

# FUCHS GROUP

## Investor Presentation

May 2025





# Agenda

**01 | Business Model**

**02 | Financial Results Q1 2025**

**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 2024

Around **6,700**  
employees

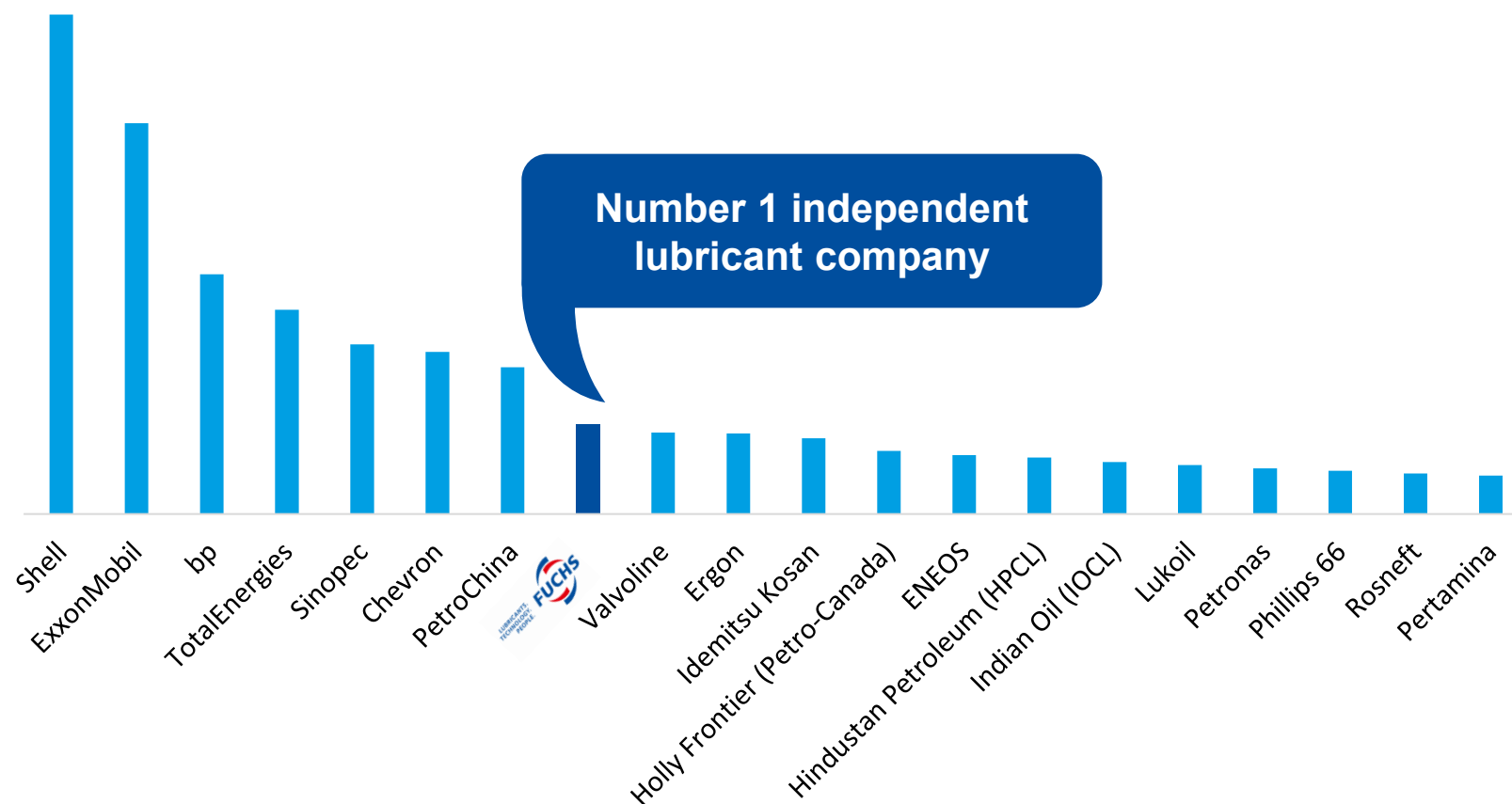
Preference share is listed  
in the MDAX

**71** companies worldwide

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



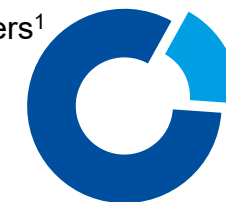
# THE LEADING INDEPENDENT LUBRICANTS COMPANY



## Manufacturers

Independent lubricant manufacturers<sup>1</sup> >700

Major oil companies >100

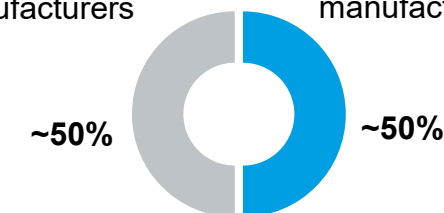


- High degree of fragmentation
- Concentration especially amongst smaller companies

## Market Shares

>700 manufacturers

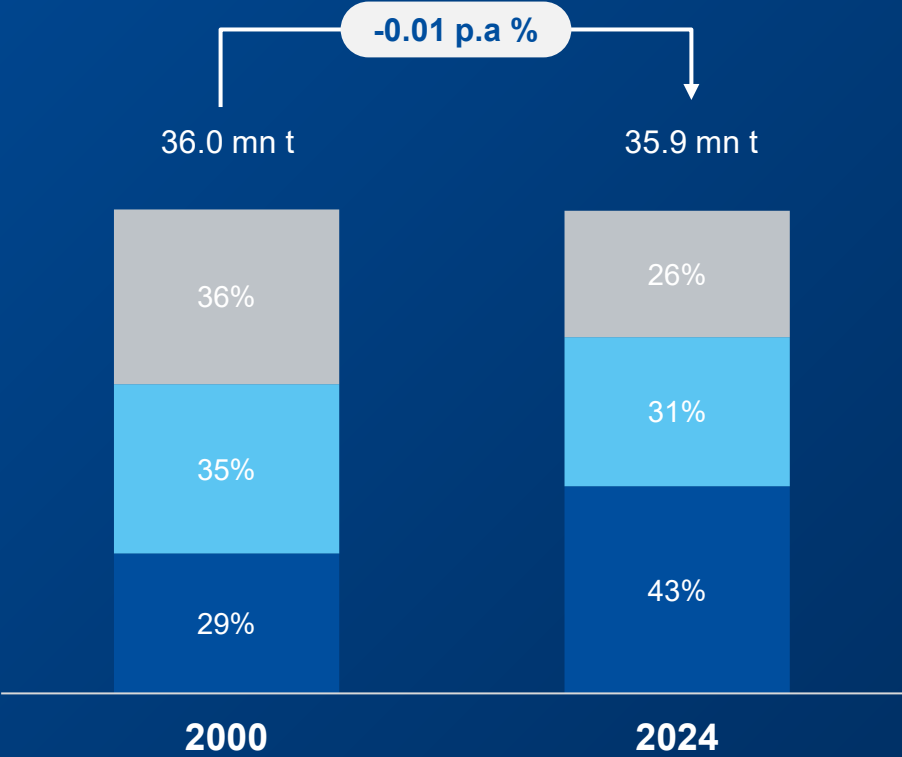
Top 10 manufacturers



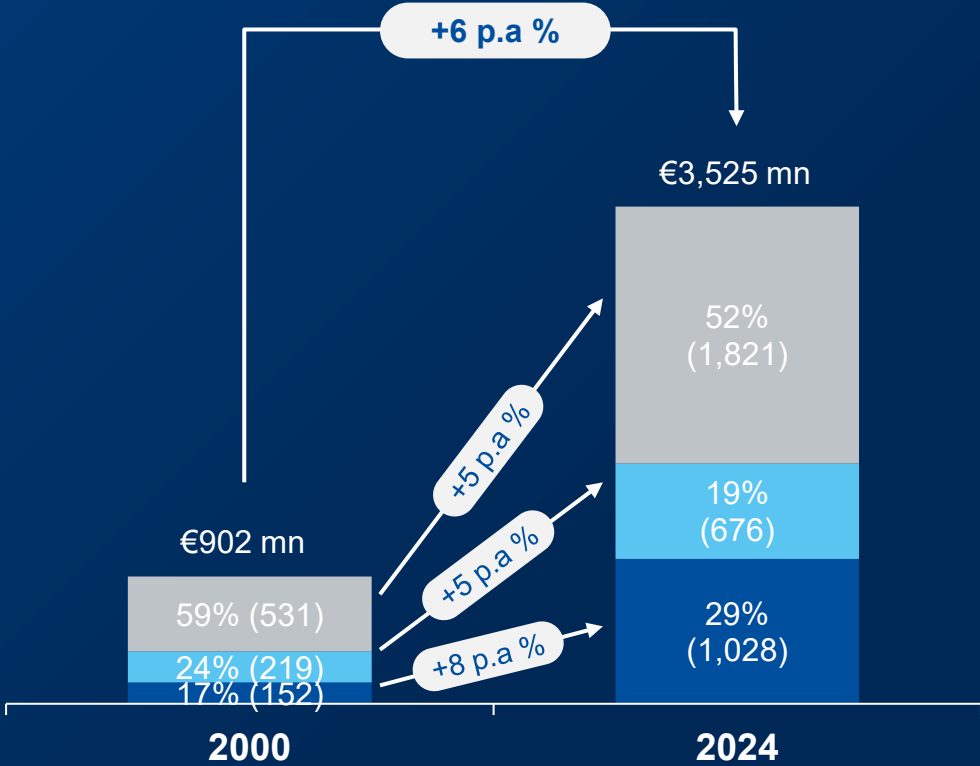
<sup>1</sup> > 1000 tons

# 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



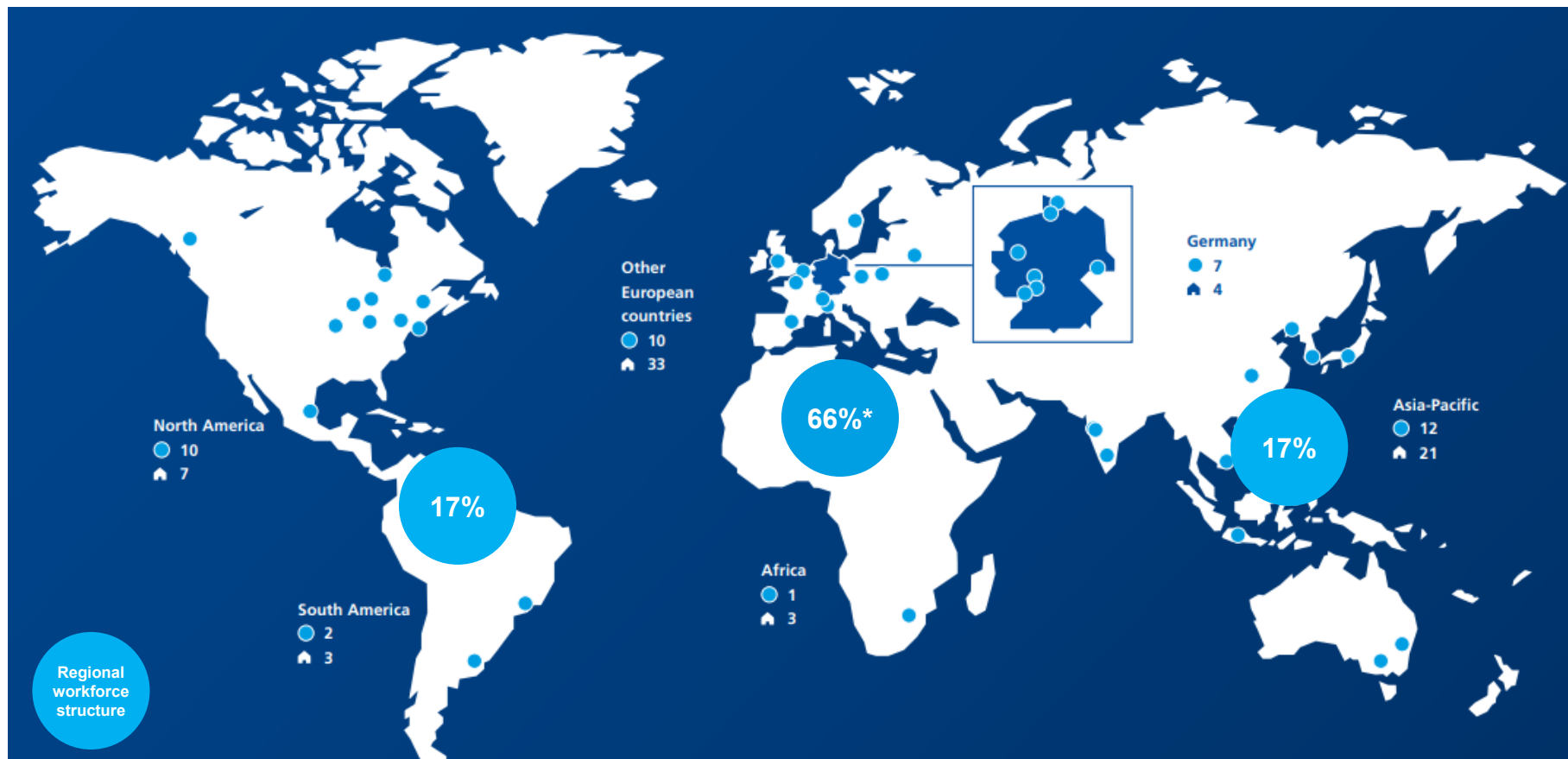
Global presence, R&D strength,  
know-how transfer, speed

Advantage over  
major oil companies

Advantage over other  
independent companies

# WE ARE WHERE OUR CUSTOMERS ARE

## IN OVER 50 COUNTRIES



### GROUP COMPANY AND PRODUCTION LOCATIONS

- 42 Production locations
- 🏠 71 Operating companies

As at December 31, 2024

\*incl. Holding



# FULL-LINE SUPPLIER ADVANTAGE

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

**Sales 2024: €3.5 bn**

(~75% international)  
by customer location

## Automotive Lubricants ~44%

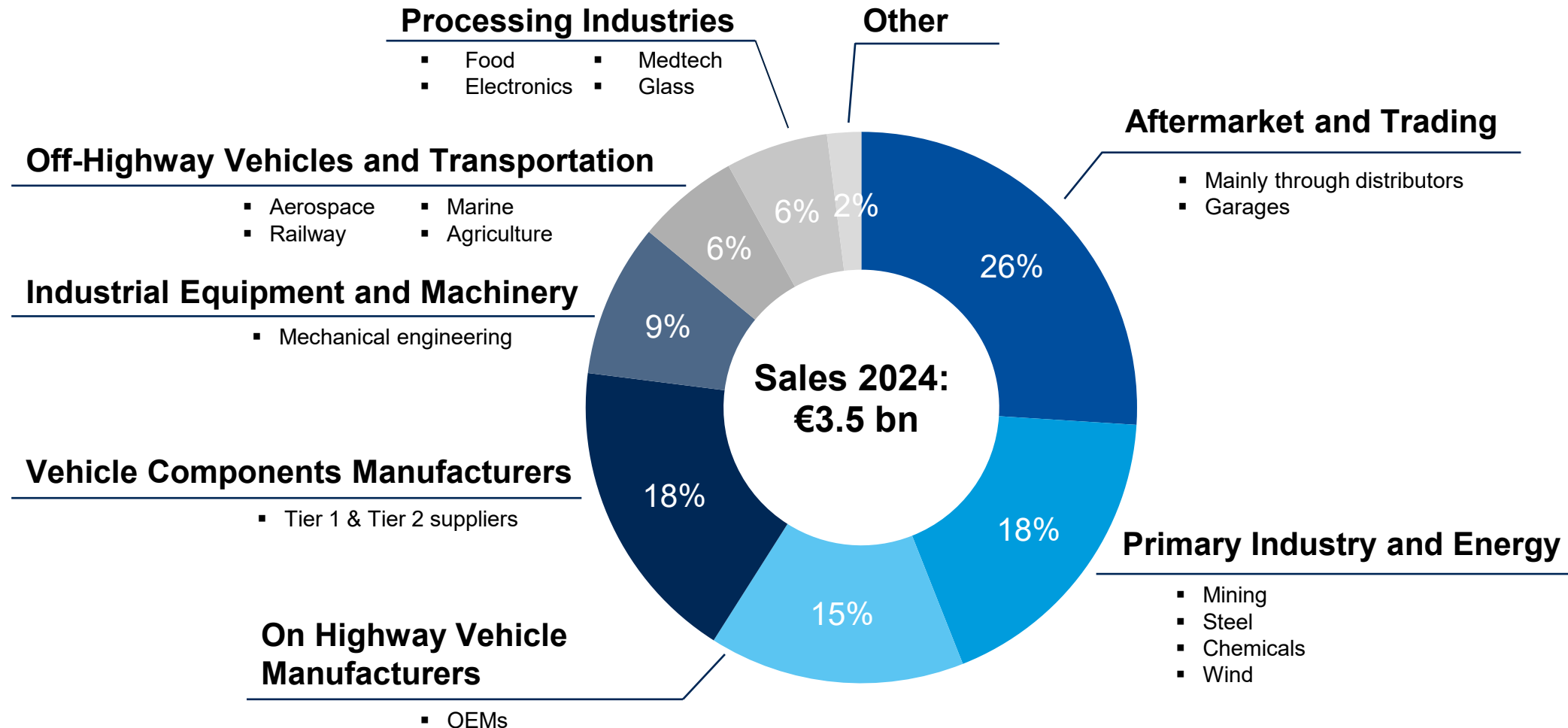
- Engine oils
- Gear and transmission oils
- Hydraulic oils
- Biodegradable lubricants
- Antifreeze
- Greases (For Axles, E-Motor/Hybrid Module, Contact grease for electronic connections, etc.)
- BluEV (DriveFluid, Motor Grease, Thermal fluids)
- Etc.

