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Environmental disclosures

The *Environment* section of the Sustainability Statement describes Trelleborg's work on material matters in the area with regard to policies, actions, targets and outcomes for the year. The main issues are in climate and energy, pollution, and resource use and circularity. Some of the highlights of the year are listed below.

SIGNIFICANT EVENTS IN 2025 – ENVIRONMENTAL DISCLOSURES

Climate and energy

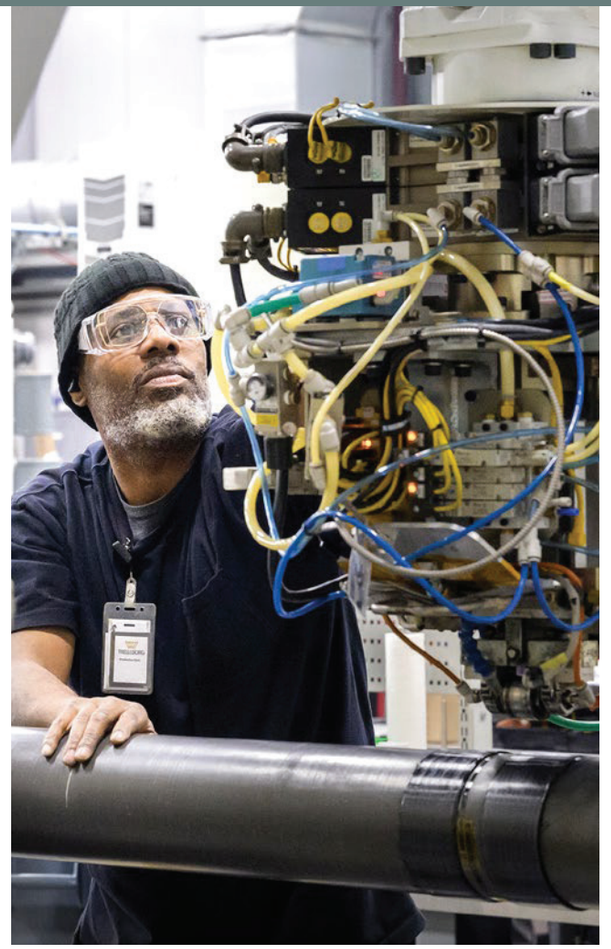
In 2025, Trelleborg raised its level of ambition in the climate area. The updated science-based target for Scope 1 and 2 is to reduce CO_2 emissions by 75 percent through a continued transition to renewable and fossil-free energy and energy efficiency in the Energy Excellence program. For Scope 3, work continues to improve data quality through tailored training activities and tools. Trelleborg has also set long-term climate targets: a 90-percent reduction of all CO_2 emissions by 2045, and a new net-zero target to eliminate all CO_2 emissions by 2050. Read more on pages 64–72.

Resource use and circularity

The focus in 2025 has been on continued work on materials and processes in order to increase the proportion of bio-based and recycled materials, as well as clarifying the link between internal waste recycling and Trelleborg's circularity target. Read more on pages 76–79.

Pollution

Trelleborg's work on mapping and systematizing the management of hazardous chemicals, which began in 2024, continued in 2025 with an increased focus on data quality and close dialog with the operational side of the business. Read more on pages 73–75.



Environment – Climate and energy

Material impacts, risks and opportunities

Trelleborg's impact related to climate and energy is mainly linked to CO_2 emissions from fossil energy in production and upstream activities in the value chain. In the medium and long term, there is a risk of increased costs through new climate-related taxes and fees. Through Group-wide program for energy and climate efficiency, Trelleborg works actively to reduce these impacts and financial risks. Trelleborg's exposure to climate-related risks is continuously evaluated through a regular resilience analysis (see pages 62 and 65–67).

	Affected parts of the value chain	Timeframes	Interaction with strategy and business model
Material impacts in Climate and energy			
CO_2 emissions in Scope 1, 2 and 3, and total CO_2 emissions.	Own operations and supply chain	Short – medium term	Overall, Trelleborg's type of industrial production and business model are energy-intensive. Own CO_2 emissions (Scope 1 and 2) arising from the use of fossil-based energy and, in particular, supply chain emissions (Scope 3, category 1) thus have *negative impacts* for society. Actions and resources aimed at reducing the company's negative climate impact through measures such as enhancing energy efficiency and the transition to renewable and fossil-free sources of energy are an integral part of Trelleborg's strategy.
Material financial risks in Climate and energy			
Financial effects of material transition risks in taxes and fees linked to CO_2 emissions, and in sustainability reporting.	Own operations	Medium – long term	Through its strategic work to reduce the climate impact of its operations along the entire value chain and improve the quality and coverage of internal reporting of energy and climate-related data, both for its own operations and in the longer term also on the product side, Trelleborg is addressing *material transition risks* related to increased climate-related taxes and fees and stricter reporting requirements. If new rules or pricing mechanisms are introduced in the medium or long term, there may be a material risk for negative financial effects.
Material financial opportunities in Climate and energy			
The share of energy-saving and emission-reducing products in Trelleborg's range is expected to increase.	Customer chain	Short – medium – long term	Trelleborg's business strategy includes initiatives for innovative products and solutions that promote energy and climate efficiency among customers, which thus comprises *a financial opportunity* for the company.

Description of the materiality assessment process

Climate and energy has historically been a high-priority item on Trelleborg's sustainability agenda. The previous materiality assessments showed that both internal and external stakeholders believe that Trelleborg's initiatives in energy efficiency and reducing CO_2 emissions are crucial.

The latest review confirmed that this area remains material from three perspectives: as a negative impact, a financial risk and a financial opportunity. The process for evaluating climate change impacts is integrated into Trelleborg's overall process for identifying material impacts, risks and opportunities, as described on pages 60–62. It includes both internal and external stakeholder engagement, complemented by quantitative analysis of financial effects. For climate issues, this means that risks and opportunities linked to CO_2 emissions, energy use and the transition to fossil-free solutions are assessed over multiple time horizons. Scenario analysis is used to test the robustness of strategic decisions and identify how climate impacts may affect the business model, including access to resources and changing customer requirements. The results are integrated into the Group's strategic planning and investment decisions.

JOHAN WIJK
VICE PRESIDENT GROUP EXCELLENCE AND SUSTAINABILITY

"We have achieved our Scope 1 and 2 climate target after several years of focused work. For 2026, we are raising the bar with an updated target to reduce these emissions by 75 percent by 2030. In addition, we have set a target to reach net-zero emissions by 2050. We will continue to make investments in renewable electricity and to optimize energy efficiency, providing a solid basis for also achieving these targets in the future."

Resilience analysis and climate scenarios

This section describes the resilience analysis linked to climate. The resilience analysis encompasses Trelleborg's own operations, downstream in the supply chain and parts of the customer chain. The latest double materiality assessment once again shows that increased carbon taxes and other fees, coupled with the ongoing tightening of climate-related regulations and reporting requirements, could create material transition risks. Physical climate-related risks have long been an integral part of the company's risk management process (read more about Trelleborg's ERM processes on pages 46–49). In general, the physical risks are considered to be less material to the operations than the transition risks, but they are significant nonetheless. For these reasons, Trelleborg also needs to proactively transition to a more low-carbon and resilient business model. Transition risks in the climate area were discussed during the double materiality assessment process together with representatives from Trelleborg's business areas. The discussion was based on the risk assessment that is conducted continuously in the Group's overall risk management system (see page 49 for more information). An analysis of Trelleborg's climate-related risks and opportunities including future climate scenarios with their respective financial impacts provides the basis for and variations of a potential future description for the Group to base its actions on.

Regulatory pressure is expected to increase over the medium and long term in all regions where Trelleborg operates, most clearly in the EU. Trelleborg's current target for reducing CO_2 emissions has been set for 2030, which is in line with the time horizons in the resilience analysis. Ongoing actions (pertaining to purchased and self-generated renewable electricity, and the Energy Excellence program), described on pages 15–16 and 69, are expected to strengthen Trelleborg's resilience. The resources that are required to efficiently implement the actions are described on pages 67–69. Over the somewhat longer term, existing assets with locked-in greenhouse gas emissions such as natural gas-driven boilers will also be evaluated and could be replaced with more climate-efficient solutions.

