

# FUCHS GROUP

## Investor Presentation

March 2026

LUBRICANTS.  
TECHNOLOGY.  
PEOPLE.



# Agenda

**01 | Business Model**

**02 | Financial Results FY 2025**

**03 | Review FUCHS2025**

**04 | Megatrends**

- E-Mobility
- Sustainability
- Digitalization

**05 | FUCHS – a profitable growth story**

**06 | Appendix**

# 01 Business Model



# FUCHS AT A GLANCE

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

**No. 1**  
among the independent  
suppliers of lubricants

The Fuchs family holds  
**59%** of  
ordinary shares

**€3.6** bn  
sales in 2025

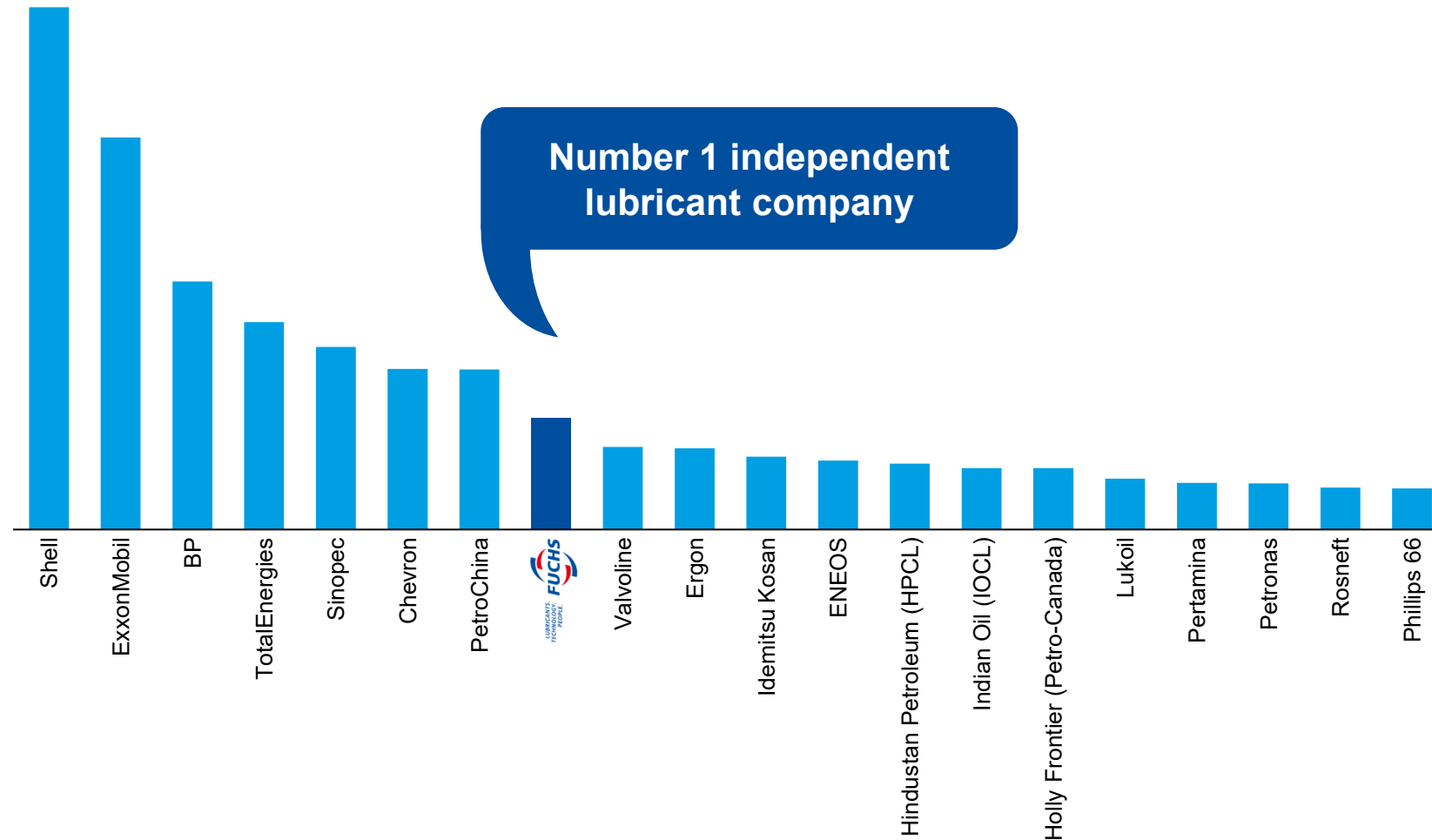
Around **6,800**  
employees

Preference share is listed  
in the MDAX

**67** companies worldwide

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

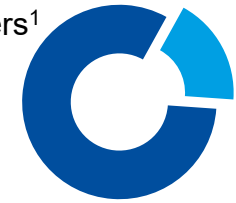
# THE LEADING INDEPENDENT LUBRICANTS COMPANY



## Manufacturers

Independent lubricant manufacturers<sup>1</sup> >700

Major oil companies >100



- High degree of fragmentation
- Concentration especially amongst smaller companies

## Market Shares

>700 manufacturers

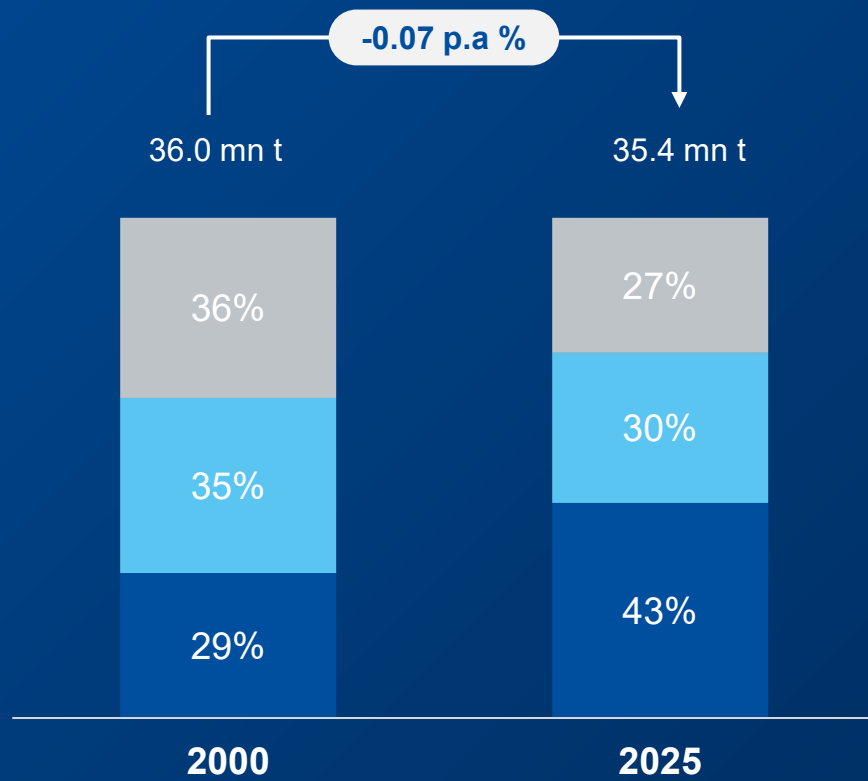
Top 10 manufacturers



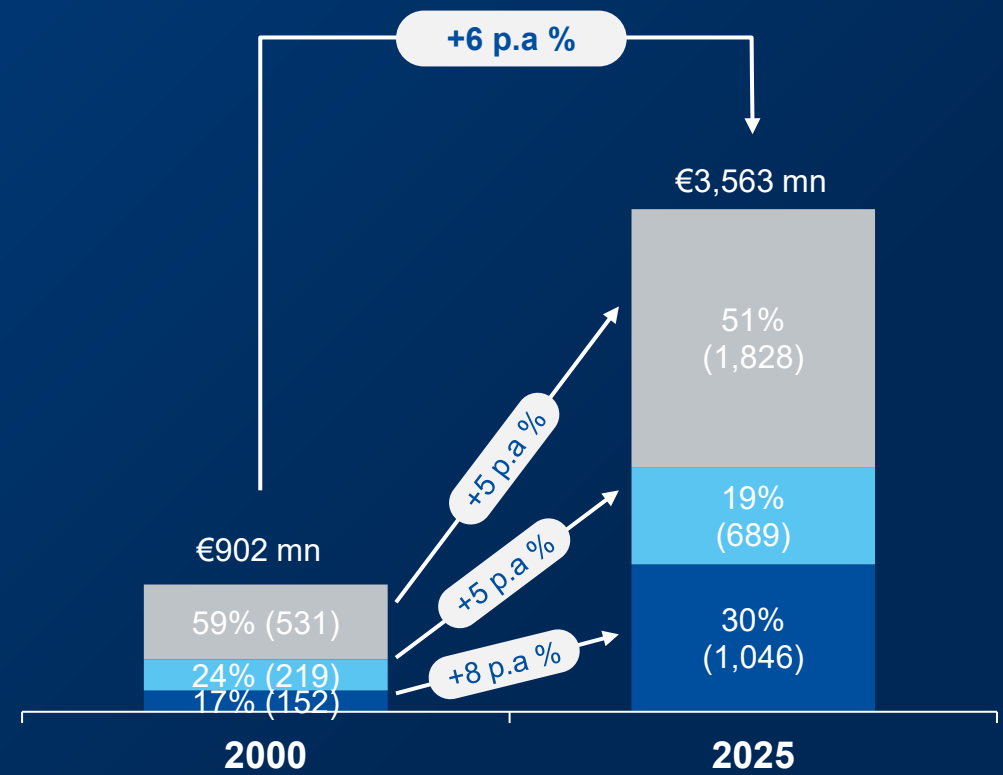
<sup>1</sup> > 1000 tons

# HIGHTECH LUBRICANTS ON THE RISE

## Market Demand



## FUCHS Sales (by customer location)



■ APAC   ■ Americas   ■ EMEA

# OUR UNIQUE BUSINESS MODEL IS THE BASIS FOR OUR COMPETITIVE ADVANTAGE

Technology and innovation leadership in

strategically important product areas



FUCHS is fully focussed on lubricants



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



FUCHS is a full-line supplier



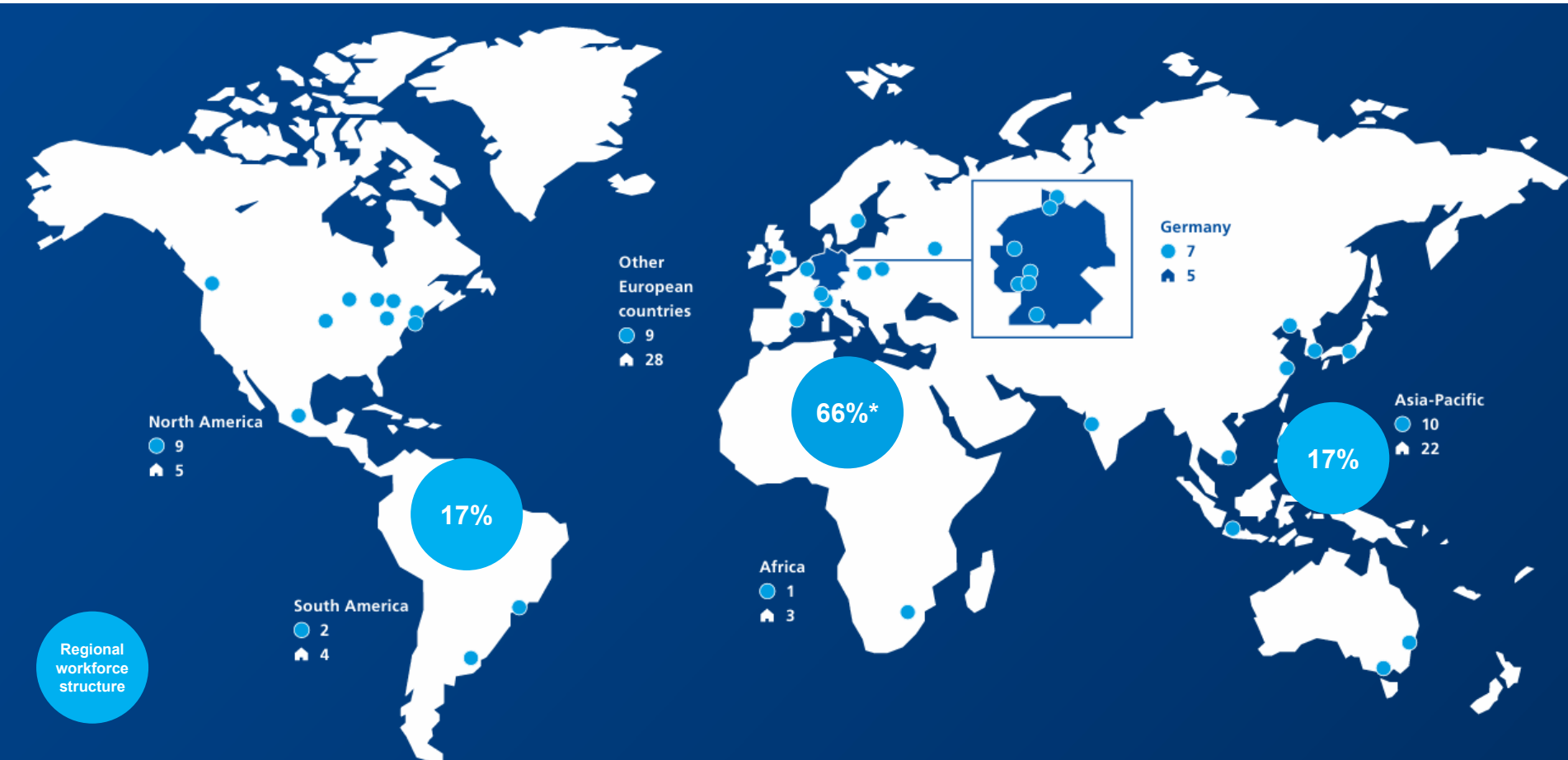
Global presence, R&D strength, know-how transfer, speed