## Industrial Lubricants ~56%

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

# WELL BALANCED CUSTOMER STRUCTURE

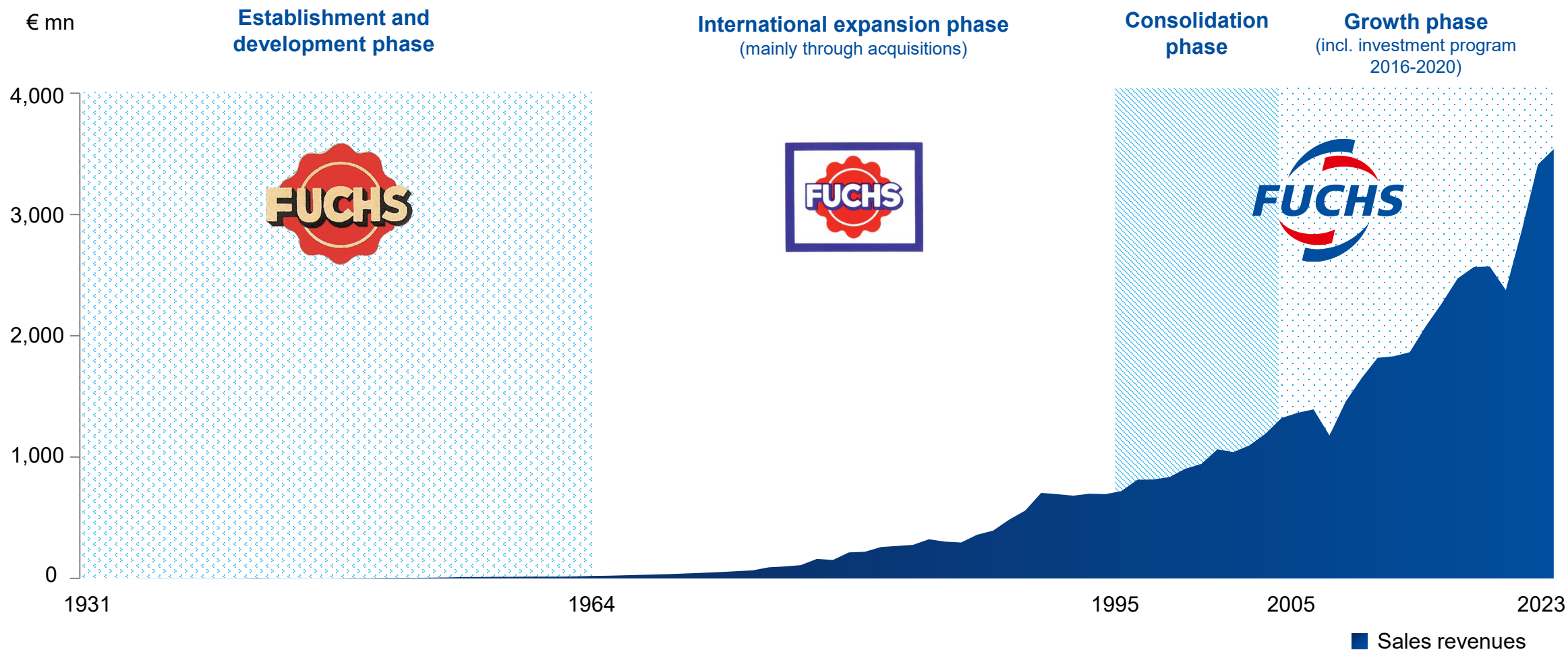
TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES





# TRADITION AND GROWTH

## SINCE 1931



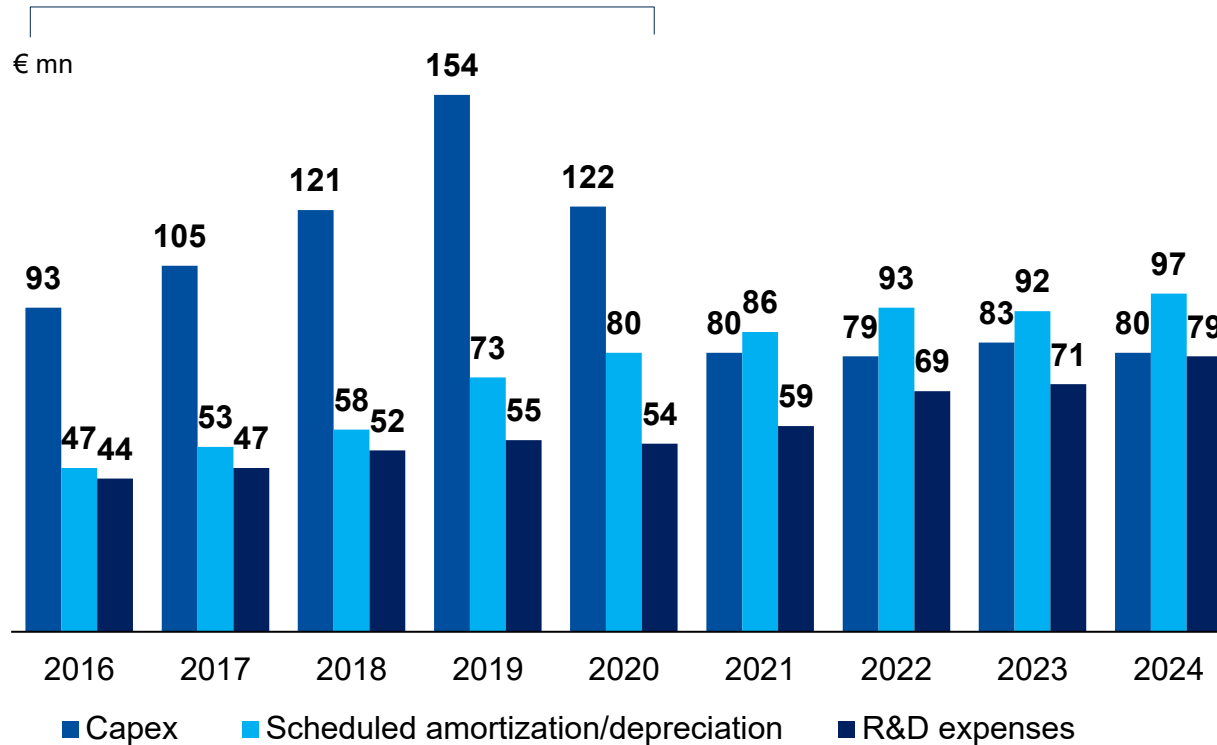
# INVESTMENT IN THE FUTURE

CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISHED

## Five year growth initiative

... with a clear investment focus on:

2016 – 2020: €595 mn Capex



### 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

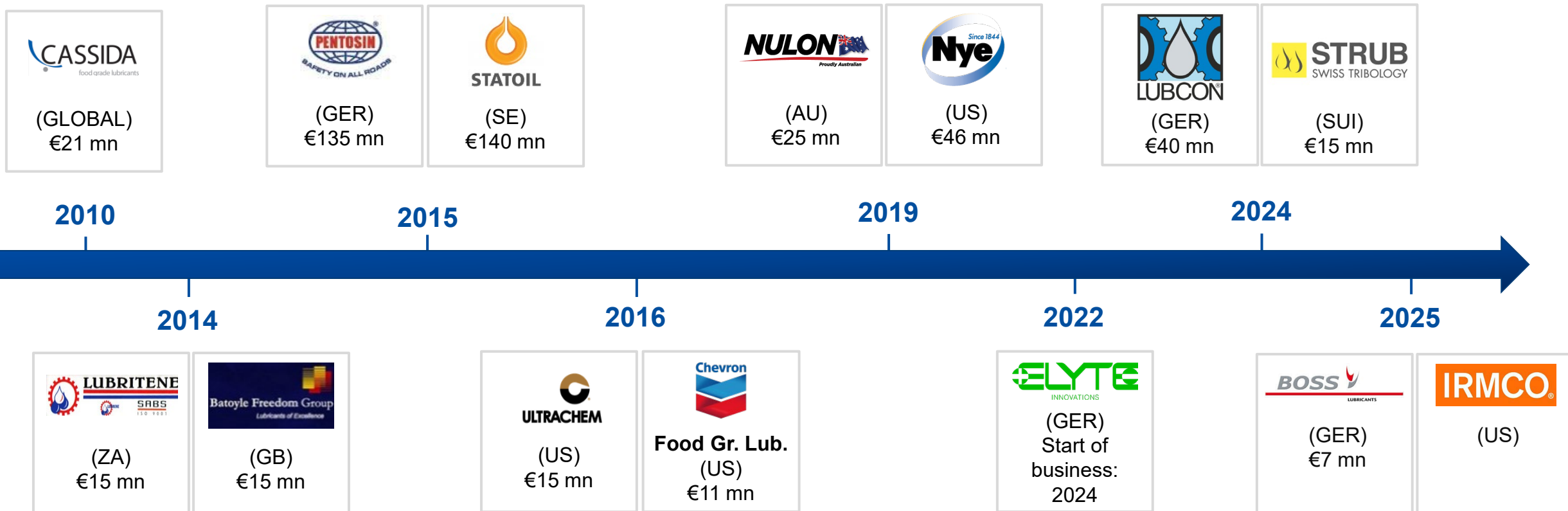
### Innovation

- 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 ACQUISITION OF LUBCON

MAINTAL, GERMANY



*Member of the FUCHS Group*

- Strong market position in the specialties segment, focus on high-performance specialty lubricants
- Expansion of existing key markets and diversification into new segments
- Strengthening of global footprint
- Sales revenues around €40 mn with 13 operating companies, 5 production sites and over 200 employees



## ACQUISITION OF STRUB REIDEN, SWITZERLAND



- Strong market position with production in Switzerland; focus on industrial lubricants and specialties
- STRUB gives FUCHS a basis in Switzerland for bundling existing business (LUBCON, exports etc.)
- Sales revenues approx. €15 mn with 40 employees

# ACQUISITION OF BOSS LUBRICANTS

ALBSTADT, GERMANY



- Strong market position; focus on specialty lubricants
- Addition of further expertise in the markets of medical and safety technology
- Sales revenues approx. €7 mn with 20 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 Q1 2025



# HIGHLIGHTS Q1 2025

FUCHS WITH A GOOD START TO 2025 IN A CHALLENGING MARKET ENVIRONMENT

**€924 mn**

Sales up 5% yoy

**€108 mn**

EBIT up 1% yoy

**€17 mn**

FCF bef. acq.  
higher €2 mn yoy

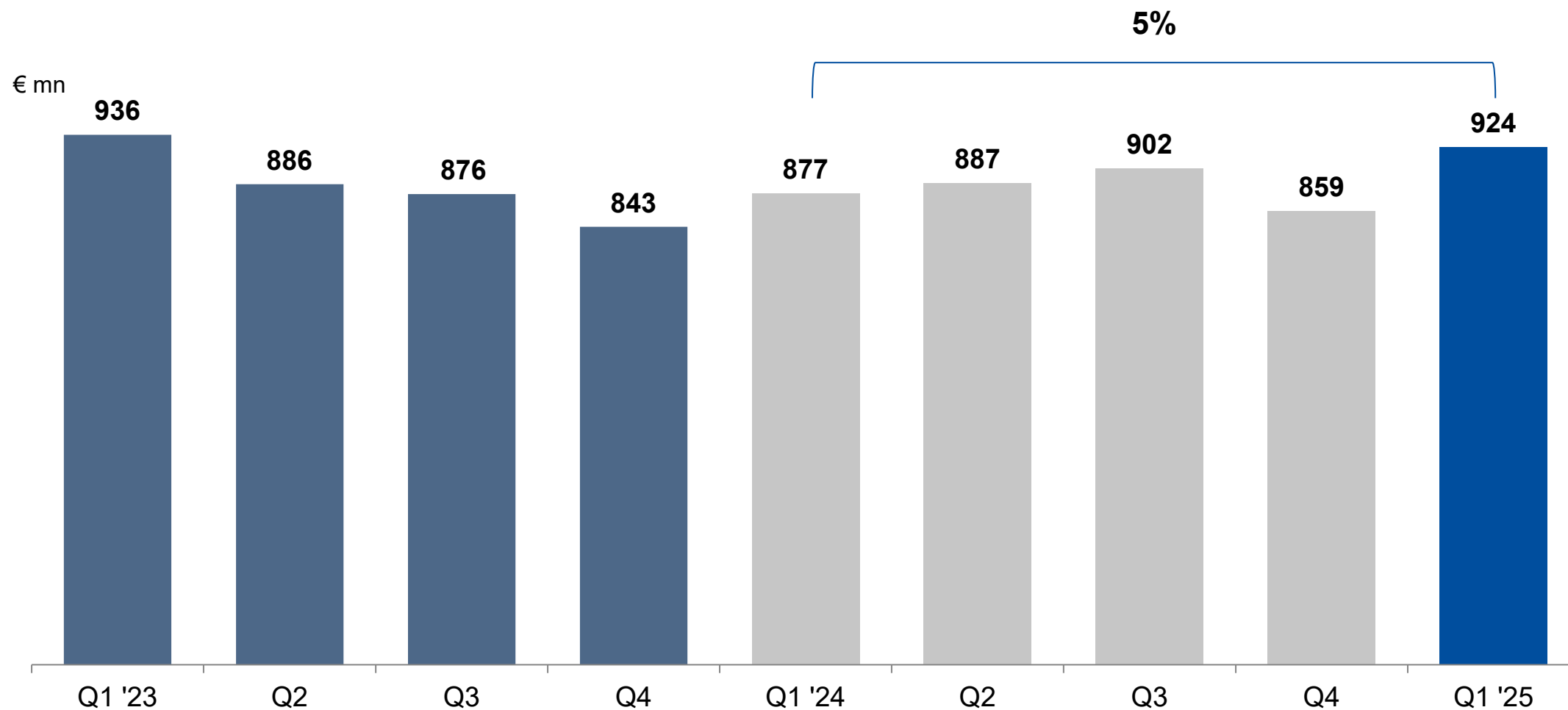
## Q1 2025

- Sales driven by business expansion and external growth
- Gross margin at 34.3% (33.8), well above previous year's figure
- EBIT margin slightly lower at 11.7% (12.2%) due to temporarily higher other function costs
- FCF bef. acq. slightly higher despite higher capex
- EPS €0.59 per pref. share and per ord. share 2% up yoy

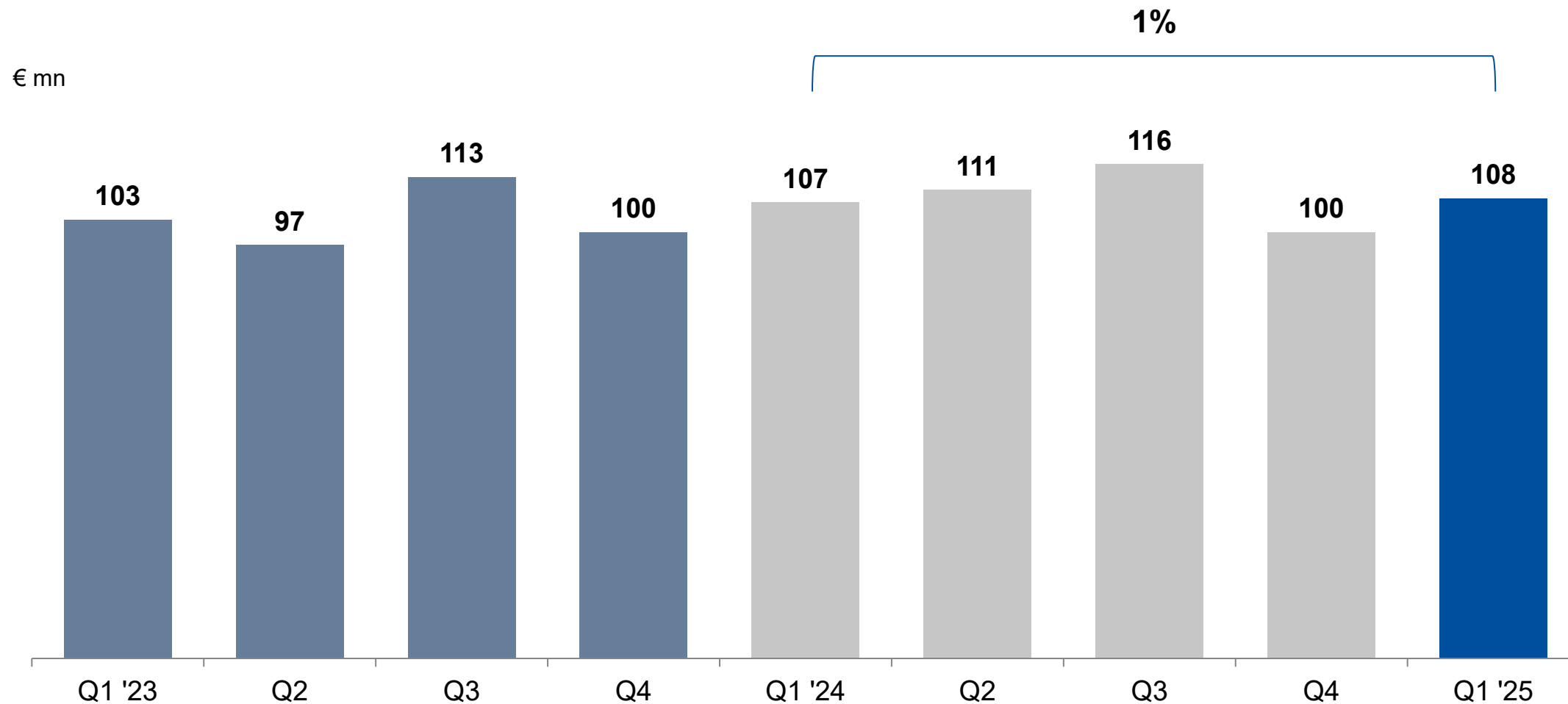
## Confirmation of Outlook FY 2025

- Sales: ~ €3.7 bn
- EBIT: ~ €460 mn
- FVA: ~ €260 mn
- FCF bef. acq.: ~ €260 mn

# SALES DEVELOPMENT

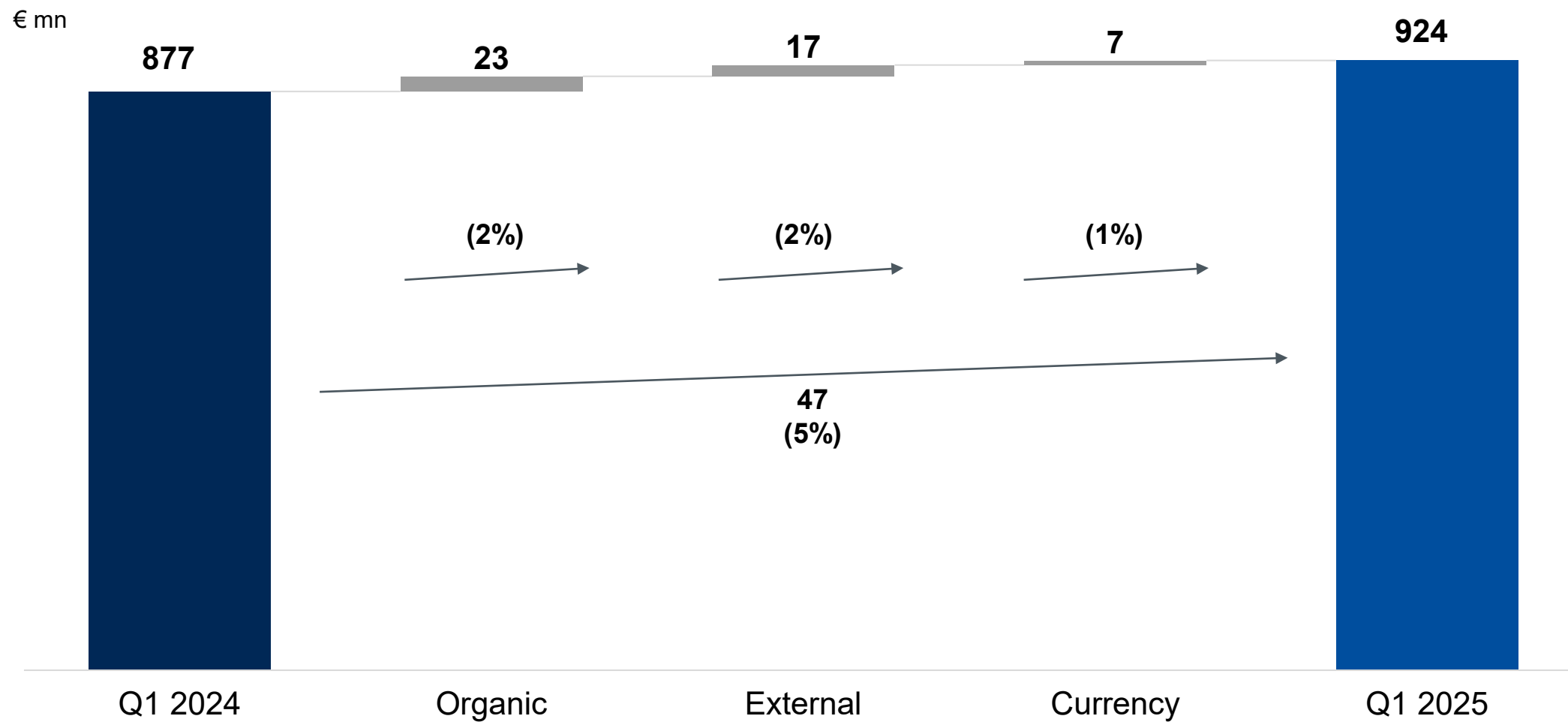


# EBIT DEVELOPMENT





# Q1 2025 GROUP SALES



# Q1 2025 KPI SUMMARY

KPI in € mn	Q1 2025	Q1 2024
<b>Sales</b>	<b>924</b>	<b>877</b>
Cost of sales	-607	-581
<b>Gross profit</b>	<b>317</b>	<b>296</b>
Other function costs	-211	-191
<b>EBIT bef. at Equity</b>	<b>106</b>	<b>105</b>
<b>EBIT</b>	<b>108</b>	<b>107</b>
Capex	-18	-16
Change of NOWC	-64	-67
<b>FCF bef. acq.</b>	<b>17</b>	<b>15</b>

