

FUCHS GROUP

Investor Presentation

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Agenda

01 | Business Model

02 | Financial Results 9M 2024

03 | FUCHS2025

04 | Megatrends

- E-Mobility
- Sustainability
- Digitalization

05 | FUCHS – a profitable growth story

06 | 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
58% of
ordinary shares

€3.5 bn
sales in 2023

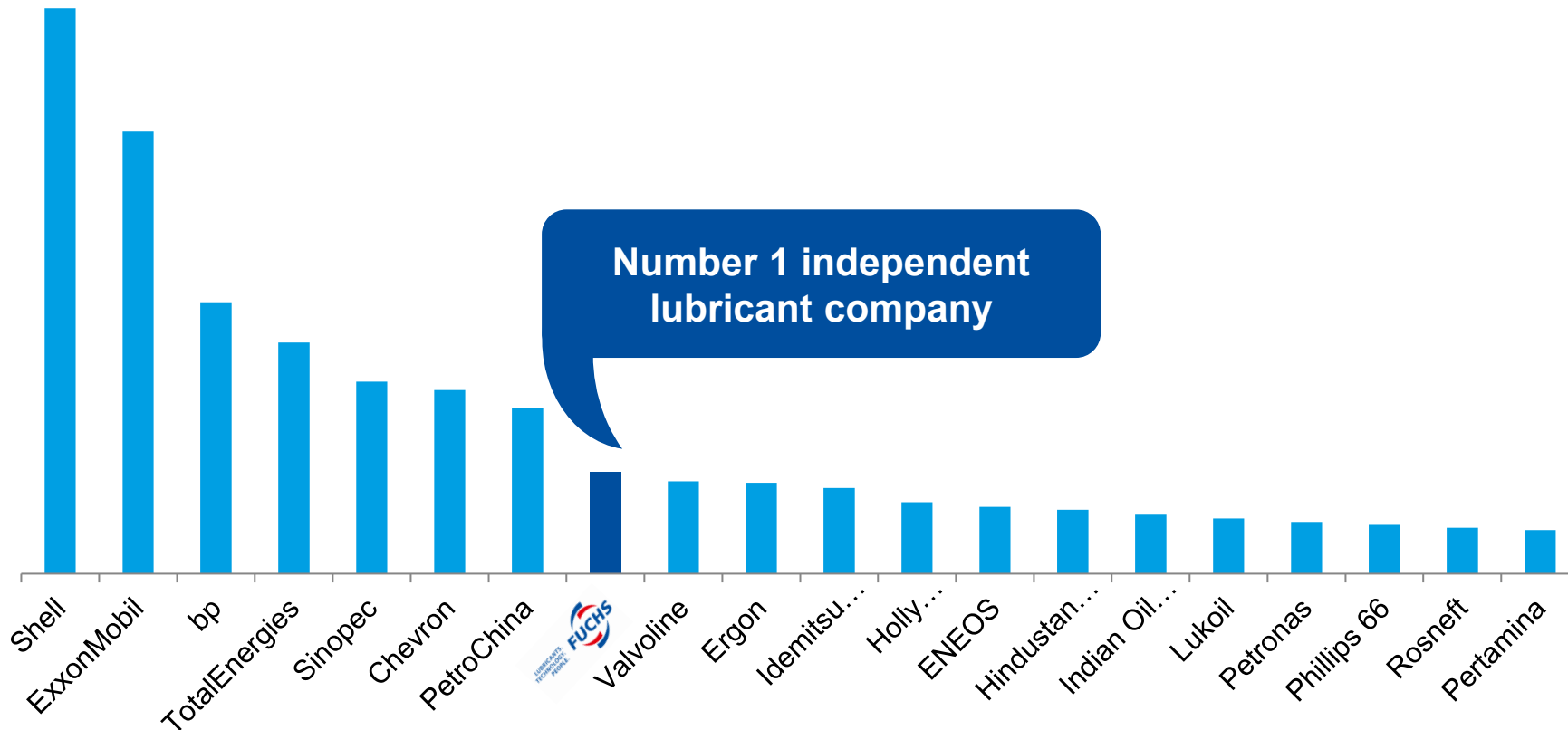
Around **6,200**
employees

Preference share is listed
in the MDAX

55 companies worldwide

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

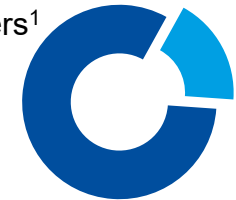
THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

Independent lubricant manufacturers¹ >700

Major oil companies >100

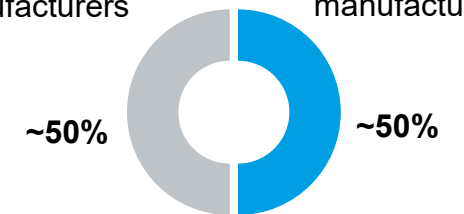


- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700 manufacturers

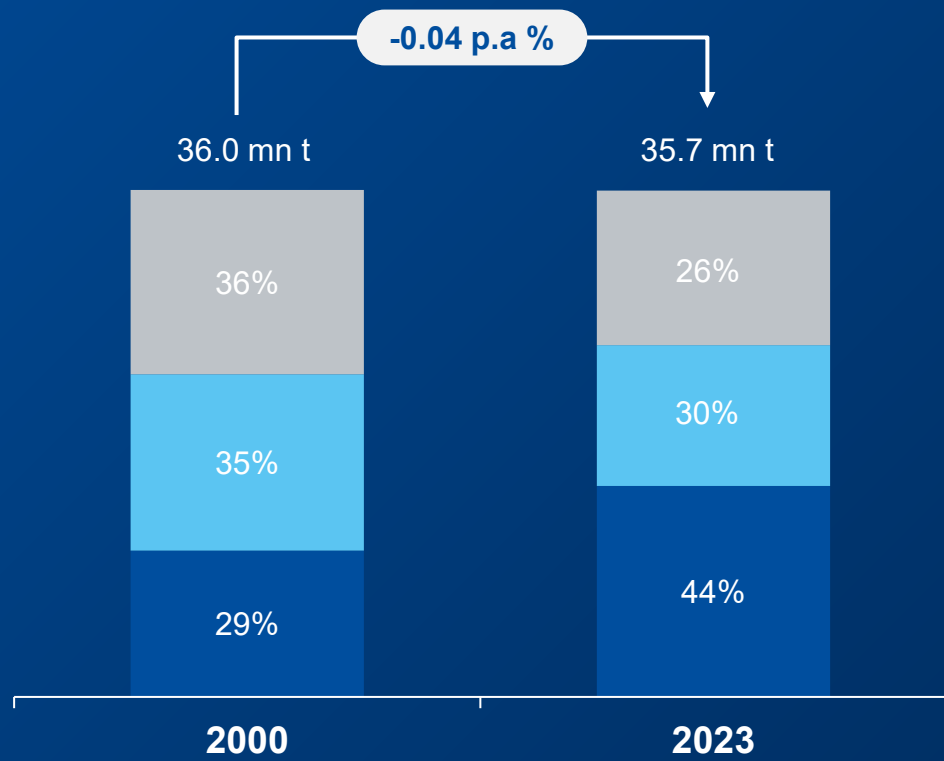
Top 10 manufacturers



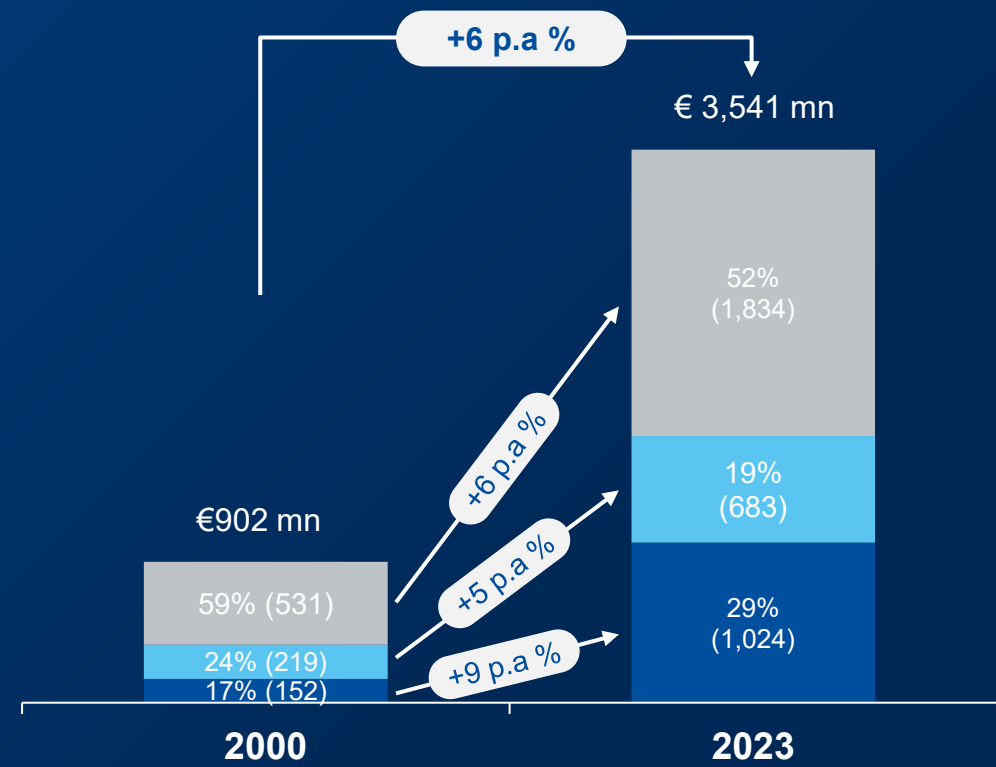
¹ > 1000 tons

HIGHTECH LUBRICANTS ON THE RISE

Market Demand



FUCHS Sales (by customer location)



■ APAC ■ Americas ■ EMEA

OUR UNIQUE BUSINESS MODEL IS THE BASIS FOR OUR COMPETITIVE ADVANTAGE

Technology and innovation leadership in

strategically important product areas



FUCHS is fully focussed on lubricants



FUCHS is a full-line supplier



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



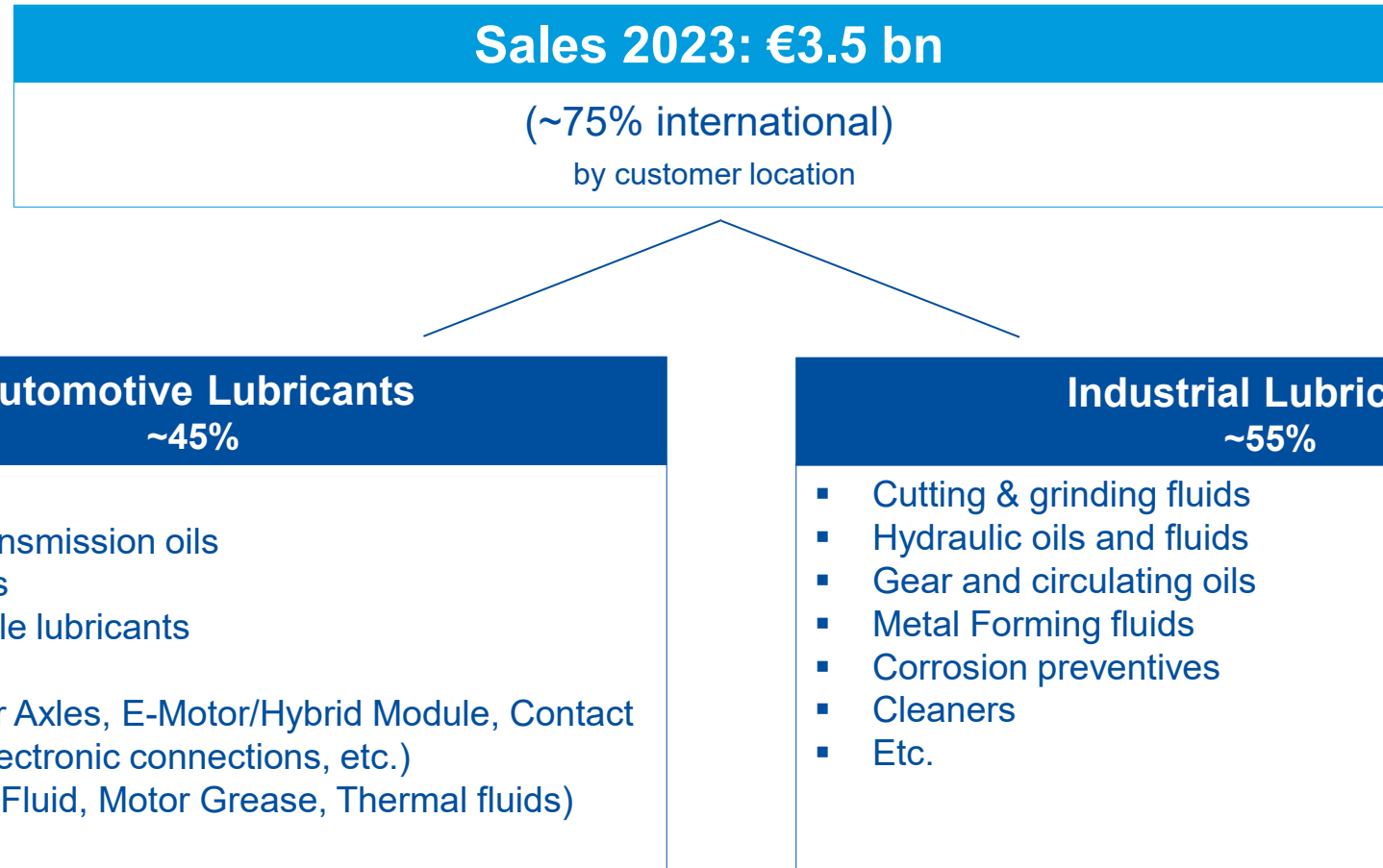
Global presence, R&D strength, know-how transfer, speed

Advantage over major oil companies

Advantage over other independent companies

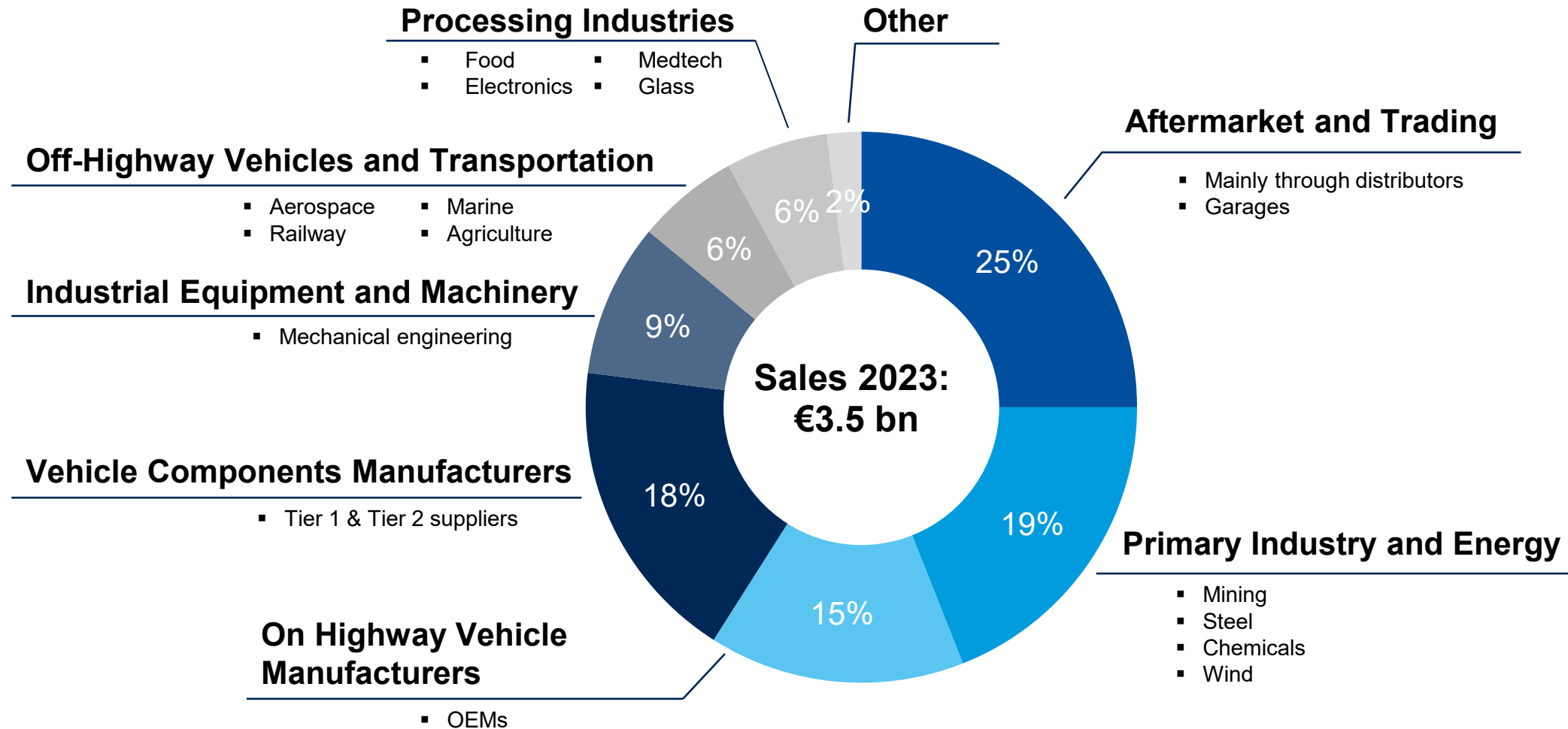
FULL-LINE SUPPLIER ADVANTAGE

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



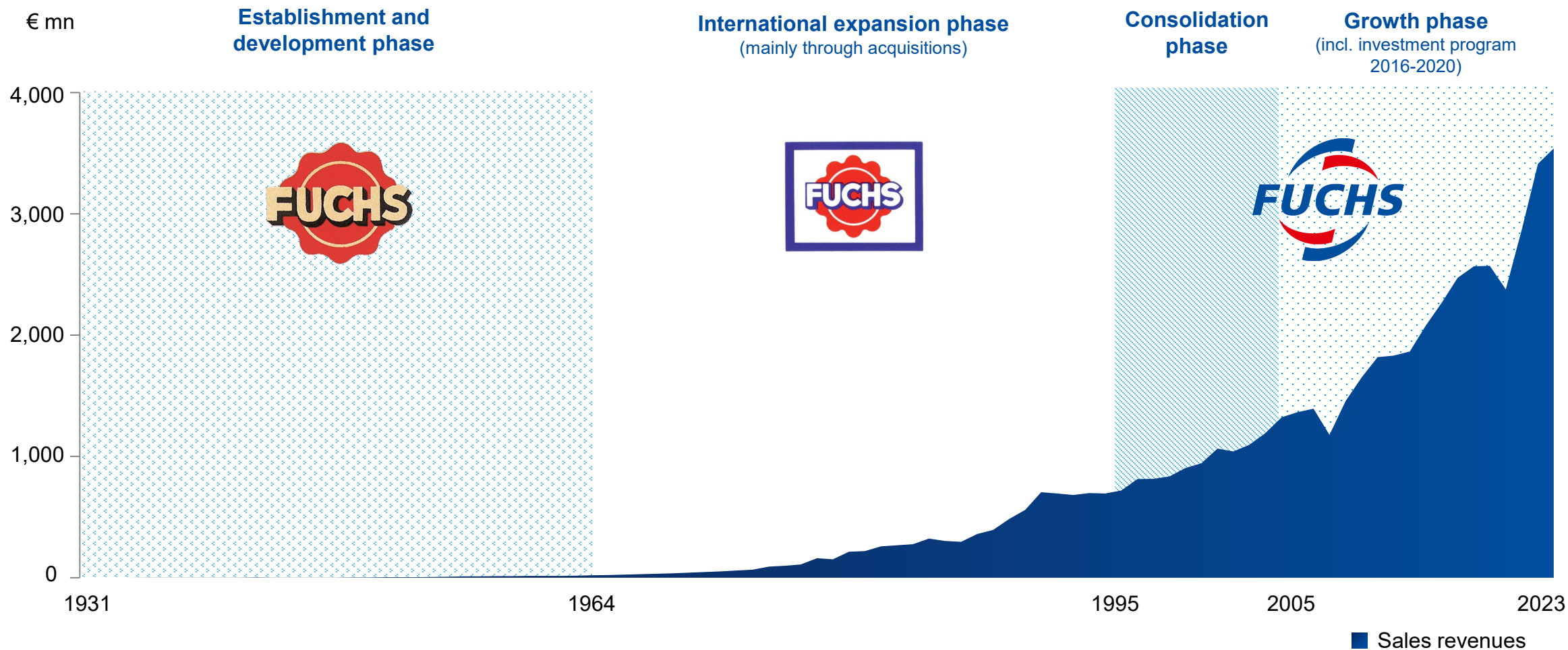
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



