



# Protecting the Essential



# Protecting the Essential

Trelleborg protects the essential in society – people, the environment, infrastructure and industrial equipment. The business is built to deliver robust growth and high profitability, based on market-leading positions.

The Group's in-depth materials and applications expertise, combined with early market insights, makes Trelleborg a world leader in engineered polymer solutions. We offer a unique portfolio covering a broad range of applications – even the most complex ones.

Trelleborg aspires to be a sustainability leader in its industry. This means that we are increasing the use of recycled and bio-based materials, thereby enabling our customers to innovate more sustainable products and solutions.

**OPERATIONS 2024,  
THE YEAR IN BRIEF,  
TARGETS AND STRATEGY**

Trelleborg in brief	4
● The year in brief	5
President and CEO	6
Trelleborg as an investment	9
● The year in summary	10
● The Trelleborg share	14
Global drivers	16
Strategy	17
● Sustainability	21
● Climate	22
● Circularity	23
● People	24
● Trelleborg's business areas	26

**CORPORATE GOVERNANCE  
AND RISK MANAGEMENT**

Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
● Principles for remuneration	48
● Risks and risk management	50

**FINANCIAL  
INFORMATION**

● Consolidated income statements	56
● Consolidated balance sheets	60
● Consolidated cash flow statements	64
● Notes – Group	66
● Parent Company	105
● Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166

**SUSTAINABILITY  
REPORT**

● General disclosures	117
● Environmental disclosures	128
● Social disclosures	143
● Governance disclosures	155
● EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165

**SUSTAINABILITY REPORT  
ACCORDING TO GRI STANDARDS**

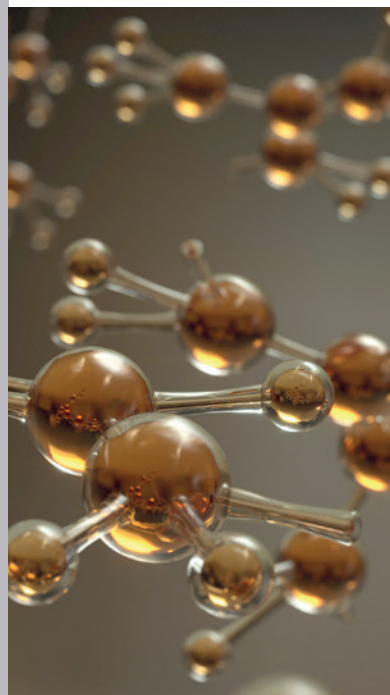
Trelleborg reports on sustainability for 2024 in accordance with the Global Reporting Initiative (GRI) standards for sustainability reporting. The sustainability report includes the statutory sustainability report, which is prepared as a separate report from the annual report in accordance with Chapter 6, Section 11 of the Swedish Annual Accounts Act, in accordance with the older version that applied before 1 July 2024. The scope of the sustainability report and the statutory sustainability report is shown in the table of contents on page 116 and the GRI Standards overview index at [www.trelleborg.com](http://www.trelleborg.com). The auditor has audited the Sustainability Report in accordance with ISAE 3000 (Revised) Assurance Engagements other than Audits and Reviews of Historical Financial Information.

**OTHER  
INFORMATION**

Financial calendar	168
Group contact details	168
Business area addresses	168

**EXTERNAL ASSURANCE.**

This is a translation of Trelleborg's definitive Annual Report for 2024 in Swedish. The Swedish-language version is the original. The audited annual accounts and consolidated accounts for the 2024 fiscal year and the auditor's limited assurance of the sustainability report are indicated as below. The Board of Directors' Report comprises pages 5, 10–11, 13–15, 21–31, 48–54, 56, 59–60, 62–64 and the proposed treatment of unappropriated earnings can be found on page 112. The auditor has also examined the corporate governance statement, on pages 36–45, in accordance with FAR's auditing standard RevR 16. The auditor's recommendation of the corporate governance statement, which is included as a separate report. The auditor has audited the Sustainability Report in accordance with FAR statement RevR 12. Auditor's report on the statutory sustainability report.



● = The audited annual accounts and consolidated accounts for the 2024 fiscal year.  
 ● = Board of Directors' Report.  
 ○ = Auditor's limited assurance of the sustainability report.



# Welcome to the world of Trelleborg

Trelleborg is a global group and leader in engineered polymer solutions. The business is divided into three business areas: Trelleborg Industrial Solutions, Trelleborg Medical Solutions and Trelleborg Sealing Solutions. The Group holds leading positions in selected segments, which are maintained and developed using a strategy built around four cornerstones, see pages 17–20.

### BUSINESS CONCEPT

Trelleborg develops and offers a unique portfolio of solutions covering a broad range of applications – even the most complex ones.

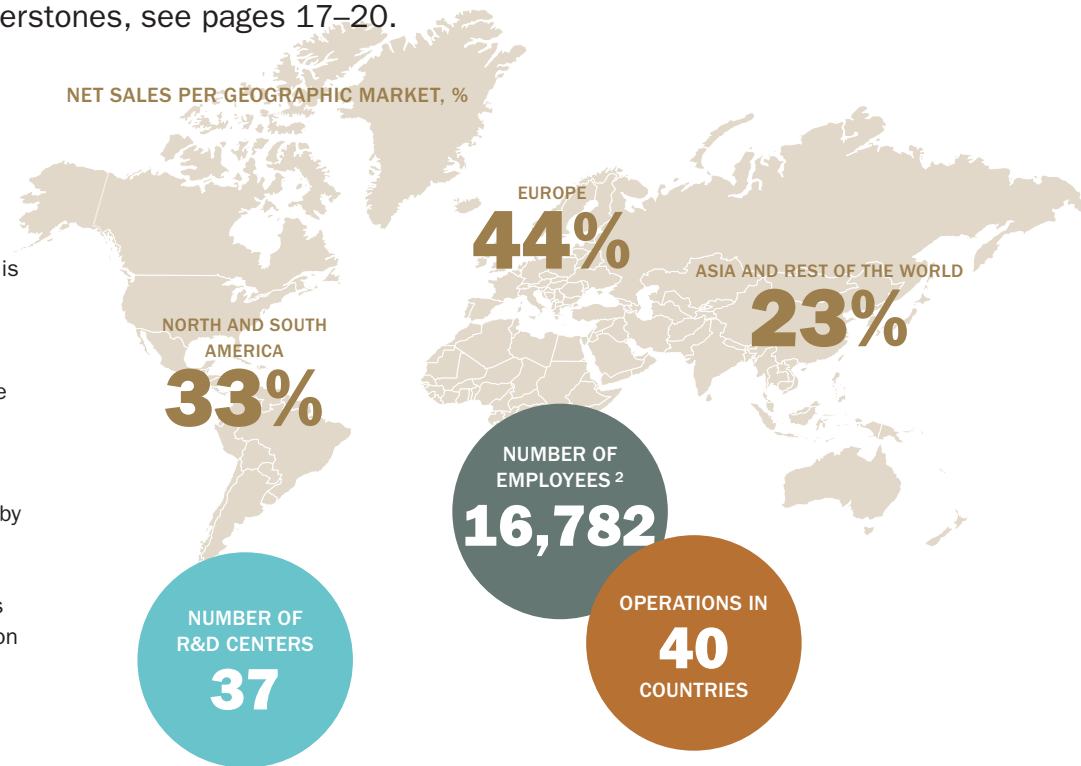
### OUR OFFERING

The core of Trelleborg’s product development is engineered polymer solutions that meet customer-specific requirements for critical applications. The Group’s solutions save energy and reduce emissions, eliminate noise and vibrations and extend the service life of end products. This improves the overall sustainability profile of its customers.

Trelleborg also offers services supported by digital tools to make life easier and increase value for its customers.

The combination of products and services offered to customers ensures a strong position for the Group across the value chain.

NET SALES PER GEOGRAPHIC MARKET, %



NET SALES PER INDUSTRY, %



**1964** The Trelleborg share has been listed on the Stock Exchange since 1964 and is listed on Nasdaq Stockholm, Large Cap.

**↓55%**

Trelleborg achieved a 55-percent reduction of CO<sub>2</sub> emissions in Scope 1 and 2 compared with the base year 2021. The reduction is mainly due to the increased share of purchased renewable/fossil-free electricity



<sup>1</sup> As of the fourth quarter of 2024, General industry will be referred to as Diversified industrials.

<sup>2</sup> Number of employees including insourced staff.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
» Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# The year in brief

Trelleborg's performance was strong in 2024. During the year, the pace of capital expenditure was high to expand and develop existing facilities and to build new ones from the ground up. The Group completed five acquisitions and signed an agreement for one more during the year.

## SIGNIFICANT EVENTS DURING THE YEAR

### Innovations that advance Trelleborg's positions

Innovations from Trelleborg build customer value. Examples include new rotary seals that reduce energy use and extend service life, recyclable materials that prevent patients from developing pressure ulcers, and highly efficient biopharmaceutical solutions.



Jürgen Bosch appointed Business Area President of Trelleborg Sealing Solutions, since April 1, 2024

### Trelleborg acquires Finnish pipe repair specialist

Finnish BP-Tech Group, including Boldan and Spraypoxy, specializing in pipe repair, were acquired during the year and became part of the Trelleborg Industrial Solutions business area.

FINANCIAL PERFORMANCE MEASURES SEK M	2024	2023	change, %
Net sales	34,170	34,286	0
Organic sales, %	0	2	
Structural changes, %	1	7	
Exchange rate effects, %	-1	5	
EBITA, excluding items affecting comparability	6,140	6,002	2
EBITA margin, %	18.0	17.5	
Items affecting comparability	-315	-614	
EBITA	5,825	5,388	8
Profit before tax	4,990	4,797	4
Net profit, discontinuing operations	-	6,593	
Net profit, Group	3,736	10,074	
Earnings per share for continuing operations, SEK <sup>1</sup>	15.73	14.31	10
Earnings per share for continuing operations, SEK <sup>2</sup>	16.74	16.64	1
Earnings per share, Group, SEK <sup>1</sup>	15.73	40.24	-61
Operating cash flow	5,011	5,063	-1
Cash conversion ratio, %	89	92	
Return on capital employed, %	12.0	12.9	

<sup>1</sup> Including items affecting comparability.

<sup>2</sup> Excluding items affecting comparability.

SUSTAINABILITY PERFORMANCE MEASURES	2024	2023	change, %
Climate, Scope 1 and 2, tCO <sub>2</sub> e	63,991	102,836	-38
Circularity, biobased and recycled materials, %	14	-	
LWC rate per 100 employees	0.73	0.78	-5%
Female managers, management levels 1-5, %	23	21	
Code of Conduct training coverage, %	93	92	

### Baron Group largest medical technology acquisition to date

The Trelleborg Group, through its Trelleborg Medical Solutions business area, acquired Baron Group, a prominent Australian-Chinese company in the manufacturing of advanced precision silicone components for healthcare & medical.

### New medical facility in Costa Rica

The new facility will be established close to a number of international customers with operations in the region. On completion in 2025, the facility will offer a full product suite of engineered polymer solutions within healthcare & medical.

### Trelleborg strengthens position in marine solutions

In December, Mampaey Offshore Industries, a Netherlands-based manufacturer of specialist solutions for the marine industry, became part of the Trelleborg Industrial Solutions business area's marine solutions operation.



Linda Muroski is President of the Trelleborg Medical Solutions business area since April 1, 2024.

### New production facility for sealing solutions established in Morocco

The sealing solutions production facility will establish a local presence for several customers in the country while increasing capacity to meet the aerospace industry's strong global growth.

### Thermoplastics specialist for the aerospace industry becomes part of the Group

Magee Plastics has been acquired and will become part of the Trelleborg Sealing Solutions business area. The company manufactures and performs services on solutions made from high-performance thermoplastic and composite materials for the aerospace industry.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
» The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# “We are building a Group for higher growth and enhanced profitability”

In recent years, Trelleborg has evolved to become a less cyclical company that offers unique solutions for carefully selected applications and market segments. At the same time, profitability is growing steadily toward financial targets, despite the fact that in many respects 2024 was a year of market headwinds.

## How would you summarize 2024 for Trelleborg?

In 2024, we have left the major structural changes to Trelleborg behind us and have focused entirely on developing the Trelleborg of the future. We are doing this by continuing to strengthen our leading positions in the carefully selected segments where we operate. Trelleborg has never before had such a high rate of investment as it has now. We are investing purposefully to increase our presence in emerging geographies by establishing new facilities in new countries, and also increasing capacity, improving efficiency and implementing new technologies in our existing operations. These investments, combined with continued bolt-on acquisitions, will create an even more robust Group with higher growth and enhanced profitability.

## The new Trelleborg will also be less cyclical. Have we seen evidence of this during a year when market conditions were challenging?

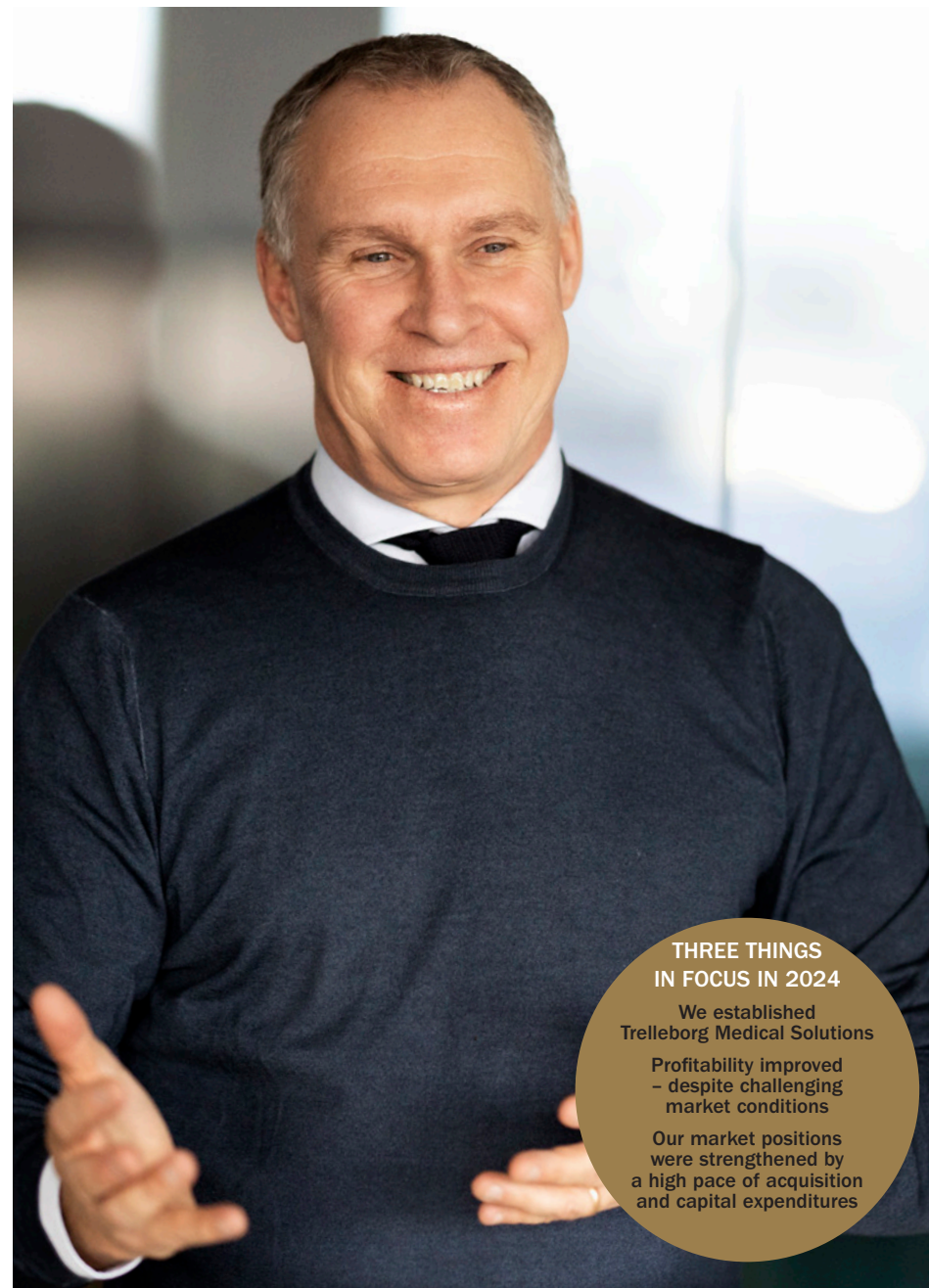
Yes, I think that is clear from the fact that we have done relatively well, compared to the engineering industry as a whole. Organic growth close to zero indicates that we are far less cyclical than in the past, when we had much greater exposure to automotive, agriculture and oil & gas. Margins also improved despite the decline in volumes during the year, while operating cash flow was maintained at a good level. This under-

lines our ability to quickly adjust our operations and to continue to improve. It also demonstrates the strength of our market positions.

## We live in a world that is more unpredictable and uncertain. How is this affecting Trelleborg?

Our success is built on the ability to combine global capabilities and competences with a local presence. In a world where global trade is no longer a given, where tensions between regions are on the increase, and with a growing risk of tariffs and trade barriers, this becomes a clear strength. With the real risk of reduced global trade flows, our focus is increasingly on strengthening our regional platforms in Asia, Europe and Americas.

During the year, we strengthened our positions in several Asian countries. China remains a significant market where we continue to grow. The country is a leader in several industrial segments and we want to continue improving our presence and positions. In India, we are establishing several facilities that will both create a local presence and expand capacity. The acquisition of the Baron Group established a new base in China and Australia for the attractive medtech market. The acquisition of MNE in South Korea provides us with a new platform in the semiconductor industry, that will benefit the business globally. >>



### THREE THINGS IN FOCUS IN 2024

We established Trelleborg Medical Solutions

Profitability improved – despite challenging market conditions

Our market positions were strengthened by a high pace of acquisition and capital expenditures

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
» President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



In Europe, we are continuing to grow not only through bolt-on acquisitions, but also by investing in and improving both the capacity and efficiency of our existing operations. We are maintaining and developing our strong positions, focusing on market segments, customers and geographies with healthy growth potential.

In the US, where we already have a significant presence, we are continuing to invest in new technologies and increased efficiency. With strong local positions, we look to the future in the US with confidence. At the same time, our operations in Mexico are expanding and we have also decided to establish our first facility in Costa Rica.

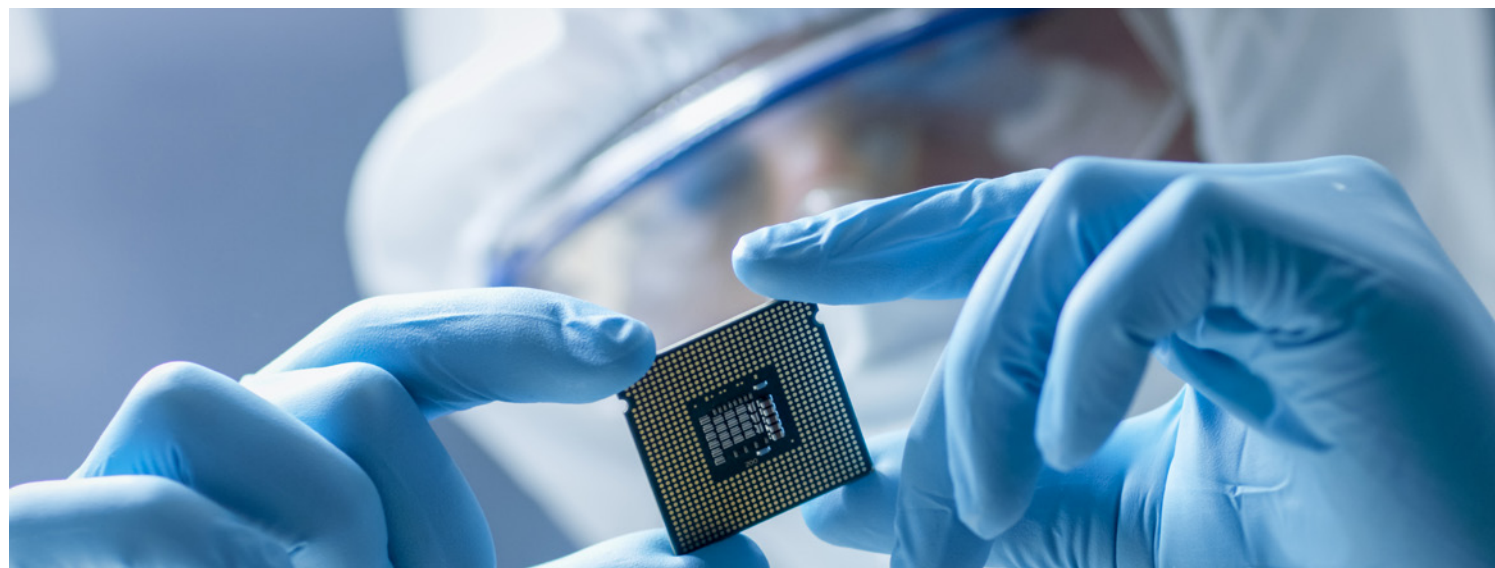
In summary, Trelleborg has a stable platform in all regions. Even though 2024 did not include any revolutionary steps, we can see several clear advances in many dimensions. Strong regional platforms and a focus on carefully selected applications and market segments will enable us to build an even better Trelleborg.

**Many note that Europe is lagging behind both the US and Asia.**

Investments in Europe are lower, growth is weaker and the continent is facing a number of challenges. From a macroeconomic perspective, Asia and North America appear to be stronger at the moment. For Trelleborg though, this is not significant. We see opportunities regardless of whether a region has moderate, no growth, or growth of 5 or 6 percent. Even when the underlying market is weak, we can see good opportunities to increase our market share and develop our offering.

**One change as of April 2024 was the creation of the new Trelleborg Medical Solutions business area.**

This clarifies our focus on a prioritized industry with significant growth opportunities. The business logic of this industry differs somewhat in terms of specific requirements for quality systems and cleanliness of production, compared to general industry.



We see good potential for improved growth and profitability through the clearer focus on the segment that a separate business area creates.

**Tell us about Baron Group, which became part of Trelleborg Medical Solutions in July, 2024.**

The acquisition makes Trelleborg a global leader in medical technology based on liquid silicone. Baron also contributes sales and profitability that strengthen the entire business area, while Trelleborg provides a global presence and new international customer relationships. To date, the integration of the company and planned synergies have progressed as expected.

**During the year, acquisitions took place in aerospace and water and wastewater infrastructure.**

These are two market segments that we refer to as “speed boats,” where the market is expected to grow by 5 percent or more. In a newly manufactured aircraft, Trelleborg can supply several hundred different components, ranging from seals in landing gear and engines to evacuation slides. Acquisitions during the year in aircraft

“Fast-growing segments currently account for 40 percent of our sales, but with the investments we are making combined with future acquisitions, they will eventually account for more than half of our sales.”

interior solutions allow us to further broaden our offering in one of the largest industries in which we operate.

We also completed two acquisitions for the water and drainage pipes aftermarket. These strengthen our offering and make us more attractive to installers and distributors. At the same time, we are contributing to the consolidation of a fragmented market with excellent growth opportunities for many years to come.

**The high rate of investment and acquisitions, combined with the buyback of shares, meant that the Group’s net cash position turned into net debt during the year. Does this mean that the pace of investment will slow in 2025?**

We used part of the capital inflow from the divestment of the tire and printing blanket operations to increase the rate of investment and build an even stronger platform for growth and efficiency. This elevated rate of investment will continue throughout 2025, but is subsequently expected to return to a more normal level.

We are therefore moving at a controlled pace ►►

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



toward what we consider to be a more optimal balance sheet, although we are not there yet. This implies a continued focus on bolt-on acquisitions, a high rate of investment in 2025 and the buyback of shares. At the same time, it is clear that in the long term we cannot continue to increase debt at the current rate. But right now, we are taking advantage of a unique opportunity to create a more profitable and better Trelleborg that will benefit us and our shareholders going forward.

**As 2024 is concluded, the financial targets have not yet been fully achieved.**

The economic environment has been a challenge to organic growth in several of our major market segments, which has affected us. However, I think we handled the situation well and continued to build a better Trelleborg to be ready when the markets eventually improve. We also complemented our already strong positions with a number of acquisitions, which means that overall growth is not far off the target. Of course, we want to further increase organic growth, and as the macroeconomy improves we should be able to deliver on our targets.

During the year, we continued to focus on improving the margin and are moving in the right direction. Even though we still have some way to go, we reported an EBITA margin of 18 percent in 2024, our best margin ever, despite weaker market conditions compared to 2023.

Finally, we will achieve the overall financial target - return on capital employed - through continued growth combined with a slight improvement in margin. I am confident that we are on track to achieve our financial targets.

**The Scope 1 and 2 target for carbon emissions for your own operations and purchased energy was already reached in 2024.**

It is of course satisfying that we are ahead of schedule in this area. However, this does not mean we are satisfied; we will raise our ambitions and set new targets in 2025. Taking the

next step will be more challenging and require larger investments and faster adjustments to new technologies and materials. We are moving in the right direction in several dimensions, in technologies that create different opportunities. We feel confident that improvements will continue.

In parallel, we are actively endeavoring to reduce Scope 3 emissions. Even if this is a slightly greater challenge with limited opportunities for direct impact, we are very much in line with other companies and the industry as a whole.

**During the year, the Polymers for Tomorrow circularity program was allocated more resources.**

Here too, we are working toward a clear target for 2030 and have established several activities to achieve this. Currently, there are challenges with materials based on recycled or bio-based raw materials, for example. They do not satisfy the required properties, are not competitively priced or have limited availability.

At the same time, extensive development is taking place with our existing suppliers and with new companies with whom we are working closely. As a major player, we want to drive this development forward, and I can see excellent opportunities for us to achieve the targets we have set in this area as well.

**Another sustainability issue involves diversity, equality and inclusion. This is very much about leadership. How is Trelleborg working in this area?**

We are a truly global company, where all employees should feel that they can develop their career, regardless of nationality, ethnicity, gender or where they live. We are particularly strong in our operational businesses, where leadership teams are highly international. In parallel, we are striving to attract even more global leaders with a background from the US or Asia, for example.

In terms of the proportion of female managers, we are making progress, focusing on three key aspects: recruiting, retaining and developing.



We now have our first female Business Area President, Linda Muroski, and expect more to follow her. This is one area where we are actively creating the right conditions.

As a global Group with strong local roots, our managers at all levels should reflect this diversity and breadth.

**Trelleborg is celebrating its 120th anniversary in 2025. What are the similarities and differences now compared to when the company was founded?**

Ultimately, the basic philosophy is quite similar. We develop products and solutions that utilize the unique properties of polymers or rubber. Along the way, we have moved from standard products to specialized engineered solutions, with the addition of new polymer materials. The core is found in combining material properties to create solutions for demanding applications that solve our customers' challenges. In this way, the foundation remains the same.

**And if we look ahead three years, what is Trelleborg then?**

We will be an even more global company, with a strong presence in the three major regions, while concurrently continuing to share experiences and

knowledge. This allows us to combine our global capabilities with a local presence.

At the same time, we want to build an even better Trelleborg by increasing our exposure to more attractive segments. We will focus on the applications and customer segments where our unique competencies are most appreciated, making Trelleborg both more profitable and fast growing.

The basis for this is our employees and their talents. This is where development begins and it cannot be overstated how important it is that we can attract, develop and retain those who will create the Trelleborg of the future. Employees who are motivated, full of ideas and genuinely interested in what polymers can offer our customers are crucial to our success.

Finally, I would like to thank all our employees for another successful year in the history of Trelleborg. They do the work and generate the results, and without them Trelleborg would not be where it is today.

Trelleborg, February 2025

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# Trelleborg as an investment

Trelleborg is working continuously to create value for all of its stakeholders. For those considering an investment in Trelleborg, there are a number of factors that form the basis for the Group's value creation.

## LEADING POSITIONS IN SELECTED SEGMENTS

Trelleborg's strategy focuses on developing and holding leading positions in carefully selected segments. These positions promote improvements to Trelleborg's growth profile, increase profitability and make the business less cyclical. With leading positions, Trelleborg will often become a development partner for its customers, which creates business insights at an early stage, customer loyalty, recurring sales and good pricing capability. This business strategy also creates the conditions for Trelleborg to become an industry leader in sustainability.

## INNOVATIONS ENSURE COMPETITIVE ADVANTAGES

Trelleborg's leadership in innovation rests on the strong positions enabled by our strategy. Applying a market-driven approach, we develop a diverse portfolio of polymer solutions to meet tomorrow's needs. The in-depth expertise of employees, in close collaboration with leading industry partners, promotes innovative and sustainable solutions for complex challenges. Our advanced testing and simulation capabilities at our global R&D centers provide a solid basis for the Group's innovations and competitive advantages.

## NEW PLATFORM FOR HIGHER GROWTH

Trelleborg is a Group with a long, venerable history that in recent years has undergone significant changes. Product areas with less growth potential have been divested, which has resulted in a more coherent portfolio with similar business characteristics. The focus is now on increasing the proportion of income from industries and market segments with strong structural growth such as medical technology, industrial automation, aerospace and semiconductors. This can be achieved through increased investments in existing operations, in both the organization and production capacity as well as through strategic acquisitions.

## REDUCED CYCLICAL EXPOSURE

Trelleborg has drastically reduced its exposure to segments with large cyclical fluctuations in their earnings. For example, the tire operation has been completely divested and exposure to oil and gas has been markedly reduced in recent years. A decentralized structure also makes it possible for the operation to quickly react to market trends, business cycle fluctuations and changing customer needs. This has resulted in a Group that is significantly less cyclical than before, even if certain parts of Group's broad industry exposure remain cyclical in nature.

## STRONG BALANCE SHEET

Trelleborg's strong balance sheet and stable cash flows permit investments in organic, capacity-increasing initiatives and acquisitions in selected rapidly growing market segments, in addition to the continued share buybacks. The strong financial position of the Group also provides scope for maintaining our dividend policy in parallel with the share repurchase program.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
» Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Financial targets and outcomes 2024

## CONTENTS

### SALES GROWTH

# >8%

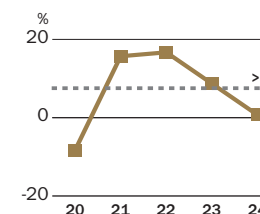
Annual sales growth, including organic sales and structural changes, over a business cycle should be >8 percent.

### OUTCOME

# 1%

### COMMENTARY ON THE OUTCOME IN 2024

Net sales were on a par with the preceding year and amounted to SEK 34,170 M (34,286). Organic sales were unchanged compared to 2023. Structural changes increased sales by 1 percent and currency movements were -1 percent compared with the preceding year. Total sales growth, organic as well as structural, averaged 6.9 percent over the past five years.



### EBITA MARGIN

# >20%

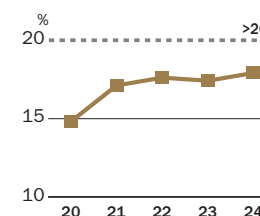
The EBITA margin, excluding items affecting comparability, is to amount to >20 percent over an economic cycle.

### OUTCOME

# 18.0%

### COMMENTARY ON THE OUTCOME IN 2024

The EBITA margin was 18.0 percent (17.5). Earnings and the margin were the highest ever for a single year. The EBITA margin averaged 17.1 percent over the past five years.



### RETURN ON CAPITAL EMPLOYED

# >15%

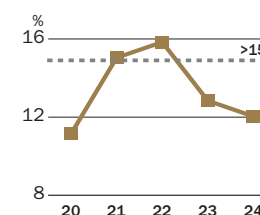
The return on capital employed (ROCE), excluding items affecting comparability, is to amount to >15 percent over an economic cycle.

### OUTCOME

# 12.0%

### COMMENTARY ON THE OUTCOME IN 2024

The return on capital employed (ROCE), excluding items affecting comparability, was 12.0 percent (12.9). The return measure was impacted by acquisitions with initially lower returns. ROCE averaged 13.4 percent over the past five years.



OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
» The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Sustainability related targets and outcomes 2024

CONTENTS

## ENVIRONMENT – CLIMATE

# -50%



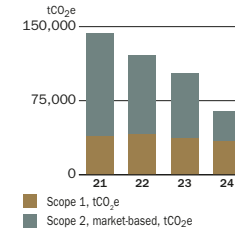
Trelleborg's science-based climate target is to reduce absolute CO<sub>2</sub> emissions in Scope 1 and 2 by 50 percent by 2030, with 2021 as base year.

## OUTCOME

# -55%

## COMMENTARY ON THE OUTCOME IN 2024

In 2024, Trelleborg reduced CO<sub>2</sub> emissions in Scope 1 and 2 by 55 percent compared to the base year 2021. The reduction is mainly due to the increased share of purchased renewable/fossil-free electricity. Accordingly, the science-based climate target of reducing absolute CO<sub>2</sub> emissions in Scope 1 and 2 by 50 percent by 2030 was achieved. In 2025, Trelleborg will apply to the Science Based Targets initiative to set new science-based targets for absolute CO<sub>2</sub> emissions in Scope 1 and 2, and thereby continue to reduce carbon impact from its operations. Read more on pages 22 and 130.



## ENVIRONMENT – CIRCULARITY

# 25%



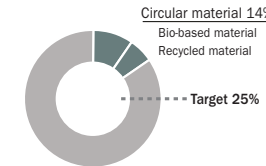
The Group's target for circularity is 25 percent bio-based or recycled materials by the end of 2030. In addition to the climate targets, this marks Trelleborg's ambition to be a sustainability leader in its industry.

## OUTCOME

# 14%

## COMMENTARY ON THE OUTCOME IN 2024

In 2024, Trelleborg continued to develop its practical work according to the principles of circularity. The Polymers for Tomorrow program, composed of members from the business areas and the Group, has identified a number of material categories where it is possible to demonstrate circular content. Reporting of circularity-related data started this year and will be further developed in 2025. Read more about Trelleborg's circularity efforts on pages 23 and 140–142.



## SOCIAL – HEALTH AND SAFETY

# <1 LWC



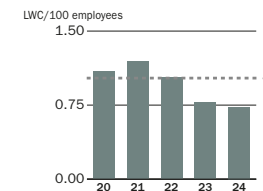
The Group's target in the area of health and safety relates to the number of accidents leading to subsequent sick leave, i.e. Lost Work Cases (LWC) per 100 employees should be <1 on an annual basis.

## OUTCOME

# 0.7 LWC

## COMMENTARY ON THE OUTCOME IN 2024

The work with the long-standing Safety@Work program aims to create a common safety culture and prevent occupational accidents and injuries. In 2024, the work led to further improvements in relevant health-related indicators. Read more about Trelleborg's work with health and safety on pages 146–147.



OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Another strong year for Trelleborg

## How would you summarize the year?

2024 can be summarized as yet another strong year for Trelleborg. Despite challenging market conditions and an unsettled business environment, we successfully improved our profitability and sales have been stable. This shows that our strategy of leading positions in selected segments with higher growth as well as reduced exposure to cyclical segments is a successful one. At the same time, we have invested at record levels, both in existing facilities and through new establishments in emerging geographies and strategically selected industry segments. Despite these extensive investments, we maintained a strong cash conversion ratio and continued to generate value for our shareholders.

## Sales during the year were largely unchanged, but the margin was somewhat stronger. What lies behind this performance?

Our performance during the year is the result of several key factors. Firstly, we continued to optimize our operational structure, for both manufacturing facilities and sales units. Secondly, we successfully materialized synergies from previously completed acquisitions, which yielded both cost savings and increased sales for us. Finally, our business areas are working proactively to ensure that we offset the cost increases we encounter, which helps us to retain our margins in a challenging market.

## Trelleborg is still some way off achieving the financial targets. What will be important in 2025 to become closer to them?

To begin with, we need to accelerate organic sales growth, develop our total offering and

strive to achieve a stable underlying volume growth. At the same time, there is still potential in achieving sales synergies from acquisitions that were carried out in recent years. In addition, strict cost control is a key component in strengthening our margins and our efficiency. Briefly put, we are using our entire toolbox, completely in line with our plan.

## Interest rates are now falling in large parts of the world. How does this affect Trelleborg, operationally and financially?

Generally, falling interest rates are positive. Firstly, they can promote improved demand which benefits our operations. We also antici-

pate increased willingness to invest in fields such as solutions for housing construction, for example, where higher levels of activity would be welcome after a period of negative growth. In addition, lower interest rates would mean that our borrowing costs would be lower, which is a directly positive factor for our earnings per share.

## The cash flow remained strong in 2024. Do you see any tendencies toward payment periods being extended now that times are not so good?

Despite our record levels of investments – including several new production facilities – we successfully maintained a strong cash conversion ratio. Our business areas are working diligently to ensure a strong and stable cash flow. Moreover, we have not seen any major impact on our payment periods or an increase in credit losses – both remain at stable levels, which supports our financial strength.

## After the acquisitions for the year and a rate of investment in operations that remained high, Trelleborg has gone from a net cash position to debt. How will this affect the scope for investment going forward?

Over the coming year, the rate of investment – in particular in new facilities – will remain at a relatively high level. However over the long term, investments in relation to sales are expected to gradually return to our historical levels. At the same time, we still have a very strong balance sheet with a net debt/equity ratio of 0.9. This will continue to provide us with scope to push our strategy forward



FREDRIK NILSSON  
CHIEF FINANCIAL  
OFFICER (CFO)

through identifying and carrying out value-creating business acquisitions in the years ahead.

## New regulations such as the CSRD will impose greater requirements on reporting sustainability. How does this affect Trelleborg, and what benefit do you see in it?

The increased focus on sustainability reporting has meant that we are intensely engaged in ensuring that the quality of our sustainability data matches the high standard we already hold in our financial statements. This has required a major effort from many employees in the Group, and it has been a learning process that has not always been entirely simple. However, Trelleborg has a long experience in working systematically on sustainability matters. The new regulations involve expanded reporting, which will provide an even more comprehensive picture of how Trelleborg is actively driving its sustainability agenda forward.

“Despite challenging market conditions and an unsettled business environment, we successfully improved our profitability, and sales have been stable.”

## CONTENTS

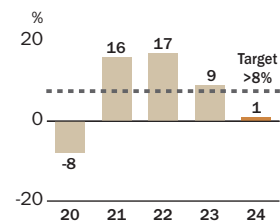
OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



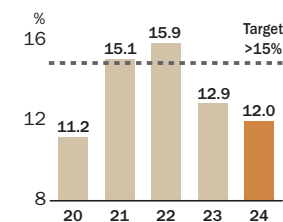
CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

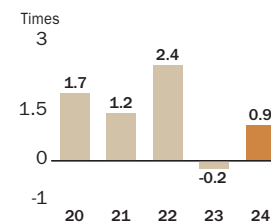
SALES GROWTH



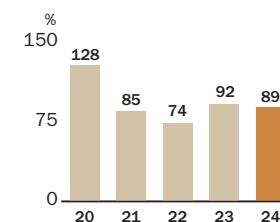
RETURN ON CAPITAL EMPLOYED



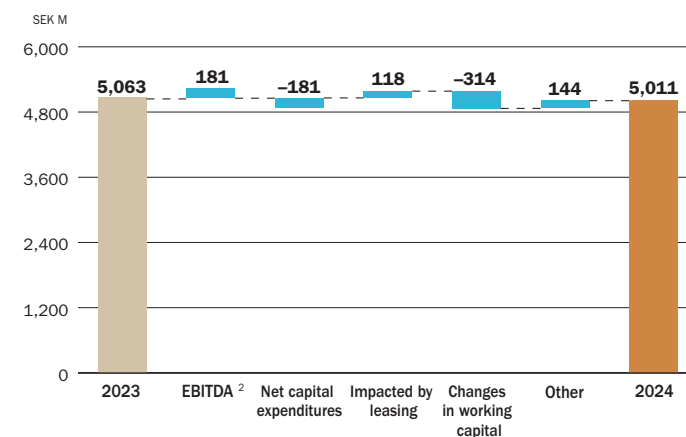
NET DEBT IN RELATION TO EBITDA



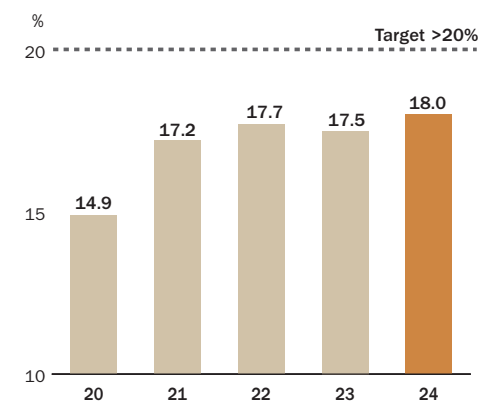
CASH CONVERSION RATIO



OPERATING CASH FLOW, CHANGE BETWEEN 2023 AND 2024 <sup>1</sup>



EBITA MARGIN



LONG-TERM FINANCIAL GUIDANCE

- » Dividend: 30–50 percent of net profit
- » Capital expenditures: 3.5–4 percent in relation to net sales
- » Restructuring: <1 percent in relation to net sales
- » Cash conversion ratio: >90 percent
- » Net debt/EBITDA: <2x

<sup>1</sup> Excluding items affecting comparability.

<sup>2</sup> Including other non-cash items and excluding impact from leases.



# Stock market year for the Trelleborg share

The 2024 stock market year was a volatile one due to increased geopolitical tensions, a weakening economy and interest rate cuts. However, the Trelleborg share ended the year clearly in the black.

## Share performance

The share price of Trelleborg's Series B share increased just over 12 percent (40) in 2024, while the index of comparable industrial companies, Stockholm Industrials SX50PI, rose approximately 7 percent (25). Nasdaq Stockholm, in its entirety, increased 6 percent (15).

## Total yield

The Trelleborg share's total yield during the year was just over 14 percent. This compares with a nearly 9-percent increase for the OMX Stockholm Gross Index GI<sup>1</sup>. The average total yield for Trelleborg over the past five years was 20.5 percent per year. The corresponding figure for OMX Stockholm GI is just under 12 percent.

## Dividend

Trelleborg's dividend policy is that, over the long term, the dividend should amount to between 30 and 50 percent of the net profit for the year. The dividend is adjusted for such factors as the Group's earnings level, financial position and future development potential.

For the 2024 fiscal year, the Board proposes a dividend of SEK 7.50 (6.75) per

share, which corresponds to about 48 percent of the net profit for the year.

## Share price and turnover

Total trading in the Trelleborg Series B share in 2024 amounted to approximately 125 million shares (128) at a total value of about SEK 47,753 M (35,733), which corresponds to an average daily turnover of 497,376 shares (509,661) or SEK 190 M (142) per trading day. During 2024, the highest trading price was SEK 434.60 on July 5, and the lowest price was SEK 306.30 on January 22.

## Shareholders

Trelleborg's Series B share has been listed on the stock exchange since 1964. The share is currently quoted on the Nasdaq Stockholm Large Cap under TREL B. The share capital in Trelleborg amounts to SEK 2,620 M, represented by 241,547,186 shares, each with a par value of SEK 10.85. Trelleborg has two classes of shares: 28,500,000 Series A shares and 213,047,186 Series B shares. Each Series A share carries ten votes and each Series B share carries one vote.

All of the Series A shares are owned by the Dunker Foundations, comprising a

number of foundations, donation funds and asset-management companies created through testamentary disposition by former owner and founder of Trelleborg AB, Henry Dunker, who died in 1962. For further information about the Dunker Foundations and its holding in Trelleborg AB, visit [www.trelleborg.com](http://www.trelleborg.com) and [www.dunkerstiftelserna.se](http://www.dunkerstiftelserna.se).

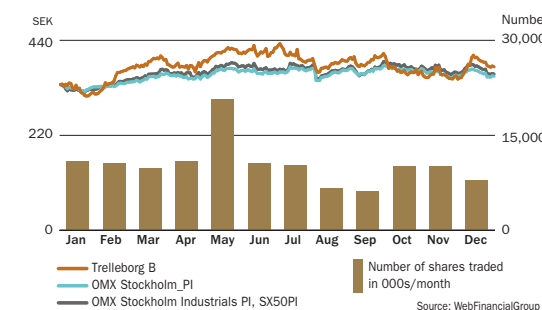
## Repurchase of own shares

In accordance with the mandate granted by the 2023 and 2024 Annual General Meetings, the Group is repurchasing Trelleborg shares to enable the Board of Directors to adapt the company's capital structure and thereby contribute to increased shareholder value. At the end of the year, Trelleborg had repurchased Series B shares corresponding to 4.5 percent of the number of shares outstanding at a value of SEK 4,127 M with proceeds during the 2024 calendar year. For more information on the repurchase of own shares, refer to Note 29, page 93.

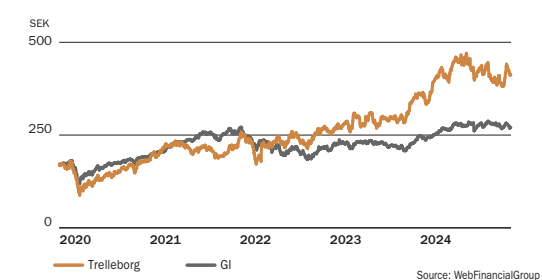
## Analysts

For a current list of the analysts who continuously monitor Trelleborg, visit [www.trelleborg.com](http://www.trelleborg.com).

## PRICE TREND AND TRADING VOLUME, JANUARY 1 - DECEMBER 31, 2024



## TOTAL YIELD, TRELLEBORG COMPARED WITH OMX STOCKHOLM GROSS INDEX (GI)



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
» The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

<sup>1</sup> OMX Stockholm Gross Index (GI) includes all shares listed on the OMX Nordic Exchange Stockholm and includes dividends reinvested in the index.



KEY DATA PER SHARE

SEK	2024	2023	2022	2021	2020
<b>Continuing operations</b>					
Earnings	15.73	14.31	13.01	10.00	6.90
Earnings, excluding items affecting comparability	16.74	16.64	13.80	10.26	7.36
Dividend <sup>1</sup>	7.50	6.75	6.00	5.50	5.00
Dividend as a % of earnings per share	48	47	46	55	72
<b>Group</b>					
Earnings <sup>2</sup>	15.73	40.24	19.94	13.72	10.00
Shareholders' equity <sup>2</sup>	178.83	171.39	145.63	121.70	106.78
Dividend <sup>1</sup>	7.50	6.75	6.00	5.50	5.00
Dividend as a % of earnings per share	48	17	30	40	50
Dividend yield, %	2.0	2.0	2.5	2.3	2.7
Total dividend, SEK M <sup>1</sup>	1,743	1,643	1,544	1,491	1,355
P/E ratio	24	8	12	17	18

<sup>1</sup> As proposed by the Board of Directors.

<sup>2</sup> There were no dilutive effects. 2023 includes the capital gain of SEK 6,052 M from divestment of the Group's tire and printing blanket operations.

B SHARES

SEK	2024	2023	2022	2021	2020
Highest price	434.6	342.0	263.90	241.40	184.85
Lowest price	306.3	241.9	157.30	181.00	86.68
Market price, Dec. 31, last paid price	378.6	337.6	240.80	237.80	182.50
Market capitalization, Dec. 31, SEK M	91,450	86,130	67,443	64,461	49,471
No. of shares, Dec. 31, Series A and B shares	241,547,186 <sup>3</sup>	255,125,919	271,071,783	271,071,783	271,071,783
No. of shareholders	51,541	51,868	53,121	53,838	51,061

<sup>3</sup> In 2024, the number of treasury shares held was 9,174,230 (11,789,396).

LARGEST SHAREHOLDERS, DECEMBER 31, 2024

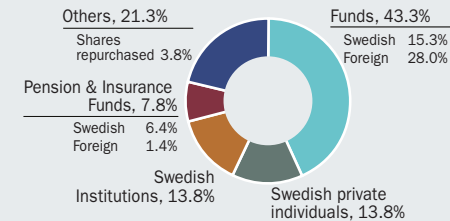
Shareholder	TREL A <sup>4</sup>	TREL B	% of capital	% of voting rights
Henry Dunker Donation Fund & Foundations	28,500,000	400,000	11.96	57.30
Trelleborg AB		9,174,230	3.80	1.84
Capital Group		9,139,255	3.78	1.84
BlackRock		8,479,119	3.50	1.70
Vanguard		8,386,368	3.47	1.68
Swedbank Robur Funds		7,418,512	3.07	1.49
Handelsbanken Funds		6,604,906	2.73	1.33
Allianz Global Investors		6,264,564	2.59	1.26
Lannebo Kapitalförvaltning		4,933,961	2.04	0.99
Folksam		4,217,448	1.75	0.85
Ownership list, top 10	28,500,000	65,018,363	38.69	70.28
Other	0	148,028,823	61.31	29.72
<b>Total</b>	<b>28,500,000</b>	<b>213,047,186</b>	<b>100.00</b>	<b>100.00</b>

<sup>4</sup> TREL A is not traded on any marketplace but is assessed as having the same value as TREL B.

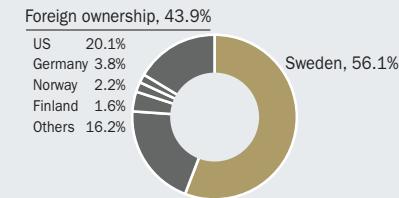
CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

OWNER TYPES, % OF CAPITAL



OWNER BY COUNTRY, % OF CAPITAL



Source: Monitor by Modular Finance AB. Compiled and processed data from Euroclear, Morningstar and the Swedish Financial Supervisory Authority, among others

DISTRIBUTION OF SHARES, DECEMBER 31, 2024

No. of shares	No. of shareholders	% of capital	% of voting rights
1–1,000	44,635	4.24	2.06
1,001–5,000	5,682	5.08	2.46
5,001–20,000	867	3.20	1.55
20,001–	357	76.57	88.67
Unknown holding size	0	10.91	5.26
<b>Total</b>	<b>51,541</b>	<b>100.00</b>	<b>100.00</b>

CLASS OF SHARES, NUMBER OF SHARES, CAPITAL AND VOTES

Class of share	No. of shares	% of capital	% of voting rights
Series A shares <sup>4</sup>	28,500,000	11.8	57.2
Series B shares	213,047,186	88.2	42.8
<b>Total</b>	<b>241,547,186</b>	<b>100</b>	<b>100</b>



# Global drivers that develop Trelleborg

The Trelleborg Group is impacted by a number of megatrends and drivers that develop and create opportunities for the business. These trends are characterized by the fact that they are based on global patterns and they are already evident today, but are expected to play an even larger role in the longer term.

## GEOPOLITICAL AND DEMOGRAPHIC CHANGES

World trade is undoubtedly moving in a more protectionist direction, with tariffs and other trade barriers threatening to reduce global trade in the long term. At the same time, there is a clear eastward shift in trade, with the Asia-Pacific region growing rapidly while more mature economies struggle with weak growth. The West also faces a demographic challenge with an aging population and a declining birth rate.



## WHAT IT MEANS FOR TRELLEBORG

The Trelleborg Group is characterized by a local presence with global capabilities. This means that with approximately 100 facilities much of our production and development is close to our customers in, while our expertise in materials and applications is shared globally. In 2024, we further strengthened our presence in Asia and in other emerging geographies, both through acquisitions and by building new facilities. During the year, we also established Trelleborg Medical Solutions business area, which clarifies our focus on healthcare and medical – an industry that already accounts for more than one-tenth of global GDP, according to WHO.

## RESOURCE EFFICIENCY FOR SUSTAINABILITY

The world is undergoing a transition of major proportions to reduce greenhouse gas emissions, while scarce natural resources are creating significant challenges. The Paris Agreement's goal of limiting global warming to 1.5°C requires businesses and society to transition and think in entirely new ways. Above all, it is about improving the efficiency of energy consumption and replacing fossil fuels with both renewable and fossil-free alternatives.



## WHAT IT MEANS FOR TRELLEBORG

Trelleborg's solutions are used in renewable energy, such as wind power and hydrogen. They also contribute to reduced energy consumption and extended service life in a range of industrial applications, thanks to their unique properties. Water infrastructure is a growing area, helping to provide drinking water to people and sealing leaks in infrastructure systems. At the same time, we are transitioning our own operations to reduce carbon emissions, improve energy efficiency through our Energy Excellence program, and increase the share of bio-based or recycled raw materials in our products.

## URBANIZATION AND MOBILITY

Migration to large cities is taking place all over the world, particularly in emerging markets. This trend will increase the demand for more efficient cities, which will require major investments in infrastructure – an area where there are currently large gaps between needs and actual investments. The need for mobility, for both shorter distances within and between cities and for longer trips, is expected to increase in pace with rising labor mobility and tourism.



## WHAT IT MEANS FOR TRELLEBORG

Trelleborg's solutions are integrated into the equipment used to construct both buildings and infrastructure. Our seals and profiles also contribute to energy-efficient buildings. During the year, the Group increased its exposure to water infrastructure – an area that is growing both through new construction and rehabilitation. Regardless of whether it concerns a mountain-bike ride or a business trip by train or plane, our solutions are there to ensure a safe and efficient journey.

## TECHNOLOGICAL ADVANCES AND ARTIFICIAL INTELLIGENCE

Technological advances, especially in AI, are happening at a rapid pace and will have a major impact on society, not least on industrial processes. These processes can be significantly streamlined, contributing to a reduction in environmental impact, among other benefits. At the same time, the level of automation is increasing in both industry and society.



## WHAT IT MEANS FOR TRELLEBORG

Semiconductor production is a key piece in the rapid development of AI. In this area, Trelleborg develops sealing solutions for the advanced equipment required in production of semiconductors. Automation is a clear trend in industry, and demand for our solutions is growing. AI and automation are also an increasingly important element in the development of our own business – from streamlining production and administration to developing marketing and customized offerings.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
» Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# Strategy for a better Trelleborg

Trelleborg’s strategy aims to build or maintain leading positions in selected segments. During the year, the focus on life science was further increased with the establishment of the new Trelleborg Medical Solutions business area.

Trelleborg’s strategy is to build or maintain leading positions in selected segments. These are characterized by long-term relationships and partnerships, where Trelleborg develops future products and solutions together with customers. The early market insights and application expertise of Trelleborg’s employees add significant value. This creates the conditions for recurring sales and builds value for both customers and Trelleborg.

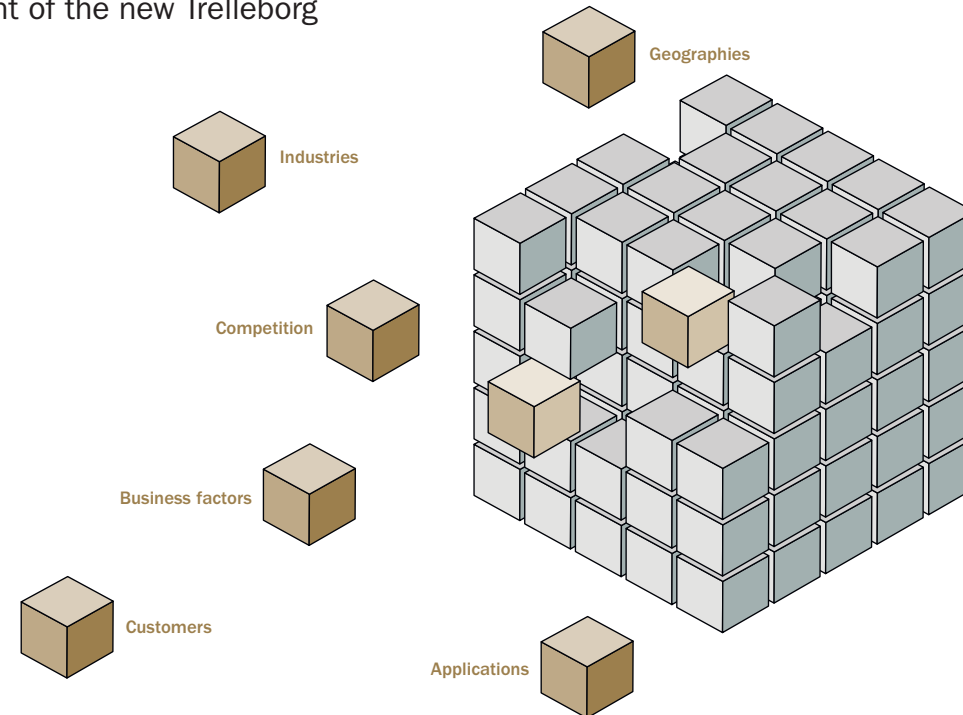
The Group is well positioned in line with several of the global drivers described on page 16, creating good opportunities for future growth. Through strong partnerships with our customers, trends are translated into products, solutions and services that strengthen our own and our customers’ market positions. Rapid technological development and digitalization create opportunities for Trelleborg to develop products in growth industries, such as semiconductors, production automation and warehousing. The transition to a more sustainable society means that growth in such areas as renewable energy, electrification and hydrogen is expected to be robust in the years ahead, which is favorable for several of Trelleborg’s operations. At an overall level, clear demand exists for:

- » Advanced, engineered and integrated solutions.
- » Qualified material properties for particularly demanding, critical applications. Lightweight

materials that offer a combination of strength and low weight.

- » Comprehensive solutions that enable our customers to focus on their core businesses.

The underlying market for the broad industrial sector is expected to grow by 2 to 4 percent per year. In connection with the Capital Markets Day on May 23, 2023, Trelleborg's growth target was raised to an annual sales growth over an economic cycle of more than 8 percent. An important part of achieving this target is that both acquisitions and investments are primarily allocated to the industries and niches experiencing strong growth as listed below. In 2024, Trelleborg maintained a high rate of investment in its existing operations, both through the establishment of new manufacturing facilities and the development and expansion of existing ones.



## Focus on industries and niches experiencing strong growth

AEROSPACE	HEALTHCARE & MEDICAL	INDUSTRIAL AUTOMATION	RENEWABLE ENERGY
AUTOMOTIVE SELECTED NICHES	HYDROGEN	LIQUEFIED NATURAL GAS	MODULAR CONSTRUCTION
FOOD	WATER INFRASTRUCTURE	AUTOMATED WAREHOUSING	SEMICONDUCTORS

# >5%

A number of industries and niches are growing more than 5 percent per year and Trelleborg has a particular focus on these in order to participate in their growth journeys. The long-term ambition is that the Group’s presence in these industries and niches will grow from approximately 40 percent today to more than half of the Group’s sales.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
» Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



Investments are mainly in industries and geographies where growth is expected to be good for a long time. Today, sales from high-growth industries and segments account for about 40 percent of total sales. The ambition is that they will eventually comprise more than half of sales. At the same time, the entire Group's



SELIM TIMOCIN  
VICE PRESIDENT  
STRATEGY & BUSINESS DEVELOPMENT

**“Through our structured approach and focus on the right niches, both organically and through bolt-on acquisitions, we are creating a Trelleborg that will be more profitable, fast-growing and less cyclical in the long term.**

**This increases value for our shareholders and enables continued investments, more innovation and better service for our customers globally.”**

business is developing through its strategy of maintaining and building leading positions through its four cornerstones: portfolio optimization, structural improvements, geographical balance and excellence.

One explanation for Trelleborg's success is that its products and solutions are often critical to the functionality of its customers' advanced end products. A good example is the seals found in aircraft landing gear. To ensure performance and durability, extensive testing is carried out in an environment that replicates runway conditions, where the seals must withstand up to 25,000 landings. Trelleborg's materials know-how, applications and testing expertise, and industry insight combined with its financial strength and broad geographic presence provide a strong competitive advantage. Trelleborg's operational businesses have bespoke strategies to secure leading positions in selected industries.

Trelleborg strives to be a sustainability leader in its industry, which is becoming an

increasingly important component of the leading positions it develops and maintains. Trelleborg's solutions also help to improve the sustainability performance of our customers' products, for example by extending their lifecycles and reducing energy consumption.

## Portfolio optimization

The Group is working systematically to identify those positions that have high growth and the potential for good profitability. The optimization work includes choosing where to focus the portfolio and identifying gaps in our existing offerings. This may involve expanding the offering, developing new applications, or expanding into new technologies or segments.

Trelleborg makes an overall assessment based on multiple parameters of which segment, industry, niche and geography the Group can best optimize its business portfolio.

## Examples of Trelleborg's leading positions

### AEROSPACE

- » Global leader in seals for landing gear and airframes, as well as lightweight evacuation slides

### HEALTHCARE & MEDICAL

- » Focused offering of critical solutions in several fast-growing segments in healthcare & medical
- » Global leader in medical technology based on liquid silicone

### AUTOMOTIVE

- » Consolidated position as global market and innovation leader in brake shims for the automotive industry
- » Global leader in automotive boots

### DIVERSIFIED INDUSTRIALS

- » Global leader in a wide range of industrial sealing applications
- » European leader in antivibration solutions for railways
- » Strong offering of solutions and products for renewable energy in emerging markets
- » Global leader in safe and efficient berthing and mooring of vessels
- » European leader in water and wastewater infrastructure
- » Global leader in solutions for immersed tunnel seals in an attractive niche
- » Global leader in custom profiles for windows, doors, exteriors/facades
- » Leading system provider of LNG transfer solutions
- » Market leader in engineered hoses in selected industrial niches

## Growth through acquisitions

Acquisitions are a core feature of Trelleborg's strategy, and the Group acquires operations in attractive segments and niches where there are opportunities to achieve competitive advantages and more quickly reach a leading position. The acquisitions are often small bolt-on acquisitions. In 2024, the largest acquisition to date was completed in medical – Baron Group, a leading Australian-Chinese company that manufactures advanced precision components in silicone rubber. Acquisitions also were made during the year in growth areas such as aerospace, semiconductor manufacturing and pipe repair. The acquisitions further strengthen Trelleborg's position in attractive and fast-growing industries. Portfolio optimization also includes identifying those areas that no longer belong to the core business.

In recent years, the Group has divested operations in areas such as automotive, tires and oil & gas. Altogether, the divestments have created a Trelleborg with a better growth

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



ALEXANDER JAROSCH  
CHIEF INFORMATION OFFICER

“At Trelleborg, we promote the implementation of artificial intelligence to drive innovation, efficiency and growth. One important measure to embrace this change lies in raising the competence of our business functions in how to apply AI. This increasingly provides better, faster and more accurate responses to our customers’ needs. From a Group perspective, we provide strategic guidance and support the adoption of AI technologies by providing relevant AI platforms and tools.”

profile, higher profitability, that is less cyclical and has a better sustainability profile.

### Structural improvements

Trelleborg’s focus is on developing its operations and localizing them to areas where Trelleborg can grow, recruit the right talent and do the best job. However, it is also about developing offerings that make life easier and increase value for customers, as well as developing and working within new business models.

In 2024, Trelleborg increased investments in its existing operations. At the beginning of 2024, the investment was announced in a new production facility in Costa Rica for medical technology solutions. The new facility will be established close to a number of international customers with operations in the region and will be the Group’s first facility in the country. A facility is also being built in Morocco to produce seals for the aerospace industry to be close to the many customers in the region, while increasing capacity to meet the strong global growth in the aerospace industry. In Rutherfordton, North Carolina in the US, Trelleborg Group is investing in a new production facility to expand its business for engineered coated fabrics. The investment primarily aims to strengthen leading positions in aircraft evacuation slides, water infrastructure, advanced materials for healthcare, and outdoor products.

Structural improvements are also about developing business models and customer offerings. Artificial intelligence (AI) plays an increasingly important role here and is used, for example, to automate quality control in manufacturing and to shorten the development time for the right customer solution to be applied to a specific customer requirement. This also includes initiatives in digitalization,

such as improved enterprise resource planning (ERP) systems. The share of products and services supported by digital tools is growing steadily. One example is the marine infrastructure offering, where a software solution combined with solutions for berthing and mooring creates smarter and more automated ports, thus increasing safety and reducing emissions from vessels.

### Geographical balance

Trelleborg sees strength in its ability to combine a strongly decentralized and local organization with the capabilities of a global Group. Business decisions are made close to the customer, providing flexibility as well as market and customer knowledge. A geographical balance reduces the impact from fluctuations in the economy and currencies or from trade barriers. The extensive local presence of Trelleborg also means the Group does not have

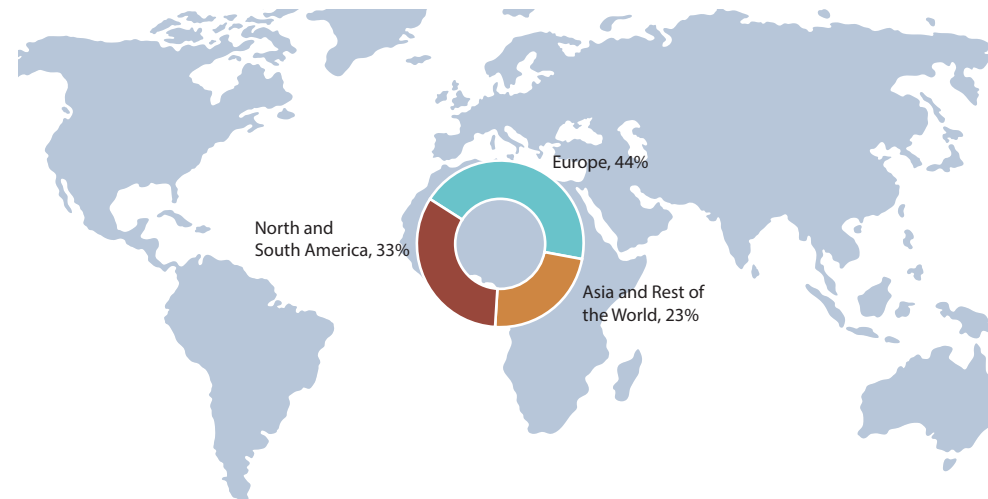
significant export flows. Trelleborg has operations in more than 40 countries with approximately 100 manufacturing sites and sales to just over 140 countries.

The geographical balance has changed significantly over the last decade. In the past, Europe dominated and accounted for three quarters of sales. In 2024, Europe represented around 44 percent of sales with North and South America representing 33 percent and Asia and other markets 23 percent. This provides better exposure to high-growth regions.

### Excellence

Trelleborg has a systematic internal procedure to further improve core business processes. This is done through training via Trelleborg Group University and through customized efficiency tools that are deployed across the business.

NET SALES PER GEOGRAPHIC MARKET



Trelleborg has growth ambitions in Southeast Asia and has invested to increase capacity in the region.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



### Manufacturing Excellence

Manufacturing Excellence was the first of the Group's Excellence programs and has been running for almost 15 years. The purpose of it is to work systematically to improve production in relation to safety, quality, delivery precision and efficiency. The focus is on minimizing non-value-generating activities and identifying and correcting deviations through daily efficient control. The vision is Zero accidents, Zero defects, Zero delays and Zero waste.

### Energy Excellence

Energy Excellence has been part of the program from the beginning and aims to reduce Trelleborg's energy use of both direct and indirect energy. This is achieved through a systematic approach to identify potential savings and "energy thieves". It also includes training, energy inspections, local energy teams, measurement and analysis. Refer to pages 130–132.

Trelleborg's longstanding occupational health and safety program Safety@Work is also an integrated part of Manufacturing Excellence, and aims to create a shared safety culture and to prevent occupational accidents and injuries at all production units. Refer to page 147.

### Purchasing Excellence

Purchasing Excellence is strongly linked to the purchasing process and the purchasing organization. Trelleborg works systematically to ensure the Group secures competitive terms and conditions and the right quality in all of its purchasing of goods or services. Purchasing follows standardized processes and decisions. The Group categorizes its suppliers using the Kraljic matrix, which measures them based on importance and market complexity.

The purchasing process is essentially applied in the same manner regardless of whether it concerns the purchase of rubber, steel, goods or indirect materials. This builds

trust among suppliers and internal stakeholders.

The Group has lead buyers to coordinate sourcing across Trelleborg for direct material categories that are common between the organization and have significant spend. This primarily concerns standard materials and represents 20 percent of the Group's total expenditure for direct materials. There are also category experts for engineered materials, whose task is to facilitate knowledge sharing between operational units.

In connection with indirect material purchases, country coordinators are stationed in countries with the highest expenditure for indirect materials and services. The coordinators ensure that joint framework agreements are in place for the relevant categories in each country. One important element of Purchasing Excellence is supplier assessments and follow-ups with a focus on issues related to human rights, occupational health and safety, environmental management systems and social responsibility. Refer to pages 152–154.

### Sales Excellence

Sales Excellence aims to contribute to increased sales and growth via an improved

sales process and standardized sales tools that will support the customer throughout the sales process. The program also encompasses strategic marketing and positioning, digital market communication and pricing.

Based on the various phases the customer passes through in conjunction with a purchase, known as the Buying Cycle, the program provides a range of training activities, best practice sharing and tools that can be used on a daily basis in operating units, making it also possible to focus on the most attractive and profitable customers.

### People Excellence

People Excellence supports managers at all levels to further develop their leadership through coaching and regular feedback. It also aims to build strong teams and stimulate employees to increase the value for customers and deliver business results and is also about attracting, recruiting and introducing new talent successfully. The program is based on a self-assessment tool and self-motivated learning comprising six individual modules, including individual development, recruitment, onboarding, feedback, coaching, diversity and inclusion.



### DISTRIBUTED ECONOMIC VALUE 2024

#### Employees 36.2%

- » Salaries and benefits
- » Health and safety
- » Job satisfaction
- » Personal development

#### Shareholders 5.3%

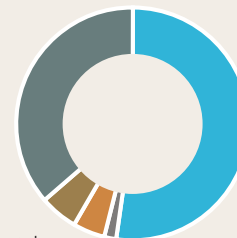
- » Share price performance
- » Dividend

#### Society 4.5%

- » Tax revenue
- » Job opportunities
- » Trelleborg's social engagement

#### Creditors 1.7%

- » Interest income



#### Suppliers 52.3%

- » Payment for material and services
- » Evaluation according to Trelleborg's stringent requirements

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# A sustainability leader in our industry

## Trelleborg is a sustainability leader in its industry, can you describe how?

Trelleborg protects the essential, a promise that also covers the Group's sustainability efforts. We are committed to contributing to a more sustainable development of society, which means taking responsibility for our environmental and social impact throughout the value chain. In parallel with ongoing efforts to reduce our emissions, the Group is focusing on developing more circular products and solutions through the Group-wide Polymers for Tomorrow program. Trelleborg's solutions also have unique properties that in turn extend an end-product's lifecycle and thus enhance the sustainability profile of customers. The well-established Excellence Programs also help us to continuously improve resource optimization and ensure that we focus on a broad spectrum of activities, from ensuring compliance and business conduct to focusing on safety and our employees. Our highest priority is to create an inclusive workplace with a dynamic corporate culture where everyone has the opportunity to grow.

## How would you summarize efforts to achieve the sustainability targets during the year?

Our sustainability targets guide our work and a long tradition of reporting has given us important insights to implement effective actions going forward. Three new sustainability targets were established in 2023. In 2024, we focused on ensuring a foundation and a roadmap for

these targets with concrete and clear activities that are now being implemented across the organization. In parallel, we continued previously planned actions for other sustainability targets with positive results.

## You mentioned Polymers for Tomorrow, can you tell us more about it?

Historically, Trelleborg has been dependent on fossil-based materials for our polymer solutions.

**“We are committed to contributing to a more sustainable development of society, which means taking responsibility for our environmental and social impact throughout the value chain.”**

With the Polymers for Tomorrow program, we are exploring possibilities of finding innovative raw materials that are bio-based or recycled, without compromising on quality. The program was initiated in 2021 and in 2023 a circularity target was presented that the program systematically and dedicatedly strives to achieve.