Advantage over major oil companies

Advantage over other independent companies

# WE ARE WHERE OUR CUSTOMERS ARE

## IN OVER 50 COUNTRIES



### GROUP COMPANY AND PRODUCTION LOCATIONS

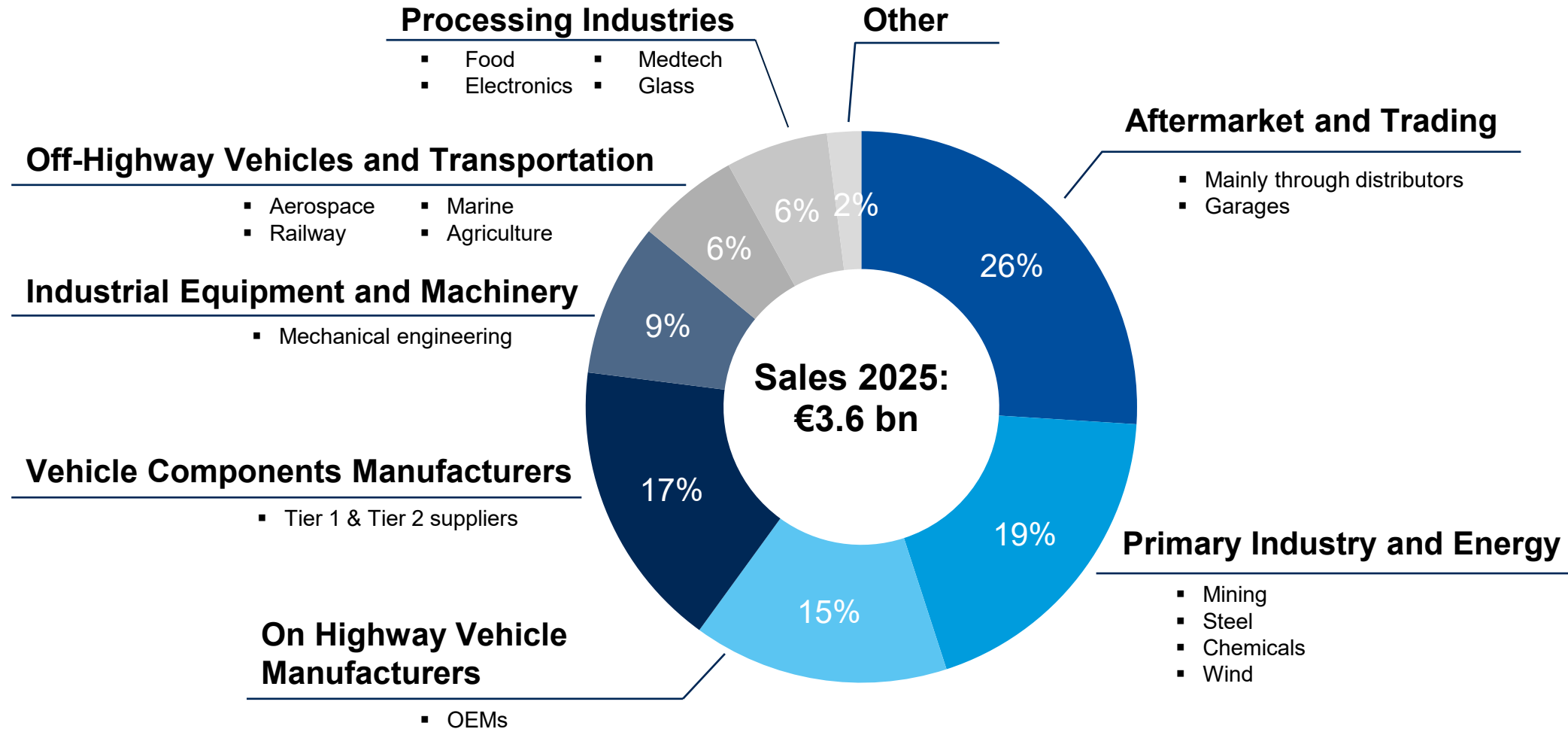
- 38 Production locations
- 🏠 67 Operating companies

As of December 31, 2025

\*incl. Holding

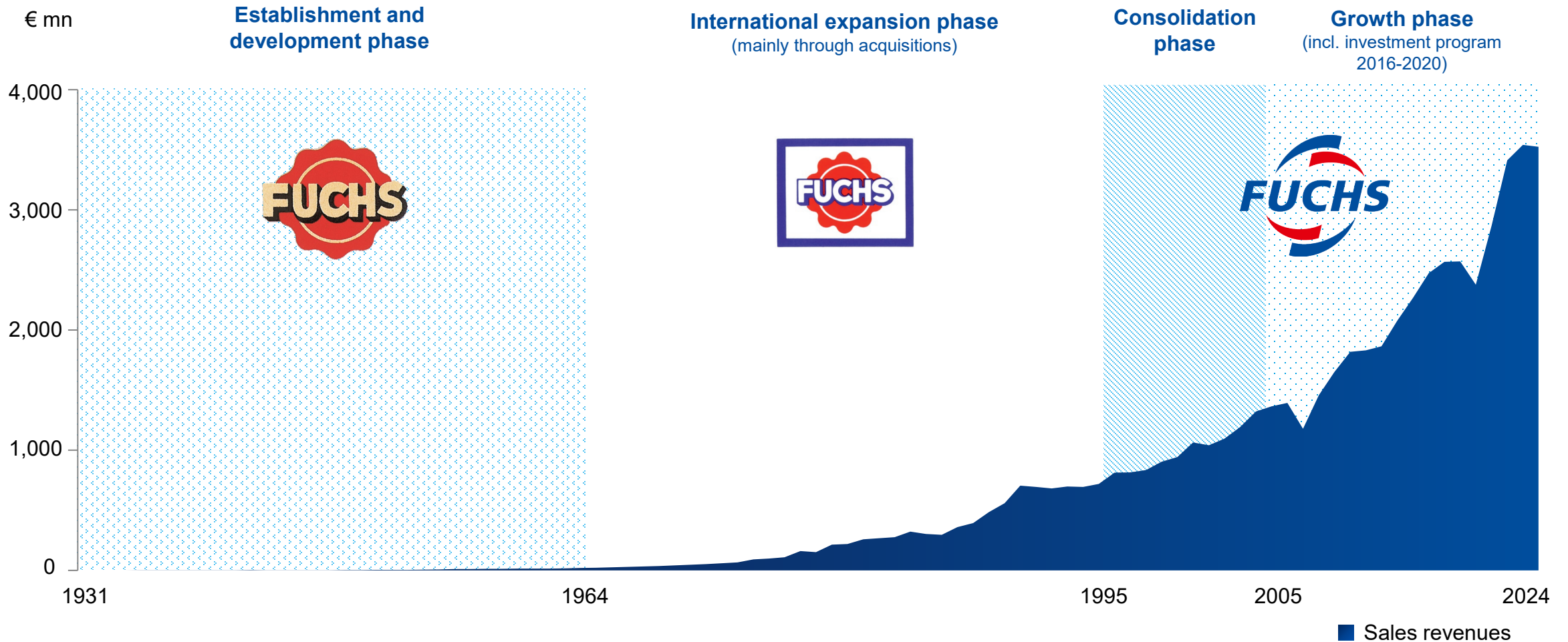
# WELL BALANCED CUSTOMER STRUCTURE

TOP 20 CUSTOMERS ACCOUNT FOR ~ 25% SALES



# TRADITION AND GROWTH

## SINCE 1931

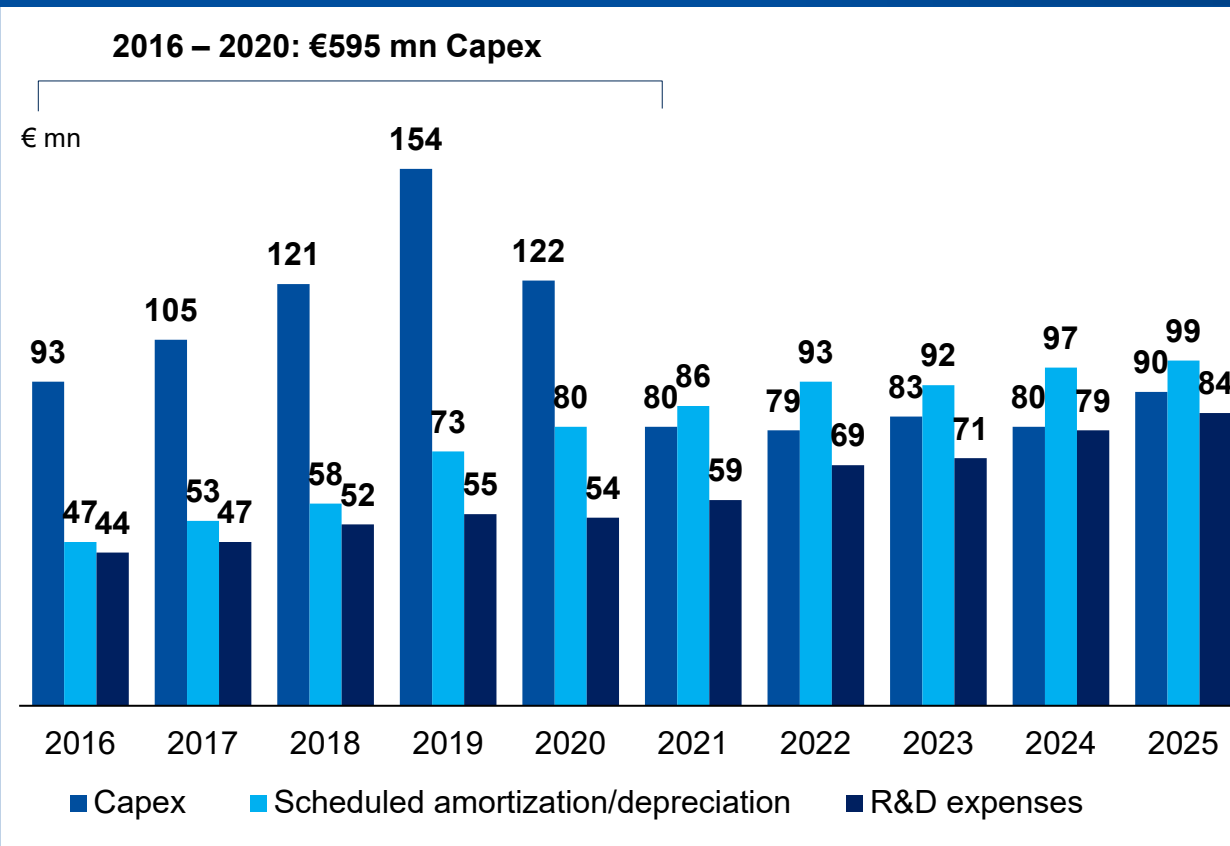


# INVESTMENT IN THE FUTURE

CAPEX PROGRAMM TO ACCELERATE PROFITABLE GROWTH SUCESSFULLY FINISHED

## Five year growth initiative

... with a clear investment focus on:



### Growth

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

### Technology

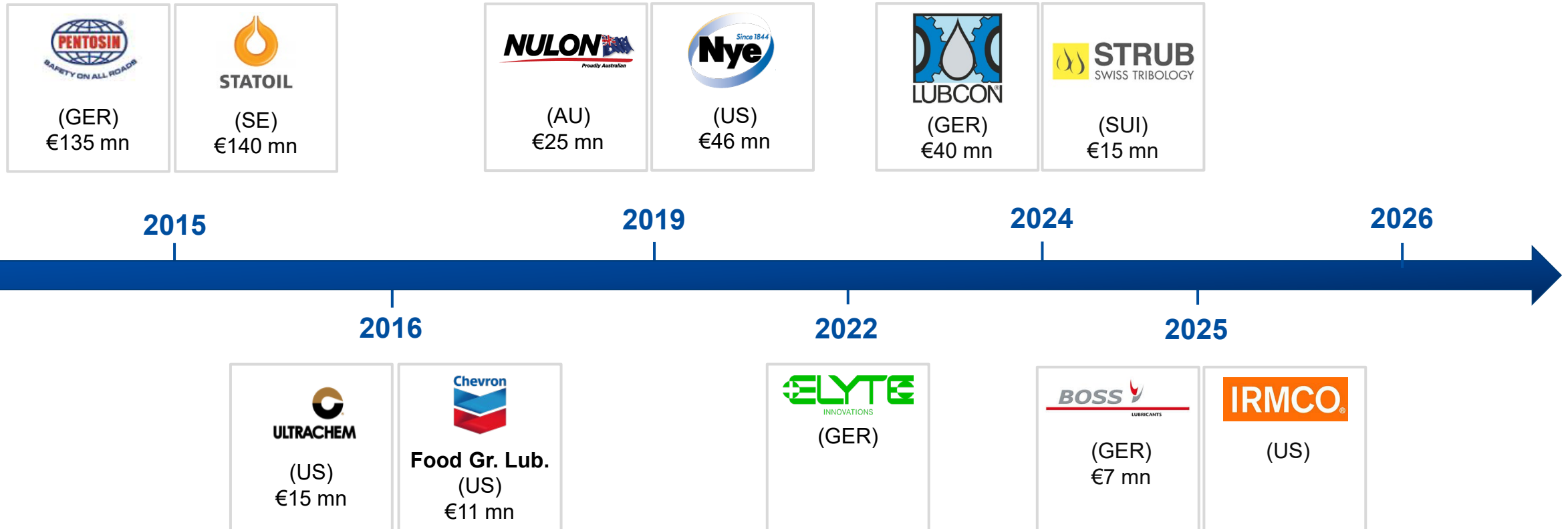
- Modernization of plants to the highest technological standards
- Building specialty grease plants for new products related to the global megatrends sustainability and e-mobility

### Innovation

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

# STRONG TRACK RECORD OF INTEGRATING BUSINESSES

MOST IMPORTANT TRANSACTIONS OVER THE LAST 15 YEARS



# 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

# 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

# CONTINUED FOCUS ON M&A GROWTH



## Strategic M&A Guardrails

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



## Financial Imperatives

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

## 02 Financial Results FY 2025



## HIGHLIGHTS 2025

Sales revenues

**€ 3,563 mn**

+1% (2024: € 3,525 mn)

EBIT

**€ 435 mn**

+1 mn € (2024: € 434 mn)

FCF before acquisitions

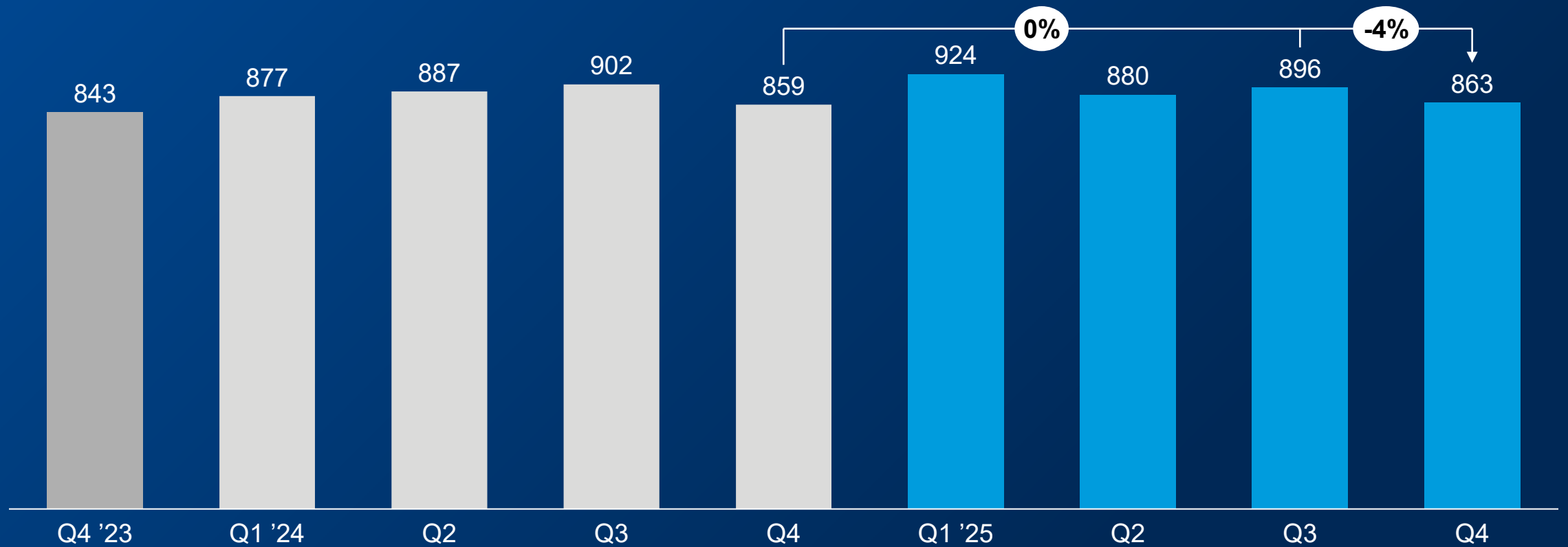
**€ 316 mn**

+3% (2024: € 306 mn )

