

FUCHS GROUP

Investor Presentation

November 2025



Agenda

01 | Business Model

02 | Financial Results Q1-3 2025

03 | FUCHS2025

04 | Megatrends

- E-Mobility
- Sustainability
- Digitalization

05 | FUCHS – a profitable growth story

06 | Appendix



WE KEEP **DAILY LIFE** MOVING

The world's population is growing.
By **2050**, we will be **10 billion**.

More people than ever before will drive to work, use smartphones, have lunch, require healthcare. Things we all need in our daily lives.

A big challenge for the equipment that provides these basics. That's where our tailormade lubrication solutions come in – they enable the world to achieve more with less.

MOVING YOUR WORLD

This is how we are
MOVING YOUR WORLD

We want to keep the world moving. Everyday.
With innovative and technological solutions that
have a lasting impact on the future.

What do Lubricants Actually do?



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

Where do Lubricants Contribute to Daily Live?
Almost Everywhere ...



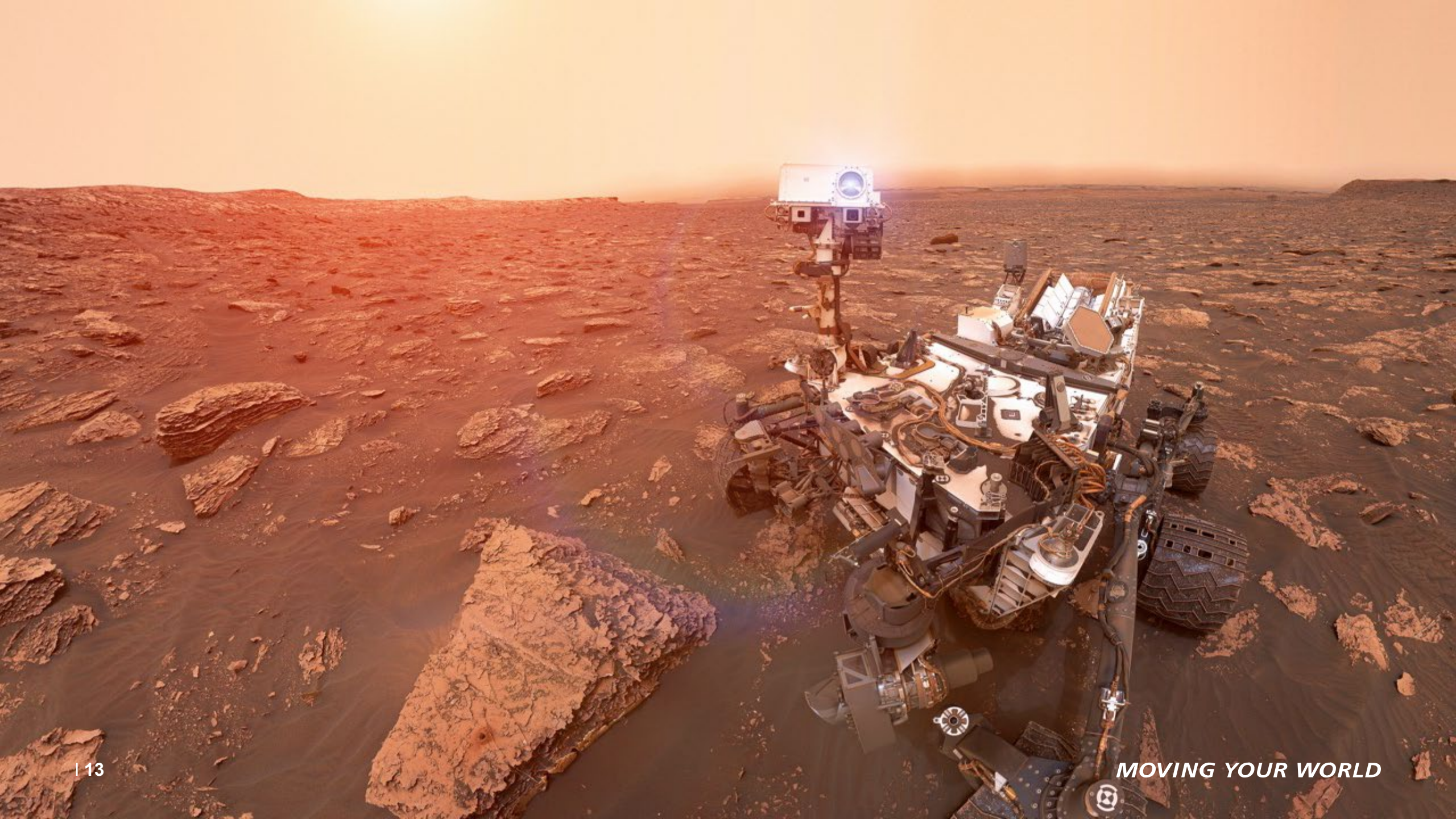












FUCHS is unique in our industry

What is our USP?

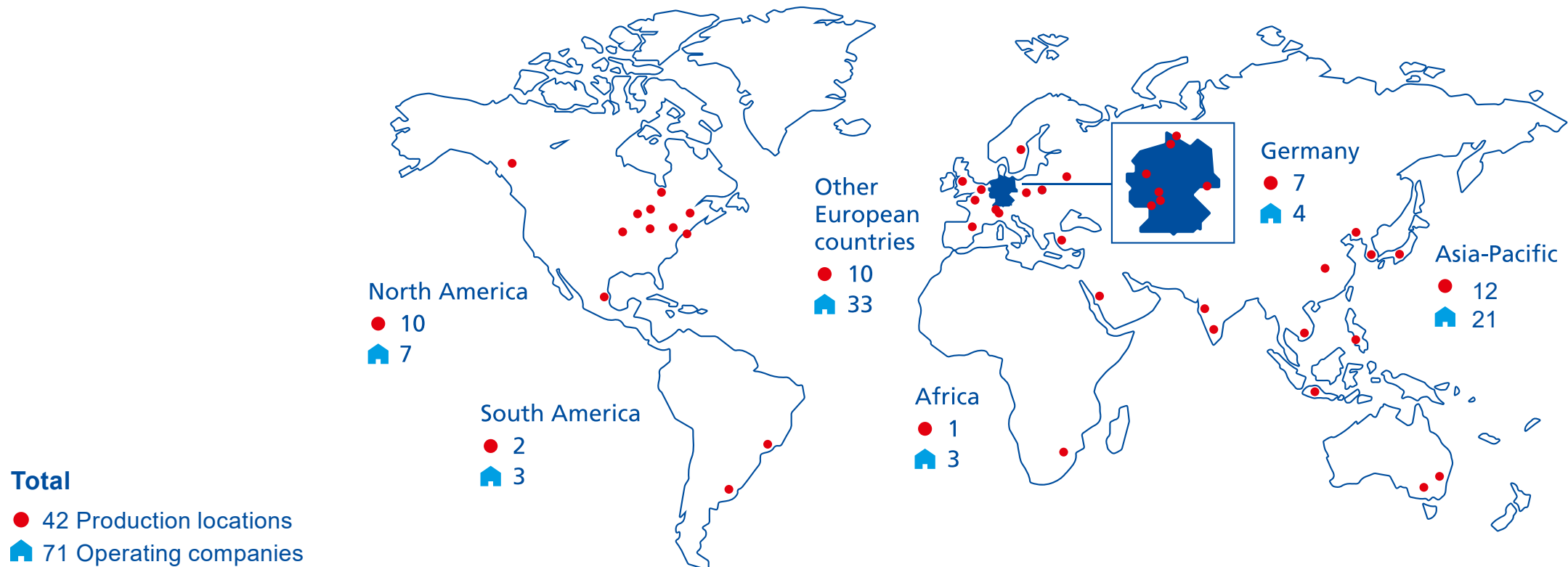
**Close to our
customers –
all over the
world**

**Full
product
offering**

**Best team
in our
industry**

**Stable
shareholder
& no debt**

No matter where in the world We're extremely close to our customers



As of December 31, 2024

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

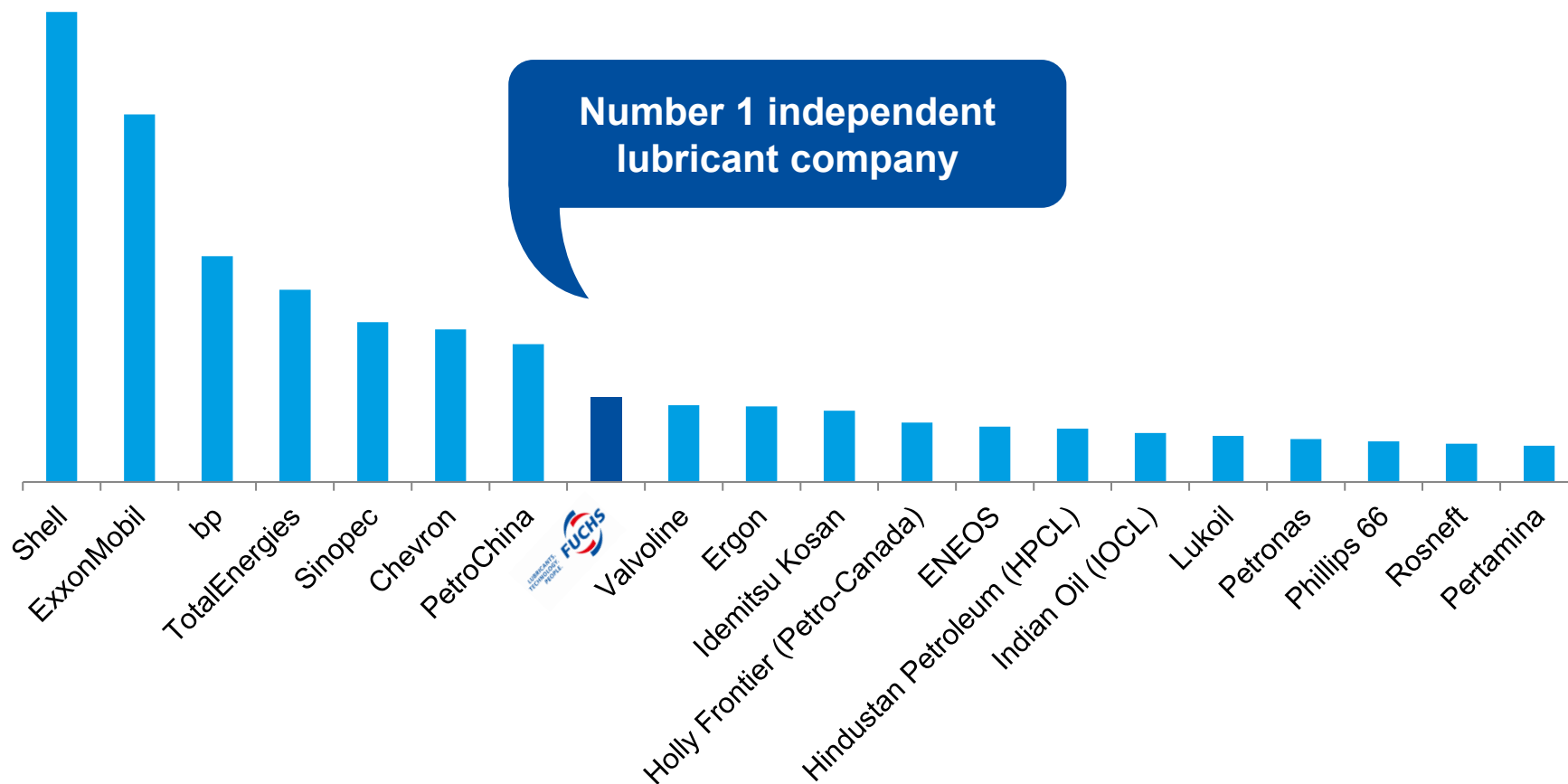
Around **6,700**
employees

Preference share is listed
in the MDAX

71 companies worldwide

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

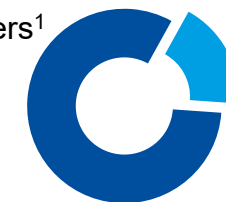
THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

Independent lubricant manufacturers¹ >700

Major oil companies >100

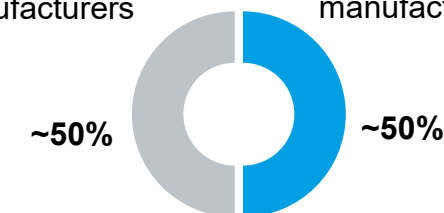


- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700 manufacturers

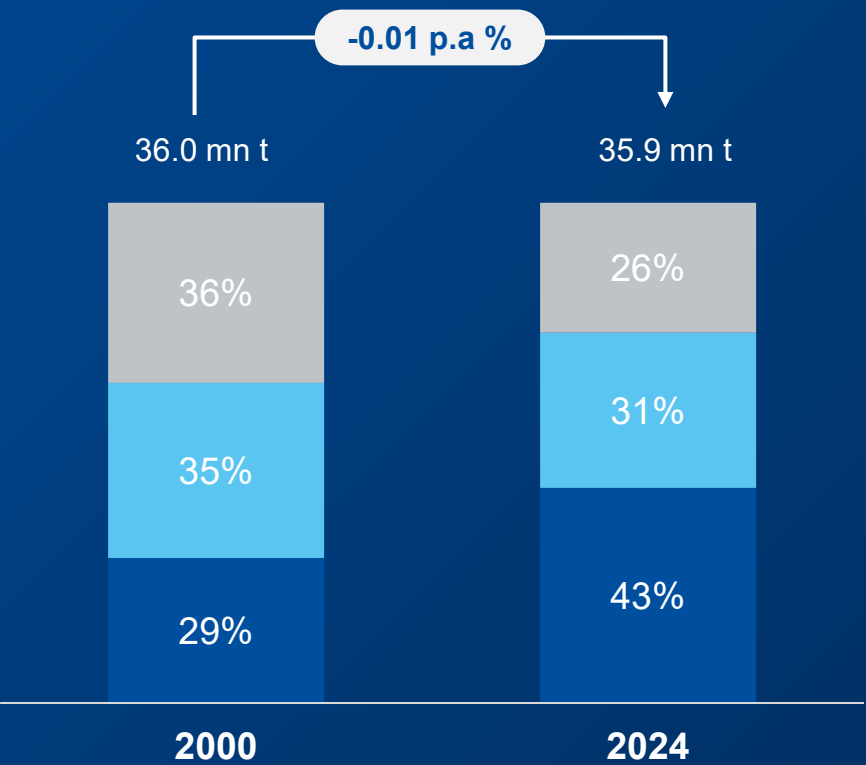
Top 10 manufacturers



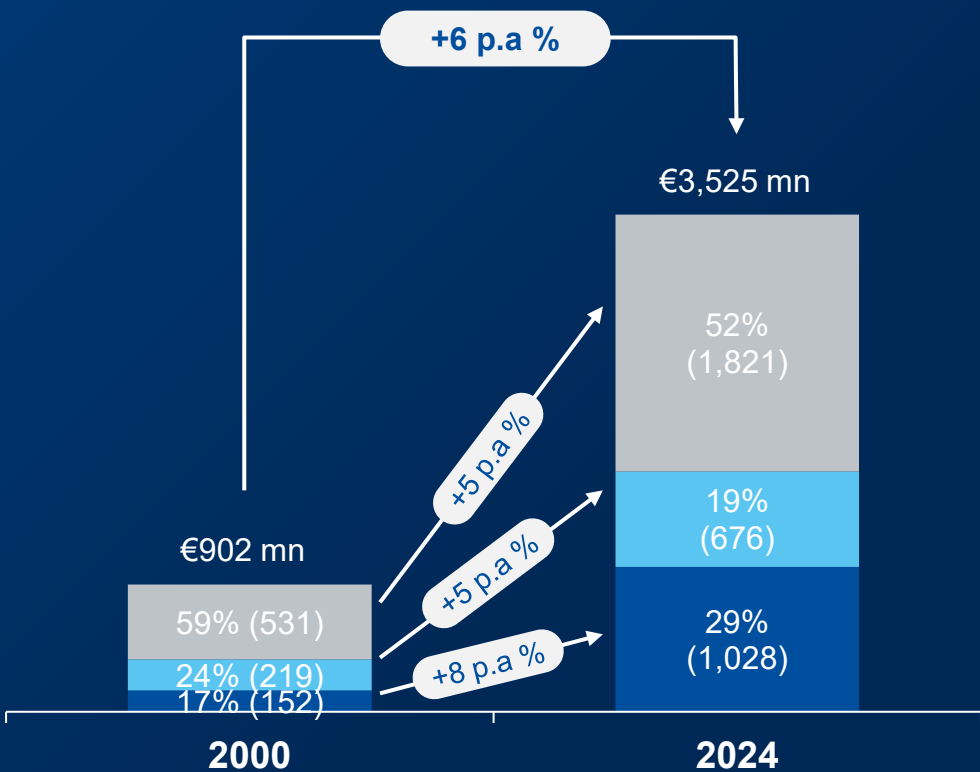
¹ > 1000 tons

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



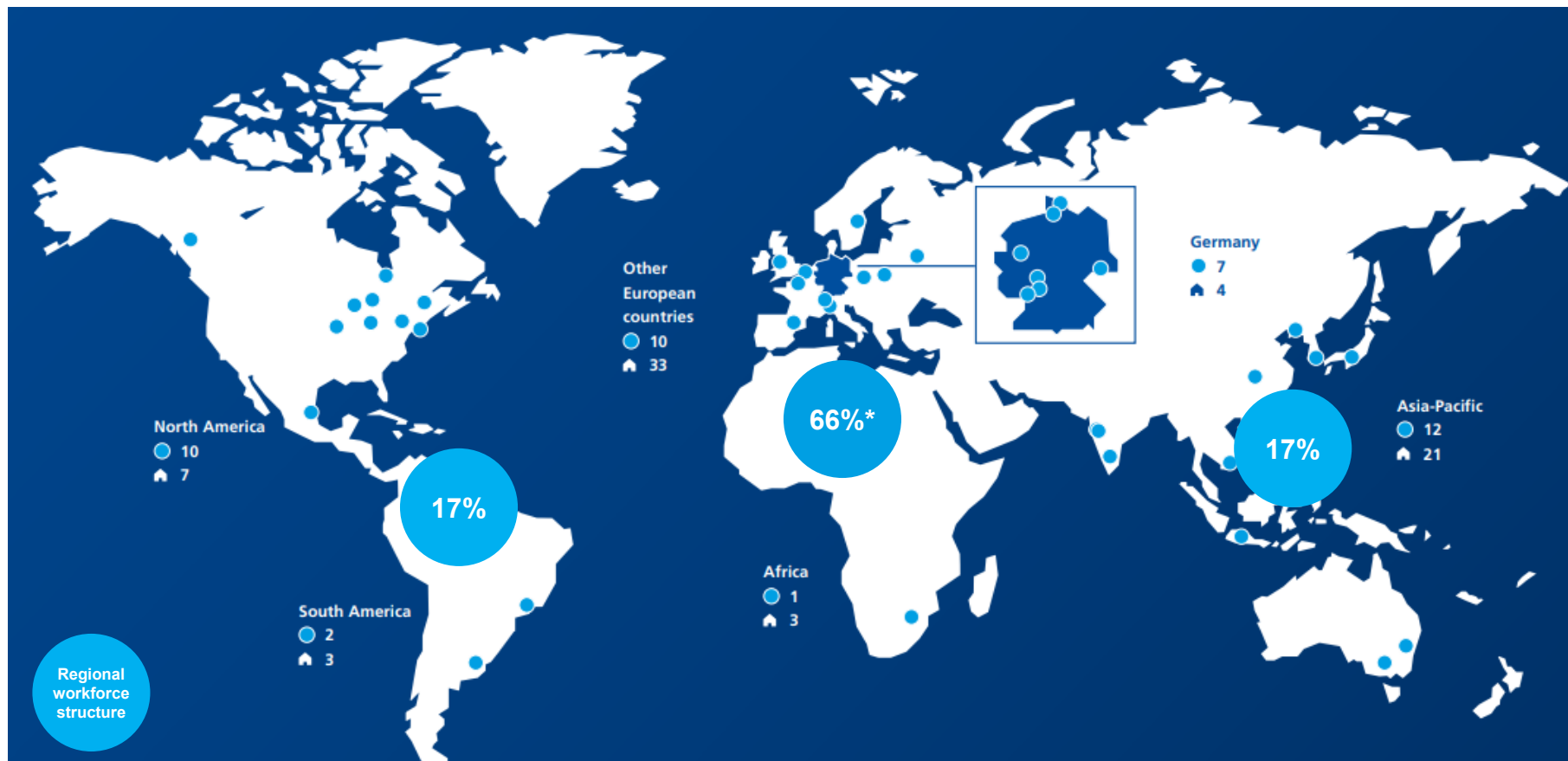
Global presence, R&D strength,
know-how transfer, speed

