



**CREATING
MEANINGFUL
SOLUTIONS**

A portrait of Hiroyuki Sato, a man with short dark hair, wearing a light blue button-down shirt. He is smiling slightly and looking towards the camera. His arms are crossed. The background is a soft, out-of-focus blue.

“At Freudenberg, we are searching for answers to the questions of the future. I am pleased to be able to work together with colleagues on innovative, meaningful solutions that offer genuine added value to our customers and society.”

**Hiroyuki Sato, Engineering,
Freudenberg Sealing Technologies**

BE PART OF AN INNOVATING TEAM

Our world is growing closer together and changing rapidly. Do you feel ready to rise to new challenges and to seize opportunities? Do you want to contribute personally to designing the future?

Be part of our intercultural and interdisciplinary teams, working together to create innovative products, services and sustainable solutions. Our teams strive to improve living conditions worldwide and to meet the specific needs of our customers.

As a leading technology group, Freudenberg develops leading-edge solutions for over 30 different market segments in as many as 60 countries. We are active in mobility & transport, industry & manufacturing, energy & resources, household & textiles, healthcare & the food industry and services.

Find some examples on the following pages.





If the greenhouse effect is to be halted, CO₂ emissions need to be lowered – also in the automobile industry. Freudenberg Sealing Technologies is making a key contribution in this area with its Levitex gas-lubricated mechanical seal. The new seal causes 90 percent lower frictional losses than a conventional crankshaft seal. This means that CO₂ emissions in driving operation can be reduced by up to 1 gram per kilometer.

“A year ago I would never have believed that we would come this far,” admits Sören Neuberger, Levitex project manager (photo above: on the left). The basic idea behind Levitex comes from a Freudenberg corporate partner, Burgmann Automotive, which produces gas-lubricated mechanical seals especially for compressors and turbines. The objective was to transfer this concept to automotive mass production. Neuberger took on the task of simplifying the first, highly complex generation of the seal. He was successful. Levitex now withstands the toughest conditions. Among specialists, the mechanical seal has rightly aroused considerable interest as this development represents a quantum leap for over one billion cars throughout the world.

DEVELOP SOLUTIONS TO PROTECT THE ENVIRONMENT

Freudenberg is committed to alternative powertrain concepts and raw materials with:

- Components for **lithium-ion batteries** for hybrid and electric vehicles
- The development of **fuel cells** for electric drive systems and domestic energy supplies
- Seal solutions and special lubricants to improve the energy efficiency and reliability of **plants**
- The use of **renewable raw materials** for domestic products, nonwovens and lubricants.





For 50 years, **cardiac catheters** have been saving lives – during routine tests and for the insertion of stents following a heart attack. The Freudenberg Medical Business Group supplies tiny two-millimeter multi-lumen tubes made from implantable platinum-cured silicone. The tubes, which are only as wide as a pinhead, provide between one and nine channels for the positioning of electronic conductors or the transport of fluids. The silicone material must be designed for implanting for several years. In addition, the tubes must meet high precision, inspection and process stability requirements. They allow the flexible, agile and precise positioning of the catheter for tests.

Freudenberg is currently developing an insertion system for wireless heart pacemakers that is no bigger than an AAA battery. The system comprises a steerable catheter which surrounds the pacemaker and allows it to be inserted from the groin through to the heart. When the pacemaker has reached its final position, the surrounding tube is opened. Four small extendable hooks on the pacemaker hook into the tissue, fixing the pacemaker durably in position and stimulating the heart.

INVEST IN TECHNOLOGY FOR A BETTER AND LONGER LIFE

Medical technology has been extremely important for Freudenberg since 1957. Many innovations make life easier for patients and physicians:

- **Biodegradable wound dressings**
- Systems for the real-time **monitoring of lung function**
- Components for **minimally invasive surgery**
- **Micro-implants** for catheters and prostheses.



“It is exciting to work in teams of different ages and genders operating across national frontiers or the boundaries of individual Business Groups. The best ideas are created when different points of view and competences are combined.”

