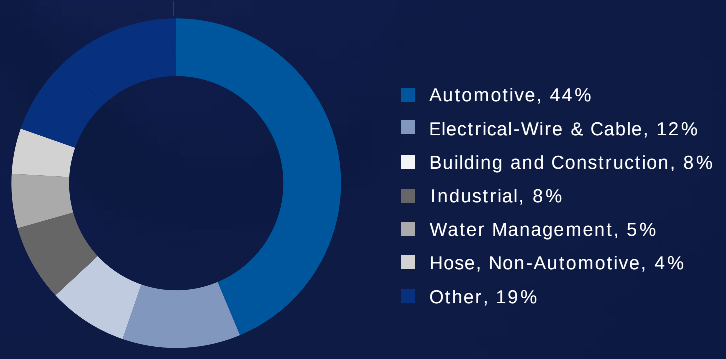
2024:

~1,500 Employees

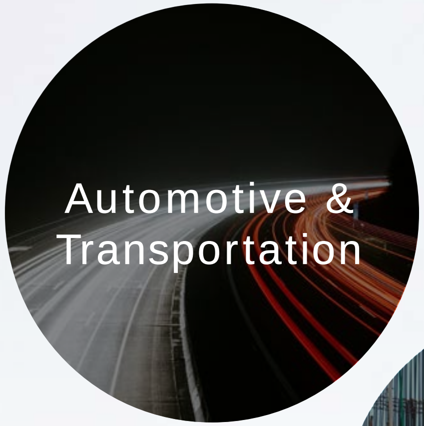
12,000 Individual Solutions

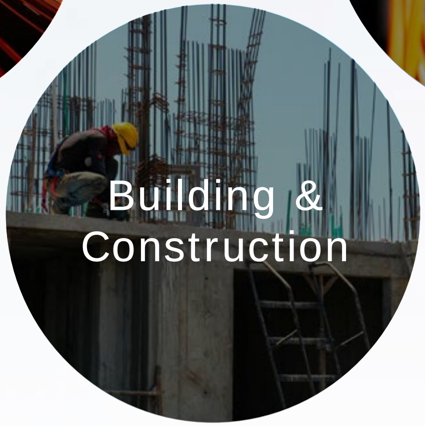
~1,230 Customers

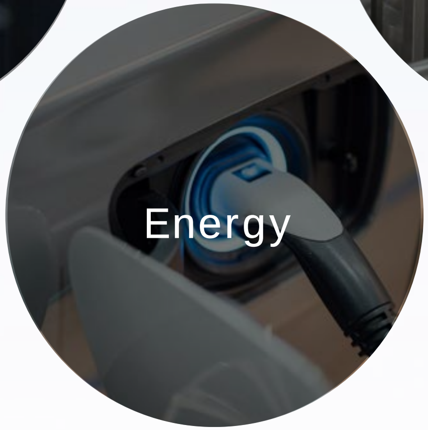
Sales per customer segment (2024,%)



Broad Market Participation







Blue Chip Customer Base

Automotive

Industrial

A Leading Position in a Mature Market with Growth Pockets

Market characteristics and drivers

01.

Fragmented Market

HEXPOL holds a leading position in the accessible market with the broadest geographic reach and a diverse product offering. Few global competitors and many small privately owned regional players.
.

02.

Electrification

(EVs, grid, wire and cable)

Growth areas include infrastructure (aging and new capacity), wire & cable, data center expansions and specialty segments. Regulatory trends and sustainability are also impacting demand.

03.

Captive Conversion

Outsourcing of mixing by customers and increased outsourcing in wire & cable are key growth levers. Today, 60% of the market is captive. Drivers include skilled labor and technical skill shortages and aging assets requiring replacement.

The Market Situation of Our Main Segments

	Automotive	Electrical/Wire & Cable	Building & Construction	Other
Growth	Flat	Growing	Recovering	Growing
Driver	• ICE/Hybrid/E-mobility • Main EV growth driven by China (MX) • Onshoring due to tariff policies	• Expanding Energy Transmission (Renewable & Traditional) • Aging Infrastructure • Data Center Buildouts • Digitalization (AI)	• Investment in infrastructure modernization and housing expansion • 4-5 Million home shortage in US • Sustainable development	• Water management • Agriculture • Energy
Our Focus	• New Automotive Hubs • New Players & OEMs • Key Account Management • Speed!!	• One stop shop • Growing global position • Speed!!	• Technical support • Broad product offering • Competitive pricing • Speed!!	• Sales & Technical Support • Broad product portfolio • Speed!!

Protect and Strengthen Market Leader Positions in Americas and Focus on Strong Cash Flow Generation

Strategic priorities 2030 – Rubber Compounding Americas

Increase Activities to Grow Organically

Priorities

- **Focus on customer intimacy.**
- **Strengthen leadership position** - Market Segmentation, Share Shift / HEXPOL Branding / sales/technical capacity and /speed.
- **Focus on growth segments** - Electrical/ Wire and Cable, Data center expansion, building & construction Dedicated Team, R&D (HEXSIL HV).
- **Securing captive conversion** opportunities.

M&A Agenda

Priorities

- Selective M&A mainly focused on expanding geographic reach or technology/capabilities.

Continued Focus on Operational Excellence

Priorities

- Exceptional service experience for our customers!
- **Cost and technology leadership** – Portfolio management, ongoing cost control (CAP-EX / capacity utilization), captive conversion.
- Consolidation in mature market segments, Expansion in developing market segments.

~60%

of the market is Captive (Vertically Integrated- Non-Tire) - $3.5B annually

Captive Conversion

Drivers

- Labor shortages of skilled and unskilled workers (20.6% of companies report that they cannot run at capacity required)
  - Aging plant workforce
  - Difficulty attracting new talent
  - Skills gap
  - Union workforce difficulties
- Current customer mixing location can no longer support customer manufacturing locations
  - Logistics issues due to work shifting in North America (US to Mexico)
- Lack of skilled technical resources (chemists)
- Aging and worn mixing assets with significant investment required

Growth Opportunity – Focus on Data Centers U.S.

The scope of escalating demand

AI is the key driver of growth in demand for data center capacity

At any time there are 50 data centers being built globally of which 50% are in the US

Electrical/Wire/ Cable Represents 12.1% of North America

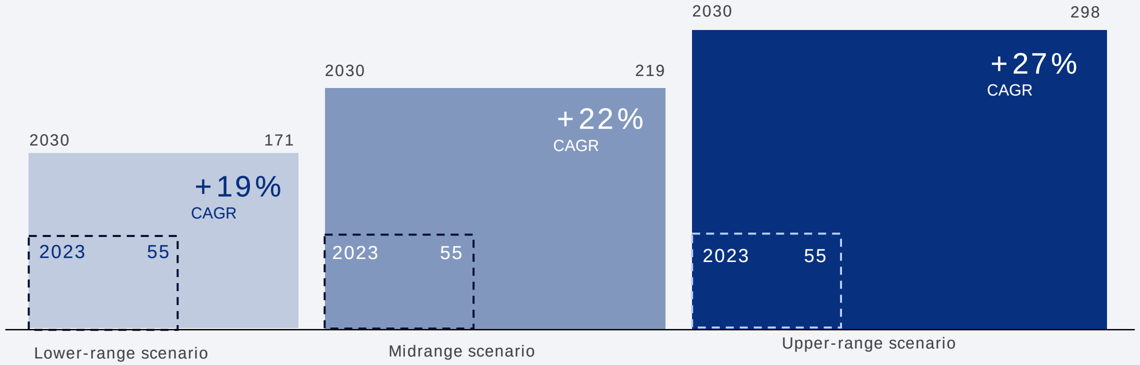
Each data center uses over 300 km's of wire and cable

Each data center uses over 3 km's of products for cooling

10-15% in volume growth potential

Global demand for data center capacity could more than triple by 2030

Demand for data center capacity, gigawatts



Source: McKinsey & Company

Data centers are emerging in more remote locations where power is abundant, and grid is less strained

HEXPOL provides rubber compounds for cooling, sealing, and vibration control applications to data centers which constitutes a real growth opportunity

Capital spending on procurement and installation of mechanical and electrical systems for data centers is likely to exceed $250 billion by 2030

HEXPOL's ability to support outsourcing demand from large cable producers unable to meet surging electrification needs, leveraging technical support and rapid response

Positioned to Continue Lead in an Attractive Market

01.

Well-positioned to take advantage of market trends

- Technical capabilities
- Geographic reach
- Operational excellence

02.

Continues to be the only "Full-Service" supplier in Americas

- Multiple locations
- Complete toolbox of mixing assets
- Deep technical resources to solve problems

03.

