

**THIS IS**  
**FREUDENBERG**

# VISIONARY

An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Home and Cleaning Solutions.

Carl Johann Freudenberg passed down concepts and qualities that have uniquely defined the Freudenberg Group down to the present. The importance of staying curious is perhaps his most important legacy since it promotes the on-going development of our ideas, our products and the company as a whole. **As a visionary, he was accustomed to thinking ahead without losing track of where he came from. This stance became a principle that gives us the confidence to boldly step into the future.**

## VISIONARY

A willingness to embrace change and take pride in new developments have transformed Freudenberg into a provider of high quality products and services to meet a wide variety of industrial challenges. For more than 175 years, we have placed our trust in our material expertise and our pioneering spirit in each of our markets.

**Leadership relies on foresight, always thinking a step ahead.**



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At Freudenberg, innovation results from cooperation. This insight has shaped our company and is reflected in the claim "Innovating Together."

**Curiosity, critical thinking, creativity, precision and patience are all part of the self-conception of science. For us, this is complemented by a long-term orientation and a value structure that is firmly anchored in our company culture.**


# SCIENTIST

Through the interplay of different disciplines and close collaboration with our customers, a large global network has emerged. A network that gives rise to unique innovations: AI-supported condition monitoring in mechanical seals, the gentle dilation of coronary arteries, and materials that remain stable even at 1200 °C.

**Innovating together:  
Together we are moving forward  
faster, more efficiently, and  
more digitally.**



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An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Sealing Technologies.

# ACTIVATOR

An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Filtration Technologies.

Freudenberg solutions help to make the air in rooms cleaner, prevent gummy bears from sticking together, put cars on the road, and enable wounds to heal more quickly. Four examples, representing thousands of applications.

## ACTIVATOR

Freudenberg supplies industries with components and consumers with end products. Whether seals, vibration control technology, technical textiles, filters, household and cleaning products, specialty chemicals – from lubricants to flavors – or medical technology products and e-mobility solutions: Our products and services can be found in nearly every sphere of life.

**Diversification as a strategy.  
Our diverse markets  
and industries.**



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Under family ownership since its founding in 1849, Freudenberg is managed with foresight and a sense of responsibility. We are not guided by short-term financial interests. We act with a long-term perspective.

# NAVIGATOR

**As a reliable navigator, we provide orientation – for our employees, for our partners and for the markets where we are active.**

The Freudenberg Group is fully under family ownership and will remain so in the future. This stable company culture gives us the freedom to invest in research, new technologies, and our employees. The result is products that create true added value.

**Family as a guarantor of stability, independence and sustainable growth.**

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An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Medical.

# NAVIGATOR

# FREUDENBERG

An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Flow Technologies.

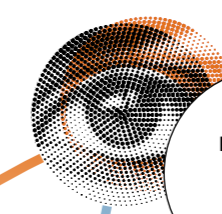
Diverse teams drive innovations at Freudenberg. The different experiences, knowledge, and capabilities of our employees lead to the best solutions for our customers.

To Freudenberg, the phrase “family company” also means pride in a sense of belonging – and we encourage this to the best of our ability. We mostly fill leadership positions from our own pool of talent, offering good opportunities for advancement internally.

## MENTOR

Guiding people in their development is more than a strategy for Freudenberg – it is a reflection of our genuine concern. We lend support as a mentor to every employee. Individually. Reliably. On an equal footing.

A diversity in which each and every individual counts and develops.



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We strive to protect people and the environment – at our facilities and beyond. Health and safety issues are a natural component of the spirit of responsibility that guides our actions.

# GUARDIAN


Freudenberg develops solutions that conserve resources. It reduces emissions and designs processes with foresight – with an awareness of our responsibility to the generations to come.

We promote education and equality of opportunity while strengthening communities worldwide because we feel a commitment to society. The foundation for all this is our uncompromising commitment to compliance: Our decision-making is guided by integrity, transparency and ethical conduct.

**Taking responsibility  
comes naturally to us.**

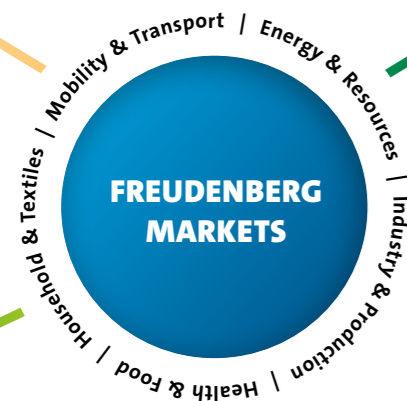


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An AI-supported illustration based on a microscopic photo of a material developed by Freudenberg Performance Materials.

# ALL OF THIS IS FREUDENBERG



about **12** bil. (€) in sales

Economically, Freudenberg is on solid ground: profitable businesses, a healthy balance sheet – our equity ratio of significantly more than 50 percent is especially strong.

**150** nations

Diversity is important to Freudenberg and makes us stronger. People from about 150 nations work on Team Freudenberg.

**40** market segments

Our products are used in thousands of applications across approximately 40 market segments worldwide – mostly out of sight, but always essential.

about **600** mil. (€) invested in research and development

For years, Freudenberg has invested heavily in research and development, building the company's future capabilities. In recent years, R&D spending has consistently amounted to around five percent of annual sales. About one-third of our products are less than four years old.

