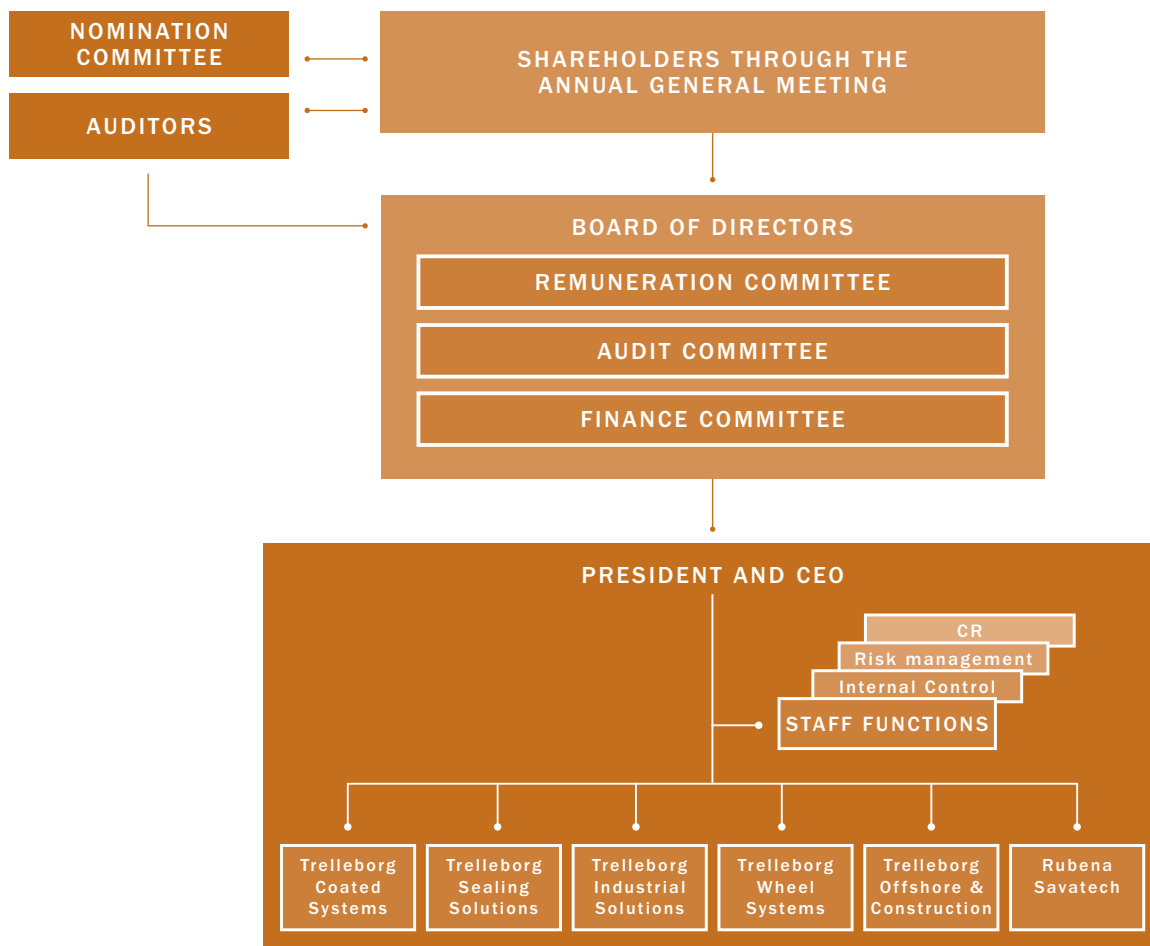


CORPORATE GOVERNANCE REPORT 2017

Trelleborg is a publicly traded Swedish limited liability company listed on Nasdaq Stockholm Large Cap. Trelleborg applies the Swedish Corporate Governance Code and presents its 2017 Corporate Governance Report in this section. Trelleborg has no deviations to report.



EXTERNAL POLICY INSTRUMENTS

The external policy instruments that constitute the framework of corporate governance at Trelleborg include:

- The Swedish Companies Act
- The Annual Accounts Act
- Nasdaq Stockholm's rules and regulations
- The Swedish Corporate Governance Code
- Applicable EU regulations

INTERNAL POLICY INSTRUMENTS

The internally binding policy instruments include:

- The Articles of Association
- The rules of procedure for the Board of Directors
- Instructions for the Audit Committee, Remuneration Committee, President and financial reporting to the Board of Directors
- Core values
- The Code of Conduct
- The Treasury Policy
- The Communication Policy
- Other instruments, policy documents, manuals and recommendations

In addition to the above, processes are in place for Enterprise Risk Management (ERM), CR and Internal Control.

SHAREHOLDERS

Shareholders exercise their power at the Annual General Meeting, which is Trelleborg's highest decision-making body. The Meeting adopts the Articles of Association and, at the Annual General Meeting, the shareholders appoint Board members, the Chairman of the Board and auditor, and make decisions regarding their fees. In addition, the Annual General Meeting passes resolutions regarding the adoption of the income statement and the balance sheet, the allocation of the company's profit and the discharge from liability toward the company of the Board members and the President. The Annual General Meeting also makes resolutions regarding the appointment of the Nomination Committee and its work, and the principles for the remuneration and employment terms for the President and other senior executives.

NOMINATION COMMITTEE

The Nomination Committee represents the company's shareholders, nominates Board members, the Chairman of the Board and the auditor, and proposes remuneration to be paid to these.

✉ Contact the Nomination Committee: valberedningen@trelleborg.com

AUDITORS

The Annual General Meeting appoints an auditor that examines the annual report and accounts, the consolidated financial statements, the administration of the Board of Directors and President and the annual report and accounts of subsidiaries, and submits an audit report.

✉ Contact the auditor: info.malmo@deloitte.se

BOARD OF DIRECTORS

The Board of Directors is responsible for the organization and management of Trelleborg's affairs. In accordance with the Articles of Association, the Board of Directors is to consist of 3 to 10 members, without deputies. Board members are elected annually by the Annual General Meeting for the period until the close of the next Annual General Meeting.