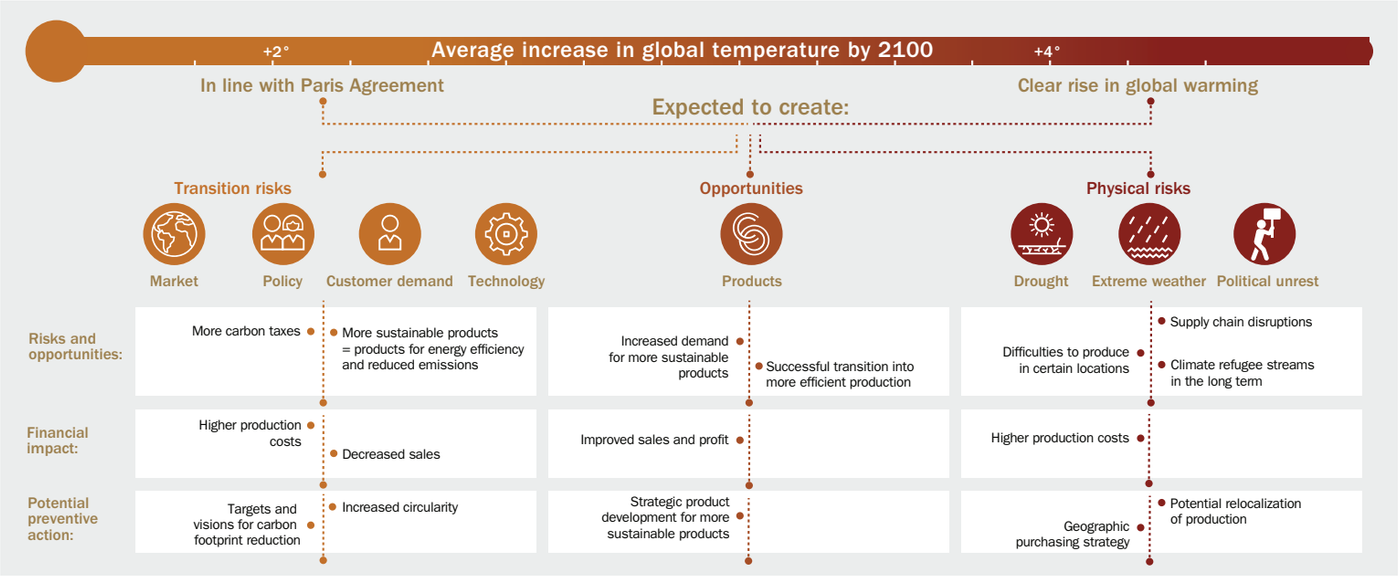
The climate-related scenario analyses presented below have been designed in accordance with the guidelines in the Task Force on Climate-related Financial Disclosures (TCFD). A TCFD index is available at www.trelleborg.com. Climate-related risks are also described in the financial notes (refer to Note 1 on page 115) and are integrated into Trelleborg's risk management and used as a basis for critical assumptions in financial reports. In 2025, climate aspects were also integrated into the process for acquisitions and divestments, and included in the due diligence list for acquired companies, see more on page 56.

The analysis is amended and refined every year, most recently in connection with the audit of Trelleborg's double materiality assessment.

The analysis of both scenarios is based on two of the UN Intergovernmental Panel on Climate Change's (IPCC) forecasts (Representative Concentration Pathways, RCP) on how carbon concentrations in the atmosphere may increase by 2100: a 2°C increase in average temperature means a limited increase in carbon concentration (RCP 2.6); whereas a 4°C increase in average temperature means a major increase (RCP 8.5).

The introductory graphic summary below, with commentary, presents the most important results of the analysis. Most of the risks and opportunities are within 1 to 5 years unless otherwise stated.

GRAPHIC SUMMARY OF THE 2025 SCENARIO ANALYSIS



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Scenario analysis: two different scenarios

Climate-related risks and opportunities		+2°C increase in temperature (average)	+4°C increase in temperature (average)
		Scenario 1: In line with the Paris Agreement (under 2°C) Rapid transition to low-carbon society. The climate impact of this scenario is based on the IPCC's RCP 2.6 scenario. The scenario is characterized by unification in international politics on transition, and halving total greenhouse gas emissions by 2050 is achieved successfully. Global warming limited to 2°C by 2100, which limits damage. Political decisions, taxes and regulations on carbon emissions are introduced. Large-scale renewable energy and technological improvements are introduced. Rapid transitions in community infrastructure take place.	**Scenario 2: Clear rise in global warming (+4°C)** Slow transition in society. The climate impact of this scenario is based on the IPCC's RCP 8.5 scenario. The scenario is characterized by the relatively slow tempo of political climate initiatives and cooperation, and with cooperative difficulties internationally. Operations in society remain dependent on fossil fuels. Carbon emissions continue and result in a 4°C increase in the global temperature by 2100. Periods of drought, a clear rise in sea levels, more fires and cases of extreme weather, such as flooding, cause problems in themselves and lead to refugees flows.
	Timeframe	**Exposure and response**	**Exposure and response**
Transition risks			
Transition risks related to new reporting requirements in climate and sustainability.	Short term – current risk	**High risk** Society's objective of limiting the increase in temperature to 2°C leads to stricter regulations and monitoring. The scope of carbon regulations and other sustainability reporting requirements can be expected to increase in different parts of the world. In this scenario, where states collaborate to limit climate change, a standardization of the various national or regional regulations could be likely over the long term, which could reduce costs for a company that operates internationally. The situation in this regard remains difficult to assess.	**High risk** A scenario where the increase in temperature approaches 4°C and there is a lack of political will globally to work together limit climate risks through standardization of national regulations. For those parts of the Trelleborg Group that operate internationally, the situation is impacted by different reporting requirements prevailing in different regions, which leads to increased costs for regulatory compliance for the Group as a whole.
Transition risks related to new carbon taxes and fees.	Medium term	**High risk** With a +2°C target for society, carbon taxes and fees for the operations will increase and have an ever greater impact. At present in the Trelleborg Group, the risks are greatest for the Eurocentric operations, since it is in this part of the world that developments in this direction are proceeding the most rapidly.	**High risk** The relative risk for increased carbon tax and fee-related costs would increase if the rest of the world followed the example of the EU over the long term. However, the organization is continuously increasing its preparedness for forthcoming climate regulations, as it is for hikes in raw materials price due to corresponding higher costs among suppliers. Monitoring political developments on an annual basis is becoming important.
Transition risks related to changes in demand, with customers avoiding fossil materials.	Medium – long term	**Moderate risk** Advanced customers in the aerospace, automotive and construction industries are already expressing demands on the products they purchase with regard to low-carbon content and recyclability, which – if they do not accept higher prices at the same time – could lead to pressure on profitability for Trelleborg. Decreased carbon footprint via Trelleborg's efforts toward achieving science-based climate targets, including a net zero target, as well as actions for increased circularity are important and comprehensive changes that are ongoing in the company.	**Low risk** A scenario in which the increase in temperature approaches 4°C, with low demand for circular, climate and energy-efficient products and solutions, entails low financial risks for Trelleborg.
Physical risks			
Climate risks in some locations.	Long term	**Moderate risk** Overall, physical climate-related risks are deemed to be moderate for Trelleborg. Some locations may be vulnerable to physical climate risks, but in total a 2°C increase in temperature would not entail any obviously material financial risks. The potential relocalization of production due to physical climate risks is made easier due to Trelleborg having production sites in various relevant parts of the world.	**Moderate risk** Physical climate risks could potentially spread to regions that were previously not high-risk zones as temperatures increase by up to 4°C, which could lead to an increase in the following risks: *Extreme weather* – climate change is increasing the frequency and intensity of extreme events such as hurricanes, flooding, droughts and heat waves. This could lead to damage to society's infrastructure and functions, as well as fatalities. *Migration* – as extreme weather events become more frequent, they often force people to move away from their homes, temporarily or permanently depending on the severity of the events and possibilities of recovery in the affected areas. For example, prolonged periods of drought could lead to the destruction of agricultural communities, and their inhabitants being forced to migrate in the search for better living conditions.

Climate-related risks and opportunities		+2°C increase in temperature (average)	+4°C increase in temperature (average)
	Timeframe	**Exposure and response**	**Exposure and response**
Disruptions of the supply chain can be expected to increase going forward.	Medium term – Long term	**No risk, or limited risk** No disruptions or limited disruptions of own production and the supply chain.	**High risk** Climate-related costs in the supply chain, via both taxes and duties, and any unplanned emission risk increasing material costs for Trelleborg. Even an increase of 4°C in the average temperature could lead to acute supply chain disruptions and thus entail financial risks for Trelleborg. Disruptions that occur – with associated delays and higher costs – will be negative for production and sales. They could also lead to a need for new suppliers, which leads to new costs in the form of supplier assessments. Frequent disruptions could impact reliability in deliveries and thereby customer confidence. The potential relocalization of production due to supply chain disruptions is made easier due to Trelleborg's production sites in various relevant parts of the world.
Opportunities			
The share of energy-saving and emission-reducing products in Trelleborg's range is expected to increase.		Trelleborg's innovative engineered solutions increase energy efficiency for both customers and end users, and also indirectly decreases their greenhouse gas emissions. Both a larger market as such and an increased market share are achievable opportunities, partly through increased use of bio-based and recycled raw materials, a development supported by the Group-wide Polymers for Tomorrow group to reduce the carbon content of Trelleborg's products and stay ahead of the competition. New materials and new technical solutions are being monitored.	Demand for the products in this scenario may be accompanied by a certain amount of lag compared with a +2°C scenario, but at present nothing indicates that this will not be a future need.