## How have you prepared for the Corporate Sustainability Reporting Directive during the year?

It has been a busy year for us. The regulations are extensive and appearing at a rapid pace, making it a challenge for the whole organization. Collecting and validating data in Trelleborg's global and decentralized organization is a complex task. At the same time, we feel well prepared through broad and well-established collaboration across the Group. We have identified several key factors that we are confident will contribute to robust data collection going forward. For example, our experience in third-party verification and existing well-established processes for both financial and sustainability related reporting. As part of the preparations, we have updated policies, key figures and developed our double materiality assessment.

## Can you describe how sustainability is governed?

The Board of Directors has ultimate responsibility for sustainability and is thus the highest decision-making body. The steering committee is made up of Group Management and sustainability is a standing item at its meetings. Most

of the day-to-day sustainability activities at Group level are conducted by a Sustainability Council. This consists of representatives from central Group functions and all business areas, which have sustainability well integrated into their strategic business plans. The council holds four to five meetings a year to submit proposals to the steering committee on activities for our focus areas and objectives. Together, we follow up on sustainability activities and ensure that operations are involved. The operational activities are then carried out in several working groups that focus on different areas of responsibility, such as energy efficiency, safety, diversity, to name just a few. Finally, our business areas are responsible for both planning and monitoring sustainability related projects and initiatives. This means that sustainability is well established and implemented throughout our business.



JOHAN WIJK  
VICE PRESIDENT GROUP  
EXCELLENCE & SUSTAINABILITY

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
» Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Continued reductions in carbon emissions

Trelleborg has continuously endeavored to set clear targets to reduce the carbon emissions of its operations. In 2024, the Group's carbon emissions were reduced by 55 percent from the base year 2021. This means the target of reducing Scope 1 and 2 emissions by 50 percent by 2030 was already achieved in 2024. Read more about Trelleborg's climate work on pages 129–137.

### Action to combat climate change

Trelleborg works continuously to reduce the climate impact of its operations. Important steps along the way were the achievement of the previous targets 15 by 15, 20 by 20 and 50 by 25. In 2024, the science-based climate target of reducing absolute carbon emissions (Scope 1 and 2) by 50 percent by 2030 was also achieved.

In 2023, the decision was taken to

increase the use of renewable electricity at a faster pace than planned. This could be implemented in all parts of the business and have a major positive impact. For 2024, the share of renewable electricity is 89 percent, which, together with energy efficiency improvements, was the main reason for achieving the Scope 1 and 2 targets during the year. As part of the Group's Energy Excellence program, a partnership with an external group of experts has



provided important insights and documented effective activities that have reduced energy consumption. In 2025, Trelleborg will submit an application to the Science Based Targets initiative for new science-based targets for Scope 1 and 2 absolute emissions and thereby continue to reduce carbon emissions.

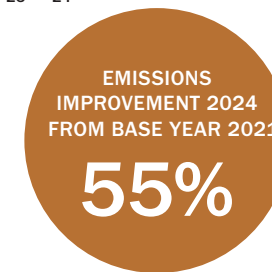
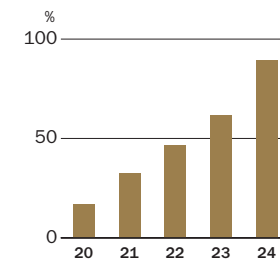
### Reducing main emission sources

Natural gas, which is mainly used for heating and steam generation in production, remains the largest source of emissions in Scope 1. In Scope 2, purchased electricity dominates as an emission source, and purchased district heating and steam is also used. The main efforts to reduce the Group's Scope 1 and 2 emissions going forward will be energy efficiency improvements at facilities in line with the Energy Excellence program, a continued transition to an increased share of renewable/fossil-free electricity and a transition from natural gas to renewable energy sources.

For Scope 3, the largest emissions can be attributed to the category *Purchased goods and services*. Emissions will be reduced through a supplier program with a particular focus on ensuring that suppliers have plans and

processes in place to reduce their emissions. In the future, great emphasis will be placed on monitoring and measuring suppliers' climate efforts and their impact on Trelleborg's Scope 3 emissions. This work is a challenge as there are currently no standardized methods for data collection, which may affect the basis for decisions.

RENEWABLE/FOSSIL-FREE ELECTRICITY, SHARE OF TOTAL ELECTRICITY



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
» Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Circularity and material improvements

Trelleborg is continuing to develop opportunities to offer more circular products and solutions by increasing the share of recycled or bio-based raw materials. The Polymers for Tomorrow program is driving this work forward. Read more about Trelleborg’s work on circularity on pages 140–142.

Historically, Trelleborg’s solutions have mainly been based on materials from fossil sources. This is because synthetic rubber and polymers have unique sealing, damping and protective properties. Even though it remains a technological challenge to recycle synthetic polymers, Trelleborg has begun, and will continue to gradually increase the share of bio-based or recycled raw materials and thus reduce environmental impact. The Group’s circularity target, together with climate targets, mark Trelleborg’s ambition to be a sustainability leader in its industry.

### Polymers for Tomorrow – the Group’s materials improvement program

For a number of years now, Trelleborg has worked in a systematic and dedicated manner to increase the circular content in products. Since 2023 it has also had a clear goal to increase the share of bio-based or recycled material to 25 percent by 2030. The Polymers for Tomorrow program drives operational work and is made up of members from both the business areas and the central functions of the Group. The working group is investigating and evaluating material improvements for eight key materials within Trelleborg and identifying strategic collaborations with suppliers and other stakeholders.

Internal cooperation within the Group is an important part of the program. Joint discus-

sions between, for example, materials experts and purchasing managers from different parts of the organization lead to crucial progress across the business.

### Focus on resource use

In addition to making the solutions offered clearly more sustainable, in terms of material

selection, Trelleborg continuously focuses on reducing and recycling waste in production. This has long been an important factor in efforts to improve resource efficiency under Trelleborg’s Manufacturing Excellence program. The aim is both to reduce the total amount of waste and to increase the proportion of recycled waste in our own production.

### Circular innovation reduces waste

To increase the share of recycled or bio-based raw materials in its products, Trelleborg has started a new project in Elsinore, Denmark, where waste material from seal manufacturing is converted into a valuable resource. The waste material is crushed, ground and processed into new rubber compounds, which are then used to manufacture new seals with properties that meet high customer standards.

CIRCULARITY 2024

14%

THE TARGET IS THAT THE SHARE OF BIO-BASED OR RECYCLED MATERIAL IS TO AMOUNT TO 25 PERCENT BY THE END OF 2030.



KONRAD SAUR  
VICE PRESIDENT INNOVATION & POLYMERS FOR TOMORROW

“Innovations are a way to add value for the customer. These could be commercially optimized solutions, improved performance, increased reliability and service life, or better use of materials and energy efficiency. The innovations then create value for the customer, while reducing impact on the environment.”

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
» Circularity	23
Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Health and safety – a pillar of our business

Employee safety, health, and security are crucial to Trelleborg’s long-term success. The Group actively pursues a vision of zero accidents, guiding all safety initiatives and programs that aim to prevent and minimize risks. Together, we create a safe working environment for all employees. Read more about Trelleborg’s employees on pages 143–151.

## For everyone’s safety

The health and safety of employees is a priority for Trelleborg. The industrial production conducted by the Group entails various types of work-related risks that the Group-wide programs Safety@Work and Manufacturing Excellence aim to prevent and minimize. These establish a common safety culture with the aim of reducing occupational accidents, injuries and illnesses. Every year, a global Safety Day is held. In 2024, more than 90 percent of the organization’s sites participated in Safety Day activities.

## Diversity, equity and inclusion

Diversity, equity and inclusion are important to the opportunity to influence in the business, feel a sense of belonging and being part of an attractive culture. It fosters creativity and innovation, which are fundamental to Trelleborg’s development as a company. In an engineering dominated company like Trelleborg, gender balance is a challenge that requires action at all levels. During the year, work on the target of at least 30 percent female managers at management levels 1–5 by 2030 was intensified, for example by securing data to build a solid foundation for informed decisions and targeted interventions going forward. A strong emphasis has also been placed on upskilling, with the development of new e-learning

and workshops to raise awareness and local action plans.

Trelleborg also strives to ensure that the company’s senior management and other managers should have local roots, which naturally leads to ethnic diversity in the management of a company that operates in some 40 countries. In 2024, the number of nationalities at management levels 1–5 was 45. An inclusive organization represents a strength for the Group and provides the conditions to further drive Trelleborg’s development and results forward, both at team level and individually. This is described in the Diversity, Equity and Inclusion Directive at Group level.

## Social engagement

Wherever the Group conducts operations, employees make a positive contribution to the local community in the form of various initiatives to promote education and physical activity among children and young people, and also in local environmental projects. In 2024, 100 percent, that is to say all of Trelleborg’s facilities with more than 50 employees, conducted social engagement activities.

Major educational and development programs are being run in India, Turkey, Mexico and Sweden. Examples of activities linked to education include contributions to school materials in rural Turkey and in Milford, Connecticut

in the US, and lectures on sustainability in India. Employees in Bengaluru, India, also took part in an initiative to improve students’ digital skills by offering basic computer education in state schools.

In Sweden, Trelleborg has continued to support the local Idrott för Alla (Sports for all)

initiative, giving functionally diverse individuals the opportunity to participate in sports. In Mlada Boleslav in the Czech Republic, a long-term partnership exists with a children’s home where sports activities are organized and sports equipment donated.



HEALTH AND SAFETY  
2024: LWC RATE

0.7

Safety@Work, an integral part of the Manufacturing Excellence Program, aims to create a common safety culture and to prevent occupational accidents and injuries in all production units.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
» Workforce	24
Trelleborg’s business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# People and culture

As a global group with a decentralized organizational structure, the shared values and corporate culture are particularly important. Together they form a solid foundation for the business.

## Core values and culture

Trelleborg has a culture that promotes commitment, responsibility and good ethics in business relationships, as well as a positive interaction with the local community wherever it conducts its operations. Trelleborg's promise as an employer – *Shaping industry from the inside* – is reflected in the Group's efforts to attract, retain and develop employees, while encouraging them to pursue an internal career. Employees become part of a company that makes a difference in society and in which they can influence both their own development and that of the company. Trelleborg's local facilities have a large degree of autonomy and entrepreneurial freedom to drive and develop the business. This also includes working on the core values and a culture based on local conditions. Regular activities and communication efforts

### OUR CORE VALUES:

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

are carried out to develop the corporate culture. This, for example, through local workshops and social media campaigns and news articles on the intranet where employees highlight each other's contribution to Trelleborg's culture and success.

## Development of employees

The ability to attract and develop employees is an important element in the company's success. Trelleborg strives to create a safe working environment where skills development and internal knowledge transfer are central. The Group enables internal career development and creates pathways to improve employee expertise, including talent programs and training. At the same time, all employees are encouraged to take ownership of their own personal skills development.

Trelleborg employees are offered extensive opportunities for upskilling and internal career development. Based on the 70-20-10 model<sup>1</sup>, priority is given to learning through on-the-job experience and through the Trelleborg Group University where the Group offers training in leadership, specialist skills and development programs, which are also supplemented by training at local academies around the world. Since 2018, the head office in Trelleborg has been home to a campus where several of the Group-wide educational programs are conducted. Training initiatives ensure that employees have access to the resources and tools they need to grow and continue

to contribute to the Group's success.

The employee performance review is an important tool and a significant part of the dialog in the review concerns questions about development and aspirations. In 2024, these conversations continued and the documentation helped to fill several leadership roles internally in connection with recruitment processes and reorganizations.

## Leadership

Trelleborg's decentralized organizational structure allows for local leadership with responsibility at all levels. This is a success factor as many decisions are largely taken locally. To support leaders in the organization, a number of tools and courses are available, including the Group's People Excellence program, which focuses on leadership development and knowledge transfer to build strong teams. The program is based on a self-assessment tool and self-motivated learning, which comprises six individual modules, of which one focuses on diversity, equality and inclusion.

The Group also provides several internal policies and other governance documents, such as its Code of Conduct. This is a set of rules that guides business decisions and behaviors, helping managers and employees in their day-to-day work.



ANNA KARIN SVENNBERG  
TALENT MANAGEMENT DIRECTOR

**“Trelleborg's success is historically based on a well-established culture of challenging and encouraging our employees to continuously develop. We want talents to feel that Trelleborg is a place where this is possible and where new exciting career choices can provide inspiration. Through various training programs and support to our managers, we help our employees reach their full potential and thereby Trelleborg's full potential.”**

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

<sup>1</sup> The 70-20-10 model of learning and development proposes a proportional breakdown of how people learn on the basis that 70 percent of learning takes place through experience at work and 20 percent takes place socially through colleagues and friends. The remaining 10 percent of learning takes place through formal education.



# Trelleborg Industrial Solutions business area

Trelleborg Industrial Solutions is a leading supplier of polymer-based critical solutions in selected industrial applications and infrastructure projects.

## STRATEGIC PRIORITIES

- » Value generation through innovation and steadily improving the simplicity of business relationships.
- » Optimize the production structure and product portfolio, through selected bolt-on acquisitions.
- » Focus on continued positive margin development.
- » Strengthen and develop leading positions in selected industrial niches and geographical areas with a particular focus on fast-growing industries.

## SELECTED MARKET POSITIONS

- » Global leadership positions in sealing profiles, automotive boots, engineered coated fabrics for aerospace, healthcare & medical and industrial applications, LNG transfer systems and marine infrastructure.
- » Leading positions in Europe in industrial hoses, pipe seals and antivibration components for rolling stock and industrial applications.

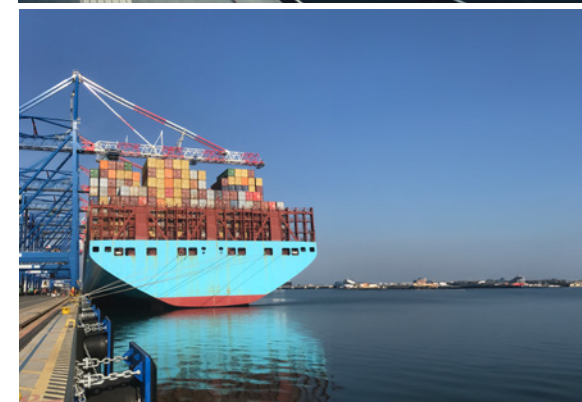
## BRANDS AND PRODUCT NAMES <sup>1</sup>

AutoMoor, Boldan, Citerdial, Dartex, Fairprene®, Flexxcurve, FluoroSeal®, Gall Thomson, Gutteling, HALL, Kledam®, Metalastik®, Omega, Power-Lock™, Pulsor, SafePilot®, SCN Super Cone Fenders, SeaGuard, Sealine®, Sewer-Lock™, SmartPort, Trellvac and Trilobe.

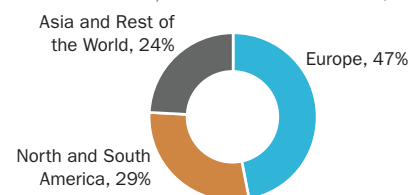
## PRINCIPAL COMPETITORS

Cathay Consolidated, ContiTech, Gummi-Metall-Technik, Hamilton Kent, Hultec, Hutchinson, IVG Colbachini, Keeper, MannTek, Parker Lord, Pennel & Flipo, Semperit.

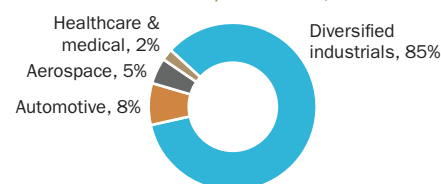
<sup>1</sup> A selection of brands and product names.



## NET SALES/GEOGRAPHIC MARKET, %



## NET SALES/INDUSTRY, %



## KEY FIGURES, EXCLUDING ITEMS AFFECTING COMPARABILITY, SEK M

	2024	2023
Net sales	15,317	15,249
Organic sales, %	0	3
Structural changes, %	1	2
Exchange rate effects, %	-1	4
Share of consolidated net sales, %	44	44
EBITA	2,443	2,375
EBITA margin, %	16.0	15.6
Capital employed	14,315	12,767
Return on capital employed (ROCE), %	16.5	16.7
Capital expenditures	791	634
Operating cash flow	2,272	2,206
Cash conversion ratio, %	99	99
Number of employees at year-end, including insourced staff and temporary employees	6,131	5,808

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
» Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# “We are climbing the value ladder”

## What were the highlights in 2024 for your business area?

After a record year in 2023, we have been able to maintain sales and profitability despite headwinds in some segments, particularly in the construction industry. We have seen steady growth in infrastructure projects such as immersed tunnels and offshore wind farms, in liquefied natural gas (LNG), and in the rail and automotive segments.

During the year, we further developed our local capabilities in production, research & development and technology through recently completed projects in Mexico, India, China and Japan. These will provide good potential for increased sales in the coming years.

Finally, we are also making good progress with our new marine solutions facility in Vietnam, which is planned to begin production in early 2026.

## Can you give some examples of your applications in high-growth industries and segments?

We continue to invest in solutions to repair water infrastructure; much of the world's existing networks have exceeded their estimated useful life and 25–40 percent of all water in pipelines is lost due to leaks. In the second quarter of 2024, we completed the acquisition of BP-Tech Group, an innovative player in the pipe repair segment. Similarly, we have continued to increase our presence and strengthened our offering of seals for new water and wastewater networks, for example in India where a significant part of the

“During the year, we further developed our local capabilities in production, research & development and technology through recently completed projects in Mexico, India, China and Japan.”

population still lacks access to piped water in their homes.

For the aerospace industry, we provide ultra-light polyurethane evacuation slides that help reduce fuel consumption. For the world's leading space programs, we supply thermal protection materials and fabric for spacesuits that keep crew members safe.

In marine solutions, we have a unique and increasingly digital offering that provides real-time insights and enables increased efficiency and safety in extremely demanding operations.

We further strengthened our portfolio in this field with the acquisition of Mampaey Offshore Industries at the end of the year.

## How is value created for customers?

We strive to be the customer's first choice by offering outstanding products and solutions, in-depth knowledge of applications and materials, and a presence that provides proximity to the customer. With leading positions, we also strive to set the standard for quality and customer service in the segments where we operate.

## Tell us about your sustainability work during the year?

Our innovative solutions are key components of both renewable energy and transitional energy – from solar and wind to LNG. Similarly, we enable customers to become more sustainable, whether it is energy-efficient homes, PFAS and PVC-free healthcare equipment, or reduced marine emissions and lower fuel consumption. In our own operations, we have made significant reductions in emissions and waste through on-site energy production and material development.

## How were sales and earnings in 2024?

Organic sales for the full year were unchanged compared with the preceding year. The sales trend was positive in Asia, stable in North America, but weaker in Europe. Deliveries to major projects performed well throughout the year. Deliveries to certain segments in the

construction industry remained challenging. Other market segments reported varied organic sales growth.

EBITA and the EBITA margin increased compared with the preceding year, with sales and EBITA reaching their highest levels to date. Exchange rate effects from the translation of foreign subsidiaries had a negative impact of SEK 26 M on EBITA compared with the preceding year.

Structural improvements and a positive sales mix resulted in higher margins, despite challenging market conditions in several market segments.



JEAN-PAUL MINDERMANN  
BUSINESS AREA PRESIDENT  
TRELLEBORG  
INDUSTRIAL SOLUTIONS

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Trelleborg Medical Solutions business area

Trelleborg Medical Solutions is a leading global supplier of polymer-based integrated solutions for medical and life science.

## STRATEGIC PRIORITIES

- » Segmentation of operations at a greater level of detail.
- » Commercial development of the investments in Costa Rica, Northborough, Massachusetts in the US and Malta.
- » Expanded presence in Europe and Asia.
- » Create an outstanding customer experience.

## PRINCIPAL COMPETITORS

DuPont, Freudenberg Medical, Lubrizol, Medbio, Raumedic, Saint-Gobain, Semperit, Spectrum Plastics and Starlim.

## BRANDS AND PRODUCT NAMES

BioPharma Pro.

## SOLUTIONS & CAPABILITIES

- » Turnkey supplier for our customers' finished products.
- » The most global supplier of liquid silicone solutions.
- » World-class manufacturing with advanced cleanroom capacity.
- » Global development partner with an extensive portfolio.

## CUSTOMER AREAS

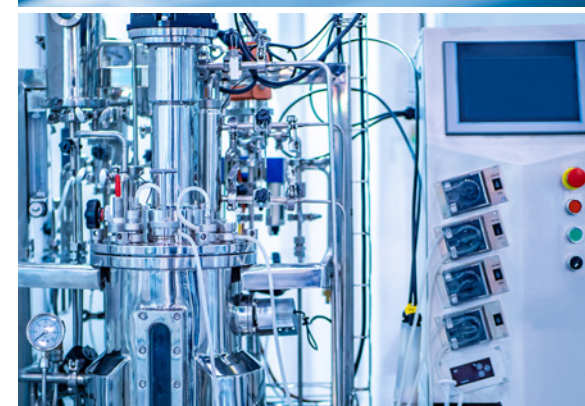
- » Medical technology products
- » Biopharmaceutical processing
- » Pharmaceutical production
- » Laboratory equipment

## THERAPY AREAS

- » Cardiology
- » Diabetes care
- » Respiratory diseases
- » Diagnostics
- » Orthopedics
- » Women's health
- » Oncology

## KEY FIGURES, EXCLUDING ITEMS AFFECTING COMPARABILITY, SEK M

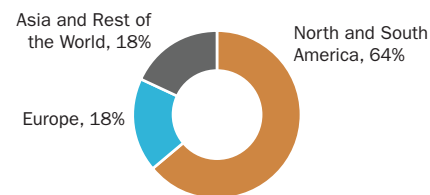
	2024	2023
Net sales	3,003	2,582
Organic sales, %	-2	6
Structural changes, %	19	20
Exchange rate effects, %	-1	5
Share of consolidated net sales, %	8	8
EBITA	529	383
EBITA margin, %	17.6	14.8
Capital employed	10,339	5,395
Return on capital employed (ROCE), %	4.6	4.6
Capital expenditures	325	144
Operating cash flow	312	309
Cash conversion ratio, %	86	117
Number of employees at year-end, including insourced staff and temporary employees	1,795	1,092



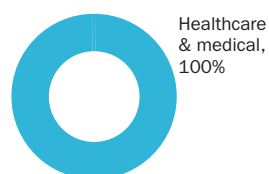
## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

## NET SALES/GEOGRAPHIC MARKET, %



## NET SALES/INDUSTRY, %





# “We are building a platform for profitable growth”

**Trelleborg Medical Solutions has been a business area since April 1, 2024. Describe the business area and the year?**

Life science and medical have been growing successfully in Trelleborg for several years. By establishing a separate business area, we are creating a dedicated platform to focus fully on this industry. We have built a strong organizational structure that provides a clear focus on operations, sales, marketing and support functions, creating good conditions for continued growth.

A key objective for us is to scale up the business, with an initial target of reaching sales of SEK 5 billion. In the longer term, we see a potential to grow to a similar size as Trelleborg's other business areas, given the scale and opportunities of the industry. Today, we have a strong, motivated and committed team in place ready to realize this ambition.

**Baron Group has been part of the business area since mid-July following an acquisition. Tell us what it adds.**

Baron strengthens our position as a global leader in medical technology products based on liquid silicone. It brings a new perspective to the large-scale production of products focused on consumer goods, allowing us to better meet the needs of broader therapies that reach even larger patient groups. This improves our ability to increase capacity and contribute to treatments that target broad application areas in life science.

**You have started construction of a new facility in Costa Rica. Why are you investing there?**

Through its education system, Costa Rica has made significant investments in its population, which has laid the foundation for a strong market in medical technology. The country has become a strategic hub where many of our customers manufacture their products, which will allow us to effectively support their production. At the same time, we can offer customers the opportunity to move production closer to the US, with a competitive cost profile and a quality standard that is difficult to match in other Latin American countries. Quality is a cornerstone of our global offering. We can ensure high and consistent standards through a uniform quality management system that covers all of our activities. This gives our customers peace of mind and a guarantee that our solutions meet their high standards and expectations.

“A key objective for us is to scale up the business, with an initial target of reaching sales of SEK 5 billion.”

**Medical technology and life science are huge markets. How are segments and niches selected?**

Our strategy is to identify and focus on niches where we can offer our customers a comprehensive range of services. This covers everything from design support for manufacturing and prototyping to assembly and large-scale production. Bringing these services together under a uniform quality management system creates a differentiation that provides added value to customers.

We are looking for niches that drive future growth and profitability, where our expertise in polymer solutions can make a real difference. Examples of such areas include cardiovascular diseases, where we provide solutions for pulsed field ablation – an advanced technique to treat atrial fibrillation. In diabetes, we offer solutions for wearable products such as glucose meters, and in biopharma we focus on single-use systems that support efficient and safe processes.

**Tell us about your sustainability work during the year?**

Our ability to manufacture a complete medical technology solution for our customers is a way for us to contribute to their sustainability efforts. By offering the production of complete medical technology solutions under one roof, we can avoid complex and carbon-intensive supply chains, thereby boosting both efficiency and environmental responsibility.

During the year, we continued our efforts to reduce our carbon footprint. We replaced older equipment with newer and more sustainable



alternatives, invested in our operations in Costa Rica – a country where 97 percent of energy is renewable – and installed solar energy systems at our facilities in Paso Robles and Tustin, California, US.

**How were sales and earnings in 2024?**

Organic sales for the full year declined 2 percent compared with the preceding year. Acquisitions provided a sales increase of 19 percent. Organic sales of polymer solutions to medtech in Europe and North America showed weaker development, while sales to Asia increased somewhat. Deliveries to the life science segment decreased as a result of customers' inventory adjustments.

EBITA and the EBITA margin increased significantly, primarily as a result of acquisitions. Exchange rate effects from the translation of foreign subsidiaries had a negative impact of SEK 1 M on EBITA compared with the preceding year. Investments in new capacity are in progress on several continents and are having a temporary, somewhat negative impact on profitability.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Trelleborg Sealing Solutions business area

Trelleborg Sealing Solutions is a leading global supplier of polymer-based critical sealing solutions and components deployed in aerospace, automotive and diversified industrials.

## STRATEGIC PRIORITIES

- » Focus on successfully implementing our strategy.
- » Ensure profitable growth – organically and through acquisitions.
- » Streamline core processes and strengthen our system leadership.
- » Develop and empower our committed employees.
- » Retain and develop our leadership in sustainability in our industry.

## SELECTED MARKET POSITIONS

- » Global top three position in sealing solutions for industrial applications, equipment for semiconductor manufacturing and for the food, beverage & water industry.
- » Globally leading positions in critical aerospace seals and components.
- » Market-leading positions in selected niches in automotive seals, solutions for eliminating brake noise and damping vibrations.

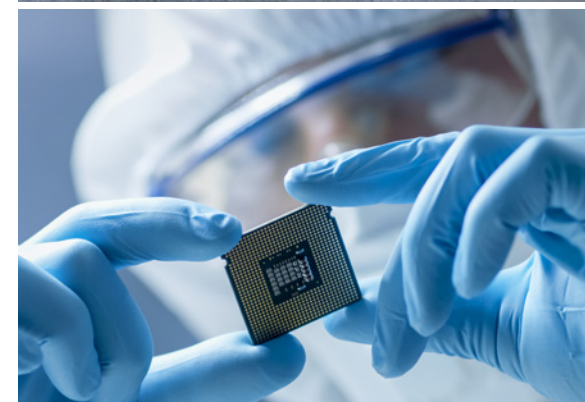
## BRANDS AND PRODUCT NAMES <sup>1</sup>

American Variseal®, Automated Dynamics, Busak+Shamban, Forsheda®, GNL, Minnesota Rubber & Plastics/Quadion LLC, MNE Group, Nanopur, Nordex, Orkot®, Palmer Chenard, Polypac®, Quad®, Quad-Ring®, Rubore®, Shamban®, Skega®, Stefa® and Wills Rings®.

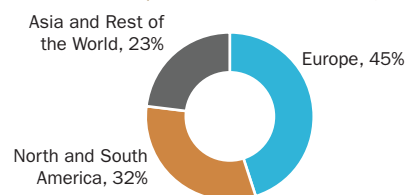
## PRINCIPAL COMPETITORS

Federal Mogul, Fenner, Freudenberg, Greene Tweed, Hutchinson, NOK, Parker Hannifin, Saint Gobain, SKF and Wolverine.

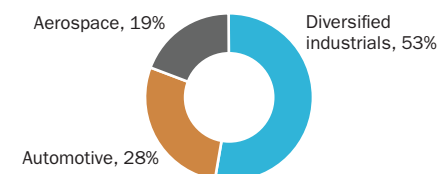
<sup>1</sup> A selection of brands and product names.



## NET SALES/GEOGRAPHIC MARKET, %



## NET SALES/INDUSTRY, %



## KEY FIGURES, EXCLUDING ITEMS AFFECTING COMPARABILITY, SEK M

	2024	2023
Net sales	16,670	16,446
Organic sales, %	1	1
Structural changes, %	1	12
Exchange rate effects, %	-1	4
Share of consolidated net sales, %	48	48
EBITA	3,428	3,496
EBITA margin, %	20.6	21.3
Capital employed	25,741	22,518
Return on capital employed (ROCE), %	13.0	14.1
Capital expenditures	729	822
Operating cash flow	2,798	2,854
Cash conversion ratio, %	87	87
Number of employees at year-end, including insourced staff and temporary employees	8,558	8,257

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# “We accelerate by scaling up”

## What was the most important thing that happened at Trelleborg Sealing Solutions in 2024?

At a personal level, I was taking over from Peter Hahn as head of the business area in April. It was a planned succession that ensured continuity and also laid the foundation for further development and strengthening of the business area's position.

During the year, we made significant investments to upgrade our facilities, build our capacity and implement new technologies. In Malta, we are expanding our cleanroom production to meet the needs of the growing semiconductor industry. Expansion projects were carried out in Poland, Bulgaria and Switzerland to strengthen the capacity of our existing manufacturing facilities. In Germany, we commissioned a new state-of-the-art logistics center in the fall.

In research and development, we continue to take the lead through our collaboration with Airbus on hydrogen-powered aircraft, which is an excellent example of our innovation and sustainability ambition.

## Tell us about this year's acquisitions?

The acquisition of the South Korean MNE Group strengthens our position in the semiconductor industry. We are increasing our presence in Asia, deepening our technical expertise and broadening our portfolio of solutions. US-based Magee Plastics strengthens our position in the aerospace industry by adding thermoplastic products for cabin interiors and providing good access to the aftermarket, thereby creating new opportunities to support our customers throughout the product lifecycle.

## What did it mean for your activities in medical technology to become a separate business area?

The medical technology area has a business logic that differs from our core competence in sealing technology. After a smooth transition, we are focusing even more on our strategic growth areas: the aerospace industry, hydrogen solutions, the processing industry, industrial automation and the semiconductor industry. We see excellent growth opportunities in these segments and are well positioned to meet future market needs.

“In research and development, we continue to take the lead through our collaboration with Airbus on hydrogen-powered aircraft, which is an excellent example of our innovation and sustainability ambition.”

## Can you tell us about your initiatives to increase sales in high-growth geographies?

We see great opportunities to increase our market share in Asia and, in addition to the acquisition of MNE Group I have already mentioned, we completed several investments in the region during the year. We successfully ramped up production at our manufacturing facility in Vietnam, and in Bengaluru, India, we are approaching the capacity ceiling and have therefore decided to expand our operations. We expect the aerospace industry to continue to develop well and will therefore establish a manufacturing facility in Casablanca, Morocco, which has become an important hub for the industry and is where many of our customers are located.

## Tell us about your sustainability work during the year?

During 2024, we took several steps to reduce our environmental impact and increase our social responsibility. We initiated a project at our site in Elsinore, Denmark, to convert waste material from seal manufacturing into a new valuable resource. This is in line with our goal to increase the share of recycled or bio-based raw materials in our products.

The new Stefa® radial shaft seals launched during the year reduce energy consumption in our customers' applications by 20 percent.

We implemented more than 200 social initiatives globally, demonstrating our commitment to contributing to positive social development in the communities where we operate. We held a sustainability conference to further strengthen the engagement and expertise of our employees in this area. These initiatives

underline our long-term focus on sustainability as an integral part of our business.

## How were sales and earnings in 2024?

Organic sales for the full year increased by 1 percent compared with the preceding year. Organic sales in Europe were stable, developed positively in Asia, but declined in North America. Sales to the industry segment were in decline for most of the year, in both Europe and North America. Deliveries to the automotive industry were somewhat positive, despite a downturn in the US market. Sales to the aerospace industry continued to perform very well in all geographic markets.

EBITA and the EBITA margin declined somewhat as a result of challenging market conditions in several major industrial segments, leading to lower volumes and thus reduced production efficiency. Exchange rate effects from the translation of foreign subsidiaries had a negative impact of SEK 51 M on EBITA compared with the preceding year.



JÜRGEN BOSCH  
BUSINESS AREA PRESIDENT  
TRELLEBORG SEALING SOLUTIONS

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
Trelleborg in brief	4
The year in brief	5
President and CEO	6
Trelleborg as an investment	9
The year in summary	10
The Trelleborg share	14
Global drivers	16
Strategy	17
Sustainability	21
Climate	22
Circularity	23
Workforce	24
Trelleborg's business areas	26
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Corporate governance, risks and risk management

Comments by the Chairman .....	33
Corporate governance.....	34
Corporate Governance Report .....	36
Work of the Board of Directors .....	37
Key figures, composition of the Board .....	39
Internal Control .....	40
Board of Directors .....	42
Group Management.....	44
Remuneration report .....	46
Risks and risk management.....	50

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# Trelleborg's local presence is a strength

Trelleborg's performance in 2024 remained positive, posting sales and a margin that demonstrated resilience despite more challenging market conditions. From a macroeconomic perspective, the past year was marked by a downturn in inflation, and thus also by lowered interest rates in the latter half of the year. The previously high interest rates, however, have clearly reduced economic activity, while the effects of the latest interest rate reductions are not yet discernible in the form of an improvement in economic activity.

For Trelleborg, which operates in a broad spectrum of industries and geographic areas, the decentralized organization has once again demonstrated its strength. It facilitates rapid adaptation of the operation to both upswings and downturns. This enabled stable performance for the Group as a whole throughout the year despite fluctuations in both industries and geographies.

As well in 2024, the world was marked by conflicts and an increasingly strained tone among the superpowers. The coming year is likely expected to contain more obstacles to trade and increased costs for international trade. For a global group such as Trelleborg, reduced global trade will be a negative over the long term. At the same time, the Group's operations are structured, with a strong local presence in Europe, North America and Asia. The company's manufacturing facilities are strategically located close to its customers and the flow of goods is regional, which is an advantage in a scenario where trade is becoming regionalized.

## Continued progress in sustainability

Trelleborg endeavors to be an industry leader in sustainability. It may seem contradictory for

the sustainability strategy to no longer be a major issue among the Board of Directors. However this is due to the fact that sustainability is now so deeply integrated into the operations that it no longer requires a separate strategy. In other words, the strategy itself is sustainable.

This is clearly seen by the significant reductions in Scope 1 and 2 carbon emissions that were achieved during the year. In 2024, Trelleborg had already reached the target that had originally been set for 2030. Additionally, further resources have been allocated to the Polymers for Tomorrow program, which focuses on increasing the used of bio-based or recycled raw materials.

**“Trelleborg has a clear strategy that is gradually steering the operation toward a larger share of rapidly growing segments and industries of a less cyclical nature while several cyclical operations have been divested.”**

Diversity, inclusiveness and equality are also priority strategic areas, and the Group is actively engaged in creating a culture in which all employees, regardless of background, have the opportunity to develop and grow in their roles. Safety initiatives are of the greatest significance for a manufacturing company such as Trelleborg, and the progress that is highlighted annually in this field bears witness to strong commitment. At the same time, the Excellence program continuously supports a positive trend.

## Major strategic decisions

Trelleborg has a clear strategy that is gradually steering the operation toward a larger share of rapidly growing segments and industries of a less cyclical nature, while several cyclical operations have been divested. A natural step in line with this strategy was establishing the new Trelleborg Medical Solutions business area, with a focus on life science and the industry's unique customer needs. To a great extent, the underlying market is driven by a rapidly growing and aging population in many parts of the world. During the year, Trelleborg completed the largest acquisition in its history, in medical technology. With the acquisition of Baron Group, the new business area will become a global leader in liquid silicone-based medical technology solutions. In addition, several bolt-on acquisitions in other strategic segments were also completed.

Moreover, the Board has made decisions on several expansion investments. The strong financial position that has been made possible by divestments in prior years provides us with the conditions to invest for the future. We are establishing new facilities in emerging geographies, increasing capacity and introducing new

technology into existing facilities. These initiatives are intended to create a Group with more rapid growth, greater profitability and reduced exposure to cyclical fluctuations.

## Well equipped for the future.

Since the 2023 Annual General Meeting, I have had the privilege of leading the Board's work at Trelleborg. This venerable Group will celebrate its 120th anniversary in 2025. Despite its lengthy history, the business is marked chiefly by inquisitiveness and a strong desire for change and improvement. The strategy holds firm and we continued to strengthen Trelleborg during the year, making the Group well equipped to leverage the opportunities in a changing world.

I would like to express my appreciation to all employees of Trelleborg, whose commitment and efforts form the foundation for the Group's success. A warm thank you also to my colleagues on the Board for their outstanding work and the many constructive discussions we have made. With a solid financial base and focused operations, Trelleborg is well positioned to meet the industrial challenges and opportunities of the future.



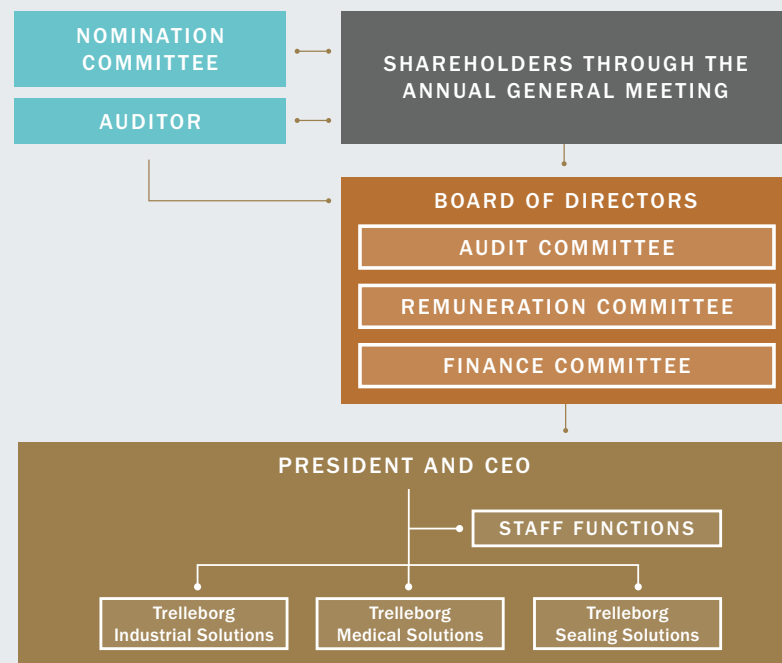
JOHAN MALMQUIST  
CHAIRMAN OF THE BOARD

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
» Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Corporate governance in Trelleborg AB



### EXTERNAL POLICY INSTRUMENTS

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

- » Swedish Companies Act
- » Swedish Annual Accounts Act
- » Nasdaq Nordic’s rules and regulations
- » Swedish Corporate Governance Code
- » International Financial Reporting Standards (IFRS)
- » Applicable EU regulations

### INTERNAL POLICY INSTRUMENTS

Internally binding policy instruments include:

- » Articles of Association
- » Rules of procedure for the Board of Directors – Instructions for the Audit Committee, Remuneration Committee, President and financial reporting to the Board of Directors
- » Core values and Code of Conduct
- » Anti-corruption and Fraud Policy
- » Treasury Policy
- » Communication Policy
- » Other instruments, policy documents, directives, manuals and recommendations

In addition to the above, processes are in place for Enterprise Risk Management (ERM) and internal control.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
» Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



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

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

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

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

» **Chairman of the Board.** The responsibility of the Chairman of the Board is to lead and guide the work of the Board and ensure that the work is well organized and conducted efficiently, and that the Board fulfills its obligations. The

Chairman monitors operations in dialog with the President and is responsible for ensuring that other Board members receive the information and documentation necessary to maintain a high level of quality in discussions and decisions, and for ensuring that the Board's decisions are executed.

- » **Board Committees.** The Board has established three committees from within its ranks without this otherwise impacting the Board's responsibilities and duties. These are the Audit, Remuneration and Finance Committees.
- » **Audit Committee.** The Audit Committee represents the Board in matters such as monitoring the processes concerning financial and sustainability reporting, risk management and internal control and also assists the Nomination Committee with proposals for the election of auditor.
- » **Remuneration Committee.** The Remuneration Committee prepares remuneration and other employment terms for the President and decides on these for other senior executives. The Committee represents the Board in managerial and succession planning as well as leadership development.
- » **Finance Committee.** The Finance Committee acts on behalf of the Board, preparing the strategic issues in relation to financing, evaluating the Group's existing and required financing scope, potential acquisitions and divestments, as well as their impact on the Group.
- » **President and CEO.** The President and CEO manages the day-to-day administration of Trelleborg. The President is assisted by Group Management comprising presidents of business areas and managers of corporate staff functions.
- » **Staff functions.** Trelleborg's staff functions – Finance and IT, Legal, Communications and HR – support the Group and business areas with Group-wide expertise and duties. Staff functions include the following:

- **Sustainability.** Reports are presented to the Board. The Excellence and Sustainability Group function is responsible for the sustainability framework, training and toolkit, as well as the consolidation of reporting. The day-to-day sustainability activities take place in the Sustainability Council, which is a group comprising representatives from the staff functions and business areas, as well as out in the operational units. Finance and IT have coordinating responsibility for sustainability reporting.
- **Legal.** The Legal Group function is responsible for providing a regulatory compliance framework as well as training and reporting support in the areas of anti-corruption, competition law, trade sanctions, export controls and data protection. The function is also involved in internal investigations, including whistleblower cases.
- **Internal Control.** Internal Control serves as the Group's internal audit function and reports to the Audit Committee and the Group's CFO. The function focuses on developing, enhancing and securing internal control over the Group's financial and sustainability reporting by proactively concentrating on the internal control environment and by examining the effectiveness of internal control.
- **Risk management.** The Group's risk management function is responsible for the Group's Enterprise Risk Management (ERM), which provides a framework for the Group's risk activities. The function reports to the Group's General Counsel. It focuses on evaluating identified risks and consolidating priorities in order to manage risk. Group Treasury is responsible for financial risk management. Sustainability risks are managed by the Group Excellence and Sustainability Group function. Reports are presented to the Board.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Corporate Governance Report 2024

Trelleborg is a publicly traded Swedish limited liability company listed on Nasdaq Stockholm Large Cap. Trelleborg applies the Swedish Corporate Governance Code and presents its 2024 Corporate Governance Report in this section. No deviations from the Code have been reported. The auditor's review was conducted in accordance with FAR's recommendation RevU 16 The auditor's examination of the corporate governance statement.

## Annual General Meeting 2024

The 2024 Annual General Meeting took place on April 24, in Trelleborg. According to the voting list prepared, approximately 77 percent of the votes in Trelleborg were represented at the meeting. The meeting was opened by the Chairman of the Board, Johan Malmquist, who was also appointed to chair the meeting.

The complete minutes and information on the 2024 Annual General Meeting are available at [www.trelleborg.com](http://www.trelleborg.com). The resolutions passed by the meeting included the following:

- » The dividend according to the Board's proposal of SEK 6.75 per share
- » Re-election of Gunilla Fransson, Monica Gimre, Henrik Lange, Johan Malmquist, Peter Nilsson, Anne Mette Olesen and Jan Ståhlberg. The meeting elected Johan Malmquist as Chairman of the Board. Re-election of Deloitte AB as auditor
- » Remuneration for the Board members and the auditor
- » The Board's remuneration report for fiscal year 2023
- » Resolution on principles of remuneration for senior executives
- » Resolution on the Board of Director's proposal for the Performance Share Plan (PSP 2024/2027)
- » Resolution on authorization for the Board to decide on the repurchase of shares
- » Resolution on reduction of the share capital by means of cancellation of repurchased shares and increase of the share capital through a bonus issue

## Trelleborg 2025 Annual General Meeting

Trelleborg's 2025 Annual General Meeting will be held on April 24, 2025, in Trelleborg.

For information on shareholders and the Trelleborg share, refer to pages 14–15 and [www.trelleborg.com](http://www.trelleborg.com).

## Nomination Committee for the 2025 Annual General Meeting

The Chairman of the Board is to contact the five largest shareholders registered as owners in terms of votes by the end of August each year to ask that they appoint one member each to the Nomination Committee for the next Annual General Meeting. If any shareholder declines to appoint a member, the Chairman shall request that the next shareholder in turn appoint a member. The Nomination Committee can decide that the Chairman of the Board will be included in the Nomination Committee, but not be appointed Chairman.

No payment is made to members of the Nomination Committee.

Ahead of the 2025 Annual General Meeting, the Nomination Committee held three minuted meetings and maintained continuous contact up to and including February 18, 2025. As a basis for the Nomination Committee's work, the Chairman of the Board presented a report on the work of the Board, which included a survey to evaluate the work and function of the Board, and held meetings with the President and two Board members.

The Nomination Committee's guidelines for the selection of candidates to be nominated to the Board specify that they shall possess knowledge and experience relevant to Trelleborg's operations. The Diversity Policy applied for the Group's Board of Directors is item 4.1 in the Swedish Corporate Governance

Code. The objective is that the Board of Directors, considering Trelleborg's operations, stage of development and conditions in general, is to have a suitable composition, characterized by diversity and breadth as regards the expertise, experience and background of the members elected by the Annual General Meeting, and that an even gender balance is to be sought.

The Nomination Committee at the time took into consideration the Diversity Policy when preparing its proposal for the election of Board members ahead of the 2024 Annual General Meeting, which resulted in the Board composition presented on pages 42–43.

The Nomination Committee's proposals to the 2025 Annual General Meeting will be published in the official notification and on [www.trelleborg.com](http://www.trelleborg.com).

## Board of Directors 2024

In 2024, Trelleborg's Board of Directors comprised seven members elected by the Annual General Meeting, including the President. Employees elect three representatives and one deputy to the Board of Directors. The Group's Chief Financial Officer attends the Board meetings as does the General Counsel, who serves as the Board's secretary. Other members of Group Management participate in Board meetings when necessary.

For further information on Board members, refer to pages 42–43 and Note 10, pages 75–77.

## Work of the Board of Directors

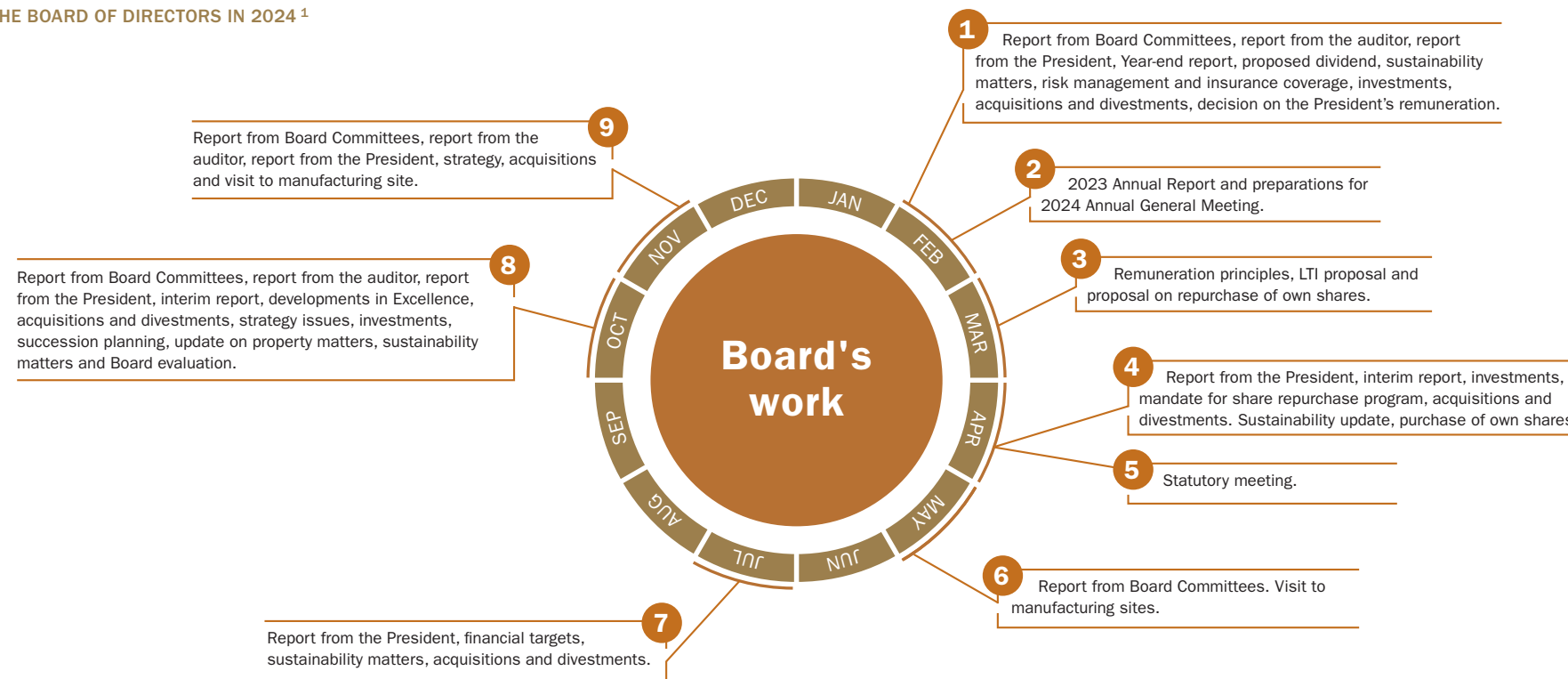
The Board held ten meetings during the year, including one statutory Board meeting. The Board of Directors is responsible for establishing Trelleborg's overriding targets, developing and

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
» Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



WORK OF THE BOARD OF DIRECTORS IN 2024<sup>1</sup>



following up the overall strategy, deciding on major acquisitions, divestments and investments and continuously monitoring operations. The work of the Board follows an annual plan. Recurring issues at Board meetings include reports from the Board Committees, reports from the President, interim reports, structural issues and sustainability matters, as well as resolutions on the President's remuneration and evaluation by the Board of Directors.

In addition to the Board meetings, study trips were made to some of the Group's entities in China and Malta.

The President presents a report on the operations' performance at scheduled Board meetings. The Board conducts reviews with the auditor when audit reports are to be consid-

ered. The auditor also has meetings with the Board of Directors without the presence of Group Management and with the Audit Committee.

The Audit Committee briefs the Board of Directors on whistleblowing reports and investigations.

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

The Chairman of the Board is responsible for evaluating work on the Board and in relation to management. It is an

annual, systematic and structured process. In 2024, a survey was conducted and all members were also interviewed by the Chairman. The results from these interviews were presented and discussed by the Board and Nomination Committee, forming the basis for evaluating the size and composition of the Board. The evaluation highlighted proposals for how the work of the Board of Directors could be further improved. The evaluation included the contribution made by the Chairman of the Board. The evaluation for 2024 shows that the work of the Board is deemed to have functioned well. Board evaluations carried out in previous years have distinctly influenced the work of the Board and committees.

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

<sup>1</sup> The model refers to the ordinary meeting of the Board. In total, the Board held ten meetings, including one extraordinary meeting.

**Board Committees**

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

*Audit Committee.* Recurring issues at Audit Committee meetings are accounting issues, interim reports, financial reports, sustainability reporting, work plans for and regular reporting from the Internal Control staff function, legal disputes and internal legal control, risk management, whistleblower reports, and reports from the auditor.

The Audit Committee is also to represent the Board by keeping itself informed in matters relating to the audit of the annual report, including the sustainability reporting, and the consolidated financial statements, reviewing and monitoring the auditor's impartiality and independence, and providing assistance when preparing proposals regarding the appointment of auditor for approval by the Annual General Meeting. The Audit Committee is also to represent the Board by monitoring the Group's work in relation to risk management issues and IT and IT-related security issues. The Committee is also to represent the Board by monitoring day-to-day financing operations, and annually reviews and makes proposals for changes to the Treasury Policy.

In 2024, five meetings of the Audit Committee were held.

*Remuneration Committee.* Recurring issues at Remuneration Committee meetings are remuneration principles and evaluation, goals and outcome of variable remuneration (annual variable salary and long-term incentive programs), succession planning and leadership development. The Remuneration Committee also prepares the annual remuneration report.

In 2024, six meetings of the Remuneration Committee were held.

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

In 2024, two meetings of the Finance Committee were held.

The work of the Board's committees is evaluated within the framework of the survey and subsequent interviews conducted by the Chairman of the Board concerning the work of the Board. In addition, Trelleborg's Internal Control function reviews the work of the Audit Committee vis-à-vis the Committee's work instruction, the Swedish Corporate Governance Code and relevant legislation. The Remuneration Committee also submits a

written evaluation, which is reviewed by the company's auditor. In its evaluation, the members verify that the work of the committee and remuneration of senior executives are aligned with the principles for remuneration of senior executives adopted by the Annual General Meeting.

**Auditor 2024**

The Annual General Meeting resolved that the auditing firm Deloitte AB shall be Trelleborg's auditor for a period of one year. Refer to page 39 for further information.

**Group Management 2024**

In 2024, Group Management held four meetings. Normally, the meetings take place over a few days to allow time for presentations and discussions. These meetings focused on the Group's strategic and operational performance and budget follow-up. In addition, several reviews and regular checks took place concerning the performance of operations in relation to, for example, contingency plans for economic fluctuations, inflation and raw material prices, progress in the field of artificial intelligence, potential acquisitions, developments in activities related to sustainability and circularity, efficiency improvement and restructuring projects, management of cybersecurity, diversity and succession planning, and so forth.

Since April 1, 2024, Trelleborg's operational activities have been organized into three business areas, of Trelleborg Sealing Solutions medical operations forming the basis for the new Trelleborg Medical Solutions business area. Together, the Group consists of about 20 business or marketing units, which in turn comprise approximately 40 product or function areas. The organization is based on the principle of decentralized responsibility and decentralized authority.

Each legal unit, which does not necessarily reflect the operational businesses, has its own board of directors that focuses on regulatory compliance, among other aspects.

**Sustainability reporting**

Trelleborg has prepared its Sustainability Report in accordance with the Global Reporting Initiative (GRI) guidelines. The sustainability report includes the statutory sustainability report, which is prepared as a separate report from the annual report in accordance with Chapter 6, Section 11 of the Annual Accounts Act, according to the previous version applied before 1 July 2024,

respectively. The scope of the sustainability report and the statutory sustainability report is shown in the table of contents on page 116 and the GRI Standards overview index at [www.trelleborg.com](http://www.trelleborg.com).

**Internal culture**

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

**Core values**

Trelleborg is a global Group characterized by individual and cultural diversity and shared value systems are therefore particularly important. The core values are long-term commitments, which, when coupled with Trelleborg's business concept, goals and strategies, guide the Group in making decisions and conducting business. The core values are:

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

**Diversity, equality and inclusion**

Trelleborg works to achieve a balanced mix of ethnicities, ages and genders in its operations. The Group's updated Diversity, Equality and Inclusion Directive recognizes that diversity is a strength for the Group. Enhanced diversity and inclusion has the potential to further drive Trelleborg's performance and results, both at team level and individually. Read more about Trelleborg's sustainability activities on pages 117–164.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



MEMBERS OF BOARD COMMITTEES  
AT DECEMBER 31, 2024

**Audit Committee**

- » Gunilla Fransson, Chairman (dependent)
- » Monica Gimre
- » Jan Ståhlberg
- » Henrik Lange

**Remuneration Committee**

- » Johan Malmquist, Chairman (independent)
- » Gunilla Fransson
- » Anne Mette Olesen

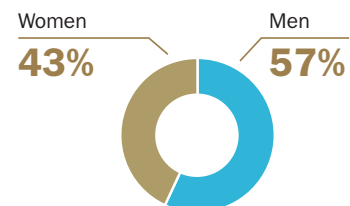
**Finance Committee**

- » Johan Malmquist, Chairman (independent)
- » Henrik Lange
- » Jan Ståhlberg

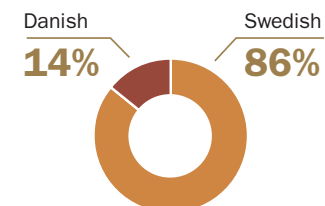
NOMINATION COMMITTEE FOR THE 2025 ANNUAL  
GENERAL MEETING

Name/Representing	Share of votes, % Aug 31, 2024	Share of votes, % Dec 31, 2024
Ragnar Lindqvist, Dunker Foundations	57.30	57.30
Per Trygg, Lannebo Kapitalförvaltning	0.82	0.99
Anna Sundberg, Handelsbanken Funds	0.97	1.33
Ulrik Grönvall, Swedbank Robur Funds	1.31	1.49
Erik Granström, Folksam	0.83	0.85
<b>Total</b>	<b>61.23</b>	<b>61.96</b>

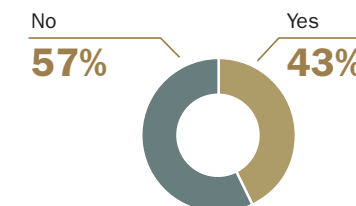
GENDER DISTRIBUTION IN  
THE BOARD OF DIRECTORS <sup>1</sup>



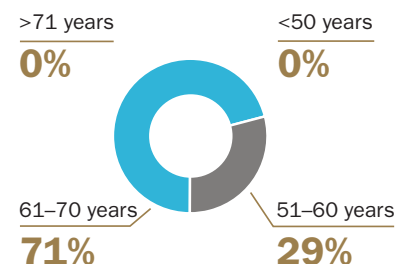
BOARD'S  
NATIONALITY <sup>1</sup>



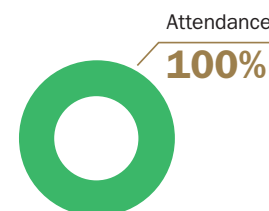
DEPENDENCE IN RELATION TO MAJOR  
SHAREHOLDERS OR POSITION <sup>1, 2</sup>



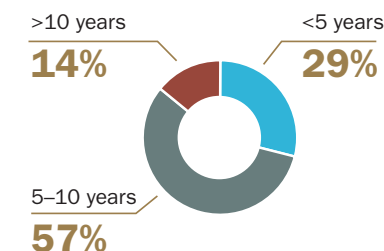
AGE DISTRIBUTION ON THE BOARD  
OF DIRECTORS <sup>1</sup>



BOARD MEETING  
ATTENDANCE <sup>1</sup>



TIME ON THE BOARD  
OF DIRECTORS <sup>1</sup>



AUDITOR'S REMUNERATION

SEK M	2024	2023
<i>Deloitte</i>		
Audit assignment	-27	-26
Audit activities other than audit assignment	-1	-1
Tax consultancy services	0	0
Other services	0	0
<i>Other auditors</i>		
Audit assignment	-8	-7
Audit activities other than audit assignment	0	0
Tax consultancy services	-	-
Other services	-1	-
<b>Total</b>	<b>-37</b>	<b>-34</b>

AUDITOR 2024



**KENT ÅKERLUND**  
AUTHORIZED PUBLIC ACCOUNTANT

Auditor of the Trelleborg Group since the 2024 Annual General Meeting  
Partner of Deloitte AB since 2007  
Qualifications: Graduate in business administration  
Other assignments: Addtech, Diös, OX2, Raysearch and Skistar  
Born: 1974

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

<sup>1</sup> Board members elected by the Annual General Meeting, including the President and CEO.

<sup>2</sup> The Nomination Committee assesses that four of the seven members are independent of the company, company management and major shareholders. The requirements of the Swedish Corporate Governance Code have thus been met.



# Internal control over financial and sustainability reporting

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

Trelleborg's Board of Directors has concluded that the current Internal Control set up is sufficient from a corporate governance perspective and that there is no need for an internal audit function.

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

## Control environment

The control environment provides the basis for the internal control. One important aspect is that decision making, authority and responsibility are clearly defined and communicated between different levels within Trelleborg and that policy instruments, in the form of policies, manuals and recommendations, exist and are observed. Refer to pages 34-35 for list of external and internal policy instruments.

The Board of Directors bears overall responsibility for financial reporting where the Audit Committee assists the Board by moni-

toring, for example, the efficiency of Trelleborg's internal control, internal audit and risk management.

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

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

## Risk assessment

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

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

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

## Control activities

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

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

Refer to the illustration on page 41.

## Information and communication

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

The Group's Chief Financial Officer and the Head of the Internal Control staff function report the results of their work on internal

control as a standing item on the agenda of the Audit Committee's meetings. The results of the Audit Committee's work in the form of observations, recommendations and proposed decisions and measures are continuously reported to the Board. The minutes of the Audit Committee meetings are presented to the Board and the Chairman of the Audit Committee reports on its work.

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

## Monitoring

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

Monitoring includes the follow-up of monthly financial reports in relation to targets, quarterly reports with results from self-assessments in the Group's companies and business areas, and results from internal control review. Monitoring also encompasses following up observations reported by Trelleborg's auditor.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
» Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





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

Activities in 2024

The Internal Control staff function conducted 56 internal audits in 22 countries during the year. Of these, 16 were IT security audits. In 2024, the main focus was on North America and Europe, in addition to audits of a number of units in Asia. The total number of audits was somewhat higher than in the preceding year. Most of the internal controls were conducted by the Internal Control staff function in cooperation with internal resources from other staff functions with specialist competence in such areas as purchasing and finance, or jointly with controllers from various business areas.

The Legal staff function carried out more than 30 legal reviews of subsidiaries in 2024. In connection with legal reviews, subsidiaries are analyzed from a legal standpoint and examined in pre-defined areas – quality of contracts, and compliance with the Group’s policies and procedures in the following areas: export control, management of agents and distributors, anti-bribery and corruption. Legal reviews are conducted according to a structured program in all regions where Trelleborg conducts operations, with the aim of reviewing each operating unit at least every four years. Internal audits of IT security were carried out by external IT consultants together with the Group IT staff function. In 2024, the Internal Control staff function also worked on a broad front with

reviews of all processes and most controls were conducted physically.

Activities in focus in 2025

The number of planned internal audits amounts to approximately 60 and comprises some 50 units in nearly 30 countries. Geographically, the focus of the Internal Control staff function will be evenly distributed across Europe, Asia and North America. The plan is for most internal audits to take place physically on site at the local unit. In 2025, the Internal Control staff function will continue to work broadly with reviews of all processes. The plan is also to carry out occasional internal audits with the support of record analysis. New

activities in 2025 include a plan to perform a small number of sustainability audits according to the same process as for the other audit areas. Refer also to the section “Risk management and internal control of sustainability reporting” on page 122.

The following information is available at

www.trelleborg.com:

- » Articles of Association
» Code of Conduct
» Corporate Governance Reports from 2007 and onward
» Information regarding Trelleborg’s Annual General Meetings from 2004 and onward (notifications, minutes, President and CEO’s speeches, press releases)
» Information regarding the Nomination Committee
» Information regarding the principles for remuneration of senior executives
» Information for the 2025 Annual General Meeting

INTERNAL CONTROL STRUCTURE OF THE TRELLEBORG GROUP

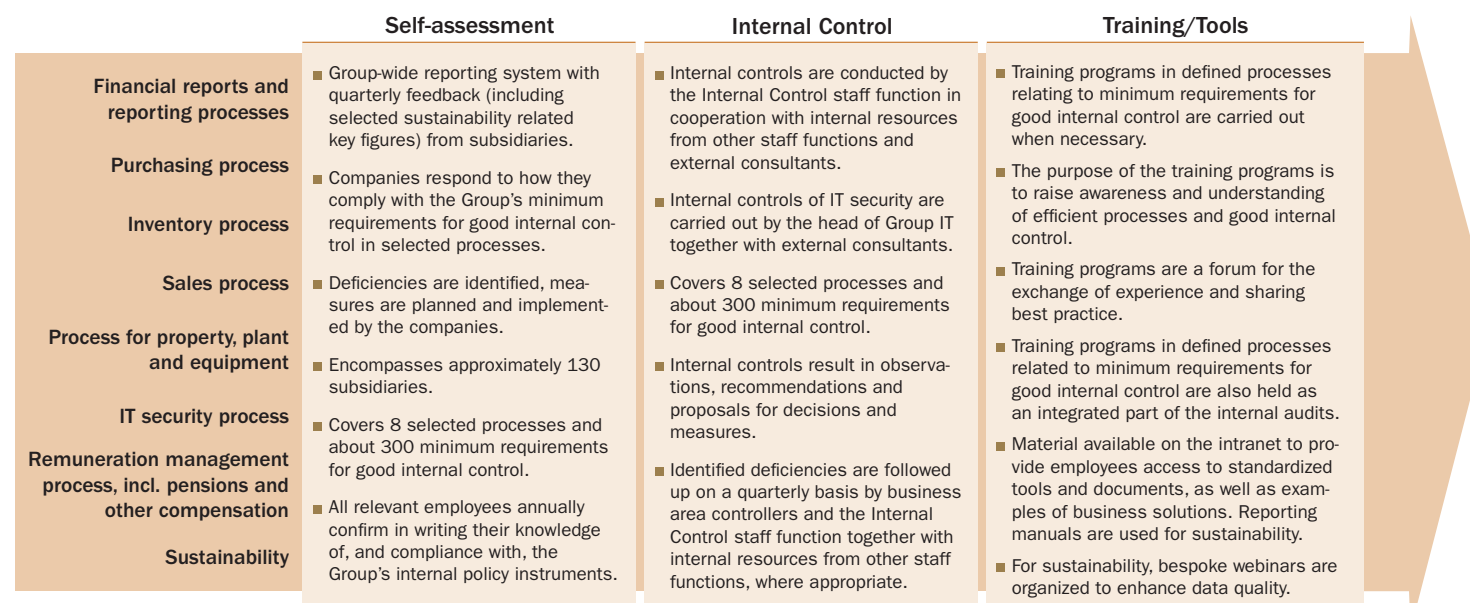


Table listing contents: OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY (4); CORPORATE GOVERNANCE AND RISK MANAGEMENT (32); FINANCIAL INFORMATION (55); SUSTAINABILITY REPORT (116); OTHER INFORMATION (166).



## BOARD OF DIRECTORS



	Johan Malmquist	Gunilla Fransson	Monica Gimre	Henrik Lange	Peter Nilsson	Anne Mette Olesen	Jan Ståhlberg
	Chairman	Member	Member	Member	Member	Member	Member
Year elected	2016	2016	2021	2023	2006	2015	2018
Born	1961	1960	1960	1961	1966	1964	1962
Nationality	Swedish	Swedish	Swedish	Swedish	Swedish	Danish	Swedish
Qualifications	Graduate in business administration	M.Sc. Eng. and Licentiate of Technology	M.Sc. Eng.	Graduate in business administration	M.Sc. Eng.	MBA and B.Sc. Eng.	Graduate in business administration
Competence	International industry Mergers and acquisitions Leadership and organizational development	Technology development and international Industry Mergers and acquisitions Marketing and sales	International industry Strategy and business development Leadership and organizational development	Risk management Internationalization Finance	Leadership and organizational development International industry Mergers and acquisitions	Sustainability Strategy and business development Global leadership	Sustainability Industrial development Finance
Other assignments	Chairman of the Board of Arjo AB and Getinge AB. Board member of Mölnlycke Health Care AB, Stena Adactum AB and the Chalmers University of Technology Foundation	Board member of the Dunker Foundations, Nederman AB and Securitas AB		Vice Chairman of the Board of Velux A/S. Board member of the Dunker Foundations, Alfa Laval AB, BDR Thermea Group B.V. and Traction AB	Chairman of the Board of Cibes Holding AB and Ependion AB. Board member of Trelleborg AB, the Chamber of Commerce and Industry of Southern Sweden and Svenska Handbollslandslaget AB	Board member of Schur International A/S and Konsul Axel Schur og Hustrus Fond	Board member of Bactiguard Holding AB and ITB-Med AB
Employment and primary professional experience	Full-time Board member and/or Chairman  Formerly President and CEO of Getinge AB and various senior positions at Electrolux AB	Full-time Board member and/or Chairman  Formerly various senior positions at Saab AB and Ericsson AB	Full-time Board member  Formerly President of Sidel Group and various senior positions at Tetra Pak and Alfa Laval	Full-time Board member and/or Chairman  Formerly President and CEO of Gunnebo AB, senior positions within SKF AB and CEO of Johnson Pump AB	President and CEO of Trelleborg AB  Formerly Business Area President at Trelleborg and other posts within the Trelleborg Group, as well as management consultant at BSI	Full-time Board member and investor  Formerly various senior positions at Coloplast A/S, Chr. Hansen A/S and Danisco Ingredients A/S, and Chief Strategy & Sustainability Officer AAK AB	Founder and CEO of Trill Impact AB  Formerly Vice President and Deputy Chairman of EQT and various senior positions at Ovako Steel
Dependence in relation to major shareholders or position	No	Yes. Dependent in relation to the company's major shareholders through her assignment on behalf of Trelleborg's main owner, the Dunker Foundations	No	Yes. Dependent in relation to the company's major shareholders through his assignment on behalf of Trelleborg's main owner, the Dunker Foundations	Yes. Dependent in relation to the company as a result of his position as Trelleborg's President and CEO	No	No
Shareholding 2024	10,000 shares	3,000 shares	4,538 shares	4,000 shares	64,500 shares	2,500 shares	130,000 shares
Shares in related companies	–	–	–	–	–	–	–
Board meeting attendance	Chairman 10 of 10	Member 10 of 10	Member 10 of 10	Member 10 of 10	Member 10 of 10	Member 10 of 10	Member 10 of 10
Audit Committee attendance	–	Chairman 5 of 5	Member 5 of 5	Member 5 of 5	–	–	Member 5 of 5
Remuneration Committee attendance	Chairman 6 of 6	Member 6 of 6	–	–	–	Member 6 of 6	–
Finance Committee attendance	Chairman 2 of 2	–	–	Member 2 of 2	–	–	Member 2 of 2
Total reimbursement 2024, SEK 000s <sup>1</sup>	2,425	1,130	905	1,005	–	825	1,005
Of which Board, SEK 000s	2,150	725	725	725	–	725	725
Of which Committees, SEK 000s	275	405	180	280	–	100	280

Board assignments and holdings in Trelleborg as stated above reflect the situation as per December 31, 2024.