TRADITION AND GROWTH

SINCE 1931

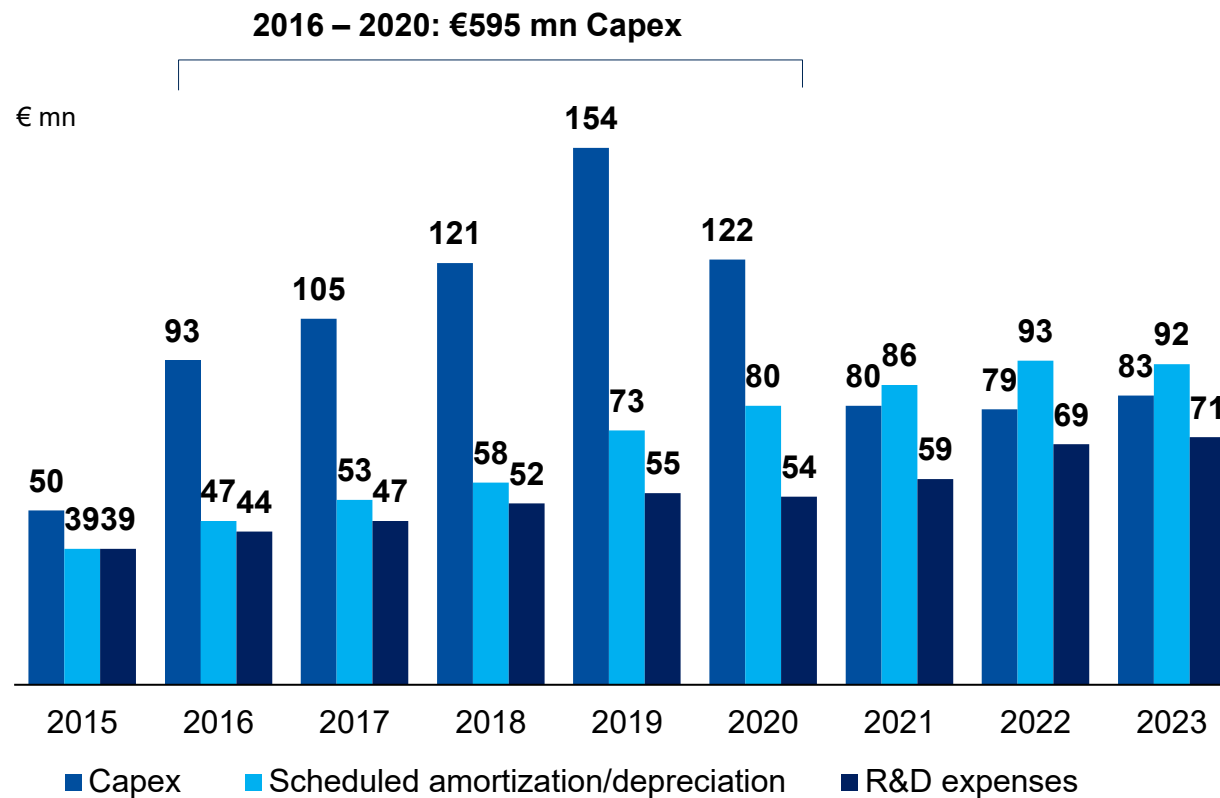


INVESTMENT IN THE FUTURE

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

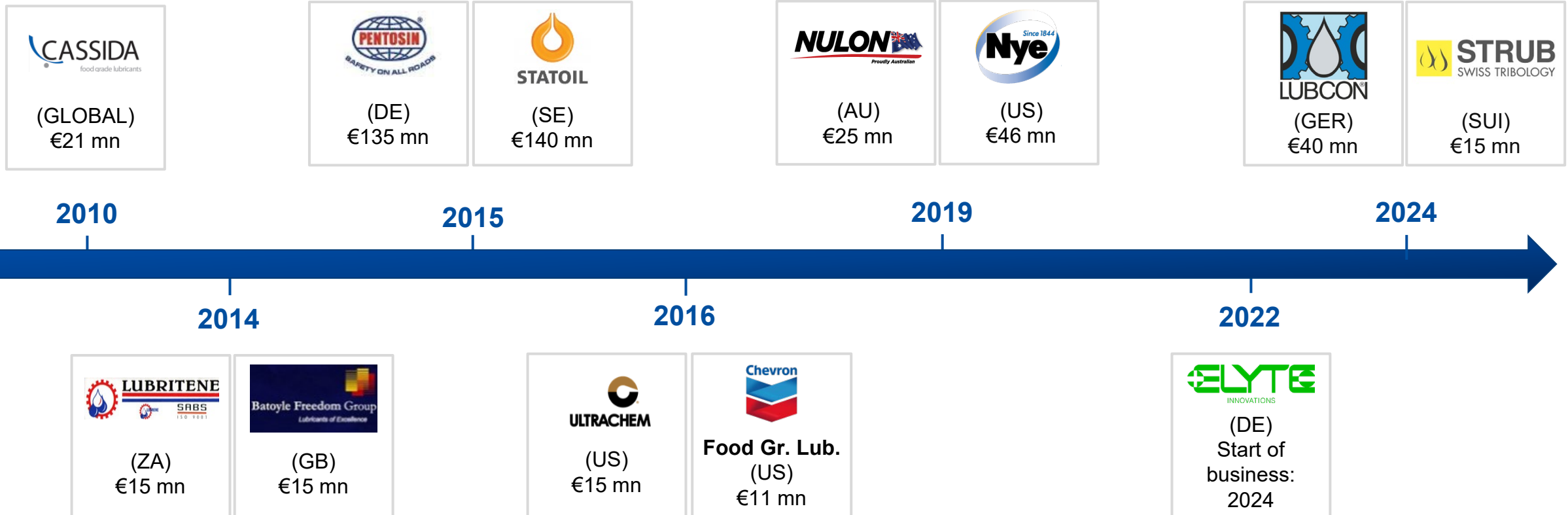
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

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 9M 2024



HIGHLIGHTS 9M 2024

STRONG NINE-MONTH RESULT IN CHALLENGING MARKET ENVIRONMENT

€2,666 mn

Sales down 1% yoy

€334 mn

EBIT up 7% yoy

€194 mn

FCF bef. acq.
lower €136 mn yoy

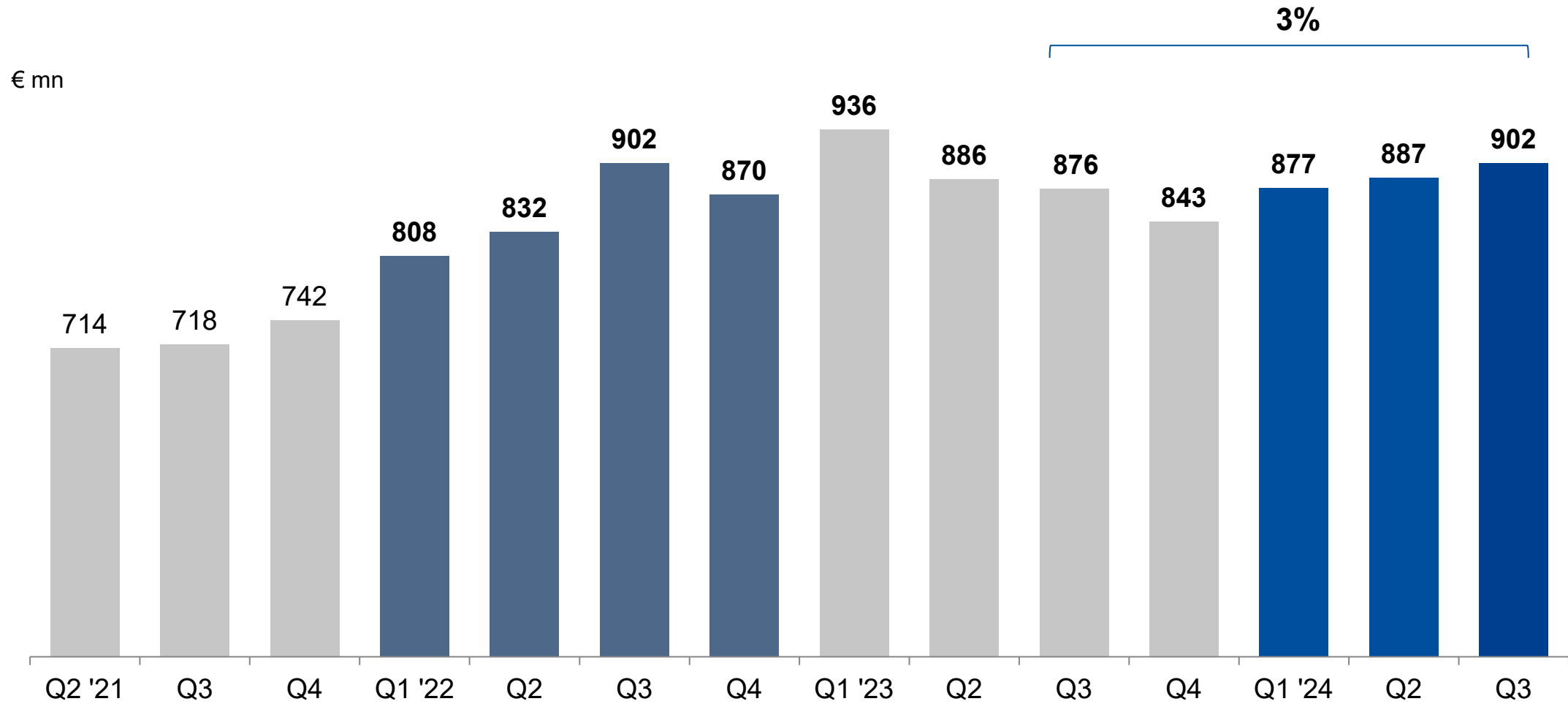
9M 2024

- Slightly lower sales from currency effects
- EBIT growth driven by all regions; margin at 12.5% reflecting further recovery
- EPS €1.79 per pref. share and 1.78 per ord. share 11% or 10% up yoy
- Strong cashflow contribution in Q3, however 9M FCF bef. acq. down due to strong prior year

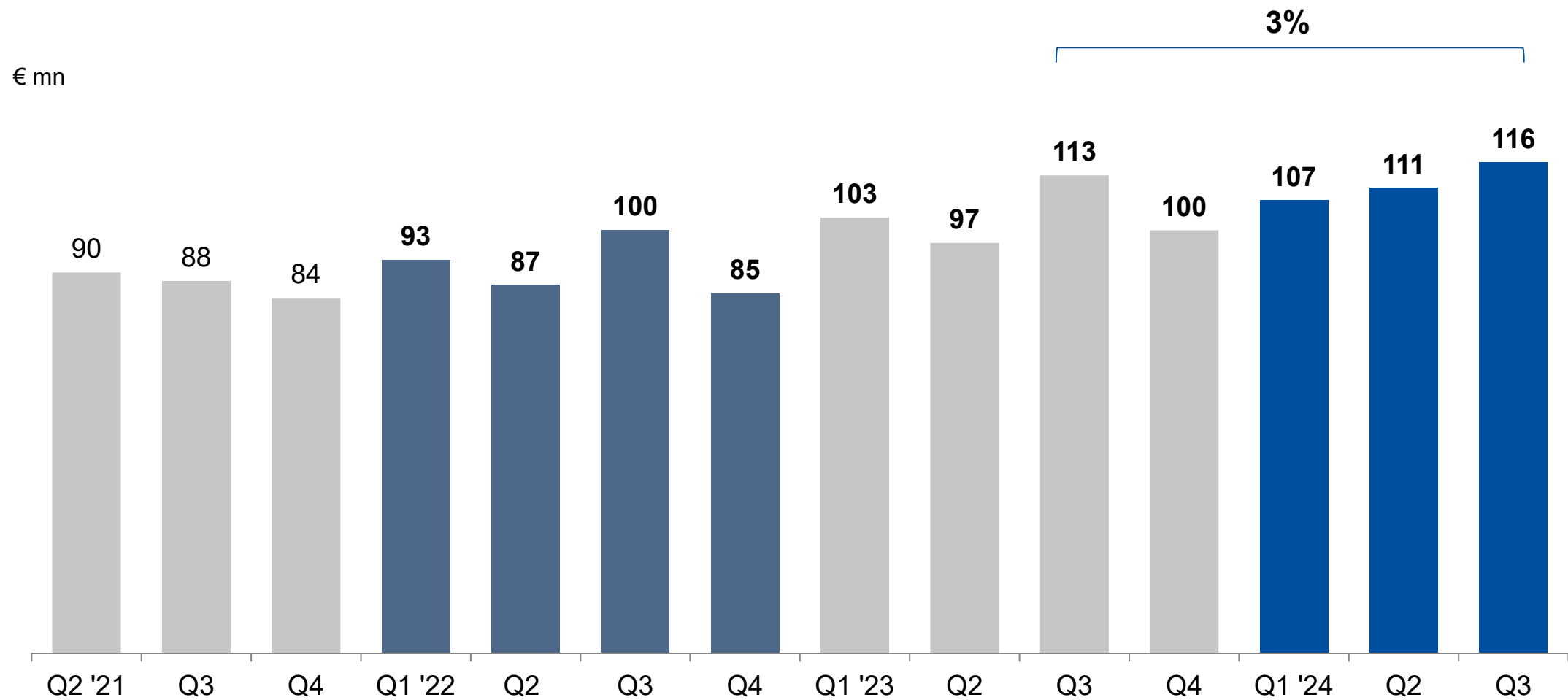
Outlook FY 2024 confirmed

- Sales: ~ €3.6 bn
- EBIT: ~ €430 mn
- FVA: ~ €240 mn
- FCF bef. acq.: ~ €250

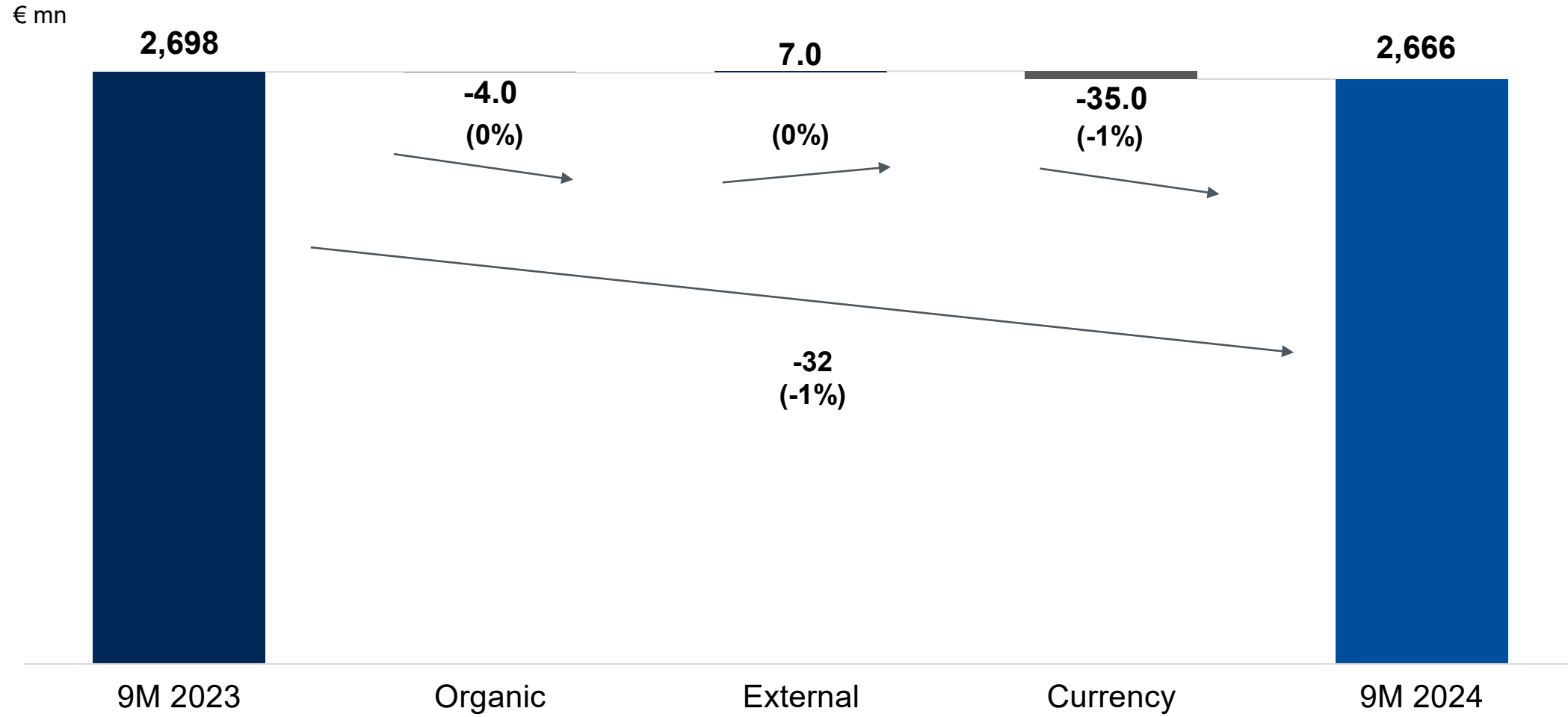
SALES DEVELOPMENT



EBIT DEVELOPMENT



9M 2024 GROUP SALES



9M 2024 KPI SUMMARY

KPI in € mn	9M 2024	9M 2023
Sales	2,666	2,698
Cost of sales	-1,744	-1,836
Gross profit	922	862
Other function costs	-593	-556
EBIT bef. at Equity	329	306
EBIT	334	313
Capex	-46	-55
Change of NOWC	-89	44
FCF bef. acq.	194	330