**24** mil. (€) in education and environmental protection

Freudenberg helps people worldwide. The funding for the education and environmental protection program e<sup>2</sup> totals 24 million euros. Supplemented by many other social projects, employees often volunteer in their spare time.

**51,000** employees

Freudenberg has about 51,000 employees in about 60 countries. Their average length of employment is almost 11 years.

**1849**  
**177** years of Freudenberg

The company is still under family ownership 177 years after its founding by Carl Johann Freudenberg. Seven generations have stood for stability, living and breathing their responsibilities.

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Leadership relies on foresight, always thinking a step ahead.

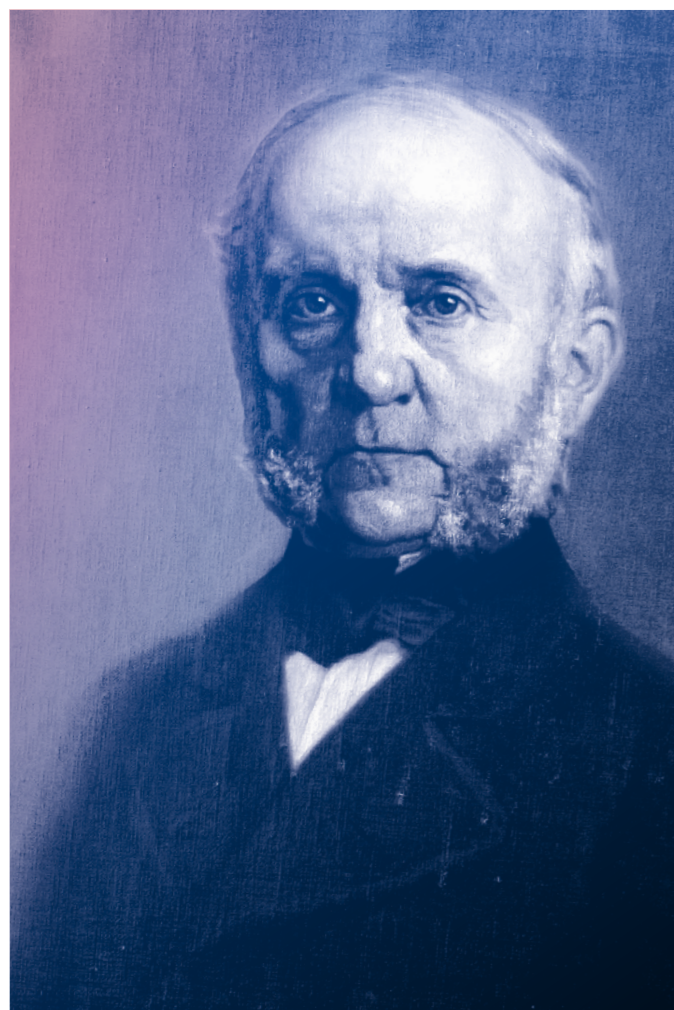
**Freudenberg stands for creative technical products and solutions of exceptional quality. As a global technology company and development partner for our customers, we set standards in innovation, customer focus and responsibility. Our strength lies in deep material, process and product knowledge combined with boldness and a pioneering spirit.**

The world is facing profound transformations – decarbonization, digitalization and demographic changes. Freudenberg is approaching these developments with a sense of curiosity and a willingness to learn. We are embracing change. This fully reflects the visionary spirit of our founder Carl Johann Freudenberg. Our ambition: always be a step ahead and be actively involved in shaping the future.

What distinguishes us is not a single technology and not one product or market. It is rather a culture where change thrives without the loss of our roots.

To us, “Innovating Together” means working with our customers and partners as well as the scientific community to develop leading solutions that create true added value – high-performing, reliable, efficient and sustainable.

In more than 40 market segments and in thousands of applications, our products and services help to make our customers more successful. Most are inconspicuous but they are always indispensable – completely in line with our brand positioning: “Freudenberg is a values-based technology group that best serves its customers and society.”



Carl Johann Freudenberg (1819 to 1898)

Our solutions improve peoples’ lives: from cleaner air to efficient transport systems, all the way to more reliable production processes. Our diversity across industries constantly leads to new insights and products.

Our employees stand behind this claim. With expertise, personal initiative and an awareness of their responsibilities, they combine global experience with entrepreneurial thinking. The result is excellence day in and day out. In the past, in leather production. Today in complex high-tech processes – and tomorrow in the solutions that will move the world forward.

