

Content

Corporate governance report

Foreword by the Chairman of the Board	100
Corporate Governance 2007	101
Shareholders	101
Annual General Meeting	101
Nominations Committee	101
Nominations Committee for AGM 2008	101
Further information	101
The Board of Directors	102
Composition of the Board	102
Board members' attendance	103
President and Group Management	103
Auditor	103
Internal Control	103
Overview of the governance of the Trelleborg Group	104
Shareholders	104
Auditors	104
External governance instruments	104
Internal governance systems	104
Nominations Committee	104
President and Group Management	105
Internal Control	105
The Board of Directors	105
Audit Committee	105
Remuneration to the Board and senior executives	106
Principles	106
Remuneration 2007	106
Incentive program	106
Remuneration to Group Management	106
Remuneration to the Board 2007	107
Remuneration to the auditors 2007	107
The Board of Directors' report on Internal Control	108
The Board of Directors	110
Group Management	112

Sound **governance** and **control** supports good business



Sound corporate governance is about maintaining order in the decision-making processes, clarity in the areas of responsibility and the demand for management responsibility, and transparency so that the shareholders can understand and monitor the development of the company. These are living processes that never stop developing.

During the year, the work of the Board of Directors focused considerably on structural issues. For several years, development work has been underway in Trelleborg to screen, update and coordinate reporting and control procedures for decision-making in the Group's legal and operational units. We placed particular weight on mapping and evaluating the most significant risks in the procedures in order to control such risks.

For the past two years, we have also had a specific staff function for Internal Control, which is developing in a highly satisfactory manner.

The Trelleborg Group does not report any deviations from the Swedish Code of Corporate Governance for 2007. Trelleborg has complied with the Code since its introduction three years ago. Great value lies in the establishment of the Code under a self-regulating form, whereby the Swedish business community has been able to avoid inflexible legislation. With a generally accepted and national code, we are now met with a positive response from all of our stakeholders, including foreign shareholders. Better governance and control facilitate good business and are a means of competition in the capital market, while also strengthening the position of the business community in the public eye.

A handwritten signature in blue ink, which appears to read 'Anders Narvinger'.

*Anders Narvinger
Chairman of the Board*

Corporate governance 2007

Trelleborg is a publicly traded Swedish limited company that is listed on the Stockholm Stock Exchange. Trelleborg applies the Swedish Code of Corporate Governance and presents its 2007 Corporate Governance Report in this section. Follow-up during 2007 has resulted in Trelleborg not having any deviations to report. This report has not been examined by the Company's auditors.

Shareholders

Trelleborg's Series B shares have been traded on the Stockholm Stock Exchange since 1964. Share capital in Trelleborg amounted to SEK 2,259 M, represented by 90,357,261 shares, each with a par value of SEK 25.00. Trelleborg has two classes of shares: 9,500,000 Series A shares and 80,857,261 Series B shares. Series A shares each carry ten votes and Series B shares each carry one vote. All of the Series A shares are owned by the Dunker Interests, which were created through testamentary disposition by former owner and founder of the Helsingborg and Trelleborg rubber-production plants, Henry Dunker, who died in 1962.

At the end of the year, the number of shareholders was 41,631.

Of the total number of shares, foreign shareholders accounted for approximately 26 percent (30). Institutions accounted for the majority of ownership. Of the total shares at year-end, 85 percent (84) were owned by legal entities, 15 percent (16) by private individuals, representing 92 percent (92) and 8 percent (8), respectively, of the total number of votes.

Annual General Meeting

The 2007 Annual General Meeting took place on Wednesday, April 25, 2007. At the meeting, 664 shareholders were in attendance, personally or by proxy, representing 68.8 percent of the votes. Of the ten largest shareholders at the time of the meeting, all were present except one (SEB, whose shares corresponded to 2.1 percent of the votes). One shareholder, Dunker Funds and Foundations, represented 55.5 percent of the votes on its own. Anders Narvinger was elected Chairman of the meeting. All Board members elected by the Annual General Meeting were present.

Resolutions

The minutes from the Annual General Meeting have been made available on Trelleborg's website. The resolutions passed by the Meeting included the following:

- Payment of a dividend of SEK 6.00 per share for 2006 as per the Board's and President's proposal.
- Re-election of the Board members Heléne Bergquist, Staffan Bohman, Rolf Kjellman, Berthold Lindqvist, Claes Lindqvist, Anders Narvinger and Peter Nilsson.
- Re-election of Anders Narvinger as Chairman of the Board.

Nominations Committee for the 2008 Annual General Meeting

Name	Representing	Share of votes December 28, 2007
Didrik Normark	Dunker Interests	55.53%
Ramsay Brufer	Alecta	4.46%
Lars Öhrstedt	AFA Försäkring	3.80%
Henrik Didner	Didner & Gerge Mutual Funds	2.55%
KG Lindvall	Swedbank Robur Fonder AB	0.97%
Total		67.31%

Further information on corporate governance

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

- The document "Overview of Trelleborg AB's application of the Swedish Code of Corporate Governance"
- In-depth information on internal steering documents, such as the Articles of Association and the Code of Conduct
- Information from Trelleborg's Annual General Meetings since 2004:
 - Notification of AGM
 - Minutes of AGM
 - President's presentations
 - Report from AGM
- Corporate Governance Reports of earlier years, since 2004



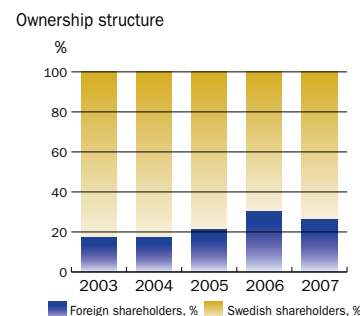
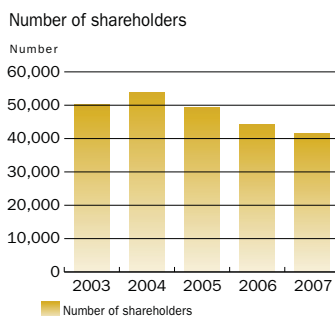
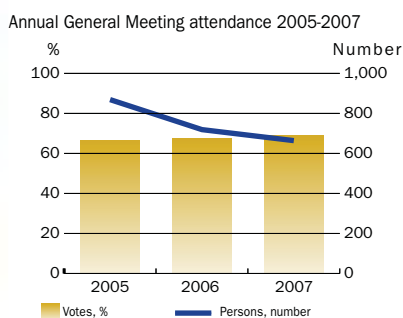
- That fees to Board members, excluding travel expenses, should be paid in the total amount of SEK 2,600,000, to be distributed as follows: SEK 900,000 to be paid to the Chairman and SEK 340,000 to be paid to each member of the Board who is not an employee of the Group, that remuneration should be paid to the Audit Committee in the amount SEK 125,000 to the Chairman of the Committee and SEK 90,000 to the other Audit Committee members, and that the auditors shall be compensated for reasonable expenses as specified by invoices based on actual time on the completion of their assignment.
- The principles for remuneration and other conditions of employment for the President and other senior executives.
- Procedures for the Nominations Committee's appointment and work.

