

SUSTAINABILITY REPORT 2025



INNOVATING TOGETHER

 **FREUDENBERG**
SEALING TECHNOLOGIES

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INTRODUCTION



INTRODUCTION

“Sustainability strengthens our performance.”

Dr. Matthias Sckuhr, CEO
Freudenberg Sealing Technologies



MESSAGE FROM THE CEO

At Freudenberg Sealing Technologies, sustainability is a defining strength of our business and a central pillar of our strategy. It guides environmental, social and governance-related decisions, fuels our innovations, and defines our role in society. In the entrepreneurial spirit that has shaped Freudenberg from the very beginning, we have always aimed to combine economic success with responsible, resource-conscious action.

As CEO, I am pleased to introduce this year's Sustainability Report, which highlights our unwavering commitment to creating long-term value for our customers, employees, communities, and the environment.

Sustainability also strengthens our performance: It supports productivity and cost efficiency, enhances our employer attractiveness, and opens new opportunities for innovation, markets, and business models. It accelerates growth and builds resilience – a decisive advantage in times of volatile markets, geopolitical tensions, and rapid technological change. By setting clear measures and targets and living our values every day, we focus our efforts where Freudenberg Sealing Technologies can make a tangible difference and contribute meaningfully to environmental and social priorities.

Sustainability at Freudenberg Sealing Technologies is anchored in the ESG framework – Environment, Social, and Governance – and encompasses ecological responsibility, social equity, and economic continuity. We understand progress as the continuous improvement of these areas across all our business operations. This belief is deeply rooted in the Freudenberg Guiding Principles and inspired by the Brundtland Commission's definition of sustainable development: meeting the needs of the present without compromising the ability of future generations to meet theirs.



INTRODUCTION

Environment. Social. Governance.

Our framework for responsible business practices.



Our strategy revolves around people – our employees, customers, society, and the Freudenberg family of owners. We believe that the full impact of sustainable action only unfolds when it reflects the needs and expectations of all stakeholders. That is why we have anchored sustainability within our Corporate Lead Function “Operational Excellence”, making it a company-wide priority that touches every part of our organization – from production and procurement to HR and finance.

We are well on the way to achieving – and even surpassing – our ambitious goals. The first was to reduce our relative CO₂ emissions – measured in tons per million euro sales – by 30 % between 2020 and 2025, followed by 65 % until 2030, with a long-term target of becoming carbon neutral (Scope 1 and Scope 2 emissions) by 2045. All these targets relate to the base year 2020. The first target on our journey to carbon neutrality was already exceeded, as Freudenberg Sealing Technologies successfully reduced CO₂ emissions by more than the expected 30 % by 2025. To continue building on our progress, we are implementing a multi-stage strategy focused on reduction, electrification, and renewable energy. With a view to achieving net zero in 2045, this strategy will enable Freudenberg Sealing Technologies to lower CO₂ emissions as far as economically and technically possible before taking the next step. At present, we address residual emissions that cannot be technically avoided separately and do not consider them equivalent to emission

reductions. At the same time, our Fossil Fuel Transition Program and photovoltaic initiatives are already driving measurable progress.

But sustainability is not just about environmental metrics. It is about creating innovative, resource-efficient products, fostering diversity and inclusion, and ensuring fair and safe working conditions across our supply chain. It is about being transparent and accountable – and that is why we are expanding our ESG reporting systems to include comprehensive metrics that allow us to measure, manage, and communicate our sustainability performance effectively. ESG ratings like EcoVadis and our active engagement in global sustainability networks reflect our commitment to continuous improvement and responsible business conduct.

I invite you to explore this report and see how our sustainability progress continues to strengthen our company while lowering environmental impacts in areas under our direct operational control. Together, we are building a company that not only thrives today but also contributes to a better tomorrow.

DR. MATTHIAS SCKUHR

Chief Executive Officer
Freudenberg Sealing Technologies

INTRODUCTION



WHO WE ARE: FREUDENBERG SEALING TECHNOLOGIES AT A GLANCE

As an entirely consolidated part of the Freudenberg Group, Freudenberg Sealing Technologies' portfolio spans a broad spectrum of sealing solutions – from classic gaskets and high-performance components to complete modules, systems, and advanced testing and simulation capabilities. These technologies help optimize key factors such as performance, reliability, friction, emissions, sustainability, and material compatibility in market segments such as automotive, aerospace, construction, robotics, agriculture, food & pharma, process industries, renewable energy or power systems.

Within the Freudenberg Group, Freudenberg Sealing Technologies defines and executes its industry-specific sustainability roadmap. We translate the Group's guiding strategy into concrete operational targets, technologies, and product roadmaps tailored to sealing solutions and our customers' needs. We operate a worldwide manufacturing and service network

that brings materials expertise, application engineering, and operations excellence close to customers.

An increasing share of our product portfolio is used in applications related to low-emission technologies, such as electrification and hydrogen systems. For the hydrogen value chain – from electrolyzers and compressors to transport and end-use in fuel cells and hydrogen engines – we provide purpose-engineered materials and designs built for demanding safety and resilience requirements.

Sustainability at Freudenberg Sealing Technologies is rooted in Freudenberg's longstanding Guiding Principles: value for customers, innovation, leadership, people, responsibility, and long-term orientation. These values define how we develop materials, design products, and run operations – and they underpin our approach to people, safety, and communities worldwide. They also shape our role as an innovative partner for customers as manufacturers increasingly move toward electrification, hydrogen, efficiency and circularity.

INTRODUCTION

4.4%
R&D ratio*

>13,000
employees worldwide*

2,396
million euros in sales*

*excluding minority shareholdings



In line with these deeply rooted values and with the Brundtland definition of sustainability, Freudenberg Sealing Technologies is committed to serving the needs of the present, without compromising the ability of future generations to meet their own needs. This commitment influences many areas at Freudenberg Sealing Technologies and is reflected in its sustainability strategy.

To keep developing sustainable products, investments in research and development (R&D) are an essential part of Freudenberg Sealing Technologies' philosophy. With a R&D ratio of 4.4% in 2025, we once again invested significant resources in development and future products to further advance low- and zero-carbon technologies.

With more than 13,000 employees worldwide and 2,396 million euros in sales in 2025, Freudenberg Sealing Technologies is one of Freudenberg's largest business groups. Our facilities and sales activities span all major regions of the world. This global footprint brings together many different cultures and creates opportunities to advance diversity and sustainability at Freudenberg Sealing Technologies.

ABOUT THIS REPORT

With this voluntary sustainability report we want to provide our customers with information on our ESG activities, including environmental and social measures as well as good corporate governance. As these topics continue to gain importance, we

at Freudenberg Sealing Technologies would like to share these details with our stakeholders.

This sustainability report was prepared with reference to the standards of the Global Reporting Initiative 2025 (GRI) and the Greenhouse Gas (GHG) Protocol. Unless otherwise specified, this document reports on the activities of all Freudenberg Sealing Technologies Group companies in which we held a financial majority as of December 31, 2025. The GRI index is used to assess economic, social, and governance factors.

The current reporting year is 2025; relevant information from the beginning of 2026 is included as a supplement. The sustainability report will be published annually in an updated form and is available on our website. The relevant reporting topics are determined by the ESG Reporting and Sustainability Team in consultation with the Board of Management.

Due to rounding, discrepancies in amounts and percentages may occur. Previous key figures are only corrected if the total has changed by more than 10%. Such corrections are explicitly indicated.

