

FUCHS GROUP

Investor Presentation

| November 2022

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Agenda

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- Sustainability
- E-Mobility
- Digitalization



01 Business Model



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

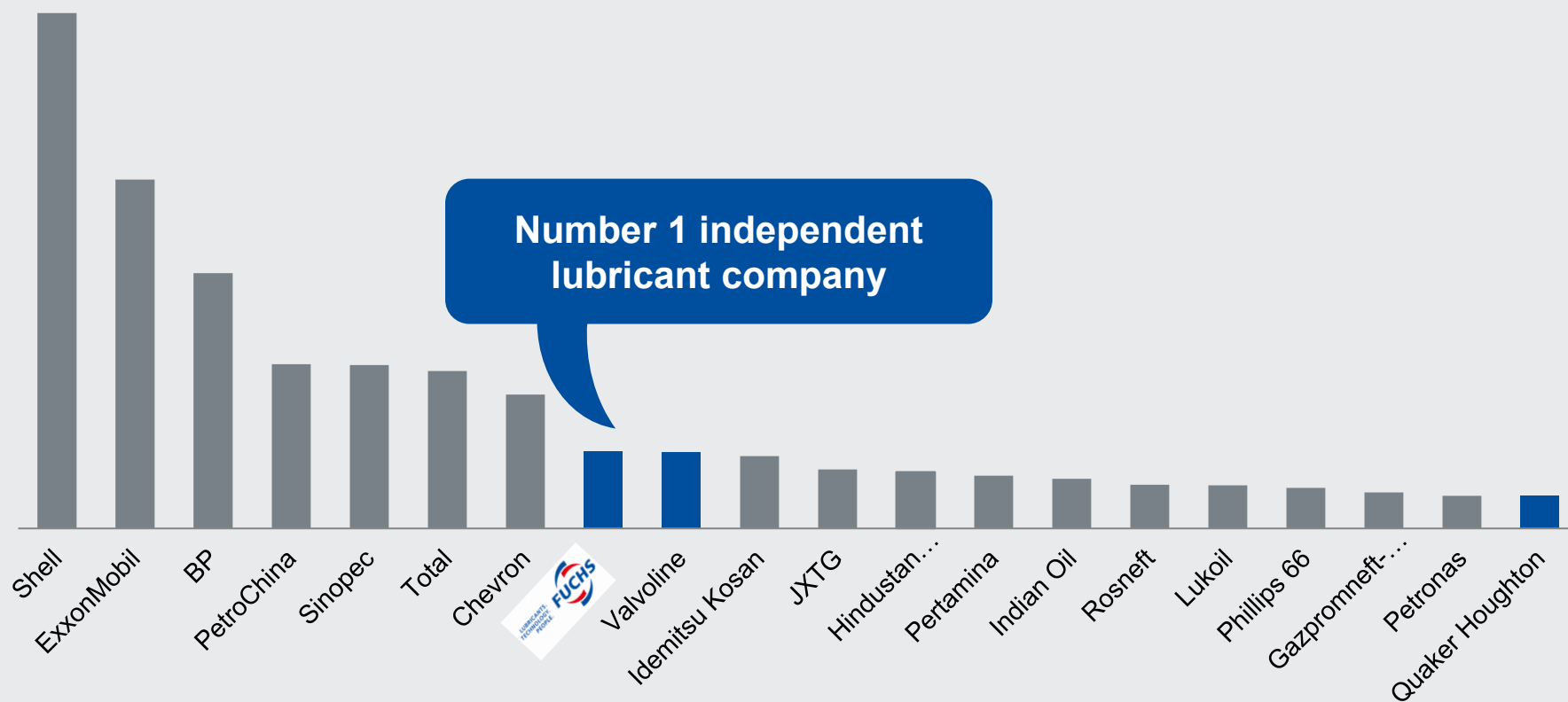
Around **6,000**
employees

Preference share is listed
in the MDAX

57 companies worldwide

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

THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

Independent lubricant manufacturers¹
>800

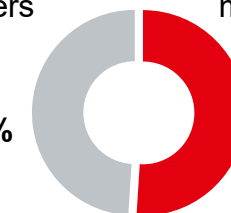


Major oil companies
>100

- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700
manufacturers



Top 10
manufacturers

<50%

>50%

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

FUCHS2025 – STRATEGY PERSPECTIVE

BUSINESS MODEL



LUBRICANTS

Unique FUCHS business model based on strict application focus and tailor-made solutions



INNOVATION ENABLER

FUCHS has the solutions to help customers with their technology transformation

MEGATRENDS



E-MOBILITY

Significant opportunities for FUCHS in fast developing markets



SUSTAINABILITY

FUCHS empowers its customers to perform more sustainably



DIGITALIZATION

FUCHS GOES DIGITAL as a basis for smart services, operational excellence and Business Model Innovation

GROWTH



GROWTH

FUCHS will exploit growth opportunities leading to an EBIT of € 500 mn by 2025

FUCHS2025 – STRATEGY PERSPECTIVE

UNIQUE BUSINESS MODEL BASED ON STRICT APPLICATION FOCUS AND TAILORMADE SOLUTIONS

THE PRINCIPAL DUTIES OF A LUBRICANT: ENSURE THE EFFICIENT OPERATION AND PRESERVATION OF MOVING PARTS



Reduce friction and wear in moving systems



Separate surfaces and protect from wear



Cool machinery and equipment



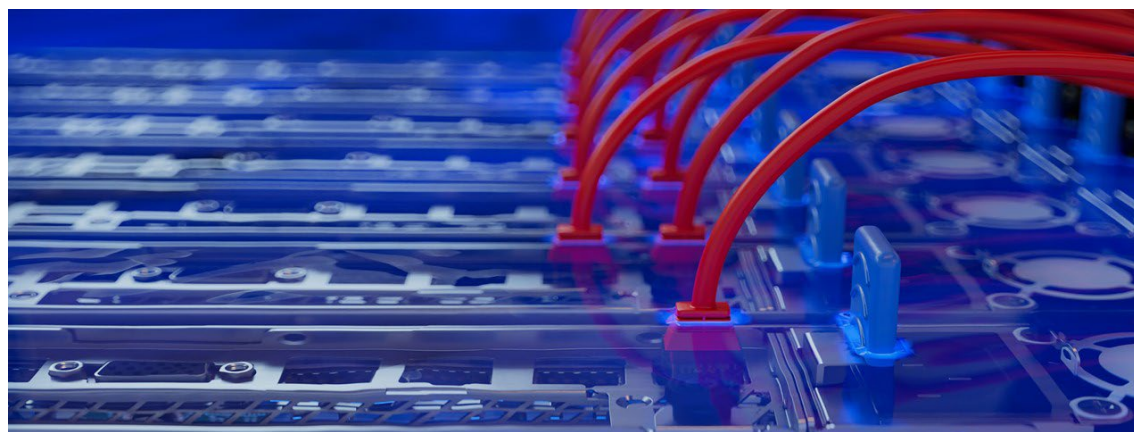
Protect surfaces from corrosion



Transfer energy

LUBRICANTS ENABLE INNOVATION

FUCHS HAS THE SOLUTIONS TO HELP CUSTOMERS WITH THEIR TECHNOLOGY TRANSFORMATION



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E-MOBILITY

SIGNIFICANT OPPORTUNITIES IN FAST-GROWING MARKETS



Mobility change is on a fast track: today main focus on batteries



~ \$3bn of new market for functional fluids of which we see on a conservative basis 50% relevant for FUCHS. E-lyte and cooling fluids are examples for FUCHS activities in this field.



Mobility change comes with additional requirements for lubricants: good news for FUCHS' high-performance product



Globally the number of combustion engines will increase over the course of the next 10 years: European market to decline, growth (number of vehicles) especially in China.

E-mobility is a net opportunity with significant growth opportunities for the FUCHS Group.

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SUSTAINABILITY

FUCHS EMPOWERS ITS CUSTOMERS TO PERFORM MORE SUSTAINABLY



FUCHS drives sustainability along the entire value chain



We empower our customers to perform more sustainably leading to greater efficiency and additional value potentials



Lubricants are by nature a contributor to lower the CO₂ footprint along the entire value chain



The basic idea of sustainability comes with additional requirements for lubricants: good news for FUCHS' high-performance products

FUCHS products play a decisive role to help customers lower their CO₂ footprint.

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GROWTH

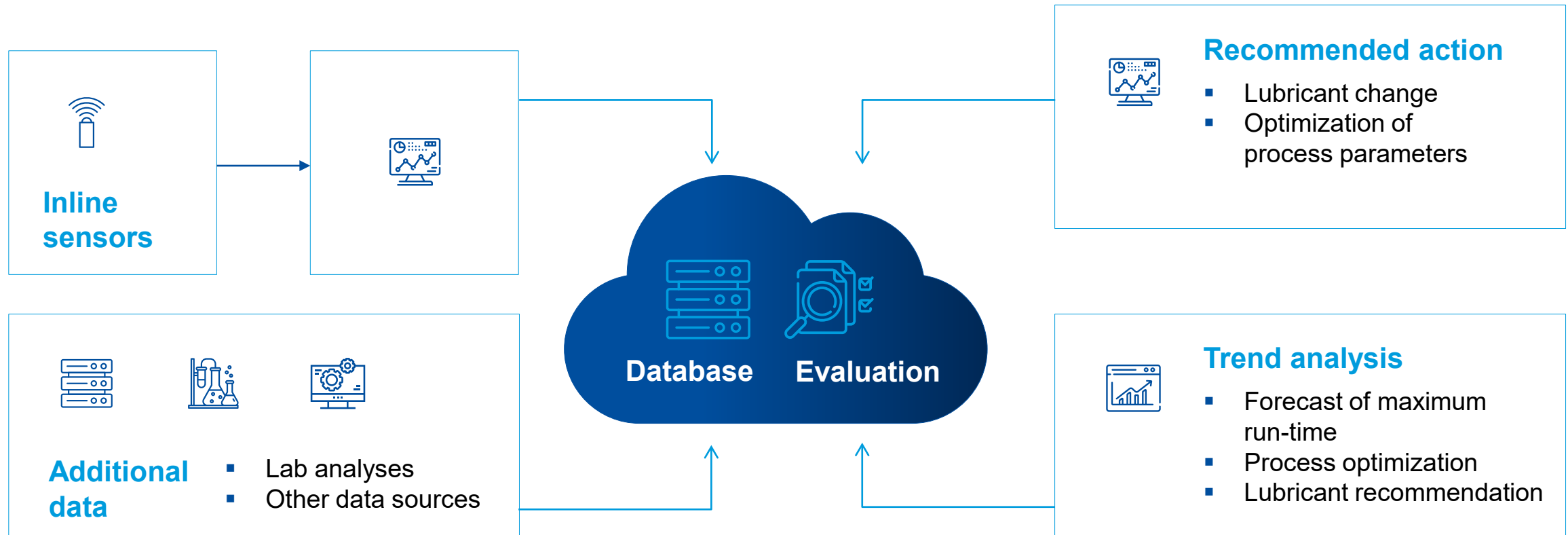


GROWTH

FUCHS will exploit growth opportunities leading to an EBIT of € 500 mn by 2025

DIGITILIZATION

FUCHS GOES DIGITAL AS A BASIS FOR SMART SERVICES, OPERATIONAL EXCELLENCE AND BUSINESS MODEL INNOVATION



FUCHS2025 – STRATEGY PERSPECTIVE

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DIGITALIZATION

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GROWTH



GROWTH

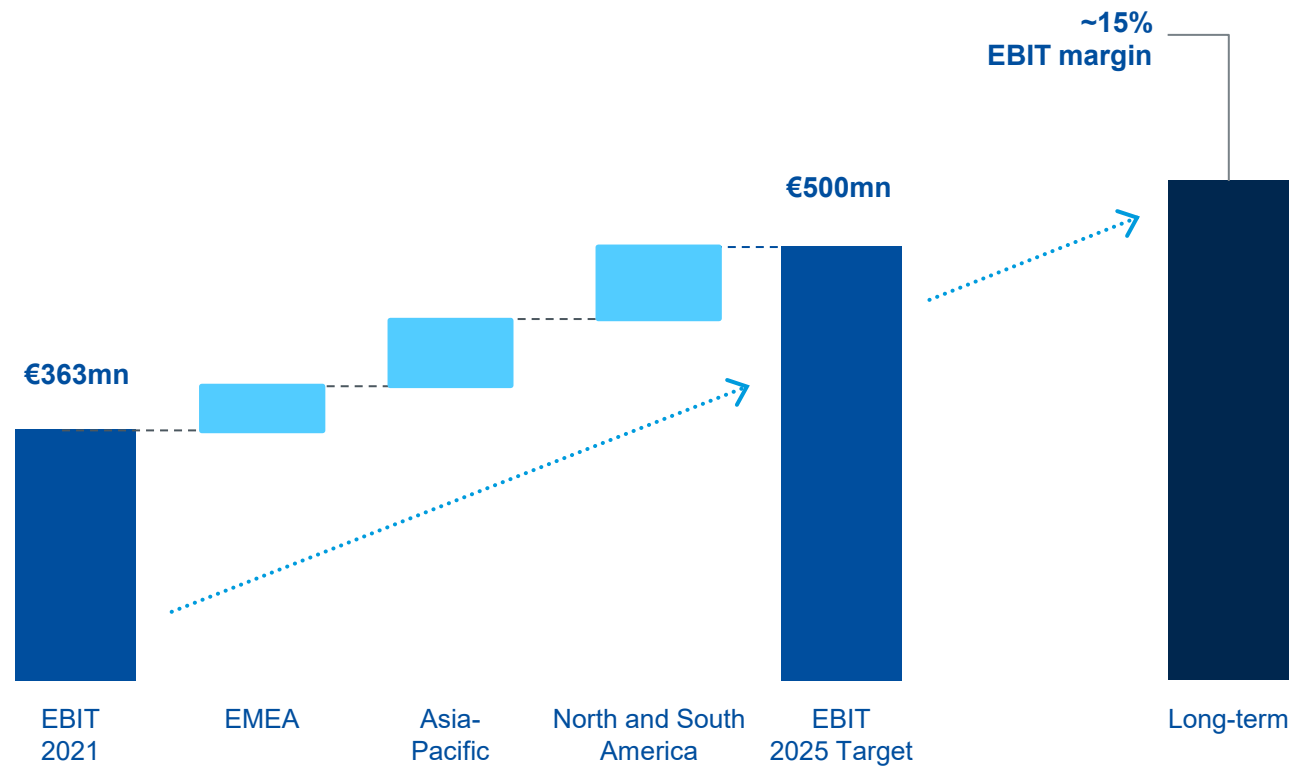
FUCHS will exploit growth opportunities leading to an EBIT of € 500 mn by 2025

GROWTH

FUCHS WILL EXPLOIT GROWTH OPPORTUNITIES LEADING TO AN EBIT OF €500 MN BY 2025

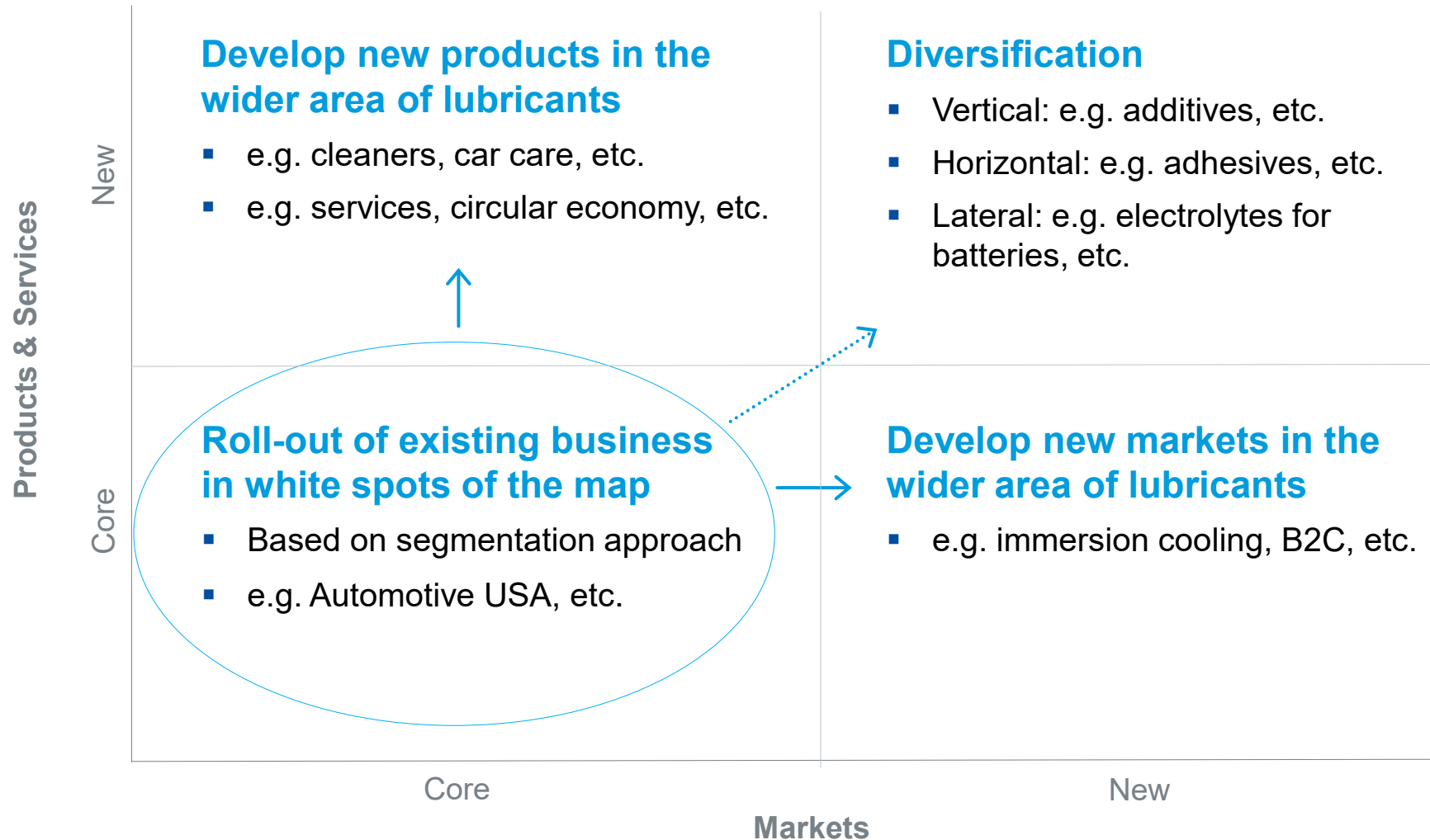
Growth via segmentation

- Focussed approach
- Segmentation as important structural element
- Harvesting & realizing accelerated growth



GROWTH

DIVISIONS AND SEGMENTATION ARE THE BASIS OF FUCHS' FUTURE GROWTH



CLEAR VALUE PROPOSITION

VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES



Trust, Creating Values,
Respect, Reliability,
Integrity

PURPOSE



**MOVING
YOUR
WORLD**



MOVING YOUR WORLD

WHAT: Delivering Efficient Lubrication Solutions

Technical
Expertise

Leading
Solutions

Customer
Orientation

Sustainable
Attitude

HOW: UNCONDITIONALLY RELIABLE

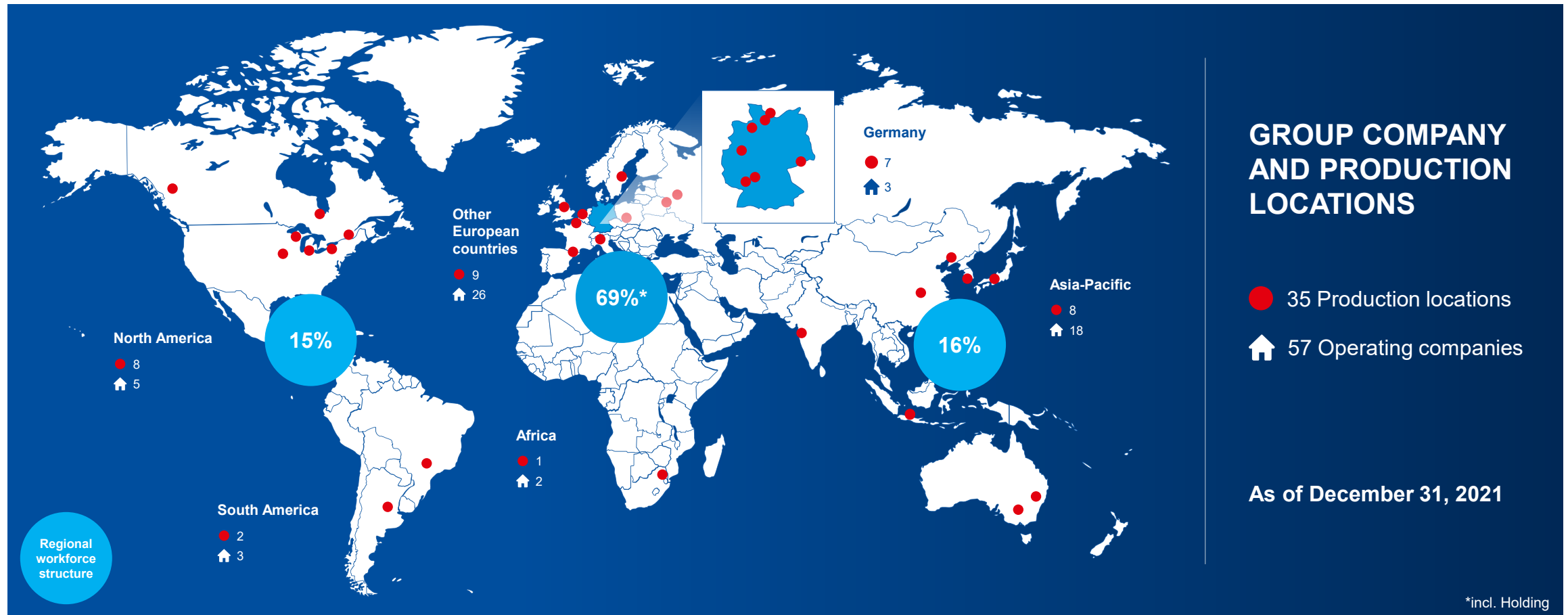
Customers trust us.
And they trust us to find the solution. Because we make zero compromises. With unconditional reliability.

