

Document 1515

[21515001]

When Rune Andersson set out to revive flagging Swedish conglomerate Trelleborg AB in the early 1980s , he spurned the advice of trendy management consultants .

[21515002]

" All these consultants kept coming around telling us we should concentrate on high technology , electronics or biotechnology , and get out of mature basic industries . " Mr. Andersson recalls .

[21515003]

Yet under its 45-year-old president , Trelleborg moved aggressively into those unfashionable base industries - first strengthening its existing rubber and plastics division , later adding mining as well as building and construction materials .

[21515004]

It was a gutsy move for a little-known executive , fired after only two months as president of his previous company .

[21515005]

But going against the grain has never bothered Mr. Andersson .

[21515006]

Stroking his trademark white goatee during a recent interview , the diminutive Swede quips : " It turned out to be lucky for us .

[21515007]

If the whole market thinks what you 're doing is crazy you do n't have much competition . "

[21515008]

Mr. Andersson is anxious to strengthen Trelleborg 's balance sheet .

[21515009]

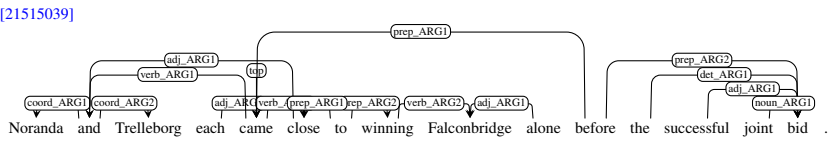
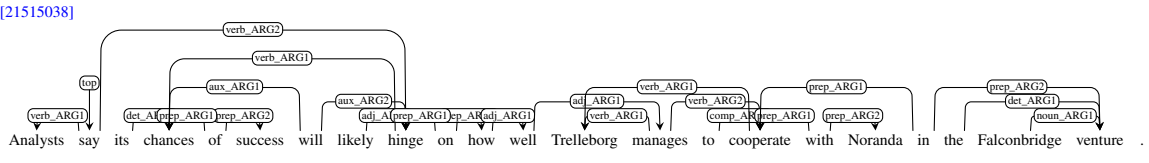
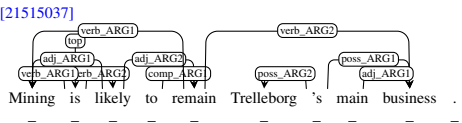
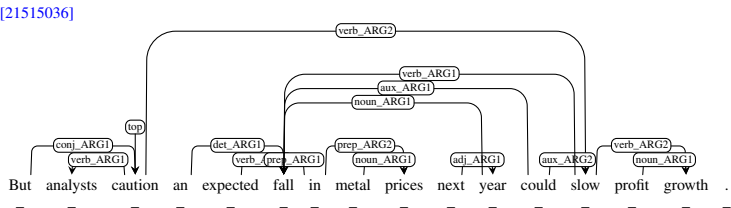
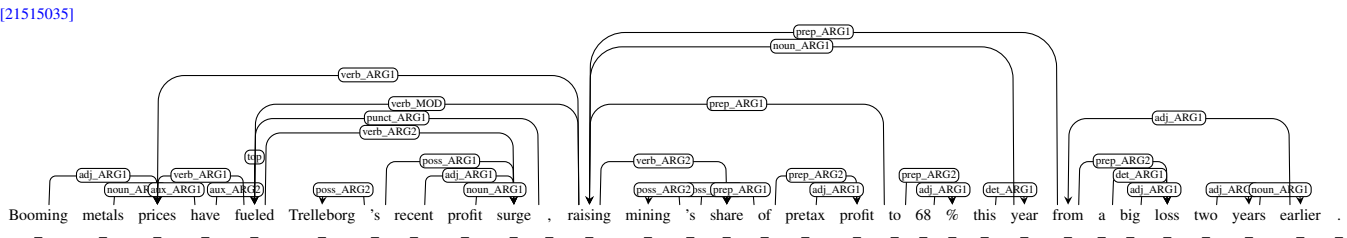
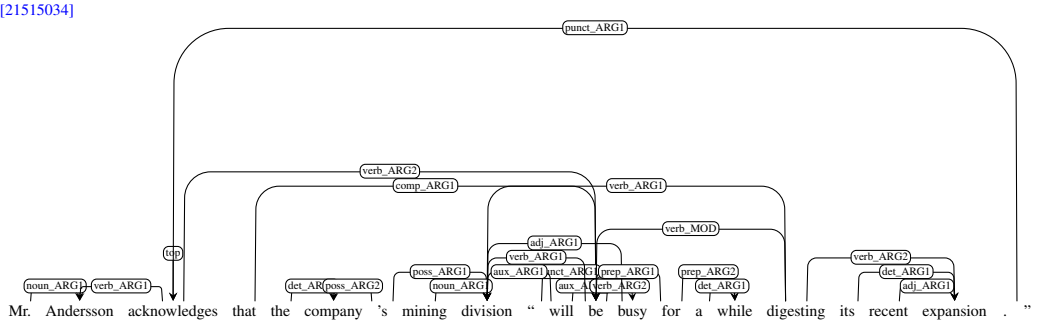
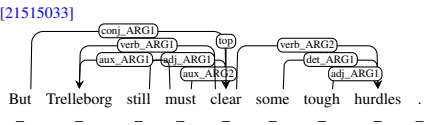
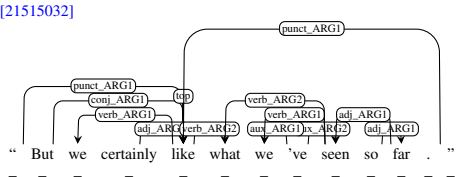
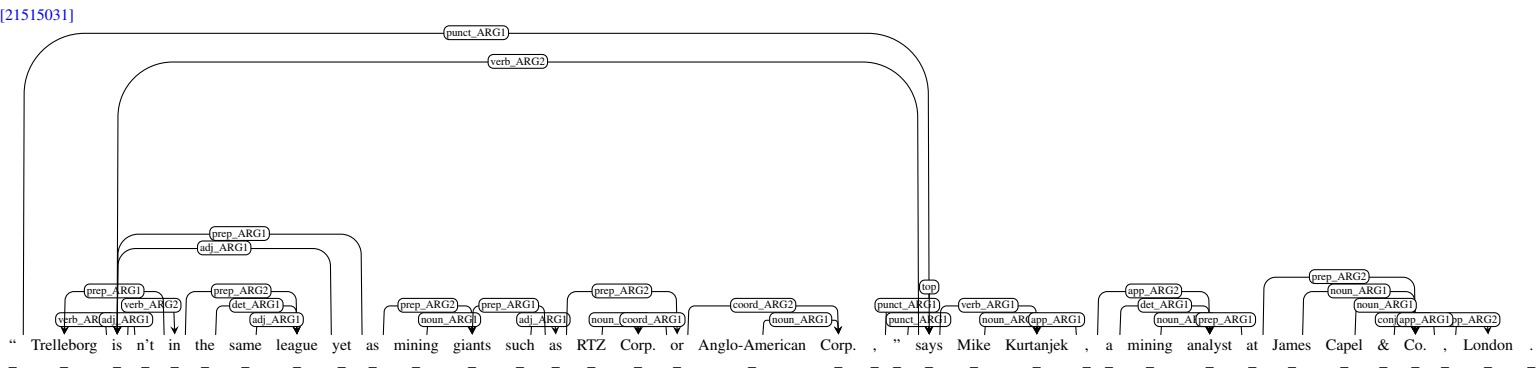
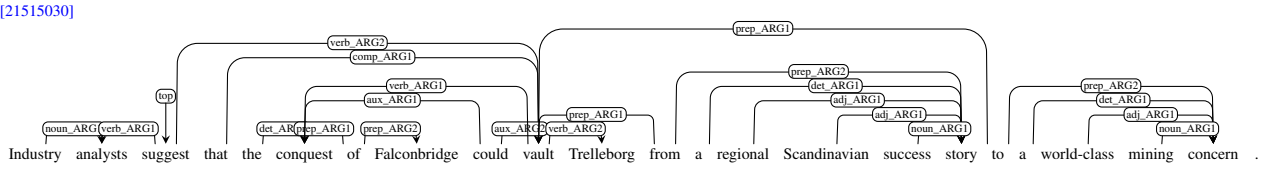
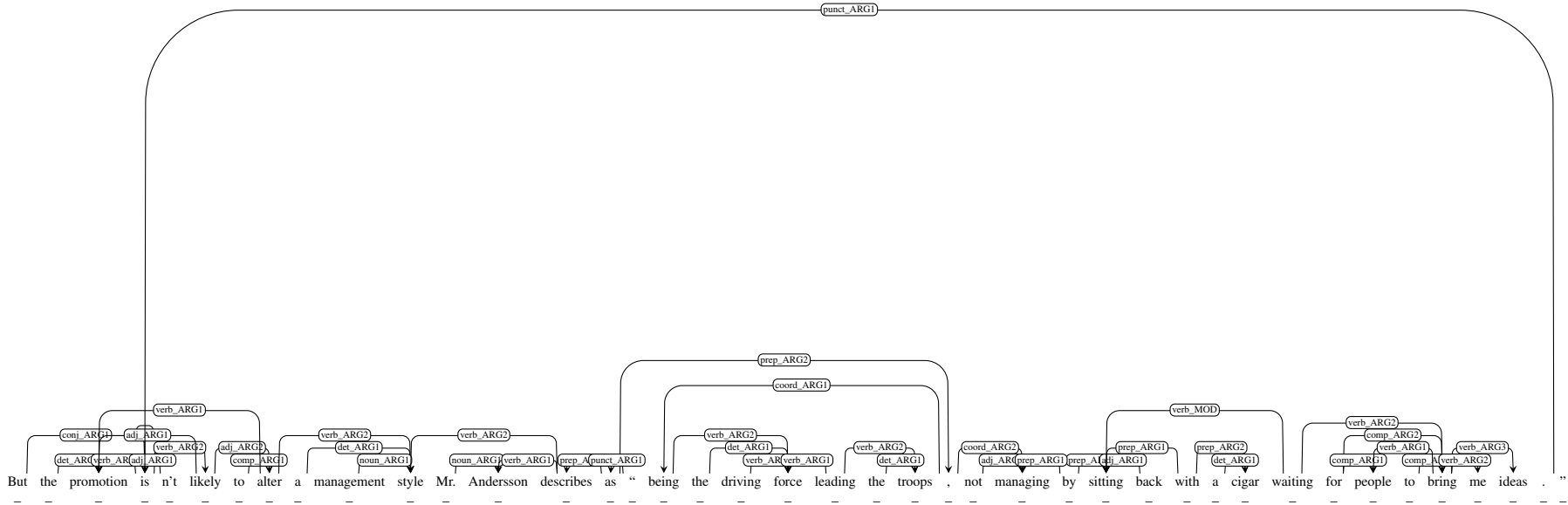
Characteristically , he did n't waste much time getting started .