Nominations Committee

In accordance with a resolution by the 2007 Annual General Meeting, the Chairman of the Board was assigned the task of asking five representatives of the company's major shareholders at the close of the third quarter to become members of the Nominations Committee in order to formulate proposals on Board members, the Chairman of the Board, the auditor and remuneration to Board members, Board committees and auditors to be presented to the 2008 Annual General Meeting for approval. The composition of the Nominations Committee was published on Trelleborg's website and through a press release on October 26, 2007.

The selection aim of the principal owners is that elected Board members shall possess knowledge and experience relevant to Trelleborg. The rules regarding independent Board members, as stated in the Swedish Code of Corporate Governance, are observed.

The Nominations Committee for 2008 held three meetings and a number of telephone conferences. The Nominations Committee comprised Didrik Normark, Henry and Gerda Dunker Foundation (Chairman), Ramsay Brufer, Alecta (Secretary) and the members Lars Öhrstedt, AFA Försäkring, Henrik Didner, Didner & Gerge Mutual Funds and KG Lindvall, Swedbank Robur Fonder. In addition, the Chairman of the Board, Anders Narvinger, was a member of the Nominations Committee for 2008. The Committee represented approximately 65 percent of the shareholders' votes.



As a basis for the Committee's work, information on the company's operations and strategic focus was presented by the President. In addition, the Chairman of the Board presented annual evaluations of the Board members' efforts. The Chairman of the Board also presented information on the Board's work during the year and the work of the Audit, Finance, and Remunerations Committees.

Berthold Lindqvist (elected to Trelleborg's Board in 1996) has declined re-election prior to the 2008 Annual General Meeting. The Nominations Committee nominates Sören Mellstig as a new Board member. In addition to this, the Committee proposes the re-election of the other Board members.

Sören Mellstig, born in 1951, M.Sc. (Econ), has previously held the positions of President and CEO of Gambro and Vice President of Incentive. Sören Mellstig is the chairman of the board of Aleris AB and Vatus Medical AB, as well as a member of the boards of Munters AB, Ferrosan A/S, PaloDex Oy, Dako A/S and Rindi Energi AB.

The Nominations Committee has also decided to propose that the 2008 Annual General Meeting re-elect PricewaterhouseCoopers AB as the company's auditor.

Board of Directors

All members were re-elected to the Board in 2007. All personnel representatives were also re-elected; Kim Davidsson and Karin Linsjö representing the Swedish Trade Union Confederation (LO), and Alf Fredlund and Rolf Larsson (deputy) representing the Council for Negotiation and Cooperation (PTK).

The Group's CFO, Bo Jacobsson, attends the Board meetings, as does the General Counsel, Ulf Gradén, who is the Board's secretary. Other salaried employees participate in the Board meetings to make presentations on particular matters.

Independence of the Board

The Board's assessment, which is shared by the Nominations Commit-

tee, regarding the members' position of dependence in relation to the company and the shareholders is presented in the table "Composition of the Board 2007". As evident from the table, Trelleborg meets the listing agreement's and the Swedish Code of Corporate Governance's requirement that the majority of the Board members elected by the General Meeting must be independent in relation to the company and the company management, and that at least two of these shall also be independent in relation to the company's major shareholders.

Work of the Board of Directors

During 2007, nine Board meetings were held, of which two were extraordinary meetings. The main issues were:

- No. 1/07: Year-end report and Annual Report 2006, review of Trelleborg Wheel Systems, risk and insurance review, acquisition matters, investments, property divestment. Auditors present.
- No. 2/07: Three-month interim report, review of Trelleborg Automotive, Code of Conduct, the strategy process, acquisition matters, investments, Board evaluation, management review.
- No. 3/07: Statutory meeting; meeting schedule, rules of procedure for the Board and other steering documents, authorized signatories, decision on committees.
- No. 4/07: Competition matters, strengthened competition compliance program, acquisition matters, long-term borrowing.
- No. 5/07: Competition matters.
- No. 6/07: Six-month interim report, acquisition matters, investments.
- No. 7/07: Strategic plan, action plan within Trelleborg Automotive and Trelleborg Engineered Systems, acquisition matters, investments, competition matters. Review of Trelleborg Engineered Systems. Visit to and review of Trelleborg Sealing Solutions in Helsingør, Denmark.

Composition of the Board 2007

Name	Position	Dependence	Shareholdings, amount at 31 Dec. 2007	Elected	Audit Committee	Finance Committee	Remunerations Committee
Anders Narvinger	Chairman	No	10,000	1999	Member	Member	Chairman
Heléne Bergquist	Member	No	1,500	2004	Member	Member	–
Staffan Bohman	Member	No	20,000	2000	–	–	–
Rolf Kjellman	Member	Yes*	2,000	1997	Chairman	Chairman	–
Claes Lindqvist	Member	Yes*	10,000	2004	–	–	–
Berthold Lindqvist	Member	No	2,000	1996	–	–	Member
Peter Nilsson	Member	Yes*	26,500	2006	–	–	–
Kim Davidsson	Member**						
Alf Fredlund	Member**						
Karin Linsjö	Member**						
Rolf Larsson	Deputy**						

* Rolf Kjellman and Claes Lindqvist are dependent in relation to the company's major shareholders since they both have assignments for Trelleborg's main owner, Dunker Interests. Peter Nilsson is dependent in relation to the company as a result of his position as Trelleborg's President.

** Member/deputy appointed by the employees

Board members' attendance

Name	Position	Board meeting	Finance Committee	Audit Committee	Remunerations Committee
Anders Narvinger	Chairman	100%	100%	100%	100%
Heléne Bergquist	Member	100%	100%	100%	–
Staffan Bohman	Member	89%*	–	–	–
Rolf Kjellman	Member	100%	100%	100%	–
Claes Lindqvist	Member	100%	–	–	–
Berthold Lindqvist	Member	100%	–	–	100%
Peter Nilsson	Member	100%	–	–	–
Kim Davidsson	Member**	100%	–	–	–
Alf Fredlund	Member**	100%	–	–	–
Karin Linsjö	Member**	89%*	–	–	–
Rolf Larsson	Deputy**	100%	–	–	–

* Staffan Boman was absent from Board meeting No. 5 in June. Karin Linsjö was absent from Board meeting No. 8 in October.

– Member does not participate in the committee in question.

** Member/deputy appointed by employees

- No. 8/07: Nine-month interim report, acquisition matters and acquisition follow-up, investments, competition matters.
- No. 9/07: Follow-up of audit, forecast, acquisition matters. Auditors present.

The Board conducts reviews with the auditors when plans for the audit procedure are presented and when audit reports are to be considered. All business areas are given an opportunity to give an in-depth presentation of their operations at Board meeting at least once a year.

Audit Committee

The Audit Committee usually meets in connection with the Board meetings and has the primary task of ensuring compliance with established principles for financial reporting and internal control and that appropriate relationships with the company's auditors are maintained in accordance with the "Instruction for the Audit Committee established by the Board of Directors of Trelleborg AB".

As of 2007, the Audit Committee is also charged with monitoring the follow-up and reporting of issues covered by Corporate Responsibility.

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 of Directors.