Strong, lean, customer-centric organization focused on organic profitable growth and cash flow generation

- Metric driven
- Rapid response to changing global challenges
- Clear market leadership

HEXPOL

HEXPOL BREAK

HEXPOL Thermoplastic Compounding

Jan Wikström

President HEXPOL Thermoplastic Compounding

HEXPOL
Thermoplastic Compounding

Manufacturing Sites

14
7 US, 6 EU and 1 Asia

2024:

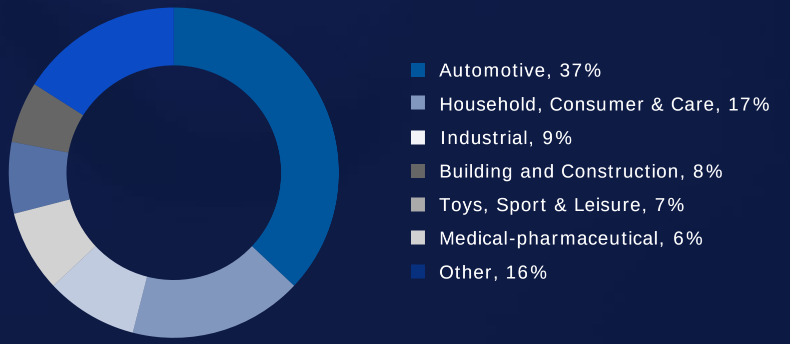
2,400
Customers

8,750
Solutions

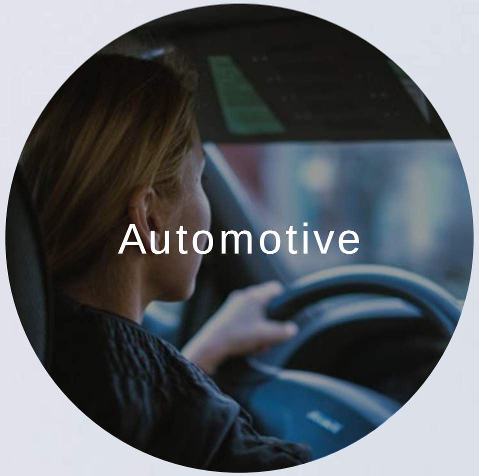
~840
Employees

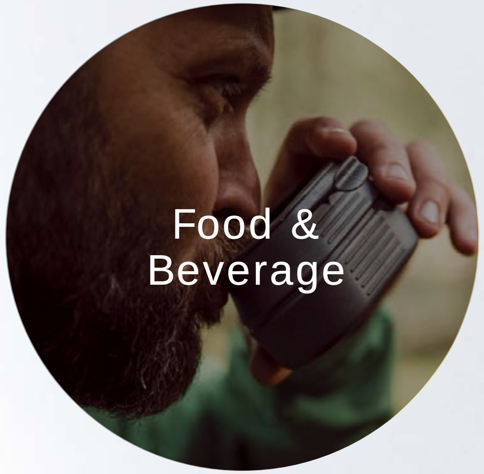
4,360
MSEK Sales

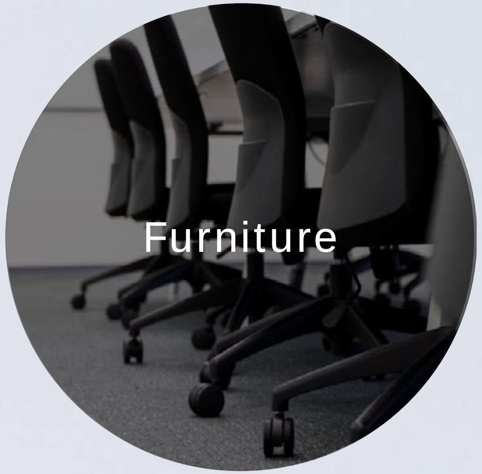
Sales per customer segment (2024,%)

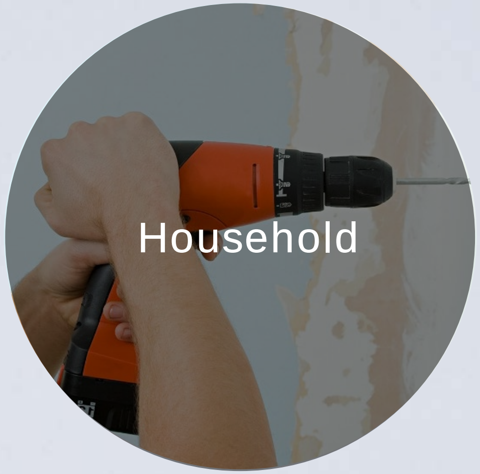


Our Products are Represented Throughout Society









A great opportunity to consolidate Thermoplastic market

Market characteristics and drivers

01.

Large & Fragmented

Many small and medium sized compounders serving local markets, potential for consolidation.

02.

Growing & Ageing population

Increasing demand for appliances, E&E with growing middle class. Increasing demand for health care with ageing population.

03.

Sustainability

Material replacement (lightweighting, recyclability), and sustainability regulations drive changes in Thermoplastics demand.

Targeting Attractive Segments

Performance & Price

15B $

High Performance Polymers

Specialized material-application combinations where **compounding is critical to achieve exact customization, High R&D spend.**

60B $

Engineered Polymers

High impact of compounding to achieve versatility in additional applications; fillers boost strength for automotive/aerospace components. HEXPOL current sweet spot targeting small batches with high technical support needs.

HEXPOL

185B $

Commodity Polymers

High impact of compounding if application specific properties required, providing performance close to Engineering type applications. Majority of volume applies low touch compounding with lower value add at low price in large volumes.

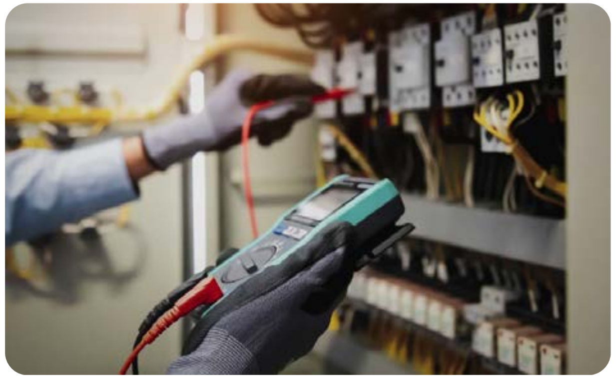
*Global market

Several Drivers Provides Growth Opportunities in Selected Customer Segments – Both Organically and M&A

High Performance & Engineered is growing significantly offering attractive opportunities

Automotive

- Sustainable solutions, increased use of recycled materials
- Thermal and electrical insulation
- Battery casing & tray
- Battery cooling lines for EVs



Electrical & Electronics

- Electrical appliances
- Housings for electrical grid applications
- Jacketing for low-voltage wire & cables
- Connectors

Medical Devices & Consumables

- Medical tubes
- Precision parts in medical devices
- Housing/casing of medical devices
- Hospital beds/wheelchairs

Focus on Growth – Consolidating Thermoplastics Market in Attractive Segments and Regions

Strategic priorities 2030 – Thermoplastic Compounding

Increase Activities to Grow Organically

Priorities

- Integrated global organization enables cross-selling, best practice sharing, and rapid scaling of innovations.
- Accelerate organic growth in core (Automotive, Consumer) and adjacencies (Medical, E&E, B&C) via cross-selling and portfolio expansion.
- Increased focus on R&D

M&A Agenda

Priorities

- Build a broader product portfolio, strengthen position in Americas and Europe and expand geographically (Exploring options to expand in India, China and Southeast Asia)
- Fill white spots in attractive market segments (i.e. Medical/E&E) and polymers
- Focus on higher-end segments

Continued Focus on Operational Excellence

Priorities

- Lean manufacturing, supply chain optimization, automation, and digitalization.
- Best practice sharing to improve margins and asset utilization.

Growth Strategy

Three types of growth with specific activities per opportunity

Three distinct growth strategies to pursue…

Illustrative

… each requires tailored strategic actions

Commercial Expansion	Acquiring new customers by identifying new customers, attending trade fairs, and demonstrating thought leadership.
Regional Expansion	Entering new markets by navigating regulatory approvals and leveraging existing production capabilities.
Application/ Portfolio Expansion	Enhancing product offerings through material innovation and collaboration with existing customers.

Source: BCG analysis

Organized for Growth

Coordination & Shared Resources

- **Sales** – Coordinated sales organization to increase cross selling of existing products to existing customers.
- **Purchasing** - Leveraging our size where possible in negotiations with suppliers.
- **R&D** - Using resources groupwide.

One HEXPOL Brand

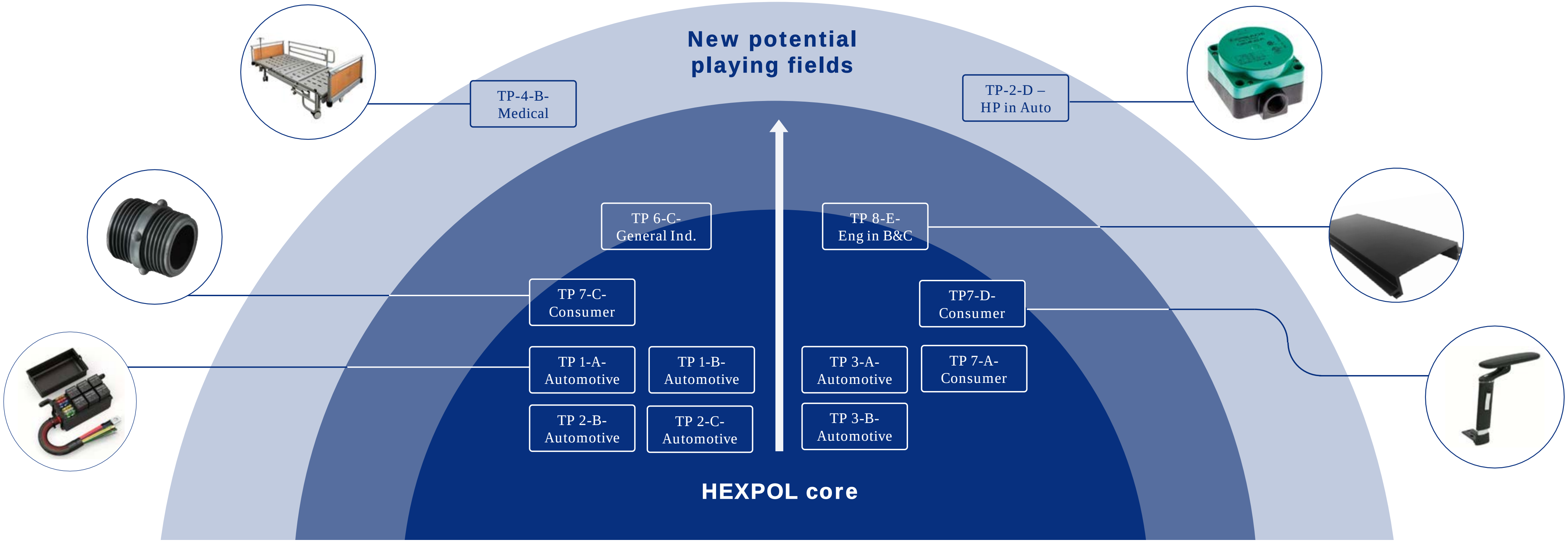
- Building the HEXPOL brand as a Thermoplastics supplier.

