

Agenda



01	Business Model	05	FUCHS – a profitable growth story
02	Financial Results Q1 2025	06	Appendix
03	FUCHS2025		
04	MegatrendsE-MobilitySustainabilityDigitalization		





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.







What do Lubricants Actually do?



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



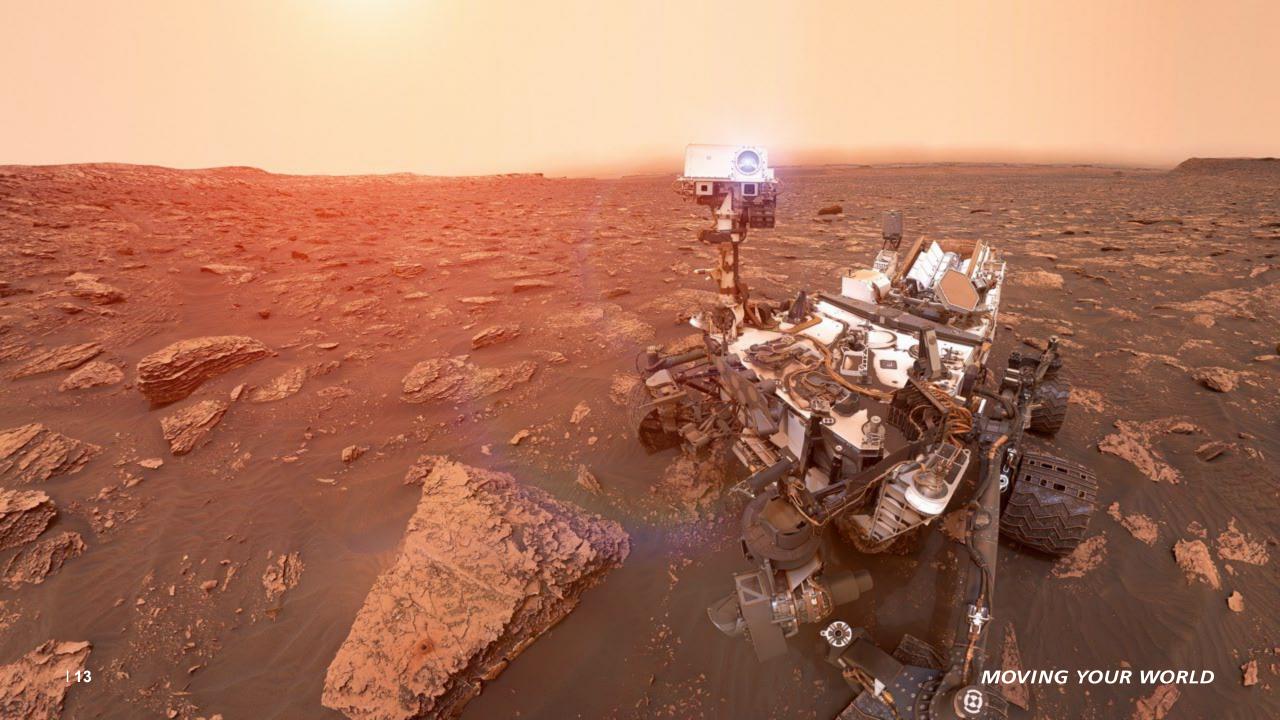












FUCHS is unique in our industry

What is our USP?

Close to our customers – all over the world

Full product offering

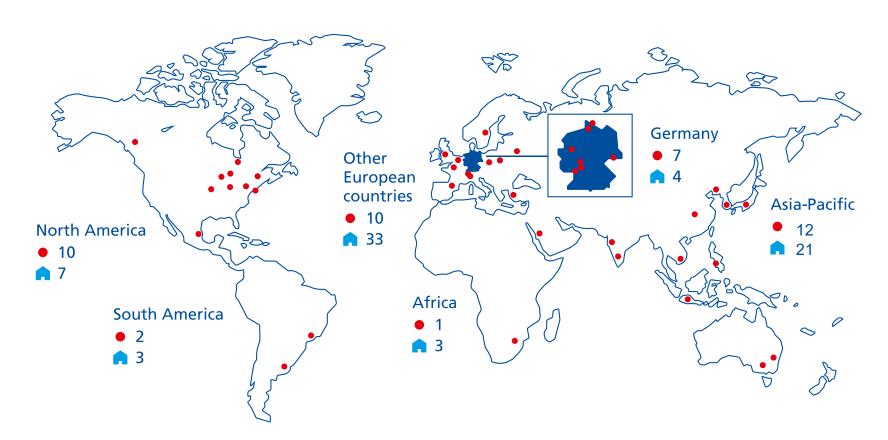
Best team in our industry

Stable shareholder & no debt



No matter where in the world

We're extremely close to our customers



Total

42 Production locations

71 Operating companies

As of December 31, 2024



FUCHS AT A GLANCE



Established 3
generations ago as a
family-owned business

Around **6,700** employees

Preference share is listed in the MDAX

No. 1 among the independent suppliers of lubricants

€3.5 bn sales in 2024

71 companies worldwide

The Fuchs family holds

58% of ordinary shares

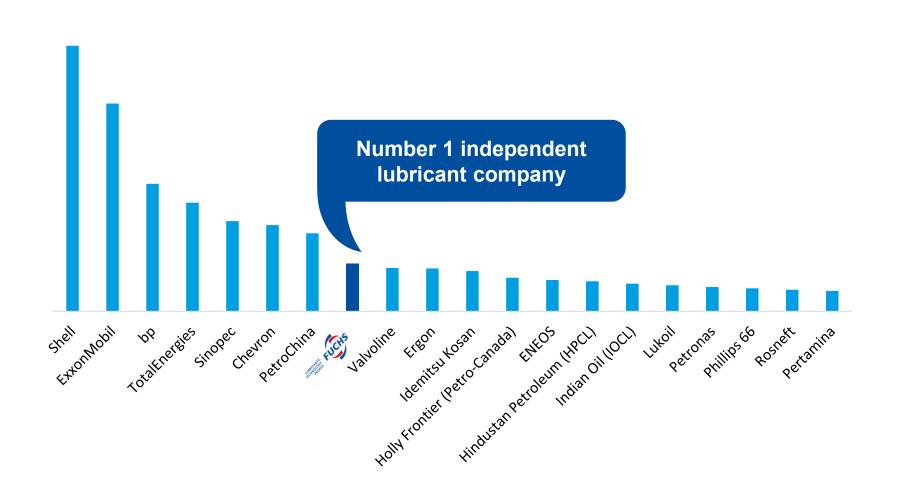
A full range of over

10,000

lubricants and related specialties

THE LEADING INDEPENDENT LUBRICANTS COMPANY



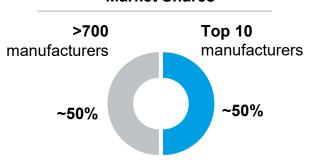


Manufacturers



- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares



 $^{1} > 1000 \text{ tons}$

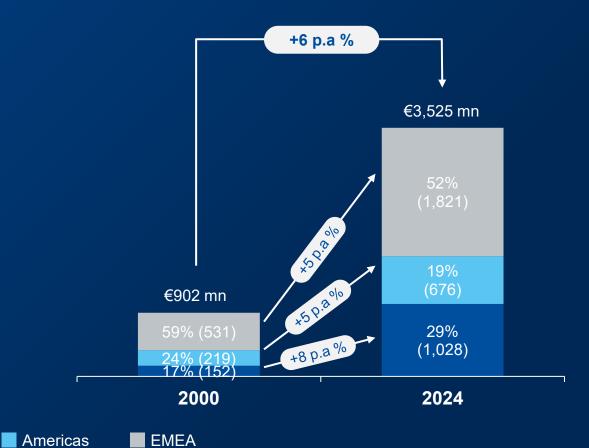
HIGHTECH LUBRICANTS ON THE RISE



Market Demand



FUCHS Sales (by customer location)