- Sales and EBIT increase despite FX and challenging market environment
- FVA at € 249 mn close to peak level
- EPS € 2.34 (pref. share)  
€ 2.33 (ord. share) (+2% yoy)
- Strong cash conversion at 1.0x

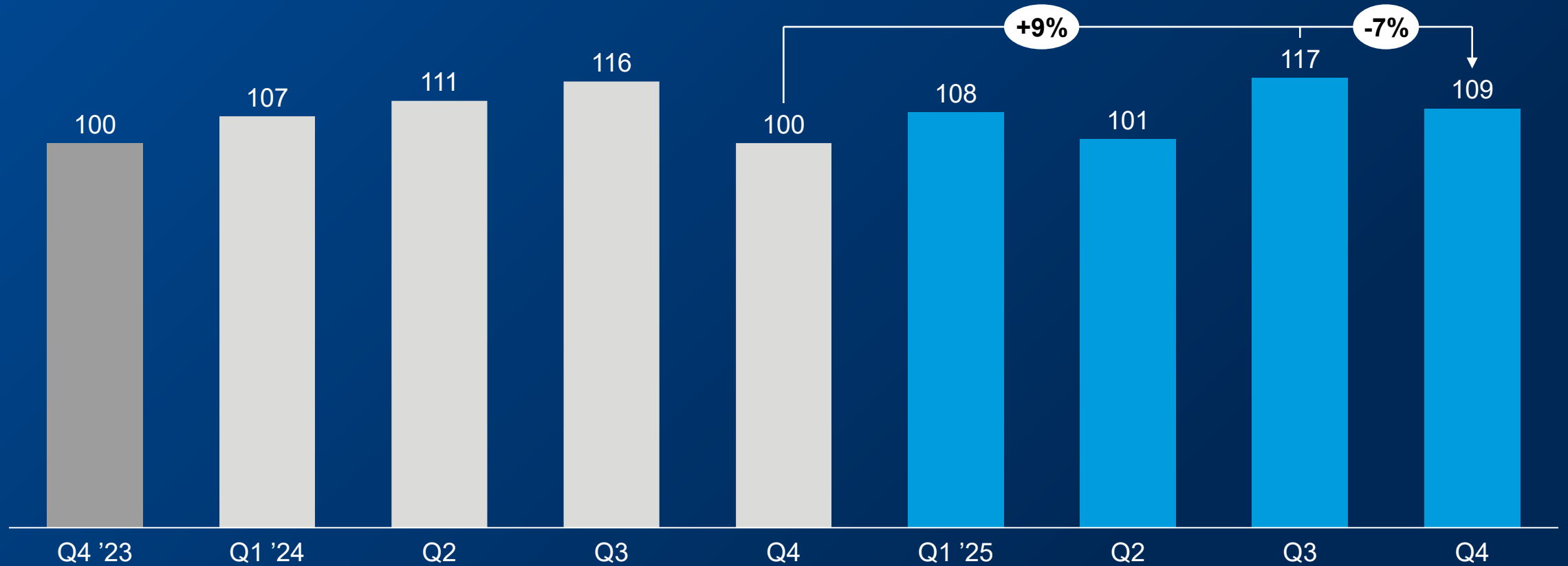
# QUARTERLY SALES DEVELOPMENT

€ mn

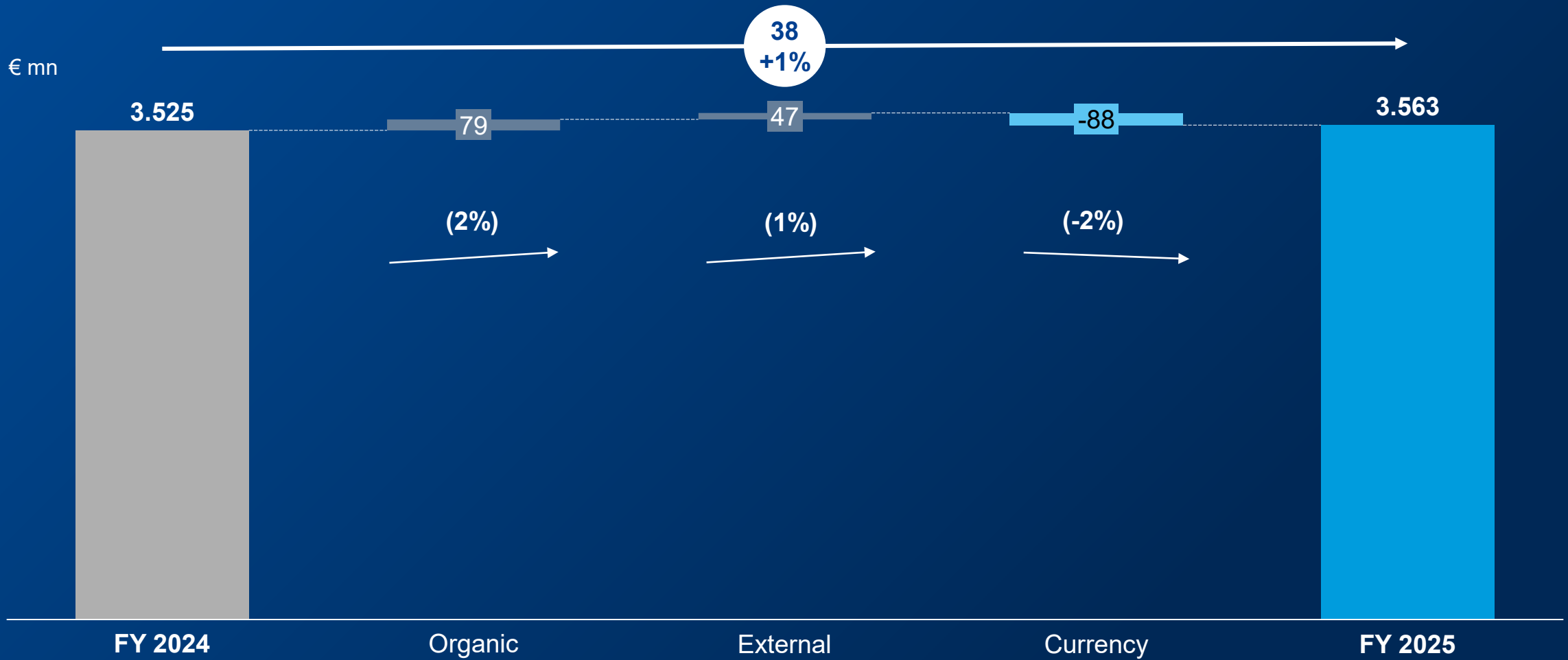


# QUARTERLY EBIT DEVELOPMENT

€ mn



# SALES 2025



# KPI SUMMARY 2025

KPI in € mn	FY 2025	FY 2024
<b>Sales</b>	<b>3,563</b>	<b>3,525</b>
Cost of sales	-2,318	-2,310
<b>Gross profit</b>	<b>1,245</b>	<b>1,215</b>
Other function costs	-820	-789
<b>EBIT bef. at Equity</b>	<b>425</b>	<b>426</b>
<b>EBIT</b>	<b>435</b>	<b>434</b>
Capex	-92	-83
Change of NOWC	15	-13
<b>FCF bef. acq.</b>	<b>316</b>	<b>306</b>

- Sales up 1% led by business expansion and external growth, impacted by strong headwinds from negative currency effects
- Organic growth in the Asia-Pacific and Americas regions along with positive contribution from acquisitions in EMEA
- Gross margin at 34.9%, slightly above prior year's figure of 34.5%
- Other function costs up 4% primarily due to acquisitions, IT costs and inflation-driven wage adjustments; positive impact from cost avoidance measures
- EBIT slightly above previous year's level as higher gross profit was almost completely offset by higher costs; EBIT margin at 12.2% vs. 12.3% in the prior-year period
- Capex above previous year's level due to higher investments into TRANSFORM2GROW project
- NOWC below prior year due to increase in trade payables
- FCF bef. acq. above strong prior year level

# EUROPE, MIDDLE EAST, AFRICA

KPI in € mn	FY 2025	FY 2024
<b>Sales</b>	<b>2,048</b>	<b>2,029</b>
Organic growth	-19 (-1%)	-34 (-2%)
External growth	37 (2%)	17 (1%)
FX effects	1 (0%)	5 (0%)
<b>EBIT bef. at Equity</b>	<b>222</b>	<b>219</b>
<b>EBIT</b>	<b>232</b>	<b>227</b>

- Sales up 1% year over year driven by acquisitions amid softer organic performance
- Positive developments in Sweden and Germany; Eastern Europe and Italy with earnings declines
- External growth driven by BOSS and ASEOL acquisitions, as well as positive contributions from STRUB and LUBCON (acquired H2 2024)
- EBIT on strong prior year's level despite higher cost base in Europe

# ASIA-PACIFIC



KPI in € mn	FY 2025	FY 2024
<b>Sales</b>	<b>1,002</b>	<b>986</b>
Organic growth	65 (7%)	23 (2%)
External growth	2 (0%)	-
FX effects	-51 (-5%)	-16 (-1%)
<b>EBIT bef. at Equity</b>	<b>132</b>	<b>118</b>
<b>EBIT</b>	<b>132</b>	<b>118</b>

- Sales up 2%, exceeding 1 billion Euro mark for the first time
- Strong organic growth of 7% driven by business expansion, especially in China, Australia and India
- Negative currency effects impact the region
- EBIT up 12% year over year driven by China's consistently strong development; Australia and smaller entities contributed positively

# NORTH AND SOUTH AMERICA

KPI in € mn	FY 2025	FY 2024
<b>Sales</b>	<b>695</b>	<b>678</b>
Organic growth	47 (7%)	-3 (0%)
External growth	8 (1%)	2 (0%)
FX effects	-33 (-6%)	-8 (-1%)
<b>EBIT bef. at Equity</b>	<b>75</b>	<b>91</b>
<b>EBIT</b>	<b>75</b>	<b>91</b>

- Sales up 2% year over year driven by strong organic growth overcompensating negative currency effects
- External growth through the acquisition of a long-term trading partner in Peru and IRMCO, a specialist in lubricant solutions for metal forming
- Significant negative currency effects in North and South America
- EBIT down by 18% as sales growth cannot compensate for mix changes and cost increases
- Overall decline in North American business while South America recovers, especially Argentina

# NET OPERATING WORKING CAPITAL (NOWC)

€ mn

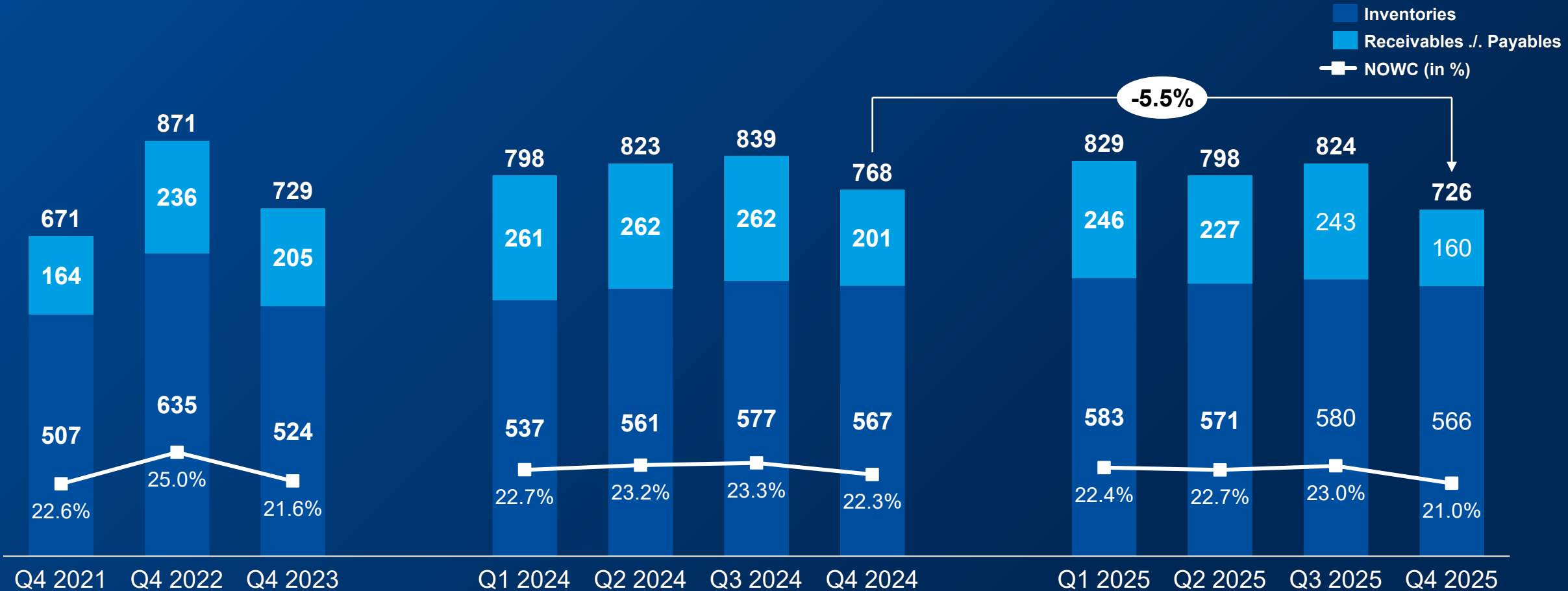
Q4 24 vs Q4 25:

Inventories

€ -1 mn

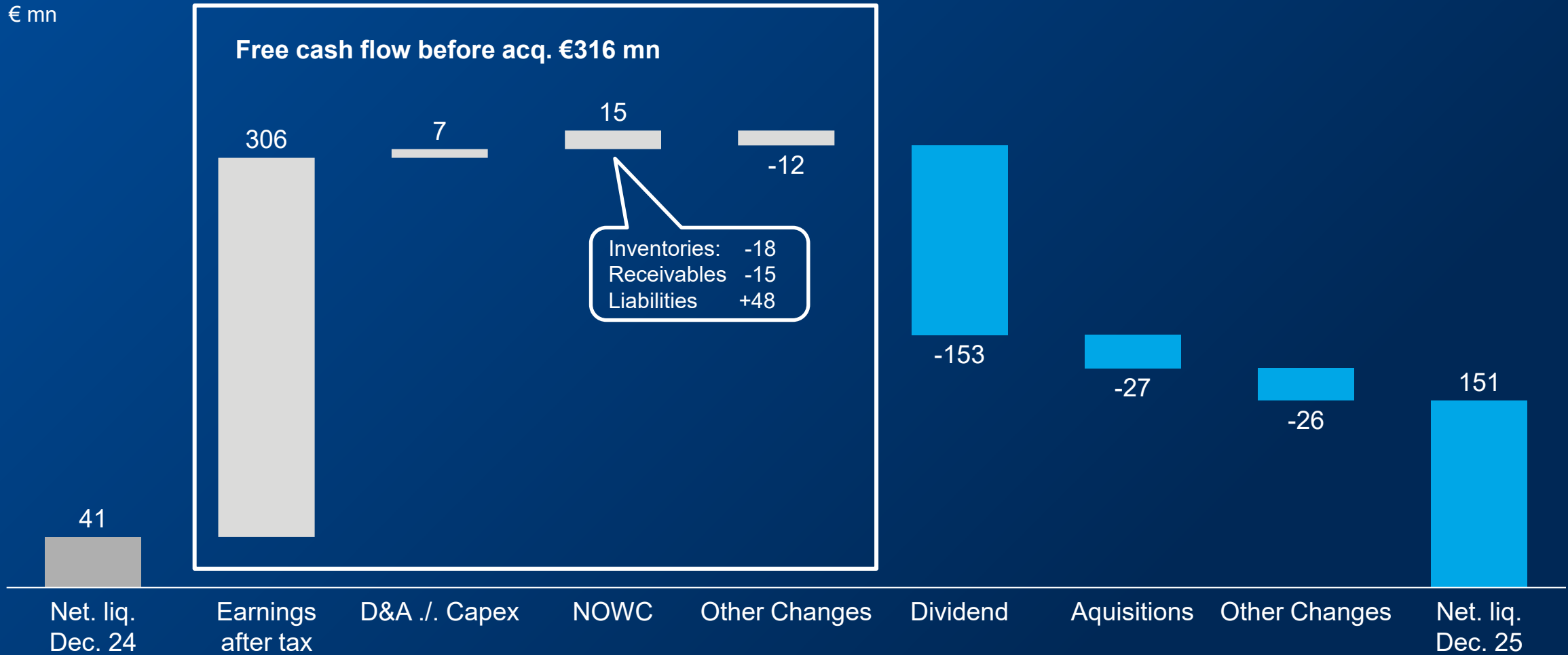
Receivables ./ Payables

€ -41 mn



# NET LIQUIDITY

€ mn



# PAVING THE WAY TO BECOME A DIVIDEND ARISTOCRAT

## DIVIDEND PROPOSAL FOR FY 2025

Consecutive  
dividend increases

for **24 years**

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\*

\*based on current dividend proposal

# MIDDLE EAST CONFLICT: TREND CHANGE FOR RAW MATERIAL PRICES

Jan + Feb 2026

March 2026  
onwards

Base Oils  
and  
additives

- Balanced supply and demand situation

- Middle East situation disruptive wrt price trends
- Potential impact on availability of base oils
- Supply chain disruptions (including longer supply routes) drive prices up
- Situation closely monitored and countermeasures in place

# OUTLOOK 2026

KPI <sup>1</sup> in € mn	2025	Outlook 2026	
<b>Sales</b>	3,563	~3,700	Organic growth and M&A activities vs. negative FX effects
<b>EBIT</b>	435	~450	Strict cost management and growth vs. higher cost (personnel, digitalization and integration)
<b>FVA</b>	249	~250	Higher earnings vs. higher capital employed
<b>FCF bef. acq.</b>	316	~270	Higher earnings and growth driven increase of NOWC

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

## 03 Review FUCHS 2025



# FUCHS 2025 – A milestone in our development

Guided by our vision of “Being First Choice,” we have sharpened our strategic focus and worked globally to be the first choice for customers, employees, and investors. Six strategic pillars provided clear orientation and created the framework for sustainable success.



**Global  
Strength**



**Customer &  
Market Focus**



**Technology  
Leadership**



**Operational  
Excellence**



**People &  
Organization**



**Sustainability**



## 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.

## 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.

## Teamwork breeds success

Our employees are the foundation of our success. We foster a culture based on shared values, open feedback, and a growth mindset. One figure demonstrates just how close-knit our team is: in our 2025 global survey, 87 percent of employees stated that they enjoy working at FUCHS and are proud to be part of the company. This commitment and strong identification with our company are the driving force behind our innovative strength and sustainable development.

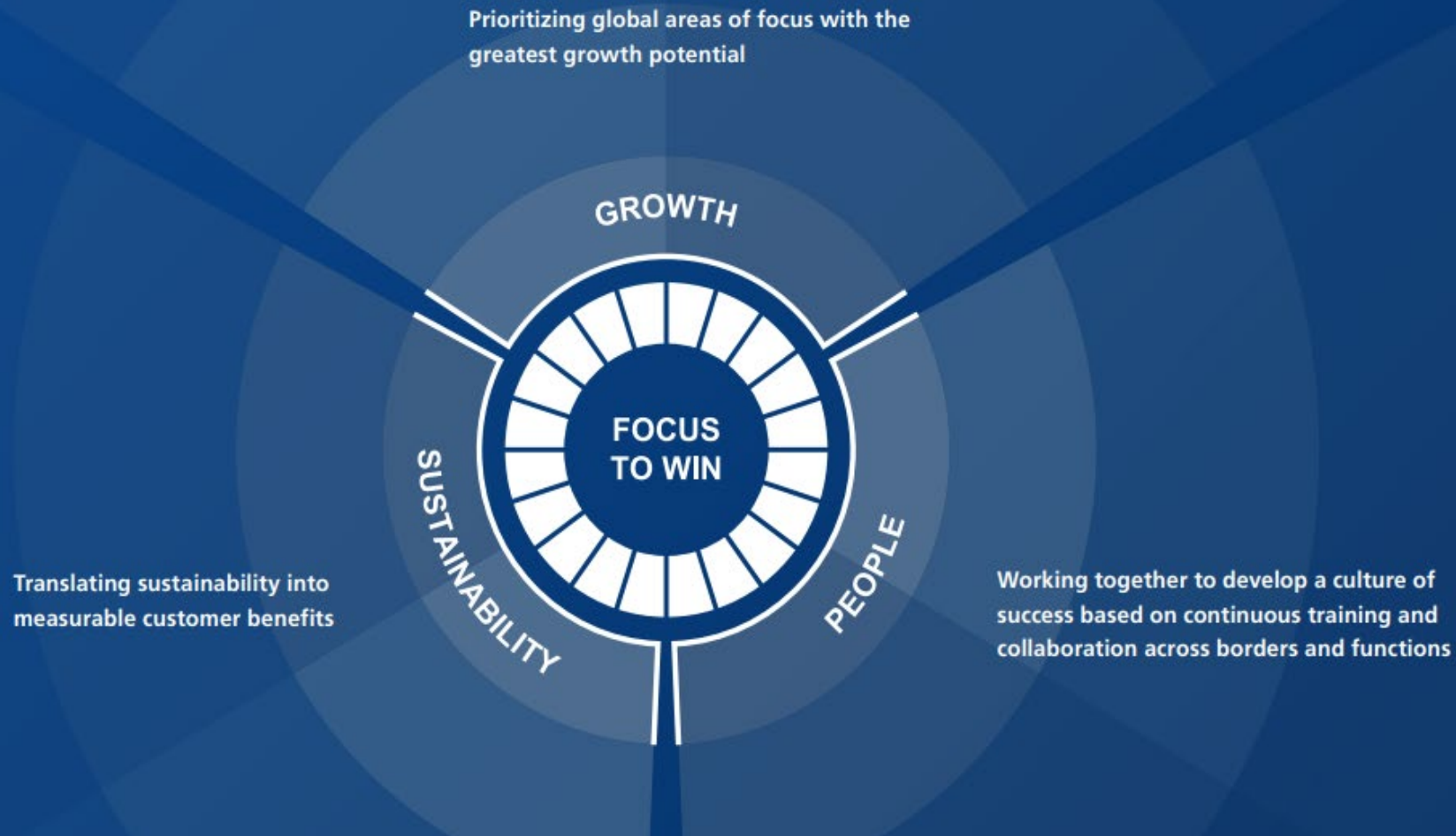


## New strategy: FUCHS 100

In 1931, company founder Rudolf Fuchs used a simple box in the Mannheim abattoir to fill canisters with his first motor oil, which he sold as PENNA PURA in the port. This business has long since become an international corporation, whose lubricant solutions have been keeping daily life moving for decades. To make sure it stays that way, we are constantly evolving – now with our new FUCHS100 strategy.

# Our mission: Focus to Win

Our FUCHS100 strategy cycle is an evolutionary continuation of FUCHS2025, but with a clear focus based on its three elements.



## 04 Megatrends

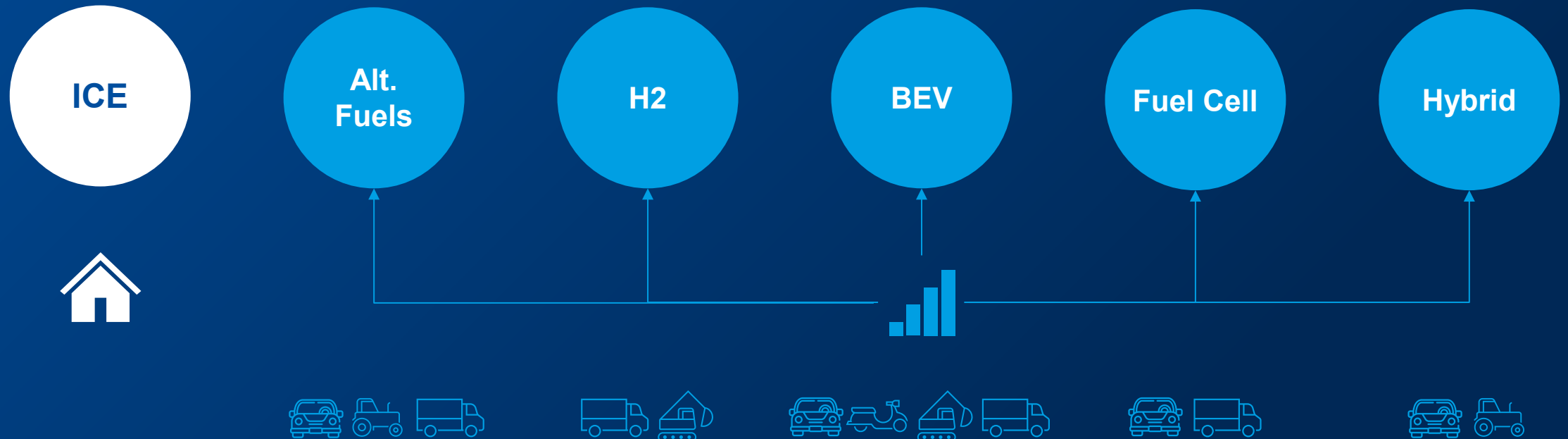
- E-Mobility
- Sustainability
- Digitalization



# E-MOBILITY



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



# WE ARE THE ENABLER OF MOBILITY

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

RANGE / PERFORMANCE

SAFETY / RELIABILITY

UPTIME / AVAILABILITY

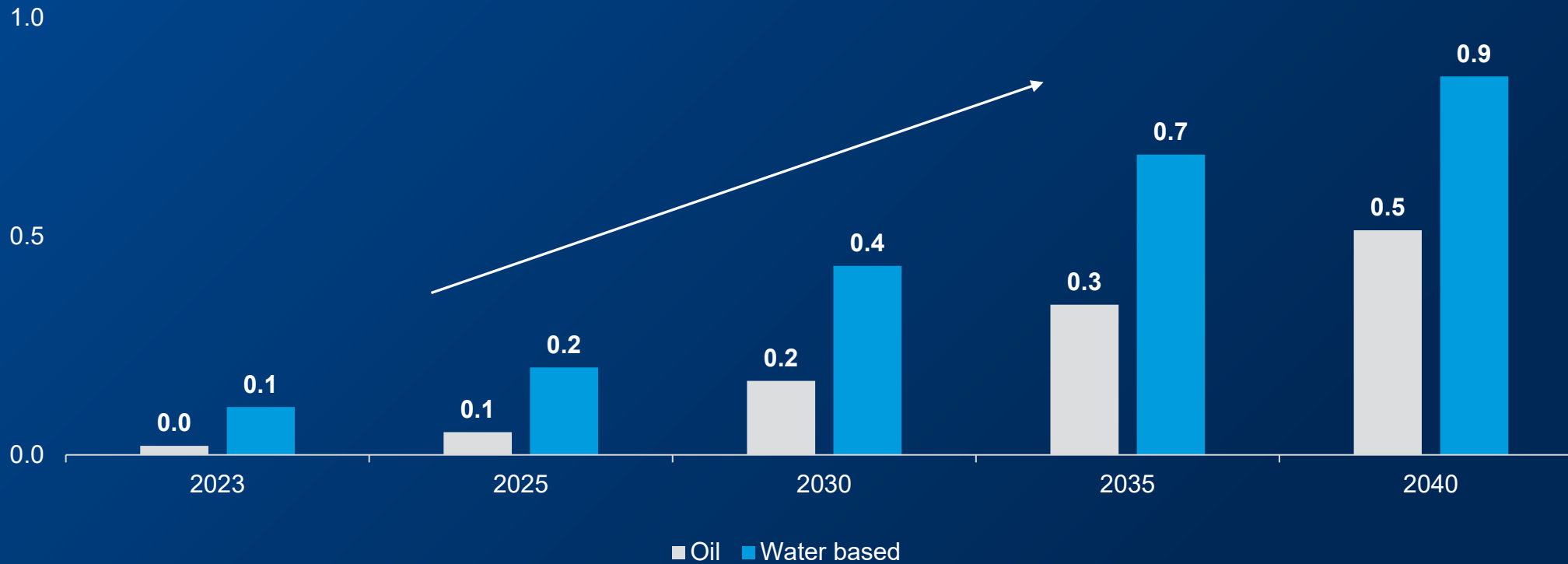
## Key Success Factors:

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

# MARKET POTENTIAL: EXPECTED REVENUE (BEV & FCEV - OEM FF<sup>1</sup>)

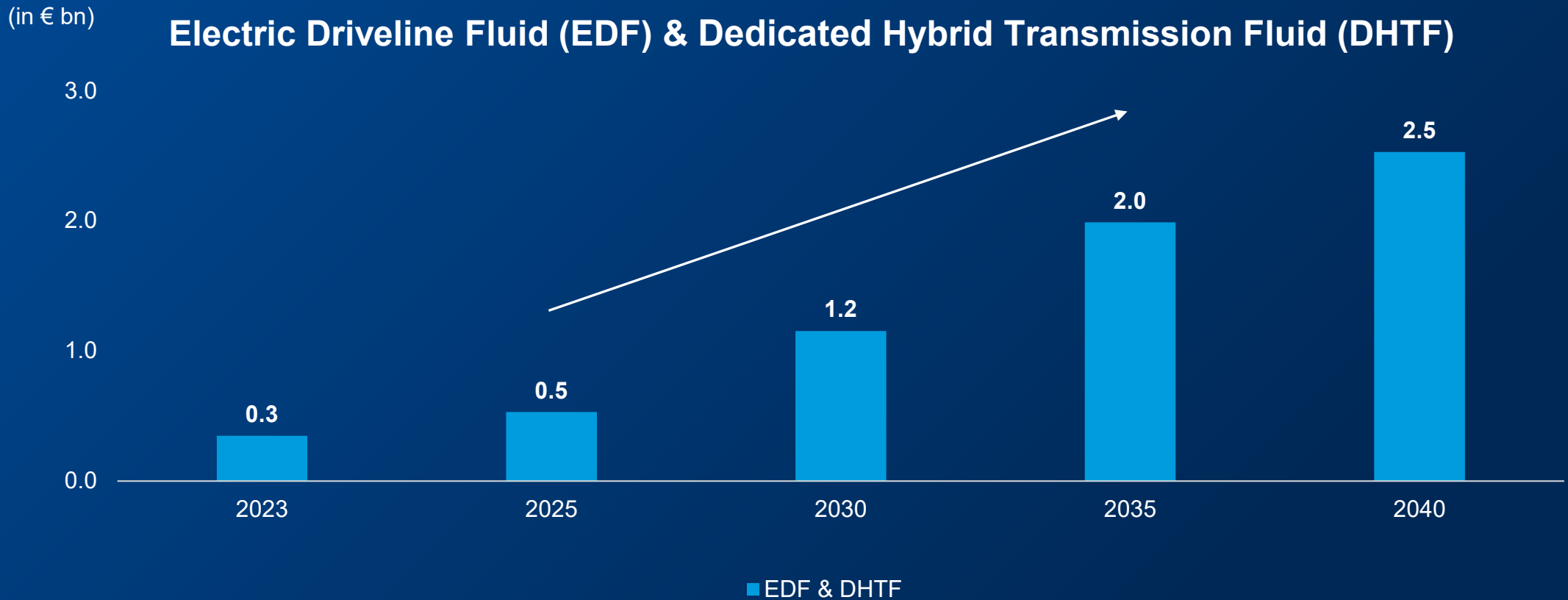
(in € bn)

## Thermal Fluid (TF)



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

# MARKET POTENTIAL: EXPECTED REVENUE (BEV & PHEV – OEM FF<sup>1</sup> & AAM<sup>2</sup>)



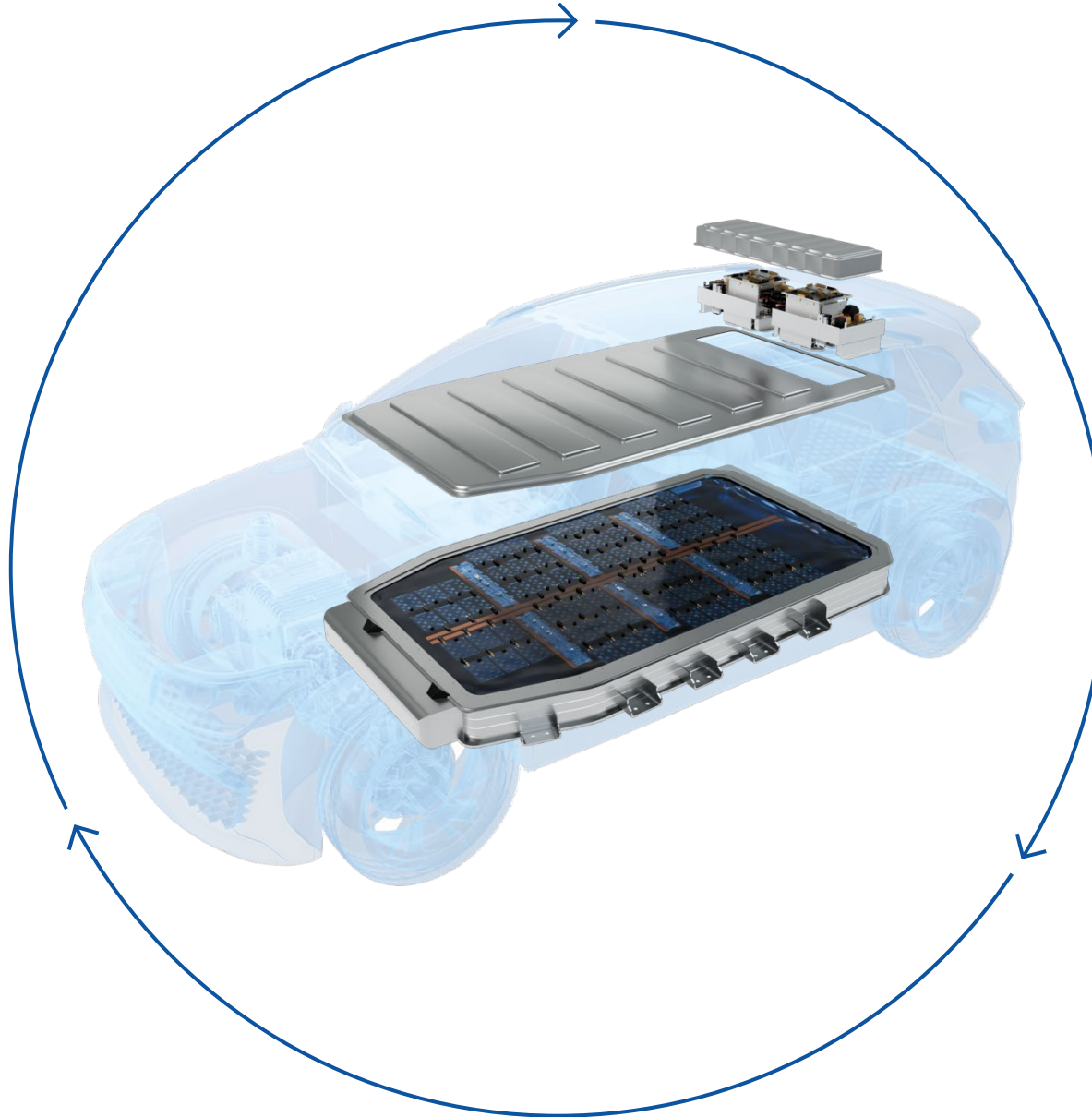
Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.

## PHASE 3 On the road

- Thermal fluids
- Connector greases
- Corrosion protection
- Cleaners

## PHASE 2 Assembly

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



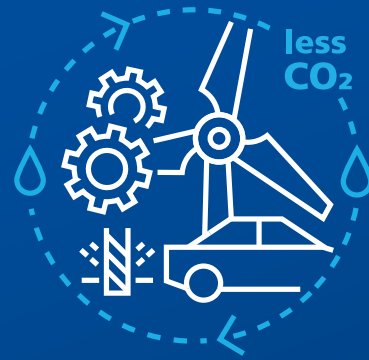
## PHASE 1 Manufacturing

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

# SUSTAINABILITY



# We stay fully committed to our sustainability approach



## EMPOWERING to perform more sustainably

- Efficient lubrication solutions save energy, resources and CO<sub>2</sub>
- Social projects for education and development



## ENGINEERING to make change happen

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

# LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from  
corrosion and wear**



**Reduce friction and  
wear in moving systems**



**Cool machines  
and equipment**



**Transfer energy**

# LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



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# PROTECT SURFACES FROM CORROSION



## Increase BEV reliability

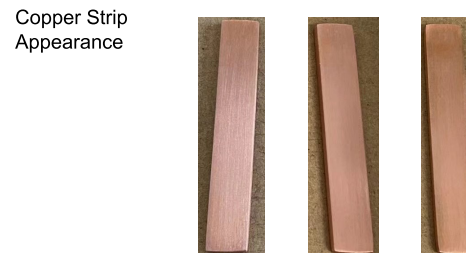
### FUCHS Electric Driveline Fluids (EDFs)

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

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

Example for FUCHS BluEV EG EDF 4101

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



# LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from  
corrosion and wear



Reduce friction and  
wear in moving systems



Cool machines  
and equipment



Transfer energy

# REDUCE FRICTION AND WEAR

More range, less emissions

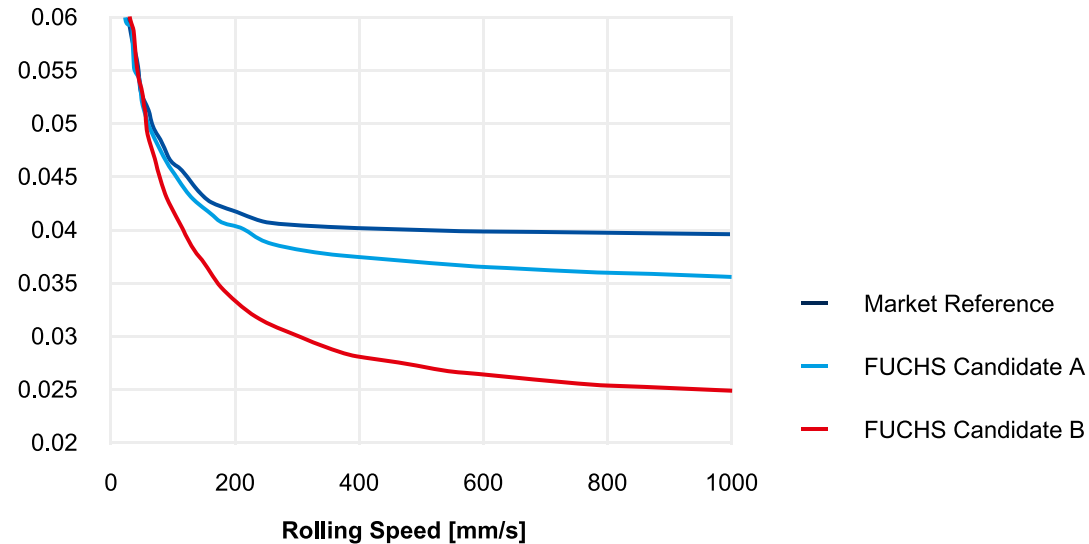


## FUCHS Wheel-Hub Bearing Greases

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

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

Traction Coefficient [-]



# REDUCE FRICTION AND WEAR

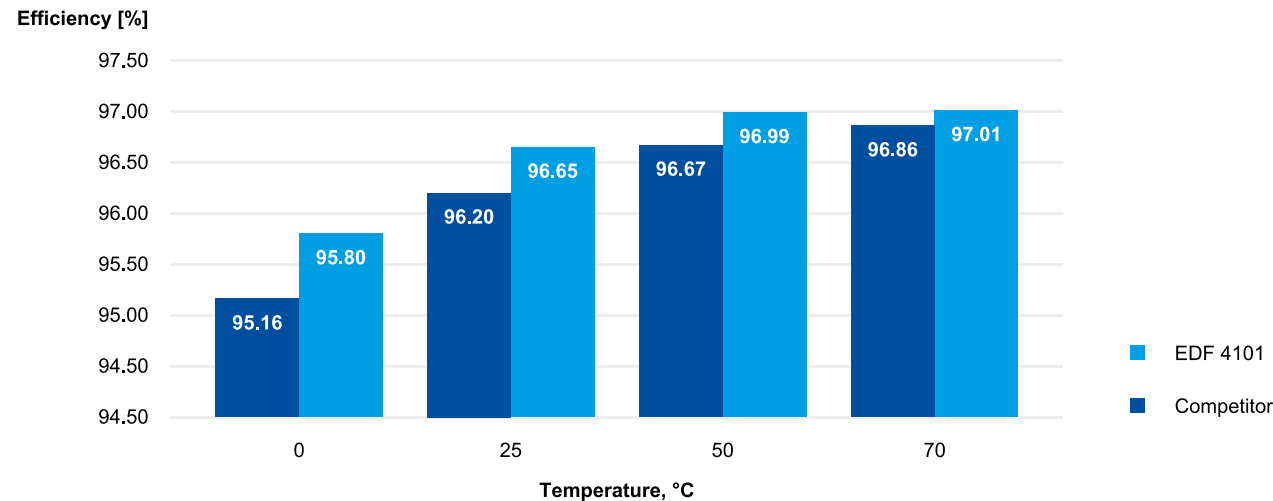
## Increase BEV range



### FUCHS Electric Driveline Fluids (EDFs)

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

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



# REDUCE FRICTION AND WEAR

## Extend wind turbine service life

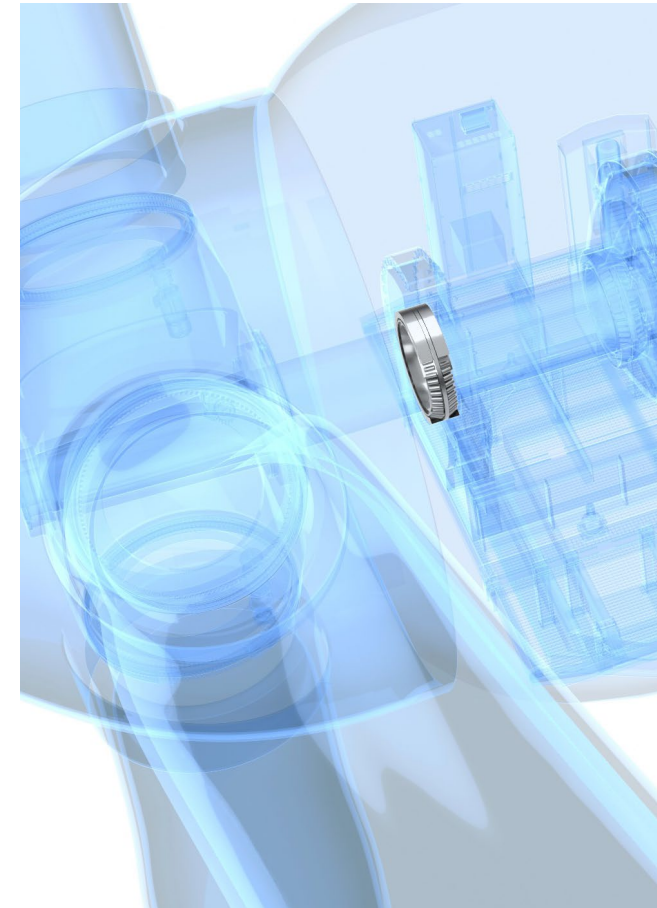
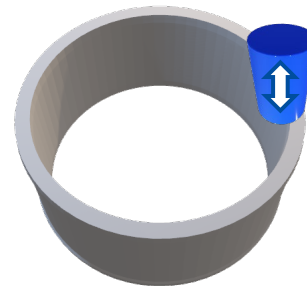
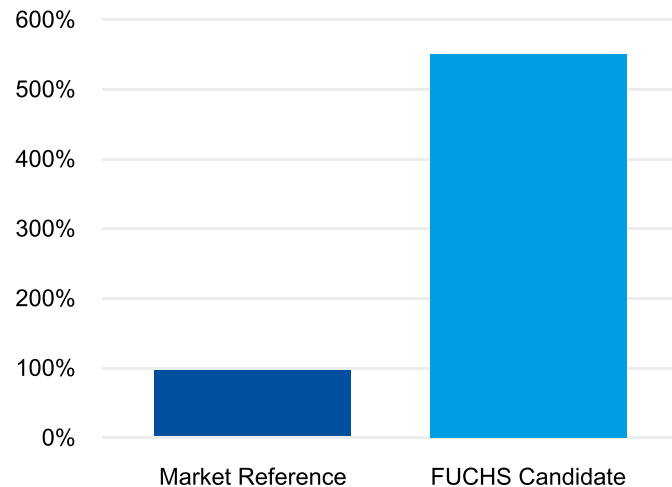


