



## Our Core Values



In a global Group such as Trelleborg, characterized by individual and cultural diversity, our system of shared values is particularly important. Our core values – customer focus, performance, innovation and responsibility – are long-term commitments, which, when coupled with the business concept, goals and strategies guide us in making decisions and conducting business. The values make Trelleborg unique compared with our competitors. We are proud to be different.

In order to utilize the values as guidelines in our daily work, we must reflect on their significance to our business and activities. Working on our values is a continuous process.

In this brochure, we will tell you what Trelleborg stands for.

Peter Nilsson  
President and CEO

# How it is all interconnected

The Trelleborg Group's business concept is to offer solutions that seal, damp and protect in demanding industrial environments throughout the world. Our vision is to be the customers' first choice in our selected market segments, creating value through high-performance solutions.

Our values, Code of Conduct and rules for corporate governance provide principles for how we conduct business and, in doing so, a framework for our operations.

The aim of our strategies is to ensure leading positions in selected segments through differentiation. With our focus on excellence, growth and innovation, we are committed to solving our customers' challenges. Our leadership is the link between strategies and action.

## VISION

We shall be the customers' **first choice** in our selected market segments, **creating value** through **high-performance solutions**.

## BUSINESS CONCEPT

We **seal, damp and protect** in demanding industrial environments throughout the world. Our customers can rely on engineered solutions based on leading polymer technology and unique applications know-how.

## STRATEGIES

### Leading positions in selected segments

We develop leading positions in selected segments through differentiation. With our focus on excellence, growth and innovation, we are committed to solving our customer needs.

- **Excellence**

We achieve operational, commercial and financial excellence through continuous improvements.

- **Growth**

We create sustainable and profitable growth, both organically and driven by acquisitions, in selected market segments.

- **Innovation**

We create customer value by applying proactive and innovative thinking in everything we do.

## LEADERSHIP

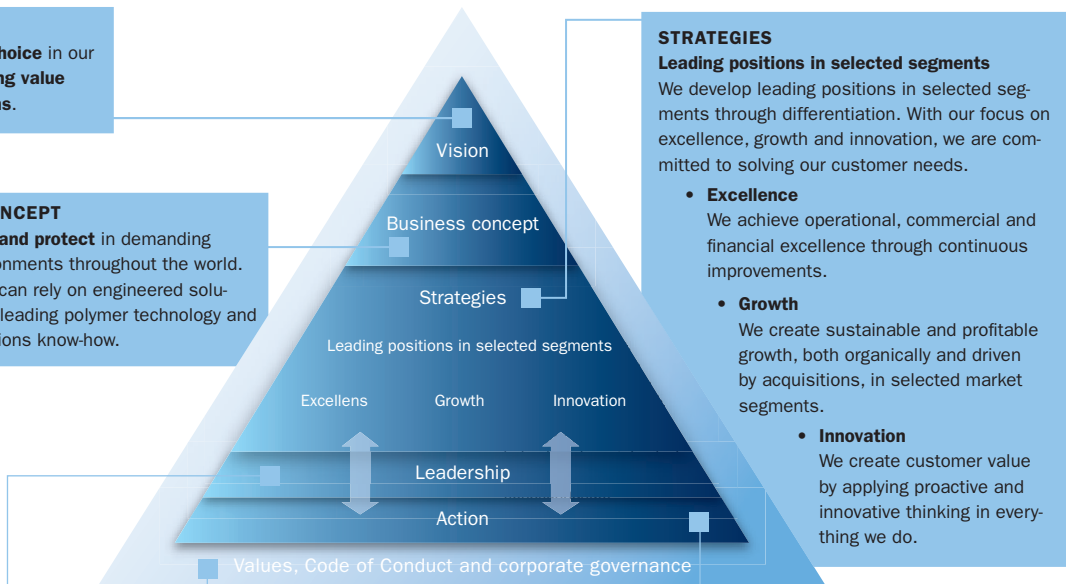
We create a high-performance culture in a global environment through shared values and target-oriented leadership. Leadership is the link between strategy and action and ensures that we make use of the strength of the organization, drive developments in the right direction, ensure that action is taken and correctly allocate our resources.

## VALUES, CODE OF CONDUCT AND CORPORATE GOVERNANCE

Values, code of conduct and corporate governance provide a framework for our operations and create a stable, responsible and sustainable Group that benefits all of Trelleborg Group's stakeholders.

## ACTION

To ensure that the strategies are implemented, ongoing activities are defined that are continuously followed up. These can take the form of, for example, growth initiatives, portfolio development, operational efficiency, talent management and innovation initiatives.



**SYNERGIES**








Polymer  
technology  
Global  
presence  
Purchasing  
Manufacturing  
processes

**MARKET AND APPLICATIONS EXPERTISE**

Trelleborg  
Engineered Systems  
Trelleborg Automotive  
Trelleborg  
Sealing Solutions  
Trelleborg  
Wheel Systems

Seal  
Damp  
Protect™

**SELECTED SEGMENTS IN:**

-  **Offshore oil/gas**
-  **Transport equipment**
-  **Agriculture**
-  **Infrastructure construction**
-  **Aerospace**
-  **Light vehicles**
-  **General industry**



# Customer Focus

We shall be the solution provider of first choice in our selected markets. All of our decisions are taken with the customer in focus. Working in partnership, we aim to add value for our customers, as well as for Trelleborg.

On a daily basis, we demonstrate Customer Focus by:

- researching and fully understanding our selected markets
- working with customers to build long-term partnerships for mutual benefit
- understanding the impact on our customers of our business decisions
- providing class-leading solutions with excellent service and quality
- delivering on our promises and commitments.



# Performance

We shall perform better than our competitors.

“Performance” is not only about the results we achieve but how we achieve them.

On a daily basis, we demonstrate Performance by:

- taking individual responsibility for personal objectives and results
- continuously improving our performance and delivering on commitments
- encouraging a culture of continuous improvement in the short as well as medium and long term
- doing what we have decided to do
- setting clear objectives and measuring performance and providing continuous feedback.



# Innovation

We promote an innovative culture and attitude. We think differently and strive to apply innovative thinking and creativity to everything we do. Innovation is a key driver for our growth.

On a daily basis, we demonstrate Innovation by:

- developing innovative solutions to customer problems
- differentiating through creative material, product, process and service developments
- being proactive in initiating change and improvement
- sharing knowledge and experience through teamwork
- continuously challenging and asking “why?”.



# Responsibility

We all share responsibility for our company as a whole and for its results. We have a social responsibility and we carefully protect the positive image of our company.

On a daily basis, we demonstrate Responsibility by:

- respecting the culture, custom and rules of the countries in which we operate
- communicating openly and accurately with all stakeholders
- having the courage to express our opinion
- taking personal responsibility for our actions
- performing our duties to the best of our ability and with integrity.

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**Belongs to:**

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