- Sales up 5% year over year due to positive business development and external growth
- Gross margin at 34.3%, well above previous year's figure of 33.8% driven by mix effects
- Other function costs higher by 10% due to acquisitions, one-time startup costs for large customer business, inflation-driven wage adjustments and volume-related freight cost increases
- EBIT up 1% year over year; EBIT margin at 11.7% vs. 12.2% in the prior-year period
- Capex stable year over year
- NOWC build-up on prior year level
- FCF bef. acq. higher vs. prior-year

## EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	Q1 2025	Q1 2024
<b>Sales</b>	<b>522</b>	<b>511</b>
Organic growth	-6 (-1%)	-40 (-7%)
External growth	14 (2%)	-
FX effects	3 (1%)	-1 (0%)
<b>EBIT bef. at Equity</b>	<b>50</b>	<b>52</b>
<b>EBIT</b>	<b>52</b>	<b>54</b>

- Sales up 2% year over year; external growth offsets organic decline in challenging environment
- External growth through the acquisition of LUBCON and STRUB in the second half of 2024, and BOSS at the beginning of 2025
- EBIT down 4% year over year; most countries with subdued start to the year; South Africa continues its upward trend
- Positive currency effects from Poland, the United Kingdom, and South Africa

KPI in € mn	Q1 2025	Q1 2024
<b>Sales</b>	<b>264</b>	<b>245</b>
Organic growth	16 (7%)	7 (3%)
External growth	1 (0%)	-
FX effects	2 (1%)	-14 (-6%)
<b>EBIT bef. at Equity</b>	<b>33</b>	<b>29</b>
<b>EBIT</b>	<b>33</b>	<b>29</b>

- Sales up 8% year over year mainly driven by business growth
- Strong business performance in China overcompensates price adjustments; India and Australia with positive development
- EBIT up 14% due to strong performance from China and India
- Slightly positive currency effects from China

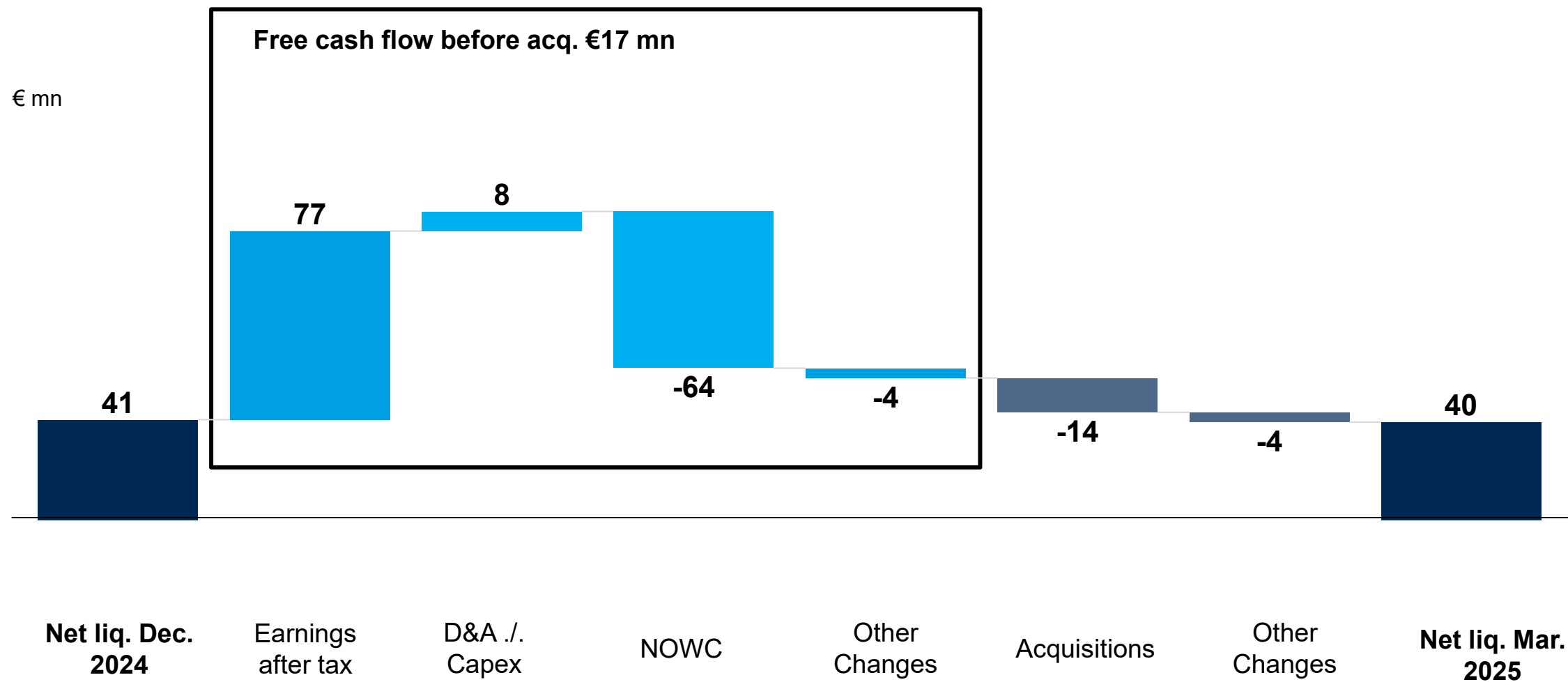


# NORTH AND SOUTH AMERICA

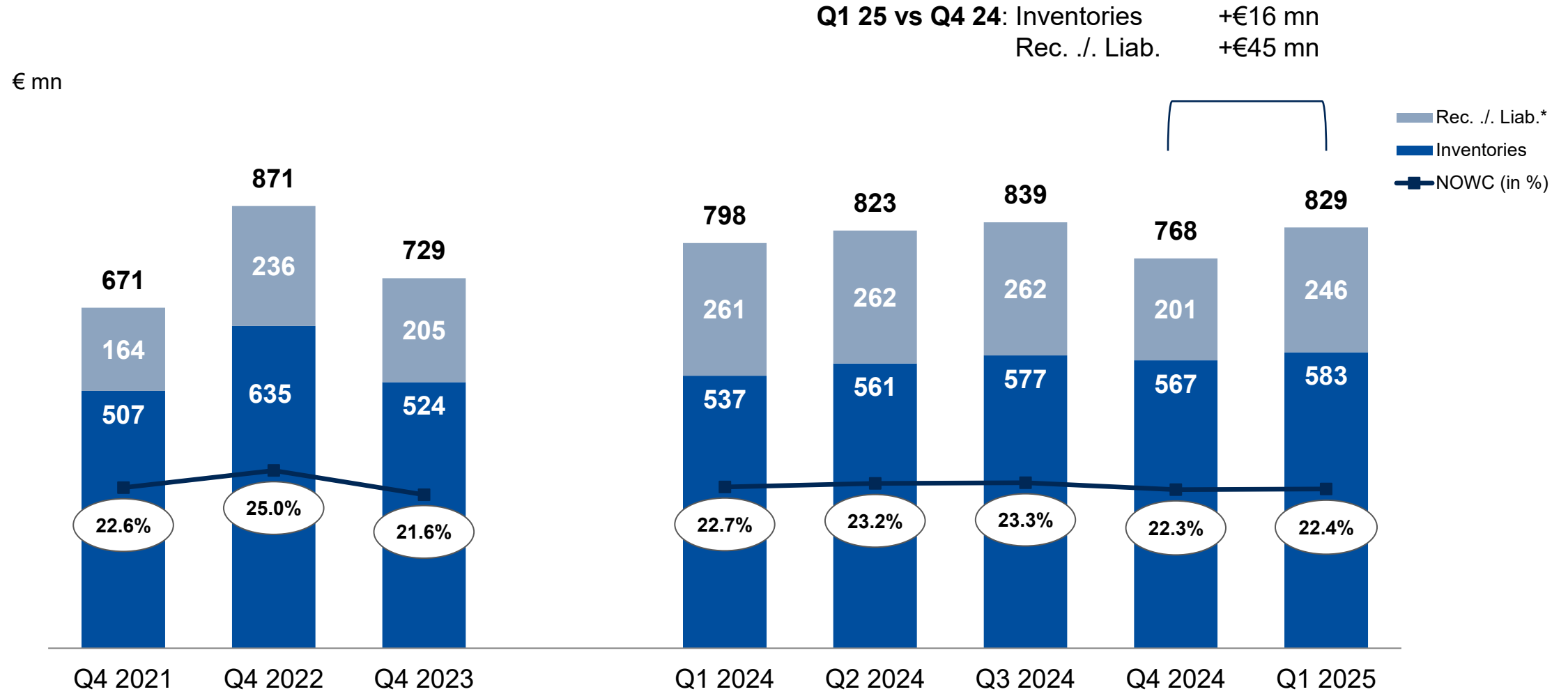
KPI in € mn	Q1 2025	Q1 2024
<b>Sales</b>	<b>183</b>	<b>167</b>
Organic growth	12 (8%)	-3 (-2%)
External growth	2 (1%)	-
FX effects	2 (1%)	-11 (-6%)
<b>EBIT bef. at Equity</b>	<b>21</b>	<b>21</b>
<b>EBIT</b>	<b>21</b>	<b>21</b>

- Sales up 10% year over year due positive business performance of North and South America at the beginning of the year and external growth
- Strong US dollar offsets the effects of the devaluation of the Brazilian real and the Argentinian peso
- EBIT in line with previous year; continued challenging economic environment in South America offsets earnings growth in North America
- Slightly positive currency effects from North America

# NET LIQUIDITY



# NET OPERATING WORKING CAPITAL (NOWC)



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

# DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q1

Q2 and beyond

**Base  
Oils**

**On average, steady price  
development throughout the  
quarter**

**No price changes to be  
expected from  
supply/demand, however  
potential impact from tariffs  
as well as foreign exchange  
rates**

**Additives**

**Stable pricing and supply**



# OUTLOOK MARKING A STEP TOWARDS FUCHS2025 TARGET

KPI* in € mn	2024	March, 21 <sup>st</sup> 2025	April, 30 <sup>th</sup> : Confirming outlook from March, 21 <sup>st</sup>
Sales	3,525	~ 3,700	~5% sales growth mainly volume-driven, assuming mostly stable prices
EBIT	434	~ 460	Strict cost management vs. higher personnel- and digitalization cost
FVA	245	~ 260	Higher earnings vs. higher capital employed
FCF bef. acq.	306	~ 260	Higher earnings but higher NOWC – cash conversion rate at 0.8x

\* The impact of the ongoing tense geopolitical situation on the global economy and FUCHS cannot be reliably estimated. 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

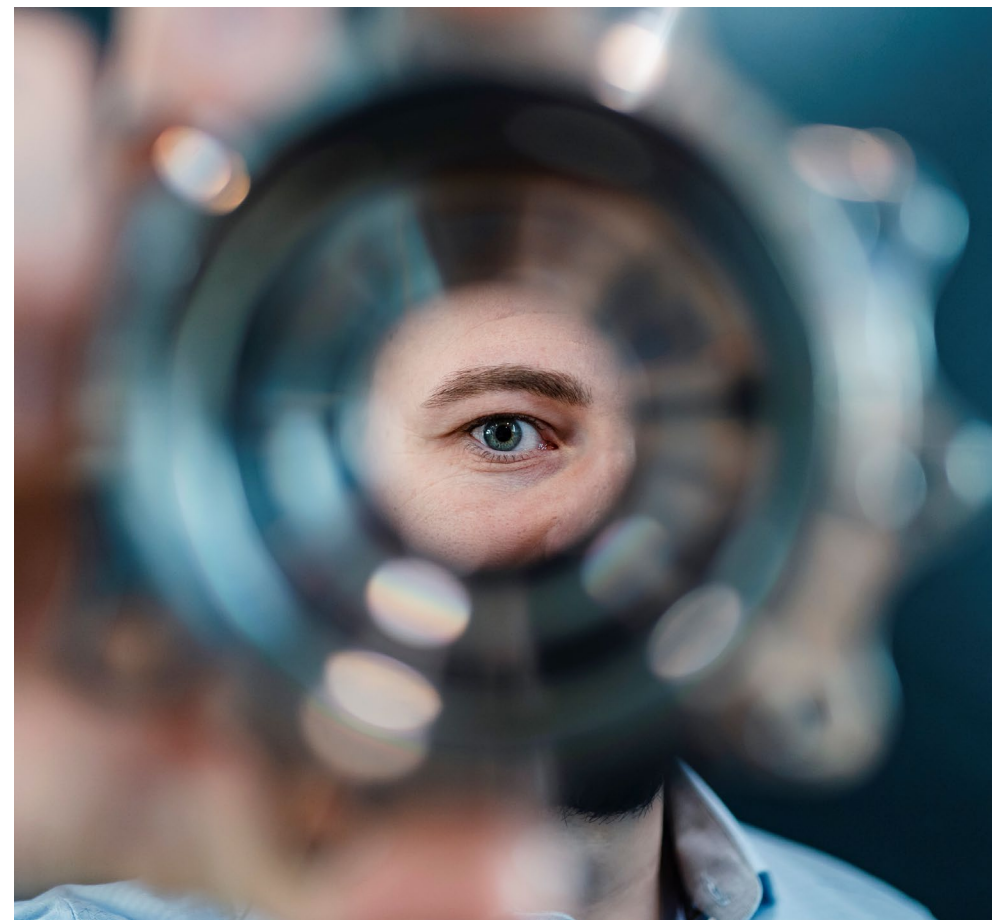


Trust, Creating Values,  
Respect, Reliability,  
Integrity

## PURPOSE



**MOVING  
YOUR  
WORLD**





## Culture

High performance, open feedback & hierarchy-free communication



## Strategy

Topline growth based on market segmentation



## Structure

Organizational set-up & new positions







# FUCHS2025

## HIGHLIGHTS



### Operational Excellence

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



### Customer & Market Focus

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



### Technology Leadership

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



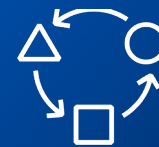
### Global Strength

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



### People & Organization

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



### Sustainability

- CO<sub>2</sub>-neutrality “gate-to-gate” since 2020 and CO<sub>2</sub>-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**

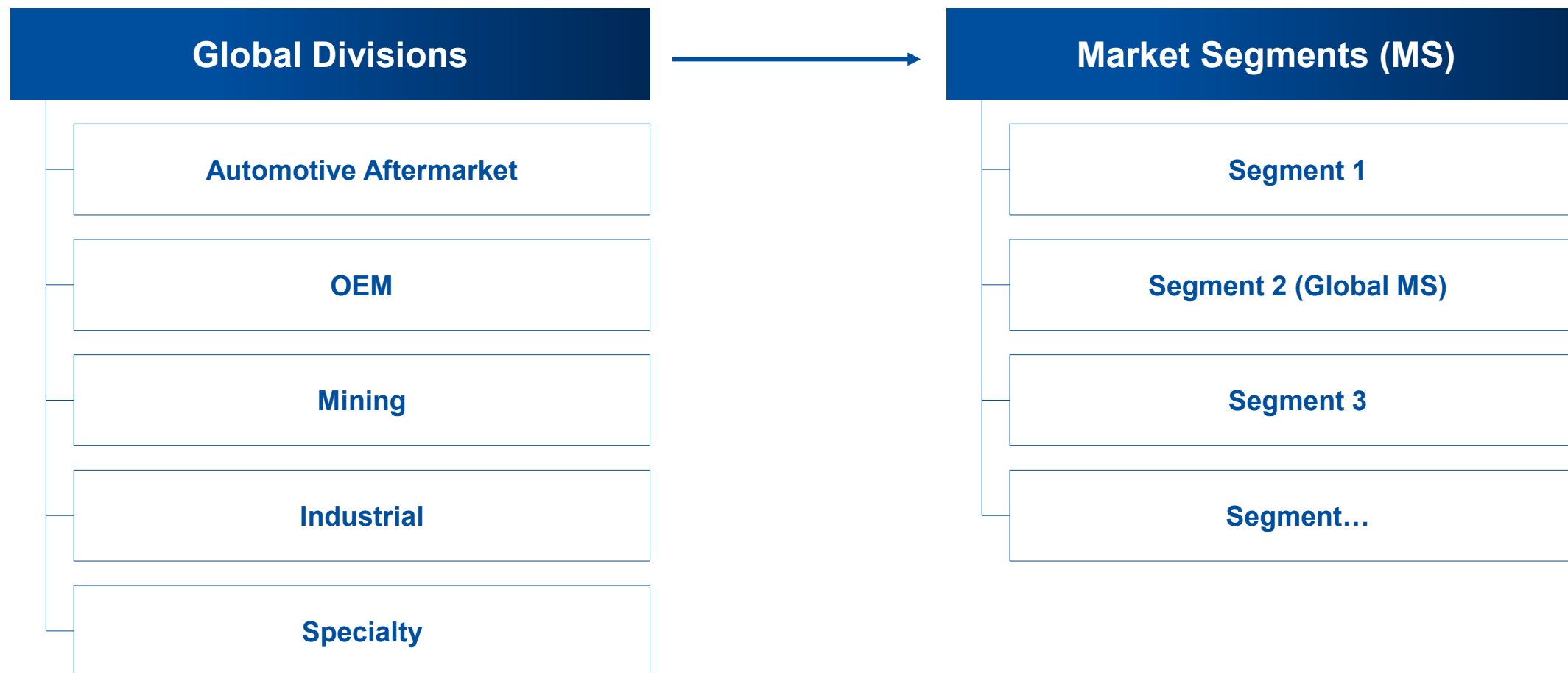
Customers trust us.  
And they trust us to find the solution. Because we make zero compromises. With unconditional reliability.

