

Achievements 2006

Systematic sustainability approach established

- ✔ New Environment, Health and Safety policy with specified Group targets
- ✔ Reporting based on Global Reporting Initiative guidelines
- ✔



S U S T A I N A B I L I T Y R E P O R T 2 0 0 6

In focus 2007

- Participation in UN Global Compact
- Implementation of revised Code of Conduct
- Continued focus on energy savings and other sustainability targets
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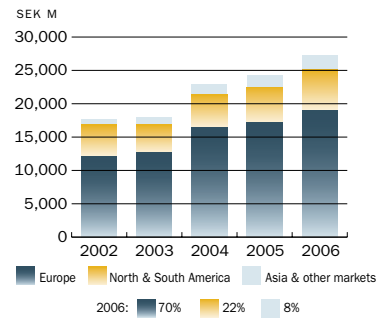
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Trelleborg is a global industrial Group, whose leading positions are based on advanced polymer technology and in-depth applications know-how. The Group develops high-performance solutions that damp, seal and protect in demanding industrial environments.

Trelleborg AB was founded in 1905 and its headquarters are located in Trelleborg, Sweden. Today, the Group has about 23,000 employees and operations in some 40 countries.

Sales by geographical region



Key figures



	2006	2005
Net sales, SEK M	27,284	24,170
Operating profit, SEK M	1,507	1,779
Profit before tax, SEK M	1,193	1,567
Net profit, SEK M	766	1,177
Free cash flow, SEK M	918	949
Net debt, SEK M	9,350	7,236
Debt/equity ratio, %	96	72
Return on shareholders' equity, %	7.6	12.5
Average number of employees	22,506	21,694

Verification of Trelleborg's sustainability reporting

The basis for following up the sustainability work is self assessment in relation to Global Reporting Initiative guidelines, version G3 (see www.globalreporting.org). The third-party audit pertains to selected indicators and is a step in the process to ensure continuous improvements in reporting. The audit was performed by Öhrlings PricewaterhouseCoopers, who also conducted an application level verification in relation to GRI criteria presented below, which confirms the final assessment that places Trelleborg on level C.

Report Application Level	C	C+	B	B+	A	A+
G3 Profile Disclosures	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	Same as requirement for Level B	Same as requirement for Level B	Same as requirement for Level B	Same as requirement for Level B
G3 Management Approach Disclosures	Not Required	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category	Management Approach Disclosures for each Indicator Category
G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.

*Sector supplement in final version

Sustainability data for 2006 have been gathered from the Group's production facilities in accordance with the Group's standard for environmental reporting. Each site manager is responsible for assuring the quality of the relevant parameters. The Group's environment staff unit compiles and processes the data. Visit www.trelleborg.com/sustainability to access complete sustainability information, an interactive information database and a GRI index.



This symbol indicates that additional, related information is available at www.trelleborg.com

Amounts of money are given in Swedish kronor (SEK) throughout. Millions of kronor are abbreviated SEK M. Unless otherwise stated, figures in parentheses relate to the 2005 fiscal year.

Trelleborg AB is a limited liability company. Corporate identity number: 556006-3421. The Group's headquarters are in Trelleborg, Sweden. Hållbarhetsredovisningen finns även på svenska.

For further information concerning sustainability reporting, see page 24.

We combine value creation with environmental and social responsibility

In the Trelleborg Group, we work to create added value for our stakeholders without compromising our high ambitions with regard to our environmental and social responsibility.

Through our main task – to seal, damp and protect in demanding industrial environments – we make a contribution through many of our products and services to promoting positive development in environmental, health and safety areas. At the same time, we endeavor to prevent and minimize the negative impact of our activities, products and services on the environment and to establish our company as a good example and a respected member of society. We also want the daily work of our employees to be characterized by well-being and to minimize health and safety risks and monotonous work tasks.

Trelleborg's core values – customer focus, performance, innovation and responsibility – provide common values for our employees throughout the world. The values function as guiding principles for both the Group's overall governance and for our daily conduct, and consequently, for our sustainability work.

Together with the Group's Code of Conduct and policies, the values describe Trelleborg's fundamental approach as a responsible company.

One important step we have taken – which I am very proud of and which verifies our approach – is Trelleborg's affiliation with the UN Global Compact as of March 2007. We encourage our suppliers and other business partners to also adopt the Global Compact's ten basic principles (see www.globalcompact.org). The term sustainable development in-



volves such areas as environmental issues, labor conditions, human rights, prevention of corruption and anti-competitive behaviour. We conduct specific training activities within these areas, but this is not sufficient if we are to achieve our goal. Within Trelleborg, our ambition is to systematically control and monitor our sustainability work, and accordingly, we have established an interrelated model to control how the work is conducted and followed up. The model is based on self-assessment with our expanded Code of Conduct as the foundation.

“One important step we have taken – which I am very proud of and which verifies our approach – is Trelleborg's affiliation with the UN Global Compact as of March 2007.”

In our efforts to continuously improve our sustainability information, we report based on Global Reporting Initiative guidelines. This will also facilitate future dialogue with various stakeholders concerning our sustainability work. In the years to come, it is essential for our company in the sustainability area that we establish our model and ensure that it functions in daily work activities.

Our overriding strategy currently states that we shall continuously move

forward toward leading positions in long-term attractive segments, enhance our growth, primarily by increasing presence in growth markets, and last but not least, create better margins through continuous improvement. With these values as our point of reference, it is important that our global organization is aware of the values and rules that we must follow. For this reason, in 2007, we have chosen to re-launch our values, to introduce the new Code of Conduct and to join the UN Global Compact. In the short and intermediate term, our main aim in the sustainability area is to inform all employees about the new Code of Conduct and its implications, which is a prerequisite if we are to achieve our other milestones within the area, see pages 8-9.

For society in general, the climate change issue is increasingly viewed as a high-priority matter. It is becoming progressively more important for us humans and our environment that we work with measures and solutions with this, and other central issues, within the framework of sustainable development.

I realize that considerable challenges lie ahead, but I also believe that the employees within Trelleborg have a high level of awareness and ambition as to how to tackle these issues.

Trelleborg, March 2007

Peter Nilsson, President and CEO

Solutions Securing Values™

CODE OF CONDUCT CORPORATE GOVERNANCE



VALUES

- Customer focus
- Performance
- Innovation
- Responsibility



STRATEGIC TARGETS

Leading positions in long-term attractive segments – to be achieved through:

- Operational excellence
- Organic growth
- Value-generating acquisitions
- Target-oriented leadership



FINANCIAL TARGETS

- Annual growth over an economic cycle: 8–10%
- Return on capital employed: 15%
- Return on shareholders' equity: 15%
- Debt/equity ratio: 75–125%
- Operating cash flow: 80–90% of operating profit

Our efforts to realize our business concept and to meet expectations from our customers, shareholders and employees rest on three foundation stones: our values, our strategic goals and our financial targets.

Seal, damp and protect

The Trelleborg Group offers technological solutions that meet three primary customer needs: to seal, damp and protect to secure investments, processes and people in demanding industrial environments. Functions that are vital for customers within selected segments of the global markets for aerospace, agricultural, automotive, infrastructure/construction, transportation, oil/gas and other industry sectors. Based on polymer technology and in-depth applications know-how, Trelleborg develops products and solutions designed to meet specific needs, often in close collaboration with customers.

A considerable portion of Trelleborg's operations lie within the framework of what is termed the industrial rubber sector. It is estimated that globally, this market generates sales of approximately SEK 600 billion

annually. The European and North American shares combined comprise nearly 60 percent. The industrial rubber market comprises such product areas as antivibration, hoses and seals. The market is fragmented, although a gradual process of consolidation is under way. The share covered by the ten largest companies has risen from approximately 15 percent to approximately 30 percent over the past five years. Trelleborg is playing an active role in this process.

Global presence

The development of advanced solutions in cooperation with customers requires advanced development units in close proximity to the customer. Accordingly, the Group has established a network comprising some 40 proprietary development centers covering all continents. In these centers, products

Global industrial rubber suppliers*

No.	Company	Country
1.	Bridgestone	Japan
2.	Hutchinson	France
3.	Trelleborg **	Sweden
4.	Freudenberg	Germany
5.	Continental	Germany
6.	Tomkins	UK
7.	Tokai	Japan
8.	Parker-Hannifin	US
9.	Cooper-Standard	US
10.	NOK	Japan

* Based on sales

Source: Rubber & Plastics News, July 2006/Trelleborg







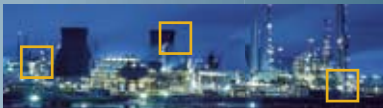
** Trelleborg includes CRP but not Reeves and other acquisitions during 2006.

and components are developed, fine-tuned and tested. In addition to the development units and a fine-meshed network of market offices, the global presence also

BUSINESS CONCEPT

Trelleborg seals, damps and protects in demanding industrial environments throughout the world. We offer our customers engineered solutions based on leading polymer technology and unique applications know-how.

**SEAL
DAMP
PROTECT**

	AEROSPACE
	AGRICULTURE
	TRANSPORTATION EQUIPMENT
	AUTOMOTIVE
	OIL/GAS
	INFRASTRUCTURE/ CONSTRUCTION
	OTHER INDUSTRY SECTORS

encompasses globally coordinated production close to the customer.

Customer-focused organization

The Group's solutions are used in many different applications and products and are consequently aimed at a large number of customer groups in many different industrial segments. Each business area focuses on selected customer segments and can thereby contribute leading-edge expertise and applications know-how through in-depth knowledge of the customers' situations and needs.

Our decentralized organization and entrepreneurial spirit provides a strong operational focus and proximity to our customers. Clear, value-based and target-driven management promotes development and innovation.

Core industrial expertise

Core industrial expertise and polymer-technology pervade all of the business areas, as does the high technology content of the products, providing added value for customers. Focused product development, cost-effective production and synergies in purchasing and material flows are decisive for favorable operational results and commercially successful products and solutions. To strengthen the Group's competitiveness, coordination between business areas is sought in all of these areas.

Our Core Values

Trelleborg's basic values are summarized in the four guiding principles: customer focus, performance, innovation and responsibility. In their daily efforts, Group employees are guided by the culture and

values developed over the years. With shared values, continuity is established, which is necessary in building and maintaining operations that are successful over the long term.

In combination with a well-defined Code of Conduct and specific principles regulating corporate governance, our values create a strong, sustainable Group for the benefit of all Trelleborg's stakeholders.



On a daily basis, the four Trelleborg triangles remind us of our four basic values; customer focus, performance, innovation and responsibility.

Strategy for a sustainable operation

Trelleborg's sustainability work is an integrated part of the Group's business model and contributes to the fulfillment of the Group's objectives. Our customers and other stakeholders also expect us to make an active contribution to a sustainable society. We do this in a number of ways. In many cases, Trelleborg's products entail positive environmental effects. Examples are leakage-preventing seals, vibration-damping products and solutions, and protective equipment. Accordingly, sustainability essentially becomes a part of our business: to seal, damp and protect in demanding industrial environments. Our key task is to continue to develop systems and solutions for the benefit of our customers, but also for society in general.

When we talk about sustainable development, another important factor to be considered is that our Group is gradually moving from product sales to solutions with increased service content. We are also moving to a greater extent toward innovative systems within new materials and technologies. Solving the problems of the future will principally require a new mindset and the help of new technologies. With regard to Trelleborg's environmental impact, our priority areas involve the use of chemicals, emissions to air, energy saving and minimization of

waste. Another key area is health/safety, where Trelleborg is constantly moving forward its positions. During the year, we established clear and measurable goals, connected to our Environment, Health and Safety policy, for the Group's work in these areas.

The fundamental requirement in Trelleborg's strategy to ensure a sustainable operation is its execution in accordance with the following:

- The Group's Code of Conduct, policies and overall values.
- Legislative requirements and other requirements, for example from customers and neighbors.
- The requirements of the ISO 14001 Environmental Management Standard with external, third-party audits of the environmental management system.

Sustainability approach

In 2007, Trelleborg will implement a new version of its Core Values and an expanded Code of Conduct. In addition, Trelleborg is affiliated with the UN Global Compact effective March 2007. This will be combined with our joint sustainability effort aimed at implementing, following up and reporting the Group's work and guiding it in the direction of sustainable development.

In the earlier Code of Conduct, there were a number of simple basic rules that are also present in the new version. The new version develops and clarifies these rules.

In 2006, the revision of the Code included such activities as an external audit of Trelleborg Automotive's operations in Wuxi, China, in relation to the existing Code of Conduct and international practice, with satisfactory results.

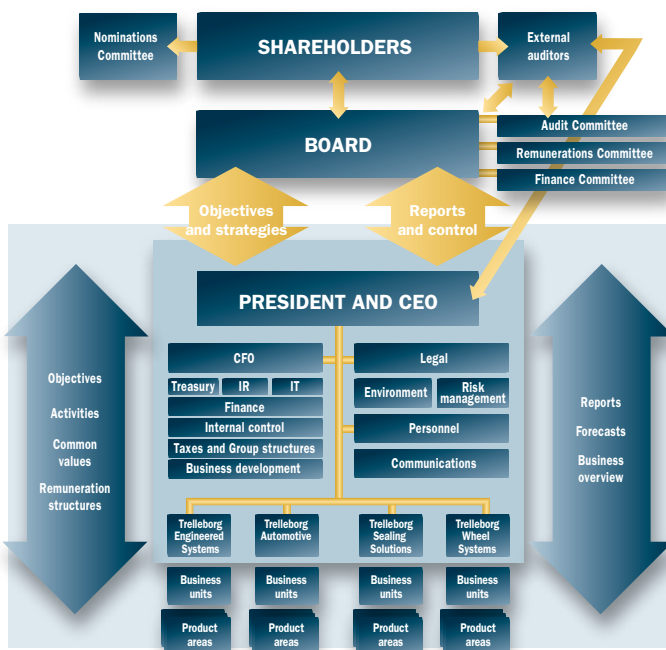
The new Code to be implemented and followed up in 2007, in accordance with the Board's resolution, contains the following main sections:

- Workplace and environment
- Marketplace
- Society and community

The Code of Conduct is based on internationally recognized conventions and guidelines, such as the UN convention on human rights, ILO conventions, OECD guidelines and the UN Global Compact. The Code of Conduct summarizes and explains Trelleborg's existing policies, manuals and recommendations, which contain more detailed information on the Code's various areas.

The systematic effort for total sustainability management will be based on self-assessment in relation to Trelleborg's Code of Conduct and policies. Within certain defined areas, self-assessment is reinforced by external audits, such as ISO 14000 audits.