Our assessments and conclusions described in this report only reflect the views of Freudenberg Sealing Technologies and do not have any relation to the Corporate Sustainability Reporting Directive (CSRD) or European Sustainability Reporting Standards (ESRS) nor to any potentially related obligations of the Freudenberg Group. Therefore, no conclusions can be drawn from or to the Freudenberg results, topics and activities.

SUSTAINABILITY STRATEGY & ORGANIZATION



SUSTAINABILITY STRATEGY & ORGANIZATION



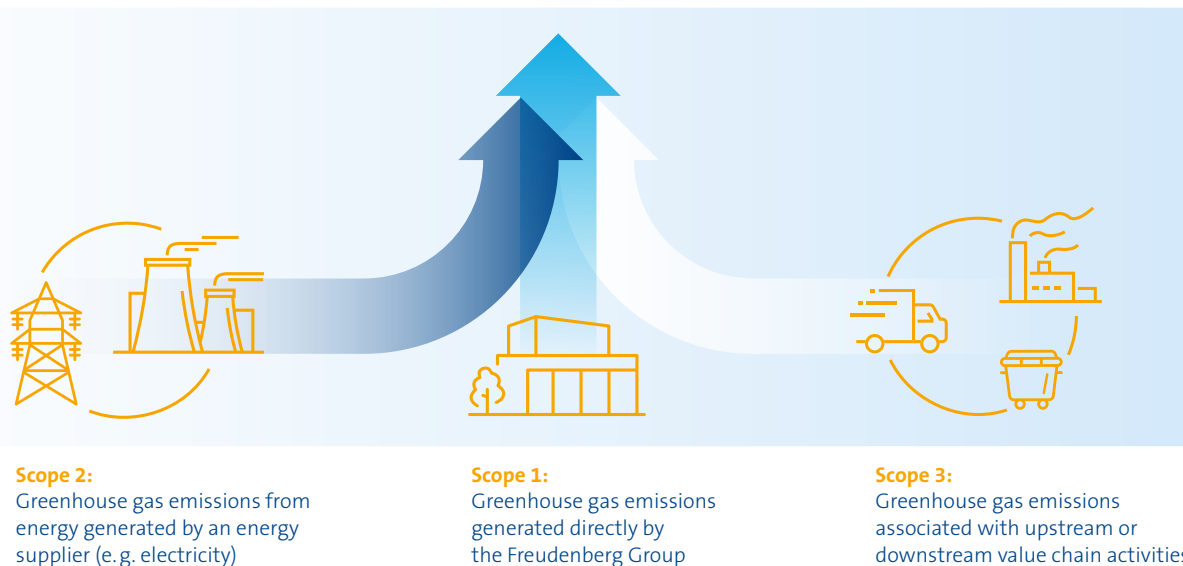
Sustainability at Freudenberg Sealing Technologies embraces various areas and is not limited to environmental aspects. To reflect this holistic understanding of sustainability, Freudenberg Sealing Technologies often refers to the ESG concept, uniting environmental, social and good corporate governance aspects under the umbrella of sustainability.

Throughout the Freudenberg Group, the concept of footprint and handprint plays an important role in optimizing the use of resources and preserving them for future generations. While the “footprint” refers to Freudenberg Sealing Technologies’ direct impact on the environment when making its products and providing services, the “handprint” refers to the potential contribution of our products and solutions to reducing emissions at customer level, depending on the specific application, operating conditions and system design.

Although the footprint and handprint mainly cover the environmental aspect of sustainability, our efforts do not end here. The health and safety of our products, customers and employees are equally important in this process, just to mention some other S and G aspects of sustainability.

In all areas, ESG plays an important role in our strategic decisions. Sustainability is one of the main pillars of the current corporate strategy alongside other key areas like business and market decisions, operational excellence and innovation. Freudenberg Sealing Technologies has a specific sustainability strategy whose principles are also embedded in the corporate strategy, underlining its importance and potential in each business area. While environmental targets are set in alignment with the Freudenberg Group’s sustainability strategy, additional objectives have been defined in the social and governance areas.

Our strategy outlines a specific pathway with interim targets and measures aimed at progressively reducing greenhouse gas emissions. We have defined a long-term transformation target to achieve an almost total reduction of our Scope 1 and Scope 2 greenhouse gas emissions by 2045 that prioritizes measures to avoid and reduce emissions. The target includes all greenhouse gas emissions directly created by Freudenberg Sealing Technologies through its business activities (Scope 1) as well as the emissions from generating the energy that we use (Scope 2).



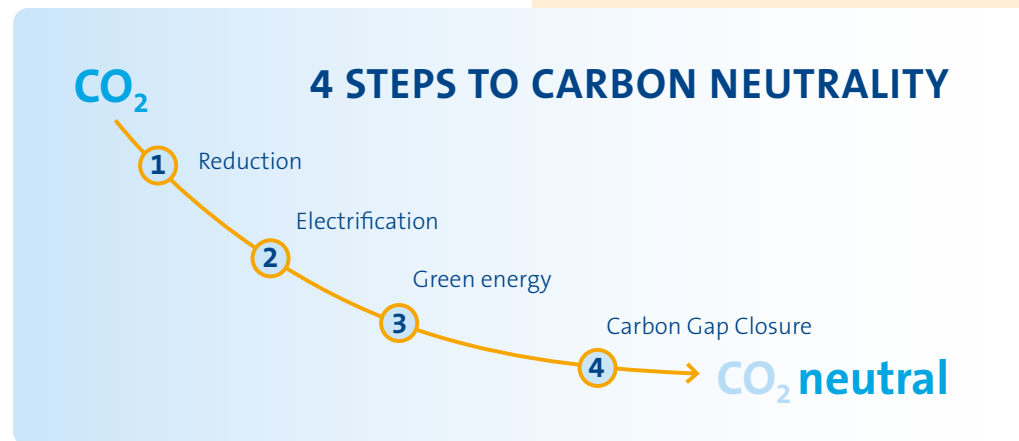
SUSTAINABILITY STRATEGY & ORGANIZATION

Freudenberg Sealing Technologies successfully achieved the first target of its sustainability strategy by reducing relative CO₂ emissions by 30% between 2020 and 2025. We even exceeded this target, as we reduced Scope 1 and 2 emissions by more than 30% compared to the 2020 baseline. This demonstrates the importance of our sustainability strategy and its implementation. The next step is to reach a 65% reduction in CO₂ emissions relative to sales between 2020 and 2030, building on the successful progress we have already made. It is a big milestone on the way to our long-term target of carbon neutrality (Scope 1 and 2) by 2045. This target is in line with the Freudenberg Group's objectives and the long-term goal we are pursuing.

Across our efforts to reduce our global footprint and CO₂ emissions, we are pursuing a four-step pathway to net-zero: (1) reduction of consumption and losses; (2) substitution or electrification of processes; (3) switch to renewable energy such as wind and solar power (purchased and self-generated); and (4) carbon gap closure activities (not considered equivalent to carbon neutrality) only where reductions are not technically feasible. This sequence reflects both technological feasibility and local energy market realities at our sites.

In practice, this means conserving materials and energy through targeted energy audits and retrofits as well as continuous process optimization and equipment modernization to boost efficiency while lowering consumption and emissions. Freudenberg Sealing Technologies is advancing electrification

where technically and economically sound and has already converted a large share of its processes to electricity. At the same time, we are expanding our procurement and in-house generation of green electricity from renewable sources. This is illustrated by our site in Parets del Vallès (Spain), which operates fully on renewable electricity, generates 25% of its power onsite via rooftop photovoltaic systems, and uses biofiltration for solvent exhaust to avoid fossil fuel-based heat input. In 2025, another important step in expanding renewable energy and decreasing emissions was taken at our Pinerolo (Italy) site, where a new photovoltaic system was installed that can produce roughly 1.68 million kWh of electricity each year.



