

FUCHS GROUP

Investor Presentation

March 2025



Agenda

01 | Business Model

02 | Financial Results FY 2024

03 | FUCHS2025

04 | Megatrends

- E-Mobility
- Sustainability
- Digitalization

05 | FUCHS – a profitable growth story

06 | Appendix

01 Business Model



FUCHS AT A GLANCE

Established **3**
generations ago as a
family-owned business

No. 1
among the independent
suppliers of lubricants

The Fuchs family holds
58% of
ordinary shares

€3.5 bn
sales in 2024

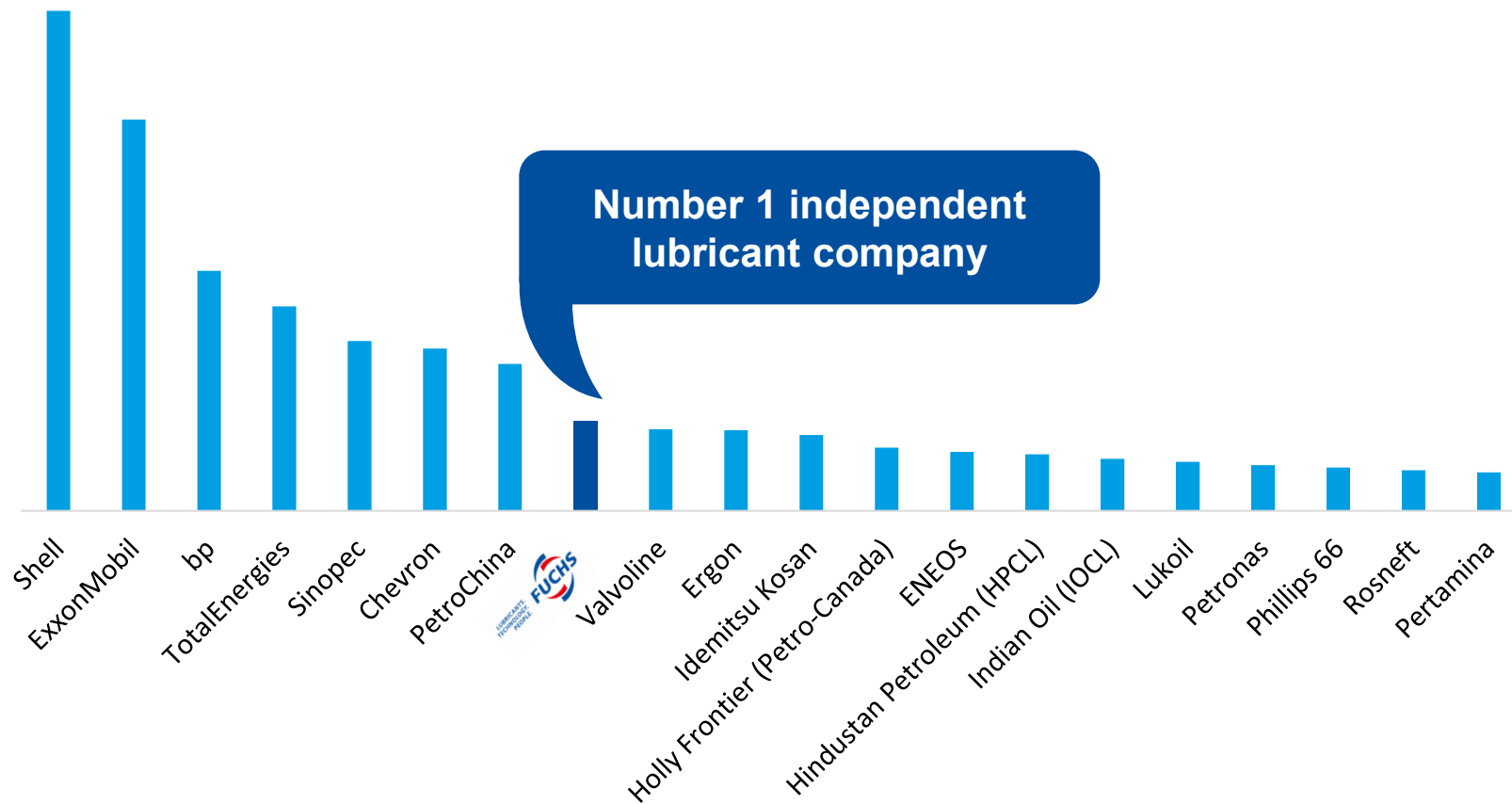
Around **6,700**
employees

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

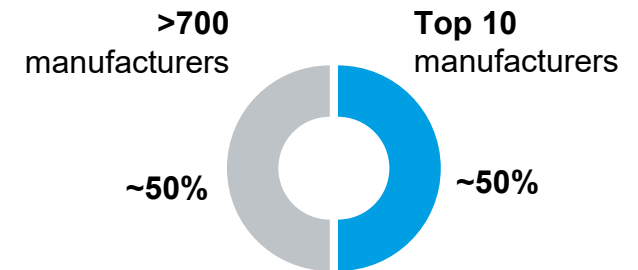


Manufacturers



- High degree of fragmentation
- Concentration especially amongst smaller companies

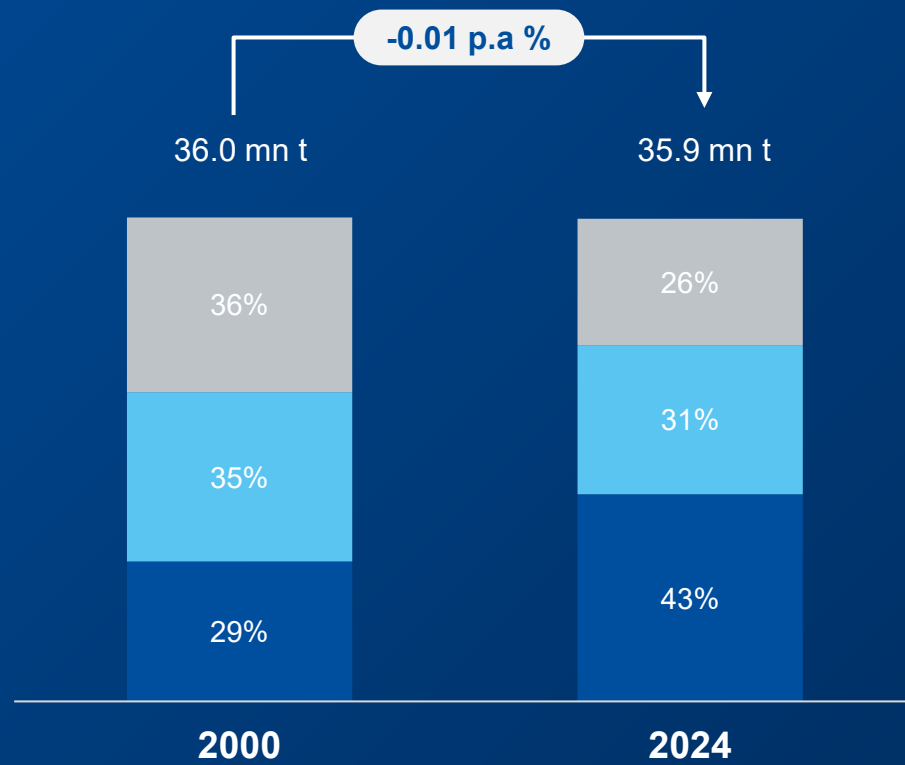
Market Shares



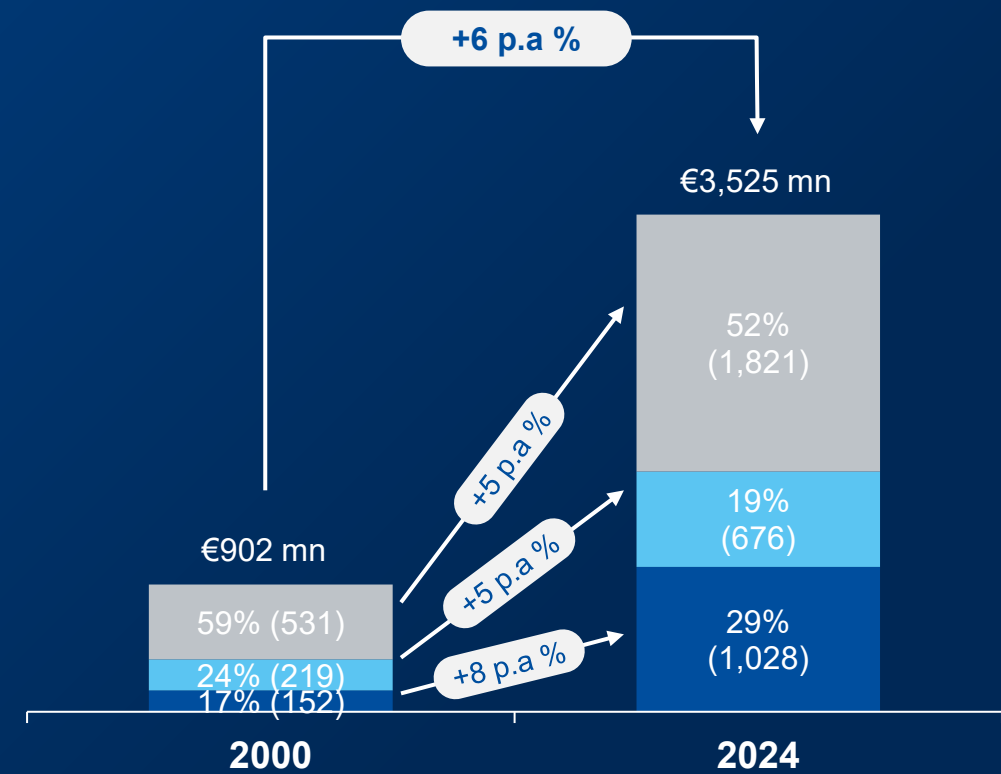
¹ > 1000 tons

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



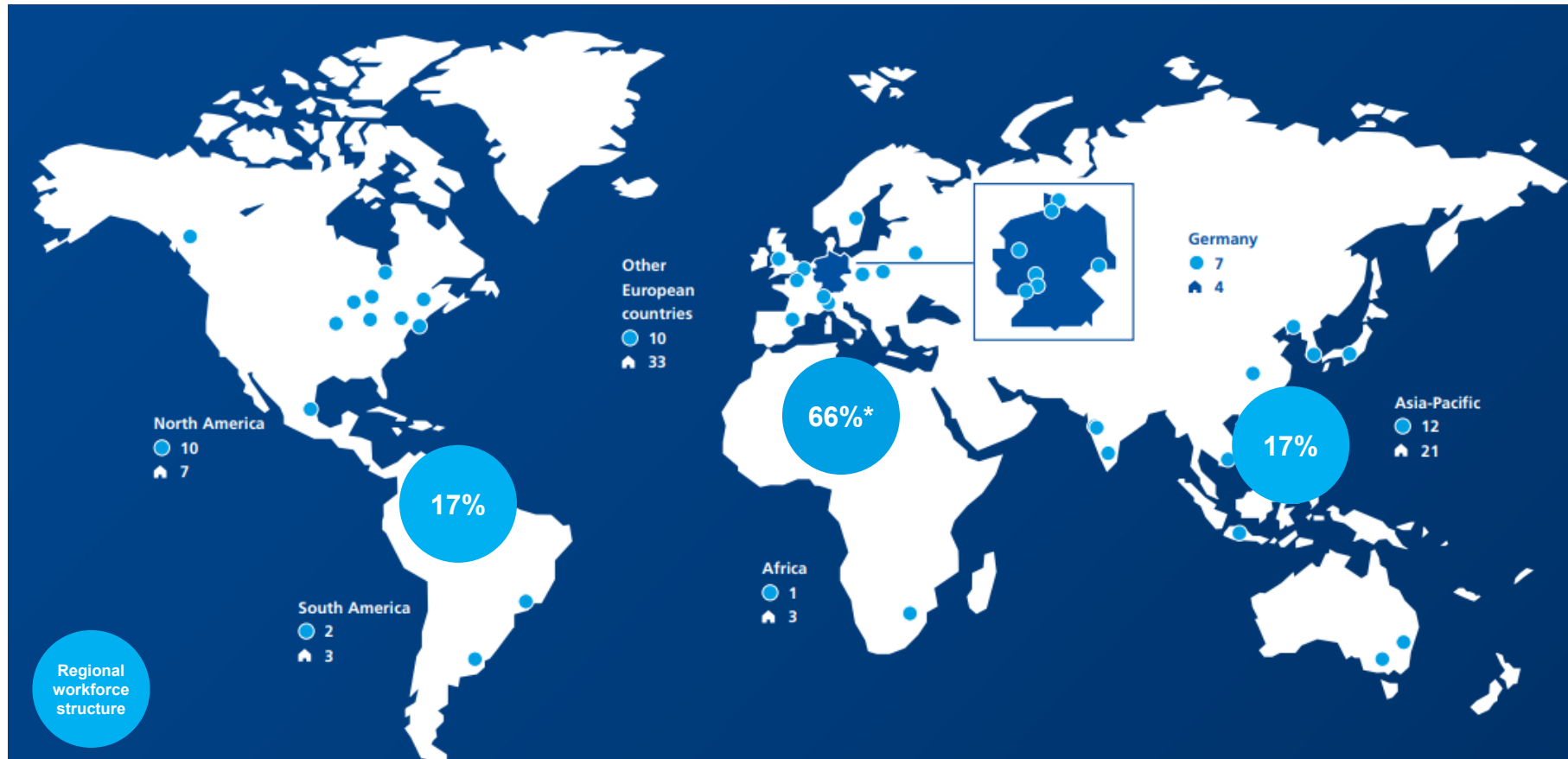
Global presence, R&D strength, know-how transfer, speed

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

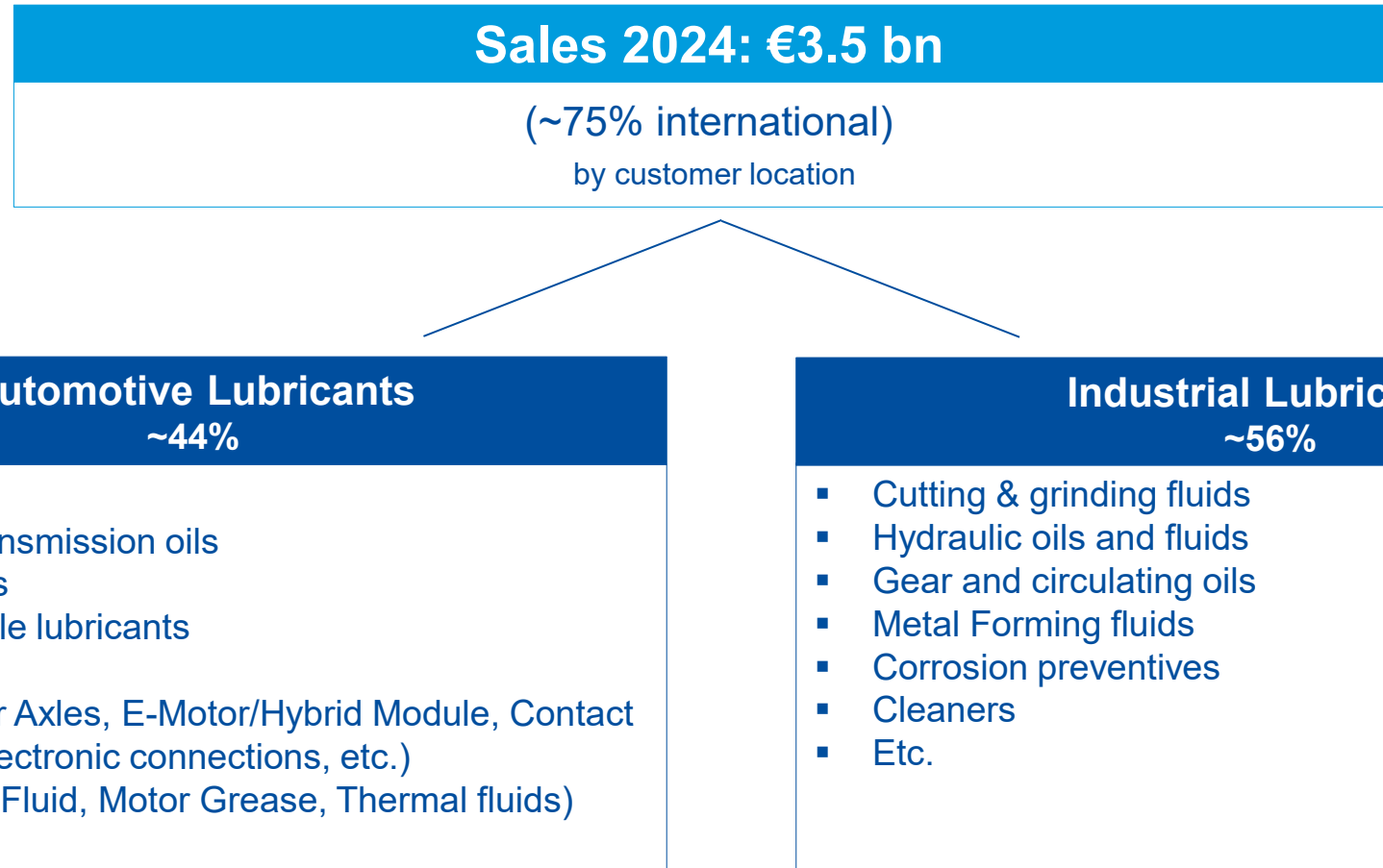
- 42 Production locations
- 🏠 71 Operating companies

