

FUCHS GROUP

A global Group with family roots

| March, 2021 | Mannheim



Agenda

01

Our company

Organization and management, facts and figures

02

Our business model

LUBRICANTS.TECHNOLOGY.PEOPLE.

03

Our FUCHS2025 strategy

New mindset for future challenges

04

Our contribution

Solutions with added value

05

Our understanding of sustainability

Economic, ecological and social responsibility

06

Our motivation

The trust of our customers and stakeholders

01 **Our company**
Organization and management,
facts and figures



FUCHS at a glance

Established **3**
generations ago as a
family-owned business

Approx. **6,000**
employees

Preference share is listed
in the MDAX

No. 1
among the independent
suppliers of lubricants

Approx. **€2.4** bn
sales in 2020

69 companies worldwide

The Fuchs family holds
55% of
ordinary shares

A full range
of over
10,000
lubricants and related
specialties

»We have relied on **continuity, reliability and proximity** – for 90 years.«

Stefan Fuchs, Chairman of the Board



90 years of experience – for the future

Milestones of the FUCHS corporate history

A modest founder
Foundation of the company "RUDOLF FUCHS" in Mannheim.



1931



Difficult years
Expansion to a new product category: industrial oils.

1939 – 1945

Start of a new era
Manfred Fuchs took on responsibility for the family business and was to realize his vision of transforming the company into a global player.



1963



FUCHS launched on the stock exchange
In order to financially underpin the numerous expansions, the Fuchs family decided to float the company on the stock exchange. FUCHS is now one of the most valuable and successful stocks on the MDAX.

1985

Visionary investments
In order to continue to grow profitably and sustainably in the future, FUCHS launched the largest global investment program in its history.



2016

1931 – 1939



From sales to manufacturing
Growth and start of the company's own production.

1946

Development in focus
Hiring the first chemist set the course for the establishment of our worldwide network of experts.



1968



Closer to the customer
International expansion developed rapidly and FUCHS established itself inside and outside Europe. Today, FUCHS can be found in over 50 countries around the globe.

2004

The next generation
With Stefan Fuchs, the third generation of the family took over the leadership of the Group.



2018



Start of a new journey
Launch of the FUCHS2025 initiative. The goal: 'Being First Choice' – for our customers, business partners, investors, future employees.

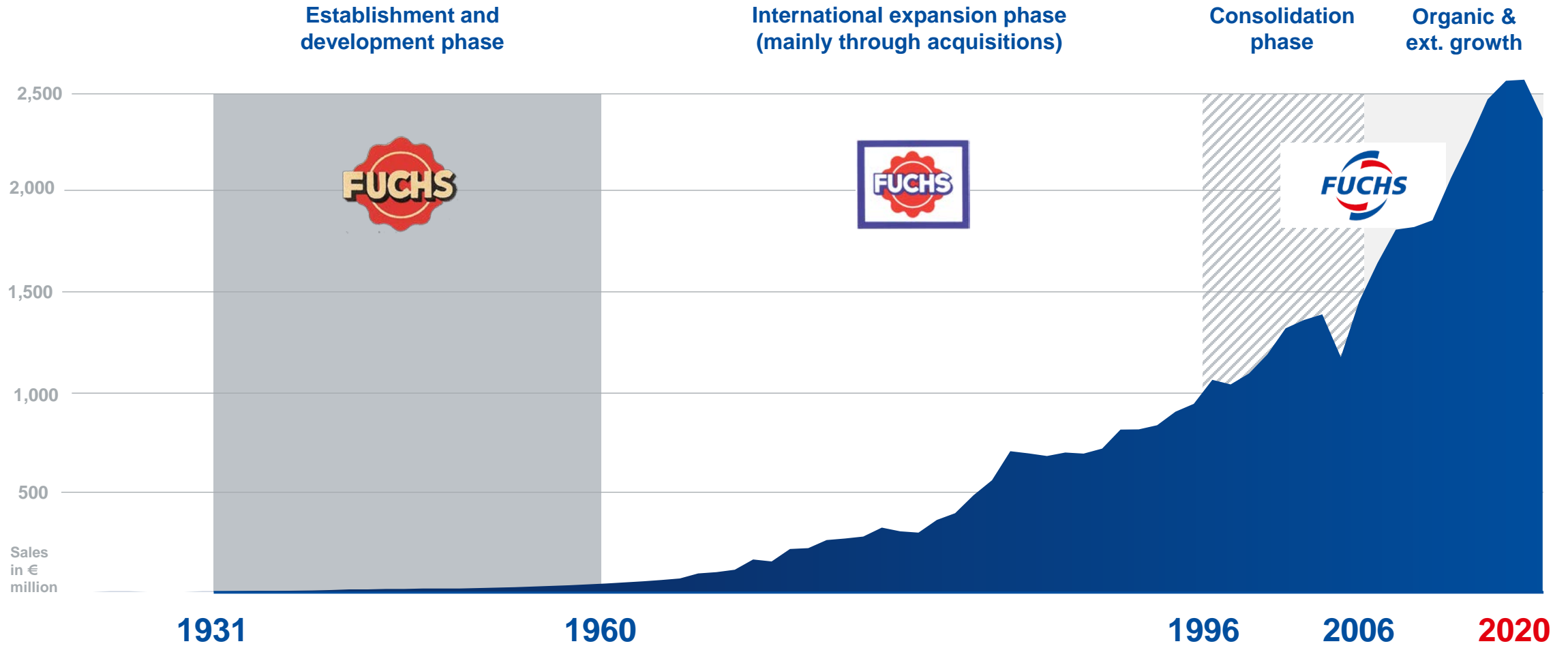
Our business model

Since 1931



LUBRICANTS. 100% focus
TECHNOLOGY. Holistic solutions
PEOPLE. Personal commitment