Trelleborg's sustainability reporting is conducted in accordance with Global



How Trelleborg is governed

The fundamental principle to ensure good corporate governance is the establishment of favorable conditions for active and responsible ownership, in addition to a well-balanced division of responsibilities between owners, the Board of Directors and company management, with openness toward all stakeholders.

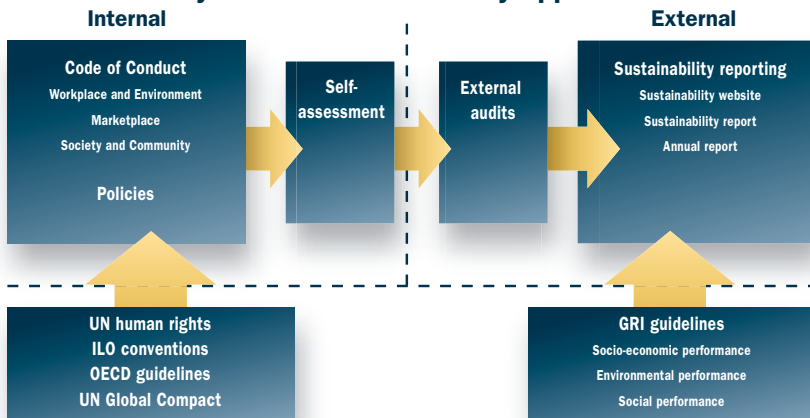
The Annual General Meeting is the Trelleborg Group's highest decision-making body and represents the shareholders. The meeting appoints the Board of Directors, which is responsible for sharing the management and control of the Trelleborg Group among the Board of Directors, its elected committees and the President in accordance with the Swedish Companies Act, other legislation and ordinance, rules and regulations governing listed companies, including the Swedish Code of Corporate Governance, the Articles of Association and the Board's and its Committees' own internal control instruments.

Within the Board of Directors of Trelleborg, the Audit Committee has the specific responsibility for management of the organization's sustainability issues and the sustainability performance achieved. The President shall present a report on these issues before the committee once a year.



This year's Corporate Governance Report is also contained in Trelleborg's Annual Report for 2006.

Systematic sustainability approach



To systematically work with sustainability-related issues, Trelleborg resolved to introduce a comprehensive approach in which a revised version of the company's Code of Conduct has a key role.

Reporting Initiative guidelines, version G3. This is also a reflection of the Group's growing ambition to systematically balance, control and reduce the environmental and social aspects of our operations. Our communications shall be transparent and honest.

Stakeholders

Trelleborg's stakeholders include customers, employees, shareholders and investors, suppliers, authorities and the community. Stakeholders in the community primarily include the group comprising neighbors or those living in close proximity to our plants, but also society at large. Our stakeholder communications shall be characterized by close relations, regular meetings, clarity and a high ethical level.

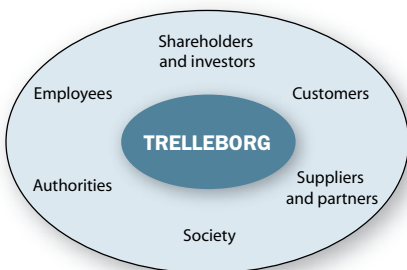
Trelleborg communicates continuously with these stakeholders at many different levels. Customers, suppliers, employees and shareholders are natural stakeholders and regular dialogue partners for a company of Trelleborg's character. The selection of the organization's other stake-

holders and dialogue partners is based on their relevance for achieving business and sustainability targets. Up to and including 2006, no meetings with stakeholders were convened solely on the basis of sustainability reporting.

A more detailed dialog with stakeholders through personal meetings helps to develop sustainability work. An active dialogue, which was initiated earlier, is conducted with voluntary organizations, ethical funds and local authorities, particularly concerning permit issues. The expansion of the company's Code of Conduct is a result of earlier discussions with these stakeholders.

Main channels for stakeholder dialogue

- Customers**
Meetings with Trelleborg's representatives and customers.
Internet: www.trelleborg.com with associated sites.
- Suppliers and partners**
Supplier audits.
- Shareholders and investors**
Shareholder service (telephone and e-mail channels), annual general meetings, analysts' meetings, meetings with ethical investors, such as Robur and Banco.
- Employees**
Employee survey, internal communications channels, such as Trellnet (intranet), *Connect/T-Time* (magazines, four issues/year), trade union cooperation and events, such as TEWC, see page 15.
- The community**
Open-house activities, regular meetings with stakeholder organizations, such as Save the Children Sweden.
- Authorities**
Dialogue addressing specific issues.



From 2007, this dialogue will be further systematized. Trelleborg's sustainability work follows an annual cycle in which the most extensive update of sustainability information concerning the preceding calendar year is prepared up to year-end and is published in March-April (Q1).

There subsequently follows a period until August-September (Q2-Q3), which the company sets aside to systematically collect feedback from selected stakeholders within the core areas of the sustainability work, such as environment, health and safety, human rights and so forth. The clear adaptation of the sustainability work to GRI guidelines will facilitate this discussion, which is an important reason as to why Trelleborg chose this path.

The aim is to use opinions from these discussions with stakeholders to enhance preparations and data collection (Q4), and accordingly, develop sustainability work in the next annual cycle.



Sustainability work with results

For the third consecutive year, Trelleborg's sustainability reporting received acclaim and was classed as one of the five examples of "best practice" in Deloitte's annual survey of Swedish listed companies.

Trelleborg is included in a number of sustainability indexes that list companies that are "best in class." One international example is Ethibel's Sustainability Index. In the Nordic region, there is the Nordic Council's Nordic Sustainability Index, including 50 listed companies in the Nordic region that have advanced furthest with sustainability and corporate governance.

SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

In 2006, a new environment, health and safety policy was approved whereby the Group, for the first time, established targets at a Group level within the areas affected by the policy (Environmental Management, Energy and Materials, Health and Safety, Development and Stakeholder Relations). The work during the year focused on communicating and implementing the policy and objectives at all levels of the organization. From 2007, the level of fulfillment of these objectives and other relevant targets will be presented in the sustainability reporting.

Aspect	Respect for the Group's values and Code of Conduct in a growing global operation.	Consumption of raw material and energy.	Environmental risks.	Health and safety risks.	Transports.
Stakeholders	<ul style="list-style-type: none"> • Employees • Customers • Suppliers • Shareholders • The community 	<ul style="list-style-type: none"> • Suppliers • The community 	<ul style="list-style-type: none"> • The community • Employees • Shareholders 	<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Suppliers • Customers • The community
Impact	Impact on the environment, health and safety and working conditions, as well as relations to employees, customers, suppliers and the community.	Consumption of renewable and non-renewable resources.	Impact on the external environment through emissions to air and water, waste, noise and historical contamination of land and groundwater.	Risk of injury and accidents in production.	Impact on the external environment through emissions, noise and traffic safety.
What does this entail for Trelleborg?	Important to follow up compliance in an organization that grows at a rapid pace and with an increasing presence in low-cost countries. Non-compliance could impact our brand and financial position.	Increased production costs in pace with rising raw-material prices. Raw material, such as natural rubber, requires transportation over long distances.	More stringent environmental demands require investments in production. Infractions are costly and can damage the company's brand.	Risk to our employees' health and safety. Injuries are costly for the company and lead to losses in productivity.	More stringent environmental requirements on the transport sector results in higher costs. This is a significant environmental impact that we have no direct control over, but can influence by placing demands during procurement.
How do we address the problem?	Communication and monitoring of the Group's values and Code of Conduct.	More efficient utilization of resources through the reduction of waste, waste recovery and energy saving.	Implementation of certified environmental management systems in accordance with ISO 14001. Internal recommendations for management of specific environmental risks.	The Group has its own program, Safety@Work, to assess health and safety risks. Follow-up is conducted through annual audits.	Sustainable transports is an area in which Trelleborg, together with other transport purchasers, participates in the development of more distinct requirements.
Objectives	Implementation of revised values and Code of Conduct in 2007 and more stringent monitoring to ensure compliance.	Increase the proportion of recovered waste by 25 percent within three years. Introduce energy-saving plans at all production units.	Clearly-defined, central environmental goals. Continued implementation of ISO 14001. Mapping of environmental risks in conjunction with acquisitions.	Implement the Group's Safety@Work program at all plants.	Define demands that can be placed on transport companies to achieve sustainability in transports (project in progress in Sweden).
Trend*	↗	↗	↗	↗	→
Priority	High	Medium	High	High	High

* Trelleborg's estimate of the Group's performance in the area during the preceding period.

Aspect	Recruit, develop and retain competent employees.	Relations with employees in connection with organizational changes.	Products.	Physical exposure to climate-related risks and natural disasters.	Climate change.
Stakeholders	<ul style="list-style-type: none"> • Employees • Local community 	<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Customers • Suppliers 	<ul style="list-style-type: none"> • Customers • Shareholders 	<ul style="list-style-type: none"> • Local community • Shareholders
Impact	Possibility of personal development for our employees. Creation of employment opportunities in new markets.	Risk of conflicts in connection with changes in the organization and operation.	More rigorous demands on product performance and product safety.	Increased risk of extreme weather conditions.	Risk of extreme weather conditions and flooding.
What does this entail for Trelleborg?	A long-term successful business requires competent employees and first-rate management.	More difficult to implement necessary changes in the operation.	Increased restrictions and description requirements placed on input materials. New opportunities for products within the “seal, damp and protect” areas.	Increased risk of property damage and disruptions to production.	More stringent demands concerning the reduction of climate-impacting emissions. Risk of extreme weather conditions and flooding. Possible property damage.
How do we address the problem?	Talent Management, focus on internal recruitment and management training.	We always adhere to national legislation or practice with regard to discussions or negotiations with employees or their representatives.	Consideration of environment, health and safety when developing new products. Gradual phasing-out of chemicals hazardous to the environment and health. Close cooperation with customers in development work.	Cooperation with insurance company to assess risks. Obligatory assessment of risk exposure in conjunction with relocations.	Energy-efficiency measures. Increase knowledge of our total climate impact.
Objectives	Internal recruitment rate of 75 percent. Continue the work with Talent Management and management training.	In connection with operational changes, the aim is to minimize negative consequences for both the employees and the company.	Development of Group-wide guidelines for the assessment of chemicals. Regular evaluation of alternatives to substances hazardous to the environment and health. Phasing-out of hazardous chemicals.	Examine risks for existing locations. If necessary, adapt existing buildings to reduce risks. Avoid establishing new operations in risk zones.	Introduce energy-saving plans at all plants. For direct energy consumption, use fuel that generates lower levels of CO ₂ emissions.
Trend	↗	➡	↗	↗	↗
Priority	Medium	Medium	High	High	Medium

Common environmental goals for common improvement

Trelleborg's policy in this area mainly comprises the Group's Environment, Health and Safety policy and requirements specified in the ISO 14001 environmental management system.

Direct responsibility for issues relating to the environment, health and safety rests with each facility. Every plant has an environmental coordinator and persons responsible for health and safety.

The central Group function, Environment, which is part of Group Legal, is responsible for control and coordination in environment issues based on the Group's environmental policy and the central environmental objectives. Each business area has an environment coordinator, who together with the central Group environmental function, is included in a Group-wide Environment Forum, which is convened once every quarter.

Training in environmental issues is conducted locally within the framework of the requirements specified in ISO 14001.

The Group-wide targets established within the framework of the Environment and work-environment policy entail that:

- All production or product development units within the Group shall be covered by a certified environmental

management system in accordance with ISO 14001. Newly acquired units must implement such a system within three years following acquisition.

- All production units shall prepare energy-saving plans.
- The proportion of recovered waste at Group level shall increase by 25 percent within three years.
- Common criteria for assessing chemicals shall be prepared, taking into account the environment, health and safety.



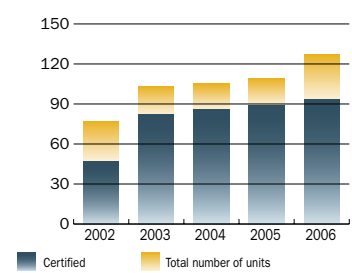
In addition to these central targets, and within the framework for ISO 14001, each facility has its own specific environmental targets with an annual review of results.

The central targets are followed up on a yearly basis in conjunction with sustainability reporting. Locally, the review is conducted in connection with internal and external ISO 14001 audits. At year-end 2006, a total of 93 facilities were ISO 14001 certified, corresponding to about 75 percent of all the production facilities. A further ten plants are scheduled for certification in the next year.

Raw materials

The Group's most important raw materials are polymers (usually natural or synthetic

Number of plants with ISO 14001 certification



rubber), and additives, such as softeners (oils), fillers (carbon black) and curing agents (sulfur and peroxides). Some of the substances used are classified as environmental and/or health hazards. Metal components are a key constituent in many of Trelleborg's products. These are procured from other manufacturers.

In 2006, 350,000 tons of direct material was consumed, of which 68 percent comprised non-renewable material. Of the total amount of raw material, 4 percent comprised recovered waste material. Greater resource efficiency is one of the five main areas in the Group's environmental policy. This implies that we endeavor to reduce raw-material consumption by minimizing waste and increasing waste recovery. This work is conducted continuously at our production facilities.

Energy

The Group's energy consumption is principally linked to steam production,



Prepared in the event of an accident

All handling of chemicals entails risks. At Trelleborg's plant in Martorell, Spain, there is an emergency group that is trained to deal with most types of accidents.

At Trelleborg Automotive's surface-treatment facility in Martorell, Spain, hazardous chemicals are part of the daily work.

"We handle inflammable and corrosive chemicals," says Olga Marín, Project Manager, Environment. "Naturally, the safety of personnel and the environment is a high priority."

At the plant, there is an emergency group comprising about 25 individuals who can administer first aid and are specially trained to deal with fires and accidents. The group trains each month, but until the summer, had no practical training in dealing with chemical spills. Accordingly, a special training day was arranged in July 2006. All members of the group participated, as well as a few members of senior management and other personnel.

"Initially, we simulated a small to medium-sized spillage in conjunction with barrel handling," explains Olga Marín. "We allowed a non-hazardous liquid to leak from a package and the participants learned how to protect themselves, repair the barrel and stop the leakage at an early stage."

"Prior to this training day, everything was so theoretical," she says. "Now, the emergency group is aware of how quickly a liquid spill actually progresses, and how rapidly they must react. Furthermore, they have realized the importance of coordination – and the difficulty of the task. We now have a much higher level of preparedness in the event of an accident."

Raw materials, tons	2006	2005
Natural rubber	110,210	89,650
Synthetic rubber	69,900	73,200
Metals	107,740	94,400
Plastics	27,040	19,640
Softeners		
HA oils	3,651	3,640
other oils	11,650	9,250
Recycled materials	12,970	17,400
Solvents		
chlorinated	200	170
non-chlorinated	1,640	5,540
Paints, laquers, glues, adhesives	2,230	2,040
Zinc oxide	3,850	5,070

production processes, ventilation, cooling and heating.

