

FUCHS GROUP

Investor Presentation

| March 2022

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Agenda

- 01 | The Leading Independent Lubricants Company**
- 02 | FUCHS2025**
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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

€2.9 bn
sales in 2021

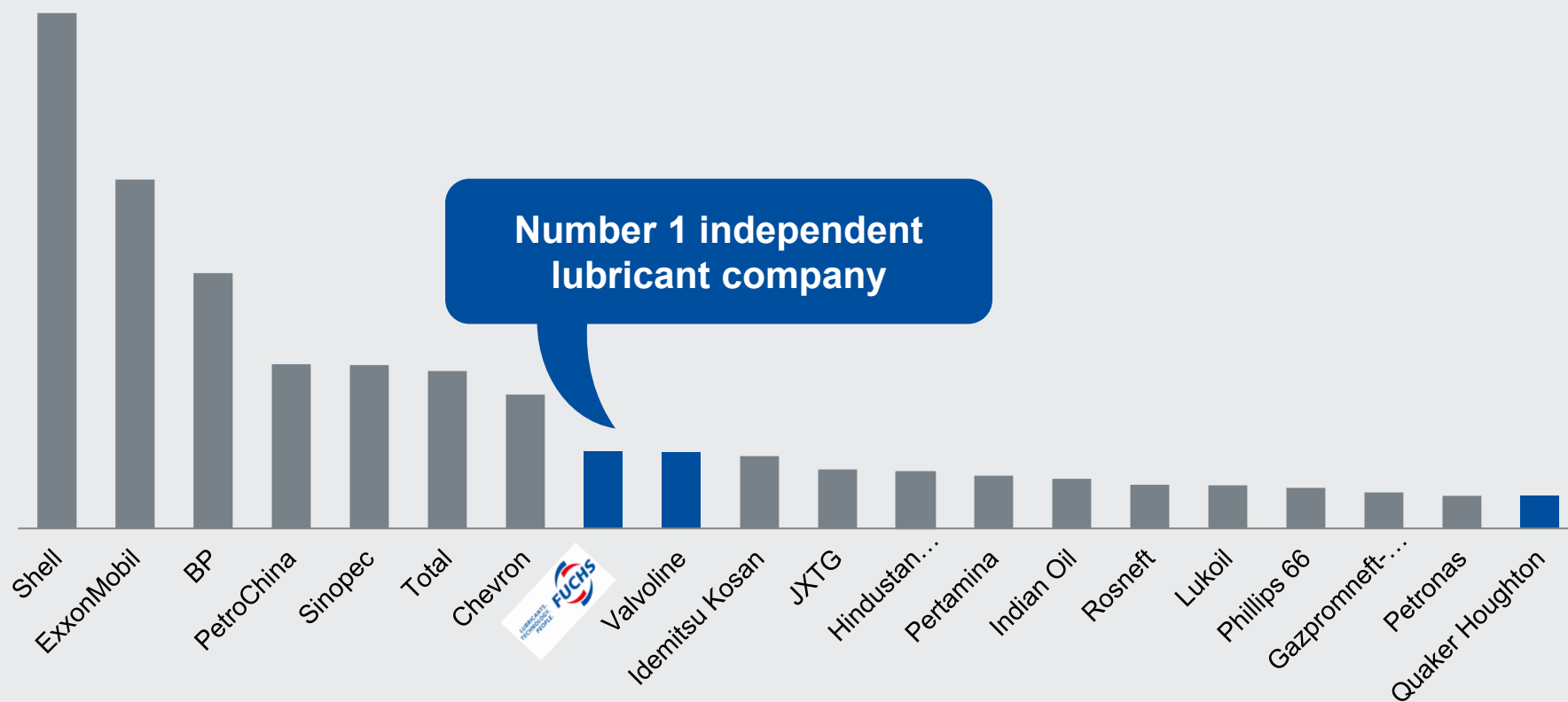
Around **6,000**
employees

Preference share is listed
in the MDAX

57 companies worldwide

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

Top 20 lubricant manufacturers



Manufacturers

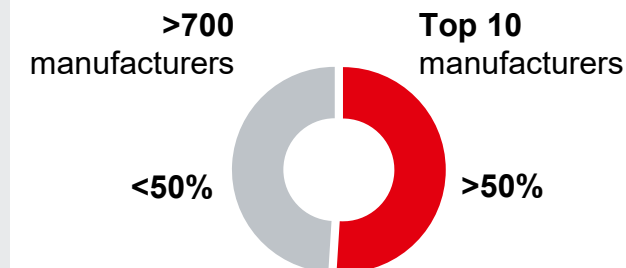
Independent lubricant manufacturers¹ >800

Major oil companies >100



- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares



¹ > 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

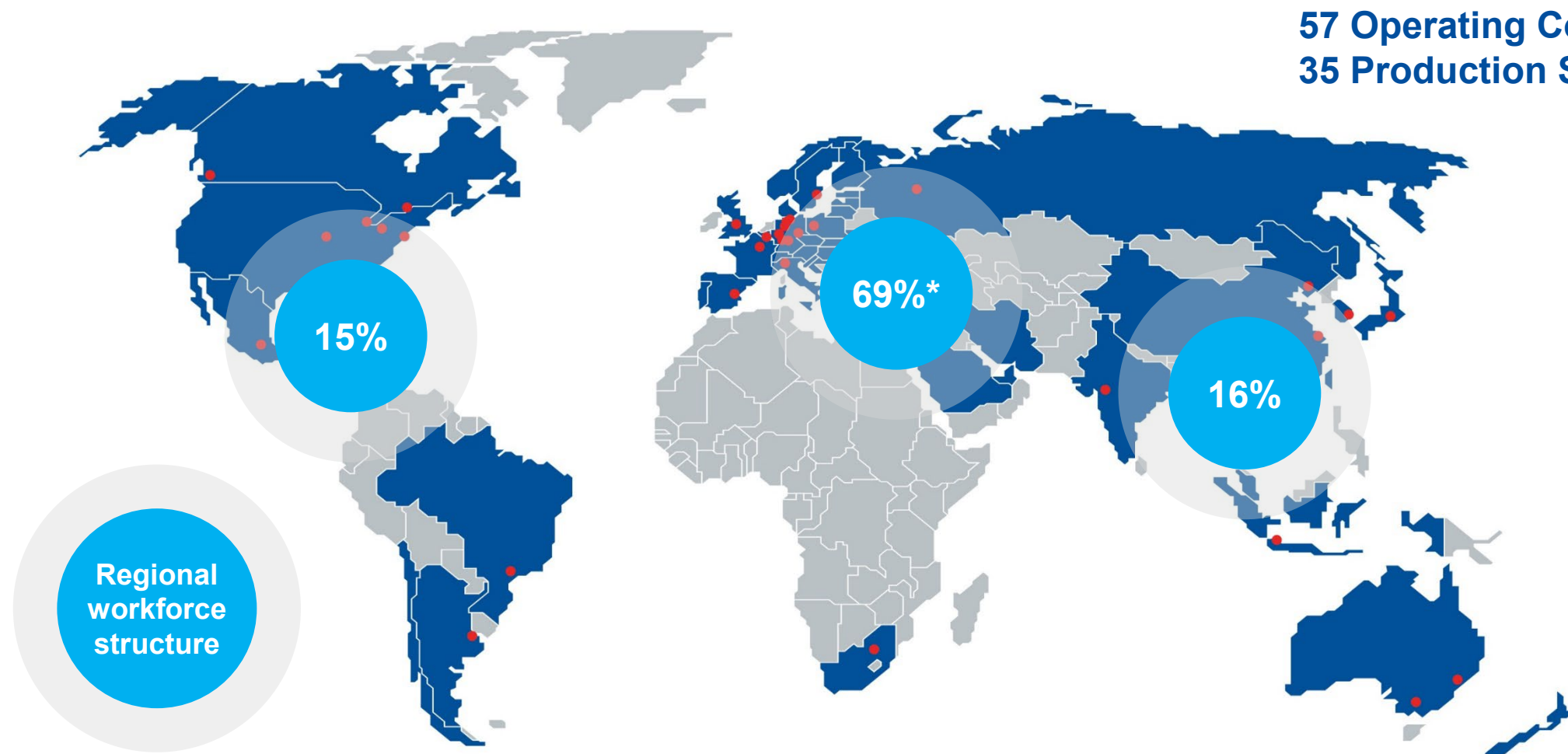


Global presence, R&D strength, know-how transfer, speed

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 2021: €2.9 bn

(~80% international)
by customer location

Automotive Lubricants
~45%

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

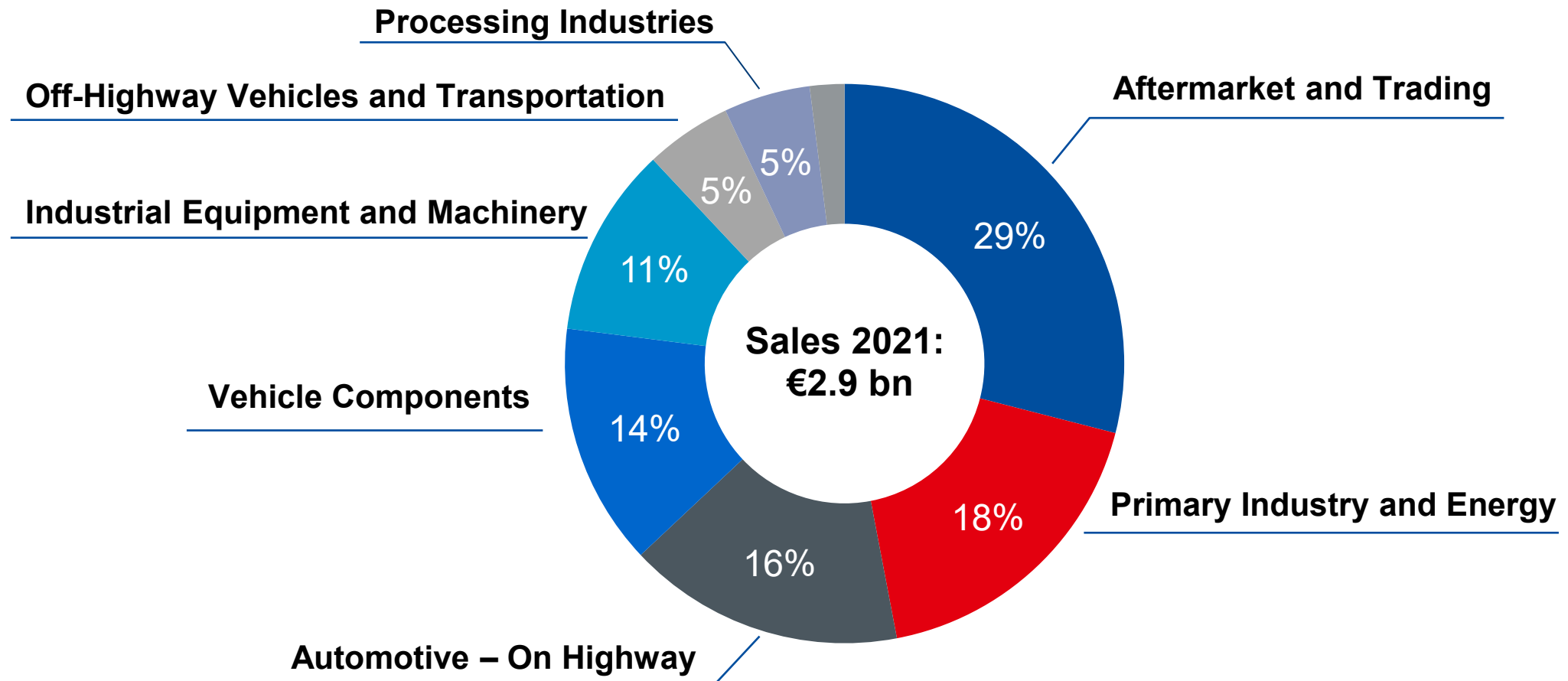
Industrial Lubricants
~55%

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

*metalworking fluids/corrosion preventives

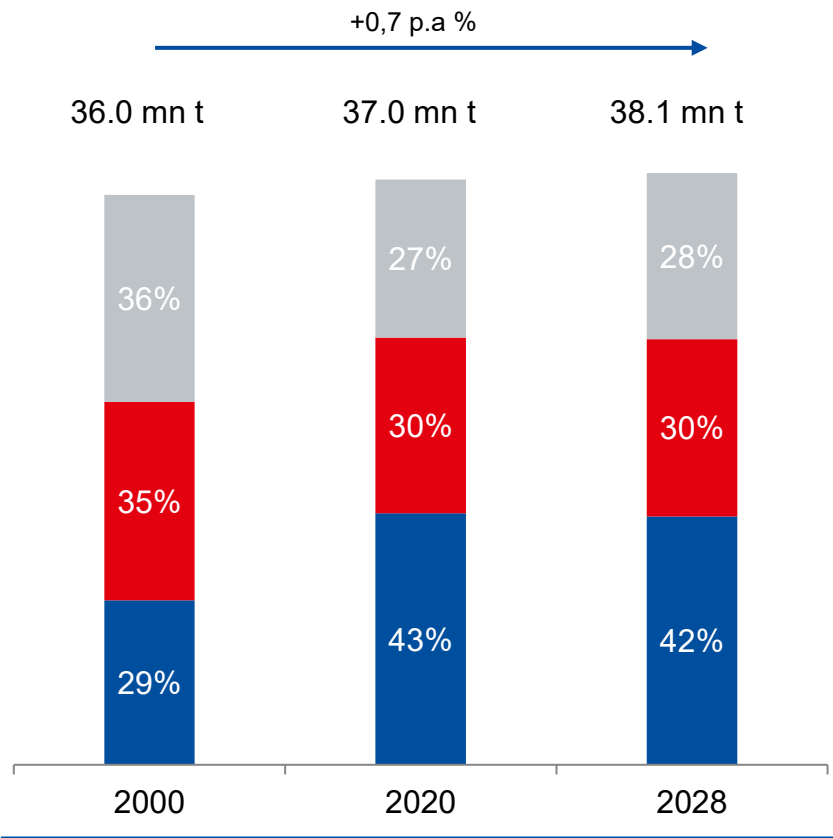
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