Tradition and growth Since 1931



We are where our customers are
with 58 operative companies



FUCHS PETROLUB SE

Capital: €139 million

5

companies in Germany

8

companies in North and
South America

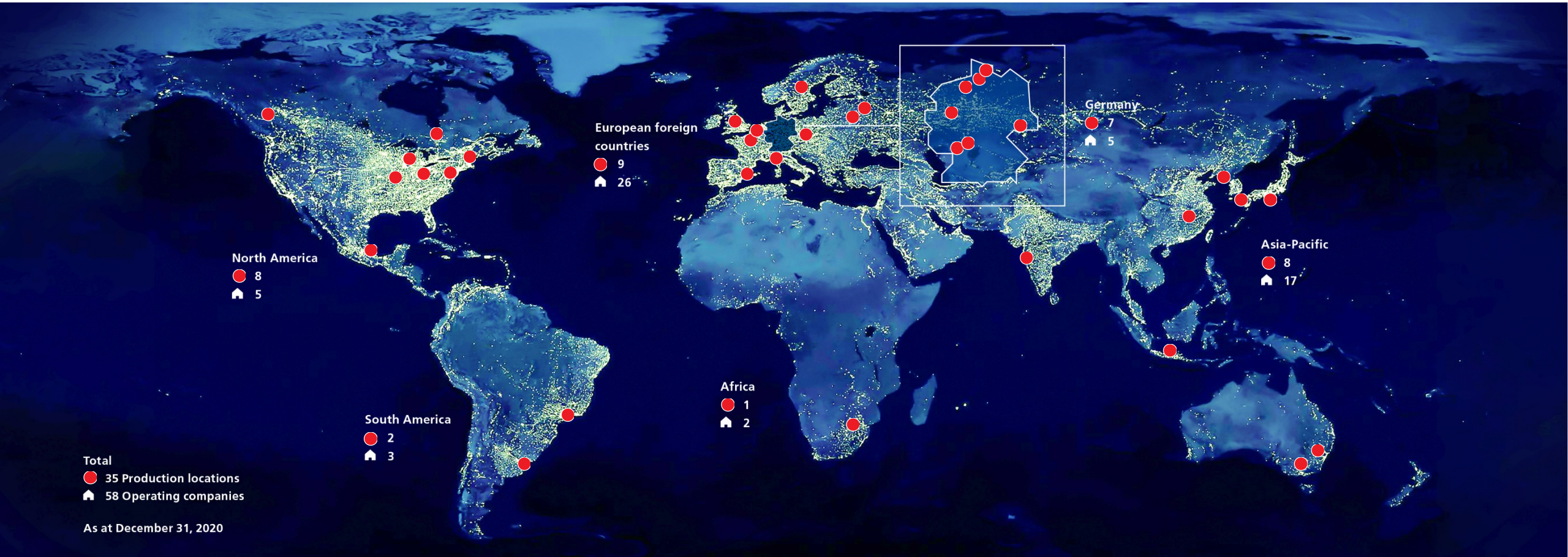
26

companies in other
European countries

19

companies
in Asia-Pacific, Africa

We are where our customers are in over 50 countries



Management Executive Board



Stefan Fuchs

Chairman of the Executive Board, Corporate Group Development, Human Resources, PR & Marketing, Strategy, Automotive Aftermarket Division



Dr. Lutz Lindemann

R&D, Technology, Product Management, Supply Chain, Sustainability, , EH&S, Mining Division, OEM Division



Dr. Timo Reister

East Asia, Australasia, North and South America, Industry Division



Dr. Ralph Rheinboldt

Region Europe, Middle East and Africa, FUCHS LUBRITECH Division



Dagmar Steinert

Finance, Controlling, Investor Relations, Compliance, Internal Auditing, Digitalization (IT, ERP systems, Big Data etc.), Legal, Taxes

Group Management Committee (GMC)



Dr. Lutz Lindemann
CTO



Stefan Knapp
Germany, Benelux



Bernhard Biehl
LUBRITECH Division



Dr. Ralph Rheinboldt
EMEA



Dagmar Steinert
CFO



Stefan Fuchs
CEO



Dr. Timo Reister
Asia-Pacific, North and
South America



Alf Untersteller
Turkey, Middle East,
Central Asia, Africa



Carsten Meyer
OEM Division, Mining Division



Klaus Hartig
East Asia

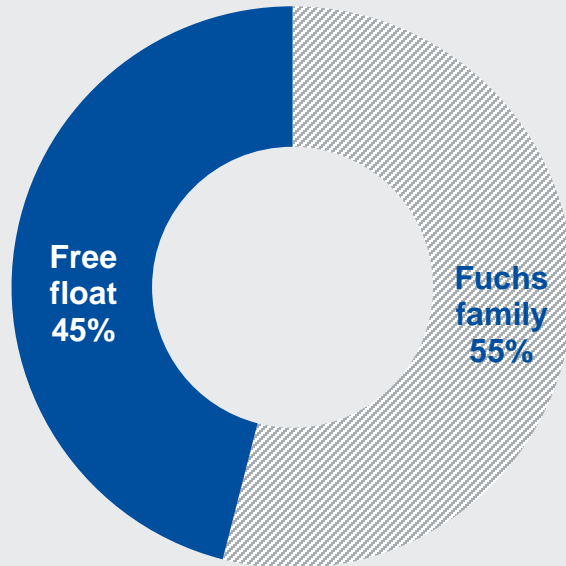


Keith Brewer
America

Shareholder structure

Allocation of ordinary and preference shares*

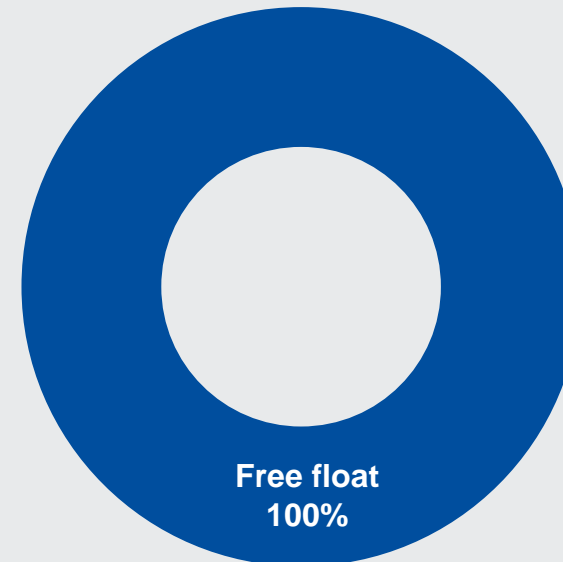
Ordinary shares



Basis: 69,500,000 ordinary shares

Preference shares

MDAX-listed



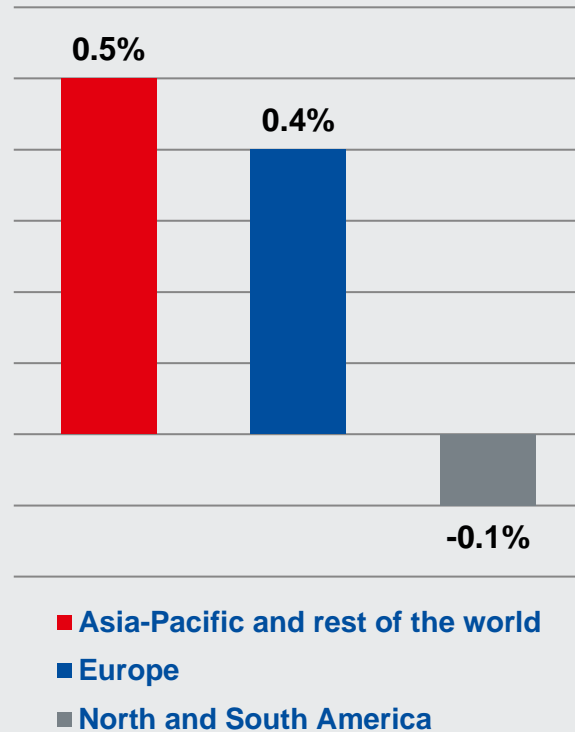
Basis: 69,500,000 preference shares

*Securities registered at the stock exchanges in Frankfurt and Stuttgart

World lubricant market

Development of lubricant requirements

Compound annual growth rate (2019 – 2023)

