FUCHS GROUP

Investor Presentation

August 2026

LUBRICANTS. TECHNOLOGY. PEOPLE.

AGENDA

MOVING YOUR WORLD

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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.

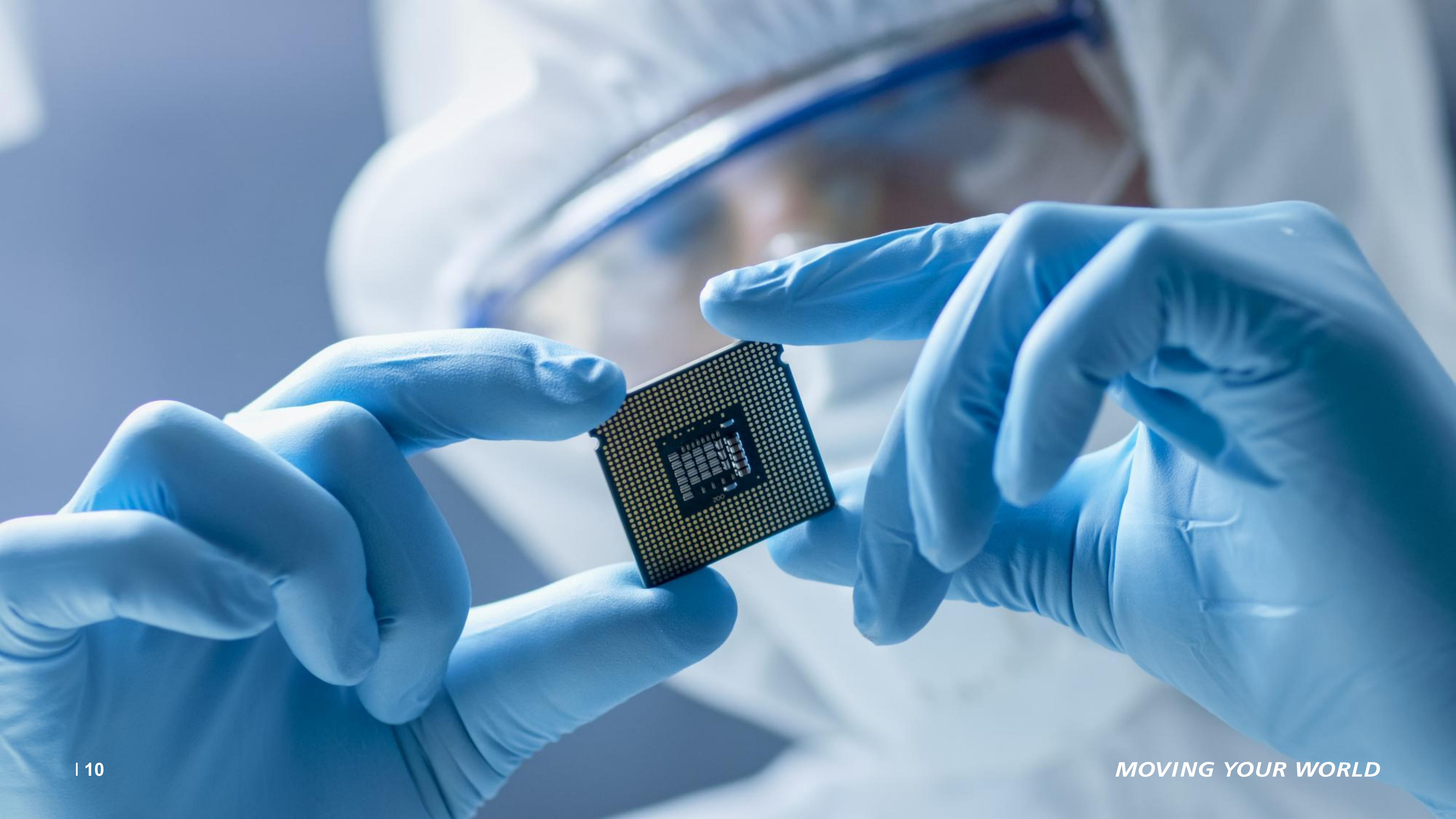
MOVING YOUR WORLD

WHERE DO LUBRICANTS CONTRIBUTE TO DAILY LIVE?

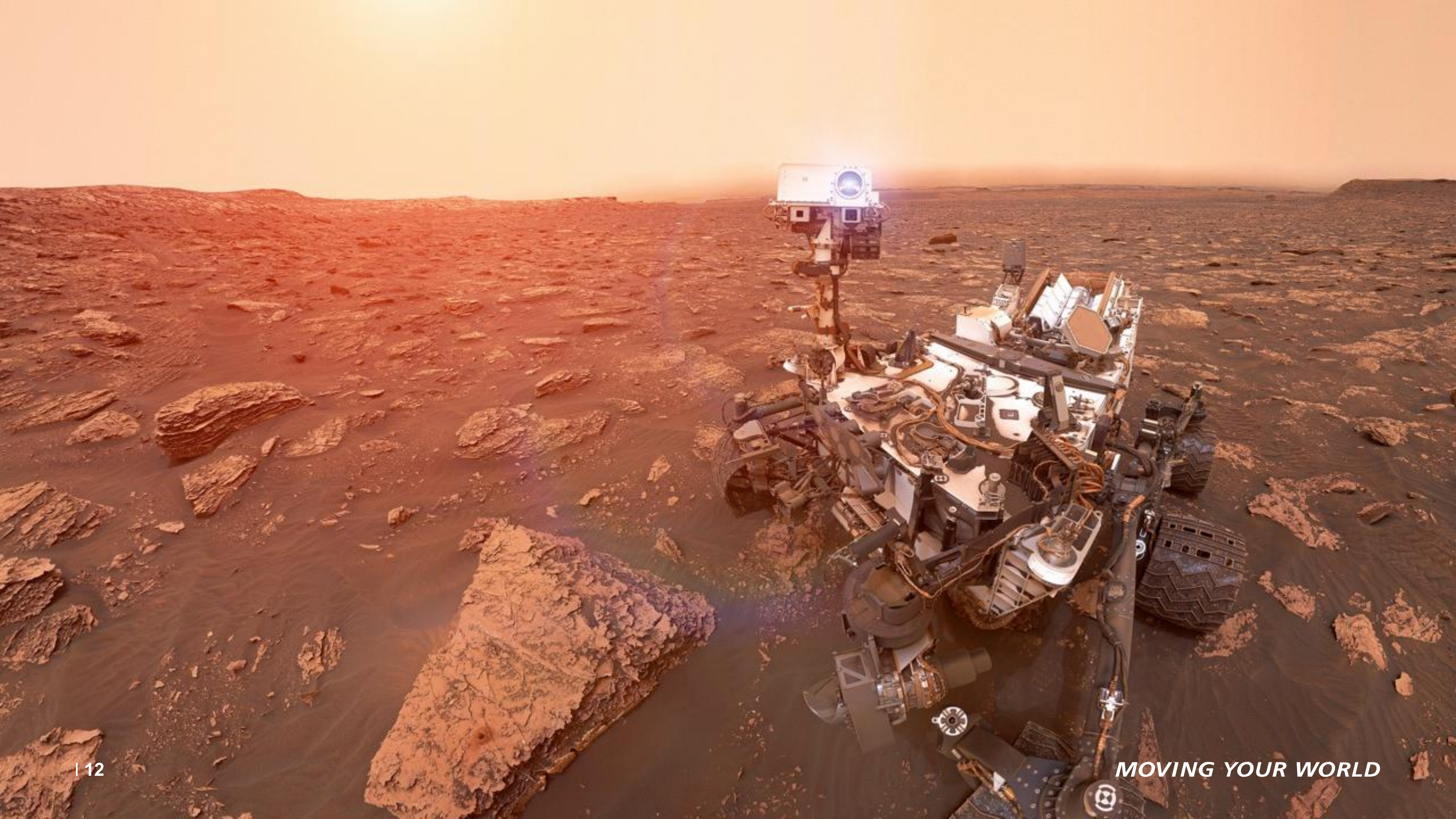
ALMOST EVERYWHERE…


MOVING YOUR WORLD


MOVING YOUR WORLD




MOVING YOUR WORLD



01 FUCHS IN A NUTSHELL

FUCHS AT A GLANCE

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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

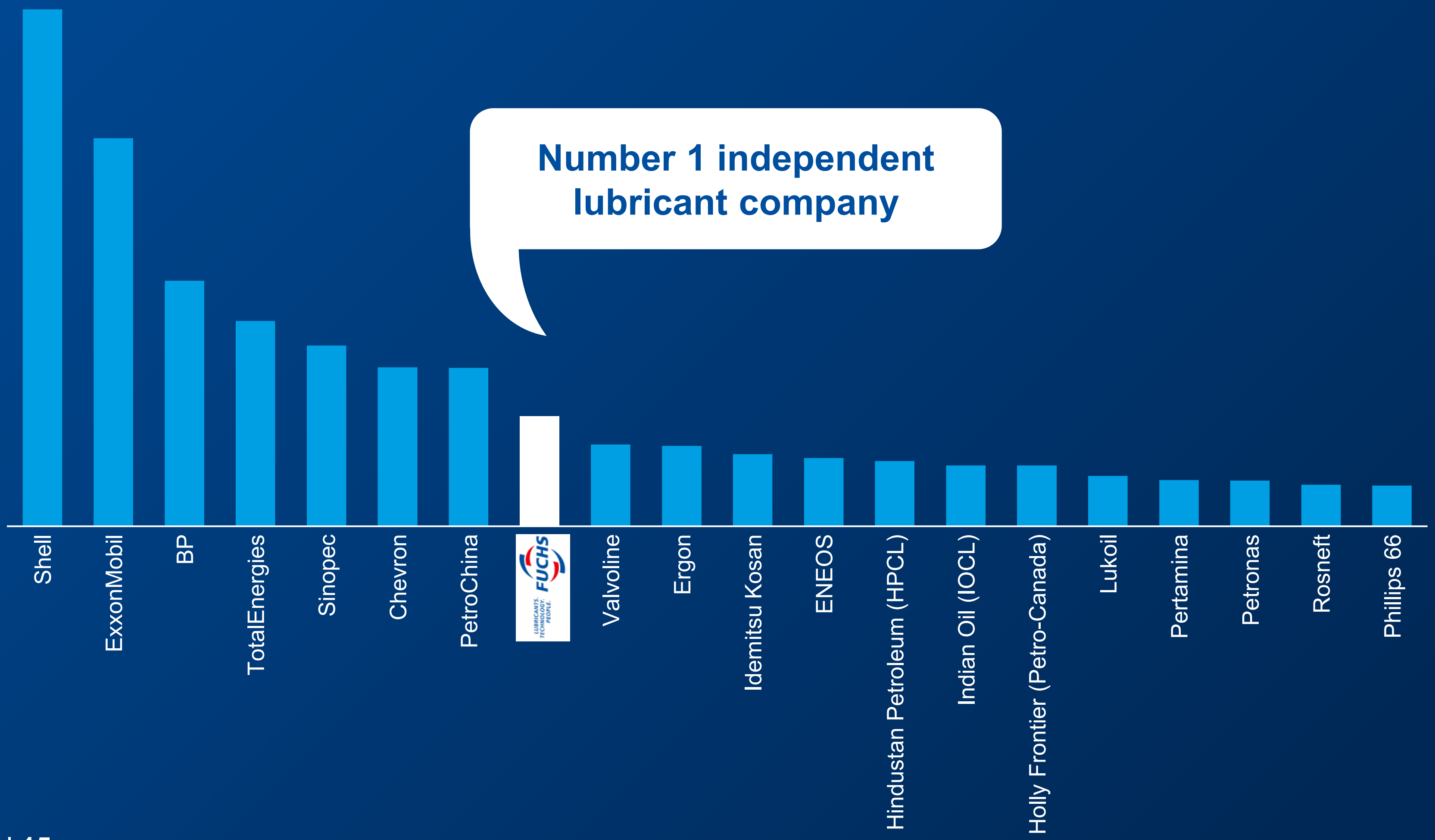
A full range of over **10,000** lubricants and related specialties

Around **6,800** employees

Preference share is listed in the MDAX

67 companies worldwide

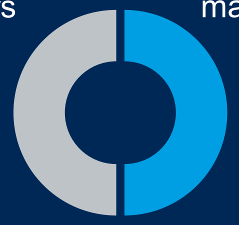
THE LEADING INDEPENDENT LUBRICANTS COMPANY



Manufacturers

- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares



[1] > 1000 tons

MOVING YOUR WORLD

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

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

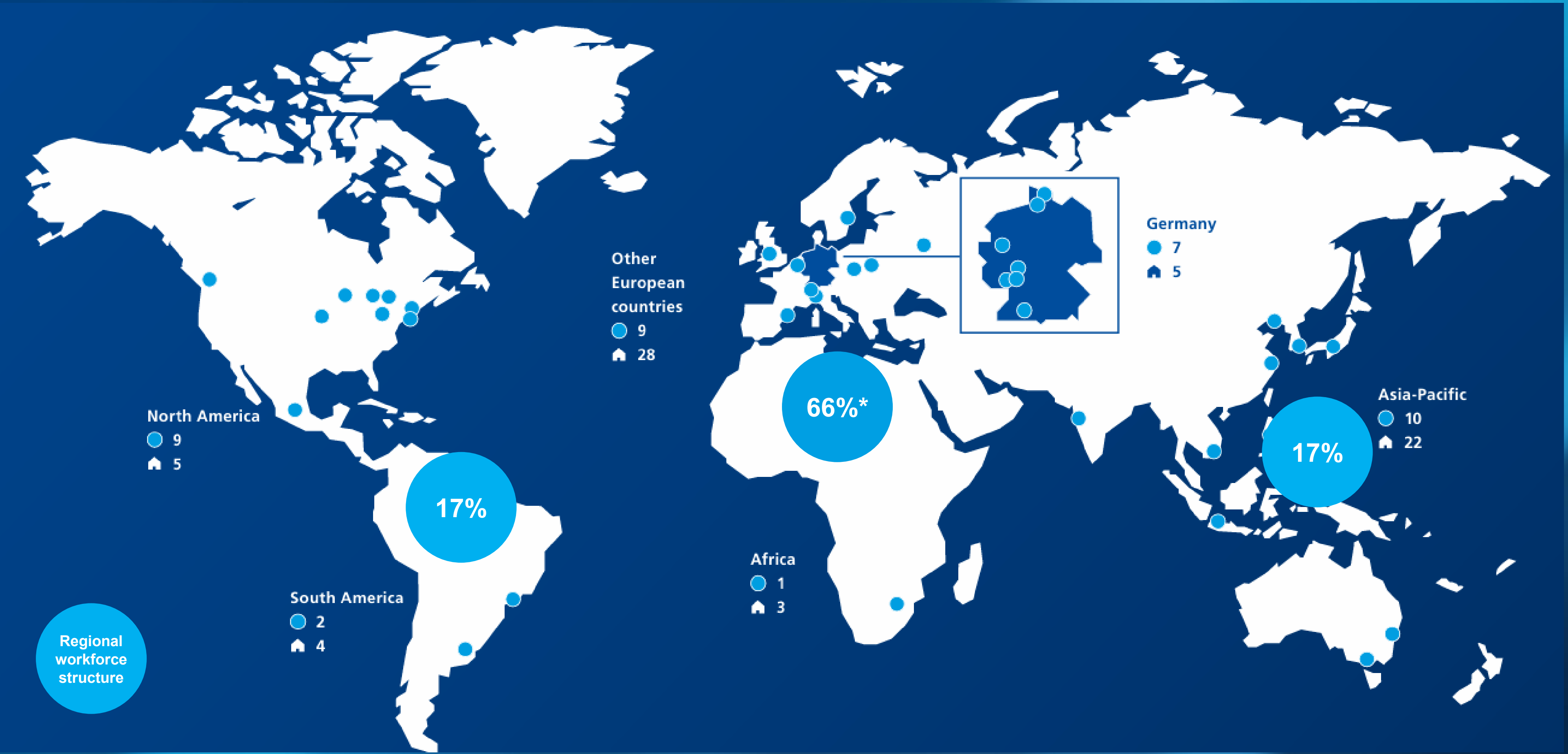
Advantage over major oil companies

FUCHS is a full-line supplier

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

Advantage over other independent companies

WE ARE WHERE OUR CUSTOMERS ARE
IN MORE THAN 60 COUNTRIES



GROUP COMPANY AND PRODUCTION LOCATIONS

38 Production locations

67 Operating companies

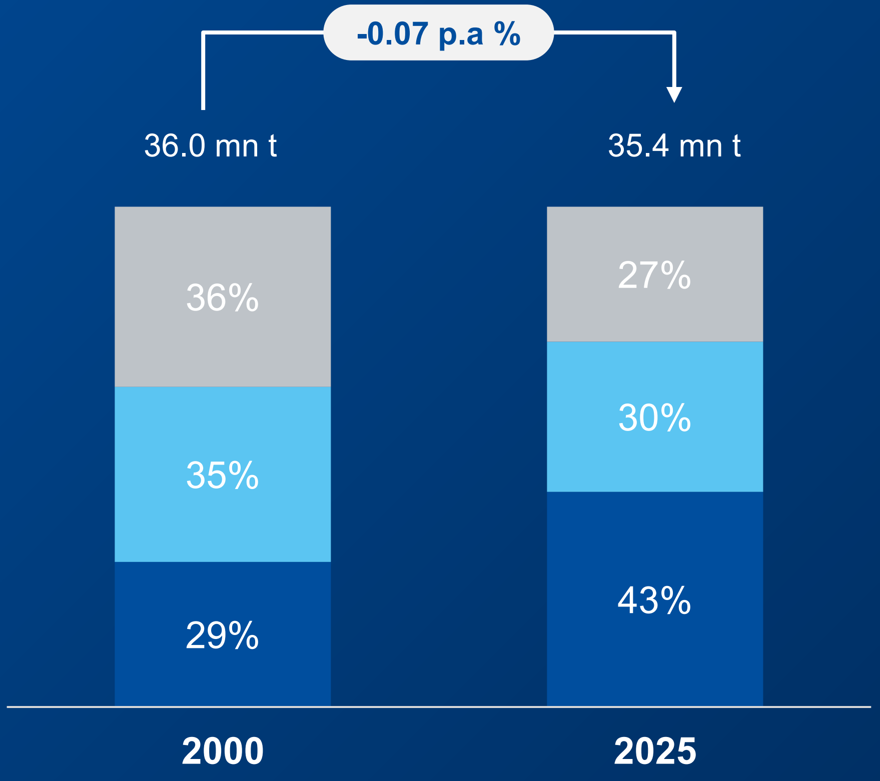
As of December 31, 2025

*incl. Holding

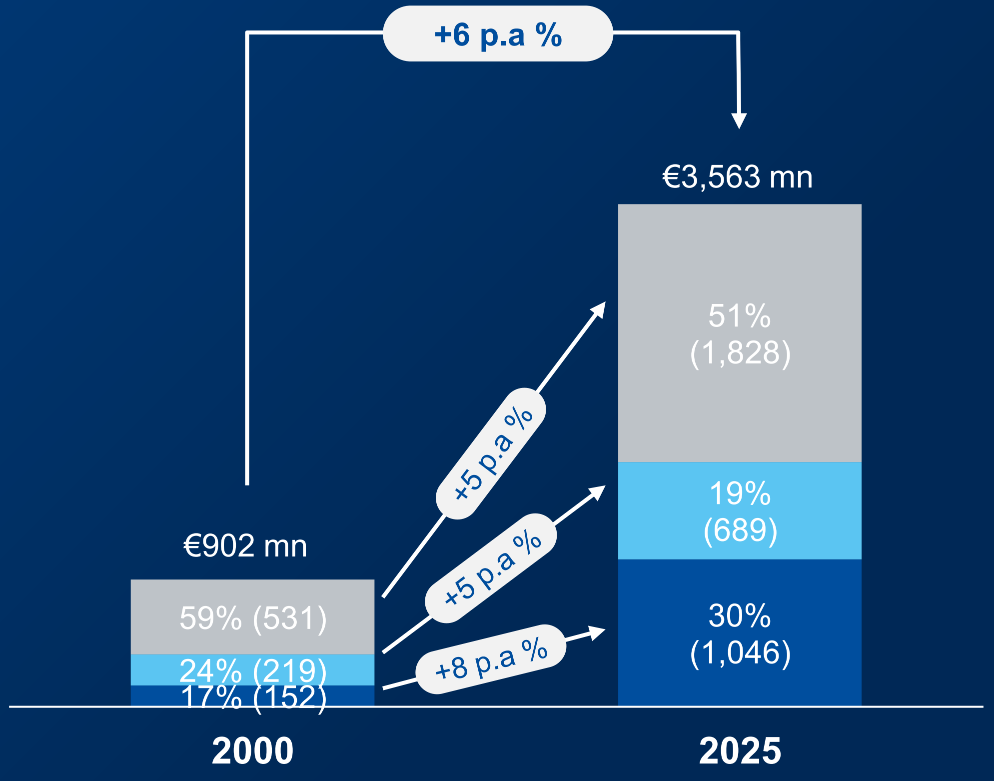
MOVING YOUR WORLD

HIGHTECH LUBRICANTS ON THE RISE

Market Demand



FUCHS Sales (by customer location)

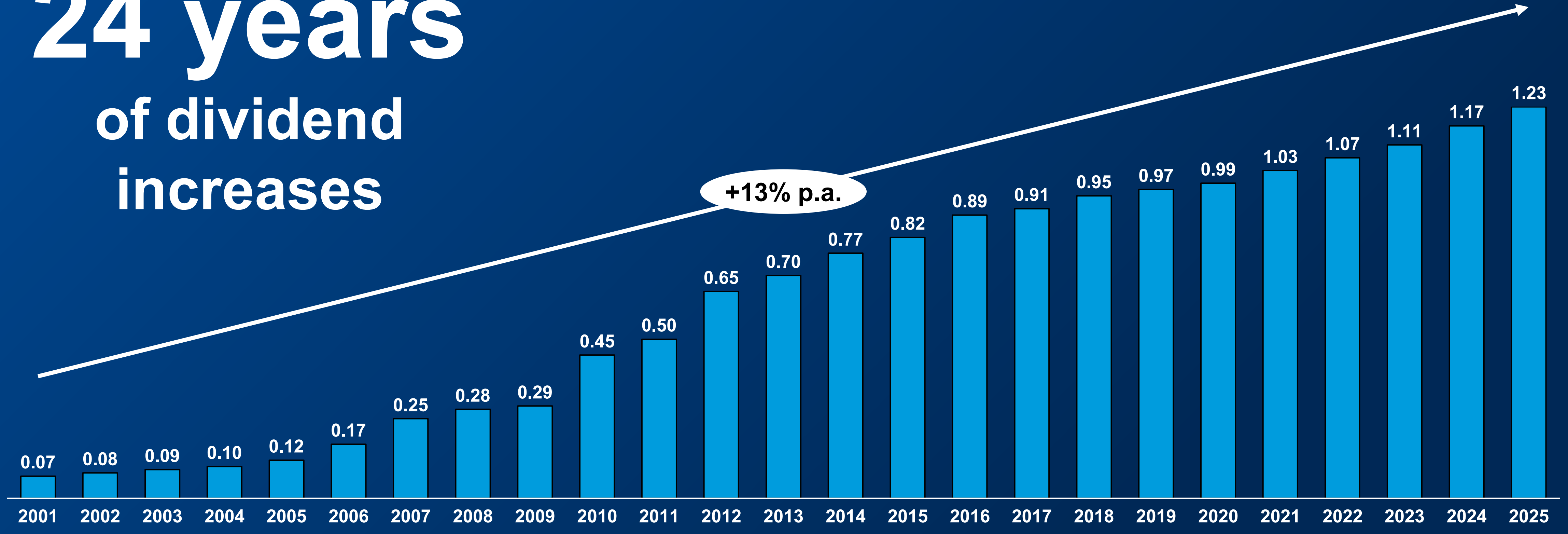


APAC Americas EMEA

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

24 years

of dividend increases



Dividend paid per preference share in €

02 FUCHS100

LUBRICANTS. TECHNOLOGY. PEOPLE.