✉ Contact the Board: legal.department@trelleborg.com

Chairman of the Board. The responsibility of the Chairman of the Board is to lead and guide the work of the Board and ensure that the work is well organized and conducted efficiently, and that the Board fulfills its obligations. The Chairman monitors operations in dialogue with the President and is responsible for ensuring that other Board members receive the information and documentation necessary to maintain a high level of quality in discussions and decisions, and for ensuring that the Board's decisions are executed.

Board Committees. The Board has established three committees from within its ranks without this otherwise impacting the Board's responsibilities and duties. These are the Audit, Finance and Remuneration Committees.

- » **Audit Committee.** The Audit Committee represents the Board in matters such as monitoring the processes concerning financial reporting, risk management and internal control and also assists the Nomination Committee with proposals for the election of auditors.
- » **Remuneration Committee.** The Remuneration Committee represents the Board in such matters as remuneration and other employment conditions for the President and other senior executives, management succession and succession planning, and leadership development.
- » **Finance Committee.** The Finance Committee acts on behalf of the Board, preparing the strategic issues in relation to financing, evaluating the Group's existing and required financing scope as well as potential acquisitions and their impact on the Group.

PRESIDENT AND CEO

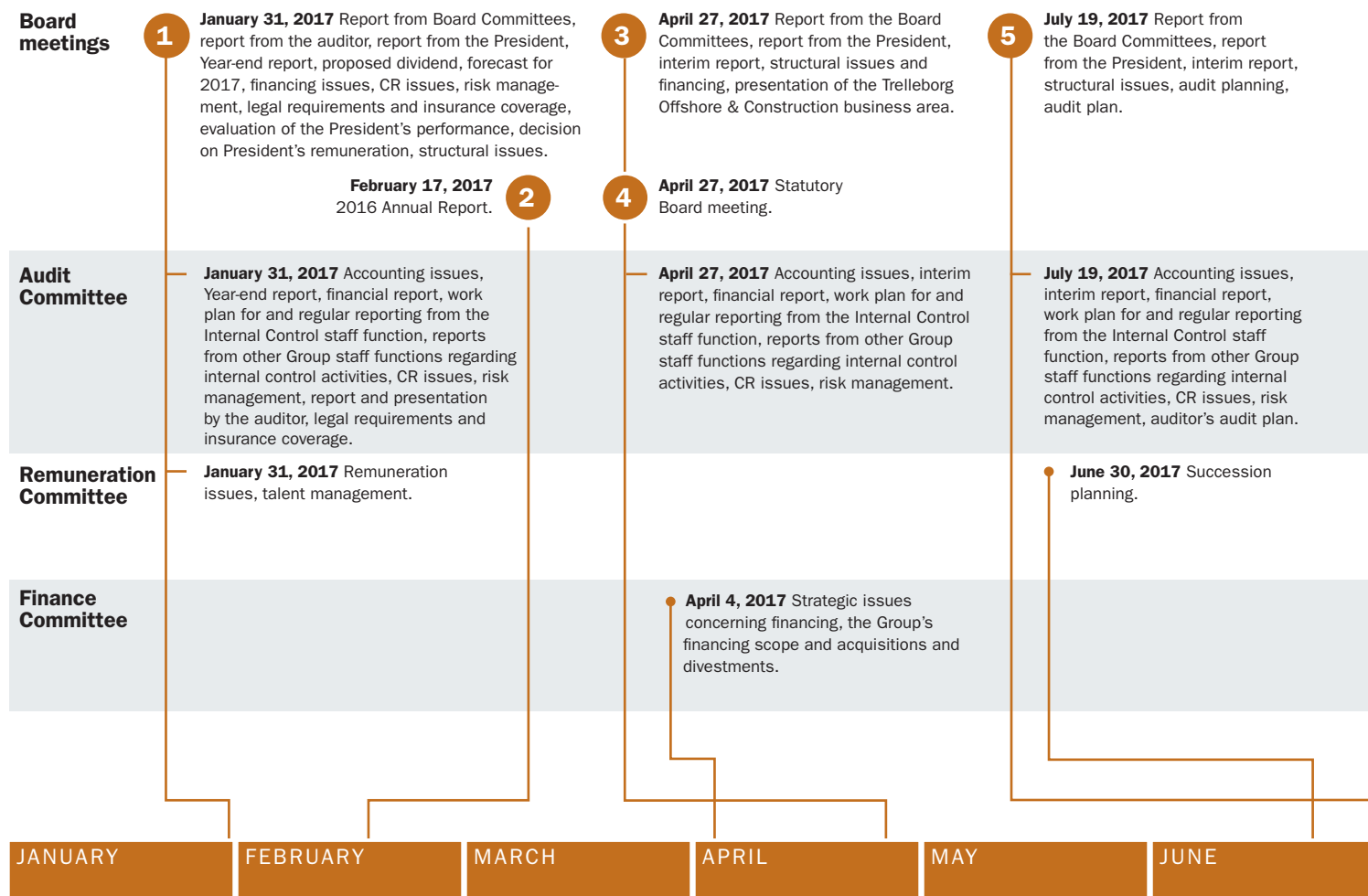
The President and CEO manages the day-to-day administration of Trelleborg. The President is assisted by Group Management comprising presidents of business areas and managers of corporate staff functions.

STAFF FUNCTIONS

Trelleborg has a number of staff functions that support the Group and business areas with Group-wide expertise and duties. Sub-staff functions to mention include:

- » **Internal Control.** The Group's Internal Control staff function serves as the Group's internal audit function and reports to the Audit Committee and the Group's CFO. The function focuses on developing, enhancing and securing internal control over the Group's financial reporting by proactively concentrating on the internal control environment and by examining the effectiveness of internal control.
- » **CR.** Group Corporate Communications has coordinating responsibility for CR reporting. Reports are presented to the Audit Committee and to the President and CEO. The daily CR activities take place in the Corporate Responsibility Forum, which is a group comprising representatives from the Communications, Legal, Environment, HR, Purchasing and Finance/Treasury staff functions, and the Manufacturing Excellence Program, as well as out in the operational units.
- » **Risk management.** The Risk Management staff function is responsible for the Group's Enterprise Risk Management (ERM) that provides a framework for the Group's risk activities. The function reports to the Audit Committee and to the Group's General Counsel. Risk management focuses on evaluating identified risks and consolidating priorities in order to manage risk. Group Treasury is responsible for financial risk management activities.