SUSTAINABILITY STRATEGY & ORGANIZATION



Our operational excellence department implements the measures for footprint reduction in five operational fields – materials, waste, energy, emissions and water. One important approach we follow is the continuous improvement program GROWTTH® – Get Rid Of Waste Through Team Harmony. The program does not only support a culture of improvement but focuses on the systematic reduction of organizational and physical waste in all areas, thus improving efficiency.

With programs like GROWTTH® being anchored in our business culture and supplementing the sustainability strategy, Freudenberg Sealing Technologies has established processes and programs for the progressive reduction of Scope 1 and Scope 2 greenhouse gas emissions in line with its long-term transformation target. Besides environmental goals, Freudenberg Sealing Technologies supports projects aimed at ensuring the health and safety of its employees and customers, strengthening local communities and

upholding high standards of corporate citizenship. It also defines several measurable targets, which are continuously monitored and reported. If needed, Freudenberg Sealing Technologies makes process adjustments to ensure that its sustainability efforts are successful and support people, the environment and the business.

While all these goals fully align with the Freudenberg Group responsibility framework, the design, implementation and additional local projects are the sole responsibility of Freudenberg Sealing Technologies. The values reported in this sustainability report reflect our own operations, portfolio and footprint.

As a key aspect of our business strategy, sustainability is a priority at the management level. Our sustainable values and practices are also in line with the UN Global Compact and the Sustainable Development Goals (SDGs).



Materials

Materials efficiency recycled, renewable and substitute materials, End of Life (EOL) product handling



Waste

Waste handling



Energy

Energy efficiency, renewable energy



Emissions

Air pollution



Water

Water pollution, Water use

SUSTAINABILITY STRATEGY & ORGANIZATION

Sustainability is a strategic priority with a clear long-term transformation pathway to **CO₂ neutrality** by

2045

SUSTAINABILITY AS A BUSINESS ACCELERATOR

Sustainability is not only a compliance requirement but a catalyst for growth and innovation. At Freudenberg Sealing Technologies, its integration into various corporate activities accelerates business performance by opening new market opportunities and enhancing operational efficiency as well as brand reputation. For example, our renewable energy initiatives have lowered energy expenses while strengthening resilience against volatile fossil fuel prices. Similarly, waste reductions have created both environmental and economic benefits.

Driven by many internal and external motivations, Freudenberg Sealing Technologies pursues growth through sustainable action and a clear focus on the future. Sustainable values are deeply rooted in Freudenberg's history and guiding principles and are now further reinforced by regulatory requirements and, above all, the interests of our employees, business partners and society. Living up to these values and interests and taking on environmental and social responsibility is an integral part of Freudenberg Sealing Technologies' identity and encourages us to keep following our sustainability journey.



ORGANIZATION AND SUSTAINABILITY INTEGRATION

At Group level, sustainability is a strategic priority with a clear long-term transformation pathway to CO₂ neutrality by 2045 (Scope 1 and 2), focusing on energy conservation and reduction, electrification, and renewable power. The Group's decentralized risk management integrates sustainability risks and is continually refined through internal control systems, audits, compliance and quality management.

In line with Freudenberg's Code of Conduct and Guiding Principles, Freudenberg Sealing Technologies follows clear guidelines to ensure law-abiding and responsible behavior. We are taking responsibility for resources and materials, amongst others by ensuring resource efficiency and material compliance. Freudenberg Sealing Technologies further supports a multicultural environment, an inclusive and respectful leadership style, puts trust in its people and is committed to workplace, product safety, and sustainability. In addition, it places emphasis on responsible behavior not only towards its business and workforce, but also regarding its community work, supplier relationships and other partnerships. All its actions are guided by fairness and integrity and, in keeping with its long-term orientation, sustainability is linked to the company's strategic development plans.

SUSTAINABILITY STRATEGY & ORGANIZATION

Freudenberg Sealing Technologies supports all these aspects that are deeply embedded in Freudenberg's Guiding Principles. With various business functions including Health, Safety & Environment (HSE), Human Resources and Corporate Compliance, Freudenberg Sealing Technologies ensures that fair and responsible behavior shapes its work climate and business activities.

Within Freudenberg Sealing Technologies, sustainability is governed as an integrated business discipline: the Management Board steers strategy and target setting; the combined Quality, Health & Safety and Environment (HSE) function bridges operational excellence and environmental performance; and each site executes in line with common standards (e. g., energy audits, electrification roadmaps), tracking KPIs in a unified system and participating in internal benchmarking and best-practice exchange. Employee programs such as "We all take care!" and annual HSE weeks foster bottom-up innovation and reinforce responsibility for safety, health and environmental stewardship.

We engage with customers, employees, suppliers, local communities and business owners to understand expectations, identify risks and opportunities, and prioritize actions. These stakeholder dialogues – together with customer assessments and ratings – help us focus on topics where we can create the greatest impact: energy and emissions, product handprint, occupational health and safety, responsible supply chain, resource and waste efficiency, and data transparency.

REGULATORY READINESS AND DATA QUALITY

With increasing regulatory requirements for ESG reporting, we are preparing Freudenberg Sealing Technologies' sustainability data for several ratings and reporting frameworks. Currently, we are arranging to be compliant once the European Deforestation Regulation (EUDR) becomes effective and are already registered with relevant entities to align with the European Carbon Border Adjustment Mechanism (CBAM) to avoid carbon leakage. Responsibility and compliance within our supply chain are also essential to upholding our corporate values. By complying with the German Supply Chain Act (LkSG) in all our controlled entities worldwide, we help ensure adherence to human rights standards throughout our supply chain.

As we prepare for various regulatory requirements, we value our exchange within the industry and via our memberships in associations such as the German Mechanical Engineering Industry Association (VDMA). We are standardizing sustainability data capture and external reporting while rolling out unified tools for environmental KPIs – supporting customer requests, ratings (e. g., EcoVadis, NQC) and evolving reporting frameworks. To ensure consistency and auditability, we define KPI methods centrally, train local teams, and conduct internal reviews. We continue to improve data completeness – expanding the share of renewable electricity covered with guarantees of origin, refining waste classifications, and reconciling site energy balances with metering and invoices.



A HOLISTIC VIEW ON ESG



Sustainable Development Goals: Freudenberg prioritizes nine of the 17 goals where it can make an important contribution.

ESG AT FREUDENBERG SEALING TECHNOLOGIES

With sustainability uniting environmental, social and governance aspects, it means much more to Freudenberg Sealing Technologies than supporting actions like planting trees. ESG provides the framework for our sustainability journey. We integrate it into every function and daily operation – from minimizing our environmental footprint and fostering a diverse, safe, and inclusive workplace, to ensuring robust governance and ethical conduct throughout our value chain. We monitor performance with a balanced set of key performance indicators and use external benchmarks to validate progress.

Our ESG activities are in alignment with the UN Global Compact and the Sustainable Development Goals (SDGs). The Freudenberg

Group signed the UN Global Compact back in 2014, committing itself to value-based and sustainable business.

We are committed to ensuring that our business activities support the Sustainable Development Goals. Of the 17 SDGs defined by the United Nations, we have identified nine to which Freudenberg, and thus Freudenberg Sealing Technologies, can make an important contribution.

With our dedication we can support ecological and societal changes addressed by the SDGs, including good health and well-being, quality education, gender equality, affordable and clean energy, decent work and economic growth, industry innovation and infrastructure, reduced inequalities, responsible consumption and production, and climate action.

