

FUCHS GROUP

Investor Presentation

September 2026



AGENDA

01 FUCHS IN A NUTSHELL

02 FUCHS100

03 FOCUS AREAS FOR GROWTH

04 DIGITALIZATION AT FUCHS

05 CUSTOMER CENTRICITY AT FUCHS

06 REVIEW FUCHS 2025

07 FINANCIAL RESULTS H1 2026

08 SUSTAINABILITY AT FUCHS

09 FUCHS – A PROFITABLE GROWTH STORY

10 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

WHERE DO LUBRICANTS CONTRIBUTE TO DAILY LIVE?
ALMOST EVERYWHERE...

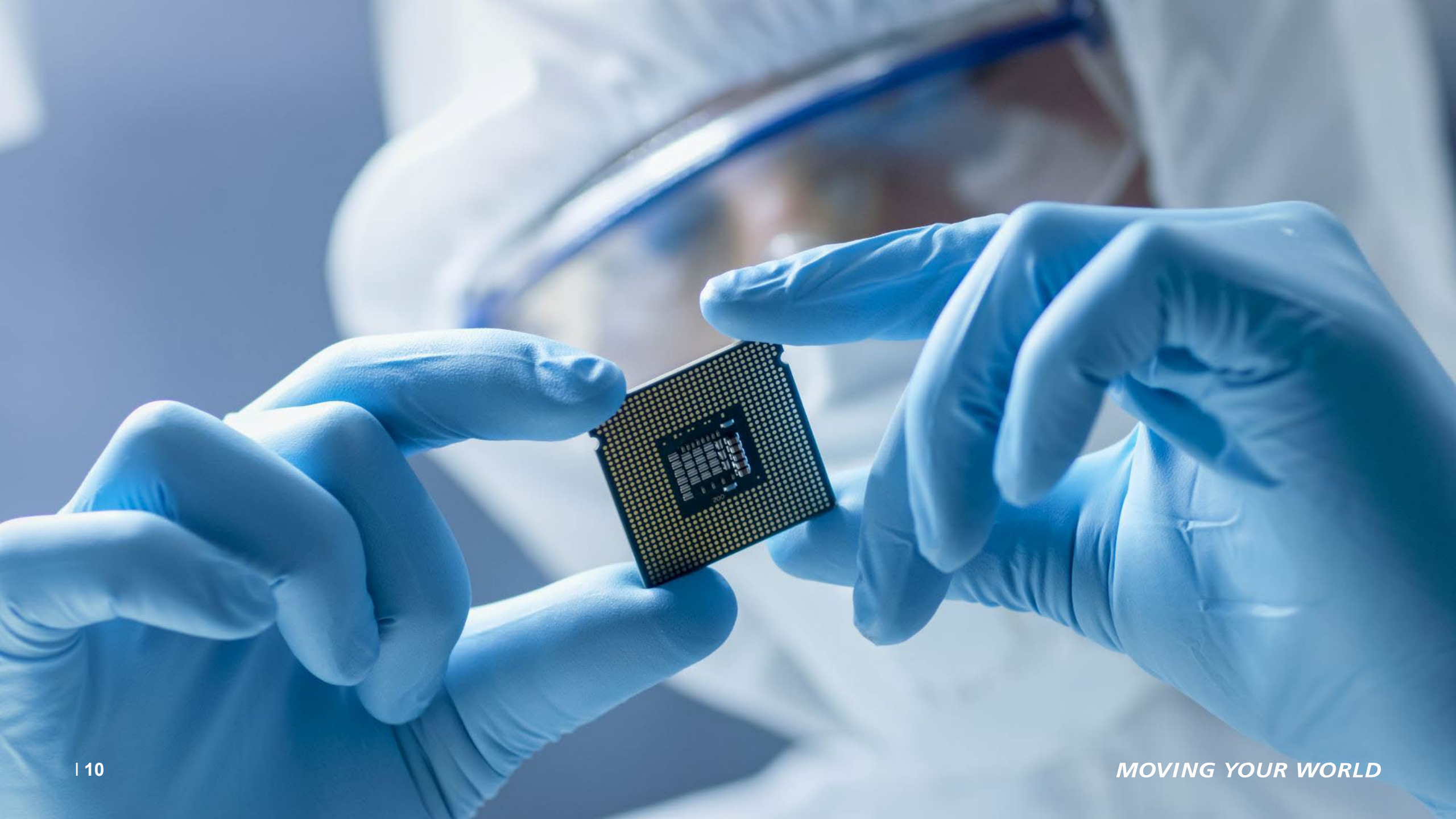






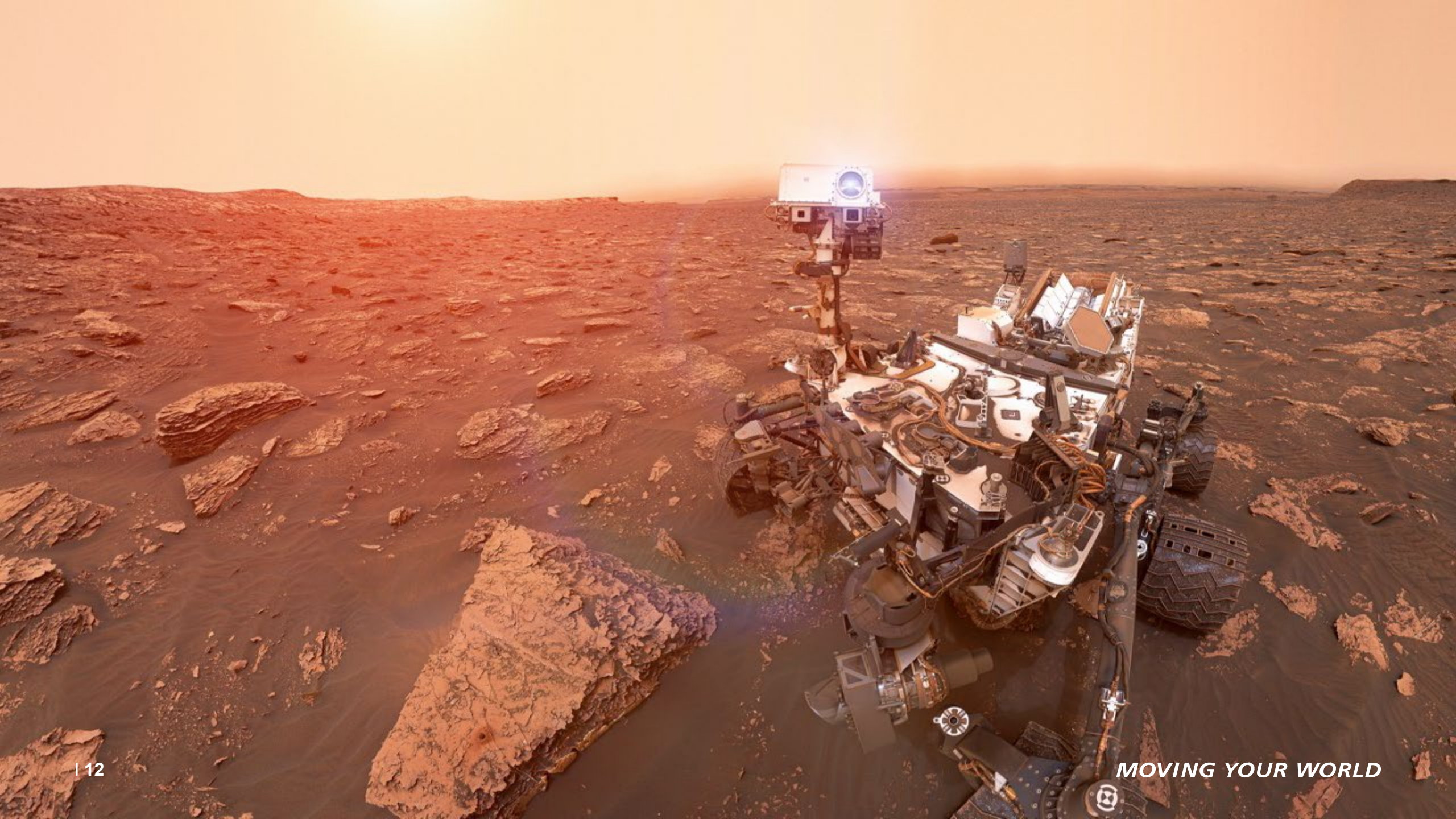








MOVING YOUR WORLD



01 FUCHS IN A NUTSHELL



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
59% of
ordinary shares

€3.6 bn
sales in 2025

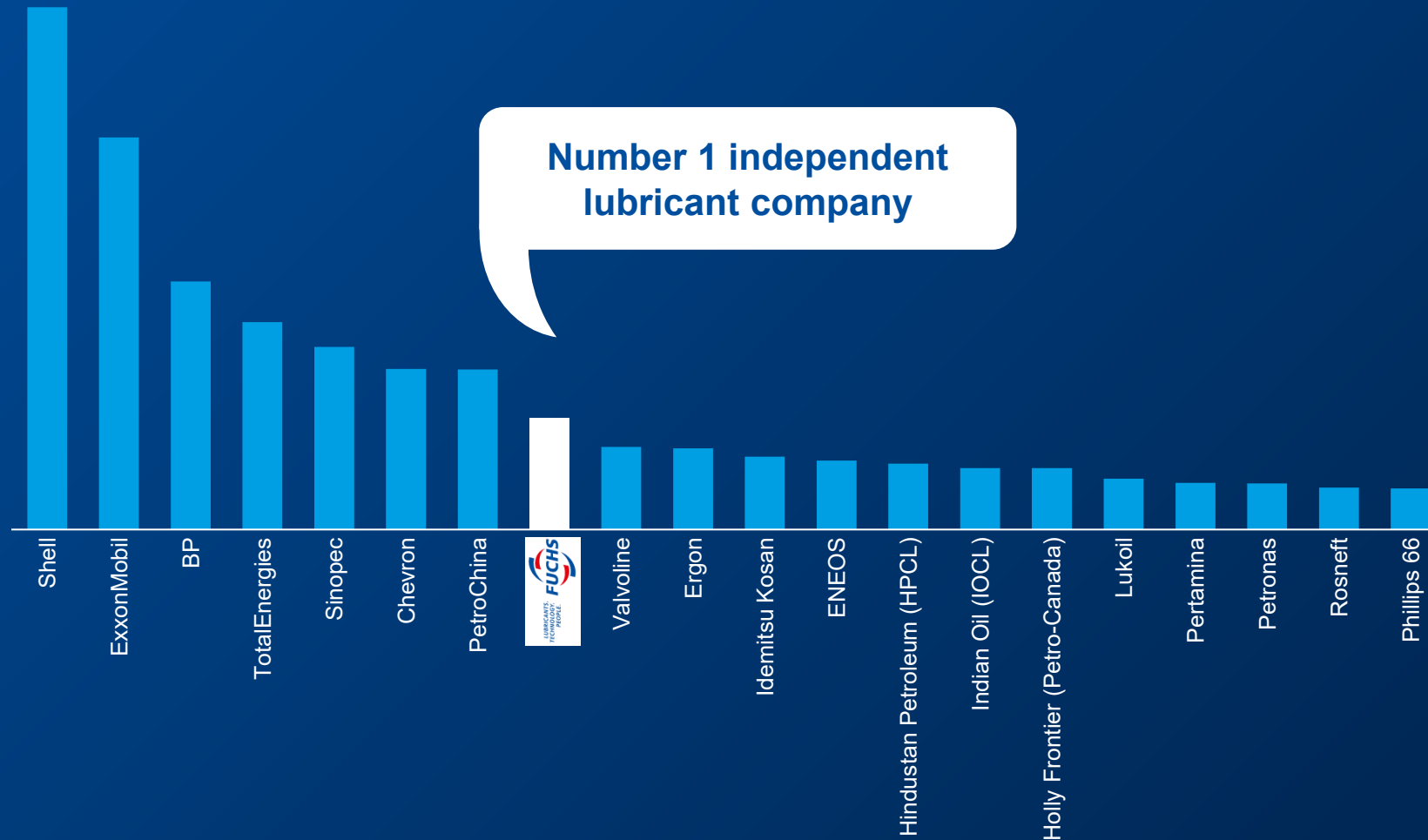
Around **6,800**
employees

Preference share is listed in
the MDAX

67 companies worldwide

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

THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

Independent lubricant manufacturers¹ >700

Major oil companies >100



- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700 manufacturers

Top 10 manufacturers



¹ > 1000 tons

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

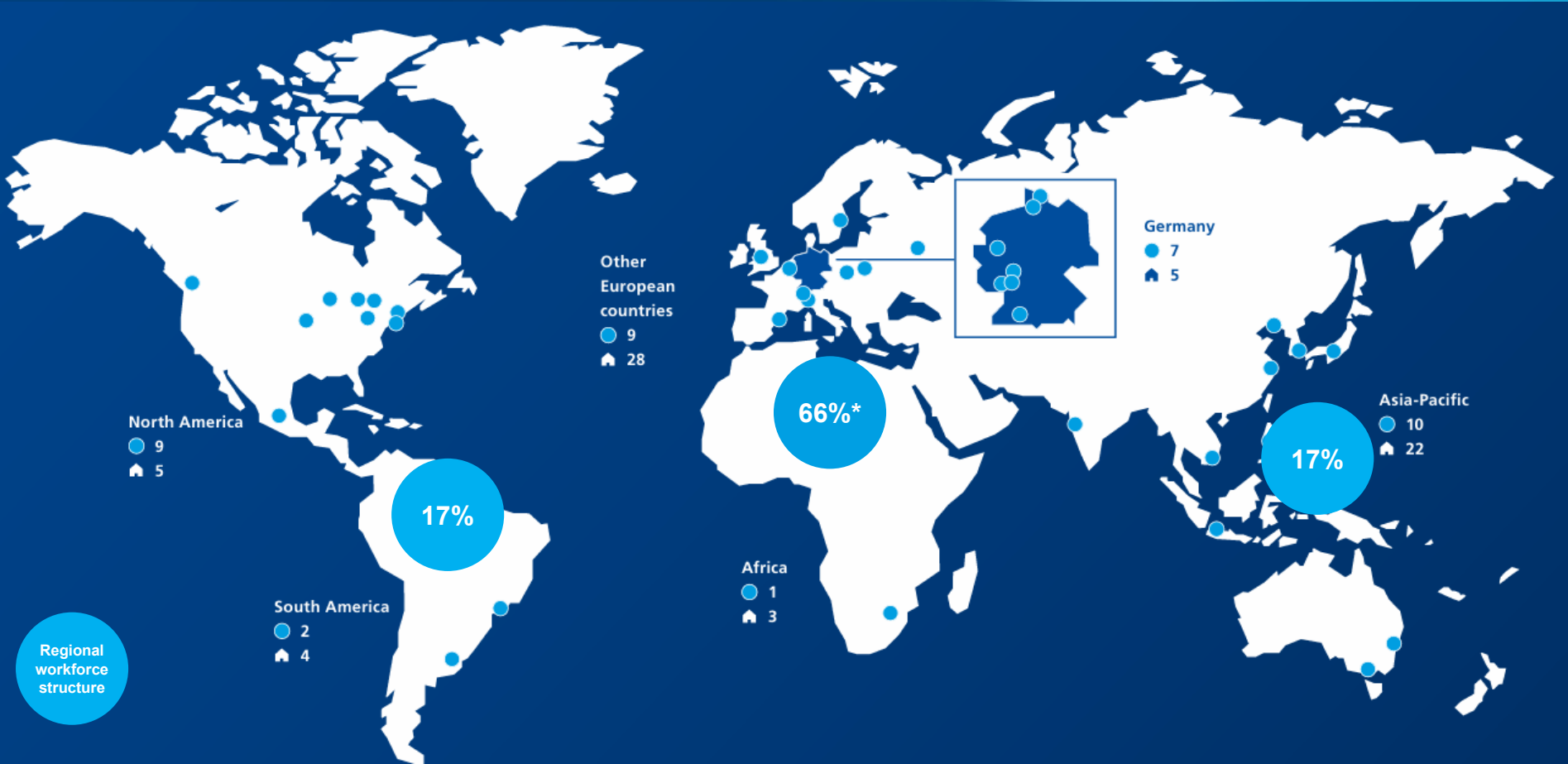


Global presence, R&D strength,
know-how transfer, speed

Advantage over
major oil companies

Advantage over other
independent companies

WE ARE WHERE OUR CUSTOMERS ARE IN MORE THAN 60 COUNTRIES



GROUP COMPANY AND PRODUCTION LOCATIONS

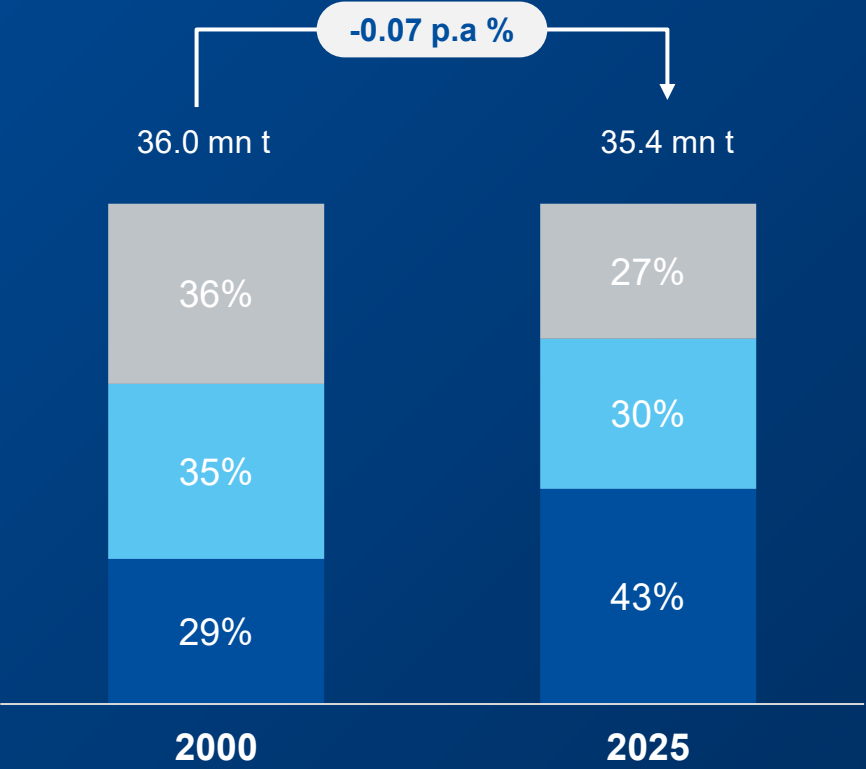
- 38 Production locations
- 🏠 67 Operating companies

As of December 31, 2025

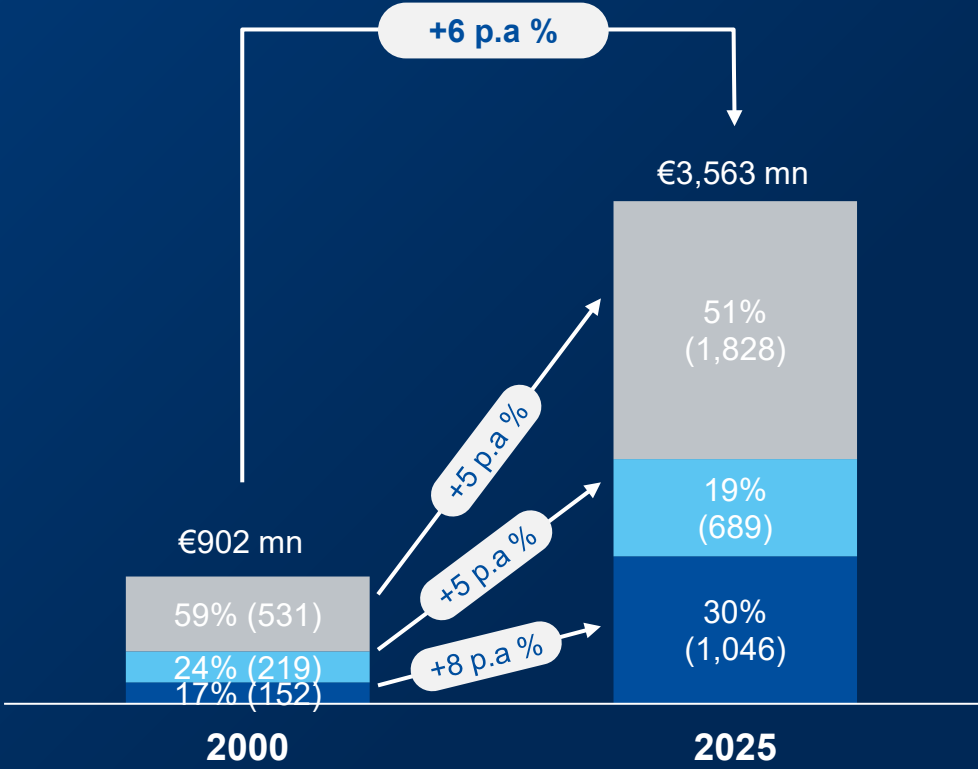
*incl. Holding

HIGHTECH LUBRICANTS ON THE RISE

Market Demand



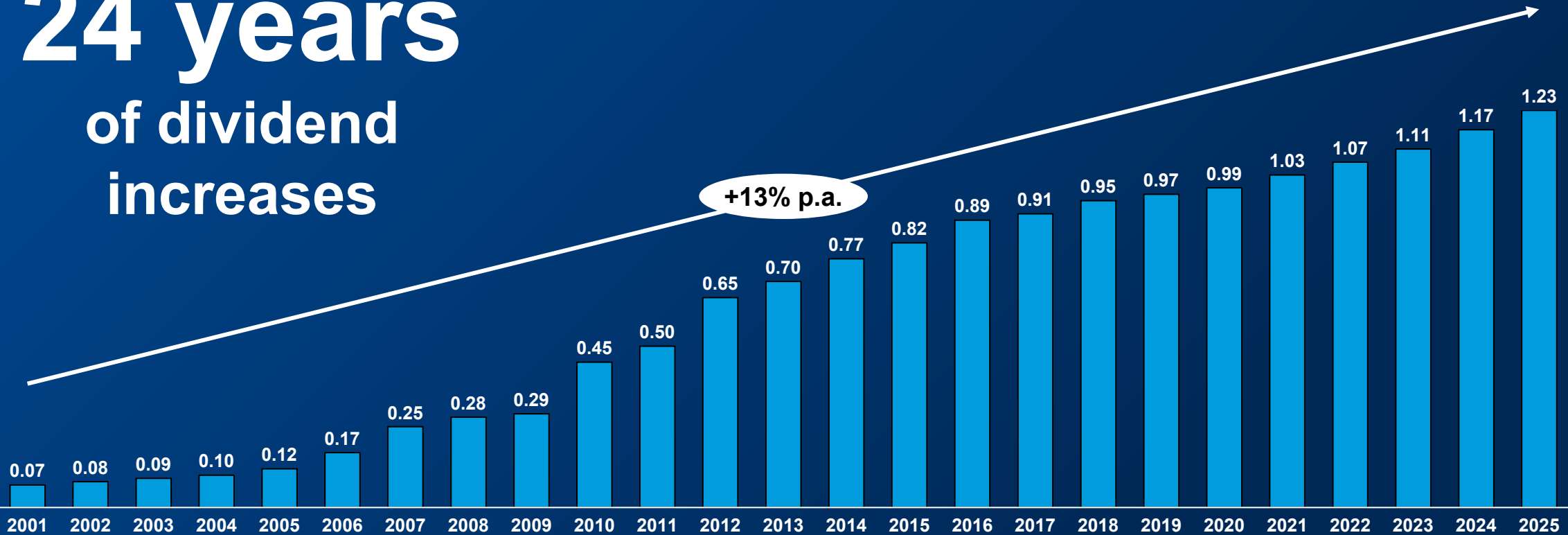
FUCHS Sales (by customer location)



APAC Americas EMEA

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

24 years
of dividend
increases



+13% p.a.

Dividend paid per preference share in €

02 FUCHS100



FUCHS100 builds on FUCHS2025

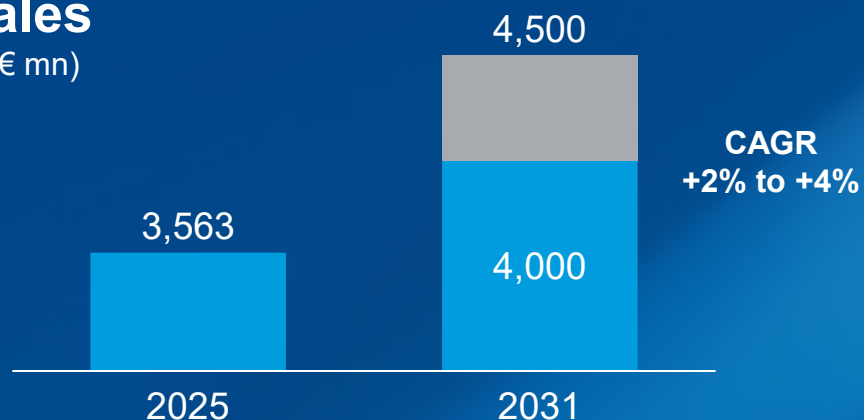
Achievements FUCHS2025

- Customer & market focus
- Shared and multiplied best practices & new business
- Strengthened market presence
- Positive cultural development

FINANCIAL TARGETS FOR 2031*

Sales

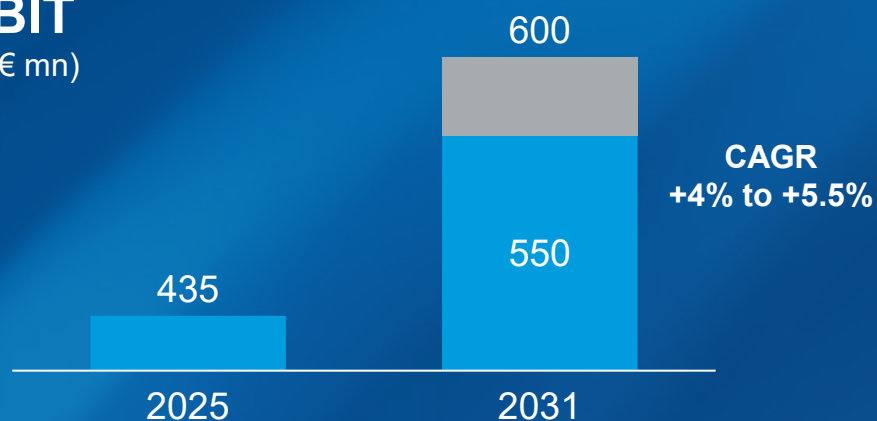
(in € mn)



Margin growth towards
15% long-term potential

EBIT

(in € mn)



EBIT margin

(in %)



*Assumptions: FX rates from August 2025; stable price and raw material cost development

MOVING YOUR WORLD

CASH GENERATION AND ALLOCATION GUARDRAILS

Cash conversion rate average

at least **0.8x**

net income

Increase dividend



each year

Value adding M&A



~1/3 of FCF

limited by availability of targets

Continued focus on:

- cash generation,
- external growth and
- shareholder returns

DRIVERS TOWARDS FINANCIAL TARGETS

Sales

- Realize growth opportunities in focus areas
- Leverage superior application and R&D know-how
- Deliver value add through customer centric approach

EBIT / Cashflow

- Pricing and purchasing excellence
- Operating leverage of existing CAPEX and OPEX
- Focus on efficiency (e.g. operational excellence, T2G)
- NWC optimization: goal 20% of sales



MEGATRENDS

Shape the world and accelerate innovation

- **Regionalization**
Restrictions and tariffs fuel shift towards regionalized and reshored supply chains
- **Mobility transformation**
New mobility rises in advanced markets
ICE growth in particular regions
- **AI**
Process optimization via predictive modeling, AI, and connected systems
- **Sustainability**
Shift towards renewable energy, net zero goals, and decarbonization

Our solutions enable innovation across every megatrend and customer application, helping the world to achieve more with less.