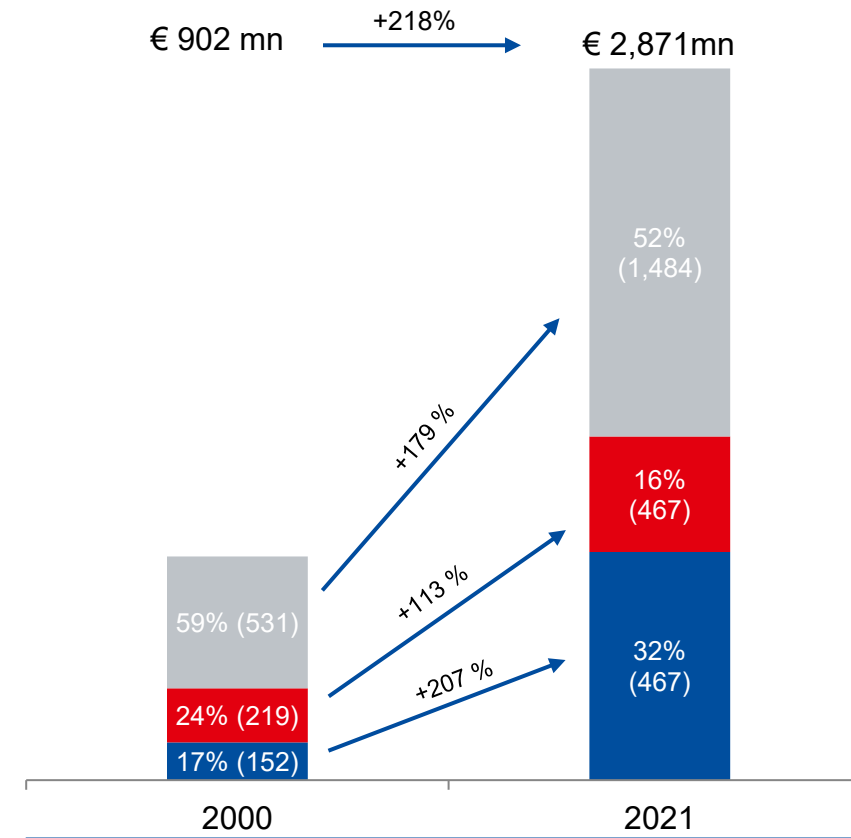


Slight growth in global lubricant demand

Market Demand



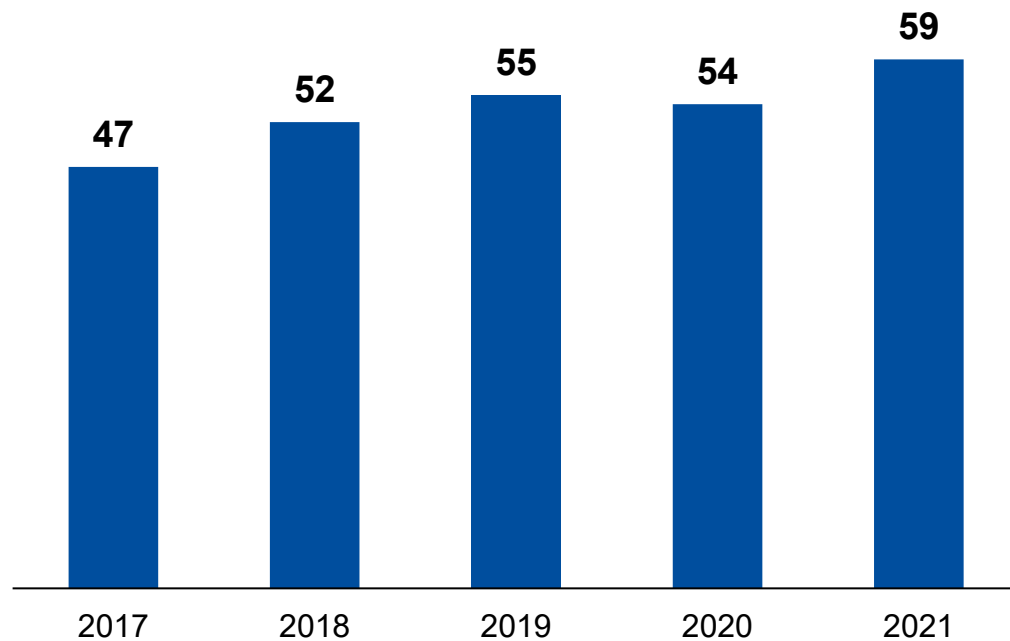
FUCHS Sales (by customer location)



Investment in the future

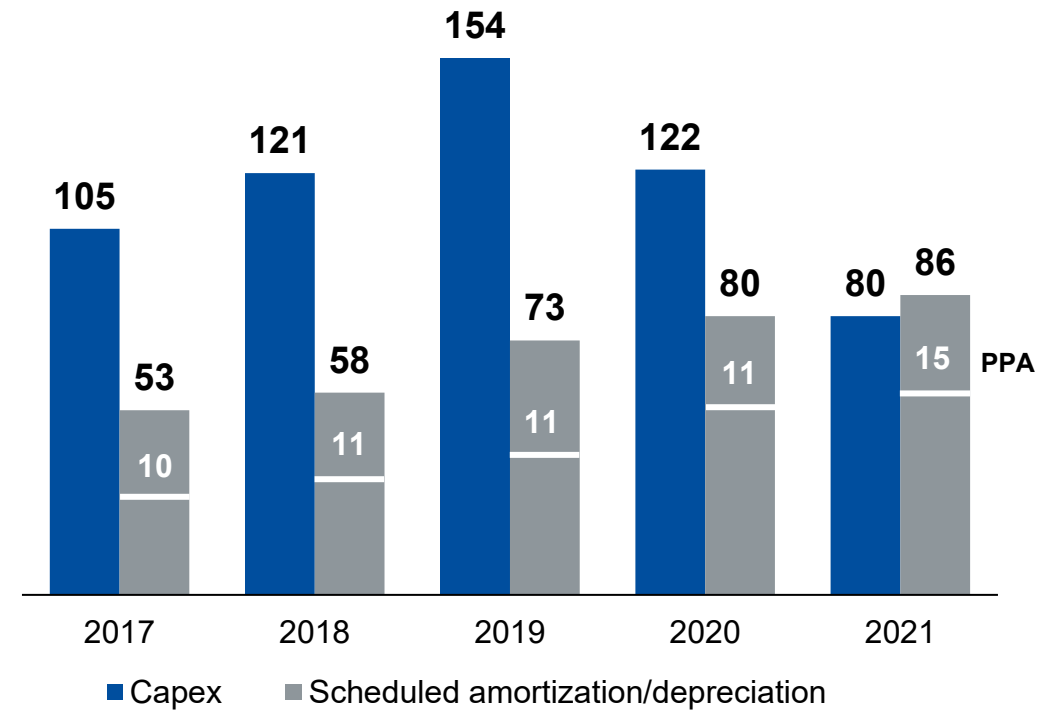
R&D expenses 2021: €59 mn

€ mn



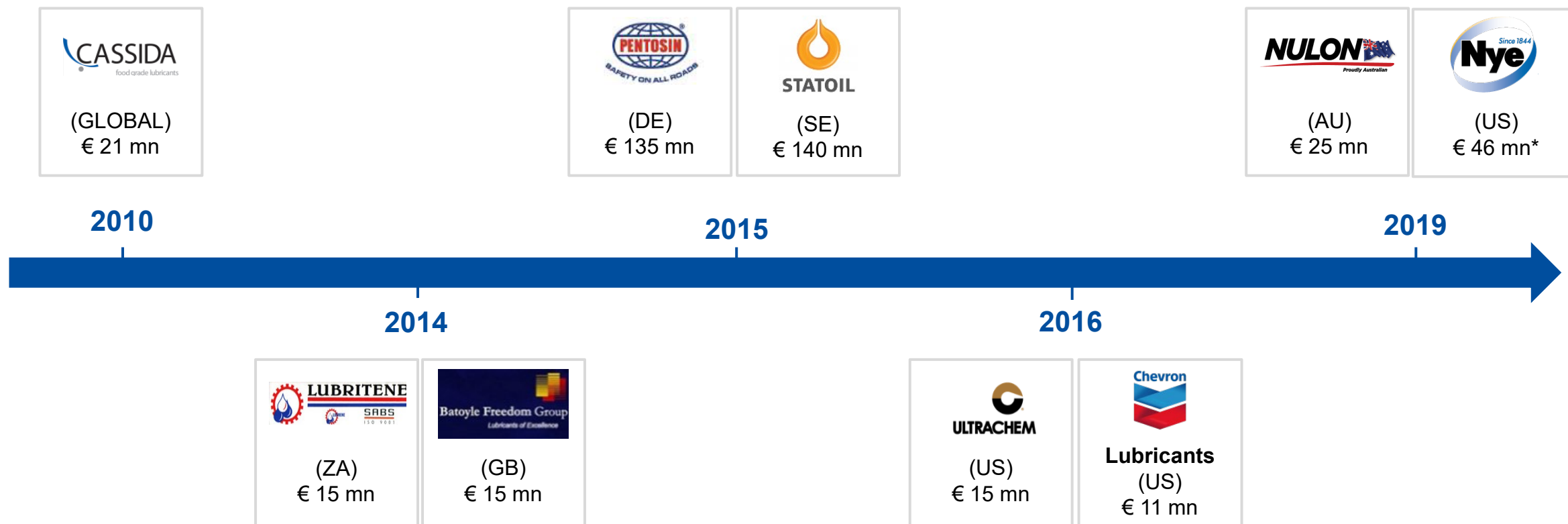
Capex 2021: €80 mn

€ 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

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.