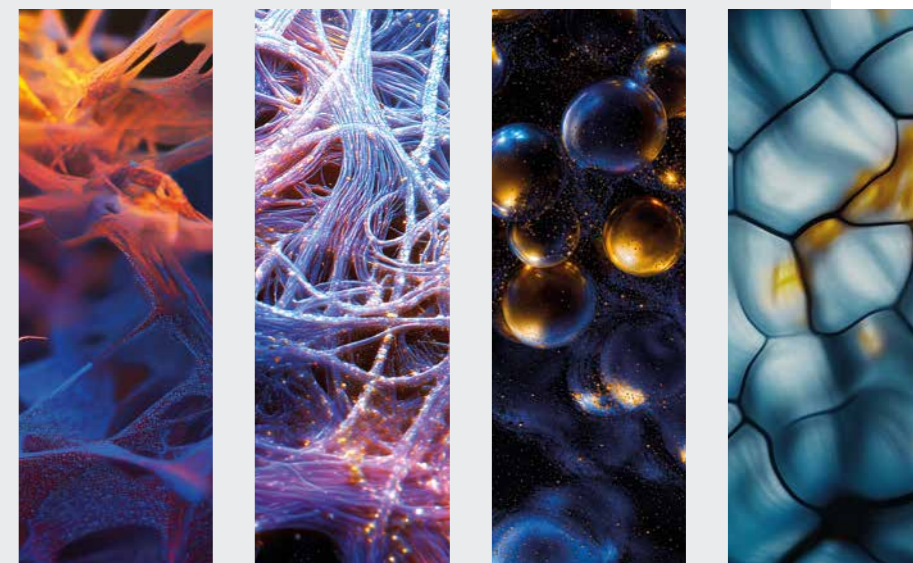


Precision, commitment and a sheer delight in quality – day after day at Freudenberg.

**High-performance materials with outstanding features and characteristics – we have been developing them for more than 175 years.**

# MATERIAL COMPETENCE

One of Freudenberg’s unique core elements is our expertise in materials. 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 products and solutions in all of our Business Groups.



Figures 1-4. AI-supported illustrations based on microscopic images of materials developed by Freudenberg.

Innovating together:  
Together we are moving forward faster,  
more efficiently, and more digitally.

- 
**Southeast China, 11 a.m.**, in the production area of a furniture manufacturer. A press for wooden slats gives off fewer emissions and conserves energy due to a low-smoke, high-temperature oil.
- 
**A few hours later in Europe**, namely in Germany, in the operating room of a hospital. A heart is again supplying a patient's body with oxygen. A drug-coated balloon catheter has re-opened constricted arteries and ensures that they heal in the long-term.
- 
**Meanwhile, far to the south in Martorell, Spain**, in an office a developer uses AI to produce a made-to-order design for a vehicle's vibration damper.
- 
**A short time later, in the northern North Sea off the coast of Norway**: On a remote oil drilling platform, a seal automatically sends out an alert that it will soon need maintenance.
- 
**And finally, at 3 p.m., on the opposite side of the Atlantic, on Route 66 in the United States**, an electric car remains safe for a family of four even with an overheated battery, because a new material neither burns nor melts at high temperatures.

**What sounds like science fiction is already a reality. The people behind these Freudenberg Group innovations have the courage to think differently. Interdisciplinary teams from a variety of countries push the envelope because they know that the challenges of the future require more than just good ideas. Courage and material expertise combined with digital intelligence are in demand. Data analysis, AI methods and automated processes are accelerating the development of responsible technologies.**



# INNOVATION PROJECTS

## MEDICAL TECHNOLOGY FOR MILLIONS OF HEART PATIENTS

Coronary artery disease is the most common cause of death worldwide. It is responsible for 30 percent of all human deaths. One innovation in medical technology is expected to change that: a balloon catheter from the Freudenberg Medical Business Group. Developed by experts at its site in Aachen, Germany, it delivers the medication directly into the artery wall and keeps constricted vessels open long-term – minimally invasive and without a permanent stent.

How does it work? The solution lies in a detail hardly visible to the human eye: a newly developed medical coating, applied to the balloon catheter. Its micro-crystalline structure ensures that the drug is released in a controlled, precise manner, exactly where it is needed. The balloon itself is only 2 millimeters wide and 12 millimeters long and is coated with just a single drop of the coating solution.

The advantages for patients: The intervention is shorter, there are fewer complications, the healing is faster, and the treatment can be repeated as often as needed. By 2034, in the United States alone, more than 1.1 million patients are expected to be treated, supported by a new high-tech production facility in Aachen. In addition to the United States, the balloon catheter is available in Europe and the APAC region.

An international, interdisciplinary team developed the technology from the chemical formulation of the coating and the process development all the way to the clinical studies and the market launch. Experts worked closely with the customer, one of the world's largest medical technology companies. It is now marketing the product under its brand name. The team won the Freudenberg Innovation Award for the project.



Freudenberg's patented drop-drag process: a precise traceable coating process ensures patient safety.

# INNOVATION PROJECTS

## QUANTIX ULTRA: FIRE PROTECTION RECONCEIVED

When batteries overheat, every second counts. An interdisciplinary team of experts from the Freudenberg Sealing Technologies Business Group has developed a new material, Quantix ULTRA, that can withstand extreme temperatures of 1200°C for more than 30 minutes – and yet can be processed with injection molding. This characteristic is especially in demand for electric mobility, as a flame protection barrier.

The product is based on a patented in-line process where the material's polymer chains cross-link during injection molding. There the material can be processed into complex 3D shapes. The combination of these qualities had once been inconceivable in technical plastics.

It saves time and money while also reducing emissions. Quantix ULTRA has demonstrated its performance in both flame and battery tests, and the first flame-barrier products are already in series production. Only two years after development began, Quantix ULTRA is ready for broader production and is setting new benchmarks in fire and battery protection. Several customers are currently testing prototypes, and the next development generation is already underway.



Technology that matters: developed for maximum safety and the extreme temperatures in electric mobility.