Technology and innovation leadership in



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

Advantage over major oil companies

strategically important product areas



FUCHS is a full-line supplier



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

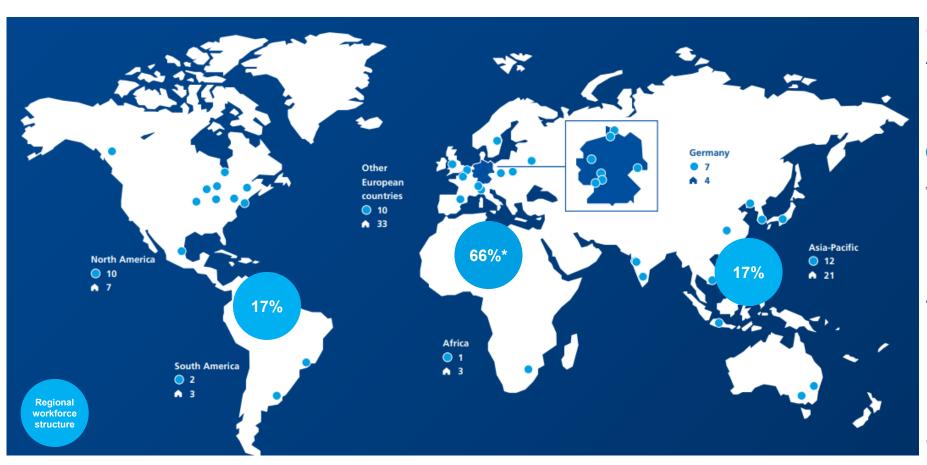


Advantage over other independent companies

WE ARE WHERE OUR CUSTOMERS ARE



IN OVER 50 COUNTRIES



GROUP COMPANY AND PRODUCTION LOCATIONS

42 Production locations

71 Operating companies

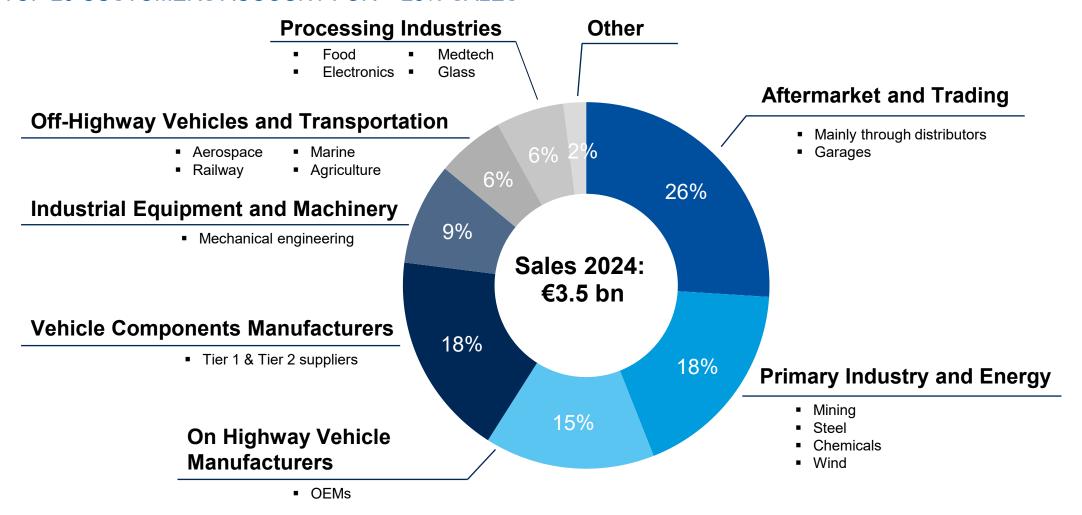
As of December 31, 2024

*incl. Holding

WELL BALANCED CUSTOMER STRUCTURE



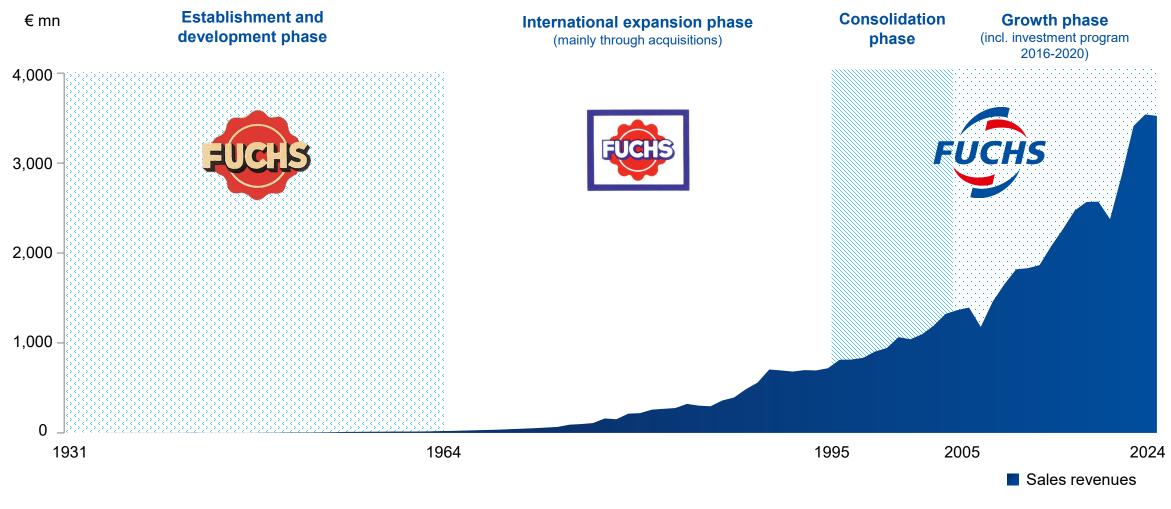
TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



TRADITION AND GROWTH



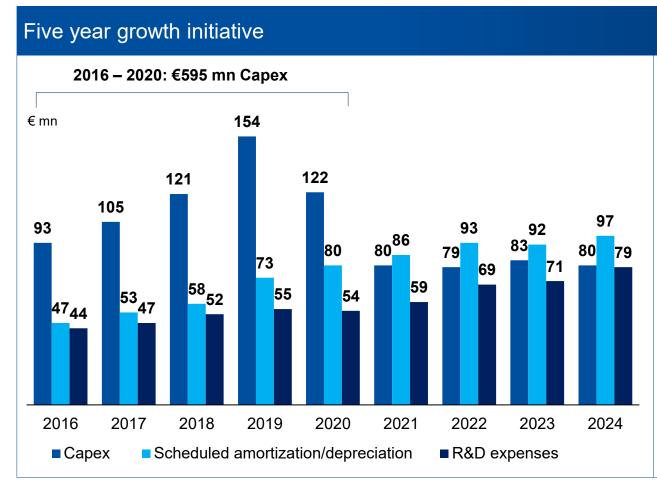
SINCE 1931



INVESTMENT IN THE FUTURE



CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISHED



... with a clear investment focus on:

Growth

- Construction of new plants in growth regions
- Capacity expansion of existing plants

Technology

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

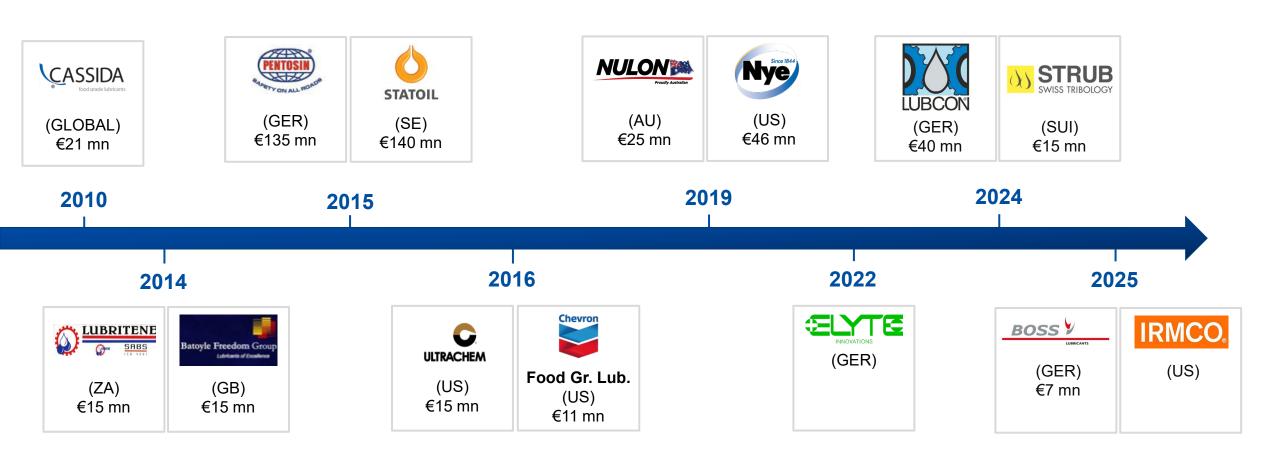
Innovation

 Establishing three R&D hubs in China, Germany and the U.S. at the same level

STRONG TRACK RECORD OF INTEGRATING BUSINESSES



MOST IMPORTANT TRANSACTIONS OVER THE LAST 15 YEARS





SUCCESSFUL ACQUISITION OF LUBCON

MAINTAL, GERMANY



- 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





ACQUISITION OF BOSS LUBRICANTS

ALBSTADT, GERMANY



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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