02 FUCHS2025

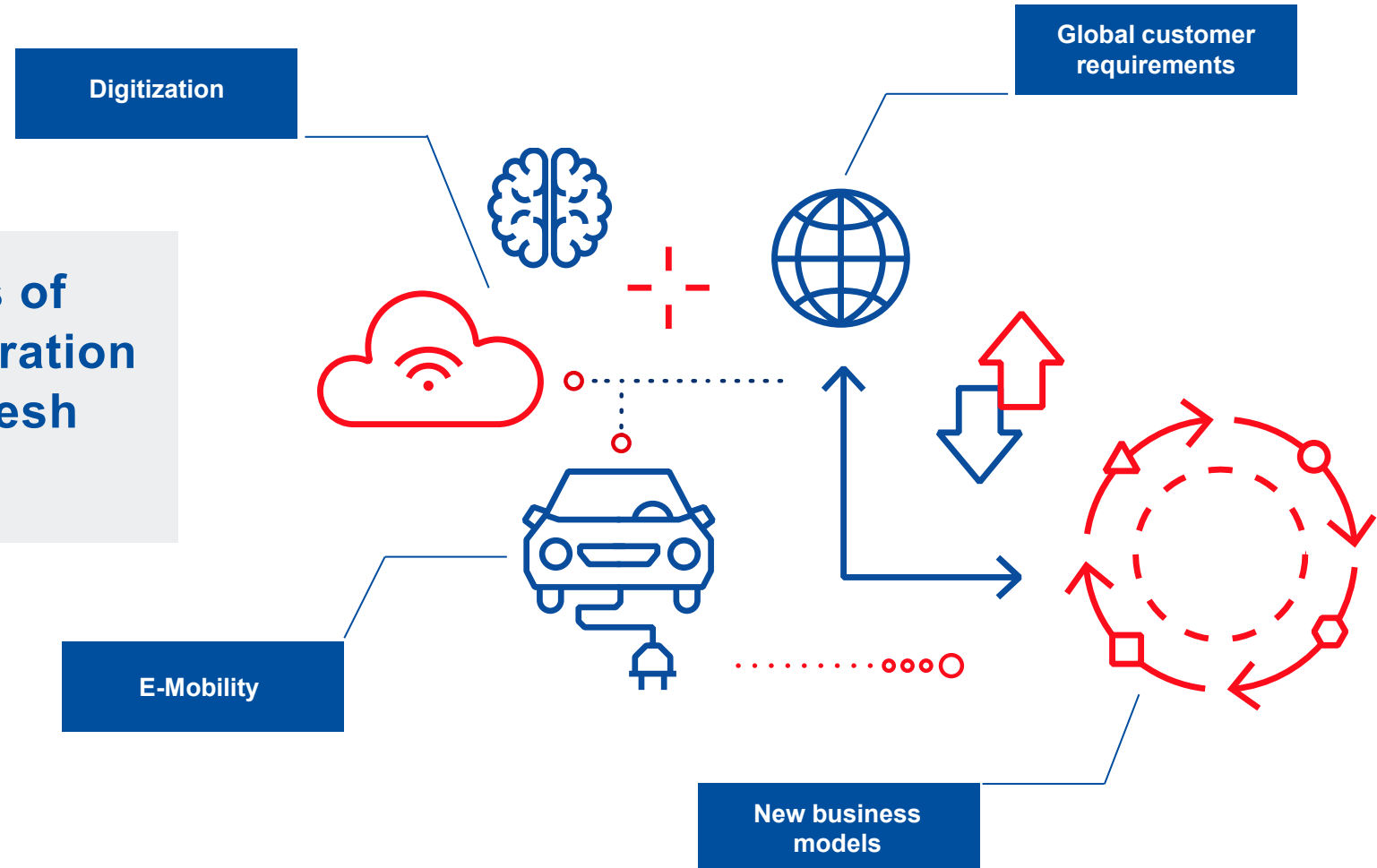
New Mindset for Future Challenges

The FUCHS2025 Strategy



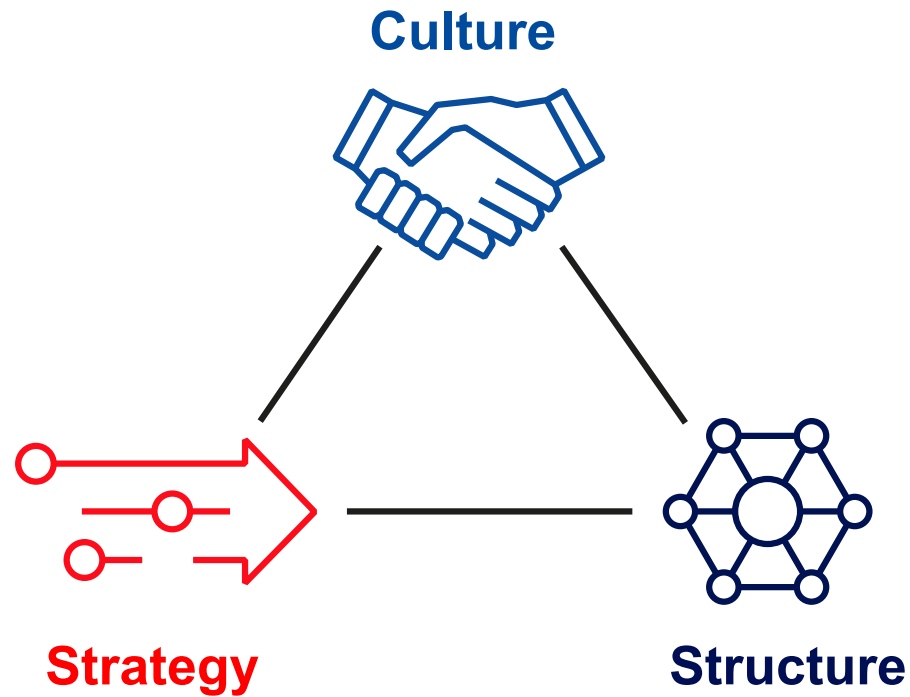
New Mindset for Future Challenges

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**



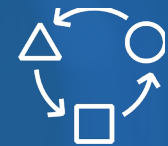
**Technology
Leader**



**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



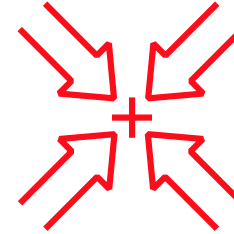
Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy

Highlights



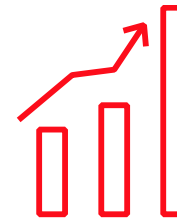
**Sustainable revenue growth
with operational excellence
at a 15% EBIT margin and
corresponding FVA growth**



**Better market penetration
through market
segmentation**



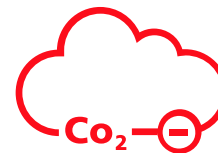
**Technology leadership
in the segments we target
until 2025**



**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 FY2021



Highlights FY 2021

Strong performance in a challenging environment

€2,871 mn

Sales up 21% yoy

€363 mn

EBIT up 16% yoy

€205 mn

FVA up 24% yoy

FY 2021

- Sales growth 2021 driven by a third from sales price increases
- Despite the inflationary environment, EBIT increased by €50 mn, margin at 12.6%
- Strong NOWC built-up weighing due to higher business volume and increase in raw mat. prices
- FUCHS2025 with progress

Outlook FY 2022*

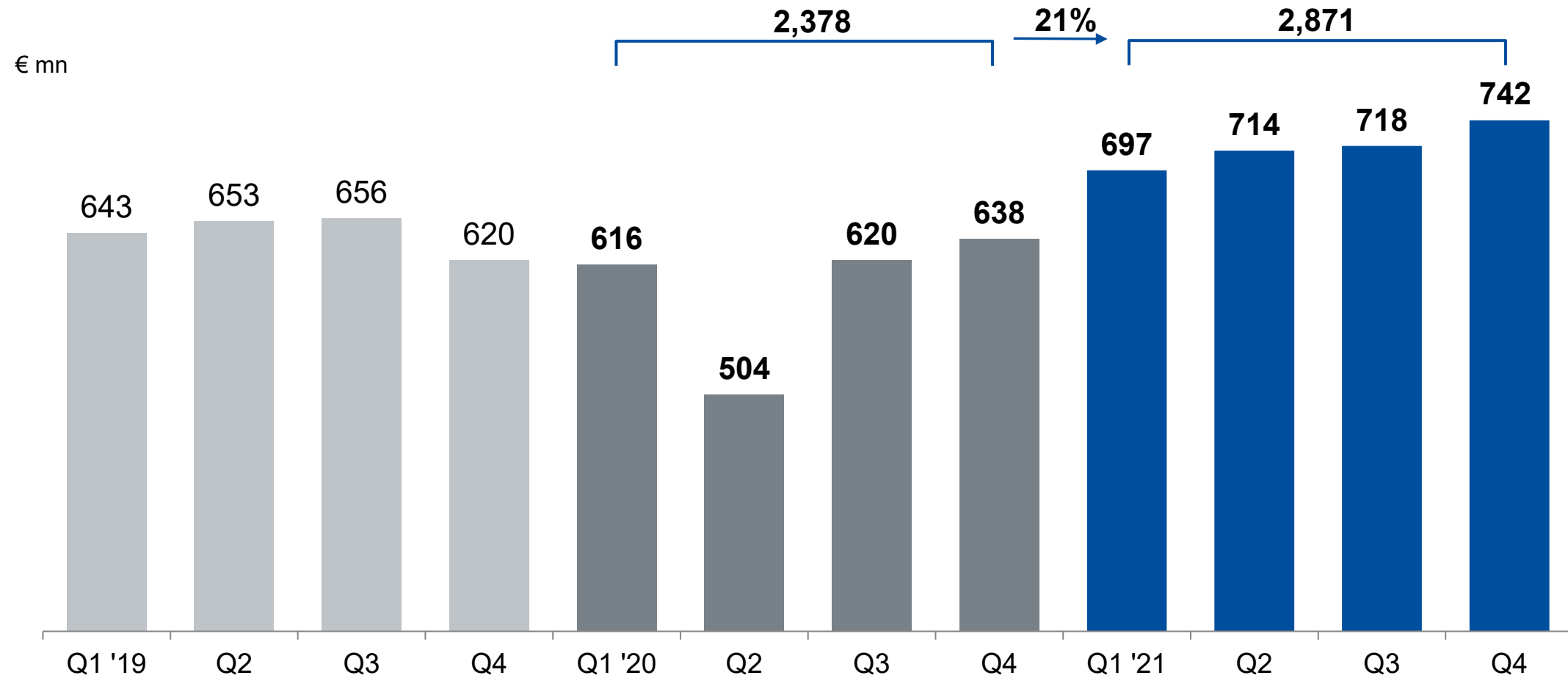
- Sales: €3.0 - €3.3 bn
- EBIT: €360 - €390 mn
- FCF bef. Acq.: ~ €220 mn
- FVA: on prior year level

Dividend + 4%

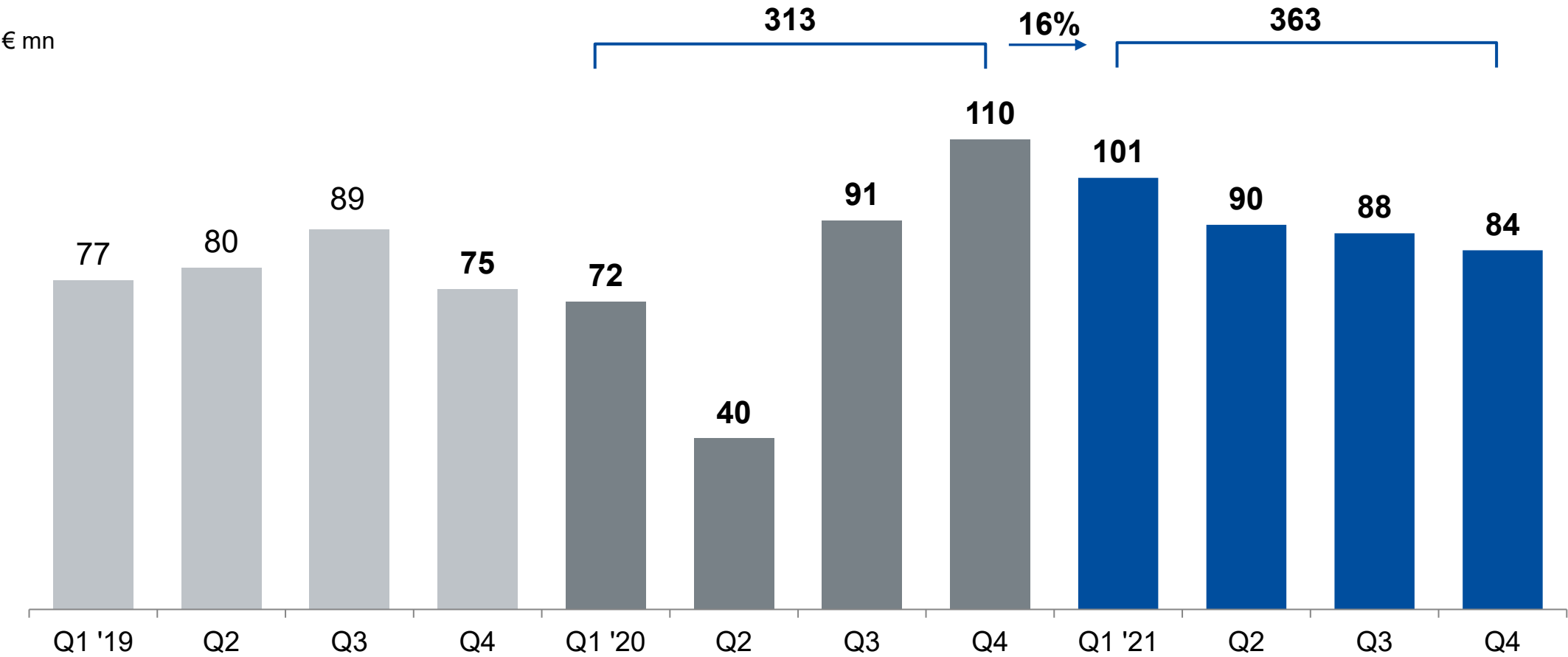
- €1.03 per pref. share
- €1.02 per ord. share

* The impact of the Russian invasion of Ukraine on the global economy and FUCHS cannot be estimated at present. Continuing supply bottlenecks and the high volatility of raw material prices add to the current uncertainties.

