

FUCHS GROUP

Investor Presentation

| November 2021

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Agenda

- 01 | The Leading Independent Lubricants Company
- 02 | FUCHS2025
- 03 | 9M 2021
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01 The Leading Independent Lubricants Company



FUCHS at a glance

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

No. 1
among the independent
suppliers of lubricants

The Fuchs family holds
55% of
ordinary shares

€2.4 bn
sales in 2020

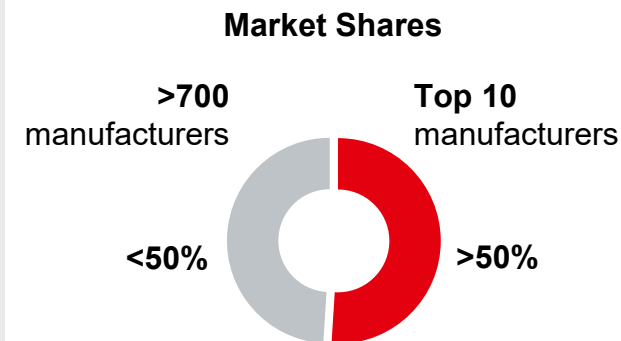
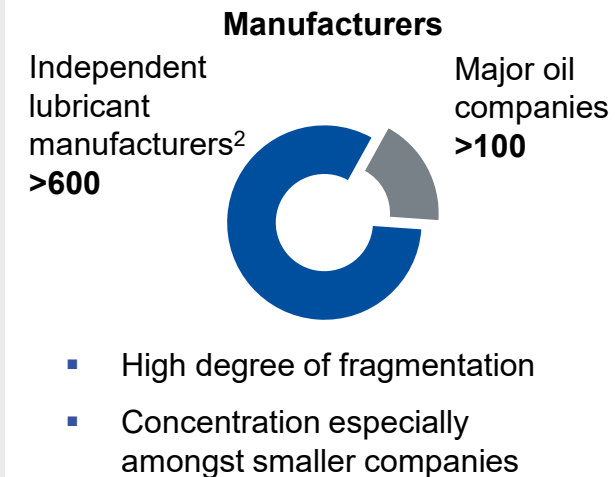
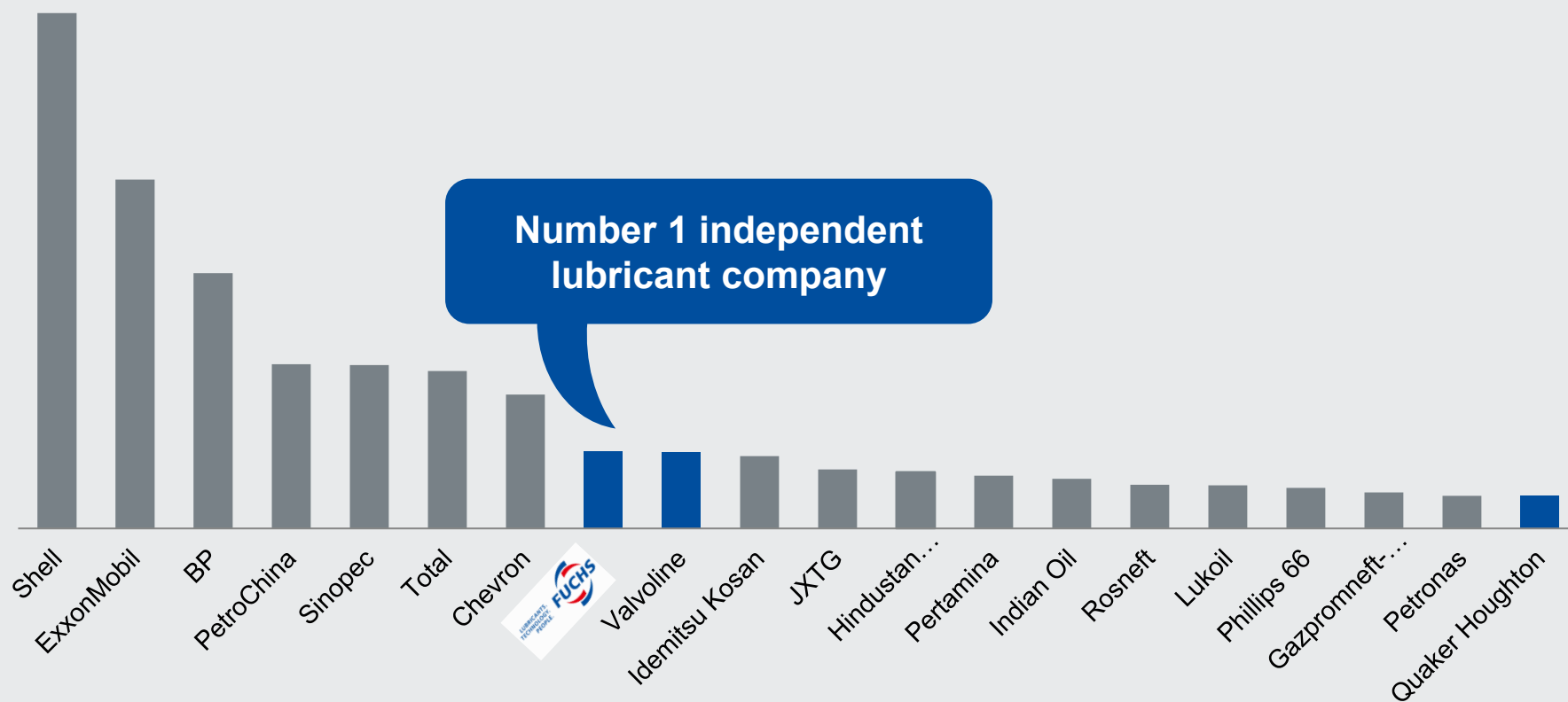
Around **5,700**
employees

Preference share is listed
in the MDAX

58 companies worldwide

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

Top 20 lubricant manufacturers¹



¹ Market Shares 2020

² > 1000 tons

Our unique business model is the basis for our competitive advantage

Technology and innovation leadership in

strategically important product areas



FUCHS is fully focussed on lubricants



FUCHS is a full-line supplier



Independency allows reliability, customer & market proximity (responsiveness and flexibility) and continuity

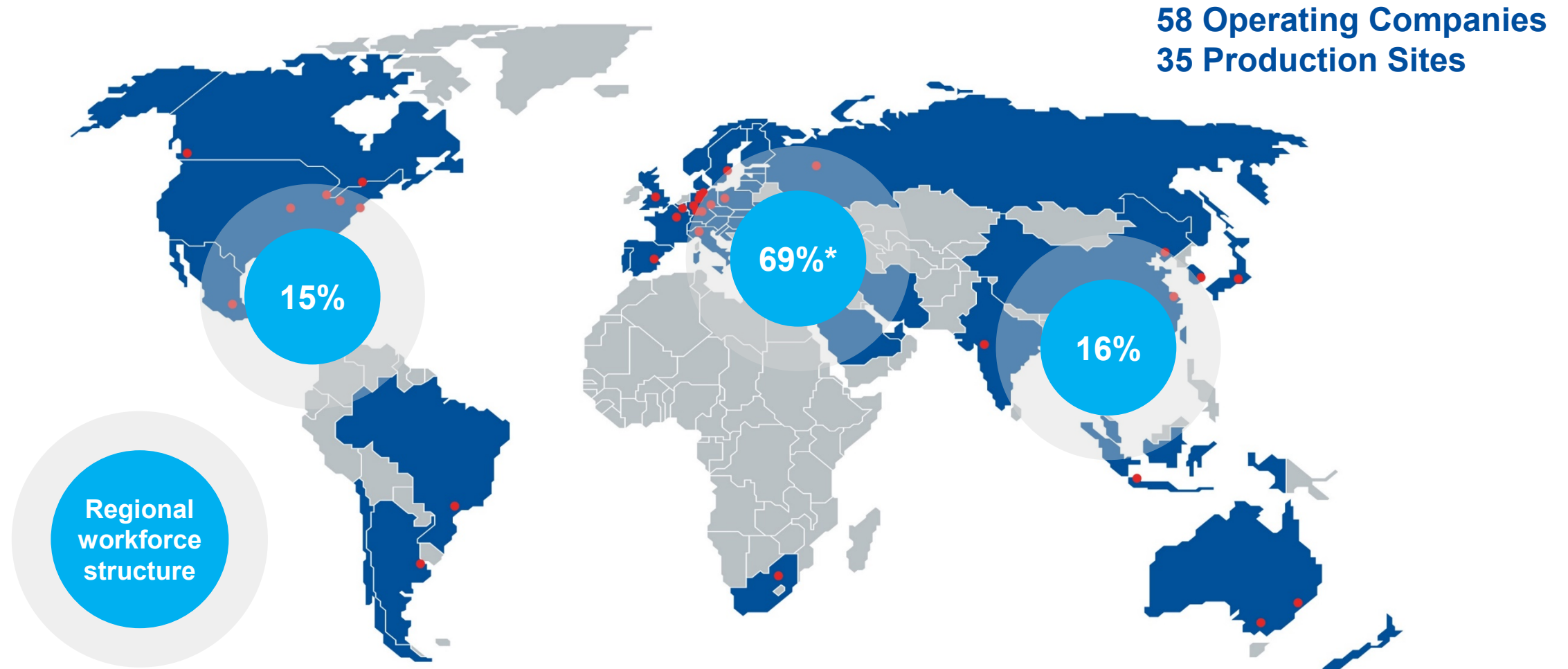


Global presence, R&D strength, know-how transfer, speed

Advantage over major oil companies

Advantage over other independent companies

We are where our customers are



Full-line supplier advantage

100,000

Customers in more than

150

Countries



Car industry



Manufacturing



Engineering



Heavy Duty



Steel & Cement



Aerospace



Construction



Mining



Trade, Services &
Transportation



Agriculture
industry



Wind energy



Food

Sales 2020: €2.4 bn

(~80% international)
by customer location

Automotive Lubricants
~45%

e.g. Engine & gear oils,
hydraulic oils, shock
absorber fluids, etc.

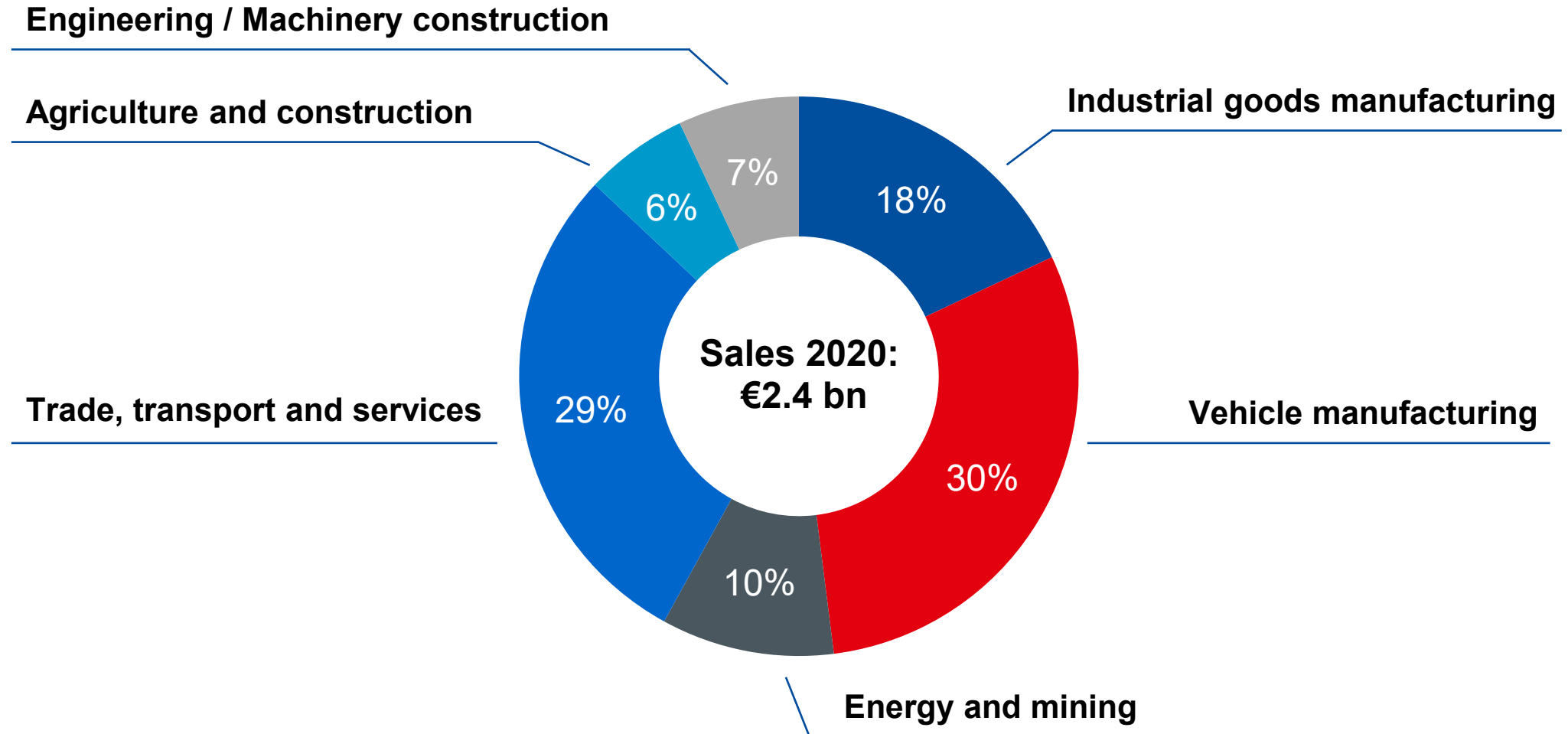
Industrial Lubricants
~55%

e.g. Industrial oils,
MWF/CP* and greases

*metalworking fluids/corrosion preventives

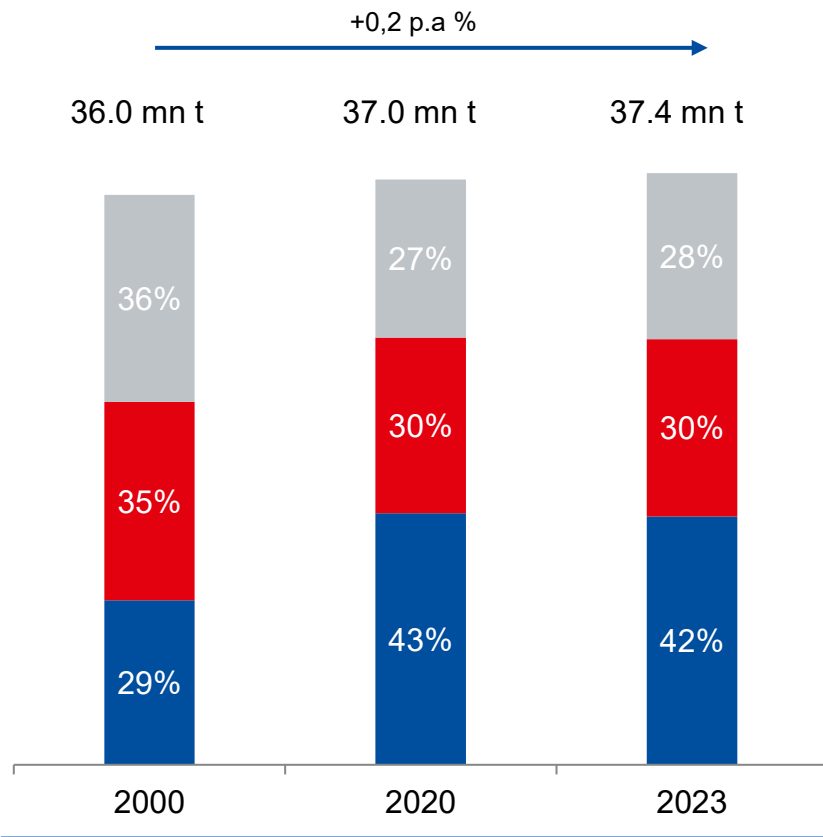
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

