



Freudenberg embraces responsibility.

Examples of how Freudenberg embraced responsibility in 2024 can be found on the following pages:

Technology and Values	60
Sustainability	66
Employees and Diversity	80
Health, Safety and Environmental Protection	88
Corporate Citizenship	94
Compliance	98

**FOR AN
OPTIMISTIC
LOOK INTO THE
FUTURE**

Technology and Values

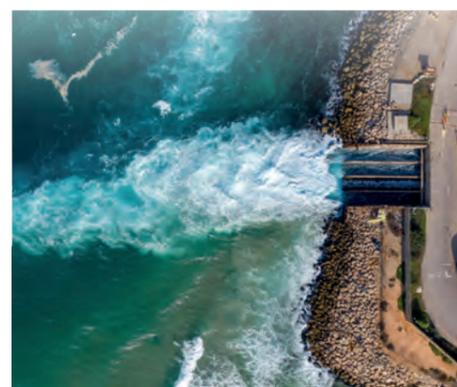
CREATIVE TECHNICAL SOLUTIONS OF EXCELLENT QUALITY

Freudenberg stands for excellent technologies and a high ability to innovate. Our employees are experts in products, services and solutions that are at the forefront of technology and used in thousands of applications and about 40 market segments. Our seals, vibration-control components, technical textiles, filters, cleaning technologies, specialty chemicals, medical products, batteries and fuel cells make a valuable contribution to the success

of our customers around the world. The company has always been family-owned, and the values of the founder Carl Johann Freudenberg have kept it grounded. We have been true to these values since 1849.

Life is full of Freudenberg: for example, our solutions make sure that the air in rooms is becoming cleaner, that cars can drive, or that wounds heal faster.

Freudenberg products are often invisible, but always essential – for example, in silicone belts that monitor preterm babies, in household cleaning, for emission-free mobility (top row, from left) or in a desalination plant, in the production of oxygen masks, or in outdoor clothing (bottom row). And these are just six examples from thousands of applications.



FINANCIAL SUCCESS IS ONLY HALF THE STORY

Freudenberg defines success as achieving financial success while at the same time taking its responsibility for society and the environment seriously. These two goals are inseparably linked and firmly anchored in the company's Guiding Principles.

This responsibility comes in many forms: Freudenberg has set itself clear environmental goals, and aspires to become a CO₂ neutral company by 2045.

Freudenberg also encourages diversity among the workforce and stands for a corporate culture that enables all employees to contribute their strengths. Freudenberg embraces this responsibility outside the company, too, in many areas where aid is needed. In 2024, for example, in the form of immediate aid for the victims of war and natural disasters, or through a global program to support education and environmental protection.

These examples all demonstrate the depth of Freudenberg's commitment to its value orientation.

The themes of the Freudenberg Group's Guiding Principles are value for customers, leadership, responsibility, innovation, people, and long-term orientation. The "Responsibility" Guiding Principle is particularly relevant with regard to Freudenberg's responsibility for society:

RESPONSIBILITY

We are committed to the highest standards of personal behavior. Fairness and integrity guide our actions within the company and in the communities where we operate. These values govern our behavior towards customers, suppliers and other business partners.

We are committed to sustainability and responsible behavior in all the countries and communities where we operate. We are dedicated to workplace and product safety.

Freudenberg is a values-based technology company that feels a responsibility to its customers and society.

Responsibility for society encompasses five areas at Freudenberg:

Sustainability; Health, Safety and Environmental Protection; Corporate Citizenship; Compliance; Employees and Diversity.

By tradition, all these themes are important for Freudenberg and are also anchored in the company's Values and Principles as well as its Code of Conduct.

Moreover, Freudenberg works constantly to improve in these areas and meet specific targets, such as becoming CO₂ neutral (referred to Scope 1 and 2 emissions) no later than 2045.

Furthermore, Freudenberg has over the past few years dealt in detail with the ESG (E= Environmental, S= Social, G= Governance) regulatory requirements of the EU, and created the framework for reporting in line with the relevant regulations (CSRD, Taxonomy). More specifically, Freudenberg has implemented projects to understand these reporting obligations and put them into context, to set up the organizational framework, to establish processes for collecting the required data and information, and to roll out tools for collecting and transmitting the data.



ON THE SAME WAVELENGTH AS THE UNITED NATIONS



Sustainable Development Goals: Freudenberg prioritizes nine of the 17 goals where it can make an important contribution.

Freudenberg has always been values-oriented. Freudenberg is a participant of the UN Global Compact, because values are non-negotiable and because communicating our actions to the public is equally important. Through its participation, the company affirms its support for the ten basic principles on human rights, labor, anti-corruption and environmental protection agreed by the United Nations.

Freudenberg is also committed to the 17 Sustainable Development Goals that were proclaimed as a global framework in 2016, shortly after the Paris Climate Conference. Freudenberg prioritizes nine of the 17 goals where it can make an important contribution.



Freudenberg-wide initiative **AWARD-WINNING TEAMS FROM ALL OVER THE WORLD**

We all take care!

Since its launch in 2002, the Freudenberg-wide “We all take care” initiative has honored employees and teams who are especially committed to making work safer, healthier and more environmentally-friendly. The annual “We all take care” Awards honor the achievements of the winning teams. With some 320 projects submitted, the number of teams taking part in the year under review was the highest ever in the history of the initiative.

First place went to Freudenberg Sealing Technologies. With its “Safety meets Performance” project, the team in Berlin achieved a remarkable reduction in the braking speed of open rolling mills, decreasing one of the greatest safety risks in dealing with rollers. The original goal was to reduce energy consumption. In the course of the project, it became clear that the measures could almost eliminate the risk of serious injuries.

The Vibracoustic team from Wuxi came **in second**. By taking a holistic approach to its “Energy Efficiency and Carbon Reduction” project, the Chinese facility was able to reduce its energy consumption and CO₂ emissions by about one-quarter.

Third place went to the Freudenberg Chemical Specialities team in Shanghai. As part of a project entitled “A Digital Safety Hub for Anyone, Anytime, Anywhere”, the Chem-Trend team built a digital platform where every employee is able to play an active role in safety issues.

Sustainability

ON THE PATH TO CO₂ NEUTRALITY

Freudenberg's understanding of sustainability is focused: sustainability is about resource efficiency as regards the use of energy and materials.

Freudenberg's definition of sustainability is consistent with the UN's Brundtland definition. The company would like to keep our planet livable far into the future. That is why we want to play our part in producing as little waste and emissions as possible and minimizing the use of water, energy and materials. Our goal is to achieve CO₂ neutrality at our sites by 2045 (Scope 1 + 2).

Transparency requirements grow as regulation increases – not only with regard to the company's own reporting, but also at product level, for example through customer enquiries.

The Group's commitment to climate protection also makes good business sense. Products are increasingly expected to be sustainable. That calls for innovation and represents a huge opportunity for Freudenberg as a technology company. At the same time, sustainable companies are more attractive to customers, who integrate them as suppliers into their own sustainability programs.

Freudenberg sees the purchase and self-generation of green electricity as one pathway to reducing CO₂ emissions.

