

FUCHS GROUP

Investor Presentation

July 2025



Agenda

01 | Business Model

02 | Financial Results H1 2025

03 | FUCHS2025

04 | Megatrends

- E-Mobility
- Sustainability
- Digitalization

05 | FUCHS – a profitable growth story

06 | Appendix



WE KEEP **DAILY LIFE** MOVING

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

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

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

MOVING YOUR WORLD

This is how we are
MOVING YOUR WORLD

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

What do Lubricants Actually do?



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

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



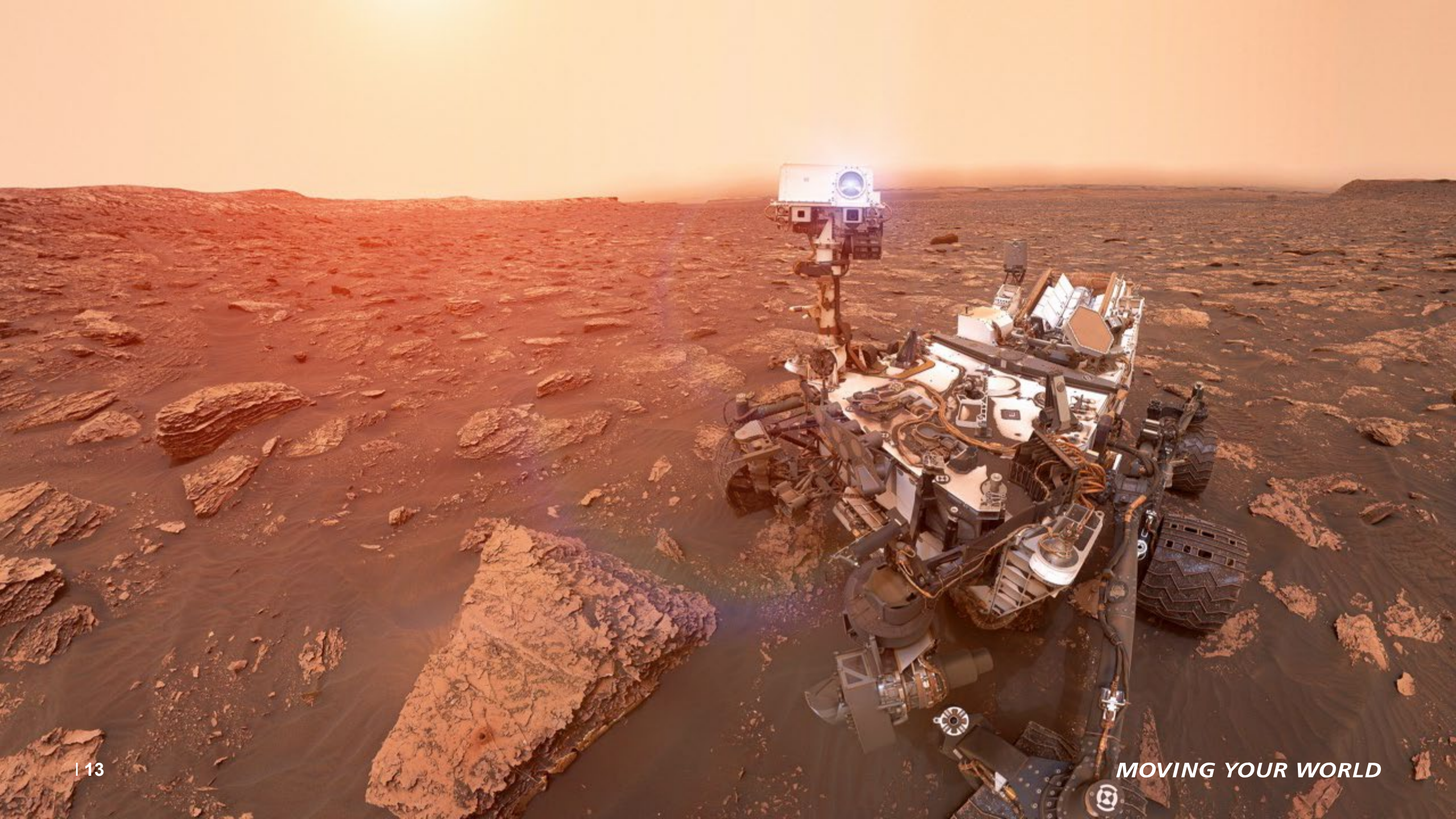












FUCHS is unique in our industry

What is our USP?

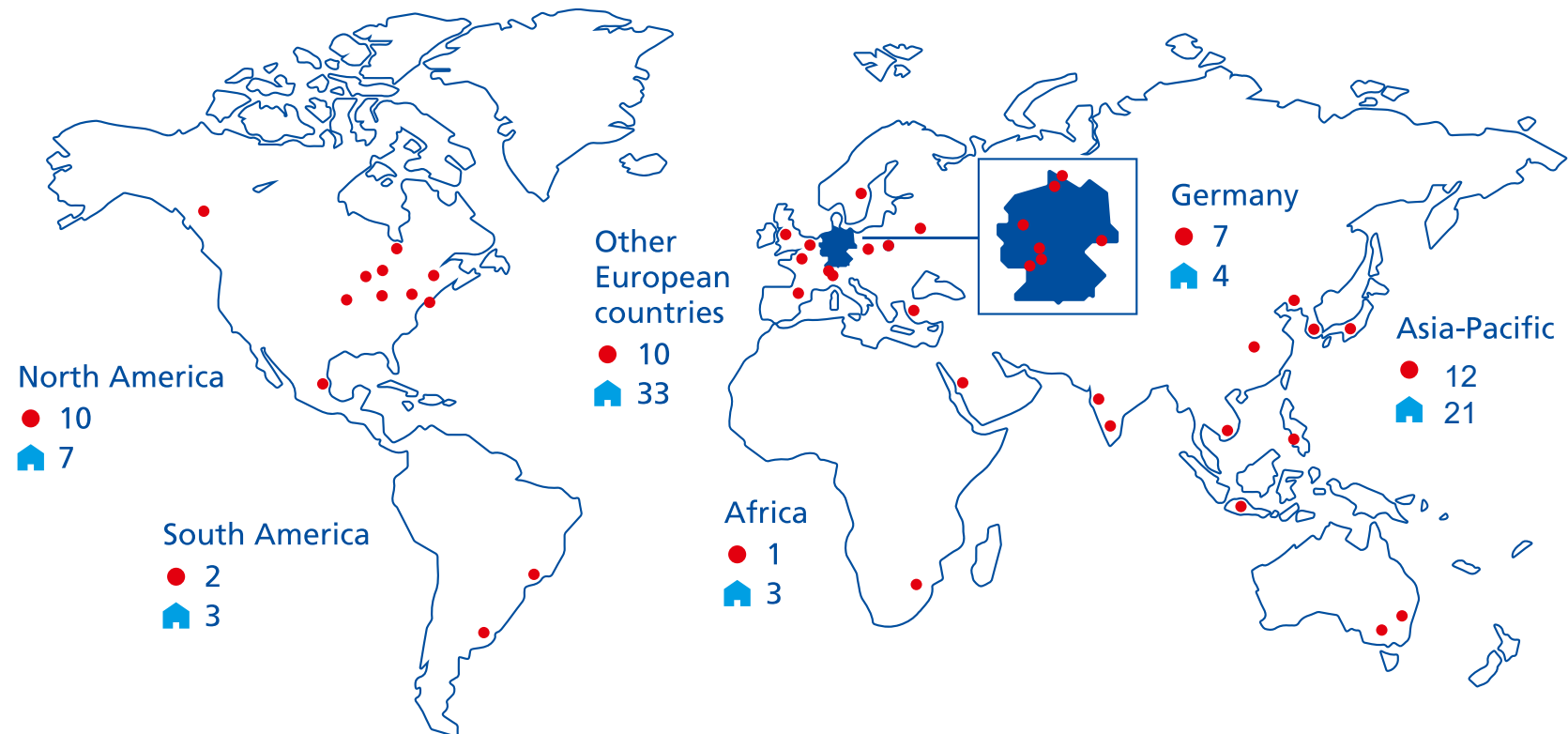
**Close to our
customers –
all over the
world**

**Full
product
offering**

**Best team
in our
industry**

**Stable
shareholder
& no debt**

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



Total

- 42 Production locations
- 🏠 71 Operating companies

As of December 31, 2024

01 Business Model



FUCHS AT A GLANCE

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

No. 1
among the independent
suppliers of lubricants

The Fuchs family holds
58% of
ordinary shares

€3.5 bn
sales in 2024

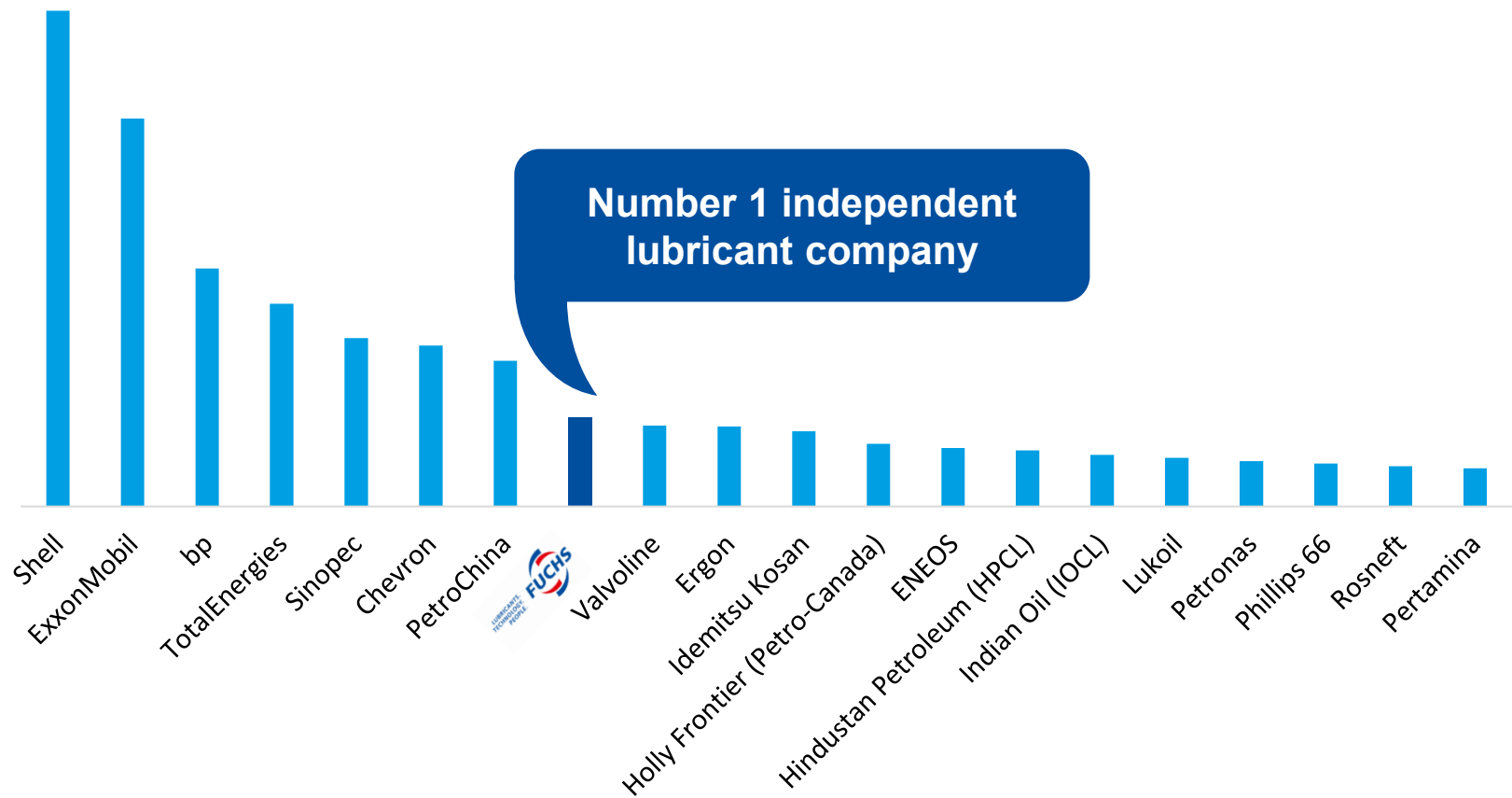
Around **6,700**
employees

Preference share is listed
in the MDAX

71 companies worldwide

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

THE LEADING INDEPENDENT LUBRICANTS COMPANIES



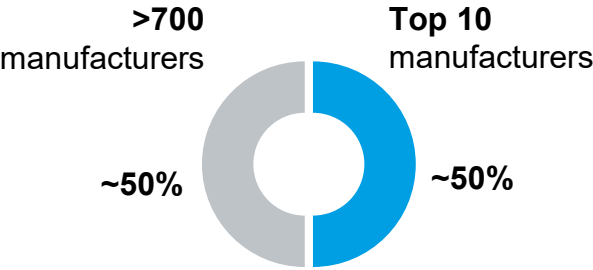
Number 1 independent lubricant company

Manufacturers



- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

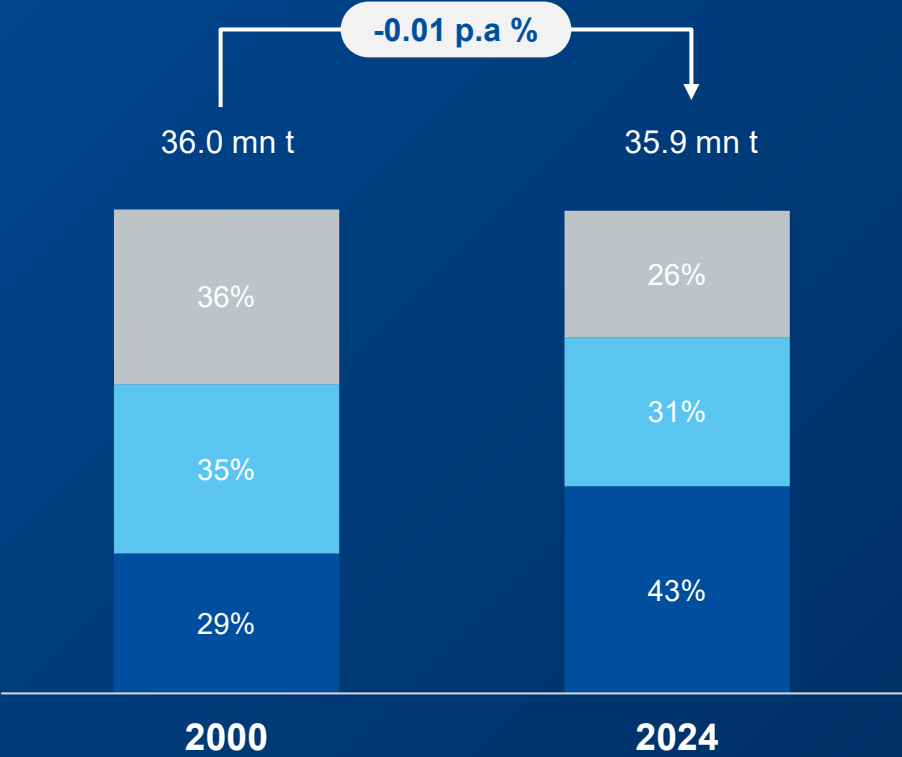


¹ > 1000 tons

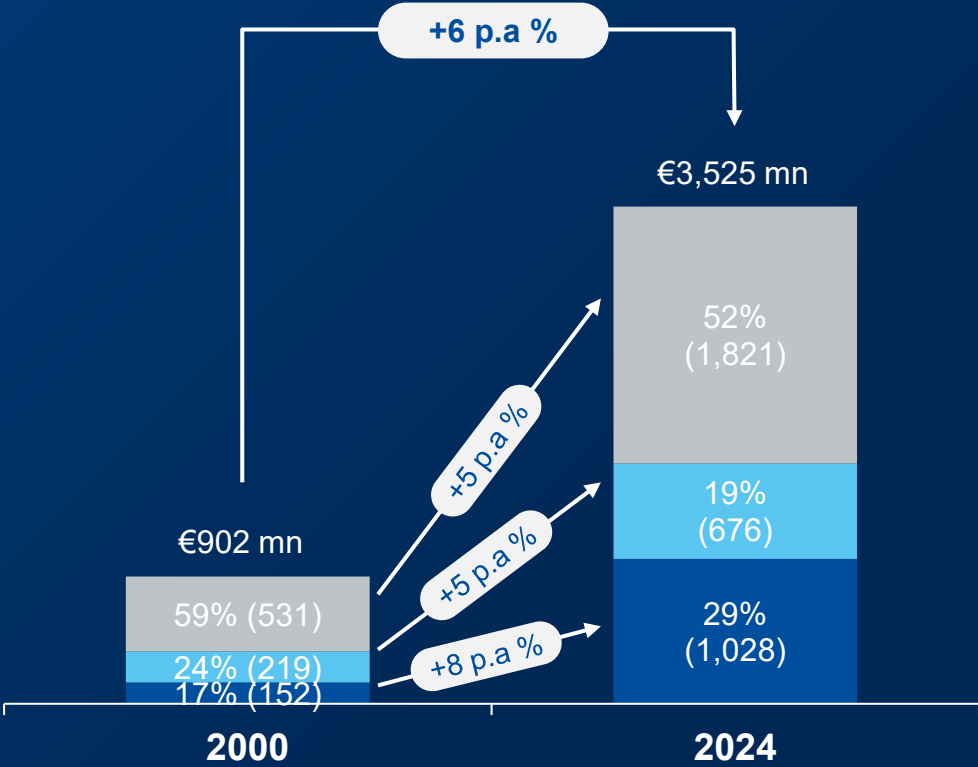
HIGHTECH LUBRICANTS ON THE RISE



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



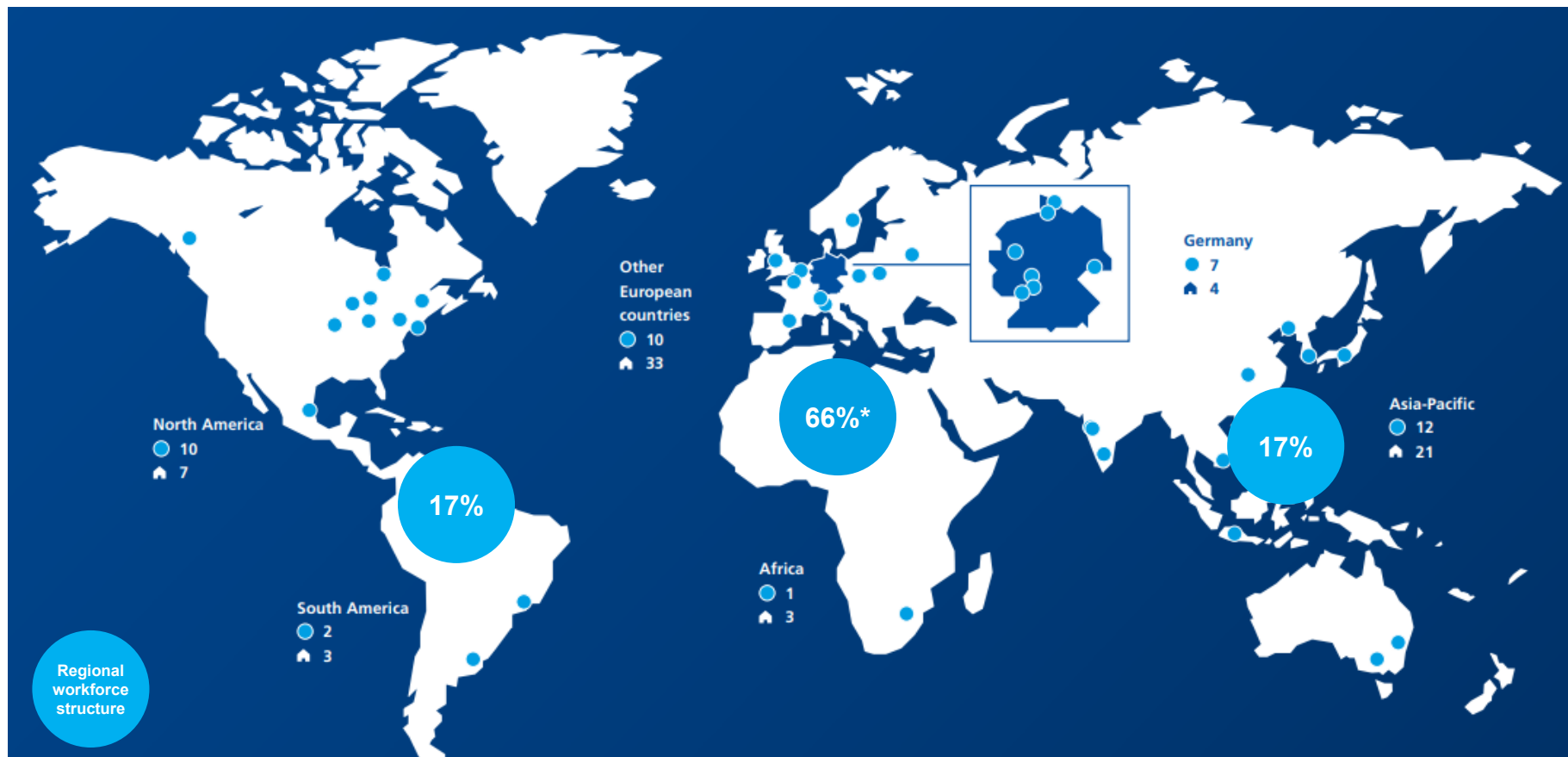
Global presence, R&D strength,
know-how transfer, speed