Processes & Systems

- Streamlined integration of new companies.
- Leveraging experience from Rubber Compounding journey.
- Best practice sharing.
- Rapid scaling of innovations.

Organic Growth Projects in Thermoplastics

Clustering | Prioritized opportunities clustered based on HEXPOL capability fit

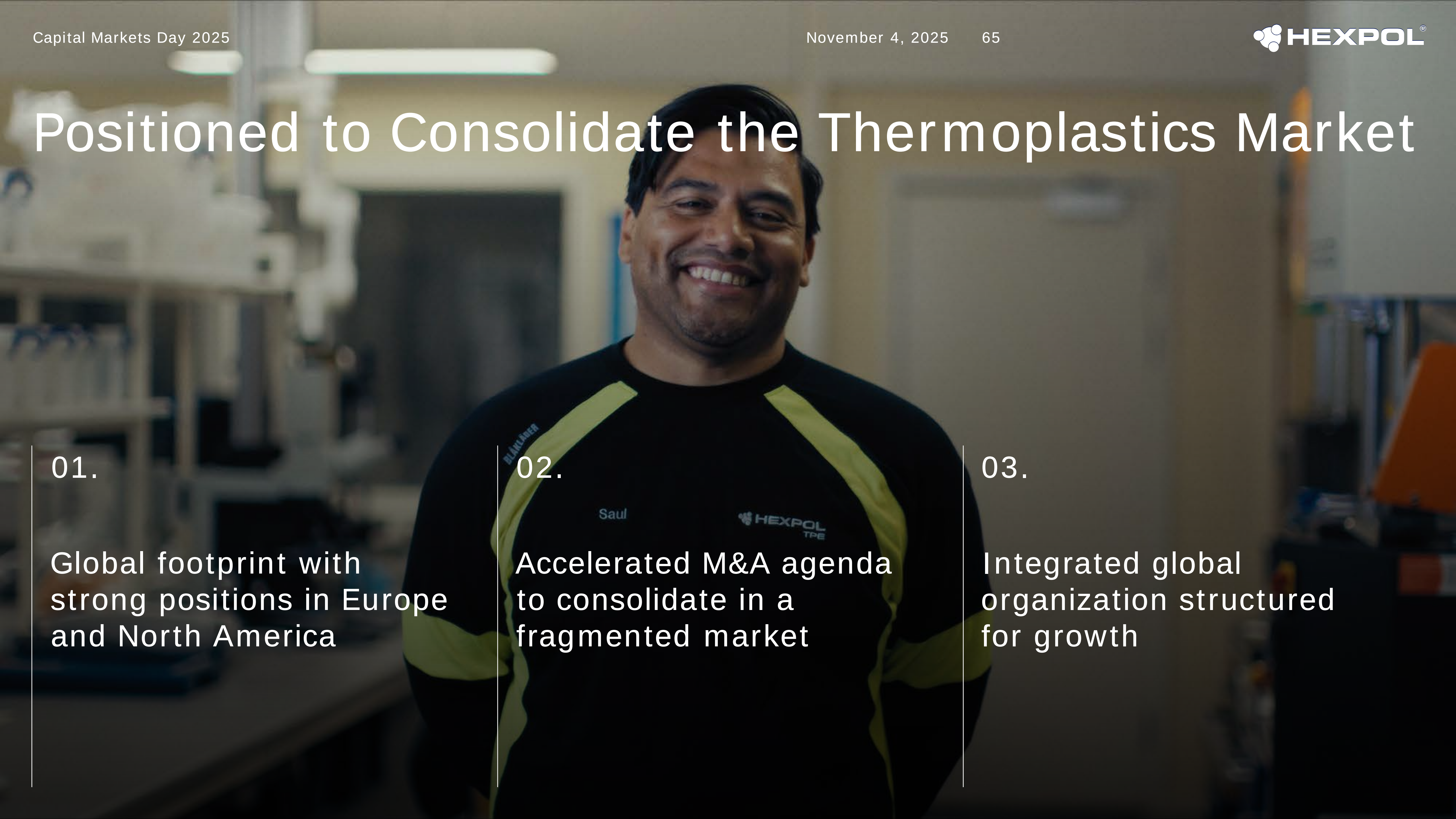


Future bets
Highly attractive markets with trending developments

Adjacencies
High-growth potential areas with some HEXPOL presence

Core HEXPOL
Strong market prescence and capabilities

HEXPOL



Positioned to Consolidate the Thermoplastics Market

01.

Global footprint with strong positions in Europe and North America

02.

Accelerated M&A agenda to consolidate in a fragmented market

03.

Integrated global organization structured for growth

HEXPOL
Engineered Products

Jan Wikström

President HEXPOL Engineered Products

HEXPOL
Engineered Products

Manufacturing Sites

7 1 US, 2 EU & 4 Asia

2024:

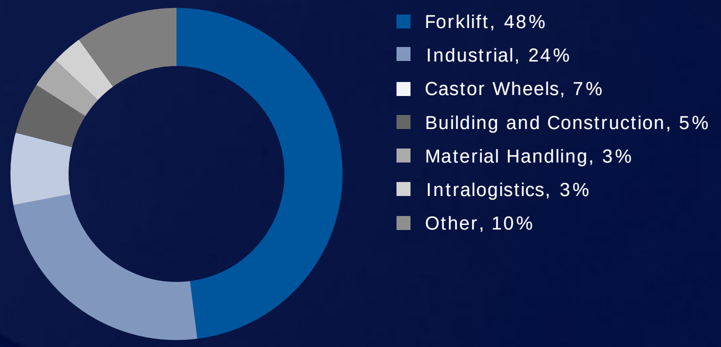
840 Customers

8,100 Solutions

~1,500 Employees

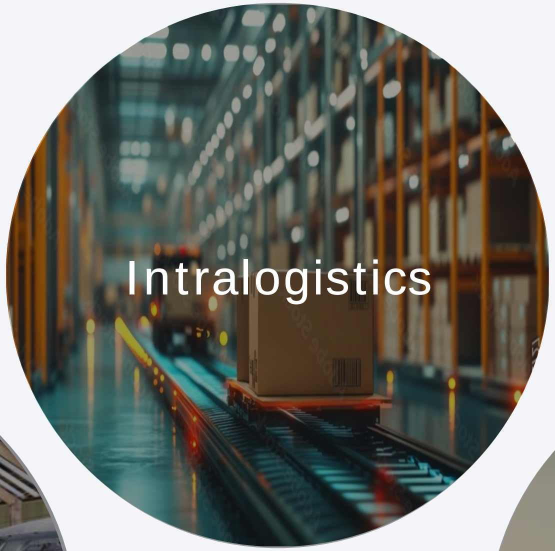
1,516 MSEK Sales

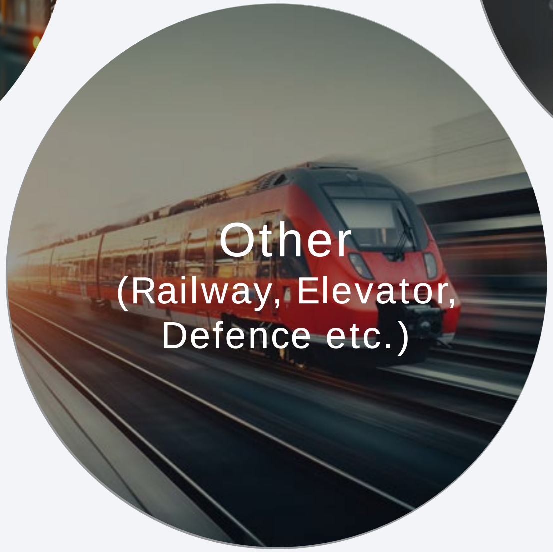
Sales per customer segment (2024,%)