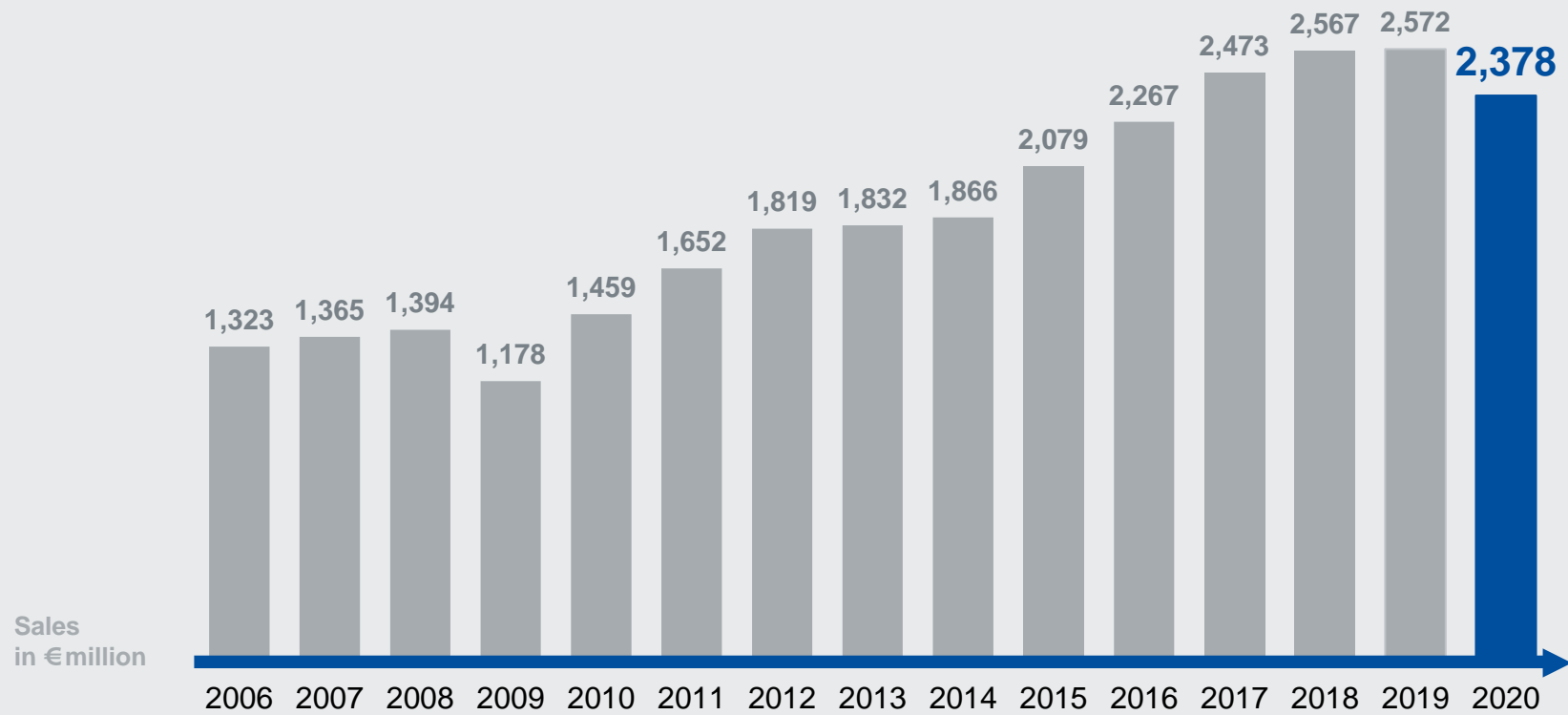


The largest and fastest-growing regional lubricant market is in the Asian-Pacific region.

North America and Western Europe are mature markets. The main focus is on higher-quality lubricants and specialties.