- Sales down 1% due to currency effects; good business development compensates for price adjustments
- Gross margin at 34.6%, well above previous year's figure of 31.9% driven by lower raw material costs
- Other function costs higher by 7% mainly due to inflation-driven wage adjustments
- EBIT up 7%; EBIT margin at 12.5% vs. 11.6% in the prior-year period reflecting further margin recovery
- Capex lower yoy
- Higher NOWC build-up vs. favoured prior-year period
- FCF bef. acq. lower vs. strong prior year

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	9M 2024	9M 2023
Sales	1,544	1,566
Organic growth	-31 (-2%)	91 (6%)
External growth	6 (1%)	-
FX effects	3 (0%)	-36 (-2%)
EBIT bef. at Equity	163	148
EBIT	168	155

- Sales down 1% from price adjustments in almost all companies; overall moderate business growth
- External growth through acquisition of LUBCON Group in July
- Positive currency effects from Poland and the UK offset negative effects from S. Africa and other Eastern European countries
- EBIT up by 8%; majority of companies with improved earnings; particularly strong in Germany and Eastern Europe; earnings impacted by special effects from pension revaluation in the UK and restructuring in France

ASIA-PACIFIC

KPI in € mn	9M 2024	9M 2023
Sales	739	738
Organic growth	19 (3%)	90 (13%)
External growth	-	-
FX effects	-18 (-3%)	-58 (-8%)
EBIT bef. at Equity	87	80
EBIT	87	80

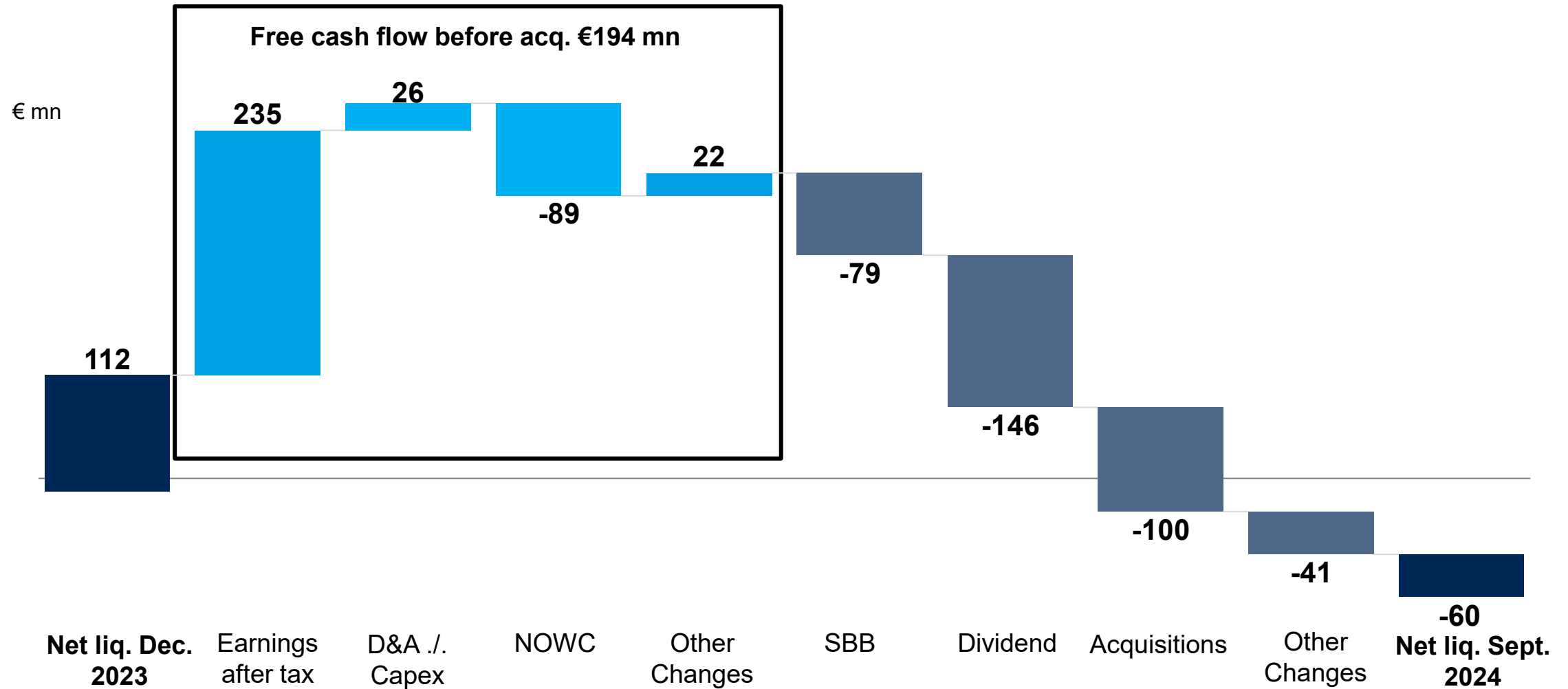
- Sales remain at the previous year's level
- Organic growth of 3% due to positive business development, especially from Australia and China; India also continuing its upward trend
- Negative currency effects in all countries of the region offset organic growth
- EBIT up 9% due to continued positive development in China

NORTH AND SOUTH AMERICA

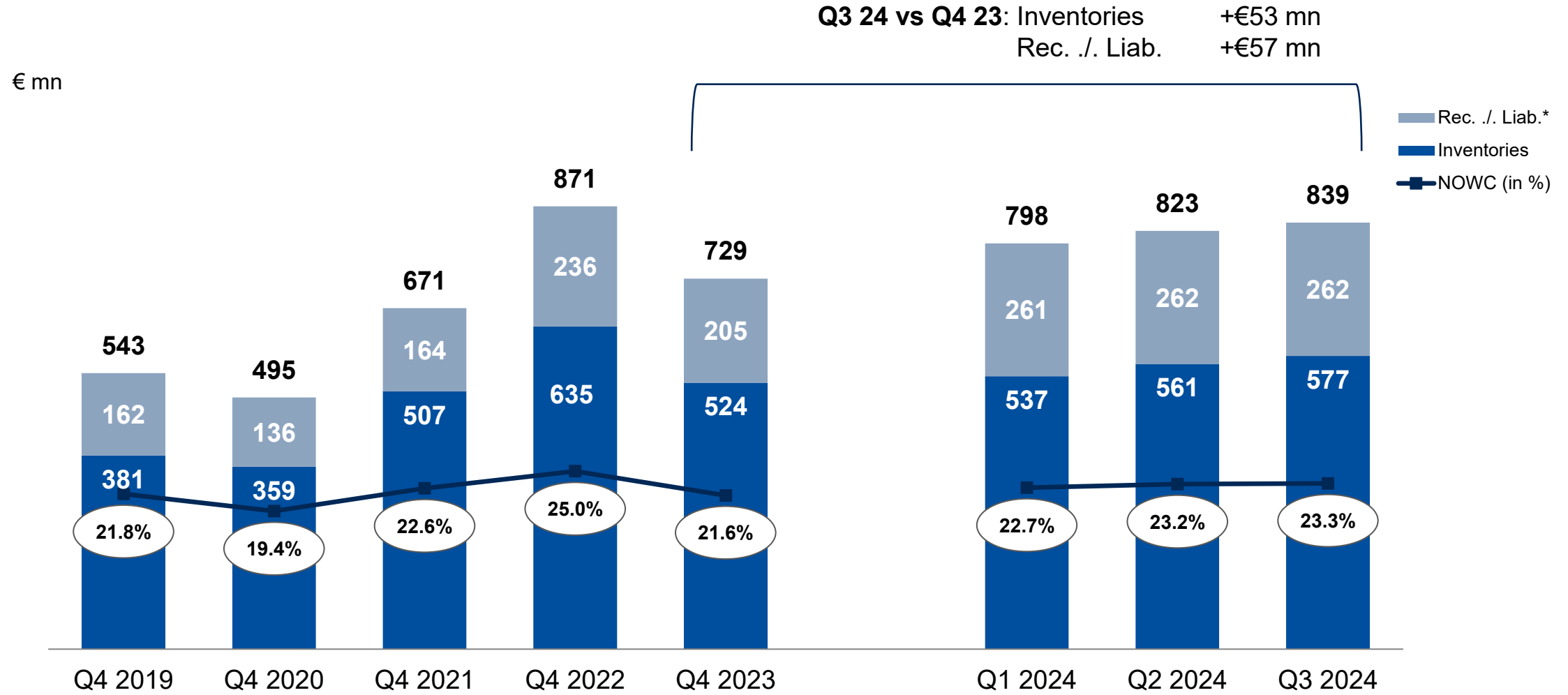
KPI in € mn	9M 2024	9M 2023
Sales	511	523
Organic growth	7 (2%)	63 (13%)
External growth	1 (0%)	-
FX effects	-20 (-4%)	-22 (-4%)
EBIT bef. at Equity	71	62
EBIT	71	62

- Sales down 2% mainly due to high negative currency effects
- Price increases in South America as a result of hyperinflation in Argentina are offset by price adjustments in North America
- Strong negative currency effects mainly from Argentina; US and Brazil as well with negative impact from currency
- EBIT up by 15% due to high earnings growth from North American specialty business; Mexico also with significant improvement

NET LIQUIDITY



NET OPERATING WORKING CAPITAL (NOWC)



*Liabilities include advance payments received and liabilities from customer discounts.

DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q3

Q4 and beyond

**Base
Oils**

**Different price trends regionally:
US prices higher due to hurricane
season; Europe slightly lower;
Asia with further reductions on
light grades while heavy grades
remained firm**

**Pricing expected to be largely
stable across all regions**

Additives

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

Prices expected to stay stable

2024 OUTLOOK MARKING A STEP TOWARDS EBIT TARGET 2025

KPI* in € mn	2023	March, 12 th 2024	October, 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 FUCHS 2025

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



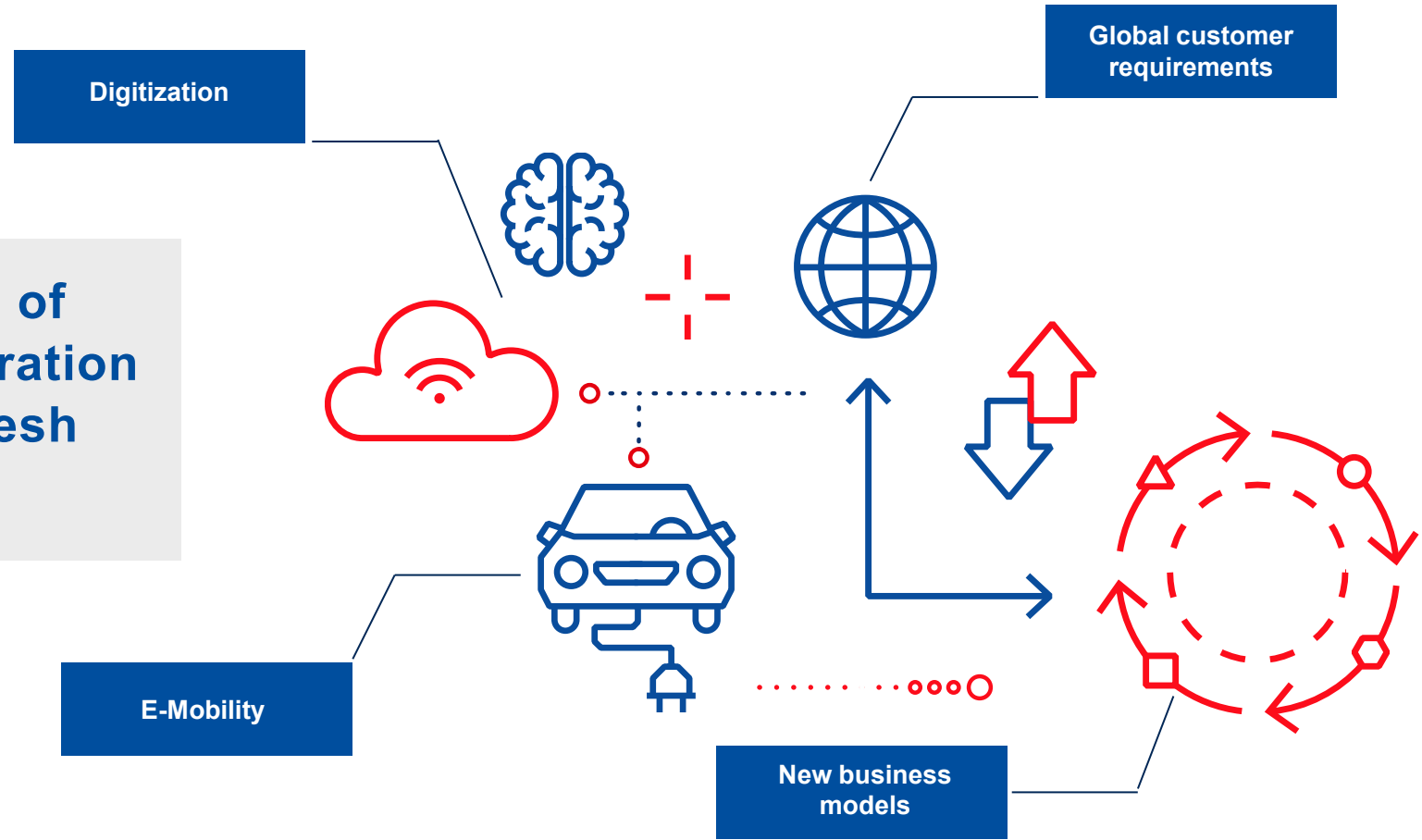
Structure

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



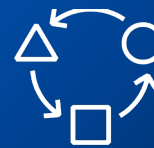
Global Strength

- 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

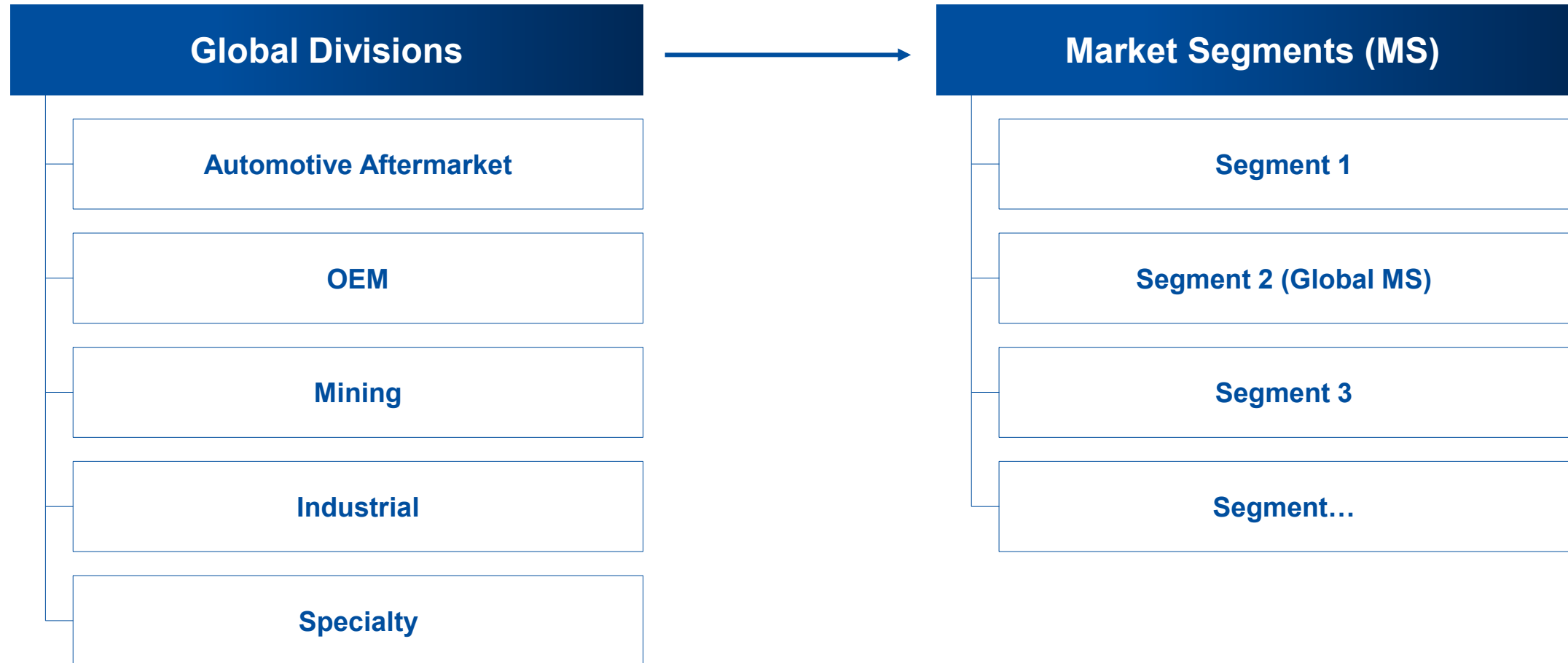
HOW: UNCONDITIONALLY RELIABLE

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

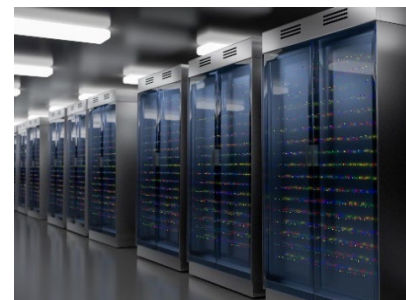
Medtech



Semiconductor
industry



Data centers



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 2025 EBIT target

CONTINUOUS DEVELOPMENT OF CORPORATE STRATEGY



From **FUCHS2025** (2019 – 2025)

to **FUCHS100** (2026-2031)