In 2006, the Group's total energy consumption was 1,312 GWh (1,273), of which about half comprised direct energy and half indirect energy, mainly in the form of electricity. In relation to the increase in sales, this was a 7-percent improvement compared with 2005. The primary reason for this was a number of energy-conservation measures that were taken at a local level.

Slightly more than half of the production plants currently have an energy-conservation plan. In 2007, the aim is to increase the focus on this area in line with our central corporate environmental targets. The Group's total energy cost amounted to SEK 610 M (571) in 2006.

The most significant energy source is natural gas, which accounts for slightly more than three quarters of direct energy consumption, followed by oil. Renewable energy sources (including hydroelectric power) accounted for 185 GWh, corresponding to 14 percent of the total energy requirement in 2006.

Water

Water is used at Trelleborg's plants for cooling, cleaning and sanitation. During 2006, the Group consumed a total of 5.9 million m³ of water (6.1), an improvement of 13 percent relative to sales. Most of the water used is pumped from the wells at the facilities or from watercourses in the vicinity of the plants. One fourth is municipal drinking water. The Group's

water costs in 2006 amounted to SEK 19.4 M (20.4).

The most important water-related issues for the Trelleborg Group are to use process water more efficiently through such measures as recirculation, thereby reducing the total water consumption – and, in cases where water is discharged directly to groundwater or surface water, to protect the environment from harmful substances.

One fifth of the plants apply some form of water recovery, and these water-saving measures reduced consumption by 7.1 million m³ in 2006.

The majority of the Group's plants (68 percent) are connected to municipal wastewater treatment plants and 18 percent have their own treatment plants. In the remaining instances, no special wastewater-treatment measures are required. In a few individual cases, depending on the content, wastewater is treated separately as hazardous waste.

Monitoring of discharged water normally focuses on chemical oxygen demand (COD), nutrient substances (phosphorus and nitrogen) and metals (such as zinc, nickel and iron). In 2006, the total COD amounted to 271 tons and nutritive substances to 8 tons.



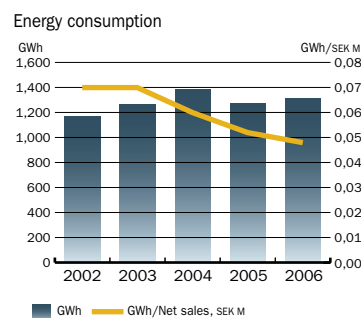
Land use and biodiversity

The Group utilizes a total of approximately 456 hectares of land for its production facilities. The facilities are generally located in typical large or small industrial areas and consequently cannot be considered to have a significant impact on biodiversity. The production plant in Rio Saliceto (Italy) is located two kilometers from a wetland ecosystem rich in birdlife, which is classified as a nature reserve in accordance with Italian legislation.

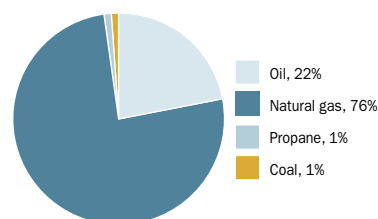
Trelleborg has no proprietary rubber plantations, but purchases approximately 100,000 tons of natural rubber annually from suppliers mainly based in Southeast Asia. Rubber plantations are monocul-

tures, and consequently, affect biodiversity in the local area.

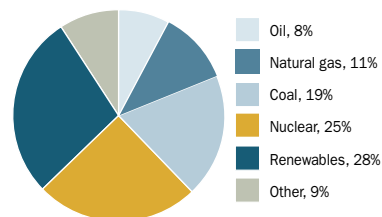
Contamination of soil and/or groundwater has been confirmed at a number of Trelleborg's production facilities. In most cases, such contamination represents traces of environmental problems dating from earlier periods, caused by long-term industrial activity at



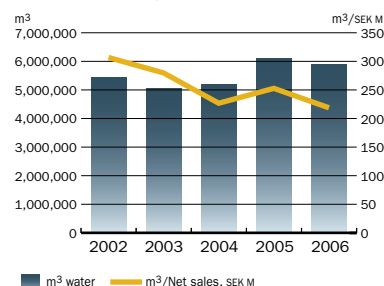
Direct energy consumption per source



Indirect energy consumption per source



Total water consumption



the site. In several instances, this occurred before Trelleborg acquired the facility. Common contaminants are chlorinated solvents and oils.

Remediation of contaminated land is currently in progress at five production units. It is estimated that a further nine plants will be subject to remediation requirements, the extent of which has not yet been established. A further three plants are affected by contamination,

however, the responsibility for these does not lie with Trelleborg, but with other parties. Trelleborg participates as a formal party in a further four remediation projects (two in Sweden and two in the US), but has a marginal responsibility for costs.

In 2006, the Group's provisions for environmental liabilities totaled SEK 64 M.

Emissions to air

The most significant emissions to air from Trelleborg's plants comprise carbon dioxide (134,700 tons), sulfur dioxide (204 tons) and nitrogen oxides (105 tons), linked to energy use, as well as process-related emissions in the form of volatile organic compounds, VOC (1,523 tons), that result from the use of solvent-based products for gluing, painting and lacquering, and metal-processing. The vulcanizing process also produces emissions of vulcanizing fumes containing organic substances.

Reduced energy consumption during the year led to a reduction in related emissions, see diagram. VOC emissions also declined to 1,523 tons (1,686) despite increased production.

Direct emissions of carbon dioxide from the Group's own plants amounted to 134,700 tons (133,400), a reduction of 9 percent relative to sales. The Group's electricity consumption generated some 78,000 tons of indirect carbon dioxide emissions. The Group's primary measure to reduce carbon dioxide emissions, and accordingly, climate impact, is to reduce energy consumption. Read more in the Energy (page 11) and Climate change (page 21) sections.

The Group's operation did not generate any emissions of ozone-depleting substances into the atmosphere in 2006.

Waste

The Group's aim is to continuously reduce the proportion of waste deposited in landfills, in favor of increased recovery of materials and energy. Different countries have widely differing regulations and policies in this area, which accounts for

the substantial regional differences that exist within the Group. The most progress has been made in Europe.

Activities aimed at reducing waste amounts are under way at most of the Group's facilities, and three quarters of the plants cite reduction of waste and increased energy and materials recovery as one of their highest-priority environmental objectives.

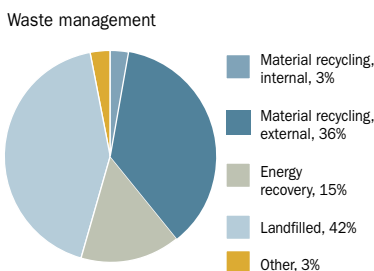
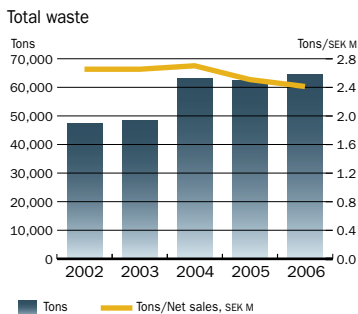
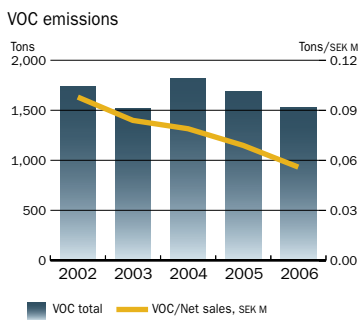
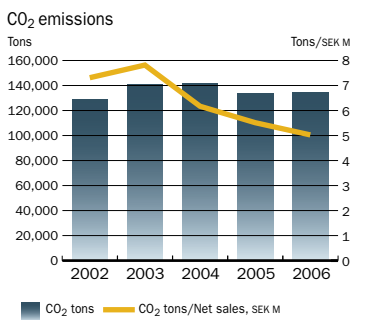
Total waste amounts from production amounted to 64,350 tons (62,350) in 2006. The reduction relative to sales amounted to 7 percent. The amount of hazardous waste totaled 3,890 tons.

Of the total waste produced, 54 percent was sent for material or energy recycling, an improvement of 6 percent compared with the preceding year. The amount of rubber waste from production was 25,800 (22,000). Of this total, 5 percent was recycled in the Group's own production and 49 percent was processed by other companies for materials or energy recovery.

The Group's total waste-management costs amounted to SEK 46.8 M (44.4) in 2006.

Compliance

A total of about 80 percent of the Group's plants require permits in accordance with local legislation. All 18 of the production units in Sweden are covered by permit or reporting requirements. The permits cover conditions for emissions to air and water, and for waste management. Each year, all of the Swedish plants covered by permits report on their compliance with the permit conditions in separate environmental reports submitted to their local supervisory authorities. Similar reporting to the authorities also takes place in a number of other countries. Applications for renewal of environmental permits are currently in preparation at 34 plants (including three in Sweden), all of which are expected to receive the permits applied for. Infringements of permit conditions or of environment or health and safety legislation were reported at a total of 18



plants (17). These infringements resulted in fines in three of these cases. The total costs of fines amounted to approximately SEK 130,000 in 2006. The most significant causes for the infringements were emissions to air and wastewater.

In 2006, three incidents involving spillages or other uncontrolled emissions into the environment were reported. None of these incidents resulted in any significant consequences for people or the environment. In total, 35 (22) minor fires and one explosion occurred, the majority of which took place in machinery and were of a limited nature. In the plant in Tarazona, Spain, a large explosion occurred injuring 11 people and causing extensive material damage. An investiga-

tion of the accident showed that it was caused by a faulty design of the autoclave, which exploded.

During 2006, six (two) complaints concerning Trelleborg's plants were reported by neighbors and others who experienced disturbances. All of these complaints related to noise levels. In December 2006 and January 2007, there was a leakage of saline solution (of the type used during vulcanization in a saline bath) in conjunction with the initiation of operations at a new production facility within the Norregård plant, in Värnamo, Sweden. An investigation is currently in progress, as is a preliminary investigation concerning the possibility of an environmental infringement.

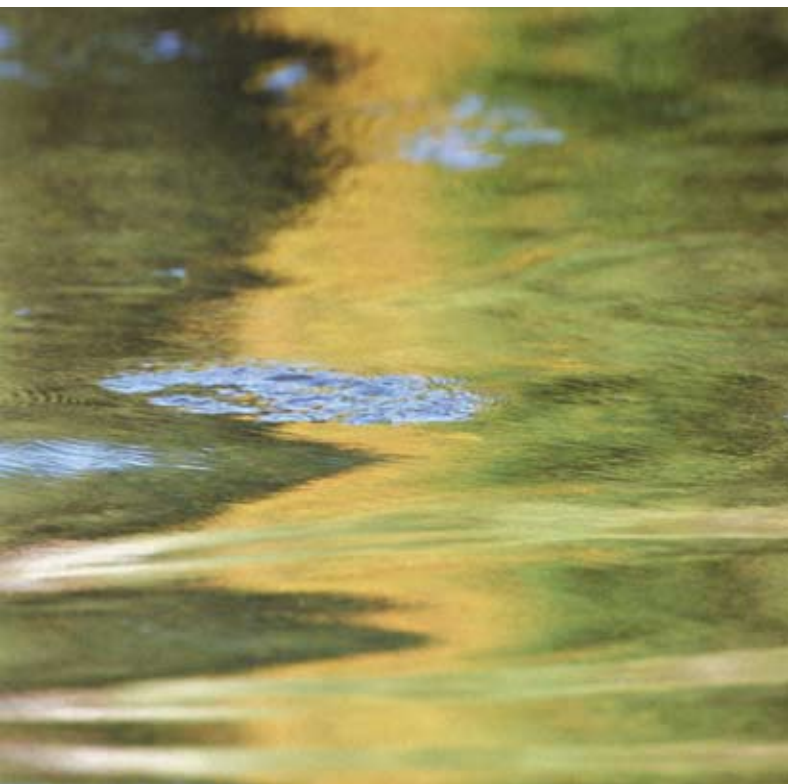
Transports

More than 90 percent of our raw materials and finished products are transported by truck. The remainder is transported via sea, air and rail. Trelleborg does not handle any transports itself, but engages the services of competent transport companies that can transport its raw materials

and products in an efficient and safe manner. The most significant environmental impact from transports relates to emissions of CO₂ as a result of the consumption of fossil fuels.

There are currently no Group-wide environmental requirements regarding transports. At a local level, several plants require that transport companies have an environmental management system and that their transport fleet complies with all requirements concerning type of vehicle, maintenance and inspection. In Sweden, Trelleborg Industri AB, together with Stena Gotthard AB, Södra, Strålfors AB, Perstorp AB, Preem Petroleum AB and the Swedish National Roads Administration, participates in a forum to develop a tool that will help those purchasing transports to place demands on the transport supplier, with the aim of securing safer road transports in the future and to reduce the environmental impact. The tool is expected to be ready in 2008.

Country	Number of infringements
Czech Republic	1
Denmark	1
France	3
Spain	3
Sweden	2
Turkey	1
UK	1
US	5
Mexico	1



Water consumption cut by half

When companies in the Australian region of Southeast Queensland were hit by severe water-rationing requirements, Trelleborg in Brisbane was well prepared.

In 2006, drought conditions were officially proclaimed in the Australian region of Southeast Queensland. Requirements imposed on water rationing were severe, but Trelleborg Queensland Rubber Pty Ltd in Brisbane was well prepared. Since 2002, the company has been engaged in the government-backed "Greenhouse Challenge" program.

"When we reduced our emissions of greenhouse gases by 56 percent, we moved forward and focused our efforts on water consumption," says the company's President Bruce Cage.

During the severe drought period, all companies in the region were forced to reduce their water consumption by 25 percent compared with the reference consumption from 2004, but Trelleborg had already reduced consumption by 45 percent.

"We focused on areas that were essentially quite obvious," says Bruce Cage.

"The work involved such measures as the modernization of our pipe system to eliminate leaks, and the insulation of steam pipes to save energy and reduce the formation of condensation."

Bruce Cage and his colleagues came to the conclusion that the cooling water to the production molds could be fed to the cooling circuit sump and be used as replacement water, instead of being discharged directly into the wastewater system. The leaking, water-based hydraulic system that operated many presses was replaced and all sumps were inspected to ensure that they were watertight.

The company has now initiated a new program to further reduce water consumption. It is expected to be fully implemented by October 2007.

Responsibility for better work and a better community

The basis for sustainable development comprises economic performance, environmental consideration and social responsibility. To protect and develop our employees and to conduct operations with consideration for the local community is crucial to creating a long-term and successful business.

Read more about how we work with these issues under the relevant heading.