## **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**

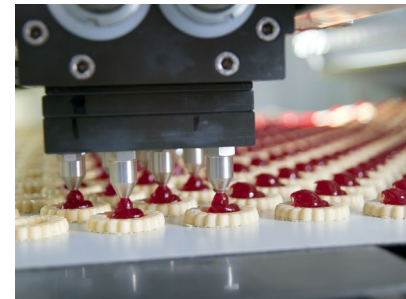
E-mobility



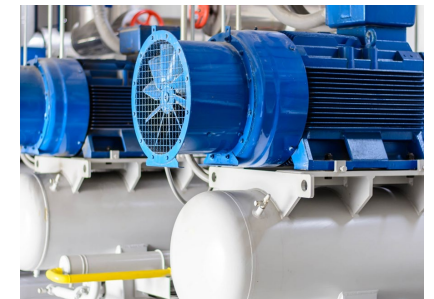
Wind power



Food industry



Rotary motion



**Three further  
growth markets**

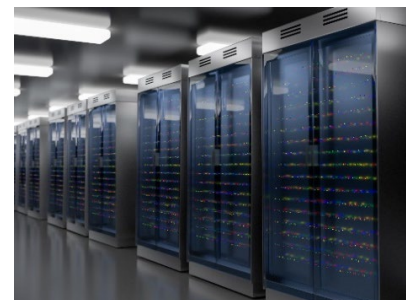
Medtech



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





## 04 Megatrends

- E-Mobility
- Sustainability
- Digitalization



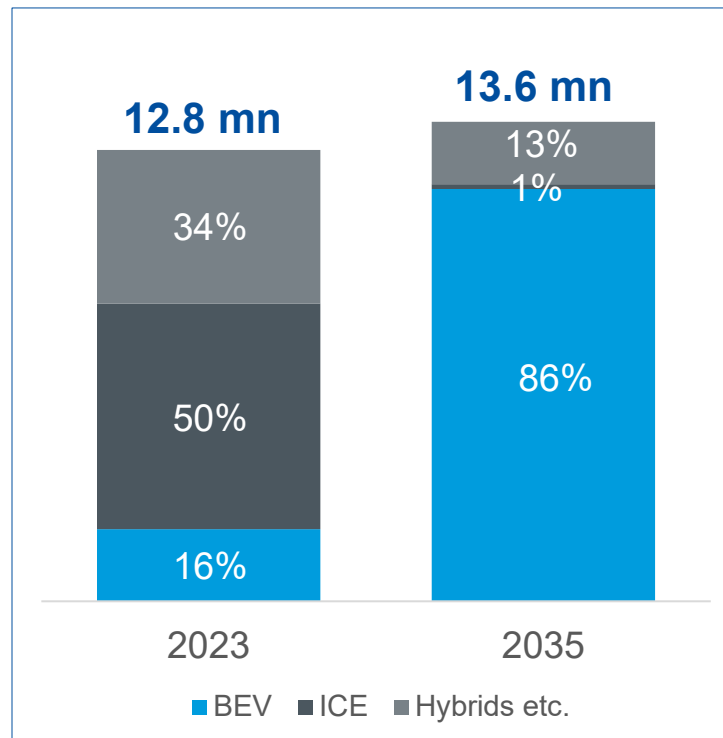


# E-MOBILITY

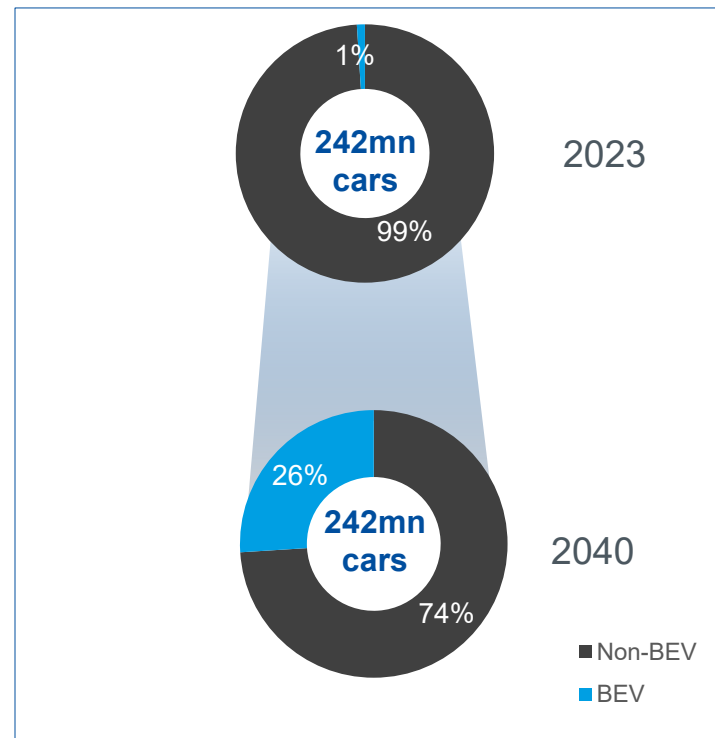


# E-MOBILITY RAMP UP SCENARIO: EUROPE

## Annual car sales



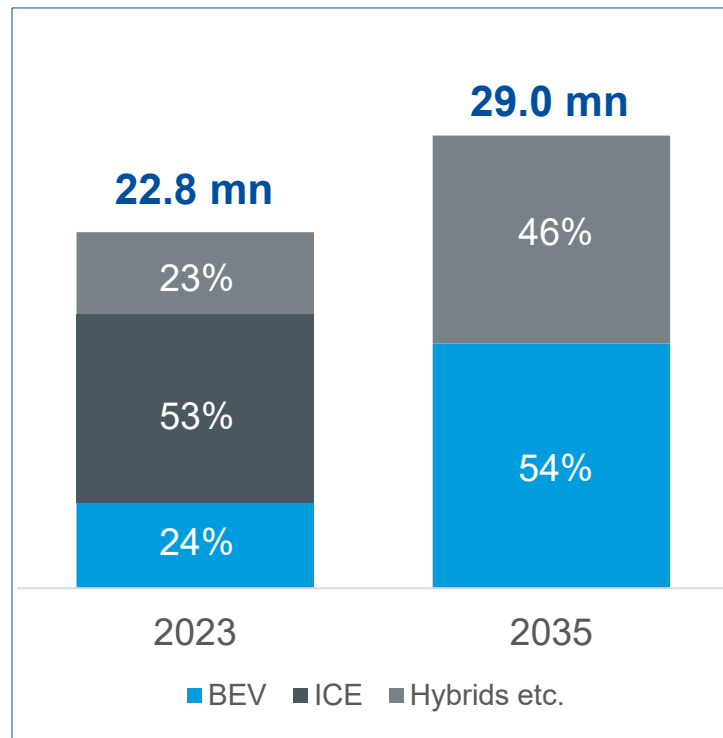
## Car population



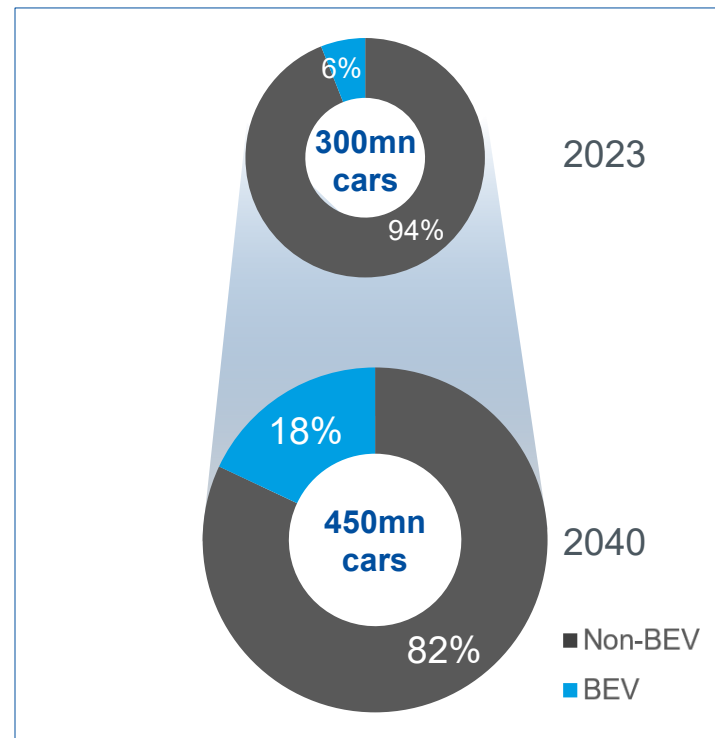
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower 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



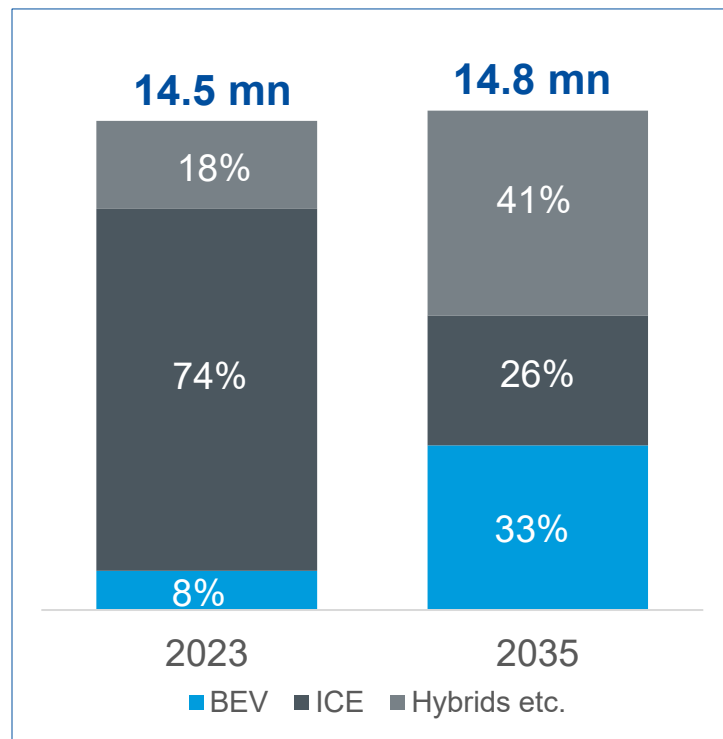
## Car population



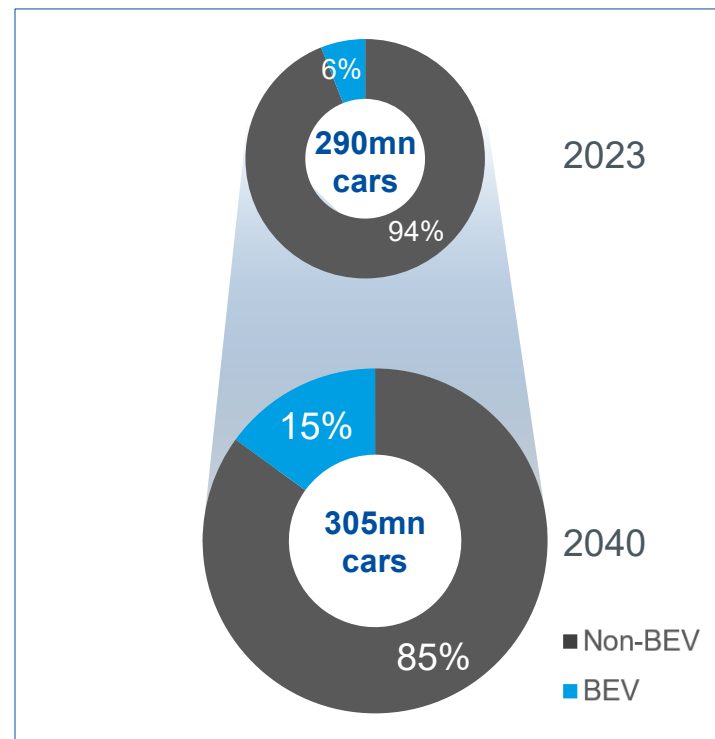
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly 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

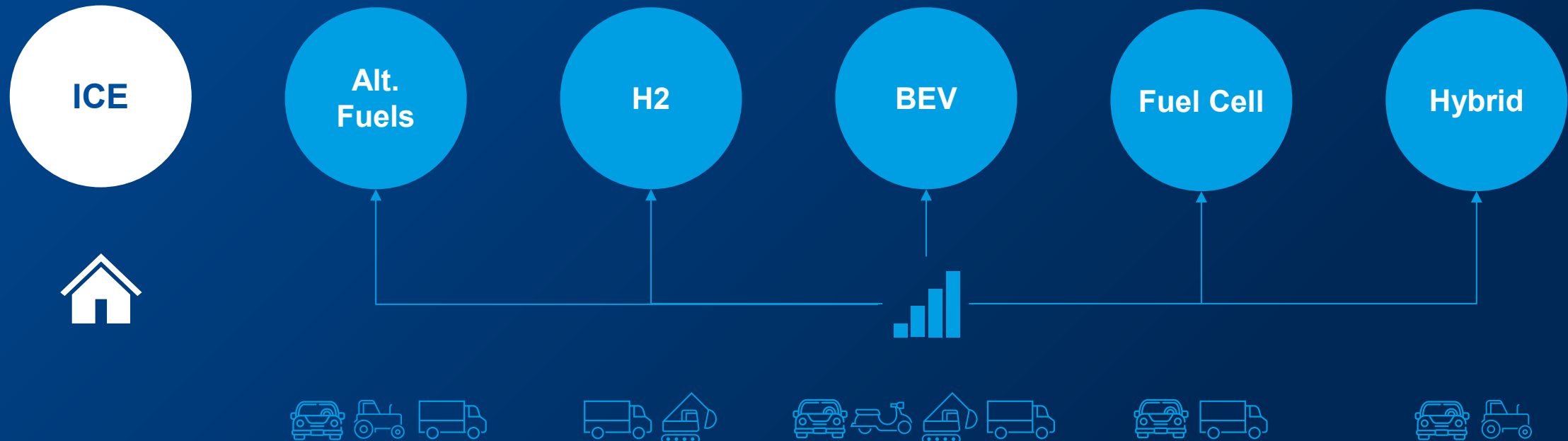


## Car population



- 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

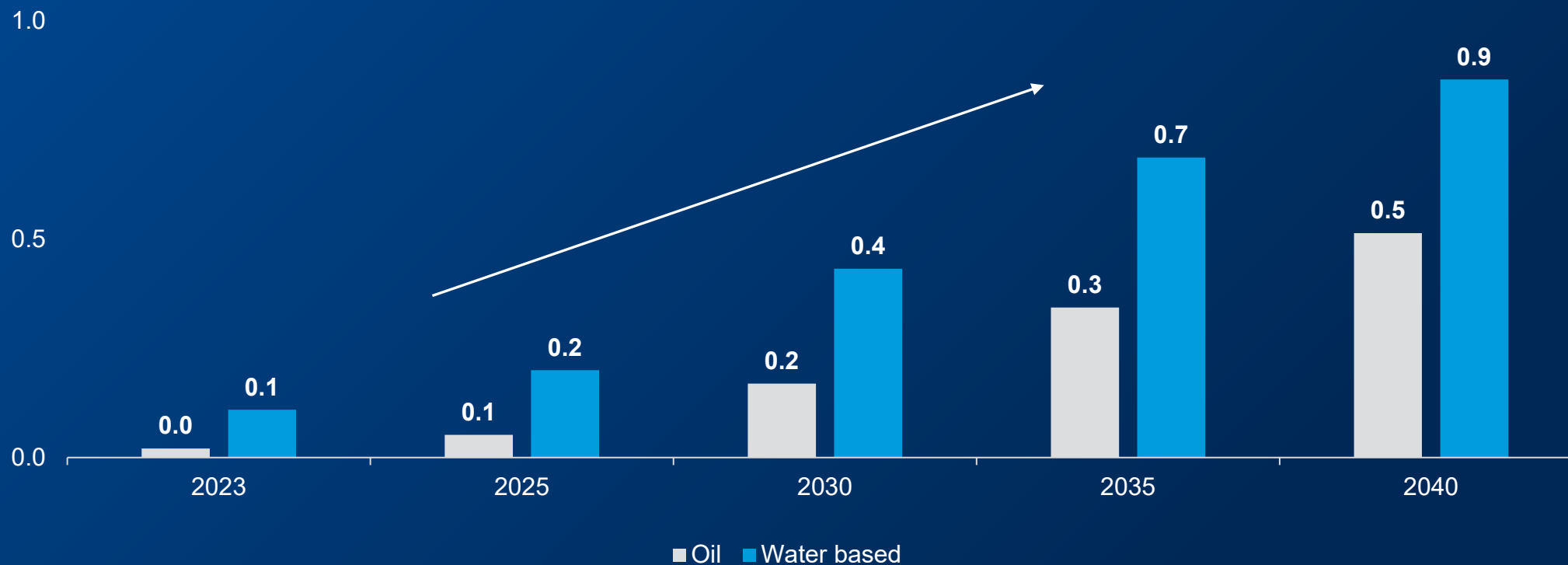
## Key Success Factors:

- 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 FF<sup>1</sup>)

