



Freudenberg takes responsibility.

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WE'RE NOT LETTING UP ON CLIMATE PROTECTION



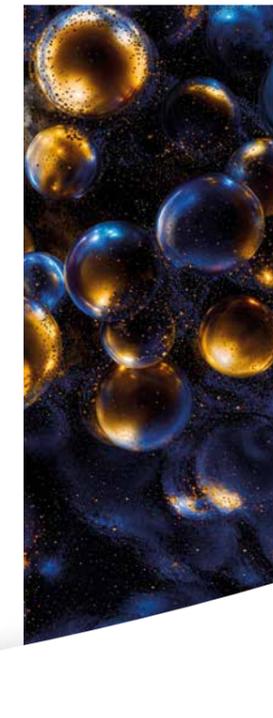
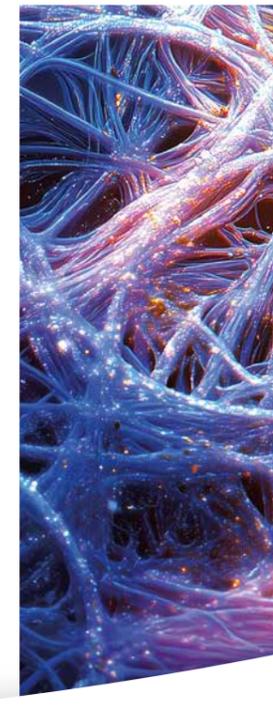
Technology and Values

CREATIVE,
HIGH-QUALITY
TECHNICAL
SOLUTIONS

Freudenberg stands for superb technologies and an extraordinary capacity to innovate. Our employees are experts in leading technical products, services and solutions used in thousands of applications and about 40 market segments. Around the world, our seals, vibration control components, technical textiles, filters, cleaning technologies, specialty chemicals, medical-technology products and e-mobility solutions make a valuable contribution to our customers' success. The company remains in family ownership today, and the values of our founder Carl Johann Freudenberg continue to anchor us. We have been true to them since 1849.

One of Freudenberg's core elements is our material competency. For more than 175 years, we have developed high-performance materials with outstanding characteristics and properties.

One of Freudenberg's core elements is our material competency. Over the years, we have developed a wide variety of high-performance and technically demanding materials to meet our customers' needs. These outstanding materials are the basis for our products and solutions. The AI-supported illustrations (below) are based on microscopic images of these materials.



MORE THAN JUST FINANCIAL SUCCESS

To Freudenberg, success means being financially successful and taking responsibility for people and the environment seriously. These objectives are linked inextricably to one another and are firmly rooted in the company's Guiding Principles.

The clear goals that Freudenberg has set on climate change mitigation are part of these efforts. By 2045, at the latest, it plans to be a CO₂-neutral company based on Scope 1 + 2. Another Freudenberg objective is to promote diversity among its employees. It stands for a company culture where all employees can contribute their strengths. Outside the company as well, Freudenberg often provides support where help is needed, for example, with a global program promoting education and environmental protection.

All of these examples show how seriously Freudenberg takes its values.

VISION

Driven by long-term continuity, we create value for customers and society worldwide and strive to be their leading partner by delivering advanced materials, innovative products and solutions that enhances everyday life.

MISSION

We innovate together driven by curiosity, responsibility and trust, along with a strong culture that values talent and collaboration. As a family-owned company, we focus on long-term success, delivering solutions that boost customer performance and ensure Freudenberg's future.



The Freudenberg Group's Guiding Principles are devoted to the themes of value for customers, leadership, responsibility, innovation, people, and long-term orientation. The following Guiding Principle is especially relevant to the standard of "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.

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 is creating the framework for reporting in line with the relevant regulations (CSRD, Taxonomy). Specifically, projects were carried out to understand and classify the reporting obligations and create the organizational framework. Another mission was to set up processes to collect the required data and information while introducing tools to identify and transmit the data – across existing processes and tools.

At Freudenberg, responsibility for society encompasses five areas: **Sustainability; Health, Safety and Environmental Protection; Corporate Citizenship; Compliance; Employees and Diversity.**

All of these themes have been traditionally important to Freudenberg and are anchored in the company's values and principles as well as its "Code of Conduct."

Freudenberg also continues to improve in these areas and achieve concrete goals, such as achieving CO₂ neutrality in 2045 at the latest.



- Freudenberg Values and Principles
- Areas relevant to the "Responsibility" theme

OUR VALUES IN WORDS AND ACTION

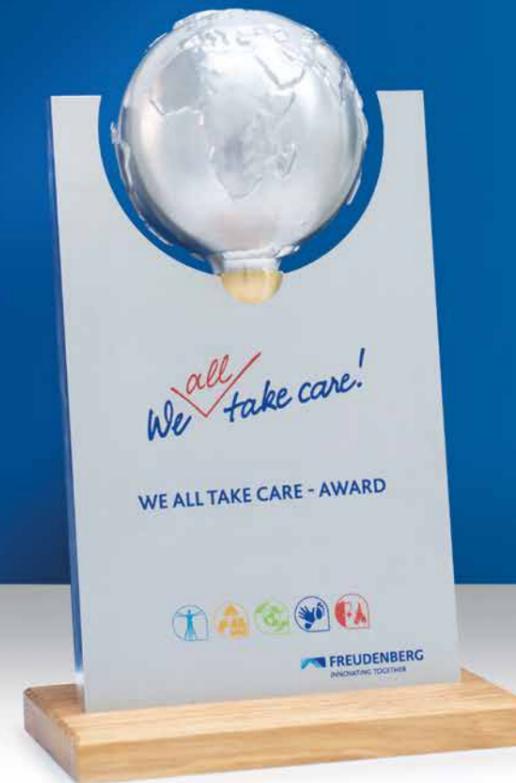


Sustainable Development Goals: Freudenberg is prioritizing nine of the 17 goals to which it can make a significant contribution.

Freudenberg has always acted in accordance with its values. Since values are not negotiable and it is equally important to communicate its conduct to the public, Freudenberg is a member of the UN Global Compact. The company thus supports its ten principles on human rights, labor standards, anticorruption measures and environmental protection to which the United Nations has agreed.

Freudenberg is also committed to the 17 Sustainable Development Goals that were enunciated shortly after the Paris climate conference in 2016. Freudenberg is prioritizing nine of the 17 goals to which it can make a major contribution.

Freudenberg-wide Initiative EMPLOYEES TAKE RESPONSIBILITY WORLDWIDE



We all take care!

Since its launch in 2002, the Freudenberg-wide initiative “We all take care” has honored employees and teams who are especially committed to making their work safer, healthier and more environmentally friendly. The winning teams are honored once a year with the presentation of the “We all take care” awards. With 318 projects, more teams participated during the reporting year than ever before in the award’s history.

First place went to the Freudenberg Service team based in Weinheim for its project “The employer as unexpected lifesaver?” In cooperation with the German Cancer Research Center, it carried out a multistage cancer prevention campaign offering information, education and specific checkups. The focus was on free on-site skin cancer screenings and colorectal cancer prevention with the help of an online risk assessment and home test kits.

Second-place honors were awarded twice, first of all, to Klüber Lubrication in Dottignies, Belgium, and secondly, to Freudenberg Performance Materials in Weinheim. The two teams addressed the safe shutdown of machines during maintenance work and showed how digital solutions and hands-on concepts can help to improve job safety.