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

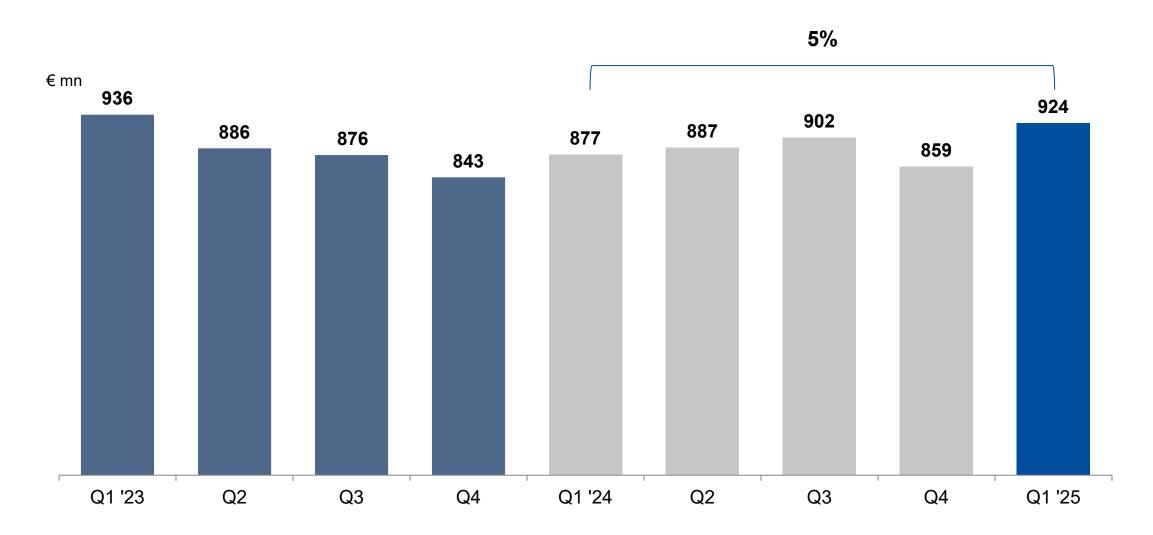
EBIT: ~ €460 mn

FVA: ~ €260 mn

FCF bef. acq.: ~ €260 mn

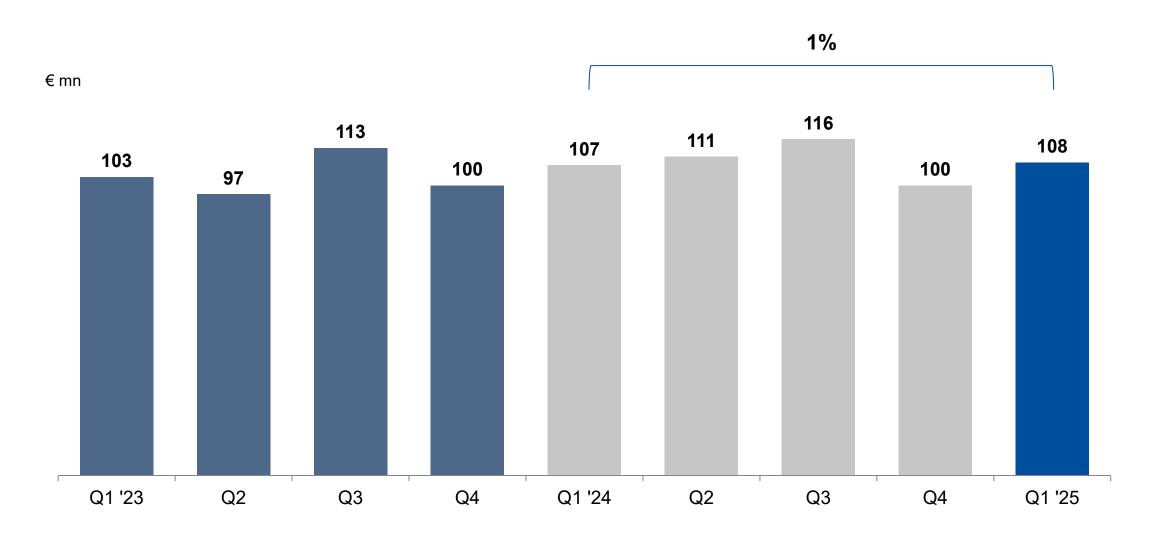
SALES DEVELOPMENT





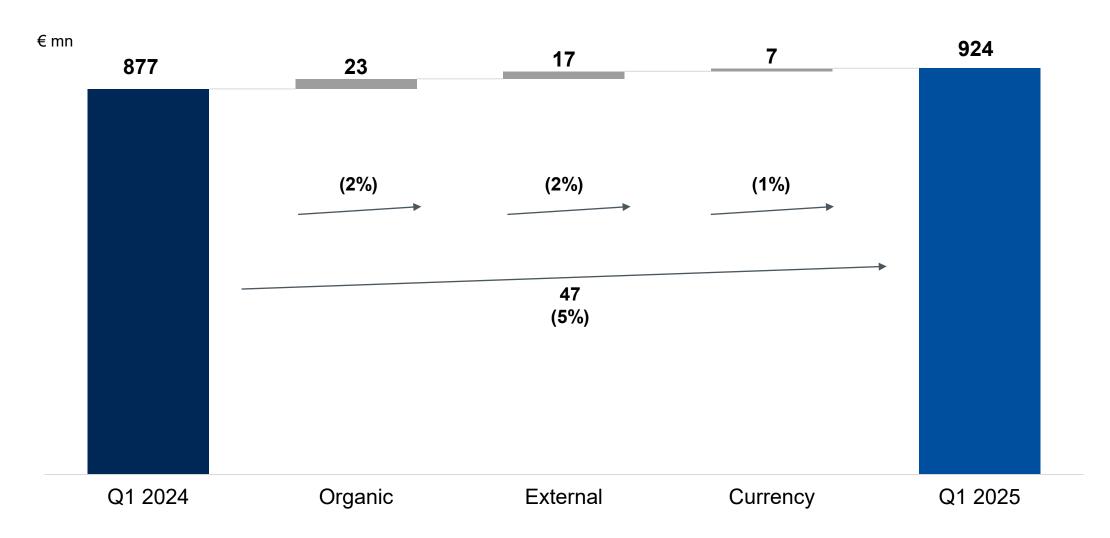
EBIT DEVELOPMENT





Q1 2025 GROUP SALES





Q1 2025 KPI SUMMARY



KPI in € mn	Q1 2025	Q1 2024
Sales	924	877
Cost of sales	-607	-581
Gross profit	317	296
Other function costs	-211	-191
EBIT bef. at Equity	106	105
EBIT	108	107
Capex	-18	-16
Change of NOWC	-64	-67
FCF bef. acq.	17	15
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- 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
Sales	522	511
Organic growth	-6 (-1%)	-40 (-7%)
External growth	14 (2%)	-
FX effects	3 (1%)	-1 (0%)
EBIT bef. at Equity	50	52
EBIT	52	54

- 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

ASIA-PACIFIC



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

- 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
Sales	183	167
Organic growth	12 (8%)	-3 (-2%)
External growth	2 (1%)	
FX effects	2 (1%)	-11 (-6%)
EBIT bef. at Equity	21	21
EBIT	21	21

- 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

2024

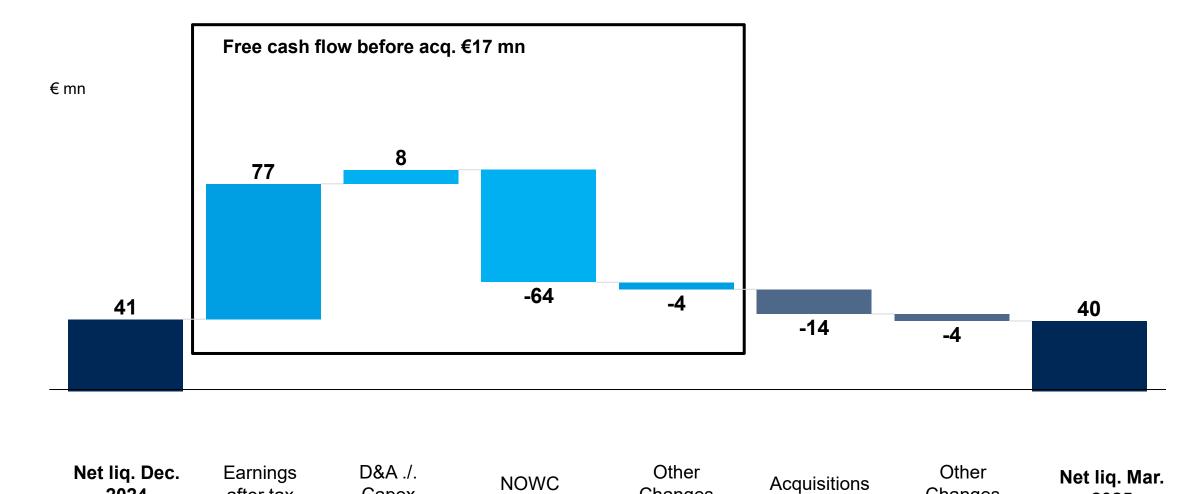
after tax

Capex



2025

Changes

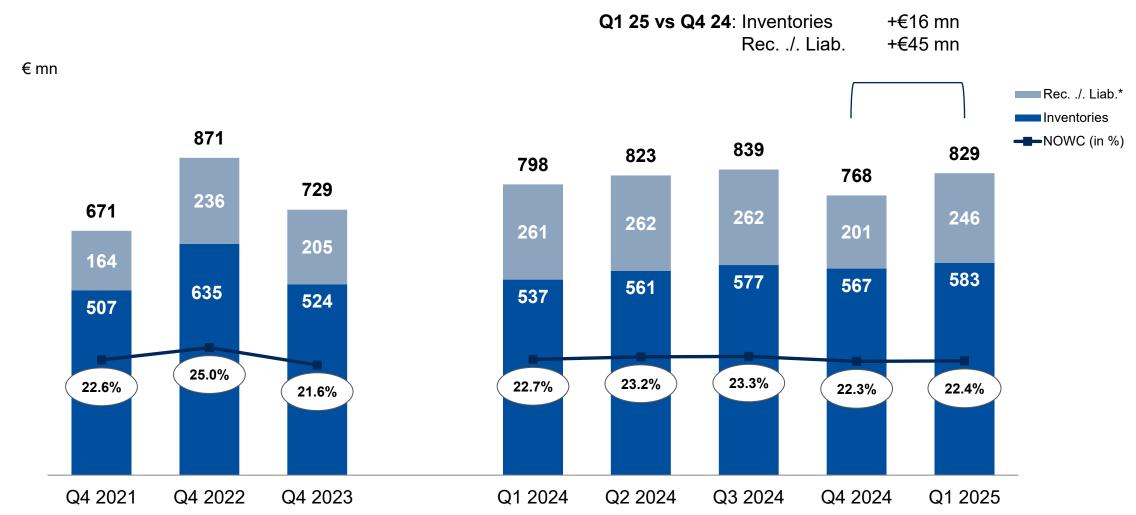


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Changes

NET OPERATING WORKING CAPITAL (NOWC)





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





Q1

Q2 and beyond

Base Oils On average, steady price development throughout the quarter

Additives

Stable pricing and supply

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

OUTLOOK MARKING A STEP TOWARDS FUCHS2025 TARGET



		March, 21 st	April, 30 th :	
KPI* in € mn	2024	2025	Confirming outlook from March, 21 st	
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.



CLEAR VALUE PROPOSITION



VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS. TECHNOLOGY. PEOPLE.