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

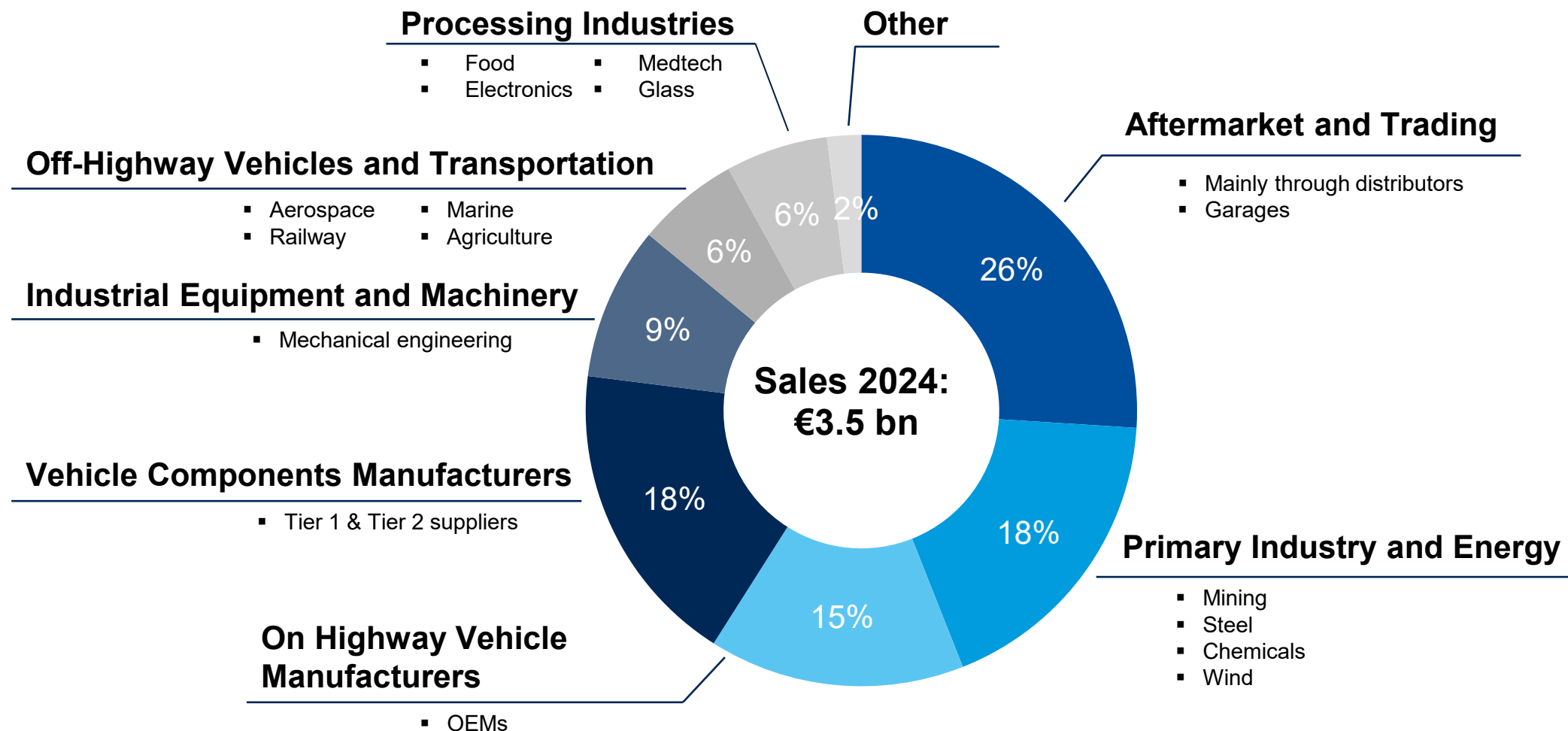
- 42 Production locations
- 🏠 71 Operating companies

As of December 31, 2024

*incl. Holding

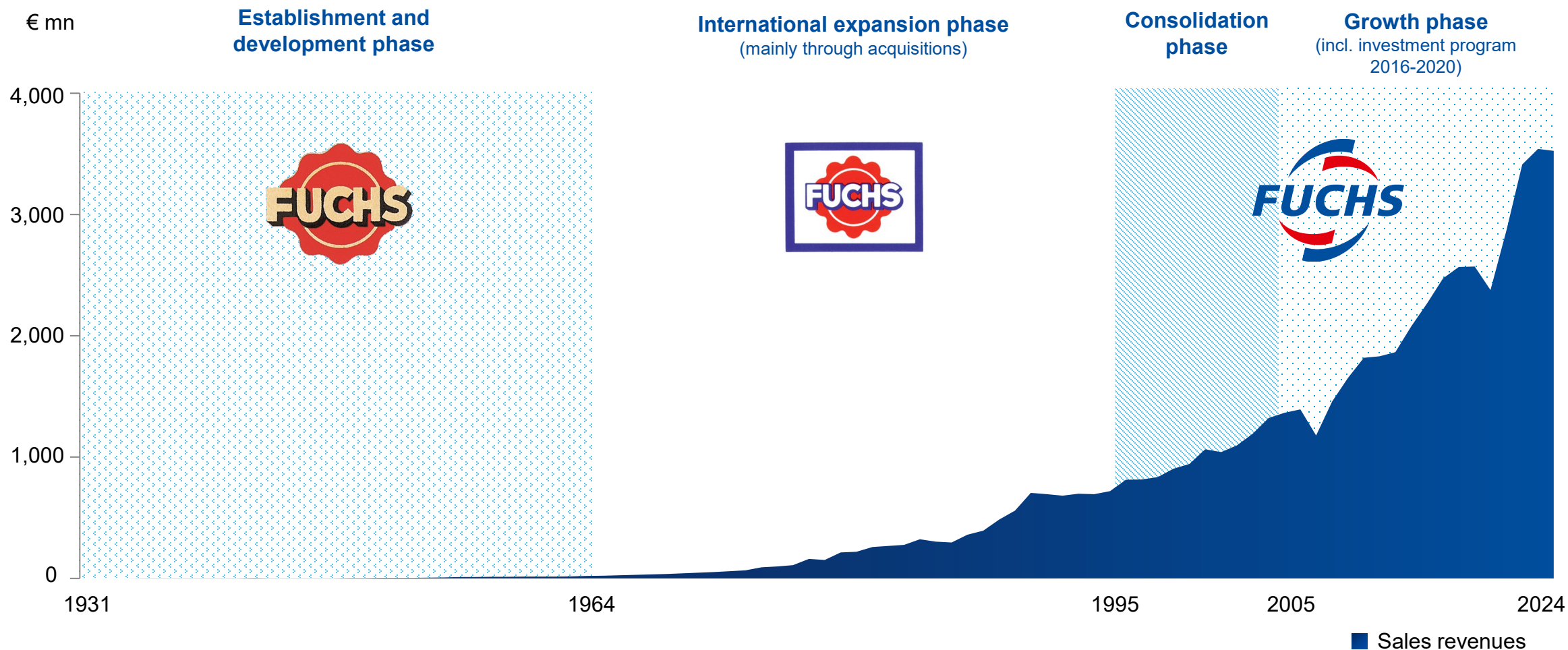
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



TRADITION AND GROWTH

SINCE 1931



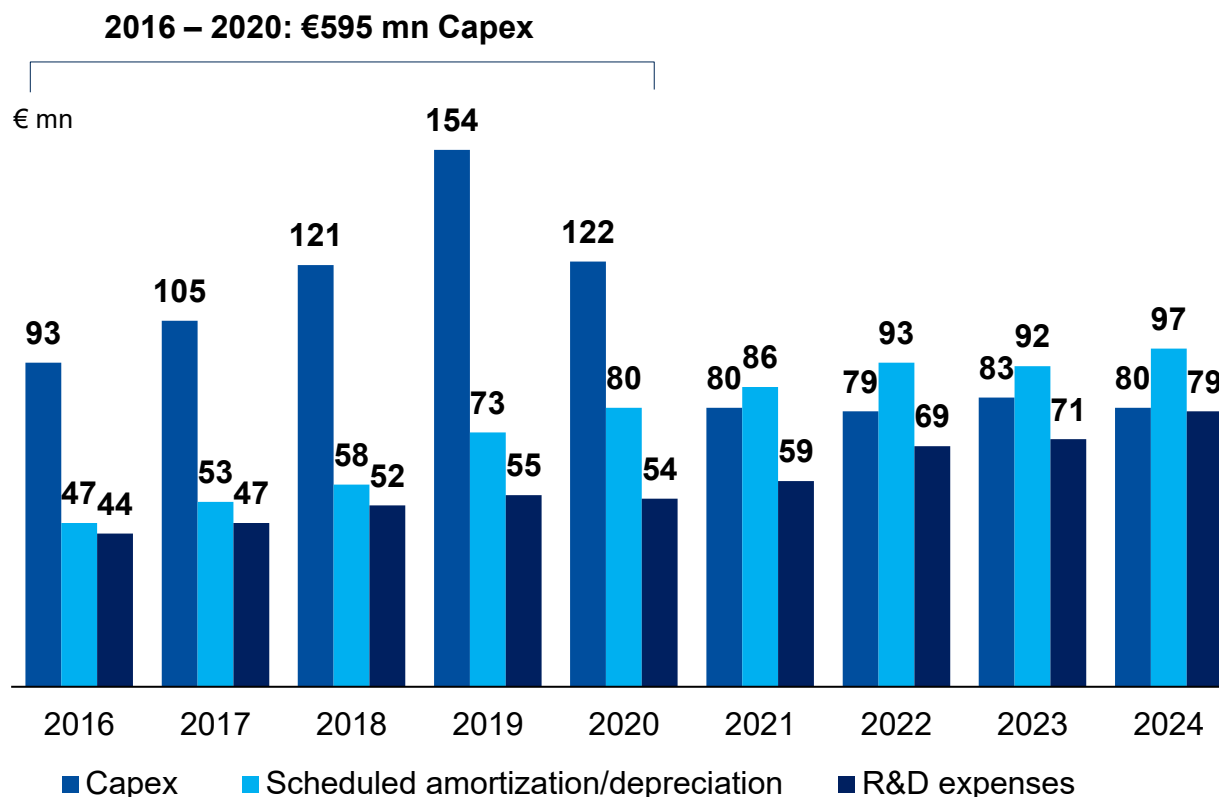
INVESTMENT IN THE FUTURE

CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISH



Five year growth initiative

... with a clear investment focus on:



Growth

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

Technology

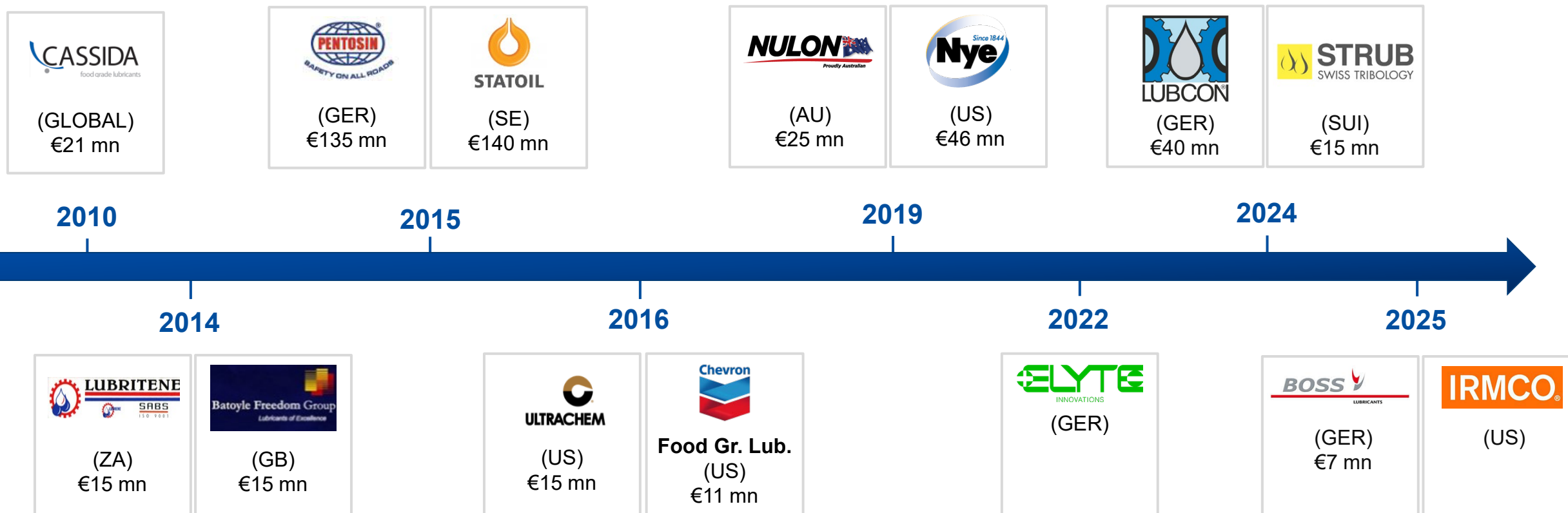
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

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 H1 2025



HIGHLIGHTS H1 2025

FIRST HALF-YEAR INFLUENCED BY CHALLENGING MARKET ENVIRONMENT

€1.804 mn

Sales up 2% yoy

€209 mn

EBIT down 4% yoy

€81 mn

FCF bef. acq.
up €12 mn yoy

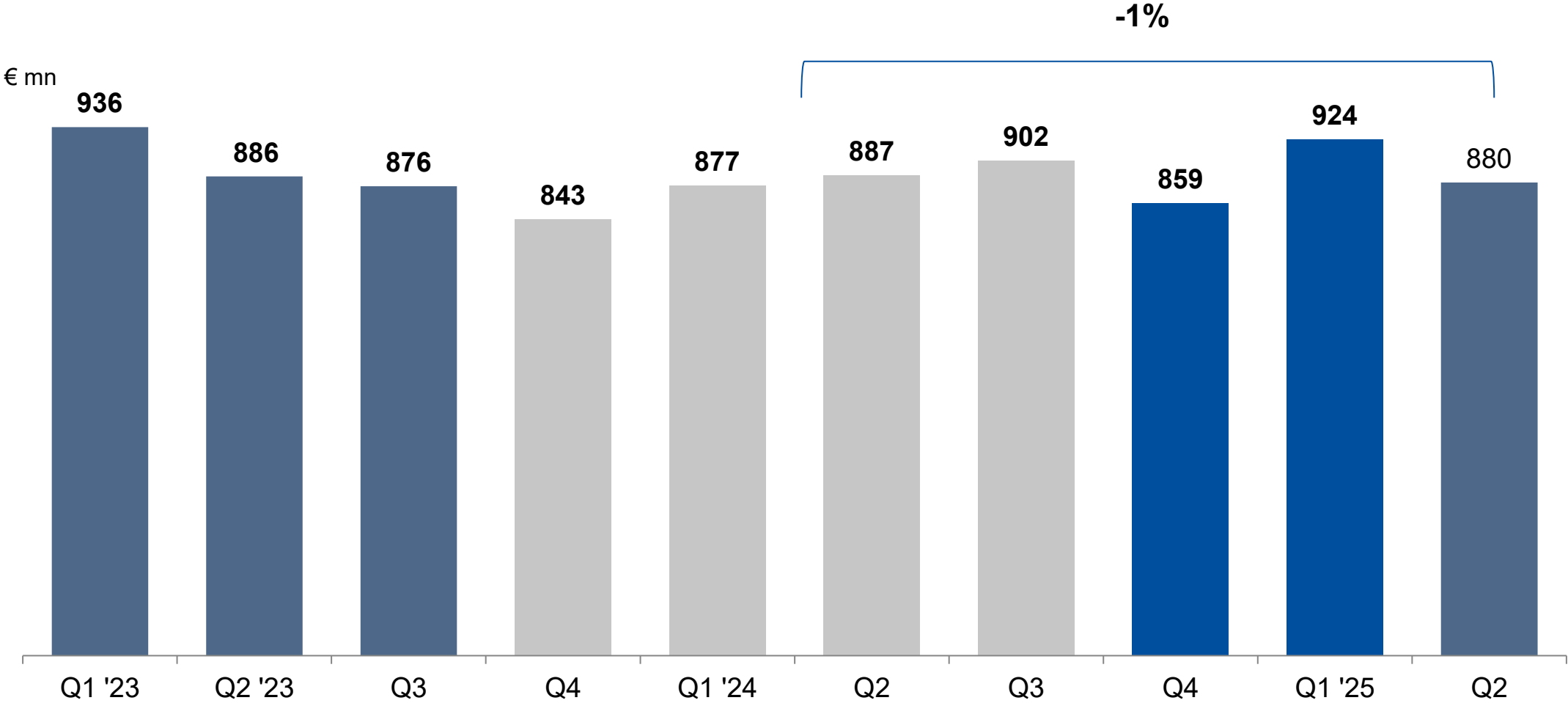
H1 2025

- Overall challenging market environment led to subdued demand of key customer groups
- Sales growth driven by business expansion and external growth
- EBIT lower yoy due to mix changes in the US business and higher costs
- FCF bef. acq. up vs. prior year
- Measures initiated to substantiate H2 earnings