Transition plans for climate change

Climate change mitigation is a priority area in Trelleborg's comprehensive sustainability agenda. A strategic plan for transitioning to a sustainable business is directly linked to Trelleborg's science-based climate targets, energy efficiency initiatives and efforts to increase the proportion of renewable energy. Trelleborg's short-term climate targets address CO_2 reductions in Scope 1, 2 and 3 emissions between 2021 and 2030. The net-zero target is set for 2050. Read more about Trelleborg's climate targets on page 70.

The transition plans are adapted to Trelleborg's overall business strategy and financial planning, and are included in the operational implementation of the strategy as an integral part. The transition plans have been approved by Trelleborg's Group Management and Board of Directors.

In 2025, the link to the strategy was strengthened by integrating the climate targets into the business areas' strategic plans. The measures were broken down by unit, with a focus on the most energy- and carbon-intensive plants, where individual action plans were also developed.

Actions for climate change mitigation and for drivers in the phase-out of fossil fuels are described on page 68. For Trelleborg's climate-related capital expenditure and financing reported as Taxonomy-aligned CapEx, as well as plans for adapting the Group to Taxonomy criteria, see below and refer to the 2025 EU Taxonomy report, pages 97–100.

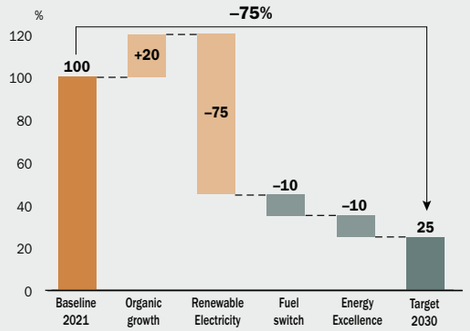
Trelleborg's transition plans are linked to both operational expenditure (OpEx) and planned capital expenditure (CapEx). The shift to renewable electricity entails increased OpEx, while investments in solar panels, energy optimization equipment and electrified transport are key CapEx items. The Energy Excellence program drives efficiency measures at facilities. For Scope 3, CapEx covers the development of new material solutions, while OpEx covers supplier partnerships and monitoring. These efforts ensure the integration of climate targets into investment plans and operational governance.

Over the period, organic growth is expected to generate an accumulated increase of approximately 20 percent of the base year value.

Refer to the next page for Trelleborg's transition plans for its short-term climate targets (Scope 1 and 2 target, and Scope 3 target), and for the net-zero target.

TRANSITION PLAN FOR SHORT-TERM CLIMATE TARGETS 2030 – SCOPE 1 AND 2

Trelleborg's short-term climate targets for Scope 1 and 2 are in line with the Paris Agreement's 1.5°C scenario. Natural gas, which is mainly used for steam generation in production, is the dominant emission source in Scope 1. Purchased electricity dominates as an emission source in location-based Scope 2, but purchased district heating and steam are also used.

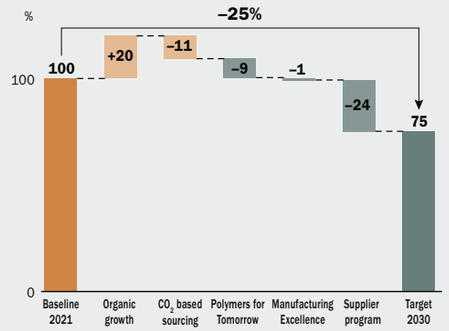


How the target will be achieved

- Shifting to a higher share of renewable/fossil-free electricity is expected to reduce emissions by 75 percent. Running costs for renewable/fossil-free electricity are part of OpEx.
- A transition from fossil to renewable fuels is expected to lead to a reduction of approximately 10 percent. Examples of relevant indicators in the EU Taxonomy report, Proportion of capital expenditure (CapEx): *6.5 Transportation, purchased or leased electric vehicles.*
- Trelleborg's internal energy efficiency program, Energy Excellence, is ongoing in the Manufacturing Excellence initiative. Actions to improve energy efficiency at the facilities are being implemented continuously in line with the program, and further potential efficiency improvements will be identified and measures implemented. Examples of relevant indicators in the EU Taxonomy report, Proportion of capital expenditure (CapEx): *7.1 Buildings, certified, 7.3 Energy efficiency equipment.*
- Own production of renewable electricity, primarily via solar panels, is an action that has already been implemented at a number of plants. Examples of relevant indicators in the EU Taxonomy report, Proportion of capital expenditure (CapEx): *4.1 Electricity from photovoltaic installations (solar cells).*

TRANSITION PLAN FOR SHORT-TERM CLIMATE TARGETS 2030 – SCOPE 3

Trelleborg's short-term climate target for emissions from the value chain in Scope 3 is consistent with a "well below 2°C" scenario. The *Purchased goods and services* category clearly dominates Trelleborg's Scope 3 emissions and accounted for around 72 percent of total Scope 3 emissions for the base year 2021 according to the assessment.



How the target will be achieved

- Approximately 11 percent of Scope 3 emissions are expected to decrease as Trelleborg transitions to purchasing materials with an even lower CO_2 intensity – a process in which preference is given to established suppliers that are able to provide lower CO_2 intensity materials.
- A collaboration among Trelleborg, suppliers and start-ups is ongoing in the Polymers for Tomorrow program to identify alternative materials with lower CO_2 emissions, which can potentially help to reduce emissions by around 9 percent.
- Efforts at increasing efficiency in the production processes and minimize waste are under way in Manufacturing Excellence and could potentially reduce Scope 3 emissions by approximately 1 percent.
- Relevant Scope 3 emissions can be reduced by 24 percent through a dedicated supplier program. The program will focus on collaboration to ensure that suppliers have plans and processes in place to reduce their CO_2 emissions.

TRANSITION PLAN FOR NET ZERO 2050

Trelleborg's target is net-zero emissions by 2050 in line with the SBTi Net-Zero Standard. The transition plan for the net-zero target will be updated regularly in response to technological developments, regulations and market expectations. The next step is to integrate the transition plan into the investment strategy and follow up annually. The plan is based on three main tracks:

- **Continued implementation of planned activities.** The focus will remain on reducing CO_2 emissions in our own operations (Scope 1 and 2) and in the value chain (Scope 3), in line with the activities described to the left on this page.
- **CO_2 reductions in all Scope 3 categories.** To reach net-zero emissions throughout the value chain, Trelleborg needs to produce concrete reduction plans for the remaining Scope 3 categories. Some reductions are expected to be achieved in connection with the overall climate transition in Scope 1 and 2, for example for capital goods and fuel- and energy-related activities. Targeted efforts are planned for transportation, both upstream and downstream. Here, Trelleborg will maintain a close dialog with freight suppliers and customers to optimize transport distances and gradually switch to fossil-free vehicles. For categories linked to resource outflows, reductions in emissions are expected to occur as Trelleborg transitions to more circular materials. Emissions from business travel and employee commuting currently account for around 1 percent of Trelleborg's total Scope 3 emissions and will therefore be addressed mainly locally at unit level, where several improvement initiatives are already underway.
- **Management of residual emissions (around 10 percent).** For those CO_2 emissions that cannot be eliminated using existing technologies or through changes to processes, Trelleborg will use complementary solutions such as carbon capture and storage (CCS), as well as other appropriate tools in accordance with SBTi criteria. These residual emissions mainly come from the use of natural gas in vulcanization processes in equipment that is not set to be replaced in the coming years due to high costs.

  The analysis shows that these CO_2 emissions are not expected to jeopardize the Group's overall climate targets, but they could increase the transition risk if complementary solutions are not implemented in time or if the costs for these increase significantly. The development of CCS technology and other solutions is therefore being closely monitored as part of Trelleborg's risk management and strategic planning.

Policy or similar steering documents

The Group Environmental Policy contains a number of principles regarding climate change and energy consumption. According to the Environmental Policy, Trelleborg is to work with climate targets in order to reduce its climate impact both from own operations and from emissions along the value chain. Energy efficiency and the energy mix are to be continually improved, and the proportion of renewable/fossil-free energy is to increase.