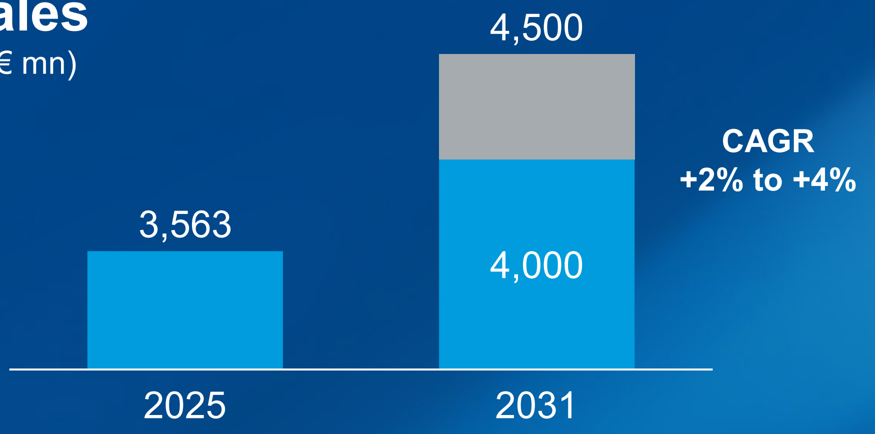
FUCHS100 builds on FUCHS2025

Achievements FUCHS2025

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

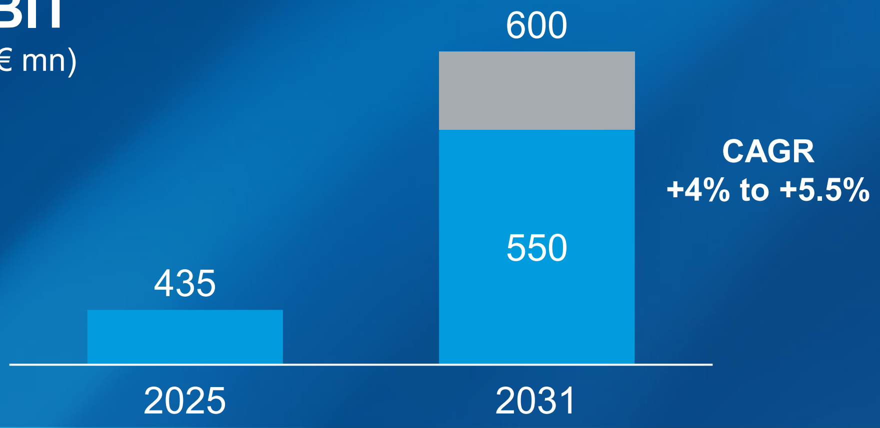
FINANCIAL TARGETS FOR 2031*

Sales
(in € mn)

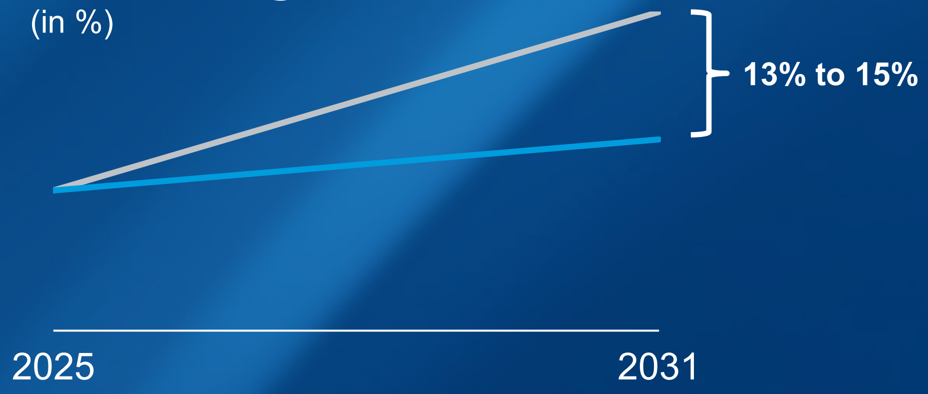


Margin growth towards 15% long-term potential

EBIT
(in € mn)



EBIT margin
(in %)



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

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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

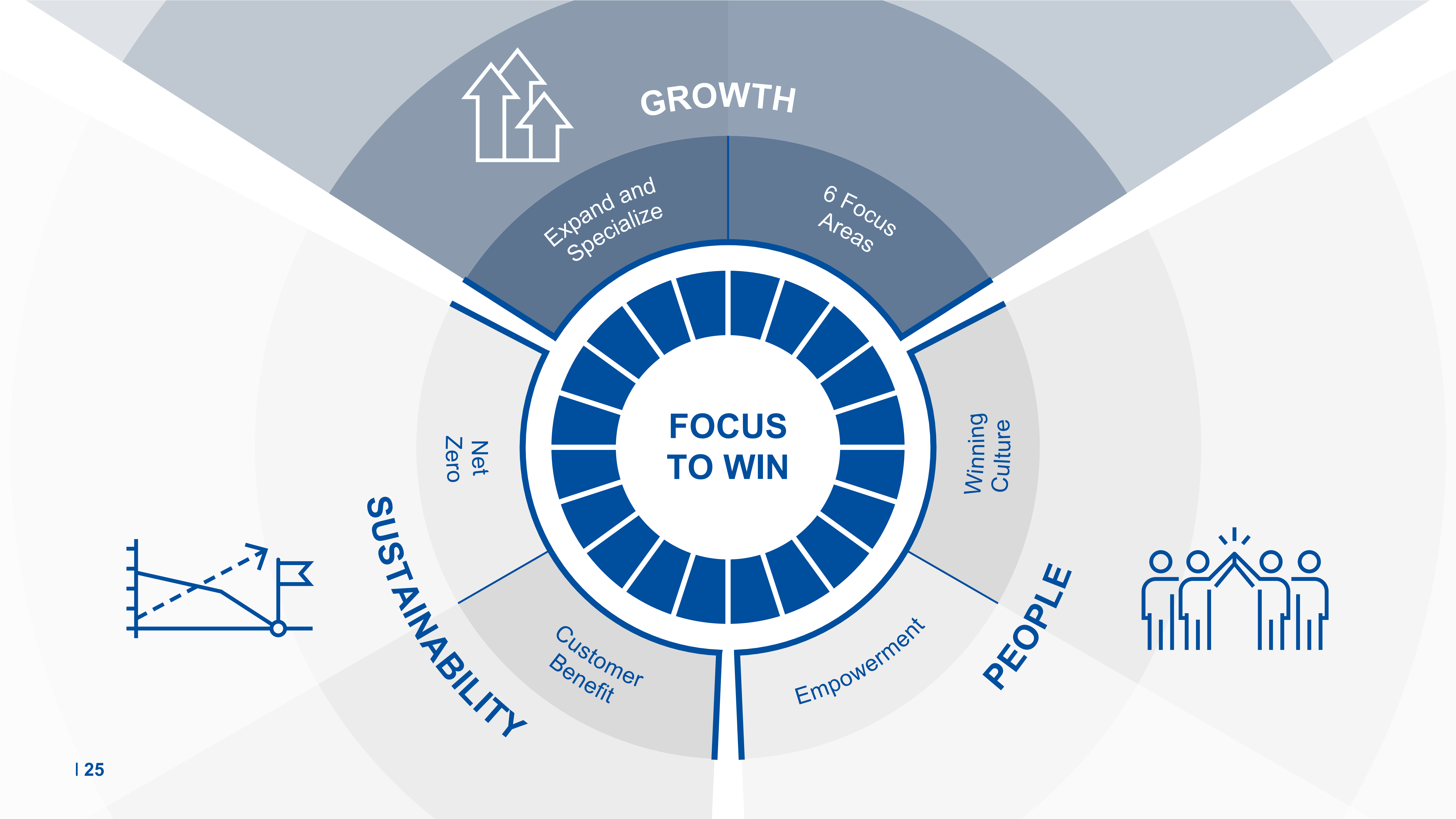
DRIVERS TOWARDS FINANCIAL TARGETS

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


GROWTH
Expand and Specialize
6 Focus Areas
FOCUS TO WIN
Net Zero
Customer Benefit
SUSTAINABILITY
Winning Culture
Empowerment
PEOPLE

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

FUCHS uniquely positioned:

We can handle complexity.

We can scale both core and specialty business.

Supply side struggles with complexity
- **Large players** simplify their portfolio and exit markets
- **Smaller players** lack resources and global reach

WHAT SETS US APART

Full range of lubrication solutions

Passionate about customer-specific solutions

Independent and financially stable

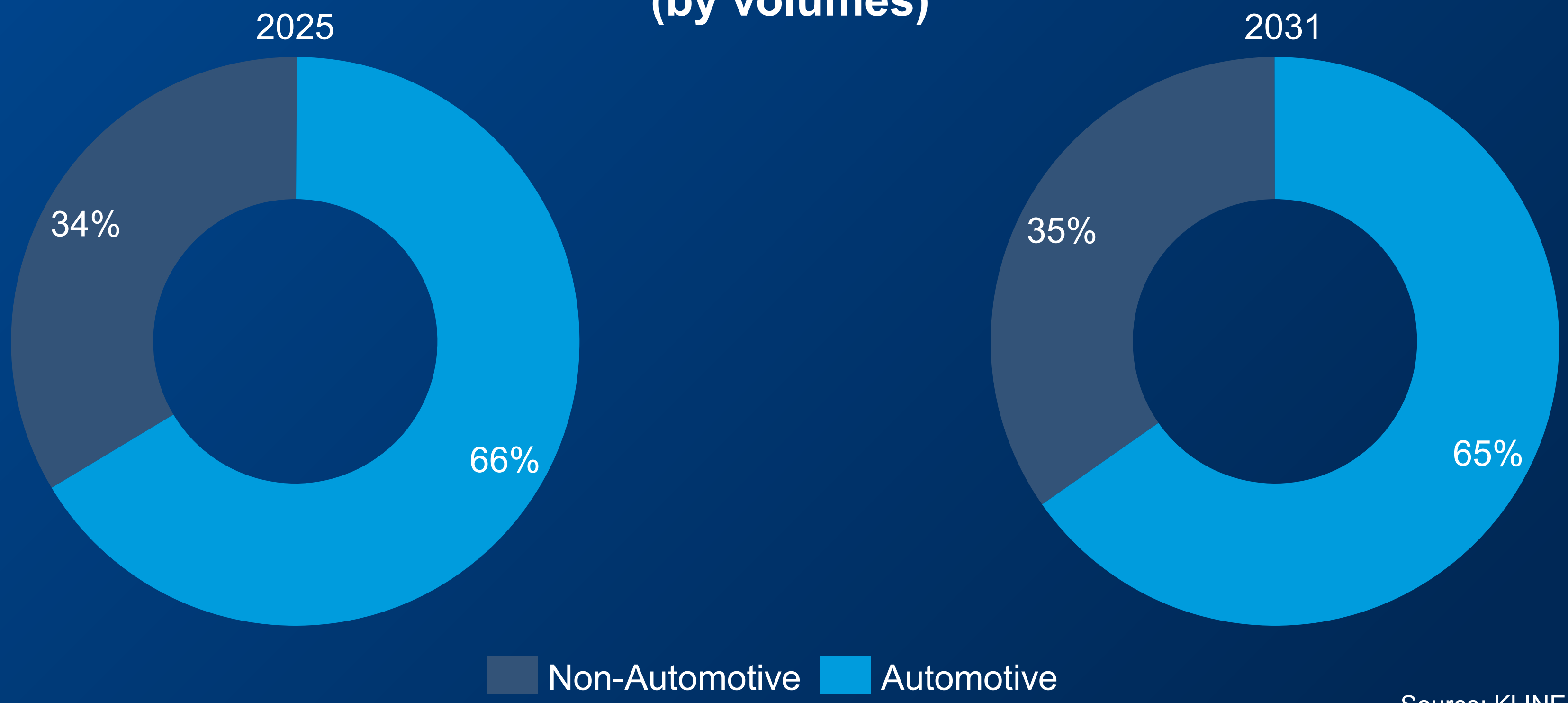
Application and process know-how for added value

Best-in-class R&D

Close to the customer with the best team in the industry

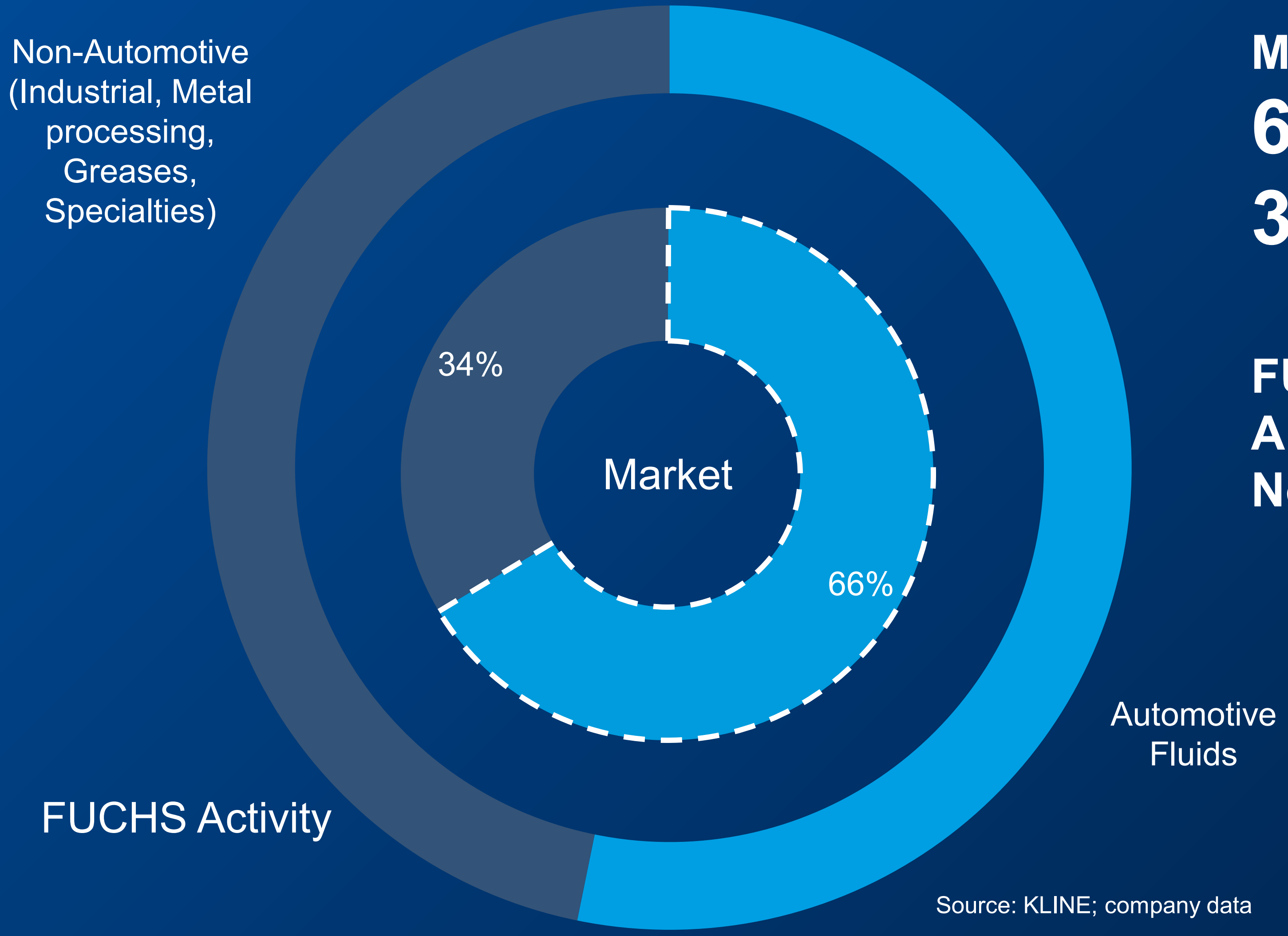
MARKET DEVELOPMENT UNTIL 2031

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



Source: KLINE; company data

MARKET STRUCTURE 2025



Source: KLINE; company data

Market (by volume):

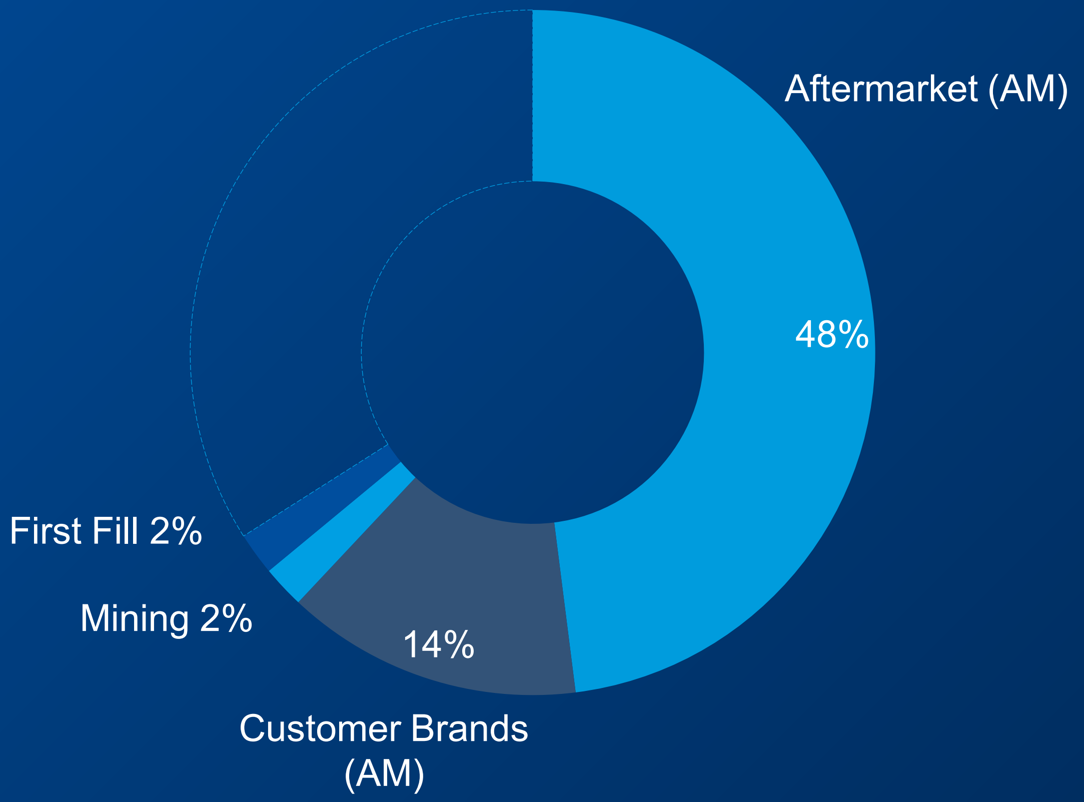
66% **Automotive Fluids**

34% **Non-Automotive**

FUCHS:
Automotive share (~2%) < Market
Non-Automotive share (>4%) > Market

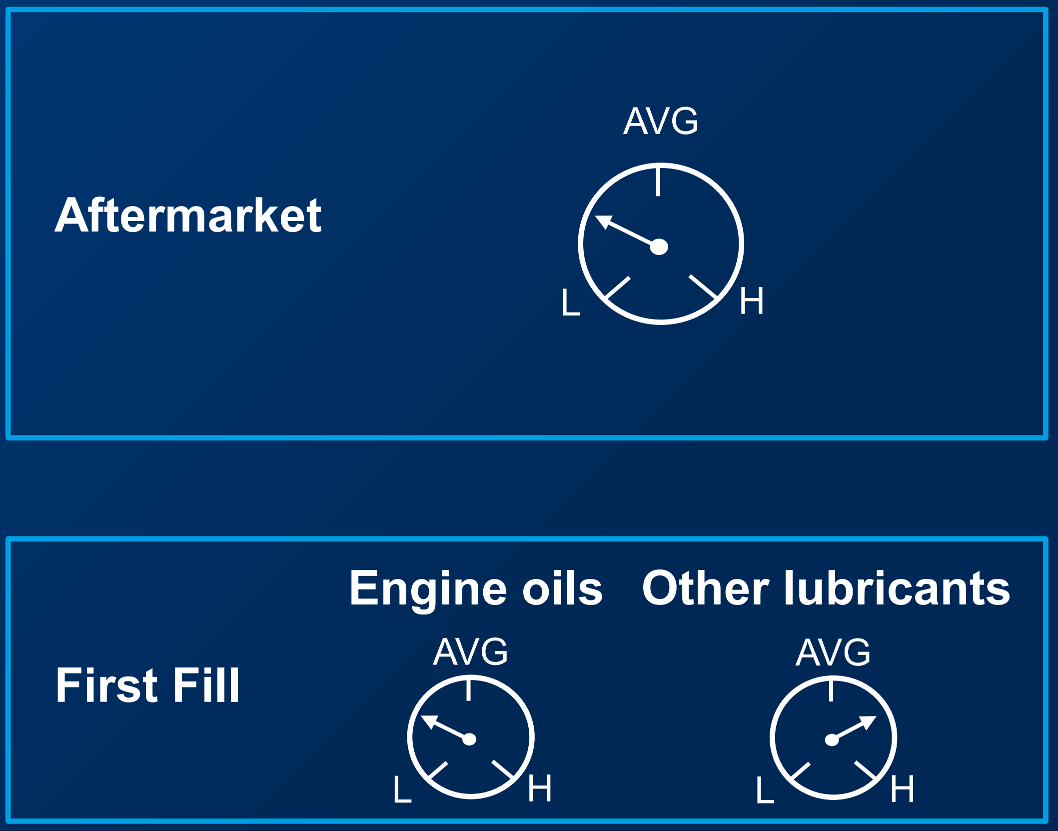
AUTOMOTIVE FLUIDS DOMINATED BY AFTERMARKET (AM)

Market structure Automotive Fluids



Source: KLINE; company data

FUCHS exposure



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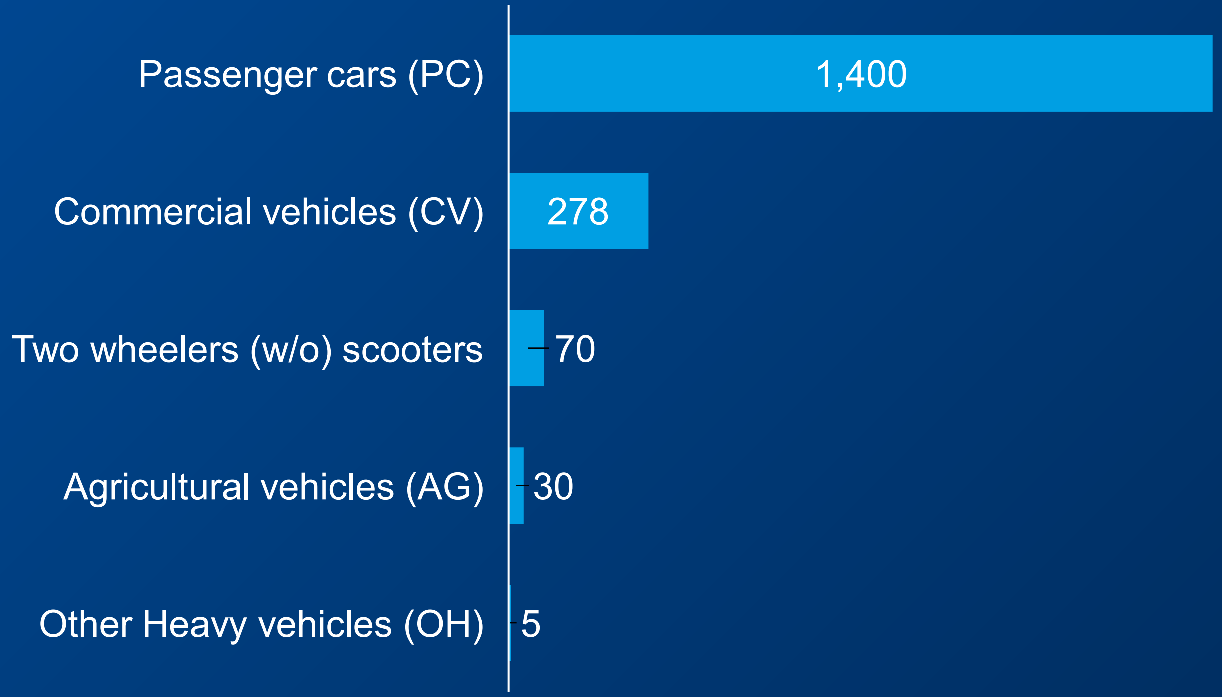
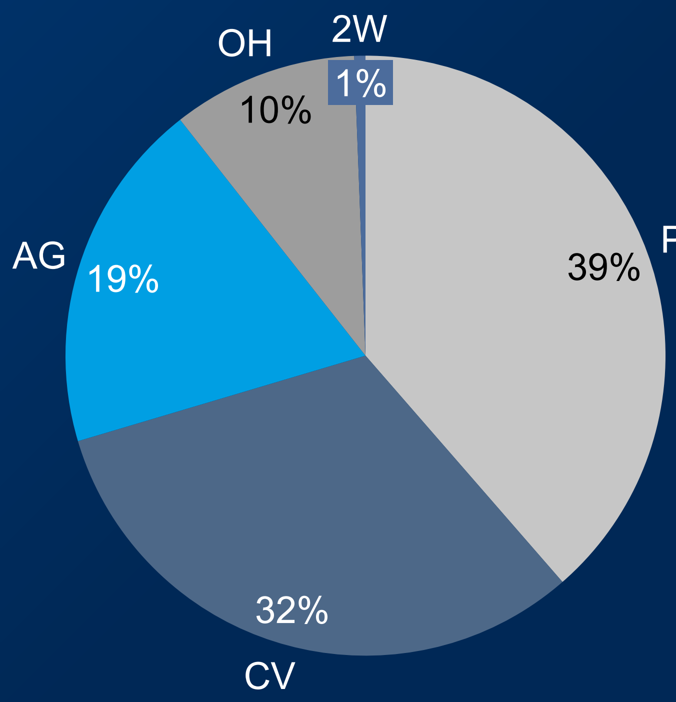
AFTERMARKET DRIVEN BY NON-PASSENGER CARS

Number of vehicles (in million)



Avg. lub consumption p.a.