### FUCHS Wind Bearing Greases

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

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

Component Life



# LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from  
corrosion and wear



Reduce friction and  
wear in moving systems



Cool machines  
and equipment



Transfer energy

# COOL MACHINES AND EQUIPMENT

## Data Center Efficiency

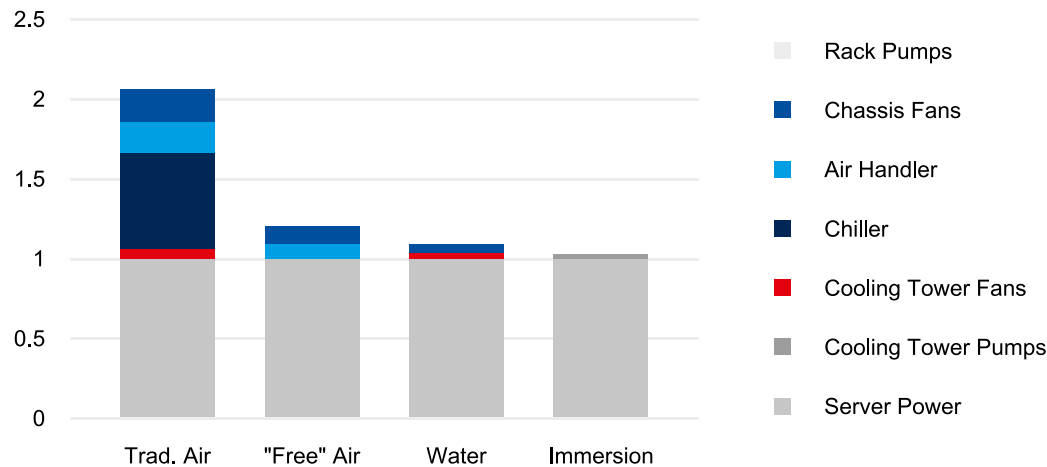


### FUCHS Immersion Cooling Fluids

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

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

Relative Energy Consumption



# LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from  
corrosion and wear



Reduce friction and  
wear in moving systems



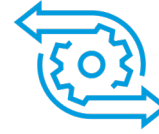
Cool machines  
and equipment



Transfer energy

# TRANSFER ENERGY

Reduce fuel consumption and emissions

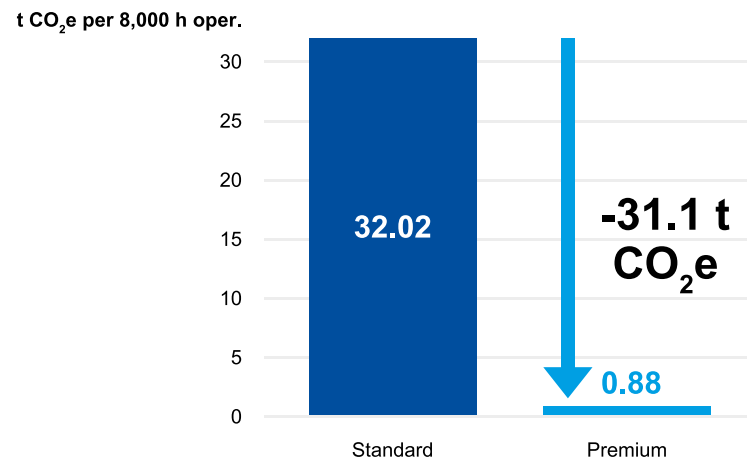


## FUCHS Hydraulic Fluids

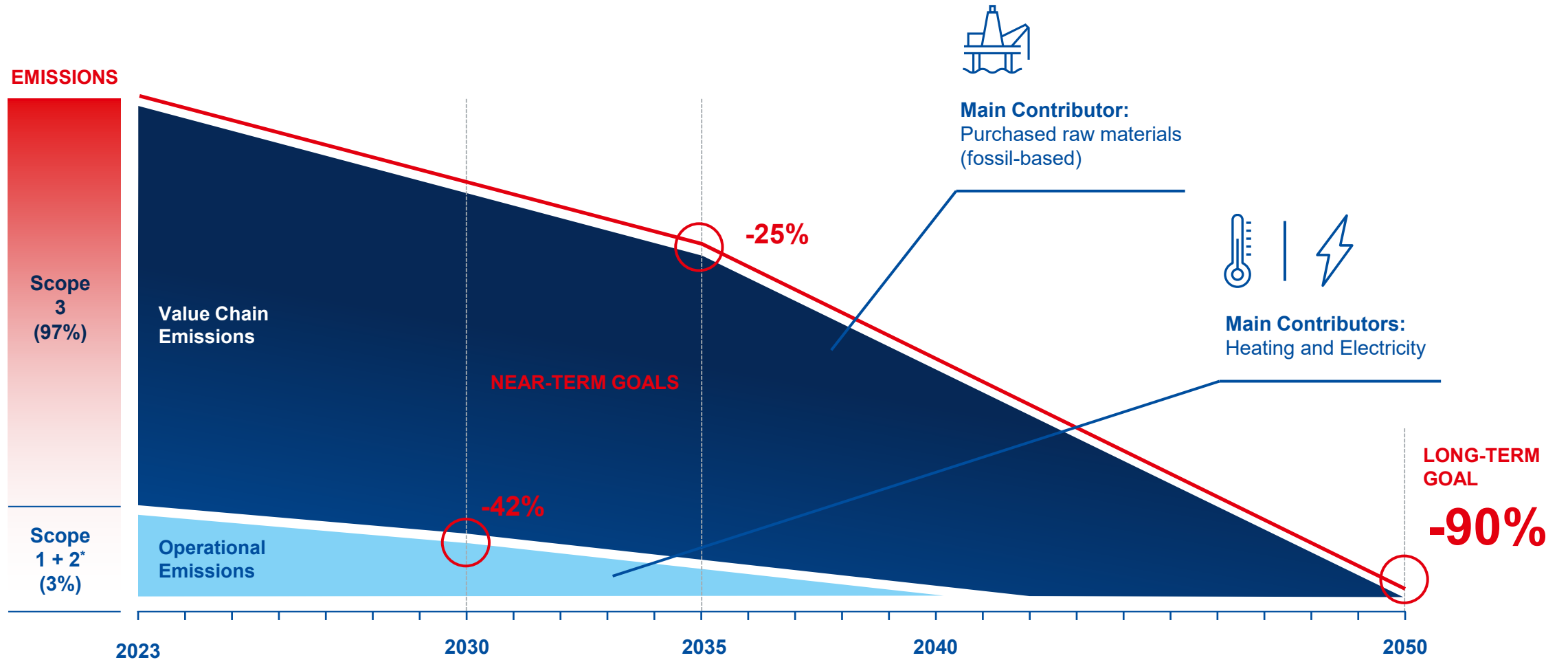
Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

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

- **Saved ~31 tons of CO<sub>2</sub>** over 8,000 h of continuous operation



# TWO GIANT LEAPS TO NET ZERO



\*Base Year 2021.

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



Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, technology-friendly transformation



Availability and competitiveness of high quality, alternative raw materials given



Willingness to switch to more sustainable products

# OUR SUSTAINABILITY RATINGS CONTINUE TO IMPROVE

## MSCI ESG RATINGS

- Continuous improvement in rating score
  - From “BB” in April 2020 to “BBB” in May 2021
  - From “BBB” to “AA” in April 2025
- Only 2% with better scores (“AAA”)

## CDP DISCLOSURE INSIGHT ACTION

- FUCHS started CDP disclosure in 2018
- Since 2018, we continuously increased our rating
- In 2023, our ratings reached 2<sup>nd</sup> highest level: “Management Level”

## ecovadis

- FUCHS responds to customer requests on a local basis. The following results were achieved so far
  - 1 “Platinum” Award
  - 4 “Gold” Awards
  - 3 “Silver” Awards
  - 4 “Bronze” Awards

## ISS ESG

- Current Rating “C” – compared to an industry average of “C-”
- FUCHS has seen continuous improvement in the rating since 2023
- FUCHS with high transparency level

# DIGITALIZATION



# FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

New digital technologies will change expectations of our customers and offerings of our competitors. To remain in the driver’s seat, and **own our digital future, we need to act now.**

By 2030, **we will be the digital frontrunner in our area of expertise.** We will do this by thinking digital and putting digital first.

Therefore, **we will pursue five key Digital Opportunity Areas (DOAs)** as a first priority, accompanied by the necessary enabling capabilities.

# FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

1

Automated ordering & fulfillment

2

Optimized fluids & resource use

3

Forecasted equipment functionality

4

Smart development & improved product performance

5

Digital operations



**Defensive**

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



**Offensive**

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



**New**

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



**Cost saving & max. efficiency**

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



**Cost saving & max. efficiency**

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

## 2

Optimized fluids  
& resource use



## Web-based management tool FluidsConnect

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

# TRANSFORM2GROW – MOVING TO A DIGITAL CORE

## Our Transform2Grow (T2G) Project as part our digital strategy

### WHY are we doing it?

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

### WHAT do we do?

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

### HOW do we do it?

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

Beginning 2026

SAP S/4HANA

Implementation & Rollouts

Americas

APAC

EMEA

China

Sep. 2022 – Oct. 2023

Pre-project

Nov. 2023 – Jun. 2024

Preparation Phase

July 2024 + approx. 1.5 years

Global Template

MOVING YOUR WORLD

## 05 FUCHS – a profitable growth story



# FINANCIAL TARGETS

Mid single-digit percentage



annual sales growth

Long-term EBIT margin

~15%

Average cash conversion rate

0.8x

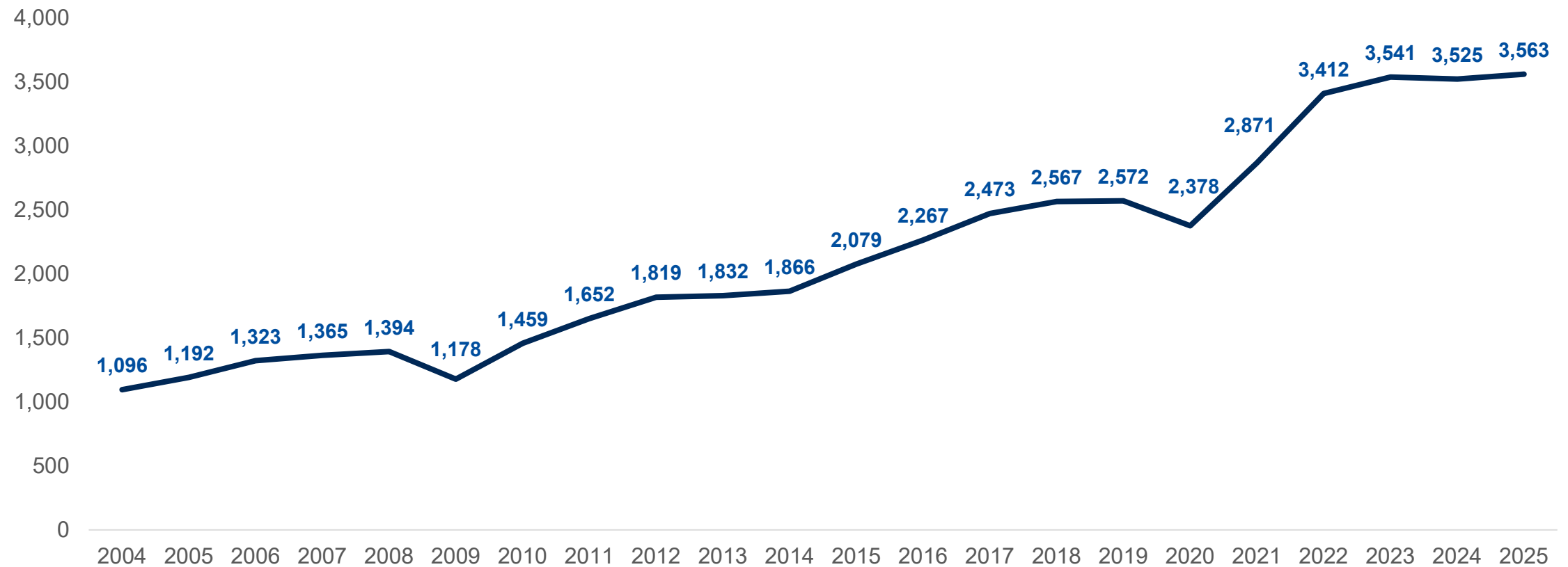
Increase of dividend



each year

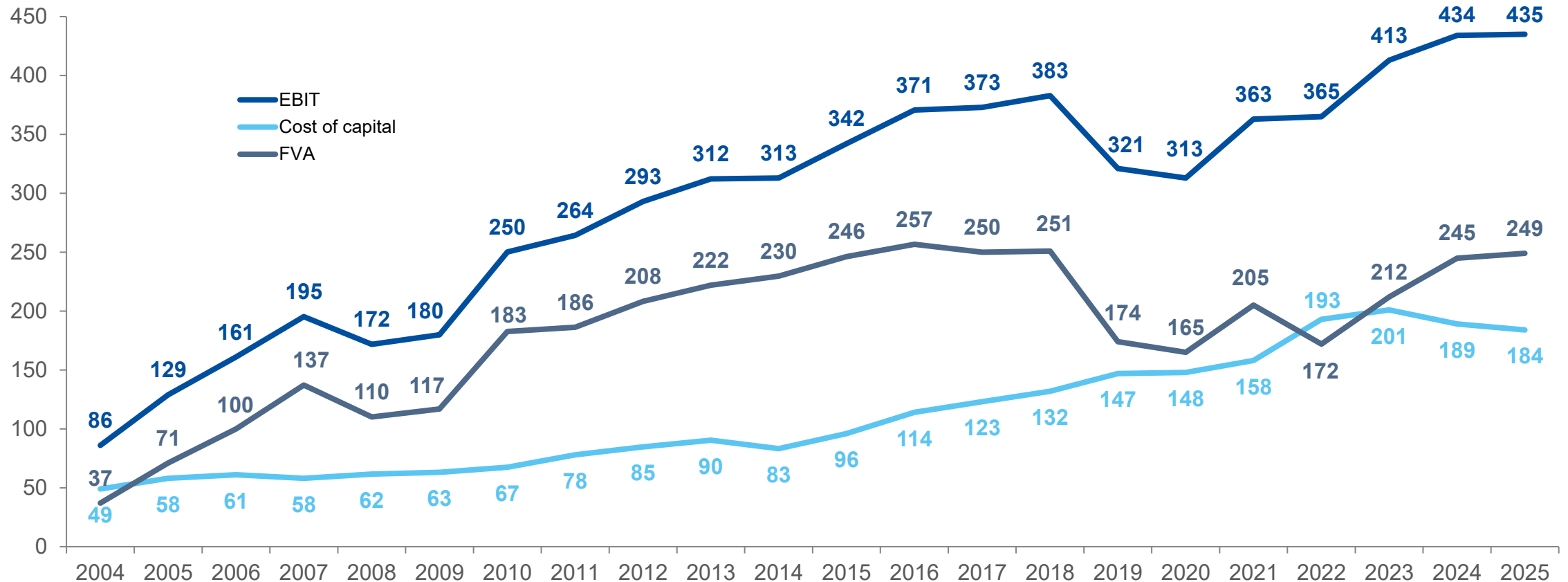
# LONGTERM DEVELOPMENT SALES REVENUES

(in € mn)