As at December 31, 2024

*incl. Holding

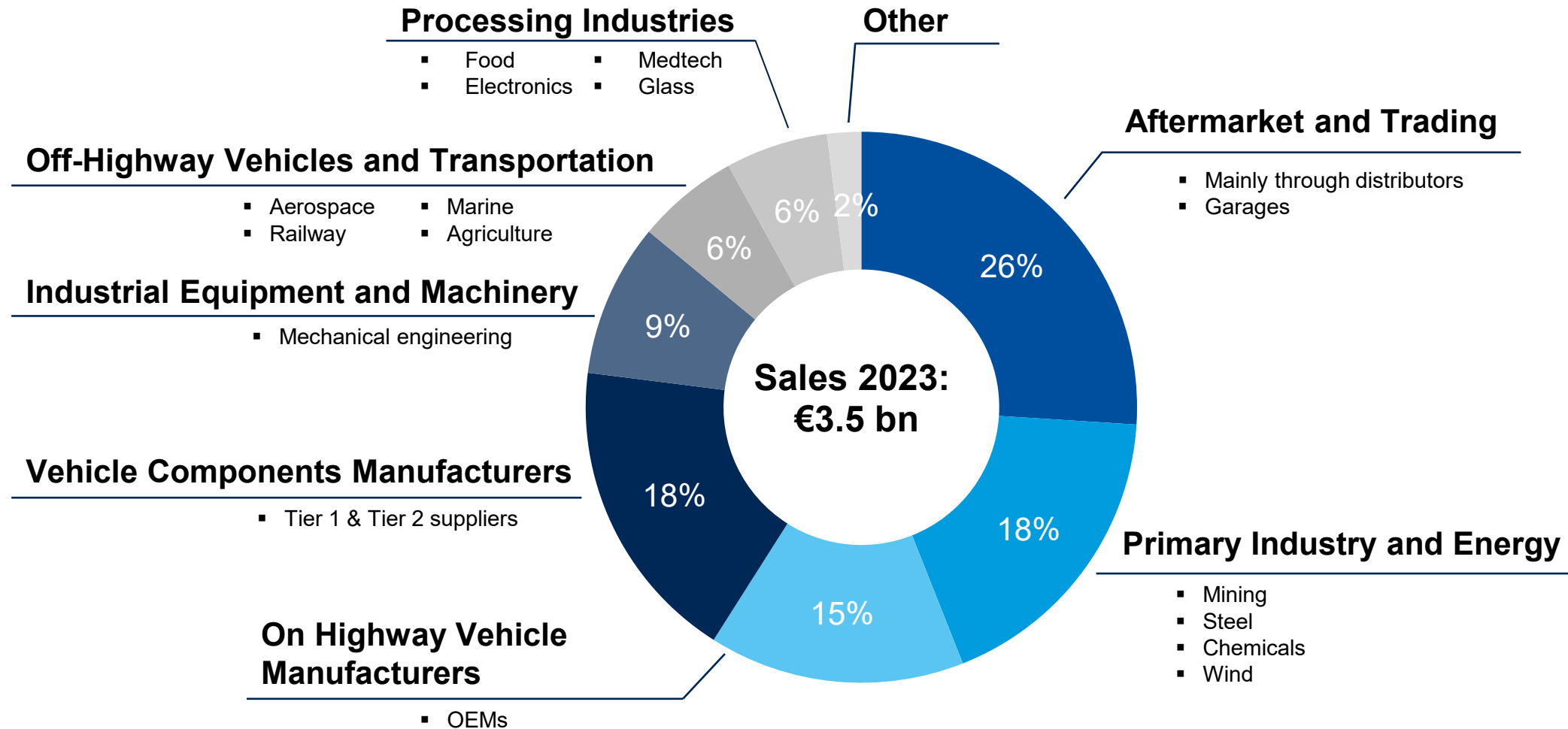
FULL-LINE SUPPLIER ADVANTAGE

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



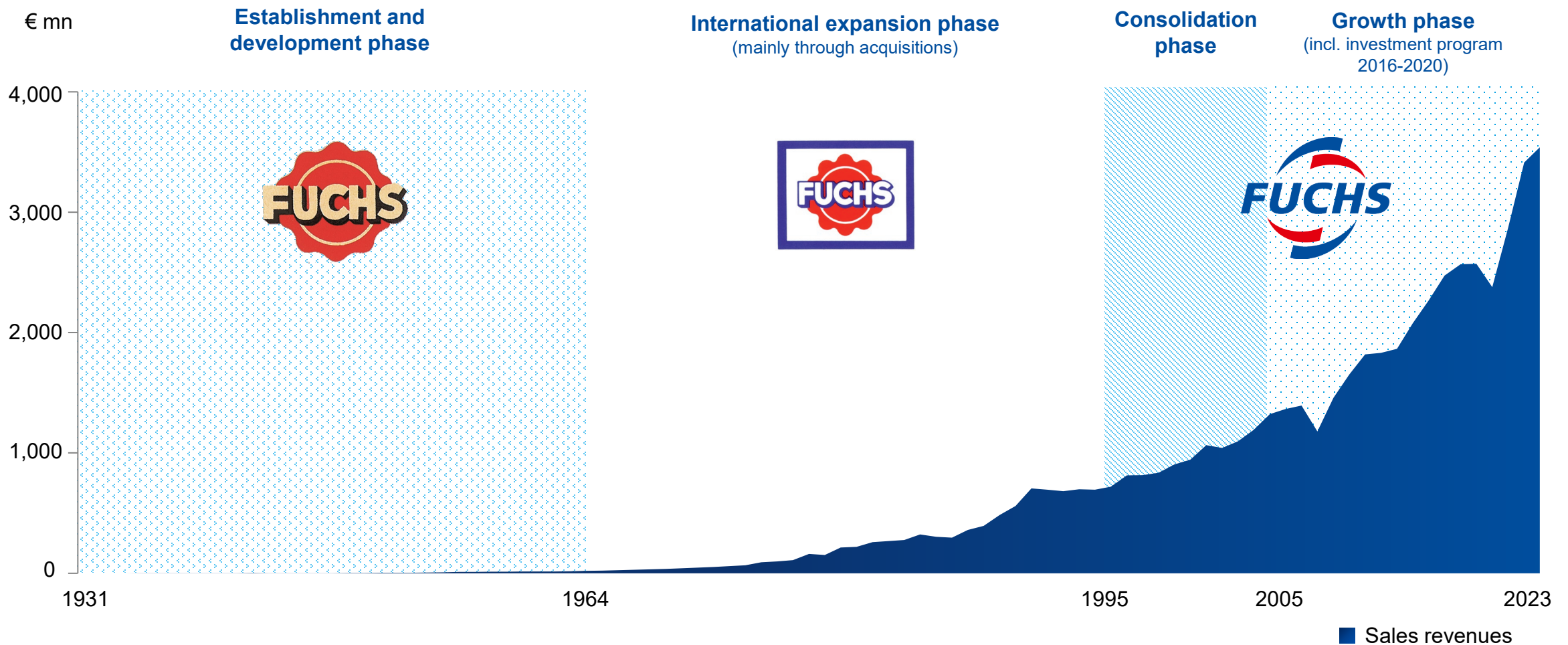
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



TRADITION AND GROWTH

SINCE 1931

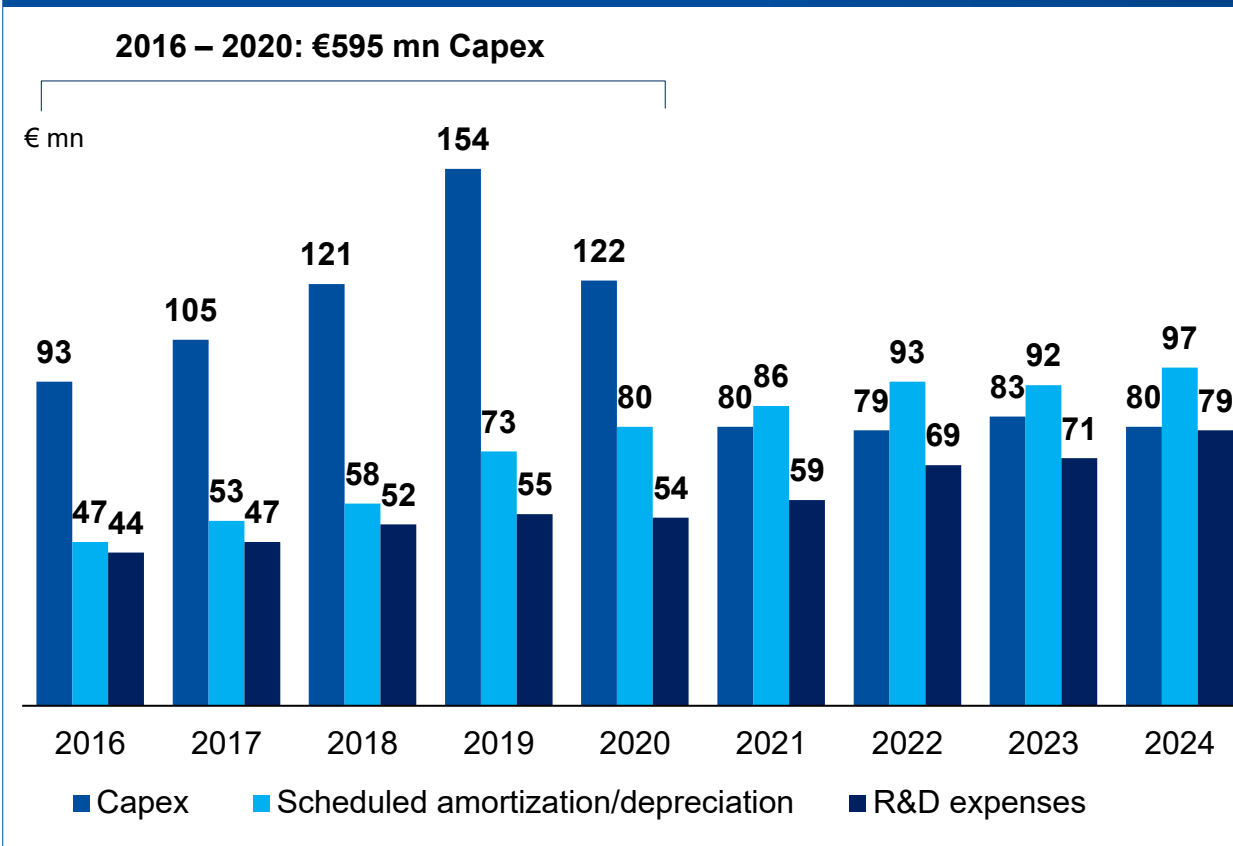


INVESTMENT IN THE FUTURE

CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISHED

Five year growth initiative

... with a clear investment focus on:



Growth

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

Technology

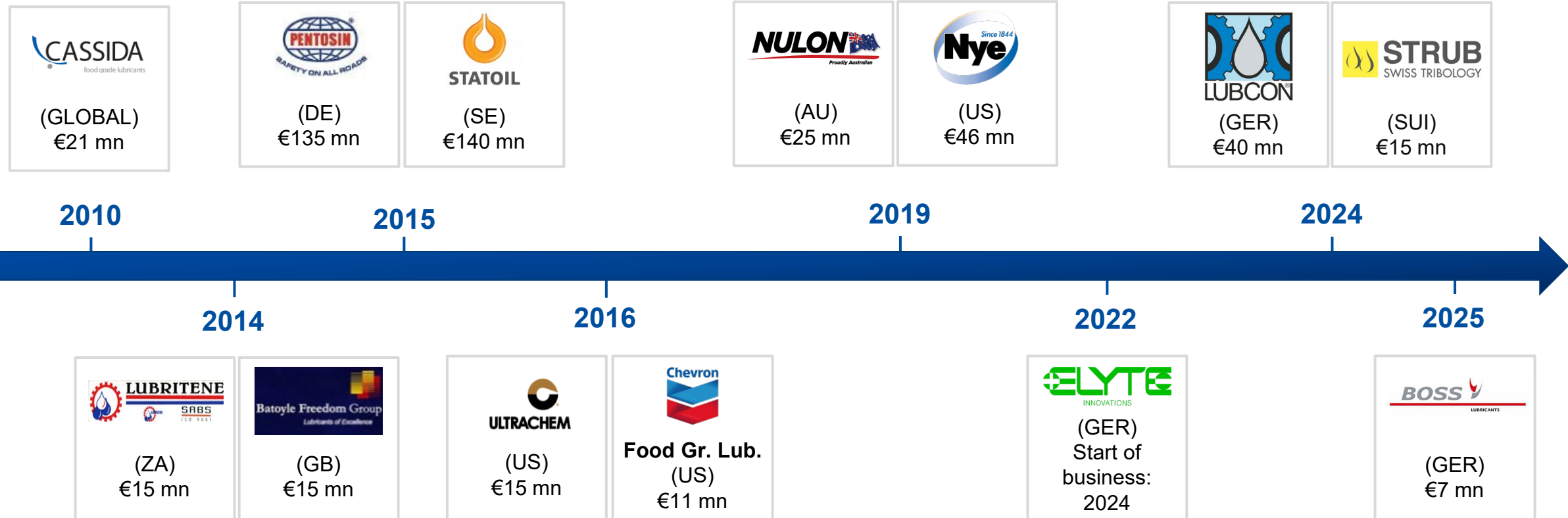
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

Innovation

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

STRONG TRACK RECORD OF INTEGRATING BUSINESSES

MOST IMPORTANT TRANSACTIONS OVER THE LAST 15 YEARS



SUCCESSFUL ACQUISITION OF LUBCON

MAINTAL, GERMANY



Member of the FUCHS Group

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

ACQUISITION OF STRUB REIDEN, SWITZERLAND



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

ACQUISITION OF BOSS LUBRICANTS

ALBSTADT, GERMANY



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

CONTINUED FOCUS ON M&A GROWTH



Strategic M&A Guardrails

- Strengthening our footprint
- Fundamentally buying customer lists, specifications, approvals and knowhow
- Focus on bolt-on acquisitions to boost organic growth in regions and/or technologies



Financial Imperatives

- Synergies in purchasing, production, cross-selling, administration
- FVA is the main KPI, also when evaluating acquisition targets
- No predetermined pattern; model-adjusting to specific case

02 Financial Results FY 2024



HIGHLIGHTS FY 2024

FUCHS SUCCESSFULLY CONCLUDES 2024 WITH NEW EARNINGS HIGH

€3,525 mn

0% yoy

€434 mn

EBIT up 5% yoy

€306 mn

FCF bef. acq.
lower €159 mn yoy

FY 2024

- Flat sales: Business expansion and external growth vs. price adjustments and FX-effects
- EBIT with all-time high and margin progression to 12.3%: Positive impact from mix and raw materials
- EPS €2.30 per pref. share and 2.29 per ord. share 10% up yoy
- Strong cash conversion at 1.0x, prior year benefitted from positive one-off