Advantage over
major oil companies

Advantage over other
independent companies

WE ARE WHERE OUR CUSTOMERS ARE

IN OVER 50 COUNTRIES



GROUP COMPANY AND PRODUCTION LOCATIONS

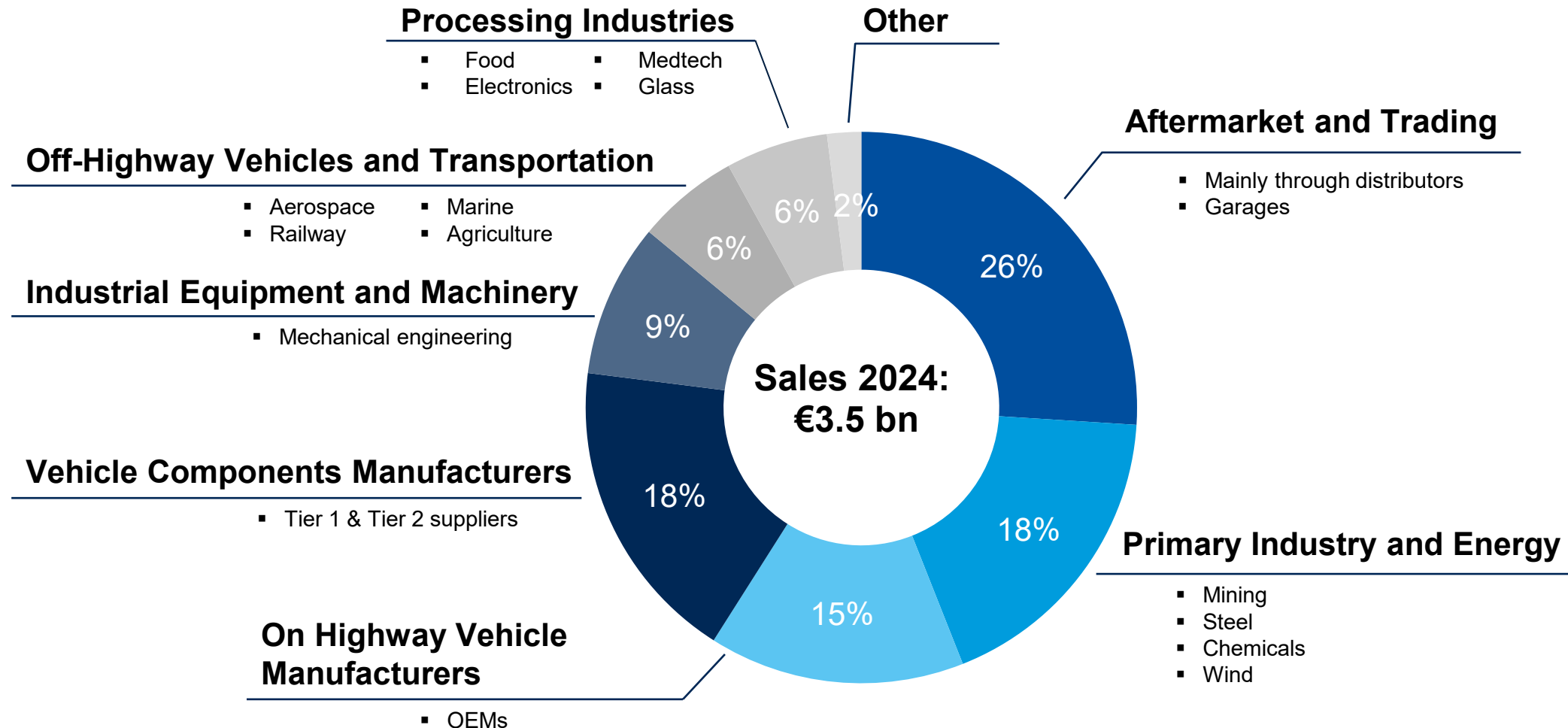
- 42 Production locations
- 🏠 71 Operating companies

As of December 31, 2024

*incl. Holding

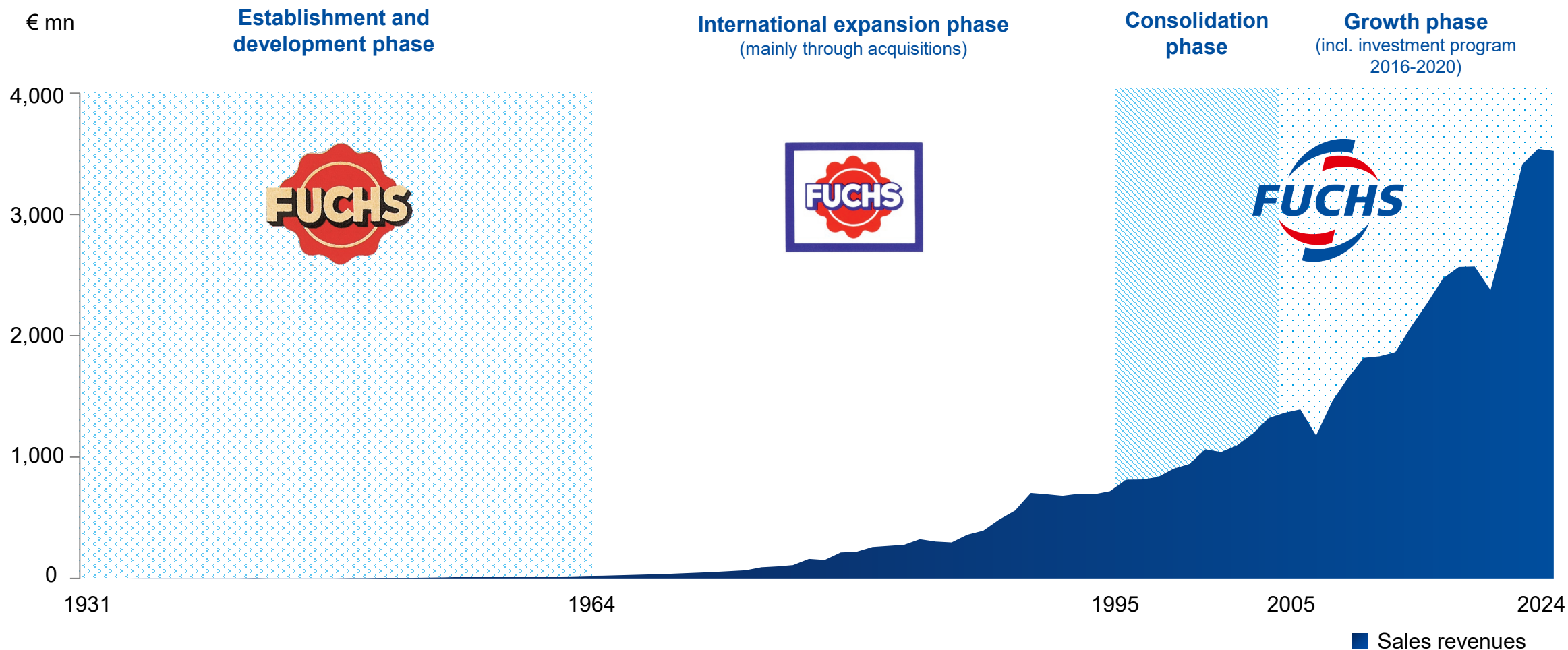
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



TRADITION AND GROWTH

SINCE 1931



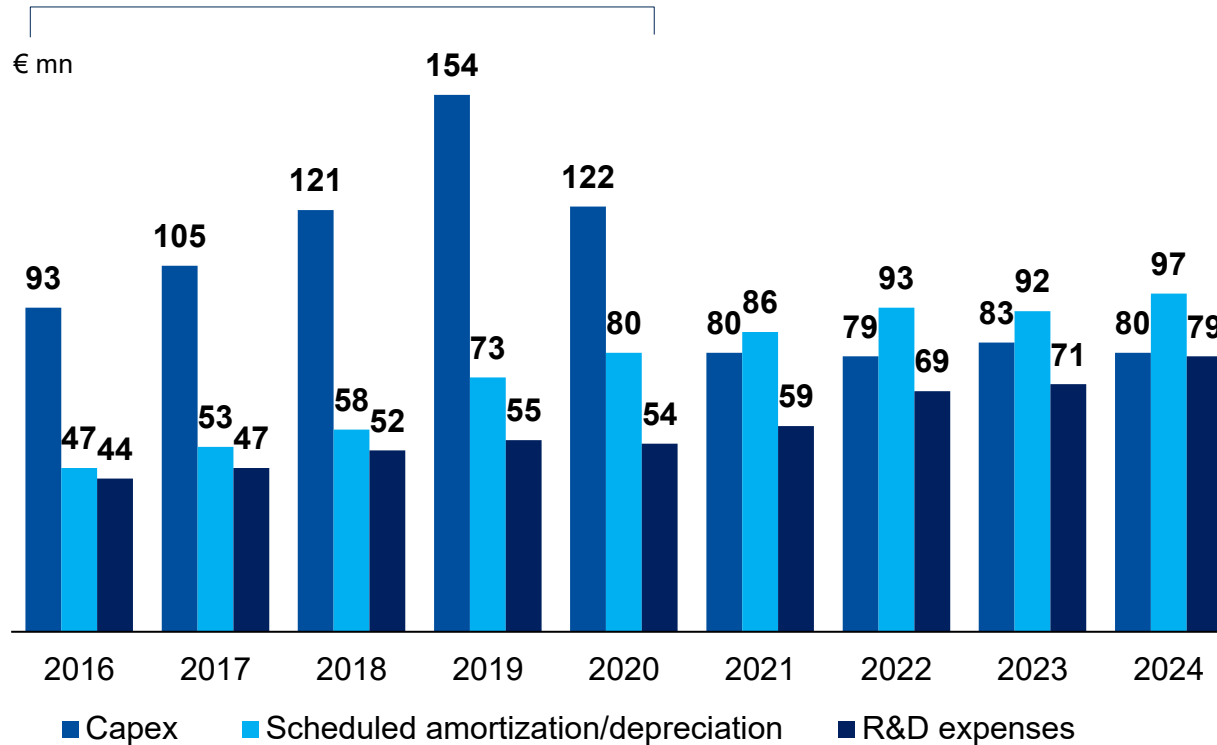
INVESTMENT IN THE FUTURE

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

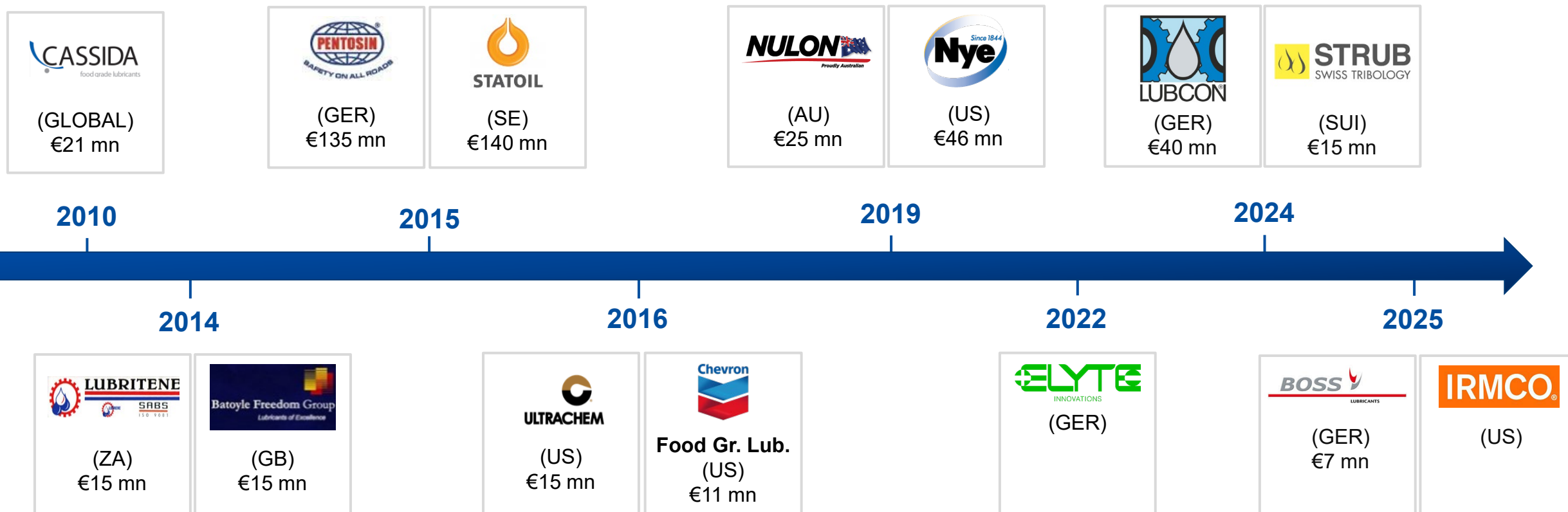
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

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



SWISS MARKET PRESENCE STRENGTHENED BY M&A

BUNDLING ALL ACTIVITIES UNDER FUCHS SWISS LUBRICANTS AG

FUCHS SWISS LUBRICANTS AG



Member of the FUCHS Group



- Acquisition of distribution partner ASEOL SUISSE AG to be integrated into FUCHS SWISS LUBRICANTS AG in the course of 2025
- Previous acquisitions of LUBCON's Swiss subsidiary and STRUB & Co. AG already consolidated under FUCHS SWISS LUBRICANTS AG
- Bundling all local activities under one roof strengthens FUCHS's market presence and enables a comprehensive product and service offering for a wide range of industries from a single source

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
- 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
- Strengthening of global footprint
- 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 Q1-3 2025



HIGHLIGHTS OF THE FIRST NINE MONTHS OF 2025

SOLID EARNINGS DEVELOPMENT – ON TRACK TO REACH OUTLOOK

€2,700 mn

Sales up 1% yoy

€326 mn

EBIT down 2% yoy

€181 mn

FCF bef. acq.
down 7% yoy

Q1-3 2025

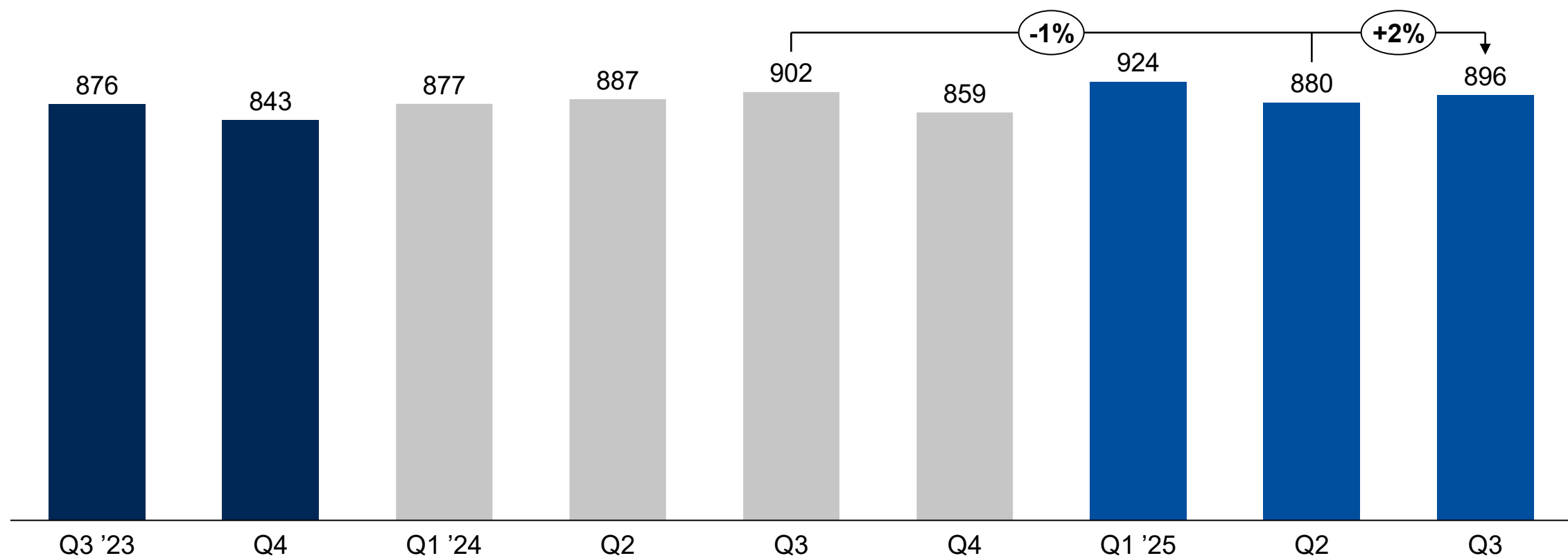
- Business expansion and external growth despite challenging market environment and FX headwinds
- EBIT slightly below strong previous year, as growth in sales revenues cannot offset higher costs
- Q3 earnings well above second quarter and marginally higher than the top result of the prior year's quarter
- Measures initiated to substantiate H2 earnings yielding initial impact
- FCF bef. acq. at a strong level