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
Group Environmental Policy				
Trelleborg's Environmental Policy indicates the Group's position in the area of the environment. The policy comprises five key areas that reflect the key environmental topics for Trelleborg: » Energy and climate » Water » Biodiversity » Pollution » Circularity The Environmental Policy describes the key principles of Trelleborg's strategy for managing potential and actual negative impacts in these five areas.	Trelleborg aims to meet or exceed local environmental laws in all countries where it pursues operations. All significant production units will implement and maintain a certified environmental management system in accordance with ISO 14001. Environmental topics will be taken into account when constructing new buildings, or in conjunction with significant upgrades or additions to existing operations. Trelleborg will encourage external stakeholders such as suppliers, sub-suppliers and other business partners to adopt the principles in this policy.	Vice President Group Excellence and Sustainability is responsible for issuing the Environmental Policy and for implementing the sections of the policy pertaining to energy and climate, water, biodiversity and circularity. Vice President Risk Management and Environment is responsible for implementing the section pertaining to pollution. Trelleborg's Group function heads, business area presidents and business unit presidents are responsible for the overall adherence to the Environmental Policy within their respective areas of responsibility.	Trelleborg shall follow all applicable local laws and regulations in countries of operations. The company will engage in ongoing dialog with its stakeholders to ensure that Trelleborg exercises responsible citizenship and achieves success in a sustainable manner. Trelleborg's Environmental Policy has been developed in dialog with internal and external stakeholders through relevant parts of the Group's broad stakeholder engagement and the annual double materiality assessment process, ensuring that the Policy reflects both the business strategy and the expectations of customers, suppliers and society.	The Environmental Policy will be part of induction training courses and ongoing training programs, and is published on the intranet page for policies. Vice President Group Excellence and Sustainability or Vice President Risk Management and Environment will provide further guidance on the Environmental Policy or if a breach of the Policy is suspected. Requests for clarification and inquiries from external stakeholders, including the media and analysts, should be addressed to Trelleborg Group Communications. The Environmental Policy is available on Trelleborg's intranet and at www.trelleborg.com.

Actions and resources

Actions linked to the area *Climate and energy* according to Trelleborg's Environmental Policy are described below. These actions are presented by driver for the phase-out of fossil fuels in Scope 1 and 2. For the achieved reductions, see the table on page 72.

» **Purchased renewable/fossil-free electricity** in own production facilities is an ongoing program aimed at increasing the share of renewable/fossil-free electricity in Trelleborg's total electricity consumption either through the purchase of certificates, or through direct agreements with electricity producers established in locations or countries with relevant electricity market structures. Trelleborg has significantly improved its energy mix by focusing the purchasing of certified renewable/fossil-free electricity to its local production units. The ambition is to maintain a high share of renewable electricity throughout the Group, as an important step toward eventually achieving the Group's net-zero target. The transition to renewable/fossil-free electricity is managed as part of day-to-day operations at production units and involves increased OpEx for the purchase of certified renewable/fossil-free electricity.

» Trelleborg's **Energy Excellence program** is another initiative that is central to the Group's climate initiatives. Energy Excellence is under way at all production units. In 2025, additional activities were conducted as part of the Energy Excellence Boost project, such as energy efficiency and CO_2-reduction roadmaps. The program is specifically linked to CapEx through equipment and facility upgrades, while OpEx encompasses local activities and operational expenses for implementation.

» **Fuel switch** is a prioritized part of Trelleborg's efforts to reduce its climate impact. The focus is on replacing natural gas with renewable alternatives such as biogas and biomass, and electrification to reduce CO_2 emissions and support the transition to fossil-free production. This is a response to local rules and regulations, but such switching also takes place when older equipment is replaced. Investments in energy efficiency equipment and the transition from fossil to renewable fuels are key CapEx items.

» **Own production of renewable electricity**, primarily via solar panels, is an action that has already been implemented at a number of plants, and investigations are in progress at additional production units. Investments in solar installations also form part of CapEx items.

In terms of further work related to Scope 3, the focus in 2025 has been on improving activity data for relevant calculations.

» In 2025, an **in-depth SAQ for Scope 3** and other sustainability matters was distributed among Trelleborg's 100 largest suppliers, read more on pages 78 and 91. The in-depth Self-Assessment Questionnair (SAQ) included questions concerning the suppliers' energy consumption, their climate impact and how their CO_2 data can be allocated to Trelleborg. The in-depth SAQ mainly requires OpEx for data collection, analysis and supplier dialogs, while CapEx may be needed for the development of digital platforms for reporting. These resources are included in the Group's regular cost structure and investment budget and are recognized under functional costs and non-current assets, respectively, in the financial statements.

Targets and outcomes

A key driver in Trelleborg's transition plan toward climate neutrality is the Group's science-based climate targets, which have been validated by the Science Based Targets initiative (SBTi), see more below and on pages 67–68. The science-based climate targets are directly linked to Trelleborg's Environmental Policy.

The targets cover Trelleborg's global operations including all own production units, as well as relevant Scope 1, 2 and 3 activities upstream in the value chain, based on the updated organizational structure, taking into consideration acquisitions and divestments, and geographical presence. The climate targets are based on the SBTi methodology and the Paris Agreement 1.5°C scenarios. In setting the targets, Trelleborg used recognized data sources and international standards and took account of EU and national climate frameworks. The targets take into account local conditions and support both the Sustainable Development Goals and a just transition. The climate targets were developed in close dialog with Trelleborg's management and internal experts.

2021 was chosen as the base year for all short-term climate targets as it was the most recent year for which full year data was available when the first science-based climate targets were developed for SBTi validation in 2022. In the latest revision, Trelleborg kept the 2021–2030 target period, revised the baseline and increased its level of ambition in line with SBTi requirements and the Paris Agreement 1.5°C ambition.

New and updated climate targets

Trelleborg achieved its short-term targets for Scope 1 and 2 in 2024. In 2025, the focus has been on raising the level of ambition and improving data quality. The 2021 baseline has been updated for Scope 1, 2 and 3 after taking account of changes in the organizational structure as completed acquisitions and divestments have affected CO_2 emissions by more than 5 percent, which exceeds the threshold for revision of climate targets. This work resulted in updated science-based targets. The targets cover carbon dioxide (CO_2) as the dominant greenhouse gas in Trelleborg's emissions profile. Consistency with inventory boundaries is ensured by using the same organizational and operational boundaries as in GHG reporting, including adjustments for acquisitions and divestments (>5 percent threshold). Trelleborg's current climate targets are presented below:

- **The target for own operations (Scope 1 and 2)** is to reduce CO_2 emissions by 75 percent in absolute terms by 2030, from the updated 2021 base year. In 2025, Trelleborg achieved a reduction of 69 percent in Scope 1 and 2 emissions compared with the base year, or a reduction of 23 percent from the preceding year (2024). The key factor behind the change for 2025 was once again the increased proportion of renewable/fossil-free electricity, refer to the right side of this page, and pages 69 and 72.
- **For upstream activities in the value chain (Scope 3, category 1 – Purchased goods and services)**, the target is to reduce CO_2 emissions by 25 percent in absolute terms by 2030 from the updated base year 2021. The outcome for 2025 of 26 percent is primarily the result of thorough efforts to improve data quality, see more on pages 53 and 72. For example, during the year Trelleborg strengthened the internal framework for reporting activity data for the *Purchased goods and services* category. These efforts will continue in 2026 with a focus on further improvements of supplier-specific data (see in-depth SAQ for Scope 3 on page 69).
- **The net-zero target for 2050** applies to all CO_2 emissions, covering Scope 1, 2 and 3 (all categories).

Renewable/fossil-free electricity

In line with the Group's Environmental Policy, Trelleborg intends to continuously increase the share of renewable/fossil-free electricity. By gradually reducing the proportion of fossil fuels in direct and indirect energy consumption, Trelleborg is expected to clearly reduce its climate impact derived from its own operations.

CLIMATE AND ENERGY

Target	Outcome 2025
–75% in Scope 1 and 2 in absolute terms from the base year 2021, by the end of 2030	–69% in Scope 1 and Scope 2 compared to the base year 2021
–25% in Scope 3, *Purchased goods and services* category, in absolute terms from the base year 2021, by the end of 2030	–26% in Scope 3, *Purchased goods and services* category, compared with the base year 2021

Energy consumption and mix

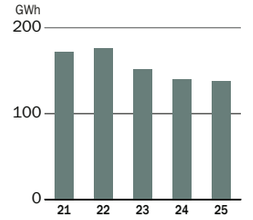
The table below summarizes the outcome of Trelleborg's energy consumption and energy mix for 2025 [1].