FUCHS 100 Strategy



WHO? Timo Reister (sponsor) + strategy department (project lead)

- WHAT?**
- Growth strategy (growth through segmentation & efficiency)
 - Responses to megatrends
 - Evolution not revolution
 - Less is more (stricter prioritization, stronger focus on execution)

Culture & structure remain key dimensions of FUCHS100

- HOW?**
- Strategy development with selected functions & countries
 - Active contribution across organization,
 - Then further scaling to organization

04 Megatrends

- E-Mobility
- Sustainability
- Digitalization

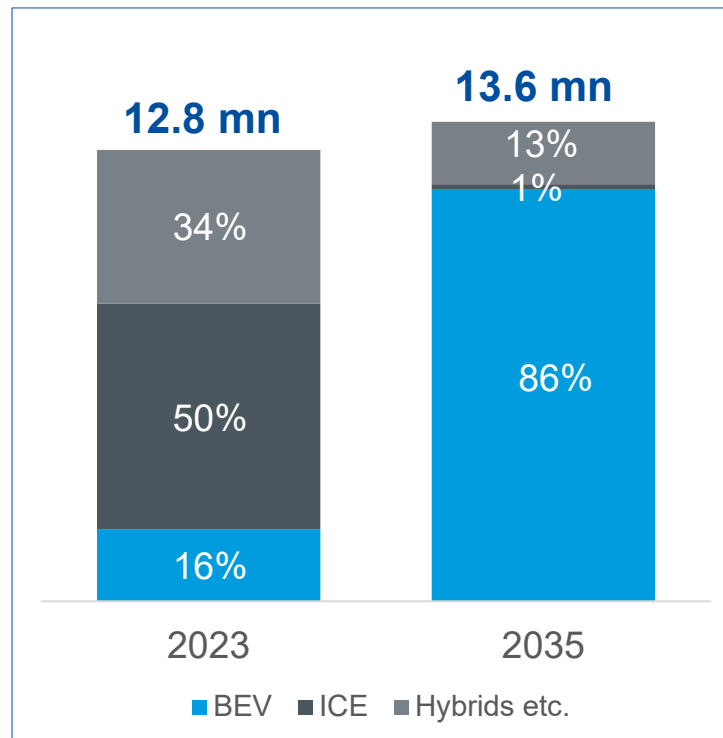


E-MOBILITY

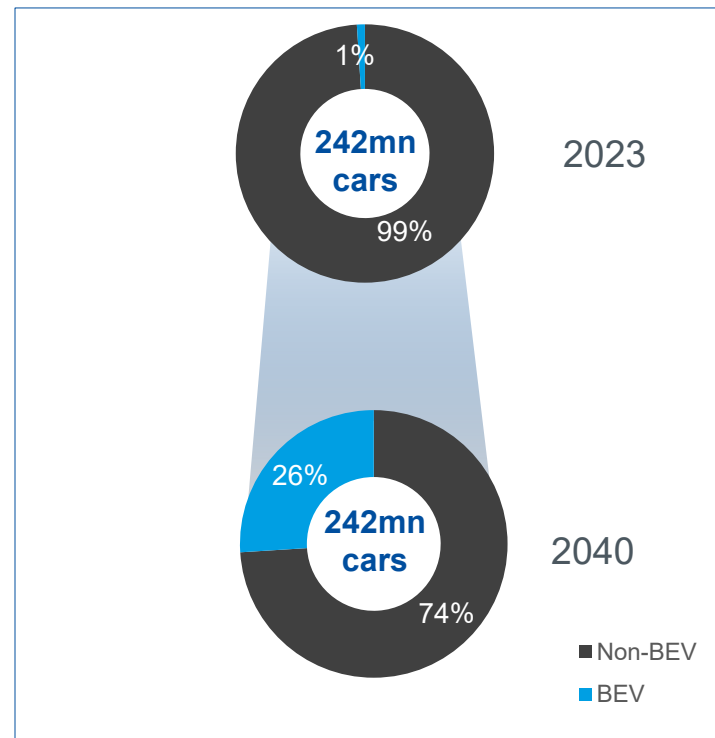


E-MOBILITY RAMP UP SCENARIO: EUROPE

Annual car sales



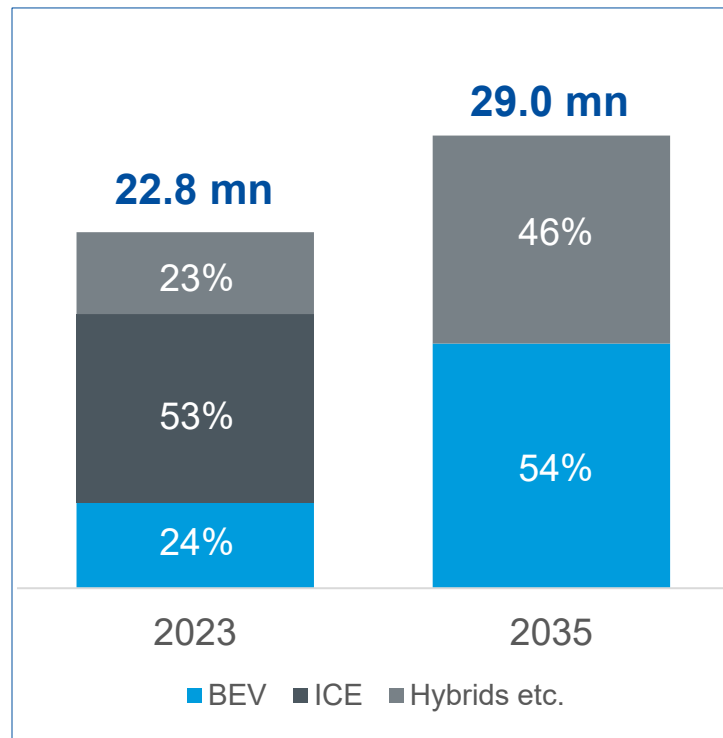
Car population



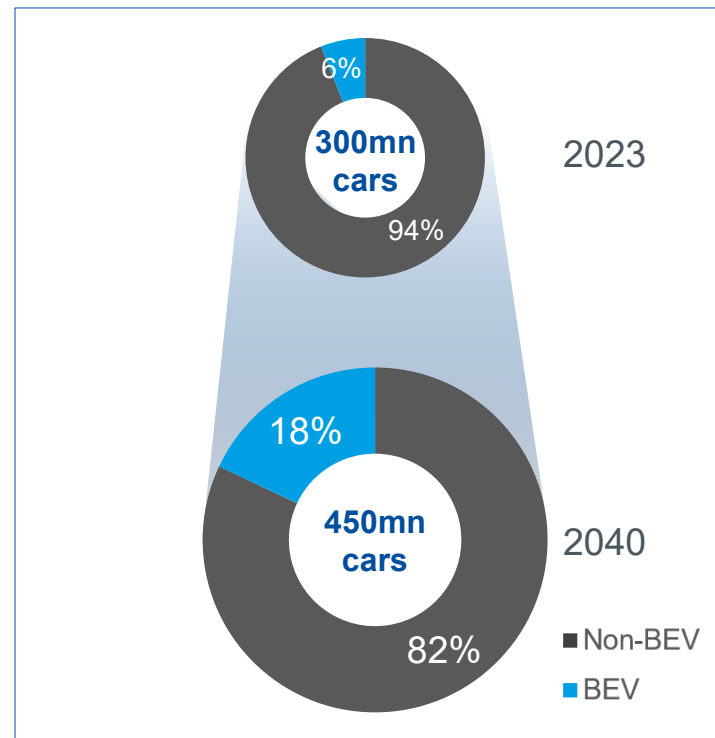
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower demand
- PHEV with slight increase recently as bridging alternative for customers
- H2 & Fuel Cell with lower relevance in PC market

E-MOBILITY RAMP UP SCENARIO: CHINA

Annual car sales



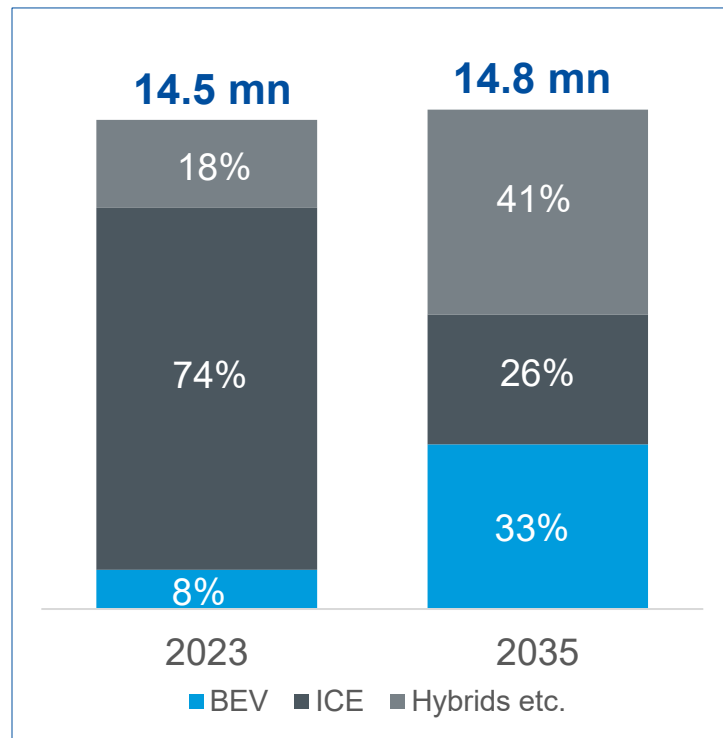
Car population



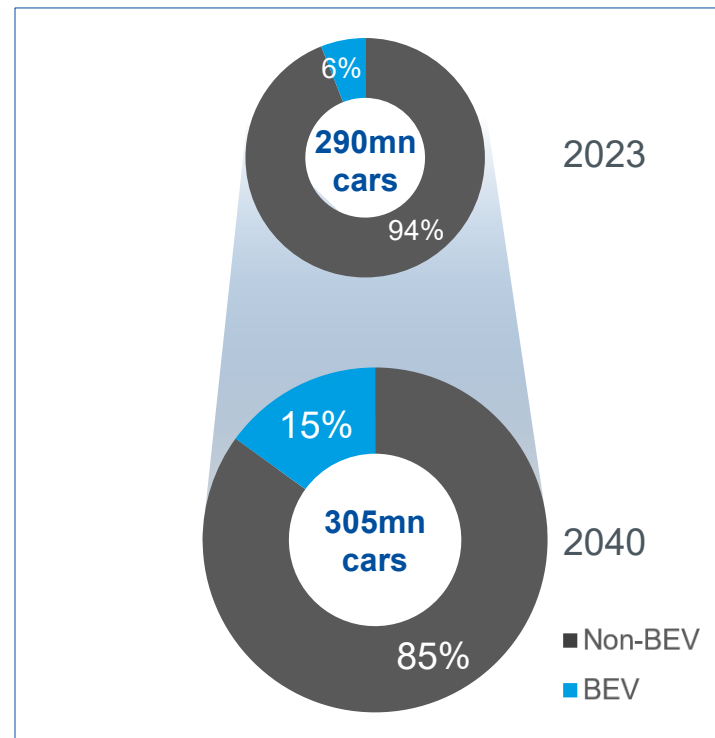
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly in long-term
- PHEV with strong recent increase and stable high share in mid/ long-term; strong government and OEM push
- Even with a fast-growing share of BEVs & PHEVs, there will be more combustion engines in operation in 2040 than today

E-MOBILITY RAMP UP SCENARIO: USA

Annual car sales

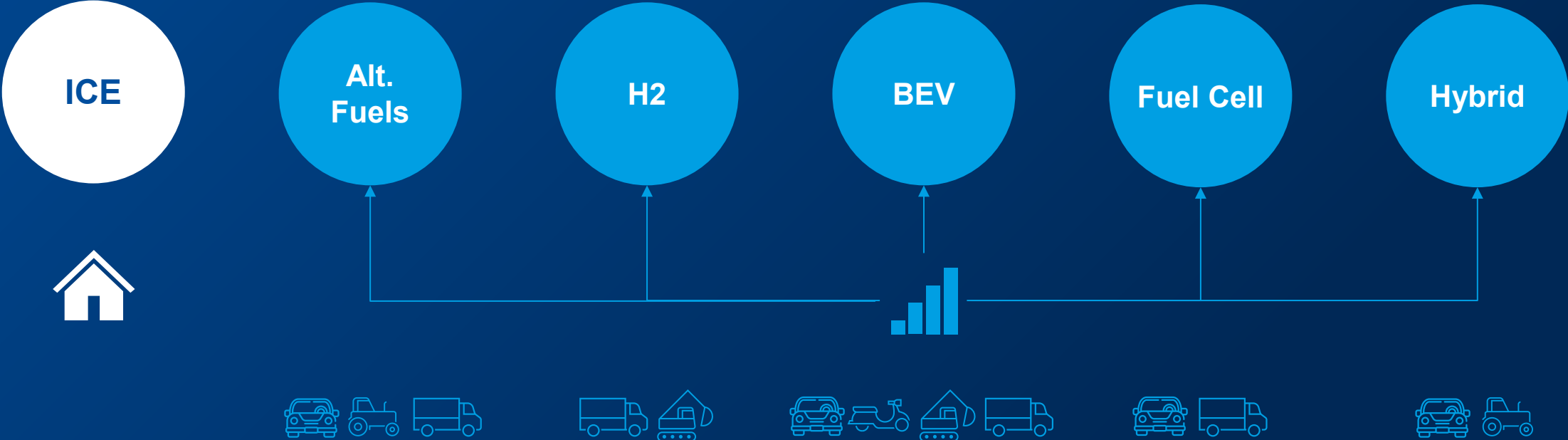


Car population



- More uncertainties regarding electric mobility for the US, slow current demand leads to adjustments of OEM plans
- Moderate growth of overall car population expected over next 10-15 years
- Worldwide strongest annual sales share of ICE's expected by 2035:
- Growing share of PHEV's expected to last until 2035 and beyond, especially in rural areas; increased activities by OEMs
- MHEV & Fuel Cell: significantly reduced demand and low OEM invest

WE SUPPORT EXISTING AND NEW MOBILITY TECHNOLOGIES AND DEVELOP SMART SOLUTIONS FOR OUR CUSTOMERS



WE ARE THE ENABLER OF MOBILITY

Customers increasingly rely on FUCHS to develop **customized solutions** for them: automotive fluids market becomes **more complex and R&D-driven** with three main focal points:

RANGE / PERFORMANCE

SAFETY / RELIABILITY

UPTIME / AVAILABILITY

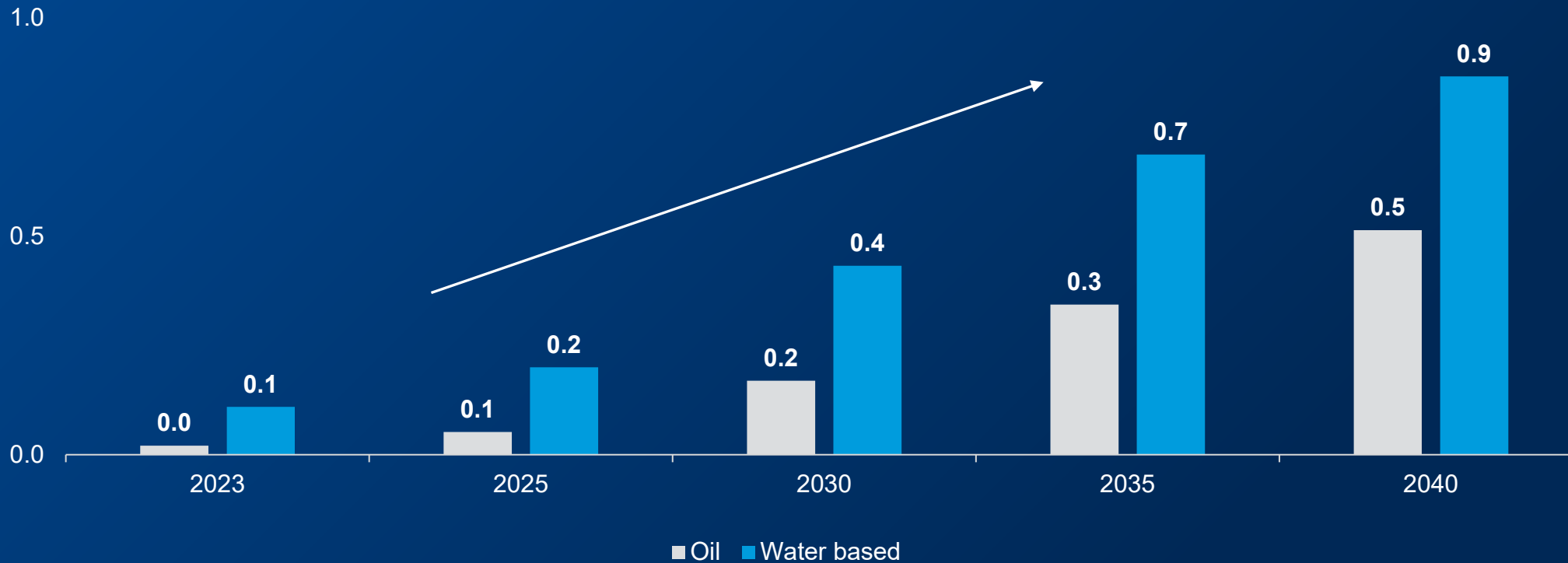
Key Success Factors:

- Our strong FUCHS DNA: we are extremely close to our customers - worldwide
- Our R&D focus: we develop exactly the solutions our customers need
- Our holistic approach: we offer a full range of lubricants

MARKET POTENTIAL: EXPECTED REVENUE (BEV & FCEV - OEM FF¹)

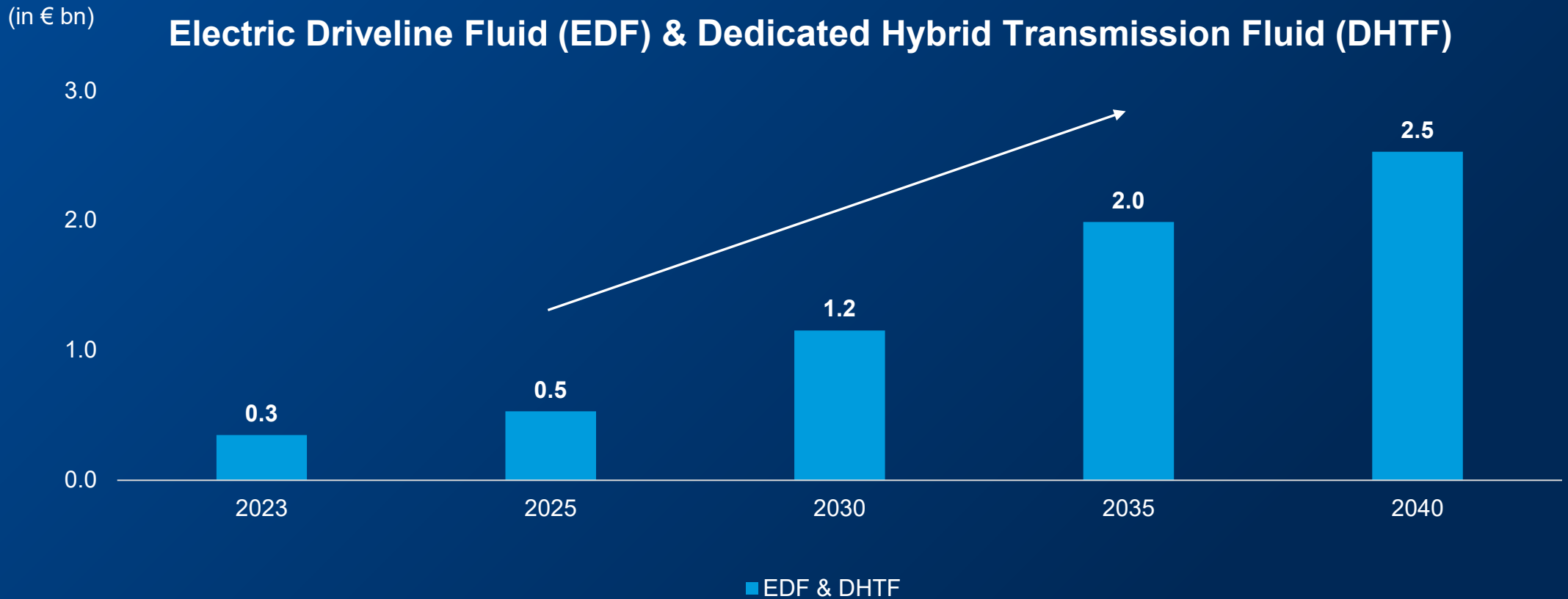
(in € bn)

Thermal Fluid (TF)



Note: (1) OEM FF=OEM First Fill.

MARKET POTENTIAL: EXPECTED REVENUE (BEV & PHEV – OEM FF¹ & AAM²)



Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.

FUCHS NEW MOBILITY SUCCESS STORY

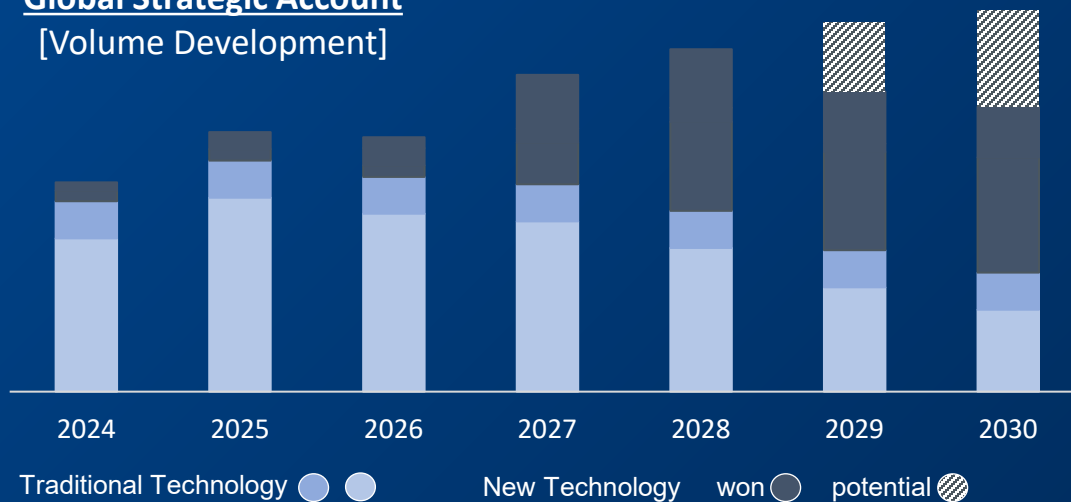
Mutual EDF development projects for 3 PC OEMs worldwide

Targets for a successful transformation of our global strategic accounts:

- Product portfolio transformation towards eMobility fluids by increasing share of FUCHS BluEV product line
- Creation of globalized customer relationships covering production locations in EU, CN & USA
- Strong level of FUCHS-internal cooperation and global account management



Global Strategic Account
[Volume Development]

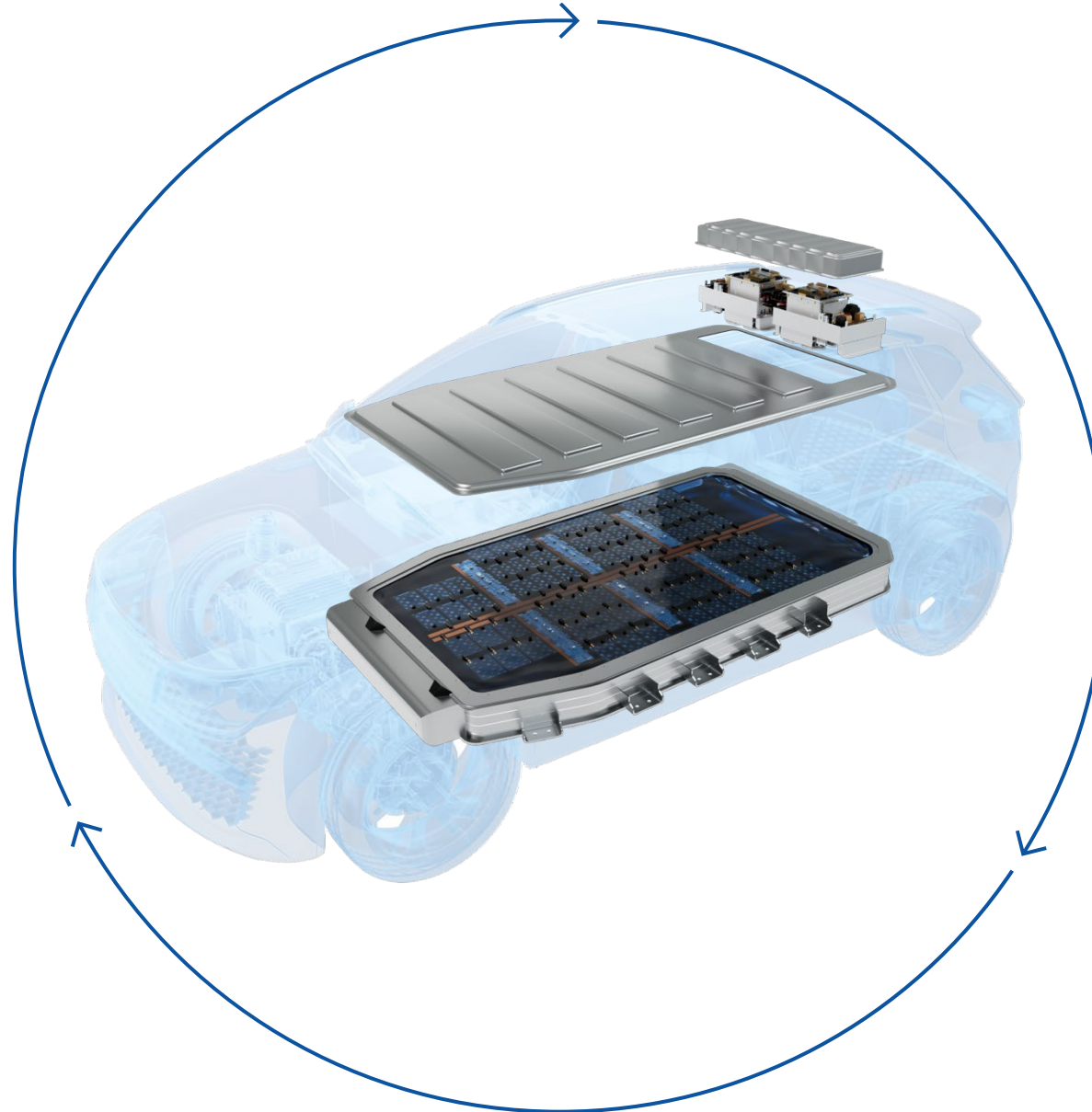


PHASE 3 On the road

- 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



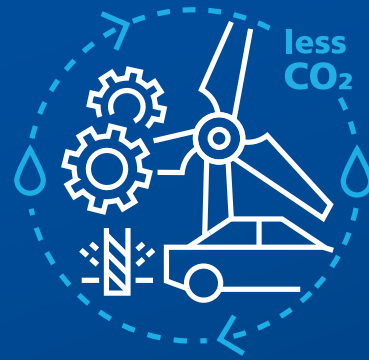
PHASE 1 Manufacturing

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

SUSTAINABILITY



We stay fully committed to our sustainability approach



EMPOWERING to perform more sustainably

- Efficient lubrication solutions save energy, resources and CO₂
- Social projects for education and development



ENGINEERING to make change happen

- Transforming our technologies, processes and raw materials
- Achieving greater sustainability through research and development

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

PROTECT SURFACES FROM CORROSION

Increase BEV reliability



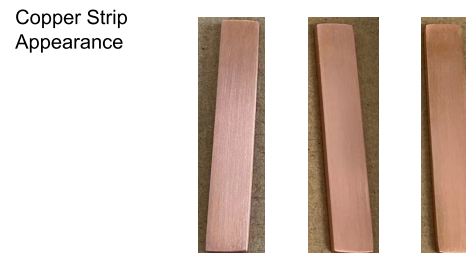
FUCHS Electric Driveline Fluids (EDFs)

Prevent copper corrosion in BEV electric motors to maintain original motor characteristics.

- Keep electrical resistance constant
- Prevent excess heat
- Maintain mechanical integrity
- Extend motor lifespan

Example for FUCHS BluEV EG EDF 4101

Test condition	150°C, 3 hr	150°C, 168 hr	160°C, 216 hr
Copper Strip Rating	1a	1a	1b
Cu in Oil, ppm	/	28	37



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



Cool machines
and equipment



Transfer energy

REDUCE FRICTION AND WEAR

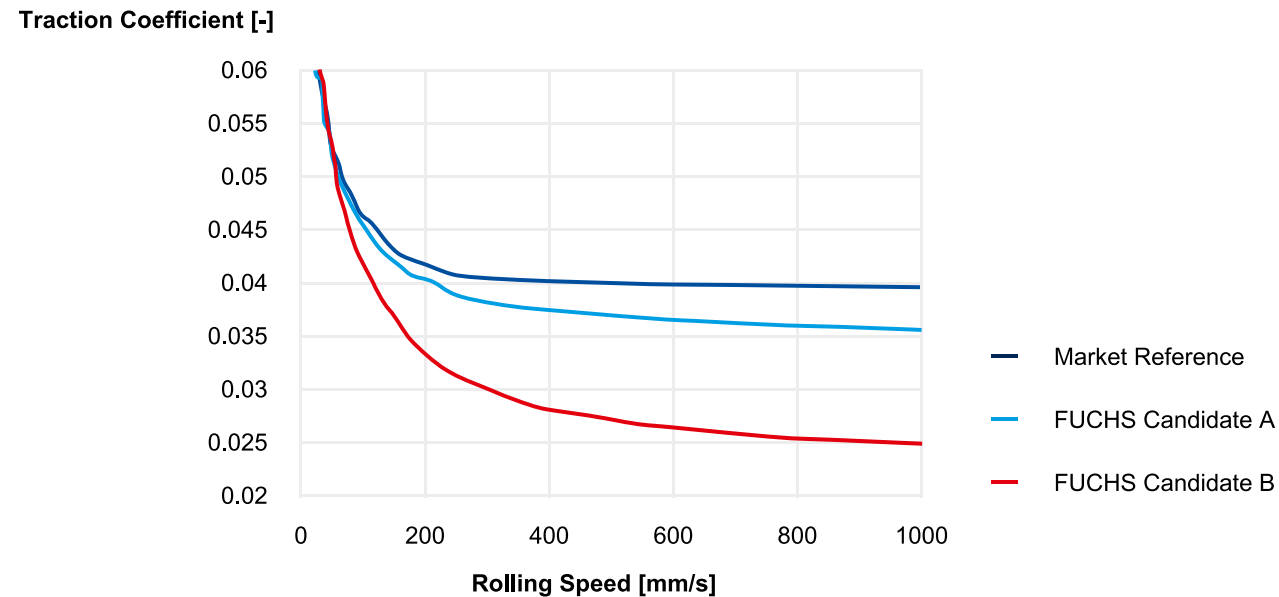
More range, less emissions



FUCHS Wheel-Hub Bearing Greases

Reduce friction by more than 30% in a screening test (MTM)

- Longer bearing lifetime
- Extended range for EVs
- Less energy demand
- Less emissions in combustion vehicles



REDUCE FRICTION AND WEAR

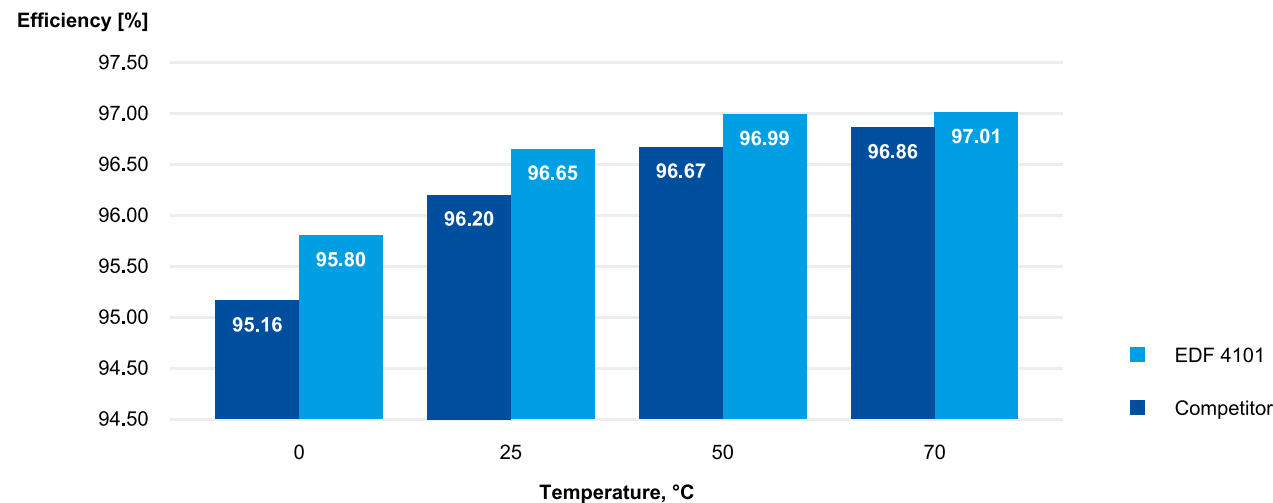
Increase BEV range



FUCHS Electric Driveline Fluids (EDFs)

EDFs cool, lubricate and ensure efficient operation in BEV powertrains.