Njenga Kinuthia Gatheka (left) and Ingo Majewski, Production, Freudenberg Performance Materials

BE INSPIRED BY DIFFERENT TALENTS

Our experience is that diversity creates more value – for the company and the individual. People of different ages and genders, from different cultures and backgrounds are more creative and successful when they work together. They can connect, and mutually strengthen, their varying knowledge and experience. This is why, at Freudenberg, you will enjoy working in diverse teams.

Close collaboration between colleagues from different areas, with our customers, our partners and with the world of science has always been central to our culture. For us, striving jointly for solutions that support global sustainability is both our motivation and our concept for success. We live the principle of “Innovating Together” across Business Groups and world regions. This enables us to provide our customers with solutions and answers to tomorrow’s questions, today.





One of Freudenberg's largest industrial customers faced a major problem. The customer had purchased a new large air compressor for its refinery but the power supply available was inadequate for commissioning the compressor. Irajá Ribeiro (photo above: in the middle) came to the rescue with a brilliant idea. If all the mineral oils in the machine are replaced by a special lubricant from Freudenberg company Klüber Lubrication, friction is minimized and enough electricity is saved to allow the connection of the compressor. Together with Enrique Garcia from Argentina and his German colleagues Alexander Dörner (photo above: on the right) and Dr. Michael Kolk, he started to develop a new measurement and evaluation method.

The energy savings achieved far exceeded expectations. To date, this idea has given rise to more than 70 different, sometimes highly complex, customer projects throughout the world. The solution also won recognition within the Group. Ribeiro's team received the Freudenberg Innovation Award – the Group's highest honor for innovation.

THE BEST IDEAS ARE BORN IN A TEAM

Ambition and good ideas are rewarded. The Freudenberg Group honors its employees' dedication with a number of different awards and initiatives:

- **Innovation Award:** The highest internal prize, which honors teams with especially successful innovations
- **IdeaTrophy:** An internal and external award for new business ideas
- **"We all take care" Award:** A Group-wide initiative that allows each individual employee to contribute his or her ideas and suggestions for the improvement of occupational health and safety, environmental protection and plant safety, helping the Group shoulder its corporate social responsibility
- A wide variety of **improvement initiatives** in the various Business Areas.



When local **Indian market knowledge** meets **German engineering skills** and **special production expertise from Italy**, the result is a product that brings genuine added benefits to more than 250 million Indian households. In India, people use natural grass brooms for sweeping floors. They have one major disadvantage: especially when they are new, these brooms tend to lose small particles such as grass seeds, creating more dust and dirt. Developers from Freudenberg recreated the grass broom using synthetic components – also optimizing its performance. They followed nature’s blueprints and outperformed them. The new broom does not lose any particles and therefore does not create any dust of its own. This is why it was officially given the name of “No Dust Broom.” In addition, it lasts three times longer than an ordinary grass broom and sweeps the floor more thoroughly.

Teams from India, Germany and Italy cooperated closely in the development phase and their efforts were successful. Production capacity at Adas, India, where the broom is produced, has now been more than doubled. In the first ten months, 1.7 million brooms were already sold.

DIVERSITY POWERS TRUE INNOVATION

At Freudenberg, we are convinced that diversity is a key factor in long-term success. The Group therefore fosters cooperation within heterogeneous teams:

- **Internationality:** Our global talent management program and our worldwide presence open up a variety of international career prospects
- **Women in management positions:** Women already hold key management positions within the Freudenberg Group and we intend to continue this approach consistently in the future
- **Age diversity:** As a know-how-driven industrial group, Freudenberg needs to ensure long-term ties with specialists so that their knowledge can be transferred to the next generation.



A woman with brown hair, wearing a white lab coat and blue safety glasses, is smiling and looking towards the camera. She is holding a blue fabric in her hands. The background is a blurred laboratory setting with shelves of white containers.

“Freudenberg offers a wide variety of prospects for further development and for gaining international experience. I very much appreciate the fact that the company trusts me and that I was able to assume responsibility at an early stage. I have promising opportunities here.”

**Coline Keil, Development,
Freudenberg Performance Materials**

DEVELOP YOUR ENTREPRENEURIAL SPIRIT

As a Freudenberg employee you will experience a strong culture of trust that enables you to take responsibility much earlier than in many other companies. Corporate entrepreneurship in thought and action is the fundamental attitude that unites our 40,000 employees in more than 60 countries worldwide.

