

GROUP PROFILE 2017

FREUDENBERG GROUP



THE FREUDENBERG GROUP

Freudenberg is a global technology group that strengthens its customers and society long-term through forward-looking innovations. Together with its partners, customers and the world of science, the eleven Business Groups of the Freudenberg Group develop leading-edge technologies, and excellent products, solutions and services for more than 30 market segments and for thousands of applications: seals, vibration control components, nonwovens, filters, specialty chemicals, medical products, IT services and the most modern cleaning products.

Across the globe, the Freudenberg Group's products and services make a valuable contribution to the success of its customers – rarely visible, but always indispensable in the spirit of the new positioning, which states that "Freudenberg is a values-based technology group that best serves its customers and society".

Without Freudenberg, for example, indoor air would not be as clean, cars would not drive, suits would not sit properly on shoulders, and wounds would not heal as quickly.

Freudenberg offers its customers in the passenger car and commercial vehicle industry, mechanical and plant engineering, textile and apparel, construction, mining and heavy industry, energy, chemical, and the oil and gas sectors excellent innovative technological products and services. In the year under review the customer base also included companies in the medical technology, civil aviation, and rail vehicles sectors.

Innovation strength, strong customer orientation, diversity and team spirit are the cornerstones of the Group. Commitment to excellence, reliability and proactive, responsible action belong to the company's core values lived for 168 years.

ORGANIZATION

Freudenberg sees itself as an enterprise of entrepreneurs. Operational business is in the hands of independent companies whose management conducts business under their own responsibility. These individual companies in turn belong to Business Groups.

Freudenberg has two parent companies: Freudenberg & Co. Kommanditgesellschaft (Freudenberg & Co. KG), Weinheim, Germany, is the strategic parent company; Freudenberg SE, Weinheim, Germany, is the parent company with responsibility for managing business operations. The corporate bodies of Freudenberg & Co. KG are the Man-

agement Board, the Board of Partners and the General Meeting. The corporate bodies of Freudenberg SE are the Board of Management, the Supervisory Board and the Shareholder's Meeting. The Management Board of Freudenberg & Co. KG and the Board of Management of Freudenberg SE have the same members. This also applies to the Board of Partners of Freudenberg & Co. KG and the Supervisory Board of Freudenberg SE.

Freudenberg is a family company and is currently owned by some 320 heirs to the founding father Carl Johann Freudenberg.

PARENT COMPANY (STRATEGIC MANAGEMENT)
FREUDENBERG & CO. KOMMANDITGESELLSCHAFT

PARENT COMPANY (BUSINESS OPERATIONS)
FREUDENBERG SE

**Seals and
Vibration Control
Technology
Business Area**

Business Groups

Freudenberg Sealing Technologies

Freudenberg Oil & Gas Technologies

EagleBurgmann

Freudenberg Medical

Vibracoustic

**Nonwovens and Filtration
Business Area**

Business Groups

Freudenberg Performance Materials

Freudenberg Filtration Technologies

Japan Vilene Company

**Household Products
Business Area**

Business Group

Freudenberg Home and Cleaning Solutions

**Specialties and Others
Business Area**

Business Group

Freudenberg Chemical Specialties

Freudenberg IT

Divisions

Freudenberg Business Services

Freudenberg Service

KEY FIGURES 2016

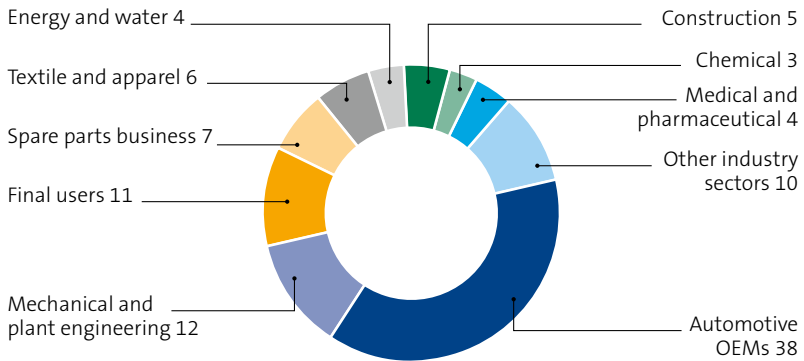
[€ million]	At-equity	Pro-rata
Sales	7,900	8,590
Profit before income taxes	1,265.1	1,296.6
Consolidated profit	1,086.9	1,095.1
Workforce (as at Dec. 31)	46,266	48,010
Business Areas		
Sales (pro-rata)		
Seals and Vibration Control Technology*		4,879
Nonwovens and Filtration*		1,812
Household Products*		859
Specialties and Others*		1,271
Workforce (as at Dec. 31)		
Seals and Vibration Control Technology	30,418	32,162
Nonwovens and Filtration	8,334	8,334
Household Products	2,962	2,962
Specialties and Others	4,552	4,552

