

FUCHS GROUP

Investor Presentation

| September 2024

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| Lutz Ackermann, Head of Investor Relations

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Agenda

01 | Business Model

02 | Financial Results H1 2024

03 | FUCHS2025

04 | Megatrends

- Sustainability
- E-Mobility
- Digitalization

05 | Financial targets

06 | FUCHS - a convincing investment

07 | Appendix

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

€3.5 bn
sales in 2023

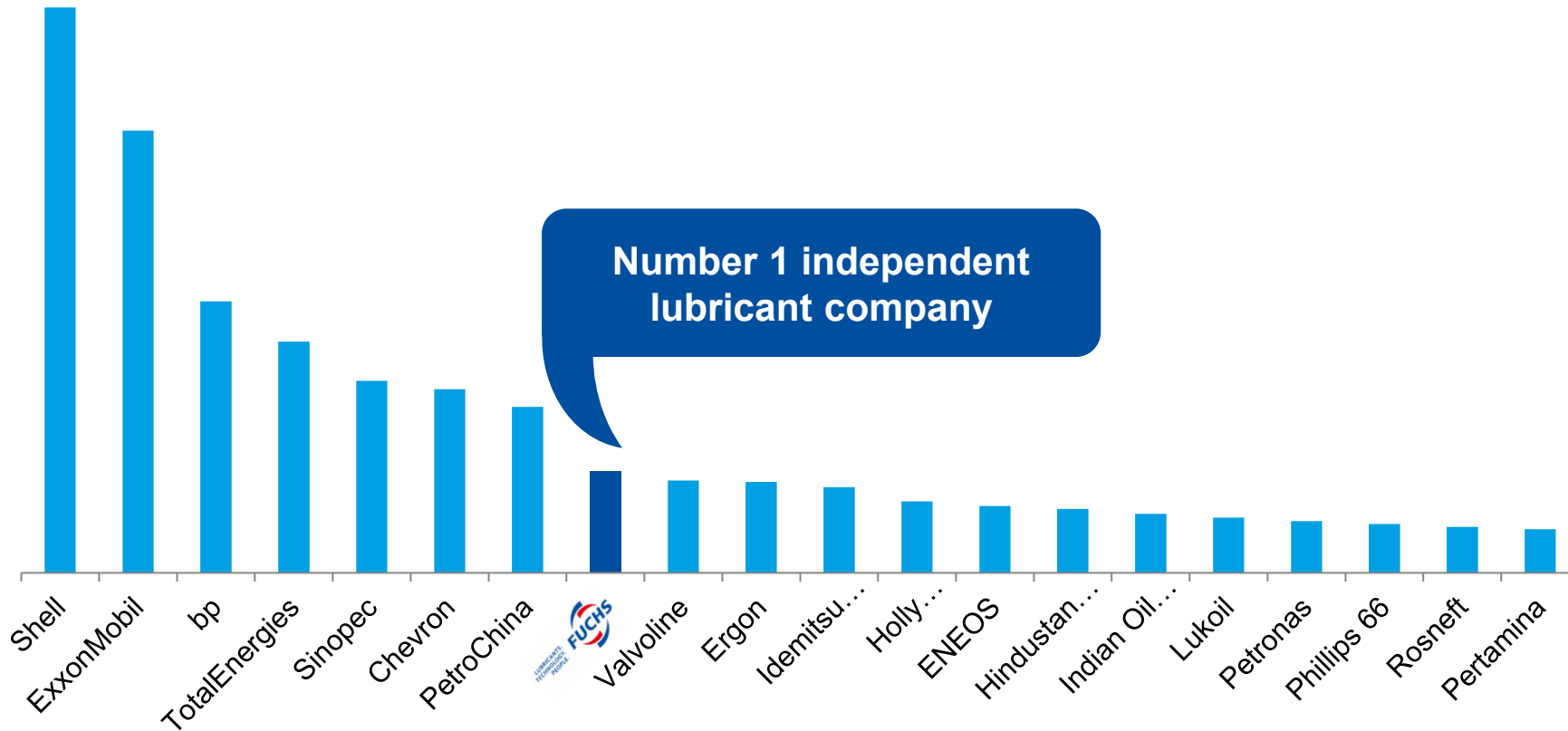
Around **6,200**
employees

Preference share is listed
in the MDAX

55 companies worldwide

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

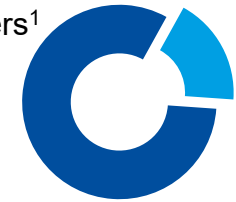
THE LEADING INDEPENDENT LUBRICANTS COMPANY



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

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



FUCHS is a full-line supplier



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



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 CO₂ footprint along the entire value chain

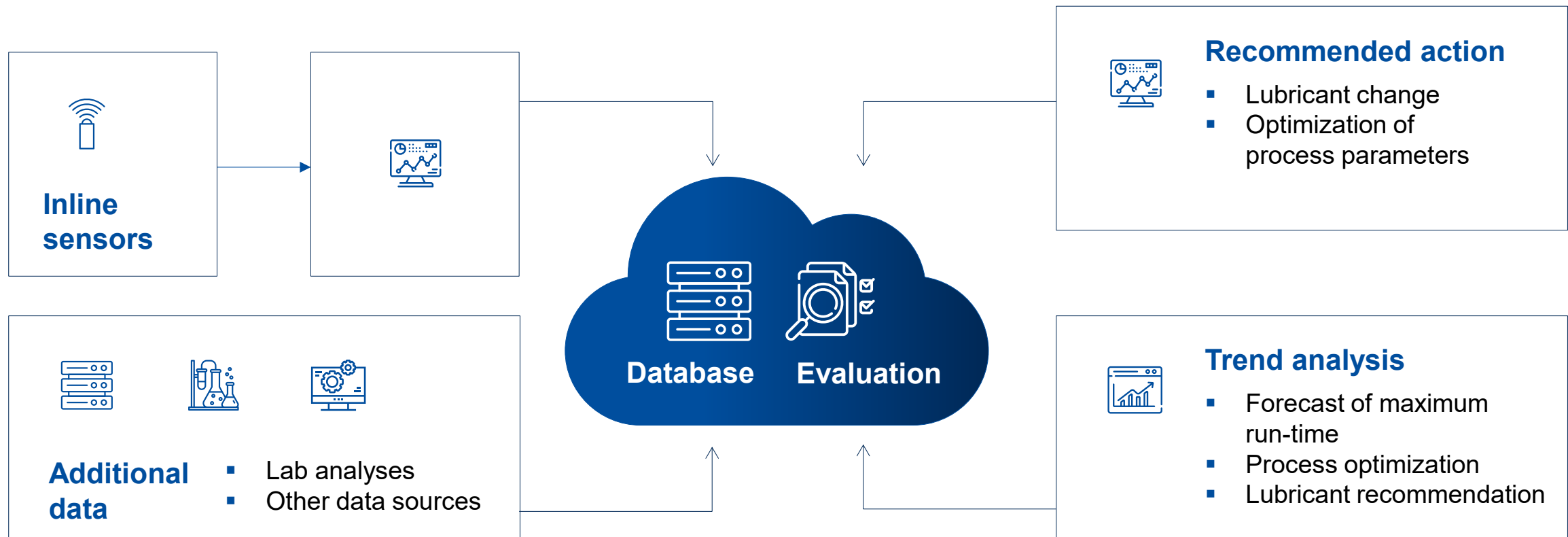


The basic idea of sustainability comes with additional requirements for lubricants: good news for FUCHS' high-performance products