✉ Contact the Group: www.trelleborg.com/en/contact-us



Annual General Meeting 2017

The 2017 Annual General Meeting took place on April 27, 2017, in Trelleborg. At the meeting, 671 shareholders were in attendance, personally or by proxy, representing about 74 percent of votes in Trelleborg. The Chairman of the Board, Sören Mellstig, was elected Chairman of the Meeting. All Board members proposed for re-election, and Group Management, were present at the Annual General Meeting.

The complete minutes and information on the 2017 Annual General Meeting are available at www.trelleborg.com.

The resolutions passed by the Meeting included the following:

- » Dividend of SEK 4.25 per share for the 2016 fiscal year.
- » Re-election of all Board members with the exception of Jan Carlson who declined re-election.
- » Re-election of the Chairman of the Board
- » Election of new auditor.
- » Remuneration for the Board members and the auditor.
- » Principles for remuneration and other employment terms for the President and other senior executives.

For information on shareholders and the Trelleborg share, refer to pages 7–9 and www.trelleborg.com.

Trelleborg's 2018 Annual General Meeting will be held on April 25, 2018 in Trelleborg. For more information, refer to page 135.

Nomination Committee for the 2018 Annual General Meeting

The 2017 Annual General Meeting passed a resolution regarding the Nomination Committee and assigned the Chairman of the Board the task of asking representatives of Trelleborg's 5 major shareholders, not later than by the end of August, to each appoint one member to the Nomination Committee.

The Nomination Committee also included the Chairman of the Board as a co-opted member.

No payment is made to members of the Nomination Committee.

The Nomination Committee for 2018 held 5 minuted meetings and a large number of non-minuted working meetings up to and including February 16, 2018. As a basis for the Committee's work, the Chairman of the Board presented a report

on the work of the Board, which included an external evaluation of the work and function of the Board.

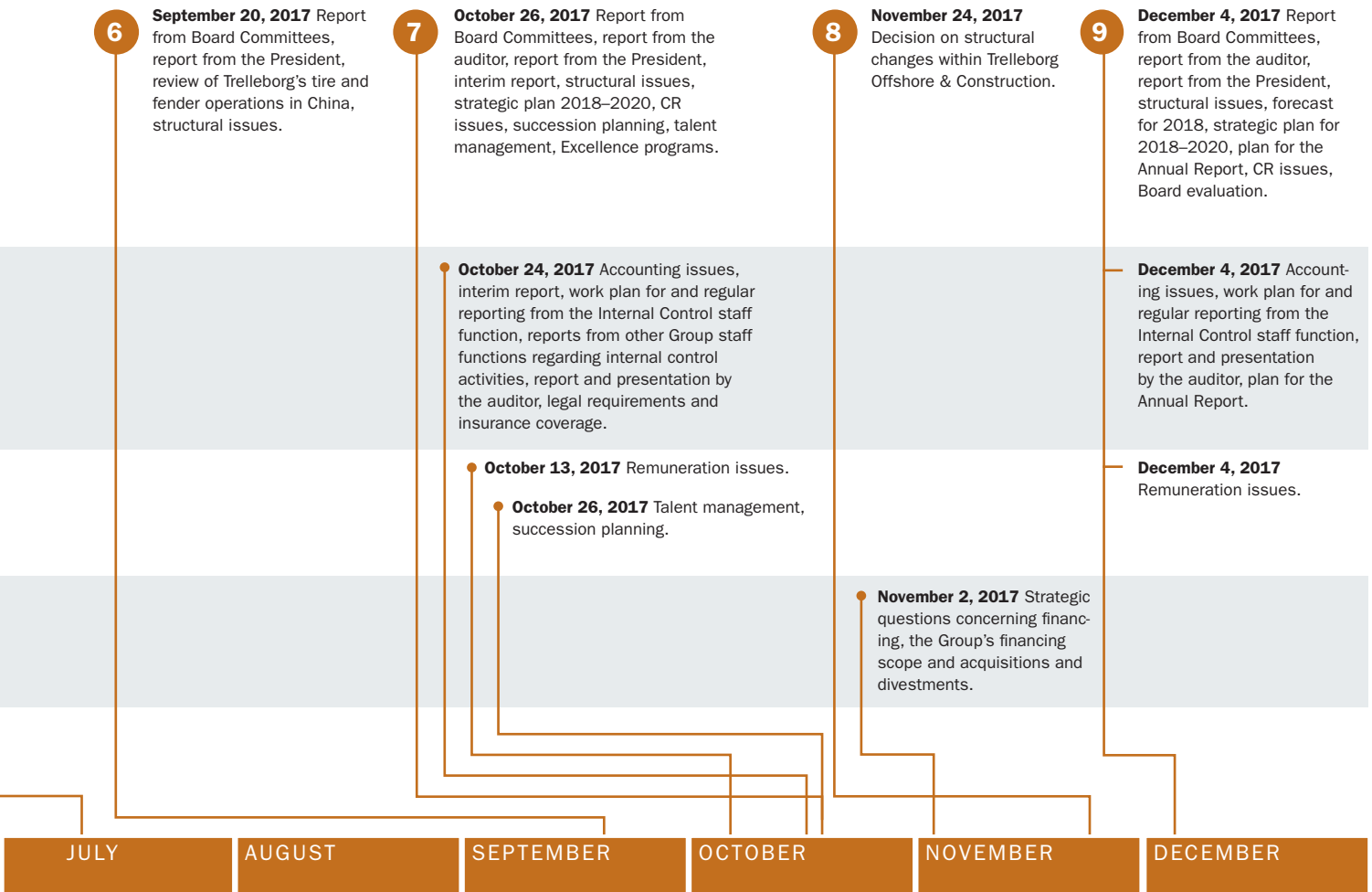
The Nomination Committee's guidelines for the selection of candidates to be nominated to the Board specify that they shall possess knowledge and experience relevant to Trelleborg's operations. The Nomination Committee observes the rules regarding the independence of Board members as well as versatility and breadth, as stated in the Swedish Corporate Governance Code.

The Nomination Committee's proposals to the 2018 Annual General Meeting will be published in the upcoming official notification and on www.trelleborg.com.

Board of Directors 2017

Since the 2017 Annual General Meeting, Trelleborg's Board of Directors has comprised 8 members elected by the Annual General Meeting, including the President and CEO.