Our managers act as mentors for your personal development. They encourage you, as well as your colleagues, to tackle new tasks and to adopt more challenging roles in such processes. The company also assists you with a wide range of development programs.

Discover a whole host of career opportunities at Freudenberg.





Following the completion of his master's degree in automotive engineering in Shanghai, Tony Ren opted for the Freudenberg Group in China due to its attractive training program and clear career options. Ren quickly climbed the ladder – from a trainee in Germany to a business development manager and to the head of a Freudenberg Business Unit's marketing department in China – all that happening within just five years. Currently he works as a Global Commercial Manager responsible for the marine, oil and gas business at Klüber Lubrication, a Freudenberg Business Unit located in Germany.

Ren says that he has been able to grow into each new role thanks to intensive training and development programs and dedicated mentors, enabling him to provide added value for the company, of which one particular value is intercultural cooperation. With the support of top management and as part of a distinct career development plan, Ren has been re-located to Germany to take on an international commercial role. This enables him to broaden his view on international business and to gather experience in production planning, logistics and tax. He is currently also taking care of the company's top global marine customer and his "personal goals always go hand-in-hand with overall corporate goals." After eight years with Freudenberg his summary is: "My initial decision in favor of Freudenberg was the right one. My expectations have been fully met."

GROW WITH EARLY RESPONSIBILITY

At Freudenberg, new employees have a wide variety of possibilities for actively shaping their career:

- **Trainees** – specialist training opportunities
- **University graduates** – opportunities including a program for junior scientists
- **Specialists** – national programs, in some cases in cooperation with universities and institutes
- **Junior managers** – via the Freudenberg Leadership Development Programs.

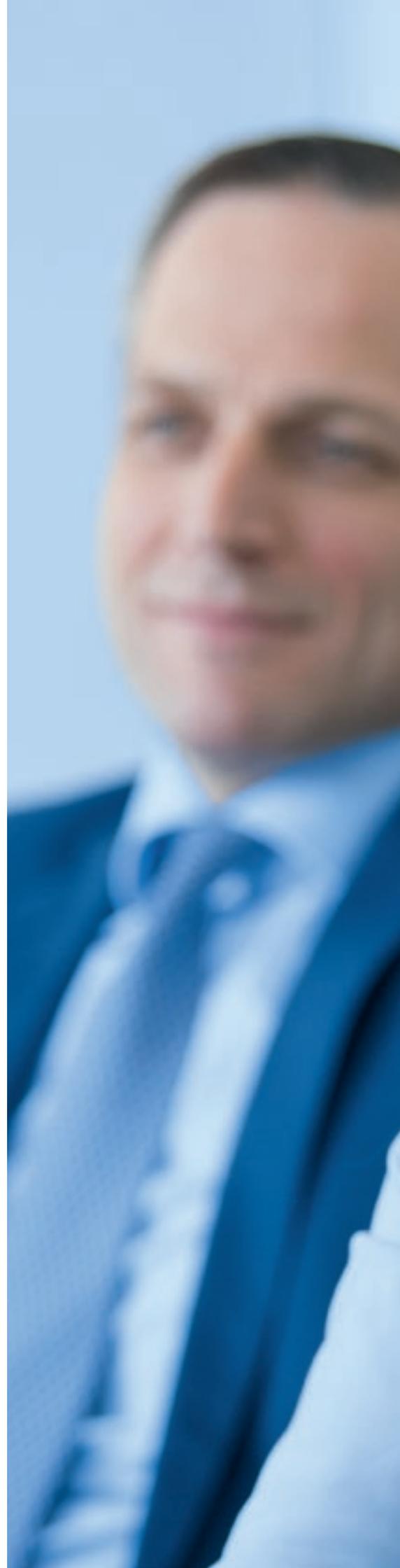
Sarah O'Hare has worked in Human Resources with the Freudenberg Group for 17 years. Over the course of time, her responsibilities have been continuously extended. She started as Director of Compensation at the Americas headquarters of a business unit and is now responsible for global talent management for the entire Group. In this function, she fosters the development of future executives. "I am honored to hold such a role," says O'Hare.