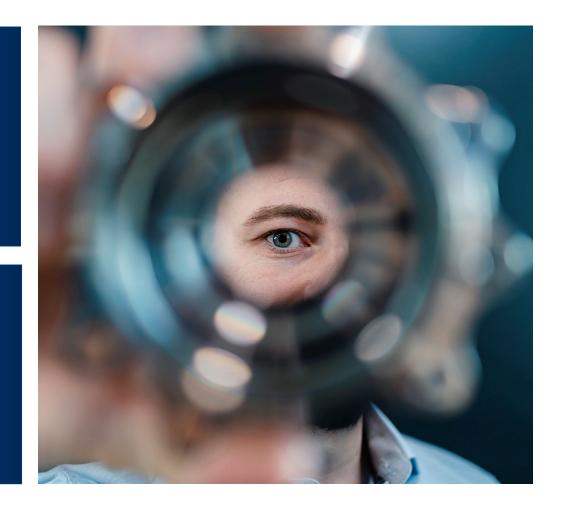
VALUES



Trust, Creating Values, Respect, Reliability, Integrity

PURPOSE





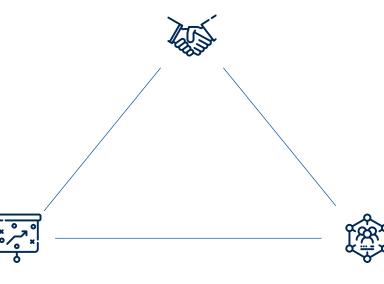
FUCHS 2025





Culture

High performance, open feedback & hierarchy-free communication



Structure

Organizational set-up & new positions

Strategy

Topline growth based on market

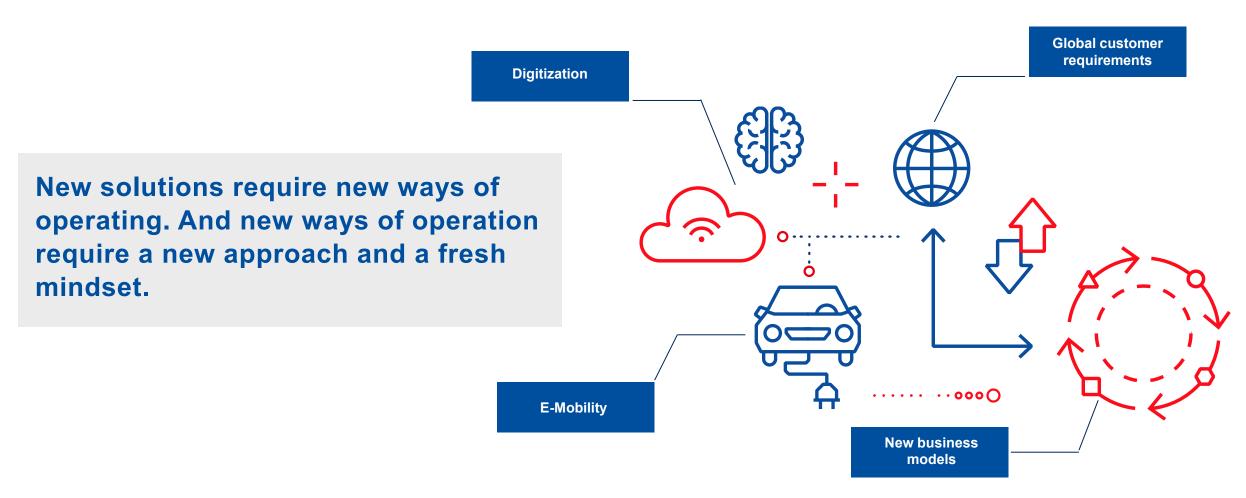
segmentation

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FUCHS2025



NEW MINDSET FOR FUTURE CHALLENGES



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FUCHS2025

HIGHLIGHTS





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



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



- 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



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



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

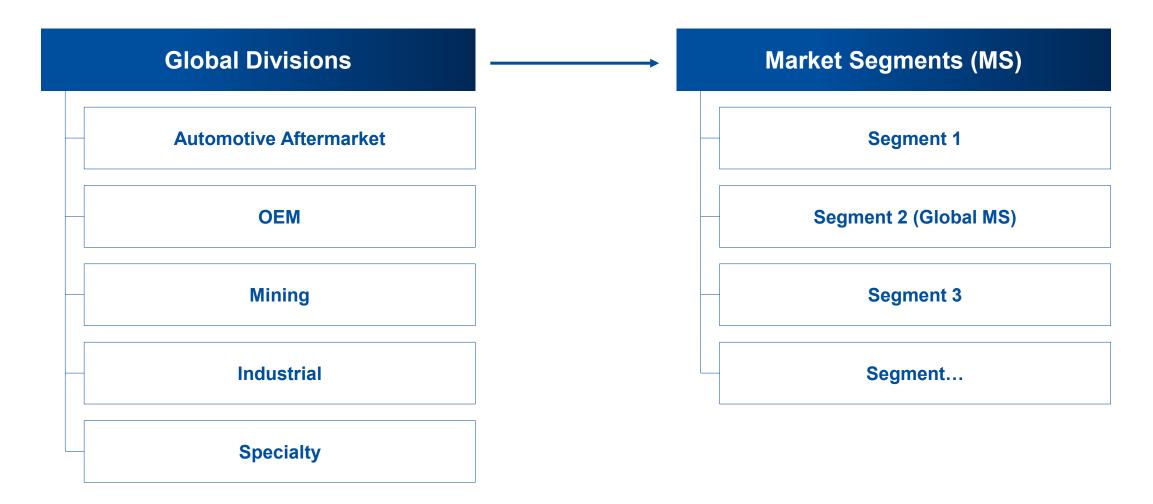


- CO₂-neutrality "gate-to-gate" since 2020 and CO₂-neutral "cradle-to-gate" by 2025
- Sustainable revenue at a 15% EBIT margin and corresponding FVA growth



GROWTH VIA SEGMENTS







FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS



Three further

growth markets





Wind power



Food industry



Rotary motion



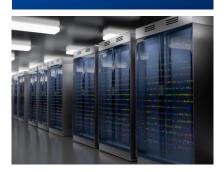




Semiconductor industry



Data centers





FUCHS2025 – STRATEGY PERSPECTIVE



BUSINESS MODEL



LUBRICANTS

Unique FUCHS business model based on strict application focus and tailormade 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

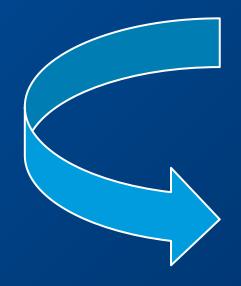


GROWTH

FUCHS will exploit growth opportunities leading to 2025 EBIT target

CONTINOUS DEVELOPMENT OF CORPORATE STRATEGY





From **FUCHS2025** (2019 – 2025)

to FUCHS100 (2026-2031)

FUCHS 100 Strategy



December 2031

December 2025

January 2026

FUCHS 2025

FUCHS 100

WHO?

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

WHAT?

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

Culture & structure remain key dimensions of FUCHS100

HOW?

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

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E-MOBILITY

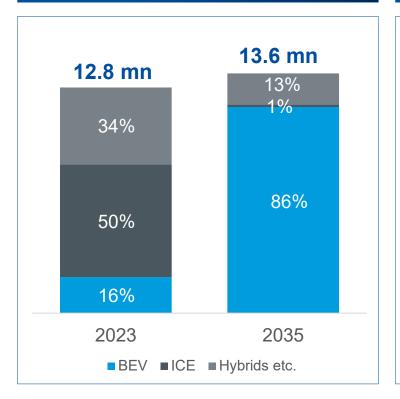


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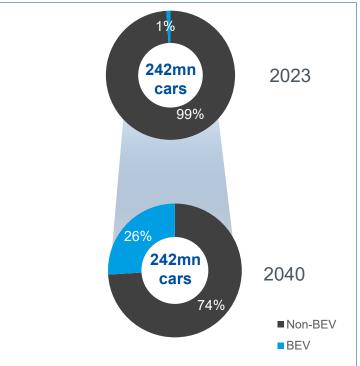




Annual car sales



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

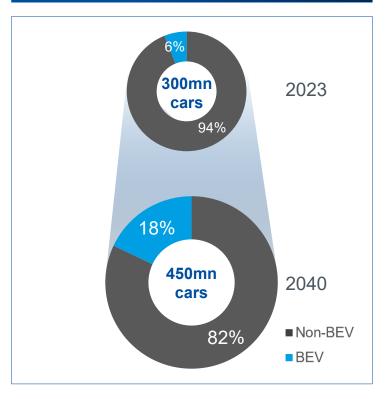




Annual car sales

29.0 mn 22.8 mn 46% 23% 53% 54% 24% 2023 2035 ■ICE ■Hybrids etc.

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

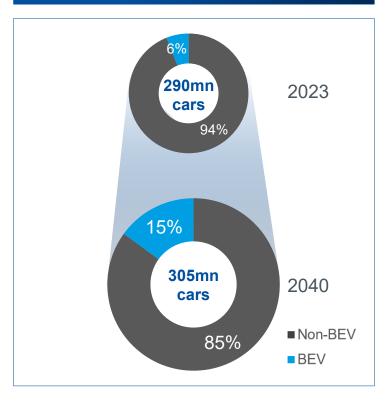
E-MOBILITY RAMP UP SCENARIO: USA



Annual car sales

14.8 mn 14.5 mn 18% 41% 26% 74% 33% 8% 2023 2035 ■BEV ■ICE ■Hybrids etc.

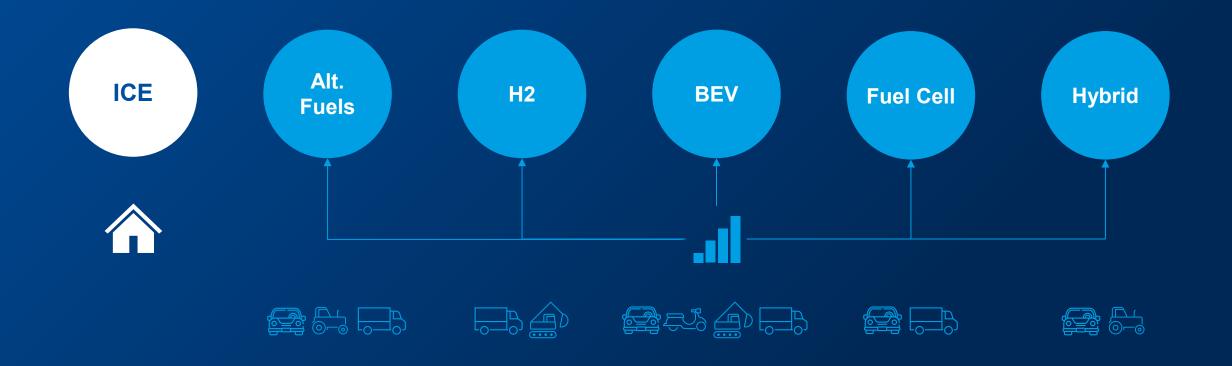
Car population



- 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

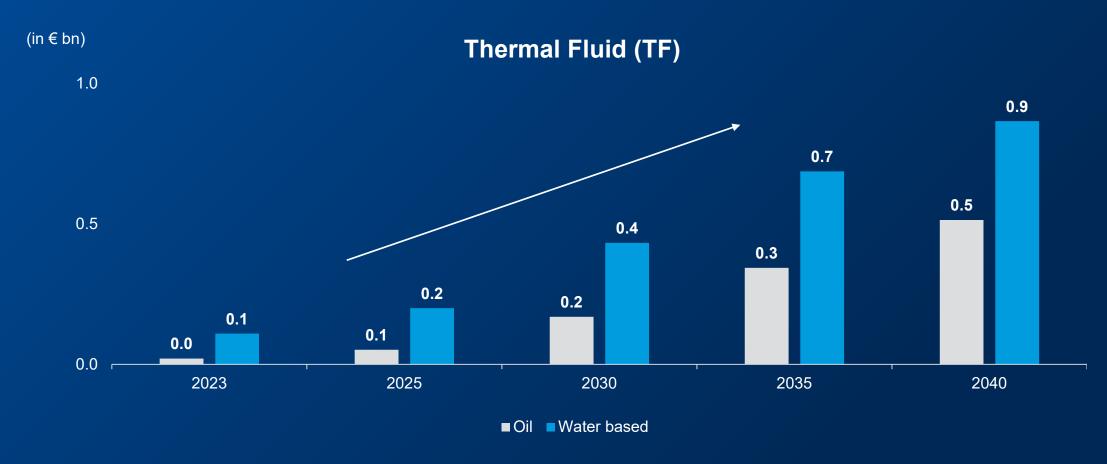
UPTIME / AVAILABILITY

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

LUBRICANTS. TECHNOLOGY. PEOPLE.

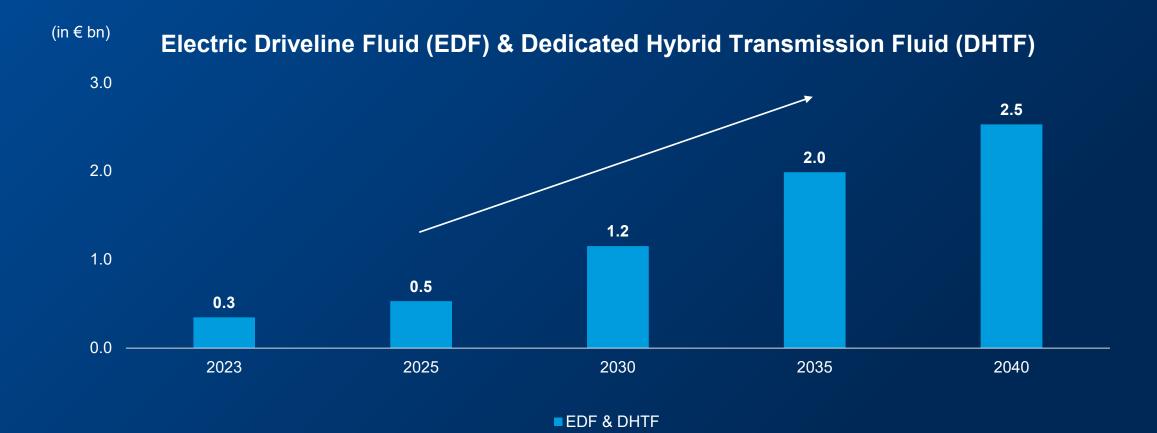
MARKET POTENTIAL: EXPECTED REVENUE (BEV & FCEV - OEM FF¹)



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



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



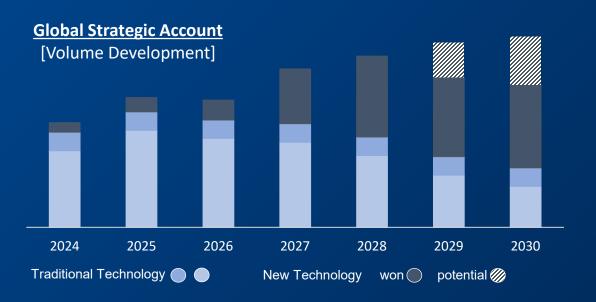
Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.