Jan Carlson declined re-election in 2017 and a replacement was not proposed. Employees elect 3 representatives and 1 deputy to the Board of Directors. The Group's CFO participates in Board meetings as does the General Counsel, who serves



as the Board's secretary. Other members of Group Management participate in Board meetings when necessary.

For further information on Board members, refer to pages 80–81 and Note 11, page 102.

Work of the Board of Directors

The Board held 9 meetings during the year, including one statutory Board meeting. The Board of Directors is responsible for establishing Trelleborg's overriding targets, developing and following up the overall strategy, deciding on major acquisitions, divestments and investments and continuously monitoring operations. The work of the Board follows an annual plan. Recurring issues at Board meetings include reports from the Board Committees, reports from the CEO, interim reports and structural issues.

Board decisions were unanimous and no conflicting opinions were recorded on any issue decided during the year.

In addition to the Board meetings, a study trip was undertaken to the Group's tire and fender operations in China.

The President presents a report on the operations' performance at scheduled Board meetings. The Board conducts

reviews with the auditor when audit reports are to be considered.

The Audit Committee briefs the Board of Directors on work related to the whistleblower system.

Trelleborg's Board complies with the Swedish Corporate Governance Code's requirements stipulating that the majority of the Board members elected by the General Meeting must be independent in relation to Trelleborg and company management, and that at least two of these are also to be independent in relation to Trelleborg's major shareholders.

The Chairman of the Board is responsible for evaluating work on the Board and toward the management. In 2017, an external consultant distributed questionnaires to Board members and, based on their responses and interviews carried out in previous years, analyzed the results. The results were presented and discussed by the Board and Nomination Committee, forming the basis for evaluating the size and composition of the Board. The evaluation focused on the Board activities in general and, to a certain degree, on the contributions made by individual Board members, including the Chairman and

President. Board evaluations carried out in previous years have distinctly influenced the work of the Board and committees.

Board Committees

For the past number of years, the Board has established 3 committees from within its ranks; the Audit, Finance and Remuneration Committees.

Audit Committee. Recurring issues at Audit Committee meetings are accounting issues, interim reports, financial reports, work plans for and regular reporting from the Internal Control staff function, CR issues, risk management, and reports from the auditor.

The Audit Committee is to also represent the Board by keeping itself informed in matters relating to the audit of the annual report and the consolidated financial statements, reviewing and monitoring the auditor's impartiality and independence, and providing assistance when preparing proposals regarding the appointment of auditor for approval by the Annual General Meeting. The Audit Committee is also to represent the Board by monitoring the Group's work in relation to CR and ERM issues and day-to-day financing operations,

and annually reviews and makes proposals for changes to the Treasury Policy.

Remuneration Committee. Recurring issues at Remuneration Committee meetings are remuneration, succession planning and leadership development issues.

Finance Committee. Recurring issues at Finance Committee meetings are the Group's financing, financing scope and acquisitions.

Refer to the illustration on pages 74–75.

Auditor 2017

The Annual General Meeting resolved that the auditing firm Deloitte AB shall be Trelleborg's auditor for a period of one year.

Group Management 2017

At the end of 2017, Group Management comprised 9 individuals. Three new business area presidents were appointed during the year for Trelleborg Industrial Solutions, Trelleborg Sealing Solutions and Trelleborg Wheel Systems, replacing presidents that either retired or left the company. The business area president for Trelleborg Offshore & Construction left his position at year-end 2017 and the President and CEO was appointed acting business area president. For additional information about Group Management, refer to pages 82–83.

In 2017, Group Management held 4 meetings. These meetings focused on the Group's strategic and operational performance and budget follow-up.

Trelleborg's operations are organized

into 5 business areas. The business areas consist of about 20 business units, which in turn comprise approximately 40 product areas. The organization is based on the principle of decentralized responsibility and authority. Each legal unit, which do not necessarily reflect the operating units, has its own Board of Directors that focuses on regulatory compliance, among other aspects.

Sustainability reporting

Trelleborg's separate CR report for 2017 is adapted for sustainability reporting in compliance with Swedish Annual Accounts Act. Refer to the overview on page 63.

Internal culture

Trelleborg applies an approach involving far-reaching decentralized responsibility to drive and implement the Group's strategy. The Group's operating activities are pursued through independent operational units with responsibility for profit, balance sheet and cash flows. Local managers and their coworkers make the commercial decisions, ensure that these are handled correctly and with a balanced approach to risk-taking. As a means of support, the individual business areas regularly follow up the results of their business units' operations, similar to the manner in which Group Management follows up the business areas as part of a well established work process.

Core values

Trelleborg is a global Group characterized by individual and cultural diversity and shared

value systems are therefore particularly important. The core values are long-term commitments, which, when coupled with the Trelleborg's business concept, goals and strategies guide the Group in making decisions and conducting business. These core values make Trelleborg unique and distinguish the Group from its competitors. The core values are:

- » Customer focus: Working in partnership, we aim to add value for our customers, as well as for Trelleborg.
- » Performance: We shall perform better than our competitors.
- » Innovation: We promote an innovative culture and attitude. Innovation is a key driver for our growth.
- » Responsibility: We all share responsibility for our company as a whole and for its results.

Diversity

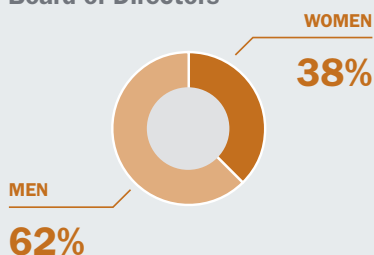
Trelleborg works to achieve a balanced mix of ethnicities, ages and genders in its operations. The draft for a new diversity policy, which is scheduled to be adopted in the first half of 2018, recognizes that diversity is a strength for the Group. Enhanced diversity and inclusion has the potential to further drive Trelleborg's performance and results, both at team level and individually. Refer to page 58.