Consumption of:	2025	2024	Change	Commentary
Natural gas, MWh	137,852	140,214		
Propane, MWh	11,408	12,584		
Oil, MWh	13,345	13,409		
Electricity from non-renewable sources, MWh	17,703	32,761		
District heating, steam from non-renewable sources, MWh	32,254	46,813		
Total consumption of fossil energy, MWh	**212,562**	**245,781**	–14%	The decrease in the use of fossil energy is a direct result of the increased share of renewable/fossil-free electricity as well as local efficiency projects, including electrification and upgrades of some production equipment.
Nuclear energy, MWh	22,329	21,104		
Electricity from renewable sources, MWh	278,317	252,287		
Electricity purchased with guarantees of origin, MWh	166,234	144,631		
Electricity purchased with direct contracts, MWh	112,083	107,656		
Biogas, MWh	1,087	308		
Consumption of self-generated renewable energy, MWh	6,373	4,518		
Total consumption of renewable and fossil-free energy, MWh	**308,106**	**278,217**	11%	The increase in the share of renewable/fossil-free energy is due primarily to the established procedure for purchase of certified renewable electricity.
Total energy consumption, MWh	**520,668**	**523,998**	–1%	Despite acquisitions completed during the year, total energy use decreased slightly, primarily due to energy efficiency measures.
Share of fossil sources in total energy consumption, %	*41%*	*47%*		
Share of nuclear energy sources in total energy consumption, %	*4%*	*4%*		
Share of renewable sources in total energy consumption, %	*55%*	*49%*		
Share of renewable/fossil-free electricity of total electricity consumption, %	**94%**	**89%**	**5 pp**	The increase in the share of renewable/fossil-free electricity is due primarily to the established procedure for purchase of certified renewable electricity, with further countries added during the year.
Total energy consumption relative to sales, GWh/SEK M	**0.0152**	**0.0153**	**–1%**	Trelleborg's energy intensity is 0.0152 GWh/SEK M, a marginal decrease from the preceding year, in line with the fall in overall energy consumption [2]. Trelleborg operates in a high-climate-impact sector, and accordingly the intensity indicator refers to all of Trelleborg's production processes.

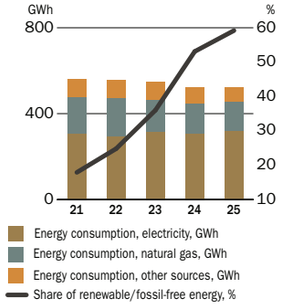
[1] Data is collected at company level through data retrieval from invoices and energy measurement systems or the use of documented assumptions. Regarding the use of energy measurement systems, the ambition is for all units to have a system for automatic collection of energy consumption data on site in the near future, as part of the Energy Excellence program; refer to pages 15–16 and 69.

[2] For information on sales data on which the calculation of energy intensity is based, refer to the consolidated income statement on page 105.

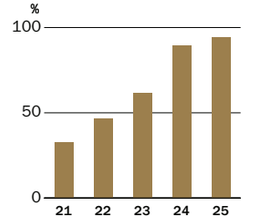
ENERGY CONSUMPTION, NATURAL GAS



TOTAL ENERGY CONSUMPTION



SHARE OF RENEWABLE/FOSSIL-FREE ELECTRICITY OF TOTAL ELECTRICITY

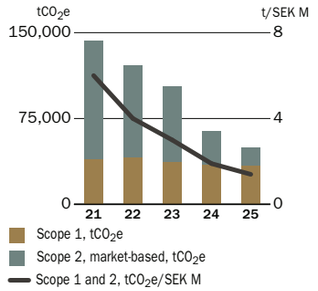


CO_2 emissions in Scope 1, 2 and 3, and total CO_2 emissions

The table below summarizes the outcome of Trelleborg's CO_2 emissions for 2025 [1]. The 2021 base year was updated in 2025 in connection with the revision of Trelleborg's climate targets, see more on page 70.

Emissions	2025	2024	Change against 2024	Base year 2021	Commentary
Scope 1					
CO_2 emissions in Scope 1, tCO_2e [2, 3]	33,664	34,424	–2%	40,767	CO_2 emissions in Scope 1 for 2025 decreased compared with the preceding year mainly due to a drop in fossil energy consumption, primarily natural gas, as a result of production equipment upgrades, as part of the Energy Excellence program, and as an outcomes of fuel switch.
Scope 2					
Location-based CO_2 emissions in Scope 2, tCO_2e	107,012	104,010	3%	121,964	Location-based CO_2 emissions in Scope 2 rose slightly due to an increase in overall electricity consumption, partly linked to completed acquisitions.
CO_2 intensity – location-based, tCO_2e/SEK M	3.1	3.0	2%		Sales between years are largely the same, but the location-based CO_2 intensity increased slightly due to the marginally higher electricity consumption [4].
Market-based CO_2 emissions in Scope 2, tCO_2e	15,562	29,567	–47%	116,840	Purchased renewable/fossil-free electricity: market-based CO_2 emissions fell sharply as a result of the continued increase in the proportion of renewable/fossil-free electricity, purchased with guarantees of origin in additional countries compared to previous periods.
CO_2 intensity – market-based, tCO_2e/SEK M	0.5	0.9	–48%		Sales between years are largely the same, but the market-based CO_2 intensity fell sharply due to the increased share of renewable/fossil-free electricity[4].
Scope 1 och Scope 2, market-based, tCO_2e	**49 226**	**63 991**	**–23%**	**157 607**	
Scope 3					
CO_2 emissions in Scope 3, category 1 – *Purchased goods and services*, tCO_2e	698,294	800,000	–13%	938,014	The reduction in CO_2 emissions from purchased goods and services is primarily due to a higher share of weight-based data and thus more granular emission factors, see pages 53 and 70.
Total Scope 3 emissions	994,425	1,100,000		1,300,000	Total Scope 3 emissions are reported for all categories. For more information on the other Scope 3 categories, see below on this page.
Total emissions					
Total CO_2 emissions, location-based, tCO_2e	1,135,101	1,238,434	–8%	1,462,731	Total market-based emissions for 2025 were lower than total location-based emissions owing to the increased share of purchased renewable/fossil-free electricity.
Total CO_2 emissions, market-based, tCO_2e	1,043,651	1,163,991	–10%	1,457,607	

GROUP SCOPE 1 AND 2 CO_2 EMISSIONS



BIOGENIC EMISSIONS

Trelleborg's production processes give rise to very small biogenic CO_2 emissions, mainly from the combustion of biogas in energy production (see table on page 71 for biogas consumption). In 2025, these emissions totaled 250 metric tons of CO_2 (71), which is a marginal share of our total emissions.

Scope 3 – other categories

In addition to category 1 (*Purchased goods and services*), Trelleborg's value chain includes several other categories with a generally limited climate impact and low data availability. These categories are not covered by the current short-term target for Scope 3, but are part of the transition plan for Trelleborg's net-zero target (see more on page 68):

- Category 2 (*Capital goods*): Emissions arising from investments in machinery and equipment are estimated to be marginal compared with material purchases.
- Category 3 (*Fuel- and energy-related emissions, not included in Scope 1 or 2*): Upstream emissions from energy production, small relative to total emissions.
- Categories 4 and 9 (*Upstream and downstream transportation and distribution*): Relate to transportation before and after production, where the impact is limited and often difficult to quantify with high precision.
- Category 5 (*Waste generated in operations*): Emissions from production waste management, low volumes.
- Categories 6 and 7 (*Business travel and employee commuting*): Relate to employee travel and commuting, accounting for a small share of total emissions.
- Categories 8 and 13 (*Upstream and downstream leased assets*): The categories are not relevant as Trelleborg includes all leased assets in its Scope 1 and 2 reporting.
- Category 10 (*Processing of sold products*): The category is excluded because the climate impact from the processing of Trelleborg products is minimal.
- Category 11 (*Use of sold products*): The category is excluded as Trelleborg's components are managed together with the customer's end-of-life product, resulting in minimal direct impact and limited control.
- Category 12 (*End-of-life treatment of sold products*): Impacts are limited and vary depending on the customer's treatment of the products.
- Category 14 (*Franchises*): The category is not relevant as Trelleborg does not own any franchises.
- Category 15 (*Investments*): The category is excluded as Trelleborg's investments relate to Group companies already covered by Scope 1 and 2.

[1] Trelleborg does not use carbon credits or emission allowances in calculating and reporting its CO_2 emissions.
[2] In respect of the EU ETS and other relevant emissions trading schemes, Scope 1 CO_2 emissions from Trelleborg's production units remained within the established national limits in 2025.
[3] Scope 1 CO_2 emissions are calculated using fuel-specific emissions factors from DEFRA. For the data collection methodology and emissions factors for Scope 2, see page 53.
[4] For data on Trelleborg's sales used in the calculation of CO_2 intensity, see the consolidated income statement on page 105.