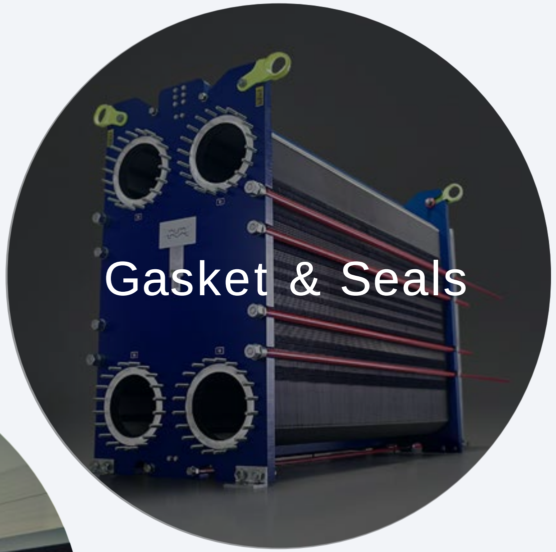


What Markets Do We Supply To

Provides professional solutions for diverse industries







What Do We Supply

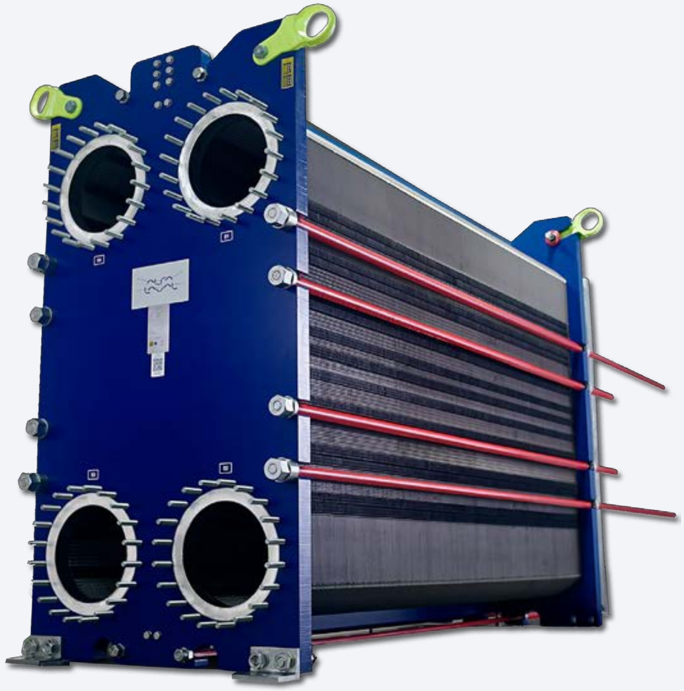
Wheels

Complete range of high-performance wheels for forklifts, material handling and general industry in high-performance polyurethane, rubber and polymer materials

Powerthane Plus 92 **Powerthane 92** **Powerfriction 75**

Gaskets & Seals

Specializing in the manufacturing of gaskets for plate heat exchangers and extruded seals in advanced polymer materials



Growth Driven by Sustainability, Regulations, Energy Efficiency, Electrification and Automation

Market characteristics and drivers

01.

Healthy Growth

Long term healthy growth for both Wheels and Gaskets & Seals with some regional differences. Diversification outside traditional markets with significant opportunities in infrastructure, defence, and industrial sectors.

02.

Integrated Supply Chains

Electrification and automation drive growth in Wheels (e.g., e-commerce, warehouse automation, electric forklifts, automotive industries, train and transport).

03.

Sustainability and Energy Savings

Strong global demand for energy efficiency, sustainability, and regulatory compliance (e.g., HVAC, food, energy, defence, oil & gas, automation). Electrical vs. ICE forklifts.

Driving Growth & Efficiency through Innovation, Expansion & Automation

Strategic priorities 2030 – Engineered Products

Increase Activities to Grow Organically

Priorities

- Expand sustainable product offerings (e.g., green gaskets, recycled/bio-based wheels).
- Strengthen and diversify OEM relationships, especially in energy, defence, and intralogistics.
- Invest in R&D and process innovation (e.g. new materials, injection moulding).

M&A Agenda

Priorities

- Opportunistic M&A focused on attractive segments and geographies. Focus on Wheels.

Continued Focus on Operational Excellence

Priorities

- Drive cost and operational excellence, including automation and digitalization.
- Continue close global coordination to utilize our advantage of global presence.

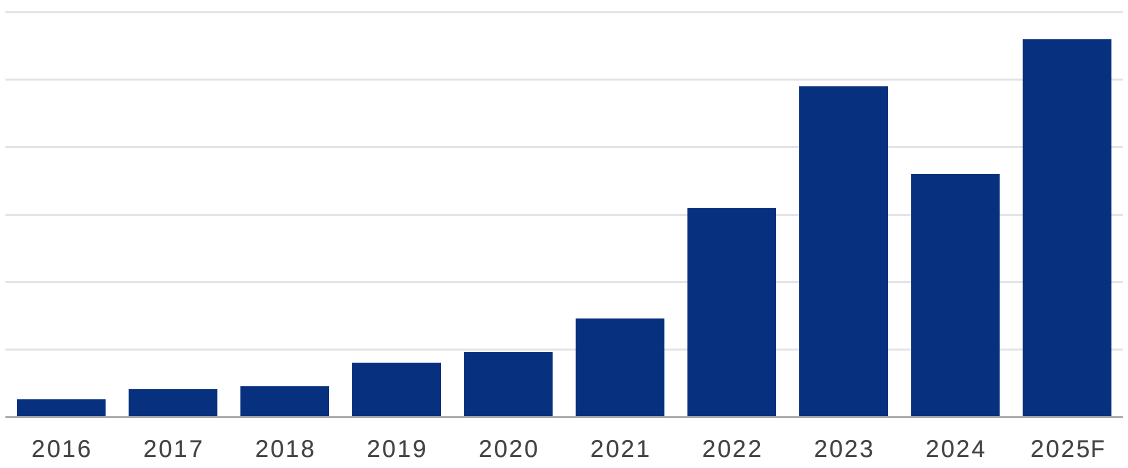
Successful Diversification of Markets

Stellana China

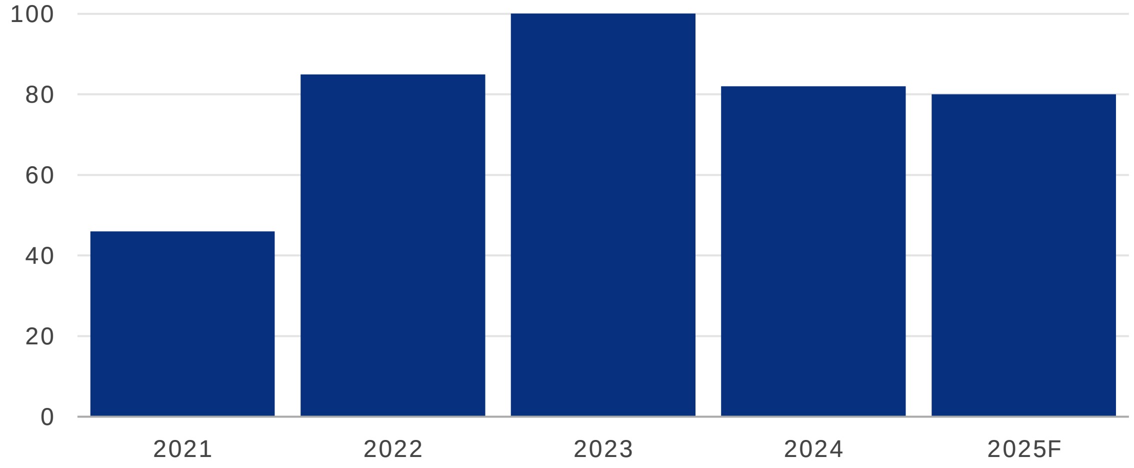
Wheels for Automotive Conveyor Systems

Growth Within Auto Conveyor Industry

Sales Growth



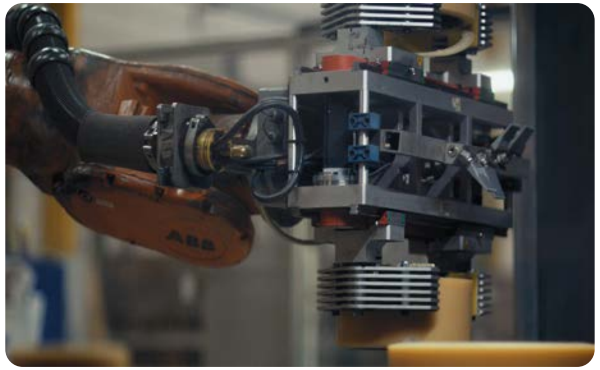
Number of Project



Expansion with BYD

Work closely with BYD to supply local projects and support global expansion.

Products & Applications



Global Cooperation Projects (map)

Location	Country	Project No.
Anhui	China	1
Guangdong	China	5
Henan	China	3
Hunan	China	4
Jiangsu	China	1
Jiangxi	China	1
Shandong	China	1
Shanxi	China	3
Brasil	Brazil	2
Hungary	Hungary	1
Indonesia	Indonesia	1
Thailand	Thailand	2
Uzbekistan	Uzbekistan	1

Strengthening Leading Position and Efficiency

01.

Stable growth

Favorable megatrends

02.

Global reach and coordination

Leading global position

03.