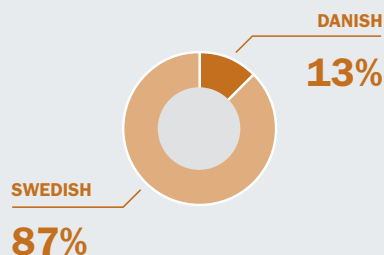
Members of Board Committees at December 31, 2017

AUDIT COMMITTEE	REMUNERATION COMMITTEE	FINANCE COMMITTEE
Hans Biörck, Chairman	Sören Mellstig, Chairman	Sören Mellstig, Chairman
Gunilla Fransson ¹⁾	Johan Malmquist ¹⁾	Johan Malmquist
Sören Mellstig	Anne Mette Olesen	Bo Risberg
Bo Risberg		

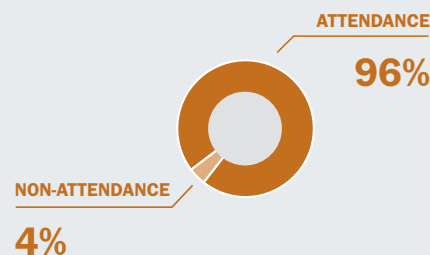
¹⁾ Replaced the former Board member Jan Carlson during the year.

Gender distribution in the Board of Directors ²⁾

Nationality



Board meeting attendance



²⁾ Including the President and CEO.

Nomination Committee for the 2018 Annual General Meeting

Name/Representing	Share of votes, Aug 31, 2017	Share of votes, Dec 31, 2017
Ragnar Lindqvist, Dunker Interests	54.02%	54.02%
Tomas Risbecker, AMF Insurance & Funds	2.84%	2.85%
Henrik Didner, Didner & Gerge Funds	2.75%	2.88%
Olof Jonasson, First AP Fund	1.66%	1.63%
Peter Lagerlöf, Lannebo Funds	1.53%	1.43%
Total	62.80%	62.81%

Auditor's remuneration 2017

SEK M	2017	2016
<i>Deloitte/PricewaterhouseCoopers ¹⁾</i>		
Audit assignment	24	30
Audit activities other than audit assignment	1	3
Tax consultancy services	1	5
Other services	1	13
<i>Other auditors</i>		
Audit assignment	3	2
Audit activities other than audit assignment	0	0
Tax consultancy services	0	1
Other services	0	1
Total	30	55

¹⁾ Deloitte AB was appointed the Group's auditor at the 2017 Annual General Meeting. Fees for 2017 relate to Deloitte and fees for 2016 relate to PricewaterhouseCoopers as the Group's appointed auditors.

Auditors 2017

**Hans Warén****Authorized Public Accountant, Auditor in Charge**

Auditor of the Trelleborg Group since the 2017 Annual General Meeting.

Partner of Deloitte AB since 1998.

Qualifications: Graduate in business administration. Authorized Public Accountant since 1992.

Other assignments: Axfood, Castellum, Gunnebo and Lindab.

Born: 1964.

**Maria Ekelund****Authorized Public Accountant**

Auditor of the Trelleborg Group since the 2017 Annual General Meeting.

Partner of Deloitte AB since 2008.

Qualifications: Masters degree in business administration.

Authorized Public Accountant since 2002.

Other assignments: Atos Medical, CellaVision, Probi and Xylem.

Born: 1970.

INTERNAL CONTROL OVER FINANCIAL REPORTING

Internal control over financial reporting is included as a part of the overall internal control at Trelleborg, and constitutes a central component of Trelleborg’s corporate governance. The key goals are that internal control is appropriate and effective, provides reliable reports and complies with laws and regulations.

The starting point for the internal control process is the regulatory framework for internal control issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). According to COSO, the review and assessment are conducted in five areas where the control environment creates discipline and provides structure for the other four areas; risk assessment, control structures, information and communication, and monitoring.

Control environment. The control environment provides the basis for the internal control. One important aspect is that decision making, authority and responsibility are clearly defined and communicated between different levels within Trelleborg and that policy instruments, in the form of policies, manuals and recommendations, exist (refer to page 72 for a list of external

and internal policy instruments) and are observed.

The Board of Directors bears overall responsibility for financial reporting where the Audit Committee assists the Board by monitoring, for example, the efficiency of Trelleborg’s internal control, internal audit and risk management.

The responsibility for maintaining an effective control environment and the day-to-day work involving internal control is delegated to the President.

The Group’s Internal Control staff function serves as the Group’s internal audit function and reports to the Audit Committee and the Group’s CFO. The function focuses on developing, enhancing and securing internal control over the Group’s financial reporting by proactively concentrating on the internal control environment and by examining the effectiveness of internal control.

