FUCHS GROUP

Investor Presentation

| November 2023
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LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

Agenda

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

€3.4 bn
sales in 2022

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

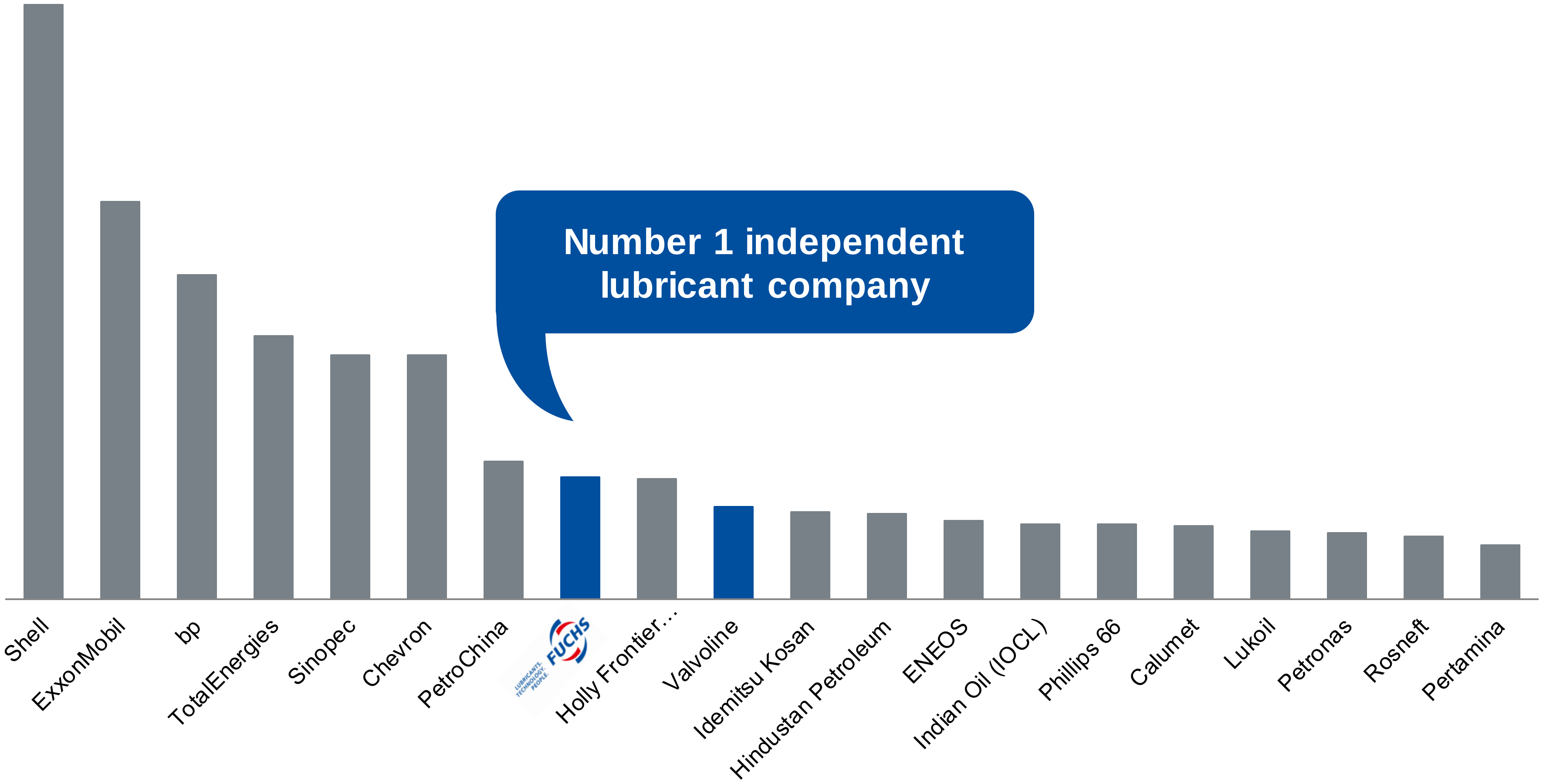
Around 6,100 employees

Preference share is listed in the MDAX

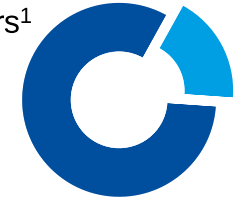
56 companies worldwide

THE LEADING INDEPENDENT LUBRICANTS COMPANY

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

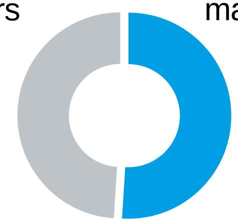


Manufacturers



- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares



[1] > 1000 tons

MOVING YOUR WORLD

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

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

Advantage over major oil companies

FUCHS is a full-line supplier

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

Advantage over other independent companies

FUCHS2025 – STRATEGY PERSPECTIVE

LUBRICANTS. TECHNOLOGY. PEOPLE.

BUSINESS MODEL

LUBRICANTS

Unique FUCHS business model based on strict application focus and tailormade 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

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.

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

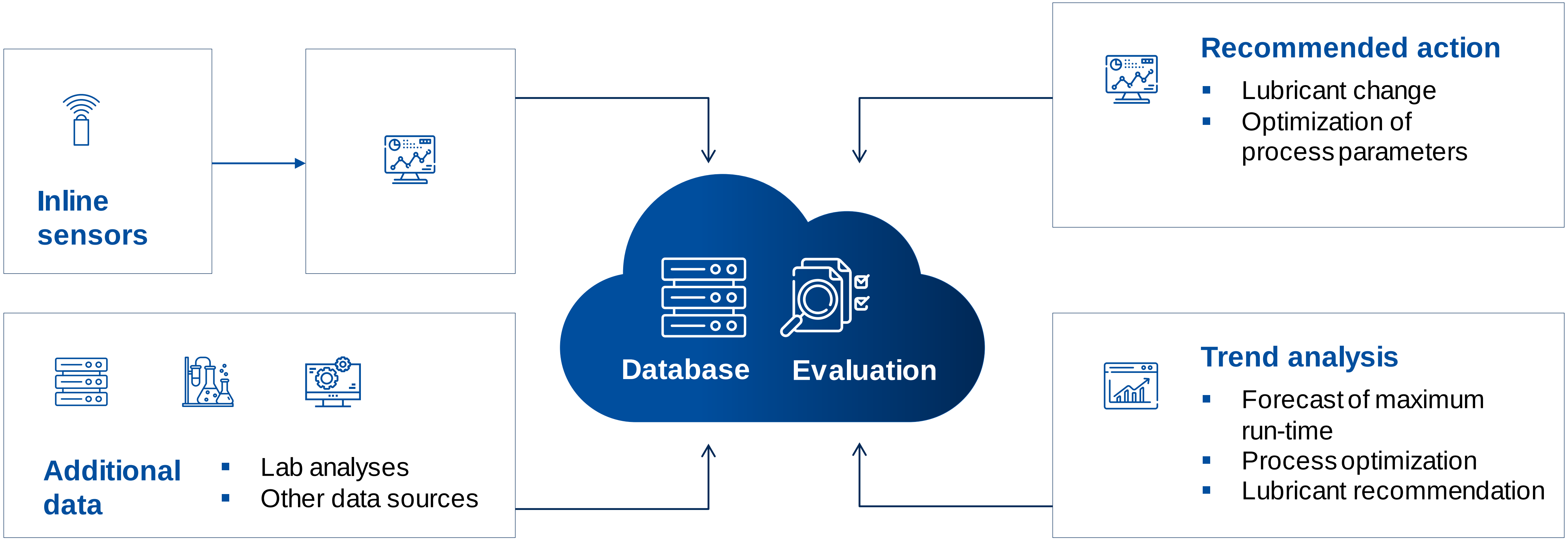
Lubricants are by nature a contributor to lower the CO_2 footprint along the entire value chain

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 CO_2 footprint.

DIGITILIZATION

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

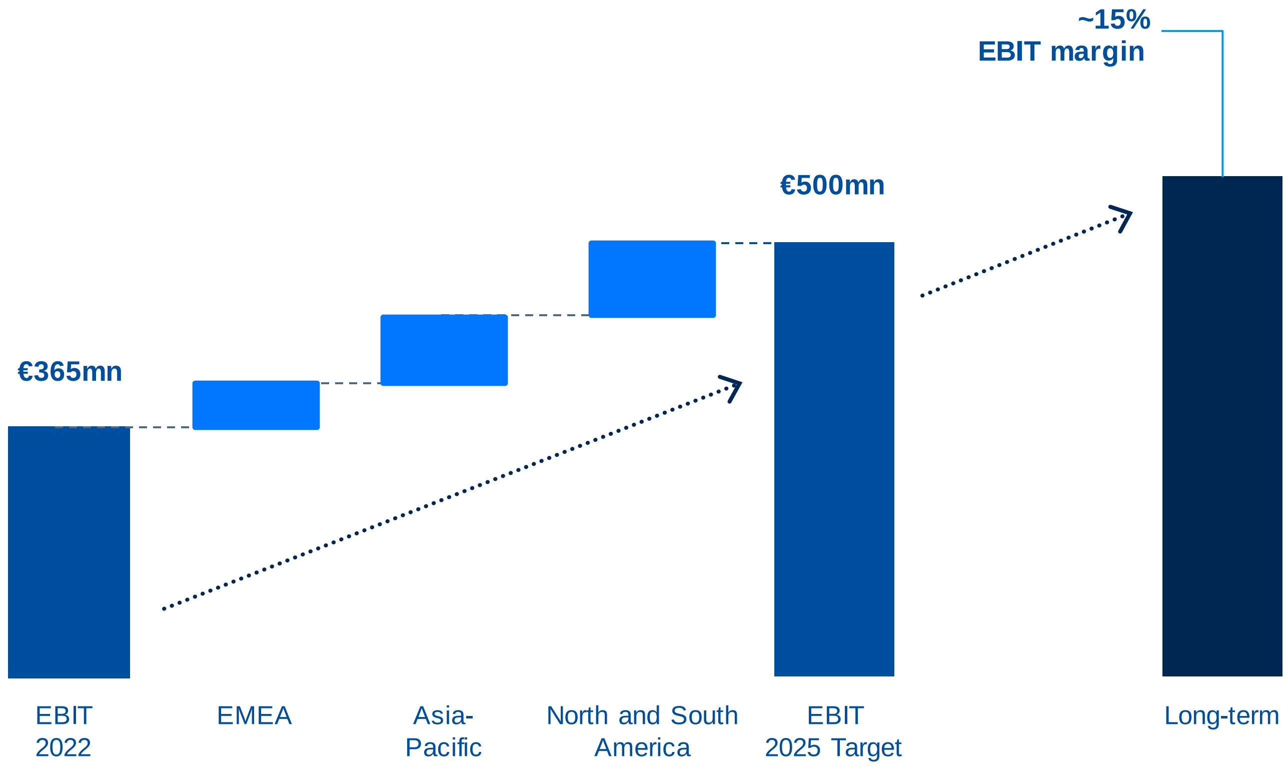


GROWTH

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

Products & Services

New

Develop new products in the wider area of lubricants

- e.g. cleaners, car care, etc.
- e.g. services, circular economy, etc.

Diversification

- Vertical: e.g. additives, etc.
- Horizontal: e.g. adhesives, etc.
- Lateral: e.g. electrolytes for batteries, etc.

Core

Roll-out of existing business in white spots of the map

- Based on segmentation approach
- e.g. Automotive USA, etc.

Develop new markets in the wider area of lubricants

- e.g. immersion cooling, B2C, etc.

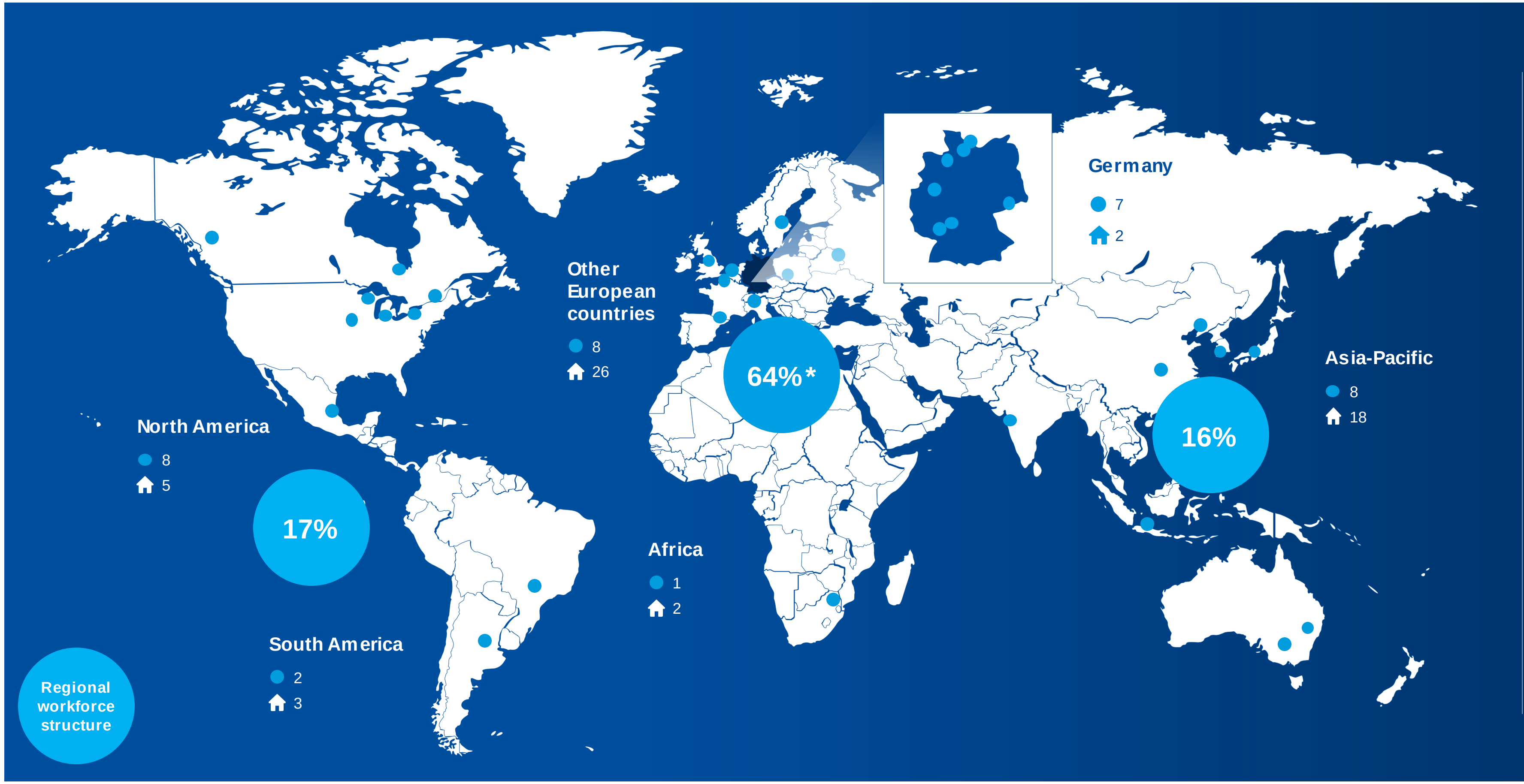
Core

New

Markets

WE ARE WHERE OUR CUSTOMERS ARE

IN OVER 50 COUNTRIES



GROUP COMPANY AND PRODUCTION LOCATIONS

34 Production locations

56 Operating companies

As at December 31, 2022

*incl. Holding

FULL-LINE SUPPLIER ADVANTAGE

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

Sales 2022: €3.4 bn

(~75% international)

by customer location

Automotive Lubricants
~44%

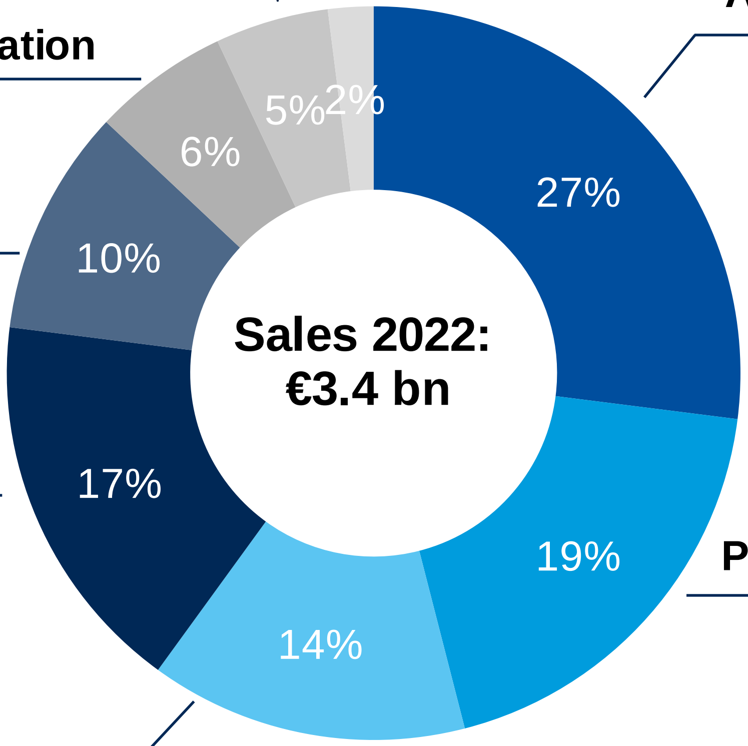
- Engine oils
- Gear and transmission oils
- Hydraulic oils
- Biodegradable lubricants
- Antifreeze
- Greases (For Axles, E-Motor/Hybrid Module, Contact grease for electronic connections, etc.)
- BluEV (DriveFluid, Motor Grease, Thermal fluids)
- Etc.