Labor practices - Management approach

Trelleborg's policy in the area of labor practices is principally regulated by the Group's Code of Conduct (trade union matters, discrimination, diversity/equality, training/development), the Environment, Health and Safety policy, and by additional documents prepared by Group Human Resources.

The overriding responsibility for issues within the framework of the category is borne by the manager of Group Human Resources, while compliance in the daily work is the responsibility of the line managers. It is also the managers' responsibility to ensure that training related to the Group's Code of Conduct is included in the employees' training program. The Group conducts training activities and communication to support this.

The main tool used to follow up the Group's Code of Conduct is self-assessment in accordance with the model presented on page 7, supported by randomly conducted third-party audits. Health and safety matters are followed up using the Safety@Work system, based on crosswise internal audits.

Number of employees

Trelleborg has operations in about 40 countries and industrial plants in some 26 countries. Approximately 90 percent of the Group's employees work outside Sweden. The average number of employees

increased during the year to 22,506 (21,694). At year-end, the Group had 23,950 full-time employees (21,672).

The proportion of women was 24 percent (25). The average number of employees in Sweden amounted to 2,238 (2,451), of whom 32 percent were women (33). The average number of employees in other EU countries was 12,537 (12,280), of whom 24 percent were women (23). The average number of employees in the US was 2,861 (2,548), of whom 30 percent were women (32).

The personnel turnover (excluding

Average number of employees 2005 – 2006

Distribution by country	2006			2005		
	Number of women	Number of men	Total	Number of women	Number of men	Total
Sweden	712	1,526	2,238	757	1,694	2,451
France	626	2,155	2,781	678	2,218	2,896
Italy	239	1,058	1,297	238	1,049	1,287
Spain	271	1,079	1,350	282	1,076	1,358
UK	475	1,835	2,310	518	1,672	2,190
Germany	292	1,018	1,310	287	996	1,283
Rest of Europe	1,170	2,926	4,096	1,109	2,676	3,785
Total Europe	3,785	11,597	15,382	3,869	11,381	5,250
US	861	2,000	2,861	808	1,740	2,548
Brazil	83	794	877	79	754	833
Other markets	404	442	846	391	567	958
Total North and South America	1,348	3,236	4,584	1,278	3,061	4,339
China	136	428	564	86	284	370
Sri Lanka	32	791	823	32	672	704
Other regions	184	969	1,153	183	848	1,031
Total Asia and other markets	352	2,188	2,540	301	1,804	2,105
Total	5,485	17,021	22,506	5,448	16,246	21,694

The proportion of women in senior management is 14 percent (14) and the proportion of women on the Board is 18 percent (18)



Zero tolerance for accidents

In just two years, accidents were reduced to one third. In Morganfield, in the US, Trelleborg's action program to achieve a safer work environment was a success.

Trelleborg's Automotive's plant in Morganfield, Kentucky, was one of the first to join the Group's program for a safer work environment, Safety@Work.

In brief, the program entails an inspection of all of Trelleborg's plants with the aim of identifying deviations from regulations and guidelines. Goals and action plans are subsequently formulated to enhance safety.

"A safety program has been in place here since 1978 in accordance with US legislation," says Doug Harre, Maintenance/Environmental Director. "Consequently, much work had already been done, but the Safety@Work program helped us to focus and to be even better than what is required by law."

The work has yielded results. From 2004 to 2006, the number of reportable accidents decreased to one third of the earlier amount – from 32 to 10. According to Doug Harre, cooperation and communication were the key factors behind the success.

"The management gave us their full support and we received the necessary resources," he continues. "Cooperation between the management of each plant, the foremen and the individual employees is incredibly important. By openly discussing ideas, potential problems and both good and bad results within the production process, we gain a better understanding of the safety problems that we must address. Safety is not an independent aspect. Safety is – and must be – integrated with all operations in the plant."

"As soon as all the requirements specified in the Safety@Work program were fulfilled, we continued with additional measures to further raise the level. For example, we have initiated an extensive electrical safety program, improved training for new employees and introduced more frequent safety inspection rounds".

layoffs and retirees) varies between different countries and plants and often reflects the local manpower situation. The personnel turnover during 2006 was 7.8 percent. The majority of plants report a personnel turnover of less than 5 percent per year.

Union membership

Trelleborg's policy is to respect the employees' right to be represented by unions, and accordingly, recognizes local union branches when employees so wish.

More than 50 percent of Trelleborg's employees at the Group's production units have union representation via collective agreements.

Trelleborg European Works Council (TEWC) is active within Europe, with participants from the European countries where Trelleborg has operations. The council meets once each year, and additional meetings can be held if the need arises. The council deals with issues related to personnel, finance, the environment, investments, production, business development and other issues of importance for employees.

In connection with plant closures or other significant operational changes, the company's policy is to always adhere to national legislation or practice with regard to timing of discussions or negotiations with employees or their representatives, with the aim of minimizing negative consequences for both the employees and the company.

Approximately 200 employees, primarily in Sweden and the UK, were affected by restructuring measures during the year. In November 2006, an action program within Trelleborg Automotive was announced, which in the first stage, affects approximately 700 employees in Europe.

Health and safety – work environment

The Trelleborg Group has an internal program, Safety@Work, which focuses on reducing risks associated with health and safety and reducing the number of work-related accidents. The program was initiated in 2005 and was driven forward

in 2006 to encompass the US, the UK, France, Italy, Mexico, Malta, Canada, Sweden, Norway, Denmark, Spain, the Netherlands, Belgium, the Czech Republic, Germany, Poland and Slovakia. In 2007-2008, implementation of the program is planned in Singapore, Sri Lanka, Brazil and China. Several plants have also implemented the Occupational Health and Management System Specification, OHSAS 18000. A total of six plants in the UK, US, Denmark and France now work in accordance with this system.

During 2006, 942 (948) work-related accidents resulting in more than one day's absence from work were reported. The most frequently occurring injuries were those caused by machines or other equipment as well as injury resulting from heavy lifting. In January 2007, an employee in the US was killed in a car accident in conjunction with a business trip. No fatal accidents occurred during 2006. At the plant in Tarazona, Spain, 11 people were injured in conjunction with an explosion.

The goal is the establishment of a well-functioning safety committee at all plants. Safety committees currently exist at 90 percent of the plants, representing 87 percent of the employees. Plant management participates in all but one of these.

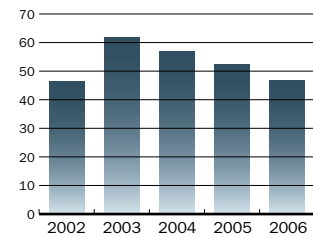
Reported cases of work-related health problems at Trelleborg's facilities continue to show a declining trend. During 2006, 183 work-related health problems (231) were reported, a decline of slightly more than 20 percent. About 79 percent (80) involved strain-related injuries, such as back and neck disorders. About 18 percent (11) of the health problems were allergies and other hypersensitive reactions.

Training and development

The average number of training hours per employee at the Group's production units (90 percent of the total number of employees) in 2006 was 13.7 hours (12.7).

In addition to specific training courses tailored to individual employees' work duties, competence development is of-

Work-related accidents, Group average



* LWC (Lost Work Cases) are defined as work-related accidents resulting in more than 1 workday's absence.

fered through Trelleborg Academy, an umbrella concept for Group-wide training programs. Training is arranged both locally and centrally, sometimes supported by various e-learning programs.

The Trelleborg International Management Program (TIMP) is available for managers. The program includes company knowledge, business skills, communication, leadership and understanding of cultural differences. TIMP is a 12-day program divided into three sessions. During 2006, 37 (41) participants, including four (seven) women, attended TIMP.

Managers at Trelleborg are expected to function as leaders, with the ability to set distinct targets, follow up work performed and delegate tasks and responsibility to the employees under them. A key task for managers is to ensure that employees continuously develop their skills and are stimulated toward further development within the Group. The Group-wide Talent Management function continued to work to advance our four development processes: leadership development, performance/evaluation, competence/training planning and recruitment/succession planning. A new program, Coaching for Performance, was initiated during 2006. The aim of the program is to develop the ability of all managers to support their employees by establishing clear targets and conducting subsequent follow-ups.

The company's long-term goal is to offer each employee a yearly career-development review with clear documentation. This currently applies to employees at the product area (PA) level and upwards.

Internal recruitment is assigned a

high priority within the Group as a means of preserving continuity and retaining professional competence. The target is a 75-percent internal recruitment rate. The current rate is estimated at 65 percent.



Diversity and equality

Trelleborg's Code of Conduct states that Trelleborg shall not apply special treatment to employees in regard to recruitment or work assignments on the basis of gender, religion, age, physical impairment, sexual orientation, nationality, political views or social or ethnic origin.

Trelleborg was ranked 83rd of 238 Swedish listed companies in Folksam's Equality Index in 2006. Trelleborg received the grade of 2.05 in the industry category "Other industries", significantly above the average rating of 1.65.

More than 400 women hold senior or middle management positions within Trelleborg.

The Annual General Meeting elects seven members to the Board of Trelleborg, and in accordance with Swedish legislation, the employees select three Board members (and one deputy, not included in the table below).

Composition of the Board of Directors and Group management in 2006

	Gender		Age			
	Total	M	F	-30	30-50	50+
Board of						
Directors	10	8	2	-	2	8
Management	12	10	2	-	5	7

Human rights

Trelleborg's policy in this area is primarily regulated by the Group's Code of Conduct (discrimination, freedom of association/collective bargaining, child labor, forced labor).

The overriding responsibility for issues within the framework of the Human Rights category is borne by the head of Group Human Resources, while compliance in the daily work is the responsibility of the line managers. It is also the responsibility of the managers to ensure that training related to the Group's

Code of Conduct is included in the employees' training program. The Group conducts training activities and communication to support this. The main tool used for following up the Group's Code of Conduct is self-assessment in accordance with the model presented in the section Sustainability efforts, supported by randomly conducted third-party audits.

Both the Group's earlier Code of Conduct and the recently expanded version embrace human rights. In the new Code, this is addressed in the section Fair employment practices and Fair business.

No violations occurred during the year in the Group with regard to forced labor or child labor.

With the aim of verifying the current situation and ensuring procedures in such areas as human rights, an external review was conducted in 2006 of Trelleborg Automotive's plant and operation in Wuxi, China, in relation to the existing Code of Conduct and international practice, with satisfactory results. The results were used in work to further clarify the Code of Conduct in the expanded version implemented in the spring of 2007. The audit also revealed that there is a need to educate employees in the content of the Code and this is scheduled to take place in 2007-2008.

In Folksam's index for responsible enterprise 2006, Trelleborg received four out of a maximum of seven stars for its work with human rights. The average for Swedish listed companies was three out of seven stars. In addition, Amnesty Business Group conducted a survey of the human-rights work of major Swedish companies early in 2006. Trelleborg participated and had results on par with other Swedish industrial companies, which in turn were higher than the average results for all companies.

Discrimination

Trelleborg's workplace policy states that Trelleborg shall not apply special treatment to employees in regard to recruitment or work assignments on the basis of gender, religion, age, physical impair-

Whistleblower policy adopted

During 2005, the Group adopted a specific "whistle-blower" policy allowing individual employees to report any suspected irregularities, regardless of position or issue and without fear of retribution.

ment, sexual orientation, nationality, political views or social or ethnic origin. During 2006, five cases of discrimination were reported and investigated. In two of the cases, it was found that the reports were unsubstantiated, investigations are still in progress in one of the cases, and measures have been taken in the remaining cases to ensure that the situation will not be repeated.

Community involvement

Trelleborg's policy in this area is principally regulated by the Group's Code of Conduct (Compliance with laws, bribes), the Anticorruption policy, Communications policy, Sponsorship recommendations (contributions/lobbying) and the Competition Act policy (restrictive trade).

The overriding responsibility for issues within the framework of category is borne by the managers of Group Human Resources (Code of Conduct), Group Legal (anticorruption, competition act), Corporate Communications (communications policy, sponsorship recommendations), while compliance in the daily work is the responsibility of the line managers. It is also the responsibility of the managers to ensure that training related to the Group's Code of Conduct is included in the employees' training program. The Group conducts training activities and communication to support this, in addition to training within the area of competition legislation. The main tool used for following up the Group's Code of Conduct is self-assessment in accordance with the model presented on page 7, supported by randomly conducted third-party audits.

Corruption

Bribery and corruption are unacceptable behaviors, as is affirmed by the Group's Code of Conduct. In 2007, Trelleborg

will conduct comprehensive training within the Group with the goal of making all employees aware of the Code of Conduct and its contents. One of the Code's main messages clearly addresses the issue of bribes/corruption.

Political contributions

Trelleborg's recommendations with regard to all types of association and experience-based marketing, such as sponsorship, event marketing, social and humanitarian activities, state that the company does not sponsor political or religious organizations.

Trade associations

Trelleborg is a member of national industry associations in a number of countries and these also include cooperation in environment and work-environment issues. At a European level, Trelleborg is affiliated with ETRMA, the European Tyre and Rubber Manufacturers Association, and participates in work groups addressing such issues as the environment and work environment, and chemicals. In Sweden, Trelleborg is a member of the Swedish Plastics and Chemicals Federation.

Anti-competitive behaviour

Trelleborg has a clear policy of observation of applicable competition rules. In 2006, extensive training of approximately 350 employees throughout the world was undertaken to ensure that rules regarding applicable competition legislation and the Group's policies in fair-trade issues are known and followed.

As regards restrictive trade practices, the US Justice Department has been conducting an investigation since August 2005 into competitive conditions in the US from 2000 to 2005 for certain types of marine fender systems. The investigation relates to certain market conditions in the US and comprises several companies in the US, manufacturers, distributors and agents, including one of Trelleborg's subsidiaries. The business that is the subject of the investigation represents a very small portion of the Group's US

operations. Discussions are under way with the appropriate authorities and a settlement of the matter is deemed likely, possibly in the first six months of 2007. The anticipated final costs cannot be expected to have more than a limited impact on the Group in its entirety. No provisions have been made to date to cover these costs.

Other social responsibility

Trelleborg prioritizes sponsorship commitments that benefit the community and the environment in which the company operates, that supports our values, and reinforces our relations with customers and other partners. A multi-year cooperation with Save the Children Sweden, initiated in 2006, involves annual contributions and is part of Trelleborg's ambition to assume a greater global social responsibility by contributing to the development and education of children.

Trelleborg participates in several different social activities. These are often local and involve cooperation with neighbors, stakeholder organizations, authorities and sports clubs. With regard to the latter-mentioned, there are many examples of how the company supports work with young people. Within the area of education, Trelleborg has cooperation with a number of universities and schools entailing regular contact with researchers and students. Institutes with which Trelleborg cooperates include Université de

About Trelleborg's communication (excerpt from the company's communications policy)

- Trelleborg's communication shall conform to applicable legislation, regulations and standards.
- It shall be characterized by a close relationship with the company's stakeholders and be founded on regular contact, clarity and good ethics.
- It shall be transparent and truthful.
- It shall be planned and systematic.

