

GUIDING PRINCIPLES

FREUDENBERG VALUES AND PRINCIPLES

Values dating back to founder Carl Johann Freudenberg are the foundation of what we do at Freudenberg. The principles and behaviors that he postulated and practiced, including honesty, modesty, loyalty, decency and trust, have shaped the company's culture down to the present.

First of all, these values underlie Freudenberg's Business Principles, which define management's framework for action. Secondly, they find expression in Freudenberg's Guiding Principles.

The Freudenberg Guiding Principles relating to value for customers, leadership, responsibility, innovation, people and a long-term orientation set standards for the daily activities of all Freudenberg employees worldwide. They serve as a compass in dealing with customers, business partners, colleagues, neighbors and many other stakeholders.

These Guiding Principles provide all employees with support and orientation. They are the guidelines for sound business interactions. At the same time, they have a unifying effect throughout the entire Freudenberg Group while building its identity.

Freudenberg has become a leading, broadly diversified global technology company because of its technological excellence, ability to innovate, fundamental values-based orientation, willingness to change, and capacity for transformation in line with its corporate values.

Freudenberg continues to be family-owned. The clear rules of its Partnership Agreement are the foundation for family cohesion and add to the company's resilience. Its solid financial position with a traditionally high equity ratio provides it with the latitude to act and create.

Freudenberg's wide-ranging portfolio and positioning across industries worldwide give it stability and boost its resistance to crises.

The company combines tradition with modernity. It champions cultural variety, diversity and inclusion. It stands for respect and tolerance, social and ecological responsibility, sustained corporate citizenship and adherence to standards. Freudenberg has become a unique company due to corporate values dating back to Carl Johann Freudenberg, the Business Principles and Guiding Principles derived from them, and its everyday practices. The company has been a reliable, trustworthy partner since 1849 – that is, for more than 175 years – because it has continued to embrace these norms. This corporate culture, expressed within a stable structure of values, is the foundation for Freudenberg's success, stable profitability and resilience – yesterday, today and tomorrow.

*Freudenberg Board of Management
Freudenberg Partners' Board*

*The Guiding Principles are based on the Business Principles of the Freudenberg Group, dated December 1994.
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VALUE FOR CUSTOMERS

Our commitment is to anticipate, understand and meet our customers' needs and expectations.

As a conscientious supplier with a passion for detail, we give our customers the support they need to be successful. We provide superior value through dedication to quality, service, reliability and our global presence.

LEADERSHIP

Entrepreneurship is our heritage. It is the foundation of our success. We are continuing this tradition by delegating responsibility and promoting freedom of action and personal accountability.

We believe in an inclusive and respectful leadership style. It relies on personal example, humility, trust in people and the promotion of a team spirit. We want to develop our future leaders within the Freudenberg Group.

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.

INNOVATION

Groundbreaking technological innovation of our processes, products, materials and services provides solutions to our customers' challenges. Continuous innovation and a willingness to change are our tradition and are essential to our long-term success.

We are leaders in continuous improvement and operational excellence. Our culture encourages and rewards the creativity and initiative of all our employees.

PEOPLE

As a family-owned company, we are committed to the well-being and personal development of our employees. We reject all forms of discrimination and harassment and treat each other with understanding and respect.

We foster a multicultural environment where employees work together in global teams to enrich our culture and contribute to our collective success. We believe in the value of lasting relationships with customers, suppliers and industry partners.

LONG-TERM ORIENTATION

Since Freudenberg was founded in 1849, we have constantly adapted to changing conditions, resulting in a successful and diversified company. Being a family-owned company gives us stability. We firmly believe that our long-term business orientation is a major strength which benefits our shareholders, customers, employees and partners.

Financial prudence, sound risk management, innovation, sustainability, long-term partnerships and profitability will continue to set the direction and pace of our strategic development.