Industrial Lubricants
~56%

- 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



Aftermarket and Trading
- Mainly through distributors
- Garages

Primary Industry and Energy
- Mining
- Steel
- Chemicals
- Wind

On Highway Vehicle Manufacturers
- OEMs

Vehicle Components Manufacturers
- Tier 1 & Tier 2 suppliers

Industrial Equipment and Machinery
- Mechanical engineering

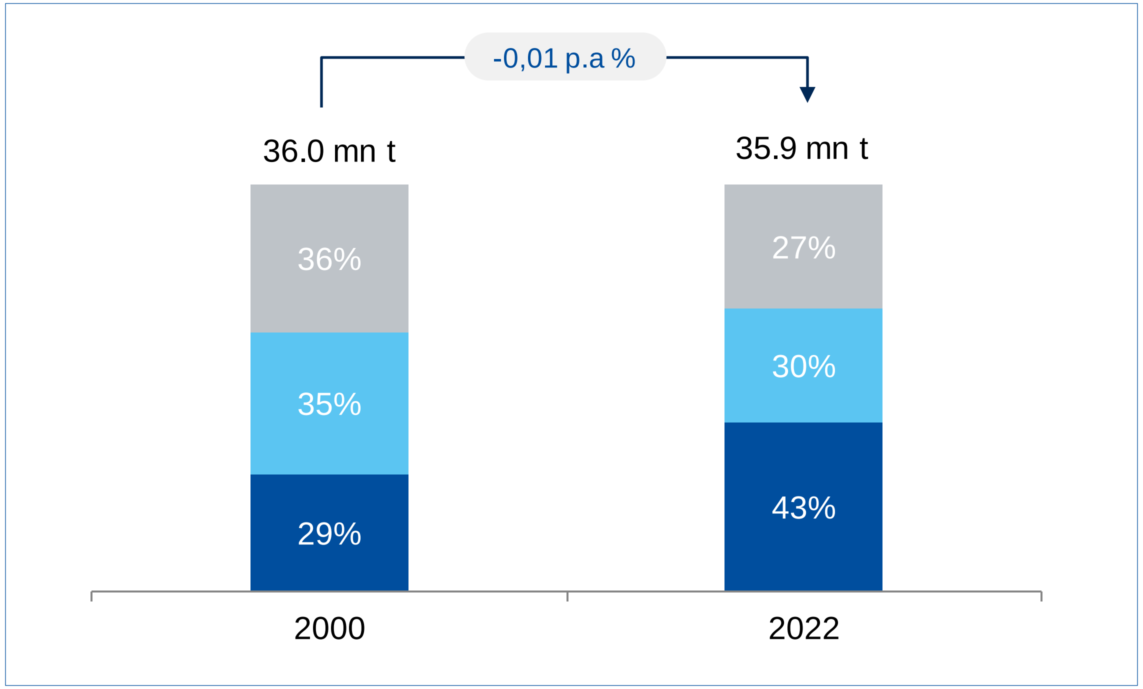
Off-Highway Vehicles and Transportation
- Aerospace
- Marine
- Railway
- Agriculture

Processing Industries
- Food
- Medtech
- Electronics
- Glass

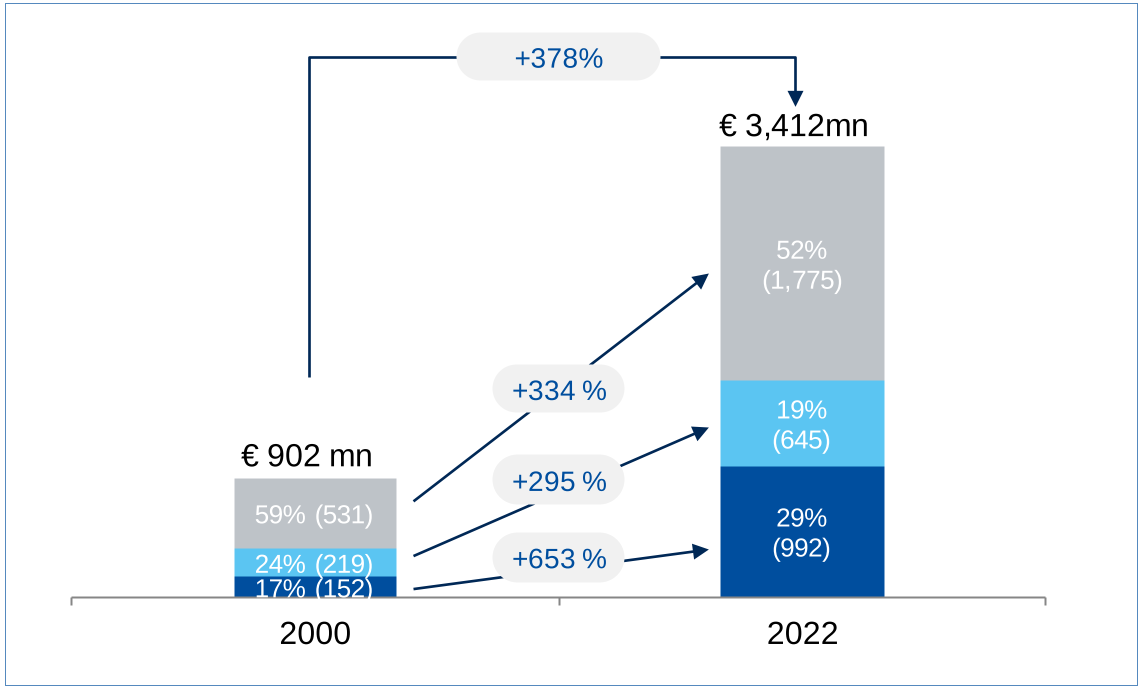
Other

HIGHTECH LUBRICANTS ON THE RISE

Market Demand



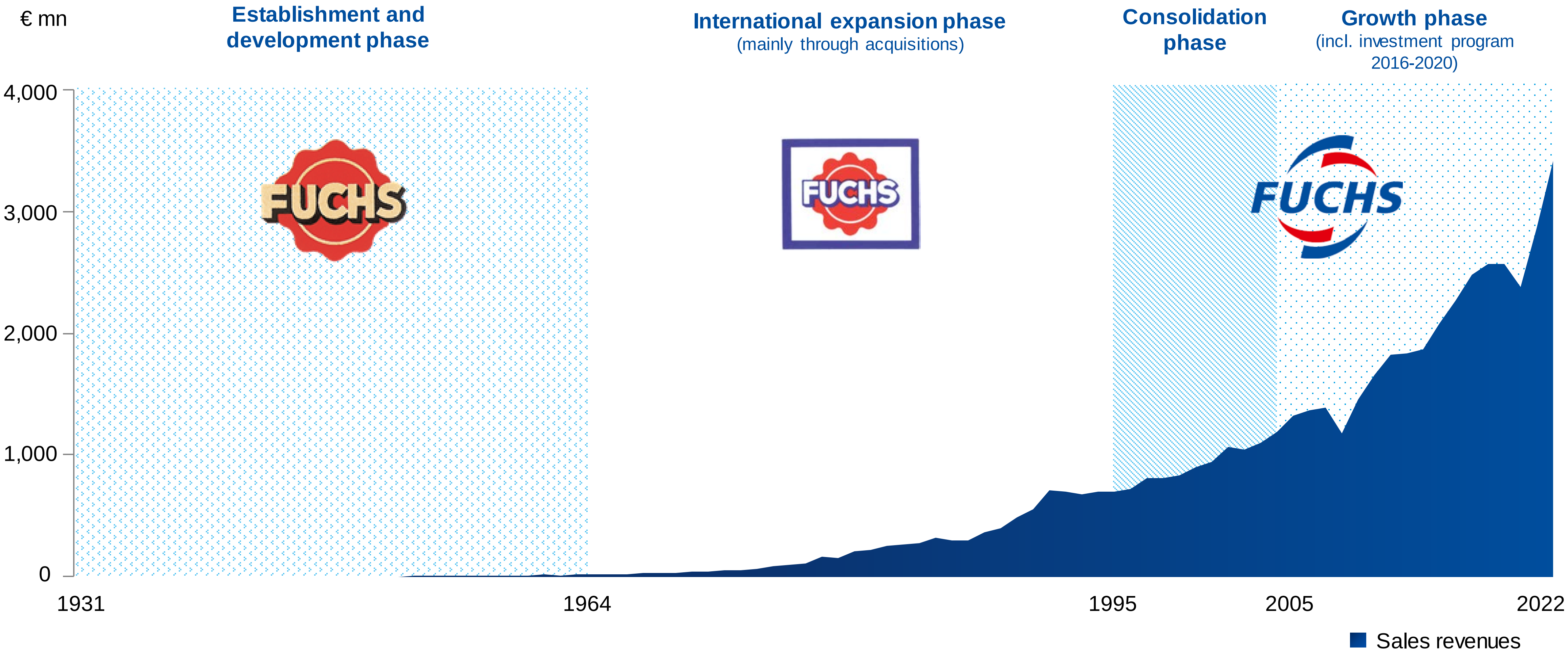
FUCHS Sales (by customer location)



EMEA Americas APAC

TRADITION AND GROWTH

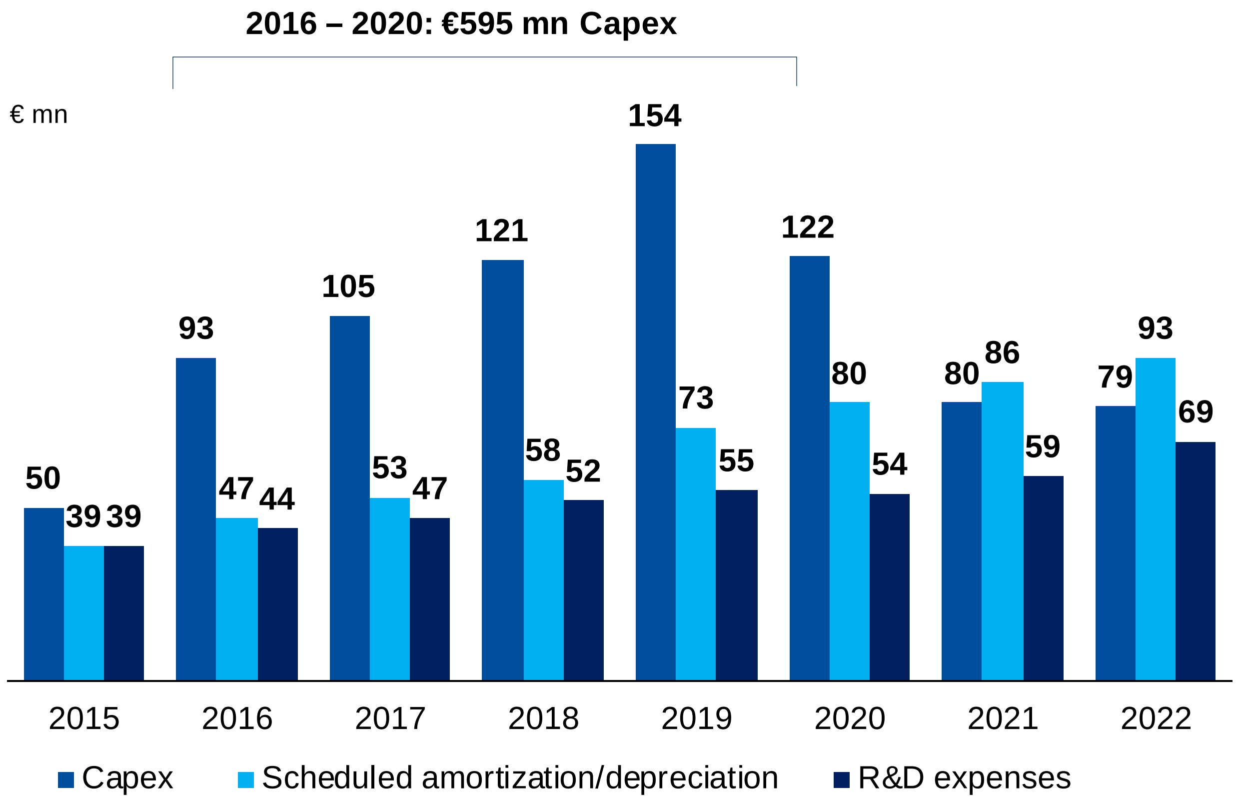
SINCE 1931



INVESTMENT IN THE FUTURE

CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISHED

Five year growth initiative



… with a clear investment focus on:

Growth

- Construction of new plants in growth regions
- Capacity expansion of existing plants

Technology

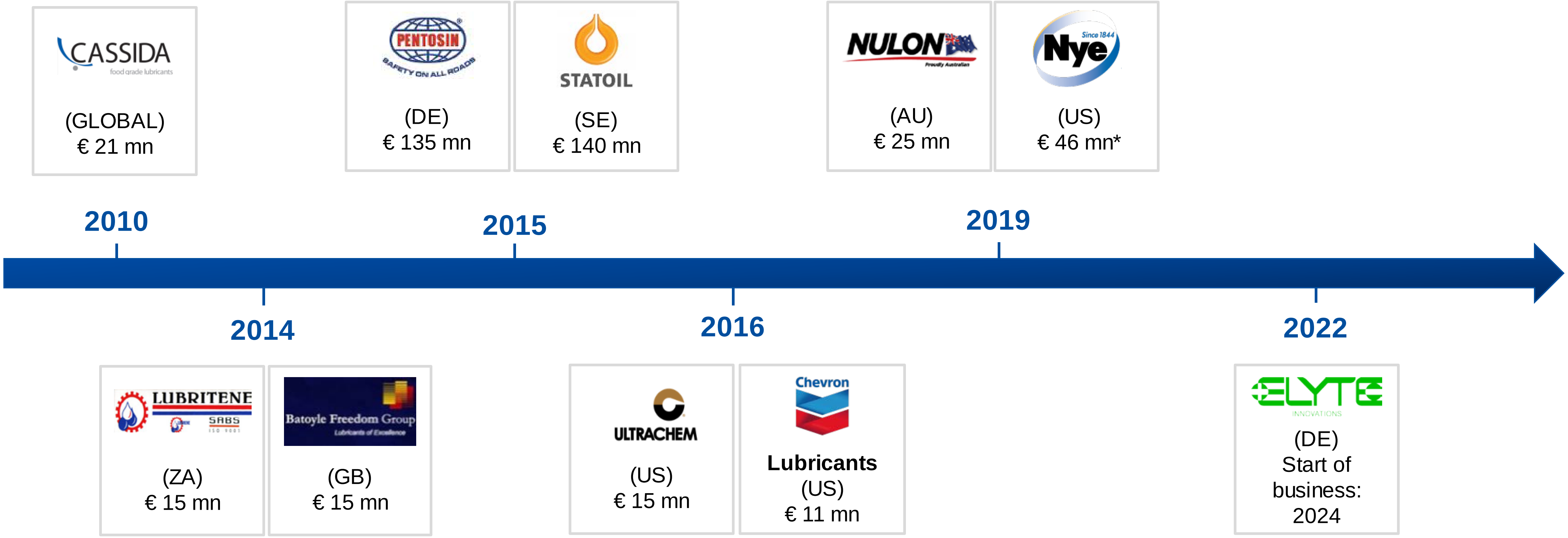
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

Innovation

- Establishing three R&D hubs in China, Germany and the U.S. at the same level

STRONG TRACK RECORD OF INTEGRATING BUSINESSES

MOST IMPORTANT TRANSACTIONS OVER THE LAST 15 YEARS



* Closing January 24, 2020

CONTINUED FOCUS ON M&A GROWTH

Strategic M&A Guardrails	Financial Imperatives
• 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	• 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

02 Financial Results 9M2023

HIGHLIGHTS 9M 2023

9M RESULTS DRIVEN BY STRONG THIRD QUARTER

€2,698 mn

Sales up 6% yoy

€313 mn

EBIT up 12% yoy

€330 mn

FCF bef. acq. sig. up

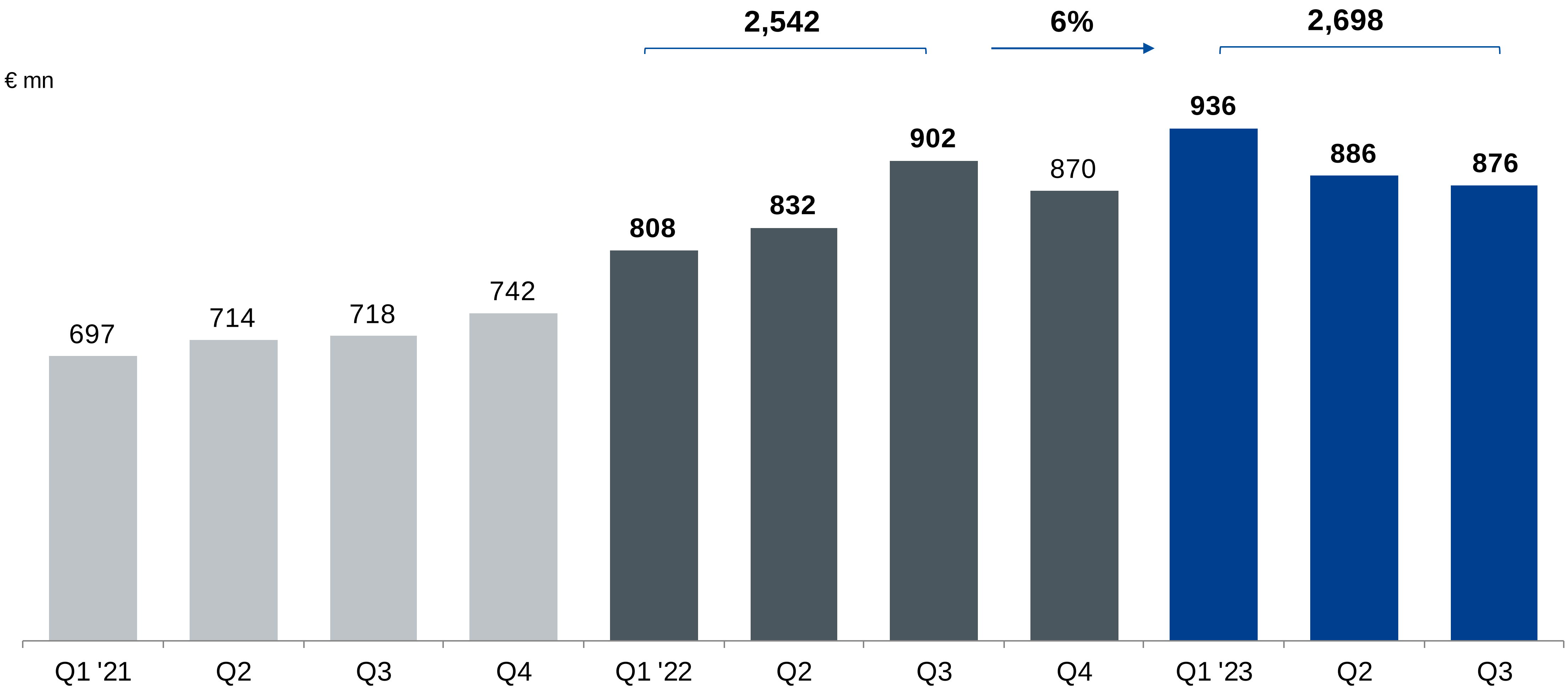
9M 2023

- Sales development strongly price-driven
- Implemented price increases from 2022 drive 9M 2023 EBIT
- Q3 EBIT margin at 12.9% reflecting margin recovery
- FCF bef. acq. sig. higher due to NOWC release