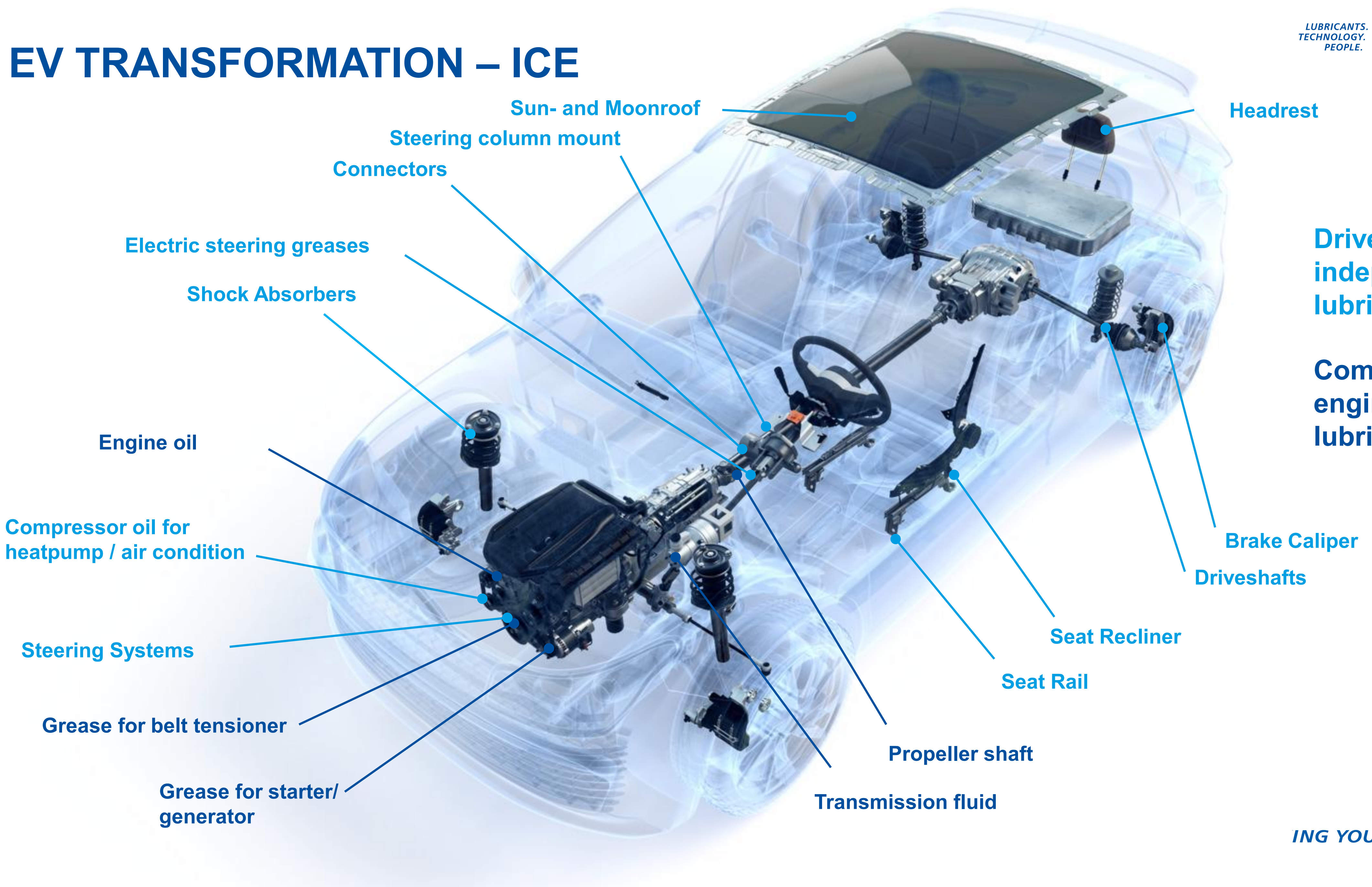
Share of lub consumption per vehicle type



Source: Company data

MOVING YOUR WORLD

EV TRANSFORMATION – ICE



Drivetrain independent lubricants

Combustion engine specific lubricants

EV TRANSFORMATION – EV

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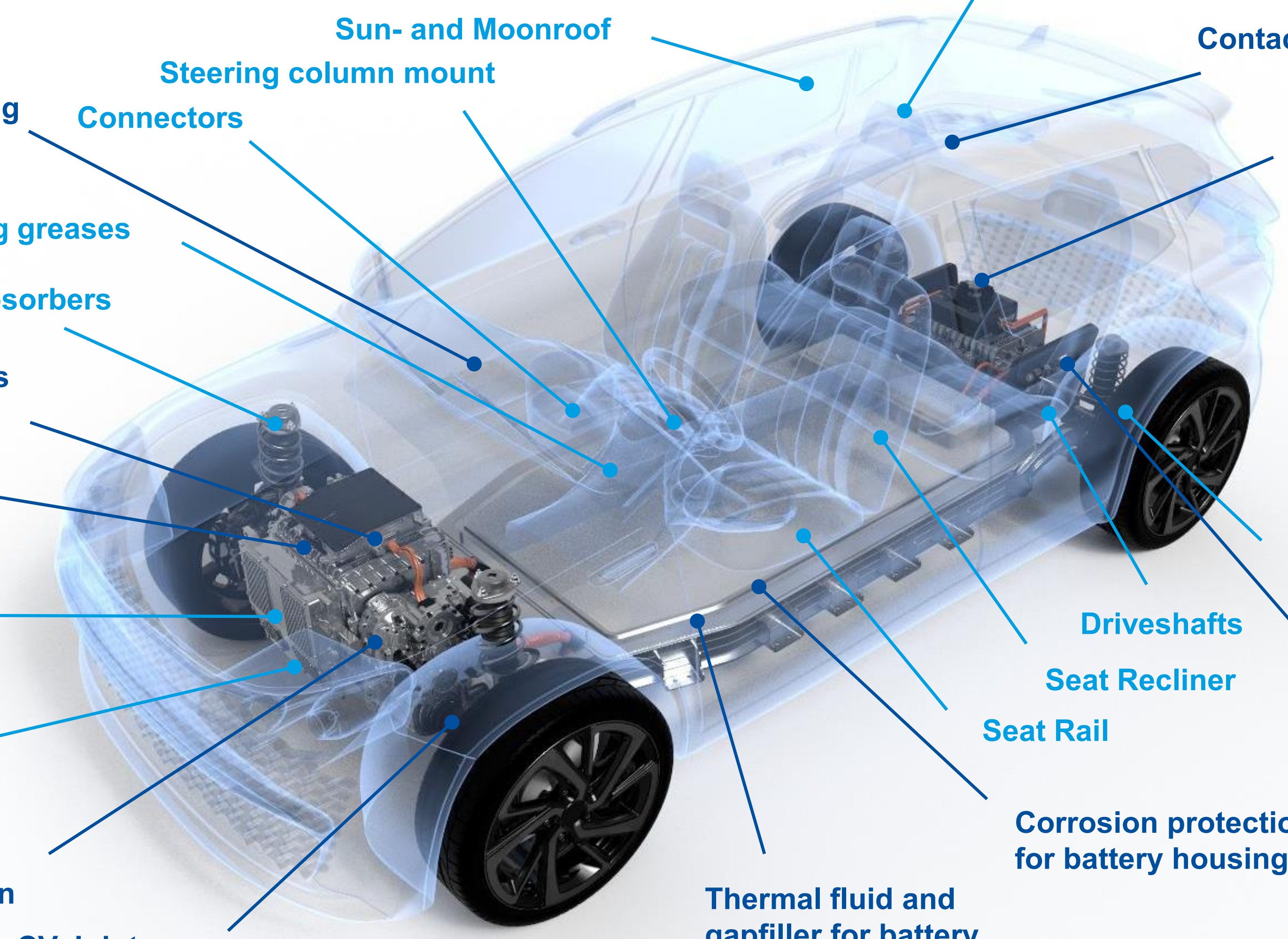


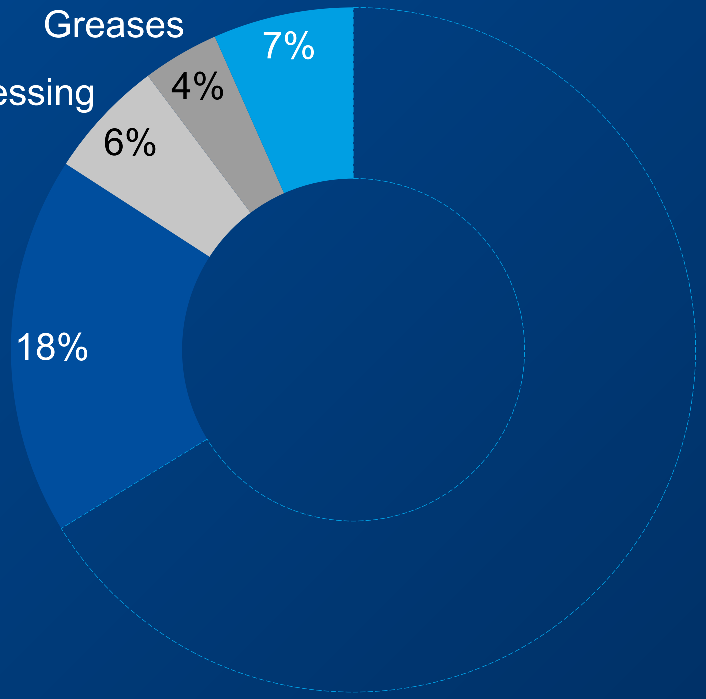
Drivetrain independent lubricants

EV specific lubricants

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

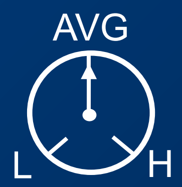
Source: KLINE; company data

FUCHS POSITIONING – INDUSTRIALS

General Industrials

Metal Working Fluids

Rotary Motion



Greases

FUCHS POSITIONING – SPECIAL APPLICATION SOLUTIONS

Food & Packaging



Medtech



Semiconductor


Railway


MOVING YOUR WORLD

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

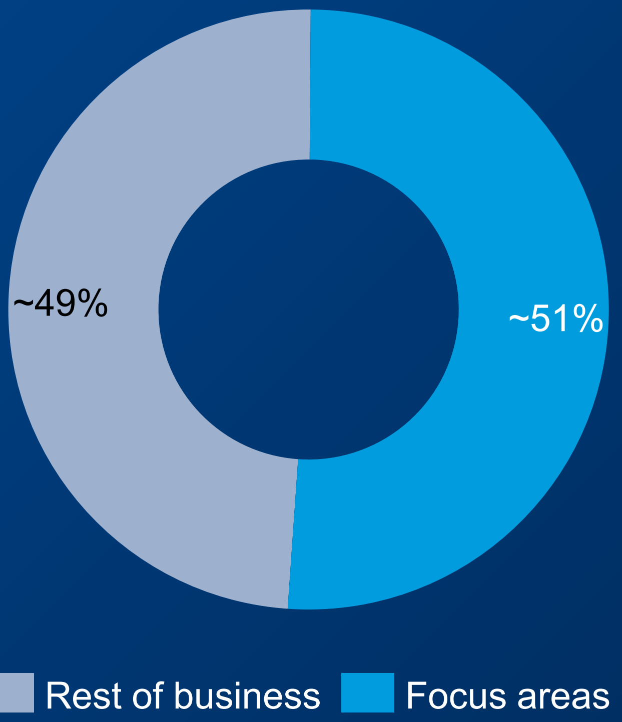
New Mobility

Special Application Solutions

FOCUS AREAS ARE GROWTH DRIVERS

Sales share
(in %)

2025



~ 5% CAGR

target sales growth for focus areas

~ 66%

of growth coming from focus areas

CONTINUED FOCUS ON M&A GROWTH

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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

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2015
- PENTOSIN (GER) €135 mn*
- STATOIL (SE) €140 mn*

2016
- ULTRACHEM (US) €15 mn*
- Chevron Food Gr. Lub. (US) €11 mn*

2019
- NULON (AU) €25 mn*
- Nye (US) €46 mn*

2022
- ELYTE INNOVATIONS (GER)

2024
- LUBCON (GER) €40 mn*
- STRUB SWISS TRIBOLOGY (SUI) €15 mn*

2025
- BOSS LUBRICANTS (GER) €7 mn*
- IRMCO (US)

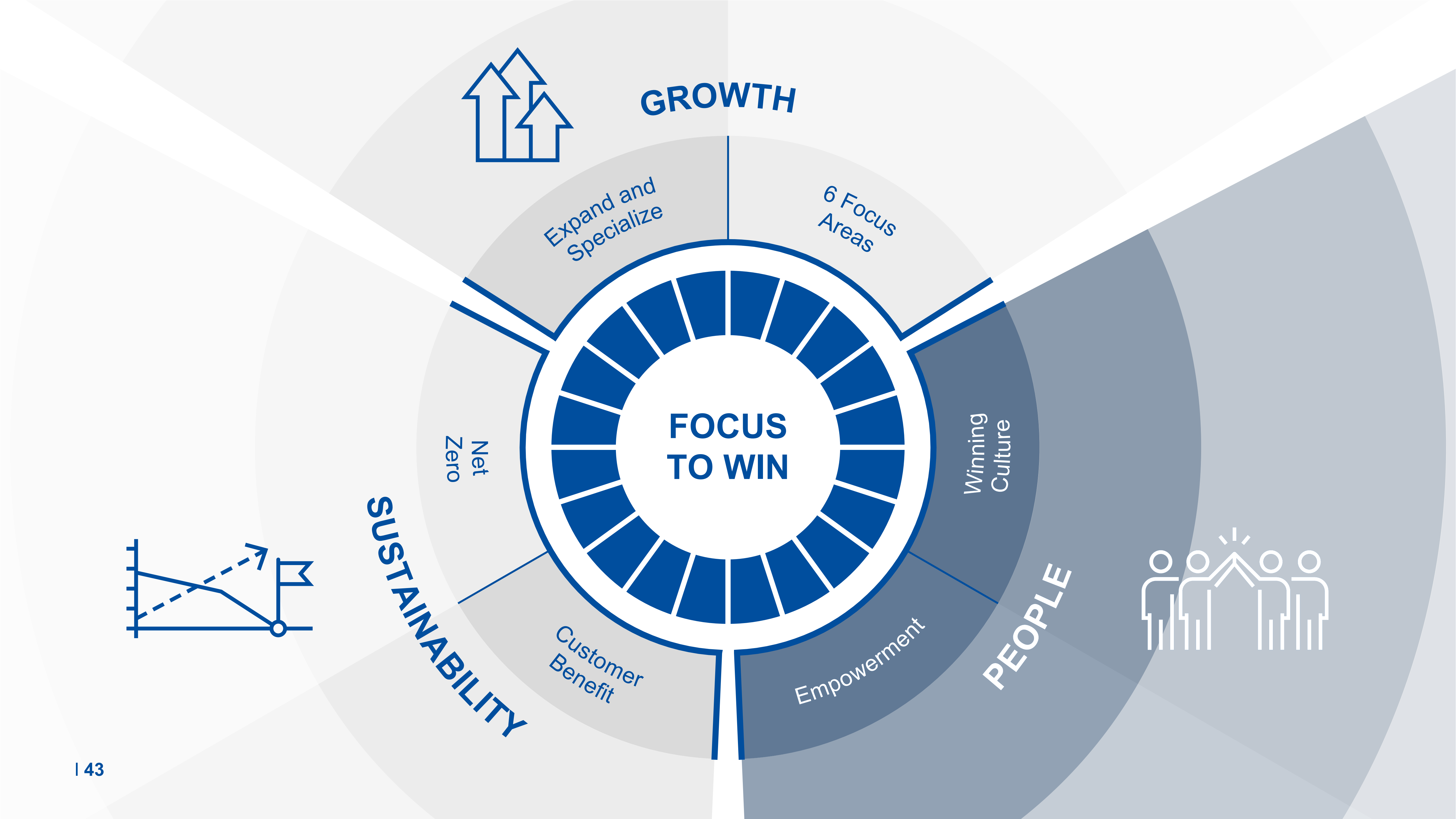
2026
- opet FUCHS (TUR) €100 mn*

* 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


GROWTH
Expand and Specialize
6 Focus Areas
FOCUS TO WIN
Net Zero
Customer Benefit
SUSTAINABILITY
Winning Culture
Empowerment
PEOPLE

We already have a strong culture

87% of our employees

…are proud to work at FUCHS

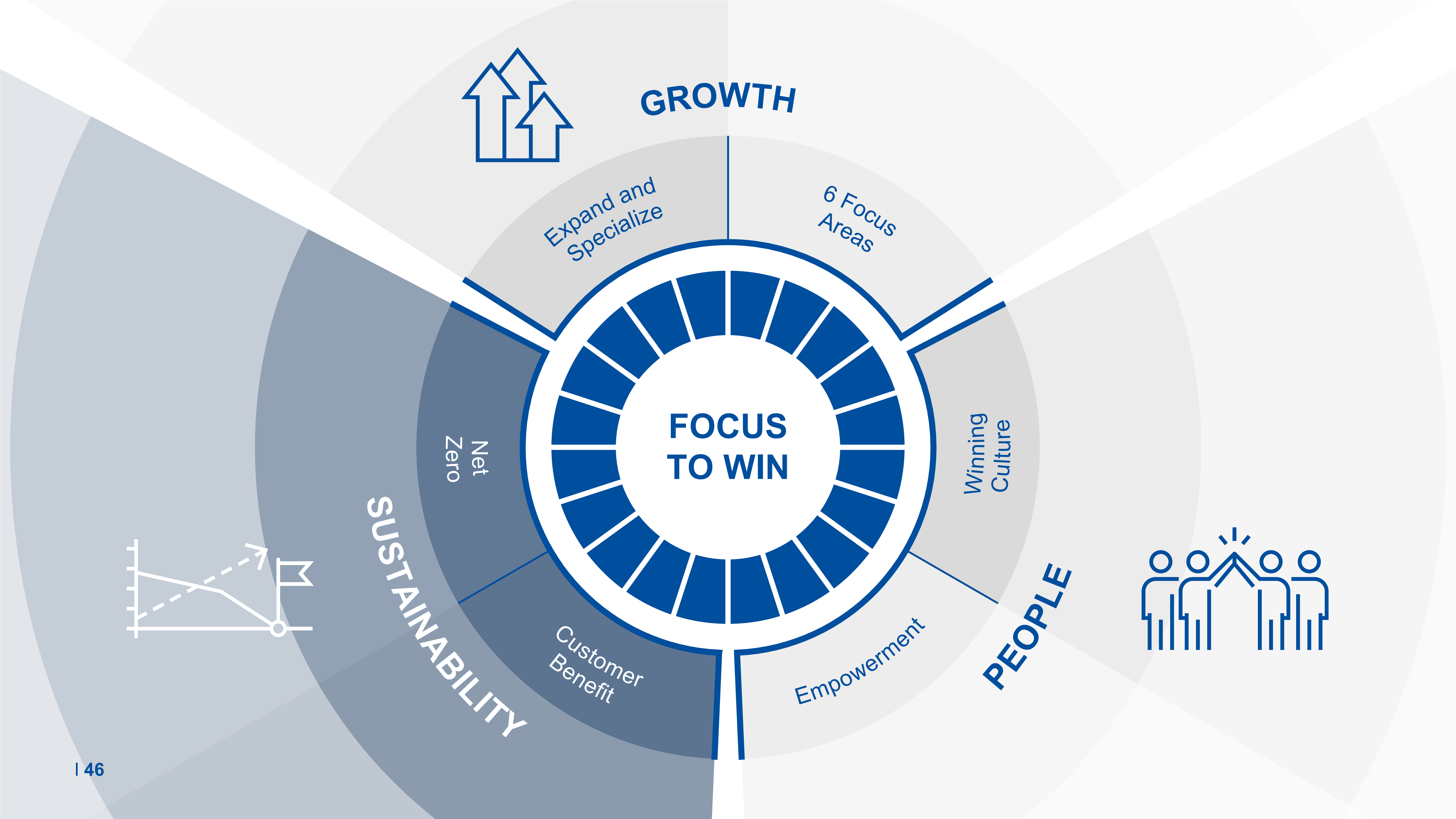
…feel empowered to make the decisions needed to do their job well

*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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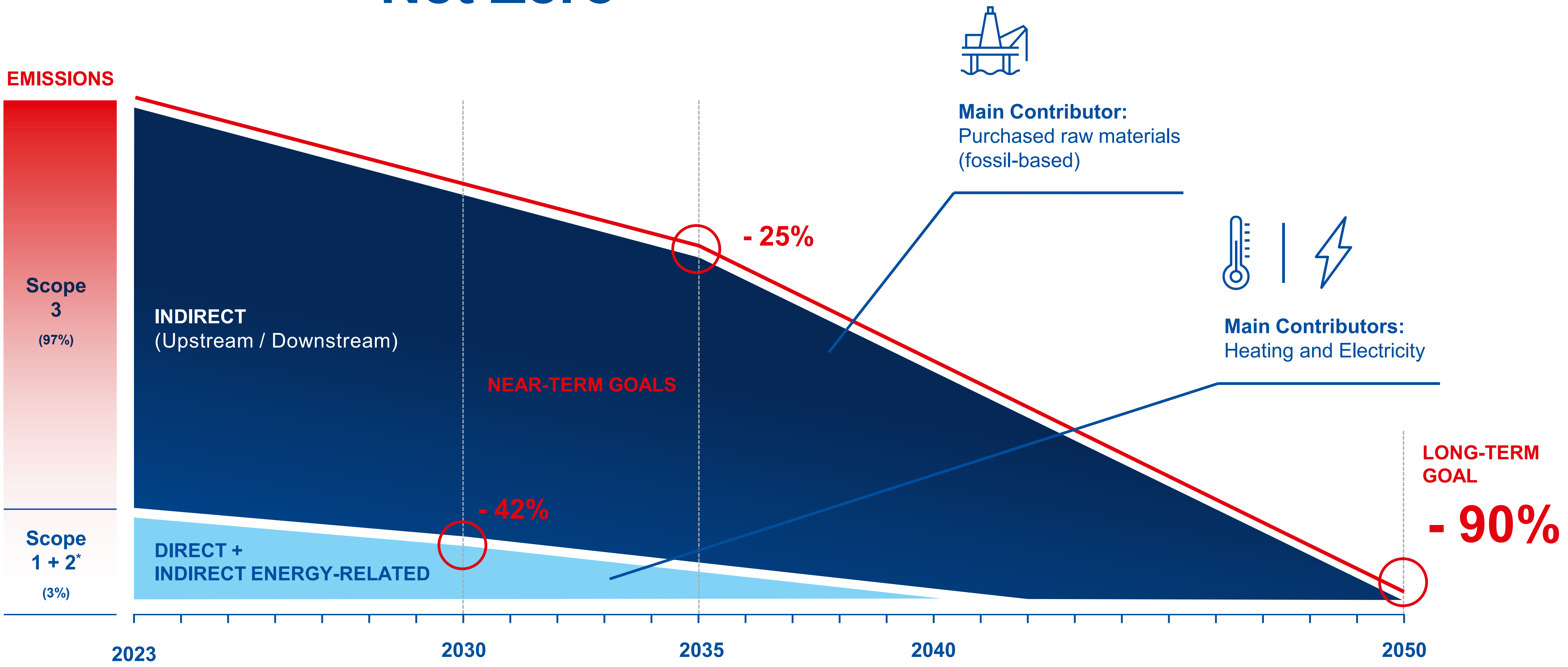
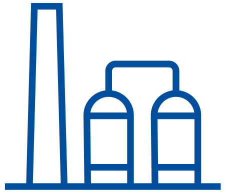
SUSTAINABILITY
Net Zero



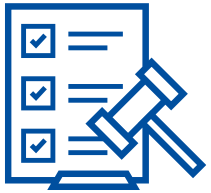
*Base Year 2021

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

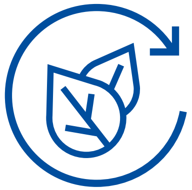
Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, 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

03 FOCUS AREAS FOR GROWTH

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TECHNOLOGY.
PEOPLE.

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?

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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

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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

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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?

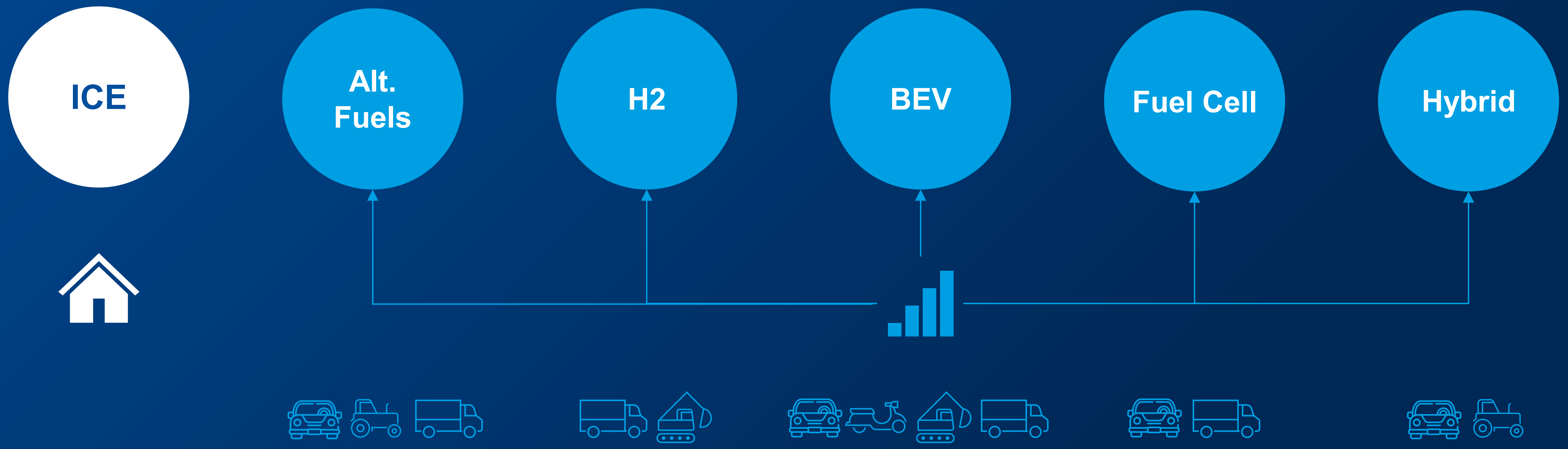
Scope

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

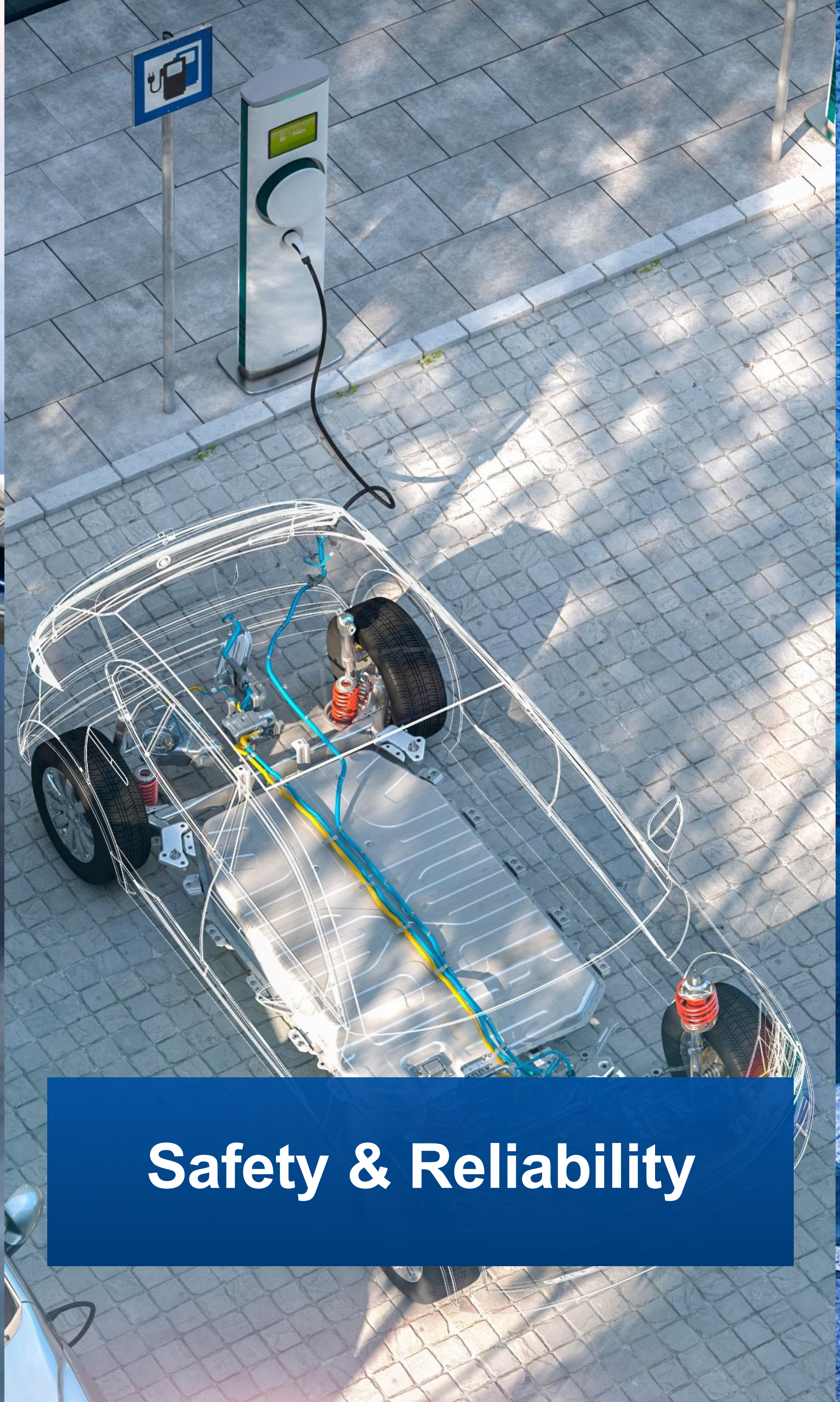
Opportunity

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

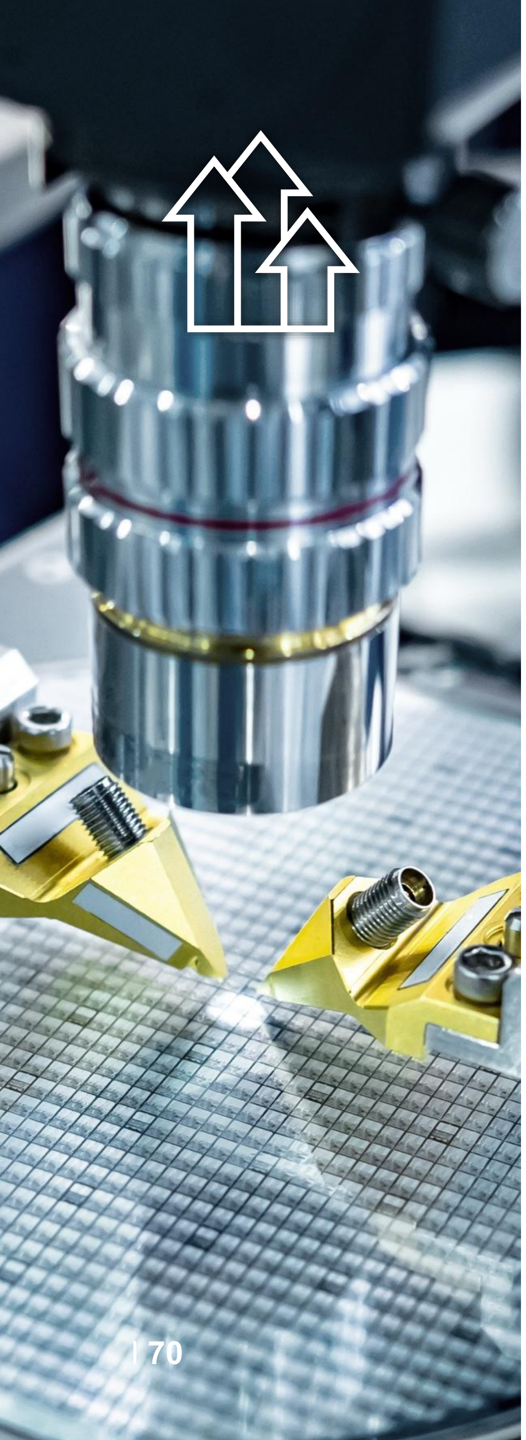
Become the preferred global partner for leading industry OEMs through value-driven technology leadership and being a cost-effective in-region supplier for local markets.