<sup>1</sup> Remuneration to the Board for the May 2024–April 2025 period. The fees paid to the members of the Board of Directors elected by the Annual General Meeting are approved by the Annual General Meeting based on the proposals of the Nomination Committee. For the 2024 calendar year, remuneration was paid as per Note 10. No consulting fees were paid to the Board members. Remuneration is not paid to executive Board members. Remuneration excludes travel allowances.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
» Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## BOARD MEMBERS AND DEPUTIES APPOINTED BY THE EMPLOYEE ORGANIZATIONS

**Maria Eriksson**

Employee representative, appointed by the Unions of the Trelleborg Group (PTK)

Elected to the Board: 2020

Born: 1972

Nationality: Swedish

Quality engineer. Other assignments: Chairman of Unionen Trelleborg Ersmark AB, member of Trelleborg Swedish Works Council (PTK) and member of Trelleborg European Council

Qualifications: Engineer, machine specialist

Shareholding 2024: –

Board meeting attendance: 10 of 10

**Jimmy Faltin**

Employee representative, appointed by the Unions of the Trelleborg Group (LO)

Elected to the Board: 2018

Born: 1965

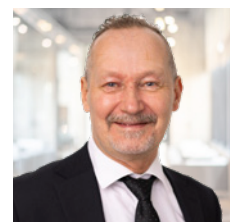
Nationality: Swedish

Machine operator. Other assignments: Chairman of the Trelleborg European Works Council, member of the Trelleborg Swedish Works Council (LO) and the Negotiating Delegation Technology Agreement IF Metall. Division Chairman IF Metall Norra Västerbotten

Qualifications: Training in behavioral science, employment contracts and labor law

Shareholding 2024: –

Board meeting attendance: 10 of 10

**Lars Pettersson**

Employee representative, appointed by the Unions of the Trelleborg Group (LO)

Elected to the Board: 2018

Born: 1965

Nationality: Swedish

Machine operator. Other assignments: Member of Unions of the Trelleborg Group (LO)

Qualifications: Cabinetmaker, training in negotiation and in salary system development

Shareholding 2024: –

Board meeting attendance: 10 of 10

**Magnus Olofsson**

Deputy employee representative, appointed by the Unions of the Trelleborg Group (PTK)

Elected to the Board: 2021

Born: 1964

Nationality: Swedish

Production manager and process manager. Other assignments: Chairman of Unionen Trelleborg Industri AB and Trelleborg AB and member of Trelleborg Swedish Works Council (PTK)

Qualifications: Rubber and plastics technology. Previous positions in production management, product and process development

Shareholding 2024: –

Board meeting attendance: 10 of 10

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



GROUP MANAGEMENT



	Peter Nilsson	Fredrik Nilsson	Jean-Paul Mindermann	Linda Muroski	Jürgen Bosch	Katarina Olsson	Patrik Romberg
<b>Position</b>	President and CEO	Chief Financial Officer (CFO)	Business Area President, Trelleborg Industrial Solutions	Business Area President, Trelleborg Medical Solutions	Business Area President, Trelleborg Sealing Solutions	Senior Vice President, General Counsel	Senior Vice President, Communications and Senior Vice President, Human Resources
<b>Employed</b>	1995	2021	2011	2016	2010	2022	2006
<b>In current position since</b>	2005	2021	2017	2024	2024	2022	2011
<b>Born</b>	1966	1977	1965	1967	1968	1971	1966
<b>Nationality</b>	Swedish	Swedish	German	American	German	Swedish	Swedish
<b>Qualifications</b>	M.Sc. Eng.	Graduate in business administration	Graduate in business administration	MBA and university studies in business administration	MBA and degree in mechanical engineering	Master of Law	MBA and university studies in behavioral science and education
<b>Other assignments</b>	Chairman of the Board of Cibes Holding AB and Ependion AB. Board member of Trelleborg AB, the Chamber of Commerce and Industry of Southern Sweden and Svenska Handbollslandslaget AB		President of Contex Holding GmbH and Board member of Herschel Infrared Ltd, Herschel Energy Ltd and Terra Fidelis GmbH			Board member of InArea Group AB	
<b>Professional experience</b>	Business Area President at Trelleborg and other posts within the Trelleborg Group, as well as management consultant at BSI	Chief Financial Officer AAK AB and various finance roles in Sandvik	Business Unit President at the Trelleborg Group, President of Premia Group, CEO of Watts Industrial Tires and other senior management functions	President Global Healthcare & Medical and Industrial Americas at Trelleborg Sealing Solutions, as well as senior positions within BASF	Business Unit Manager and other senior positions at the Trelleborg Group	General Counsel and head of sustainability at Beijer Ref and Senior Corporate Counsel ICA and Ericsson	Various positions at the Trelleborg Group, including with responsibility for sustainability. Various positions at Unilever
<b>Shareholding 2024</b>	64,500 shares	11,500 shares	2,400 shares	1,650 shares	1,375 shares	3,343 shares	5,291 shares

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
» Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## REMUNERATION OF GROUP MANAGEMENT 2024

SEK 000s		Fixed salary	Annual variable salary	Long-term incentive program <sup>1</sup>	Other benefits	Extraordinary items <sup>2</sup>	Total	Pension costs	Total including pension
President and CEO	2024	13,740	7,935	7,754	285	–	29,714	6,031	35,745
	2023	12,738	6,441	8,474	228	12,106	39,987	5,583	45,570
Group Management, others (6 persons) <sup>3</sup>	2024	25,199	14,059	12,202	1,435	–	52,895	5,607	58,502
Group Management, others (5 persons)	2023	23,244	7,967	15,435	1,420	1,394	49,460	5,238	54,698
<b>Total</b>	<b>2024</b>	<b>38,939</b>	<b>21,994</b>	<b>19,956</b>	<b>1,720</b>	<b>–</b>	<b>82,609</b>	<b>11,638</b>	<b>94,247</b>
Total	2023	35,982	14,408	23,909	1,648	13,500	89,447	10,821	100,268

<sup>1</sup> Expensed in 2024. Payment is made in the first quarter, 2025 to 2027, on condition that the individual is employed in the Group on December 31 of the preceding year. As of 2024 and onwards, included share-based incentive programs, see also pages 46–47.

<sup>2</sup> Refers to extraordinary remuneration related to the divestment of the tire operation in 2023.

<sup>3</sup> Remuneration to Linda Muroski, President of Trelleborg Medical Solutions, is included for the period April 1 to December 31, 2024. Remuneration to Jürgen Bosch, President of Trelleborg Sealing Solutions, is included for the period April 1 to December 31, 2024. Compensation to Peter Hahn, President of Trelleborg Sealing Solutions until March 31, 2024, is included for the period January 1 to March 31, 2024.

## PRINCIPLES FOR REMUNERATION

A selection of the principles for remuneration of senior executives is specified here. The complete principles for senior executives can be found on pages 48–49.

- » Trelleborg will offer market-based terms of employment that enable the company to recruit, develop and retain senior executives.
- » The remuneration structure is to comprise fixed and variable remuneration (annual variable salary and long-term incentive programs), pension provisions and other remuneration, which together form the individual's total remuneration package.
- » Principles for remuneration may vary depending on local conditions.

Senior executives comprise the President and CEO as well as other members of Group Management. The principles are complemented by directives governing pensions and other benefits for senior executives. In 2024, total remuneration of Group Management amounted to SEK 82,609,000 (89,447,000), excluding pension premiums, and SEK 94,247,000 (100,268,000), including pension premiums.

For additional information concerning remuneration, refer to Note 10, pages 75–77.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Remuneration report 2024

This report describes how the principles for remuneration of senior executives at Trelleborg, adopted by the 2024 Annual General Meeting, were implemented in 2024. The report has been prepared in accordance with the Swedish Companies Act and the remuneration rules issued by the Swedish Corporate Governance Board.

## Scope, purpose and deviations

A prerequisite for the successful implementation of Trelleborg's business strategy is that Trelleborg is able to recruit and retain qualified personnel. Remuneration for all roles within the organization is continuously benchmarked against those for comparable roles in similar organizations and in the employees local market. The position grading system (International Position Evaluation) is used to determine the weight of the role within the context of Trelleborg. To secure a solid understanding of the market levels, market data from multiple sources are obtained and a peer group is established. When compensation is determined, criticality of the role and availability on the market are considered. The method aims to ensure that the compensation that Trelleborg provides, enables the Group to attract and retain the right competence at the right cost level. Remuneration may consist of fixed salary, variable remuneration, pension benefits and other benefits. Additionally, the Annual General Meeting can be resolved on other remuneration, such as share-based or share-price-based remuneration. The principles for remuneration of senior executives are presented on pages 48–49.

The principles for remuneration of senior executives were unanimously adopted by the 2024 Annual General Meeting. The principles were applied in full in 2024.

The auditor's report regarding Trelleborg's compliance with the principles for remuneration of senior executives is available

in the "Corporate governance" section at [www.trelleborg.com](http://www.trelleborg.com).

No remuneration was reclaimed or limited, nor did the company refrain from making any payment in 2024.

## Shareholding Requirement

To align the interests of executive directors with those of the shareholders a member Group Management, the member is expected to invest in Trelleborg shares, until a share capital amount corresponding to one annual fixed gross salary is reached. The member is also expected to retain this level of share capital until the Employee is no longer a member of Group Management.

## Share-based remuneration

In 2024 Trelleborg introduced a Performance Share Program for Group Management with the objective to incentivize our senior executives to hold Trelleborg shares up to a minimum of one annual fixed gross salary. A criteria is that the participants makes a private investment of 10 percent of his/her annual fixed gross salary.

## Application of performance criteria

The performance criteria forming the basis for the President and CEO's variable remuneration have been selected to ensure delivery in line with Trelleborg's strategy and to encourage behavior that is in the long-term interests of Trelleborg. The strategic objectives and short and long-term business priorities for 2024 have been taken into account in the selection of performance criteria. The performance criteria forming the basis for the one-year annual variable salary were EBITA, Operating cash flow (OCF) and a sustainability target (CO<sub>2</sub> reduction). The performance criteria for the three-year long-term incentive (LTI) programs was Earnings per share (EPS). All performance criteria exclude items affecting comparability.

## Further information on executive remuneration

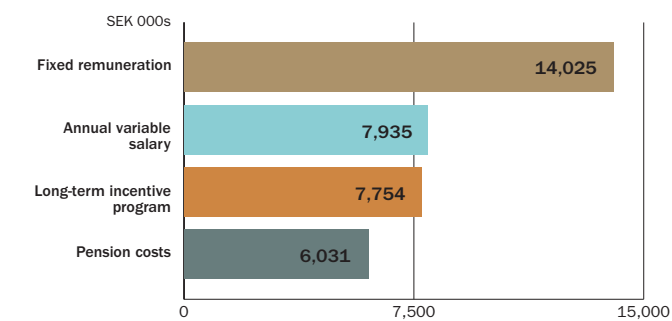
Further information on executive remuneration is available in Note 10 (Employees and employee benefits) on pages 75–77 of this Annual Report. Information on the work of the Remuneration Committee in 2024 is set out in the Corporate Governance Report, available on pages 36–39 of this Annual Report.

Remuneration of the Board of Directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and disclosed in Note 10 on pages 75–77 of this Annual Report.

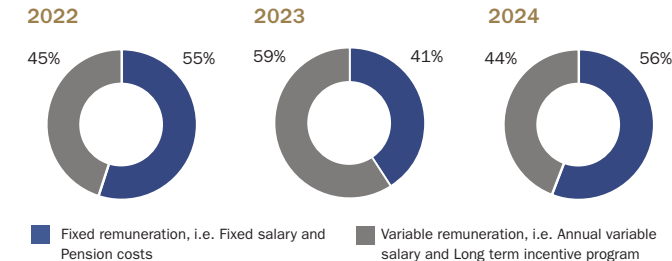
## Information on key developments 2024

The President and CEO summarizes Trelleborg's overall performance in his statement on pages 6–8 of this Annual Report.

## TOTAL REMUNERATION OF THE PRESIDENT AND CEO



## PROPORTION OF FIXED AND VARIABLE REMUNERATION



## 1 – TOTAL REMUNERATION OF THE PRESIDENT AND CEO

Table 1 below sets out the total remuneration expensed or paid to Trelleborg's President and CEO between 2022–2024.

KSEK	Year	Fixed remuneration		Variable remuneration			Extraordinary items	Pension costs	Total remuneration	Proportion of fixed and variable remuneration, % <sup>1</sup>
		Fixed salary	Other benefits	Annual variable salary	Long-term incentive program					
Peter Nilsson, President and CEO	2024	13,740	285	7,935	7,754	–	6,031	35,745	56/44	
	2023	12,738	228	6,441	8,474	12,106	5,583	45,570	41/59 (67/33)	
	2022	12,317	220	7,279	7,559	–	5,363	32,738	55/45	

<sup>1</sup> Pension included in fixed remuneration. For 2023 the portion of fixed and variable remuneration is reported both including and within parentheses excluding extraordinary items.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
» Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



### 2A – SHORT-TERM PERFORMANCE AND REMUNERATION OF THE PRESIDENT AND CEO

Table 2A below describes how the criteria for variable short-term remuneration were expensed during the fiscal year.

Peter Nilsson, President and CEO	Remuneration components	Relative weighting of the performance criteria	a) Measured performance, b) actual award/remuneration outcome, kSEK, and c) target achievement <sup>3</sup> , %	
			Measured performance	Actual award/remuneration outcome, kSEK, and target achievement <sup>3</sup> , %
	Earnings before interest, taxes and amortization (EBITA) <sup>2</sup>	65%	a) EUR 537.2 M (2023: EBT 471.2 <sup>4</sup> / 2022: EBT 618.8) <sup>4</sup> b) kSEK 5,539 (2023: 3,475 / 2022: 4,918) c) 93.1% (2023: 63% / 2022: 100%)	
	Operating cash flow (OCF) <sup>2</sup>	25%	a) EUR 437.3 M (2023: 439.3 / 2022: 478.2) b) kSEK 1,481 (2023: 2,119 / 2022: 1,603) c) 64.7% (2023: 100% / 2022: 84.8%)	
	Sustainability (CO <sub>2</sub> reduction)	10%	a) -38% i.e. full achievement (2023: Full achievement / 2022: Full achievement) b) kSEK 915 (2023: 847 / 2022: 757) c) 100% (2023: 100% / 2022: 100%)	

<sup>2</sup> Excluding items affecting comparability.

<sup>3</sup> For market competition reason Trelleborg has decided not to explicitly disclose the ranges for each performance criteria (min-max).

<sup>4</sup> Up and until 2023 the profit metric was Earnings before tax (EBIT).

### PERFORMANCE CRITERIA FOR THE PRESIDENT AND CEO – TARGET ACHIEVEMENT



### 2B – LONG-TERM PERFORMANCE AND REMUNERATION OF THE PRESIDENT AND CEO

Table 2B below describes how the criteria for variable long-term remuneration were expensed during the fiscal year.

Peter Nilsson, President and CEO	LTI Module A (Cash)	Relative weighting of the performance criteria	a) Measured performance, b) actual award/remuneration outcome, kSEK, and c) target fulfillment rate		LTI Module B (Performance Share Program)	Performance criteria	Expensed, kSEK
			Measured performance	Actual award/remuneration outcome, kSEK, and target fulfillment rate			
	Earnings per share (EPS) <sup>5</sup> 2024 (Program 2022–2024)	33.3%	a) SEK 16.28 (2023: 15.75 / 2022: 18.31) b) kSEK 3,050 (2023: 2,824 / 2022: 2,520) c) 100% (2023: 100% / 2022: 100%)	PSP 2024–2026	EPS development over three years	981	
	Earnings per share (EPS) <sup>5</sup> 2024 (Program 2023–2025)	33.3%	a) SEK 16.28 (2023: 15.75) b) kSEK 2,275 (2023: 2,824) c) 75% (2023: 100%)				
	Earnings per share (EPS) <sup>5</sup> 2024 (Program 2024–2026)	33.3%	a) SEK 17.16 b) kSEK 1,447 c) 56%				

<sup>5</sup> Excluding items affecting comparability. The EPS calculation is adjusted annually with regards to the execution of decided share buyback programs.

### 3 – COMPARATIVE INFORMATION ON CHANGE IN REMUNERATION AND TRELLEBORG PERFORMANCE

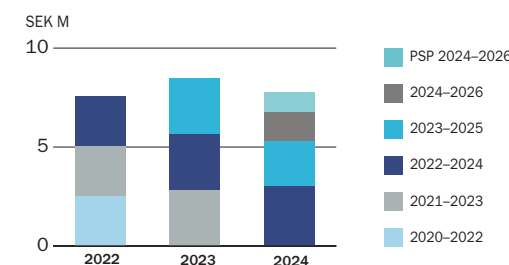
Table 3 – Changes in remuneration and Trelleborg's performance over the last six reported fiscal years.

Annual change	2020 vs 2019	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2024
<b>Executive remuneration</b>						
Peter Nilsson, President and CEO, kSEK <sup>6</sup>	-3,860 (-17.2%)	+12,257 (65.7%)	+1,849 (6.0%)	+726 (2.22%)	+2,281 (6.82%)	35,745
<b>Trelleborg's performance</b>						
Earnings before interest, taxes and amortization (EBIT) <sup>7</sup> , SEK M	-376 (-8.1%)	+1,023 (23.9%)	-238 (-4.5%)	+452 (8.9%)	+84 (1.5%)	5,602
Earnings per share (EPS) <sup>7</sup> , SEK	-1,0 (-8.4%)	3.36 (30.8%)	-0.34 (-2.4%)	1.84 (13.2%)	1.41 (9.0%)	17.16
<b>Employee remuneration</b>						
Average total remuneration on a full-time-equivalent basis of employees of Trelleborg AB, excluding Group Management, kSEK	-64 (-5.6%)	-90 (-8.31%)	-35 (-3.52%)	+155 (16.16%)	+186 (16.75%)	1,298

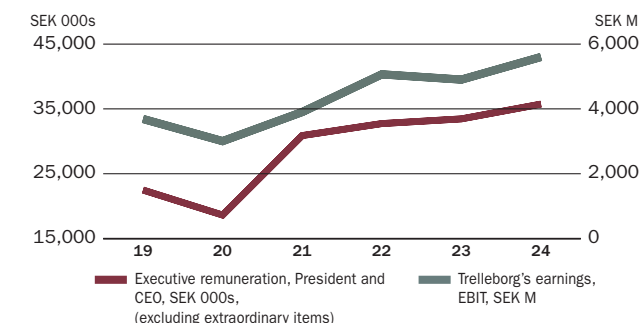
<sup>6</sup> Excluding extraordinary items.

<sup>7</sup> Excluding items affecting comparability.

### EXPENCES PER PERFORMANCE YEAR – ALL PROGRAMS 2022–2024



### COMPARATIVE INFORMATION ON CHANGES IN REMUNERATION AND TRELLEBORG'S EARNINGS



### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Principles for remuneration of senior executives

The following principles were resolved by the 2024 Annual General Meeting. They can be found together with other information on remuneration at [www.trelleborg.com](http://www.trelleborg.com).

### Principles for remuneration of senior executives

These principles apply to the Group Management, including President and CEO. The principles are forward-looking, i.e. they are applicable to remuneration and amendments to remuneration agreed, after they were adopted by the 2024 Annual General Meeting. These principles do not apply to any remuneration decided on or approved by the Annual General Meeting.

Trelleborg protects the essential in society – people, the environment, infrastructure and industrial equipment. Trelleborg’s strategy of securing leading positions in selected industries is supported by four strategic cornerstones: Geographic balance, Portfolio optimization, Structural improvements and Excellence. These ensure that the Group maintain focus and conduct activities in line with the strategy.

A prerequisite for the successful implementation of the strategy is that Trelleborg is able to recruit, develop and retain qualified senior executives. To this end the Group offers market-aligned remuneration, and these principles enable to offer senior executives competitive total remuneration. The aim of all variable remuneration covered by these principles is to promote Trelleborg’s business strategy and long-term interests, including its sustainability profile.

### Types of remuneration

Remuneration for all roles within the organisation is continuously benchmarked against those for comparable roles in similar organisations and in the employee’s local market. A position grading system (“IPE”) is used to determine the weight of the role within the context of Trelleborg. To secure a solid understanding of the market levels market data from multiple sources are normally

obtained and a peer group is established. When compensation is determined, criticality of the role and availability on the market are considered. The method aims to ensure that the compensation that Trelleborg provides enables the Group to attract and retain the right competence at the right cost level. Remuneration may consist of fixed salary, variable remuneration, pension benefits and other benefits. Additionally, the Annual General Meeting can resolve on other remuneration, such as share-based or share-price-based remuneration.

The criteria for awarding variable remuneration is to be measured over one year (short-term incentive program) or several years (long-term incentive programs). Both the short-term and the long-term incentive program may amount to not more than 100 percent of the fixed salary during the measurement period.

Further variable remuneration may be awarded in extraordinary circumstances, provided that they are limited in time and only made on an individual basis, either for the purpose of recruiting or retaining senior executives, or as remuneration for extra ordinary performance beyond the individual’s ordinary tasks. Such remuneration may not exceed 100 percent of the fixed salary and may not be paid more than once each year per individual. Any resolution on such remuneration for the President and CEO shall be made by the Board based on a proposal from the Remuneration Committee. Any resolution on such remuneration for other senior executives shall be made by the Remuneration Committee based on a proposal from the President and CEO.

Variable remuneration will only qualify for pension benefits to the extent required by mandatory collective agreement provisions or otherwise stated by local law.

For the President and CEO pension benefits, including health insurance, are to be defined contribution. The premiums for defined contribution pension are to amount to not more than 45 percent of the fixed salary. For other senior executives, pension benefits, including health insurance, are to be defined contribution unless the individual concerned is subject to defined benefit pension under mandatory collective agreement provisions or otherwise stated by local law. The premiums for defined contribution pension are to amount to not more than 35 percent of the fixed salary.

Other benefits are for example, life insurance, medical insurance and company cars. Premiums and other costs relating to such benefits may amount to not more than 15 percent of the fixed salary.

For employment contracts governed by legislation outside of Sweden, pension benefits and other benefits may be duly adjusted for compliance with mandatory rules or established local practice.

With the start in 2024 Trelleborg introduced a Performance Share Program for Group Management with the objective to incentivize our senior executives to hold Trelleborg shares up to a minimum level of one Annual Base Salary. Such plans are excluded from these principles and must be resolved by the Annual General Meeting.

### Criteria for awarding variable cash remuneration

The variable remuneration is to be linked to predetermined and measurable criteria of a financial or non-financial nature. They may also be individualized, quantitative or qualitative objectives.

To which extent the criteria for awarding variable remunera-

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
» Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





tion have been fulfilled is to be determined when the measurement period has ended. The Remuneration Committee is responsible for evaluating variable remuneration to the President and CEO, subsequently to be approved by the Board of Directors. For variable remuneration to other senior executives, the President and CEO is responsible for the evaluation, subsequently to be approved by the Remuneration Committee. For financial objectives, the evaluation is to be based on the Group's latest published financial information.

#### Right to withhold or reclaim remuneration

Terms and conditions for variable remuneration are to be designed so that the Board of Directors (i) has the right to limit or refrain from payment of variable remuneration if exceptional economic circumstances occur and if such a measure is considered reasonable, and (ii) has the right to withhold or reclaim variable remuneration paid to an executive based on results that afterwards were found to have been misstated because of wrongdoing or malpractice.

The Board of Directors may, at its discretion, limit or refrain from payment of the individual variable salary if a senior executive, including the President and CEO, has breached or neglected Trelleborg's Code of Conduct or sustainability commitments.

#### Termination of employment

If employment of a senior executive is terminated by the company, the contractual notice period will not exceed 24 months. During the notice period all employment conditions will

apply, unless otherwise expressly agreed upon. No additional severance payments will be made to the employee. When a senior executive terminates their employment, the contractual notice period will not exceed six months, and there is no right to any severance pay.

#### Salary and employment conditions for employees

In the preparation for these remuneration principles, current salary and employment conditions for employees of Trelleborg have been taken into account. Information on the employees' total income, the components of the remuneration, and its increase and growth rate over time, have been evaluated. Thereafter, the Remuneration Committee and the Board of Directors decide whether the principles and the limitations set out herein are reasonable.

#### Decision-making process to determine, review and implement the principles

The Board of Directors is to prepare a proposal for new principles at least every fourth year and submit such proposal to the Annual General Meeting. The principles shall apply until new principles are adopted by the Annual General Meeting. The Remuneration Committee prepares the proposal for new principles. The Remuneration Committee also monitors and evaluates the programs for variable remuneration for senior executives, the application of the principles for senior executive remuneration as well as the current remuneration structures and levels in Trelleborg. The members of the Remuneration

Committee are independent from Trelleborg and its senior executives. The President and CEO including other members of senior executives do not participate in the Board of Directors' processing of and resolutions regarding remuneration-related matters in so far as they are affected by the same.

#### Derogation from the principles

The Board of Directors may temporarily resolve to derogate from the principles, in whole or in part, if in a specific case there is special cause for the derogation and a derogation is necessary to serve Trelleborg's long-term interests, including its sustainability strategy, or to ensure Trelleborg's financial viability. As set out above, the Remuneration Committee's tasks include preparing the Board of Directors' resolution in remuneration-related matters. This includes any resolution to derogate from the principles.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Risks and risk management

Risks are associated with all business operations. Properly managed risks can lead to opportunities and value creation, while risks that are not managed in the correct manner can lead to damages and losses.

## Risk spread

The ability to identify, evaluate, manage and monitor risks plays a central role in the management and control of Trelleborg's business operations. The aim is to achieve the Group's targets while applying well-considered risk-taking within set parameters.

Trelleborg serves a broad range of customers in a variety of industries and niches. The business has a wide geographic spread. The Group has operations in some 40 countries, sales are conducted in just over 140 countries worldwide and manufacturing operations are carried out at about 100 production sites. The business is diversified both geographically and across a range of different industries, which provides Trelleborg with an effective underlying risk spread.

Demand for the Group's products and solutions mainly follows the cyclical fluctuations in global industrial production. The Group focuses on segments, industries and geographies with healthy growth potential that can maintain stable earnings even in conjunction with adverse cyclical fluctuations in individual industries.

## Risk management

Trelleborg has an established process for Enterprise Risk Management (ERM) that provides a framework for the Group's risk activities. The purpose of the ERM process is to provide a Group-wide overview of Trelleborg's risks and to enable a follow-up of the risks and how they are managed.

The vast majority of risks are managed locally. However, some 30 of these risks may have a major impact at a business area and/or Group level and are thus managed at one of these levels. These risks are shown in the adjacent risk radar illustration. The risks on the risk radar, which in turn may have a substantial impact on the possibility of reaching the Group's goals, are described in more detail on pages 52–54 and in Note 33 on pages 101–104 concerning financial risk management, and also on page 125.

The highest governing body for risk management is the Board of Directors and its Audit Committee, which routinely manages these risks. In addition, risks are managed in such forums as:

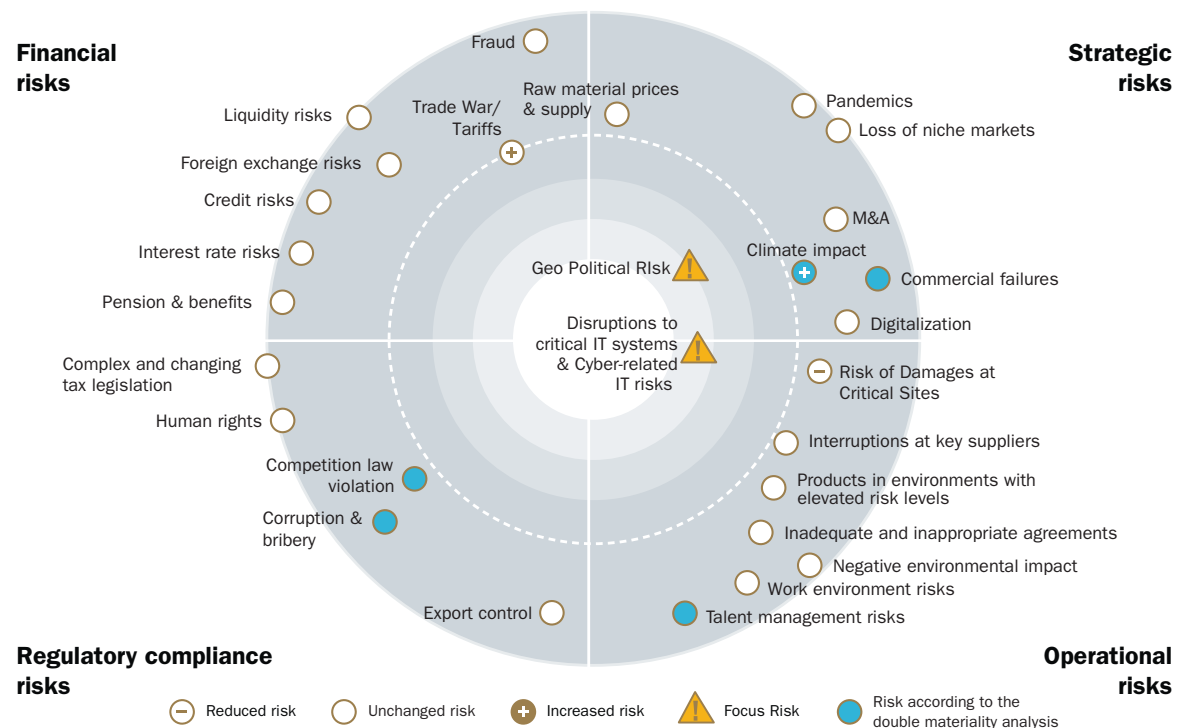
- » ERM Board
- » Compliance Task Force
- » Global Chemicals Task Force
- » IT Governance Board
- » Sustainability Council

## Risks

Trelleborg has chosen to group the risks into four areas:

- » Strategic risks include external factors that could impact Trelleborg's operations, and internal factors that could impede opportunities to achieve the operation's strategic goals. Read more about Trelleborg's strategy on pages 17–20.
- » Operational risks are risks that Trelleborg can itself largely manage and prevent, and which mainly pertain to processes, assets and employees. Read more about how Trelleborg

## RISKS IN THE TRELLEBORG GROUP AND MOVEMENTS IN RISK LEVELS



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
» Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



works to ensure safe and efficient use of resources and with diversity on pages 24 and 128–151.

- » Regulatory compliance risks relate to Trelleborg having a global operation that is subject to a large number of laws, regulations and rules pertaining to, for example, the environment, health and safety, trade restrictions, anti-competition regulations and currency regulations. Read more about Trelleborg's work with business conduct on pages 155–159.
- » Financial risks include interest rate and foreign exchange risks that could adversely impact the Group's earnings. Furthermore, there are financing risks and liquidity risks, which could result in difficulties in raising new loans or shareholders' equity, as well as financial credit risks. Read more about Trelleborg's financial risk management in Note 33, pages 101–104.

In the Corporate Governance Report on pages 40–41, there is a detailed description of the internal controls used to manage the risks associated with financial reporting.

Risks in the sustainability domain included in the Group's double materiality assessment (see pages 125–127) run like a red thread through these areas and concern financial risks linked to climate impact, resource use and circularity, and occupational health and safety risks. It also includes the risks relating to failure to comply with laws and rules, both as a Group and among the Group's suppliers.

Confidence risks – that is, events and behaviors that negatively

impact the company's brands and confidence – are another risk that the Group highlights. For example, the behavior or business decisions of an individual employee could destroy the confidence built up over a long period of time. Trelleborg works on a variety of issues and activities to strengthen and build confidence in the Group, such as training in the Code of Conduct, a clear and well-known brand promise, stakeholder dialog, product safety and so forth.

#### Crisis management

Trelleborg's crisis management is decentralized, which means events should, as far as possible, be resolved locally, close to the origin of the incident. The crisis organization at Group level – consisting of the Chief Financial Officer and members from Group Legal, Communications and HR staff functions – is to ensure that relevant employees at Trelleborg have the necessary knowledge and capabilities to handle incidents. In the event of a major incident, which can be considered to impact the Group as a whole, the Group's crisis organization, including Group Management and the Board of Directors, is informed and assesses how to handle the event.

#### Risks at Trelleborg

Trelleborg has identified some 30 strategic risks, operational risks, regulatory compliance risks and financial risks using a so-called risk radar. The closer a risk area is to the center of the illustration on page 50, the higher the probability that it will




cause financial damage or have an adverse impact on confidence in Trelleborg. The appearance of the risks in the model on page 50 indicates changes in relation to the preceding year. Risks with a material impact on the opportunity to achieve the Group's targets are listed in the table on pages 52–54.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Material risks at Trelleborg

### REGULATORY COMPLIANCE RISKS<sup>1</sup>

Risks	Focus	Management and main activities	Relevance for SDGs
Violation of laws and permits	Compliance with applicable legislation	<p>The Compliance Task Force leads and coordinates initiatives in this area, refer to pages 156–159. Regular training sessions are arranged in such areas as competition law, anti-corruption and the EU's General Data Protection Regulation (GDPR). During the year, new e-learning courses were rolled out for both competition law and anti-corruption aimed at pre-defined target groups.</p> <p>There is an established process for export control with a focus on embargoes and trade restrictions. Established procedures for approval of membership in organizations and approval of collaborations with third parties.</p> <p>Regular legal reviews are conducted according to an established control program with a focus on monitoring and ensuring compliance in the Group companies. The program is formalized and ensures that operating companies undergo regular review where shortcomings are noted and followed up. During the year, there was a continued strong focus on the export control process in view of developments concerning sanctions. Each business area has local export review resources and a project has been launched to identify the areas where additional system support can be obtained from external databases that monitor sanctions data at company and individual level.</p>	 16.3
Corruption and fraud	Measures preventing fraudulent conduct	<p>Established policies and procedures form the basis of the work in this area, which is supplemented with routine training and acceptance letters, signed yearly, for the relevant employees. Trelleborg's Whistleblower Policy also entitles all employees and external stakeholders to report any suspected legal or regulatory violations without repercussions.</p> <p>Review and evaluation of agency and distribution agreements are regularly conducted. Policy Quick Guides are in place to further increase the distribution and comprehension of policies and the Group's core values. In addition, continuous training is arranged, both on site and via e-learning. Read more on pages 156–159.</p>	 16.5
Risks in the area of human rights	Child labor/forced labor in the supply chain	Supplier reviews and supplier audits in the areas of risk are conducted based on the Group's geographic and materials risk assessments, refer to pages 121 and 152–154.	 8.8




<sup>1</sup> Risks in the social sphere are managed by Trelleborg as part of Regulatory compliance risks.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166




**OPERATIONAL RISKS**

Risks	Focus	Management and main activities	Relevance for SDGs
Work environment risks	Health and safety	Risks in the area of health and safety are managed via the Safety@Work program, refer to page 147. Issues concerning employees are otherwise monitored as part of compliance with laws and codes, refer to page 159, and diversity & inclusion, refer to pages 148–151.	 8.8
Products in environments with elevated risk levels	Review of products and solutions	Not only risk assessments but also training and workshops are conducted to identify products and contracts where it is especially important that the products comply with the quality and functional requirements necessary in extremely demanding environments – for example, marine infrastructure, marine hoses for oil and gas, healthcare & medical, and aerospace. Contracts and processes concerning production and project management are also subjected to legal review and risk assessment.	
Inadequate and inappropriate agreements	Examination of agreements	Not only comprehensive training, but also internal and external legal reviews of contract issues and evaluation of contracts in prioritized areas. There are internal rules and principles in place governing the level of exposure that is acceptable together with an escalation procedure for any deviations. An AI-based tool is used to review and assess risks in agreements in certain industrial segments.	
Negative environmental impact	Review of the sites' local environment and focus on hazardous materials and chemicals	Environmental risks are identified in conjunction with all new construction and all acquisitions, with a focus on chemicals management, emissions to air, rainwater and the risk of floods. Sites that are susceptible to risk are routinely monitored. The Global Chemical Task Force leads the work to phase out and replace substances that are considered harmful and actively monitors developments in materials and chemicals legislation, refer to pages 138–139. In addition, environmental management systems and ISO 14001 certification are used to achieve greater standardization of analysis and control. During the year, the Group's Environmental Policy was revised and additional areas governed by the policy were added, such as <i>Circularity</i> , read more on pages 131 and 141.	 12.4
Risk of injury at sites	Protection of critical sites	External and internal analyses of the Group's operations are carried out with regard to the most critical sites. Also a more in-depth mapping of natural disaster risks is made, with a particular focus on flooding and wind effects, including such physical risks that are related to climate change. During the year, this risk is considered to have decreased overall on account of the high level of protection featured by the newly constructed facilities added during the year. A control program has been underway for some time now based on systematic self-assessment, how units comply with the Group's guidelines for property and business interruption risks, and follow-up with internal and external audits. There are guidelines for new construction and upgrades of risk-classified sites. The number of such sites upgraded to Highly Protected Risk (HPR) has increased over the past few years. One aim is to improve the lowest performing and most critical sites.	 13.1
Disruptions to critical IT systems	Minimize disruptions	Service levels and security are in focus when it comes to IT infrastructure. Lead times for implementing updates have been reduced, which in turn reduces the risk of hacker attacks and disruptions. During the year, security work was intensified in a number of areas. With regard to the user interface, security has been enhanced via multi-factor authentication (MFA), and also in terms of more general systematic monitoring of internet traffic. Ensuring compliance with legal requirements in the countries in which the Group operates is an important part, as is information security within and among the systems.	

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## STRATEGIC RISKS

Risks	Focus	Management and main activities	Relevance for SDGs
Commercial failures	New product segments, major projects and acquisitions	In conjunction with all acquisitions, there is a due diligence program covering the areas of finance, operations and legal, and an analysis of the company and its risks and opportunities is carried out using a well-established process. New products in selected segments such as healthcare & medical and aerospace are approved centrally before development work begins. For the past few years, there has been increased business support when establishing new product segments and for larger projects concerning liability risk management, legal risks and new establishments of operations. In addition, Trelleborg works to prevent risks of reduced sales as a result of a fall in demand for fossil-based products and materials.	
Climate risks (refer also to the section on pages 130–138)	Adaptation of production and products	Climate change increases the risk of floods, hurricanes and droughts. We are therefore evaluating our existing sites and performing risk assessments taking these factors into consideration – a process that also applies to new sites. Climate issues and other environmental topics drive local legislation and political instruments, and Trelleborg adapts itself to these in the relevant production countries. Climate issues in focus include carbon taxation and more extensive reporting requirements concerning climate impacts. At the same time, several of the Group's products and solutions help to reduce atmospheric emissions and protect society from climate change, see the examples on page 123. Work aimed at reducing the Group's fossil-fuel dependence was intensified during the year for both own products and production resources. In the product segment, there is a greater focus on circularity, increasing the degree of recycled material and generally examining how to reduce the number of fossil-based products.	
	Reduction of CO <sub>2</sub> emissions	The Group achieved its Scope 1 and 2 climate targets in 2024, with direct and indirect CO <sub>2</sub> emissions reduced by 55 percent compared with the 2021 base year. New targets will be presented and sent to SBTi for review and validation in 2025. The new targets will continue to be aligned with the goal of the Paris Agreement to limit global warming to 1.5°C. In parallel, work is continuing to reduce emissions along the value chain (Scope 3) by 25 percent by 2030. For many years, energy efficiency has been the focus of the Manufacturing Excellence program, refer to pages 19-20, 130 and 132.	 13.1
Political risks	Geopolitics	The geopolitical situation is being continuously monitored and is taken into account in all business plans and adjusted accordingly. The purchasing functions continue to work on securing alternative suppliers and now also with a greater focus on geographical diversification. Trelleborg has previously discontinued its operations in Russia and does not do business with Russia or Belarus. What remains of the former business during 2024 was a dormant Russian company, which was liquidated and wound up in the first quarter of 2025.	
Supply chain disruptions	Material shortages and delays	The situation involving global supply disruptions and impacts on the supply chain was stable during the year. The Group has well-established tools in place to ensure parallel supplies and evaluates and balances purchasing between local, respective global suppliers, which limits disruption.	

## FINANCIAL RISKS

Read more about Trelleborg's financial risk management in Note 33, pages 101–104.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
Comments by the Chairman	33
Corporate governance	34
Corporate Governance Report	36
Internal Control	40
Board of Directors	42
Group Management	44
Remuneration report	46
Principles for remuneration	48
Risks and risk management	50
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



CONTENTS

# Financial information

Commentary on the consolidated income statements.....	56
Continuing operations.....	56
Net sales by business area.....	56
Net sales per geographic market.....	56
Consolidated income statements.....	57
Earnings per share.....	58
Number of shares and dividend.....	58
Statements of comprehensive income.....	58
Organic growth.....	59
EBITA, excluding items affecting comparability.....	59
EBIT specification.....	59
Commentary on the consolidated balance sheets ..	60
Capital employed.....	60
Specification of capital employed.....	60
Return on capital employed, %.....	60
Consolidated balance sheets.....	61
Consolidated change in total equity.....	62
Net debt, Group.....	63
Commentary on the consolidated cash flow statements.....	64
Cash flow report.....	64
Consolidated cash flow statements.....	65
Definitions of performance measures.....	66
Group notes.....	66
Note 1 General accounting policies.....	66
Note 2 Segment reporting.....	68
Note 3 Revenue recognition.....	71
Note 4 Expenses by nature.....	71
Note 5 Items affecting comparability.....	71
Note 6 Other operating income and expenses.....	72
Note 7 Auditor's remuneration.....	72
Note 8 Financial income and expenses.....	72
Note 9 Income tax.....	73

Note 10 Employees and employee benefits.....	75
Note 11 Pension provisions and similar items.....	77
Note 12 Share of profit and loss in associated companies.....	81
Note 13 Parent Company holdings of shares in Group companies.....	82
Note 14 Acquisitions.....	83
Note 15 Property, plant and equipment.....	84
Note 16 Leases.....	86
Note 17 Intangible assets.....	87
Note 18 Inventories.....	89
Note 19 Current operating receivables.....	89
Note 20 Prepaid expenses and accrued income.....	90
Note 21 Accrued expenses and prepaid income.....	90
Note 22 Contract assets and contract liabilities.....	90
Note 23 Non-interest-bearing liabilities.....	91
Note 24 Other provisions.....	91
Note 25 Discontinuing operations.....	92
Note 26 Cash and cash equivalents.....	93
Note 27 Financial non-current assets.....	93
Note 28 Interest-bearing receivables.....	93
Note 29 Equity.....	93
Note 30 Interest-bearing liabilities.....	94
Note 31 Financial instruments – classification and valuation.....	97
Note 32 Financial derivative instruments and other hedging instruments.....	99
Note 33 Financial risk management.....	101
Note 34 Contingent liabilities and pledged assets.....	104
Parent Company income statements.....	105
Parent Company cash flow statements.....	105
Parent Company balance sheets.....	106
Change in equity.....	106

Parent Company notes.....	107
Note 35 Accounting policies.....	107
Note 36 Net sales per geographic market/country.....	107
Note 37 Expenses by nature.....	107
Note 38 Other operating income and expenses.....	107
Note 39 Auditor's remuneration.....	107
Note 40 Financial income and expenses.....	107
Note 41 Income tax.....	108
Note 42 Change in deferred tax.....	108
Note 43 Employees and employee benefits.....	108
Note 44 Pension obligations.....	108
Note 45 Participations in Group companies.....	109
Note 46 Property, plant and equipment.....	109
Note 47 Intangible assets.....	109
Note 48 Depreciation and impairment of PPE and amortization and impairment of intangible assets.....	109
Note 49 Current operating receivables.....	110
Note 50 Other current liabilities.....	110
Note 51 Accrued expenses and prepaid income.....	110
Note 52 Other provisions.....	110
Note 53 Financial non-current assets.....	110
Note 54 Interest-bearing receivables.....	110
Note 55 Interest-bearing liabilities.....	110
Note 56 Equity.....	110
Note 57 Appropriations and untaxed reserves.....	111
Note 58 Contingent liabilities and pledged assets.....	111
Proposed treatment of unappropriated earnings.....	112
Auditor's Report.....	113
Financial ten-year overview.....	166

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY.....	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT.....	32
FINANCIAL INFORMATION.....	55
Consolidated income statements.....	56
Consolidated balance sheets.....	60
Consolidated cash flow statements.....	64
Notes – Group.....	66
Parent Company.....	105
Proposed treatment of unappropriated earnings.....	112
Auditor's Report.....	113
Financial ten-year overview.....	166
SUSTAINABILITY REPORT.....	116
OTHER INFORMATION.....	166



# Commentary on the consolidated income statements

A new strong year for Trelleborg. Despite challenging market conditions and an unsettled business environment, the Group successfully improved profitability and sales have been stable. Earnings and the margin were the highest to date for a full year.

Net sales for continuing operations were in line with the preceding year. During the year, the rate of investment was high in both existing facilities and through new establishments in emerging geographies and strategically selected industry segments. Despite these extensive investments, the Group maintained a strong cash conversion ratio. During the year, the Trelleborg Medical Solutions business area acquired Baron Group, a prominent company in the manufacturing of advanced precision silicone components for medical devices.

## CONTINUING OPERATIONS

### Net sales

Sales for the Group's continuing operations were on a par with the preceding year and amounted to SEK 34,170 M (34,286). The organic sales increase was SEK 32 M, corresponding to 0 percent. Effects of structural changes totaled SEK 174 M or 1 percent. Exchange rate effects amounted to SEK -321 M, an decrease of 1 percent. The organic sales trend was in line with the preceding year for the Trelleborg Industrial Solutions business area, while Trelleborg Medical Solutions reported negative sales. Organic sales growth was positive for Trelleborg Sealing Solutions.

The distribution of net sales between various industries was relatively constant compared with the preceding year. The share of consolidated net sales attributable to diversified industrials declined slightly during the year and amounted to 63 percent (65). Sales related to the automotive industry amounted to 17 percent (16) and sales related to healthcare & medical were 9 percent (9). Sales to the aerospace industry were 11 percent (10).

The Trelleborg Industrial Solutions business area conducts operations in several of the Group's industries. Organic sales for the full year were unchanged compared with the preceding year. The sales trend was positive in Asia, stable in North America but weaker in Europe. Deliveries to major projects performed well throughout the year. Deliveries to certain segments in the construction industry remained challenging. Other market segments reported varied organic sales growth.

For the Trelleborg Medical Solutions business area, organic sales

decreased by 2 percent compared with the preceding year. Acquisitions provided a sales increase of 19 percent. Organic sales of polymer solutions to medtech in Europe and North America showed weaker development, while sales to Asia increased somewhat. Deliveries to the life science segment decreased as a result of customers' inventory adjustments.

The Trelleborg Sealing Solutions business area increased its organic sales by 1 percent compared with the preceding year. Organic sales in Europe were stable, developed positively in Asia, but declined in North America. Sales to the industry segment were in decline for most of the year, in both Europe and North America. Deliveries to the automotive industry were somewhat positive, despite a downturn in the US market. Sales to the aerospace industry continued to perform very well in all geographic markets.

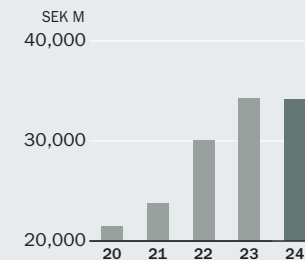
### Net sales per market

Organic sales were unchanged compared with the preceding year. In Sweden, sales decreased 6 percent organically. In Germany, Italy and the UK, the increase was higher than the average for Europe as a whole, while it was lower in France. Organic sales in the Group's largest market, the US, declined by 3 percent while the Canadian market declined by 13 percent. Sales in Mexico grew organically by 6 percent compared with the preceding year. In China, the Group's most important market in Asia, sales

increased 11 percent organically. In Australia, sales increased 8 percent, in India sales increased 17 percent and in South Korea the increase was 18 percent. In total, sales decreased organically by 2 percent in Europe and 3 percent in North and South America, while sales in Asia and the Rest of the World increased 11 percent.

In total, Europe accounted for 44 percent (46) of consolidated net sales. The share for North and South America was 33 percent (35), while the combined share for the markets in Asia and the Rest of the World was 23 percent (19).

## NET SALES



## NET SALES BY BUSINESS AREA

SEK M	2024	2023	Organic change, %	Structural change, %	Exchange rate change, %	Total change, %
Trelleborg Industrial Solutions	15,317	15,249	0	1	-1	0
Trelleborg Medical Solutions	3,003	2,582	-2	19	-1	16
Trelleborg Sealing Solutions	16,670	16,446	1	1	-1	1
Group activities/Eliminations	-820	9				
<b>Continuing operations</b>	<b>34,170</b>	<b>34,286</b>	<b>0</b>	<b>1</b>	<b>-1</b>	<b>0</b>

## NET SALES PER GEOGRAPHIC MARKET

SEK M	2024		2023	
	Net sales	Share of total sales, %	Net sales	Share of total sales, %
Europe	14,943	44	15,864	46
North and South America	11,352	33	11,866	35
Asia and Rest of the World	7,875	23	6,556	19
<b>Continuing operations</b>	<b>34,170</b>	<b>100</b>	<b>34,286</b>	<b>100</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
» Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





## CONSOLIDATED INCOME STATEMENTS

## CONSOLIDATED INCOME STATEMENTS

SEK M	Note	2024	2023
<b>Net sales</b>	2	<b>34,170</b>	<b>34,286</b>
Cost of goods sold		-21,730	-22,195
<b>Gross profit</b>		<b>12,440</b>	<b>12,091</b>
Selling expenses		-2,529	-2,526
Administrative expenses		-3,379	-3,123
Research & development costs		-710	-697
Other operating income <sup>1</sup>	6	596	792
Other operating expenses <sup>1</sup>	6	-821	-1,017
Share of profit or loss in associated companies	12	5	-2
<b>EBIT, excluding items affecting comparability</b>		<b>5,602</b>	<b>5,518</b>
Items affecting comparability	5	-315	-614
<b>EBIT</b>	4, 7, 10	<b>5,287</b>	<b>4,904</b>
Financial income <sup>2</sup>	8	235	636
Financial expenses	8	-532	-743
<b>Profit before tax</b>		<b>4,990</b>	<b>4,797</b>
Income tax <sup>3</sup>	9	-1,254	-1,316
<b>Net profit, continuing operations</b>		<b>3,736</b>	<b>3,481</b>
Net profit, discontinuing operations <sup>4</sup>	25	-	6,593
<b>Net profit, Group</b>		<b>3,736</b>	<b>10,074</b>
- shareholders of the Parent Company		3,737	10,075
- non-controlling interests		-1	-1

<sup>1</sup> Other operating income and expenses are impacted by exchange rate differences recognized gross.

<sup>2</sup> For 2023, includes non-recurring financial income of SEK 218 M (SEK 173 M after tax) attributable to the interest-rate hedges terminated in conjunction with the divestment of the Group's tire operation.

<sup>3</sup> For 2023, includes a non-recurring tax expense of SEK 100 M related to a review of the Group's legal structure following the divestment of the Group's tire operation.

<sup>4</sup> For 2023, includes the capital gain from divestment of the Group's tire and printing blanket operations.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## CONSOLIDATED INCOME STATEMENTS

EARNINGS PER SHARE <sup>1</sup>

SEK	2024	2023
Continuing operations	15.73	14.31
Discontinuing operations	–	25.93
<b>Group, total</b>	<b>15.73</b>	<b>40.24</b>
Group, excluding items affecting comparability	16.74	42.68
Continuing operations, excluding items affecting comparability	16.74	16.64

<sup>1</sup> There were no dilutive effects.

## NUMBER OF SHARES, DIVIDEND

	2024	2023
On the balance sheet date	241,547,186	255,125,919
of which, in treasury	9,094,230	11,696,591
Average	237,573,828	250,349,374
Dividend, SEK <sup>2</sup>	7.50	6.75

<sup>2</sup> As proposed by the Board of Directors.

## STATEMENTS OF COMPREHENSIVE INCOME

SEK M	2024	2023
<b>Net profit, Group</b>	<b>3,736</b>	<b>10,074</b>
<b>Other comprehensive income</b>		
<i>Items that will not be reclassified to the income statement</i>		
Reassessment of net pension obligation	–63	–1
Income tax relating to components of other comprehensive income	12	0
<b>Total</b>	<b>–51</b>	<b>–1</b>
<i>Items that may be reclassified to the income statement</i>		
Cash flow hedging <sup>3</sup>	–66	–261
Hedging of net investments <sup>3</sup>	–400	435
Translation differences	2,097	–741
Income tax relating to components of other comprehensive income	96	–88
<b>Total</b>	<b>1,727</b>	<b>–655</b>
<b>Other comprehensive income, net of tax</b>	<b>1,676</b>	<b>–656</b>
<b>Total comprehensive income</b>	<b>5,412</b>	<b>9,418</b>
<i>Total comprehensive income attributable to:</i>		
Shareholders of the Parent Company	5,412	9,418
Non-controlling interests	0	0

<sup>3</sup> See also Note 29.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## ORGANIC GROWTH

	Organic growth 2024, %	Organic growth 2023, %
Europe	-2	4
North and South America	-3	4
Asia and Rest of the World	11	-2
<b>Continuing operations</b>	<b>0</b>	<b>2</b>

## EBITA and EBIT

EBITA, excluding items affecting comparability, increased compared with the preceding year and amounted to SEK 6,140 M (6,002). The EBITA margin was 18.0 percent (17.5). Amortization and impairment of intangible assets, excluding items affecting comparability, amounted to SEK -620 M (-542).

The Trelleborg Industrial Solutions business area increased its EBITA by 3 percent, Trelleborg Medical Solutions by 38 percent while Trelleborg Sealing Solutions decreased by 2 percent. Group activities were in line with the preceding year. Acquisitions finalized made a positive contribution to the Group's earnings generation. The efficiency enhancement efforts that have been ongoing for many years via the Group's Excellence programs in manufacturing, purchasing, supply chain, leadership and sales continued during the year. Both implemented and ongoing action programs continued to generate positive effects in the form of more efficient structures and lower costs. Exchange rate effects upon translation of foreign subsidiaries' earnings to common exchange rates amounted to SEK -80 M, with the largest negative impact from the translation of subsidiaries with financial statements in TRY, JPY and CNY.

## EBITA, EXCLUDING ITEMS AFFECTING COMPARABILITY

SEK M	2024	2023
Trelleborg Industrial Solutions	2,443	2,375
Trelleborg Medical Solutions	529	383
Trelleborg Sealing Solutions	3,428	3,496
Group activities	-260	-252
<b>Continuing operations</b>	<b>6,140</b>	<b>6,002</b>

EBITA and the EBITA margin for the Trelleborg Industrial Solutions business area increased compared with the preceding year. EBITA reached its highest level to date. Structural improvements and a positive sales mix resulted in higher margins, despite challenging market conditions in several market segments. Exchange rate effects from the translation of foreign

subsidiaries had a negative impact of SEK 26 M on EBITA compared with the preceding year.

EBITA for the Trelleborg Medical Solutions business area increased significantly, mainly as a result of acquisitions. Investments in new capacity are in progress on several continents and are having a temporary, somewhat negative impact on profitability. Exchange rate effects from the translation of foreign subsidiaries had a negative impact of SEK 1 M on EBITA compared with the preceding year.

For the Trelleborg Sealing Solutions business area, EBITA declined somewhat as a result of challenging market conditions in several major industrial segments, leading to decreasing volumes and thus lower production efficiency. Exchange rate effects from the translation of foreign subsidiaries had a negative impact of SEK 51 M on EBITA compared with the preceding year.

Consolidated EBIT, excluding items affecting comparability, amounted to SEK 5,602 M (5,518), up 2 percent. The EBIT margin, excluding items affecting comparability, amounted to 16.4 percent (16.1).

## EBIT SPECIFICATION

SEK M	2024	2023
<i>Excluding items affecting comparability:</i>		
<b>EBITDA</b>	<b>7,549</b>	<b>7,368</b>
Depreciation/impairment of tangible assets	-1,327	-1,308
Amortization/impairment of intangible assets	-82	-58
<b>EBITA</b>	<b>6,140</b>	<b>6,002</b>
Amortization of surplus values related to acquisitions	-538	-484
<b>EBIT</b>	<b>5,602</b>	<b>5,518</b>
Items affecting comparability	-315	-614
<b>EBIT, continuing operations</b>	<b>5,287</b>	<b>4,904</b>

## Items affecting comparability

Items affecting comparability amounted to SEK -315 M (-614) and relate to restructuring costs. Comparison figures in the preceding year included a capital loss of SEK -87 M from the divestment of an offshore oil & gas business in the US. EBIT for continuing operations, including items affecting comparability, amounted to SEK 5,287 M (4,904).

## Financial income and expenses, taxes

Financial income and expenses amounted to SEK -297 M (-107). Comparison figures in the preceding year

included non-recurring financial income of SEK 218 M (SEK 173 M after tax) attributable to the interest-rate hedges ended in conjunction with the repayment of loans when the Group's tire operation was divested. Profit before tax totaled SEK 4,990 M (4,797). The tax expense for the year totaled SEK -1,254 M (-1,316), corresponding to a tax rate of 25 percent (27). Net profit was SEK 3,736 M (3,481). Earnings per share for continuing operations, excluding items affecting comparability, totaled SEK 16.74 (16.64).

## DISCONTINUING OPERATIONS

The Group's tire and printing blanket operations were reported in 2023 as discontinuing operations. These were divested to Yokohama Rubber and Continental, respectively, on May 2, 2023. The total capital gain amounted to SEK 6,189 M before tax and SEK 6,052 M after tax and is recognized under discontinuing operations in the income statement.

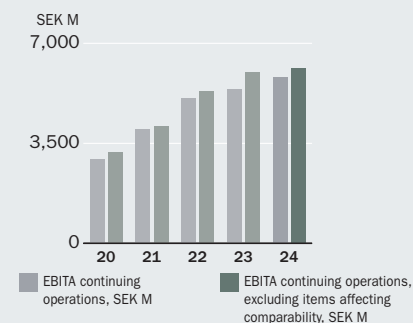
Net profit for discontinuing operations in 2023 totaled SEK 6,593 M. No divestments were made in 2024.

## GROUP

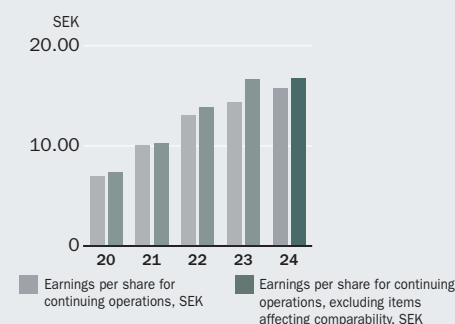
Net profit for the Group totaled SEK 3,736 M (10,074). Comparison figures in the preceding year include the effects of the divestment of the Group's tire and printing blanket operations. Earnings per share were SEK 15.73 (40.24).

## CONSOLIDATED INCOME STATEMENTS

### EBITA



### EARNINGS PER SHARE



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Commentary on the consolidated balance sheets

## CAPITAL EMPLOYED

SEK M	2024	2023
<b>Opening balance, capital employed, continuing operations</b>	<b>39,768</b>	<b>41,309</b>
Change in working capital	380	-842
Net change in non-current assets	624	405
Change in participations in associated companies	3	-6
Structural changes	5,820	127
Exchange rate effects upon translation of foreign subsidiaries	2,786	-1,225
<b>Change in capital employed, 2024</b>	<b>9,613</b>	<b>-1,541</b>
<b>Closing balance, capital employed, continuing operations</b>	<b>49,381</b>	<b>39,768</b>

## SPECIFICATION OF CAPITAL EMPLOYED

SEK M	2024	2023
Working capital	5,721	4,595
Property, plant and equipment	9,306	7,757
Right-of-use assets	1,758	1,538
Intangible assets	32,539	25,824
Participations in associated companies	57	54
<b>Continuing operations</b>	<b>49,381</b>	<b>39,768</b>

The Group's total capital employed for continuing operations was SEK 49,381 M (39,768), representing an increase of SEK 9,613 M.

The change in working capital during the year, excluding acquisitions and exchange rate effects, was SEK 380 M (-842).

The net change related to the year's investments, depreciation, amortization, and impairment of property, plant and equipment and intangible assets, including right-of-use assets, amounted to SEK 624 M (405), excluding exchange rate effects.

Participations in associated companies increased by SEK 3 M (-6).

Structural changes from units acquired during the year increased capital employed by SEK 5,820 M (127), largely attributable to the acquisition of Baron Group.

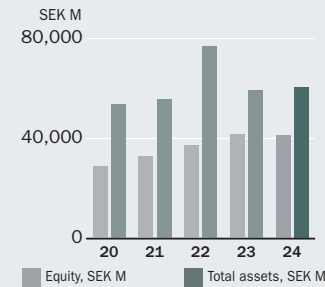
Exchange rate effects increased total capital employed by SEK 2,786 M (-1,225) during the year.

## RETURN ON CAPITAL EMPLOYED, %

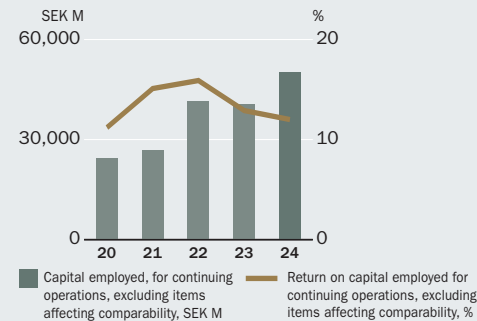
	2024	2023
Excluding items affecting comparability	12.0	12.9
Including items affecting comparability	11.4	11.5

The return on capital employed for continuing operations, excluding items affecting comparability, was 12.0 percent (12.9).

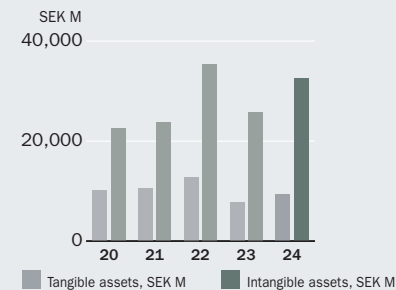
## CAPITAL STRUCTURE



## CAPITAL EMPLOYED AND RETURN ON CAPITAL EMPLOYED



## TANGIBLE AND INTANGIBLE ASSETS



OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
» Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## CONSOLIDATED BALANCE SHEETS

December 31, SEK M	Note	2024	2023
<b>ASSETS</b>			
<i>Non-current assets</i>			
Property, plant and equipment	15	9,306	7,757
Right-of-use assets	16	1,758	1,538
Goodwill	17	25,376	20,491
Other intangible assets	17	7,163	5,333
Participations in associated companies	12	57	54
Financial non-current assets	13, 22, 27, 32	101	165
Deferred tax assets	9	542	498
<b>Total non-current assets</b>		<b>44,303</b>	<b>35,836</b>
<i>Current assets</i>			
Inventories	18	5,733	5,119
Current operating receivables	19, 20, 22	7,182	6,440
Current tax assets		1,048	853
Interest-bearing receivables	28	80	709
Cash and cash equivalents	26	2,162	10,546
<b>Total current assets</b>		<b>16,205</b>	<b>23,667</b>
<b>TOTAL ASSETS</b>		<b>60,508</b>	<b>59,503</b>
<b>EQUITY AND LIABILITIES</b>			
<i>Equity</i>			
Share capital	29	2,620	2,620
Other capital contributions		226	226
Other reserves		6,411	4,684
Profit brought forward		28,571	24,117
Net profit for the year		3,737	10,075
<b>Total</b>		<b>41,565</b>	<b>41,722</b>
Non-controlling interests		4	5
<b>Total equity</b>		<b>41,569</b>	<b>41,727</b>
<i>Non-current liabilities</i>			
Interest-bearing non-current liabilities	30	5,474	5,344
Other non-current liabilities	22, 23	57	71
Pension obligations	11	447	346
Other provisions	24	403	447
Deferred tax liabilities	9	1,405	799
<b>Total non-current liabilities</b>		<b>7,786</b>	<b>7,007</b>
<i>Current liabilities</i>			
Interest-bearing current liabilities	30	3,087	2,953
Current tax liability		1,250	1,241
Other current liabilities	21, 22, 23	6,452	6,080
Other provisions	24	364	495
<b>Total current liabilities</b>		<b>11,153</b>	<b>10,769</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>60,508</b>	<b>59,503</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## CONSOLIDATED CHANGE IN TOTAL EQUITY

SEK M	Attributable to shareholders of the Parent Company								Non-controlling interests		Total	
	Share capital		Other capital contributions		Other reserves		Profit brought forward		2024	2023	2024	2023
	2024	2023	2024	2023	2024	2023	2024	2023				
Opening balance, January 1	2,620	2,620	226	226	4,684	5,339	34,192	29,297	5	6	41,727	37,488
Net profit for the year	-	-	-	-	-	-	3,737	10,075	-1	-1	3,736	10,074
Other comprehensive income	-	-	-	-	1,727	-655	-51	-1	-	-	1,676	-656
Repurchase of own shares	-	-	-	-	-	-	-4,127	-3,880	-	-	-4,127	-3,880
Cancellation of own shares	-139	-154	-	-	-	-	139	154	-	-	-	-
Bonus issue	139	154	-	-	-	-	-139	-154	-	-	-	-
Dividend	-	-	-	-	-	-	-1,617	-1,524	-	-	-1,617	-1,524
Share-based Long Term Incentive program	-	-	-	-	-	-	2	-	-	-	2	-
Effects of IAS 29 <sup>1</sup>	-	-	-	-	-	-	172	225	-	-	172	225
<b>Closing balance, December 31</b>	<b>2,620</b>	<b>2,620</b>	<b>226</b>	<b>226</b>	<b>6,411</b>	<b>4,684</b>	<b>32,308</b>	<b>34,192</b>	<b>4</b>	<b>5</b>	<b>41,569</b>	<b>41,727</b>

<sup>1</sup> Relates to hyperinflation accounting for the operation in Turkey, see also Notes 1, 9, 15 and 17.

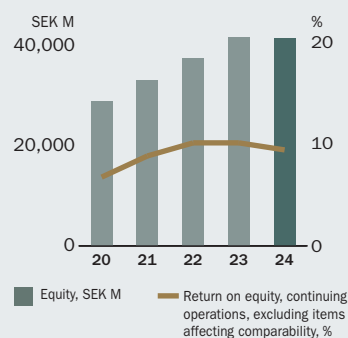
For other reserves, refer to Note 29.

## Equity

Shareholders' equity for the Group at the close of the period amounted to SEK 41,569 M (41,727), positively impacted by net profit for the year of SEK 3,736 M. Effects of translation differences, cash flow hedging and the hedging of net investments increased total equity by a net amount of SEK 1,727 M. Effects of the restatement of the net pension obligation under IAS 19 Employee Benefits was SEK -51 M after tax. The dividend for the year to shareholders amounted to SEK 1,617 M (1,524), and reduced equity, as did the repurchase of own shares of SEK 4,127 M (3,880) in 2024. Share-based Long Term Incentive program increased equity by SEK 2 M (-). Effects of hyperinflation accounting in Turkey, in accordance with IAS 29, impacted equity in an amount of SEK 172 M (225).

Equity per share amounted to SEK 179 (171), based on the number of outstanding shares less treasury shares on the balance sheet date (232,452,956 shares). The equity/assets ratio was 69 percent (70). The return on shareholders' equity for the Group, excluding items affecting comparability, totaled 9.6 percent (27.0). The return on shareholders' equity for the Group, including items affecting comparability, amounted to 9.0 percent (25.4) for the corresponding period. Both return on investment measures were affected in the preceding year by the capital gain of SEK 6,052 M attributable to the divestment of the Group's tire and printing blanket operations carried out in 2023.

## EQUITY AND RETURN ON SHAREHOLDERS' EQUITY



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## NET DEBT, GROUP

SEK M	2024	2023
Non-current interest-bearing investments and receivables	5	50
Current interest-bearing receivables	80	709
Cash and cash equivalents	2,162	10,546
<b>Total interest-bearing assets</b>	<b>2,247</b>	<b>11,305</b>
Interest-bearing non-current liabilities	-5,474	-5,344
Pension liabilities <sup>1</sup>	-421	-326
Interest-bearing current liabilities	-3,087	-2,953
<b>Total interest-bearing liabilities</b>	<b>-8,982</b>	<b>-8,623</b>
<b>Net debt</b>	<b>-6,735</b>	<b>2,682</b>
<i>Change in net debt:</i>		
<b>Net debt at January 1</b>	<b>2,682</b>	<b>-20,897</b>
Operating cash flow	5,011	4,737
Cash flow effect of items affecting comparability	-334	-479
Financial items	-365	-325
Tax paid	-1,395	-1,407
<b>Free cash flow</b>	<b>2,917</b>	<b>2,526</b>
Acquisitions	-5,496	-447
Divested operations	-	26,462
Dividend paid – shareholders of the Parent Company	-1,617	-1,524
Repurchase of own shares	-4,127	-3,880
<b>Net cash flow</b>	<b>-8,323</b>	<b>23,137</b>
Exchange rate differences	-959	390
Lease liabilities <sup>2</sup>	-72	62
Pension liabilities <sup>2</sup>	-63	-10
<b>Net debt at year end</b>	<b>-6,735</b>	<b>2,682</b>
Of which:		
Pension liabilities <sup>1</sup>	-421	-326
Lease liabilities	-1,851	-1,606
Net debt excluding impact of lease and pension liabilities	-4,463	4,614
<b>Debt/equity ratio, %</b>		
Group	16	-6
<b>Net debt/EBITDA<sup>3</sup></b>		
Group	0.9	-0.2
<i>Group</i>		
EBITDA/net interest income, multiples	22.9	32.7
Return on shareholders' equity, %	9.0	25.4

<sup>1</sup> Pension liabilities are shown net, after deduction of SEK 26 m for pension assets.

<sup>2</sup> Relates to non-cash items.

<sup>3</sup> EBITDA, including items affecting comparability.

## Net debt and financing

At the beginning of 2024, the Group reported a net cash position of SEK 2,682 m.

During the year, net debt was impacted by free cash flow for the year of SEK 2,917 m (2,526). Net cash flow amounted to SEK -8,323 m (23,137). Net cash flow for the period was impacted by effects from acquisitions of SEK -5,496 m (-447), dividends to the shareholders of the Parent Company of SEK -1,617 m (-1,524) and the repurchase of own shares of SEK -4,127 m (-3,880). The comparison figures from the preceding year included effects from the divestment of the Group's tire and printing blanket operations, with an aggregate impact of SEK 26,462 m. Consolidated net debt amounted to SEK -6,735 m at the end of the year.

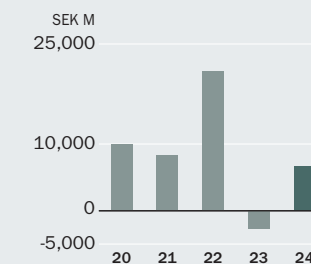
The debt/equity ratio was 16 percent (-6). Net debt in relation to EBITDA was 0.9 percent (-0.2).

## Trelleborg's credit facilities

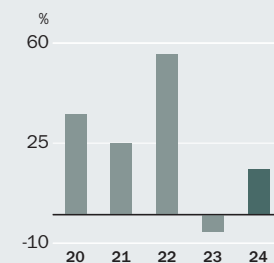
In December 2024, Trelleborg refinanced its syndicated credit facility comprising EUR 500 m and USD 325 m, corresponding to a total of approximately SEK 9,300 m. The facility will mature in December 2029, with options of extension for a maximum of two further years.

In 2024, Trelleborg's CZK 6,750 m syndicated credit facility matured. Given the significant reduction in Trelleborg's presence in the Czech Republic following the divestment of the Group's tire operation, it was decided to not to extend this facility.