LUBRICANT MARKET

Structural changes open up opportunities

Demand side diversifies

- **Commoditization** continues in high-volume
- **Specialization** accelerates

Supply side struggles with complexity

- **Large players** simplify their portfolio and exit markets
- **Smaller players** lack resources and global reach



FUCHS uniquely positioned:

We can handle complexity.

We can scale both core and specialty business.

WHAT SETS US APART



**Full range of
lubrication
solutions**



**Passionate about
customer-specific
solutions**



**Independent
and financially
stable**



**Application and
process know-how
for added value**



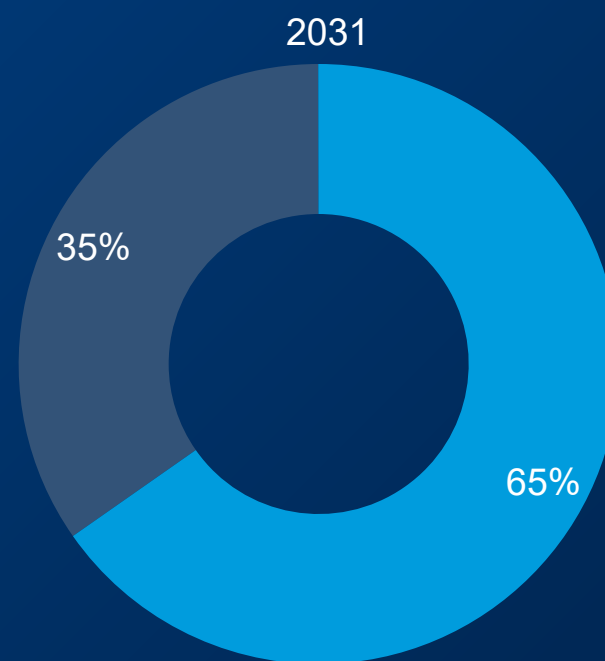
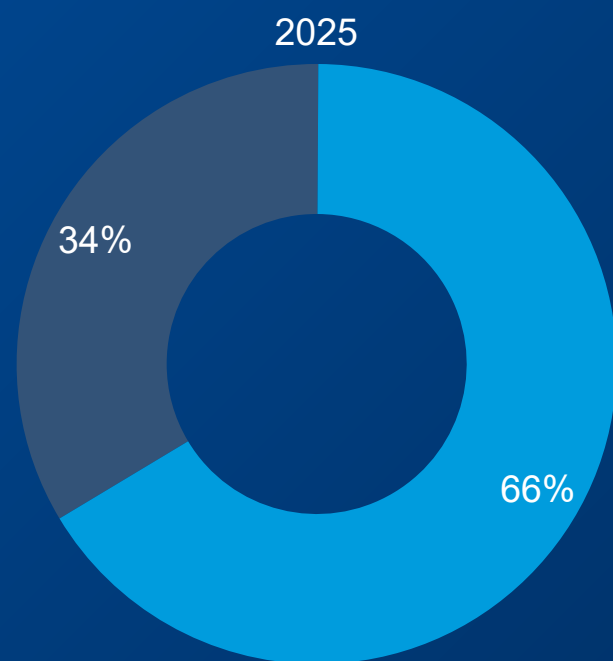
**Best-in-class
R&D**



**Close to the
customer with
the best team
in the industry**

MARKET DEVELOPMENT UNTIL 2031

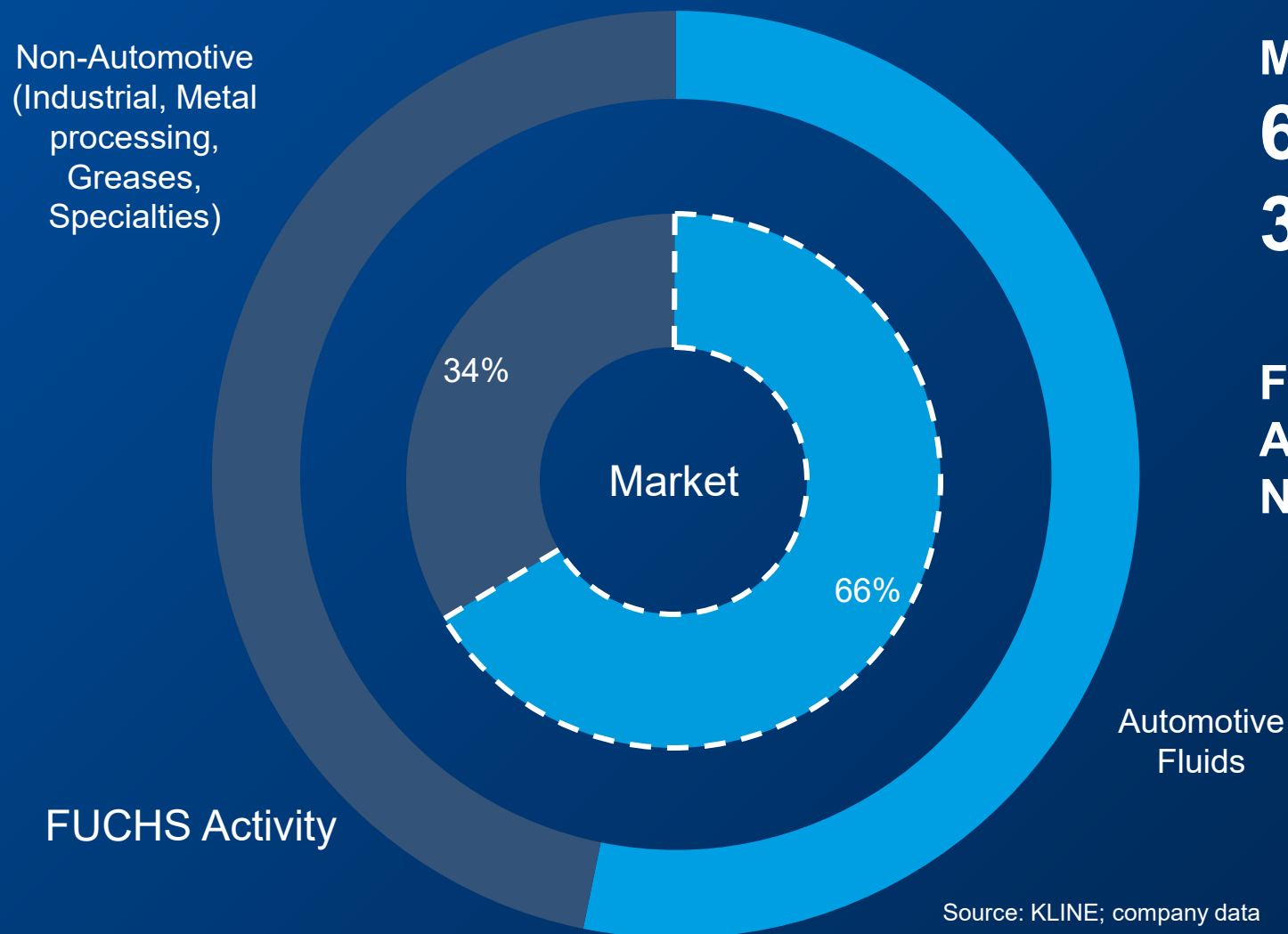
**2025 - 2031:
0.8% CAGR market growth
(by volumes)**



■ Non-Automotive ■ Automotive

Source: KLINE; company data

MARKET STRUCTURE 2025



Market (by volume):

66% Automotive Fluids

34% Non-Automotive

FUCHS:

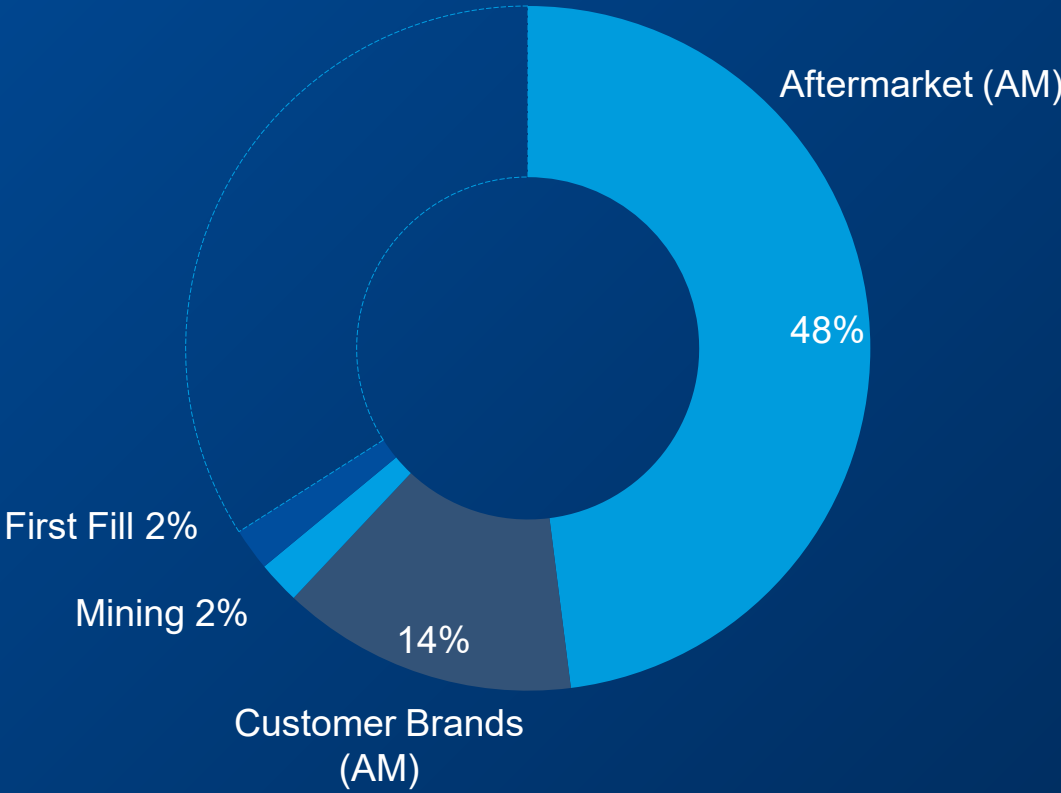
Automotive share (~2%) < Market

Non-Automotive share (>4%) > Market

Source: KLINE; company data

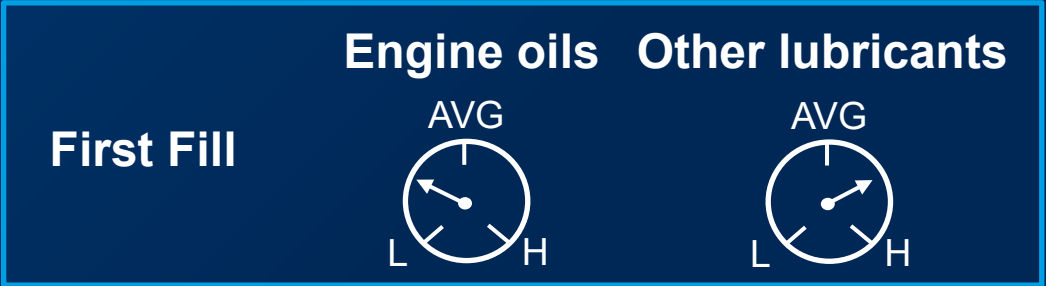
AUTOMOTIVE FLUIDS DOMINATED BY AFTERMARKET (AM)

Market structure Automotive Fluids



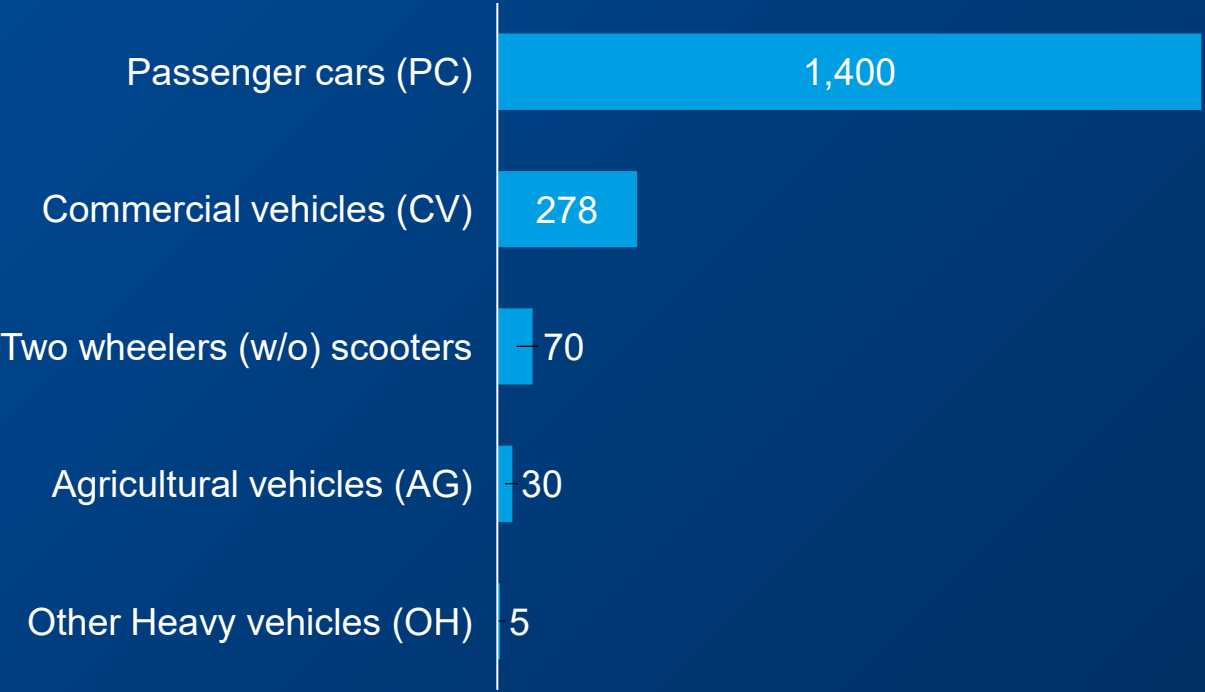
Source: KLINE; company data

FUCHS exposure



AFTERMARKET DRIVEN BY NON-PASSENGER CARS

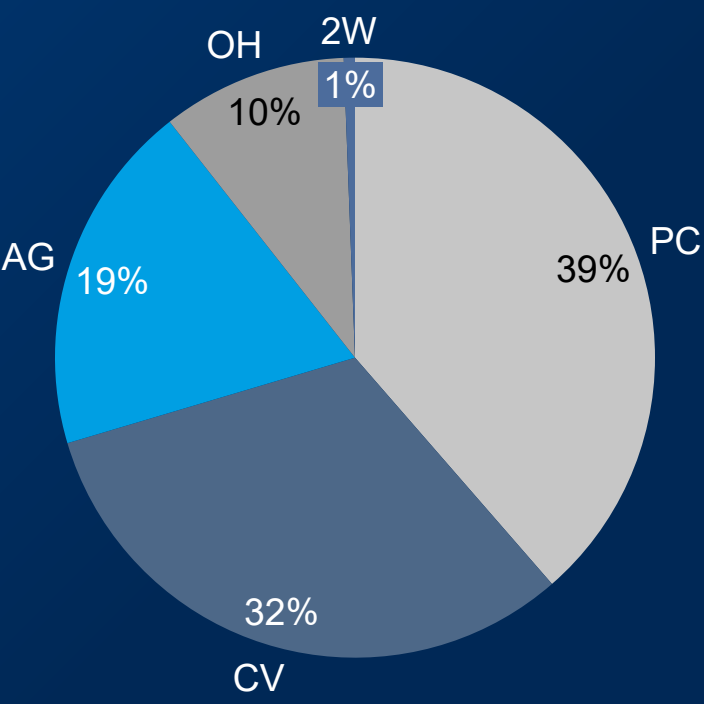
Number of vehicles (in million)



Avg. lub consumption p.a.

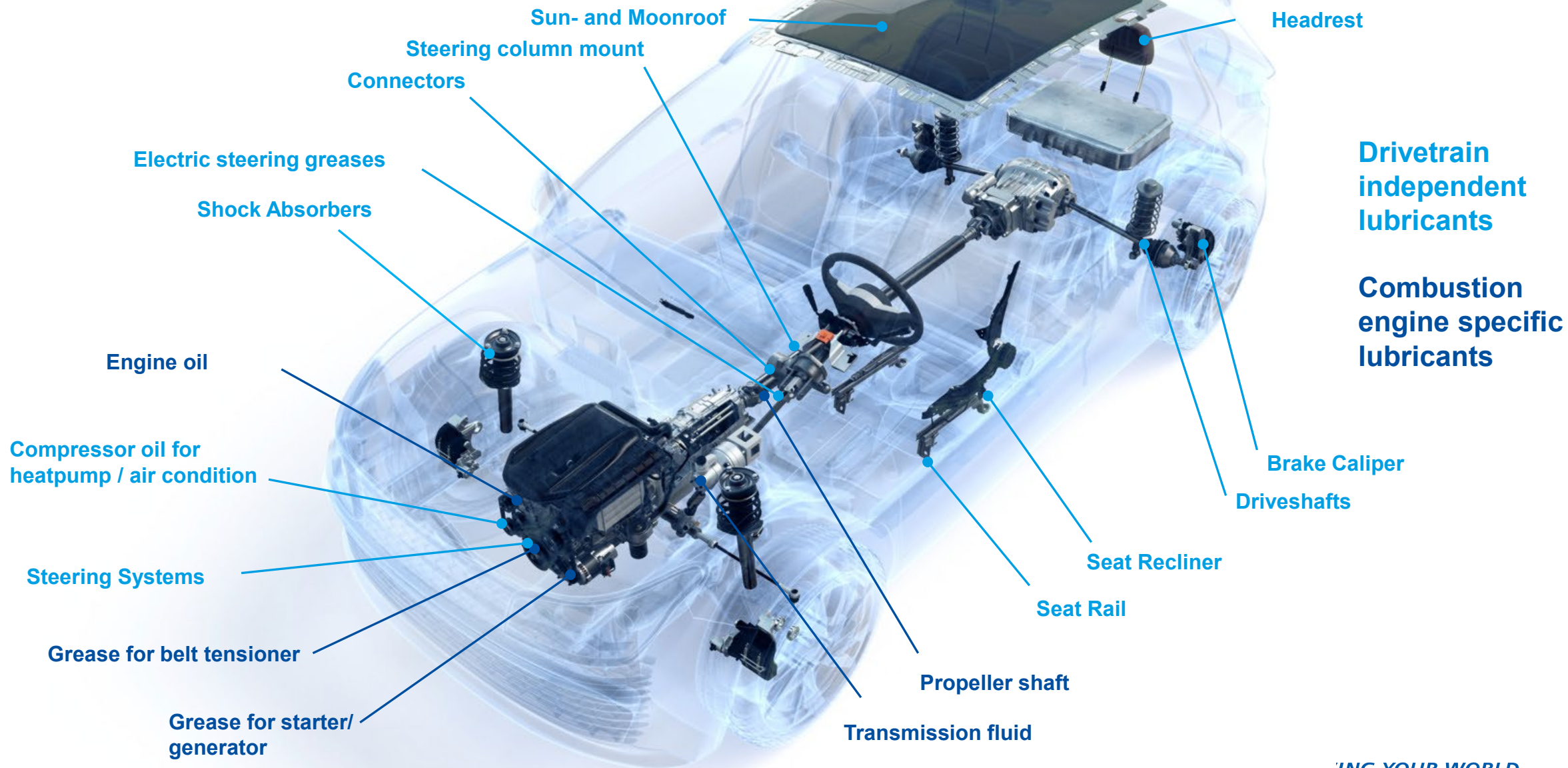


Share of lub consumption per vehicle type

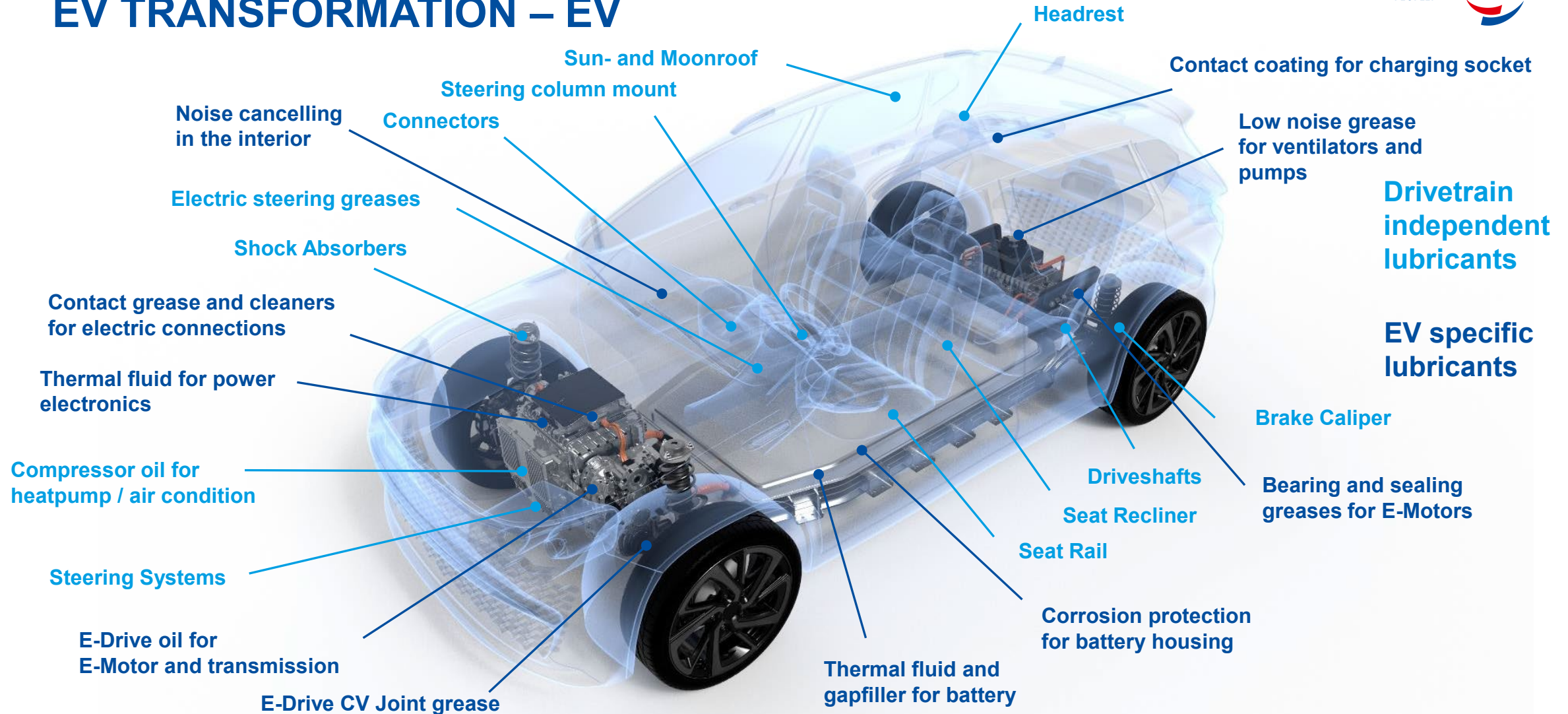


Source: Company data

EV TRANSFORMATION – ICE



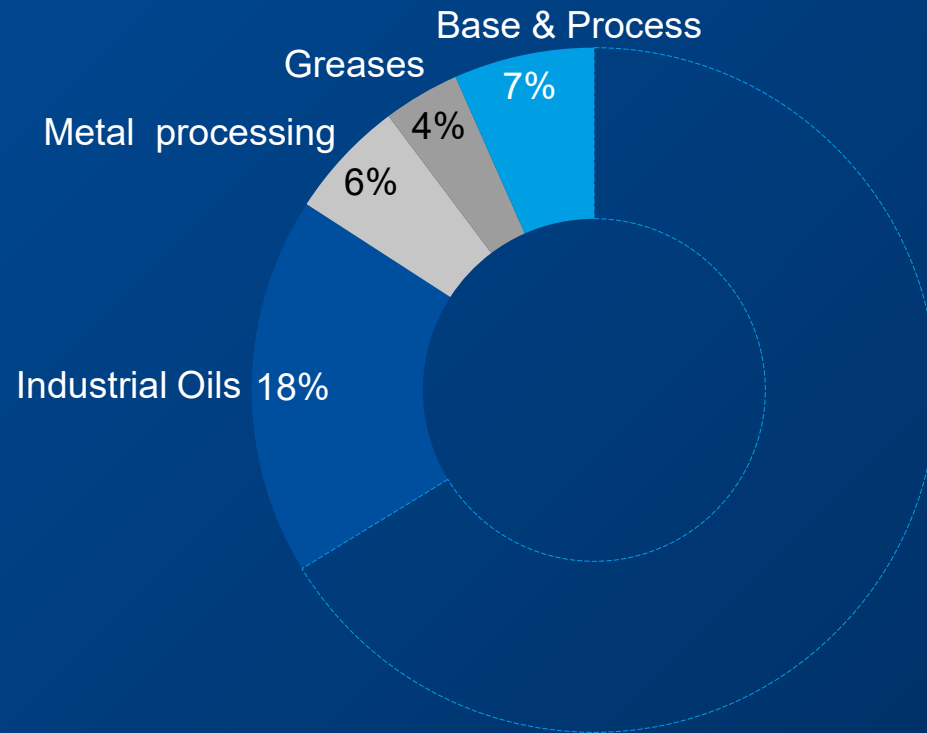
EV TRANSFORMATION – EV



Expect net neutral to positive effect from ICE to EV transition – focus on high margin products

NON-AUTOMOTIVE WITH EXCITING GROWTH DRIVERS

Market structure Industrial



Growth drivers

- Energy generation
- Production automation
- Robotics
- Food, Semiconductors, Medtech, Railways

FUCHS position

- Leading position in greases
- Broad and leading edge specialty lubricant portfolio

Source: KLINE; company data

FUCHS POSITIONING – INDUSTRIALS

General Industrials



Metal Working Fluids



Rotary Motion



Greases



FUCHS POSITIONING – SPECIAL APPLICATION SOLUTIONS

Food & Packaging



Medtech



Semiconductor



Railway





GROWTH

Six Focus Areas

- Drive **the majority** of our **overall growth**
- Concentrate here but keep commitment to being full-line supplier
- Keep a sharp focus on efficiency to make growth ambitious and profitable

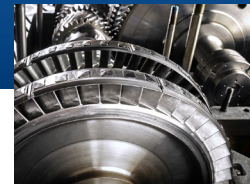
EXPAND AND SPECIALIZE



Customer Brands



**Automotive
Aftermarket**



Rotary Motion



**Performance
Greases**



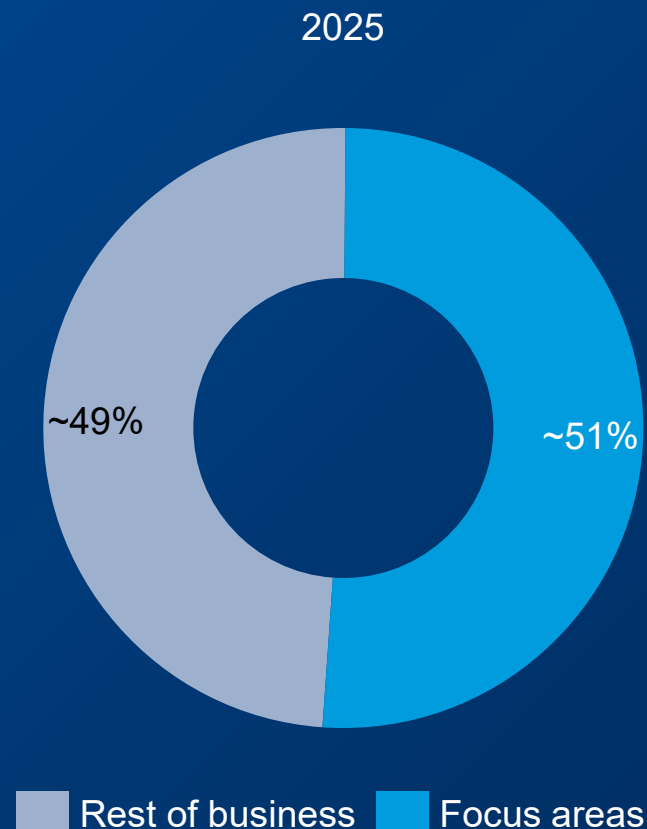
New Mobility



**Special Application
Solutions**

FOCUS AREAS ARE GROWTH DRIVERS

Sales share
(in %)