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



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Deep Dive Special Application Solutions

What is it all about?

Scope

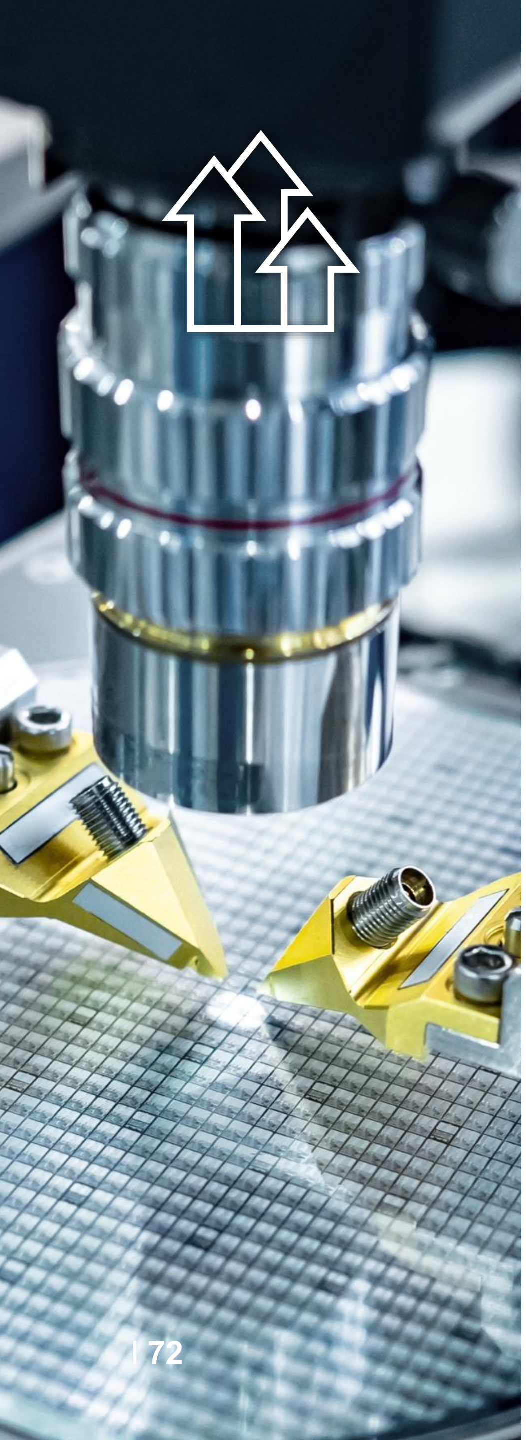
Lubrication and service solutions for applications with specific customer requirements, high technical and regulatory requirements.

Examples

- Food
- Medical
- Semiconductor
- Railway

Special Application Solutions

What is it about?



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Deep Dive Special Application Solutions

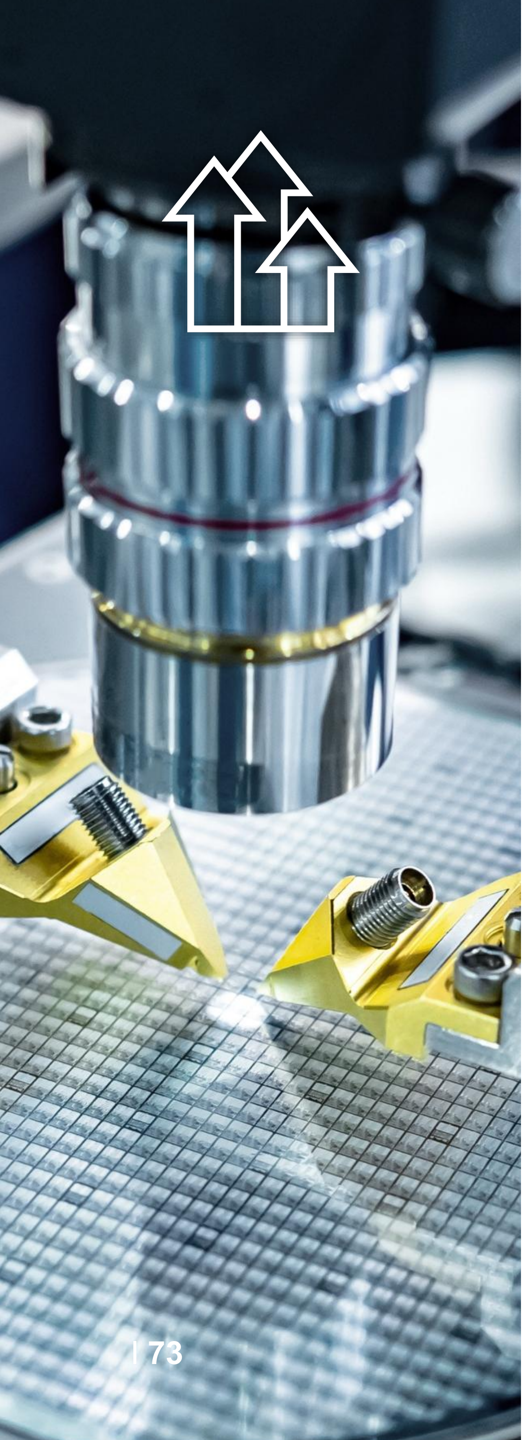
Growth potential

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

LUBRICANTS. TECHNOLOGY. PEOPLE.

FUCHS GOES DIGITAL – OUR 'NORTH STAR'

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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’

1	2	3	4	5
Automated ordering & fulfillment	Optimized fluids & resource use	Forecasted equipment functionality	Smart development & improved product performance	Digital operations
Defensive	**Offensive**	**New**	**Cost saving & max. efficiency**	**Cost saving & max. efficiency**
Help our **customers to automate their interactions with us** through digitizing processes	Help our customers to **optimize their use of fluids and resources** through digital performance tools	Push our customers forward to facilitate **optimal lubricant and equipment operation**, improve **equipment performance** and **minimize maintenance**	Help R&D to **reduce time to market and improve products** through digital solutions across the “Idea-to-Phase-Out” process	Help operations to **streamline and optimize processes through digital solutions** across the “Source-to-Pay” and “Forecast-to-Stock” process

Optimized fluids & resource use

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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 (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

2024	2025	2026	2027 to 2029		
PREPARE	BUILD	TEST	GO-LIVE AMERICAS	GO-LIVE APAC	GO-LIVE EMEA

05 CUSTOMER CENTRICITY AT FUCHS

LUBRICANTS. TECHNOLOGY. PEOPLE.

Customer Value

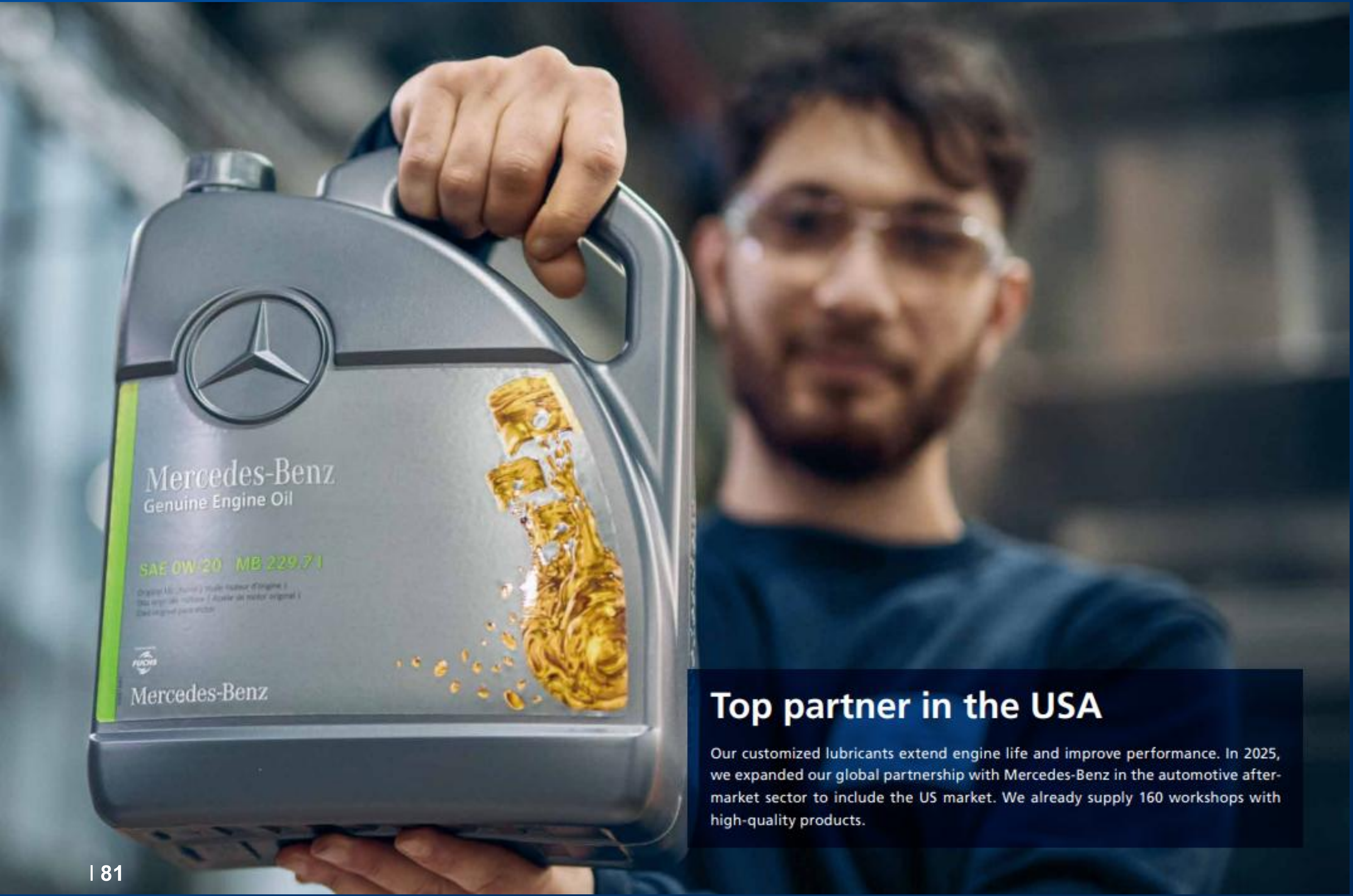
Integrated solutions
Full range of products & technical services

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

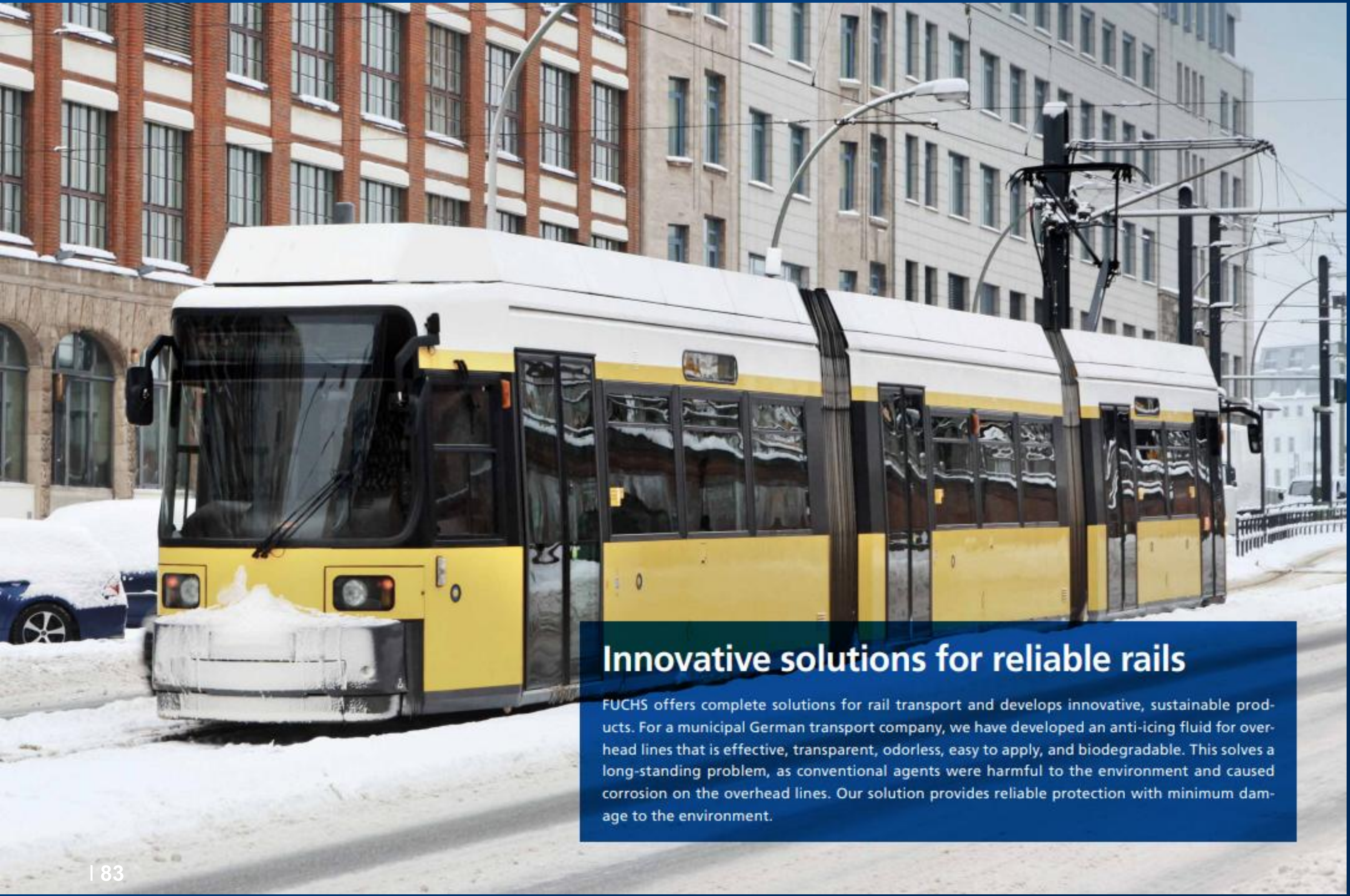


Top partner in the USA

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.

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.



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

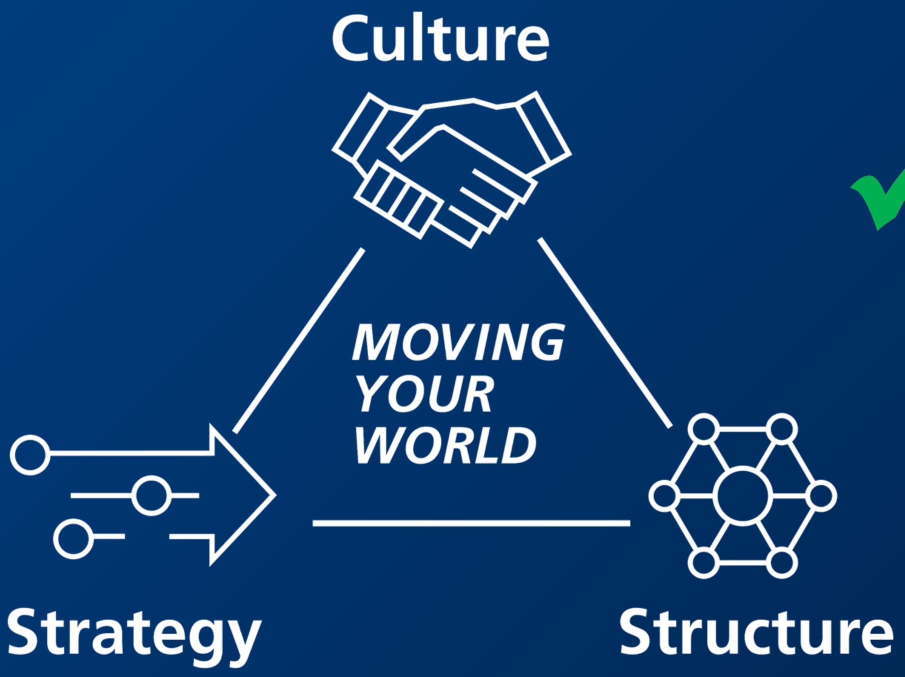
Customized Training

06 REVIEW FUCHS 2025

LUBRICANTS.
TECHNOLOGY.
PEOPLE.