Environment – Pollution

Material impacts, risks and opportunities

Trelleborg's impacts on the environment and people in *Pollution* mainly arise from the use of chemicals in production processes.

Historically, the processing of primarily oil and solvents has given rise to pollution of soil and groundwater at a small number of factory sites. Remediation of contaminated land is under way at some units, which is accounted for in the annual reporting.

In general, Trelleborg is working systematically to minimize the potential negative impacts on the environment and people that can be caused by the chemicals used in its production processes. One example of pollution that has been significantly reduced is emissions from the use of solvents for polymer coating and adhesion between materials. Solvents have long been regarded as substances whose use in operations is to be minimized.

	Affected parts of the value chain	Timeframes	Interaction with strategy and business model
Potential material impacts in Pollution			
Use of chemicals in production processes and end products.	Own operations	Short – medium – long term	The use of chemicals in Trelleborg's production processes entails a *potential negative impact* in *Pollution*, with a direct link to own employees' health and safety. As advanced polymer solutions require specific chemical properties, the management of these substances is directly linked to the business model and production strategy. Prevention is therefore integrated into both operational procedures and strategic decisions. Failure to manage chemicals responsibly can lead to negative impacts, especially for Trelleborg's own operations, but also for local communities, in the form of soil and water contamination and health risks for people in the vicinity of production facilities. Risk minimization is therefore an important part of Trelleborg's sustainability strategy and its responsibility to local communities.

Description of the materiality assessment process

Trelleborg's impacts on the environment and people, as well as financial risks linked to the company's use of chemicals was evaluated in the double materiality assessment that was reviewed in 2025; see pages 60–62.

Trelleborg works continuously to ensure that its operations comply with relevant laws governing chemicals, and to minimize the risk of unplanned emissions to soil, air and water. Efforts to establish and prevent potential negative impacts are carried out via internal programs, regular reporting and follow-up.

In its own operations, Trelleborg's main focus in 2025 was on further improvements to data quality, see pages 53 and 74, as well as continued work with Safety@Work program, see pages 83–84. The measures were implemented as part of the review of the double materiality assessment in *Pollution*. The in-depth measures complemented Trelleborg's long-standing process for reporting chemical inventories in the Global Chemicals Task Force, see page 74. Emissions of other substances, such as nitrogen and sulfur oxides, from Trelleborg's production processes are not considered significant. The assessment therefore focused on the reporting from those production units that handle significant volumes of volatile organic compounds (VOCs), substances of concern (SoCs) and substances of very high concern (SVHCs) – the substances identified as most relevant in view of the nature of the operations and the potential impacts. In case of unplanned releases, these substances can affect Trelleborg's own employees as well as local communities, for example through health risks or by impacting air and water quality in the local area, read more on page 75. The assessment showed that VOC emissions remain low and are therefore not significant [1].

Suppliers' production proceses could potentially be responsible for environmental pollution, for example, in connection with processing of latex (the raw material for natural rubber), the production of synthetic rubber, carbon black and other rubber chemicals. However, the risks for such pollutants is currently deemed not to be material.

Trelleborg works with local authorities, industry organizations and other external stakeholders to ensure that its chemicals management is in line with applicable requirements.

[1] Data on emissions of VOCs from Trelleborg's operations for 2025 and historical years are presented in the multi-year overview on page 168.

JOSÉ-LUIS LOSA
ENVIRONMENTAL MANAGER

"Trelleborg endeavors to systematically streamline the use of chemicals, which has led to significant reductions of several substances. In 2025, we worked on preparing a Group-wide chemical inventory, which will provide a clearer picture of remaining uses. Trelleborg will continue to work with risk-based prioritization to phase out or restrict future use, without compromising the performance of critical applications."

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Policy or similar steering documents

Trelleborg's Environmental Policy, which also includes *Pollution*, is described in more detail on page 69.

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
Environmental Policy				
Under its Environmental Policy, Trelleborg is committed to systematically preventing and reducing accidents and pollution through good practices, technical improvements and substitution of harmful substances, and by identifying and managing environmental impacts throughout the value chain, including suppliers. For the Group Environmental Policy, see page 69.	Own operations	Vice President Risk Management and Environment is responsible for implementing the section of the Environmental Policy associated with pollution.	The section on *Pollution* in the Environmental Policy has been formulated on the basis of relevant standards and regulations (REACH and other laws and regulations), as well as in a dialog with external stakeholders, such as local authorities and industry associations.	The Environmental Policy is available on Trelleborg's intranet and at www.trelleborg.com.

Actions and resources

- **Global Chemicals Task Force** is a Group-wide initiative that applies to all production units. As a chemical user, Trelleborg is affected by the EU REACH regulation. This includes local compliance and strategic work focused on chemicals at Group level. In 2025, the Global Chemicals Task Force supported companies in projects related to chemical replacement, classification, reporting and follow-up of legislative requirements.
- **In-depth reporting of substances of concern (SoC) and substances of very high concern (SVHC)** according to ESRS classification was implemented in 2025 as part of the double materiality assessment. Issues related to purchased SoC and SVHC were included in the Group-wide reporting system, with data collection occurring twice a year. The data gathered is analyzed by chemical experts and complements Trelleborg's chemical inventory process. For 2026, the aim is to develop the process and update the double materiality assessment where necessary.
- **In-depth reporting of VOC emissions** was carried out in the second half of the year. Units handling chemicals that could lead to VOC emissions responded to a questionnaire on volumes of chemicals purchased, emissions and VOC capture devices. The results were analyzed and compared with previous reporting periods, leading to corrections in historical VOC data; see more on pages 53 and 168.

Actions in *Pollution* encompass Trelleborg's own manufacturing processes and mainly require OpEx as part of day-to-day activities. CapEx may be relevant for VOC capture devices or improved chemical management. These resources are included in the Group's cost structure and investment budget and are recognized under functional costs and non-current assets, respectively, in the financial statements. No major incidents requiring OpEx or CapEx occurred in 2025.

Targets and outcomes

The target for *Pollution* is intended, in accordance with the Manufacturing Excellence program, to continuously (on an annual basis) prevent pollution caused by emissions to air, soil and water at all production facilities. Particular importance is placed on processes for preventing unplanned emissions. Trelleborg has zero tolerance for violations of environmental laws, including requirements for mandatory local permits and compliance with all applicable rules and regulations in the jurisdictions where the Group operates.

The approach is based on the Group's Environmental Policy, ISO 14001 certification and Manufacturing Excellence program. The target has been set based on an assessment of what is technically feasible to implement in existing and future processes, without compromising quality or safety, and taking into account current and future regulatory requirements for chemicals, emissions and reporting. These factors have been weighed up to ensure that the target is realistic and in line with the business strategy as well as the regulatory requirements. Stakeholders are involved through the Sustainability Council, supplier assessments and dialogs with local authorities.

Emissions of other substances to air, soil and water are considered non-material. The target for pollution is therefore mainly linked to prevention of emissions from chemical use in Trelleborg's own operations.

To achieve the objective of preventing unplanned releases and violations in *Pollution*, Trelleborg follows an established and Group-wide process through the Global Chemicals Task Force in combination with structured monitoring and close dialog with local production sites. The process aims to identify, manage and mitigate risks associated with chemical use and releases and to ensure compliance with applicable environmental requirements.

POLLUTION

Target	Outcome 2025
Zero tolerance for unplanned releases	A contained spill of 1 cubic meter of hydraulic oil occurred at a plant in the US
Zero tolerance for violations of environmental regulations	Zero violations

Key indicators for pollution

The table below summarizes the key indicators for 2025 that are central to Trelleborg's targets for *Pollution*.

KEY INDICATORS

	2025	2024	Commentary
Environmental management system, number of certified units	72	71	At the end of 2025, 72 units (71) were certified under ISO 14001, corresponding to 63 percent (64) of all relevant units.
Remediation of contaminated soil, number of units	4	4	At the end of 2025, the remediation of contaminated soil was ongoing at 4 units (4). Another 10 facilities (11) are expected to require remediation, although the extent has not yet been determined. Provisions for environmental liabilities amounted to SEK 296 m (309). Trelleborg is also active as one of several parties in additional cases of remediation, although with marginal liability for costs.
Environmental studies, number of	10	11	Environmental studies are conducted to assess and outline the environmental impact of the facilities and identify potential environmental liabilities for the company in question, often in connection with acquisitions or closures.