One of the central communication goals is to contribute to Trelleborg acting as a good and responsible corporate citizen and, in line with this, mediate a relevant image of operations in this regard.

Nantes, France, Fachhochschule Koblenz, Germany, LUISS in Rome, Italy, Western Michigan University, in the US, Malta University, Malta, University of Derby and Trent Technical College, the UK, and Chalmers University of Technology, Sweden.

Over the years, many degree projects and much research work has been conducted at Trelleborg's facilities with emphasis on such areas as the environment. In addition, Trelleborg has a learning partnership with the Lund University School of Economics and Management, Sweden, which involves the financing of two postgraduate appointments.

Trelleborg initiates cooperation with Save the Children Sweden

As part of our global social responsibility, Trelleborg has initiated cooperation with Save the Children Sweden on an international basis. Assuming social responsibility is important both for individuals and companies, and we view our involvement in Save the Children as part of a responsible business practice.

In wars and disasters, everything changes for children. Their fundamental rights and needs, which include protection, healthcare and education, are often neglected. The focus of Save the Children is on protecting children in war situations and other crises. This is achieved through direct aid efforts mainly through its own organization for disaster assistance. Save the Children also endeavors to influence authorities, governments and other decision-makers to act in a responsible manner. Save the Children constructs schools, ensures that children have a safe dwelling, and arranges training and support for those that work in refugee camps so they are better prepared to support the children.

Save the Children projects currently under way include:

- Local committees in western Africa that are lobbying to promote children's rights
- Teaching in Sudan
- New schools for children in Pakistan



Save the Children

Products that seal, damp and protect

The Group's business concept is to provide products and solutions that seal, damp and protect in demanding environments. Accordingly, Trelleborg's products have many areas of application that directly or indirectly enhance the environment, health and safety or that serve to protect the environment.

Examples include:

- Components that reduce vibration and noise in vehicles,
- O-rings that prevent emissions of gaseous substances from fuels and solvents,
- Water hoses that minimize bacterial development in closed water systems,
- Sealings for windows and doors that reduce energy consumption in buildings,
- Rubber membranes used in landfills to prevent leakage of environmentally hazardous substances,
- Chemical and fire-protection suits used in connection with fires and environmental accidents.

Trelleborg's commitments with regard to product responsibility are principally governed by the Group's Code of Conduct (Product quality and safety), the Environment, Health and Safety policy, and legislative and customer requirements relevant to each product area, customer group and market.

Each business area is in charge of product-responsibility matters and product development, since requirements differ considerably between various customer and product segments, and consequently, it is important that these matters are adapted to each market. Ultimate responsibility is borne by each of the Business Area Presidents. Each line manager is responsible for ensuring that personnel with responsibility for these matters have the relevant training and access to current information on laws and other requirements, in addition to market and customer-specific requirements and systems. When developing new products, consideration is always given to legislative and customer requirements as well as environment, health and safety aspects in the manufacturing stage and in the user stage where relevant. The development work is

generally conducted in cooperation with the customer.

Many of Trelleborg's products are used in demanding environments, which places considerable demands on input materials. To achieve the desired properties, various additives are used. Some of the substances used are classified as environmental and/or health hazards. Trelleborg works continuously to gradually substitute these substances with alternatives that are better in terms of the environment and health. Examples of materials that have been partially or entirely substituted are substances containing hexavalent chromium, lead, cadmium, toluene, polyaromatic oils and solvent-based substances for surface treatment.

The overwhelming share of the Group's products entail very limited risks in their application. However, the Group also develops products and systems for certain safety-critical environments. Trelleborg conducts extensive safety efforts regarding products manufactured for particularly demanding environments or which otherwise entail increased risk. New and existing products are systematically analyzed and evaluated, with the



Seals that work for the environment

Trelleborg Sealing Solutions has developed a sealing system for wind turbines

Each year, Europe's wind turbines save more than 50 million tons of carbon dioxide and they are well positioned to represent a third of the reduction in emissions undertaken by the EU under the terms of the Kyoto Protocol by the year 2010.

In cooperation with a leading company within wind-power technology, Trelleborg Sealing Solutions has developed a sealing system for the hydraulic cylinders that adjust the angle of rotor blades in wind turbines.

As wind-turbine technology develops and improves, wind turbines are becoming larger. The towers have already reached heights of more than 120 meters and rotor diameters are increasing. Depending on the direction and speed of the wind, the rotor machine room must turn and the angle of the blades must be adjusted. The safety-critical adjustment of the blade angle is conducted using highly advanced hydraulic cylinders in terms of technology. Each rotor blade has its own hydraulic cylinder that determines the angle of the blade. The rotational frequency varies between 10 and 20 r/min, depending on the wind speed.

Trelleborg Sealing Solutions was assigned the task of supplying a sealing solution for this mechanism. The company developed new seals, stripper plates and bearings for the hydraulic system's piston rods and cylinders.

focus on safety-critical products.

The Group continuously assesses and responds to the risks that may be associated with new types of products and new applications.

Product information

Trelleborg provides product information in the form of labeling, safety data sheets, IMDS declarations and environmental product declarations corresponding to the requirements specified by each customer or market. Usually, these requirements encompass a declaration of input substances and their properties in terms of the environment, health and safety directives pertaining to waste management and, where applicable, instructions to ensure the safe use of the product. Many customers, including those in the automotive and construction industries, have specific requirements pertaining to the products' environmental properties and input components. Chemical-restriction lists, specific to particular industries or customers, are also common.

In accordance with the European directive on end-of-life vehicles (the ELV Directive), vehicle components are sub-

ject to recycling requirements. Consequently, in accordance with requirements from world-leading automotive manufacturers, Trelleborg supplies environmental declarations in line with GADSL (Global Automotive Declarable Substances List) in the joint data system IMDS (International Material Data System) for all products supplied within this segment. For further information concerning IMDS, see www.mdsystem.com.

In connection with the imminent implementation of the EU's new chemicals legislation, REACH, there will be greater demands placed on the reporting of constituent chemical substances in all products sold in the European market. The use of certain chemicals will be restricted in the long term. Trelleborg is primarily affected as a downstream user and only in limited instances as a direct importer of chemicals.

Marketing communications

With regard to Trelleborg's marketing communications, the company is a member of the Association of Swedish Advertisers and follows its ethical rules, which extend further than only regulating the

business relationship between the advertiser and agency. These rules also regulate the responsibilities of the parties toward the community, citizens, consumers, employees, colleagues and investors. Advertising shall be compatible with social, financial and environmental aspects.



How Trelleborg reduced the use of solvents

Selecting water-based adhesive substances instead of those that are solvent-based is an excellent way of assuming responsibility both for the environment and employees.

Trelleborg Industrial AVS (TI AVS) in Sjöbo, Sweden, manufactures vibration-dampening products for various industrial purposes. In the past, the plant's method of gluing rubber to metal was based entirely on organic solvents. Recently, the company decided to make the transition to water-based technology. "Until the year 2000, organic solvents were used in all our processes," says Thomas Persson, Technical Manager. "Currently, half of the gluing processes are water based."

The decision to alter the processes was mainly due to the company's own environmental policy – but increasing pressure from the county's environmental authority was also an incentive.

The company participates in an EU-financed project regarding environmentally acceptable methods for gluing structural components in rubber-based products.

In 2004, the plant in Sjöbo invested heavily in a robot spray plant, for the treatment of metal surfaces, and a sandblasting machine.

"The new production line can handle both water-based technology and organic solvents," says Thomas Persson. "A complete test takes up to 12 months for one component, followed by a lengthy customer-validation process. Many customers request complex tests and have highly advanced technical descriptions. In certain applications, the customer has requirements that do not yet allow any other alternatives than organic solvents."

But the ultimate goal for the Sjöbo plant is to be completely free of organic solvents.

"This cannot be achieved with the technology we have today," says Thomas Persson. "We must cooperate with our customers to develop new solutions."

"However, being free from solvents is not only an environmental matter, but also an important work-environment issue. The handling of organic solvents is always associated with health risks, and our personnel have a very positive attitude to alternative methods."

Value creation for Trelleborg's stakeholders

Trelleborg's commitment regarding social economics is principally governed by the Group's Code of Conduct (Society and Community), the communications policy, including communication to capital markets, sponsorship recommendations and the Environment, Health and Safety policy, as well as the policy for the establishment of new "greenfields" (energy/climate). The overriding responsibility for issues within the framework of the category is borne by the manager of Group Human Resources (Code of Conduct), Corporate Communications (communications policy, including communication to capital markets, sponsorship recommendations) and Group Legal (environment, health and safety, greenfields policy), while compliance in the daily work is the responsibility of the line managers. The main tool used to follow up the Group's Code of Conduct is self-assessment in accordance with the model presented on page 7, supported by randomly conducted third-party audits.

Trelleborg's operation creates value for many different stakeholder groups, including employees, customers, suppliers, shareholders and the local community. The Group's goal is increased value creation through investments in innovative products and solutions, and increased presence in growth markets in Asia, Latin America and Eastern Europe.

The goal is to employ and develop local personnel in all levels of the company to the greatest possible extent.

There is no specific policy referring to how large the share of purchases from local suppliers should be, but as a result

of the decentralized structure, many purchasing decisions are taken at a local level.

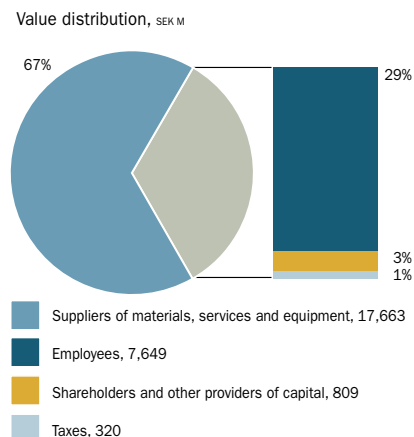
Trelleborg participates in, and supports, various forms of community activities, see page 17 for further information.

Added value and distribution

Trelleborg's operation creates added value for many different groups of stakeholders, such as employees, customers, suppliers, shareholders and the local community. In 2006, this value totaled SEK 26,441 M. How this was distributed among the various stakeholders is illustrated in the diagram below. Next to suppliers of materials and services, the bulk of this value benefits employees in the form of salaries and other remuneration.

The Group's dividend policy to shareholders is that, over the long term, the dividend should amount to between 30 and 50 percent of net profit for the year.

The proposed dividend is SEK 6.00 per share for the 2006 financial year, corresponding to about SEK 549 M. A portion of this added value has been



used for investments to enhance the environment and work-environment. In 2006, these investments amounted to SEK 77 M, see also under "costs and investments."

Part of Trelleborg's business concept is to supply products and solutions that protect the customers' values. Examples of such values include material equipment, processes and people. In this manner, Trelleborg helps to maintain and create values in subsequent stages.

Expenses and expenditures

Sustainability-related expenses refer to costs pertaining to the environment and work environment, including measures to prevent, mitigate or repair damage to the environment, or measures to improve health and safety in workplaces. In 2006, the Trelleborg Group's expenses in these areas amounted to SEK 114 M (101). This amount includes expenses for emissions management, not previously included in this concept.

The largest proportion of sustainability-related expenses in 2006 comprised waste-management costs, 42 percent, and costs for the administration of environmental and work-environment efforts, 31 percent. The latter includes such costs as environmental managers, permit application procedures and internal training. Direct savings in connection with environmental and work-environment improvements amounted to SEK 37 M (21). Examples of savings include decreased consumption of energy and materials, as well as reduced costs for waste handling and water.



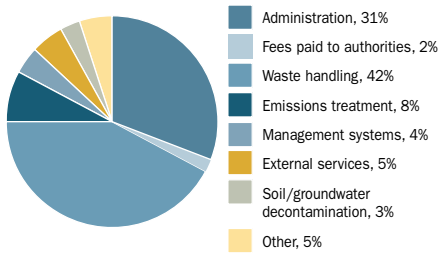
Photo: Ole Jais.

Culture and art

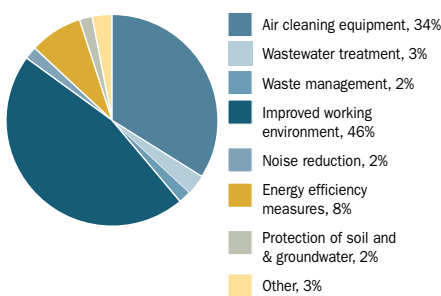
Trelleborg's principle owner, the so-called Dunker interests, comprises two foundations whose main task is to monitor and develop Trelleborg. After a portion of the direct annual return is added to the foundations' capital, the bulk of the remainder is utilized by the City of Helsingborg for purposes beneficial to the city's inhabitants. Over the years, funds have been used for Helsingborg's City Theater and the Dunkers Kulturhus arts center.

Dunkers Kulturhus, which was inaugurated in 2002, is a meeting place for culture in the Öresund region and encompasses historical city exhibitions, themed exhibitions, a concert hall and auditorium.

Sustainability-related expenses



Sustainability-related expenditures



Sustainability-related expenditures comprise operational expenditure on assets to prevent or mitigate environmental impact and to reduce the consumption of resources. This also includes expenditures that improve health and safety at workplaces. In 2006, these expenditures amounted to SEK 77 M (70). The largest proportion of the expenditures involved measures to improve the work environment.

Climate change

The Group’s climate impact is mainly related to direct emissions of carbon dioxide from the combustion of fossil fuels and indirect emissions generated by energy consumption (see also Emissions to air). Other Group activities that have an indirect impact on the environment include transports and travel.

Of the Group’s plants, only two are covered to a very limited extent by the European directive for emissions trading. The total allocation for 2006 corresponded to 15,600 tons of carbon dioxide. It will not be necessary for Trelleborg to purchase further emission rights for the current trading period.

Trelleborg’s products do not generate any emissions in connection with their use and contribute indirectly, in certain instances, to reduced energy consumption in applications and systems in which they are included.

The expectation is that stricter environmental requirements will not reduce demand for Trelleborg’s products. It is possible that climate change can contribute to increased demand within the application areas of sealing, damping and protecting. Examples of such applications are seals for wind turbines, seals for buildings and waterproof membranes.

Increasing demands placed on climate measures, particularly within the energy and transport sector, can adversely impact manufacturing and distribution costs. Exposure to property risks as a result of extreme weather conditions and the danger of natural disasters are assessed continuously in cooperation with our insurance company. Where necessary, preventive measures are taken to reduce the level of risk. In general, Trelleborg’s exposure to this type of risk is low. As regards the establishment of greenfields, the proposed locations are always assessed with regard to weather-related risks and risks for natural disasters.