The team from Vibracoustic in Cascante, Spain, took **third place**. Its members were able to reduce the amount of sludge by 80 percent by fundamentally reworking the facility’s phosphating processes and using chemicals from the Freudenberg company SurTec. The processing temperature fell 10°C, which significantly reduced energy use.

Sustainability

NEW INTERIM GOAL ON THE WAY TO CO₂ NEUTRALITY

Freudenberg has defined sustainability in much the same way as the UN's Brundtland definition does. The company wants to keep the planet livable long-term. That's why we want to play our part in producing less waste and emissions and reduce the use of water, energy and materials. We are consistently driving the energy transition forward – with products for our customers and within the company.

The Group's commitment to climate protection makes sense from a business standpoint. More and more, products must meet sustainability criteria. This requires innovation and presents a huge opportunity to Freudenberg as a technology company. Companies with a sustainability strategy are also more attractive to customers, who integrate them as suppliers into their own sustainability programs.

We are consistently driving the energy transition forward – with products for our customers and within the company.

To reduce CO₂ emissions, Freudenberg is turning to energy conservation, process electrification and "green" energy.

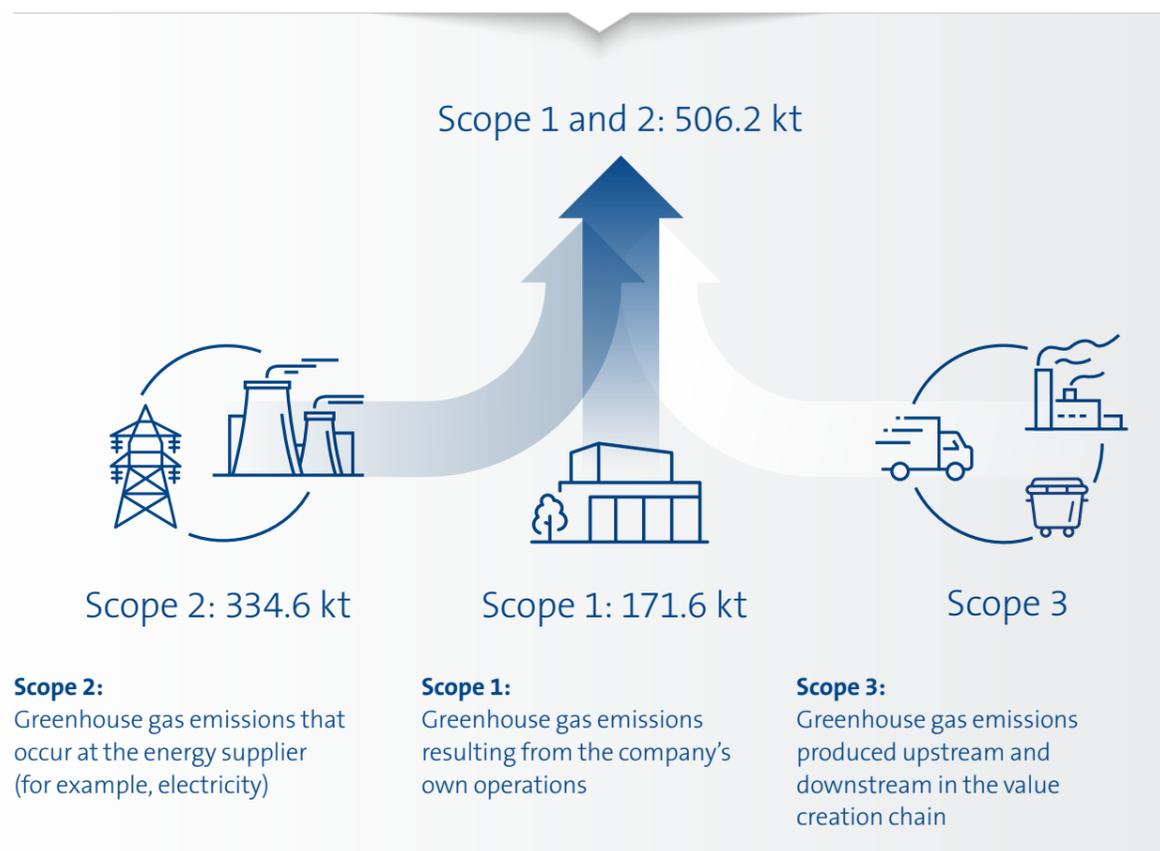


Climate change is one of the greatest challenges of our time. That's why the current focus of Freudenberg's sustainability strategy is the road to CO₂ neutrality (based on Scope 1 and 2).

Freudenberg defines objectives and the overarching path to CO₂ neutrality at the Group-level. Within this framework, the Business Groups develop their individual and industry-specific paths.

As a company with Business Groups in a range of industries and with a variety of production processes,

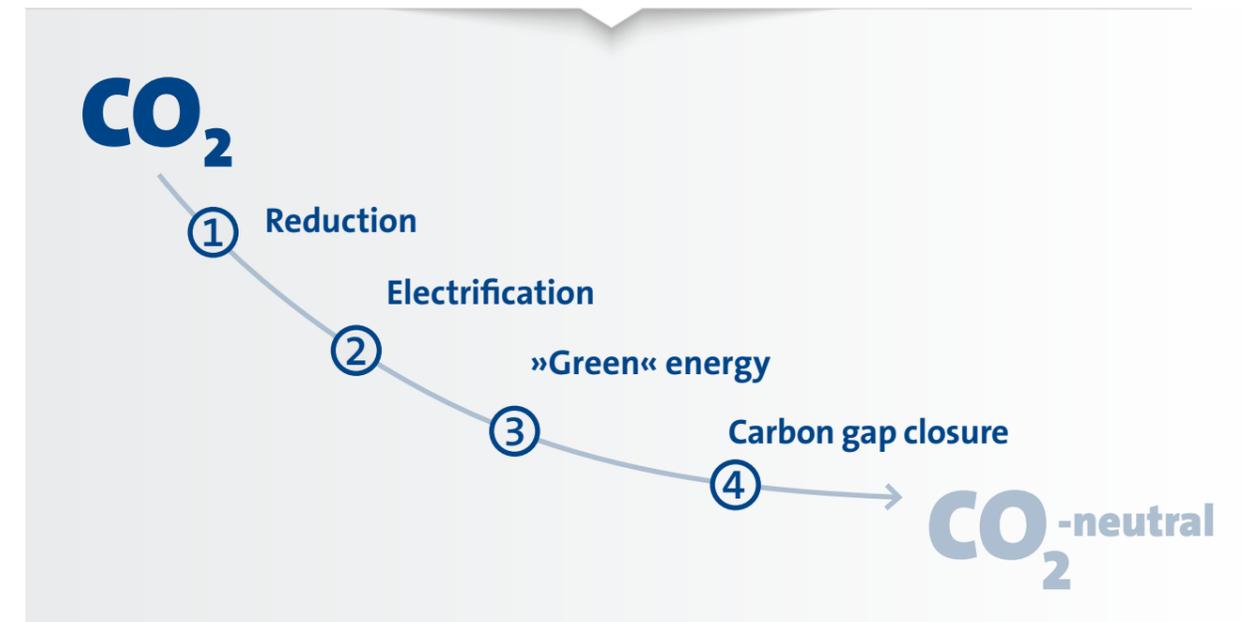
Freudenberg's CO₂ emissions 2025 (based on Scope 1 and 2)



Freudenberg's goal is to become CO₂-neutral by 2045 based on Scope 1 and 2. The company has a direct impact on these emissions through its own energy consumption and purchasing. The first milestone on the road to CO₂ neutrality was the reduction of CO₂ intensity, that is, CO₂ emissions in relation to sales, by

25 percent by the end of 2025 compared to levels in 2020. With a reduction of 51 percent, this goal was clearly achieved. In 2025, the next milestone was set: By the year 2030, the Freudenberg Group wants to achieve a reduction of 65 percent, again compared to the year 2020 and in relation to sales.