In 2007, the Audit Committee comprised the Board members Rolf Kjellman, who is also the Committee Chairman, Heléne Bergquist and Anders Narvinger. The Group's CFO, Bo Jacobsson, General Counsel and Secretary of the Audit Committee, Ulf Gradén and the Head of the Internal Control staff function, Michael Weichselbaumer, participate in the Audit Committee meetings, as do the company's auditors. The Audit Committee held five meetings in 2007.

Finance Committee

The Finance Committee has the primary task of supporting and monitoring financial operations, annually assessing and proposing changes to the Finance Policy, evaluating and preparing matters for decision by the Board and, after each meeting, reporting on its work at the subsequent Board meeting.

In 2007, the Finance Committee consisted of Board members Rolf Kjellman, who is also Chairman of the Finance Committee, Heléne Bergquist and Anders Narvinger. The Group's CFO, Bo Jacobsson, and General Counsel and Secretary of the Finance Committee, Ulf Gradén, participate in the meetings of the Finance Committee. The Senior Vice President, Group Finance participated when necessary. The Committee held four meetings in 2007.

Remunerations Committee

The Remunerations Committee has the primary task of representing the Board in matters concerning remuneration and terms of employment for the President and executives reporting directly to him based on the

principles for remuneration and terms of employment for the President and other senior executives as adopted by the Annual General Meeting. The Committee continuously reports its work to the Board. In 2007, the Remunerations Committee comprised the Board members Anders Narvinger, who chairs the Committee, and Berthold Lindqvist. The Remunerations Committee held four meetings in 2007 and also maintained ongoing communications in conjunction with appointments and other payroll issues.

President and Group Management

The President is responsible for leading the work conducted by Group Management and renders decisions in consultation with other members of the management team, which consists of the heads of the business areas and Group staff functions; a total of 12 persons at year-end 2007. Overseen by the President, Group Management conducts regular reviews of Group operations.

Auditor

The responsibilities of the Nominations Committee included preparing a proposal for the Annual General Meeting concerning the auditors to be elected at the meeting for a period of four years. The 2004 Annual General Meeting elected the PricewaterhouseCoopers AB firm of authorized public auditors, including Göran Tidström and Olov Karlsson, with Göran Tidström as Auditor in Charge. Göran Tidström is the Chairman of the Board of PricewaterhouseCoopers Sverige AB and EFRAG (European Financial Reporting Group) and a Board member of IFAC (International Federation of Accountants). Göran Tidström's audit assignments in addition to Trelleborg include Securitas, Telia Sonera, AB Volvo, Meda and the Royal Swedish Opera. Göran Tidström has been an Authorized Public Accountant since 1973.

Olov Karlsson has been an Authorized Public Accountant since 1980. In addition to Trelleborg, Olov Karlsson also has an audit assignment with AB Volvo.

Internal Control

During 2007, the Internal Control staff function continued to further develop and improve the operations' internal control through training and by ensuring the implementation of self-evaluations in the Group's business areas, which in some cases are supplemented with independent review by external auditors/consultants in combination with follow-ups of the Internal Control staff function. The focus of this work was placed on risks and internal control with regard to financial reporting.

Since 2005, the Internal Control staff function has continuously developed its work process, which means that as of 2008 it will also function as the Group's internal audit function that works with a combination of internal resources and resources in the form of external auditors/consultants.

Overview of governance in the Trelleborg Group

Shareholders

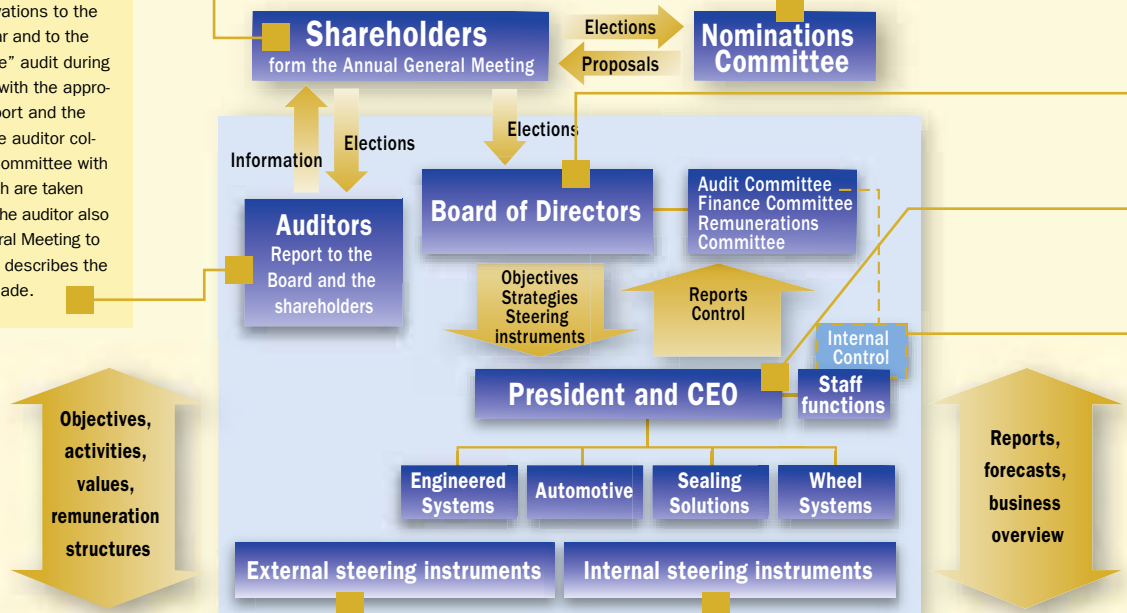
The right of shareholders to make decisions on the affairs of Trelleborg is exercised by the Annual General Meeting, or where appropriate an Extraordinary General Meeting, which is Trelleborg's highest decision-making body. The Annual General Meeting is usually held in Trelleborg, Sweden in the month of April. The Meeting adopts the Articles of Association, appoints the members and Chairman of the Board, elects the auditor, resolves on the adoption of the income statement and balance sheet, resolves on the allocation of the company's profit and the discharge from liability to the company for the Board members and the President, makes resolutions regarding the appointment of the Nominations Committee and its work, and the principles for the remuneration and employment terms for the President and other senior executives.

Auditor

Trelleborg's auditor, elected by the Annual General Meeting, audits the company's annual report and accounts as well as the Board's and the President's management. The auditor's work is based on an audit plan and he continuously reports observations to the Audit Committee during the year and to the Board both after the "hard-close" audit during the autumn and in connection with the approval of the six-month interim report and the annual report by the Board. The auditor collects opinions from the Audit Committee with regard to Trelleborg's risks, which are taken into account in the audit plan. The auditor also participates in the Annual General Meeting to present the audit report, which describes the audit work and observations made.

Nominations Committee

Trelleborg's Annual General Meeting makes resolutions regarding procedures for the appointment and work of the Nominations Committee. The 2007 Annual General Meeting made resolutions in line with those made by the 2006 Annual General Meeting. The Annual General Meeting decided that a Nominations Committee shall operate in order to prepare and present proposals to the shareholders at the Annual General Meeting regarding the election of the Chairman and other Board members and, where applicable, present proposals regarding auditors and remuneration to the Board, Board committees and the auditors. The Nominations Committee shall consist of five members, who are to be representatives of the five largest shareholders at the close of the third quarter. Accordingly, the Chairman of the Board shall, at the close of the third quarter, contact the five largest shareholders in the company, who shall be given the opportunity to appoint one member of the Nominations Committee each. In addition, the Nominations Committee may decide that the Chairman of the Board be a part of the Committee, but not be appointed its chairman. For a complete account of the resolutions of the Annual General Meeting, see the minutes from the Annual General Meeting available on our website.