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

DIGITILIZATION

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

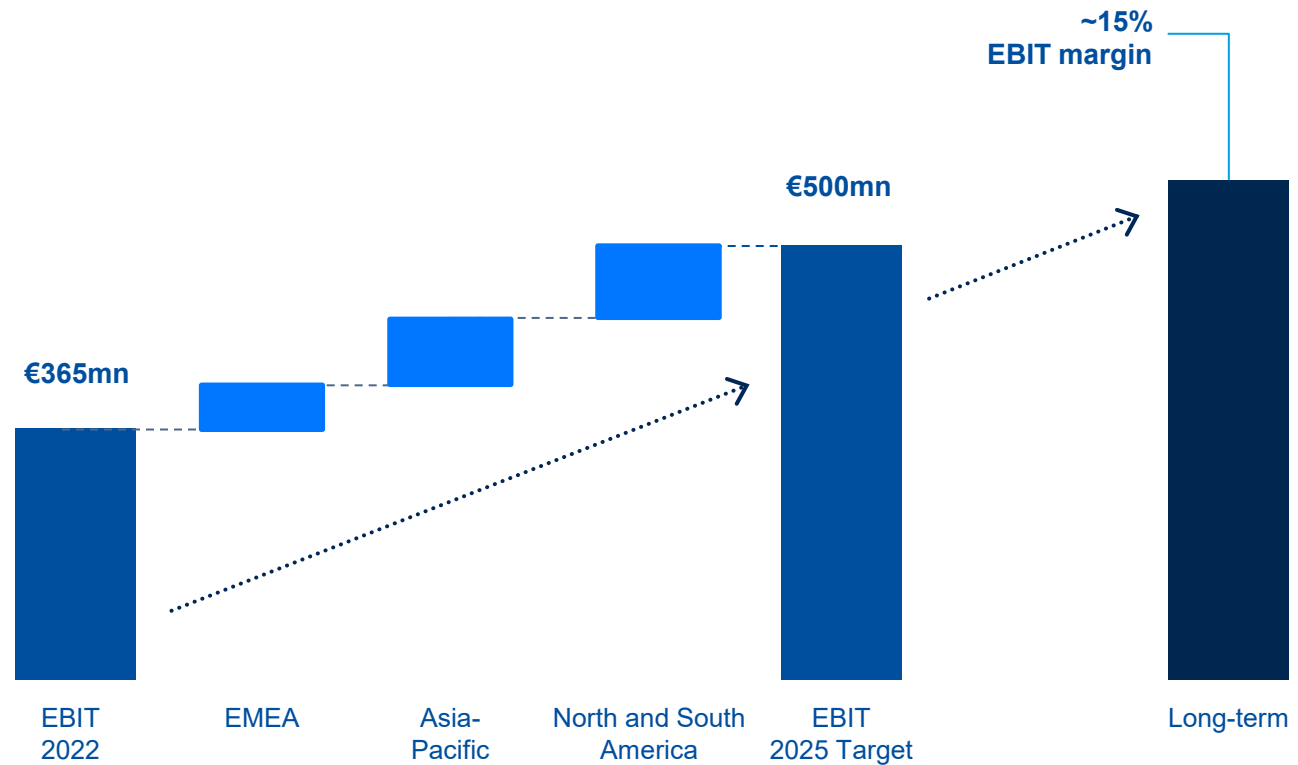


GROWTH

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

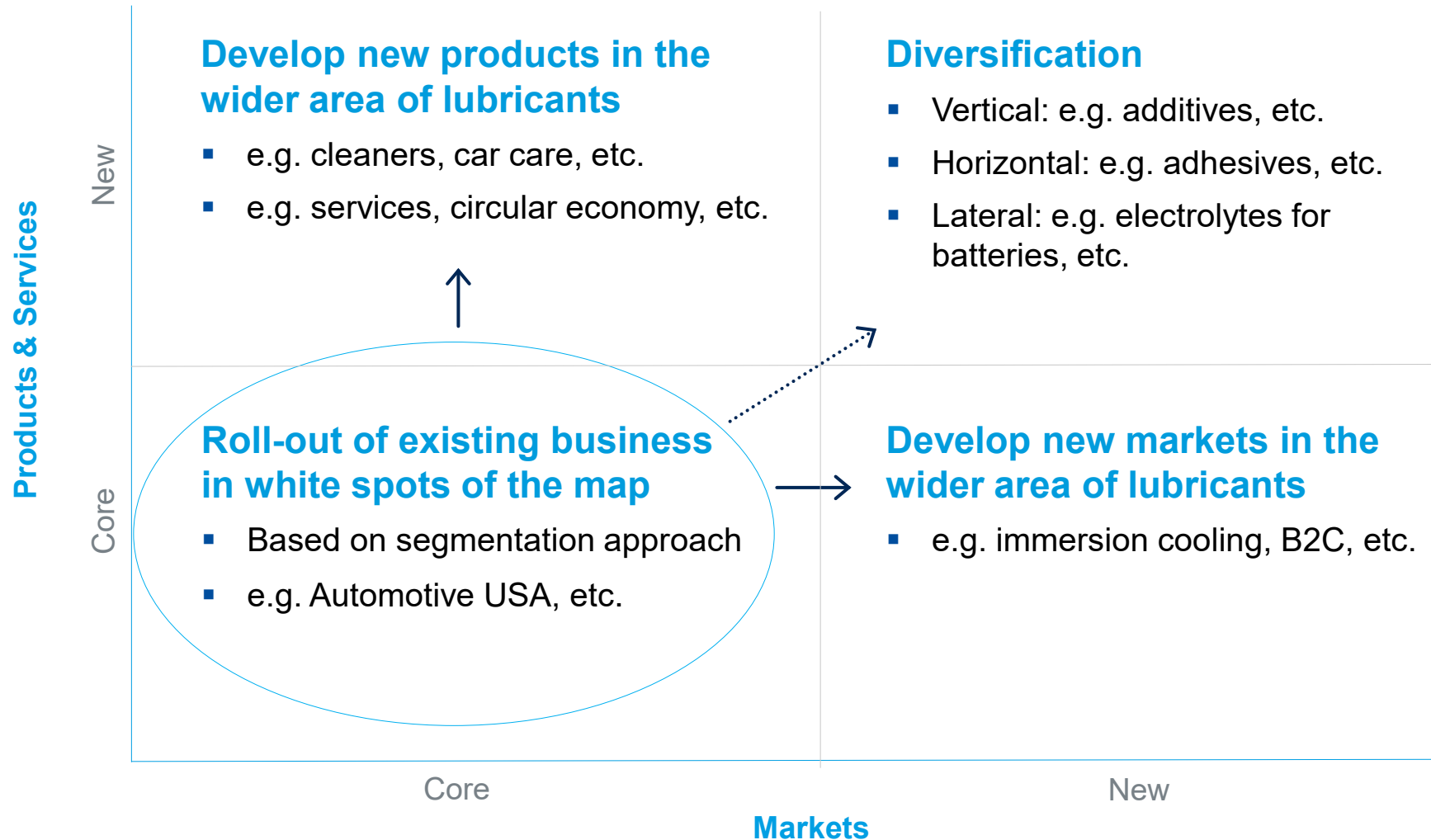
Growth via segmentation

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



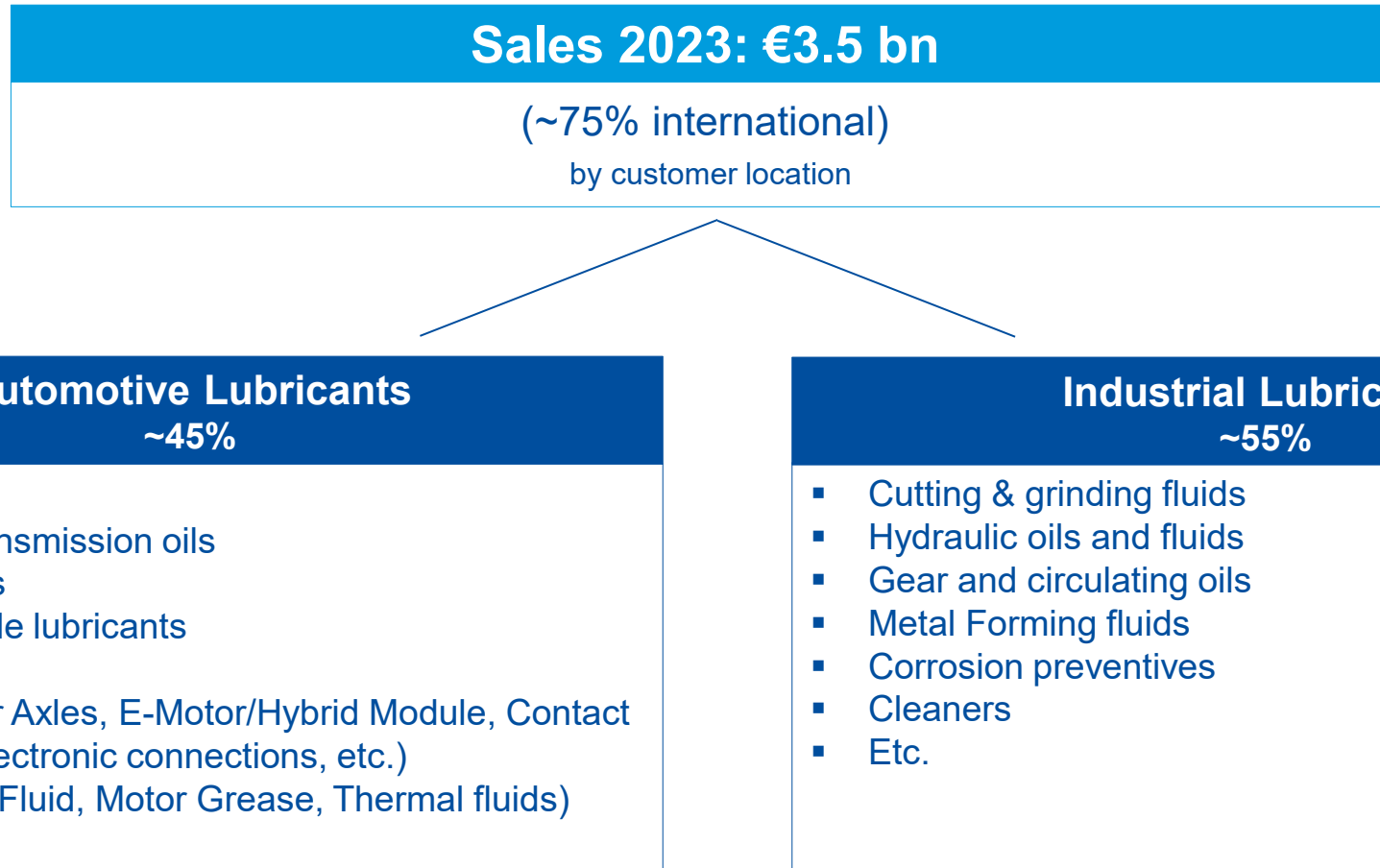
GROWTH

DIVISIONS AND SEGMENTATION ARE THE BASIS OF FUCHS' FUTURE GROWTH



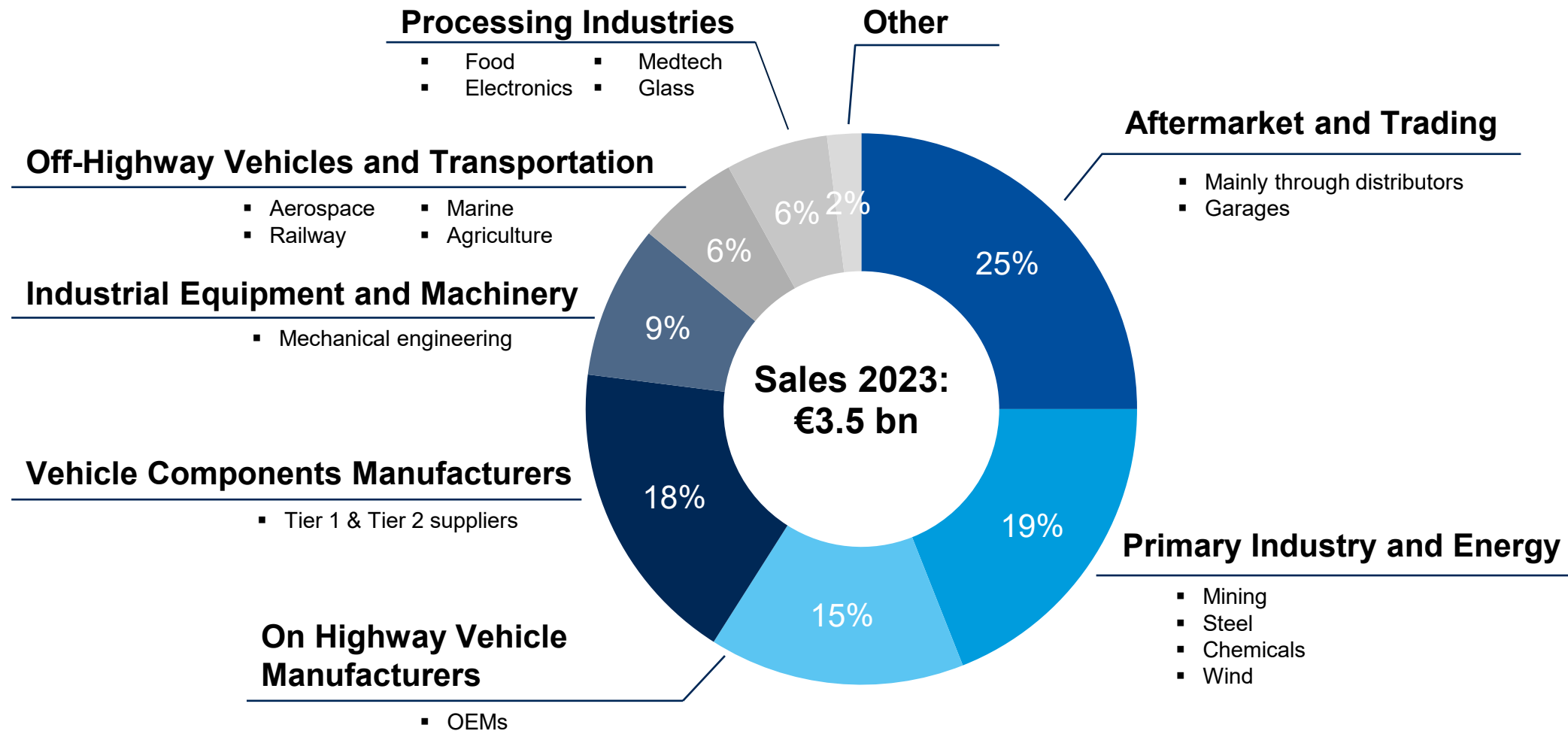
FULL-LINE SUPPLIER ADVANTAGE

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



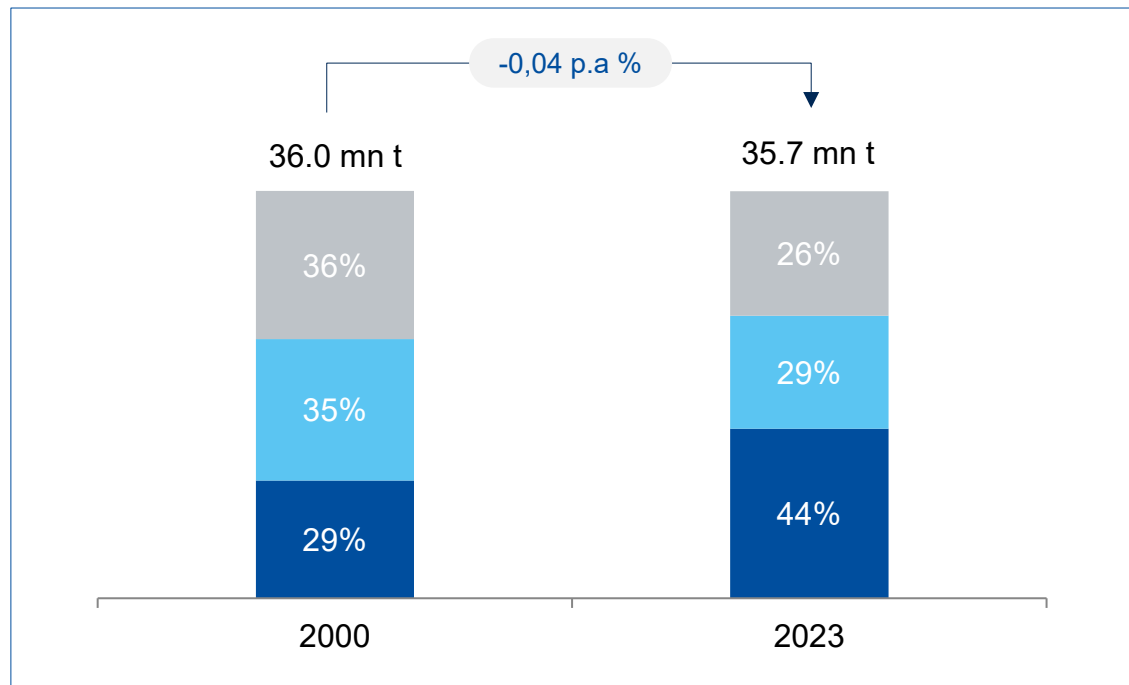
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES

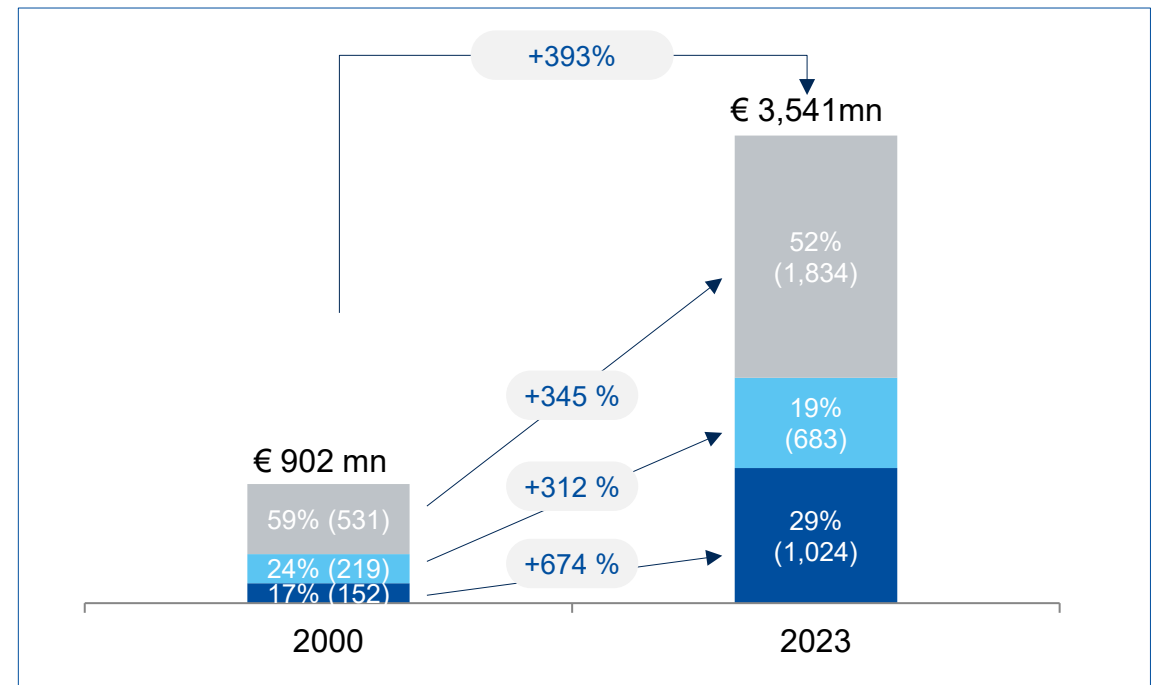


HIGHTECH LUBRICANTS ON THE RISE

Market Demand



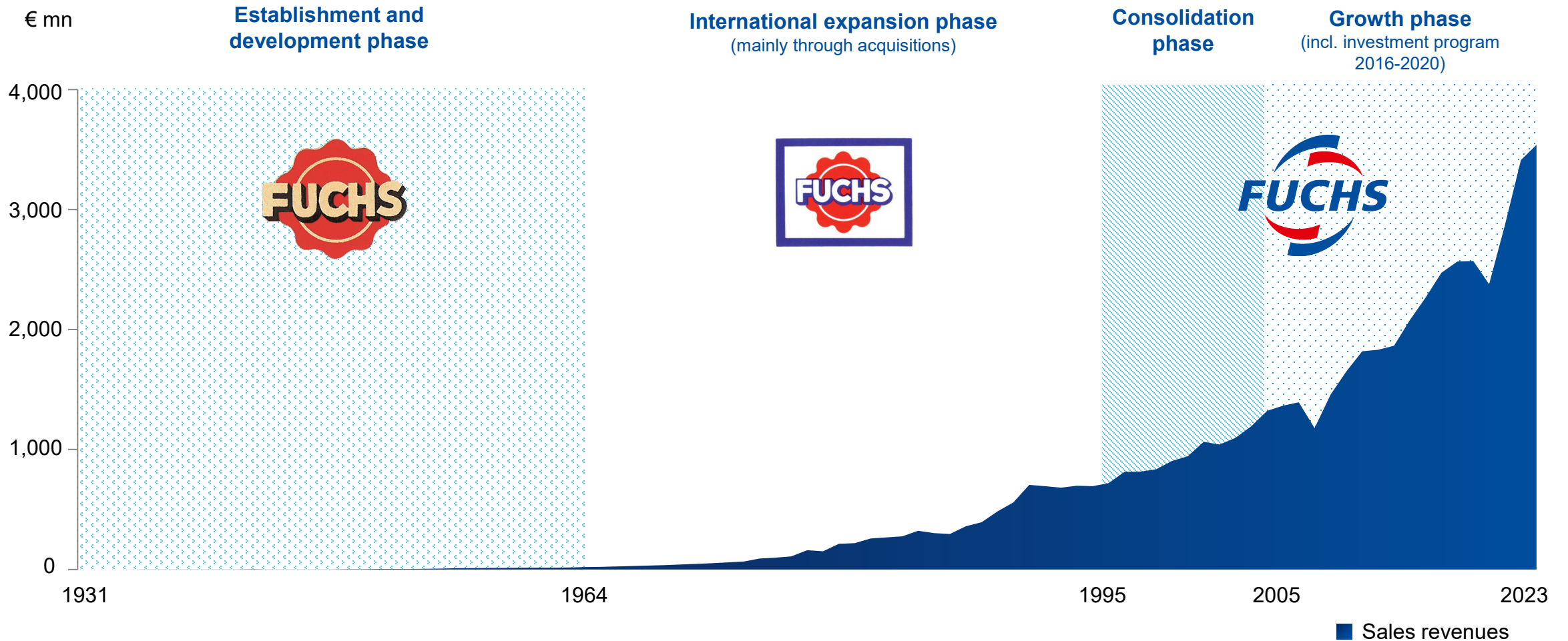
FUCHS Sales (by customer location)



■ EMEA ■ Americas ■ APAC

TRADITION AND GROWTH

SINCE 1931

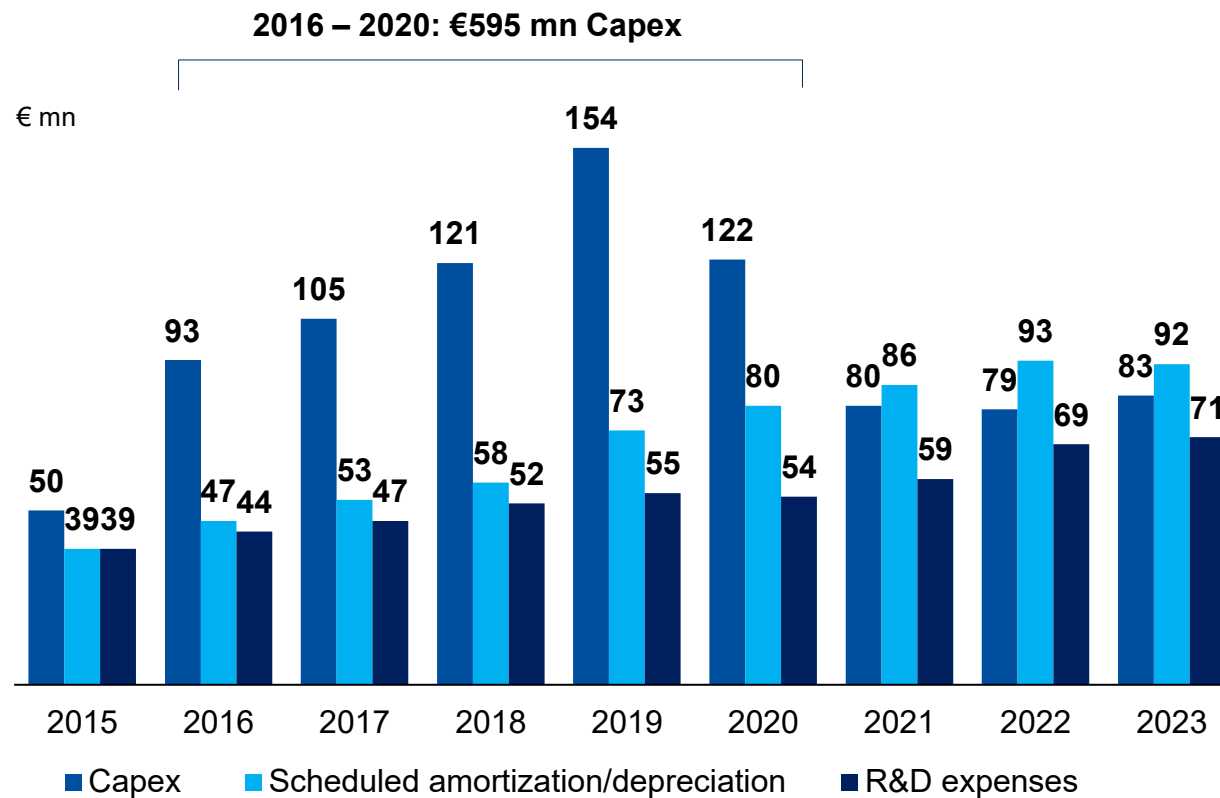


INVESTMENT IN THE FUTURE

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

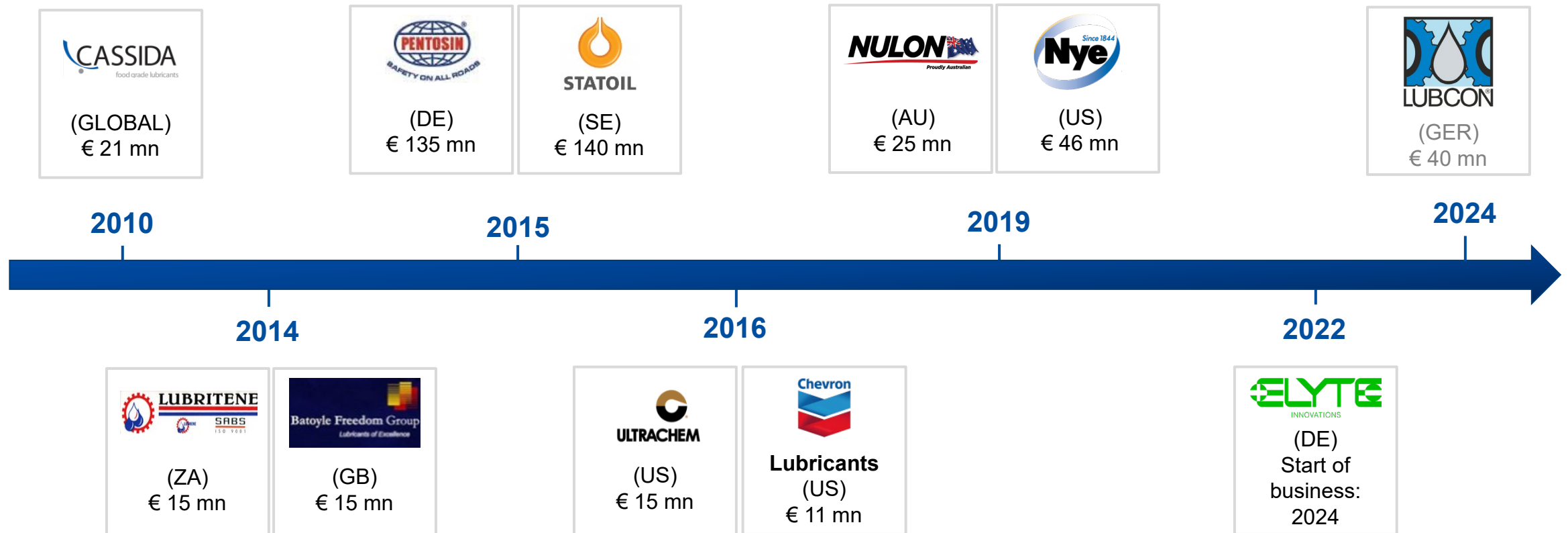
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

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



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

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

02 Financial Results H1 2024



HIGHLIGHTS H1 2024

FUCHS WITH GOOD FIRST HALF 2024

€1,764 mn

Sales down 3% yoy

€218 mn

EBIT up 9% yoy

€69 mn

FCF bef. acq. lower
- €95 mn yoy

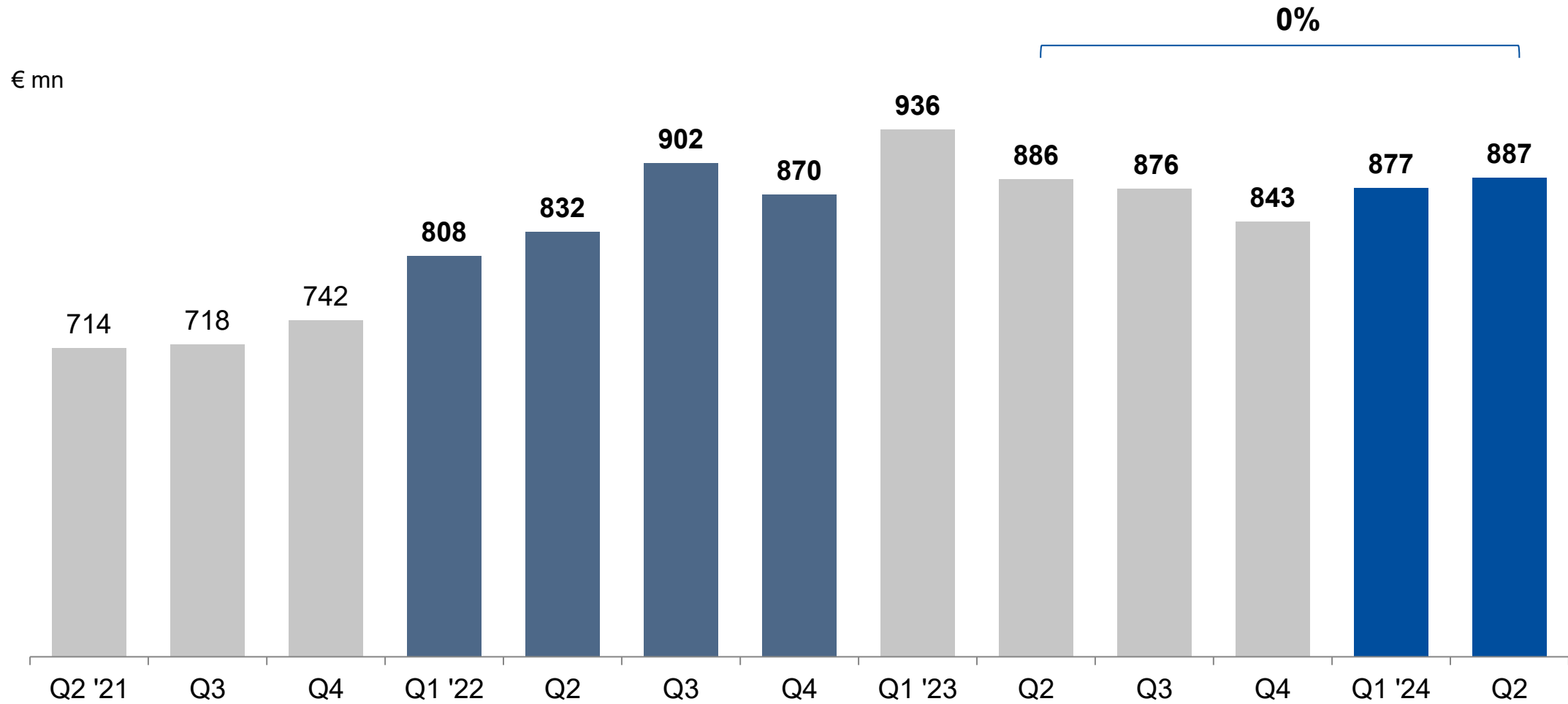
H1 2024

- Lower sales due to price adjustments and currency effects
- EBIT growth driven by all regions; margin at 12.4% reflecting further recovery
- EPS €1.18 per pref. share and 1.17 per ord. share 13% or 14% up yoy; SBB close to completion
- FCF bef. acq. down due to usual NOWC build-up and base-effect
- Outlook for 2024 confirmed