WHY: MOVING YOUR WORLD

We exist because it is us who keep this world moving.
Moving your world is not only about keeping it in motion.
It's about moving it forward.

WE ARE WHERE OUR CUSTOMERS ARE

IN OVER 50 COUNTRIES



FULL-LINE SUPPLIER ADVANTAGE

OVER 10,000 LUBRICANTS AND RELATED SPECIALTIES FOR MORE THAN 100,000 CUSTOMERS WORLDWIDE

Sales 2021: €2.9 bn

(~80% international)
by customer location

Automotive Lubricants ~45%

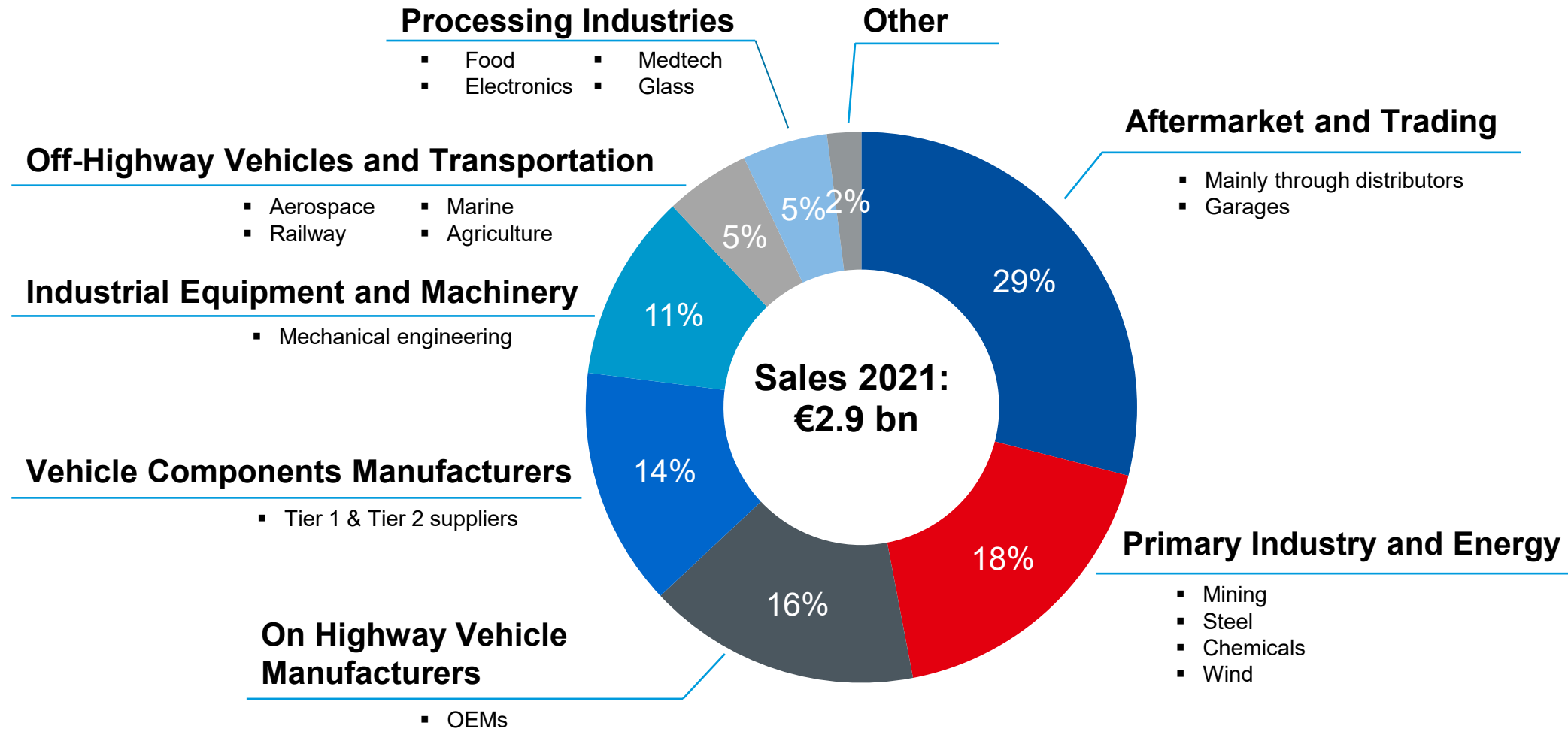
- Engine oils
- Gear and transmission oils
- Hydraulic oils
- Biodegradable lubricants
- Antifreeze
- Greases (For Axles, E-Motor/Hybrid Module, Contact grease for electronic connections, etc.)
- BluEV (DriveFluid, Motor Grease, Thermal fluids)
- Etc.

Industrial Lubricants ~55%

- Cutting & grinding fluids
- Hydraulic oils and fluids
- Gear and circulating oils
- Metal Forming fluids
- Corrosion preventives
- Cleaners
- Etc.

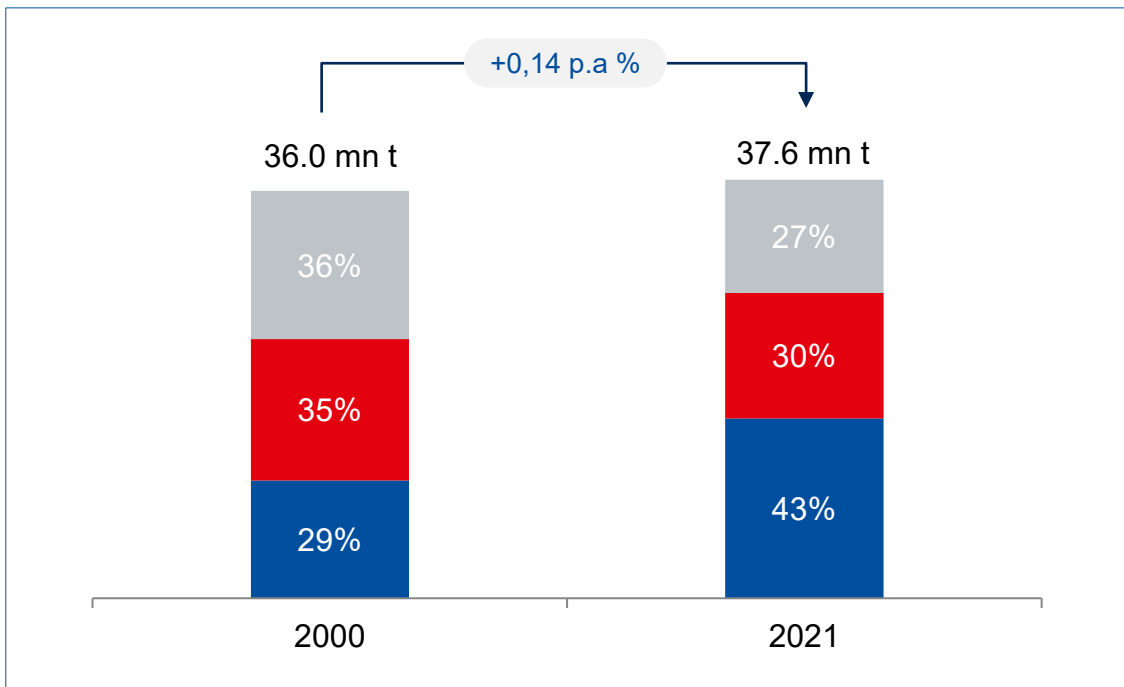
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES

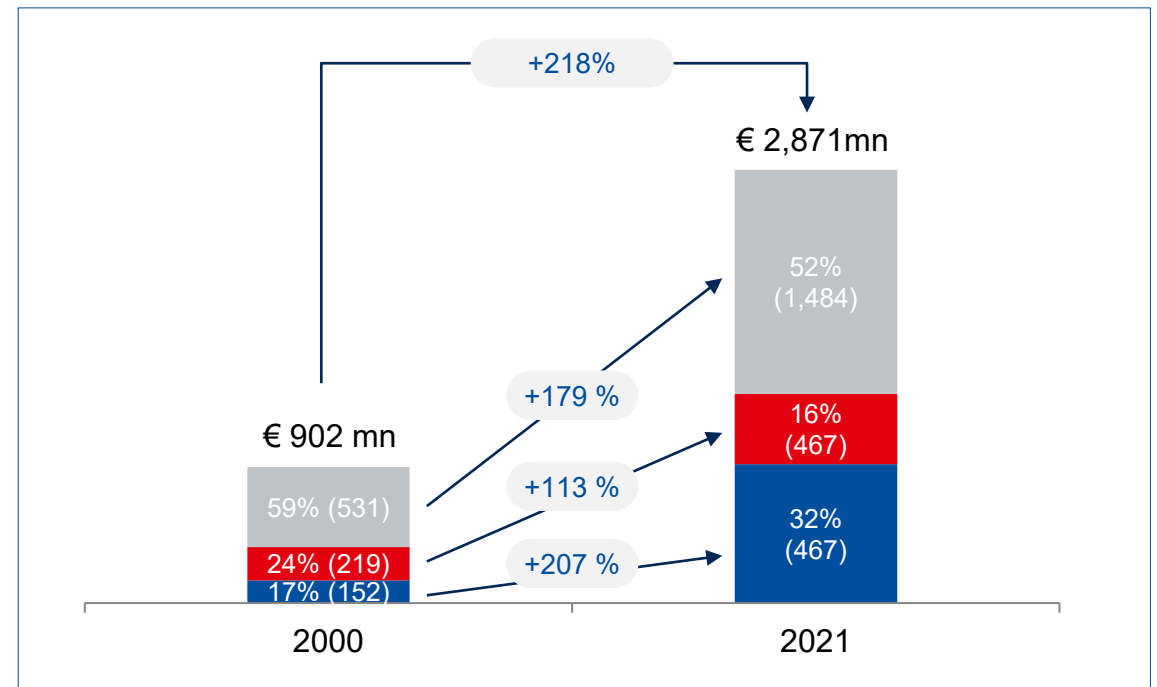


HIGHTECH LUBRICANTS ON THE RISE

Market Demand



FUCHS Sales (by customer location)

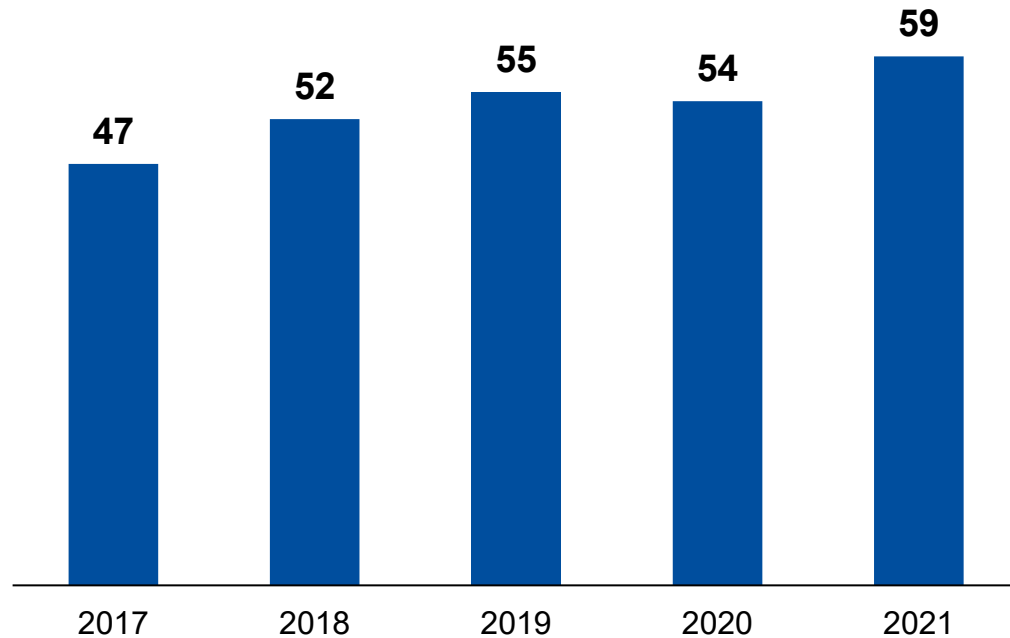


■ EMEA ■ Americas ■ APAC

INVESTMENT IN THE FUTURE

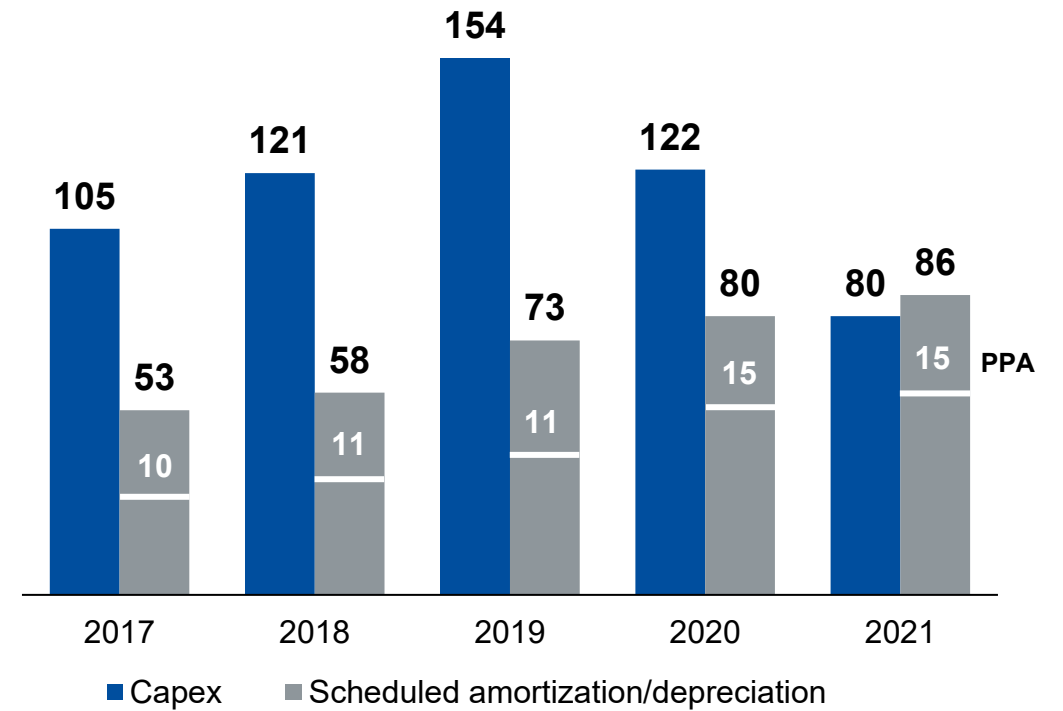
R&D expenses 2021: €59 mn

€ mn



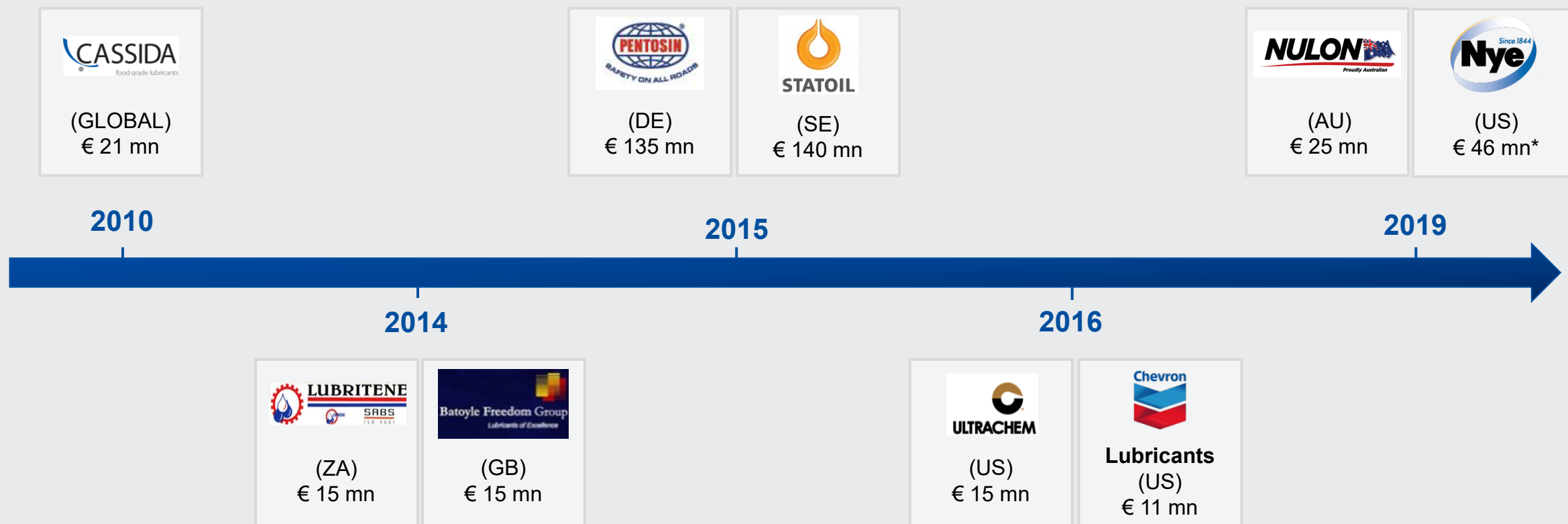
CAPEX 2021: €80 mn

€ 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



- 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

CONTINUED FOCUS ON M&A GROWTH



Strategic M&A Guardrails

- Strengthening our footprint
- Fundamentally buying customer lists, specifications, approvals and knowhow
- Focus on bolt-on acquisitions to boost organic growth in regions and/or technologies



Financial Imperatives

- Synergies in purchasing, production, cross-selling, administration
- FVA is the main KPI, also when evaluating acquisition targets
- No predetermined pattern; model-adjusting to specific case

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 Financial Results 9M 2022



HIGHLIGHTS 9M 2022

STRONG THIRD QUARTER IN CONTINUED CHALLENGING MARKET ENVIRONMENT

€2,542 mn

Sales up 19% yoy

9M 2022

- Sales development strongly price- and currency-driven
- Further sales price increases on the back of high raw material prices and inflation
- Continued build-up in NOWC
- Global crisis situations remain a factor of uncertainty

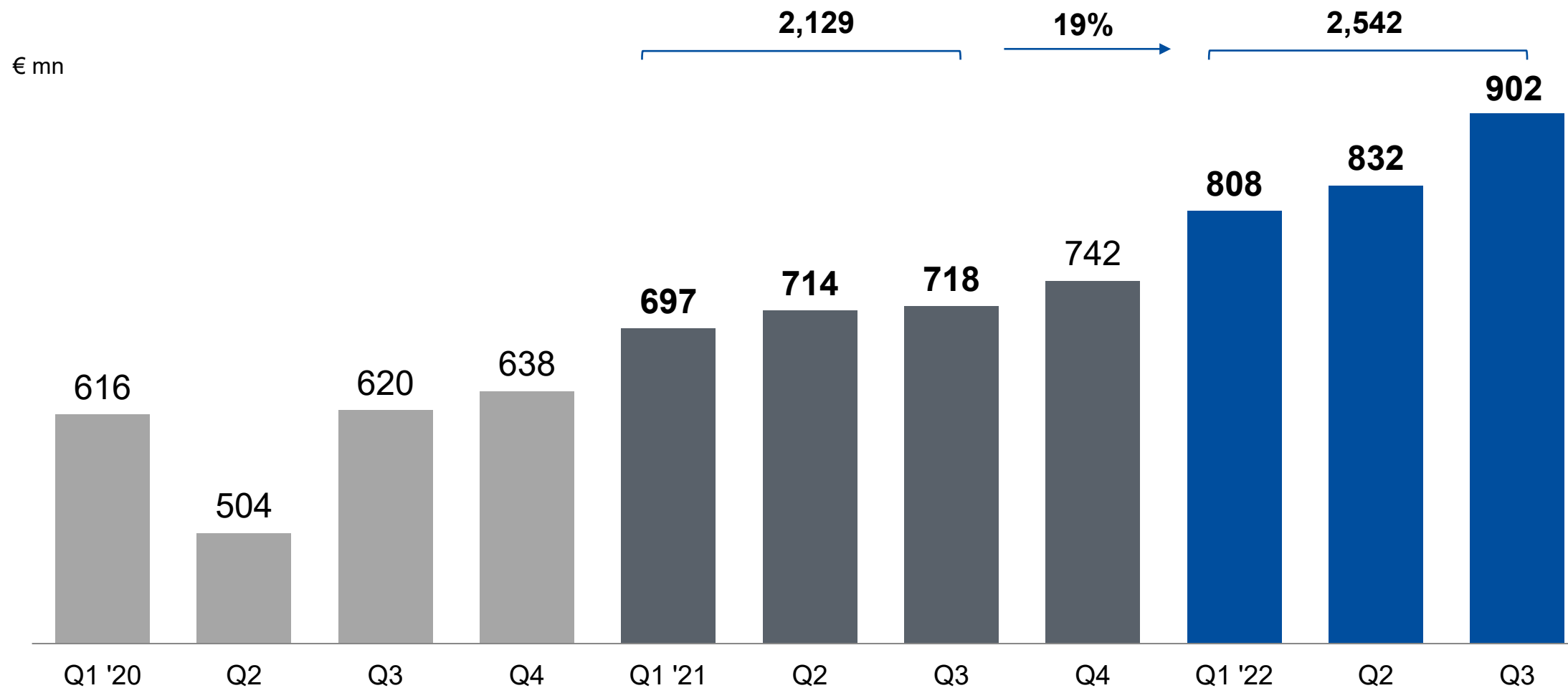
Outlook FY 2022

- Sales above €3.3 bn (previously: upper end of €3.0 - €3.3 bn range)
- EBIT on prior-year level (€363 mn) (unchanged)