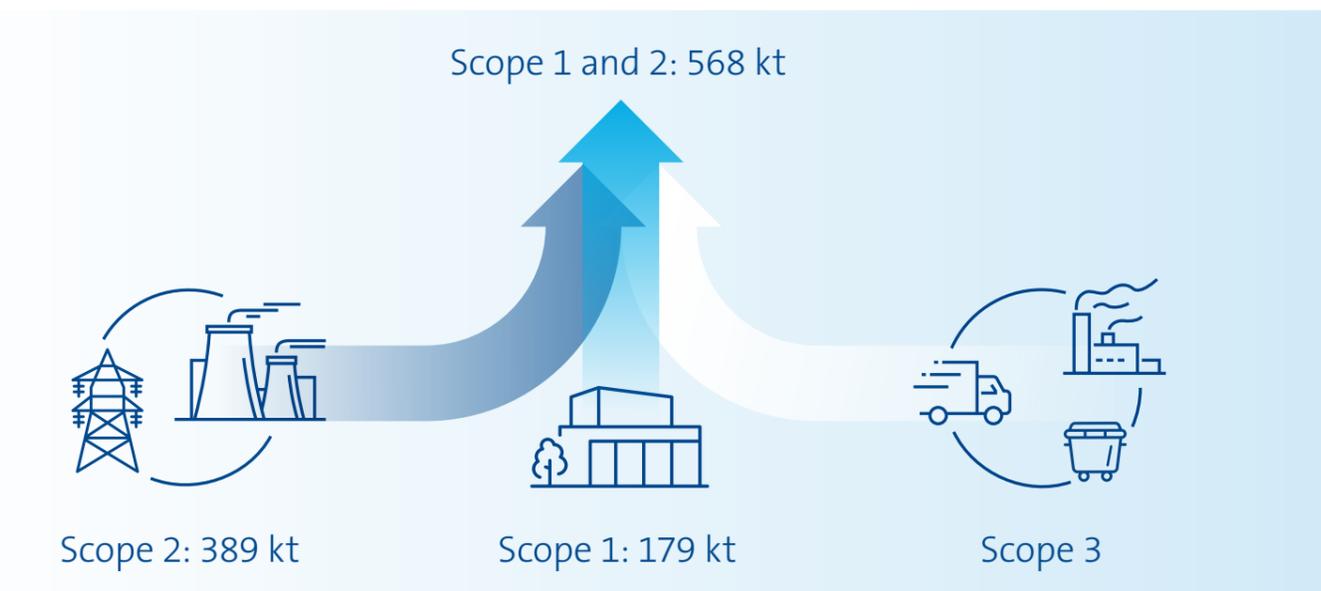


Climate change is one of the greatest challenges of our time. That is why the current focus of Freudenberg's sustainability strategy is the path to CO₂ neutrality.

As a company whose Business Groups operate in several industries and use various production methods,

Freudenberg defines key goals and the overarching path to CO₂ neutrality at Group level. Within this framework, the Business Groups develop their individual, industry-specific paths. This approach aligns the Group-wide sustainability strategy with Business Group-specific goals and needs.

Freudenberg's CO₂ emissions in 2024 (Scope 1 and 2)



Scope 2:
Greenhouse gas emissions from energy generated by an energy supplier (e.g. electricity)

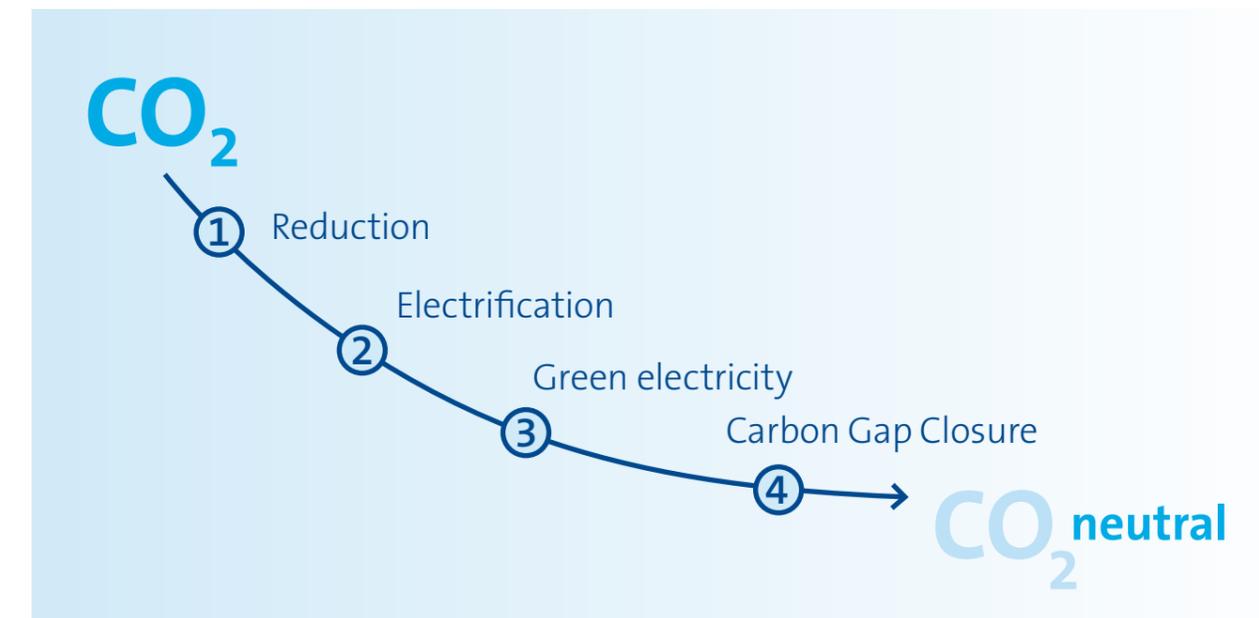
Scope 1:
Greenhouse gas emissions generated directly by the Freudenberg Group

Scope 3:
Greenhouse gas emissions associated with upstream or downstream value chain activities

The goals set by Freudenberg address what are known as Scope 1 and Scope 2 emissions: these are emissions where the company can exert an influence through its own energy consumption and through energy purchasing. The first milestone on the path

to CO₂ neutrality is to reduce relative CO₂ emissions, measured per million euros of sales, by 25 percent by 2025 compared to 2020. Freudenberg aspires to be a CO₂ neutral company by 2045 at the latest.

4 steps to CO₂ neutrality



The first steps in the multistep strategy on the path to CO₂ neutrality are reductions in energy use, electrification, and the purchase and self-generation of green electricity. Even with these steps, certain residual emissions are likely in 2045 because not all countries are expected to be able to purchase 100 percent green electricity by then, given their different CO₂ neutrality goals (for example, China: 2060).

Moreover, the electrification of some processes is not meaningful or economically viable. To take the last step to CO₂ neutrality, Freudenberg therefore focuses on new technologies and markets to manage these residual emissions that cannot be reduced by means of today's established approaches (carbon gap closure). For example, adequate volumes of green hydrogen or biogas may be available at acceptable costs in future to replace the residual demand for fossil energy. A further possible development is a globally-regulated system for tradable green electricity certificates similar to the system already in place in the EU, enabling a transparent process for trading emissions in countries with limited green electricity availability. Freudenberg will not engage in any CO₂ offsetting in the foreseeable future given the quality

and acceptance problems of the present voluntary carbon market.

The first three steps – reduction, electrification, and green electricity – are already being implemented throughout the Freudenberg Group. The Business Groups adopt various approaches, depending on technology, local availability and price structures for energy.

The “Sustainability drives Climate Action” project is the motor for Group-wide initiatives to implement the path to CO₂ neutrality. In addition, the Business Groups’ key initiatives are defined and tracked within the strategic planning process.

Developments on the energy market are another reason why reducing our own energy consumption pays off. This market is becoming ever more volatile, and as a result the self-generation and storage of electricity along with flexibility concepts makes increasing sense: sites become less exposed to energy market risks such as electricity rationing, blackouts or extremely volatile energy costs.

The “Be energy efficient” initiative, or “Bee” for short, lays the foundation for uniform and comparable energy standards within the Freudenberg Group. It is an important component of the “Sustainability drives Climate Action” project and has been uncovering energy-saving potential at Freudenberg locations since 2019. It focuses in particular on energy consumption, process electrification, and energy efficiency. So far, some 40 percent of the entire Freudenberg Group’s CO₂ emissions have been analyzed under the initiative.

Freudenberg is convinced that reducing CO₂ emissions first and foremost means saving energy, process electrification, and the purchase and self-generation of green electricity.

These analyses have identified energy-saving potential of up to 30 percent through reductions in energy consumption. As in the previous year, efforts in 2024 concentrated in particular on compressed air, heat recovery and cooling/refrigeration: two further areas are digital twins and energy monitoring, the latter helps to save energy through control optimization and organizational measures. In some cases, if the know-how for identifying improvement potential is available, small-scale investment is all it takes to save significant amounts of energy. The decisive factors are a structured analysis and well-trained employees.

Since 2023, activities to familiarize the individual Business Groups with the flexible consulting approach for sites developed by Freudenberg’s energy

efficiency experts as part of the “Bee” initiative have been intensified, for example through the services offered by the Bee Academy – a comprehensive training program covering the fundamentals of energy management and energy efficiency.