External steering instruments

The external steering instruments that constitute the framework of corporate governance within Trelleborg include the Swedish Companies Act, the Annual Accounts Act, the listing agreement with the Stockholm Stock Exchange, the Swedish Code of Corporate Governance and other relevant legislation.

Internal steering systems

The internally binding steering instruments include the Articles of Association adopted by the Annual General Meeting and the Rules of procedure for the Board of Directors of Trelleborg AB approved by the Board, Instructions for the President of Trelleborg AB, Instructions for financial reporting to the Board of Trelleborg AB, Instructions for the Audit Committee established by the Board of Trelleborg AB, the Code of Conduct, the Communication Policy and the Treasury Policy. In addition to these steering instruments, there are a number of policies and manuals that contain binding rules, as well as recommendations, that provide guidelines and guidance for the Group's operations and employees. These include Values, Financial Manual (accounting and reporting rules), Remuneration Policy and a definition of processes and the mini-

num requirements of internal control regarding financial reporting. Complete versions of many of our steering instruments are available on Trelleborg's website.

Rules of procedure of the Board of Directors

Each year, the Board of Directors establishes a formal work plan clarifying the Board's responsibilities and regulating the internal division of duties between the Board and its committees, including the role of the Chairman, the Board's decision-making procedures, its meeting schedule, procedures governing the convening, agenda and minutes of meetings, as well as the Board's work on accounting, auditing matters and financial reporting. The work plan also governs how the Board shall receive information and documentation as the basis for its work and to be able to make well-founded decisions.

Instructions for the President

Each year, the Board of Directors also establishes written instructions for the President that clarify the President's responsibility for operational management, the form and content of reporting to the Board, requirements of internal steering documents, and issues that always require a Board decision or reporting to the Board, such as the

The Board of Directors

Composition of the Board

In accordance with the Articles of Association, the Board of Directors of Trelleborg AB shall consist of three to ten members, elected by the Annual General Meeting for the period until the end of the next Annual General Meeting. Although, the Articles of Association allow for the election of deputies, currently there are no deputies elected by the Annual General Meeting. During recent years, the Annual General Meeting has elected seven members, including the President, who is also the Chief Executive Officer. In accordance with legislation, employees elect three Board members and a deputy. Trelleborg's CFO participates in the Board meetings as does the General Counsel, who also serves as the Board's Secretary. The Board has established three committees, the Audit Committee, the Remunerations Committee and the Finance Committee.

Responsibilities of the Chairman

The Chairman heads the work of the Board and is responsible for ensuring its compliance with the Swedish Companies Act, other relevant legislation and regulations, the applicable rules governing listed companies, including the Swedish Code of Corporate Governance, the Articles of Association, and the internal steering documents of the Board and its Committees. It is the responsibility of the Chairman to monitor operations, in consultation with the President, and to ensure that other Board members receive the information and documentation necessary to maintain a high level of quality in discussions and decisions. The Chairman is responsible for evaluating the Board's activities, and this evaluation is then shared with the Nominations Committee. The Chairman also participates in the deliberation of evaluation and development matters regarding the Group's senior executives. The Chairman represents the company in all ownership issues.

Responsibilities and work of the Board

The responsibilities of the Board include monitoring the work of the President through ongoing reviews of the operation over the year. The Board is also responsible for ensuring that Trelleborg's organization, management and guidelines for the administration of the company's interests are structured appropriately and that there is satisfactory internal control. In addition, the responsibilities of the Board include setting strategies and targets, establishing control instruments, deciding on major acquisitions and divestments of operations, deciding on other major investments, deciding on financial investments and loans in accordance with the Treasury Policy and issuing financial reports, as well as evaluating the management of operations and planning managerial succession.

The Board must convene at least seven times a year and otherwise as necessary.

The Board's responsibility for financial reporting

The Board oversees the quality of financial reporting in part through instructions to the President, instructions regarding financial reporting to the Board and through the Communications Policy, in part by considering reports from the Audit Committee in the form of written minutes, and in part through observations, recommendations and proposals for decisions and measures. The Board also assures the quality of financial reporting by considering interim reports, annual reports and year-end reports in detail at its meetings. The Board has delegated to corporate management the responsibility for checking financial press releases and presentation material in conjunction with meetings with the media, shareholders and financial institutions.

Evaluation of the Board's work

The Chairman is responsible for evaluating the Board's activities, and this evaluation is then shared with the Nominations Committee.

Audit Committee

The primary task of the Audit Committee is to ensure that established principles for financial reporting and internal control are adhered to. Also see page 103.

President and Group Management

The President manages operations in accordance with the Swedish Companies Act, other legislation and regulations, applicable rules for listed companies, including the Swedish Code of Corporate Governance, the Articles of Association and the parameters set by the Board, including its instructions to the President.

In consultation with the Chairman of the Board, the President prepares necessary information and documentation on the basis of which the Board can make well-founded decisions. He presents matters and motivates proposed decisions, while reporting to the Board on the development of the company.

The President is responsible for leading the work conducted by Group Management and makes decisions in consultation with other members of the management team, which consists of the heads of the business areas and Group staff functions.

Internal Control

Trelleborg established a new Internal Control staff function in 2005 that reports to the Group's CFO and the Audit Committee. This function works on developing and improving internal control regarding financial reporting in the Group, in part by proactively focusing on the internal control environment and in part by examining how internal control works. The proactive work on the internal control environment focused particularly on developing and improving processes and establishing minimum requirements for internal control with regard to financial reporting, policies with responsibility and authority, and developing training, networking and experiential exchange within the Group in the field of internal control. The efforts to examine how internal control functions included risk assessments as a basis for prioritization, development, introduction, performance monitoring and follow-up of self-evaluations in the Group's business areas, which in some cases are supplemented by independent examination by external auditors/consultants combined with a follow-up of the Internal Control staff function. The function complies with an annual plan for its work, which is approved by the Audit Committee. The Group's CFO and the Head of the Internal Control staff function report the results of the function's work to the Audit Committee in connection with its meetings.

adoption of interim reports, annual reports and year-end reports, decisions regarding major acquisitions and business divestments, decisions regarding other large investments, decisions about investments and loans in accordance with the Treasury Policy, information on guarantees above a certain level, adoption of remuneration and employment terms for the President and executives reporting directly to him.

Code of Conduct

Within the Trelleborg Group, we work to create added value for our stakeholders without compromising on our high ambitions with regard to the environment and social responsibility. In the Code of Conduct, Seven Golden Principles are established for how Trelleborg should conduct its business. The Code of Conduct also describes fundamental principles in the areas of Workplace and Environment, Marketplace, Society and Community and Corporate Governance.

The Code of Conduct applies to all employees, managers and Board members in the Trelleborg Group, in all markets, always and without exception. Trelleborg also encourages suppliers, sales representatives, consultants and other business partners to adopt the principles of both the Global Compact and Trelleborg's own Code

of Conduct. The revised Code of Conduct was adopted by the Board of Directors of Trelleborg in April 2007.