## LOWER EMISSIONS AND GREATER EFFICIENCY IN WOOD PROCESSING

Millions of tons of wood panels are processed annually – often in conditions that weigh heavily on people and the environment. Klüber Lubrication responded to an inquiry from China: Smoke coming from presses used in wood processing posed a safety hazard. That was the starting point for a global innovation.

An interdisciplinary team of experts, composed of employees from Europe and China, set out to find a solution and developed a low-smoke, high-temperature oil. The work was supported by digital tools and an automated mixing robot, which tested various formulations with a precise, automated approach. The new oil reduces emissions, improves friction, reduces wear, and boosts energy efficiency. Today more than 100 facilities worldwide have turned to this solution, which includes real-time monitoring of the process parameters. Meanwhile, a patent has been issued for the innovative, low-smoke lubricant with new ingredients.



Technology for the highest standards: lower emissions, improved friction and greater efficiency with an innovative high temperature oil.

# INNOVATION PROJECTS

## FAST FORWARD – 200 VARIATIONS IN 24 HOURS

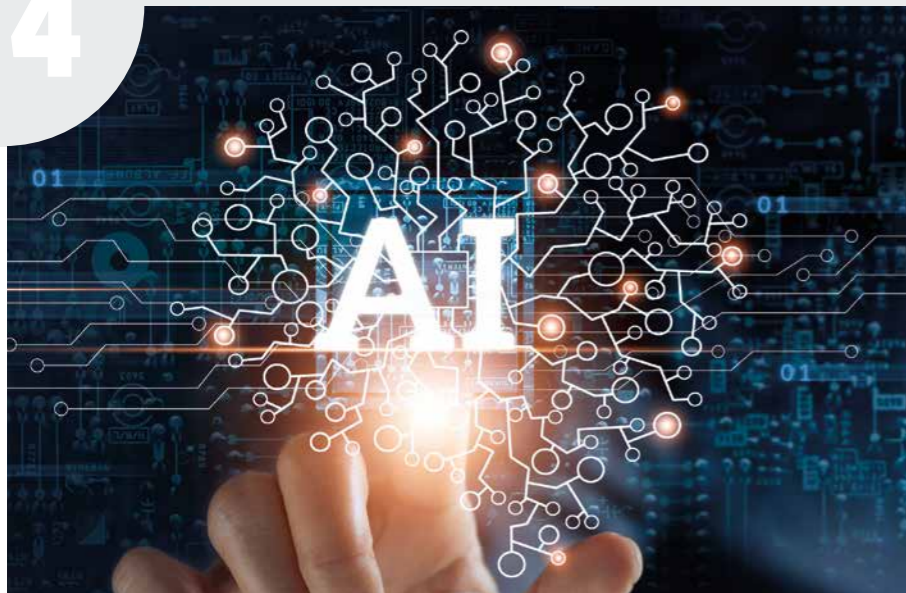
Living things change by evolving – always in search of a balance between function, efficiency, and environmental conditions. What nature has optimized over millennia, the Vibracoustic Business Group develops for customers in just a few days: With the help of artificial intelligence, it is developing high-performance vibration dampers for today’s vehicles – more precisely, quickly, and sustainably than ever before.

What was once a complex interplay of experience, manual simulation and repetition today occurs in record time. Within 24 hours, up to 200 design variations are created, hundreds of parameters are analyzed and the most promising solutions are selected based on experience.

The development time has been cut in half, and the hit rate has risen to 90 percent for first trials. This clears the way for made-to-order damping systems – for everything from electric SUVs to vans.



4



One subset of AI is machine learning, which is being used successfully in material development at Freudenberg Technology Innovation.

## WHEN SMART SEALS THINK

On drilling platforms, in power plants and chemical facilities, mechanical face seals offer reliability – often around-the-clock and in extreme conditions. EagleBurgmann’s Smart Seal, which it developed in-house, imparts intelligence to the sealing process.

How does it work? The sealing ring’s sensors continually monitor pressure, temperature and vibration to provide real-time data to the cloud. In parallel, artificial intelligence analyzes the data and issues alerts about critical situations before they occur. Maintenance is only undertaken when it is really needed, as reported by the seal itself. The result: maximum reliability, less downtime and a digitally networked system that can be easily integrated into existing facilities.



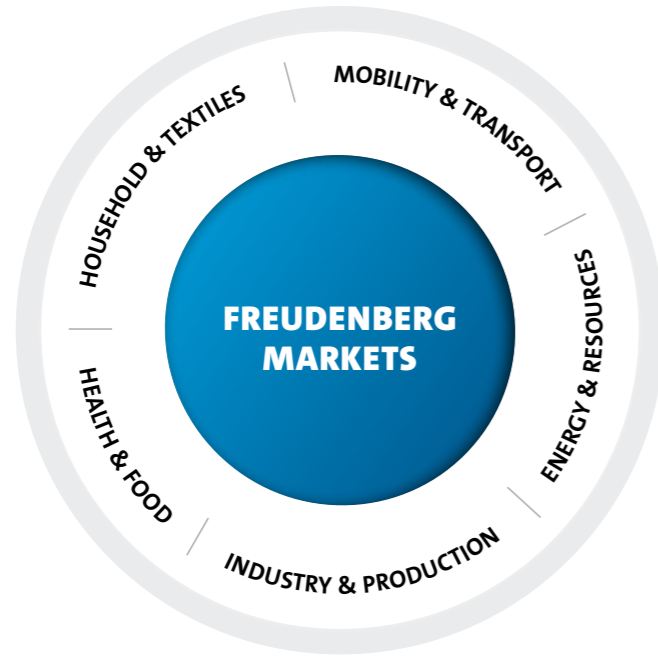
A seal that is dependable and thinks for itself: intelligent sealing solutions for use under extreme conditions – reliability on drilling platforms worldwide.