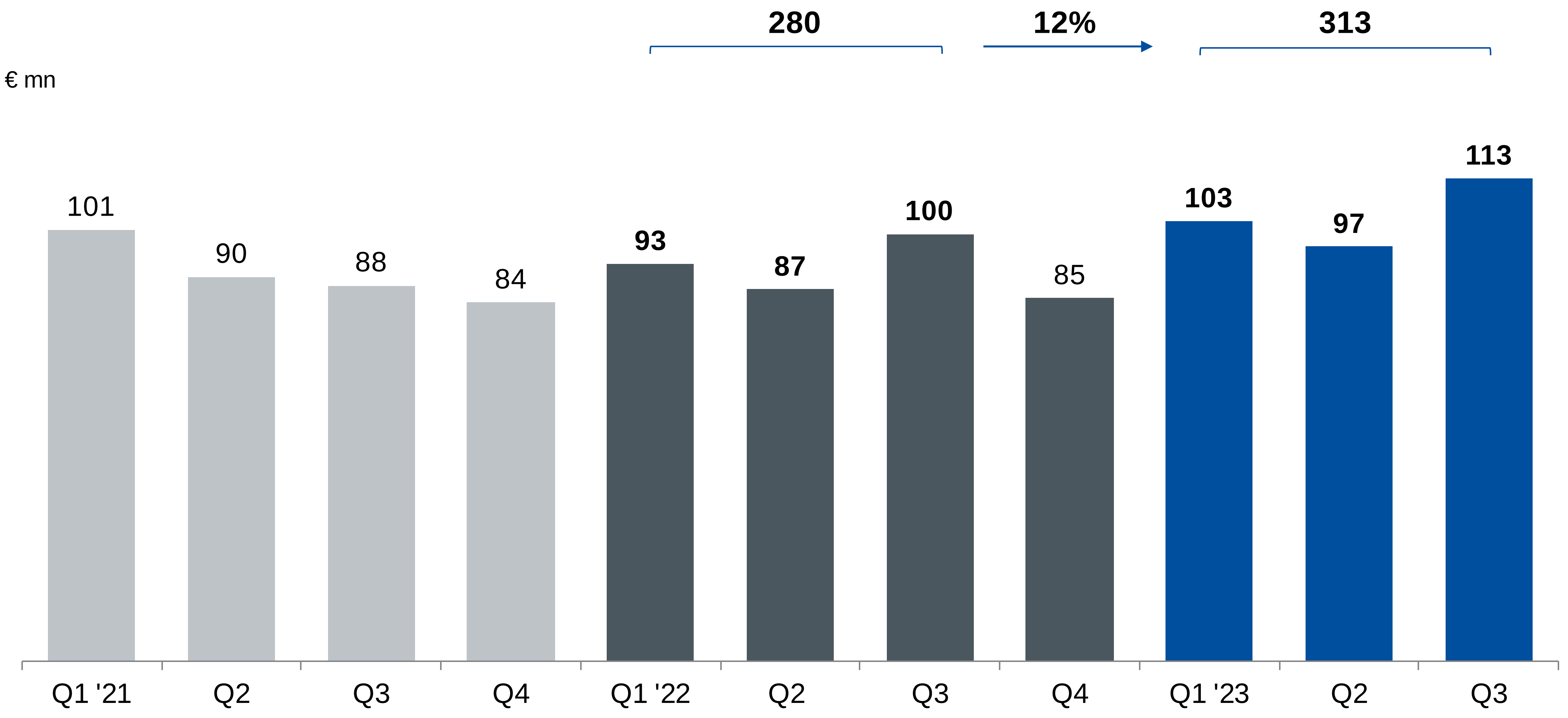
Outlook for FCF bef. acq. raised

- Sales: ~ €3.6 bn
- EBIT: ~ €390 mn
- FVA: above prior year (€172 mn)
- FCF bef. acq.: ~ €380 mn (before: ~ €300 mn)

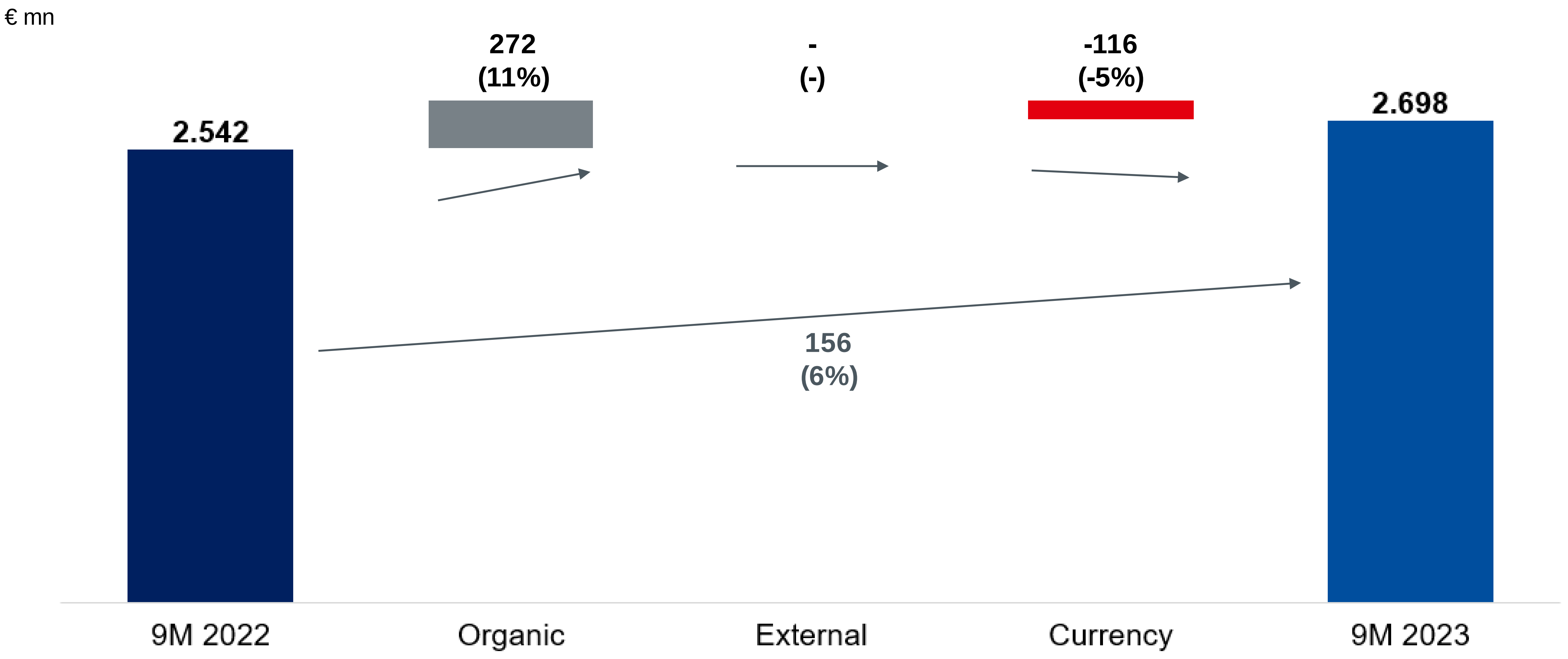
SALES DEVELOPMENT



EBIT DEVELOPMENT



9M 2023 GROUP SALES



9M 2023 KPI SUMMARY

KPI in € mn	9M 2023	9M 2022
Sales	**2,698**	**2,542**
Cost of sales	-1,836	-1,744
Gross profit	862	798
Other function costs	-556	-524
EBIT bef. at Equity	**306**	**274**
EBIT	**313**	**280**
Investments	-55	-42
NOWC	44	-257
FCF bef. acq.	**330**	**-31**

- Sales price-driven up 6%
- Gross profit up 8% by compensation of sig. cost inflation through higher selling prices in 2022, accordingly margin of 31.9% 0.5%-pts. higher yoy
- Other function costs 6% up, driven by higher freight and energy costs and sig. higher personnel costs
- EBIT up 12%; EBIT margin at 11.6%
- Investments above prior year level
- NOWC release vs. prior year period
- FCF bef. acq. sig. higher due to higher EBIT and NOWC release

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	9M 2023	9M 2022
Sales	**1,566**	**1,511**
Organic growth	91 (6%)	225 (17%)
External growth	-	2 (0%)
FX effects	-36 (-2%)	8 (1%)
EBIT bef. at Equity	**148**	**117**
EBIT	**155**	**123**

- Sales price-driven 4% up
- Almost all entities with double-digit growth rates; particularly high absolute and relative increases in Great Britain, Poland, France and Italy
- Negative currency effects mainly from South Africa, Sweden and East Europe
- Significant earnings contribution from almost all entities, especially from Germany

ASIA-PACIFIC

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KPI in € mn	9M 2023	9M 2022
Sales	**738**	**706**
Organic growth	90 (13%)	17 (3%)
External growth	-	-
FX effects	-58 (-8%)	52 (8%)
EBIT bef. at Equity	**80**	**88**
EBIT	**80**	**88**

- Sales up 5% driven by prices despite negative currency effects
- Australia and South-East Asia showing strong increases, thanks to positive business development and price increases
- EBIT lower due to lower contribution from China, while India and Australia posted earnings growth; negative currency effects from all countries

NORTH AND SOUTH AMERICA

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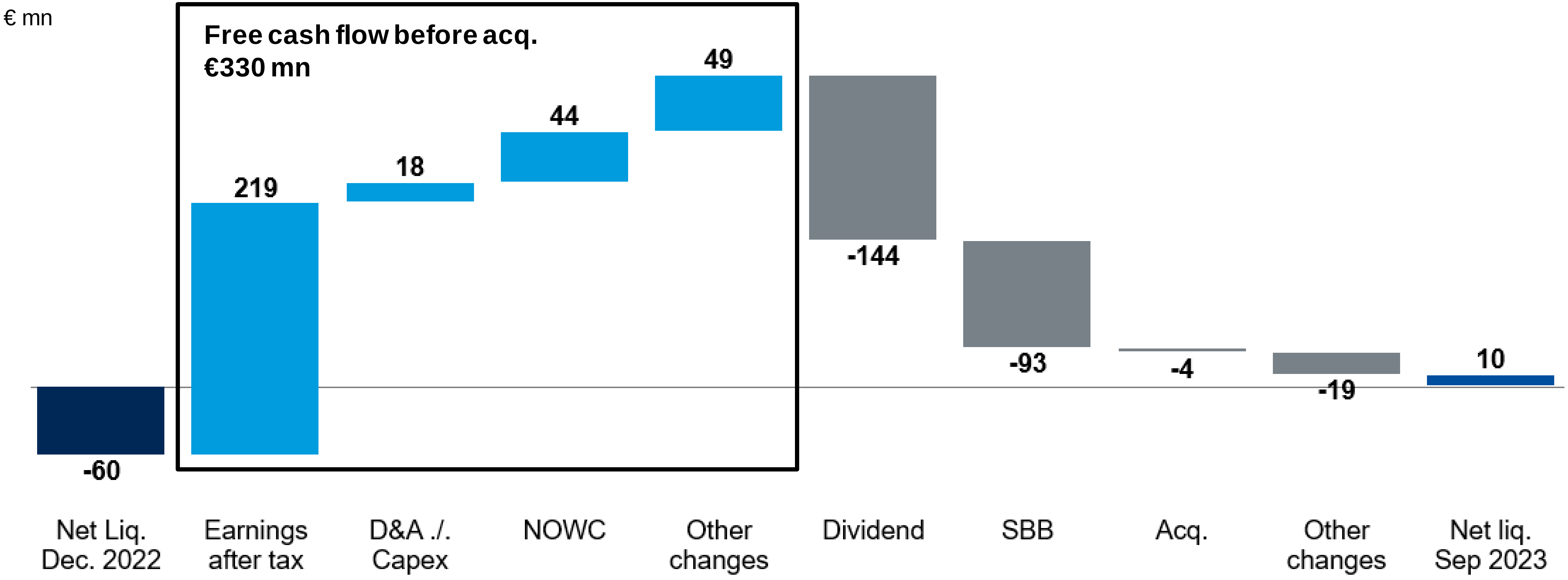
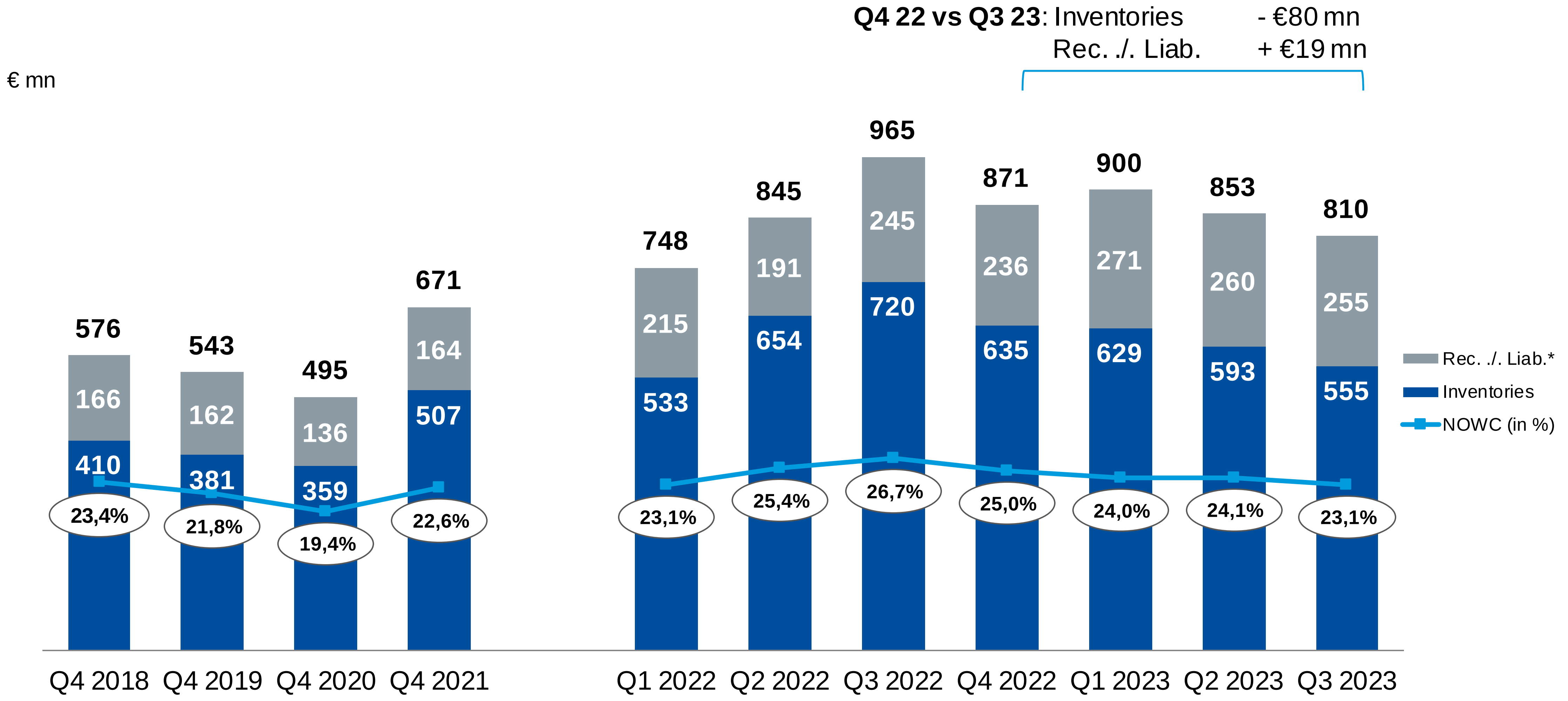
KPI in € mn	9M 2023	9M 2022
Sales	**523**	**482**
Organic growth	63 (13%)	86 (25%)
External growth	-	-
FX effects	-22 (-4%)	52 (15%)
EBIT bef. at Equity	**62**	**59**
EBIT	**62**	**59**

- Sales up 9% due to price increases and positive business development
- High negative currency effects mainly from Argentina, but also from North America as a result of the weakening of the dollar
- Both North and South America with positive earnings contributions
- Strikes in the automotive industry in North America began to affect the business at the end of the third quarter

NET LIQUIDITY



NET OPERATING WORKING CAPITAL (NOWC)



*Liabilities include advance payments received and liabilities from customer discounts

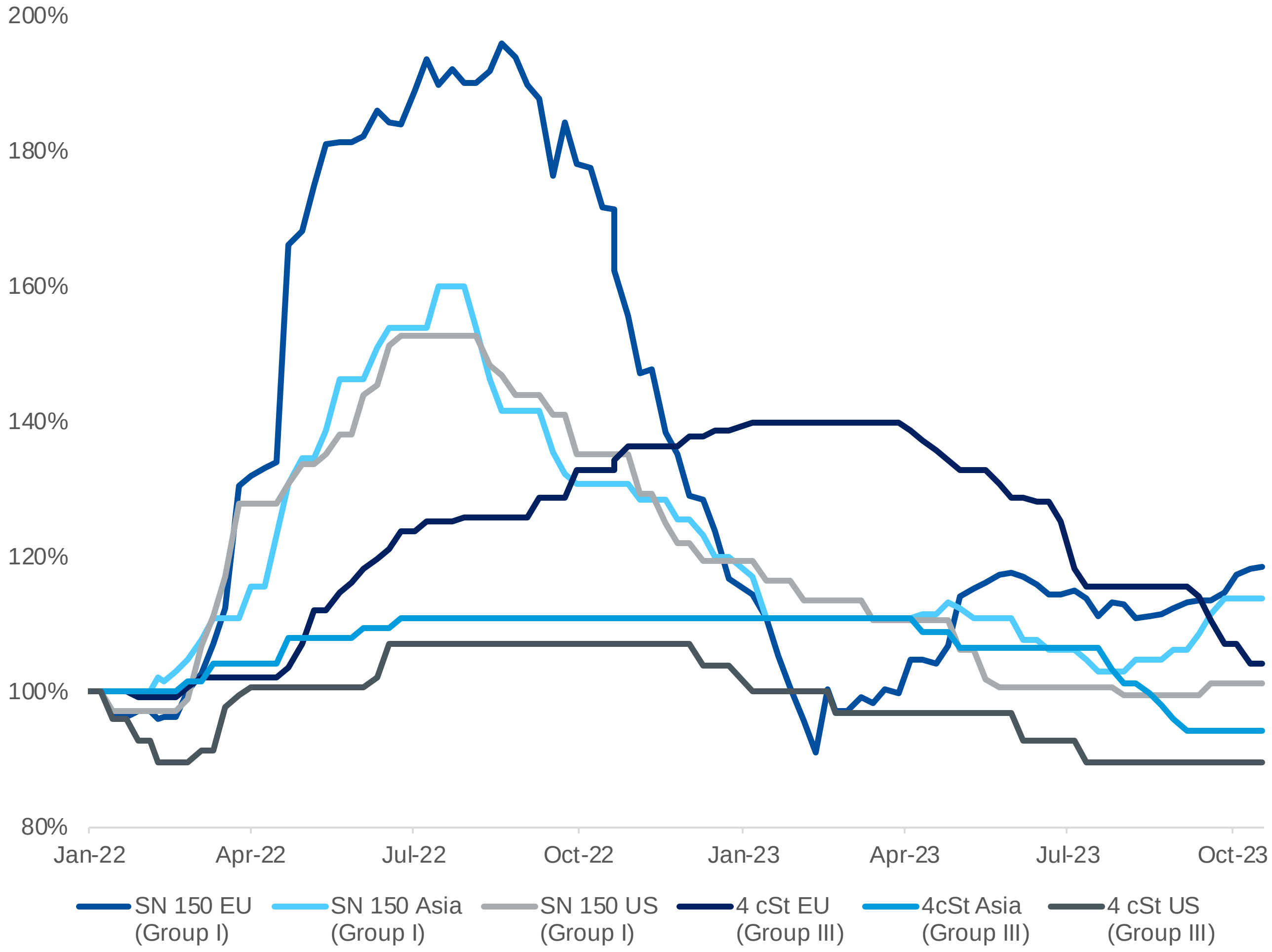
2023 OUTLOOK MARKING A STEP TOWARDS EBIT TARGET 2025

STRIVING FOR ALL-TIME HIGHS IN SALES, EBIT AND FCF BEF. ACQUISITIONS

KPI* in € mn	2022	March, 8th 2023	July, 28th 2023	October, 27th 2023	
Sales	3,412	~ 3,600	~ 3,600	~ 3,600	Sales growth mainly price-driven
EBIT	365	~ 390	~ 390	~ 390	Strict cost management vs. cost inflation (esp. personnel, freight)
FVA	172	above prior year	above prior year	above prior year	Higher earnings vs. slightly higher capital employed
FCF bef. acq.	61	~ 250	~ 300	~ 380	Higher earnings and NOWC release

* The impact of the ongoing tense geopolitical situation on the global economy and FUCHS cannot be estimated at this time. In addition, the further development of raw material prices remains a matter of great uncertainty.

DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET



Market Development Q3

- **Base oil group I and II** bottomed and reversed in all regions
- **Base oil group III** observed a downward trend after being elevated due to market tightness over the last months
- Price reductions for **additive packages** and **other raw mat.** detectable, but still on high level

Outlook Q4 & beyond

- **Base oils:** Price increases expected for group I and II; downward trend on group III remains
- **Additive packages & other raw materials:** Prices expected to stabilize; increases in 2024 possible

Data as at October 17th, 2023
%-changes vs. Dec. 31st, 2021

03 FUCHS2025

New Mindset for Future Challenges

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CLEAR VALUE PROPOSITION

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VISION

Being First Choice

MISSION STATEMENT

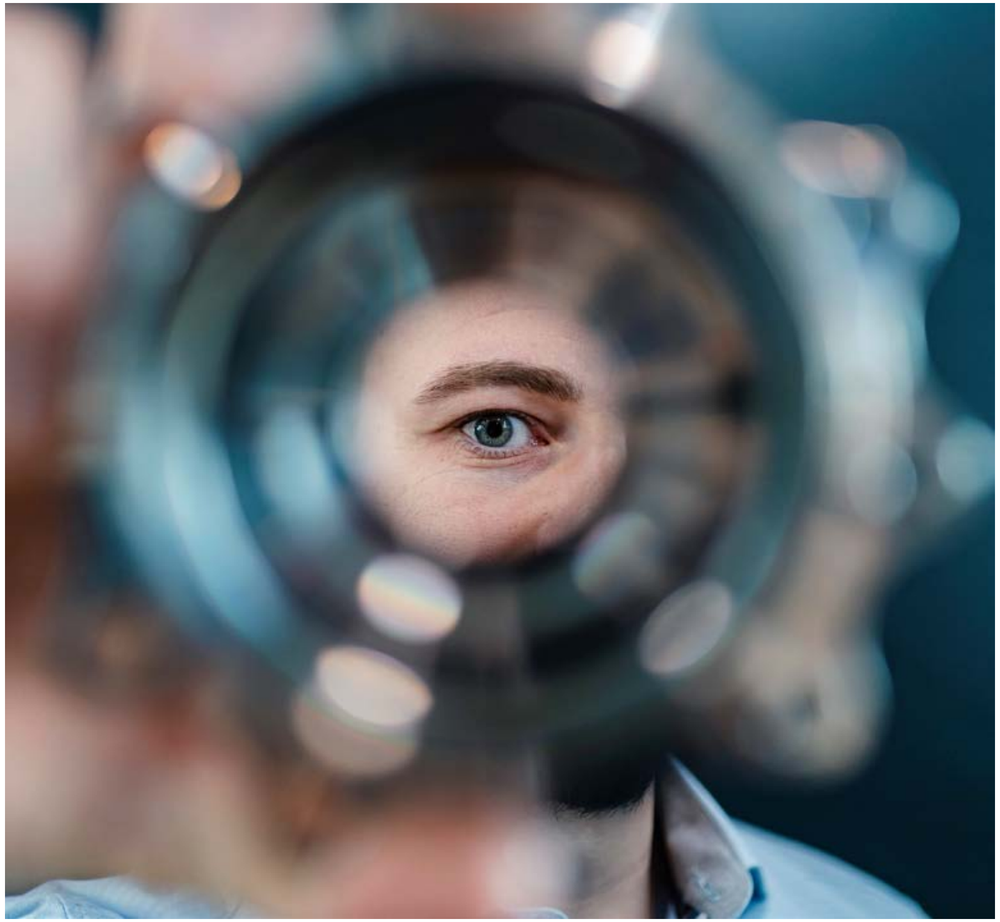
LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES

Trust, Creating Values, Respect, Reliability, Integrity

PURPOSE

MOVING YOUR WORLD



FUCHS 2025

Culture

High performance, open feedback & hierarchy-free communication

Strategy

Topline growth based on market segmentation

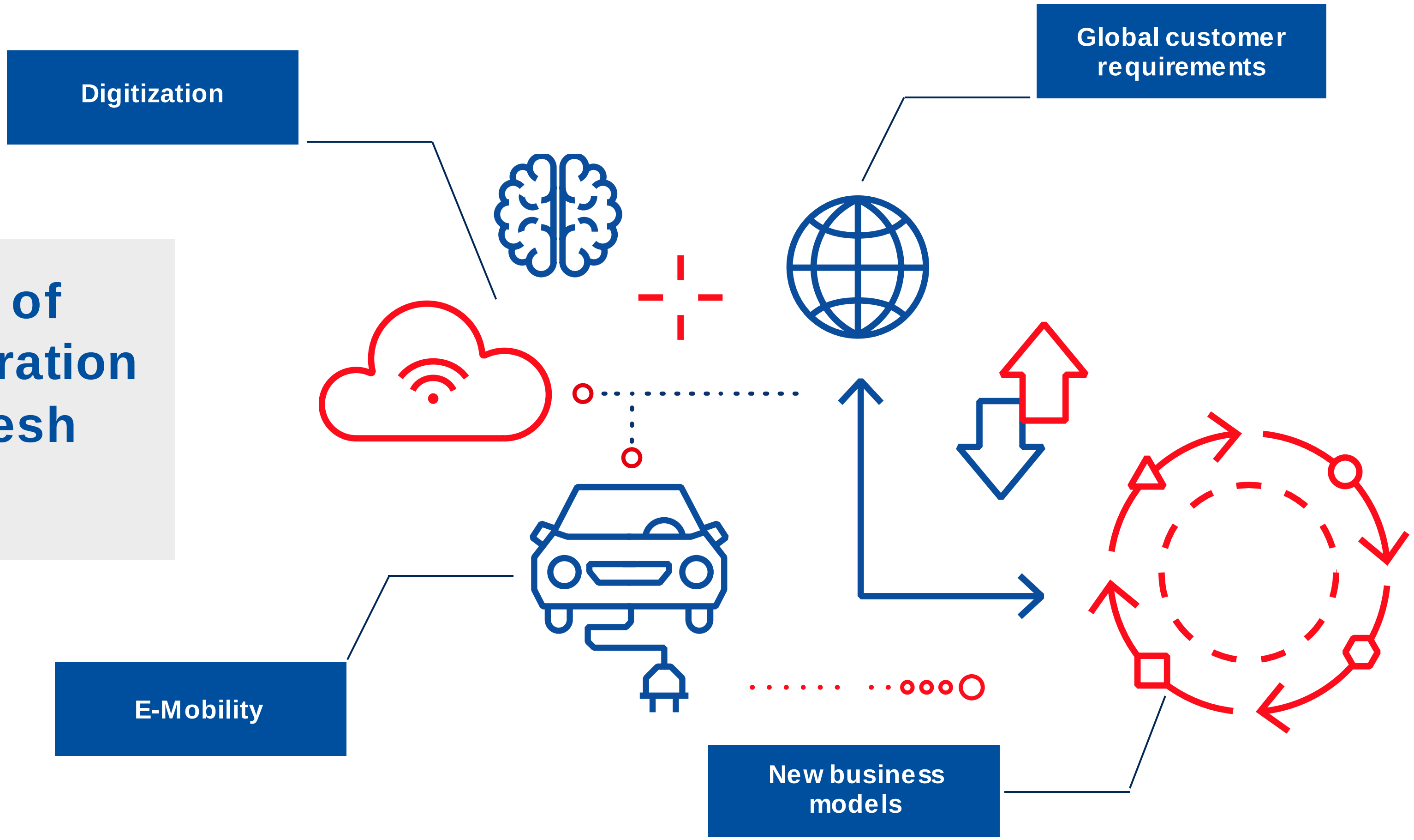
Structure

Organizational set-up & new positions

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

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

- CO_2-neutrality “gate-to-gate” since 2020 and CO_2-neutral “cradle-to-gate” by 2025
- Sustainable revenue at a 15% EBIT margin and corresponding FVA growth

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.

GROWTH VIA SEGMENTS

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Global Divisions	→	Market Segments (MS)
Automotive Aftermarket		Segment 1
OEM		Segment 2 (Global MS)
Mining		Segment 3
Industrial		Segment…
Specialty		

FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS

Four major target markets

E-mobility

Wind power

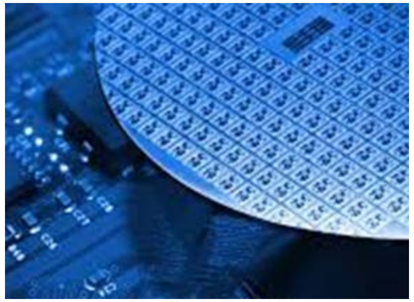
Food industry

Rotary motion

Three further growth markets

Medtech

Semiconductor industry



Data centers

04 Megatrends

- Sustainability
- E-Mobility
- Digitalization

LUBRICANTS. TECHNOLOGY. PEOPLE.

OUR VIEW ON SUSTAINABILITY

Economic

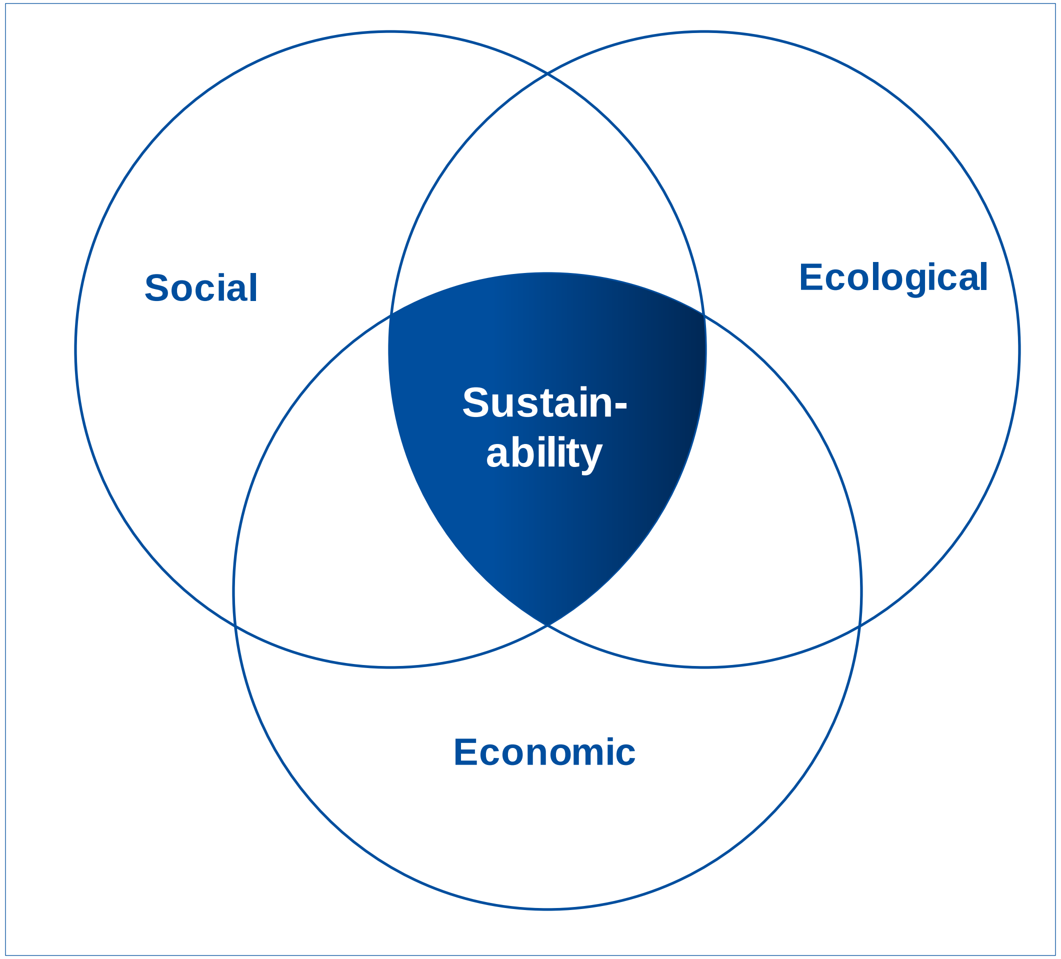
- Develop markets
- Bind & win customers
- Secure & increase longterm business

Social

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

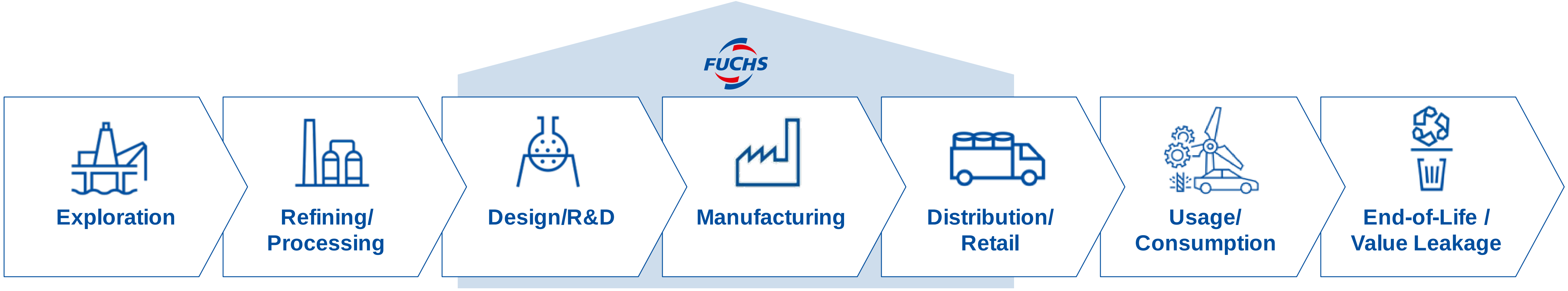
Ecological

- Resource-efficient production
- Environmentally friendly products
- Reduction of CO_2 emissions



ECOLOGICAL SUSTAINABILITY @ FUCHS

PARTNERING WITH THE COMPLETE VALUE CHAIN



Gate-to-Gate* CO_2-neutral 2020	✔	• Investing in climate-protection-projects - compensation • Use more renewable energies, reduce waste
Cradle-to-Gate** CO_2-neutral 2025	Mid-term	• Involving Suppliers in CO_2-reduction projects • Compensation still needed
Cradle-to-Cradle Circular Economy	Long-term	• Transform waste into raw materials

* Gate-to-Gate neutrality includes GHG-Protocol Scope 1, 2 & selected Scope 3-emissions (Water, Waste, Business Travel, Commuting) for all affiliates AND JVs incl compensation
** Cradle-to-Gate neutrality includes GHG-P. Scope 1, 2 & selected Scope 3-emissions (Water, Waste, Business Travel, Commuting PLUS purchased raw materials) incl compensation

INNOVATIVE ENGINEERING FOR SUSTAINABLE SOLUTIONS

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

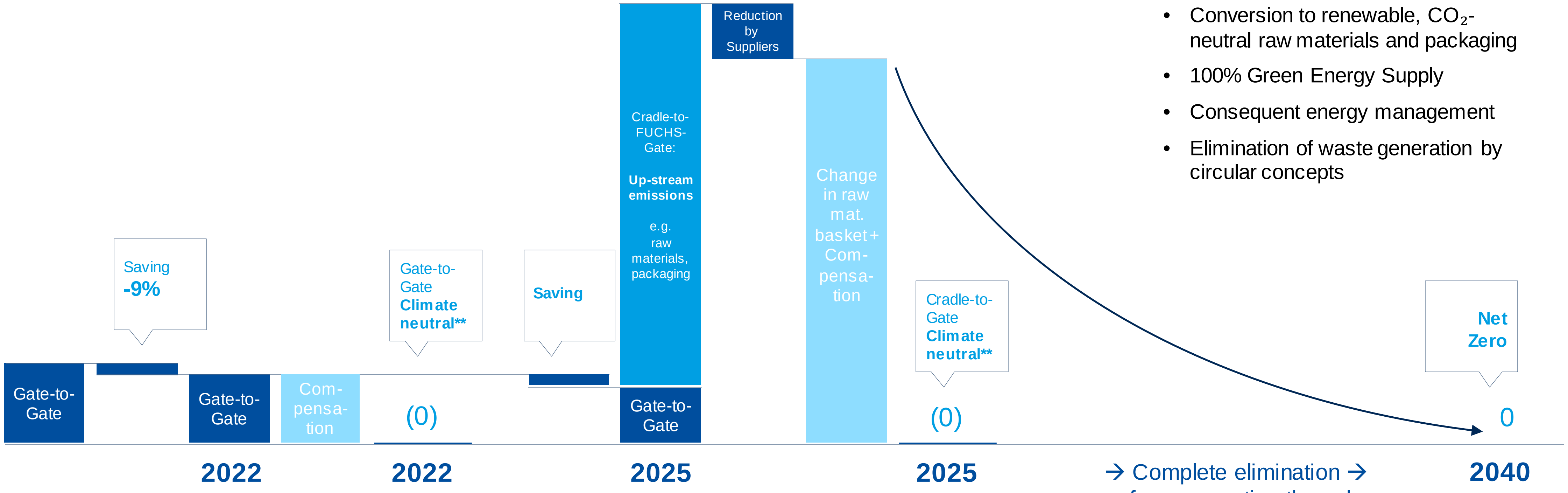
For example, FUCHS proved with an excavator operated for 8,000 hours that the use of a premium hydraulic oil saves about 9,600 liters of diesel.

This corresponds to a CO_2-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.