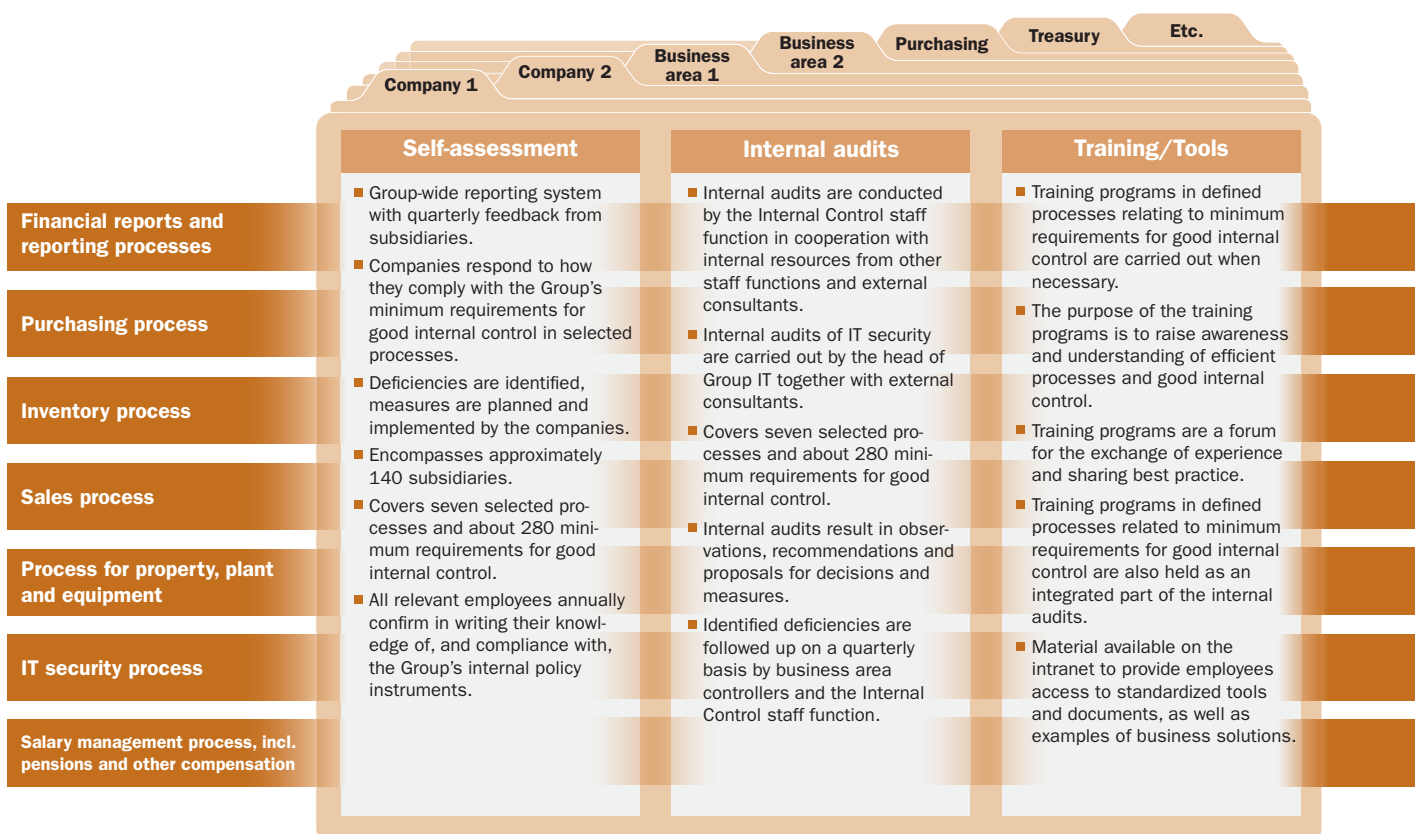
Risk assessment. Risk assessment aims to identify and evaluate the most significant risks, including risk of fraud and risks in connection with significant changes, that affect internal control within the Group.

The assessment results in control targets that ensure that the fundamental demands placed on external financial reporting are fulfilled and comprise the basis for how risks are to be managed through various control structures.

The risk assessment is updated on an annual basis under the direction of the Internal Control staff function and the results are reported to the Audit Committee.

Control activities. The most significant risks are managed through control structures in the Group. Management may entail that these risks are accepted, reduced or eliminated.

INTERNAL CONTROL STRUCTURE OF THE TRELLEBORG GROUP



The control structures aim to ensure efficiency in the Group's processes and good internal control and are based on minimum requirements for good internal control in defined processes. Refer to the illustration on page 78.

Information and communication. The internal policy instruments are available to all relevant employees on Trelleborg's intranet and are generally provided through training. Special campaigns are conducted covering, for example, the Group's whistleblower system. All relevant employees annually confirm in writing their knowledge of, and compliance with, the Group's internal policy instruments.

The Group's CFO and the Head of the Internal Control staff function report the results of their work on internal control as a standing item on the agenda of the Audit Committee's meetings. The results of the Audit Committee's work in the form of observations, recommendations and proposed decisions and measures are continuously reported to the Board. The minutes of Audit Committee meetings are presented to the Board and the Chairman of the Audit Committee reports on its work.

External financial reporting is performed in accordance with relevant external and internal policy instruments.

Monitoring. Monitoring to ensure the effectiveness of internal control is conducted by the Board, the Audit Committee, the President, Group Management, the Internal Control staff function, Group Finance, Group Treasury and Group Tax as well as the Group's companies and business areas.

Monitoring includes the follow-up of monthly financial reports in relation to targets, quarterly reports with results from

self-assessments in the Group's companies and business areas, and results from internal audits. Monitoring also encompasses following up observations reported by Trelleborg's auditor.

The Internal Control staff function works in accordance with an annual plan that is approved by the Audit Committee. The plan is based on the risk analysis and encompasses prioritized companies, business areas and processes within the Group, as well as work programs and budgets.

Activities in 2017. During 2017, the Internal Control staff function conducted 54 internal audits in 22 countries, of which 20 were IT security audits. The emphasis was on Europe and the U.S. Most of the internal audits were conducted by the Internal Control staff function in cooperation with internal resources from other staff functions with specialist competence in such areas as purchasing, finance and legal affairs, or jointly with controllers from various business areas. Internal audits of IT security were carried out by external IT consultants together with the IT Group staff function. In 2017, the Internal Control staff function worked on a broad front with reviews of all processes.

Activities in focus in 2018. The number of internal audits will generally remain at the same level as 2016 and 2017. Geographically speaking, the Internal Control staff function will primarily devote a greater focus to Europe, the U.S and South America. In 2018, the Internal Control staff function will continue to work broadly on reviews of all processes. A small number of combined financial and legal internal audits are planned in cooperation with the Group Legal.

The following information is available at www.trelleborg.com:

- » The Articles of Association
- » The Code of Conduct
- » Corporate Governance Reports from 2004 and onward.
- » Information regarding Trelleborg's Annual General Meetings from 2004 and onward (notifications, minutes, President's speeches, press releases)
- » Information regarding the Nomination Committee
- » Information regarding the principles for remuneration of senior executives
- » Information for the 2018 Annual General Meeting