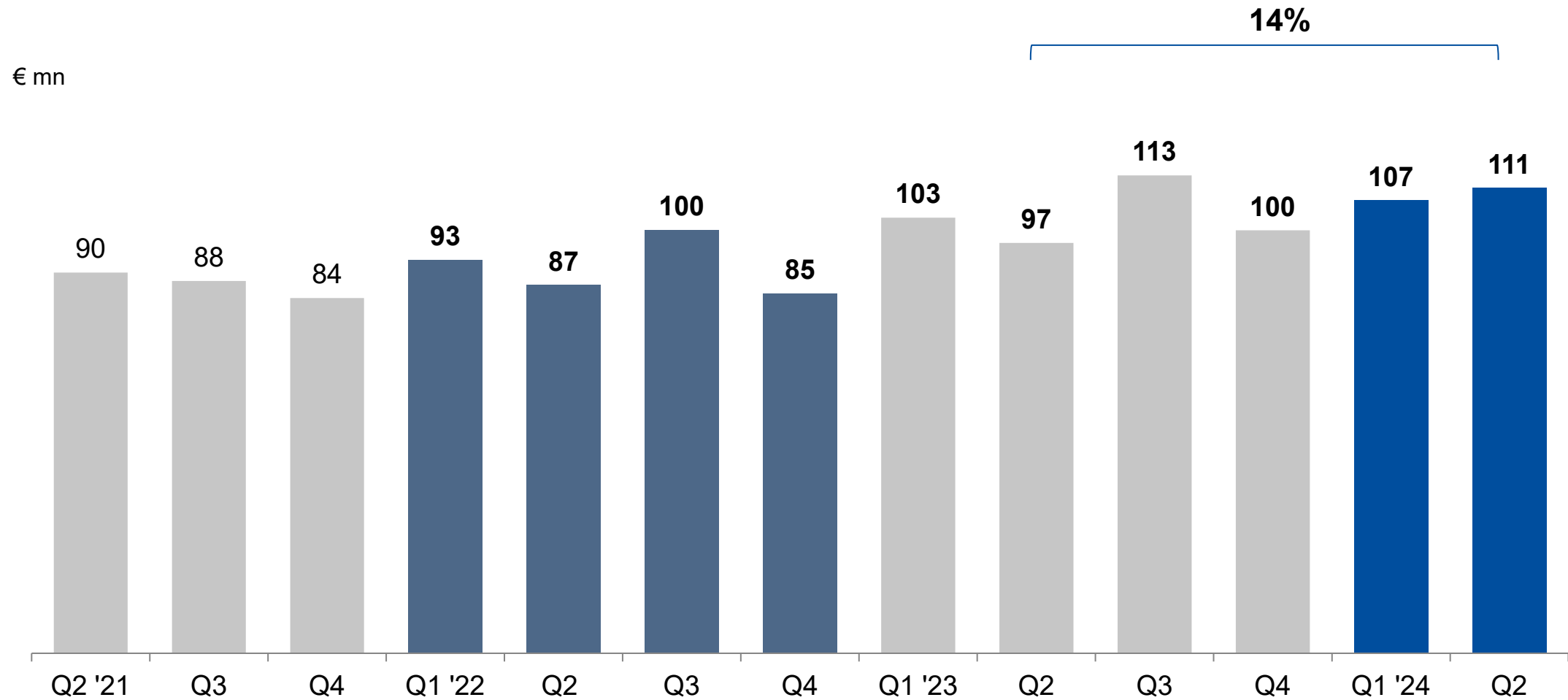
LUBCON acquisition closed

- Completion of the acquisition on July 26, 2024
- Extending of product portfolio, particularly in the field of industrial lubricants and greases
- LUBCON comprises 13 operating entities and 5 production sites; generated approx. €40 mn sales in 2023 with over 200 employees

SALES DEVELOPMENT

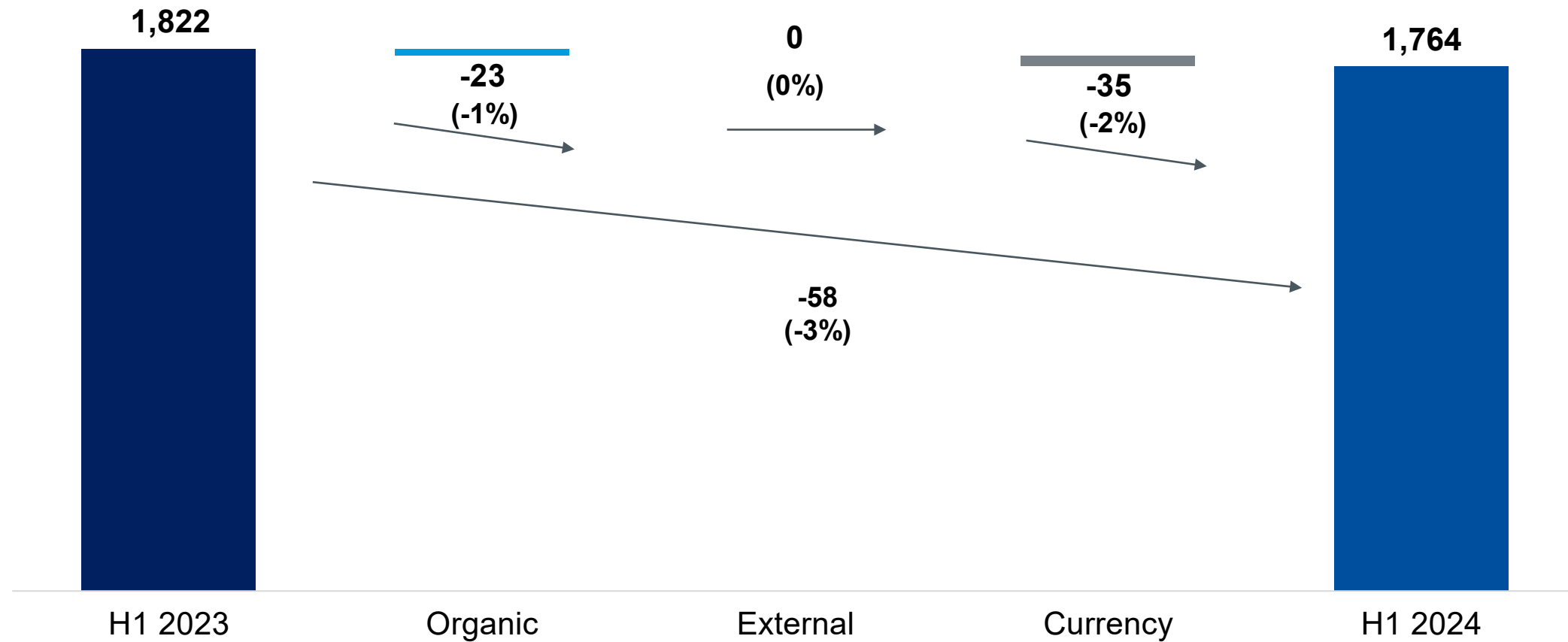


EBIT DEVELOPMENT



H1 2024 GROUP SALES

€ mn



H1 2024 KPI SUMMARY

| KPI in € mn | H1 2024 | H1 2023 |
|----------------------------|--------------|--------------|
| Sales | 1,764 | 1,822 |
| Cost of sales | -1,157 | -1,248 |
| Gross profit | 607 | 574 |
| Other function costs | -392 | -378 |
| EBIT bef. at Equity | 215 | 196 |
| EBIT | 218 | 200 |
| Capex | -29 | -38 |
| Change of NOWC | -86 | -2 |
| FCF bef. acq. | 69 | 164 |

- Sales down by 3% due to price adjustments and currency effects
- Gross margin of 34.4% in first half of the year well above previous year's figure of 31.5%
- Other function costs higher by 4%; lower freight and energy costs partially offset increase in personnel and digitalization costs
- EBIT up 9%; EBIT margin at 12.4% vs. 11.0% in the prior-year period
- Capex lower yoy
- Higher NOWC build-up vs. favoured prior-year period
- FCF bef. acq. lower yoy mainly due to NOWC build-up

EUROPE, MIDDLE EAST, AFRICA

| KPI in € mn | H1 2024 | H1 2023 |
|----------------------------|--------------|--------------|
| Sales | 1,027 | 1,067 |
| Organic growth | -39 (-4%) | 103 (10%) |
| External growth | - | - |
| FX effects | -1 (0%) | -23 (-2%) |
| EBIT bef. at Equity | 109 | 95 |
| EBIT | 112 | 99 |

- Sales down 4% from price adjustments in almost all companies
- Negative currency effects from South Africa and Eastern Europe partially offset by positive effects from the UK
- EBIT up by 13%; large majority of companies with earnings improvement
- Largest earnings contributions from Germany and Poland

ASIA-PACIFIC

| KPI in € mn | H1 2024 | H1 2023 |
|----------------------------|------------|------------|
| Sales | 485 | 491 |
| Organic growth | 13 (3%) | 63 (14%) |
| External growth | - | - |
| FX effects | -19 (-4%) | -26 (-6%) |
| EBIT bef. at Equity | 55 | 52 |
| EBIT | 55 | 52 |

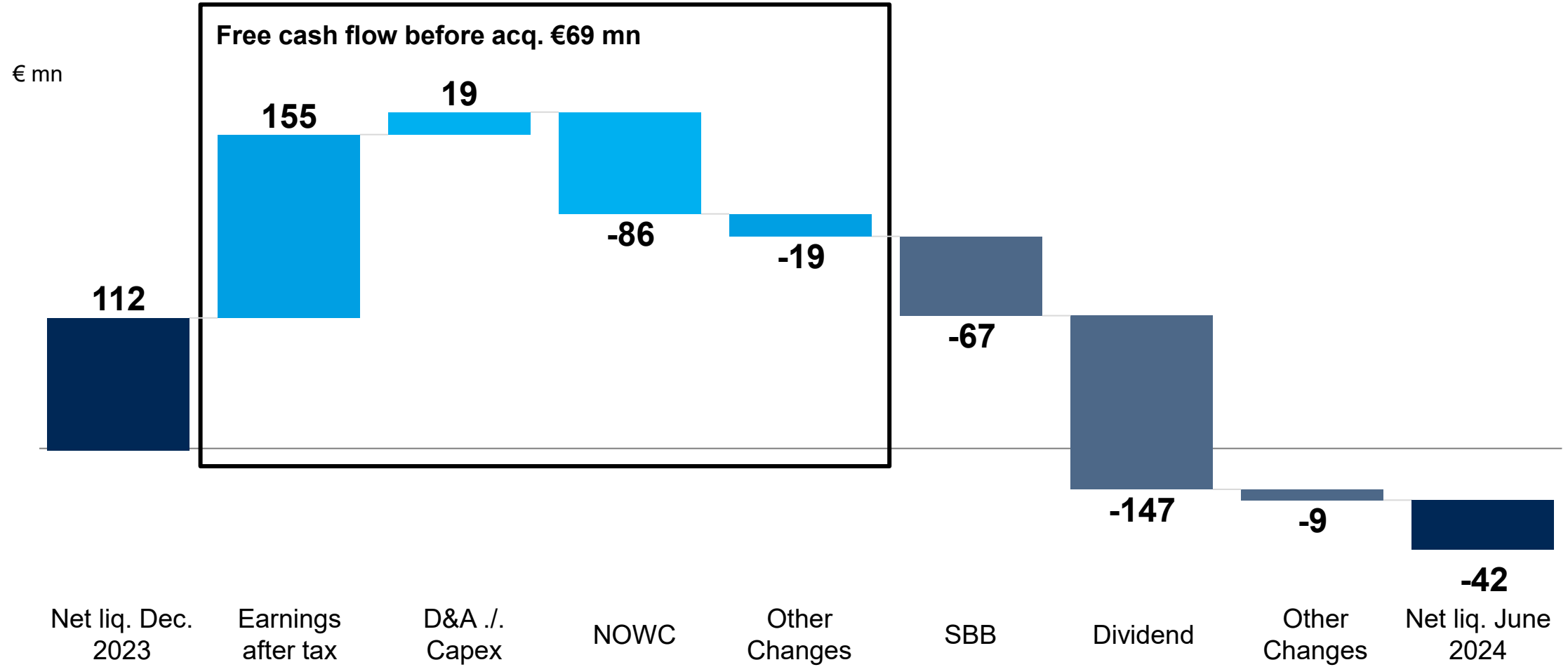
- Sales down 1% due to high negative exchange rate effects
- Organic growth of 3% thanks to positive business and price development; business development in China continues to recover; India and Australia also with pleasing growth rates
- Currencies significantly weaker in all countries of the region
- EBIT up 6% with earnings growth from China; Australia and Southeast Asia below prior year

NORTH AND SOUTH AMERICA

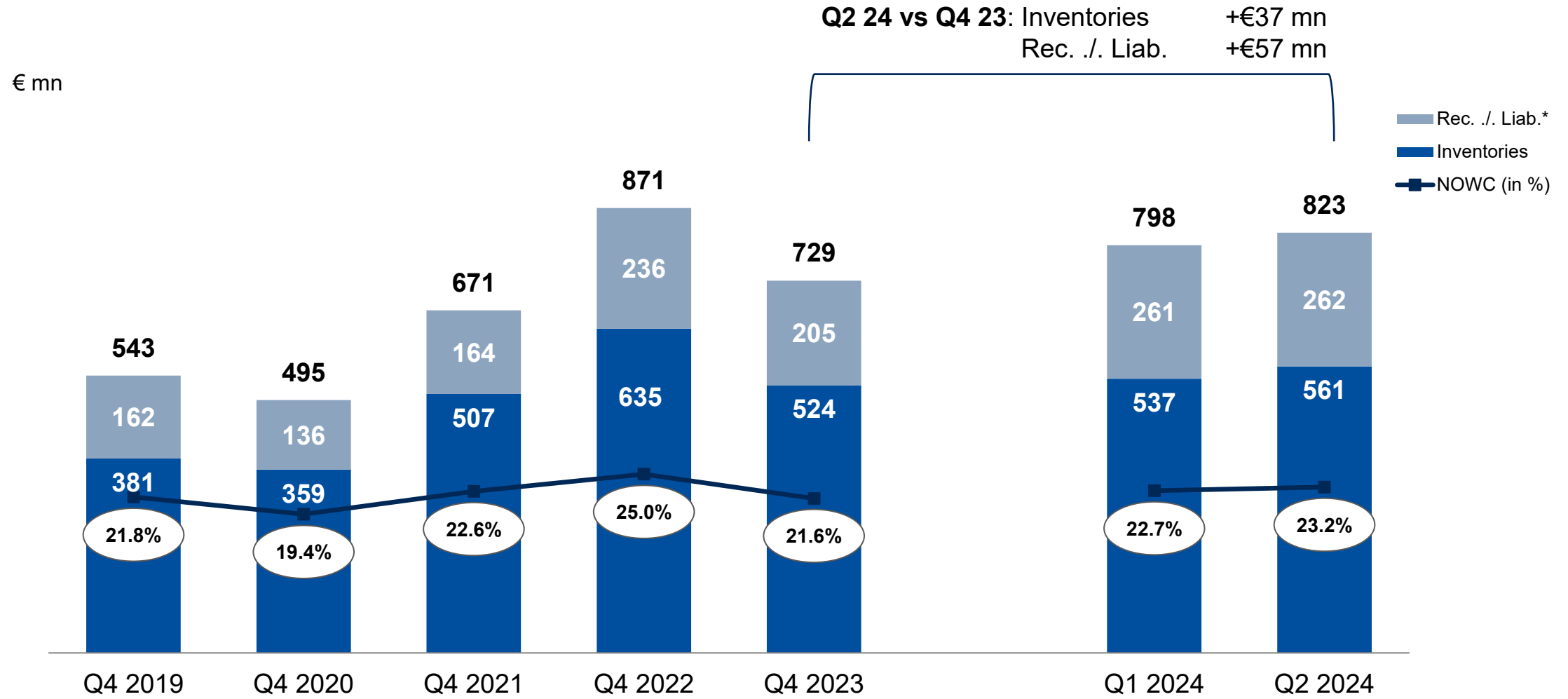
| KPI in € mn | H1 2024 | H1 2023 |
|----------------------------|------------|------------|
| Sales | 341 | 352 |
| Organic growth | 4 (1%) | 55 (18%) |
| External growth | - | - |
| FX effects | -15 (-4%) | -3 (-1%) |
| EBIT bef. at Equity | 47 | 39 |
| EBIT | 47 | 39 |

- Sales down 3% mainly due to high negative exchange rate effects
- Price adjustments drive organic sales growth in North America with modest business development
- Sales in South America below previous year, mainly due to difficult macroeconomic situation
- Strong negative currency effects mainly from Argentina
- EBIT up by over 20%; North America benefiting from continued positive development in the area of specialty lubricants; Mexico with also pleasing earnings growth

NET LIQUIDITY



NET OPERATING WORKING CAPITAL (NOWC)



*Liabilities include advance payments received and liabilities from customer discounts

DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q2

Q3 and beyond

**Base
Oils**

**Groups I / II slightly edged
up (excl. Asia) while
group III slighty softened**

**Pricing expected to be
stable to slightly up**

Additives

**Prices remained stable
with a slight upward trend
in certain areas**

**Slight upward trend
expected**

2024 OUTLOOK MARKING A STEP TOWARDS EBIT TARGET 2025

| KPI* in € mn | 2023 | March, 12 th 2024 | July, 30 th : 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.