FUCHS in figures

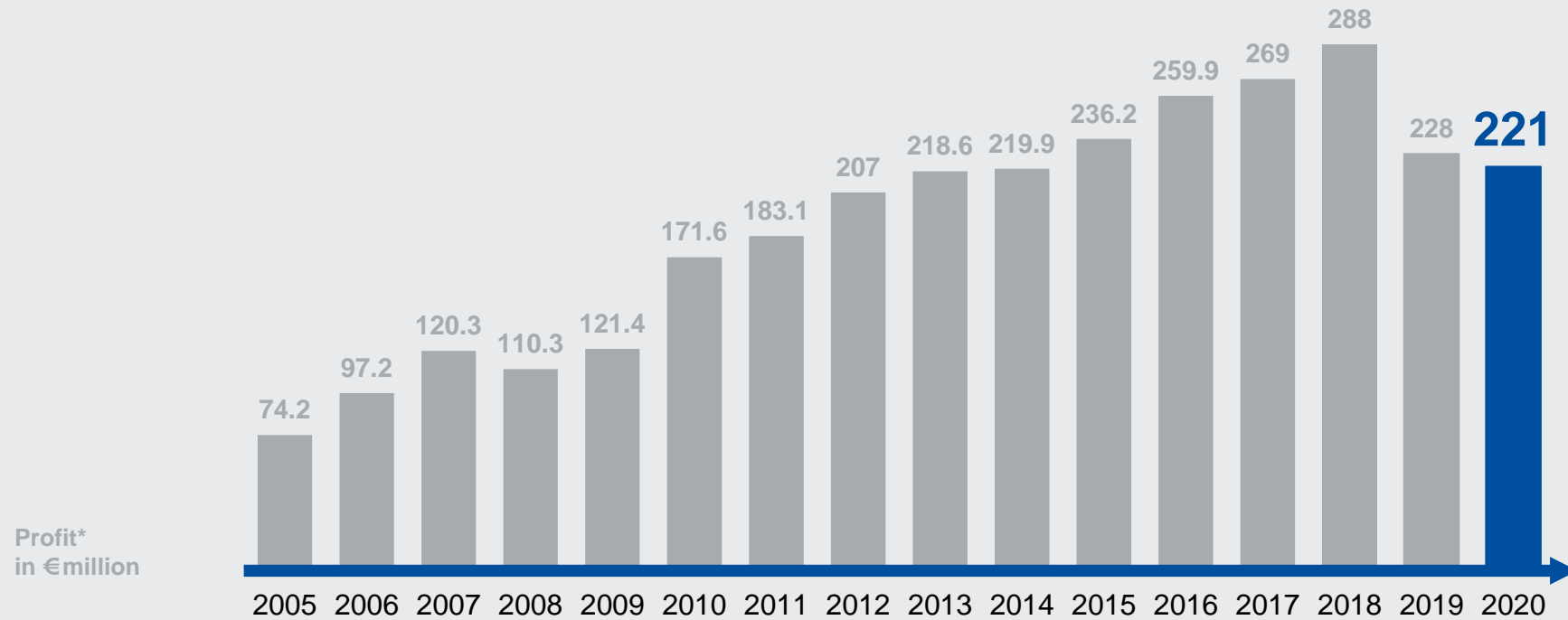
Sales trends



FUCHS in figures

Profit trends*

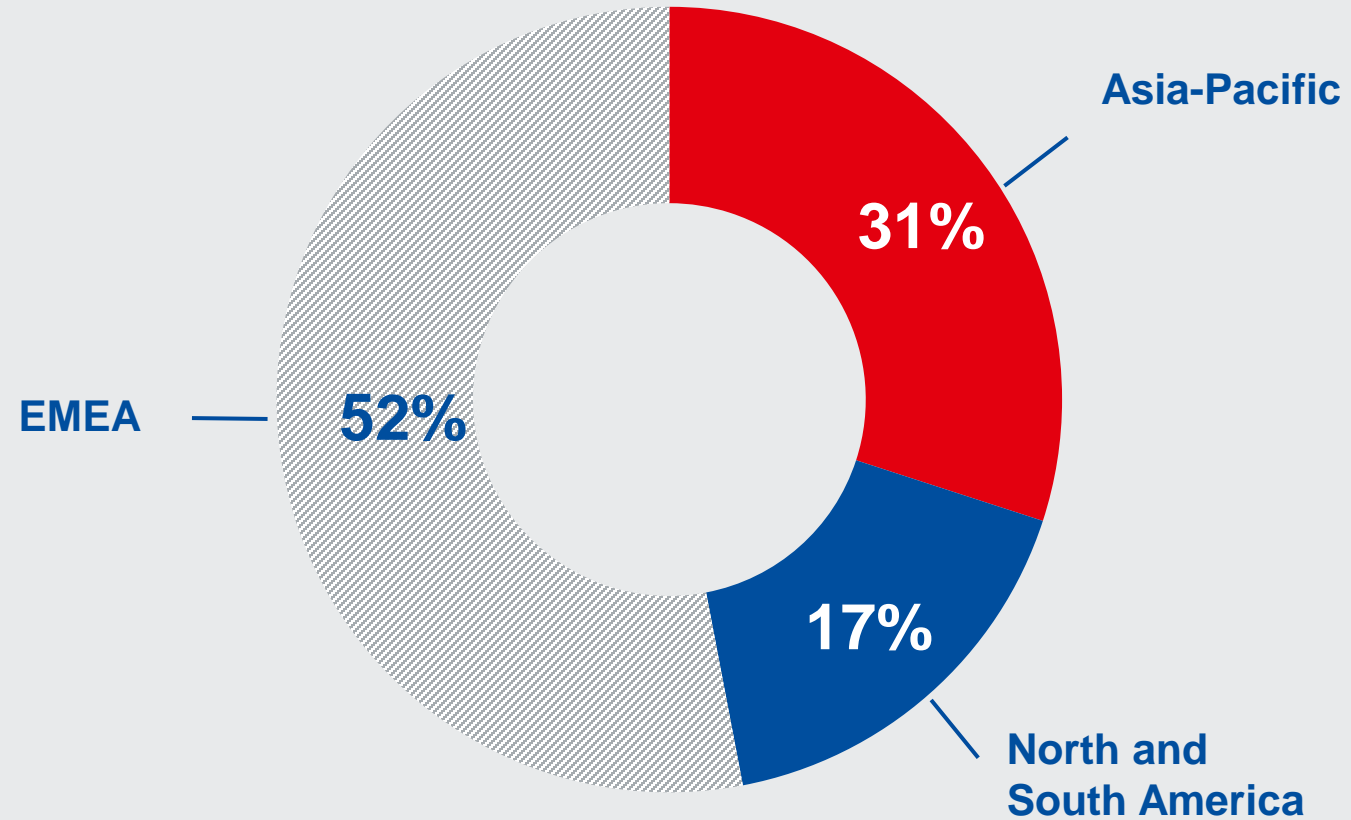
Profit growth 31.0% 23.8% -8.3% 10.1% 41.4% 6.7% 13.1% 5.6% 0.6% 7.4% 10.0% 3.5% 7.1% -20.8% -3%



*After tax

FUCHS in figures

Regional sales breakdown 2020*



*By customer location

02 Our business model
LUBRICANTS.TECHNOLOGY.PEOPLE.



LUBRICANTS.
TECHNOLOGY.
PEOPLE.



LUBRICANTS.

100% focus on high-quality lubricants and related specialties



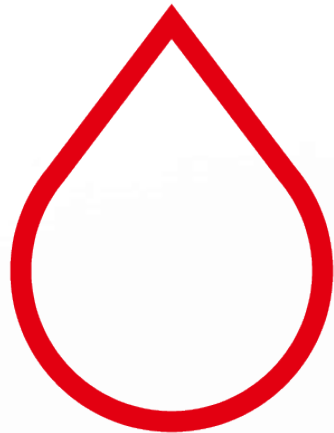
SI Analytics

Typ 501 11 / $\Sigma\alpha$

App. Nr.. 1053941

The main industries

Over 100,000 customers worldwide



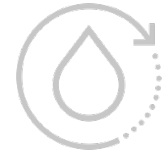
- Mechanical engineering
- Construction sector
- Mining and exploration
- Glass industry
- Agriculture and forestry
- Accessories sector
- Transportation sector
- Food industry
- Energy generation
- Cement, lime and gypsum industry
- Steel and metals industry
- Forging industry
- Foundry industry
- Metal working sector
- Automobile sector
- Others

Our six product categories

Over 10,000 products

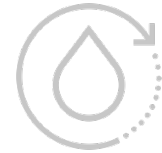


Automotive lubricants



- Engine Oils
- Gear Oils
- Shock Absorber Fluids
- Central and Mobile Hydraulic Oils
- Greases
- Motorcycle Lubricants
- Lubricants for Agricultural Machinery
- Service Fluids
- Rapidly Biodegradable Lubricants

Industrial lubricants

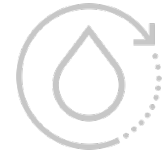


- Hydraulic Oils
- Compressor Oils
- Slideway Oils
- Gear Oils
- Turbine Oils
- Machine Oils

- Cylinder Oils
- Transformer Oils
- Tacky Oils
- Heat Transfer Oils
- General Lubricating Oils
- Refrigeration Oils

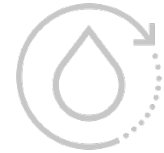
- Rapidly Biodegradable Lubricants
- Textile Oils
- Greases