## NET DEBT



## DEBT/EQUITY RATIO



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Commentary on the consolidated cash flow statements

Operating cash flow for continuing operations amounted to SEK 5,011 M (5,063). Cash flow was positively affected by the higher earnings generation. The rate of investment was higher than in the preceding year, and amounted to SEK 1,883 M (1,678), an increase of 12 percent. Changes in working capital impacted operating cash flow by SEK –352 M (–38). Cash conversion for the year amounted to 89 percent (92).

Operating cash flow from discontinuing operations in 2023 pertains to the Group's divested tire and printing

blanket operations. During the year, payments related to items affecting comparability amounted to SEK –334 M (–479). After deductions for financial items of SEK –365 M (–325), and taxes paid of SEK –1,395 M (–1,407), free cash flow amounted to SEK 2,917 M (2,526), corresponding to SEK 12.28 per share (10.09).

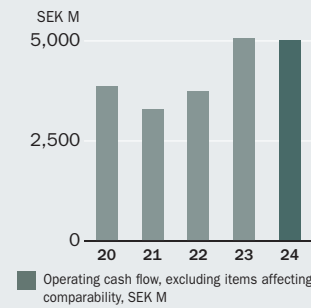
In 2024, five acquisitions were carried out that impacted net cash flow for the year by SEK –5,496 M (–447). There were no divestments in 2024. The comparison figures from the preceding year included

effects from the divestment of the Group's tire and printing blanket operations, with an aggregate impact of SEK 26,462 M. The dividend to shareholders amounted to SEK –1,617 M (–1,524) and the repurchase of own shares for the year was SEK –4,127 M (–3,880). Net cash flow amounted to SEK –8,323 M (23,137).

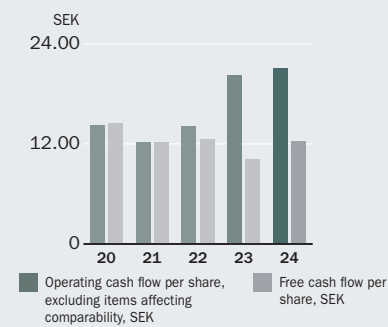
## CASH FLOW REPORT

SEK M	EBITDA		Gross capital expenditures		Sold non-current assets		Amortization of lease liability		Change in working capital		Dividend from associated companies		Other non-cash items		Total cash flow	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Trelleborg Industrial Solutions	2,984	2,892	–729	–646	23	26	–126	–245	61	93	1	8	58	78	2,272	2,206
Trelleborg Medical Solutions	649	471	–343	–131	0	0	–15	–9	10	–26	–	–	11	4	312	309
Trelleborg Sealing Solutions	4,160	4,177	–793	–853	6	3	–202	–204	–435	–323	0	1	62	53	2,798	2,854
Group activities	–244	–172	–18	–48	24	0	–4	–7	12	218	–	–	–141	–297	–371	–306
<b>Continuing operations</b>	<b>7,549</b>	<b>7,368</b>	<b>–1,883</b>	<b>–1,678</b>	<b>53</b>	<b>29</b>	<b>–347</b>	<b>–465</b>	<b>–352</b>	<b>–38</b>	<b>1</b>	<b>9</b>	<b>–10</b>	<b>–162</b>	<b>5,011</b>	<b>5,063</b>
Discontinuing operations	–	7,042	–	–240	–	11	–	–42	–	25	–	–	–	–7,122	–	–326
<b>Group</b>	<b>7,549</b>	<b>14,410</b>	<b>–1,883</b>	<b>–1,918</b>	<b>53</b>	<b>40</b>	<b>–347</b>	<b>–507</b>	<b>–352</b>	<b>–13</b>	<b>1</b>	<b>9</b>	<b>–10</b>	<b>–7,284</b>	<b>5,011</b>	<b>4,737</b>
Cash flow effect of items affecting comparability															–334	–479
Financial items															–365	–325
Tax paid															–1,395	–1,407
<b>Free cash flow</b>															<b>2,917</b>	<b>2,526</b>
Acquisitions															–5,496	–447
Divested operations															–	26,462
Dividend paid – shareholders of the Parent Company															–1,617	–1,524
Repurchase of own shares															–4,127	–3,880
<b>Total net cash flow</b>															<b>–8,323</b>	<b>23,137</b>

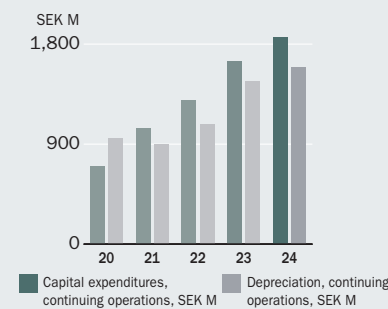
## OPERATING CASH FLOW



## CASH FLOW PER SHARE



## CAPITAL EXPENDITURES<sup>1</sup> AND DEPRECIATION



<sup>1</sup> Excluding right-of-use assets.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
» Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





## CONSOLIDATED CASH FLOW STATEMENTS

SEK M	Note	2024	2023
<b>Operating activities</b>			
EBIT including participations in associated companies		5,287	4,904
Adjustment for items not included in operating cash flow:			
Depreciation of property, plant, and equipment	15	973	924
Depreciation of right-of-use assets	16	365	365
Amortization of intangible assets	17	618	539
Impairment of property, plant, and equipment and right-of-use assets	15, 16	-3	38
Impairment of intangible assets	17	2	3
Dividend from associated companies		1	9
Participations in associated companies and other non-cash items		-8	-162
Capital loss/gain on divested operations		-	87
Interest received		199	381
Interest paid		-566	-848
Other financial items		2	265
Tax paid		-1,395	-1,266
<b>Cash flow from operating activities before changes in working capital</b>		<b>5,475</b>	<b>5,239</b>
<b>Cash flow from changes in working capital</b>			
Change in inventories		46	122
Change in operating receivables		52	-262
Change in operating liabilities		-496	156
<b>Cash flow from operating activities</b>		<b>5,077</b>	<b>5,255</b>
<b>Investing activities</b>			
Acquired units	14	-5,496	-447
Divested/discontinuing operations		-	135
Gross capital expenditures for property, plant and equipment	15	-1,747	-1,529
Gross capital expenditures for intangible assets	17	-136	-149
Sale of non-current assets		70	30
<b>Cash flow from investing activities</b>		<b>-7,309</b>	<b>-1,960</b>
<b>Financing activities</b>			
New/utilized loans		4,056	12,515
Amortized loans		-4,150	-19,942
Amortized lease liabilities		-347	-465
Repurchase of own shares		-4,127	-3,880
Dividend paid – shareholders of the Parent Company		-1,617	-1,524
<b>Cash flow from financing activities</b>	30	<b>-6,185</b>	<b>-13,296</b>
<b>Total cash flow from continuing operations</b>		<b>-8,417</b>	<b>-10,001</b>
<b>Total cash flow from discontinuing operations</b>	25	<b>-</b>	<b>15,884</b>
<b>Cash flow for the period, Group</b>		<b>-8,417</b>	<b>5,883</b>
<b>Cash and cash equivalents</b>			
Opening balance from continuing operations, January 1		10,546	3,924
Opening balance from discontinuing operations, January 1		-	-835
Exchange rate differences		33	-96
<b>Cash and cash equivalents, December 31</b>	26	<b>2,162</b>	<b>10,546</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Definitions of performance measures**

Trelleborg employs a number of alternative performance measures related to financial position, including return on equity and capital employed, net debt, debt/equity ratio and equity/assets ratio. The Group believes that these performance measures can be utilized by users of the financial statements as a supplement in assessing the possibility of dividends, making strategic investments, and assessing the Group's ability to meet its financial commitments. Trelleborg also uses the cash flow metrics of operating cash flow and free cash flow to

provide an indication of the funds generated by the operations in order to conduct strategic investments, carry out amortizations, and generate a return for its shareholders. Trelleborg uses the operational performance metrics of EBITDA, EBITA and EBIT excluding items affecting comparability, which the Group considers to be relevant for investors seeking to understand its earnings generation before items affecting comparability. For further descriptions and calculations of performance measures, visit [www.trelleborg.com/en/investors/key-figures](http://www.trelleborg.com/en/investors/key-figures).

**Notes – Group****1 General accounting policies**

The Parent Company, Trelleborg AB (publ), is a limited liability company with its registered office in Trelleborg, Sweden. The Parent Company is listed on Nasdaq Stockholm. The Board of Directors resolved to adopt these consolidated financial statements for publication on February 27, 2025.

**Basis of preparation**

The Trelleborg Group's financial statements have been prepared in accordance with the Swedish Annual Accounts Act, RFR 1 Supplementary Accounting Rules for Corporate Groups and the International Financial Reporting Standards (IFRS) and IFRIC interpretations, as approved by the EU.

The Group's financial statements have been prepared in accordance with the cost method, with the exception of certain financial instruments that were measured at fair value.

The Parent Company applies the same accounting policies as the Group, except in the instances stated in Note 35 "Parent Company's accounting policies." The differences arising between the Parent Company and the Group's accounting policies are attributable to limitations on the ability to apply IFRS in the Parent Company, primarily as a result of the Swedish Annual Accounts Act.

These policies were applied consistently for all years presented, unless otherwise stated.

**Consolidated financial statements****Group**

The consolidated financial statements include the Parent Company and all subsidiaries, joint ventures, and associated companies. Intra-Group transactions, balance-sheet items, and income and costs for intra-Group transactions are eliminated. Gains and losses resulting from intra-Group transactions and which are recognized in assets are also eliminated.

**Translation of foreign currencies****Functional currency and reporting currency**

Items included in the financial statements of the various entities of the Group are valued in the currency used in the primary economic environment of each company's operations (functional currency). Swedish kronor (SEK), which is the Parent Company's functional currency and presentation currency, is utilized in the consolidated financial statements.

**Transactions and balance-sheet items**

Transactions in foreign currency are translated into the functional currency in accordance with the exchange rate prevailing on the transaction date. Exchange rate gains and losses resulting from settlement of such transactions and from the translation at the closing rate of monetary assets and liabilities in foreign currency are recognized in profit and loss. An exception is made when hedging transactions meet the requirements for cash flow hedging or net-investments hedging whereby gains and losses are recognized directly against other comprehensive income after adjustment for deferred taxes. Reversal to profit and loss takes place at the same time as the hedged transaction impacts profit and loss.

**Subsidiaries**

The earnings and financial position of the Group subsidiaries, joint ventures, and associated companies are prepared in the functional currency of each company. In the consolidated financial statements, the earnings and financial position of foreign subsidiaries are translated into SEK in accordance with the following:

Income and expenses in the income statements of subsidiaries are translated at the average exchange rate for the applicable year, while assets and liabilities in the balance sheets are translated at the closing rate. Exchange rate differences arising from translation are recognized as a separate item in other comprehensive income. Translation differences arising on financial instruments, which are held for hedging of net assets in foreign subsidiaries, are also entered as a separate item in other comprehensive income. On divestment, the accumulated translation differences attributable to the divested unit, previously recognized in other comprehensive income, are realized in the consolidated income statement in the same period as the gain or loss on the divestment.

For foreign operations located in countries with hyperinflation, the financial statements are adjusted before translation using a reliable inflation index. This is performed in order to take into account changes in the purchasing power of the company's functional currency, usually its local currency. Only the year concerned is adjusted using an inflation index. Thereafter, assets and liabilities, including goodwill and other consolidated surplus values and discounts are restated in the Group's presentation currency at the exchange rate prevailing on the closing date. Revenue and expenses are also restated using this exchange rate. Refer to the "Change in equity" table on page 62 and Notes 9, 15 and 17.

Goodwill and adjustments of fair value arising in connection with the acquisition of foreign operations are treated as assets and liabilities of these operations, and are translated at the closing rate.

**Other accounting and valuation policies**

Non-current assets and non-current liabilities comprise amounts expected to be recovered or paid more than 12 months from the closing date. Current assets and current liabilities comprise amounts expected to be recovered or paid within 12 months of the closing date.

**New and amended IFRS standards applied from January 1, 2024**

The following standards and amendments are new for the fiscal year beginning on January 1, 2024:

- Amendments to IAS 1 Classification of Liabilities as Current or Non-current
- Amendments to IFRS 16 Leases – Lease Liability in a Sale and Leaseback
- Amendments to IAS 7 and IFRS 17 Supplier Finance Arrangements

None of the above amended and improved IFRS standards that took effect in 2024 had any material impact on the Group's reporting.

**New standards and interpretations that have not yet come into effect**

A number of new and amended IFRS have not yet come into effect and were not applied prospectively in connection with the preparation of the Group's and Parent Company's financial statements. These amended standards or interpretations are not expected to have any material impact on the Group's or Parent Company's financial statements.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
» Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Pillar 2**

The Group has applied the temporary exemption issued by the IASB in May 2023 relating to the accounting requirements concerning deferred tax under IAS 12. Consequently, the Group has neither recognized nor disclosed deferred tax related to Pillar 2.

On December 31, 2023, Sweden, the country in which the Parent Company is domiciled, adopted the Pillar 2 regulatory framework and the law entered into force on January 1, 2024. Under this regulatory framework, the Parent Company is obliged to pay a top-up tax on the profits of subsidiaries that are taxed at an effective rate of less than 15%. The main jurisdictions where this may be applicable are Bulgaria and Hungary. The Group has not recognized any tax expense in relation to Pillar 2 as it is deemed immaterial.

**Critical accounting estimates and judgments**

Company management and the Board of Directors make estimates and assumptions about the future. These estimates and assumptions impact recognized assets and liabilities, as well as revenue and expenses, and other disclosures, including contingent liabilities. These estimates are based on historical experience and on various assumptions considered reasonable under the prevailing conditions. The conclusions reached in this manner form the basis for decisions concerning the carrying amounts of assets and liabilities where these cannot be determined by means of other information. The actual outcome may diverge from these estimates if other assumptions are made, or other conditions arise. Estimates and assumptions that may have a significant effect on the Group's earnings and financial position are provided for each note where appropriate:

- Note 2 Segment reporting
- Note 9 Income tax
- Note 11 Pension provisions and similar items
- Note 16 Leases
- Note 17 Intangible assets
- Note 18 Inventories
- Note 19 Current operating receivables
- Note 24 Other provisions

**Climate-related risks**

Climate change is a challenge that entails risks for the entire global community, including its companies, people, and surrounding environment. Trelleborg is playing an active risk-prevention role by supplying products and solutions that reduce energy consumption and emissions for customers and society at large, and through its systematic work to limit climate risks directly associated with its own operations and its value chain.

During 2024, governance and organization of sustainability were further developed. Trelleborg continued to strengthen its organization during the year to clarify the roles of the Board of Directors, the management, the executive steering committee and the operational employees for the steering of sustainability work, as well as the individual responsibility of the business areas for planning and implementation.

An analysis of climate-related risks and opportunities including future climate scenarios with financial impact according to the TCFD's recommendations provides the basis and variables for a potential future description for Trelleborg to base its actions on. The risks facing the Group can be divided into transition and physical risks.

Transition risks are generally expected to occur before physical risks. The organization is continuously increasing its contingency for future carbon regulations and rises in the price of raw materials. Transition risks related to changes in demand where customers avoid fossil materials is probably a larger risk in the medium term than new political measures and taxes. New materials and new technical solutions are monitored for the same purpose, namely for Trelleborg to be an industry leader in sustainability.

The risk analysis of climate-related physical risks has been in place for a long time. The number of upgrades to the level of Highly Protected Risk facilities is rising, refer to page 53.

Trelleborg's sustainability reporting is described in more detail on pages 116–165. Climate risks, including transition risks and physical risks, as well as descriptions of various climate scenarios, can be found on pages 130 and 135–137.

**Discontinuing operations**

The Group's tire and printing blanket operations were divested to Yokohama Rubber and Continental, respectively, on May 2, 2023.

Refer also to Note 25 for further information on discontinuing operations.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Sales and earnings****2 Segment reporting****Accounting policies****Operating segments**

Operating segments are reported in a manner consistent with the internal reports presented to the chief operating decision maker. The chief operating decision maker is the function responsible for the allocation of resources and the assessment of the operating segments' earnings. For the Group, this function has been identified as the President.

Trelleborg's operational businesses are organized into three business areas. Their respective strategies to secure leading positions in selected industries are tailored because they differ in structures and businesses – and because they operate in different market niches. The common denominator is the engineered polymer solutions that seal, damp and protect critical applications in demanding environments, as well as a distinctly decentralized organization built on local responsibility and personal dedication, which form the basis of the Group's model for profitability and business success.

- Trelleborg Industrial Solutions is a leading supplier of polymer-based critical solutions in selected industrial applications and infrastructure projects.
- Trelleborg Medical Solutions is a leading global supplier of polymer-based integrated solutions for medical and life science.
- Trelleborg Sealing Solutions is a leading global supplier of polymer-based critical sealing solutions and components deployed in aerospace, automotive and diversified industrials.

In addition, other operations are gathered under the name Group activities. For a more detailed description of the Group's operating segments, refer to pages 26–31.

In the presentation of the Group's geographic markets, the operations have been subdivided into Europe, North and South America, Asia and Rest of the World. Net sales are recognized according to customer location, while capital employed and capital expenditures are recognized according to where the subsidiaries are physically located.

**Discontinuing operations**

The Group's tire and printing blanket operations were reported in 2023 as discontinuing operations. These were divested on May 2, 2023.

Refer also to Note 25 for further information.

**Critical estimates and judgments**

Segment reporting for the business areas comprises operating EBITA and capital employed. Capital employed encompasses all property, plant, and equipment, intangible assets, right-of-use assets, and participations in associated companies, and inventories and operating receivables, less operating liabilities. The business areas are charged with Group-wide expenses amounting to 0.4 percent of external sales, which does not affect recognized cash flows.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Net sales and EBITA by operating segment**

SEK M	2024							2023						
	Net sales			EBITA	Of which items affecting comparability <sup>1</sup>	Of which profit/loss in associated companies	Net sales			EBITA	Of which items affecting comparability <sup>1</sup>	Of which profit/loss in associated companies		
External	Internal	Total	External				Internal	Total						
Trelleborg Industrial Solutions	15,088	230	15,317	2,197	-246	4	14,991	259	15,249	1,939	-436	-3		
Trelleborg Medical Solutions	2,908	95	3,003	514	-15	-	2,516	66	2,582	370	-13	-		
Trelleborg Sealing Solutions	16,174	495	16,670	3,374	-54	1	16,018	428	16,446	3,328	-168	1		
Group activities	-	-	-	-260	-	-	761	-34	727	-243	3	-		
Elimination	-	-820	-820	0	-	-	-	-719	-718	-6	-	-		
<b>Total</b>	<b>34,170</b>	<b>-</b>	<b>34,170</b>	<b>5,825</b>	<b>-315</b>	<b>5</b>	<b>34,286</b>	<b>-</b>	<b>34,286</b>	<b>5,388</b>	<b>-614</b>	<b>-2</b>		
Amortization of surplus values linked to acquisitions				-538						-484				
Financial income				235						636				
Financial expenses				-532						-743				
Income tax				-1,254						-1,316				
<b>Net profit, continuing operations</b>				<b>3,736</b>						<b>3,481</b>				
Net profit, discontinuing operations				-						6,593				
<b>Net profit, Group</b>				<b>3,736</b>						<b>10,074</b>				

<sup>1</sup> Refer also to Note 5 for further information.



## Allocation of revenue, net sales by business area and industry

Business area/industry, %	2024					2023				
	Diversified industrials <sup>1</sup>	Automotive	Healthcare & Medical	Aerospace	Total	Diversified industrials <sup>1</sup>	Automotive	Healthcare & Medical	Aerospace	Total
Trelleborg Industrial Solutions	85	8	2	5	100	83	8	3	6	100
Trelleborg Medical Solutions	0	0	100	0	100	0	0	100	0	100
Trelleborg Sealing Solutions	53	28	0	19	100	56	28	0	16	100
<b>Continuing operations</b>	<b>63</b>	<b>17</b>	<b>9</b>	<b>11</b>	<b>100</b>	<b>65</b>	<b>16</b>	<b>9</b>	<b>10</b>	<b>100</b>

<sup>1</sup> As of the fourth quarter of 2024, General industry will be referred to as Diversified industrials.

## Breakdown by operating segment

SEK M	2024						2023					
	Capital employed	Of which participations in associated companies	Capital expenditures <sup>2</sup>	Depreciation/amortization <sup>3</sup>	Impairment losses <sup>4</sup>	Operating cash flow <sup>5</sup>	Capital employed	Of which participations in associated companies	Capital expenditures <sup>2</sup>	Depreciation/amortization <sup>3</sup>	Impairment losses <sup>4</sup>	Operating cash flow <sup>5</sup>
Trelleborg Industrial Solutions	14,315	43	791	679	8	2,272	12,767	41	634	661	15	2,206
Trelleborg Medical Solutions	10,339	–	325	285	1	312	5,395	–	144	206	0	309
Trelleborg Sealing Solutions	25,741	14	729	959	7	2,798	22,518	13	822	887	3	2,854
Group activities	–860	–	18	34	–16	–371	–708	–	47	74	21	–306
Provisions for items affecting comparability	–154	–	–	–	–	–	–204	–	–	–	–	–
<b>Continuing operations</b>	<b>49,381</b>	<b>57</b>	<b>1,863</b>	<b>1,956</b>	<b>–</b>	<b>5,011</b>	<b>39,768</b>	<b>54</b>	<b>1,647</b>	<b>1,828</b>	<b>39</b>	<b>5,063</b>
Discontinuing operations <sup>6</sup>	–	–	–	–	–	–	–	–	164	0	7	–326
<b>Group</b>	<b>49,381</b>	<b>57</b>	<b>1,863</b>	<b>1,956</b>	<b>–</b>	<b>5,011</b>	<b>39,768</b>	<b>54</b>	<b>1,811</b>	<b>1,828</b>	<b>46</b>	<b>4,737</b>

<sup>2</sup> Relates to investments in property, plant, and equipment and intangible assets, excluding investments in right-of-use assets of SEK 234 M (391).

<sup>3</sup> Including depreciation of right-of-use assets of SEK 365 M (365).

<sup>4</sup> Including reversed impairment losses.

<sup>5</sup> Operating cash flow relates to the Group's operations excluding items affecting comparability.

<sup>6</sup> Relates to the Group's tire and printing blanket operations for the January 1–May 2, 2023 period. These operations were divested on May 2, 2023.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Net sales****By geographic market/country**

SEK M	2024	2023
Germany	3,622	3,894
UK	1,722	1,704
France	1,416	1,560
Sweden	1,086	1,261
Italy	1,036	1,049
Netherlands	639	648
Spain	594	598
Poland	508	553
Norway	488	429
Switzerland	488	595
Turkey	396	432
Belgium	391	459
Denmark	358	374
Czech Republic	337	427
Finland	321	243
Hungary	284	310
Austria	229	248
Ireland	219	185
Slovenia	155	157
Romania	110	110
Slovakia	94	67
Rest of Europe	450	561
<b>Total Europe</b>	<b>14,943</b>	<b>15,864</b>
US	9,576	9,969
Mexico	589	578
Canada	493	583
Puerto Rico	218	153
Other South and Central America	476	583
<b>Total North and South America</b>	<b>11,352</b>	<b>11,866</b>
China	2,868	2,588
South Korea	817	534
India	801	680
Australia	727	601
Singapore	486	208
Other markets	2,176	1,945
<b>Total Asia and Rest of the World</b>	<b>7,875</b>	<b>6,556</b>
<b>Continuing operations</b>	<b>34,170</b>	<b>34,286</b>

**Trends in key currencies against the SEK were as follows:**

	2024		2023	
	Average rate	Closing rate	Average rate	Closing rate
EUR	11.4329	11.4636	11.4717	11.0542
USD	10.5680	11.0018	10.6087	9.9830
GBP	13.5038	13.8241	13.1914	12.7286

**Distribution by geographic market/country**

SEK M	Capital employed		Capital expenditures <sup>1</sup>	
	2024	2023	2024	2023
Germany	3,760	3,363	191	211
UK	3,533	3,210	96	112
Sweden	1,458	1,211	109	97
Slovenia	1,331	1,305	36	64
Switzerland	1,212	1,101	52	120
France	1,071	1,118	48	76
Turkey	686	531	30	19
Denmark	492	502	24	26
Finland	437	169	2	3
Italy	361	223	33	35
Poland	304	251	41	43
Malta	272	205	101	48
Rest of Europe	4,449	4,651	53	51
<b>Total Europe</b>	<b>19,366</b>	<b>17,840</b>	<b>816</b>	<b>905</b>
US	20,956	19,106	507	399
Mexico	240	252	33	8
Canada	78	69	3	8
Brazil	26	56	1	1
Other South and Central America	157	0	73	–
<b>Total North and South America</b>	<b>21,457</b>	<b>19,483</b>	<b>617</b>	<b>416</b>
China	3,538	1,158	39	121
Australia	2,350	322	12	6
South Korea	1,122	50	2	2
India	641	521	81	26
Japan	174	184	2	4
Other markets	733	210	294	167
<b>Total Asia and Rest of the World</b>	<b>8,558</b>	<b>2,445</b>	<b>430</b>	<b>326</b>
<b>Continuing operations</b>	<b>49,381</b>	<b>39,768</b>	<b>1,863</b>	<b>1,647</b>
Discontinuing operations	–	–	–	164
<b>Group</b>	<b>49,381</b>	<b>39,768</b>	<b>1,863</b>	<b>1,811</b>

<sup>1</sup> Excluding investments in right-of-use assets of SEK 234 M (391).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



### 3 Revenue recognition

#### Accounting policies

##### Revenue from contracts with customers

Trelleborg follows the five-step model according to IFRS 15 for recognizing income that is based on when control of a good or service is passed to the customer according to the customer contract. The assessment of when control is passed to the customer is usually based on shipping terms included in the customer contract. Trelleborg recognizes revenue from contracts with customers both over time and at a specific point in time. Revenue recognized over time does not represent a significant amount in relation to the Group's total sales. The Group has a variety of delivery terms and these impact when control of the products is passed to the customer.

The Trelleborg Group has customer contracts that include one or more performance obligations. Contracts may include only sales of products, only sales of services, or a combination of both. The contracts may also include freight service.

The Trelleborg Group's obligations for warranties cover an assurance that the product meets the agreed specifications, meaning normal warranty rules. These are recognized as a provision.

The Trelleborg Group allocates the transaction price to the various performance obligations in proportion to their standalone selling prices. The Trelleborg Group has set the transaction price in accordance with IFRS 15 and variable consideration is continuously recognized on an accruals basis.

##### Payment terms

The most common payment terms in the Trelleborg Group vary between 1 and 90 days.

##### Other operating income

Other operating income includes external rental revenue, government grants, capital gains from the sale and scrapping of property, plant, equipment and tools, positive exchange rate differences and derivatives.

For further information, refer to Note 20 Prepaid expenses and accrued income, Note 21 Accrued expenses and prepaid income and Note 22 Contract assets and contract liabilities.

#### Allocation of revenue, net sales

2024 SEK M	Region			Total net sales	Revenue recognition:		
	Europe	North and South America	Asia, rest of the world		Over time	Point in time	Total net sales
Trelleborg Industrial Solutions	7,178	4,325	3,585	15,088	1,728	13,360	15,088
Trelleborg Medical Solutions	531	1,846	531	2,908	–	2,908	2,908
Trelleborg Sealing Solutions	7,234	5,181	3,759	16,174	15	16,159	16,174
Group activities	–	–	–	–	–	–	–
<b>Total</b>	<b>14,943</b>	<b>11,352</b>	<b>7,875</b>	<b>34,170</b>	<b>1,743</b>	<b>32,427</b>	<b>34,170</b>

2023 SEK M	Region			Total net sales	Revenue recognition:		
	Europe	North and South America	Asia, rest of the world		Over time	Point in time	Total net sales
Trelleborg Industrial Solutions	7,320	4,437	3,234	14,991	1,326	13,665	14,991
Trelleborg Medical Solutions	516	1,929	71	2,516	–	2,516	2,516
Trelleborg Sealing Solutions	7,355	5,429	3,234	16,018	24	15,994	16,018
Group activities	673	71	17	761	–	761	761
<b>Total</b>	<b>15,864</b>	<b>11,866</b>	<b>6,556</b>	<b>34,286</b>	<b>1,350</b>	<b>32,936</b>	<b>34,286</b>

### 4 Expenses by nature

SEK M	2024	2023
Costs for raw materials, components, goods for resale, and packaging material as well as energy and transport costs	–14,380	–15,150
Remuneration to employees	–11,129	–10,827
Depreciation/amortization and impairment losses	–1,966	–1,868
Other external costs related to sales, administration, and R&D	–1,678	–1,667
Other operating expenses	–334	–663
<b>Total</b>	<b>–29,487</b>	<b>–30,175</b>

The above amounts include items affecting comparability.

### 5 Items affecting comparability

#### Accounting policies

Non-recurring expenses related to the action programs aimed at enhancing the Group's efficiency and structure are recognized as items affecting comparability. A project is classified as affecting comparability only when it amounts to an equivalent of at least SEK 20 M and it has been approved by the Board.

Additionally, non-recurring impairment of non-current assets was also included in items affecting comparability. Impairment was conducted to the calculated value in use. In addition to the action programs, costs and income can, in exceptional cases, also be classified as items affecting comparability. Exceptional items refer to material income or expense items recognized separately due to the significance of their nature or amount. Examples of such items include capital gains/losses upon the sale of non-current assets or subsidiaries and material legal costs.

#### Breakdown by business area

SEK M	2024	2023
Trelleborg Industrial Solutions	–246	–349
Trelleborg Medical Solutions	–15	–13
Trelleborg Sealing Solutions	–54	–168
Group activities	0	3
<b>Total</b>	<b>–315</b>	<b>–527</b>
Capital loss/gains, divestment of operations and assets	–	–87
<b>Continuing operations</b>	<b>–315</b>	<b>–614</b>
Discontinuing operations	–	–34
<b>Group</b>	<b>–315</b>	<b>–648</b>

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Breakdown by function**

SEK M	2024	2023
Cost of goods sold	-189	-295
Selling expenses	-27	-76
Administrative expenses	-56	-97
R&D costs	-7	-5
Other operating income	3	3
Other operating expenses	-39	-144
<b>Continuing operations</b>	<b>-315</b>	<b>-614</b>
Discontinuing operations	-	-34
<b>Group</b>	<b>-315</b>	<b>-648</b>

**Of which impairment losses and restructuring costs, respectively**

SEK M	Impairment losses		Restructuring costs	
	2024	2023	2024	2023
Trelleborg Industrial Solutions	-4	-14	-242	-422
Trelleborg Medical Solutions	-1	0	-14	-13
Trelleborg Sealing Solutions	-4	-3	-50	-165
Group activities	-	-	0	3
<b>Continuing operations</b>	<b>-9</b>	<b>-17</b>	<b>-306</b>	<b>-597</b>
Discontinuing operations	-	-7	-	-27
<b>Group</b>	<b>-9</b>	<b>-24</b>	<b>-306</b>	<b>-624</b>

**6 Other operating income and expenses**

SEK M	2024	2023
Rental revenue	31	27
Government grants	30	68
Derivatives	8	11
Sale of non-current assets	26	10
Sale of tools, prototypes, etc.	8	8
Exchange rate differences	243	239
Other	250	429
<b>Total other operating income</b>	<b>596</b>	<b>792</b>
Rental costs	-12	-11
Derivatives	-11	-13
Depreciation/amortization	-521	-466
Exchange rate differences	-178	-242
Other	-99	-285
<b>Total other operating expenses</b>	<b>-821</b>	<b>-1,017</b>
<b>Total</b>	<b>-225</b>	<b>-225</b>

**7 Auditor's remuneration**

SEK M	2024	2023
<i>Deloitte</i>		
Audit assignment	-27	-26
Audit activities other than audit assignment	-1	-1
Tax consultancy services	0	0
Other services	0	0
<i>Other auditors</i>		
Audit assignment	-8	-7
Audit activities other than audit assignment	0	0
Tax consultancy services	-	-
Other services	-1	-
<b>Total</b>	<b>-37</b>	<b>-34</b>

The audit assignment relates to an audit of the financial statements and accounts as well as an audit of the administration of the Board of Directors and the President. Audit activities other than the audit assignment refer, for example, to comfort letters and the limited assurance report for Trelleborg's sustainability report. Tax services include both tax consultancy services and tax compliance services. Other services primarily relate to consultancy services.

**8 Financial income and expenses****Financial income**

SEK M	2024	2023
Interest income according to the effective interest method from interest-bearing receivables recognized at amortized cost	187	291
Interest income according to the effective interest method from interest-bearing receivables recognized at amortized cost – from assets held for sale	-	44
Interest income, derivative instruments measured at fair value	-	3
Net change in value of derivative instruments measured at fair value	11	216
Exchange rate fluctuations	37	82
<b>Total financial income</b>	<b>235</b>	<b>636</b>

**Financial expenses**

Interest expenses according to the effective interest method from interest-bearing liabilities recognized at amortized cost	-290	-621
Interest expenses on lease	-93	-74
Interest expenses on pension liabilities	-23	-15
Interest expenses derivative instruments measured at fair value	-98	-
Exchange rate fluctuations	-28	-33
<b>Total financial expenses</b>	<b>-532</b>	<b>-743</b>
<b>Total financial income and expenses</b>	<b>-297</b>	<b>-107</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



**9 Income tax****Critical estimates and judgments**

Assessments are made to determine current and deferred tax receivables and liabilities, particularly with regard to deferred tax assets on losses carried forward. In this manner, an assessment is made of the probability that the deferred tax assets will be utilized for settlement against future taxable gains. The fair value of these future taxable gains may deviate, owing to the future business climate and earnings potential, or to changes in tax regulations.

Income tax	2024	2023
SEK M		
<i>Current tax expenses</i>		
Tax expenses for the period	-1,117	-1,204
Adjustment of tax attributable to prior years	-20	-158
<b>Total</b>	<b>-1,137</b>	<b>-1,362</b>
<i>Deferred tax expenses</i>		
Utilization/Revaluation of losses carried forward	0	67
Deferred tax expenses/revenue on changes in temporary differences	-119	-109
Adjustment of deferred tax attributable to prior years	2	88
<b>Total</b>	<b>-117</b>	<b>46</b>
<b>Total recognized tax expense in continuing operations</b>	<b>-1,254</b>	<b>-1,316</b>
Discontinuing operations	-	-290
<b>Total recognized tax expense in Group</b>	<b>-1,254</b>	<b>-1,606</b>
<i>Reconciliation of tax in the Group</i>		
Profit before tax	4,990	4,797
Calculated Swedish income tax, 20.6% (20.6)	-1,028	-988
Impact of other tax rates on foreign subsidiaries	-127	-136
Impact of changed tax rates and tax regulations	-3	-17
Other non-deductible expenses/non-taxable revenue	-46	-31
Foreign withholding tax	-44	-161
Reassessment of losses carried forward/temporary differences	-15	80
Tax attributable to prior years	-18	-70
Other	27	7
<b>Recognized tax in continuing operations</b>	<b>-1,254</b>	<b>-1,316</b>
Discontinuing operations	-	-290
<b>Recognized tax in Group</b>	<b>-1,254</b>	<b>-1,606</b>
<i>Tax items in the Group recognized in other comprehensive income or directly against equity</i>		
Deferred tax on cash flow hedges	14	54
Deferred tax on hedging of net investments	82	-21
Deferred tax in translation differences	-	1
Deferred tax on pension obligations (IAS 19)	12	0
Deferred tax on effects of IAS 29 <sup>1</sup>	-37	-15
Deferred tax on Share-based Long Term Incentive program	-1	-
<b>Total, continuing operations</b>	<b>70</b>	<b>19</b>
<i>Discontinuing operations</i>		
Deferred tax on hedging of net investments	-	-72
Deferred tax in translation differences	-	-50
<b>Total, Group</b>	<b>70</b>	<b>-103</b>

<sup>1</sup> Relates to hyperinflation accounting for operation in Turkey.

At year-end, the Group had total losses carried forward of approximately SEK 543 M (615), of which SEK 157 M (310) was taken into account when calculating deferred tax. Losses carried forward not taken into account include cases where uncertainty exists regarding the tax value.

Of losses carried forward, SEK 8 M (2) falls due within the next 12-month period and SEK 52 M (17) falls due within the next five-year period.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



Deferred tax assets and liabilities

SEK M	2024			2023		
	Deferred tax assets	Deferred tax liabilities	Net	Deferred tax assets	Deferred tax liabilities	Net
Intangible assets	155	1,516	-1,361	277	1,052	-775
Land and buildings	22	103	-81	29	82	-53
Machinery and equipment	12	327	-315	17	255	-238
Right-of-use assets	1	410	-409	-	359	-359
Financial non-current assets	0	2	-2	0	6	-6
Inventories	215	3	212	188	7	181
Current receivables	33	12	21	32	14	18
Pension provisions	83	0	83	66	0	66
Other provisions	132	1	131	150	2	148
Lease liabilities	459	1	458	401	-	401
Non-current liabilities	0	22	-22	3	24	-21
Current liabilities	262	6	256	189	14	175
Losses carried forward	166	-	166	162	-	162
<b>Total</b>	<b>1,540</b>	<b>2,403</b>	<b>-863</b>	<b>1,514</b>	<b>1,815</b>	<b>-301</b>
Offsetting of assets/liabilities	-998	-998	-	-1,016	-1,016	-
<b>Total</b>	<b>542</b>	<b>1,405</b>	<b>-863</b>	<b>498</b>	<b>799</b>	<b>-301</b>

Deferred tax assets and liabilities are offset when the deferred tax pertains to the same tax authority.

Change in deferred tax on temporary differences and losses carried forward

SEK M	Balance, January 1		Recognized in profit and loss		Recognized in other comprehensive income/directly against equity		Acquired/divested tax assets/liabilities		Translation differences		Balance, December 31	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Intangible assets	-775	-808	-35	32	-6	-5	-485	-23	-60	29	-1,361	-775
Land and buildings	-53	-32	1	-5	-25	-6	-	-15	-4	5	-81	-53
Machinery and equipment	-238	-190	-54	-43	-6	-4	-	-9	-17	8	-315	-238
Right-of-use assets	-359	-379	-11	11	-	-	-20	1	-19	8	-409	-359
Financial non-current assets	-6	-6	-84	-38	88	38	-	-	0	0	-2	-6
Inventories	181	161	18	25	-	-	-	1	13	-6	212	181
Current receivables	18	14	1	6	-	-	-	1	2	-3	21	18
Pension provisions	66	65	3	5	12	0	-	-	2	-4	83	66
Other provisions	148	104	-22	27	-1	-	3	14	3	3	131	148
Lease liabilities	401	420	15	-8	-	-	20	-2	22	-9	458	401
Non-current liabilities	-21	4	-1	-24	-	-	-	-	0	-1	-22	-21
Current liabilities	175	177	52	-9	8	-4	9	16	12	-5	256	175
Losses carried forward	162	103	0	67	-	-	-	-3	4	-5	166	162
<b>Total</b>	<b>-301</b>	<b>-367</b>	<b>-117</b>	<b>46</b>	<b>70</b>	<b>19</b>	<b>-473</b>	<b>-19</b>	<b>-42</b>	<b>20</b>	<b>-863</b>	<b>-301</b>

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Employees

## 10 Employees and employee benefits

## Accounting policies

## Employee benefits

## Variable salaries

Provisions for variable salaries are expensed on an ongoing basis in accordance with the financial implications of the agreement.

## Remuneration on termination

Remuneration is normally payable if employment is terminated prior to normal retirement age, or when an employee accepts voluntary termination in exchange for remuneration. The Group recognizes severance pay when a detailed formal plan has been presented.

See also Note 11 concerning pensions and Note 43 concerning Parent Company's employees and employee benefits.

## Average number of employees

	2024			2023		
	Women	Men	Total	Women	Men	Total
UK	424	1,167	1,591	410	1,149	1,559
Germany	397	698	1,095	422	756	1,178
Sweden	280	609	889	291	592	883
France	189	658	847	183	732	915
Malta	150	345	495	135	366	501
Slovenia	144	331	475	169	362	531
Poland	192	225	417	180	226	406
Denmark	110	251	361	112	252	364
Turkey	27	333	360	27	387	414
Italy	100	201	301	125	232	357
Switzerland	68	148	216	50	133	183
Czech Republic	63	90	153	323	378	701
Netherlands	28	112	140	32	154	186
Rest of Europe	248	305	553	226	296	522
<b>Total Europe</b>	<b>2,420</b>	<b>5,473</b>	<b>7,893</b>	<b>2,685</b>	<b>6,015</b>	<b>8,700</b>
US	1,241	2,052	3,293	1,212	2,048	3,260
Mexico	280	413	693	271	405	676
Brazil	29	42	71	26	42	68
Canada	25	12	37	14	24	38
Other North and South America	1	–	1	1	–	1
<b>Total North and South America</b>	<b>1,576</b>	<b>2,519</b>	<b>4,095</b>	<b>1,524</b>	<b>2,519</b>	<b>4,043</b>
China	725	744	1,469	419	652	1,071
India	135	970	1,105	124	985	1,109
Australia	42	167	209	25	119	144
Other markets	172	478	650	107	328	435
<b>Total Asia and Rest of the World</b>	<b>1,074</b>	<b>2,359</b>	<b>3,433</b>	<b>675</b>	<b>2,084</b>	<b>2,759</b>
<b>Group</b>	<b>5,070</b>	<b>10,351</b>	<b>15,421</b>	<b>4,884</b>	<b>10,618</b>	<b>15,502</b>

The proportion of women is 29 percent (17) in Group Management and 43 percent (43) on the Board of Directors.

## Employee benefits, other remuneration and payroll overheads

	2024	2023
<b>Salaries and other remuneration, SEK M</b>	<b>2024</b>	<b>2023</b>
UK	951	877
Germany	1,048	1,032
Sweden	571	559
France	485	443
Malta	153	150
Slovenia	205	195
Poland	123	99
Denmark	306	322
Turkey	143	113
Italy	176	196
Switzerland	241	223
Czech Republic	50	155
Netherlands	135	165
Rest of Europe	244	224
<b>Total Europe</b>	<b>4,831</b>	<b>4,754</b>
US	3,155	3,143
Mexico	194	187
Brazil	31	30
Canada	32	37
Other North and South America	1	1
<b>Total North and South America</b>	<b>3,413</b>	<b>3,399</b>
China	354	285
India	134	125
Australia	164	137
Other markets	366	319
<b>Total Asia and Rest of the World</b>	<b>1,018</b>	<b>866</b>
<b>Salaries and other remuneration</b>	<b>9,262</b>	<b>9,019</b>
Payroll overheads	1,271	1,234
Pension costs – defined contribution plans	272	265
Pension costs – defined benefit plans	67	47
<b>Payroll overheads</b>	<b>1,610</b>	<b>1,546</b>
<b>Employee benefits, other remuneration and payroll overheads in continuing operations</b>	<b>10,872</b>	<b>10,565</b>
<b>Employee benefits, other remuneration and payroll overheads in discontinuing operations</b>	<b>–</b>	<b>997</b>
<b>Group</b>	<b>10,872</b>	<b>11,562</b>
<i>Salaries and other remuneration include:</i>		
to Board members and President of Trelleborg AB, including variable salaries	37	47
to other senior executive officers	53	49

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Remuneration of the Board of Directors and senior executives****Principles**

The principles governing remuneration of senior executives in the Trelleborg Group were adopted by the 2024 Annual General Meeting. Refer to pages 48–49.

Trelleborg's principles for remuneration of senior executives state that the company shall offer market-based terms of employment that enable the company to recruit, develop, and retain senior executives. The remuneration principles may vary depending on local conditions and be based on such factors as position, expertise, experience, and performance. The total remuneration package is to comprise fixed and variable salaries, pension, and other remuneration. Trelleborg continuously performs evaluations to ensure that conditions are market-based in comparison with relevant industries and markets. Refer also to [www.trelleborg.com](http://www.trelleborg.com), Corporate Governance, Remuneration and Cost reimbursement: "Principles for remuneration of senior executives".

**Remuneration of management****President**

During 2024, the President and CEO received a fixed salary and other remuneration as shown in the table on the next page. Pursuant to agreements, the President has the possibility of earning an annual variable remuneration. The annual variable remuneration has a fixed ceiling, which corresponds to a maximum of 70 percent of the fixed annual salary. In 2024, the annual variable remuneration was based on financial targets and specific sustainability targets. The annual variable remuneration does not constitute pensionable income and does not form the basis for the calculation of vacation pay. For 2024, annual variable remuneration for the President was set at SEK 7,935,000 (6,441,000).

Pensionable age for the President is 65; however, both the company and the President have the right, without a special cause, to request an early retirement from the age of 60, with a mutual six-month notice of termination. Should the President enter into an early retirement, the employment agreement and the pension agreement will be null and void. The pension agreement is a defined-contribution scheme, and the premium comprises 45 percent of the fixed salary, including vacation pay. Pension premiums were paid in 2024 as shown in the adjacent table. For the President, a notice period of 24 months applies should termination of employment be initiated by the company. Should a termination of employment be initiated by the President, the notice period shall be six months.

**Other senior executives**

The principles for remuneration of other senior executives are based on a fixed and annual variable remuneration as well as certain benefits. The annual variable remuneration has a fixed ceiling accounting for a maximum of 50–70 percent of the fixed annual salary. In 2024, the annual variable remuneration was based on the metrics EBITA, operating cash flow (OCF) and a specific sustainability target – CO<sub>2</sub> reduction.

For other senior executives, the entire pension plan was based on a defined-contribution model, whereby the pension premium varied between 10 and 35 percent of the fixed salary. For other Swedish senior executives, the maximum level of 35 percent in accordance with the policy was applied in 2024.

Certain senior executives have extended notice periods when a termination of employment is initiated by the company, normally 12, 18, or 24 months. Should a termination of employment be initiated by a senior executive, the notice period is six months. The President and other senior executives have also been entitled to other benefits, primarily a company car and medical expenses insurance.

**Long-term incentive program**

Since 2005, the Board of Directors has annually resolved on a long-term incentive program for the President and for senior executives considered to have a significant influence on the Trelleborg Group's earnings per share. These programs are rolling on three years at the time. The Board determines annually whether to introduce new programs and, if so, the scope, objective, and participants. The long-term incentive programs have been a cash-based supplement to the annual variable salaries, provided that the executive has not terminated his employment as per December 31 in the year in which the program ends. In 2024, a share-based incentive program was introduced for Group Management. This program requires a private investment in the Trelleborg share of 10 percent of the participant's fixed annual salary.

**Purpose**

The long-term incentive programs shall be designed to contribute to Trelleborg's business strategy and long-term interests including its sustainability. The purpose of programs is to strengthen Trelleborg Group's ability to retain and recruit qualified senior executives, offer an internationally competitive remuneration and unite the interests of shareholders and affected executives by offering participants an opportunity to become significant shareholders in Trelleborg.

**Target figure**

The target values for the long-term incentive program include (i) an annual improvement of 10 percent in the Trelleborg Group's earnings per share, and (ii) regarding the share-based incentive program introduced in 2024, a total improvement in earnings per share of 19 percent over three years. This target shall exclude the Group's items affecting comparability and the impact of any share repurchase programs. For the 2018–2020 programs, the basis for the target figure was set as the outcome of earnings per share for 2017. This principle has remained unchanged for the rolling three-year programs that commenced thereafter. The 2022–2024 program has an outcome limited to 33.33 percent of the maximum annual variable remuneration per year in the program. The 2023–2025 and 2024–2026 programs have an outcome that is capped to a certain extent by the individual's fixed salary.

**Outcome and payment**

The outcome of the programs is calculated (i) annually and accumulated over the respective three-year period, and (ii) regarding the share-based incentive program introduced in 2024, after the respective three-year period. Potential payments are made in the first quarter of the year after the program expires. Therefore, a payment will be made in the first quarter of 2025 for the program approved in 2022–2024. For the program approved for 2023–2025, payment will be made in the first quarter of 2026, and for the program approved for 2024–2026, payment will be made in the first quarter of 2027. These payments do not constitute pensionable income and do not form the basis of calculation of vacation payment.

In 2024, SEK 44,317,000 (54,717,000) was expensed as the targets were partly achieved.

**Other incentive programs**

The Group has no other ongoing incentive programs such as convertible debentures, warrant programs or similar at the present time.

**Remuneration of the Board**

The fees paid to the members of the Board of Directors elected by the Annual General Meeting were approved by the 2024 Annual General Meeting based on the proposals of the Nomination Committee. For 2024, remuneration was paid as per the table below. No consulting fees were paid to the Board members. Executive Board members do not receive remuneration for Board work.

Costs are recognized as remuneration of senior executives for the period during which the person in question was employed.

**Specification of remuneration to Board members, salaries to the President and other senior executive officers**

2024 SEK 000s	Board fee/fixed salary	Annual variable salary	Incentive program <sup>1</sup>	Other benefits	Pension costs	Total
Johan Malmquist, Chairman of the Board	2,388					2,388
Gunilla Fransson, Board member	1,115					1,115
Anne Mette Olesen, Board member	815					815
Jan Ståhlberg, Board member	992					992
Monica Gimre, Board member	893					893
Henrik Lange, Board member	992					992
President	13,740	7,935	7,754	285	6,031	35,745
Other senior executives, employees of Trelleborg AB, 2 persons	9,089	3,687	3,787	526	2,957	20,046
employees of other Group companies, 4 persons <sup>2</sup>	16,110	10,372	8,415	909	2,650	38,456
<b>Total</b>	<b>46,134</b>	<b>21,994</b>	<b>19,956</b>	<b>1,720</b>	<b>11,638</b>	<b>101,442</b>

<sup>1</sup> Expensed in 2024. Payment is to be made in the first quarter 2025 to 2027, on condition that the individual is employed in the Group on December 31 of the preceding year. As of 2024 and onwards, included share-based incentive programs, see also pages 46–47.

<sup>2</sup> Remuneration to Linda Muroski, Business Area President for Trelleborg Medical Solutions, is included for the period April 1–December 31, 2024. Remuneration to Jürgen Bosch, Business Area President for Trelleborg Sealing Solutions, is included for the period April 1–December 31, 2024. Remuneration to Peter Hahn, Business Area President for Trelleborg Sealing Solutions until March 31, 2024, is included for the period January 1–March 31, 2024.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



2023 SEK 000s	Board fee/fixed salary	Annual variable salary	Incentive program <sup>1</sup>	Other benefits	Extraordinary items <sup>2</sup>	Pension costs	Total
Hans Biörck, Chairman of the Board <sup>3</sup>	795						795
Johan Malmquist, Chairman of the Board <sup>4</sup>	1,828						1,828
Gunilla Fransson, Board member	1,040						1,040
Anne Mette Olesen, Board member	785						785
Jan Ståhlberg, Board member	952						952
Monica Gimre, Board member	858						858
Henrik Lange, Board member <sup>5</sup>	643						643
President	12,738	6,441	8,474	228	12,106	5,583	45,570
Other senior executives, employees of Trelleborg AB, 2 persons	8,609	3,024	3,979	425	1,394	2,806	20,237
employees of other Group companies, 3 persons <sup>6</sup>	14,635	4,943	11,456	995	–	2,432	34,461
<b>Total</b>	<b>42,883</b>	<b>14,408</b>	<b>23,909</b>	<b>1,648</b>	<b>13,500</b>	<b>10,821</b>	<b>107,169</b>

<sup>1</sup> Expensed in 2023. Payment is to be made in the first quarter 2024 to 2026, on condition that the individual is employed in the Group on December 31 of the preceding year.

<sup>2</sup> Refers to extraordinary remuneration related to the divestment of the Trelleborg Wheel Systems business area.

<sup>3</sup> Chairman of the Board up to and including the 2023 Annual General Meeting.

<sup>4</sup> Chairman of the Board from the 2023 Annual General Meeting.

<sup>5</sup> Board member as of the 2023 Annual General Meeting.

<sup>6</sup> Remuneration of Paolo Pompei, Business Area President for Trelleborg Wheel Systems, is included in the January 1–May 2, 2023 period.

## 11 Pension provisions and similar items

### Accounting policies

#### Employee benefits

##### Pension obligations

Within the Group, there are a number of defined contribution pension plans and defined benefit pension plans, of which a small number have plan assets in foundations or similar. Pension plans are normally financed through contributions to a separate legal entity from each Group company and from the employees. Prepaid contributions are recognized as an asset insofar as cash repayments or reductions of future payments can benefit the Group. Costs for services rendered in previous years are recognized directly in profit and loss. Some of the ITP plans in Sweden are financed through insurance premiums paid to Alecta. This is a defined benefit plan and encompasses several employers. As Trelleborg did not have access to information to enable it to recognize this plan as a defined benefit plan, it was, consequently, recognized as a defined contribution plan.

### Critical estimates and judgments

The value of pension obligations for defined benefit pension plans is derived from actuarial calculations based on assumptions concerning discount rates, future salary increases, inflation, and the demographic conditions. At year-end, defined benefit obligations amounted to SEK 421 m (326).

The sensitivity analyses below are based on a change in one assumption, with all other assumptions remaining constant. In practice, it is unlikely that this will occur and some of the changes in the assumptions may be correlated. The calculation of sensitivity in the defined benefit obligation for key actuarial assumptions uses the same method (the present value of the defined benefit obligation applying the projected unit credit method at the end of the reporting period) as used in the calculation of pension liabilities recognized in the balance sheet.

Trelleborg has defined benefit plans including pension plans and other long-term defined benefit plans in several of the countries in which the Group operates.

The Group has both funded and unfunded pension plans. Assets of the funded plans are either held in separate funds administered by a trustee or held through an insurance contract.

Most of the pension plans that the Group has for its active workforce comprise defined contribution plans. The Group has no further obligations in respect of these plans once the contributions have been paid. All plans have been established in accordance with general practice and legal requirements in the respective countries.

The defined benefit pension plans operated by the Group are, unless otherwise required under law, usually closed to new employees or consist of older plans with retired members. The largest pension liabilities recognized by the Group relate to Switzerland, France and Germany.

In Switzerland, the Group co-funds six hybrid pension plans. Both employers and employees contribute to these plans. The plans are open to new participants and offer the mandatory basic cover for pension, death and disability, as well as some supplementary cover. The plan for the Stein am Rhein workforce is financed by a collective foundation that is legally distinct from the Group. The plans for employees at other sites in Switzerland are financed by insurance companies.

In France, employees are entitled to a statutory pension. The benefit is defined in industry-wide collective bargaining agreements and is based on years of service and final salary prior to retirement.

Trelleborg contributes to a number of different defined benefit plans in Germany. All plans are closed to new participants. Most plans are unfunded arrangements with book reserves that are used for pension payments when the employee reaches retirement.

#### Specification of costs

SEK M	2024	2023
Costs for services during current year <sup>1</sup>	39	34
Interest on the obligation	31	33
Anticipated return on plan assets <sup>2</sup>	-12	-17
Actuarial gains and losses recognized for the year	4	0
Curtailment and settlement	1	0
Past service cost	4	-3
<b>Total cost of defined benefit plans</b>	<b>67</b>	<b>47</b>
Cost of defined contribution plans	272	265
<b>Total pension costs</b>	<b>339</b>	<b>312</b>

<sup>1</sup> Includes administrative expenses, taxes, and risk premiums.

<sup>2</sup> Adjusted for limitation of defined benefit asset and IFRIC 14.

#### Specification of pension obligations in the balance sheet

SEK M	2024	2023
Present value of funded obligations	590	486
Fair value of plan assets	-533	-458
<b>Surplus/deficit in funded plans</b>	<b>57</b>	<b>28</b>
Present value of unfunded obligations	364	298
<b>Total defined benefit plans</b>	<b>421</b>	<b>326</b>
Effect of limit rule for net assets	–	–
<b>Total defined benefit plans</b>	<b>421</b>	<b>326</b>
<b>Defined contribution plans</b>	<b>0</b>	<b>0</b>
<b>Net pension liability</b>	<b>421</b>	<b>326</b>
of which, recognized as plan assets	26	20
<b>Closing balance, pension liability</b>	<b>447</b>	<b>346</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Change in defined benefit obligations

SEK M	Present value of obligation	Fair value of plan assets	Effect of limit rule for net assets	Total
<b>On January 1, 2024</b>	<b>786</b>	<b>-459</b>	<b>-</b>	<b>327</b>
Costs for services during current year <sup>1</sup>	38	1	-	39
Interest expenses/(income) <sup>2</sup>	31	-13	-	18
Past service cost	4	-	-	4
Gains and losses from settlements	1	-	-	1
	<b>74</b>	<b>-12</b>	<b>-</b>	<b>62</b>
<i>Revaluations:</i>				
Return on plan assets excluding amounts included in interest expenses/(income)	-	-26	-	-26
(Gain)/loss due to changed demographic assumptions	-8	-	-	-8
(Gain)/loss due to changed financial assumptions	98	-	-	98
Experience-based (gains)/losses	3	-	-	3
	<b>93</b>	<b>-26</b>	<b>-</b>	<b>67</b>
Exchange rate differences	22	-14	-	8
<i>Contributions:</i>				
Employer	-	-42	-	-42
Employees encompassed by the plan	12	-12	-	-
<i>Payments:</i>				
Payments made from plans	-32	32	-	-
Payments made directly from companies	-24	24	-	-
Acquisitions	25	-26	-	-1
Divested	-	-	-	-
Transfers or change in scope	-	-	-	-
<b>At December 31, 2024</b>	<b>956</b>	<b>-535</b>	<b>-</b>	<b>421</b>

<sup>1</sup> Including administrative expenses.

<sup>2</sup> Adjusted for limitation of defined benefit asset and IFRIC 14.

## Change in defined benefit obligations

SEK M	Present value of obligation	Fair value of plan assets	Effect of limit rule for net assets	Total
<b>On January 1, 2023</b>	<b>880</b>	<b>-548</b>	<b>-</b>	<b>332</b>
Costs for services during current year <sup>1</sup>	33	1	-	34
Interest expenses/(income) <sup>2</sup>	33	-17	-	16
Past service cost	-3	-	-	-3
Gains and losses from settlements	-84	84	-	0
	<b>-21</b>	<b>68</b>	<b>-</b>	<b>47</b>
<i>Revaluations:</i>				
Return on plan assets excluding amounts included in interest expenses/(income)	-	19	-	19
(Gain)/loss due to changed demographic assumptions	-2	-	-	-2
(Gain)/loss due to changed financial assumptions	-13	-	-	-13
Experience-based (gains)/losses	-	-	-	-
	<b>-15</b>	<b>19</b>	<b>-</b>	<b>4</b>
Exchange rate differences	9	-23	-	-14
<i>Contributions:</i>				
Employer	-	-71	-	-71
Employees encompassed by the plan	12	-12	-	0
<i>Payments:</i>				
Payments made from plans	-70	70	-	0
Payments made directly from companies	-58	58	-	0
Acquisitions	40	-20	-	20
Divested	-1	0	-	-1
Transfers or change in scope	9	0	-	9
<b>At December 31, 2023</b>	<b>786</b>	<b>-459</b>	<b>-</b>	<b>327</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Defined benefit pension obligation and composition of plan assets per country

SEK M	2024					2023				
	Switzerland	France	Germany	Other	Total	Switzerland	France	Germany	Other	Total
Present value of funded obligations	452	–	8	130	590	392	–	9	85	486
Fair value of plan assets	–379	–	–7	–147	–533	–350	–	–8	–100	–458
<b>Total</b>	<b>73</b>	<b>–</b>	<b>1</b>	<b>–17</b>	<b>57</b>	<b>42</b>	<b>–</b>	<b>1</b>	<b>–15</b>	<b>28</b>
Present value of unfunded obligations	0	186	54	124	364	0	148	49	101	298
Effect of limit rule for net assets	–	–	–	–	–	–	–	–	–	–
<b>Total defined benefit plans</b>	<b>73</b>	<b>186</b>	<b>55</b>	<b>107</b>	<b>421</b>	<b>42</b>	<b>148</b>	<b>50</b>	<b>86</b>	<b>326</b>

Key actuarial assumptions, %	2024					2023				
	Switzerland	France	Germany	Other	Group average	Switzerland	France	Germany	Other	Group average
Discount rate	0.90	3.25	3.20	6.90	3.11	1.90	4.20	4.15	8.12	3.98
Inflation	1.10	–	2.00	5.34	2.22	1.25	–	2.40	5.31	2.34
Salary increases	1.43	2.75	2.41	7.12	3.15	1.54	2.75	2.60	7.20	3.14

Life expectancy	2024					2023				
	Switzerland	France	Germany	Other	Average	Switzerland	France	Germany	Other	Average
Life expectancy for a 45-year-old man at the age of 65	24.6	19.3	23.6	20.9	22.5	24.0	19.4	24.1	20.0	22.2
Life expectancy for a 65-year-old man at the age of 65	22.1	19.1	20.9	19.3	20.7	22.0	19.1	20.8	19.2	20.7
Life expectancy for a 45-year-old woman at the age of 65	26.2	23.2	26.5	22.8	24.7	25.7	23.3	26.9	22.3	24.5
Life expectancy for a 65-year-old woman at the age of 65	23.9	23.1	24.3	21.2	23.1	23.8	23.1	24.2	21.4	23.1

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Sensitivity in the defined benefit obligation to changes in the key weighted assumptions**

Impact on the defined benefit obligation, 2024		Increase of +0.25% in assumptions <sup>1</sup>				Total
SEK M	Switzerland	France	Germany	Other		
Discount rate	-14.1	-5.2	-1.6	-7.0	-27.9	
Inflation	1.1	-	1.2	7.0	9.3	
Salary increases	1.0	5.5	0.2	3.0	9.7	
		Increase of 1 year in assumption				
Life expectancy	8.7	1.1	1.8	0.4	12.0	
Impact on the defined benefit obligation, 2024		Decrease of -0.25% in assumptions <sup>1</sup>				Total
SEK M	Switzerland	France	Germany	Other		
Discount rate	16.8	5.4	1.7	7.0	30.9	
Inflation	-1.1	-	-1.2	-6.5	-8.8	
Salary increases	-1.1	-5.1	-0.2	-2.8	-9.2	
		Decrease of 1 year in assumption <sup>2</sup>				
Life expectancy	-	-	-	-	-	

<sup>1</sup> The increase in the defined benefit obligation is shown as positive and the decrease as negative.

<sup>2</sup> Not applicable.

**Composition of plan assets**

SEK M	2024			
	Listed	Unlisted	Total	%
Shares	95	-	95	18
Debt instruments (government bonds and corporate bonds)	133	-	133	25
Properties	65	-	65	12
Other (including cash and cash equivalents, and insurance)	106	134	240	45
<b>Total</b>	<b>399</b>	<b>134</b>	<b>533</b>	<b>100</b>
SEK M	2023			
	Listed	Unlisted	Total	%
Shares	81	-	81	18
Debt instruments (government bonds and corporate bonds)	120	-	120	26
Properties	63	-	63	14
Other (including cash and cash equivalents, and insurance)	87	108	195	42
<b>Total</b>	<b>351</b>	<b>108</b>	<b>459</b>	<b>100</b>

Contributions to plans for post-employment benefits for the 2025 fiscal year are expected to amount to SEK 38 M. The weighted average term of the pension obligation is 14 years.

**Pension insurance with Alecta**

Retirement pension and family pension obligations for salaried employees in Sweden are secured through pension insurance with Alecta. According to a statement issued by the Swedish Financial Reporting Board, UFR 10, this constitutes a multi-employer defined benefit plan. For the 2024 fiscal year, the Group did not have access to such information that would enable the Group to report its proportionate share of the plan's obligations, plan assets, and costs, which meant that it was not possible to report the plan as a defined benefit plan. Consequently, the ITP pension plan secured through insurance with Alecta is recorded as a defined contribution plan. The premium for the defined benefit retirement pension is individual and is determined by such factors as the insured's age, salary, and previously earned pension. Expected contributions for pension insurance in the next reporting period taken out with Alecta total SEK 9 M. The Group pays an insignificant amount of this plan. The collective consolidation ratio reflects the market value of Alecta's assets as a percentage of insurance obligations, calculated in accordance with Alecta's actuarial assumptions, which do not correspond with IAS 19. Collective consolidation, in the form of collective consolidation ratio, is normally permitted to vary between 125 percent and 170 percent. If Alecta's collective consolidation ratio falls below 125 percent or exceeds 170 percent, measures are taken to create conditions to return the collective consolidation ratio to the normal interval. Alecta's surplus can be distributed to the policyholders and/or the insured if the collective consolidation ratio exceeds 170 percent. However, Alecta applies premium reductions to avoid a surplus from arising. At December 31, 2024, Alecta's surplus corresponded preliminarily to a collective consolidation ratio of 162 percent (157).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



**Group structure****12 Share of profit or loss in associated companies****Accounting policies****Associated companies**

Associated companies are companies in which the Parent Company directly or indirectly has a significant, but not controlling, influence, generally corresponding to between 20 and 50 percent of the voting rights. Investments in associated companies are recognized in accordance with the equity method and are initially recognized at cost. The Group's carrying amount of the holdings in associated companies includes the goodwill identified in conjunction with the acquisition, net after any recognition of impairment losses. The associated companies essentially carry out the same operations as the Group's other business activities and, accordingly, the share of profit in these companies is recognized in EBIT.

The Group's share in the post-acquisition results of an associated company is recognized in profit and loss in the item "Share of profit or loss in associated companies," and is included in EBIT. Accumulated post-acquisition changes are recognized as changes in the carrying amount of the investment. When the Group's share in the losses of an associated company amount to, or exceed, the Group's investment in the associated company, including any unsecured receivables, the Group does not recognize further losses unless obligations have been incurred or payments made on behalf of the associated company. Unrealized gains on transactions between the Group and its associated companies are eliminated in proportion to the Group's participation in the associated company. Unrealized losses are also eliminated, unless the transaction provides evidence of an impairment of the transferred asset.

**Related-party transactions**

The Group's transactions with related parties pertain to purchases and sales to associated companies. All transactions are priced in accordance with market terms and prices.

SEK M	Profit before tax		Income tax		Net profit/loss		Dividend received	
	2024	2023	2024	2023	2024	2023	2024	2023
Associated companies	6	-2	-1	0	5	-2	1	8
<b>Total</b>	<b>6</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>5</b>	<b>-2</b>	<b>1</b>	<b>8</b>

SEK M	Receivables from companies		Liabilities to companies		Sales to companies		Operating income from companies	
	2024	2023	2024	2023	2024	2023	2024	2023
Associated companies	0	0	0	0	0	0	-	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>

**Change in carrying amounts of associated companies**

SEK M	2024	2023
Balance, January 1	54	61
Share of profit for the year from associated companies	5	-2
Dividend	-1	-8
Exchange rate differences	-1	3
<b>Total</b>	<b>57</b>	<b>54</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**13 Parent Company holdings of shares in Group companies**

The table shows directly owned subsidiaries of Trelleborg AB.

Company	Registration number	Domicile/Country	Ownership percent	Carrying amount, SEK M
BP-Tech Group Oy	2873186-8	Finland	100	252
Chemtrading Alpha Holding AG	CH - 170.3.018.603-0	Switzerland	100	3
Dormviltolv AB	556853-1619	Trelleborg	100	0
Dormviltretton AB	556853-1627	Trelleborg	100	0
Dormvilforton AB	556853-1486	Trelleborg	100	0
Dormvilfemton AB	556853-1635	Trelleborg	100	0
LEBELA Förvaltnings AB	556054-1533	Trelleborg	100	32
Lehmann Mechanik AG	CHE-190.890.610	Switzerland	100	14
MHT Takentreprenören i Malmö AB	556170-2340	Malmö	100	0
Mitas do Brasil Ltda <sup>1</sup>	04.461.592/0001-08	Brazil	4	0
Trelleborg Automotive Shanghai Holdings AB	556742-8742	Trelleborg	100	10
Trelleborg China Holding AB	556030-7398	Trelleborg	100	43
Trelleborg Corporation	06-1253246	US	100	8,269
Trelleborg Croatia d.o.o.	80638386	Croatia	100	0
Trelleborg do Brasil Soluções em Vedação Ltda <sup>1</sup>	35218417780	Brazil	100	20
Trelleborg Engineered Systems China Holding AB	556223-5910	Trelleborg	100	3
Trelleborg Engineered Systems Qingdao Holding AB	556715-4991	Trelleborg	100	96
Trelleborg Forsheda AB	556052-2996	Värnamo	100	150
Trelleborg Holding AB	556212-8255	Trelleborg	100	5,467
Trelleborg Holding Danmark A/S	1627 9196	Denmark	100	631
Trelleborg Holding France SAS	353742307	France	100	1,476
Trelleborg Holdings Italia S.r.l.	LI-128316	Italy	100	342
Trelleborg Holding Norge AS	943508186	Norway	100	0
Trelleborg Holdings UK Limited	3304377	UK	100	1,951
Trelleborg Industri AB	556129-7267	Trelleborg	100	118
Trelleborg Industrial Products Finland Oy	0605887-9	Finland	100	137
Trelleborg Insurance Ltd	10412	Bermuda	100	119
Trelleborg International B.V.	2327837	Netherlands	100	1,358
Trelleborg Mladá Boleslav s.r.o.	639 96 111	Czech Republic	100	19
Trelleborg Moulded Components Wuxi Holding AB	556715-4983	Trelleborg	100	132
Trelleborg Odawara K.K.	0100-01-095821	Japan	100	11
Trelleborg Offshore & Construction AB	556055-7711	Trelleborg	100	23
Trelleborg Sealing Profiles Lithuanian, UAB	302333896	Lithuania	100	8
Trelleborg Sealing Solutions Algetshausen AG	CHE-107.270.682	Switzerland	100	27
Trelleborg Sealing Solutions Basadingen AG	CHE-107.255.205	Switzerland	100	21
Trelleborg Sealing Solutions Belgium SA <sup>1</sup>	BE0440479473	Belgium	99	41

Company	Registration number	Domicile/Country	Ownership percent	Carrying amount, SEK M
Trelleborg Sealing Solutions Bulgaria EOOD	175241703	Bulgaria	100	65
Trelleborg Sealing Solutions Czech s.r.o.	48948764	Czech Republic	100	48
Trelleborg Sealing Solutions Finland Oy	0721679-5	Finland	100	75
Trelleborg Sealing Solutions Hong Kong Ltd <sup>1</sup>	730579	Hong Kong	100	2
Trelleborg Sealing Solutions Hungary Llc	13-09-119761	Hungary	100	1
Trelleborg Sealing Solutions Japan KK <sup>1</sup>	0106-01-011635	Japan	40	99
Trelleborg Sealing Solutions Kalmar AB	556325-7442	Kalmar	100	689
Trelleborg Sealing Solutions Korea Ltd	123-81-81886	South Korea	100	17
Trelleborg Sealing Solutions Malta Ltd <sup>1</sup>	C 388	Malta	1	0
Trelleborg Sealing Solutions OOO	1087746852599	Russia	100	0
Trelleborg Sealing Solutions Polska Sp. z o.o.	100866	Poland	100	6
Trelleborg Sealing Solutions Sızdırmazlık Ürünleri İthalat İhracat Üretim ve Ticaret Limited Sirketi <sup>1</sup>	816771	Turkey	100	7
Trelleborg Sealing Solutions Sweden AB	556204-8370	Jönköping	100	167
Trelleborg Sealing Solutions Switzerland AG	290.3.004.156-3	Switzerland	100	333
Trelleborg Silao, S. de R.L. de C.V. <sup>1</sup>	CAM0602289H4	Mexico	1	0
Trelleborg Treasury AB (publ)	556064-2646	Stockholm	100	15,509
Trelleborg Wheel Systems Argentina S.A. <sup>1</sup>	14362	Argentina	85	0
<b>Total Parent Company</b>				<b>37,791</b>

<sup>1</sup> The company is wholly owned by the Trelleborg Group, albeit by two or more parent companies.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**14 Acquisitions****Accounting policies**

The purchase method is used to recognize the Group's business combinations. The consideration for the acquisition of a subsidiary comprises the fair value of transferred assets, liabilities that the Group assumes from previous owners of the acquired company, and the shares issued by the Group. The consideration also includes the fair value of all assets or liabilities that result from an agreement covering a contingent consideration. Identifiable acquired assets and assumed liabilities in a business combination are initially measured at fair value on the date of acquisition. For each acquisition, that is, on an acquisition-by-acquisition basis, the Group determines whether non-controlling interests in the acquired company is to be recognized at fair value or at the shareholding's proportional share in the carrying amount of the acquired company's identifiable net assets.