Concepts for the gradual transition of building stock to climate neutrality are developed on the basis of as-is analyses. The first pilot project at the site in Hamburg, Germany, was followed by analyses at further sites in Kaiserslautern, Neuenburg and Reichelsheim, all Germany. A critical success factor for the analysis and identification of climate protection measures is an integrated and holistic approach covering production-specific infrastructure, the technical facilities, the building itself and the potential for using renewable energies.

The share of green electricity successively increased in 2024 in line with the Freudenberg Group’s sustainability goals. Power purchase agreements, i.e. long-term supply contracts, were extended to further countries (including Poland). However, infrastructure challenges also increase as the expansion of renewables intensifies, for example, energy prices are becoming ever more volatile. For this reason, Freudenberg focuses on technical solutions such as storage systems in Germany in particular. Consumption is thus adjusted to supply on the electricity market.

In addition to purchasing power supplies, the self-generation of non-fossil fuel-based electricity is an important component. There was further significant progress in expanding the number of photovoltaic systems at Freudenberg sites in 2024. A total of 44 arrays were in operation worldwide. Moreover, around 65 further photovoltaic systems are at various stages of planning and construction. Depending on the local situation and the availability of external developers, there are essentially two business models for realizing these systems: they are either self-financed or financed by third-party investments.

Group-wide Key Performance Indicators on Sustainability

In the year under review, the Group continued to reduce CO₂ emissions. In particular, the share of renewable energies increased year-on-year. Energy consumption remained at the previous year’s level. Since 2020, Freudenberg has reduced the relative CO₂ emissions per million euro sales referred to Scope 1 and 2 by 45 percent to 47.5 tonnes. The corresponding absolute values show a reduction of some 200 kt CO₂, or 26 percent of the CO₂ emissions in the base year. At the same time, the accuracy of the KPIs has improved since 2020. Over the coming years, Freudenberg intends to confirm this trend and continue to improve.

Energy use

881
(direct, GWh)

1,605
(indirect, GWh)

2,486
(total, GWh)

These metrics show energy consumption from self-generated and purchased energy in 2024.

38%
(renewable energy as a proportion of total electricity consumption)

0.21
(energy efficiency in kWh/euro sales)

CO₂ emissions

These metrics quantify the Freudenberg Group’s global CO₂ emissions in 2024 (market-based) from self-generated and purchased energy.

568
(total, 1,000 t)

47.5
(t/million euro sales)

Waste

11.6
(t/million euro sales)

Sustainability has two dimensions for the Freudenberg Group. First, the way the company shapes its own processes and uses its systems to reduce resource consumption (**footprint**). Second, Freudenberg offers numerous products and solutions that enable customers to manufacture more efficiently and sustainably or to make their products more resource-efficient (**handprint**).



By reducing its footprint and expanding customers' handprints, Freudenberg is contributing to greater sustainability worldwide.

Handprints and footprints are always a matter of resource and energy efficiency, and that invariably means technology.

There is a wide range of footprint and handprint improvements. The following pages present several examples.



Materials	Waste	Energy	Emissions	Water
Materials efficiency Recycled, renewable and substitute materials End of life (EOL) product handling	Waste handling	Energy efficiency Renewable energy	Air pollution/emissions	Water pollution Water use

THE MANY FACES OF SUSTAINABILITY AT FREUDENBERG

Examples of successful projects

Compressed air consumption significantly reduced

The Freudenberg Medical site in Carrick-on-Shannon, Ireland, has implemented a comprehensive project to optimize compressed air management and significantly reduce energy consumption.



Freudenberg Medical in Carrick-on-Shannon, Ireland, improved energy efficiency by optimizing compressed air management.

Freudenberg Medical manufactures minimally invasive catheters under cleanroom conditions at the site. Compressed air is used to remove fibers or

particles from the products, for example. However, inefficient utilization results in high costs. With this initiative, Freudenberg Medical pursued the goal of increasing energy efficiency in the long term through improved processes.

The project centered on four main measures: firstly, compressors were switched off outside of production hours to avoid unnecessary energy consumption. In addition, a program was implemented to detect compressed air leaks. By regularly inspecting and repairing such leaks, the loss of valuable compressed air was reduced. The site also installed auto-off sensors on compressed air nozzles, which automatically interrupt the air flow when it is not needed. The fourth measure involved the use of pressure control valves at the air outlets to optimize the pressure to demand and thus save energy.

The result of these measures is impressive: Freudenberg Medical was able to reduce its annual energy consumption in Carrick-on-Shannon by a total of around 389 MWh, which corresponds to a reduction of 9 percent. The implementation of this project is a significant step towards sustainability and shows how targeted efficiency measures contribute to reducing energy consumption, CO₂ emissions and operating costs.



Pipeline seals can be monitored remotely with digital solutions from Freudenberg.

Digital monitoring of seals

Freudenberg Flow Technologies offers digital solutions for the remote monitoring of sealing systems. This lengthens the service life and reduces the ecological footprint.

Seals are often overlooked, but they perform indispensable tasks. When installed in transcontinental pipelines, however, they are often hard to access or located a long way from the nearest service team.

With EagleBurgmann EB Smart Products, Freudenberg offers digital solutions that continuously monitor sealing systems. Parameters such as pressure, temperature and vibrations can be monitored remotely. The battery-driven EB Smart Seal sensors are attached directly to the seal inlet and outlet. Data transmission is wireless. This enables cost-efficient installation and accurate results.

Measuring data collected by sensors fitted directly inside seals such as the EB Smart Seal is even more precise. This sealing solution already has integrated sensors that enable monitoring of parameters such as the sliding parts temperatures.

The data is sent wirelessly via a protected communication protocol to the myEagleBurgmann Cloud, where it is monitored and analyzed. If a parameter exceeds a predefined limit, an alarm is triggered, and the customer is notified. As a result, consequential damage, or expensive repairs and the extensive use of materials and resources can be avoided. In the worst-case scenario, this technology can provide protection against serious implications for the environment and safety.



New approach to treating exhaust air

Freudenberg Performance Materials' innovative approach to exhaust air treatment at its location in Colmar, France, cuts energy consumption and reduces CO₂ emissions.

The Freudenberg plant in Colmar produces non-wovens for the construction industry and Evolon products. Two lines use chemical binding agents. A thermal oxidation unit with heat recovery processes 35,000 m³/h of waste air. Gas consumption by the unit accounts for some 40 percent of the site's CO₂ emissions.

Freudenberg in Colmar is implementing a new concept to comply with stricter emission thresholds and meet its own sustainability ambition. It has divided exhaust air treatment into three steps: heat recovery,

removal of dust and aerosols via electrostatic precipitators, and the removal of gaseous pollutants such as formaldehyde via wet scrubbers.

One particular advantage of this new concept is that it does not require any additional thermal energy, so energy consumption is significantly reduced. Moreover, energy generation has become more environmentally-friendly because no fossil fuels are used and the waste heat is recovered directly from the exhaust air. Not only that – the efficient use of wastewater means there is no increase in water consumption.

The project is scheduled for completion by the end of 2025 and is an example of Freudenberg's commitment to greater sustainability.



HANDprint
FOOTprint

How the Vibracoustic factory in Wuxi reduced energy consumption and CO₂ emissions

At the end of 2023, the Vibracoustic factory in Wuxi, China, and the energy experts from Freudenberg Service KG conducted an energy efficiency analysis as part of the "Be energy efficient" initiative. The goal was to analyze major energy users such as compressed air networks, dryers, motors, generators and heating, ventilation & air conditioning systems, and to identify energy-saving potential. An action plan to reduce energy consumption and CO₂ emissions in 2024 was developed based on the findings of the analysis.

The team in Wuxi implemented several measures during 2024. These included the rollout of a digital

energy control system for transparent and automated monitoring of energy consumption, as well as optimization measures for machines, such as improving the efficiency of hydraulic motors for the vulcanization presses. In addition, the compressed air system was modernized and fitted with a heat recovery unit to use waste heat efficiently.

As a result of these measures, the factory reduced scope 1 and 2 CO₂ emissions by 13 percent and lowered its energy consumption by 14 percent compared with 2023.



HANDprint
FOOTprint



"Klüber Energy Efficiency" identifies the savings potential in energy consumption and realizes this potential through the use of selected specialty lubricants.