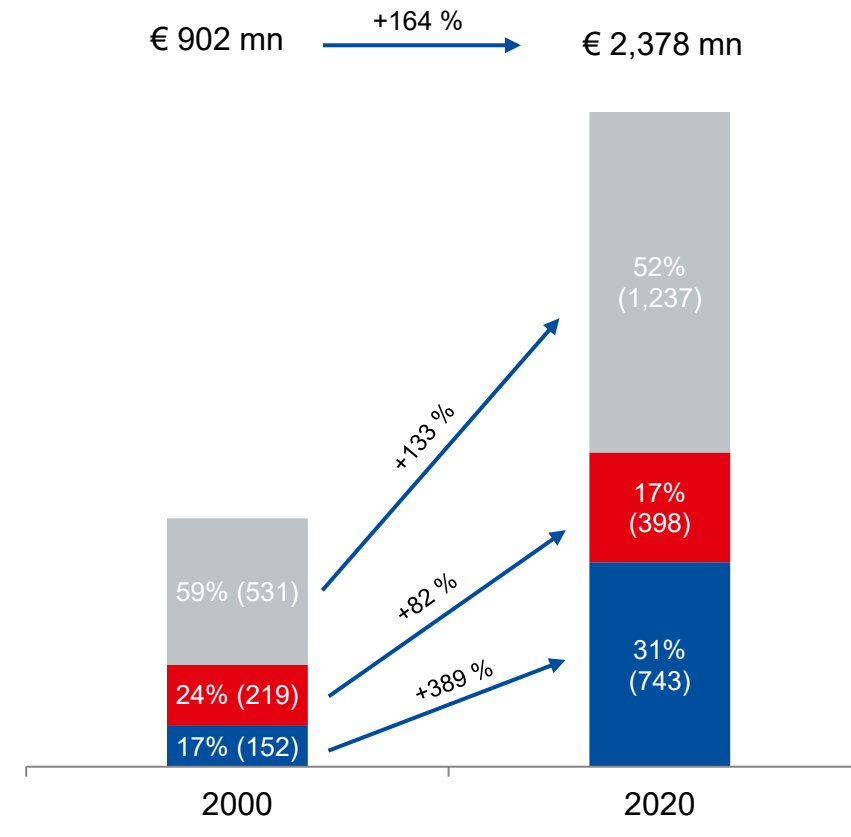


Slight growth in global lubricant demand

Market Demand



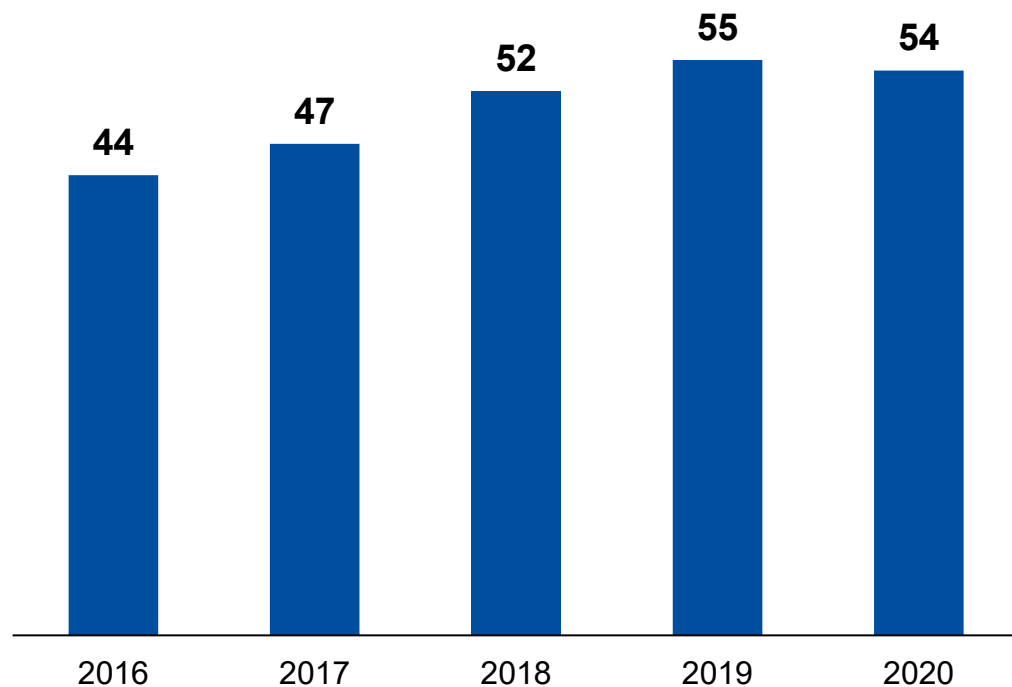
FUCHS Sales (by customer location)



Investment in the future

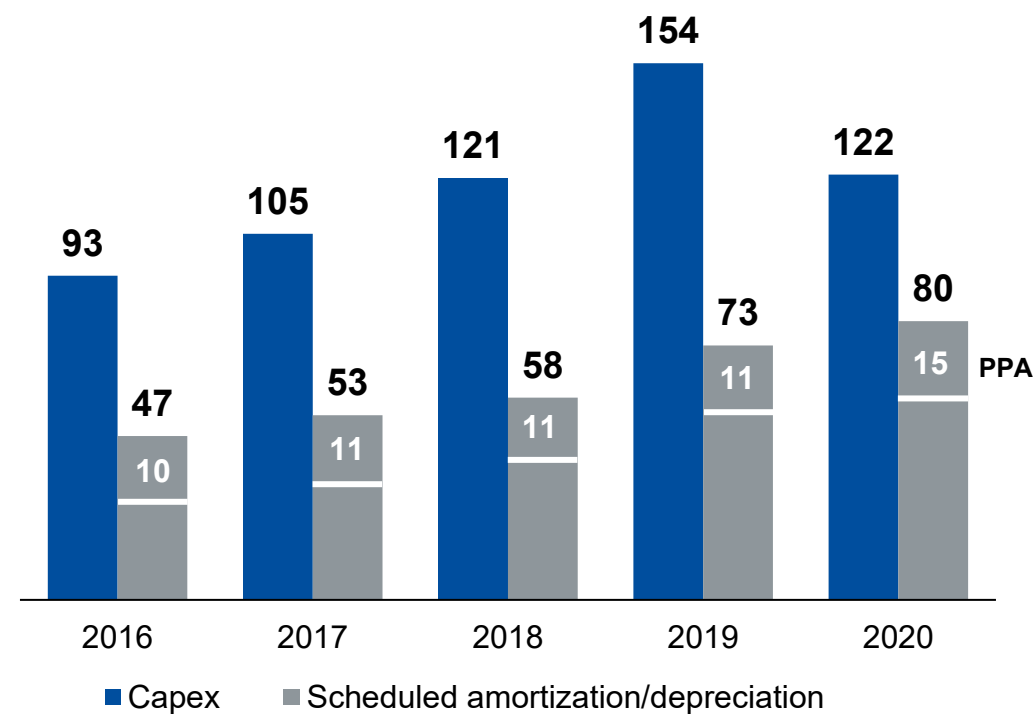
R&D expenses 2020: €54 mn

€ mn



Capex 2020: €122 mn

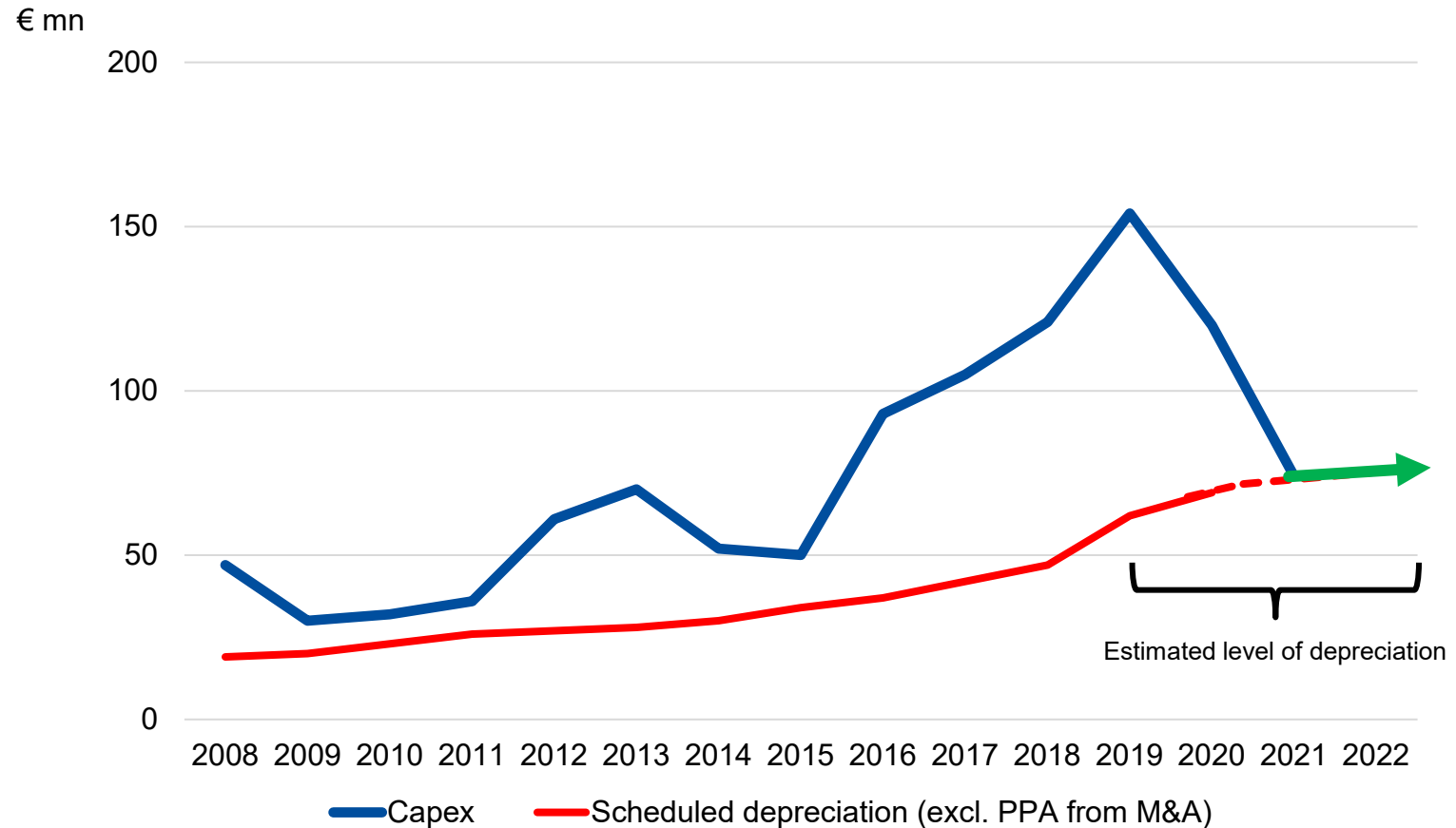
€ mn



Capex offensive largely finished

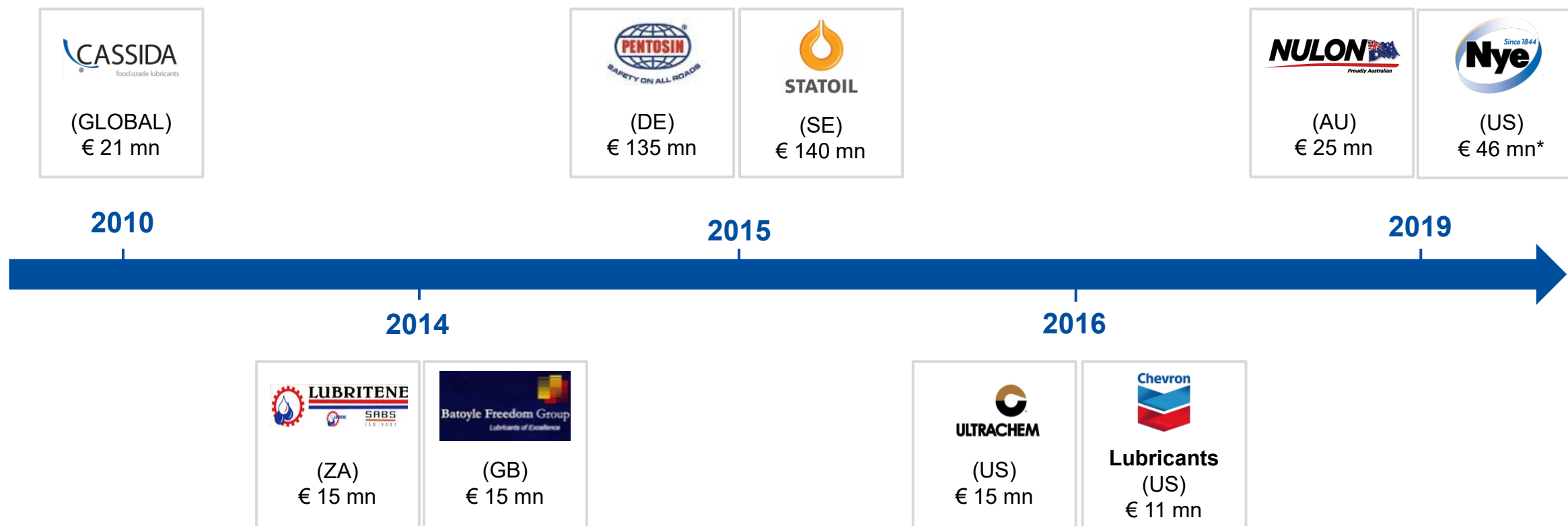
Investment program from 2016-2020 with ~ €600 mn

- Investment program for capacity expansion and production of technologically superior products
- From 2016-2020 close to **€600 mn** capex was spent on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden
- As of 2021 capex is expected to be on D/A level of **€80 mn**



Strong track record of integrating businesses

M&A transactions with more than € 10mn sales (p.a.)



* Closing January 24, 2020

Acquisitions leverage technological edge and specialty exposure



- Automotive, medical, aerospace and in-vacuum industry
- Sales 2019 USD 50 mn (~ €45 mn), 180 employees
- Closing January 24, 2020
- Share Deal

WELPONER

- Longstanding trading partner of FUCHS Italy
- Sales 2019 of around €4 mn
- Acquisition includes customer base and workforce
- Signing / Closing October 1, 2020



- Specialist for silicone greases and gels for many industries
- Located in Sanford, NC, USA
- Sales 2019 USD 9 mn (~ €8 mn), mainly in North America, 21 employees
- Asset Deal ; Signing / Closing November 2, 2020

Growth market Africa



- Africa represents 6% of the global lubricant market
- FUCHS intends to increase its presence in this rapidly growing market
- FUCHS South Africa generates € 75 million in sales p.a. with 280 employees
- Joint ventures were founded in Tanzania and Egypt in 2019
- At the beginning of 2020, FUCHS acquired 50% of the shares in three distributors each in Zimbabwe, Zambia and Mozambique. The three joint ventures employ 90 people and generate sales of around € 21 million p.a.
- In other African countries, FUCHS has license partners and distributors

FUCHS CO₂-neutral since 2020

- Since 2010 already 30% reduction of energy consumption-specific CO₂ emissions per ton of FUCHS lubricant produced
- Since 2020, CO₂-neutral “gate-to-gate” production
- Emissions not yet avoided are offset by compensation measures
- Investment in high-quality climate protection projects for the expansion of renewable energies

On track to deliver as promised



CO₂neutral

FUCHS CO₂-neutral since 2020

Climate Protection Projects 2021 – CO₂-Neutrality Strategy

Our Neutrality Strategy

- Reduction of scope 1 and 2 emissions 2010-2019 by 26%
- FUCHS compensated for all remaining Gate-to-Gate emissions of producing affiliates for 2020 by investing in climate protection projects, preferably Gold- + VCS-Standard
- Project focus is the promotion of renewable energy, climate protection and preferably additional social benefits