She herself has demonstrated what matters if you want to succeed. "Freudenberg and I – we always gave each other mutual opportunities." She says that the company gave her a variety of exciting responsibilities and always stretched her, "when I was ready for the next step." She says that she always received outstanding support – whether it was as a young mother when she was able to perform a management role in a four-day week, or later, with comprehensive opportunities for further leadership development. "A career is never a completed process and you still have a lot to learn every day, even when you have been an executive for many years," says O'Hare. This is precisely what she is committed to in her current role as Vice President Global Talent Management.

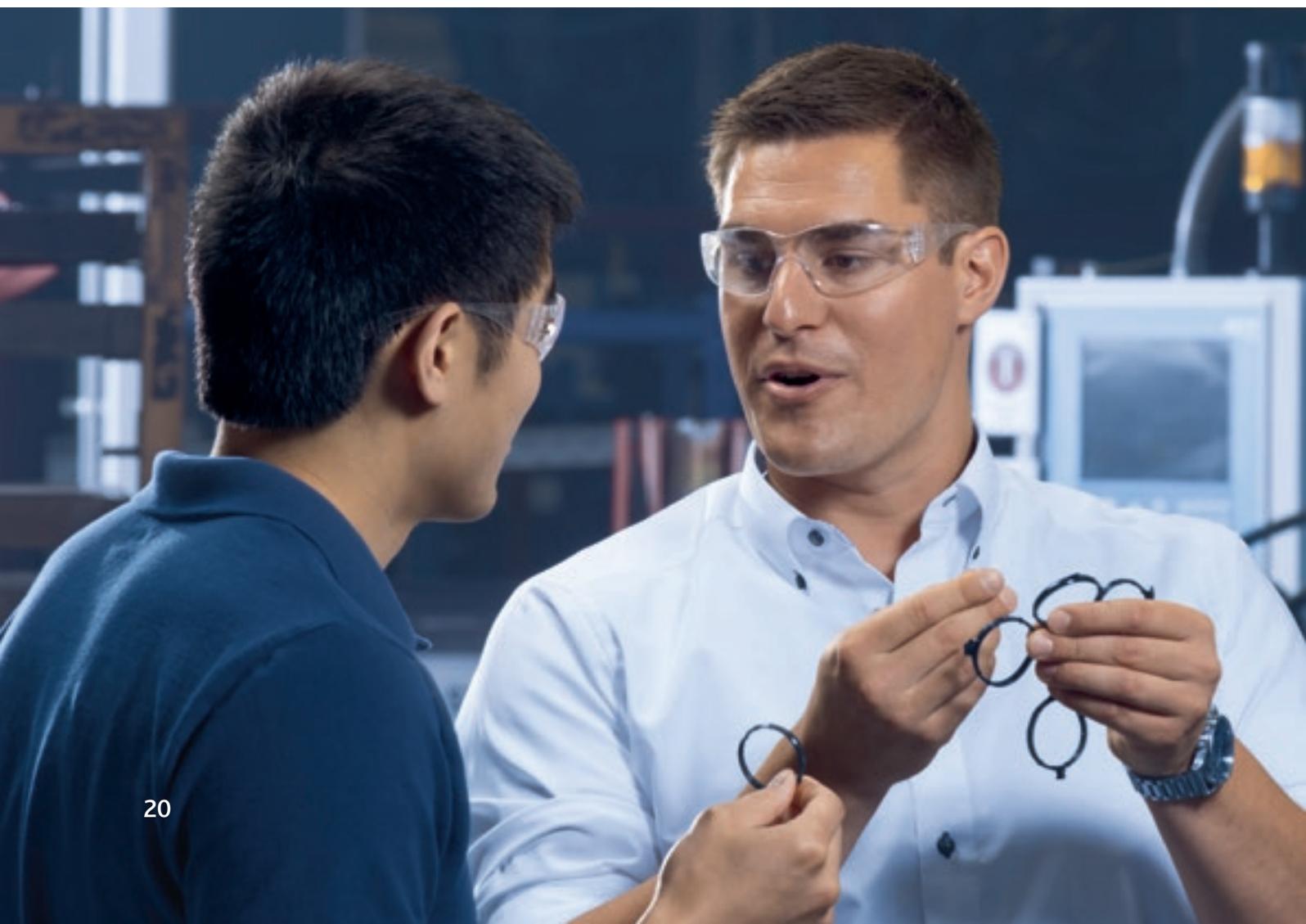
SET THE PACE FOR YOUR CAREER

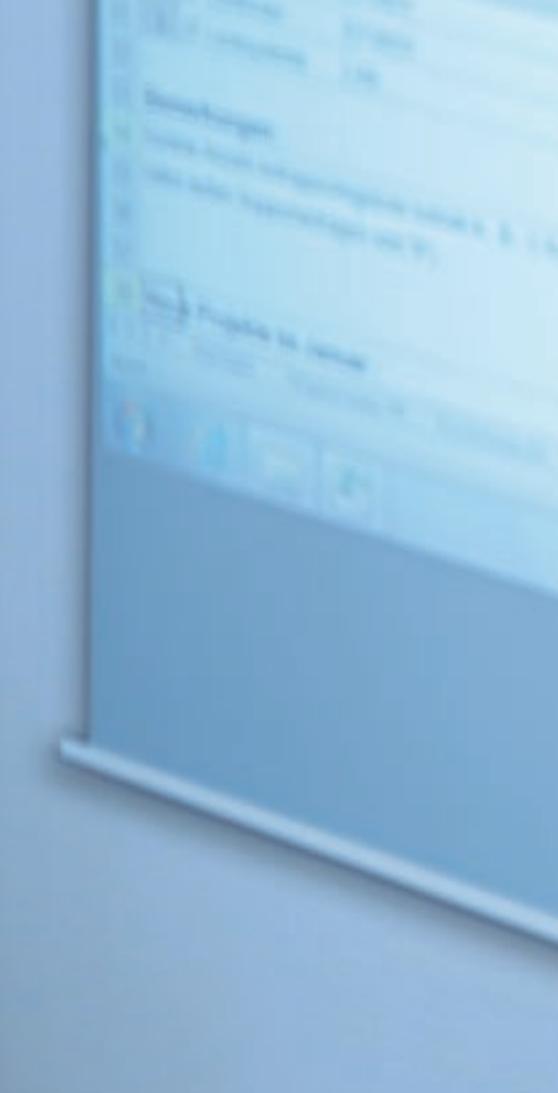
At Freudenberg you can choose between a management or an expert career, supported by a number of career paths and Group-wide development programs:

- **Freudenberg Leadership Development Program**, a worldwide development initiative for people at the beginning of their management career
- **Executive Leadership Development Program**, a program for experienced managers with a view to strengthening their leadership qualities and working together on the future of Freudenberg.









People who aim to build an international career have an opportunity to do so with Freudenberg. This is demonstrated by the experience of Margarida Rita from Portugal and Michael Schmid from Germany. Both of them initially assumed management responsibilities in their home countries before starting their journey into the international world of Freudenberg. Rita is now South America Regional Country Director for the Freudenberg Home and Cleaning Solutions Business Group and Schmid is Lean Manager with the Freudenberg Sealing Technologies Business Group responsible for optimization and productivity enhancement at the US facility in Manchester, New Hampshire.

Both of them consciously opted for this career step. “I talked to my manager about international development and am very pleased that I received this opportunity,” Rita reports. “It’s a matter of give and take,” Schmid confirms. “You need to be prepared to achieve high performance levels and then you receive the necessary support.” Schmid was given the opportunity to complete an MBA. “That was a great opportunity to lay the foundation for the new international roles,” he says.

Freudenberg fosters tomorrow’s managers and experts. Both Schmid and Rita agree. Rita says that she has grown with her management tasks and with each new challenge she has actively sought out over her 21-year career. “I always found someone prepared to listen and to provide support for my further development,” she said. The global Freudenberg Group offers ample opportunity for the next career step.



ENJOY GLOBAL OPPORTUNITIES

The Freudenberg Group takes employee development very seriously. The Group’s **global talent management process** offers employees a wide variety of opportunities to continue their development and gain international experience – across the boundaries of individual Business Groups, functions and countries.

