



Trelleborg

"Go Global – Romania"
Automotive
FKG seminar January 15, 2008

”Meeting Current and Future Challenges”

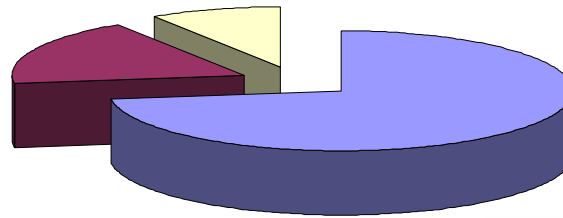


Car Body

Trelleborg Automotive
a €1.1 billion business
in 39 plants and 16
countries.



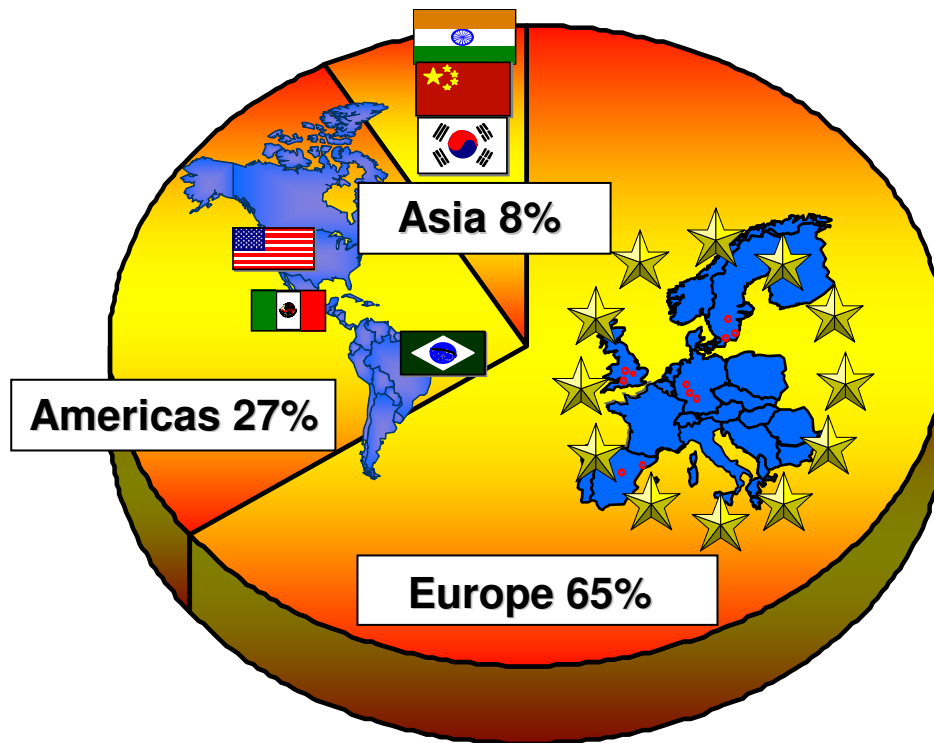
Cooling



AVS



Sales by Region 2006



Sales Turnover 2006 €1 billion

Trelleborg Automotive – Europe 2006



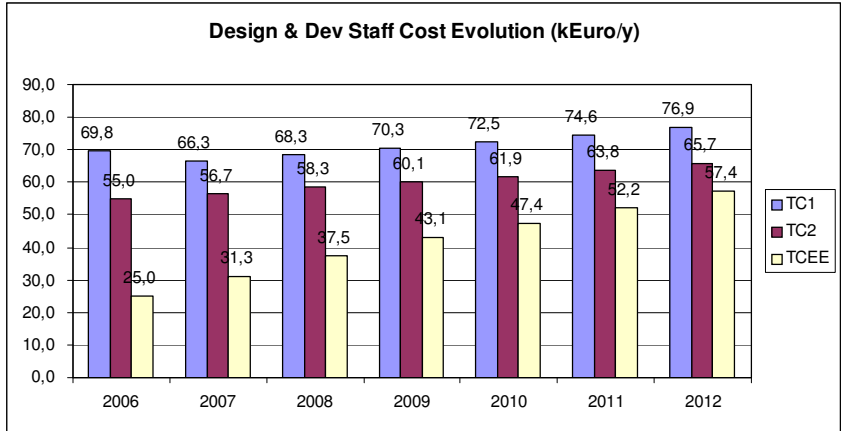
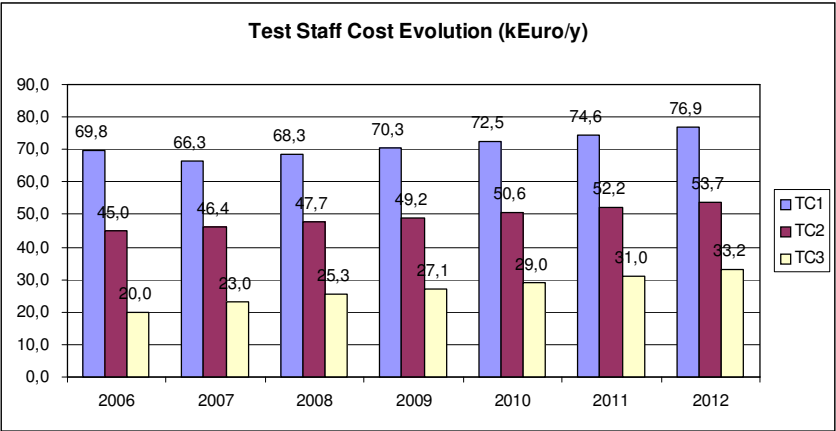
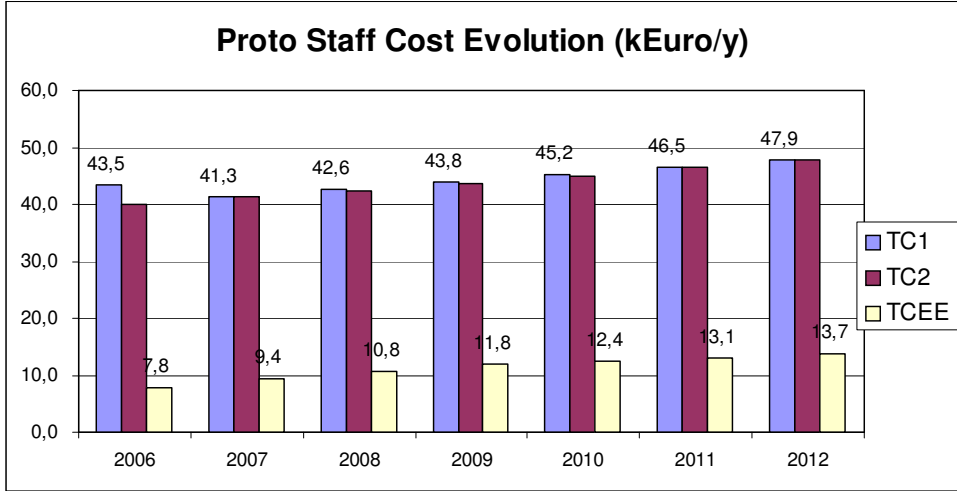
Why Romania?

- ◆ DACIA – Renault and soon also FORD
- ◆ Many T1 & T2 already there, many with positive results
- ◆ Lower costs
- ◆ Need for repositioning of EU plants



Cost of personnel

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Comparison annual working hours / days.



	Working hours	Holidays	Public holidays
D	37,5h +	30 days	~ 9 days
F	35h+	34 days	~ 6-7 days
EE	40h	21-24 days	~ 7 days

Where in Romania?

We were confident that if & when we put a plant in Romania it had to be a modern plant with capabilities and expansion possibilities to become one of our key plants for Europe. We also wanted to be in full control, hence our own plant.

- ◆ Romania for sure offers no logistic advantages, contrary.
- ◆ Timisoara offers the best logistics to rest of EU but.....
- ◆ Pitesti area offers automotive culture and is near to Dacia but....
- ◆ Sibiu or Brasov?
- ◆ Craiova area, was not recommended
- ◆ Any other area?



We decided Dej, near Cluj-Napoca.

Why?



- ◆ Buying land is not so easy in Romania
- ◆ Competition for personnel
- ◆ Salary and other cost development
- ◆ Industrial park support
- ◆ Near Cluj-Napoca with international airport


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Grand opening



Lessons learned

- ◆ Being far away from major clusters and in a virgin Industrial park has proved tough but may prove to be worth the initial struggles.
- ◆ Like in most LCC countries the best employees move around frequently.
- ◆ Warm & friendly people and surprisingly well English speaking.
- ◆ Proven good air connection
- ◆ Local market develops even better than we thought from the beginning.

- ◆ Why Dej and why in the Industrial park?