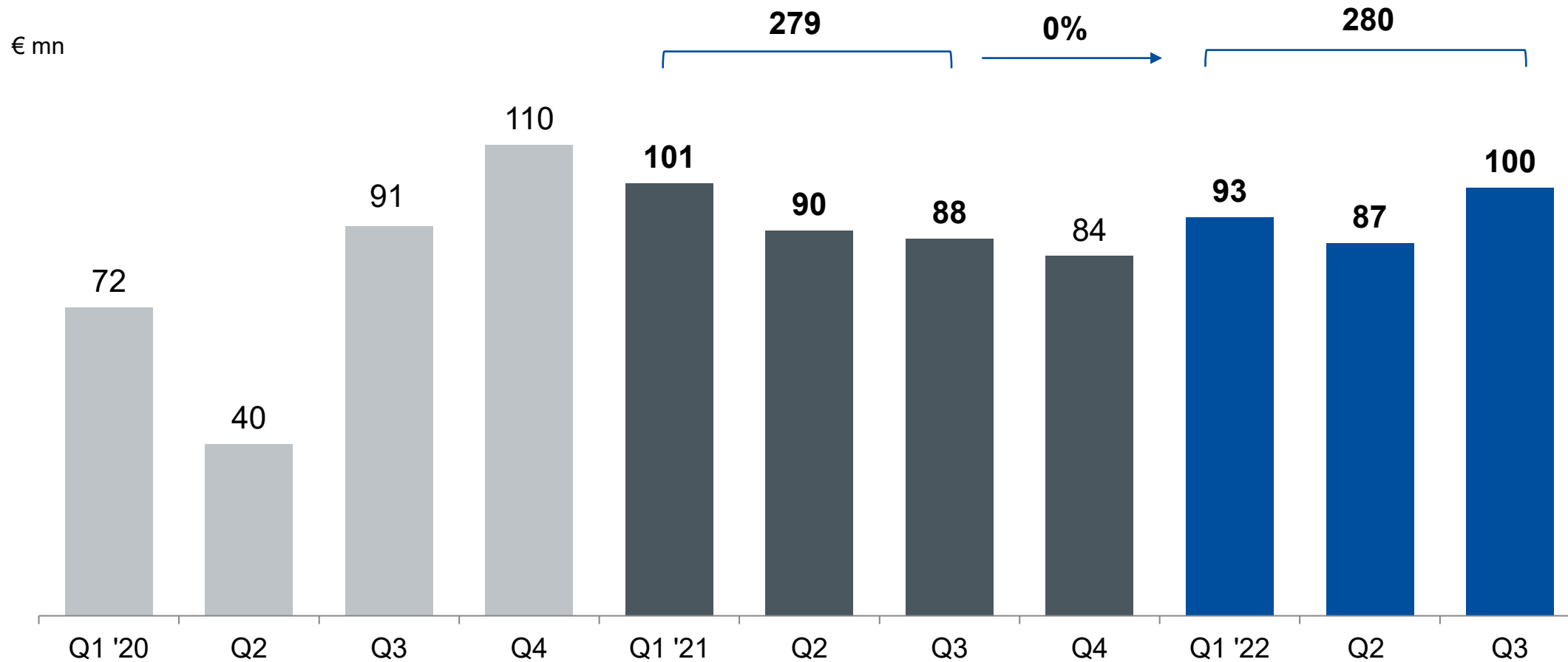
€280 mn

EBIT stable yoy

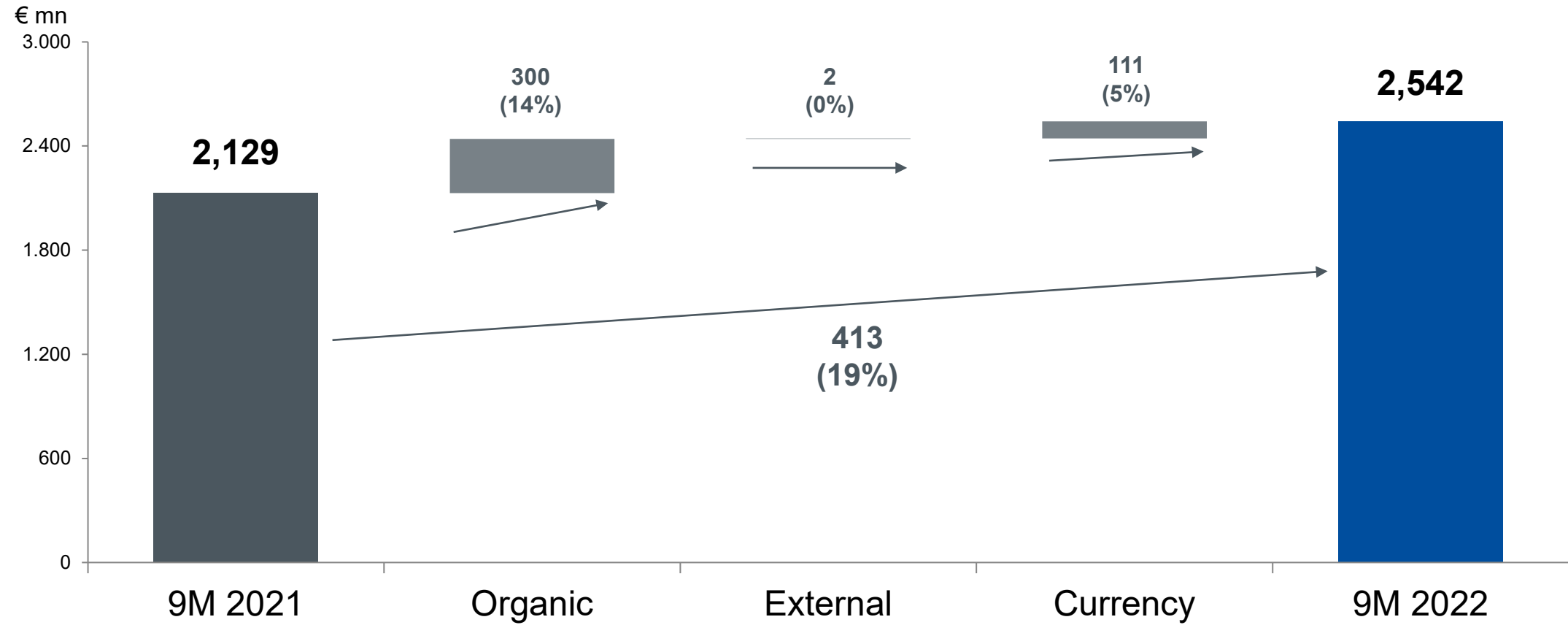
SALES DEVELOPMENT



EBIT DEVELOPMENT



9M 2022 GROUP SALES



9M 2022 EARNINGS SUMMARY

KPI in € mn	9M 2022	9M 2021
Sales	2,542	2,129
Cost of sales	-1,744	-1,394
Gross profit	798	735
Other function costs	-524	-463
EBIT bef. at Equity	274	272
EBIT	280	279
CAPEX	-42	-45
NOWC	-257	-169
FCF bef. acq.	-31	44

- Sales up 19% mainly price and currency-driven
- Gross profit up 9% yoy, however gross profit margin of 31.4% due to inflated sales 3.1%-pts. lower than the exceptionally strong 9M 2021
- Other function costs 13% up yoy, driven by higher freight and energy costs and sig. higher personnel costs
- EBIT stable yoy; EBIT margin at 11.0% in view of inflationary sales
- CAPEX lower yoy
- NOWC outflow 52% higher yoy reflecting sig. price increases
- FCF bef. acq. lower yoy due to strong NOWC build-up

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	9M 2022	9M 2021
Sales	1,511	1,276
Organic growth	225 (17%)	212 (20%)
External growth	2 (0%)	2 (0%)
FX effects	8 (1%)	2 (0%)
EBIT bef. at Equity	117	124
EBIT	123	131

- Sales up 18% yoy mainly price-driven
- Majority of companies with double-digit growth rates; above-average growth especially in South Africa, Great Britain and Sweden
- Positive currency effects from Great Britain, South Africa and Russia offset negative effects from Poland and Sweden
- EBIT lower 6% yoy due to decline in earnings especially in Germany and Southern Europe

ASIA-PACIFIC

KPI in € mn	9M 2022	9M 2021
Sales	706	637
Organic growth	17 (3%)	117 (23%)
External growth	-	0 (0%)
FX effects	52 (8%)	11 (2%)
EBIT bef. at Equity	88	93
EBIT	88	93

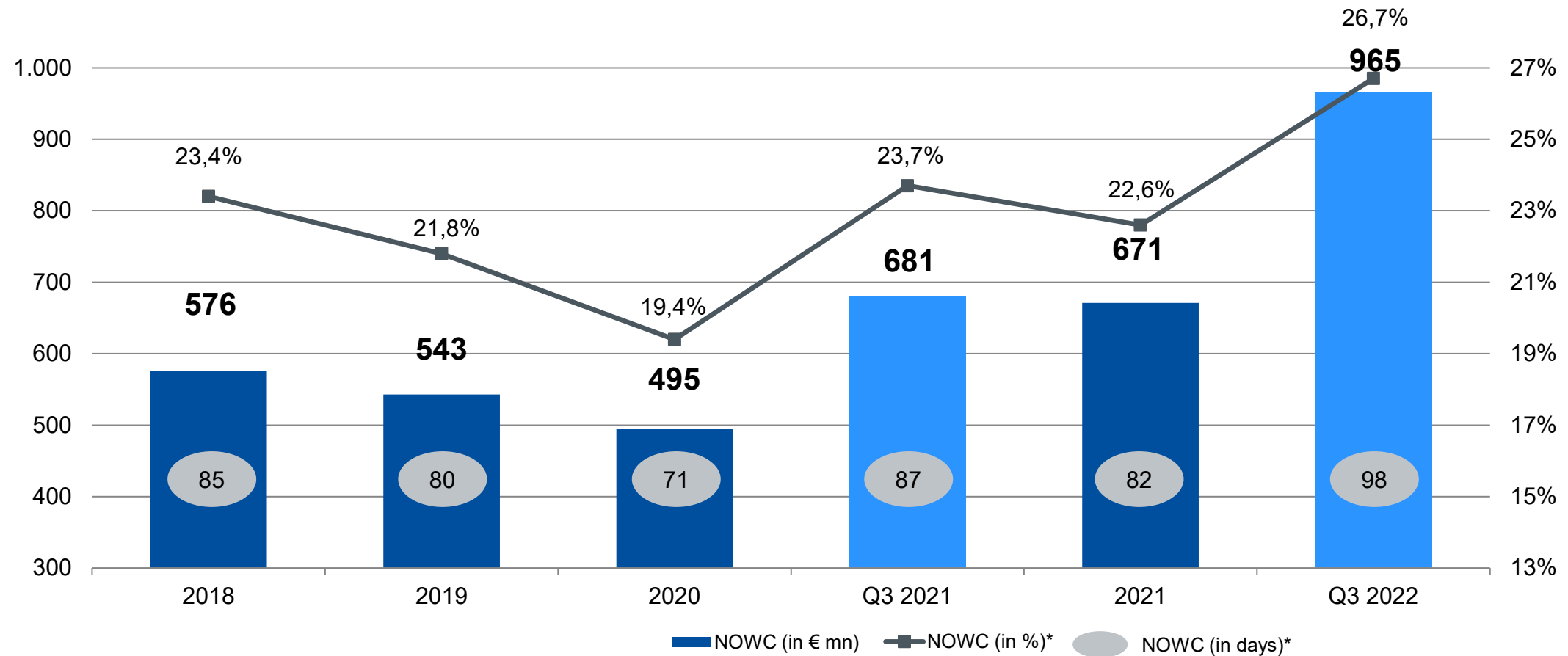
- Sales up 11% yoy mainly driven by currency effects
- Organic growth in India, Southeast Asia and Australia more than compensates for organic declines in China, which is affected by difficult economic environment and continued zero-covid strategy
- Positive currency effects increase to 8% over the course of the year
- EBIT 5% lower yoy due to lower contribution from China despite positive currency effects
- India, South-East Asia and Australia with earnings growth

NORTH AND SOUTH AMERICA

KPI in € mn	9M 2022	9M 2021
Sales	482	344
Organic growth	86 (25%)	78 (28%)
External growth	-	11 (4%)
FX effects	52 (15%)	-26 (-10%)
EBIT bef. at Equity	59	46
EBIT	59	46

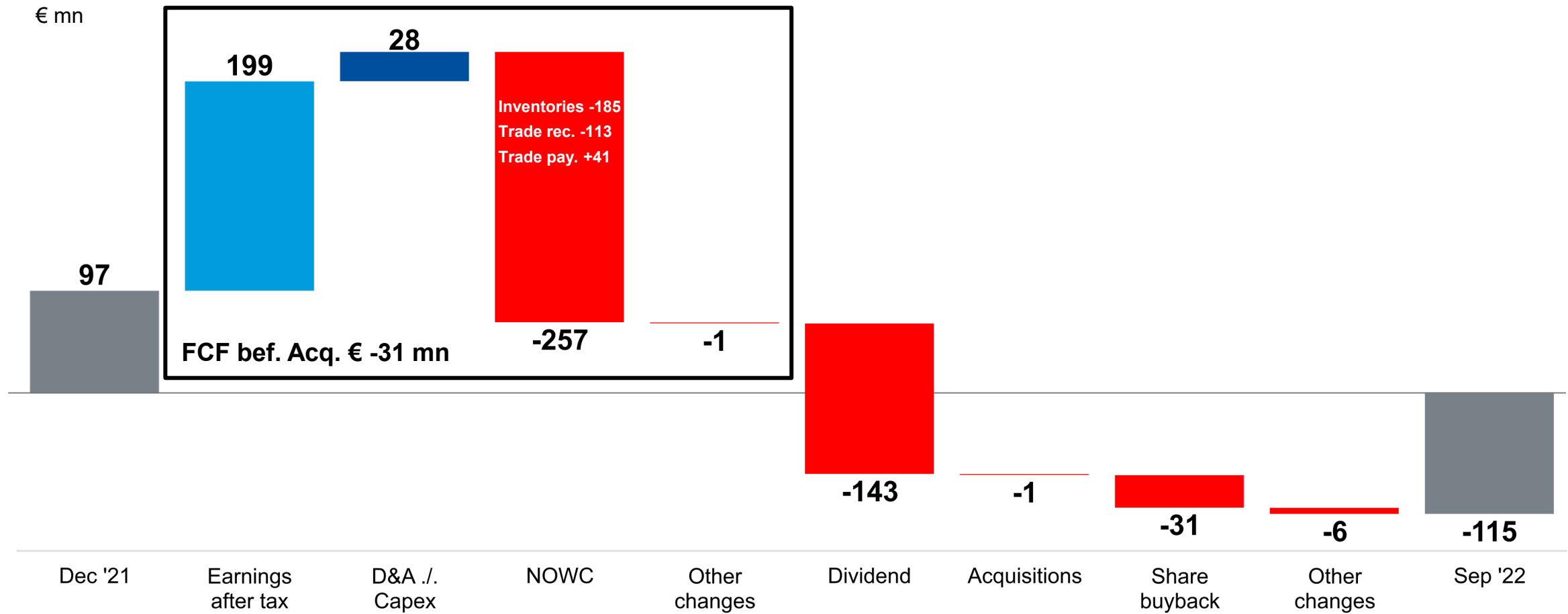
- Sales up 40% yoy thanks to strong organic growth and positive currency-effects
- Organic growth primarily price-driven, alongside pleasing business growth
- EBIT significantly up 28% yoy, partially currency-driven
- EBIT in North and South America significantly above previous year, also adjusted for currency effects

NET OPERATING WORKING CAPITAL (NOWC)

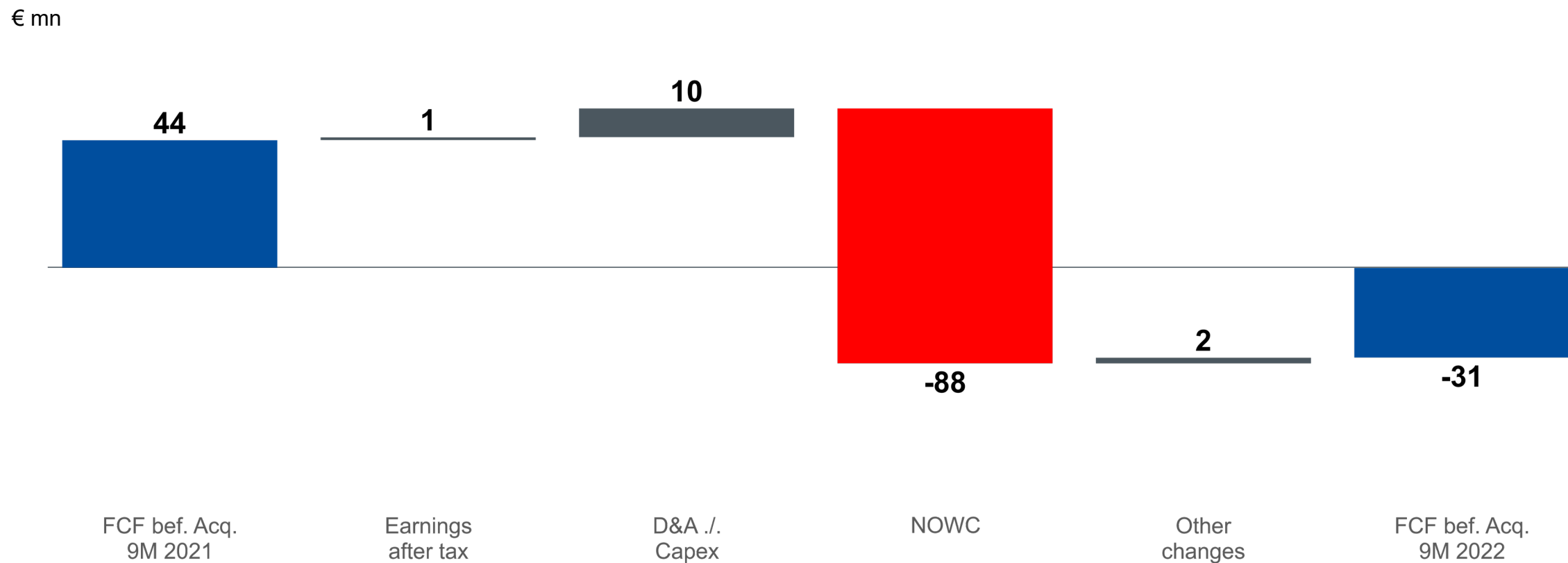


* In relation to the annualized sales revenues of the last quarter

NET LIQUIDITY 2022



FREE CASHFLOW BEF. ACQ. BURDENED BY NOWC BUILD-UP



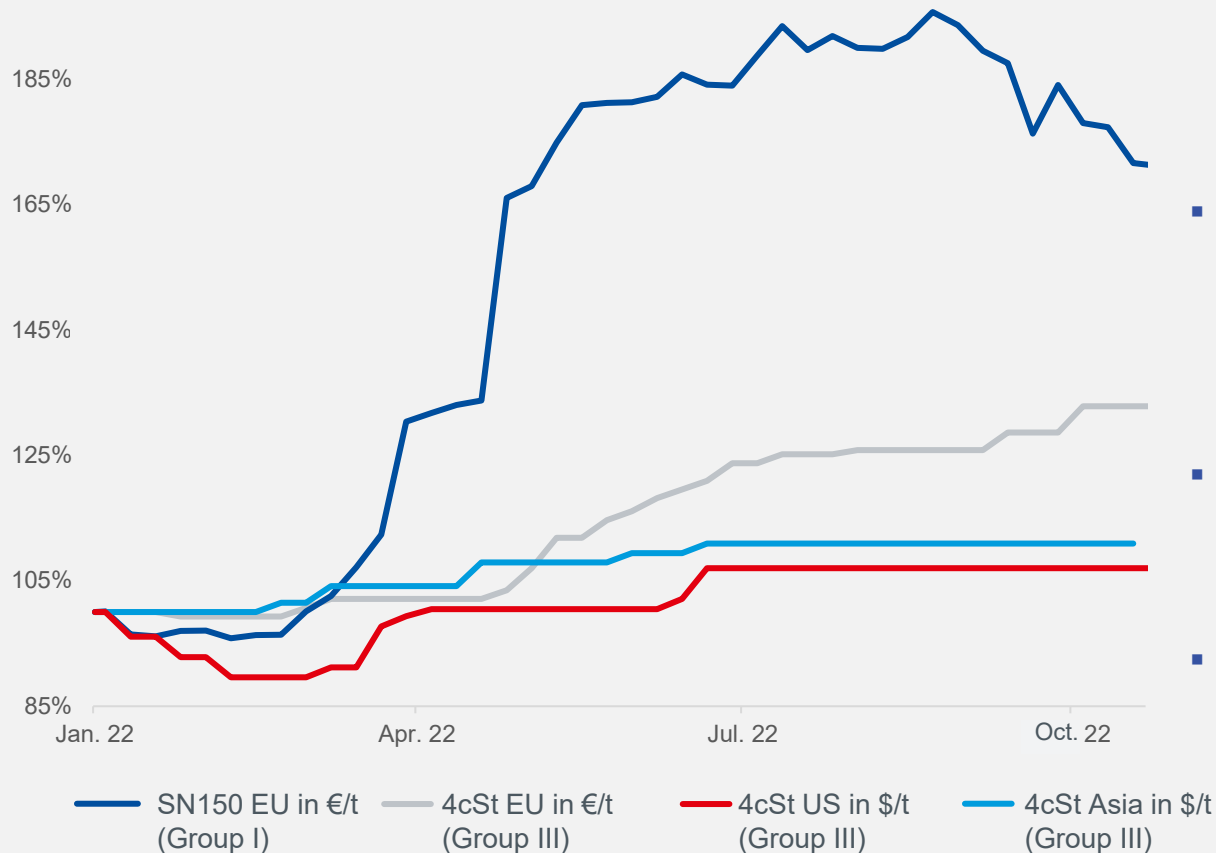
EXTERNAL UNCERTAINTIES PERSIST

- **War in Ukraine** and sanctions against Russia
- Further **increases in raw material prices** and significant **cost inflation**
- Impact of a potential **reduction of gas supplies** from Russia cannot be estimated at present