5



→ **Whether in the heart of a human being, in the battery of a car or in the depths below a drilling platform – innovations emerge where expertise, curiosity and global cooperation come together. With these developments, Freudenberg demonstrates what is possible when materials are reconceived, AI processes are accelerated and sustainability issues are taken into account. Our ambition is to make the world of tomorrow safer, more efficient and more livable using the technologies of today.**

## Diversification as a strategy. Our diverse markets and industries.



### MOBILITY & TRANSPORT

We improve mobility and transportation worldwide. Our portfolio includes seals, vibration control and filtration technology, along with technical textiles, long-lasting bearings, special lubricants and surface treatments such as electroplating.

### ENERGY & RESOURCES

The extraction and transport of fossil fuels are challenging processes. Meanwhile, innovative solutions are in demand for renewable energy. Freudenberg is helping to improve operating reliability, boost running times and enhance environmental protection.

A broadly diversified portfolio makes Freudenberg highly resilient. An organizational structure aligned with the needs of the customer provides entrepreneurial flexibility. Diversification is the model for our success, and diversity is our capital. Our interdisciplinary teams combine global experience with entrepreneurial thinking. This results in solutions that combine the highest quality with innovation.

### INDUSTRY & PRODUCTION

Our wide-ranging expertise in materials, systems and technologies enables us to develop leading products, outstanding services and groundbreaking solutions for a range of industries and manufacturing sectors.

### HEALTH & FOOD

Thanks to expertise in medical technology, hygiene, pharmaceuticals and the food industry, we are able to provide innovative solutions meeting the highest quality and safety standards.

### HOUSEHOLD & TEXTILES

Our functional nonwovens, special lubricants, cleaning products and filter applications make everyday life easier and improve comfort and efficiency in homes.

## Technological expertise for customer-focused solutions in a wide range of industries

### AUTOMOTIVE OEMS



### SPARE PARTS BUSINESS



### MECHANICAL AND PLANT ENGINEERING



### MEDICAL AND PHARMACEUTICAL



### FINAL USERS



### ENERGY AND WATER



### TEXTILE AND APPAREL



### CHEMICAL



### CONSTRUCTION



### OTHER INDUSTRIES





BUSINESS GROUPS

### FREUDENBERG SEALING TECHNOLOGIES

Freudenberg Sealing Technologies is a global market leader as well as a development and service partner for demanding, novel applications in sealing technology, and electric mobility. Our innovative solutions are employed in many industries – especially in the renewable energy sector.



#### DEFYING EXTREMELY HIGH TEMPERATURES

Quantix®, one of the many solutions from the Business Group, is an innovative class of materials that was developed for especially demanding applications like those in the food and beverage industry. The exceptional flame resistance of Quantix® ULTRA is ideal for critical fire protection applications found in e-mobility, energy storage, and the aerospace sector.

### Products and applications

Freudenberg products and applications are everywhere. They help make the air in rooms cleaner, put cars on the road, and make it possible for wounds to heal more quickly. Those are just a few examples of the wide range of Freudenberg solutions.

### FREUDENBERG FLOW TECHNOLOGIES

Freudenberg Flow Technologies is one of the world's leading manufacturers of industrial sealing technologies that ensure the reliable operation of pumps, compressors, agitators and special machines – wherever reliability and efficiency are in demand.

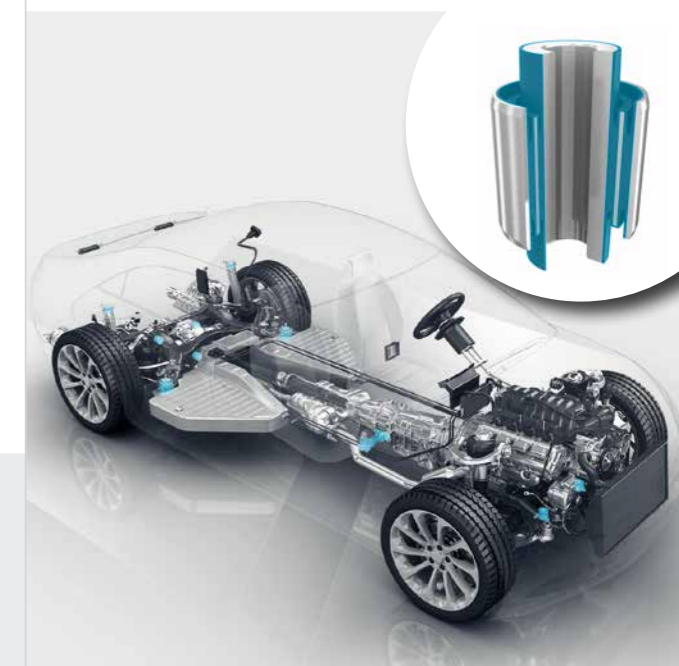


#### HIGH-PERFORMANCE CERAMICS

Mechanical seals made from specially developed high-performance materials for various applications such as pipelines and pumps.