* Including intra-company sales

Whilst joint ventures must be consolidated using the equity method for external reporting, for internal reporting purposes their consolidation is based on the pro-rata method as a tool for managing Group operations.

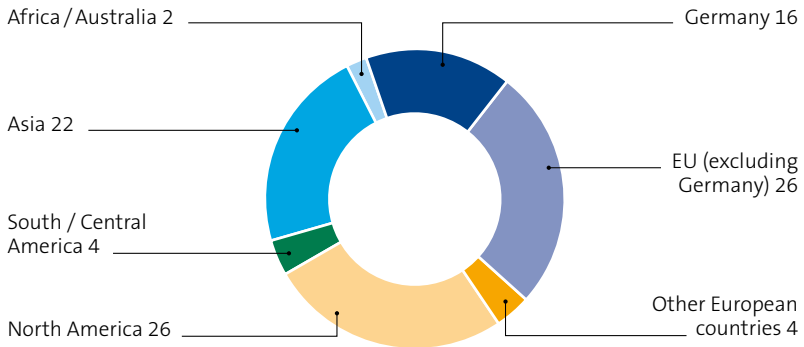
SALES BY SECTORS [%]

At-equity



SALES BY REGIONS [%]

At-equity



FREUDENBERG & CO. KOMMANDITGESELLSCHAFT

SERVICES

*Corporate Functions;
Corporate Legal; Corporate
Tax and Customs;
Corporate Information
Technology; Corporate
Treasury and Finance;
Corporate Partners'
Relations; Freudenberg
Technology Innovation*;
Corporate Controlling and
Accounting; Corporate
Human Resources;
Corporate Strategic
Planning and Business
Development; Corporate
Health, Safety, Security,
Environment; Corporate
Communications;
Corporate Insurance;
Corporate Audit;
Freudenberg Real Estate*

Freudenberg & Co. Kommanditgesellschaft is the Freudenberg Group parent company responsible for strategic direction. It comprises the Management Board, the Board of Partners, the General Meeting and the Corporate Functions.

The Management Board takes decisions on the Group's fundamental strategic issues. The Corporate Functions lead, coordinate and monitor the Group's activities. They determine Group-wide guidelines and support the Business Groups in an advisory and service provider capacity.

*Freudenberg Technology Innovation is a Corporate Function as well as an independent company with approximately 230 employees.

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LOCATION	WORKFORCE
<i>Germany</i>	<i>approx. 220</i>

FREUDENBERG SE

Freudenberg SE is the Freudenberg Group parent company responsible for business operations. It implements the strategic decisions of the Management Board.

The bodies of Freudenberg SE are the Board of Management, the Supervisory Board and the Shareholder's Meeting.

The Management Board of Freudenberg & Co. Kommanditgesellschaft and the Board of Management of Freudenberg SE, as well as the Board of Partners of Freudenberg & Co. Kommanditgesellschaft and the Supervisory Board of Freudenberg SE have the same members.

The Board of Management members are jointly responsible for the leadership of the Freudenberg Group.



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FREUDENBERG SEALING TECHNOLOGIES

PRODUCTS & SERVICES

Simmerrings, membranes, high-precision molded parts, bellows, dust caps, hydraulic accumulators, O-rings, seals for hydraulics and pneumatics; frame, silicone and shock absorber gaskets, valve stem seals and various special seals; sealing packages for engines, transmissions, brakes, axles and steering assemblies; rubber, plastic and PTFE components for vehicle suspensions, special seals for electrical and fuel systems

Freudenberg Sealing Technologies is a leading market and technology partner for demanding applications, including sealing technology and electro-mobility. Starting from the invention of the Simmerring®, which was developed by Freudenberg in 1932, the Business Group today offers a broad customer-oriented product portfolio – from tailor-made individual solutions to complete sealing packages and components for electric vehicles.