Lubricating greases



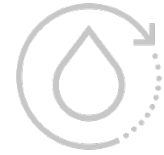
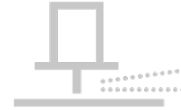
- **Multi-Purpose / Longlife Greases**
- **Greases for Plain and Roller Bearings**
- **Wheel Bearing Greases**
- **Gear Box**
- **Food Grade Greases**
- **Rapidly Biodegradable Greases**
- **Greases for Machine Tools**
- **Greases for Rail Vehicles**
- **Greases for Extreme Temperatures**
- **Greases for Central Lubricating Systems**
- **Greases with Solid Lubricants**
- **Perfluorinated Pastes**
- **Greases in Spray Cans or Rattle Cans**
- **Assembly Pastes**
- **Pastes for Extreme Temperatures**

Metal processing lubricants



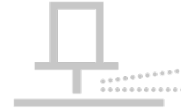
- **Cutting and Grinding Lubricants (incl. Rapidly Biodegradable Fluids)**
- **Forming Lubricants**
- **Corrosion Preventives**
- **Cleaners**
- **Quenching Oils**
- **Minimal Quantity Lubrication (MQL) Products**

Special application lubricants



- Open Gear Lubricants
- Hot Metal Forming Lubricants
- Food Grade Lubricants
- Glass Lubricants
- Dry Coating Lubricants
- Railway Lubricants
- Concrete Release Agents
- Chain Lubrication
- Windpower Lubricants
- Other Specialties
- Greases
- Pastes

Services



- **Analytical Services**
- **Chemical Process Management (CPM)**
- **Condition Monitoring**
- **Tailor-Made Development**
- **Technical Services**
- **Open Gear Services – Failure Analysis & Repair / App**
- **Coating Services**

TECHNOLOGY.

In pursuit of technology and innovation
leadership with **holistic solutions**



Research and development

Application-oriented

535

**engineers and
scientists in R&D worldwide**

Around **600**
R&D projects

€54
million
R&D budget

laboratories in **22** countries

PEOPLE.

Personal commitment based on
cooperation and trust



5,728 employees in over 50 countries

A common mission statement

Trust
Creating Value
Respect
Reliability
Integrity

LUBRICANTS.TECHNOLOGY.PEOPLE.

5,728 employees in over 50 countries
A common mission statement

Trust

Creating Value

Respect

Reliability

Integrity

Trust is the basis of our
self-understanding.



5,728 employees in over 50 countries

A common mission statement

Trust

Creating Value

Respect

Reliability

Integrity

We deliver leading technology and first class service to our customers. Identify and create FUCHS Value Added. Provide space for innovation to explore new paths. Act with an entrepreneurial spirit. Empower employees with responsibility and accountability.

5,728 employees in over 50 countries
A common mission statement

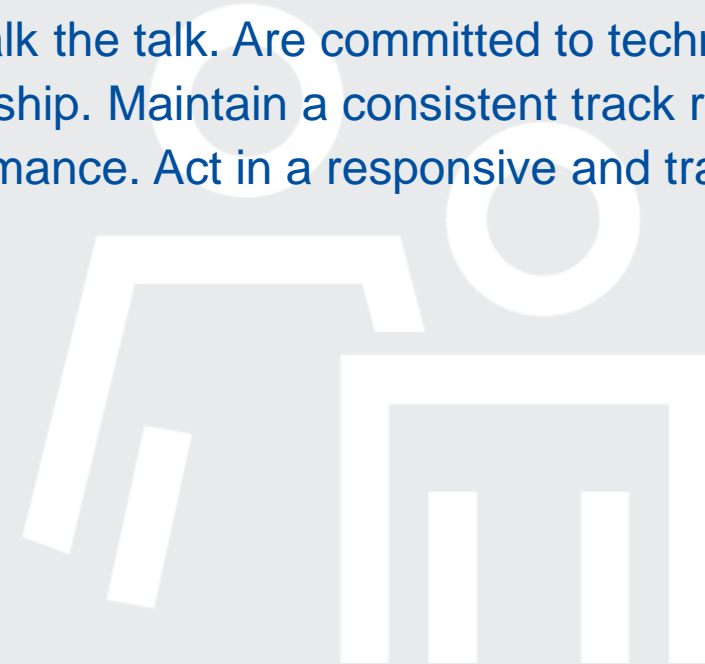
Trust
Creating Value
Respect
Reliability
Integrity

We acknowledge our responsibility towards our stakeholders, society and environment. Show appreciation and recognition. Act with fairness towards our partners and employees. Foster an open-minded discussion culture.

5,728 employees in over 50 countries
A common mission statement

Trust
Creating Value
Respect
Reliability
Integrity

We walk the talk. Are committed to technical leadership. Maintain a consistent track record of performance. Act in a responsive and transparent way.



5,728 employees in over 50 countries
A common mission statement

Trust
Creating Value
Respect
Reliability
Integrity

We believe in a high level of ethics and adhere to our Code of Conduct.