Each contingent consideration to be transferred by the Group is recognized at fair value at the date of acquisition. Subsequent changes to the fair value of a contingent consideration classed as an asset or liability are recognized in line with IFRS 9 in profit and loss. Contingent considerations classed as equity are not remeasured and the subsequent settlement is recognized in equity. Goodwill is initially measured as the amount by which the total purchase consideration and fair value of non-controlling interests exceeds the fair value of identifiable acquired assets and assumed liabilities. If the purchase consideration is lower than the fair value of the acquired company's net assets, the difference is recognized directly in profit and loss.

**2024**

During the second quarter of 2024, Trelleborg, through its Trelleborg Industrial Solutions business area, finalized the acquisition of BP-Tech Group, including Boldan and Spraypoxo, a Finnish pipe repair specialist.

During the second quarter of 2024, Trelleborg, through its Trelleborg Sealing Solutions business area, finalized the acquisition of the South Korean MNE Group, which consists of the companies Materials Nano Engineering and Materials Nano Solution and is primarily focused on manufacturing high-performance specialty seals for both the aftermarket and OE manufacturers of semiconductor production equipment.

During the third quarter of 2024, Trelleborg, through its Trelleborg Medical Solutions business area, finalized the acquisition of Baron Group. The company is a global leader in the manufacturing of advanced precision silicone components.

During the fourth quarter of 2024, Trelleborg, through its Trelleborg Sealing Solutions business area, finalized the acquisition of Magee Plastics, which manufactures and performs services on solutions made from high-performance thermoplastic and composite materials for the aerospace industry.

During the fourth quarter of 2024, Trelleborg finalized, through the Trelleborg Industrial Solutions business area, the acquisition of Mampaey Offshore Industries, a Dutch manufacturer of advanced solutions for the marine industry.

All acquisitions completed in 2024 refer to 100 percent of the shares in the respective companies.

The acquisition, CRC Distribution, that was concluded after the end of the period is expected to have a marginal impact on the Group's key figures.

Goodwill of SEK 3,372 M that arose from acquisitions during the year mainly relates to synergies that are anticipated after the completion of the acquisitions. The fair value of acquired identifiable intangible assets is provisional pending the final valuation of these assets.

Business combinations for the year contributed SEK 921 M to net sales. Certain minor adjustments were made in 2024 to purchase price allocations attributable to acquisitions made in 2023.

**Acquisitions**

SEK M	Acquired 2024	Acquired 2023
Customer relationships <sup>1</sup>	1,836	163
Other intangible assets	2	–
Property, plant and equipment	336	2
Right-of-use assets	84	14
Deferred tax assets	13	16
Interest-bearing receivables	185	–
Inventories	367	23
Operating receivables	406	40
Current tax assets	8	–
Cash and cash equivalents	323	13
Deferred tax liabilities	–486	–29
Interest-bearing liabilities	–1,501	–21
Pension obligations	0	–22
Other provisions	–	–4
Current tax liability	–80	–6
Operating liabilities	–362	–28
<b>Net assets</b>	<b>1,131</b>	<b>161</b>
Goodwill	3,372	256
<b>Total purchase consideration<sup>2</sup></b>	<b>4,503</b>	<b>417</b>
Cash and cash equivalents and other net debt in acquired operations	993	30
<b>Cash flow effect</b>	<b>5,496</b>	<b>447</b>

<sup>1</sup> The surplus value of customer relationships is amortized over a period of 10–12 years.

<sup>2</sup> The contingent consideration 2024 amounts to SEK 1,175 M, for more information see note 31.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Operating assets and liabilities****15 Property, plant and equipment****Accounting policies**

Non-current assets comprise amounts expected to be recovered or paid more than 12 months from the closing date. PPE primarily encompasses plants and buildings. PPE is measured at cost less accumulated depreciation and, where applicable, impairment losses. Cost includes expenses directly attributable to the acquisition of the asset.

Subsequent expenditure for a PPE is added to the carrying amount or recognized as a separate asset, depending on which is suitable, only when it is probable that the future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured in a reliable manner. The carrying amount of the replaced portion is derecognized from the balance sheet. All other forms of repairs and maintenance are expensed as incurred.

Depreciation is applied until the estimated residual value is reached. Depreciation is based on cost and is allocated on a straight-line basis over the asset's estimated useful life. The following annual depreciation rates apply:

Land	Not depreciated
Buildings	1.5–6 percent
Machinery	5–33 percent
Equipment and tools	33 percent
Office equipment	10–20 percent

The residual value and useful life of the assets are assessed on each closing date, and, if necessary, are adjusted. The carrying amount of an asset is immediately impaired to the recoverable value if the carrying amount of an asset exceeds its estimated recoverable value.

For assets dependent on other assets generating cash flow, the recoverable amount is calculated for the smallest cash-generating unit to which the asset belongs.

**Property, plant and equipment**

SEK M	2024	2023
Buildings	2,286	2,042
Land and land improvements	956	761
Plant and machinery	3,346	2,912
Equipment, tools, fixtures and fittings	577	512
New construction in progress and advance payments	2,141	1,530
<b>Total</b>	<b>9,306</b>	<b>7,757</b>

**PPE by operating segment**

SEK M	2024	2023
Trelleborg Industrial Solutions	3,710	3,038
Trelleborg Medical Solutions	1,261	888
Trelleborg Sealing Solutions	4,077	3,524
Group activities	258	307
<b>Total</b>	<b>9,306</b>	<b>7,757</b>

**Depreciation of PPE by function**

SEK M	2024	2023
Cost of goods sold	-834	-791
Selling expenses	-18	-33
Administrative expenses	-74	-57
R&D costs	-42	-38
Other operating expenses	-5	-5
<b>Total</b>	<b>-973</b>	<b>-924</b>

**Impairment of PPE by function**

SEK M	Impairment losses		Reversed impairment losses	
	2024	2023	2024	2023
Cost of goods sold	-3	-3	0	0
Selling expenses	-	0	-	-
Other operating expenses	-3	-18	17	2
Items affecting comparability	-9	-17	-	-
<b>Total</b>	<b>-15</b>	<b>-38</b>	<b>17</b>	<b>2</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



SEK M	Buildings		Land and land improvements		Plant and machinery		Equipment, tools, fixtures and fittings		New construction in progress and advance payments		Total property, plant and equipment	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<b>Accumulated cost</b>	4,874	4,346	1,031	831	12,809	11,476	2,519	2,207	2,174	1,561	23,407	20,421
Accumulated depreciation according to plan	-2,491	-2,208	-37	-33	-9,416	-8,465	-1,937	-1,691	-	-	-13,881	-12,397
Accumulated impairment losses	-97	-96	-38	-37	-47	-99	-5	-4	-33	-31	-220	-267
<b>Total</b>	<b>2,286</b>	<b>2,042</b>	<b>956</b>	<b>761</b>	<b>3,346</b>	<b>2,912</b>	<b>577</b>	<b>512</b>	<b>2,141</b>	<b>1,530</b>	<b>9,306</b>	<b>7,757</b>
<b>Accumulated cost</b>												
Balance, January 1	4,346	4,578	831	895	11,476	11,445	2,207	2,260	1,561	1,436	20,421	20,614
Effects of IAS 29 <sup>1</sup>	42	25	52	41	20	29	1	2	-	-	115	97
Acquisitions	178	4	75	5	342	31	66	9	4	-	665	49
Divested operations	-	-461	-	-27	-	-59	-	-20	-	-25	-	-592
Capital expenditures	20	18	53	3	139	204	66	86	1,449	1,187	1,727	1,498
Divestments and disposals	-50	-21	-20	-4	-416	-219	-70	-82	-15	-2	-571	-328
Reclassifications	91	290	10	-27	646	703	148	93	-924	-1,006	-29	53
Exchange rate differences for the year	247	-87	30	-55	602	-658	101	-141	99	-29	1,079	-970
<b>Balance, December 31</b>	<b>4,874</b>	<b>4,346</b>	<b>1,031</b>	<b>831</b>	<b>12,809</b>	<b>11,476</b>	<b>2,519</b>	<b>2,207</b>	<b>2,174</b>	<b>1,561</b>	<b>23,407</b>	<b>20,421</b>
<b>Accumulated depreciation and impairment</b>												
Balance, January 1	-2,304	-2,439	-70	-68	-8,564	-8,704	-1,695	-1,763	-31	-51	-12,664	-13,025
Reclassification to Assets held for sale	-	-100	-	-21	-	-59	-	-13	-	-5	-	-198
Acquisitions	-53	-	-	-	-225	-39	-51	-8	-	-	-329	-47
Divested operations	-	454	-	22	-	59	-	19	-	21	-	575
Divestments and disposals	46	13	1	-	385	208	66	77	3	-	501	298
Depreciation according to plan for the year	-160	-157	-9	-7	-639	-609	-165	-151	-	-	-973	-924
Impairment losses for the year	-5	-2	-	-	-9	-35	-1	-	-	-1	-15	-38
Reversed impairment losses	-	-	-	-	17	2	-	-	-	-	17	2
Reclassifications	17	-98	5	-	24	28	-18	13	-7	-	21	-57
Exchange rate differences for the year	-129	25	-2	4	-452	585	-78	131	2	5	-659	750
<b>Balance, December 31</b>	<b>-2,588</b>	<b>-2,304</b>	<b>-75</b>	<b>-70</b>	<b>-9,463</b>	<b>-8,564</b>	<b>-1,942</b>	<b>-1,695</b>	<b>-33</b>	<b>-31</b>	<b>-14,101</b>	<b>-12,664</b>
Balance, January 1	2,042	2,139	761	827	2,912	2,741	512	497	1,530	1,385	7,757	7,589
Reclassification to Assets held for sale	-	-100	-	-21	-	-59	-	-13	-	-5	-	-198
Effects of IAS 29 <sup>1</sup>	42	25	52	41	20	29	1	2	-	-	115	97
Acquisitions	125	4	75	5	117	-8	15	1	4	-	336	2
Divested operations	-	-7	-	-5	-	-	-	-1	-	-4	-	-17
Capital expenditures	20	18	53	3	139	204	66	86	1,449	1,187	1,727	1,498
Divestments and disposals	-4	-8	-19	-4	-31	-11	-4	-5	-12	-2	-70	-30
Depreciation according to plan for the year	-160	-157	-9	-7	-639	-609	-165	-151	-	-	-973	-924
Impairment losses for the year	-5	-2	-	-	-9	-35	-1	-	-	-1	-15	-38
Reversed impairment losses	-	-	-	-	17	2	-	-	-	-	17	2
Reclassifications	108	192	15	-27	670	731	130	106	-931	-1,006	-8	-4
Exchange rate differences for the year	118	-62	28	-51	150	-73	23	-10	101	-24	420	-220
<b>Carrying amount</b>	<b>2,286</b>	<b>2,042</b>	<b>956</b>	<b>761</b>	<b>3,346</b>	<b>2,912</b>	<b>577</b>	<b>512</b>	<b>2,141</b>	<b>1,530</b>	<b>9,306</b>	<b>7,757</b>

<sup>1</sup> Relates to hyperinflation accounting for operation in Turkey.

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**16 Leases****Accounting policies**

The Group's lease portfolio mainly comprises leases for offices, production premises, warehouses, company cars, and production and office equipment. The most important leases pertain to rent of offices and production premises.

The Group assesses whether a contract is, or contains, a lease at the commencement date. The Group recognizes a right-of-use asset and a corresponding lease liability for all leases for which the Group is the lessee, except for short-term leases (leases with a maximum term of 12 months) and for leases in which the underlying asset is of low value. For leases that meet the criteria of exemption rules, the Group recognizes lease payments over the term of the lease.

Lease liabilities are included on the lines for interest-bearing liabilities in the statement of financial position.

If the Group incurs obligations for the dismantling of a leased asset, remediation of land, or restoration and renovation of an asset to the state agreed in the contract, a provision is recognized for such obligations in accordance with IAS 37. Such provisions are included in the cost of the right-of-use asset insofar as they are not connected with the production of inventory.

Variable lease payments are recognized as a cost in EBITA in the periods as they arise. The Group applies a practical exemption that entails that service components are not separated from the lease payments for leases that do not pertain to asset classes for office and production premises, unless this is specifically stated in the invoice.

**Critical estimates and judgments**

For leasing of offices and production premises with an original term of ten years for production premises and five or more years for office premises, the non-cancelable period is not normally assumed to be the same as the period stated in the lease. If the term of the lease is less than the period stated previously, an assessment must be made of whether any options for extending the lease will be exercised. Circumstances affecting the assessment include, for example, any investments that the lessee has made in the property. For all other leases, the Group has assumed that no leases will be extended.

**Amounts recognized in balance sheet****Lease liability recognized in balance sheet**

SEK M	2024	2023
Current liabilities	340	287
Non-current liabilities	1,511	1,319
<b>Total</b>	<b>1,851</b>	<b>1,606</b>

Lease liabilities are included on the lines interest-bearing current and non-current liabilities in the balance sheet.

**Amounts recognized in profit and loss**

SEK M	2024	2023
Depreciation of right-of-use assets	-365	-365
Interest expenses for lease liabilities	-93	-74
Expenses attributable to short-term leases	-7	-6
Expenses attributable to low-value leases	-5	-6
Expenses attributable to variable lease payments	-32	-38

The total cash flow from continuing operations for leases during the year was SEK 440 M (539), of which SEK 347 M (465) referred to operating cash flow and SEK 93 M (74) to financing cash flow.

**Future lease payments**

SEK M	2024	2023
Year 1	427	361
Years 2–5	1,113	935
Later than 5 years	768	707
<b>Total</b>	<b>2,308</b>	<b>2,003</b>

**Leases that have not yet commenced**

The expected cash outflow for 2025 for leases that have not yet commenced at the end of 2024 amounted to SEK 10 M (15).

**Right-of-use assets per type of lease**

SEK M	Properties		Office premises		Cars		Forklifts		Machinery		Other		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Balance, January 1	868	860	556	623	83	39	16	10	5	-30	10	5	1,538	1,507
Acquisitions	80	14	-	-	1	-	-	-	3	-	-	-	84	14
Divested operations	-	-	-	-	-	-10	-	-	-	-	-	-	-	-10
Capital expenditures	133	231	43	68	53	57	5	5	-	-	0	10	234	371
Depreciation	-190	-176	-117	-121	-49	-49	-7	-9	-1	-3	-1	-7	-365	-365
Revaluations	91	75	112	2	3	3	0	2	0	0	0	0	206	82
Terminations <sup>1</sup>	-4	-14	-6	-3	-5	-1	0	0	-2	0	-	-1	-17	-19
Reclassifications	-	-81	-	-1	-	37	-	8	-	38	-	-1	-	-
Exchange rate differences for the year	61	-41	21	-12	4	7	0	0	0	0	-8	4	78	-42
<b>Total</b>	<b>1,039</b>	<b>868</b>	<b>609</b>	<b>556</b>	<b>90</b>	<b>83</b>	<b>14</b>	<b>16</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>10</b>	<b>1,758</b>	<b>1,538</b>

<sup>1</sup> Included on the line Impairment of property, plant, and equipment in the consolidated cash flow statements.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**17 Intangible assets****Accounting policies**

Intangible assets primarily comprise goodwill and patents, trademarks, and licenses. These are recognized at cost less accumulated amortization and, where applicable, impairment losses. Subsequent expenditure for an intangible asset is added at carrying amount or recognized as a separate asset, depending on which is suitable, only when it is probable that future economic benefits associated with the asset will accrue to the Group and the cost of the asset can be reliably measured. Other expenditure is expensed as incurred.

**Goodwill**

The goodwill is allocated between the cash-generating units or groups of cash-generating units that are expected to benefit from the business combination giving rise to the goodwill item. These cash-generating units comprise the Group's investments in each segment.

**Trademarks**

The trademarks that are considered to have an indefinite useful life originate from acquisitions. The assessment that the useful life of these trademarks is indefinite is based on the following circumstances:

- The trademarks are regarded as being well established in their respective areas and the Group intends to retain and develop them.
- The trademarks are considered to be of material economic significance as they comprise an integrated part of the product offering to the market by signaling product quality and innovation. Such trademarks are thus deemed to influence the pricing and competitiveness of the products.

Through their connection to ongoing business activities, they are therefore considered to have an indefinite useful life and are expected to be used as long as relevant business operations are being conducted.

Because it has been assessed that the cash flows attributable to the trademarks cannot be separated from other cash flows within the respective cash-generating units, a joint impairment test of both goodwill and trademarks is conducted by estimating the recoverable amount for the cash-generating units to which the goodwill and trademarks are allocated.

**Other intangible assets**

Other intangible assets include externally acquired assets, such as capitalized IT expenditure, patents, trademarks, and licenses. Assets with a finite useful life are measured at cost less accumulated amortization and impairment losses. These intangible assets are amortized straight-line over their useful life, normally 5 to 15 years.

**Impairment testing**

Assets with an indefinite useful life, meaning goodwill and trademarks, are not amortized but are tested annually for impairment. Assets that are subject to amortization/depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Impairment losses are recognized in the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the highest of fair value less selling expenses and value in use. Value in use refers to the total present value of the estimated future cash flows and the calculated residual value at the end of the useful life. In calculating value in use, future cash flows are discounted at an interest rate that takes into account the market's assessment of risk-free interest and risk related to the specific asset, known as WACC (Weighted Average Cost of Capital). The Group bases the calculation on achieved earnings, forecasts, business plans, macroeconomic forecasts, and market data. For assets dependent on other assets generating cash flow, the recoverable amount is calculated for the smallest cash-generating unit to which the asset belongs. The cash-generating units comprise the Group's operating segments. Impairment losses are reversed if there is a change in the recoverable amount, with the exception of impairment losses on goodwill.

**Critical estimates and judgments**

The impairment requirement for goodwill implies that goodwill is tested annually in conjunction with the year-end financial statements, or as soon as changes indicate that a risk of impairment exists, such as when the business climate changes or a decision is made on the divestment or closure of an operation. The recoverable amount has been determined on the basis of calculations of value in use. These calculations are based on internal forecasts of the next five years.

The most important assessments relate to sales growth and the operating margin trend during the forecast period. The assessments of management are based on both historical experience and current information relating to the market trend. For the Group's business areas, cash flows after the forecast period were extrapolated using an assumed sustainable rate of growth of 2.0 percent (2.0), which is in line with the assessed sustainable growth rate in the respective market. The assessment is based on currently known conditions and strategies for each business area. The same average long-term rate of growth is applied to all business areas since we believe the current and anticipated conditions for market development will be similar for all. The applied long-term rate of growth of 2.0 percent is considered to be conservative in view of historical developments, such as GDP growth. Changes in working capital and in capital expenditure requirements were also taken into account. Projected future cash flows according to these assessments thus form the basis for the calculation.

When calculating the present value of future cash flows, a weighted average cost of capital of 8.7 percent (8.7) after tax was applied, which is continuously reviewed. Since the Group's business areas have a similar risk profile and operate in the same markets, the risk in the cash flows is similar, which justifies use of the same return requirement. Reconciliation was also conducted against an external assessment of a reasonable cost of capital.

The calculations indicated no need for impairment in any of the business areas given their conditions. Group Management is of the opinion that no reasonable changes in the key assumptions will lead to the estimated total recoverable amount of the units being lower than their total carrying amount.

**Intangible assets**

SEK M	2024	2023
Capitalized expenditure <sup>1</sup>	415	413
Goodwill	25,376	20,491
Trademarks with indefinite useful lives	236	217
Market and customer-related intangible assets	6,127	4,393
Other intangible assets <sup>2</sup>	385	310
<b>Total</b>	<b>32,539</b>	<b>25,824</b>

<sup>1</sup> Includes capitalized expenditure for development work and IT.

<sup>2</sup> Includes concessions, patents, licenses, trademarks and similar rights, and advance payments related to intangible assets.

**Intangible assets with indefinite useful lives by operating segment**

SEK M	Goodwill		Trademarks	
	2024	2023	2024	2023
Trelleborg Industrial Solutions	6,451	5,903	236	217
Trelleborg Medical Solutions	5,793	2,943	–	–
Trelleborg Sealing Solutions	13,132	11,645	–	–
<b>Total</b>	<b>25,376</b>	<b>20,491</b>	<b>236</b>	<b>217</b>

**Impairment of intangible assets by function**

SEK M	2024	2023
Administrative expenses	–	–3
Other operating expenses	–2	0
<b>Total</b>	<b>–2</b>	<b>–3</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



SEK M	Capitalized expenditure		Goodwill		Trademarks with indefinite useful lives		Market and customer-related intangible assets		Other intangible assets		Total intangible assets	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Accumulated cost	1,287	1,164	25,670	20,765	236	217	7,996	5,729	543	461	35,732	28,336
Accumulated depreciation according to plan	-868	-747	-	-	-	-	-1,869	-1,336	-155	-148	-2,892	-2,231
Accumulated impairment losses	-4	-4	-294	-274	-	-	-	-	-3	-3	-301	-281
<b>Total</b>	<b>415</b>	<b>413</b>	<b>25,376</b>	<b>20,491</b>	<b>236</b>	<b>217</b>	<b>6,127</b>	<b>4,393</b>	<b>385</b>	<b>310</b>	<b>32,539</b>	<b>25,824</b>
<b>Accumulated cost</b>												
Balance, January 1	1,164	1,008	20,765	21,688	217	233	5,729	6,047	461	550	28,336	29,526
Effects of IAS 29 <sup>1</sup>	-	-	78	114	-	-	19	38	-	-	97	152
Acquisitions	9	-	3,372	256	-	-	1,836	163	-	-	5,217	419
Divested operations	-	-15	-	-460	-	-12	-	-	-	-29	-	-516
Capital expenditures	21	17	-	-	-	-	-	-	115	132	136	149
Divestments and disposals	-14	-21	-	-	-	-	-8	-	-2	-23	-24	-44
Reclassifications	54	200	-26	-2	-	-	26	2	-46	-196	8	4
Exchange rate differences for the year	53	-25	1,481	-831	19	-4	394	-521	15	27	1,962	-1,354
<b>Balance, December 31</b>	<b>1,287</b>	<b>1,164</b>	<b>25,670</b>	<b>20,765</b>	<b>236</b>	<b>217</b>	<b>7,996</b>	<b>5,729</b>	<b>543</b>	<b>461</b>	<b>35,732</b>	<b>28,336</b>
<b>Accumulated depreciation and impairment</b>												
Balance, January 1	-751	-723	-274	-870	-	-12	-1,336	-1,207	-151	-152	-2,512	-2,964
Reclassification to Assets held for sale	-	-	-	-23	-	-	-	-	-	-	-	-23
Acquisitions	-7	-	-	-	-	-	-	-	-	-	-7	-
Divested operations	-	6	-	416	-	12	-	-	-	28	-	462
Divestments and disposals	14	21	-	-	-	-	8	-	2	23	24	44
Depreciation according to plan for the year	-92	-71	-	-	-	-	-522	-446	-4	-22	-618	-539
Impairment losses for the year	-	-	-1	-	-	-	-	-	-1	-3	-2	-3
Exchange rate differences for the year	-36	16	-19	203	-	-	-19	317	-4	-25	-78	511
<b>Balance, December 31</b>	<b>-872</b>	<b>-751</b>	<b>-294</b>	<b>-274</b>	<b>-</b>	<b>-</b>	<b>-1,869</b>	<b>-1,336</b>	<b>-158</b>	<b>-151</b>	<b>-3,193</b>	<b>-2,512</b>
Balance, January 1	413	285	20,491	20,818	217	221	4,393	4,840	310	398	25,824	26,562
Reclassification to Assets held for sale	-	-	-	-23	-	-	-	-	-	-	-	-23
Effects of IAS 29 <sup>1</sup>	-	-	78	114	-	-	19	38	-	-	97	152
Acquisitions	2	-	3,372	256	-	-	1,836	163	-	-	5,210	419
Divested operations	-	-9	-	-44	-	-	-	-	-	-1	-	-54
Capital expenditures	21	17	-	-	-	-	-	-	115	132	136	149
Divestments and disposals	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation according to plan for the year	-92	-71	-	-	-	-	-522	-446	-4	-22	-618	-539
Impairment losses for the year	-	-	-1	-	-	-	-	-	-1	-3	-2	-3
Reclassifications	54	200	-26	-2	-	-	26	2	-46	-196	8	4
Exchange rate differences for the year	17	-9	1,462	-628	19	-4	375	-204	11	2	1,884	-843
<b>Carrying amount</b>	<b>415</b>	<b>413</b>	<b>25,376</b>	<b>20,491</b>	<b>236</b>	<b>217</b>	<b>6,127</b>	<b>4,393</b>	<b>385</b>	<b>310</b>	<b>32,539</b>	<b>25,824</b>

<sup>1</sup> Relates to hyperinflation accounting for operation in Turkey.

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



**Allocation of amortization for the year according to plan, by function**

SEK M	Capitalized expenditure		Market and customer-related intangible assets		Other intangible assets		Total intangible assets	
	2024	2023	2024	2023	2024	2023	2024	2023
Cost of goods sold	-16	-18	-17	-22	-2	-3	-35	-43
Selling expenses	-15	-4	-3	-3	-	-	-18	-7
Administrative expenses	-40	-35	-13	-13	-1	-1	-54	-49
R&D costs	-1	-	-	-	-	-1	-1	-1
Other operating expenses	-20	-14	-489	-408	-1	-17	-510	-439
<b>Total</b>	<b>-92</b>	<b>-71</b>	<b>-522</b>	<b>-446</b>	<b>-4</b>	<b>-22</b>	<b>-618</b>	<b>-539</b>

**18 Inventories****Accounting policies**

Cost is calculated according to the first-in/first-out (FIFO) principle. For finished products and work in progress, cost consists of raw materials, direct personnel costs, other direct costs, and related indirect production costs. Normal capacity utilization is used in the measurement of inventories. Borrowing costs are not included.

**Critical estimates and judgments**

The net realizable value is calculated as the estimated selling price less applicable variable selling expenses. Deductions are made for internal gains generated through intra-Group sales. The requisite deduction for estimated obsolescence was conducted.

SEK M	2024	2023
Raw materials and consumables	2,081	1,799
Work in progress	713	667
Finished products and goods for resale	2,911	2,627
Advances to suppliers	28	26
<b>Total</b>	<b>5,733</b>	<b>5,119</b>

Impairment of obsolete inventories amounted to SEK 663 M (611). Aside from adjustments for obsolescence, we see no significant risk for further adjustments. The net effect for the year of impairment of inventories and reversals of impairment from previous years amounted to SEK 40 M (138). Other changes are attributable to acquisitions made during the year and exchange rate effects.

**19 Current operating receivables****Accounting policies****Accounts receivable**

Accounts receivable are recognized at amortized cost, see Note 31 for additional accounting policies. A reserve for expected credit losses is made in accordance with the simplified approach. This means that a reserve for expected credit losses is recognized for the lifetime of the receivable, which is expected to be less than one year for all receivables below. The size of the reserve comprises the difference between the carrying amount of the asset and the present value of estimated future cash flows, discounted by the receivable's effective interest rate. The carrying amount of the asset is reduced by using a value depletion account and the loss is recognized under the item "Selling expenses." When a receivable cannot be collected, it is eliminated against the value depletion account for receivables. The reversal of amounts that were previously eliminated is credited under the item "Selling expenses" in the income statement. The following factors are to be taken into consideration when a reserve is made for an expected credit loss:

- Status quo is expected to continue and comprises a good estimate of the future result, but combined with:
  - Important changes in the country in which the counterparty conducts its business (for example, reduction in GDP)
  - Important changes in the market (for example, major changes in prices of raw materials or lower sales volumes)
  - Important changes in the counterparty's business prospects (for example, changes in profitability)

**Critical estimates and judgments**

Based on the above policies, the need for reserves and additional reserves for realized losses is assessed on a case-by-case basis. An assessment is to be made if the total reserve is reasonable in relation to the total outstanding accounts receivable, taking into account past credit losses.

SEK M	2024	2023
Accounts receivable	5,529	5,014
Loss allowance for expected credit losses	-76	-73
Bills receivable	86	101
Operating receivables, associated companies	0	0
Other current receivables	653	479
Derivative instruments (Note 32)	0	1
Prepaid expenses and accrued income (Note 20)	990	918
<b>Total</b>	<b>7,182</b>	<b>6,440</b>

**Age analysis of accounts receivable**

SEK M	Loss allowance for expected credit losses, 2024		Loss allowance for expected credit losses, 2023	
	2024	2023	2023	2023
Receivable not yet due	4,524	-12	4,107	-16
Receivables fallen due:				
≤30 days	677	-2	563	-7
31–60 days	144	-7	139	-3
61–90 days	43	-6	76	-1
>90 days	141	-49	129	-46
<b>Total</b>	<b>5,529</b>	<b>-76</b>	<b>5,014</b>	<b>-73</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Loss allowance for expected credit losses**

SEK M	2024	2023
Balance, January 1	-73	-123
Reclassification between balance accounts	-8	10
New provisions recognized in profit and loss	-28	-27
Utilization of reserve attributable to identified credit loss	9	48
Reversals recognized in profit and loss	27	13
Acquisitions/divestments	0	4
Exchange rate differences	-3	2
<b>Total</b>	<b>-76</b>	<b>-73</b>

**20 Prepaid expenses and accrued income**

SEK M	2024	2023
Interest	1	6
Pension costs	8	7
Customized tools	50	53
Derivative instruments (Note 32)	1	30
Accrued but not invoiced income, projects in progress	521	405
Prepaid insurance	61	47
Rents	32	28
Other	316	342
<b>Total</b>	<b>990</b>	<b>918</b>

**21 Accrued expenses and prepaid income**

SEK M	2024	2023
Interest	23	57
Wages and salaries	1,123	931
Payroll overheads	139	133
Pension costs	17	15
Tools	20	17
Derivative instruments (Note 32)	24	0
Invoiced but not accrued income, projects in progress	50	29
Accrued expenses, projects	155	109
Other overheads	99	98
Other	1,527	1,509
<b>Total</b>	<b>3,177</b>	<b>2,898</b>

**22 Contract assets and contract liabilities****Accounting policies****Impairment of financial assets is recognized at amortized cost**

The impairment model is applied to contract assets and loss allowance is conducted using an estimate of anticipated losses over the asset's expected useful life. No provision for contract assets was recognized during the year, since the amount was not deemed to be material. The Group tests the need for impairment on a continuous basis and at the end of every reporting period.

**Contract assets <sup>1</sup>**

SEK M	2024	2023
Contracted work in progress	411	373
Other contract assets	110	32
<b>Total</b>	<b>521</b>	<b>405</b>

<sup>1</sup> Contract assets are included in items Prepaid expenses and accrued income, Note 20, and in Other non-current receivables, Note 27.

The variation between the years in relation to contract assets and contract liabilities is due to the volume of projects for the respective years.

**Contract liabilities <sup>2</sup>**

SEK M	2024	2023
Advance payment from customers	406	461
Contracted work in progress	30	23
Other contract liabilities	17	4
<b>Total</b>	<b>453</b>	<b>488</b>

<sup>2</sup> Contract liabilities are included in the items Accrued expenses and prepaid income and advance payments from customers, Note 21, and in Non-interest-bearing liabilities, Note 23.

Amounts recognized as income during the reporting period and included in contract liabilities at the start of the period.

SEK M	2024	2023
Advance payment from customers	435	354
Contracted work in progress	25	17
Other contract liabilities	3	11
<b>Total</b>	<b>463</b>	<b>382</b>

SEK M	2025	>2025
Remaining liability to be recognized as income	418	35
<b>Total</b>	<b>418</b>	<b>35</b>

Total transaction price distributed between unsatisfied performance obligations on the closing date.

SEK M	2025	2026	>2026	Total
Contracts longer than 12 months	121	58	-	179
<b>Total</b>	<b>121</b>	<b>58</b>	<b>-</b>	<b>179</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**23 Non-interest-bearing liabilities****Accounting policies**

Accounts payable are initially recognized at fair value and, thereafter, at amortized cost using the effective interest method.

**Other non-current liabilities**

SEK M	2024	2023
Other non-interest-bearing liabilities	57	71
<b>Total</b>	<b>57</b>	<b>71</b>

**Other current liabilities**

SEK M	2024	2023
Advance payment from customers	369	409
Accounts payable	2,380	2,311
Other non-interest-bearing liabilities	526	440
Derivative instruments (Note 32)	0	22
Accrued expenses and prepaid income (Note 21)	3,177	2,898
<b>Total</b>	<b>6,452</b>	<b>6,080</b>
<b>Total non-interest-bearing liabilities</b>	<b>6,509</b>	<b>6,151</b>

**24 Other provisions****Accounting policies**

The provision for restructuring primarily covers costs relating to severance pay and other costs affecting cash flow arising in conjunction with restructuring the Group's operations. Provisions are established when a detailed, formal plan for measures to be undertaken has been established and valid expectations have been raised by those who will be affected by such measures. Restructuring and any reversals are recognized in profit and loss as expenses affecting comparability.

**Critical estimates and judgments**

The amount of provisions for restructuring is based on assumptions and estimations regarding the point in time and cost for future activities, such as the amount of severance payments or other obligations in connection with termination of employment. Calculations of this type of cost are based on the particular situation in the negotiations with the parties concerned. The Group is involved in a number of disputes and legal proceedings within the framework of its operating activities. Management engages both external and internal legal expertise in these matters. According to assessments made, the Group is not involved in any legal disputes that could entail any major negative effect on the operations or on the financial position.

SEK M	Restructuring programs		Other provisions		Total	
	2024	2023	2024	2023	2024	2023
Balance, January 1	134	136	808	513	942	649
Reclassification	0	6	-14	-12	-14	-6
Reserves	-19	-68	-75	-57	-94	-125
Provisions for the year	2	94	88	423	90	517
Divestments for the year	-	-	-	-2	-	-2
Acquisitions for the year	-	11	-	8	-	19
Utilized during the year	-51	-44	-120	-60	-171	-104
Exchange rate differences for the year	2	-1	12	-5	14	-6
<b>Closing balance</b>	<b>68</b>	<b>134</b>	<b>699</b>	<b>808</b>	<b>767</b>	<b>942</b>
Of which, non-current provisions					403	447
Of which, current provisions					364	495
Of which, provisions for environmental commitments					309	341

Closing balances for restructuring programs relate to reorganizations and the focusing of operations in the business areas.

Closing balances for other provisions relate primarily to environmental commitments and guarantee provisions, linked mainly to divested operations.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**25 Discontinuing operations****Accounting policies**

The Group classifies non-current assets or a disposal group as being held for sale if its carrying amount will be recovered mainly through its divestment and not through its continued use. To meet this requirement, the asset (or disposal group) must be available for immediate sale in its present condition and subject only to such terms and conditions as are normal and customary for the divestment of such assets (or disposal groups). Furthermore, it must be highly likely that the divestment will be carried out. For a divestment to be viewed as highly likely, a plan to sell the asset (or disposal group) must have been decided at the appropriate level of executive management and active work must have commenced to identify a buyer and complete the plan. Furthermore, the asset (or disposal group) must be marketed at a price that is reasonable in relation to its current fair value. In addition, it should be expected that a completed divestment can be recognized within one year from the date of classification.

The Group's tire and printing blanket operations, which were divested on May 2, 2023, were reported as discontinuing operations for 2023.

**Group's tire operation**

When an agreement was signed to divest the Trelleborg Wheel Systems business area to The Yokohama Rubber Co., Ltd., the Group's tire operation was recognized as assets and liabilities held for sale and discontinuing operations. On May 2, 2023, the divestment was concluded after the approval of all the relevant authorities. The divestment yielded a capital gain of approximately SEK 6,000 M.

**Group's printing blanket operation**

As of the first quarter of 2021, the Group's printing blanket operation was reported as assets and liabilities held for sale and discontinuing operations. In the fourth quarter of 2021, an agreement was signed to divest the operations to Continental. On May 2, 2023, the divestment was concluded after the approval of all the relevant authorities. The divestment yielded a capital gain of approximately SEK 50 M.

**Income statement for discontinuing operations**

SEK M	2024	2023
Net sales	–	5,108
Cost of goods sold	–	–3,697
<b>Gross profit</b>	<b>–</b>	<b>1,411</b>
Selling expenses	–	–356
Administrative expenses	–	–186
R&D costs	–	–47
Other operating income <sup>1</sup>	–	6,329
Other operating expenses	–	–142
Share of profit or loss in associated companies	–	–2
<b>EBIT</b>	<b>–</b>	<b>7,007</b>
Net financial items	–	–124
<b>Profit before tax</b>	<b>–</b>	<b>6,883</b>
Income tax	–	–290
<b>Net profit</b>	<b>–</b>	<b>6,593</b>

<sup>1</sup> For 2023, includes the capital gain from divestment of the Group's tire and printing blanket operations.

**Cash flow statement for discontinuing operations**

SEK M	2024	2023
Cash flow from operating activities	–	–345
Cash flow from investing activities	–	26,099
Cash flow from financing activities	–	–9,870
<b>Total cash flow from discontinuing operations</b>	<b>–</b>	<b>15,884</b>

**Effect of divested operations on individual assets and liabilities in the Group**

SEK M	2024	2023
Property, plant and equipment	–	5,517
Right-of-use assets	–	587
Intangible assets	–	9,269
Other non-current assets	–	67
Inventories	–	4,009
Current operating receivables	–	4,314
Other current assets	–	3,064
Cash and cash equivalents	–	3,105
Deferred tax assets/liabilities, net	–	–457
Other non-current liabilities	–	–3,346
Current liabilities	–	–3,190
<b>Divested assets and liabilities, net</b>	<b>–</b>	<b>22,939</b>
Purchase consideration received	–	28,991
Less: Cash and cash equivalents in divested operations	–	–3,105
<b>Impact on consolidated cash and cash equivalents, divested operations</b>	<b>–</b>	<b>25,886</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Capital structure and financing****26 Cash and cash equivalents****Accounting policies**

Cash and cash equivalents consist of cash balances and balances with banks and other institutes maturing within three months from the date of acquisition, as well as short-term liquid investments with a maturity, from the date of acquisition, of less than three months, and which are exposed to a minimal risk of fluctuations in value. For these items classified at amortized cost, the expected credit losses are recognized according to IFRS 9. The Group applies a rating-based method, refer to the Financial credit risk exposure section in Note 33. Expected credit losses are estimated at the total of the probability for payment cancellation, losses on payment cancellation and exposure on payment cancellation. Forward-looking information is also taken into consideration.

SEK M	2024	2023
Current bank investments	306	830
Cash and bank balances	1,856	9,716
<b>Total</b>	<b>2,162</b>	<b>10,546</b>

The fair value of cash and cash equivalents corresponds to the carrying amount less the loss allowance of SEK 1 M. For more information about credit exposure in cash and cash equivalents, see Note 33.

**27 Financial non-current assets****Accounting policies**

Financial non-current assets are classified at amortized cost, except for derivative instruments. Financial non-current assets classified at amortized cost are initially measured at fair value with additions for transaction costs, less expected credit losses, and are subsequently measured at amortized cost by applying the effective interest method, less any loss allowance. The gross amount reduced by the loss allowance is recognized in the financial statements. Changes in expected credit losses are recognized in profit and loss.

**Impairment of financial assets recognized at amortized cost**

No provision for financial non-current assets was recognized during the year, since the amount was not deemed to be material. The Group tests the need for impairment at the end of every reporting period.

SEK M	2024	2023
Plan assets	25	20
Loan receivables	–	0
Non-current interest-bearing receivables at fair value	5	50
Derivative instruments (Note 32)	–	27
Other non-current receivables	71	68
<b>Total</b>	<b>101</b>	<b>165</b>

Carrying amount substantially corresponds with fair value.

**28 Interest-bearing receivables**

SEK M	2024	2023
Derivative instruments (Note 32)	79	697
Current bank investments	1	12
<b>Total</b>	<b>80</b>	<b>709</b>

For reserves for expected credit losses on current bank investments, refer to the description of cash and cash equivalents in Note 26.

**29 Equity****Accounting policies**

For accounting policies relating to other reserves, see the relevant parts of the description in Note 32.

**Specification of other reserves**

SEK M	Hedging reserve		Translation reserve		Total	
	2024	2023	2024	2023	2024	2023
Opening balance	44	252	4,640	5,087	4,684	5,339
<i>Cash flow hedges, recognized in other comprehensive income</i>						
Fair value of interest rate swaps	–	–25	–	–	–	–25
Transfers to profit and loss, interest rate swaps	–28	–256	–	–	–28	–256
Fair value of foreign-exchange forwards	–12	26	–	–	–12	26
Transfers to profit and loss, foreign-exchange forwards	–26	–6	–	–	–26	–6
<b>Cash flow hedges, result for the period</b>	<b>–66</b>	<b>–261</b>	<b>–</b>	<b>–</b>	<b>–66</b>	<b>–261</b>
<i>Tax, recognized in other comprehensive income</i>						
Tax on fair value	3	0	–	–	3	0
Tax on transfers to profit and loss	11	53	–	–	11	53
<i>Net investments in foreign currency, recognized in other comprehensive income</i>						
Changes for the period attributable to translation of companies after tax	–	–	2,097	–790	2,097	–790
<i>Hedging of net investments, recognized in other comprehensive income</i>						
Transfers to profit and loss for divested companies	–	–	–	335	–	335
Fair value of foreign-exchange forwards	–	–	–273	46	–273	46
Exchange rate effects, liabilities in foreign currencies	–	–	–127	54	–127	54
<b>Hedging of net investments, result for the period</b>	<b>–</b>	<b>–</b>	<b>–400</b>	<b>435</b>	<b>–400</b>	<b>435</b>
Tax on hedging of net investments	–	–	82	–92	82	–92
<b>Closing balance</b>	<b>–8</b>	<b>44</b>	<b>6,419</b>	<b>4,640</b>	<b>6,411</b>	<b>4,684</b>

Accumulated translation differences are recognized from January 1, 2004.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



Changes for the period attributable to translation of companies include SEK – M (245) after tax relating to translation effects for divested companies' extended equity.

Of the transfers from the hedging reserve in 2024, SEK 28 M (256) relates to net changes in the fair value of closed interest rate swaps. An amount of SEK 26 M (6) relates to transfers from the hedging reserve for foreign-exchange forward contracts, which improved other operating income and operating expenses. These effects are offset by the earnings effects from the hedged items. The transfer to profit and loss was due entirely to the hedged item impacting profit and loss. All amounts in the hedging reserve pertain to ongoing hedges. The effects of hedging instruments that have matured remain in the translation reserve.

The Board of Directors proposes a dividend of SEK 7.50 per share (6.75), a total of SEK 1,743 M (1,617). Trelleborg AB's share capital at December 31, 2024 amounted to SEK 2,620,360,569, represented by 241,547,186 shares with a par value of SEK 10.85 each.

Class of share	No. of shares	% of total	No. of votes	% of total
Series A	28,500,000	11.80	285,000,000	57.22
Series B	213,047,186	88.20	213,047,186	42.78
<b>Total</b>	<b>241,547,186</b>	<b>100.00</b>	<b>498,047,186</b>	<b>100.00</b>

Change in total number of shares	2024	2023
January 1	255,125,919	271,071,783
Change during the year	-13,578,733	-15,945,864
<b>December 31</b>	<b>241,547,186</b>	<b>255,125,919</b>
Of which, in treasury	9,094,230	11,696,591

#### Repurchase of own shares

	No. of shares		Amount that impacts equity, SEK M	
	2024	2023	2024	2023
Own shares repurchased, January 1	11,696,591	13,691,970	-6,959	-3,079
Repurchased during the year	10,976,372	13,950,485	-4,127	-3,880
Canceled during the year	-13,578,733	-15,945,864	-	-
<b>Own shares repurchased, December 31</b>	<b>9,094,230</b>	<b>11,696,591</b>	<b>-11,086</b>	<b>-6,959</b>

During 2024, 10,976,372 Series B shares in Trelleborg were repurchased. This corresponded to 4.5 percent of the shares outstanding that amounted to 241,547,186 on the balance sheet date. In accordance with the resolution at the Annual General Meeting on April 24, 2024, Trelleborg has canceled 13,578,733 own shares of Series B, where 11,696,591 were repurchased during 2023 and 1,882,142 during 2024. The number of treasury shares amounted to 9,094,230 on the balance sheet date.

## 30 Interest-bearing liabilities



### Accounting policies

Borrowings are initially measured at fair value, net, after transaction costs and, subsequently, at amortized cost. Any difference between the amount received and the amount to be repaid is recognized in profit and loss over the loan period by applying the effective interest method. Borrowings are classified as interest-bearing non-current or current liabilities in the balance sheet.

The Group has entered into leases in accordance with IFRS 16. Lease liabilities are included on the lines Interest-bearing non-current and current liabilities in the balance sheet. For accounting policies relating to lease liabilities, refer to Note 16.

For accounting policies relating to derivative instruments, refer to Note 32. For assumptions made for other interest-bearing liabilities in Level 3, see Note 31.

### Interest-bearing non-current liabilities

SEK M	2024	2023
Liabilities to credit institutions	2,712	4,014
Other interest-bearing liabilities	1,251	11
Lease liabilities	1,511	1,319
<b>Total</b>	<b>5,474</b>	<b>5,344</b>

### Interest-bearing current liabilities

SEK M	2024	2023
Liabilities to credit institutions	2,540	2,561
Bank overdraft facilities	24	-1
Other interest-bearing liabilities	50	0
Lease liabilities	340	287
Derivative instruments (Note 32)	133	106
<b>Total</b>	<b>3,087</b>	<b>2,953</b>
<b>Total interest-bearing liabilities</b>	<b>8,561</b>	<b>8,297</b>

Financial interest-bearing liabilities, except financial derivatives, are recognized at amortized cost. Changes in interest rates and credit margins create differences between fair value and amortized cost. A calculation at fair value would increase the Group's non-current loans by SEK 5 M. The Group's current loans were not remeasured because the carrying amount is considered to be a good estimation of the fair value due to their short maturity.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



The table below shows the currency distribution, average interest rates and fixed-interest terms for the Group's interest-bearing liabilities, including the effect of derivative instruments. Derivative instruments in the form of currency swaps are used to secure the desired financing adapted to the subsidiaries' currencies. The Trelleborg Group's need for financing in foreign currencies is significant, mainly in EUR and USD, which means the currency swaps create a negative liability in SEK. Lease liabilities are excluded.

#### Average interest and fixed-interest term as per December 31, 2024

	Amount SEK M		Effective interest rate, %		Fixed-interest term adjusted for any derivatives, No. of days	
	2024	2023	2024	2023	2024	2023
EUR	9,694	9,274	3.7	5.0	146	88
GBP	875	763	5.7	6.4	78	84
SEK	-10,586	-8,418	4.5	5.1	114	65
USD	6,102	5,861	5.4	5.8	104	95
Other	625	-789	9.5	4.5	179	51
<b>Total</b>	<b>6,710</b>	<b>6,691</b>	<b>4.7</b>	<b>5.8</b>	<b>154</b>	<b>127</b>
Lease liabilities	1,851	1,606				
<b>Total interest-bearing liabilities</b>	<b>8,561</b>	<b>8,297</b>				

As of 2019, interest-bearing liabilities include a lease liability and interest expenses for the liability are recognized as a financial expense. The most important leases pertain to rent of office and production premises. Interest rate risk pertaining to these leases are primarily an effect of discounting when the lease is signed and interest rate changes do not govern the actual cash flow linked to the leases. Only a small portion of the lease liability has interest rate risk connected to the leases.

#### Group's interest-bearing liabilities

The EUR 500 M and USD 325 M syndicated loan maturing in 2029, excluding two extension options each for one year, is subject to one financial covenant that stipulates a maximum debt/equity ratio (debt ratio excluding pension liability and lease liability). At year-end 2024, there was ample headroom in relation to this covenant.

#### The Group's interest-bearing liabilities (utilized amounts at closing date)

	2024		2023	
	SEK M	Expiry, year	SEK M	Expiry, year
<b>Non-current</b>				
Syndicated loan, tranche USD 572 M	-	-	1,348	2026
Medium Term Note SEK 1,000 M	1,000	2027	1,000	2027
Medium Term Note SEK 800 M	-	-	800	2025
Medium Term Note SEK 50 M	573	2029	553	2029
Medium Term Note SEK 700 M	700	2026	-	-
Schuldscheindarlehen EUR 29 M	332	2026	321	2026
Bilateral money market loan VND 490 M	138	2029	-	-
Lease liabilities	1,511	2026-2109	1,319	2025-2109
Capitalized borrowing costs	-31	2026-2029	-8	2025-2029
Other interest-bearing liabilities	1,251	2026	11	2025
<b>Total non-current</b>	<b>5,474</b>		<b>5,344</b>	

	2024		2023	
	SEK M	Expiry, year	SEK M	Expiry, year
<b>Current</b>				
Commercial paper program	1,740	2025	-	-
Medium Term Note SEK 800 M	800	2025	-	-
Medium Term Note SEK 626 M	-	-	626	2024
Bilateral money market loan EUR 150 M	-	-	1,658	2024
Schuldscheindarlehen EUR 15 M	-	-	166	2024
Schuldscheindarlehen EUR 10 M	-	-	111	2024
Lease liabilities	340	2025	287	2024
Bank overdraft facilities	24	2025	-1	2024
Other interest-bearing liabilities	50	2025	-	-
Derivative instruments	133	2025	106	2024
<b>Total current</b>	<b>3,087</b>		<b>2,953</b>	
<b>Total interest-bearing liabilities</b>	<b>8,561</b>		<b>8,297</b>	

#### Loan facilities

SEK M	2024			2023		
	Total	Utilized	Unutilized	Total	Utilized	Unutilized
<i>Committed loan facilities</i> <sup>1</sup>						
Syndicated loan EUR 412 M + USD 572 M	-	-	-	10,264	1,348	8,916
Syndicated loan CZK 6,750 M (expires 2024)	-	-	-	3,020	-	3,020
Syndicated loan EUR 300 M + USD 325 M + EUR 200 M (expires 2029)	9,307	-	9,307	-	-	-
Overdraft facilities (expire 2025)	200	-	200	200	-	200
<b>Total</b>	<b>9,507</b>	<b>-</b>	<b>9,507</b>	<b>13,484</b>	<b>1,348</b>	<b>12,136</b>
<i>Non-committed loan facilities</i>						
Bilateral credit facilities	860	-	860	829	-	829
Bank overdraft facilities	1,352	23	1,329	1,289	-	1,289
<b>Total</b>	<b>2,212</b>	<b>23</b>	<b>2,189</b>	<b>2,118</b>	<b>-</b>	<b>2,118</b>
<b>Total credit facilities</b>	<b>11,719</b>	<b>23</b>	<b>11,696</b>	<b>15,602</b>	<b>1,348</b>	<b>14,254</b>

<sup>1</sup> Loan facilities are defined as committed if they are confirmed in writing and subject to a firm commitment to lend by the facility provider.

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Change in liabilities from financing activities, Group

SEK M	2023	Transfer between long-term and short-term loans	Cash changes	Non-cash changes					2024
				Acquisitions	Translation differences	Fair value changes	Lease liabilities	Pension obligations	
Long-term loans	4,024	-800	-607	-	107	-	-	-	2,724
Current loans	2,561	800	-852	-	31	-	-	-	2,540
Other non-current financial liabilities	0	-	1,210	-	29	-	-	-	1,239
Other current financial liabilities	106	-	-629	-	730	-	-	-	207
Lease liabilities	1,606	-	-259	-	85	-	419	-	1,851
Pension obligations	346	-	26	-	12	-	-	63	447
<b>Total liabilities from financing activities</b>	<b>8,643</b>	<b>-</b>	<b>-1,111</b>	<b>-</b>	<b>994</b>	<b>-</b>	<b>419</b>	<b>63</b>	<b>9,008</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



**31 Financial instruments – classification and valuation****Accounting policies**

A financial asset or liability is initially recognized in the balance sheet when the company becomes a party to the contractual conditions of the instrument. A financial asset is derecognized from the balance sheet when all benefits and risks associated with ownership have been transferred. A financial liability is derecognized from the balance sheet when the obligations of the contract have been met, or otherwise extinguished.

Financial instruments are initially measured at fair value and, subsequently, at fair value or accumulated amortized cost, depending on their classification. All financial derivatives are measured at fair value. The purchase and sale of financial assets is recognized on the transaction date, which is the date the Group undertakes to purchase or sell the asset. From January 1, 2018, the Group applies the policy of recognizing a loss allowance for financial assets and receivables classified at amortized cost.

Some measurements are conducted according to the effective interest method. The effective interest rate is the rate that, on discounting of all future anticipated cash flows over the expected term, results in the initial carrying amount of the financial asset or the financial liability.

**Classification of financial instruments – financial assets****Debt instruments**

Classification of financial assets that are debt instruments is based on the Group's business model for the management of the asset and the characteristics of the asset's contractual cash flows.

Instruments are classified at:

- amortized cost
- fair value through other comprehensive income, or
- fair value through profit and loss

Financial assets classified at amortized cost are initially measured at fair value plus transaction costs. Accounts receivable are initially recognized at the invoice amount. After initial recognition, the assets are measured according to the effective interest method. Assets classified at amortized cost are held under the business model of collecting contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. The assets are covered by a reserve for expected credit losses (loss allowance).

The Group does not have any material assets classified at fair value through other comprehensive income or through profit and loss.

Fair value through profit and loss is all other debt instruments that are not measured at amortized cost or fair value through other comprehensive income. Financial instruments in this category are initially measured at fair value. Changes in the fair value are recognized in profit and loss. The Group's debt instruments are classified at amortized cost, except for debt instruments held for trading.

**Equity instruments**

Classified at fair value through profit and loss.

**Derivatives**

Classified at fair value through profit and loss except if they are classified as hedging instruments in cash flow hedges or hedges of net investments in foreign operations when the effective portion of the hedge is then recognized in "Other comprehensive income."

**Classification of financial instruments – financial liabilities****Debt instruments**

Classified at amortized cost except for derivatives. Financial liabilities recognized at amortized cost are initially measured at fair value including transaction costs. After initial recognition, they are measured at amortized cost according to the effective interest method.

**Derivatives**

Classified at fair value through profit and loss except if they are classified as hedging instruments in cash flow hedges or hedges of net investments in foreign operations when the effective portion of the hedge is then recognized in Other comprehensive income.

**Loss allowance for expected credit losses**

The Group's financial assets and receivables, except for those classified at fair value through profit and loss, are subject to impairment for expected credit losses. Impairment for credit losses under IFRS 9 includes forward-looking factors and a loss allowance is established when there is exposure to credit risk, already in connection with initial recognition.

Expected credit losses reflect the present value of all deficits in cash flows attributable to payment cancellations. Expected credit losses reflect an unbiased and probability-weighted amount that considers a range of possible outcomes based on reasonable and supportable forward-looking information.

The modified retrospective approach is applied to accounts receivable. Under this approach, a loss allowance is recognized for the expected lifetime of the receivable or asset. Refer to Note 19.

For other items covered by expected credit losses, a three-stage impairment model is applied. Initially, and on each closing date, a loss allowance is recognized for the next 12 months, or for a shorter period of time depending on the lifetime (stage 1). If there has been a material increase in credit risk since initial recognition, a loss allowance is recognized for the asset's lifetime (stage 2). For assets that are considered to be credit-impaired, lifetime expected credit losses continue to be recognized (stage 3), but interest income is based on the net of the loss allowance. The Group has defined a receivable as credit-impaired if the receivable is more than 90 days overdue for payment or if other factors indicate that the receivable is credit-impaired. A material increase in credit risk is defined as a payment delay of more than 30 days, or a significant reduction in credit rating that no longer entails an investment grade rating.

The measurement of expected credit losses is based on different methods for different types of credit exposure, refer to the description in the relevant note. In general, any significantly credit-impaired assets and receivables are assessed individually, taking into account past, current, and forward-looking information.

The measurement of expected credit losses also considered any collateral or other credit enhancement in the form of guarantees. Loss allowances were established for cash and cash equivalents and accounts receivable. The Group writes off assets and receivables when there is no longer any reasonable expectation of receiving any additional payment for the asset or receivable.

The financial assets are recognized in the balance sheet at amortized cost, meaning the net of the gross amount and the loss allowance. Changes in the loss allowance are recognized in profit and loss in EBIT for accounts receivable and as financial expenses or income for other provisions.

The Group's credit exposure is presented in Note 33 and in Note 19.

**Calculation of fair value**

The fair value of listed financial instruments is based on the appropriate market quotation on the closing date. For unlisted financial instruments, or if the market of a certain financial asset is not active, the value is determined by applying recognized measurement techniques, whereby the Group makes assumptions that are based on the market conditions prevailing on the closing date. Market rates form the basis for the calculation of fair value of long-term loans. For other financial instruments with no specified market value, the fair value is deemed to correspond to the carrying amount.

**Receivables and liabilities in foreign currencies**

Receivables and liabilities in foreign currencies are measured at the exchange rate prevailing on the closing date. Exchange rate differences on operating receivables and operating liabilities are included in operating profit (EBIT), while exchange rate differences on financial receivables and liabilities are classified as financial items. See also Note 1 for translation of foreign currencies.

**Offsetting of financial instruments**

Financial assets and liabilities are offset and recognized at net amount in the balance sheet only when a legal right exists to offset the recognized amount and there is an intention to settle the amount net, or simultaneously realize the asset and settle the liability. This legal right may not be dependent on future events and it must be legally binding for the company and the counterparty in the normal business operations and also in the event of payment cancellation, insolvency, or bankruptcy.

To limit credit risks in receivables from banks related to derivative instruments, Trelleborg has entered into netting agreements, under ISDA agreements. Financial assets and liabilities are not netted in the balance sheet.

**Other financial instruments**

Accounting policies for the financial instruments not addressed here can be found under the relevant note.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



A description of the respective categories and the calculation of fair value is presented under the Accounting policies section and under the tables below.

### Classification of financial assets

At December 31, 2024	Assets measured at amortized cost		Assets at fair value through profit and loss		Derivatives used for hedging purposes, measured at fair value		Total
SEK M	Carrying amount	Carrying amount	Measurement level	Carrying amount	Measurement level		
<i>Assets in the balance sheet</i>							
Derivative instruments	–	34	2	46	2		80
Financial non-current assets	101	–	–	–	–		101
Accounts receivable	5,453	–	–	–	–		5,453
Interest-bearing receivables	1	–	–	–	–		1
Cash and cash equivalents	2,162	–	–	–	–		2,162
<b>Total</b>	<b>7,717</b>	<b>34</b>		<b>46</b>			<b>7,797</b>

### Classification of financial liabilities

At December 31, 2024	Liabilities at amortized cost		Liabilities at fair value through profit and loss		Derivatives used for hedging purposes, measured at fair value		Total
SEK M	Carrying amount	Carrying amount	Measurement level	Carrying amount	Measurement level		
<i>Liabilities in the balance sheet</i>							
Derivative instruments	–	75	2	82	2		157
Interest-bearing non-current liabilities	2,751	1,212	3	–	–		3,963
Interest-bearing current liabilities	2,614	–	–	–	–		2,614
Lease liabilities	1,851	–	–	–	–		1,851
Accounts payable	2,380	–	–	–	–		2,380
<b>Total</b>	<b>9,596</b>	<b>1,287</b>		<b>82</b>			<b>10,965</b>

### Change in financial liabilities in Level 3

At December 31, 2024	Balance, January 1	Business combinations	Discounting Payments	Discounting effect	Revaluations	Translation differences	Balance, December 31	Net earnings pertaining to liabilities
SEK M								
Contingent consideration 2024	–	1,175	–	18	–	19	1,212	–18

### Measurement techniques used to measure fair values in Level 2

Derivatives in Level 2 comprise foreign-exchange forwards and interest rate swaps, and are primarily used for hedging purposes, but also for trading. Fair-value measurement for foreign-exchange forwards is based on published forward rates in an active market and on discounted contractual cash flows. Measurement of interest rate swaps is based on forward interest rates based on observable Swedish yield curves and discounting of contractual cash flows.

### Measurement techniques used to measure fair values in Level 3

A financial interest-bearing receivable of SEK 50 M was recognized at fair value in 2023. An assessment of the most likely outcome was determined and the present value calculated. The receivable was repaid in 2024. Interest-bearing non-current liabilities include additional purchase payments according to contract of SEK 1,212 M (–), the present value of which was calculated using rates based on market interest rates for liabilities related to acquisitions.

### Disclosures on fair value of borrowing and other financial instruments

Financial interest-bearing liabilities, except financial derivatives that adjust the loans, and additional purchase

### Classification of financial assets

At December 31, 2023	Assets measured at amortized cost		Assets at fair value through profit and loss		Derivatives used for hedging purposes, measured at fair value		Total
SEK M	Carrying amount	Carrying amount	Measurement level	Carrying amount	Measurement level		
<i>Assets in the balance sheet</i>							
Derivative instruments	–	220	2	535	2		755
Financial non-current assets	89	50	3	–	–		139
Accounts receivable	4,941	–	–	–	–		4,941
Interest-bearing receivables	12	–	–	–	–		12
Cash and cash equivalents	10,546	–	–	–	–		10,546
<b>Total</b>	<b>15,588</b>	<b>270</b>		<b>535</b>			<b>16,393</b>

### Classification of financial liabilities

At December 31, 2023	Liabilities at amortized cost		Liabilities at fair value through profit and loss		Derivatives used for hedging purposes, measured at fair value		Total
SEK M	Carrying amount	Carrying amount	Measurement level	Carrying amount	Measurement level		
<i>Liabilities in the balance sheet</i>							
Derivative instruments	–	108	2	20	2		128
Interest-bearing non-current liabilities	4,024	–	–	–	–		4,024
Interest-bearing current liabilities	2,560	–	–	–	–		2,560
Lease liabilities	1,606	–	–	–	–		1,606
Accounts payable	2,311	–	–	–	–		2,311
<b>Total</b>	<b>10,501</b>	<b>108</b>		<b>20</b>			<b>10,629</b>

payments according to contract, are recognized at amortized cost. Changes in interest rates and credit margins create differences between fair value and amortized cost. A calculation at fair value would increase the Group's non-current loans by SEK 5 M. The Group's current loans were not remeasured because the carrying amount is considered to be a good estimation of the fair value due to their short maturity.

### Offsetting of financial derivative instruments

To limit credit risks in receivables from banks related to derivative instruments, Trelleborg has entered into netting agreements, under ISDA agreements.

The disclosures in the table below include financial assets and liabilities that are subject to legally binding framework agreements on netting or similar agreements that cover financial instruments.

SEK M	At December 31, 2024			At December 31, 2023		
	Financial assets	Financial liabilities	Total	Financial assets	Financial liabilities	Total
Gross amount	80	–157	–77	755	–128	627
Amount offset	–	–	–	–	–	–
<b>Recognized in balance sheet</b>	<b>80</b>	<b>–157</b>	<b>–77</b>	<b>755</b>	<b>–128</b>	<b>627</b>
Amounts encompassed by netting agreements	–65	65	0	–128	128	0
<b>Net amount after netting agreements</b>	<b>15</b>	<b>–92</b>	<b>–77</b>	<b>627</b>	<b>–</b>	<b>627</b>

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## 32 Financial derivative instruments and other hedging instruments

### Accounting policies

Derivatives are recognized in the balance sheet from the contract date and are measured at fair value, both initially and in subsequent remeasurement. The method for recognizing the gains or losses arising in connection with remeasurement depends on whether or not the derivatives have been identified as a hedging instrument and whether this is a hedge of fair value, cash flow or, net investment.

Derivatives not identified as hedging instruments are classified in the balance sheet as financial assets and liabilities measured at fair value through profit and loss. Gains and losses resulting from changes in fair value are recognized as financial items in profit and loss in the period in which they occur.

### Hedge accounting

The Group applies hedge accounting according to IFRS 9 for financial instruments intended to hedge future commercial cash flows in foreign currency, cash flows in future interest payments on the Group's borrowing, and net investments in foreign operations.

When entering into the transaction, the relationship between the hedging instrument and the hedged item or transaction is documented, as is the objective of risk management and the strategy according to which various hedging measures are implemented. Both at the inception of the hedging transaction and on an ongoing basis, the Group also documents its assessment as to whether or not the derivatives used for the hedging transaction are efficient in terms of offsetting changes in the fair value of the hedged items or in terms of the cash flows pertaining to them.

Hedges are designed so that they can be expected to be effective, meaning that an economic relationship is expected to exist by the hedging instrument offsetting changes in fair value or the cash flow of the hedged item. This economic relationship is established mainly through qualitative analysis of critical terms in the hedging relationship. If changes in circumstances affect the hedging relationship such that the critical terms no longer match, the Group uses quantitative methods (the dollar offset method) to evaluate effectiveness. Sources of hedge ineffectiveness are stated below under each type of hedge.

The Group determines the hedge ratio between the hedging instrument and the hedge item, based on the hedge ratios existing for the actual hedges. The hedge quote is 1:1 for all of the Group's hedging relationships where hedge accounting is applied.

Changes in the fair value of hedging instruments not meeting the requirements for hedge accounting are recognized directly in profit and loss.

### Hedging of future commercial cash flows in foreign currencies

To hedge future forecast and contracted commercial cash flows, both within the Group and externally, the Group has secured foreign-exchange forward contracts. The effective portion of changes in the fair value of hedging instruments is recognized in other comprehensive income.

The gain or loss attributable to any ineffective portion is recognized directly in EBIT in profit and loss. Accumulated amounts in equity are transferred back to profit and loss in the periods in which the hedged item affects profit, such as when the forecast external sale takes place.

When a hedging instrument expires or is sold, or when the hedge no longer meets the requirements for hedge accounting, accumulated gains or losses remain in equity and are recognized as income/loss at the same time as the forecast transaction is finally recognized in profit and loss. If a forecast transaction is no longer expected to take place, the accumulated gain or loss recognized in equity is immediately transferred to profit and loss.

Sources of hedge ineffectiveness include the impact of the parties' credit rating in the measurement of the hedging instrument and not perfectly matching cash flows between the hedging instrument and hedged commercial cash flows. The Group believes that the sources of hedge ineffectiveness are not material given Trelleborg's credit rating and that of its counterparties, and since procedures are in place for reporting and monitoring forecast flows compared with outcomes. The Group normally hedges only a portion of forecast cash flows.

### Hedging of cash flows in future interest payments on Group borrowing

The Group secures interest rate derivatives to ensure the required interest rate on the Group's net borrowings. Amounts to be paid or received in relation to interest rate derivatives are recognized on an ongoing basis as interest income or interest expense. Changes in the fair value of hedging instruments are recognized in equity until the maturity date. Any ineffective portion is recognized directly in profit and loss. If the loan, and consequently, future interest payments, ceases to exist, the accumulated gain or loss recognized in equity is transferred immediately to profit and loss.

Sources of hedge ineffectiveness include the impact of the parties' credit rating in the measurement of the hedging instrument and not perfectly matching cash flows between the hedging instrument and hedged cash flows due to different points in time for determining the reference rate or time of the interest payment. The Group believes that the sources of hedge ineffectiveness are

not material given Trelleborg's credit rating and that of its counterparties, and since reference rates and payments are determined at a close point in time.

### Hedging of net investments in foreign operations

The Group makes use of loans in foreign currency and forward contracts as hedging instruments for hedging net investments in foreign subsidiaries. These loans are valued at the exchange rate of the closing date and the forward contracts are measured at fair value. If effective hedging relationships exists, the changes in exchange rates on the loans and the change in the value of the forward contracts, excluding the forward premium, are recognized in other comprehensive income and accumulated in equity, translation reserve. Any inefficiency in the hedging instrument is recognized directly in profit and loss as a financial item. Accumulated gains and losses in equity are recognized in profit and loss when the foreign operations are disposed of.

Sources of hedge ineffectiveness include the risk that the hedged volume in the hedging instrument could exceed the net investment. The Group continuously reconciles the currency exposure in the net investments and hedge accounting is applied to a specific percentage of the total exposure, which is why the risk of ineffectiveness is deemed to be low. Realized exchange rate differences on borrowings and forward contracts are recognized in the cash flow statement in the section "Financing activities."

### Loans defined as net investments

The Group has borrowings in foreign currency with certain subsidiaries where the loans represent a permanent part of the Parent Company's financing of the subsidiary. Loans are recognized at the closing rate, with exchange rate differences on these loans recognized in other comprehensive income and accumulated in equity, translation reserve.

Derivative instruments are mainly used to hedge the Group's exposure to fluctuations in exchange rates and interest rates. The Group also use derivative instruments for proprietary trading within the framework of mandates set by the Board. In cases where available forms of borrowing do not meet the desired structure of the loan portfolio with regard to interest rate and foreign-exchange considerations, various derivative instruments are used.

Currency and basis swaps are used to secure the desired financing adapted to the subsidiaries' currencies. Interest rate swaps and basis swaps are used to obtain the desired fixed-interest terms.

Foreign-exchange forwards are used to hedge currency exposure in fixed undertakings of a project-like nature. Estimated future commercial flows are normally not hedged.

Investments in foreign subsidiaries, associated and joint ventures may be hedged. Hedging is effected mainly through corresponding borrowing in the same currency, but may also be secured through forward contracts.

The table below shows where the Group's financial derivative instruments are recognized in the balance sheet.

SEK M	2024	2023
Financial non-current assets	–	27
Prepaid expenses and accrued income	1	30
Current operating receivables	0	1
Interest-bearing receivables	79	697
<b>Total receivables, financial derivatives</b>	<b>80</b>	<b>755</b>
Accrued expenses and prepaid income	24	0
Other current operating liabilities	0	22
Interest-bearing current liabilities	133	106
<b>Total liabilities, financial derivatives</b>	<b>157</b>	<b>128</b>

For credit exposure in derivatives, see Note 33.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



Type and purpose of Group's financial derivative instruments	Assets Fair value	Liabilities Fair value	Assets Fair value	Liabilities Fair value
SEK M	2024		2023	
Interest rate swaps – cash flow hedging	–	–	28	20
Foreign-exchange forwards – cash flow hedging	1	24	30	0
Foreign-exchange forwards – net investment hedging	45	58	477	–
Foreign-exchange forwards – financing of subsidiaries	34	75	220	108
<b>Total</b>	<b>80</b>	<b>157</b>	<b>755</b>	<b>128</b>

The nominal amount of interest rate swaps outstanding totaled SEK – M (1,328).