The company is a supplier, development and service partner for customers across various sectors, such as the automotive industry, civil aviation, mechanical engineering and shipbuilding, and many more. FST’s partnership with NOK Corporation, Tokyo, Japan, has created a global network offering products of the same consistently high quality. Dichtomatik is the sales organization for technical seals and Corteco the specialist for the independent automotive spare parts market.

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LOCATIONS	WORKFORCE
<i>Austria, Brazil, Canada, China, Czech Republic, Estonia, France, Germany, Hungary, India, Italy, Mexico, Spain, Turkey, UK, USA</i>	<i>approx. 15,130</i>



FREUDENBERG OIL & GAS TECHNOLOGIES

Freudenberg Oil & Gas Technologies provides innovative sealing solutions and products to the global oil and gas industry. The Business Group focuses on applications for extraction and production, otherwise known as the upstream segment. It also develops and markets products for areas such as drilling/BOP (pressure control), wellhead equipment, fracturing services, offshore oil and gas platforms as well as underwater applications.

The company supplies a wide range of customers, including oil and gas producers, original equipment manufacturers as well as engineering and service companies that provide technology, equipment and services for oil and gas production on the mainland and in deep sea applications worldwide. The Business Group develops and tests new materials and solutions in its own material and product testing laboratory.

PRODUCTS & SERVICES:

Component elastomer specialty seals, seals and sealing kits for RAM/annular blowout preventers, thermoplastic seals, seal stacks and metal, spiral and flat seals; connectors with metal-on-metal sealing solutions for offshore/underwater applications, SPO® Compact Flange, Techlok® Clam Connector, Optima® Subsea Connector, BlueSky-RotaBall™ swivel connector, FlexBall™ plug connectors, AlignLock™ misalignment flange, BlueLock™ clamp plug connector

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LOCATIONS

Canada, Norway, UAE, UK, USA

WORKFORCE

approx. 480



EAGLEBURGMANN

PRODUCTS & SERVICES

Liquid and gas-lubricated mechanical seals and seal supply systems, magnetic couplings, carbon floating ring seals, flat gaskets and stuffing box packings, compensators, TotalSeal-Care® services with commissioning, repair and damage analyses; seminars and practical training

EagleBurgmann is one of the leading international manufacturers of industrial sealing technology. The Business Group manufactures and markets a broad range of high-quality products, from technically advanced customer-specific solutions to large-batch products for pumps, compensators and agitators.

EagleBurgmann's products are extensively used in areas where safety and reliability are of the utmost importance. These include industries such as oil and gas, refinery, chemical, pharmaceutical, energy, food, paper, water, shipbuilding, aerospace and mining. A dense sales and service network ensures continuous customer proximity.

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LOCATIONS	WORKFORCE
<i>Across the Americas, Asia-Pacific, China, EMEA, India, Japan</i>	<i>approx. 5,550</i>



FREUDENBERG MEDICAL

Freudenberg Medical is the global partner for the design, development and manufacture of innovative medical products. The company’s portfolio comprises catheter solutions for minimally invasive procedures and components made from complex medical materials.

The company is a leader in the field of high-precision silicone and thermoplastic components and tubing as well as metal hypotubes.

PRODUCTS & SERVICES

Thermoplastic injection molding, silicone injection molding (HCR, LSR); silicone and thermoplastic extrusion, complex catheters for diagnosis and therapy; manufacturing, packaging, sterilization and technical services; coatings for medical devices including drug coatings for combination products

LOCATIONS	WORKFORCE
<i>China, Costa Rica, Germany, Ireland, USA</i>	<i>approx. 1,330</i>

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VIBRACOUSTIC

PRODUCTS & SERVICES

Engine, gearbox and chassis mounts, air springs, torsional vibration dampers, isolators and dampers, components made from MCU (Micro-Cellular Urethane)

Vibracoustic is the world's leading supplier of automotive vibration technology. With a global network of development and production locations, the Business Group supplies almost all passenger car and commercial vehicle manufacturers as well as their direct suppliers worldwide with components that significantly increase onboard comfort.