03 FUCHS2025

New Mindset for Future Challenges



CLEAR VALUE PROPOSITION

VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES

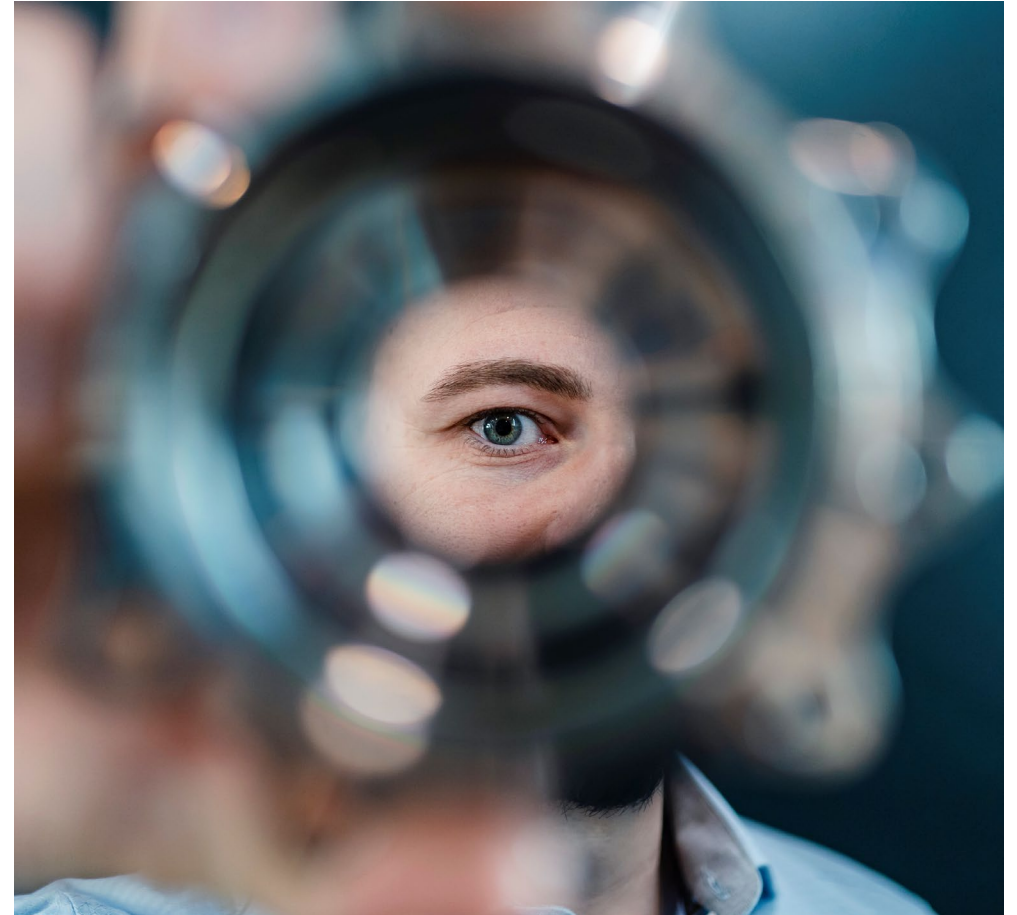


Trust, Creating Values,
Respect, Reliability,
Integrity

PURPOSE



**MOVING
YOUR
WORLD**



FUCHS 2025



Culture
High performance, open feedback & hierarchy-free communication



Strategy
Topline growth based on market segmentation

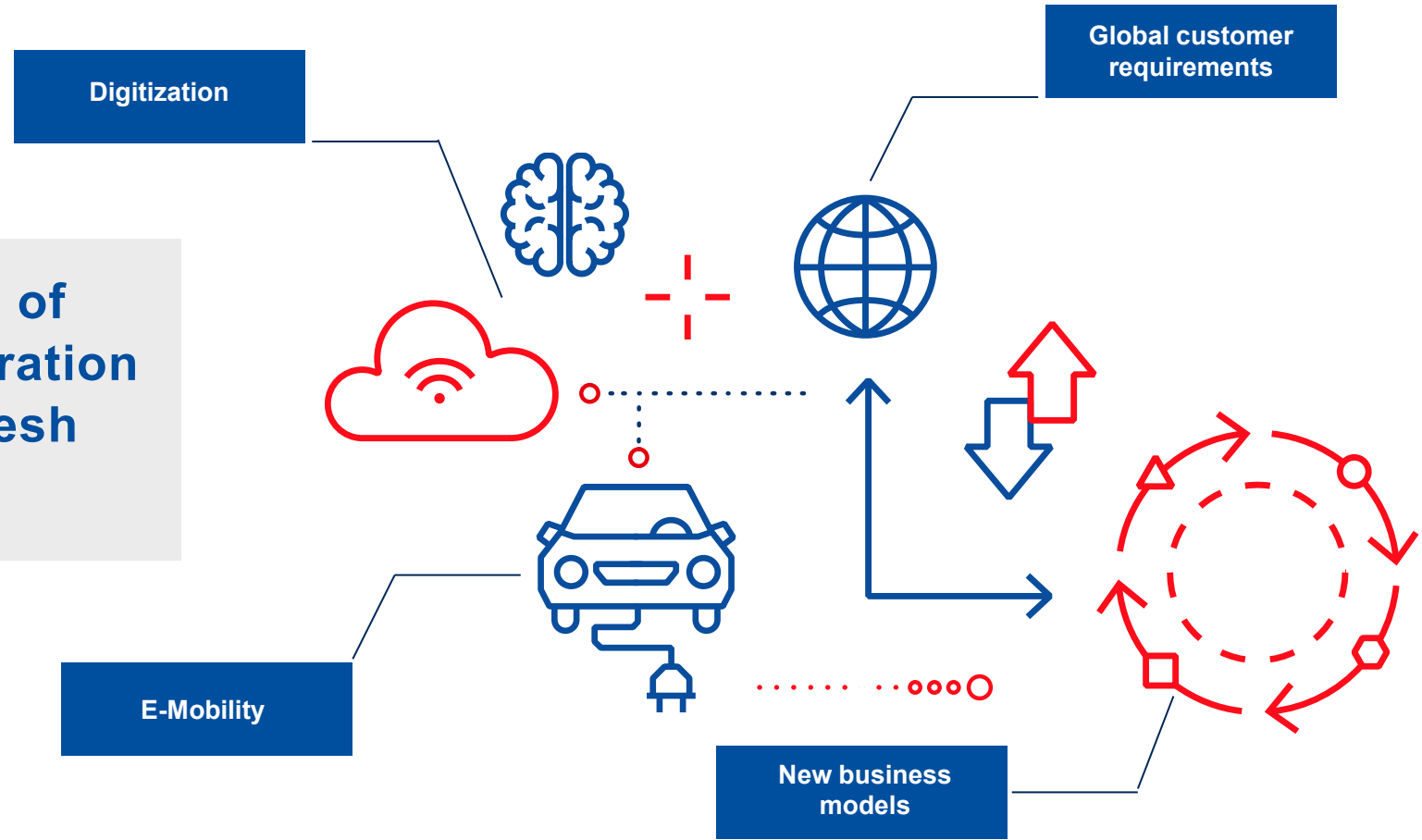


Structure
Organizational set-up & new positions

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



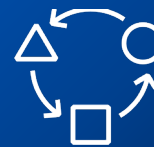
Global Strength

- 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

- 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

MOVING YOUR WORLD

WHAT: Delivering Efficient Lubrication Solutions

Technical
Expertise

Leading
Solutions

Customer
Orientation

Sustainable
Attitude

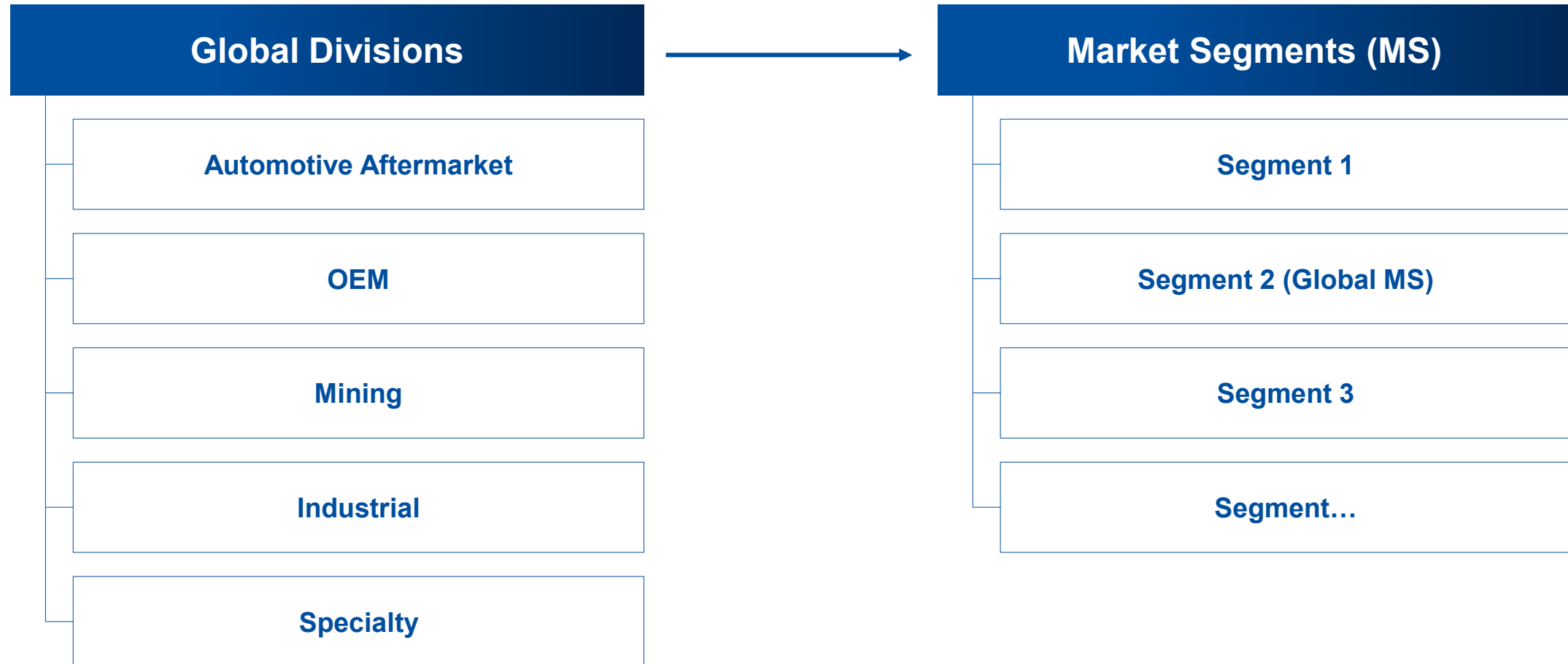
HOW: UNCONDITIONALLY RELIABLE

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



FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS



Four major
target markets

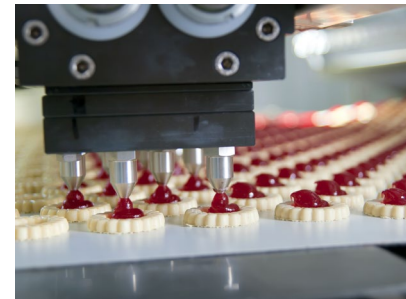
E-mobility



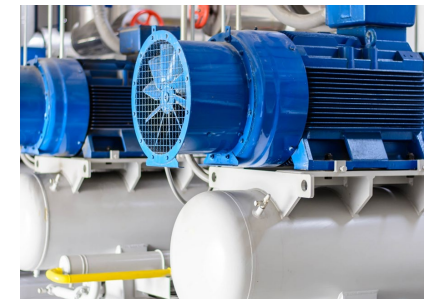
Wind power



Food industry



Rotary motion



Three further
growth markets

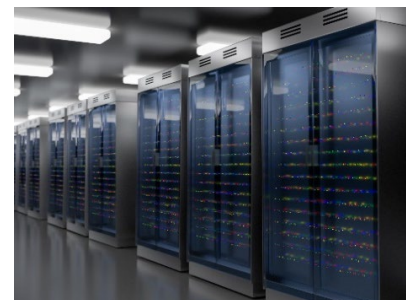
Medtech



Semiconductor
industry



Data centers



04 Megatrends

- Sustainability
- E-Mobility
- Digitalization



OUR VIEW ON SUSTAINABILITY



Economic

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



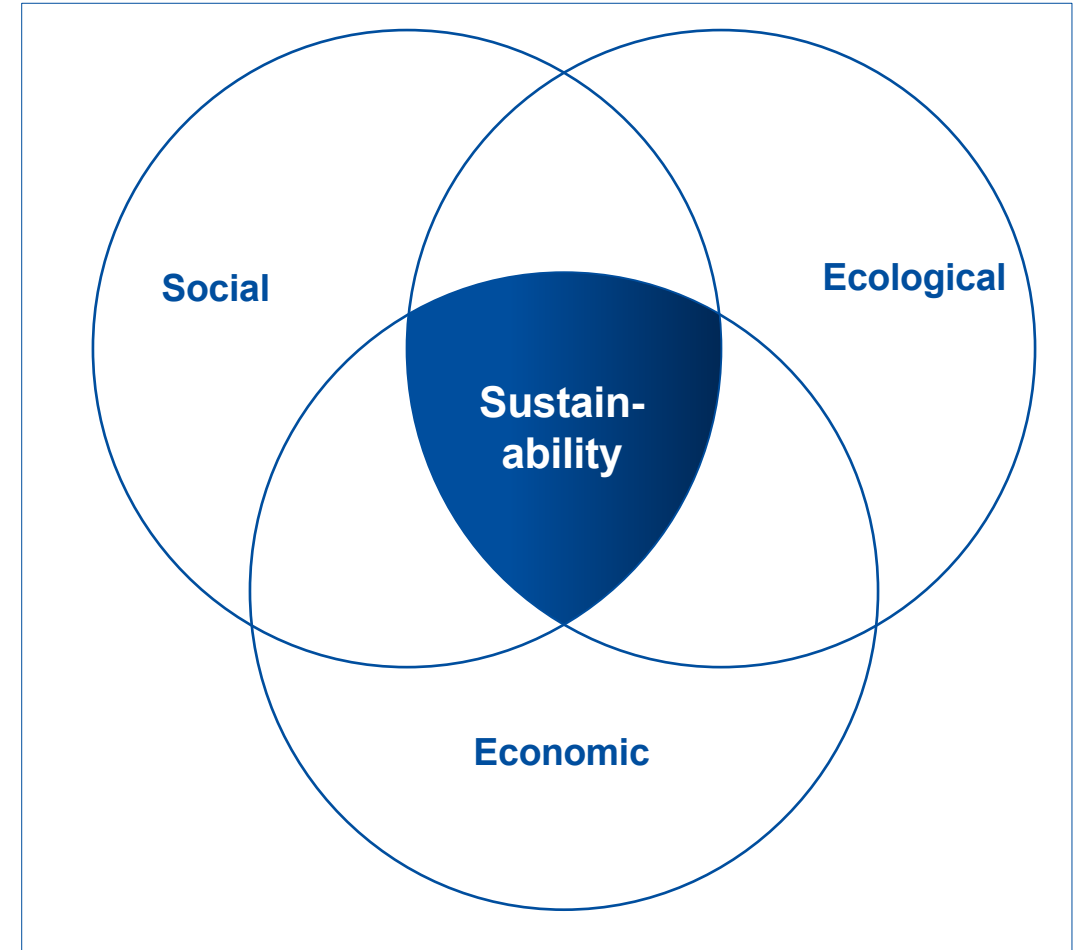
Social

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



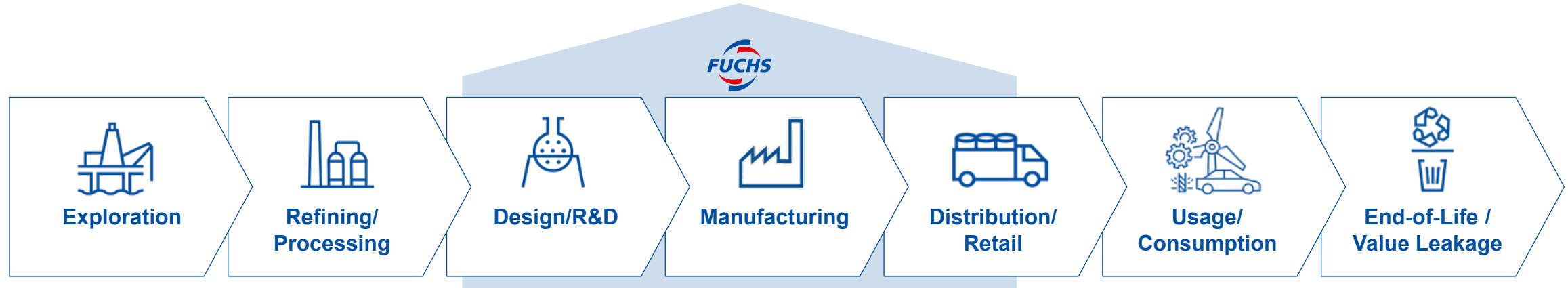
Ecological

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



ECOLOGICAL SUSTAINABILITY @ FUCHS

PARTNERING WITH THE COMPLETE VALUE CHAIN



Gate-to-Gate*
CO₂-neutral 2020



- Investing in climate-protection-projects - compensation
- Use more renewable energies, reduce waste

Cradle-to-Gate**
CO₂-neutral 2025

Mid-term

- Involving Suppliers in CO₂-reduction projects
- Compensation still needed

Cradle-to-Cradle
Circular Economy

Long-term

- Transform waste into raw materials

| 49 * 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



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

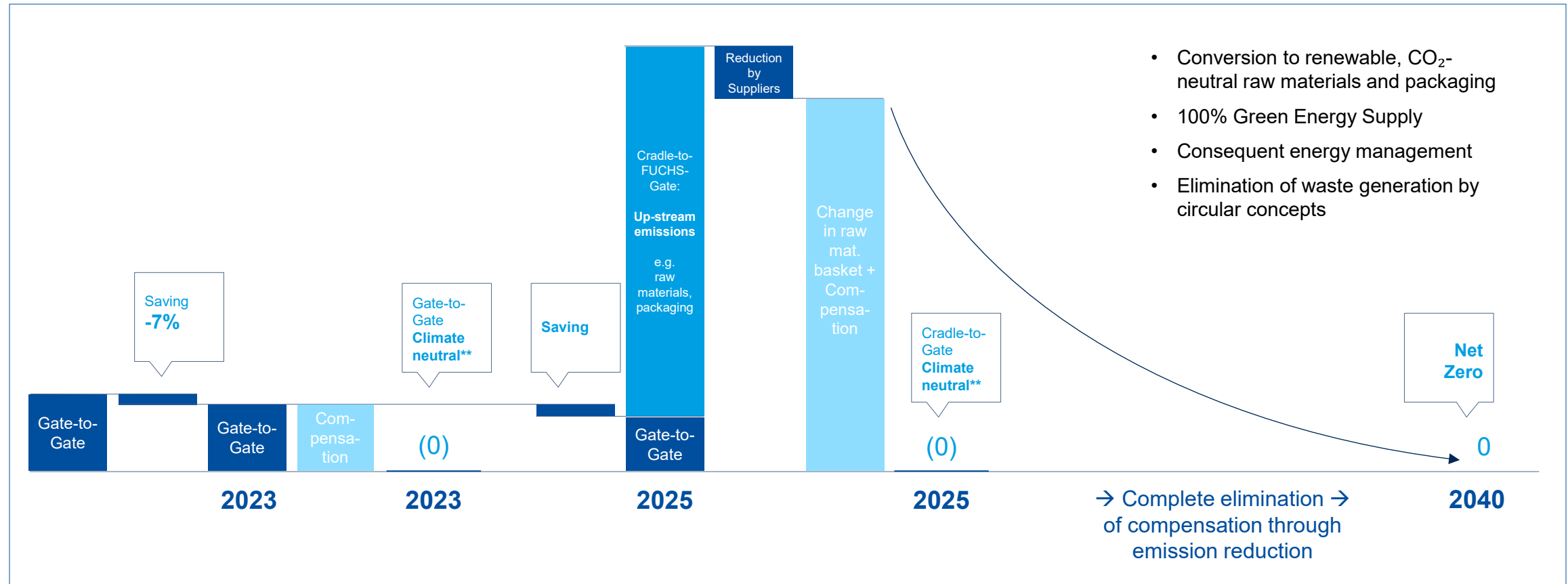
For example, FUCHS proved with an excavator operated for 8,000 hours that the use of a premium hydraulic oil saves about 9,600 liters of diesel.

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.

WE TAKE ACTION TO REDUCE FUCHS-EMISSIONS

ROADMAP TO „NET ZERO“ BY 2040



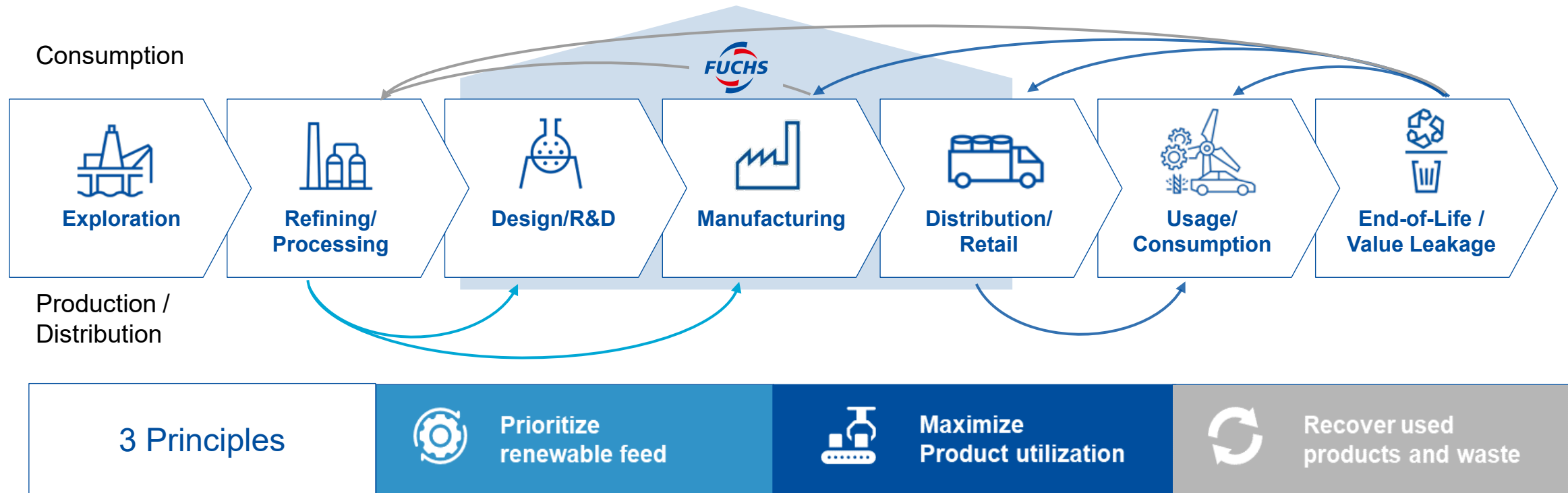
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FUCHS & CIRCULAR ECONOMY

VALUE CHAIN

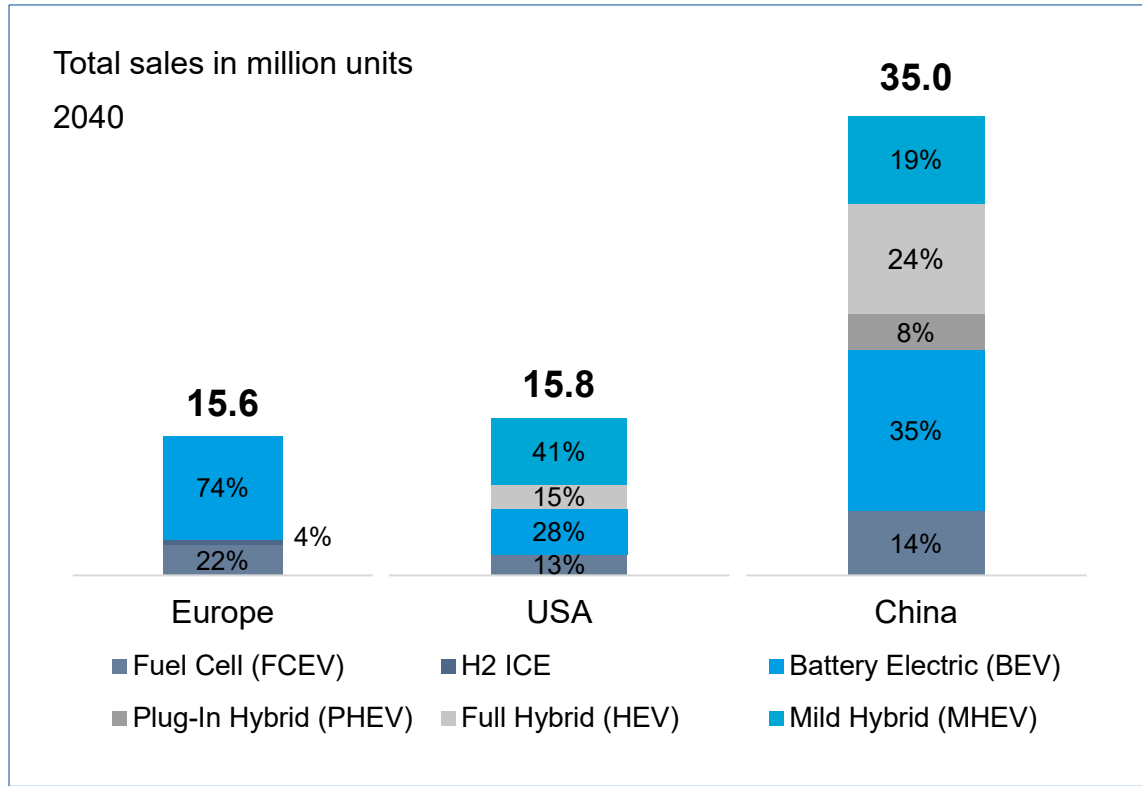
We understand Circular Economy as a holistic concept along the entire value chain, guided by 3 overarching principles