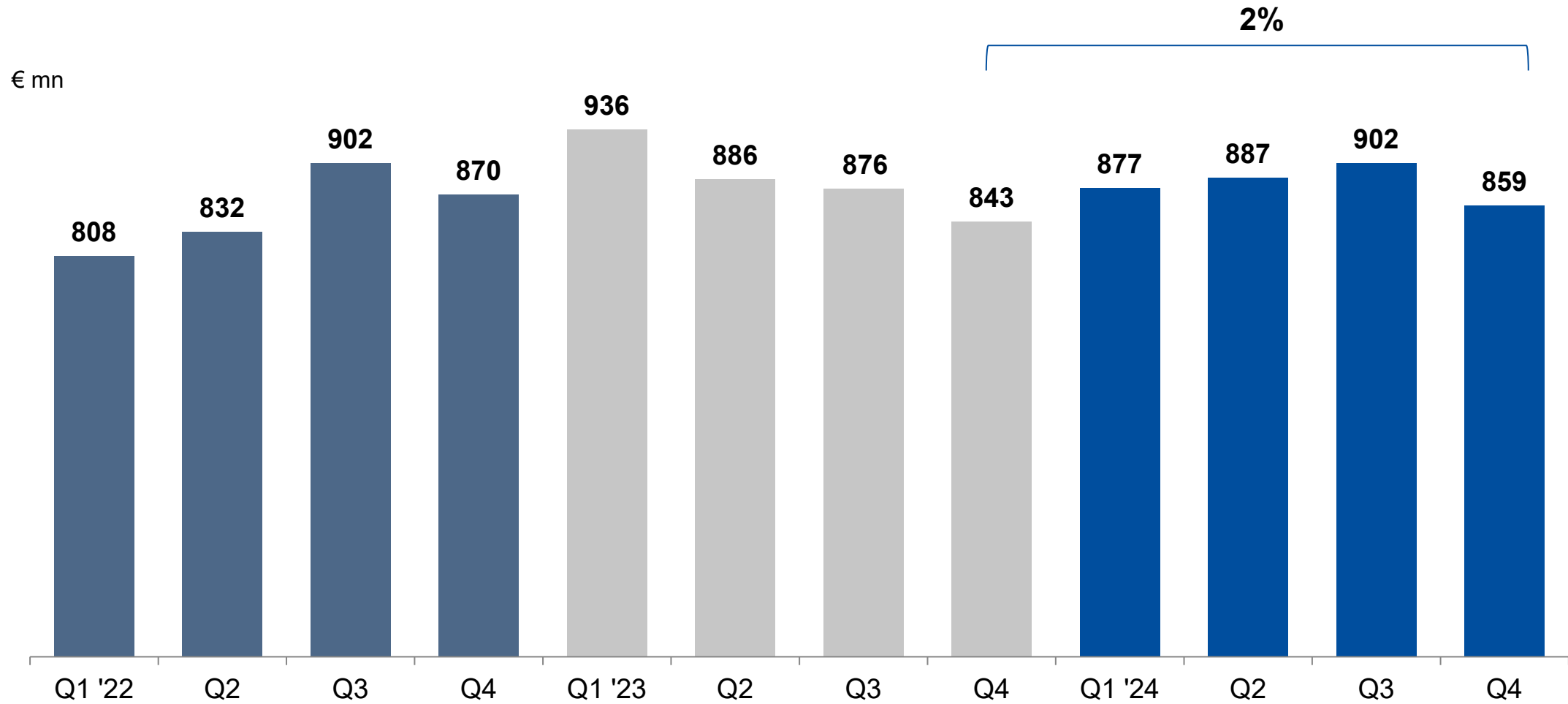
Outlook FY 2025

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

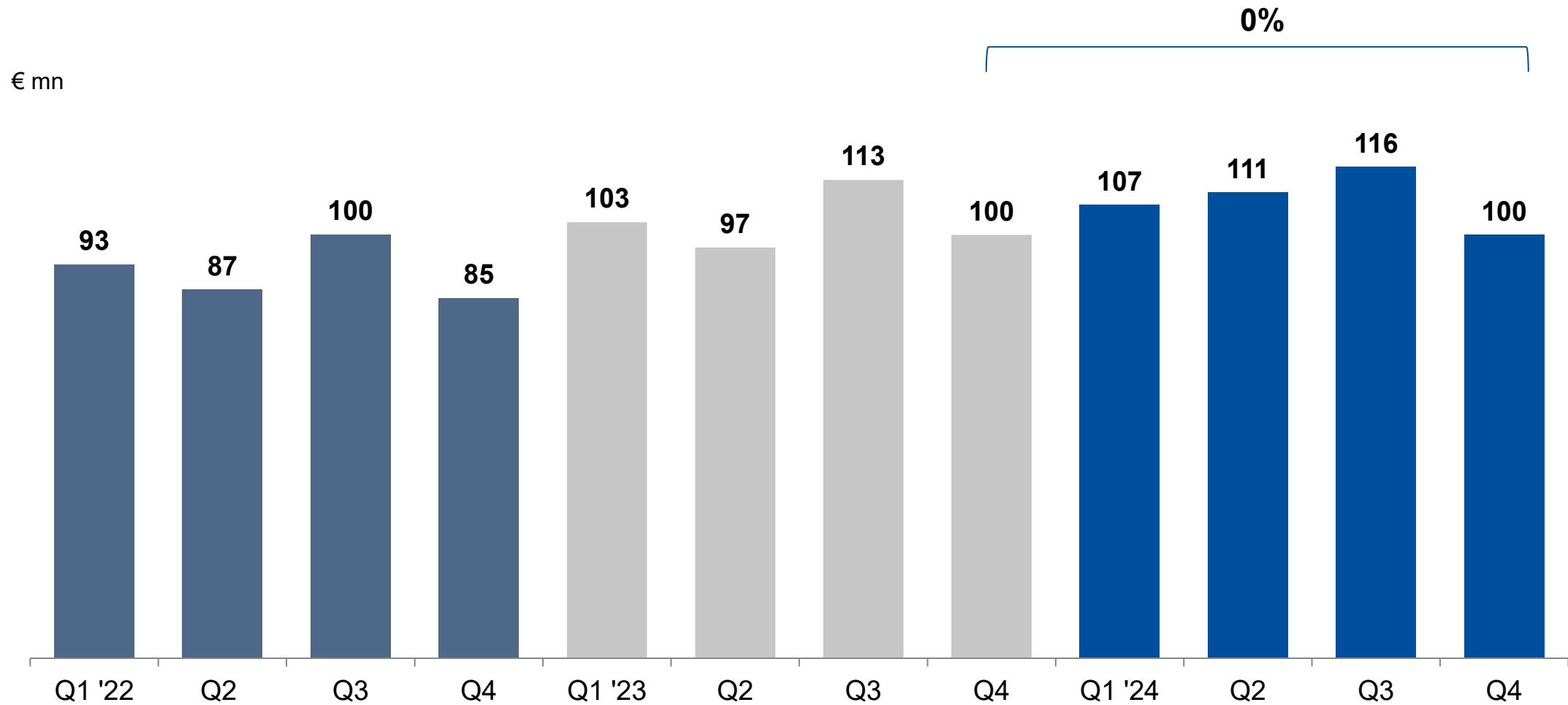
Dividend proposal +5%

- € 1.17 (1.11) per preference share
- € 1.16 (1.10) per ordinary share

SALES DEVELOPMENT

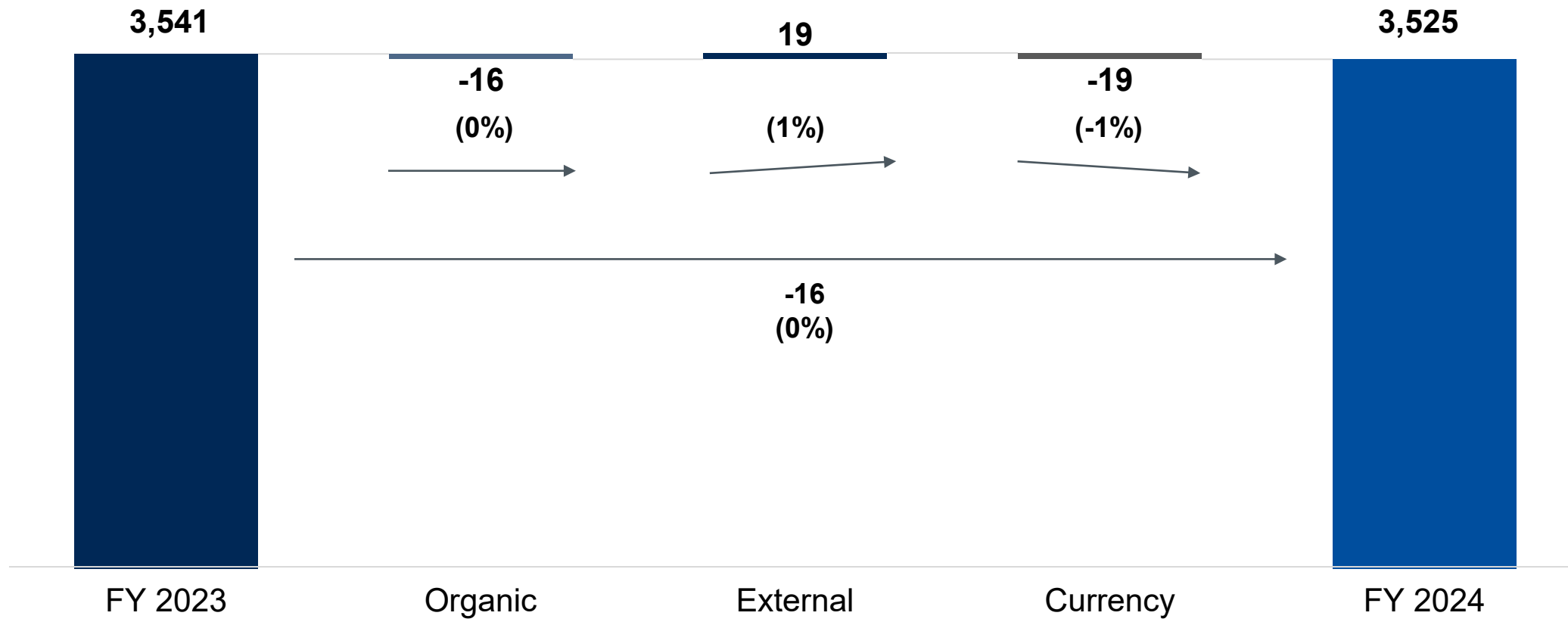


EBIT DEVELOPMENT



FY 2024 GROUP SALES

€ mn



FY 2024 KPI SUMMARY

KPI in € mn	FY 2024	FY 2023
Sales	3,525	3,541
Cost of sales	-2,310	-2,396
Gross profit	1,215	1,145
Other function costs	-789	-739
EBIT bef. at Equity	426	406
EBIT	434	413
Capex	80	83
Change of NOWC	-13	117
FCF bef. acq.	306	465

- Sales flat year over year; business expansion and external growth vs. price adjustments and FX-effects
- Gross margin at 34.5%, well above previous year's figure of 32.3% driven by mix and raw materials
- Other function costs higher by 7% mainly due to higher personnel and digitalization costs
- EBIT up 5% and at new all-time high; margin at 12.3% vs. 11.7% in the prior-year period reflecting further margin recovery
- Capex largely stable year over year
- Slight NOWC build-up to enable planned volume growth
- FCF bef. acq. lower vs. strong prior year

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	FY 2024	FY 2023
Sales	2,029	2,041
Organic growth	-34 (-2%)	49 (2%)
External growth	17 (1%)	-
FX effects	5 (0%)	-44 (-2%)
EBIT bef. at Equity	219	206
EBIT	227	213

- Sales down 1% year over year; organic decline from price adjustments offset by external growth; Eastern Europe and South Africa with business expansion
- External growth through acquisition of LUBCON in July and STRUB in November
- EBIT up 7%: majority of companies with improved earnings; Eastern Europe and South Africa particularly strong; France with restructuring costs

ASIA-PACIFIC

KPI in € mn	FY 2024	FY 2023
Sales	986	979
Organic growth	23 (2%)	124 (13%)
External growth	-	-
FX effects	-16 (-1%)	-74 (-8%)
EBIT bef. at Equity	118	111
EBIT	118	111

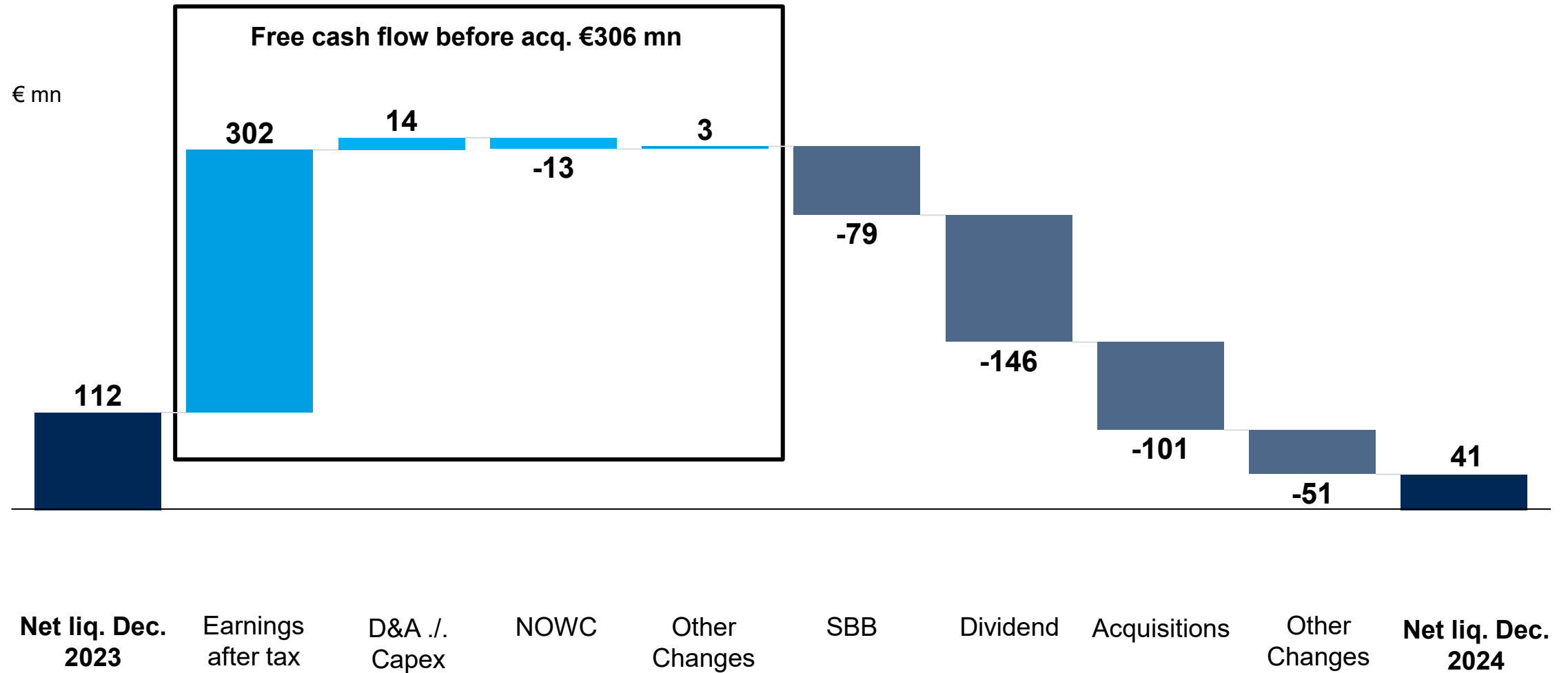
- Sales slightly higher year over year; business expansion offsetting price-related declines
- Organic growth of 2% driven by business expansion in esp. China, Australia, Japan, India as well as East- /South-Asia
- Negative currency effects in almost all countries of the region
- EBIT up 6% due to strong performance from China and India

NORTH AND SOUTH AMERICA

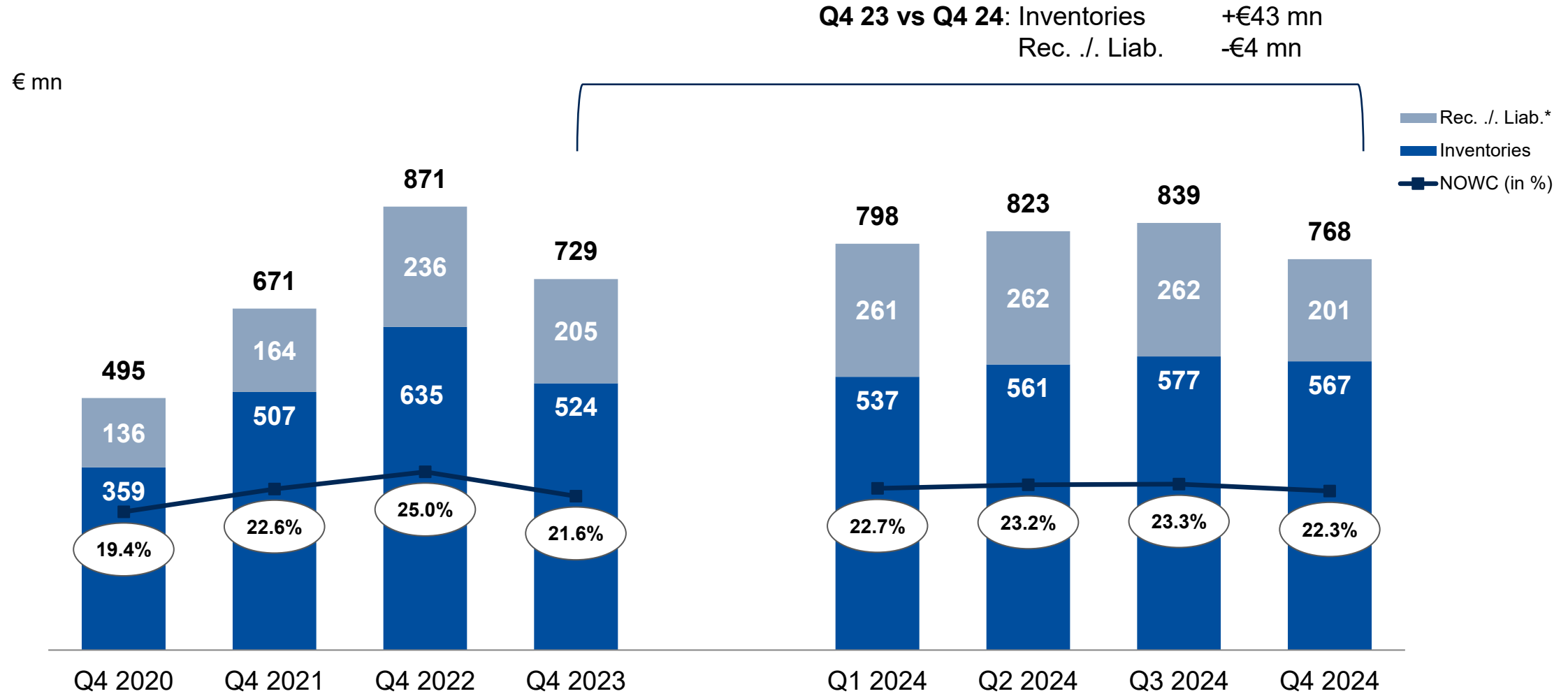
KPI in € mn	FY 2024	FY 2023
Sales	678	687
Organic growth	-3 (0%)	89 (14%)
External growth	2 (0%)	-
FX effects	-8 (-1%)	-55 (-9%)
EBIT bef. at Equity	91	79
EBIT	91	79

- Sales slightly down year over year due to mix and currency
- Positive business expansion in the US specialty segment as well as in Mexico; business activities in Argentina remain challenging
- Weakness of Argentinian peso and Brazilian real contribute to negative currency effects
- EBIT up by 15% due to high earnings growth in North American specialty business; Mexico also with significant improvement

NET LIQUIDITY



NET OPERATING WORKING CAPITAL (NOWC)



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

DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q4

Q1 and beyond

**Base
Oils**

**Europe and Americas with
slightly lower prices, Asia flat**

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

Additives

**Overall largely stable price
development**

**Prices expected to stay
broadly stable**

PAVING THE WAY TO BECOME DIVIDEND ARISTOCRAT

DIVIDEND PROPOSAL CONFIRMS TRACK RECORD

**23 consecutive years
with dividend
increases**

The Executive and
Supervisory Board will
propose an increase of €0.06
per share class to the Annual
General Meeting

+5%
**dividend payment
proposed**

**€1.17
(1.11)**

per preference share

**€1.16
(1.10)**

per ordinary share

OUTLOOK MARKING A STEP TOWARDS FUCHS2025 TARGET

KPI* in € mn	2024	March, 21 st 2025	
	Sales	3,525	~ 3,700
EBIT	434	~ 460	Strict cost management vs. higher personnel- and digitalization cost
FVA	245	~ 260	Higher earnings vs. higher capital employed
FCF bef. acq.	306	~ 260	Higher earnings but higher NOWC – cash conversion rate at 0.8x

* The impact of the ongoing tense geopolitical situation on the global economy and FUCHS cannot be reliably estimated. In addition, the further development of raw material prices remains a matter of great uncertainty.