### Derivatives with hedge accounting

#### Cash flow hedging – Interest rate swaps

In the closing balance of the hedging reserve in equity, SEK – M (28) before tax relates to the fair value of interest rate swaps.

At unchanged interest and exchange rates, this value will impact future earnings by SEK – M. These effects are offset by earnings effects from the hedged items.

#### Cash flow hedges – foreign-exchange forwards

The fair-value closing balance of cash flow hedges relating to foreign-exchange forwards attributable to transaction exposure and recognized in the hedging reserve amounted to a net of SEK –12 M (26).

At unchanged exchange rates, a transfer of SEK –12 M will be made in profit and loss in 2025 and SEK – M in 2026, which will be offset by the earnings effects from the hedged transactions.

#### Sensitivity analysis – Financial instruments

Sensitivity analyses relating to interest rate risks and translation risks are presented in Note 33. Related to cash flow hedges a 10-percentage-point strengthening of SEK in relation to all currencies would lead to a change in fair value of SEK 21 M (25), of which SEK 18 M (22) would be included in the hedging reserve.

### Hedge effectiveness

Effects of hedge accounting on financial position and profit or loss	Hedging instrument identified in hedging relationships at December 31, 2024		Period – change in fair value for measuring ineffectiveness		
SEK M	Nominal amount <sup>1</sup>	Carrying amount	Item in balance sheet	Hedging instruments	Hedged item
<i>Interest rate swaps – cash flow hedging</i>					
Interest rate swaps	–	–	Financial non-current assets, other non-current liabilities and other current operating liabilities	–28	28
<i>Foreign-exchange forwards – net investment hedging</i>					
EUR/SEK	–7,566	–25	Interest-bearing receivables and interest-bearing liabilities	–248	248
USD/SEK	–935	–1	Interest-bearing receivables and interest-bearing liabilities	–5	5
Other	–435	17	Interest-bearing receivables and interest-bearing liabilities	–19	19
<i>Liabilities – net investment hedging</i>					
EUR liability	–573	–573	Interest-bearing non-current liabilities	–46	46
USD liability	–	–	Interest-bearing non-current liabilities	–81	81

<sup>1</sup> Translated to SEK M at exchange rate on closing date.

The hedge quote is 1:1 for all of the Group's hedges. The Group did not recognize any ineffectiveness in profit or loss during the year.

Taking into account implemented hedging measures, the Group has only a limited currency risk in other financial receivables and liabilities in foreign currencies.

### Maturity analysis of hedging instruments

Hedging instrument identified in hedging relationships at December 31, 2024

SEK M	Maturity				
	Within 3 months	3 months – 1 year	1–3 years	3–8 years	Total nominal amount
<i>Interest rate swaps – cash flow hedging</i>					
Nominal amount <sup>1</sup> (average fixed interest)	–	–	–	–	–
<i>Foreign-exchange forwards – net investment hedging</i>					
EUR/SEK Nominal amount <sup>1</sup> (average spot rate)	–6,420 (11.41)	–1,146 (11.53)	–	–	–7,566
USD/SEK Nominal amount <sup>1</sup> (average spot rate)	–935 (10.99)	–	–	–	–935
Other Nominal amount <sup>1</sup>	–435 (0.07)	–	–	–	–435
<i>Liabilities – net investment hedging</i>					
EUR liability, nominal amount <sup>1</sup> (average spot rate)	–	–	–	–573 (10.29)	–573
USD liability, nominal amount <sup>1</sup> (average spot rate)	–	–	–	–	–

<sup>1</sup> Translated to SEK M at exchange rate on closing date.

The fair-value closing balance of cash flow hedges relating to foreign-exchange forwards attributable to transaction exposure and recognized in the hedging reserve amounted to a net of SEK –12 M before tax. The Group has decided that from autumn 2018 it will normally no longer hedge estimated future commercial flows, which means that exchange rate effects will immediately impact the Group's earnings instead of affecting the Group's earnings with a delay corresponding to the currency hedges as was previously the case. Major currency exposures related to long-term contracts of a project nature will continue to be hedged in their entirety.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Financial risks****33 Financial risk management**

In the capacity of its activities in the credit market and through its extensive operations outside Sweden, Trelleborg is exposed to various financial risks, such as financing risk, liquidity risk, interest rate risk, currency risk, and financial credit risk. Trelleborg's Board of Directors has adopted a policy defining how these risks are to be managed and this policy also regulates the delegation scheme for the Group's financial risk management.

The Group's financial administration is centralized to Group Treasury, which ensures that the financial risks are satisfactorily managed, within the scope of the adopted policy, and reports the actual outcome to the Board on a monthly basis.

A description of the Group's financial risks and the policy applied to each risk area is presented below. Commentary is also provided on the outcome for the year for each risk area.

**Financing risk and liquidity risk**

Financing risk is the risk that the refinancing of maturing loans may become difficult or costly. Liquidity risk refers to the risk of not being able to fulfill payment obligations as they fall due.

**Policy**

Committed credit facilities with a term of at least 12 months must be in an amount equivalent to the Group's gross debt plus a liquidity reserve corresponding to at least 3 percent of consolidated net sales. The average remaining weighted tenor of committed credit facilities must also never be less than 18 months.

**Commentary**

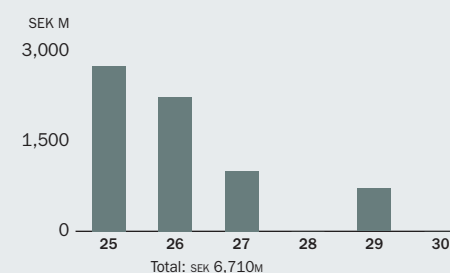
Trelleborg commands a broad funding base with good access to the money and debt capital markets. The Group has mainly accessed the bank loan market via a syndicated EUR and USD revolving credit facility comprising three tranches totalling EUR 500 M and USD 325 M. This facility also includes a swingline facility denominated in SEK. Trelleborg is also present in the money markets through its SEK 5,000 M Swedish Domestic Paper Program. Over the years, Trelleborg has successfully tapped the debt capital markets through issuance under its SEK 8,000 M Swedish Domestic Medium Term Note Program with an associated Green Financing Framework and a number of Schuldschein issues, thus building a broad investor base.

The Group monitors its liquidity reserve, debt maturity term structure, and key financial performance measures on an ongoing basis. Throughout 2024, the volume of the Group's committed credit facilities exceeded the aggregate of gross debt plus the liquidity reserve as stipulated in the policy. Credit facilities are defined as committed when they are subject to a firm lending commitment by the lender. Trelleborg's committed credit facilities totaled SEK 9,507 M (13,484) as per December 31, 2024, of which SEK 9,507 M (12,137) was unutilized. At year-end 2024, the Group's primary committed credit facilities were the EUR 500 M and USD 325 M syndicated revolving credit facility. This facility was entered into in December 2024 and will mature in December 2029, with two extension options each for one year. The facility is provided by a total of ten financial institutions from Europe, Asia, and the US. Based on the number of participating banks and their status, Trelleborg deems that the banking syndicate behind the facility is strong.

The remainder of the Group's committed credit facilities as per end of 2024 consisted principally of bonds and Schuldscheinleihen with remaining tenors to maturity of up to five years.

In November 2024, Trelleborg issued a bond under its domestic MTN program of SEK 700 M with a maturity of 2 years.

Including the lease liability of SEK 1,851 M (1,606) and pension liability of SEK 421 M (326), interest-bearing liabilities amounted to SEK 8,982 M (8,622) as per December 31, 2024. Excluding the impact of the lease liability and pension liabilities, interest-bearing liabilities totaled SEK 6,710 M (6,690) and comprised current liabilities (maturing in 2025) of SEK 2,747 M (2,666) and non-current liabilities (maturing after 2025) of SEK 3,963 M (4,024). Current liabilities consisted mainly of a bond of SEK 800 M and a Commercial Paper Program of SEK 1,740 M. Non-current liabilities mainly comprised of bonds, Schuldscheins and a bilateral loan in VND. The maturity term of the Group's interest-bearing liabilities, excluding the lease liability and pension liabilities, as per December 31, 2024 is shown in the diagram:

**Maturity term structure of the Group's interestbearing liabilities per December 31, 2024**

The Group's net debt/equity ratio, excluding the lease liability and pension liabilities, amounted to 13 percent (-11) at year-end.

**Interest rate risk****Risk**

Since most of Trelleborg's borrowing bears variable interest rate, the Group focuses on interest-related cash flow risk, meaning the risk that movements in market interest rates could have an impact on the financial cash flow and earnings. The scope of the impact depends on the fixed interest term of the borrowing or investment.

**Interest rate risk attributable to leases**

The lease liability is initially recognized at the present value of the future lease payments that have not been paid at the starting date of the lease, discounted by a borrowing rate. The discount rate is established for each country every quarter at Group level, starting from a base rate plus a margin.

The Group's lease portfolio mainly comprises leases for offices, production premises, warehouses, company cars, and production and office equipment. The most important leases pertain to rent of office and production premises. Interest rate risk pertaining to these leases are primarily an effect of discounting when the lease is signed and interest rate changes do not govern the actual cash flow linked to the leases. Only a small portion of the lease liability has interest rate risk connected to leases.

**Policy**

The average fixed-interest term on the Group's gross borrowing, including the impact of derivative instruments, may not exceed four years. The average fixed-interest term on interest-bearing investments, including the effects of derivative instruments, may not exceed two years on a maximum amount of SEK 2,000 M, or the equivalent amount in other currencies.

The Group does not hedge interest rate risk for lease liabilities.

**Commentary**

The Group seeks a balance between a reasonable current cost of borrowing and the risk of having a significantly negative impact on earnings in the event of a sudden major movement in interest rates. Trelleborg employs interest rate hedging where appropriate.

Net debt at the end of 2024 amounted to SEK -6,735 M (2,682). The closing net debt was impacted by net cash flow for the year including divested operations and corporate acquisitions, negative exchange rate differences, share buybacks and cash flow for leases and pension liability. Excluding the lease liability of SEK -1,851 M (-1,606) and pension liability of SEK -421 M (-326), net debt amounted to SEK -4,463 M (4,614).

Excluding the impact of leases and pension liabilities, the Group's average interest-bearing net debt was SEK -548 M (-4,857) for the year. Net financial items corresponded to 33.2 percent (2.8) of the average interest-bearing net debt. Net interest income, excluding borrowing costs, exchange rate differences and measurements at fair value, corresponded to 31.7 percent (6.0).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



Including the impact of leases and pension liabilities, the average interest-bearing net debt was SEK –2,650 M (–7,123). Net financial items corresponded to 11.2 percent (3.2) and net interest income, excluding borrowing costs, exchange rate differences, and measurements at fair value, corresponded to 10.9 percent (5.4). Excluding the impact of leases and pension liabilities, gross loans at year-end had an average fixed-interest term of 5 months (4) and interest-bearing investments 0 month (0). The change in the average fixed interest term of gross loans was mainly impacted by interest rate swaps that have matured in conjunction with the repayment of loans. At December 31, 2024, interest-bearing net cash amounted to SEK –4,463 M (4,614), with an average remaining fixed-interest term of about 8 months (5). Based on the level of interest-bearing net debt on December 31, 2024, a 1 percentage point rise in market interest rates in all currencies in which the Group has loans or investments would have a negative impact on financial net of approximately SEK 41 M (59) for 2025. The currencies with the greatest impact are EUR, USD and SEK. During 2024, a number of interest rate hedges in USD were closed. Taking into account the interest rate hedges in place at the end of 2024, and for which hedge accounting has been applied, an increase of 1 percentage point in the market interest rates in currencies that have been hedged would have a positive impact on comprehensive income of SEK 0 M (10) after tax effects.

For further analysis of the accounting of the Group's borrowing, see Note 30. Outstanding interest-bearing investments are recognized in Notes 26, 27 and 28.

#### Impact in 2025 on consolidated interest expenditure of a 1 percentage point increase in market interest rates



#### Foreign-exchange risk

Foreign-exchange risk relates to the risk of adverse impacts on the consolidated income statement, balance sheet and/or cash flow as a result of exchange rate effects. Foreign-exchange risk exists in the form of transaction and translation risks.

#### Transaction risk

##### Risk

Currency flows arising primarily in connection with the purchase or sale of goods and services in currencies other than the local currency of the relevant Group company give rise to transaction exposure. Trelleborg's global operations generate substantial cash flows in foreign currencies.

##### Policy

Transaction exposure linked to the recurring business is normally not hedged. Nevertheless, major currency exposures related to long-term contracts of a project nature will be hedged in their entirety. Group Treasury works actively on matching currency flows at Group level to minimize the currency exposure and related transaction costs.

##### Commentary

The Group's net currency flows are estimated at an annual value corresponding to approximately SEK 7,557 M (5,872). The currencies with the highest net flows that are expected to exceed the equivalent of SEK 400 M over a period of 12 months, and the amounts hedged per currency at December 31, 2024, are shown in the table below. The reason for the increase in the net exposure in EUR after hedging is attributed to specific projects that, according to the policy, must be hedged, and the fact that the exposure to EUR is against a large number of currencies.

A 10-percentage-point strengthening of the value of all foreign currency flows that Trelleborg forecasts to occur

during 2025 against USD would lead to a change in USD-denominated net flows of USD –7 M (–5). A 10-percentage-point strengthening of the value of all foreign currency flows that Trelleborg forecasts to occur during 2025 against EUR would lead to a change in EUR-denominated net flows of EUR –12 M (–11). A 10-percentage-point strengthening of SEK in relation to all currencies would lead to a change in the total net flows of SEK –102 M (–101).

#### Forecast annual exposure per currency with the highest 12-month net flow and currency hedges as of December 31, 2024 (SEK M)

Currency	Net flow	Currency hedging	Net flow after currency hedging
USD	2,249	–531	1,718
EUR	1,464	40	1,504
SEK	–1,024	211	–813
GBP	–457	122	–335
TRY	–406	–	–406
DKK	–402	–	–402

#### Translation risk – Income statement

##### Risk

Exchange rate effects impact the Group's earnings in connection with the translation of foreign subsidiaries' income statements to SEK.

##### Policy

The Group does not normally hedge this risk.

##### Commentary

Trelleborg's earnings are largely generated outside Sweden. Accordingly, the impact of exchange rate effects on sales and earnings can be significant. The translation of foreign subsidiaries' income statements for continuing operations, including items affecting comparability, for 2023 to the average exchange rates for 2024 would have impacted net sales by SEK –321 M, EBITA by SEK –81 M and net profit by SEK –53 M.

#### Translation of income statement for 2023 to exchange rates applicable in 2024, SEK M

Currency	Net sales	EBITA	Net profit
EUR	–38	–2	11
GBP	57	9	1
USD	–52	–10	–5
Other	–288	–78	–60
<b>Total</b>	<b>–321</b>	<b>–81</b>	<b>–53</b>

#### Translation risk – balance sheet

##### Risk

When translating the Group's investments in foreign subsidiaries to SEK, there is a risk that the consolidated balance sheet will be impacted by changes in exchange rates.

##### Policy

Investments in foreign subsidiaries, associated companies, and joint ventures may be hedged by between 0 and 100 percent of the investment value (which, because of the tax effect, implies a maximum hedge of approximately 79 percent of the investment value). Decisions on any hedging are made following a comprehensive assessment of exchange rate levels, the related costs, liquidity and tax, and impact on the Group's debt/equity ratio.

##### Commentary

When translating the balance sheets of the Group's foreign subsidiaries to SEK, there is a risk that the consolidated balance sheet will be impacted by changes in exchange rates. The Group has significant net investments in foreign subsidiaries and associated companies. If SEK appreciates by 10 percentage point in relation to all

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



currencies in which the Trelleborg Group has foreign net investments, there would be a change in shareholders' equity of SEK –3,256 M (–2,625).

#### Currency distributions, degree of hedging and sensitivity analysis as per December 31, 2024

Currency	Net investment, SEK M	Currency hedging, %	Effect on equity, if SEK 10% stronger, SEK M
EUR	9,886	82	–342
GBP	2,652	–	–265
USD	15,076	6	–1,433
CZK	680	–	–68
Other	11,813	4	–1,148
<b>Total 2024</b>	<b>40,107</b>	<b>29</b>	<b>–3,256</b>
<b>Total 2023</b>	<b>34,480</b>	<b>30</b>	<b>–2,625</b>

The Group's positions regarding hedging of investments in foreign subsidiaries are regularly monitored and adjusted. Correlations between currencies are taken into consideration when appropriate.

#### Financial credit risk

##### Risk

Financial credit risk is the risk of losses if those counterparties with which the Group has invested in accounts receivable, cash and cash equivalents, short-term bank deposits, or entered into financial instruments with positive market values, do not fulfill their obligations. Credit risk relating to accounts receivable is disclosed in Note 19.

##### Policy

Counterparties must possess a high creditworthiness and preferably participate in the Group's medium and long-term financing. The Group's Treasury Policy contains a specific counterparty regulation that stipulates the maximum level of credit risk exposure to various counterparties.

##### Commentary

A follow-up in relation to credit limits according to the Treasury Policy is conducted on an ongoing basis. Counterparties have been subdivided into three categories: A, B, and C. These rating categories are also used as the starting point for the reserve for expected credit losses according to the rating method, by basing the probability of payment cancellation per rating category on past studies of payment cancellation conducted by rating institutes. Category A contains counterparties and their fully guaranteed subsidiaries that hold Issuer Ratings from two of the following three rating institutes with a minimum of the following ratings or better: Moody's (A1/stab), Standard & Poor's (A+/stab), Fitch (A+/stab). Loans from the Trelleborg Group to institutions in category A may not exceed SEK 1,000 M or equivalent, including the value of unrealized gains in derivative instruments. Category B comprises counterparties and their fully guaranteed subsidiaries that cannot be included in category A and that hold an Issuer Rating from two of the following three rating institutes with a minimum of the following rating or better: Moody's (A3/stab), Standard & Poor's (A-/stab), Fitch (A-/stab). Counterparties in category B may borrow a maximum of SEK 500 M or equivalent, including the value of unrealized gains in derivative instruments, from the Trelleborg Group.

Category C encompasses counterparties outside categories A and B. Exposure to counterparties in category C may not exceed SEK 50 M per counterparty. Exposure to counterparties outside investment grade in category C exist to fulfill certain subsidiaries' needs of bank relationships in some countries where the country in itself results in a rating of below investment grade.

The table below presents the Group's credit risk exposure for interest-bearing receivables, cash, and cash equivalents and derivative instruments at December 31, 2024, subdivided by category:

#### Financial credit risk exposure

Category	Interest-bearing receivables		Cash and cash equivalents		Derivative instruments – unrealized gains, gross		Total	
	2024	2023	2024	2023	2024	2023	2024	2023
A	–	11	1,523	10,095	56	626	1,578	10,729
B	1	1	397	271	23	129	421	400
C	–	–	243	181	1	–	246	189
<b>Total</b>	<b>1</b>	<b>12</b>	<b>2,163</b>	<b>10,547</b>	<b>80</b>	<b>755</b>	<b>2,245</b>	<b>11,318</b>

At year-end 2024, cash and cash equivalents in category A were allocated among 26 counterparties. Credit exposures in category A amounted to less than SEK 1,000 M per counterparty. At year-end 2024, the total credit exposure in category B was allocated among 18 counterparties. Credit exposures in category B amounted to less than SEK 500 M per counterparty. At year-end 2024, the total credit exposure in category C was allocated among 29 counterparties. Credit exposures in category C amounted to less than SEK 50 M per counterparty.

Credit risk exposure associated with derivative instruments is determined as the fair value on the closing date. On December 31, 2024, the total counterparty risk associated with derivative instruments amounted to SEK 80 M (755), gross. If ISDA agreements are taken into account, and the net receivable in derivative instruments is calculated net per counterparty, the counterparty risk amounted to SEK 15 M (627).

Trelleborg applies a rating-based method according to categories A, B, and C, combined with other known information and forward-looking factors for assessing expected credit losses for cash and cash equivalents and interest-bearing investments. The current reserve amounts to SEK 1 M. All cash and cash equivalents and bank balances are attributable to stage 1, meaning that no material credit impairment has taken place. The Group also makes reserves for expected credit losses on accounts receivable, refer to Note 19. In addition to the amounts presented in the table above, the Group also has interest-bearing receivables of SEK 5 M (50) due from third parties.

Management does not anticipate any losses due to non-payment by these counterparties.

#### Maturity analysis for financial instruments

The table below shows the Group's financial liabilities and the net settlement of derivative instruments comprising financial liabilities, subdivided into the periods remaining on the closing date until the agreed date of maturity.

The amounts stated in the table comprise contractual, undiscounted cash flows.

#### At December 31, 2024

SEK M	Less than 1 year	Between 1 and 3 years	Between 3 and 5 years	Later than 5 years	Total
Borrowing, incl. interest	–2,763	–3,386	–740	–	–6,889
Interest rate swaps with negative fair value	–	–	–	–	–
Accounts payable	–2,380	–	–	–	–2,380
<b>Total</b>	<b>–5,143</b>	<b>–3,386</b>	<b>–740</b>	<b>–</b>	<b>–9,269</b>
Accounts receivable	5,453	–	–	–	5,453
Interest rate swaps with positive fair value	–	–	–	–	–
<b>Net flow</b>	<b>310</b>	<b>–3,386</b>	<b>–740</b>	<b>–</b>	<b>–3,816</b>

The Group's liquidity reserve covers financial liabilities maturing within 12 months. A more detailed maturity structure is presented in Note 30.

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**At December 31, 2023**

SEK M	Less than 1 year	Between 1 and 3 years	Between 3 and 5 years	Later than 5 years	Total
Borrowing, incl. interest	-2,855	-2,718	-1,074	-560	-7,207
Interest rate swaps with negative fair value	–	–4	–	–	–4
Accounts payable	-2,311	–	–	–	-2,311
<b>Total</b>	<b>-5,166</b>	<b>-2,722</b>	<b>-1,074</b>	<b>-560</b>	<b>-9,522</b>
Accounts receivable	4,941	–	–	–	4,941
Interest rate swaps with positive fair value	25	4	–	–	29
<b>Net flow</b>	<b>-200</b>	<b>-2,718</b>	<b>-1,074</b>	<b>-560</b>	<b>-4,552</b>

The table below shows the Group's financial derivative instruments that will be settled gross, subdivided into the periods remaining on the closing date until the agreed date of maturity. The amounts stated in the table comprise contractual, undiscounted cash flows.

**At December 31, 2024**

SEK M	Less than 1 year	Between 1 and 3 years	Between 3 and 5 years	Later than 5 years	Total
<i>Foreign-exchange forwards</i>					
outflow	-20,466	–	–	–	-20,466
inflow	20,382	–	–	–	20,382
<b>Total</b>	<b>-84</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-84</b>

**At December 31, 2023**

SEK M	Less than 1 year	Between 1 and 3 years	Between 3 and 5 years	Later than 5 years	Total
<i>Foreign-exchange forwards</i>					
outflow	-17,995	-81	–	–	-18,076
inflow	18,570	81	–	–	18,651
<b>Total</b>	<b>575</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>575</b>

**Other****34 Contingent liabilities and pledged assets**

SEK M	2024	2023
<i>Contingent liabilities</i>		
Guarantees and other contingent liabilities	10	19
<b>Total</b>	<b>10</b>	<b>19</b>
<i>Pledged assets</i>		
Plant and machinery	16	5
<b>Total</b>	<b>16</b>	<b>5</b>

Of the Group's contingent liabilities, SEK 2 M (13) relates to contractual obligations for divested companies.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# Parent Company

## PARENT COMPANY INCOME STATEMENTS

SEK M	Note	2024	2023
Net sales	36	685	635
Administrative expenses	37, 39, 43, 48	-391	-558
Other operating income	37, 38	12	8
Other operating expenses	37, 38	-471	-426
<b>EBIT</b>		<b>-165</b>	<b>-341</b>
Financial income and expenses	40	1,557	17,243
<b>Profit before appropriations and tax</b>		<b>1,392</b>	<b>16,902</b>
Appropriations	57	518	449
Income tax	41	-78	-80
<b>Net profit</b>		<b>1,832</b>	<b>17,271</b>

## Statements of comprehensive income

SEK M	2024	2023
<b>Net profit</b>	<b>1,832</b>	<b>17,271</b>
<b>Other comprehensive income</b>	<b>-</b>	<b>-</b>
<b>Other comprehensive income, net of tax</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>	<b>1,832</b>	<b>17,271</b>

## PARENT COMPANY CASH FLOW STATEMENTS

SEK M	2024	2023
<b>Operating activities</b>		
EBIT	-165	-341
<i>Adjustment for items not included in cash flow:</i>		
Depreciation/amortization	5	5
Impairment losses	-	3
Divestments and disposals	-	-
Other items not included in cash flow	-2	1
	<b>-162</b>	<b>-332</b>
Cash dividend received	2,443	5,196
Interest received and other financial items	3	12
Interest paid and other financial items	-597	-687
Tax paid/received	-64	-10
<b>Cash flow from operating activities before changes in working capital</b>	<b>1,623</b>	<b>4,179</b>
<b>Cash flow from changes in working capital</b>		
Change in operating receivables	-20	65
Change in operating liabilities	13	-14
<b>Cash flow from operating activities</b>	<b>1,616</b>	<b>4,230</b>
<b>Investing activities</b>		
Acquisition of subsidiaries/capital contribution	-252	-12,206
Divestment of subsidiaries	-9	29,066
Gross capital expenditures for property, plant and equipment	0	0
Gross capital expenditures for intangible assets	-1	1
<b>Cash flow from investing activities</b>	<b>-262</b>	<b>16,861</b>
<b>Financing activities</b>		
Group contributions received	788	96
Group contributions paid	-323	-238
Change in interest-bearing liabilities	3,925	-15,545
Dividend paid – shareholders of the Parent Company	-1,617	-1,524
Repurchase of own shares	-4,127	-3,880
<b>Cash flow from financing activities</b>	<b>-1,354</b>	<b>-21,091</b>
<b>Cash flow for the year</b>	<b>0</b>	<b>0</b>
Cash and cash equivalents		
<b>Opening balance, January 1</b>	<b>-</b>	<b>-</b>
<b>Cash and cash equivalents, December 31</b>	<b>-</b>	<b>-</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
» Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## PARENT COMPANY BALANCE SHEETS

December 31, SEK M	Note	2024	2023
<b>ASSETS</b>			
<i>Non-current assets</i>			
Property, plant and equipment	46	7	9
Intangible assets	47	4	6
Financial non-current assets	45, 53	37,791	37,822
Deferred tax assets	42	53	51
<b>Total non-current assets</b>		<b>37,855</b>	<b>37,888</b>
<i>Current assets</i>			
Current operating receivables	49	135	115
Current tax assets		–	–
Interest-bearing receivables	54	962	788
Cash and cash equivalents		–	–
<b>Total current assets</b>		<b>1,097</b>	<b>903</b>
<b>TOTAL ASSETS</b>		<b>38,952</b>	<b>38,791</b>
<b>EQUITY AND LIABILITIES</b>			
<i>Equity</i>			
<i>Restricted equity</i>			
Share capital		2,620	2,620
Statutory reserve		1,130	1,130
<b>Total restricted equity</b>		<b>3,750</b>	<b>3,750</b>
<i>Non-restricted equity</i>			
Profit brought forward		16,833	5,304
Net profit for the year		1,832	17,271
<b>Total non-restricted equity</b>		<b>18,665</b>	<b>22,575</b>
<b>Total equity</b>	56	<b>22,415</b>	<b>26,325</b>
Untaxed reserves	57	221	101
<i>Non-current liabilities</i>			
Interest-bearing non-current liabilities	55	0	0
Pension obligations	44	0	0
Other provisions	52	61	65
<b>Total non-current liabilities</b>		<b>61</b>	<b>65</b>
<i>Current liabilities</i>			
Interest-bearing current liabilities	55	16,012	12,087
Current tax liabilities		76	60
Other current liabilities	50, 51	167	153
<b>Total current liabilities</b>		<b>16,255</b>	<b>12,300</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>38,952</b>	<b>38,791</b>

## CHANGE IN EQUITY

Equity	Restricted equity		Non-restricted equity		Total equity	
SEK M	2024	2023	2024	2023	2024	2023
Opening balance, January 1	3,750	3,750	22,575	10,708	26,325	14,458
<i>Changes for the year:</i>						
Repurchase of own shares	–	–	–4,127	–3,880	–4,127	–3,880
Cancellation of own shares	–139	–154	139	154	–	–
Bonus issue	139	154	–139	–154	–	–
Dividend	–	–	–1,617	–1,524	–1,617	–1,524
Share-based Long Term Incentive program	–	–	2	–	2	–
Net profit for the year	–	–	1,832	17,271	1,832	17,271
<b>Closing balance, December 31</b>	<b>3,750</b>	<b>3,750</b>	<b>18,665</b>	<b>22,575</b>	<b>22,415</b>	<b>26,325</b>

See also Note 29 and 56.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Sales and earnings

### 35 Accounting policies

#### Accounting policies

The financial statements of the Parent Company have been prepared in accordance with the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's recommendation RFR 2. In its financial reporting, the Parent Company applies International Financial Reporting Standards (IFRS) that have been endorsed by the EU where this is possible within the framework of the Swedish Annual Accounts Act and with consideration of the link between accounting and taxation. This primarily entails the following differences between accounting in the Parent Company and the Group:

- The Parent Company recognizes its pension obligations in accordance with the Pension Obligations Vesting Act. Adjustments are made at Group level to reporting in accordance with IFRS.
- Group contributions are recognized as appropriations.
- Shareholders' contributions to subsidiaries are added to the value of shares and participations in the balance sheet, after which impairment testing is conducted.
- Liabilities in foreign currencies that represent effective hedging instruments for the Parent Company's investments in subsidiaries are measured at the historical rate of exchange. Gains or losses on liabilities that are replaced are recognized as other assets or liabilities until such time as the net investment has been divested.
- The Parent Company does not apply IFRS 9 Financial Instruments: Recognition and Measurement. The Parent Company applies a method based on cost in accordance with the Annual Accounts Act. The IFRS 9 rules regarding financial guarantee contracts are not applied by the Parent Company; financial guarantee contracts for subsidiaries are recognized as a provision when the company has a formal or informal obligation resulting from past events and it is probable that an outflow of resources will be required to settle the obligation.
- The Parent Company applies the exception from application of IFRS 16 Leases. Lease costs are charged to profit and do not impact the balance sheet.

### 36 Net sales per geographic market/country

SEK M	2024	2023
US	182	190
Germany	112	93
Italy	71	61
Sweden	68	57
UK	53	44
France	34	32
India	18	16
Other countries	147	142
<b>Total</b>	<b>685</b>	<b>635</b>

The proportion of the year's net sales made to other companies in the Group amounted to 89.8 percent (92.3) and relates to sales of Group-wide services. Net sales is broken down by each significant country as outlined above.

### 37 Expenses by nature

SEK M	2024	2023
Employee benefits	-181	-184
Depreciation/amortization and impairment losses	-5	-8
Other external costs	-205	-366
Other operating income/expenses (Note 38)	-459	-418
<b>Total</b>	<b>-850</b>	<b>-976</b>

### 38 Other operating income and expenses

SEK M	2024	2023
Exchange rate differences	4	8
Other	8	0
<b>Total other operating income</b>	<b>12</b>	<b>8</b>
Purchase of services from other Group companies	-362	-316
Exchange rate differences	-4	-10
Other	-105	-100
<b>Total other operating expenses</b>	<b>-471</b>	<b>-426</b>
<b>Total</b>	<b>-459</b>	<b>-418</b>

### 39 Auditor's remuneration

SEK M	2024	2023
<i>Deloitte</i>		
Audit assignment	6	5
Audit activities other than audit assignment	0	1
Other services	0	0
<b>Total</b>	<b>6</b>	<b>6</b>

### 40 Financial income and expenses

SEK M	2024	2023
<i>Income from participations in Group companies</i>		
Dividend	2,442	5,196
Impairment losses on shares in subsidiaries	-283	-329
Loss/gain on divestment/liquidation of subsidiaries	-11	12,977
<b>Total</b>	<b>2,148</b>	<b>17,844</b>
<i>Other interest income and similar profit items</i>		
Interest income, Group companies	3	11
Interest income, other	1	1
Exchange rate differences	9	89
<b>Total</b>	<b>13</b>	<b>101</b>
<i>Interest expenses and similar loss items</i>		
Interest expenses, Group companies	-597	-687
Interest expenses, other	0	0
Exchange rate differences	-7	-15
<b>Total</b>	<b>-604</b>	<b>-702</b>
<b>Total financial income and expenses</b>	<b>1,557</b>	<b>17,243</b>

All interest income is attributable to financial assets that have not been measured at fair value through profit or loss and all interest expenses are attributable to financial liabilities measured at amortized cost.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**41 Income tax**

SEK M	2024	2023
<i>Current tax expenses</i>		
Tax expenses/revenue for the period	-81	-71
Adjustment of tax attributable to prior years	1	-
<b>Total</b>	<b>-80</b>	<b>-71</b>
<i>Deferred tax expenses (-)/revenue (+)</i>		
Change in losses carried forward	-	-11
Change in temporary differences	2	2
<b>Total</b>	<b>2</b>	<b>-9</b>
<b>Total recognized tax expense</b>	<b>-78</b>	<b>-80</b>
<i>Reconciliation of tax</i>		
Profit before appropriations and tax	1,392	16,902
Calculated Swedish income tax, 20.6% (20.6)	-287	-3,482
Non-taxable dividends/income from shares in subsidiaries	501	3,743
Non-deductible impairment losses	-58	-68
Other non-deductible expenses/non-taxable revenue	-3	-39
Tax effect of transferred negative net interest income to other Group companies	-123	-135
Tax at source on dividend	-4	-8
Remeasurement of temporary differences	2	1
Group contributions received	-131	-113
Group contributions paid	0	0
Change in tax allocation reserve	25	21
Change in additional depreciation	-	0
Tax attributable to prior years	-	-
Tax effect as share in foreign tax-transparent legal entity	-	-
Impact of changed tax rates and tax regulations	-	-
<b>Total recognized tax expense</b>	<b>-78</b>	<b>-80</b>

The applicable tax rate is 20.6 percent (20.6).

**42 Change in deferred tax**

SEK M	Losses carried forward		Provisions		Non-current assets		Total deferred tax assets	
	2024	2023	2024	2023	2024	2023	2024	2023
Balance, January 1	-	11	52	50	-1	-1	51	60
<i>Recognized in profit and loss:</i>								
Change in losses carried forward	-	-11	-	-	-	-	-	-11
Tax attributable to prior years	-	-	-	-	-	-	-	-
Temporary differences	-	-	2	2	0	0	2	2
<b>Balance, December 31</b>	<b>-</b>	<b>-</b>	<b>54</b>	<b>52</b>	<b>-1</b>	<b>-1</b>	<b>53</b>	<b>51</b>

See also Note 41.

**Employees****43 Employees and employee benefits****Average number of employees**

	2024			2023		
	Women	Men	Total	Women	Men	Total
<b>Sweden</b>	<b>30</b>	<b>33</b>	<b>63</b>	<b>31</b>	<b>33</b>	<b>64</b>

**Gender distribution in group management positions, %**

	2024	2023
<i>Percentage of women</i>		
in executive positions	-	-
on Board of Directors	43	43

**Employee benefits, other remuneration and payroll overheads**

2024						
SEK M	Board and President	Other senior executives	Other employees	Total salaries	Payroll overheads	Of which, pension costs
<b>Sweden</b>	<b>35</b>	<b>16</b>	<b>58</b>	<b>109</b>	<b>59</b>	<b>20</b>

See also Note 10.

2023						
SEK M	Board and President	Other senior executives	Other employees	Total salaries	Payroll overheads	Of which, pension costs
<b>Sweden</b>	<b>46</b>	<b>17</b>	<b>53</b>	<b>116</b>	<b>59</b>	<b>18</b>

See also Note 10.

**44 Pension obligations**

SEK M	2024	2023
Pension provisions and similar items	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Pensions and similar costs amounted to SEK 20 M (18).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Operating assets and liabilities****45 Participations in Group companies**

SEK M	2024	2023
Opening balance	37,822	41,960
Add:		
Acquisitions	252	35
Capital contributions	0	12,171
Less:		
Divestment/liquidation	0	-16,015
Impairment losses	-283	-329
<b>Total</b>	<b>37,791</b>	<b>37,822</b>

See also Note 13.

**46 Property, plant and equipment**

SEK M	2024	2023
Improvement expenses on buildings owned by others	4	6
Equipment, tools, fixtures and fittings	3	3
<b>Total</b>	<b>7</b>	<b>9</b>

SEK M	Improvement expenses on buildings owned by others		Equipment, tools, fixtures and fittings		Total property, plant and equipment	
	2024	2023	2024	2023	2024	2023
<i>Accumulated cost</i>						
Balance, January 1	25	25	18	18	43	43
Capital expenditures	-	-	0	0	0	0
Divestments and disposals	-	-	0	0	0	0
<b>Accumulated cost, December 31</b>	<b>25</b>	<b>25</b>	<b>18</b>	<b>18</b>	<b>43</b>	<b>43</b>
<i>Accumulated depreciation according to plan</i>						
Balance, January 1	-19	-18	-15	-14	-34	-32
Divestments and disposals	-	-	0	0	0	0
Depreciation according to plan for the year	-2	-1	0	-1	-2	-2
<b>Accumulated depreciation, December 31</b>	<b>-21</b>	<b>-19</b>	<b>-15</b>	<b>-15</b>	<b>-36</b>	<b>-34</b>
<b>Total</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>9</b>

Trelleborg AB has entered into leases. Lease costs for assets held via leases are recognized as operating costs and amounted to SEK 3 m (3). Future payments for non-cancellable lease commitments amount to SEK 3 m (2) and fall due as follows:

SEK M	2024	2023
Year 1	1	1
Years 2–5	2	1
<b>Total</b>	<b>3</b>	<b>2</b>

**47 Intangible assets**

SEK M	2024	2023
Capitalized expenditure for IT	4	6
<b>Total</b>	<b>4</b>	<b>6</b>
	<i>Capitalized expenditure for IT</i>	
SEK M	2024	2023
<i>Accumulated cost</i>		
Balance, January 1	45	53
Capital expenditures	1	0
Divestments and disposals	-	-8
<b>Accumulated cost, December 31</b>	<b>46</b>	<b>45</b>
<i>Accumulated depreciation according to plan</i>		
Balance, January 1	-36	-40
Divestments and disposals	-	7
Depreciation according to plan for the year	-3	-3
<b>Accumulated depreciation, December 31</b>	<b>-39</b>	<b>-36</b>
<i>Accumulated impairment losses</i>		
Balance, January 1	-3	0
Impairment losses for the year	-	-3
<b>Accumulated impairment losses, December 31</b>	<b>-3</b>	<b>-3</b>
<b>Total</b>	<b>4</b>	<b>6</b>

**48 Depreciation and impairment of PPE and amortization and impairment of intangible assets**

SEK M	2024	2023
Improvement expenses on buildings owned by others	-2	-1
Equipment, tools, fixtures and fittings	0	-1
Capitalized expenditure for IT	-3	-6
<b>Total</b>	<b>-5</b>	<b>-8</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**49 Current operating receivables**

SEK M	2024	2023
Operating receivables, Group companies	24	23
Other current receivables	64	49
Prepaid expenses and accrued income	47	43
<b>Total</b>	<b>135</b>	<b>115</b>

**50 Other current liabilities**

SEK M	2024	2023
Accounts payable	36	33
Operating liabilities, Group companies	60	57
Other non-interest-bearing liabilities	5	5
Accrued expenses and prepaid income (Note 51)	66	58
<b>Total</b>	<b>167</b>	<b>153</b>

**51 Accrued expenses and prepaid income**

SEK M	2024	2023
Wages and salaries	43	36
Payroll overheads	13	11
Other	10	11
<b>Total</b>	<b>66</b>	<b>58</b>

**52 Other provisions**

SEK M	2024	2023
Provision for long-term incentive program	11	16
Other provisions	50	49
<b>Total</b>	<b>61</b>	<b>65</b>

**Capital structure and financing****53 Financial non-current assets**

SEK M	2024	2023
Participations in Group companies (Note 13 and Note 45)	37,791	37,822
Other non-current securities holdings	0	0
<b>Total</b>	<b>37,791</b>	<b>37,822</b>

**54 Interest-bearing receivables**

SEK M	2024	2023
Financial receivables, Group companies	962	788
<b>Total interest-bearing receivables</b>	<b>962</b>	<b>788</b>

**55 Interest-bearing liabilities**

SEK M	2024	2023
Other non-current interest-bearing liabilities, Group companies	0	0
Other current interest-bearing liabilities, Group companies	16,012	12,087
<b>Total interest-bearing liabilities</b>	<b>16,012</b>	<b>12,087</b>

**56 Equity**

Trelleborg AB's share capital at December 31, 2024 amounted to SEK 2,620,360,569, represented by 241,547,186 shares with a par value of SEK 10.85 each.

Class of share	No. of shares	% of total	No. of votes	% of total
Series A	28,500,000	11.80	285,000,000	57.22
Series B	213,047,186	88.20	213,047,186	42.78
<b>Total</b>	<b>241,547,186</b>	<b>100.00</b>	<b>498,047,186</b>	<b>100.00</b>

See also Note 29.

**Proposed treatment of unappropriated earnings**

	2024
The Board of Directors proposes that the profit brought forward from the preceding year, SEK 000s	16,834,011
and net profit for the year, SEK 000s	1,831,638
<b>Total, SEK 000s</b>	<b>18,665,649</b>
<i>be distributed in the following manner:</i>	
<b>Dividend to shareholders of SEK 7.50 per share, SEK 000s</b>	<b>1,743,397</b>
Balance to be carried forward, SEK 000s	16,922,252
<b>Total, SEK 000s</b>	<b>18,665,649</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## Other

**57 Appropriations and untaxed reserves**

SEK M	2024	2023
<b>Appropriations</b>		
<i>Appropriations</i>		
Difference between recognized depreciation and depreciation according to plan	–	–1
Change in tax allocation reserve	–120	–100
Group contributions received	961	788
Group contributions paid	–323	–238
<b>Total appropriations</b>	<b>518</b>	<b>449</b>
<b>Untaxed reserves</b>		
Tax allocation reserve, allocated 2024	120	–
Tax allocation reserve, allocated 2023	100	100
Accumulated additional depreciation	1	1
<b>Total untaxed reserves</b>	<b>221</b>	<b>101</b>

**58 Contingent liabilities and pledged assets**

SEK M	2024	2023
<i>Contingent liabilities</i>		
Pension obligations	0	0
Guarantees and other contingent liabilities	6,092	7,462
<b>Total</b>	<b>6,092</b>	<b>7,462</b>
Of which, on behalf of Trelleborg Treasury AB	5,326	6,687
Of which, on behalf of other subsidiaries	764	762
Of which, to credit institution	2	13

The Parent Company has issued guarantees for the subsidiary Trelleborg Treasury AB's operation. Of the obligations under these guarantees, direct loans accounted for SEK 5,169 M (6,581), the fair value of derivative instruments for SEK 157 M (106) and other contingent liabilities for SEK 0 M (0) on the closing date.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



# Proposed treatment of unappropriated earnings

The Board of Directors proposes that the profit brought forward from the preceding year, SEK 000s

and net profit for the year, SEK 000s

<b>Total, SEK 000s</b>	<b>18,665,649</b>
------------------------	-------------------

be distributed in the following manner:

**Dividend to shareholders of SEK 7.50 per share, SEK 000s**

balance to be carried forward, SEK 000s	1,743,397
---	-----------

<b>Total, SEK 000s</b>	<b>18,665,649</b>
------------------------	-------------------

April 28, 2025 is proposed as the record date for the right to a dividend.

The members of the Board are of the opinion that the proposed dividend is justifiable considering the demands on the Group's equity imposed by the type, scope and risks of the business and with regard to the Group's consolidation requirements, liquidity and overall position. The proposed dividend reduces the Group's equity/assets ratio from 68.7 percent to 67.8 percent and the Parent Company's equity/assets ratio from 57.5 percent to 55.6 percent, calculated on December 31, 2024.

The Board of Directors and President affirm that the consolidated accounts have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and provide a true and fair view of the Group's profit and financial position. The Annual Report has been prepared in accordance with the generally accepted accounting policies and provides a true and fair view of the Parent Company's profit and financial position.

The statutory Board of Directors' Report for the Group and the Parent Company provides a true and fair overview of the development of the Group's and Parent Company's operations, profit and financial position and describes significant risks and uncertainty factors faced by the Parent Company and the companies included in the Group.

Trelleborg, February 27, 2025

Signature on Swedish original

Johan Malmquist  
Chairman

Gunilla Fransson  
Board member

Monica Gimre  
Board member

Henrik Lange  
Board Member

Peter Nilsson  
Board member and  
President

Anne Mette Olesen  
Board member

Jan Ståhlberg  
Board member

Maria Eriksson  
Employee representative

Jimmy Faltin  
Employee representative

Lars Pettersson  
Employee representative

Our audit report was submitted on February 27, 2025.

Deloitte AB

Signature on Swedish original

Kent Åkerlund  
Authorized Public Accountant

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
» Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166





# Auditor's Report

To the general meeting of the shareholders of Trelleborg AB (publ), corporate identity number 556006-3421

## Report on the annual accounts and consolidated accounts

### Opinions

We have audited the annual accounts and consolidated accounts of Trelleborg AB (publ) for the financial year 1 January – 31 December 2024 except for the corporate governance report on pages 36–45, remuneration report on pages 46–47 and the sustainability reporting on pages 116–163. The annual accounts and consolidated accounts of the company are included on pages 5, 10–11, 13–15, 21–31 and 48–112, in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do not comprise the corporate governance report on pages 36–45, remuneration report on pages 46–47 and the sustainability reporting on pages 116–163.

The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the annual general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014/EU) Article 11.

### Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibility* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014/EU) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

### Key audit matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

### Valuation of goodwill

#### Risk description

As of 31 December 2024, Trelleborg AB (publ) accounts for goodwill in the consolidated balance sheet amounting to SEK 25,376 m. The value of the goodwill is dependent on future income and profitability in the cash-generating units, to which the goodwill refers, and is assessed for impairment at least once a year. Management bases its impairment test on several judgments and estimates, such as growth, EBIT development and cost of capital (WACC) as well as other complex circumstances. Incorrect judgments and estimates may have a significant impact on the group's result and financial position.

Management has not identified any need for impairment for any of the cash-generating units within the group.

For further information, please see note 17 where it is described how management has performed the impairment test together with important judgments and estimates.

#### Our audit procedures

Our audit included the following procedures, but was not limited to these:

- » Review and assessment of Trelleborg ABs' (publ) procedures and model for impairment tests of goodwill and evaluation of the reasonability of judgments and estimates made, that the procedures are consistently applied and that there is integrity in computations;
- » Verification of input data in calculations including information from business plans for the forecast period approved by the Board of Directors;
- » Test of head room for each cash generating unit by performing sensitivity analyses; and
- » Review of the completeness in relevant disclosures to the financial reports.

When performing some of the audit procedures above our valuation experts have been involved.

### Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and can be found on the pages 1–4, 6–9, 12, 16–20, 32–35, 116–163 and 165–169. The remuneration report on pages 46–47 also constitutes other information. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
» Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

**Responsibilities of the Board of Directors and the Managing Director**

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, the Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or have no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process.

**Auditor's responsibility**

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

An additional description of our responsibility for the audit of the annual report and consolidated accounts is available on the Swedish Inspectorate of Auditors website, [www.revisorsinspektionen.se/revisorsansvar](http://www.revisorsinspektionen.se/revisorsansvar). This description forms a part of the Auditor's Report.

**Report on other statutory and regulatory requirements****Opinions**

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Trelleborg AB (publ) for the financial year 1 January – 31 December 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the annual general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

**Basis for Opinions**

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's responsibility* section. We are inde-

pendent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

**Responsibilities of the Board of Directors and the Managing Director**

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfil the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

**Auditor's responsibility**

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- » has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- » in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

An additional description of our responsibility for the audit of the administration is available on the Swedish Inspectorate of Auditors website, [www.revisorsinspektionen.se/revisorsansvar](http://www.revisorsinspektionen.se/revisorsansvar). This description forms a part of the Auditor's Report.

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
Consolidated income statements	56
Consolidated balance sheets	60
Consolidated cash flow statements	64
Notes – Group	66
Parent Company	105
Proposed treatment of unappropriated earnings	112
Auditor's Report	113
Financial ten-year overview	166
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166

## The auditor's examination of the ESEF report Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the ESEF report) pursuant to Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528) for Trelleborg AB (publ) for the financial year 2024-01-01 – 2024-12-31.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the ESEF report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

### Basis for opinion

We have performed the examination in accordance with FAR's recommendation *RevR 18 Examination of the ESEF report*. Our responsibility under this recommendation is described in more detail in the *Auditor's responsibility* section. We are independent of Trelleborg AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the ESEF report in accordance with the Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the ESEF report without material misstatements, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the ESEF report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4a of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the ESEF report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the ESEF report.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the ESEF report has been

prepared in a format that enables uniform electronic reporting of the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the ESEF report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the ESEF report has been prepared in a valid XHTML format and a reconciliation of the ESEF report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the ESEF report have been marked with iXBRL in accordance with what follows from the ESEF regulation.

### The auditor's examination of the corporate governance statement

The Board of Directors is responsible for that the corporate governance statement on pages 36–45 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is conducted in accordance with FAR's recommendation *RevR 16 The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

Deloitte AB, 556271-5309, Stockholm, was appointed auditor of Trelleborg AB (publ) by the annual general meeting of shareholders on the 24 April 2024 and has been the auditor of the company since 27 April 2017.

Stockholm, February 27, 2025  
Deloitte AB

*Signature on Swedish original*

Kent Åkerlund  
Authorized public accountant



# Sustainability Report

- General disclosures ..... 117-127**
  - Reporting policies .....117
  - Governance of sustainability.....119
  - Value chain and stakeholder engagement.....123
  - Trelleborg's materiality assessment .....125
- Environmental disclosures..... 128-142**
  - Environment: Climate and energy.....129
  - Environment: Pollution .....138
  - Environment: Resource use and circularity .....140
- Social disclosures..... 143-155**
  - Social: Own workforce .....144
    - Own workforce: Health and safety.....146
    - Own workforce: Diversity .....148
  - Social: Workers in the value chain .....152
- Governance disclosures ..... 155-159**
  - Governance: Business conduct .....156
- EU Taxonomy .....160**
- Auditor's Assurance – Sustainability.....164**
- Multi-year overview Sustainability .....165**



CONTENTS

---

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# General disclosures



The opening general section of this Sustainability Report describes overall reporting principles, sustainability governance and the process and outcomes of the double materiality assessment.

## Reporting principles

The supporting documentation for the content of this 2024 Sustainability Report is an annual materiality assessment, prepared in accordance with the Global Reporting Initiative's guidelines. The assessment covers Trelleborg Group's activities and their effect across the value chain, and is conducted by Trelleborg in dialog with internal and external stakeholders.

The annual materiality assessment reflects and prioritizes Trelleborg's most important sustainability aspects from the internal and external perspectives. During 2024, the assessment was further adjusted, in terms of its structure and terminology, toward the type of double materiality assessment required under the EU Corporate Sustainability Reporting Directive (CSRD) and its European Sustainability Reporting Standards (ESRS). This assessment pertains to all material aspects of both Trelleborg's own activities and activities in the value chain that are associated with Trelleborg; refer to page 125.

This has resulted in a consolidated summary

of the reporting that pertains primarily to the Group's own activities. The report itself encompasses all of Trelleborg's production and non-production units that have employees and where ownership exceeds 50 percent. Companies acquired during the reporting year are included as of the date of acquisition, and reporting for entities that have been divested covers the part of the year when they belonged to Trelleborg. The only data that does not pertain to own operations are climate emissions from suppliers in the value chain (Scope 3), the circular content of materials purchased and the proportion of suppliers who stated that they are in compliance with the requirements of Trelleborg's Code of Conduct.

No information has been omitted from the report for reasons of confidentiality having to do with intellectual property rights, know-how or results of innovation. Unless otherwise stated, the data presented pertains to the 2024 calendar year. The preceding year's data (2023) is presented in parentheses.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
» General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Disclosures in relation to specific circumstances

### Value chain estimation

Certain estimates have been made concerning environmental data related to the value chain.

#### CO<sub>2</sub> data: Scope 2

The calculation of market-based CO<sub>2</sub> emissions from purchased electricity (Scope 2) is based on reported consumption data as well as market-based conversion factors from suppliers (attested by a certificate specifying the energy mix and net emissions delivered).

When such information is not available, national residual mix factors are used. If such factors are missing, national conversion factors from the International Energy Agency (IEA) 2022 version are used.

The calculations therefore comply with the principles for market-based emissions in Scope 2 as defined in the Greenhouse Gas Protocol, and are thus deemed to be reliable.

#### CO<sub>2</sub> data: Scope 3

Data from the value chain primarily concerns CO<sub>2</sub> emissions from the supply chain (Scope 3).

These emission estimates are based on reported spend or weight data for materials and services purchased. Furthermore, recognized standard values are used for emissions by weight or values for the respective purchased categories.

The degree of accuracy increases in cases where the weight data for purchased materials is used in the calculation alongside emission factors with

greater accuracy for the material category in question.

In the event that calculations for Scope 3 lack standard factors for emissions per metric ton or purchasing spend for a certain purchased material, the calculation is based on an average factor of emissions for Trelleborg's purchasing spend for the year, for similar materials.

In order to gradually improve the level of accuracy of calculations for Scope 3 emissions, Trelleborg will regularly update available established emission factors for purchased materials and raise the quality in the reporting of weight through close dialog with reporting units and specially targeted training initiatives.

Over the long term, supplier-specific data will be collected directly from the relevant material suppliers.

#### Circularity

Calculations of the content of circular materials is based on weight data for materials purchased. It should be noted that the weight of the materials that are used in production over a year is assumed to be the same as the weight of materials purchased during the year.

The majority of the data regarding the circular content of Trelleborg's purchased materials in the selected categories comes from internal reporting that is based on the weight of purchased materials and the proportion of bio-based and recycled materials according to the suppliers' specifications.

In some cases, established industry-specific standard factors are used for calculating the circular content. The resulting degree of accuracy in cases where industry-specific standard factors are used is deemed to be sufficient.

#### Waste

If waste is sent for external processing without the weight data being recorded internally, the weight that the supplier indicated in the invoice documentation is used.

#### Water and biodiversity

Trelleborg's operations in areas with high levels of water stress and great biological value, respectively, began to be surveyed in 2024 using two public databases: WWF Water Risk Filter and WWF Biodiversity Risk Filter.

The analyses were used together with Trelleborg's reported data for water consumption, as well as proximity to areas of key biological value, in order to

estimate the Group's exposure to risks associated with water use and biodiversity, as well as Trelleborg's potential negative impact on its surroundings in the context of these matters.

Despite the limitations to granularity in the aforementioned tools, the resulting degree of accuracy is deemed to be sufficient since Trelleborg's overall impact on water and biodiversity could be considered as limited with regard to its manufacturing processes.

The double materiality assessment will be continually updated in accordance with the outcome of the recurring surveys. For 2024 outcome relating to water and biodiversity, see the multi-year overview on page 165.

#### Sources of estimation and outcome uncertainty

The measurement uncertainty of the Scope 3 and circularity data based on the reported weight of purchased materials is relatively high.

The calculations for Scope 3 emissions and the proportion of circular materials depend on access to, and the quality of, the data from the supply chain. More precise calculations of emissions from purchased goods and services require relevant high-quality emission factors. The circular content of Trelleborg's purchased materials is based on the documentation that the supplier submits, and the local purchasing organization and heads of reporting that assess the reliability and relevance of the documentation collected.

Other reported quantitative metrics can be regarded as reliable as concerns their measurement.

#### Changes in sustainability information

Internally, sustainability governance was conducted in accordance with the Group's own division of the sustainability domain into three focus areas: Operations, Compliance and Social engagement.

In conjunction with the ongoing implementation of reporting based on the CSRD, Trelleborg has adapted the presentation in its annual report to the accepted framework for the three ESG areas: Environment, Social, and Governance. The transition to the new reporting framework has led to updates in the presentation of a number of key figures.

Trelleborg's previous Scope 2 climate target used a calculation based on the consumption of indirect energy and country-based standard factors for CO<sub>2</sub> emissions from IEA. This calculation tool related to electricity consumption took into account supplier-specific emission factors where available. Starting in 2024, Trelleborg reports Scope 2 emissions outcomes in accordance with the Greenhouse Gas Protocol. Market-based Scope 2 emissions are thus calculated with residual mix factors, as well as supplier-specific factors where available, and with IEA factors in all other cases. The historical values for Scope 2 that are found in the overview on page 165 have been updated in full accordance with the above.

Apart from a number of adjustments to definitions and calculations of the existing indicators, there has been a range of more significant changes in the area *Own workforce*, concerning primarily updated definitions of employees and non-employees (sub-contractors). Reviews of other definitions and calculations were initiated in 2024, with the ambition of adapting reporting to the forthcoming requirements in CSRD/ESRS.

#### Reporting errors in prior periods

As a rule, historical values are updated when identified errors amount to at least 5 percent of the Group total. For the 2023 reported values, an error in total water consumption was corrected from 454,481 m<sup>3</sup> to 473,623 m<sup>3</sup>. Additionally, the number of units certified under ISO 45001 for 2023 was adjusted from 40 to 44.

#### REPORTING IN ACCORDANCE WITH GRI STANDARDS

This Annual Report follows the Global Reporting Initiative Standards – Core option. Furthermore, this 2024 Annual Report (published in March 2025) is adapted to the sustainability reporting regulations in the Swedish Annual Accounts Act. The preceding Annual Report was published in March 2024.

A complete GRI Content Index can be downloaded from [www.trelleborg.com](http://www.trelleborg.com). The index includes the obligatory Management Approach Disclosures as well as descriptions of omitted data related to certain key figures.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166

### TIME HORIZONS

Trelleborg applies the following time horizons:

- » A short-term period is the period the company uses as the reporting period in its year-end financial statements, meaning one year.
- » A medium-term period is from one to five years from the end of the reporting period.
- » A long-term period is more than five years from the end of the reporting period.

For the preparation of this annual Sustainability Report, in January 2025 all units reported sustainability data for 2024 to the internal shared reporting system.



# Sustainability governance

## Roles of the Board of Directors and Group Management

### Composition and diversity of the Board

The composition, expertise, experience, independence and diversity of the Board of Directors and Group Management are shown in the presentations on pages 42–45.

These also show employee representatives with regard to Board members, and responsibility for monitoring, measurement and governance of Trelleborg's impacts, risks and opportunities.

### Areas of responsibility for the Board of Directors and Group Management

The Board of Directors is the highest instance for governance of sustainability matters. The Board approves the outcome of the double materiality assessment including focus areas, targets, Group policies and action plans that are linked to identified material impacts, risks and opportunities.

The Board's Audit Committee also receives regular updates regarding the work on the Group's sustainability reporting in the material focus areas that have been identified.

All focus areas identified in the double materiality assessment, whose results are approved by both Group Management and the Board, will be addressed with steering documents: either with Group policies or Group directives. The Board of Directors approves all Group policies. Group Management approves the steering documents that resemble Group policies but do not require Board approval, which in Trelleborg are called Group directives. The governing bodies' areas of responsibility for material sustainability matters must be clearly reflected in the relevant steering documents.

The Board of Director's role as the highest body in Trelleborg for governance of sustainability matters has been strengthened in recent years. From 2021, work on sustainability matters at Board level was expanded so that not only the Audit Committee but the entire Board continuously monitors the Group's performance by reviewing the development of the most significant indicators. This practice has been clearly facilitated as a result of the expansion of the sustainability content in the Group's interim reports starting in 2022. Additionally, the Board

routinely receives examples and case stories from Trelleborg's ongoing sustainability initiatives.

### Sustainability Council

Many of the day-to-day sustainability activities – with particular focus on identifying material sustainability matters and their impacts, risks and opportunities – take place at the Group level via a Sustainability Council, which was convened four times in 2024. Group Management, including the President, serves as a steering committee for the Sustainability Council.

The Sustainability Council contains internal competence for all sustainability matters that have so far been deemed material. Special expertise was engaged in 2024 for a materiality assessment of newer, potentially material sustainability matters, as well as for CSRD reporting issues.

When drafting the Group's sustainability targets, the Sustainability Council prepares the topics that have been deemed material and forwards proposals for the respective topics to Group Management, which subsequently decides on the proposed targets. Representatives from both Group staff functions and business areas who are on the Sustainability Council are responsible for pursuing issues linked to their areas of expertise.

### Operational sustainability work

Operational responsibility for sustainability initiatives, including proposals for relevant targets and actions, is also exercised through a number of existing cross-organizational groups with dedicated areas of responsibility (see diagram to the right). The cross-organizational groups operate in core areas such as compliance, chemicals and raw materials/circularity, as well as under the framework of the Group's Excellence activities with continual procedural improvements. All relevant cross-organizational groups are represented on the Sustainability Council.

The Group's business areas are themselves responsible for many of the operational sustainability activities in the operations. During the year, they routinely present their respective planning and follow-up in the area to Group Management for the

fulfillment of the Group's sustainability targets.

In line with this delegated responsibility at the business area level for achieving sustainability performance as well as data monitoring, sustainability controllers have been appointed in each business area to manage continual planning and follow-up. Each production site already has an environmental coordinator, energy coordinator and occupational health and safety officers.

The sustainability work is further supported by various types of local internal audits in the units, for example, within the framework of the occupational Safety@Work program and, starting in 2025, in the internal control procedures as well.

### Skills and expertise in sustainability matters

With regard to current and forthcoming EU legislation on sustainability reporting, Trelleborg's year was dominated by continued implementation of the first generation of double materiality assessment (refer to pages 125–127) under the legislation for mandatory sustainability reporting CSRD, and by continued development of regulations for the EU Taxonomy

(pages 160–163). Internal competence in a range of actual or potential material matters such as circularity and biodiversity was deepened during the year.

The expertise of the Board of Directors in the field of sustainability is described on pages 42–43. As a whole, Trelleborg's management can be considered as possessing the competence required to work with the material impacts, risks and opportunities that were identified in the double materiality assessment. The officers responsible for material sustainability matters (climate, circularity, diversity, etc.) report directly to the President, Senior Vice President General Counsel and Senior Vice President Group Communications & Human Resources, respectively.

A new function for technology and innovation – including circularity – was created in 2024 and includes Vice President Technology & Innovation, who reports directly to the President and CEO of Trelleborg, and Director Circularity & Material Innovation.

As mentioned, access during 2024 was available to both external consulting experts and internal cross-organizational teams for updates in specialist fields deemed to have actual or potential materiality.

### ORGANIZATION



### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Sustainability matters addressed by the Board of Directors and Group Management

## Board of Directors during the year

Ten scheduled Board meetings were held in 2024. Sustainability matters were discussed at all Board meetings; refer to the box on the right for details. Material sustainability matters and associated impacts, risks and opportunities are also addressed at Audit Committee meetings. Chief Financial Officer gives presentations at these meetings, as does Vice President Finance Special Projects, who is responsible for coordinating and preparing the Group ahead of reporting in accordance with the forthcoming CSRD/ESRS legislation.

As described above on page 119, the Board receives routine reports both on sustainability matters and selected indicators linked to sustainability in conjunction with the Group's quarterly reports. In addition, a customary annual review of the outcome in the sustainability area was carried out during 2025 in connection with the approval of the 2024 Annual Report. Risk reviews, which include sustainability risks, are conducted by the Board once per year.

Vice President Group Excellence & Sustainability and Vice President Risk Management & Environment give presentations to the Board on sustainability

matters and their impacts, risks and opportunities, including their links to the prevailing business model.

Examples of strategic matters associated with sustainability discussed by the Board during the past year (in addition to following up existing targets and activities) included proposals and ideas on forthcoming sustainability targets, how sustainability should be managed in conjunction with acquisitions, the increasing requirements for and legislation in sustainability reporting (CSRD and the Taxonomy) as well as the ongoing transition to renewable energy in the Group.

Focus during the year was also directed toward diversity, work environment and safety.

## Group Management during the year

Group Management, which has sustainability as a standing item on its agenda, met four times during the year. Vice President Group Excellence & Sustainability gives presentations on sustainability matters. The outcome of sustainability indicators and ongoing activities is reported and discussed at each meeting.

During 2024, this included issues such as the proposal for a new science-based target for CO<sub>2</sub> emissions and new targets for diversity and inclusion.

Focus was also on occupational health and safety and workplace safety matters within the framework of the occupational Safety@Work program. Group Management also discussed sustainability topics in the areas of product development and future polymers, energy efficiency measures and the transition to renewable energy sources at production units, as well as changes to the sustainability organization at Trelleborg.

In conjunction with the interim reports, the business areas present the outcome of the latest period, as well as commentary on material sustainability metrics, on a quarterly basis.

### SUSTAINABILITY MATTERS DURING THE YEAR – BOARD OF DIRECTORS

- » Updates to the review of reporting under the CSRD – routinely at every meeting.
- » Updates to key indicators in the areas of *Climate and energy, Resource use and circularity, Own workforce – Health and safety, Business conduct* – on a quarterly basis.
- » Overall updates for the sustainability area and all material matters – at one Board meeting.

### SUSTAINABILITY MATTERS DURING THE YEAR – GROUP MANAGEMENT

- » Updates in the areas of *Climate and energy, Resource use and circularity, Own workforce – Health and safety, Business conduct* – on a quarterly basis.
- » In-depth investigations concerning material matters – on a half-yearly basis.
- » Overall updates for the sustainability area and all material matters – at one Group Management meeting.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





## Sustainability related incentive schemes

One important step in Trelleborg's sustainability governance is linking variable remuneration to sustainability performance for senior executives. Including sustainability related targets is part of Trelleborg's principles for structuring remuneration to senior executives.

In the short-term incentive programs, 90 percent

of the remuneration is linked to financial targets and 10 percent to sustainability targets.

Regarding future long-term incentive programs, an evaluation is taking place as to whether these will also include sustainability targets.

The aim for the years ahead is to gradually link the variable remuneration to resolved material

sustainability indicators that have been defined to address the operation's material impacts, risks and opportunities in the double materiality assessment that will be carried out in conjunction with the transition to reporting under the EU's CSRD.

Decisions on the design of the incentive programs and on the adoption of the outcome are

taken by the Board, based on a proposal from the Remuneration Committee, and adopted by the company's Annual General Meeting. More information about the incentive programs is available on pages 46–49.

## Sustainability Due Diligence

Due diligence in the area of sustainability is the process whereby Trelleborg identifies, prevents, limits and reports actual and potential negative impacts on the environment and people as a result of its activities. It also pertains to the practices applied to changes in Trelleborg's strategy, business model, activities, business relationships, the context of acquisitions or divestments, and the company itself.

The core of this practice is how the different steps in the process identify and measure the negative impacts that arise or may arise due to Trelleborg's operations and that are directly linked to its activities, products and services, as well as its business relationships across the value chain.

### Due diligence in the area of environment

Due diligence related to environmental matters is an integral part of Trelleborg's compliance with environmental legislation, and is carried out in part via established procedures in the Chemicals Task Force (refer to page 139) and as part of the processes for internal control (read more on pages 40–41 and 122).

### Due diligence in the area of human rights

Ensuring respect for human rights in its own operations is a matter of course for Trelleborg, as described in the Group's Code of Conduct. The risk of internal shortcomings in this area is generally considered to be limited. Relevant human rights that are followed up with clear Zero breaches targets internally include freedom of association, no child or forced labor, no human trafficking and no discrimination.

There is zero tolerance for child and forced labor and human trafficking. The *2024 Modern Slavery, Forced Labor, Human Trafficking and Child Labor Statement* describes how Trelleborg addresses these risks in the value chain; read more on page 153.

As part of the internal due diligence process in human rights, all units must register identified cases of child or forced labor in the Group-wide reporting system. All reported cases must be investigated. No such cases have been reported in recent years.

To monitor human rights in the supply chain, Trelleborg has for many years had an established procedure for self-assessment based on the company's Code of Conduct, which a number of suppliers corresponding to 90 percent of the relevant purchasing spend must fill out (Supplier SAQ; read more on pages 152 and 154).

A due diligence framework was created in the supply chain during the year, based on the forthcoming Corporate Sustainability Due Diligence Directive (CSDDD); refer to page 154. Going forward, the ambition is to apply the same framework to internal operations as well, which would mean that the business units that are operating in countries where the analysis shows significant risk for crimes against human rights must be proactive in preventing the relevant risks.

Additionally, procedures for internal control will be further developed in 2025 and self-assessment forms that contain questions concerning human rights and conditions of employment may potentially be added; read more on page 122.

### Due diligence in the area of business conduct

Due diligence related to business conduct is a well-established procedure whose annual local reconciliation takes place mainly at the subsidiaries' annual general meetings.

This procedure is monitored at both the business area level, with the relevant key indicators being

reported on a quarterly basis, and at the Group level in conjunction with the annual reporting. Read more about Trelleborg's work with business conduct on pages 155–159.

## SUSTAINABILITY DUE DILIGENCE

Core elements of due diligence	Pages in the Annual Report
a) How due diligence is embedded in governance, strategy and business model.	Sustainability matters addressed by the Board and Group Management, page 120; Sustainability related incentive schemes, page 121; Material impacts, risks and opportunities, pages 125, 129, 138, 140, 144, 146, 148, 152, 156.
b) How engagement with affected stakeholders is conducted in all key steps of due diligence.	Sustainability matters addressed by the Board and Group Management, page 120; Stakeholder engagement, page 124; Description of the materiality assessment process, pages 126–127.
c) How negative impacts are identified and assessed.	Risk management and internal control over sustainability reporting, page 122; Description of the materiality assessment process, pages 126–127.
d) How actions are taken to address those negative impacts.	Pages 130 and 132 (climate); 139 (pollution); 141 (resource use and circularity); 147 (health and safety); 150 (diversity); 154 (workers in the value chain); 159 (business conduct).
e) How the effectiveness of these activities is followed up, and how this is communicated.	Pages 130 and 132 (climate); 139 (pollution); 141–142 (resource use and circularity); 147 (health and safety); 150–151 (diversity); 154 (workers in the value chain); 159 (business conduct).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Risk management and internal control over sustainability reporting

### Limited assurance of sustainability reporting

Since 2008, Trelleborg has had the same company that performs the Group's financial audit also conduct a third-party review of the Group's Sustainability Report with the aim of improving the underlying procedures, and the credibility and transparency of the key figures included. Over time, this third-party review has been deemed to improve data quality and reporting routines, and to have led to an increase in reporting expertise at Group level and in the reviewed entities.

The result of the review is regularly reported back to Group Management and the Board in connection with the approval procedures for the preceding year's Annual Report.

The auditor's review for 2024 is summarized in an assurance report for sustainability on page 164.

### Sustainability in internal control

During the year, efforts were strengthened to include sustainability in the responsibility of the Internal Control function, as well as an expansion of this responsibility for the purpose of further strengthening sustainability reporting and its data quality. The approach for the process review is the same as for the other seven processes previously covered by internal control. Refer to pages 40–41.