Trelleborg works to reduce its exposure to increased energy and material costs through more efficient handling of resources. Practical measures comprise reduced production waste, increased recycling and obligatory energy-saving plans for production.

In 2007, in addition to direct energy-saving measures, it is Trelleborg’s goal to increase knowledge of its indirect impact on the climate in the form of transports, business travel and other activities. From 2007, Trelleborg will participate in Carbon Disclosure Project’s (CDP) annual reporting of the climate impact (www.cd-project.net).



Membrane that protects against flooding

Hamburg is protected by a 78-kilometer system of dikes that are sealed with EPDM and butyl membrane. Now the runway at the Airbus plant is also to be waterproofed.

In February 1962, Hamburg was struck by the worst disaster since the Second World War. The city’s ancient network of hand-made embankments could not withstand the water that flooded in from the North Sea. Some 315 people lost

their lives and a large part of the hanseatic city was flooded.

Today, a storm flood of the same size would not cause anywhere near the same level of destruction. Many improvements have been made to protect the city against overflowing of the river Elbe and against storm floods from the North Sea. The patchwork of dikes that was constructed by hand by various organizations has been replaced by a 25-kilometer protective wall and a 78-kilometer long system of professionally constructed dikes. The top of the dyke is now 8.5 meters above sea level, compared with the earlier 5.7 meters, and the corresponding increase was made to the width of the dikes. A modern flood-warning system provides further protection.

A system of special roads runs along the length of the dikes and this is where Trelleborg enters the frame. Since 1991, Trelleborg has delivered approximately 266,000 square meters of synthetic rubber membrane that helps protect the roads that run along the inside of sections of the dikes. Large surface areas of the dikes are covered by a thick layer of clay that prevents the erosion of the material by the flood waters. However, in areas where roads have been constructed on the inside of the dikes, about half way up, the layer of clay is particularly thin. This applies to a two-meter wide strip that runs parallel with the road. EPDM and butyl membrane is installed here to prevent water from seeping in and undermining the wall. The membrane has a long service life and an additional benefit is that it does not convey any chemicals into the ground.

Trelleborg’s next project is a runway that will be constructed at the Airbus plant in the city district of Finkenwerder in Hamburg. The company has supplied the membrane that will be laid along the length of the runway.

The majority of experts believe that global warming will result in an increase in the number of hurricanes and rising sea levels, and consequently, protective measures should be more important than ever, according to Michael Hesse.

“The risk is that people will wait too long until the damage is already done,” he says.



Trelleborg Engineered Systems*

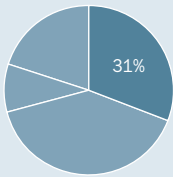
Engineered solutions for several market segments, including the process industry, infrastructure, construction and offshore/oil and gas extraction.

Organization and management systems

- Net sales in 2006: SEK 9,310 M (6,671)*.
- Average number of employees in 2006: 5,729 (3,261)*.
- 56 production plants in Europe, North America, Australia and Singapore. The largest plant is in Clermont-Ferrand (France), with about 690 employees. Most of the units are smaller, with 50-150 employees.
- The Head Office is located in Trelleborg, Sweden.
- 34 plants have ISO 14001 certification.

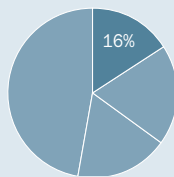
Energy consumption, share of Group total

409 GWh



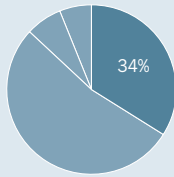
Water consumption, share of Group total

923,458 m³



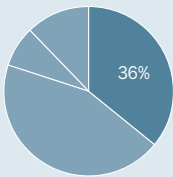
VOC emissions, share of Group total

524 tons



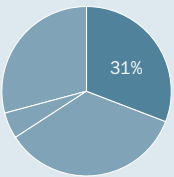
Waste, share of Group total

23,250 tons



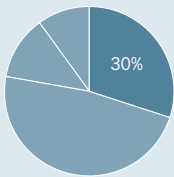
CO₂ emissions, share of Group total

41,775 tons

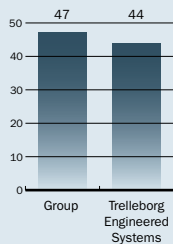


Sustainability-related investments, share of Group total

SEK 23 M



Work-related accidents >1 day absence/1,000 employees



Significant events in 2006

- ISO 14001 certification of Leicester (UK), Scunthorpe (UK) and Sanatander (Spain).
- Safety@Work Blue Grading audits conducted at 26 plants.
- Phasing-out hazardous chemicals at Ede (Netherlands), Havdhem (Sweden), Houston (US), Izarra II (Spain), Örebro (Sweden), Trelleborg I (Sweden) and Minworth (US).
- Water consumption reduced by 30 percent at Brisbane (Australia).
- Improved waste management at Kiiikka (Finland), Izarra II (Spain), Mjøndalen (Norway) and Trelleborg II (Sweden).



Trelleborg Automotive

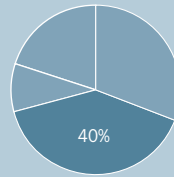
Antivibration products, primarily for the light-vehicles industry, in which Trelleborg is the world leader.

Organization and management systems

- Net sales in 2006: SEK 9,493M (8,995).
- Average number of employees in 2006: 8,423 (9,460).
- 39 (42) production plants in Europe, North and South America and Asia.
- 20 plants have more than 150 employees and 8 have more than 300 employees.
- The Head Office is located in South Haven (MI), US.
- 34 plants have ISO 14001 certification.

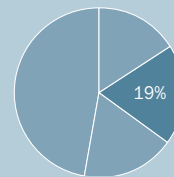
Energy consumption, share of Group total

514 GWh



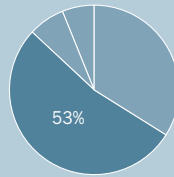
Water consumption, share of Group total

1,089,718 m³



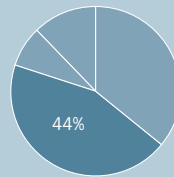
VOC emissions, share of Group total

800 tons



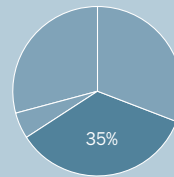
Waste, share of Group total

28,385 tons



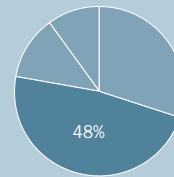
CO₂ emissions, share of Group total

46,398 tons

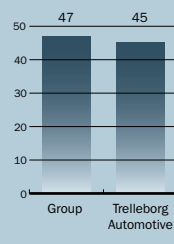


Sustainability-related investments, share of Group total

SEK 37 M



Work-related accidents >1 day absence/1,000 employees



Significant events in 2006

- ISO 14001 certification of Tarazona (Spain).
- Safety@Work Blue Grading audits conducted at 26 plants.
- It was possible to achieve a 30-percent reduction in VOC emissions, primarily due to preventive measures and use of combustion technology at Dawson, Morganfield, Martorell, Sandusky, Trowbridge and Modyn.
- Phasing-out hazardous chemicals at Martorell (Spain), Modyn, Prodyn, Rethel and Witry le Reims (France), Noida (India) and South Haven (US).

* Trelleborg Building Systems was integrated with Trelleborg Engineered Systems at year-end 2006. This merger means that the Group now comprises four business areas instead of the previous five.



Trelleborg Sealing Solutions
A leading global supplier of high-quality precision seals for customers in the industrial, automotive and aerospace sectors.



Trelleborg Wheel Systems
Solid industrial tires for forklift trucks and other materials-handling equipment, as well as tires for agricultural and forestry machines.

Organization and management systems

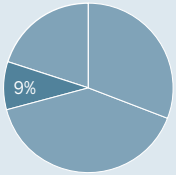
- Net sales in 2006: SEK 5,389M (5,166).
- Average number of employees in 2006: 4,339 (5,640).
- 27 production plants in Europe, North and South America and India. The majority of plants have 50-150 employees. Three units have more than 300 employees.
- The Head Office is located in Stuttgart, Germany.
- 19 units have ISO 14001 certification.

Organization and management systems

- Net sales in 2006: SEK 3,145 M (3,023).
- Average number of employees in 2006: 1,717 (1,941).
- Six production plants in Europe, the US and Sri Lanka. three of these units have more than 200 employees. The largest plant is located in Kelaniya (Sri Lanka) and has 675 employees.
- The Head Office is located in Tivoli, Italy.
- Six plants have ISO 14001 certification.

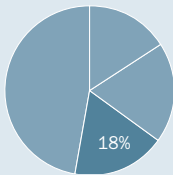
Energy consumption, share of Group total

123 GWh



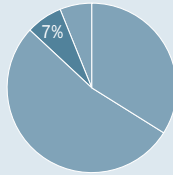
Water consumption, share of Group total

1,052,367 m³



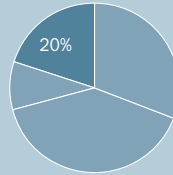
VOC emissions, share of Group total

107 tons



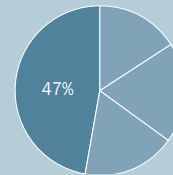
Energy consumption, share of Group total

266 GWh



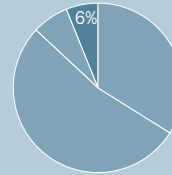
Water consumption, share of Group total

2,809,201 m³



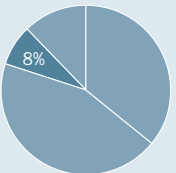
VOC emissions, share of Group total

93 tons



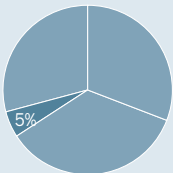
Waste, share of Group total

5,094 tons



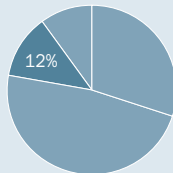
CO₂ emissions, share of Group total

7,205 tons



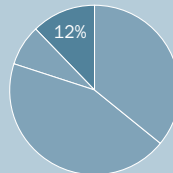
Sustainability-related investments, share of Group total

SEK 9 M



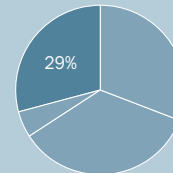
Waste, share of Group total

7,617 tons



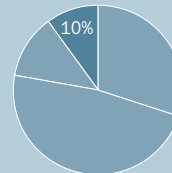
CO₂ emissions, share of Group total

39,307 tons

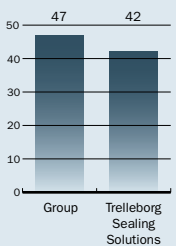


Sustainability-related investments, share of Group total

SEK 8 M



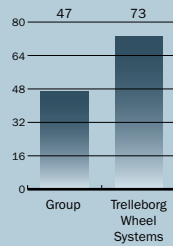
Work-related accidents >1 day absence/1,000 employees



Significant events in 2006

- OHSAS 18001 certification at Bridgewater (UK), Broomfield (UK) and Rotherham (UK).
- Water consumption reduced by 5 percent through water savings at Ashchurch (UK), Conde sur Noireau (France), Fort Wayne (US), Hal Far (Malta) and Livorno (Italy).
- Energy consumption reduced by 5 percent through energy savings at Fort Wayne (US), Guelph (Canada), Livorno (Italy) and Somersworth (US).
- Safety@Work Blue Grading audits conducted at 21 plants.
- 30-percent reduction in work-related accidents at Tijuana (Mexico) and Fort Wayne (US).
- Substitution of harmful chemicals implemented at Bridgewater (UK), São Paulo (Brazil) and Somersworth (US).

Work-related accidents >1 day absence/1,000 employees



Significant events in 2006

- ISO 14001 certification for Kelaniya, Sri Lanka.
- Safety@Work Blue Grading audits conducted at five plants.
- Water and energy consumption reduced by 7 percent due to efficiency enhancements in production.
- Work-related accidents per 1,000 employees reduced by 30 percent due to measures to improve the work environment at Tivoli (Italy).
- Substitution of harmful chemicals implemented at Hartville.

About Trelleborg's Sustainability Report

For information regarding the external verification of the sustainability report, refer to page 2.

Scope

The Trelleborg Group's sustainability report is published annually and covers aspects related to the environment, health, safety and social issues. The aim is that the report shall give an accurate overview of the Group's status and activities in the above areas, as well as their business-related consequences. The intended target groups are shareholders, employees, customer and suppliers, authorities, NGOs and local stakeholders. The report follows the GRI (Global Reporting Initiative) Guidelines for sustainability reporting, version G3.

Trelleborg's Sustainability Report is published annually in conjunction with the annual report. From 2006, the sustainability report is published only on the Internet (www.trelleborg.com/sustainability). Prior years' environmental and sustainability reports are also available from this website. The report for the preceding year was published in March 2006.

Unless stated otherwise, the data presented refer to calendar year 2006. The figures for the preceding year (2005) are shown in parentheses.

The report covers all of Trelleborg's production facilities, in total 127* (109) sites. A complete list of sites included is provided in the the attached (page 31) "Sites included." Plants that were divested or where operations ceased during 2006 are not included in the report. This applies to the plants in Collingwood (Canada) and tire production in Trelleborg (Sweden).

Definition of report content

The information and key figures included in this report have been selected based on

GRI's Core Indicators and with guidance from GRI's principles on definition of report content. The focus of the report has been directed toward the indicators that represent the significant environmental and sustainability aspects of Trelleborg's operations and that are relevant with respect to our activities and geographical presence.

The significant environmental and sustainability aspects were identified and prioritized based on the potential impact on the environment, people and society, risk and strategic importance. This work was performed under the direction of GRI's principles, ISO 14001, laws and other requirements, internal and external environmental expertise and in dialogue with the authorities and other stakeholders.

It is our aim to continue to develop the report, particularly in the area of social responsibility, in line with Global Reporting Initiative's guidelines, our extended Code of Conduct (to be implemented in 2007) and the UN Global Compact.

The design of the report has taken into consideration the opinions presented by the stakeholders who monitor the progress of Trelleborg's sustainability activities. We view these opinions as valuable contributions to the continuous development of this report.

Boundaries

The report encompasses operations within the Trelleborg Group that are significant from a sustainability perspective. This also includes joint-venture companies. Operations that are outside the control of the company, such as the suppliers of goods and services (for example, transportation and raw materials), are not included. The report does not encompass distribution facilities, warehouses, offices or other operations that have limited or no

direct impact on the environment. Our ambition is that future reports will include accounts of social performance from these units.

Method

Each plant reports information in accordance with the Group standard for sustainability reporting. The manager of each facility is responsible for the correctness and quality assurance of the data provided. In addition, further quality controls are performed by the Group's Environmental staff function before the information is finally compiled. Data is compared with figures from prior years and data from similar facilities and verified through random sampling against other available information.