03 FUCHS 2025

New Mindset for Future Challenges



CLEAR VALUE PROPOSITION

VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES

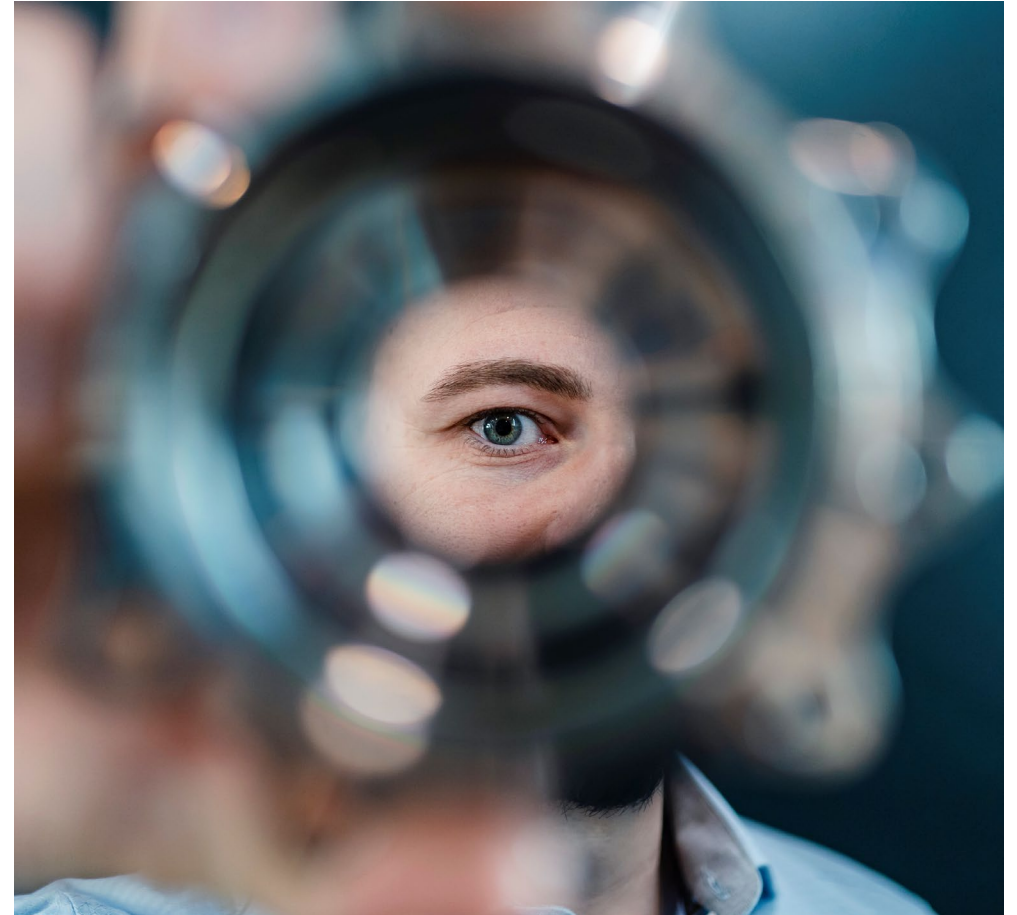


Trust, Creating Values,
Respect, Reliability,
Integrity

PURPOSE



*MOVING
YOUR
WORLD*

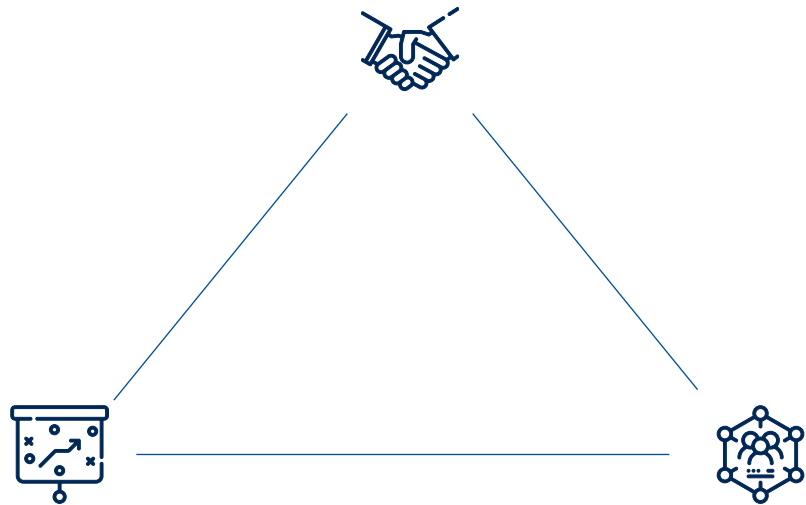


FUCHS 2025



Culture
High performance, open feedback & hierarchy-free communication

Strategy
Topline growth based on market segmentation

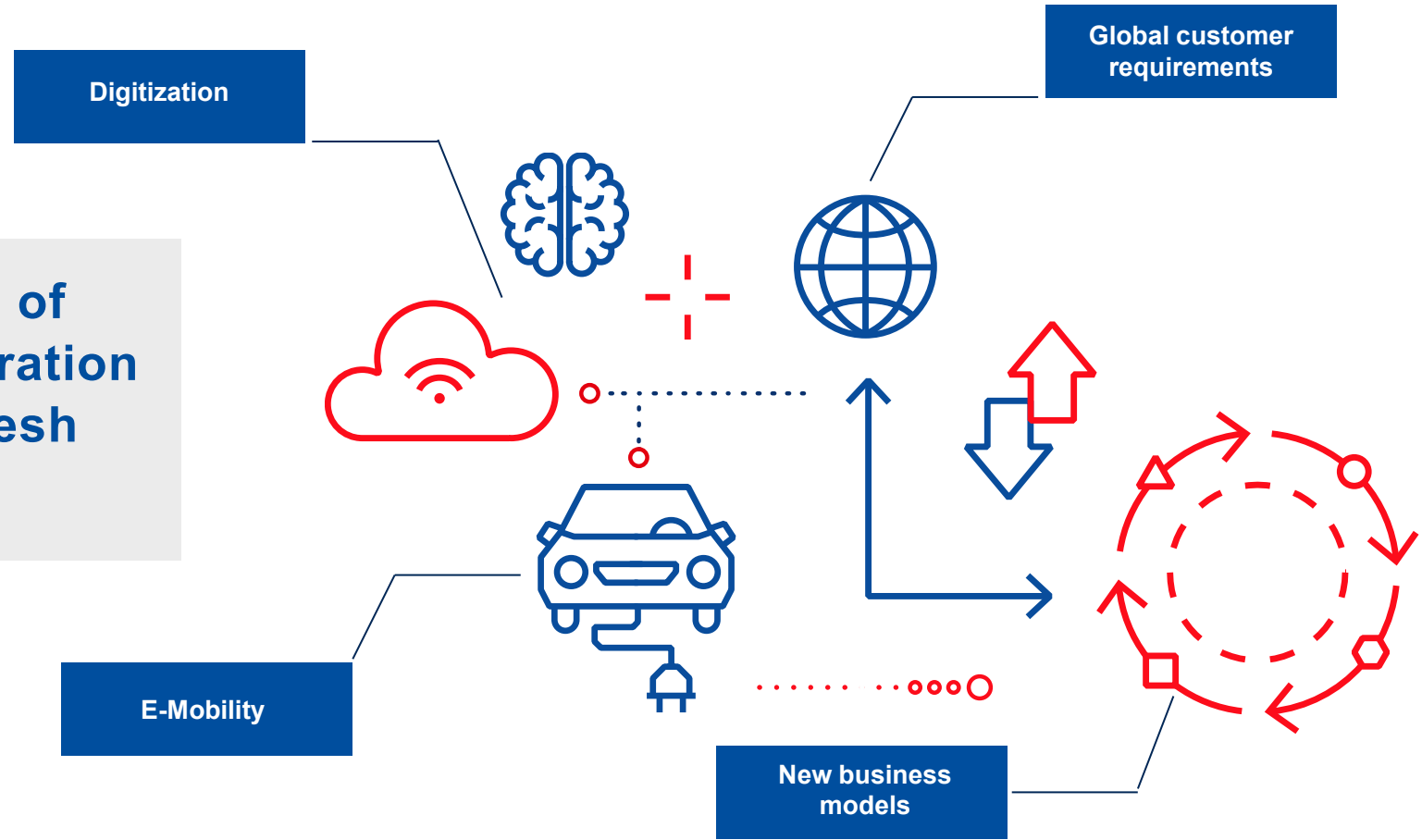


Structure
Organizational set-up & new positions

FUCHS2025

NEW MINDSET FOR FUTURE CHALLENGES

New solutions require new ways of operating. And new ways of operation require a new approach and a fresh mindset.



FUCHS2025

HIGHLIGHTS



Operational Excellence

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



Customer & Market Focus

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



Technology Leadership

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



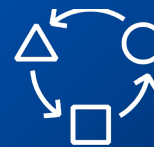
Global Strength

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



People & Organization

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



Sustainability

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

MOVING YOUR WORLD

**WHAT: Delivering Efficient
Lubrication Solutions**

Technical
Expertise

Leading
Solutions

Customer
Orientation

Sustainable
Attitude

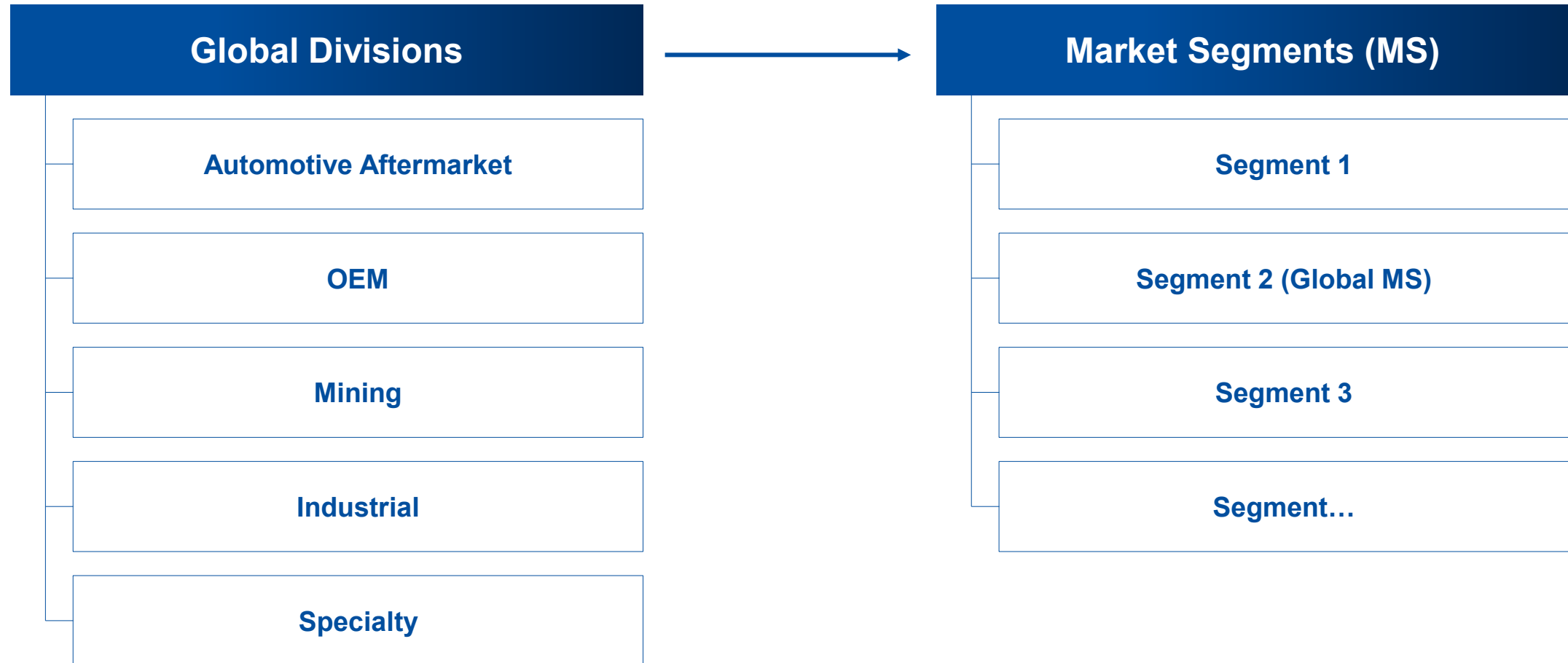
HOW: UNCONDITIONALLY RELIABLE

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

WHY: MOVING YOUR WORLD

We exist because it is us who keep this world moving.
Moving your world is not only about keeping it in motion.
It's about moving it forward.

GROWTH VIA SEGMENTS



FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS



Four major
target markets

E-mobility



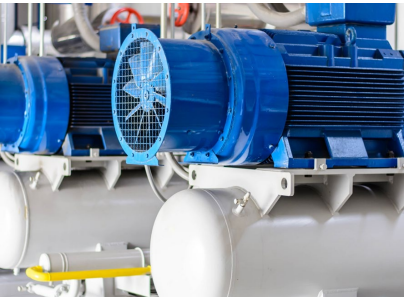
Wind power



Food industry



Rotary motion



Three further
growth markets

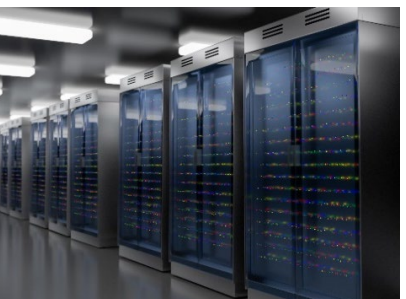
Medtech



Semiconductor
industry



Data centers



FUCHS2025 – STRATEGY PERSPECTIVE

BUSINESS MODEL



LUBRICANTS

Unique FUCHS business model based on strict application focus and tailor-made solutions



INNOVATION ENABLER

FUCHS has the solutions to help customers with their technology transformation

MEGATRENDS



E-MOBILITY

Significant opportunities for FUCHS in fast developing markets



SUSTAINABILITY

FUCHS empowers its customers to perform more sustainably



DIGITALIZATION

FUCHS GOES DIGITAL as a basis for smart services, operational excellence and Business Model Innovation

GROWTH



GROWTH

FUCHS will exploit growth opportunities leading to 2025 EBIT target

CONTINUOUS DEVELOPMENT OF CORPORATE STRATEGY



From **FUCHS2025** (2019 – 2025)

to **FUCHS100** (2026-2031)



FUCHS 100 Strategy



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

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

Culture & structure remain key dimensions of FUCHS100

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

04 Megatrends

- E-Mobility
- Sustainability
- Digitalization

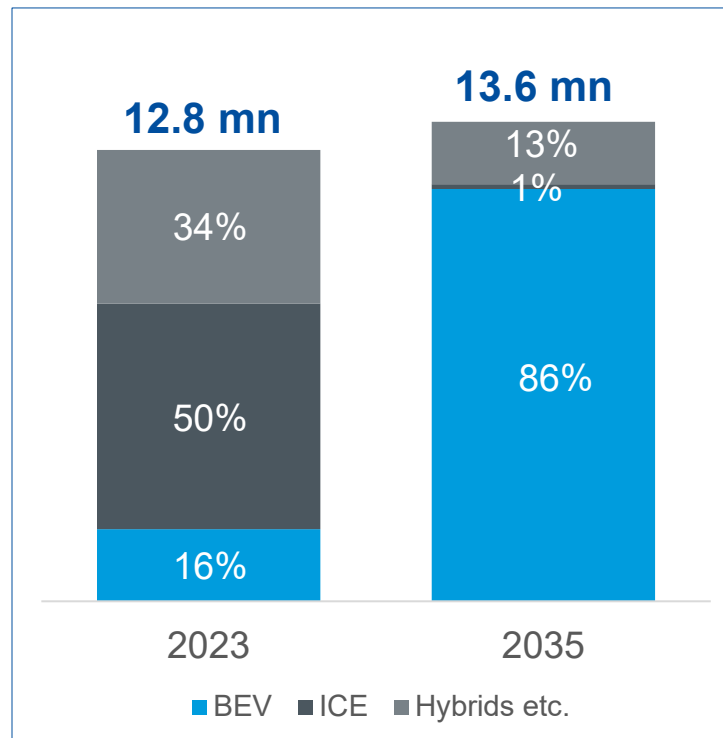


E-MOBILITY

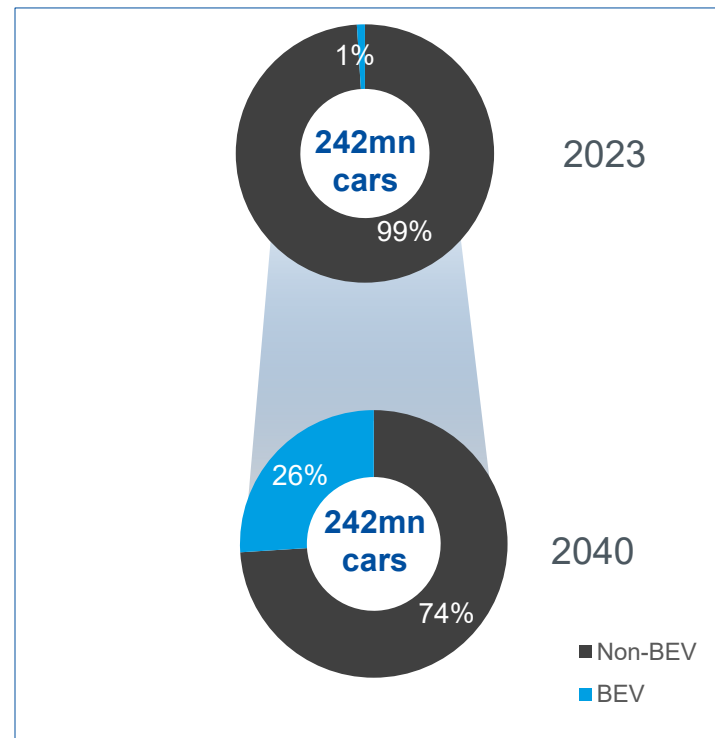


E-MOBILITY RAMP UP SCENARIO: EUROPE

Annual car sales



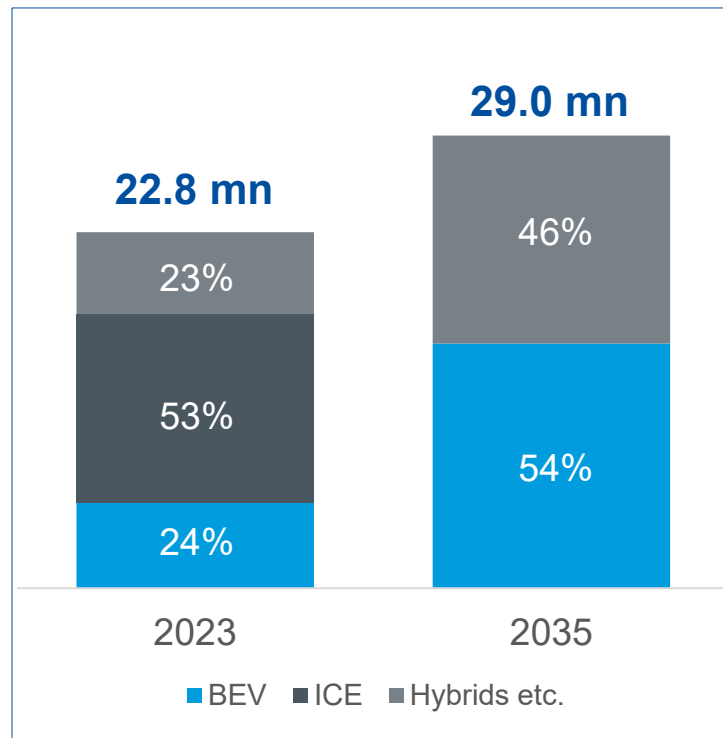
Car population



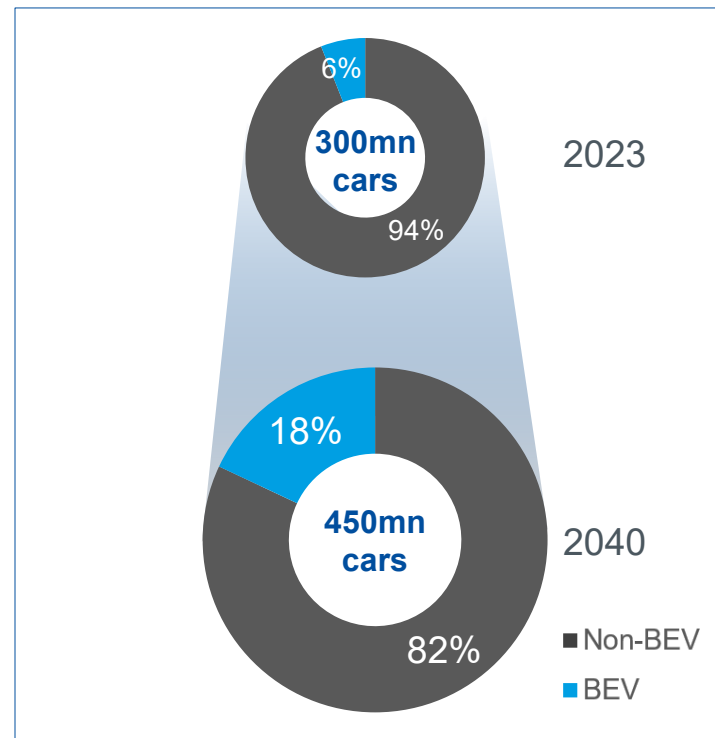
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower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

E-MOBILITY RAMP UP SCENARIO: CHINA

Annual car sales



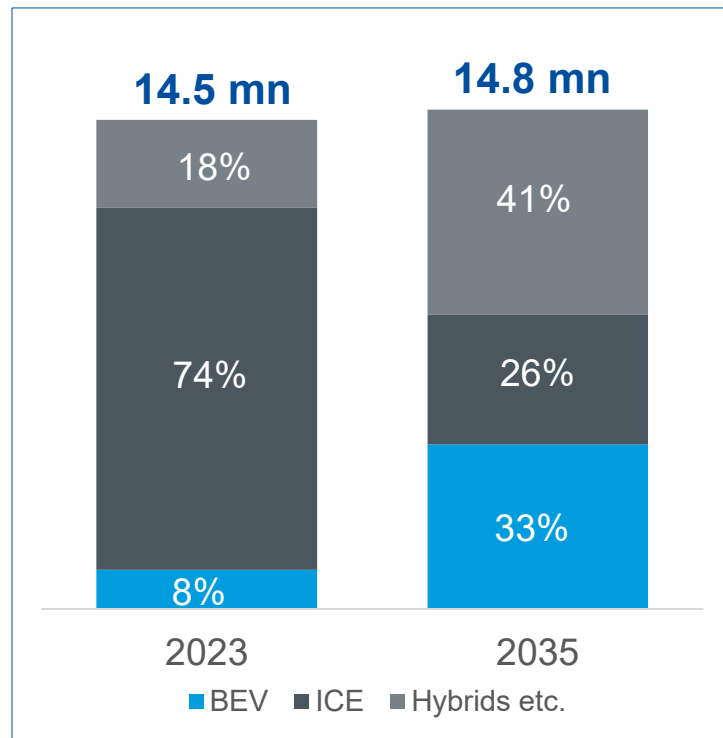
Car population



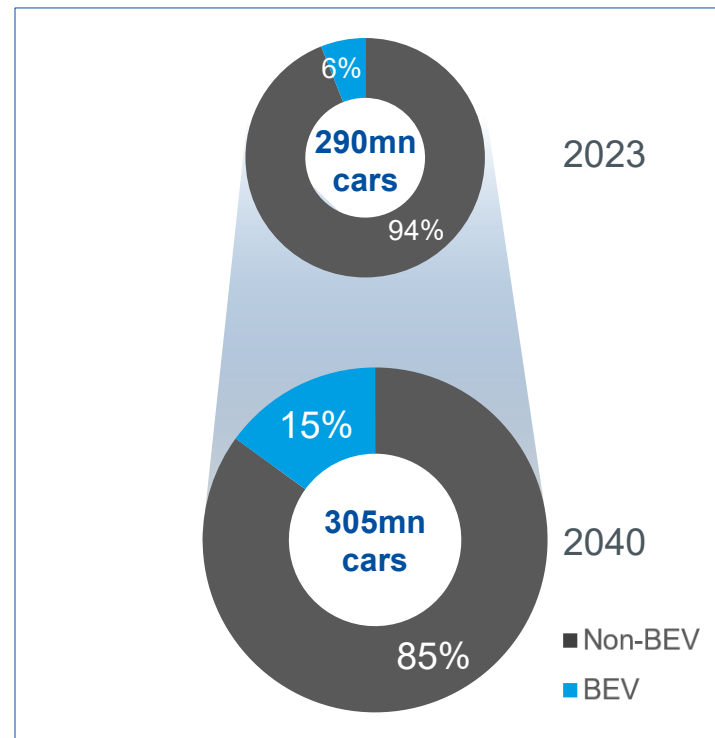
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly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