~ **5%** CAGR

target sales growth for
focus areas

~ **66%**

of growth coming from focus areas

CONTINUED FOCUS ON M&A GROWTH



Strategic M&A Guardrails

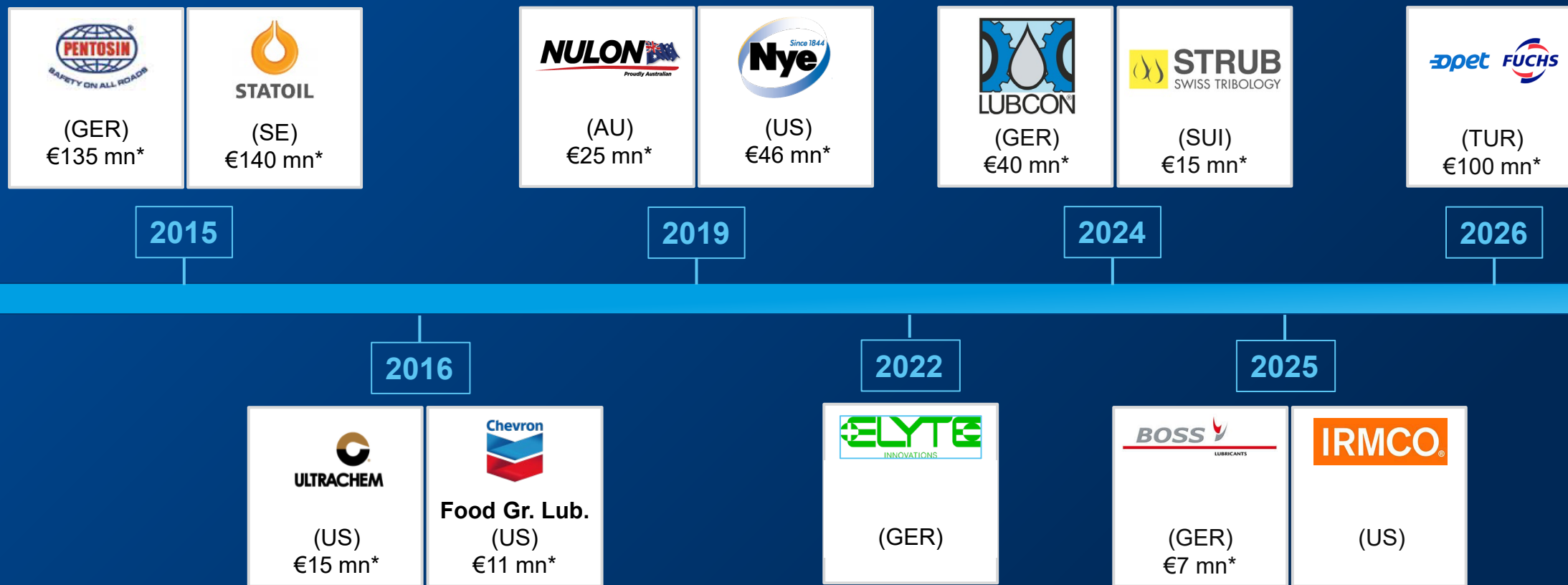
- Strengthening our footprint
- Fundamentally buying customer lists, specifications, approvals and knowhow
- Focus on bolt-on acquisitions to boost organic growth in regions and/or technologies



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

GROWTH: TARGETED M&A



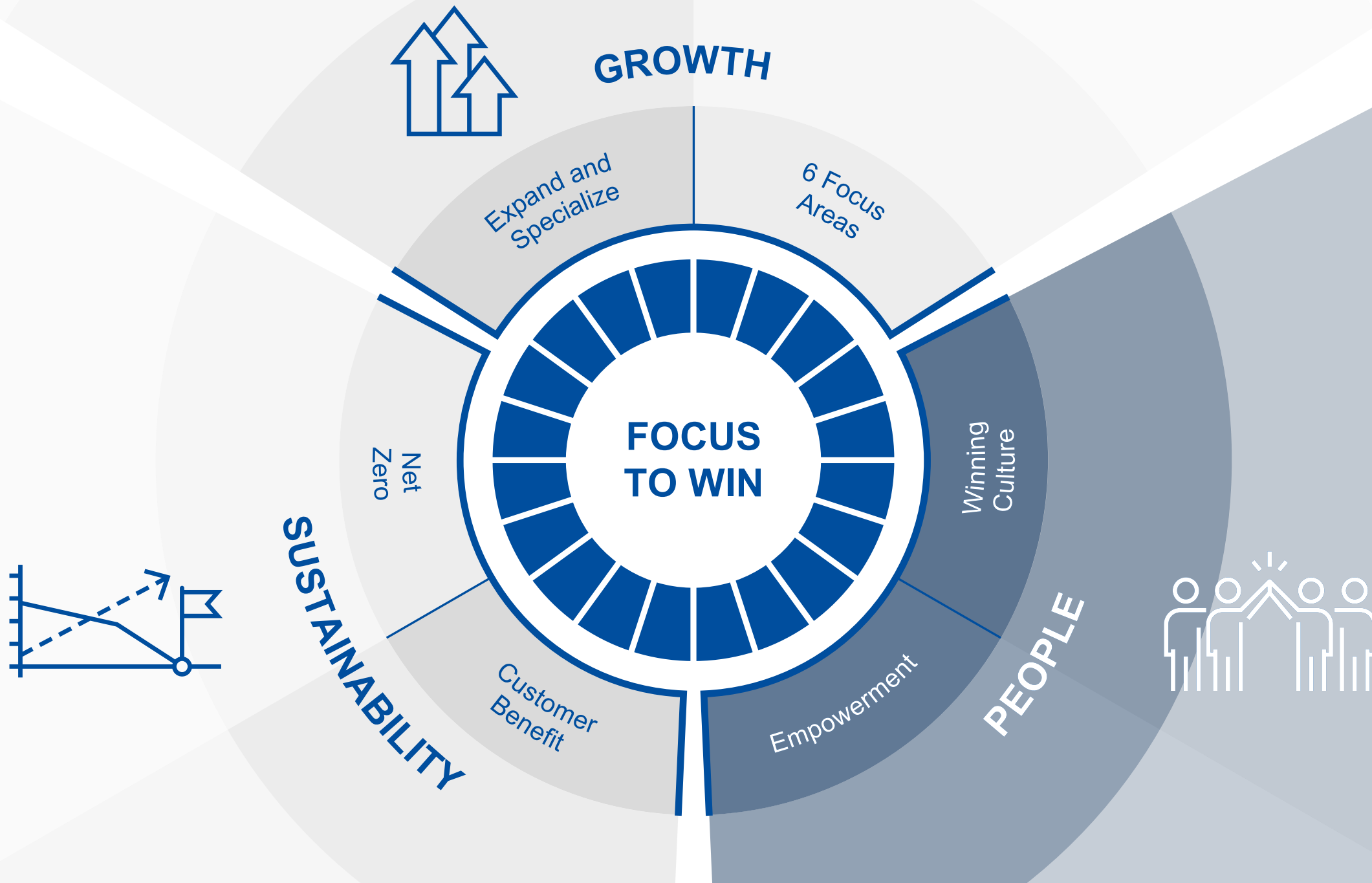
* Annual sales run rate at time of acquisition

FUCHS ACQUIRES OPET

TAKEOVER OF joint venture STRENGTHENS PRESENCE in Turkey



- The OPET FUCHS joint venture was originally founded in 2005 and owned in equal parts
- Turkey is a strategically important market for FUCHS, especially for specialty business and automotive aftermarket
- Sales revenues of around €100 mn with 250 employees; headquartered in Istanbul



We already have a strong culture



87%

of our employees

...are proud to work at FUCHS

...feel empowered to make the decisions needed to do their job well

*according to a 2025 employee survey

Now, we reinforce this family-oriented spirit
with a **focused ambition** to achieve results:



This is how we shape a winning culture

Hierarchy-Free
Communication

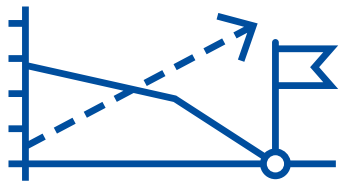
Open
Feedback
Culture

Growth
Mindset

Cross-Country
and Cross-
Functional
Collaboration

Performance-
Driven
Organization





SUSTAINABILITY

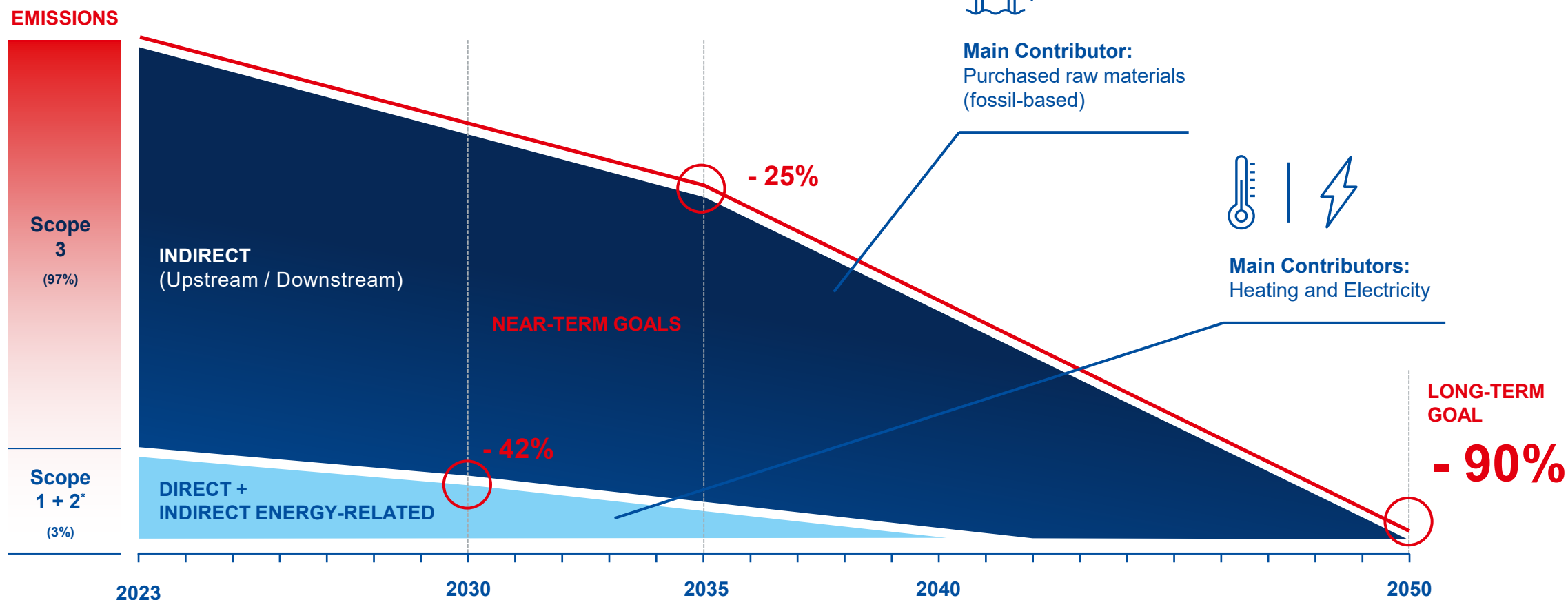
Net Zero



Main Contributor:
Purchased raw materials
(fossil-based)



Main Contributors:
Heating and Electricity



*Base Year 2021

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



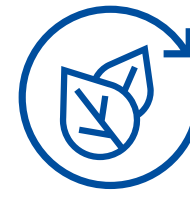
Green energy sufficiently available in all operating countries



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



SUSTAINABILITY Customer Benefit

1 Achieve more with less
(Reduced total cost of ownership)

2 Overall positive
sustainability leverage

Transform customer benefits into a strong and measurable sales argument

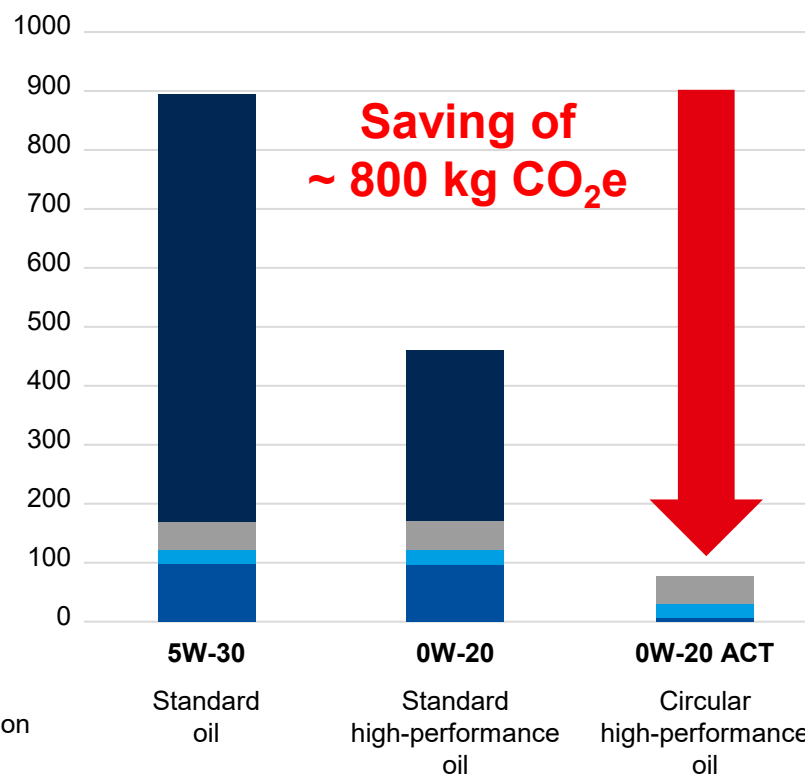
- Collect sustainability related customer data and translate into quantified benefits
- Integrate into sales processes and sales pitches

SUSTAINABILITY

Measurable Customer Benefits of Circular Engine Oil (0W-20 ACT)

Results

Climate Change
[kg CO₂e]



By using 0W-20 ACT, customers can save approximately 800 kg of CO₂e over the product life.

This is equivalent to around four round-trip flights between Frankfurt and London.

- Additional Gasoline Consumption
- End of life
- Consumption (Engine Oil)
- Raw Material + Manufacturing

03 FOCUS AREAS FOR GROWTH





Deep Dive Performance Greases

What is it about?

Scope

Greases are thickened lubricating oils and therefore remain at the lubrication point, providing continuous protection where it's needed. Their performance relies on advanced chemistry, manufacturing processes, and application know-how.

Why greases matter

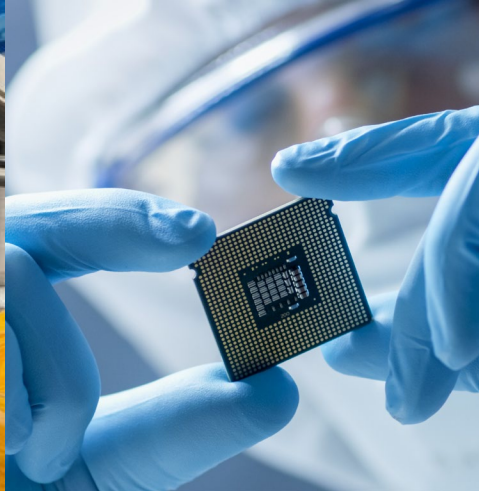
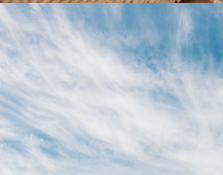
More than 80% of all roller bearings are lubricated with greases

- Stays in place and acts as a seal
- Simplifies systems and machine designs
- Reliable stop-start performance
- Based on advanced technology



Performance Greases

What is it about?





Deep Dive Performance Greases

How we win

Approach

Focus on global customers with locally available high-performance greases. Enabled by global footprint, application engineering, and regulatory abilities.

Foundations

- Comprehensive technical portfolio
- Application engineering close to customers
- **Global R&D and testing capabilities**
- **Unique global manufacturing footprint to deliver consistent quality on all continents**
- Global OEM access

Strategy / Actions

- Expand business with global customers by locally delivering fit-for-purpose solutions quickly and consistently
- Leveraging cross-selling potentials via critical applications
- **Transform regulatory changes into differentiators by product innovation, global registration of substances and EHS expertise**
- **Technology Partnerships with strategic customers**



Deep Dive Automotive Aftermarket

What is it about?

Scope

The largest part of the global lubricants market, serving all types of vehicles, offering drive-dependent and drive-independent aftermarket products.

Examples

- Passenger cars
- Agriculture and forestry equipment
- Off-highway vehicles
- Commercial vehicles (trucks, buses)
- Motorcycles
- Stationary aggregates



Automotive Aftermarket

What is it about?





Deep Dive Automotive Aftermarket Growth potential

Opportunity

High demand beyond 2040

Segmentation enables differentiation

Growth potential in low share markets

Deep Dive Automotive Aftermarket

How we win

Approach

Expand to capture stable, long-term demand beyond 2040 by increasing segmentation and expanding our presence in low-share markets.

Foundations

- Unique global footprint with production capacity in all regions
- Complete aftermarket portfolio spanning all segments
- Mature technology with strong value proposition
- Foundational brand awareness based on OEM relationships

Strategy / Actions

- Expand segmentation
- Build up regional infrastructure to improve sourcing, production, and sales in target markets
- Drive digitalization to expand and improve e-commerce
- Increase brand awareness
- Introduce regional key account management structures

Deep Dive Customer Brands What is it about?

Scope

FUCHS products sold under the customer's own label. Usually tailored for industrial and automotive OEM or distributors and supported with dedicated services.

Examples

- Passenger car OEMs
- Commercial Vehicle OEMs
- Vehicle parts distributors
- Workshop chains and distributors





Deep Dive Customer Brands

Growth potential

Opportunity

High demand beyond 2040

Unlock growth with technical expertise and service

Ready to scale success



Deep Dive Customer Brands

How we win

Strengths

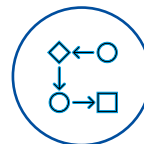
Exceptional Service Quality



Operational Excellence



Complexity Management



Global Player



Opportunities



Expand Existing Business



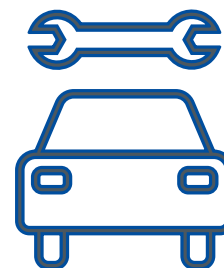
New Customers



Strategic Partnerships



Brand Value



Deep Dive New Mobility

What is it about?

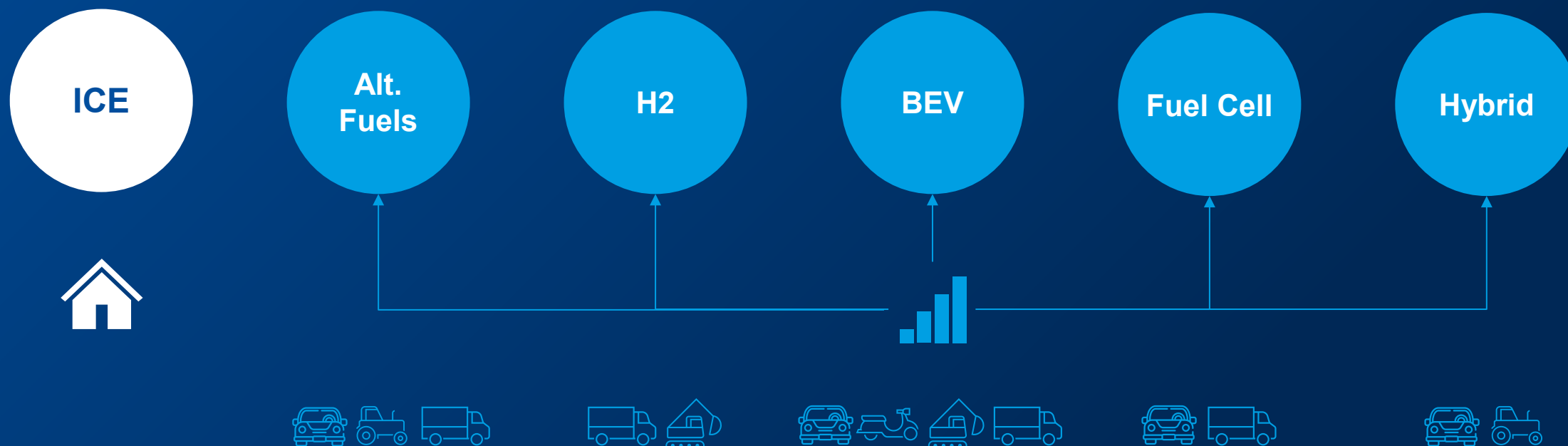
Scope

Lubrication and cooling solutions for all types of new energy vehicles (NEV) including their servicing, manufacturing, and related ecosystems.

Examples

- NEV manufacturing & servicing over lifetime
- Battery manufacturing industry
- Charging, energy storage & data centers
- Future Mobility by land, sea, and air
- Micromobility

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





Deep Dive New Mobility Growth potential

Opportunity

Solid annual growth and new business in NEVs and related areas

Global customer requirements and new technical demands enable differentiation

Potential for major market share



Range & Performance



Safety & Reliability



Uptime & Availability

Deep Dive New Mobility How we win

Approach

Further enhance brand awareness, regional structures, and new mobility solution portfolio to meet rising demand and capture major market shares.

Foundations

- Strong legacy and trusted partnerships with leading OEMs and Tier 1 and broad portfolio enable us to accompany their transformation
- Highly developed technology and NEV solution base that is ready to scale up on demand
- Engaged internal new mobility community
- Technology partnerships that extend our solution portfolio

Strategy / Actions

- Close portfolio gaps, strengthen and complete dedicated product line FUCHS BluEV
- Develop new technology partnerships in key application fields
- Strengthen regional structures across R&D, product management, sales, and operations in key markets
- Empower global R&D hub structure and anticipate technology shifts



Deep Dive Rotary Motion What is it about?

Scope

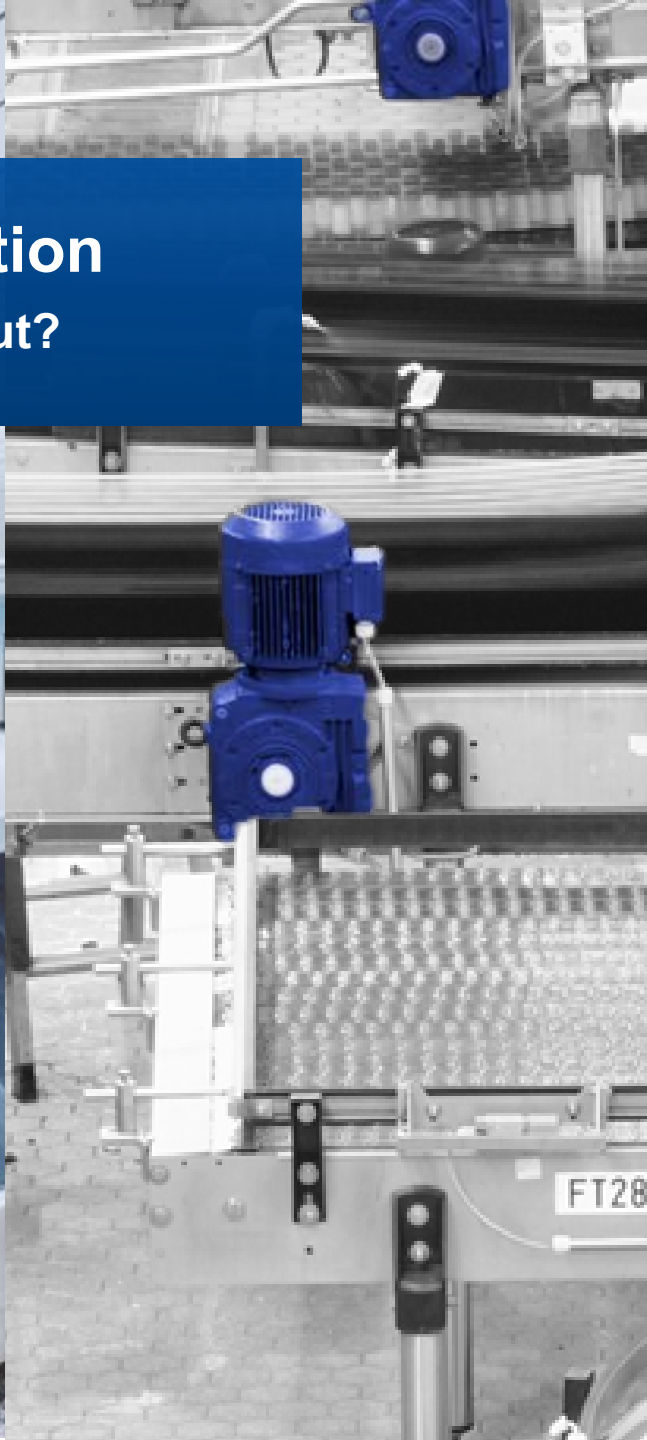
Industrial applications across virtually all manufacturing industries in which power is transferred via rotating movement.

Examples

- Compressors
- Gearboxes
- Refrigerators
- Pumps

Rotary Motion

What is it about?





Deep Dive Rotary Motion Growth potential

Opportunity

Growing demand across diverse industries

Technical requirements enable differentiation

Growth opportunities in Europe, Asia-Pacific and Americas



Deep Dive Rotary Motion

How we win

Approach

Become the preferred global partner for leading industry OEMs through value-driven technology leadership and being a cost-effective in-region supplier for local markets.

Foundations

- Broad product range with strong application know-how
- Locally proven approaches as strong base for expansion i.e., formulations and existing approvals
- Technology edge and strong partnerships with leading industry OEM's

Strategy / Actions

- Build up regional expertise for industry OEM's and service providers (aftermarket)
- Responsive and cost-effective in-region supplier for local markets
- Promote cross-segment opportunity generation
- Expand regional R&D and testing capacity to accelerate time-to-market, closing portfolio gaps



Deep Dive Special Application Solutions

What is it all about?

Scope

Lubrication and service solutions for applications with specific customer requirements, high technical and regulatory requirements.

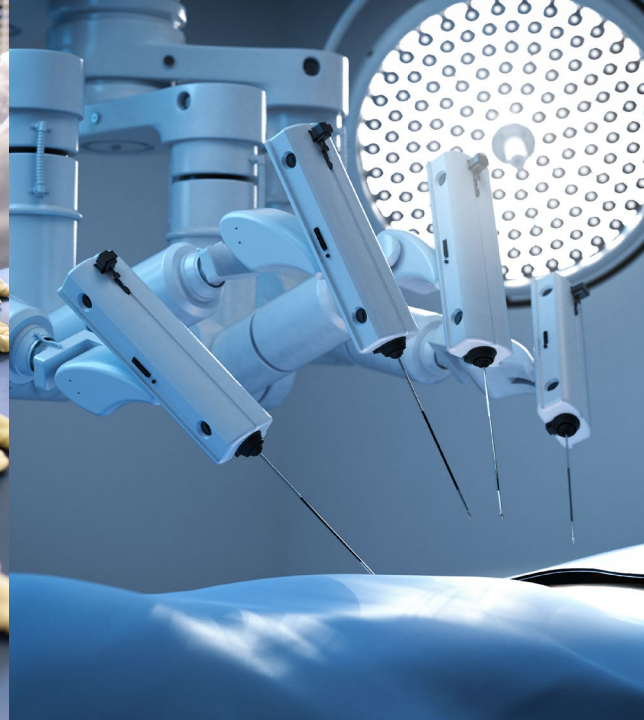
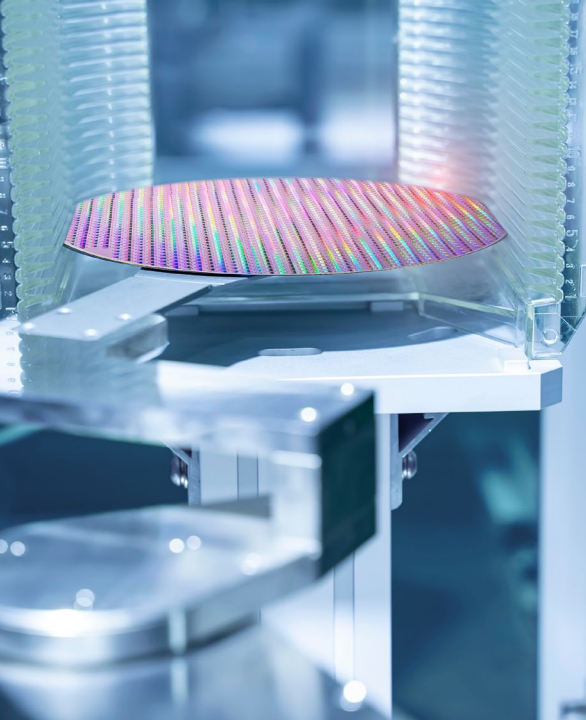
Examples

- Food
- Medical
- Semiconductor
- Railway



Special Application Solutions

What is it about?