Sales development

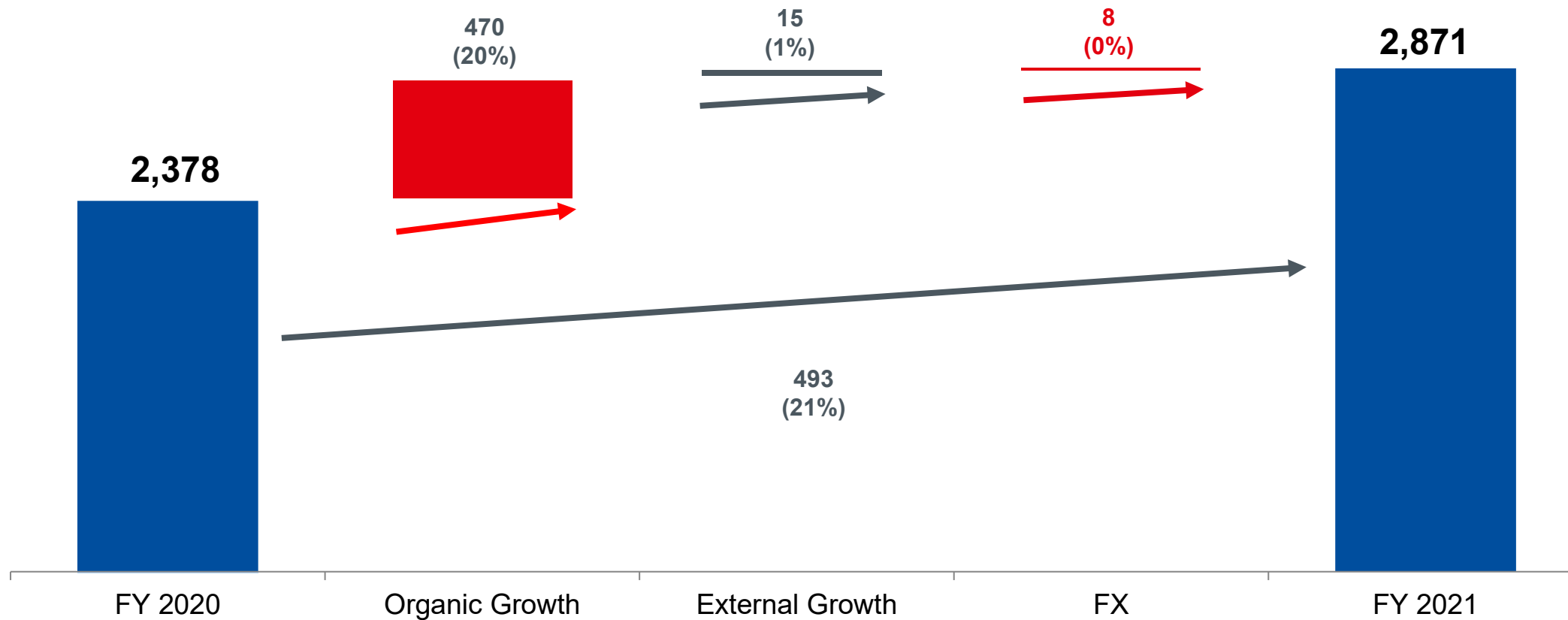


EBIT development



FY 2021 Group sales

€ mn

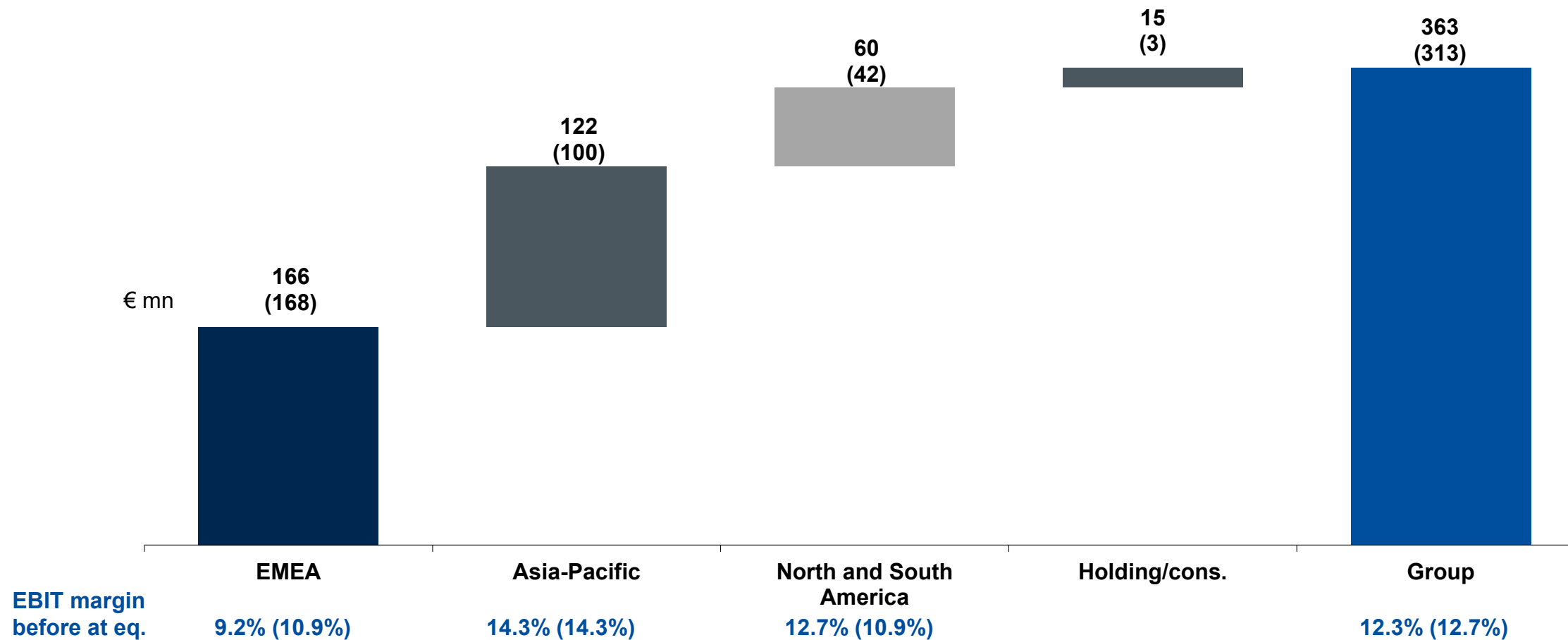


Income Statement FY 2021

€ mn	FY 2021	FY 2020	Δ € mn	Δ in %
Sales	2,871	2,378	493	21
Gross Profit	965	854	111	13
<i>Gross Profit margin</i>	33.6 %	35.9 %	-	-2.3 %-points
Other function costs	-611	-551	-60	-23
EBIT before at Equity	354	303	51	17
At Equity	9	10	-1	-10
EBIT	363	313	50	16
Earnings after tax	254	221	33	15

EBIT by regions

FY 2021 (FY 2020)



Cash flow FY 2021

€ mn	FY 2021	FY 2020	Δ in € mn	Δ in %
Earnings after tax	254	221	33	15
Amortization/Depreciation	86	80	6	8
Changes in net operating working capital (NOWC)	-152	-34	-118	>100
Other changes	-19	25	-44	-
Capex	-80	-122	42	34
Free cash flow before acquisitions	90	238	-148	-62
Acquisitions	-29	-114	85	75
Free cash flow	61	124	-63	-51

FY 2021 earnings summary

KPI in € mn	FY 2021	FY 2020
Sales	2,871	2,378
Cost of sales	-1,906	-1,524
Gross profit	965	854
Other function costs	-611	-551
EBIT bef. at Equity	354	303
EBIT	363	313
CAPEX	80	122
NOWC	671	495
FCF bef. acq.	90	238

- Sales up 21% driven by strong increase in business volumes; H2 benefitted from higher selling prices; sales 12% higher than the pre-crisis year 2019
- Gross profit margin of 33.6% 2.3 %-points down yoy due to strong increase in raw material prices
- Increase in other function costs mainly driven by higher freight costs, however, increase lower compared to sales growth
- EBIT up 16% yoy; EBIT margin of 12.6%
- CAPEX significantly lower yoy and on level of D/A
- NOWC 36% higher yoy reflecting higher business volumes and significant increases in raw material prices
- FCF bef. acq. lower yoy: Higher earnings vs. massive NOWC build-up and higher taxes compared to prior year

Europe, Middle East, Africa

KPI in € mn	FY 2021	FY 2020
Sales	1,710	1,446
Organic growth	253 (17%)	-108 (-7%)
External growth	3 (0%)	1 (0%)
FX effects	8 (1%)	-26 (-1%)
EBIT bef. at Equity	157	158
EBIT	166	168

- Sales up 18% yoy mainly driven by organic growth
- Negative currency effects of Eastern European currencies slightly overcompensated by positive effects, mostly from South Africa and the UK
- South Africa, Italy, Poland and Russia contributed to the sales increase
- EBIT was significantly impacted by increase in raw material prices and a considerable increase in transport and labor costs

Asia-Pacific

KPI in € mn	FY 2021	FY 2020
Sales	855	698
Organic growth	133 (19%)	-9 (-1%)
External growth	0 (0%)	5 (0%)
FX effects	24 (3%)	-16 (-2%)
EBIT bef. at Equity	122	100
EBIT	122	100

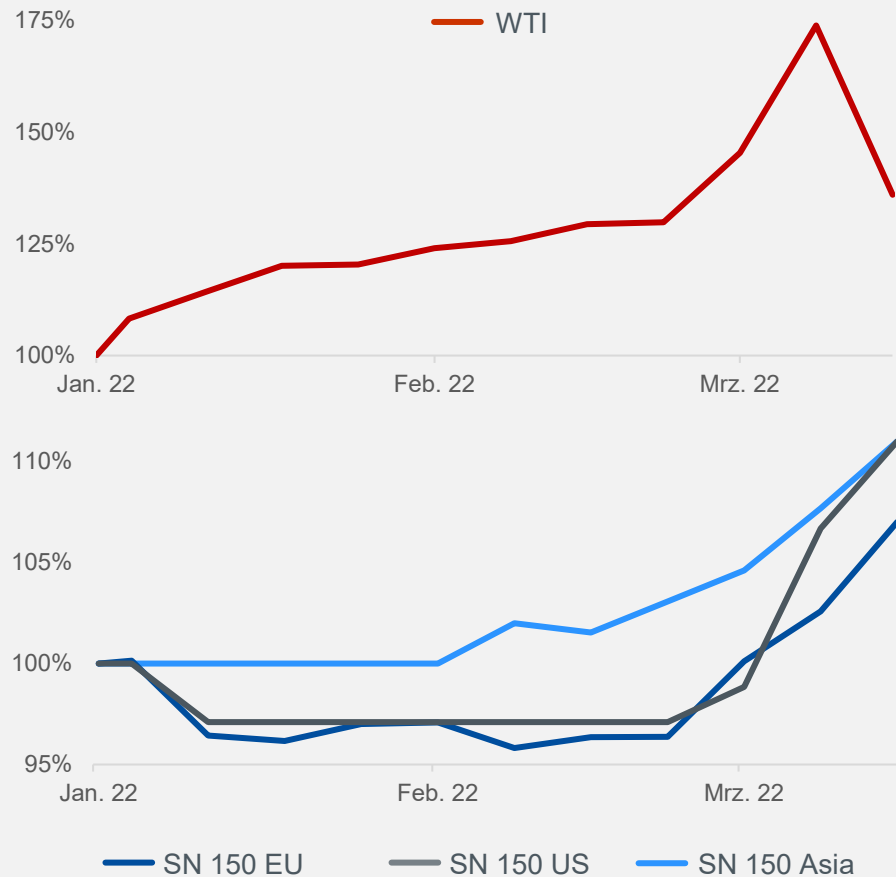
- Sales up 22% yoy mainly driven by organic growth in China
- In addition to China, all other countries recorded organic increases in sales revenues, except Malaysia (Covid-19-related)
- A strong Chinese renminbi and Australian dollar more than offset negative translation effects resulting from weakness in the rest of the region's currencies
- Price increases on the purchasing side currency-related with less negative impact compared to the other regions and could be passed on to customers

North and South America

KPI in € mn	FY 2021	FY 2020
Sales	471	387
Organic growth	96 (25%)	-60 (-14%)
External growth	12 (3%)	47 (11%)
FX effects	-24 (-6%)	-18 (-4%)
EBIT bef. at Equity	60	42
EBIT	60	42

- Sales up 22% yoy by business volume-driven organic growth in North America, but also from an uptick in South America
- The region continued to benefit from the acquisitions of Nye and PolySi in January and November 2020, especially in the first half of the year
- Negative currency effects resulted from the weakness of the US dollar and Brazilian real, as well as the further decline of the Argentine peso
- Significant rebound in earnings yoy as the region was mostly affected from Covid-19 pandemic in 2020; strong contribution from acquisition of specialty manufacturer Nye, but also the South American entities

Raw material price dislocations expected to continue into 2022



- Crude oil with significant price increase since war in Ukraine and sanctions against Russia
- FUCHS does not buy crude oil, however weak refinery margins in combination with strong base oil demand presumably leads to higher base oil prices in '22
- Base chemical and additive prices also expected to rise in '22

Data as of March 15th
%-changes vs. 31.12.21

Robust outlook for 2022 in an uncertain environment

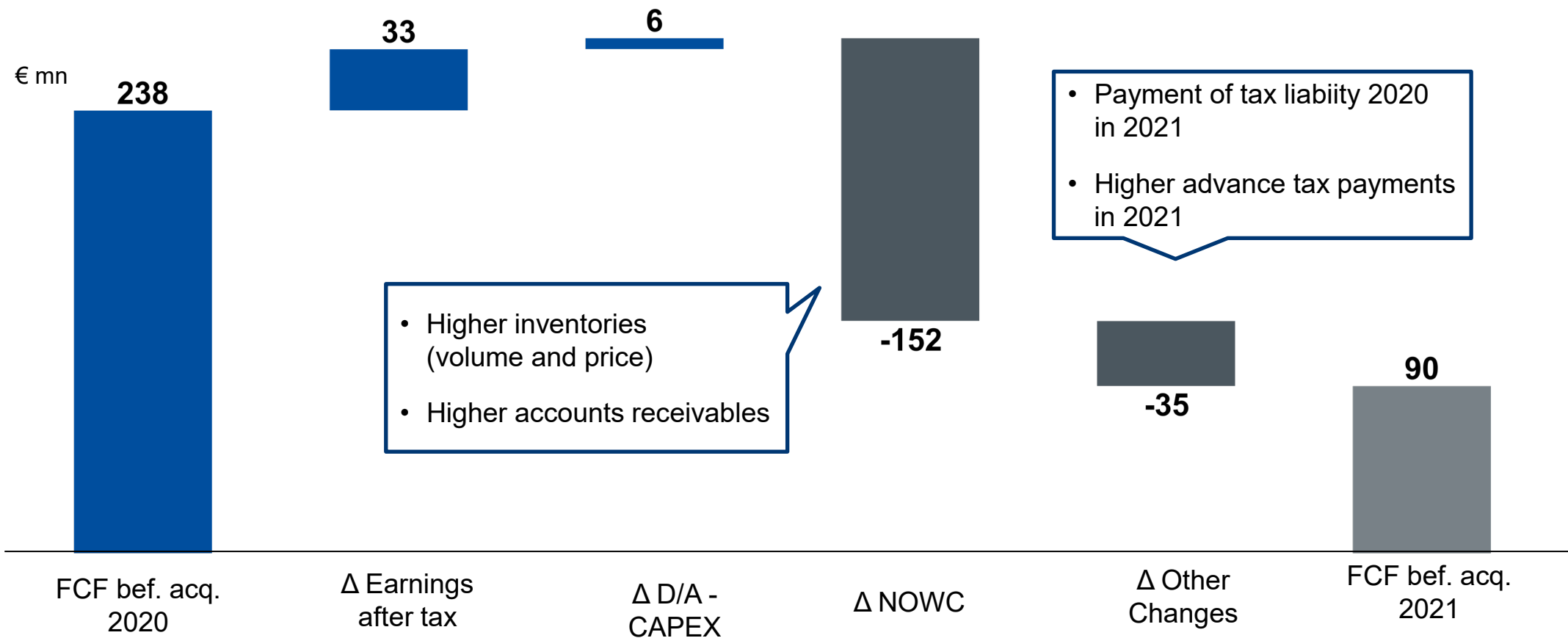
Impact from war in Ukraine not yet assessable

KPI* in € mn	2021	2022	
Sales	2,871	3.0 - 3.3 €bn	Organic growth thanks diversified global setup and price increases
EBIT	363	360 - 390	Strict cost management vs. raw material price dislocations and higher inflation-related freight and personal costs
FVA	205	On prior-year level	Higher earnings vs. slightly higher capital employed
FCF bef. acq.	90	~220	Higher earnings, sig. lower NOWC build-up compared to 2021

* The impact of the Russian invasion of Ukraine on the global economy and FUCHS cannot be estimated at present. Continuing supply bottlenecks and the high volatility of raw material prices add to the current uncertainties.