Saving energy: Transparency with the help of specialty lubricants from Klüber Lubrication

Specialty lubricants are a simple and cost-effective way to reduce energy costs. But a valid statement on the energy efficiency improvement often proves difficult. Reliable results can only be obtained based on a before/after comparison – a process that calls for expert knowledge and precise measurement methods.

This is exactly where the solution developed by the Freudenberg company Klüber Lubrication comes in. With "Klüber Energy Efficiency", the savings potential is systematically identified and realized. The process starts by measuring energy consumption with the original lubricant. The Klüber Lubrication experts then analyze the results and suggest the use of a Klüber Lubrication product tailored to the specific application. Once the lubricant has been exchanged,

additional measurements validate the improvements, thus making the energy savings transparent.

The cooperation with Graham Packaging, a leading producer of packaging products, illustrates the effectiveness of this method. Klüber Lubrication thoroughly reviewed the lubrication of the extruder gearboxes at the Graham Packaging plant in Rotselaar, Belgium. The outcome: energy savings of 2.1 percent over the product lifetime and CO₂ savings of 11.2 tonnes – equivalent to approx. 5 trees/lifetime. The payback period for this measure was less than eleven months.

This project impressively underscores how targeted lubricant optimization reduces operating costs as well as making a significant contribution to greater sustainability.



HANDprint
FOOTprint

Less energy, no water, no chemicals

Accumulator production at Freudenberg Sealing Technologies in Remagen is taking a new, sustainable approach to welding diaphragm accumulators.

The metal surfaces of the top and bottom halves of an accumulator must be perfectly clean to ensure a permanently secure weld seam. Since spring 2025, laser technology has been used to remove unwanted substances from the weld edges of both halves of diaphragm accumulators, a key component of hydraulic energy control, in preparation for electron beam welding. It is particularly important to remove any greases and oils previously deposited during punching, drawing and turning. Until this spring, these parts were cleaned in a wet-chemical industrial washing system.

Freudenberg expects the laser technology to cut electricity consumption by over 90 percent – with the corresponding cost benefits. In addition, it will no longer be necessary to use and dispose of process water and chemicals. Apart from these positive sustainability aspects, the new technology also promises to deliver on advances in quality and productivity. In addition, the improved cleaning performance reduces scrap and reworking. Moreover, material flow is simplified and accelerated through the direct integration of cleaning in the individual manufacturing lines. The previously used wet-chemical industrial washing system is a stand-alone solution for all manufacturing lines.



Accumulator production at Freudenberg in Remagen is taking a new, sustainable approach to welding diaphragm accumulators.



Mop heads for the EasyWring & Clean and RinseClean floor cleaning systems no longer need to be wrapped in protective plastic bags before they are packed in sales boxes to be sold in the USA and Canada.

Say goodbye to plastic packaging

Freudenberg Home and Cleaning Solutions has taken an important step towards sustainability at its site in Aurora, Illinois, USA: eliminating plastic packaging for Vileda and O-Cedar products conserves valuable resources and significantly reduces CO₂ emissions.

The mop heads for the EasyWring & Clean and RinseClean floor cleaning systems have a long journey ahead of them before they are packed in boxes to be sold in the USA and Canada. And no mishap can befall them on this journey. Until recently, they were wrapped in polybags to protect them from dirt and damage during storage and transport.

In October 2023, however, a Freudenberg team conducted a thorough analysis and came to the conclusion that this packaging was no longer necessary. The plastic packaging could be entirely eliminated

by making certain adjustments in production and logistics processes. At the same time, innovative measures made sure the mop heads were clean and undamaged at the end of their journey – without any additional packaging.

Although dispensing with the packaging only saves 4.25 grams per unit, the overall weight saving is impressive: some 50,000 kilograms of packaging material are saved each year. That is equivalent to more than 125,000 kilograms of scope 3 CO₂ emissions – a significant contribution to climate protection.

Apart from the ecological advantages this measure also brings benefits for the company in terms of cost efficiency, and demonstrates how environmental awareness and economic efficiency go hand in hand.



HANDprint
FOOTprint



HANDprint
FOOTprint



Employees and Diversity

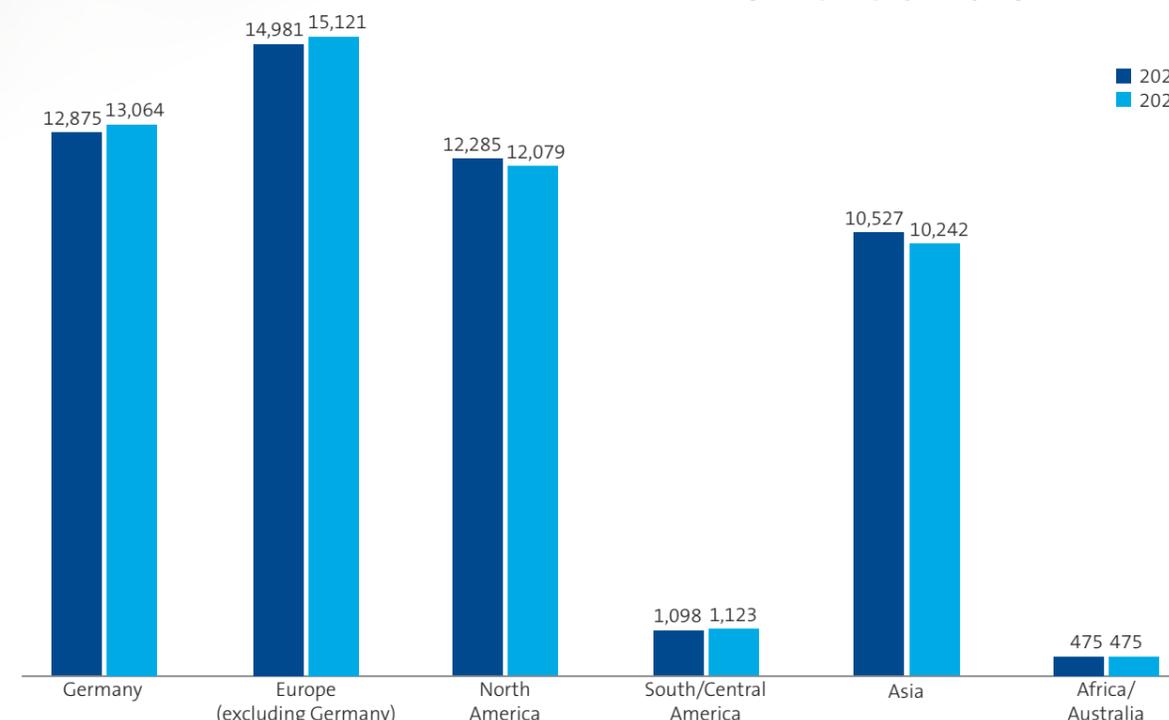
BUILDING ON TEAM STRENGTH

We continue to focus on diverse teams to drive Freudenberg's ability to innovate. The best solutions and innovations for customers happen when our employees contribute their varied experience, knowledge and skills to a collaboration. Working together in diverse teams they come up with new ideas, generate imaginative solutions and create innovative products. The common foundation for our employees all over the world is entrepreneurship in their mindset and actions.

52,104

staff were employed by Freudenberg as of December 31, 2024 (previous year: 52,241 employees).

Freudenberg Group employees by region



In Germany, the employee headcount was 13,064 (previous year: 12,875), in Europe (excluding Germany) the number was 15,121 (previous year: 14,981), in North America 12,079 (previous year: 12,285), in Asia 10,242 (previous year: 10,527), in Africa/Australia 475 (previous year: 475) and in South America/Central America 1,123 (previous year: 1,098).

Strengthening the employer brand

The Freudenberg Group employer brand with its slogan “Working at Freudenberg: We will wow your world!” was strengthened in the year under review. The accompanying visuals capture the essence of the product diversity, career opportunities and values of Freudenberg as an employer. The campaign is designed to appeal to individual target groups and inspire and attract them to join Freudenberg. The activities led to a sharp increase in the number of followers on social networks. More than 370,000 users visited the Freudenberg career website in 2024.