9 of 17

Sustainable Development Goals

A HOLISTIC VIEW ON ESG

ENVIRONMENT

Our environmental performance is measured through robust key performance indicators that reflect our commitment to climate action and resource efficiency. We continuously reduce energy consumption and improve efficiency; the share of renewable electricity increased over recent years, supported by investments in photovoltaic systems and renewable power procurement. CO₂ emissions intensity (Scope 1 and 2 emissions per million euros of sales) declined over the last years, and waste generation has been reduced through process optimization and circular initiatives.

Environmental KPI definitions follow GHG and internal standards and are harmonized across our sites. Intensity metrics are normalized to sales; absolute metrics reflect operational boundaries that may evolve with acquisitions or divestments. Data is consolidated from site-level submissions and reviewed centrally for consistency. All environmental metrics are presented excluding minority and India shareholdings.

Emissions

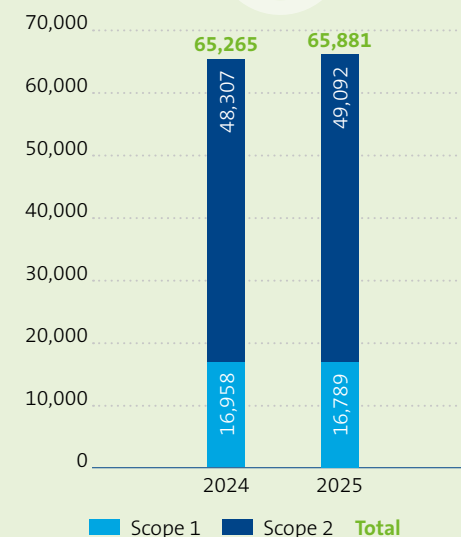
Freudenberg Sealing Technologies' sustainability strategy clearly targets a reduction in CO₂ emissions. Although total market-based CO₂ emissions (Scope 1 and 2) increased slightly from 65,265 t CO₂ in 2024 to 65,881 t CO₂ in 2025, this was

driven by strategic new acquisitions and a temporarily unfavorable energy mix at the Estonian site. While greenhouse gas emissions directly created by Freudenberg Sealing Technologies' business activities (Scope 1) decreased in 2025, emissions related to the generation of energy we used (Scope 2) increased slightly. At the same time, total energy consumption decreased from 382 million kWh to 378 million kWh, demonstrating continued innovation and efficiency improvements that already mitigate overall emission growth. Looking ahead, the transition of the Estonian plant to 100% renewable energy in 2026 supported by a photovoltaic installation and green electricity sourcing will significantly strengthen this positive trajectory and drive a meaningful reduction in emissions.

Along with total emissions, our emission intensity (CO₂ emissions of Scope 1 and 2 measured in tons of CO₂ emissions per million euros of sales) increased slightly from 26.3 t CO₂/million euro in 2024 to 27.5 t CO₂/million euro in 2025.

Indicator	2024	2025
Total CO ₂ emissions (Scope 1 + Scope 2) market-based [tons]	65,265	65,881
Scope 1 CO ₂ emissions [tons]	16,958	16,789
Scope 2 CO ₂ emissions market-based [tons]	48,307	49,092
Emission intensity – Emission per sales [tons/MEUR]	26.3	27.5

Total Scope 1 and 2 emissions [tons of CO₂]



A HOLISTIC VIEW ON ESG

Although the absolute emissions slightly increased, we have so far reached our intermediate targets on the way to CO₂ neutrality. We managed to reduce CO₂ emissions (Scope 1 and 2) by more than 30% from 2020 to 2025 and are now focusing on reaching a reduction of 65% by 2030 compared to the base year 2020. Based on our current performance data, Freudenberg Sealing Technologies continues to implement measures aimed at achieving this next interim target for 2030.

For the next strategic period, our focus is on Scope 3 emissions coming from upstream and downstream value chain activities. We want to take responsibility and actively work on reducing emissions in our supply chain. We initiated comprehensive analytical and technical measures to calculate the product carbon footprint (PCF) of our products. The main driver for emissions in the PCF is the purchased material. Knowing that, we are considering alternatives and will work with our suppliers to reduce our PCF and hence emissions in the supply chain. Collaboration with suppliers is important to safeguard the attributes and quality of our products.

Energy

Freudenberg Sealing Technologies goes through many developments with some key progress in the environmental area – the steady shift to renewable energy, supported by the expansion of self-generated renewable energy via photovoltaic systems at our plants, and the targeted process improvements. The latter include the use of heat recovery, compressed-air optimization and digital energy monitoring at various Freudenberg Sealing Technologies sites around the world.



2,709
solar panels

1,264
kWp capacity

1.68
million kWh annually

The most recent example of our success in generating renewable energy is the installation of a new photovoltaic system at the Pinerolo (Italy) site. By commissioning this system, Freudenberg Sealing Technologies underscores its renewable energy and decarbonization goals. The system's 2,709 solar panels deliver a capacity of 1,264 kWp and generate around 1.68 million kWh of clean electricity annually. This investment has already reduced the plant's external energy purchases by 18% and avoids approximately 478 tons of CO₂ emissions each year, compared to a fossil fuel solution. This photovoltaic system gives us certainty that the energy truly comes from solar power and supports our ongoing efforts to increase the share of renewable electricity in its energy mix.

A HOLISTIC VIEW ON ESG



With such initiatives we managed to significantly increase our self-generated renewable energy consumption from 0.96 GWh to 1.28 GWh per year in 2025. That means we used roughly a third more self-generated renewable energy than in the year before.

Freudenberg Sealing Technologies' environmental measures and achievements are not limited to the increase of renewable energy generation and reduction of CO₂ emissions. Overall energy consumption decreased by 15 % between 2020 and 2025 compared to the 2020 baseline, driven by process optimization. In 2025, total energy consumption decreased by 1 % to 378 GWh for the year. While the total direct energy consumption from our own generation was roughly similar to last year, total indirect energy consumption from purchased energy decreased. The energy intensity measuring energy consumption

per sales increased very slightly compared to the previous year and was at 0.158 kWh/euro in 2025. Although we reduced our energy consumption, the intensity increased slightly due to the lower sales volume.

The share of renewable electricity indicates the proportion of total electricity consumption matched with credible renewable power instruments or self-generation. At Freudenberg Sealing Technologies, the share of renewable electricity was at 47.5 % in 2025, showing a slight decrease of 0.5 % compared to the previous year. While we are accelerating photovoltaic installations as shown in the success story of Pinerolo (Italy), we are also prioritizing purchasing agreements with renewable energy instead of fossil fuels. To increase the share of renewable electricity, further purchasing agreements for renewable energy are arranged to cover more plants, such as Freudenberg Sealing Technologies' Estonian plant. The current renewable electricity procurement status shows that many sites are already fully powered by renewable electricity, with additional sites in preparation; the program targets a reduction of roughly 10,000 tons of CO₂ emissions by the end of 2027.

Looking at energy use and electrification, Freudenberg Sealing Technologies is also in the process of shifting its fleet to hybrid or electrical vehicles. Employees with company cars are encouraged to drive low-emission cars and wallboxes are incentivized to charge electrical company cars at home.