[21515011]

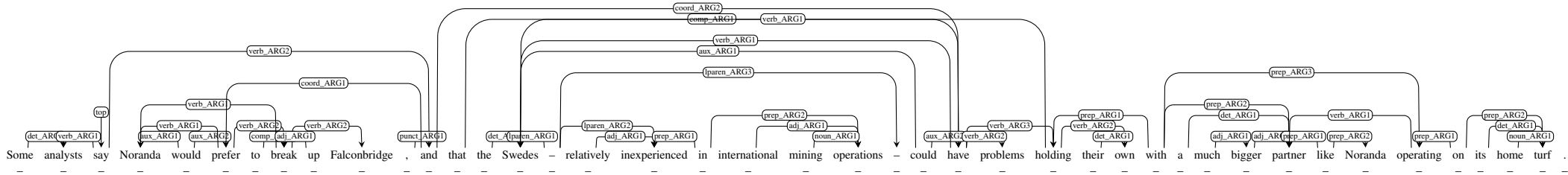
At current market prices , the twin public offerings to be completed next year would add an estimated 2.5 billion Swedish kronor ( \$ 386 million ) to Trelleborg 's coffers , analysts say .

[21515013]

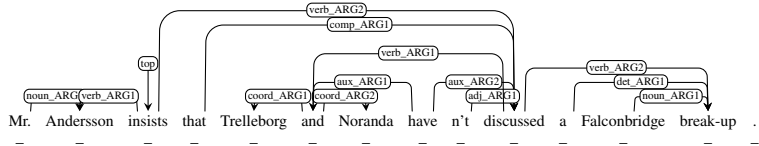




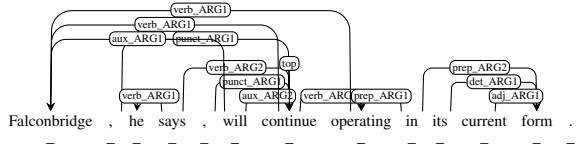
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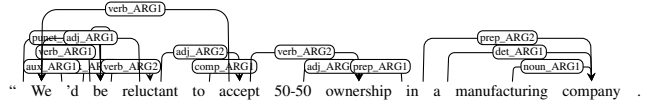
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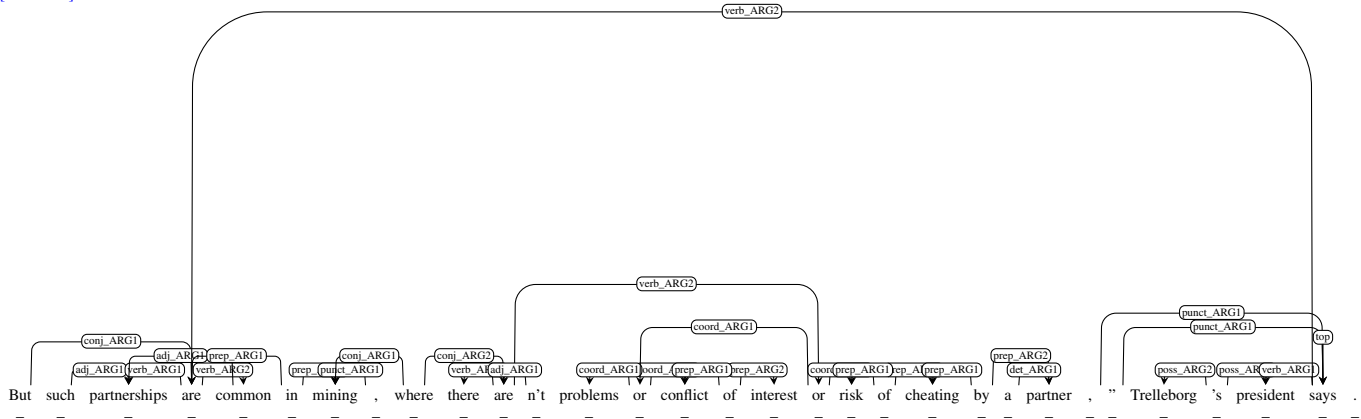