We promote personal commitment

**24% women
in management**

Internal staffing

FUCHS ACADEMY



Health management

**Compatibility of
family and work**

**Global talent
management concept**

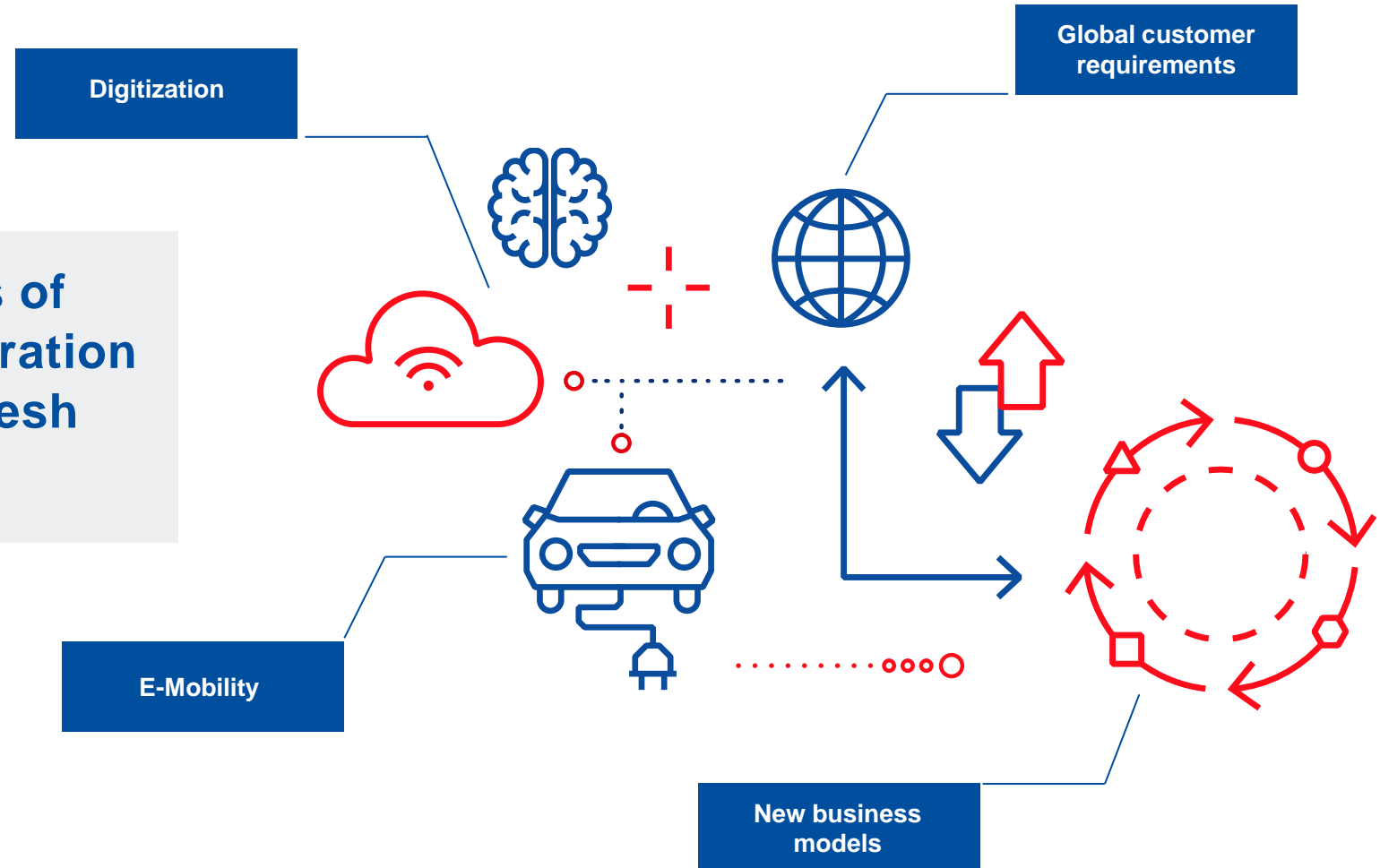
03 Our FUCHS2025 strategy
New mindset for future challenges



FUCHS2025

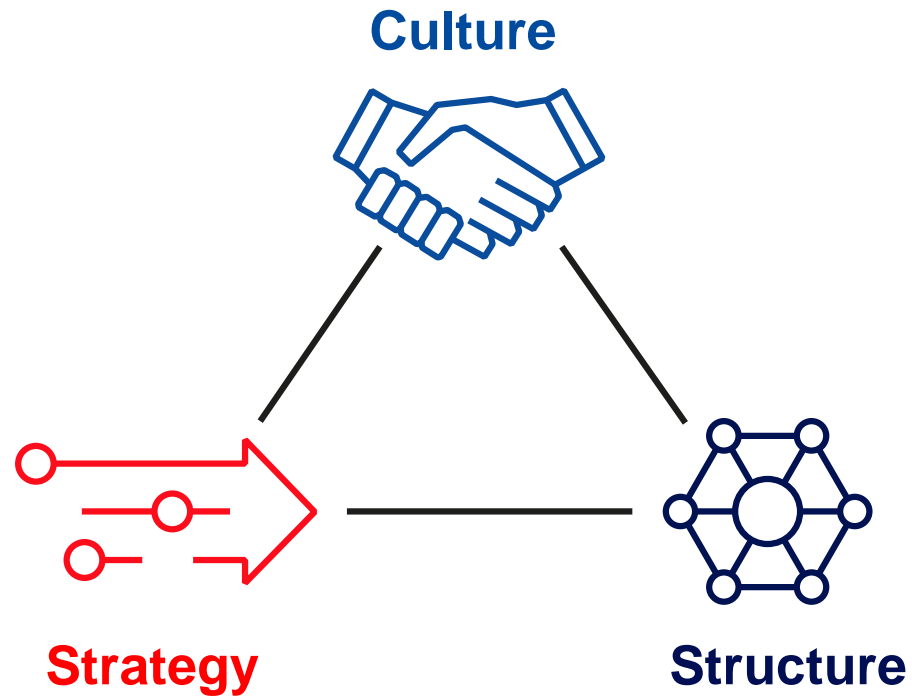
New mindset for future challenges

New solutions require new ways of operating. And new ways of operation require a new approach and a fresh mindset.



FUCHS2025

Key elements



We want to use these challenges as an opportunity. That is why we are responding to them with a new mindset – an attitude that brings strategy, structure and culture into line in a purposeful way.

FUCHS2025

Vision – Being First Choice

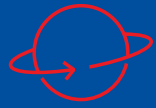
“ We want to build on our strengths and globally align our organization to make our vision come true: ‘Being First Choice.’ ”

Stefan Fuchs, CEO FUCHS Group



FUCHS2025 Strategy

6 Strategic Pillars



Global Strength



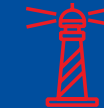
“We want to unlock the full potential of our global presence to grow further, to reach our strategic objectives and to become equally strong around the globe.”



Customer & Market Focus



“A cornerstone in our strategy will be the focus on customers and markets. Market segmentation will allow us to further increase the proximity towards our customers.”



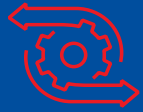
Technology Leader



“We will further increase our technology leadership to set us apart from our competitors. We will position ourselves as technology leader in our target segments.”

FUCHS2025 Strategy

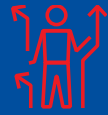
6 Strategic Pillars



Operational Excellence



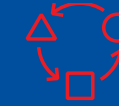
“We will promote operational excellence. We will increase the robustness of our supply chain, as well as improve the reliability and availability of our existing plant base.”



People & Organization



“To reach our strategic objectives, we need to bring out the best in our people and need to rely on a strong organization. Our aspiration is to become the employer of choice.”



Sustainability



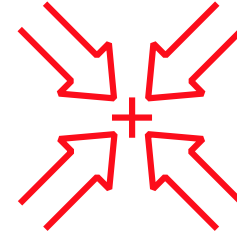
“We will make sustainability an integral part of our strategy. Only by creating value for all stakeholders – economy, environment and society – will we become truly successful as a company.”