As described on page 74, Trelleborg conducted an in-depth analysis of its chemical inventory in 2025 in accordance with ESRS definitions of substances of concern (SoC) and substances of very high concern (SVHC). The purpose was to establish a robust basis for the further development of an internal reporting framework for relevant key indicators. The most common chemicals are various types of polymers (EPDM, SBR, natural rubber, chloroprene and fluoropolymers), silicone and carbon black, which are not classified as either SVHC or SoC, as well as a number of substances such as toluene, N,N-dimethylformamide, distillates (petroleum), hydrotreated heavy paraffinic, and zinc oxide.

The project will continue in 2026, with the aim of providing more comprehensive reporting of SoC and SVHC and in alignment with ESRS requirements in future reports.

Environment – Resource use and circularity

Material impacts, risks and opportunities

Trelleborg remains dependent on fossil-based, non-circular raw materials such as synthetic polymers and carbon black. In the medium to long term, this may pose a demand risk as society strives to reduce the use of fossil materials. More advanced polymer applications with specific properties are difficult to replace and are not prioritized in the materials transition, which will require continued research and development.

In the meantime, Trelleborg's application experts are working actively to identify more sustainable material options. Increased use of circular materials is considered a significant business opportunity, as it can help to increase sales and strengthen customer value.

	Affected parts of the value chain	Timeframes	Interaction with strategy and business model
Material impacts in Resource use and circularity			
Low use of circular materials, high use of virgin fossil-based materials.	Own operations and supply chain	Short – medium – long term	High use of virgin fossil-based materials contributes to increased CO_2 emissions and resource depletion, *negatively affecting* people and ecosystems, especially in extraction areas where local populations may suffer from environmental degradation and health risks. A gradual reduction of Trelleborg's dependence on virgin fossil-based materials by increasing the share of bio-based and recycled materials is a prioritized area. This is an objective that the company is actively working on as part of the Polymers for Tomorrow program; see more on page 78.
Waste directed to incineration, landfill or other disposal.	Own operations	Short – medium – long term	Waste management through landfills, incineration and other disposal leads to additional negative impacts, such as soil contamination and emissions of harmful substances. The target in the Group-wide Manufacturing Excellence program is to continually reduce the amount of waste. The focus in 2025 has been to increase internal material recycling, see page 79.
Material financial risks in Resource use and circularity			
Decreased sales as a result of fall in demand for products and materials that are fossil-based.	Customer chain	Medium – long term	A high use of virgin fossil-based materials creates increased *cost and supply risks*, especially in a world of rising raw material prices and stricter regulations. Trelleborg addresses this material financial risk with the Polymers for Tomorrow program; read more on page 78.
Material financial opportunities in Resource use and circularity			
Increased sales and customer retention as a result of a greater proportion of circular content in products.	Customer chain	Short – medium – long term	Circularity is a growing *financial opportunity*, driven by increased customer demand for solutions with a lower environmental footprint and increased resource efficiency. A broader range of products with an increased share of bio-based and recycled materials, for example in seals and polymer solutions, creates potential for increased sales and market share.

GIANLUCA ABBATI
CIRCULARITY AND MATERIAL INNOVATION DIRECTOR

"Trelleborg has laid the foundation for a proactive circularity program by increasing the use of recycled materials, launching solutions such as recovered carbon black and testing closed-loop systems at selected sites. Moving forward, we will focus on shifting from pilot projects to full-scale implementation, safeguarding reliable flows of raw materials and integrating circularity into product development."

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Description of the materiality assessment process

Resource use and circularity is material from three different perspectives: as a negative impact, a financial risk and a financial opportunity. This conclusion is based on the aggregated consolidated evaluation that was carried out during the latest review of Trelleborg's double materiality assessment. The practical initiatives in this domain are planned and implemented as part of the Polymers for Tomorrow program in an active collaboration between the Group functions and Trelleborg's local operations. Read more on page 78.

In the review, Trelleborg's production processes were analyzed with regard to the potential to replace virgin fossil-based materials with bio-based or recycled materials, including material that is recycled internally, and the potential to increase internal material recycling, thus further increasing the proportion of recycled input materials in production. The focus remained on those selected material categories where the potential to increase the circular share is deemed to be greatest, as well as on waste management, especially landfill and incineration, where negative environmental effects and potential impacts on local communities were identified as particularly important to address.

The supply chain was reviewed in conjunction with the materials assessment to identify material categories and suppliers with potential for increased circular content. In 2025, a more in-depth investigation was carried out using a self-assessment, read more on pages 78 and 91.

Even the customer chain was analyzed, starting from the assumption that Trelleborg's innovative and more circular solutions would continue to be in high demand.

The double materiality assessment regarding circularity is based on a close dialog. The business areas have the opportunity to establish a consensus on their assessments of the impact and financial materiality with relevant stakeholders.

Materials, products, waste

Materials

Trelleborg's operations are material-intensive and rely mainly on polymer materials, such as synthetic rubber and natural rubber, carbon black, textiles, metals and process oils, many of which are of fossil origin. Due to vulcanization, rubber products are difficult to recycle, but re-use occurs through rubber granules, powders and recovered carbon black from pyrolysis. Work also includes testing bio-based process oils, dialog with suppliers on development of more sustainable textiles, and increased internal material recycling.

Packaging mainly consists of plastic and cardboard and is being reviewed to increase the share of recycled or bio-based content. At present, Trelleborg is unable to report the proportion of recyclable material in packaging material that accompanies the products. A project is ongoing to enable reporting of this in the future.

Products and solutions

Trelleborg's products are designed for long life in demanding environments. In some product groups, such as seals, durability exceeds the industry average, which helps to reduce resource consumption over time. Repairability varies depending on the product category. Some solutions, such as spot repairs of pipes, allow for selective repairs, while the repairability of other products is limited due to the permanent nature of the materials.

The share of recyclable content is gradually increasing, partly through the use of recovered carbon black, bio-based EPDM and other polymers with a lower climate impact.

Recyclability is considered when selecting materials as well as in product design. Trelleborg's units mainly use plastic and cardboard in their packaging, both of which are recyclable.

Trelleborg is currently unable to report the proportion of recyclable materials in its products. A project is ongoing to enable such reporting in the future.

Waste

Waste consists mainly of production-related residual materials from polymer-based products, including rubber, textiles, carbon black, metal residues and oil-contaminated waste. These materials are generated during mixing, forming, vulcanization and post-processing.

Resource efficiency is strengthened by improving waste sorting and analyzing waste streams to enable greater reuse and a reduction in material sent to landfill.

Relevant waste streams are polymer residues, textile waste, metal residues and packaging materials. Synthetic rubber, natural rubber, carbon black, polyester fabric, steel, aluminum, process oils and cleaning chemicals are also materials present in the waste.

Trelleborg reports two waste categories – hazardous and non-hazardous waste. Waste management methods are to continuously improve in order to minimize Trelleborg's negative impact on the environment from waste generation. The methods employed include improved sorting, increased internal recycling and collaboration with external providers of recycling and energy recovery services.

Policy or similar steering documents

The Trelleborg Group's Environmental Policy regulates the Group's activities in *Resource use and circularity*, refer to page 69 for more details on the policy.

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
Group Environmental Policy				
The circularity section of the Environmental Policy outlines Trelleborg's ambition to increase the share of bio-based and recycled materials, develop products that consider the needs of customers and society, assess and manage environmental, health and safety impacts, and design products with a lifecycle perspective to reduce the environmental footprint. For the Group Environmental Policy, see page 69.	Own operations	Vice President Group Excellence and Sustainability is responsible for implementing the section of the Environmental Policy associated with resource use and circularity.	The section of the Environmental Policy relating to Resource use and circularity has been developed in dialog with relevant internal stakeholders to take account of relevant industry standards: Polymers for Tomorrow, Global Chemical Task Force, Manufacturing Excellence and Purchasing Excellence.	The Environmental Policy is available on Trelleborg's intranet and at www.trelleborg.com.

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Actions and resources

In 2025, circularity was integrated into the Group's strategic plans, with the full involvement of the business areas and business units, and circularity-related indicators are monitored through annual reviews of local action plans to ensure progress towards the target.

» **Polymers for Tomorrow**, an ongoing Group-wide program at Trelleborg's own production units, is the company's most important forum for its efforts to promote circularity. The program was launched in 2021 in order to systematically analyze the situation for Trelleborg's key raw material categories, and to plan increased use of low-carbon materials to achieve the target of 25 percent bio-based and recycled materials by 2030. In 2025, the Polymers for Tomorrow program laid the foundation for the next step in Trelleborg's efforts to increase circularity. The program mainly requires OpEx for R&D, supplier partnerships and analytical work. Some CapEx may be necessary for testing equipment and material development. The costs are included in the Group's R&D budget and are recognized as functional costs and capital expenditure in non-current assets.