Deep Dive Special Application Solutions

Growth potential

Opportunity

Complex segments with growing demand and long-term relevance, delivering high margins

Regulatory and technical demands enable differentiation

Ready to scale-up

Deep Dive Special Application Solutions

How we win

Approach

Expand to all relevant markets worldwide by developing specialized regional capabilities and leveraging our technological expertise.

Foundations

- Strong know-how base, enhanced by acquisitions (NYE, Lubcon, BOSS) and ready for scale-up
- Unique global footprint (3C hubs) enables handling of complexity across regions
- Established segments food and packaging as success models for globally coordinated brand, service, and core portfolio

Strategy / Actions

- Leverage and embed expertise from recent acquisitions
- Boost new business by connecting regional R&D, product management, and business development
- Develop compliance leadership and innovation into key differentiators
- Promote cross-segment and cross-regional opportunity generation
- Increase ready-to-market speed for new solutions

04 DIGITALIZATION AT FUCHS



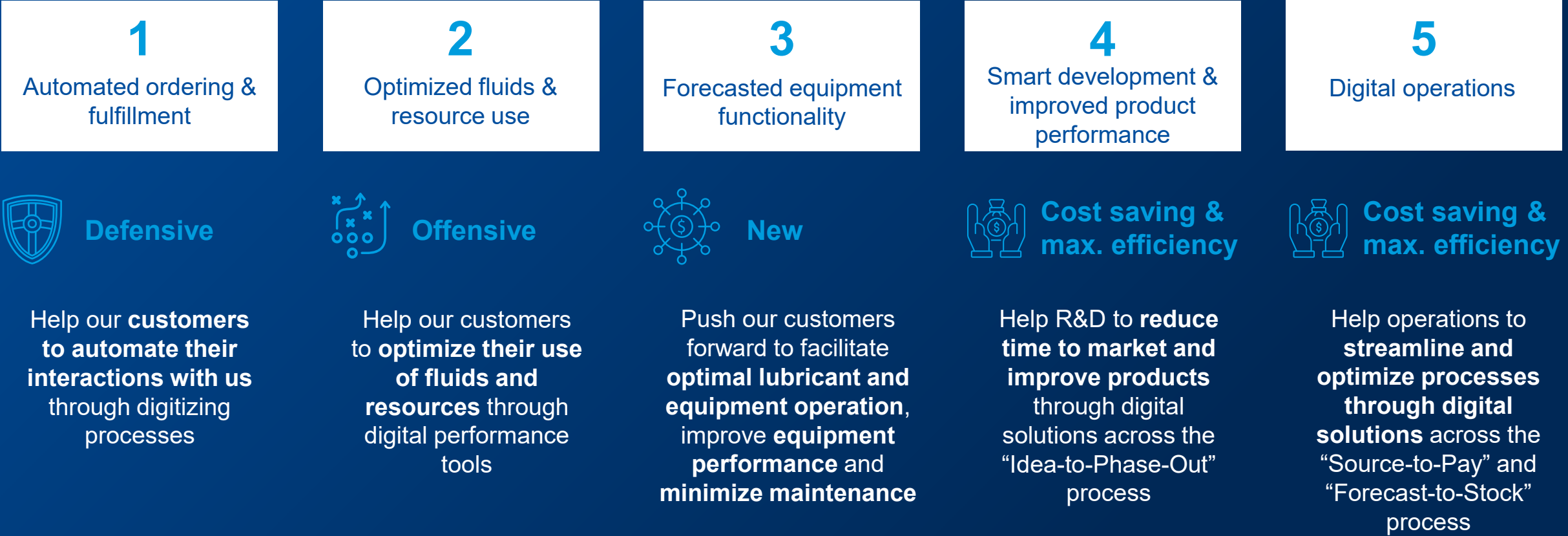
FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

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 digitally 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’



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

Optimized fluids
& resource use



TRANSFORM2GROW (T2G)

MOVING FUCHS TO A DIGITAL CORE

Business transformation

- Simplify processes, data, governance
- Build more effective IT architecture
- Enable automation and seamless integration
- Improve transparency

Return on investment

- Higher effectiveness and efficiency (simplified processes, higher transparency, automation)
- Strengthened competitiveness by improved customer and supplier experience
- Positive net impact from 2030



05 CUSTOMER CENTRICITY AT FUCHS





Customer Value



Integrated solutions
Full range of products & technical services



Unique global footprint
Handling of complexity across regions

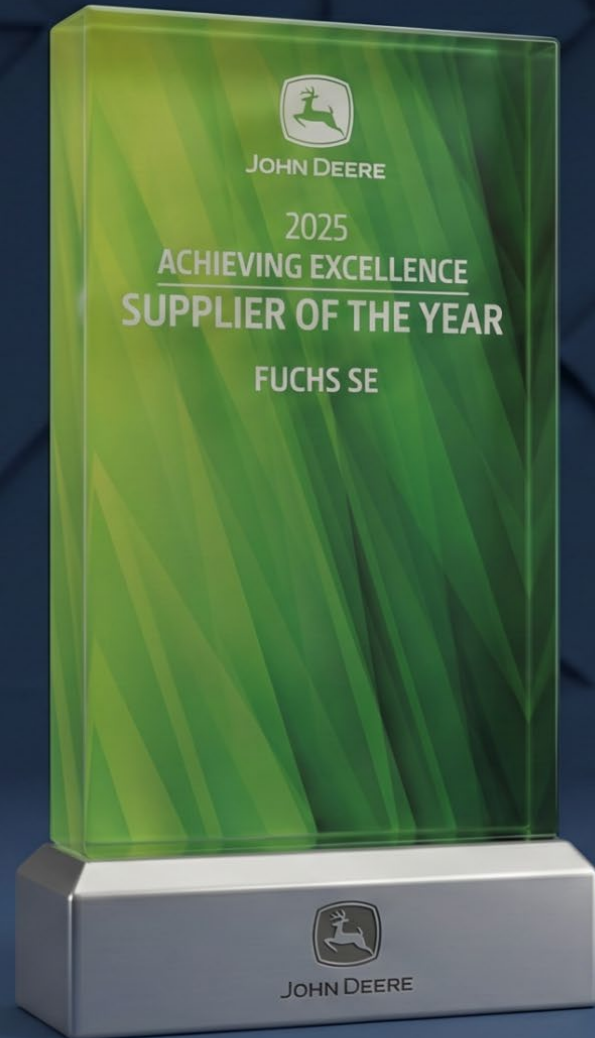


Compliance & regulatory strength
Market specific needs & chemical legislation



Sustainability focus
Energy savings & longer lifetime

MOVING YOUR WORLD



**FUCHS honored with the
“John Deere Supplier of the
Year Award” for the 3rd time**



We keep mines running around the world

For more than four decades, we have been delivering excellent lubricants, technical expertise, and direct on-site service to natural resource companies around the world, from Australia to South Africa. Our solutions ensure that mines can operate reliably around the clock under extreme conditions. Local manufacturing, in-depth expertise, and long-term partnerships make our customers' processes seamless, reliable, and efficient.



Top partner in the USA

Our customized lubricants extend engine life and improve performance. In 2025, we expanded our global partnership with Mercedes-Benz in the automotive after-market sector to include the US market. We already supply 160 workshops with high-quality products.



Innovative solutions for reliable rails

FUCHS offers complete solutions for rail transport and develops innovative, sustainable products. For a municipal German transport company, we have developed an anti-icing fluid for overhead lines that is effective, transparent, odorless, easy to apply, and biodegradable. This solves a long-standing problem, as conventional agents were harmful to the environment and caused corrosion on the overhead lines. Our solution provides reliable protection with minimum damage to the environment.

EXAMPLE: FOOD INDUSTRY

LUBRICATION CRITICAL CONTROL POINT (LCCP) AUDIT

What is it?

Tool for assessing lubricant hazards and improvement opportunities

Helps prevent recalls, reputational damage, and legal issues

How is it done?

Facility audit by lubrication experts

Inventory according to an LCCP survey

Development of a lubrication safety plan

How we win?

> 300 audits completed

Conversion rate of switching to FUCHS Products after handing over customized report: > 50%



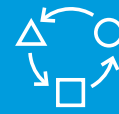
**Right & Safe
products**



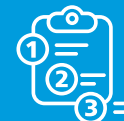
**Cost
Savings**



**Longer
Lifetime**



**Optimized
Methods**



**Handling
Guidance**



**Customized
Training**

06 REVIEW FUCHS 2025

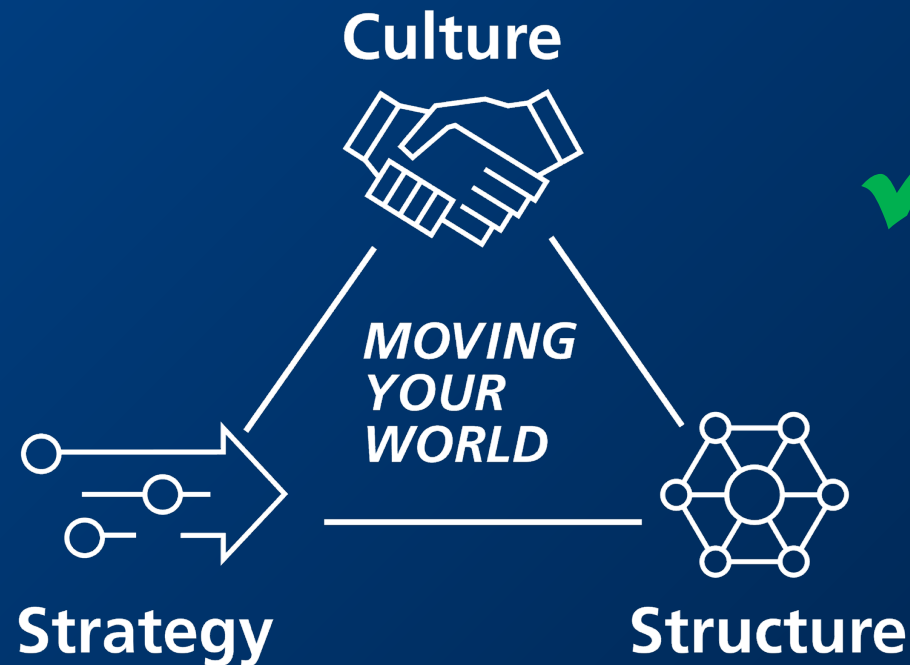


FUCHS 2025 IS A STRONG FOUNDATION FOR THE NEXT STRATEGY CYCLE

- Growth mindset
- Open feedback culture
- Hierarchy free communication



- Focus on 3 mega trends
New Mobility,
Sustainability &
Digitalization
- Profitable growth
through segmentation
- Innovation & Project
Management



- Decentral organization with
strong regions and local
entities close to our customers
- Powerful networks for global
coordination
- Entrepreneurship on all levels
and functions

TARGET ACHIEVEMENT

Mid-single-digit percentage



annual sales growth

EBIT 2025

€500 mn



Long-term EBIT margin

~15%

Average cash conversion rate

0.8x



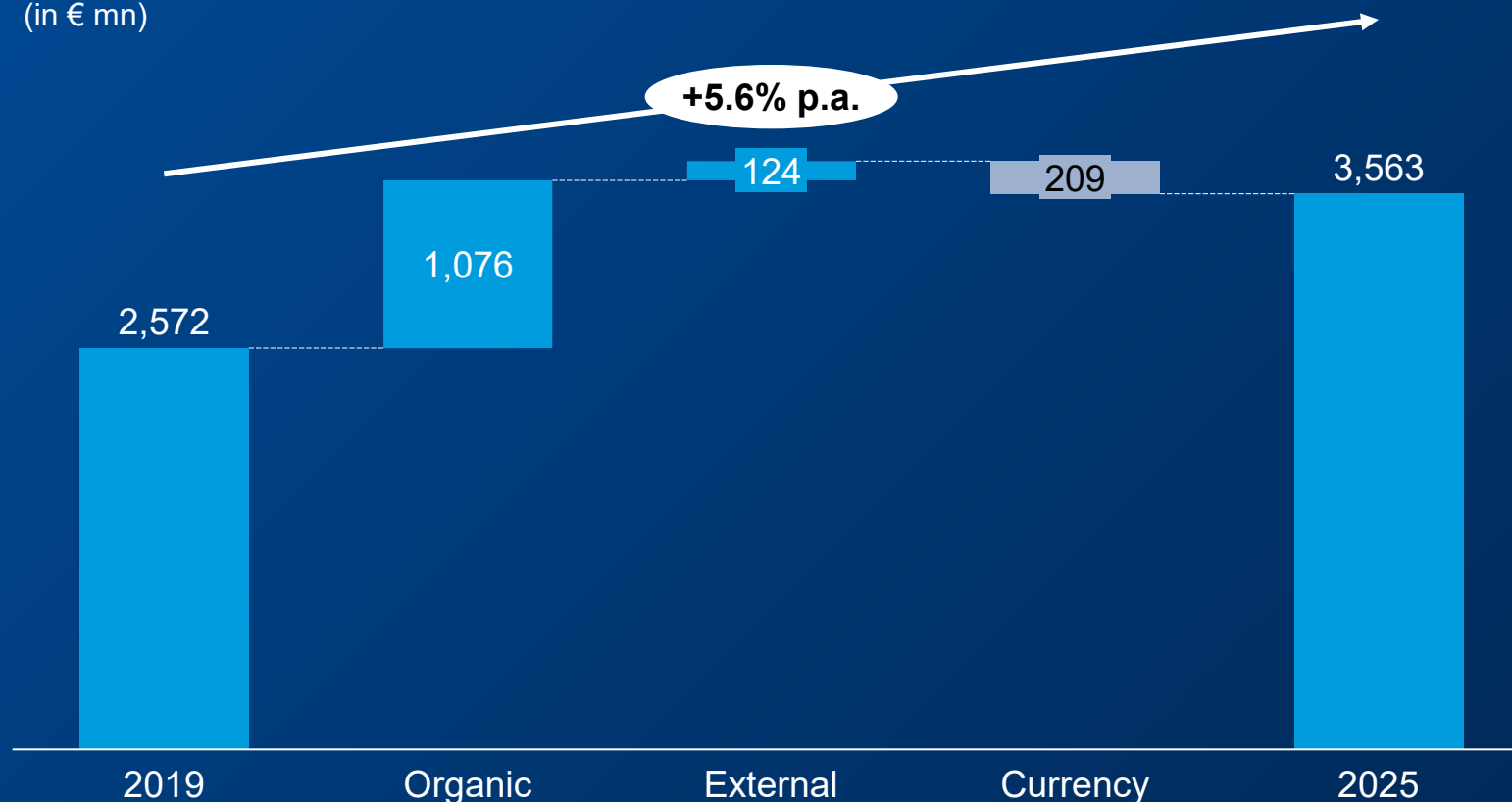
Increase of dividend



each year

AVERAGE ANNUAL SALES GROWTH ON TARGET

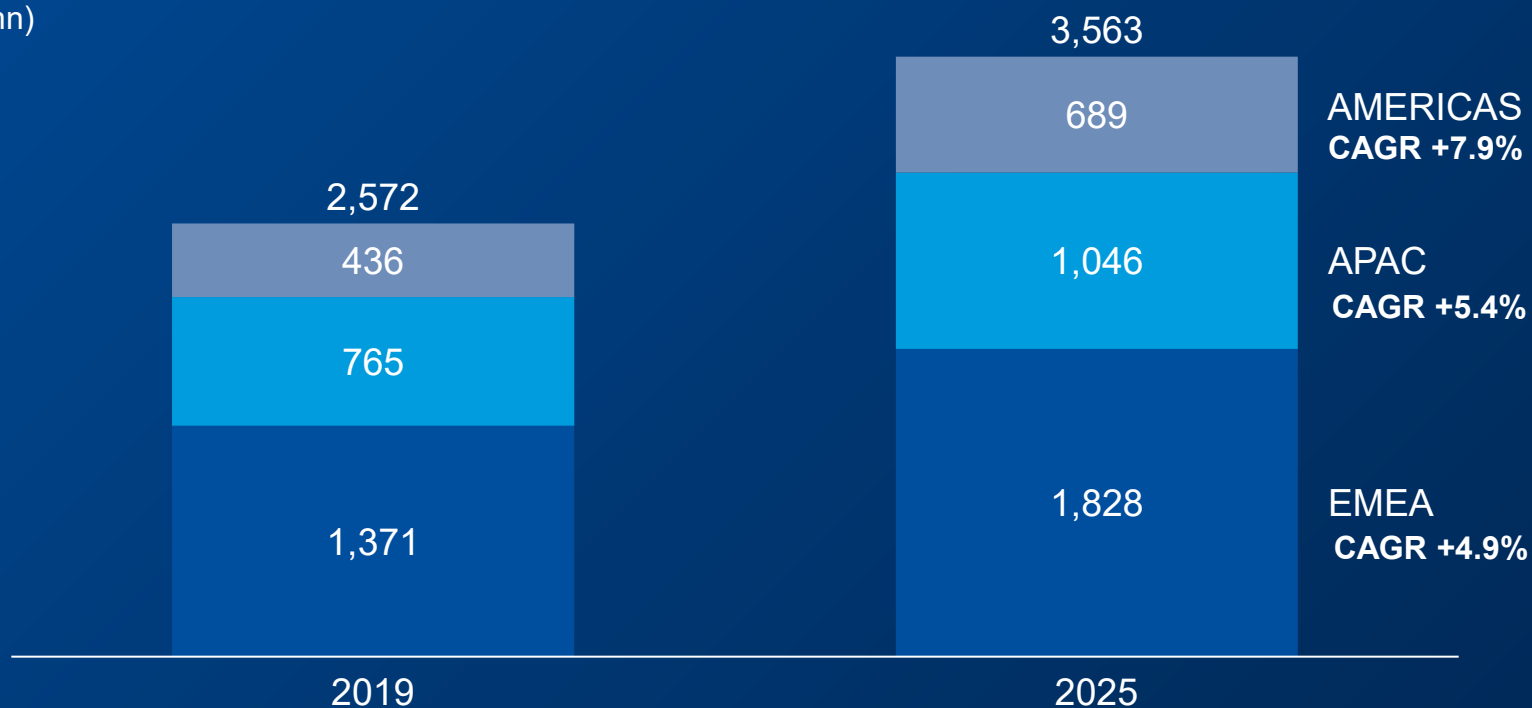
(in € mn)



>5%
Average Annual
Sales Growth

AMERICAS AND APAC GAINING SHARE*

Sales
(in € mn)

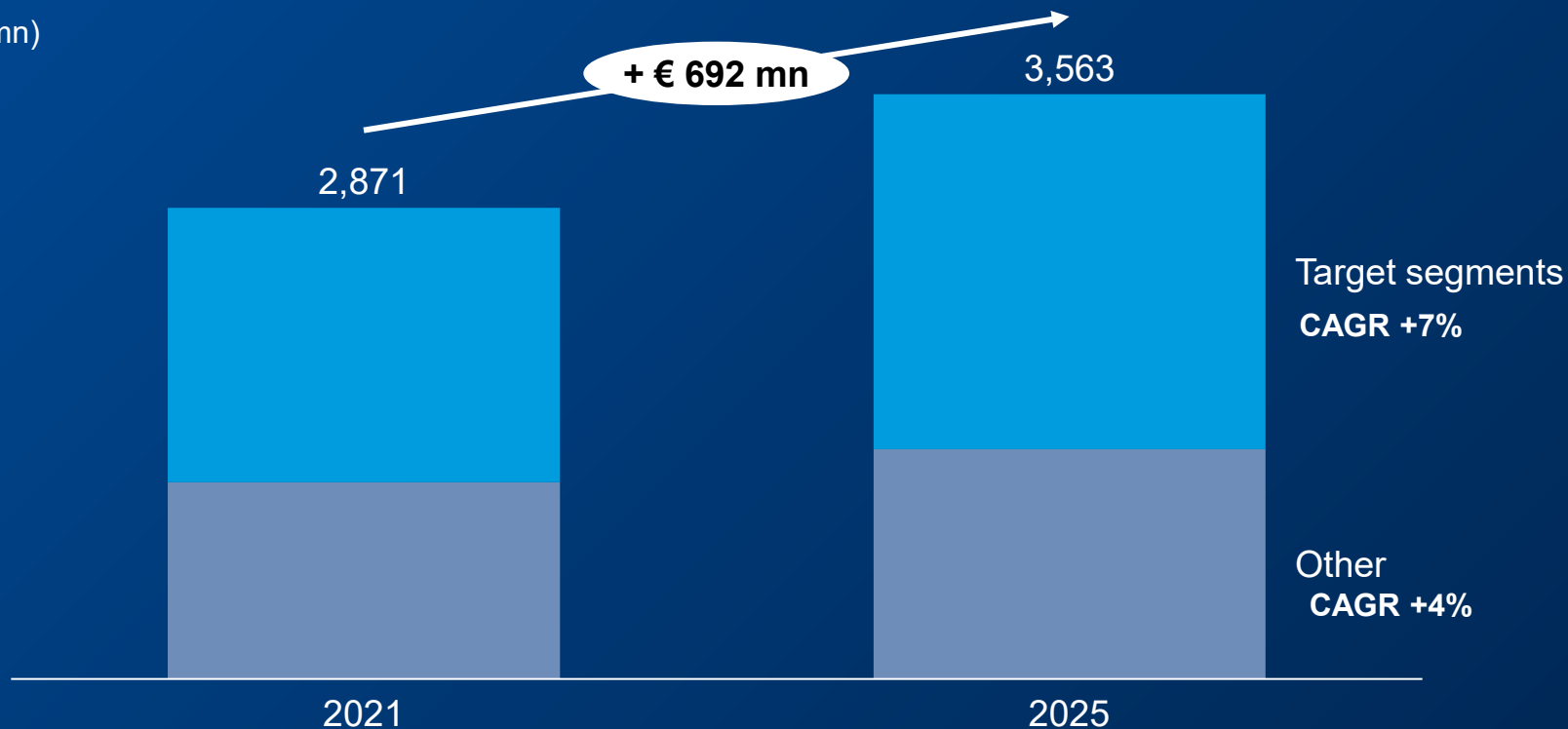


*sales by customer location

**Mid-single-digit
growth across all
regions**

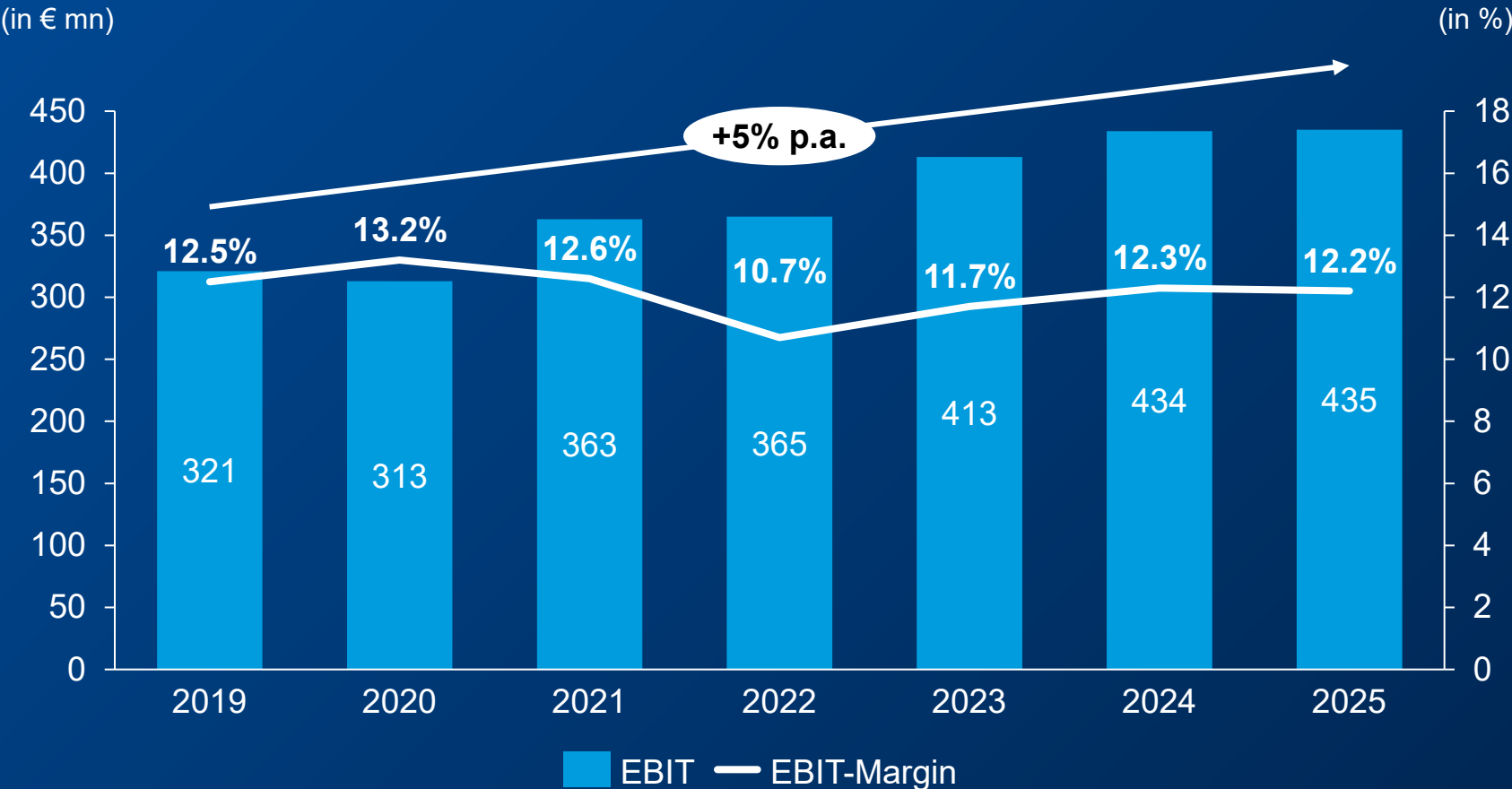
GLOBAL SEGMENTS ARE GROWTH DRIVERS

Sales
(in € mn)