Career fairs as well as LinkedIn campaigns proved to be successful measures. These measures focused on regional offerings as well as internal employer branding to turn employees into brand ambassadors. The sharp rise in the number of applications to 250,000 in 2024 compared with 161,000 for the previous year (an increase of 55 percent) is indicative of the attractiveness of the jobs advertised. The numerous events and actions to celebrate our 175th anniversary organized at Freudenberg sites worldwide and actively shared on social media also had a positive impact on our corporate image.



Job applications in 2024:

250,000

Visitors to the Freudenberg career website in 2024:

370,000

Followers on LinkedIn at the end of 2024:

570,000

Attractiveness

Freudenberg provides numerous benefits that are constantly being expanded in order to become, and remain, attractive for new hires and existing employees alike. In general, the benefits we offer vary from region to region and site to site, but in the main go well beyond the statutory minimum requirements for the respective countries.

Under the talent management program, Freudenberg supports the continuous further development of its employees through numerous vocational training, further training and development programs for all hierarchical levels. The Freudenberg Group also believes a good work-life balance is important in helping to preserve and improve the health and well-being of employees. As part of an occupational health management program, the

Group provides the best possible medical support and promotes a wide range of sport and fitness schemes.

Freudenberg repeatedly receives awards that confirm the Group is an attractive employer. In 2024, for example, Freudenberg Home and Cleaning Solutions was again honored with the “Great Place to Work” award in India and – for the first time – also in Australia. In Hong Kong, Freudenberg Home and Cleaning Solutions was recognized as a “Caring Company”, and Freudenberg Sealing Technologies received the “Excellence in People & Technology” award in the UK. At the MEMA Original Equipment Suppliers Conference in Michigan, USA, Freudenberg-NOK Sealing Technologies was honored for its commitment to promoting diversity, equity & inclusion.

In addition, the Freudenberg Group was named “Family Business of the Year 2024” by the INTES Academy for Family Businesses. The jury honored the close cooperation between the family and the company that only works so well because prudent action has successfully bundled the interests of some 370 Partners in the Supervisory Board. Moreover, other outstanding attributes are the Group’s entrepreneurial courage, foresight, a desire for new things, a pioneering spirit and good governance – all qualities that are attractive for present and future employees.

Talent management

The goal of talent management is the holistic and professional personnel development of all employees as well as the successful identification and advancement of high potentials. Employees are given regular balanced and calibrated feedback from their line manager. They also discuss new requirements regarding the abilities and skills needed for their current job and, where appropriate, the next development steps. Under the talent management process, succession candidates for specialist and leadership functions are systematically identified to ensure the long-term stability of the leadership teams. Talent development across Business Groups continued to gain ground in 2024. Regional and functional talent conferences are progressively leading to a shared understanding of key positions and talents in the organization, joint responsibility for talent advancement, and optimal staffing decisions.

Particularly worth of note with regard to 2024 is the fact that all 17 new appointments at the top two management levels were recruited from within the company. This confirms that Freudenberg offers excellent career opportunities and that our talent management process functions extremely well.

Personnel development

Freudenberg attaches considerable importance to employee training and professional development. Employees in production and manufacturing receive regular training and instruction to ensure they have the requisite workplace skills and qualifications and are aware of and comply with the necessary occupational health and safety measures.

In 2024, some 23,000 Freudenberg employees from indirect areas participated in various training formats – both in-person and virtual. The average duration of these development measures was approximately one day. LinkedIn Learning is a new element in the training and development program, and over 2,000 employees have already made use of this platform. We also invested further in management development in 2024: more than 420 managers participated in the Freudenberg Group’s various leadership development programs.



Leadership development

420

(participants in programs in all regions)

Labor shortage and fluctuation

Once again, the shortage of skilled labor associated with demographic change did not spare Freudenberg in 2024. Filling vacant posts worldwide in both direct and indirect areas remained a major challenge. We were nevertheless able to fill vacant posts more efficiently and improve the candidate experience by making organizational changes such as establishing central recruiting functions in the USA, Germany, China and Costa Rica/Mexico. A further twelve countries were added to the employee referral program under which employees recruit employees ("Freudenberg Future Colleagues") in 2024, and the program now covers the Freudenberg Group's 22 largest countries. As a result, 624 additional applicants were recommended internally, of which 171 were hired by Freudenberg. In all, Freudenberg was able to recruit some 8,000 new employees in 2024.

2023 already saw the percentage of the workforce that left the Group at their own request decrease from ten to nine percent. This positive trend continued in 2024: the fluctuation rate fell further to some eight percent. Once again, there were regional differences, with numbers in some cases significantly higher in North America than in Europe. Employee fluctuation in "Operations" and in some support functions was greater than fluctuation in what are termed general indirect areas. Where fluctuation rates are high, we take specific steps at local and regional level to remedy the causes and retain the workforce.

Diversity and inclusion

Diversity and inclusion are firmly anchored in the Group's Values and Principles and also clearly positioned within our employer brand. We are convinced that teams made up of people of various ages, genders, cultural backgrounds and sexual orientations are not only enriching, but also more successful. In 2024, people from 149 nations worked together successfully at Freudenberg and thus underpinned the commitment to fostering an inclusive workplace. As in the previous year, the share of female senior managers in the year under review was stable at just over 23 percent.

The majority of our professionals and managers are still located in Europe, particularly Germany. In the medium term, our ambition is to create more development opportunities for local talent in North America and Asia in order to set up positions for global professionals and managers outside Europe and appoint local talent in these roles. Regional meetings between top managers and promising talents are held regularly, providing an opportunity for greater visibility and a forum for a mutual exchange of expectations. The very successful "China Challenge Club" came to a close in China in 2024. This is a development program for high potentials from Asia designed to prepare them for future top positions through cross-Business Group projects and other senior management qualification measures.

The "Diversity and Inclusion Community" is a cross-Business Group community that proactively engages in several initiatives to ensure our employees feel valued, respected and included in our corporate culture. Freudenberg actively engages on a regular basis to create a work environment where diversity can flourish and where everyone has an equal chance to succeed.



New hires

8,096

(new hires in 2024)

3,122

(in North America)

938

(in Asia)

2,264

(in Europe excluding Germany)

322

(in South/Central America)

1,377

(in Germany)

73

(in Africa/Australia)



Diversity

Freudenberg looks at diversity from many different angles, such as those set out in the Diversity Charta.

149

(Freudenberg employees come from 149 nations.)

60

(There are Freudenberg facilities in 60 countries.)

33 %

(female professionals and managers)



Employee distribution

By age:

31%

(over 50)

54%

(30 - 50)

15%

(under 30)

By function:

65%

(Production)

8%

(Research and Development)

Average length of service (worldwide):

10.4 years

17%

(Sales)

10%

(Administration)

Training at Freudenberg

In 2024, 159 persons (previous year: 158) began training at Freudenberg companies in Germany. A total of 427 persons in Germany and a total of 549 persons worldwide were enrolled in a training program as at December 31, 2024.

The quality of the training at Freudenberg is highly regarded by other companies. This is shown by the fact that well-respected companies in the region repeatedly send their young talent to be trained at Freudenberg in Weinheim. The training ranges from two-year technical programs to commercial courses and dual studies at cooperative state universities. In recent years, the Freudenberg Training Center has specialized in digitalization topics and is an acknowledged learning hotspot for both vocational training and further development.

There has been very positive development in training statistics in Weinheim for the last two years. In September 2024, 124 new vocational trainees and dual study students began their courses at the Freudenberg Training Center. In total, some 345 future specialists are currently enrolled at the Training Center, 43 percent more than two years ago.

The Training Center in Weinheim is also known for its social engagement. Since 2016, under the "Training for Refugees" project refugees have been offered a technical internship with the prospect of starting vocational training at Freudenberg. So far, a total of 63 refugees have taken up this offer, and 39 have subsequently begun their training at Freudenberg. All of the 36 trainees who have already graduated have found jobs.



Training

549

(trainees at Freudenberg worldwide as at December 31, 2024)

427

(trainees at Freudenberg in Germany as at December 31, 2024)



Career orientation and education

Company anniversary and gift to children of employees

In its 175th anniversary year, Freudenberg launched a new program called "Horizons". The name describes the goal very well: we want to give the children of our employees the opportunity to open up new horizons in their development through education and career orientation. The program consists of four components:

- 1. Scholarships:** Financial support for a first degree course in priority countries such as the USA, Germany, India, China, Italy, Mexico or Türkiye
- 2. Career orientation:** First insights into potential industrial professions at suitable locations after leaving school
- 3. Internships:** Increase in the number of internships for employees' children
- 4. Alumni:** Building a network for exchange and support



horizons

expanding perspectives.