Values

Trelleborg's values – customer focus, performance, innovation and responsibility – comprise a long-term commitment that, when combined with business concepts, objectives and strategies, guides the employees in their daily activities.

Customer focus means an ambition to be the primary supplier of solutions in selected markets. All decisions are made with the customer in focus. The objective is to create added value for the customers and Trelleborg in close cooperation.

Performance involves outperforming our competitors. Performance is both about achieving results and how we do this.

Culture and attitudes within Trelleborg shall promote *Innovation*. The daily ambition is to think differently, in a new and creative manner. Innovation is an important driver of growth.

All employees have a *responsibility* for Trelleborg in its entirety and for the company's good reputation.



Remuneration to the Board and senior executives

Principles

The following principles for remuneration to senior executives in the Trelleborg Group were adopted by the 2007 Annual General Meeting. For the Board's motion to the 2008 Annual General Meeting regarding principles for remuneration, see note 3, page 64.

The principles are the same as those adopted by the 2006 Annual General Meeting, but with the difference that the 2007 Annual General Meeting raised the percentage level for the pension premium from 35 percent to 40 percent of the fixed salary for the President and from 25 to 30 percent for other senior executives.

Trelleborg's principles for remuneration to senior executives entail that the company shall offer market-based terms of employment that enable the company to recruit, develop and retain senior executives. The remuneration structure shall 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. The principles for remuneration shall be able to vary depending on local conditions. Also see www.trelleborg.com, Corporate Governance, Annual General Meeting: "Principles for remuneration and other conditions of employment for senior executives."

Remuneration 2007

President

During 2007, the President, who is also Chief Executive Officer, received a fixed salary, variable salary and other compensation as shown in the table below. The variable salary has an established upper limit, maximum SEK 3.3 M for full-year 2007, which corresponds to 60 percent of fixed salary. The total variable salary is based 100-percent on the Trelleborg Group's profit before tax, excluding the effect of structural changes approved by the Board. The variable salary does not constitute pensionable income.

The President has a pension agreement that entitles him to retire at the age of 65. However, under the terms of the pension agreement, both the company and the President have the right, without special justifica-

tion, to request early retirement from the age of 60, with a mutual six-month notice of termination. The employment agreement and pension agreement shall be rendered invalid from the effective date of the President's possible early retirement. The pension agreement is solely premium-based, and the premium is computed as 40 percent of the fixed annual salary. Pension premiums were expensed in 2007 as shown in the table below.

The President's employment contract stipulates that termination of employment by the company shall be subject to a period of notice of 24 months. This clause does not apply if termination is initiated by the President. The period of notice from the President is six months.

Other senior executives

The principles for compensating other senior executives are based on both a fixed and variable salary. The variable part has an established upper limit and accounts for about 25-60 percent of fixed annual salary, based mainly on the earnings trend for the Group.

Some of the executives have agreements specifying mutual rights to request early retirement from the age of 60. In this case, compensation normally amounting to 60 percent of fixed annual salary is paid until the age of 65, when the regular retirement pension payments become effective. As of January 1, 2007, benefit-defined plans were replaced by defined-contribution plans, whereby the pension premium is calculated at 30 percent of fixed annual salary.

For other senior executives, extended notice of termination periods apply when initiated by the company – normally 12, 18 or 24 months – which do not apply when initiated by the individual. For the President and other senior executives, there is an opportunity to have a company car as a benefit.

Incentive program

The Board of Directors resolved in 2005 to introduce a long-term incentive program for the President and other senior executives that hold a significant influence on the Trelleborg Group's earnings per share. The Board of Directors also resolved to introduce a similar program in 2006 and 2007. Both programs are ongoing three-year programs for

Remuneration to Group Management 2007

SEK 000s Position	Year	Fixed salary	Variable salary	Bonus due for 2006	Incentive program	Pension	Benefits	Total
President	2007	5,937	3,300	1,275	825	2,185	100	13,622
	2006	5,134	1,280			1,682	114	8,210
Executive Vice President (1) (2 up to and including Sept 30)	2007	3,101	1,324		312	1,850	115	6,702
	2006	6,666	763			2,300	465	10,194
Group Management, others (11)	2007	25,599	8,533		2,286	9,540	623	46,581
	2006	25,068	5,397			5,770	948	37,183
Total	2007	34,637	13,157	1,275	3,423	13,575	838	66,905
Total	2006	36,868	7,440			9,752	1,527	55,587

which the Board will, on a yearly basis, possibly approve new programs and define their scope, objective and number of participants.

The programs are cash-based and constitute a supplement to the annual variable salaries, provided the executive is employed by the Trelleborg Group as per December 31 in the year to which the program applies.

Purpose

The incentive program is directed at the President and certain senior executives and includes long-term content that aims to continue to promote the commitment of senior executives to the Group's development, thereby increasing the value for the Group's shareholders.

Target figures

The target value is the Trelleborg Group's earnings per share, with an annual improvement of 10 percent, excluding items affecting comparability and the impact of any share buyback programs, and includes costs for the programs.

For 2005, the Board established a goal of SEK 12.40 in earnings per share. Payments to senior executives for the 2005 program have an upper cap, corresponding to 16.7 percent of the maximum annual variable salary per year.

For 2006, the Board established a target of SEK 14.10 in earnings per share and in 2007, a target of SEK 11.90 with the upper cap for payments to senior executives in both programs set at 25 percent of the maximum annual variable salary per year.

Outcome and payment

The result is calculated annually and accumulated over the three-year-period, and potential payments are made in the first quarter of the year after the program expires. For the program approved for 2005, accordingly, payment will be made in the first quarter of 2008, and for the program approved in 2006, payments will be made in the first quarter of 2009, and for the program approved in 2007, payments will be made in the first quarter of 2010. The payments do not constitute pensionable income. In 2007, earnings were charged with SEK 9,964,000 (-).

Other incentive programs

The Group has no ongoing convertible debenture or warrants programs at the present time.

Remuneration to the Board 2007

The fees paid to the members of the Board of Directors elected by the Annual General Meeting are established by the Annual General Meeting based on the proposals of the Nominations Committee.

For 2007, remuneration was paid as per the table below. No remuneration is paid to members of the Remunerations Committee and Finance Committee. No consulting fees were paid to the Board members. Remuneration is not paid to Board members who are also employed by the Group.

Remuneration to auditors

Remuneration for services in addition to auditing services primarily refers to tax consultations and corporate acquisitions. For 2007, remuneration was paid as per the table below.

Remuneration to auditors 2007

SEK M	2007	2006	2005
Remuneration for auditing services	35	30	26
Remuneration for other services	12	14	6
Total	47	44	32

Remuneration to the Board (SEK) for the period May 2007 – April 2008

Remuneration is not paid to members of the Remunerations or Finance Committees. No consulting fees have been paid to Board members.