FUCHS NEW MOBILITY SUCCESS STORY Mutual EDF development projects for 3 PC OEMs worldwide

Targets for a successful transformation of our global strategic accounts:

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





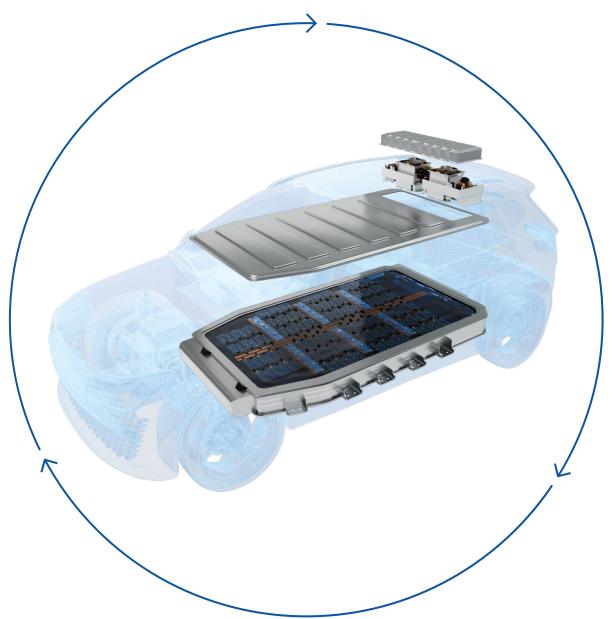


PHASE 3 On the road

- 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





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LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS





PROTECT SURFACES FROM CORROSION Increase BEV reliability





FUCHS Electric Driveline Fluids (EDFs)

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

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

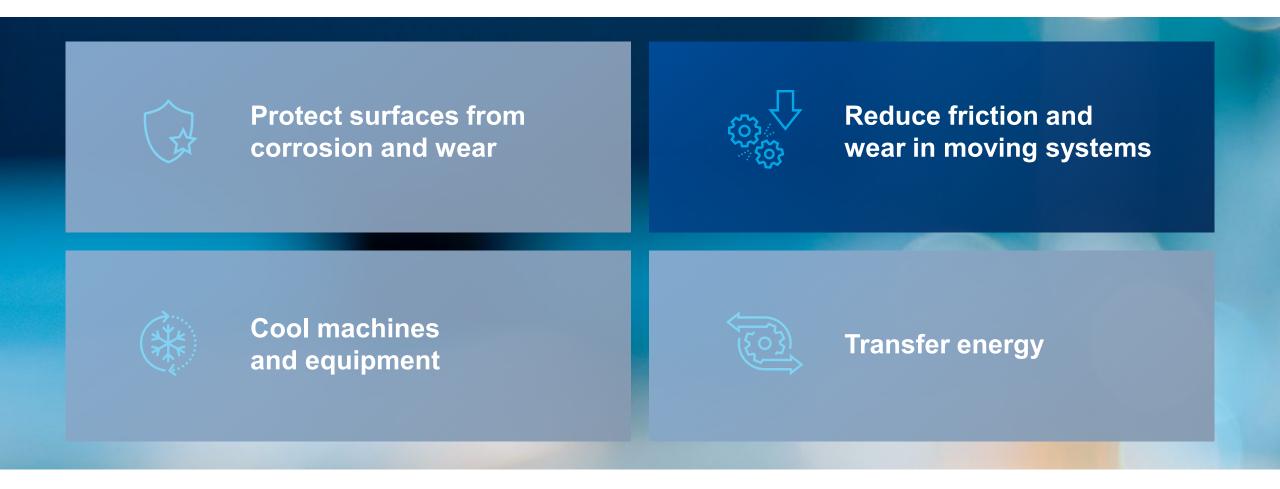
Example for FUCHS BluEV EG EDF 4101

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



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS





REDUCE FRICTION AND WEAR

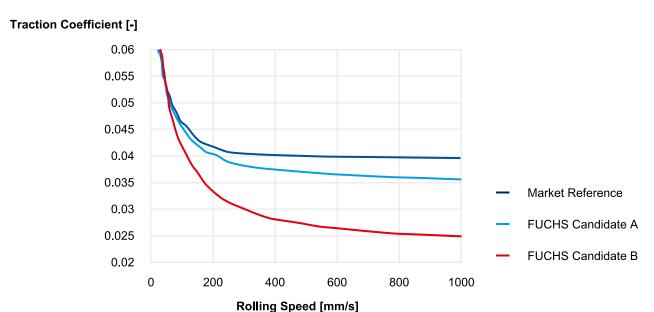
More range, less emissions



FUCHS Wheel-Hub Bearing Greases

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

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





TECHNOLOGY.
PEOPLE.

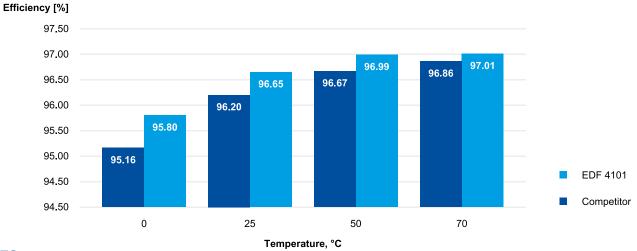
REDUCE FRICTION AND WEAR Increase BEV range



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





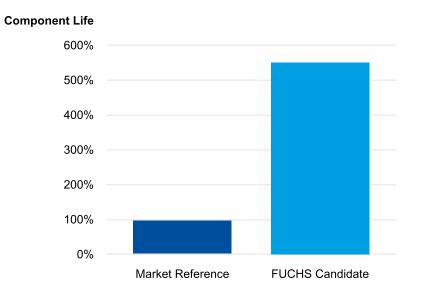
REDUCE FRICTION AND WEAR Extend wind turbine service life



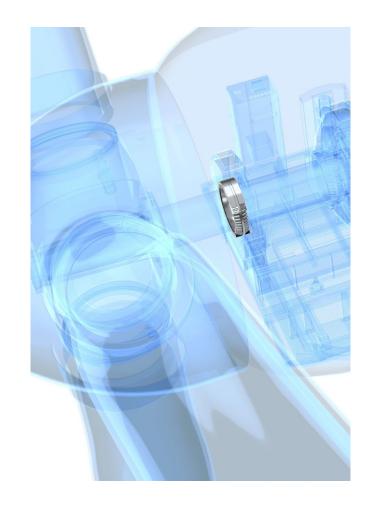
FUCHS Wind Bearing Greases

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

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







LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS





COOL MACHINES AND EQUIPMENT Data Center Efficiency

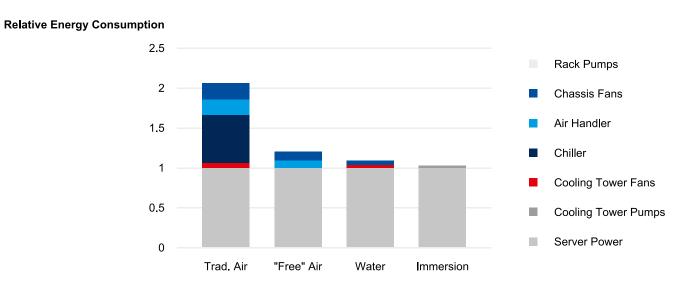




FUCHS Immersion Cooling Fluids

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

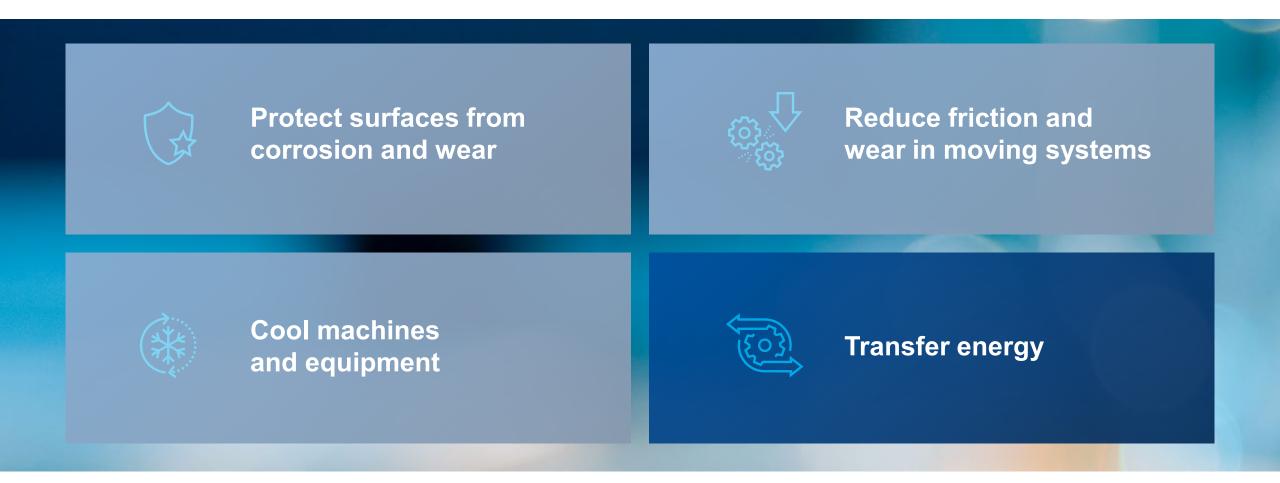
- Generated heat is directly and efficiently transferred to the fluid
- Reducing the energy required for data center cooling by up to ~95%





LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS





TRANSFER ENERGY

IS E

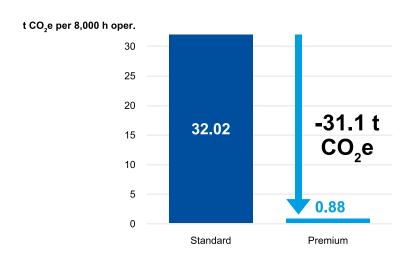
Reduce fuel consumption and emissions

FUCHS Hydraulic Fluids

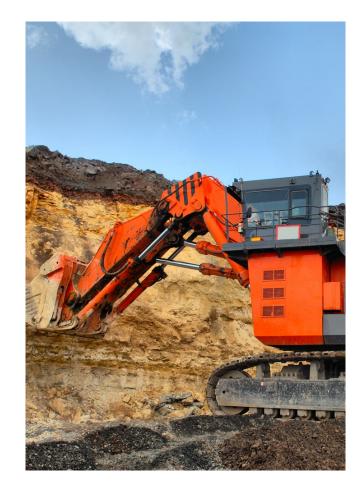
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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

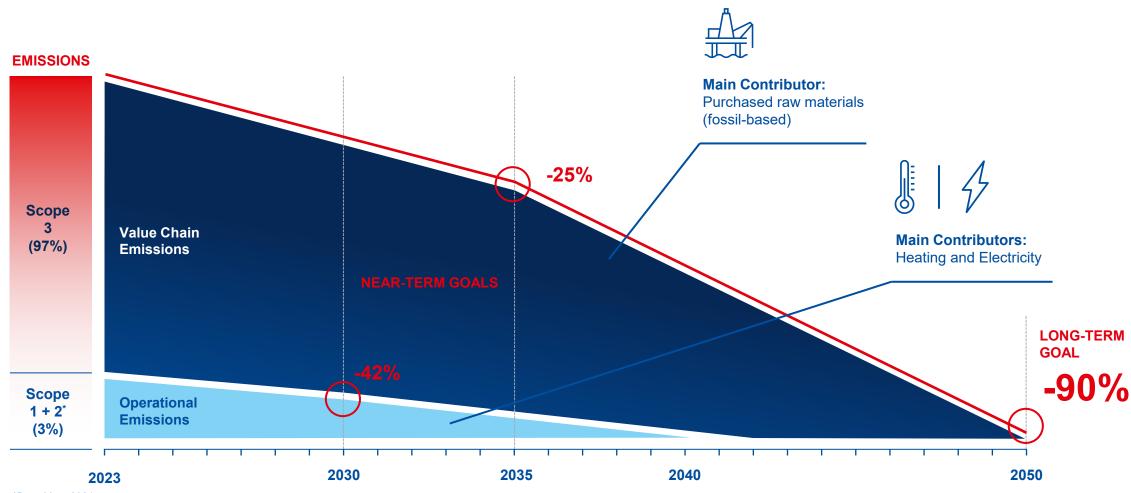






TWO GIANT LEAPS TO NET ZERO





*Base Year 2021.



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



Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, technologyfriendly transformation



Availability and competitiveness of high quality, alternative raw materials given



Willingness to switch to more sustainable products

OUR SUSTAINABILITY RATINGS CONTINUE TO IMPROVE







ecovadis ISS ESG ≥



- 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")

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

- 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

- 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

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 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

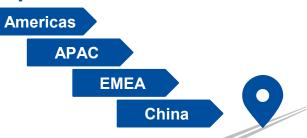
HOW do we do it?

- 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



July 2024 + approx. 1.5 Years

Global Template

Sep. 2022 – Oct. 2023

Pre-project

Nov. 2023 – Jun. 2024

Preparation Phase







Mid single-digit percentage



annual sales growth

Average cash conversion rate

0.8x

Long-term EBIT margin

~15%

Increase of dividend

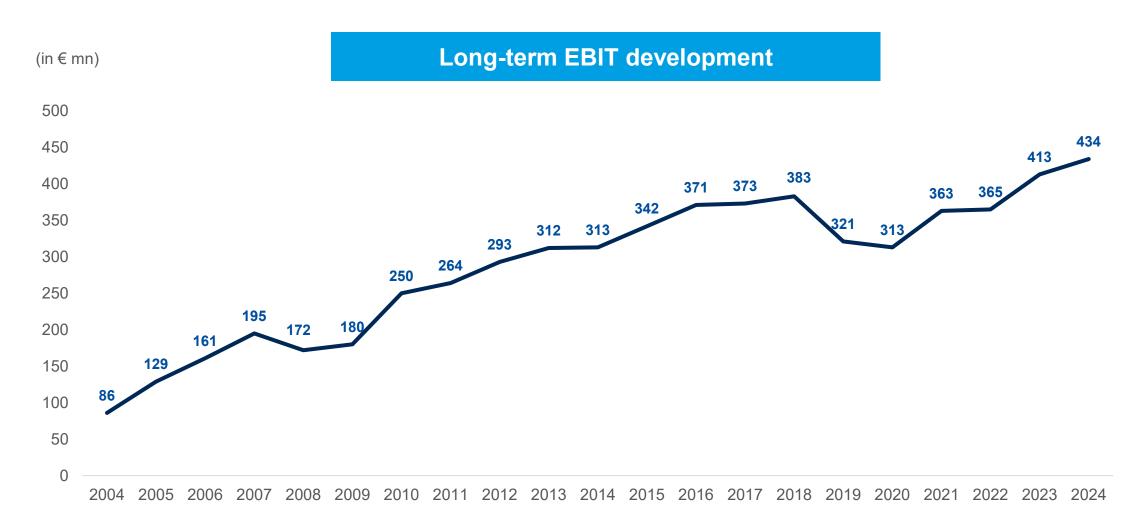


each year

FINANCIAL TARGETS



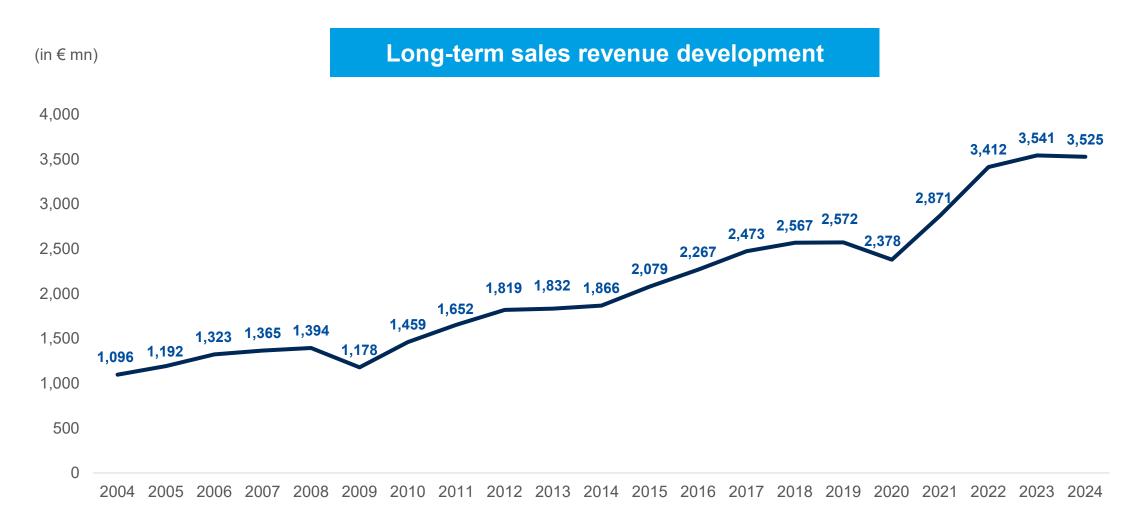
STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS



FINANCIAL TARGETS



STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS



FUCHS – A VALUE CREATING INVESTMENT



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

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

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

04

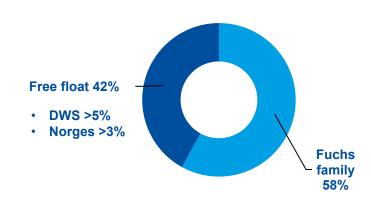
Balanced Capital Allocation: High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks

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



Basis: 65,500,000 preference shares

Characteristics:

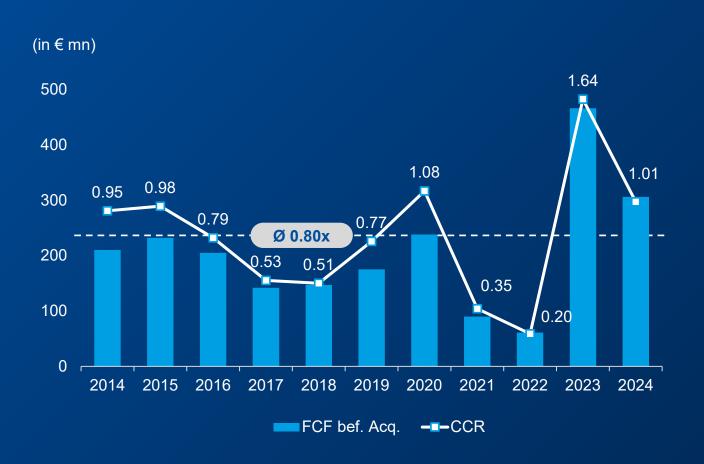
- Dividend <u>plus</u> preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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



FCF CONVERSION¹ WITH STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD



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

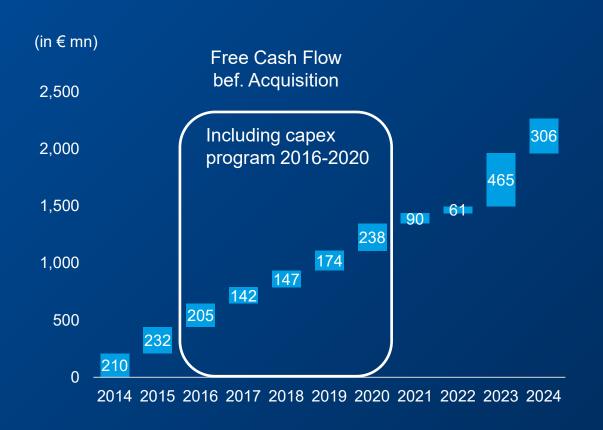
CAPEX

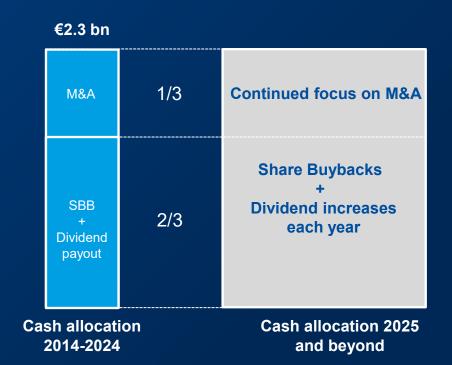
Maintain CAPEX on Depreciation & Amortization level of ~ €80mn