Indicator	2024	2025
Total energy consumption [GWh]	382	378
Total indirect energy consumption (purchased) [GWh]	299	295
Total direct energy consumption (own combustion) [GWh]	83	83
Share of renewable electricity [%]	48.0	47.5
Self-generated renewable electricity consumption [GWh]	0.96	1.28
Energy intensity – Energy consumption per sales [kWh/EUR]	0.154	0.158

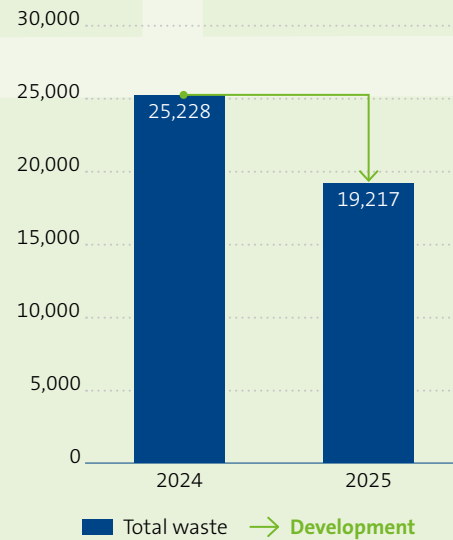
A HOLISTIC VIEW ON ESG

Waste

Waste is another area covered by environmental performance indicators. With several waste reduction programs, we achieved a reduction of 24% in total waste compared to the previous year. While Freudenberg Sealing Technologies still produced roughly 25,000 tons of waste in 2024, waste reduction and efficiency programs successfully reduced this number to less than 20,000 tons of total waste in 2025. The waste intensity (total waste generated per million euro of sales) decreased accordingly from 10.1 in 2024 to 8.0 in 2025.



Total Waste [tons]



Indicator	2024	2025
Total waste [tons]	25,228	19,217
Waste intensity – Total Waste per sales [tons/MEUR]	10.1	8.0

A HOLISTIC VIEW ON ESG



Environmental management and success stories

To ensure that Freudenberg Sealing Technologies' environmental and energy management systems are of top quality, they are certified according to internationally recognized ISO standards, based on third-party audits. This is an essential aspect of our sustainability activities and achievements. Our German plants are ISO 50001 (Energy Management System) certified and plants in all parts of the world are additionally certified pursuant to ISO 14001 (Environmental management System). This is part of our environmental commitment and complements the presented environmental developments and measures.

The information on our ISO certifications is also publicly shared on our website and can be viewed by our customers, suppliers and all other groups of interest.

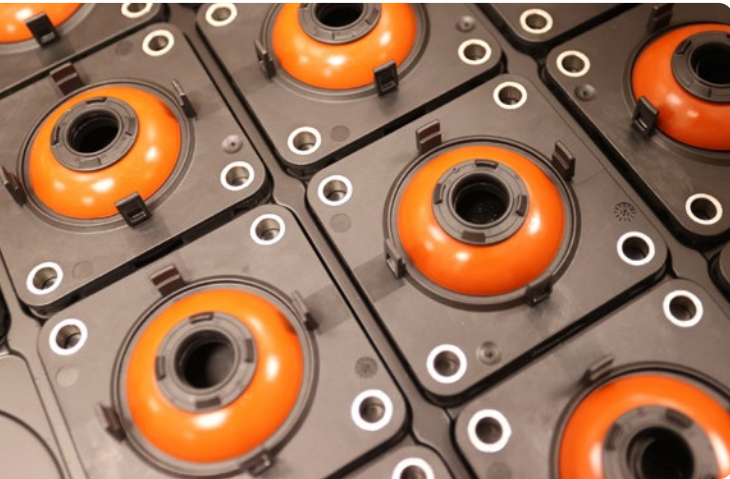
In this reporting year, Freudenberg Sealing Technologies promoted many more environmental projects besides the photovoltaic installation in Pinerolo (Italy). Other projects worth mentioning include the significant reduction of plastic waste through sustainable packaging at plants in Germany, the Czech Republic and Turkey, as well as various process optimizations and the promotion and development of hydrogen technologies. These projects show that Freudenberg Sealing Technologies is not only working on reducing its own environmental impact (footprint) but can also support customers in reducing emissions in specific use cases (handprint), where the actual environmental impact depends on the individual use case and operating conditions.



The following projects give some insight into our ongoing efforts to drive sustainability in all areas possible, with our efforts obviously not being limited to these selected projects.



A HOLISTIC VIEW ON ESG



Sustainable packaging innovation reduces costs and plastic waste

At the Berlin site, a new packaging concept for the pressure equalization element DIAvent® has replaced conventional plastic blisters with carriers made from renewable molded fiber paper. These carriers are certified for biodegradability in industrial composting facilities. The initiative, developed under the GROWTTH® program, not only eliminates plastic waste but also delivers remarkable cost savings. This solution meets strict cleanliness standards, reduces the product's CO₂ footprint, and is scalable to other sites and products – proving that sustainability and cost efficiency can go hand in hand.

Freudenberg Sealing Technologies supports the hydrogen economy

Freudenberg Sealing Technologies is leveraging its material expertise to support the development of hydrogen-powered combustion engines, a sustainable alternative to diesel and gasoline. These engines require advanced sealing solutions to withstand extreme conditions. Freudenberg Sealing Technologies provides high-tech materials and innovative designs for leading manufacturers, enabling applications from heavy-duty vehicles to stationary power generation. This initiative demonstrates how Freudenberg Sealing Technologies combines innovation and sustainability to accelerate the hydrogen economy.



Digital innovation cuts steel waste by 240 tons annually

The Weinheim Stamping Facility developed the Coil Width Calculator, a smart planning tool that optimizes coil utilization for nearly 5,000 parts. By reducing engineered waste, the plant saves 240 tons of steel per year and eliminating approximately 450 tons of CO₂ emissions. The solution also improves inventory management and is now available as a mobile app, enabling quick checks on the go. Already shared as a best practice across other Freudenberg Sealing Technologies sites, this project demonstrates how digitalization, operational excellence, and sustainability go hand in hand.

A HOLISTIC VIEW ON ESG



For the coming years, many more environmental measures are planned and are subject to technical feasibility, investment decisions and local conditions. We recently updated our roadmap to CO₂ neutrality (Scope 1 and 2) following the over-achievement of the previous timeline. Measures for 2026-2030 include further updating our technology roadmaps to near CO₂ neutrality through electrification, additional expansion of our photovoltaic capacity and storage solutions, enhanced system-based waste tracking for granular reductions, and scaling site-specific water-saving technologies as at our Chennai (India) plant. For a few years now, a state-of-the-art effluent treatment plant has been operating at the Chennai (India) site, ensuring that the wastewater from phosphatization processes is cleaned so thoroughly that it can be reused for other purposes at the company.



SOCIAL

People at Freudenberg Sealing Technologies

People are at the heart of our success. We strive for a safe, healthy, and inclusive workplace where every employee can thrive. Our social strategy emphasizes safety, diversity, talent development, and corporate citizenship. These values are all rooted in Freudenberg's Guiding Principles where respectful leadership, team spirit and personal development are defined as key aspects. At Freudenberg Sealing Technologies, we are convinced that global teams with differing backgrounds enrich our corporate culture and strengthen the relationships with customers, suppliers and industry partners all around the world. We are committed to responsible behavior and a high standard of workplace and product safety, while we reject discrimination, harassment and all forms of forced and child labor.

We have different initiatives supporting employees and diversity, such as various communities that were launched in the last years. They are open for everybody to join, independent of age, gender or ethical background, while the purpose of each community is to provide a platform for exchanges on the community's focus group, including on topics such as female or young employees. Other communities focus on various subjects and tools related to work life.

In total, 13,726 people were working for Freudenberg Sealing Technologies at the end of 2025 (excluding minority shareholdings). This is a slight decrease of roughly 3% compared to the previous year due to the economic situation and efficiency

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programs. While most of the workforce is employed in Europe and North America, people of 108 different nationalities are working for Freudenberg Sealing Technologies in 26 countries around the world, underlining our diverse cultural background and teams.