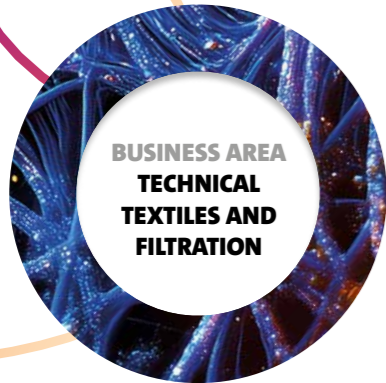
### VIBRACOUSTIC

Vibracoustic is a leading global expert in NVH (noise, vibration, harshness) for the automotive industry. Customized solutions offer more comfort, while contributing to efficiency, safety, and the operating life of vehicles.



#### BROAD PORTFOLIO FOR SUSPENSION BUSHINGS IN VEHICLES

Suspension bushings influence vibrations transmitted from the road surface to the vehicle chassis, reduce unwanted vibrations, and improve handling and stability.



BUSINESS GROUPS

**FREUDENBERG PERFORMANCE MATERIALS**

Freudenberg Performance Materials is a leading global provider of innovative technical textiles to many industries – ranging from construction, clothing & shoes, and mobility & transport, to energy, healthcare, household & living, all the way to coated technical textiles.



**ADVANCED WOUND CARE PRODUCTS MADE OF COATED FOAM**

Flexible silicone foam dressings help heal wounds.

**Products and applications**

**FREUDENBERG FILTRATION TECHNOLOGIES**

Freudenberg Filtration Technologies is a leading provider of solutions for air and liquid filtration. The products help to make industrial processes more efficient, conserve resources, protect people, and enhance environmental protection.



**AIR PURIFICATION AS EFFICIENCY DRIVER**

Air filters like Viledon spiderMaxx ensure reliable intake air purification in gas turbines and compressors, thereby increasing the efficiency of the system.

**JAPAN VILENE COMPANY**

Japan Vilene Company has been the leading nonwoven manufacturer on the Japanese market since its establishment in 1960. Japan Vilene Company offers a broad product portfolio for various applications in the automotive, medical, electrical, and industrial segments.



**NONWOVENS MEETING CAR MANUFACTURERS' DEMANDS**

Products with passenger comfort, environmental advantages, moldability, safety, and lightweight construction made possible by innovative material developments by Japan Vilene, serving automotive OEMs globally.

BUSINESS GROUPS



**BUSINESS AREA  
SPECIALTIES**



**BUSINESS AREA  
CLEANING  
TECHNOLOGIES  
AND PRODUCTS**

## FREUDENBERG HOME AND CLEANING SOLUTIONS

Freudenberg offers innovative household and cleaning solutions for consumer and professional use. Our portfolio consists of high-quality systems and products known for their efficiency and long lifespans and are valued in households and by commercial users worldwide.

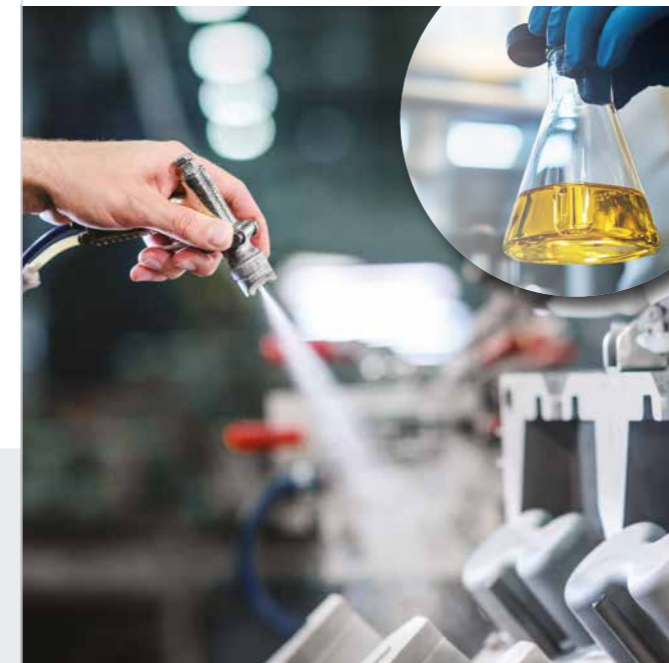


### A CLEAN HOME THANKS TO HIGH-QUALITY MATERIALS

The careful selection and combination of high-quality materials yields products that are geared to consumers' needs. They play an important role in the development of long-lasting, user-friendly products that make it as easy and efficient as possible to clean homes.

## FREUDENBERG CHEMICAL SPECIALTIES

Freudenberg Chemical Specialties operates across multiple specialty segments, including lubricants, surface technologies, and release agents. To maximize customer value in these segments, Freudenberg Chemical Specialties consists of dedicated Business Units and Brands: Klüber Lubrication, Chem-Trend, SurTec, and CAPOL – with specific market, technology, and process expertise.



### RELEASE AGENTS FOR PRODUCTION PROCESSES

Chem-Trend's advanced release agent technology improves the efficiency of production processes for everyday products, from auto parts to consumer goods.