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

Bridge 2021 vs 2020



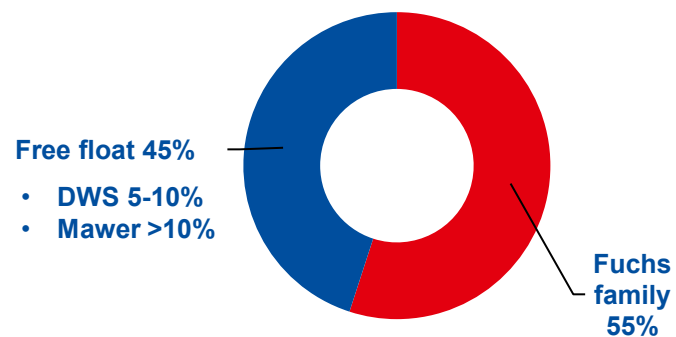
04 Shares



Breakdown ordinary & preference shares

(December 31, 2021)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

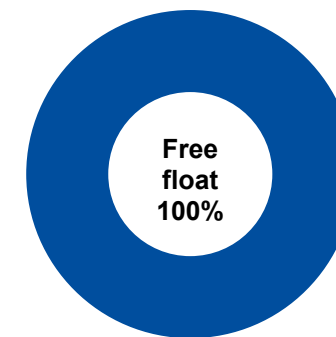
- Dividend
- Voting rights

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.)

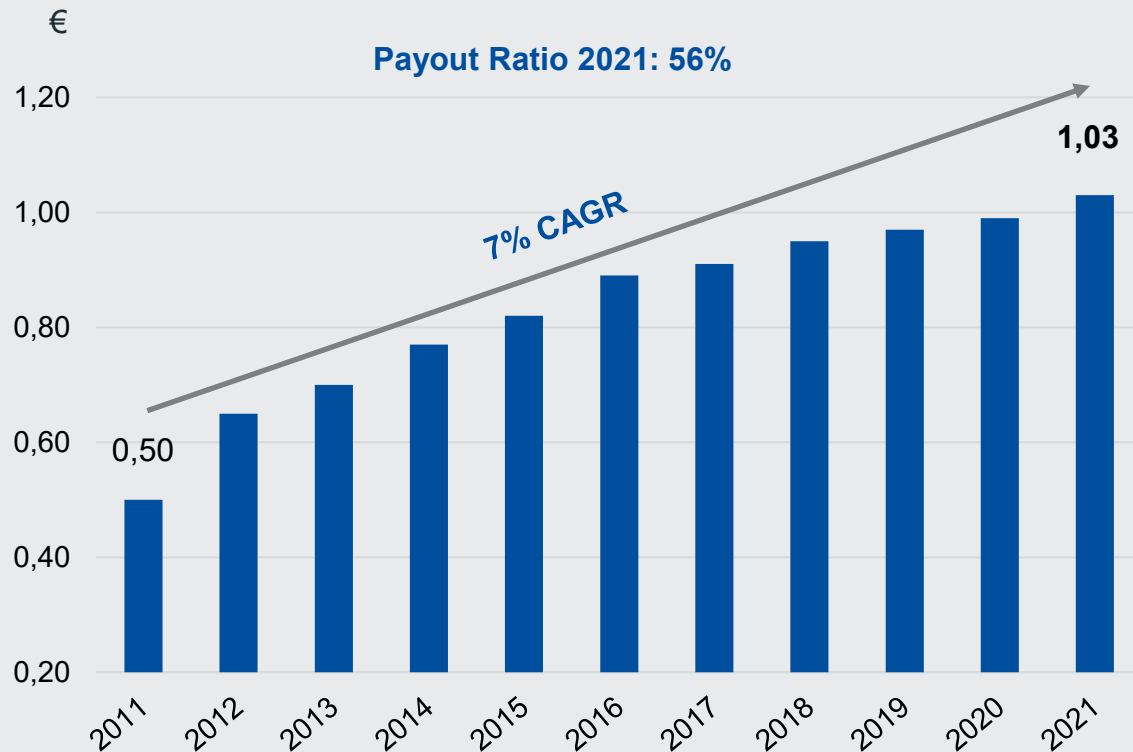
Share data:

- 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

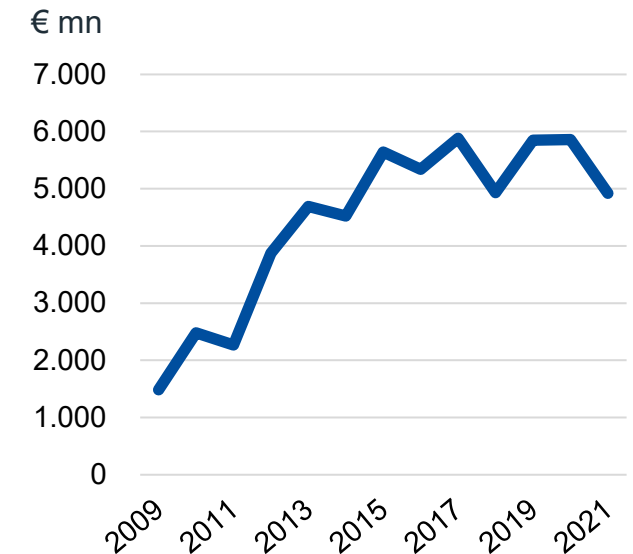


➔ **20 years**
of consecutive
dividend increases

➔ **7 %**
CAGR over the
last 10 years

➔ **29 years**
without dividend
decreases

Market Capitalization

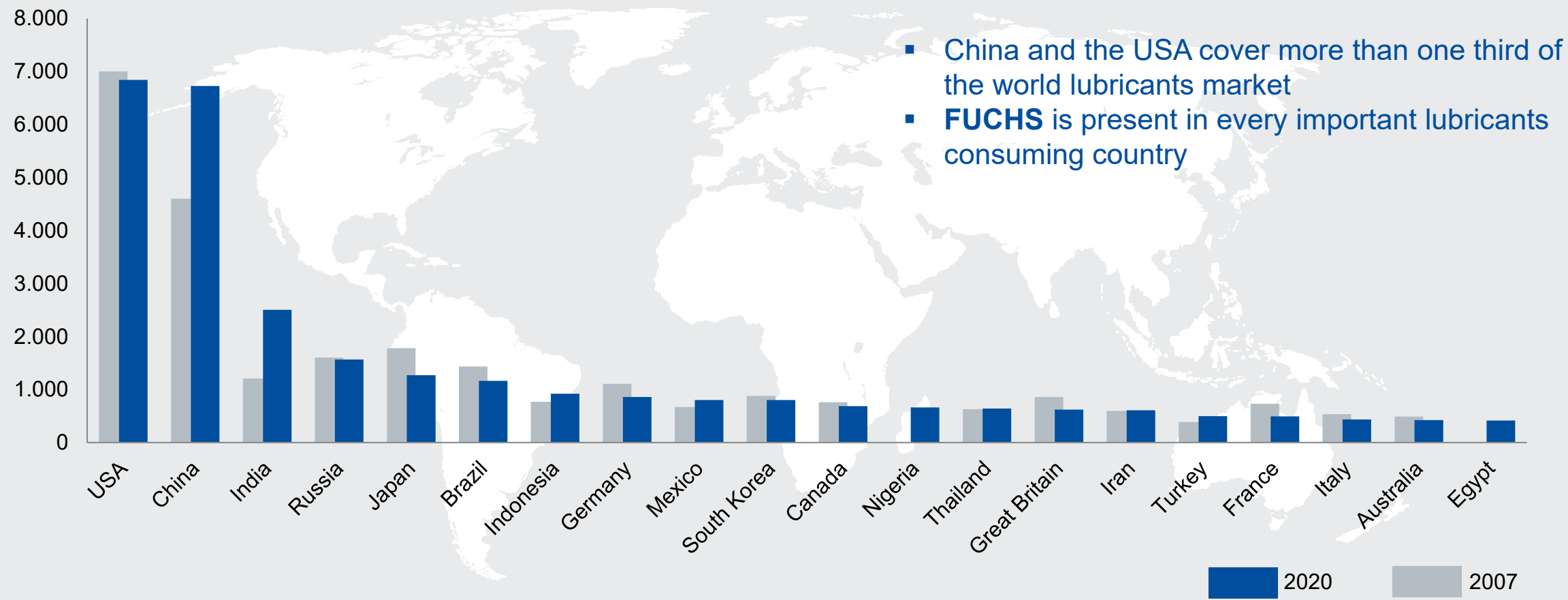


05 Appendix

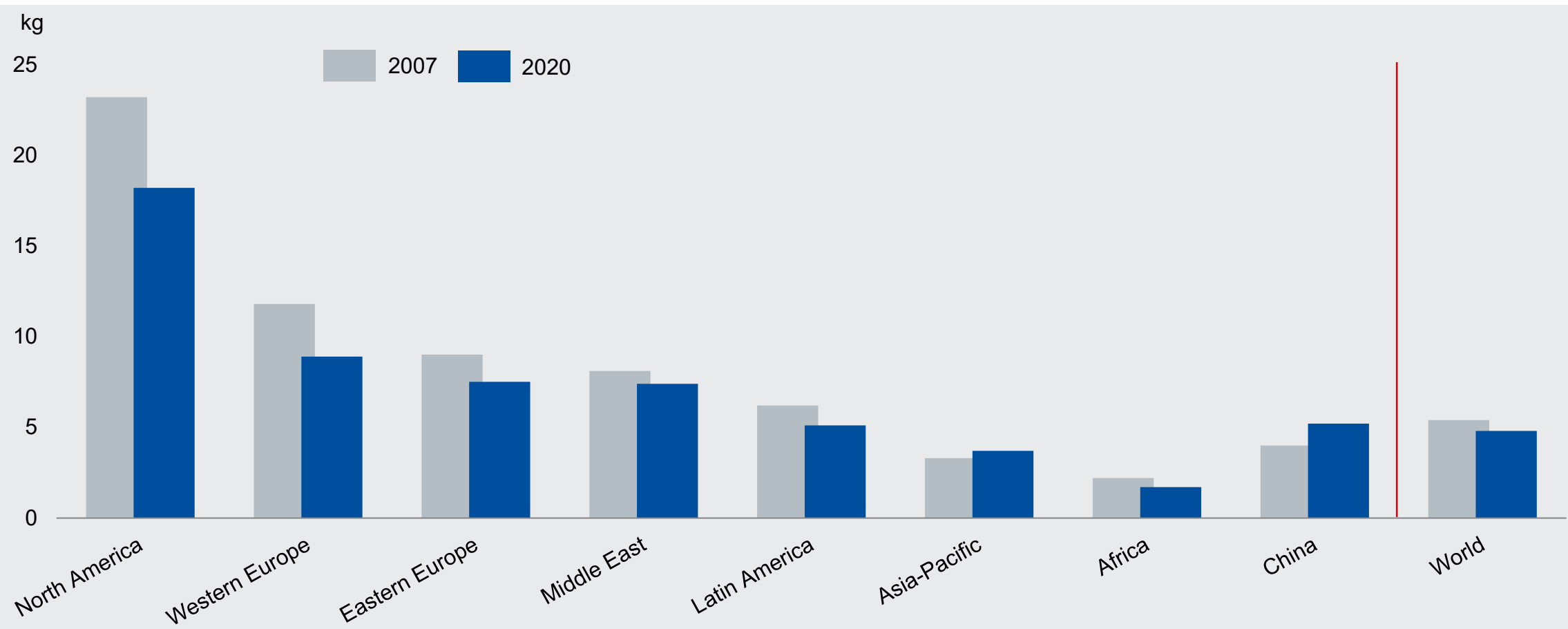




Top 20 lubricant countries

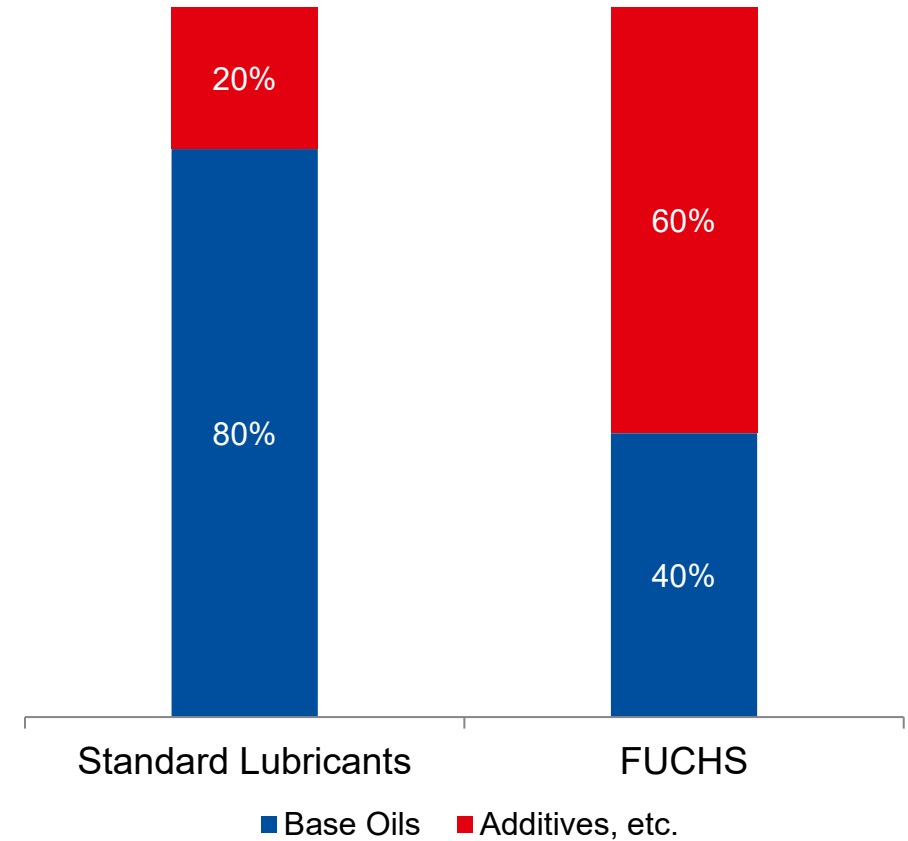


Regional per-capita lubricants demand



Base oil / additives value split

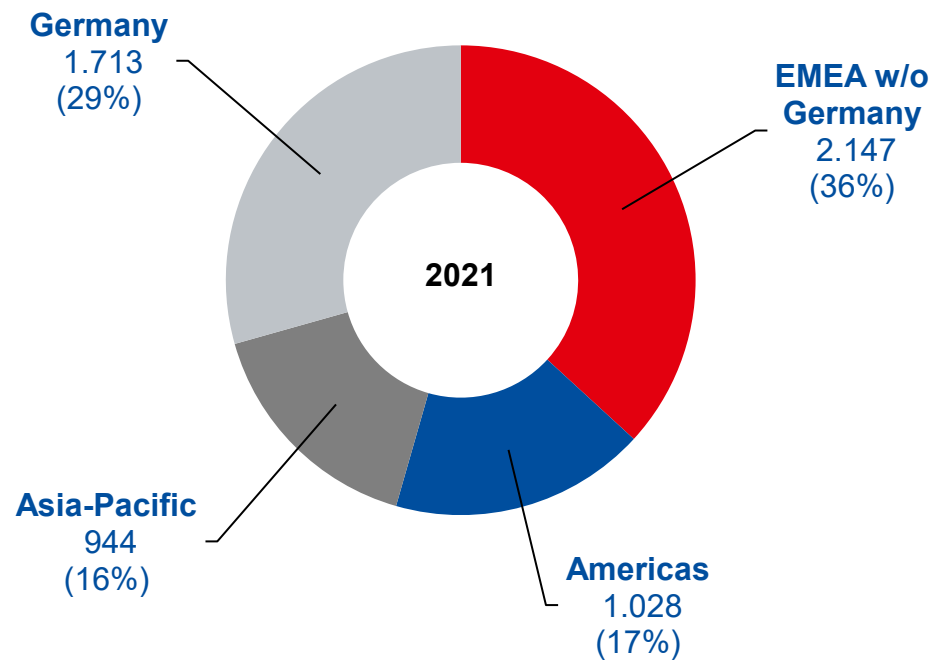
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