WE TAKE ACTION TO REDUCE FUCHS-EMISSIONS

ROADMAP TO „NET ZERO" BY 2040



- Conversion to renewable, CO_2-neutral raw materials and packaging
- 100% Green Energy Supply
- Consequent energy management
- Elimination of waste generation by circular concepts

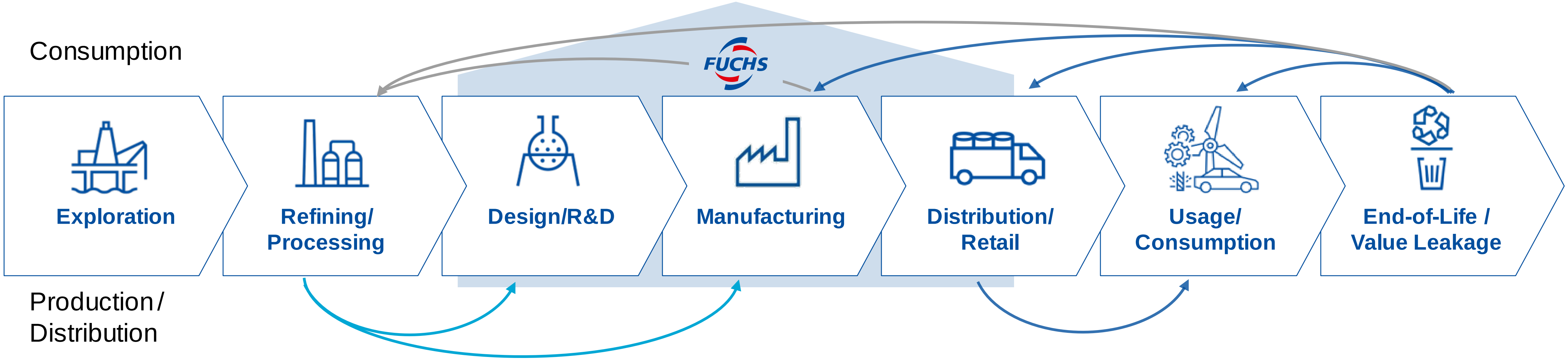
→ Complete elimination → of compensation through emission reduction

* Gate-to-Gate neutrality includes GHG-Protocol Scope 1, 2 & selected Scope 3-emissions (Water, Waste, Business Travel, Commuting) for all affiliates AND JVs incl compensation
** Cradle-to-Gate neutrality includes GHG-P. Scope 1, 2 & selected Scope 3-emissions (Water, Waste, Business Travel, Commuting PLUS purchased raw materials) incl compensation

FUCHS & CIRCULAR ECONOMY

VALUE CHAIN

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

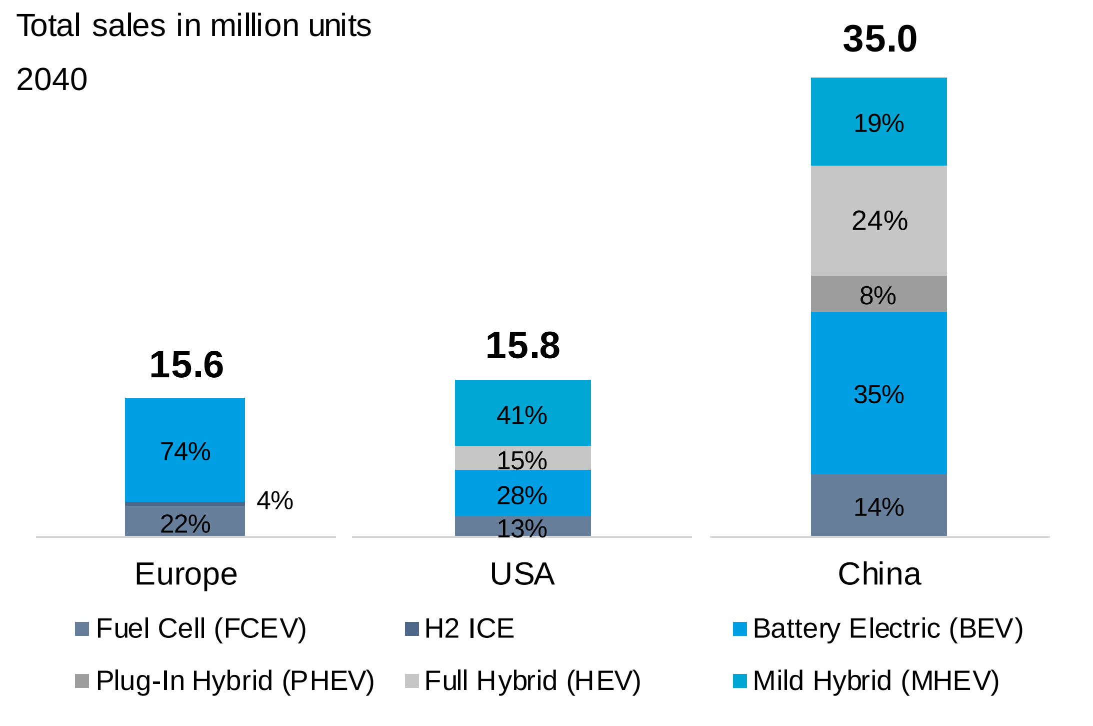


3 Principles	Prioritize renewable feed	Maximize Product utilization	Recover used products and waste

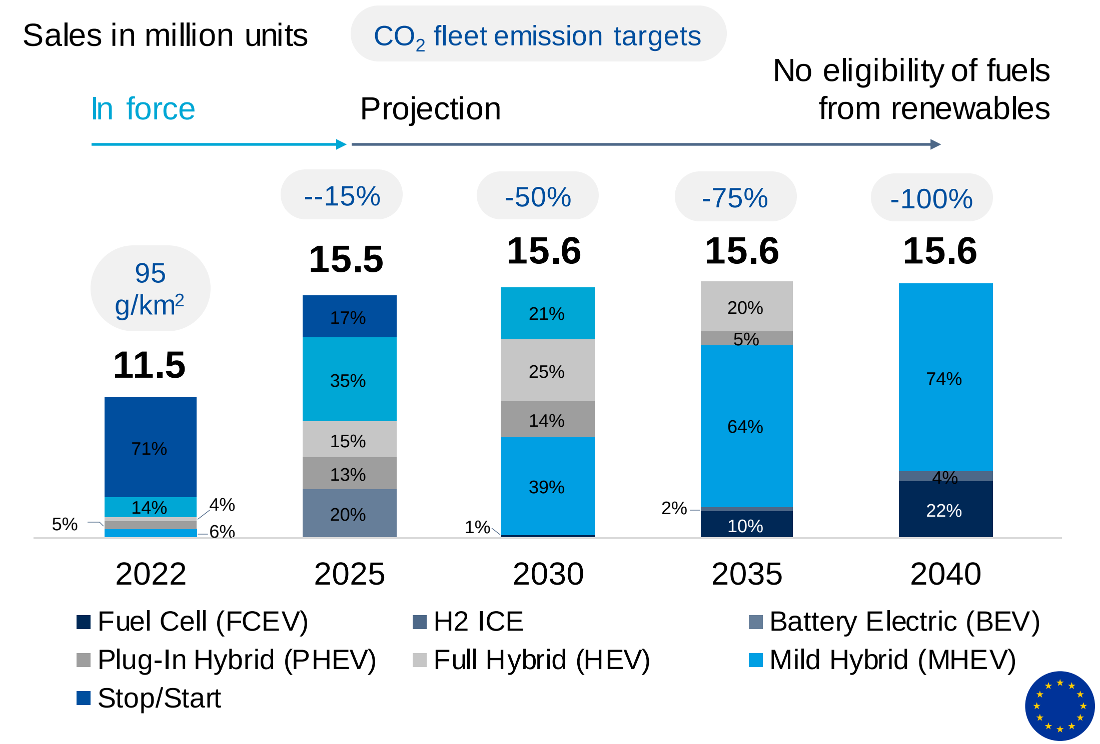
MOVING YOUR WORLD

MARKET TREND ANALYSIS
– TRANSFORMATION SCENARIO UNTIL 2040

Passenger car powertrain type forecast



"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 feasable 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

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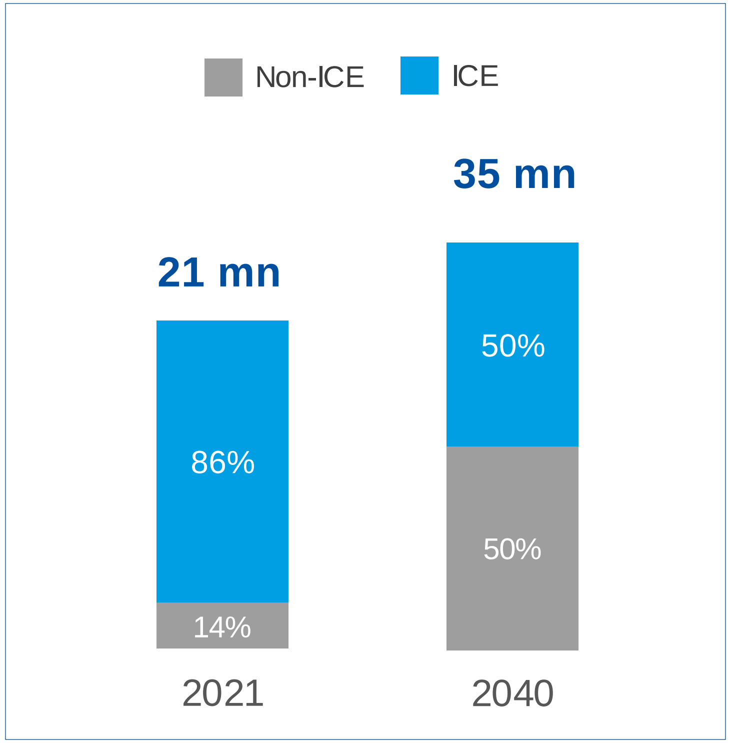
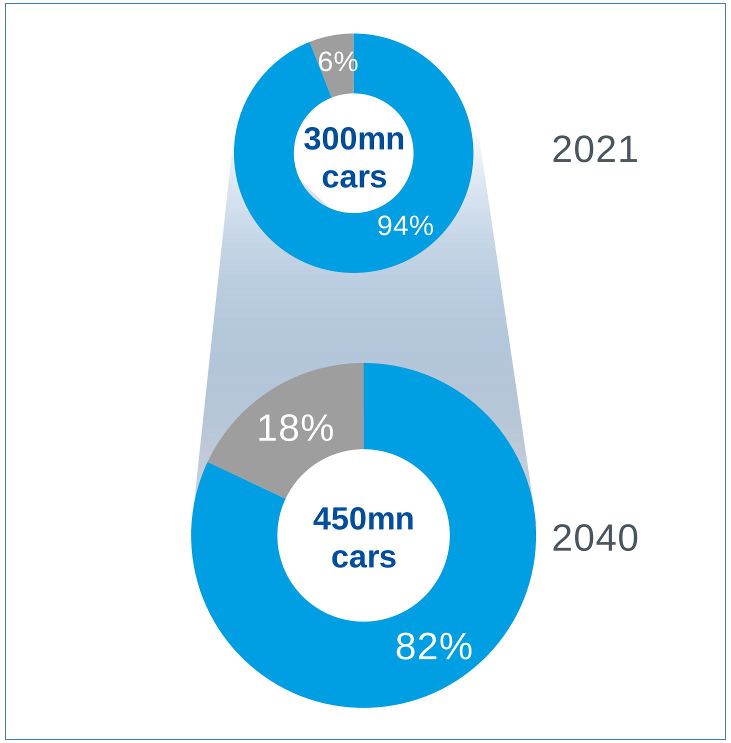
Car sales



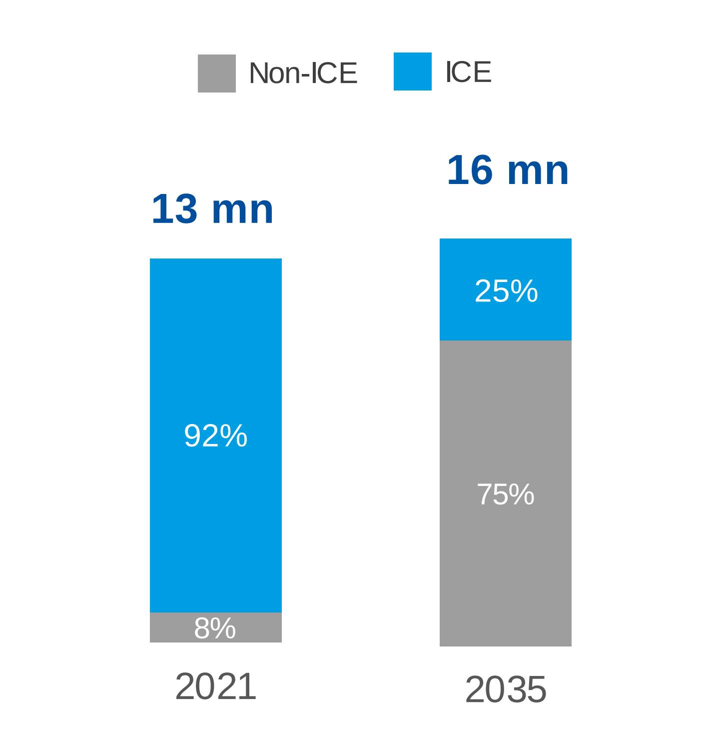
Car population



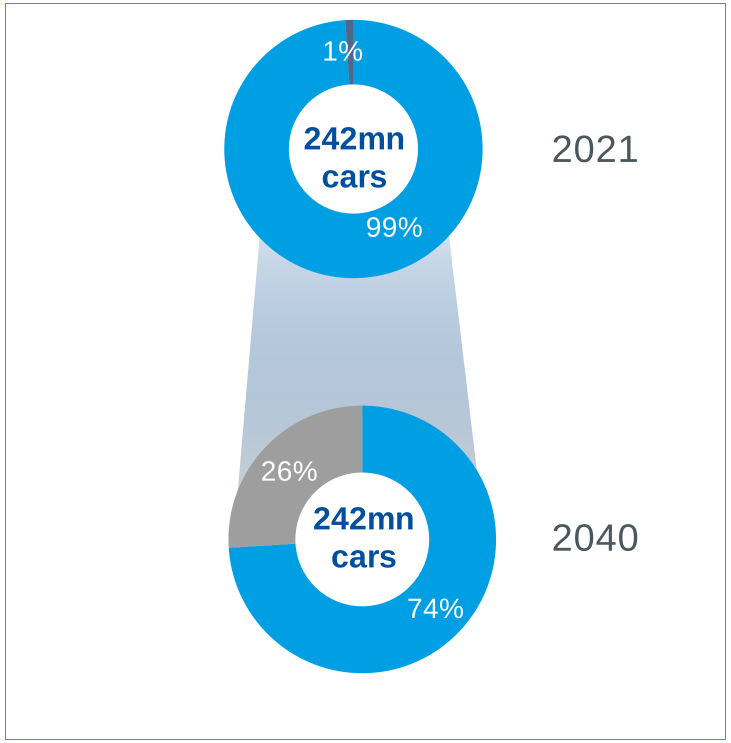
- Strong increase in car sales and car population in China
- Openness in technology leading to more balanced split between ICE and non-ICE
- Even with a fast-growing share of BEVs, there will be more combustion engines in 2040 than today
- Implication on lubricant volumes:
    - current automotive market 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

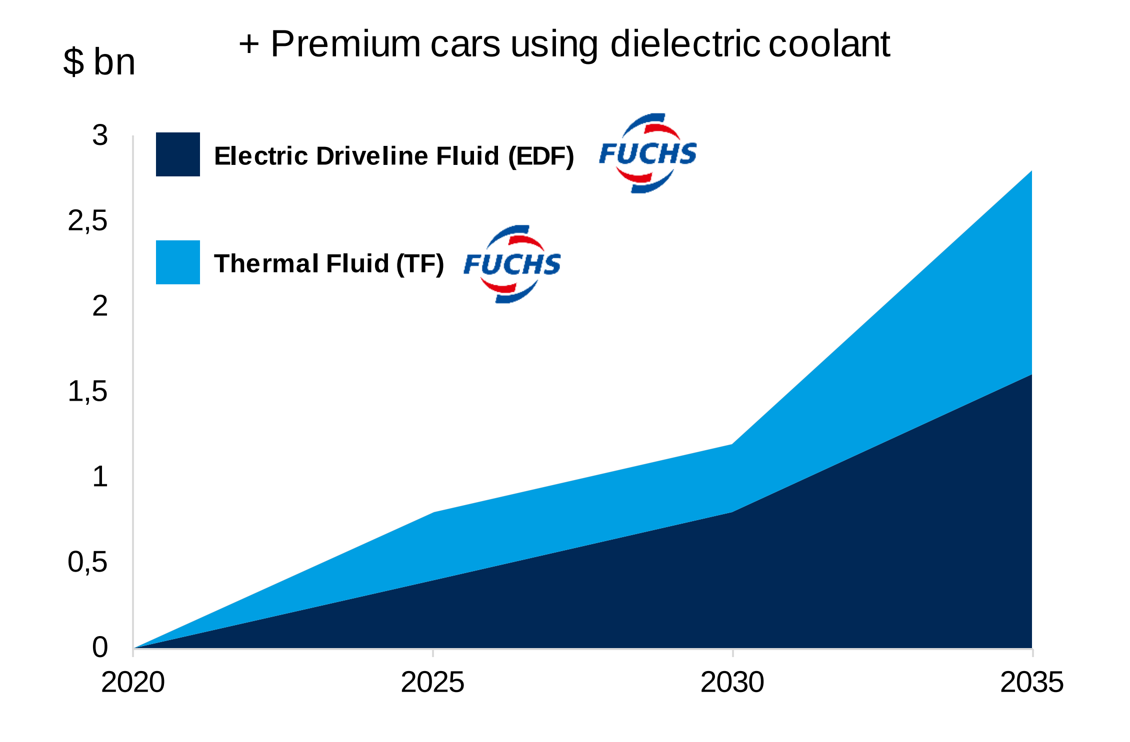
No clear path forward

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

 Source: McKinsey Lubes 205 model, August 2020; McKinsey EV Fluids 2035 model

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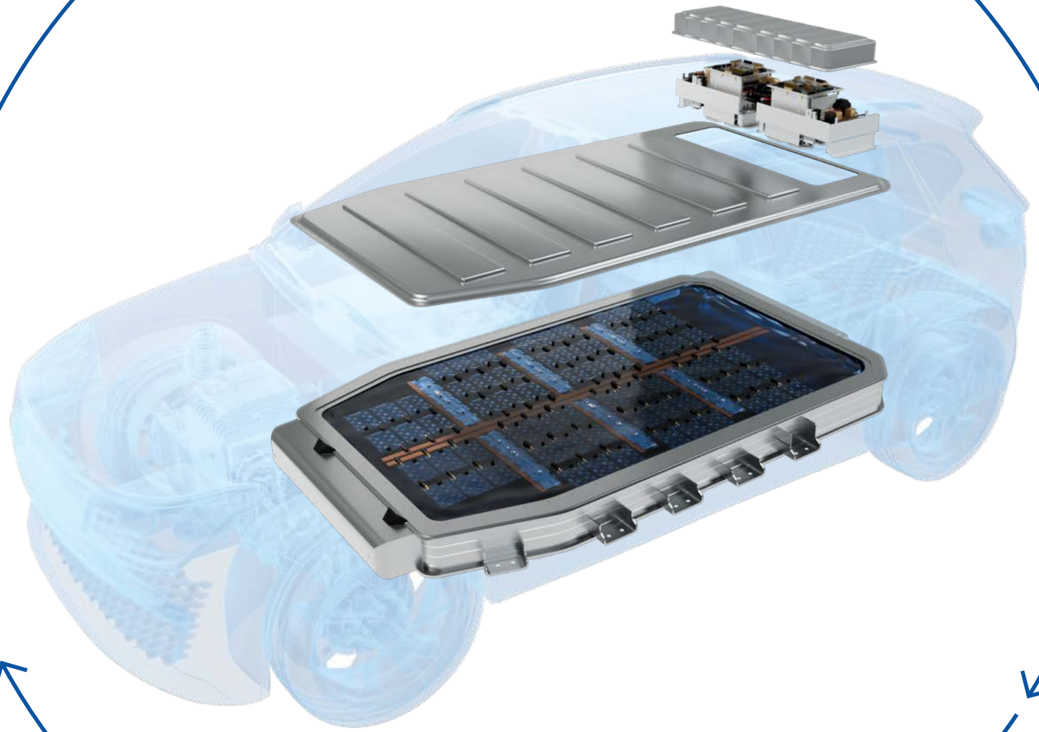
PHASE 3
On the road

- Thermal fluids
- Connector greases
- Corrosion protection
- Cleaners

PHASE 2
Assembly

- Heat conductive pastes / Gap fillers
- Thermal fluids
- Electrolytes by E-Lyte
- Connector greases
- Screw coatings
- Corrosion protection



PHASE 1
Manufacturing

- Stamping lubricants
- Metal working fluids for machining processes
- Forming oils
- Corrosion protection for transportation
- Cleaners