# LONGTERM DEVELOPMENT EBIT – COST OF CAPITAL – FVA

(in € mn)



Cost of Capital = CE x WACC

# 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.

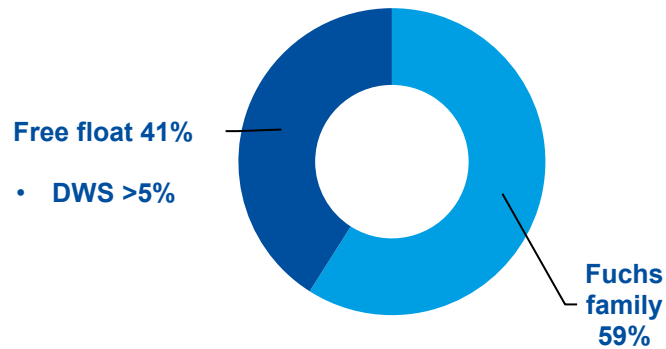
**Targeted Growth:** FUCHS grows through a disciplined mix of organic expansion and targeted M&A, capturing opportunities from major structural trends such as e-mobility, renewable energy, and production automation.

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

# BREAKDOWN ORDINARY & PREFERENCE SHARE

(FEBRUARY 28, 2026)

## Ordinary shares



Basis: 65,500,000 ordinary shares

### Characteristics:

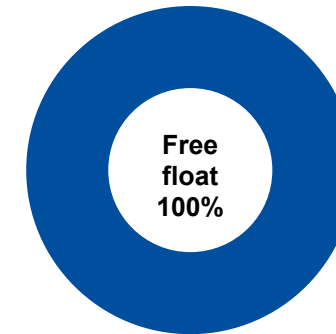
- Dividend
- Voting rights

### Share data:

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

## Preference shares

*MDAX-listed*



Basis: 65,500,000 preference shares

### Characteristics:

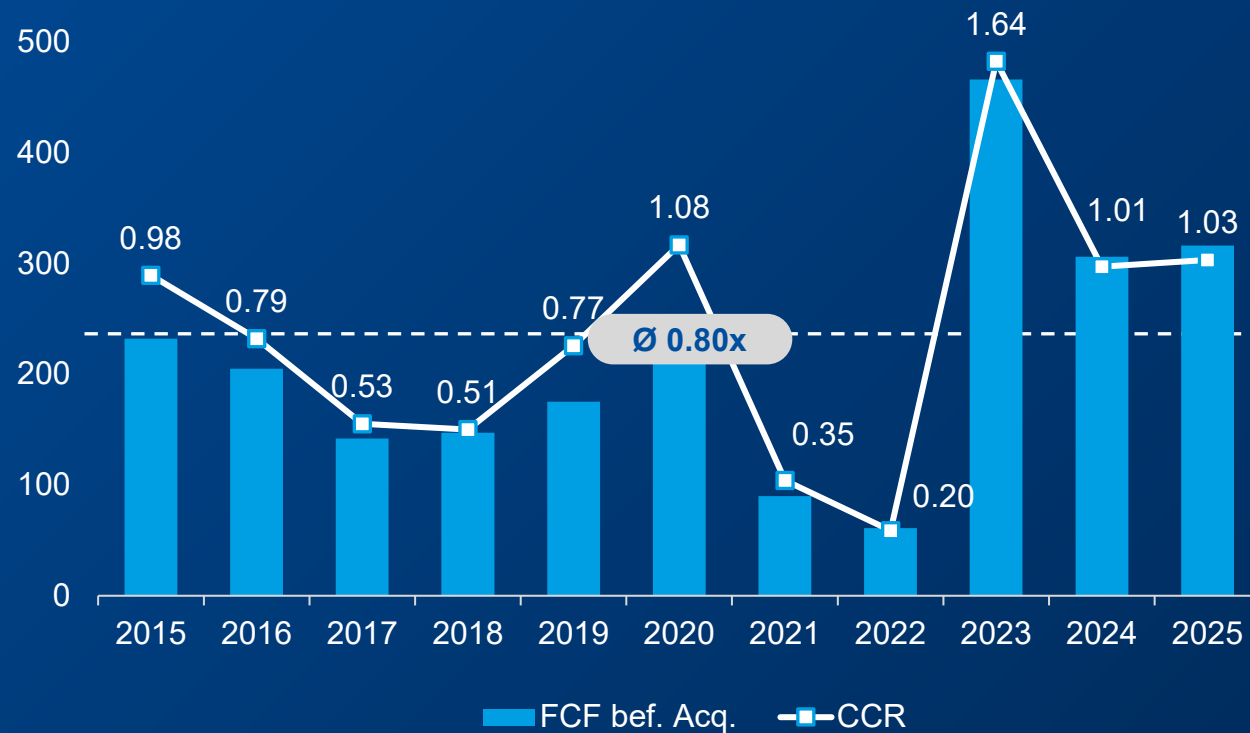
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

### Share data:

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

# FCF CONVERSION<sup>1</sup> WITH STRONG HISTORIC TRACK RECORD – FURTHER IMPROVEMENT AHEAD

(in € mn)



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

## FCF LEVERS GOING FORWARD

### Free Cash Flow

~ €2.4 bn Total cash generation (2015-2025)

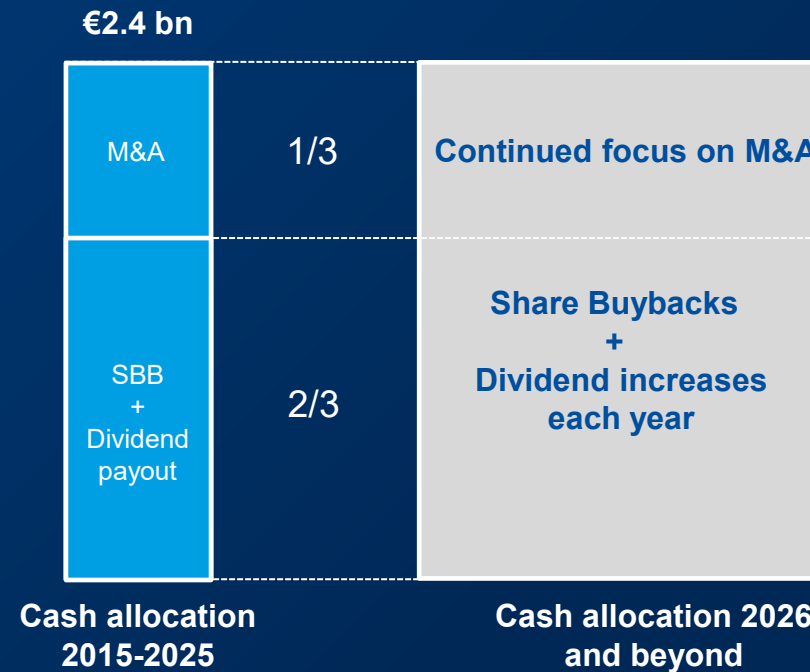
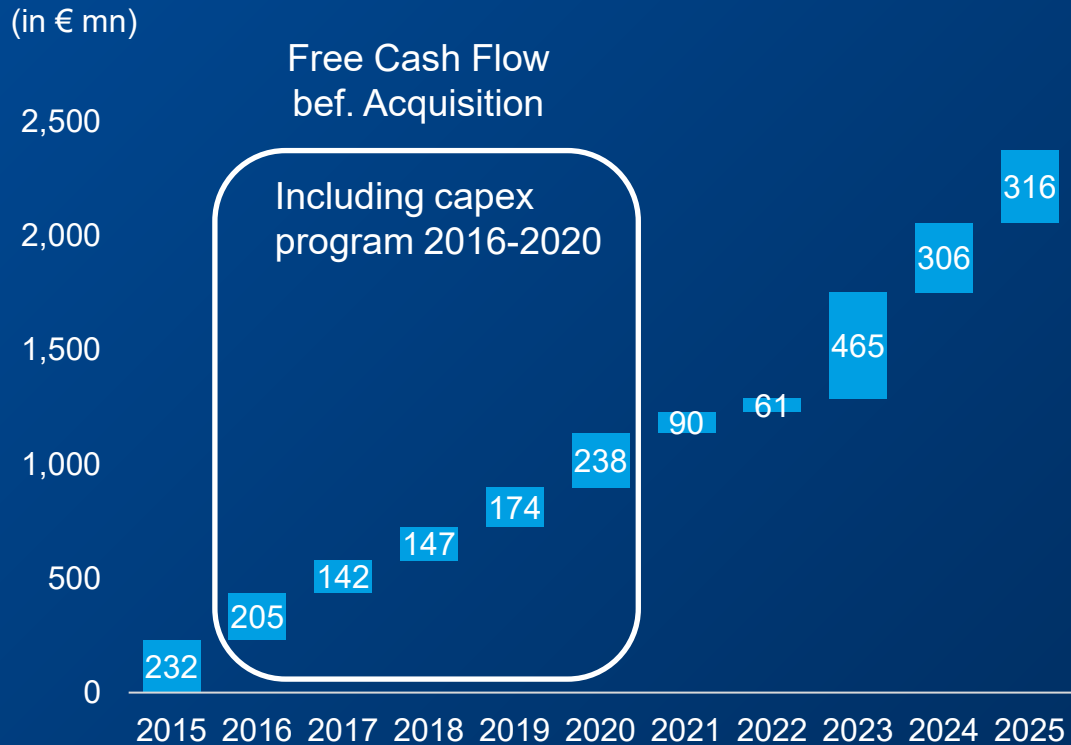
### Working Capital

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

### CAPEX

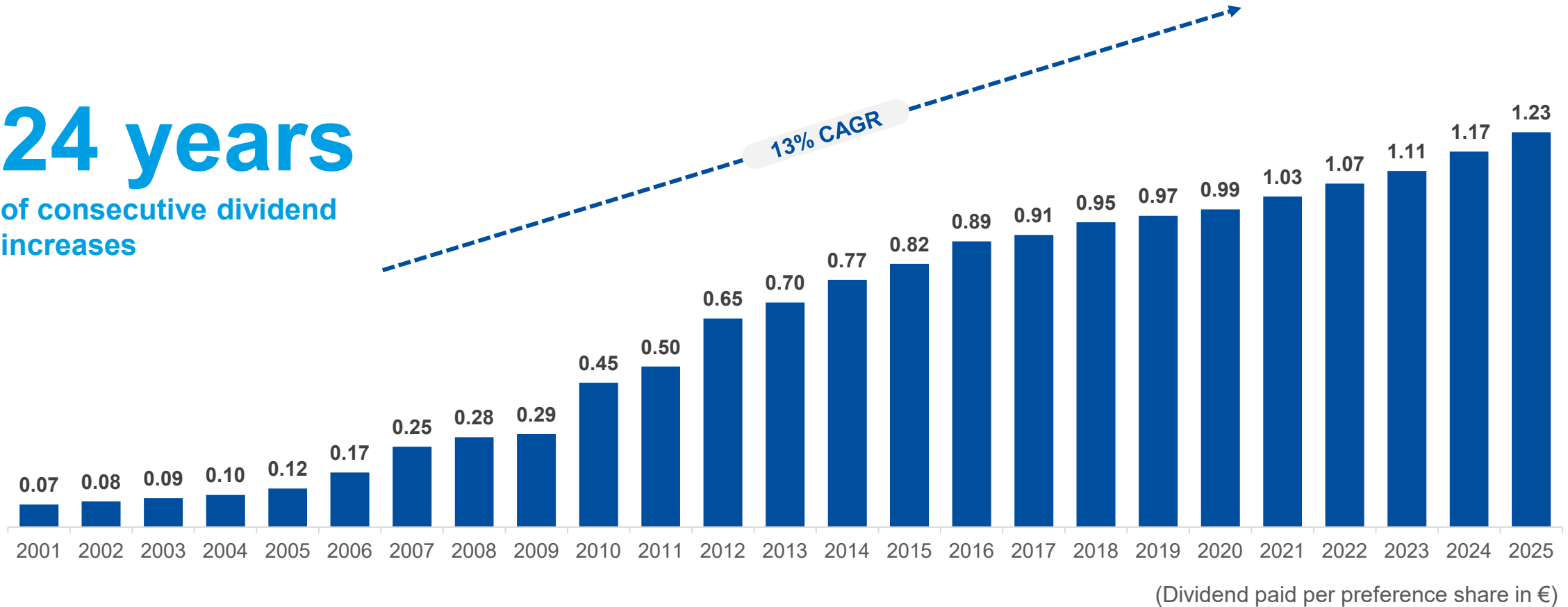
Maintain CAPEX on Depreciation & Amortization level of ~ €80mn