E-MOBILITY RAMP UP SCENARIO: USA

Annual car sales

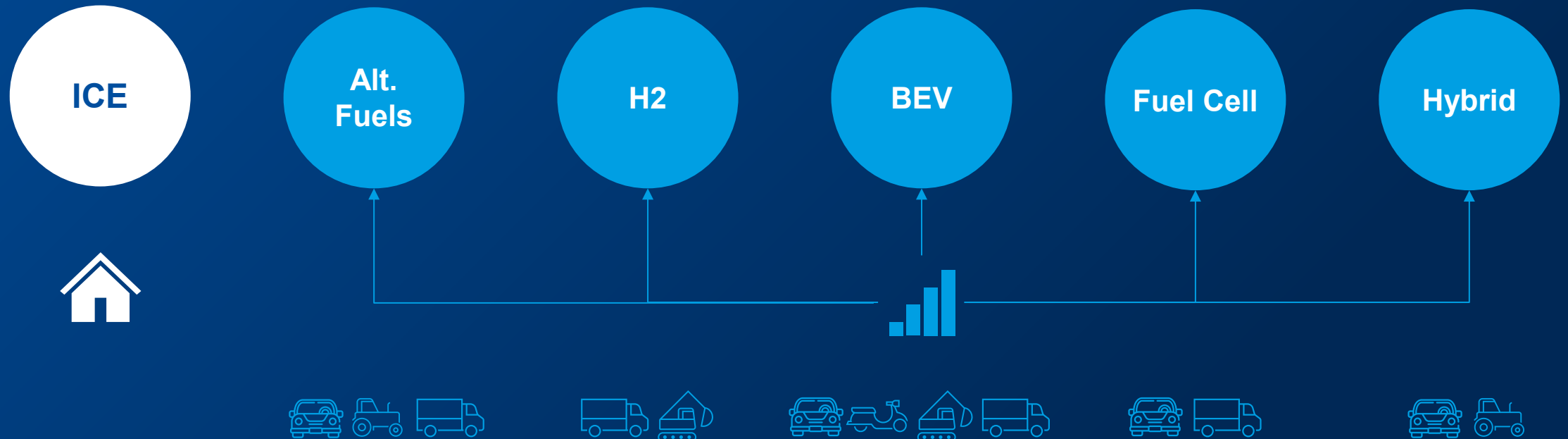


Car population



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

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



WE ARE THE ENABLER OF MOBILITY

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

RANGE / PERFORMANCE

SAFETY / RELIABILITY

UPTIME / AVAILABILITY

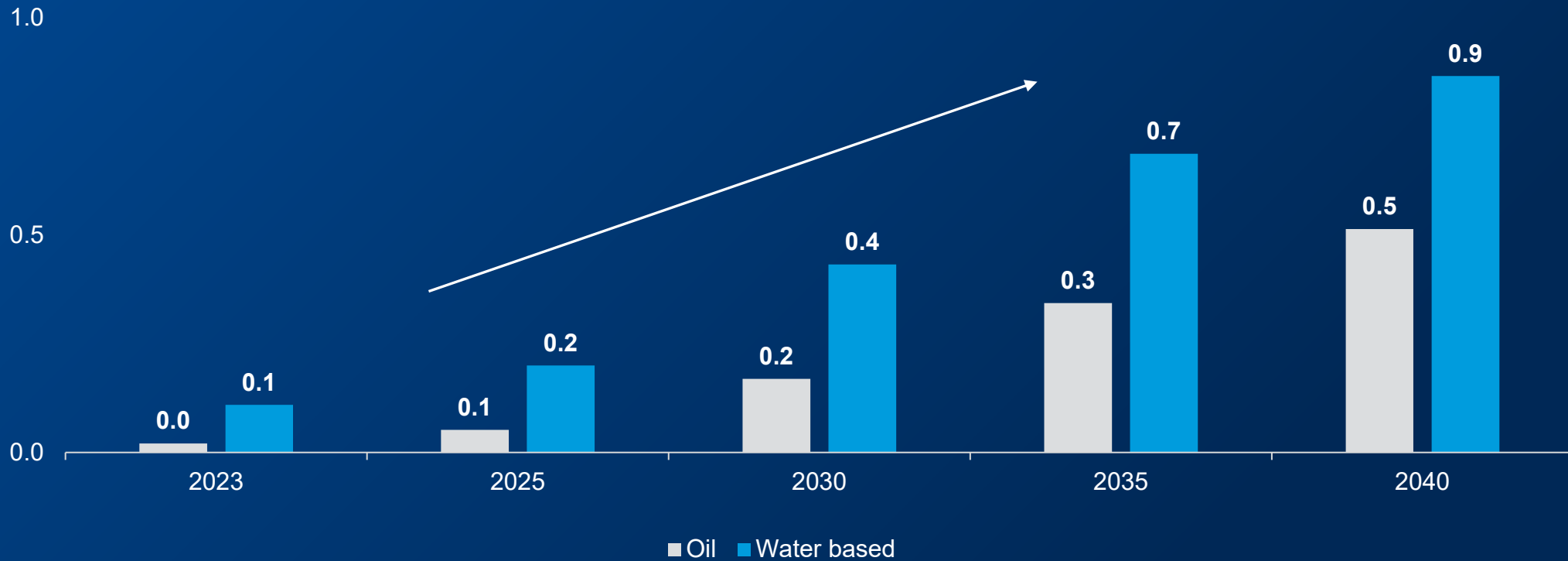
Key Success Factors:

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

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

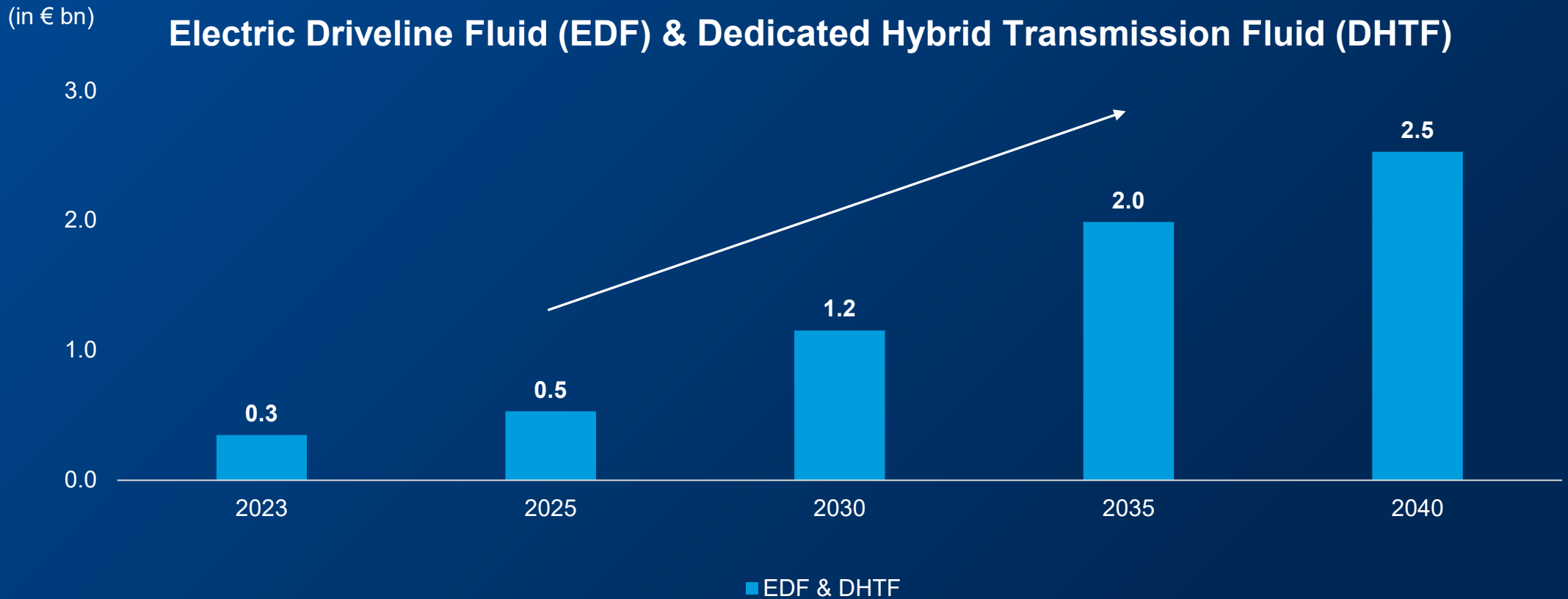
(in € bn)

Thermal Fluid (TF)



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

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



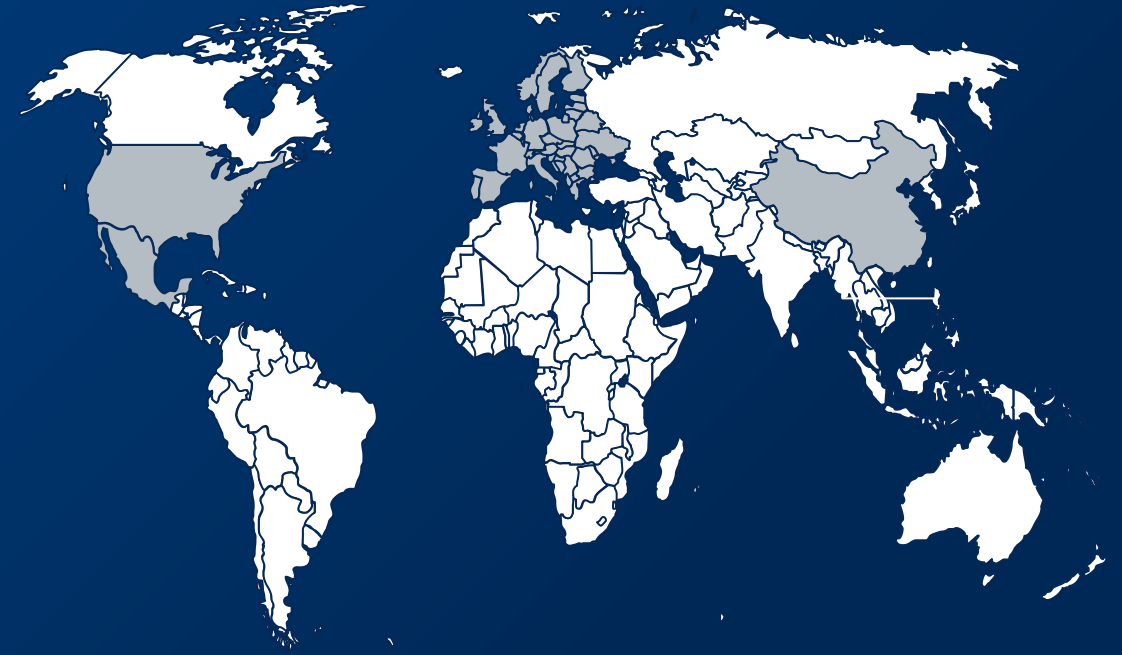
Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.

FUCHS NEW MOBILITY SUCCESS STORY

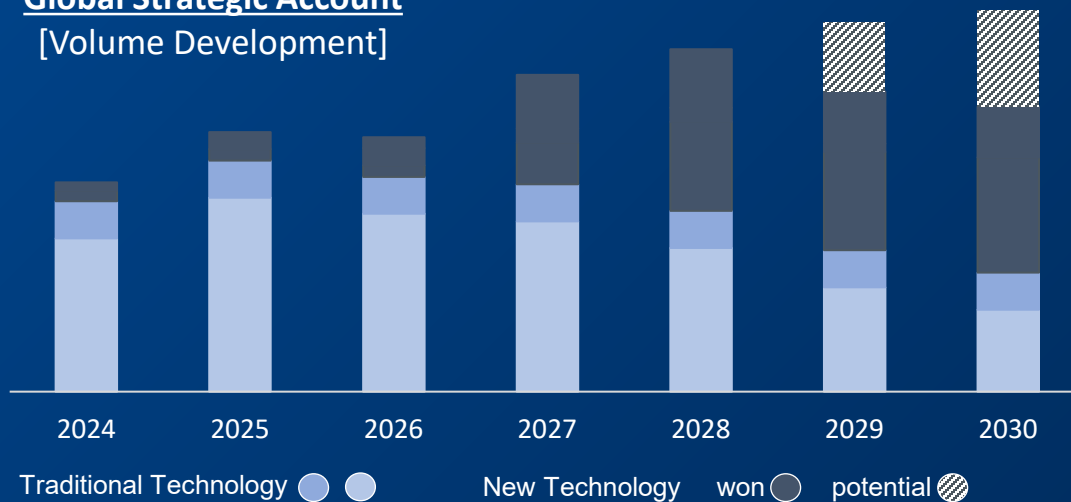
Mutual EDF development projects for 3 PC OEMs worldwide

Targets for a successful transformation of our global strategic accounts:

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



Global Strategic Account
[Volume Development]

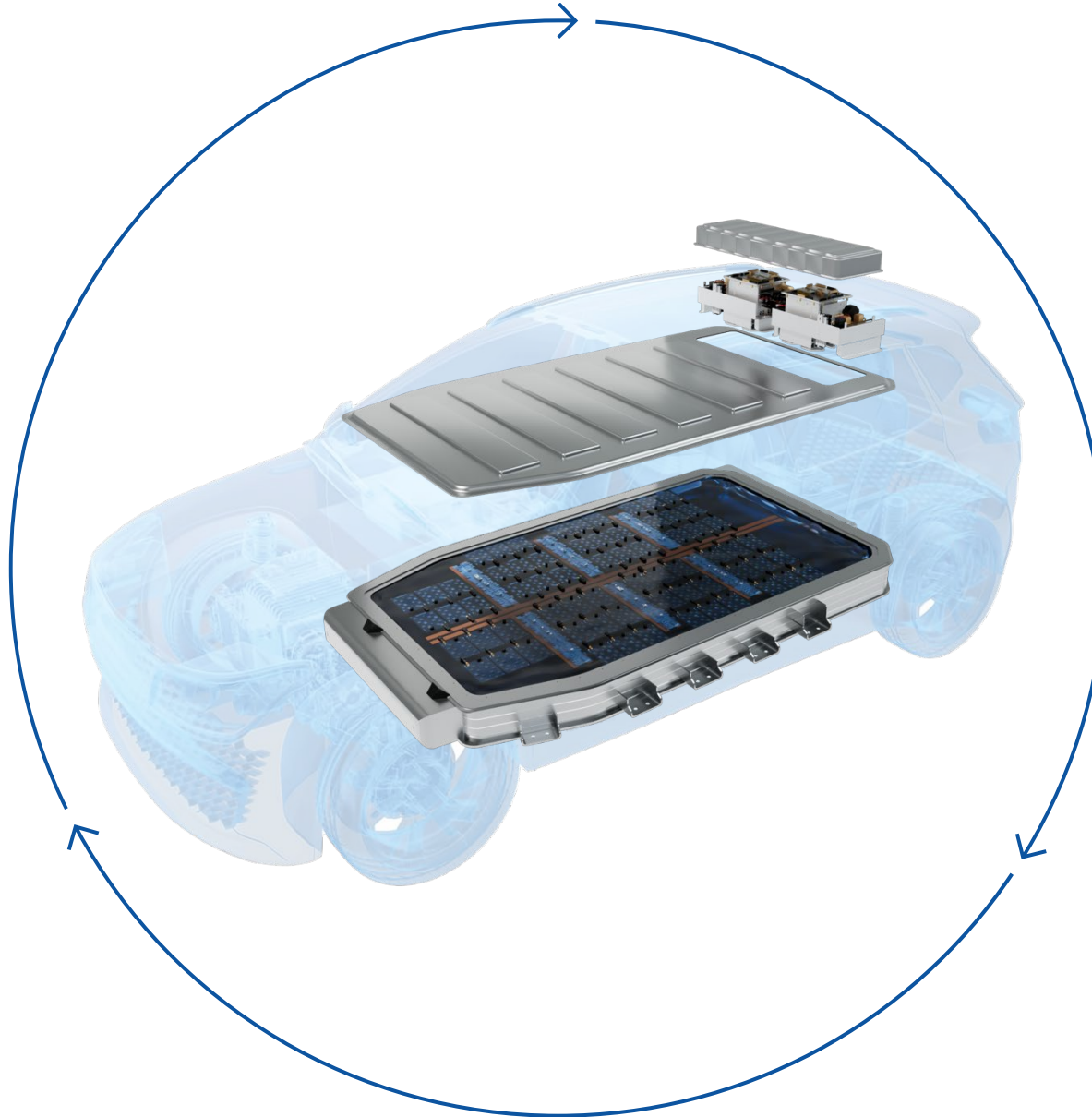


PHASE 3 On the road

- Thermal fluids
- Connector greases
- Corrosion protection
- Cleaners

PHASE 2 Assembly

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



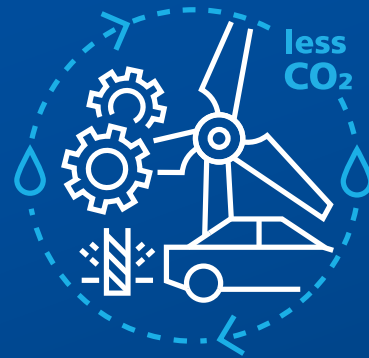
PHASE 1 Manufacturing

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

SUSTAINABILITY



We stay fully committed to our sustainability approach



EMPOWERING to perform more sustainably

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



ENGINEERING to make change happen

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

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

PROTECT SURFACES FROM CORROSION

Increase BEV reliability



FUCHS Electric Driveline Fluids (EDFs)