90 years of experience – for the future

Milestones of the FUCHS corporate history



02 FUCHS2025

New Mindset for Future Challenges

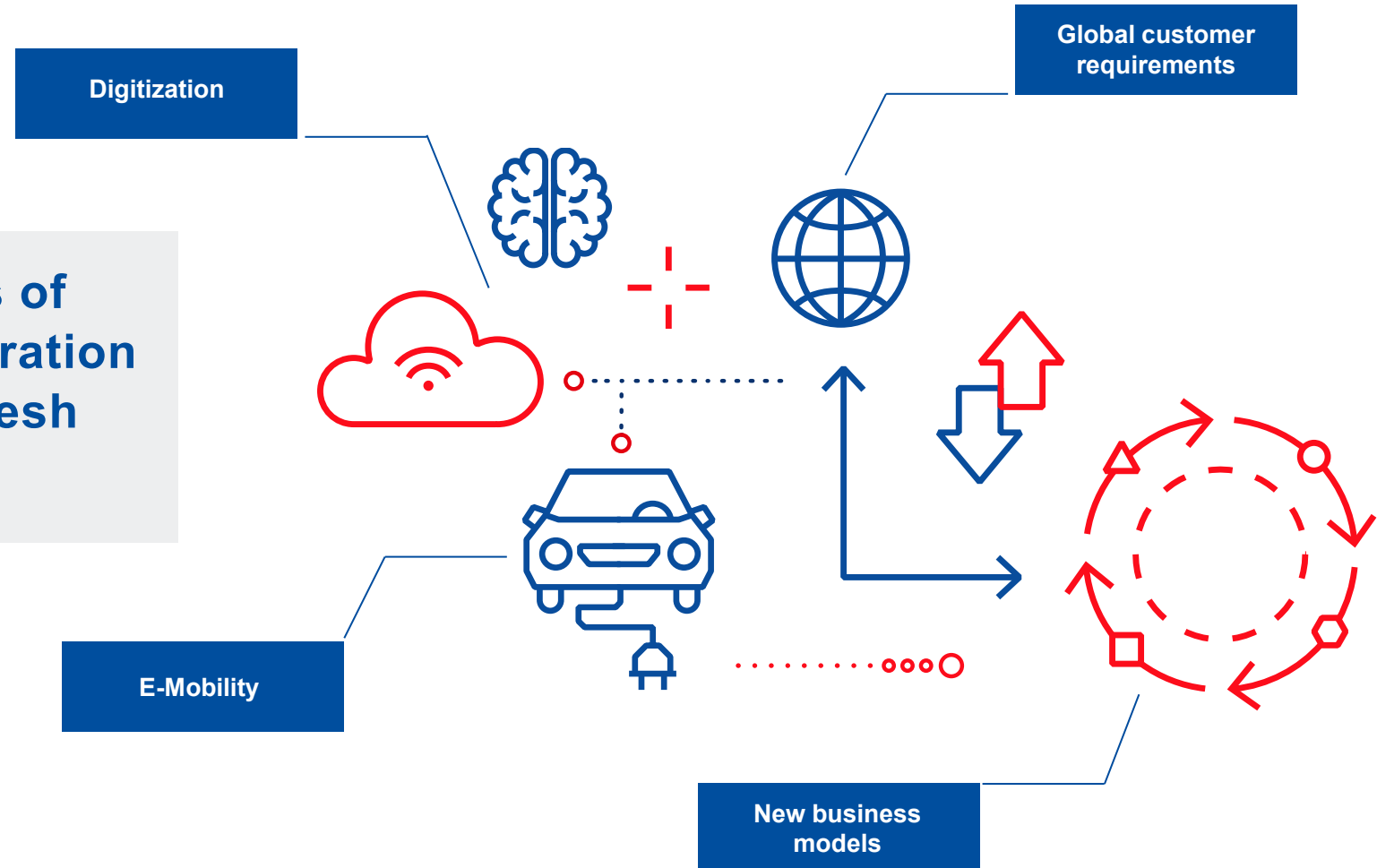
The FUCHS2025 Strategy



FUCHS2025

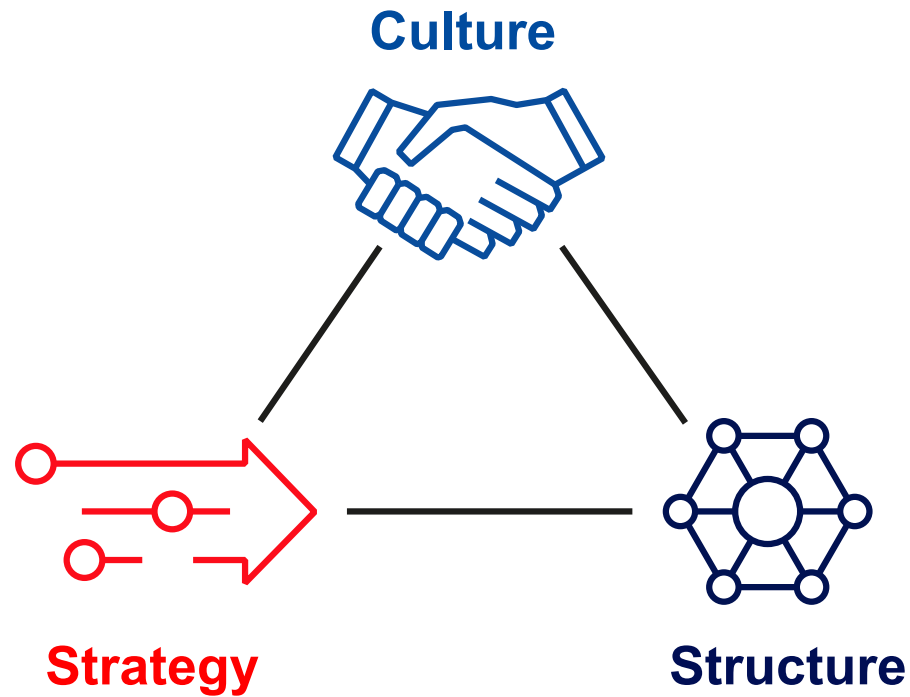
New Mindset for Future Challenges

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 – growing from a solid foundation

Based on ...

- Our full product offering and global setup
- Our local entrepreneurship in 60+ subsidiaries
- Our performance driven culture and loyal employee base

We want to ...

- Be the partner of our customers around their needs in lubrication solutions
- Achieve a better global alignment through harmonized standards and procedures
- Leverage our experience and explore existing opportunities, especially in Asia and the Americas
- Continuously improve the CO₂ footprint of our products based on a lifecycle assessment
- Become the employer of choice

FUCHS2025 Strategy

Strategic Pillars

Six strategic pillars form the base of our strategy. They are the guiding principles for our strategic actions to reach our vision for FUCHS2025.



**Global
Strength**



**Customer &
Market Focus**



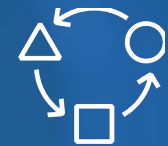
**Technology
Leader**



**Operational
Excellence**



**People &
Organization**



Sustainability

FUCHS2025 Strategy

Actions



Extensive market segment approach: holistic segmentation of all operations regarding customers and markets and effective alignment of organization towards it



In addition initiation of several strategic initiatives with globally staffed cross-functional teams to introduce the strategic objectives from a group perspective



Stronger emphasis on innovation, service solutions and new market perspectives to expand full-line supplier claim



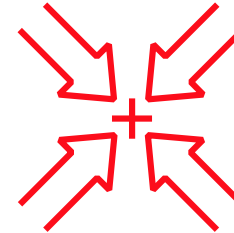
Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy

Highlights



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



**Better market penetration
through market
segmentation**



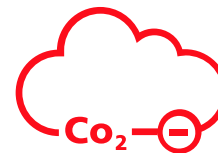
**Technology leadership
in the segments we target
until 2025**



**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**

03 Financial Results 9M 2021



Highlights 9M 2021

Confirmation of positive business development

€2,129 mn

Sales up 22% yoy

€279 mn

EBIT up 37% yoy

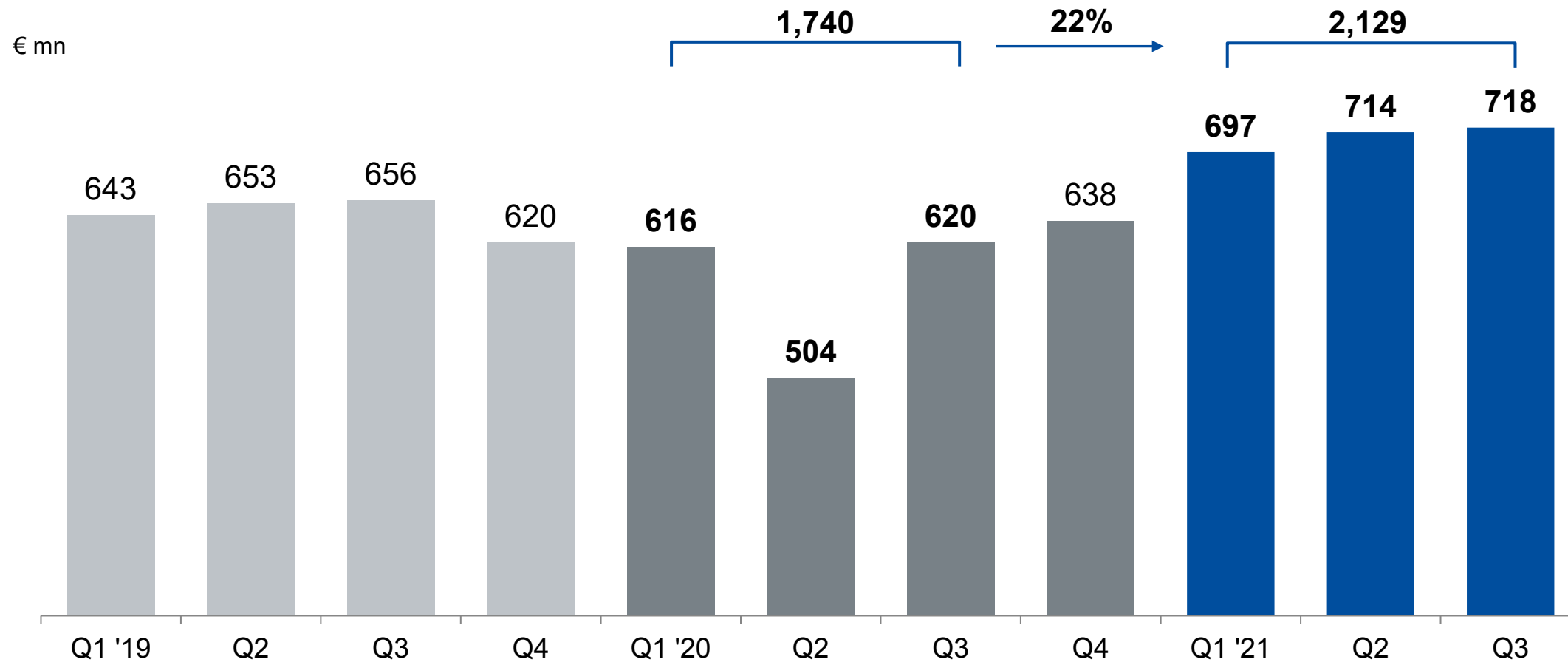
Q3/9M 2021

- 9M growth mainly volume-driven
- Q3 with positive effects from price increases but moderate volumes
- Despite supply shortages in the automotive industry, all regions – esp. APAC – held up well and in line with our expectations
- Q3 EBIT margin at 12.3% slightly lower sequentially

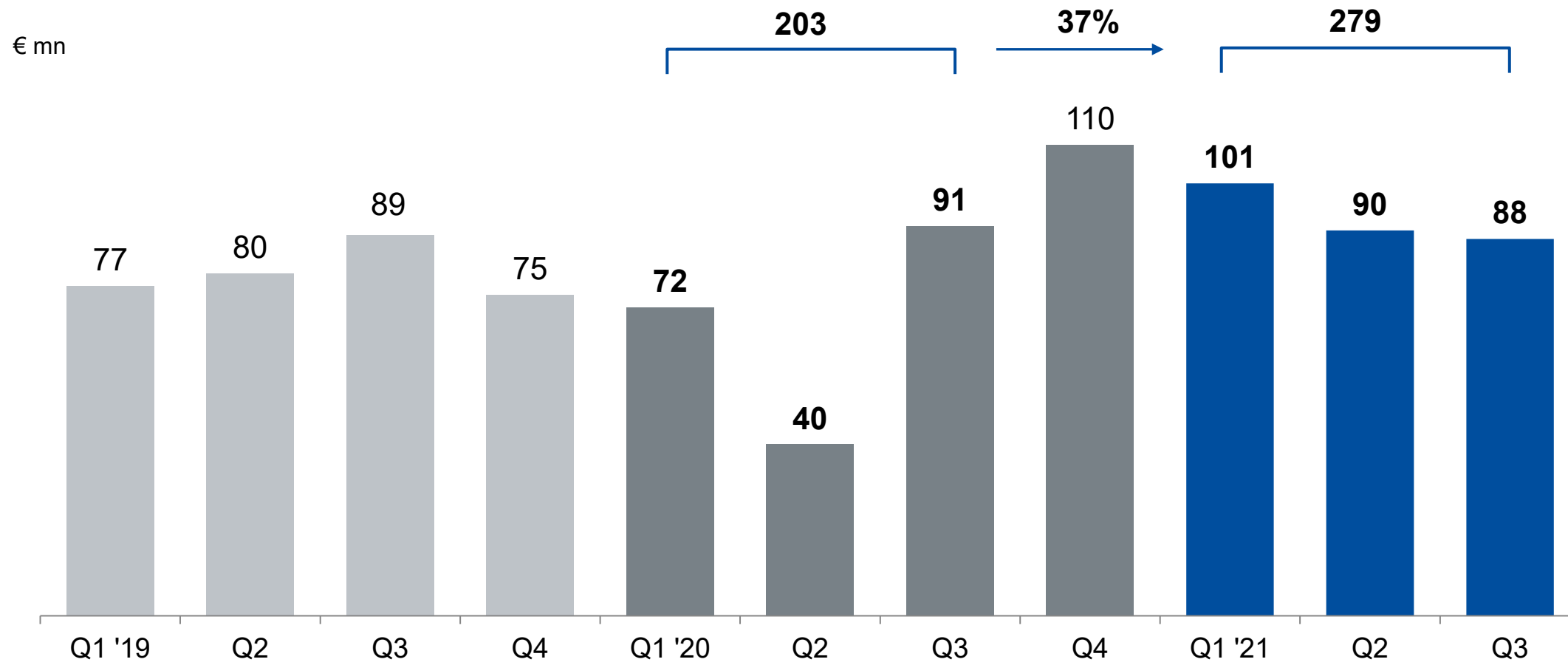
Outlook confirmed

- Sales: upper end of €2.7 - €2.8 bn range
- EBIT: €350 - €360 mn
- Supply chain uncertainties and other possible effects of the Covid-19 pandemic on the global economy still cannot be reliably estimated

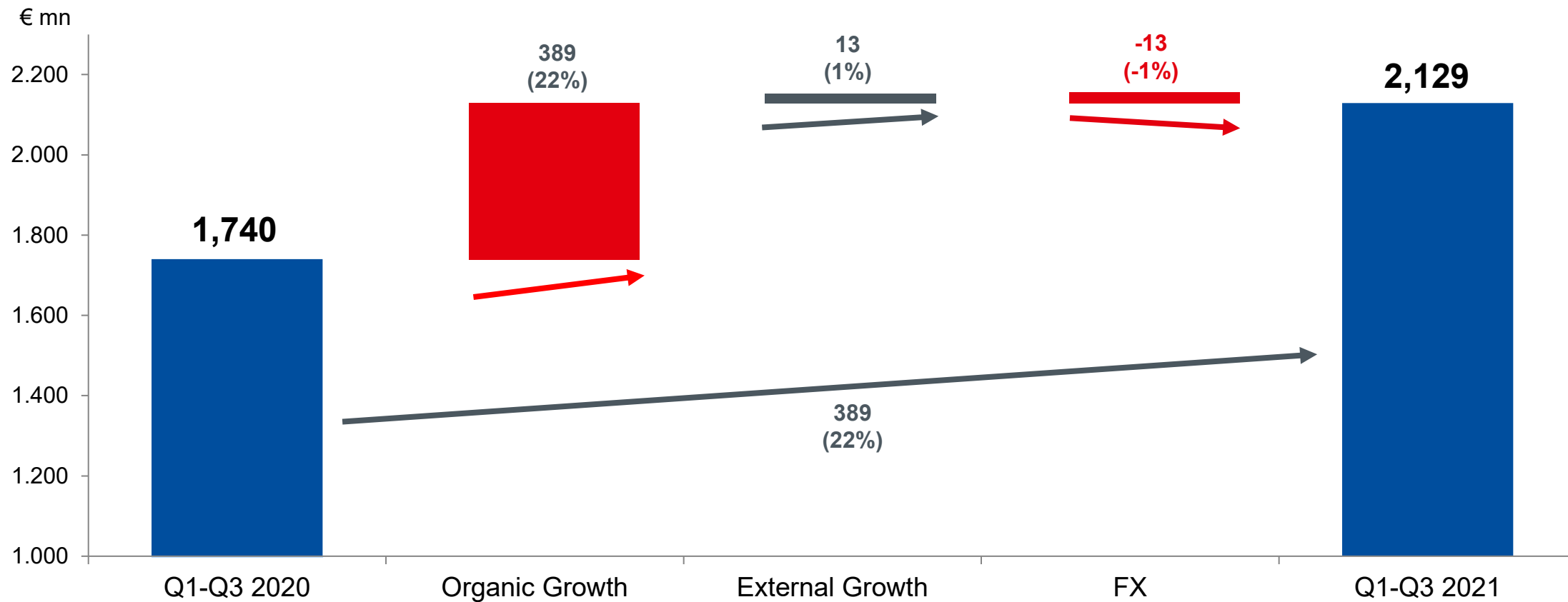
Sales development



EBIT development



9M 2021 Group sales

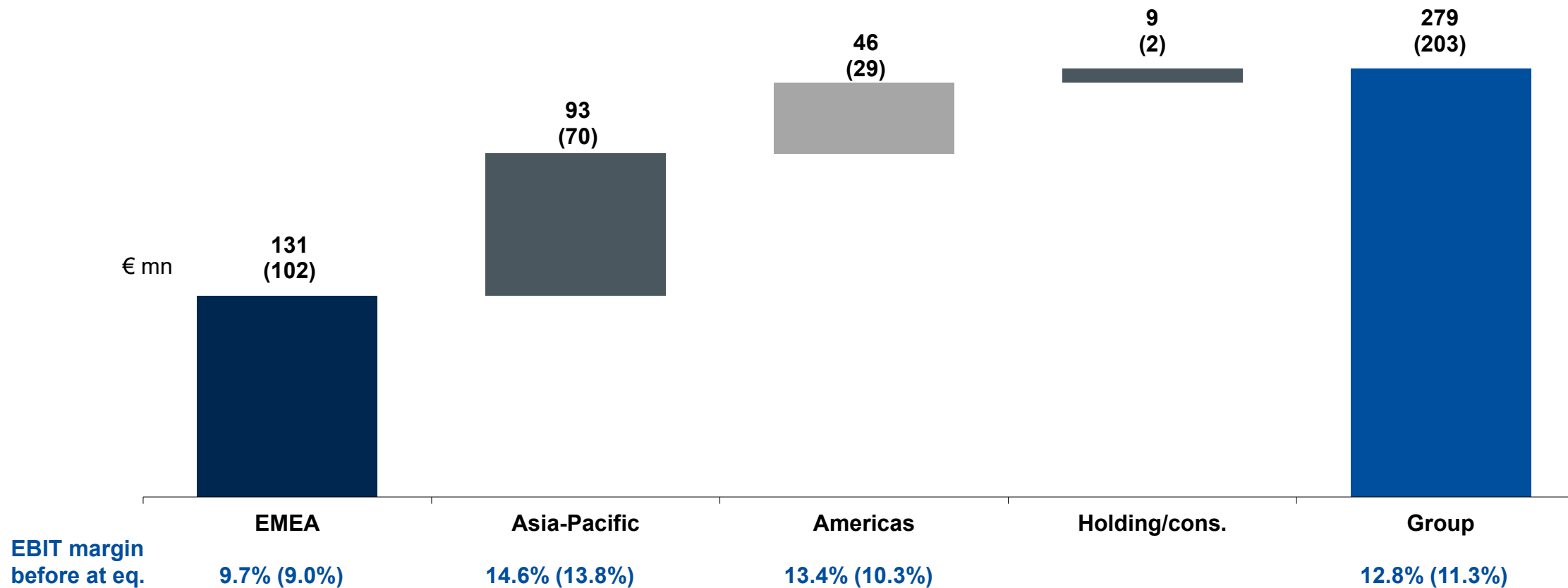


Income Statement 9M 2021

| € mn | 9M 2021 | 9M 2020 | Δ € mn | Δ in % |
|------------------------------|--------------|--------------|------------|---------------|
| Sales | 2,129 | 1,740 | 389 | 22 |
| Gross Profit | 735 | 615 | 120 | 20 |
| <i>Gross Profit margin</i> | 34.5 % | 35.3 % | - | -0.8 %-points |
| Other function costs | -463 | -419 | -44 | 10 |
| EBIT before at Equity | 272 | 196 | 76 | 39 |
| At Equity | 7 | 7 | 0 | 0 |
| EBIT | 279 | 203 | 76 | 37 |
| Earnings after tax | 198 | 142 | 56 | 39 |