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



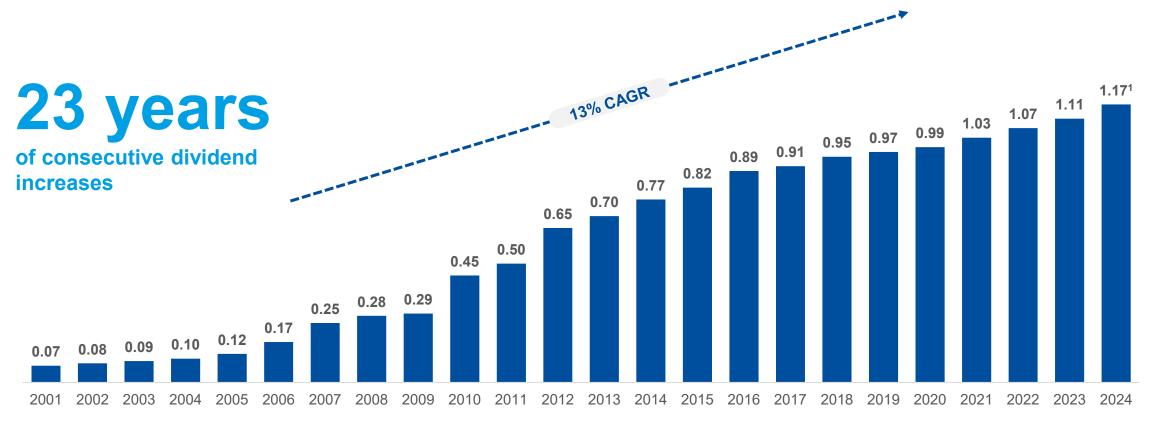








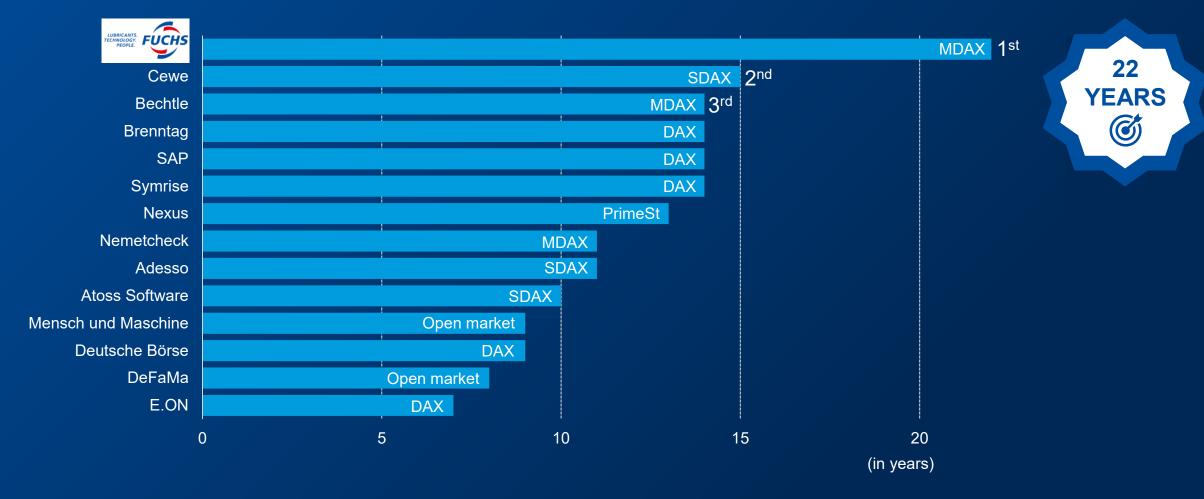
OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE



(Dividend paid per preference share in €)



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

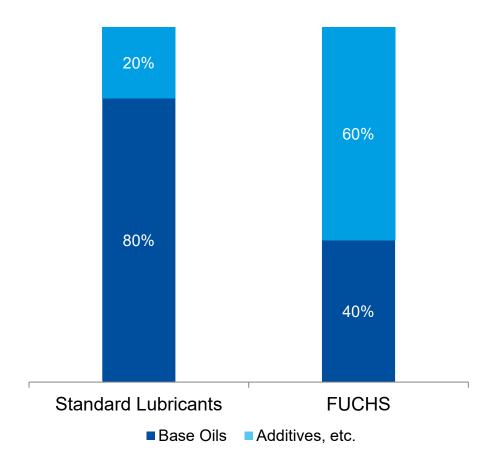




Base oil / additives value split



- 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

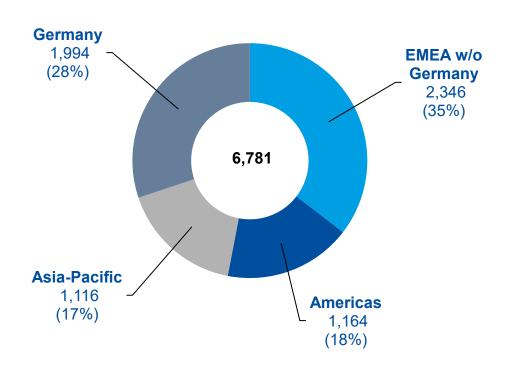


WORKFORCE STRUCTURE

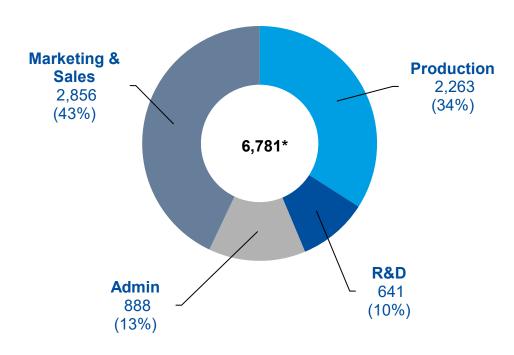
6,781 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2024)

LUBRICANTS. TECHNOLOGY. PEOPLE.

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 in % of sales revenues	1,215 <i>34.4</i>	1,145 32.3	1,054 <i>30.</i> 9	965 33.6	854 35.9	890 34.6	899 35.0	882 35.7	851 <i>37.5</i>	791 38.1
EBIT before at equity in % of sales revenues	426 12.1	406 11.5	356 10.4	354 12.3	303 12.7	310 12.1	357 13.9	356 14.4	352 15.5	324 15.6
EBIT in % of sales revenues	434 12.3	413 11.7	365 10.7	363 12.6	313 <i>13.2</i>	321 12.5	383 14.9	373 15.1	371 16.4	342 16.5
EBITDA in % of sales revenues	531 <i>15.1</i>	511 <i>14.4</i>	458 13.4	449 15.6	393 16.5	394 15.3	441 17.2	426 17.2	418 <i>18.4</i>	381 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
Equity ratio (in %)	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

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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	3	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 Preference	2.29 2.30	2.08 2.09	1.87 1.88	1.82 1.83	1.58 1.59	1.63 1.64	2.06 2.07	1.93 1.94	1.86 1.87	1.69 1.70
Dividend per share	Ordinary Preference	1.16 1.17	1.10 1.11	1.06 1.07	1.02 1.03	0.98 0.99	0.96 0.97	0.94 0.95	0.90 0.91	0.88 0.89	0.81 0.82
Dividend distribution (in € mn)*		153	147	148	142	137	134	131	126	123	113
Stock exchange prices (on Dec 31)	Ordinary Preference	31.80 41.66	32.45 40.30	27.80 32.74	30.88 39.92	37.85 46.44	39.95 44.16	35.00 35.98	40.37 44.25	36.95 39.88	37.69 43.50

^{*}For 2024, proposal for the appropriation of profits – unappropriated profits designated for distribution less the amount attributable to non-dividend-bearing ordinary | 102 and preference shares, which will be transferred to retained earnings.

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
CO ₂ e emissions – Cradle-to-Gra	ave			
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	2,301,567	1,975,719
Specific CO ₂ e emissions	kg/revenue in €	66.28	66.60	59.91
- thereof Scope 1	<i>kg</i> /revenue in €	0.97	1.10	1.32
- thereof Scope 2	<i>kg</i> /revenue in €	0.27	0.50	0.68
- thereof Scope 3	<i>kg</i> /revenue in €	65.04	65.00	57.91
Water consumption				
Absolute water consumption	m³	348,383	340,852	384,181
Specific water consumption	m³/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.

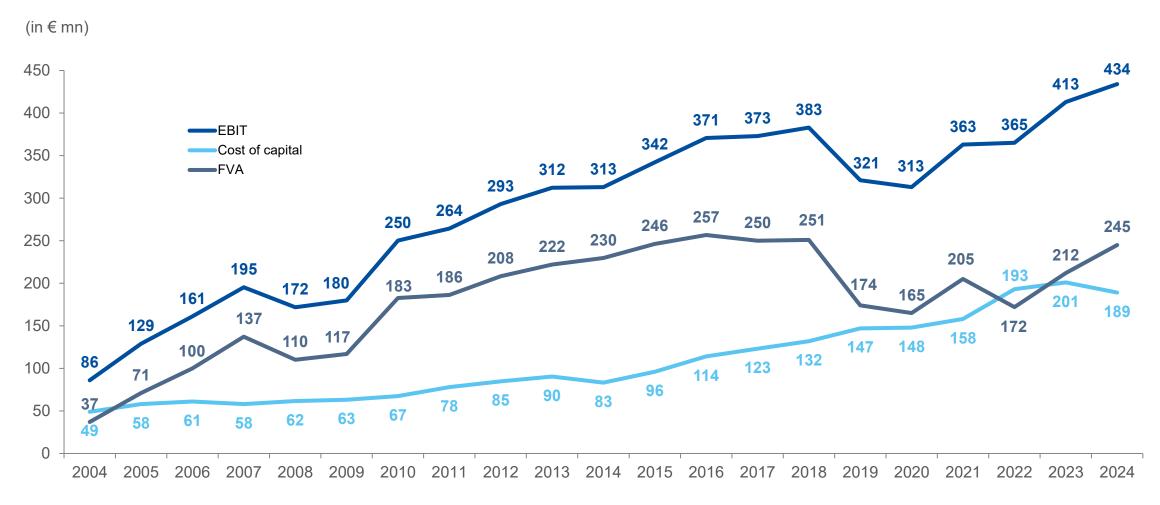
Scope 1: Direct emissions, including own energy generation.

Scope 2: Indirect emissions through purchased energy.

Scope 3: Other indirect emissions along the value chain.