Adjusted outlook FY 2025

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

SALES DEVELOPMENT

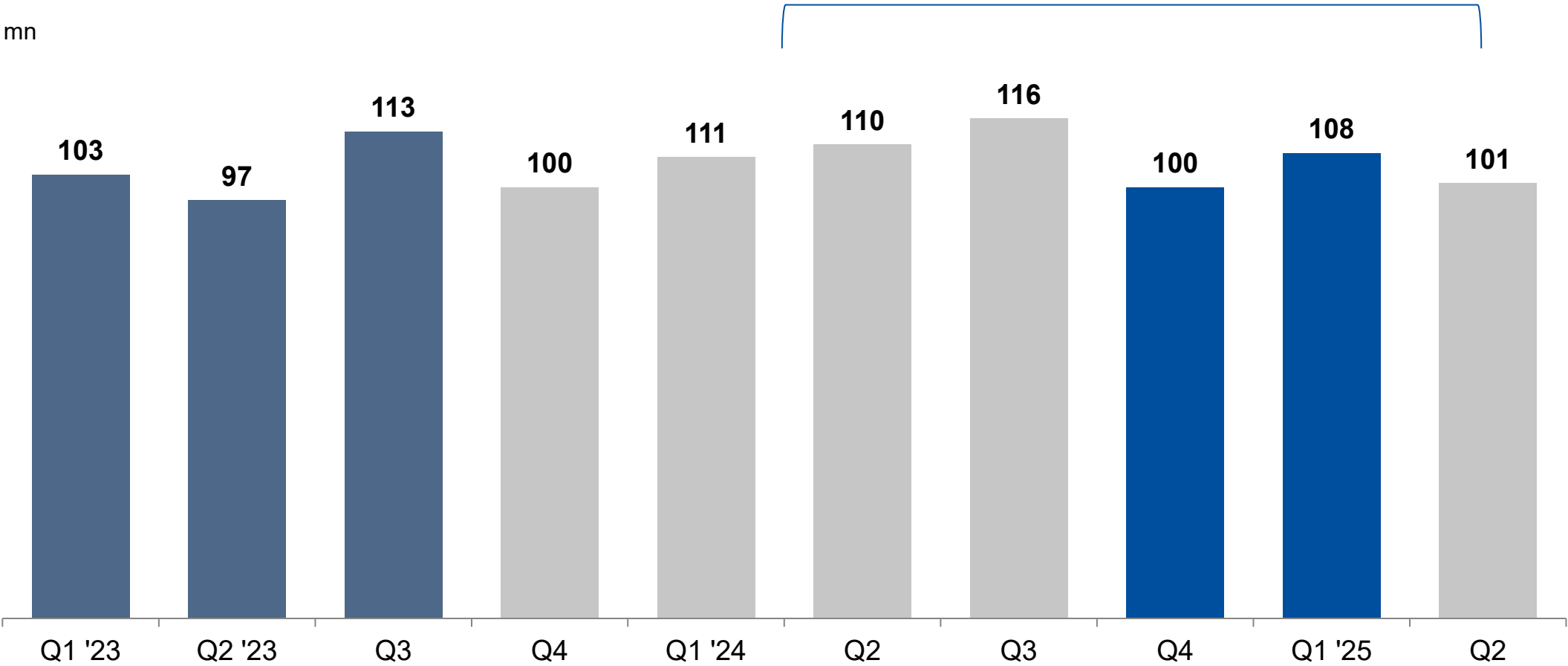


EBIT DEVELOPMENT

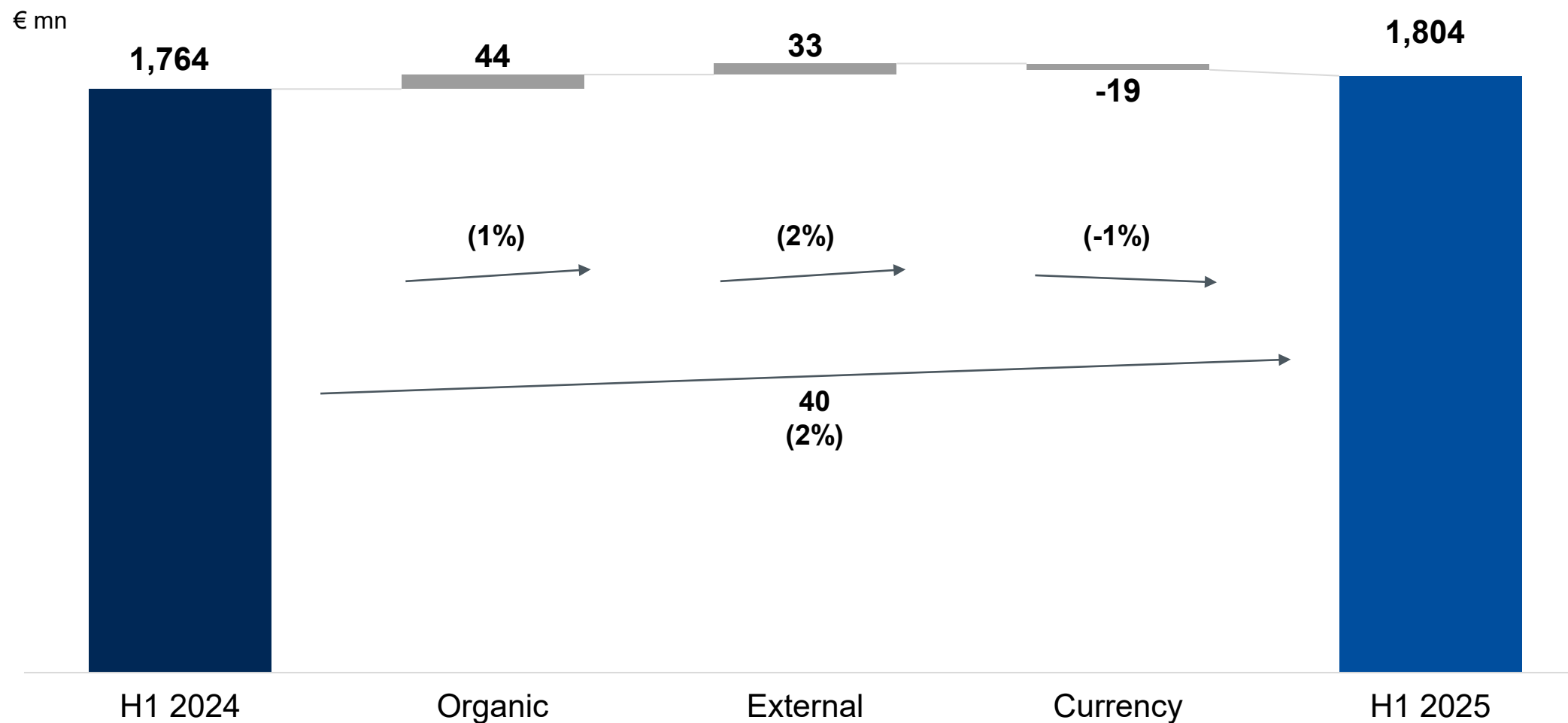


€ mn

-9%



H1 2025 GROUP SALES



H1 2025 KPI SUMMARY

KPI in € mn	H1 2025	H1 2024
Sales	1,804	1,764
Cost of sales	-1,178	-1,157
Gross profit	626	607
Other function costs	-421	-392
EBIT bef. at Equity	205	215
EBIT	209	218
Capex	-32	-28
Change of NOWC	-59	-86
FCF bef. acq.	81	69

- Sales up 2% year over year due to positive business development and external growth
- Gross margin at 34.7%, slightly above prior year's figure of 34.4%
- Other function costs up 7% due to acquisitions, one-time startup costs for large customer business and inflation-driven wage adjustments
- EBIT down 4% year over year as higher gross profit cannot compensate for higher costs; EBIT margin at 11.6% vs. 12.4% in the prior-year period
- Capex on prior year level
- Lower NOWC build-up vs. prior year
- FCF bef. acq. higher vs. prior-year

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	H1 2025	H1 2024
Sales	1,039	1,027
Organic growth	-19 (-2%)	-39 (-4%)
External growth	27 (3%)	-
FX effects	4 (0%)	-1 (0%)
EBIT bef. at Equity	105	109
EBIT	109	112

- Sales up 1% year over year; Germany and other European regions below prior year; pleasing growth in South Africa
- External growth through the acquisition of LUBCON and STRUB in the second half of 2024, and BOSS at the beginning of 2025
- Positive currency effects from Poland and the United Kingdom are negligible
- EBIT down 3% year over year; higher sales could not offset inflation-related cost increases in Europe

KPI in € mn	H1 2025	H1 2024
Sales	506	485
Organic growth	32 (7%)	13 (3%)
External growth	2 (0%)	-
FX effects	-13 (-3%)	-19 (-4%)
EBIT bef. at Equity	64	55
EBIT	64	55

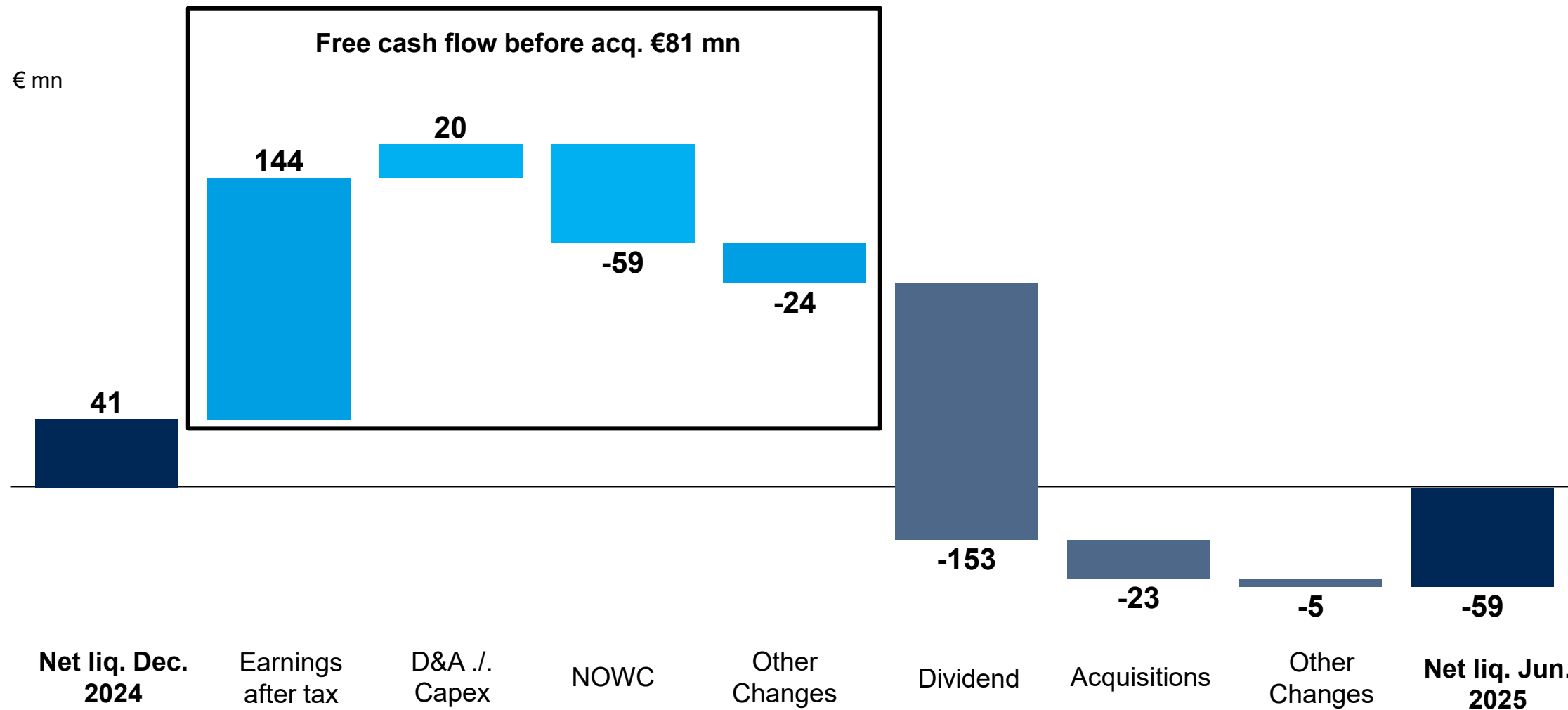
- Sales up 4% year over year despite negative currency effects
- Strong development in China's specialty business overcompensates price adjustments; India and Australia also with positive business performance
- Strengthening of the Euro vs. Chinese Renminbi and Australian Dollar leading to negative currency effects
- EBIT increase of 16% strongly driven by China; Australia, India and Vietnam also with positive earnings development

NORTH AND SOUTH AMERICA

KPI in € mn	H1 2025	H1 2024
Sales	350	341
Organic growth	14 (4%)	4 (1%)
External growth	5 (2%)	-
FX effects	-10 (-3%)	-15 (-4%)
EBIT bef. at Equity	35	47
EBIT	35	47

- Sales up 3% year over year driven by business expansion in the region, changes in business mix in North America
- External growth, amongst others due to the long-term trading partner in Peru and IRMCO, a specialist in lubricant solutions for metal forming
- Significant negative currency effects from weakening US dollar
- EBIT down by 26% as sales growth cannot compensate for mix changes and cost increases; South America in a continuously challenging environment

NET LIQUIDITY

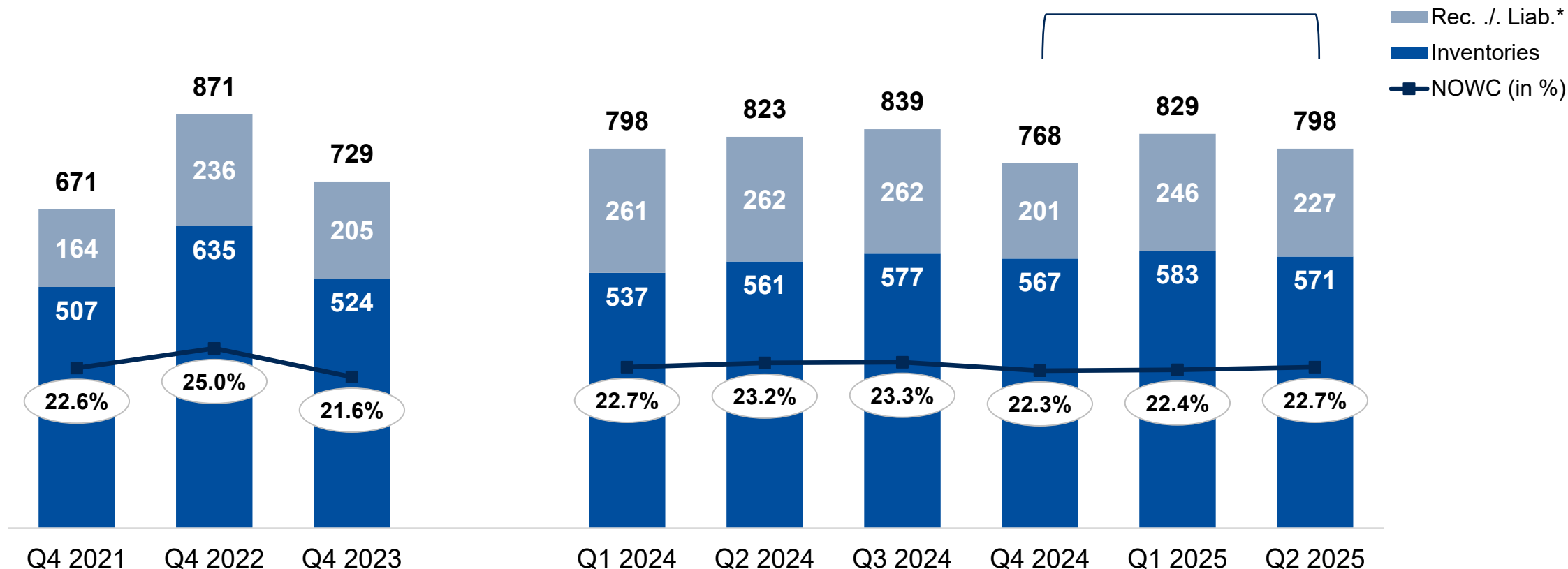


NET OPERATING WORKING CAPITAL (NOWC)



€ mn

Q2 25 vs Q4 24: Inventories +€4 mn
Rec. ./ Liab. +€26 mn



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

DIFFERENT PRICE DEVELOPMENTS FOR RAW MAT. BASKET

Q2

**Base
Oils**

**Overall, minor price increases
on USD basis, however due to
devaluation of USD vs. EUR
slightly lower prices in EUR**

Additives

**Pricing and supply stable, no
or only little price movements**

Q3 and beyond

**Prices are expected to remain
broadly stable, however
potential impact from tariffs
as well as foreign exchange
rates**

OUTLOOK 2025 REFLECTS CHALLENGING ENVIRONMENT

KPI* in € mn	Actual 2024	March 2025	July 31 2025	
Sales	3,525	~ 3,7	on prev. year's level	Slightly higher volumes offset by negative currency effects
EBIT	434	~ 460	on prev. year's level	Additional cost measures vs. higher personnel and digitalization cost
FVA	245	~ 260	on prev. year's level	Largely stable earnings and capital employed
FCF bef. acq.	306	~ 260	~ 260	Normalization after good prior year

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

03 FUCHS 2025

New Mindset for Future Challenges



CLEAR VALUE PROPOSITION

VISION



Being First Choice

MISSION STATEMENT



LUBRICANTS.
TECHNOLOGY.
PEOPLE.

