

FUCHS GROUP

Investor Presentation

| September 2024

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LUBRICANTS.
TECHNOLOGY.
PEOPLE.



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

€3.5 bn
sales in 2023

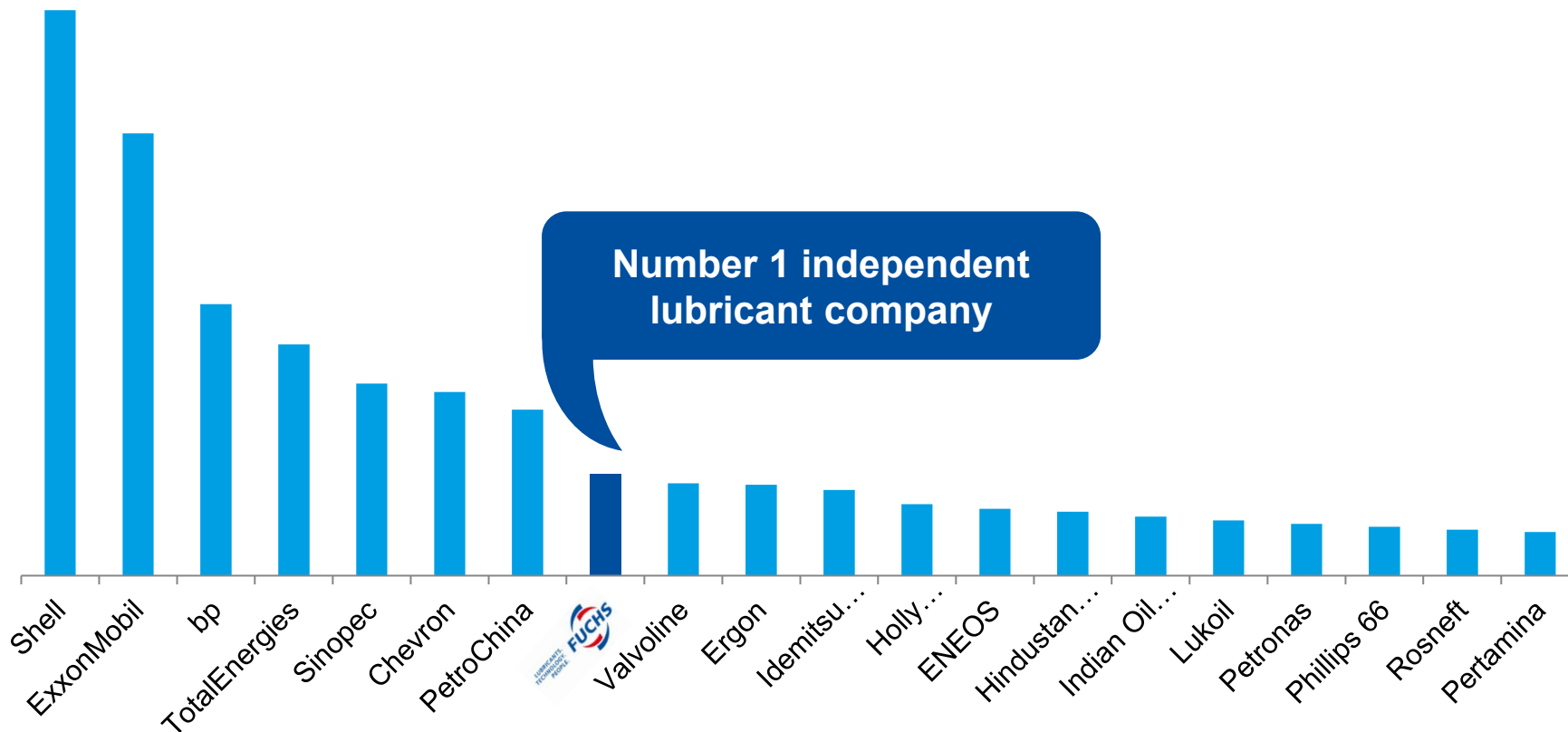
Around **6,200**
employees

Preference share is listed
in the MDAX

55 companies worldwide

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

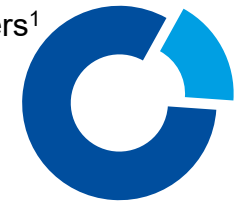
THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