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 X

€500 mn

Long-term EBIT margin

~15%

Average cash conversion rate ✓

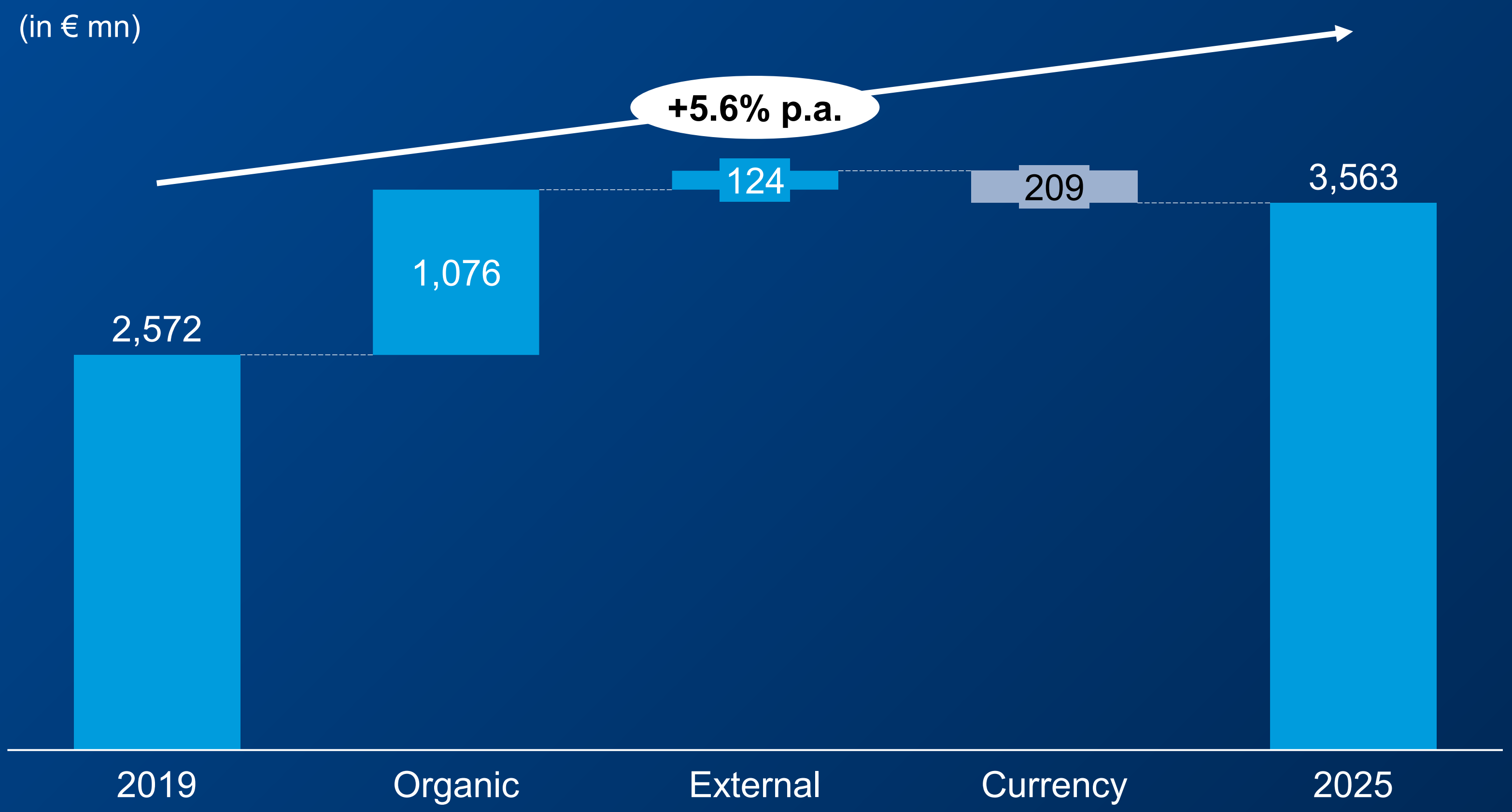
0.8x

Increase of dividend ✓

€

each year

AVERAGE ANNUAL SALES GROWTH ON TARGET

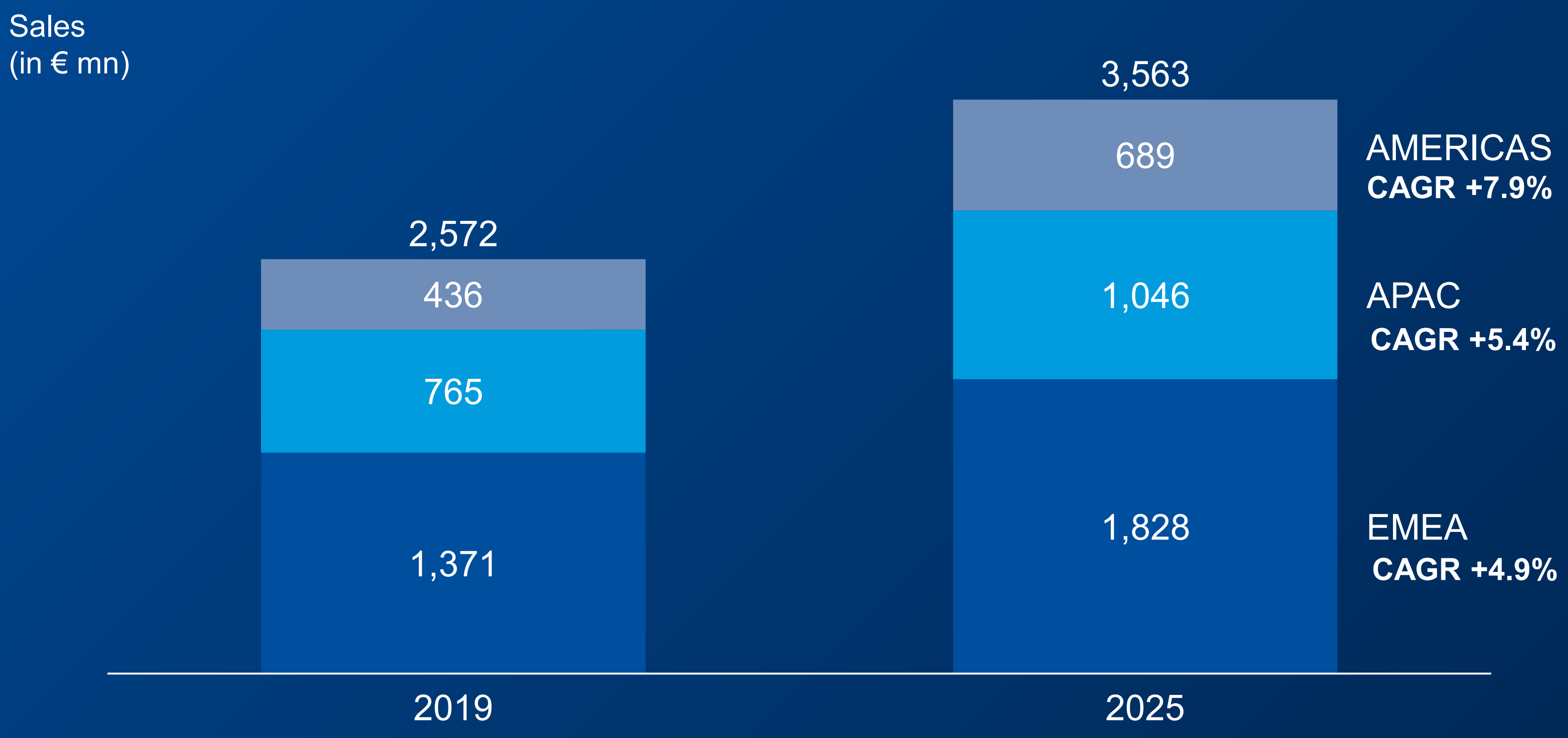


>5%

Average Annual **Sales** Growth

MOVING YOUR WORLD

AMERICAS AND APAC GAINING SHARE*

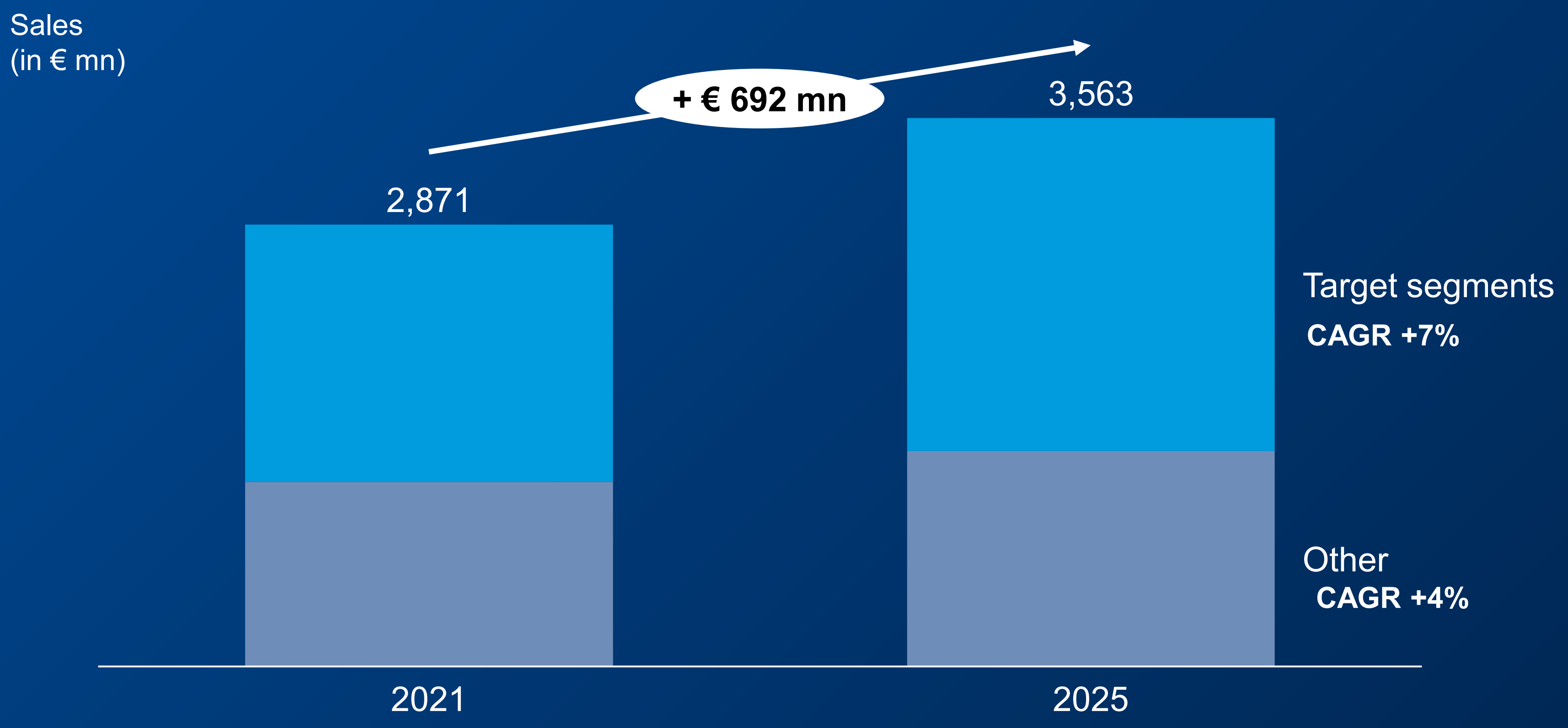


Mid-single-digit growth across all regions

*sales by customer location

MOVING YOUR WORLD

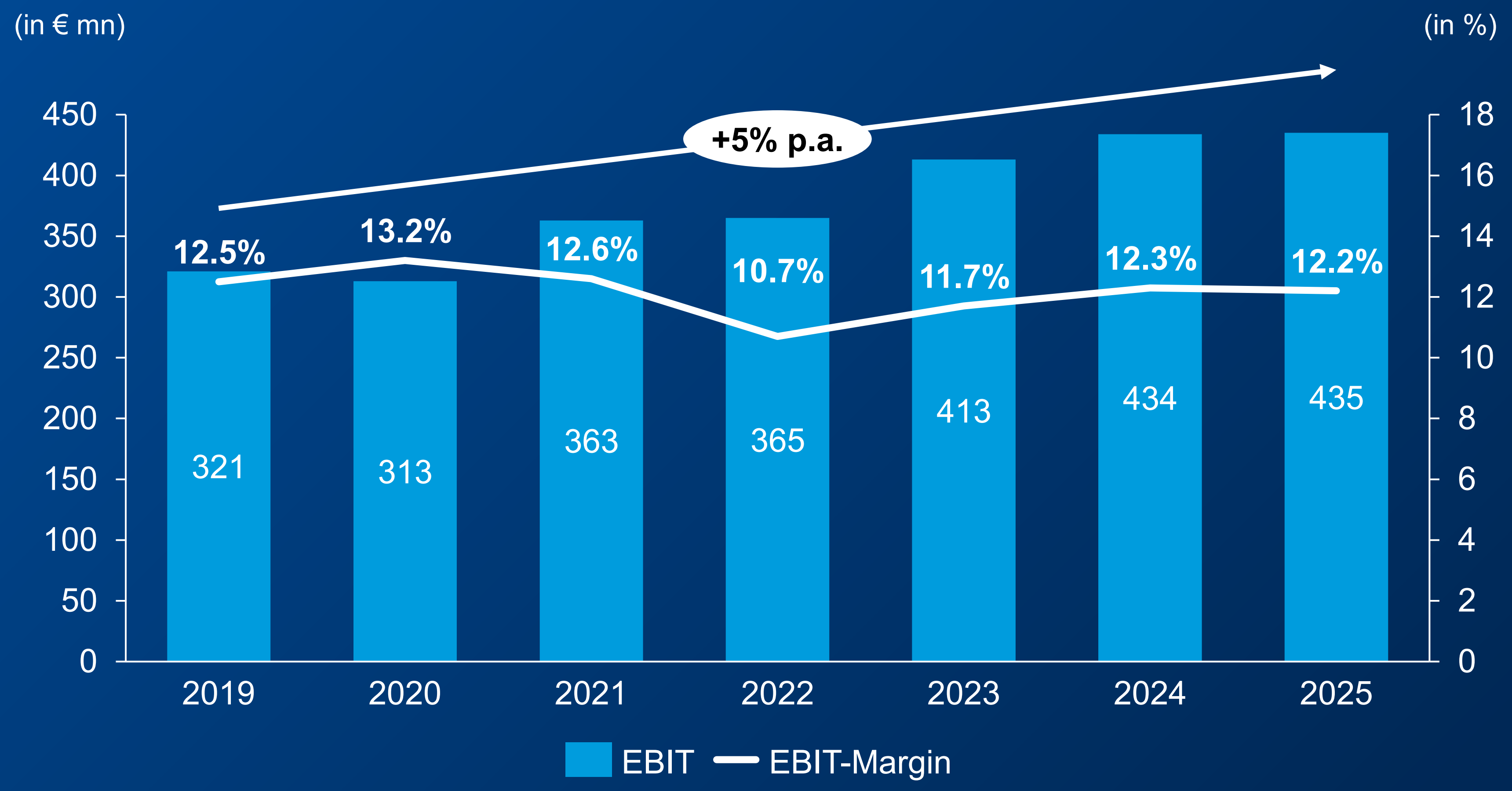
GLOBAL SEGMENTS ARE GROWTH DRIVERS



Up to **40%** CAGR

for single target segments

EBIT GROWTH IN-LINE WITH SALES

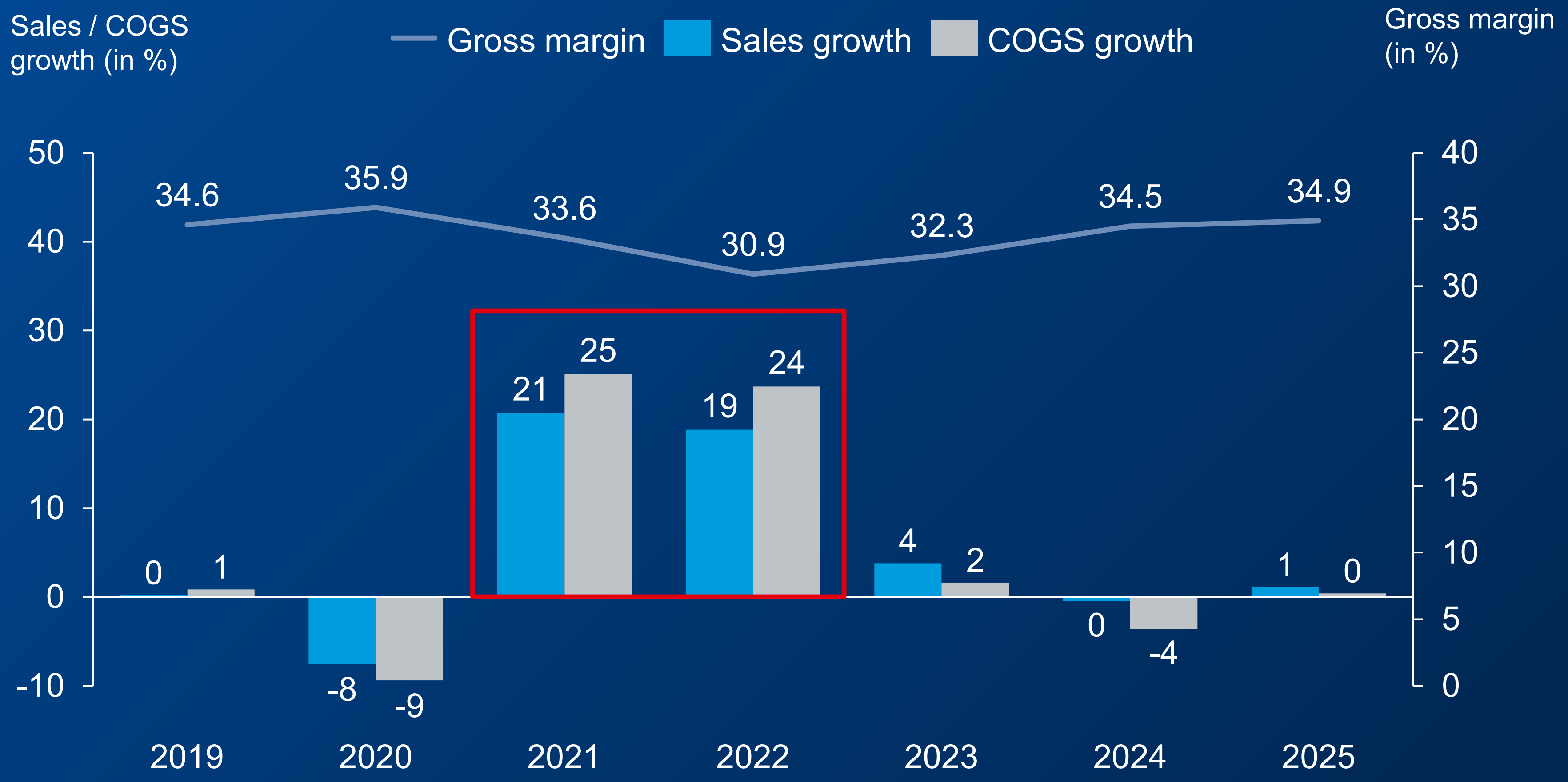


>12%
EBIT margin
(vs. ~ 9% Chemicals)

5%
Average Annual
EBIT Growth

MOVING YOUR WORLD

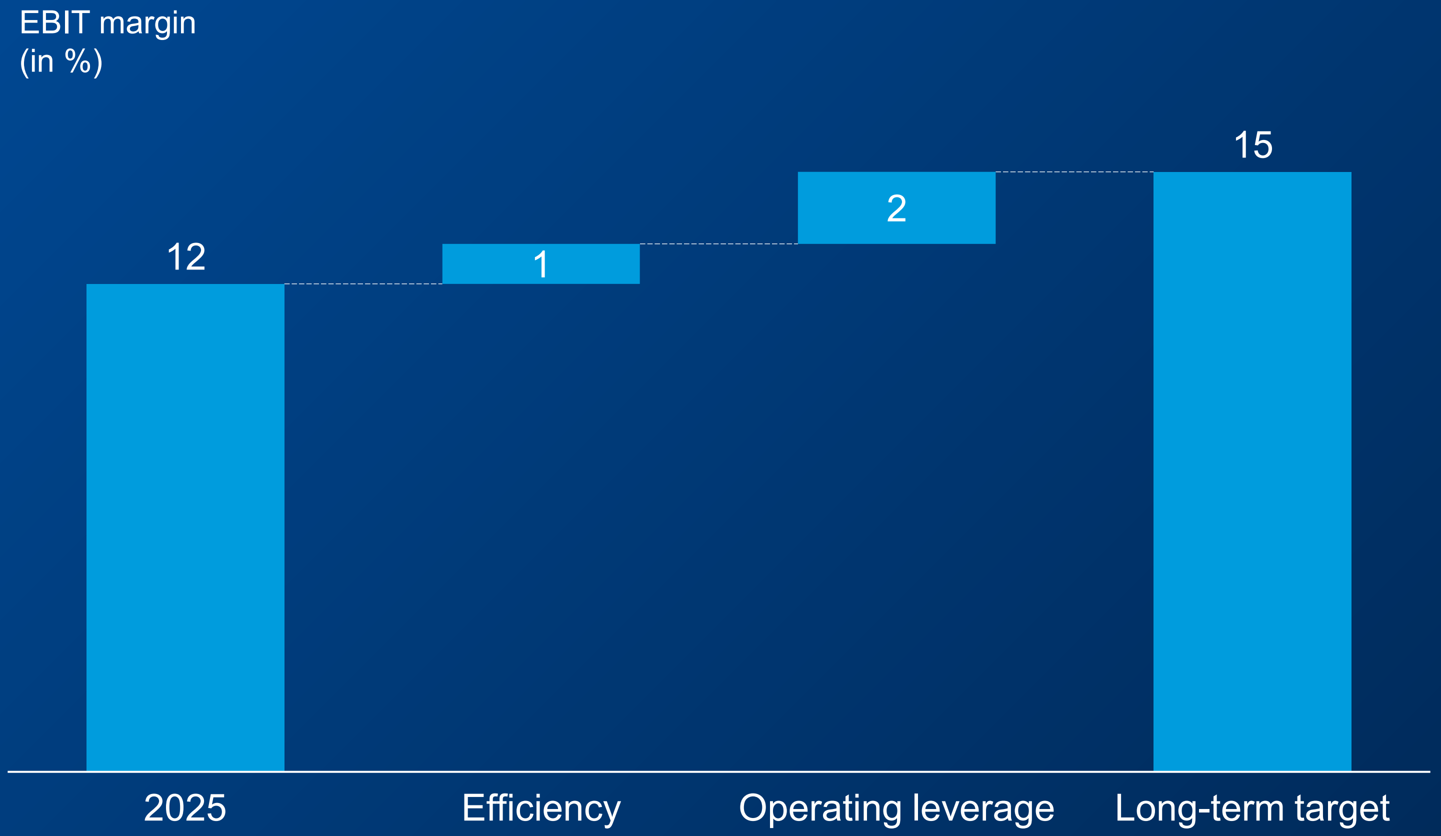
RESILIENCE AGAINST HIGH INFLATION



Strong inflation in 2021 / 2022 successfully compensated

MOVING YOUR WORLD

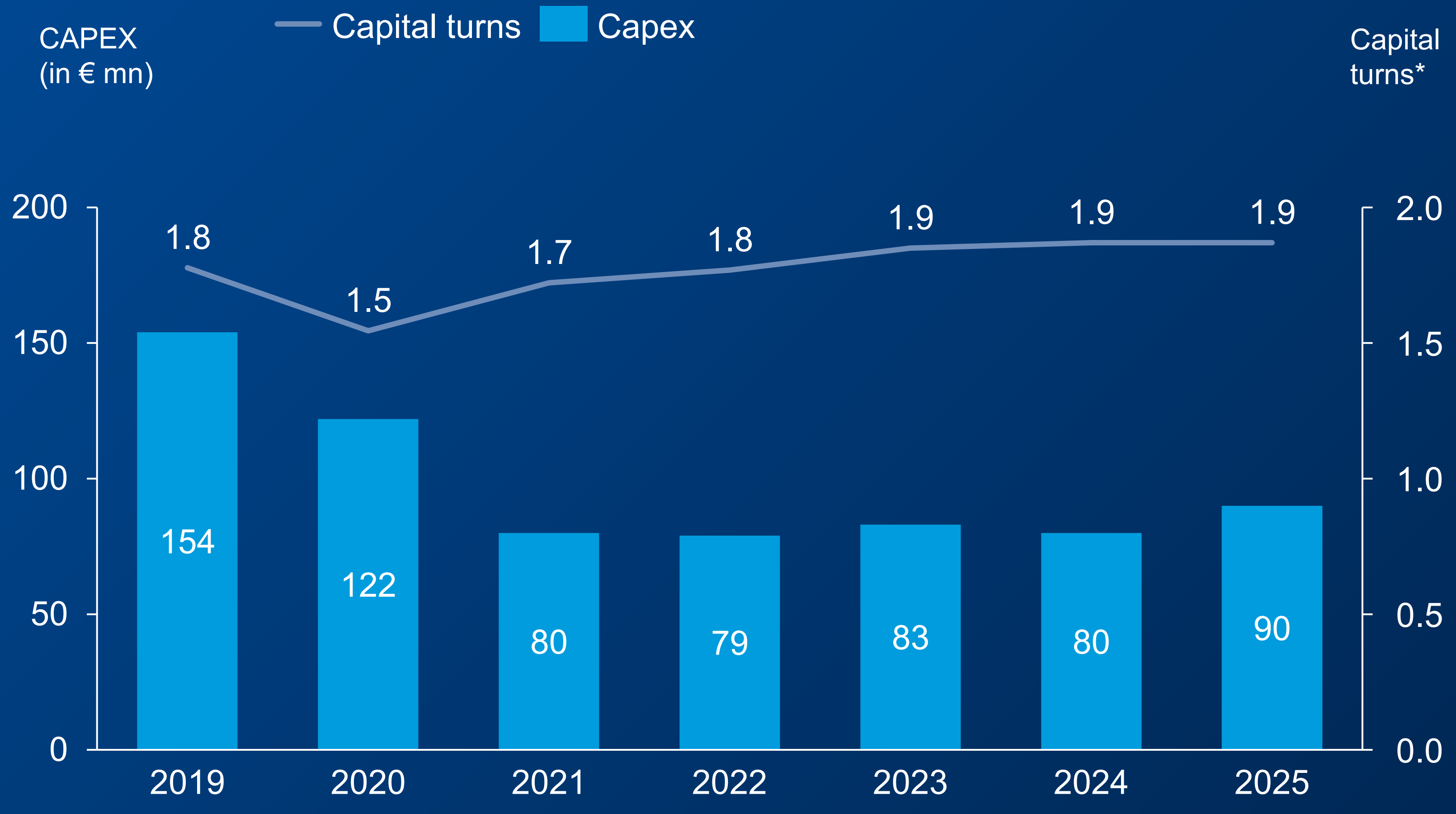
STILL GAP TO CLOSE TOWARDS LONG-TERM EBIT TARGET



Well-invested to capture future growth

Target: Do more with existing infrastructure

CAPITAL LIGHT BUSINESS MODEL



*Capital Employed Turnover Ratio = Sales / Capital Employed

1.9x

capital turns

(vs. ~1x Chemicals)

~ 2%

capex to sales

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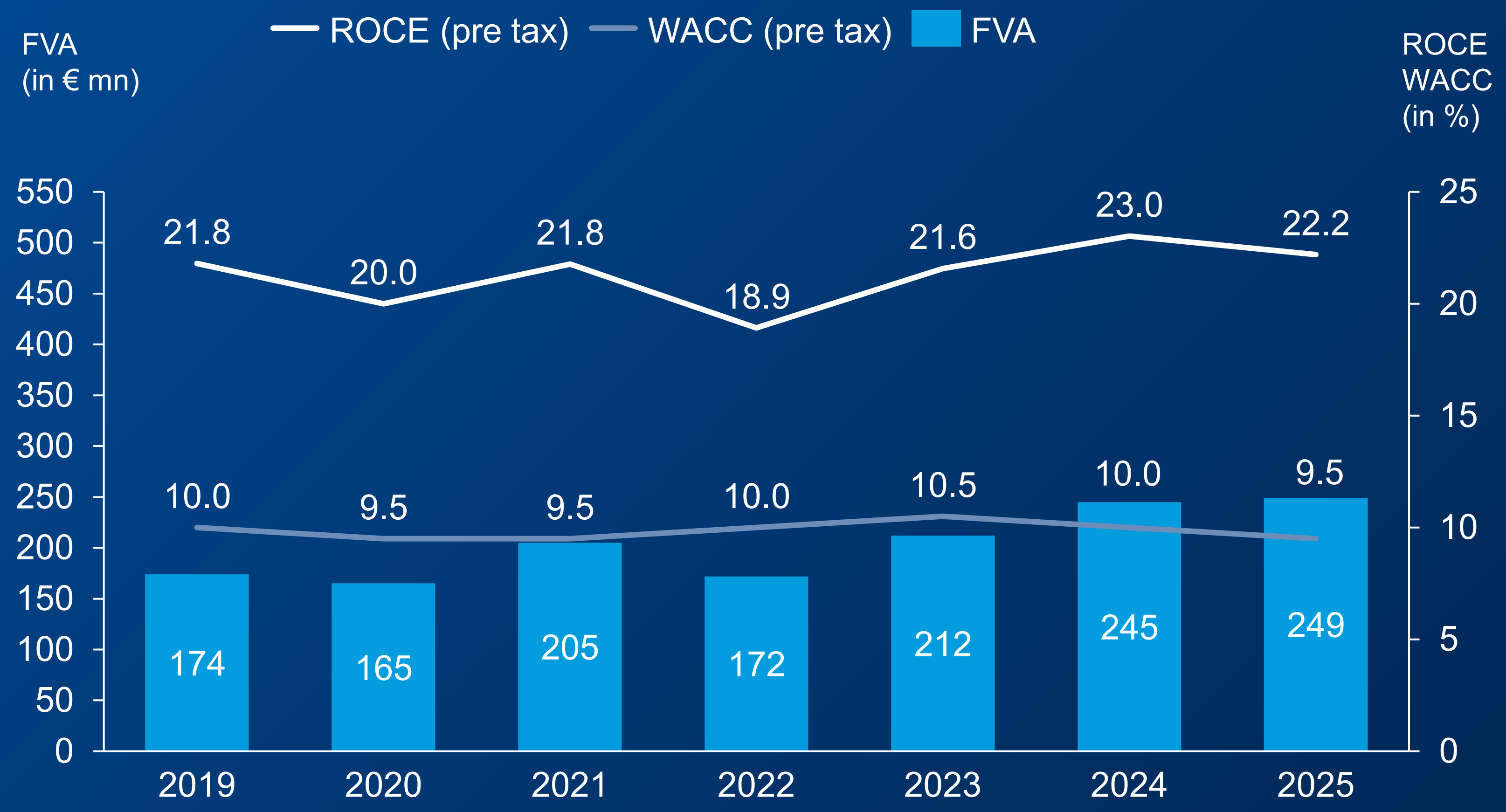
EARNING A STRONG PREMIUM ON WACC



