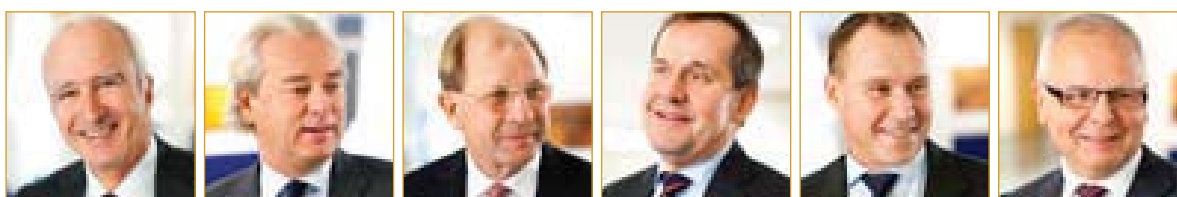


THE BOARD OF DIRECTORS



Name	Anders Narvinger	Hans Biörck	Claes Lindqvist	Sören Mellstig	Peter Nilsson	Bo Risberg
Position		Advisor for Skanska AB.	President of Henry Dunkers Förvaltnings AB.		President and CEO.	President and CEO of Hilti Corporation, Liechtenstein.
Qualifications	M.Sc. Eng., Faculty of Engineering, Lund University, and B.Sc. Business and Economics, Uppsala University.	Graduate in business administration.	Graduate in business administration and M.Sc. Eng.	Graduate in business administration.	M.Sc. Eng.	MBA and B.Sc. Eng.
Year elected	1999. Chairman of the Board since 2002.	2009	2004	2008	2006	2010
Born	1948.	1951	1950	1951	1966	1956
Nationality	Swedish	Swedish	Swedish	Swedish	Swedish	Swedish
Other assignments	Chairman of Alfa Laval AB (publ), Coor Service Management AB and Teliasonera (publ) and Capio. Board member of JM AB, Pernod Ricard SA and ÅF AB.	Board member of the Dunker Funds and Foundations, the Swedish Financial Reporting Board and SF Bio AB.	Executive Director of Henry and Gerda Dunkers' Foundation and Foundation No. 2. Board member of Dunker Foundations, Svenska Handelsbanken South Region, Novotek AB (publ), among others.	Chairman of Apotek Hjärtat, Textilia, Ferrosan MD A/S. Neron HSU AB and the Swedish Defence Research Agency (FOI). Board member of Dako A/S.	Board member of Beijer Alma AB (publ), Trioplast Industrier AB and The Chamber of Commerce and Industry of Southern Sweden.	Board member of Grundfors Holding A/S. Board member of IMD Supervisory Board.
Dependence	No.	Yes. Dependent in relation to the company's major shareholders through his assignment on behalf of Trelleborg's main owner, Dunker Funds and Foundations.	Yes. Dependent in relation to the company's major shareholders through his assignment on behalf of Trelleborg's main owner, Dunker Funds and Foundations.	No.	Yes. Dependent in relation to the company as a result of his position as Trelleborg's President.	No.
Previous experience	A number of senior management positions in the ABB Group, including President and CEO of ABB Sweden and President of The Association of Swedish Engineering Industries.	CFO of Skanska AB, Autoliv Inc. and Esselte AB.	A variety of senior positions at ASEA and Åkerlund & Rausing as well as President and CEO of Högånäs AB and Öresundskraft AB.	President and CEO of Gambio and CFO and Vice President of Incentive.	Business Area President, Trelleborg Engineered Systems and other posts within the Trelleborg Group, as well as management consultant at BSI.	Various management positions at AT Kearney and with ABB in Sweden and Canada.
Own and related-party holdings 2011	30,404 shares.	–	30,404 shares.	95,809 shares.	80,572 shares and 100,000 call options.	9,011 shares.
Own and related-party holdings 2010	30,404 shares.	–	30,404 shares.	60,809 shares.	80,572 shares and 100,000 call options.	5,000 shares
Audit Committee attendance	Member 5 of 5	–	Member 5 of 5	Member 4 of 5 ¹⁾	–	–
Finance Committee attendance	Member 5 of 5	–	Member 5 of 5	Member 3 of 5 ²⁾	–	–
Remuneration Committee attendance	Chairman 5 of 5	Member 5 of 5	Member 5 of 5	–	–	–
Board meeting attendance	Chairman 9 of 9	Member 9 of 9	Member 9 of 9	Member 8 of 9 ¹⁾	Member 9 of 9	Member 9 of 9
Remuneration 2011*						
Board, SEK 000s	1,050	400	400	400	–	400
Committee, SEK 000s	150	50	150	100	–	–
Total 2011, SEK 000s	1,200	450	550	500	–	400
Remuneration 2010*						
Board, SEK 000s	950	360	360	360	–	360
Committee, SEK 000s	150	50	150	100	–	–
Total 2010, SEK 000s	1,100	410	510	460	–	360

1) Not present at meeting 1, 2011.