“Values for Freudenberg are not just words. We truly live them. With Freudenberg, I can make a meaningful contribution to mastering the challenges of the future – it is far more than just a job.”

**Mehmet Yilmaz, Converting,
Freudenberg Home and Cleaning Solutions**



LIVE OUR SHARED VALUES

At Freudenberg, you can experience values like tolerance, trust and respect every day. The working atmosphere in our company is characterized by an exceptional mentality which sets it apart from others. This Freudenberg mentality is one of thinking and acting responsibly together, and it is reflective of the Freudenberg values and business principles across the globe. Such values have been embedded in our culture for over 165 years and continue to lead our daily activities. They create reliability for our business partners and connect our employees to the international Freudenberg family.



Dr. Christine Labatut-Stolle, who holds a doctorate in materials technology, has worked for EagleBurgmann, a joint venture of Freudenberg and the Japanese EKK group, in Wolfratshausen, Germany, since 2007. As a proven expert in surface coating and materials analysis, her opinion was frequently requested for key decisions from the beginning. She was soon involved in international projects. Labatut-Stolle says that this was a fantastic experience, not only from the professional point of view. “I see this as a recognition of my work and as a sign of the trust the company has placed in me.”

Trust is the recurrent theme of her time with EagleBurgmann. She says that the frank and open way of dealing with internal and external customers creates an “inspiring atmosphere for the development of innovative products and technologies.” As a working mother, the approach based on trust also means that she can harmonize her career and her private life by working flexible hours. “My employers provided considerable support,” Labatut-Stolle reports. “Not only by adjusting my working hours but also by providing a place in the company’s childcare facility.”

EXPERIENCE A CULTURE OF TRUST AND RESPECT

For Freudenberg, it is important to ensure that employees maintain long-term ties with the company. This is why the Group offers a number of different **flexible working time models** that contribute to its employees’ work–life balance and reflect requirements in the countries concerned. The possibilities available range from part-time working, childcare facilities and family leave to block models for managing peak workload.









Fresh from university, Dr. Jörg Böcking joined Freudenberg as a project manager in research and already took his first career step, becoming head of department, after two years. Now, he is Chief Technology Officer of the Freudenberg Group, where he is responsible for innovation. Over the past 18 years, he has passed through many central and operational positions within the Group and he still finds enough challenges to excite him: “Freudenberg offers sufficient opportunities and possibilities of shaping your career for a complete, fulfilled working life,” he says.

Two key elements were decisive in his career – the possibilities of further training and people who provided support for him. As an engineer, Freudenberg gave him the possibility of adding an executive MBA to his qualifications. “That was a considerable investment on the part of the company which I highly appreciate.” From the beginning, he also had mentors who “placed their trust in me and also trusted me to perform major tasks.” He took advantage of these opportunities – repeatedly and successfully. Nowadays, he is convinced of the quality of Freudenberg as an employer more than ever before.

BENEFIT FROM LONG-TERM COMMITMENT

The success story of Freudenberg, which started more than 165 years ago, was written by people who were able to identify opportunities, accept challenges and make a long-term commitment to the company and its employees. With a Group-wide **Training Academy**, Freudenberg supports employees in their **life-long learning process**.

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HIGH SCHOOL
STUDENTS



**COLLEGE
STUDENTS**



**EARLY CAREER
PROFESSIONALS**



**EXPERIENCED
PROFESSIONALS**







Become part of an expert team developing tailor-made solutions for more than 30 market segments in about 60 countries. Work today on solutions and answers to the questions of tomorrow together with colleagues in a variety of different areas and with customers, partners and institutions.

Innovating Together. For us, the common striving for future-oriented solutions is both motivation and the concept for success – and has been so for more than 165 years. Innovations are the recurrent theme in the history of Freudenberg – from chrome tanning to the Simmerring and demanding high-tech medical products.

Continue our success story into the future – with products, solutions and services for mobility and transport, industry and manufacturing, energy and resources, household and textiles, healthcare and the food industry as well as services.

WELCOME TO A LEADING TECHNOLOGY GROUP

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Published by
Freudenberg & Co. KG
Corporate Communications
Phone: + 49 6201 80 0
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Corporate Human Resources
www.freudenberg.com/en/Career

July 2015
FRE1004EN