- FUCHS BluEV EDF 4101 **improves efficiency by 0.2%** in WLTC/CLTC
Lifecycle: 300,000 km, Consumption: 17.9 kWh/100 km
- ~107 kWh of energy are being saved
- ~600 km more range



REDUCE FRICTION AND WEAR

Extend wind turbine service life

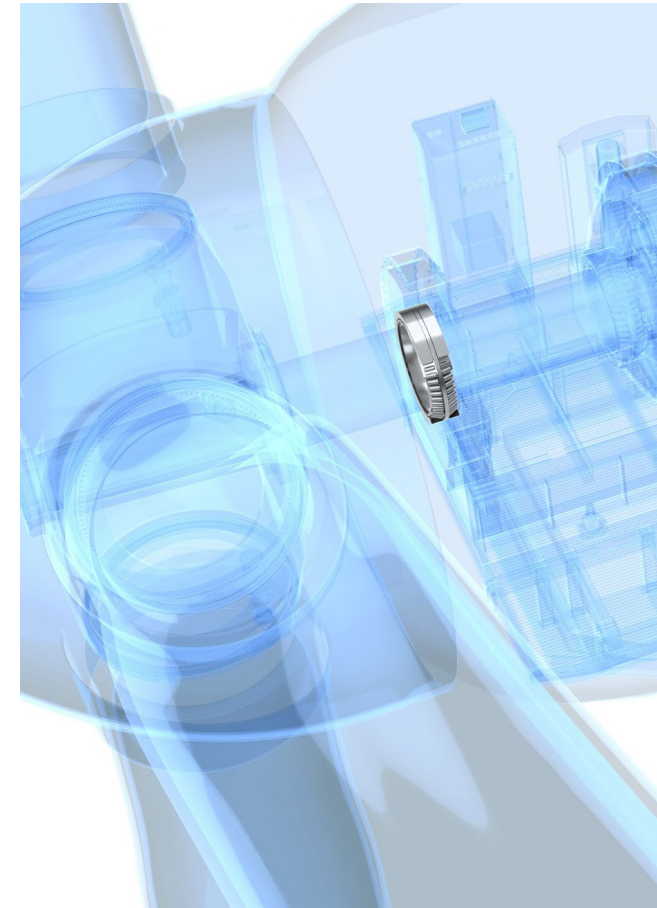
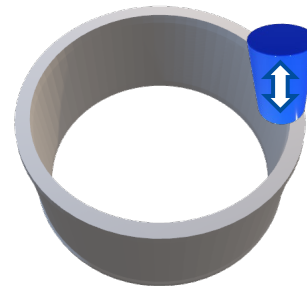
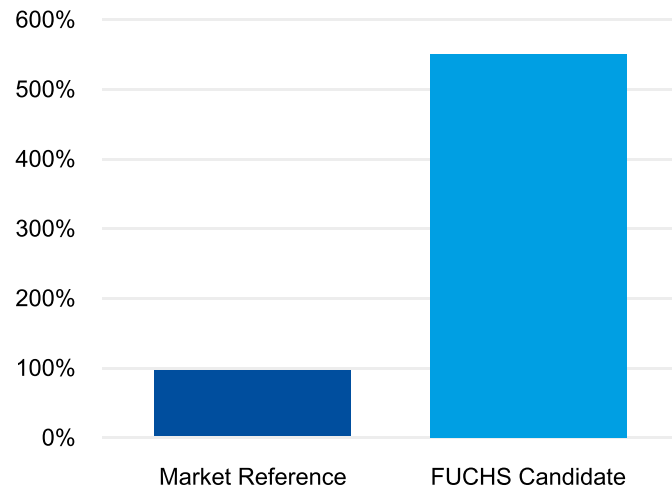


FUCHS Wind Bearing Greases

Prevent formation of standstill marks in main bearings 5x longer.

- Prevent premature and irreversible damage
- Avoid significant costs due to replacement and downtime

Component Life



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

COOL MACHINES AND EQUIPMENT

Data Center Efficiency

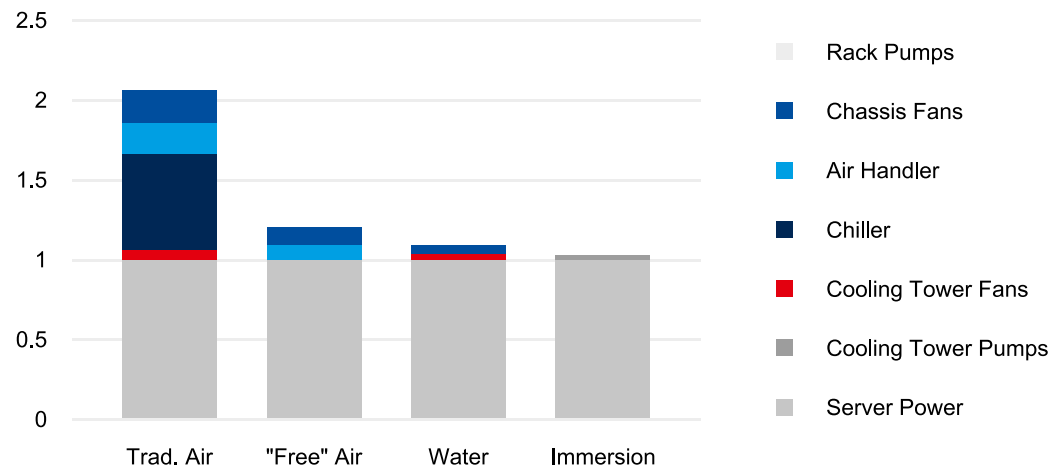


FUCHS Immersion Cooling Fluids

Cooling data center hardware by submerging it in non-conductive liquids.

- Generated heat is directly and efficiently transferred to the fluid
- Reducing the energy required for data center cooling by up to **~95%**

Relative Energy Consumption



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



Cool machines
and equipment



Transfer energy

TRANSFER ENERGY

Reduce fuel consumption and emissions

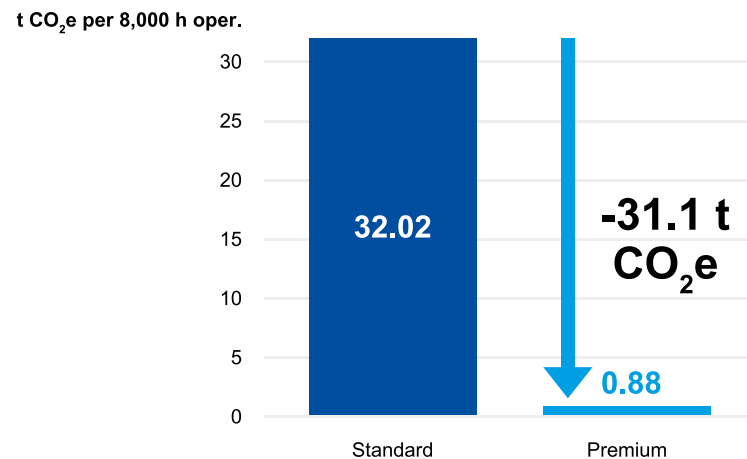


FUCHS Hydraulic Fluids

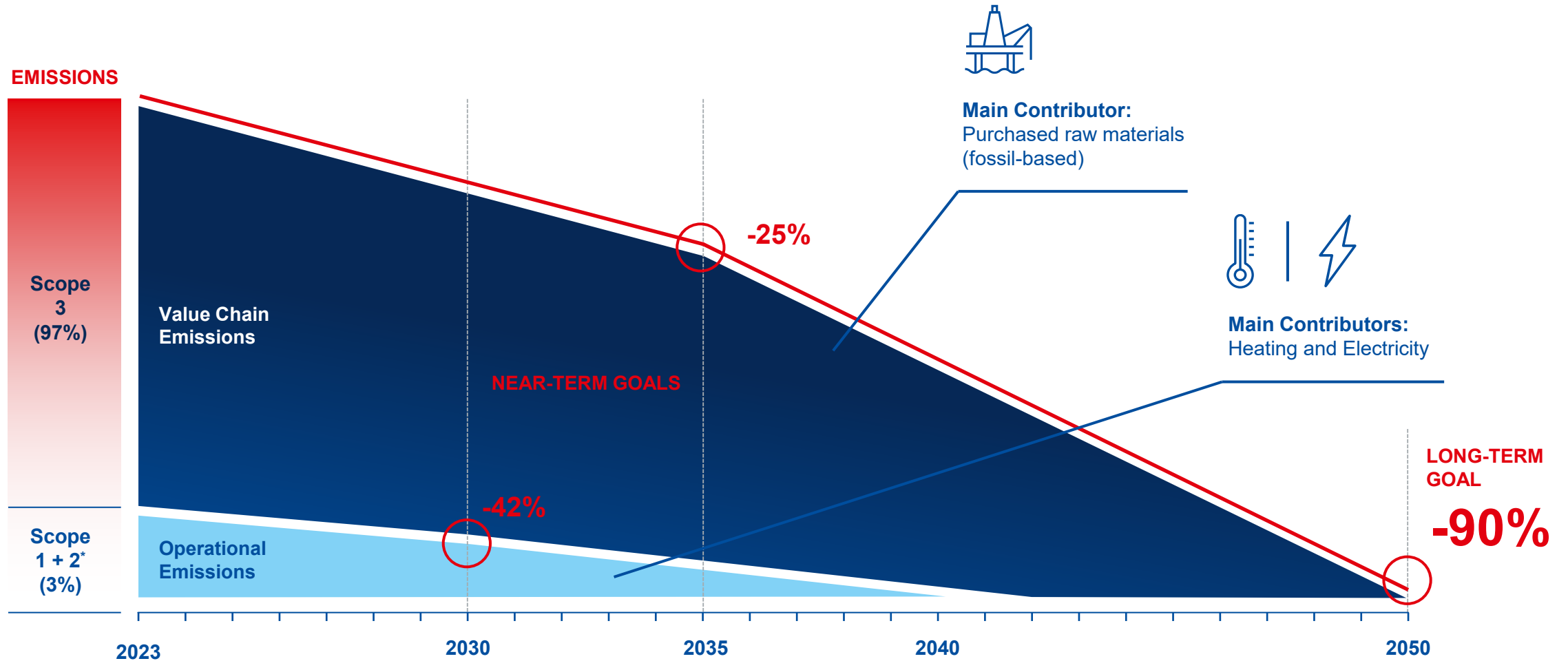
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

FUCHS premium solutions proven to deliver outstanding performance and emission reduction in comparative lifecycle assessment.

- **Saved ~31 tons of CO₂** over 8,000 h of continuous operation



TWO GIANT LEAPS TO NET ZERO



*Base Year 2021.

TO ACHIEVE OUR NET ZERO EMISSION REDUCTION TARGETS, FUCHS RELIES ON SEVERAL KEY FACTORS



Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, technology-friendly transformation



Availability and competitiveness of high quality, alternative raw materials given



Willingness to switch to more sustainable products

OUR SUSTAINABILITY RATINGS CONTINUE TO IMPROVE

MSCI ESG RATINGS

- Continuous improvement in Rating score
 - From “BB” in April 2020 to “BBB” in May 2021
 - From “BBB” to “A” in March 2024
- Only 14% with better scores (“AA” or “AAA”)

CDP DISCLOSURE INSIGHT ACTION

- FUCHS started CDP disclosure in 2018
- Since 2018, we have continuously increased our rating
- In 2023, our ratings reached 2nd highest level: “Management Level”

ecovadis

- FUCHS responds to customer requests on a local basis. Following results were achieved so far
 - 1 “Platinum” Award
 - 4 “Gold” Awards
 - 3 “Silver” Awards
 - 4 “Bronze” Awards

ISS ESG

- Current Rating “C-” (last review from October 2022) reflecting mean value in normal distribution
- Striving for an improvement in rating assessment in Q4 2024
- FUCHS with high transparency Level



Pioneering Climate Strategies

FUCHS SE receives Global Transition Award 2023

DIGITALIZATION



FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

New digital technologies will change expectations of our customers and offerings of our competitors. To remain in the driver’s seat, and **own our digital future, we need to act now.**

By 2030, **we will be the digital frontrunner in our area of expertise.** We will do this by thinking digital and putting digital first.

Therefore, **we will pursue five key Digital Opportunity Areas (DOAs)** as a first priority, accompanied by the necessary enabling capabilities.

FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

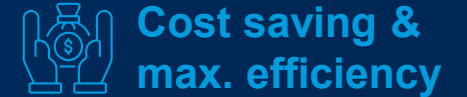
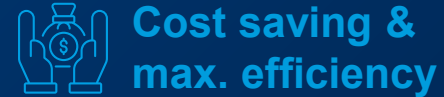
1
Automated ordering & fulfillment

2
Optimized fluids & resource use

3
Forecasted equipment functionality

4
Smart development & improved product performance

5
Digital operations



Help our **customers to automate their interactions with us** through digitizing processes

Help our customers to **optimize their use of fluids and resources** through digital performance tools

Push our customers forward to facilitate **optimal lubricant and equipment operation, improve equipment performance and minimize maintenance**

Help R&D to **reduce time to market and improve products** through digital solutions across the “Idea-to-Phase-Out” process

Help operations to **streamline and optimize processes through digital solutions** across the “Source-to-Pay” and “Forecast-to-Stock” process

2

Optimized fluids
& resource use



Web-based management tool FluidsConnect

- Individually designed dashboards
- Tracking of fluid condition and trends
- Scheduling of maintenance activities
- Remote access to key operating data
- Assists in data-based decision making

05 FUCHS – a profitable growth story



FINANCIAL TARGETS



Striving towards
€500 mn
EBIT in 2025

Mid single-digit
percentage



annual sales growth

Long-term EBIT
margin

~15%

Average cash
conversion rate

0.8x

Increase of dividend



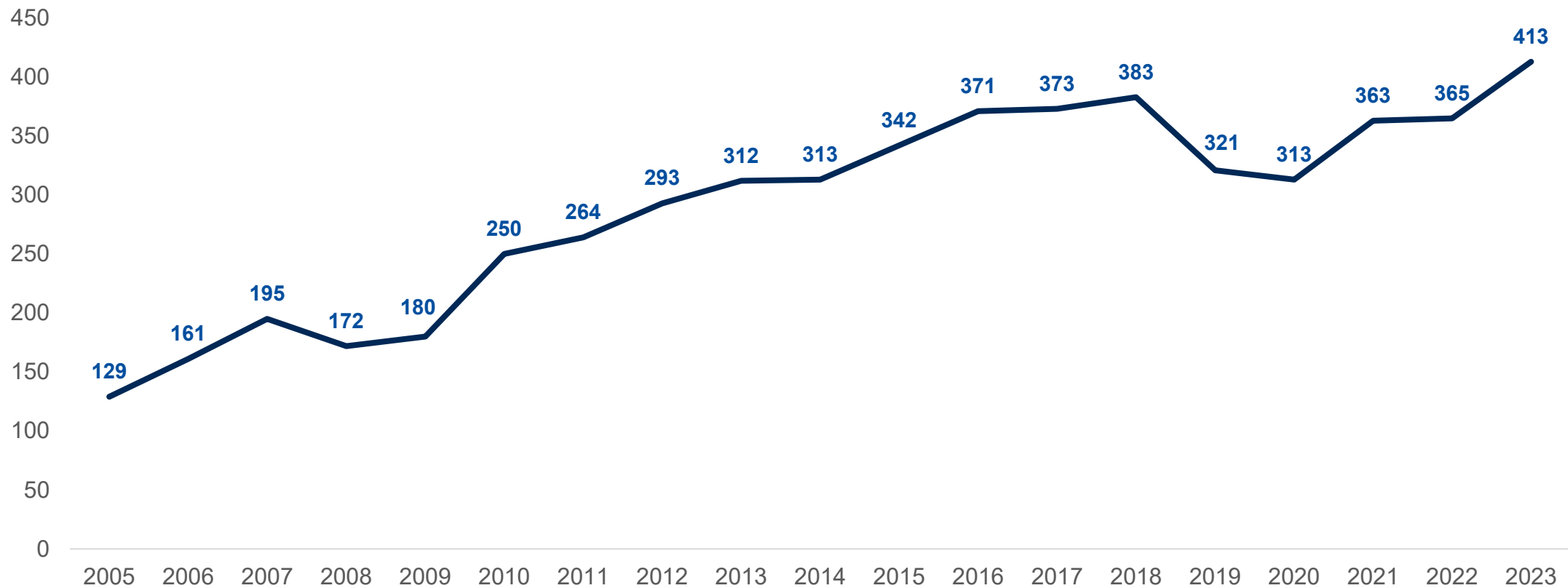
each year

FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Long-term EBIT development

(in € mn)

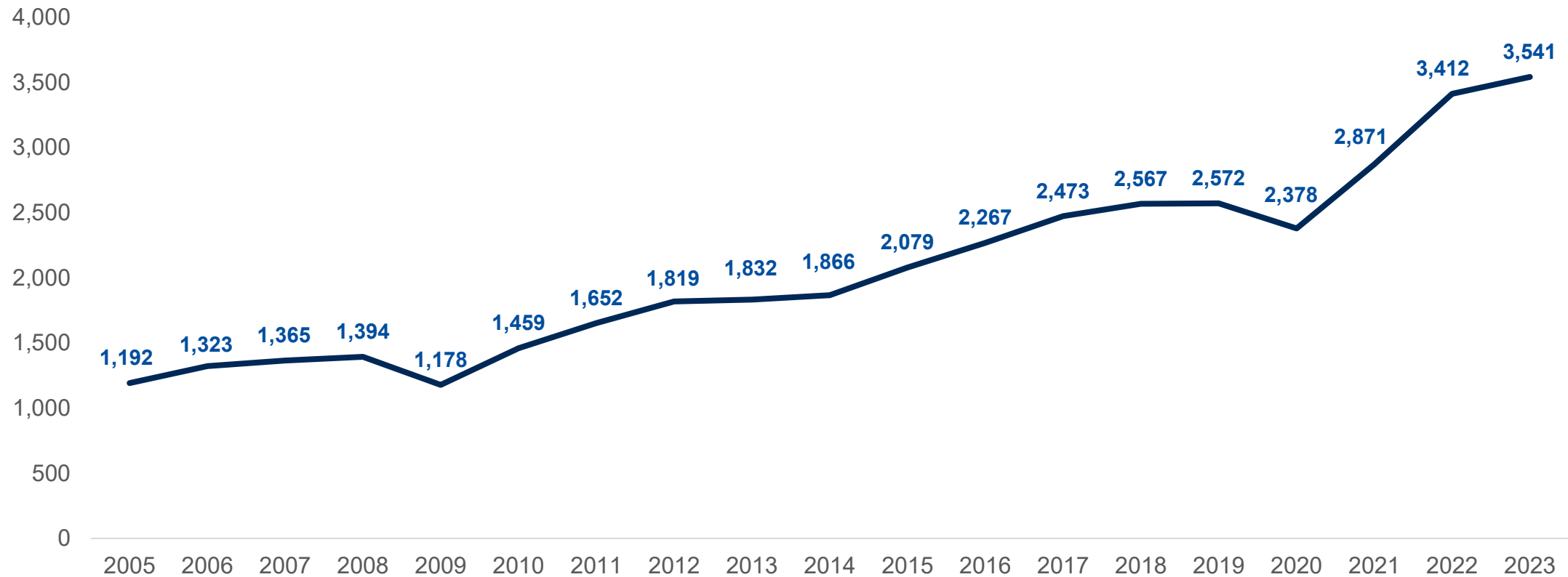


FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Long-term sales revenue development

(in € mn)



FUCHS – A VALUE CREATING INVESTMENT

01 **Unique business model:** Asset-light business model with a focus on high-performance products and a diversified customer portfolio across 25+ industries

02 **Independency:** 58% of the FUCHS ordinary shares are held by the Fuchs family, the company is not vertically integrated, allowing to remain independent

03 **Profitable Growth:** Capturing growth opportunities through segmentation approach and leveraging profitability at the same time