**High uncertainties
regarding
business
development remain**

- **China's zero-covid** strategy with high-risk potential for the local and global economy
- Tight **supply chain situation** and problems with **raw material availability** due to the geopolitical crises; availability problems also at customers affect demand

RAW MATERIAL PRICE DISLOCATIONS TO CONTINUE



- Group I prices slightly softer, however group III prices remained firm based on healthy demand and limited-to-no capacity extensions foreseen
- Price difference remained high between Asia and the rest of the world
- Overall, no major price declines expected for Q4

Data as at October 25th, 2022
%-changes vs. Dec. 31st, 2021

OUTLOOK FOR 2022 REFLECTS UNCERTAIN ENVIRONMENT*

KPI in € mn	2021	March, 18 th 2022	April, 29 th 2022	July 29 th 2022	October 28 th 2022	
Sales	2,871	3.0 - 3.3 €bn	3.0 - 3.3 €bn	Upper end of 3.0 - 3.3 €bn range	Above 3.3 €bn	Sales growth mainly price-driven
EBIT	363	360 - 390	Prior yr. level (lower end of 360 – 390)	Prior yr. level (lower end of 360 – 390)	Prior yr. level (lower end of 360 – 390)	Strict cost management vs. inflation, strong increases in raw mat. prices, transportation and energy costs
FVA	205	On prior-year level	below prior year	below prior year	below prior year	According to EBIT outlook; slightly higher capital employed
FCF bef. acq.	90	~220	sig. below 220	sig. below 220	sig. below 220	Due to strong increase in raw mat. prices and build-up in NOWC

* Updated outlook on the assumption of no further aggravation of the situation

03 FUCHS2025

New Mindset for Future Challenges





Culture

High performance, open feedback & hierarchy-free communication



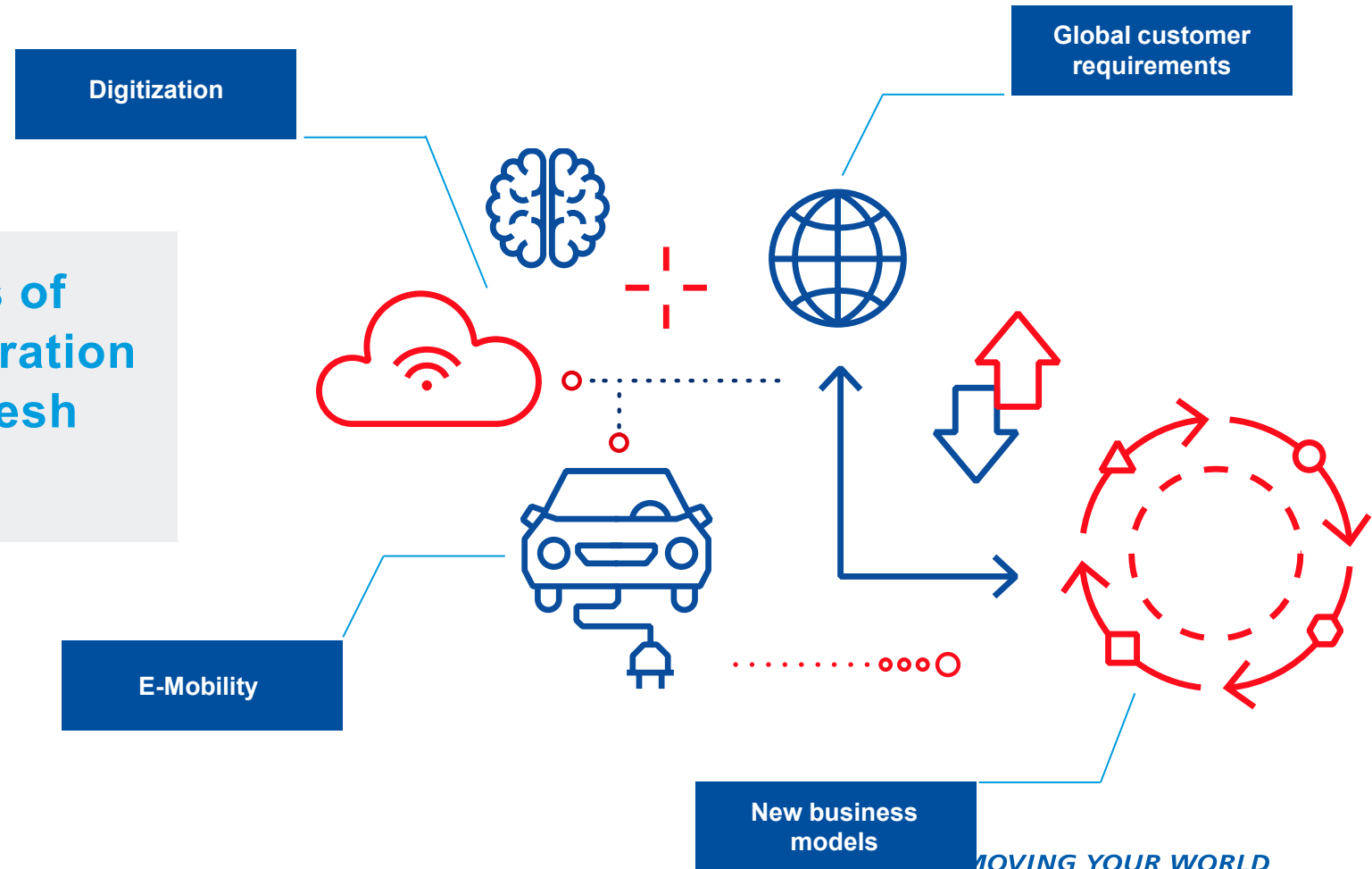
Strategy

Topline growth based on market segmentation



Structure

Organizational set-up & new positions



FUCHS2025

HIGHLIGHTS



Operational Excellence

- Further standardize production & procurement processes
- Harmonize systems based on global structures



Customer & Market Focus

- Better market penetration through market segmentation
- Develop a global service portfolio by 2025



Technology Leadership

- Technology Leadership in the segments we target until 2025
- Bring skills & expertise at the three R&D centers in China, Germany and the US at the same level



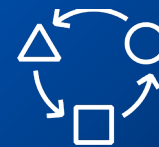
Global Strength

- Overproportionate growth in Asia Pacific & North and South America
- Use segmentation as a basis for strategic & global business development



People & Organization

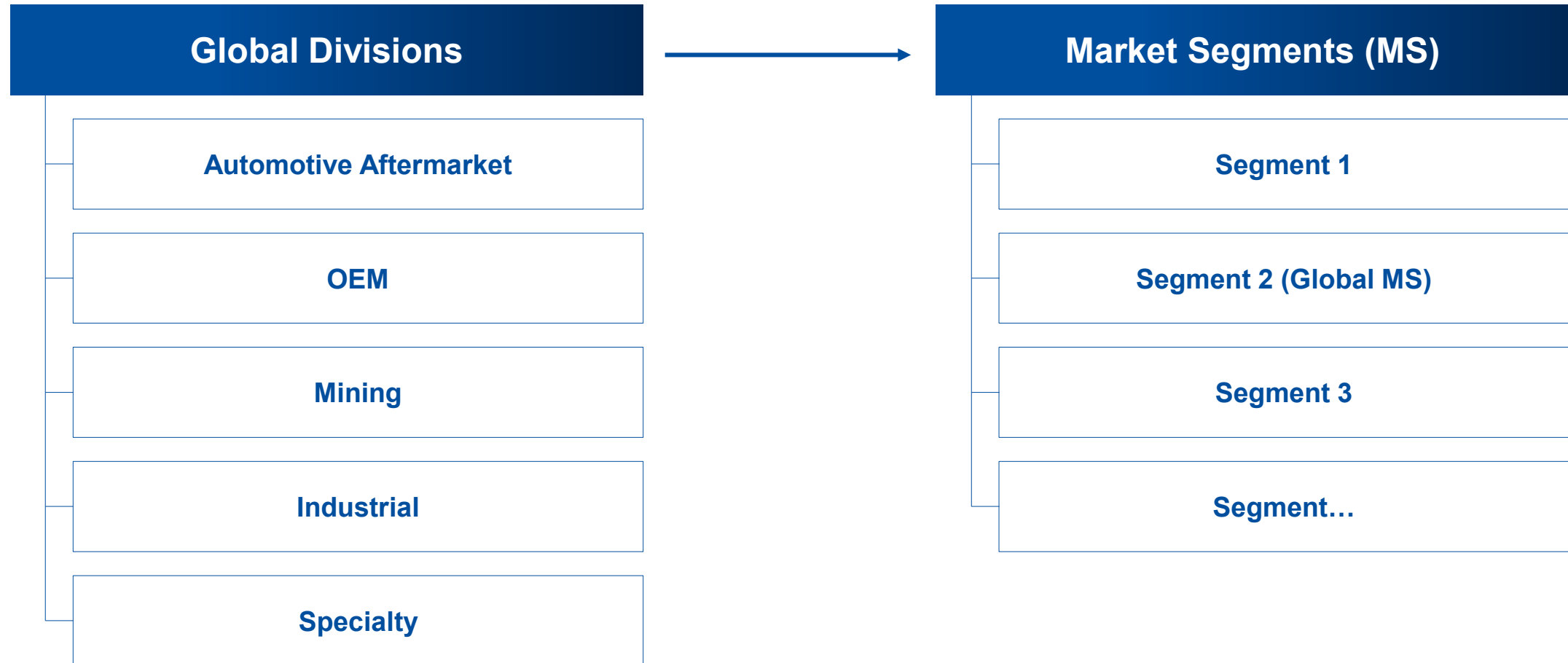
- Be the employer of choice for existing and future employees
- Improve development programs, skills models and succession planning



Sustainability

- CO₂-neutrality “gate-to-gate” since 2020 and CO₂-neutral “cradle-to-gate” by 2025
- Sustainable revenue at a 15% EBIT margin and corresponding FVA growth

GROWTH VIA SEGMENTS



FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS



**Four major
target markets**

E-mobility



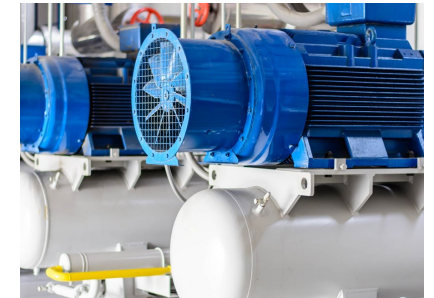
Wind power



Food industry



Rotary motion



**Three further
growth markets**

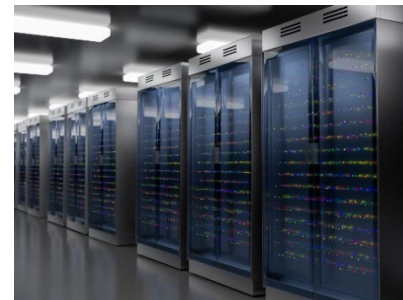
Medtech



**Semiconductor
industry**



Data centers



04 Megatrends

- Sustainability
- E-Mobility
- Digitalization



OUR VIEW ON SUSTAINABILITY



Economic

- Develop markets
- Bind & win customers
- Secure & increase longterm business



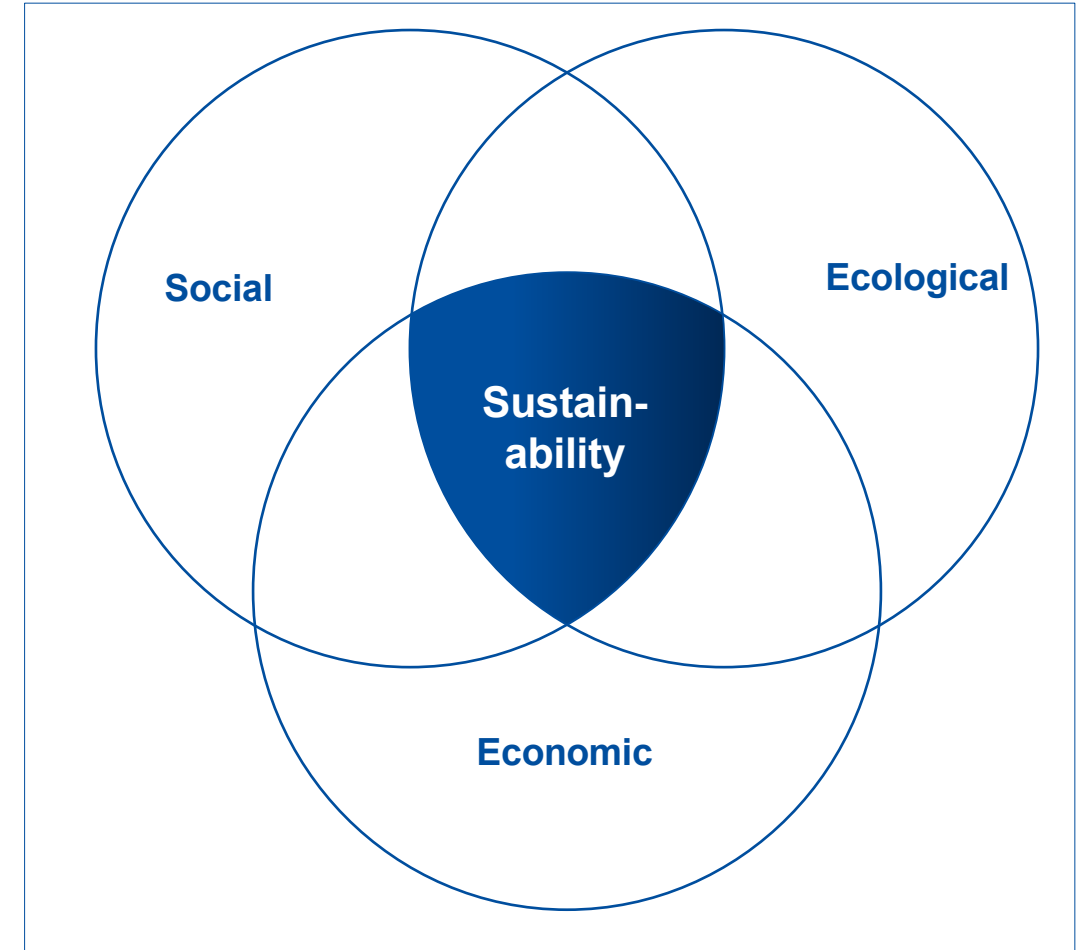
Social

- Employee safety & satisfaction
- „Corporate Citizenship“
- Compliance with human rights



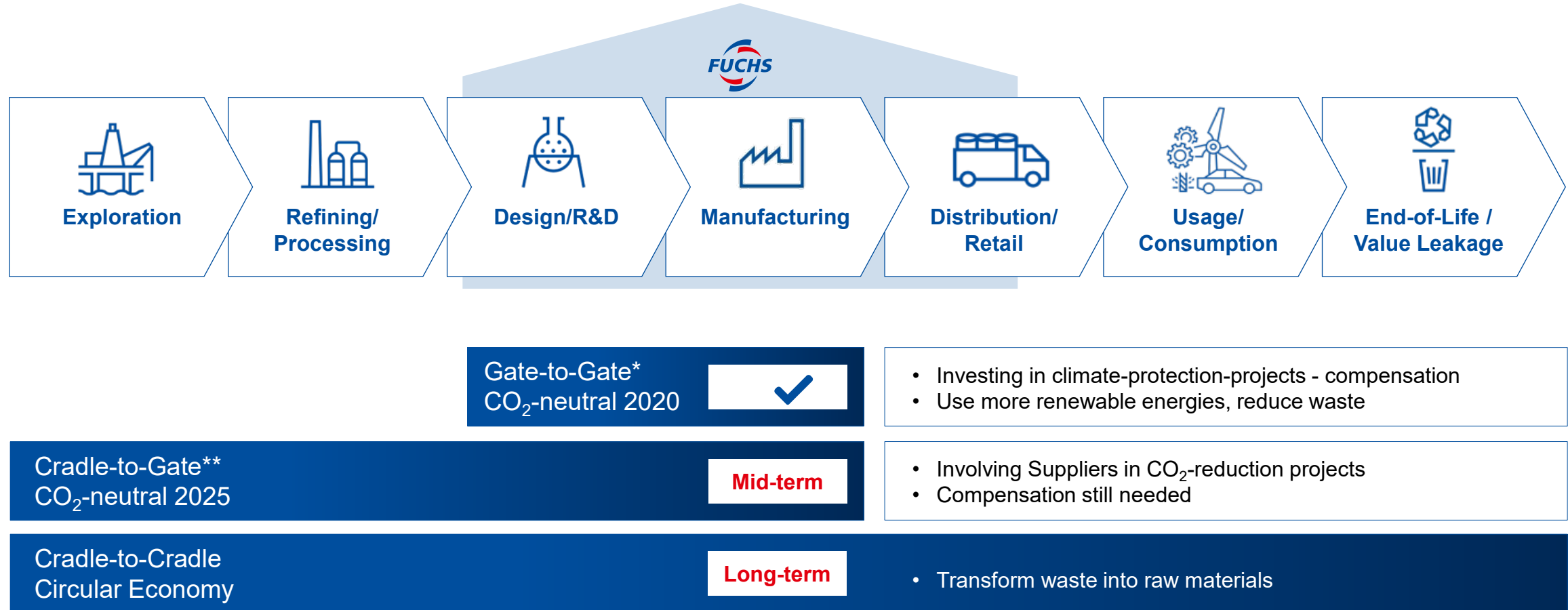
Ecological

- Resource-efficient production
- Environmentally friendly products
- Reduction of CO₂ emissions



ECOLOGICAL SUSTAINABILITY @ FUCHS

PARTNERING WITH THE COMPLETE VALUE CHAIN



INNOVATIVE ENGINEERING FOR SUSTAINABLE SOLUTIONS

Thanks to our lubricants, machines run more efficiently, which in turn increases their efficiency and lifetime.

For example, FUCHS proved with an excavator operated for 8,000 hours that the use of a premium hydraulic oil saves about 9,600 liters of diesel.

This corresponds to a CO₂-equivalent of nearly 30 tons.

FUCHS is constantly setting new standards with research partners and suppliers. FUCHS is providing solutions for sustainability in the industry.

FUCHS' SUSTAINABILITY JOURNEY

CO₂neutral

By 2021 all affiliates and JVs*
are CO₂-neutral** (by saving
and compensation)



Production volume
2010-2021 increased by

>50%



Decrease of specific waste
generation 2010-2021

-7%



140.028

tons of unavoidable CO₂
emissions in 2021*



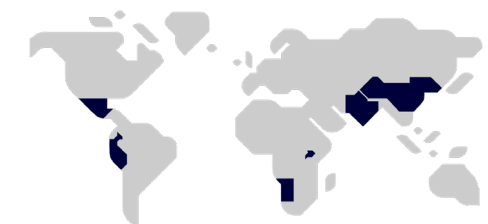
Water related CO₂-
emissions:

only **0,4%** of total CCF



1,7 MWpeak

Own solar power production
capacity globally



We **compensate** for
unavoidable CO₂
emissions by investing in
selected and certified
climate protection projects