Outlook FY 2025 confirmed

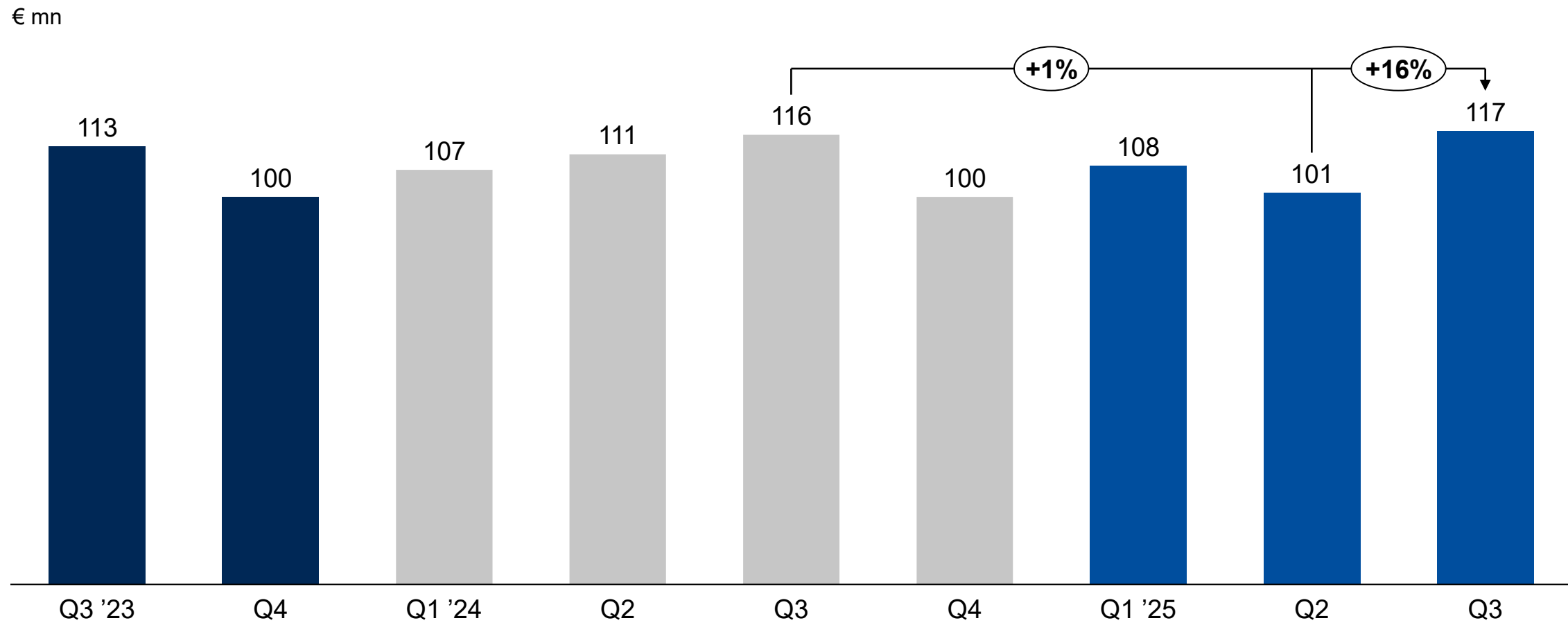
- Sales: on prev. year's level (€3,525 mn)
- EBIT: on prev. year's level (€434 mn)
- FVA: on prev. year's level (€245 mn)
- FCF bef. acq.: ~ €260 mn

QUARTERLY SALES DEVELOPMENT

€ mn

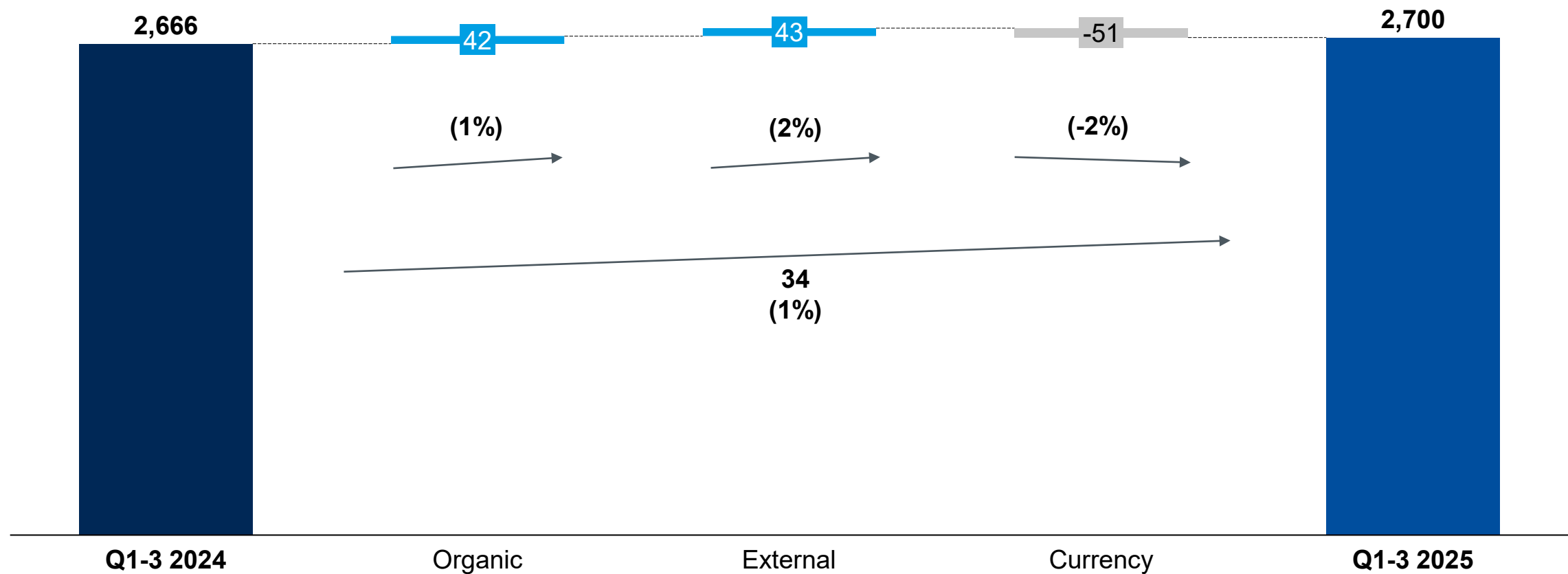


QUARTERLY EBIT DEVELOPMENT



GROUP SALES Q1-3 2025

€ mn



KPI SUMMARY Q1-3 2025

KPI in € mn	Q1-3 2025	Q1-3 2024
Sales	2,700	2,666
Cost of sales	-1,759	-1,744
Gross profit	941	922
Other function costs	-622	-593
EBIT bef. at Equity	319	329
EBIT	326	334
Capex	-51	-46
Change of NOWC	-86	-89
FCF bef. acq.	181	194

- Sales up 1% year over year led by external growth and business expansion, partially offset by negative currency effects
- Organic growth in the Asia-Pacific and Americas regions along with positive contribution from acquisitions in EMEA
- Gross margin at 34.9%, slightly above prior year's figure of 34.6%
- Other function costs up 5% primarily due to acquisitions, temporary ramp-up costs and inflation-driven wage adjustments; cost avoidance measures with initial positive impact in the third quarter
- EBIT down 2% year over year as higher gross profit cannot compensate for higher costs; EBIT margin at 12.1% vs. 12.5% in the prior-year period
- Capex on prior year level
- NOWC build-up in line with typical seasonality
- FCF bef. acq. on strong level

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	Q1-3 2025	Q1-3 2024
Sales	1,556	1,544
Organic growth	-23 (-1%)	-31 (-2%)
External growth	34 (2%)	6 (1%)
FX effects	1 (0%)	3 (0%)
EBIT bef. at Equity	163	163
EBIT	170	168

- Sales up 1% year over year driven by acquisitions amid softer organic performance
- Germany impacted by challenging automotive manufacturing market; Other European countries below prior year; South Africa with continuing growth
- External growth supported by LUBCON and STRUB acquisitions in the second half of 2024, and BOSS at the beginning of 2025
- EBIT up 1% year over year, affected by higher cost base in Europe

KPI in € mn	Q1-3 2025	Q1-3 2024
Sales	763	739
Organic growth	53 (7%)	19 (3%)
External growth	2 (0%)	-
FX effects	-31 (-4%)	-18 (-3%)
EBIT bef. at Equity	102	87
EBIT	102	87

- Sales up 3% year over year driven by strong organic growth that overcompensates negative currency effects
- China remains on growth trajectory supported by specialty business; India and Australia also with good business performance
- Continued weakening of Chinese Renminbi and Australian Dollar weighs on regional performance
- EBIT up 17% year over year driven by China's consistently strong development; Australia, India and Vietnam also contributed positively

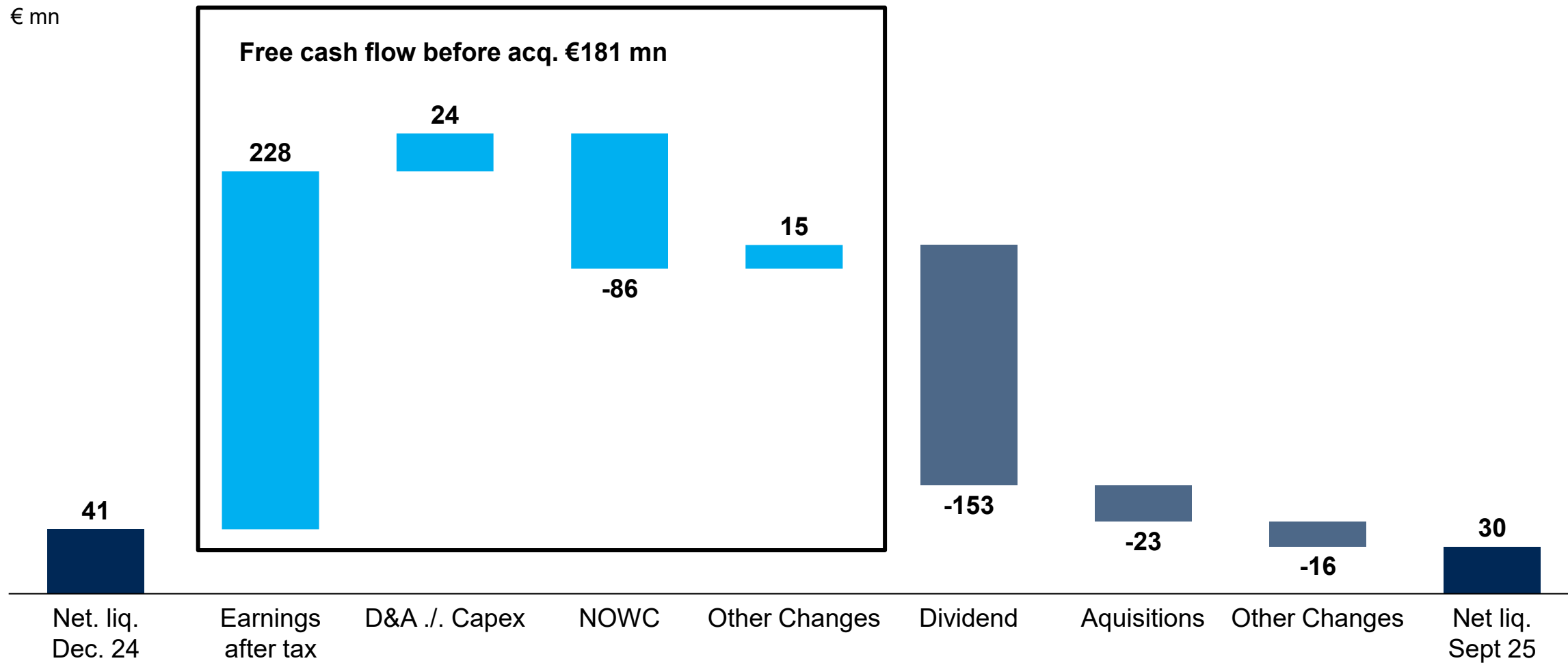
NORTH AND SOUTH AMERICA

KPI in € mn	Q1-3 2025	Q1-3 2024
Sales	521	511
Organic growth	24 (5%)	7 (2%)
External growth	7 (1%)	1 (0%)
FX effects	-21 (-4%)	-20 (-4%)
EBIT bef. at Equity	57	71
EBIT	57	71

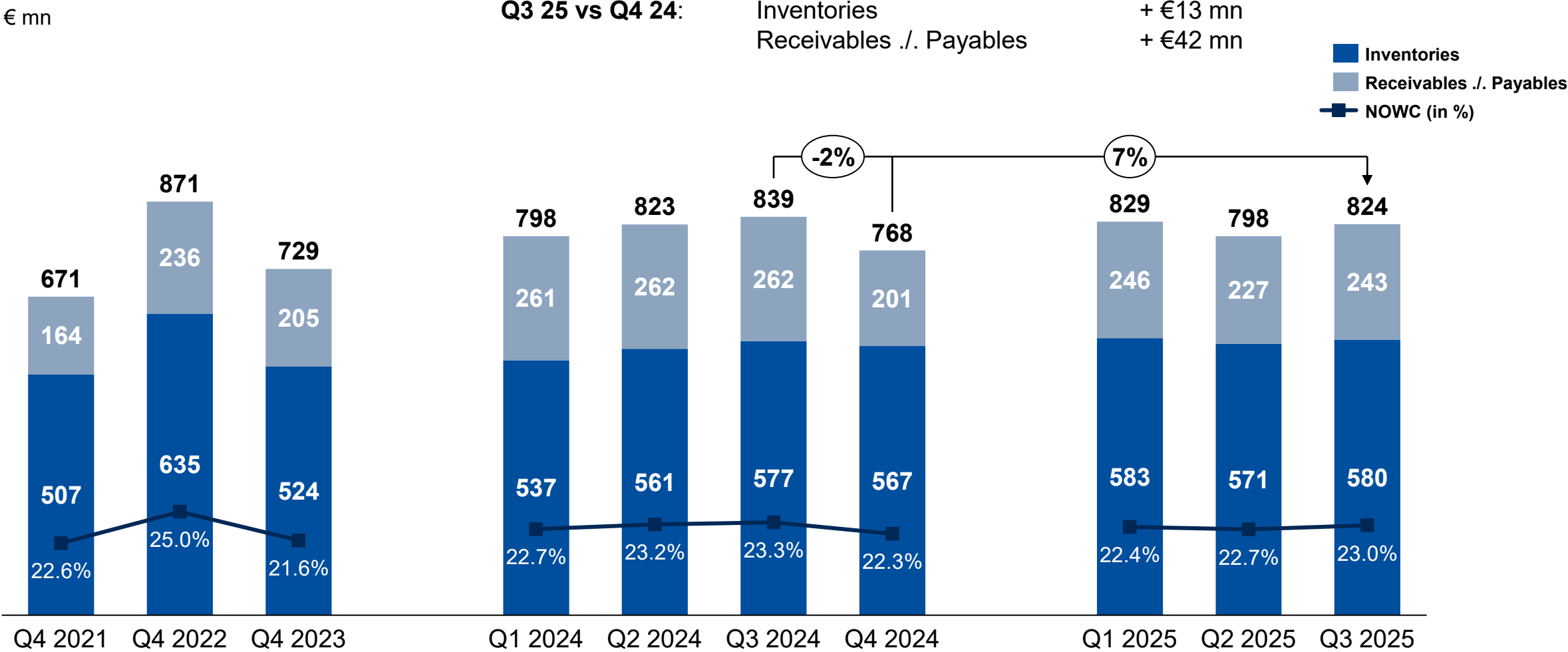
- Sales up 2% year over year led by regional business expansion
- External growth, amongst others due to the long-term trading partner in Peru and IRMCO, a specialist in lubricant solutions for metal forming
- Significant negative currency effects in North and South America
- EBIT down by 20% as sales growth cannot compensate for mix changes and temporary ramp-up costs (mainly H1); overall improvement in North American business in third quarter; South America remains in a continuously challenging environment

NET LIQUIDITY

€ mn



NET OPERATING WORKING CAPITAL (NOWC)



DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q3

**Base
Oils**

**Overall, minor price
movements on USD base;
devaluation of USD vs. EUR
with slightly positive impact**

Additives

**Prices for additive packages
remained broadly stable**

Q4 and beyond

**Prices are expected to soften,
potential impact of tariffs as
well as foreign exchange
rates remain to be seen**

CONFIRMATION OF THE 2025 OUTLOOK ADJUSTED IN JULY

KPI ¹ in € mn	Actual 2024	March 2025	Current outlook ² 2025	
Sales	3,525	~ 3.7	on prev. year's level	Slightly higher volumes offset by negative currency effects
EBIT	434	~ 460	on prev. year's level	Additional measures vs. higher personnel and digitalization cost
FVA	245	~ 260	on prev. year's level	Largely stable earnings and capital employed
FCF bef. acq.	306	~ 260	~ 260	Normalization after good prior year

(1) 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.