A selection of key figures critical to the operations contained in the sustainability report is externally verified. No restatements of prior reporting principles or information published earlier were made in this year's report.

Key figures and calculations

Key figures in this report have been defined based on GRI's indicator protocols and are described in the Group's sustainability reporting manual, which contains the guidelines for reporting by the local units. In the case of carbon dioxide, sulfur dioxide and nitrogen oxide emissions resulting from the burning of fossil fuels, conversion factors based on the energy content and quality of the fuel used are employed. Figures for emissions of VOCs (solvents) are based on measurements at the plants where they occur, but in most cases, VOC emission data is based on mass-balance calculations. The most important key figures are reported in absolute figures and relative to sales to provide a view of trends in these key figures in relation to the expansion of the operations.

**All of the units acquired during the year are included in the report except for the four plants added in conjunction with the acquisition of Reeves Brothers Inc on October 31, 2006.*

Contact:

Viktoria Bergman, Senior Vice President, Corporate Communications.
Tel: +46 (0)410-670 00. Mail: viktoria.bergman@trelleborg.com

Victoria Hellström, Vice President, Environment.
Tel: +46 (0)410-670 00. Mail: victoria.hellstrom@trelleborg.com

To the Readers of the Trelleborg Sustainability Report 2006:

At the request of the company management of Trelleborg AB (publ), we have performed a review of the selected performance indicators in Energy Consumption (page 11), Work-related Accidents (page 15) and Training Hours per Employee (page 15) in the Trelleborg Sustainability Report 2006. The purpose of our review is to express whether we have found any indications that the sustainability report is not, in all material aspects, prepared in accordance with the criteria stipulated by Trelleborg. The review has been performed in accordance with FAR SRS's (the institute for the accountancy profession in Sweden) draft standard on independent reviews of voluntary separate sustainability reports, which has been updated in accordance with ISAE (International Standard on Assurance Engagements) 3000 Assurance Engagements other than Audits or Reviews of Historical Information.

Trelleborg Group management is responsible for sustainability activities and the accounting of such work. Trelleborg's Corporate Communications assumes the overall responsibility for the external reporting of sustainability information, while Group Legal, Corporate Communications and Human Resources functions are responsible for gathering the information. Our task is to express an opinion on the performance presentations of Energy

Consumption, Work-related Accidents and Training Hours per Employee described in the aforementioned pages in Trelleborg's Sustainability Report 2006 based on the review we conducted.

The performance presentations have been prepared based on the applicable reporting and calculation principles specifically produced and stipulated by Trelleborg, which combined are the criteria according to which our review has been performed.

The scope of our review procedures included the following activities:

- Discussions with managers to obtain information on significant events and activities during the time period that the report covers.
- Review of the calculation and reporting principles for reporting the results of the performance indicators.
- Overall review of the Group's systems and routines of data registration, accounting, and reporting of performance indicators.
- Interviews with selected employees at plants and visits at Group level to ensure that data and information has been reported and aggregated, in all material aspects, in a standardized format and in accordance with the principles established by the Group.

- Review, on a test basis, of underlying documentation to ensure the quality assurance of the reporting of results of selected performance presentations in Trelleborg's Sustainability Report 2006.

We reported the ongoing results of our review to Corporate Communications and to the Environment department within Group Legal.

Based on our review procedures, nothing has come to our attention that causes us to believe that the reporting of the performance presentations of Energy Consumption, Work-related Accidents and Training Hours per Employee described in the aforementioned pages in Trelleborg's Sustainability Report 2006 have not, in all material aspects, been prepared in accordance with the stated criteria.

Stockholm, April 10, 2007

PricewaterhouseCoopers AB



Olov Karlsson
Authorized
Public Accountant



Lars-Olle Larsson
Expert Member,
FAR SRS

Definitions and terms

Carbon dioxide (CO₂)

CO₂ is formed in all carbon combustion processes. The gas is released in substantial amounts when petroleum products are used. It is likely that atmospheric emissions of carbon dioxide increase global warming.

Code of Conduct

Behavior code for Trelleborg's employees. Supplemented by policies relating to the environment, workplaces and relations with suppliers.

Environmental aspects

The parts of an organization's activities, products or services that interact with the environment. An overview of the Trelleborg Group's significant environmental aspects is included in the "Environment" section.

Environmental management system

The part of the overall management system that includes the organizational structure, planning, activities, division of responsibility, practices, procedures and resources for developing, implementing, performing, reviewing and maintaining the organization's environmental policy. ISO 14001 is used as the environmental management standard within the Trelleborg Group.

Environment-related reserves

Reserves for liabilities and provisions for known assumptions and necessary measures for preventing, reducing and repairing damage to the environment associated with the normal operations.

ETRMA

European Tyre and Rubber Manufacturers' Association. Trelleborg participates, among other areas, in environment work and the activities of the Work Environment Committee. The Association's website is www.etrma.org.

Global Reporting Initiative (GRI)

GRI is an independent international organization working to develop guidelines for sustainability reporting. Read more at www.globalreporting.org.

GWh

Gigawatt-hour, 1 billion watt-hours. Unit for measuring energy consumption.

HA oils

Softeners containing a high concentration (>3%) of carcinogenic polycyclic aromatic hydrocarbons (PAHs). Also known as high-aromatic oils.

Hazardous waste

Waste requiring special handling. Different countries have different definitions and regulations, and national standards are frequently changed, making it more difficult to report on hazardous waste. Within the EU, hazardous waste is classified in accordance with the European Waste Code (EWC).

ISO 14000

A series of international standards for environmental management systems (ISO 14001), life-cycle assessments, environmental audits, environmental labeling, environmental-performance evaluation and environment-related terms and definitions. Many plants within the Trelleborg Group are certified in accordance with ISO 14001. Read more about ISO 14001 at www.iso.org.

LCA (Life-Cycle Assessment)

A management tool for assessing and quantifying the total environmental impact of products and activities over their entire lifetime, based on an analysis of the entire life cycle of a particular material, process, product, technology, service or activity. LCA methodology is described in the ISO 14040 standard.

NO_x (nitrogen oxides)

Gaseous oxides formed during combustion processes through the oxidation of nitrogen. Harmful to human health and the environment. Causes acid rain and eutrophication.

PAHs

Polycyclic aromatic hydrocarbons. Some are carcinogenic. PAHs are released to the atmosphere from vehicle exhaust fumes and small-scale wood-fueled heating, and in conjunction with vulcanization processes in the rubber industry. PAHs also occur in extremely low concentrations as a result of bitumen use within Trelleborg Engineered Systems.

Polyurethane

Group of polymers with structures linked by urethane bridges. At Trelleborg, polyurethane is used for O-Rings and solid tires. Various diisocyanates, such as TDI and MDI, are used in the production of polyurethane.

PTFE

Polytetrafluoroethylene is a heat-tolerant polymer used in the production of O-Rings at Trelleborg Sealing Solutions. The polymer is best-known in everyday life as Teflon, used for example as a surface coating for irons.

SO₂ (sulfur dioxide)

Sulfur dioxide is formed when petroleum products are burned. SO₂ contributes to the acidification of lakes, watercourses and soils, and causes coniferous trees to lose their needles. Large concentrations in the environment are harmful to human health.

Sustainability-related expenses

These are costs related to measures for preventing, reducing or repairing environmental damage directly associated with operations. The corresponding measures taken with regard to health and safety in the workplace are also included. The costs reported include, among other items, administration and consulting expenses, fees to authorities, costs for introducing and maintaining environmental management systems, and charges for external inspections and audits. Beginning with the report for 2005, activities relating to cleanup of contaminated soil are also included in this concept.

Sustainability-related expenditures

These are investments in assets designed to prevent or mitigate environmental impact and reduce resource consumption associated with normal operations. The corresponding investments made with regard to health and safety in the workplace are also included in this category. Beginning with the report for 2005, activities relating to cleanup of contaminated soil are reported not as investments but under sustainability-related costs.

VOCs (Volatile Organic Compounds)

The VOCs referred to in this report comprise non-chlorinated and chlorinated solvents. VOC emissions contribute to local atmospheric environmental effects, including the formation of ground-level ozone. Certain VOCs constitute a direct health risk.

Work-related accident

A work-related accident is a sudden event related to work that gives rise to a physical injury. A typical injury in the rubber industry is a minor cut or crushing injury. Trelleborg reports the number of work-related injuries that give rise to at least one or more days of absence (Lost Work Cases; LWC). The injury rate is then standardized by stating the number of such injuries per 1,000 employees (LWC/1,000).

Work-related illness

A work-related illness is an illness caused by long-term exposure to a particular factor in the work environment. Such factors can include repetitive lifting or being exposed every day to solvent fumes.

Trelleborg's Sustainability Report for 2006 follows the guidelines of the Global Reporting Initiatives (version G3). The following index shows where information can be found: AR (Annual Report), Web (Trelleborg's sustainability web site contains the corresponding GRI index with direct links) and this report (PDF version). Additional indicators are only included in the GRI index where Trelleborg has chosen to report them.

GRI reference		AR	Web	PDF	Report level
1. STRATEGY AND ANALYSIS					
1.1	Foreword: President and CEO Peter Nilsson on sustainability		●	3	Reported
1.2	Sustainability-related impacts, risks and opportunities		●	8	Reported
2. ORGANIZATIONAL PROFILE					
2.1	Name of the organization	1	●	2	Reported
2.2	Primary brands, products and/or services	1	●		Reported
2.3	Operational structure	1, 66	●		Reported
2.4	Location of headquarters	1	●	2	Reported
2.5	Countries where the Group operates	92	●		Reported
2.6	Nature of ownership, legal form	1, 54	●		Reported
2.7	Markets served	1	●		Reported
2.8	Scale of the reporting organization	1, 48	●		Reported
2.9	Significant changes during the reporting period	21-24			Reported
2.10	Awards received during the reporting period	42		7	Reported
3. REPORT PARAMETERS					
<i>Reporting profile</i>					
3.1	Reporting period		●	24	Reported
3.2	Date of most recent report		●	24	Reported
3.3	Reporting cycle		●	24	Reported
3.4	Contact persons		●	24	Reported
<i>Scope and boundary</i>					
3.5	Process for defining report content		●	24	Reported
3.6	Boundary of the report		●	24, 31	Reported
3.7	Specific limitations on the scope or boundary of the report		●	24	Reported
3.8	Reporting of entities that can affect comparability from period to period and/or between organizations		●	24	Reported
3.9	Data-measurement techniques and the bases of calculation		●	24	Reported
3.10	Explanation of the reasons for and effect of any restatements of information		●	24	Reported
3.11	Significant changes in the scope, boundary or measurement methods		●	24	Reported
3.12	GRI index		●	27	Reported
<i>Assurance</i>					
3.13	Policy and current practice with regard to seeking external assurance for the report.		●	2, 25	Reported
4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT					
<i>Governance</i>					
4.1	Governance structure of the organization	77-81	●	6	Reported
4.2	Chairman's position	80-81	●		Reported
4.3	Number of independent, non-executive Board members	81			Reported
4.4	Mechanisms for shareholders and employees to provide recommendations or directions to the Board	79, 81	●	15	Reported
4.5	Linkage between compensation to management and the organization's performance in terms of financial and non-financial targets	83	●		Reported
4.6	Processes in place for the Board to ensure that conflicts of interest are avoided	79	●		Reported
4.7	Processes for determining the qualifications and expertise of Board members	79	●		Partially reported

GRI reference		AR	Web	PDF	Report level
4.8	Statement of mission, values, code of conduct and principles relevant to sustainability performance, and their status	8, 40	●	4, 6, 7	Reported
4.9	The Board's procedures for overseeing sustainability performance	79-80	●	6	Reported
4.10	Processes for evaluating the Board's performance, particularly with regard to sustainability performance	82	●		Partially reported
<i>Commitment to external initiatives</i>					
4.11	The Group's handling of the precautionary approach		●	9, 18	Partially reported
4.12	Externally developed codes, principles or other initiatives to which the Group subscribes or endorses voluntarily		●	7	Reported
4.13	Membership in trade and industry organizations		●	16	Reported
<i>Stakeholder engagement</i>					
4.14	List of stakeholder groups engaged by the Group		●	7	
4.15	Basis for the identification and selection of stakeholders		●	7	Reported
4.16	Approaches to stakeholder engagement and frequency of engagement		●	7	Partially reported
4.17	Key topics and concerns raised through stakeholder engagement		●	7	Partially reported
5. MANAGEMENT APPROACH AND PERFORMANCE					
ECONOMIC					
Disclosure on Management Approach			●	20	Reported
<i>Economic performance</i>					
EC1	Economic value generated and distributed		●	20	Reported
EC2	Financial implications and other risks and opportunities due to climate change		●	21	Reported
EC3	Coverage of the organization's defined-benefit plan obligations	58			Reported
EC4	Significant financial assistance received from government	63			Reported
<i>Market presence</i>					
EC6	Policy and practice regarding locally based suppliers		●		Not reported
EC7	Procedures for local hiring and proportion of senior management hired from the local community		●	20	Partially reported
<i>Indirect economic impacts</i>					
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit				Not reported
ENVIRONMENTAL					
Disclosure on Management Approach			●	10	Reported
<i>Materials</i>					
EN1	Materials used	41	●	10	Reported
EN2	Percentage of materials used that are recycled input materials		●	10	Reported
<i>Energy</i>					
EN3	Direct energy consumption		●	11	Reported
EN4	Indirect energy consumption		●	11	Reported
<i>Water</i>					
EN8	Total water withdrawal by source			11	Reported
EN10	Water recycled and reused		●	11	Reported
<i>Biodiversity</i>					
EN11	Land at organization's disposal in areas of rich biodiversity		●	11	Reported
EN12	Impact on biodiversity		●	11-12	Partially reported
<i>Emissions, effluents and waste</i>					
EN16	Direct and indirect greenhouse-gas emissions	41	●	12	Reported