SEK 000s Name	Position	Board fees		Remuneration for Committee work		Total	
		2007	2006	2007	2006	2007	2006
Anders Narvinger	Chairman	900,000	800,000	90,000	75,000	990,000	875,000
Heléne Bergquist	Member	340,000	300,000	90,000	75,000	430,000	375,000
Staffan Bohman	Member	340,000	300,000			340,000	300,000
Rolf Kjellman	Member	340,000	300,000	125,000	125,000	465,000	425,000
Claes Lindqvist	Member	340,000	300,000			340,000	300,000
Berthold Lindqvist	Member	340,000	300,000			340,000	300,000
Peter Nilsson	President	–	–	–	–	–	–
Total		2,600,000	2,300,000	305,000	275,000	2,905,000	2,575,000

Report by the Board of Directors on **Internal Control**

The responsibility of the Board of Directors and the President for internal control is regulated in the Swedish Companies Act. The Board's responsibility is also regulated in the Swedish Code of Corporate Governance, which also includes requirements on annual external information disclosure concerning how internal control is organized insofar as it affects financial reporting.

Internal control

Trelleborg has defined internal control as a process that is influenced by the Board of Directors, the Audit Committee, the President, Group Management and other employees and is formulated to provide reasonable assurance that Trelleborg's goals are achieved in terms of appropriate and effective business activities, reliable financial reporting and compliance with applicable legislation and regulations. The process is based on a control environment that creates discipline and structure for the other four components of the process, namely, risk assessment, control structures, information and communication, and monitoring. The starting point for the process is the framework for internal control issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The control environment includes the values and ethics upon which the Board, the Audit Committee, the President and Group Management bases their communication and actions, as well as the Group's organizational structure, leadership, decision routes, authorizations, responsibilities and the expertise of the employees. An overview of the Group's organization and governance, including external and internal steering instruments that are important elements of Trelleborg's control environment, are outlined on pages 12-15 and 104-105. Trelleborg's values constitute a long-term commitment, which combined with business concepts, targets and strategies, guides the employees in their daily work. Trelleborg's Code of Conduct comprises principles for how business should be conducted. Trelleborg is characterized by a decentralized organization that is managed based on target-oriented leadership with clear targets and rewards based on performance.

The first component of Trelleborg's process for internal control, risk assessment, is described on pages 40-43.

The second component, control structures, relates to the controls that have been chosen to manage the Group's risks. Examples of various types of control strategies that are applied in the Group can also be viewed on pages 40-43.

The third component of Trelleborg's process for internal control, information and communication, pertains to both internal and external information and communication. Internal communication begins by creating awareness among the Group's employees regarding external and internal steering instruments, including responsibilities and authority. Important tools to achieve this include Trelleborg's intranet and training of the Group's employees, which in 2007, has focused heavily on training in the application of the Group's Code of Conduct and competition regulations. For further information, see pages 95-96. Internal communication also requires that the information generated by Trelleborg's process for internal control is fed back to Trelleborg's Board, Audit Committee, President and Group Management as a basis for them being able to make well-founded decisions. In 2007, Trelleborg introduced a process in which the Group's employees verify their compliance with the Group's policies. Trelleborg also has a Whistle-blower Policy entitling every employee, without fear of repercussions, to report suspected infringements of laws or regulations.

The Group's CFO and the head of the Internal Control staff submit reports to the Audit Committee, which in turn, reports to the Board.

External communication consists, for example, of reporting to authorities and external financial reporting.

The fourth component, follow-up, aims to secure the effectiveness of the process through a number of different activities, such as follow up of the operation in relation to established goals, self-evaluations, audits and other follow-up activities.

Internal control over financial reporting

Internal Control as regards financial reporting aims to provide reasonable assurance with regard to the reliability of the external financial reporting in the form of interim reports, annual reports and year-end reports, and that external financial reporting is prepared in accordance with legislation, applicable accounting standards and other requirements on listed companies.

The following description has been prepared in accordance with the Swedish Code of Corporate Governance and current application regulations, and constitutes the Board of Director's report on internal control over the financial reporting.

This report on internal control over the financial reporting has not been audited by the company's auditors.

Control environment

The Board of Director's bears the overall responsibility for internal control relating to financial reporting. The Board has established a written formal work plan that clarifies the Board's responsibilities and regulates the Board's and its committees' internal distribution of work. Furthermore, the Board has appointed an Audit Committee, the primary task of which is to ensure that established principles for financial reporting and internal control are adhered to and that appropriate relations are maintained with the company's auditors. The Board has also established Priority areas 2007 the Board of Trelleborg. The responsibility for maintaining an effective control environment and the ongoing work on internal control as regards the financial reporting is delegated to the President. The Group's Internal Control staff function reports to the Audit Committee and Trelleborg's CFO, and comprises a support function in work on internal control over financial reporting within the Group's companies and business areas.

Internal steering instruments for financial reporting primarily comprise the Group's Treasury Policy, Communications Policy and

Priority areas 2007

The Internal Control staff function comprises a supportive function in the work on proactively and continuously developing and improving Trelleborg's process for internal control. The focus of the function's work was on risks and internal control over financial reporting, but also included non-financial risks and the related internal control. Focus areas of 2007 were:

- Clarifying the business areas' responsibility for local processes.
- Self-evaluation in the Group's subsidiaries and business areas, which in some cases is supplemented by independent examination by external auditors/consultants.
- Follow-ups of the Internal Control staff function.
- Training and networks.

Finance Manual, which define the accounting and reporting rules, and the Group's definition of processes and minimum requirements for internal control over financial reporting. The minimum requirements for internal control over financial reporting pertain to a number of defined business processes and include approximately 300 requirements.

Risk assessment

Trelleborg's risk assessment regarding financial reporting, meaning the identification and valuation of the most significant risks concerning financial reporting in the Group's companies, business areas and processes, constitutes the basis for how these processes shall be managed. Risk management can be accomplished by the risks being accepted, reduced or eliminated, with requirements on controls and control levels within the limits established by the Board, the Audit Committee, the President and Group Management.

The risk assessment regarding financial reporting is updated annually under the direction of the Internal Control staff function and Internal Audit, and the results are reported to the Audit Committee.

Control structures

The significant risks identified with regard to financial reporting are managed through control structures in the companies, business areas and processes that aim to ensure that fundamental requirements of the external financial reporting are met. The control structures are based on the Group's minimum requirements for internal control with regard to financial reporting and consist of both general and detailed controls and can be both preventative and exploratory in nature. The control structures in the business areas and processes are documented in process and internal control descriptions.

Information and Communication

Information and communication regarding internal steering instruments for financial reporting are provided on Trelleborg's intranet, which is available to all employees concerned. In 2007, the Internal Control staff function drafted a training program that will be carried out in 2008. The aim of this program is to increase knowledge about

internal control throughout the Group and to show how effective processes combined with well-conceived internal control can be built using systematic support. Another objective of the training is to stimulate networking and the exchange of experiences with regard to these issues throughout the Group.

Trelleborg's CFO and the Head of the Internal Control staff function have reported the results of their work on internal control over financial reporting 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.