FUCHS2025 strategy

Highlights



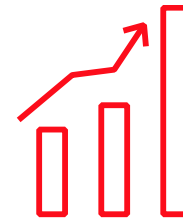
Sustainable revenue growth with operational excellence at a 15 % EBIT margin and corresponding FVA growth



Better market penetration through market segmentation



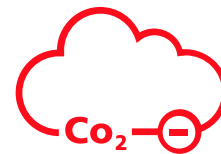
Technology leadership in the segments we target until 2025



Overproportionate growth in Asia-Pacific & the Americas



Be the employer of choice for our existing and future workforce



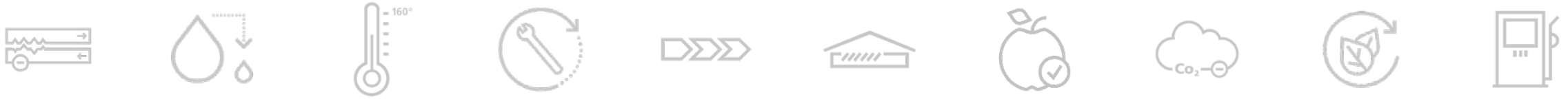
CO₂-neutrality in production “gate-to-gate” since 2020 and CO₂-neutral products “cradle-to-gate” by 2025

04 Our contribution
Solutions with added value



FUCHS lubricants

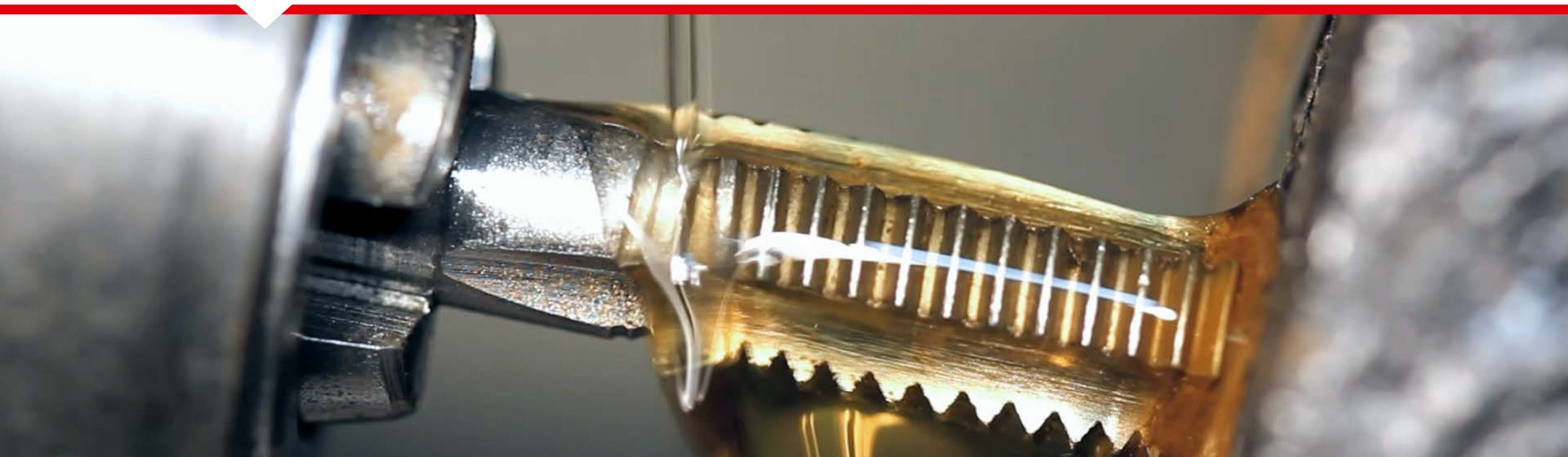
A full range to meet numerous requirements