To CO₂ neutrality in 4 steps



In its first steps, the multistage strategy on the road to CO₂ neutrality consists of energy conservation, electrification, the purchasing of "green" energy, and its in-house production. With these measures, Freudenberg is pursuing the goal of reducing its CO₂ emissions as much as possible within the economic and technical possibilities. Despite these steps, a certain amount of residual emissions is expected in 2045. One reason is that not every country is likely to have 100 percent "green" electricity available for purchase since CO₂-neutrality goals vary. (For example, China's target year is 2060.) In addition, from today's perspective, it is neither sensible nor economical to electrify certain processes.

Today and in the near future, the only possible way to achieve neutrality is with carbon offsetting using the so-called "Voluntary Carbon Market." In 2023, due to problems relating to quality and acceptance, Freudenberg decided not to participate in this mar-

ket in its current form. The goal of CO₂ neutrality is a long-term Freudenberg objective. By 2045, new markets and new technologies, such as carbon capturing, will open up and further develop. Freudenberg's innovations will contribute to new, sustainable solutions. The first three steps – reduction, electrification and the use of "green" energy – are now being implemented Freudenberg-wide. The Business Groups are proceeding in different ways depending on their technologies and the local availability and pricing of energy.

The reduction in the company's own energy use also pays off in light of trends in the energy market. It is becoming more and more volatile, making the in-house production and storage of energy as well as flexibility more rewarding. Facilities become less exposed to the risks in the energy market, such as electricity rationing, blackouts and extremely volatile energy costs.

The Freudenberg Group is making good progress on its path to CO₂ neutrality. The “Sustainability drives Climate Action” project has played a major role in these efforts. Initiated in 2020, it has developed the company’s strategic position on climate protection – against the background of rising regulatory requirements, growing expectations of stakeholders, and the ambitious climate goals of customers and competitors.

After five years of intensive work, “Sustainability drives Climate Actions” came to a successful end in 2025. The evidence: Between 2020 and 2025, CO₂ intensity – that is, CO₂ emissions in relation to sales – fell by 51 percent, a stronger performance than expected. Moreover, the path to more CO₂ reductions has been clearly defined.

As part of the project, a total of 14 workstreams dealt with the main issues surrounding climate protection and CO₂ reduction. The work not only built up wide-ranging expertise – it created key organizational structures, both at the Group level and in the Business Groups.

By the year 2030, the Freudenberg Group wants to achieve a CO₂ emissions reduction based on Scope 1 and 2 of 65 percent, compared to the year 2020 and in relation to sales.

Three measures that are highly relevant to the Freudenberg Group’s footprint are especially noteworthy:

- Consultations with the Freudenberg Service “Be Energy Efficient” team significantly boosted energy efficiency at Freudenberg facilities.
- The share of “green” electricity has nearly doubled thanks to the strategic purchase of “green” energy by Freudenberg Business Services.
- The introduction of site-based KPI reporting companywide is creating greater transparency and comparability.

Furthermore, “Sustainability drives Climate Action” has been shown to be an extremely effective project format for strategic sustainability initiatives at the Group level. The close cooperation between Business Groups, Business Divisions and Corporate Functions has led to high content quality and its firm anchoring in the organization. The exchange formats established during the project are continuing after the project’s end and will ensure Group-wide networking.

The path for the coming years is clearly marked. First of all, with the goal for CO₂ reduction established for 2030 (65 percent compared to 2020 in relation to sales); secondly, with the integration of the path to a reduction in CO₂ emissions for each Business Group into the strategic planning process. The primary challenges and opportunities relating to CO₂ reduction will be consolidated at the Group-level in 2027. This will enable Freudenberg to stay on course, make consistent contributions to climate protection, and become CO₂-neutral by 2045.

Group-wide Key Performance Indicators on Sustainability

The Group continued to reduce CO₂ emissions during the reporting year. In particular, compared to the previous year, it succeeded in increasing the share of renewable energy. Energy consumption was below the previous year’s level. Since 2020, Freudenberg has reduced its CO₂ intensity, that is, CO₂ emissions in tons per 1 million euros of sales, by 51 percent to 43 tons for Scope 1 and 2. The corresponding abso-

lute values show a reduction by about 264 kt of CO₂, which corresponds to a reduction of 34 percent in the CO₂ emissions in the reference year. Since 2020, the precision of the KPIs has meanwhile improved. In the years to come, Freudenberg would like to confirm this trend and improve on it.

Energy use

Energy use	2024	2025	Change in %
Total energy consumption [GWh]	2,485.2	2,395.1	-3.6
Direct Energy [GWh]	880.9	853.8	-3.1
Indirect Energy [GWh]	1,604.3	1,541.3	-3.9
Share of green electricity out of overall electricity consumption [%]	37.6	41.8	+11.2
Self-generated green electricity consumption [GWh]	7.39	14.11	+91
Energy intensity [kWh/sales in euros]	0.21	0.20	-4.8

CO₂ emissions

CO ₂ emissions	2024	2025	Change in %
Total CO₂ emissions	569.2	506.2	-11.1
Scope 1 emissions [kt]	178.9	171.6	-4.1
Scope 2 (market-based) [kt]	390.3	334.6	-14.3
CO₂ intensity [t/mil. euros in sales]	47.64	43.15	-9.4



Sustainability has two dimensions at the Freudenberg Group. One involves the way the company designs its own processes and uses its facilities to conserve resources (**footprint**). The other relates to the many products and solutions that Freudenberg offers. They enable customers to manufacture more efficiently and sustainably or make their products more efficient in the way they use resources (**handprint**).



By minimizing its footprint and expanding its handprint on the customer's behalf, Freudenberg is contributing to greater sustainability worldwide.

The handprint and footprint always relate to resource and energy efficiency and thus invariably involve technology.



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



Employees and Diversity

TOGETHER WE ARE STRONG

Freudenberg relies on diverse teams as the engines of its innovation. When employees contribute their different experiences, their knowledge and their abilities, they come up with the best-possible solutions and innovations for our customers. In the process, they combine entrepreneurial thought and action, common values and principles, and a high level of trust to achieve the long-term success and security of the company.

Diversity and inclusion

Diversity and inclusion are core values at Freudenberg, as expressed in the employer brand statement “Working at Freudenberg: We will wow your world!” We are firmly convinced that teams are more successful and enrich the process when they are diverse in their age, gender, cultural background and sexual orientation. In 2025, people from 147 nations worked together successfully at Freudenberg. At 24 percent, the share of female managers during the reporting year was slightly above the previous year (23 percent).

Freudenberg’s “Diversity & Inclusion Community” is actively involved in a series of initiatives to make sure our employees feel appreciated, respected and included in our company culture. One focus during the reporting year was the strengthening of cultural inclusion, promoting respectful interactions among our employees from different cultural backgrounds.

The nurturing of local talent in North America and Asia was a special focus in the year under review, making it possible for high-potential individuals to fill global professional and leadership positions outside of Europe. Regular meetings between top executives and young, talented staff increase their visibility and enable the sharing of mutual expectations. After the successful conclusion of the “China Challenge Club,” the “US Challenge Club” with 20 promising local employees was launched in 2025. It is a development program for high-potential individuals from the United States. In cross-Business Group projects and other managerial training, they are prepared for future high-level positions.