Up to **40%**
CAGR
for single target
segments

EBIT GROWTH IN-LINE WITH SALES



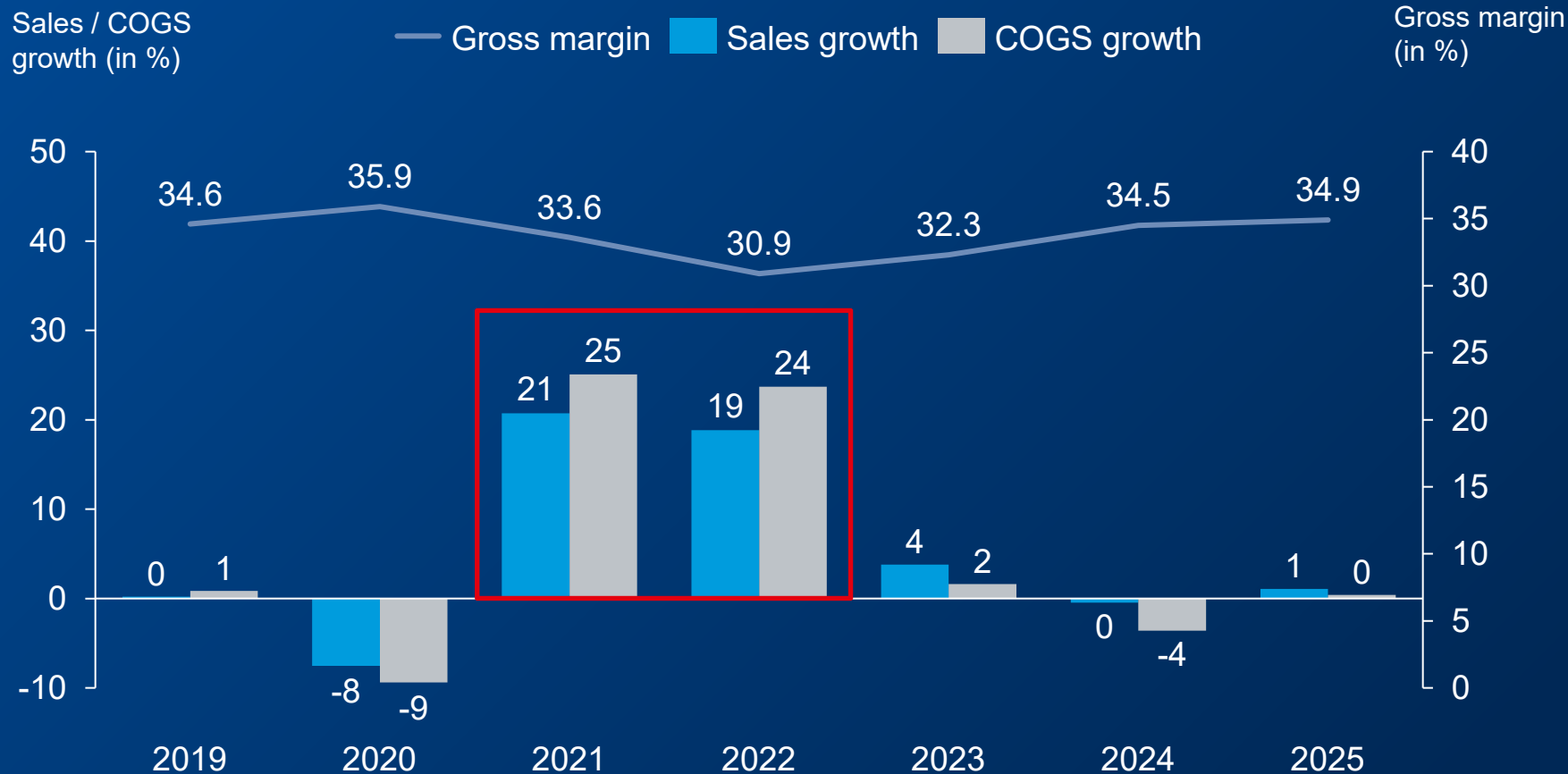
>12%

EBIT margin
(vs. ~ 9% Chemicals)

5%

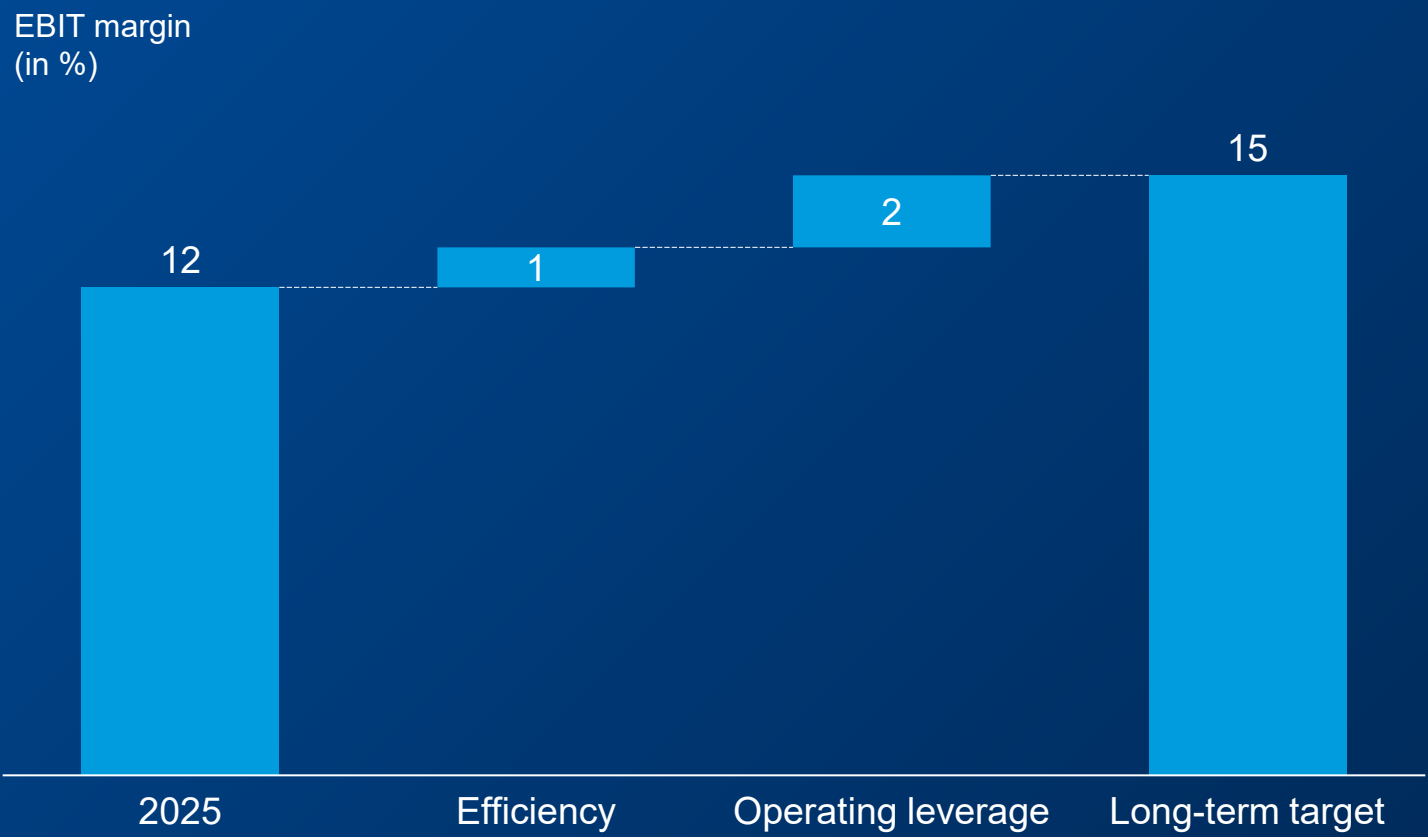
Average Annual
EBIT Growth

RESILIENCE AGAINST HIGH INFLATION



**Strong inflation
in 2021 / 2022
successfully
compensated**

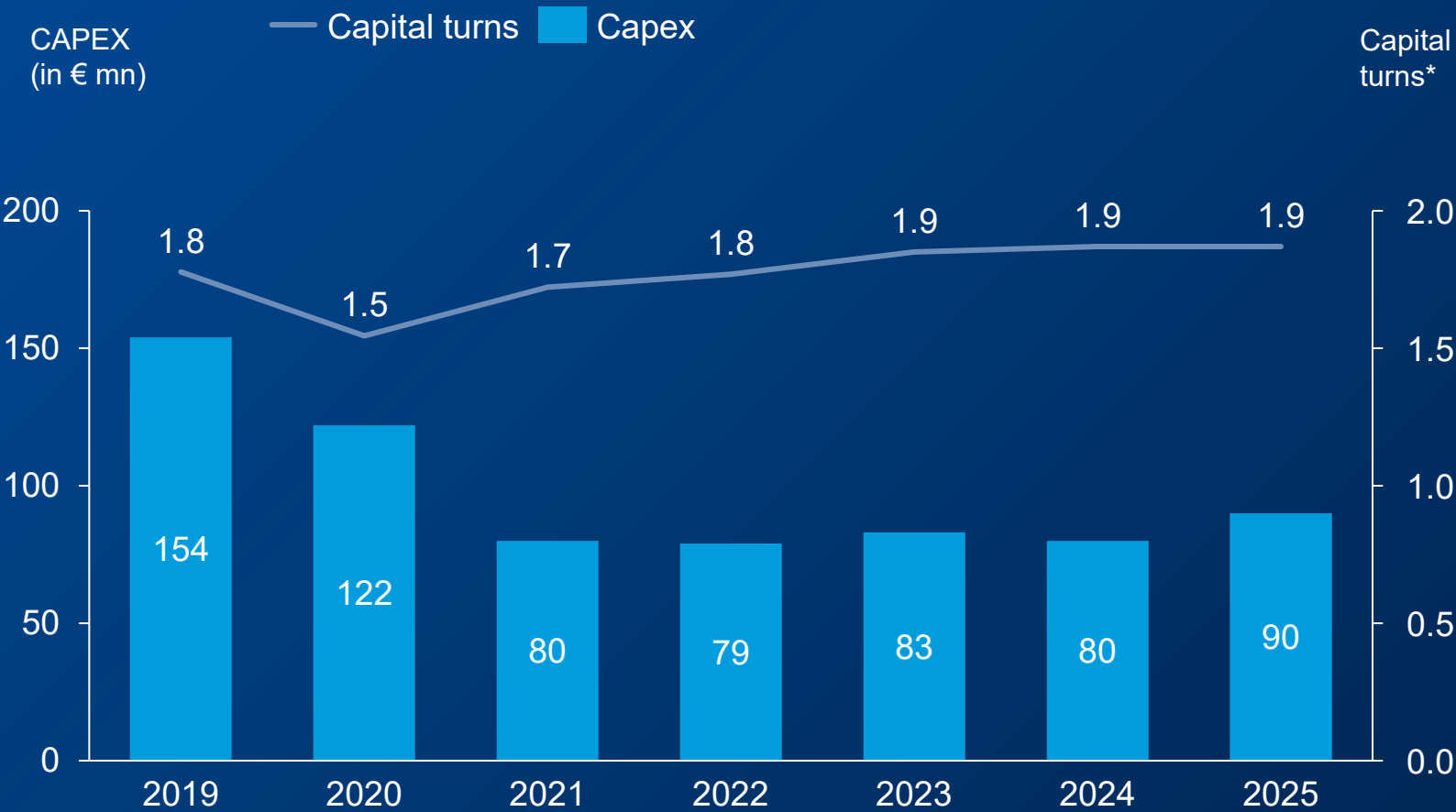
STILL GAP TO CLOSE TOWARDS LONG-TERM EBIT TARGET



**Well-invested to
capture future growth**

**Target: Do more with
existing infrastructure**

CAPITAL LIGHT BUSINESS MODEL

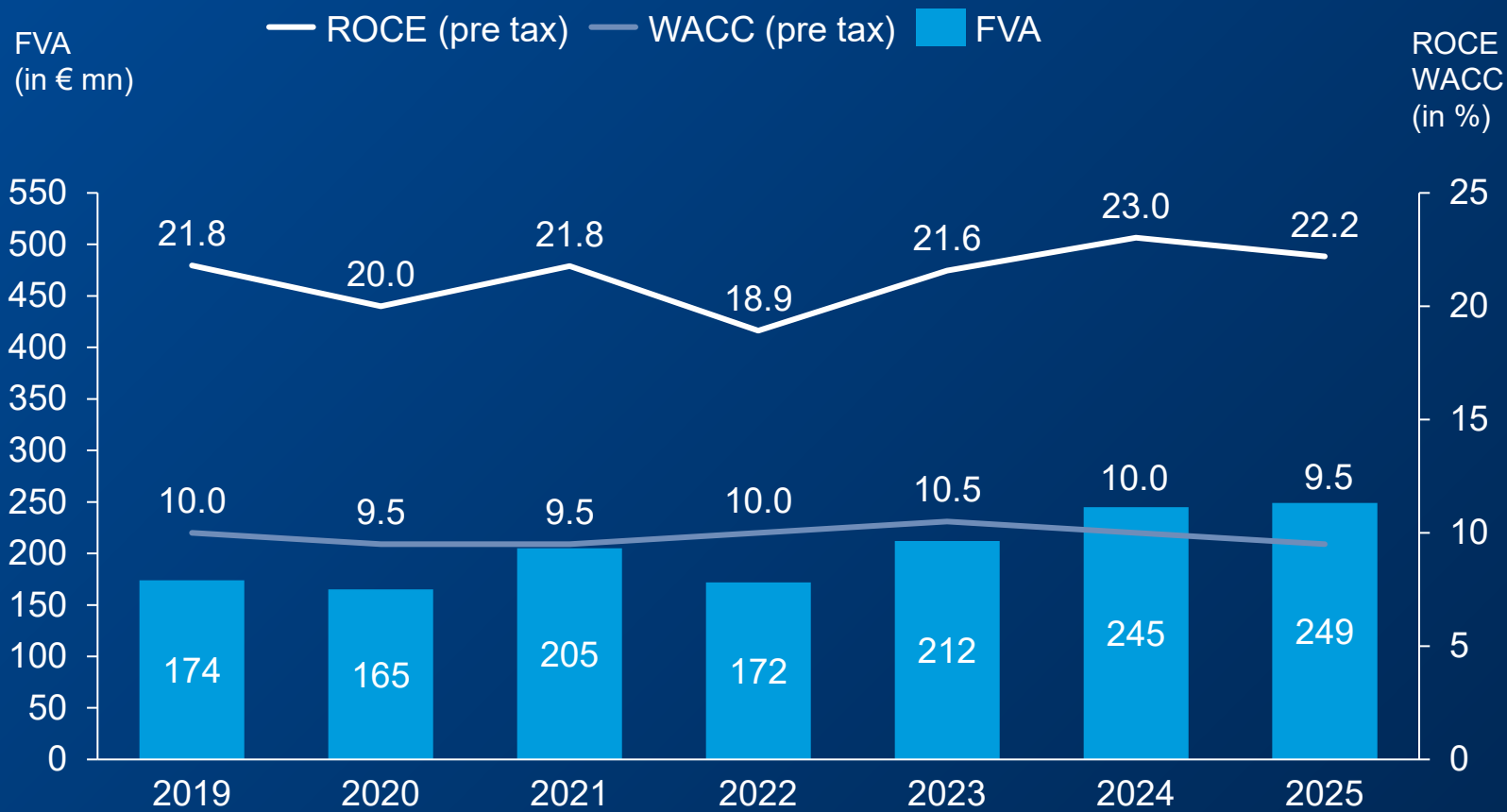


1.9x
capital turns
 (vs. ~1x Chemicals)

~ 2%
capex to sales

*Capital Employed Turnover Ratio = Sales / Capital Employed

EARNING A STRONG PREMIUM ON WACC



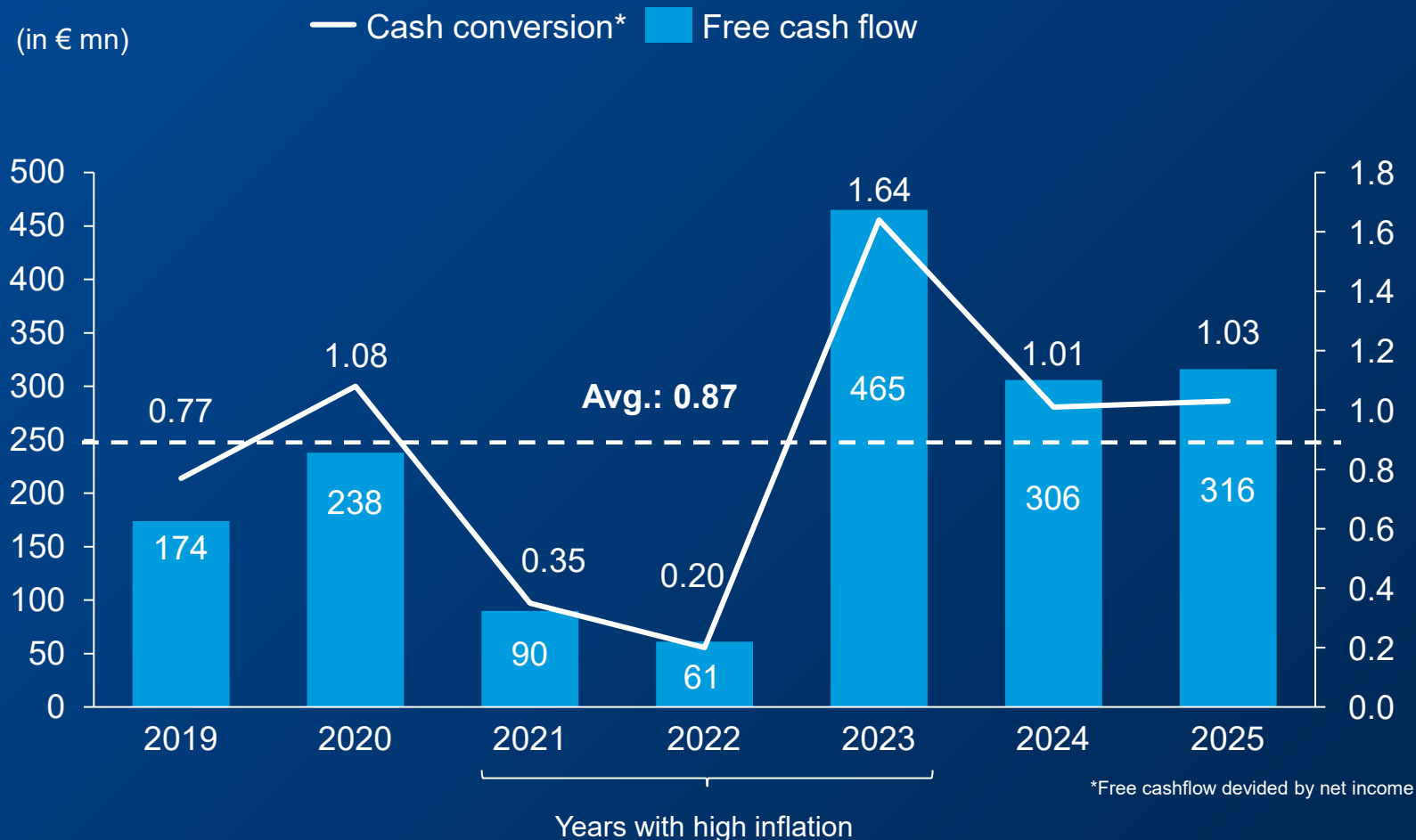
>21%

ROCE (pre tax)
(vs. 9% - 15% Chemicals)

>€ 1.4bn

FVA generated since 2019

SOLID FREE CASHFLOW GENERATION



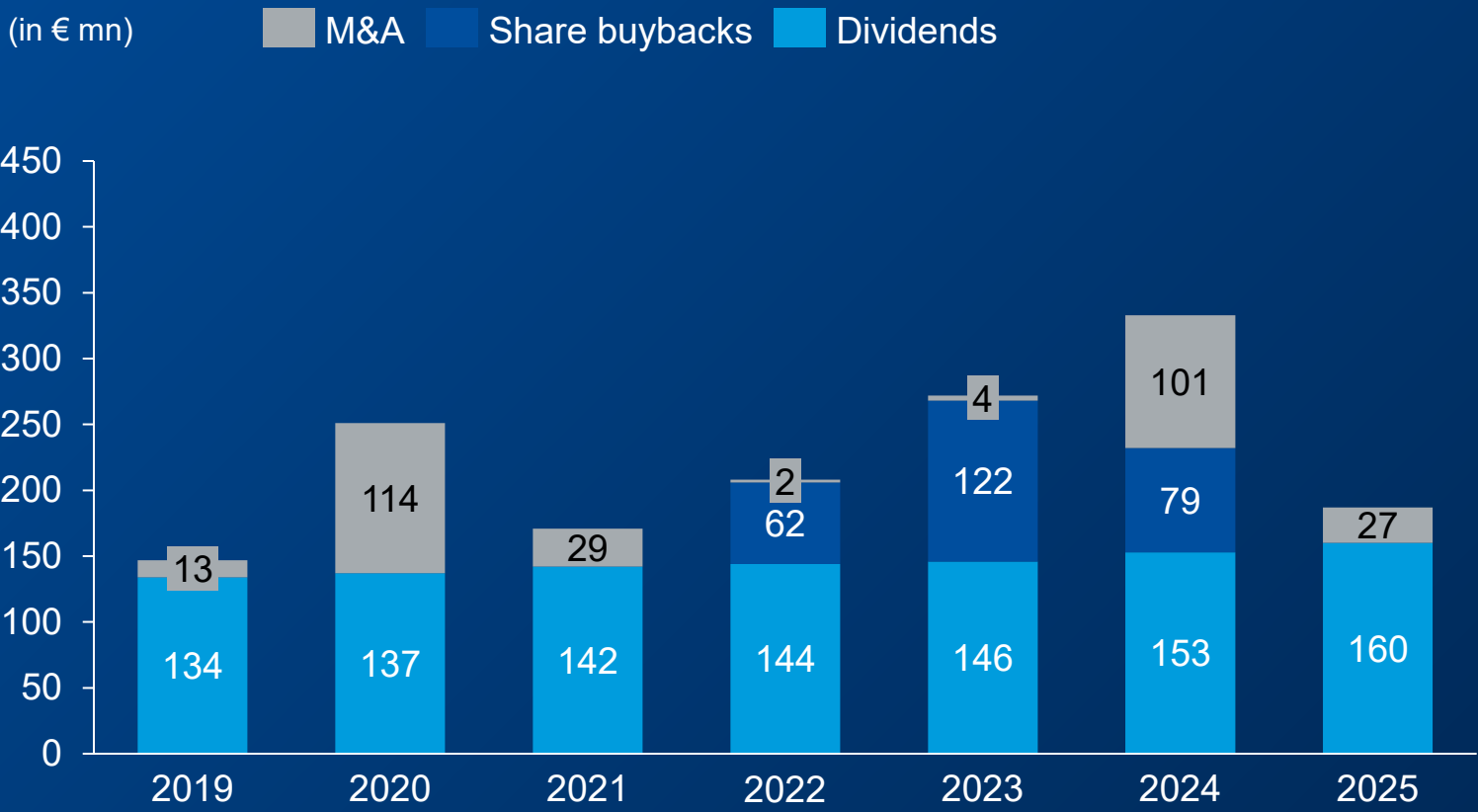
>€1.6bn

**FCF generated
since 2019**

>0.8x

**Average cash
conversion rate**

CASH ALLOCATION: SHAREHOLDER RETURNS & GROWTH



>€ 1.2bn
cash returned
to shareholder

~€ 300m
M&A

LESSONS LEARNED FUCHS2025

- **Strong business resilience** in volatile times (e.g. margin, cash flow, dividend)
 - **Segmentation approach works** – business wins support organic growth
 - **Profitability not yet back** at 2017 levels of ~15%
- **Further focus on growth and margin expansion**

07 FINANCIAL RESULTS H1 2026



HIGHLIGHTS H1 2026

Sales revenues

€ 2,003 mn

+11% (H1 2025: € 1,804 mn)

EBIT

€ 260 mn

+24% (H1 2025: € 209 mn)

FCF before acquisitions

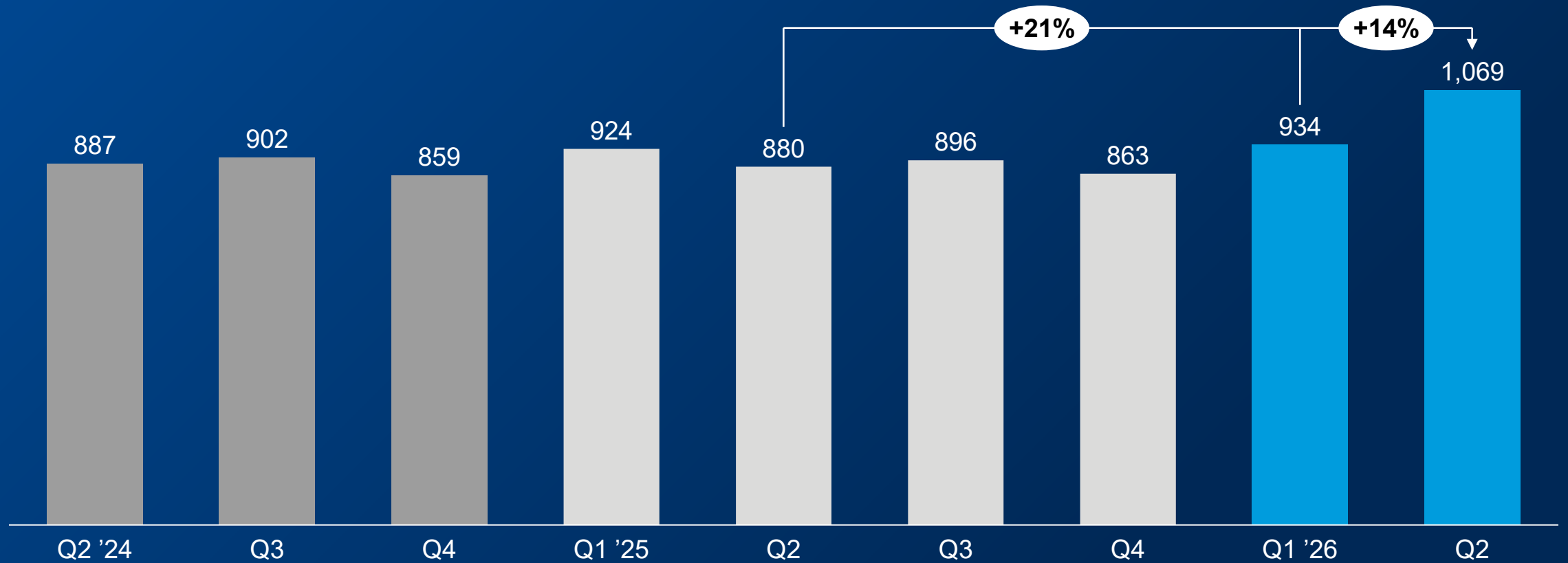
€ 61 mn

€ -20 mn (H1 2025: € 81 mn)