Follow-up

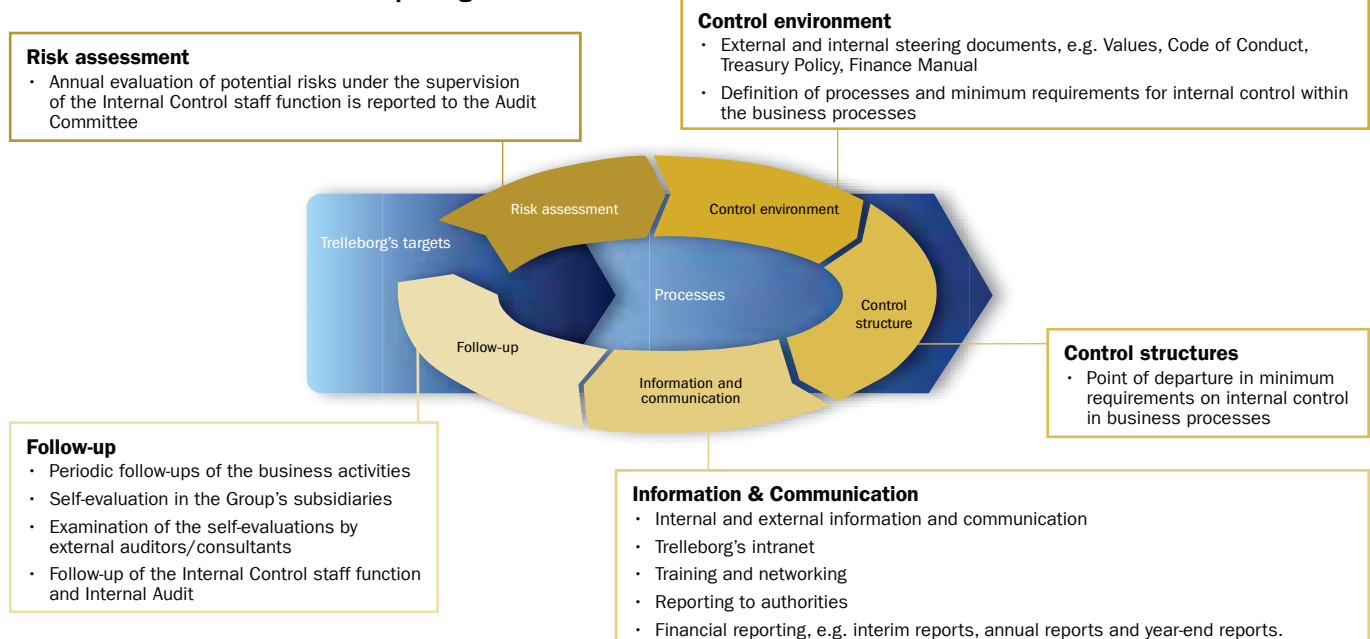
Follow-up to ensure the effectiveness of internal control over financial reporting is conducted by the Board, the Audit Committee, the President, Group Management, the Internal Control staff function and by the Group's companies and business areas. Follow-up takes place both informally and formally and includes the follow-up of monthly financial reports on budgets and targets as well as quarterly reports on results from self-evaluations, which in certain cases are supplemented by independent examination by external auditors/consultants, and follow-ups by the Internal Control staff function. The self-evaluations cover about one hundred subsidiaries, but with less extensive demands for the approximately sixty small subsidiaries.

Trelleborg has developed and introduced a Group-wide reporting system for work on internal control over financial reporting. Quarterly reporting provides a consolidated view of compliance of Group subsidiaries with the minimum requirements of internal control as regards financial reporting for identified significant risks and also provides information regarding the status of the subsidiaries' efforts.

Trelleborg, February 14, 2008

The Board of Directors of Trelleborg

Internal control over the financial reporting



ANDERS NARVINGER



CLAES LINDQVIST



BERTHOLD LINDQVIST



HELÉNE BERGQUIST



ROLF KJELLMAN



PETER NILSSON



STAFFAN BOHMAN



ROLF LARSSON



ALF FREDLUND



KARIN LINSJÖ



KIM DAVIDSSON



Members elected by Annual General Meeting

ANDERS NARVINGER**Chairman of the Board**

Director-General of the Association of the Swedish Engineering Industries.

Chairman of Alfa Laval AB, V&S AB (Vin & Sprit), Swedish Trade Council and Invest in Sweden Agency. Board member of Volvo Car Corporation.

Qualifications: M.Sc. Eng. Graduate in business administration.

Has previously held a number of positions in the ABB Group, including President and Chief Executive Officer of ABB Sweden.

Holdings 2007: 10,000 shares.

Holdings 2006: 10,000 shares.

Born: 1948. Elected to Board: 1999.

PETER NILSSON**President and CEO**

Qualifications: M.Sc.Eng.

Previous positions include Business Area President, Trelleborg Engineered Systems, management consultant at BSI.

Holdings 2007: 26,500 shares.

Holdings 2006: 26,500 shares.

Born: 1966. Elected to Board: 2006

HELÉNE BERGQUIST**Board member**

Management Consultant

Qualifications: Graduate in business administration.

Previously Senior Vice President, Group Controller, AB Electrolux. Authorized Public Accountant, partner and member of the Board of PricewaterhouseCoopers in Sweden and Chairman of the educational committee of FAR (the Institute for the Accounting Profession in Sweden) and Board member of the Swedish Financial Accounting Standards Council.

Holdings 2007: 1,500 shares

Holdings 2006: 1,500 shares.

Born: 1958. Elected to the Board: 2004.

STAFFAN BOHMAN**Board member**

Vice Chairman of EDB Business Partner ASA, Oslo, Swedfund AB and the Institute of International Business at the Stockholm School of Economics.

Board member of Atlas Copco AB, Boliden AB, Inter IKEA Holding SA, Ratos, Scania, among others.

Qualifications: Stockholm School of Economics and the Stanford Business School, US.

Previously Chief Executive Officer of DeLaval, Gränges and SAPA.

Holdings 2007: 20,000 shares.

Holdings 2006: 12,000 shares.

Born: 1949. Elected to Board: 2000.

ROLF KJELLMAN**Board member**

President of Henry Dunkers Förvaltnings AB.

Executive Member of Henry and Gerda Dunker Foundation and Donation Fund No. 2.

Qualifications: Commercial Secondary School and Advanced Banking Training.

Previously Regional General Manager, SEB in Malmö and the province of Skåne.

Holdings 2007: 2,000 shares.

Holdings 2006: 2,000 shares.

Born: 1939. Elected to Board: 1997.

BERTHOLD LINDQVIST**Board member**

Chairman of Munters AB. Board member of Securitas AB, JM AB, Cardo AB, and other companies.

Qualifications: Med. Dr. hc., Graduate engineer.

Previously positions include President and Chief Executive Officer of Gambro.

Holdings 2007: 2,000 shares.

Holdings 2006: 2,000 shares

Born: 1938. Elected to Board: 1996.

CLAES LINDQVIST**Board member**

President and CEO of Öresundskraft AB.

Board member of Dunkers Funds and Foundations, Southern Swedish Chamber of Commerce and Industry, SIMI, Scandinavian International Management Institute, Novotek AB, Connect Skåne, among others.

Qualifications: Graduate in business administration, M.Sc.Eng.

Previous positions include a variety of senior positions at ASEA and Åkertlund & Rausing, and President and Chief Executive Officer of Höganäs AB.

Holdings 2007: 10,000 shares.

Holdings 2006: 10,000 shares.

Born: 1950. Elected to Board: 2004.