>21%

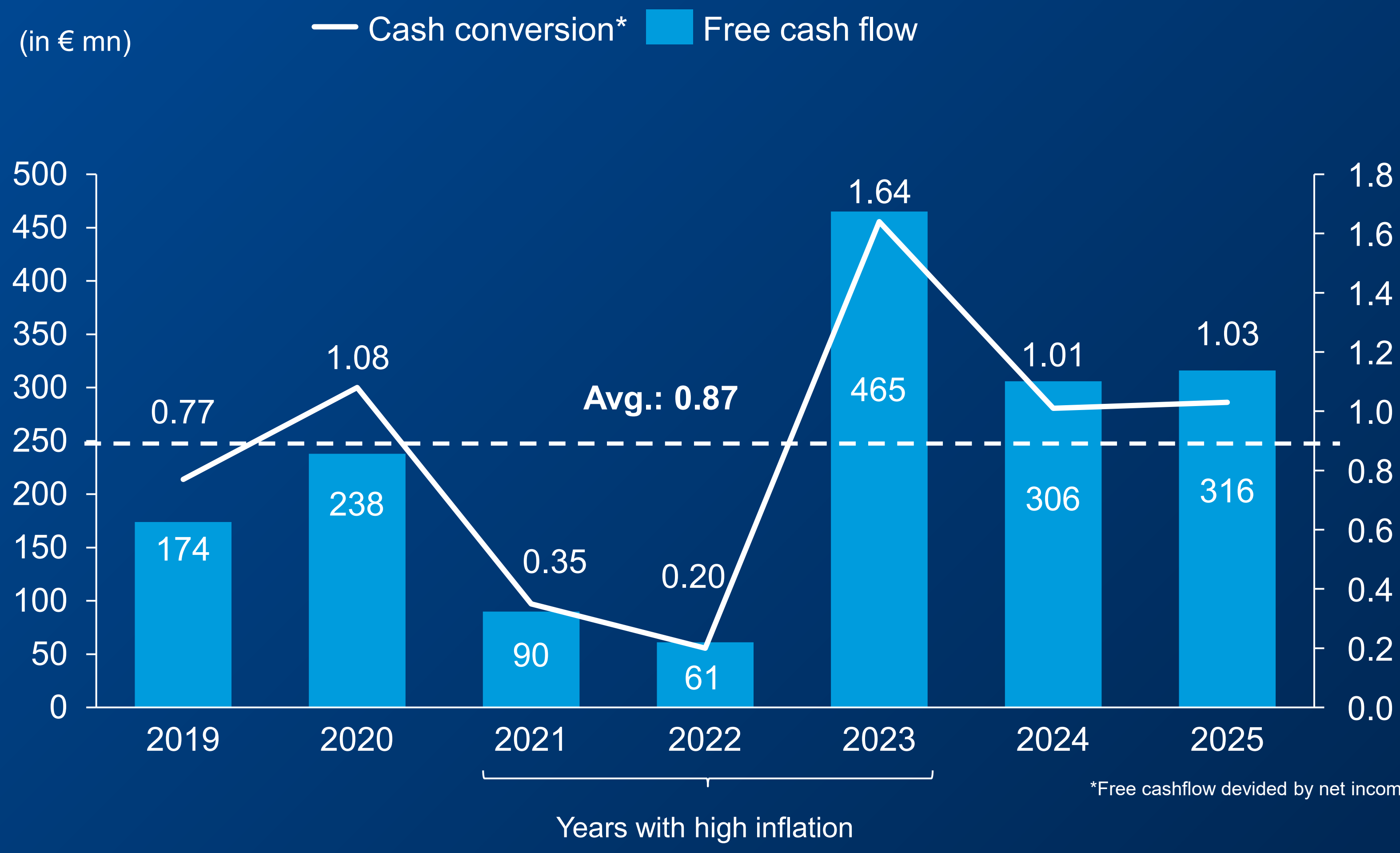
ROCE (pre tax)

(vs. 9% - 15% Chemicals)

>€ 1.4bn

FVA generated since 2019

SOLID FREE CASHFLOW GENERATION



*Free cashflow devided by net income

>€1.6bn

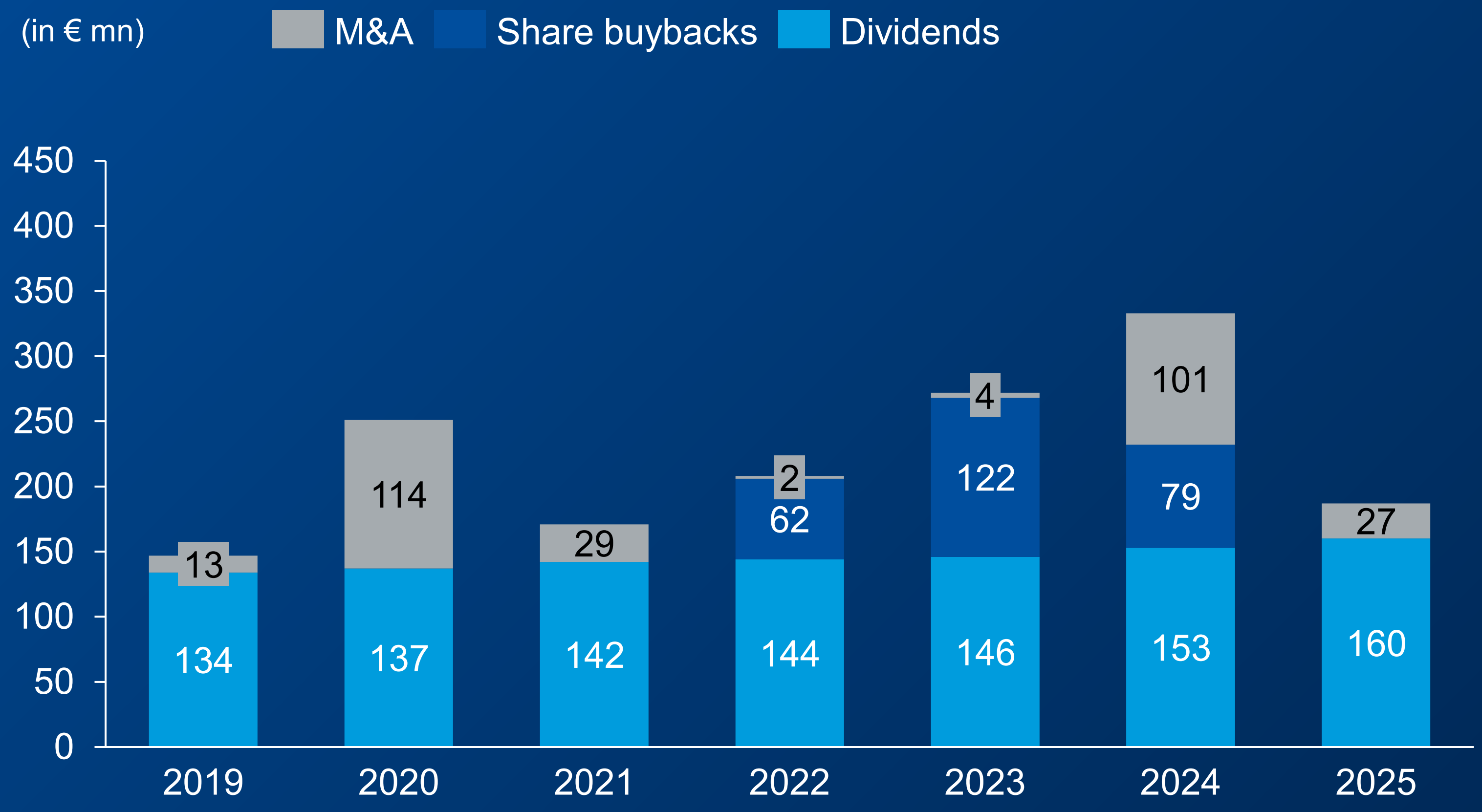
FCF generated since 2019

>0.8x

Average cash conversion rate

MOVING YOUR WORLD

CASH ALLOCATION: SHAREHOLDER RETURNS & GROWTH



>€ 1.2bn

cash returned to shareholder

~€ 300m

M&A

MOVING YOUR WORLD

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

LUBRICANTS. TECHNOLOGY. PEOPLE.

FUCHS

HIGHLIGHTS H1 2026

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

Sales revenues

€ 2,003 mn

+11% (H1 2025: € 1,804 mn)

EBIT

€ 260 mn

+24% (H1 2025: € 209 mn)

FCF before acquisitions

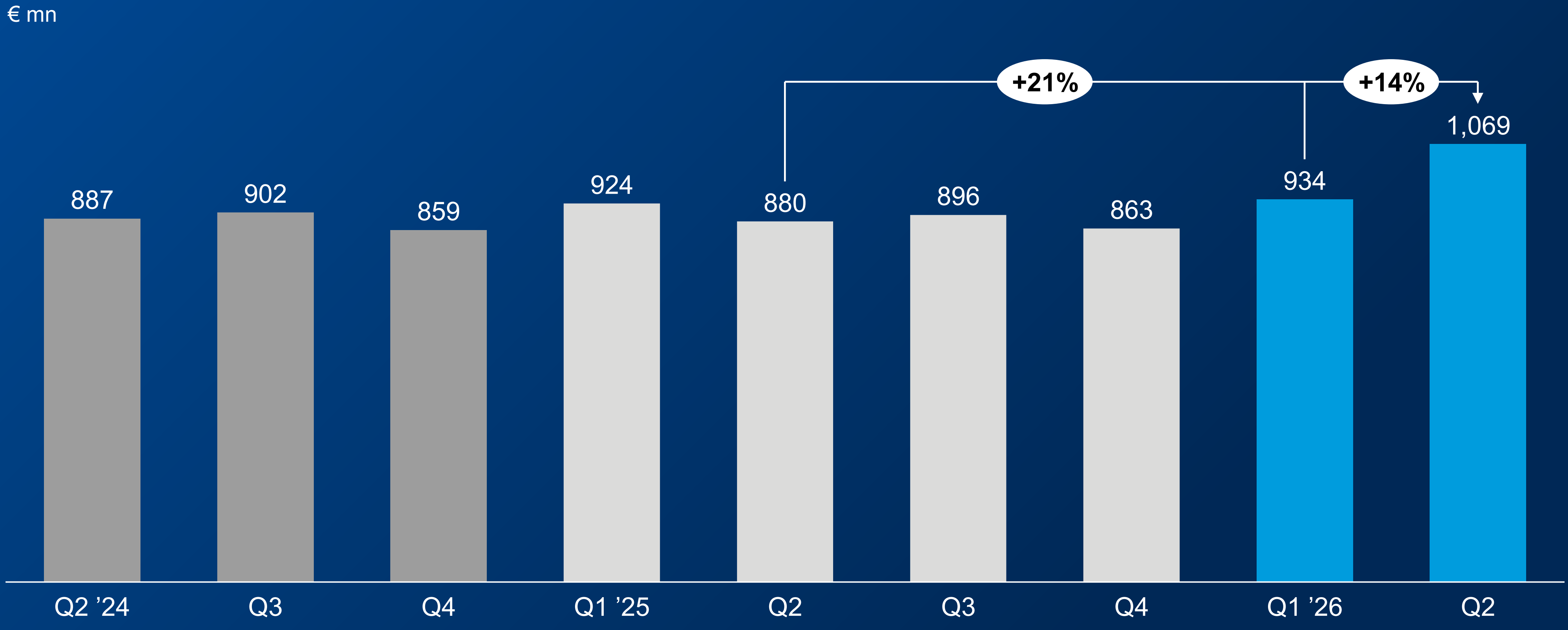
€ 61 mn

€ -20 mn (H1 2025: € 81 mn)

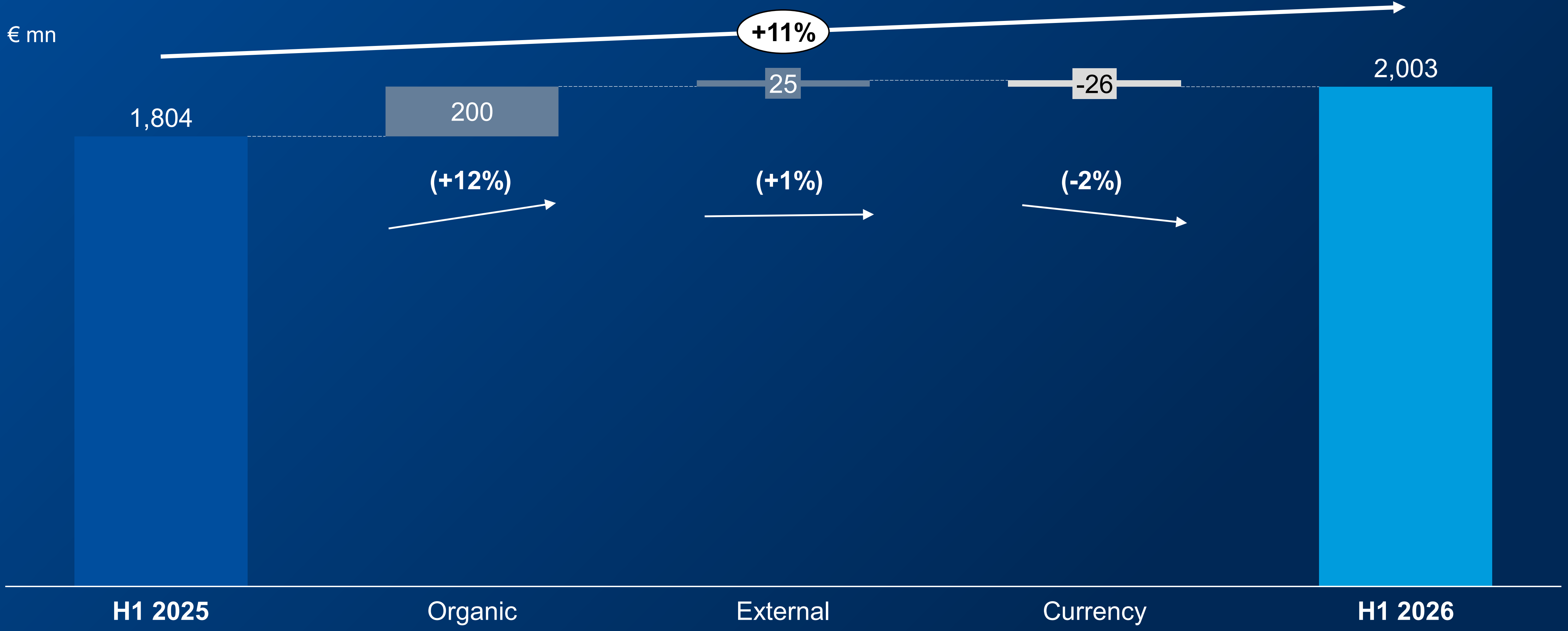
- High demand drives volume and sales growth
- EBIT reaches new half-year record
- Free Cashflow declines due to inflation-driven NOWC build-up

MOVING YOUR WORLD

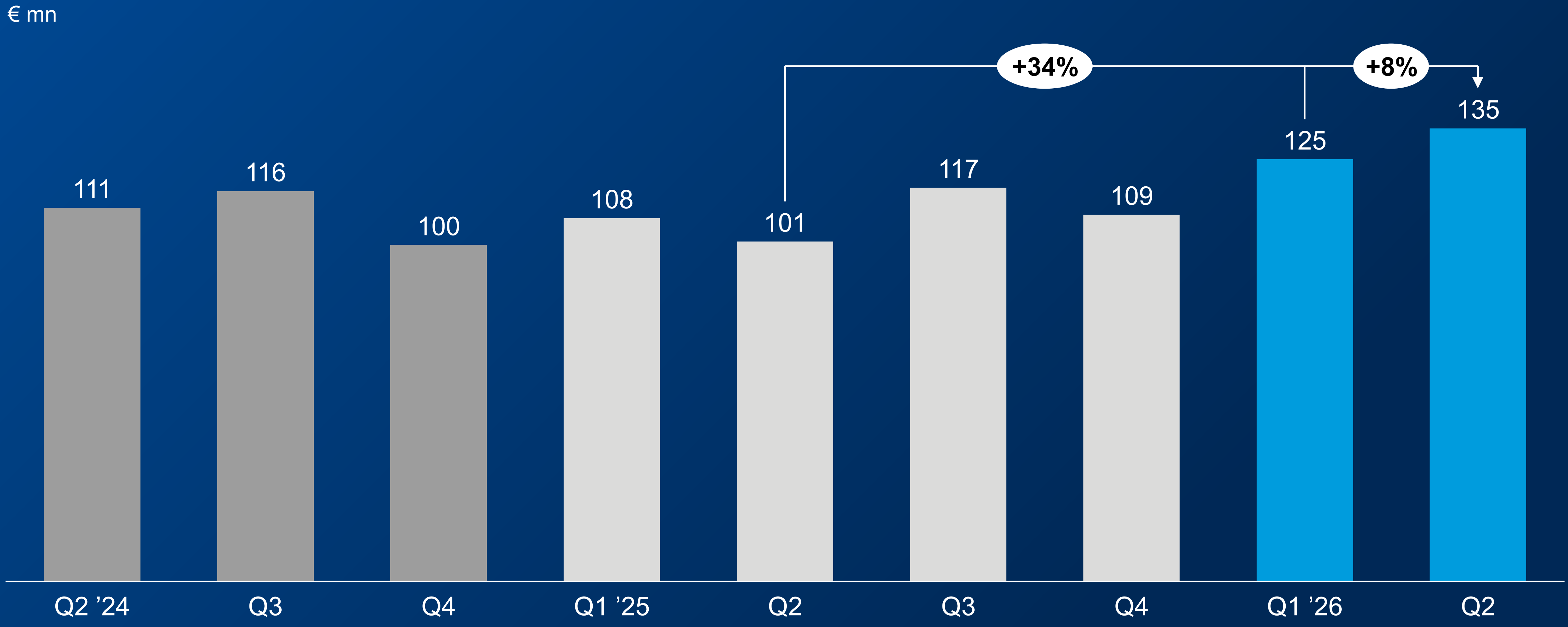
QUARTERLY SALES DEVELOPMENT



SALES H1 2026



QUARTERLY EBIT DEVELOPMENT



MOVING YOUR WORLD

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

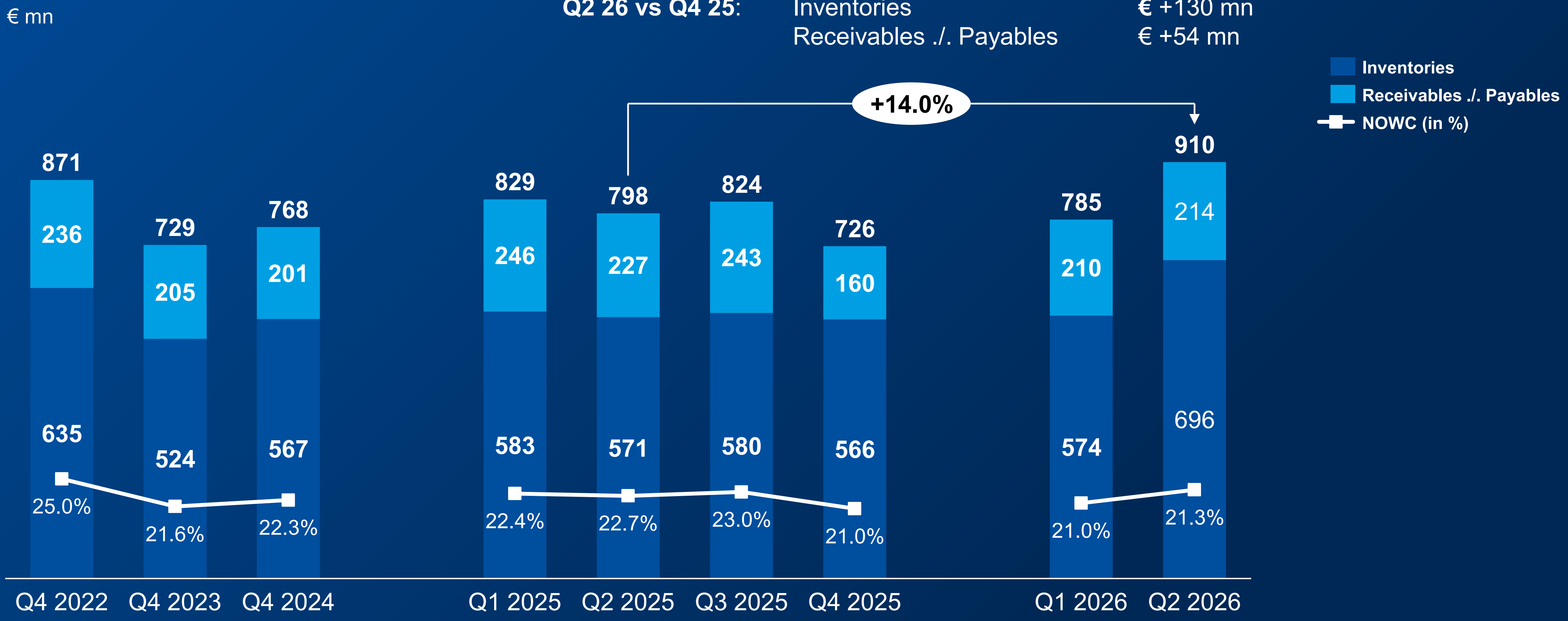
NORTH AND SOUTH AMERICA

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**

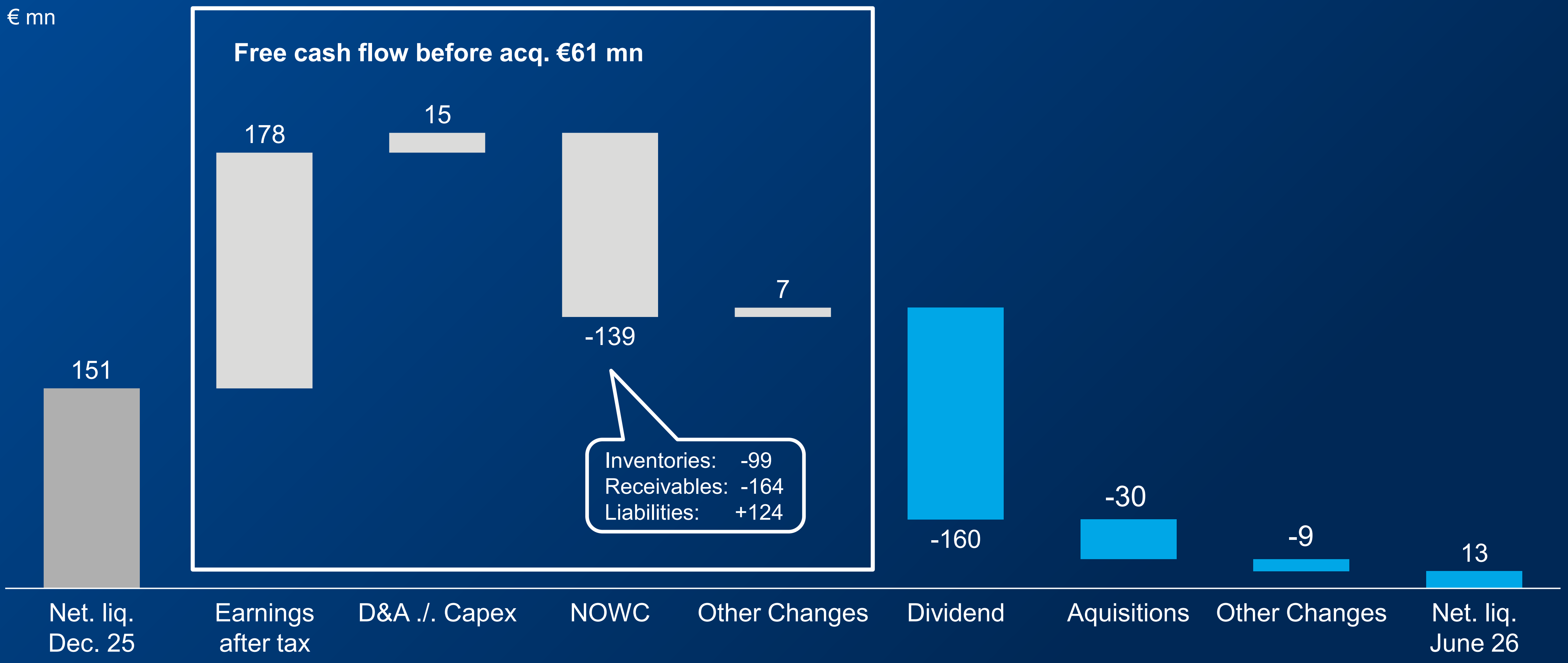
- Sales grow 7% year over year despite negative currency effects
- Organic growth of 13% year over year predominantly driven by North America; South America also well above prior year
- External growth from IRMCO, a specialist in lubricant solutions for metal forming
- Significant EBIT improvement compared 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)

Q2 26 vs Q4 25: Inventories € +130 mn
Receivables ./. Payables € +54 mn



NET LIQUIDITY



ON THE WAY TO BECOMING A DIVIDEND ARISTOCRAT

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

Consecutive dividend increases

for **24 years**

Latest increase of dividend of

€ 0.06

per share class (equiv. to +5%)

€ 1.23 (1.17)

per preference share

€ 1.22 (1.16)

per ordinary share

MOVING YOUR WORLD

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	Outlook 2026 April, 29th	Outlook 2026 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. TECHNOLOGY. PEOPLE.