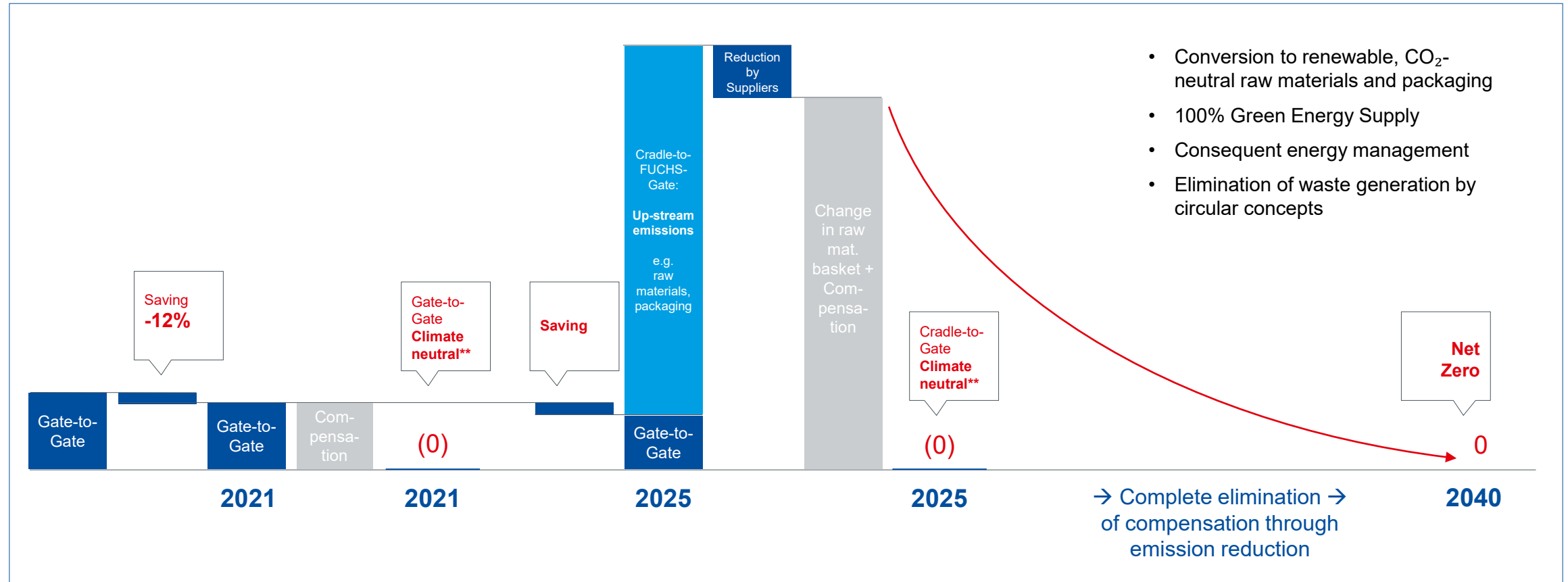


Increase in the share of
green electricity to

52%

WE TAKE ACTION TO REDUCE FUCHS-EMISSIONS

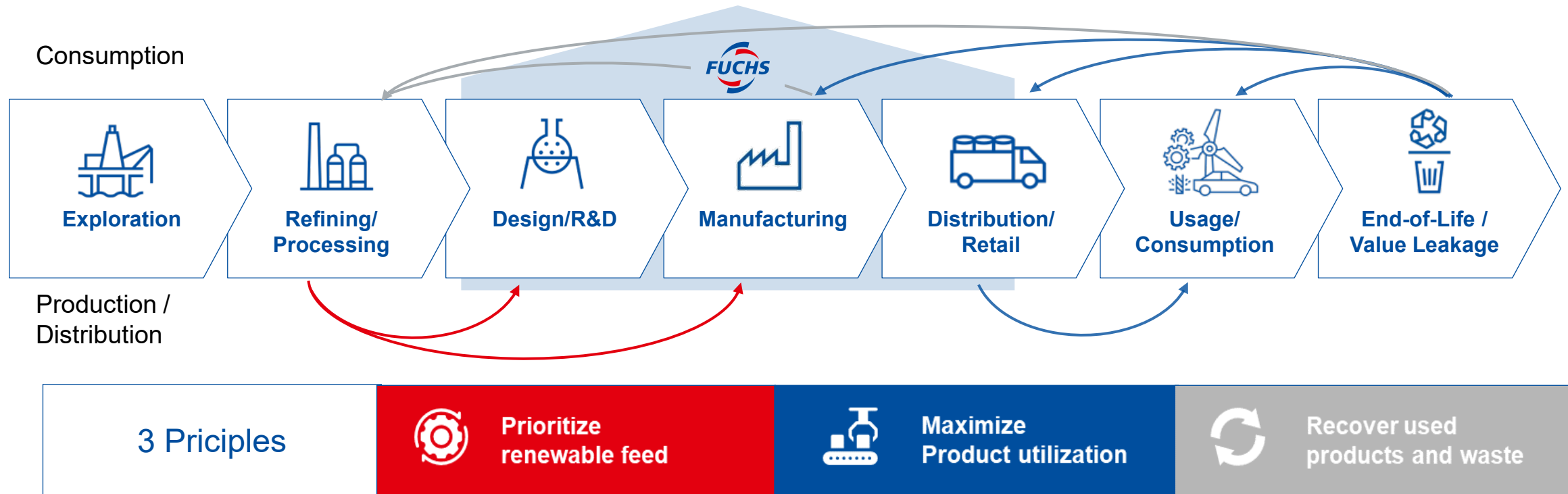
ROADMAP TO „NET ZERO“ BY 2040



FUCHS & CIRCULAR ECONOMY

VALUE CHAIN

We understand Circular Economy as a holistic concept along the entire value chain, guided by 3 overarching principles



FUCHS IN SUSTAINABILITY RATINGS AND RANKINGS



CDP

- FUCHS started comprehensive CDP-disclosure in 2021
- Climate change rating could be improved from D- to C
- Water security rating could be improved from D to B-

ISS

- FUCHS was rated „C-“ in 2022, with Transparency Level „High“
- Performance Score could be improved from 25.52 to 26.93

MSCI ESG Research

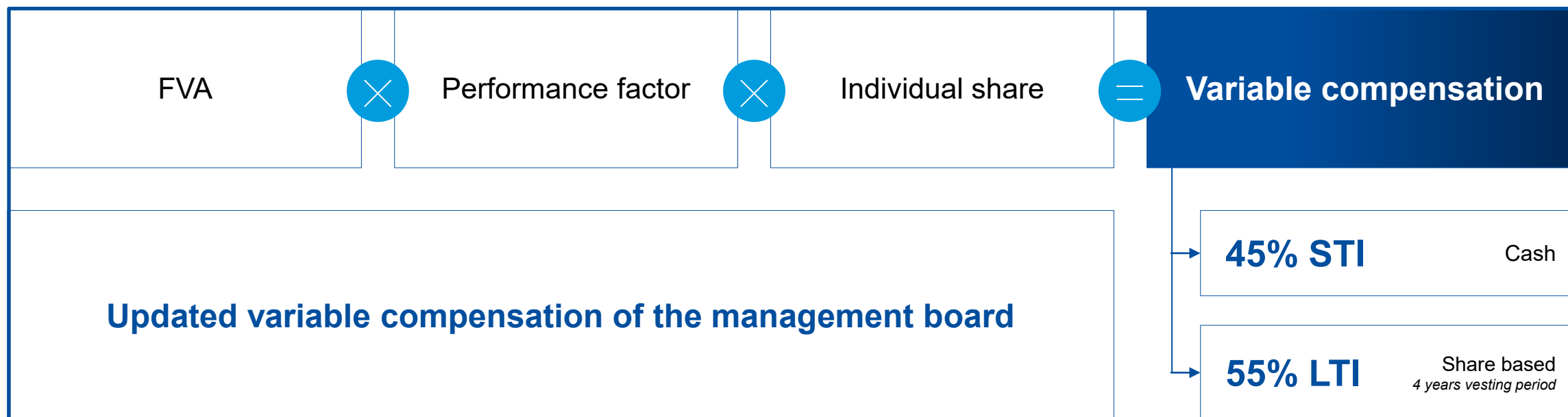
- FUCHS improved rating from BB to BBB in 2021

EcoVadis

- FUCHS responds on a local basis by producing affiliates and on customer request
- In 2022, four FUCHS affiliates received „Gold“-Award

Change of corporate name

FUCHS PETROLUB SE is planned to be renamed in **FUCHS SE**

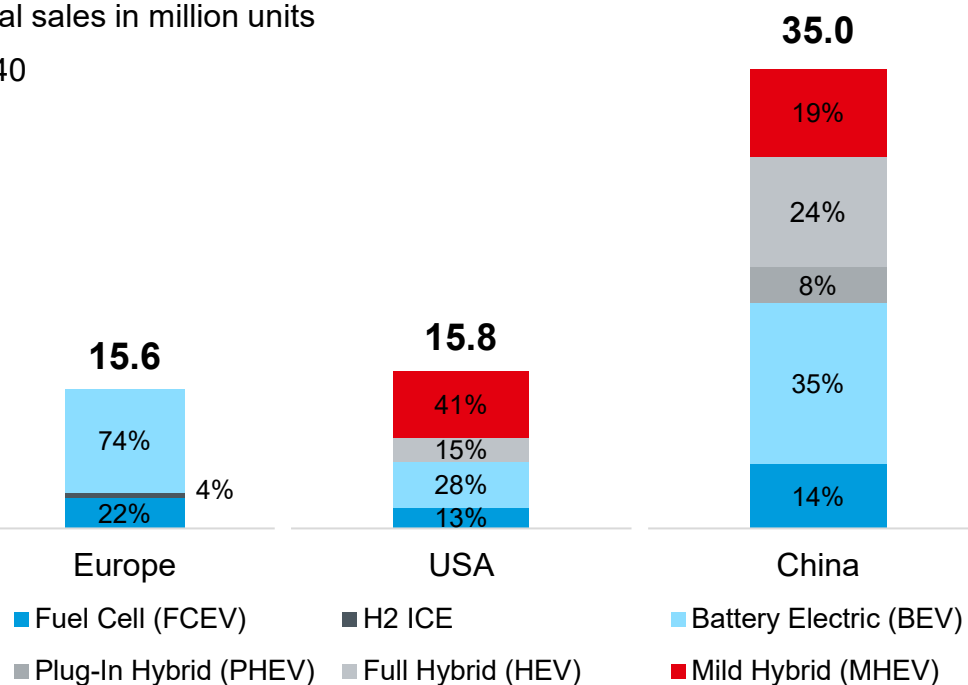


MARKET TREND ANALYSIS

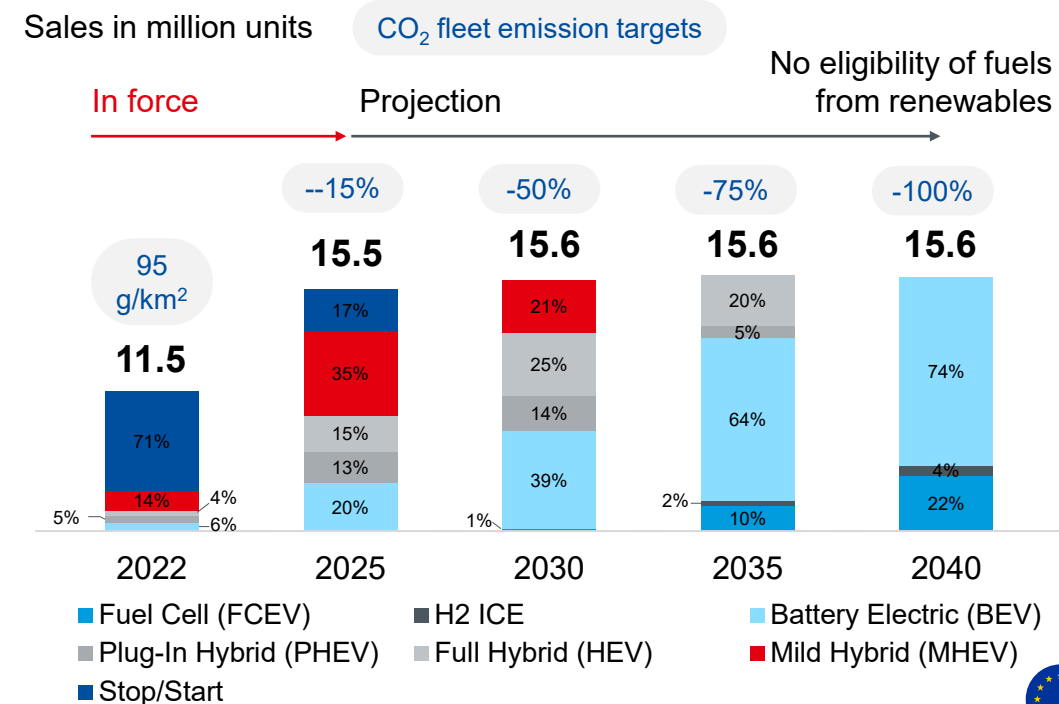
– TRANSFORMATION SCENARIO UNTIL 2040

Passenger car powertrain type forecast

Total sales in million units
2040



“Accelerated transformation” scenario in Europe



SUSTAINABILITY DRIVES NEW TECHNOLOGIES

E-MOBILITY – THE SOURCE OF NEW OPPORTUNITIES



Primary target for e-mobility is passenger car and light duty



Heavy duty and stationary engines will follow very slowly – long haul and offroad is not feasible or inefficient



What does it mean to the markets in the light of the today's situation

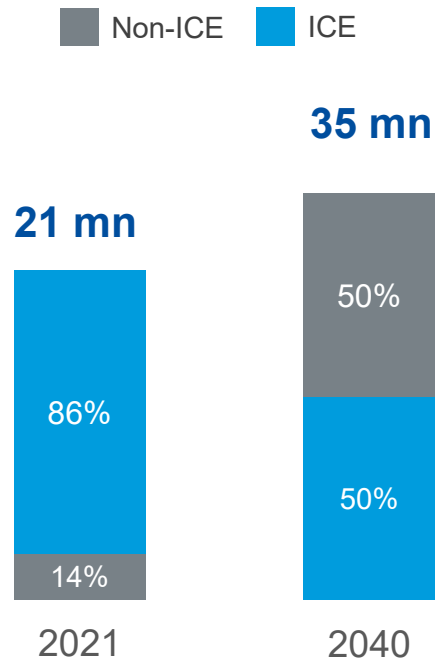
CHINA

US

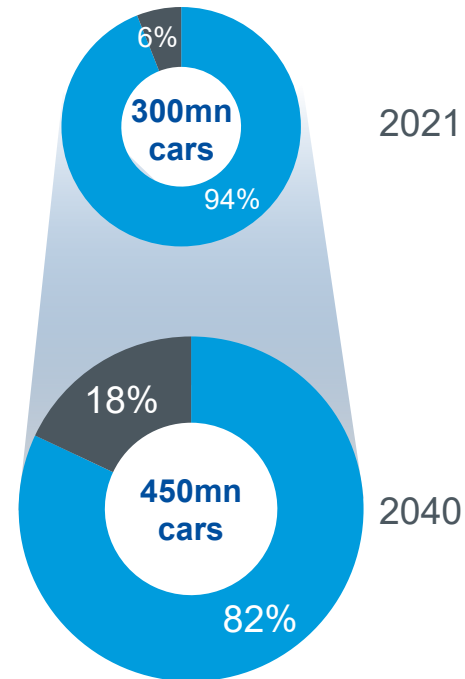
EUROPE

E-MOBILITY RAMP UP SCENARIO: CHINA

Car sales



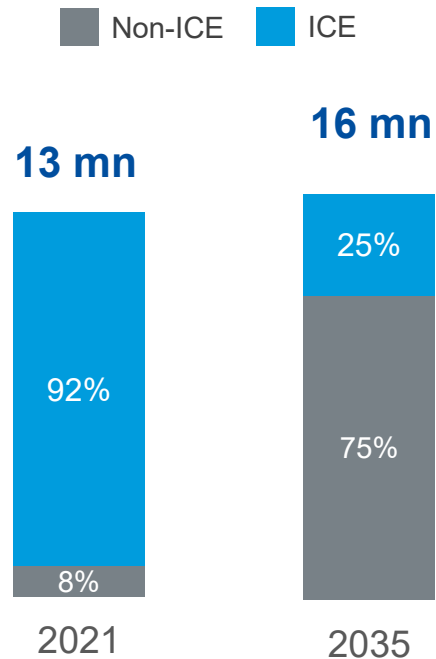
Car population



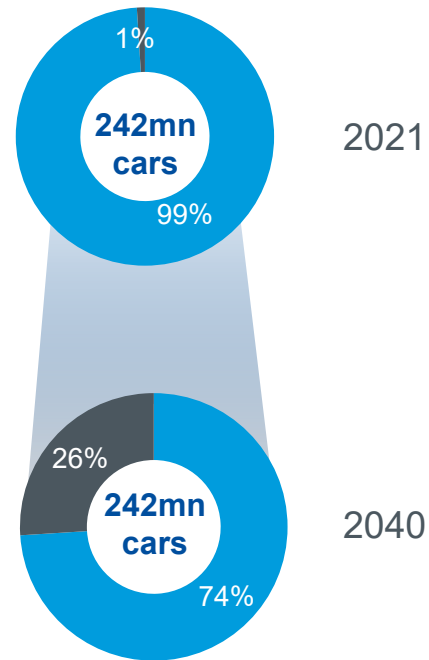
- Strong increase in car sales and car population in China
- Openness in technology leading to more balanced split between ICE and non-ICE
- Even with a fast-growing share of BEVs, there will be more combustion engines in 2040 than today
- Implication on lubricant volumes:
 - current automotive market China ~3.5mt
 - ~1/3 bigger lubricant market including efficiency gains leads to volume increase of ~800kt

E-MOBILITY RAMP UP SCENARIO: EUROPE

Car sales



Car population



- Regulation in Europe will lead to ban of ICE cars between 2030 – 2040
- Overall car population expected to be largely stable
- Assumption: avg. 5 Mio. additional BEVs/year on the road till 2035
- Implication on lubricant volumes:
 - Current total European market ~5.8mt
 - Volume reduction of automotive passenger car market by around 25%
 - Heavy-duty segment (~50% of automotive) expected to be stable
 - Volume decline by ~700kt

Assumption: Full loss of car lubricants (MWF, grease,...)

E-MOBILITY SCENARIO: USA



No clear path
forward



Expected impact on the
market very limited in
the coming years

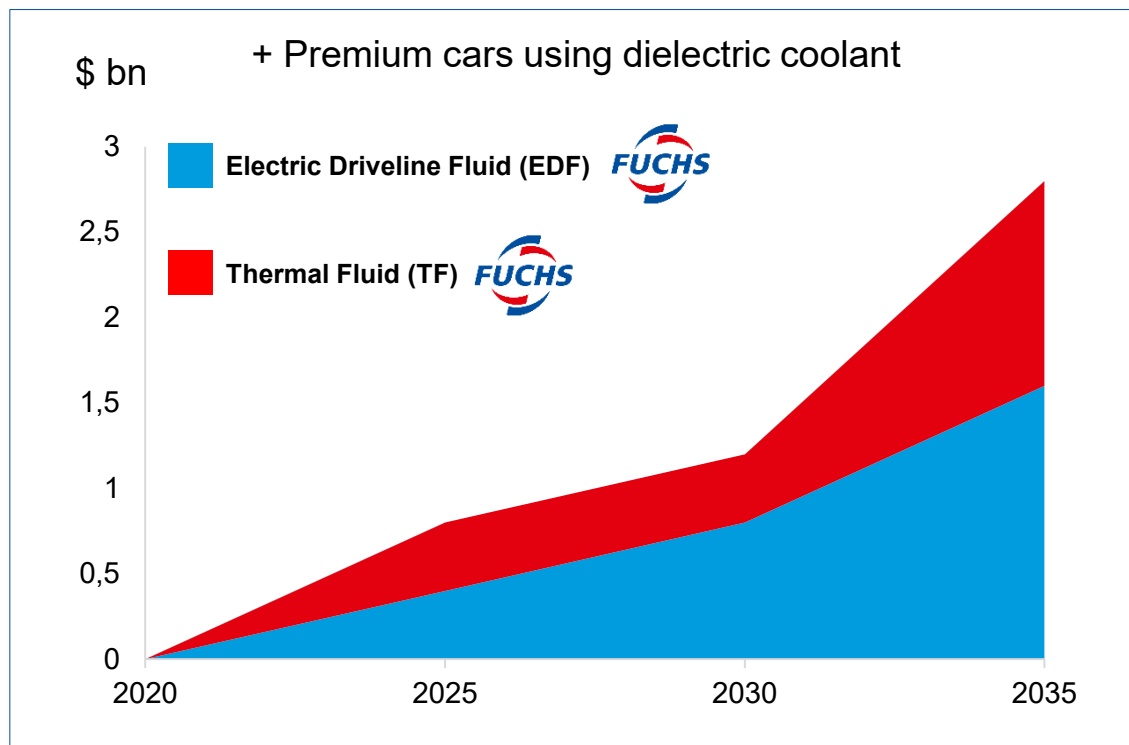


Expectation no
significant influence
through e-mobility



WHERE WE WANT TO GET? MARKET POTENTIAL

Premium cars case



FUCHS defines

~50% as relevant

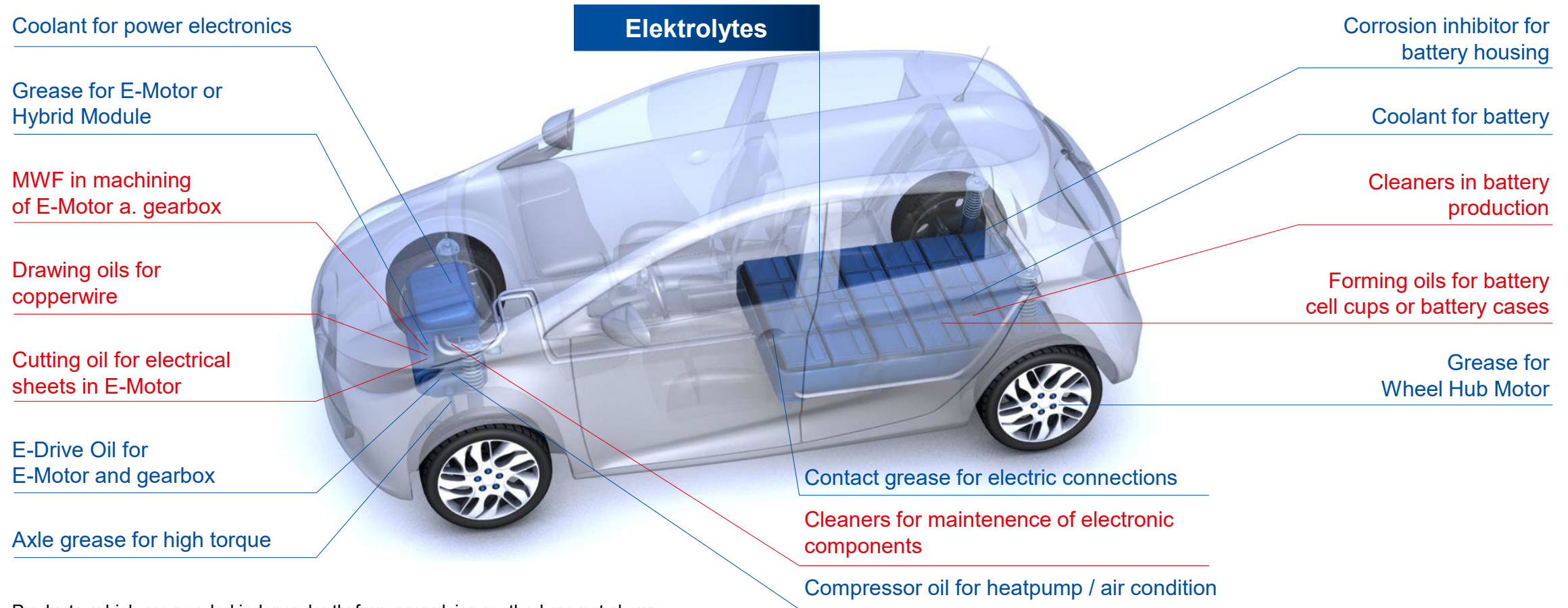
**Market in USD ELECTRIC VEHICLE
(EV) FLUIDS USED IN PASSENGER
VEHICLES, \$ BILLION**