VALUES

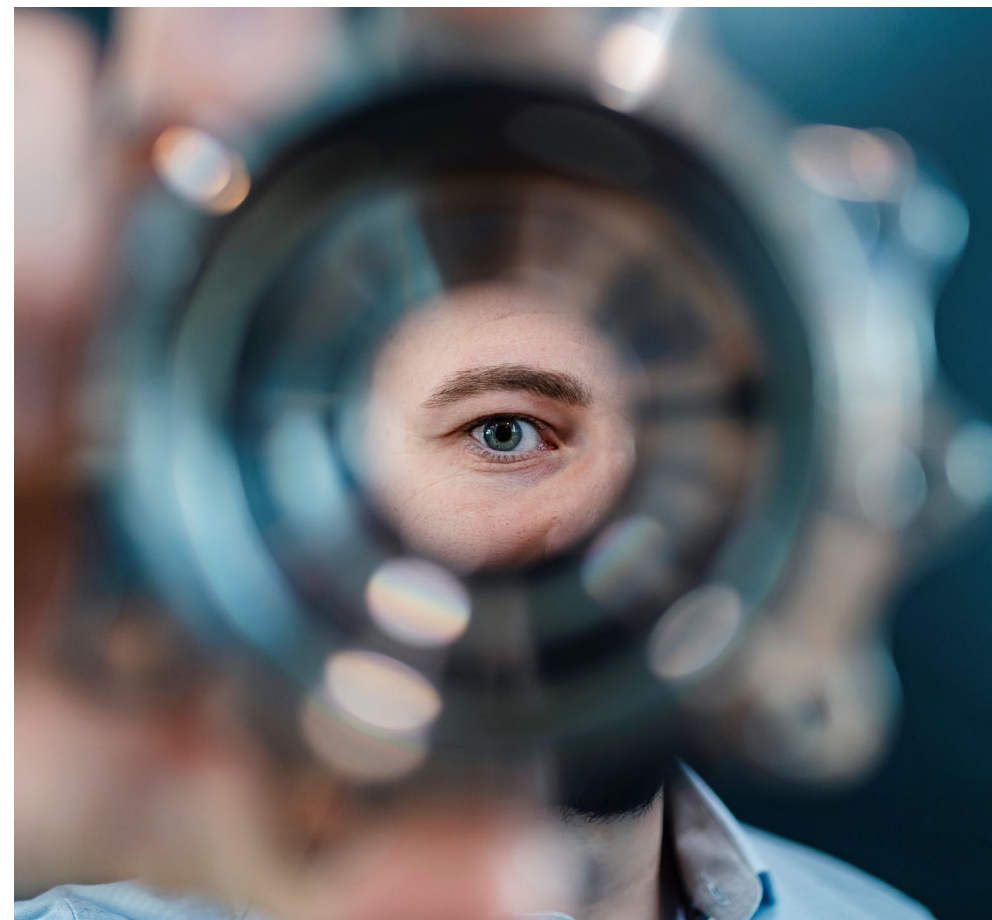


Trust, Creating Values,
Respect, Reliability,
Integrity

PURPOSE



**MOVING
YOUR
WORLD**





Culture

High performance, open feedback & hierarchy-free communication



Strategy

Topline growth based on market segmentation



Structure

Organizational set-up & new positions





FUCHS2025

HIGHLIGHTS



Operational Excellence

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



Customer & Market Focus

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



Technology Leadership

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



Global Strength

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



People & Organization

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



Sustainability

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

MOVING YOUR WORLD

WHAT: Delivering Efficient Lubrication Solutions

Technical
Expertise

Leading
Solutions

Customer
Orientation

Sustainable
Attitude

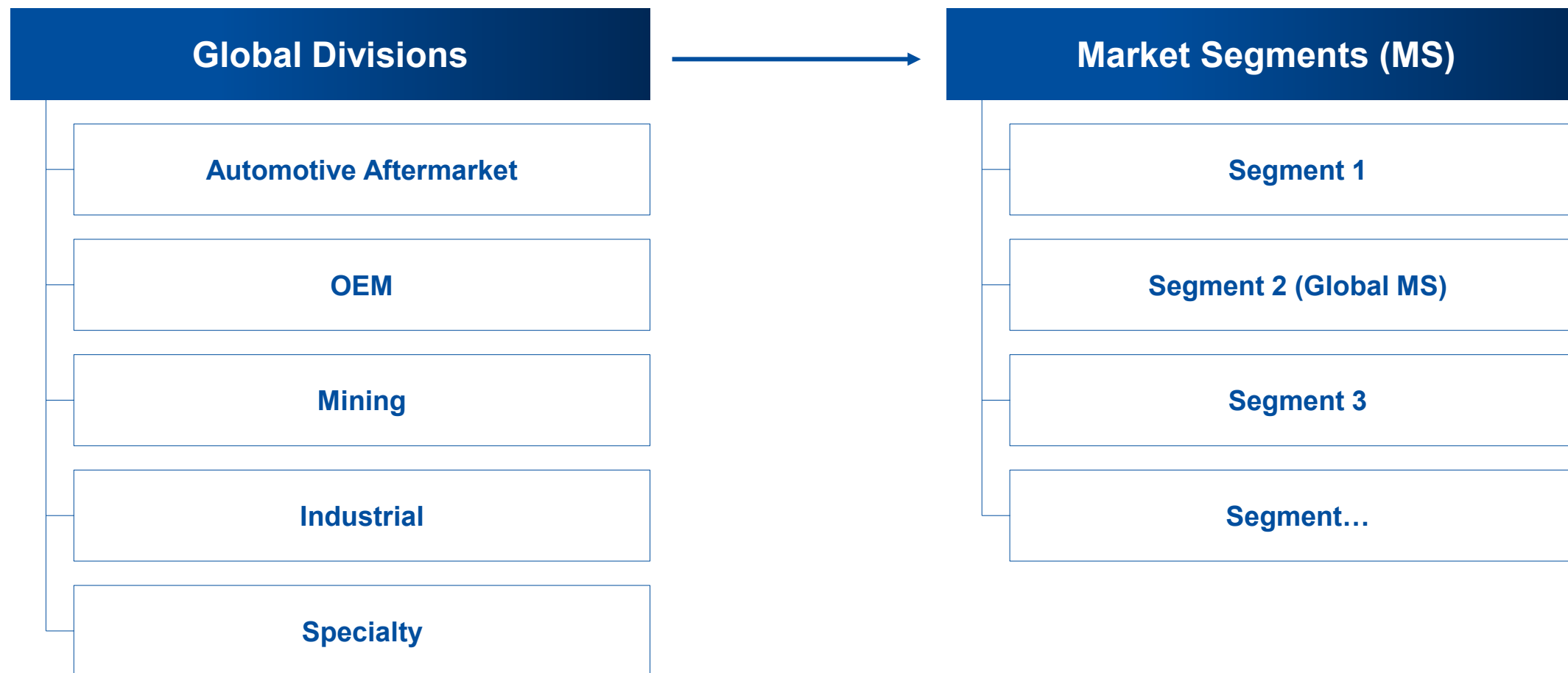
HOW: UNCONDITIONALLY RELIABLE

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

WHY: MOVING YOUR WORLD

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

GROWTH VIA SEGMENTS



FUCHS IS WELL POSITIONED TO PROFIT FROM GLOBAL GROWTH MARKETS



**Four major
target markets**

E-mobility



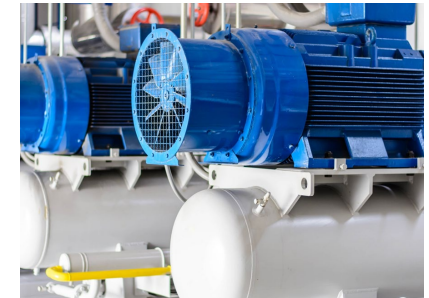
Wind power



Food industry



Rotary motion



**Three further
growth markets**

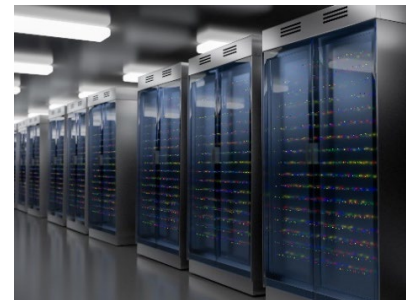
Medtech



Semiconductor
industry



Data centers



FUCHS2025 – STRATEGY PERSPECTIVE

BUSINESS MODEL



LUBRICANTS

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



INNOVATION ENABLER

FUCHS has the solutions to help customers with their technology transformation

MEGATRENDS



E-MOBILITY

Significant opportunities for FUCHS in fast developing markets



SUSTAINABILITY

FUCHS empowers its customers to perform more sustainably



DIGITALIZATION

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

GROWTH



GROWTH

FUCHS will exploit growth opportunities leading to 2025 EBIT target

CONTINUOUS DEVELOPMENT OF CORPORATE STRATEGY

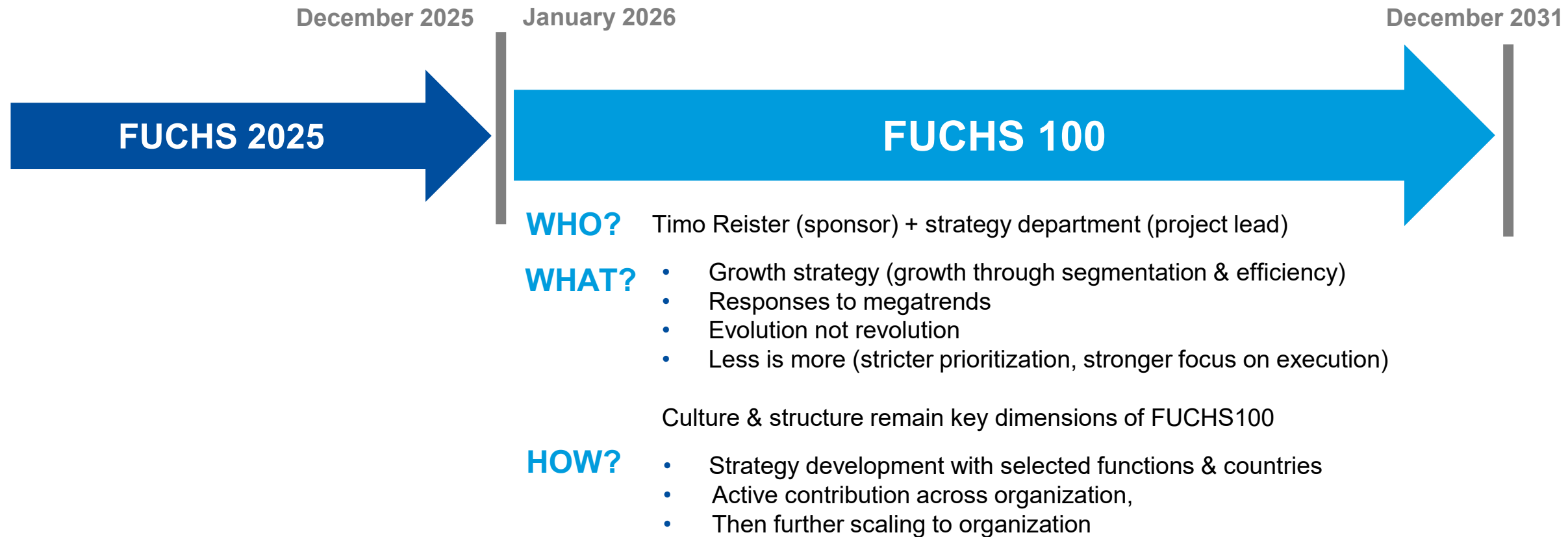


From **FUCHS2025** (2019 – 2025)

to **FUCHS100** (2026-2031)



FUCHS 100 Strategy



04 Megatrends

- E-Mobility
- Sustainability
- Digitalization

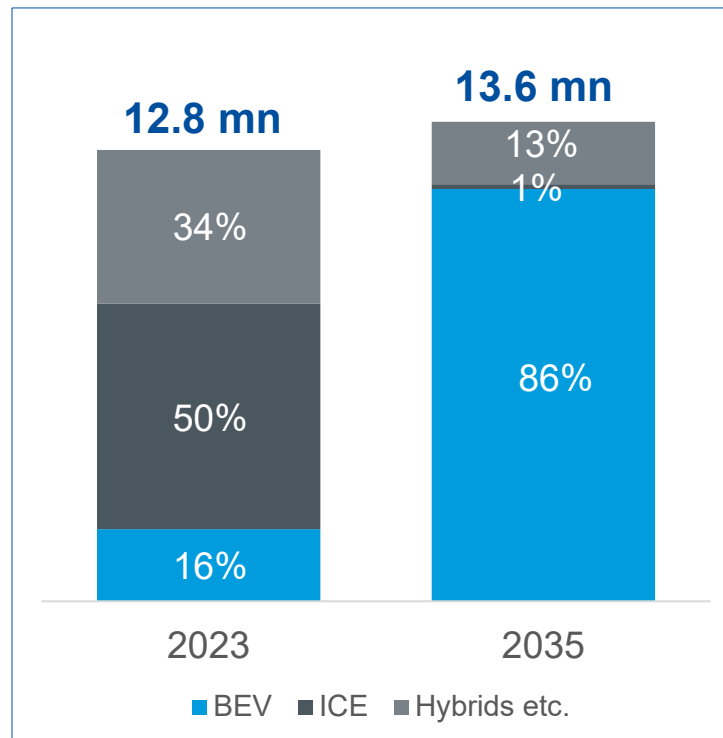


E-MOBILITY

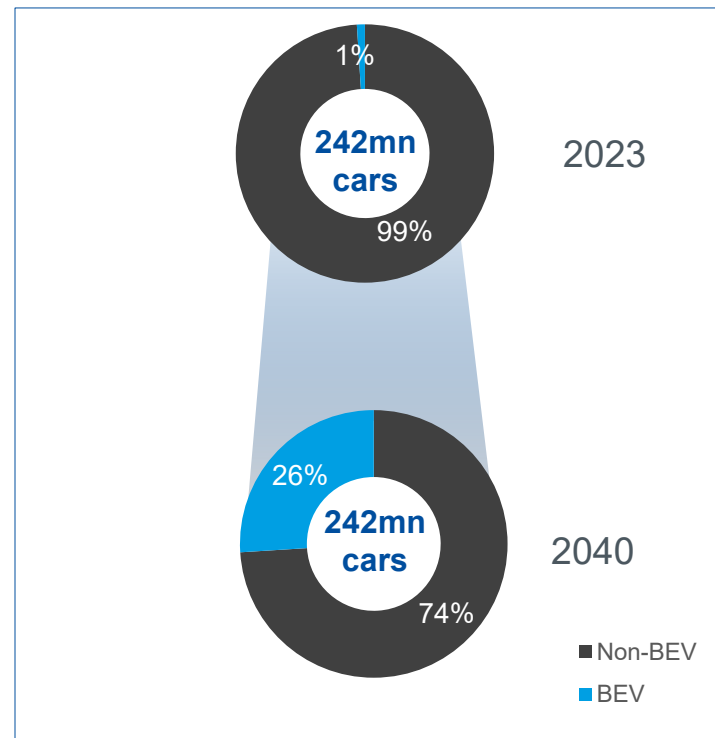


E-MOBILITY RAMP UP SCENARIO: EUROPE

Annual car sales



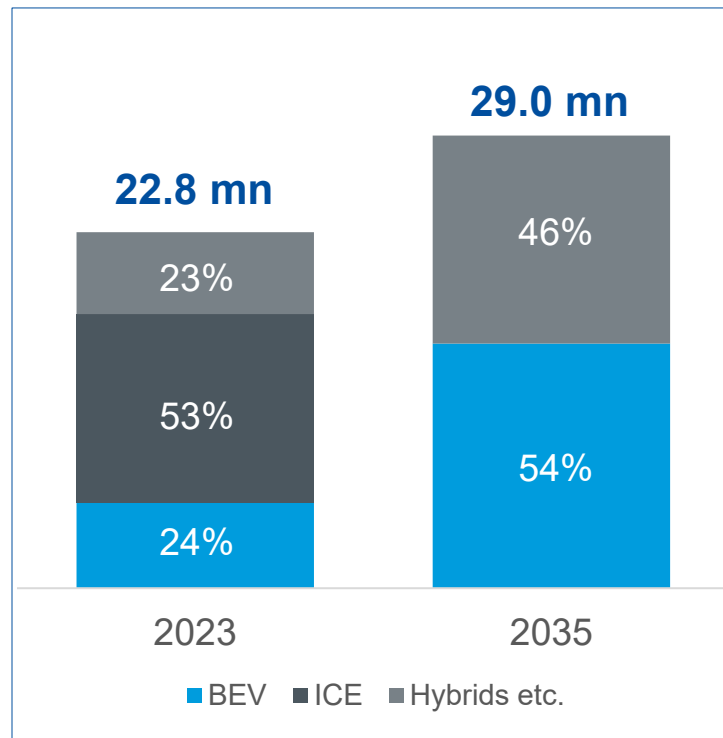
Car population



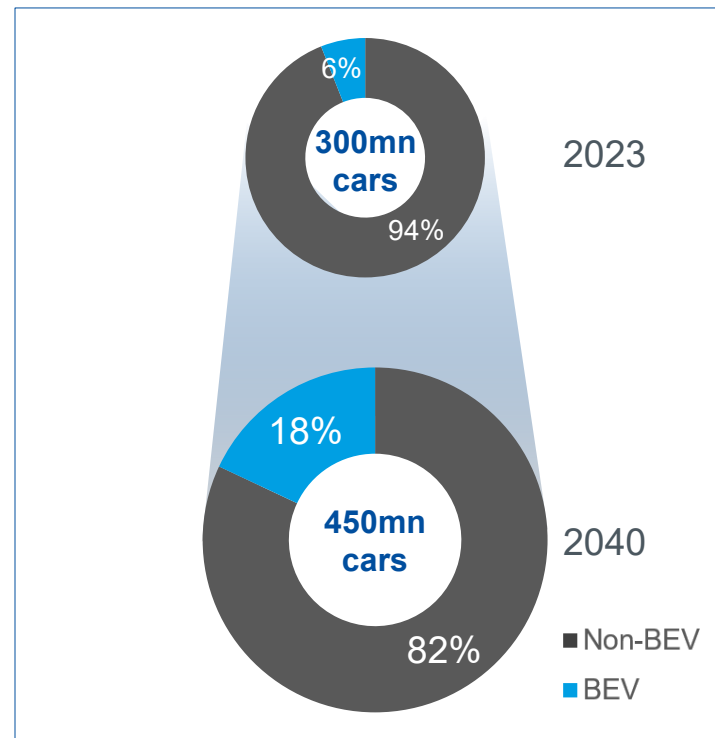
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower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

E-MOBILITY RAMP UP SCENARIO: CHINA

Annual car sales



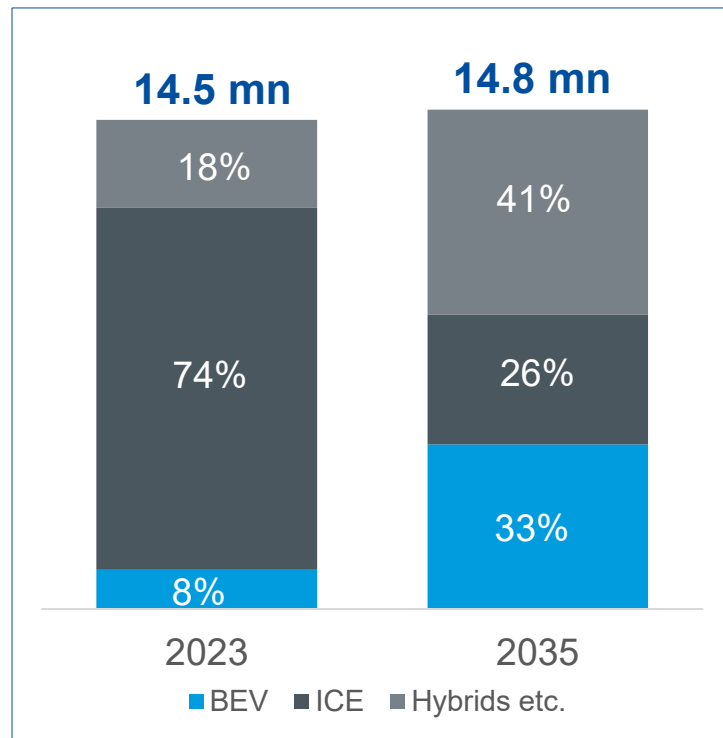
Car population



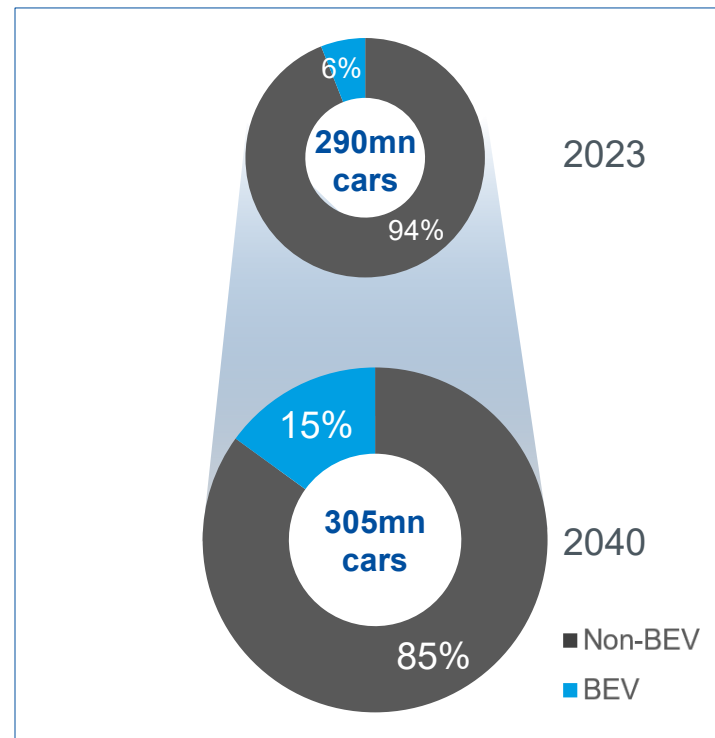
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly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