In recent years, we have increasingly focused on the regional and gender balance of our workforce and want to provide more opportunities outside Europe. In 2025, the share of female employees was at 35%, similar to the previous year. With women consistently accounting for more than one third of our workforce, our diversity metrics show an increase in female managers with leadership roles in 2025, now at 23% globally (compared to 21% in 2024). Our Board of Management consists of three board members and represents a similar picture regarding regional and gender balance. With two board members in Germany and one in North America, Freudenberg Sealing Technologies' main regions are represented and with our CFO, the female share of one third roughly reflects the overall workforce gender distribution at Freudenberg Sealing Technologies.

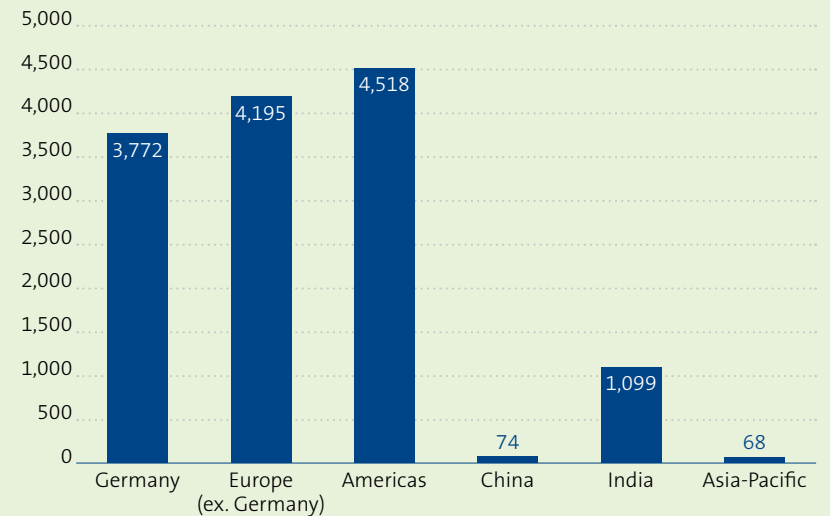
At Freudenberg Sealing Technologies, we focus not only on the current but also the future workforce. We are continuously working on strengthening our

employer brand and share information on events and success stories on social media. With more than 133,700 followers on LinkedIn, Freudenberg Sealing Technologies gains awareness as an employer that attracts new and skilled employees. In 2025, we received almost 35,000 job applications, which is an increase of 25% compared to the previous year, and hired 1,507 new employees throughout all regions (new employees coming from external and other Business Groups within the Freudenberg Group). This development is especially important for the company's long-term success and in times of economic challenges and labor shortage associated with demographic change. These challenges noticeably affect Freudenberg Sealing Technologies despite its successful hires in the last year, as can be seen in the decreasing overall workforce, and are relevant for the workforce strategy.

Workforce share 2025



Workforce 2025*



Figures*

	2025
Total number of employees	13,726
Share of male/female employees	65% 35%
Share of female managers in leadership roles	23%
Share of women on the Board of Management	33%

*Employee-related metrics are presented excluding minority shareholdings

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With our new hires and an average length of service worldwide of roughly 10 years, we consider ourselves successful in building and maintaining a skilled workforce. This is confirmed by the decreasing fluctuation rate that we experience. The share of the workforce leaving Freudenberg Sealing Technologies at their own request fell from 6.8% in 2024 to 5.7% in 2025.

Figures*	2025
Job applications	34,945
Newly hired employees	1,507
Followers on LinkedIn at the end of the year	133,700
Fluctuation rate	5.7%
Average length of service (worldwide) in years	10

*Employee-related metrics are presented excluding minority shareholdings

Learning & Development

At Freudenberg Sealing Technologies, every employee is offered the chance of personal development and encouraged to participate in learning management programs and development reviews. The performance review process, where employees receive feedback from their line managers and discuss abilities and potential next development steps, is conducted every year. The separate talent management process and conferences supplement discussions on development and succession planning and support the long-term stability of leadership teams. Freudenberg Sealing Technologies also invests in its own leadership development programs in which almost 100 managers participated in for several weeks each last year.

The personnel development trainings offered are ranging from job shadowing to specific areas like the use of artificial intelligence in everyday work. Most training courses are either in person or virtually via our Learning Management System (LMS). Employees in production and manufacturing received additional training tailored to their workplace requirements.

All around the world, we invest in workforce development and job education. With 206 people in various training programs, such as apprenticeships, vocational training and study programs, Freudenberg Sealing Technologies supports young people as well as those seeking new professional challenges in starting their careers. With that, the number of people in professional education programs is steady at a high level and even increased by 3% compared to the previous year, highlighting the value of education at Freudenberg Sealing Technologies.



96

Managers participating in extensive leadership development programs



206

Number of persons in training (apprentices, students)

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1.5
LDIFR

2.9
WRIFR

1.4
MTCFR

2
Serious accidents

3
High risk potentials

Health & Safety

To ensure our high safety standards, people from the HSE department are working in all regions across the world to identify and eliminate any safety threats for our workforce. While all employees are encouraged to report any potential safety risks, the HSE staff tends to these risks and is especially committed to raising safety awareness and sharing prevention measures. All employees are trained in workplace safety through online training modules, complemented by specific instructions on machine safety for shopfloor workers. Another important element of our strategy is to maintain our Occupational Health

and Safety Management Systems and related certifications such as ISO 45001, which we have for nearly all production sites globally.

Common occupational safety key performance indicators are used and continuously monitored to track the effectiveness of safety measures. If needed, measures are adjusted or added to further improve our health and safety standards.

Freudenberg Sealing Technologies measures its safety performance in a so-called frequency rate. This gives the ratio of accident type per 1 million working hours performed. We distinguish by medical treatment cases (MTC), by lost day incidents (LDI), and by the sum of both, the work related incidents (WRI).

In 2025, the Lost Day Incident Frequency Rate (LDIFR) was at 1.5 which is slightly higher than in the previous year. The incidents were mainly related to machine operation. The Work-Related Incident Frequency Rate (WRIFR) also increased compared to the previous year to 2.9 but is in the target range of below 3.0. The same goes for the Medical Treatment Cases Frequency Rate (MTCFR), which slightly increased to 1.4 while meeting this year's target of below 2.0. Our clear target is to reduce these numbers and continue with safety measures and instructions to prevent incidents and ensure occupational safety for all employees. We have launched initiatives like "Open Eyes" to raise awareness at the production sites. Within the Freudenberg Group, Freudenberg Sealing Technologies contributes experience and best practices in health and safety management and aims to continue doing so.

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The number of serious accidents was stable. As in the previous year, two serious accidents occurred. We have high ambitions and are committed to our target of no serious accidents in the next year. To achieve this, we record high risk potentials and respond by reducing these risks as much as possible. In 2025, three high risk potentials were reported, a strong improvement over the previous year in which five high risk potentials were documented. Regarding the overall absenteeism of employees, we can report a positive trend with a lower absenteeism rate in 2025 compared to the previous year.

Besides standard measures and safety instructions, Freudenberg Sealing Technologies offers special health programs to its employees. A long-standing example is the annual health weeks at the Weinheim headquarters, where employees can receive vaccination consultation or preventive

checkups in the form of skin and blood screenings. These services are offered at the plant and during working hours, making it convenient for employees to use this opportunity to check on their health.