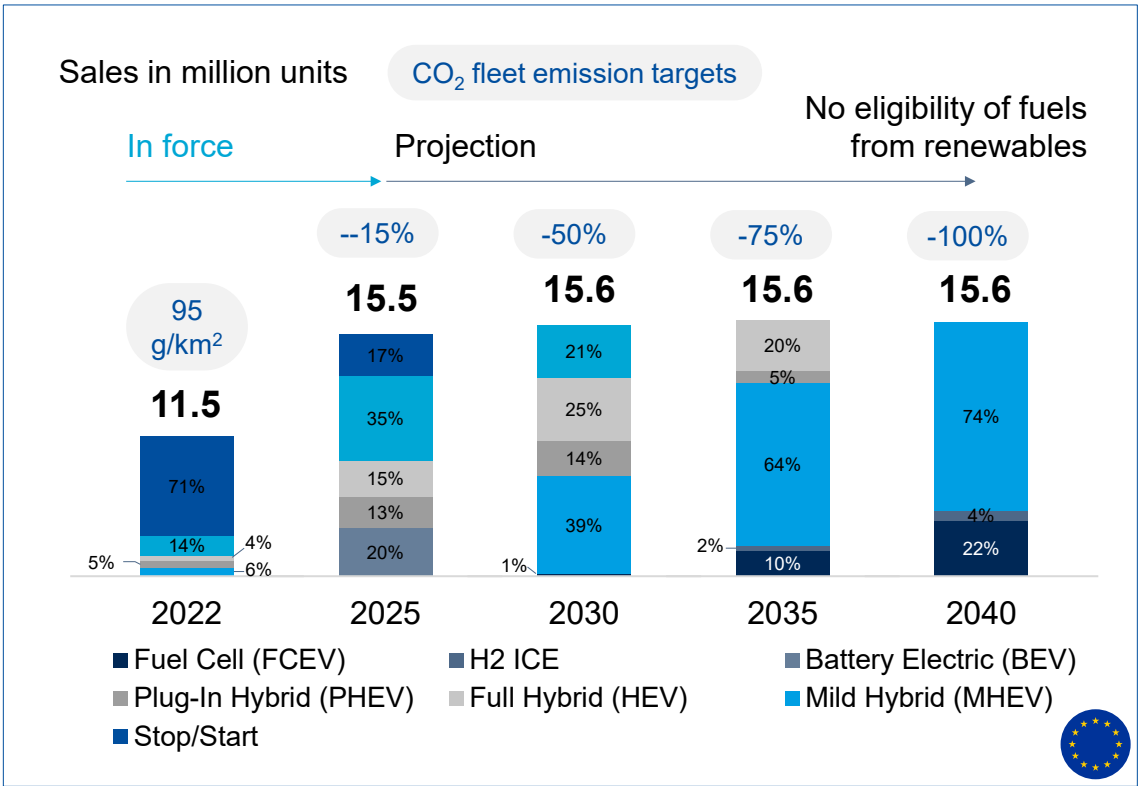
MARKET TREND ANALYSIS

– 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 feasible or inefficient



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

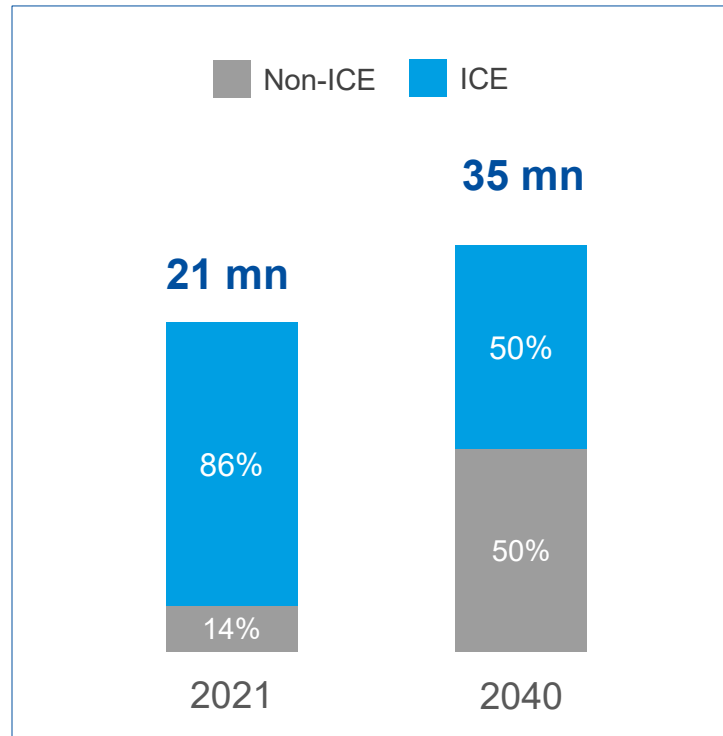
CHINA

US

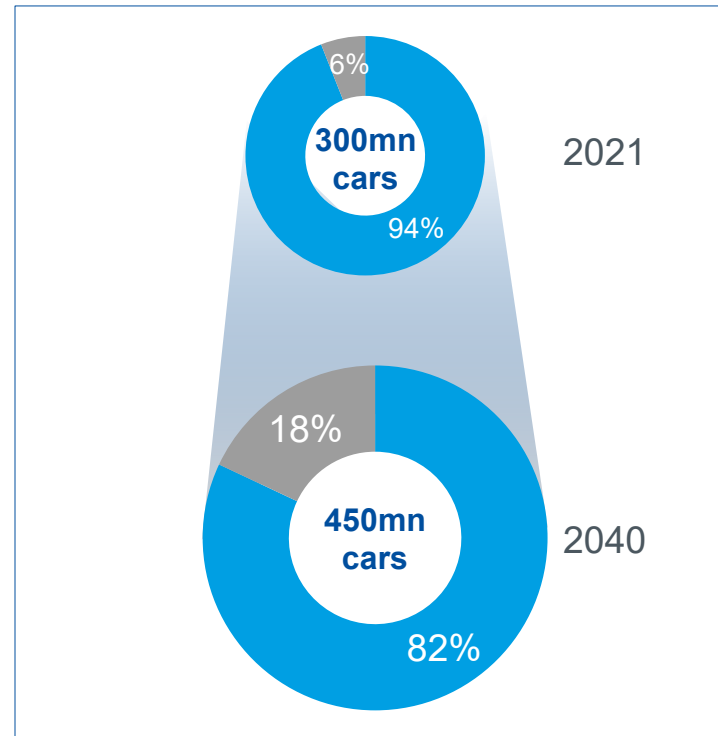
EUROPE

E-MOBILITY RAMP UP SCENARIO: CHINA

Car sales



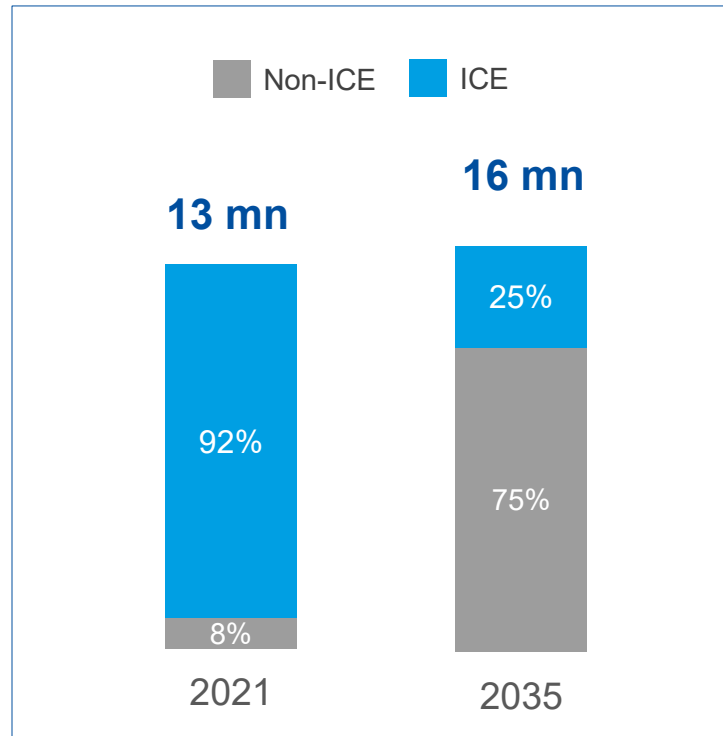
Car population



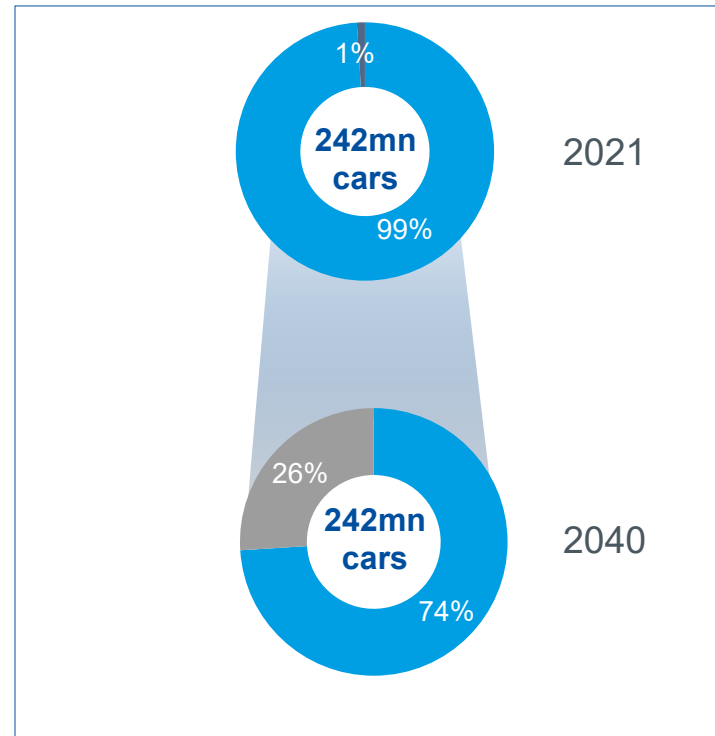
- Strong increase in car sales and car population in China
- Openness in technology leading to more balanced split between ICE and non-ICE
- Even with a fast-growing share of BEVs, there will be more combustion engines in 2040 than today
- Implication on lubricant volumes:
 - current automotive market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

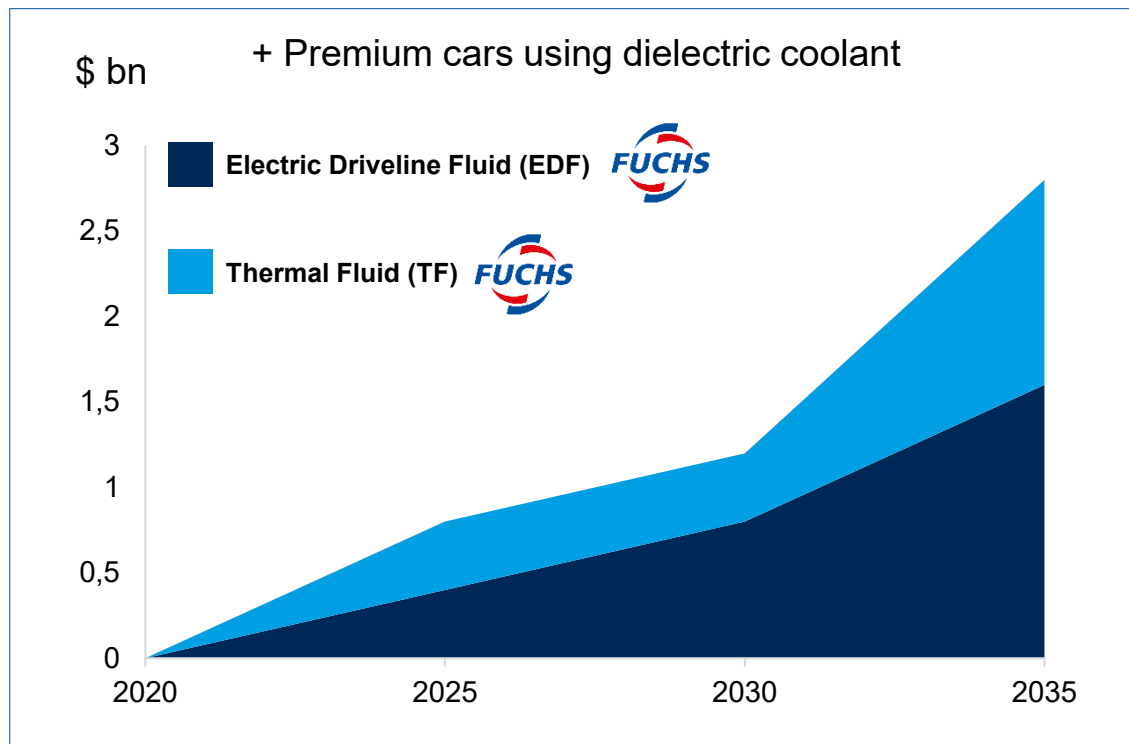


Expectation no significant influence through e-mobility



WHERE WE WANT TO GET? MARKET POTENTIAL

Premium cars case



FUCHS defines

~50% as relevant

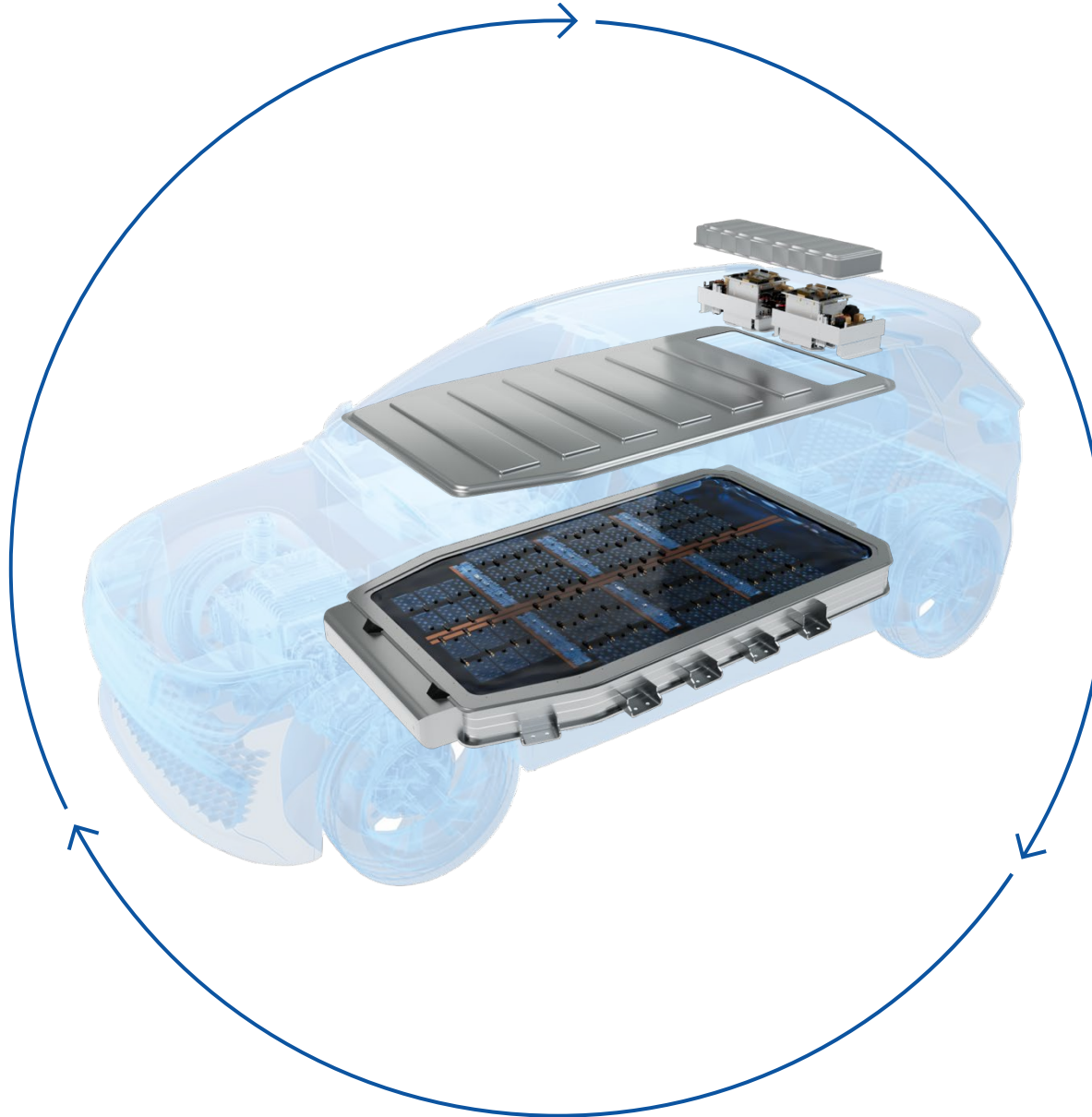
**Market in USD ELECTRIC VEHICLE
(EV) FLUIDS USED IN PASSENGER
VEHICLES, \$ BILLION**

PHASE 3 On the road

- Thermal fluids
- Connector greases
- Corrosion protection
- Cleaners

PHASE 2 Assembly

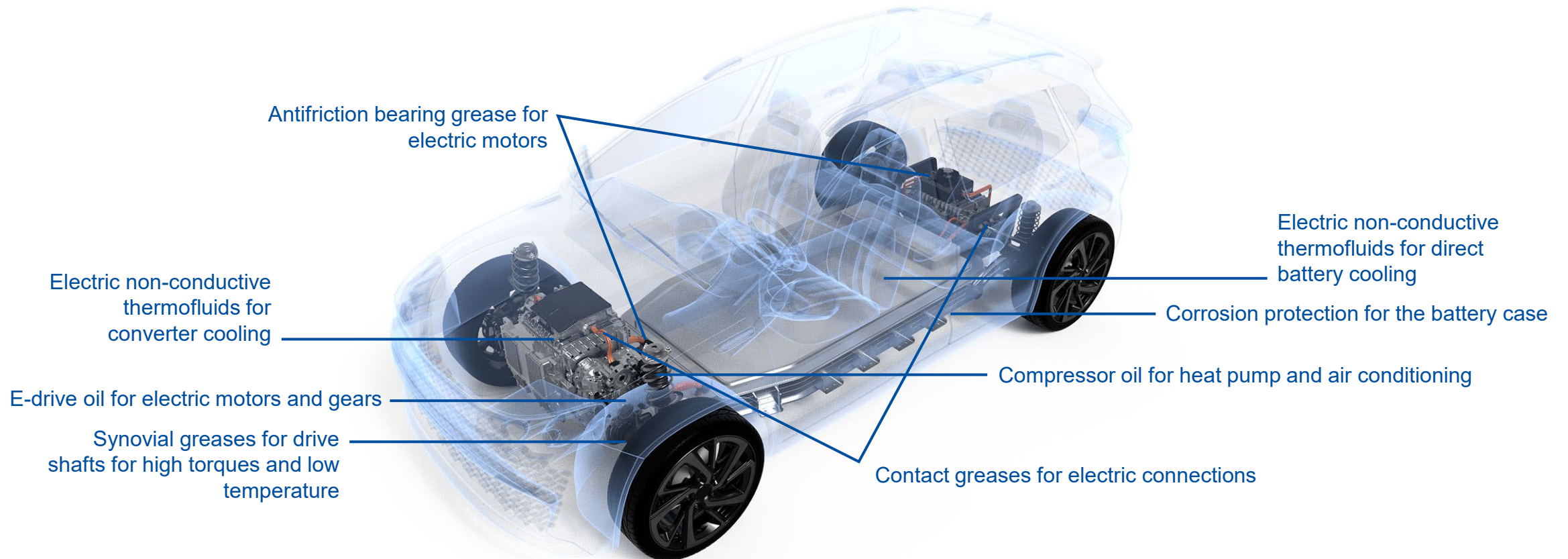
- Heat conductive pastes / Gap fillers
- Thermal fluids
- Electrolytes by E-Lyte
- Connector greases
- Screw coatings
- Corrosion protection