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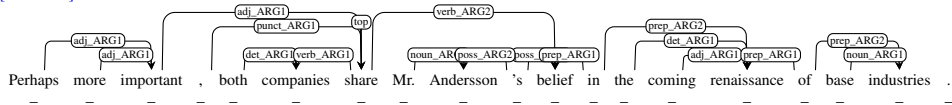
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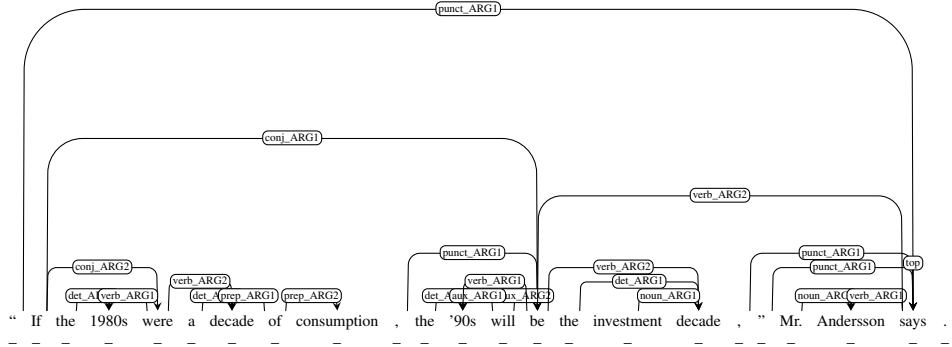
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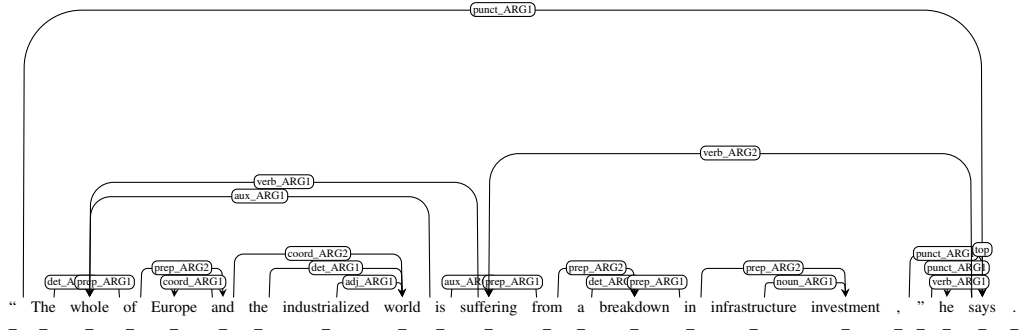
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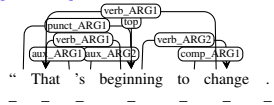
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[21515047]



[21515048]



[21515049]

