

## Value for Customers

We are committed to anticipating, understanding and meeting our customers' needs and expectations.

As a diligent supplier with a passion for detail, we provide indispensable support to make our customers successful. We deliver superior value through our global presence and our dedication to service and reliability.

## Innovation

As a multinational company of German origin competing in global markets, our established tradition of innovation and renewal benefits our customers.

Constant innovation in everything we do is essential for our long term financial success. We are leaders in continuous improvement, and our culture rewards creativity and initiative by all our employees.

## Leadership

Entrepreneurship is our heritage and the foundation of our success. We continue this tradition through delegated responsibilities, freedom of action and personal accountability.

We believe in solid leadership based on personal example, putting trust in people and promoting team spirit. We are committed to developing our future leaders within the Freudenberg Group in order to safeguard this style.

## People

As a family company, we are devoted to our employees' well-being and personal development. We reject all forms of discrimination and harassment and show understanding and respect in our dealings with each other.

We are committed to provide a multi-cultural environment where

## Responsibility

employees work together in worldwide teams to enrich our corporate culture and capability. We believe in the value of enduring personal relationships with customers, suppliers and industrial partners.

Our company and its family shareholders together are committed to protecting the environment and being responsible corporate citizens in all countries and communities in which we do business. We take all possible care to ensure the safety of the workplace and of our products.

As a family company, we strive for the highest standards of personal behaviour. Fairness and integrity guide our conduct amongst ourselves, towards our business partners and the general public.



## Long Term Orientation

After more than 150 years the Freudenberg Group continues to be a wholly owned family enterprise. We strongly believe that our long term business orientation is a major strength that benefits our customers and partners.

Whilst we are not averse to reasonable risks, **financial prudence and solidity** will continue to determine the scope and speed of our strategic development.

Freudenberg has a long and successful tradition of worldwide cooperation, alliances and partnerships which enable us to better serve our customers and strengthen our competitive position.

Freudenberg & Co., Unternehmensleitung  
June 1999

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

*These can be obtained from the registered office of the company.*

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## Freudenberg Group

Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles Guiding Principles

Based on the Business Principles of the Freudenberg Group