DEVELOPMENT EBIT – COST OF CAPITAL – FVA





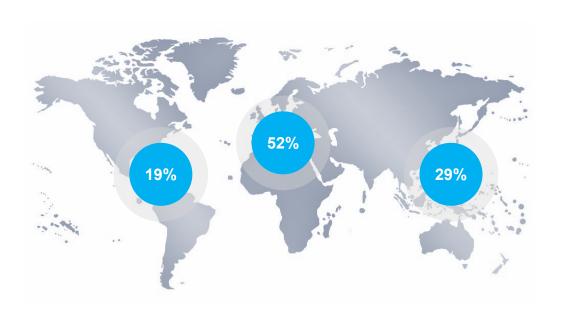
Cost of Capital = CE x WACC



CONSOLIDATED SALES REVENUES FY 2024

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





CASH FLOW FY 2024



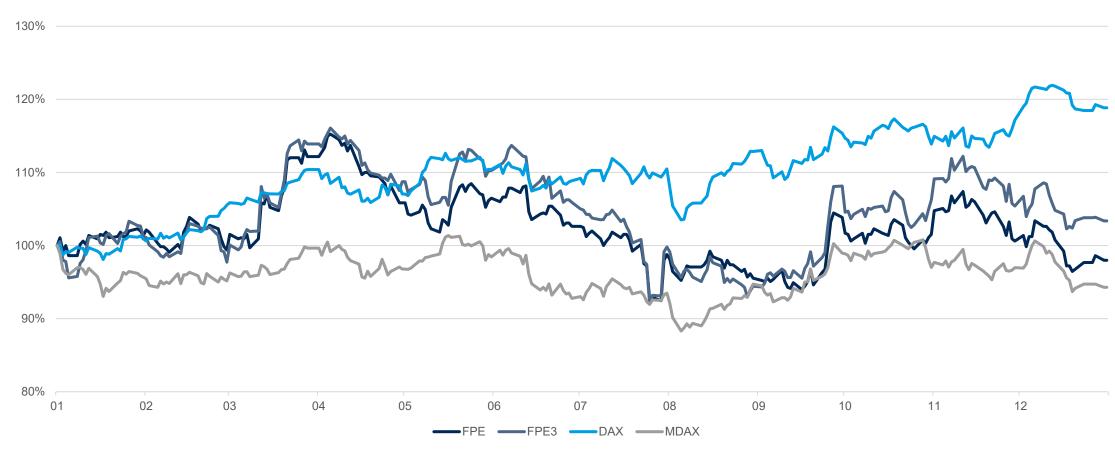
€ mn	FY 2024	FY 2023	Δ in € mn
Earnings after tax	302	283	19
Amortization/Depreciation	97	98	-1
Changes in net operating working capital (NOWC)	-13	117	-130
Other changes	4	45	-41
Capex	-83	-83	0
Free cash flow before acquisitions	306	465	-159
Acquisitions	-101	-4	-97
Free cash flow	205	461	-256

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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



6		202	23			20	24		2025				
€ mn	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Sales	936	886	876	843	877	887	902	859	924				
Gross Profit	289	285	288	283	296	311	315	293	317				
Gross Profit margin (in %)	30.9	32.2	32.8	33.6	33.8	35.0	34.9	34.1	34.3				
Other function costs	-188	-190	-178	-183	-191	-201	-201	-196	-211				
EBIT before at Equity	101	95	110	100	105	110	114	97	106				
EBIT margin before at Equity (in %)	10.8	10.7	12.6	11.9	12.0	12.4	12.6	11.3	11.5				
At Equity	2	2	3	0	2	1	2	3	2				
EBIT	103	97	113	100	107	111	116	100	108				
EBIT margin (in %)	11.0	11.0	12.9	11.9	12.2	12.5	12.9	11.6	11.7				
EBITDA	126	121	135	129	131	134	141	125	134				
EBITDA margin (in %)	13.5	13.7	15.4	15.3	14.9	15.1	15.6	14.6	14.5				

QUARTERLY FIGURES BY REGION



2024	EMEA				Asia-Pacific					North and South America					
2024	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
in % of sales	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
in % of sales	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						
2023	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				
in % of sales	9.6					12.5					11.5				
Income from at equity companies	2					-					-				
Segment earnings (EBIT)	52					33					21				
in % of sales	10.0					12.5					11.5				

QUARTERLY SALES & EBIT BY REGIONS



Sales (€ mn)					
EMEA						
	Δ Y-o-Y in %					
Asia-Pacific						
	Δ Y-o-Y in %					
Americas						
	Δ Y-o-Y in %					
Holding/Cons	olidation					
FUCHS Group						
	Δ Y-o-Y in %					

		2023		
Q1	Q2	Q3	Q4	FY
552	515	499	475	2,041
15	2	-5	-10	0
252	239	247	241	979
6	10	-2	8	5
181	171	171	164	687
28	8	-6	-4	5
-49	-39	-41	-37	-166
936	886	876	843	3,541
16	6	-3	-3	4

		2024		
Q1	Q2	Q3	Q4	FY
511	516	517	485	2,029
-7	0	4	2	1
245	240	254	247	986
-3	0	3	2	1
167	174	170	167	678
-8	2	-1	2	-1
-46	-43	-39	-40	-168
877	887	902	859	3,525
-6	1	3	2	0

2025								
Q1	Q2	Q3	Q4	FY				
522								
2								
264								
8								
183								
10								
-45								
924								
5								

EBIT (€ mn)					
EMEA					
Δ Y-o-Y in %	,				
Asia-Pacific					
Δ Y-o-Y in %	,				
Americas					
Δ Y-o-Y in %	,				
Holding/Consolidation					
FUCHS Group					
∆ Y-o-Y in %	,				

		2023		
Q1	Q2	Q3	Q4	FY
50	49	56	58	213
14	23	46	23	25
28	24	28	31	111
-1	-8	-15	24	-2
19	20	23	17	79
12	11	-4	-6	3
6	4	6	-6	10
103	97	113	100	413
11	11	13	18	13

		2024		
Q1	Q2	Q3	Q4	FY
54	57	56	56	219
8	16	0	-3	3
29	26	32	31	118
4	8	14	0	6
21	26	24	20	91
11	30	4	18	15
3	1	4	-10	-2
107	110	116	97	426
4	13	3	-3	3

2025					
Q1	Q2	Q3	Q4	FY	
52					
-4					
33					
14					
21					
0					
2					
108					
1					

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QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS



Organic Growth (in %)
EMEA
Asia-Pacific
Americas
FUCHS Group

	2023					
Q1	Q2	Q3	Q4	FY		
17	5	-2	-8	2		
9	19	11	15	13		
25	13	4	15	14		
17	12	4	3	9		

		2024		
Q1	Q2	Q3	Q4	FY
-7	0	2	-1	-2
3	3	2	2	2
-2	4	2	-6	0
-3	1	2	-1	0

	2025						
Q1	Q2	Q3	Q4	FY			
-1							
7							
8							
2							

External Growth (in %)				
EMEA				
Asia-Pacific				
Americas				
FUCHS Group				

		2023		
Q1	Q2	Q3	Q4	FY
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
0	0	0	0	0

		2024		
Q1	Q2	Q3	Q4	FY
-	-	1	2	1
-	-	0	0	0
-	-	1	1	0
0	0	1	1	1

2025					
Q1	Q2	Q3	Q4	FY	
2					
-					
1					
2					

FX Effects (in %)	
EMEA	
Asia-Pacific	
Americas	
FUCHS Group	

		2023		
Q1	Q2	Q3	Q4	FY
-2	-3	-3	-2	-2
-3	-9	-13	-7	-8
3	-5	-10	-19	-8
-1	-5	-7	-7	-5
-1	-5	-7	-7	-5

		2023		
Q1	Q2	Q3	Q4	FY
0	0	1	0	0
-6	-5	0	1	-1
-6	-4	-3	7	-1
-3	-9	0	2	-1

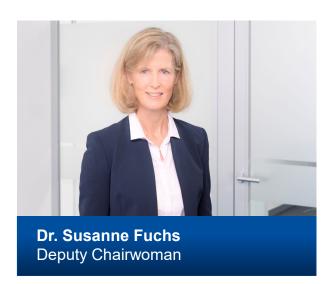
		2024		
Q1	Q2	Q3	Q4	FY
1				
1				
1				
1				

SUPERVISORY BOARD OF FUCHS SE

















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



MATHIEU BOULANDET WILL ASSUME THE POSITION OF SEBASTIAN HEINER FROM AUGUST 1, 2025

born in 1982 in Paris

- 1998: BSc in physics and chemistry in France
- 2000: Studies of physics, chemistry and engineering in France
- 2003: MSc in chemical engineering in France
- 2005: MSc in industrial technology in France
- 2004 2017: TOTALENERGIES (France, UAE, South Korea, Denmark, Singapore)
- **since 2018 today:** BP GRUPPE (Germany and France)
 - since 2021: Managing Director, Castrol Germany GmbH
 - 2021 2024: VP Industrial Lubricants Europe & Global Accounts, BP
 - since 2022: Board Member, Castrol France SAS
 - since 2024: global responsibility for the marine & energy businesses, London



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

Supervisory Board

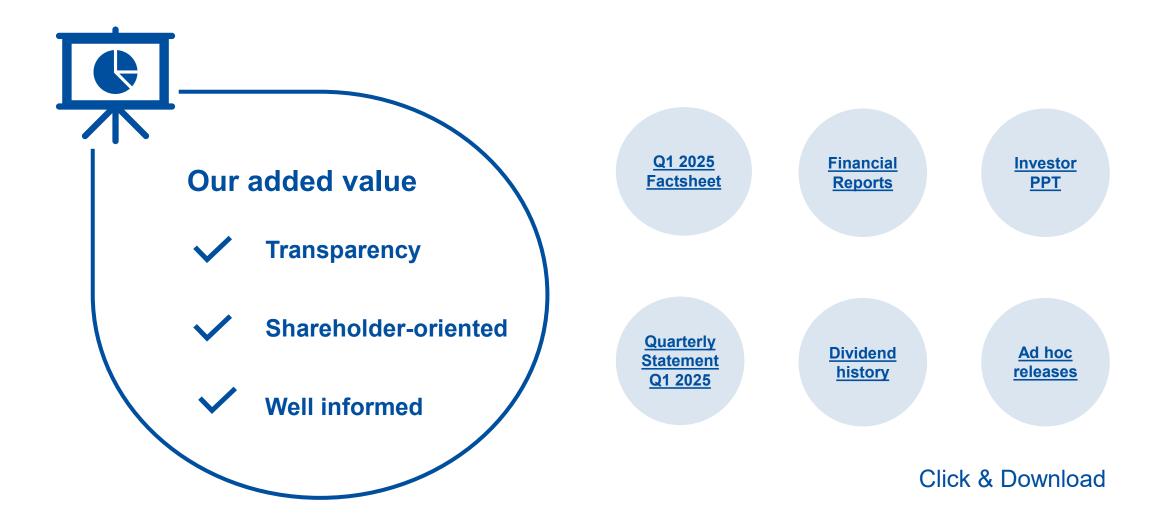
≥20%

of fixed compensation

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

DOWNLOAD: KEY DOCUMENTS FOR OUR SHAREHOLDERS





FINANCIAL CALENDAR & CONTACT



Financial Calendar 2025

July 31, 2025	Half-year Financial Statement
October 31, 2025	Quarterly Statement 9M 2025

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

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