- **Recovered carbon black (rCB)**: Work has intensified to increase the use of recovered carbon black in production within the framework of the Polymers for Tomorrow program. Since rCB has other properties than traditional carbon black, certain adaptations need to be made to rubber compounds and processes. This step is central to reducing the environmental impact and increasing circularity in Trelleborg's material flows.

» **Manufacturing Excellence** is another key factor for Trelleborg's circularity initiatives (read more on pages 15–16). Continually reducing and recycling waste in production has long been a key factor in Trelleborg's efforts to improve resource efficiency. The vision for these efforts is to continually advance toward the objective of zero waste, and achieving a gradual annual reduction in all hazardous waste. The program is being implemented across the Group, covering activities and initiatives that are defined and pursued locally. The year's results of Manufacturing Excellence actions in *Resource use and circularity* are shown in the key indicators table on page 79. The program requires OpEx for local improvement projects and training, and CapEx in conjunction with investments in new equipment, for example, in waste minimization and resource efficiency, with reporting under the regular cost structure and investment budget.

- **Recycling for internal use** is a waste management practice included in Trelleborg's regular waste reporting and is encompassed by Manufacturing Excellence. It is defined as the recovery of materials for further use in the internal production process. Since 2025, this key indicator has formed part of the basis for calculating the proportion of circular materials. During the year, the focus was on clarifying the definition, communicating with the operational side of the business on the importance of internal recycling, and mapping the potential for increased recycling of selected materials in Trelleborg's own production. Read more on page 79.

» **Purchasing Excellence** is part of the Excellence framework (see more on pages 15–16). The program is ongoing and encompasses the purchasing organizations at all production units. During the year, the role of the purchasing organization in promoting circularity was emphasized, with a particular focus on synergies between purchasing, R&D and product development. The main result of this year's Purchasing Excellence actions in *Resource use and circularity* is the self-assessment described below. Relevant OpEx is required for process development, supplier assessments and self-assessments. CapEx is allocated for digital tools for purchasing management, if needed. The expenditure is included in the Group's regular cost structure and investment budget.

- **An in-depth SAQ related to circularity** among a selection of around 100 of Trelleborg's most critical suppliers was conducted in the second half of 2025 within the framework of Purchasing Excellence, read more on page 91. The questionnaire included questions about the suppliers' efforts to increase circularity, such as targets, key indicators, reduction plans and planned activities. It also included specific questions about the products Trelleborg purchases from each supplier, and about potential alternatives with similar characteristics but containing a higher proportion of circular materials. The information collected enabled Trelleborg to estimate the potential to increase the share of bio-based and recycled materials in purchases in the short term, in line with Group target for circularity.

Targets and outcomes

Trelleborg's target for bio-based and recycled materials under its Environmental Policy is to increase the use of circular materials and thereby reduce its dependence on virgin fossil-based materials. Trelleborg is to have 25 percent bio-based (bio-based virgin and bio-based recycled) and recycled materials by 2030. The target covers purchased material in selected categories and also includes material that is recycled for internal use. Trelleborg's circularity target includes most of the direct material categories, with the exception of materials for which it is currently difficult to determine the circular content. The target is voluntary.

Since the target also covers internal recycling, the production units must also map their waste streams and identify opportunities for re-use. This contributes to better data quality, increased resource efficiency and reduced environmental impact. The circularity target is also closely linked to other resource use topics, such as product design, material selection and waste management. It encourages increased re-use, reduced landfill and improved traceability in the value chain.

Trelleborg follows the waste hierarchy: prevention, re-use, recycling (including internal and external recycling and energy recovery) and final disposal. The target of increasing the share of bio-based and recycled materials, including internally recycled waste, mainly relates to step 3 – recycling.

The target has been defined based on a combination of technical feasibility, availability of circular materials in relevant categories, and business strategy and environmental considerations. The assessment is based on internal analyses of material flows, input from material specialists and external industry insights. A key assumption is that the availability of bio-based and recycled alternatives will increase as we approach 2030, in line with technological developments and suppliers' efforts to adapt. The target is based on principles supported by scientifically based insights into resource efficiency and the circular economy. By increasing the share of bio-based and recycled materials, the target helps Trelleborg to reduce its environmental impact and is designed to harmonize with international frameworks and best practices.

Trelleborg's circularity target was developed in close dialog with internal stakeholders: materials specialists, workflow managers from Polymers for Tomorrow, the R&D team and other relevant groups and functions. A broad group of external stakeholders was also involved, both directly and indirectly – industry organizations, research centers and strategic partners.

RESOURCE USE AND CIRCULARITY

Target	Outcome 2025
25% bio-based and recycled materials by the end of 2030	17%

Key indicators for circularity

The Group's circularity target, which is described in more detail on page 78, encompasses a number of categories where it is possible to prove the circularity content as well as recycling for internal use. As of 2025, it includes the weight of materials recycled for internal use.

The calculation of the share of bio-based and recycled material (including internally recycled waste) in the total weight in selected material categories is based on the assumption that the weight of purchased material is comparable to the weight of material used in production during the year. The data is mainly obtained from supplier documentation and internal production reports. When primary data is not available, accepted industry-specific standard factors are used. The classification of products as designed according to circular principles is based on increasing the share of bio-based and recycled content, the possibility of re-use or recycling, and reducing environmental impacts over the lifecycle. A key assumption is that the availability of bio-based and recycled materials will increase as we approach 2030, in line with technological developments and suppliers' efforts to adapt as well as increased customer requirements.

Waste data is mainly based on reports from internal systems and waste contractors. Where direct measurements are not available, estimates based on historical data and standardized conversion factors are used. The assumptions used include that the weights reported by contractors are accurate and that the breakdown by treatment method remains stable over time.

In 2025, Trelleborg continued its efforts to clarify the circular key indicators and improve data quality. In this year's results, bio-based materials (for example, natural rubber) and recycled/re-used materials (for example, steel), including material recycled for internal use, account for equal shares.

Read more about value chain data estimates on page 53.

RESOURCE INFLOWS – CIRCULAR CONTENT IN SELECTED CATEGORIES

Weight of materials in selected categories	2025, metric tons	2024, metric tons	2025, %	2024, %	Commentary
Total materials in selected categories	116,759	132,831	100%	100%	Between 2024 and 2025, the total weight of these materials decreased, mainly due to changes in volumes in a number of categories.
Bio-based materials (purchased)	9,808	11,155	8.5%	8.4%	Bio-based materials are primarily natural rubber and fillers. The weight decreased slightly primarily due to changed volumes.
Recycled materials (purchased)	8,506	7,153	7.4%	5.4%	The increase was primarily due to a proactive approach to record and identify recycled materials in several categories.
Material recycling – internal use	1,453		1.3%		As of 2025, materials recycled for internal use are included in the calculation. Refer to the table below for more information on Trelleborg's waste management.
Bio-based and recycled materials	**19,767**	**18,308**	**16.9%**	**13.8%**	The increase in circular content is primarily the result of a greater proportion of recycled materials, including waste recycling for internal use, and a lower total weight in selected categories.

WASTE – CATEGORIES AND TREATMENT METHODS

	2025, metric tons			2024, metric tons			
Type of waste treatment	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Commentary
Material recycling – internal use	–	1,453	**1,453**	–	1,344	**1,344**	Materials recycled for internal use are either managed through direct internal recycling or sent to an external party and then reintroduced into the Trelleborg operation that generated the waste. As of 2025, the key indicator is included in Trelleborg's calculation of the circularity indicators; refer to the table above.
Material recycling – external use	675	12,332	**13,007**	878	11,887	**12,765**	
Energy recovery	656	5,150	**5,806**	888	4,767	**5,655**	
Preparation for re-use	–	87	**87**	–	25	**25**	
Total waste diverted from disposal	**1,331**	**19,022**	**20,353**	**1,766**	**18,023**	**19,789**	Under Trelleborg's Environmental Policy, the share of waste that is diverted from disposal must continually increase. The total weight of waste diverted from disposal increased as a result of targeted efforts to improve waste management at Trelleborg's local production units.
Incineration	534	1,624	**2,158**	451	1,089	**1,540**	
Landfill	103	7,124	**7,227**	141	7,164	**7,305**	
Other	268	808	**1,076**	368	952	**1,320**	
Total waste directed to disposal	**905**	**9,556**	**10,461**	**960**	**9,205**	**10,165**	In accordance with the Group's Environmental Policy, the proportion of waste that is directed to disposal must continually decrease. The marginal increase between the years can be partially attributed to the ongoing optimization of Trelleborg's production structure.
Total waste	**2,236**	**28,578**	**30,814**	**2,726**	**27,228**	**29,954**	

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