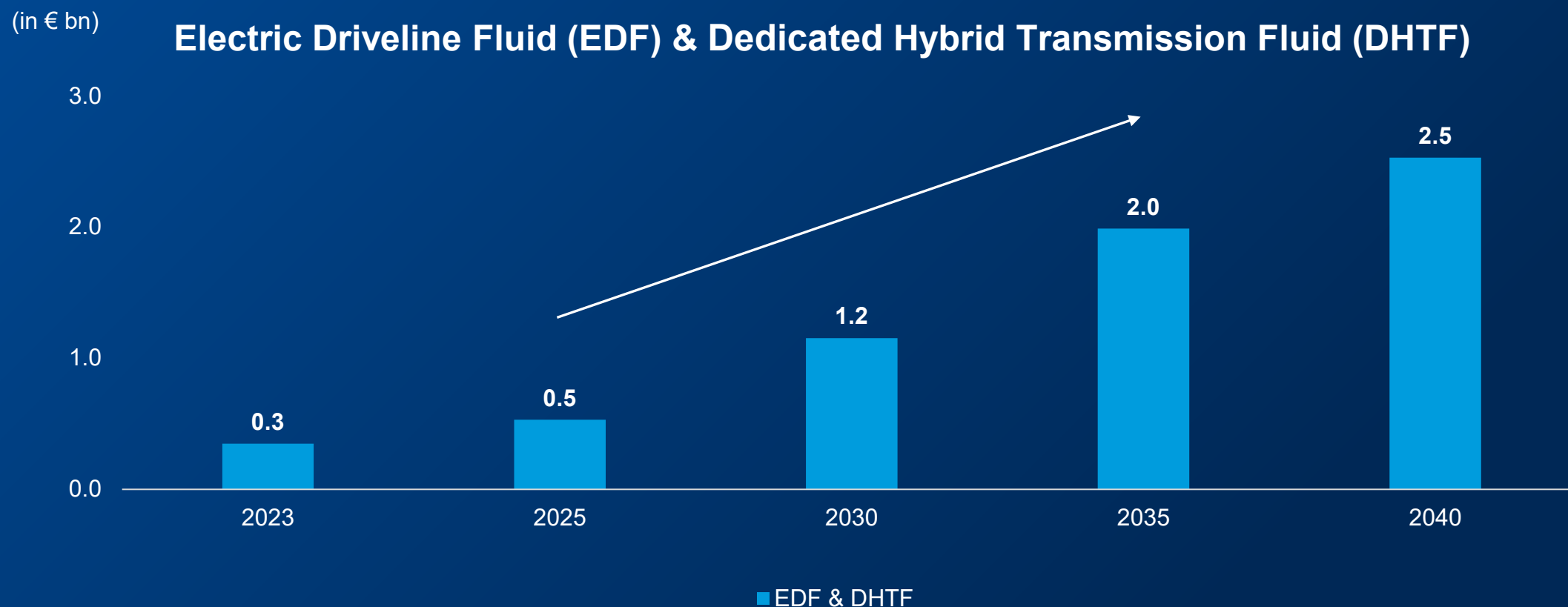
(in € bn)

## Thermal Fluid (TF)



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

# MARKET POTENTIAL: EXPECTED REVENUE (BEV & PHEV – OEM FF<sup>1</sup> & AAM<sup>2</sup>)



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

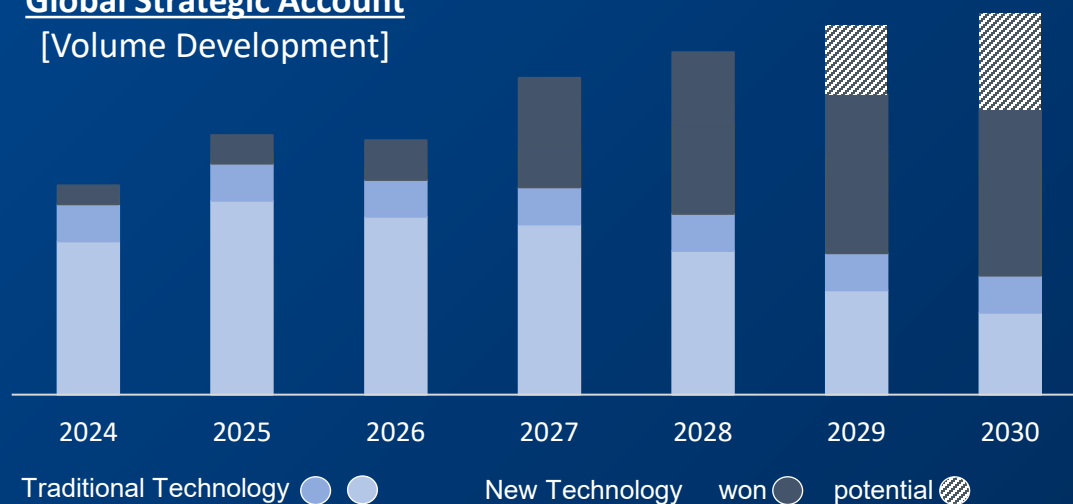
Targets for a successful transformation of our global strategic accounts:

- 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]

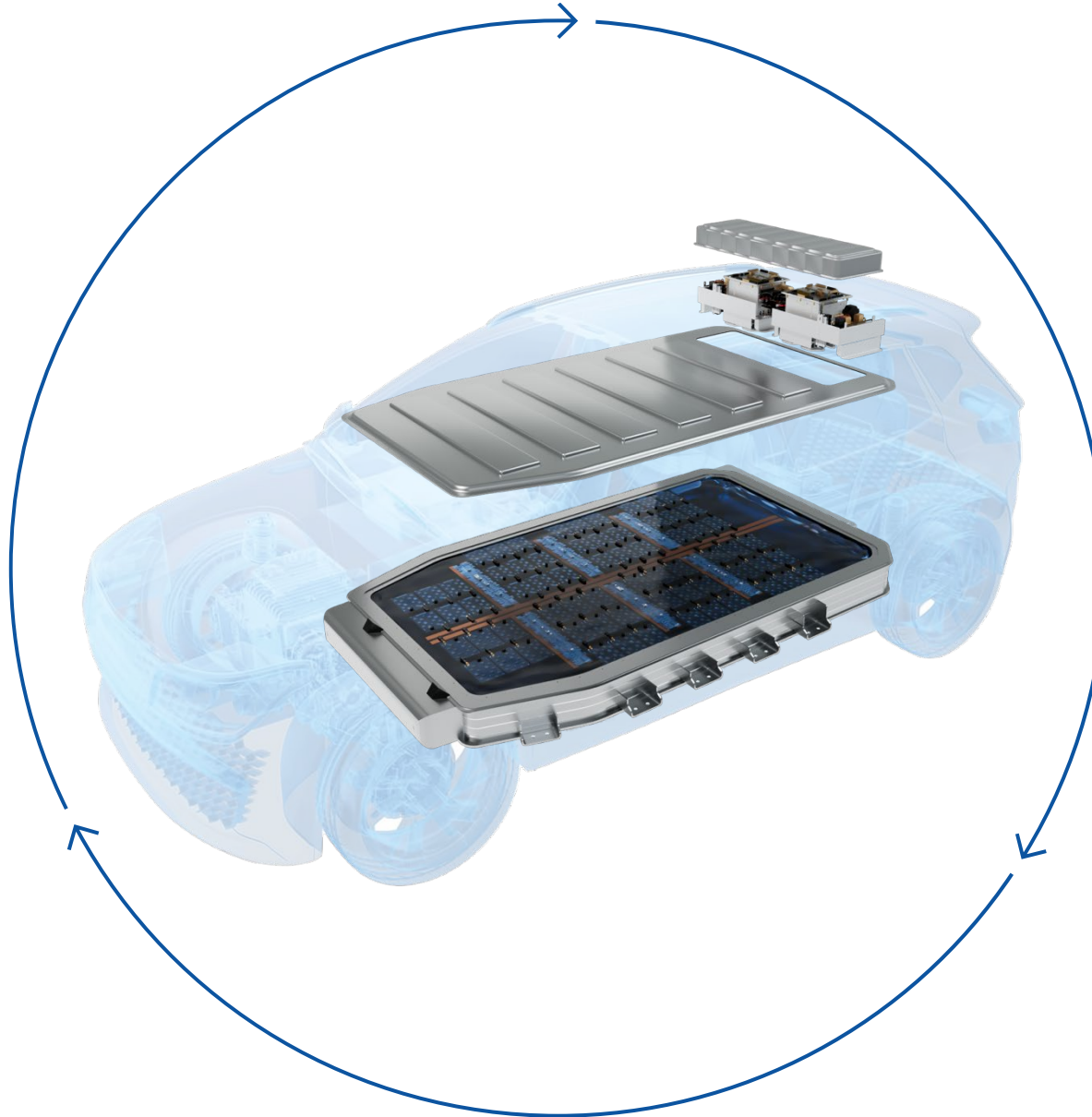


## PHASE 3 On the road

- 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

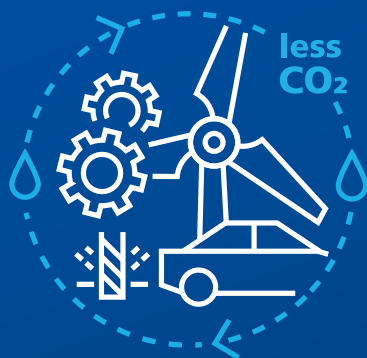
- Stamping lubricants
- Metal working fluids for machining processes
- Forming oils
- Corrosion protection for transportation
- Cleaners



# SUSTAINABILITY



# We stay fully committed to our sustainability approach



## EMPOWERING to perform more sustainably

- Efficient lubrication solutions save energy, resources and CO<sub>2</sub>
- 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 BlueEV 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
Copper Strip Appearance			





# 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

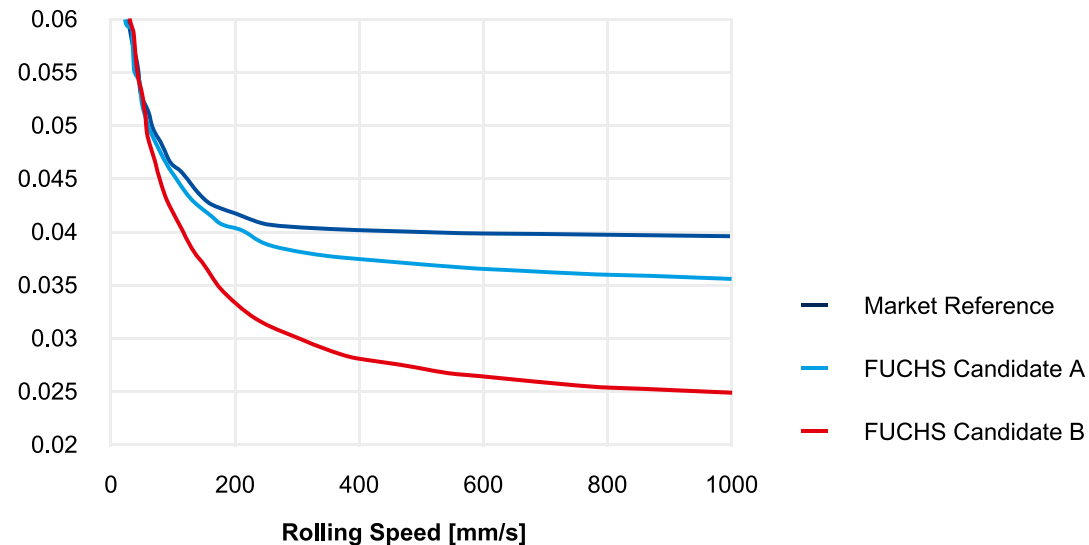


### FUCHS Wheel-Hub Bearing Greases

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

Traction Coefficient [-]



# REDUCE FRICTION AND WEAR

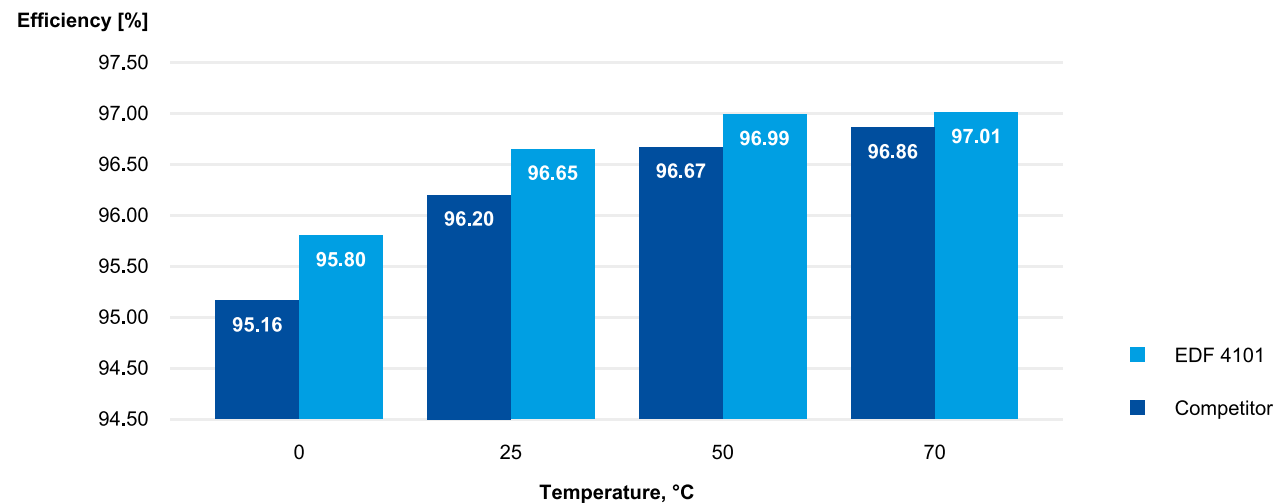
## Increase BEV range



### 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

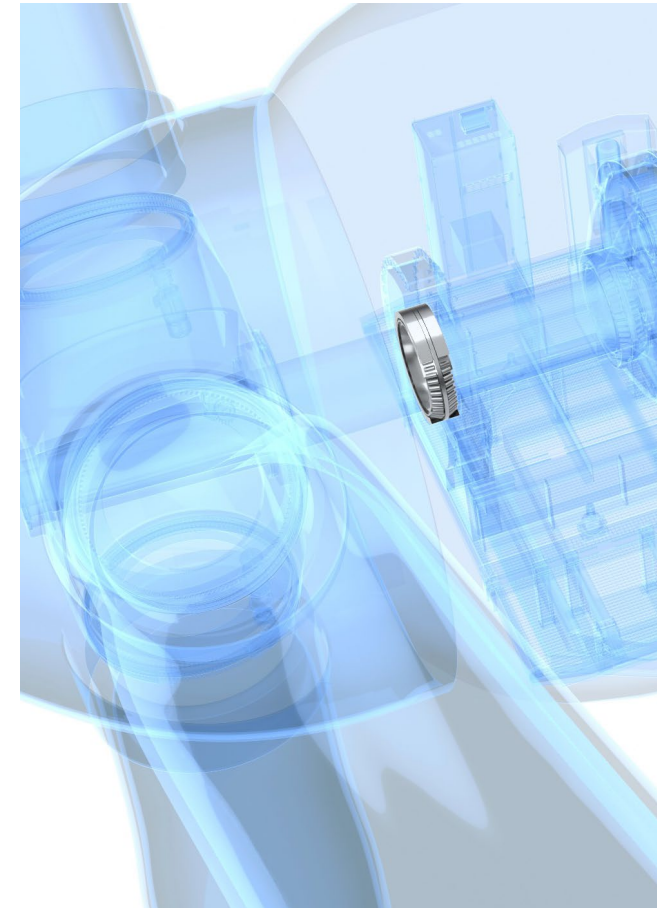
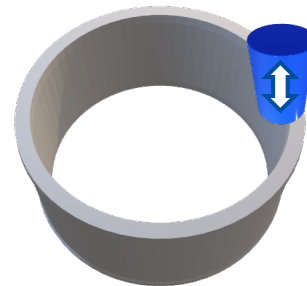
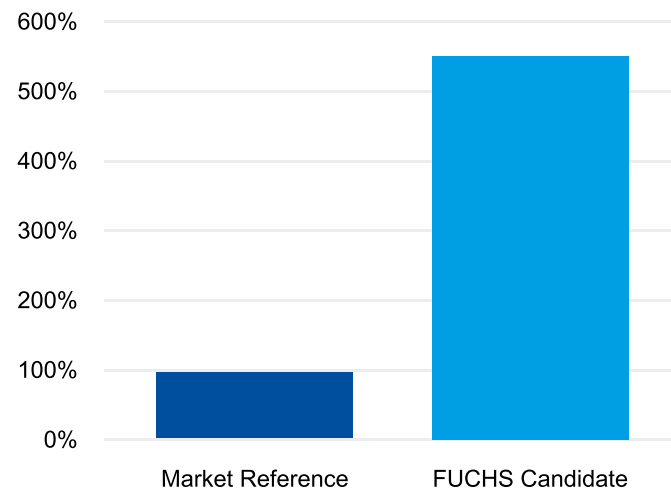