Members appointed by employees

KIM DAVIDSSON**Employee representative**

Engineering employee, appointed by the Unions of the Trelleborg Group (LO).

Chairman of the Industrial Labor Union appointed by the executive committee and Chairman of the Trelleborg European Work Council

Qualifications: Tool maker, training in labor law, personnel policy and economics.

Holdings 2007: -

Holdings 2006: -

Born: 1947. Elected to Board: 1994.

ALF FREDLUND**Employee representative**

Engineer, appointed by the Unions of the Trelleborg Group (PTK).

Chairman, local union section Unionen (Swedish Union of Clerical and Technical Employees in Industry) at Trelleborg AB.

Qualifications: Engineer.

Holdings 2007: 2,710 shares (own and family members').

Holdings 2006: 2,710 shares (own and family members').

Born: 1946. Elected to Board: 2001.

KARIN LINSJÖ**Employee representative**

Appointed by the Unions of the Trelleborg Group (LO).

Board member of the Social Services Board, Municipality of Trelleborg.

Qualifications: Elementary school and plant training.

Holdings 2007: 167 shares.

Holdings 2006: 167 shares.

Born: 1954. Elected to Board: 2000.

ROLF LARSSON**Deputy employee representative**

Salaried employee, appointed by the Unions of the Trelleborg Group (PTK).

Qualifications: IT and business development studies.

Holdings 2007: -

Holdings 2006: -

Born: 1942. Elected to Board: 2002.

Auditors: PricewaterhouseCoopers AB

GÖRAN TIDSTRÖM**Authorized Public Accountant, Auditor in Charge**

Auditor in the Trelleborg Group since 2004. Partner of Öhrlings PricewaterhouseCoopers since 1976.

Qualifications: Graduate in business administration, Authorized public accountant since 1973.

Assignments: Auditor of Securitas, Telia Sonera, AB Volvo, Meda and the Royal Opera. Chairman of the Board of EFRAG (European Financial Reporting Group) and Board member of IFAC (International Federation of Accountants).

Born: 1946.

OLOV KARLSSON**Authorized Public Accountant**

Auditor since 2004.

Partner of Öhrlings PricewaterhouseCoopers since 1987.

Qualifications: Economist program Umeå University, Authorized public accountant since 1980.

Assignments: Auditor of AB Volvo.

Born: 1949.

Berthold Lindqvist has declined re-election prior to the 2008 Annual General Meeting.

The Nominations Committee, consisting of the Chairman of the Board and representatives from the major shareholders that hold approximately 65 percent of the votes in Trelleborg, has decided to propose that the Annual General Meeting elect **Sören Mellstig** as a new Board member.

GÖRAN TIDSTRÖM**OLOV KARLSSON**

LENNART JOHANSSON



PETER SUTER



PETER NILSSON



MAURIZIO VISCHI



SÖREN ANDERSSON



BO JACOBSSON



CLAUS BARSØE



VIKTORIA BERGMAN



ROGER JOHANSSON



ULF GRADÉN



PETER NILSSON
President and CEO

Qualifications: M.Sc.Eng.
 Previous positions include Business Area President, Trelleborg Engineered Systems, management consultant at BSI.
 Holdings 2007: 26,500 shares.
 Holdings 2006: 26,500 shares
 Born: 1966. Employed: 1995, in current position since 2005.

BO JACOBSSON
Chief Financial Officer (CFO) and Executive Vice President, Trelleborg AB

Qualifications: University studies in business administration.
 Previously held positions including CEO of the Scancem Group and CFO of Telia AB.
 Holdings 2007: 5,000 shares (own and family members').
 Holdings 2006: 5,000 shares (own and family members').
 Born: 1951. Employed: 1975-1997, CFO since 2002 and Executive Vice President since 2005.

LENNART JOHANSSON
Business Area President, Trelleborg Engineered Systems

Qualifications: M.Sc.Eng.
 Previously President of Kemira Kemi, business unit manager at Kemira OY and Perstorp AB.
 Holdings 2007: -
 Holdings 2006: -
 Born: 1960. Employed: 2005, in current position since 2005.

ROGER JOHANSSON
Business Area President, Trelleborg Automotive

Qualifications: Master of Business and Economic science.
 Previously held positions including Vice President General Motors Powertrain Europe, Vice President General Motors Purchasing Europe
 Holdings 2007: 5,000 shares.
 Holdings 2006: -
 Born: 1965. Employed: 2007.

CLAUS BARSØE
Business Area President, Trelleborg Sealing Solutions

Qualifications: B.Sc. Econ.
 Previously held positions including market director Alfa Laval and various positions within Busak+Shamban and Polymer Sealing Solutions.
 Holdings 2007: -
 Holdings 2006: -
 Born: 1949. Employed: 2003, in current position since 2003.

MAURIZIO VISCHI
Business Area President, Trelleborg Wheel Systems

Qualifications: MBA.
 Previously held management positions within Pirelli.
 Holdings 2007: -
 Holdings 2006: -
 Born: 1955. Employed: 1999, in current position since 2001.

PETER SUTER
Senior Vice President, Procurement and Strategic Projects

Qualifications: MBA.
 Member of ETRMA (European Tyre and Rubber Manufacturers Association).
 Previously President of JD Stenqvist and Finess International and Business Area President, Trelleborg Building Systems.
 Holdings 2007: 8,085 shares.
 Holdings 2006: 8,085 shares
 Born: 1943. Employed 1991, in current position since 2007.

PETER SVENBURG
Senior Vice President, IT

Qualifications: Bachelor of Law
 Previously held positions including CIO at Scancem/ HeidelbergCement
 Holdings 2007: 107 shares
 Holdings 2006: -
 Born: 1949. Employed: 2006, in current position since 2006.

CLAES JÖRWALL
Senior Vice President, Taxes and Group Structures

Qualifications: Graduate in business administration.
 Previously held positions including department manager at the Swedish National Tax Board.
 Holdings 2007: 273 shares.
 Holdings 2006: 273 shares
 Born: 1953. Employed: 1988, in current position since 1988.

ULF GRADÉN
Senior Vice President, General Counsel and Secretary

Qualifications: Master of Law. Reporting clerk, court of appeal.
 Previously held positions including corporate legal counsel at Mölnlycke and General Counsel at PLM/ Rexam.
 Holdings 2007: -
 Holdings 2006: -
 Born: 1954. Employed: 2001, in current position since 2001.

SÖREN ANDERSSON
Senior Vice President, Human Resources

Qualifications: University studies in economics, sociology and education.
 Board member of the Industry and Chemistry organization.
 Previously held several HR positions within SCA.
 Holdings 2007: 2,000 shares.
 Holdings 2006: 2,000 shares.
 Born: 1956. Employed: 1998, in current position since 1998.

VIKTORIA BERGMAN
Senior Vice President, Corporate Communications

Qualifications: Studies in marketing, communications and PR.
 Previously held positions including Falcon Bryggerier and Vice President, Corporate Communications at Trelleborg.
 Holdings 2007: 500 shares (own and family members').
 Holdings 2006: 500 shares (own and family members').
 Born: 1965. Employed: 2002, in current position since 2005.

PETER SVENBURG



CLAES JÖRWALL