Less wear



Reduction in oil consumption



High thermal load capacity



Low maintenance requirements



Process compatibility



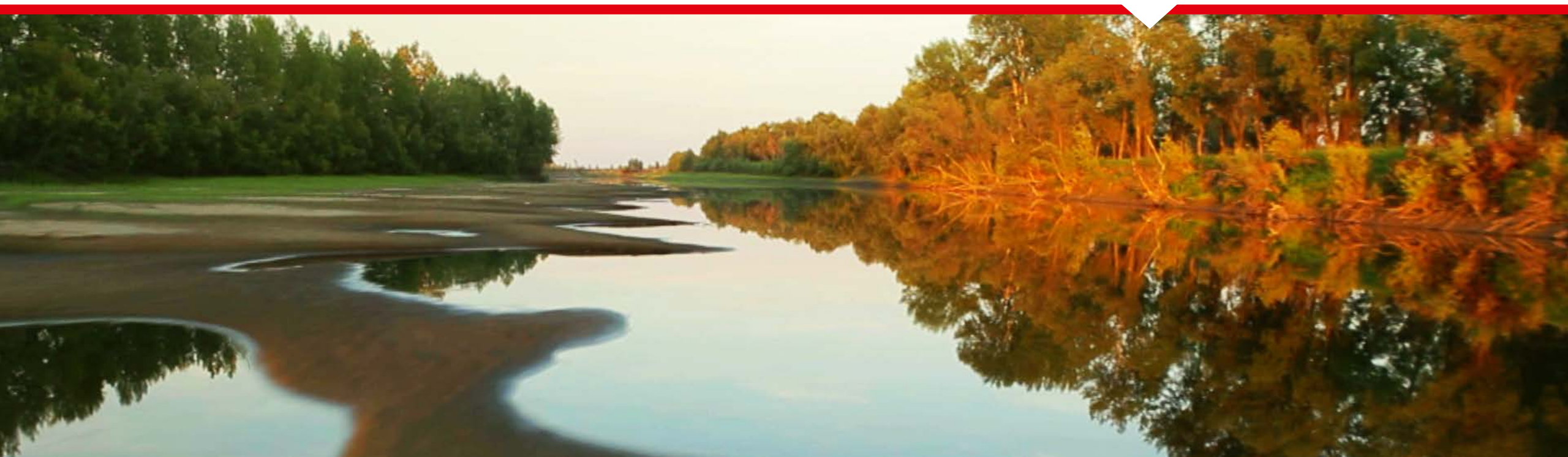
Corrosion protection



Food grade



CO₂ reductions



Rapidly biodegradable



Fuel savings



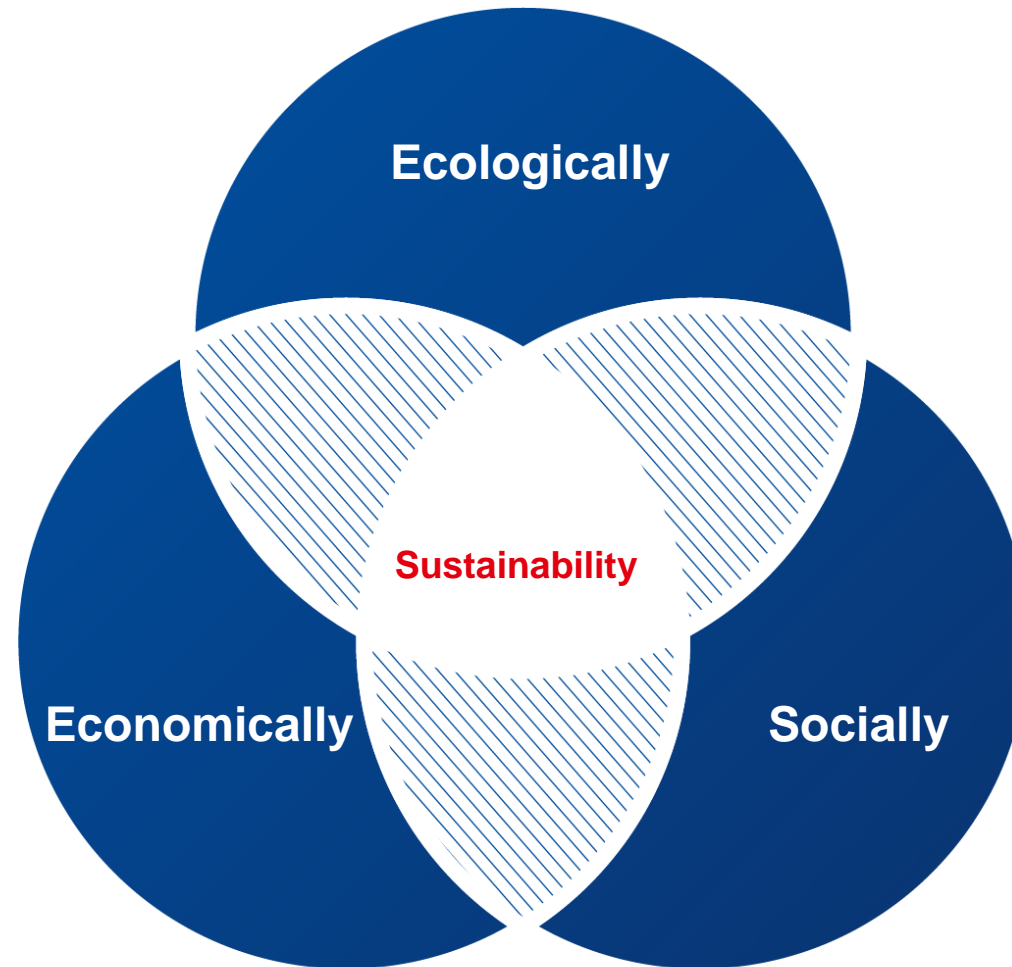
05 Our understanding of sustainability

Economic, ecological and social responsibility

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



We think and act ...



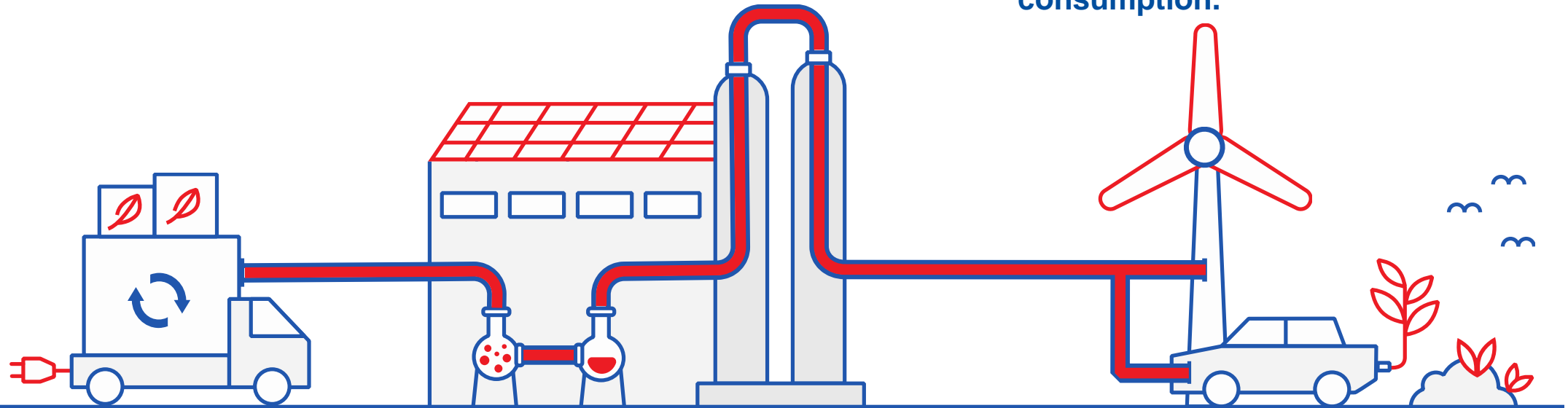
Ecological vision

Along the entire added value chain

We support our suppliers and engage in sustainable purchasing.

Our production: Responsible and CO₂-neutral.

What our customers contribute: Less friction, reduced energy consumption.



We share the results of our research and support our suppliers in developing and using sustainable and carbon-neutral precursors.

We focus on resource conservation and energy savings within our production operations.

We compensate for unavoidable CO₂ emissions with selected, certified climate protection projects.

The use of our products makes a strong contribution toward helping the environment. Our environmental performance analyses show: Thanks to factors including friction reduction, the CO₂ savings are significantly greater than with conventional products.

CO2-neutrality strategy

Reductions where possible - compensation where necessary

CO₂neutral

in production since 2020
(„Gate-to-Gate“)

Conversion of our European sites to
"green" power supply through
purchase of certificates of origin from wind energy

- 9%

Energy savings
per ton of lubricant produced*



**Climate
protection
projects**

Corporate Carbon
Footprint (CCF) scope of
data collection expanded

- 18%



Reduction of the Corporate
Carbon Footprint

We compensate for
unavoidable CO₂
emissions. With selected
climate protection projects.

CO₂-neutrality strategy

We support six selected climate protection projects



Cooking stoves in Zambia
Within the scope of the project, around 50,000 cooking stoves will be made available, which, due to their design, offer effective heat conduction and enable far better utilization of the utilized fuel



Hydropower in India
The Hydropower Project is a run-of-river power plant with an installed capacity of 300 MW. The project will save 1.052.463t of CO₂ emissions per year




Hydropower in Argentina and China
Hydropower has the potential to make a significant contribution to sustainable energy supply. By feeding it into the regional power grid, electricity is displaced from conventional power plants



Rainforest protection in Peru
The project helps to increase the value of the healthy forest as well as the income from the sustainable harvest of Brazil nuts. Smallholders are thus enabled to protect and preserve their forest



Wind power from Indonesia
Indonesia's energy mix is dominated by fossil fuels, as the country is the fourth largest coal producer in the world. This is why the switch to renewable energies is so important for Indonesia



Efficient gas power plant in India
The present power plant project uses state-of-the-art combined cycle technology to increase the efficiency of the energy supply and significantly improve the emissions balance compared to oil and coal-fired power plants

Economic Key figures



€137 million
dividend paid out

Our objective

To continually increase company value, as well as creating shareholder value.



313
Earnings before interest and tax
(EBIT) in €million

Social

Key figures

Average period of **10 years**
of employment



44

Average age of
employees



24%

women in executive positions

Average of **13 hours**
of further training per employee

06 Our motivation

The trust of our customers
and stakeholders



**For our customers and stakeholders
we are ...**



**For our customers and stakeholders
we are ...**



**Development partner &
idea generator**

For our customers and stakeholders
we are ...



Thank you very much for your attention.