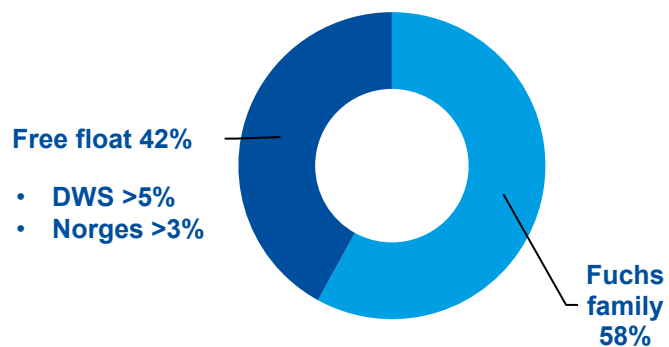
04 **Balanced Capital Allocation:** High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks



BREAKDOWN ORDINARY & PREFERENCE SHARE

(OCTOBER 31, 2024)

Ordinary shares



Basis: 65,500,000 ordinary shares

Characteristics:

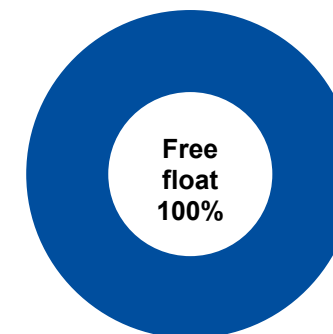
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

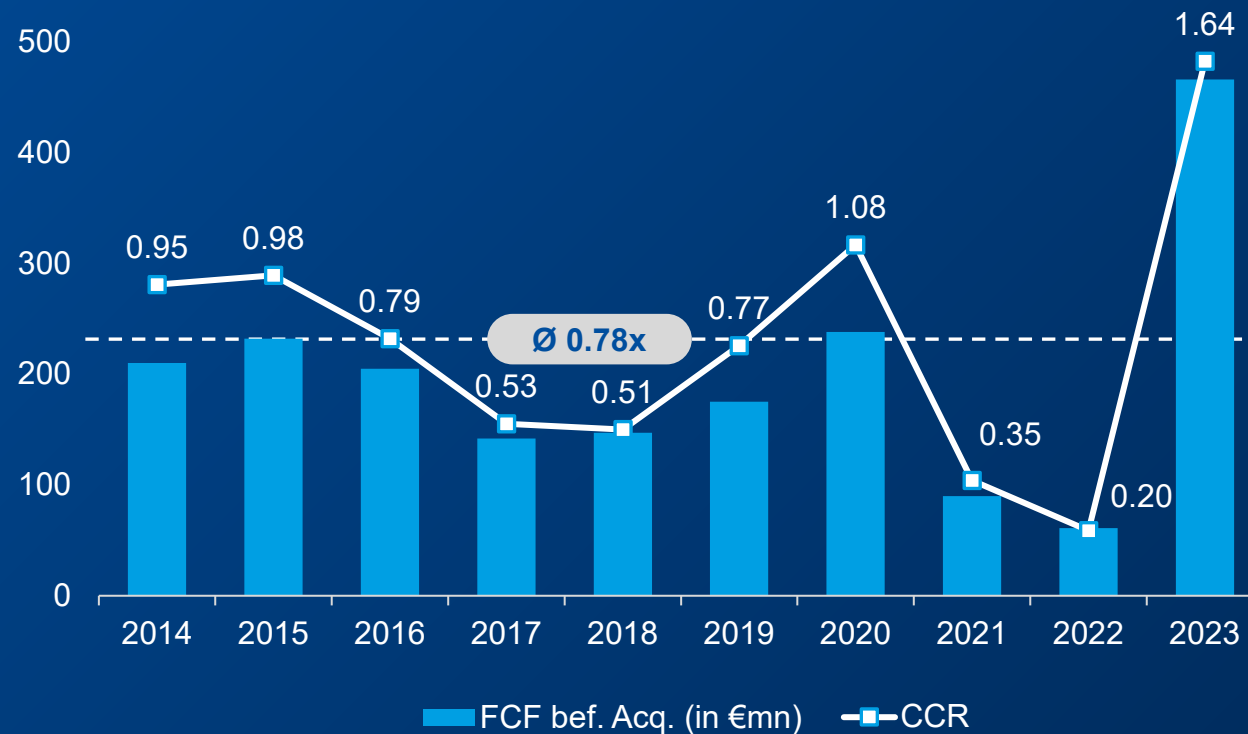
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

FCF CONVERSION¹ WITH STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD

(in € mn)



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

FCF LEVERS GOING FORWARD

Free Cash Flow

~ €2.0bn Total cash generation
(2014-2023)

Working Capital

Strict NOWC management: Current high level to come down with normalized cost inflation rates going forward

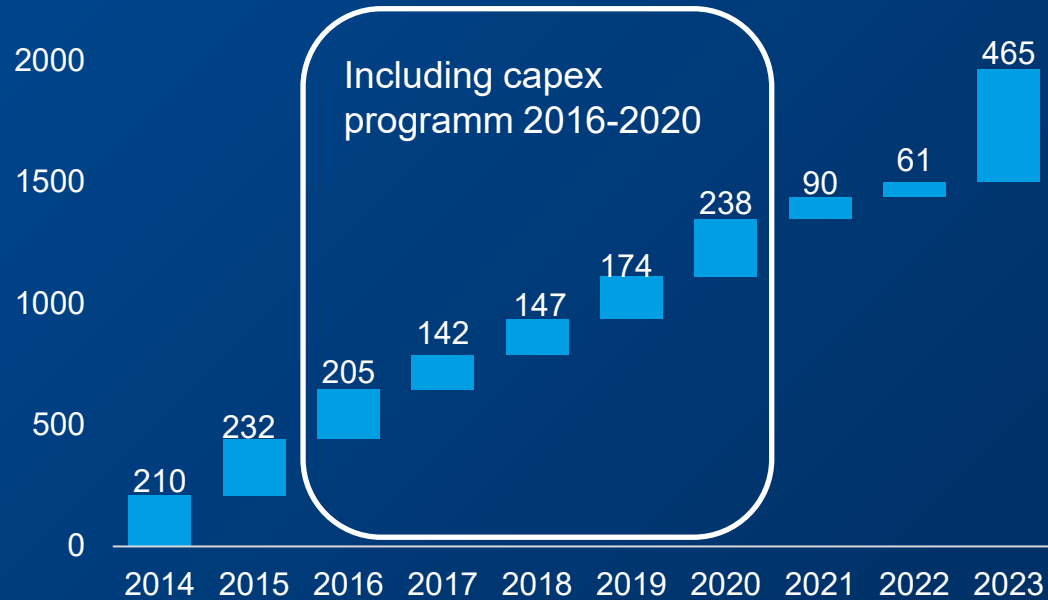
CAPEX

Maintain CAPEX on Depreciation & Amortization level of ~ €80mn

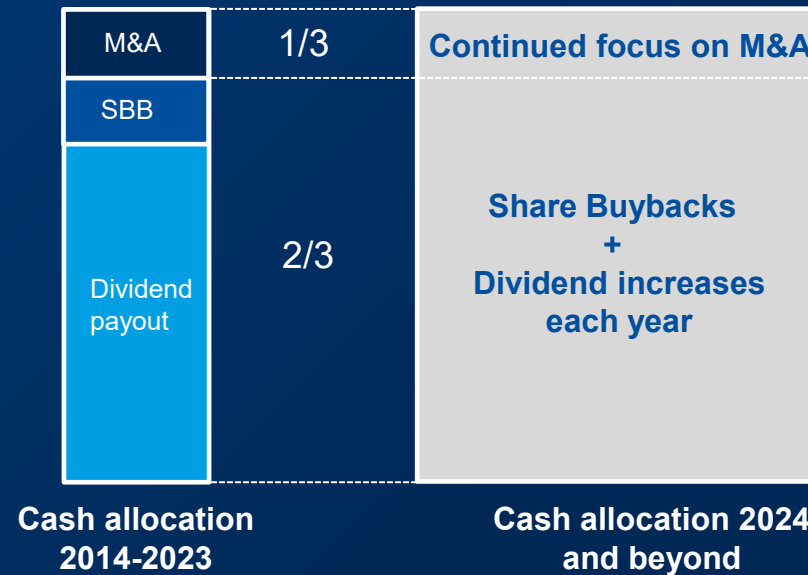
BALANCED CAPITAL ALLOCATION APPROACH

(in € mn)

Free Cash Flow

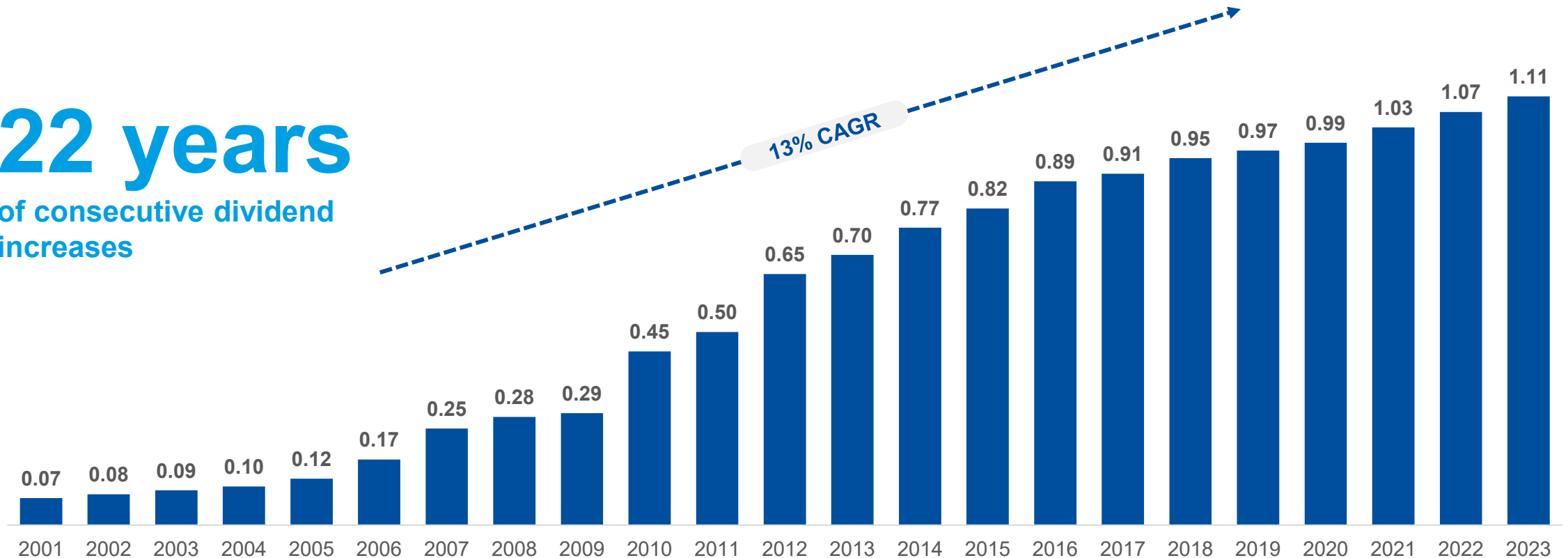


€ 2.0 bn



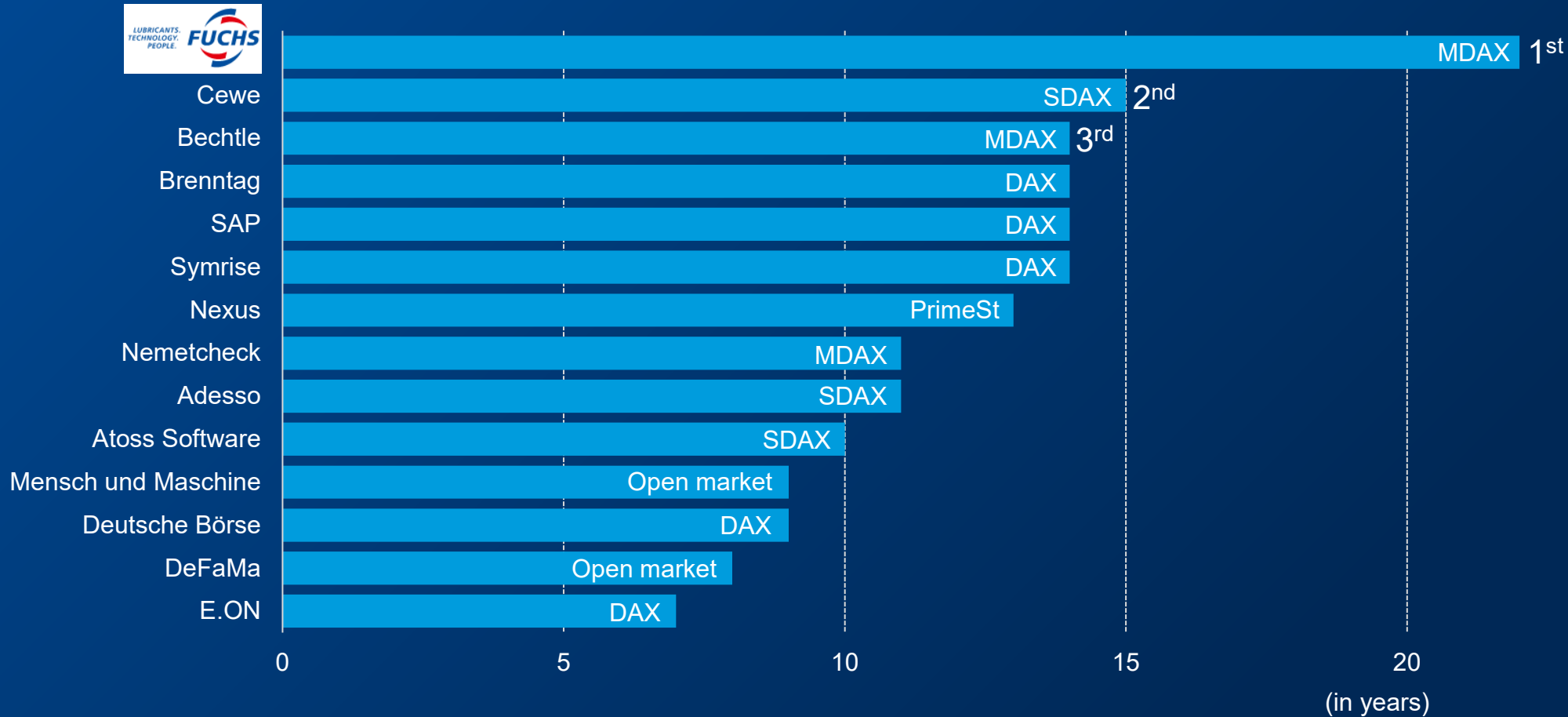
OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE

22 years
of consecutive dividend
increases



(Dividend paid per preference share in €)

FUCHS PREFERENCE SHARE IS THE LEADING DIVIDEND ARISTOCRAT (-CANDIDATE) IN GERMANY

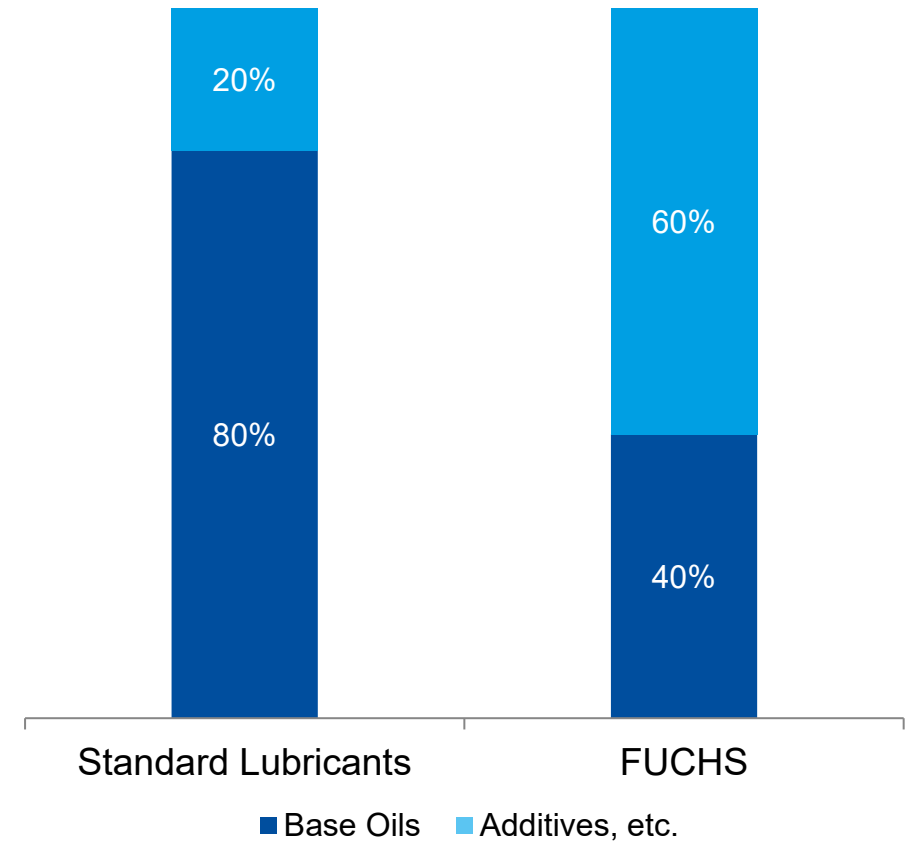


06 Appendix



Base oil / additives value split

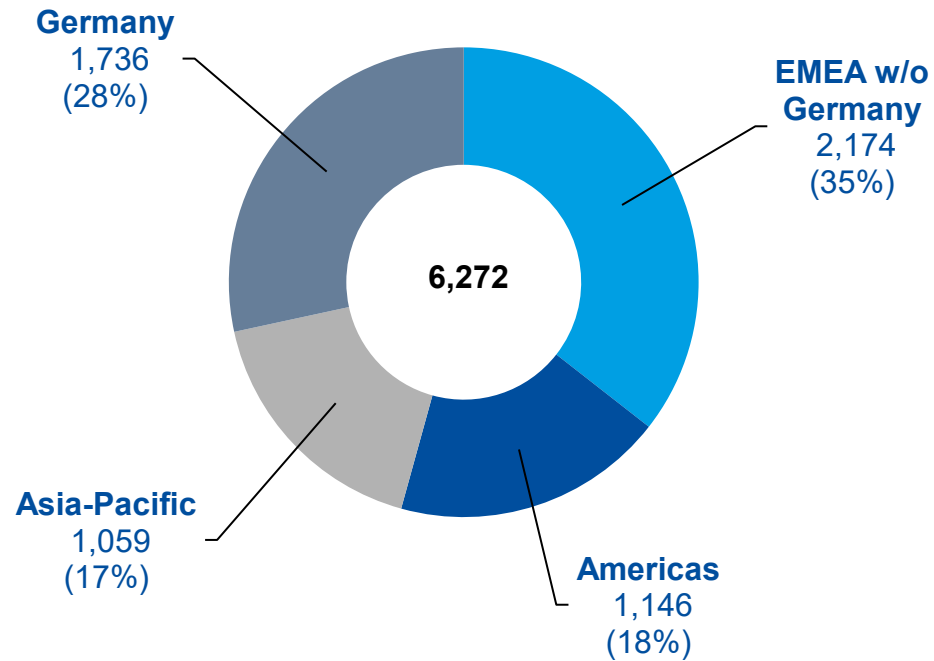
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