EBIT by regions

9M 2021 (9M 2020)



Cash flow 9M 2020

| € mn | 9M 2021 | 9M 2020 | Δ in € mn | Δ in % |
|---|------------|------------|------------|------------|
| Earnings after tax | 198 | 142 | 56 | 39 |
| Amortization/Depreciation | 63 | 59 | 4 | 7 |
| Changes in net operating working capital (NOWC) | -169 | -6 | -163 | >100 |
| Other changes | -3 | 16 | -19 | - |
| Capex | -45 | -89 | 44 | 49 |
| Free cash flow before acquisitions | 44 | 122 | -78 | -64 |
| Acquisitions | -29 | -95 | 66 | 69 |
| Free cash flow | 15 | 27 | -12 | -44 |

9M 2021 earnings summary

| KPI in € mn | 9M 2021 | 9M 2020 |
|----------------------------|--------------|--------------|
| Sales | 2,129 | 1,740 |
| Cost of sales | -1,394 | -1,125 |
| Gross profit | 735 | 615 |
| Other function costs | -463 | -419 |
| EBIT bef. at Equity | 272 | 196 |
| EBIT | 279 | 203 |
| CAPEX | -45 | -89 |
| NOWC | 681 | 534 |
| FCF bef. acq. | 44 | 122 |

- Sales growth in 9M mainly volume-driven, selling price increases increasingly important in Q3
- 9M gross profit margin of 34.5% 0.8 %-points down yoy; Q3 margin with 33.1% below Q2 margin (33,9%)
- With increased business volume, other function costs up by €44 million, primarily due to higher selling, resp. freight costs
- EBIT up 37% yoy; EBIT margin of 13.1%
- CAPEX significantly lower yoy
- NOWC 9% higher qoq (Q2: €624 mn) due to higher sales and prices
- FCF bef. acq. lower yoy: Higher earnings vs. NOWC build-up and tax reversal

Europe, Middle East, Africa

| KPI in € mn | 9M 2021 | 9M 2020 |
|----------------------------|--------------|--------------|
| Sales | 1,276 | 1,060 |
| Organic growth | 212 (20%) | -125 (-11%) |
| External growth | 2 (0%) | 0 (0%) |
| FX effects | 2 (0%) | -16 (-1%) |
| EBIT bef. at Equity | 124 | 95 |
| EBIT | 131 | 102 |

- Sales up 20% on prior-year period, which was hit hard by Covid-19 pandemic; 6% higher than first nine months of 2019
- Majority of all countries reported significant double-digit growth rates
- Above-average rises in South Africa and Russia, as well as France, Spain and Italy – which were severely impacted by the pandemic in prior year
- Significant growth in earnings in almost all countries

Asia-Pacific

| KPI in € mn | 9M 2021 | 9M 2020 |
|----------------------------|------------|------------|
| Sales | 637 | 509 |
| Organic growth | 117 (23%) | -19 (-4%) |
| External growth | 0 (0%) | 5 (1%) |
| FX effects | 11 (2%) | -12 (-2%) |
| EBIT bef. at Equity | 93 | 70 |
| EBIT | 93 | 70 |

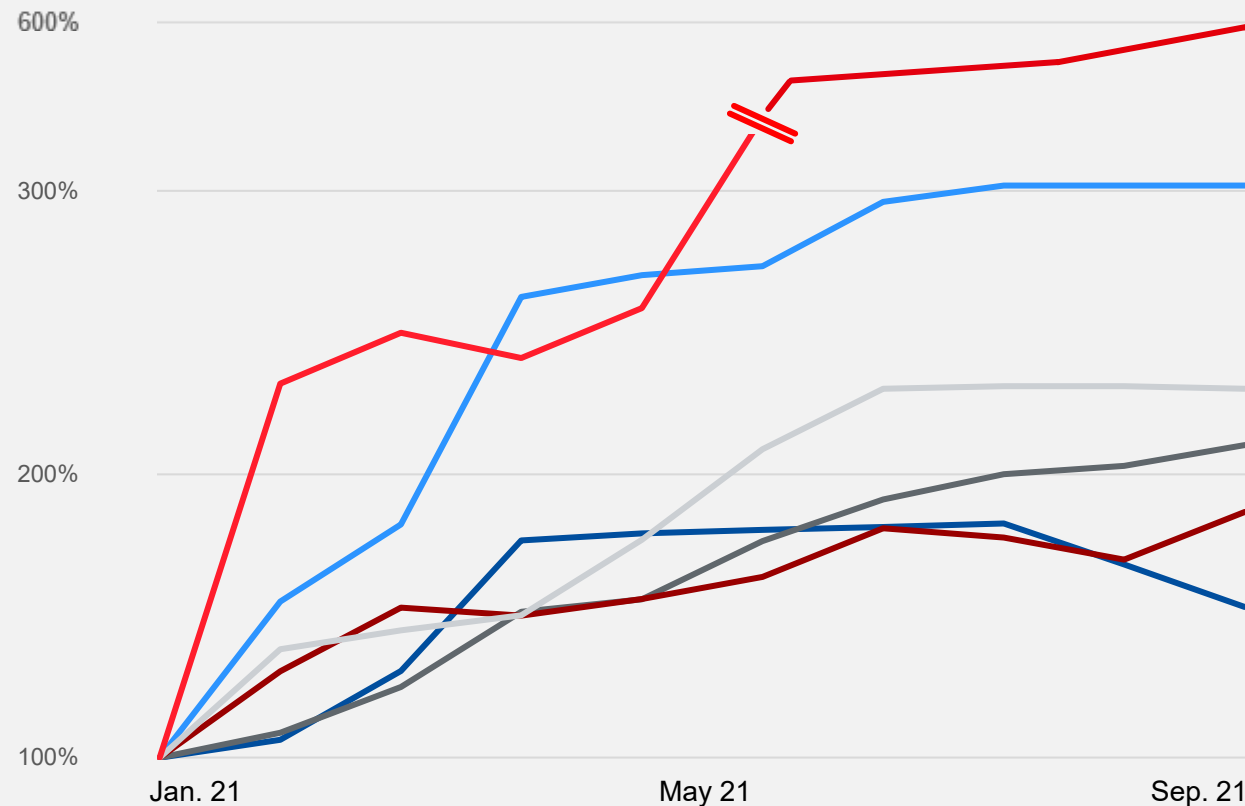
- Sales up 25% on 9M 2020; 19% up on pre-crisis levels in 9M 2019
- China benefitted from high demand of automotive sector
- Other countries in the region also contributed to the increase in sales to above pre-crisis levels
- Positive currency effects from Australia and China largely compensate negative effects from South-Asia
- China biggest earnings contributor; India and Australia also with noticeable gains

North and South America

| KPI in € mn | 9M 2021 | 9M 2020 |
|----------------------------|------------|------------|
| Sales | 344 | 281 |
| Organic growth | 78 (28%) | -63 (-20%) |
| External growth | 11 (4%) | 32 (10%) |
| FX effects | -26 (-10%) | -8 (-2%) |
| EBIT bef. at Equity | 46 | 29 |
| EBIT | 46 | 29 |

- Sales around 22% higher than in the prior-year period, which was severely impacted by the pandemic; 8% higher than 9M 2019
- External growth of €11 million due to the acquisition of two specialty lubricant manufacturers in the US in the previous year
- Currency effects from North and South America in total -10 %
- Significantly higher earnings - also from recovery trends in S. America - compared to prior year, which was impacted from pandemic and bad debts

Substantial cost base inflation in 2021



- Significant price increases in raw materials across the board
- Significantly higher freight and packaging costs

— SN 150 (Domestic) — 4 cSt EU
 — WTI — N200/220 US
 — Steel (MEPS) proxy for packg. costs — Baltic Container Index

%-changes vs.
2020 avg. prices (=100%)

Outlook FY 2021 confirmed

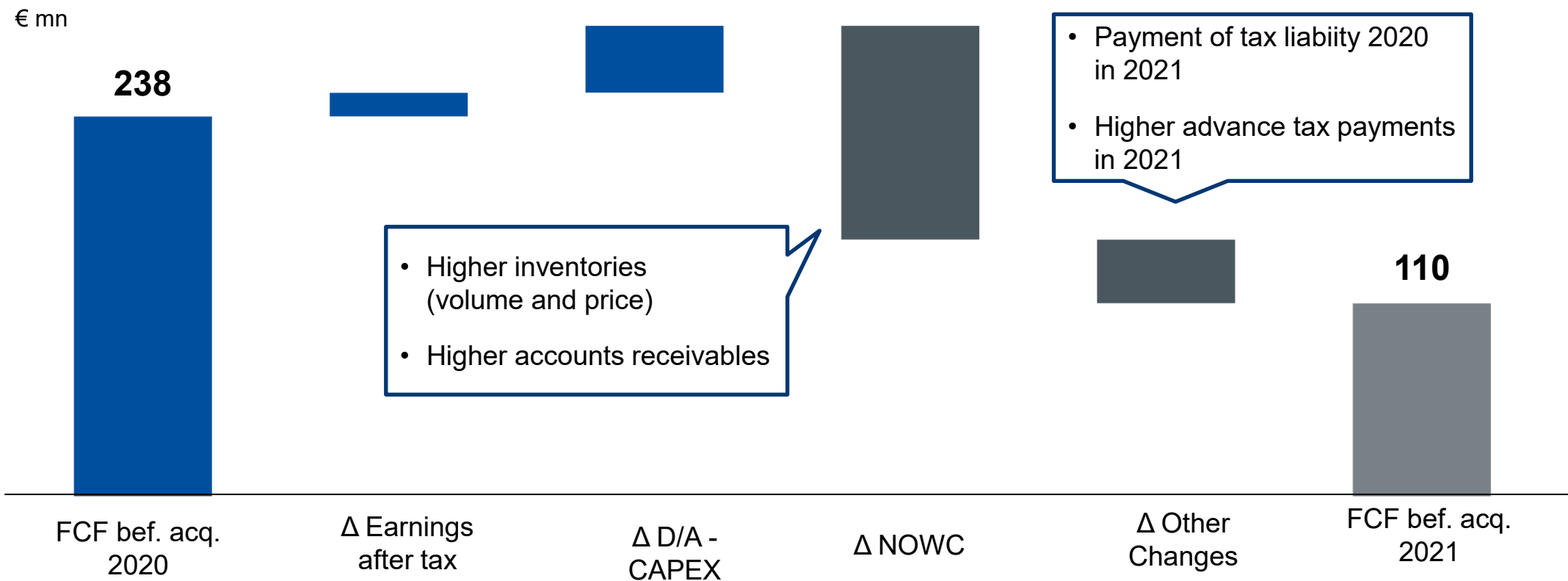
Positive business development vs. raw material price increases and stressed supply chains

| KPI* in € mn | 2020 | March, 9 th 2021 | April, 29 th 2021 | July, 29 th 2021 | Confirmation of July outlook |
|---------------|-------|--------------------------------|---------------------------------|--------------------------------|--|
| Sales | 2,378 | 2019 level | €2.7-2.8 bn | upper end | Strong demand and price increases |
| EBIT | 313 | 2020 level | 330-340 | 350-360 | Higher sales vs. sig. higher raw mat. costs and supply chain disruptions |
| FVA | 165 | ~160 | ~180 | ~200 | Higher earnings vs. slightly higher cost of capital |
| FCF bef. acq. | 238 | ~160 | ~110 | ~110 | Higher EAT and reduced capex vs. NOWC build-up and higher taxes |

* Supply chain uncertainties and other possible effects of the Covid-19 pandemic on the global economy still cannot be reliably estimated.

FCF outlook 2021 burdened by NOWC build-up and tax payments

Bridge 2021 vs 2020



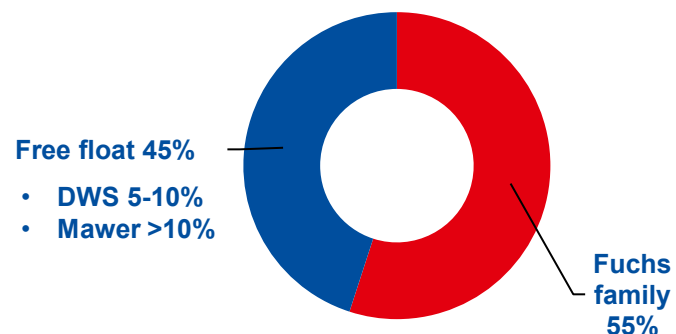
04 Shares



Breakdown ordinary & preference shares

(December 31, 2020)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

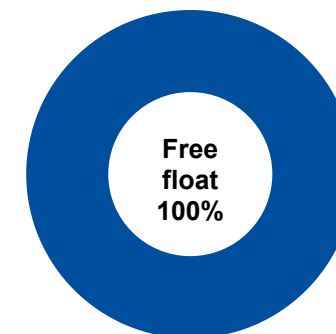
- Dividend
- Voting rights

Share data:

- Symbol: FPE
- ISIN: DE000A3E5D56
- WKN: A3E5D5

Preference shares

MDAX-listed



Basis: 69,500,000 preference shares

Characteristics:

- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

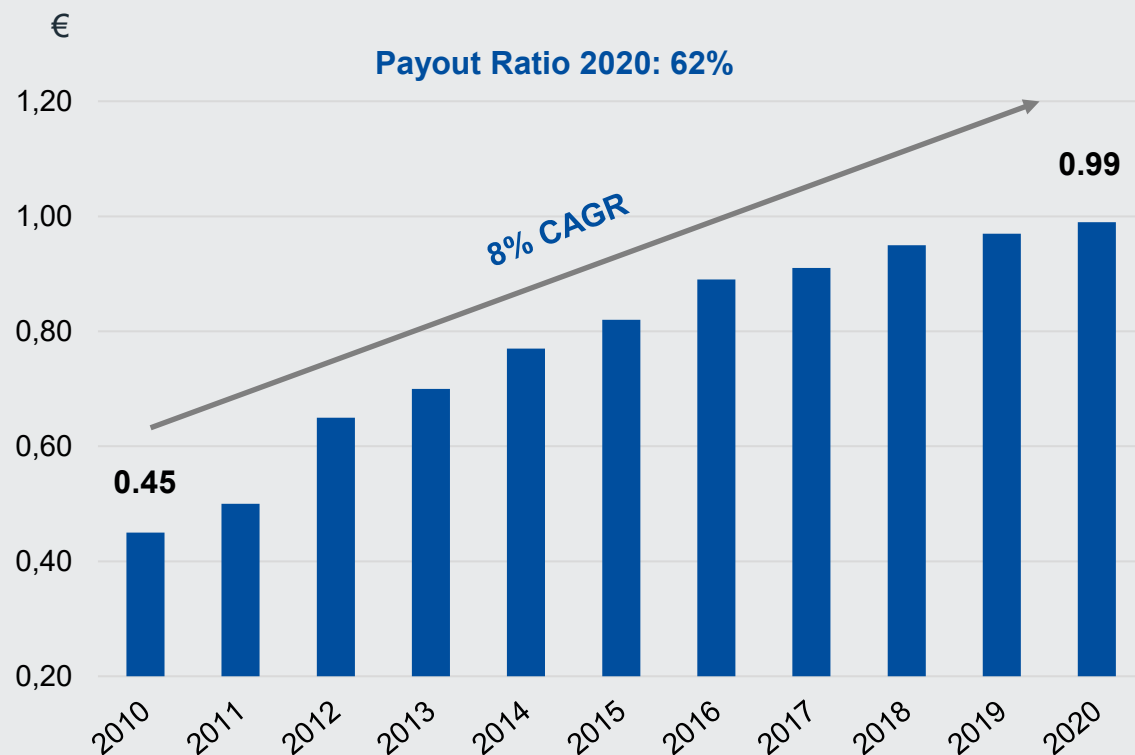
Share data:

- Symbol: FPE3
- ISIN: DE000A3E5D64
- WKN: A3E5D6

Stable dividend policy

Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share

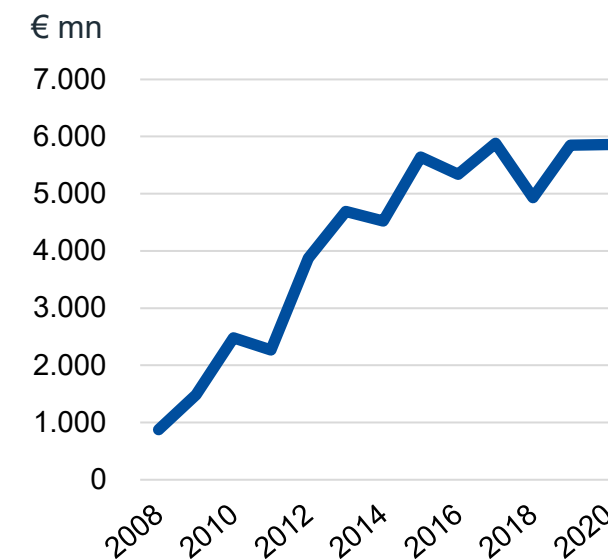


➔ **19 years**
of consecutive
dividend increases

➔ **8 %**
CAGR over the
last 10 years

➔ **28 years**
without dividend
decreases

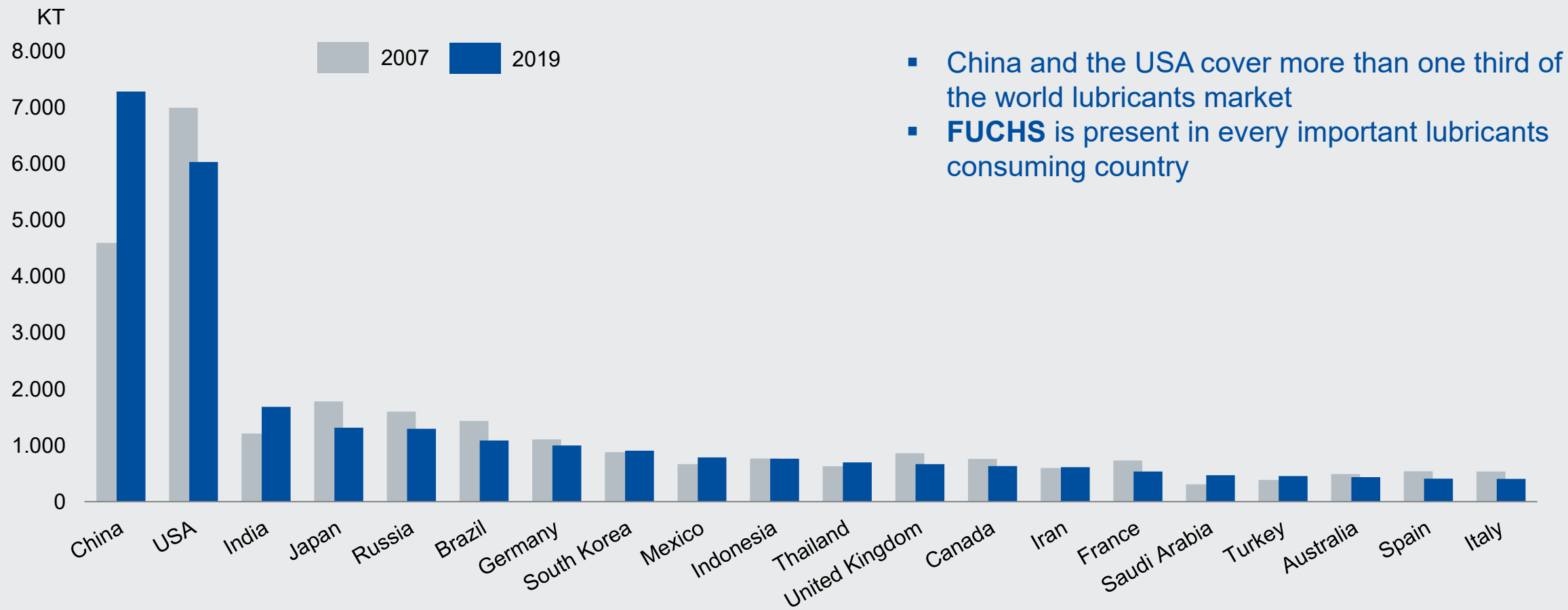
Market Capitalization



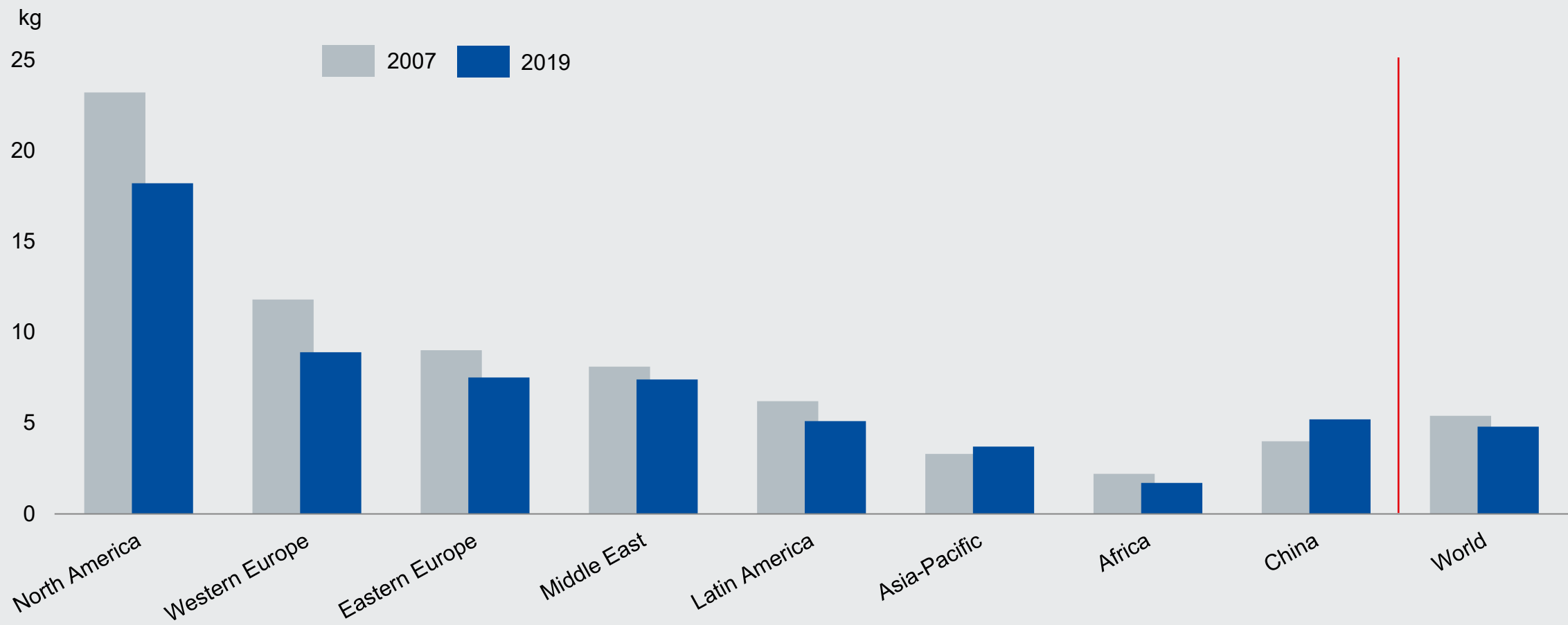
05 Appendix



Top 20 lubricant countries

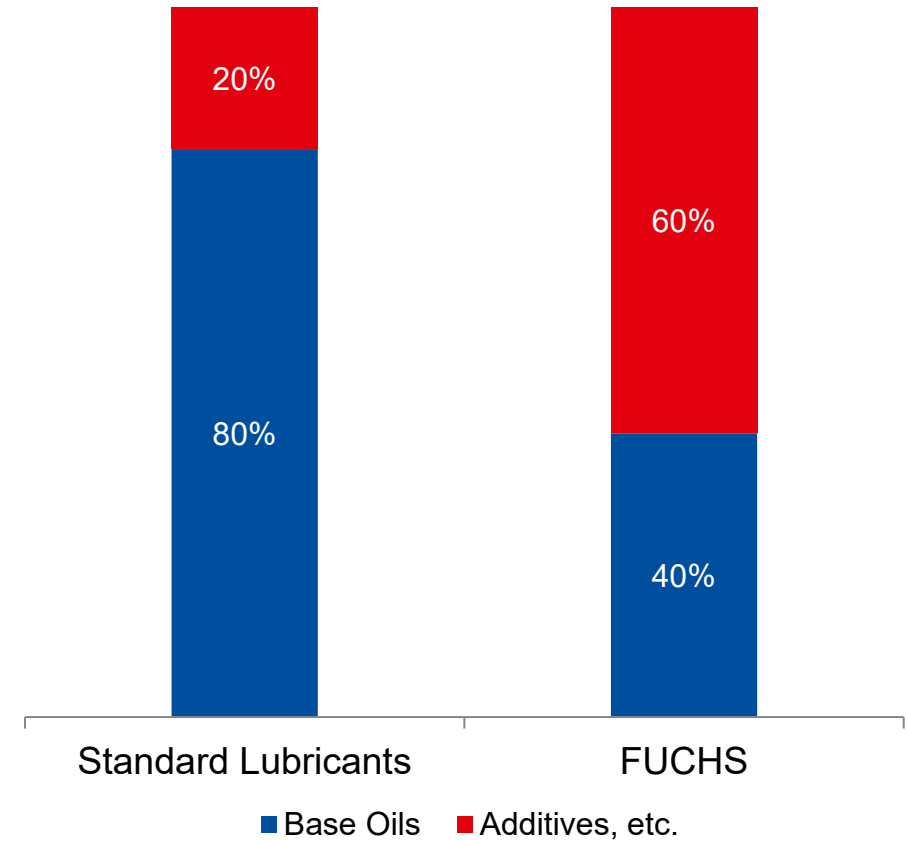


Regional per-capita lubricants demand



Base oil / additives value split

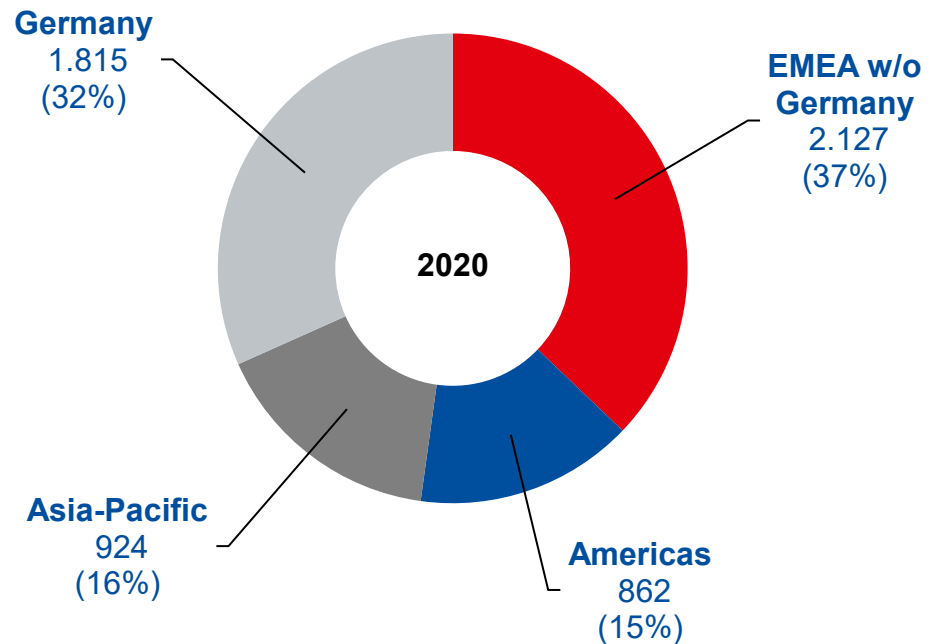
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



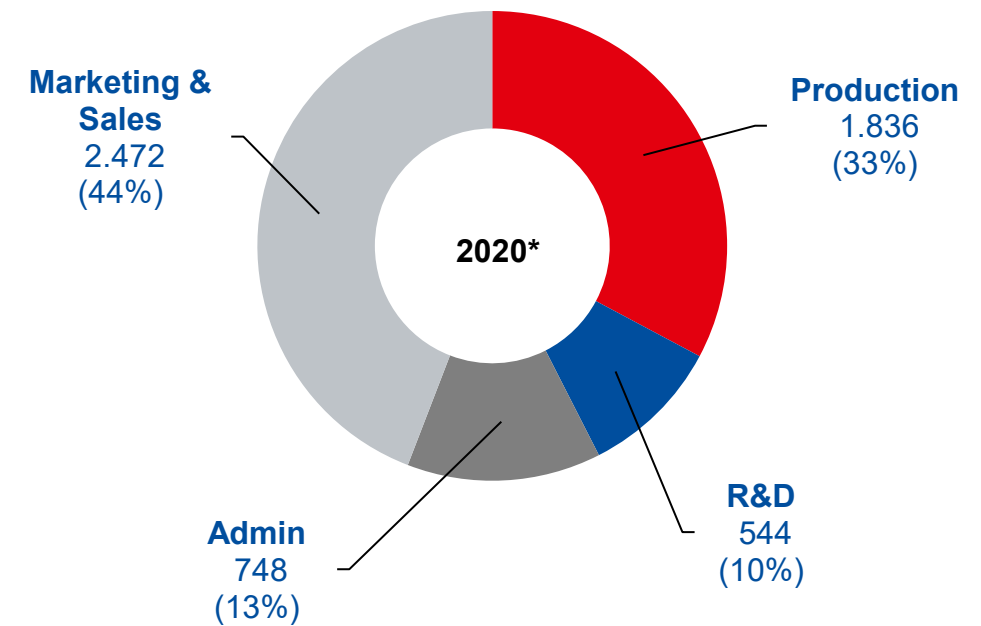
Workforce Structure

5,728 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 128 Trainees

FUCHS – Act together

Mission statement

Lubricants

Fully focused on lubricants

Technology

Technological leadership in strategically important fields

People

Basis for our success: loyal and motivated workforce

Values

Trust

Trust is the basis of our self-understanding

Creating value

We deliver leading technology and first class service

Respect

We acknowledge our responsibility

Reliability

Act in a responsive and transparent way

Integrity

We believe in a high level of ethics and adhere to our CoC

FUCHS2025 Strategy

Global Strength



Strategic Objectives:

- Use market segmentation as basis for strategic and global business development, achieve better market penetration
- Grow above Group average in Asia-Pacific and the Americas, achieve a better balance between all three world regions by 2025
- Further refine the brand profile, strengthen brand equity and attractiveness

FUCHS2025 Strategy

Customer & Market Focus



Customer & Market Focus



Strategic Objectives:

- Achieve maximum customer proximity, further utilize cross-selling opportunities, become the full-line supplier for our customers
- Develop global service portfolio up to 2025, change from product-driven approach to solution-driven approach
- Grow market shares to be amongst the leaders in the segments we target
- Systematically introduce new business models within the broader world of lubrication

FUCHS2025 Strategy

Technology Leader



Strategic Objectives:

- Increase our innovation power in R&D and beyond. Be technology leader in the segments we target until 2025
- Innovate products and operational performance to make our customers more connected with us beyond lubricants by introducing digital solutions and platforms
- Bring all three R&D centers in China, USA and Germany to the same level of expertise until 2025

FUCHS2025 Strategy

Operational Excellence



Strategic Objectives:

- Strengthen our global manufacturing and distribution network to achieve self-sufficient supply and technology hubs in Asia-Pacific, EMEA and the Americas until 2025
- Further standardize manufacturing and procurement procedures, equipment and output to achieve a more efficient supply chain
- Expand data transparency based on further globalization of structures and harmonization of systems

FUCHS2025 Strategy

People & Organization



People & Organization



Strategic Objectives:

- Be the employer of choice for our existing and future workforce
- Further improve working environments and global collaboration
- Strengthen global talent acquisition and retention, enhance our development programs, competence models and succession planning
- Endorse internationalization of entities, remote leadership, international job rotation

FUCHS2025 Strategy

Sustainability



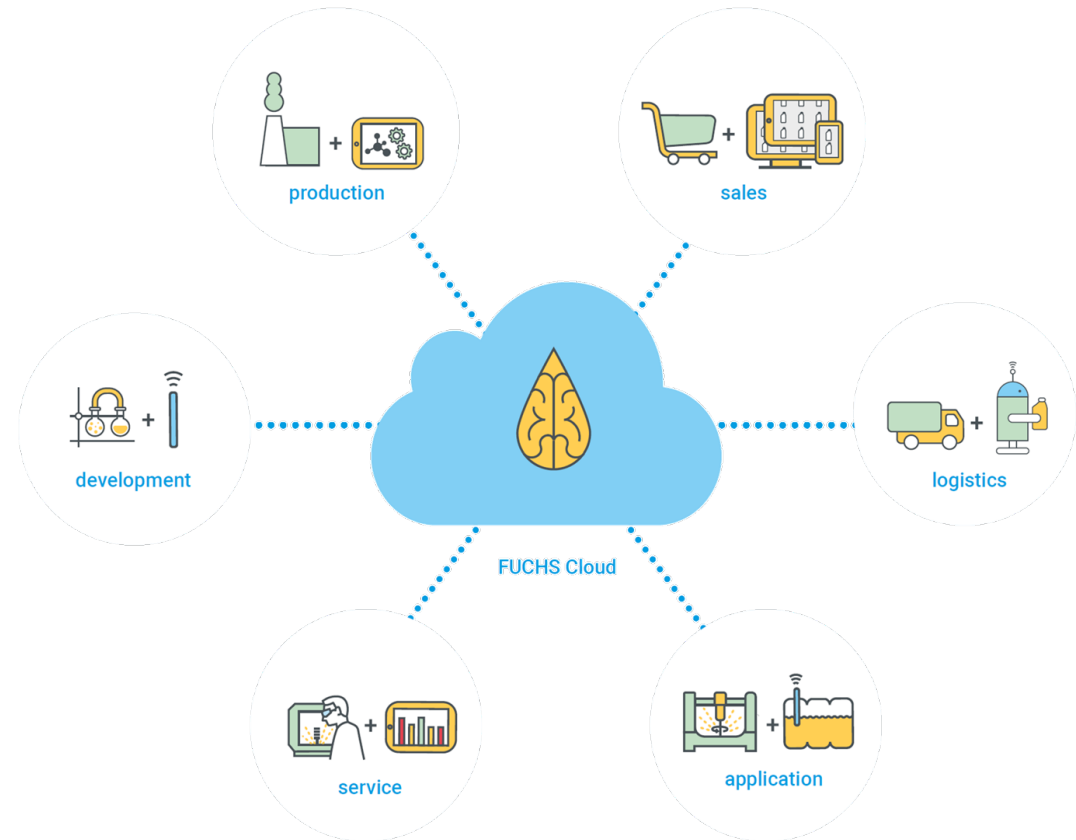
Sustainability

Strategic Objectives:

- **Economical Sustainability**
 - Generate sustainable revenue growth at 15% EBIT margin with a corresponding increase of our FUCHS Value Added
- **Ecological Sustainability**
 - CO₂-neutral production (“gate-to-gate”) since 2020 and carbon-neutral products (“cradle-to-gate”) by 2025. Foster additional ecological sustainability projects
- **Social Sustainability**
 - Further promote Corporate Social Responsibility projects

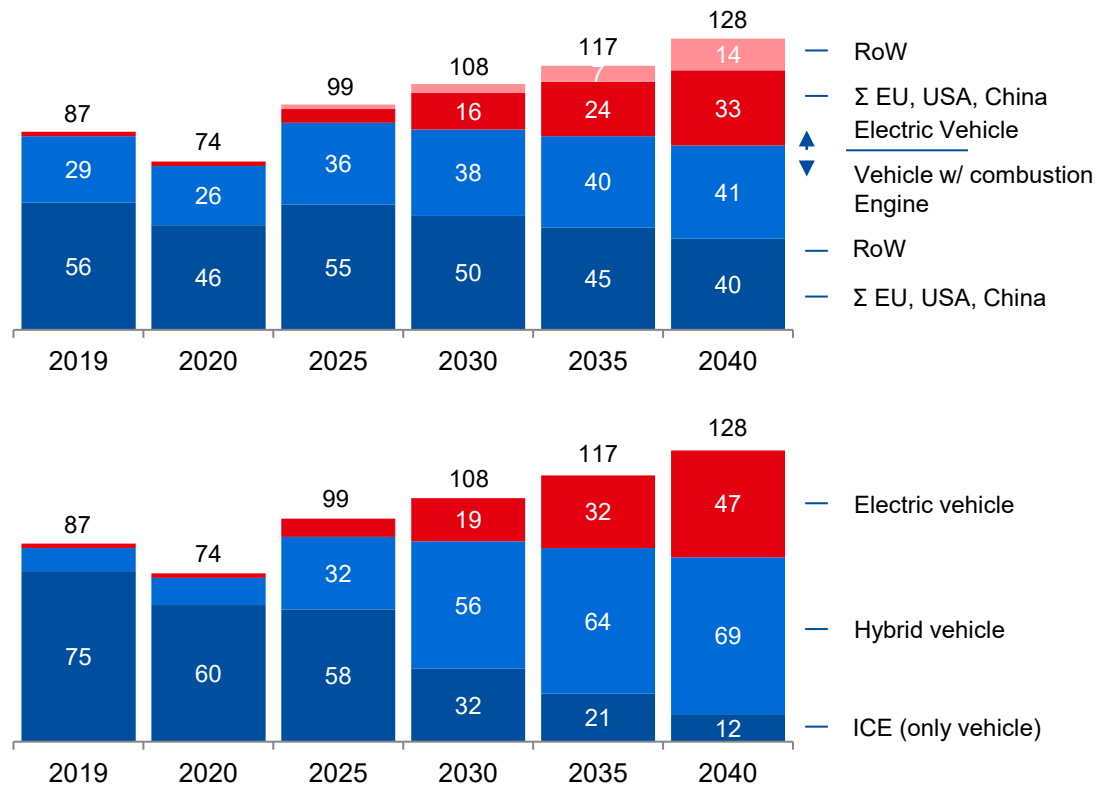
Digitalisation will fundamentally change our value creation

- FUCHS will become a truly digital company
- Chief Digital Officer
 - Push further digitization of the FUCHS Group
 - Big data, Machine Learning, etc.
- Business Model Innovation and internal innovation as part of strategy development
- Advanced Technology becomes more digital and international, e.g. sensors and IoT are added to the portfolio
- Global Product Management Services & Equipment



Electrification of cars creates new applications

Global light-duty vehicles sales forecast (in mn units)



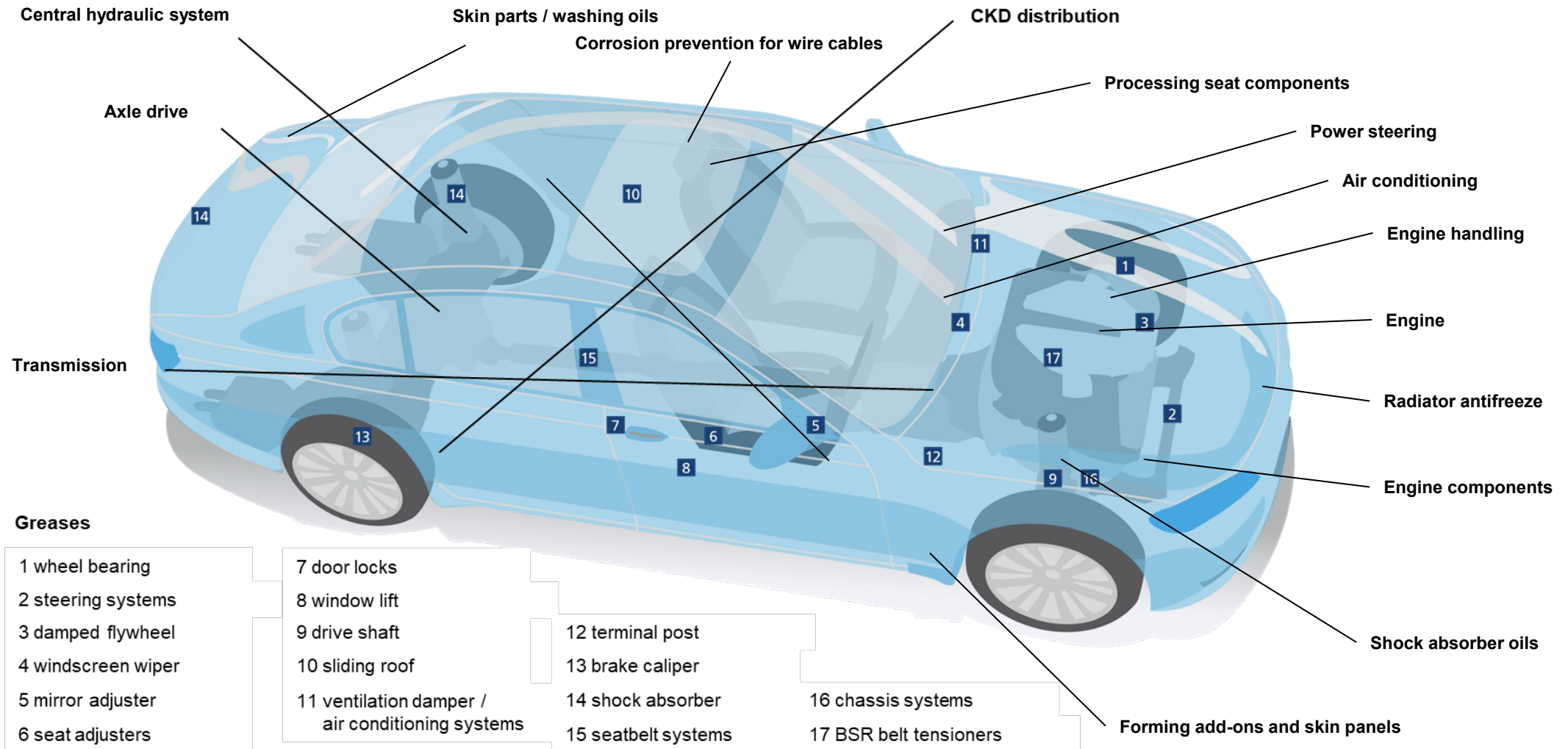
Source: FEV / Base Scenario

Electrification is an opportunity for FUCHS to further strengthen its market leadership with technically advanced solutions

- Electrification of cars will lead to new applications and higher requirements for existing applications
- Regardless of the powertrain type, every car needs a variety of other lubricant applications
- Combustion engines will face further efficiency improvements leading to higher requirements of existing lubricants (e.g. higher protection against deposits for turbocharged engines, higher heat and ageing stability for more compact engines)
- Hybrid cars with efficient combustion engines will place complex requirements for existing applications but also create new demand for new applications
- EVs will place whole new demand on gear oils, coolants, greases (e.g. contact with electrical currents and electromagnetic fields, higher heat emission, reduction gears with less gear steps and higher input speeds)
- FUCHS is used to quickly adapting to new market demands and is working on concrete methods to meet the challenges of the future mobility

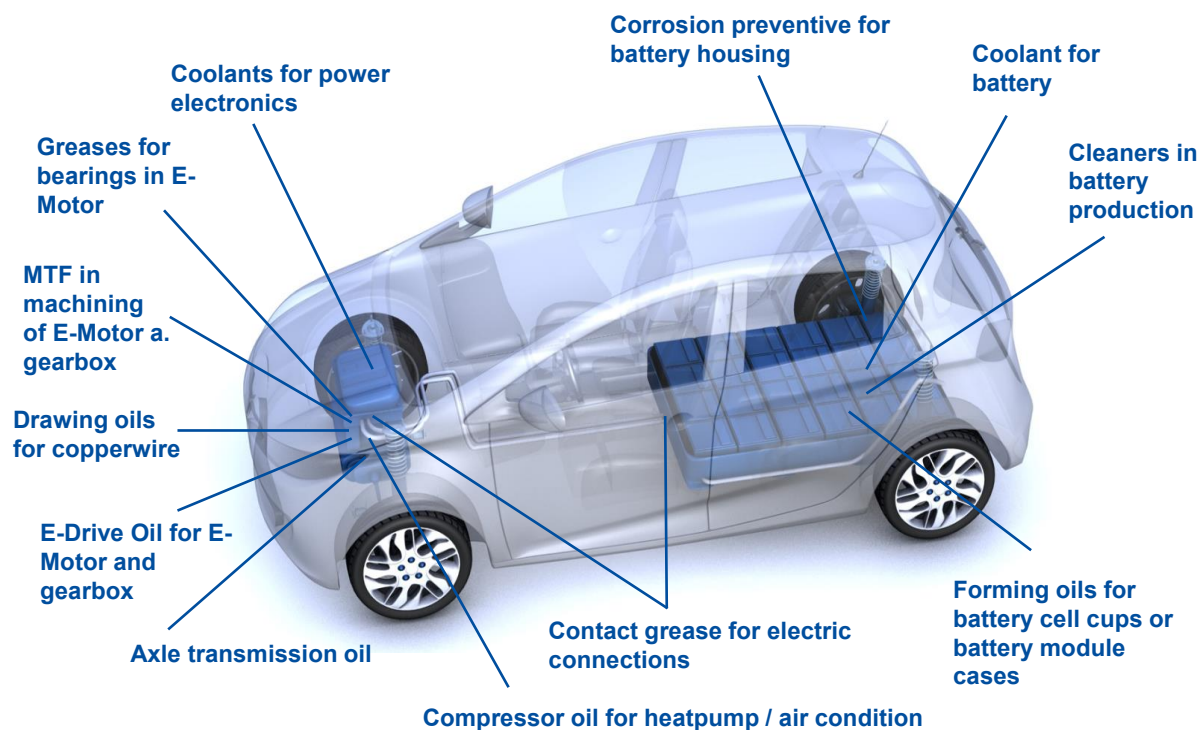
Lubricant applications in passenger cars

In modern cars there are more than 30 different types of greases



Lubricant applications in passenger cars




Electrification brings a variety of opportunities for FUCHS



1st Fill
engine oils
& gear oils

~10% of
sales

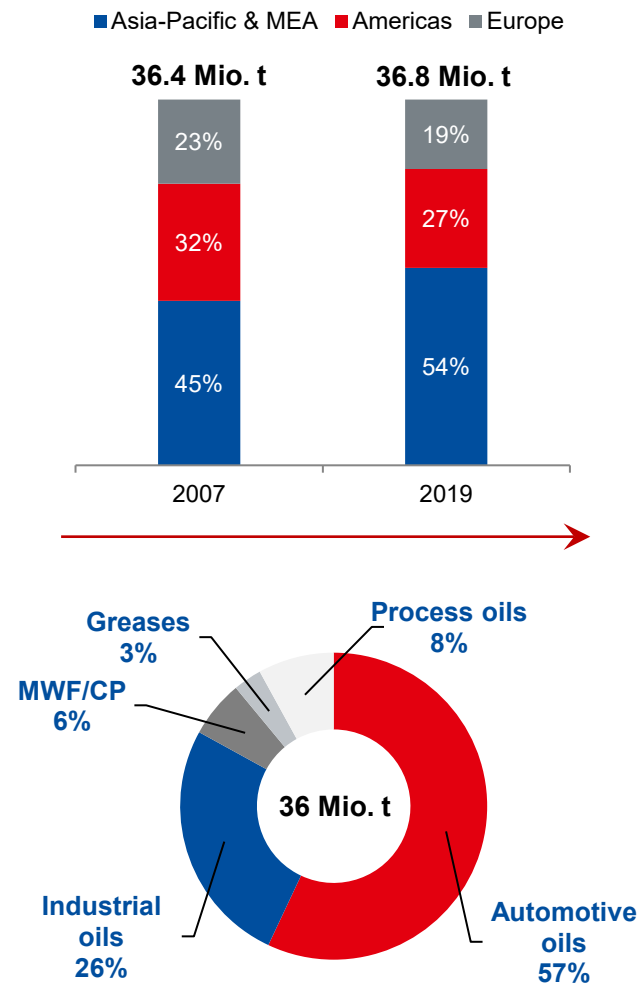
Products, which are needed independent from propulsion type are not shown

| Powertrain Applications | ICE | HEV | BEV |
|----------------------------------|---|---|---|
| |  |  |  |
| Engine oil | ✓ | ✓ | – |
| Transmission oil | ✓ | ✓ | ✓ / – |
| Greases | ✓ | ✓ | ✓ |
| Specialty greases | ✓ | + | + |
| Lubricants for Auxiliary systems | ✓ | + | + |
| Cooling & functional liquids | ✓ | + | + |

– Omitted ✓ Required + Increased

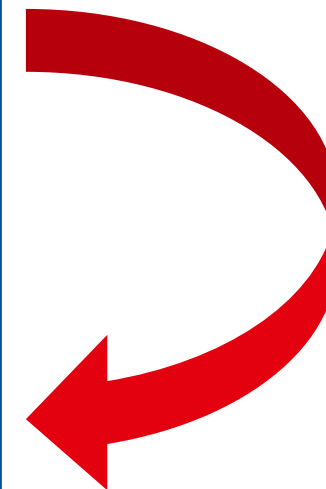
FUCHS DrivElectric

Does DrivElectric Damage Demand?