 **Diversity**

Freudenberg considers various aspects of diversity as described in the Diversity Charter, among other sources.

147

Freudenberg employees come from 147 nations.

60

60 countries are home to Freudenberg facilities

33%

of employees are women

Attractiveness as an employer

To be – and remain – attractive to both new and current employees, Freudenberg offers many advantages that are continually expanded. In general, we offer different benefits from region to region and from facility to facility. In most cases, they exceed the legal minimum standards in the respective countries.

With the help of extensive training, continuing education and professional development for all hierarchical levels, Freudenberg is supporting the ongoing education of its employees as part of the talent

management process. To maintain and improve employees' health and well-being, the Freudenberg Group values appropriate health promotion. The Group offers very good medical support as part of a company health management system and promotes various sport and fitness offerings.

Talent management

The goal of talent management is the professional development of each employee and the successful nurturing of high-potential staff. The employees regularly receive balanced feedback from their managers. They also discuss new requirements for the current position and, when necessary, the next potential development steps. As part of talent management, potential successors for professional and leadership roles are systematically identified to ensure the leadership team's stability. In 2025, cross-Business Group talent development was strengthened.

Talent conferences organized by region and function are steadily leading to a shared awareness of key positions and high-potential staff in the organization, a joint responsibility for nurturing talent, and optimal appointments.

In 2025 as well, about 80 percent of the open positions at the highest management levels were filled with internal candidates. This continues to show that Freudenberg offers excellent opportunities for advancement and that our talent management process is functioning ideally.



Employee Distribution

By age group:



Average length of service (worldwide):



By function:



Leadership development



Staff development



Companywide learning week

Under the tagline "Stay Curious Week," we held a companywide learning week in October 2025 for the first time, making it possible for all employees to take part in a learning activity. With the Learning Management System alone, we were able to record more

than 11,000 registrations for more than 70 offerings, complemented with training sessions in production areas. The outstanding response was a remarkable testimony to the offerings' diversity and creativity as well as the importance attached to learning.

Employee turnover and new hires

In recent years, the share of employees who left the Group of their own accord fell from 10 to 9 percent, and then to 8 percent. This positive trend continued in 2025 when the turnover rate fell further, to 7 percent. Once again, regional differences were evident in some areas, with rates continuing to be significantly higher in North America than in Europe, for example. The turnover among employees in the “operations” area and selected support departments was higher than in the general “indirect” areas. In the event of high turnover rates, we undertake specific measures at the local and regional level to deal with the particular causes and strengthen employee ties with the company.

With the establishment of centralized recruiting functions in the United States, Germany, China and Costa Rica, we can fill open positions more efficiently and further improve the candidates’ experience. With our “Freudenberg Future Colleagues” program, which was expanded to more than 20 of the largest countries in the Freudenberg Group last year, we had 603 more applicants who were recommended internally (previous year: 624); 258 (previous year: 171) of them were hired. That boosted the share of new hires who had been recommended internally to more than 40 percent. In all, Freudenberg brought about 7,100 new employees (previous year: 8,000) on board in 2025.

Strengthening the employer brand

The employer brand for the Freudenberg Group, with the slogan “Working at Freudenberg: we will wow your world!,” was strengthened during the reporting year. Its imagery appropriately incorporates product diversity, professional opportunities and Freudenberg’s values as an employer. The activities led to a further increase in the follower totals on social networks. More than 230,000 users visited the Freudenberg careers website in 2025.

LinkedIn campaigns as well as job fairs proved successful. The emphasis was on regionalized offers and internal employer branding to turn employees into brand ambassadors. Another figure increased as well: The number of applications went from 250,000 the previous year to 282,000 in 2025 (up 13 percent), an indication of the attractiveness of the advertised positions.



New hires

7,100
new hires in 2025

2,750 in North America	900 in Asia
1,950 in Europe excluding Germany	350 in South/Central America
1,100 in Germany	50 in Africa/Australia



Applications 2025:

282,000

Visitors to Freudenberg careers website in 2025:

230,000

Followers on LinkedIn at the end of 2025:

675,000

Restructuring measures

In 2025, the Freudenberg Group was confronted with a challenging business environment marked by slowing demand in several key markets. These developments required decisive action to ensure competitiveness. All the Business Groups have initiated restructuring programs to adapt organizational structures to the changing market conditions and thus strengthen the company's foundation for sustainable growth. The measures have led to changes in our global positioning and production capacity. They also reflect a strategic orientation focusing on efficiency and flexibility.

Core measures implemented:

Closure and partial closure of factories:

Several facilities were closed completely or specific product lines were eliminated to optimize the utilization of capacity and reduce structural costs.

Transfer and consolidation of capacity:

Production activities have been consolidated and transferred to exploit economies of scale and regional advantages.

Voluntary programs for employees:

Voluntary severance programs are providing socially responsible adjustments to the workforce.

Expansion of shared-service activities:

Centralized service functions have been expanded to boost process efficiency and reduce overhead.

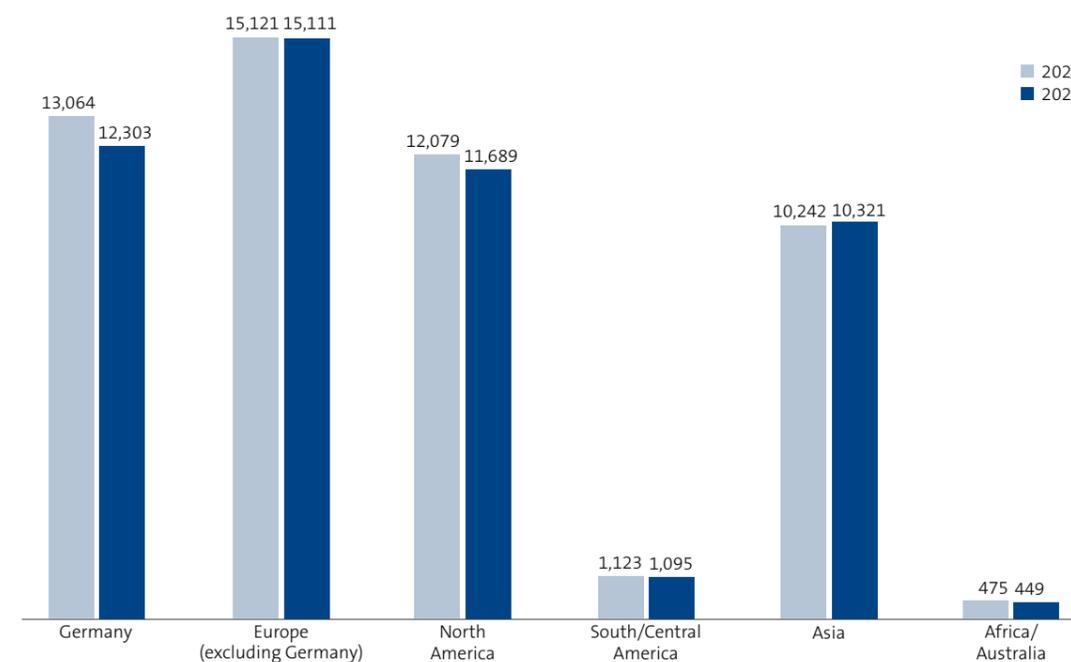
These measures are reflected in the size of the current workforce: Although new employees joined the Freudenberg Group through acquisitions in 2025, the total count was down about 1,100 overall due to restructuring measures, among other reasons. Many of the measures introduced during the fiscal year foresee reductions over several years.