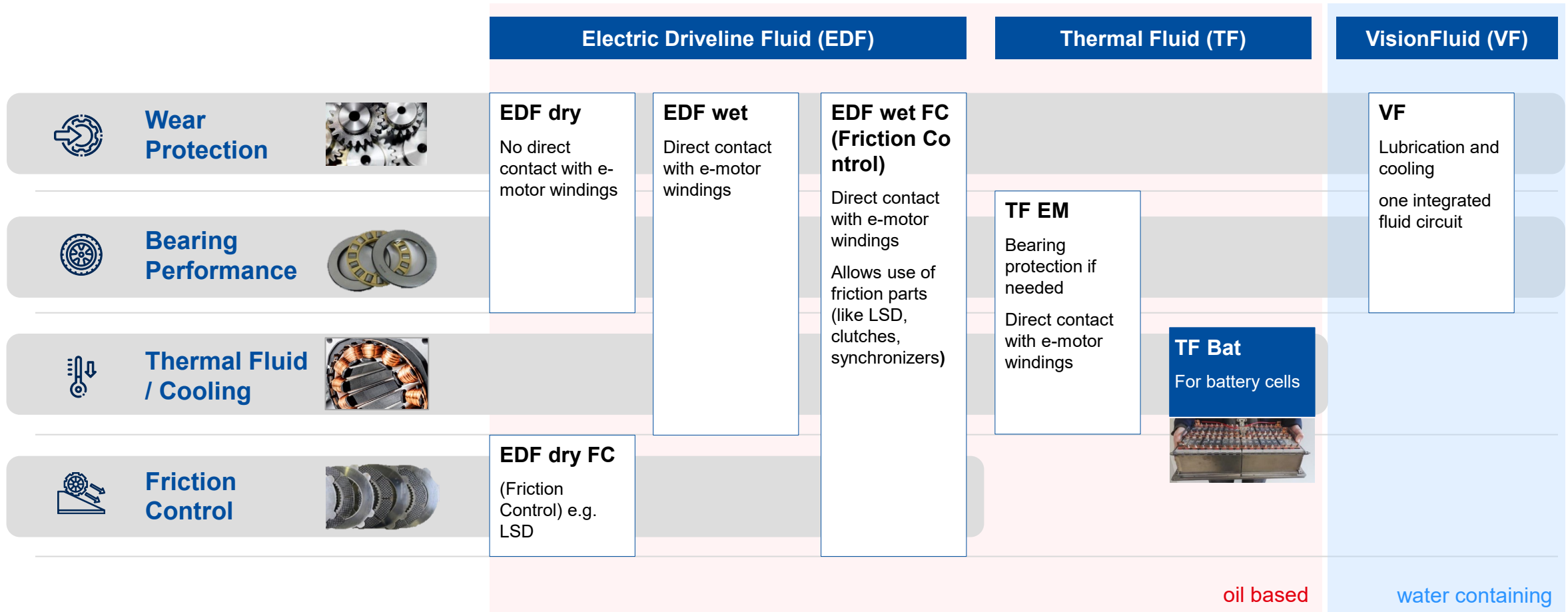
PHASE 1 Manufacturing

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

FUCHS BluEV



E-MOBILITY FLUIDS @FUCHS



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



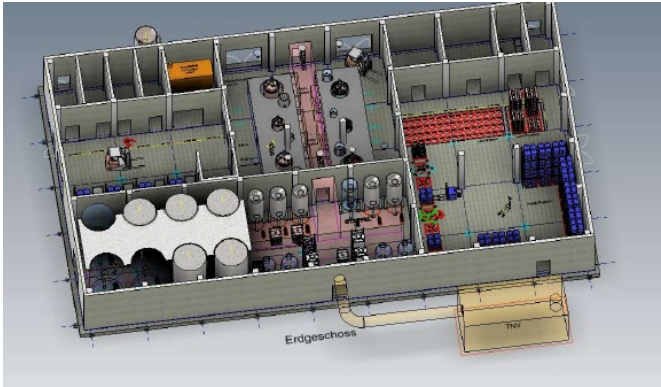
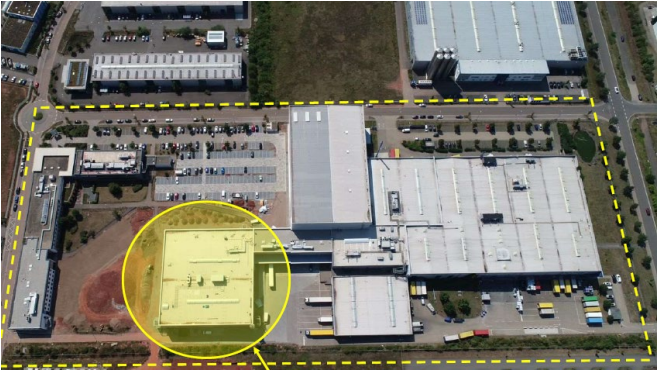
Access to Industry and Gigafactories

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).



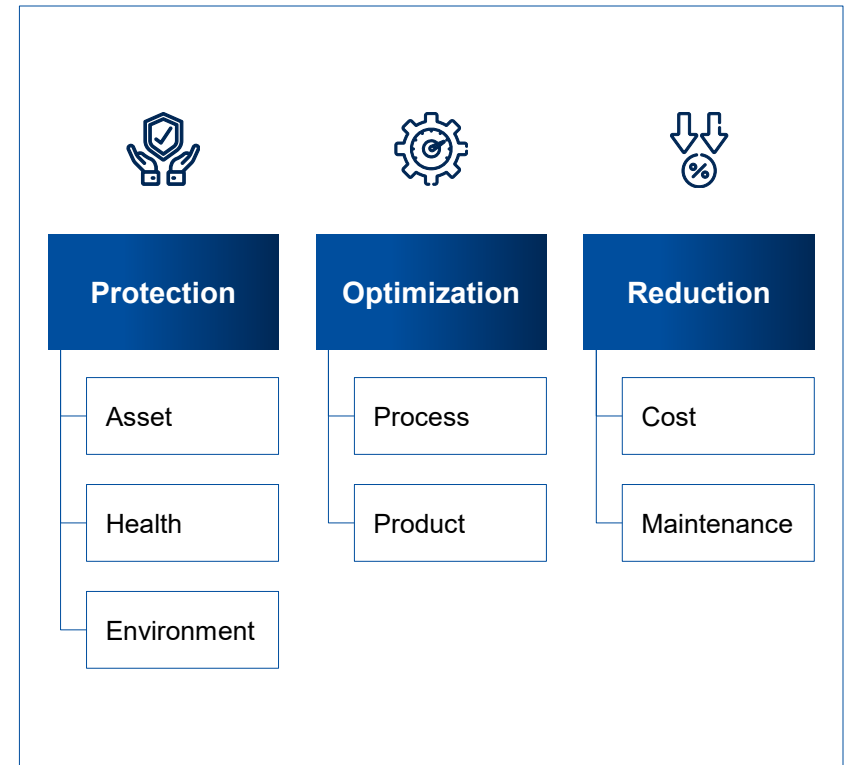
Optimization:

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



Savings:

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



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



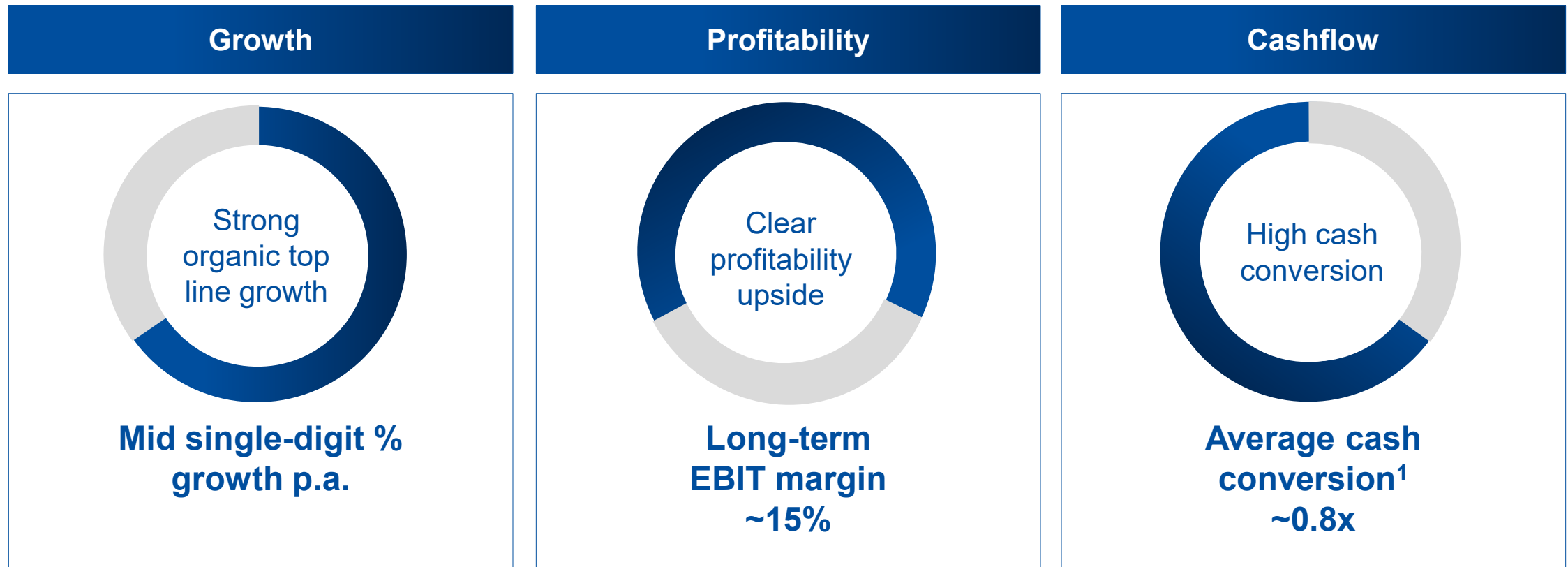
Digitalization Solutions

- FluidAnalyzer
- FluidMeter
- FluidsConnect
- Man On Site

05 Financial targets



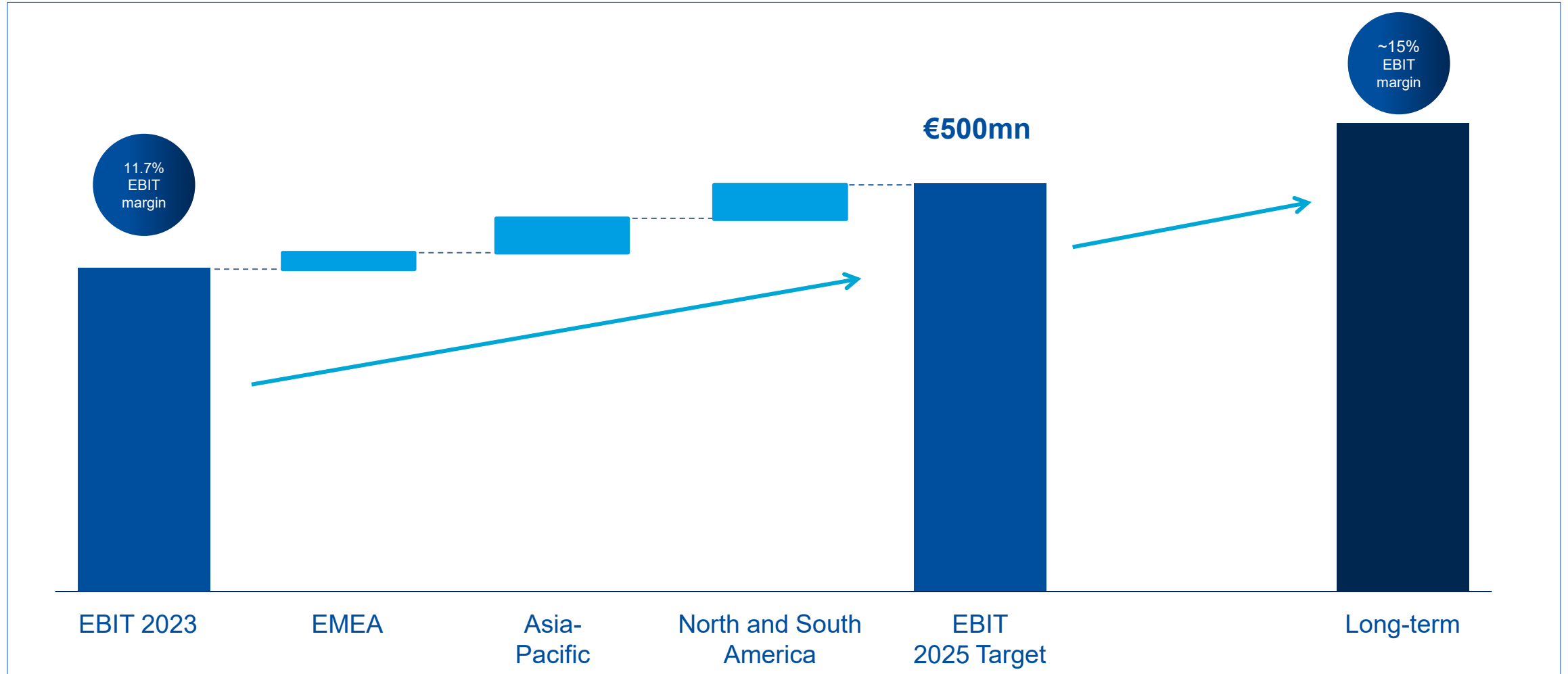
FINANCIAL TARGETS - OVERVIEW



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

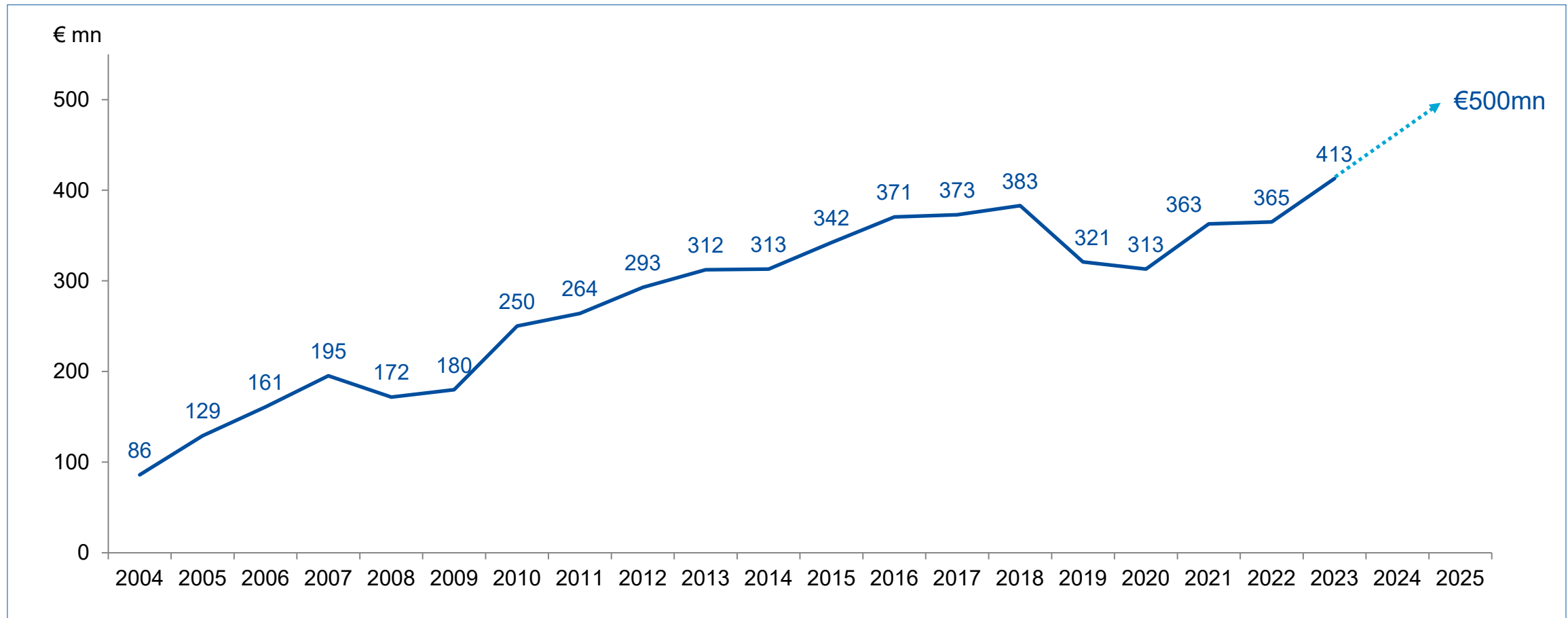
Asia-Pacific

- 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

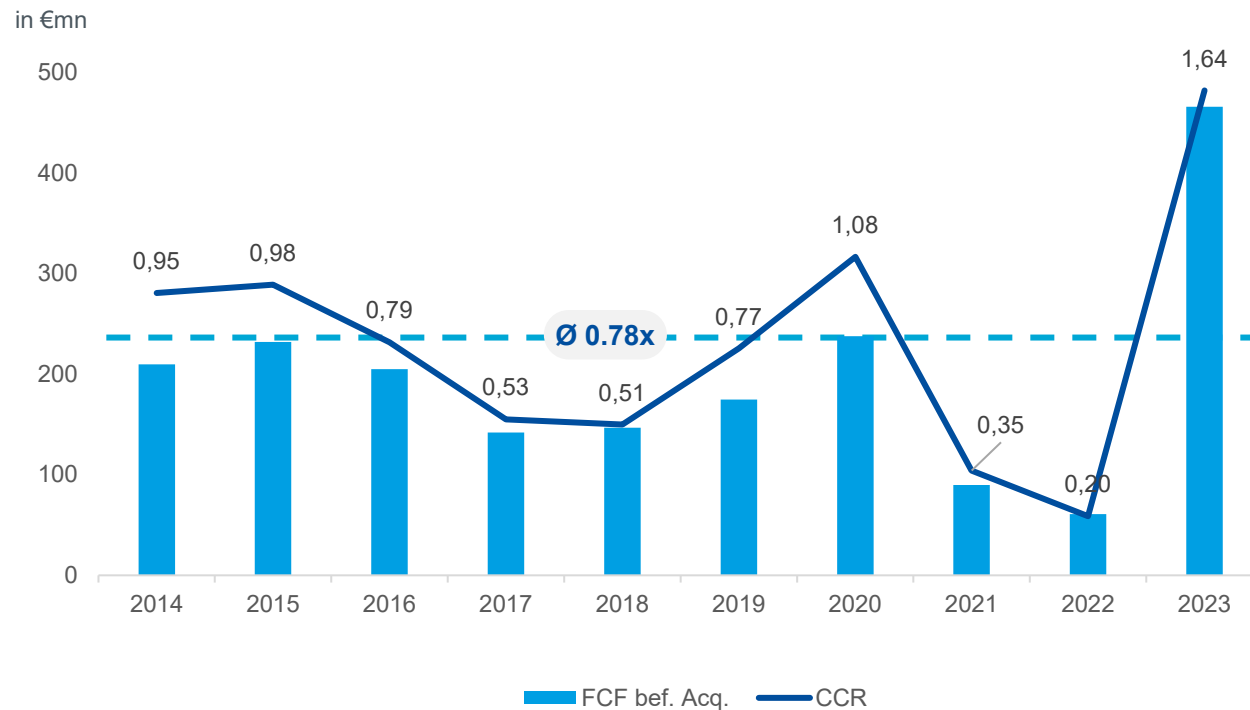
2025 TARGET REFLECTING ACCELERATED EBIT GROWTH



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 0.78x
- **0.8x CCR target** reflecting **growth** and accordingly NOWC build-up

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

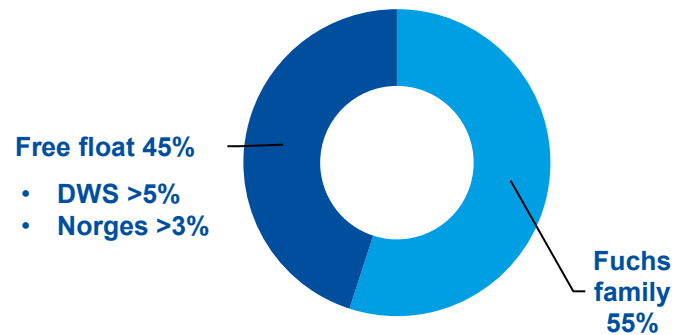
06 FUCHS - a convincing investment



BREAKDOWN ORDINARY & PREFERENCE SHARES

(DECEMBER 31, 2023)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

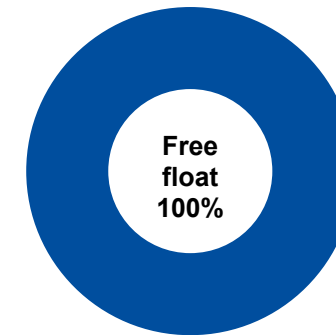
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 69,500,000 preference shares

Characteristics:

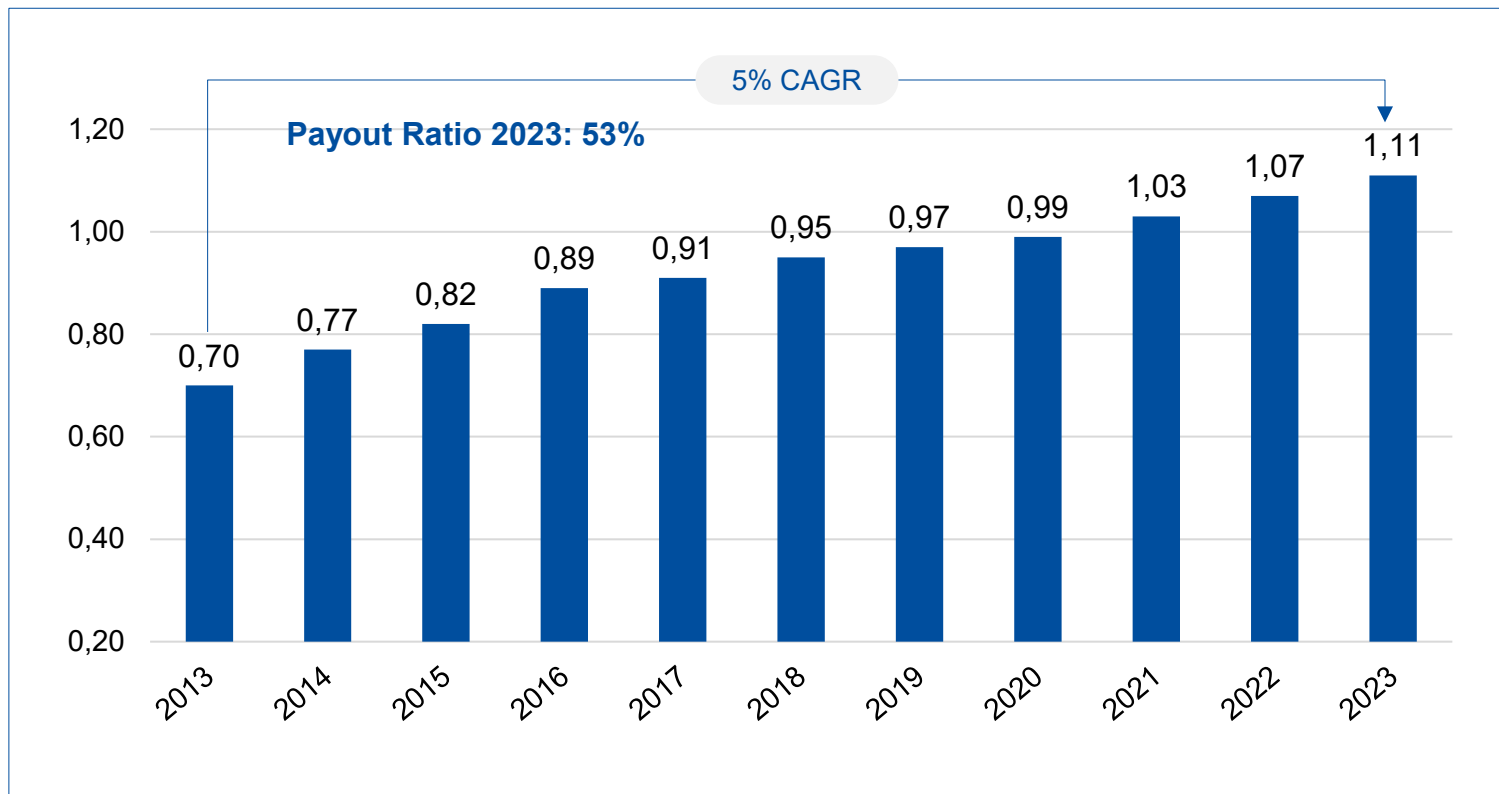
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

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

SHARE BUYBACK PROGRAMME COMMENCED



Key points

- Programme started on June 27, 2022 and was extended on December 7, 2023
- Up to 8,000,000 shares, thereof up to 4,000,000 ordinary shares and up to 4,000,000 preference shares
- Total purchase price of up to EUR 280 million (excluding incidental acquisition costs)

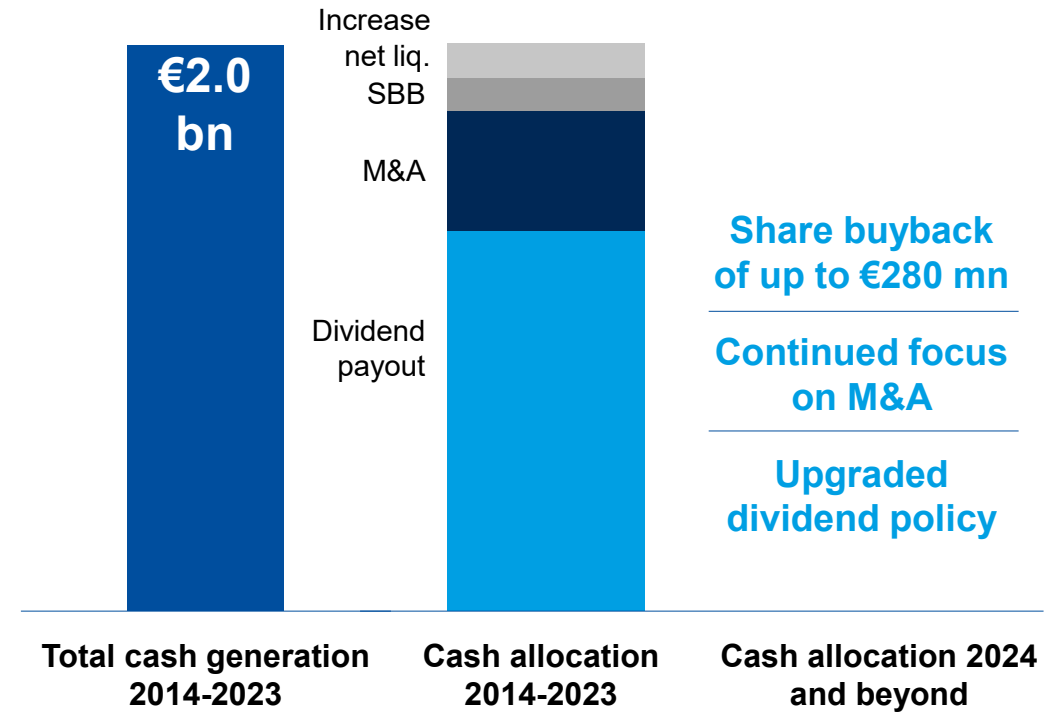
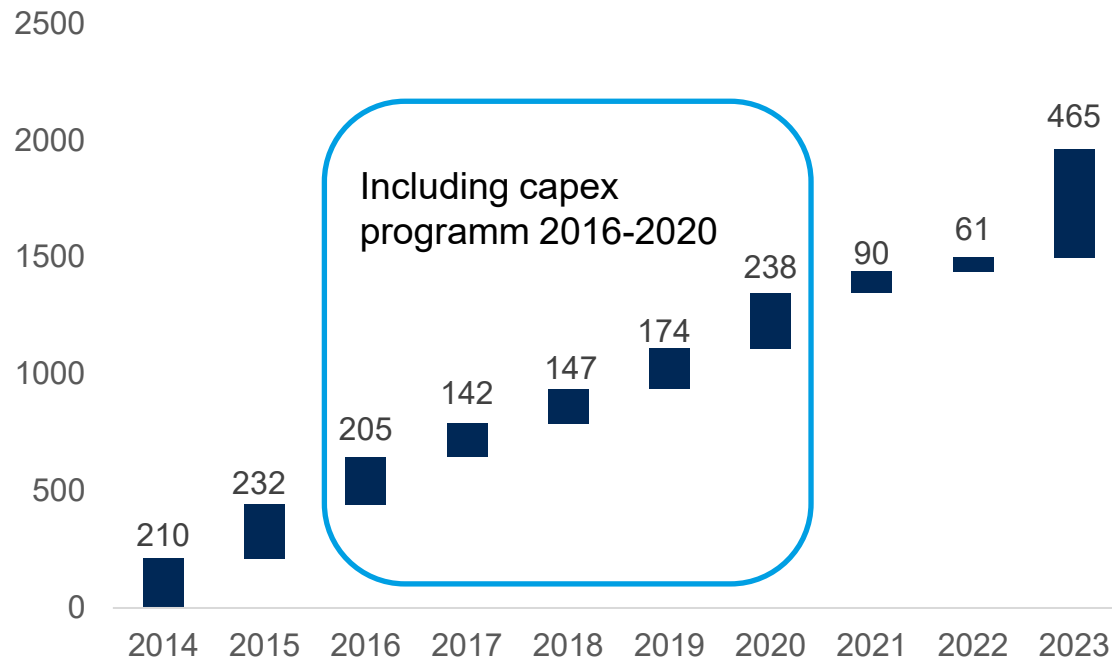
Implications

- 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

Find detailed information on our website: [Link](#)

COMMITTED TO REALIZE SHAREHOLDER VALUE

FCF bef. acq. from 2014-2023



BALANCED CAPITAL ALLOCATION STRATEGY SUPPORTED BY STRONG FREE CASH FLOW



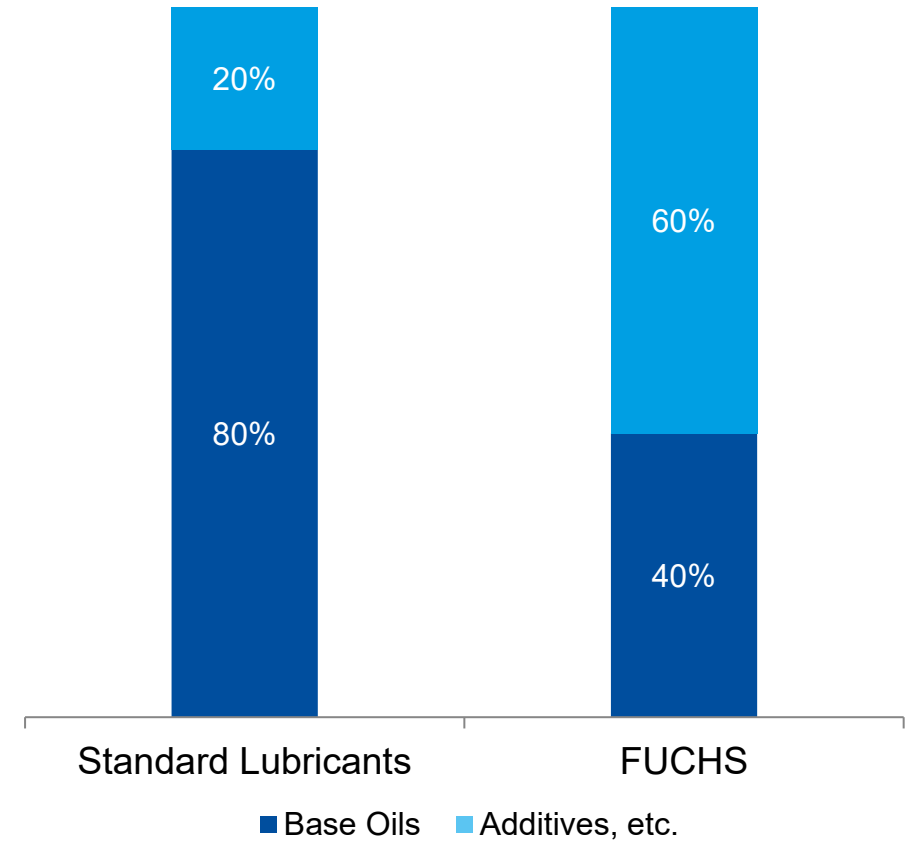
| CAPEX | Acquisitions | Return to Shareholders |
|--|--|--|
| <p>Major investment initiative from 2016-2020 successfully completed</p> | <p>Search for acquisitions fulfilling our financial and strategic objectives</p> | <p>Dividend policy: Increase dividend each year</p> |
| <p>Keep investments on the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

07 Appendix



Base oil / additives value split

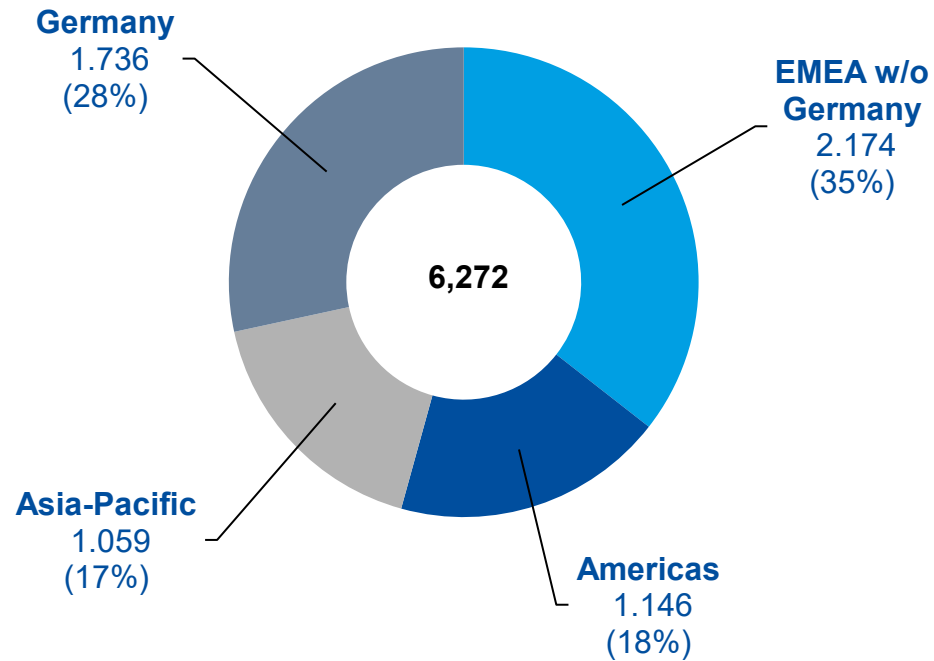
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



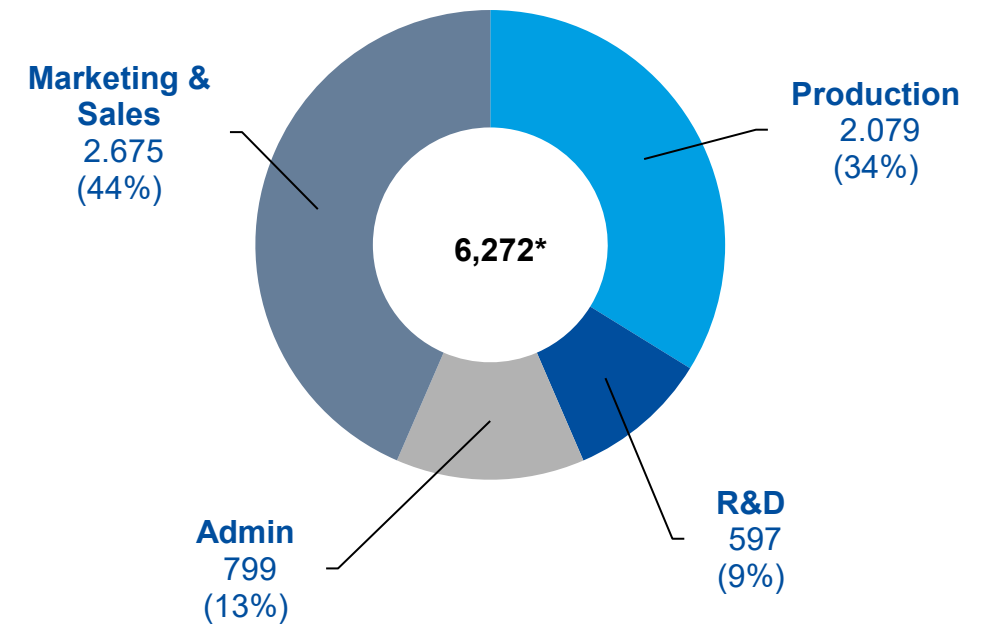
WORKFORCE STRUCTURE

6,272 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2023)

Regional Workforce Structure



Functional Workforce Structure



*Excl. 123 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

| FUCHS Group (in € mn) | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Results of operations | | | | | | | | | | |
| Sales revenues (by company location) | 3,541 | 3,412 | 2,871 | 2,378 | 2,572 | 2,567 | 2,473 | 2,267 | 2,079 | 1,866 |
| Cost of sales | 2396 | 2,358 | 1,906 | 1,524 | 1,682 | 1,668 | 1,591 | 1,416 | 1,288 | 1,173 |
| Gross profit | 1,145 | 1,054 | 965 | 854 | 890 | 899 | 882 | 851 | 791 | 693 |
| <i>in % of sales revenues</i> | 32.3 | 30.9 | 33.6 | 35.9 | 34.6 | 35.0 | 35.7 | 37.5 | 38.1 | 37.2 |
| EBIT before at equity | 406 | 356 | 354 | 303 | 310 | 357 | 356 | 352 | 324 | 293 |
| <i>in % of sales revenues</i> | 11.5 | 10.4 | 12.3 | 12.7 | 12.1 | 13.9 | 14.4 | 15.5 | 15.6 | 15.7 |
| EBIT | 413 | 365 | 363 | 313 | 321 | 383 | 373 | 371 | 342 | 313 |
| <i>in % of sales revenues</i> | 11.7 | 10.7 | 12.6 | 13.2 | 12.5 | 14.9 | 15.1 | 16.4 | 16.5 | 16.8 |
| EBITDA | 511 | 458 | 449 | 393 | 394 | 441 | 426 | 418 | 381 | 343 |
| <i>in % of sales revenues</i> | 14.4 | 13.4 | 15.6 | 16.5 | 15.3 | 17.2 | 17.2 | 18.4 | 18.3 | 18.4 |
| Assets / equity and liabilities | | | | | | | | | | |
| Balance sheet total | 2,423 | 2,523 | 2,311 | 2,120 | 2,023 | 1,891 | 1,751 | 1,676 | 1,490 | 1,276 |
| Shareholder's equity | 1,800 | 1,841 | 1,756 | 1,580 | 1,561 | 1,456 | 1,307 | 1,205 | 1,070 | 916 |
| <i>Equity ratio (in %)</i> | 74.3 | 73.0 | 76.0 | 74.5 | 77.2 | 77.0 | 74.6 | 71.9 | 71.8 | 71.7 |
| Net liquidity | 112 | -60 | 97 | 179 | 193 | 191 | 160 | 146 | 101 | 186 |
| Pension provisions | 10 | 7 | 28 | 43 | 36 | 25 | 26 | 35 | 33 | 36 |
| FUCHS Value Added (FVA) | 212 | 172 | 205 | 165 | 174 | 251 | 250 | 257 | 246 | 230 |

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

| FUCHS Group (in € mn) | | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 |
|-----------------------------------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Cash flow | | | | | | | | | | | |
| Free cashflow | | 461 | 59 | 61 | 124 | 162 | 159 | 140 | 164 | 62 | 188 |
| Free cashflow before acquisitions | | 465 | 61 | 90 | 238 | 175 | 147 | 142 | 205 | 232 | 210 |
| Cash Conversion Rate Factor | | 1.64 | 0.23 | 0.35 | 1.08 | 0.77 | 0.51 | 0.53 | 0.79 | 0.98 | 0.95 |
| Investments / R&D | | | | | | | | | | | |
| Investments | | 83 | 79 | 80 | 122 | 154 | 121 | 105 | 93 | 50 | 52 |
| Depreciation (scheduled) | | 92 | 93 | 86 | 80 | 73 | 58 | 53 | 47 | 39 | 30 |
| Research & Development expenses | | 71 | 69 | 59 | 54 | 55 | 52 | 47 | 44 | 39 | 33 |
| Employees | | | | | | | | | | | |
| Number of employees (average) | | 6,272 | 6,067 | 5,858 | 5,786 | 5,573 | 5,339 | 5,147 | 4,990 | 4,368 | 4,052 |
| FUCHS shares (in €) | | | | | | | | | | | |
| Earnings per share | Ordinary | 2.08 | 1.87 | 1.82 | 1.58 | 1.63 | 2.06 | 1.93 | 1.86 | 1.69 | 1.57 |
| | Preference | 2.09 | 1.88 | 1.83 | 1.59 | 1.64 | 2.07 | 1.94 | 1.87 | 1.70 | 1.58 |
| Dividend per share | Ordinary | 1.10 | 1.06 | 1.02 | 0.98 | 0.96 | 0.94 | 0.90 | 0.88 | 0.81 | 0.76 |
| | Preference | 1.11 | 1.07 | 1.03 | 0.99 | 0.97 | 0.95 | 0.91 | 0.89 | 0.82 | 0.77 |
| Dividend distribution (in € mn)* | | 147 | 148 | 142 | 137 | 134 | 131 | 126 | 123 | 113 | 106 |
| Stock exchange prices (on Dec 31) | Ordinary | 32.45 | 27.80 | 30.88 | 37.85 | 39.95 | 35.00 | 40.37 | 36.95 | 37.69 | 31.74 |
| | Preference | 40.30 | 32.74 | 39.92 | 46.44 | 44.16 | 35.98 | 44.25 | 39.88 | 43.50 | 33.30 |

*For 2023, proposal for the appropriation of profits – unappropriated profits designated for distribution less the amount attributable to non-dividend-bearing ordinary and preference shares, which will be transferred to retained earnings.