2) Not present at meeting 1 and meeting 3, 2011.

* Remuneration paid to the Board of Directors for the period May 2011 – April 2012. The fees paid to the members of the Board of Directors elected by the Annual General Meeting are approved by the Annual General Meeting based on the proposals of the Nomination Committee. For 2011, remuneration was paid as per the table above. Remuneration is not paid to members of the Finance Committee. No consulting fees were paid to Board members. Remuneration is not paid to Board members who are also employed by the Group. Remuneration excludes travel allowances.

► For additional information concerning remuneration, see Note 3, pages 81-82



Name	Nina Udnes Tronstad	Heléne Vibbleus Bergquist	Peter Larsson	Karin Linsjö	Mikael Nilsson	Birgitta Håkansson
Position	Group Executive of Kvæner and President of Kvæner Verdal AS.	Management Consultant.	Appointed by the Unions of the Trelleborg Group (PTK).	Appointed by the Unions of the Trelleborg Group (LO).	Industrial worker, appointed by the Unions of the Trelleborg Group (LO).	Salaried employee, appointed by the Unions of the Trelleborg Group (PTK).
Qualifications	M.Sc. Eng.	Graduate in business administration.	Engineer.	Elementary school and plant training.	Training in labor law, economics and personnel policy.	Secretarial studies, training in IT and accounting.
Year elected	2010	2004	2011	2000	2009	2008
Born	1959	1958	1965	1954	1967	1950
Nationality	Norwegian	Swedish	Swedish	Swedish	Swedish	Swedish
Other assignments	Chairman of the Board, Kværner Piping Technology AS and Kværner Jacket Technology AS. Board member of Kværner Stord AS.	Board member of Nordic Growth Market NGM AB, Renewable Energy Corporation ASA, TradeDoublers AB (publ), Tyréns AB and SIDA.	Chairman of Unionen Trelleborg AB.		Chairman of Trelleborg Swedish Works Council (LO) and Chairman of Trelleborg European Works Council. Board member of Avdelning 52 Hus AB.	Vice Chairman of Unionen Trelleborg AB.
Dependence	No.	No.	–	–	–	–
Previous experience	Various management positions at Statoil in Norway, Sweden and Denmark.	Senior Vice President, Group Controller, AB Electrolux, Authorized Public Accountant, partner and member of the Board of PricewaterhouseCoopers in Sweden.				
Own and related-party holdings 2011	–	4,550 shares.	1,800 shares.	501 shares.	–	6,102 shares.
Own and related-party holdings 2010	–	4,550 shares.	1,800 shares.	501 shares.	–	1,602 shares.
Audit Committee attendance	–	Chairman 5 of 5	–	–	–	–
Finance Committee attendance	–	Chairman 5 of 5	–	–	–	–
Remuneration Committee attendance	–	–	–	–	–	–
Board meeting attendance	Member 9 of 9	Member 9 of 9 ³⁾	Employee representative (PTK). 6 of 9 ⁴⁾	Employee representative (LO). 9 of 9	Employee representative (LO). 9 of 9	Deputy employee representative (PTK). 9 of 9
Remuneration 2011*						
Board, SEK 000s	400	400	–	–	–	–
Committee, SEK 000s	–	150	–	–	–	–
Total 2011, SEK 000s	400	550	–	–	–	–
Remuneration 2010*						
Board, SEK 000s	360	360	–	–	–	–
Committee, SEK 000s	–	150	–	–	–	–
Total 2010, SEK 000s	360	510	–	–	–	–

3) Participated by telephone at meeting 8, 2011.

4) Appointed as member by employees at the 2011 AGM.

* Remuneration paid to the Board of Directors for the period May 2011 – April 2012. The fees paid to the members of the Board of Directors elected by the Annual General Meeting are approved by the Annual General Meeting based on the proposals of the Nomination Committee. For 2011, remuneration was paid as per the table above. Remuneration is not paid to members of the Finance Committee. No consulting fees were paid to Board members. Remuneration is not paid to Board members who are also employed by the Group. Remuneration excludes travel allowances.

► For additional information concerning remuneration, see Note 3, pages 81-82