FUCHS BluEV

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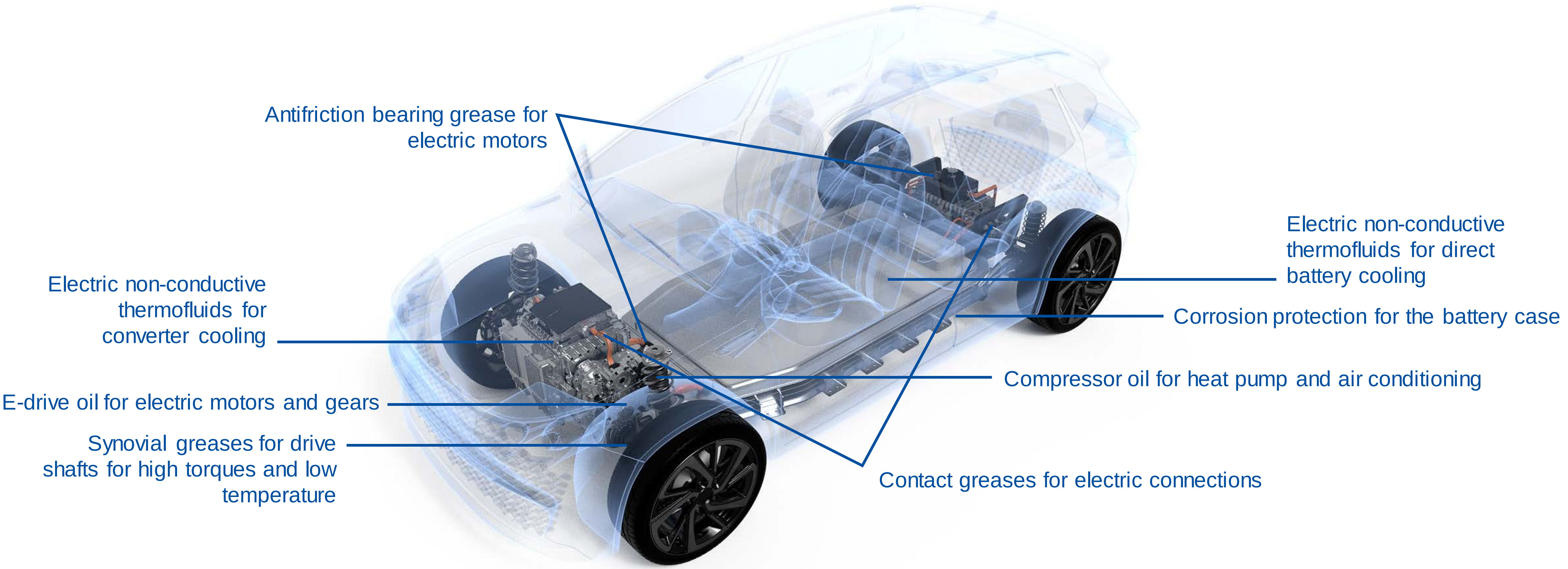

E-MOBILITY FLUIDS @FUCHS

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Electric Driveline Fluid (EDF) | **Thermal Fluid (TF)** | **VisionFluid (VF)**

Wear Protection

Bearing Performance

Thermal Fluid / Cooling

Friction Control

EDF dry

No direct contact with e-motor windings

EDF dry FC

(Friction Control) e.g. LSD

EDF wet

Direct contact with e-motor windings

EDF wet FC (Friction Co ntrol)

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

TF Bat

For battery cells

VF

Lubrication and cooling

one integrated fluid circuit

oil based

water containing

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

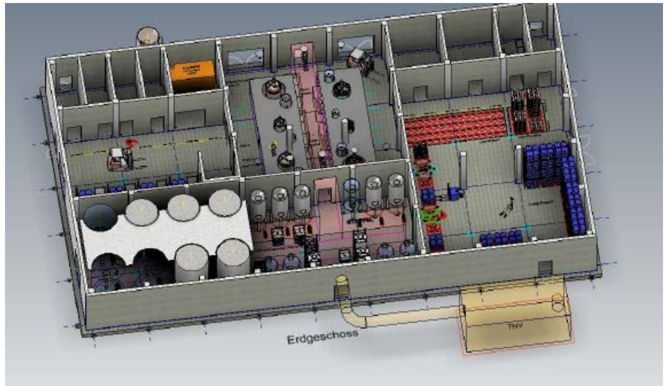
Relevant Markets

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

JOINT VENTURE WITH E-LYTE INNOVATION

FUCHS	E-LYTE INNOVATIONS
Know-How Production and Supply Chain	Access to Industry and Gigafactories
Process-Expertise	Established Network in the Elektrolyte Industry
Organization & Infrastructure	Technical Know How
Global Footprint	Embedded in R&D Campus

Kaiserslautern, GER



EFFICIENT LUBRICATION SOLUTIONS BY IMPLEMENTING THE FUCHS SMART SOLUTIONS ECOSYSTEM

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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 ressources (raw materials, maintenance, ...)

Protection	Optimization	Reduction
Asset	Process	Cost
Health	Product	Maintenance
Environment		

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

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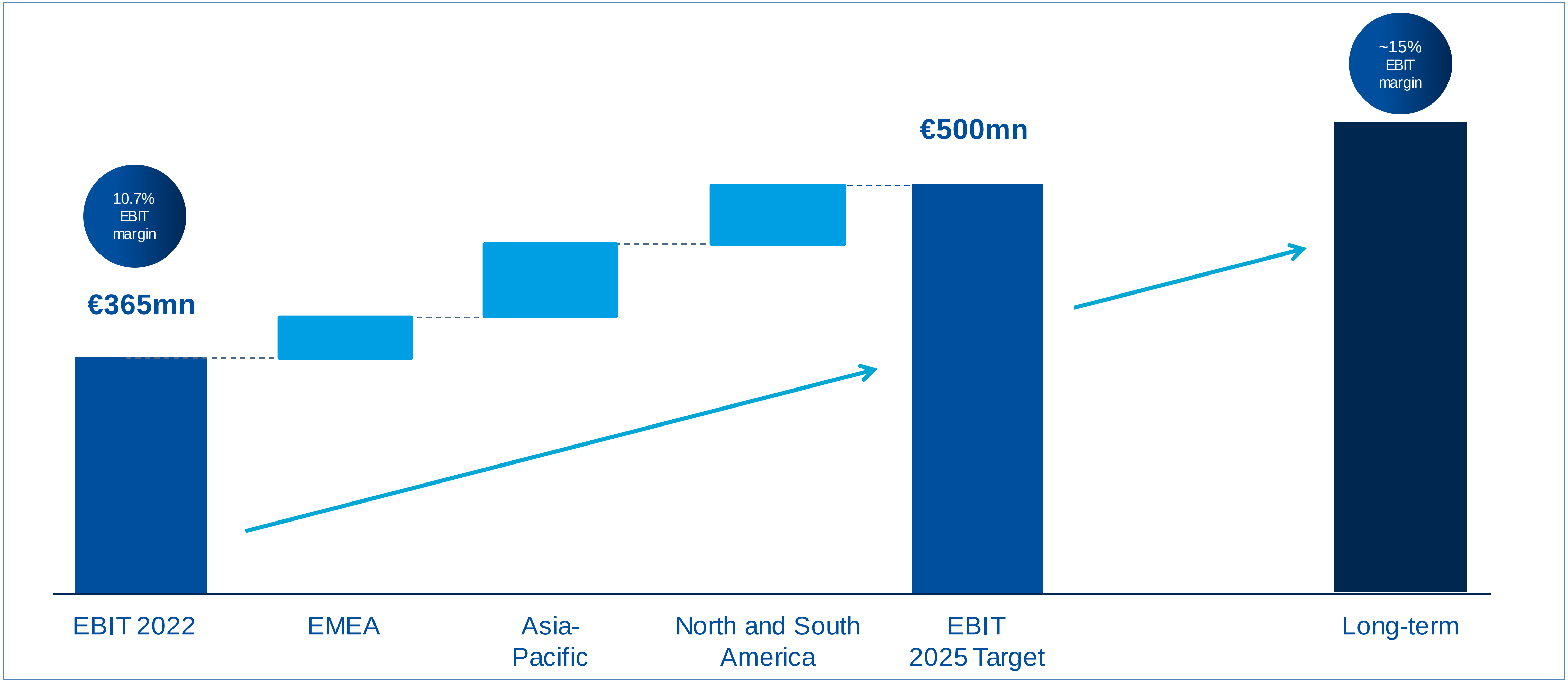
Growth	Profitability	Cashflow
Strong organic top line growth	Clear profitability upside	High cash conversion
Mid single-digit % growth p.a.	**Long-term EBIT margin ~15%**	**Average cash conversion[1] ~0.8x**

Upgrade of dividend policy: Increase dividend each year

1) Cash conversion = FCF bef. Acq./ Net income

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

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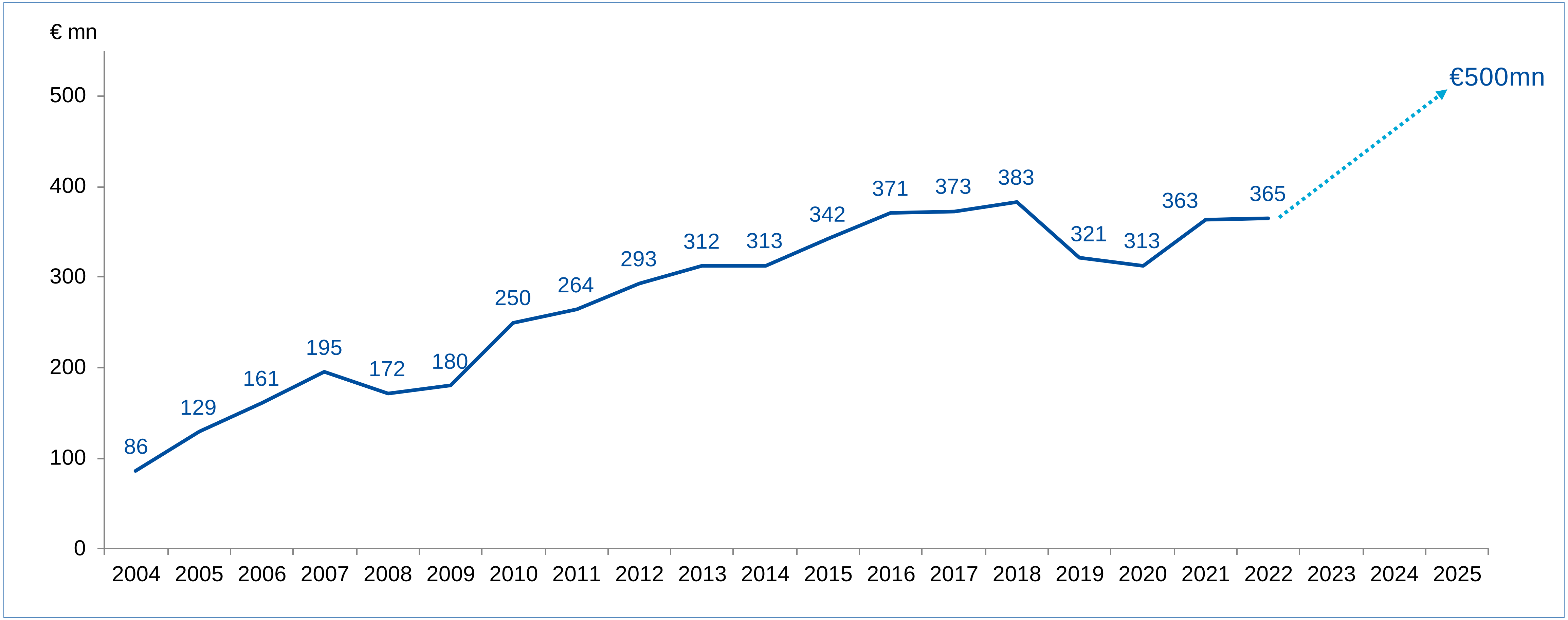
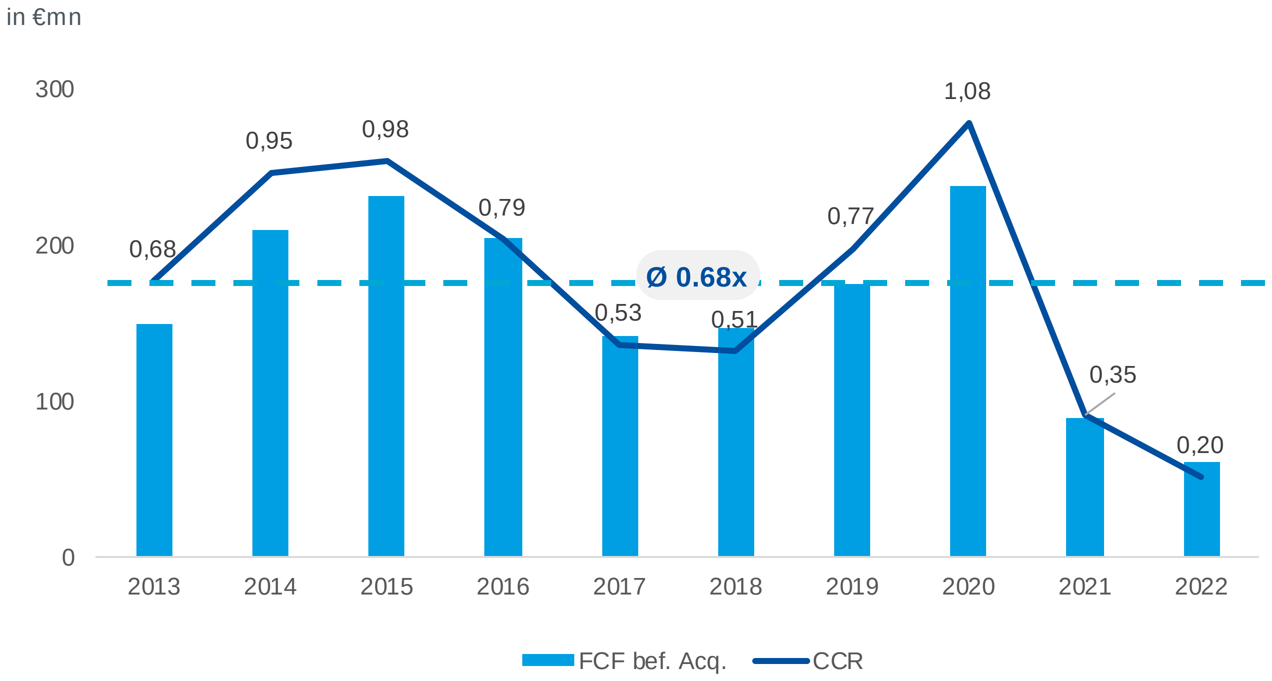


FCF CONVERSION[1]

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 0.68x
- **0.8x CCR target reflecting growth** and accordingly NOWC build-up

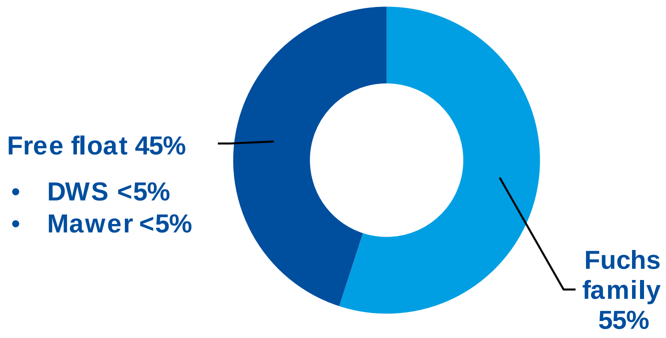
 1) Cash conversion = FCF bef. Acq./ Net income

06 FUCHS - a convincing investment

BREAKDOWN ORDINARY & PREFERENCE SHARES

(JUNE 30, 2022)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

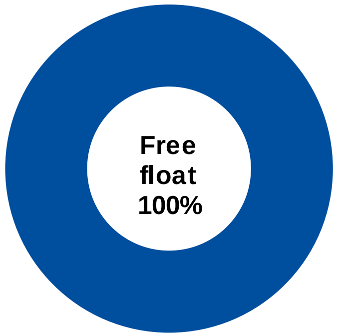
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 69,500,000 preference shares

Characteristics:

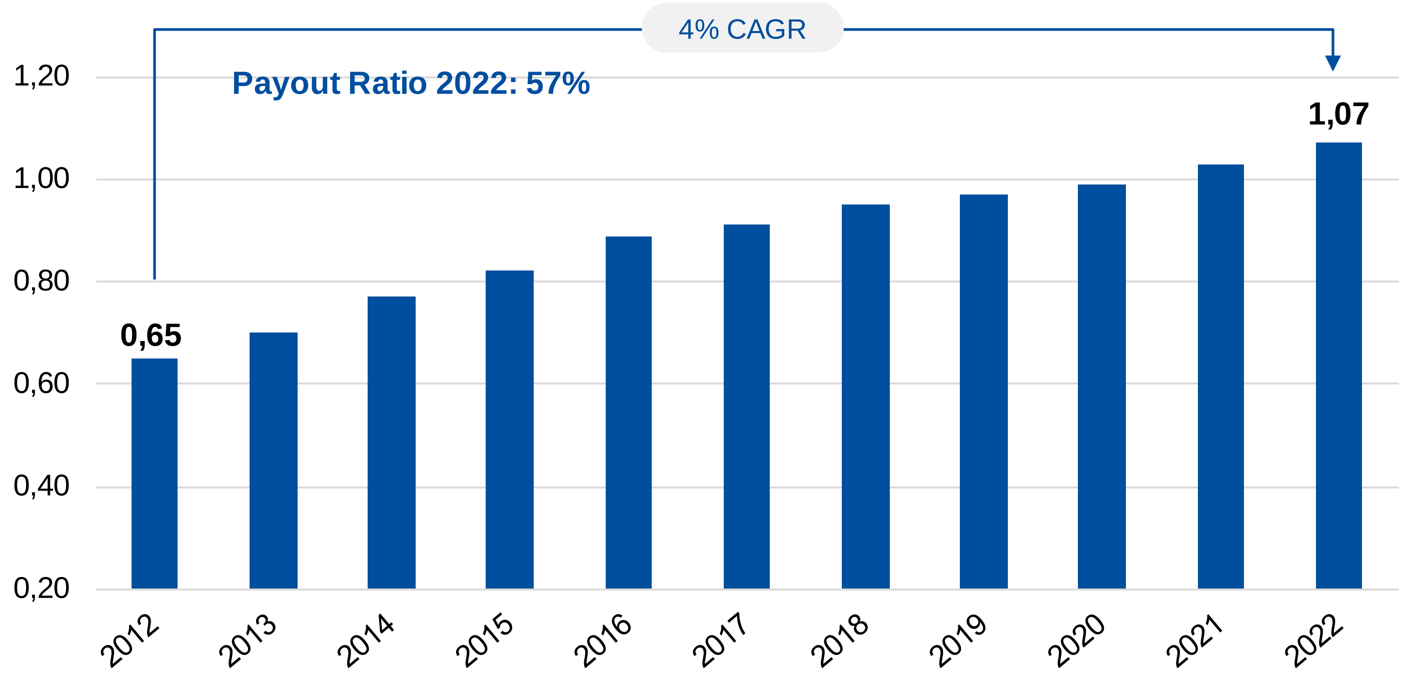
- Dividend <u>plus</u> preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