(2) Our current outlook confirms the revised outlook from July 31, 2025.

03 FUCHS 2025

New Mindset for Future Challenges



CLEAR VALUE PROPOSITION

VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES

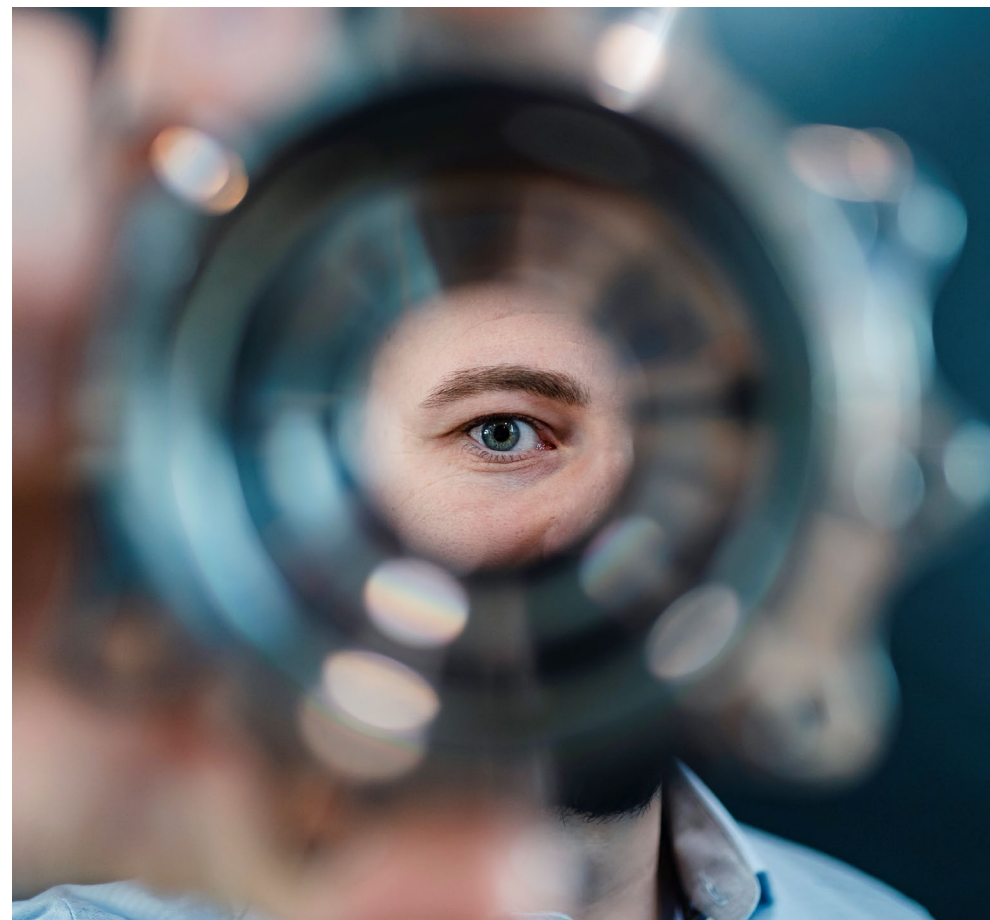


Trust, Creating Values,
Respect, Reliability,
Integrity

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



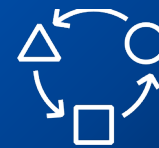
Global Strength

- 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

- 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

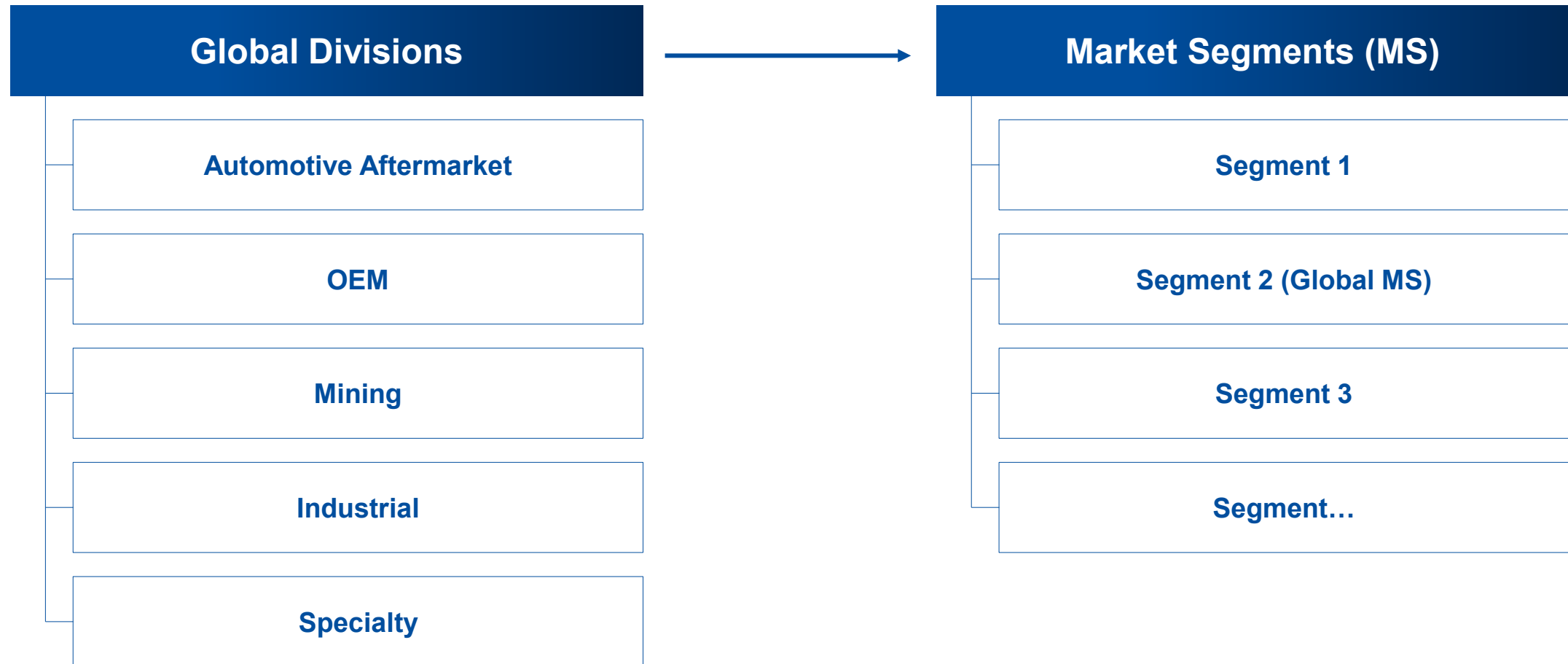
HOW: UNCONDITIONALLY RELIABLE

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



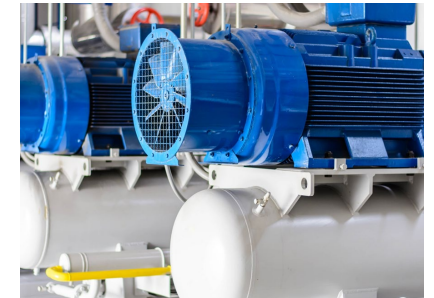
Wind power



Food industry



Rotary motion



**Three further
growth markets**

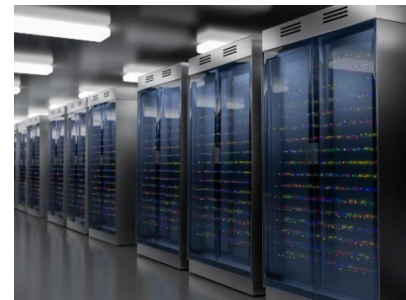
Medtech



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

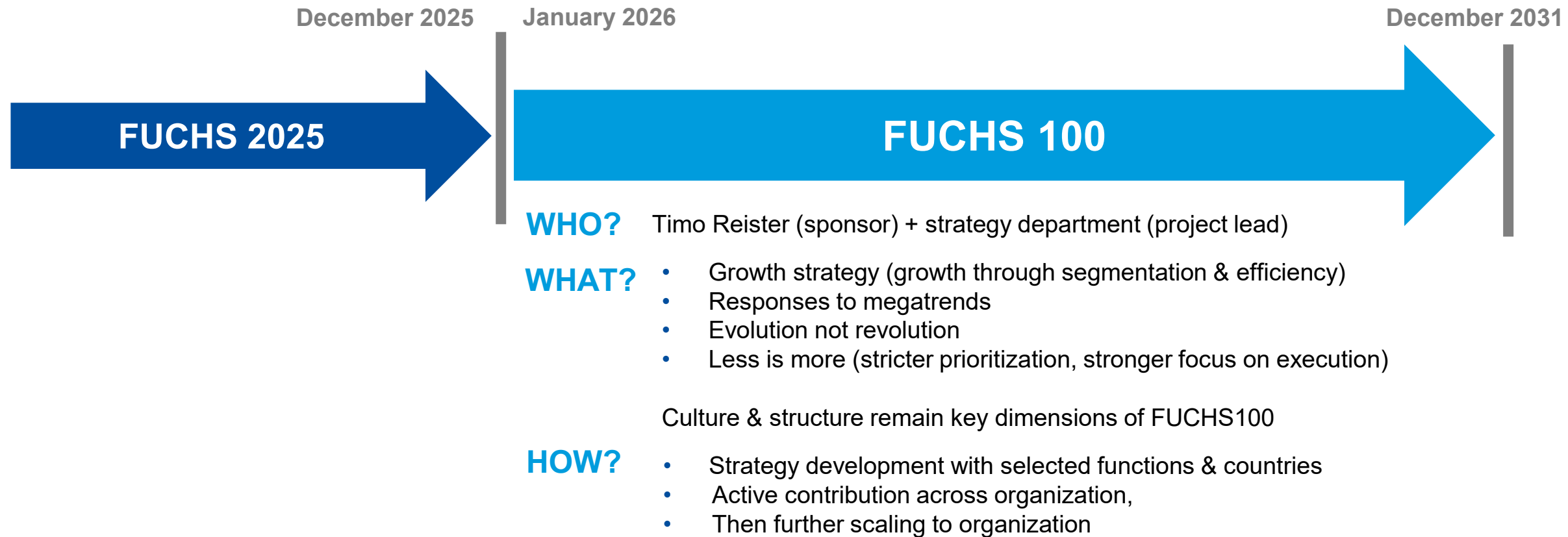


From **FUCHS2025** (2019 – 2025)

to **FUCHS100** (2026-2031)



FUCHS 100 Strategy



04 Megatrends

- E-Mobility
- Sustainability
- Digitalization

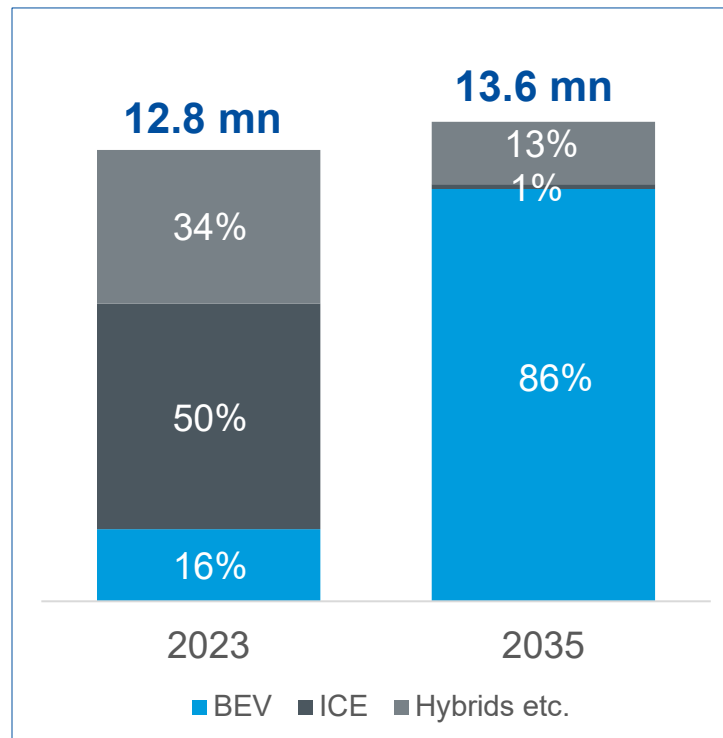


E-MOBILITY

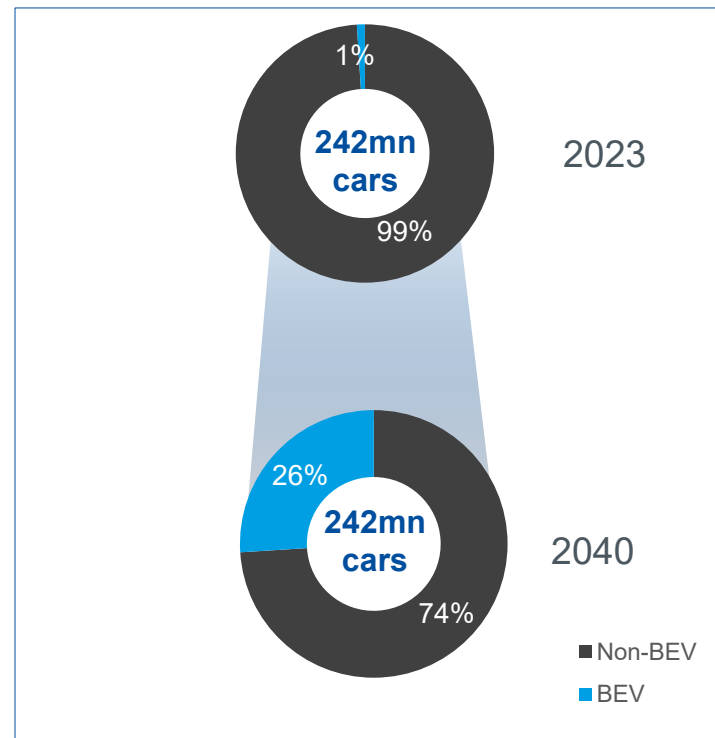


E-MOBILITY RAMP UP SCENARIO: EUROPE

Annual car sales



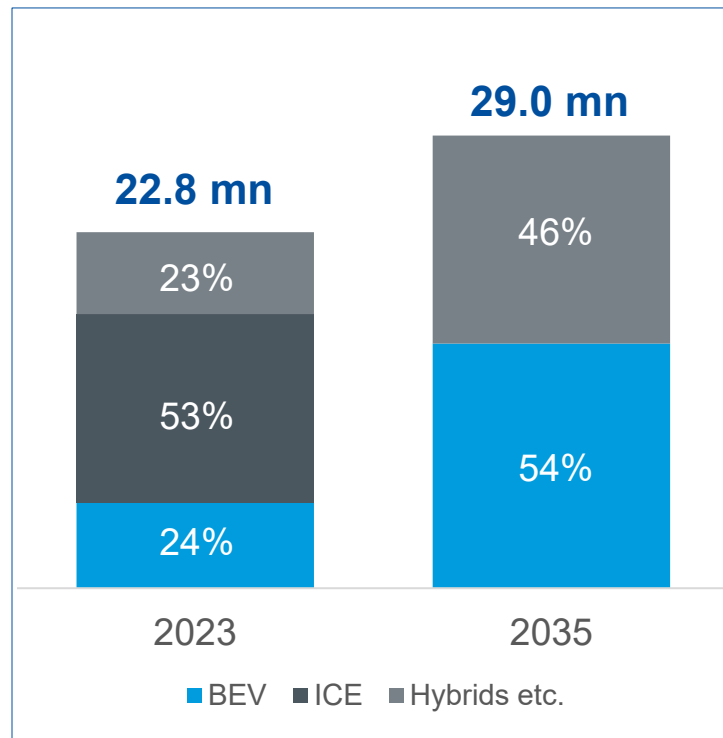
Car population



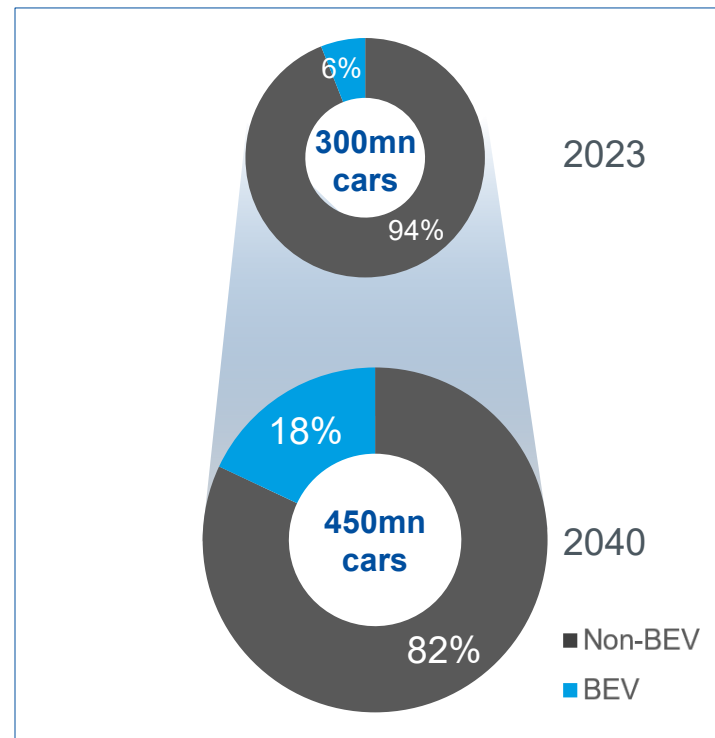
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower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