The Freudenberg Educational Support Program



Health, Safety and Environmental Protection

FOR THE WELLBEING OF PEOPLE AND THE GOOD OF THE ENVIRONMENT

The HSE (Health, Safety and Environment) Guideline contains the HSE principles and defines the Freudenberg Group's Values and Principles for HSE. The overarching goals are avoiding all accidents, preventive healthcare, and continuously reducing the negative impact of the Group's business on the environment.

Freudenberg is devoted to the wellbeing of its employees and their personal development. Occupational safety and health are encouraged and practiced at all hierarchy levels within Freudenberg. Health, safety and environmental protection are an integral part of all processes.

This approach has enabled the Freudenberg Group to reduce the number of accidents to a low level relative to industry benchmarks and to maintain this low level. Existing measures are reinforced and enhanced with innovative approaches to ensure continuous improvement. Success in occupational safety serves as a benchmark for other areas of HSE where Freudenberg also engages in continuous improvement. In addition to reducing environmental impacts, this is particularly relevant with regard to health protection.

The safety of employees in the workplace has top priority at Freudenberg. An HSE week, during which various forms of activities on HSE topics take place, is held once a year at all Freudenberg sites. In 2024, activities included items such as

presentations on coping with pressure and stress in everyday life, or various healthcare checkups. Entertaining ways to get across important safety messages are becoming ever more relevant. For example, the Freudenberg Home and Cleaning Solutions site in Weinheim, Germany, organized a safety quiz for employees, and the facility in Adas, India, developed a safety game to raise awareness about personal protective equipment. Vibracoustic in India arranged a competition to test the skills needed for the safe handling of forklifts. Employees at the Vibracoustic site in Melnik, Czech Republic, drafted 10 rules for saving energy similar to Freudenberg's 10 workplace safety principles. There were tree planting actions at many sites around the world.

Internal and external audit processes and standardized HSE assessments at sites operated by all Business Groups monitor the implementation of internal standards and programs to improve occupational health, safety and environmental protection, as well as fire prevention. The findings from such audits are systematically evaluated and implemented.

During the HSE weeks, many Freudenberg sites organized talks and healthcare checkups on managing the stress and pressures of everyday life.



Management systems

The roll-out of management systems for occupational safety (ISO 45001) and environmental protection (ISO 14001) continued in the 2024 financial year. Many sites have introduced energy management systems in accordance with DIN EN ISO 50001 or conduct energy audits pursuant to EN 16246 to improve energy consumption, thereby reducing the impact of industrial activities on the environment.

Investment

As in the previous year, the share of direct investment in environmental protection, occupational health and safety in overall investment in tangible assets, intangible assets and investment properties was 10.0 percent. The main focus of sustainability-related investment is on the reduction of energy consumption and carbon dioxide emissions. In 2024, the proportion of investment devoted to sustainability was 4.1 percent.

Environmental protection

Freudenberg is committed to protecting the environment and assumes responsibility for making its activities as environmentally compatible as possible.

The goal is to continuously reduce the negative environmental impact along the entire value chain by using natural resources more efficiently, saving energy, and reducing CO₂ emissions.

One example of the Group's activities to protect the environment is the success of a project at the Freudenberg Filtration Technologies site in Silao, Mexico. The facility cut its landfill waste by 70 percent. The goal of the project was to identify alternative methods of waste management to avoid direct ground contamination from landfills. In cooperation with a supplier from the construction industry, this waste is now diverted to a concrete manufacturer, where it is used as a fuel for concrete production.

Freudenberg is committed to protecting the environment and assumes responsibility for making its activities as environmentally compatible as possible.

Events

In 2024, the Freudenberg Group recorded 38 (previous year: 39) environmental and crisis management events.

In the year under review, there were a number of minor fires at various Freudenberg sites as well as several interruptions in operations as a result of process-related shutdowns or severe weather. No employees were injured in any of these incidents.

In 2024, some sites, including locations in the USA, South Africa and Slovenia, were again severely affected by the consequences of natural disasters such as flooding or whirlwinds, with some of these incidents resulting in water penetrating buildings. At the Freudenberg Performance Materials facility

in Asheville, USA, heavy rain caused flooding at the site resulting in damage running to several millions. There were also environmental incidents at Freudenberg Performance Materials and Vibracoustic in Weinheim, Germany, and at the Freudenberg Chemical Specialities site in Tyler, USA, and the Vibracoustic plant in Morganfield, USA.

There was an attack on employees at the Vibracoustic site in Lerma, Mexico. Furthermore, a travel ban was issued for Lebanon in light of the ongoing conflict in the Middle East. The travel ban for Israel was updated to reflect the current situation.



This photo is symbolic of the flooding that caused water damage at some of the Group's sites in 2024.

Resource consumption

Freudenberg used 2,486 gigawatt hours of energy in 2024 (previous year: 2,485 gigawatt hours). Consumption breakdown by energy sources is as follows:

- Energy purchased from external sources (electricity, steam and district heat: 1,605 gigawatt hours)
- Gas (811 gigawatt hours)
- Heating oil (11 gigawatt hours)
- Self-generated renewable energy (7 gigawatt hours)

The 2,486 gigawatt hours incurred costs totaling some 229 million euros. Energy costs accounted for 1.9 percent of total sales (previous year: 2.1 percent).

Contaminated sites

Provisions for contaminated sites were some 10 percent higher than the previous year. Work under the rehabilitation plan for the former Freudenberg Sealing Technologies site in Pinerolo, Italy, continued, as did work under the ongoing groundwater monitoring programs at locations such as the Klüber Lubrication site in São Paulo, Brazil, and the Freudenberg Sealing Technologies site in Montrond, France. Monitoring requirements specified by the authorities were implemented at the Weinheim site, Germany, at Freudenberg Sealing Technologies in Bristol, USA, and at Chem-Trend in Howell, USA.

Occupational health

In order to cater to specific occupational health needs and demands in the best possible way, the “Occupational Health Management” Group, one of the groups under Freudenberg’s internal competition for the “We all take care!” (WATC) Award, encourages all sites and Business Groups to come up with their own projects specifically designed to nurture and protect the health of their employees in keeping with local requirements. A total of 38 projects on occupational health issues were submitted in 2024. This high number confirms that employees and decision-makers alike recognize the importance of proactive occupational health and act accordingly.

The winning project in the “Occupational Health Management” Group of the “We all take Care” initiative selected by the jury was the “Working Welfare, Investing in our People – Part 2” project submitted by employees from the Freudenberg Performance Materials sites in Ebbw Vale and Littleborough, UK. The project presented an initiative introduced back in 2022 that has evolved into an extended early-warning system for health risks by monitoring occupational health and identifying health problems.

This led to the implementation of various measures to promote health that addressed specific problems and risks. With regard to mental health issues, for example, mental health first aiders have now been trained and internal support structures for swift access to professional help are now in place. In terms of physical health, numerous ergonomic improvements for specific manual tasks and some workplaces have been made and various manual handling training sessions along with advice on healthy eating regimes are available. Follow-up surveys not only show that the project has brought objective improvements, but also confirm a very positive response from employees. The jury was convinced by the holistic approach, the continuity and the measurability of the concept.



Occupational health and safety have top priority at Freudenberg.

Occupational safety

The Freudenberg Group uses the LDIFR (Lost Day Incident Frequency Rate) and the WRIFR (Work Related Incident Frequency Rate) as occupational safety key performance indicators. In 2024, the LDIFR was 1.5, at the same level as the previous year. This corresponds to a global figure of 166 accidents at work with at least one day lost (previous year: 152). The WRIFR again decreased slightly year-on-year, coming in at 3.1 instead of 3.4.