FUCHS BluEV

02 Development of E-Mobility Fluids












E-MOBILITY CHALLENGES AND OPPORTUNITIES



Products, which are needed independently from propulsion method are not shown

E-MOBILITY FLUIDS @FUCHS

			Electric Driveline Fluid (EDF)			Thermal Fluid (TF)	VisionFluid (VF)
	Wear Protection		EDF dry No direct contact with e-motor windings	EDF wet Direct contact with e-motor windings	EDF wet FC (Friction Control) Direct contact with e-motor windings Allows use of friction parts (like LSD, clutches, synchronizers)	TF EM Bearing protection if needed Direct contact with e-motor windings	VF Lubrication and cooling one integrated fluid circuit
	Bearing Performance						
	Thermal Fluid / Cooling					TF Bat For battery cells 	
	Friction Control		EDF dry FC (Friction Control) e.g. LSD				
			oil based			water containing	

„Electrolytes are Performance Fluids and the Heart Blood of a Battery – Energy Transport“

ELYTE
INNOVATIONS

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



MARKET IMPACT NEW OPPORTUNITIES

Electrolyte market opens up significant business potential



Strong increase in demand especially in Europe



Small to medium volume products - design to application



Therefore JV with E-Lyte to enter into this market segment – it is part of the drivetrain fluids – transfer of energy



We focus on high performance electrolytes, not on standard high volume market of traction batteries

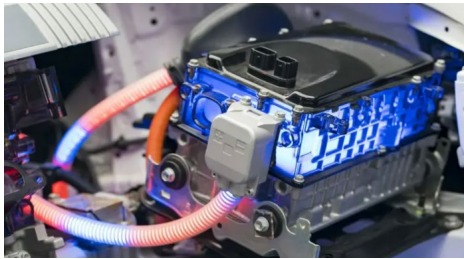


E-Lyte product performance is unique to support, i. e. fast loading cycles



Perfect fit between E-Lyte and FUCHS – high technology meets high technology and industrial experience

BROAD SPECTRUM OF APPLICATIONS FOR ELECTROLYTES



Relevant Markets

- BEV / Light commercial vehicles
- Busses
- Drones
- Marine / Aircraft / Railway
- Computer, Communication und Consumer Electronic

JOINT VENTURE WITH E-LYTE INNOVATION



Know-How Production and Supply Chain

Process-Expertise

Organization & Infrastructure

Global Footprint

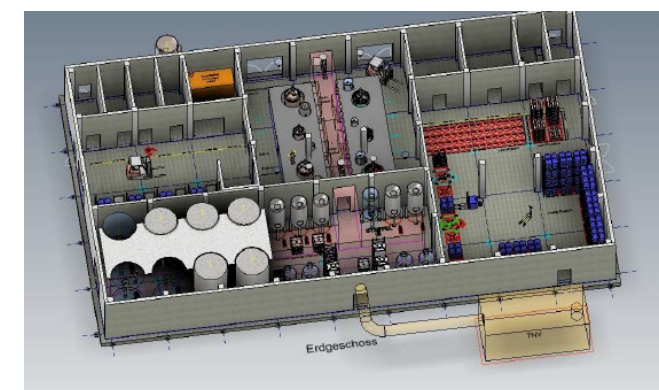
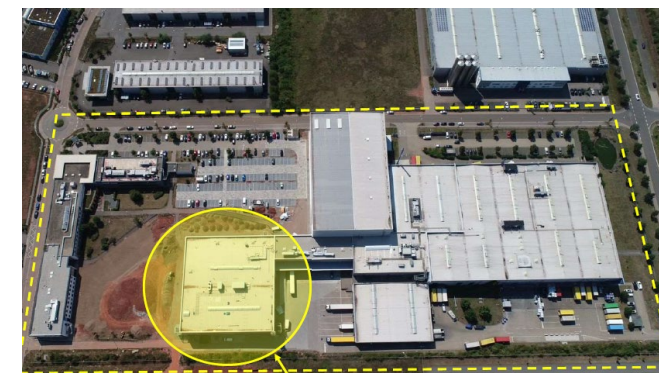
Access to Industry and Gigafactories

Established Network in the Elektrolyte Industry

Technical Know How

Embedded in R&D Campus

Kaiserslautern, GER



EFFICIENT LUBRICATION SOLUTIONS BY IMPLEMENTING THE FUCHS SMART SOLUTIONS ECOSYSTEM

CUSTOMER FOCUS

- FUCHS listens carefully to customers all around the world and understands the specific customer needs
- Our lubricants enable our customers to deliver an outstanding performance
- We have the knowledge how to develop those chemical products as per the requirements of our customers

THE GOAL OF ALL SOLUTIONS IS ADDRESSING THE THREE MAJOR CUSTOMER NEEDS:



Protection:

maximize equipment life and availability (machines, equipment and tools).



Optimization:

maximize customer performance (maximize output, increase quality, minimize input)



Savings:

reducing the use of resources (raw materials, maintenance, ...)



Protection

Asset

Health

Environment



Optimization

Process

Product



Reduction

Cost

Maintenance

FUCHS to act as a solution-oriented partner with our customers to manage movable/rotating assets in a sustainable way

FUCHS SMART SOLUTIONS

OUR INPUT



Technology

- More than 10.000 lubricants for various industries
- German technology - globally engineered: High performance products delivering improved performance/life time at customers
- Pioneering future performance fluids applications, e.g. e-mobility, thermofluids, electrolytes, etc.
- Globally available engineering and technology experts



Experience

- 90 years of experience in lubrication and full focus on lubrication
- Customer service excellence with one face to the customer
- In depth expertise on customer market segments



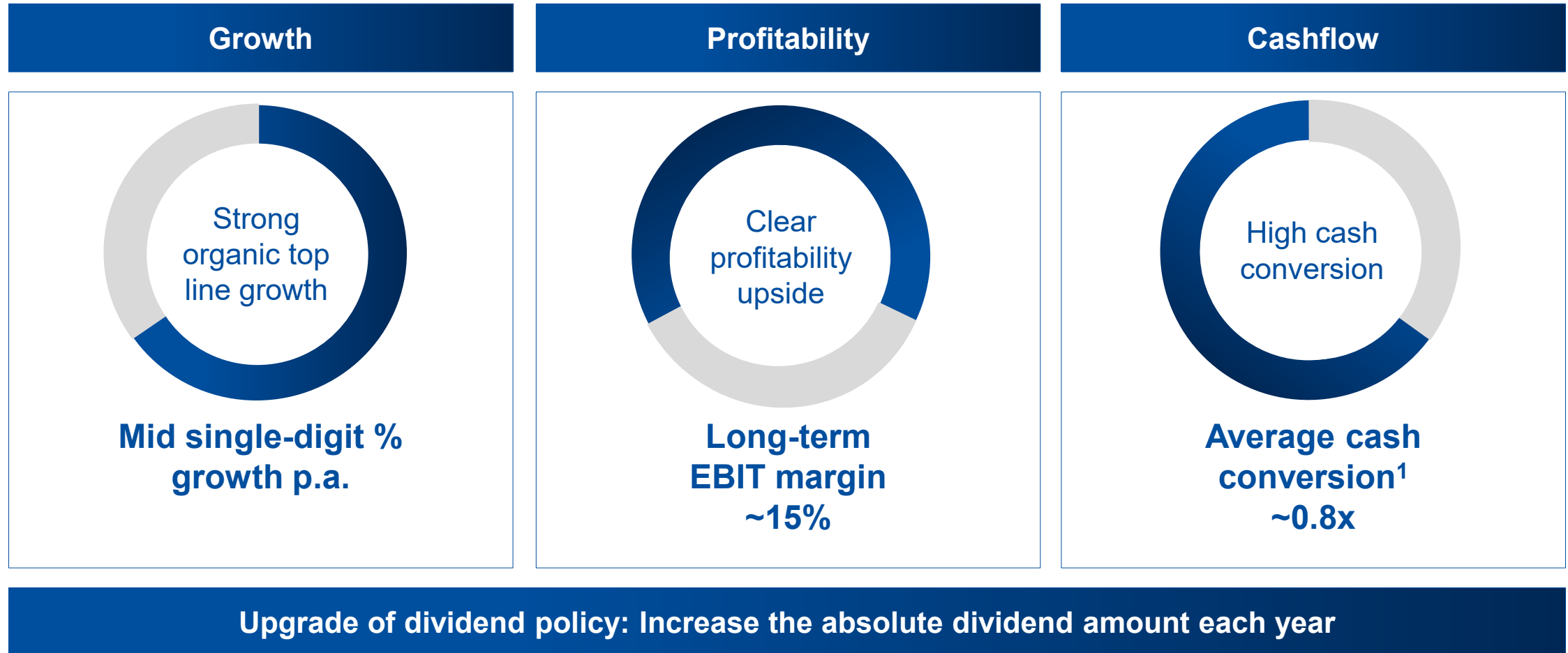
Digitalization Solutions

- FluidAnalyzer
- FluidMeter
- FluidsConnect
- Man On Site

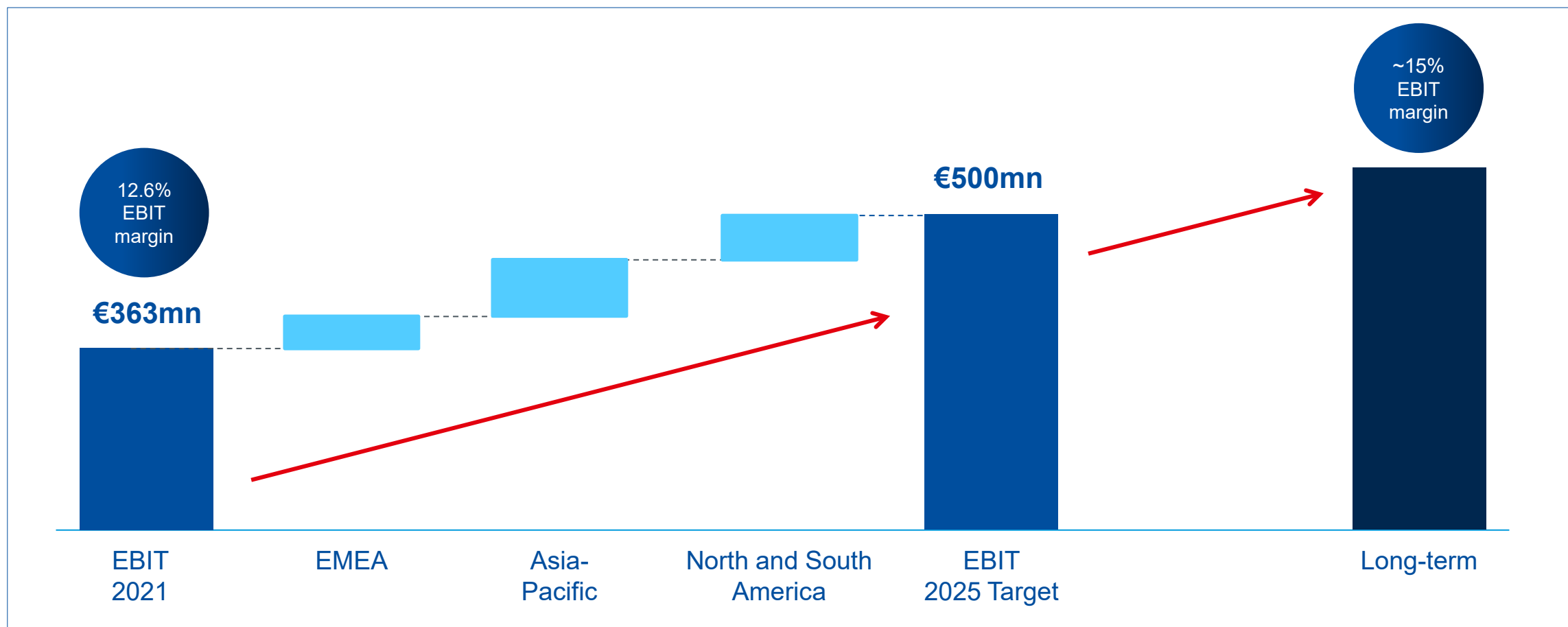
05 Financial targets



FINANCIAL TARGETS - OVERVIEW



FINANCIAL TARGET 2025



GROWTH DRIVER 2025



EMEA

- Improved market penetration through segmentation
- Supply Chain & Logistics Excellence
- Process Efficiency/ Digitalization
- Profit growth throughout the region
- Profitability Nordics
- Germany Merger



Asia-Pacific

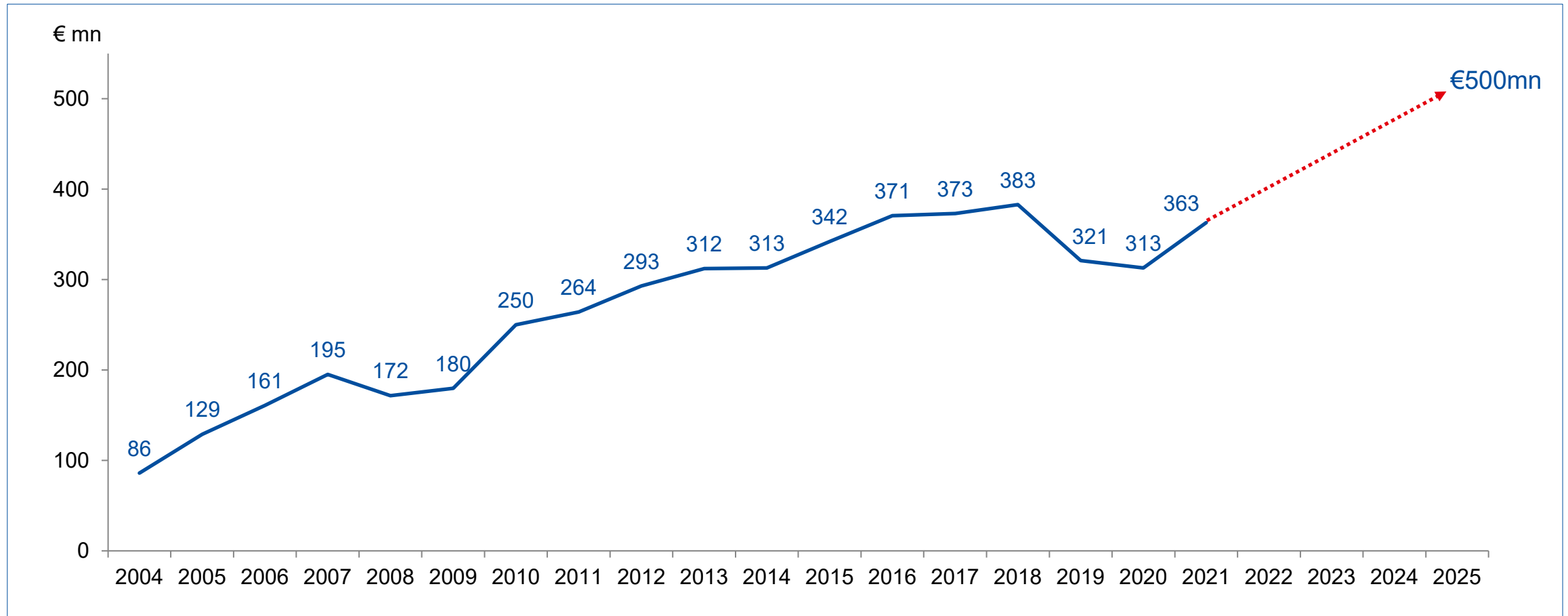
- Improved market penetration through segmentation
- Strong growth in all sub regions (Australasia, East Asia, India and Southeast Asia)
- Accelerated specialty sales growth through NYE integration



North & South America

- Improved market penetration through segmentation
- Main growth coming from North America (USA, Mexico, Canada)
- Further development of automotive business in the US

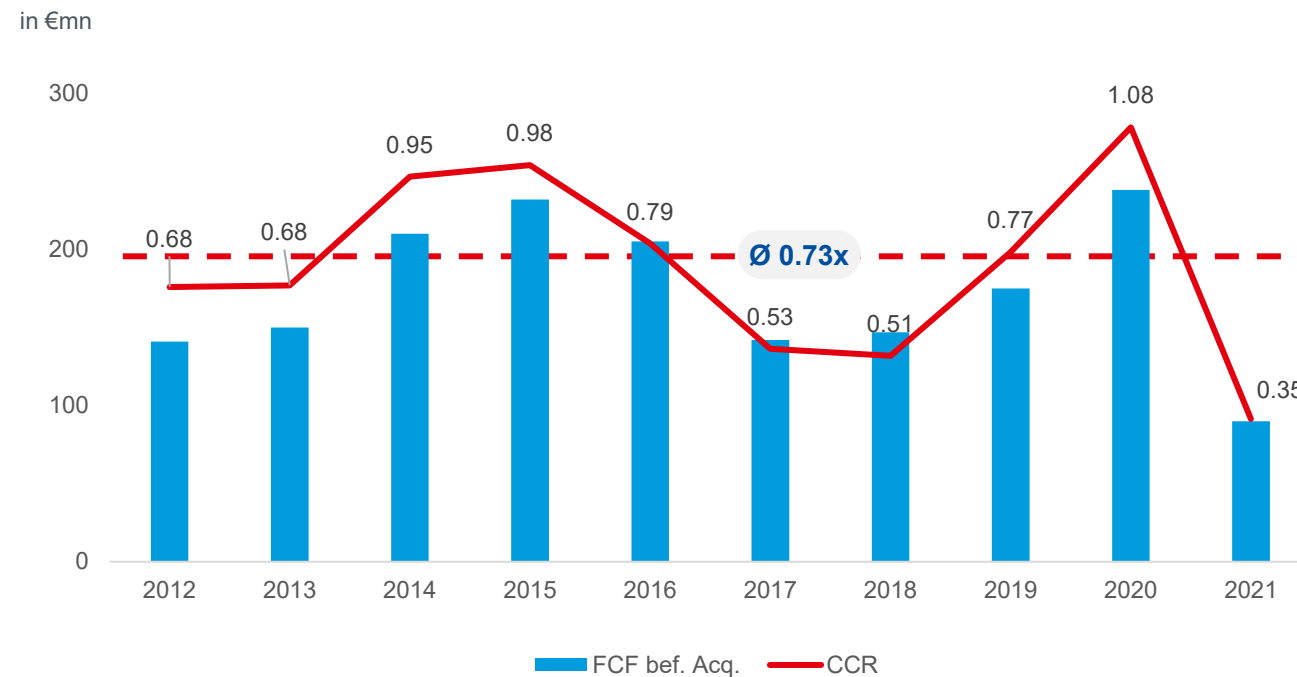
2025 TARGET REFLECTING ACCELERATED EBIT GROWTH



FCF CONVERSION¹

STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD

Strong improvement of FCF and Cash Conversion



FCF levers going forward

- Strict **NOWC management**; current high level to come down with normalised cost inflation rates going forward
- Maintain **CAPEX** on **D&A level** of ~ €80mn
- With reduced investments, CCR has potential to grow **above ten-year average** of 0.73x
- **0.8x CCR target** reflecting growth and accordingly NOWC build-up

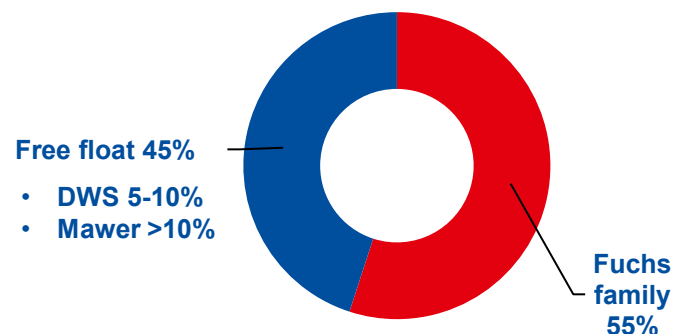
06 FUCHS - a convincing investment



BREAKDOWN ORDINARY & PREFERENCE SHARES

(DECEMBER 31, 2021)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

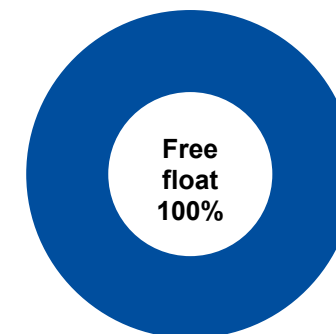
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 69,500,000 preference shares

Characteristics:

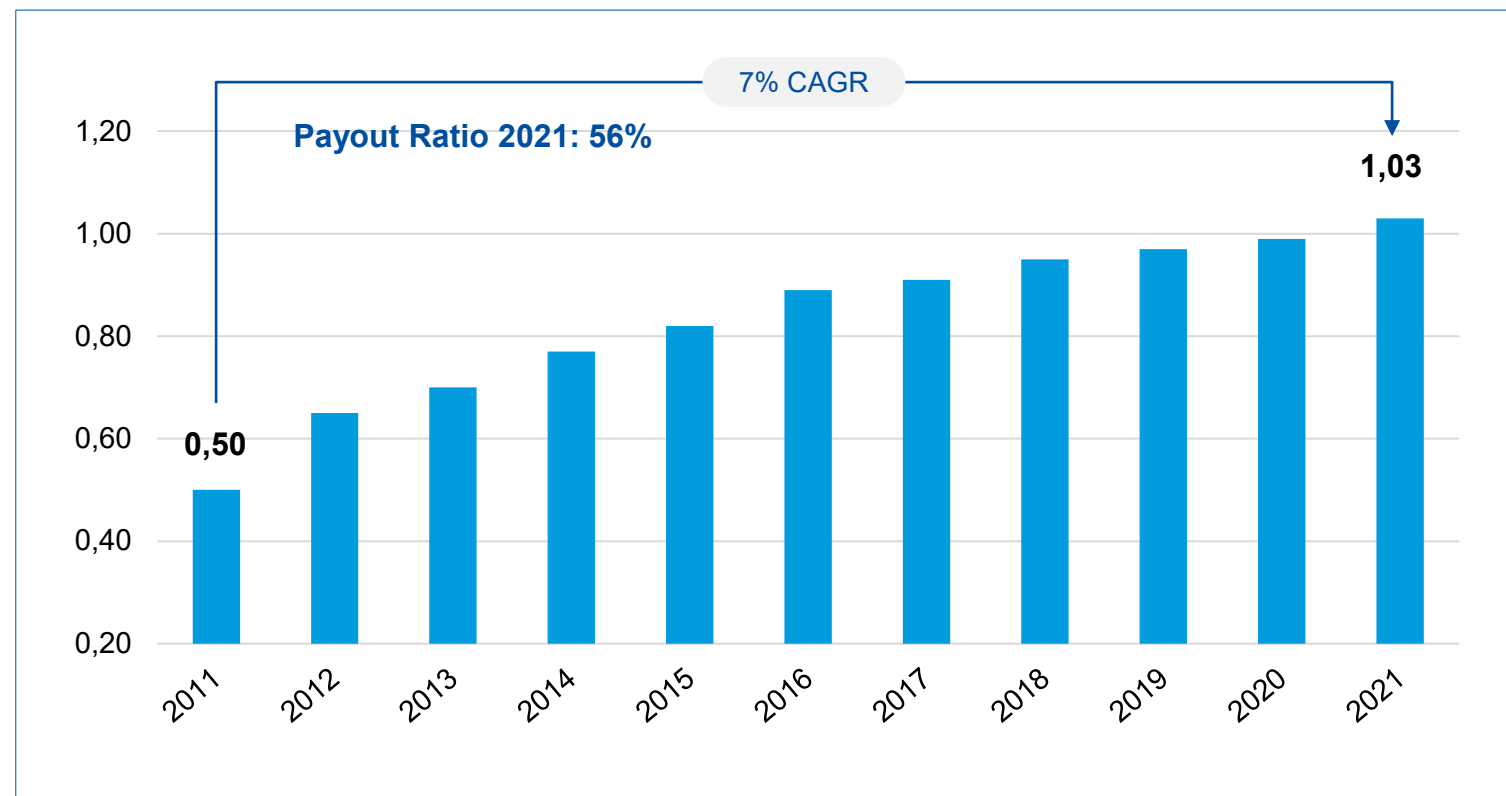
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

UPGRADE OF DIVIDEND POLICY

Dividend per Preference Share



20 years
of consecutive dividend increases

7 %
CAGR over the last 10 years

29 years
without dividend decreases



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



New: Increase the absolute dividend amount each year

SHARE BUYBACK PROGRAMME COMMENCED



Key points

- Up to 6,000,000 shares, thereof up to 3,000,000 ordinary shares and up to 3,000,000 preference shares
- Total purchase price of up to EUR 200 million (excluding incidental acquisition costs)
- Programme started on June 27, 2022 and will last until March 29, 2024 at the latest

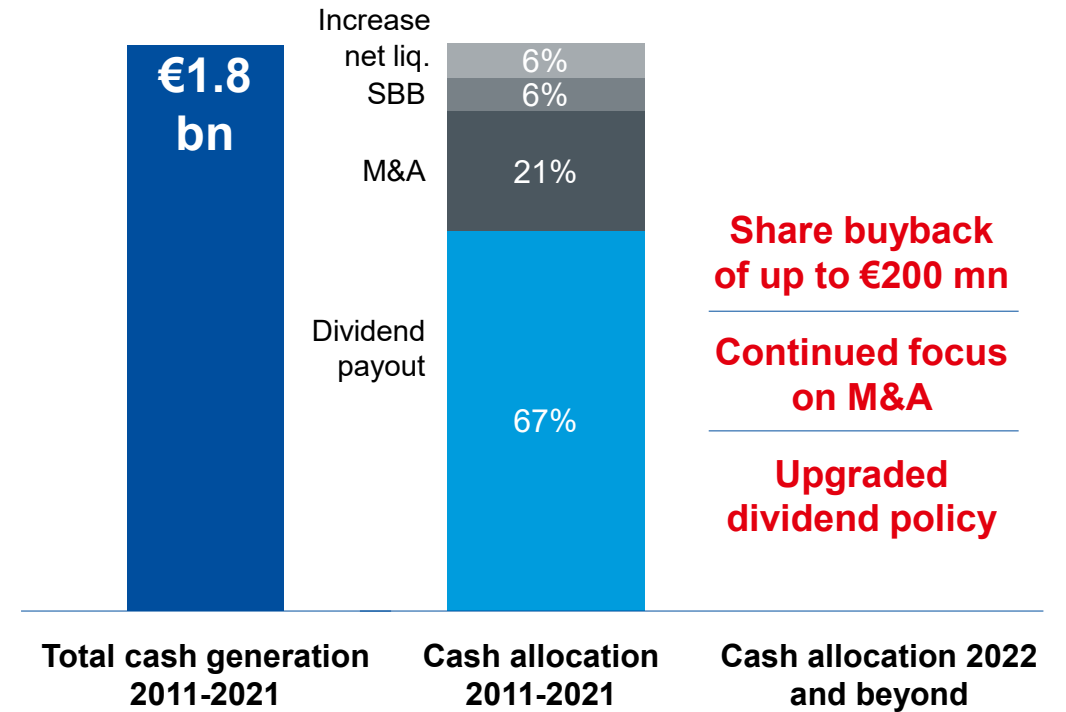
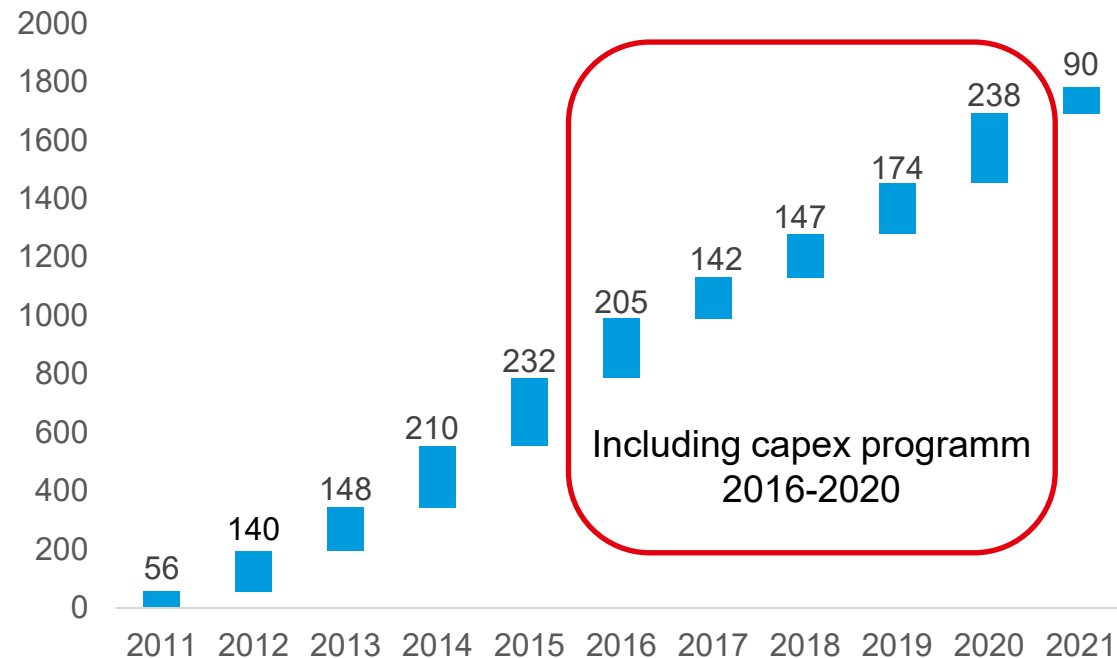


Implications

- Shares to be cancelled
- Optimization of capital structure
- No limitation in growth ambitions and potential M&A opportunities
- Financed through Free Cashflow generation; optionally usage of short-term bank loans

COMMITTED TO REALIZE SHAREHOLDER VALUE

FCF bef. acq. from 2011-2021



BALANCED CAPITAL ALLOCATION STRATEGY SUPPORTED BY STRONG FREE CASH FLOW



CAPEX

Major investment initiative from 2016-2020 successfully completed

Keep investments on the comparable level of depreciation and amortization

Acquisitions

Search for acquisitions fulfilling our financial and strategic objectives

Solid balance sheet structure provides flexibility

Return to Shareholders

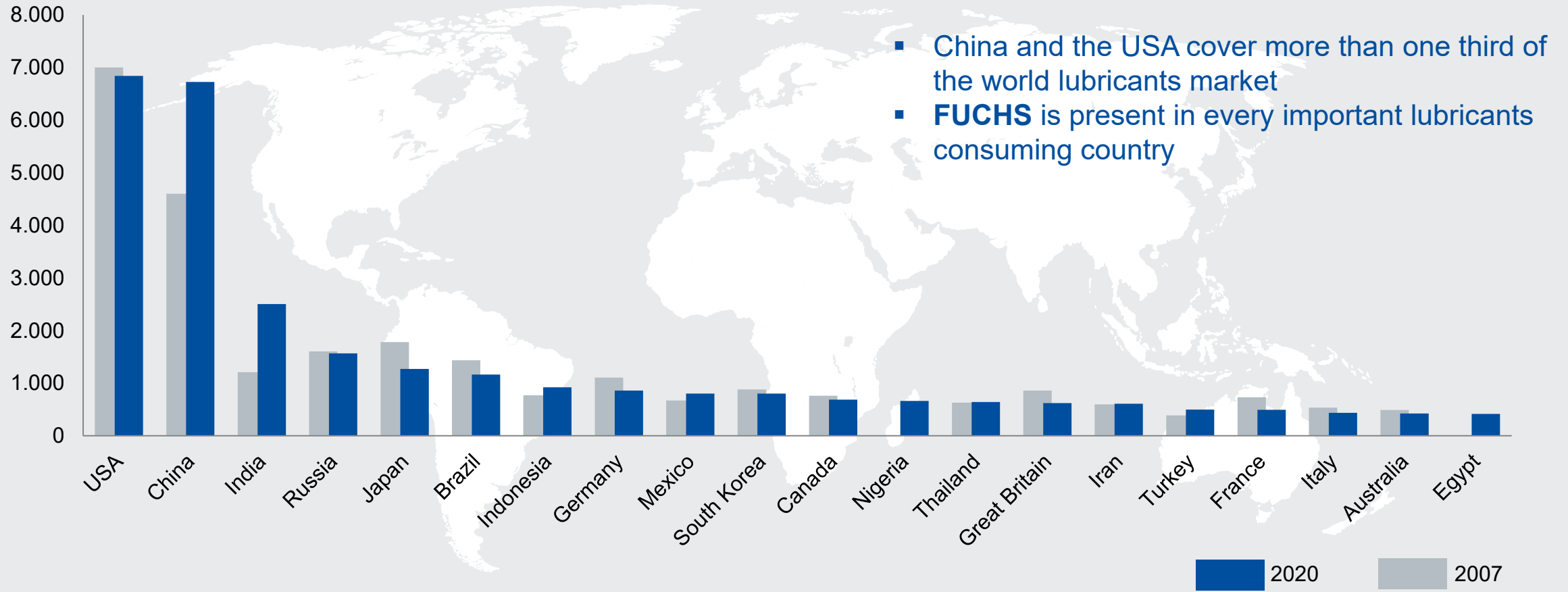
Dividend policy: Increase the absolute dividend per share each year

Option to return excess cash to shareholders through buybacks

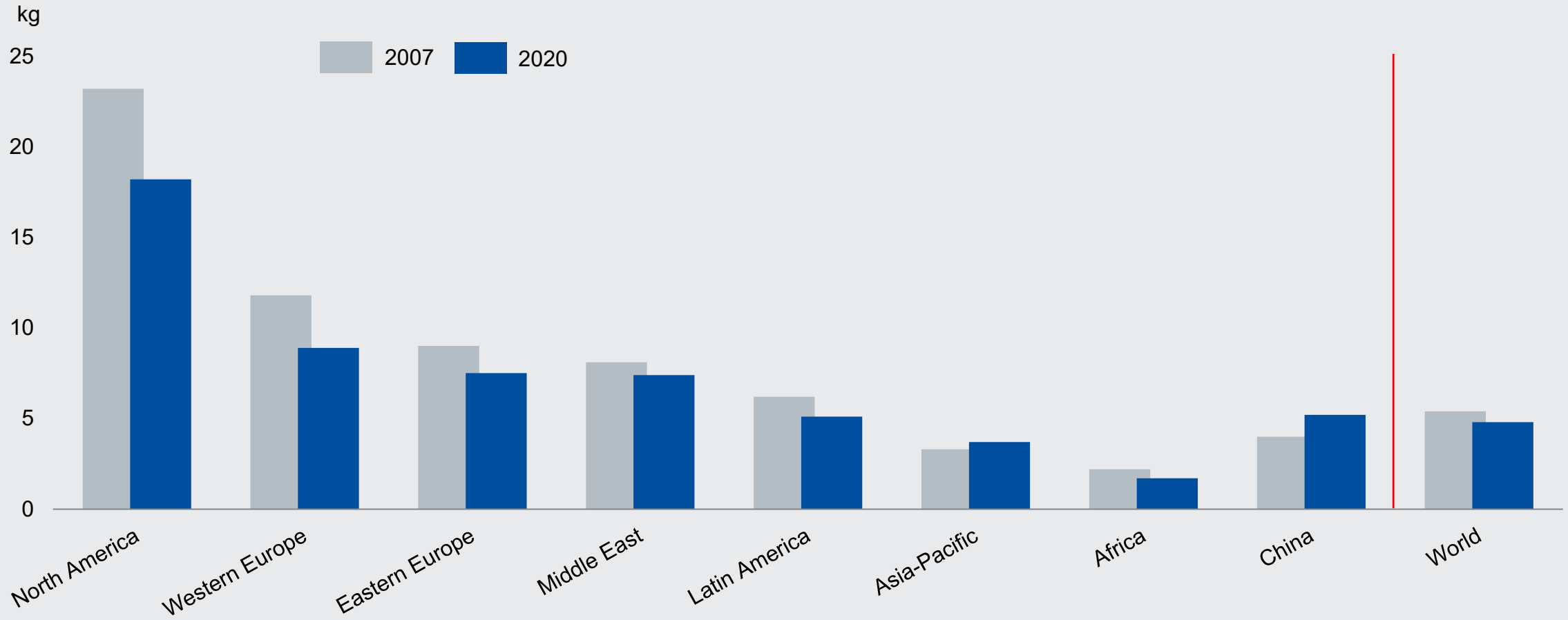
07 Appendix



TOP 20 LUBRICANT COUNTRIES

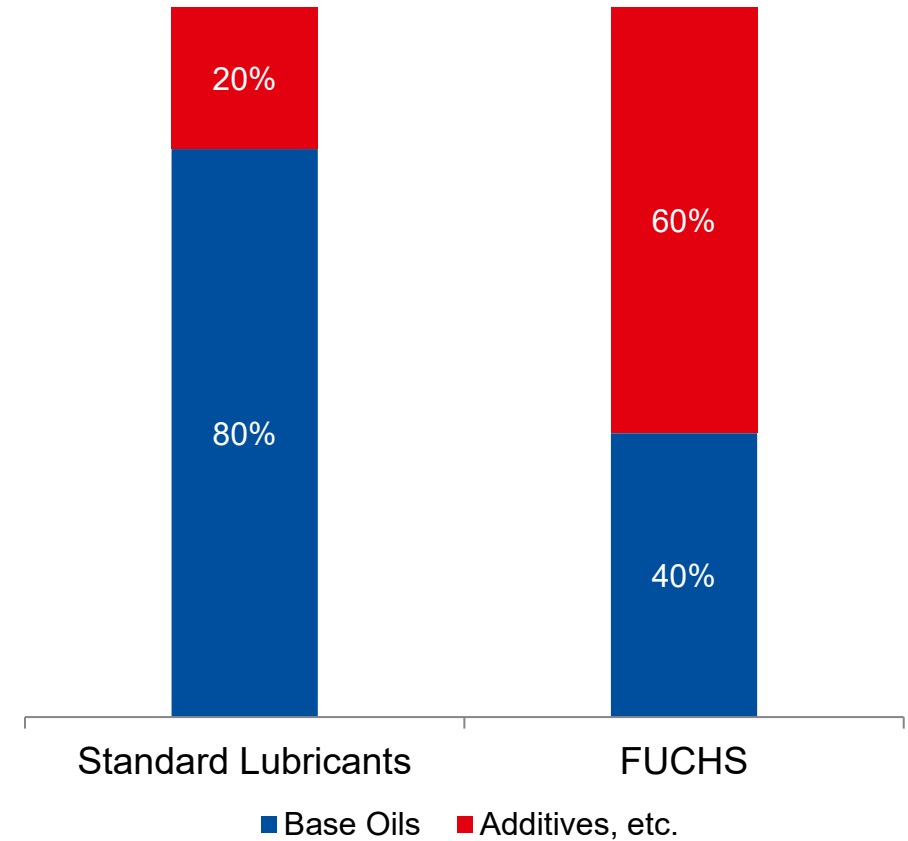


REGIONAL PER-CAPITA LUBRICANTS DEMAND



Base oil / additives value split

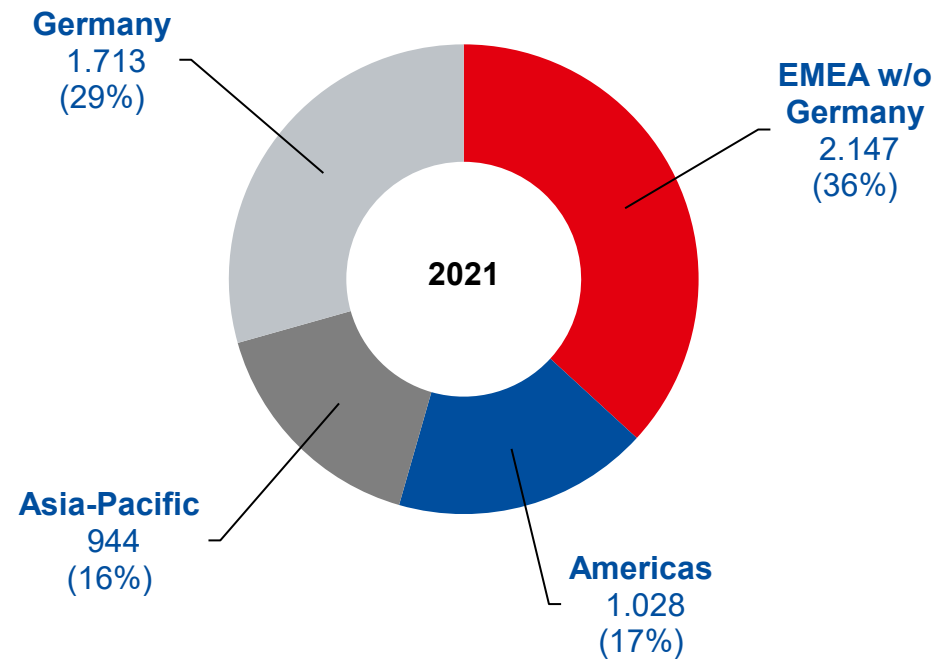
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



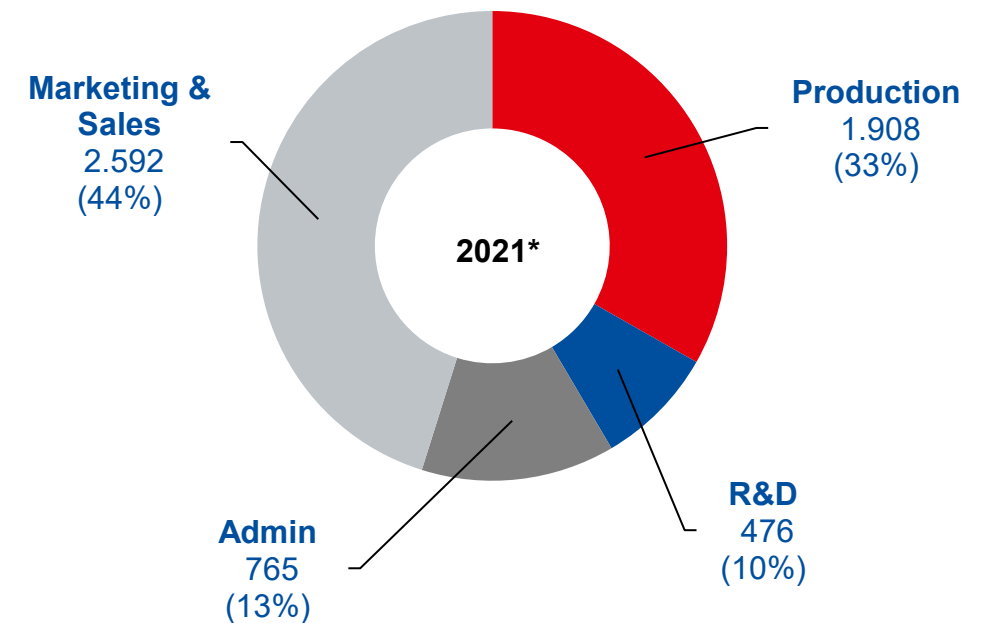
WORKFORCE STRUCTURE

5,976 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2021)