Name	Sören Mellstig	Hans Biörck	Gunilla Fransson	Johan Malmquist	Peter Nilsson	Anne Mette Olesen
	Chairman ²⁾	Member ³⁾	Member	Member	Member	Member
Year elected	2008, Chairman 2013	2009	2016	2016	2006	2015
Born	1951	1951	1960	1961	1966	1964
Nationality	Swedish	Swedish	Swedish	Swedish	Swedish	Danish
Qualifications	Graduate in business administration	Graduate in business administration	Licentiate of Technology	Graduate in business administration	M.Sc. Eng.	MBA and B.Sc. Eng.
Other assignments	Chairman of Cellavision AB, Ellevio AB and Impilo AB. Board member of Julin Foundation	Chairman of Skanska AB. Board member of Bure Equity AB, Crescit Asset Management AB and Dunker Interests	Board member of Eltel AB, Nederman AB, Net Insight AB, Enea AB, Permobil AB and ProOpti Sweden AB. President of Novare Peritos	Chairman of Arjo AB and Tingstad Papper AB. Board member of Dunker Interests, Elekta AB, Essity AB, Getinge AB, Mölnlycke Health Care AB, Stena Adactum AB and the Chalmers University of Technology Foundation	Chairman of the Board of Cibes Holding AB. Board member of Trioplast Industrier AB and the Chamber of Commerce and Industry of Southern Sweden, and outgoing Board member of Beijer Alma AB	Board member of EASIS A/S
Professional experience	Full-time Board member and/or Chairman. Former President and CEO of Gambro and CFO and Vice President of Incentive	Full-time Board member and/or Chairman. Former CFO of Skanska AB, Autoliv Inc. and Esselte AB	Full-time Board member and/or Chairman. Former various senior positions at Saab AB and Ericsson AB	Full-time Board member and/or Chairman. Former president and CEO of Getinge AB and various senior positions at Electrolux AB	President and CEO and acting Business Area President of Trelleborg Offshore & Construction. Former Business Area President at Trelleborg and posts within the Trelleborg Group, as well as management consultant at BSI	Chief Marketing Officer at AAK AB Previous senior positions at Coloplast A/S, Chr. Hansen A/S and Danisco Ingredients A/S
Dependence	No	Yes. Dependent in relation to the company's major shareholders through his assignment on behalf of Trelleborg's main owner, the Dunker Interests	No	Yes. Dependent in relation to the company's major shareholders through his assignment on behalf of Trelleborg's main owner, the Dunker Interests	Yes. Dependent in relation to the company as a result of his position as Trelleborg's President	No
Own and related-party holdings 2017	117,809 shares	5,000 shares	3,000 shares	5,000 shares	90,572 shares and 250,000 call options ⁸⁾	2,500 shares
Shares in related companies	–	–	–	–	–	–
Board meeting attendance	Chairman 9 of 9	Member 8 of 9 ⁴⁾	Member 8 of 9 ⁵⁾	Member 9 of 9	Member 9 of 9	Member 9 of 9
Audit Committee attendance	Member 5 of 5	Chairman 5 of 5	Member 3 of 5 ⁶⁾	–	–	–
Remuneration Committee attendance	Chairman 5 of 5	–	–	Member 4 of 5 ⁷⁾	–	Member 5 of 5
Finance Committee attendance	Chairman 2 of 2	–	–	Member 2 of 2	–	–
Total reimbursement 2017, SEK 000s ¹⁾	1,820	725	660	670	–	610
Of which Board, SEK 000s	1,550	550	550	550	–	550
Of which Committee, SEK 000s	270	175	110	120	–	60

Board assignments and holdings in Trelleborg as stated above reflect the situation as per December 31, 2017.

¹⁾ Remuneration paid to the Board of Directors for the period May 2017–April 2018. 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 the 2017 calendar year, remuneration was paid as per Note 11. No consulting fees were paid to the Board members. Remuneration is not paid to executive Board members. Remuneration excludes travel allowances.

²⁾ Sören Mellstig has after ten years on the Board and five years as its Chairman declined re-election to the Board in 2018.

³⁾ Hans Biörck is proposed as Chairman of the Board in 2018.

⁴⁾ Not present at meeting number 7.

⁵⁾ Not present at meeting number 6.

⁶⁾ Gunilla Fransson succeeded the former Board member Jan Carlson on the Audit Committee as of meeting number 3.

⁷⁾ Johan Malmquist succeeded the former Board member Jan Carlson on the Remuneration Committee as of meeting number 2.

⁸⁾ Refer to page 82 for more information about call options.



Name	Susanne Pahlén Åklundh	Bo Risberg	Göran Andersson	Peter Larsson	Mikael Nilsson	Ingemar Thörn
	Member	Member	Employee representative	Employee representative	Employee representative	Deputy employee representative.
Year elected	2016	2010	2014	2011	2009	2014
Born	1960	1956	1959	1965	1967	1972
Nationality	Swedish	Swedish	Swedish	Swedish	Swedish	Swedish
Qualifications	M.Sc. Eng.	MBA and B.Sc. Eng.	Mechanic, training in negotiation skills and labor law	Engineer	Training in labor law, economics and personnel policy	Engineer, training in purchasing and logistics
Other assignments	Board member of Alfdex AB	Chairman of Piab Group Holding AB and Valmet Oy. Deputy Chairman of Grundfos Holding A/S. Board member of Stäubli Holding AG	Member of Unions of the Trelleborg Group (LO)	Chairman of Unionen Trelleborg AB. Member of Trelleborg European Works Council and Trelleborg Swedish Works Council (PTK)	Chairman of Trelleborg Swedish Works Council (LO) and Chairman of Trelleborg European Works Council. Board member of Avdelning 52 Hus AB	Deputy Chairman of Unionen Trelleborg AB. Member of Trelleborg Swedish Works Council (PTK)
Professional experience	Executive Vice President at Alfa Laval AB. Various management positions at Alfa Laval	Full-time Board member and/or Chairman. Former president and CEO of Hilti Corporation and various management positions at ABB	Mechanic, appointed by the Unions of the Trelleborg Group (LO)	Plant manager, appointed by the Unions of the Trelleborg Group (PTK)	Industrial worker, appointed by the Unions of the Trelleborg Group (LO)	Customer service, appointed by the Unions of the Trelleborg Group (PTK)
Dependence	No	No	–	–	–	–
Own and related-party holdings 2017	2,000 shares	9,011 shares	–	3,000 shares	–	–
Shares in related companies	–	–	–	–	–	–
Board meeting attendance	Member 8 of 9 ⁹⁾	Member 9 of 9	Employee representative 9 of 9	Employee representative 8 of 9 ¹⁰⁾	Employee representative 9 of 9	Deputy employee representative 9 of 9
Audit Committee attendance	–	Member 5 of 5	–	–	–	–
Remuneration Committee attendance	–	–	–	–	–	–
Finance Committee attendance	–	Member 2 of 2	–	–	–	–
Total reimbursement 2017, SEK 000s ¹⁾	550	720	–	–	–	–
Of which Board, SEK 000s	550	550	–	–	–	–
Of which Committee, SEK 000s	–	170	–	–	–	–

Board assignments and holdings in Trelleborg as stated above reflect the situation as per December 31, 2017.