There were ten serious accidents in 2024, of which three involved contractors’ personnel. One serious accident already occurred in November 2023. The wound subsequently became infected and the fingertip had to be amputated in March 2024. This represents a significant increase in the number of serious accidents compared to the previous year. In seven cases, employees suffered permanent damage to hands and fingers. Three of the accidents required a stay of more than seven days in hospital. Three accidents involving a trip, slip or fall highlight the fact there are still many activities that call for height-

ened safety awareness on the part of personnel. In this context, the efforts of recent years to intensify safety culture awareness must be continued. Additional supporting measures, such as color markings, lighting or safety information and signs, are needed to emphasize the need for caution and for identifying hazards.

Many high-quality projects in the field of occupational safety were again submitted under the “We all take care” initiative. Overall winner was the team from Freudenberg Sealing Technologies in Berlin, Germany. With its “Safety meets Performance” project, the team succeeded in significantly reducing the braking time of open rolling mills.

Third place went to the Freudenberg Chemical Specialities team in Shanghai, China. As part of a project entitled “A Digital Safety Hub for Anyone, Anytime, Anywhere”, the Chem-Trend team built a digital platform where every employee is able to play an active role in safety issues.

Corporate Citizenship

WE HELP ALL OVER THE WORLD

At Freudenberg, corporate citizenship goes beyond the value chain. The Group acts as a responsible corporate citizen in all countries where it does business, and therefore supports a whole raft of social and community projects – from small local initiatives to complex international programs. All the campaigns are tailored to local requirements, and Freudenberg employees often participate in their free time.

Freudenberg's corporate citizenship combines continuity, reliability and a long-term orientation with the flexibility to provide help wherever it is needed urgently and swiftly. It is this combination that makes the Group's commitment so diverse. This commitment is currently divided into three areas: Flagship projects, aid projects and emergency relief, and "good neighbor" initiatives.

Flagship projects

(Examples)

e² education and environmental protection program

The goal of this program launched in 2015 is to provide people with access to education and employment and to support environmental protection. The program complements existing individual initiatives, providing support for projects on all continents based on a catalog of defined criteria. Total funding currently stands at €21 million and over 200 projects have already received support.

Here are some current examples of e² projects:

USA: Support for adults to obtain a high school certification

In the USA, it is often difficult to find a job without a high school diploma. The St. Vincent and Sarah Fisher Center in Detroit, Michigan, supports adults as they seek to earn a GED (General Education Diploma) – the equivalent of a high school diploma. A new computer lab was recently installed at the center with financial support from e². In addition, Freudenberg employees provide mentoring.

Romania: Education for children from disadvantaged backgrounds

The organization "Rubio Pro Copilărie Pro Viață" supports orphans and children from single-parent families in Arad, Romania. Many of the children come from financially unstable backgrounds, where access to education is often limited. Without targeted support, their futures would be filled with uncertainty. The organization provides scholarships, tutoring, and psychological support. In addition to financial support from e², Freudenberg employees guide young people in exploring career paths and training opportunities.

India: An AquaTower for clean drinking water

Freudenberg employees built an AquaTower in Tamil Nadu, India, in cooperation with the Planet Water Foundation. The tower supplies 530 children at the PUMS Melpadappai school as well as the surrounding community with drinking water (photo left). A built-in filtration system processes impure water and helps prevent the spread of illness from contaminated water.

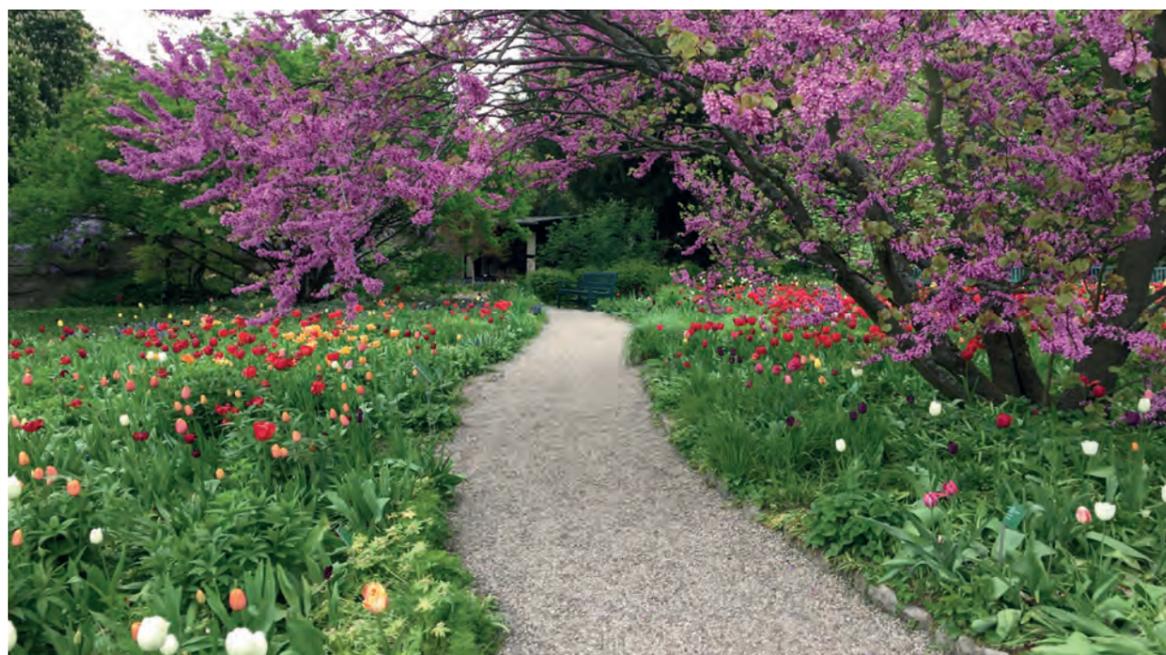


Training center in India

In the wake of the devastating tsunami in December 2004, Freudenberg built a non-profit training center in Nagapattinam in the south Indian province of Tamil Nadu. Since 2009, it has been offering state-recognized dual training in the professions of electrician, welder, plumber, motor mechanic and machinist. So far, more than 1,000 young people have made a successful start to their careers.

Botanical garden in Weinheim

A feast for the senses: Hermannshof in Weinheim, Germany, is an impressive botanical garden largely financed by the Freudenberg Group. It is a place of peace and relaxation, offering an escape from everyday life and the opportunity to appreciate the diversity of the plant world. Hermannshof is visited by people from all over the world to enjoy the beauty of nature and to discover new ideas and find inspiration for their own gardens: entrance is free.



A colorful sea of flowers: Hermannshof botanical garden

School project in China

A primary school in the Chinese village of Haijin in Sichuan Province devastated by an earthquake in May 2008 was rebuilt with support from Freudenberg and reopened in 2009. The building has space for some 300 schoolchildren and can give them a good start to their education. Freudenberg employees visit the school every year and organize various activities such as the summer camp and extra tuition.

Freudenberg Foundation

Since 1984, the Freudenberg Foundation has been helping to bring about real, long-term structural change by promoting inclusion, education and democracy. As a non-profit company, the Foundation is a Partner of Freudenberg & Co. Kommanditgesellschaft. The main focus of all its projects is the social, linguistic, educational and professional integration of children and young people.

Aid projects and emergency relief

(Examples)

Help for people affected by the war in Ukraine

After arranging for the immediate aid which was so important right at the start of the war, Freudenberg focused more closely on organizations dedicated to the long-term support and integration of refugees. So far, some 40 organizations in Ukraine and other European countries have received assistance. One such organization is the Ukrainian Friends Foundation that builds container villages at safe locations in Ukraine.

Natural disaster relief

Freudenberg regularly helps where help is urgently needed. In 2024, for example, Freudenberg provided immediate relief to help the victims of natural disasters such as the hurricane in Texas, USA, and the floods in Asheville, North Carolina, USA. The company doubled the sums donated by employees.

“Good neighbor” initiatives

(Examples)

“Service Day” in North America

Every year, more than 60 Freudenberg sites in North America take part in a range of corporate citizenship activities. Since 2014, a large number of employees from the USA, Canada and Mexico have come together every year on “Service Day” to help people in need, to join in tree planting initiatives, or to clean up parks.



Together for society: employees taking part in the “Service Day”

Standing together against old-age poverty and loneliness: free meals for senior citizens

Every year in the pre-Christmas period, the members of the Works Council collect donations for Weinheim senior citizens in need. The Freudenberg Group doubles the sum raised in this way and the funds are used to provide free hot midday meals and some social interaction for the senior citizens 7 days a week. This initiative has been running for some seventy years.