Employees are also encouraged to share ideas and suggestions on how to improve occupational health and safety. Each year, employees participate in the Freudenberg-wide initiative “We all take care!” (WATC) and present their projects in the fields of occupational health management, safety at work, environmental protection, sustainability, and risk and emergency management. With the projects of 2025 still being reviewed, as a past example, Freudenberg Sealing Technologies associates found a way to increase operational safety by significantly reducing the braking time for open rolling mills to avoid the risk of injuries to the operators. At the same time, it boosted productivity and employee morale, proving that safety investments pay off in multiple dimensions. This “Safety Meets Performance” project won the WATC award, rewarding the employees’ effort and commitment.



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Workers in the value chain

For us at Freudenberg Sealing Technologies, it is essential to ensure good and safe working conditions not only for our own workforce, but also for workers in the value chain. Driven by the Supply Chain and Procurement departments, we comply with the German Supply Chain Act (LkSG) and are driving for strong human rights and social standards within our value chain. We have also initiated RSCI standard certification in our first manufacturing facility, which advocates for responsible supply chain practices such as adherence to human rights and occupational safety.

We take measures to support social standards for workers throughout the value chain. We maintain supplier standards, implement ethics policies in purchasing and support responsible sourcing practices. By signing Freudenberg Sealing

Technologies' Supplier Code of Conduct, our suppliers confirm their adherence to human rights laws as well as fair and safe working conditions for the workers. We conduct regular supplier risk analyses, assess all our suppliers worldwide in alignment with the German Supply Chain Act (LkSG) and implement corrective and preventive measures to strengthen human rights. So far, no violations have been identified.

Freudenberg Sealing Technologies continues to encourage its suppliers to strengthen their health and safety programs. Our colleagues in India have launched a dedicated HSE supplier initiative titled "SaFety First", aimed at collaborating closely with suppliers to enhance safety standards and improve working conditions for the workers across their facilities.

This program emphasizes active management involvement and reinforces their responsibility to provide a safe workplace for their workers. As part of the "We all take care!" initiative, SaFety First demonstrates our commitment to elevating health and safety performance, increasing awareness, and promoting transparency throughout the supply chain by cascading high HSE standards to all partner organizations and their workers.

Overall, Freudenberg Sealing Technologies remains committed to advancing social values and practices that align with global standards and local initiatives. With our activities we aim to contribute to improved social practices for workers in the value chain, particularly in areas where Freudenberg Sealing Technologies has direct contractual influence. Our dedication to transparency and responsibility will continue to shape our approach as we move forward.



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Social success stories

Various projects show support and commitment towards community and environment. One example is our site in Milan, Ohio (US). It partnered with The Chef's Garden to establish a 12-hectare green belt, reducing CO₂ emissions and encouraging a collective and sustainable gardening initiative. Recognized as Freudenberg Sealing Technologies' entry in the Freudenberg Group's "We all take care!" competition, this project demonstrates how collaboration and innovation drive environmental stewardship and corporate citizenship.

Freudenberg Sealing Technologies has many more success stories when it comes to social commitment. Sharing just a few of these stories makes it obvious that Freudenberg Sealing Technologies and its employees embrace corporate values and act accordingly to support social initiatives and community engagement.



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Empowering Personal Growth: FST Academy Plymouth Relaunches for Digital Learning

Freudenberg Sealing Technologies has redesigned its Academy at the Plymouth (US) site to promote continuous, self-directed learning. Equipped with modern video tools, podcast studios, and flexible training spaces, the Academy supports employees in creating high-quality learning content. A new digital platform provides easy access to tutorials and resources – demonstrating our commitment to employee development and a culture of lifelong learning.



Freudenberg Sealing Technologies demonstrates workplace safety

Our site in Changchun, China was named a “Demonstration Enterprise for Safe Production” by the local Emergency Management Bureau – standing out among more than 100 competitors. This recognition underscores Freudenberg Sealing Technologies’ commitment to workplace safety and operational excellence, while the process itself advanced further improvements.

At the same time, Freudenberg-NOK India was nationally recognized with two Excellence Awards for workplace safety and inclusion. These achievements reflect Freudenberg-NOK India’s strong commitment to diversity, inclusion, and employee well-being. With that, it sets benchmarks for safe and respectful workplaces and reinforces its role as a responsible employer driving cultural change and equality.



Promoting education, inclusion and societal commitment by building hands

During its global meeting, our Automotive Sales team partnered with “The Hand Project” to assemble 24 prosthetic hands for individuals in developing countries. The initiative combined social impact with team building, fostering empathy and collaboration while restoring independence for recipients. This project reflects Freudenberg Sealing Technologies’ commitment to corporate citizenship, proving that teamwork can change lives.

With a similar intention US colleagues in Milan, Ohio (US) partnered with “Hands of Gratitude” and local schools to provide students with a hands-on learning experience that combined social responsibility, empathy, and skill development. Students assembled 3D-printed prosthetic hands for people in need, learned teamwork and project management, and explored career opportunities. Again, this initiative reflects our corporate citizenship commitment and connects education and meaningful results for the recipients of the prosthetic hands.

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Quality

Freudenberg Sealing Technologies invests not only in workplace safety but also in the safety of its products. Quality management plays an important role in ensuring these safety standards and meeting the high quality standards Freudenberg Sealing Technologies has set for itself. Quality Management is anchored in Freudenberg Sealing Technologies' operational excellence and addressed at plant and corporate levels. All production locations are certified according to ISO 9001 and most have additional certifications according to IATF 16949 quality management system standards, confirming our quality efforts and achievements.

Looking at quality performance indicators, Freudenberg Sealing Technologies improved in all reported quality measures compared to the previous year. The number of average customer claims per month throughout all Freudenberg Sealing Technologies decreased by roughly 5% in 2025. Following this trend, we have set an even more ambitious target for the coming year and want to further reduce the number of customer claims. The number of faulty parts per million (PPM) is single digit and scrap costs and quality costs are even ahead of target. Overall, all our quality key performance indicators are within the industry benchmark and a very good range.



GOVERNANCE

Strong governance is the backbone of sustainable business. Freudenberg Sealing Technologies upholds high standards of ethical conduct, legal compliance, and risk management. Our risk management system ensures early identification and mitigation of operational, environmental, and reputational risks among others.

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Compliance

Following Freudenberg's Code of Conduct and Guiding Principles, we are supporting a multicultural, inclusive and respectful environment where compliance, safety, sustainability and responsibility are core values. Our actions are guided by fairness and integrity and by living up to all these values, we want to ensure responsible behavior towards all our employees, business partners and the society we live in.

At the same time, employees and third parties like suppliers are provided with the opportunity to contact Freudenberg's ethics offices. At these confidential contact points, any potential violations of responsible behavior and guidelines can be reported directly or anonymously. This institution is part of Freudenberg's whistleblower system and complaints procedure, where direct contact with the immediate management and HR department is supported as well. We maintain a robust whistleblowing system to promote transparency and protect individuals. We will follow up on all potential ethics or compliance issues and are committed to preventing them to the extent possible.

Compliance trainings are a crucial part of preventing adverse incidents and ensuring law-abiding governance activities. Freudenberg Sealing Technologies has established many compliance-related training programs on topics such as antitrust, money laundering and corruption prevention, data protection, and material compliance. Tailored to each target group, mandatory compliance trainings are assigned to all employees and further trainings on various topics are available on a voluntary

basis. Following the economical and technical development, compliance trainings are reviewed, adapted and added. Mandatory training on artificial intelligence compliance was assigned to all employees in office positions. These online trainings are supplemented by campaigns such as Freudenberg's cybersecurity awareness month to provide our employees with information and tips on how to handle data in a secure and protected manner.