Vibracoustic has many years of technical expertise in automotive vibration technology. The company combines an in-depth knowledge of materials with a profound understanding of the entire vehicle. From small series production to global platforms, passenger cars to heavy commercial vehicles, the Business Group offers customers tailor-made solutions. With product and process innovations as well as customer-oriented solution expertise, Vibracoustic underpins its leading role in automotive vibration technology.

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LOCATIONS	WORKFORCE
<i>Brazil, China, Czech Republic, France, Germany, Hungary, India, Japan, Mexico, Poland, Romania, Russia, Spain, Sweden, South Africa, South Korea, Thailand, Turkey, USA</i>	<i>approx. 10,000</i>



FREUDENBERG PERFORMANCE MATERIALS

Freudenberg Performance Materials (FPM) is a leading global supplier of innovative technical textiles for a wide range of markets and applications, including automotive, construction, clothing, hygiene, medical, footwear and leather goods, as well as special applications.

The Business Group is a pioneer in nonwovens and has 25 production locations in 14 countries worldwide.

PRODUCTS & SERVICES

Interlinings for clothing, functional textiles and hobby tailoring; substrates for automotive carpets, headliners, sound-absorbing materials, components for batteries and fuel cells; substrates for bitumen membranes, tufted carpet tiles; functional components for baby diapers, incontinence and feminine hygiene, as well as wound, stoma and transdermal applications; components for footwear and leather goods, nonwovens for electrical applications, allergenic-bedding, packaging

LOCATIONS	WORKFORCE
<i>Argentina, Brazil, China, France, Germany, India, Italy, Russia, South Africa, South Korea, Spain, Taiwan, UK, USA</i>	<i>approx. 3,750</i>

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FREUDENBERG FILTRATION TECHNOLOGIES

PRODUCTS & SERVICES

Elements, system solutions and services for the filtration of intake and exhaust air in industrial processes and end-user applications; water and membrane filtration systems, automotive cabin air filters and engine intake air filters, filter measurement technology; training and consulting

Freudenberg Filtration
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Freudenberg Filtration Technologies is the global technology leader in air and liquid filtration. The Business Group's solutions make industrial processes more economical, conserve resources, protect people and the environment and thus contribute to improving the quality of life.

In Viledon® and micronAir®, Freudenberg Filtration Technologies owns two globally strong brands that are firmly established in, among others, the fields of automotive, gas turbines/compressors, beverage and food-stuffs as well as special applications in ventilation and cleanroom technology. Viledon® is focused on process air optimization and solutions in liquid filtration while micronAir® automotive cabin filters offer health protection and driving comfort. Engine intake air filters improve engine performance. System solutions, such as the development, installation and operation of complete filtration systems, as well as a comprehensive range of services for air and water quality management, round off the company's portfolio.

LOCATIONS	WORKFORCE
<i>Australia, Brazil, China, Germany, India, Italy, Japan, Mexico, Slovakia, South Africa, South Korea, Thailand, USA</i>	<i>approx. 2,250</i>



JAPAN VILENE COMPANY

Since its establishment in 1960, Japan Vilene Company has been the leading manufacturer of nonwovens in the Japanese market. With its Automotive Materials and Industrial Materials divisions, the Business Group offers a broad product portfolio for a wide range of applications. It operates two production plants of its own, a research and development center, and is involved in five other production, processing and sales companies in Japan. The Business Group has expanded its business in the vehicle interiors market worldwide.

In close collaboration with Freudenberg Performance Materials and Freudenberg Filtration Technologies, Japan Vilene Company operates a network of production and sales joint ventures across Asia.

PRODUCTS & SERVICES

Vehicle headliners, floor mats and interior filters for the automotive industry; filter media and units; battery separators for hybrid vehicles and the end consumer market, as well as other industrial nonwovens; elastic base materials for transdermal products and particulate respirators, angiography sets and other medical products; interlinings and facial masks; fibers made from recycled plastic bottles

LOCATIONS

China, Japan, Mexico, South Korea, Taiwan, Thailand, USA

WORKFORCE

approx. 2,320

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FREUDENBERG HOME AND CLEANING SOLUTIONS

PRODUCTS & SERVICES

Floor cleaning systems, household cloths, cleaning articles, household gloves, laundry care products such as ironing boards and clothes dryers, cleaning systems for professional applications

Freudenberg Home and Cleaning Solutions is a leading international company for branded cleaning products and systems as well as laundry care products. The products are known under the brand names vileda®, O-Cedar®, Wettex®, Gala®, Marigold®, SWASH®, Gimi® and Framar®.