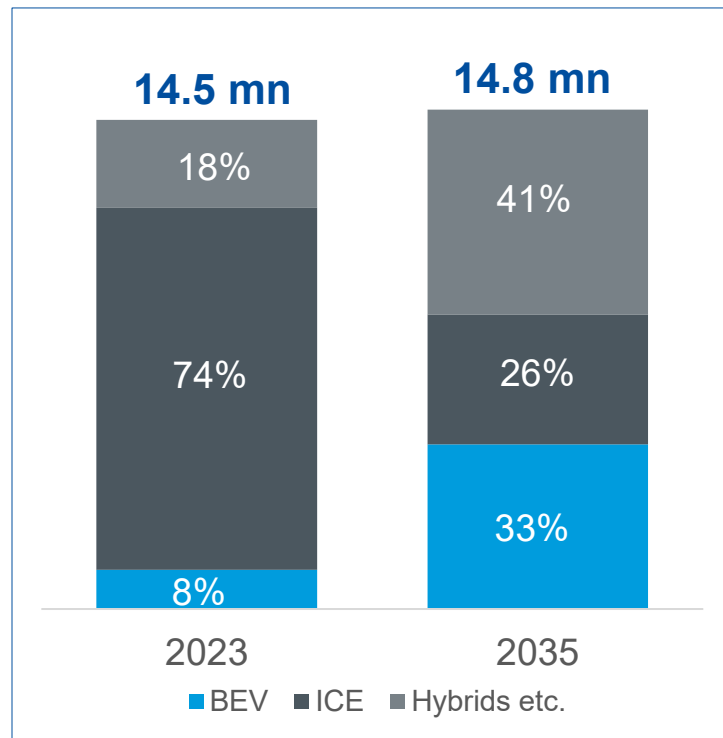
Car population



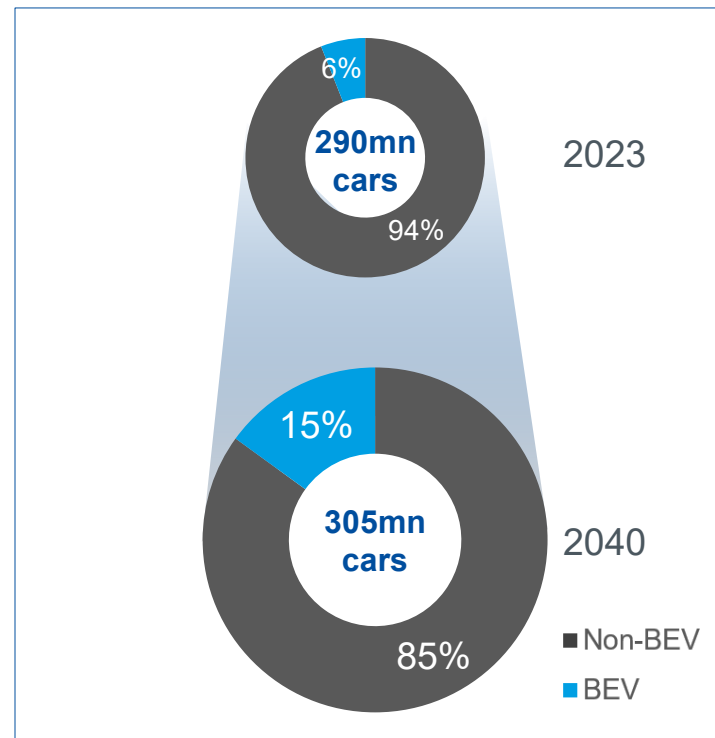
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly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

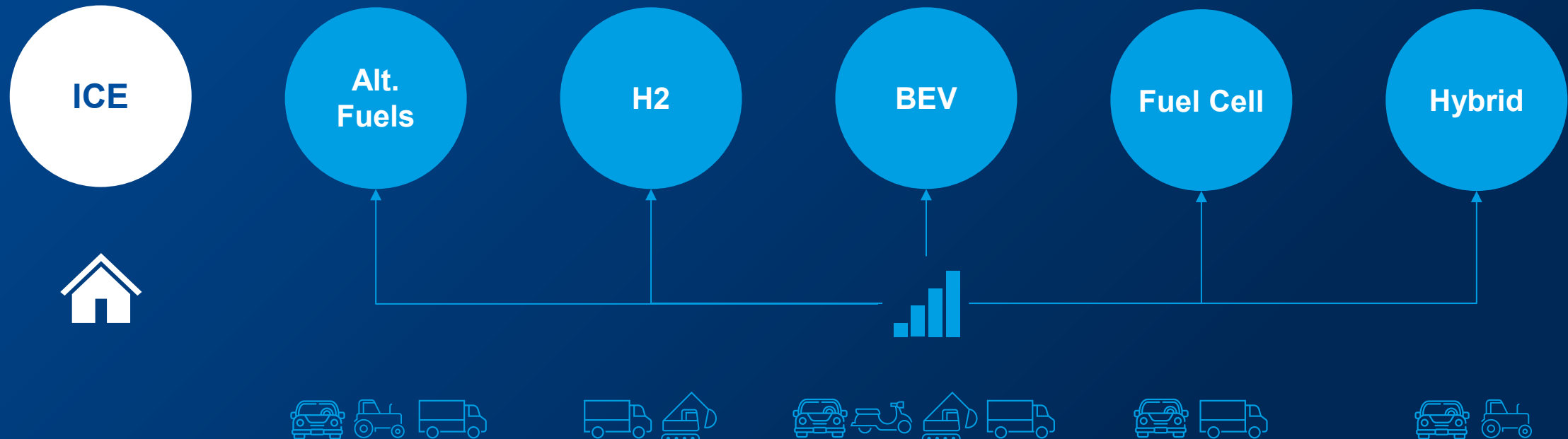


Car population



- 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

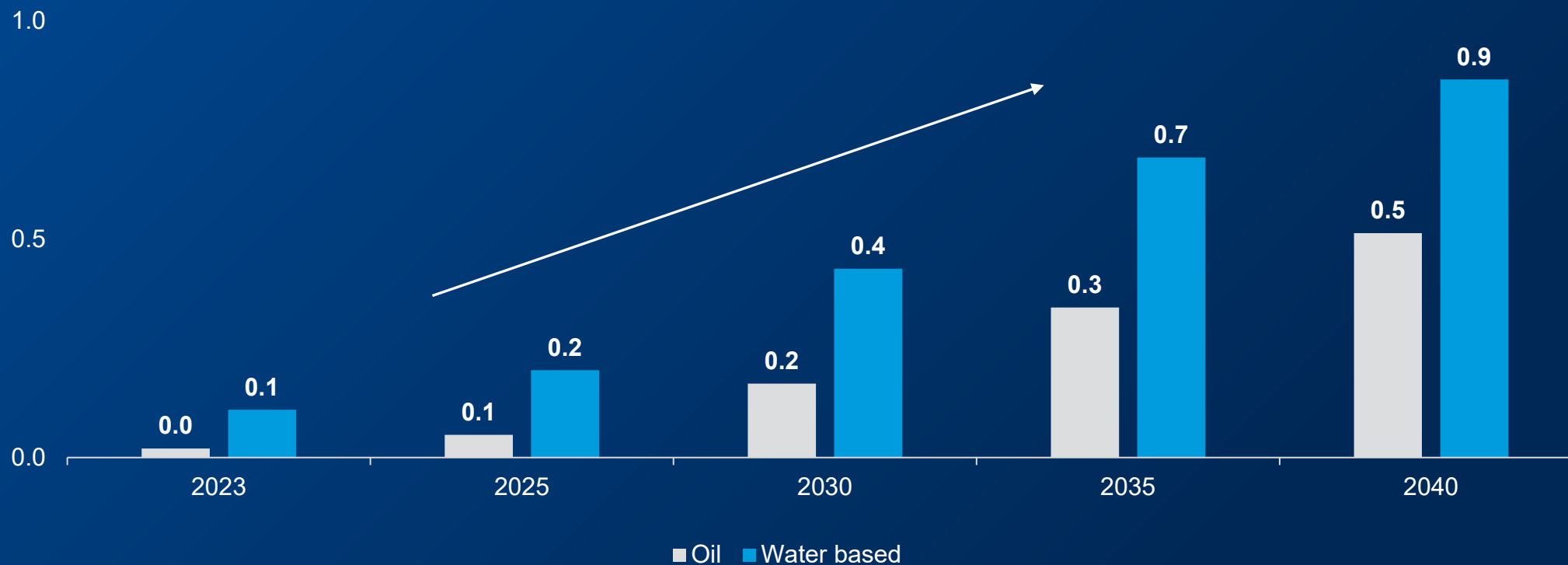
Key Success Factors:

- 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)

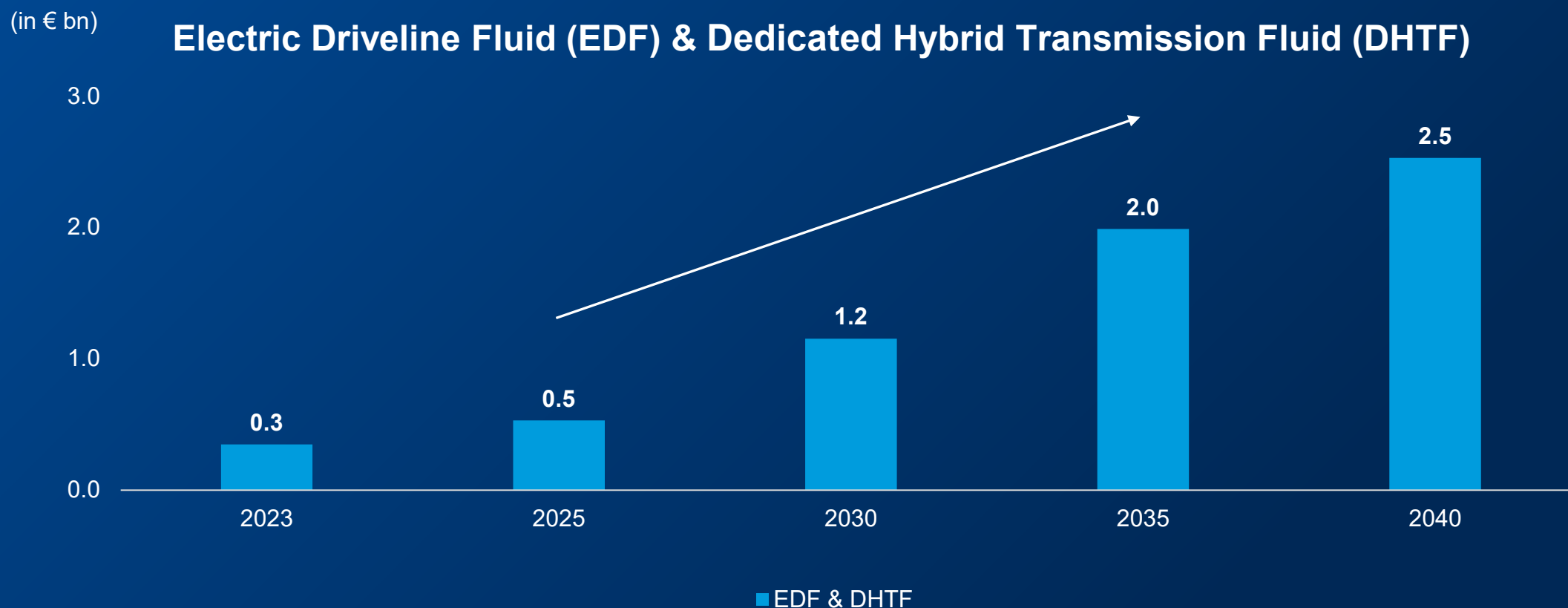
(in € bn)

Thermal Fluid (TF)



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

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



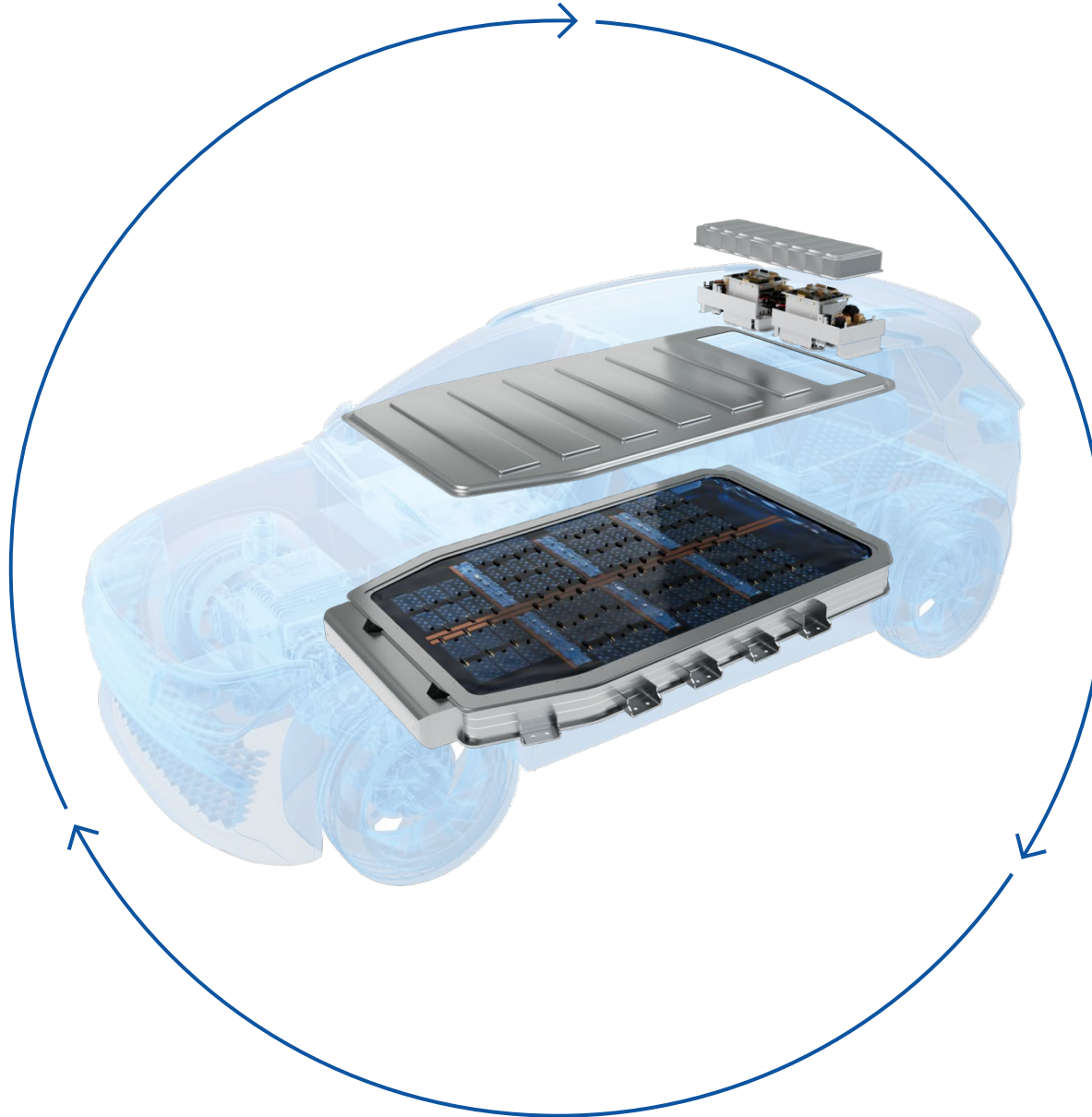
Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.

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 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