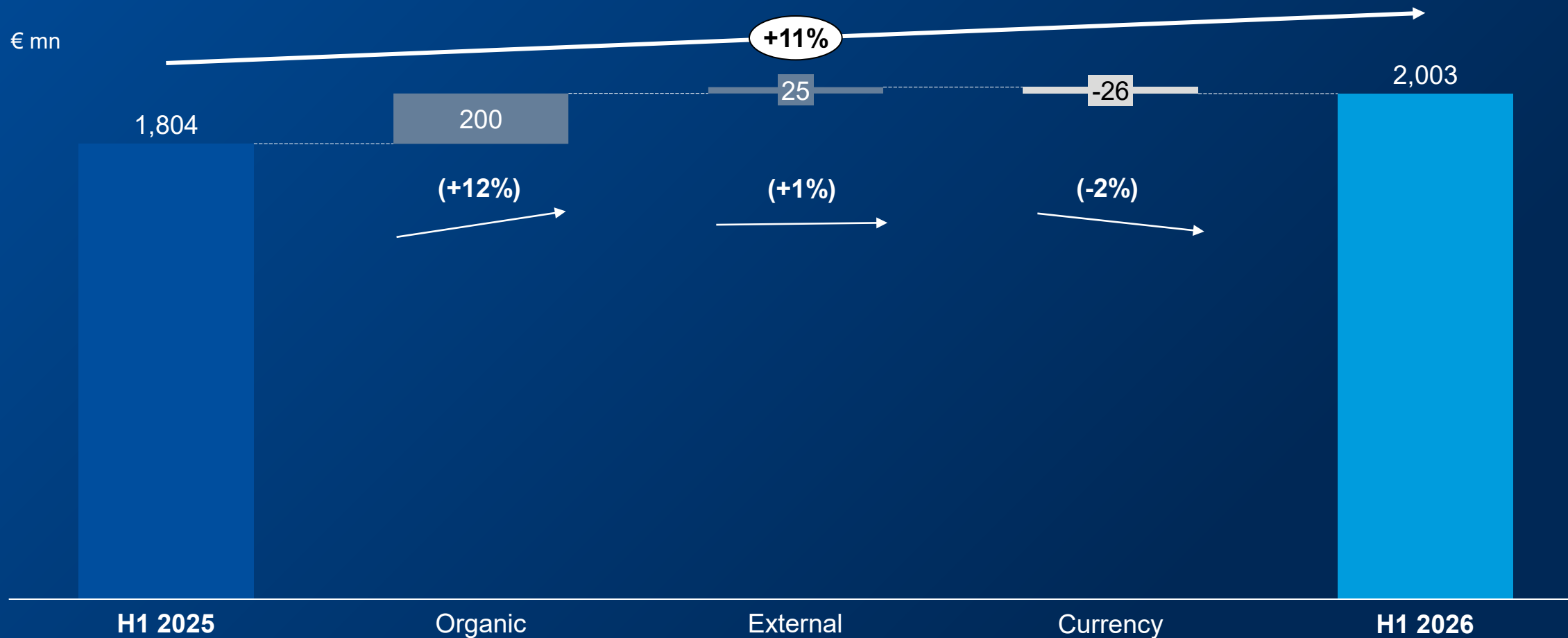
- High demand drives volume and sales growth
- EBIT reaches new half-year record
- Free Cashflow declines due to inflation-driven NOWC build-up

QUARTERLY SALES DEVELOPMENT

€ mn

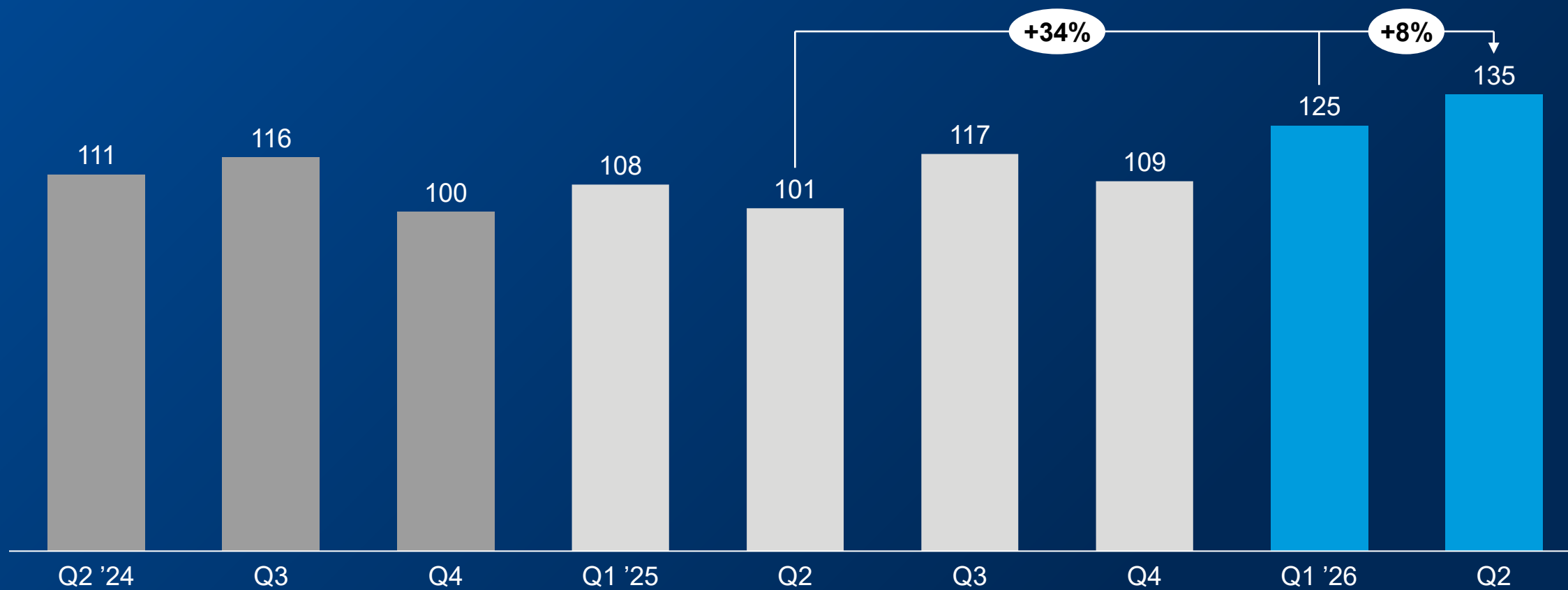


SALES H1 2026



QUARTERLY EBIT DEVELOPMENT

€ mn



KPI SUMMARY H1 2026

KPI in € mn	H1 2026	H1 2025
Sales	2,003	1,804
Cost of sales	-1,305	-1,178
Gross profit	698	626
Other function costs	-441	-421
EBIT bef. at Equity	257	205
EBIT	260	209
Capex	-35	-32
Change of NOWC	-139	-59
FCF bef. acq.	61	81

- Sales up 11% or € 199mn led by strong organic growth driven by temporarily higher customer demand
- Gross margin remains solid at 34.8%, slightly below the first quarter level (35.1%) and in line with the prior year's period (34.7%)
- Other function costs € 20mn above prior year mainly driven by higher Sales and R&D expenses as well as one-off effects in other operating income and expenses. The positive one-time gain from sale of land in Australia in the first quarter was more than offset by negative one-offs related to the first-time consolidation of the Turkish joint venture
- EBIT improved significantly by 24% to € 260mn (209) supported by strong sales growth
- FCF before acquisitions declined due to the inflation-driven increase in net operating working capital (NOWC)

EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	H1 2026	H1 2025
Sales	1,156	1,039
Organic growth	90 (9%)	-19 (-2%)
External growth	24 (2%)	27 (3%)
FX effects	3 (0%)	4 (0%)
EBIT bef. at Equity	121	105
EBIT	124	109

- Sales up 11% year over year mainly driven by strong organic growth
- All countries contributed to growth; strong performance in Germany, South Africa, Poland, Italy and the UK
- External growth reflects the full consolidation of the Turkish joint venture following the acquisition completed end of April 2026
- EBIT improvement driven by high sales growth

ASIA-PACIFIC



KPI in € mn	H1 2026	H1 2025
Sales	567	506
Organic growth	69 (14%)	32 (7%)
External growth	0 (0%)	2 (0%)
FX effects	-8 (-2%)	-13 (-3%)
EBIT bef. at Equity	91	64
EBIT	91	64

- Sales up 12%, driven by strong organic growth of 14% and high customer demand; China with highest absolute contribution and smaller countries with high relative growth rates
- Currency effects improved and even turned slightly positive in the second quarter
- EBIT up by 42% year over year driven by high sales growth and strong improvement of gross profit as well as € 7mn gain from sale of land in Australia incurred in Q1
- Positive earnings development especially in China and Australia

NORTH AND SOUTH AMERICA

KPI in € mn	H1 2026	H1 2025
Sales	376	350
Organic growth	47 (13%)	14 (4%)
External growth	1 (0%)	5 (2%)
FX effects	-22 (-6%)	-10 (-3%)
EBIT bef. at Equity	52	35
EBIT	52	35

- Sales grow 7% year over year despite negative currency effects
- Organic growth of 13% year over year predominantly driven by North America; South America also well above prior year
- External growth from IRMCO, a specialist in lubricant solutions for metal forming
- Significant EBIT improvement compared to the weak prior year period which was impacted by uncertainties around tariff discussions; both North and South America with strong earnings growth
- High translational currency effects continued to impact earnings; however, FX headwinds eased over the course of the first half year

NET OPERATING WORKING CAPITAL (NOWC)

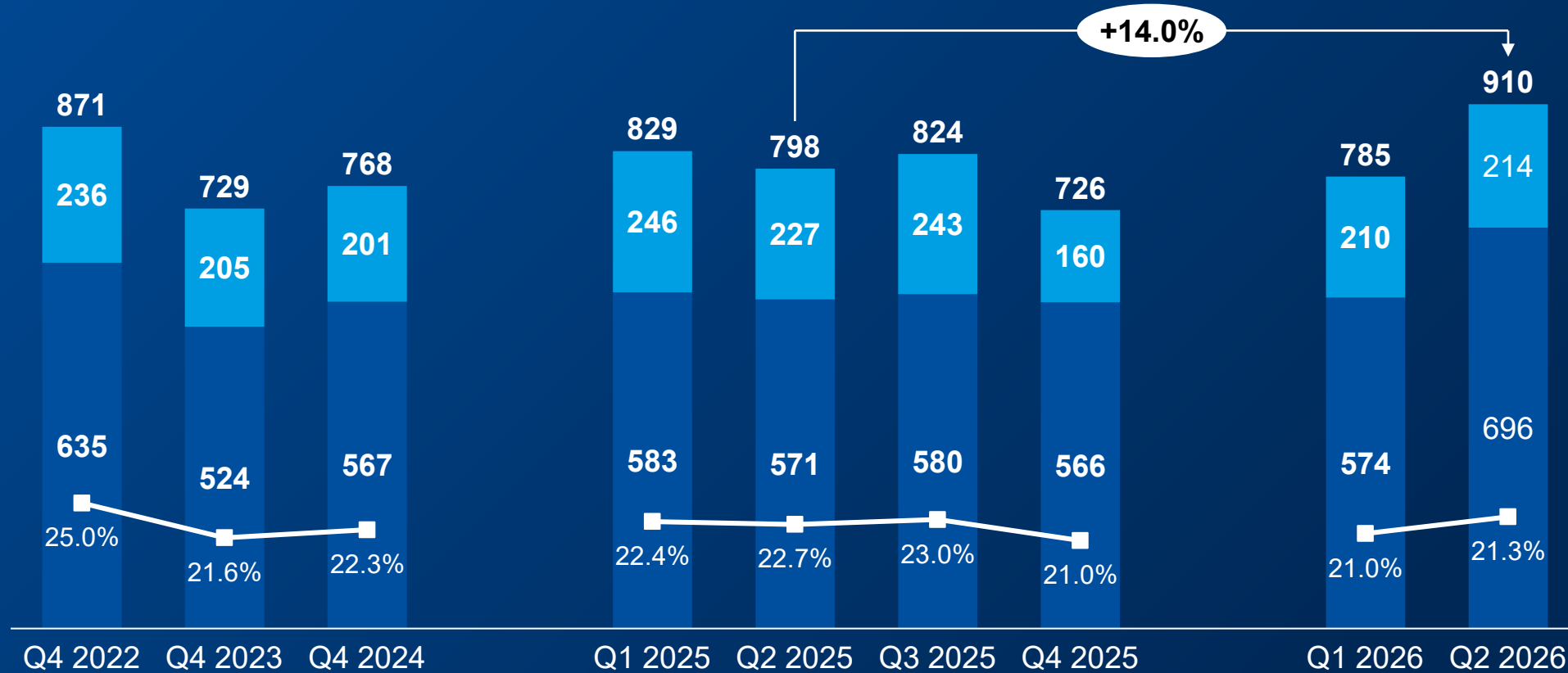
€ mn

Q2 26 vs Q4 25:

Inventories
Receivables ./ Payables

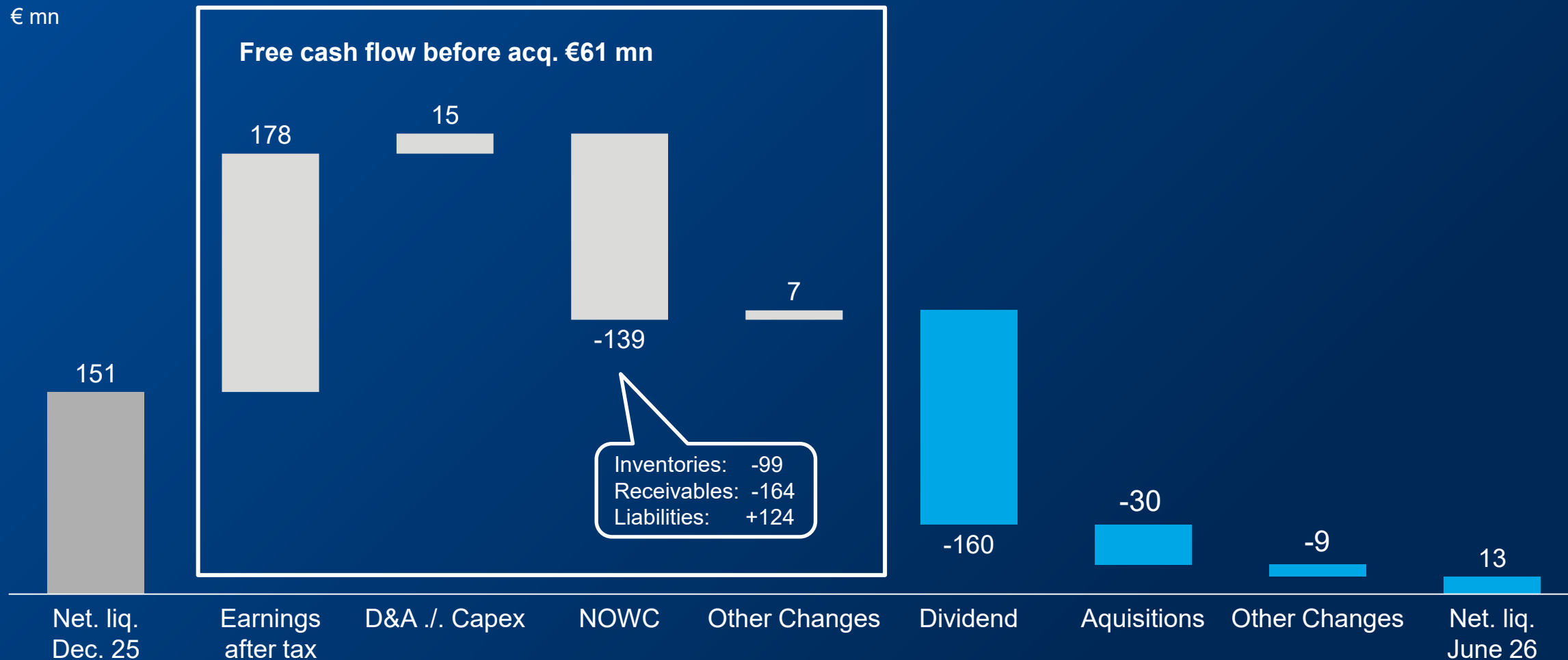
€ +130 mn
€ +54 mn

Inventories
Receivables ./ Payables
NOWC (in %)



NET LIQUIDITY

€ mn



MIDDLE EAST CONFLICT: HIGH MATERIAL COST INFLATION



2026

Base Oils
and
additives

- Balanced supply- demand environment until early March; Middle East conflict disrupted pricing and availability
- Confident to supply our existing customers thanks to our broad sourcing network – but tight supply exists in the market
- Sharp increase in raw material prices due to constrained supply - peak not yet reached; transparent customer communication – multiple price increases implemented
- Market visibility remains limited amid ongoing geopolitical tensions
- Even if the conflict was resolved in the near term, supply conditions are unlikely to normalize before mid 2027

OUTLOOK 2026

KPI ¹ in € mn	Actuals 2025	Outlook 2026			
		March, 20th	April, 29th	July, 31st	
Sales	3,563	~3,700	Significantly above 3,700	Significantly above 3,700	Organic growth accelerated by strong price increases to compensate raw material cost inflation; M&A activities; negative FX effects on H1 performance
EBIT	435	~450	~450	460 - 480	Strong volume growth in Q2 including temporary effects; price increases implemented to offset raw material cost inflation; continued strict cost management
FVA	249	~250	Somewhat below 250	Moderately above 250	Higher earnings vs. increasing capital employed
FCF bef. acq.	316	~270	Significantly below 270	Significantly below 270	Strong increase of NOWC, driven by raw material cost inflation and sales price increases

¹ The impact of the ongoing tense geopolitical situation on the global economy and FUCHS cannot be reliably estimated. In addition, the further development of raw material prices remains a matter of great uncertainty.

08 SUSTAINABILITY AT FUCHS



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			



REDUCE FRICTION AND WEAR

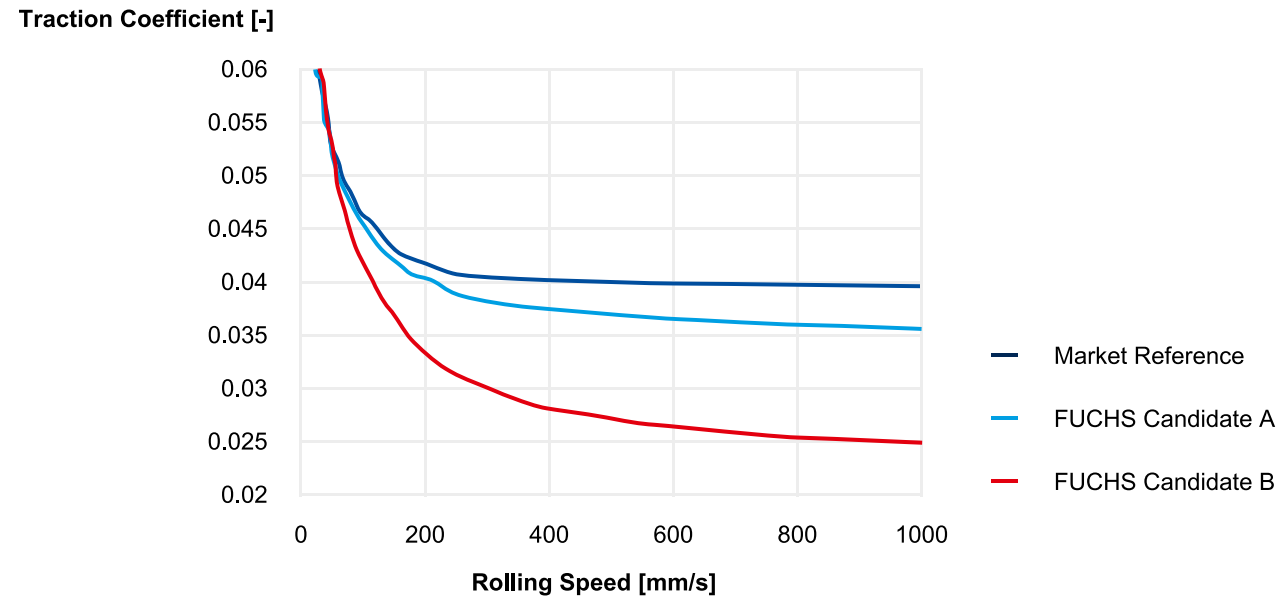
More range, less emissions



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

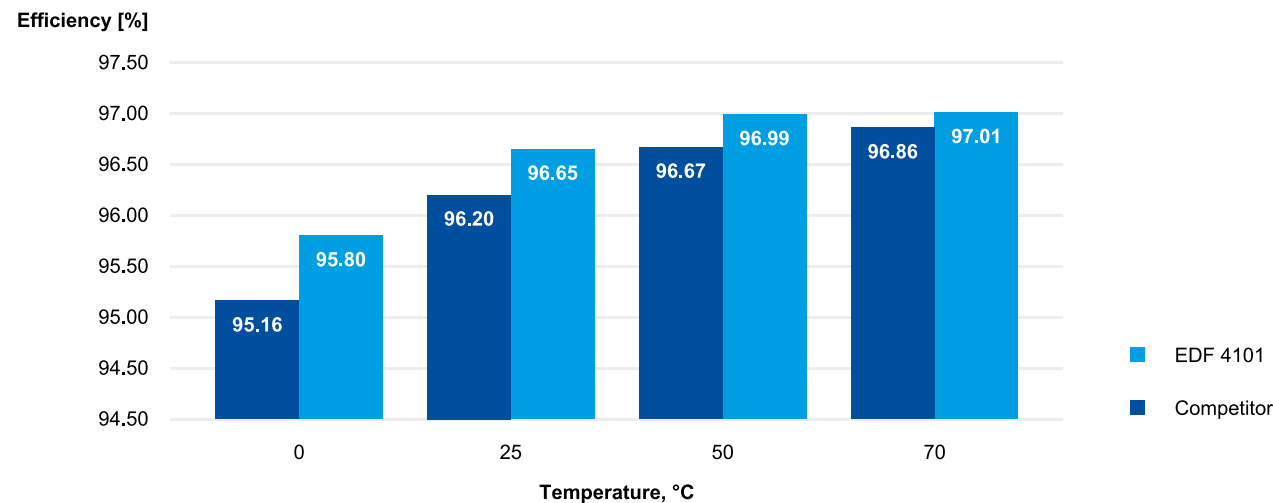
Increase BEV range



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

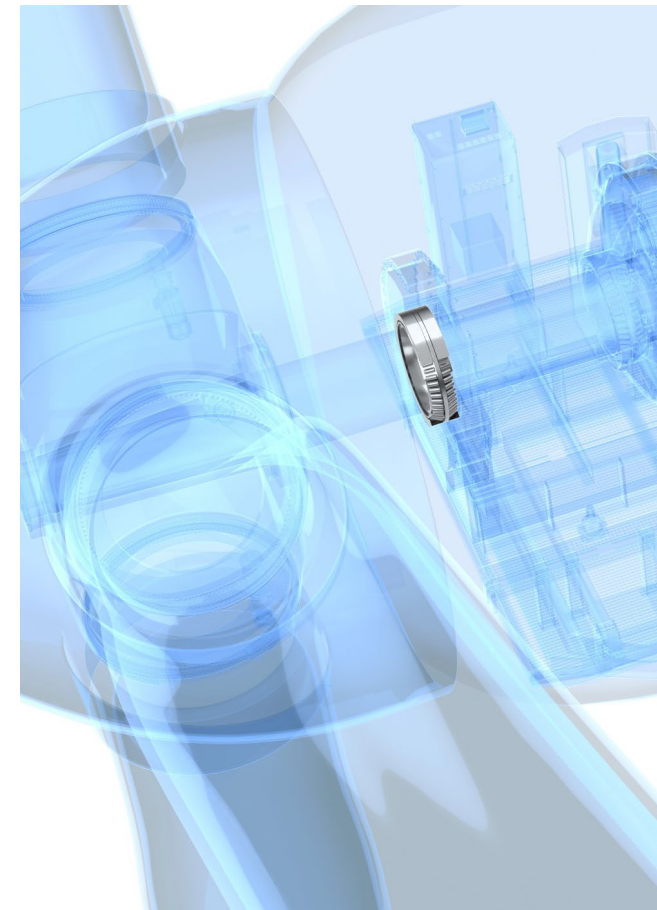
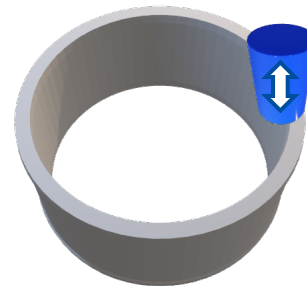
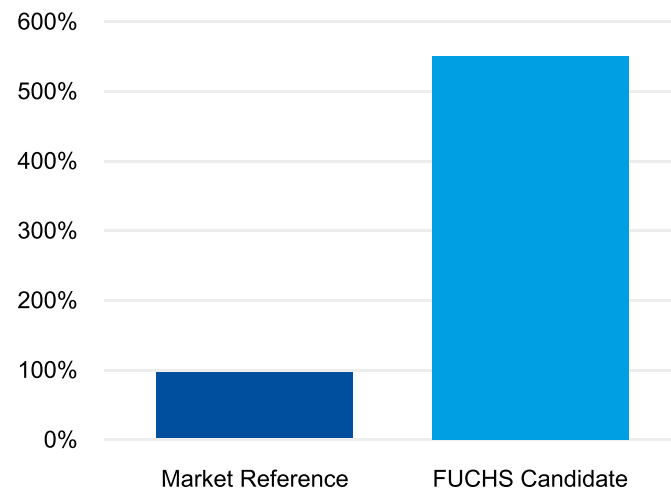


FUCHS Wind Bearing Greases

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



COOL MACHINES AND EQUIPMENT

Data Center Efficiency

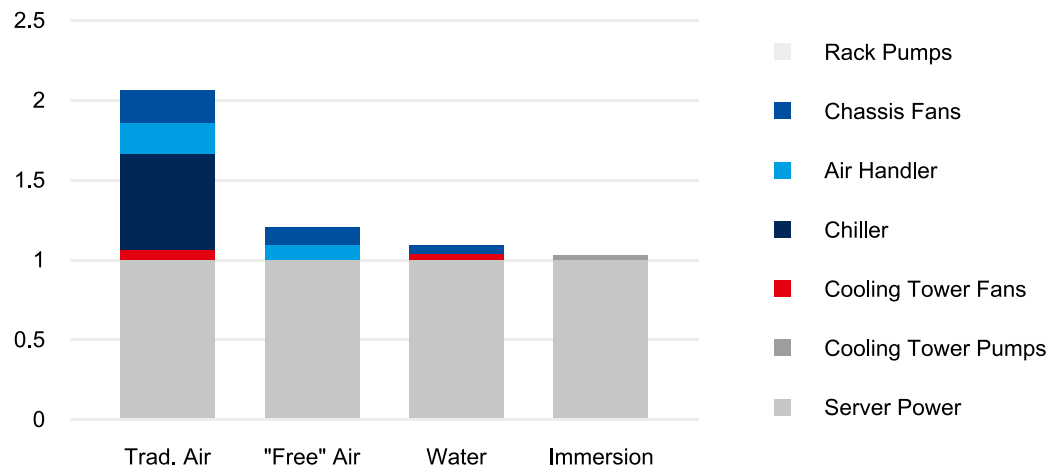


FUCHS Immersion Cooling Fluids

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

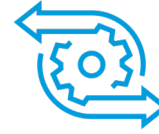
- Generated heat is directly and efficiently transferred to the fluid
- Reducing the energy required for data center cooling by up to **~95%**

Relative Energy Consumption



TRANSFER ENERGY

Reduce fuel consumption and emissions

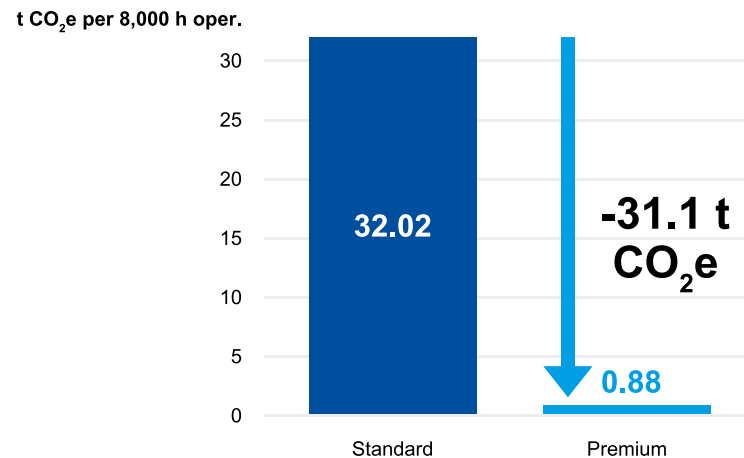


FUCHS Hydraulic Fluids

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



PCF calculator sets new standards

After six years of intensive development work and as part of the FUCHS2025 strategy cycle, we have created a new tool that automatically calculates the product carbon footprint (PCF) of lubricants, greases, and functional fluids with complete transparency. This provides customers with valuable insights into the environmental impact of their products – a decisive contribution to sustainability. The TÜV-certified tool marks a milestone for the industry and underscores our commitment to providing innovative solutions for responsible production.