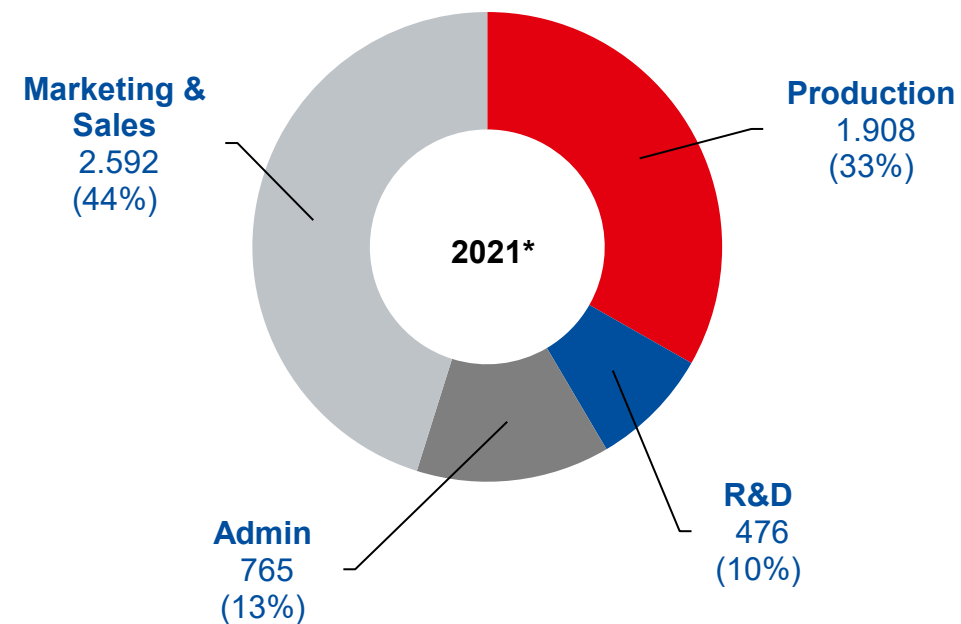
Workforce Structure

5,976 employees globally (as of December 31, 2021)

Regional Workforce Structure



Functional Workforce Structure



*Excl. 135 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



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



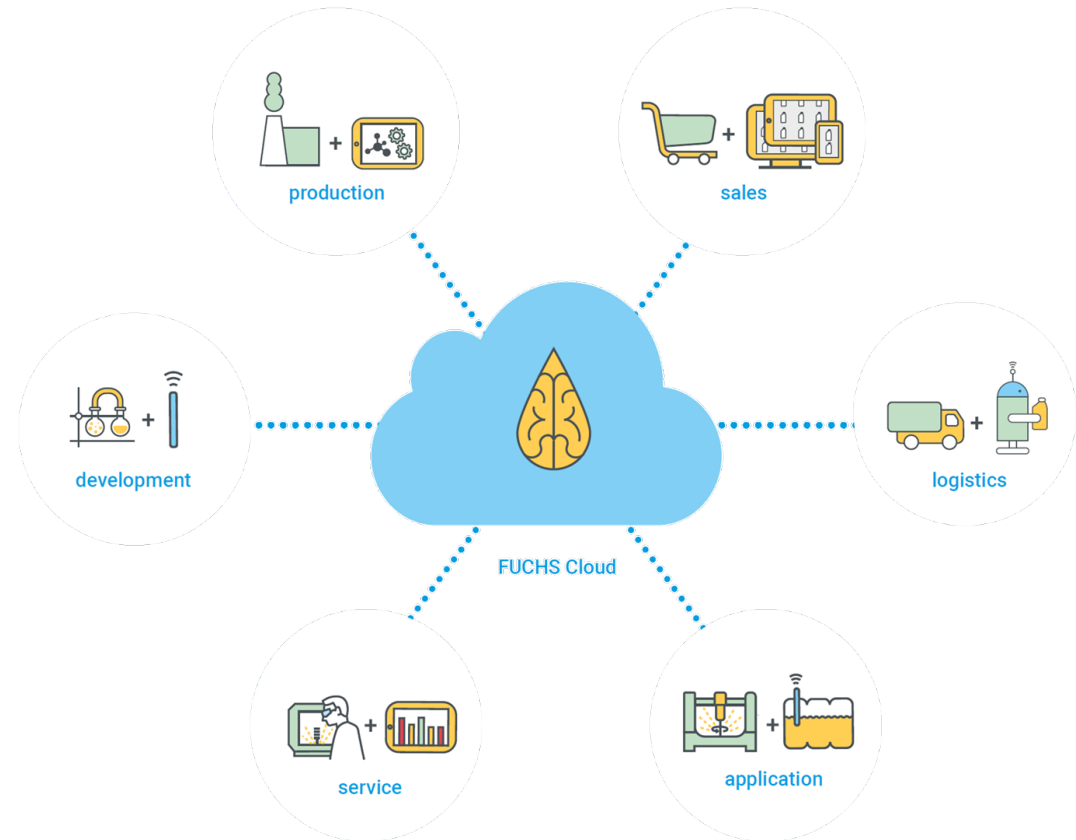
Sustainability

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

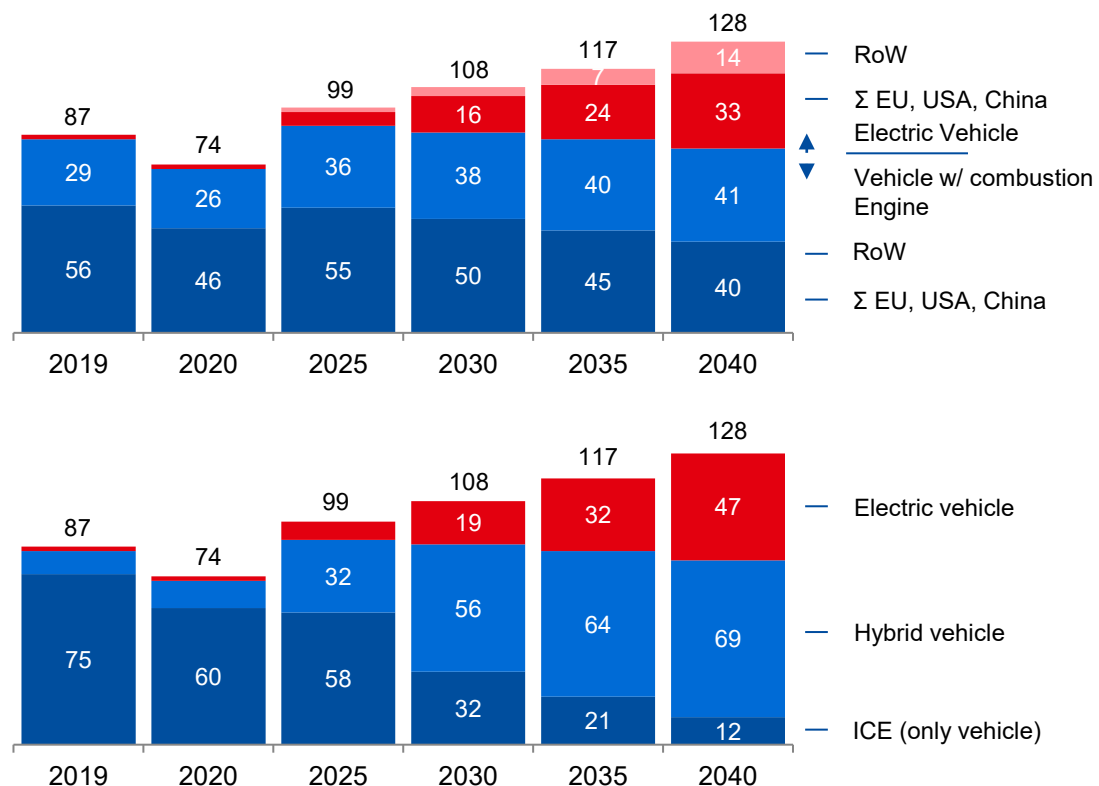
Digitalisation will fundamentally change our value creation

- 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)