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

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

FUCHS Electric Driveline Fluids (EDFs)

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

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

Example for FUCHS BluEV EG EDF 4101

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

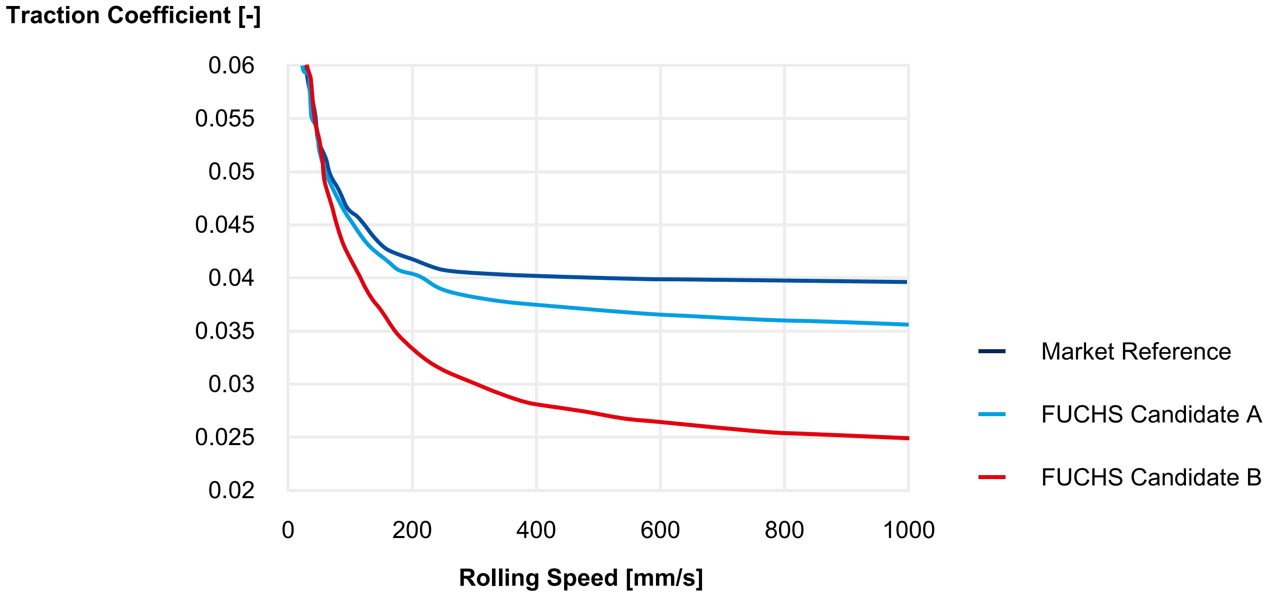
MOVING YOUR WORLD

REDUCE FRICTION AND WEAR
More range, less emissions

FUCHS Wheel-Hub Bearing Greases

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

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



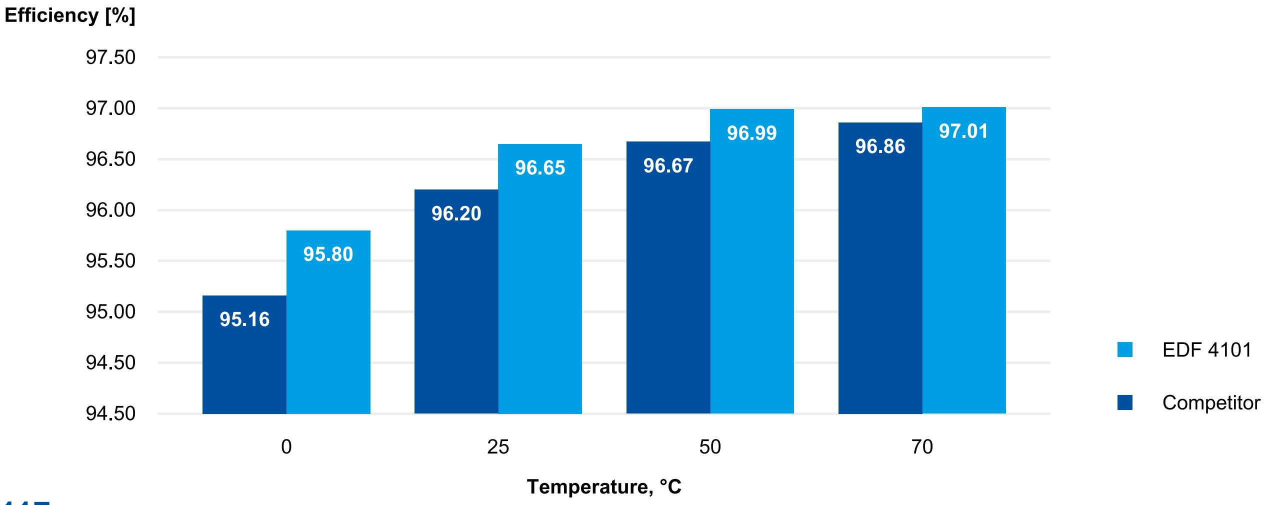
REDUCE FRICTION AND WEAR
Increase BEV range

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

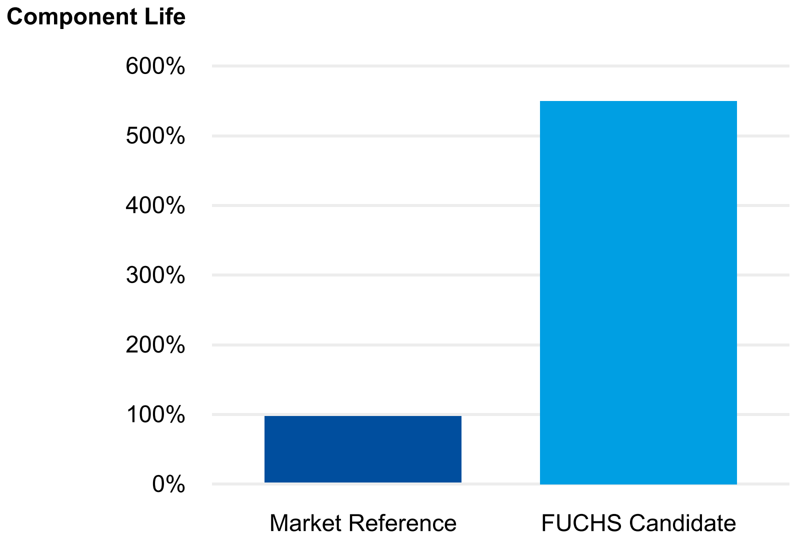


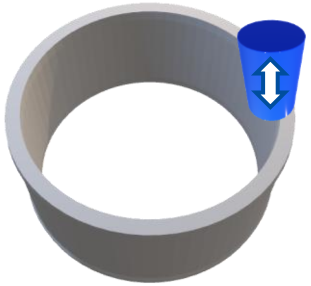
REDUCE FRICTION AND WEAR
Extend wind turbine service life

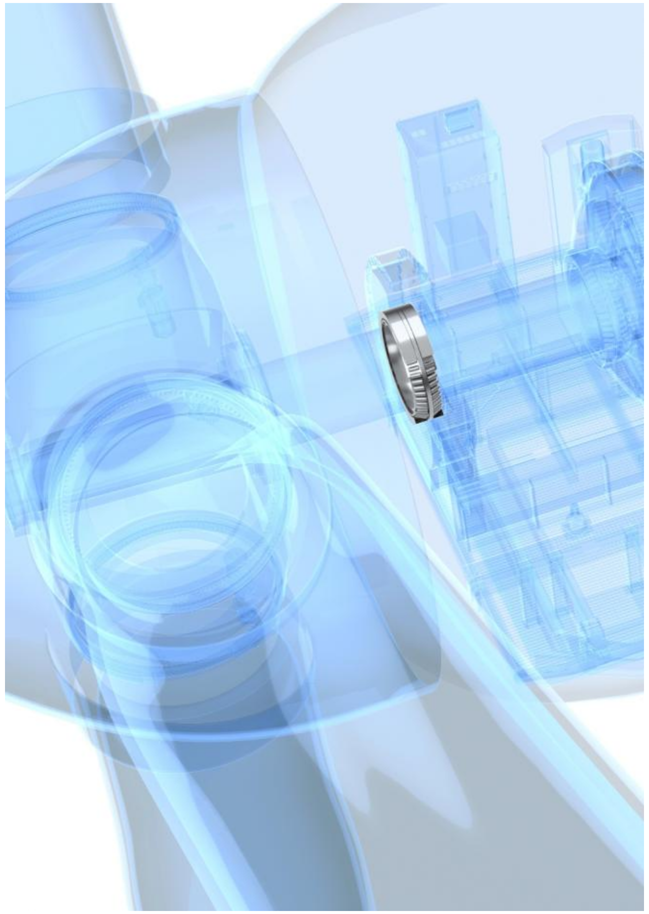
FUCHS Wind Bearing Greases

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

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





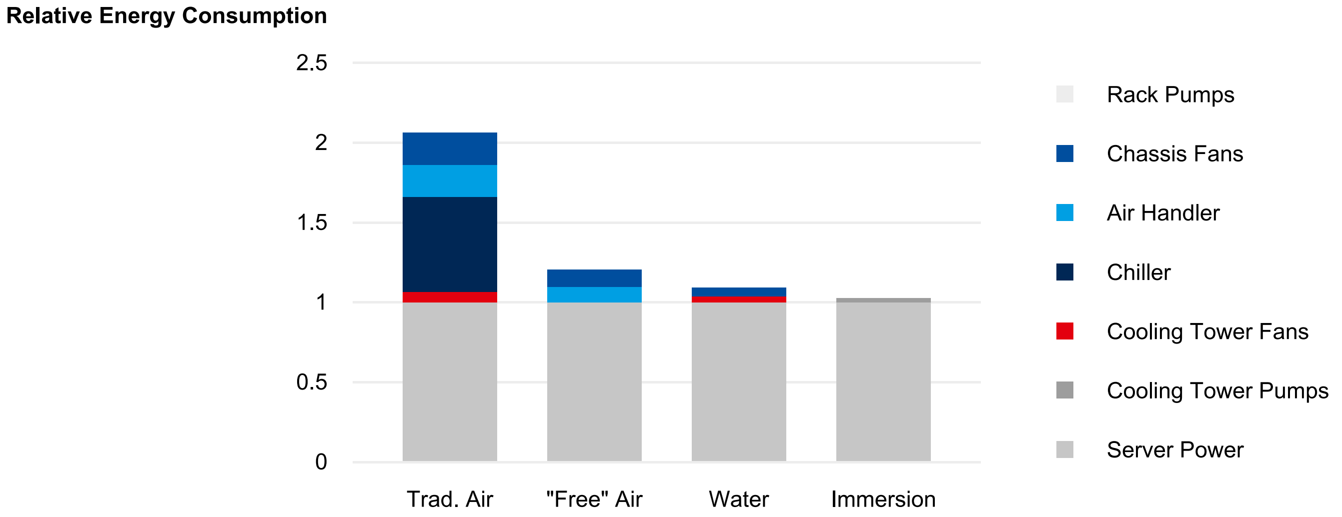


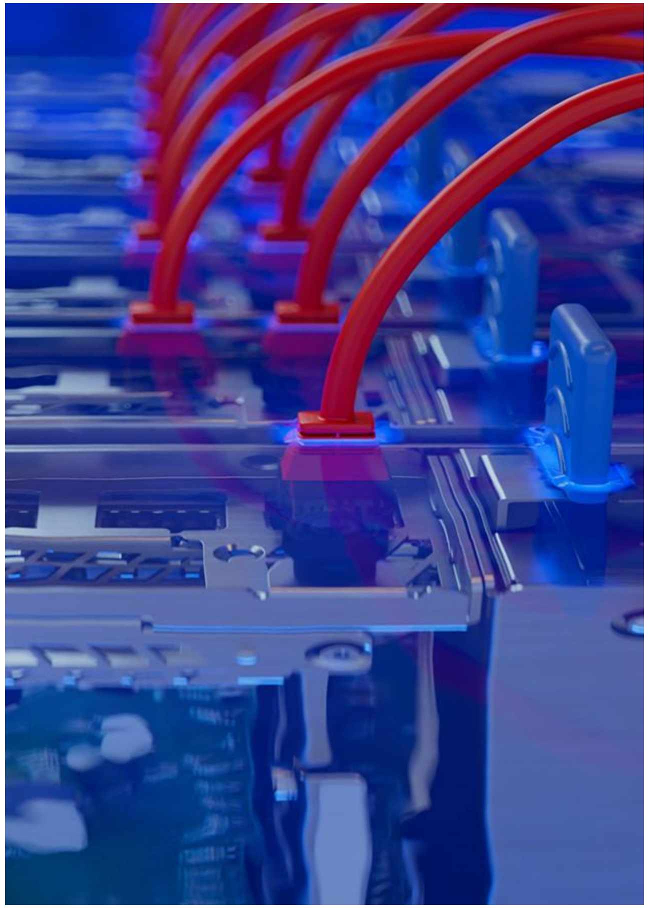
COOL MACHINES AND EQUIPMENT
Data Center Efficiency

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%**





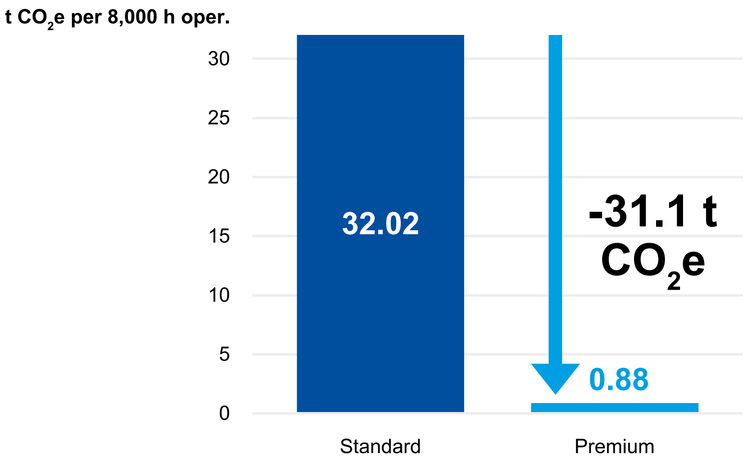
TRANSFER ENERGY
Reduce fuel consumption and emissions

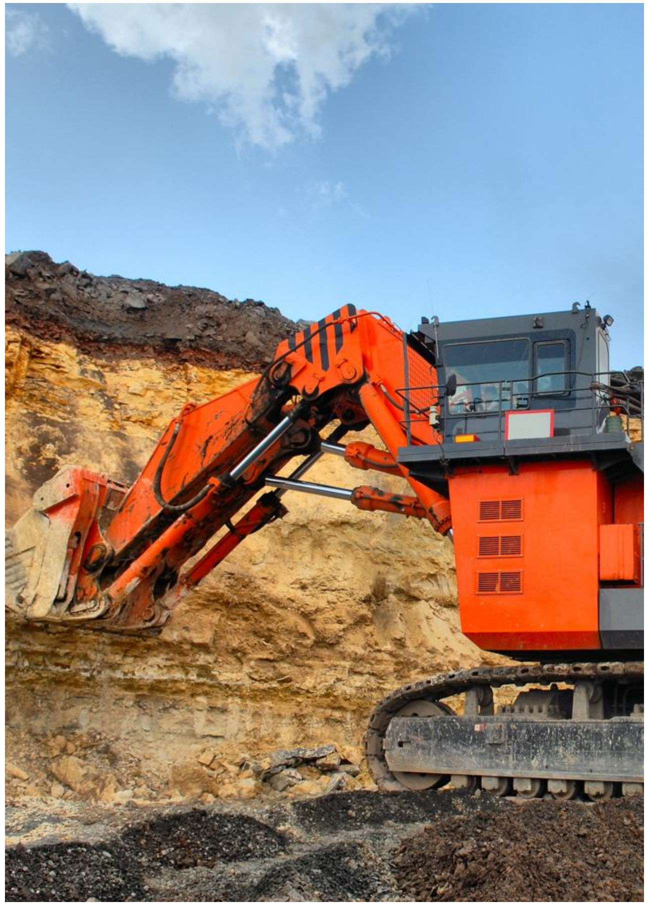
FUCHS Hydraulic Fluids

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 CO_2** 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

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

CDP
DISCLOSURE INSIGHT ACTION

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
CO_2e emissions – Cradle-to-Grave					
Absolute CO_2e 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_2e 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 CO_2e emissions from FUCHS companies were reduced **~1%** year-over-year.

This corresponds to **21,967 t** CO_2e.

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

LUBRICANTS. TECHNOLOGY. PEOPLE.

SUMMARY FUCHS100 – FOCUS TO WIN

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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

FUCHS EQUITY STORY

Profitable growth
Strong cashflows
High return to shareholders

Value based pricing	Market share gains	High capital efficiency	Focus on Execution
Customer centric sales approach	Focus on Growth and Value Added	Unique company culture	Winning Mindset
Broadest product portfolio in the industry	Leading application and R&D Know-How	Global footprint with strong localization	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.

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.

10 APPENDIX

KEY ASSUMPTIONS FOR FINANCIAL TARGETS

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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

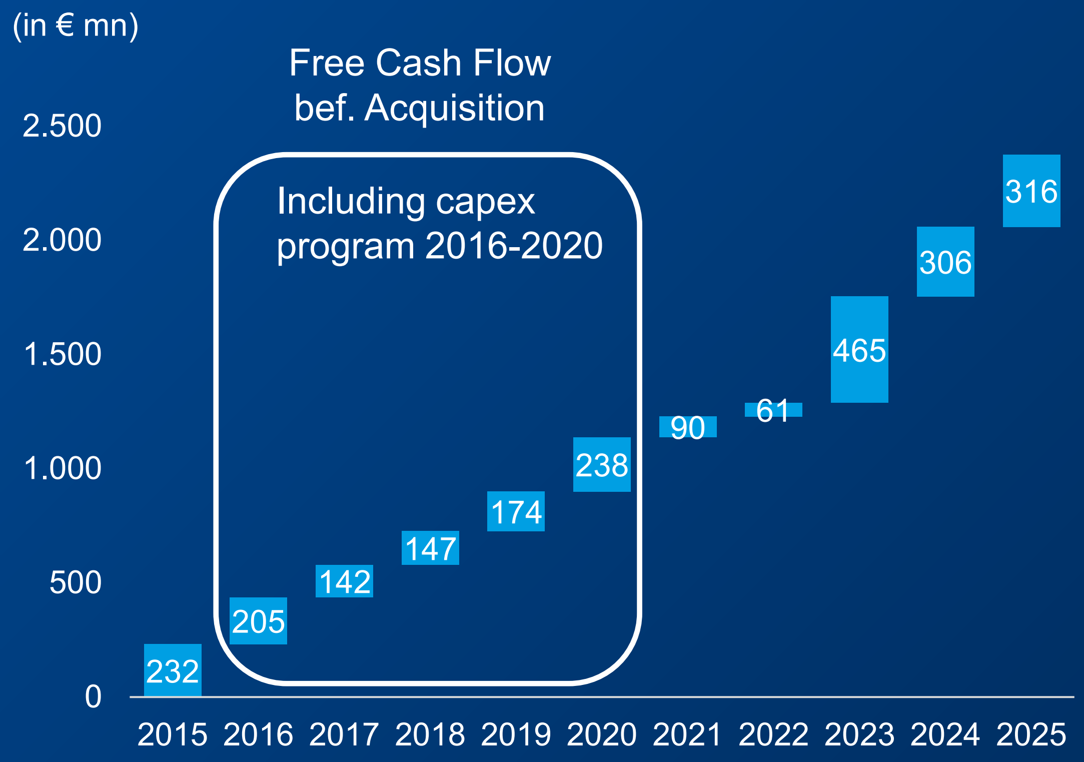
1. FX-rates

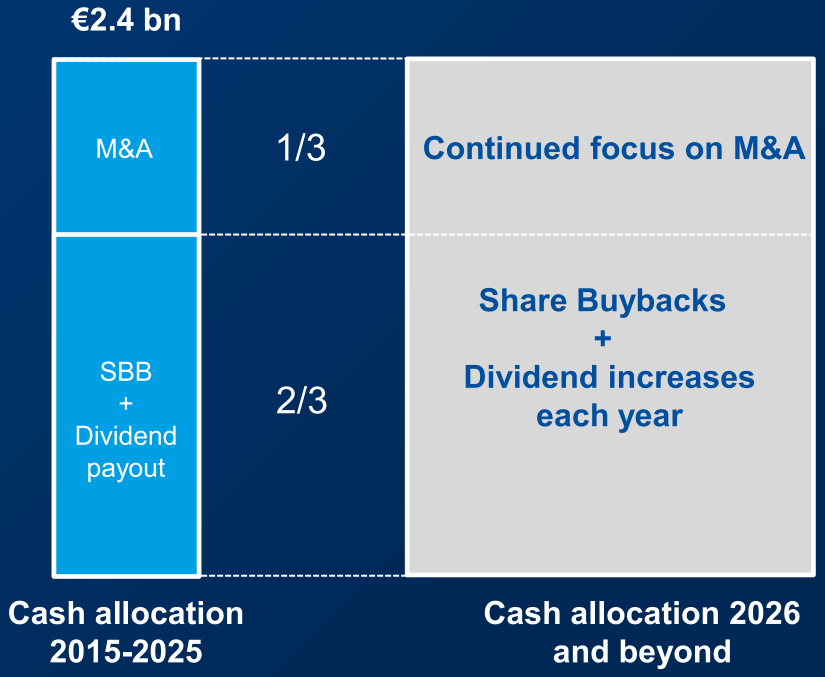
- Exchange rates regarding key currency fixed at levels of August 2025
- Top 5 foreign currencies: US-Dollar, Chinese Renminbi, British Pound, Australian Dollar, South African Rand

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



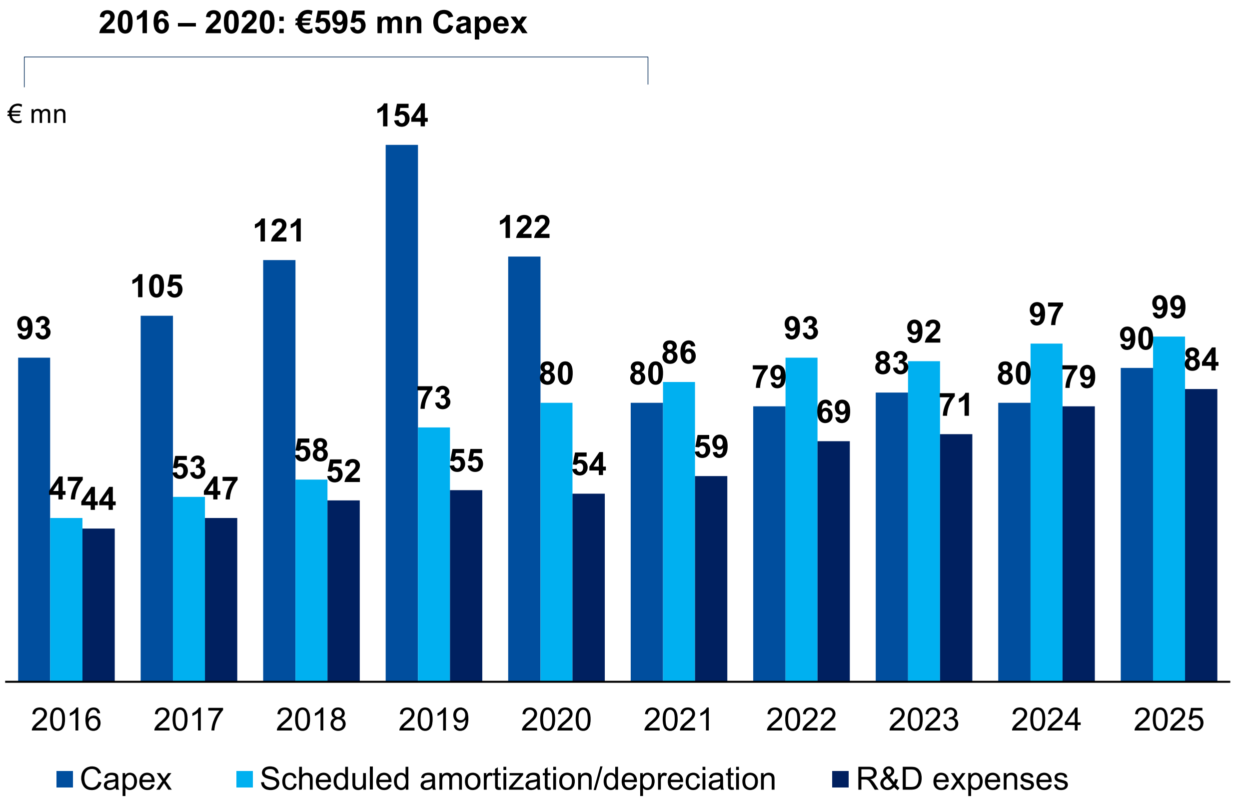


MOVING YOUR WORLD

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

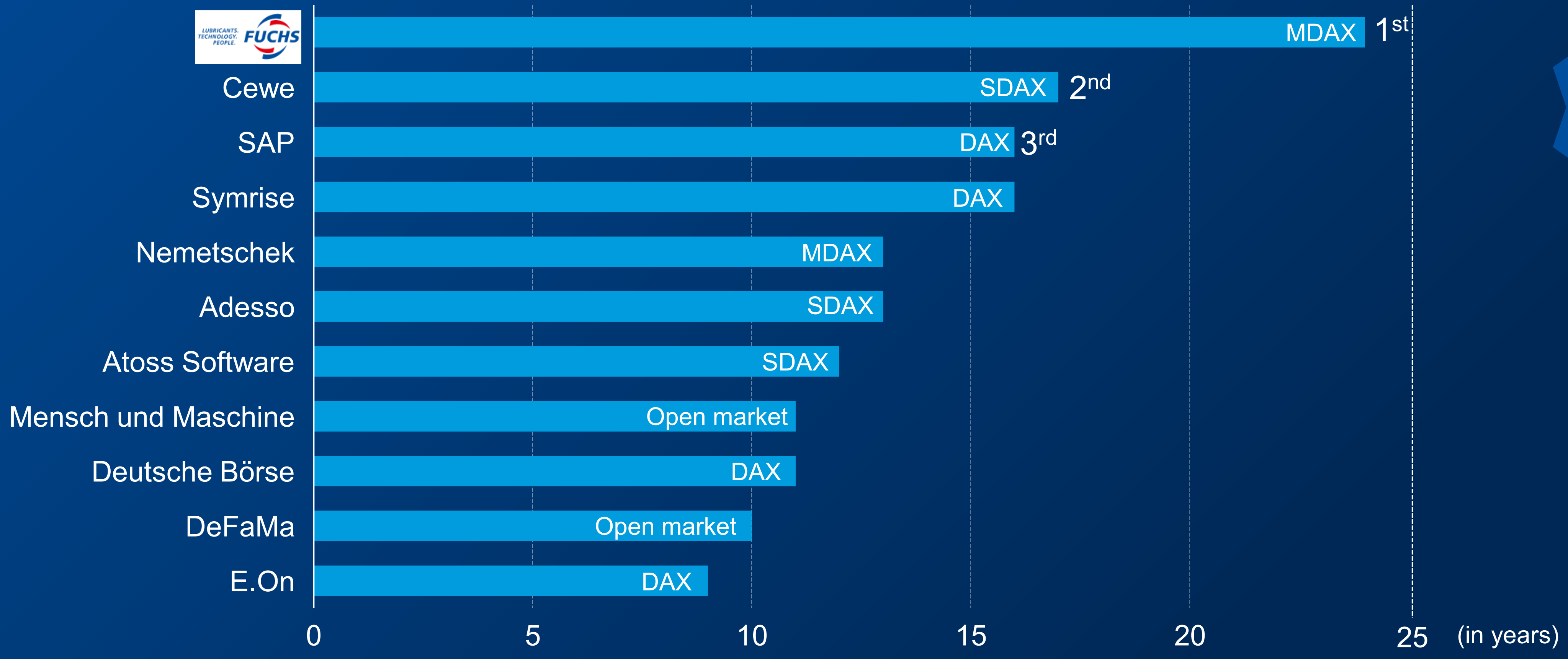
Technology

- 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 GERMANY[1]