STRONG ESG PROGRESS ACROSS KEY RATING PROVIDERS



Climate “C”
Water “C”

ISS ESG

“C”



SUSTAINALYTICS

“23rd percentile in
Specialty Chemicals”

MSCI
ESG RATINGS

“AA”

KEY ENVIRONMENTAL DATA

FUCHS Group	Unit	2025	2024	2023	2022
Revenue in € mn (approx.)	EUR	3,563	3,526	3,542	3,412
Energy					
Absolute energy consumption	MWh	271,144	274,210	278,041	287,575
Specific energy consumption	kWh/revenue in €	76.10	77.77	78.50	84.28
CO₂e emissions – Cradle-to-Grave					
Absolute CO ₂ e emissions	tons	2,437,361	2,336,201	2,358,168	2,043,968
- thereof Scope 1	tons	34,235	34,087	38,959	45,009
- thereof Scope 2 (market-based)	tons	807	9,405	17,642	23,239
- thereof Scope 3	tons	2,402,319	2,292,709	2,301,566	1,975,719
Specific CO ₂ e emissions	kg/revenue in €	684.1	662.6	665.8	599.1
- thereof Scope 1	kg/revenue in €	9.6	9.7	11.0	13.2
- thereof Scope 2	kg/revenue in €	0.2	2.7	5.0	6.8
- thereof Scope 3	kg/revenue in €	674.2	650.2	649.8	579.1
Water consumption					
Absolute water consumption	m³	346,782	348,383	340,852	384,181
Specific water consumption	m³/revenue in €	97.3	98.8	96.2	112.6
Waste generation					
Absolute waste generation	tons	11,154	10,659	14,189	15,530
Specific waste generation	kg/revenue in €	3.13	3.02	4.01	4.55



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

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

Scope 1: Direct emissions, including own energy generation.

Scope 2: Indirect emissions through purchased energy.

Scope 3: Other indirect emissions along the value chain.

¹ The impact of the ongoing tense geopolitical situation on the global economy and FUCHS cannot be reliably estimated. In addition, the further development of raw material prices remains a matter of great uncertainty.

09 FUCHS – A PROFITABLE GROWTH STORY



SUMMARY FUCHS100 – FOCUS TO WIN

3 CENTRAL ELEMENTS

- Growth
- Sustainability
- People

6 FOCUS AREAS

- Customer Brands
- Automotive Aftermarket
- New Mobility
- Rotary Motion
- Performance Greases
- Special Application Solutions

Sales target 2031 in €bn*

4 – 4.5

EBIT target 2031 in €mn*

550 – 600

EBIT margin: 13% - 15%

*Assumptions: FX rates from August 2025; stable price and raw material cost development

MOVING YOUR WORLD

FUCHS EQUITY STORY



Focus on
Execution



Winning
Mindset



Strong
Asset Base

FUCHS – A VALUE CREATING INVESTMENT

Global Footprint: FUCHS is the world's largest independent supplier of high-quality lubricants and related specialties, generating €3.5 billion in revenue across more than 50 countries. The company combines global scale with local expertise through production and R&D hubs in key markets such as China, the USA, and Germany.

Customer-Centric Value Creation: What sets FUCHS apart is its ability to master complexity while staying closely connected to the customers. This customer-centric approach enables tailored solutions that support value-based pricing and deliver sustainable profitability.

Cash-Generative: An asset-light business model with low input intensity ensures high capital efficiency and strong cash generation.

Targeted Growth: FUCHS grows through a disciplined mix of organic expansion and targeted M&A, capturing opportunities from major structural trends such as e-mobility, renewable energy, and production automation.

Shareholder Commitment: Stable family ownership provides long-term strategic continuity, while steadily increasing dividends reflect a strong commitment to sustainable value creation for shareholders.



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.

10 APPENDIX



KEY ASSUMPTIONS FOR FINANCIAL TARGETS

1. Market & Economic Environment

- The lubricant market remains stable with no significant overall decline compared to existing market studies
- No disruptive competitor's behavior that would change the lubricant market fundamentally
- No unforeseen catastrophic economic disruptions (pandemics, currency collapses in major economies, escalating cybercrime, etc.)

2. Supply Chains and Raw Materials

- Supply chains remain largely functional without unexpected disruptions
- Availability of critical raw materials at economically viable prices continues with no structural shortages or external dependencies beyond current levels

3. Geopolitical Conditions

- Trade relations between major economic regions (EU, US, China) remain broadly stable without substantial deterioration
- No major escalation of international conflicts that would severely disrupt trade, raw material supply, or key sales markets

4. Regulation & Policies

- Respective regulations especially chemical and sustainability regulations evolve in a predictable manner without sudden, disruptive tightening
- Tariff and tax frameworks for industrial investments do not shift abruptly in ways detrimental to economic activity

KEY MACROECONOMIC ASSUMPTIONS

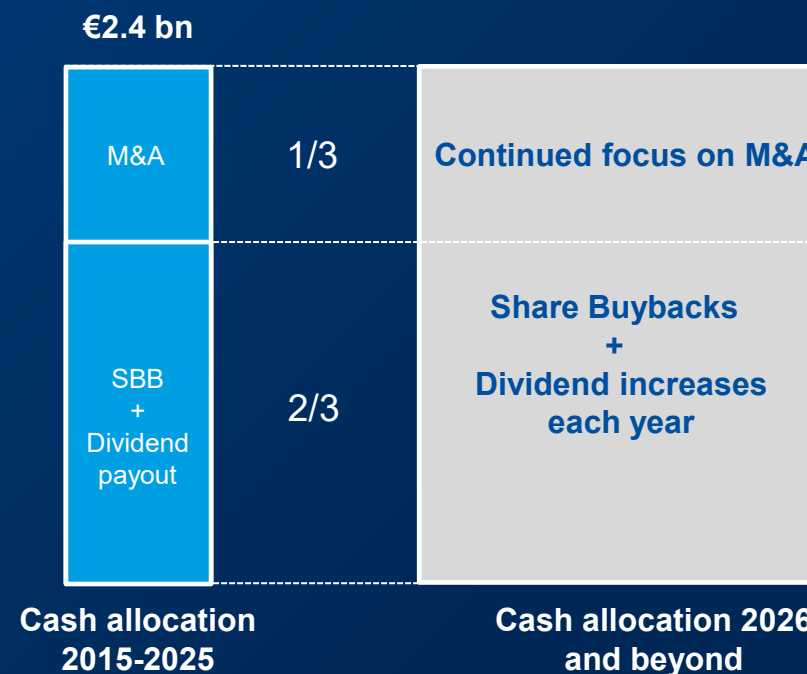
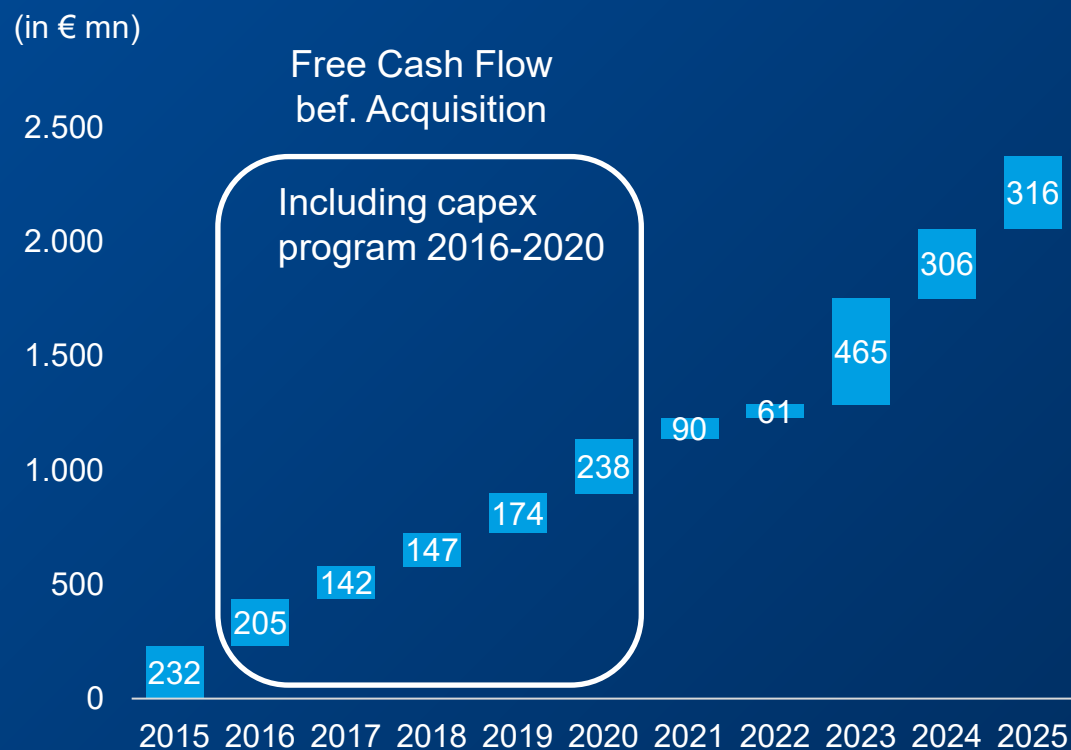
1. FX-rates

- Exchange rates regarding key currency fixed at levels of August 2025
- Top 5 foreign currencies: US-Dollar, Chinese Renminbi, British Pound, Australian Dollar, South African Rand

2. Raw material cost inflation / Sales price development

- FUCHS100 targets are based on flat development for both material costs and sales prices

BALANCED CAPITAL ALLOCATION APPROACH

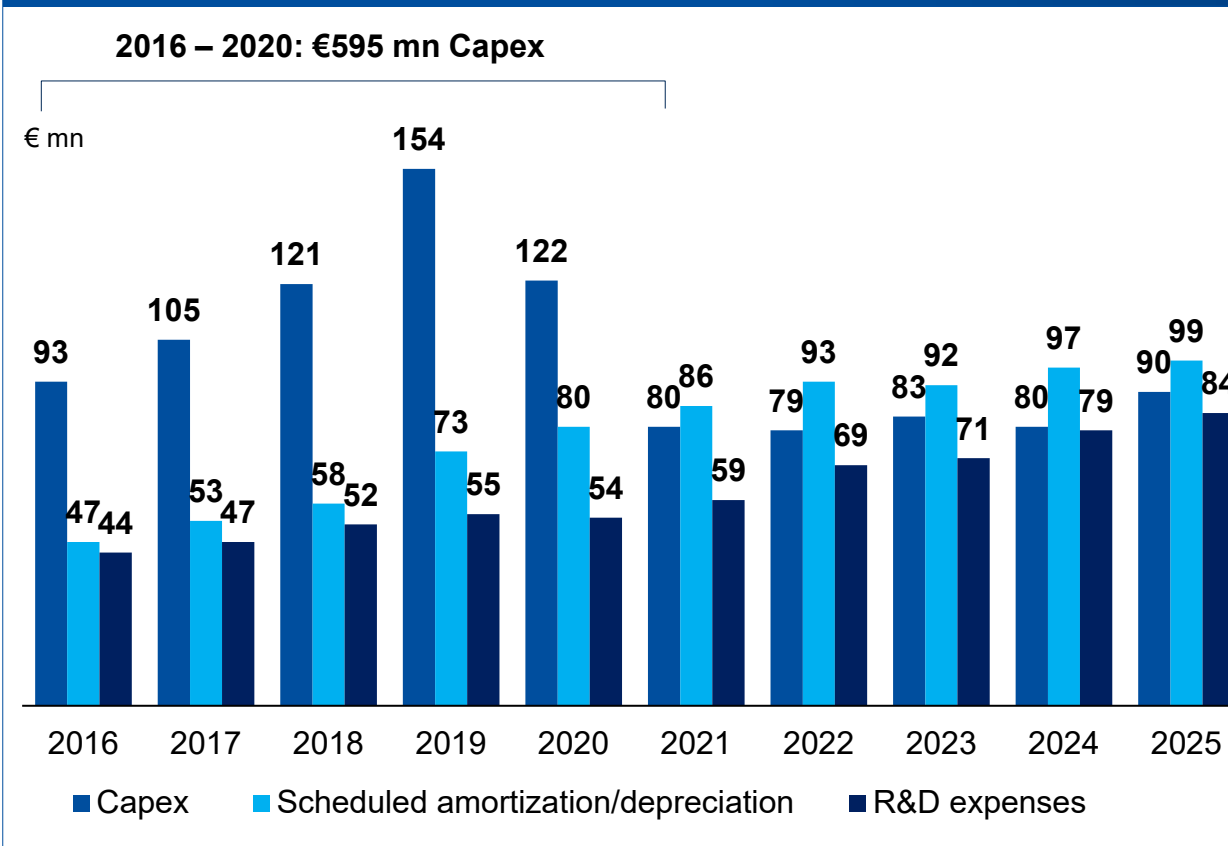


WELL INVESTED FOR THE FUTURE

CAPEX PROGRAMM FINALIZED IN 2020 – CONTINUOUSLY GROWING R&D

Five year growth initiative

... with a clear investment focus on:



Growth

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

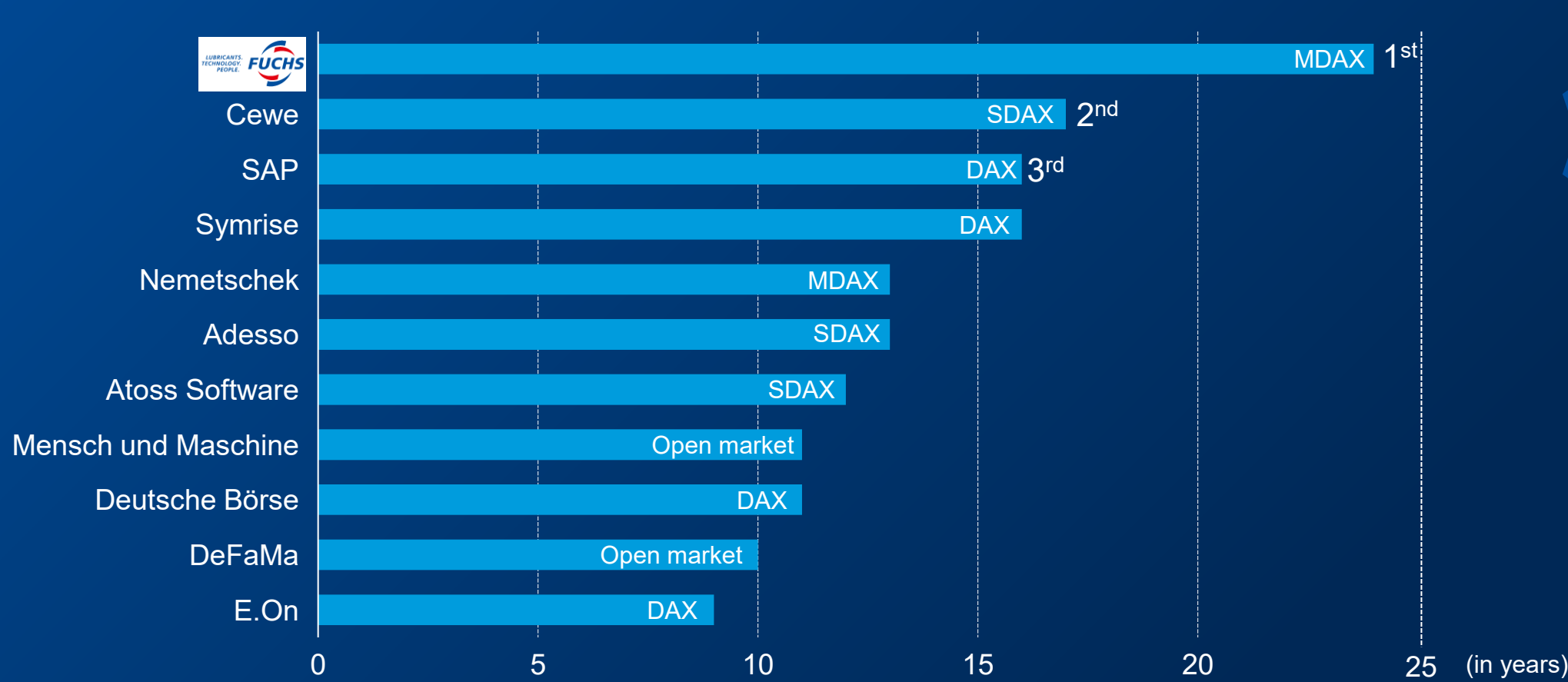
Technology

- 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

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



¹ Based on dividend figures for FY2025.

SWISS MARKET PRESENCE STRENGTHENED BY M&A

BUNDLING ALL ACTIVITIES UNDER FUCHS SWISS LUBRICANTS AG

FUCHS SWISS LUBRICANTS AG



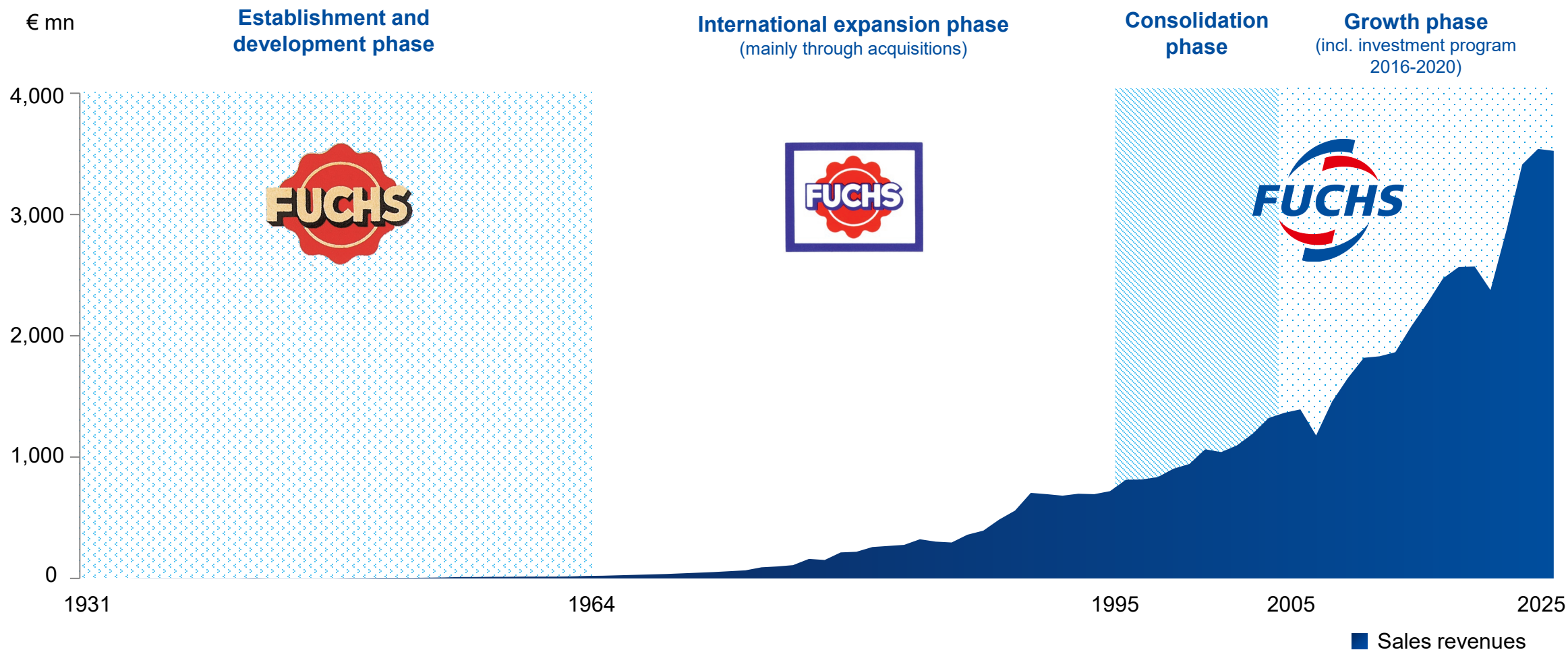
Member of the FUCHS Group



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

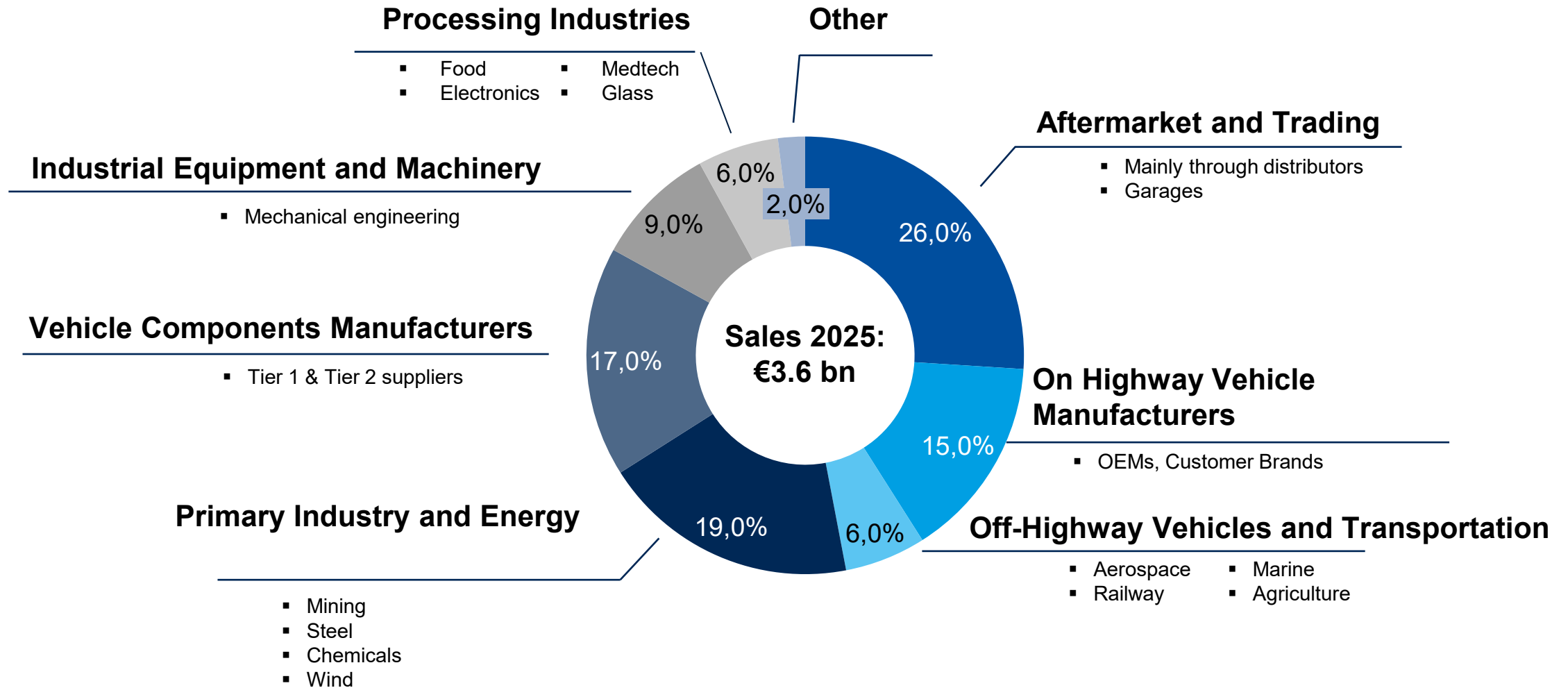
TRADITION AND GROWTH

SINCE 1931



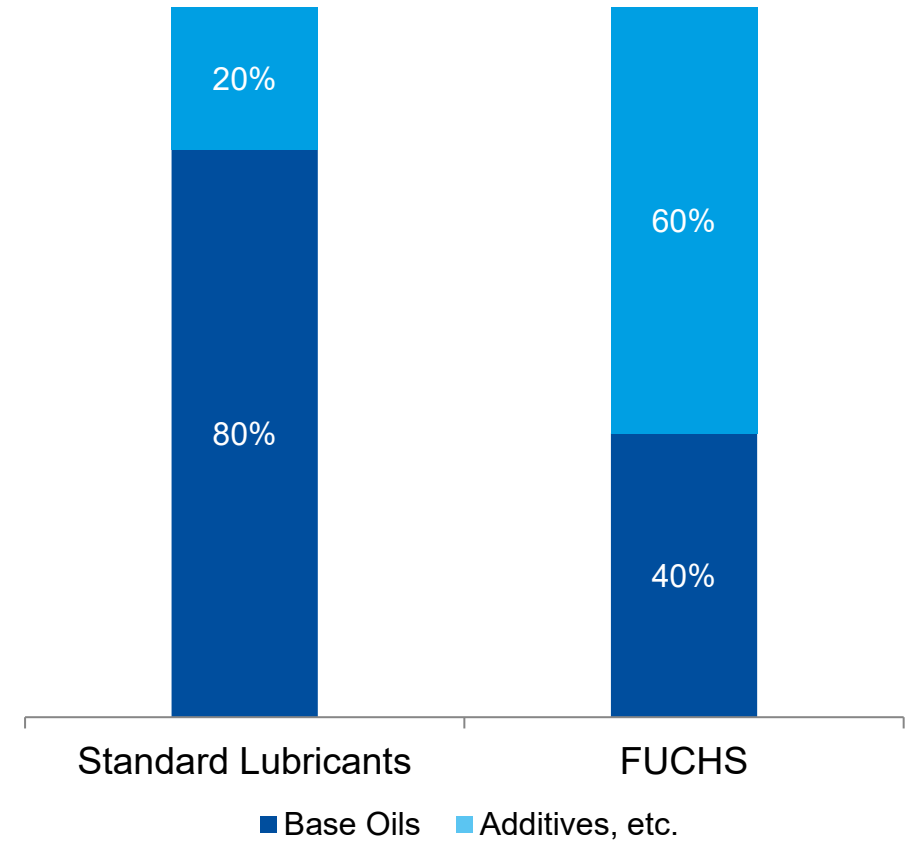
WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



BASE OIL / ADDITIVES VALUE SPLIT

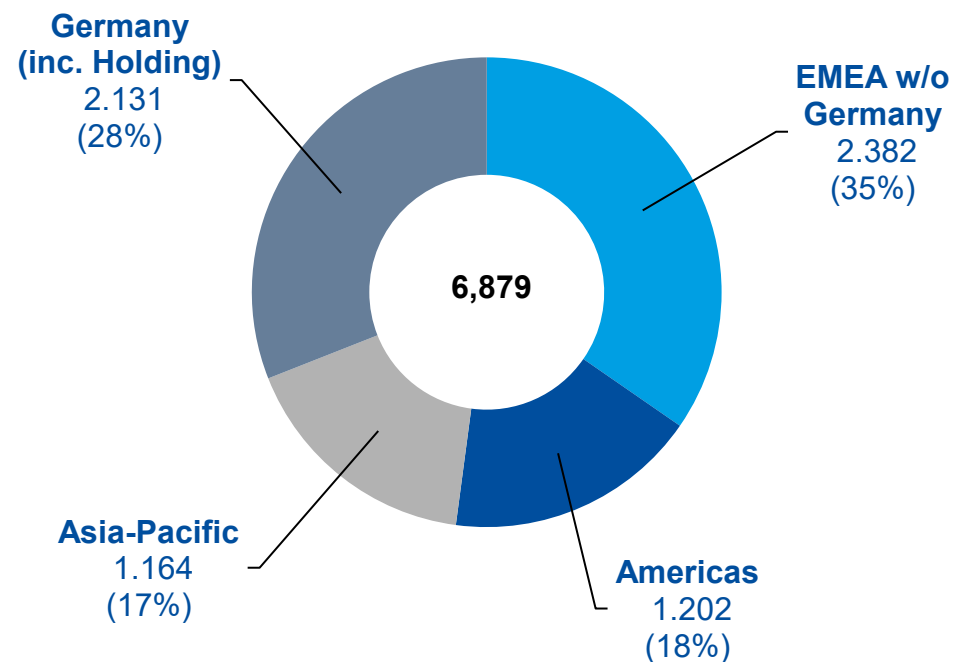
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