Innovation

Speed in product development
Sustainable products

A Strong Financial Position Poised for Next Phase of Growth

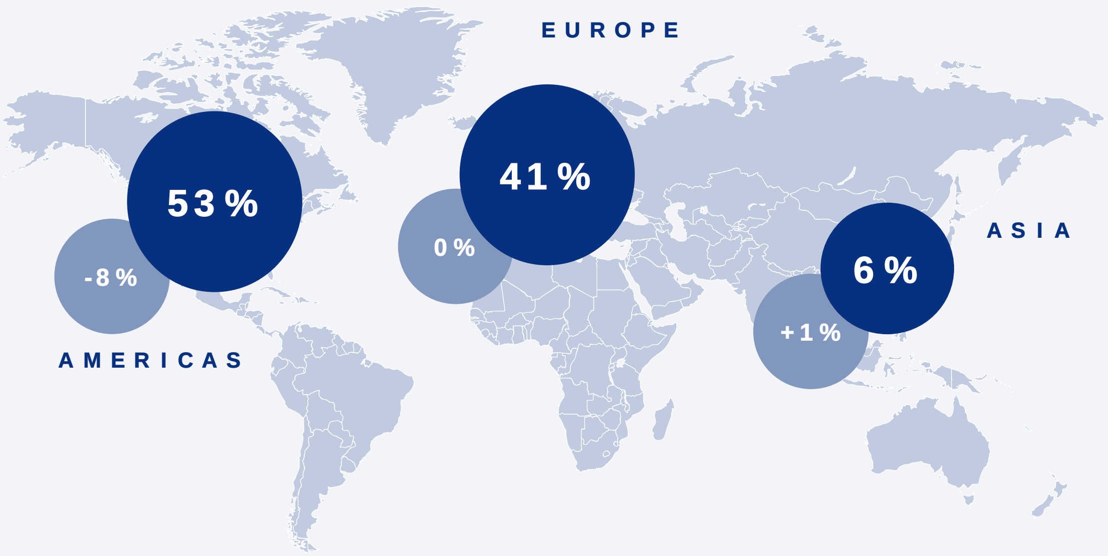
Peter Rosén

Deputy CEO and CFO

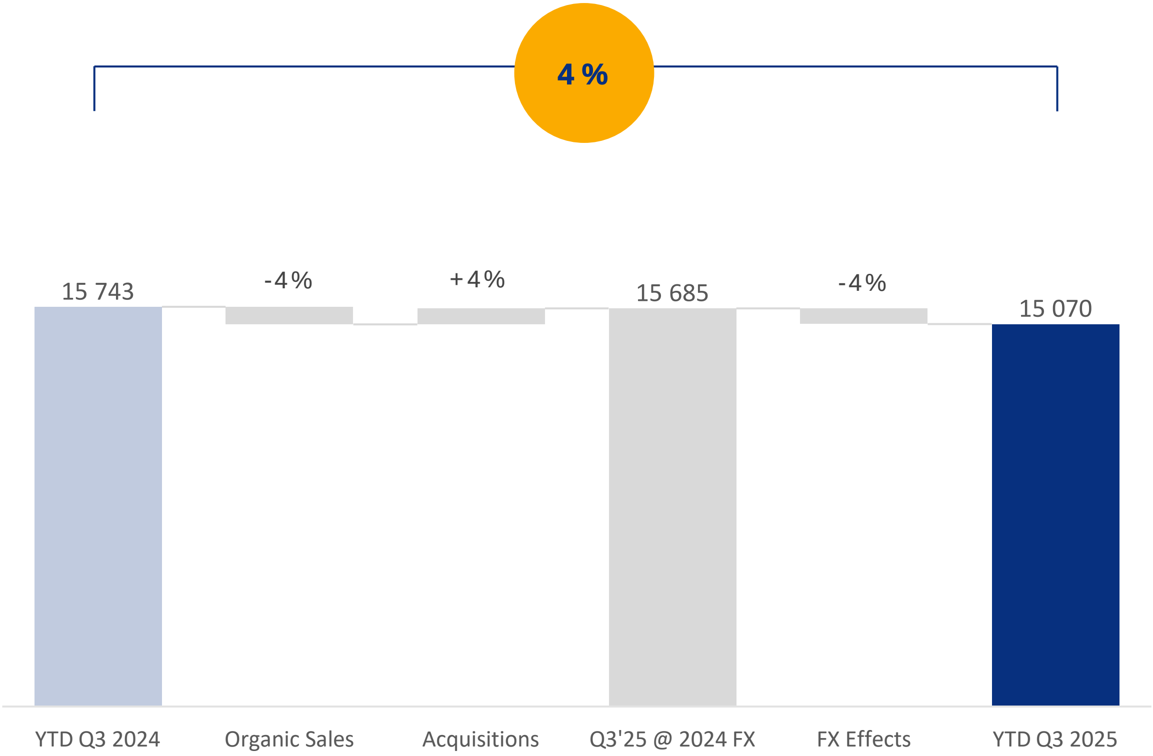
Sales Development YDT Q3 2025

Lower organic sales in Americas offset by acquisitions but negative FX impact

Regional Development



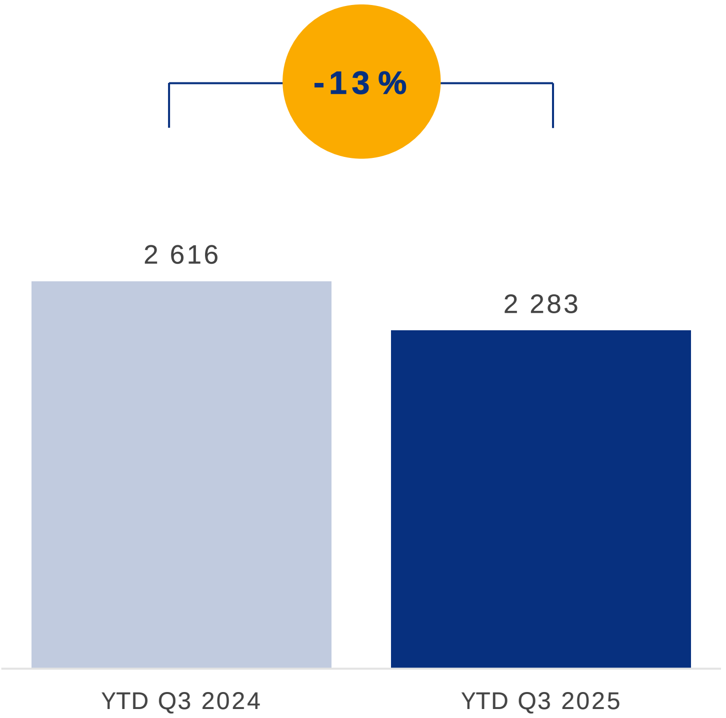
Sales Development
MSEK



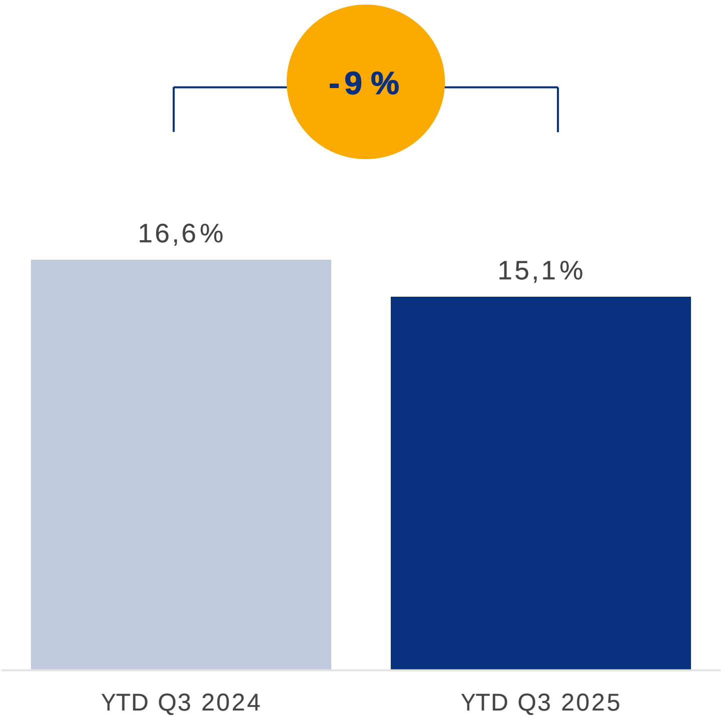
Profitability and Cash Flow YDT Q3 2025

Lower EBIT following on lower sales and margin, still strong cash flow

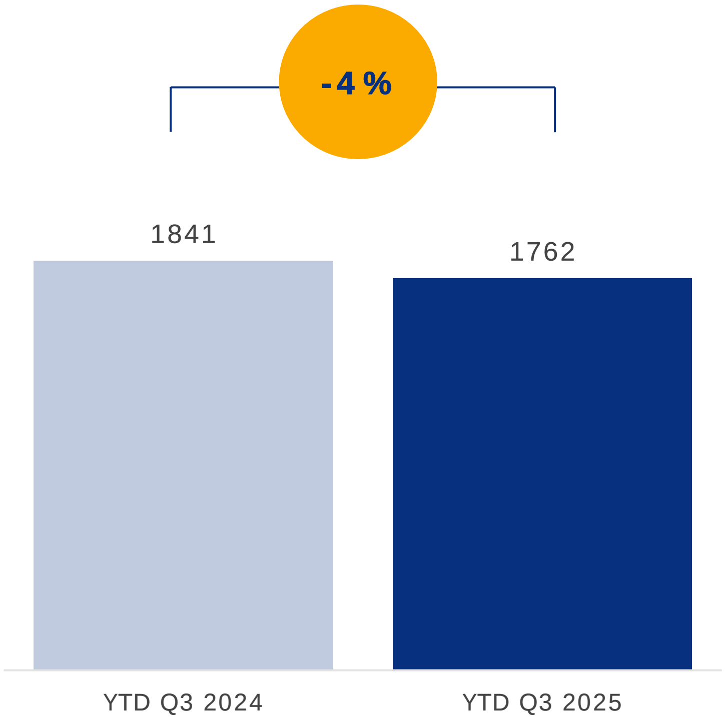
EBIT
MSEK



EBIT Margin
%



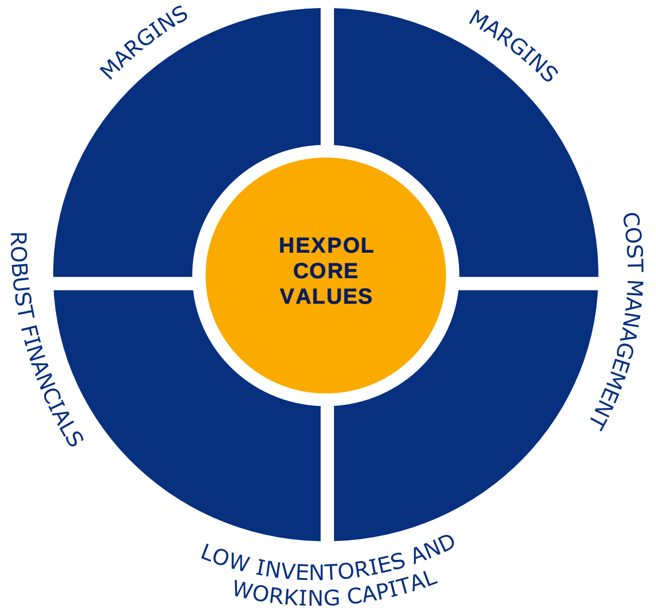
Strong Cash Flow
MSEK



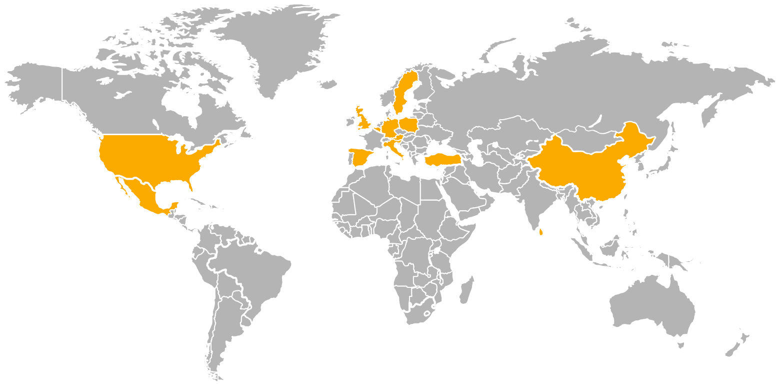
Financial Resilience Through Business Setup