### FUCHS Wind Bearing Greases

**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

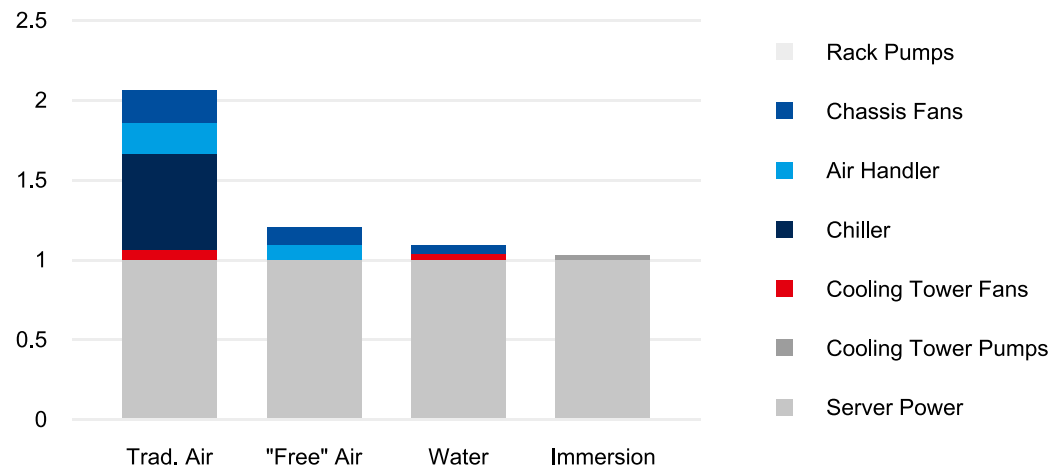


### FUCHS Immersion Cooling Fluids

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**



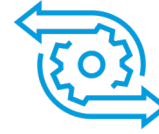
**Cool machines  
and equipment**



**Transfer energy**

# TRANSFER ENERGY

Reduce fuel consumption and emissions

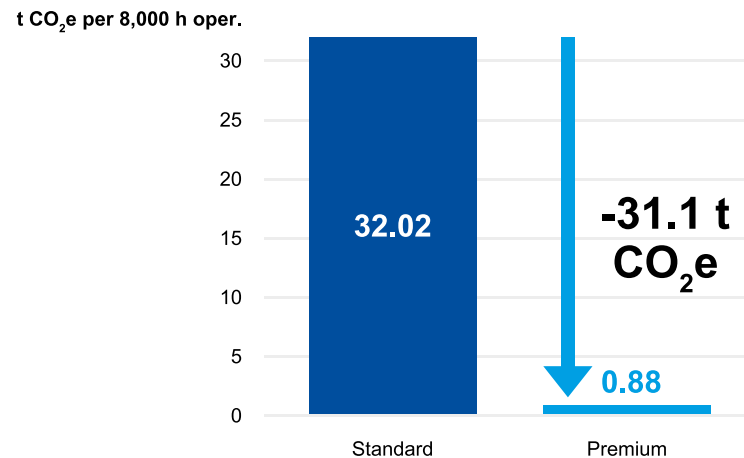


## FUCHS Hydraulic Fluids

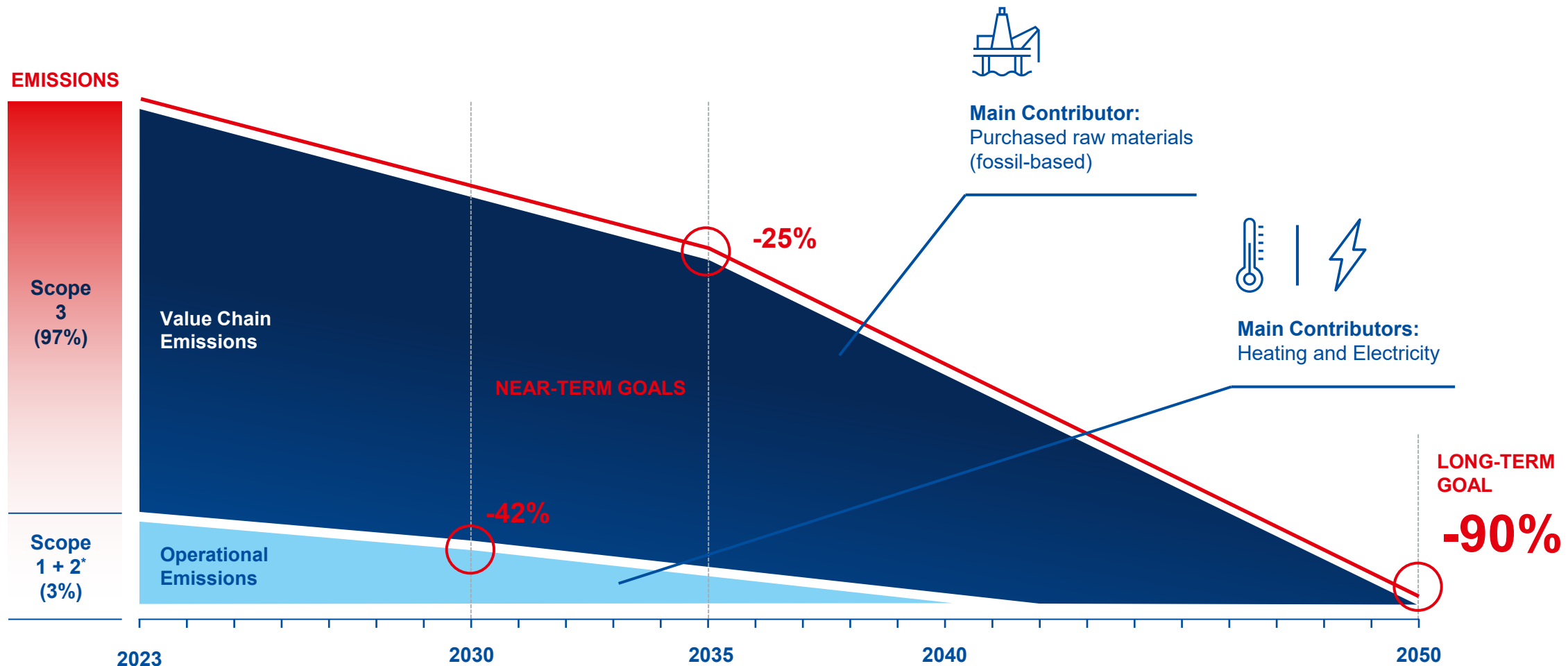
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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

- **Saved ~31 tons of CO<sub>2</sub>** 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



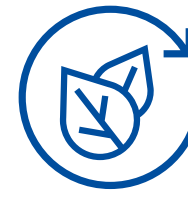
Green energy sufficiently available in all operating countries



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 “AA” in April 2025
- Only 2% with better scores (“AAA”)

## CDP DISCLOSURE INSIGHT ACTION

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

## ecovadis

- FUCHS responds to customer requests on a local basis. The 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 Q2 2025
- 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



Defensive

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



Offensive

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



New

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



**Cost saving & max. efficiency**

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



**Cost saving & max. efficiency**

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

# TRANSFORM2GROW – MOVING TO A DIGITAL CORE

## Our Transform2Grow (T2G) Project as part our digital strategy

### WHY are we doing it?

- Foundation for next chapter of growth
- Re-think & optimize our processes, data structures, reporting, governance and IT architecture

### WHAT do we do?

- Harmonization of business processes and data structures
- Implementation S/4HANA-based template as part of the FUCHS digital core across all regions

### HOW do we do it?

- Highly skilled T2G project team, combining business process, ERP and change management experience from various parts of our business
- Emphasis on standard SAP functionality and lean Digital Core for enhanced agility

Beginning 2026

**SAP S/4HANA**

**Implementation & Rollouts**

Americas

APAC

EMEA

China

Sep. 2022 – Oct. 2023

**Pre-project**

Nov. 2023 – Jun. 2024

**Preparation Phase**

July 2024 + approx. 1.5 Years

**Global Template**

*MOVING YOUR WORLD*



## 05 FUCHS – a profitable growth story



## FINANCIAL TARGETS

Mid single-digit percentage



annual sales growth

Long-term EBIT margin

~15%

Average cash conversion rate

0.8x

Increase of dividend



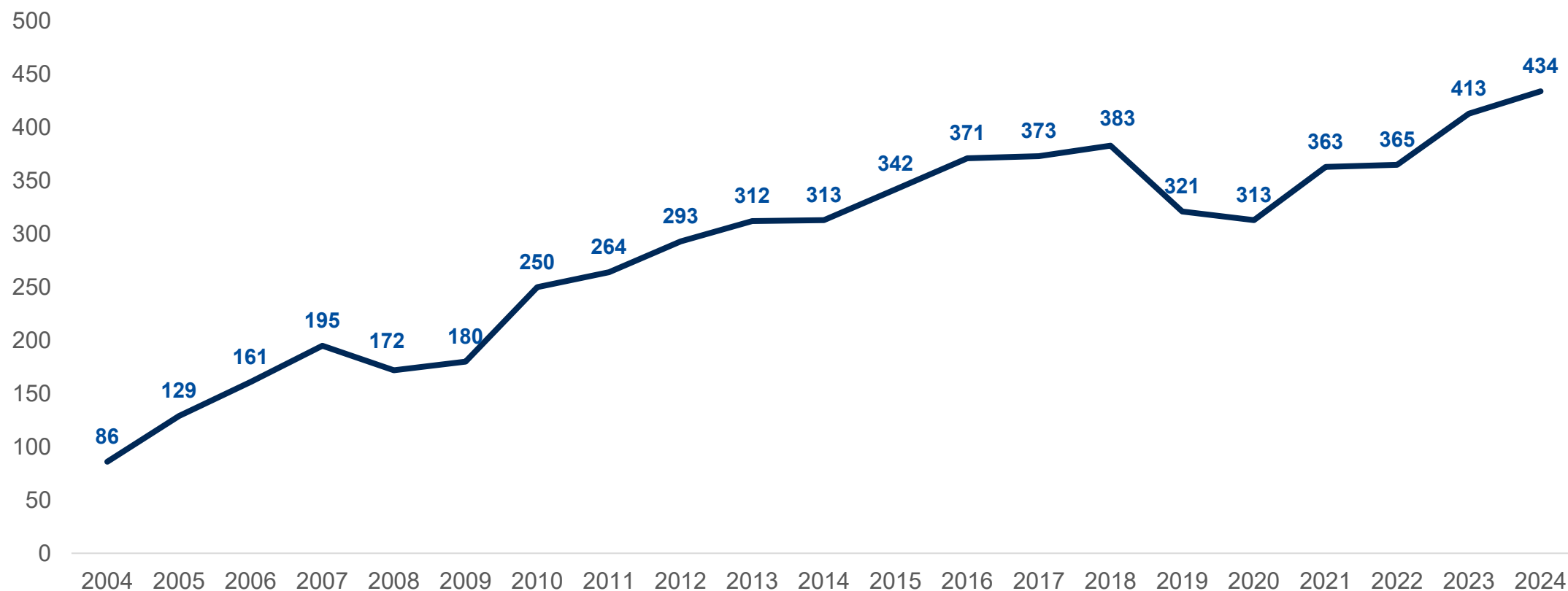
each year

# FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

(in € mn)

## Long-term EBIT development



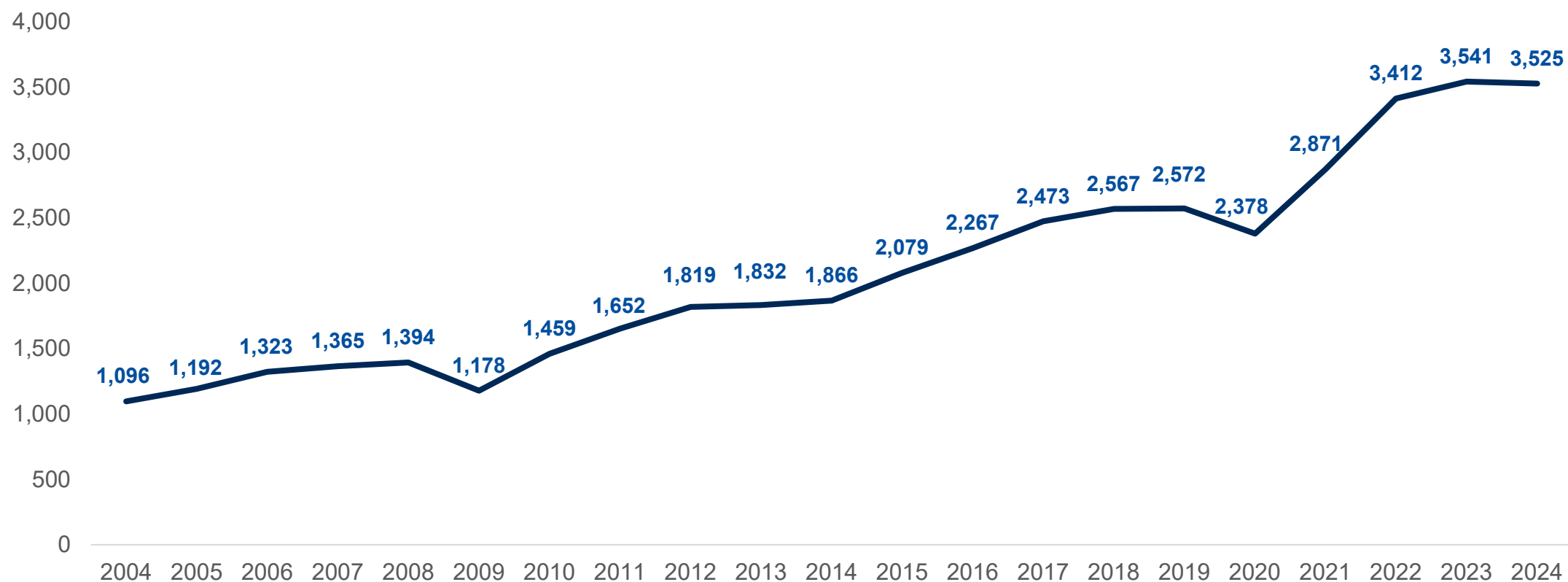


# FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

(in € mn)

## Long-term sales revenue development



# 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

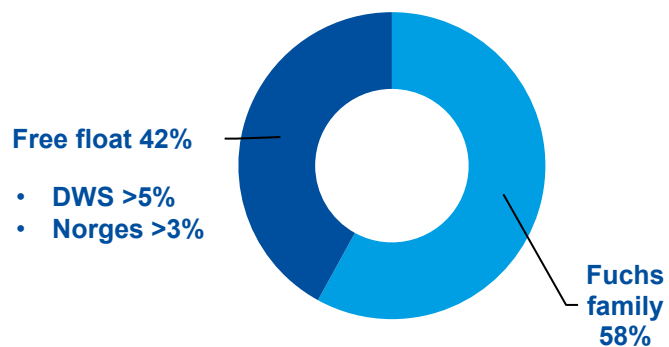
**04** **Balanced Capital Allocation:** High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks



# BREAKDOWN ORDINARY & PREFERENCE SHARE

(OCTOBER 31, 2024)

## Ordinary shares



Basis: 65,500,000 ordinary shares

### Characteristics:

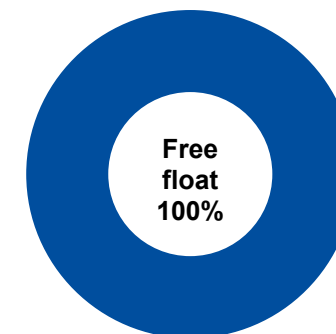
- Dividend
- Voting rights

### Share data:

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

## Preference shares

*MDAX-listed*



Basis: 65,500,000 preference shares

### Characteristics:

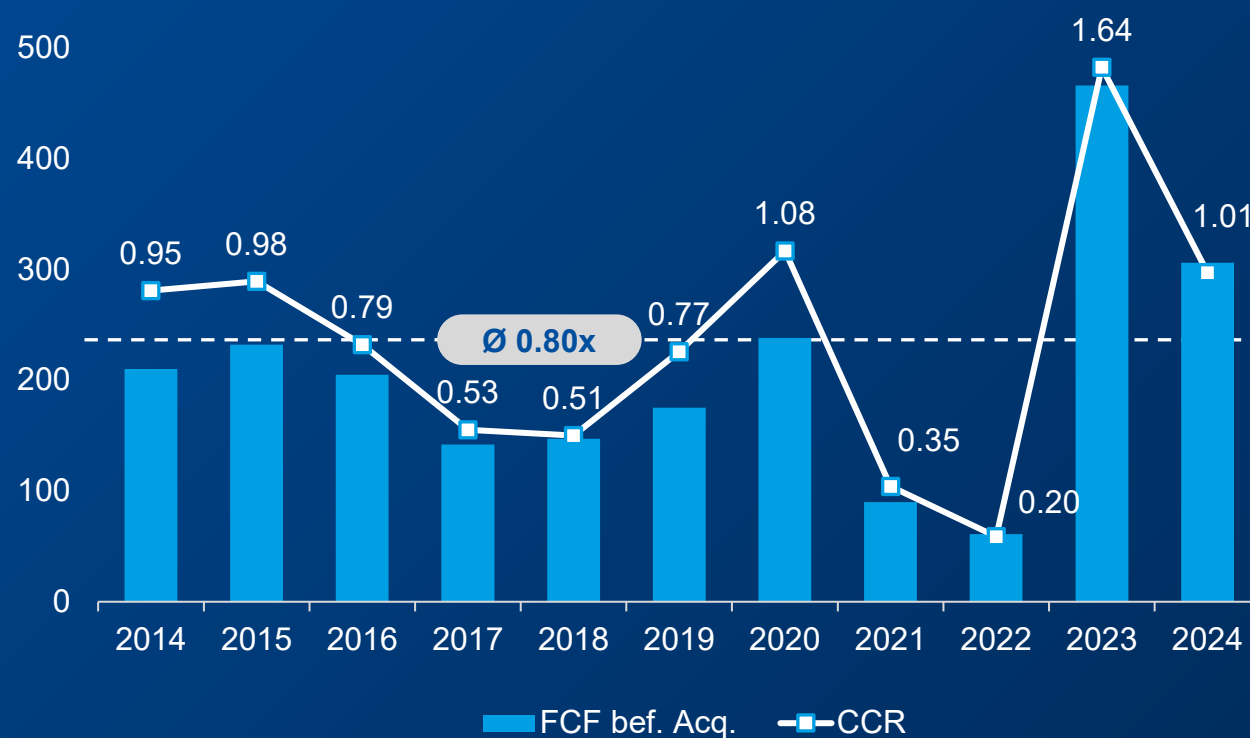
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

### Share data:

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

# FCF CONVERSION<sup>1</sup> 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

~ €2.3 bn Total cash generation  
(2014-2023)

### Working Capital

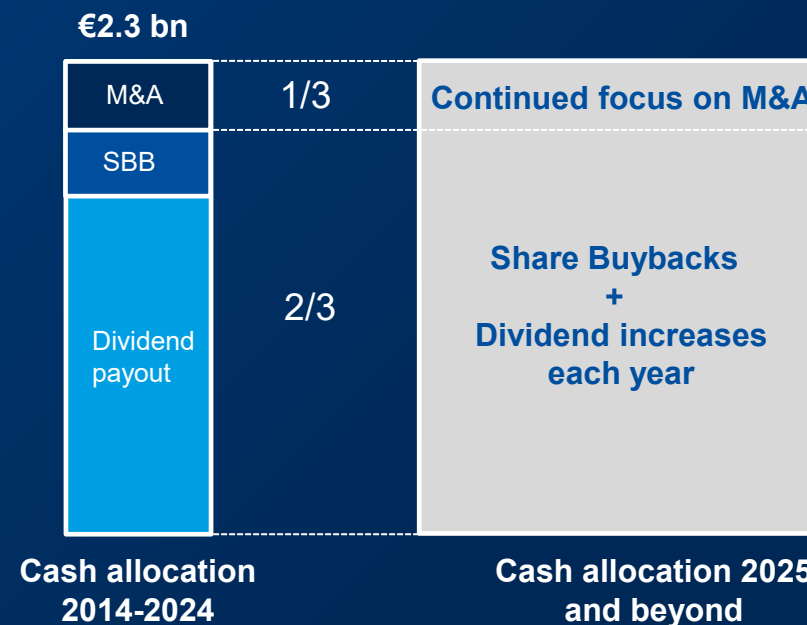
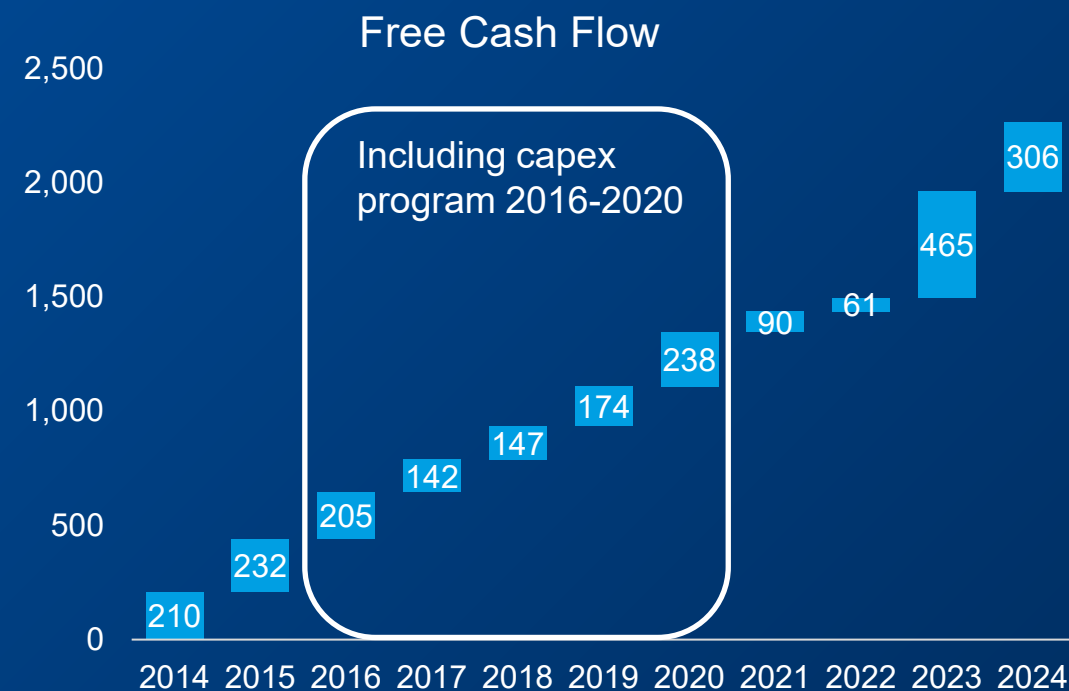
Strict NOWC management: Current high level to come down with normalized cost inflation rates going forward