Independent lubricant manufacturers¹ >700

Major oil companies >100

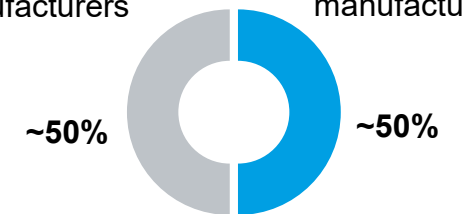


- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700 manufacturers

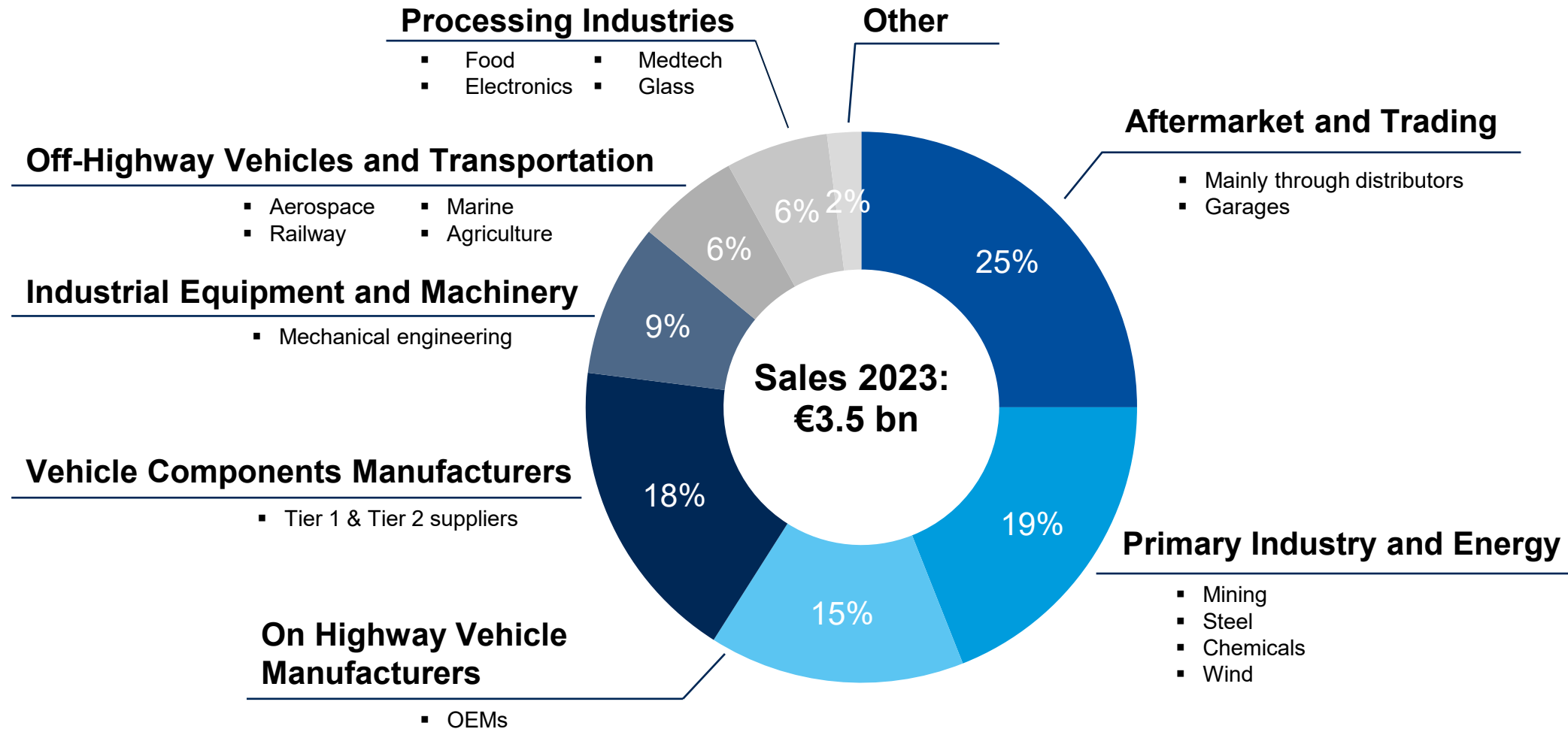
Top 10 manufacturers



¹ > 1000 tons

WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES

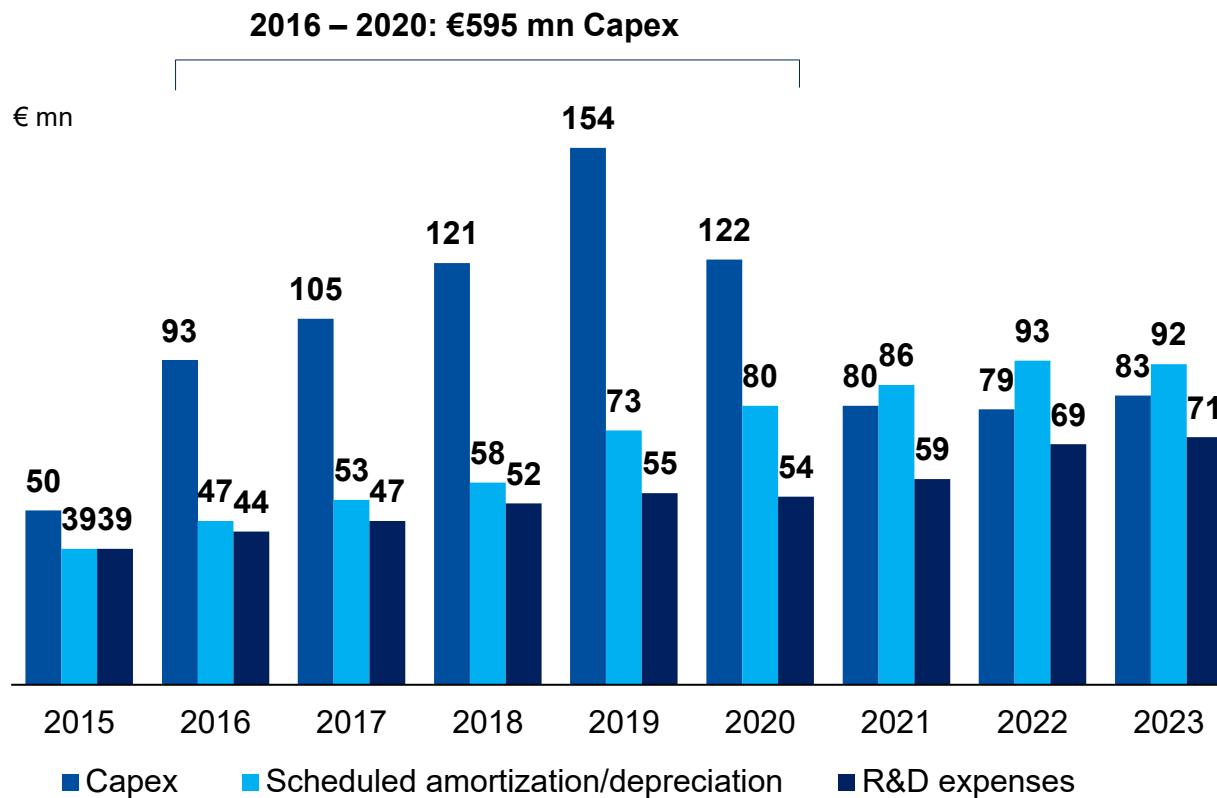


INVESTMENT IN THE FUTURE

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

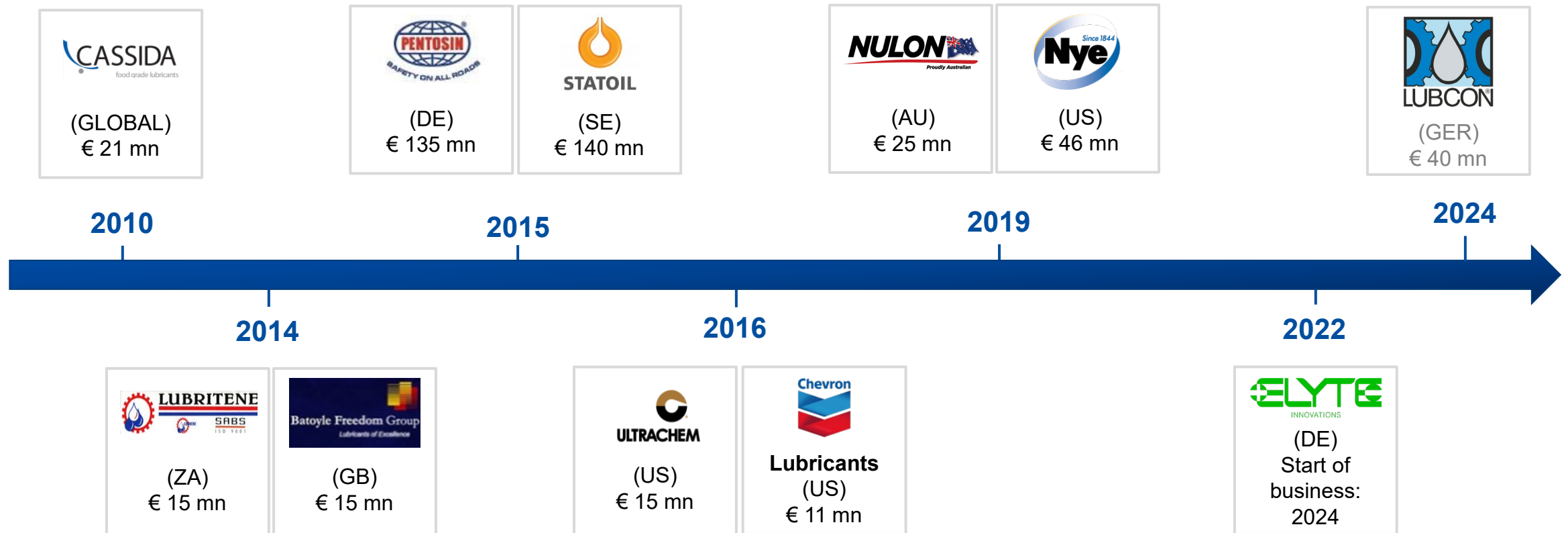
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