Robust – Flexible - Lean

Business Model Resulting In Long Term Customer Relationships and Low Risk

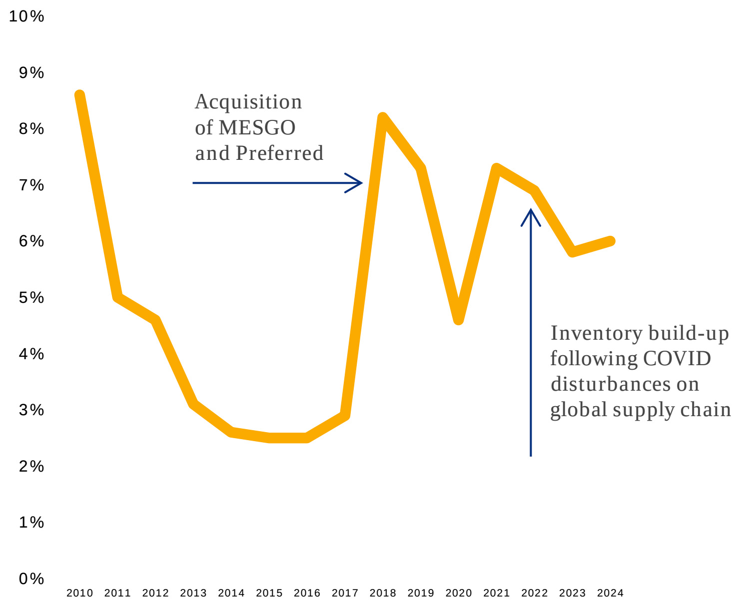


Global Footprint Close to Our Customers



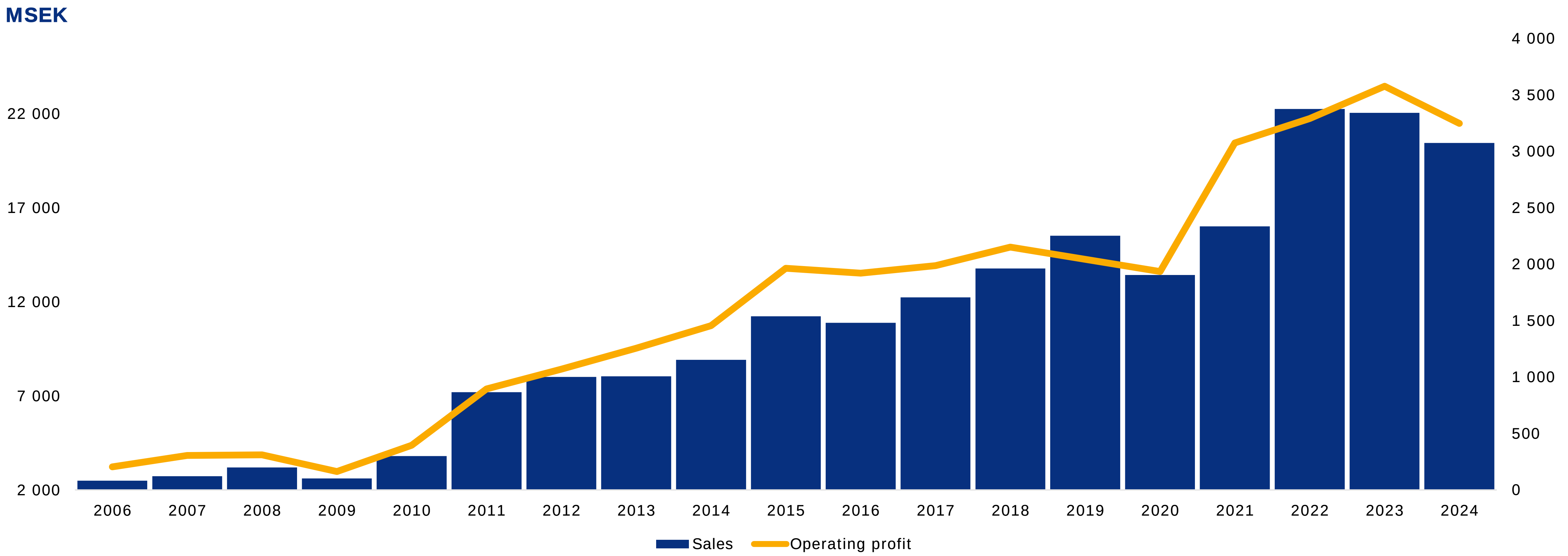
Efficient Working Capital Management

Working Capital in Relation to Sales %



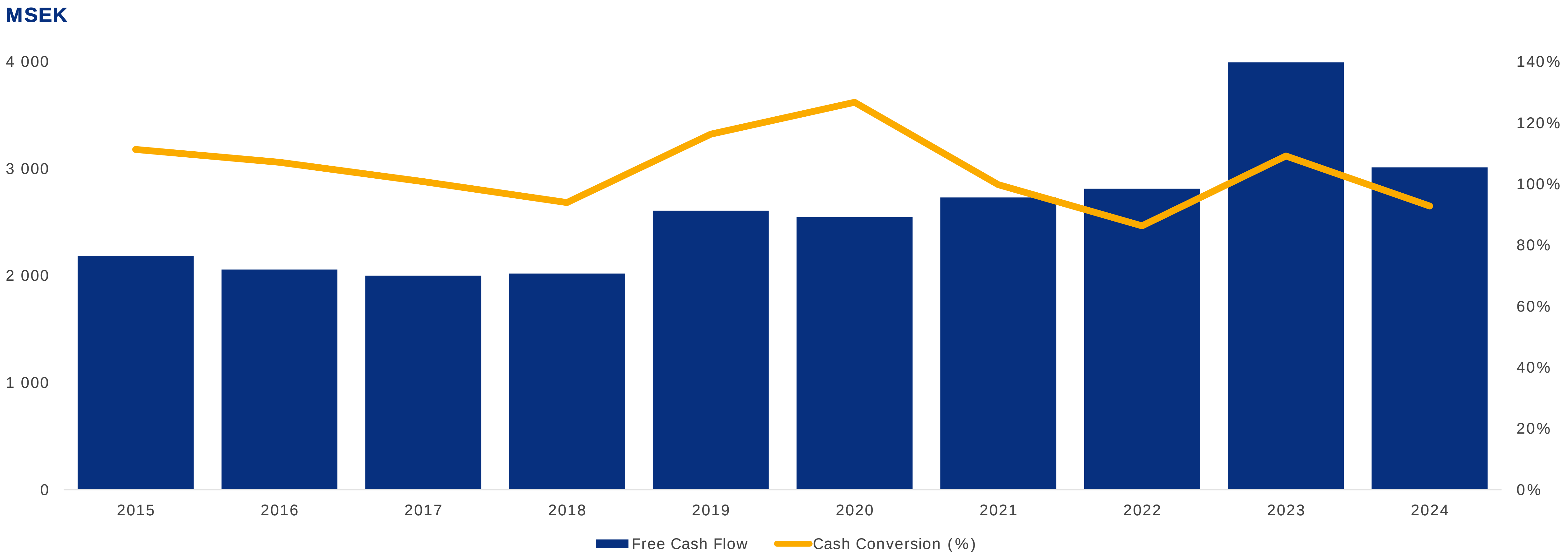
Growth And High Profitability

Strong Sales and Operating Profit



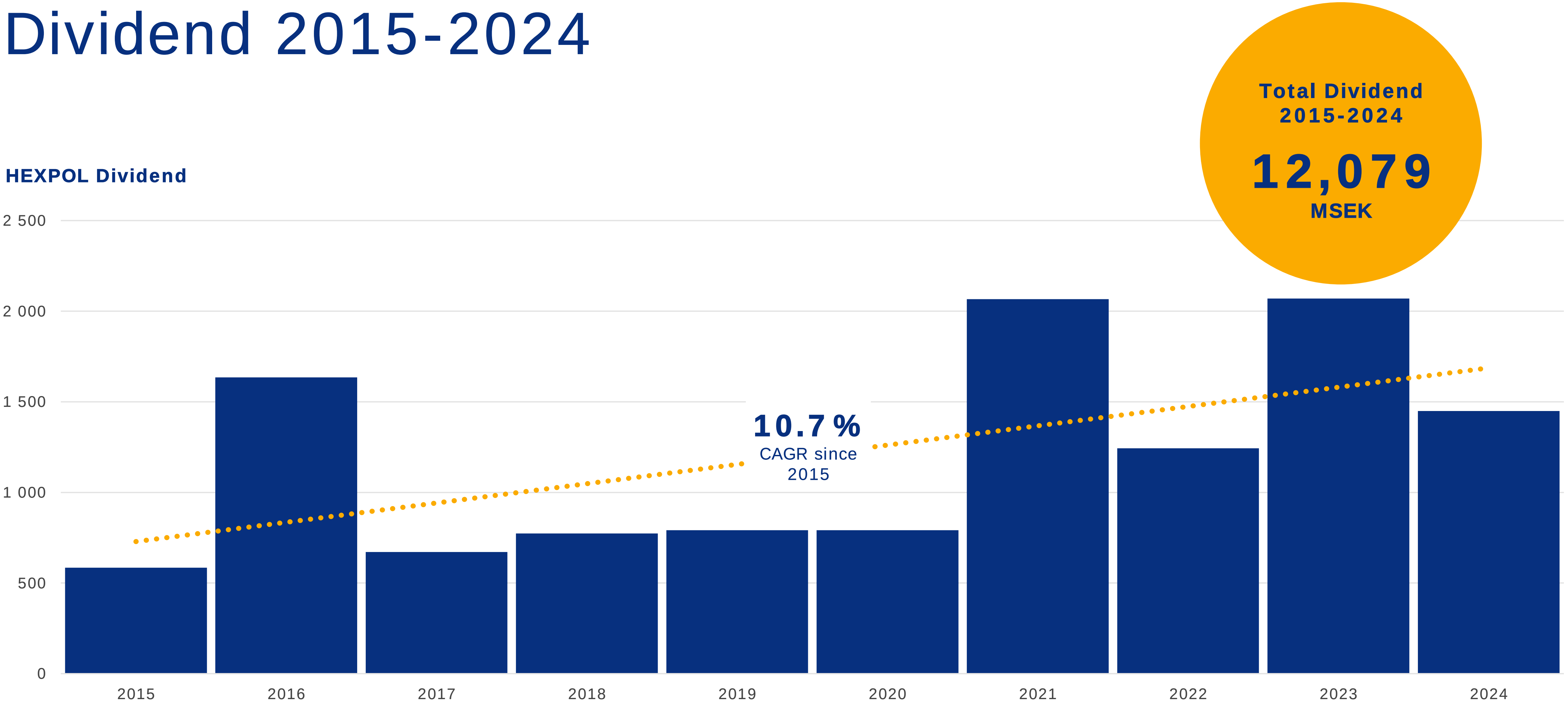
High Cash Generation

Strong Cash Flows and Cash Conversion