### CAPEX

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

# BALANCED CAPITAL ALLOCATION APPROACH

(in € mn)

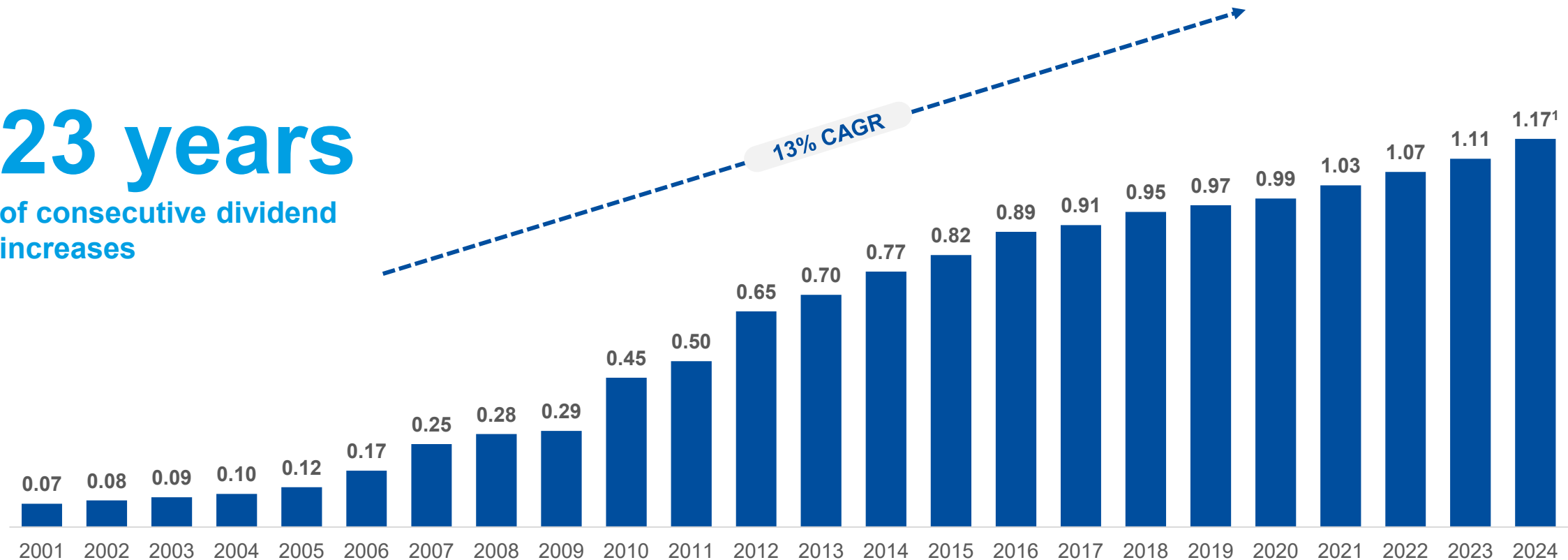




# OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE

## 23 years

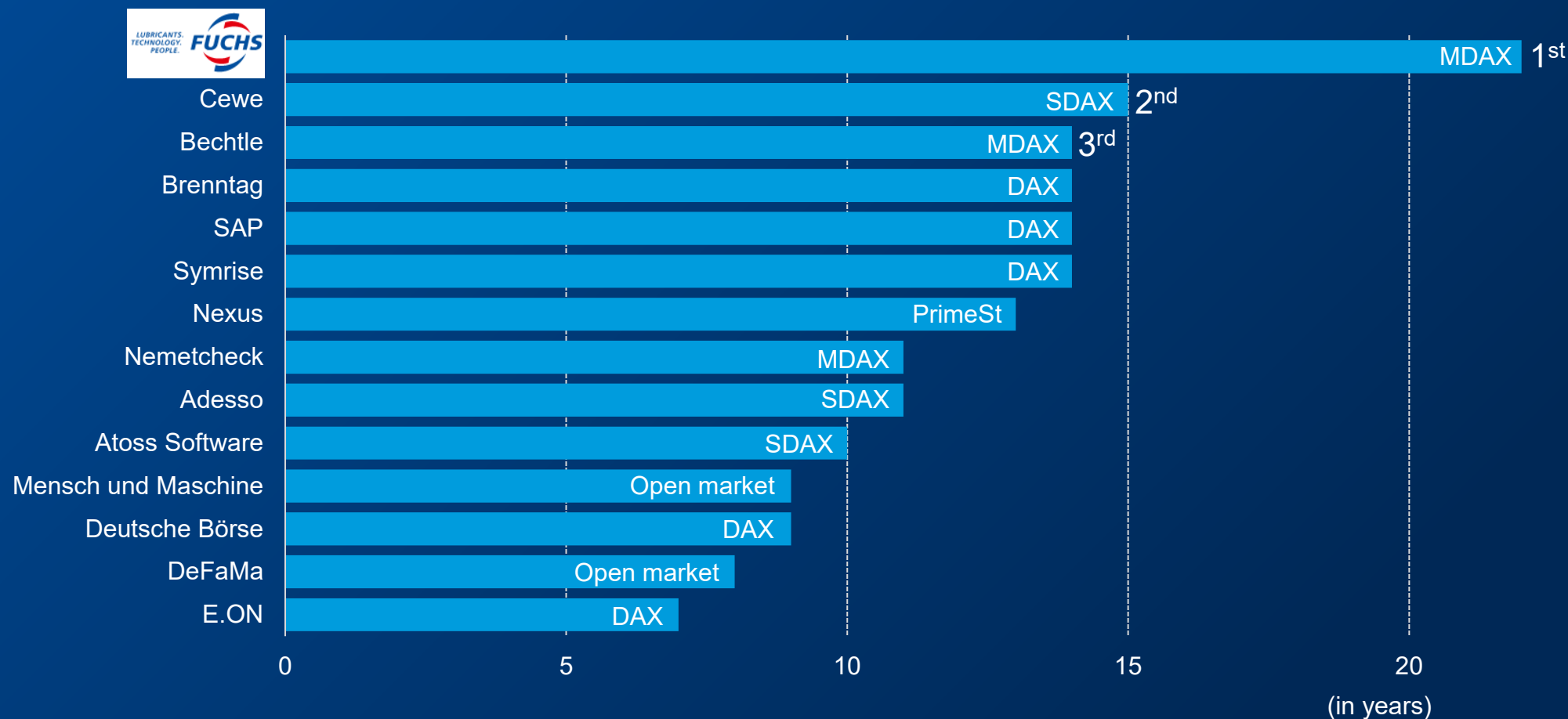
of consecutive dividend  
increases



Note: (1) Based on the dividend proposal for the 2024 financial year.

(Dividend paid per preference share in €)

# FUCHS PREFERENCE SHARE IS THE LEADING DIVIDEND ARISTOCRAT (-CANDIDATE) IN GERMANY<sup>1</sup>



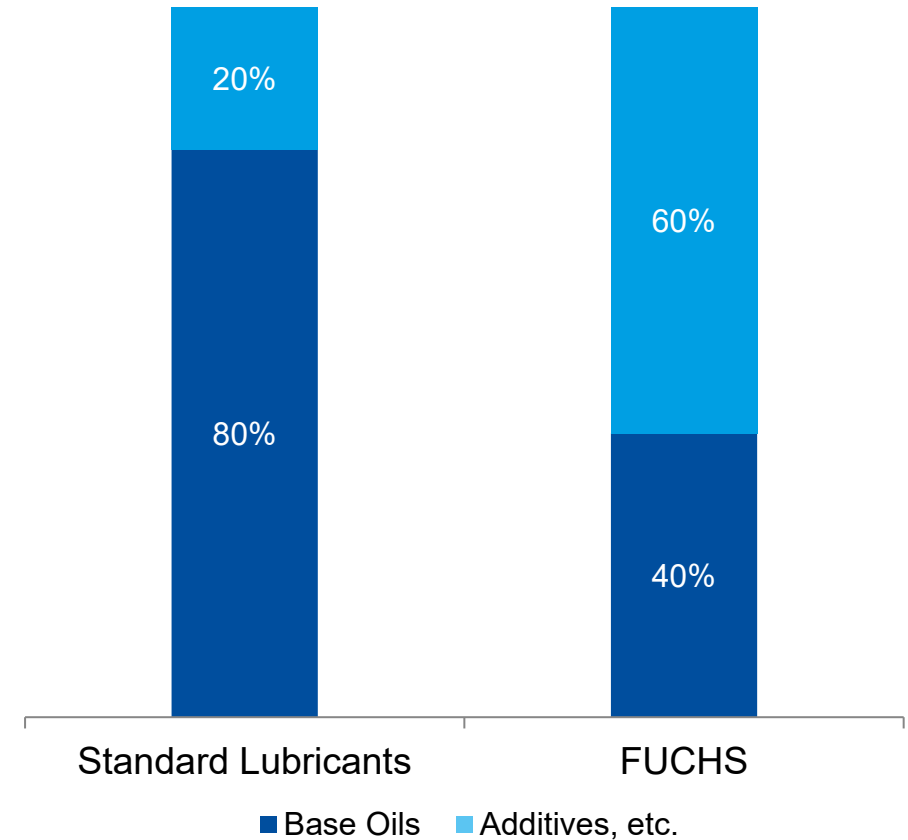
Note: (1) Based on 2024 Dividend figures. To ensure a fair and comparable presentation, the figures will be updated at the half-year mark of 2025.

## 06 Appendix



## Base oil / additives value split

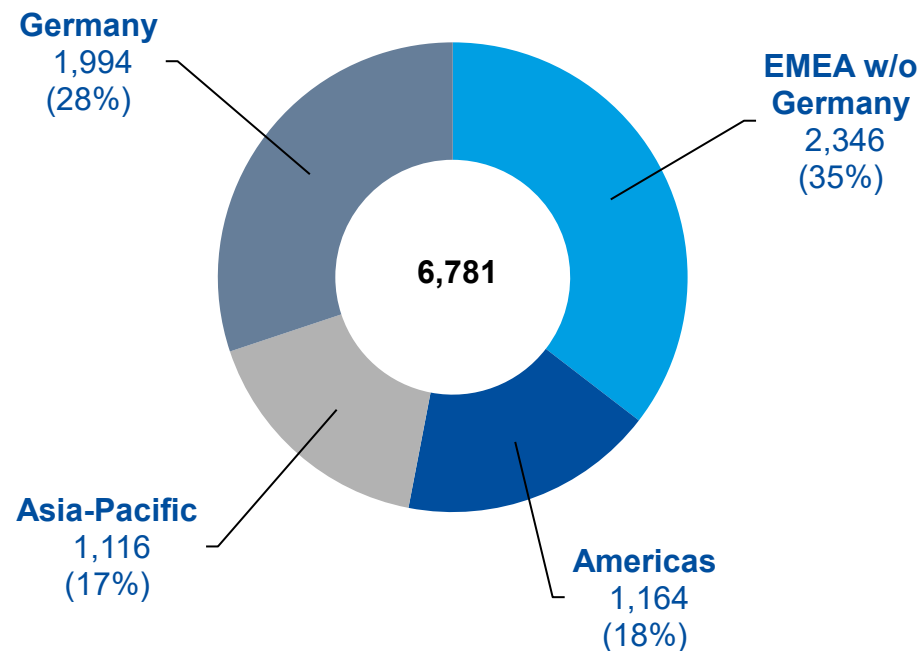
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
  - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



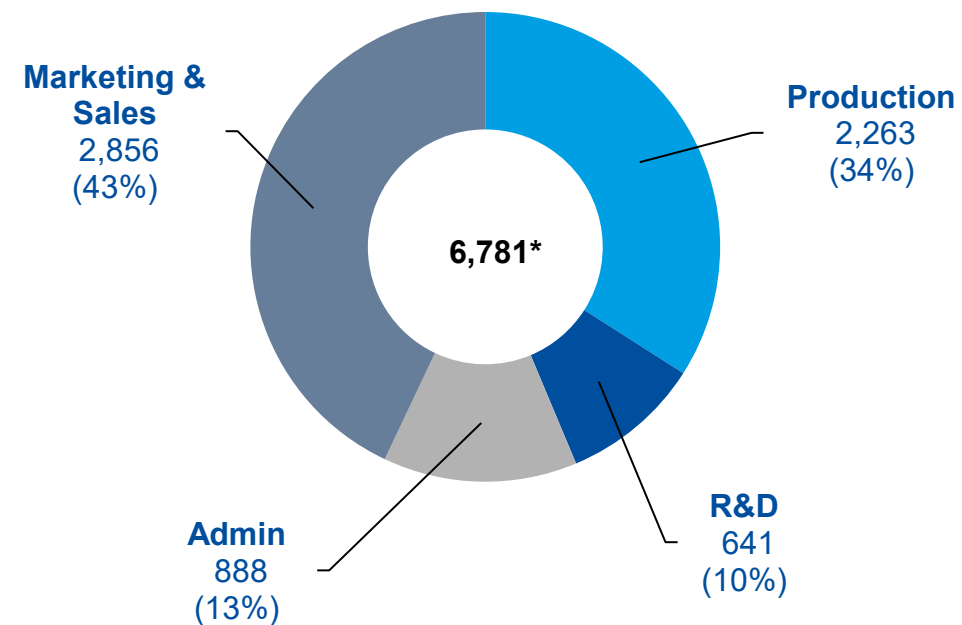
# WORKFORCE STRUCTURE

6,781 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2024)

## Regional Workforce Structure



## Functional Workforce Structure



\*Excl. 133 Trainees



# UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Results of operations</b>										
Sales revenues (by company location)	3,525	3,541	3,412	2,871	2,378	2,572	2,567	2,473	2,267	2,079
Cost of sales	2,310	2,396	2,358	1,906	1,524	1,682	1,668	1,591	1,416	1,288
Gross profit	1,215	1,145	1,054	965	854	890	899	882	851	791
<i>in % of sales revenues</i>	34.4	32.3	30.9	33.6	35.9	34.6	35.0	35.7	37.5	38.1
EBIT before at equity	426	406	356	354	303	310	357	356	352	324
<i>in % of sales revenues</i>	12.1	11.5	10.4	12.3	12.7	12.1	13.9	14.4	15.5	15.6
EBIT	434	413	365	363	313	321	383	373	371	342
<i>in % of sales revenues</i>	12.3	11.7	10.7	12.6	13.2	12.5	14.9	15.1	16.4	16.5
EBITDA	531	511	458	449	393	394	441	426	418	381
<i>in % of sales revenues</i>	15.1	14.4	13.4	15.6	16.5	15.3	17.2	17.2	18.4	18.3
<b>Assets / equity and liabilities</b>										
Balance sheet total	2,610	2,423	2,523	2,311	2,120	2,023	1,891	1,751	1,676	1,490
Shareholder's equity	1,897	1,800	1,841	1,756	1,580	1,561	1,456	1,307	1,205	1,070
<i>Equity ratio (in %)</i>	72.7	74.3	73.0	76.0	74.5	77.2	77.0	74.6	71.9	71.8
Net liquidity	41	112	-60	97	179	193	191	160	146	101
Pension provisions	11	10	7	28	43	36	25	26	35	33
<b>FUCHS Value Added (FVA)</b>	245	212	172	205	165	174	251	250	257	246

# UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)		2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Cash flow</b>											
Free cash flow		205	461	59	61	124	162	159	140	164	62
Free cash flow before acquisitions		306	465	61	90	238	175	147	142	205	232
Cash Conversion Rate Factor		1,01	1.64	0.23	0.35	1.08	0.77	0.51	0.53	0.79	0.98
<b>Investments / R&amp;D</b>											
Investments		80	83	79	80	122	154	121	105	93	50
Depreciation (scheduled)		97	92	93	86	80	73	58	53	47	39
Research & Development expenses		79	71	69	59	54	55	52	47	44	39
<b>Employees</b>											
Number of employees (average)		6,781	6,272	6,067	5,858	5,786	5,573	5,339	5,147	4,990	4,368
<b>FUCHS shares (in €)</b>											
Earnings per share	Ordinary	2.29	2.08	1.87	1.82	1.58	1.63	2.06	1.93	1.86	1.69
	Preference	2.30	2.09	1.88	1.83	1.59	1.64	2.07	1.94	1.87	1.70
Dividend per share	Ordinary	1.16	1.10	1.06	1.02	0.98	0.96	0.94	0.90	0.88	0.81
	Preference	1.17	1.11	1.07	1.03	0.99	0.97	0.95	0.91	0.89	0.82
Dividend distribution (in € mn)*		153	147	148	142	137	134	131	126	123	113
Stock exchange prices (on Dec 31)	Ordinary	31.80	32.45	27.80	30.88	37.85	39.95	35.00	40.37	36.95	37.69
	Preference	41.66	40.30	32.74	39.92	46.44	44.16	35.98	44.25	39.88	43.50