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



SUCCESSFUL COMPLETION OF THE LUBCON ACQUISITION

FAMILY BUSINESS WITH A FOCUS ON HIGH-PERFORMANCE SPECIALTY LUBRICANTS



Member of the FUCHS Group

- Very good market position in the specialties segment
- Expansion of existing key markets
- Diversification into new segments
- Strengthening of global footprint
- Sales revenues around €40 mn with 13 operating companies, 5 production sites and over 200 employees

LETTER OF INTENT FOR THE ACQUISITION OF STRUB & CO. AG

FAMILY BUSINESS IN SWITZERLAND WITH A FOCUS ON INDUSTRIAL LUBRICANTS AND SPECIALTIES



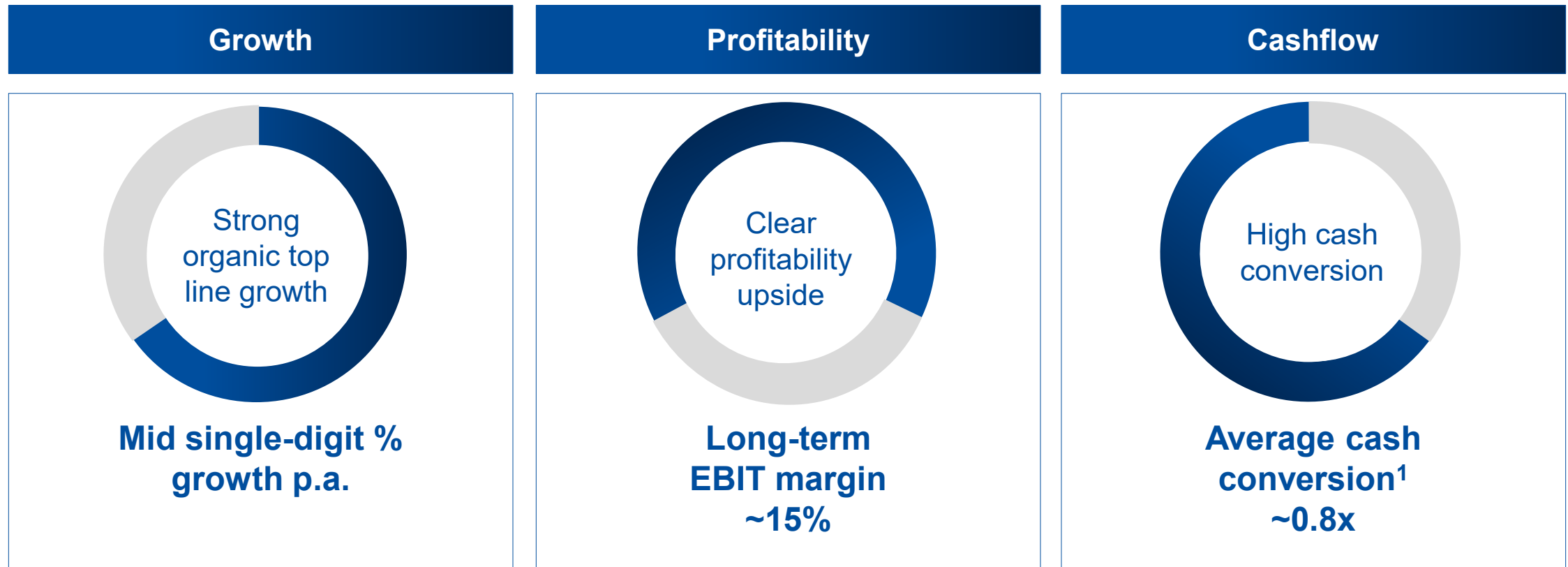
- STRUB has a good market position with production in Reiden, Switzerland
- STRUB gives FUCHS a basis in Switzerland for bundling existing business (LUBCON, exports etc.)
- Sales revenues approx. €15 mn with 40 employees