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

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

Example for FUCHS BluEV EG EDF 4101

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



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



Cool machines
and equipment



Transfer energy

REDUCE FRICTION AND WEAR

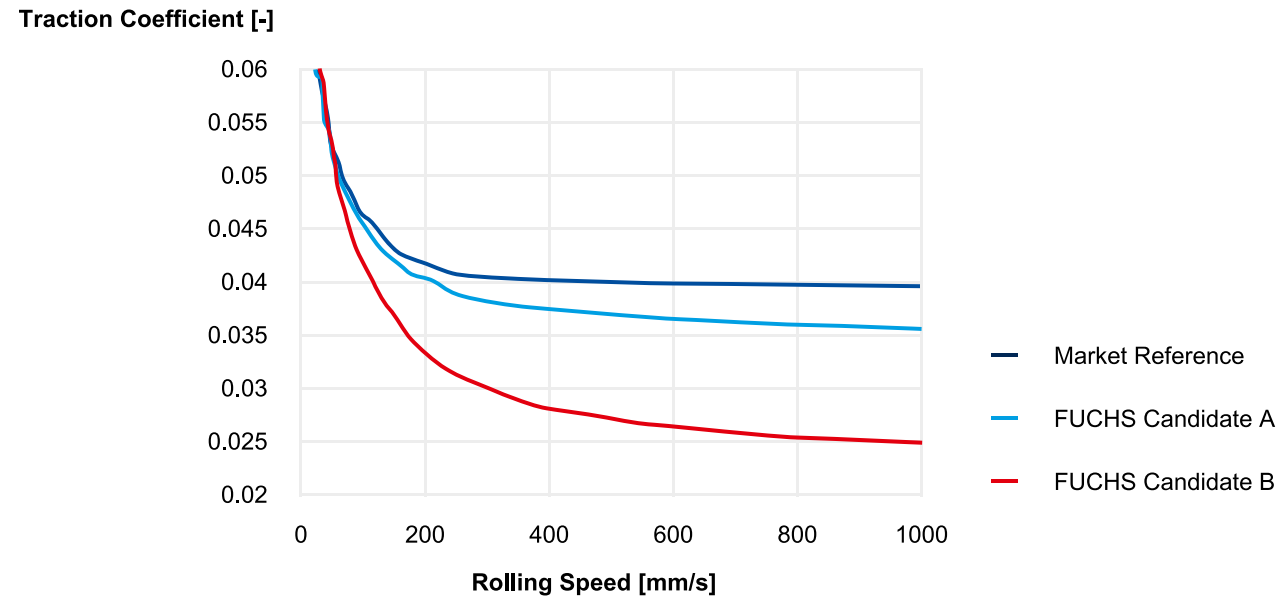
More range, less emissions



FUCHS Wheel-Hub Bearing Greases

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

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



REDUCE FRICTION AND WEAR

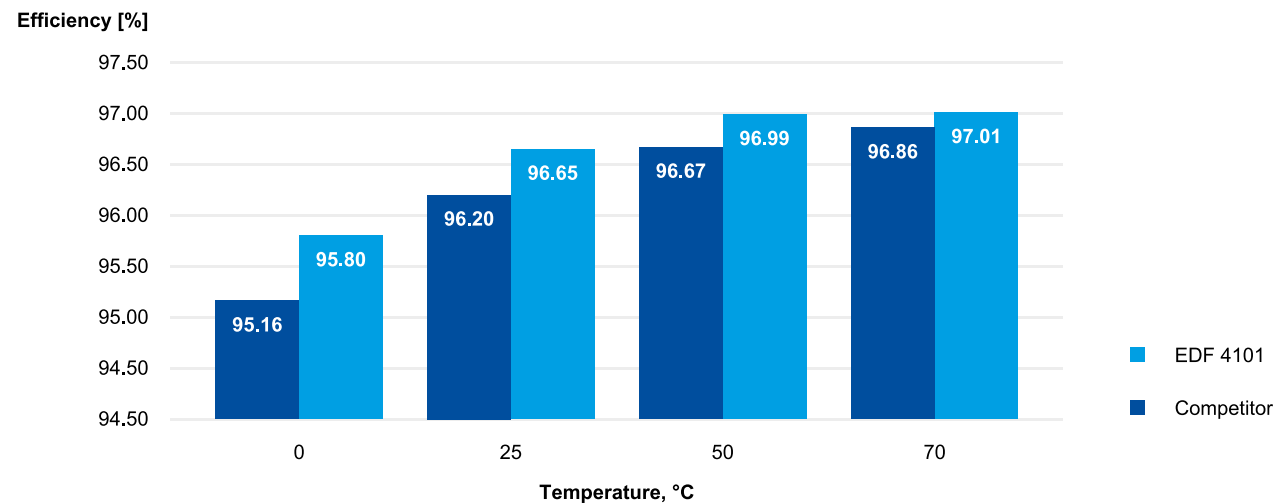
Increase BEV range



FUCHS Electric Driveline Fluids (EDFs)

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

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



REDUCE FRICTION AND WEAR

Extend wind turbine service life

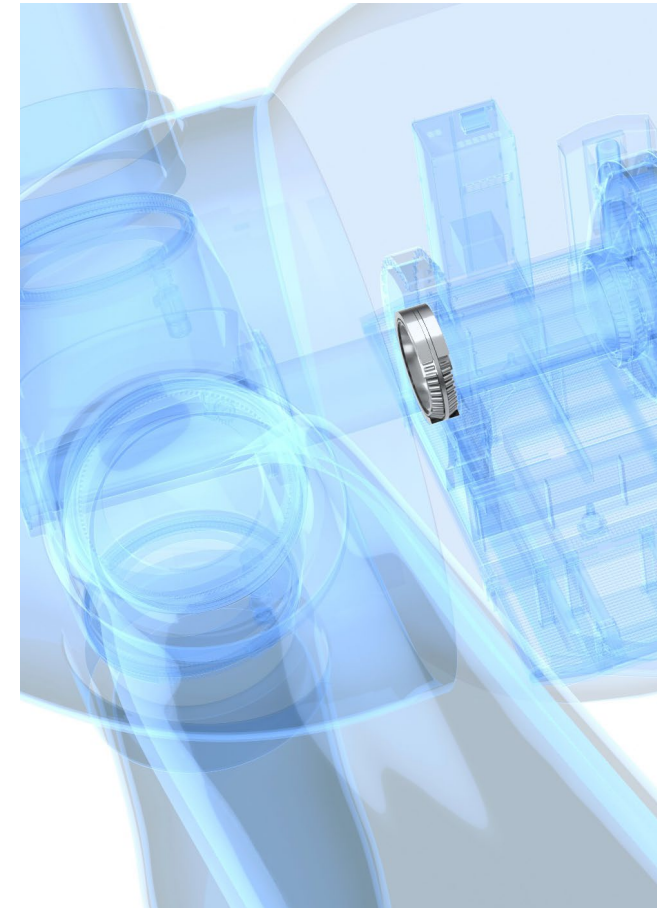
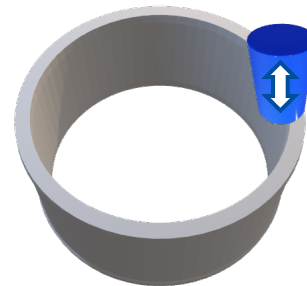
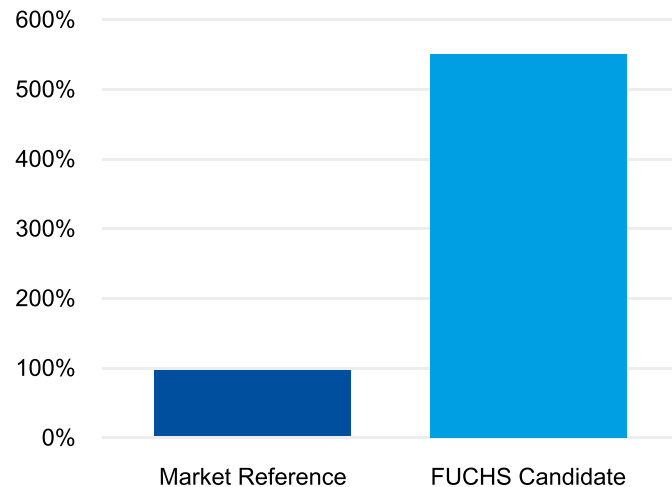


FUCHS Wind Bearing Greases

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

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

Component Life



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from corrosion and wear



Reduce friction and wear in moving systems



Cool machines and equipment



Transfer energy

COOL MACHINES AND EQUIPMENT

Data Center Efficiency

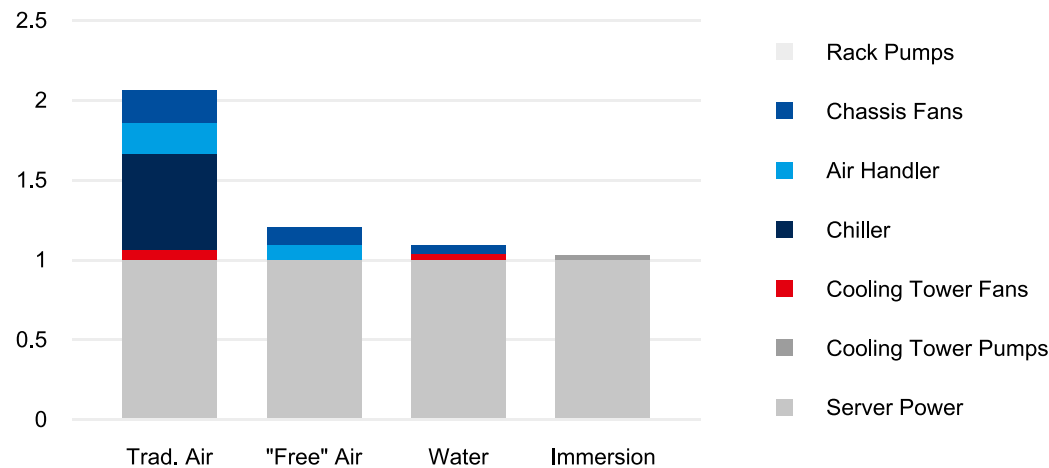


FUCHS Immersion Cooling Fluids

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

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

Relative Energy Consumption



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



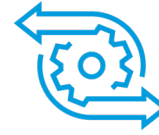
Cool machines
and equipment



Transfer energy

TRANSFER ENERGY

Reduce fuel consumption and emissions

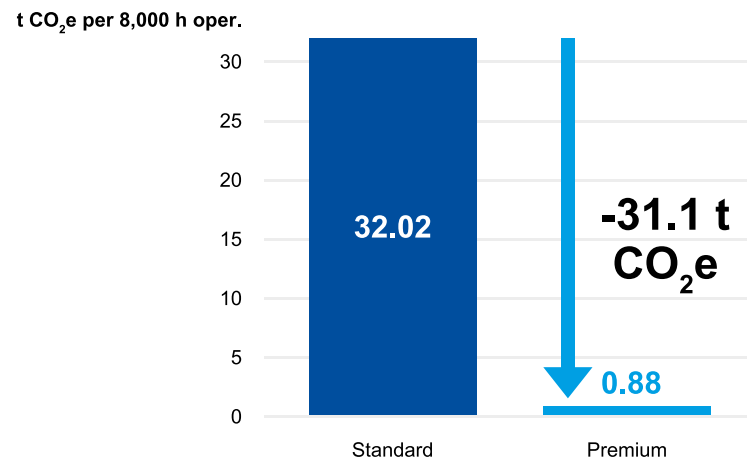


FUCHS Hydraulic Fluids

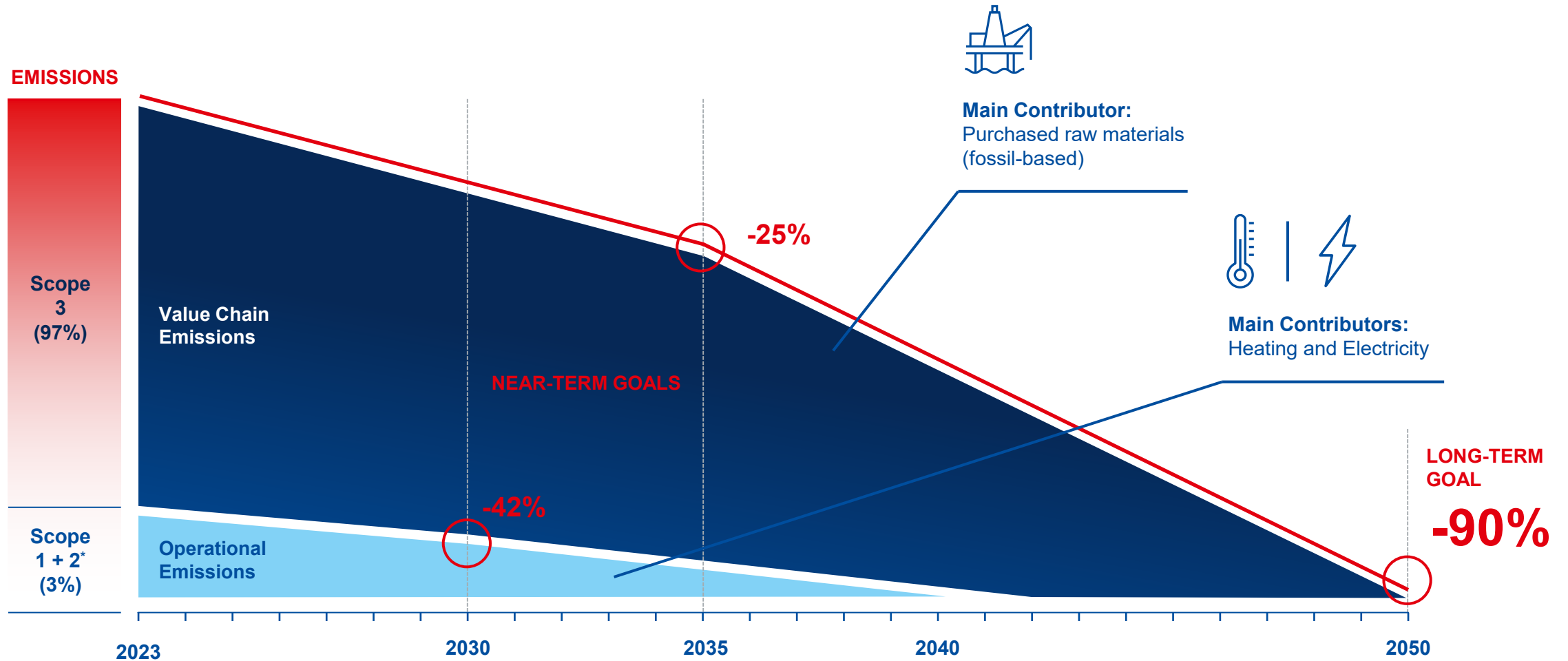
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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

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



TWO GIANT LEAPS TO NET ZERO



*Base Year 2021.

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



Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, technology-friendly transformation



Availability and competitiveness of high quality, alternative raw materials given



Willingness to switch to more sustainable products

OUR SUSTAINABILITY RATINGS CONTINUE TO IMPROVE

MSCI ESG RATINGS

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

CDP DISCLOSURE INSIGHT ACTION

- FUCHS started CDP disclosure in 2018
- Since 2018, we 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’

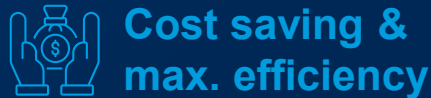
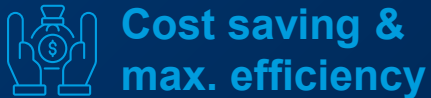
1
Automated ordering & fulfillment

2
Optimized fluids & resource use

3
Forecasted equipment functionality

4
Smart development & improved product performance

5
Digital operations



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

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

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

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

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

2

Optimized fluids
& resource use



Web-based management tool FluidsConnect

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

05 FUCHS – a profitable growth story



FINANCIAL TARGETS

Mid single-digit percentage



annual sales growth

Long-term EBIT margin

~15%

Average cash conversion rate

0.8x

Increase of dividend



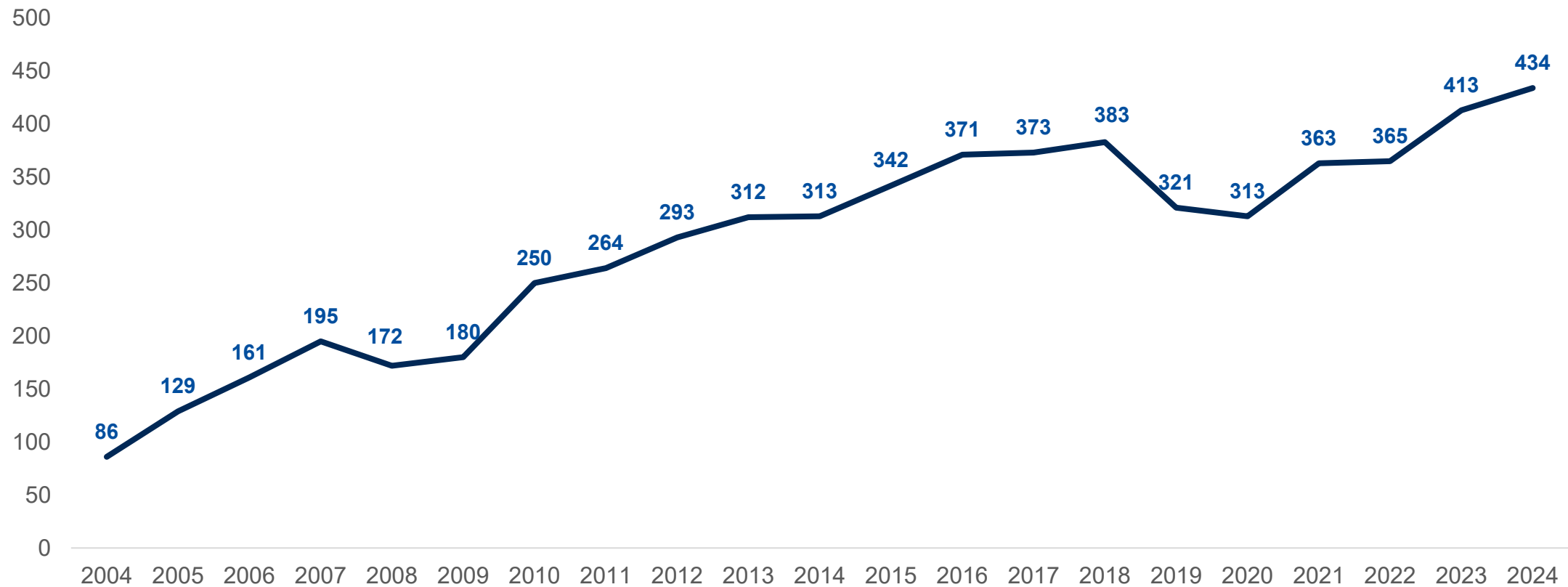
each year

FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Long-term EBIT development

(in € mn)