\*For 2024, 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	2024	2023	2022
<b>Energy</b>				
Absolute energy consumption	MWh	274,210	278,041	287,575
Specific energy consumption	kWh/revenue in €	77.79	78.52	84.28
<b>CO<sub>2</sub>e emissions – Cradle-to-Grave</b>				
Absolute CO <sub>2</sub> e emissions	tons	2,336,201	2,358,168	2,043,968
- thereof Scope 1	tons	34,087	38,959	45,009
- thereof Scope 2 (market-based)	tons	9,405	17,642	23,239
- thereof Scope 3	tons	2,292,709	2,301,567	1,975,719
Specific CO <sub>2</sub> e emissions	kg/revenue in €	66.28	66.60	59.91
- thereof Scope 1	kg/revenue in €	0.97	1.10	1.32
- thereof Scope 2	kg/revenue in €	0.27	0.50	0.68
- thereof Scope 3	kg/revenue in €	65.04	65.00	57.91
<b>Water consumption</b>				
Absolute water consumption	m <sup>3</sup>	348,383	340,852	384,181
Specific water consumption	m <sup>3</sup> /revenue in €	98.83	96.26	112.60
<b>Waste generation</b>				
Absolute waste generation	tons	10,659	14,189	15,530
Specific waste generation	kg/revenue in €	3.02	4.01	4.55

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



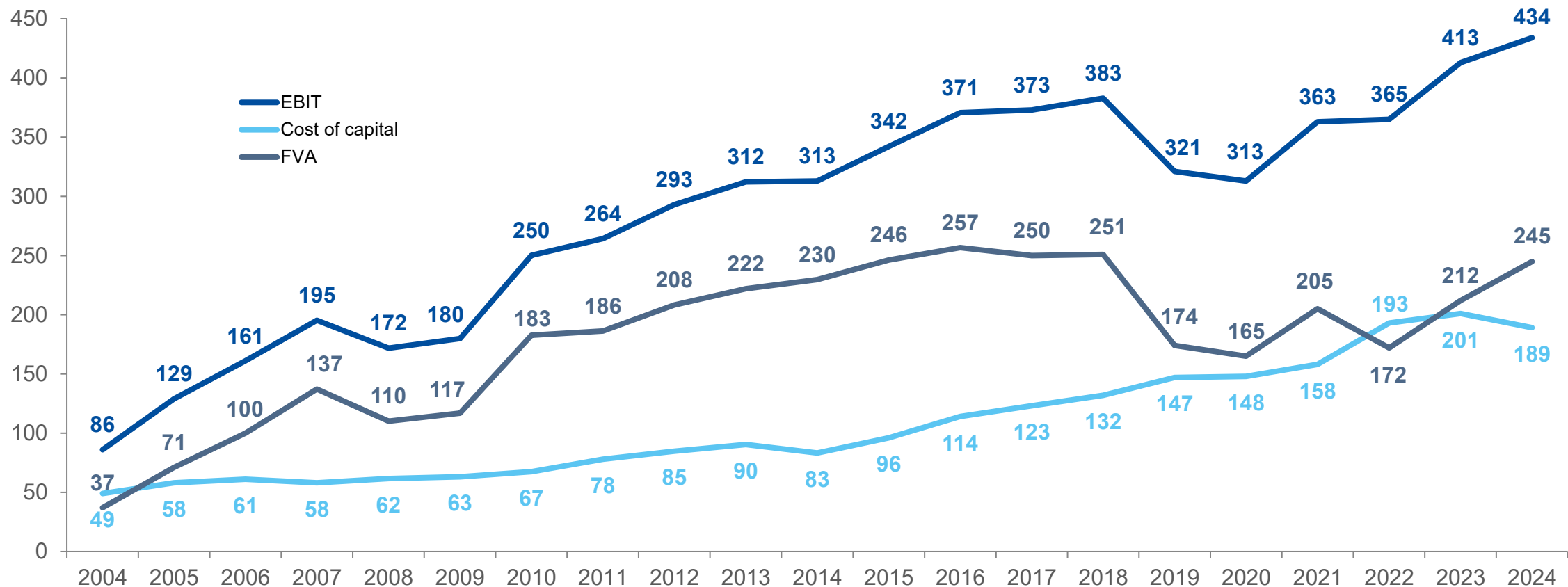
Absolute cradle-to-grave CO<sub>2</sub>e emissions from FUCHS companies were reduced ~1% year-over-year.

This corresponds to **21,967 t CO<sub>2</sub>e**.

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

# DEVELOPMENT EBIT – COST OF CAPITAL – FVA

(in € mn)

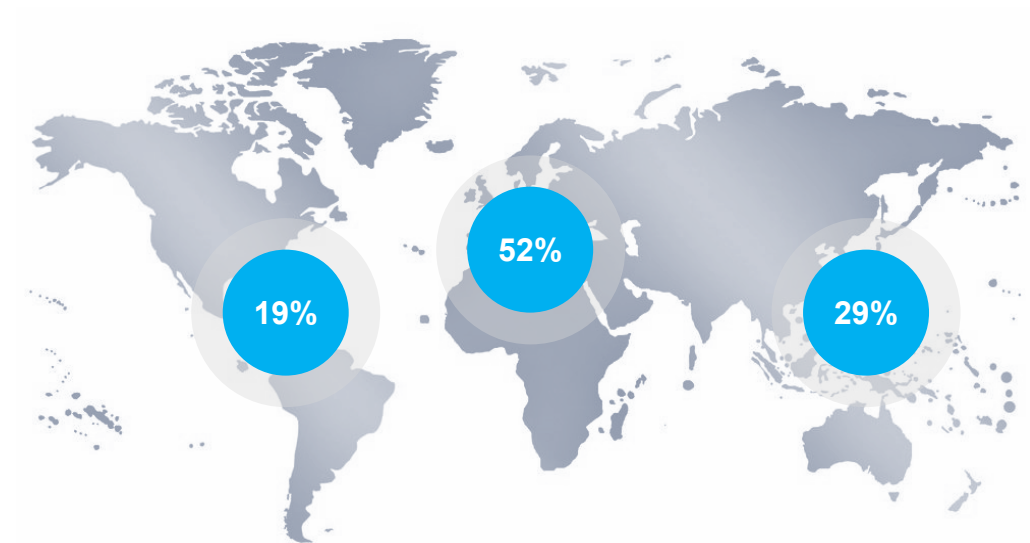


Cost of Capital = CE x WACC

# REGIONAL SALES REVENUES

## CONSOLIDATED SALES REVENUES FY 2024

		2024 (€ mn)	2023 (€ mn)	2022 (€ mn)
<b>EMEA</b>		<b>2,029</b>	<b>2,041</b>	<b>2,036</b>
<i>thereof</i>	Germany	866	898	916
	Western Europe	729	740	702
	Eastern Europe	310	284	291
	Africa	124	119	127
<b>Asia-Pacific</b>		<b>986</b>	<b>979</b>	<b>929</b>
<i>thereof</i>	China	564	564	554
	Australia	266	261	242
<b>North and South America</b>		<b>678</b>	<b>687</b>	<b>653</b>
<i>thereof</i>	North America	601	611	576
	South America	77	77	77
<b>Consolidation</b>		<b>-168</b>	<b>-166</b>	<b>-206</b>
<b>Total</b>		<b>3,525</b>	<b>3,541</b>	<b>3,412</b>



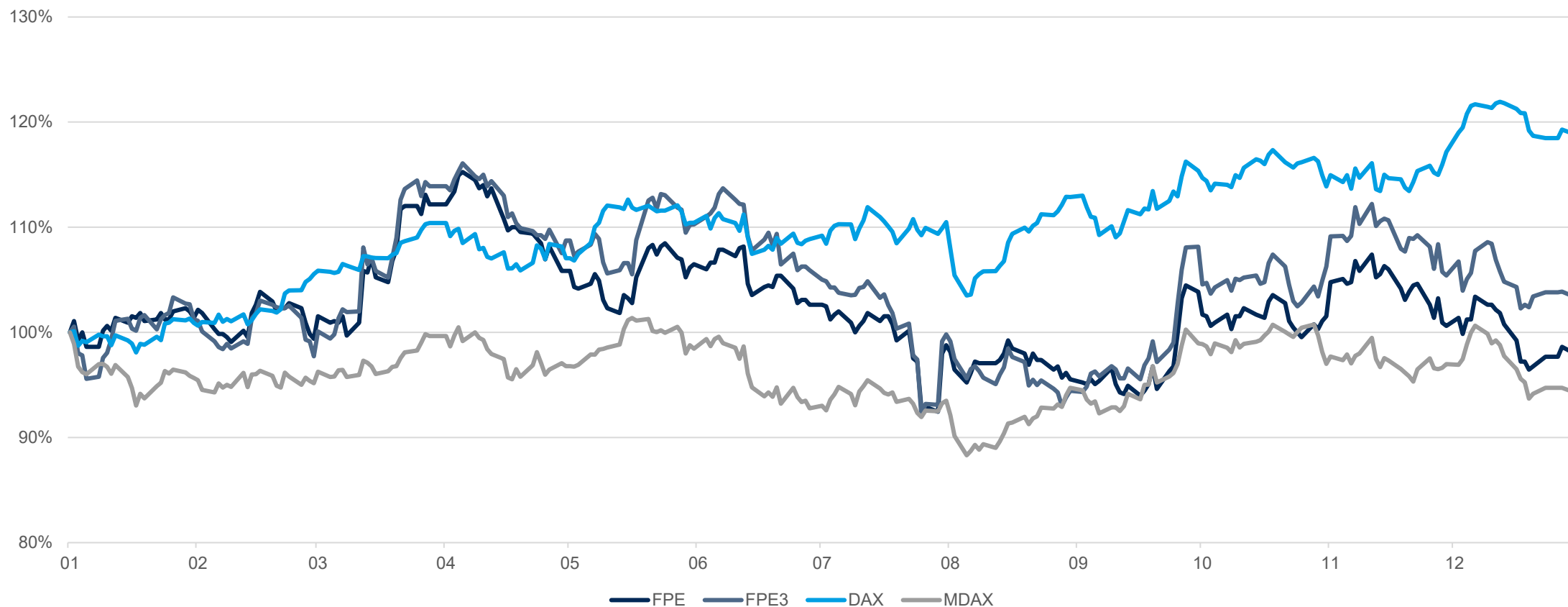


# CASH FLOW FY 2024

€ mn	FY 2024	FY 2023	Δ in € mn
<b>Earnings after tax</b>	<b>302</b>	<b>283</b>	<b>19</b>
Amortization/Depreciation	97	98	-1
Changes in net operating working capital (NOWC)	-13	117	-130
Other changes	4	45	-41
Capex	-83	-83	0
<b>Free cash flow before acquisitions</b>	<b>306</b>	<b>465</b>	<b>-159</b>
Acquisitions	-101	-4	-97
<b>Free cash flow</b>	<b>205</b>	<b>461</b>	<b>-256</b>

# SHARE PRICE DEVELOPMENT OF FUCHS SHARES

PERFORMANCE\* OF ORDINARY AND PREFERENCE SHARES IN COMPARISON WITH DAX AND MDAX  
(JANUARY 1, 2024 – DECEMBER 31, 2024)



\*Price trend including dividends.

# QUARTERLY INCOME STATEMENT

€ mn	2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Sales</b>	<b>936</b>	<b>886</b>	<b>876</b>	<b>843</b>	<b>877</b>	<b>887</b>	<b>902</b>	<b>859</b>	<b>924</b>			
Gross Profit	289	285	288	283	296	311	315	293	317			
<i>Gross Profit margin (in %)</i>	<i>30.9</i>	<i>32.2</i>	<i>32.8</i>	<i>33.6</i>	<i>33.8</i>	<i>35.0</i>	<i>34.9</i>	<i>34.1</i>	<i>34.3</i>			
Other function costs	-188	-190	-178	-183	-191	-201	-201	-196	-211			
<b>EBIT before at Equity</b>	<b>101</b>	<b>95</b>	<b>110</b>	<b>100</b>	<b>105</b>	<b>110</b>	<b>114</b>	<b>97</b>	<b>106</b>			
<i>EBIT margin before at Equity (in %)</i>	<i>10.8</i>	<i>10.7</i>	<i>12.6</i>	<i>11.9</i>	<i>12.0</i>	<i>12.4</i>	<i>12.6</i>	<i>11.3</i>	<i>11.5</i>			
At Equity	2	2	3	0	2	1	2	3	2			
<b>EBIT</b>	<b>103</b>	<b>97</b>	<b>113</b>	<b>100</b>	<b>107</b>	<b>111</b>	<b>116</b>	<b>100</b>	<b>108</b>			
<i>EBIT margin (in %)</i>	<i>11.0</i>	<i>11.0</i>	<i>12.9</i>	<i>11.9</i>	<i>12.2</i>	<i>12.5</i>	<i>12.9</i>	<i>11.6</i>	<i>11.7</i>			
<b>EBITDA</b>	<b>126</b>	<b>121</b>	<b>135</b>	<b>129</b>	<b>131</b>	<b>134</b>	<b>141</b>	<b>125</b>	<b>134</b>			
<i>EBITDA margin (in %)</i>	<i>13.5</i>	<i>13.7</i>	<i>15.4</i>	<i>15.3</i>	<i>14.9</i>	<i>15.1</i>	<i>15.6</i>	<i>14.6</i>	<i>14.5</i>			

# QUARTERLY FIGURES BY REGION

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	485	2,209	245	240	254	247	986	167	174	170	167	678
EBIT before at equity income	52	57	54	56	219	29	26	32	31	118	21	26	24	20	91
<i>in % of sales</i>	10.2	11.0	10.4	11.5	10.8	11.8	10.8	12.6	12.6	12.0	12.6	14.9	14.1	12.0	13.4
Income from at equity companies	2	1	2	3	8	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	54	58	56	59	227	29	26	32	31	118	21	26	24	20	91
<i>in % of sales</i>	10.6	11.2	10.8	12.1	11.1	11.8	10.8	12.6	12.6	12.0	12.6	14.9	14.1	12.0	13.4

2025	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	522					264					183				
EBIT before at equity income	50					33					21				
<i>in % of sales</i>	9.6					12.5					11.5				
Income from at equity companies	2					-					-				
Segment earnings (EBIT)	52					33					21				
<i>in % of sales</i>	10.0					12.5					11.5				

# QUARTERLY SALES & EBIT BY REGIONS

Sales (€ mn)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	552	515	499	475	2,041	511	516	517	485	2,029	522				
Δ Y-o-Y in %	15	2	-5	-10	0	-7	0	4	2	1	2				
Asia-Pacific	252	239	247	241	979	245	240	254	247	986	264				
Δ Y-o-Y in %	6	10	-2	8	5	-3	0	3	2	1	8				
Americas	181	171	171	164	687	167	174	170	167	678	183				
Δ Y-o-Y in %	28	8	-6	-4	5	-8	2	-1	2	-1	10				
Holding/Consolidation	-49	-39	-41	-37	-166	-46	-43	-39	-40	-168	-45				
<b>FUCHS Group</b>	<b>936</b>	<b>886</b>	<b>876</b>	<b>843</b>	<b>3,541</b>	<b>877</b>	<b>887</b>	<b>902</b>	<b>859</b>	<b>3,525</b>	<b>924</b>				
Δ Y-o-Y in %	16	6	-3	-3	4	-6	1	3	2	0	5				

EBIT (€ mn)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	50	49	56	58	213	54	57	56	56	219	52				
Δ Y-o-Y in %	14	23	46	23	25	8	16	0	-3	3	-4				
Asia-Pacific	28	24	28	31	111	29	26	32	31	118	33				
Δ Y-o-Y in %	-1	-8	-15	24	-2	4	8	14	0	6	14				
Americas	19	20	23	17	79	21	26	24	20	91	21				
Δ Y-o-Y in %	12	11	-4	-6	3	11	30	4	18	15	0				
Holding/Consolidation	6	4	6	-6	10	3	1	4	-10	-2	2				
<b>FUCHS Group</b>	<b>103</b>	<b>97</b>	<b>113</b>	<b>100</b>	<b>413</b>	<b>107</b>	<b>110</b>	<b>116</b>	<b>97</b>	<b>426</b>	<b>108</b>				
Δ Y-o-Y in %	11	11	13	18	13	4	13	3	-3	3	1				



# QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

Organic Growth (in %)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	17	5	-2	-8	2	-7	0	2	-1	-2	-1				
Asia-Pacific	9	19	11	15	13	3	3	2	2	2	7				
Americas	25	13	4	15	14	-2	4	2	-6	0	8				
<b>FUCHS Group</b>	<b>17</b>	<b>12</b>	<b>4</b>	<b>3</b>	<b>9</b>	<b>-3</b>	<b>1</b>	<b>2</b>	<b>-1</b>	<b>0</b>	<b>2</b>				

External Growth (in %)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	1	2	1	2				
Asia-Pacific	-	-	-	-	-	-	-	0	0	0	-				
Americas	-	-	-	-	-	-	-	1	1	0	1				
<b>FUCHS Group</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>				

FX Effects (in %)	2023					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-2	-3	-3	-2	-2	0	0	1	0	0	1				
Asia-Pacific	-3	-9	-13	-7	-8	-6	-5	0	1	-1	1				
Americas	3	-5	-10	-19	-8	-6	-4	-3	7	-1	1				
<b>FUCHS Group</b>	<b>-1</b>	<b>-5</b>	<b>-7</b>	<b>-7</b>	<b>-5</b>	<b>-3</b>	<b>-9</b>	<b>0</b>	<b>2</b>	<b>-1</b>	<b>1</b>				

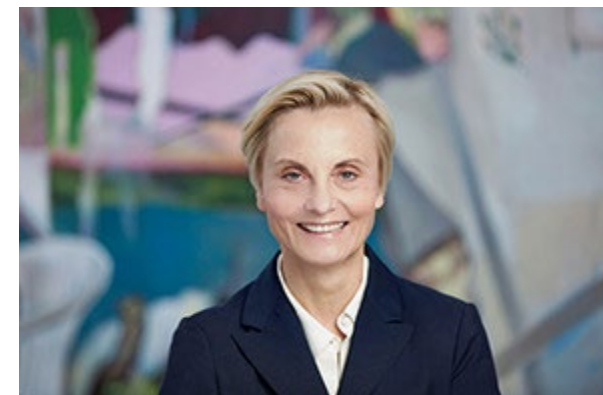
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Chairman



**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

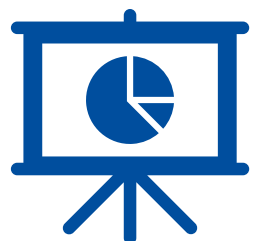
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**$\geq$ 20%**

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

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# FINANCIAL CALENDAR & CONTACT

## Financial Calendar 2025

<b>April 30, 2025</b>	Quarterly Statement Q1 2025
<b>May 7, 2025</b>	Annual General Meeting
<b>July 31, 2025</b>	Half-year Financial Statement
<b>October 31, 2025</b>	Quarterly Statement 9M 2025

The financial calendar is updated regularly. You find the latest dates on the webpage at [www.fuchs.com/financial-calendar](http://www.fuchs.com/financial-calendar)

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