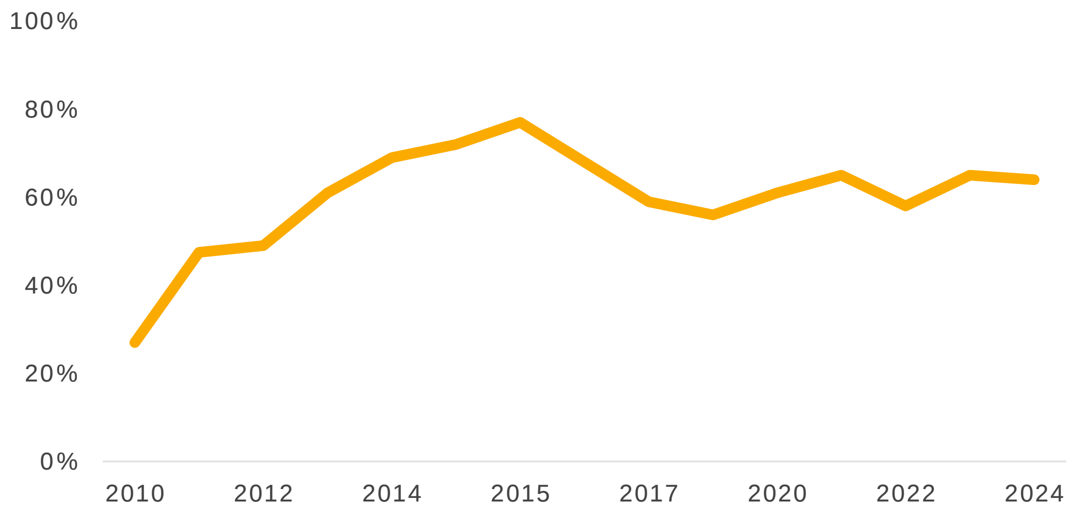


Note: Cash conversion is free cash flow in relation to EBIT

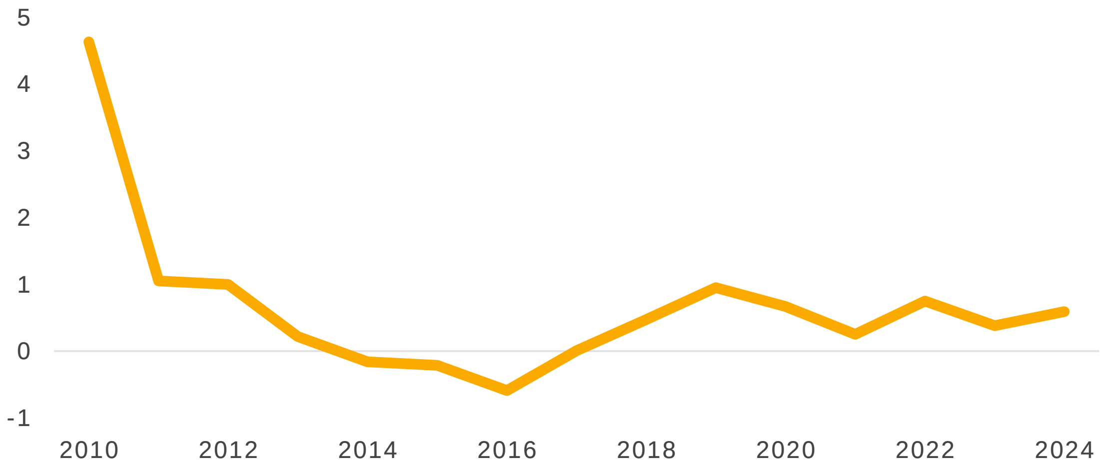
Dividend 2015-2024



Equity / Asset Ratio



Net Debt / EBITDA Ratio



Strong Balance Sheet

Strong financial position supports further profitable growth including acquisitions

- Equity Asset Ratio well above the target of 30%.
- Low Net Debt/EBITDA Ratio despite acquisitions and high dividend levels.
- Strong balance sheet enables both organic growth, active M&A and an attractive dividend policy.