E-MOBILITY RAMP UP SCENARIO: USA

Annual car sales

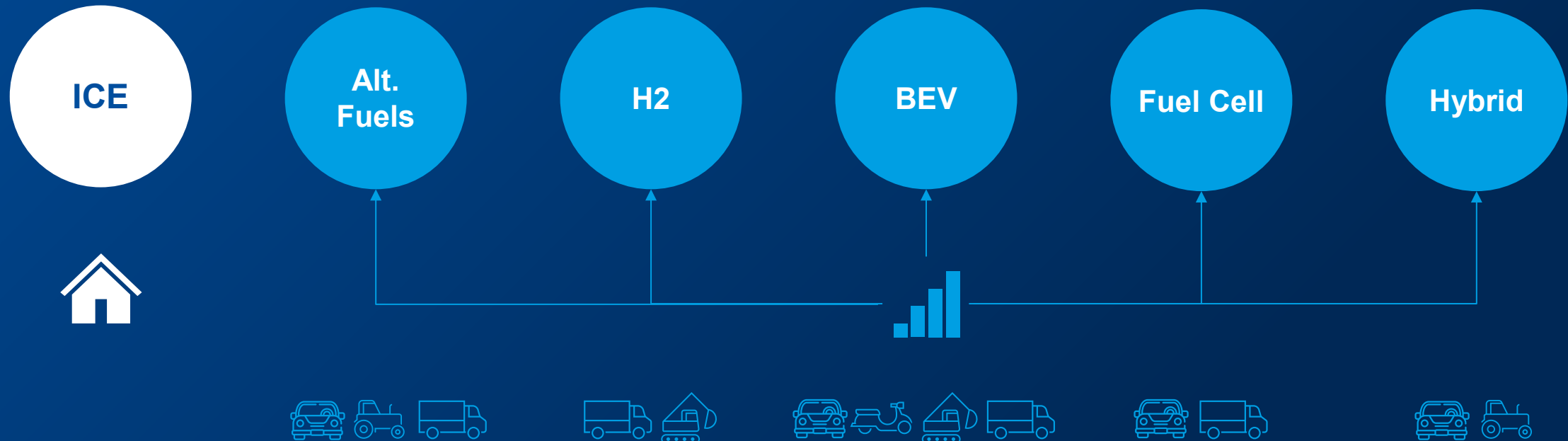


Car population



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

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



WE ARE THE ENABLER OF MOBILITY

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

RANGE / PERFORMANCE

SAFETY / RELIABILITY

UPTIME / AVAILABILITY

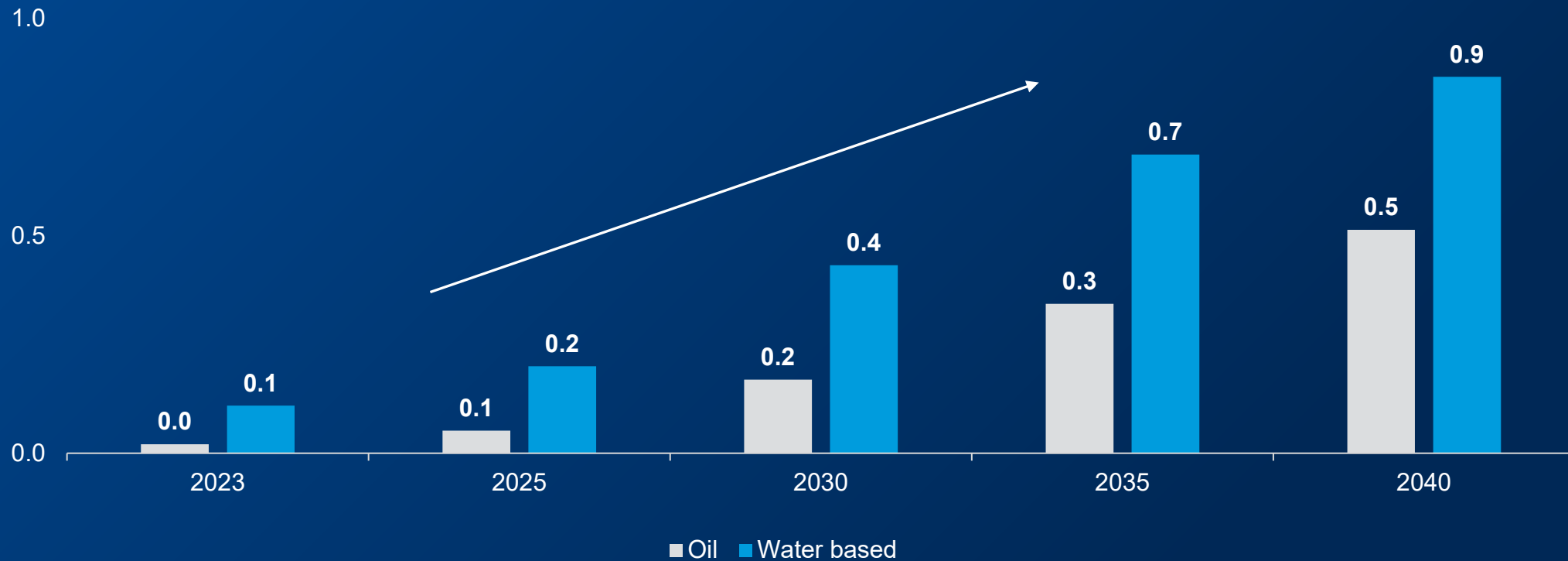
Key Success Factors:

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

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

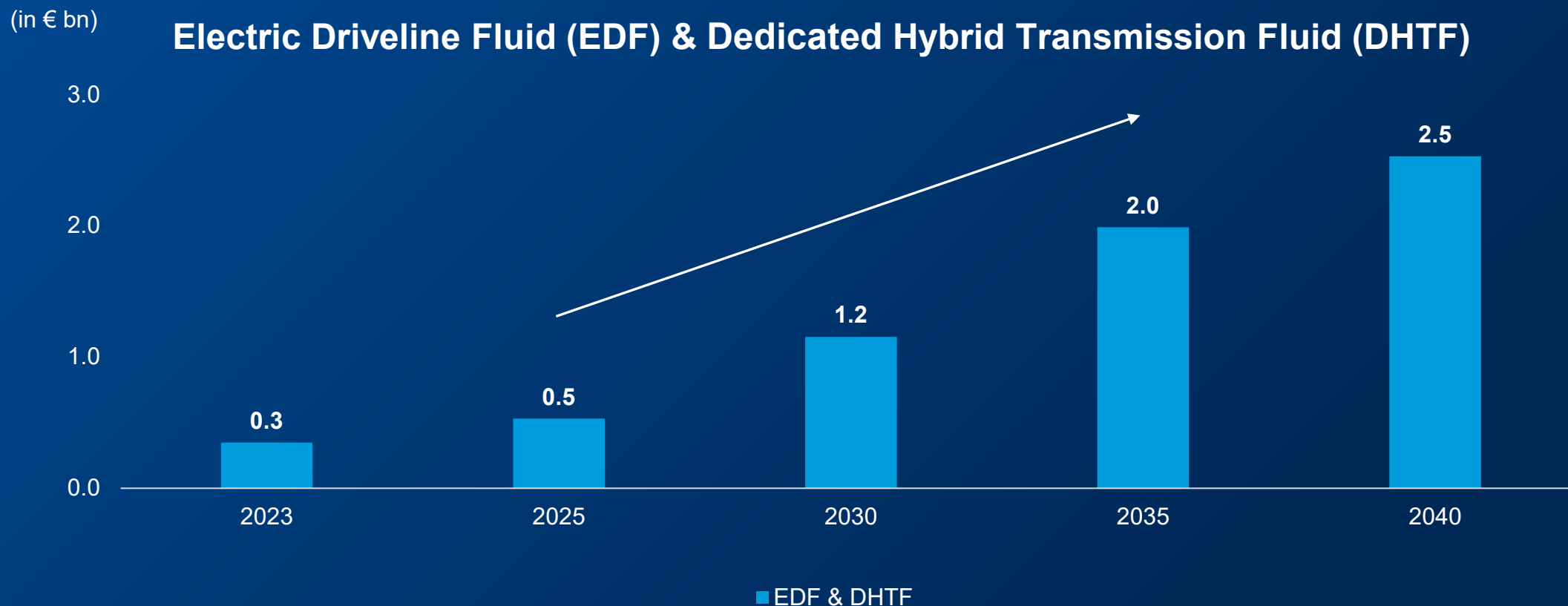
(in € bn)

Thermal Fluid (TF)



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

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



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

FUCHS NEW MOBILITY SUCCESS STORY

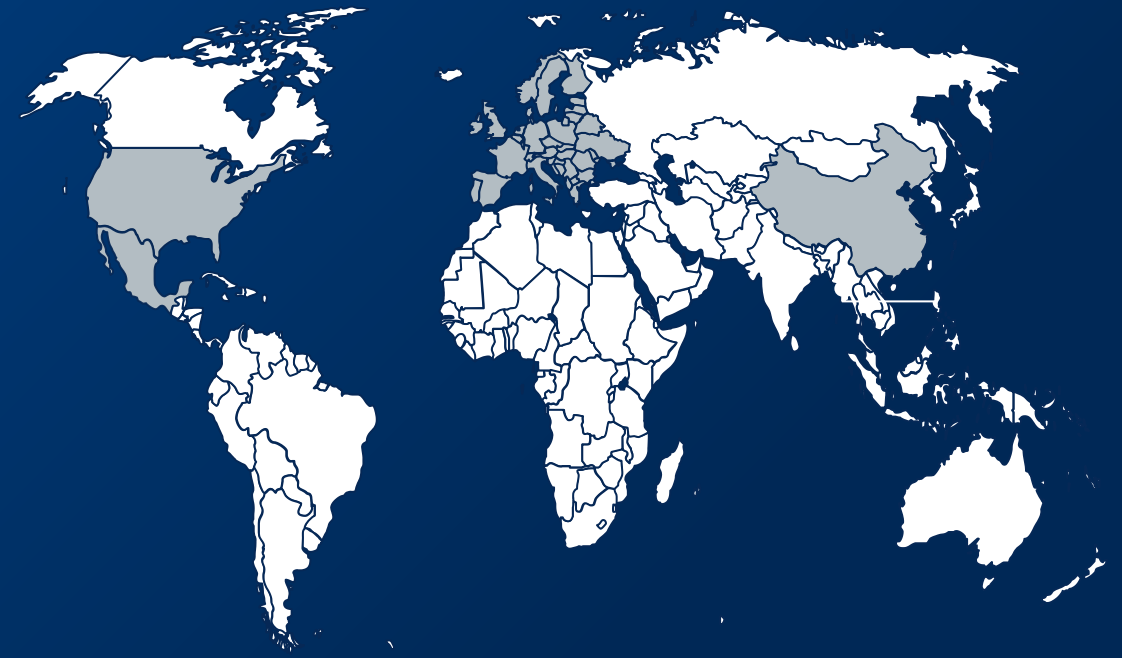
Mutual EDF development projects for 3 PC OEMs worldwide



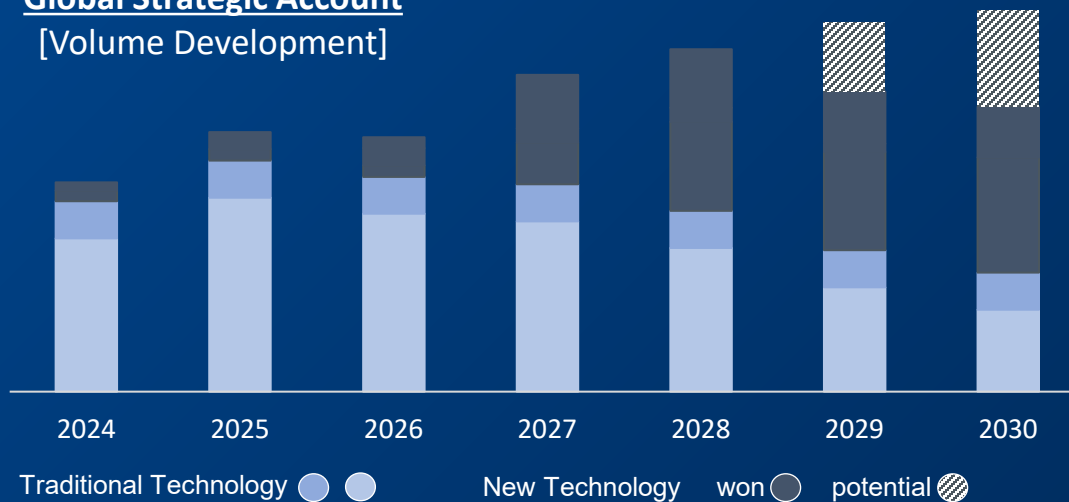
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Targets for a successful transformation of our global strategic accounts:

- 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]