Local site initiatives

The Freudenberg Group has sites in some 60 countries. Freudenberg companies and employees engage in local social projects at many of these sites, thus fulfilling their responsibility for society.

Compliance

ABIDING BY LAWS AND REGULATIONS

As early as 1887, when his sons joined the company, founder Carl Johann Freudenberg drafted his first principles of business conduct. The document forms the basis for the Freudenberg Group's nine Business Principles with which Partners and employees identify. One principle stipulates that Freudenberg acts with the highest level of integrity and ethical standards. The Group does not permit illegal or unethical business activities.

Business Principles and Guiding Principles

The Guiding Principles derived from the Freudenberg Group's Business Principles define the values shaping conduct towards employees, business partners, stakeholders and third parties.

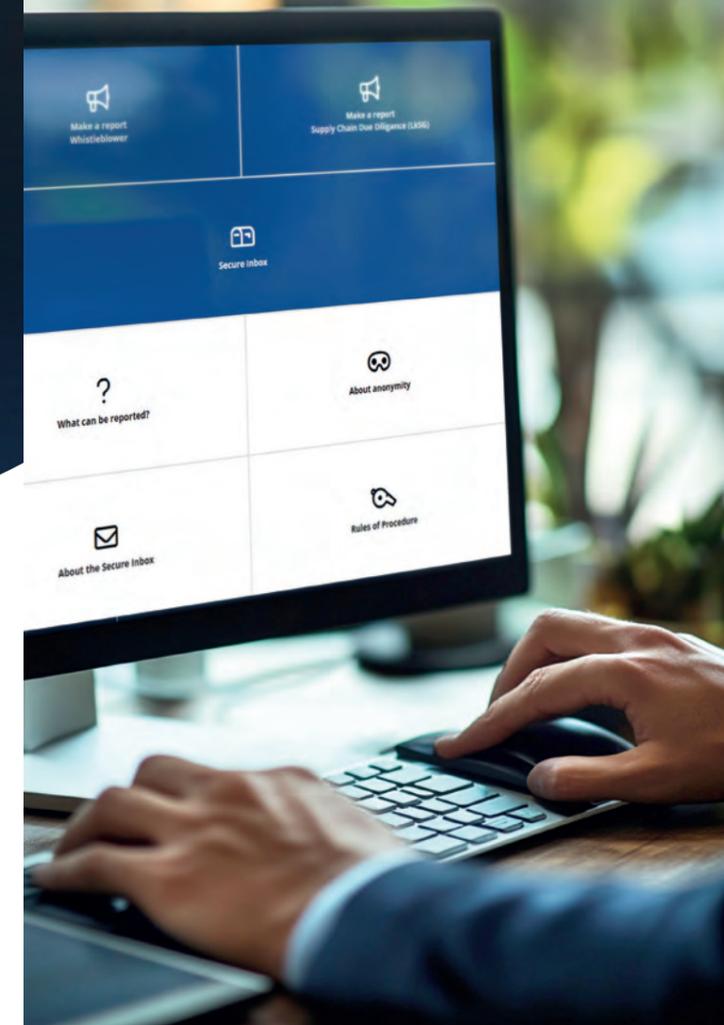
In 2024, Freudenberg made use of the opportunity offered by the DIALOG management event to update the language of the Business Principles and the Guiding Principles. Moreover, the content of the Business Principles was adapted to reflect the current situation of the Freudenberg Group. The revised documents were communicated to Freudenberg employees worldwide.

Compliance structure

Freudenberg is a company whose Business Groups are entrepreneurially-driven and operate with a large degree of independence. Along with the holding company, these Business Groups are therefore responsible for conduct that complies with laws and regulations. Both the Board of Management of Freudenberg SE and the top management of the individual Business Groups clearly subscribe to this. At the holding level, the focus is on compliance topics of critical importance across the Business Groups and in an international context that could pose a threat to Freudenberg, especially in terms of the company's reputation.

Freudenberg's ambition is to continuously improve its compliance organization, documentation and processes. Functions at the holding level coordinate Freudenberg-wide compliance measures, thereby strengthening and expanding collaboration between Group-level units and compliance managers in the Business Groups. Among other benefits, this promotes the implementation of Freudenberg's compliance standards, best practice exchange and the further development of compliance programs.

The online training programs on various compliance topics are updated regularly and made available to the Business Groups. E-learning courses are provided for many individual topics, giving employees from defined fields and areas of responsibility the opportunity to raise their awareness of specific compliance subject areas.



Code of Conduct

The Code of Conduct is derived from the Business Principles and Guiding Principles, in particular the “Responsibility” Guiding Principle. It covers standards of conduct that are valid worldwide and is designed to ensure that law-abiding and responsible behavior remains the cornerstone of business conduct. The Code of Conduct is available to employees worldwide in 27 languages. It was comprehensively revised in 2022 to adequately take account of legislative changes as well as significant developments in the field of compliance standards. In particular the amendments enlarge on specifics with regard to key topics in the areas of human rights and climate protection, and also take account of new topics such as cooperation with business partners and the prohibition of money laundering. The updated Code of Conduct was communicated and explained to all employees across the globe in 2023. The Business Groups have made use of the available communication media in many ways. This consistent, continuous communication, which is also mandatory for new employees, and the binding nature of the Code of Conduct (for example, as an appendix to employment contracts) underscore the unequivocal requirement to adhere to these standards of behavior. The globally standardized e-learning tool on the Freudenberg Code of Conduct that was also extensively revised when the Code of Conduct was updated is an appropriate instrument for all employees to become familiar with the Code’s contents.

Freudenberg plans to strengthen and further develop the role of the Code of Conduct as a cornerstone of corporate culture and to expand help and support for employees and their supervisors. In these efforts, Freudenberg focuses in particular on regular exchange with Business Group Compliance managers and on active collaboration with the Ethics Offices and their members.

Furthermore, 450 Freudenberg managers devoted considerable attention to the theme of compliance at the DIALOG management event held in 2024. This latest in the series of triennial events focused on the key elements and processes for the Group’s long-term success.

The Freudenberg Code of Conduct is available in 27 languages. The globally standardized e-learning tool on the Freudenberg Code of Conduct is an appropriate instrument for all employees to become familiar with the Code’s contents.



Freudenberg introduced an electronic reporting system known as the Whistleblower Solution to strengthen the Group’s “speak-up/listen-up” culture and at the same time fulfil the requirements of the EU Whistleblower Directive and the German Supply Chain Due Diligence Act.

Ethics Offices

The Ethics Offices are an important element of Freudenberg’s Compliance Management System. The Ethics Offices serve as a confidential point of contact for all employees and third parties (i.e. persons outside the Freudenberg Group, such as suppliers or customers) wishing to report an actual or imminent violation of the law or of Freudenberg’s Business Principles or Guiding Principles. The option to report compliance violations via a channel that guarantees confidentiality or to give warning of imminent infringements is designed to foster the culture of trust and protect Freudenberg’s Values and Principles even more effectively.

Since January 2025, the Ethics Offices can be contacted via the electronic reporting system known as the Whistleblower Solution. Freudenberg thus meets the requirements of the EU Whistleblower Directive and the German Supply Chain Due Diligence Act.

Corporate Audit

Aside from the main objective of reviewing the effectiveness of the internal control system that is in place, the work of Corporate Audit also focuses on identifying other potential risks and asset misappropriation.

UN Global Compact Communication on Progress

The UN Global Compact is the world's largest and most important initiative promoting responsible corporate governance. Since signing the Global Compact in 2014, Freudenberg has made a voluntary commitment to ensuring its business is values-based and sustainable. Freudenberg regularly reports on how the company is implementing the ten principles of the Global Compact and its contribution to achieving the UN Sustainable Development Goals in

what is known as the UN Global Compact Communication on Progress. To this end, Freudenberg, like all other participants, must complete a standardized questionnaire containing some 70 questions – mostly multiple choice – in sections on Governance, Human Rights, Labor, Environment and Climate, and Anti-Corruption. The completed questionnaires are available from the UN Global Compact website at <https://www.unglobalcompact.org>.