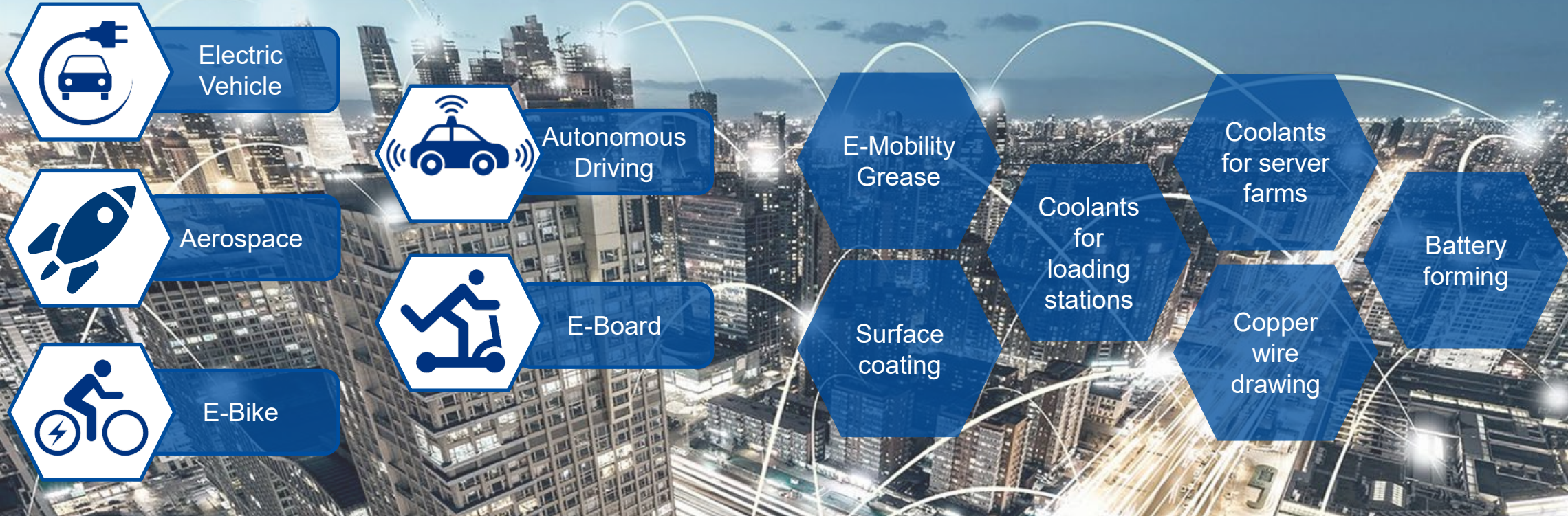
No! DriveElectric Diverts Demand!

| | | Impact (%) until 2035 |
|--------------|------------------------------|-----------------------|
| EU 28 | Automotive | -10 to -20% |
| | Metalprocessing | -30% |
| | Industrial | stable |
| | Total Market | -10% |
| USA | Efficiency/E-Mobility | -20% |
| | | |
| China | Automotive | 15-20% |
| | Metalprocessing/Industrial | Stable |
| | Total Market | 10% |
| World | | -2 to -3% |



New Mobility: Even more fields of expertise needed

New Mobility applications foster to pioneer new fields of expertise within Fuchs technology matrix



- Three global R&D hubs are the main driver for exploring new fluid performances & methods
- FUCHS has built industry networks and strategic partnerships with customers for advanced R&D collaboration
- Successful E-Mobility OEM projects prove that FUCHS plays a role in improving future mobility

Long-term objective: Focus on Shareholder Value



Drive returns

- Organic growth through strict customer focus, geographic expansion and product innovation
- Improve operating profitability through margin and mix management, operating cost management and efficiency improvements



Optimize capital

- Capex with returns above WACC
- Manage NOWC



Strengthen portfolio

- Reinvest in the business
- Acquisitions

Cash allocation priority



Reinvest in the business



Capex



Acquisitions



Shareholder value-oriented



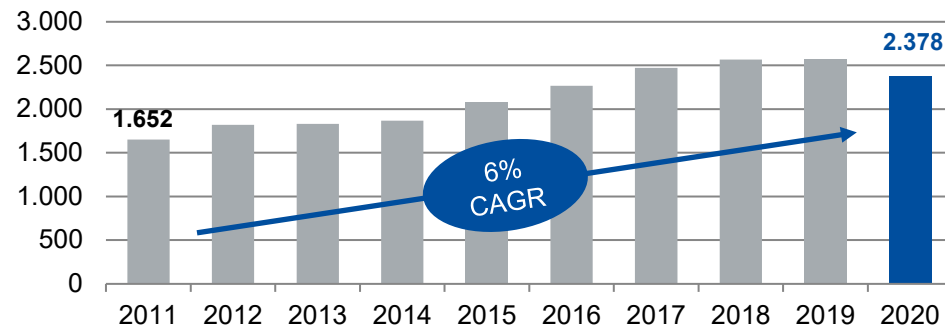
Stable Dividends



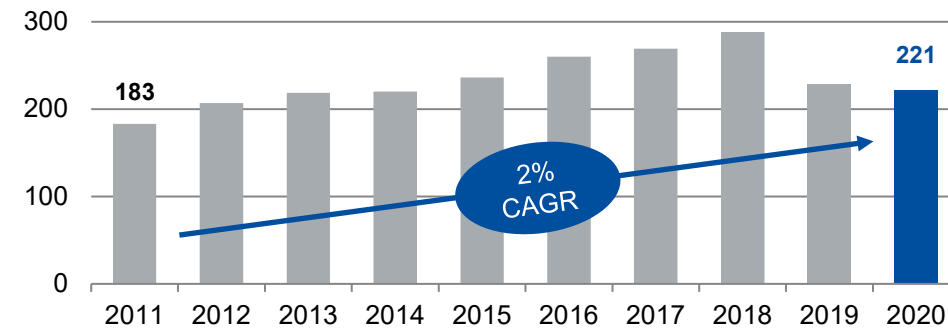
Share Buyback

Unique track record for continued profitability and added value

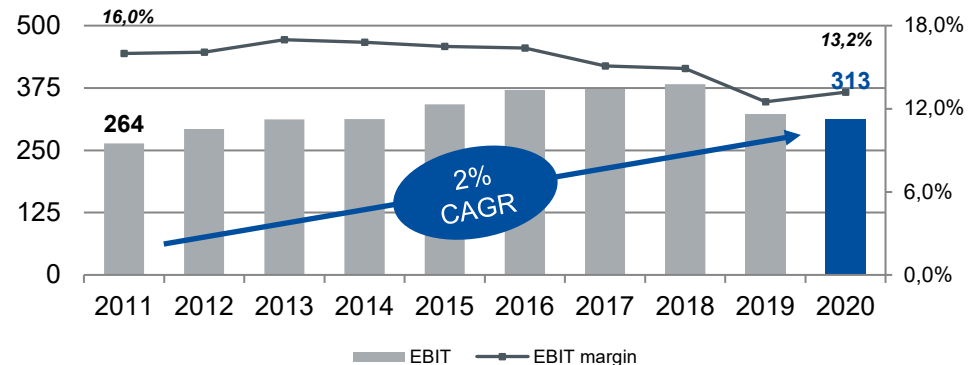
Sales (in € mn)



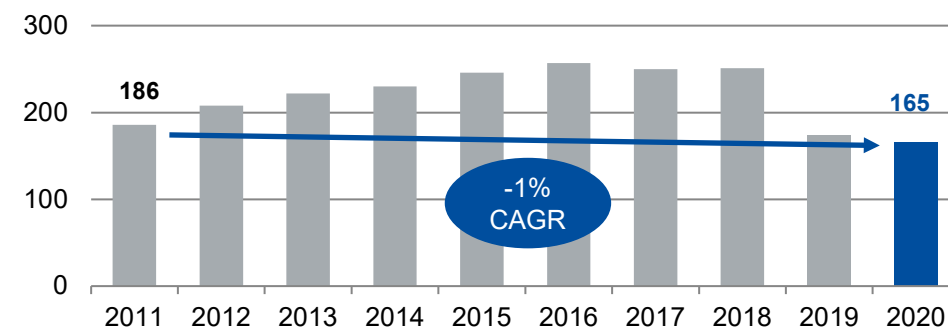
Earnings After Tax (in € mn)



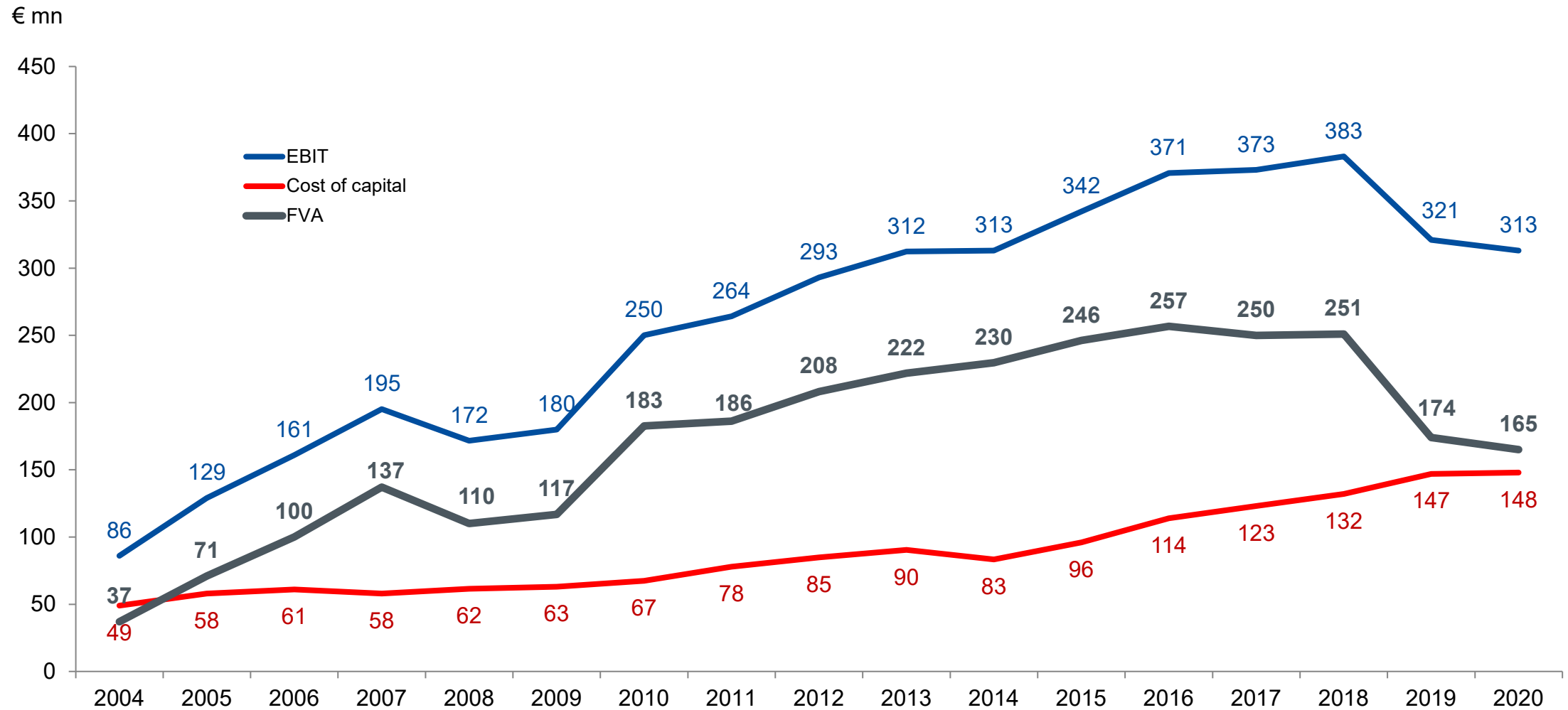
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Sales development

| € mn | 2016 | 2017 | 2018 | 2019 | 2020 | Δ 19/20 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Sales | 2,267 | 2,473 | 2,567 | 2,572 | 2,378 | -7.5% |
| Gross Profit | 851 | 882 | 899 | 890 | 854 | -4.0% |
| Gross Profit margin | 37.5% | 35.7% | 35.0% | 34.6% | 35.9% | +1.3%-points |
| Other function costs | -499 | -526 | -542 | -580 | -551 | 5.0% |
| EBIT before at Equity | 352 | 356 | 357 | 310 | 303 | -2.3% |
| EBIT margin before at Equity | 15.5% | 14.4% | 13.9% | 12.1% | 12.7% | +0.6%-points |
| At Equity | 19 | 17 | 26 | 11 | 10 | -9.1% |
| EBIT | 371 | 373 | 383 | 321 | 313 | -2.5% |
| EBIT margin | 16.4% | 15.1% | 14.9% | 12.5% | 13.2% | +0.7%-points |
| EBITDA | 418 | 432 | 441 | 400 | 393 | -9.3% |
| EBITDA margin | 18.4% | 17.5% | 17.2% | 15.6% | 16.5% | +0.9%-points |

Solid Balance Sheet and strong cash flow generation

| € mn | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------------|-------|-------|-------|-------|-------|
| Total assets | 2,120 | 2,023 | 1,891 | 1,751 | 1,676 |
| Goodwill | 236 | 175 | 174 | 173 | 185 |
| Equity | 1,580 | 1,561 | 1,456 | 1,307 | 1,205 |
| Equity ratio | 75% | 77% | 77% | 75% | 72% |

| € mn | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|------|------|------|------|------|
| Net liquidity | 179 | 193 | 191 | 160 | 146 |
| Operating cash flow | 360 | 329 | 267 | 242 | 300 |
| Capex | 122 | 154 | 121 | 105 | 93 |
| Free cash flow before acquisitions ¹ | 238 | 175 | 147 | 142 | 205 |
| Free cash flow | 124 | 162 | 159 | 140 | 164 |

¹ Including divestments

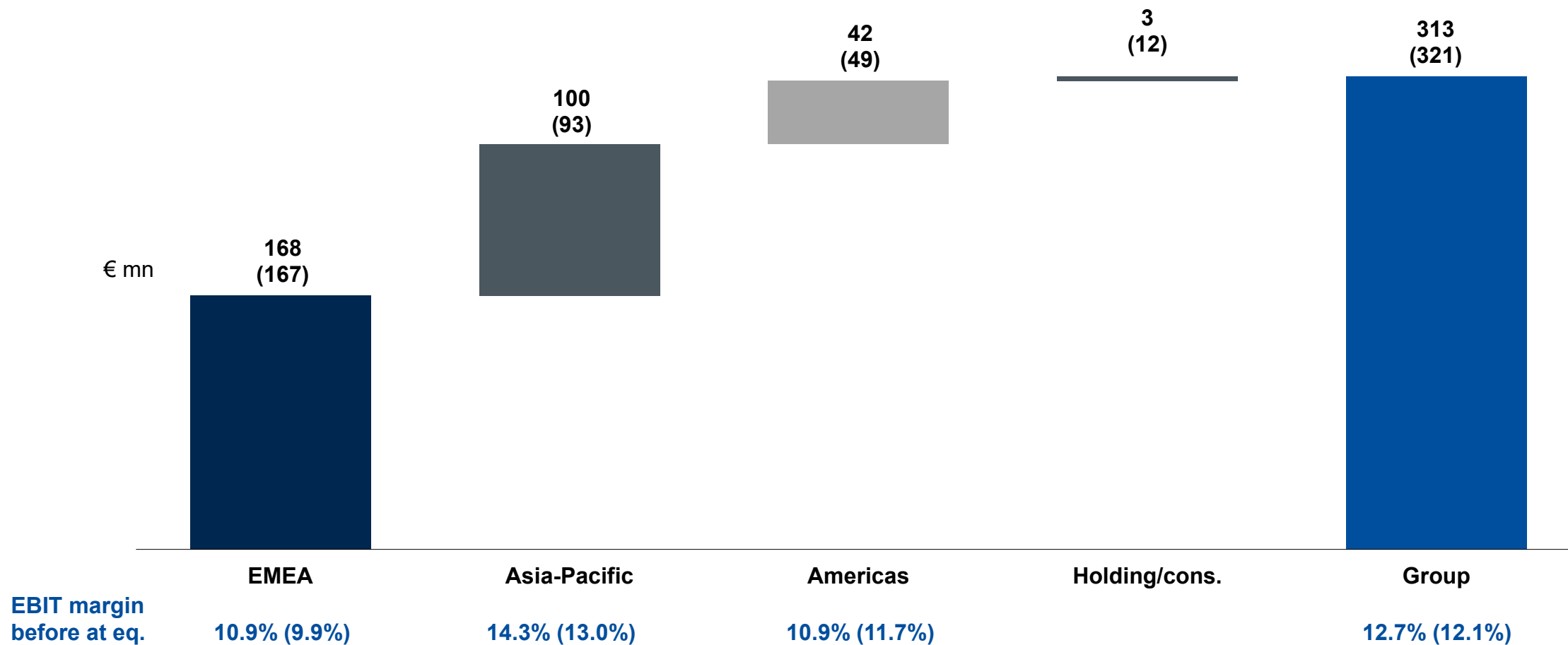
Regional sales 2020

Covid-19-related lower sales in all regions

| | 2020 (€ mn) | 2019 (€ mn) | Growth | Organic | External | FX |
|---------------|----------------|----------------|------------|------------|-----------|------------|
| EMEA | 1,446 | 1,579 | -8% | -7% | 0% | -1% |
| Asia-Pacific | 698 | 718 | -3% | -1% | 0% | -2% |
| Americas | 387 | 418 | -7% | -14% | 11% | -4% |
| Consolidation | -153 | -143 | - | - | - | - |
| Total | 2,378 | 2,572 | -8% | -7% | 2% | -3% |

EBIT by regions

FY 2020 (FY 2019)