UPGRADE OF DIVIDEND POLICY

Dividend per Preference Share



21 years
of consecutive dividend increases

4 %
CAGR over the last 10 years

30 years
without dividend decreases

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

New: Increase dividend each year

SHARE BUYBACK PROGRAMME COMMENCED

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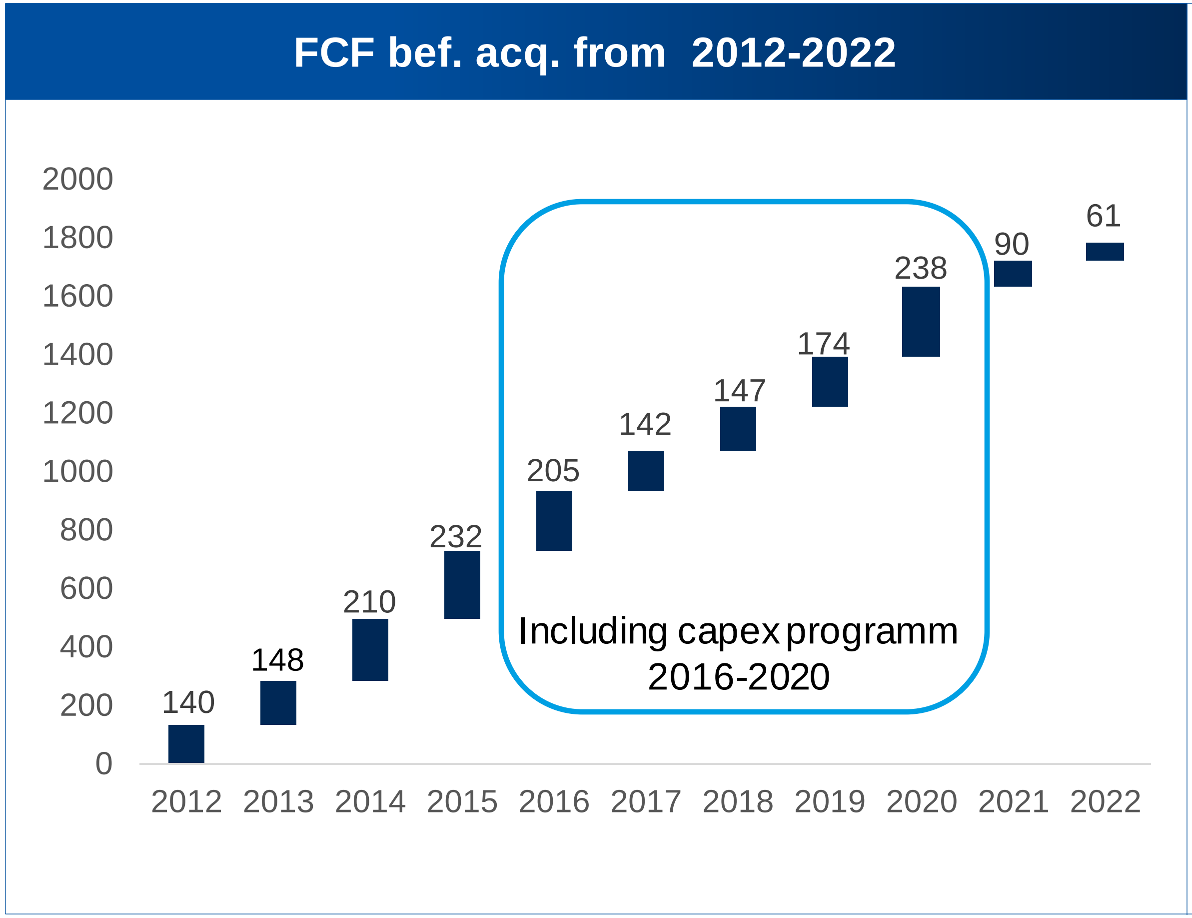
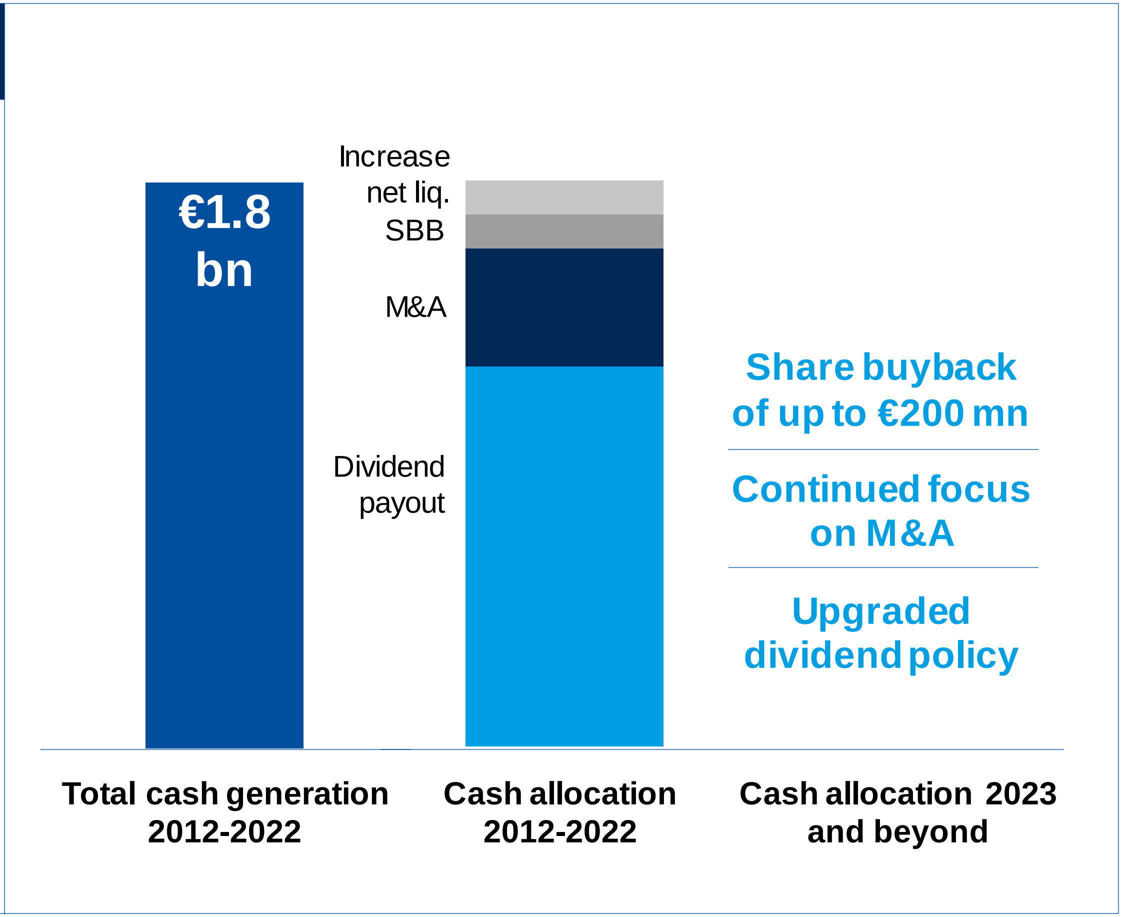
Key points	Implications
• Up to 6,000,000 shares, thereof up to 3,000,000 ordinary shares and up to 3,000,000 preference shares • Total purchase price of up to EUR 200 million (excluding incidental acquisition costs) • Programme started on June 27, 2022 and will last until March 29, 2024 at the latest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

Find detailed information on our website: Link

COMITTED TO REALIZE SHAREHOLDER VALUE





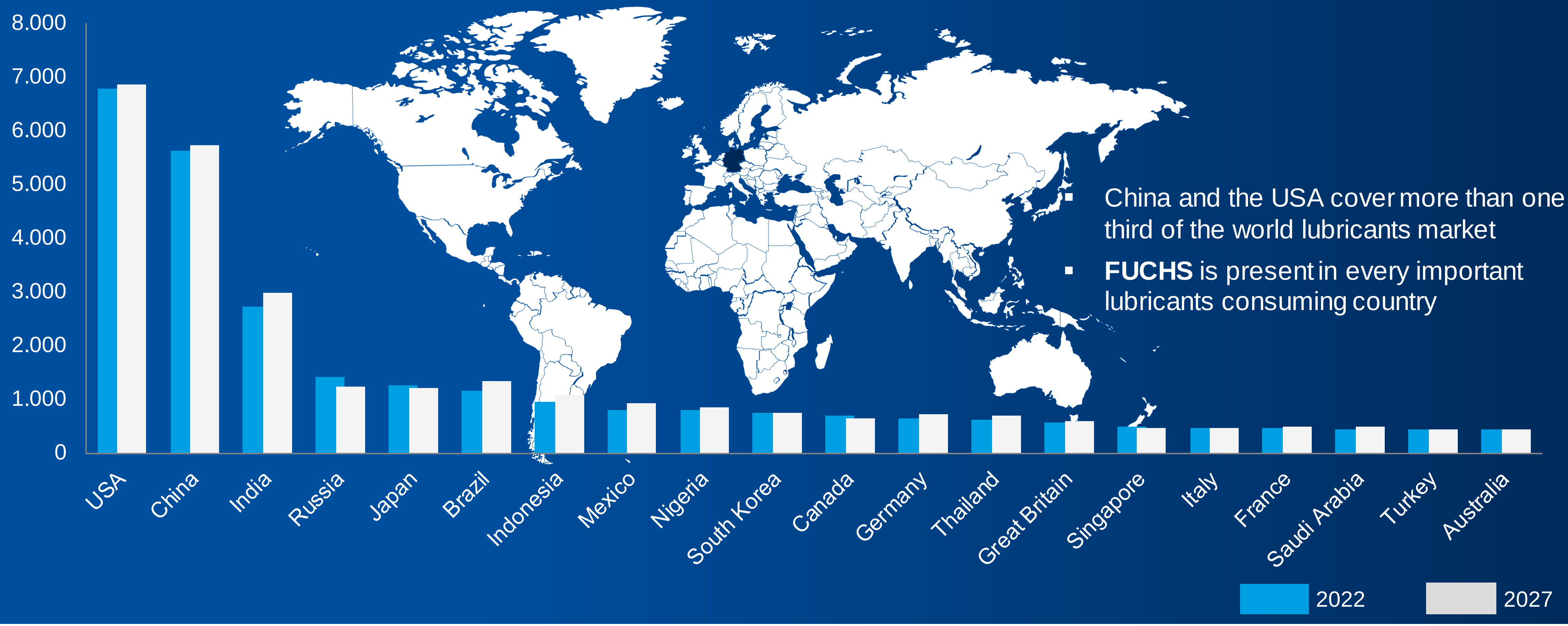
BALANCED CAPITAL ALLOCATION STRATEGY SUPPORTED BY STRONG FREE CASH FLOW

CAPEX	Acquisitions	Return to Shareholders
Major investment initiative from 2016-2020 succesfully completed	Search for acquisitions fullfilling our financial and strategic objectives	Dividend policy: Increase dividend each year
Keep investments on the comparable level of depreciation and amortization	Solid balance sheet structure provides flexibility	Option to return excess cash to shareholders through buybacks

07 Appendix

LUBRICANTS. TECHNOLOGY. PEOPLE.

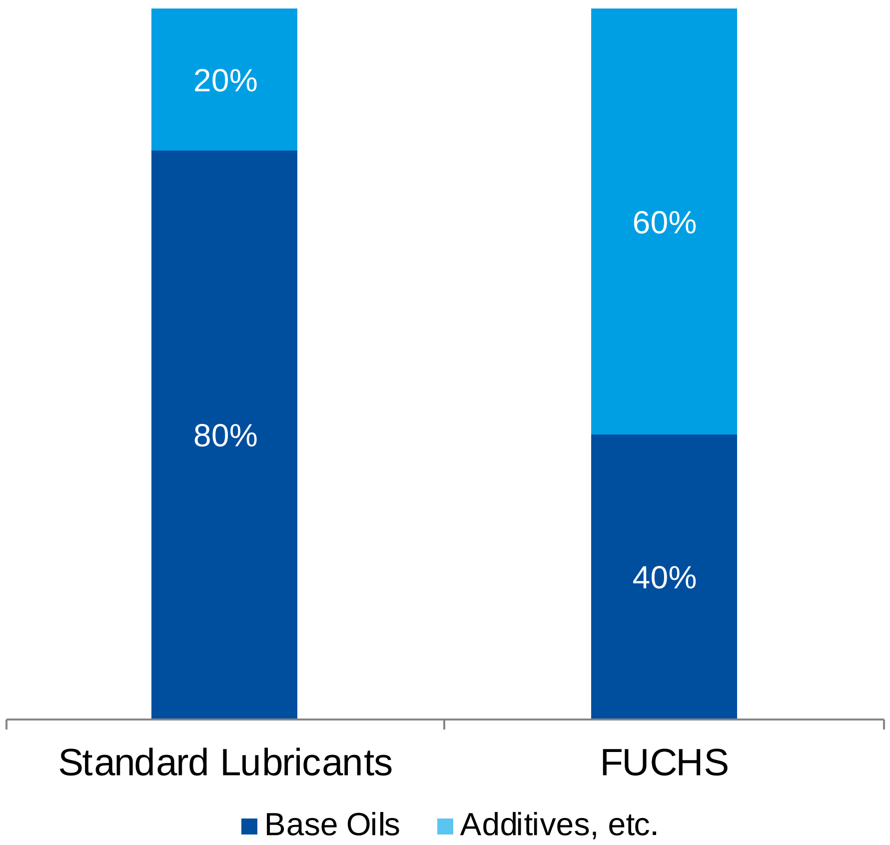
TOP 20 LUBRICANT COUNTRIES



- China and the USA cover more than one third of the world lubricants market
- **FUCHS** is present in every important lubricants consuming country

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

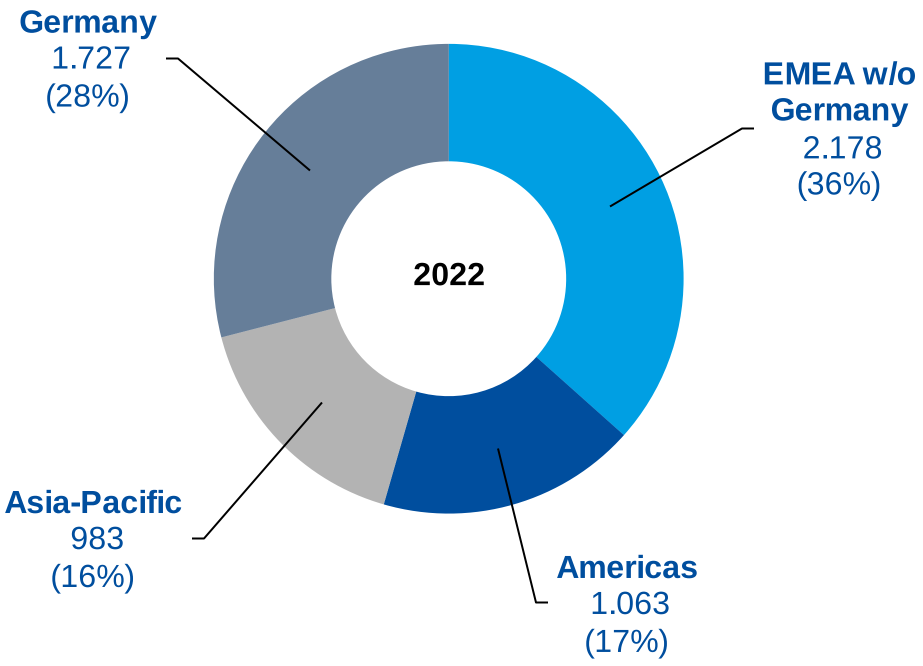


MOVING YOUR WORLD

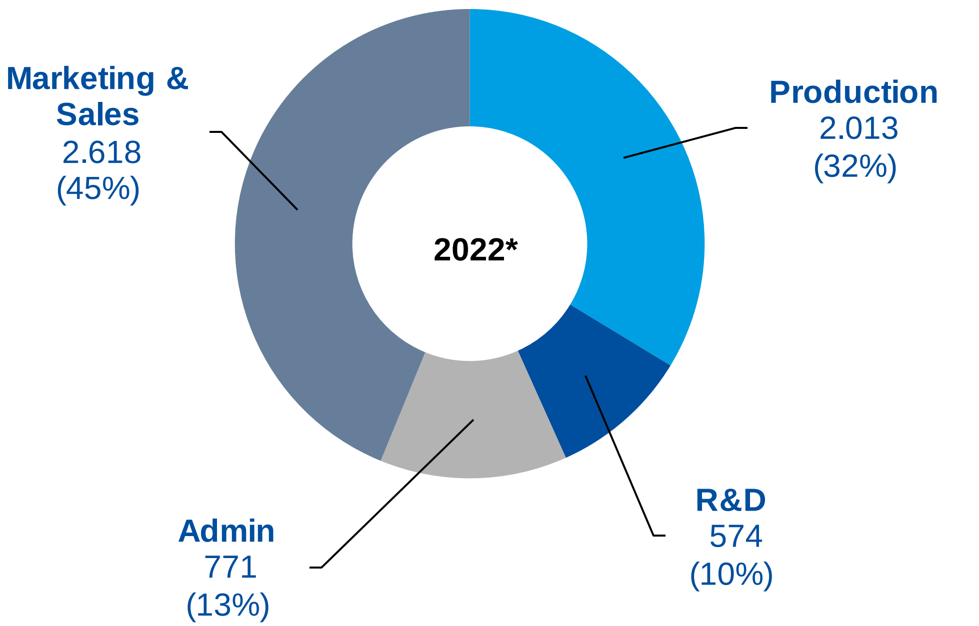
WORKFORCE STRUCTURE

6,104 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2022)

Regional Workforce Structure



Functional Workforce Structure



*Excl. 128 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

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FUCHS Group (in € mn)	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Results of operations										
Sales revenues (by company location)	3,412	2,871	2,378	2,572	2,567	2,473	2,267	2,079	1,866	1,832
Cost of sales	2,358	1,906	1,524	1,682	1,668	1,591	1,416	1,288	1,173	1,142
Gross profit	1,054	965	854	890	899	882	851	791	693	690
in % of sales revenues	*30.9*	*33.6*	*35.9*	*34.6*	*35.0*	*35.7*	*37.5*	*38.1*	*37.2*	*37.7*
EBIT before at equity	356	354	303	310	357	356	352	324	293	299
in % of sales revenues	*10.4*	*12.3*	*12.7*	*12.1*	*13.9*	*14.4*	*15.5*	*15.6*	*15.7*	*16.3*
EBIT	365	363	313	321	383	373	371	342	313	312
in % of sales revenues	*10.7*	*12.6*	*13.2*	*12.5*	*14.9*	*15.1*	*16.4*	*16.5*	*16.8*	*17.0*
EBITDA	458	449	393	394	441	426	418	381	343	340
in % of sales revenues	*13.4*	*15.6*	*16.5*	*15.3*	*17.2*	*17.2*	*18.4*	*18.3*	*18.4*	*18.6*
Assets / equity and liabilities										
Balance sheet total	2,523	2,311	2,120	2,023	1,891	1,751	1,676	1,490	1,276	1,162
Shareholder's equity	1,841	1,756	1,580	1,561	1,456	1,307	1,205	1,070	916	854
Equity ratio (in %)	*73.0*	*76.0*	*74.5*	*77.2*	*77.0*	*74.6*	*71.9*	*71.8*	*71.7*	*73.5*
Net liquidity	-60	97	179	193	191	160	146	101	186	167
Pension provisions	7	28	43	36	25	26	35	33	36	16
FUCHS Value Added (FVA)	172	205	165	174	251	250	257	246	230	222