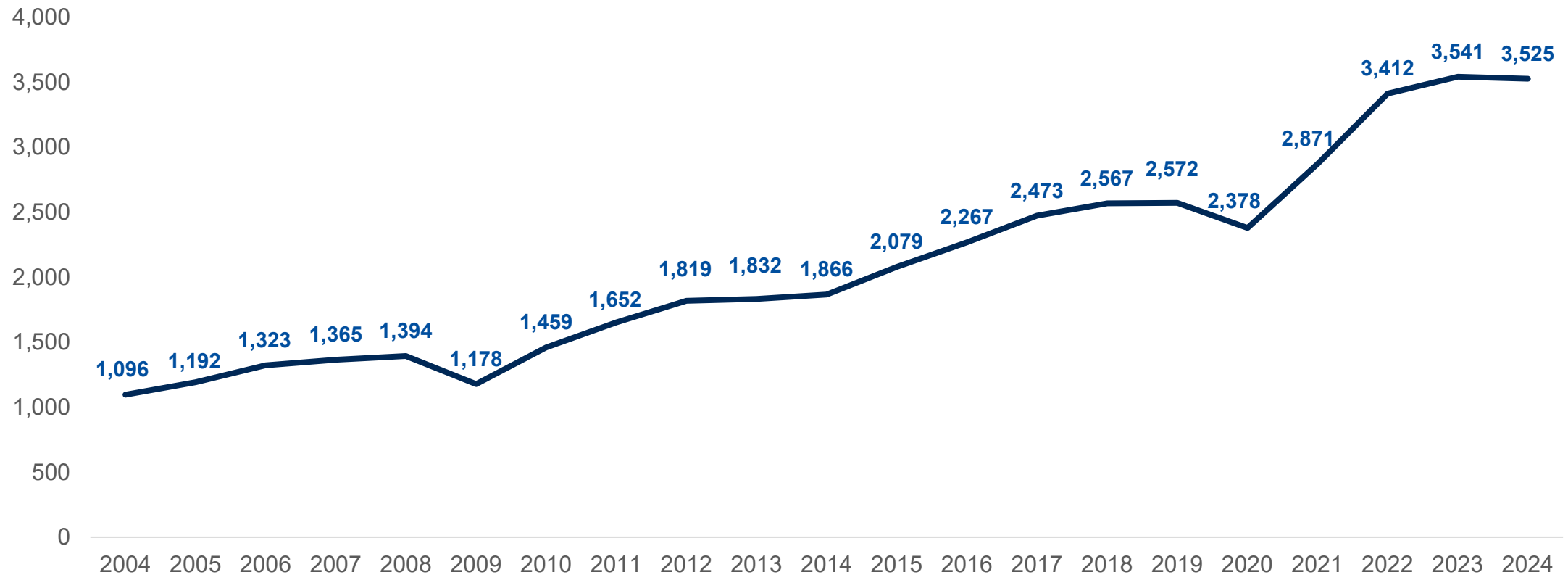


FINANCIAL TARGETS

STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Long-term sales revenue development

(in € mn)



FUCHS – A VALUE CREATING INVESTMENT

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

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

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

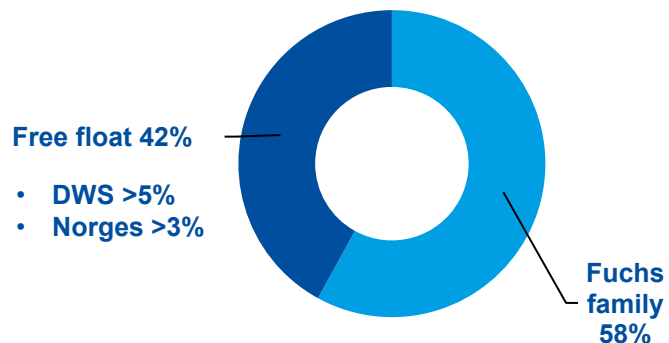
04 **Balanced Capital Allocation:** High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks



BREAKDOWN ORDINARY & PREFERENCE SHARE

(OCTOBER 31, 2024)

Ordinary shares



Basis: 65,500,000 ordinary shares

Characteristics:

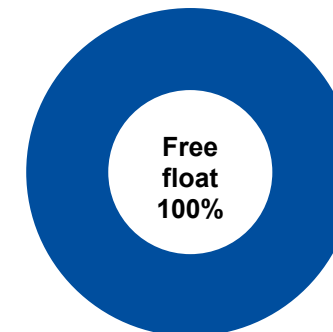
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

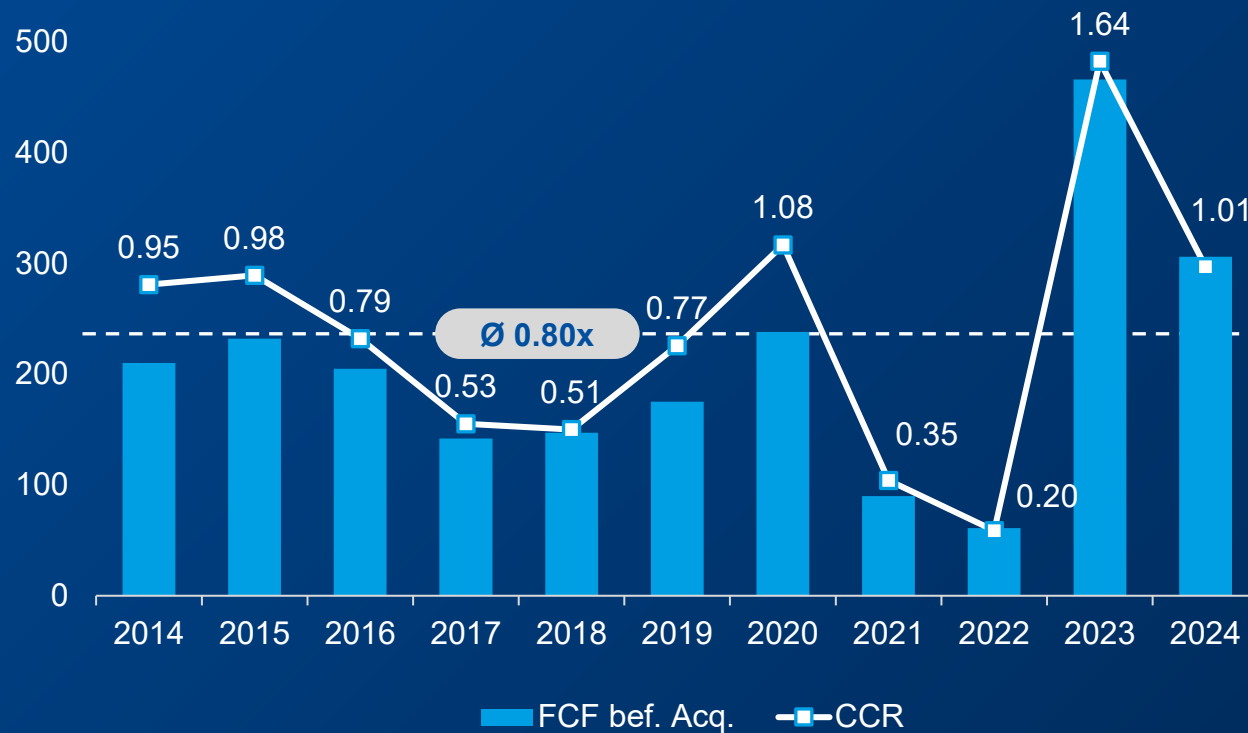
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

FCF CONVERSION¹ WITH STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD

(in € mn)



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

FCF LEVERS GOING FORWARD

Free Cash Flow

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

Working Capital

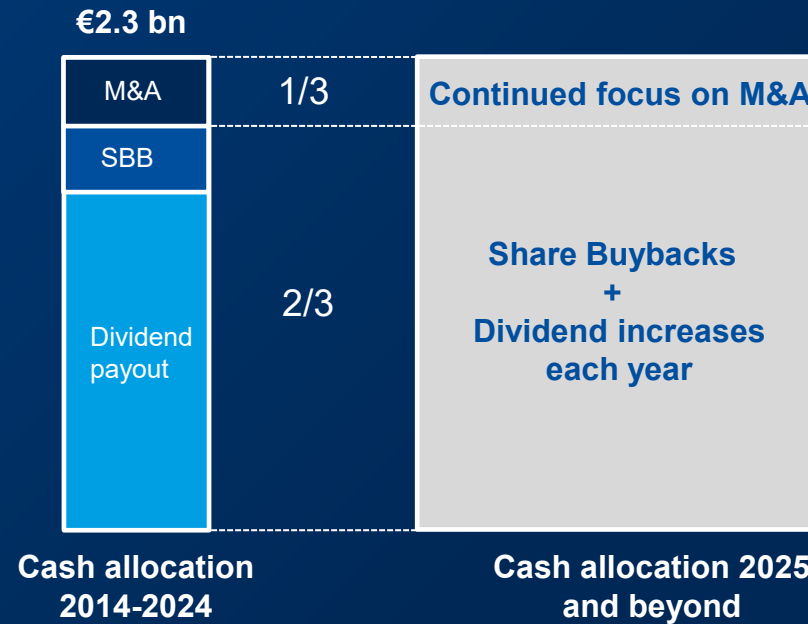
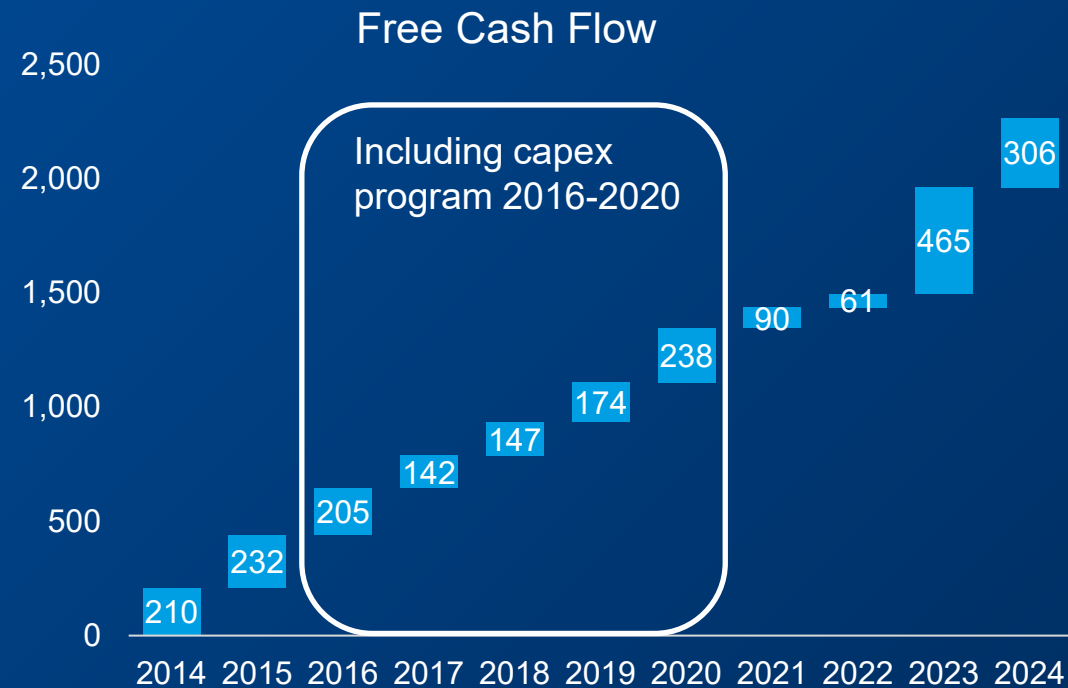
Strict NOWC management: Current high level to come down with normalized cost inflation rates going forward

CAPEX

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

BALANCED CAPITAL ALLOCATION APPROACH

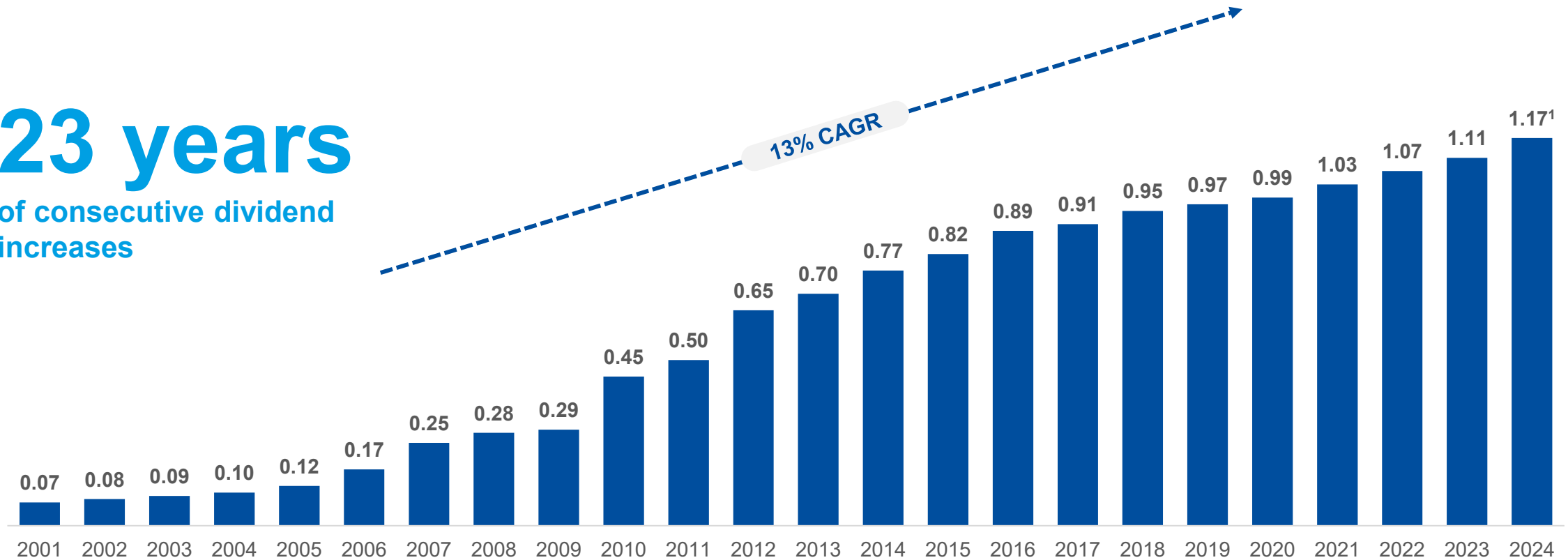
(in € mn)



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

23 years

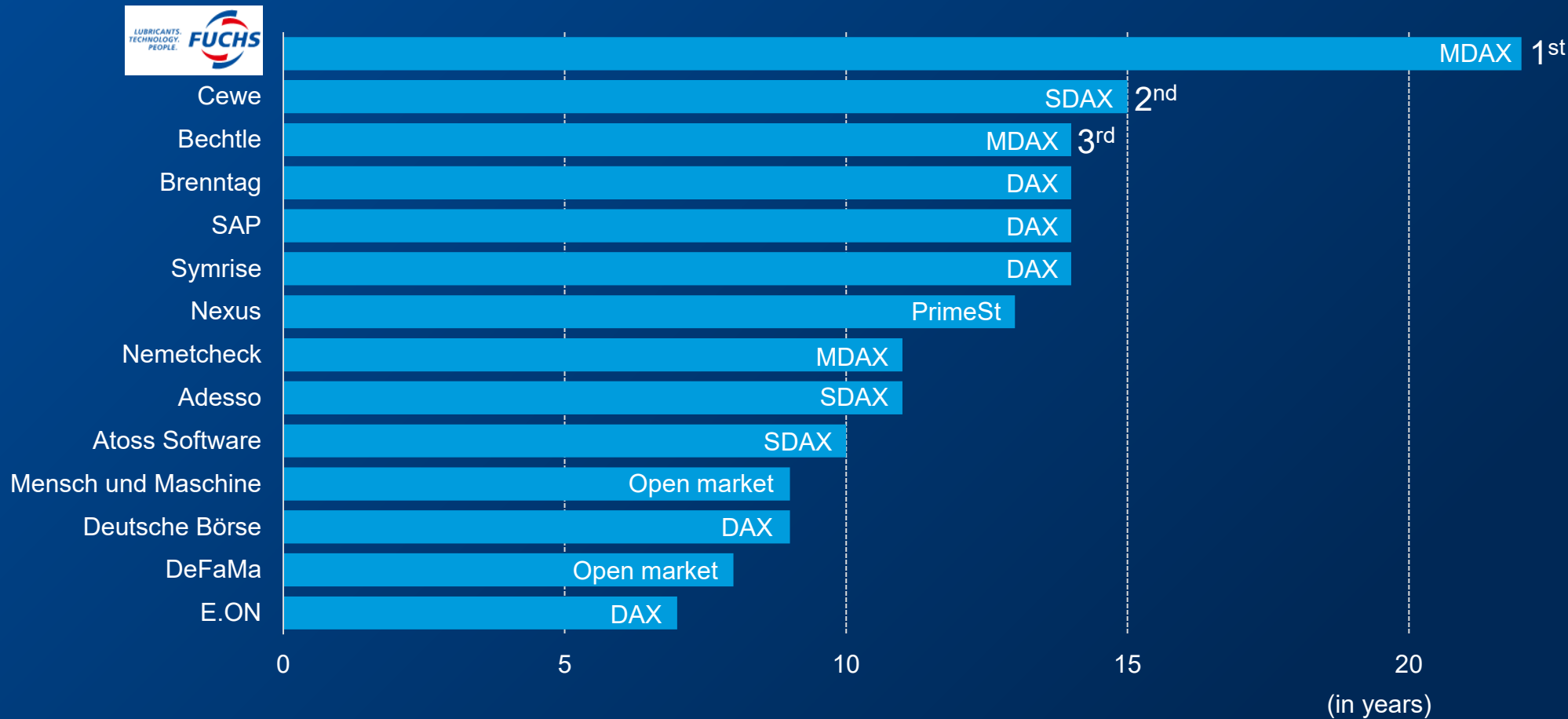
of consecutive dividend
increases



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

(Dividend paid per preference share in €)

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



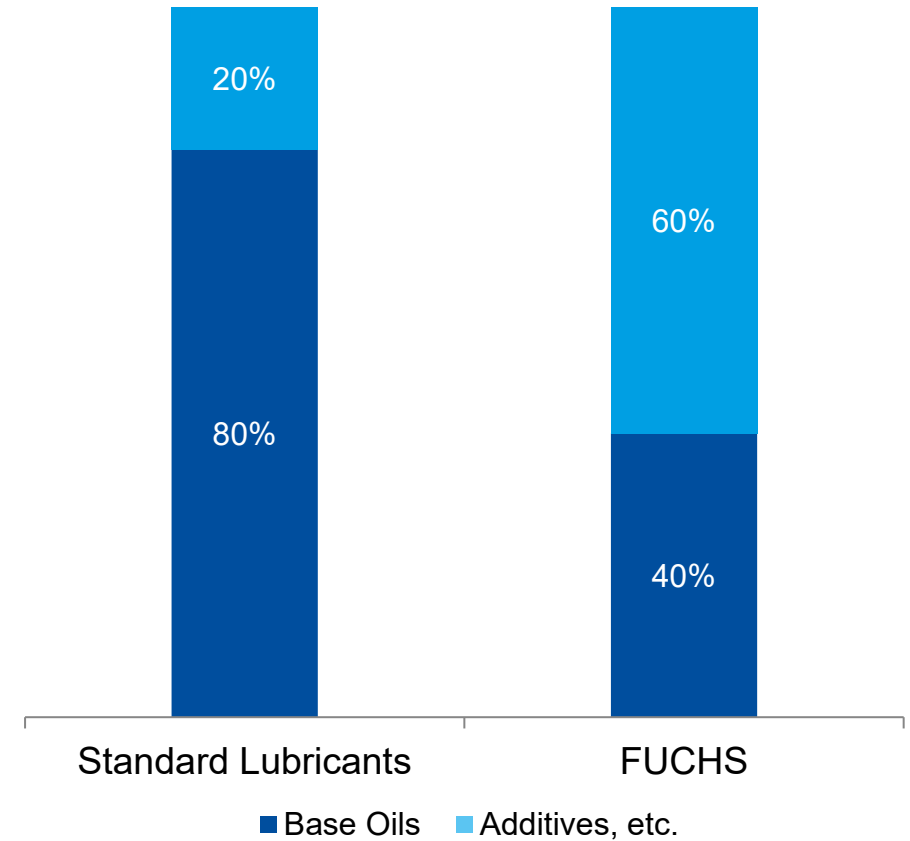
Note: (1) Based on 2024 Dividend figures. To ensure a fair and comparable presentation, the figures will be updated at the half-year mark of 2025.