Employees

50,968

employees worked at Freudenberg as of December 31, 2025 (previous year: 52,104 employees)

Employees by region



Freudenberg Group employees by region

In Germany, the total number of employees was 12,303 (previous year: 13,064); in Europe (excluding Germany) 15,111 (previous year: 15,121); in North America 11,689 (previous year: 12,079); in Asia 10,321 (previous year: 10,242); in Africa/Australia 449 (previous year 475), and in South America/Central America 1,095 (previous year: 1,123).

Training at Freudenberg

In all, 571 employees were in training at Freudenberg worldwide as of December 31, 2025, 429 of them in Germany.

Other companies hold Freudenberg training in high regard, as evidenced by the major companies in the region that have repeatedly sent their young employees to be trained at Freudenberg in Weinheim. The range of programs run from two-year technical training to commercial training, all the way to university work-study programs. In recent years, the Freudenberg Training Center has specialized in digitalization

and is recognized as a learning hotspot for training and continuing education. The amount of training in Weinheim has seen strong growth in the last two years. In September 2025, 104 new trainees and work-study students got started at the Freudenberg Training Center. In all, 375 future specialists are now being trained at the center. That is 55 percent more than three years ago. One emphasis during the reporting year was on stronger networking among the training managers at German facilities relating to joint marketing activities for the programs, for example.



Training

571

trainees worldwide at Freudenberg as of December 31, 2025

429

trainees at Freudenberg in Germany as of December 31, 2025



Career Orientation and Education

horizons

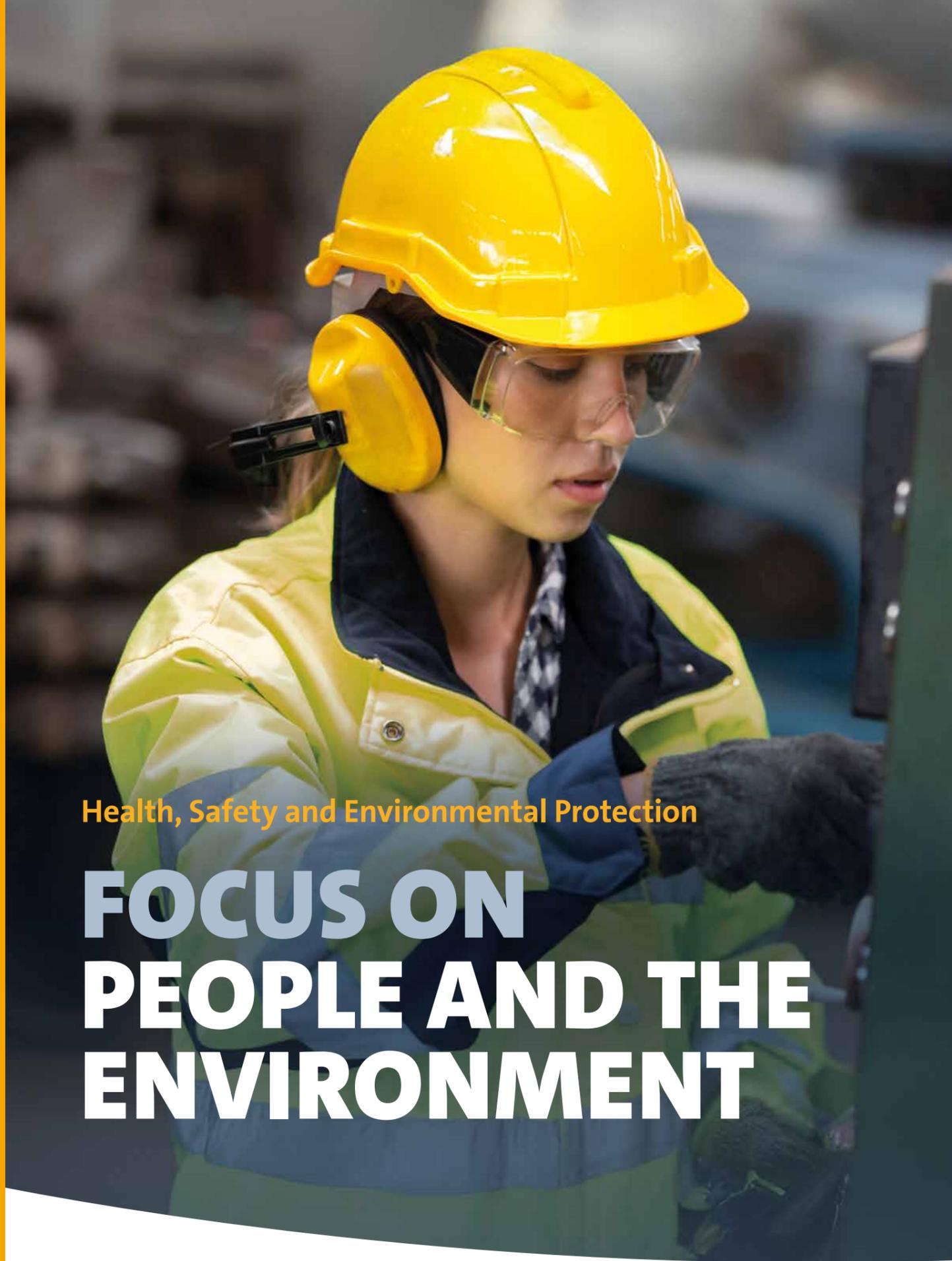
expanding perspectives.

The Freudenberg Educational Support Program for Employees' Children

Coinciding with its 175th anniversary in 2024, Freudenberg introduced a new program, "Horizons," for the children of Freudenberg employees. The program is geared to young adults at the start of their careers. It is designed to help them discover new horizons with an orientation to their career options and give them concrete support. The program has four elements:

- 1. Scholarships (70 have been given out so far):** Financial support for undergraduate studies in the focus countries: the United States, Germany, India, China, Italy, Mexico and Turkey.
- 2. Orientation to careers:** Assistance with the choice of a career, with insights into opportunities in industry.
- 3. Internships:** Offers of internships to children of employees during their studies or their initial training.
- 4. Alumni:** Creation of a global network providing support and ways to share experiences and ideas.





Health, Safety and Environmental Protection

FOCUS ON PEOPLE AND THE ENVIRONMENT

At Freudenberg, health, safety and the environment are at the center of our activities – with a clear requirement to prevent accidents, protect health with preventive measures and to continually reduce the impact of our businesses on the environment.

In specific areas, company standards define the Group-wide minimum requirements for occupational and environmental protections. These requirements correspond to the international ISO 45001 and ISO 14001 standards.

Internal and external audits as well as standardized HSE assessments at our facilities ensure that our standards and programs are carried out consistently. The acquired insights flow systematically into measures that continue to improve job safety and health, along with environmental and fire protection.

As part of its health management program, Freudenberg provides numerous sport and fitness options.



Management systems

More than 80 percent of Freudenberg’s production facilities have a certified management system in accordance with ISO 45001 and ISO 14001.

Investments

Out of the company’s total investments, the share of direct investments to protect health and the environment and to ensure job safety stood at 9.3 percent. That corresponds to a slight decrease of 1 percent compared to the previous year.

Freudenberg is committed to the protection of the environment and takes responsibility for making its activities environmentally friendly.