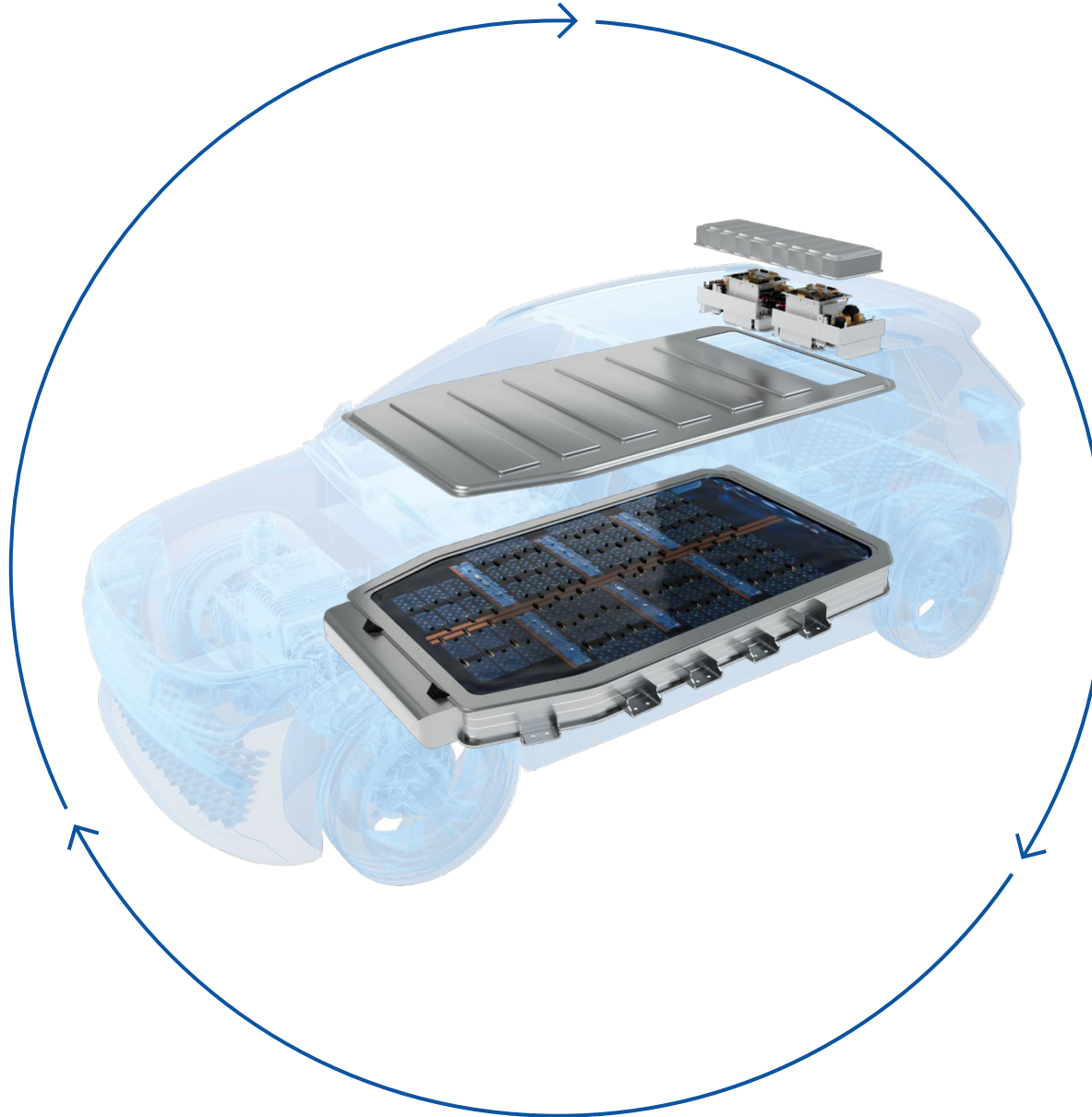


PHASE 3 On the road

- 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



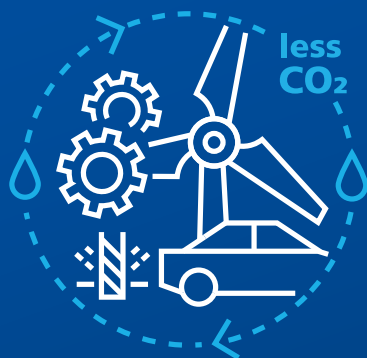
PHASE 1 Manufacturing

- 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 BlueEV EG EDF 4101

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



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

REDUCE FRICTION AND WEAR

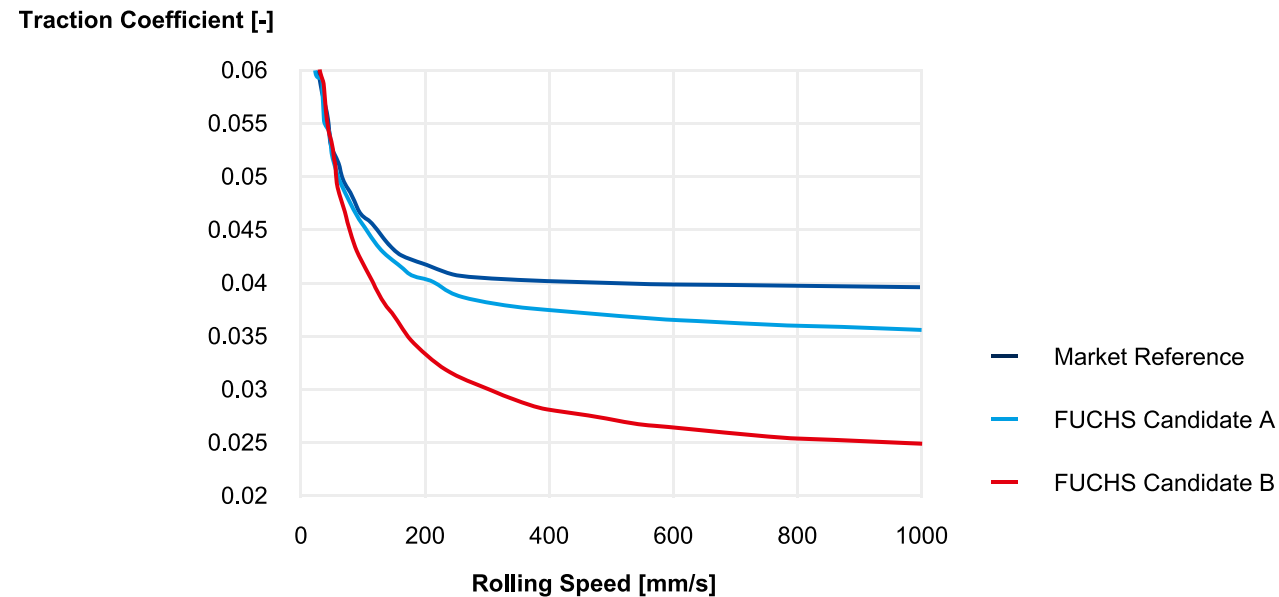
More range, less emissions



FUCHS Wheel-Hub Bearing Greases

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

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



REDUCE FRICTION AND WEAR

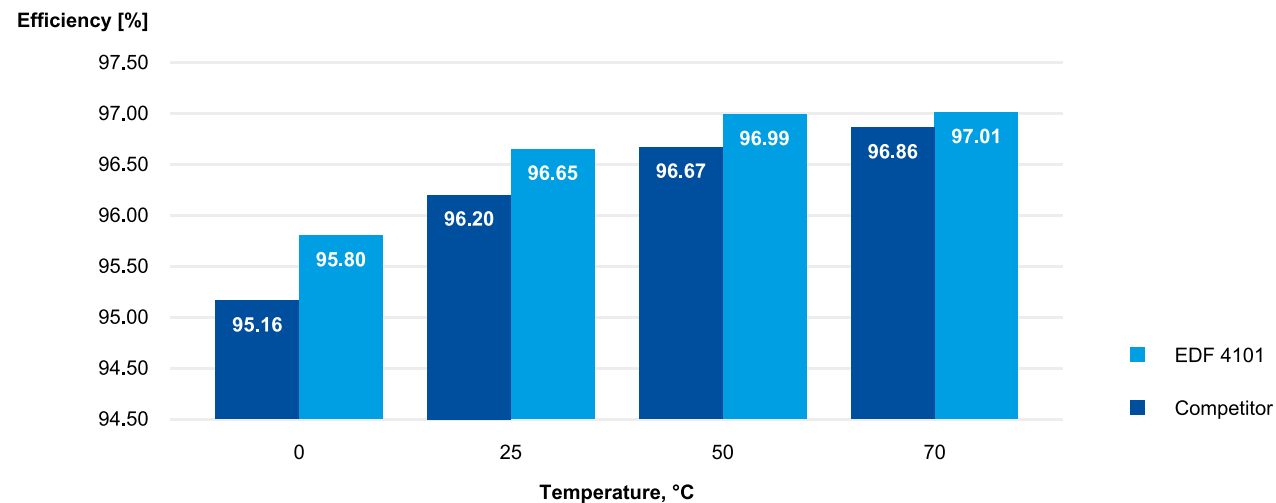
Increase BEV range



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

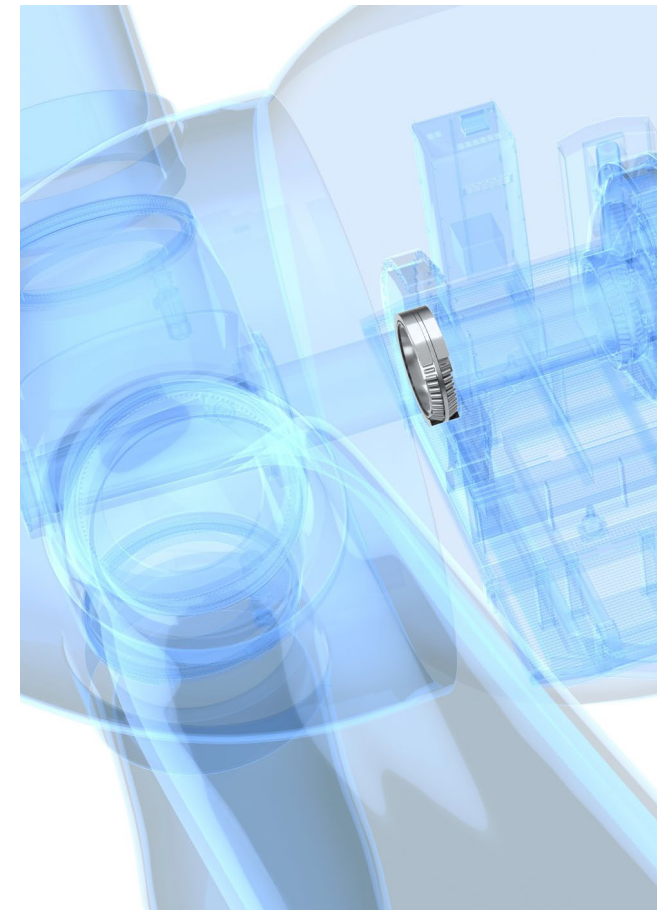
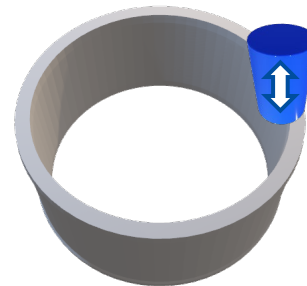
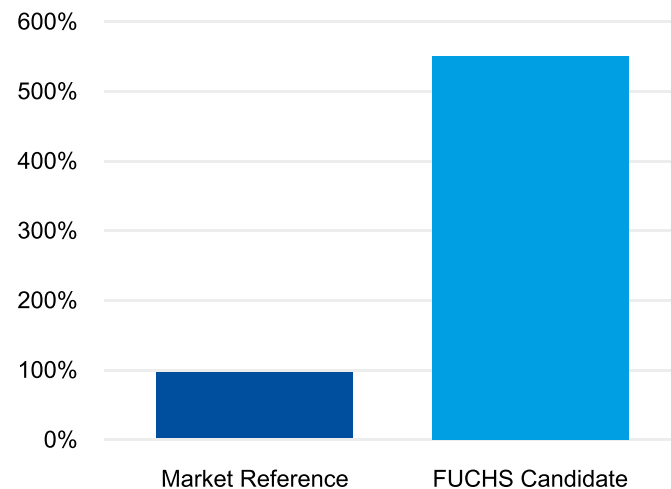


FUCHS Wind Bearing Greases

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

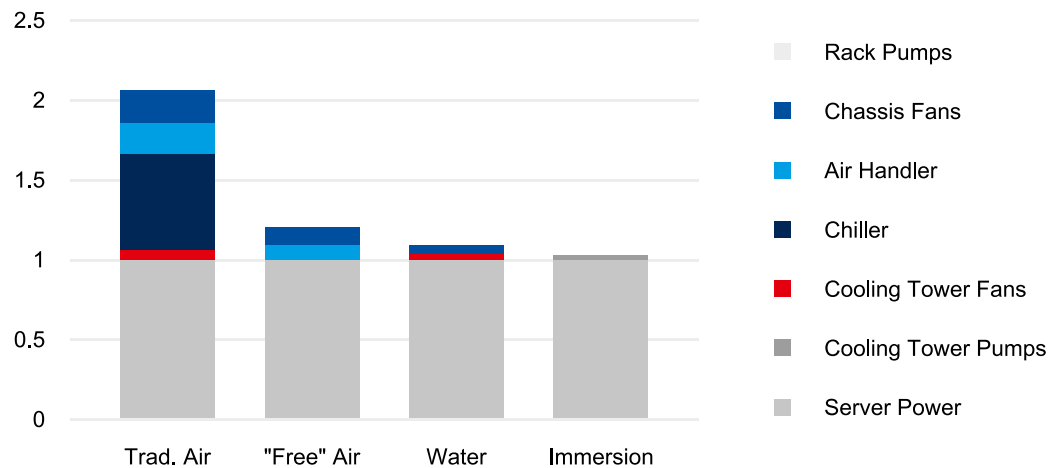


FUCHS Immersion Cooling Fluids

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**



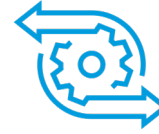
**Cool machines
and equipment**



Transfer energy

TRANSFER ENERGY

Reduce fuel consumption and emissions

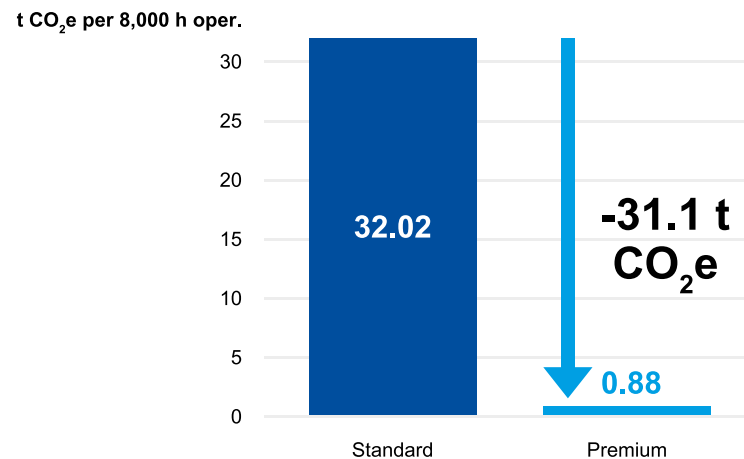


FUCHS Hydraulic Fluids

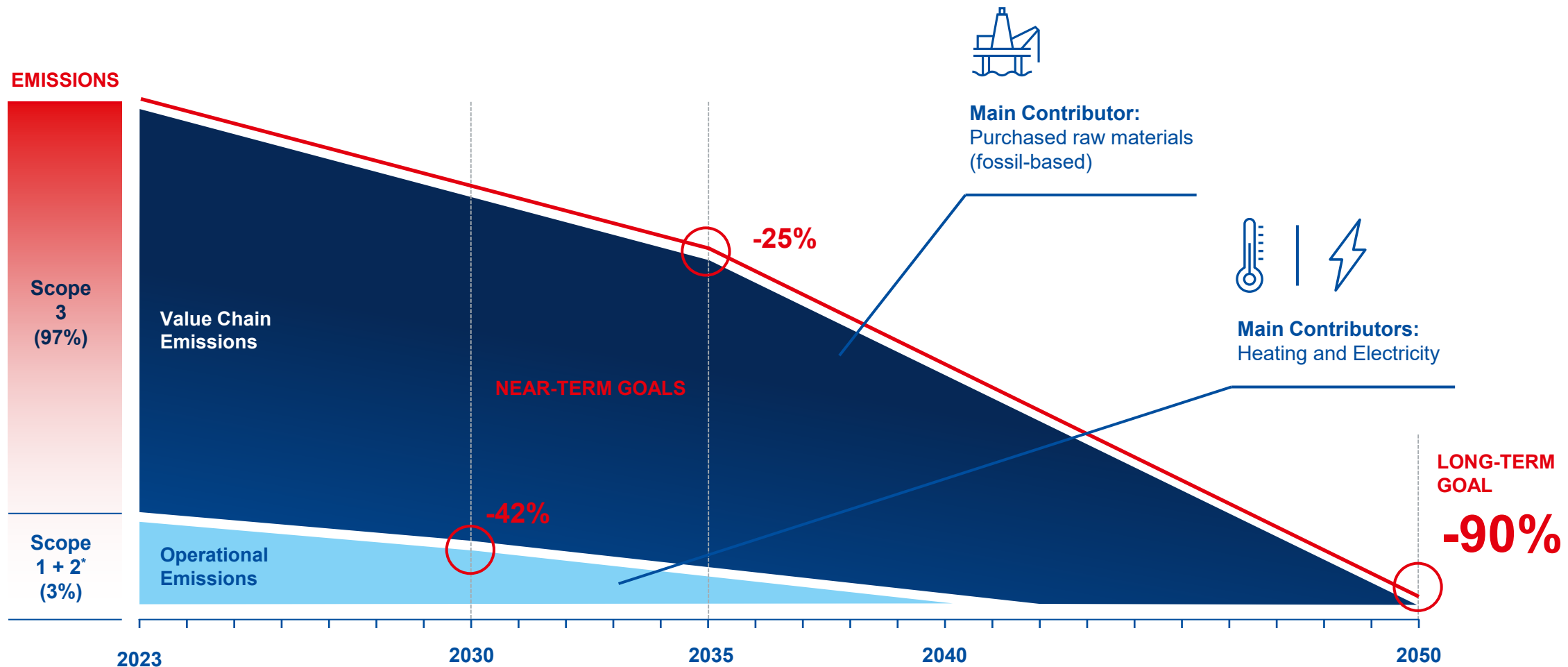
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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



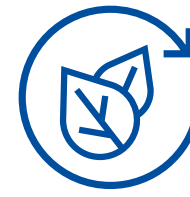
Green energy sufficiently available in all operating countries



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



- 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

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



Cost saving & max. efficiency

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

2

Optimized fluids
& resource use



Web-based management tool FluidsConnect

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

TRANSFORM2GROW – MOVING TO A DIGITAL CORE

Our Transform2Grow (T2G) Project as part our digital strategy

WHY are we doing it?

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

WHAT do we do?

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

HOW do we do it?

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

Beginning 2026

SAP S/4HANA

Implementation & Rollouts

Americas

APAC

EMEA

China

Sep. 2022 – Oct. 2023

Pre-project

Nov. 2023 – Jun. 2024

Preparation Phase

July 2024 + approx. 1.5 Years

Global Template

MOVING YOUR WORLD

05 FUCHS – a profitable growth story



FINANCIAL TARGETS

Mid single-digit percentage



annual sales growth

Long-term EBIT margin

~15%

Average cash conversion rate

0.8x

Increase of dividend



each year

FINANCIAL TARGETS

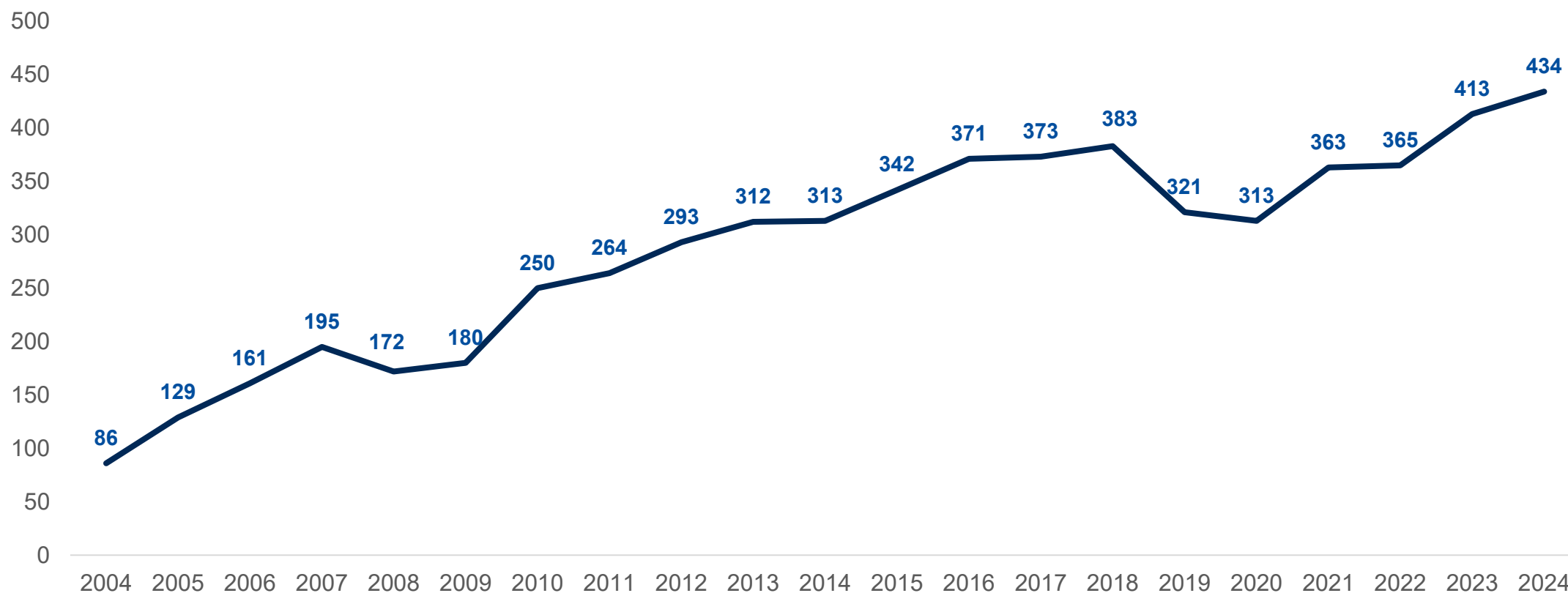
STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Kein Zugriff



Long-term EBIT development

(in € mn)