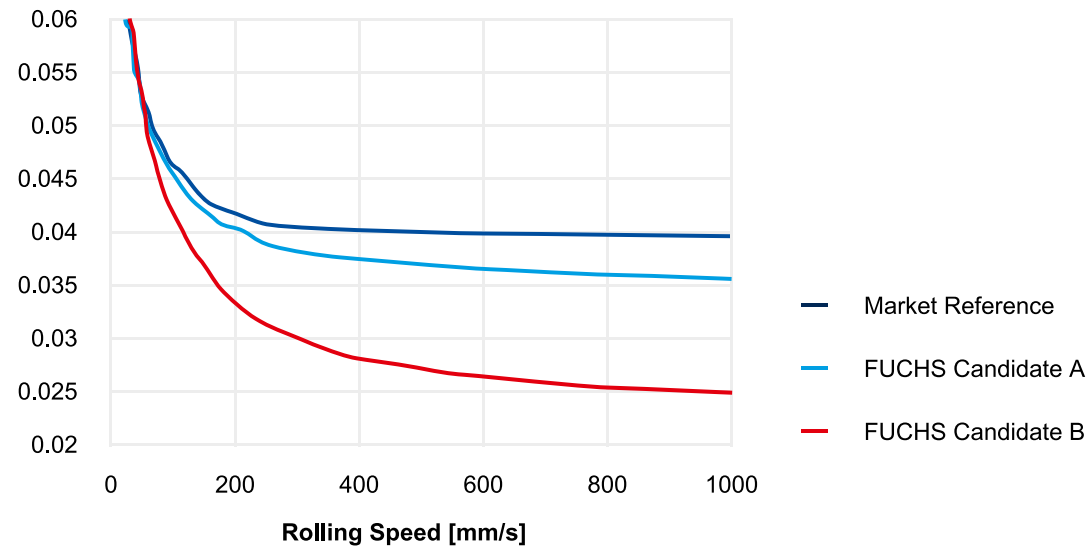


FUCHS Wheel-Hub Bearing Greases

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

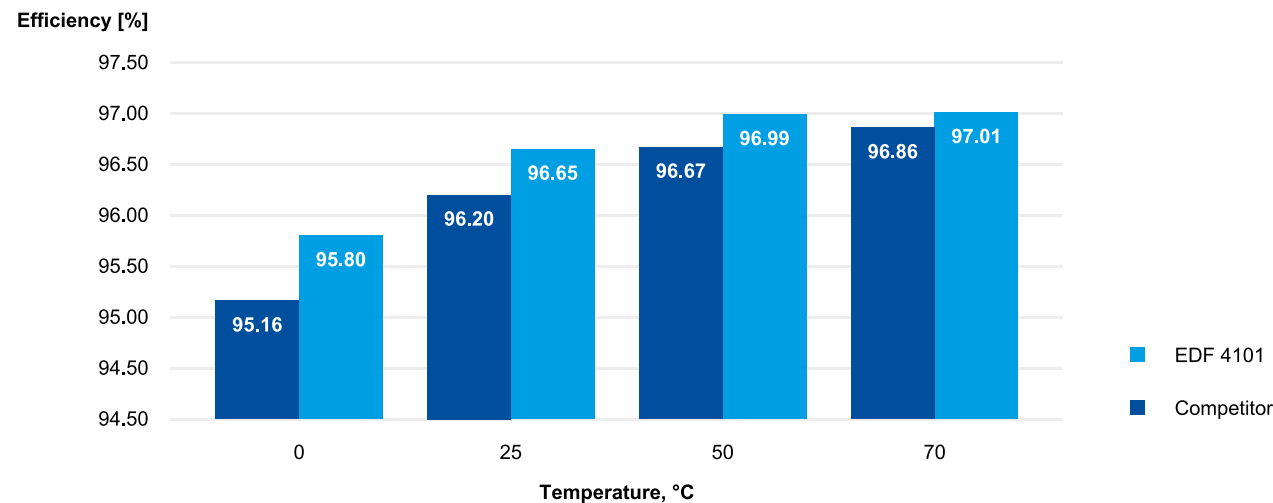
Increase BEV range



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

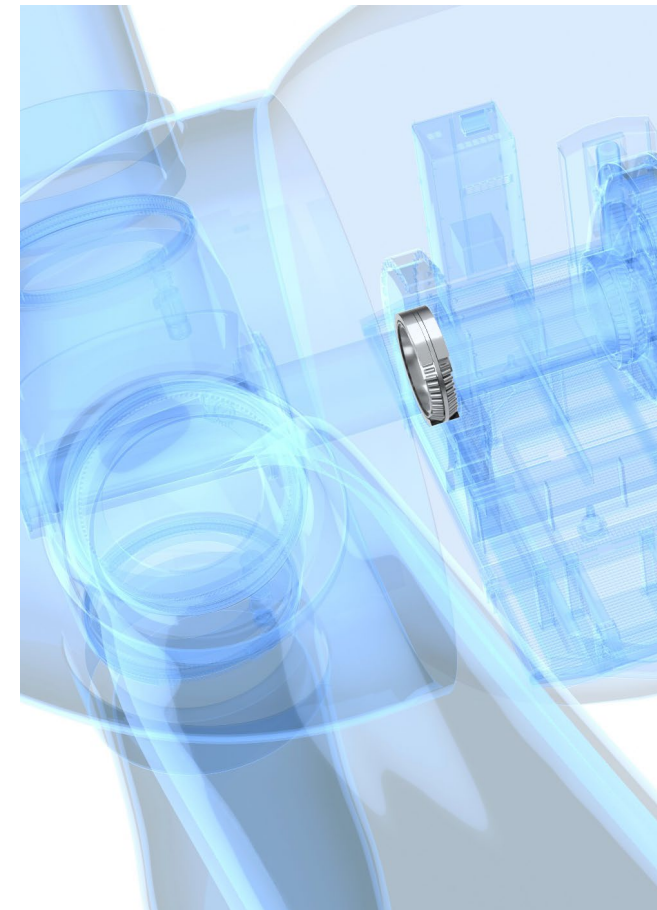
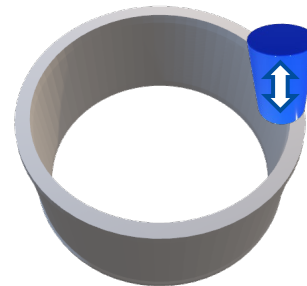
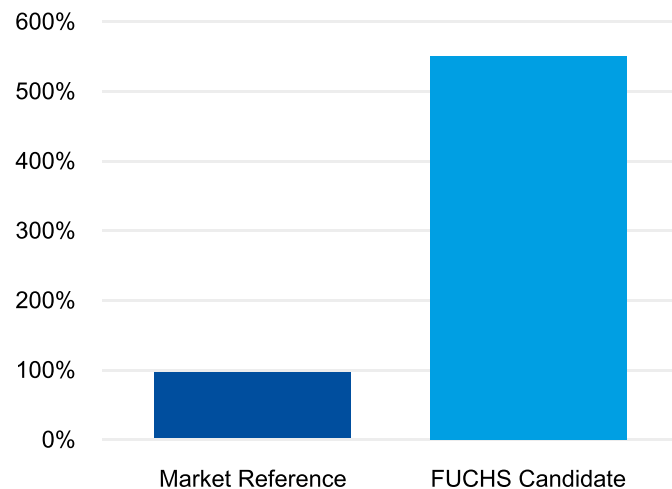


FUCHS Wind Bearing Greases

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

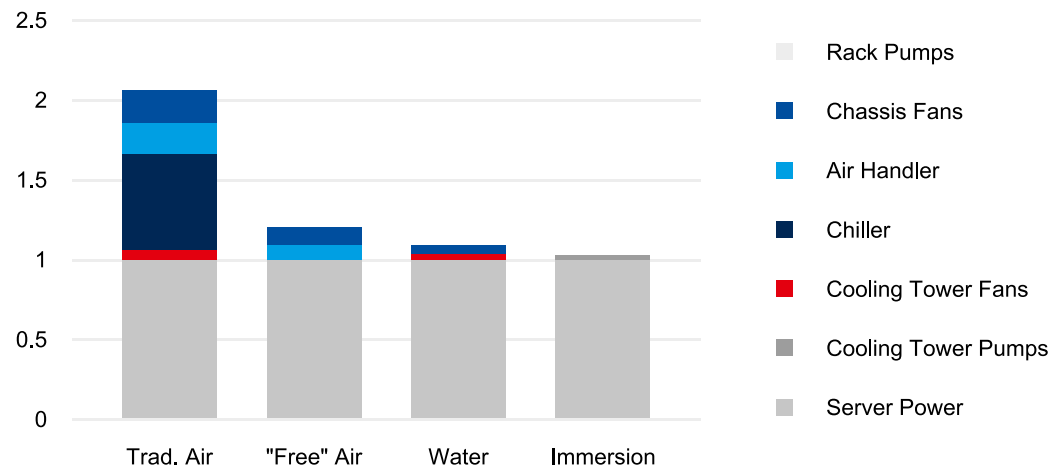


FUCHS Immersion Cooling Fluids

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**



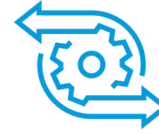
**Cool machines
and equipment**



Transfer energy

TRANSFER ENERGY

Reduce fuel consumption and emissions

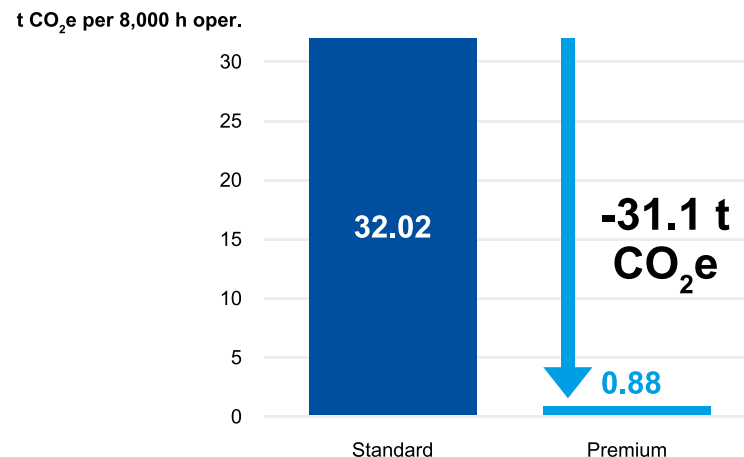


FUCHS Hydraulic Fluids

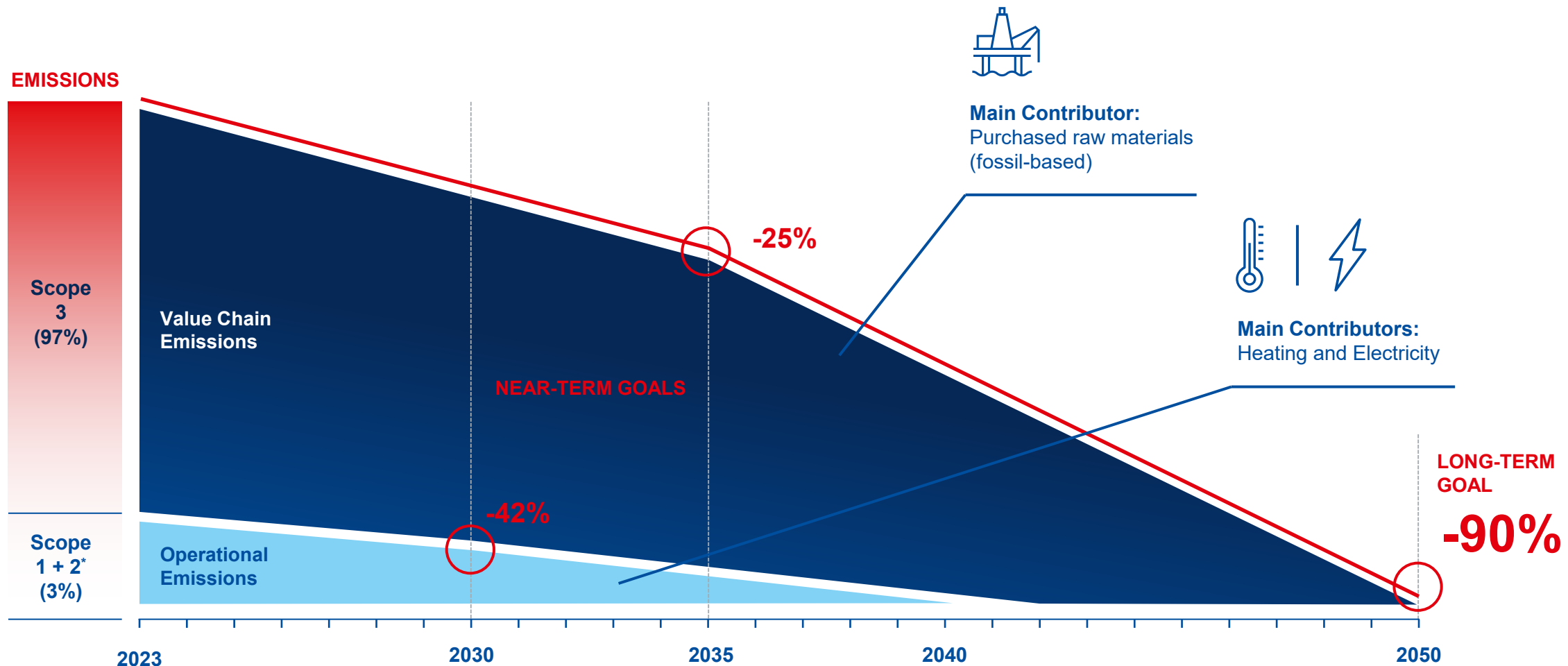
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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

- **Saved ~31 tons of 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



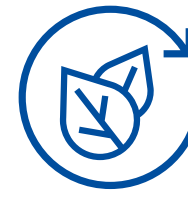
Green energy sufficiently available in all operating countries



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 “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 2nd 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



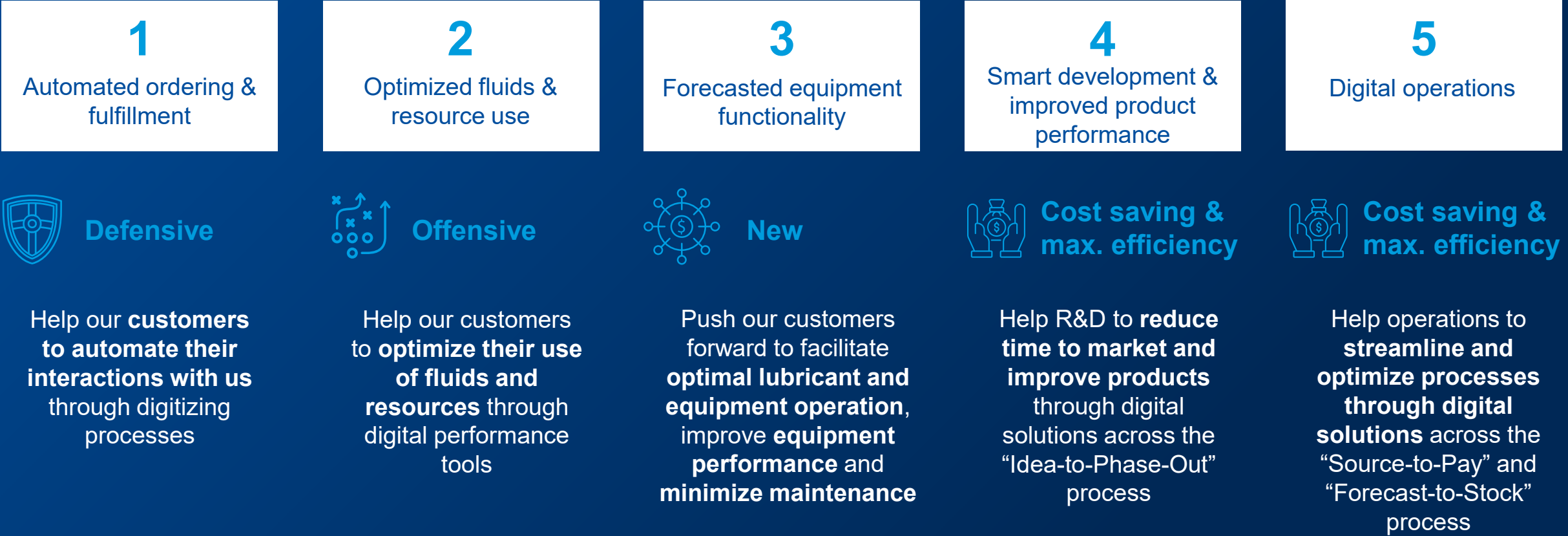
FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

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’



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



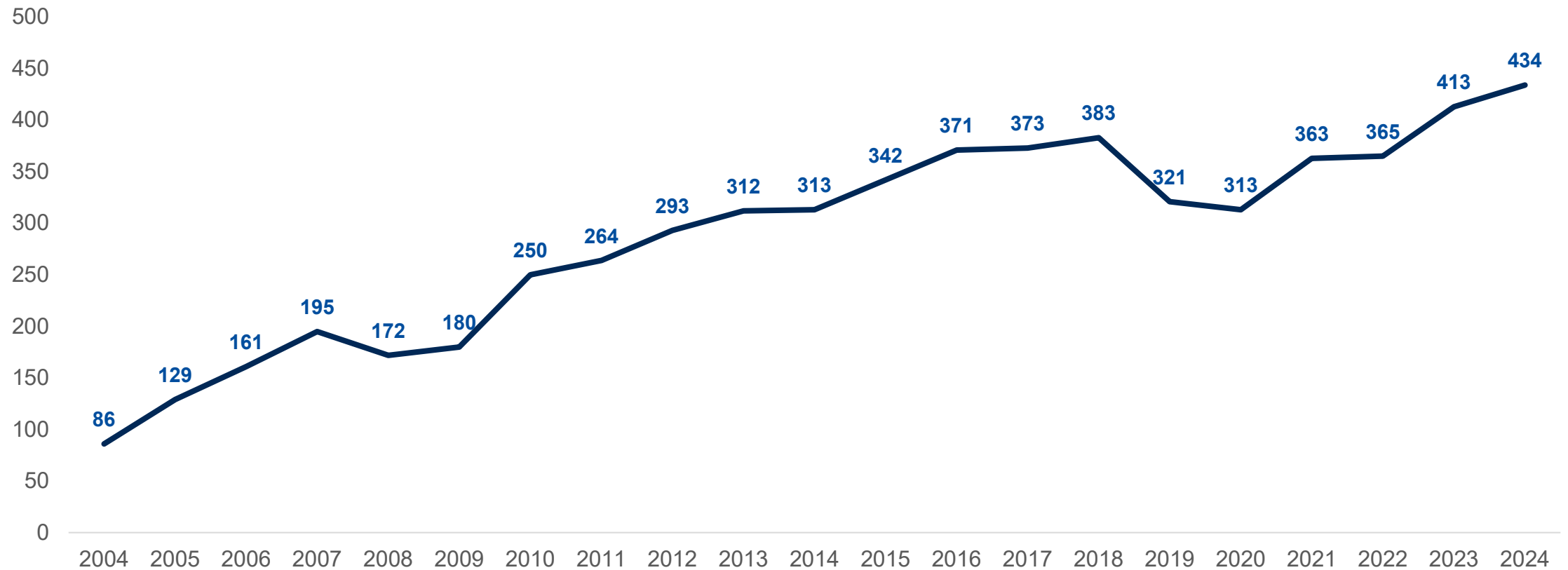
each year

FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

(in € mn)

Long-term EBIT development

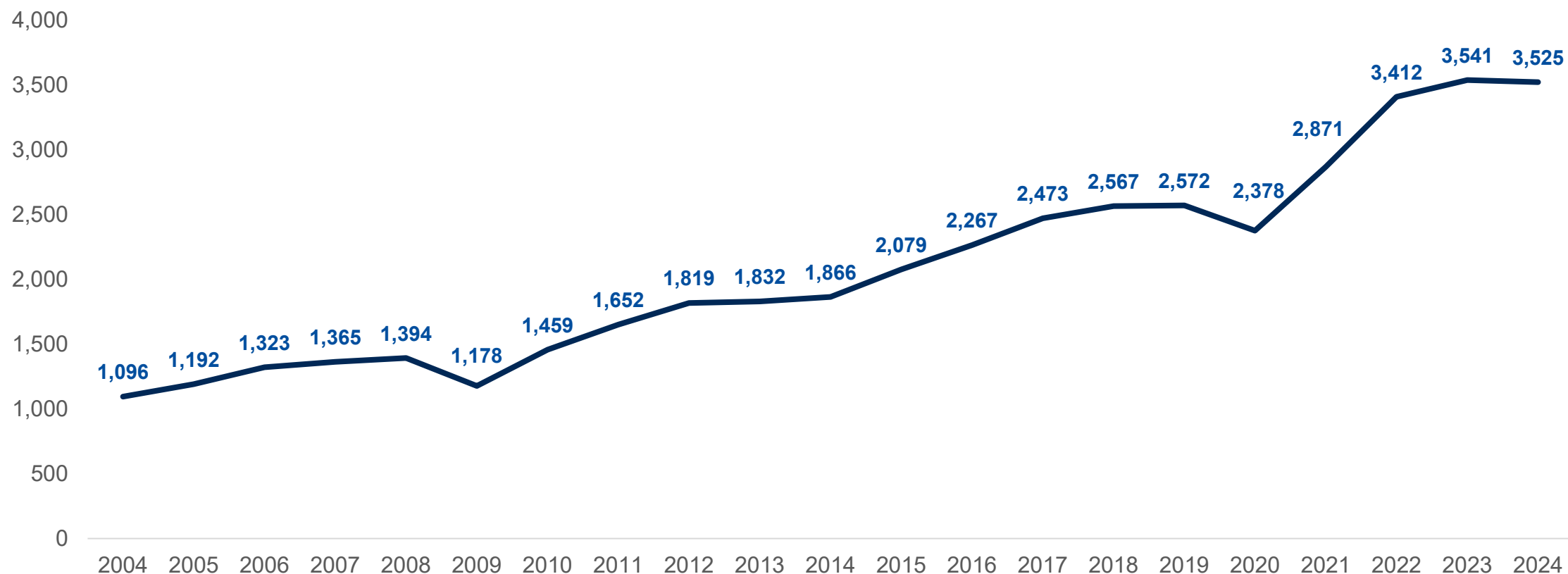


FINANCIAL TARGETS

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

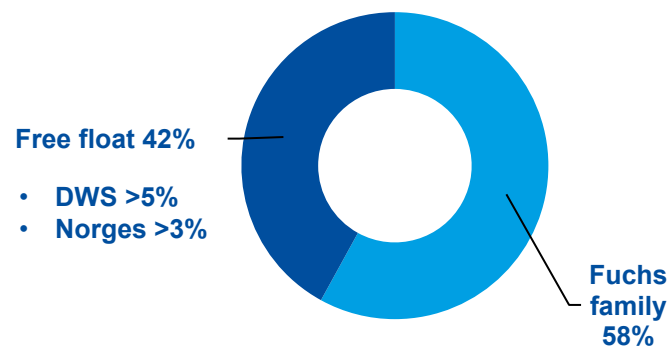
04 **Balanced Capital Allocation:** High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks



BREAKDOWN ORDINARY & PREFERENCE SHARE

(MARCH 31, 2025)

Ordinary shares



Basis: 65,500,000 ordinary shares

Characteristics:

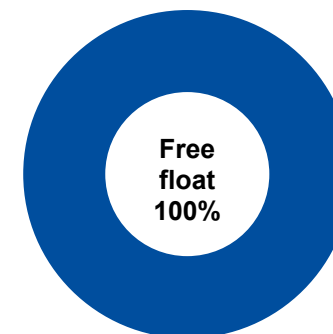
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

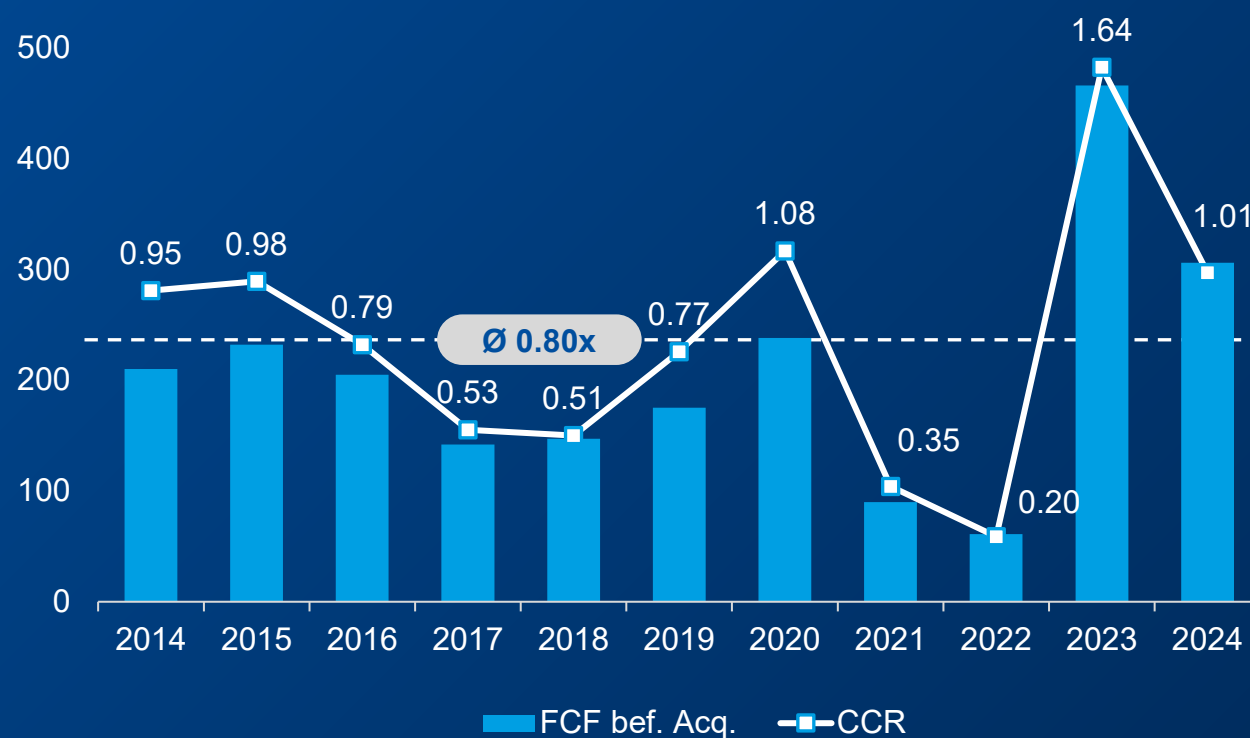
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

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

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

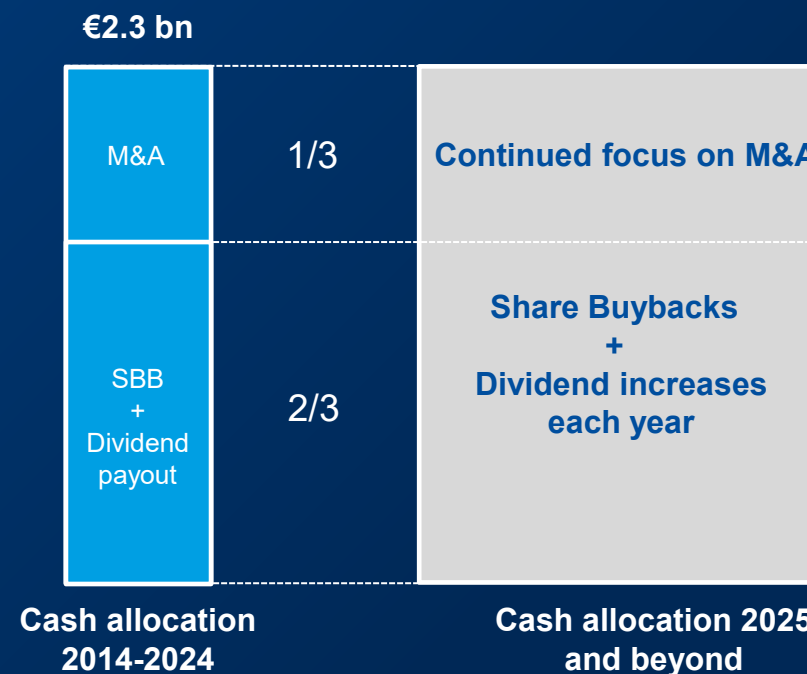
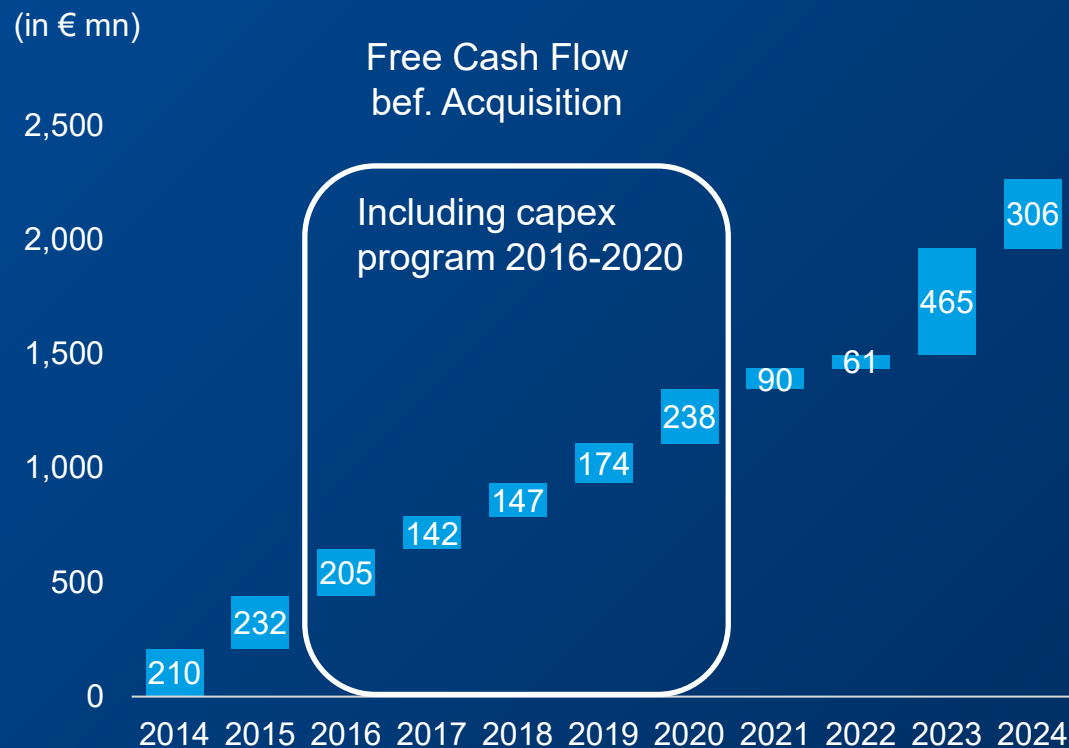
Working Capital

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

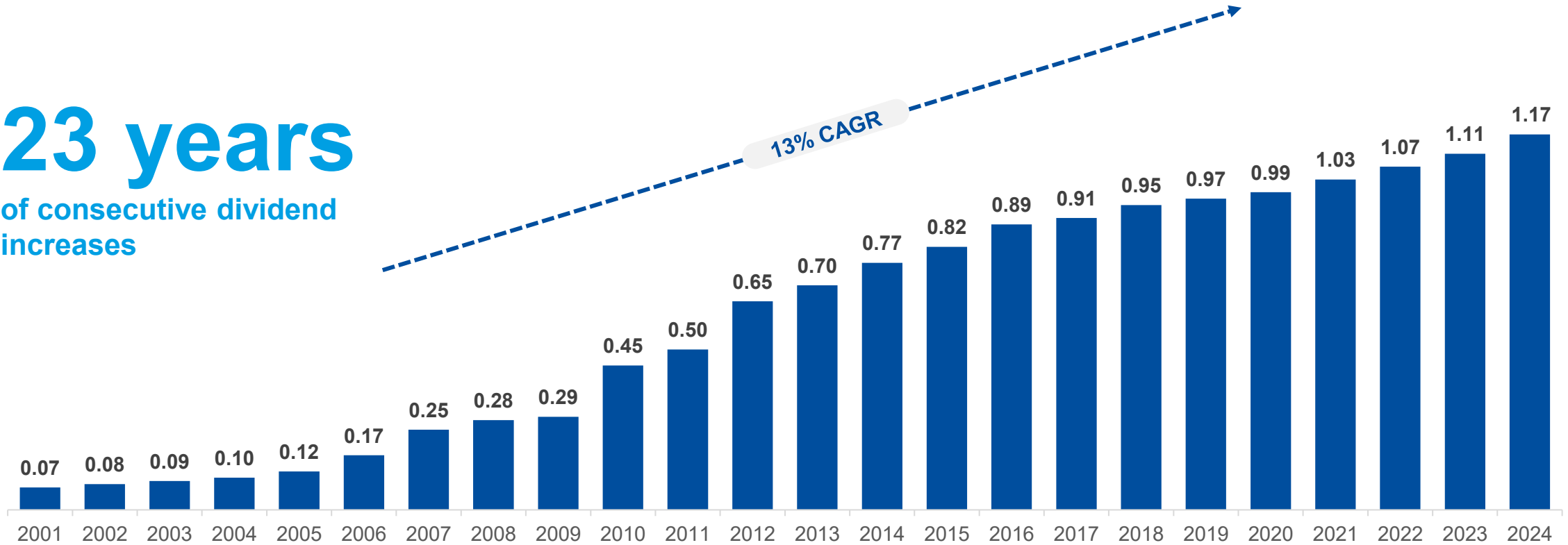
BALANCED CAPITAL ALLOCATION APPROACH



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

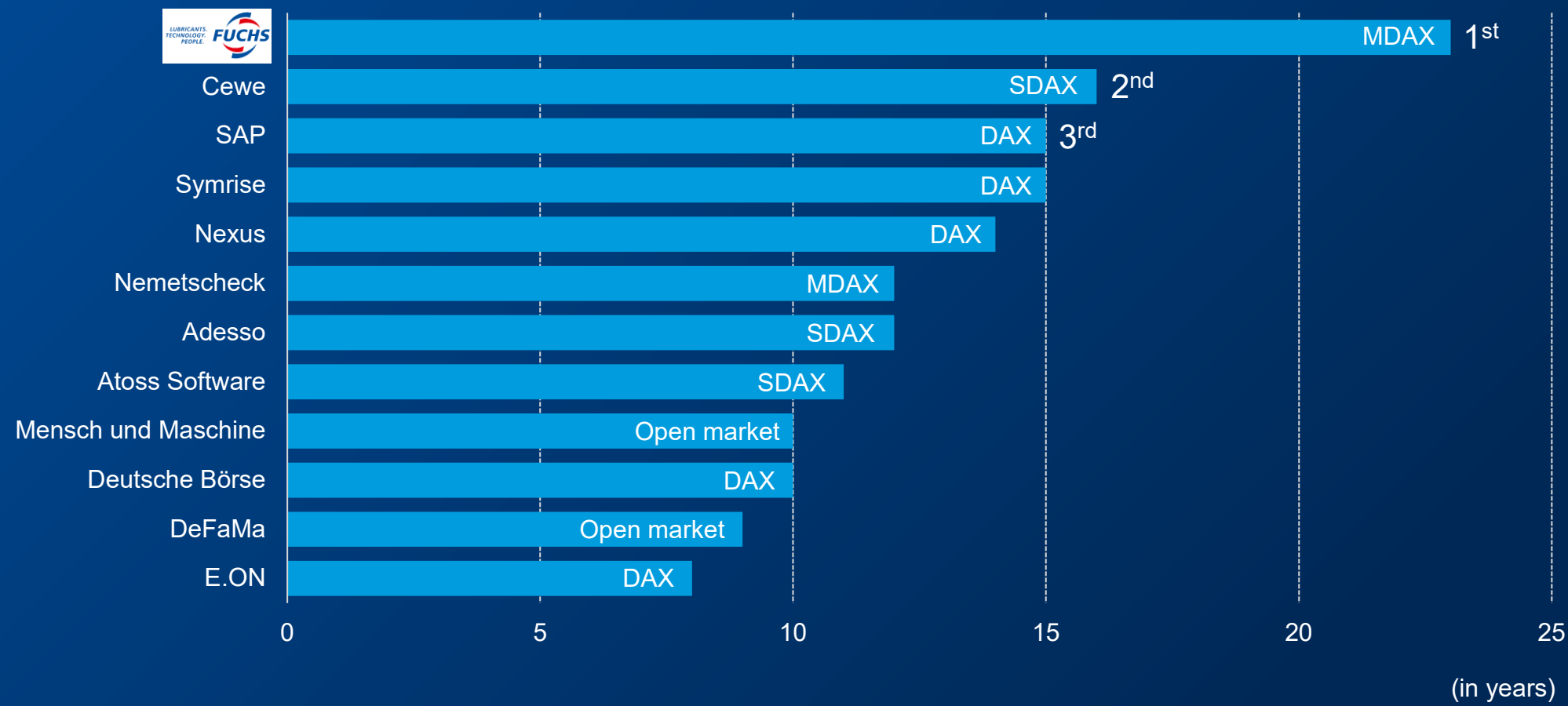
23 years

of consecutive dividend
increases



(Dividend paid per preference share in €)

FUCHS PREFERENCE SHARE IS THE LEADING DIVIDEND ARISTOCRAT (-CANDIDATE) IN GERMANY¹



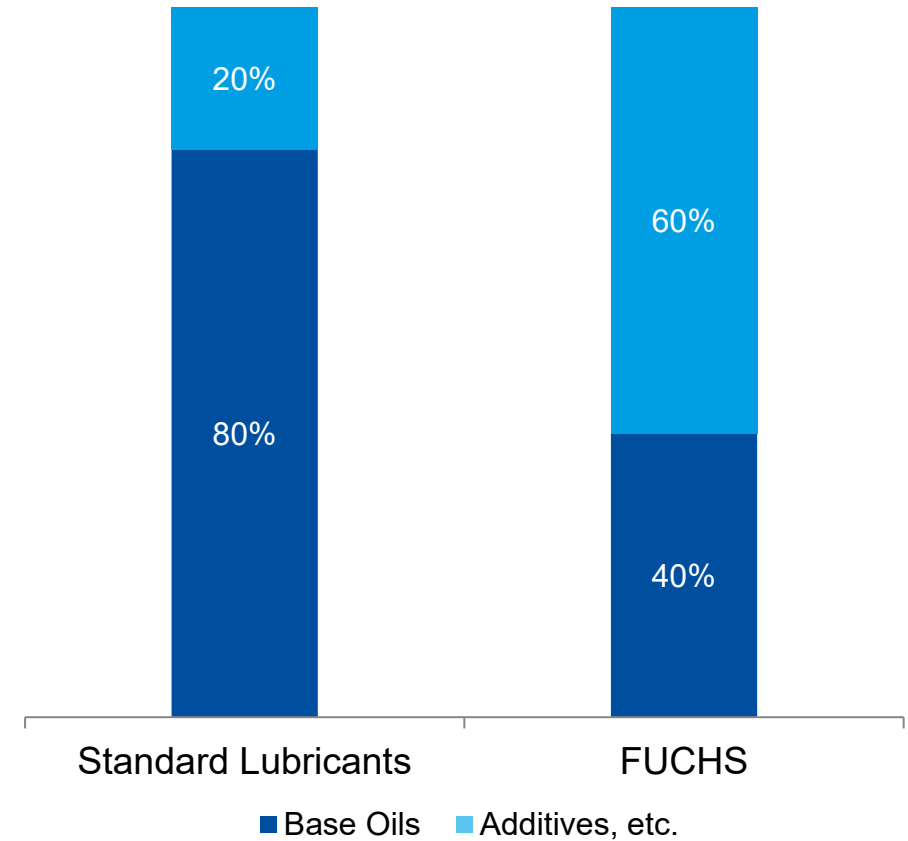
Note: (1) Based on 2025 Dividend figures.