Regional Workforce Structure



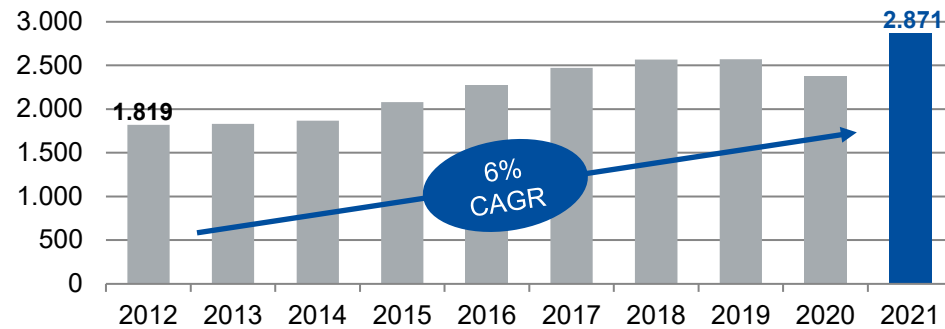
Functional Workforce Structure



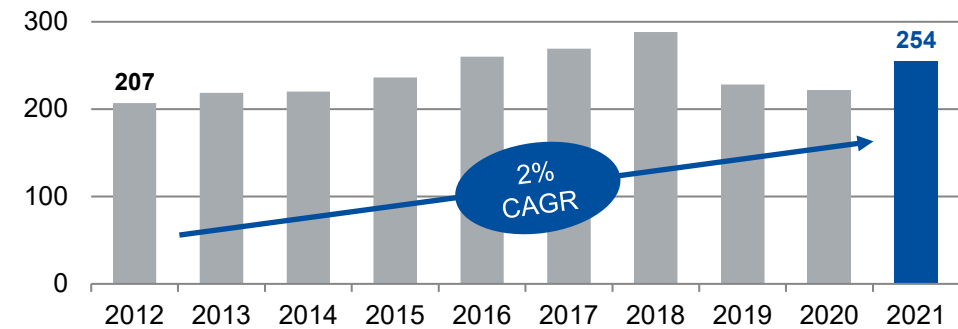
*Excl. 135 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

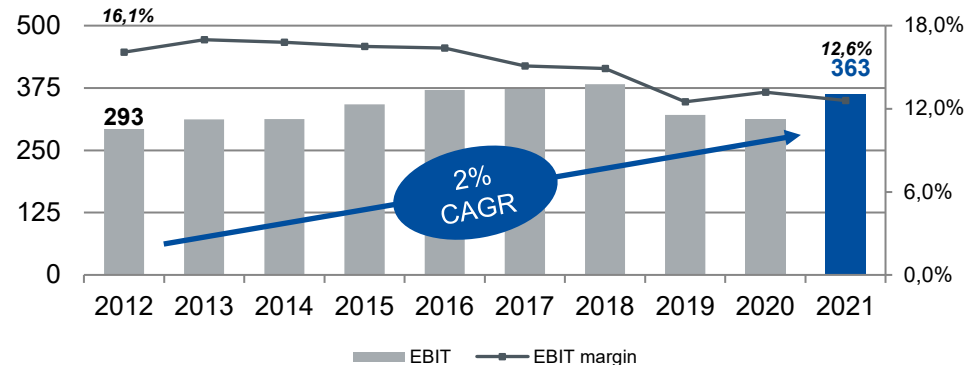
Sales (in € mn)



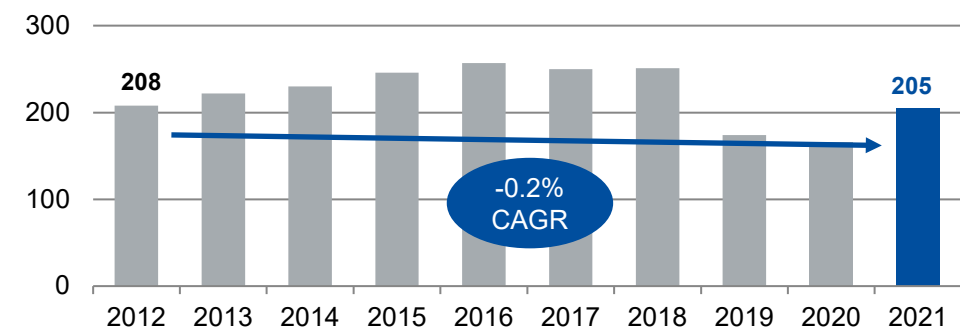
Earnings After Tax (in € mn)



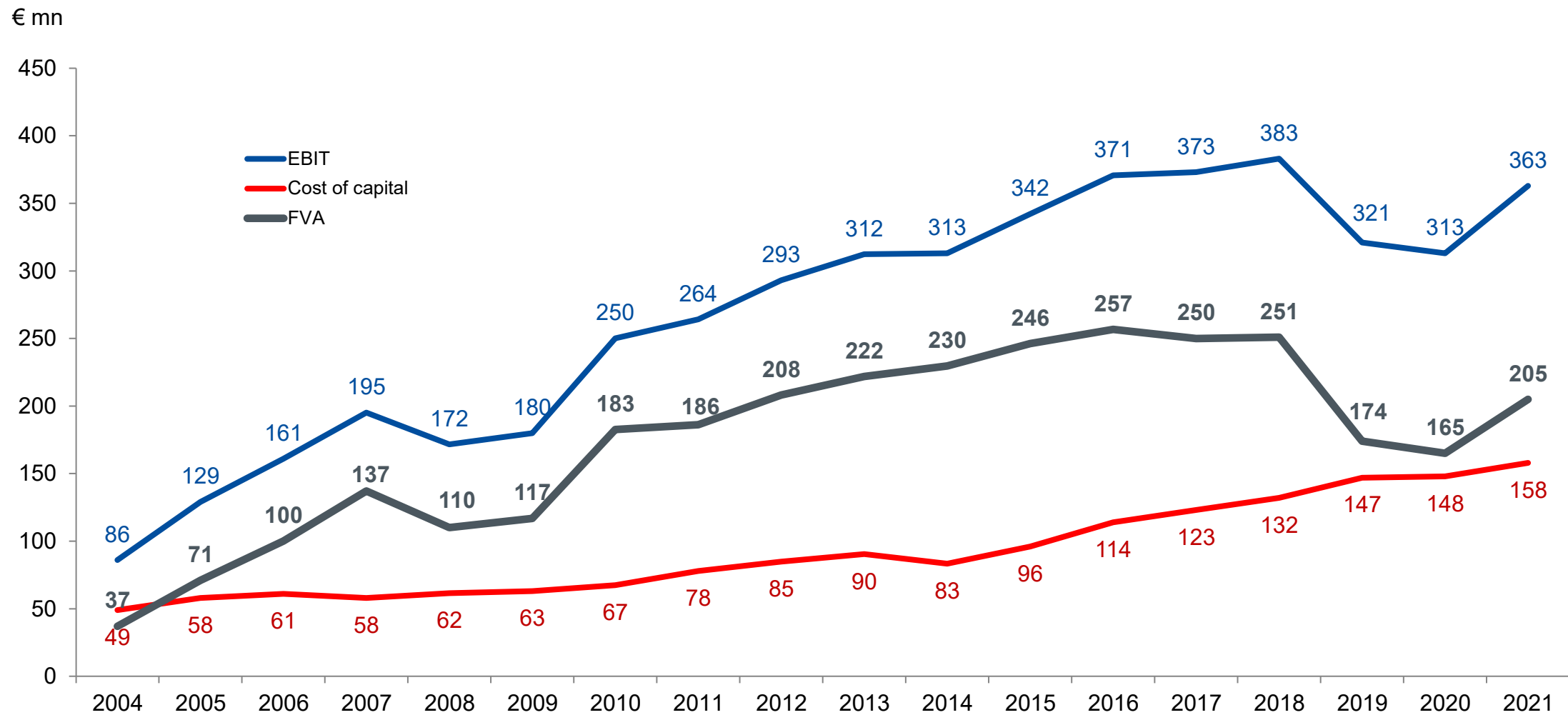
EBIT (in € mn)



FVA (in € mn)



DEVELOPMENT EBIT – COST OF CAPITAL – FVA



Cost of Capital = CE x WACC
MOVING YOUR WORLD

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

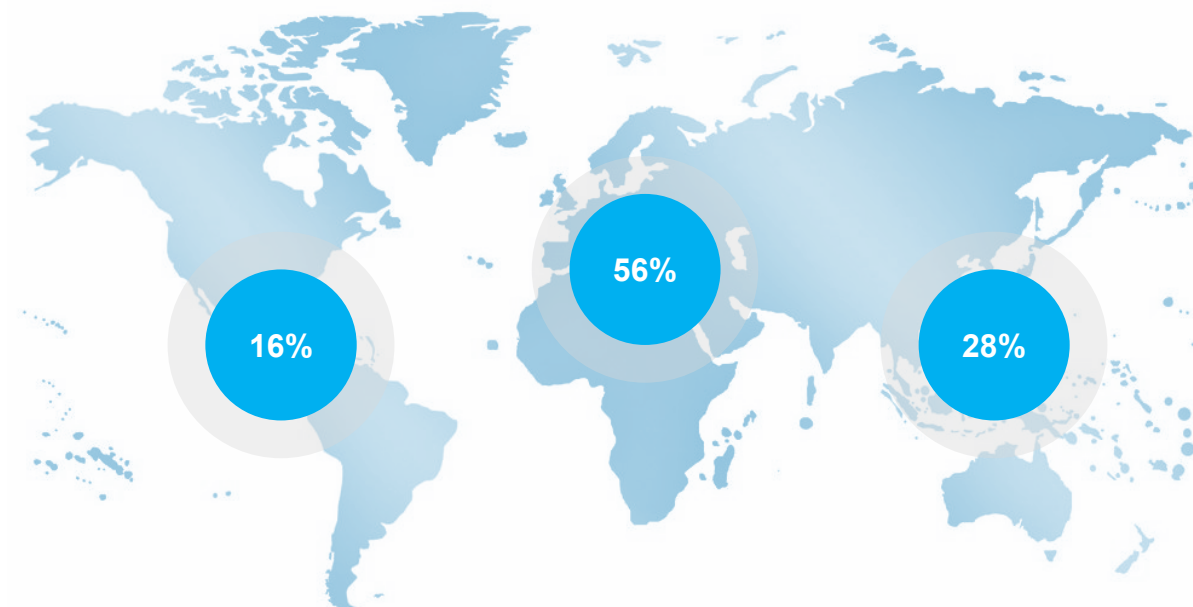
SIGNIFICANTLY HIGHER SALES IN ALL REGIONS

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

REGIONAL SALES REVENUES

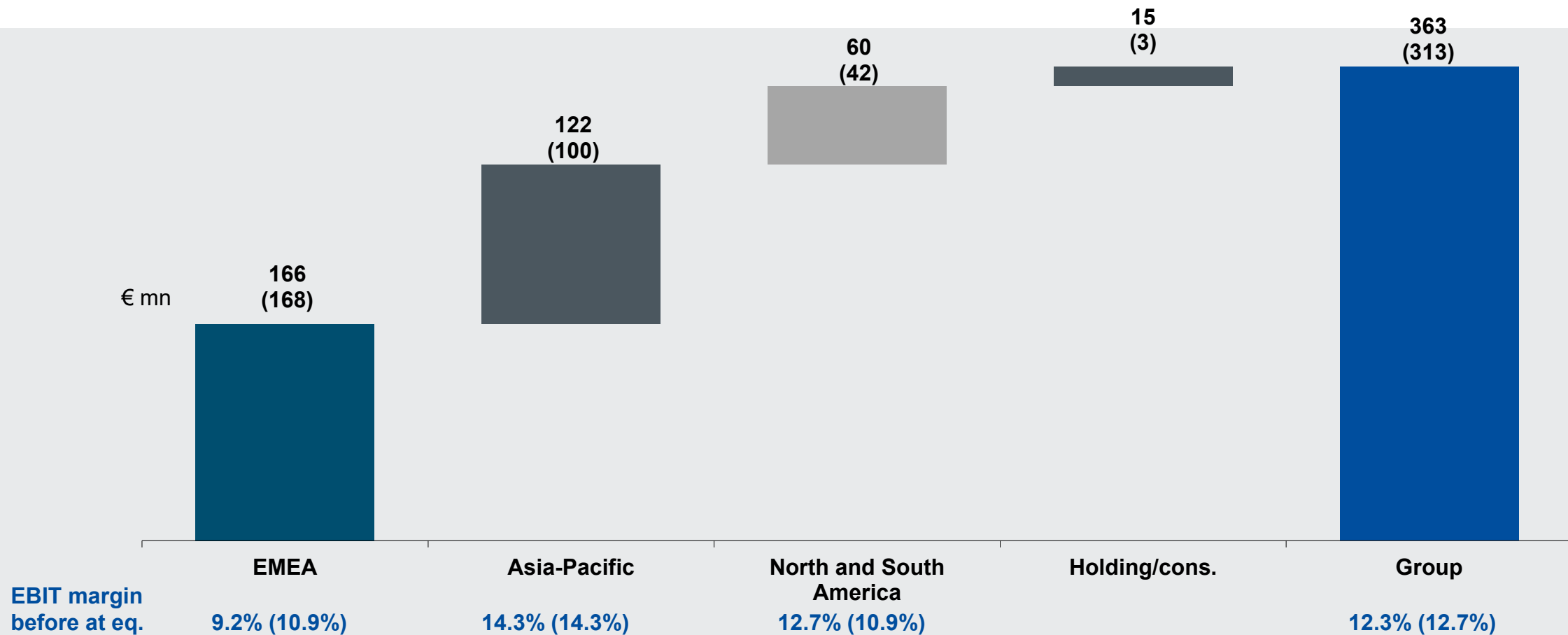
CONSOLIDATED SALES REVENUES FY2021

		2021 (€ mn)	2020 (€ mn)
EMEA		1,710	1,446
<i>thereof</i>	Germany	785	689
	Western Europe	587	491
	Eastern Europe	241	196
	Africa	97	70
Asia-Pacific		855	698
<i>thereof</i>	China	552	440
	Australia	196	169
North and South America		471	387
<i>thereof</i>	North America	413	351
	South America	58	36
Consolidation		-165	-153
Total		2,871	2,378



EBIT BY REGIONS

FY 2021 (FY 2020)



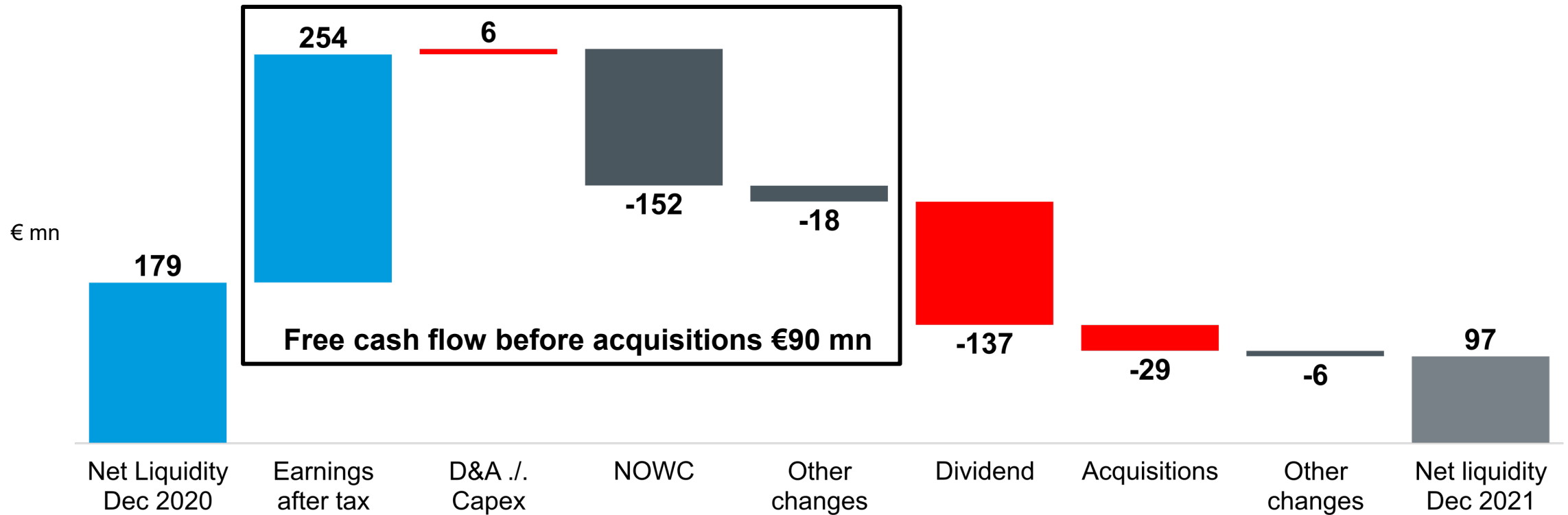
INCOME STATEMENT FY 2021

€ 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

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

NET LIQUIDITY



QUARTERLY INCOME STATEMENT

€ mn	2019				2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	643	653	656	620	616	504	620	638	697	714	718	742	808	832	902	
Gross Profit	217	224	231	218	218	172	225	239	255	242	238	230	262	262	274	
<i>Gross Profit margin (in %)</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>	<i>32.4</i>	<i>31.5</i>	<i>30.4</i>	
Other function costs	-142	-147	-144	-147	-148	-134	-137	-132	-156	-154	-153	-148	-171	-175	-178	
EBIT before at Equity	75	77	87	71	70	38	88	107	99	88	85	82	91	87	96	
<i>EBIT margin before at Equity (in %)</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>	<i>10.9</i>	<i>10.5</i>	<i>10.6</i>	
At Equity	2	3	2	4	2	2	3	3	2	2	3	2	2	0	4	
EBIT	77	80	89	75	72	40	91	110	101	90	88	84	93	87	100	
<i>EBIT margin (in %)</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>	<i>11.2</i>	<i>10.5</i>	<i>11.1</i>	
EBITDA	95	98	107	100	92	60	110	131	122	111	109	107	116	110	124	
<i>EBITDA margin (in %)</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>	<i>13.9</i>	<i>13.2</i>	<i>13.7</i>	

QUARTERLY FIGURES BY REGION

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>	11.2	9.7	8.2	7.6	9.2	16.0	13.7	14.1	13.3	14.3	14.4	13.3	12.5	11.0	12.7
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>	11.7	10.2	8.9	8.1	9.7	16.0	13.7	14.1	13.3	14.3	14.4	13.3	12.5	11.0	12.7

2022	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	481	506	524			237	217	252			141	159	182		
EBIT before at equity income	42	40	35			29	26	33			17	18	24		
<i>in % of sales</i>	8.7	7.9	6.7			12.2	12.0	13.1			12.1	11.3	13.2		
Income from at equity companies	2	0	4			-	-	-			-	-	-		
Segment earnings (EBIT)	44	40	39			29	26	33			17	18	24		
<i>in % of sales</i>	9.1	7.9	7.4			12.2	12.0	13.1			12.1	11.3	13.2		

QUARTERLY SALES & EBIT BY REGIONS

Sales (€ mn)	2020					2021					2022				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	401	289	370	386	1,446	419	431	426	434	1,710	481	506	524		
Δ Y-o-Y in %	0	-28	-8	2	-8	5	49	15	12	18	15	17	23		
Asia-Pacific	146	174	189	189	698	213	211	213	218	855	237	217	525		
Δ Y-o-Y in %	-14	-5	5	3	-3	46	21	13	15	22	11	3	18		
Americas	110	71	100	106	387	111	113	120	127	471	141	159	182		
Δ Y-o-Y in %	4	-33	-7	8	-7	1	59	20	20	22	27	41	52		
Holding/consolidation	-41	-30	-39	-43	-153	-46	-41	-41	-37	-165	-51	-50	-56		
FUCHS Group	616	504	620	638	2,378	697	714	718	742	2,871	808	832	902		
Δ Y-o-Y in %	-4	-23	-5	3	-8	13	42	16	16	21	16	17	26		

EBIT (€ mn)	2020					2021					2022				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	43	13	46	66	168	49	44	38	35	166	44	40	39		
Δ Y-o-Y in %	13	-69	-8	78	1	14	239	8	-47	-1	-10	-9	2		
Asia-Pacific	17	24	29	30	100	34	29	30	29	122	29	26	33		
Δ Y-o-Y in %	-19	4	26	15	8	100	21	3	-3	22	-15	-10	10		
Americas	12	2	15	13	42	16	15	15	14	60	17	18	24		
Δ Y-o-Y in %	-14	-87	25	63	-14	33	650	-	8	43	6	20	29		
Holding/consolidation	0	1	1	1	3	2	2	4	6	15	3	3	4		
FUCHS Group	72	40	91	110	313	101	90	88	84	363	93	87	100		
Δ Y-o-Y in %	-6	-50	2	47	-3	40	125	-3	-24	16	-8	-3	14		

QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

Organic Growth (in %)	2020					2021					2022				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	0	-26	-6	5	-7	6	48	14	11	17	15	16	22		
Asia-Pacific	-16	-3	8	5	-1	46	20	8	8	19	5	-5	8		
Americas	-6	-42	-11	3	-14	6	75	19	17	25	18	25	32		
FUCHS Group	-6	-23	-4	4	-7	15	43	13	13	20	12	11	19		

External Growth (in %)	2020					2021					2022				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	-	-	-	-	-		
Asia-Pacific	3	-	-	-	-	-	-	-	-	0	-	-	-		
Americas	10	10	10	15	11	7	1	2	1	3	-	-	-		
FUCHS Group	2	2	2	3	2	1	0	1	1	1	-	-	-		

FX Effects (in %)	2020					2021					2022				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-2	-2	-3	-1	-1	1	1	2	1	-	1	1		
Asia-Pacific	-1	-2	-3	-2	-2	-	1	5	7	3	6	8	10		
Americas	-	-1	-6	-10	-4	-12	-17	-1	-2	-6	9	16	20		
FUCHS Group	-	-2	-3	-4	-3	-3	-1	2	-3	-2	4	5	7		

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- Starts in Q4
- Consulting and CFO experience
- Areas of expertise: Finance, Performance Management, IT/ Digitalization
- International experience from stays abroad in Poland and China

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

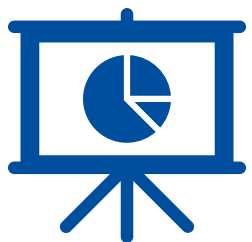
Supervisory Board

50%

of variable compensation

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

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FINANCIAL CALENDAR & CONTACT

Financial Calendar 2023

March 8, 2023	Annual Report 2022
May 3, 2023	Annual General Meeting
April 28, 2023	Quarterly statement Q1 2023
July 28, 2023	Half-year financial report 2023
October 27, 2023	Quarterly statement 9M 2023

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

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