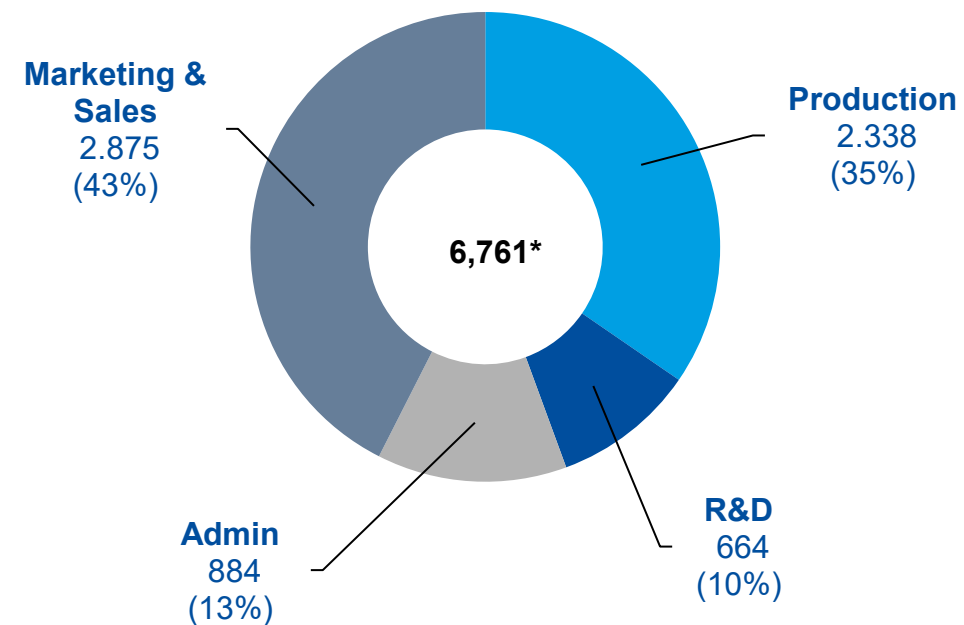
WORKFORCE STRUCTURE

6,879 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 2025)

Regional Workforce Structure



Functional Workforce Structure



*Excl. 118 Trainees

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

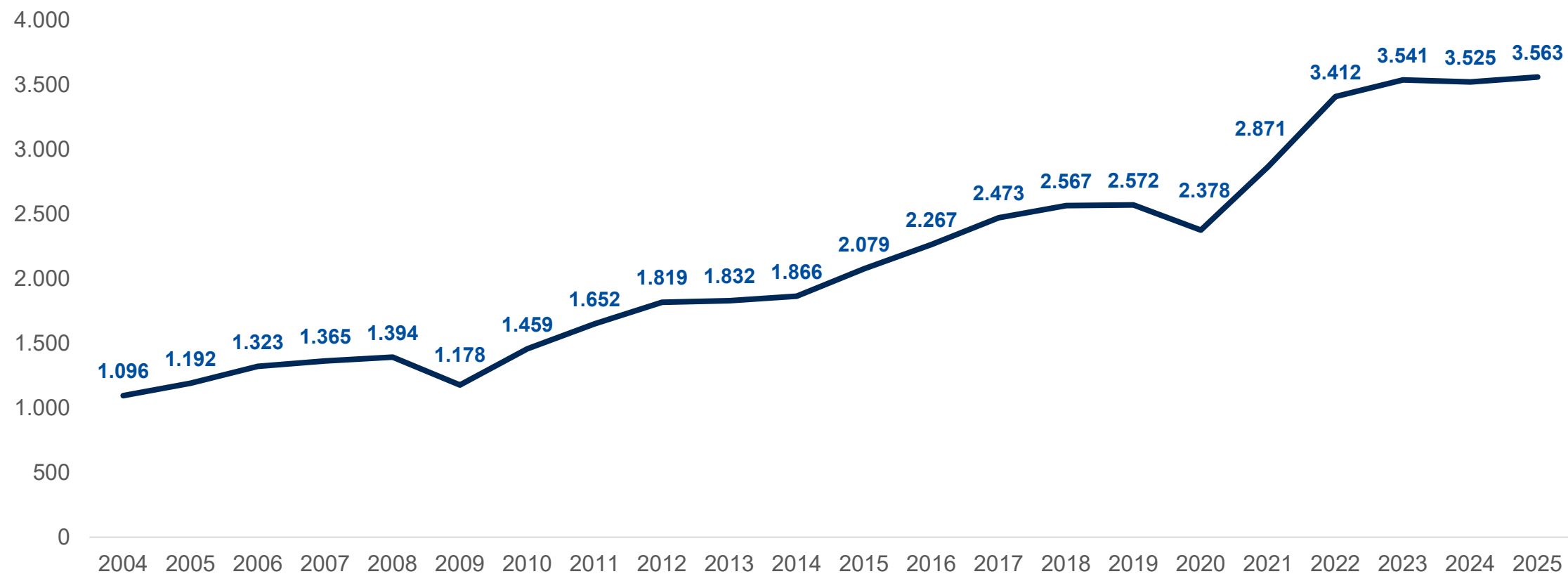
FUCHS Group (in € mn)	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Results of operations											
Sales revenues (by company location)	3,563	3,525	3,541	3,412	2,871	2,378	2,572	2,567	2,473	2,267	2,079
Cost of sales	2,318	2,310	2,396	2,358	1,906	1,524	1,682	1,668	1,591	1,416	1,288
Gross profit	1,245	1,215	1,145	1,054	965	854	890	899	882	851	791
<i>in % of sales revenues</i>	34.9	34.4	32.3	30.9	33.6	35.9	34.6	35.0	35.7	37.5	38.1
EBIT before at equity	425	426	406	356	354	303	310	357	356	352	324
<i>in % of sales revenues</i>	11.9	12.1	11.5	10.4	12.3	12.7	12.1	13.9	14.4	15.5	15.6
EBIT	435	434	413	365	363	313	321	383	373	371	342
<i>in % of sales revenues</i>	12.2	12.3	11.7	10.7	12.6	13.2	12.5	14.9	15.1	16.4	16.5
EBITDA	534	531	511	458	449	393	394	441	426	418	381
<i>in % of sales revenues</i>	15.0	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	2,703	2,610	2,423	2,523	2,311	2,120	2,023	1,891	1,751	1,676	1,490
Shareholder's equity	1,976	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>	73.1	72.7	74.3	73.0	76.0	74.5	77.2	77.0	74.6	71.9	71.8
Net liquidity	151	41	112	-60	97	179	193	191	160	146	101
Pension provisions	8	11	10	7	28	43	36	25	26	35	33
FUCHS Value Added (FVA)	249	245	212	172	205	165	174	251	250	257	246

UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)		2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Cash flow												
Free cash flow		289	205	461	59	61	124	162	159	140	164	62
Free cash flow before acquisitions		316	306	465	61	90	238	175	147	142	205	232
Cash Conversion Rate Factor		1,03	1,01	1.64	0.23	0.35	1.08	0.77	0.51	0.53	0.79	0.98
Investments / R&D												
Investments		90	80	83	79	80	122	154	121	105	93	50
Depreciation (scheduled)		99	97	92	93	86	80	73	58	53	47	39
Research & Development expenses		84	79	71	69	59	54	55	52	47	44	39
Employees												
Number of employees (average)		6,879	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	2.34	2.29	2.08	1.87	1.82	1.58	1.63	2.06	1.93	1.86	1.69
	Preference	2.35	2.30	2.09	1.88	1.83	1.59	1.64	2.07	1.94	1.87	1.70
Dividend per share	Ordinary	1.22	1.16	1.10	1.06	1.02	0.98	0.96	0.94	0.90	0.88	0.81
	Preference	1.23	1.17	1.11	1.07	1.03	0.99	0.97	0.95	0.91	0.89	0.82
Dividend distribution (in € mn)*		160	153	147	148	142	137	134	131	126	123	113
Stock exchange prices (on Dec 31)	Ordinary	30.00	31.80	32.45	27.80	30.88	37.85	39.95	35.00	40.37	36.95	37.69
	Preference	38.14	41.66	40.30	32.74	39.92	46.44	44.16	35.98	44.25	39.88	43.50

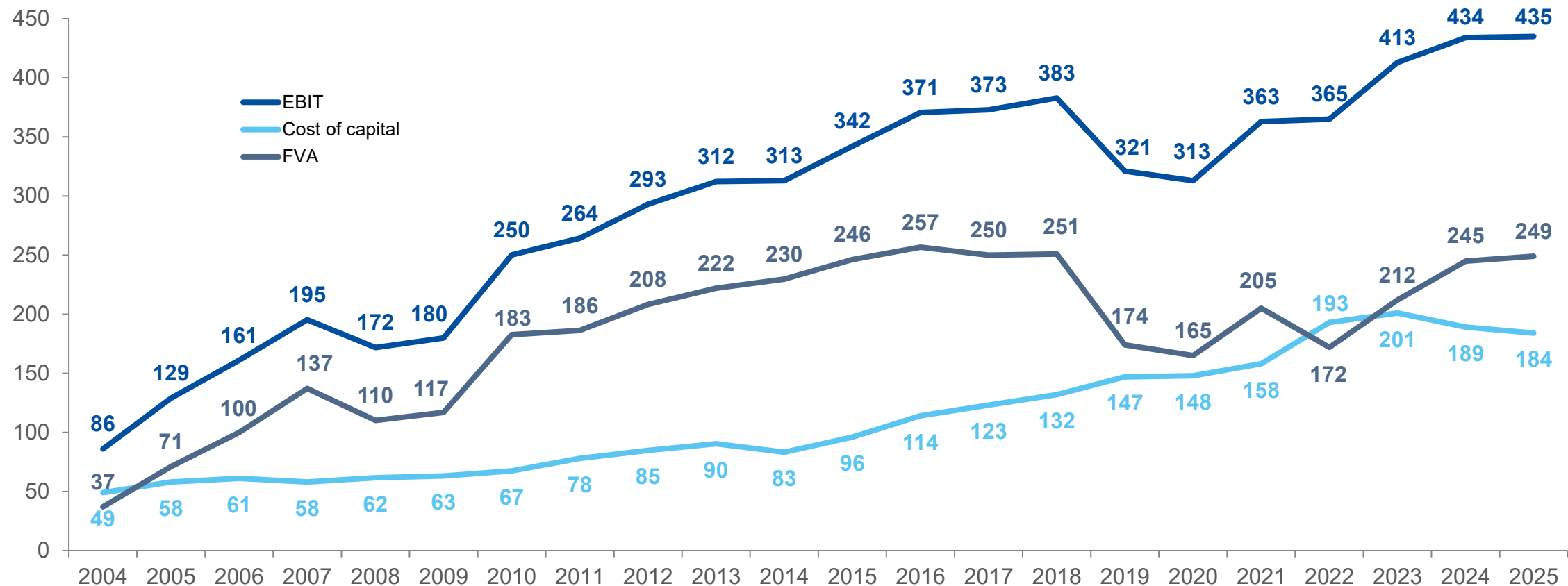
LONGTERM DEVELOPMENT SALES REVENUES

(in € mn)



LONGTERM DEVELOPMENT EBIT – COST OF CAPITAL – FVA

(in € mn)

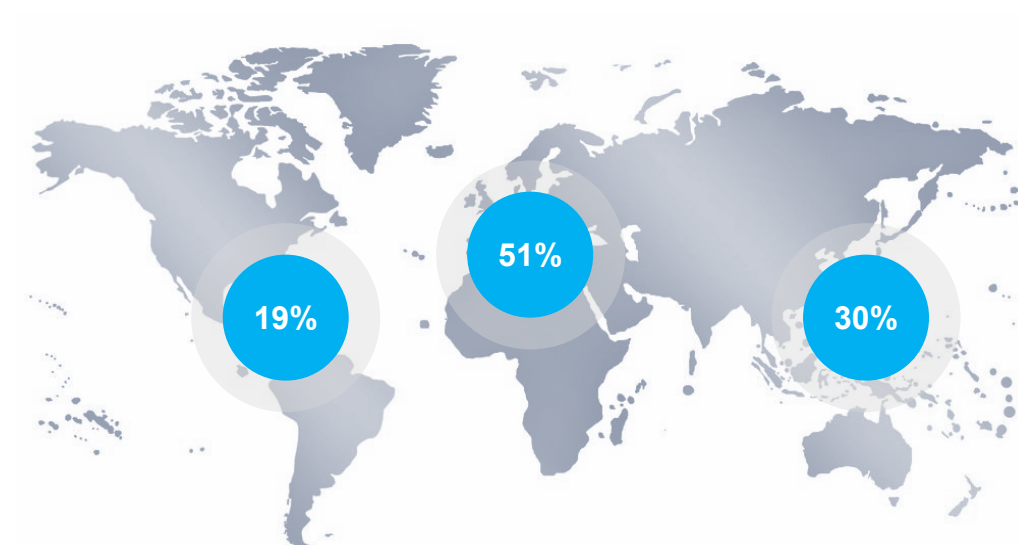


Cost of Capital = CE x WACC

REGIONAL SALES REVENUES

CONSOLIDATED SALES REVENUES FY 2025

		2025 (€ mn)	2024 (€ mn)	2023 (€ mn)
EMEA		2,048	2,029	2,041
<i>thereof</i>	Germany	856	866	898
	Western Europe	752	729	740
	Eastern Europe	305	310	284
	Africa	135	124	119
Asia-Pacific		1,002	986	979
<i>thereof</i>	China	583	564	564
	Australia	257	266	261
North and South America		695	678	687
<i>thereof</i>	North America	621	601	611
	South America	74	77	77
Consolidation		-182	-168	-166
Total		3,563	3,525	3,541



QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

Organic Growth (in %)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	17	5	-2	-8	2	-7	0	2	-1	-2	-1	-3	-1	1	1	5	13
Asia-Pacific	9	19	11	15	13	3	3	2	2	2	7	7	8	-3	2	6	21
North & South America	25	13	4	15	14	-2	4	2	-6	0	8	1	6	4	3	3	24
FUCHS Group	17	12	4	3	9	-3	1	2	-1	0	2	0	2	0	1	5	18

External Growth (in %)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	-	-	-	-	-	-	-	1	2	1	2	3	1	1	2	0	4
Asia-Pacific	-	-	-	-	-	-	-	0	0	0	-	0	0	0	0	0	0
North & South America	-	-	-	-	-	-	-	1	1	0	1	2	1	1	1	1	0
FUCHS Group	0	0	0	0	0	0	0	1	1	1	2	2	1	0	1	0	2

FX Effects (in %)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	-2	-3	-3	-2	-2	0	0	1	0	0	1	0	-1	0	0	0	1
Asia-Pacific	-3	-9	-13	-7	-8	-6	-5	0	1	-1	1	-6	-7	-8	-5	-5	3
North & South America	3	-5	-10	-19	-8	-6	-4	-3	7	-1	1	-7	-6	-10	-6	-10	-2
FUCHS Group	-1	-5	-7	-7	-5	-3	-9	0	2	-1	1	-3	-4	-4	-2	-4	1

QUARTERLY INCOME STATEMENT

€ mn	2023				2024				2025				2026	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Sales	936	886	876	843	877	887	902	859	924	880	896	863	934	1.069
Gross Profit	289	285	288	283	296	311	315	293	317	309	315	304	328	370
<i>Gross Profit margin (in %)</i>	<i>30.9</i>	<i>32.2</i>	<i>32.8</i>	<i>33.6</i>	<i>33.8</i>	<i>35.0</i>	<i>34.9</i>	<i>34.1</i>	<i>34.3</i>	<i>35.1</i>	<i>35.2</i>	<i>35.2</i>	<i>35.1</i>	<i>34.6</i>
Other function costs	-188	-190	-178	-183	-191	-201	-201	-196	-211	-210	-201	-198	-204	-237
EBIT before at Equity	101	95	110	100	105	110	114	97	106	99	114	106	124	133
<i>EBIT margin before at Equity (in %)</i>	<i>10.8</i>	<i>10.7</i>	<i>12.6</i>	<i>11.9</i>	<i>12.0</i>	<i>12.4</i>	<i>12.6</i>	<i>11.3</i>	<i>11.5</i>	<i>11.3</i>	<i>12.7</i>	<i>12.3</i>	<i>13.3</i>	<i>12.4</i>
At Equity	2	2	3	0	2	1	2	3	2	2	3	3	1	2
EBIT	103	97	113	100	107	111	116	100	108	101	117	109	125	135
<i>EBIT margin (in %)</i>	<i>11.0</i>	<i>11.0</i>	<i>12.9</i>	<i>11.9</i>	<i>12.2</i>	<i>12.5</i>	<i>12.9</i>	<i>11.6</i>	<i>11.7</i>	<i>11.5</i>	<i>13.1</i>	<i>12.6</i>	<i>13.4</i>	<i>12.6</i>
EBITDA	126	121	135	129	131	134	141	125	134	126	142	132	150	160
<i>EBITDA margin (in %)</i>	<i>13.5</i>	<i>13.7</i>	<i>15.4</i>	<i>15.3</i>	<i>14.9</i>	<i>15.1</i>	<i>15.6</i>	<i>14.6</i>	<i>14.5</i>	<i>14.3</i>	<i>15.8</i>	<i>15.3</i>	<i>16.1</i>	<i>15.0</i>

QUARTERLY FIGURES BY REGION

2026	EMEA					Asia-Pacific					North & South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	547	609				266	301				172	204			
EBIT before at equity income	61	60				46	45				19	33			
<i>in % of sales</i>	11.2	9.9				17.3	15.0				11.0	16.2			
Income from at equity companies	1	2				-	-				-	-			
Segment earnings (EBIT)	62	62				46	45				19	33			
<i>in % of sales</i>	11.3	10.2				17.3	15.0				11.0	16.2			

2025	EMEA					Asia-Pacific					North & South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	522	517	517	492	2,048	264	242	257	239	1,002	183	167	171	174	695
EBIT before at equity income	50	55	58	59	222	33	31	38	30	132	21	14	22	18	75
<i>in % of sales</i>	9.6	10.6	11.2	12.0	10.8	12.5	12.8	14.8	12.6	13.2	11.5	8.4	12.9	10.3	10.8
Income from at equity companies	2	2	3	3	10	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	52	57	61	62	232	33	31	38	30	132	21	14	22	18	75
<i>in % of sales</i>	10.0	11.0	11.8	12.6	11.3	12.5	12.8	14.8	12.6	13.2	11.5	8.4	12.9	10.3	10.8

QUARTERLY SALES & EBIT BY REGIONS

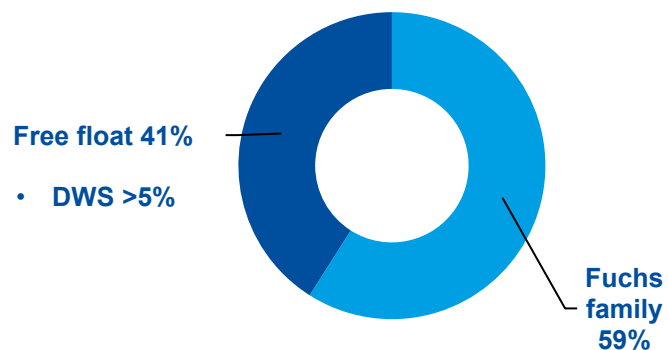
Sales (€ mn)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	552	515	499	475	2,041	511	516	517	485	2,029	522	517	517	492	2,048	547	609
Δ Y-o-Y in %	15	2	-5	-10	0	-7	0	4	2	1	2	1	0	-5	1	5	18
Asia-Pacific	252	239	247	241	979	245	240	254	247	986	264	242	257	239	1,002	266	301
Δ Y-o-Y in %	6	10	-2	8	5	-3	0	3	2	1	8	2	1	-7	2	1	24
North & South America	181	171	171	164	687	167	174	170	167	678	183	267	171	174	695	172	204
Δ Y-o-Y in %	28	8	-6	-4	5	-8	2	-1	2	-1	10	-3	1	2	3	-6	22
Holding/Consolidation	-49	-39	-41	-37	-166	-46	-43	-39	-40	-168	-45	-46	-49	-42	-182	-51	-45
FUCHS Group	936	886	876	843	3,541	877	887	902	859	3,525	924	880	896	863	3,563	934	1,069
Δ Y-o-Y in %	16	6	-3	-3	4	-6	1	3	2	0	5	-7	-1	4	1	1	21

EBIT (€ mn)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	50	49	56	58	213	54	57	56	56	219	52	55	61	59	222	62	62
Δ Y-o-Y in %	14	23	46	23	25	8	16	0	-3	3	-4	-4	9	5	1	19	9
Asia-Pacific	28	24	28	31	111	29	26	32	31	118	33	31	38	30	132	46	45
Δ Y-o-Y in %	-1	-8	-15	24	-2	4	8	14	0	6	14	19	19	-3	12	39	45
North & South America	19	20	23	17	79	21	26	24	20	91	21	14	22	18	75	19	33
Δ Y-o-Y in %	12	11	-4	-6	3	11	30	4	18	15	0	-46	-8	-10	-18	-10	136
Holding/Consolidation	6	4	6	-6	10	3	1	4	-10	-2	2	-1	-4	-1	-4	-2	-5
FUCHS Group	103	97	113	100	413	107	110	116	97	426	108	99	117	106	425	125	135
Δ Y-o-Y in %	11	11	13	18	13	4	13	3	-3	3	1	-10	1	9	0	16	34

BREAKDOWN ORDINARY & PREFERENCE SHARE

(JUNE 30, 2026)

Ordinary shares



Basis: 65,500,000 ordinary shares

Characteristics:

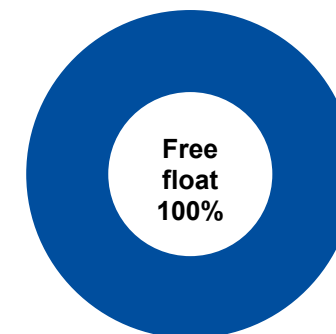
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

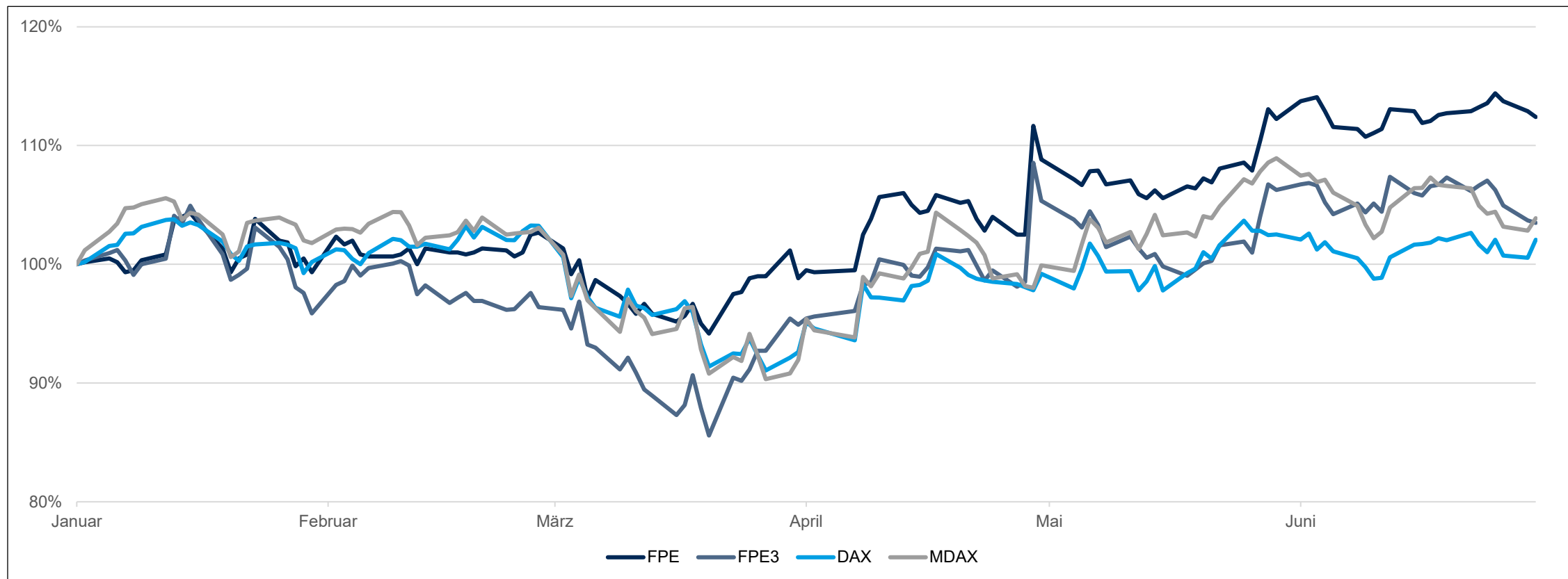
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Share data:

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

SHARE PRICE DEVELOPMENT OF FUCHS SHARES

PERFORMANCE* OF ORDINARY AND PREFERENCE SHARES IN COMPARISON WITH DAX AND MDAX
(JANUARY 1, 2026 – JUNE 30, 2026)



*Price trend including dividends.

EXECUTIVE BOARD OF FUCHS SE



Stefan Fuchs
CEO

- Human Resources
- Corporate Marketing
- Communication
- Strategy



Dr. Timo Reister
Deputy CEO

- Asia-Pacific
- Americas
- OEM Division
- Automotive
- Aftermarket Division
- Mining Division



Esma Saglik
CFO

- Finance & Controlling
- Digitalization
- Legal & Compliance
- Internal Audit & Governance
- Investor Relations
- Taxes



Mathieu Boulandet
CTO

- R&D
- Product Management
- Procurement
- Operations
- Sustainability
- Management Systems
- EH&S



Dr. Ralph Rheinboldt

- EMEA
- Industry Division
- Specialties Division

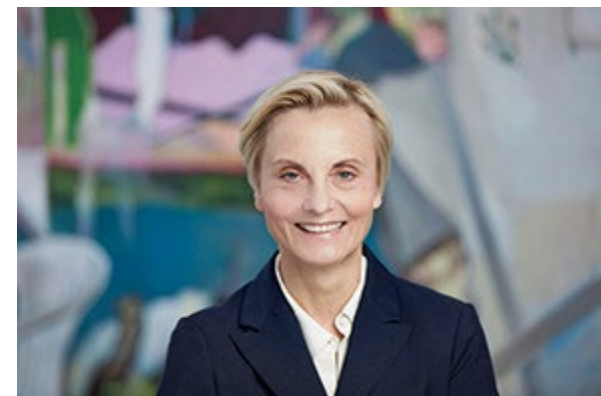
SUPERVISORY BOARD OF FUCHS SE



Dr. Christoph Loos
Chairman



Dr. Susanne Fuchs
Deputy Chairwoman



Ingeborg Neumann
Chairwoman of the Audit Committee



Dr. Markus Steilemann



Jens Lehfeldt
Employee Representative



Ayten Barisik
Employee Representative

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

FINANCIAL CALENDAR & CONTACT

September 2026

- **09/01** Commerzbank & ODDO BHF Corporate Conference, Frankfurt
- **09/08** Berenberg Food Ingredients & Chemicals Conference, London
- **09/10** Jefferies Global Industrial Conference, New York
- **09/22** Berenberg & Goldman Sachs German Corporate Conference, Munich
- **09/23** Baader Investment Conference, Munich

October 2026

- **10/01** Berenberg Madrid Seminar
- **10/30** Q3 Financial Statement

November 2026

- **11/16** BNP Paribas MidCap CEO Conference, Paris
- **11/24 – 11/25** Deutsches Eigenkapitalforum, Frankfurt

December 2026

- **12/01** Berenberg Surrey Hill Conference, London
- **12/02** Bank of America European Materials Conference, London

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By their very nature, forward-looking statements involve a number of risks, uncertainties and assumptions which could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These factors can include, among other factors, changes in the overall economic climate, procurement prices, changes to exchange rates and interest rates, and changes in the lubricants industry. FUCHS SE provides no guarantee that future developments and the results actually achieved in the future will match the assumptions and estimates set out in this presentation and assumes no liability for such. Statements contained in this presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.

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