FINANCIAL TARGETS

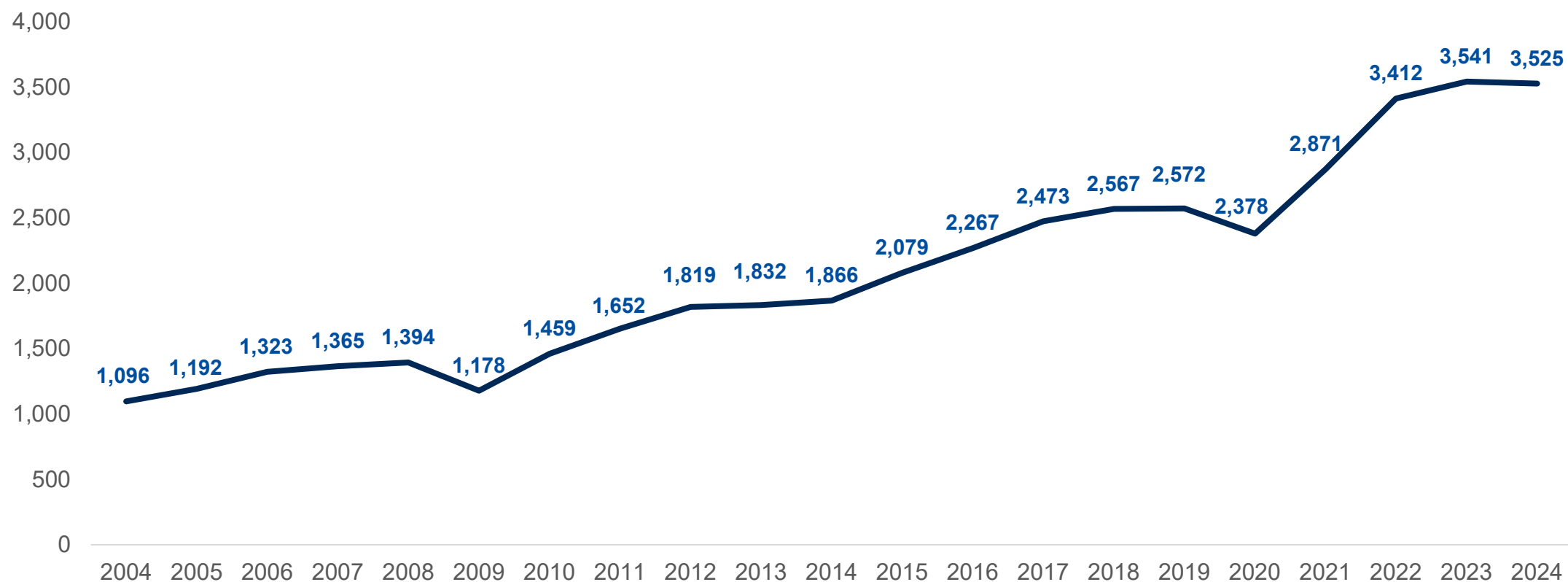
STRONG HISTORICAL GROWTH PAVES THE WAY TO ACHIEVING FINANCIAL TARGETS

Kein Zugriff



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



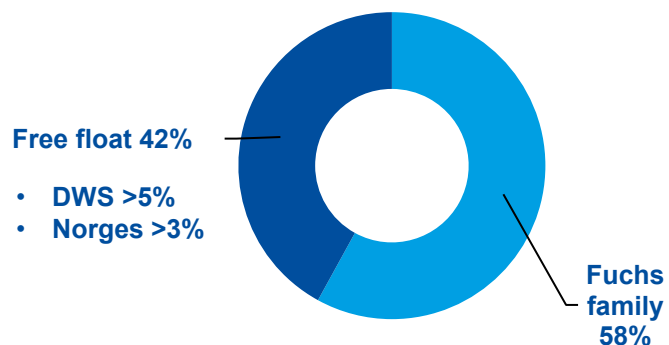
04 **Balanced Capital Allocation:** High cashflow generation and limited CAPEX requirements allowing for continuous dividend increases, realizing M&A opportunities and share-buybacks

BREAKDOWN ORDINARY & PREFERENCE SHARE

(MARCH 31, 2025)



Ordinary shares



Basis: 65,500,000 ordinary shares

Characteristics:

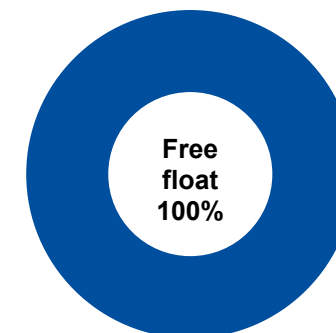
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

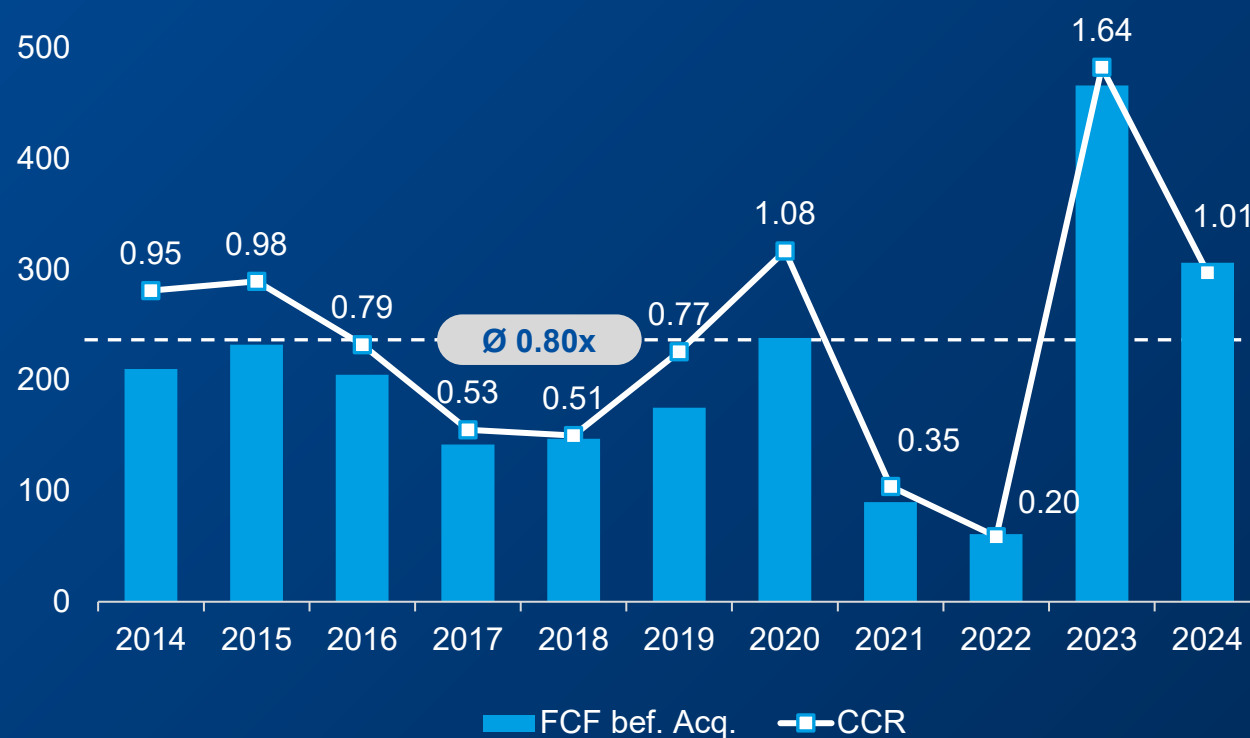
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

FCF CONVERSION¹ WITH STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD

(in € mn)



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

FCF LEVERS GOING FORWARD

Free Cash Flow

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

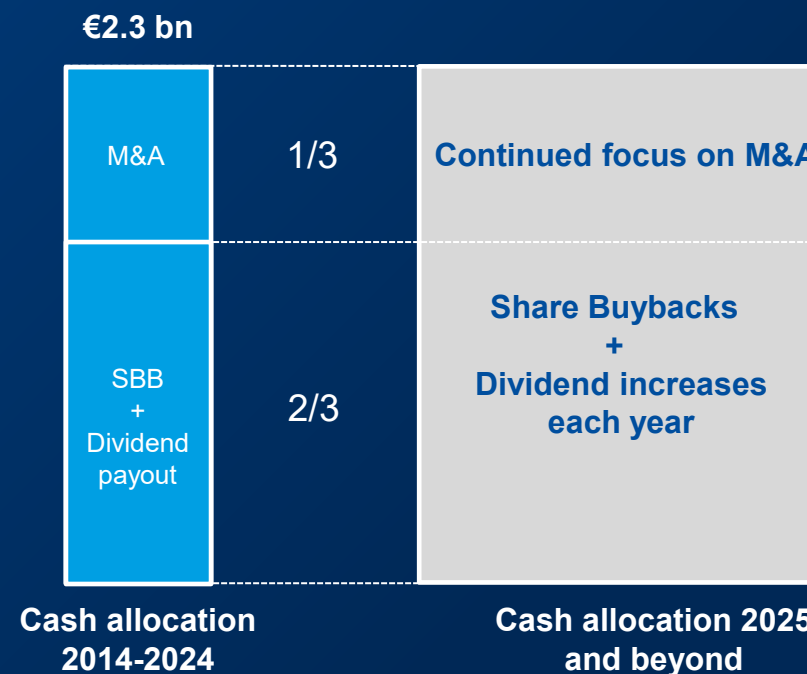
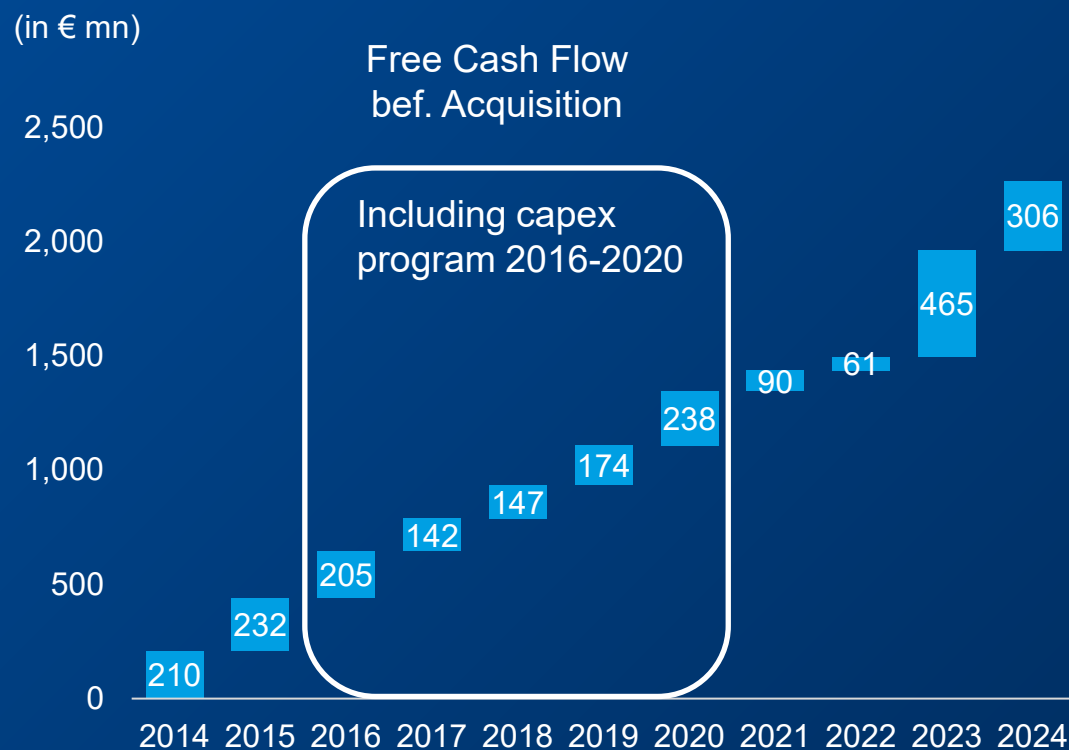
Working Capital

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

CAPEX

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

BALANCED CAPITAL ALLOCATION APPROACH



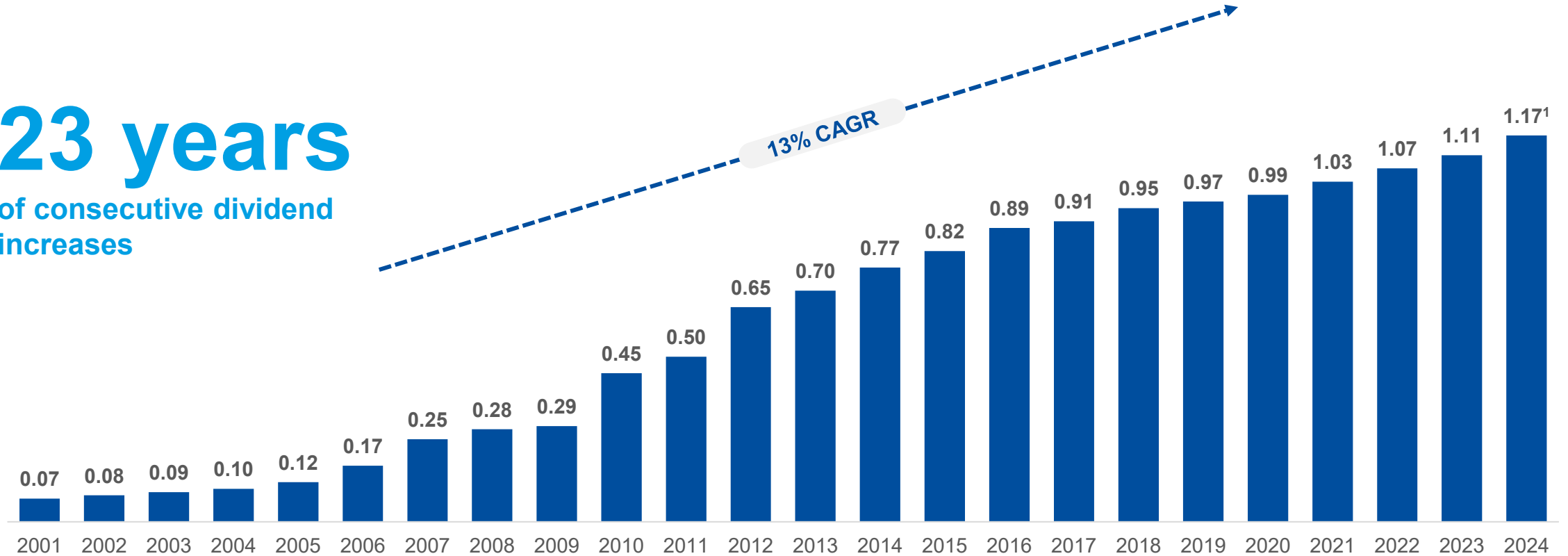
OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE



Kein Zugriff

23 years

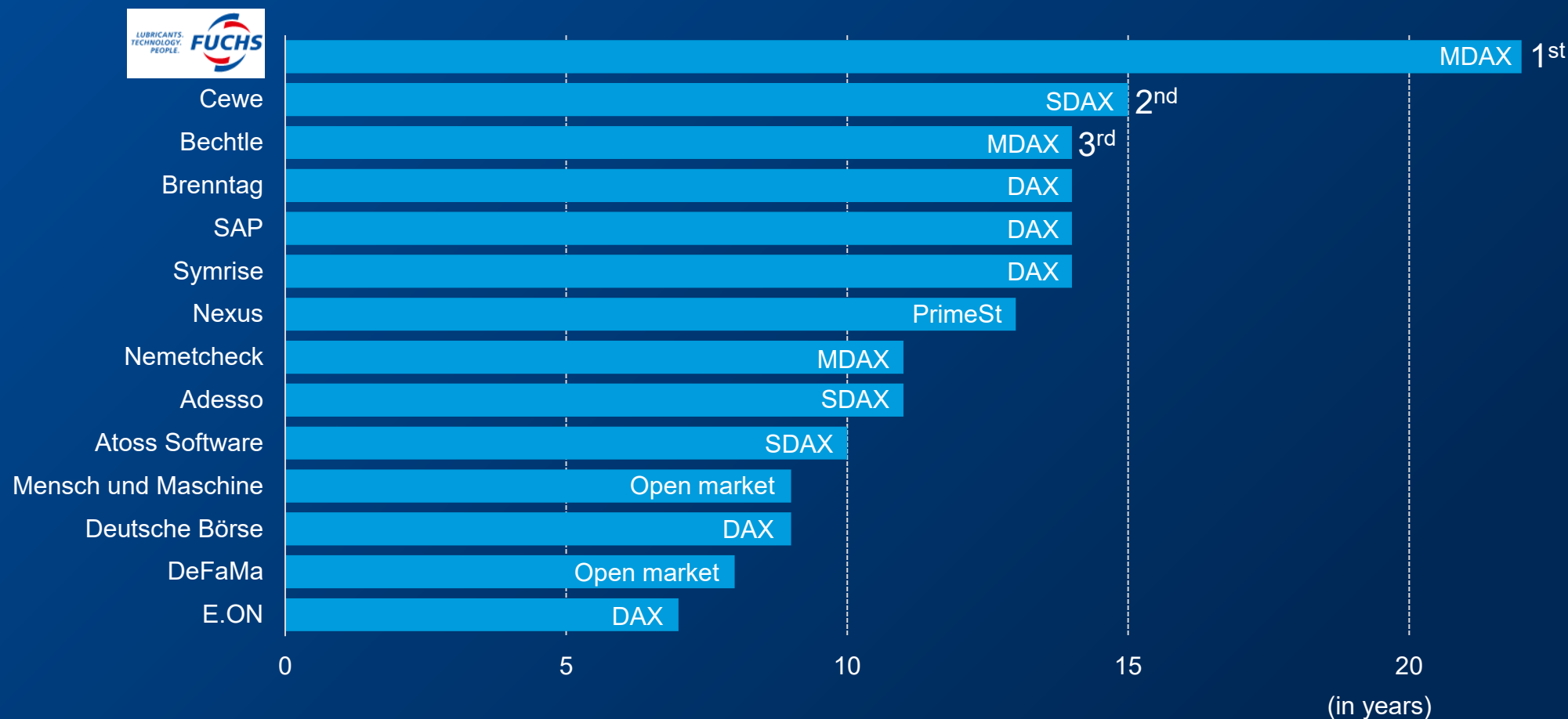
of consecutive dividend
increases



(Dividend paid per preference share in €)

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

Kein Zugriff



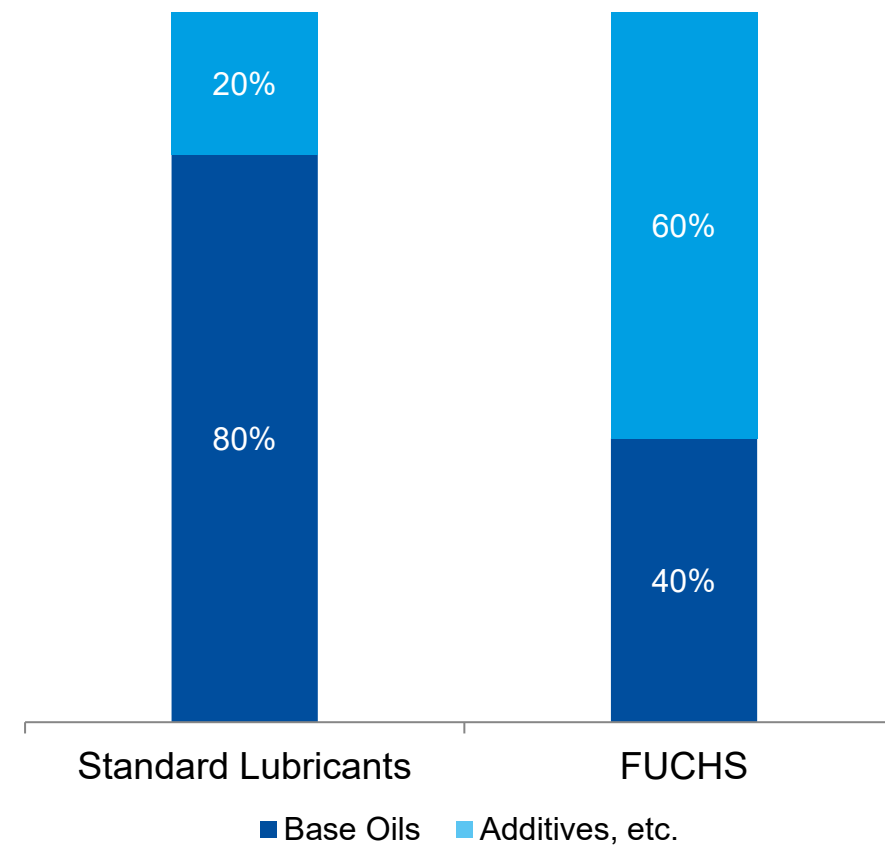
Note: (1) Based on 2025 Dividend figures.