2024 OUTLOOK MARKING A STEP TOWARDS EBIT TARGET 2025

KPI* in € mn	2023	March, 12 th 2024	July, 30th: Confirming outlook from March, 12 th
	Sales	3,541	
EBIT	413	~ 430	Strict cost management vs. inflation- and S/4 Hana rollout costs
FVA	212	~ 240	Higher earnings and lower capital employed
FCF bef. acq.	465	~ 250	Higher earnings and normalization of cash conversion rate towards 0.8x

* 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.

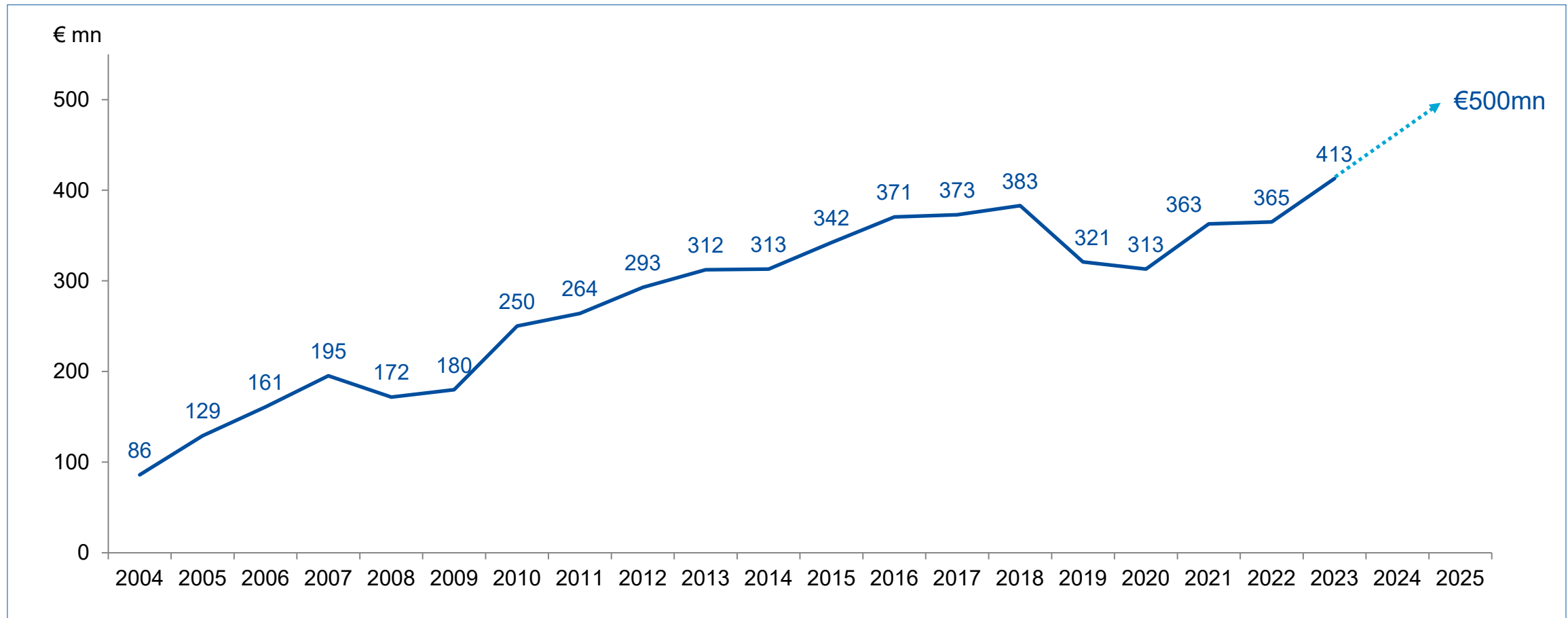