Environmental protection

Freudenberg is committed to the protection of the environment and takes responsibility for making its activities environmentally friendly.

We strive to continually minimize adverse environmental effects along the entire value chain – by using resources more efficiently and reducing emissions and energy use.

Corporate HSE at the Group level is integrated into the remediation of contaminated sites and cleanup projects, working closely with the respective local Freudenberg units. In close coordination with the responsible authorities, the company ensures that all local requirements are fully met and that no adverse environmental effects occur due to the existing contamination. Appropriate provisions have been made to ensure that current remediation measures and groundwater monitoring can continue.

Waste

A Group-wide internal environmental standard requires all Freudenberg production facilities to have a waste management program that is systematically geared to the waste hierarchy, ranging from avoidance, to reuse and recycling, all the way to the utilization of energy recovery and secure disposal.

In 2025, the company’s production waste totaled 123,157 tons, which corresponded to 10.6 tons in relation to sales. At many locations, there are “zero waste to landfill” projects to steadily reduce the quantity of the discarded waste.

Proper sorting, classification and transfer of waste to qualified expert waste disposal firms takes place in accordance with local legal guidelines. Adherence at the production facilities is verified during compliance audits, with random sampling by qualified external consultants.

Waste generation	2024	2025	change in %
Total waste generation [kt]	139	123	-11.1
Amount of total that is hazardous [kt]	14	14	0
Waste intensity [t/mil. euros of sales]	11.6	10.6	-8.7

Incidents and crisis management

In 2025, the Freudenberg Group was again confronted with a range of external and internal environmental and crisis management events.

At a number of locations, natural disasters such as forest fires, floods, heavy rain and storms impaired business operations. The trend had already been evident in previous years and continued during the reporting period.

In addition, there were facility fires, local plant closings in connection with strikes, environmental occurrences, relatively serious power outages, and individual security incidents at the sites. In scattered instances, geopolitical conflicts also led to repercussions on business activities and travel.

Despite the wide range of challenges, Freudenberg was able to significantly limit the effects on employees, the environment and operations. The Freudenberg-wide emergency and crisis management organization has a crucial function here, based on clearly defined roles, compulsory minimum standards and regular training programs that are carried out at all locations and give the responsible persons confidence in an emergency. With ongoing preparations, risks can be recognized early on, appropriate countermeasures introduced, and damage largely avoided.

For many years, Freudenberg has had an established structure for travel safety, which informs and supports the travelers comprehensively before departure and during the trip. It includes compulsory travel guidelines, the “Freudenberg Crisis Prevention Standards,” and global access to a travel assistance provider. It offers up-to-date country-related informa-

tion as well as medical and security-oriented advice and support.

Thanks to professional preparation and support available at any time, it has been possible to identify risks early on. The travelers were reliably protected and supported once again in 2025.



Freudenberg employees are supported comprehensively and professionally during business travel.

Health protection

Health protection is decentralized and resides in the Business Groups. Around the world, there have been many successful initiatives at individual locations that have run for years in some cases. Their goal is to strengthen physical and mental health.

Maintaining the mental health of our employees is important to us. Among other methods, Freudenberg provides programs for managers and regular awareness-raising events.



Safety and occupational health are top priorities at Freudenberg.

Occupational safety

To us, job safety not only means that everyone is working safely – we design our work systems to guarantee safety from the outset.

We carry out hazard assessments for all activities – both for our own employees as well as for external partners at our sites. In addition to the legally mandated instructions, we offer regular training on all relevant occupational safety issues.

Since 2025, all work-related accidents have been reported on the companywide reporting system for sustainability, environmental protection and job safety. Aside from quantitative data, qualitative information is being recorded globally. This leads to higher-quality accident reports at the facility level and enables a company-wide analysis of the causes of accidents. Seven serious accidents occurred during 2025. Serious accidents are work-related accidents with a high potential severity of injury where, for example, the party suffers permanent injury and/or requires a hospital stay of more than seven days for treatment.

In 2025, the rate of recordable work-related accidents (Work Related Incident Frequency Rate, WRIFR) was 2.9. This figure meets the statutory goal of 3.0.

The accident rate LDIFR (Lost Day Incident Frequency Rate) was 1.6 (previous year: 1.5). That corresponds to 169 work accidents requiring more than one day off work (previous year: 166).

The Group occupational safety program “We all take care” deals with all issues affecting safety in the workplace. Its projects cover worker and machine safety along with secure production processes. “We all take care” also promotes a safety-oriented culture.

Corporate Citizenship

WE HELP WORLDWIDE

The Freudenberg Group conducts business responsibly in every country where it operates, supporting a wide array of community and social projects – ranging from small local initiatives to complex international programs.

In its social commitments, Freudenberg combines continuity and flexibility to provide help where it is needed urgently and at short notice. This combination gives the Group's commitments a multifaceted character. They are currently divided into three areas:

lighthouse projects, aid projects and emergency relief, and “Freudenberg as a good neighbor.”

Lighthouse projects

(examples)

Education and environmental protection program e²

Launched in 2015, the program aims to give people access to work and education and promote environmental protection. The initiative complements separate existing initiatives based on a prescribed catalog of criteria. e² has been established on every continent. The total funding for it has now reached 24 million euros. More than 230 projects have been financed. Here are some current examples of e² projects:

Spain: Inclusion and environmental protection in harmony

In Parets del Vallès, Spain, Freudenberg has teamed up with the ONAT Foundation on an environmental and social project, “Crystal Water.” The idea is to use natural methods to cleanse rainwater polluted by industrial activities before it reaches rivers – for example, by planting trees and shrubs. Freudenberg employees work with physically or mentally disabled people on the project.

Mexico: Commitment to reforestation and climate protection

In Querétaro, Mexico, Vibracoustic is working with Re-forestamos México on a reforestation project to counter growing deforestation and protect underground water reservoirs. On a three-hectare (7.4-acre) parcel, Vibracoustic employees have joined people from the community in planting trees, increasing biodiversity and CO₂ absorption. Thanks to internal communications, the joint campaign and regular visits to the reforested land, there has been an increase in environmental awareness at the Vibracoustic site.

Turkey: More equal opportunities due to science-technical education

In Bursa, Turkey, Freudenberg and the Science Heroes Association have created a classroom for science and technical education at an elementary school. The goal is to reduce inequality in education by shrinking the gap between public and private schools. The room's equipment includes robotics kits, tablets and 3D printers; teachers are trained as well. Freudenberg employees also guide the pupils in playful educational competitions, promoting early skills in technology and innovation.





The non-profit training center in Nagapattinam, India, offers government-recognized work-study education.

Training center in India

After the devastating tsunami in December 2004, Freudenberg built a nonprofit training center in Nagapattinam in the south Indian province of Tamil Nadu. Since 2009, it has run a government-approved work-study training program for electricians, welders, installers, engine mechanics and machinists. So far, more than 1,400 young people have successfully launched their careers there. Freudenberg continues to invest in the center. It was expanded during the reporting year, adding, among other things, a computer room.

Botanical garden in Weinheim

A feast for the senses: The Hermannshof in Weinheim, Germany, is an impressive botanical garden that is largely funded by the Freudenberg Group. It is a place of calm and relaxation where you can escape everyday life and experience the diversity of the plant world. Admission is free. Visitors from around the world enjoy the beauty of nature there and pick up new ideas and inspiration for their own gardens.