06 Appendix



Base oil / additives value split

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

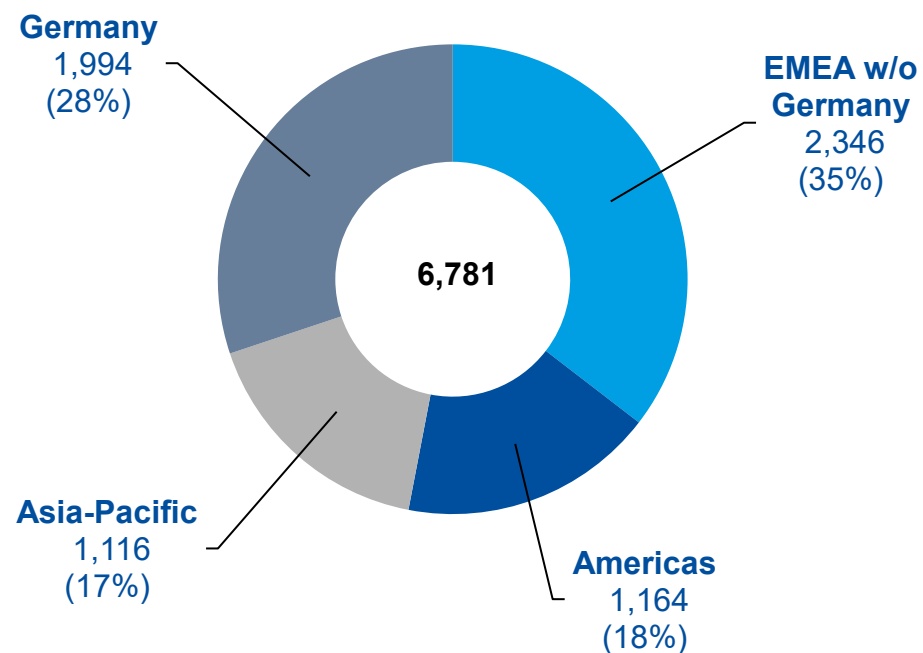


WORKFORCE STRUCTURE

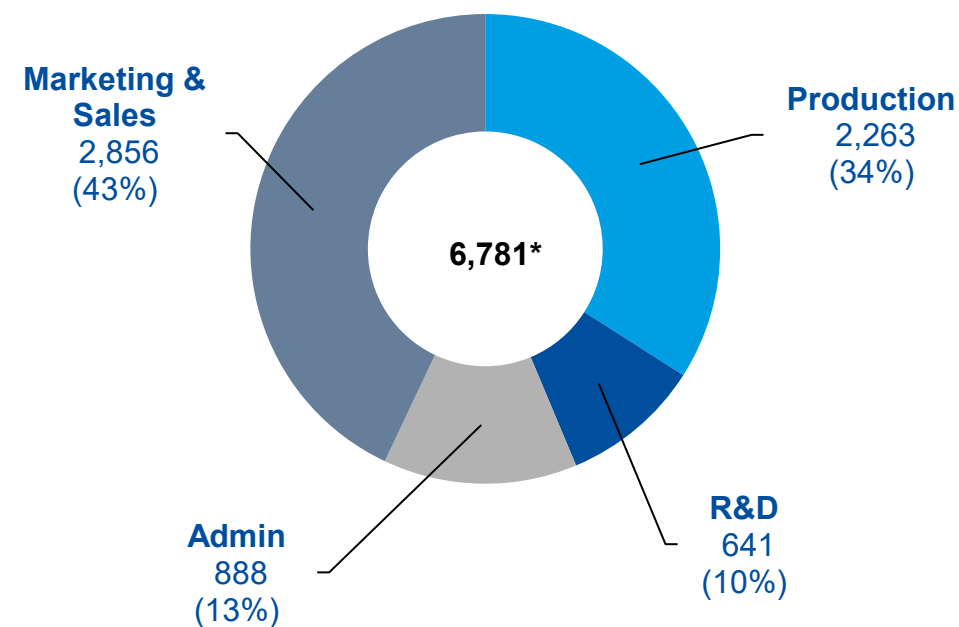
6,781 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2024)



Regional Workforce Structure



Functional Workforce Structure



*Excl. 133 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

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

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

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

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

KEY ENVIRONMENTAL DATA

FUCHS Group	Unit	2024	2023	2022
Energy				
Absolute energy consumption	MWh	274,210	278,041	287,575
Specific energy consumption	kWh/revenue in €	77.79	78.52	84.28
CO₂e emissions – Cradle-to-Grave				
Absolute CO ₂ e emissions	tons	2,336,201	2,358,168	2,043,968
- thereof Scope 1	tons	34,087	38,959	45,009
- thereof Scope 2 (market-based)	tons	9,405	17,642	23,239
- thereof Scope 3	tons	2,292,709	2,301,567	1,975,719
Specific CO ₂ e emissions	kg/revenue in €	66.28	66.60	59.91
- thereof Scope 1	kg/revenue in €	0.97	1.10	1.32
- thereof Scope 2	kg/revenue in €	0.27	0.50	0.68
- thereof Scope 3	kg/revenue in €	65.04	65.00	57.91
Water consumption				
Absolute water consumption	m ³	348,383	340,852	384,181
Specific water consumption	m ³ /revenue in €	98.83	96.26	112.60
Waste generation				
Absolute waste generation	tons	10,659	14,189	15,530
Specific waste generation	kg/revenue in €	3.02	4.01	4.55

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

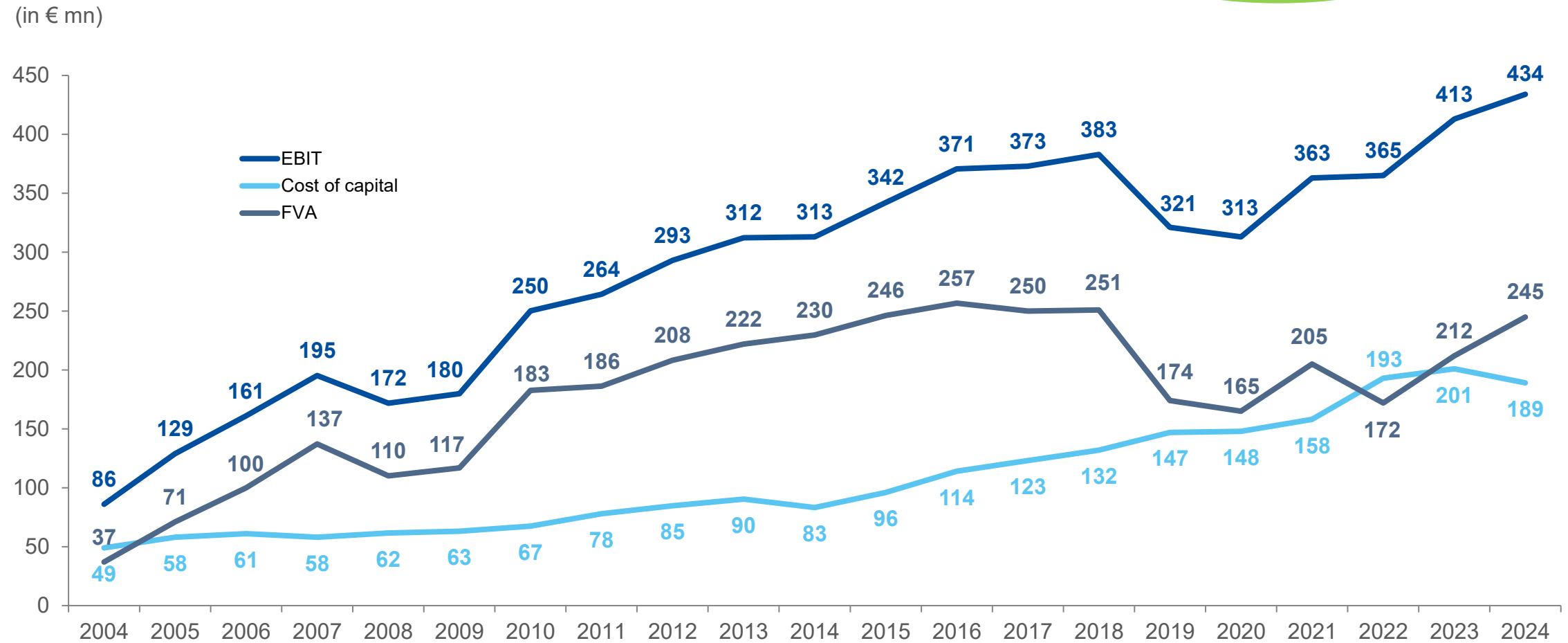


Absolute cradle-to-grave CO₂e emissions from FUCHS companies were reduced ~1% year-over-year.

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

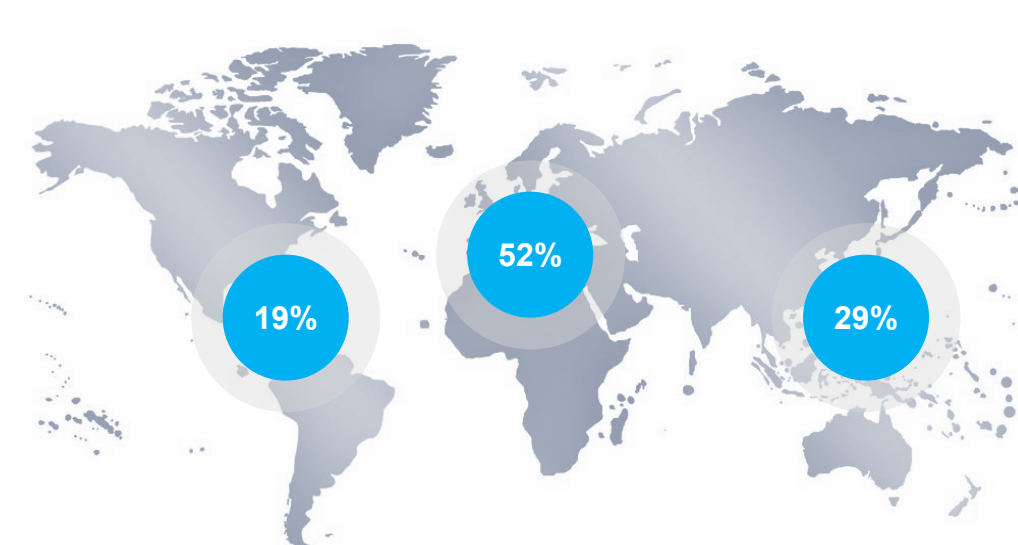


Cost of Capital = CE x WACC

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



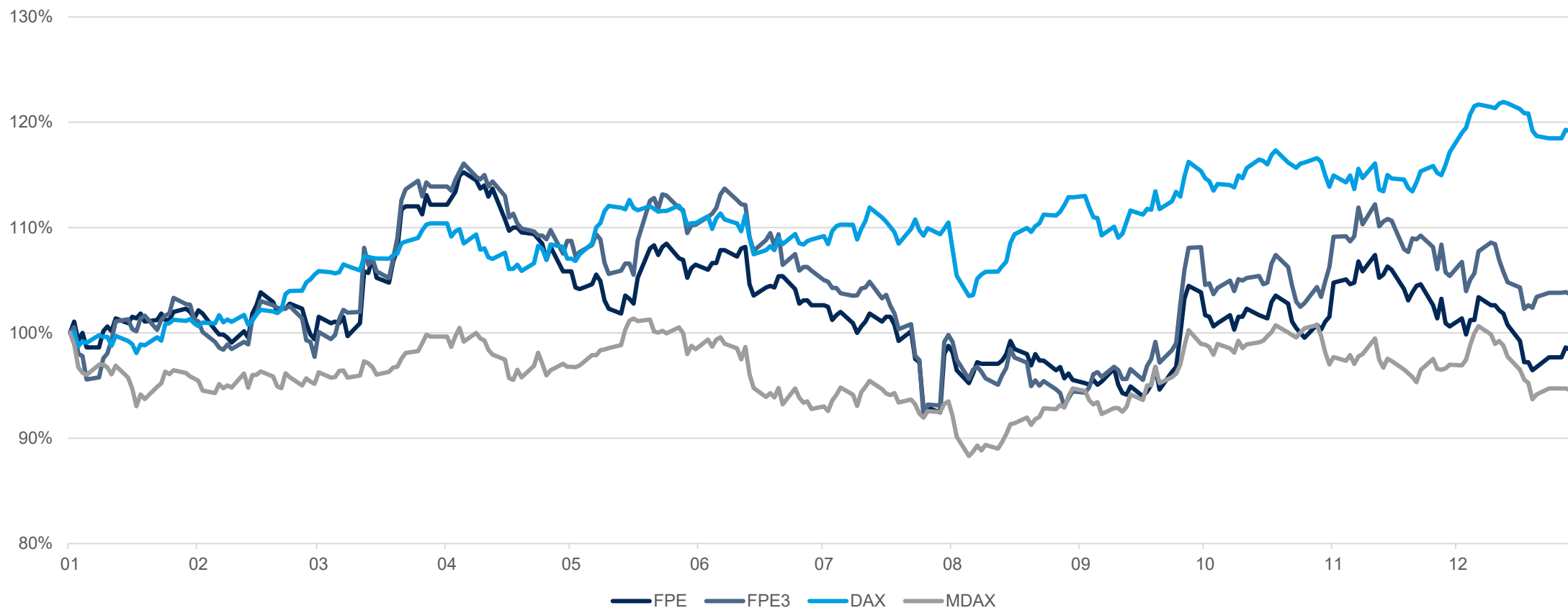
CASH FLOW FY 2024

€ 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
(JANUARY 1, 2024 – DECEMBER 31, 2024)



*Price trend including dividends.

QUARTERLY INCOME STATEMENT

€ mn	2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	936	886	876	843	877	887	902	859	924	880		
Gross Profit	289	285	288	283	296	311	315	293	317	309		
<i>Gross Profit margin (in %)</i>	<i>30.9</i>	<i>32.2</i>	<i>32.8</i>	<i>33.6</i>	<i>33.8</i>	<i>35.0</i>	<i>34.9</i>	<i>34.1</i>	<i>34.3</i>	<i>35.1</i>		
Other function costs	-188	-190	-178	-183	-191	-201	-201	-196	-211	-210		
EBIT before at Equity	101	95	110	100	105	110	114	97	106	99		
<i>EBIT margin before at Equity (in %)</i>	<i>10.8</i>	<i>10.7</i>	<i>12.6</i>	<i>11.9</i>	<i>12.0</i>	<i>12.4</i>	<i>12.6</i>	<i>11.3</i>	<i>11.5</i>	<i>11.3</i>		
At Equity	2	2	3	0	2	1	2	3	2	2		
EBIT	103	97	113	100	107	111	116	100	108	101		
<i>EBIT margin (in %)</i>	<i>11.0</i>	<i>11.0</i>	<i>12.9</i>	<i>11.9</i>	<i>12.2</i>	<i>12.5</i>	<i>12.9</i>	<i>11.6</i>	<i>11.7</i>	<i>11.5</i>		
EBITDA	126	121	135	129	131	134	141	125	134	126		
<i>EBITDA margin (in %)</i>	<i>13.5</i>	<i>13.7</i>	<i>15.4</i>	<i>15.3</i>	<i>14.9</i>	<i>15.1</i>	<i>15.6</i>	<i>14.6</i>	<i>14.5</i>	<i>14.3</i>		

QUARTERLY FIGURES BY REGION

2024	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	511	516	517	485	2,209	245	240	254	247	986	167	174	170	167	678
EBIT before at equity income	52	57	54	56	219	29	26	32	31	118	21	26	24	20	91
<i>in % of sales</i>	10.2	11.0	10.4	11.5	10.8	11.8	10.8	12.6	12.6	12.0	12.6	14.9	14.1	12.0	13.4
Income from at equity companies	2	1	2	3	8	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	54	58	56	59	227	29	26	32	31	118	21	26	24	20	91
<i>in % of sales</i>	10.6	11.2	10.8	12.1	11.1	11.8	10.8	12.6	12.6	12.0	12.6	14.9	14.1	12.0	13.4

2025	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	522	517				264	242				183	167			
EBIT before at equity income	50	55				33	31				21	14			
<i>in % of sales</i>	9.6	10.6				12.5	12.8				11.5	8.4			
Income from at equity companies	2	2				-	-				-	-			
Segment earnings (EBIT)	52	57				33	31				21	14			
<i>in % of sales</i>	10.0	11.0				12.5	12.8				11.5	8.4			

QUARTERLY SALES & EBIT BY REGIONS

Sales (€ mn)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	552	515	499	475	2,041	511	516	517	485	2,029	522	517			
Δ Y-o-Y in %	15	2	-5	-10	0	-7	0	4	2	1	2	1			
Asia-Pacific	252	239	247	241	979	245	240	254	247	986	264	242			
Δ Y-o-Y in %	6	10	-2	8	5	-3	0	3	2	1	8	2			
Americas	181	171	171	164	687	167	174	170	167	678	183	267			
Δ Y-o-Y in %	28	8	-6	-4	5	-8	2	-1	2	-1	10	-3			
Holding/Consolidation	-49	-39	-41	-37	-166	-46	-43	-39	-40	-168	-45	-46			
FUCHS Group	936	886	876	843	3,541	877	887	902	859	3,525	924	880			
Δ Y-o-Y in %	16	6	-3	-3	4	-6	1	3	2	0	5	-7			

EBIT (€ mn)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	50	49	56	58	213	54	57	56	56	219	52	55			
Δ Y-o-Y in %	14	23	46	23	25	8	16	0	-3	3	-4	-4			
Asia-Pacific	28	24	28	31	111	29	26	32	31	118	33	31			
Δ Y-o-Y in %	-1	-8	-15	24	-2	4	8	14	0	6	14	19			
Americas	19	20	23	17	79	21	26	24	20	91	21	14			
Δ Y-o-Y in %	12	11	-4	-6	3	11	30	4	18	15	0	-46			
Holding/Consolidation	6	4	6	-6	10	3	1	4	-10	-2	2	-1			
FUCHS Group	103	97	113	100	413	107	110	116	97	426	108	99			
Δ Y-o-Y in %	11	11	13	18	13	4	13	3	-3	3	1	-10			

QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

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

External Growth (in %)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	1	2	1	2	3			
Asia-Pacific	-	-	-	-	-	-	-	0	0	0	-	0			
Americas	-	-	-	-	-	-	-	1	1	0	1	2			
FUCHS Group	0	0	0	0	0	0	0	1	1	1	2	2			

FX Effects (in %)	2023					2024					2025				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-2	-3	-3	-2	-2	0	0	1	0	0	1	0			
Asia-Pacific	-3	-9	-13	-7	-8	-6	-5	0	1	-1	1	-6			
Americas	3	-5	-10	-19	-8	-6	-4	-3	7	-1	1	-7			
FUCHS Group	-1	-5	-7	-7	-5	-3	-9	0	2	-1	1	-3			

SUPERVISORY BOARD OF FUCHS SE



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- 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

LTI $\triangleq$ 55% of total variable compensation

Supervisory Board

$\geq 20\%$

of fixed compensation

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

DOWNLOAD: KEY DOCUMENTS FOR OUR SHAREHOLDERS



Our added value

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

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FINANCIAL CALENDAR & CONTACT

Financial Calendar 2025

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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