GRI reference		AR	Web	PDF	Report level
EN17	Other relevant indirect greenhouse-gas emissions		●	12	Reported
EN18	Initiatives to reduce greenhouse-gas emissions and reductions achieved		●	21	Partially reported
EN19	Emissions of ozone-depleting substances		●	12	Reported
EN20	NO _x , SO _x and other significant air emissions	41	●	12	Reported
EN21	Total water discharge		●	11	Reported
EN22	Total weight of waste by type and disposal method	42	●	12	Reported
EN23	Unforeseen spills	42	●	13	Reported
<i>Products and services</i>					
EN26	Initiatives to mitigate environmental impacts of products and results of these	44	●	18	Partially reported
EN27	Percentage of products and their packaging materials that are reclaimed				Not reported
<i>Compliance</i>					
EN28	Fines and sanctions for noncompliance with environmental laws and legislation	42	●	13	Reported
<i>Transports</i>					
EN29	Environmental impact of transports		●	13	Partially reported
<i>Overall</i>					
EN30	Total environmental expenditures and investments	44	●	20	Reported
LABOR PRACTICES AND DECENT WORK					
Disclosure on Management Approach			●	14	Reported
<i>Employees</i>					
LA1	Workforce	43	●	14	Reported
LA2	Employee turnover	43	●	14	Partially reported
<i>Labor/management relations</i>					
LA4	Percentage of employees covered by collective bargaining agreements	43	●	14	Reported
LA5	Minimum notice period(s) regarding significant operational changes		●	15	Partially reported
<i>Occupational health and safety</i>					
LA6	Percentage of workforce represented in formal work-environment committees		●	15	Reported
LA7	Work-related accidents and diseases	42	●	15	Reported
LA8	Action program relating to serious diseases				Not reported
<i>Training and education</i>					
LA10	Number of hours of training per employee	43	●	15	Reported
LA11	Programs for skills management and lifelong learning	42	●	15	Partially reported
LA12	Percentage of employees receiving regular career development reviews	43	●	15	Partially reported
<i>Diversity and equal opportunity</i>					
LA13	Composition of the Board, management and employees by category (gender, age, minority group)		●	14, 16	Reported
LA14	Ratio of basic salary of men to women by category				Not reported
HUMAN RIGHTS					
Disclosure on Management Approach			●	16	Reported
<i>Investment and procurement practices</i>					
HR1	Percentage and total number of significant investment agreements that have undergone human-rights screening				Not reported
HR2	Percentage of significant suppliers that have undergone screening on human rights and actions taken				Not reported

GRI reference		AR	Web	PDF	Report level
<i>Non-discrimination</i>					
HR4	Total number of incidents of discrimination and actions taken	44	●	16	Reported
<i>Freedom of association and collective bargaining</i>					
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk and actions taken				Not reported
<i>Child labor</i>					
HR6	Operations identified as having significant risk for incidents of child labor and actions taken				Not reported
<i>Forced and compulsory labor</i>					
HR7	Operations identified as having significant risk for incidents of forced labor and actions taken				Not reported
SOCIETY					
Disclosure on Management Approach					
<i>Community</i>					
S01	Programs and practices that assess and manage the impacts of operations on society/communities				Not reported
<i>Corruption</i>					
S02	Percentage and total number of business units analyzed for risks related to corruption				Not reported
S03	Percentage of employees trained in anti-corruption policies and procedures		●	17	Partially reported
S04	Actions taken in response to incidents of corruption				Not reported
<i>Public policy</i>					
S05	Public policy positions and participation in lobbying		●	16	Reported
<i>Anti-competitive behavior</i>					
S07	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcome	44	●	17	Reported
<i>Compliance</i>					
S08	Monetary value of fines and number of sanctions for noncompliance with laws and regulations	42	●	13	Partially reported
PRODUCTS					
Disclosure on Management Approach					
<i>Customer health and safety</i>					
PR1	Life-cycle stages in which health and safety impacts of products and services are assessed and the percentage of products and services subject to such procedures		●	18	Reported
<i>Product and service labeling</i>					
PR3	Type of product and service information required by procedures, and percentage of products and services subject to such information requirements		●	19	Partially reported
PR4	Number of incidents of noncompliance with regulations concerning product information and labeling				Not reported
<i>Marketing communications</i>					
PR6	Programs for adherence to standards and voluntary codes concerning market communications		●	19	Reported
PR7	Incidents of noncompliance with regulations concerning market communications				Not reported
<i>Compliance</i>					
PR9	Monetary value of fines for noncompliance with laws and regulations concerning products and services				Not reported

The following production plants are included in Trelleborg's sustainability reporting for 2006 (number of employees in parentheses).

Trelleborg Engineered Systems		Trelleborg Sealing Solutions	
Australia	Brisbane (57), East Bentleigh (44)	Brazil	São Paulo (52)
Denmark	Vejen (69)	Denmark	Helsingør (340)
Finland	Vihti (17)	France	Condé sur Noireau (139)
France	Clermont-Ferrand (688), Sancheville (19)	India	Bangalore (43)
Netherlands	Ede (61), Hoogezand (39), Ridderkerk (135),	Italy	Livorno (217), Rio Saliceto (82), Spilamberto (15), Torino (152)
Norway	Mjøndalen (240)	Canada	Guelph (128)
Poland	Bielsko-Biala (160)	Malta	Hal-Far (664)
Singapore	Singapore (201)	Mexico	Tijuana (383)
Spain	Izarra I (69), Izarra II (178), Santander (60)	Poland	Czechowice-Dziedzice (298)
UK	Hull (59), Runcorn (10), Scunthorpe (14), Knaresborough (52), Barrow in Furness (36), Leicester (215), Manchester (29), Skelmersdale (371), Minworth (96)	UK	Ashchurch (200), Bridgewater (144), Newtown (59), Rotherham (109), Swadlincote (74), Cadley Hill (155)
Sweden	Forsheda (236), Hemse (60), Mörbylånga (97), Trelleborg I ⁶⁾ (244), Trelleborg II ⁷⁾ (72), Ystad (88), Örebro (103), Sjöbo (106), Havdhem (21), Bor (70), Höganäs (70), Forsheda ⁸⁾ (111), Rydaholm (36), Värnamo I ⁹⁾ (46), Värnamo II ¹⁰⁾ (258)	Sweden	Ersmark/Skellefteå (273)
Czech Republic	Skalna (55)	US	Broomfield (154), Fort Wayne (252), Somersworth (153), Eugene (26)
Germany	Rechlin (16), Mosbach (115), Lathen (74)	Trelleborg Wheel Systems	
US	Clearbrook (94), Randolph (38), Houston I (228), Houston II (64), Aurora (69), Bristol (42), Streetsboro (70)	Denmark	Hadsten (79)
		Italy	Tivoli (524)
		Sri Lanka	Kelaniya (675), Malwana (218)
		Sweden	Sävsjö (37)
		US	Hartville (184)
Trelleborg Automotive			
Brazil	Guarulhos (806)		
France	Carquefou-Modyn (399), Carquefou-Prodyn (75), Nantes ¹⁾ (454), Chemaudin (135), Poix Terron (102), Witry lès Reims (211), Rethel (181)		
India	Noida ²⁾ (261)		
Italy	Asti (66), Cirie (223)		
China	Wuxi (412)		
Mexico	Toluca (233)		
Poland	Walbrzych (590)		
Slovakia	Nova Bana (54)		
Spain	Burgos (140), Cascante (138), Martorell (250), Pamplona (346), Tarazona (148)		
UK	Coventry (116), West Thurrock (135), Trowbridge (135)		
Sweden	Kalmar (126)		
South Korea	GyungBuk (230)		
Czech Republic	Dobruvce (73), Hradek (440)		
Turkey	Çerkesköy (244)		
Germany	Breuberg (253)		
US	Benton Harbor (71), Carmi I ³⁾ (101), Carmi II ⁴⁾ (57), Dawson (99), Morganfield I (290), Morganfield II ⁵⁾ (77), Peru (228), Salisbury (44), Sandusky (305), South Haven (120)		

1) Nantes, formerly Carquefou Soratech and Carquefou Polyspace.

2) Noida, formerly Sahibabad.

3) Carmis mixing plant.

4) Carmis compression-molding plant.

5) Dawson plant.

6) Main plant, Trelleborg.

7) Trelleborg Industrial Hose, Trelleborg.

8) Trelleborg Forsheda Pipe Seals.

9) Trelleborg Rubber Membranes, Värnamo.

10) Trelleborg Industrial Profile, Värnamo.

This list includes Trelleborg's units in January 2006. The number of employees in each country pertains to the end of 2006.

Australia

Production: East Bentleigh, Surry Hills, Zillmere
Development unit: Zillmere
Market Offices: Bibra Lake, Zillmere, East Bentleigh
Number of employees: 101

Austria

Market Office: Vienna
Number of employees: 18

Belgium

Market Offices: Brussels, Dion-Valmont, Evergem, Zaventem
Number of employees: 65

Brazil

Production: São Paulo
Development unit: São Paulo
Market Offices: Lencois Paulista, São Paulo
Number of employees: 947

Bulgaria

Market Office: Sofia
Number of employees: 19

Canada

Production: Guelph
Market Office: Etobicoke
Number of employees: 143

China

Production: Shanghai, Shangyu City, Wuxi
Development unit: Shanghai
Market Offices: Chengdu, Dalian, Guangzhou, Hongkong, Shanghai, Wuhan
Number of employees: 837

Czech Republic

Production: Dobruška, Hrádek nad Nisou, Lesina
Market Offices: Rakovník, Prag
Number of employees: 635

Denmark

Production: Hadsten, Helsingør, Vejen
Development units: Hadsten, Helsingør
Market Offices: Hadsten, Hedensted, Hillerød
Number of employees: 547

Finland

Production: Keikyä, Kiikka, Vihti
Market Offices: Nokia, Vantaa
Number of employees: 131

France

Production: Carquefou, Chemaudin, Clermont-Ferrand, Condé-sur-Noireau, Poix-Terron, Rethel, Sancheville, Witry lès Reims
Development units: Carquefou-FAS, Carquefou-Modyn, Carquefou-Prodyn, Clermont-Ferrand, Witry lès Reims
Market Offices: Clermont-Ferrand, Compiègne, Maisons-Laffitte, Paris, Rochefort
Number of employees: 2,832

Germany

Production: Breuberg, Duisburg, Grossheubach, Lathen, Mosbach, Mutzschen, Rechlin
Development unit: Höhr-Grenzhausen, Mannheim, Mosbach, Stuttgart
Market Offices: Erbach/Odenwald, Hamburg, Stuttgart, Mettmann, Lathen
Number of employees: 1,301

Hungary

Market Office: Budapest
Number of employees: 10

India

Production: Bangalore, Noida
Market Offices: Jayanagar
Number of employees: 499

Indonesia

Market Office: Jakarta
Number of employees: 13

Italy

Production: Asti, Cirié, Livorno, Lodi Vecchio, Rio Saliceto, Spilamberto, Tivoli, Torino
Development units: Livorno, Tivoli, Torino
Market Offices: Cuneo, Cinisello Balsamo, Livorno, Rome, Sesto San Giovanni, Tivoli
Number of employees: 1,562

Japan

Development unit: Tokyo
Market Offices: Tokyo Koto-ku, Tokyo
Number of employees: 100

Korea

Production: KyungBuk
Market Office: Seoul
Number of employees: 349



Lithuania

Production: Tauragė
Number of employees: 85

Malaysia

Market Office: Kuala Lumpur
Number of employees: 3

Malta

Production: Hal Far
Development unit: Hal Far
Number of employees: 648

Mexico

Production: Toluca, Tijuana
Market Offices: Col. Trabajadores de Hierro
Number of employees: 624

Netherlands

Production: Ede, Hoogezaand, Ridderkerk
Development units: Ede, Ridderkerk
Market Offices: Barendrecht, Ede, Ridderkerk, Lelystad
Number of employees: 266



Sweden

Production: Bor, Ersmark, Forsheda, Havdhem, Hemse, Höganäs, Kalmar, Mörbylånga, Rydaholm, Sjöbo, Sävsjö, Trelleborg, Värnamo, Ystad, Örebro

Development units: Ersmark, Forsheda, Höganäs, Kalmar, Sävsjö, Trelleborg, Ystad, Örebro

Market Offices: Bromma, Gothenburg, Höganäs, Jönköping, Kalmar, Värnamo

Number of employees: 2,273

Switzerland

Market Office: Crissier

Number of employees: 25

South Africa

Market Office: Johannesburg

Number of employees: 34

Thailand

Market Office: Bangkok

Number of employees: 4

Taiwan

Market Office: Taichung

Number of employees: 17

Turkey

Production: Çerkesköy

Number of employees: 229

UK

Production: Barrow-in-Furness, Bridgewater, Cadley Hill, Coventry, Hull, Knaresborough, Leicester, Manchester, Minworth, Newtown, Rotherham, Runcorn, Scunthorpe, Skelmersdale, Swadlincote, Trowbridge, Tewkesbury, West Thurrock,

Development units: Ashchurch, Bridgewater, Coventry, Leicester, Malmesbury, Rotherham, Swadlincote, West Thurrock

Market Offices: Ashby de la Zouch, Bakewell, Bellshill, Cheshire, Edinburgh, Knaresborough, Leicester, Malmesbury, Skelmersdale, Solihull, St Alban, Wiltshire

Number of employees: 2,324

The United Arab Emirates

Market Office: Dubai

Number of employees: 7

US

Production: Aurora, Benton Harbor, Bristol, Broomfield, Canton, Carmi, Clearbrook, Eugene, Fort Wayne, Hartville, Hudson, Houston, Morganfield, Norcross, Peru, Randolph, Rutherfordton, Salisbury, Sandusky, Somersworth, Spartanburg, South Haven

Development units: Broomfield, Detroit, Fort Wayne, Hartville, Winchester/Clearbrook, Somersworth, South Haven

Market Offices: Bloomfield Hills, Broomfield, Castro Valley, Conshohocken, Fort Wayne, Houston, Lombard, North Charleston, Portland, Portsmouth, Torrance

Number of employees: 3,454

Norway

Production: Mjøndalen

Development unit: Mjøndalen

Market Offices: Leirdal, Mjøndalen, Oslo, Siggerud, Spydeberg, Stavanger

Number of employees: 311

Poland

Production: Bielsko-Biala, Czechowice-Dziedzice, Walbrzych

Market Offices: Łódź, Warszawa

Number of employees: 1,164

Romania

Production: Dej

Number of employees: 33

Russia

Market Office: Moskow

Number of employees: 16

Singapore

Production: Singapore

Development unit: Singapore

Market Office: Singapore

Number of employees: 231

Slovakia

Production: Nova Bana

Number of employees: 58

Spain

Production: Burgos, Cascante, Izarra, Martorell, Pamplona, Tarazona, Santander

Development unit: Izarra

Market Offices: Barcelona, Madrid

Number of employees: 1,362

Sri Lanka

Production: Kelaniya, Malwana

Development units: Sapugaskanda, Walgama

Number of employees: 672

Trelleborg **seals, dampers** and **protects** in demanding industrial environments worldwide. We offer our customers high-performance solutions based on advanced polymer technology and in-depth applications know-how.

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TRELLEBORG

Trelleborg AB (publ), Box 153, SE-231 22 Trelleborg
Tel: +46 (0) 410 670 00 • Fax: +46 (0) 410 427 63
E-mail: info@trelleborg.com • Internet: www.trelleborg.com