## FREUDENBERG MEDICAL

Freudenberg Medical is a reliable strategic partner to companies in the medical technology and pharmaceutical industries. Our portfolio consists of high-quality medical products, precision components and silicone, metal and thermoplastic tubes, and catheter solutions.



### ZEROING IN ON VASCULAR OCCLUSIONS: BALLOON CATHETER COATING

As the balloon inflates, the coating penetrates the targeted portion of the artery wall. After a few minutes, the doctor removes the catheter. But the medication stays behind and acts exactly at the point where the artery had narrowed. Thanks to Freudenberg Medical, the result is a minimally invasive intervention making.

## Products and applications

Family as a guarantor of stability, independence and sustainable growth.



Since its founding in 1849, Freudenberg has successfully adjusted to changing conditions again and again. This capacity for renewal is part of our identity – it has made us a globally successful, diversified technology company, still under family ownership. Today we stand for innovation, reliability and sustainable growth – across generations.

Our Business Groups are diverse: They serve a range of different markets and use a wide variety of technologies. Their products are at various levels of maturity. What binds them is a common denominator – technology-driven products and services that create true added value. With our broad range of products and services in a variety of markets and industries, we reduce risks and create the basis for investment in future opportunities over the long term.

As a family company, we think and act with foresight. Freudenberg is completely in family hands and will remain so in the future. The seventh generation is now shouldering these responsibilities – more than 440 descendants of founder Carl Johann Freudenberg stand for continuity

and reliability. This special ownership structure gives our company stability and allows decisions that are not shaped by short-term market interests but rather by long-term responsibility.

We can pursue strategic goals systematically, bringing the needs of the customer, the interests of our employees and ecological responsibility into harmony. Our solid equity ratio of at least 40 percent is an expression of our emphasis on financial stability and entrepreneurial freedom. It gives us the opportunity to grow, nurture innovations and respond to changes flexibly under our own power.

about **600** mil. (€) invested in research and development

We continually invest in research and development, in new technologies and in the people who work at Freudenberg. For example, we create innovative solutions that secure our competitiveness while promoting progress in sustainability. Our actions are backed by values such as trust, responsibility, quality and respect – they form the foundation of our company culture and guide us in all our decisions.

More than 440 family shareholders share a common vision: to lead Freudenberg into the next generation as a future-oriented, innovative company aware of its responsibilities. They stand for a strong feeling of community, for a sense of responsibility, and for the will to preserve values while creating something new.

**What has made us strong over the course of 175 years is still our most valuable capital for the future: trust in our own strength, a passion for innovation, and the power of a family that stands firmly behind the company.**



A diversity in which each and every individual counts and develops.

Diversity is not just a catchword at Freudenberg, but rather, a strength. It is lived and breathed. The company combines different perspectives, expertise, and talent on interdisciplinary teams to develop innovative solutions for its customers. What unites Freudenberg is a combination of entrepreneurial thinking, common values, and trust in long-term success. Anyone who joins Freudenberg becomes part of a strong team with a future.



**51,000**  
employees

Freudenberg has about 51,000 employees in around 60 countries. Their average length of employment is about 11 years.

**Diversity and Inclusion**

Diversity and inclusion are core Freudenberg values. When people from different backgrounds come together, share their perspectives, and jointly develop solutions, there is more than just a single result: mutual learning, true added value, and innovation that shapes the future.

Freudenberg knows that diverse teams enrich our work and contribute to business success, regardless of peoples' national or ethnic background, social origin, religion or worldview, political stance, sexual orientation, union affiliation, age, health status, gender, or disability.

Freudenberg's "Diversity & Inclusion Community" is actively involved in a series of initiatives to make sure that our employees feel appreciated, respected and included in our company culture.

**150**  
nations

Freudenberg employees come from about 150 nations.

**60**  
countries

There are Freudenberg facilities in about 60 countries.

**7,000**  
new hires

In all, about 7,000 new employees joined Freudenberg in 2025.

**33**  
percent

33 percent of employees are women.

### Attractiveness as an employer

At Freudenberg, the focus is on people, which is why we offer our employees worldwide an attractive, regularly enhanced benefits package. Adapted to regions and often exceeding legal standards, we create the conditions where people can feel at ease and flourish long-term.

Learning and development never stop at Freudenberg. With a wide range of training, continuing education and professional development, we help employees at all levels develop their potential.

Since performance and well-being go hand in hand, we promote a healthy work-life balance, provide medical support as part of our health management program, and create the space for balance with sports and fitness offerings.



# 27,000

employees

In 2025, more than 27,000 employees participated in various training formats. The training is supplemented by instruction in production areas.

### Talent Management

The goal of talent management is the professional development of all employees as well as the targeted promotion of high-potential individuals. During regular feedback discussions with their supervisors, employees reflect on their performance, new requirements and possible next steps in their development. Freudenberg systematically identifies potential successors to serve in professional and leadership roles, assuring long-term stability on leadership teams. Regional and talent conferences on specific functions create a common awareness of key positions and high-potential individuals, strengthening the shared responsibility for nurturing them and supporting the best possible appointments to open positions.

About 80 percent of the positions at the highest leadership levels are routinely filled with internal talent. This highlights the excellent opportunities for advancement within the company and shows that the talent management process is highly effective.