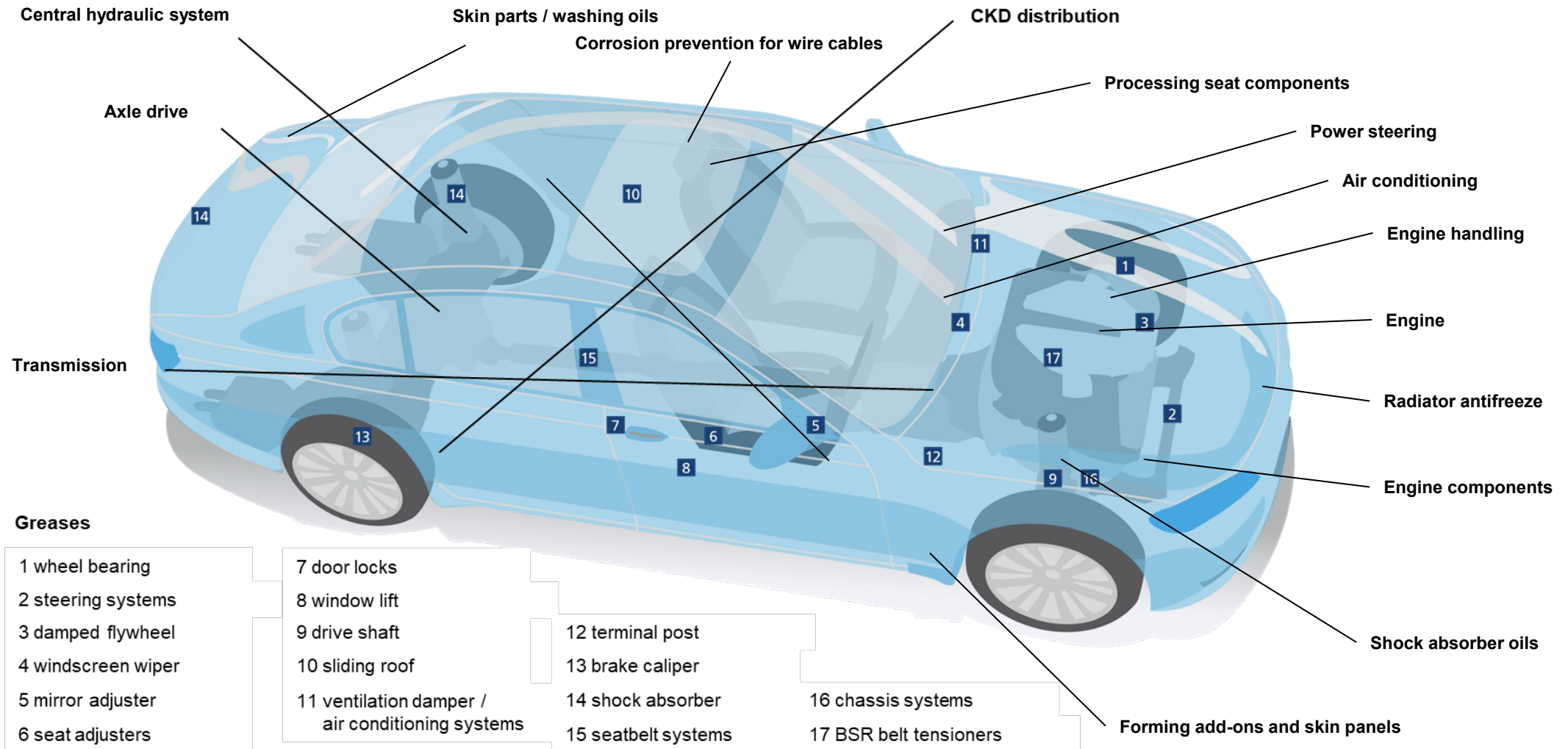
Source: FEV / Base Scenario

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

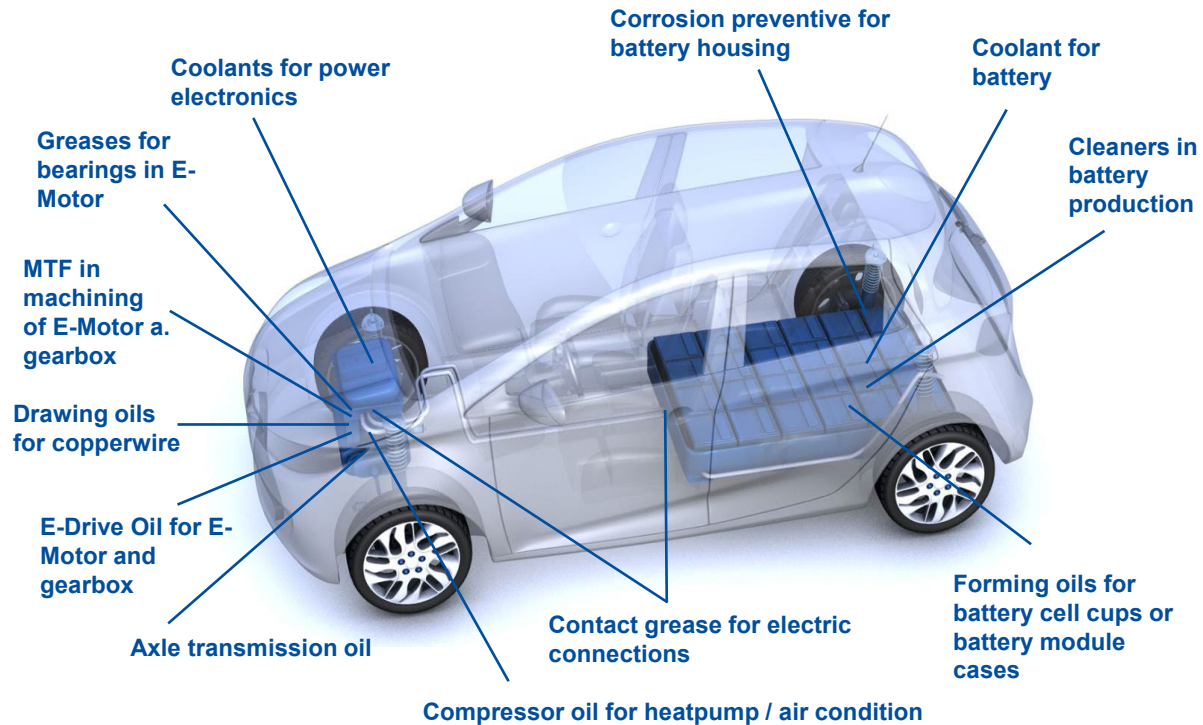
Lubricant applications in passenger cars

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

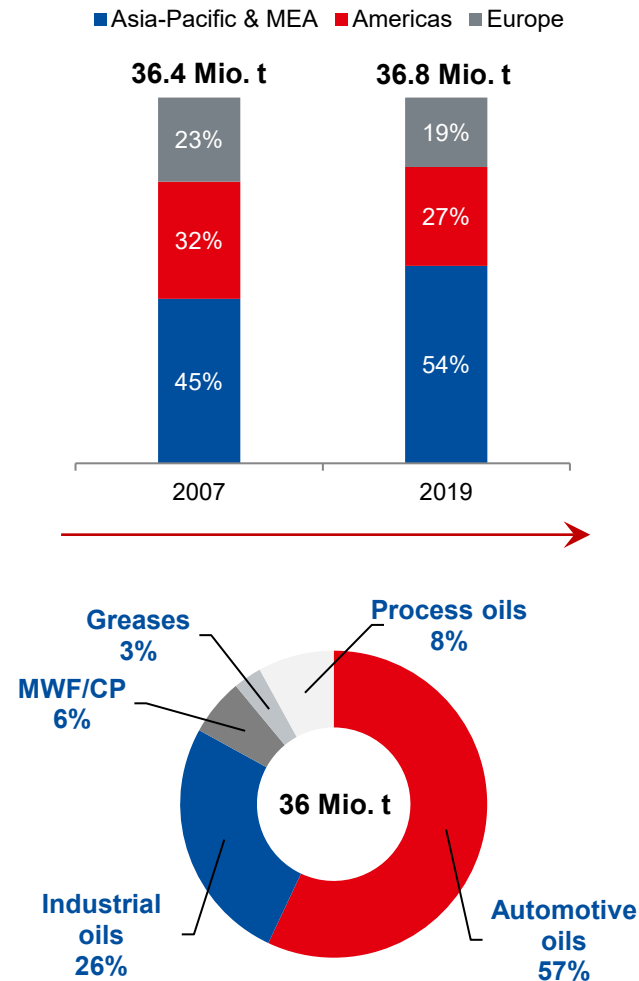
Powertrain Applications

	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?

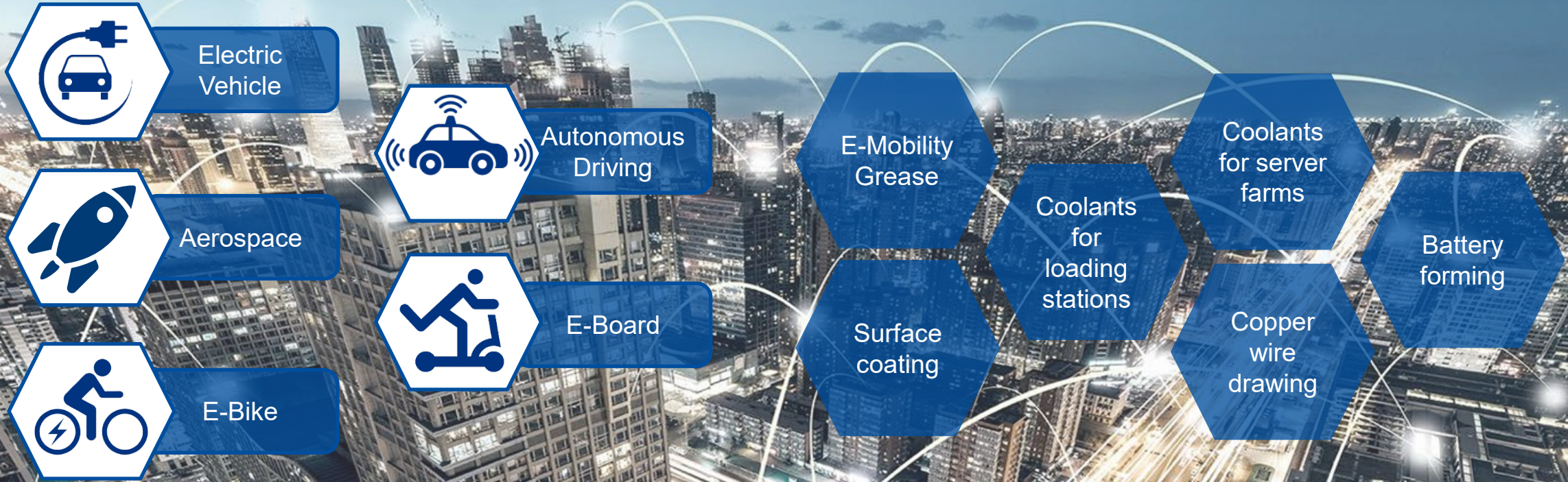


No! DriveElectric Diverts Demand!

		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



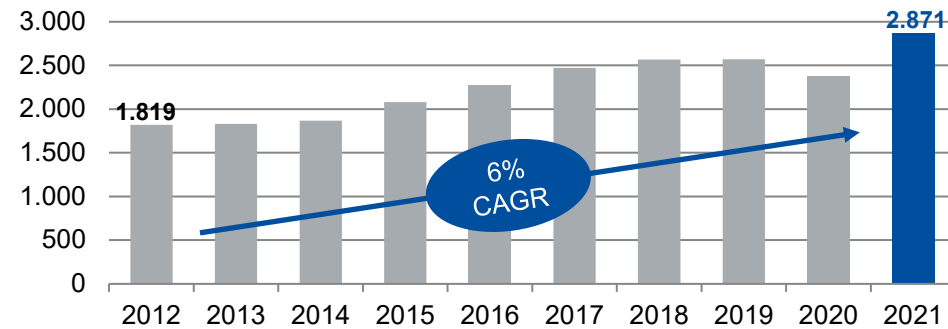
Stable Dividends



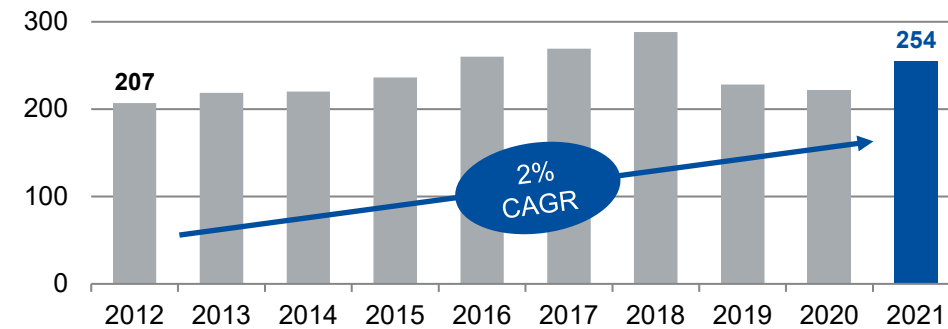
Share Buyback

Unique track record for continued profitability and added value

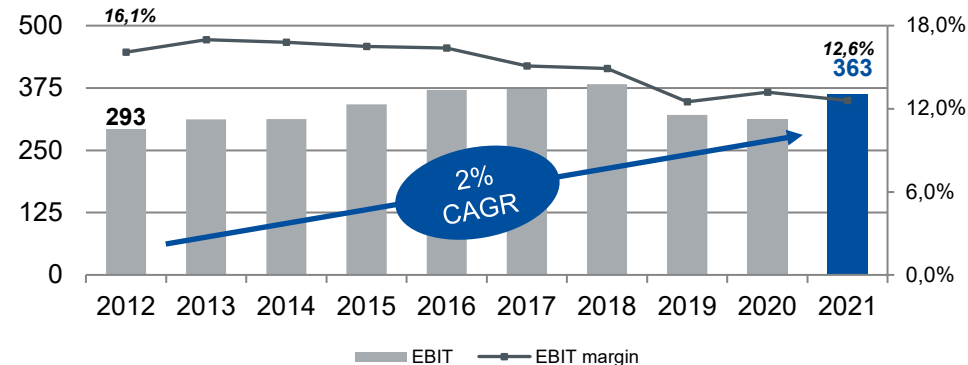
Sales (in € mn)



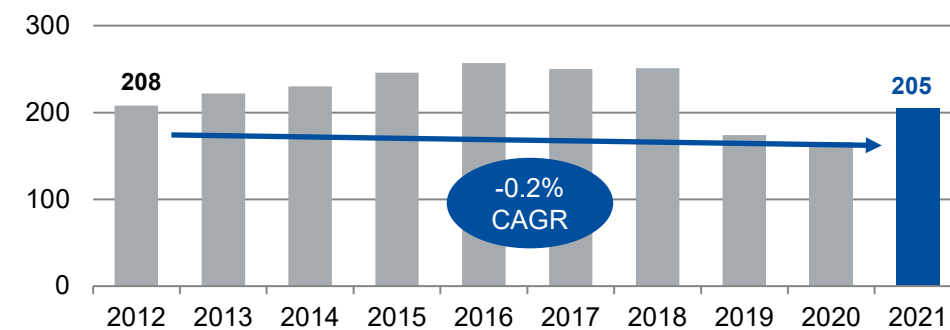
Earnings After Tax (in € mn)



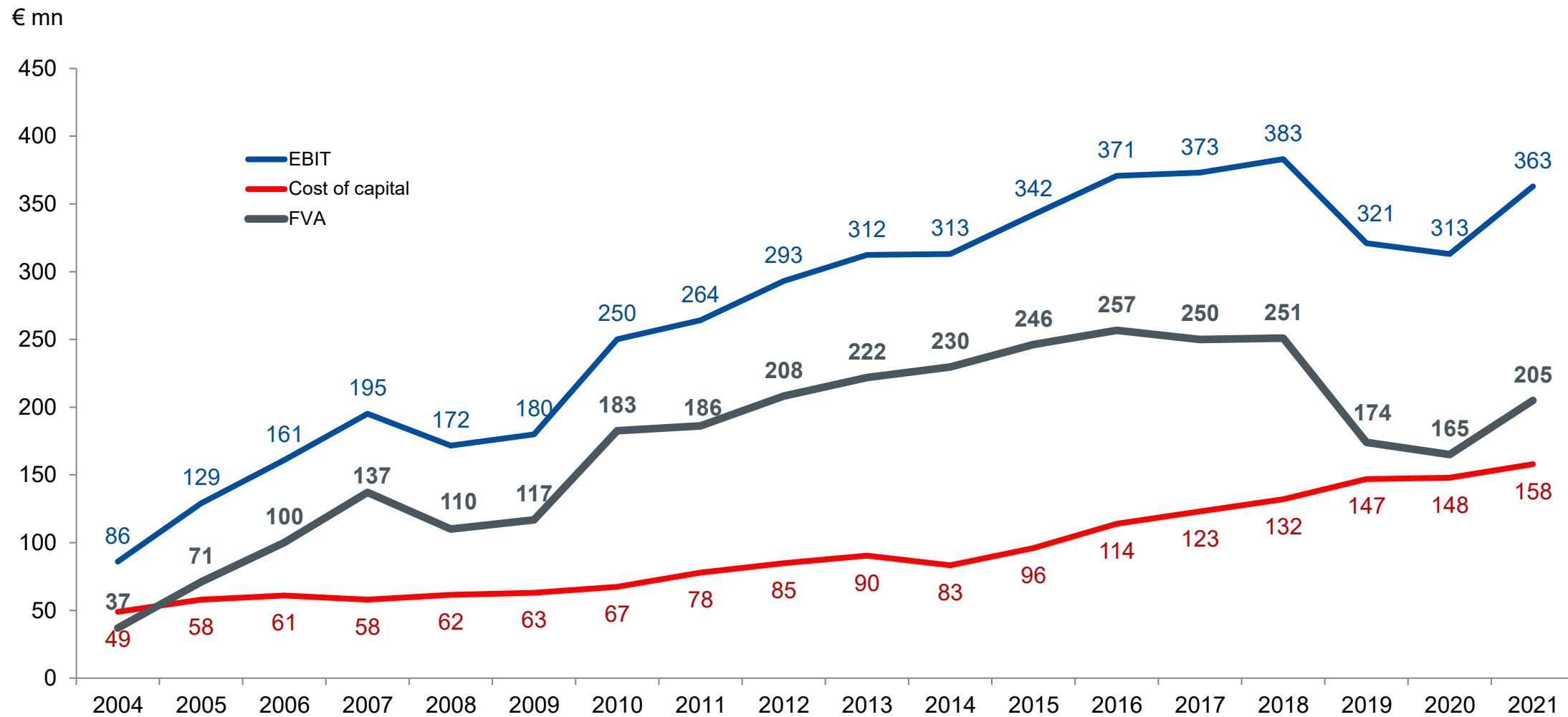
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Sales development