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)		2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Cash flow											
Free cashflow		59	61	124	162	159	140	164	62	188	150
Free cashflow before acquisitions		61	90	238	175	147	142	205	232	210	150
Cash Conversion Rate Factor		0.23	0.35	1.08	0.77	0.51	0.53	0.79	0.98	0.95	0.68
Investments / R&D											
Investments		79	80	122	154	121	105	93	50	52	70
Depreciation (scheduled)		93	86	80	73	58	53	47	39	30	28
Research & Development expenses		69	59	54	55	52	47	44	39	33	31
Employees											
Number of employees (average)		6,067	5,858	5,786	5,573	5,339	5,147	4,990	4,368	4,052	3,846
FUCHS shares (in €)											
Earnings per share	Ordinary	1.87	1.82	1.58	1.63	2.06	1.93	1.86	1.69	1.57	1.53
	Preference	1.88	1.83	1.59	1.64	2.07	1.94	1.87	1.70	1.58	1.54
Dividend per share	Ordinary	1.06	1.02	0.98	0.96	0.94	0.90	0.88	0.81	0.76	0.69
	Preference	1.07	1.03	0.99	0.97	0.95	0.91	0.89	0.82	0.77	0.70
Dividend distribution (in € mn)		146	142	137	134	131	126	123	113	106	97
Stock exchange prices (on Dec 31)	Ordinary	27.80	30.88	37.85	39.95	35.00	40.37	36.95	37.69	31.74	30.90
	Preference	32.74	39.92	46.44	44.16	35.98	44.25	39.88	43.50	33.30	35.52

KEY ENVIRONMENTAL DATA

FUCHS Group	Unit	2022	2021	2020
Energy				
Absolute energy consumption	MWh	250,399	251,898	266,078
Specific energy consumption	kWh/ton produced	279	263	331
CO_2 emissions („gate-to-gate“)				
Absolut CO_2 emissions	tons	123,892	136,029	140,399
- thereof Scope 1	*tons*	*40,272*	*37,520*	*43,099*
- thereof Scope 2	*tons*	*25,172*	*34,513*	*35,277*
- thereof Scope 3	*tons*	*58,448*	*63,996*	*62,023*
Specific CO_2 emissions	kg/ton produced	138	142	175
- thereof Scope 1	*kg/ton produced*	*45*	*39*	*54*
- thereof Scope 2	*kg/ton produced*	*28*	*36*	*67*
- thereof Scope 3	*kg/ton produced*	*65*	*67*	*77*
Water consumption				
Absolute water consumption	m³	384,181	416,239	416,995
Specific water cosumtion	liters/ton produced	428	435	519
Waste generation				
Absolute waste generation	tons	15,530	21,896	17,969
Specific waste generation	kg/ton produced	17	23	22

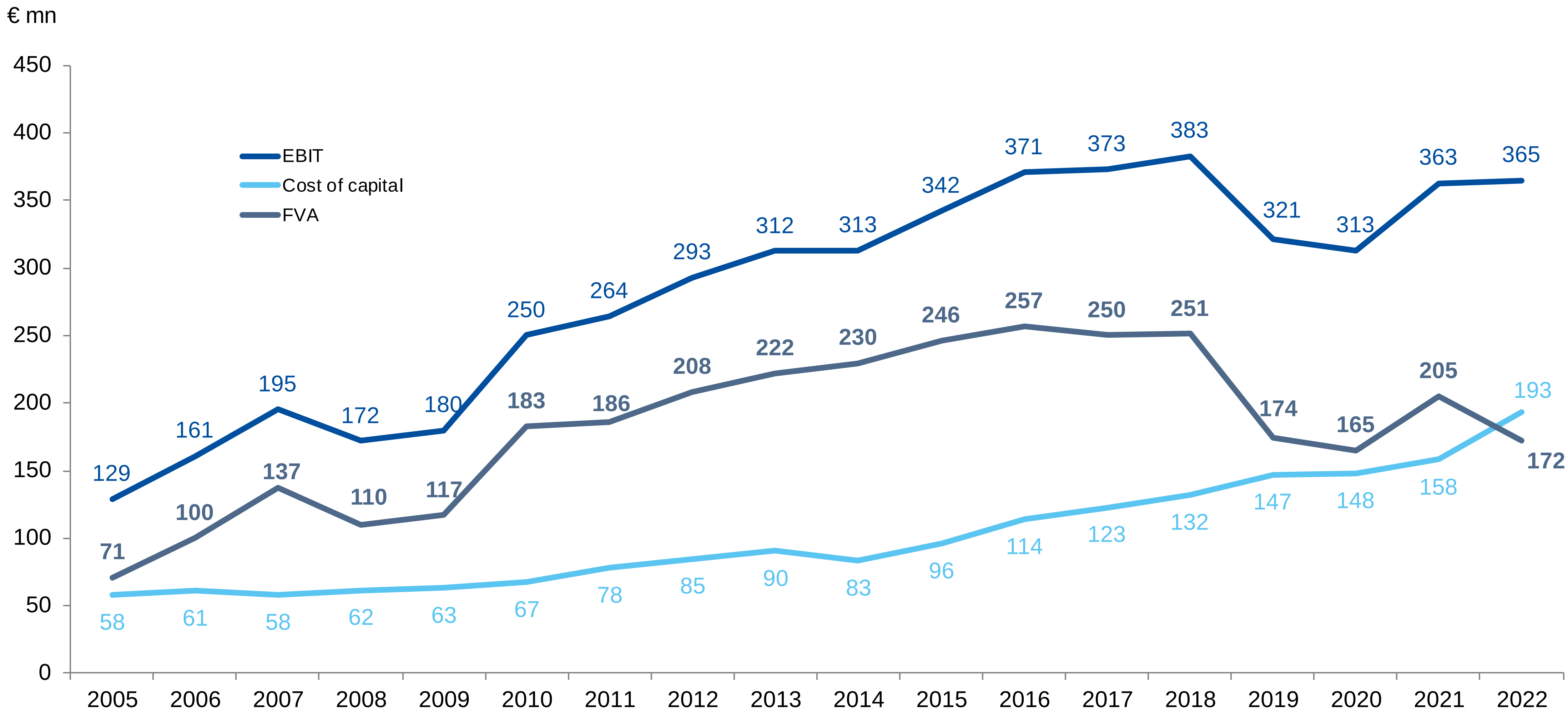
Basis: FUCHS production, sales and holding companies without offsetting for certificates of origin for „green electricity“.
FUCHS offsets the remaining emissions by purchasing climate protection certificates.

Absolute gate-to-gate CO_2 emissions from FUCHS companies were reduced 9% year-over-year.

This corresponds to 12,137 t CO_2 and 3% reduction of specific emissions.

Scope 1: Direct emissions, including own energy generation.
Scope 2: Indirect emissions through purchased energy.
Scope 3: Other indirect emissions along the value chain.

DEVELOPMENT EBIT – COST OF CAPITAL – FVA

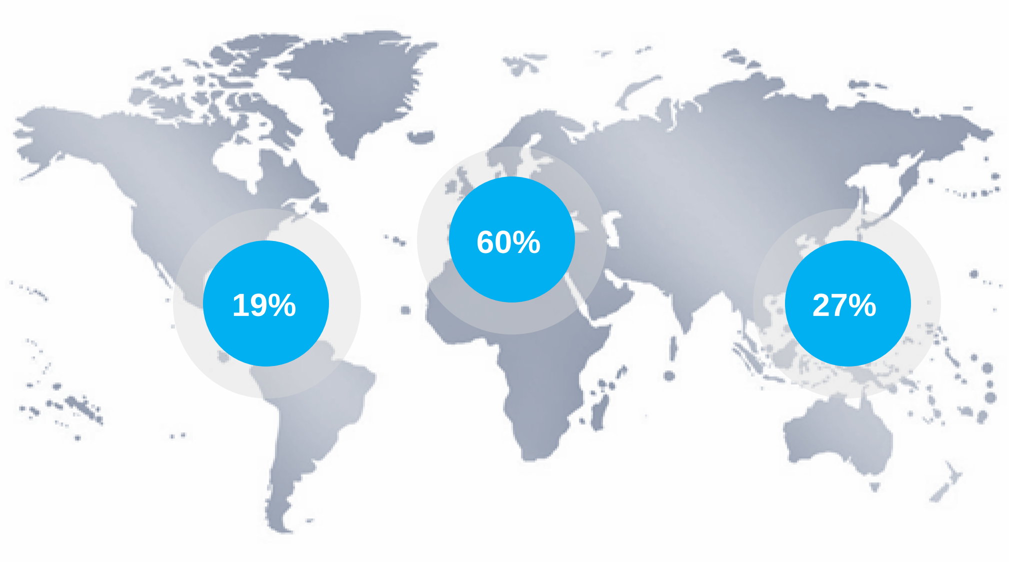


Cost of Capital = CE x WACC

REGIONAL SALES REVENUES

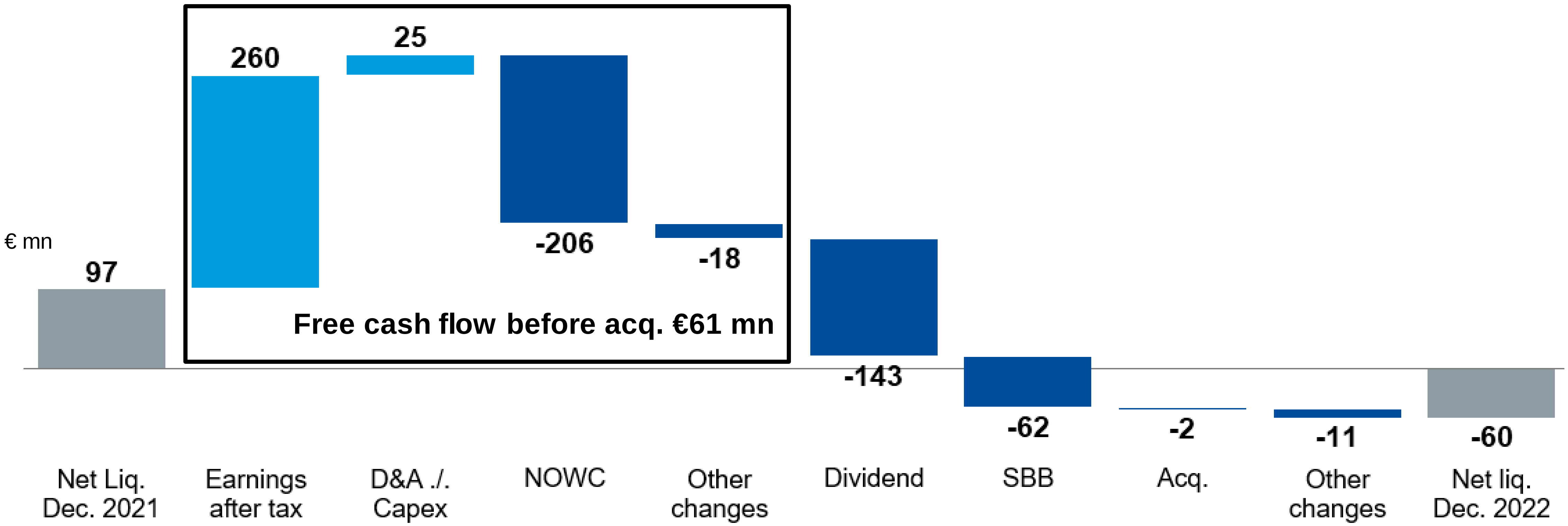
CONSOLIDATED SALES REVENUES FY 2022

		2022 (€ mn)	2021 (€ mn)	2020 (€ mn)
EMEA		**2,036**	**1,710**	**1,446**
thereof	Germany	916	785	689
	Western Europe	702	587	491
	Eastern Europe	291	241	196
	Africa	127	97	70
Asia-Pacific		**929**	**855**	**698**
thereof	China	554	552	440
	Australia	242	196	169
North and South America		**653**	**471**	**387**
thereof	North America	576	413	351
	South America	77	58	36
Consolidation		**-206**	**-165**	**-153**
Total		**3,412**	**2,871**	**2,378**



MOVING YOUR WORLD

NET LIQUIDITY



CASH FLOW 9M 2023

€ mn	9M 2023	9M 2022	Δ in € mn
Earnings after tax	**219**	**199**	**20**
Amortization/Depreciation	73	70	3
Changes in net operating working capital (NOWC)	44	-257	301
Other changes	49	-1	50
Capex	-55	-42	-13
Free cash flow before acquisitions	**330**	**-31**	**361**
Acquisitions	-4	-1	-3
Free cash flow	**326**	**-32**	**358**

QUARTERLY INCOME STATEMENT

€ mn	2020				2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	**616**	**504**	**620**	**638**	**697**	**714**	**718**	**742**	**808**	**832**	**902**	**870**	**936**	**886**	**876**	
Gross Profit	218	172	225	239	255	242	238	230	262	262	274	256	289	285	288	
Gross Profit margin (in %)	*35.4*	*34.1*	*36.3*	*37.5*	*36.6*	*33.9*	*33.1*	*31.0*	*32.4*	*31.5*	*30.4*	*29.4*	*30.9*	*32.2*	*32.8*	
Other function costs	-148	-134	-137	-132	-156	-154	-153	-148	-171	-175	-178	-174	-188	-190	-178	
EBIT before at Equity	**70**	**38**	**88**	**107**	**99**	**88**	**85**	**82**	**91**	**87**	**96**	**82**	**101**	**95**	**110**	
EBIT margin before at Equity (in %)	*11.4*	*7.5*	*14.2*	*16.8*	*14.2*	*12.3*	*11.8*	*11.1*	*10.9*	*10.5*	*10.6*	*9.4*	*10.8*	*10.7*	*12.6*	
At Equity	2	2	3	3	2	2	3	2	2	0	4	3	2	2	3	
EBIT	**72**	**40**	**91**	**110**	**101**	**90**	**88**	**84**	**93**	**87**	**100**	**85**	**103**	**97**	**113**	
EBIT margin (in %)	*11.7*	*7.9*	*14.7*	*17.2*	*14.5*	*12.6*	*12.3*	*11.3*	*11.2*	*10.5*	*11.1*	*9.7*	*11.0*	*11.0*	*12.9*	
EBITDA	**92**	**60**	**110**	**131**	**122**	**111**	**109**	**107**	**116**	**110**	**124**	**135**	**126**	**121**	**135**	
EBITDA margin (in %)	*14.9*	*11.9*	*17.7*	*20.5*	*17.5*	*15.5*	*15.2*	*14.4*	*13.9*	*13.2*	*13.7*	*15.5*	*13.5*	*13.7*	*15.4*	

QUARTERLY FIGURES BY REGION

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	525	**2,036**	237	217	252	223	**929**	141	159	182	171	**653**
EBIT before at equity income	42	40	35	44	**161**	29	26	33	25	**113**	17	18	24	18	**77**
in % of sales	*8.7*	*7.9*	*6.7*	*8.4*	***7.9***	*12.2*	*12.0*	*13.1*	*11.2*	***12.2***	*12.1*	*11.3*	*13.2*	*10.5*	***11.8***
Income from at equity companies	2	0	4	3	**9**	-	-	-	-	**-**	-	-	-	-	**-**
Segment earnings (EBIT)	44	40	39	47	**170**	29	26	33	25	**113**	17	18	24	18	**77**
in % of sales	*9.1*	*7.9*	*7.4*	*8.9*	***8.3***	*12.2*	*12.0*	*13.1*	*11.2*	***12.2***	*12.1*	*11.3*	*13.2*	*10.5*	***11.8***

2023	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	552	515	499			252	239	247			181	171	171		
EBIT before at equity income	48	47	53			28	24	28			19	20	23		
in % of sales	*8.7*	*9.1*	*10.6*			*11.1*	*10.0*	*11.3*			*10.5*	*11.7*	*13.5*		
Income from at equity companies	2	2	3			-	-	-			-	-	-		
Segment earnings (EBIT)	50	49	56			28	24	28			19	20	23		
in % of sales	*9.0*	*9.5*	*11.2*			*11.1*	*10.0*	*11.3*			*10.5*	*11.7*	*13.5*		

QUARTERLY SALES & EBIT BY REGIONS

Sales (€ mn)	2021					2022					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	419	431	426	434	1,710	481	506	524	525	2,036	552	515	499		
Δ Y-o-Y in %	*5*	*49*	*15*	*12*	*18*	*15*	*17*	*23*	*21*	*19*	*15*	*2*	*-5*		
Asia-Pacific	213	211	213	218	855	237	217	252	223	929	252	239	247		
Δ Y-o-Y in %	*46*	*21*	*13*	*15*	*22*	*11*	*3*	*18*	*2*	*34*	*6*	*10*	*-2*		
Americas	111	113	120	127	471	141	159	182	171	653	181	171	171		
Δ Y-o-Y in %	*1*	*59*	*20*	*20*	*22*	*27*	*41*	*52*	*35*	*39*	*28*	*8*	*-6*		
Holding/Consolidation	-46	-41	-41	-37	-165	-51	-50	-56	-49	-206	-49	-39	-41		
FUCHS Group	**697**	**714**	**718**	**742**	**2,871**	**808**	**832**	**902**	**870**	**3,412**	**936**	**886**	**876**		
Δ Y-o-Y in %	*13*	*42*	*16*	*16*	*21*	*16*	*17*	*26*	*17*	*19*	*16*	*6*	*-3*		

EBIT (€ mn)	2021					2022					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	49	44	38	35	166	44	40	39	47	170	50	49	56		
Δ Y-o-Y in %	*14*	*239*	*8*	*-47*	*-1*	*-10*	*-9*	*2*	*34*	*2*	*14*	*23*	*46*		
Asia-Pacific	34	29	30	29	122	29	26	33	25	113	28	24	28		
Δ Y-o-Y in %	*100*	*21*	*3*	*-3*	*22*	*-15*	*-10*	*10*	*-14*	*-7*	*-1*	*-8*	*-15*		
Americas	16	15	15	14	60	17	18	24	18	77	19	20	23		
Δ Y-o-Y in %	*33*	*650*	*-*	*8*	*43*	*6*	*20*	*29*	*29*	*28*	*12*	*11*	*-4*		
Holding/Consolidation	2	2	4	6	15	3	3	4	-5	5	6	4	6		
FUCHS Group	**101**	**90**	**88**	**84**	**363**	**93**	**87**	**100**	**85**	**365**	**103**	**97**	**113**		
Δ Y-o-Y in %	*40*	*125*	*-3*	*-24*	*16*	*-8*	*-3*	*14*	*1*	*1*	*11*	*11*	*13*		

QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

Organic Growth (in %)	2021					2022					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	6	48	14	11	17	15	16	22	21	19	17	5	-2		
Asia-Pacific	46	20	8	8	19	5	-5	8	2	3	9	19	11		
Americas	6	75	19	17	25	18	25	32	26	25	25	13	4		
FUCHS Group	**15**	**43**	**13**	**13**	**20**	**12**	**11**	**19**	**16**	**15**	**17**	**12**	**4**		

External Growth (in %)	2021					2022					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	-	-	-	-	-		
Asia-Pacific	-	-	-	-	-	-	-	-	-	-	-	-	-		
Americas	7	1	2	1	3	-	-	-	-	-	-	-	-		
FUCHS Group	**1**	**0**	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

FX Effects (in %)	2021					2022					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-1	1	1	2	1	-	1	1	-	-	-2	-3	-3		
Asia-Pacific	-	1	5	7	3	6	8	10	-	6	-3	-9	-13		
Americas	-12	-17	-1	2	-6	9	16	20	9	14	3	-5	-10		
FUCHS Group	**-3**	**-1**	**2**	**-3**	**0**	**4**	**5**	**7**	**1**	**4**	**-1**	**-5**	**-7**		

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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 ≙ 55% of total variable compensation

Supervisory Board

≥20%

of fixed compensation

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

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Our added value

- Transparency
- Shareholder-oriented
- Well informed

H1 2023 Factsheet

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FINANCIAL CALENDAR & CONTACT

Financial Calendar 2024

March 12, 2024	Annual Report 2023
April 30, 2024	Quarterly Statement Q1 2024
May 8, 2024	Annual General Meeting
July 30, 2024	Half-year 2024 Financial Statement
October 30, 2024	Quarterly Statement 9M 2024

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

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