School project in China

The Chinese village of Haijin is located in the province of Sichuan, which was struck by an earthquake in May 2008. With Freudenberg's help, a primary school there was rebuilt and opened in 2009. The building gives about 300 pupils the environment they need to start their education on the right foot. Every year, Freudenberg employees visit the school and organize various activities, including a summer school project and remedial tutoring.

Freudenberg Foundation

With its programs, the Freudenberg Foundation has fostered effective long-term structural changes promoting greater inclusion, education and democracy since 1984. As a nonprofit GmbH, the foundation is a partner with Freudenberg & Co. Kommanditgesellschaft. In all of the projects, the focus is on children and young people, along with their social, language-related and professional integration into society.

Aid projects and emergency relief

(examples)

Aid for people affected by the war in Ukraine

After providing crucial immediate aid at the war's outset, Freudenberg has focused more heavily on organizations that handle long-term support for refugees and their integration. More than 40 organizations in Ukraine and other European countries have been supported so far. One is the Ukrainian Friends Foundation, which sets up container villages at safe locations in Ukraine.



Freudenberg supports the Ukrainian Friends Foundation, which sets up container villages at safe locations in Ukraine.

»Freudenberg as a good neighbor«

(examples)

«Service Day» in North America

Each year in September, more than 60 Freudenberg facilities in North America participate in a variety of social activities. Since 2014, employees have come together in the United States, Canada and Mexico on «Service Day» to help people in need, plant trees or clean up parks, for example.



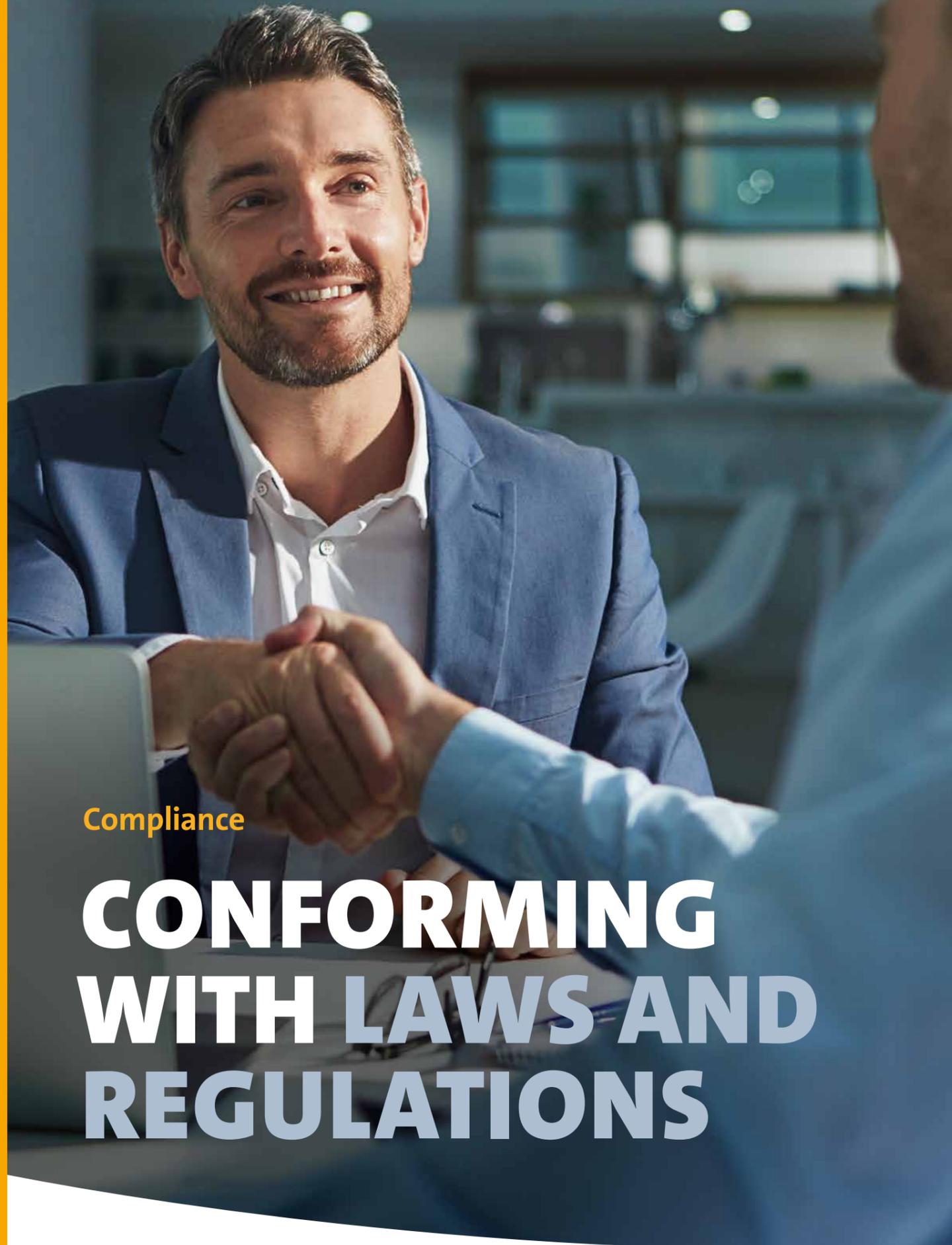
On «Service Day», Freudenberg employees clean up parks and other locations.

Teaming up against old-age poverty and loneliness: free meals, get-togethers for seniors

Every year, as Christmas approaches, works council members collect donations for Weinheim retirees in need. The Freudenberg Group doubles that sum, making it possible to fund a free hot lunch on weekdays for seniors while promoting social interaction. The campaign has been underway for about 70 years.

Initiatives in surrounding communities

There are Freudenberg Group facilities in about 60 countries. At many of these locations, the Freudenberg companies and their employees participate in local social projects, living their vision of social responsibility.



Compliance

CONFORMING WITH LAWS AND REGULATIONS

In 1887, company founder Carl Johann Freudenberg formulated his business principles. The principles and behaviors he postulated and practiced, such as honesty, modesty, loyalty, decency, and trust, continue to shape the corporate culture to this day. These values form the basis of our Business Principles and are also reflected in the company's Guiding Principles. The Business Principle of "Responsibility and Integrity" means that Freudenberg acts with a very high level of integrity and ethical standards. The Group does not tolerate any illegal or unethical business activities.

Orientation in a complex world

In an international environment, regulations and the corresponding controls are needed to manage companies with global operations. They provide employees with orientation and strengthen the trust of customers and partners.

The Code of Conduct derived from these Business and Guiding Principles define internal standards that apply worldwide. They are designed to guarantee legally compliant and conscientious behavior in all business activities. Ongoing communication and the mandatory integration of the Code of Conduct into company processes – for example, as a component of employment contracts – confirm the need to adhere to the established standards of behavior. E-learning on the Code of Conduct is an appropriate way for any employee to become familiar with its contents. In addition, the refresher training developed in 2025 ensures that employees are regularly reminded of the standards.

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Compliance structure

Functions at the holding company level coordinate Freudenberg-wide compliance measures in close cooperation with the Business Groups. Among other things, this approach promotes the implementation of the Freudenberg compliance standards, best-practice sharing and the ongoing development of compliance programs.

Up-to-date online training on various compliance topics is available to the Business Groups worldwide. The training courses raise employees' awareness of compliance-related risks in their areas of responsibility. Campaigns such as "Cybersecurity Awareness Month" in October 2025 strengthen the awareness of risks and offer concrete tips on preventing problems. Compliance is a companywide mission.