# BALANCED CAPITAL ALLOCATION APPROACH

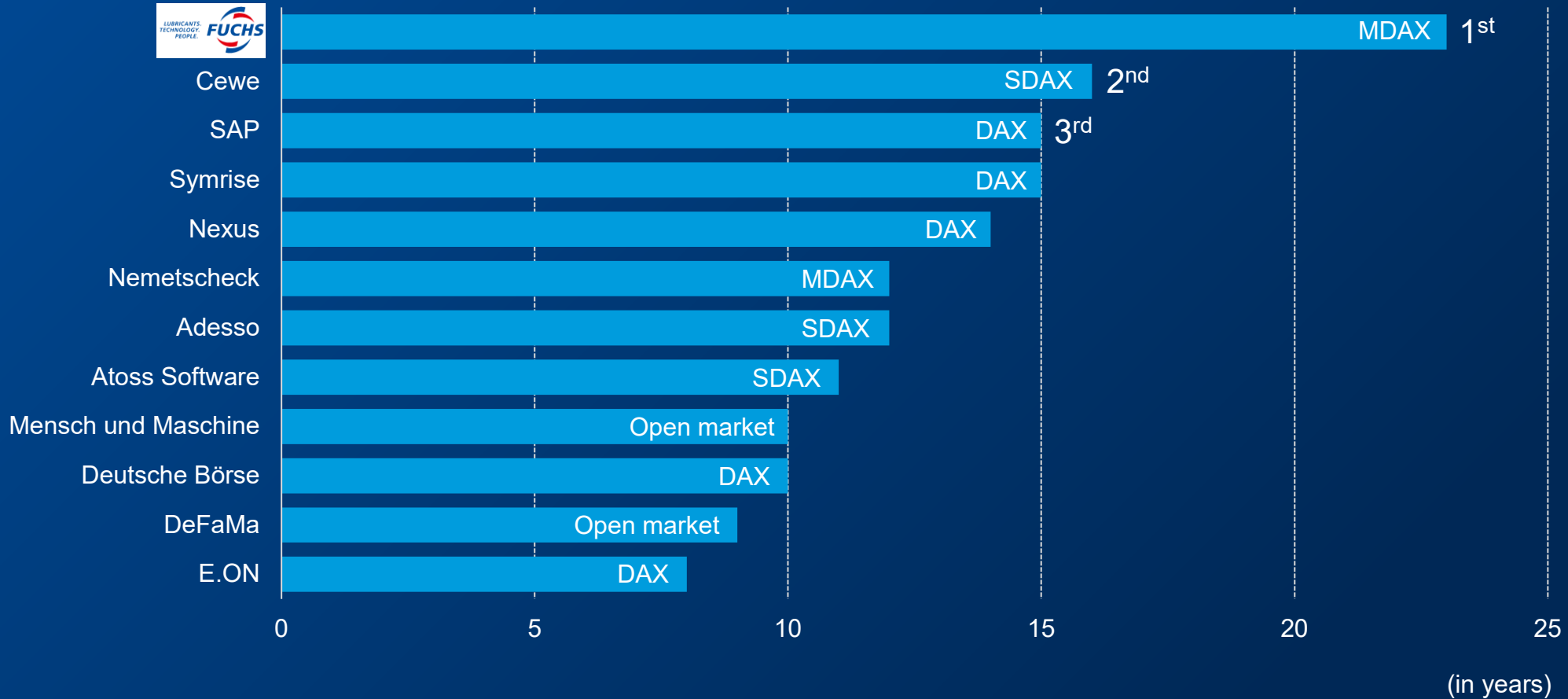


# OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE

**24 years**  
of consecutive dividend  
increases



# FUCHS PREFERENCE SHARE IS THE LEADING DIVIDEND ARISTOCRAT (-CANDIDATE) IN GERMANY<sup>1</sup>



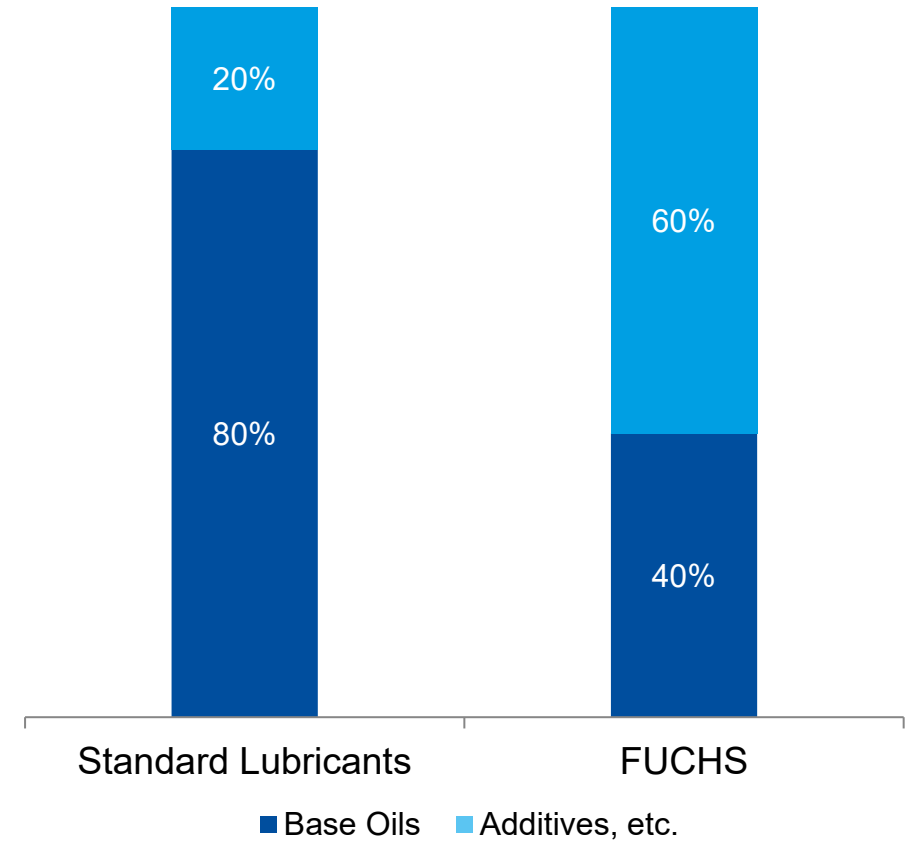
Note: (1) Based on 2025 Dividend figures.

## 06 Appendix



## Base oil / additives value split

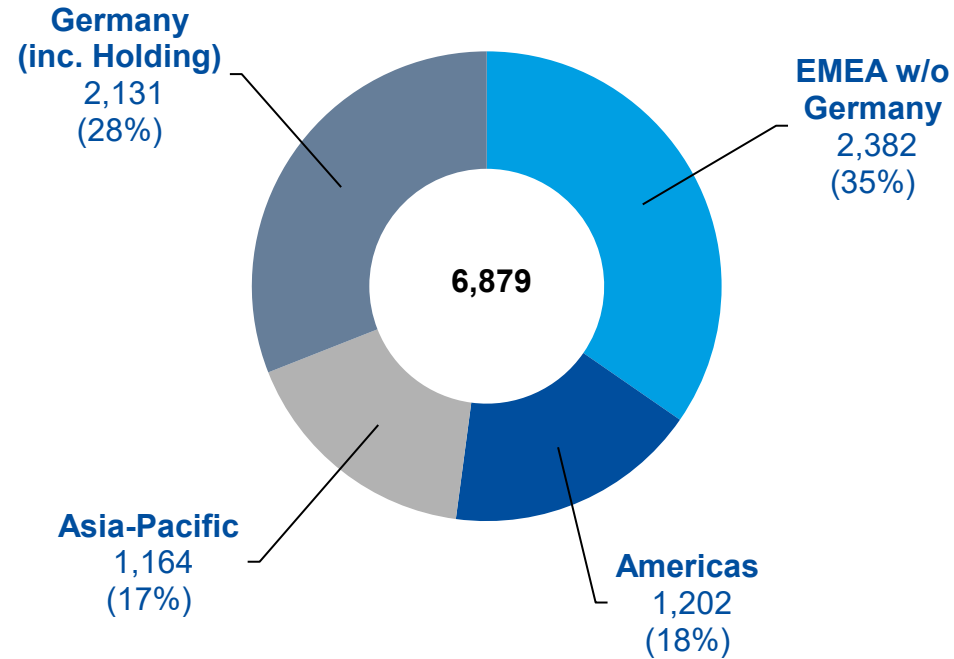
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
  - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



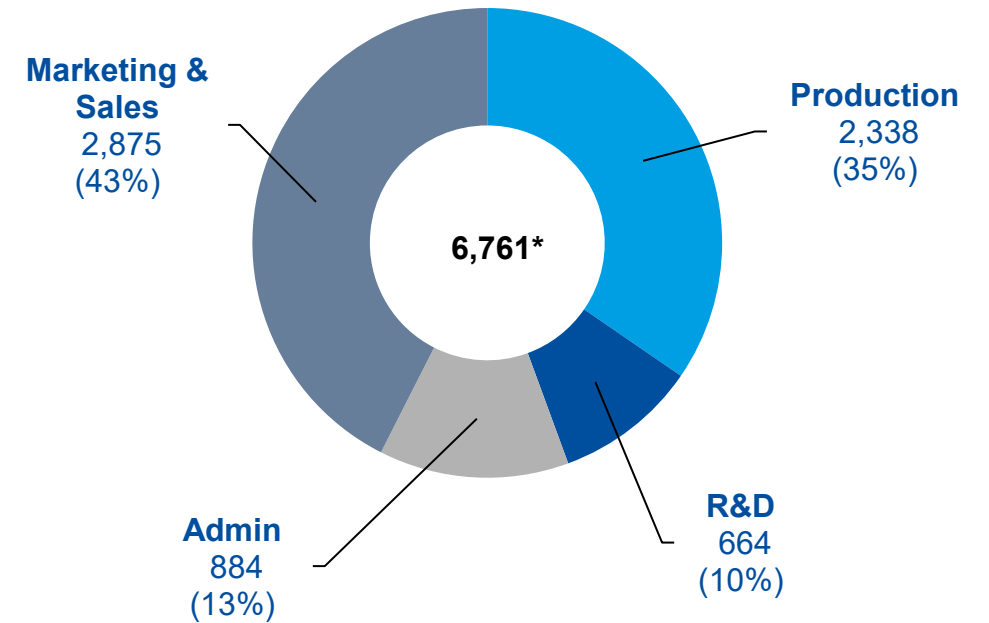
# WORKFORCE STRUCTURE

6,781 EMPLOYEES GLOBALLY (AS OF DECEMBER 31, 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
<b>Results of operations</b>											
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
<b>Assets / equity and liabilities</b>											
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
<b>FUCHS Value Added (FVA)</b>	<b>249</b>	<b>245</b>	<b>212</b>	<b>172</b>	<b>205</b>	<b>165</b>	<b>174</b>	<b>251</b>	<b>250</b>	<b>257</b>	<b>246</b>

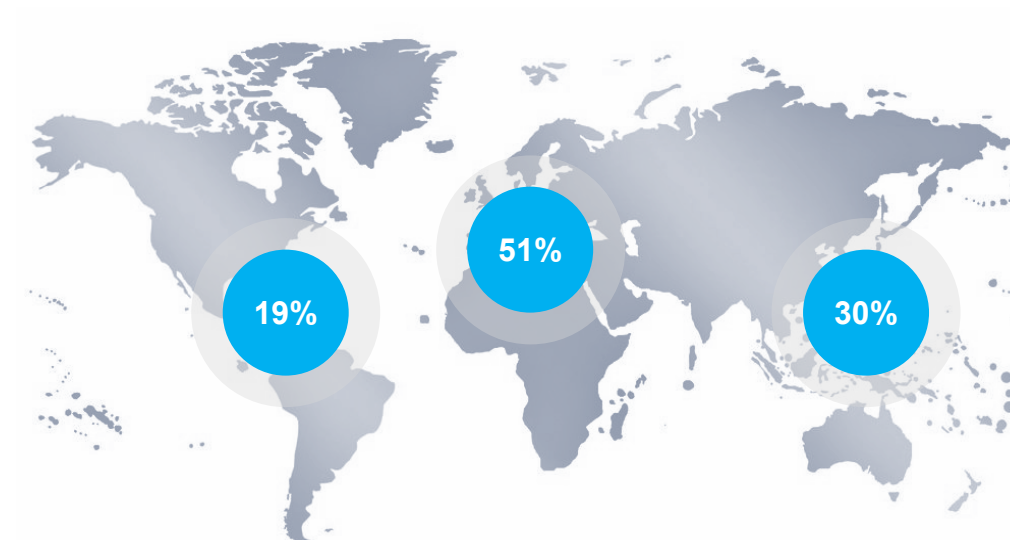
# UNIQUE TRACK RECORD FOR CONTINUED PROFITABILITY AND ADDED VALUE

FUCHS Group (in € mn)		2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Cash flow</b>												
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
<b>Investments / R&amp;D</b>												
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
<b>Employees</b>												
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
<b>FUCHS shares (in €)</b>												
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

# REGIONAL SALES REVENUES

## CONSOLIDATED SALES REVENUES FY 2025

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



## CASH FLOW FY 2025

€ mn	FY 2025	FY 2024	Δ in %
<b>Earnings after tax</b>	<b>306</b>	<b>302</b>	<b>1</b>
Amortization/Depreciation	99	97	2
Changes in net operating working capital (NOWC)	15	-13	<-100
Other changes	5	4	>100
Capex	-90	-82	10
<b>Free cash flow before acquisitions</b>	<b>316</b>	<b>306</b>	<b>3</b>
Acquisitions	-27	-101	-73
<b>Free cash flow</b>	<b>289</b>	<b>205</b>	<b>41</b>

# SHARE PRICE DEVELOPMENT OF FUCHS SHARES

PERFORMANCE\* OF ORDINARY AND PREFERENCE SHARES IN COMPARISON WITH DAX AND MDAX  
(JANUARY 1, 2025 – DECEMBER 31, 2025)



\*Price trend including dividends.

# QUARTERLY INCOME STATEMENT

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

# QUARTERLY FIGURES BY REGION

2025	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	522	517	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

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

# QUARTERLY SALES & EBIT BY REGIONS

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

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

# QUARTERLY SALES DEVELOPMENT SPLIT BY REGIONS

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

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

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

# 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 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

# EXECUTIVE COMPENSATION & FUCHS SHARES

## Executive Board

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**>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

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**$\geq$ 20%**

of fixed compensation

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

# FINANCIAL CALENDAR & CONTACT

## March 2026

- **03/20** Annual Report 2025
- **03/25** Jefferies Midcap Conference, London

## April 2026

- **04/16** Capital Market Day 2026, Mannheim
- **04/29** Quarterly Statement Q1 2026

## May 2026

- **05/06** Annual General Assembly, Mannheim
- **05/20 - 05/21** Berenberg European Conference, New York
- **05/26** dbaccess Conference, Frankfurt

## June 2026

- Roadshows

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