FINANCIAL TARGETS - OVERVIEW



Upgrade of dividend policy: Increase dividend each year

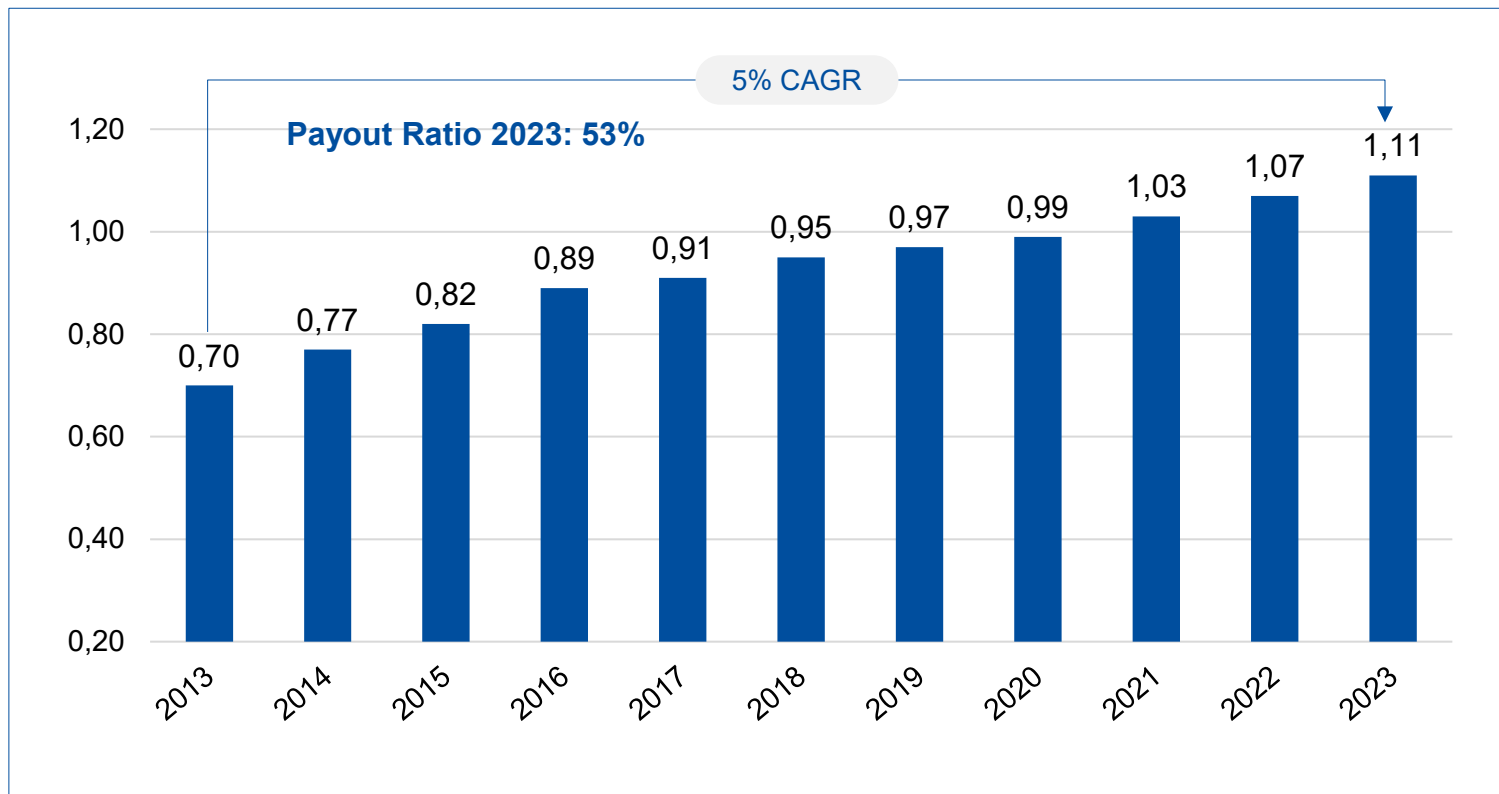
1) Cash conversion = FCF bef. Acq./ Net income

2025 TARGET REFLECTING ACCELERATED EBIT GROWTH



DIVIDEND POLICY

Dividend per Preference Share



22 years
of consecutive dividend increases

5 %
CAGR over the last 10 years

31 years
without dividend decreases



Target:
Increase dividend each year

COMMITTED TO REALIZE SHAREHOLDER VALUE

FCF bef. acq. from 2014-2023