06 Appendix



Base oil / additives value split

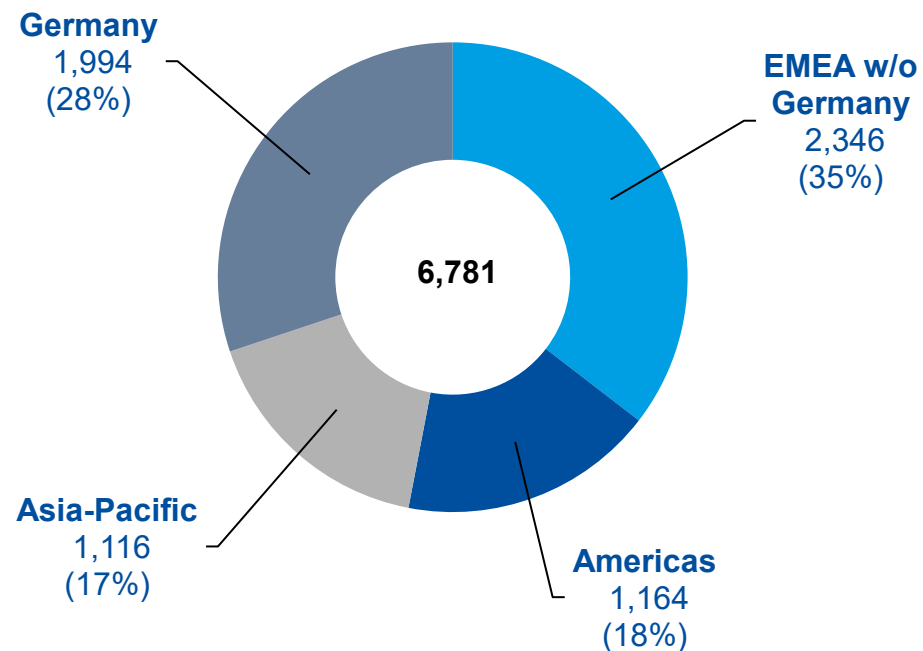
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



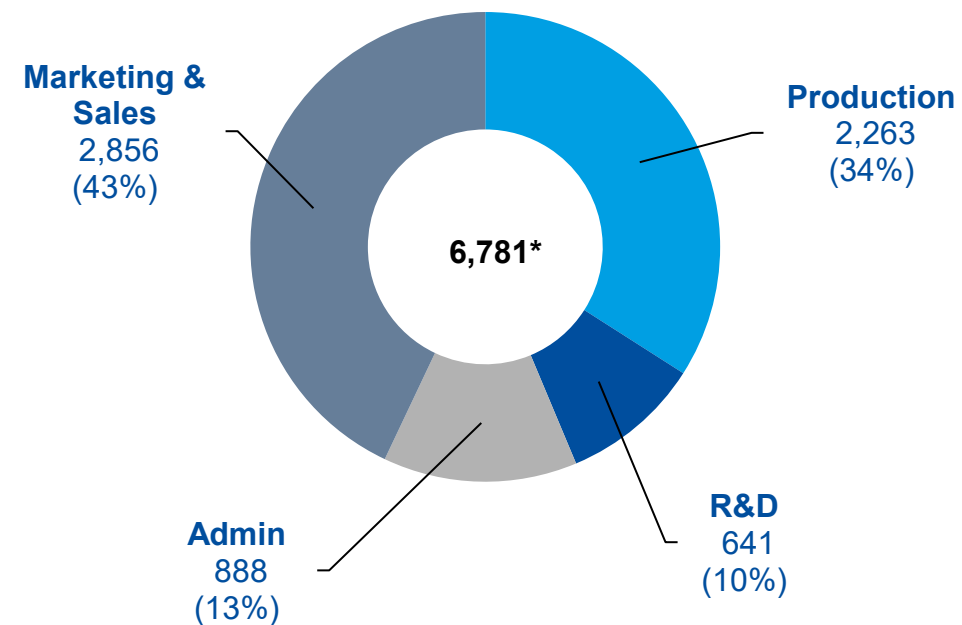
WORKFORCE STRUCTURE

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
Results of operations										
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
Assets / equity and liabilities										
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
FUCHS Value Added (FVA)	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
Cash flow											
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
Investments / R&D											
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
Employees											
Number of employees (average)		6,781	6,272	6,067	5,858	5,786	5,573	5,339	5,147	4,990	4,368
FUCHS shares (in €)											
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.

MOVING YOUR WORLD

KEY ENVIRONMENTAL DATA

FUCHS Group	Unit	2024	2023	2022
Energy				
Absolute energy consumption	MWh	274,210	278,041	287,575
Specific energy consumption	kWh/revenue in €	77.79	78.52	84.28
CO₂e emissions – Cradle-to-Grave				
Absolute CO ₂ 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	2,301,566	1,975,719
Specific CO ₂ 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
Water consumption				
Absolute water consumption	m ³	348,383	340,852	384,181
Specific water consumption	m ³ /revenue in €	98.83	96.26	112.60
Waste generation				
Absolute waste generation	tons	10,659	14,189	15,530
Specific waste generation	kg/revenue in €	3.02	4.01	4.55



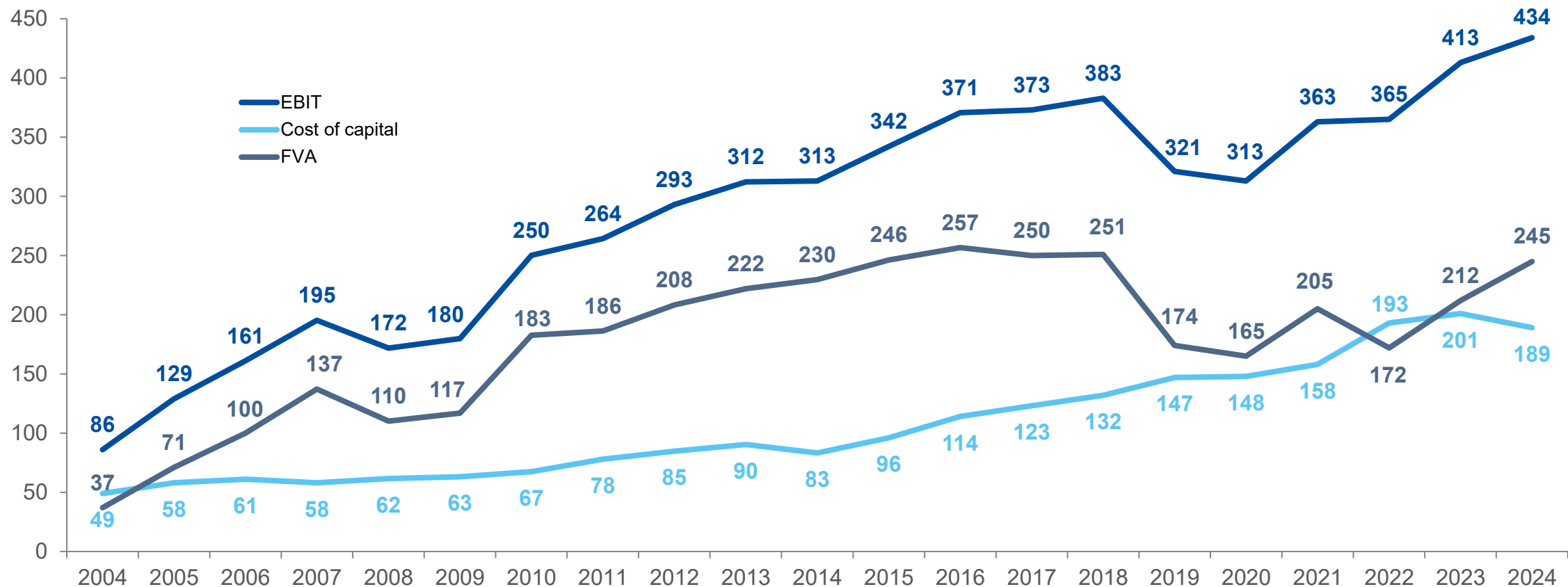
Absolute cradle-to-grave CO₂e emissions from FUCHS companies were reduced ~1% year-over-year.

This corresponds to **21,967 t CO₂e**.

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)

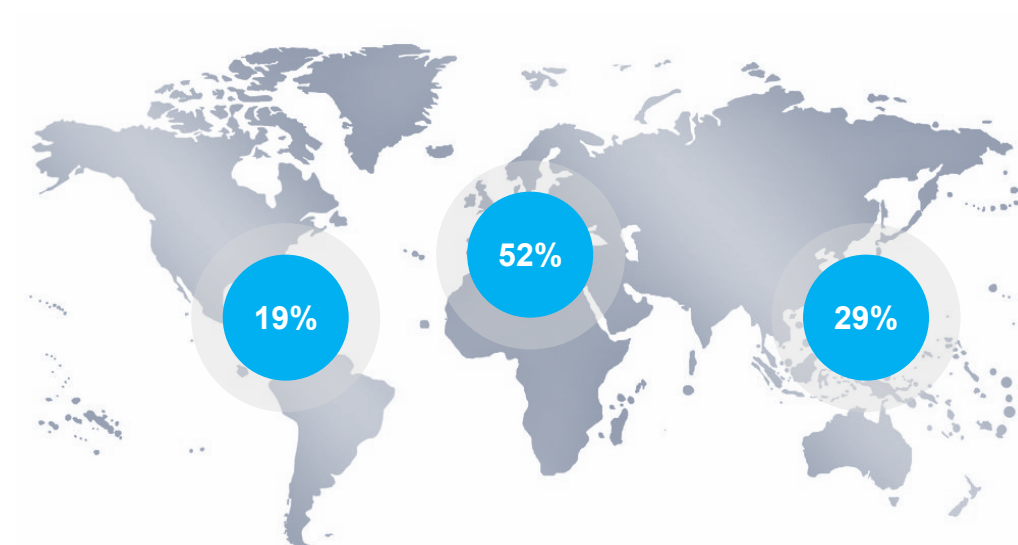


Cost of Capital = CE x WACC

REGIONAL SALES REVENUES

CONSOLIDATED SALES REVENUES FY 2024

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

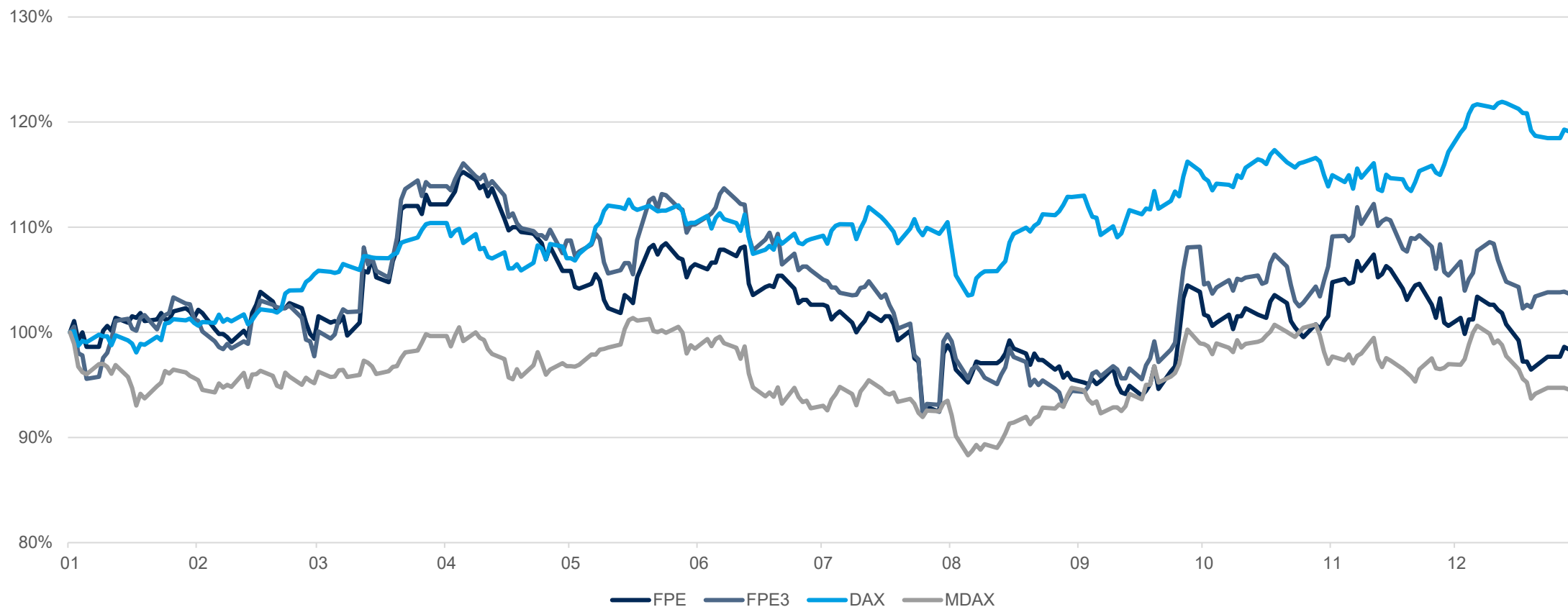


CASH FLOW FY 2024

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

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
Sales	936	886	876	843	877	887	902	859	924	880	896	
Gross Profit	289	285	288	283	296	311	315	293	317	309	315	
<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>	<i>35.1</i>	<i>35.2</i>	
Other function costs	-188	-190	-178	-183	-191	-201	-201	-196	-211	-210	-201	
EBIT before at Equity	101	95	110	100	105	110	114	97	106	99	114	
<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>	<i>11.3</i>	<i>12.7</i>	
At Equity	2	2	3	0	2	1	2	3	2	2	3	
EBIT	103	97	113	100	107	111	116	100	108	101	117	
<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>	<i>11.5</i>	<i>13.1</i>	
EBITDA	126	121	135	129	131	134	141	125	134	126	142	
<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>	<i>14.3</i>	<i>15.8</i>	

QUARTERLY FIGURES BY REGION

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	517	517			264	242	257			183	167	171		
EBIT before at equity income	50	55	58			33	31	38			21	14	22		
<i>in % of sales</i>	9.6	10.6	11.2			12.5	12.8	14.8			11.5	8.4	12.9		
Income from at equity companies	2	2	3			-	-	-			-	-	-		
Segment earnings (EBIT)	52	57	61			33	31	38			21	14	22		
<i>in % of sales</i>	10.0	11.0	11.8			12.5	12.8	14.8			11.5	8.4	12.9		

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

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	517	517		
Δ Y-o-Y in %	15	2	-5	-10	0	-7	0	4	2	1	2	1	0		
Asia-Pacific	252	239	247	241	979	245	240	254	247	986	264	242	257		
Δ Y-o-Y in %	6	10	-2	8	5	-3	0	3	2	1	8	2	1		
Americas	181	171	171	164	687	167	174	170	167	678	183	267	171		
Δ Y-o-Y in %	28	8	-6	-4	5	-8	2	-1	2	-1	10	-3	1		
Holding/Consolidation	-49	-39	-41	-37	-166	-46	-43	-39	-40	-168	-45	-46	-49		
FUCHS Group	936	886	876	843	3,541	877	887	902	859	3,525	924	880	896		
Δ Y-o-Y in %	16	6	-3	-3	4	-6	1	3	2	0	5	-7	-1		

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	55	61		
Δ Y-o-Y in %	14	23	46	23	25	8	16	0	-3	3	-4	-4	9		
Asia-Pacific	28	24	28	31	111	29	26	32	31	118	33	31	38		
Δ Y-o-Y in %	-1	-8	-15	24	-2	4	8	14	0	6	14	19	19		
Americas	19	20	23	17	79	21	26	24	20	91	21	14	22		
Δ Y-o-Y in %	12	11	-4	-6	3	11	30	4	18	15	0	-46	-8		
Holding/Consolidation	6	4	6	-6	10	3	1	4	-10	-2	2	-1	-4		
FUCHS Group	103	97	113	100	413	107	110	116	97	426	108	99	117		
Δ Y-o-Y in %	11	11	13	18	13	4	13	3	-3	3	1	-10	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	-3	-1		
Asia-Pacific	9	19	11	15	13	3	3	2	2	2	7	7	8		
Americas	25	13	4	15	14	-2	4	2	-6	0	8	1	6		
FUCHS Group	17	12	4	3	9	-3	1	2	-1	0	2	0	2		

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	3	1		
Asia-Pacific	-	-	-	-	-	-	-	0	0	0	-	0	0		
Americas	-	-	-	-	-	-	-	1	1	0	1	2	1		
FUCHS Group	0	0	0	0	0	0	0	1	1	1	2	2	1		

FX Effects (in %)	2023					2024					2025				
	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	0	-1		
Asia-Pacific	-3	-9	-13	-7	-8	-6	-5	0	1	-1	1	-6	-7		
Americas	3	-5	-10	-19	-8	-6	-4	-3	7	-1	1	-7	-6		
FUCHS Group	-1	-5	-7	-7	-5	-3	-9	0	2	-1	1	-3	-4		

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EXECUTIVE COMPENSATION & FUCHS SHARES

Executive Board

>50%

of multi-year variable compensation (LTI)

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

LTI $\triangleq$ 55% of total variable compensation

Supervisory Board

$\geq$ 20%

of fixed compensation

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

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Our added value

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

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FINANCIAL CALENDAR & CONTACT

November 2025

- 11/04/2025 Jefferies Roadshow, Paris
- 11/13/2025 LBBW German Corporate Day, Remote
- 11/25/2025 Deutsches Eigenkapitalforum, Frankfurt
- 11/27/2025 J.P Morgan Chemicals CEO Series, Remote

January 2026

- 01/08/2026 – 01/09/2026 ODDO BHF Forum, Lyon
- 01/12/2026 – 01/13/2026 German Investment Seminar, New York
- 01/19/2026 German Corporate Conference, Frankfurt

December 2025

- 12/03/2025 BoFa European Materials Conference, London
- 12/04/2025 Berenberg European Conference, London

February / March 2026

- 03/20/2025 Annual Report 2025

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