The first step in the initiative that was introduced in 2024 is a self-assessment for all reporting units, with questions linked to the following environmental areas: energy and climate, pollution, water, biodiversity, and resource use and circularity including waste.

As a next step in the first half of 2025, sustainability will be integrated into the Internal Control function's audits of the Group's units. In addition, the Internal Control function will also include the other

ESRS standards in the existing routines in order to increase data quality and ensure that material matters are followed up locally through relevant activities and procedures.

The purpose of the self-assessment is to ensure that all of Trelleborg's units have procedures and routines in place to guarantee that sustainability data that is reported on a quarterly, semi-annual and annual basis is reliable and relevant. The self-assessment linked to sustainability reporting routines is analogous to the existing internal control procedures and must be filled in at the same frequency as the other self-assessment forms – every quarter.

The self-assessments that were submitted on a quarterly basis in 2024 were audited by the Excellence and Sustainability Group function together with the Group's Internal Control function. The audit indicated a number of deficiencies in reporting procedures for some units, and a dialog was initiated with these in order to discuss actions.

The results of the self-assessments will be presented to the Board's Audit Committee once a more complete self-assessment procedure is in place.

### Risk management in sustainability reporting

Over time, it has become apparent that the overall Enterprise Risk Management (ERM)-based risk management initiatives in Trelleborg must be supplemented to fulfill the increasingly specific requirements for sustainability reporting. This will be further accentuated when EU legislation for sustainability reporting is introduced starting with the 2025 fiscal year.

To meet its own need – as well as those of its stakeholders – for a comprehensive sustainability

risk analysis, Trelleborg has already been working with various approaches and frameworks:

- » A continued Group-wide focus on ERM to analyze and cover classic Group-wide risk, based on respective weighing of outcome and likelihood; refer to pages 50–54 and Note 33, pages 101–104.
- » During the year, the financial risks that emerged in the double materiality assessment were also integrated into the ERM framework; refer to pages 50–54.
- » As of 2024, the sustainability analysis has been further supplemented by a sustainability risk assessment as part of the annually updated double materiality assessment (refer to pages 126–127).
- » Starting in 2024, the established ERM framework for climate-related physical risks has been supplemented with climate-related transition risks.
- » For Trelleborg's specific analysis of climate-related risks and opportunities under the guidelines in the Task Force on Climate-related Financial Disclosures (TCFD) framework, refer to pages 135–137. The climate scenarios used by Trelleborg are:
  - that society succeeds with the transition and keeping global warming below 2 °C, and
  - that society does not succeed with the transition and global warming is as high as 4 °C.

## CONTENTS

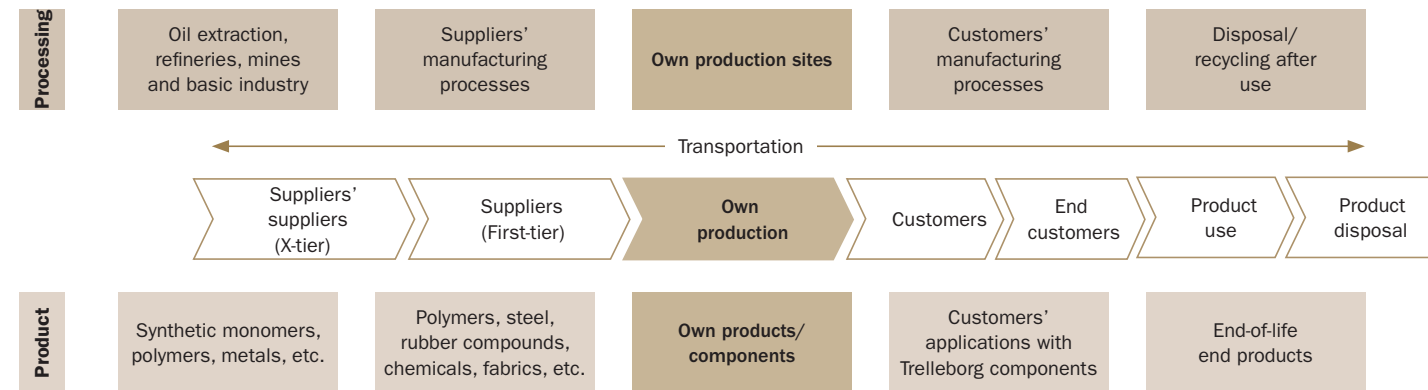
OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Value chain and stakeholder engagement

## Sustainability in strategy, business model and value chain

### TRELLEBORG'S VALUE CHAIN



#### Sustainability in business model and strategy

Trelleborg Group's business concept is to develop and offer engineered polymer solutions that meet customer requirements for critical applications in demanding environments. The core of Trelleborg's solutions is expertise in materials technology and in-depth knowledge of customer applications.

The principle value chain is presented in the diagram above. The different steps in the chain are largely the same for Trelleborg's three business areas. The differences are mainly in terms of materials, suppliers and products. Trelleborg has a diversified portfolio as regards both materials purchased and end products, which to some extent also involves a diversified production structure.

Trelleborg's double materiality assessment encompasses the entire value chain. The more detailed descriptions of the findings by area from the analysis, which are presented in the respective chapters of this report, also include where in the value chain the material impacts identified occur.

#### Raw materials

The principal raw materials in Trelleborg's industrial processes are polymers (rubber, plastics, composites), metal components, as well as additives comprising softening agents (oils) and filler materials such as

carbon black, and vulcanizing agents (sulfur, peroxides). Trelleborg's dependence on fossil-based materials entails a number of challenges; read more on pages 138–142.

#### Supply chain

There are some 20,000 suppliers in total, concentrated in Europe, North America and Asia. Purchasing is founded on a shared process, but is strongly decentralized to the operating units, in line with a similarly decentralized responsibility for results. Read more on page 20.

#### Own operations

The bulk of the Group's energy consumption – and thus its direct climate impact – is connected to fossil-fuel combustion for the production of steam (direct energy and emissions) and use of purchased electricity, steam and district heating.

Nevertheless, for many years Trelleborg has had a strategic focus on reducing emissions related to production, primarily from natural gas and fossil-based electricity. In addition, emissions from the value chain, which represent a significant portion of Trelleborg's total carbon emissions, are directly linked to the strategy. Read more on pages 129–130.

#### Solutions that promote sustainability

The immediate focus of the business concept, business model and strategy is on Trelleborg's main offering, which comprises polymer-based components for industrial applications and infrastructure projects, the automotive industry, solutions in health care and medicine, and sealing solutions.

Trelleborg's motto – *Protecting the essential* – includes the company's products and solutions protecting people, the environment, infrastructure and industrial equipment in various ways by reducing energy consumption via optimized friction in advanced sealing solutions, a continually increasing proportion of health and medical products, and a range of products and solutions that extend the useful life of various kinds of machinery and modes

#### No direct activity in or sales to the fossil-fuel sector

Trelleborg Group has no direct activity or sales in the sector for fossil fuels, refer also to the Taxonomy section on pages 160–163. Direct sales to this sector are therefore SEK 0 (0).

Trelleborg's indirect sales linked to the sector comprise mainly sales of components/solutions for handling liquefied natural gas (LNG). These solutions are critical for safe, flexible and efficient LNG transfer and transport. Revenue from these operations is less than 4 percent of total Group revenue.

of transport and protect the infrastructure of society.

Trelleborg's most important product categories, markets and industries are described on pages 16–19. Starting in April 2024, Trelleborg inaugurated a new business area: Trelleborg Medical Solutions; refer to pages 28–29. This also includes Baron Group, acquired in 2024, which develops silicone-based solutions for several medical applications.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Stakeholder engagement

## Trelleborg's key stakeholders

Trelleborg's key stakeholders are characterized by their interdependence and proximity to the company and its activities. Key stakeholder groups include employees, customers, suppliers, investors and shareholders, as well as society as a whole; refer to the figure.

The stakeholders that are directly affected or may be negatively impacted by operations comprise a key group, and from this perspective employees who are affected by or at risk of occupational injuries and ill health should be highlighted, as should workers in the value chain who may potentially be working under some type of unsatisfactory working conditions.

A growing area in the dialog surrounding Trelleborg's sustainability performance is questions and surveys from customers, in many cases forwarded by third-party companies and organizations.

Investors and shareholders continue to show an interest in Trelleborg's sustainability profile and the level of engagement from this stakeholder group with regards to questions and surveys remains high. Trelleborg answers a number of comprehensive sustainability surveys from established platforms,

such as CDP and EcoVadis, to evaluate the company's own and its suppliers' performance in the sustainability area.

The social interest to preserve the environment in the immediate physical vicinity of Trelleborg's units is monitored on a general level by several stakeholder segments that are included in the Society group: authorities through, for example, permits or regulations, environmental and sustainability organizations with various specialized focus areas, as well as researchers and students specializing in the environment or sustainability. All neighbors to Trelleborg's facilities, who could at least potentially experience the negative impacts of being located close to a manufacturing plant, are another such central stakeholder.

## Stakeholder engagement

Our stakeholders are showing engagement for Trelleborg's initiatives in social and environmental issues, as well as interest in how the Group is pursuing its sustainability initiatives. Stakeholder dialog is a powerful tool that provides an understanding of the impact of the operations and how Trelleborg can manage it.

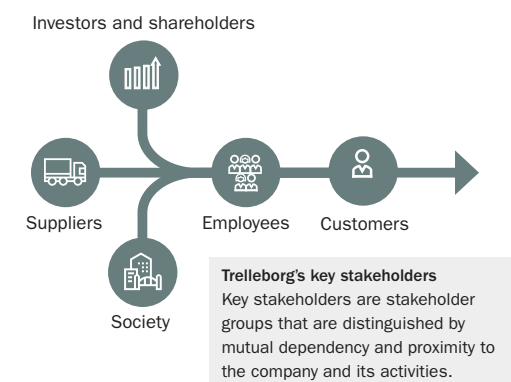
An overall aim of Trelleborg's annual reporting of sustainability matters is to provide all stakeholders with an accurate overview of the Group's activities, results/performance and commitments in the ESG areas of the environment and issues of social responsibility including health and safety, as well as business conduct and sustainability governance issues. Generally, sustainability matters have clearly received more space in the Group's interim reporting, and the dialog during the year has also primarily been marked by work focused on climate, circularity and social sustainability and some work on Board and compensation matters.

The direct dialog with stakeholders is managed primarily by the respective functions in the Group (Investor Relations, logistics, and communication, for example) and locally within the business areas, where stakeholder expectations and questions can be managed proactively while feedback is facilitated. This dialog is characterized by transparent and reliable communication in accordance with the principles in Trelleborg's Code of Conduct. Different stakeholders may have different focus areas and various interests related to sustainability, which makes it important for Trelleborg to learn about and

account for viewpoints from all groups.

Questions from dialog sessions, which are held both locally and centrally, are addressed in the Group's Sustainability Council (read more on page 119), where they are integrated into the double materiality assessment process. The results are presented, and then adopted, by Group Management and the Board of Directors. Read more about the double materiality assessment on pages 125–127.

## TRELLEBORG'S KEY STAKEHOLDERS



## STAKEHOLDER ENGAGEMENT 2024

Stakeholder group	How the dialog is organized	Purpose of the dialog	How the results are taken into account and impact materiality
<b>Employees</b>	Employee surveys and meetings; People, Engagement and Performance (PEP) reviews; function-specific working groups and committees. Read more on pages 144–145.	Create employee engagement, highlight employee insights, increase understanding of how employees value sustainability.	Trelleborg's employees are one of the most important stakeholder groups that have a significant impact on the company's sustainability activities. During the year, dialog focused primarily on issues associated with work environment and safety, climate and circularity.
<b>Customers</b>	Surveys and questionnaires, legal requirements linked to CBAM, EUDR, CSDDD/LkSG, ongoing dialog at the local level.	Create confidence in Trelleborg's sustainability initiatives, understand customer expectations of sustainability initiatives, help customers in achieving their sustainability targets, improve the customer offering.	Customers' interests encompass a broad number of sustainability topics, with a particular focus on climate, energy, circularity, biodiversity, human rights throughout the value chain and business conduct. All these concerns are integrated in Trelleborg's double materiality assessment.
<b>Suppliers</b>	Supplier meetings, webinars, Supplier SAQ, the CDP Supply Chain program, ongoing dialog at the local level. Read more on pages 153–154.	Promote Trelleborg's requirements for suppliers, deepen insights into suppliers' sustainability performance with a focus on Trelleborg's Code of Conduct.	The dialog with suppliers includes self-assessment based on Trelleborg's Code of Conduct (read more on page 154), data collection for Trelleborg's internal climate initiatives (Scope 3 – Purchased goods and services) and circularity, as well as supplier initiatives in innovation and technology.
<b>Investors and shareholders</b>	Quarterly conferences and meetings, surveys and questionnaires.	Increase transparency and trustworthiness, attract more investors and shareholders.	The topics that are deemed to be material for investors are taken into account in the double materiality assessment. During the year, investors showed particularly strong interest in Trelleborg's initiatives relating to climate, biodiversity, circularity, remuneration and adequate wages, governance, anti-corruption and sustainable financing.
<b>Society</b>	Local projects in social engagement, ongoing dialog at the local level, partnerships with universities and colleges.	Create understanding of the impact on neighboring communities from Trelleborg's production processes, strengthen employer branding.	Trelleborg is actively engaged in local communities wherever the Group operates. The focus is on promoting education and physical activity among children and young people as well as local environmental projects. Read more on page 24.

### TRELLEBORG AND THE UN GLOBAL COMPACT

Since 2007, Trelleborg has been affiliated with the UN Global Compact network, an initiative to promote responsible business practices in the areas of the environment, labor, human rights and anti-corruption.

### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Trelleborg's products, solutions and social activities contribute to the sustainable development of society, with reference to the UN SDG. Read more on [www.trelleborg.com](http://www.trelleborg.com).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Trelleborg's materiality assessment

Trelleborg's sustainability agenda is based on recurring materiality assessments that have been conducted since 2007. The company identifies and continually assesses the various perceived expectations from the stakeholder groups in order to focus its sustainability work on the most material matters and to ensure reliable and transparent communication. In 2024, the procedure was further developed in order to adapt to the forthcoming requirements in the CSRD.

## Material impacts, risks and opportunities

In the introduction to the respective subject areas under the reporting for *Environmental disclosures*, *Social disclosures* and *Governance disclosures*, Trelleborg describes all the impacts, risks and opportunities that are deemed material to the operations under the latest materiality assessment. The table below summarizes

all the material impacts, risks and opportunities, listed with an overview of relevant targets and outcomes, as well as page references to other parts of the report.

Material negative impacts and financial risks	Target	Outcome 2024	Pages in this Report
<b>Environment: Climate and energy</b>			
Negative impact	CO <sub>2</sub> emissions in Scope 1, 2 and 3, and total CO <sub>2</sub> emissions.	Reduction of absolute CO <sub>2</sub> emissions, with 50 percent in Scope 1 and 2, and 25 percent in Scope 3, from 2021 to 2030.	Pages 134 (CO <sub>2</sub> emissions); 135–137 (financial risk)
Financial risk	Financial effects of medium to long term material transition risks in taxes and fees linked to carbon emissions, and in sustainability reporting.	Achievement of targets will reduce the risk of significant taxes and fees linked to carbon emissions.	
<b>Environment: Pollution</b>			
Potential negative impact	Use of chemicals in production processes and end products.	Zero tolerance for violations of local environmental regulations.	1 environmental breach <sup>1</sup> Page 139
<b>Environment: Resource use and circularity</b>			
Negative impact	Impact from fossil-based materials and waste.	25 percent bio-based or recycled materials by the end of 2030.	Pages 141–142
Financial risk	Decreased sales as a result of fall in demand for products and materials that are fossil-based can become relevant in the medium to long term.	Achievement of targets will reduce the risk of decreased demand.	
<b>Social: Own workforce</b>			
Negative impact	Occupational injuries and accidents.	<1 LWC per 100 employees.	0.7 LWC per 100 employees Page 147
Financial risk	Limited opportunities to attract and retain female managers. The risk is deemed to be of importance over the medium to long term.	30 percent female people managers at management levels 1–5 by the end of 2030.	23% female managers at management levels 1–5 Pages 150–151
<b>Social: Workers in the value chain</b>			
Potential negative impact	Unsatisfactory work safety.	Self-assessment is to be conducted for suppliers corresponding to at least 90 percent of the purchasing spend.	90% Page 154
<b>Governance: Business conduct</b>			
Potential negative impact	Breaches of business conduct rules, anti-bribery and corruption legislation.	Zero tolerance for violations of business conduct regulations, anti-bribery and corruption legislation.	Zero business conduct breaches Page 159
Financial risk	Financial effects of confirmed violations of business conduct regulations, anti-bribery and corruption legislation. The risk is deemed to be of importance over the medium to long term.	Trainings on the Code of Conduct, anti-bribery and corruption as well as competition law must be taken by relevant target groups every three years.	87% for anti-corruption <sup>2</sup> 89% for competition <sup>2</sup> 93% for the Code of Conduct <sup>2</sup>
<b>Material financial opportunities</b>			<b>Pages in this Report</b>
Environment: Climate and energy	The share of energy-saving and emission-reducing products in Trelleborg's range is expected to increase.		Pages 16, 123, 138
Environment: Resource use and circularity	Increased sales and customer retention as a result of a greater proportion of circular content in products.		Pages 16, 123, 141–142

<sup>1</sup> Delayed control of coolants, with only marginal impact.

<sup>2</sup> Employees in relevant target groups (for Code of Conduct, all employees) must take the trainings in business conduct every three years. The trainings concerning anti-corruption and competition law were launched during 2024 in an updated format, and thus did not encompass the entire year.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Description of the materiality assessment process

Trelleborg has conducted several rounds of materiality assessments in the area of sustainability since 2007, primarily with the help of surveys and interviews of internal and external stakeholders. This is to ensure that the company's sustainability orientation matches the significance that Trelleborg's operations have for various stakeholder groups, and that its sustainability communications

actually meet perceived expectations.

The areas that weigh the heaviest in the outcome of the analysis have without exception been both a number of environmental topics that are important to the industry, such as climate and energy, hazardous chemicals management, circularity and waste, and topics linked to the health and safety of own workforce as well as diversity. Historically, expectations

of actions against corruption, bribery and anti-competitive behavior have also stood out as extremely important.

The latest materiality assessment has been expanded to encompass two central perspectives: impact materiality and financial materiality. The assessment was carried out with external support and direct participation from both the members of

the Sustainability Council (read more on page 119) and representatives from appropriate functions from other levels and parts of the organization. The process involved workshops and consultations and was completed in several steps; refer to the model below.

**1** In 2023, Trelleborg began an initial version of the assessment, which was carried out with an emphasis on describing the material negative impacts of the operations on the environment and people. In a working group, representatives from relevant Group staff and functions – Excellence and Sustainability, Finance, Human Resources and Legal – developed the first broad documentation for the process. The working group reviewed the impact of their respective function on people and the environment using a specially developed form with sub-topics including the environment, social responsibility and governance, all of which were divided into further sub-topics.

All sub-topics were analyzed, and the most material were selected and documented. Input from relevant external stakeholder groups (for example, questions brought up during the year in dialog with customers and investors, refer further to page 124) were integrated into the assessment. This continued effort took place in each business area, with the results being presented and evaluated in a range of workshops. This is the first version of the materiality assessment that primarily forms the basis for the 2024 sustainability report.

**2** The second step was carried out in 2024 with external support. The analysis from 2023 was expanded with the forthcoming 2025 reporting year in mind, which in Sweden will be the first year under the rules of the new EU legislation. The assessment of negative impacts that was developed during the first step in 2023 has been updated in close dialog with the business areas where needed. Moreover, Trelleborg's financial materiality (risks and opportunities) was analyzed, as were the positive impacts of the operations for people and the environment.

The analysis was conducted using customized forms, during workshops and in the respective business areas. Input from relevant external stakeholders was integrated during this phase as well.

Some of the results from making the analysis more in-depth included more comprehensive stakeholder engagement than in the preceding year, an overview of the impact of operations on people and the environment, and the establishment of material financial risks and opportunities. The assessment from 2024 was presented to the business areas in early 2025 and reconciled with the general risk assessment in accordance with Enterprise Risk Management (ERM), the Sustainability Council, Group Management and the Board of Directors.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



As described above, the consolidated results of Trelleborg's actual and potential impacts on people and the environment were updated late in 2024 in accordance with the new methodology. Based on the outcome of the initial assessment of negative impacts, in 2024 efforts were initiated to further integrate the material matters into the internal control and risk management Group functions (read more on pages 40–41, 50–54 and 122).

The materiality assessment that forms the basis of the 2024 report has thus been checked with the heads of sustainability from the business areas. The

results were presented to the Sustainability Council, Group Management (December 2023, updated December 2024) and the Board of Directors (February 2024 and January 2025).

Some parts of the updated materiality assessment that was carried out in 2024 have led to results that have already been commented on in the report for 2024, but as noted, the intent is to implement the majority of the assessment's findings and report on it for the 2025 reporting year.

The materiality assessment will be carried out yearly to the extent required to ensure that all

assessments remain relevant and up to date, and that the overall picture of Trelleborg's impact materiality and financial materiality is as complete as possible.

The various types of documentation that were used in the latest double materiality assessment are presented in the table below.

#### DOCUMENTATION FOR THE MATERIALITY ASSESSMENT

Area	Documentation
Climate and energy	For climate-related risks, Trelleborg's established risk management processes were used; read more on pages 50–51 and 53. The assessment of financial opportunities linked to the energy and climate area is based primarily on the awareness in the business areas of their products and solutions as well as their knowledge of their customers' needs.
Pollution	The primary data source for the assessments in <i>Pollution</i> is the inventory lists for chemicals that Trelleborg's production units maintain locally. One result of the latest assessment was that topics linked to Trelleborg's emissions of solvents, nitrogen oxides and sulfur oxides were not considered as being at material levels. Risks linked to <i>Pollution</i> are also included in the ERM procedure; read more on pages 50–51 and 53.
Water resources	The primary data source for the assessment of Trelleborg's impact on water resources in areas with high levels of water stress and negative impacts for biodiversity is analyses conducted using the WWF Water Risk Filter and WWF Biodiversity Risk Filter tools, refer to page 118. Risks associated with Trelleborg's potential negative impact in these areas are included in the ERM procedure; read more on pages 50–51 and 53. Neither area was deemed to be at a material level in the 2024 assessment. For 2024 outcome for water and biodiversity, see the multi-year overview on page 165.
Biodiversity and ecosystems	
Resource use and circularity	The assessment of financial opportunities linked to <i>Resource use and circularity</i> is based primarily on the business areas' expertise regarding products and solutions as well as customer needs.
Own workforce	Where data for complete assessment was missing, the assessment group worked under a hypothesis in 2023 that Trelleborg has a potential negative impact in certain issues (for example, adequate wages and pay gaps). Data collection commenced in 2024 in order to investigate this hypothesis. The results were integrated into the assessment in 2024; refer to pages 148 and 150. The assessment showed that issues linked to, for example, human rights and remuneration were not deemed to have impact or financial materiality for Trelleborg, but will remain a focus area in the Group's due diligence efforts; refer further to page 121.
Workers in the value chain	For risks linked to <i>Workers in the value chain</i> , an assessment that was conducted in 2024 was used for the purpose of surveying risks (work environment risks, child and forced labor, and so on) in Trelleborg's largest categories as well as in countries where the largest suppliers operate; refer further to page 121. In addition to this assessment, the documentation from the regular reporting linked to the Supplier SAQ – which encompasses suppliers corresponding to 90 percent of the relevant purchasing spend – was also used; read more on pages 152 and 154. Risks associated with workers in the value chain are also part of the ERM procedure; refer to pages 50–52.
Affected communities	The impact and financial materiality assessment linked to <i>Affected communities</i> and <i>Consumers and end-users</i> is based primarily on the business areas' knowledge of products and solutions, as well as of customers' applications. Risks associated with these areas are also included in the ERM procedure; read more on pages 50–51 and 53. None of these areas were deemed to be at a material level in the 2024 assessment.
Consumers and end-users	
Business conduct	The primary data source for the assessments in <i>Business conduct</i> is Trelleborg's Compliance Task Force, the Group's Legal and Compliance function and the internal control program (read more on pages 40–41), and reports that have come in through the Whistleblower channel. Risks associated with this area are also included in the ERM procedure; read more on pages 50–52.

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Environmental disclosures



The *Environmental Disclosures* section of this Sustainability Report describes Trelleborg's initiatives around material matters in the area concerning policies, actions, targets and outcomes for the year. The main issues are in climate and energy, pollution, and resource use and circularity. Some of the highlights of the year are listed below:

## SIGNIFICANT EVENTS IN 2024 – ENVIRONMENTAL DISCLOSURES

### Climate and energy

As regards the climate, Trelleborg achieved a 55-percent reduction in CO<sub>2</sub> emissions in Scope 1 and 2 compared with the base year 2021. The reduction is due to the increased share of purchased renewable/fossil-free electricity. Regarding Scope 3, Trelleborg improved data quality during the year. Read more about Trelleborg's science-based climate targets and outcomes for the year on pages 130 and 132.

The Group's total energy consumption decreased 4 percent year-on-year, primarily as a result of continued energy efficiency improvements. Read more about Trelleborg's efforts in Energy Excellence on pages 20 and 132, and transition plans for Scope 1 and 2 on page 130.

### Pollution

Trelleborg is working continuously to prevent pollution from own operations. Efforts at the Group level to further survey and systematize management of hazardous chemicals were initiated in 2024 and will continue in 2025.

### Resource use and circularity

Trelleborg's target is to achieve a level of 25 percent of bio-based and recycled materials by 2030. These efforts continued during the year, and in 2024 the Group achieved a level of 14 percent. Read more on pages 140–142.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
» Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





# Environment: Climate and energy

Climate issues are high on the agenda for Trelleborg, as they are for most industrial companies. Science-based climate targets have therefore been established, and significant results were already achieved during the first year of reporting, 2024.

## Material impacts, risks and opportunities

Trelleborg's impacts on the environment and people in the area of *Climate and energy* are linked primarily to CO<sub>2</sub> emissions from the use of fossil-based energy for own production processes, as well as CO<sub>2</sub> emissions from activities upstream in the value chain. Climate change remains a key issue on the global agenda, and over the medium and long term a risk for increased costs could emerge as a result of new climate-related national and international taxes and fees.

Through targeted initiatives and Group-wide programs for energy and climate efficiency, Trelleborg is pursuing active efforts to minimize the negative impacts and the financial risks in the area. The operation's exposure to climate-related risks is routinely evaluated using a resilience analysis, read more from page 135 onward.

	Affected parts of the value chain	Timeframe	Interaction with strategy and business model
<b>Material impacts in Climate and energy</b>			
CO <sub>2</sub> emissions in Scope 1, 2 and 3, and total CO <sub>2</sub> emissions.	Own operations and supply chain	Short – medium – long term	Overall, Trelleborg's type of industrial production and business model are energy-intensive. Own emissions (Scope 1 and 2), which are caused by the use of fossil-based energy and – above all – supply chain emissions (Scope 3, category 1) thus have <i>negative impacts</i> on climate change in society. Actions and resources aimed at reducing the company's negative climate impact through measures such as enhancing energy efficiency and the transition to renewable and fossil-free sources of energy are an integral part of Trelleborg's strategy.
<b>Material financial risks in Climate and energy</b>			
Financial effects of material transition risks in taxes and fees linked to carbon emissions, and in sustainability reporting.	Own operations	Medium – long term	Trelleborg addresses <i>material transition risks</i> related to increased climate-related taxes and fees as well as more stringent reporting requirements through strategic initiatives in reducing the climate impact of the operations throughout the value chain and improving the quality and coverage of internal reporting of energy and climate-related data, both for own operations and also the product side over time.
<b>Material financial opportunities in Climate and energy</b>			
The share of energy-saving and emission-reducing products in Trelleborg's range is expected to increase.	Customer chain	Short – medium – long term	Trelleborg's business strategy includes initiatives for innovative products and solutions that promote energy and climate efficiency among customers, which thus comprises a <i>financial opportunity</i> for the company.

## Description of the materiality assessment process

*Climate and energy* has historically been one of the most central issues on Trelleborg's sustainability agenda. The previous materiality assessments showed that both internal and external stakeholders believe that Trelleborg's initiatives in energy efficiency and reducing CO<sub>2</sub> emissions are crucial.

The latest assessment showed that this area

is material from three different perspectives: as a negative impact, a financial risk and a financial opportunity. This assessment is based on a close dialog with relevant Group functions (e.g. Excellence and Sustainability) and programs (e.g. Energy Excellence) as well as with the business areas and production units.

The perspective of the external stakeholders

has also been integrated into the assessment. During the year, a number of key stakeholders such as investors and customers showed strong interest in Trelleborg's initiatives in *Climate and energy*; read more on page 124.

A detailed analysis of physical and transition-related climate risks is presented from page 135 and onward.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Transition plan for climate change

Trelleborg protects the essential – this is a promise that also covers the Group’s sustainability efforts and solutions, which help improve the sustainability performance of customers’ products in various ways. Climate change mitigation is a priority area in Trelleborg’s comprehensive sustainability agenda. A strategic plan for transition to a sustainable operation has been developed in recent years and is directly linked to Trelleborg’s science-based climate targets, energy efficiency initiatives and increasing the proportion of renewable energy.

The transition plan below has been approved by Trelleborg’s Group Management and Board of

Directors. Read more about how the transition plan is being implemented on pages 22 and 132.

### Climate target in line with the Paris Agreement

A crucial milestone, from a decision-making perspective, in Trelleborg’s transition plan for achieving climate neutrality was the preparation of Trelleborg’s science-based climate targets for continued reduction of the operations’ carbon footprint, which were validated by the Science Based Target initiative (SBTi) in December 2023. The work toward these targets continues to be supplemented with a clear innovation focus on energy-saving and emission-reducing products and solutions.

Trelleborg’s science-based climate target for own CO<sub>2</sub> emissions in Scope 1 and 2 is a 50-percent absolute reduction by 2030, with 2021 as the base year. Trelleborg’s science based climate target for Scope 1 and 2 is aligned with limiting global warming to 1.5°C, in line with the Paris Agreement.

For Scope 3, the target is to reduce absolute CO<sub>2</sub> emissions from the category of *Purchased goods and services* by 25 percent by 2030, with 2021 as the base year. The target for Scope 3 is linked to the “well below 2°C” scenario.

By 2035, Trelleborg’s vision is to achieve net-zero emissions in its own operations.

### Actions and investments

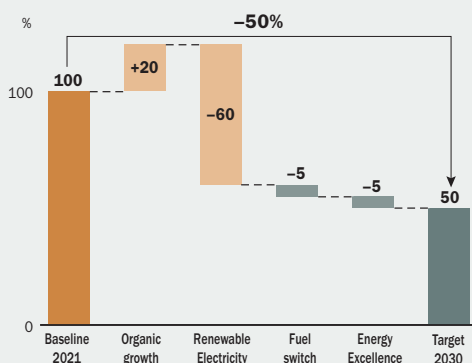
Actions for climate change mitigation and for drivers in the phase-out of fossil fuels are described below.

For Trelleborg’s climate-related capital expenditure and financing reported as Taxonomy-aligned CapEx, as well as plans for adapting the Group to Taxonomy criteria, refer to the 2024 Taxonomy Report on pages 160–163.

The transition plan is adapted to Trelleborg’s overall business strategy and financial planning, and is included in the operational implementation of the strategy as an integral part.

### SCOPE 1 AND 2

Natural gas is the dominant source of emissions in Scope 1. In particular, natural gas is used for steam generation in production. Purchased electricity dominates as an emission source in Scope 2, but purchased district heating and steam are also used. Over the period, organic growth is expected to generate an accumulated increase of approximately 20 percent of the base year value.

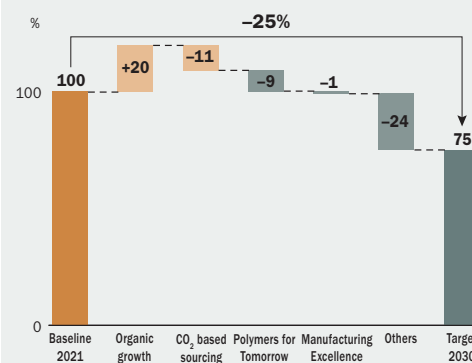


#### How the target will be achieved

- » Transition to an increased share of renewable/ fossil-free electricity – either through the purchase of certificates, or through direct agreements with electricity producers established in locations/countries with relevant electricity market structures – is expected to reduce emissions by 60 percent.
- » Transition from natural gas to renewable energy sources is expected to yield a reduction of approximately 5 percent.
- » Back in the early 2000s, Trelleborg launched an internal energy efficiency program, Energy Excellence, that is still ongoing within the framework of the Manufacturing Excellence program. Continual actions to improve energy efficiency at the facilities are being taken in line with the program, whereby further efficiency potential will be identified and measures implemented. Read more on pages 20 and 132.
- » Own production of renewable electricity, primarily via solar panels, is an action that has already been implemented at a number of plants. Investigations are in progress at additional production units.

### SCOPE 3

All potential Scope 3 emissions categories were analyzed in 2022 and 2023. A number of categories could be excluded because their CO<sub>2</sub> emissions were deemed to be negligible in the context, or close to zero. The *Purchased goods and services* category clearly dominates Trelleborg’s Scope 3 emissions (along the entire value chain) and, according to an analysis performed, corresponds to approximately 80 percent of the total Scope 3 emissions for the base year 2021. Over the period, organic growth is expected to generate an accumulated increase of approximately 20 percent of the base year value.



#### How the target will be achieved

- » Approximately 11 percent of Scope 3 emissions is expected to decrease through purchases of increasingly lower carbon intensity materials – a process in which preference is given to established suppliers that can demonstrate lower carbon intensity in their materials.
- » A broad collaboration is under way in the Polymers for Tomorrow program, between Trelleborg, suppliers and start-ups, to identify alternative materials with lower carbon emissions that could potentially enable a reduction of approximately 9 percent in Scope 3 emissions. Read more on pages 23 and 141.
- » Efforts at increasing efficiency in the production processes and to minimize waste are under way in Manufacturing Excellence, and could potentially reduce Scope 3 emissions by approximately 1 percent.
- » In general, Scope 3 emissions from purchased goods and services are expected to be reduced by 24 percent through a dedicated supplier program that is under development. This will have a focus on collaboration to ensure that suppliers have plans and processes in place to reduce their carbon emissions.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor’s Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Policy or similar steering documents

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

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>Group Environmental Policy</b>				
<p>Trelleborg's Environmental Policy indicates the Group's position in the area of <i>Environment</i>. The policy contains five key areas that reflect the key environmental topics for Trelleborg:</p> <ul style="list-style-type: none"> <li>» Energy and climate</li> <li>» Water</li> <li>» Biodiversity</li> <li>» Pollution</li> <li>» Circularity</li> </ul> <p>The policy describes the key principles of Trelleborg's strategy for managing the potential and actual negative impacts in these five areas.</p>	<p>Trelleborg aims to meet or exceed local environmental laws in all countries where it pursues operations.</p> <p>All significant production units will implement and maintain a certified environmental management system in accordance with ISO 14001.</p> <p>Environmental topics will be taken into account when constructing new buildings, or in conjunction with significant upgrades or additions to existing operations.</p> <p>Trelleborg will encourage external stakeholders such as suppliers, sub-suppliers and other business partners to adopt the principles in this policy.</p>	<p>Vice President Group Excellence &amp; Sustainability is responsible for issuing this policy and for implementing the sections of this policy pertaining to energy and climate, water, biodiversity and circularity.</p> <p>Vice President Risk Management &amp; Environment is responsible for implementing the section in this policy pertaining to pollution.</p> <p>Trelleborg's Group Function Heads, Business Area Presidents and Business Unit Presidents are responsible for the overall adherence to these policies within their respective areas of responsibility.</p>	<p>Applicable local laws and regulations where Trelleborg has its operations.</p> <p>Additional guidance on compliance with local laws and ordinances will be issued from time to time as annexes to this policy.</p> <p>The key stakeholders who are primarily affected by this policy are Trelleborg's employees, customers, suppliers, shareholders and local communities.</p> <p>The company will conduct an ongoing dialog with its stakeholders with the goal of ensuring that Trelleborg is exercising responsible citizenship and achieving success sustainably.</p>	<p>This policy will be part of induction training courses and ongoing training programs, and is published on the intranet page for policies.</p> <p>Vice President Group Excellence &amp; Sustainability or Vice President Risk Management &amp; Environment will provide further guidance on this policy or if breaches of the policy are suspected.</p> <p>Requests for clarification and inquiries from external stakeholders, including the media and analysts, should be addressed to Trelleborg Group Communications.</p>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## ★ Actions and resources

Actions linked to Trelleborg's Group Environmental Policy for *Climate and energy* are described below. These actions are presented according to driver for the phase-out of fossil fuels:

- » **Renewable electricity purchased** in own production facilities is an ongoing program that is intended to increase the proportion of renewable electricity in total electricity consumption. In 2023, the decision was made to maximize the proportion of renewable/fossil-free electricity during 2024. By focusing efforts on purchasing certified renewable/fossil-free electricity at the local production units, Trelleborg has drastically improved its energy mix.
- » **Energy Excellence program** is another initiative that is central to Trelleborg's climate initiatives. Energy Excellence is under way at all production units and is described on page 20. In 2024, additional activities were conducted as part of the Energy Excellence Boost project. Road maps for energy efficiency and CO<sub>2</sub> reductions were developed in this project.
- » **Own production of renewable electricity**, primarily via solar panels, is an action that has already been implemented at a number of plants, and investigations are in progress at additional production units.
- » **EXACT tool** is used to calculate and follow up on the initiatives in energy efficiency that are ongoing across the operation. Previously, the application was further developed with a new function that the units can use to calculate and accrue carbon savings. The tool provides effective support in Trelleborg's efforts in local efficiency projects, and promotes reduced CO<sub>2</sub> emissions.

## 🌐 Targets and outcomes

As mentioned above, Trelleborg has established science-based climate targets that have been validated by the Science Based Targets initiative; see more below and on page 130. These science-based climate targets were developed in close dialog with Trelleborg's management and internal experts. The climate targets have been approved by the Board.

- » **The target for own operations (Scope 1 and 2)** is to reduce CO<sub>2</sub> emissions by 50 percent in absolute terms by 2030, from the base year 2021. In 2024, Trelleborg achieved a reduction of 55 percent in Scope 1 and 2 emissions compared with the base year, or a reduction of 38 percent from the preceding year. The key factor behind the change for 2024 was the increased proportion of renewable/fossil-free electricity, refer to the left side of this page.
- » **For activities upstream in the value chain (Scope 3, Purchased goods and services)** the target is to reduce CO<sub>2</sub> emissions by 25 percent in absolute terms by 2030, from the base year 2021. During the year, Trelleborg established an internal framework for reporting activity data for the category *Purchased goods and services*. This work will continue in 2025 and further details will be presented in the upcoming reports.

Trelleborg's target for renewable/fossil-free electricity was developed with the intent of limiting Trelleborg's negative impact on the climate. In accordance with the Group's Environmental Policy, the target is intended to increase the proportion of renewable/fossil-free electricity to 80 percent by 2025. By gradually reducing the proportion of fossil fuels in direct and indirect energy consumption, Trelleborg is expected to clearly reduce its climate impact derived from its own operations.

### CLIMATE AND ENERGY

Target	Outcome 2024
-50% in Scope 1 and 2 in absolute terms from the base year 2021, by the end of 2030	-55% in Scope 1 and Scope 2 compared to the base year 2021
-25% in Scope 3, category <i>Purchased goods and services</i> , in absolute terms from the base year 2021, by the end of 2030	Internal reporting framework for activity data was established during the year

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166

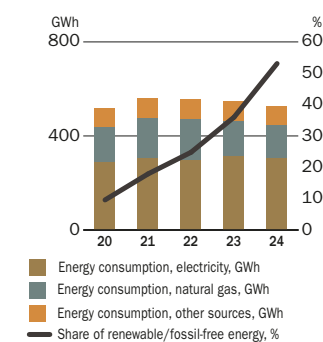


# Energy consumption and mix <sup>1</sup>

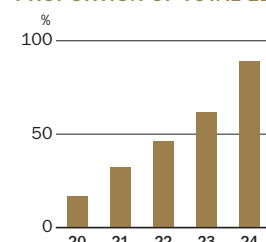
The table below summarizes the outcome of Trelleborg's energy consumption and energy mix for 2024.

Use of:	2024	2023	Change	Commentary
Natural gas, MWh	140,214	152,011		
Propane, MWh	12,584	12,210		
Oil, MWh	13,409	15,477		
Electricity from non-renewable sources, MWh	32,761	119,087		
District heating, steam from non-renewable sources, MWh	46,813	51,604		
<b>Total fossil energy consumption, MWh</b>	<b>245,781</b>	<b>350,389</b>	-30%	The decrease in the use of fossil energy is a direct result of the increased share of renewable and fossil-free electricity as well as local efficiency projects, including upgrades of production equipment.
Nuclear energy, MWh	21,104	25,220		
Electricity from renewable sources, MWh	252,287	168,401		
Biomass and biogas, MWh	308	406		
Consumption of self-generated renewable energy, MWh	4,518	3,147		
<b>Total consumption of renewable and fossil-free energy, MWh</b>	<b>278,217</b>	<b>197,174</b>	41%	The increase in the proportion of renewable/fossil-free energy is due primarily to the newly established procedure for purchase of certified renewable electricity. This proportion increased markedly – despite an acquisition that was completed during the year with a poorer energy mix than the rest of Trelleborg.
<b>Total energy consumption, MWh</b>	<b>523,998</b>	<b>547,563</b>	-4%	Total energy consumption is decreasing somewhat owing to a divestment completed at the end of 2023 as well as measures to enhance energy efficiency.
<i>Total energy consumption relative to sales, MWh/SEK M</i>	0.015	0.016	-6%	
<i>Share of fossil sources in total energy consumption, %</i>	47%	64%		
<i>Share of nuclear sources in total energy consumption, %</i>	4%	5%		
<i>Share of renewable sources in total energy consumption, %</i>	49%	31%		
<b>Share of renewable/fossil-free electricity of total electricity consumption, %</b>	<b>89%</b>	<b>62%</b>		The increase in the share of renewable/fossil-free electricity is due primarily to the newly established procedure for purchase of certified renewable electricity. This proportion increased markedly despite the acquisition of units with a poorer energy mix that was completed during the year.

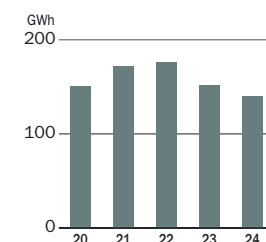
## ENERGY CONSUMPTION



## RENEWABLE/FOSSIL-FREE ELECTRICITY, PROPORTION OF TOTAL ELECTRICITY



## ENERGY CONSUMPTION, NATURAL GAS



<sup>1</sup> Data is collected at the company level by gathering information from invoices and energy measurement systems, or through documented assumptions. Regarding the use of energy measurement systems, the ambition is for all units to have a system for automatic collection of energy consumption data on site in the near future, as part of the Energy Excellence program; refer to pages 20 and 132.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166

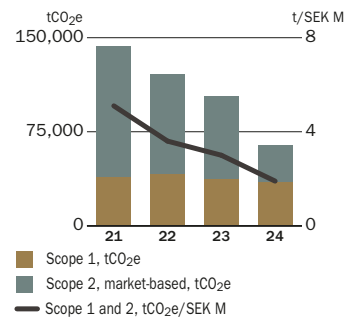


# CO<sub>2</sub> emissions in Scope 1, 2 and 3, and total CO<sub>2</sub> emissions <sup>1</sup>

The table below summarizes the outcome of Trelleborg's CO<sub>2</sub> emissions for 2024.

Emissions	2021, base year	2023	2024	Change against 2023	Commentary
<b>Scope 1</b>					
CO <sub>2</sub> emissions in Scope 1, tCO <sub>2</sub> e	38,976	37,235	34,424	-8%	The decrease in CO <sub>2</sub> emissions in Scope 1 was due primarily to the drop in consumption of fossil energy – including natural gas and oil – as a result of production equipment upgrades.
<b>Scope 2</b>					
Location-based CO <sub>2</sub> emissions in Scope 2, tCO <sub>2</sub> e	106,867	107,085	104,010	-3%	Location-based CO <sub>2</sub> emissions in Scope 2 declined somewhat as a result of the decrease in total energy consumption.
Market-based CO <sub>2</sub> emissions in Scope 2, tCO <sub>2</sub> e	104,479	65,601	29,567	-55%	The significant decrease in market-based CO <sub>2</sub> emissions in Scope 2 is due to the increased share of certified renewable electricity.
<b>Scope 3</b>					
CO <sub>2</sub> emissions in Scope 3, category 1: <i>Purchased goods and services</i> , tCO <sub>2</sub> e	-	-	800,000	-	The predominant category in Scope 3, <i>Purchased goods and services</i> , accounted for 80 percent of total emissions in the base year 2021. Since then, these emissions have decreased owing to improved emission factors and activity data, refer further to page 118. Since the implemented improvements to the data and factors have a significant impact on the calculations, in 2025 Trelleborg will correct the base year values for 2021 in accordance with the guidelines in SBTi.
<b>Total emissions</b>					
Total CO <sub>2</sub> emissions, location-based, tCO <sub>2</sub> e	-	-	938,434	-	Total market-based CO <sub>2</sub> emissions for 2024 were lower than total location-based CO <sub>2</sub> emissions owing to the increased share of renewable and fossil-free electricity.
Total CO <sub>2</sub> emissions, market-based, tCO <sub>2</sub> e	-	-	863,991	-	

## THE GROUP'S TOTAL CO<sub>2</sub> EMISSIONS, SCOPE 1 AND 2



<sup>1</sup> Scope 1 CO<sub>2</sub> emissions are calculated using fuel-specific emission factors from DEFRA. For the method of data collection and emission factors, refer to page 118. As regards the EU Emissions Trading Scheme and other relevant schemes, CO<sub>2</sub> emissions in Scope 1 from Trelleborg's production units were within the established national threshold values in 2024.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Resilience analysis and climate scenarios

The resilience analysis concerning the climate described in this section encompasses Trelleborg’s own operations, downstream in the supply chain and parts of the customer chain. The latest double materiality assessment showed that increased carbon taxes and other fees, as well as the ongoing tightening of climate-related regulations and reporting requirements, could all together entail material transition risks. Physical climate-related risks have long been an integral part of the company’s risk management process (read more about Trelleborg’s ERM processes on pages 50–54). In general, the physical risks are considered to be less material to the operations than the transition risks, but they are significant nonetheless. For these reasons, Trelleborg also needs to proactively transition to a more low-carbon and resilient business model.

An analysis of Trelleborg’s climate-related risks and opportunities including future climate scenarios with their respective financial impacts provides the basis for and variations of a potential future description for the Group to base its actions on.

Regulatory pressure is expected to increase over the medium and long term in all regions where Trelleborg operates, most clearly in the European Union. Trelleborg’s current target for reducing carbon emissions has been set for 2030, which is in line with the time horizons in the resilience analysis. Ongoing actions (pertaining to purchased and self-generated renewable electricity, and the Energy Excellence program) are described on page 132 and are expected to strengthen Trelleborg’s resilience. The resources that are required to efficiently implement

the actions are described on pages 130 and 132. Over the somewhat longer term, existing assets with locked-in greenhouse gas emissions such as natural gas-driven boilers will also be evaluated and could be replaced with more climate-efficient solutions.

The climate-related scenario analyses presented below have been designed in accordance with the guidelines in the Task Force on Climate-related Financial Disclosures (TCFD). A TCFD index is available at [www.trelleborg.com](http://www.trelleborg.com).

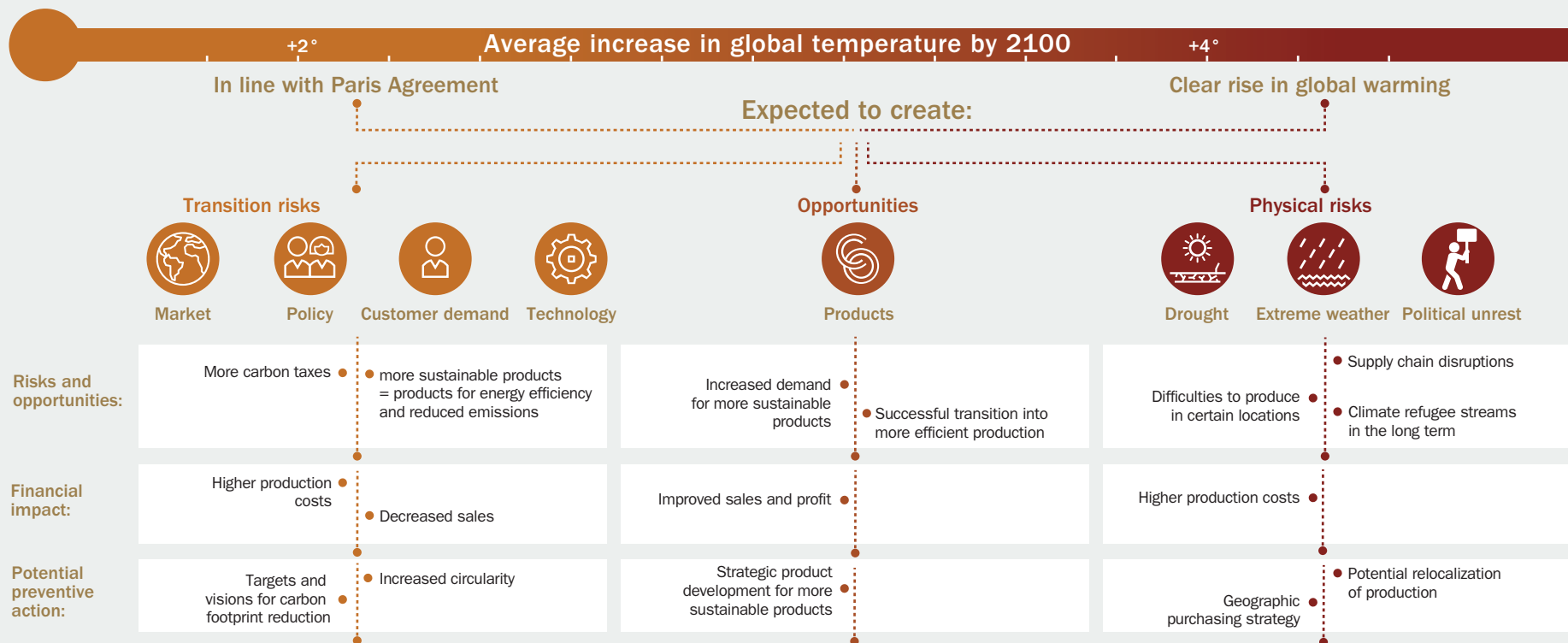
The analysis is developed further on an annual basis, most recently in connection with Trelleborg’s double materiality assessment conducted in 2023–2024, read more on pages 126–127.

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

» The analysis of both scenarios is based on two of the UN Intergovernmental Panel on Climate Change’s (IPCC) forecasts (Representative Concentration Pathways, RCP) on how carbon concentrations in the atmosphere may increase by 2100:

- A 2°C increase in average temperature means a limited increase in carbon concentration (RCP 2.6); whereas
- A 4°C increase in average temperature means a major increase (RCP 8.5).

## GRAPHIC SUMMARY OF THE 2024 SCENARIO ANALYSIS



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor’s Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Scenario analysis: two different scenarios

Climate-related risks and opportunities		+2°C increase in temperature (average)	+4°C increase in temperature (average)
		<p><b>Scenario 1: In line with the Paris Agreement (under 2°C)</b></p> <p>Rapid transition to low-carbon society. The climate impact of this scenario is based on the IPCC's RCP 2.6 scenario.</p> <p>The scenario is characterized by unification in international politics on transition, and halving total greenhouse gas emissions by 2050 is achieved successfully. Global warming limited to 2°C by 2100, which limits damage. Political decisions, taxes and regulations on carbon emissions are introduced. Large-scale renewable energy and technological improvements are introduced. Rapid transitions in community infrastructure take place.</p>	<p><b>Scenario 2: Clear rise in global warming (+4°C)</b></p> <p>Slow transition in society. The climate impact of this scenario is based on the IPCC's RCP 8.5 scenario.</p> <p>The scenario is characterized by the moderate tempo of political climate initiatives and cooperation and with cooperative difficulties internationally. Operations in society remain dependent on fossil fuels. Carbon emissions continue and result in a 4°C increase in the global temperature by 2100. Periods of drought, a clear rise in sea levels, more fires and cases of extreme weather, such as flooding, cause problems in themselves and lead to refugees flows.</p>
<i>Timeframe</i>		<i>Exposure and response</i>	<i>Exposure and response</i>
<b>Transition risks</b>			
Transition risks related to new reporting requirements in climate and sustainability.	Short term – current risk	<p><b>High risk</b></p> <p>Society's objective of limiting the increase in temperature to 2°C leads to stricter regulations and monitoring. The scope of carbon regulations and other sustainability reporting requirements can be expected to increase in different parts of the world.</p> <p>In this scenario, where states collaborate to limit climate change, a standardization of the various national or regional regulations could be likely over the long term, which could reduce costs for a company that operates internationally. The situation in this regard remains difficult to assess.</p>	<p><b>High risk</b></p> <p>A scenario in which the increase in temperature approaches 4°C and where it transpires that there is a lack of global political will to jointly limit climate risks through standardization of national regulations.</p> <p>For those parts of the Trelleborg Group that operate internationally, the situation is impacted by different reporting requirements prevailing in different regions, which leads to increased costs for regulatory compliance for the Group as a whole.</p>
Transition risks related to new carbon taxes and fees.	Medium term	<p><b>High risk</b></p> <p>With a +2°C target for society, carbon taxes and fees for the operations will increase and have an ever greater impact.</p> <p>At present in the Trelleborg Group, the risks are greatest for the Eurocentric operations since it is in this part of the world that developments in this direction are proceeding the most rapidly.</p>	<p><b>High risk</b></p> <p>The relative risk for increased carbon tax and fee-related costs would increase if the rest of the world followed the example of the EU over the long term.</p> <p>However, the organization is continuously increasing its preparedness for forthcoming climate regulations, as it is for hikes in raw materials price due to corresponding higher costs among suppliers. Monitoring political developments on an annual basis is becoming important.</p>
Transition risks related to changes in demand, with customers avoiding fossil materials.	Medium – long term	<p><b>Moderate risk</b></p> <p>Advanced customers in the aerospace, automotive and construction industries are already expressing demands on the products they purchase with regard to low-carbon content and recyclability, which – if they do not accept higher prices at the same time – could lead to pressure on profitability for Trelleborg.</p> <p>Decreased carbon footprint via Trelleborg's efforts toward achieving science-based climate targets and a net zero vision for own operations as well as actions for increased circularity are important and comprehensive changes that are ongoing in the company.</p>	<p><b>Low risk</b></p> <p>A scenario in which the increase in temperature approaches 4°C, with low demand for circular, climate and energy-efficient products and solutions, entails low financial risks for Trelleborg.</p>



### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





Climate-related risks and opportunities		+2°C increase in temperature (average)	+4°C increase in temperature (average)
	Timeframe	Exposure and response	Exposure and response
<b>Physical risks</b>			
Climate risks in some locations.	Long term	<p><b>Moderate risk</b></p> <p>Overall, physical climate-related risks are deemed to be moderate for Trelleborg. Some locations may be vulnerable to physical climate risks, but in total a 2°C increase in temperature would not entail any obviously material financial risks.</p> <p>The potential relocalization of production due to physical climate risks is made easier due to Trelleborg having production sites in various relevant parts of the world.</p>	<p><b>Moderate risk</b></p> <p>Physical climate risks could potentially spread to regions that were previously not high-risk zones in pace with temperatures increase by up to 4°C, which could lead to an increase in the following risks:</p> <p><i>Extreme weather</i> – climate change increases the frequency and intensity of extreme events such as hurricanes, flooding, drought and heat stress. This could lead to damage to society's infrastructure and functions, as well as fatalities.</p> <p><i>Migration</i> – when extreme weather becomes more common, it often compels people to move from their homes, temporarily or permanently depending on the severity of the events and what possibilities the afflicted areas have for recovery. For example, prolonged periods of drought could lead to the destruction of agricultural communities, and their inhabitants being forced to migrate in the search for better living conditions.</p>
Disruptions of the supply chain can be expected to increase going forward.	Medium term – Long term	<p><b>No risk, or limited risk</b></p> <p>No disruptions or limited disruptions of own production and the supply chain.</p>	<p><b>High risk</b></p> <p>Climate-related costs in the supply chain, via both taxes and duties, and any unplanned emission risk increasing material costs for Trelleborg.</p> <p>Even an increase of 4°C in the average temperature could lead to acute supply chain disruptions and thus entail financial risks for Trelleborg.</p> <p>Disruptions that occur – with associated delays and higher costs – will be negative for production and sales. They could also lead to a need for new suppliers, which leads to new costs in the form of supplier assessments. Frequent disruptions could impact reliability in deliveries and thereby customer confidence.</p> <p>The potential relocalization of production due to supply chain disruptions is made easier due to Trelleborg's production sites in various relevant parts of the world.</p>
<b>Opportunities</b>			
The share of energy-saving and emission-reducing products in Trelleborg's range is expected to increase.		<p>Trelleborg's innovative engineered solutions increase energy efficiency for both customers and end users, and also indirectly decreases their CO<sub>2</sub> emissions. Both larger markets and higher market shares are achievable opportunities, partly by increases in the use of recycled and bio-based raw materials, a development that is supported by the Group-wide Polymers for Tomorrow group to reduce the carbon content in Trelleborg's products and stay a step ahead of the competition. New materials and new technical solutions are being monitored.</p>	<p>Demand for the products in this scenario may be accompanied by a certain amount of lag compared with a +2°C scenario, but at present nothing indicates that this will not be a future need.</p>

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Environment: Pollution

Materiality in *Pollution* is primarily managed locally through compliance with laws and permits, and through remediation of historically polluted land at a small number of units. The clear decrease in exposure to solvents is worth noting.

## Material impacts, risks and opportunities

Trelleborg's impacts on the environment and people in *Pollution* are mainly related to local objectives and regulations managed by the respective production unit in coordination with the local environmental management system according to ISO 14001.

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

In general, Trelleborg is working systematically to minimize the potential negative impacts on the

environment and people that can be caused by the chemicals used in its production processes. One example of pollution that has been significantly reduced is emissions from the use of solvents for polymer coating and adhesion between materials. Solvents have long been regarded as substances whose use in operations is to be minimized. With the completed divestments in 2023 of Trelleborg Wheel Systems and Trelleborg Printing Blankets, exposure to solvents in the manufacture of products decreased markedly for Trelleborg and the current level can no longer be regarded as material.

	Affected parts of the value chain	Timeframe	Interaction with strategy and business model
<b>Potential material impacts in Pollution</b>			
Use of chemicals in production processes and end products.	Own operations	Short – medium – long term	The use of chemicals in Trelleborg's production processes entails a <i>potential negative impact</i> in <i>Pollution</i> . There have been continual efforts throughout the Group for many years to prevent the risk of unplanned emissions of chemicals.

## Description of the materiality assessment process

Trelleborg's impact on the environment and people, as well as financial risks linked to the company's use of chemicals was evaluated in the double materiality assessment that was carried out in 2023 and 2024; refer to pages 126–127. Both own operations and supply chain were included in the assessment.

The principal raw materials in Trelleborg's own industrial processes include polymers, rubber compounds, steel and webbing. Moreover, a number of chemicals are also used.

Trelleborg works continuously to ensure that its operations comply with relevant laws governing

chemicals, and to minimize the risk of unplanned emissions to soil, air and water. Efforts to establish and prevent potential negative impacts are carried out via internal programs, regular reporting and follow-up.

The production of suppliers could potentially be

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

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Policy or similar steering documents

Trelleborg's Group Environmental Policy, which also includes *Pollution*, is described in more detail on page 131.

Purpose and materiality	Scope	Responsible for implementation	Third-party standards and stakeholders	Availability
<b>Group Environmental Policy</b>				
Environmental Policy, refer to page 131.	Own operations	Vice President Risk Management & Environment is responsible for implementing the section of the Environmental Policy associated with pollution.	The section of the Environmental Policy concerning <i>Pollution</i> was developed with regard to relevant norms and regulations (the REACH legislation and others).	The Environmental Policy is available on Trelleborg's intranet and at <a href="http://www.trelleborg.com">www.trelleborg.com</a> .

## Actions and resources

- » **Global Chemical Task Force** is a Group-wide initiative in progress at all production units. As a chemical user, Trelleborg is affected by the EU REACH regulation. As part of the Global Chemical Task Force, both local work with REACH compliance and strategic work related to chemicals are being carried out at the Group level. During 2024, the Global Chemical Task Force provided support to local companies in chemical replacement projects, classification and reporting of used chemicals and generally with the follow up of European legislation pertaining to chemicals and the environment.
- » **Mapping initiatives at the Group level** oriented on further systematizing the management of hazardous chemicals were initiated in 2024 and will continue in 2025.

## Targets and outcomes

The target for *Pollution* is intended, in accordance with the Manufacturing Excellence program, to continuously (on an annual basis) prevent pollution caused by emissions to air, soil and water at all production facilities. Particular importance is placed on processes for preventing unplanned emissions.

Zero tolerance prevails for local deviations in the environmental domain such as breaches of environmental regulations, permits and similar local regulations.

The table to the right summarizes the outcome of key indicators in *Pollution* for 2024.

### POLLUTION

Key indicators	Target	Outcome 2024	Outcome 2023	Commentary
Compliance with environmental regulations	Zero tolerance	1	1	One breach occurred in 2024 – pertaining to delayed control of coolants at a production unit in Sweden. The total penalty amounted to SEK 55,000.
Number of unplanned emissions	Zero tolerance	0	0	All licensed operations are subject to local governance, also using ISO 14001 environmental management systems.
Environmental management system, number of certified units	–	71	68	At the end of 2024, 71 units (68) in continuing operations were certified under ISO 14001, corresponding to 64 percent (65) of all relevant units.
Remediation of contaminated soil, number of units	–	4	4	At the end of 2024, the remediation of contaminated soil was ongoing at 4 units (4). Another 11 facilities (11) are expected to require remediation, although the extent has not yet been determined. Provisions for environmental liabilities amounted to SEK 309 M (341). Trelleborg is also active as one of several parties in additional cases of remediation, although with marginal liability for costs.
Environmental studies	–	11	12	Environmental studies are conducted to assess and outline the environmental impact of the facilities and identify potential environmental liabilities for the company in question, often in connection with acquisitions or closures.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Environment: Resource use and circularity

Trelleborg is committed to finding the best and most sustainable materials for solutions for the applications of demanding industrial customers. The ambition is to be a sustainability leader in the industry, and increased circularity is an explicit objective.

## Material impacts, risks and opportunities

Trelleborg remains dependent on fossil-based non-circular raw materials such as various types of synthetic polymers and the filler material carbon black, which all together could generate a demand risk over the medium to long term since society as a whole wishes to reduce its dependence on fossil materials. More advanced and long-lasting industrial polymer applications with particular properties are naturally not a priority in society's materials transition since, in general, additional research and development is required to replace them or – as an initial step – recycle the material.

In addition, Trelleborg's engineered polymer solutions are based on premium performance and advanced

material know-how, making them difficult to replace in the short term. However, over the medium to long term the risk is considered to be substantial.

At the same time, the company's applications experts are working actively in each customer segment to identify even better materials for the solutions from a circularity and sustainability perspective, since increased sales resulting from greater use of circular materials is deemed to be a material financial opportunity in this area.

	Affected parts of the value chain	Timeframe	Interaction with strategy and business model
<b>Material impacts in Resource use and circularity</b>			
Low use of circular materials, high use of virgin fossil-based materials.	Own operations and supply chain	Short – medium – long term	Gradual reduction of Trelleborg's dependence on virgin fossil-based materials by increasing the share of bio-based and recycled materials is a prioritized area. This is an objective that the company is actively working on as part of the Polymers for Tomorrow program; refer further to pages 23 and 141.
Waste directed to incineration, landfill or other disposal.	Own operations	Short – medium – long term	Trelleborg's production processes generate waste. <i>Negative impacts</i> for the environment arise when Trelleborg's waste is sent for incineration, landfill or other disposal. The target in the Group-wide Manufacturing Excellence program is to continually reduce the amount of waste.
<b>Material financial risks in Resource use and circularity</b>			
Decreased sales as a result of fall in demand for products and materials that are fossil-based.	Customer chain	Medium – long term	Trelleborg addresses this <i>material financial risk</i> with the Polymers for Tomorrow program; read more on pages 23 and 141.
<b>Material financial opportunities in Resource use and circularity</b>			
Increased sales and customer retention as a result of a greater proportion of circular content in products.	Customer chain	Short – medium – long term	One clear <i>financial opportunity</i> in <i>Resource use and circularity</i> is increased sales and greater market shares as a result of a broader range of products with more circular content (increased share of bio-based and recycled materials).

## Description of the materiality assessment process

*Resource use and circularity* is material from three different perspectives: as a negative impact, a financial risk and a financial opportunity. This conclusion is based on the aggregated consolidated evaluation that was carried out during the latest materiality assessment. The practical initiatives in this domain are planned and implemented as part of the Polymers for Tomorrow program in an active collaboration

between the Group functions and Trelleborg's local operations. Read more on pages 23 and 141.

The double materiality assessment pertaining to circularity is built on close dialog, with the business areas having the opportunity to garner support for their respective assessments of the impact and financial materiality among relevant stakeholders. During the assessment, Trelleborg's production

processes were analyzed with regard to the possibility of replacing virgin fossil-based material with bio-based or recycled materials, and the possibility of increasing internal material recycling, thus further increasing the proportion of recycled input materials in production. The findings from the analysis were included in the final assessment.

The supply chain was reviewed in conjunction

with the materials assessment to identify material categories and suppliers with potential for increased circular content.

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

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Policy or similar steering documents

The Trelleborg Group's Environmental Policy governs efforts in *Resource use and circularity*, refer to page 131 for more detail on the policy.

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>Group Environmental Policy</b>				
Environmental Policy, refer to page 131.	Own operations	Vice President Group Excellence & Sustainability is responsible for implementing the section of the Environmental Policy associated with resource use and circularity.	The section of the Environmental Policy concerned with <i>Resource use and circularity</i> has been developed with regard to appropriate industry standards in a dialog with relevant internal stakeholders.	The Environmental Policy is available on Trelleborg's intranet and at <a href="http://www.trelleborg.com">www.trelleborg.com</a> .

## Actions and resources

- » **Polymers for Tomorrow**, a Group-wide program in progress at Trelleborg's own production units, is the company's most important forum for its efforts around circularity. The Polymers for Tomorrow program was launched in 2021 in order to systematically analyze the situation for Trelleborg's key raw material categories, and to plan increased use of low-carbon materials to achieve the target of 25 percent bio-based and recycled materials by 2030. In 2024, the Polymers for Tomorrow program took additional steps forward in defining the baseline and scope of the circularity target and developing a circularity roadmap. A structure for the internal reporting of relevant data was set up in the Group-wide reporting system.
- » **A new function for technology and innovation – including circularity** – was created in 2024 and includes Vice President Technology & Innovation, who reports directly to the President and CEO of Trelleborg, and Director Circularity & Material Innovation.
- » **Purchasing Excellence** is part of the Excellence framework; refer further to page 21. The program encompasses purchasing organizations at all production units. The role of the purchasing organization for circularity was emphasized during the year, with a particular focus on synergies among purchasing, R&D and product development. The reporting of circularity indicators related to purchasing activities has been initiated, and will be further developed in 2025.
- » **Manufacturing Excellence** is another key factor for Trelleborg's circularity initiatives. Continually reducing and recycling waste in production has long been a key factor in Trelleborg's efforts to improve resource efficiency. This is also indicated in the Group's Environmental Policy; see above. The vision for these efforts is to continually advance toward the objective of zero waste, and achieving a gradual annual reduction in all hazardous waste. Certain activities and local initiatives in the program lead to increased internal recycling of waste, and thus an increased share of recycled input materials that will be included in the circularity target going forward. Manufacturing Excellence is described in more detail on page 20.
- » **Strategic partnerships and collaborations** are identified and implemented not only centrally, but also locally at Trelleborg's various production units. For example, Trelleborg recently joined the Circular Rubber Platform, a network for materials innovation that is intended to bridge the existing gaps between industry and research centers, newly started companies and suppliers. Allocating certain resources to investigating materials and development collaborations with various organizations and suppliers is needed over the short and medium term in order to increase the share of bio-based/recycled material in Trelleborg's solutions as an investment in the ambition to be a sustainability leader in the industry. In the short term, however, new material alternatives may also increase raw material costs.

## Targets and outcomes

Trelleborg's target for bio-based and recycled materials under the Environmental Policy is to increase the use of circular materials. Trelleborg is to have 25 percent bio-based (bio-based virgin and bio-based recycled) and recycled materials by 2030. The target encompasses both purchased materials in selected categories.

Trelleborg's circularity target includes most of the direct materials categories, except for such materials for which proving the circular content is currently problematic.

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

In 2024, Trelleborg established a baseline for the circularity indicators. In this year's results, bio-based materials (for example, natural rubber) account for 60 percent and recycled/re-used materials (for example, steel) account for 40 percent.

### RESOURCE USE AND CIRCULARITY

Target	Outcome 2024
25% bio-based and recycled materials by the end of 2030	14%

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Key indicators for Resource use and circularity

### Resource inflows

Trelleborg's dependence on fossil-based materials entails a number of challenges. Finished rubber products are particularly difficult to recycle since during the vulcanization stage of the production process the rubber forms longer molecular chains that subsequently cannot easily be used as recycled raw materials.

Some advances have been made in recycling rubber products – rubber granules or rubber powder, usually made from ground-up end-of-life products, can be used to a limited extent for certain purposes in rubber compounds without impairing the properties of the end product. Moreover, carbon black can be

recycled in a pyrolysis process which involves heating up and processing primarily end-of-life rubber. In addition to carbon black, hydrogen, metals and oil are formed in the process.

In the area of process oils, trials with bio-based oils have shown promising progress in the effort to replace petroleum-based oils.

For textiles used, for example, in Trelleborg's solutions based on polymer-coated fabrics, discussions are ongoing with selected suppliers to use recycled petroleum-based or bio-based materials. In these cases, the CO<sub>2</sub> impact is also taken into account in the final choice of materials.

### Waste

Trelleborg reports two waste categories – hazardous and non-hazardous waste. Waste management methods must continuously be improved in order to minimize Trelleborg's negative impact on the environment from waste generation.

Continuously reducing and recycling waste in production has long been a key factor in Trelleborg's efforts to improve resource efficiency under its Manufacturing Excellence program. The vision for these efforts is to progress toward the target of Zero Waste, as well as a gradual annual reduction of all hazardous waste.

### Circularity indicators

The Group's circularity target, which is described in more detail on page 141, encompasses a number of categories in which it is possible to prove the circularity content.

The table below shows the proportion of bio-based and recycled materials out of the total weight of the materials in the selected categories.