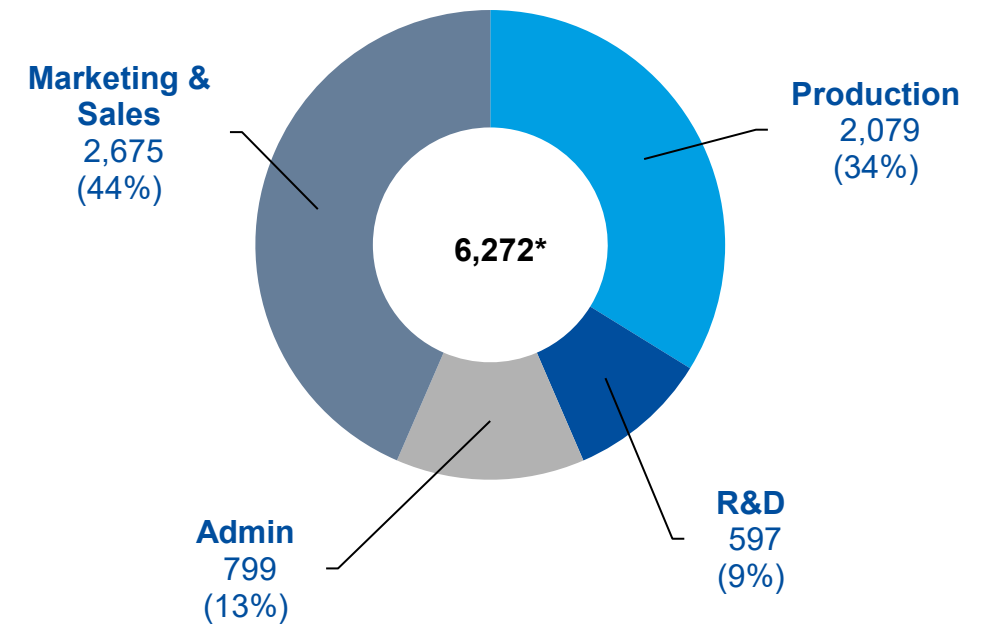
WORKFORCE STRUCTURE

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 cash flow	461	59	61	124	162	159	140	164	62	188	
Free cash flow 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



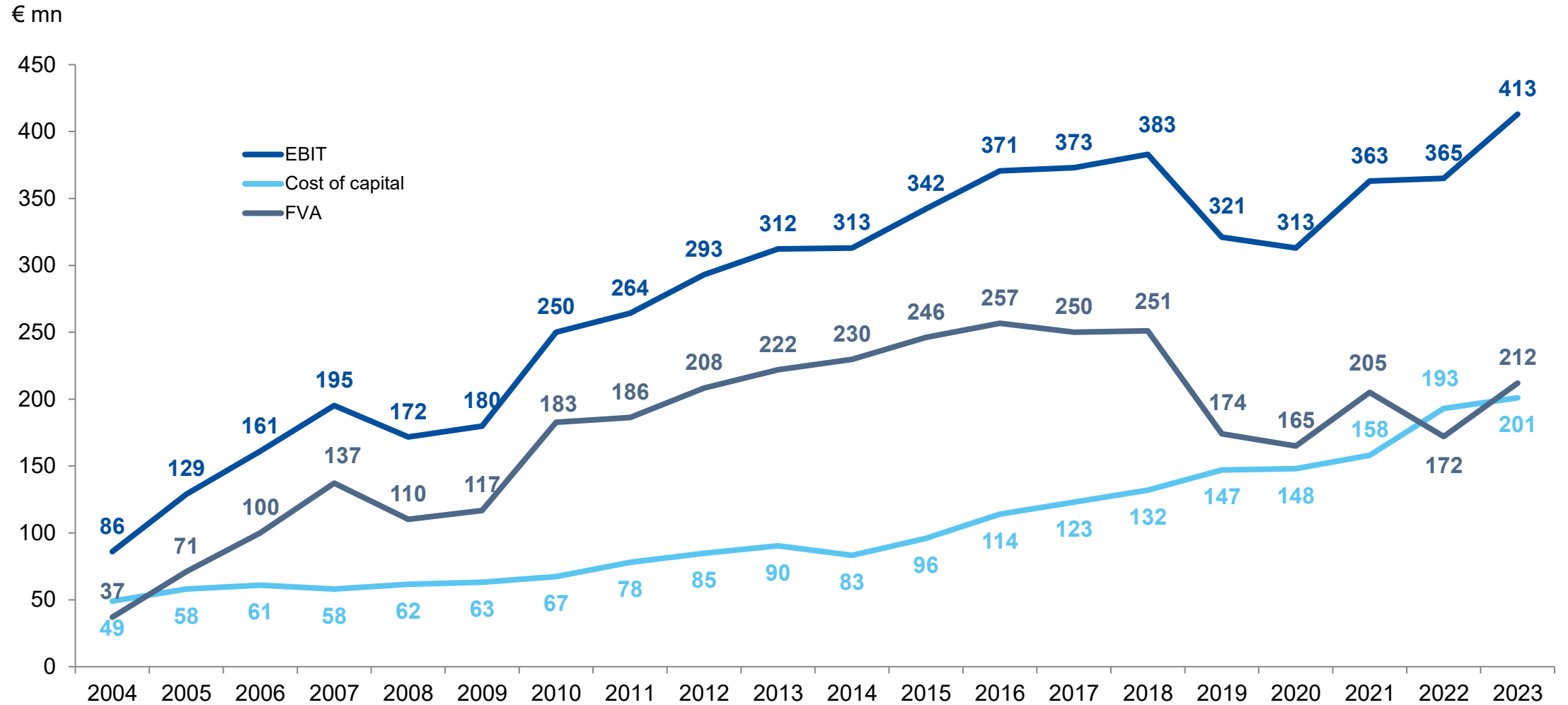
Absolute gate-to-gate CO₂ emissions from FUCHS companies were reduced 6.5% year-over-year.

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

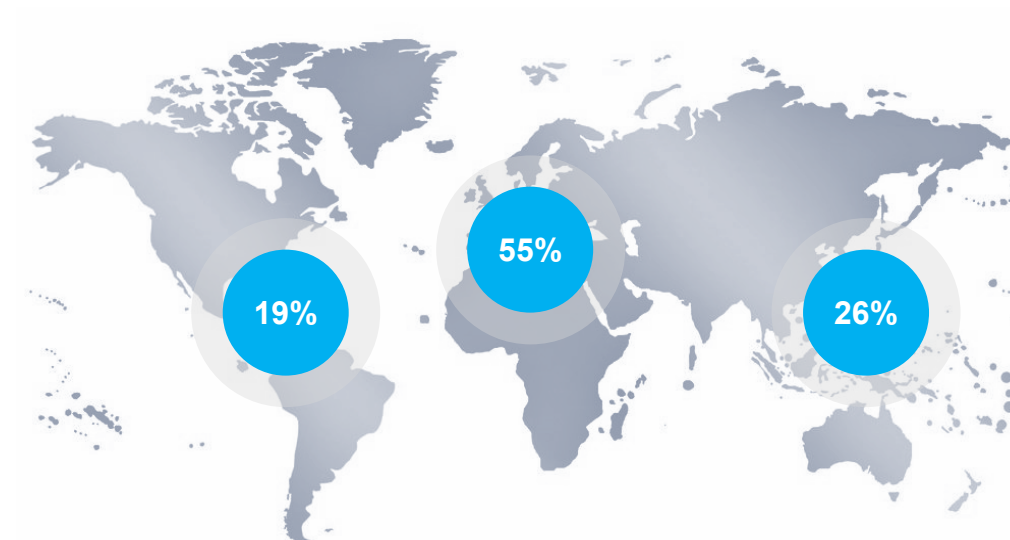


Cost of Capital = CE x WACC

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

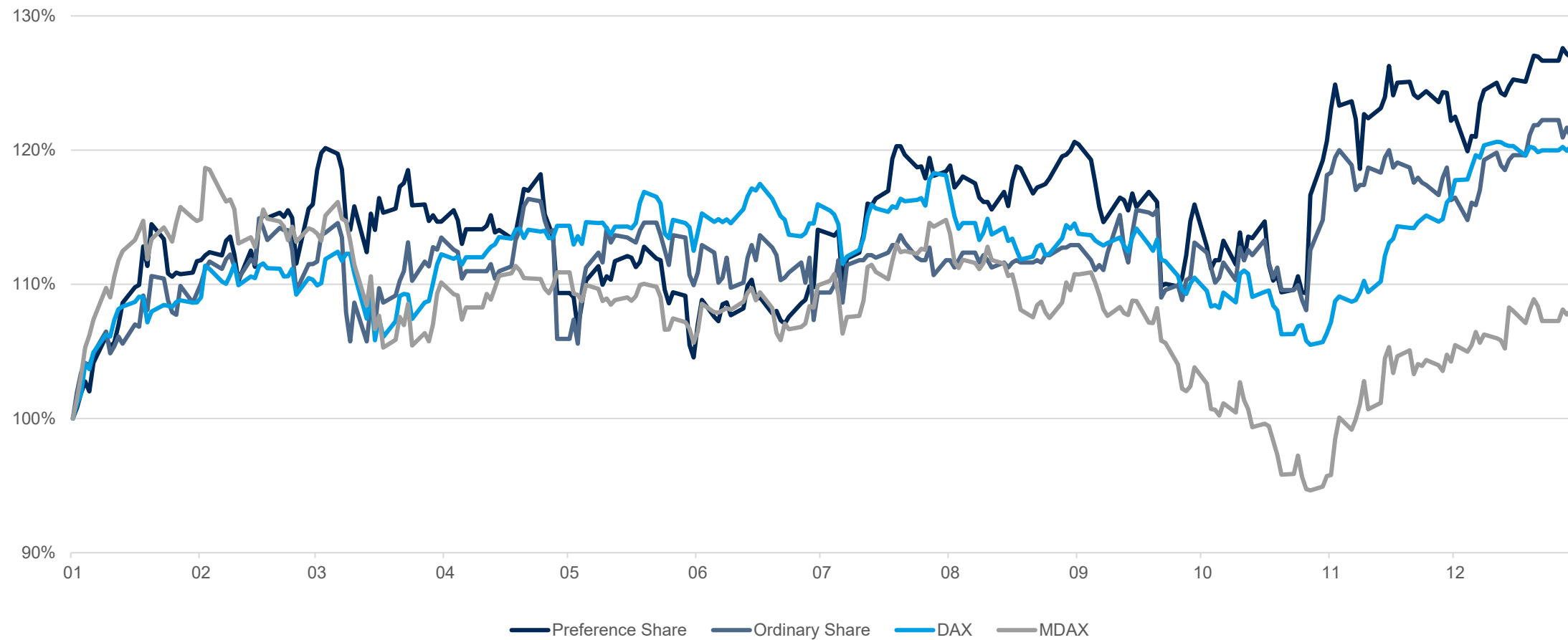


CASH FLOW FY 2023

€ 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	902	
Gross Profit	255	242	238	230	262	262	274	256	289	285	288	283	296	311	315	
<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	34.9	
Other function costs	-156	-154	-153	-148	-171	-175	-178	-174	-188	-190	-178	-183	-191	-201	-201	
EBIT before at Equity	99	88	85	82	91	87	96	82	101	95	110	100	105	110	114	
<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	12.6	
At Equity	2	2	3	2	2	0	4	3	2	2	3	0	2	1	2	
EBIT	101	90	88	84	93	87	100	85	103	97	113	100	107	111	116	
<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	12.9	
EBITDA	122	111	109	107	116	110	124	135	126	121	135	129	131	134	141	
<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	15.6	

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	517			245	240	254			167	174	170		
EBIT before at equity income	52	57	54			29	26	32			21	26	24		
<i>in % of sales</i>	10.2	11.0	10.4			11.8	10.8	12.6			12.6	14.9	14.1		
Income from at equity companies	2	1	2			-	-	-			-	-	-		
Segment earnings (EBIT)	54	58	56			29	26	32			21	26	24		
<i>in % of sales</i>	10.6	11.2	10.8			11.8	10.8	12.6			12.6	14.9	14.1		

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	517		
Δ Y-o-Y in %	15	17	23	21	19	15	2	-5	-10	0	-7	0	4		
Asia-Pacific	237	217	252	223	929	252	239	247	241	979	245	240	254		
Δ Y-o-Y in %	11	3	18	2	34	6	10	-2	8	5	-3	0	3		
Americas	141	159	182	171	653	181	171	171	164	687	167	174	170		
Δ Y-o-Y in %	27	41	52	35	39	28	8	-6	-4	5	-8	2	-1		
Holding/Consolidation	-51	-50	-56	-49	-206	-49	-39	-41	-37	-166	-46	-43	-39		
FUCHS Group	808	832	902	870	3,412	936	886	876	843	3,541	877	887	902		
Δ Y-o-Y in %	16	17	26	17	19	16	6	-3	-3	4	-6	1	3		

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	56		
Δ Y-o-Y in %	-10	-9	2	34	2	14	23	46	23	25	8	16	0		
Asia-Pacific	29	26	33	25	113	28	24	28	31	111	29	26	32		
Δ Y-o-Y in %	-15	-10	10	-14	-7	-1	-8	-15	24	-2	4	8	14		
Americas	17	18	24	18	77	19	20	23	17	79	21	26	24		
Δ Y-o-Y in %	6	20	29	29	28	12	11	-4	-6	3	11	30	4		
Holding/Consolidation	3	3	4	-5	5	6	4	6	-6	10	3	1	4		
FUCHS Group	93	87	100	85	365	103	97	113	100	413	107	110	116		
Δ Y-o-Y in %	-8	-3	14	1	1	11	11	13	18	13	4	13	3		

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	-7	0	2		
Asia-Pacific	5	-5	8	2	3	9	19	11	15	13	3	3	2		
Americas	18	25	32	26	25	25	13	4	15	14	-2	4	2		
FUCHS Group	12	11	19	16	15	17	12	4	3	9	-3	1	2		

External Growth (in %)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	-	-	-	-	1		
Asia-Pacific	-	-	-	-	-	-	-	-	-	-	-	-	0		
Americas	-	-	-	-	-	-	-	-	-	-	-	-	1		
FUCHS Group	0	0	0	0	0	0	0	0	0	0	0	0	1		

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	0	0	1		
Asia-Pacific	6	7	10	-	6	-3	-9	-13	-7	-8	-6	-5	0		
Americas	9	13	20	-9	14	3	-5	-10	-19	-8	-6	-4	-3		
FUCHS Group	4	5	7	1	4	-1	-5	-7	-7	-5	-3	-9	0		

Supervisory Board of FUCHS SE



Dr. Christoph Loos
Chairman



Dr. Susanne Fuchs
Deputy Chairwoman



Ingeborg Neumann
Chairwoman of the Audit Committee



Dr. Markus Steilemann



Jens Lehfeldt
Employee Representative



Cornelia Stahlschmidt
Employee Representative

Executive Board of FUCHS SE



Stefan Fuchs
CEO

- Human Resources
- Corporate Marketing
- Communication
- Strategy



Dr. Timo Reister
Deputy CEO

- Asia-Pacific
- Americas
- OEM Division
- Automotive
- Aftermarket Division
- Mining Division



Isabelle Adelt
CFO

- Finance & Controlling
- Digitalization
- Legal & Compliance
- Internal Audit & Governance
- Investor Relations
- Taxes



Dr. Sebastian Heiner
CTO

- R&D
- Product Management
- Procurement
- Operations
- Sustainability
- Management Systems
- EH&S



Dr. Ralph Rheinboldt

- EMEA
- Industry Division
- Specialties Division

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

DOWNLOAD: KEY DOCUMENTS FOR OUR SHAREHOLDERS



Our added value

- ✓ Transparency
- ✓ Shareholder-oriented
- ✓ Well informed

[H1 2024
Factsheet](#)

[Financial
Reports](#)

[Analyst
Call PPT](#)

[Annual
Report
2023](#)

[Dividend
history](#)

[Ad hoc
releases](#)

Click & Download

FINANCIAL CALENDAR & CONTACT

Financial Calendar 2025

March 21, 2025	Annual Report 2024
April 30, 2025	Quarterly Statement Q1 2025
May 7, 2025	Annual General Meeting
July 31, 2025	Half-year Financial Statement
October 31, 2025	Quarterly Statement 9M 2025

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

Investor Relations Contact

FUCHS SE

Einsteinstr. 11
68169 Mannheim
Phone: +49 (0) 621 3802-1110
www.fuchs.com/group/investor-relations



Lutz Ackermann
Head of Investor Relations
lutz.ackermann@fuchs.com



Niclas Neff
Manager Investor Relations
niclas.neff@fuchs.com



Theresa Landau
Specialist Investor Relations
theresa.landau@fuchs.com

DISCLAIMER

The information contained in this presentation is for background purposes only and is subject to amendment, revision and updating. Certain statements and information contained in this presentation may relate to future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties. In addition to statements which are forward-looking by reason of context, including without limitation, statements referring to risk limitations, operational profitability, financial strength, performance targets, profitable growth opportunities, and risk adequate pricing, other words such as "may, will, should, expects, plans, intends, anticipates, believes, estimates, predicts, or continue", "potential, future, or further", and similar expressions identify forward-looking statements.

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

The company does not undertake any obligation to update or revise any statements contained in this presentation, whether as a result of new information, future events or otherwise. In particular, you should not place undue reliance on forward-looking statements, which speak only as of the date of this presentation.