€ mn	2017	2018	2019	2020	2021	Δ 20/21
Sales	2,473	2,567	2,572	2,378	2,871	+21%
Gross Profit	882	899	890	854	965	+13.0%
Gross Profit margin	35.7%	35.0%	34.6%	35.9%	33.6%	-2.3%-points
Other function costs	-526	-542	-580	-551	-611	10.9%
EBIT before at Equity	356	357	310	303	354	+16.8%
EBIT margin before at Equity	14.4%	13.9%	12.1%	12.7%	12.3%	-0.4%-points
At Equity	17	26	11	10	9	-10.0%
EBIT	373	383	321	313	363	+16.0%
EBIT margin	15.1%	14.9%	12.5%	13.2%	12.6%	-0.6%-points
EBITDA	432	441	400	393	449	56
EBITDA margin	17.5%	17.2%	15.6%	16.5%	15.6%	-0.9%-points

Solid Balance Sheet and strong cash flow generation

€ mn	2021	2020	2019	2018	2017	2016
Total assets	2,311	2,120	2,023	1,891	1,751	1,676
Goodwill	247	236	175	174	173	185
Equity	1,756	1,580	1,561	1,456	1,307	1,205
Equity ratio	76%	75%	77%	77%	75%	72%

€ mn	2021	2020	2019	2018	2017	2016
Net liquidity	97	179	193	191	160	146
Operating cash flow	169	360	329	267	242	300
Capex	80	122	154	121	105	93
Free cash flow before acquisitions ¹	90	238	175	147	142	205
Free cash flow	61	124	162	159	140	164

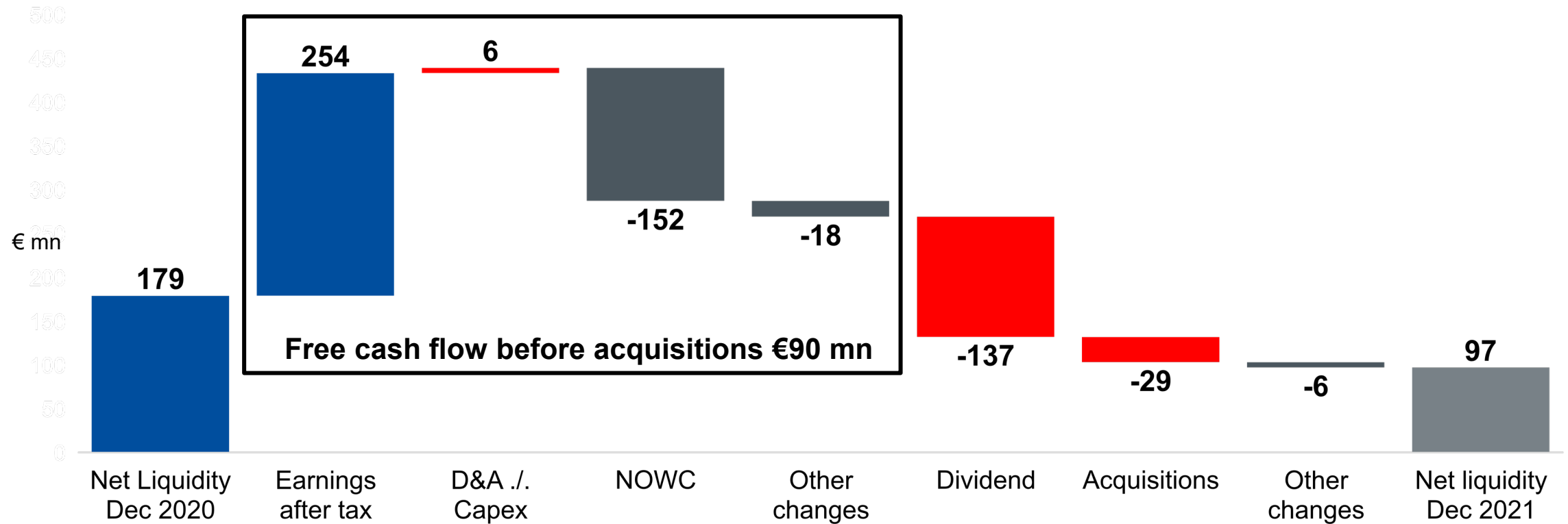
¹ Including divestments

Regional sales 2021

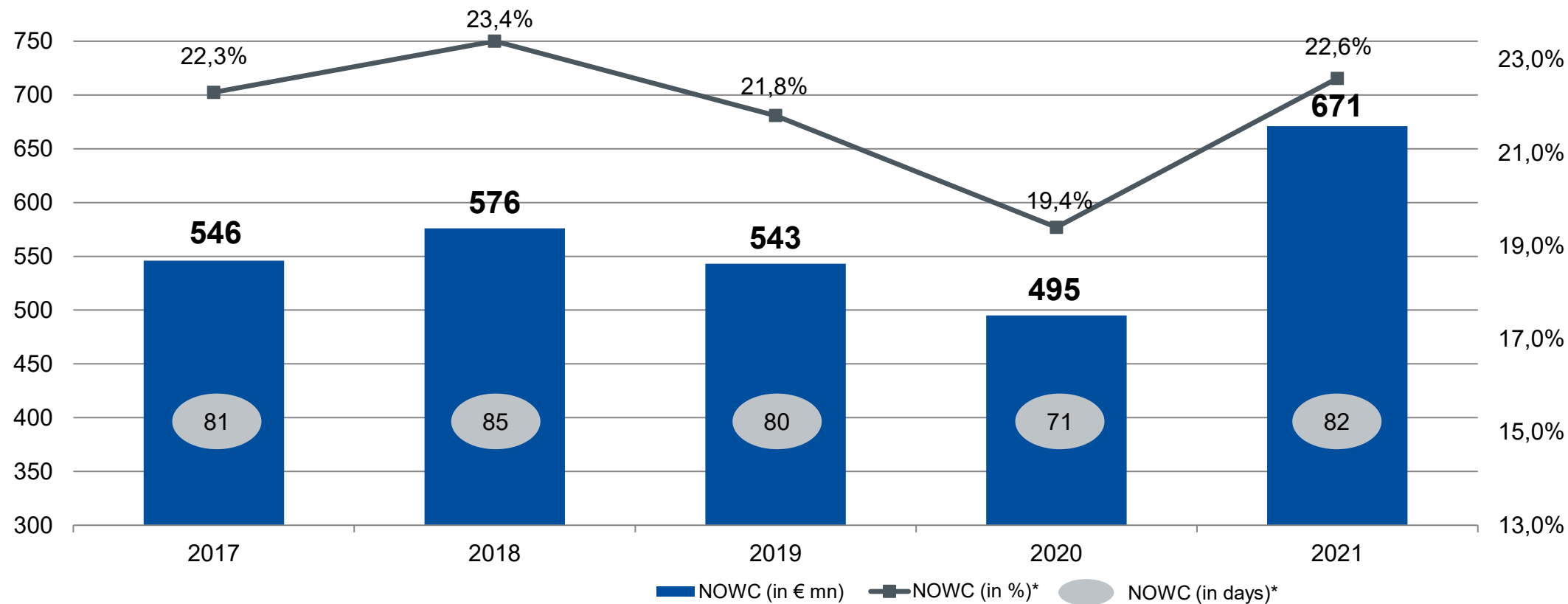
Significantly higher sales in all regions

	2021 (€ mn)	2020 (€ mn)	Growth	Organic	External	FX
EMEA	1,710	1,446	18%	17%	-	1%
Asia-Pacific	855	698	22%	19%	-	-3%
Americas	471	387	22%	25%	3%	-6%
Consolidation	-165	-153	-	-	-	-
Total	2,871	2,378	21%	20%	1%	-

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	742
Gross Profit	225	239	222	213	217	224	231	218	218	172	225	239	255	242	238	230
<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>	<i>31.0</i>
Other function costs	-136	-140	-134	-132	-142	-147	-144	-147	-148	-134	-137	-132	-156	-154	-153	-148
EBIT before at Equity	89	99	88	81	75	77	87	71	70	38	88	107	99	88	85	82
<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>	<i>11.1</i>
At Equity	3	2	16	5	2	3	2	4	2	2	3	3	2	2	3	2
EBIT	92	101	104	86	77	80	89	75	72	40	91	110	101	90	88	84
<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>	<i>11.3</i>
EBITDA	106	115	118	102	95	98	107	100	92	60	110	131	122	111	109	107
<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>	<i>14.4</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	434	1,710	213	211	213	218	855	111	113	120	127	471
EBIT before at equity income	47	42	35	33	157	34	29	30	29	122	16	15	15	14	60
<i>in % of sales</i>	<i>11.2</i>	<i>9.7</i>	<i>8.2</i>	<i>7.6</i>	<i>9.2</i>	<i>16.0</i>	<i>13.7</i>	<i>14.1</i>	<i>13.3</i>	<i>14.3</i>	<i>14.4</i>	<i>13.3</i>	<i>12.5</i>	<i>11.0</i>	<i>12.7</i>
Income from at equity companies	2	2	3	2	9	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	49	44	38	35	166	34	29	30	29	122	16	15	15	14	60
<i>in % of sales</i>	<i>11.7</i>	<i>10.2</i>	<i>8.9</i>	<i>8.1</i>	<i>9.7</i>	<i>16.0</i>	<i>13.7</i>	<i>14.1</i>	<i>13.3</i>	<i>14.3</i>	<i>14.4</i>	<i>13.3</i>	<i>12.5</i>	<i>11.0</i>	<i>12.7</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	434	1,710
Δ Y-o-Y in %	-4	-4	-1	-1	-2	0	-28	-8	2	-8	5	49	15	12	18
Asia-Pacific	171	184	180	183	718	146	174	189	189	698	213	211	213	218	855
Δ Y-o-Y in %	-4	-4	4	12	2	-14	-5	5	3	-3	46	21	13	15	22
Americas	106	106	108	98	418	110	71	100	106	387	111	113	120	127	471
Δ Y-o-Y in %	12	2	3	-7	2	4	-33	-7	8	-7	1	59	20	20	22
Holding/consolidation	-34	-36	-34	-39	-143	-41	-30	-39	-43	-153	-46	-41	-41	-37	-165
FUCHS Group	643	653	656	620	2,572	616	504	620	638	2,378	697	714	718	742	2,871
Δ Y-o-Y in %	0	-2	2	1	0	-4	-23	-5	3	-8	13	42	16	16	21

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	35	166
Δ Y-o-Y in %	-24	-18	-18	-24	-21	13	-69	-8	78	1	14	239	8	-47	-1
Asia-Pacific	21	23	23	26	93	17	24	29	30	100	34	29	30	29	122
Δ Y-o-Y in %	-25	-18	-4	18	-9	-19	4	26	15	8	100	21	3	-3	22
Americas	14	15	12	8	49	12	2	15	13	42	16	15	15	14	60
Δ Y-o-Y in %	8	-12	-20	-43	-17	-14	-87	25	63	-14	33	650	-	8	43
Holding/consolidation	4	0	4	4	12	0	1	1	1	3	2	2	4	6	15
FUCHS Group	77	80	89	75	321	72	40	91	110	313	101	90	88	84	363
Δ Y-o-Y in %	-16	-21	-14	-13	-16	-6	-50	2	47	-3	40	125	-3	-24	16

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	11	17
Asia-Pacific	-5	-6	-1	8	-1	-16	-3	8	5	-1	46	20	8	8	19
Americas	8	-2	-1	-7	-1	-6	-42	-11	3	-14	6	75	19	17	25
FUCHS Group	-1	-3	-	-	-1	-6	-23	-4	4	-7	15	43	13	13	20

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	-	-	-	-	-	-	-	-	0
Americas	-	-	-	1	-	10	10	10	15	11	7	1	2	1	3
FUCHS Group	-	1	1	1	1	2	2	2	3	2	1	0	1	1	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	2	1
Asia-Pacific	1	-1	1	1	1	-1	-2	-3	-2	-2	-	1	5	7	3
Americas	4	4	4	-1	3	-	-1	-6	-10	-4	-12	-17	-1	-2	-6
FUCHS Group	1	-	1	-	-	-	-2	-3	-4	-3	-3	-1	2	-3	-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

FY 2021
Factsheet

Financial
Reports

Analyst
Call PPT

Annual
Report
2021

Dividend
history

Ad hoc
releases

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FUCHS CAPITAL MARKETS DAY 2022

Key topics

- Long-term financial targets
- New business opportunities
- Sustainability at FUCHS



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 2022

April 29, 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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By their very nature, forward-looking statements involve a number of risks, uncertainties and assumptions which could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These factors can include, among other factors, changes in the overall economic climate, procurement prices, changes to exchange rates and interest rates, and changes in the lubricants industry. FUCHS PETROLUB SE provides no guarantee that future developments and the results actually achieved in the future will match the assumptions and estimates set out in this presentation and assumes no liability for such. Statements contained in this presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.

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