Detailed market knowledge, innovations, effective new products and strong customer orientation are factors in the company's success. They are complemented by international market and customer research, innovation centers and production facilities in all regions of the world, as well as by a dedicated sales network in more than 35 countries.

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LOCATIONS

Australia, Belgium, Canada, Chile, China, Czech Republic, Denmark, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Italy, Jordan, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Russia, Serbia, Slovenia, South Korea, Spain, Sweden, Taiwan, Thailand, Turkey, UK, USA

WORKFORCE

approx. 2,960



FREUDENBERG CHEMICAL SPECIALITIES

The Freudenberg Chemical Specialties Business Group comprises Klüber Lubrication, Chem-Trend, SurTec, OKS and Capol. Each of these companies operates independently of each other. Klüber Lubrication is one of the world's leading manufacturers of specialty lubricants. Chem-Trend is the world market leader in the field of release agents for the production of molded parts made from composite materials, rubber, plastics, metal and polyurethane. SurTec is one of the leading suppliers of chemical specialties for surface treatment and electroplating. OKS is a specialist in performance lubricants and products for maintenance and repair. Capol is a leading worldwide provider of products for the coating of confectionery, supplying glazes, release agents and sealing agents as well as other specialty products.

PRODUCTS & SERVICES

Oils, greases, waxes, pastes, bonded coatings, dry and solid lubricants, anti-corrosion products, chemo-technical maintenance products, hydraulic oils, cleaning agents, release agents for die casting; composites, rubber and polymer processing, products for surface pretreatment, industrial parts cleaning and electroplating; glazes, release and sealing agents for the confectionery industry

LOCATIONS

Argentina, Australia, Austria, Belgium, Brazil, Chile, China, Croatia, Czech Republic, Denmark, Finland, France, Germany, India, Indonesia, Italy, Japan, Malaysia, Mexico, Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Thailand, Turkey, UAE, UK, USA, Vietnam

WORKFORCE

approx. 3,360

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FREUDENBERG IT

PRODUCTS & SERVICES

Outsourcing, cloud computing, SAP consulting, MES, Internet of Things

Freudenberg IT is a global full-service information technology provider. For more than 30 years, the Business Group has been offering a spectrum of services covering all facets of the SAP landscape, from outsourcing offerings to system optimization and operating services to process and SAP consulting. Freudenberg IT is constantly driving integration between production control and enterprise resource planning systems, especially for the medium-sized manufacturing and automotive industry. This makes the Business Group a pioneer of industry 4.0.

A partnership with Microsoft enables targeted support for all customers in the process of digitization, right up to the optimization of modern workplace environments. In this context, cloud computing solutions are becoming more and more important.

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LOCATIONS

China, Germany, Mexico, Slovakia, USA

WORKFORCE

approx. 820



FREUDENBERG SERVICE

Freudenberg Service operates the industrial parks in Weinheim, Neuenburg and Laudenbach. The Division comprises the companies Freudenberg Service KG and Freudenberg Verpflegungsdienste KG, both located in Weinheim. Freudenberg Service offers its customers a comprehensive range of services – from occupational health and preventive health care, energy supply, information and communication technology, and catering through to hazard prevention such as plant security and fire services.

A modern trigeneration plant (CCHP) at the Weinheim site provides environmentally friendly energy generation and supply. The training center run by Freudenberg Service is one of the leading institutions of its kind in the Rhine-Neckar region.

PRODUCTS & SERVICES

Industrial park operation; energy services; information and communication technology; vocational and in-house training; catering

LOCATION	WORKFORCE
<i>Germany</i>	<i>approx. 240</i>

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FREUDENBERG BUSINESS SERVICES

SERVICES

Purchase of non-production materials and services; accounting, HR management, payroll; occupational retirement provision

As an internal service provider, Freudenberg Business Services brings together administrative activities across Business Groups and regions. In this way, Freudenberg increases potentials and achieves efficiency benefits in standard processes that are carried out regularly and on a large scale.

At the same time, this takes pressure off the Business Groups, enabling them to concentrate on their core business, their customers and markets.

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LOCATIONS

China, Germany, USA

WORKFORCE

approx. 100

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