### Training at Freudenberg

Other companies hold the quality of Freudenberg training in high regard, as evidenced by the well-known companies in the region that have repeatedly sent young employees to be trained at Freudenberg in Weinheim, Germany. The programs run from two-year technical training to commercial training, all the way to university work-study programs.



# about 570

trainees

were undergoing training at Freudenberg worldwide as of December 31, 2025.

### Career guidance and education

Families are paramount at Freudenberg. That's why our company wants to awaken the curiosity of family members, namely children of the company's employees, who may benefit from ideas or inspiration as they choose a career. In 2024, Freudenberg introduced a new program for the children of employees called "Horizons." This program offers assistance, in the form of stipends, among other options, that supports them on the path from school to university studies.

## horizons

expanding perspectives.

The Freudenberg Educational Support Program for Employees' Children



## Taking responsibility comes naturally to us.

To Freudenberg, success means not only achieving financial results but also taking responsibility for people and the environment.

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.



Freudenberg places a high value on responsible company leadership, internally and externally.

### THE UN GLOBAL COMPACT

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 a commitment to conduct its business sustainably, based on values. Freudenberg publishes the UN Global Compact Progress Report each year. It can be found on the UN Global Compact website at <https://www.unglobalcompact.org>

### »WE ALL TAKE CARE«

The Freudenberg-wide initiative "We all take care" is dedicated to health, safety and environmental protection, sustainability, and site security. As part of the initiative, a platform was created in 2002 allowing individuals to submit ideas and suggestions for improvements, thus making personal contributions to continuous improvement and implementation in the categories.



## Sustainability: Resolutely driving the energy transition forward

**Freudenberg has defined sustainability in much the same way as the UN's Brundtland definition does. The company wants to keep the planet livable longterm. 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.

Freudenberg's goal is to become CO<sub>2</sub> neutral by 2045 in terms of Scope 1 and 2. The company has a direct influence on these emissions through its own energy consumption and purchasing. The first milestone on the road to CO<sub>2</sub> neutrality was the reduction of CO<sub>2</sub> intensity, that is, CO<sub>2</sub> 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.

Freudenberg is meanwhile turning to a multi-step strategy for CO<sub>2</sub> reduction. The first steps involve energy conservation and electrification, along with the purchase and in-house production of "green" energy.

More information can be found at: [www.freudenberg.com](http://www.freudenberg.com)



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## 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 defines 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.

### Ethics Offices

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



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

**Corporate Citizenship:  
Freudenberg helps worldwide.**

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**  
Support for educational and environmental projects

**AID PROJECTS AND EMERGENCY RELIEF**  
Emergency and long-term aid in severe crisis situations, whether hurricanes, floods or ongoing humanitarian crises

**FREUDENBERG AS A "GOOD NEIGHBOR"**  
Support for local initiatives worldwide

LIGHTHOUSE PROJECT

**TRAINING CENTER IN INDIA**

Since 2009, a training center in the south Indian city of Nagapattinam has been giving young people practical training in the trades. More than 1,400 graduates have already successfully launched their careers.



LIGHTHOUSE PROJECT

**SCHOOL PROJECT IN CHINA**

In Haijin in Sichuan province, a primary school was built with Freudenberg's help after an earthquake in 2008. Freudenberg employees support the children each year with projects, tutoring and summer camps.



LIGHTHOUSE PROJECT

**FREUDENBERG FOUNDATION**

Since 1984, the foundation has supported long-term projects on education, inclusion and democracy, with a focus on children and youth.



LIGHTHOUSE PROJECT

**e<sup>2</sup> PROGRAM**

One of our largest lighthouse projects is the e<sup>2</sup> program. Since its launch in 2015, it has supported programs relating to education and the environment, inspiring its e<sup>2</sup> name. Its goal is to motivate employees worldwide to work on local nonprofit projects in these fields. The total funding for it has now reached 24 million euros. More than 230 projects have now been financed.

FREUDENBERG AS A "GOOD NEIGHBOR"

**SERVICE DAY**

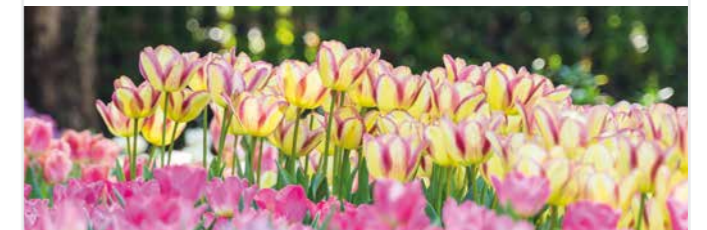
During the annual Service Day in North America, employees get together and tackle projects on behalf of the disadvantaged, green cities and clean parks.



LIGHTHOUSE PROJECT

**HERMANNSHOF IN WEINHEIM, GERMANY**

This botanical garden, which is supported by Freudenberg, invites visitors from around the world to witness and be inspired by the diversity of the plant world.



AID PROJECTS AND EMERGENCY RELIEF

**AID FOR PEOPLE AFFECTED BY THE UKRAINE WAR**

Since the start of the war in Ukraine, more than 40 organizations in the country and elsewhere in Europe have received support to fund help for those affected by the war.



The projects described here are examples of Freudenberg's multifaceted activities and programs worldwide.

**FREUDENBERG.COM**

**STAY CURIOUS.**

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