Campaigns such as "Cybersecurity Awareness Month" in October 2025 boost the awareness of risks among Freudenberg employees and offer them concrete tips on preventing problems. Compliance is a companywide mission.

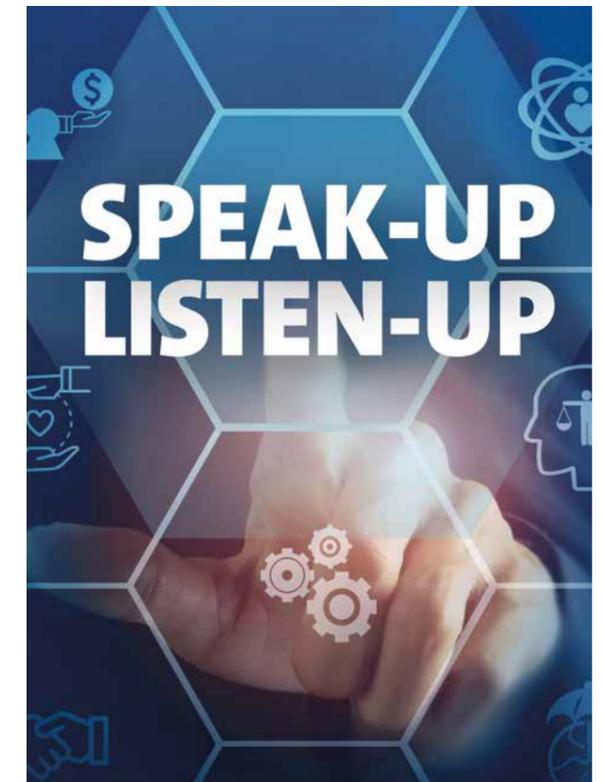
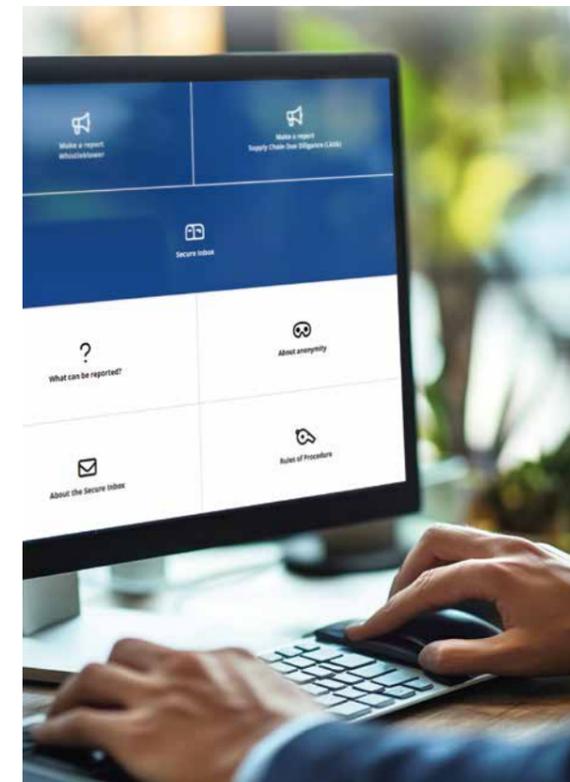
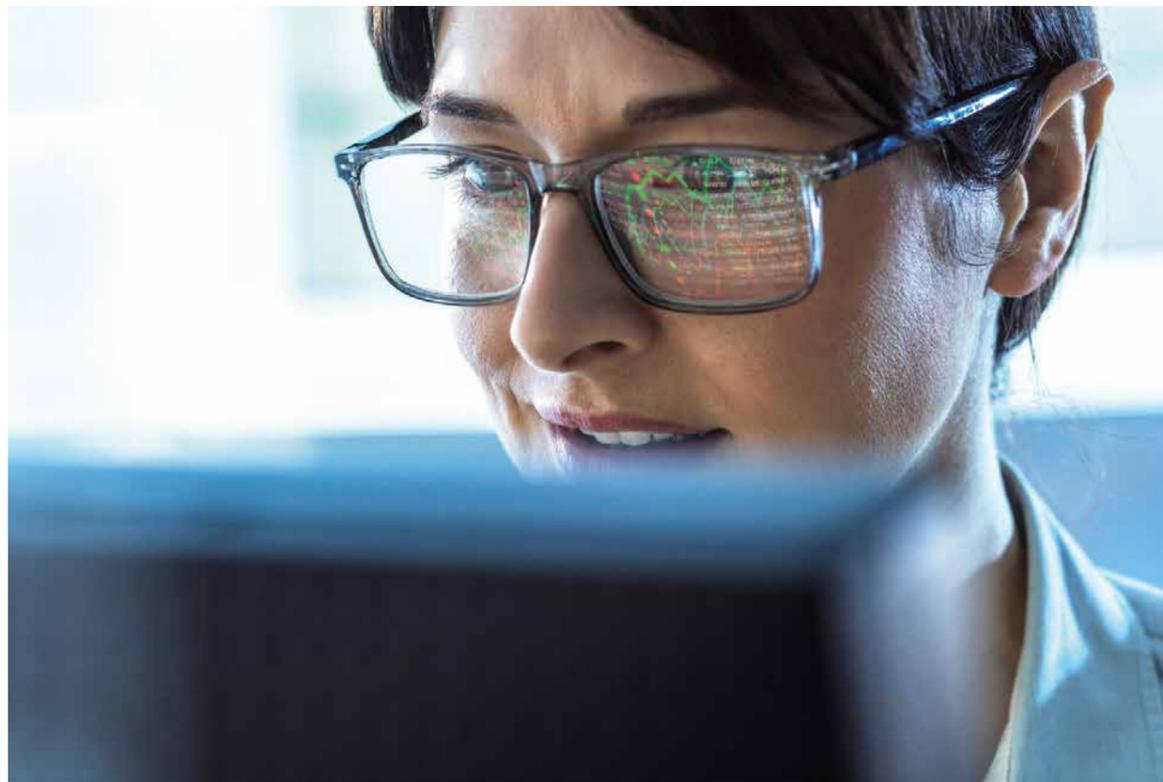
Ethics Offices

Ethics Offices are an important component of the Compliance Management System at Freudenberg. They are the confidential starting and contact point for all employees and third parties who wish to report a (potential) violation of the law or the principles in force at Freudenberg.

Since January 2025, the Ethics Offices also have received reports and concerns via an electronic whistleblower system.

The opportunity to report compliance violations or to notify the offices of a potential violation, in each case with a guarantee of confidentiality, is designed to help maintain a culture of trust and protect Freudenberg values and principles even more effectively.

To strengthen the "speak up/listen up" culture within the Freudenberg Group, the company has introduced an electronic tipster, or whistleblower, system.



UN Global Compact Progress Report

The UN Global Compact is the world's largest and most important initiative for responsible company leadership. Since joining in 2014, Freudenberg has voluntarily made the commitment to conduct its business sustainably, with a values-based approach. In the so-called UN Global Compact Progress Report, Freudenberg regularly highlights how it is implementing the 10 principles of the Global Compact and how it is helping to achieve the UN Sustainable

Development Goals. For Freudenberg – as with all the other members – this involves answering a standardized questionnaire with nearly 70 questions – mainly multiple-choice – on the topics of governance, human rights, labor standards, environment and climate, as well as anticorruption measures. The completed questionnaires can be found on the UN Global Compact website at <https://www.unglobalcompact.org>.