KEY ENVIRONMENTAL DATA

| FUCHS Group | Unit | 2023 | 2022 | 2021 |
|--|---------------------|---------|---------|---------|
| Energy | | | | |
| Absolute energy consumption | MWh | 236,056 | 250,399 | 251,898 |
| Specific energy consumption | kWh/ton produced | 267 | 279 | 263 |
| CO₂ emissions („gate-to-gate“) | | | | |
| Absolut CO ₂ emissions | tons | 115,813 | 123,892 | 136,029 |
| - thereof Scope 1 | tons | 38,945 | 40,272 | 37,520 |
| - thereof Scope 2 | tons | 22,243 | 25,172 | 34,513 |
| - thereof Scope 3 | tons | 54,626 | 58,448 | 63,996 |
| Specific CO ₂ emissions | kg/ton produced | 131 | 138 | 142 |
| - thereof Scope 1 | kg/ton produced | 44 | 45 | 39 |
| - thereof Scope 2 | kg/ton produced | 25 | 28 | 36 |
| - thereof Scope 3 | kg/ton produced | 62 | 65 | 67 |
| Water consumption | | | | |
| Absolute water consumption | m ³ | 340,852 | 384,181 | 416,239 |
| Specific water consumption | liters/ton produced | 386 | 428 | 435 |
| Waste generation | | | | |
| Absolute waste generation | tons | 14,189 | 15,530 | 21,896 |
| Specific waste generation | kg/ton produced | 16 | 17 | 23 |



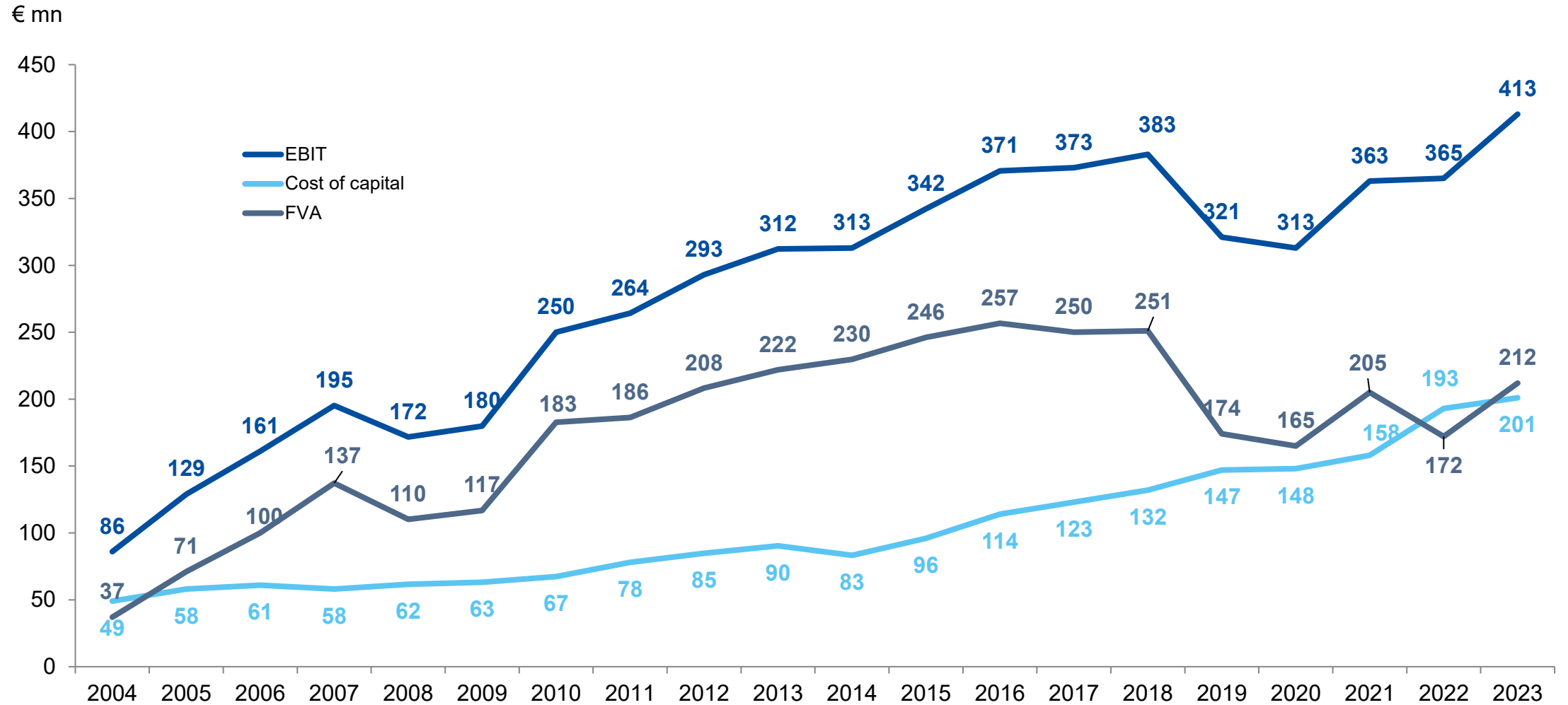
Absolute gate-to-gate CO₂ emissions from FUCHS companies were reduced 6.5% year-over-year.

This corresponds to 8,079 t CO₂ and 5% 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.*

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.

DEVELOPMENT EBIT – COST OF CAPITAL – FVA

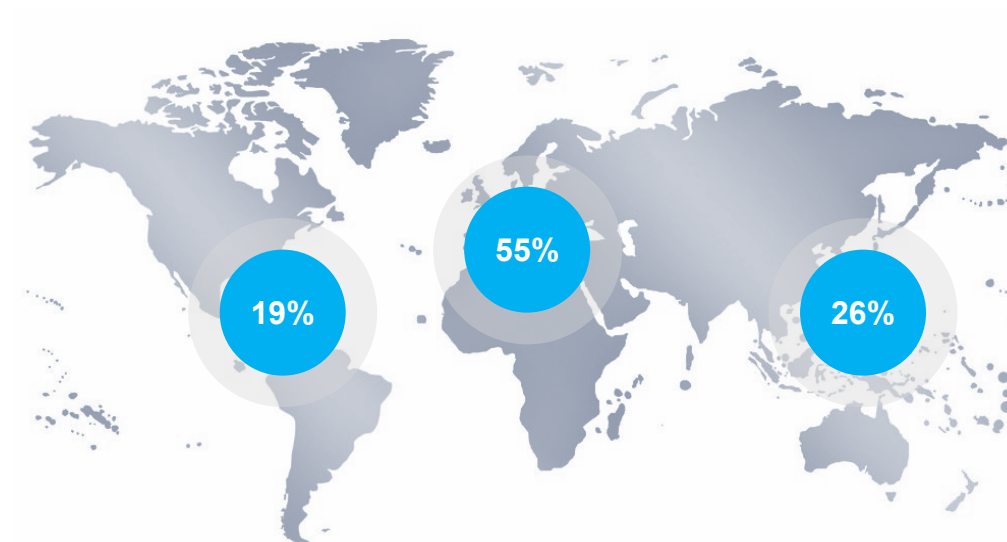


Cost of Capital = CE x WACC

REGIONAL SALES REVENUES

CONSOLIDATED SALES REVENUES FY 2023

| | 2023 (€ mn) | 2022 (€ mn) | 2021 (€ mn) |
|--------------------------------|----------------|----------------|----------------|
| EMEA | 2,041 | 2,036 | 1,710 |
| <i>thereof</i> Germany | 898 | 916 | 785 |
| Western Europe | 740 | 702 | 587 |
| Eastern Europe | 284 | 291 | 241 |
| Africa | 119 | 127 | 97 |
| Asia-Pacific | 980 | 929 | 855 |
| <i>thereof</i> China | 564 | 554 | 552 |
| Australia | 261 | 242 | 196 |
| North and South America | 687 | 653 | 471 |
| <i>thereof</i> North America | 611 | 576 | 413 |
| South America | 77 | 77 | 58 |
| Consolidation | -167 | -206 | -165 |
| Total | 3,541 | 3,412 | 2,871 |

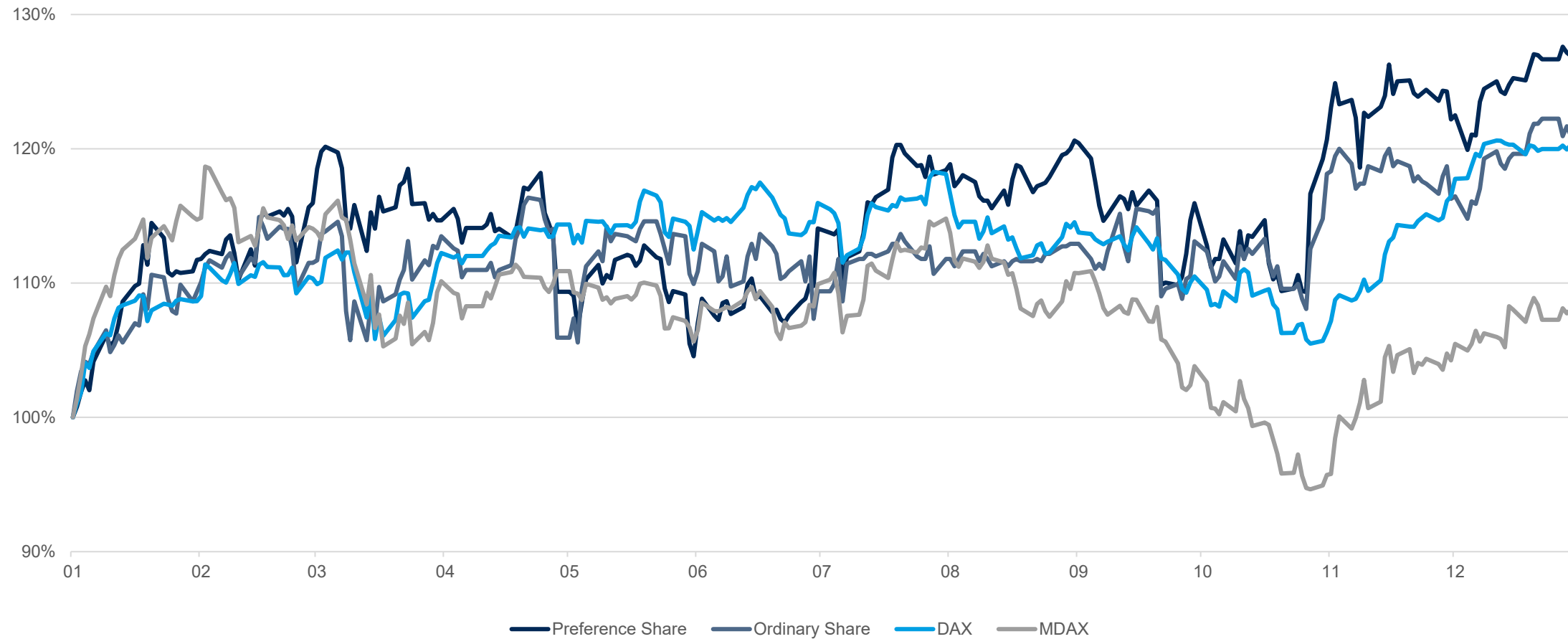


CASH FLOW FY 2023

| € mn | FY 2023 | FY 2022 | Δ in € mn |
|---|------------|------------|------------|
| Earnings after tax | 283 | 260 | 23 |
| Amortization/Depreciation | 98 | 94 | 4 |
| Changes in net operating working capital (NOWC) | 117 | -206 | 323 |
| Other changes | 50 | -18 | 68 |
| Capex | -83 | -69 | -14 |
| Free cash flow before acquisitions | 465 | 61 | 404 |
| Acquisitions | -4 | -2 | -2 |
| Free cash flow | 461 | 59 | 402 |

SHARE PRICE DEVELOPMENT OF FUCHS SHARES

PERFORMANCE* OF ORDINARY AND PREFERENCE SHARES IN COMPARISON WITH DAX AND MDAX
(JANUARY 1, 2023 – DECEMBER 29, 2023)



*Price trend including dividends.

QUARTERLY INCOME STATEMENT

| € mn | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Sales | 697 | 714 | 718 | 742 | 808 | 832 | 902 | 870 | 936 | 886 | 876 | 843 | 877 | 887 | | |
| Gross Profit | 255 | 242 | 238 | 230 | 262 | 262 | 274 | 256 | 289 | 285 | 288 | 283 | 296 | 311 | | |
| <i>Gross Profit margin (in %)</i> | 36.6 | 33.9 | 33.1 | 31.0 | 32.4 | 31.5 | 30.4 | 29.4 | 30.9 | 32.2 | 32.8 | 33.6 | 33.8 | 35.0 | | |
| Other function costs | -156 | -154 | -153 | -148 | -171 | -175 | -178 | -174 | -188 | -190 | -178 | -183 | -191 | -201 | | |
| EBIT before at Equity | 99 | 88 | 85 | 82 | 91 | 87 | 96 | 82 | 101 | 95 | 110 | 100 | 105 | 110 | | |
| <i>EBIT margin before at Equity (in %)</i> | 14.2 | 12.3 | 11.8 | 11.1 | 10.9 | 10.5 | 10.6 | 9.4 | 10.8 | 10.7 | 12.6 | 11.9 | 12.0 | 12.4 | | |
| At Equity | 2 | 2 | 3 | 2 | 2 | 0 | 4 | 3 | 2 | 2 | 3 | 0 | 2 | 1 | | |
| EBIT | 101 | 90 | 88 | 84 | 93 | 87 | 100 | 85 | 103 | 97 | 113 | 100 | 107 | 111 | | |
| <i>EBIT margin (in %)</i> | 14.5 | 12.6 | 12.3 | 11.3 | 11.2 | 10.5 | 11.1 | 9.7 | 11.0 | 11.0 | 12.9 | 11.9 | 12.2 | 12.5 | | |
| EBITDA | 122 | 111 | 109 | 107 | 116 | 110 | 124 | 135 | 126 | 121 | 135 | 129 | 131 | 134 | | |
| <i>EBITDA margin (in %)</i> | 17.5 | 15.5 | 15.2 | 14.4 | 13.9 | 13.2 | 13.7 | 15.5 | 13.5 | 13.7 | 15.4 | 15.3 | 14.9 | 15.1 | | |

QUARTERLY FIGURES BY REGION

| 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 | 475 | 2,041 | 252 | 239 | 247 | 241 | 979 | 181 | 171 | 171 | 164 | 687 |
| EBIT before at equity income | 48 | 47 | 53 | 58 | 206 | 28 | 24 | 28 | 31 | 113 | 19 | 20 | 23 | 17 | 79 |
| <i>in % of sales</i> | 8.7 | 9.1 | 10.6 | 12.2 | 10.1 | 11.1 | 10.0 | 11.3 | 12.9 | 11.3 | 10.5 | 11.7 | 13.5 | 10.4 | 11.5 |
| Income from at equity companies | 2 | 2 | 3 | 0 | 7 | - | - | - | - | - | - | - | - | - | - |
| Segment earnings (EBIT) | 50 | 49 | 56 | 58 | 213 | 28 | 24 | 28 | 31 | 111 | 19 | 20 | 23 | 17 | 79 |
| <i>in % of sales</i> | 9.0 | 9.5 | 11.2 | 12.2 | 10.4 | 11.1 | 10.0 | 11.3 | 12.9 | 11.3 | 10.5 | 11.7 | 13.5 | 10.4 | 11.5 |

| 2024 | 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 | 511 | 516 | | | | 245 | 240 | | | | 167 | 174 | | | |
| EBIT before at equity income | 52 | 57 | | | | 29 | 26 | | | | 21 | 26 | | | |
| <i>in % of sales</i> | 10.2 | 11.0 | | | | 11.8 | 10.8 | | | | 12.6 | 14.9 | | | |
| Income from at equity companies | 2 | 1 | | | | - | - | | | | - | - | | | |
| Segment earnings (EBIT) | 54 | 58 | | | | 29 | 26 | | | | 21 | 26 | | | |
| <i>in % of sales</i> | 10.6 | 11.2 | | | | 11.8 | 10.8 | | | | 12.6 | 14.9 | | | |

QUARTERLY SALES & EBIT BY REGIONS

| Sales (€ mn) | 2022 | | | | | 2023 | | | | | 2024 | | | | |
|-----------------------|------------|------------|------------|------------|--------------|------------|------------|------------|------------|--------------|------------|------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 481 | 506 | 524 | 525 | 2,036 | 552 | 515 | 499 | 475 | 2,041 | 511 | 516 | | | |
| Δ Y-o-Y in % | 15 | 17 | 23 | 21 | 19 | 15 | 2 | -5 | -10 | 0 | -7 | 0 | | | |
| Asia-Pacific | 237 | 217 | 252 | 223 | 929 | 252 | 239 | 247 | 241 | 979 | 245 | 240 | | | |
| Δ Y-o-Y in % | 11 | 3 | 18 | 2 | 34 | 6 | 10 | -2 | 8 | 5 | -3 | 0 | | | |
| Americas | 141 | 159 | 182 | 171 | 653 | 181 | 171 | 171 | 164 | 687 | 167 | 174 | | | |
| Δ Y-o-Y in % | 27 | 41 | 52 | 35 | 39 | 28 | 8 | -6 | -4 | 5 | -8 | 2 | | | |
| Holding/Consolidation | -51 | -50 | -56 | -49 | -206 | -49 | -39 | -41 | -37 | -166 | -46 | -43 | | | |
| FUCHS Group | 808 | 832 | 902 | 870 | 3,412 | 936 | 886 | 876 | 843 | 3,541 | 877 | 887 | | | |
| Δ Y-o-Y in % | 16 | 17 | 26 | 17 | 19 | 16 | 6 | -3 | -3 | 4 | -6 | 1 | | | |

| EBIT (€ mn) | 2022 | | | | | 2023 | | | | | 2024 | | | | |
|-----------------------|-----------|-----------|------------|-----------|------------|------------|-----------|------------|------------|------------|------------|------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 44 | 40 | 39 | 47 | 170 | 50 | 49 | 56 | 58 | 213 | 54 | 57 | | | |
| Δ Y-o-Y in % | -10 | -9 | 2 | 34 | 2 | 14 | 23 | 46 | 23 | 25 | 8 | 16 | | | |
| Asia-Pacific | 29 | 26 | 33 | 25 | 113 | 28 | 24 | 28 | 31 | 111 | 29 | 26 | | | |
| Δ Y-o-Y in % | -15 | -10 | 10 | -14 | -7 | -1 | -8 | -15 | 24 | -2 | 4 | 8 | | | |
| Americas | 17 | 18 | 24 | 18 | 77 | 19 | 20 | 23 | 17 | 79 | 21 | 26 | | | |
| Δ Y-o-Y in % | 6 | 20 | 29 | 29 | 28 | 12 | 11 | -4 | -6 | 3 | 11 | 30 | | | |
| Holding/Consolidation | 3 | 3 | 4 | -5 | 5 | 6 | 4 | 6 | -6 | 10 | 3 | 1 | | | |
| FUCHS Group | 93 | 87 | 100 | 85 | 365 | 103 | 97 | 113 | 100 | 413 | 107 | 110 | | | |
| Δ Y-o-Y in % | -8 | -3 | 14 | 1 | 1 | 11 | 11 | 13 | 18 | 13 | 4 | 13 | | | |

QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

| Organic Growth (in %) | 2022 | | | | | 2023 | | | | | 2024 | | | | |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|------------|------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 15 | 16 | 22 | 21 | 19 | 17 | 5 | -2 | -8 | 2 | -40 | -39 | | | |
| Asia-Pacific | 5 | -5 | 8 | 2 | 3 | 9 | 19 | 11 | 15 | 13 | 7 | 13 | | | |
| Americas | 18 | 25 | 32 | 26 | 25 | 25 | 13 | 4 | 15 | 14 | -3 | 4 | | | |
| FUCHS Group | 12 | 11 | 19 | 16 | 15 | 17 | 12 | 4 | 3 | 9 | -33 | -23 | | | |

| External Growth (in %) | 2022 | | | | | 2023 | | | | | 2024 | | | | |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | - | - | - | - | - | - | - | - | - | - | - | - | | | |
| Asia-Pacific | - | - | - | - | - | - | - | - | - | - | - | - | | | |
| Americas | - | - | - | - | - | - | - | - | - | - | - | - | | | |
| FUCHS Group | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |

| FX Effects (in %) | 2022 | | | | | 2023 | | | | | 2024 | | | | |
|--------------------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|------------|------------|----|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | - | 1 | 1 | - | - | -2 | -3 | -3 | -2 | -2 | -1 | -1 | | | |
| Asia-Pacific | 6 | 7 | 10 | - | 6 | -3 | -9 | -13 | -7 | -8 | -14 | -19 | | | |
| Americas | 9 | 13 | 20 | -9 | 14 | 3 | -5 | -10 | -19 | -8 | -11 | -15 | | | |
| FUCHS Group | 4 | 5 | 7 | 1 | 4 | -1 | -5 | -7 | -7 | -5 | -26 | -35 | | | |

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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

\geq 20%

of fixed compensation

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

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FUCHS CAPITAL MARKETS DAY 2024



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December 5th 2024 (evening dinner on December 4th 2024)



Pfronten @ DMG MORI



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FINANCIAL CALENDAR & CONTACT

Financial Calendar 2024

October 30, 2024 Quarterly Statement 9M 2024

March 21, 2025 Annual Report 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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