[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

LUBCON

Member of the FUCHS Group

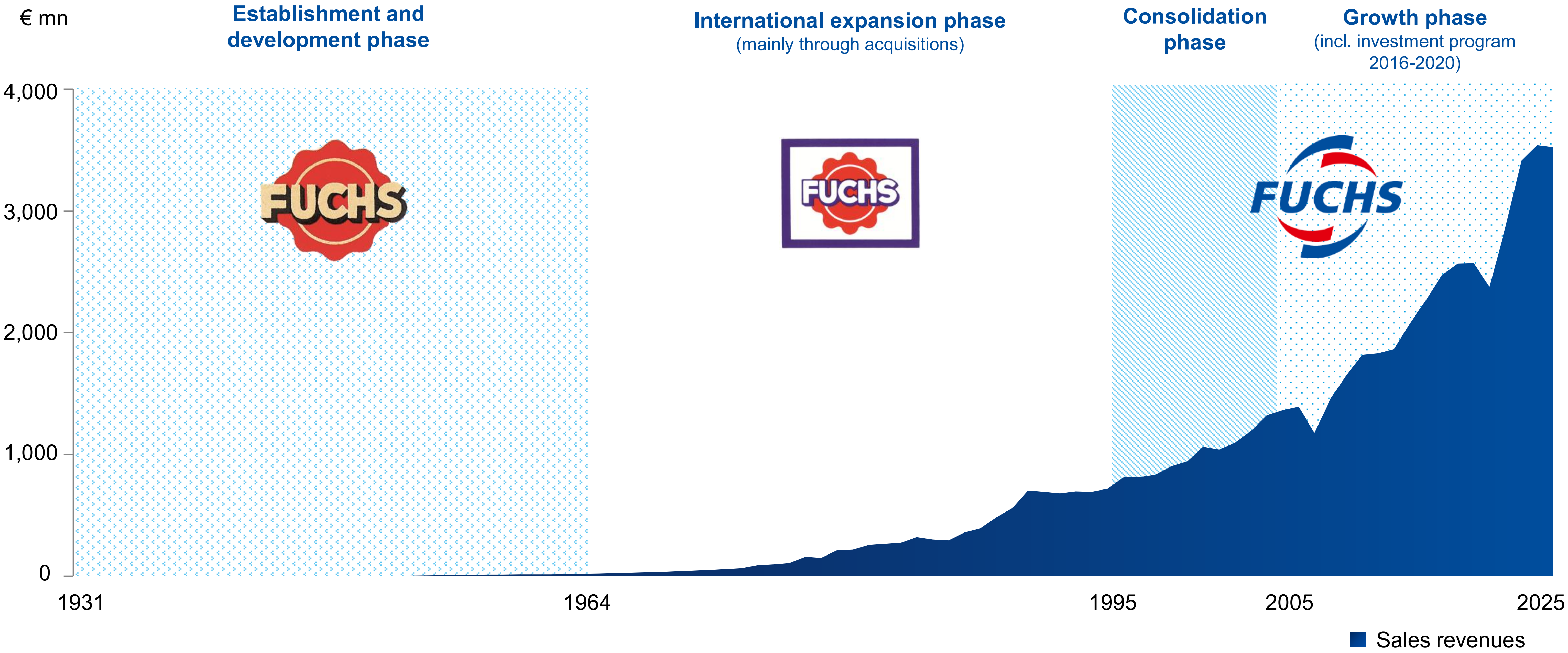
STRUB SWISS TRIBOLOGY

aseol suisse

- 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

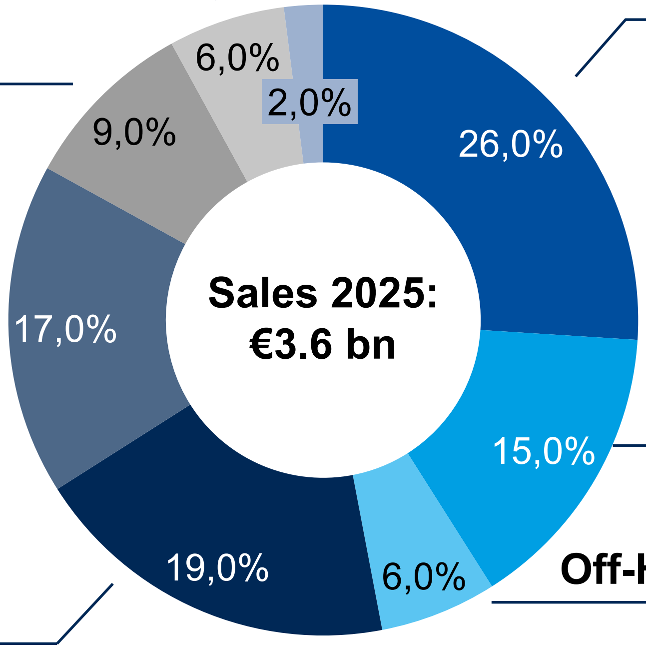
SINCE 1931



MOVING YOUR WORLD

WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



Processing Industries

- Food
- Electronics
- Medtech
- Glass

Other

Aftermarket and Trading

- Mainly through distributors
- Garages

Industrial Equipment and Machinery

- Mechanical engineering

Vehicle Components Manufacturers

- Tier 1 & Tier 2 suppliers

On Highway Vehicle Manufacturers

- OEMs, Customer Brands

Off-Highway Vehicles and Transportation

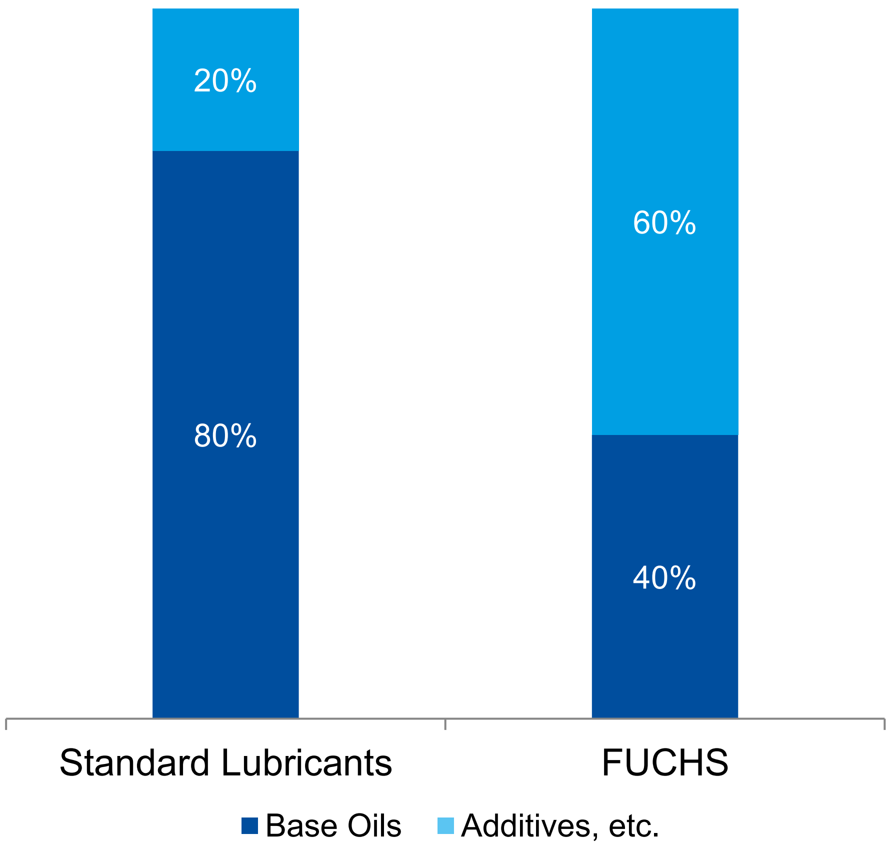
- Aerospace
- Railway
- Marine
- Agriculture

Primary Industry and Energy

- Mining
- Steel
- Chemicals
- Wind

BASE OIL / ADDITIVES VALUE SPLIT

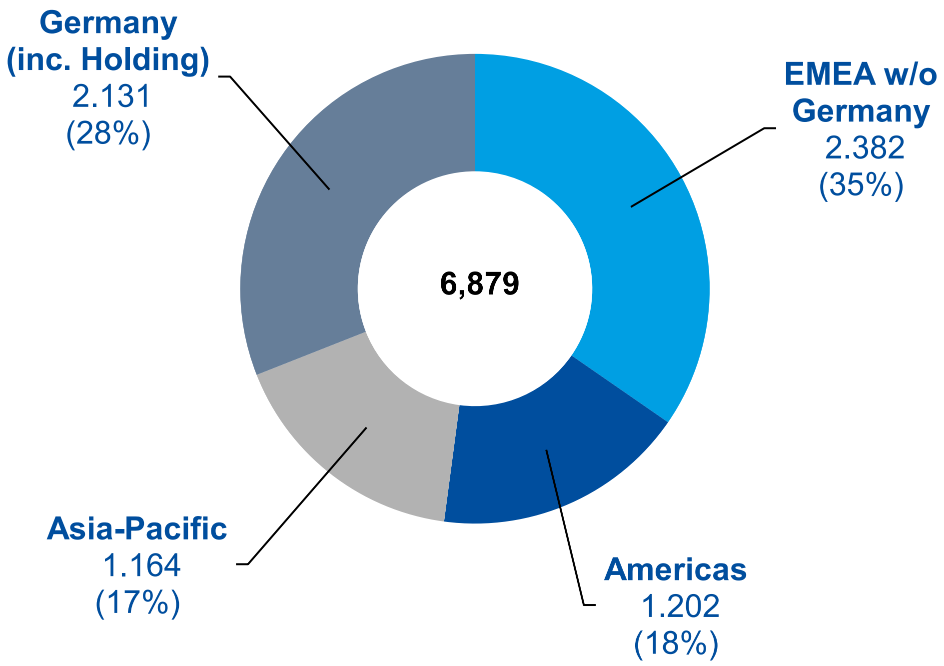
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
  - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



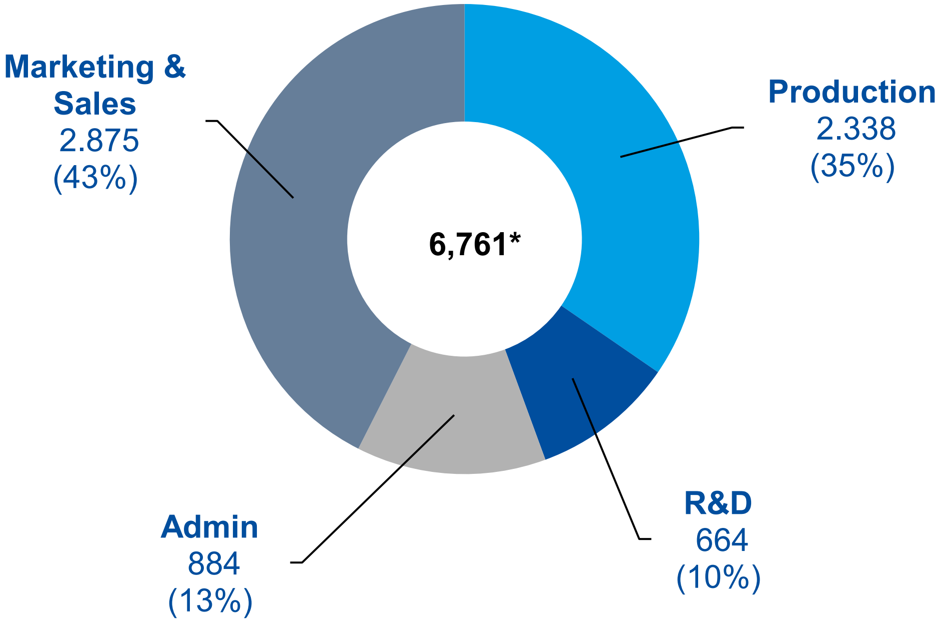
WORKFORCE STRUCTURE

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

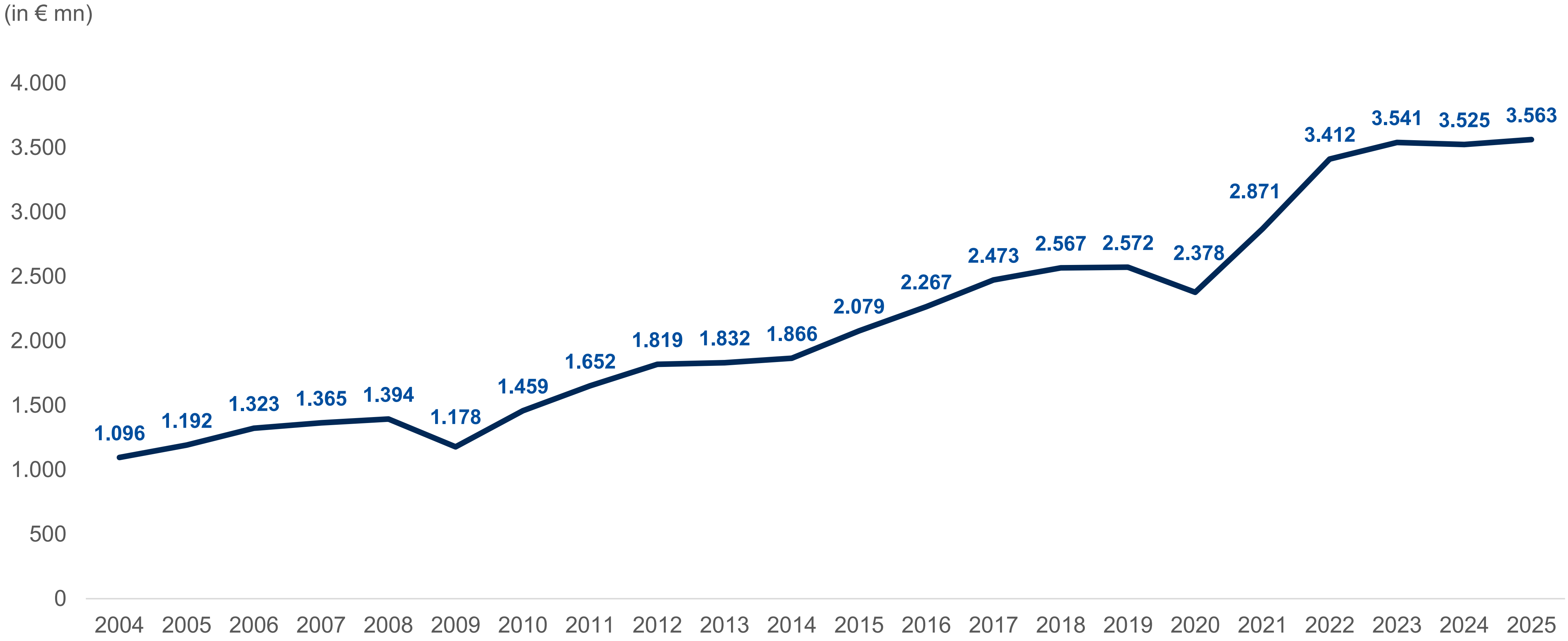
FUCHS Group (in € mn)	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Results of operations											
Sales revenues (by company location)	3,563	3,525	3,541	3,412	2,871	2,378	2,572	2,567	2,473	2,267	2,079
Cost of sales	2,318	2,310	2,396	2,358	1,906	1,524	1,682	1,668	1,591	1,416	1,288
Gross profit	1,245	1,215	1,145	1,054	965	854	890	899	882	851	791
in % of sales revenues	*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
in % of sales revenues	*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
in % of sales revenues	*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
in % of sales revenues	*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
Equity ratio (in %)	*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

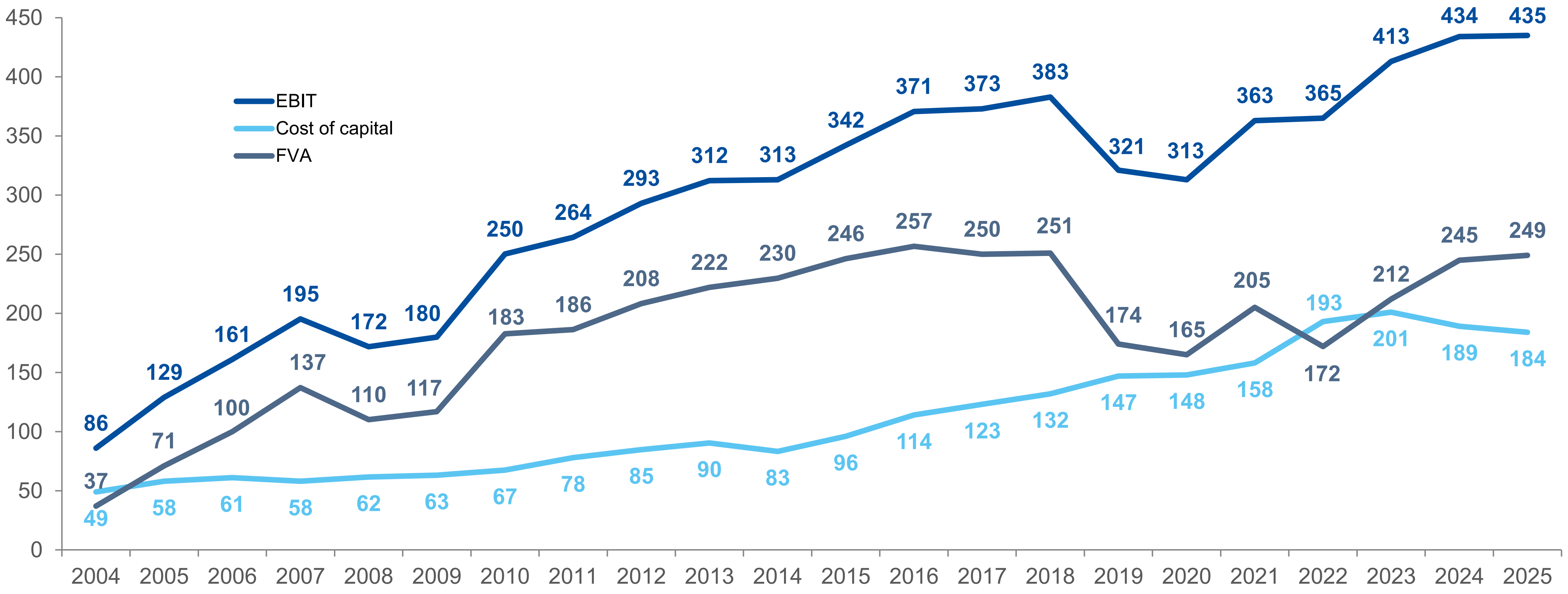
*For 2025, proposal for the appropriation of profits – unappropriated profits designated for distribution less the amount attributable to non-dividend-bearing ordinary and preference shares, which will be transferred to retained earnings.

LONGTERM DEVELOPMENT SALES REVENUES



LONGTERM DEVELOPMENT EBIT – COST OF CAPITAL – FVA

(in € mn)

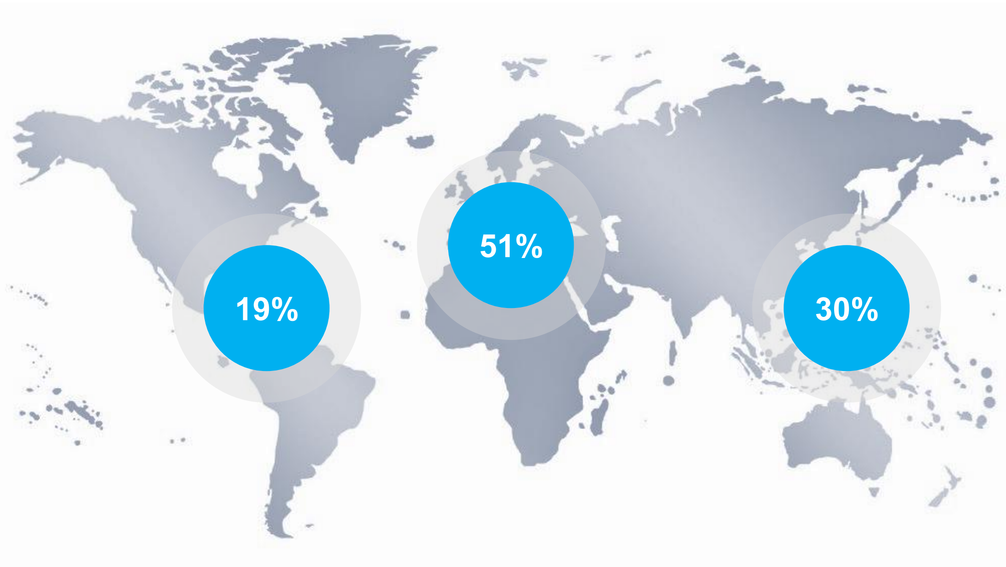


Cost of Capital = CE x WACC

REGIONAL SALES REVENUES

CONSOLIDATED SALES REVENUES FY 2025

		2025 (€ mn)	2024 (€ mn)	2023 (€ mn)
EMEA		**2,048**	**2,029**	**2,041**
thereof	Germany	856	866	898
	Western Europe	752	729	740
	Eastern Europe	305	310	284
	Africa	135	124	119
Asia-Pacific		**1,002**	**986**	**979**
thereof	China	583	564	564
	Australia	257	266	261
North and South America		**695**	**678**	**687**
thereof	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

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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
Gross Profit margin (in %)	*30.9*	*32.2*	*32.8*	*33.6*	*33.8*	*35.0*	*34.9*	*34.1*	*34.3*	*35.1*	*35.2*	*35.2*	*35.1*	*34.6*
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**
EBIT margin before at Equity (in %)	*10.8*	*10.7*	*12.6*	*11.9*	*12.0*	*12.4*	*12.6*	*11.3*	*11.5*	*11.3*	*12.7*	*12.3*	*13.3*	*12.4*
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**
EBIT margin (in %)	*11.0*	*11.0*	*12.9*	*11.9*	*12.2*	*12.5*	*12.9*	*11.6*	*11.7*	*11.5*	*13.1*	*12.6*	*13.4*	*12.6*
EBITDA	**126**	**121**	**135**	**129**	**131**	**134**	**141**	**125**	**134**	**126**	**142**	**132**	**150**	**160**
EBITDA margin (in %)	*13.5*	*13.7*	*15.4*	*15.3*	*14.9*	*15.1*	*15.6*	*14.6*	*14.5*	*14.3*	*15.8*	*15.3*	*16.1*	*15.0*

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			
in % of sales	*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			
in % of sales	*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
in % of sales	*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
in % of sales	*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

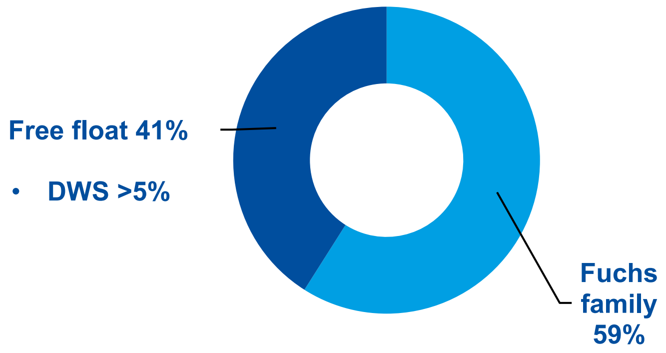
Sales (€ mn)	2023					2024					2025					2026	
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
EMEA	552	515	499	475	2,041	511	516	517	485	2,029	522	517	517	492	2,048	547	609
Δ Y-o-Y in %	*15*	*2*	*-5*	*-10*	*0*	*-7*	*0*	*4*	*2*	*1*	*2*	*1*	*0*	*-5*	*1*	5	18
Asia-Pacific	252	239	247	241	979	245	240	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)

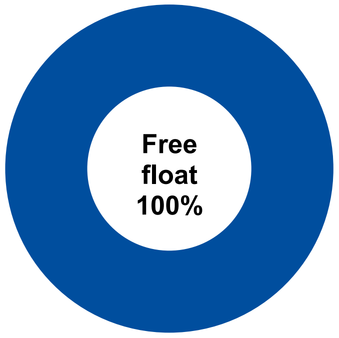
Ordinary shares



Basis: 65,500,000 ordinary shares

Preference shares

MDAX-listed



Basis: 65,500,000 preference shares

Characteristics:

- Dividend
- Voting rights

Share data:

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

Characteristics:

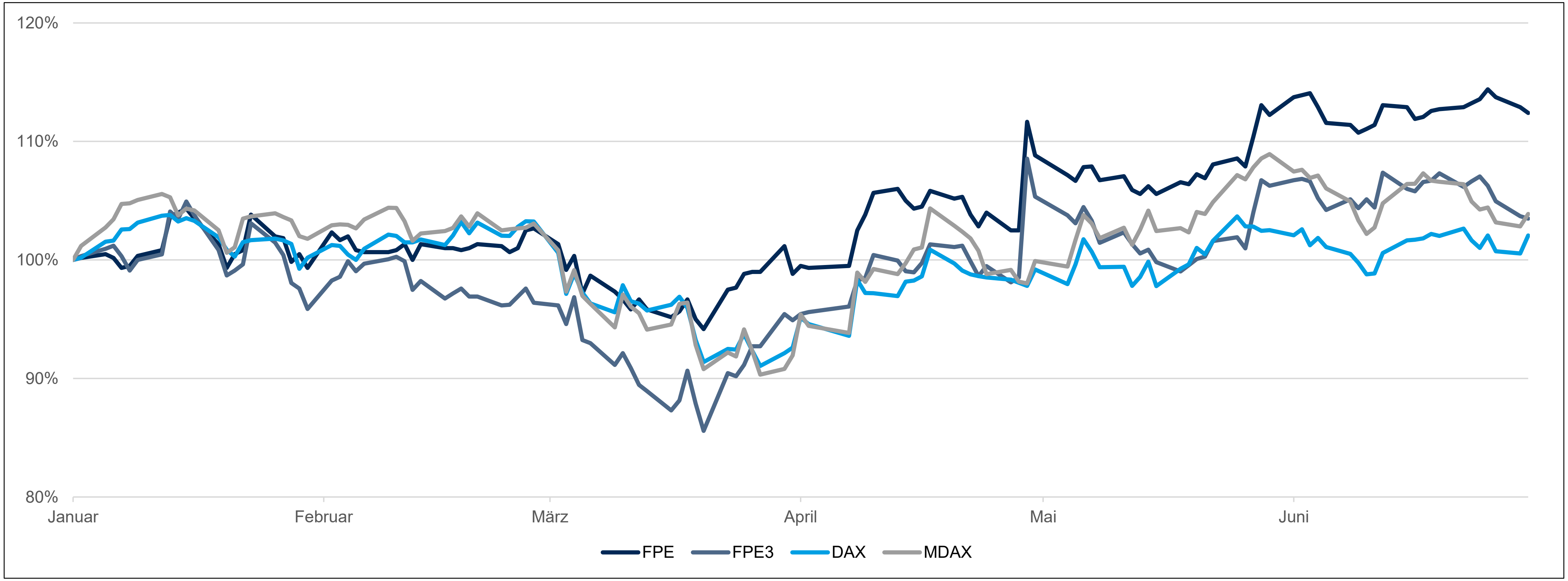
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

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

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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 ≙ 55% of total variable compensation

Supervisory Board

≥20%

of fixed compensation

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

FINANCIAL CALENDAR & CONTACT

August 2026

- **08/05** Virtual Roadshow with Metzler

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

- **10/30** Q3 Financial Statement

November 2026

- **11/24 – 11/25** Deutsches Eigenkapitalforum, Frankfurt

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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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