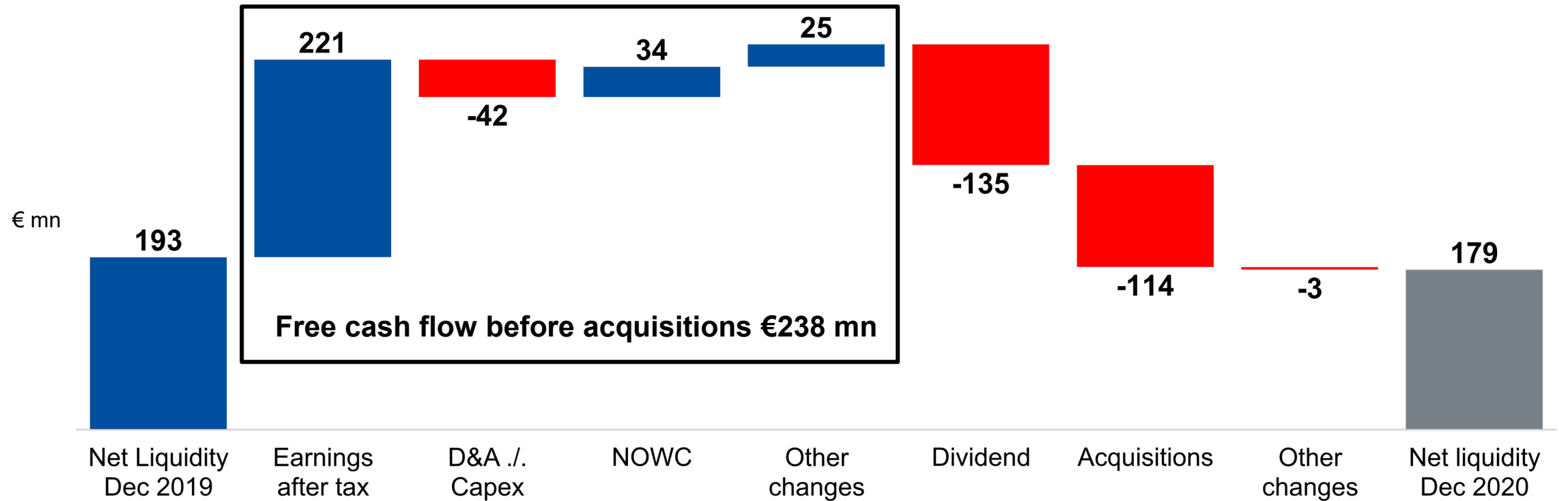


Cash flow FY 2020

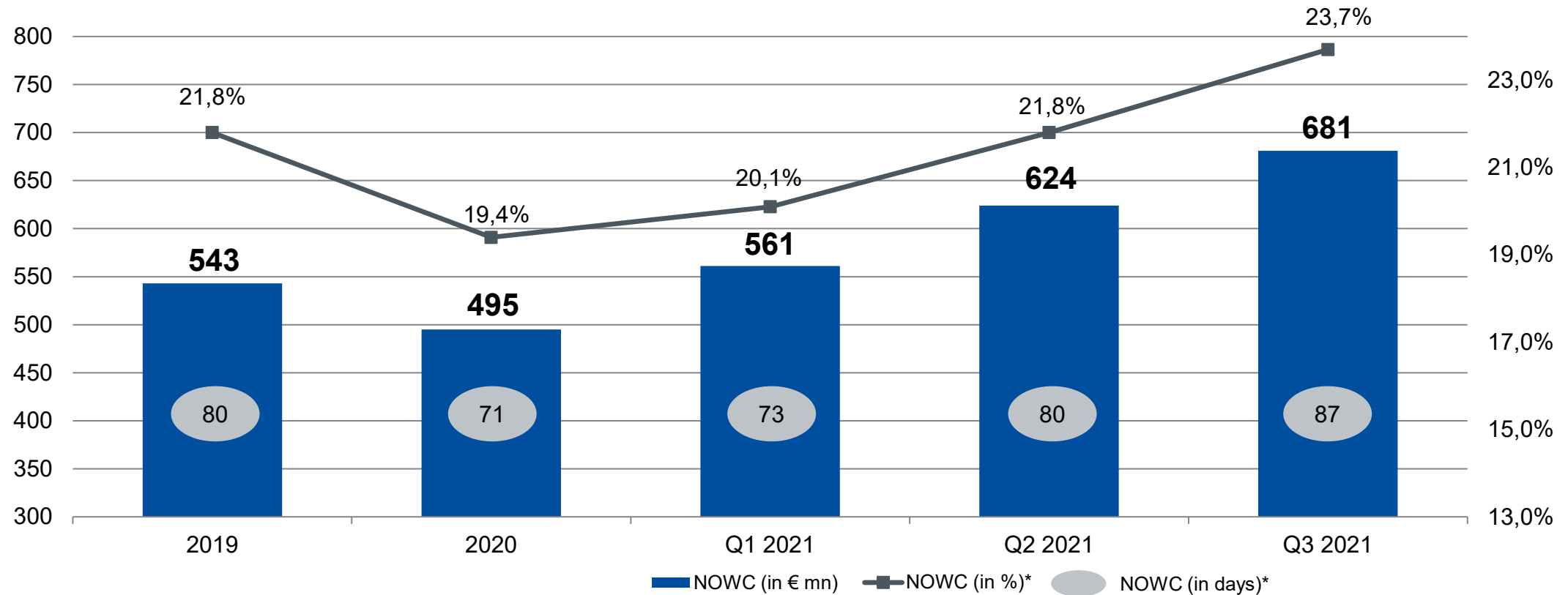
| € mn | 2020 | 2019 | Δ in € mn | Δ in % |
|---|------------|------------|------------|------------|
| Earnings after tax | 221 | 228 | -7 | -3 |
| Amortization/Depreciation | 80 | 79 | 1 | 1 |
| Changes in net operating working capital (NOWC) | 34 | 45 | -11 | -24 |
| Other changes | 25 | -23 | 48 | - |
| Capex | -122 | -154 | 32 | 21 |
| Free cash flow before acquisitions¹ | 238 | 175 | 63 | 36 |
| Acquisitions | -114 | -13 | -101 | >100 |
| Free cash flow | 124 | 162 | -38 | -23 |

¹ Free cash flow before cash paid for acquisitions and before cash acquired through acquisitions

Net Liquidity



Net operating working capital (NOWC)



* In relation to the annualized sales revenues of the last quarter

Quarterly income statement

| € mn | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Sales | 643 | 668 | 642 | 614 | 643 | 653 | 656 | 620 | 616 | 504 | 620 | 638 | 697 | 714 | 718 | |
| Gross Profit | 225 | 239 | 222 | 213 | 217 | 224 | 231 | 218 | 218 | 172 | 225 | 239 | 255 | 242 | 238 | |
| <i>Gross Profit margin (in %)</i> | <i>35.0</i> | <i>35.8</i> | <i>34.6</i> | <i>34.7</i> | <i>33.7</i> | <i>34.3</i> | <i>35.2</i> | <i>35.2</i> | <i>35.4</i> | <i>34.1</i> | <i>36.3</i> | <i>37.5</i> | <i>36.6</i> | <i>33.9</i> | <i>33.1</i> | |
| Other function costs | -136 | -140 | -134 | -132 | -142 | -147 | -144 | -147 | -148 | -134 | -137 | -132 | -156 | -154 | -153 | |
| EBIT before at Equity | 89 | 99 | 88 | 81 | 75 | 77 | 87 | 71 | 70 | 38 | 88 | 107 | 99 | 88 | 85 | |
| <i>EBIT margin before at Equity (in %)</i> | <i>13.8</i> | <i>14.8</i> | <i>13.7</i> | <i>13.2</i> | <i>11.7</i> | <i>11.8</i> | <i>13.3</i> | <i>11.5</i> | <i>11.4</i> | <i>7.5</i> | <i>14.2</i> | <i>16.8</i> | <i>14.2</i> | <i>12.3</i> | <i>11.8</i> | |
| At Equity | 3 | 2 | 16 | 5 | 2 | 3 | 2 | 4 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | |
| EBIT | 92 | 101 | 104 | 86 | 77 | 80 | 89 | 75 | 72 | 40 | 91 | 110 | 101 | 90 | 88 | |
| <i>EBIT margin (in %)</i> | <i>14.3</i> | <i>15.1</i> | <i>16.2</i> | <i>14.0</i> | <i>12.0</i> | <i>12.3</i> | <i>13.6</i> | <i>12.1</i> | <i>11.7</i> | <i>7.9</i> | <i>14.7</i> | <i>17.2</i> | <i>14.5</i> | <i>12.6</i> | <i>12.3</i> | |
| EBITDA | 106 | 115 | 118 | 102 | 95 | 98 | 107 | 100 | 92 | 60 | 110 | 131 | 122 | 111 | 109 | |
| <i>EBITDA margin (in %)</i> | <i>16.5</i> | <i>17.2</i> | <i>18.4</i> | <i>16.6</i> | <i>14.8</i> | <i>15.0</i> | <i>16.3</i> | <i>16.1</i> | <i>14.9</i> | <i>11.9</i> | <i>17.7</i> | <i>20.5</i> | <i>17.5</i> | <i>15.5</i> | <i>15.2</i> | |

Quarterly figures by region

| 2020 | EMEA | | | | | Asia-Pacific | | | | | North and South America | | | | |
|---------------------------------|-------------|------------|-------------|-------------|--------------------|--------------|-------------|-------------|-------------|--------------------|-------------------------|------------|-------------|-------------|--------------------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Sales by company location | 401 | 289 | 370 | 386 | 1,446 | 146 | 174 | 189 | 189 | 698 | 110 | 71 | 100 | 106 | 387 |
| EBIT before at equity income | 41 | 11 | 43 | 63 | 158 | 17 | 24 | 29 | 30 | 100 | 12 | 2 | 15 | 13 | 42 |
| <i>in % of sales</i> | <i>10.2</i> | <i>3.8</i> | <i>11.6</i> | <i>16.3</i> | <i>10.9</i> | <i>11.6</i> | <i>13.8</i> | <i>15.3</i> | <i>15.9</i> | <i>14.3</i> | <i>10.9</i> | <i>2.8</i> | <i>15.0</i> | <i>12.3</i> | <i>10.9</i> |
| Income from at equity companies | 2 | 2 | 3 | 3 | 10 | - | - | - | - | - | - | - | - | - | - |
| Segment earnings (EBIT) | 43 | 13 | 46 | 66 | 168 | 17 | 24 | 29 | 30 | 100 | 12 | 2 | 15 | 13 | 42 |
| <i>in % of sales</i> | <i>10.7</i> | <i>4.5</i> | <i>12.4</i> | <i>17.9</i> | <i>11.6</i> | <i>11.6</i> | <i>13.8</i> | <i>15.3</i> | <i>15.9</i> | <i>14.3</i> | <i>10.9</i> | <i>2.8</i> | <i>15.0</i> | <i>12.3</i> | <i>10.9</i> |

| 2021 | EMEA | | | | | Asia-Pacific | | | | | North and South America | | | | |
|---------------------------------|-------------|-------------|------------|----|----|--------------|-------------|-------------|----|----|-------------------------|-------------|-------------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Sales by company location | 419 | 431 | 426 | | | 213 | 211 | 213 | | | 111 | 113 | 120 | | |
| EBIT before at equity income | 47 | 42 | 35 | | | 34 | 29 | 30 | | | 16 | 15 | 15 | | |
| <i>in % of sales</i> | <i>11.2</i> | <i>9.7</i> | <i>8.2</i> | | | <i>16.0</i> | <i>13.7</i> | <i>14.1</i> | | | <i>14.4</i> | <i>13.3</i> | <i>12.5</i> | | |
| Income from at equity companies | 2 | 2 | 3 | | | - | - | - | | | - | - | - | | |
| Segment earnings (EBIT) | 49 | 44 | 38 | | | 34 | 29 | 30 | | | 16 | 15 | 15 | | |
| <i>in % of sales</i> | <i>11.7</i> | <i>10.2</i> | <i>8.9</i> | | | <i>16.0</i> | <i>13.7</i> | <i>14.1</i> | | | <i>14.4</i> | <i>13.3</i> | <i>12.5</i> | | |

Quarterly sales & EBIT by regions

| Sales (€ mn) | 2019 | | | | | 2020 | | | | | 2021 | | | | |
|-----------------------|------------|------------|------------|------------|--------------|------------|------------|------------|------------|--------------|------------|------------|------------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 400 | 399 | 402 | 378 | 1,579 | 401 | 289 | 370 | 386 | 1,446 | 419 | 431 | 426 | | |
| Δ Y-o-Y in % | -4 | -4 | -1 | -1 | -2 | 0 | -28 | -8 | 2 | -8 | 5 | 49 | 15 | | |
| Asia-Pacific | 171 | 184 | 180 | 183 | 718 | 146 | 174 | 189 | 189 | 698 | 213 | 211 | 213 | | |
| Δ Y-o-Y in % | -4 | -4 | 4 | 12 | 2 | -14 | -5 | 5 | 3 | -3 | 46 | 21 | 13 | | |
| Americas | 106 | 106 | 108 | 98 | 418 | 110 | 71 | 100 | 106 | 387 | 111 | 113 | 120 | | |
| Δ Y-o-Y in % | 12 | 2 | 3 | -7 | 2 | 4 | -33 | -7 | 8 | -7 | 1 | 59 | 20 | | |
| Holding/consolidation | -34 | -36 | -34 | -39 | -143 | -41 | -30 | -39 | -43 | -153 | -46 | -41 | -41 | | |
| FUCHS Group | 643 | 653 | 656 | 620 | 2,572 | 616 | 504 | 620 | 638 | 2,378 | 697 | 714 | 718 | | |
| Δ Y-o-Y in % | 0 | -2 | 2 | 1 | 0 | -4 | -23 | -5 | 3 | -8 | 13 | 42 | 16 | | |

| EBIT (€ mn) | 2019 | | | | | 2020 | | | | | 2021 | | | | |
|-----------------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|------------|------------|------------|-----------|-----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 38 | 42 | 50 | 37 | 167 | 43 | 13 | 46 | 66 | 168 | 49 | 44 | 38 | | |
| Δ Y-o-Y in % | -24 | -18 | -18 | -24 | -21 | 13 | -69 | -8 | 78 | 1 | 14 | 239 | 8 | | |
| Asia-Pacific | 21 | 23 | 23 | 26 | 93 | 17 | 24 | 29 | 30 | 100 | 34 | 29 | 30 | | |
| Δ Y-o-Y in % | -25 | -18 | -4 | 18 | -9 | -19 | 4 | 26 | 15 | 8 | 100 | 21 | 3 | | |
| Americas | 14 | 15 | 12 | 8 | 49 | 12 | 2 | 15 | 13 | 42 | 16 | 15 | 15 | | |
| Δ Y-o-Y in % | 8 | -12 | -20 | -43 | -17 | -14 | -87 | 25 | 63 | -14 | 33 | 650 | - | | |
| Holding/consolidation | 4 | 0 | 4 | 4 | 12 | 0 | 1 | 1 | 1 | 3 | 2 | 2 | 4 | | |
| FUCHS Group | 77 | 80 | 89 | 75 | 321 | 72 | 40 | 91 | 110 | 313 | 101 | 90 | 88 | | |
| Δ Y-o-Y in % | -16 | -21 | -14 | -13 | -16 | -6 | -50 | 2 | 47 | -3 | 40 | 125 | -3 | | |

Quarterly sales development split by regions

| Organic Growth (in %) | 2019 | | | | | 2020 | | | | | 2021 | | | | |
|-----------------------|-----------|-----------|----------|----------|-----------|-----------|------------|-----------|----------|-----------|-----------|-----------|-----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | -3 | -3 | -1 | -1 | -2 | 0 | -26 | -6 | 5 | -7 | 6 | 48 | 14 | | |
| Asia-Pacific | -5 | -6 | -1 | 8 | -1 | -16 | -3 | 8 | 5 | -1 | 46 | 20 | 8 | | |
| Americas | 8 | -2 | -1 | -7 | -1 | -6 | -42 | -11 | 3 | -14 | 6 | 75 | 19 | | |
| FUCHS Group | -1 | -3 | - | - | -1 | -6 | -23 | -4 | 4 | -7 | 15 | 43 | 13 | | |

| External Growth (in %) | 2019 | | | | | 2020 | | | | | 2021 | | | | |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | - | - | - | - | - | - | - | - | - | - | - | - | - | | |
| Asia-Pacific | - | 3 | 4 | 3 | 2 | 3 | - | - | - | - | - | - | - | | |
| Americas | - | - | - | 1 | - | 10 | 10 | 10 | 15 | 11 | 7 | 1 | 2 | | |
| FUCHS Group | - | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 3 | 2 | 1 | 0 | 1 | | |

| FX Effects (in %) | 2019 | | | | | 2020 | | | | | 2021 | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | -1 | -1 | - | - | - | - | -2 | -2 | -3 | -1 | -1 | 1 | 1 | | |
| Asia-Pacific | 1 | -1 | 1 | 1 | 1 | -1 | -2 | -3 | -2 | -2 | - | 1 | 5 | | |
| Americas | 4 | 4 | 4 | -1 | 3 | - | -1 | -6 | -10 | -4 | -12 | -17 | -1 | | |
| FUCHS Group | 1 | - | 1 | - | - | - | -2 | -3 | -4 | -3 | -3 | -1 | 2 | | |

The Executive Board



Stefan Fuchs

CEO; Corporate Group Development, HR, PR & Marketing, Strategy, Automotive Aftermarket Division



Dr. Lutz Lindemann

CTO; R&D, Technology, Product Management, Supply Chain, Sustainability, Mining Division, OEM Division



Dr. Timo Reister

Asia-Pacific, Americas, Industry Division



Dr. Ralph Rheinboldt

Europe, Middle East & Africa,
FUCHS LUBRITECH Division



Dagmar Steinert

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

Executive Compensation & FUCHS Shares

Executive Board

50%

of multi-year variable compensation (LTI)

must be invested in FUCHS preference shares
with a lock-up period of 4 years

LTI \triangleq 55% of total variable compensation

Supervisory Board

50%

of variable compensation

must be invested in FUCHS preference shares
with a lock-up period of 4 years

Download: Key documents for our shareholders



Our added value



Transparency



Shareholder-oriented



Well informed

H1 2021
Factsheet

Financial
Reports

Analyst
Call PPT

Annual
Report
2020

Dividend
history

Ad hoc
releases

Click & Download



FUCHS CAPITAL MARKETS DAY 2022



>>>SAVE THE DATE<<<



June 28th 2022



Mannheim



Registration will be open soon
If you want to be on our distribution list please
send your contact details to ir@fuchs.com

Financial Calendar & Contact

Financial Calendar 2021

| | |
|-------------------------|-----------------------------|
| March 18, 2022 | Annual report 2021 |
| April 21, 2022 | Quarterly statement Q1 2022 |
| May 3, 2022 | Annual General Meeting 2022 |
| June 28, 2022 | FUCHS Capital Markets Day |
| July 29, 2022 | Financial Report H1 2022 |
| October 28, 2022 | Quarterly Statement Q3 2022 |

The financial calendar is updated regularly. You find the latest dates on the webpage at www.fuchs.com/financial-calendar

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