The circularity indicators are reported on the assumption that the weight of purchased materials is comparable to the weight of materials used in production during the year.

### RESOURCE INFLOWS – CIRCULAR CONTENT IN SELECTED CATEGORIES

Weight of materials in selected categories	Outcome 2024		Commentary
	(metric tons)	Outcome 2024 (%)	
Total materials in selected categories	132,831	100	The categories in Trelleborg's circularity target include most of the direct materials categories, except for such materials for which proving the circular content is currently problematic.
Bio-based materials (purchased)	11,155	8	Bio-based materials are primarily natural rubber and fillers.
Recycled materials (purchased)	7,153	5	Re-used/recycled materials comprise primarily steel.
<b>Bio-based and recycled materials</b>	<b>18,308</b>	<b>14</b>	The proportion of bio-based, re-used and recycled materials, including materials that are recycled internally, is calculated based on the total weight of purchased materials in selected categories. The categorization of various materials as bio-based, re-used and recycled is based on documents from the respective suppliers; read more on page 118.

### WASTE – CATEGORIES AND TREATMENT METHODS

Type of waste treatment	Outcome 2024 (metric tons)			Outcome 2023 (metric tons)			Commentary
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	
Preparation for re-use	–	25	25	–	–	–	2024 is the first year that Trelleborg's production units reported the weight of waste that was prepared for re-use.
Material recycling – internal	–	1,344	1,344	4	153	157	
Material recycling – external	878	11,887	12,765	589	11,951	12,540	
Energy recovery	889	4,767	5,656	722	5,014	5,736	
<b>Total waste diverted from disposal</b>	<b>1,767</b>	<b>18,023</b>	<b>19,790</b>	<b>1,315</b>	<b>17,118</b>	<b>18,433</b>	Under Trelleborg's Group Environmental Policy, the share of waste that is diverted from disposal must continually increase.
Incineration	451	1,089	1,540	447	1,054	1,501	
Landfill	141	7,164	7,305	101	6,677	6,778	
Other	368	952	1,320	420	1,810	2,230	
<b>Total waste directed to disposal</b>	<b>960</b>	<b>9,205</b>	<b>10,165</b>	<b>968</b>	<b>9,541</b>	<b>10,509</b>	In accordance with Trelleborg's Group Environmental Policy, the proportion of waste that is directed to disposal must continually decrease.
<b>Total waste</b>	<b>2,727</b>	<b>27,228</b>	<b>29,955</b>	<b>2,283</b>	<b>26,659</b>	<b>28,942</b>	

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Social disclosures



The *Social Disclosures* section of this Sustainability Report describes Trelleborg’s initiatives around material matters in the area concerning policies, actions, targets and outcomes for the year. The main issues are in *Own workforce* and *Workers in the value chain*. Some of the highlights of the year are listed below:

## SIGNIFICANT EVENTS IN 2024 – SOCIAL DISCLOSURES

### Health and safety

Efforts in the multi-year Safety@Work program led to improvements in all health-related key indicators. In 2024, Trelleborg had 0.7 lost work cases (LWC) per 100 employees. Read more on page 147.

### Diversity

During the year, the number of diversity initiatives increased and the data collection process was improved. At the end of 2024, Trelleborg had 23 percent female people managers at levels 1–5. Read more on pages 150–151.

### Supply chain responsibility

The goal is to only work with suppliers who adhere to applicable sections of Trelleborg’s Code of Conduct. Reviews, including self-assessments, are to be completed with at least 90 percent of the reported relevant purchasing spend. The outcome for 2024 was 90 percent; read more on page 154.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
» Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor’s Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Social: Own workforce

Trelleborg works to provide its own workforce with a safe and secure workplace, and strives for diversity, equity, and inclusion in the organization. This is how the Group aims to continue attracting competent personnel.

## Material impacts, risks and opportunities

The entire area *Own workforce* relates to own operations and, in addition to own employees, also includes sub-contractors on issues relating to, for example, health and safety. Trelleborg's diversity and safety work is crucial to being an attractive employer and to the company's ability to attract and engage competent personnel.

Any breaches regarding workplace safety, development opportunities, human rights or other important issues in *Own workforce* entail potentially material risks linked to legal consequences and brand damage.

Accordingly, efforts in the areas of health and safety, diversity, training and development are a strategic priority.

During the latest double materiality assessment, *negative impacts in health and safety* (more on page 146) and *financial risks linked to diversity* (more on page 148) were identified. Human rights remain a central domain in Trelleborg's due diligence efforts, read more on page 121.

## Employee dialog

Trelleborg's employees are one of the company's key stakeholder groups. The employee dialog is held at various levels in the organization. It is continually in progress via a number of different channels, not only centrally but in the business areas as well; see more below.

Historically, the emphasis has been on material negative impacts for the company's own workforce and Trelleborg is actively engaged in Group-wide programs and actions to prevent and eliminate actual and potential negative impacts. Where appropriate, the dialog is held with employees via local workers' repre-

sentatives; read more on collective bargaining agreements and employee representation on page 145.

Trelleborg exercises zero tolerance toward all violations of human rights, which is also clearly stated in the company's Code of Conduct. Read more on pages 121 and 157.

## PROCESSES FOR CONTACT WITH OWN WORKFORCE

The following channels are used to create dialog with employees about actual and potential impacts associated with the operation:

- » Workplace meetings for the local group take place regularly across the company.
- » At individual level, all employees should have an ongoing dialog with their line manager on relevant current issues related to material risks and impacts, such as health and safety, development, diversity, etc.
- » The annual People, Engagement & Performance (PEP) reviews take place at a certain time each year between managers and employees, where important issues are raised, discussed and documented. Issues that were discussed in previous PEP reviews are also followed up on.

- » All relevant information about the PEP review process is published on Trelleborg's intranet.
- » All employees are encouraged to contact relevant managers/internal stakeholders as soon as a need arises. Depending on the issue, contact can take the form of participation, consultation or information.
- » For those interested, Trelleborg's President provides quarterly updates on the company's earnings, focus and development going forward.
- » The Group's Whistleblower system (the Trelleborg's Whistleblower Hotline, which is run by a third party) shall be used for reporting when employees have reason to suspect breaches of laws, human rights or the Code of Conduct. Possible breaches include corruption, fraud or discrimination.

Senior Vice President Group Communications & Human Resources is responsible for ensuring that this employee engagement takes place and that the outcomes are taken into account in the company's decisions.

Employee engagement takes place both directly with each respective employee, and indirectly via workers' representatives in union dialogs. Dialogs with union representatives follow national and regional practices. Read more about collective bargaining agreements and workers' representation on page 145.

The effectiveness of employee engagement is evaluated annually through a Group-wide *Engagement Survey*, with a high response rate (latest, 88 percent) for all employees, that evaluates their perception of factors such as leadership, communication, innovation and well-being in the organization both locally

and at Group level. The outcomes of the individual teams are evaluated and lead to improvement work in the local organization, and the aggregated results are presented on Trelleborg's intranet. Read more on page 24.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





## PROCESSES TO REMEDIATE NEGATIVE IMPACTS

The process of annual performance appraisals and employee surveys described above highlights important channels for locating and addressing any negative impacts of the operations for individual employees or for certain groups.

All of the Group's employees have the right to use the Whistleblower system without any repercus-

sions. All cases reported are investigated by Trelleborg's Senior Vice President General Counsel and Senior Vice President Group Communications & Human Resources, respectively, to ensure that relevant actions are taken where appropriate.

Trelleborg manages any negative impacts in accordance with local legal practices. Mechanisms

to ensure that employees know and trust the above procedures for raising concerns or needs and having them addressed are described in further detail on pages 157 and 159.

## Key indicators for Own workforce

### EMPLOYEES BY CONTRACT TYPE AND GENDER

At the end of the year, Trelleborg had a total of 15,895 employees. For the average number of employees (full-time equivalents) see Note 10 on page 75.

	Women	Men	Total
Number of permanent employees	5,190	10,160	15,350
Number of temporary employees	165	357	522
Number of non-guaranteed hours employees	8	15	23
<b>Total</b>	<b>5,363</b>	<b>10,532</b>	<b>15,895</b>

### SUB-CONTRACTORS

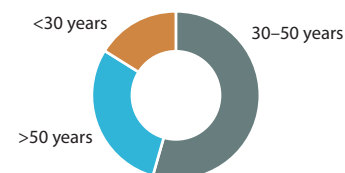
At the end of 2024, Trelleborg had a total of 887 sub-contractors employed by third-party companies (sole proprietors or staffing agencies). Most of these worked in the Group's production processes, and a smaller portion in administration. The definition of sub-contractors was updated in 2024; read more on page 118.

#### Collective bargaining agreements and union representation

Trelleborg's policy is to permit trade unions and the right to collective bargaining. No units are deemed to be at serious risk for victimization in this area. In China, however, certain restrictions related to freedom of association apply. At the end of 2024, 43 percent of all employees had collective bargaining agreements, and 46 percent were represented by employee representatives.

### DISTRIBUTION OF EMPLOYEES BY AGE GROUP

The majority of Trelleborg's employees belong to age groups 30–50 and 50+.



### EMPLOYEES IN THE LARGEST COUNTRIES, BY REGION

	Permanent employees	Temporary employees	Non-guaranteed hours employees	Total employees
<b>Europe</b>				
UK	1,579	15	0	1,594
Germany	1,116	98	13	1,227
Sweden	870	41	0	911
France	815	38	0	853
Rest of Europe	3,450	241	6	3,697
<b>Total</b>	<b>7,830</b>	<b>433</b>	<b>19</b>	<b>8,282</b>
<b>North and South America</b>				
US	3,162	21	2	3,185
Mexico	706	0	0	706
Other North and South America	107	0	0	107
<b>Total</b>	<b>3,975</b>	<b>21</b>	<b>2</b>	<b>3,998</b>
<b>Asia and Rest of the World</b>				
China	1,679	1	0	1,680
India	1,076	26	0	1,102
Other Asia and Rest of the World	790	41	2	833
<b>Total</b>	<b>3,545</b>	<b>68</b>	<b>2</b>	<b>3,615</b>
<b>Grand total</b>	<b>15,350</b>	<b>522</b>	<b>23</b>	<b>15,895</b>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Own workforce: Health and safety

Health and Safety is a priority domain for Trelleborg since the safety of its own workforce is fundamental. The vision is Zero Accidents, and the Group's Safety@Work program comprises a mainstay in these efforts.

## Material impacts, risks and opportunities

The health and safety of own workforce and insourced staff is considered fundamental and has always been a priority for Trelleborg. Industrial production of the kind Trelleborg conducts contains various types of occupational risks that the long-standing Manufacturing Excellence and Safety@Work programs (refer to pages 19–20) aim to prevent and minimize. The Group vision for *Health and Safety* is Zero Accidents, but statistics show that fatalities as well as serious and minor accidents have occurred historically, and that continuous prevention is therefore crucial.

Monitoring within the Safety@Work framework is performed via annual internal and external audits whereby the facilities are assessed on a scale in relation to the overarching target: a fully established safety culture in which all requirements and procedures are fully implemented in terms of occupational health and safety management, machine safety, ergonomics and accident follow-ups, with the aim of completely avoiding a recurrence of a certain type of incident. Progress in this area is monitored locally using a number of central indicators. The program includes both own employees and sub-contractors, without exception.

Affected parts of the value chain	Timeframe	Interaction with strategy and business model
<b>Material impacts in Own workforce: Health and safety</b>		
Occupational injuries and accidents.	Own employees and sub-contractors	Short – medium – long term
		Trelleborg's type of diversified industrial production entails a risk of occupational trips and falls, and accidents related to workplace equipment. The consequences of any accidents and other <i>negative impacts</i> for affected employees can be serious. For years, Trelleborg has been engaged in prevention with a Group-wide program Safety@Work, and with the Team up for Safety initiative.

## Policy or similar steering documents

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>Health &amp; Safety Directive</b>				
The Health & Safety Directive is a management declaration that emphasizes the importance of health and safety for Trelleborg. The directive points out the strategic importance of reducing occupational injuries and striving to achieve zero accidents. It sets out management's responsibility for this, how Trelleborg is determined to comply with all applicable laws and regulations, and continuously raise the bar for its safety measures toward achieving zero accidents. It defines clear expectations for safety at strategic level, without simply indicating that security is everyone's responsibility. Instead, it emphasizes leadership (executive management), implementation (operational management and production management) and, finally, employee commitment or compliance with established policies and procedures.	Trelleborg's Health & Safety Directive applies to all of Trelleborg's employees, sub-contractors and visitors to Trelleborg's manufacturing units.	The directive is issued by Trelleborg's Group Management and implemented by the company under the coordination of the manager of the Safety@Work program.	Trelleborg respects the International Labor Organization (ILO) Conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights.  Manufacturing units strive to comply with ISO 45001, the international standard for working environments.	The directive has been published on Trelleborg's intranet, and is included as part of induction training.  Clarification and inquiries from stakeholders are answered by Trelleborg Group Communications.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## ★ Actions and resources

**Safety@Work and its Team up for Safety initiative**, an integral part of the Manufacturing Excellence program, is intended to create a shared culture of safety and to prevent occupational accidents and injuries at all production units; refer further to page 20. In 2024, efforts in the Safety@Work program led to improvements in all health-related indicators.

During the year, Trelleborg strengthened its Safety@Work organization, including the steering committee for safety, with officers at the business unit level. Focus during the annual Safety Day, which took place in October 2024, was on safety topics at each local company.

Physical safety audits also continued in 2024. The audits were conducted at a total of 24 units. Particular focus was on machine safety, ergonomics, trips and falls and units with a large number of accidents.

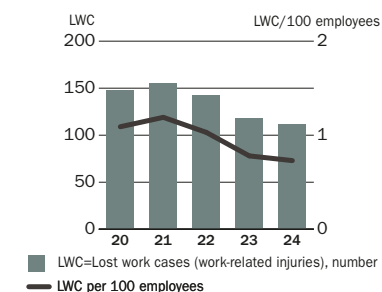
The Safety@Work program thus significantly reduces the negative impacts on employees that could arise from safety shortcomings in production processes.

## Key indicators for Health and Safety

Selected key indicators for *Health and Safety* that Trelleborg regularly monitors are presented in the table below. All occupational accidents are reported continuously, both for own employees and sub-contractors, as soon as they occur, in Trelleborg's internal Safety@Work tool. The number of accidents and their underlying causes are reported on a quarterly basis in the Group-wide reporting system.

Key indicators for Health and Safety	2024	2023	Commentary
Lost work cases (LWC) rate per 100 employees	0.7	0.8	Efforts in the multi-year Safety@Work program led to improvements in all health-related indicators, including LWC number and rate per 100 employees as well as the number of LWD.
Number of lost work cases (LWC)	112	118	
Number of work days lost due to occupational accidents (LWD)	3,871	3,867	
Number of fatalities	0	1	No fatalities in 2024. The fatality in 2023 concerned an employee and occurred in Taurage, Lithuania, resulting from a fall from height in conjunction with inventory-taking.
Share of production units with safety committees	84%	93%	84 percent (93) of the production facilities have a safety committee with representatives from both the employer and employees. The lower proportion in 2024 is due to a number of newly acquired units where local safety committees will be not in place until 2025.
Share of production units covered by the health and safety management system	40%	42%	At the end of 2024, 40 percent (42) of all relevant units were certified under ISO 45001, corresponding to 44 units (44).

### LWC



### LWC BY REGION



## 🎯 Targets and outcomes

The overall target in *Health and Safety* pertains to reducing the number of workplace accidents in accordance with the Health and Safety Directive: the number of accidents that lead to subsequent sickness leave – meaning that lost work cases (LWC) per 100 employees – must be <1 on an annual basis.

The target is based on the fact that occupational injuries and illnesses cause suffering for employees and their families, lead to inefficient operations and increase costs – undesirable effects that must be minimized. In 2024, efforts in the Safety@Work program led to continued improvements in all health-related indicators. Trelleborg will review and potentially revise the current target levels in 2025.

### HEALTH AND SAFETY

Target	Outcome 2024	Outcome 2023
<1 LWC per 100 employees	0.7 LWC per 100 employees	0.8 LWC per 100 employees

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Own workforce: Diversity

Diversity is desirable for many reasons, since it can lead to better market awareness, business decisions and innovation. In Trelleborg, a more balanced gender distribution and a broad variety of nationalities at management levels, among other factors, are regularly monitored.

## Material impacts, risks and opportunities

Diversity has many dimensions, of which gender, age, ethnicity and disability are among the most obvious. Trelleborg's efforts to strengthen diversity span all of these dimensions. In Trelleborg, diversity and inclusion have generally been seen as important elements in situations such as recruitment, training, evaluation, salary setting and succession planning.

The Diversity, Equity and Inclusion Directive was updated in 2023. The term 'equity', added at that time, aims to highlight the need to equalize differences in conditions, experiences and opportunities that may exist for individuals; read more on page 149. A training on avoiding unconscious bias is available to all employees on Trelleborg's intranet.

As for most engineering companies with industrial operations, there is a challenge for Trelleborg in achieving a more balanced gender distribution throughout the organization. These efforts are continuing at both the managerial and other levels (refer to page 150 for targets and outcomes).

Another basic rule is that the company's senior management and other managers should have local roots, which naturally leads to a diverse management of a company that operates in some 40 countries. See also pages 150–151.

	Affected parts of the value chain	Timeframe	Interaction with strategy and business model
<b>Material financial risks in Own workforce: Diversity</b>			
Limited opportunities to attract and retain female managers.	Own workforce	Medium – long term	In order to be an attractive employer, Trelleborg works actively to achieve a balanced, diversified workforce with regard to gender, ethnicity, nationality and age. Like most engineering companies with industrial operations, Trelleborg has a challenge in achieving a more balanced gender distribution. If no positive development occurs in this area over the long term, Trelleborg could face difficulties in attracting and retaining competence. The <i>financial risk</i> is addressed with targeted initiatives in recruitment processes, internal communication and training.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Policy or similar steering documents

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>People Policy</b>				
<p>Trelleborg's People Policy is based on the company's core values: customer focus, innovation, performance and responsibility.</p> <p>The policy reflects the company's commitment to its employees and what they can expect from the company.</p> <p>Trelleborg's People Policy covers the following areas:</p> <ul style="list-style-type: none"> <li>» Employer Branding</li> <li>» Diversity, equity, and inclusion</li> <li>» Remuneration and benefits</li> <li>» Learning and development</li> <li>» Performance management</li> </ul> <p>Material impacts and risks related to diversity are addressed in Trelleborg's People Policy.</p>	<p>Trelleborg's People Policy applies to all of the Group's employees and sub-contractors.</p>	<p>Senior Vice President Group Communications &amp; Human Resources is responsible for issuing this policy and for implementing its content.</p> <p>Trelleborg's Group Function Heads, Business Area Presidents and Business Unit Presidents are responsible for the overall adherence to the policy within their respective areas of authority.</p> <p>All of Trelleborg's employees are expected to comply with the principles of this policy.</p>	<p>The applicable local laws and regulations apply wherever Trelleborg operates.</p> <p>Trelleborg respects the ILO conventions, the OECD Guidelines for Multinational Enterprises and the Universal Declaration of Human Rights.</p>	<p>Trelleborg's People Policy is available on the Group's intranet. This policy is included in induction trainings and ongoing training programs.</p>
<b>Diversity, Equity and Inclusion Directive</b>				
<p>Trelleborg's Diversity, Equity and Inclusion Directive addresses discrimination and harassment, and promotes equal opportunities for all by describing a range of grounds for discrimination, such as ethnicity, color, gender, sexual orientation, gender identity, disability, age, religion, political opinion, nationality or social origin, and other forms of discrimination covered by EU and national legislation.</p> <p>In order to be an attractive employer, Trelleborg works actively to achieve a balanced, diversified workforce with regard to gender, ethnicity, nationality and age by reflecting the environment in which the Group operates in the best possible way.</p>	<p>This policy applies to Trelleborg's entire organization, to all of the people who work in the company, and covers all aspects of employment: employees, temporary employees and sub-contractors</p>	<p>The directive is issued by Trelleborg's Group Management and implemented by the company under the coordination of Senior Vice President Group Communications &amp; Human Resources.</p>	<p>In its human resources policies, Trelleborg respects the International Labor Organization (ILO) Conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights.</p>	<p>The directive is available on Trelleborg's intranet. This directive is included in induction trainings and ongoing training programs.</p>

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## ★ Actions and resources

All actions cover own operations and are ongoing throughout the Group.

- » **Diversity initiatives in recruiting managers** focus on ensuring processes for gender-neutral recruitment. Since 2024, the business areas' strategic plans include a section on targeted actions to increase diversity, equity and inclusion. The number of nationalities at management levels 1 through 5 comprise another key aspect of diversity initiatives linked to recruiting managers. Since Trelleborg believes in local management, the company has a broad base for a multicultural structure for management of the operation. The outcomes for 2024 are in line with previous years, which shows that Trelleborg's efforts in this area continue to be effective.
- » **Targeted initiatives that are intended to retain and further develop female managers** are in progress throughout the Group and encompass both women and men. These initiatives include customized trainings (for example, an e-learning on unconscious bias) and communication materials. The data collection process for the relevant indicators in the Group-wide reporting system was also developed further during the year for the

purpose of achieving more in-depth insights into and understanding of the domain for the Group. The management of Trelleborg should represent the company's global structure, in terms of nationality, gender and other diversity aspects. Measures that result in a balanced representation of women in senior positions are encouraged.

- » **Surveys of salaries throughout the Group** were initiated over the past year in order to further identify potentially relevant action areas in Trelleborg's diversity efforts. The initial Group-wide survey was conducted in the autumn of 2024 for the purpose of identifying any pay gaps. The survey is intended to strengthen Trelleborg's diversity initiatives and ensure that Trelleborg's employees in all parts of the operation receive equal pay for equal work. Further in-depth analyses of this field will be conducted in 2025.

## 🎯 Targets and outcomes

In the area of *Diversity*, the target is to increase the representation of female managers in accordance with the Diversity, Equity and Inclusion Directive: 30 percent female managers at management levels 1–5 in own operations by 2030. The target is based on the idea of gradually increasing the number of female managers to create a more inclusive and diverse organization, a challenge in an industry traditionally considered less attractive to women.

The target was set with the direct participation of internal stakeholders (from the Human Resources Steering Board – a forum for the HR staff function and HR functions from business areas) and with regard to business intelligence analysis of the industry both in Sweden and internationally.

In 2024, the proportion of female managers at management levels 1 to 5 increased to 23 percent, in part as a result of internal reorganizations.

### DIVERSITY

Target	Outcome 2024	Outcome 2023
30% female managers at management levels 1–5 by 2030	23% female managers at management levels 1–5	21% female managers at management levels 1–5

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Key indicators for Diversity

Selected key indicators for *Diversity* that Trelleborg regularly monitors are presented in the table below. Internal reporting, including all human resources statistics in *Own workforce*, has been further improved through strengthened internal review and clarified instructions.

### PERCENTAGE OF WOMEN

Trelleborg's strategic ambition is to increase the proportion of women throughout the Group, with a particular focus on management levels. The relevant key indicators in the area are shown below.

Percentage of women	2024	2023	Commentary
Board of Directors	43%	43%	The proportion of women on the Board in 2024 was at the same level as in the preceding year. Refer to page 39.
Group Management	29%	17%	The proportion of women in Group Management increased to 29 percent in conjunction with the formation of Trelleborg Medical Solutions, a new business area with a female business area president, in early 2024. Read more on pages 44–45.
Managers at management levels 1–5	23%	21%	The proportion of female managers at management levels 1 to 5 increased to 23 percent as a result of internal reorganizations.
Average number of female employees <sup>1</sup>	33%	32%	The percentage of women, average number, for 2024 remains at about the same level as in 2023.

### NUMBER OF NATIONALITIES

Local leadership is a success factor and is measured by the number of nationalities found among our managers. The number of nationalities at manager levels 1–5 was 45 at the end of 2024.

### WORK-RELATED INCIDENTS AND REPORTS

Cases of suspected discrimination, including harassment, are reported annually in Trelleborg's Group-wide reporting system and additionally via the Whistleblower function (read more on pages 157 and 159). The total number of incidents reviewed in 2024 was 8. No incidents led to penalties, fines or other legal consequences. Minor compensation was paid in one case reported in 2024 as remediation.

<sup>1</sup> Reporting of the number of men and women in own workforce on the closing date (headcounts) started in 2024; historical data is available for the average number of employees (full-time equivalents).

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Social: Workers in the value chain

Potential negative impacts for workers in the value chain is an area that is under development in such a way that the analysis has historically been limited, but going forward the risks will be assessed on the basis of both geographical and product criteria, and suppliers considered to pose a risk will be audited.

## Material impacts, risks and opportunities

Potential negative impacts as regards workers in the value chain are deemed to exist throughout the upstream value chain, and lie primarily in potential violations concerning pollution, work environment and human rights. The general impacts known previously are poor working conditions in certain locations globally, for example, in the production of latex and natural rubber.

To date, Trelleborg has only conducted a limited analysis of such existing and potential impacts of its

operations on workers in the value chain. At present, the negative impacts are deemed to be non-systematic. Firstly, it is the workers in the production stage of the supply chain who are deemed to be affected – factory workers, for example. The risk of negative impacts varies among different countries.

Trelleborg will regularly update its country-by-country risk assessment; refer further to page 154.

Affected parts of the value chain	Timeframes	Interaction with strategy and business model
<b>Potential material impacts in Workers in the value chain</b>		
Unsatisfactory work safety.	Supply chain	Short – medium – long term
The <i>potential negative impacts</i> that Trelleborg's operations could have on workers in the supply chain are taken into account in the Group's purchasing strategies, and form an integral part of the Purchasing Excellence program; refer further to page 154.		

## Policies or similar steering documents

The following policies and similar steering documents are applicable to *Workers in the value chain*:

- » **Code of Conduct** (page 157): Trelleborg's goal is to work only with suppliers who adopt applicable sections of Trelleborg's Code of Conduct such as respect for regulatory compliance, human rights, and environmental and product responsibility. See below and refer to page 157.
- » **Supplier SAQ**: Suppliers are audited in accordance with the above using a specific self-assessment form for suppliers: the Supplier SAQ, based on the Code of Conduct. The Supplier SAQ contains 16 questions covering a number of sustainability topics that are central to Trelleborg's supply chain, as well as a special section on child labor. Read more on page 154.
- » **Whistleblower Policy** (page 157): The Whistleblower function is also available to external stakeholders.

- » **2024 Modern Slavery, Forced Labor, Human Trafficking and Child Labor Statement**: Phenomena such as modern slavery, forced labor, human trafficking or child labor may not occur in Trelleborg's supply chain. An annual statement, signed by the President of Trelleborg, is published regularly on Trelleborg's website and is based on the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the California Transparency in Supply Chains Act (the current US standard) and activities prohibited under US Federal Acquisition Regulation 52.222-50(b).
- » **Natural Rubber Directive**: The directive addresses issues related to the sourcing of natural rubber with implications for human rights, working conditions, circularity, waste, biodiversity, nature conservation, anti-corruption and vulnerable populations. The directive is available at [www.trelleborg.com](http://www.trelleborg.com).

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





## Dialog with workers in the value chain

Trelleborg exercises zero tolerance for all breaches of human rights throughout the value chain. Workers in the supply chain are encouraged to report all suspi-

cions of violations via Trelleborg's Whistleblower channel, which is also accessible externally; see below and refer to page 157. Risks of unsatisfactory

working conditions among Trelleborg's suppliers are taken into account in the company's purchasing processes; refer further to page 154.

### PROCESSES FOR ENGAGING WITH WORKERS IN THE VALUE CHAIN

Engagement with workers in the value chain will take place via the Whistleblower function, either directly or through credible representatives, whenever the need arises. There is also a dedicated page on [www.trelleborg.com](http://www.trelleborg.com) for suppliers, with the opportunity to contact Trelleborg with relevant questions.

Vice President Group Excellence & Sustainability, also responsible for the Purchasing function, ensures that the results of these contacts are taken into account. The effectiveness of engagement with value chain workers and its outcomes are evaluated on a case-by-case basis locally – and also at Group level, where

appropriate. In 2025, Trelleborg will conduct an in-depth analysis of current and potential negative impacts in the operation's supply chain based on the geographical location, industry or sector, and risk group of its suppliers. The analysis is intended to provide a better understanding of the perspectives

of those workers in the supply chain who are at high risk of specific impacts. The possibility of using an external system for supplier assessments is being explored. Read more on page 154.

### PROCESSES TO REMEDIATE NEGATIVE IMPACTS

Trelleborg ensures that negative impacts are addressed by the respective employers, and that the supplier provides remediation to its employees where appropriate and necessary.

#### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## ★ Actions and resources

- » **Purchasing Excellence**, with its central role in Trelleborg's efforts in the supply chain, is strongly linked to the purchasing process and the purchasing organization. Established procedures and channels in Purchasing Excellence are used to ensure that Trelleborg's suppliers of direct and indirect materials respect the applicable laws regarding human rights, health and safety and other relevant areas. An important part of the ongoing program is supplier assessment and monitoring through the Supplier SAQ (see below and refer to page 152), focusing on issues related to human rights, health and safety, environmental management and social responsibility. The requirement is that a majority of the suppliers must comply with the appropriate parts of Trelleborg's Code of Conduct through the self-assessment that is to be repeated every five years. Unsatisfactory responses are investigated and followed up on, and remediation takes place where necessary. The proportion of audited suppliers is relatively stable. Potential negative impacts that Trelleborg may have on workers in the value chain and that are addressed by Purchasing Excellence via the Supplier SAQ could primarily be related to deficiencies in the work environment (for example, in chemical production).
- » **Supply chain due diligence framework**, including a more careful analysis of risks among direct suppliers, is under development. Development of the framework, which will also meet the requirements of the upcoming Corporate Sustainability Due Diligence Directive (CSDDD), began in 2024 and the initiative will continue in 2025, when more parts will be launched:

- 1 A comprehensive risk assessment based on the countries and industry segments where Trelleborg's suppliers operate.
- 2 In-depth analyses of individual suppliers based on purchasing spend, geographical location and industry/product category. The selection is planned for early 2025. The analyses will be carried out and evaluated by the purchasing organization using an external system. The next step will be to define additional actions (dialog with suppliers, support through action plans, potential visits and – as a last resort – termination of the relationship).  
  
In 2024, a pilot analysis was conducted where a self-assessment questionnaire with biodiversity-related questions was distributed to a selection of suppliers considered to operate in countries and industries with significant negative impacts on biodiversity. The pilot analysis evaluated the methodology and approach, and documented the potential for improvement, and the results of the evaluation will be integrated into the new framework.

By using in-depth supplier risk assessments, where the selection of suppliers is based on an overall risk mapping, Trelleborg will ensure that relevant negative impacts are identified and prevented, and that remediation takes place should the need arise.

- » **Membership in the Global Platform for Sustainable Natural Rubber.**  
In 2021, Trelleborg joined up with the efforts in the Global Platform for Sustainable Natural Rubber, an industry-wide initiative that is intended to lead the global improvement of socioeconomic and environmental performance in the value chain for natural rubber, with a particular focus on challenges such as deforestation and poor working conditions. Trelleborg has adopted rules in a Group directive pertaining to purchases of natural rubber, and contributed to strengthening the contact platform of this global initiative among smaller rubber growers with special local activities, see also page 152. The processing chain for natural rubber, from grower to Trelleborg's production facilities, is relatively long. Three to four stages is not unusual, although the distance varies depending on the country or continent. Trelleborg's dependence on natural rubber decreased significantly with the divestment of the Group's tire operation in 2023. Since a certain volume of natural rubber is still being used in production, the potential negative impacts for employees in the natural rubber chain remains a material issue for Trelleborg.

## 🎯 Targets and outcomes

The target is to manage material risks related to supply chain workers by only working with suppliers who comply with the applicable sections of Trelleborg's Code of Conduct. Audits with a special self-assessment for suppliers (Supplier SAQ) must be conducted annually for at least 90 percent of the reported relevant purchasing spend, which encompasses both new and established supplier relationships. The target is based on an assumption that 90 percent of the reported relevant purchasing spend represents the majority of the recurring supplier relationships, where there is potential for effective collaboration to prevent and minimize risks. The target was created in close dialog with the local purchasing organizations.

The outcome for 2024 was 90 percent (86). A number of targeted initiatives were carried out during the year in the purchasing organization, as well as newly acquired units, in order to ensure early compliance with Trelleborg's regulations. This work has led to an improvement in the area.

### WORKERS IN THE VALUE CHAIN

Target	Outcome 2024	Outcome 2023
Suppliers corresponding to >90 percent of the relevant purchasing spend must undergo self-assessment	90 percent of the relevant purchasing spend	86 percent of the relevant purchasing spend

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Governance disclosures

The *Governance Disclosures* section of this Sustainability Report describes Trelleborg's initiatives around material matters in the area concerning policies, actions, targets and outcomes for the year. The main issues are in *Business conduct*.

## SIGNIFICANT EVENTS IN 2024 – GOVERNANCE DISCLOSURES

### Business conduct

Zero tolerance applies to all types of bribery, corruption, cartels and other criminal and unethical behavior. In 2024, no confirmed cases of violations of the law were reported by any of Trelleborg's companies. Read more about Trelleborg's preventive work in business conduct on page 159.

### Code of Conduct

For the Code of Conduct, the target is for every employee to undergo training in the Code at least once every three years. This target was reached in 2024. Read more on page 159.

### Bribery, corruption and anti-competitive behavior

Trelleborg has a long history of training on issues related to bribery and corruption and competitive behavior and in 2024 these training packages continued to be updated according to new practices and legislation. This to further strengthen knowledge and awareness among employees of the area, which concerns preventing and managing incidents linked to business ethical behavior. Read more on page 159.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
» Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Governance: Business conduct

On the basis of the Group's Code of Conduct, Trelleborg pursues efforts around exemplary business conduct both internally and across the value chain based on compliance with laws, rules and international agreements.

## Material impacts, risks and opportunities

*Business conduct* is an area where even if the likelihood of serious incidents is low, the potential negative impacts can be highly significant if incidents do occur. Corruption and competition issues in particular are therefore high on the agenda for the Trelleborg Group. The risks are continuously reviewed and assessed for the entire Group, including all locations and processes.

Affected parts of the value chain	Timeframes	Interaction with strategy and business model
<b>Potential material impacts in Business conduct</b>		
Violations of business conduct rules, anti-bribery and corruption legislation.	Own operations, own workforce, supplier and customer chain	Short – medium – long term
Preventing <i>potential negative impacts</i> of any violations of anti-bribery, anti-corruption and competition legislation is an integral part of the efforts of the Group's Compliance Program; refer further to page 157.		
<b>Material financial risks in Business conduct</b>		
Financial effects of confirmed violations of business conduct regulations as well as anti-bribery and corruption legislation.	Own operations, own workforce	Medium – long term
Regulatory compliance has historically been a central domain in Trelleborg's business strategy. To prevent <i>financial risks</i> linked to violations of anti-bribery and corruption, and competition legislation, Trelleborg works proactively across its operations with measures including customized trainings.		

## Description of the materiality assessment process

*Business conduct* has historically been one of the most central areas for Trelleborg. Efforts to prevent and counteract undesirable behavior are pursued across the operation. Risks and potential negative impacts are routinely evaluated, including as part of the overall Enterprise Risk

Management (ERM)-based risk management initiatives; refer further to pages 50–54.

The process for the latest double materiality assessment involved representatives from Trelleborg's Group Legal and Compliance staff function, as well as the Compliance Task Force.

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Business conduct and corporate culture

Based on the central importance of *Business conduct*, Trelleborg applies a zero tolerance approach to all types of bribery and corruption, and consequently a Zero breach target when following up the number of incidents. As a listed company with global operations, Trelleborg falls under a broad set of laws, regulations and directives. Established policies and routines comprise the base of efforts for compliance in this area, which are supported by trainings and annual signed acceptance letters for relevant employees.

Compliance with laws and regulations is an ongoing and long-term commitment for Trelleborg, which is monitored by senior representatives from Group staff functions who meet regularly in a Compliance Task Force, a forum where information and communication on compliance initiatives are discussed from a broad perspective. In 2024, the Compliance Task Force held four meetings, addressing issues such as compliance, training, policies and directives, internal controls and data security.

The content of Trelleborg's Group-wide Compliance Program has been continuously developed and, in addition to issues related to competition law, also includes issues related to anti-corruption, export control and data security as well as professional behavior and business conduct. New elements aimed at achieving continuous improvements in the management of contracts have been steadily introduced into Trelleborg's Compliance Program.

Data on regulatory breaches (including fines) in the areas of bribery and corruption, the environment, human rights and labor-related grievances are reported twice a year by all Trelleborg companies in the Group-wide reporting system. The reported data is reviewed by business area controllers and Group Legal. Internal and external stakeholders are able, without the risk of suffering negative impacts, to report suspected violations via the Group's Whistleblower function, in accordance with the Whistleblower Policy that is described in the table below.

The general principle is that the investigators of reported incidents of bribery and corruption must be clearly separated from the chain of command involved in the case.

Policies related to *Business conduct*, and summaries thereof, are available to all employees on the Group's intranet and are covered by relevant training programs. The training programs are targeted at employees who operate in the areas where the risk of bribery, corruption and anti-competitive behavior is deemed to be greatest. The target groups encompass management positions as well as roles in administration, finance, human resources, legal, production, communication, purchasing, quality, sales and other relevant areas of responsibility.

## Policies or similar steering documents

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>Code of Conduct</b>				
Trelleborg's Code of Conduct is a central pillar of the internal sustainability work. The Code of Conduct guides the Group's policies and directives by containing rules and principles governing day-to-day activities related to human rights, business conduct and other relevant matters where there exist potential material negative impacts or risks. The Code of Conduct covers the following areas: » Compliance (anti-bribery and corruption; competition; human rights; suppliers and so on). » Resources (health and safety; fair employment practices; environmental responsibility). » Diversity (diversity and inclusion; non-discrimination). » Social engagement (supporting local communities; trustworthy communication).	Trelleborg's Code of Conduct applies to all Trelleborg employees in the way that Trelleborg conducts its business and interacts with external parties including customers. It also applies to Trelleborg's suppliers, agents, distributors and consultants through a requirement to adhere to the Code of Conduct.	Chairman of Trelleborg AB and President & CEO are responsible for issuing the Code. Trelleborg's Group Function Heads, Business Area Presidents and Business Unit Presidents are responsible for the overall adherence to the Code within their respective areas of authority.	Trelleborg's Code of Conduct and relevant Group policies and directives are based on internationally recognized conventions and guidelines, such as the UN Declaration of Human Rights, the ILO conventions, the OECD guidelines for multinational companies and the UN Global Compact.	Trelleborg's Code of Conduct is available on the Group Intranet and on <a href="http://www.trelleborg.com">www.trelleborg.com</a> .
<b>Whistleblower Policy</b>				
According to Trelleborg's Whistleblower Policy, every employee in the Group has the right, without fear of repercussion from anyone, to alert the designated Compliance Officers of any suspected criminal activity or seriously reproachable activity by any other group employee, including all superiors, officers and managers in the Group. It also sets out the roles and responsibilities within management of Whistleblower reports.	Trelleborg's Whistleblower Policy applies to all Trelleborg employees. The key stakeholders who are primarily impacted by this policy include Trelleborg's shareholders, directors, employees, customers, suppliers and agents.	President & CEO is responsible for issuing this policy and for implementing the sections of this policy. The Group's designated Compliance Officers are Senior Vice President Group Communications & Human Resources and Senior Vice President General Counsel respectively. Trelleborg's Group Function Heads, Business Area Presidents and Business Unit Presidents are responsible for the overall adherence to this policy within their respective areas of authority.	Applicable local laws and regulations where Trelleborg has its operations.	Trelleborg's Whistleblower Policy together with a summary contained in a Quick Guide can be found on the Group's intranet. In addition, there are posters about the Whistleblower hotline at operational sites.



### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
<b>Anti-Bribery and Corruption Policy, Competition Law Policy</b>				
<p><b>Trelleborg's Anti-Bribery and Corruption Policy</b> outlines key definitions and principles in the area of <i>Business conduct</i>. The purpose of the policy is to address material negative impacts and risks related to unethical or illegal business conduct.</p> <p>The policy covers anti-bribery and corruption, including recommendations on hospitality, entertainment and gifts.</p> <p><b>Competition Law Policy</b> describes how competition law has been established for the benefit of us all as consumers and with the purpose of creating a fair and equal playing field for all business operations, to do away with cartels and other unfair behavior and practices.</p> <p>The violation of competition law distorts competition, increases prices and disfavors legally operated businesses. Thus it is ultimately hurting us all as consumers and tax payers and therefore, in many countries violations of the competition law are serious criminal offences, comparable to e.g. fraud, embezzlement or theft.</p>	<p>Trelleborg's Anti-Bribery and Corruption Policy and Competition Law Policy apply to all Trelleborg Group companies and employees. It also applies to Trelleborg's suppliers, agents, distributors and consultants through a requirement to adhere to the policies.</p> <p>The key stakeholders who are primarily impacted by these policies include Trelleborg's shareholders, directors, employees, customers, suppliers and agents.</p>	<p>Senior Vice President General Counsel is responsible for issuing the Anti-Bribery and Corruption Policy and the Competition Law Policy, and for implementing the sections of these policies.</p> <p>Trelleborg's Group Function Heads, Business Area Presidents and Business Unit Presidents are responsible for the overall adherence to these policies within their respective areas of authority.</p>	<p>Applicable local laws and regulations where Trelleborg has its operations, as well as the UN Global Compact and the OECD guidelines for multinational companies.</p>	<p>Trelleborg's Anti-Bribery and Corruption Policy, and Competition Law Policy together with summaries contained in Quick Guides can be found on the Group's intranet.</p>

**Governance of Business conduct**

Group Legal is the oversight function for Bribery, Corruption and Competition. In that role Group Compliance, ultimately through Senior Vice President General Counsel, as head of Group Legal sets directions, defines policy and procedures. The decisions for changes and updates to direction and procedures lies with Group Management and CEO and for Policies with the Board of Directors. Trelleborg's Group function heads, business area Presidents and business unit Presidents are responsible for the overall adherence to the Code of Conduct and relevant business conduct policies within their respective areas of authority.

Management, middle management, and employees out in the field and on the factory floor are supported by Compliance Officers, which are appointed every year by each Group company to serve as a contact point for all compliance issues in their part of the business. To support them in these efforts, Compliance Officers undergo a special training program.

The Compliance Task Force is a Group forum comprising of relevant Trelleborg's Group function heads where updates and information is shared upon compliance topics. Group Compliance function, reporting to Senior Vice President General Counsel, is responsible for the Group's compliance program.

Main findings from legal reviews are reported to Group Management and business area Vice Presidents Finance and Business Control and the Audit Committee. The Audit Committee has oversight of business conduct and Whistleblower matters, and receives reports from Senior Vice President General Counsel and Vice President Internal Control report on investigations regarding breaches of business conduct policies and Whistleblower investigations. A report is made to the Board of Directors on material items, see more on page 120.

CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## ★ Actions and resources

In 2024, Trelleborg introduced an updated training package on issues related to bribery and corruption as well as competition law, to strengthen knowledge and awareness of the domain in order to prevent and manage allegations or incidents linked to business conduct. The trainings must be taken at least every three years by all managers and other employees who belong to specific target groups; refer to page 157. Classroom trainings were temporarily paused in 2024 in conjunction with the introduction of the updated training package in e-learning format (see below). The classroom trainings will be upgraded and reintroduced in a renewed format in 2025.

- » **Training in anti-bribery and corruption** was launched in an upgraded e-learning format in September 2024. The content covers a review of Trelleborg's Anti-Bribery and Corruption Policy and Whistleblower Policy (refer to page 157), relevant concepts, legal consequences of violations of the law, high-risk activities, risks in the area such as cash payments, gifts and entertainment, and contacts with government authorities.
- » **Training on competition issues** was launched in an upgraded e-learning format in April 2024. The training contains a review of Trelleborg's Competition Law Policy (refer to page 158), relevant concepts such as cartels and agents, legal consequences of violations of law, and other material matters.
- » **Training in the Code of Conduct** contains a review of all parts of the Code, and is targeted at all employees in the Group.

## Key indicators for Business conduct

All trainings in *Business conduct* are held in primarily e-learning format, and take approximately an hour to complete. All employees who belong to a target group must undergo training at least once every three years. The figures that are reported in the table to the right show outcomes at the end of 2024.

Another central indicator in *Business conduct* that Trelleborg monitors and reports is the number of incoming reports via the Whistleblower function. In 2024, 39 cases were reported via the available Whistleblower channels. Cases in 2024 concerned primarily areas such as health and safety and discrimination (read more about the discrimination cases that were reported during the year on page 151).

## 🎯 Targets and outcomes

- » **Zero tolerance** applies to all types of bribery, corruption, cartel activity and other criminal behavior. No confirmed cases of violations of laws had occurred at the end of the year.
- » For the **Code of Conduct** the target is for every employee to undergo training in the Code of Conduct at least once every three years. This target was reached in 2024.
- » For the areas of **bribery and corruption and anti-competitive behavior**, all employees in specific target groups (see page 157) must take customized trainings every three years, and the key figure is 90 percent at the end of the year. At the end of 2024, 87 percent of the target group for anti-bribery and corruption had undergone the training, while the outcome for the competition area was 89 percent, which is due to the fact that the trainings in the new e-learning format were available for only a limited period in 2024.

### BUSINESS CONDUCT

Target	Outcome 2024
Zero tolerance toward violations of business conduct regulations, anti-bribery and corruption legislation	0 reported cases
90% of employees to undergo training in the Code of Conduct	93% of employees
90% of the target group to undergo training in anti-bribery and corruption	87% of target group
90% of the target group to undergo training in competition law	89% of target group

### TRAININGS IN BUSINESS CONDUCT

	Target group – of whom, managers	
<b>Training in anti-bribery and corruption law</b>		
Total employees in the target group who must undergo the training	5,755	1,467
Number of employees who have undergone the training	4,983	1,294
<b>Percentage of employees in the target group who have undergone the training</b>	<b>87%</b>	<b>88%</b>
<b>Training in competition law</b>		
Total employees in the target group who must undergo the training	5,340	1,420
Number of employees who have undergone the training	4,751	1,300
<b>Percentage of employees in the target group who have undergone the training</b>	<b>89%</b>	<b>92%</b>
<b>Training in the Code of Conduct</b>		
Total employees who must undergo the training	15,895	
Number of employees who have undergone the training	14,729	
<b>Proportion of employees who have undergone the training</b>	<b>93%</b>	

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# EU Taxonomy

The EU Taxonomy is legislation in the form of a classification system of economic activities, intended to direct investments in a sustainable direction. Trelleborg has analyzed its operations according to the 2024 Taxonomy guidelines.

## Focus of the Taxonomy

2024 is the fourth fiscal year that Trelleborg and other manufacturing companies are to analyze and classify the operations eligible in accordance with the EU Taxonomy guidelines. In this reporting year, the environmental objectives addressed by the Taxonomy are:

- » Climate change mitigation (CCM)
- » Climate change adaptation (CCA)
- » Sustainable use and protection of water and marine resources (WTR)
- » Pollution prevention and control (PPC)

» Transition to a circular economy (CE)

» Protection and restoration of biodiversity and ecosystems (BIO)

It is important to note that Trelleborg is not exposed to the fossil gas or nuclear power sectors in any of the ways listed below.

## Trelleborg's 2024 analysis and reporting

For Trelleborg's analysis of its operations, the Group's business areas carried out a review of all of their operations during the year to see which activities are eligible and are aligned with the applicable Taxonomy

guidelines for reporting the proportion of income/sales (turnover), proportion of capital expenditure (CapEx) and proportion of operating expenditure (OpEx). The entire reporting process was further stabilized in 2024.

In addition, an initial technical analysis was begun with the operations that have the greatest sales of automotive and mobility components. The target of the investigation was to achieve alignment by confirming that all of the Taxonomy's environmental objectives had been met. This effort will continue in 2025.

## ACTIVITIES LINKED TO NUCLEAR POWER AND FOSSIL GAS

Line	Nuclear energy related activities	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
<b>Fossil gas-related activities</b>		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
» EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166





## Proportion of revenue/turnover

According to Trelleborg's analysis, the proportion of products or services in its Taxonomy-eligible activities in 2024 is 19 percent, and relates to the sale of automotive and mobility components. The share of non-eligible activities for the year is thus 81 percent.

Financial year 2024	Year	Substantial contribution criteria								DNSH criteria ("Does Not Significantly Harm")							Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) turnover, 2023 (18)	Category enabling activity (19)	Category transitional activity (20)
		Code (2)	Turnover (3)	Proportion of Turnover, 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Economic activities (1)		SEK M	%	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																				
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	N	0		
Of which enabling		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	N	0	E	
Of which transitional		0	0	N/EL						N	N	N	N	N	N	N	N	0		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL											
3.18 Manufacture of automotive and mobility components	CCM	6,493	19	EL	N/EL	N/EL	N/EL	N/EL	N/EL									19		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		6,493	19	19	-	-	-	-	-									19		
<b>A. Turnover of Taxonomy-eligible activities (A.1 + A.2)</b>		<b>6,493</b>	<b>19</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>									<b>19</b>		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
Turnover of Taxonomy-non-eligible activities		27,677	81																	
<b>Total</b>		<b>34,170<sup>1</sup></b>	<b>100</b>																	

<sup>1</sup> Turnover is taken from Trelleborg's 2024 income statement on page 57, and relates to continuing operations.

### PROPORTION OF TURNOVER/TOTAL TURNOVER

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	19%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Proportion of CapEx

The Taxonomy guidelines state what could be Taxonomy-eligible or Taxonomy-aligned in terms of proportion of investments. Within these activities or planned activities that are Taxonomy-eligible or will be Taxonomy-eligible in the future; in 2024, Trelleborg had CapEx related to the production of automotive and mobility components (3.18) amounting to approximately 6 percent of the Group's total CapEx.

For CapEx in energy efficiency that also results in a reduction in greenhouse gas emissions, where the objective of the CapEx itself is to be in equipment that is eligible or aligned with the Taxonomy guidelines, the

proportion amounted to about 19 percent. These CapEx relate primarily to environmental investments in local systems for electricity production using solar energy (4.1), electric vehicles and charging stations for electric vehicles (6.5), buildings with environmental certification (7.1) and various forms of energy efficiency enhancements (7.3). In total, CapEx that is Taxonomy-eligible accounts for approximately 25 percent of the Group's total CapEx, and thus the proportion that is non-taxonomy-eligible is 75 percent.

Financial year 2024	Year	DNSH criteria ("Does Not Significantly Harm")														Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) CapEx, 2023 (18)	(19) Category enabling activity	Category/transitional activity (20)	
		Substantial contribution criteria							DNSH criteria										
Economic activities (1)	Code (2)	CapEx (3)	(4) Proportion of CapEx, 2024	(5) Climate Change Mitigation	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	(11) Climate Change Mitigation	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	%	E	T
		SEK M	%	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																			
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	0		
Of which enabling		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	0	E	
Of which transitional		0	0	N/EL						N	N	N	N	N	N	N	0		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
3.18 Manufacture of automotive and mobility components	CCM	120	6	EL	N/EL	N/EL	N/EL	N/EL	N/EL								16		
4.1 Electricity from photovoltaic installations (solar cells)	CCM	8	1	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1		
6.5 Transportation, purchased or leased electric vehicles	CCM	24	1	EL	N/EL	N/EL	N/EL	N/EL	N/EL								4		
7.1 Buildings, certified	CCM	290	15	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0		
7.3 Energy efficiency equipment	CCM	33	2	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		475	25	25	-	-	-	-	-								23		
<b>A. CapEx of Taxonomy-eligible activities (A.1 + A.2)</b>		<b>475</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>								<b>23</b>		
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																			
CapEx of Taxonomy-non-eligible activities		1,408	75																
<b>Total</b>		<b>1,883<sup>1</sup></b>	<b>100</b>																

<sup>1</sup> Total CapEx for 2024 has been derived from gross capital expenditure of continuing operations in Trelleborg's cash flow statement on page 64.

### PROPORTION OF CAPEX/TOTAL CAPEX

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	25%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



## Proportion of OpEx

The proportion of OpEx as described in the Taxonomy guidelines primarily refers to OpEx that are associated with activities that are Taxonomy-eligible. For 2024, this refers to the activities related to the manufacture of automo-

otive and mobility components. In 2024, the proportion of OpEx that is Taxonomy-eligible was approximately 10 percent for Trelleborg, and thus the proportion that is non-Taxonomy-eligible is approximately 90 percent.

Financial year 2024	Year	Substantial contribution criteria								DNSH criteria ("Does Not Significantly Harm")							Proportion of Taxonomy-aligned (A.1) or -eligible (A.2) turnover, 2023 (18)	Category enabling activity (19)	Category transitional activity (20)	
		Code (2)	Turnover (3)	Proportion of OpEx, 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)				Biodiversity (16)
Economic activities (1)		SEK M	%	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y, N, N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>																				
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>																				
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	N	0		
Of which enabling		0	0	N/EL	N/EL	N/EL	N/EL	N/EL	N/EL	N	N	N	N	N	N	N	N	0	E	
Of which transitional		0	0	N/EL						N	N	N	N	N	N	N	N	0		T
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																				
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL											
3.18 Manufacture of automotive and mobility components	CCM	120	10	EL	N/EL	N/EL	N/EL	N/EL	N/EL								20			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		120	10	10	-	-	-	-	-								20			
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)		120	10	10	-	-	-	-	-								20			
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>																				
OpEx for Taxonomy-non-eligible activities (B)		1,058	90																	
Total		1,178 <sup>1</sup>	100																	

<sup>1</sup> Total OpEx for 2024 consists of research & development costs for the Group in accordance with the income statement on page 57 and expenditure for maintenance and repairs that are part of the cost of goods sold as also set out in the income statement.

### PROPORTION OF OPEX/TOTAL OPEX

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	10%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

### CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Auditor's Assurance – Sustainability

Auditor's Limited Assurance Report on Trelleborg AB's Sustainability Report and statement regarding the Statutory Sustainability Report. This is the translation of the auditor's report in Swedish.

## To Trelleborg AB (publ.)

### Introduction

We have been engaged by the Board of Directors Trelleborg AB to undertake a limited assurance engagement of the Trelleborg AB Sustainability Report for the year 2024. The Company has defined the scope of the Sustainability Report on page 116 and the Statutory Sustainability Report in the table of contents on page 3.

### Responsibilities of the Board of Directors and the Group Management

The Board of Directors and the Group Management are responsible for the preparation of the Sustainability Report including the Statutory Sustainability Report in accordance with the applicable criteria and the Annual Accounts Act in accordance with the previous wording applicable before July 1, 2024. The criteria are defined on page 38 in the Annual Report, and are part of the Sustainability Reporting Guidelines published by GRI (Global Reporting Initiative), which are applicable to the Sustainability Report, as well as the accounting and calculation principles that the Company has developed. This responsibility also includes the internal control relevant to the preparation of a Sustainability Report that is free from material misstatements, whether due to fraud or error.

### Responsibilities of the auditor

Our responsibility is to express a conclusion on the Sustainability Report based on the limited assurance procedures we have performed and to express an opinion regarding the Statutory

Sustainability Report. Our engagement is limited to historical information presented and does therefore not cover future-oriented information.

We conducted our limited assurance engagement in accordance with ISAE 3000 (revised) *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Sustainability Report, and applying analytical and other limited assurance procedures. Our examination regarding the Statutory Sustainability Report has been conducted in accordance with FAR's accounting standard RevR 12 *The auditor's opinion regarding the Statutory Sustainability Report*. A limited assurance engagement and an examination according to RevR 12 is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We are independent of Trelleborg AB in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

The limited assurance procedures performed and the examination according to RevR 12 do not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. The conclusion based on a limited assur-

ance engagement and an examination according to RevR 12 does not provide the same level of assurance as a conclusion based on an audit.

Our procedures are based on the criteria defined by the Board of Directors and the Group Management as described above. We consider these criteria suitable for the preparation of the Sustainability Report.

We believe that the evidence we have obtained during our review is sufficient and appropriate to provide a basis for our conclusion below.

### Conclusion

Based on the limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that the Sustainability Report, is not prepared, in all material respects, in accordance with the criteria defined by the Board of Directors and Group Management.

A Statutory Sustainability Report has been prepared.

Stockholm, February 27, 2025  
Deloitte AB

Signature on Swedish original

Kent Åkerlund  
Authorized Public Accountant

Lennart Nordqvist  
Expert Member of FAR

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
» Auditor's Assurance	164
Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Multi-year overview sustainability

	2024	2023	2022	2021	2020
<b>ENVIRONMENT</b>					
<b>Climate and energy</b>					
<b>Energy</b>					
Energy consumption, electricity, GWh	306	313	294	305	286
Energy consumption, natural gas, GWh	140	152	176	172	151
Energy consumption, other, GWh <sup>1</sup>	78	83	87	84	82
Total energy consumption, GWh	524	548	557	561	519
Energy consumption, GWh per SEK M	0.015	0.016	0.019	0.024	0.024
Proportion of renewable energy, %	53	36	25	18	10
Renewable and fossil-free electricity / total electricity, %	89	62	46	33	17
<b>Climate</b>					
Scope 1, tCO <sub>2</sub> e	34,424	37,235	41,058	38,976	35,467
Scope 2, market-based CO <sub>2</sub> emissions, tCO <sub>2</sub> e	29,567	65,601	79,863	104,479	–
Scope 1 and 2, tCO <sub>2</sub> e	63,991	102,836	120,921	143,455	–
Scope 1 and 2, tCO <sub>2</sub> e/SEK M	1.9	3.0	4.0	6.0	–
Scope 3, category 1- Purchased goods and services, tCO <sub>2</sub> e	800,000	–	–	–	–
<b>Pollution</b>					
VOC emissions, metric tons	165	164	208	195	178
VOC emissions, metric tons per SEK M	0.005	0.005	0.007	0.008	0.008
Number of units certified under ISO 14001	71	68	63	61	59
Number of material breaches of laws and permits resulting in fines or sanctions (environment)	1	1	1	1	2
<b>Water and marine resources</b>					
Water use, m <sup>3</sup>	440,863	473,623	736,915	848,941	704,230
Water use, m <sup>3</sup> per SEK M	12.9	13.8	24.5	35.7	32.8
<b>Biodiversity</b>					
Number of units located adjacent to a protected area, or area important to biodiversity	12	9	11	8	7
<b>Resource use and circularity</b>					
Circular content, %	14	–	–	–	–
Hazardous waste, metric tons	2,727	2,283	2,318	2,209	1,799
Non-hazardous waste, metric tons	27,228	26,659	26,252	29,152	24,803
Total waste, metric tons	29,955	28,942	28,570	31,361	26,602
Waste, metric tons per SEK M	0.88	0.84	0.95	1.32	1.24

<sup>1</sup> Other energy consumption includes steam, district heating, propane and oil.

For some key indicators, data is missing and this is marked with “–”.

	2024	2023	2022	2021	2020
<b>SOCIAL RESPONSIBILITY</b>					
<b>Health and safety</b>					
LWC	112	118	142	155	148
LWC per 100 employees	0.7	0.8	1.0	1.2	1.1
Fatal accidents	0	1	0	0	0
Number of units certified under ISO 45001	44	44	25	18	17
<b>Diversity</b>					
Proportion of women on the Board, %	43	43	43	43	43
Proportion of women in Group Management, %	29	17	14	14	14
Proportion of female managers (levels 1–5), %	23	21	–	–	–
Proportion of female employees (average number), %	33	32	31	31	31
<b>Discrimination</b>					
Number of reported cases	8	3	4	3	3
<b>Child and forced labor</b>					
Number of reported cases	0	0	0	0	0
<b>Supplier reviews</b>					
Reviewed suppliers' share of the relevant purchasing spend, %	90	86	86	87	88
<b>GOVERNANCE</b>					
<b>Compliance (general)</b>					
Number of material breaches of laws and permits during the year	0	0	1	0	0
<b>Anti-corruption (training)</b>					
Number of employees who have undergone training in anti-bribery and corruption, and competition	9,734	5,290	5,875	–	–
<b>Code of Conduct (training)</b>					
Percentage of employees who have completed Code of Conduct training, %	93	92	–	–	–

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
General disclosures	117
Environmental disclosures	128
Social disclosures	143
Governance disclosures	155
EU Taxonomy	160
Auditor's Assurance	164
» Multi-year overview – sustainability	165
OTHER INFORMATION	166



# Financial ten-year overview

SEK M, unless otherwise stated	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Continuing operations<sup>1</sup></b>										
Net sales	34,170	34,286	30,095	23,789	21,494	23,945	21,625	19,746	17,747	16,982
EBIT	5,287	4,904	4,825	3,820	2,746	2,672	3,265	3,472	2,406	2,411
Profit before tax	4,990	4,797	4,595	3,680	2,553	2,427	3,097	3,344	2,273	2,338
<b>Net profit, continuing operations<sup>1</sup></b>	<b>3,736</b>	<b>3,481</b>	<b>3,429</b>	<b>2,709</b>	<b>1,869</b>	<b>1,633</b>	<b>2,295</b>	<b>2,481</b>	<b>1,651</b>	<b>1,680</b>
Net profit, discontinuing operations <sup>1</sup>	–	6,593	1,828	1,007	842	–1,832	895	393	4,934	925
<b>Total net profit/loss, Group</b>	<b>3,736</b>	<b>10,074</b>	<b>5,257</b>	<b>3,716</b>	<b>2,711</b>	<b>–199</b>	<b>3,190</b>	<b>2,874</b>	<b>6,585</b>	<b>2,605</b>
– shareholders of the Parent Company	3,737	10,075	5,260	3,717	2,712	–199	3,190	2,874	6,585	2,603
– non-controlling interests	–1	–1	–3	–1	–1	0	–	–	0	2
<b>Group</b>										
Equity	41,569	41,727	37,488	32,998	28,953	28,861	29,767	27,216	25,137	18,622
Capital employed <sup>2</sup>	49,381	39,768	59,244	42,246	39,699	44,276	40,692	37,817	38,246	25,492
Net debt <sup>2</sup>	6,735	–2,682	20,897	8,367	10,026	14,914	10,499	10,154	12,784	6,837
Total assets	60,508	59,503	77,066	55,640	53,764	56,171	51,582	48,612	48,354	34,390
Equity/assets ratio, %	69	70	49	59	54	51	58	56	52	54
Debt/equity ratio, % <sup>2</sup>	16	–6	56	25	35	52	35	37	51	37
Capital turnover rate, multiples <sup>2</sup>	0.8	0.8	0.9	0.9	0.8	0.8	0.8	0.8	0.8	0.9
Investments in property, plant and equipment <sup>3</sup>	1,727	1,654	1,643	1,359	1,106	1,632	1,822	1,343	1,074	1,241
Investments in intangible assets	136	157	133	111	114	165	121	94	74	73
Cash flow attributable to acquisitions	–5,496	–447	–11,199	–573	3	–3,066	–440	–226	–13,380	–681
Cash flow attributable to discontinuing operations	–	26,462	149	616	147	–	4	649	6,165	1,390
Free cash flow	2,917	2,526	3,305	3,310	3,916	2,684	2,494	2,434	2,368	1,452
Free cash flow per share, SEK <sup>4</sup>	12.28	10.09	12.52	12.21	14.45	9.90	9.20	8.98	8.74	5.36
Return on shareholders' equity, %	9.0	25.4	14.9	12.0	9.4	–0.7	11.2	11.0	30.1	14.3
Earnings per share, SEK <sup>4</sup>	15.73	40.24	19.94	13.72	10.00	–0.73	11.77	10.60	24.30	9.60
Dividend to shareholders of the Parent Company <sup>5</sup>	1,743	1,617	1,524	1,481	1,355	–	1,288	1,220	1,152	1,084
Dividend per share, SEK <sup>5</sup>	7.50	6.75	6.00	5.50	5.00	–	4.75	4.50	4.25	4.00
Shareholders' equity per share, SEK <sup>4</sup>	178.83	171.39	145.63	121.70	106.78	106.43	109.81	100.40	92.73	68.70
Average number of employees	15,421	15,502	20,973	20,995	21,425	22,952	22,420	22,112	19,423	15,713
– of whom, outside Sweden	14,532	14,619	20,044	20,045	20,434	21,827	21,286	20,990	18,312	14,533

<sup>1</sup> For comparability, historical values have been adjusted to present the Group's continuing and discontinuing operations.

<sup>2</sup> The comparison figures have been adjusted due to the reclassification of the pension liability from capital employed to net debt.

<sup>3</sup> Excluding investments in right-of-use assets recognized in accordance with IFRS 16.

<sup>4</sup> Average number of shares was adjusted in accordance with IAS 33. This calculation was applied to all key figures that include the number of shares. No dilutive effects occurred.

<sup>5</sup> For 2024, dividend in accordance with the proposed treatment of unappropriated earnings; other years refer to dividend paid.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166
Financial calendar	168
Group contact details	168
Business area addresses	168



## MULTI-YEAR OVERVIEW – FINANCIAL INFORMATION

SEK M, unless otherwise stated	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Continuing operations excluding items affecting comparability <sup>1</sup></b>										
EBITA <sup>2</sup>	6,140	6,002	5,334	4,094	3,205	3,868	3,476	3,100	2,708	2,587
EBIT	5,602	5,518	5,066	3,903	3,006	3,690	3,338	2,963	2,623	2,541
Profit before tax	5,305	5,411	4,837	3,763	2,813	3,445	3,171	2,835	2,490	2,468
Net profit	3,978	4,065	3,638	2,781	1,995	2,547	2,362	2,046	1,818	1,776
EBITA margin, % <sup>2</sup>	18.0	17.5	17.7	17.2	14.9	16.2	16.1	15.7	15.3	15.2
EBIT margin, %	16.4	16.1	16.8	16.4	14.0	15.4	15.4	15.0	14.8	15.0
Return on capital employed, % <sup>3</sup>	12.0	12.9	15.9	15.1	11.2	13.5	15.1	14.4	14.3	16.5
Return on shareholders' equity, %	9.6	10.3	10.3	9.0	6.9	8.7	8.3	7.8	8.3	9.7
Earnings per share, SEK	16.74	16.64	13.80	10.26	7.36	9.40	8.72	7.55	6.71	6.54
Operating cash flow <sup>3</sup>	5,011	5,063	3,732	3,298	3,855	3,206	2,523	2,729	2,614	2,235
Operating cash flow per share, SEK <sup>3</sup>	21.09	20.22	14.14	12.17	14.22	11.83	9.31	10.07	9.64	8.25
Cash conversion ratio, % <sup>3</sup>	89	92	74	85	128	87	76	92	100	88
Average number of employees	15,421	15,502	14,252	13,592	13,432	14,712	14,243	13,650	10,860	11,319
<b>Continuing operations including items affecting comparability <sup>1</sup></b>										
EBITA <sup>2</sup>	5,825	5,388	5,093	4,011	2,945	2,850	3,403	3,722	2,491	2,458
Return on shareholders' equity, %	9.0	8.8	9.7	8.7	6.5	5.6	8.1	9.5	7.5	9.2
Earnings per share, SEK	15.73	14.31	13.01	10.00	6.90	6.02	8.46	9.15	6.09	6.19

<sup>1</sup> For comparability, historical values have been adjusted to present the Group's continuing and discontinuing operations.

<sup>2</sup> Operating profit excluding amortization and impairment of intangible assets from acquisitions.

<sup>3</sup> The comparative figures have been adjusted due to the reclassification of the pension liability from capital employed to net debt.

## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166
Financial calendar	168
Group contact details	168
Business area addresses	168

**FINANCIAL CALENDAR 2025**

Interim report January–March	April 24
Annual General Meeting (Trelleborg)	April 24
Interim report April–June	July 17
Interim report July–September	October 24
Year-end report 2025	January 29, 2026

**ADDRESSES****Head office**

**Trelleborg AB (publ)**  
 PO Box 153, SE-231 22 Trelleborg, Sweden  
 Visitors: Johan Kocksgatan 10  
 Tel: +46 410 670 00  
[www.trelleborg.com](http://www.trelleborg.com)

**Trelleborg Treasury**  
 PO Box 7365, SE-103 90 Stockholm, Sweden  
 Visitors: Jakobsbergsgatan 22  
 Tel: +46 8 440 35 00

**Business areas**

**Trelleborg Industrial Solutions**  
 SE-231 81 Trelleborg, Sweden  
 Visitors: Johan Kocksgatan 10  
 Tel: +46 410 510 00  
[www.trelleborg.com/industrial-solutions](http://www.trelleborg.com/industrial-solutions)

**Trelleborg Medical Solutions**  
 1100 Xenium Lane N  
 US-55441 Minneapolis, US  
 Tel: +1 (800) 927 1470  
[www.trelleborg.com/en/medical](http://www.trelleborg.com/en/medical)

**Trelleborg Sealing Solutions**  
 Schockenriedstrasse 1  
 DE-70565 Stuttgart, Germany  
 Tel: +49 711 786 40  
[www.tss.trelleborg.com/en](http://www.tss.trelleborg.com/en)

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166
» Financial calendar	168
» Group contact details	168
» Business area addresses	168





## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166
Financial calendar	168
Group contact details	168
Business area addresses	168

Trelleborg AB is a public limited liability company. Corporate Registration Number: 556006-3421. The Group's headquarters are in Trelleborg, Sweden. The Annual Report is published in Swedish and English. The 2023 Annual Report was published in March 2024.

Questions regarding Trelleborg's Annual Report can be directed to [tobias.rydergren@trelleborg.com](mailto:tobias.rydergren@trelleborg.com).

All values are expressed in Swedish kronor. Kronor is abbreviated to SEK, and MILLIONS of kronor to SEK M. Unless otherwise stated, figures in parentheses relate to the preceding fiscal year, 2023. All figures in the section "The year in brief" and "Trelleborg's business areas" relate to continuing operations, unless otherwise stated.

This report contains forward-looking statements that are based on the current expectations of the management of Trelleborg. Although management believes that the expectations reflected in such forward-looking information are reasonable, no assurance can be given that these expectations will prove to be correct. Accordingly, future outcomes could differ materially from those implied in the forward-looking statements as a result of, among other factors, changes in economic, market and competitive conditions, changes in the regulatory environment and other government actions, fluctuations in exchange rates and other factors.

This Annual Report was produced in collaboration with RHR Corporate Communication in Malmö, Sweden.



## CONTENTS

OPERATIONS 2024, THE YEAR IN BRIEF, TARGETS AND STRATEGY	4
CORPORATE GOVERNANCE AND RISK MANAGEMENT	32
FINANCIAL INFORMATION	55
SUSTAINABILITY REPORT	116
OTHER INFORMATION	166
Financial calendar	168
Group contact details	168
Business area addresses	168



Trelleborg protects the essential in society – people, the environment, infrastructure and industrial equipment. The business is built to deliver robust growth and high profitability, based on market-leading positions.

The Trelleborg Group had annual sales of approximately SEK 34 billion in 2024 and operations in about 40 countries. The Trelleborg share has been listed on the Stock Exchange since 1964 and is listed on Nasdaq Stockholm, Large Cap.

[WWW.TRELLEBORG.COM](http://WWW.TRELLEBORG.COM)