At Freudenberg Sealing Technologies, we follow the approach to support our ESG activities by combining sustainability with digitalization wherever possible. We are enhancing data collection and reporting with digital solutions and implementing several tools and processes to harmonize ESG data flows across operations and the supply base.

Certification

Compliance is not limited to the beforementioned aspects but is also relevant for environmental and safety standards. Internationally recognized certification that is verified through third party audits ensures that our plants meet high standards and industry benchmarks. Following this approach, our sites throughout the world are certified according to various ISO standards: ISO 14001, ISO 50001, ISO 45001, ISO 9001 as well as IATF 16949.

ISO 14001 and ISO 50001 certifications are established to ensure high environmental and energy standards. Our site's occupational health and safety management systems



ISO 14001

ISO 50001

ISO 45001

ISO 9001

IATF 16949

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ISO 27001

TISAX

EcoVadis

NQC

are certified according to ISO 45001, and we have adopted ISO 9001 and IATF 16949 certified quality management systems. Our Turkish site is certified to the ISO 27001 standard on information security. Overall, we have undergone a further assessment of our information security practices and have successfully achieved the TISAX (Trusted Information Security Assessment Exchange) label for several sites. TISAX is a widely recognized and respected standard in the automotive industry that is based on ISO 27001 and validates our commitment to ensuring high standards of information security. Our certifications are accessible via our website for all parties interested.

Our target is to maintain all our management system certifications and expand them to the sites that are not yet fully certified. Due to acquisitions, it may not be attainable to reach 100% certification at all plants, but Freudenberg Sealing Technologies is committed to support additional certifications and to continue its progress to ensure high standard and sustainable management systems. Regular audits and certifications support this continuous improvement.

External recognition also includes EcoVadis and NQC assessments, which recognize our systems and support customer trust as a sustainable business partner. Recently, Freudenberg Sealing Technologies was rewarded with the EcoVadis bronze medal. As a global benchmarking for sustainability, the EcoVadis rating evaluates companies in four areas: environment, labor and human rights, ethics, and sustainable procurement. The success in our current rating reflects an improvement compared to previous assessment results following the

implementation of our sustainability strategy. Still, we see the bronze medal as an incentive for further improvements and are already coordinating new goals with the Board of Management and implementing them together with the organization.

Risk Management

Compliance is supplemented by a functional risk management system. At Freudenberg Sealing Technologies, a broad standard risk management system is established, which encompasses not only general governance and compliance but also sustainability by regarding climate-related risks, hence increasing its awareness and importance.

Regular risk assessments at both site and corporate levels, supported by site-specific Munich Re reports, enable the identification of relevant risks and foster overall risk awareness. Measures and emergency plans are developed to manage these risks. On the corporate Freudenberg Sealing Technologies level, a comprehensive risk assessment, including mitigation and financial effects, is prepared in alignment with the Board of Management to support the company's strategic resilience. This risk assessment process is valid for all areas, including economic, political, environmental and regulatory risks.

In 2025, we implemented and executed our first crisis management event simulation and will continue this process in the coming year. This will supplement standard risk management and enable Freudenberg Sealing Technologies to act quickly in case a risk scenario occurs.

OUTLOOK



OUTLOOK

We will continue to drive sustainability through innovation, operational excellence, and stakeholder engagement. Priorities include accelerating renewable energy and operations to reduce CO₂ emissions, enhancing resource efficiency, fostering a diverse, inclusive, and safe workplace as well as strengthening governance, compliance and supply chain sustainability.



For the period 2026–2030, Freudenberg Sealing Technologies intends to publish updated targets and technology roadmaps that build on our multi-step pathway – including reduction, electrification and substitution, and renewable energy – for reducing our CO₂ emissions as far as economically and technically possible. We will scale photovoltaic capacity and storage, deepen digitalization of ESG data, and aim to further develop applications where sealing solutions may contribute to lower emissions on a customer level (handprint), for instance through reduced friction and energy demand under defined operating conditions.

Freudenberg Sealing Technologies is well prepared for the legislative reporting requirements that will become effective in the coming years. Master data and processes are being strengthened to provide the required information reliably, comparably, and efficiently.

Our commitment is strong and clear: We continuously strive to be a trusted, responsible partner for customers, suppliers, employees and stakeholders – advancing sustainability with measurable results and continuous improvement.

APPENDIX

APPENDIX

GRI-INDEX

This sustainability report was prepared with reference to the Global Reporting Initiative (GRI) standards 2025. In the table below, the passages in the report where information on the respective GRI standards can be found are indicated. It is also referred to the UN Sustainability Development Goals (SDGs) to which the indicated aspects of the report contribute.

GRI Standard	Disclosure	Location Page	SDG	
GRI 2: General Disclosures 2021	2-1	Organizational details	pp. 6–7	
	2-2	Entities included in the organization’s sustainability reporting	p. 7	
	2-3	Reporting period, frequency and contact point	p. 7	
	2-4	Restatements of information	p. 7	
	2-6	Activities, value chain and other business relationships	pp. 6–7	
	2-7	Employees	pp. 22–24	
	2-9	Governance structure and composition	pp. 12–13	16
	2-22	Statement on sustainability development strategy	pp. 4–5; pp. 9–13	8, 12, 13
	2-23	Policy commitments	pp. 22–24; p. 31	16
	2-24	Embedding policy commitments	p. 27; p. 31	16
	2-25	Processes to remediate negative impacts	p. 31	16
	2-26	Mechanisms for seeking advice and raising concerns	p. 31	16
	2-27	Compliance with laws and regulations	p. 31	16
	2-28	Membership associations	p. 13	17
2-29	Approach to stakeholder engagement	pp. 12–13	17	

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GRI Standard	Disclosure	Location Page	SDG
GRI 3: Material Topics 2021	3-3 Management of material topics	In each specific ESG topic	
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	pp. 9–13; pp. 16–17	3, 12, 13, 14, 15
	102-2 Climate change adaptation plan	p. 32	3, 12, 13, 14, 15
	102-4 GHG emissions reduction targets and progress	pp. 9–13; pp. 16–17	3, 12, 13, 14, 15
	102-5 Scope 1 GHG emissions	pp. 16–17	3, 12, 13, 14, 15
	102-6 Scope 2 GHG emissions	pp. 16–17	3, 12, 13, 14, 15
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GRI 103: Energy 2025	103-1 Energy policies and commitments	pp. 17–18	7, 12, 13
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	103-5 Reduction in energy consumption	pp. 17–18	7, 12, 13
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p. 31	16
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 19; pp. 20–22	3, 11, 12, 13, 14, 15
	306-3 Waste generated	p. 19	3, 11, 12, 13, 14, 15
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	pp. 22–24	8
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	pp. 25–26	3, 8
	403-2 Hazard identification, risk assessment and incident investigation	pp. 25–26	3, 8
	403-3 Occupational health services	pp. 25–26	3, 8
	403-5 Worker training on occupational health and safety	pp. 25–26	3, 4, 8
	403-6 Promotion of worker health	pp. 25–26	3, 8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 25–26	3, 8
	403-8 Workers covered by an occupational health and safety management system	pp. 25–26	3, 8
	403-9 Work-related injuries	pp. 25–26	3, 8

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GRI Standard	Disclosure	Location Page	SDG
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	p. 24	4, 8
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	pp. 22–24	5, 10, 16
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	pp. 22–24; p. 27	4, 8, 10, 16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	pp. 22–24; p. 27	4, 8, 10, 16
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	p. 27	8, 12, 16

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