¹⁾ Remuneration paid to the Board of Directors for the period May 2017–April 2018. 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 the 2017 calendar year, remuneration was paid as per Note 11. No consulting fees were paid to the Board members. Remuneration is not paid to executive Board members. Remuneration excludes travel allowances.

⁹⁾ Not present at meeting number 6.

¹⁰⁾ Not present at meeting number 7.



Name	Peter Nilsson	Ulf Berghult	Dario Porta	Jean-Paul Mindermann ³⁾	Peter Hahn ⁴⁾	Paolo Pompei ⁵⁾
Position	President and CEO and acting Business Area President of Trelleborg Offshore & Construction ¹⁾	Chief Financial Officer (CFO)	Business Area President, Trelleborg Coated Systems	Business Area President, Trelleborg Industrial Solutions	Business Area President, Trelleborg Sealing Solutions	Business Area President, Trelleborg Wheel Systems
Employed	1995	2012	2006	2011	2001	1999
In current position since	2005	2012	2012	2017	2018	2017
Born	1966	1962	1959	1965	1958	1971
Nationality	Swedish	Swedish	Italian	German	U.S./German	Italian
Qualifications	M.Sc. Eng.	Graduate in business administration	M.Sc. Eng.	Graduate in business administration	M.Sc. Eng. and graduate in business administration	Graduate in economics and M.Sc. in international trade
Other assignments	Chairman of the Board of Cibes Holding AB. Board member of Trioplast Industrier AB and the Chamber of Commerce and Industry of Southern Sweden, and outgoing Board member of Beijer Alma AB			President of Contex Holding GmbH and Board member of Herschel Infrared Ltd		
Professional experience	Business Area President at Trelleborg and posts within the Trelleborg Group, as well as management consultant at BSI	CFO of Dometic Group, Thule Group, Rolls-Royce Marine Systems and controller at the Trelleborg Group	Among others Business Unit President at the Trelleborg Group and President of Reeves	Among others Business Unit President at the Trelleborg Group, President of Premia Group, Watts Industrial Tires and other senior management positions	Among others Business Unit President at the Trelleborg Group and various senior positions at 4M Technologies, Leybold and Degussa	Among others Business Unit President at the Trelleborg Group
Own and related-party holdings 2017	90,572 shares and 250,000 call options ²⁾	15,000 shares	1,000 shares	2,000 shares	–	–
Shares in related companies	–	–	–	–	–	–

¹⁾ Peter Nilsson is acting Business Area President of Trelleborg Offshore & Construction after Fredrik Mueller, who left Trelleborg at year-end 2017.

²⁾ In February 2016, the principal owner – The Henry Dunker Donation Fund & Foundations – offered the President and CEO 250,000 call options in Trelleborg, with a term of five years. Peter Nilsson purchased these call options at a price of SEK 15.20 per call option. Each call option entitles the holder to purchase one Series B share at a call price of SEK 143.16. The Black & Scholes method was used in the valuation of the call options. The principal owner's intention in introducing the program was to encourage the President and CEO's long-term commitment to the company. Trelleborg AB did not participate in the offer and will not have any expenses in connection with the offer.

³⁾ During the year, Jean-Paul Mindermann replaced Mikael Fryklund, who left Trelleborg to become President and CEO of Hexpol AB (pub).

⁴⁾ Peter Hahn replaced Claus Barsøe on January 1, 2018 at the same time as Claus Barsøe was appointed Executive Vice President of Trelleborg Sealing Solutions.

⁵⁾ During the year, Paolo Pompei replaced Maurizio Vischi, who retired from Trelleborg.



Name	Paolo Astarita	Charlotta Gråhs	Patrik Romberg
Position	Senior Vice President, Group Human Resources	Senior Vice President, Group General Counsel and Secretary	Senior Vice President, Group Communications
Employed	2001	2014	2006
In current position since	2015	2014	2011
Born	1959	1971	1966
Nationality	Italian	Swedish	Swedish
Qualifications	Graduate in law	Master of Law	MBA and university studies in behavioral science and education
Other assignments			
Professional experience	Vice President Human Resources Trelleborg Wheel Systems and various positions in HR at Pirelli and Manuli Rubber	Group General Counsel at Dometic Group and Senior Corporate Counsel at Husqvarna Group, lawyer at Mannheimer Swartling Advokatbyrå and Hengeler Mueller Rechtsanwälte	Various positions at the Trelleborg Group and Unilever
Own and related-party holdings 2017	2,340 shares	–	901 shares
Shares in related companies	–	–	–

Remuneration of Group Management 2017

SEK 000s		Fixed salary	Annual variable salary	Long-term incentive program ¹⁾	Other benefits	Total	Pension	Total including pension
President	2017	10,208	6,038	6,300	180	22,726	4,121	26,847
	2016	9,678	6,058	6,793	180	22,709	3,959	26,668
Group Management, others (9 persons)	2017	30,849	10,659	13,166	1,474	56,148	10,492	66,640
	2016	33,814	16,855	17,128	1,311	69,108	12,470	81,578
Total	2017	41,057	16,697	19,466	1,654	78,874	14,613	93,487
Total	2016	43,492	22,913	23,921	1,491	91,817	16,429	108,246

¹⁾ Expensed in 2017. Payment is made in the first quarter, 2018 to 2020, on condition that the individual is employed in the Group on December 31 of the preceding year.

Principles for remuneration

The following are the principles for remuneration of senior executives adopted by the Annual General Meeting:

- » Trelleborg will offer market-based terms of employment that enable the company to recruit, develop and retain senior executives.
- » The remuneration structure is to comprise fixed and variable salary, pension and other remuneration, which together form the individual's total remuneration package.
- » Trelleborg continuously gathers and evaluates information on market-based remuneration levels for relevant industries and markets.
- » Principles for remuneration may vary depending on local conditions.

» The remuneration structure will be based on such factors as position, expertise, experience and performance.

Senior executives comprise the President and other members of Group Management. The principles are supplemented by a policy for benefits for senior executives as well as a global Remuneration Policy covering all managers and senior salaried employees. In 2017, total remuneration of Group Management amounted to SEK 78,874,000 (91,817,000), excluding pension premiums, and SEK 93,487,000 (108,246,000), including pension premiums.

For additional information concerning remuneration, refer to Note 11, pages 101–102.