06 Appendix



Base oil / additives value split

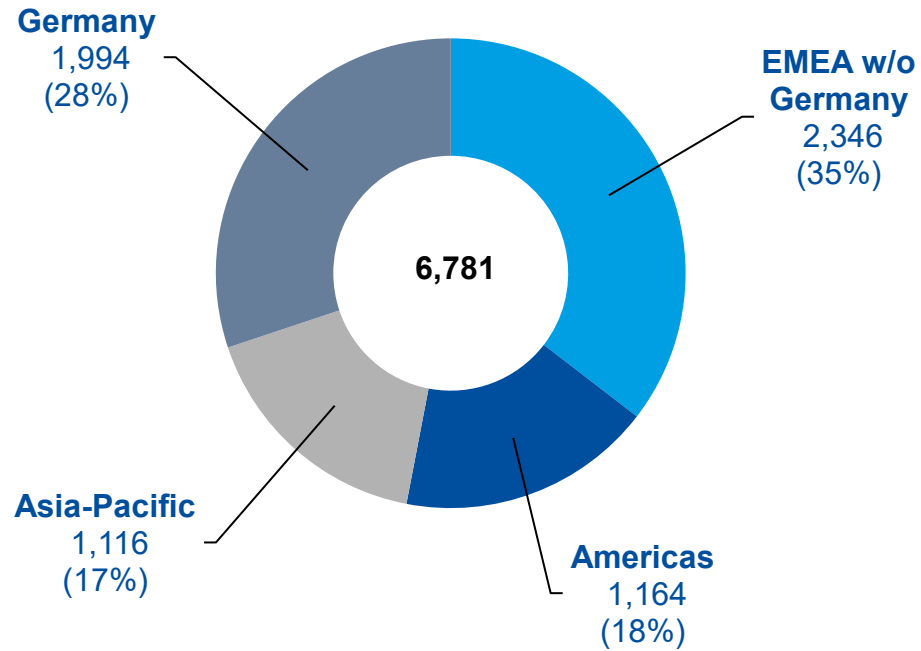
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



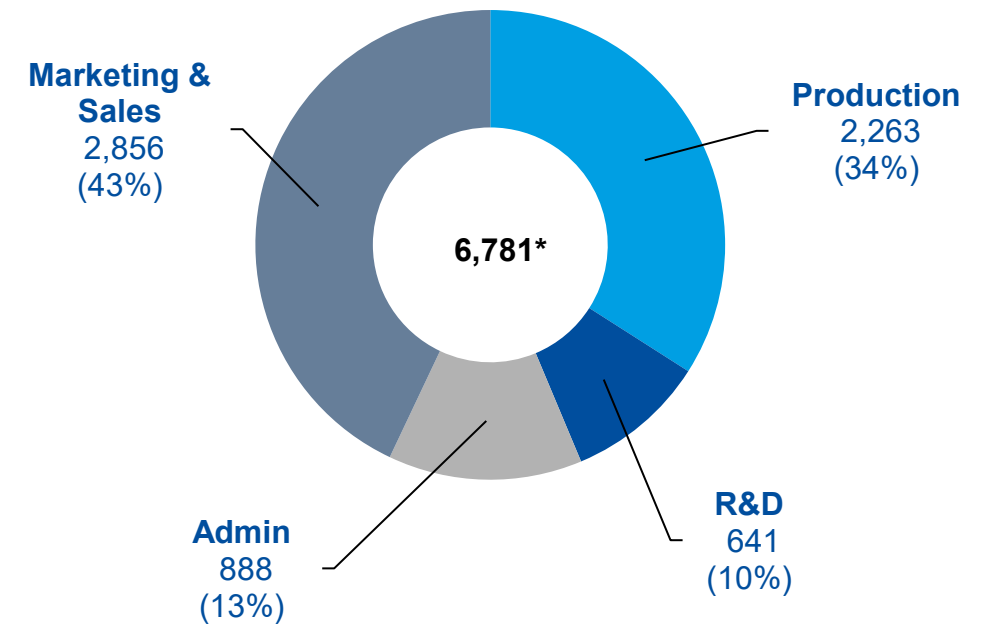
WORKFORCE STRUCTURE

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

Regional Workforce Structure



Functional Workforce Structure



*Excl. 133 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
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

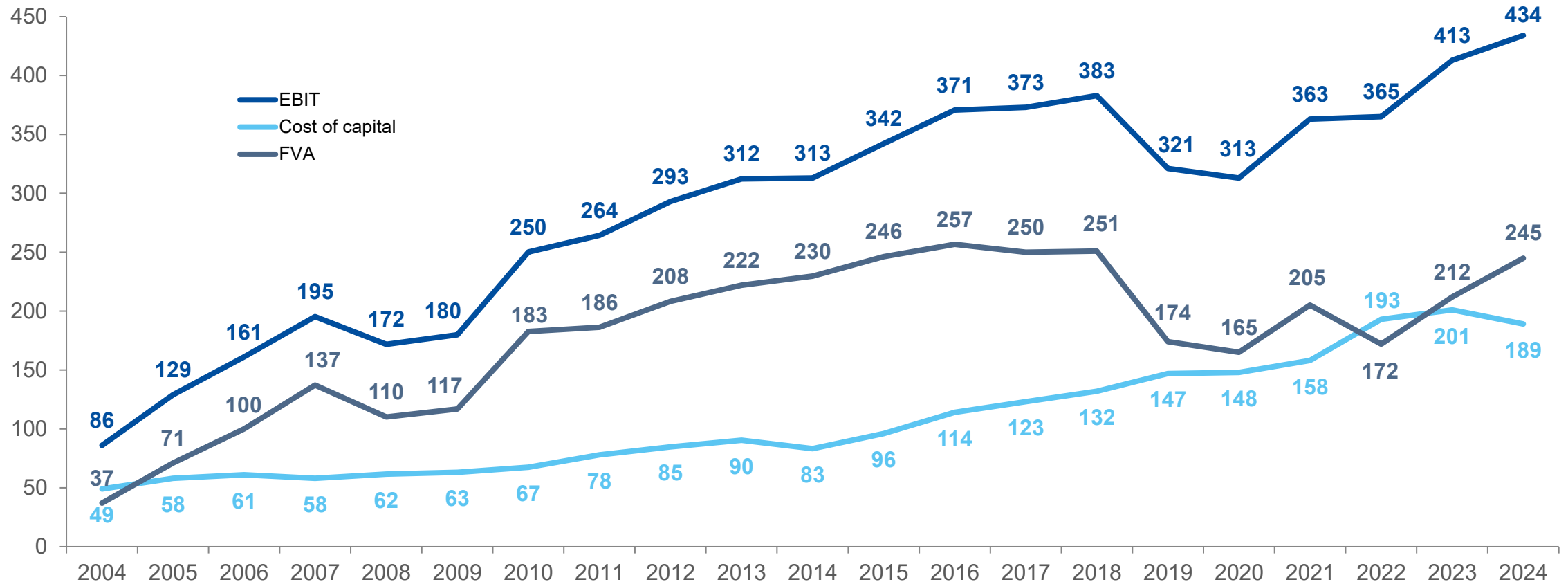
UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

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.

DEVELOPMENT EBIT – COST OF CAPITAL – FVA

(in € mn)

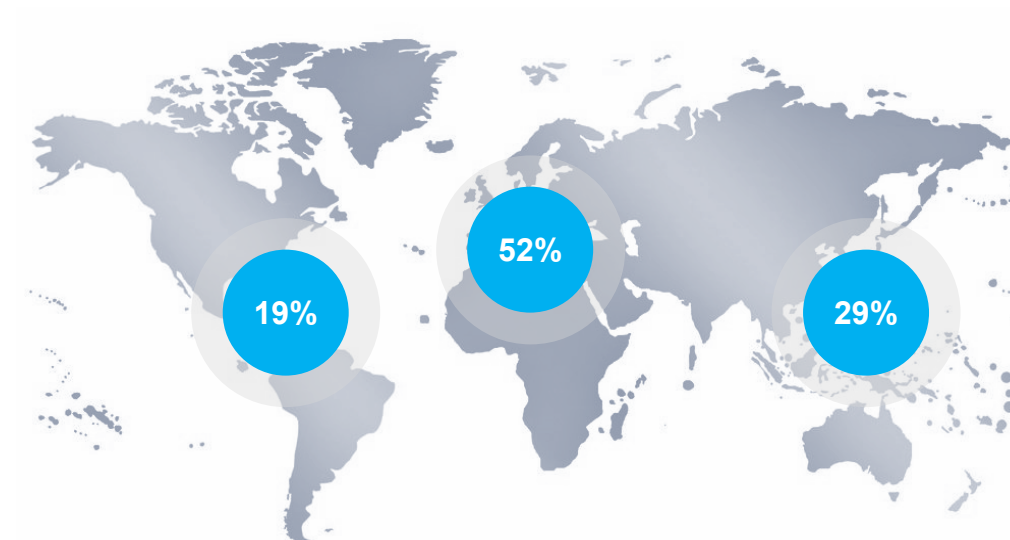


Cost of Capital = CE x WACC

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

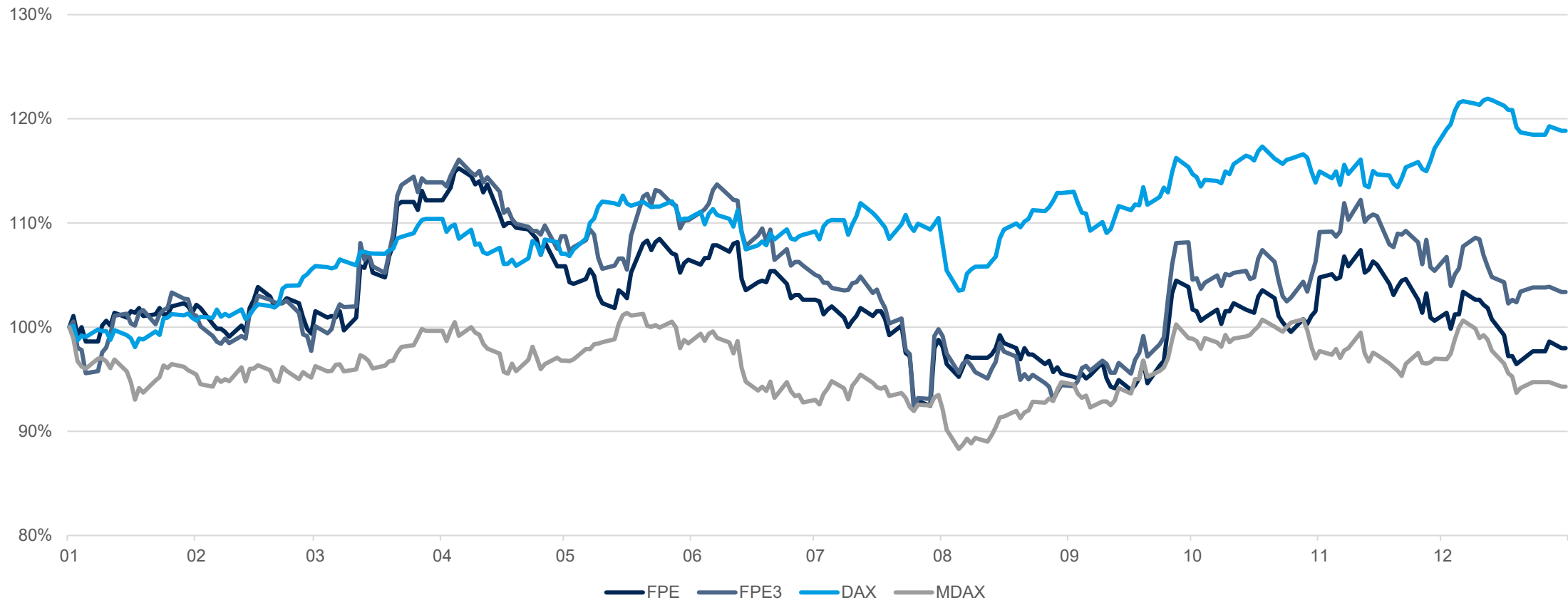


CASH FLOW FY 2024

€ 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	2021				2022				2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	697	714	718	742	808	832	902	870	936	886	876	843	877	887	902	859
Gross Profit	255	242	238	230	262	262	274	256	289	285	288	283	296	311	315	293
<i>Gross Profit margin (in %)</i>	36.6	33.9	33.1	31.0	32.4	31.5	30.4	29.4	30.9	32.2	32.8	33.6	33.8	35.0	34.9	34.1
Other function costs	-156	-154	-153	-148	-171	-175	-178	-174	-188	-190	-178	-183	-191	-201	-201	-196
EBIT before at Equity	99	88	85	82	91	87	96	82	101	95	110	100	105	110	114	97
<i>EBIT margin before at Equity (in %)</i>	14.2	12.3	11.8	11.1	10.9	10.5	10.6	9.4	10.8	10.7	12.6	11.9	12.0	12.4	12.6	11.3
At Equity	2	2	3	2	2	0	4	3	2	2	3	0	2	1	2	3
EBIT	101	90	88	84	93	87	100	85	103	97	113	100	107	111	116	100
<i>EBIT margin (in %)</i>	14.5	12.6	12.3	11.3	11.2	10.5	11.1	9.7	11.0	11.0	12.9	11.9	12.2	12.5	12.9	11.6
EBITDA	122	111	109	107	116	110	124	135	126	121	135	129	131	134	141	125
<i>EBITDA margin (in %)</i>	17.5	15.5	15.2	14.4	13.9	13.2	13.7	15.5	13.5	13.7	15.4	15.3	14.9	15.1	15.6	14.6

QUARTERLY FIGURES BY REGION

2023	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	552	515	499	475	2,041	252	239	247	241	979	181	171	171	164	687
EBIT before at equity income	48	47	53	58	206	28	24	28	31	113	19	20	23	17	79
<i>in % of sales</i>	8.7	9.1	10.6	12.2	10.1	11.1	10.0	11.3	12.9	11.3	10.5	11.7	13.5	10.4	11.5
Income from at equity companies	2	2	3	0	7	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	50	49	56	58	213	28	24	28	31	111	19	20	23	17	79
<i>in % of sales</i>	9.0	9.5	11.2	12.2	10.4	11.1	10.0	11.3	12.9	11.3	10.5	11.7	13.5	10.4	11.5

2024	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	511	516	517	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)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	481	506	524	525	2,036	552	515	499	475	2,041	511	516	517	485	2,029
Δ Y-o-Y in %	15	17	23	21	19	15	2	-5	-10	0	-7	0	4	2	1
Asia-Pacific	237	217	252	223	929	252	239	247	241	979	245	240	254	247	986
Δ Y-o-Y in %	11	3	18	2	34	6	10	-2	8	5	-3	0	3	2	1
Americas	141	159	182	171	653	181	171	171	164	687	167	174	170	167	678
Δ Y-o-Y in %	27	41	52	35	39	28	8	-6	-4	5	-8	2	-1	2	-1
Holding/Consolidation	-51	-50	-56	-49	-206	-49	-39	-41	-37	-166	-46	-43	-39	-40	-168
FUCHS Group	808	832	902	870	3,412	936	886	876	843	3,541	877	887	902	859	3,525
Δ Y-o-Y in %	16	17	26	17	19	16	6	-3	-3	4	-6	1	3	2	0

EBIT (€ mn)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	44	40	39	47	170	50	49	56	58	213	54	57	56	56	219
Δ Y-o-Y in %	-10	-9	2	34	2	14	23	46	23	25	8	16	0	-3	3
Asia-Pacific	29	26	33	25	113	28	24	28	31	111	29	26	32	31	118
Δ Y-o-Y in %	-15	-10	10	-14	-7	-1	-8	-15	24	-2	4	8	14	0	6
Americas	17	18	24	18	77	19	20	23	17	79	21	26	24	20	91
Δ Y-o-Y in %	6	20	29	29	28	12	11	-4	-6	3	11	30	4	18	15
Holding/Consolidation	3	3	4	-5	5	6	4	6	-6	10	3	1	4	-10	-2
FUCHS Group	93	87	100	85	365	103	97	113	100	413	107	110	116	97	426
Δ Y-o-Y in %	-8	-3	14	1	1	11	11	13	18	13	4	13	3	-3	3

QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

Organic Growth (in %)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	15	16	22	21	19	17	5	-2	-8	2	-7	0	2	-1	-2
Asia-Pacific	5	-5	8	2	3	9	19	11	15	13	3	3	2	2	2
Americas	18	25	32	26	25	25	13	4	15	14	-2	4	2	-6	0
FUCHS Group	12	11	19	16	15	17	12	4	3	9	-3	1	2	-1	0

External Growth (in %)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	-	-	-	-	1	2	1
Asia-Pacific	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0
Americas	-	-	-	-	-	-	-	-	-	-	-	-	1	1	0
FUCHS Group	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1

FX Effects (in %)	2022					2023					2024				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	1	1	-	-	-2	-3	-3	-2	-2	0	0	1	0	0
Asia-Pacific	6	7	10	-	6	-3	-9	-13	-7	-8	-6	-5	0	1	-1
Americas	9	13	20	-9	14	3	-5	-10	-19	-8	-6	-4	-3	7	-1
FUCHS Group	4	5	7	1	4	-1	-5	-7	-7	-5	-3	-9	0	2	-1

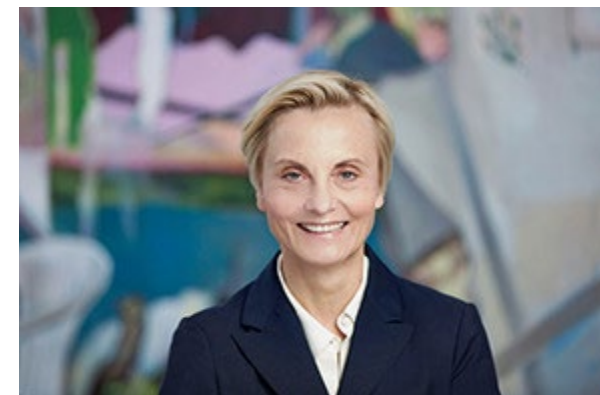
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Dr. Christoph Loos
Chairman



Dr. Susanne Fuchs
Deputy Chairwoman



Ingeborg Neumann
Chairwoman of the Audit Committee



Dr. Markus Steilemann



Jens Lehfeldt
Employee Representative



Cornelia Stahlschmidt
Employee Representative

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CEO

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- Corporate Marketing
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- Strategy



Dr. Timo Reister
Deputy CEO

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- Americas
- OEM Division
- Automotive
- Aftermarket Division
- Mining Division



Isabelle Adelt
CFO

- Finance & Controlling
- Digitalization
- Legal & Compliance
- Internal Audit & Governance
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CTO

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- Product Management
- Procurement
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- Management Systems
- EH&S



Dr. Ralph Rheinboldt

- EMEA
- Industry Division
- Specialties Division

EXECUTIVE COMPENSATION & FUCHS SHARES

Executive Board

>50%

of multi-year variable compensation (LTI)

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

LTI \triangleq 55% of total variable compensation

Supervisory Board

\geq 20%

of fixed compensation

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

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Our added value

- ✓ Transparency
- ✓ Shareholder-oriented
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FINANCIAL CALENDAR & CONTACT

Financial Calendar 2025

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

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

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