Focus on Growth and Value Creation

HEXPOL value creation framework going forward

Increased Focus on Organic Growth

- R&D to drive product innovation and sustainability leadership
- Increase sales capacity
- Captive conversion

Future CAPEX priorities: R&D and capabilities

Raised M&A Agenda

- Geographic expansion
- Product & Technology
- Special focus on Thermoplastics

Potential for Net Debt/EBITDA <2.5 to support increased M&A agenda

Operational Excellence Enhancing Scalability

- Cost leadership
- Production technology
- Product portfolio

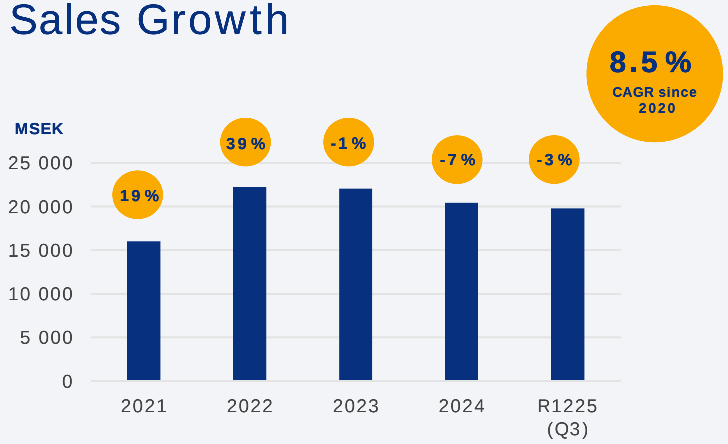
Future CAPEX priorities: Innovation, efficiency gains and capabilities

Attractive Total Return to Shareholders

- EPS Growth
- Dividend policy 40-60% of net profit
- Strong financial position to support continued growth agenda

Historical Financial Objectives

Sales Growth



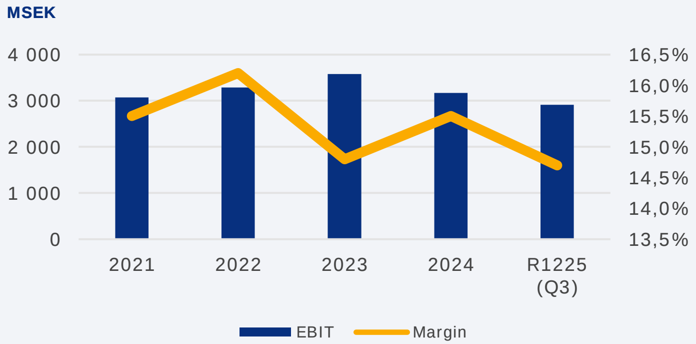
Target >10 %

Sales growth (adjusted for currency effects) should amount to more than 10 percent, over a business cycle.

Comment

- >50% sales increase with strong cash flow and disciplined working capital management.

Operating Margin



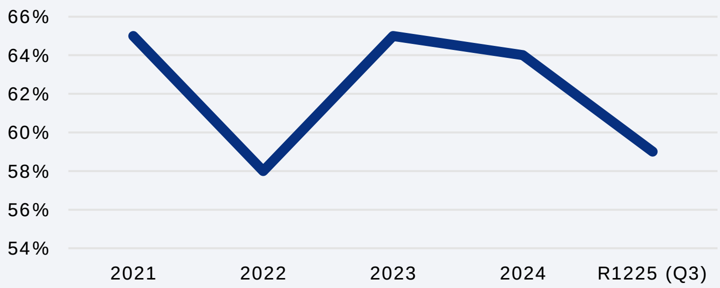
Target >17 %

The operating margin (adjusted for items affecting comparability) is to exceed 17 percent over a business cycle.

Comment

- >60% EBIT growth 2020–2024.
- EBIT margins are industry-leading in Rubber, with group-level margins supported by operational excellence and pricing discipline.

Equity/Asset Ratio



Target >30 %

The equity/assets ratio is to exceed 30 percent.

Comment

- Disciplined working capital management, high-ROI capex, and asset utilization.

New Financial Targets & Operational Metrics – 2030

Next Phase of Growth and Value Creation

EPS Growth >10% (CAGR) Between 2026-2030

EPS growth better reflects the strategic agenda set out for HEXPOL when it comes to organic growth, increased M&A activity and operational excellence.

Net Debt/EBITDA Ratio Below 2.5

Increased leverage and high cash flow support higher M&A activity level. During the last 10 years, NET Debt/EBITDA has not passed 1.0 and has quickly been brought down by high cash flow generation, resulting in low risk.

Dividend Policy 40-60%

During the last 10 years, around 50% of net profits have been paid out to the shareholders, 60% when including extra dividends.

Operational Metrics Supporting the Financial Targets;

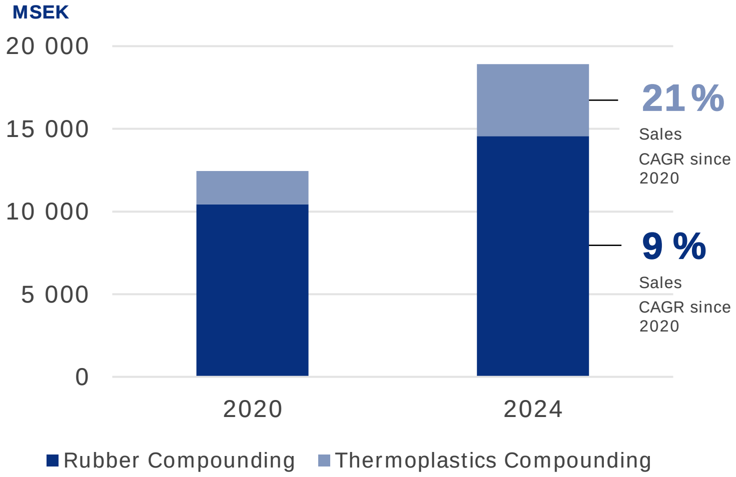
- EBIT margin of 14-16%.
- >10% revenue growth including M&A.

HEXPOL®

Performance per Reported Business Segment 2020–2024

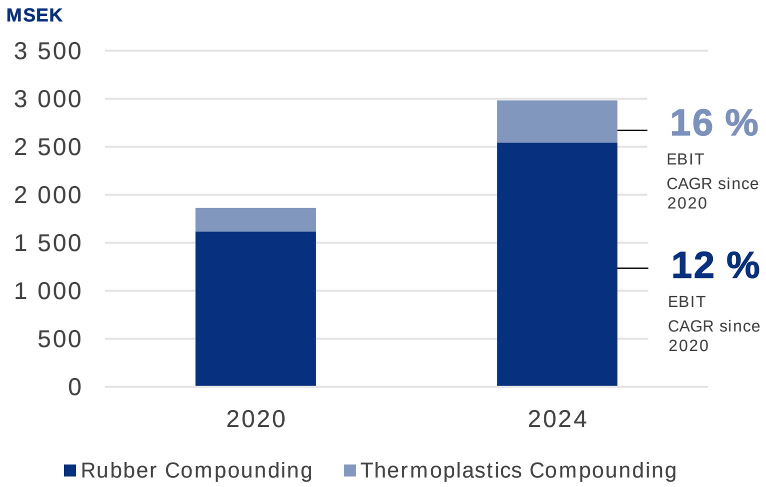
Sales Compounding

11% Sales CAGR since 2020



EBIT Compounding

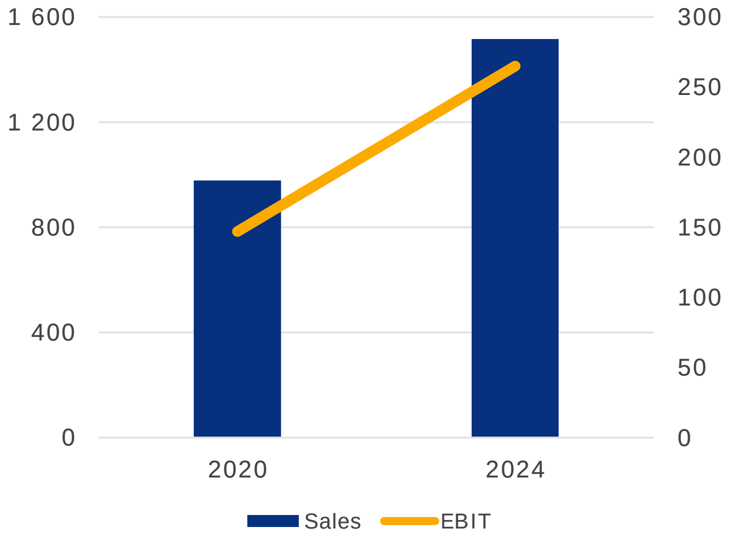
12 % EBIT CAGR since 2020



Engineered Products

12 % Sales CAGR since 2020

16 % EBIT CAGR since 2020



A Strong Financial Position and Updated Financial Targets to Support Value Creation

01.

We have a strong financial position supporting growth

The strong balance sheet provides the resources for growth, both organic and through M&A

02.

The focus on growth and value creation give attractive returns to our shareholders

A strong combination of EPS growth and dividends

03.

Updated financial targets

To better align with and support the growth strategy of HEXPOL

HEXPOL
Q&A

HEXPOL 2030 – Growth and Value Creation

Ambitions

Market Leadership

#1-2 Position Where We Play

Financial Targets

- EPS growth >10% (CAGR) between 2026-2030
- Net Debt/EBITDA ratio below 2.5
- Dividend policy 40-60%

Operational Metrics

- EBIT Margin of 14-16%
- >10% revenue growth including M&A

Strategic Priorities

Increase activities to grow organically

Raised M&A agenda, Focus on Thermoplastics

Operational Excellence

Our Foundation

Sustainable market leadership position

Proven value creating business model

Local ownership and a strong culture