

FUCHS GROUP

Capital Market Day 2026

April 2026



FUCHS100 Trailer

[To the YouTube Video](#)

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Agenda

TIME	TOPIC	PRESENTER
9:00 – 9:05	Welcome and Agenda	Andreas Schaller (Head of IR)
9:05 – 9:15	Introduction Executive Board	Executive Board
9:15 – 9:30	Review FUCHS2025 Moving Your World	Stefan Fuchs (CEO)
9:30 – 9:50	Review FUCHS2025 Financial Performance	Esma Saglik (CFO)
9:50 – 10:20	FUCHS100 Introduction	Timo Reister (Deputy CEO)
10:20 – 10:50	Q&A	Executive Board
10:50 – 11:20	Coffee break	

Agenda

TIME	TOPIC	PRESENTER
11:20 – 11:30	Deep Dive Greases	Mathieu Boulandet, Thomas Litters
11:30 – 11:40	Deep Dive Automotive Aftermarket	Timo Reister, Krisztian Rada
11:40 – 11:50	Deep Dive Customer Brands	Timo Reister, Philipp Niemax
11:50 – 12:00	Deep Dive New Mobility	Timo Reister, Damian Weinzierl
12:00 – 12:10	Deep Dive Rotary Motion	Ralph Rheinboldt, Romina Ambrosi
12:10 – 12:20	Deep Dive Special Application Solutions	Ralph Rheinboldt, Julius Fuchs
12:20 – 13:00	Q&A and Closing Remarks	Executive Board
13:00 – 14:00	Lunch (optional)	
14:00 – 16:00	Factory Tour (optional)	
16:00	Departure to Frankfurt International Airport	

DISCLAIMER

The information contained in this presentation is for background purposes only and is subject to amendment, revision and updating. Certain statements and information contained in this presentation may relate to future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties. In addition to statements which are forward-looking by reason of context, including without limitation, statements referring to risk limitations, operational profitability, financial strength, performance targets, profitable growth opportunities, and risk adequate pricing, other words such as "may, will, should, expects, plans, intends, anticipates, believes, estimates, predicts, or continue", "potential, future, or further", and similar expressions identify forward-looking statements.

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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Introduction Executive Board

Executive Board



EXECUTIVE BOARD FUCHS GROUP



Stefan Fuchs
CEO

Human Resources
Corporate Marketing
Communication
Strategy



Dr. Timo Reister
Dept. 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
Supply Chain
Sustainability
QMS
EH&S



Dr. Ralph Rheinboldt

EMEA
Industry Division
Specialty Division

REVIEW FUCHS2025

Moving Your World

Stefan Fuchs (CEO)

LUBRICANTS.
TECHNOLOGY.
PEOPLE.





WE KEEP **DAILY LIFE** MOVING

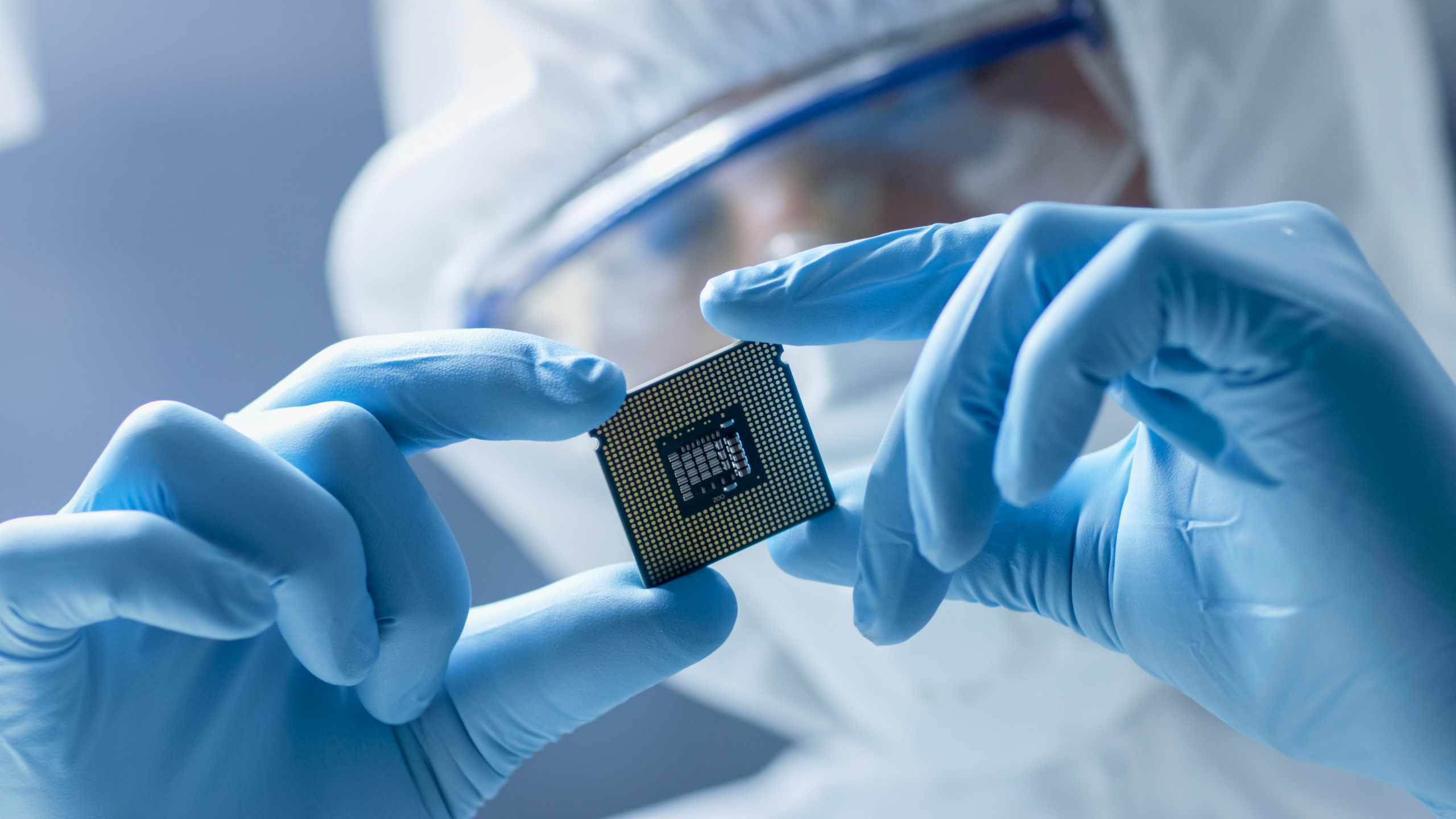
The world's population is growing.
By **2050**, we will be **10 billion**.

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.**

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







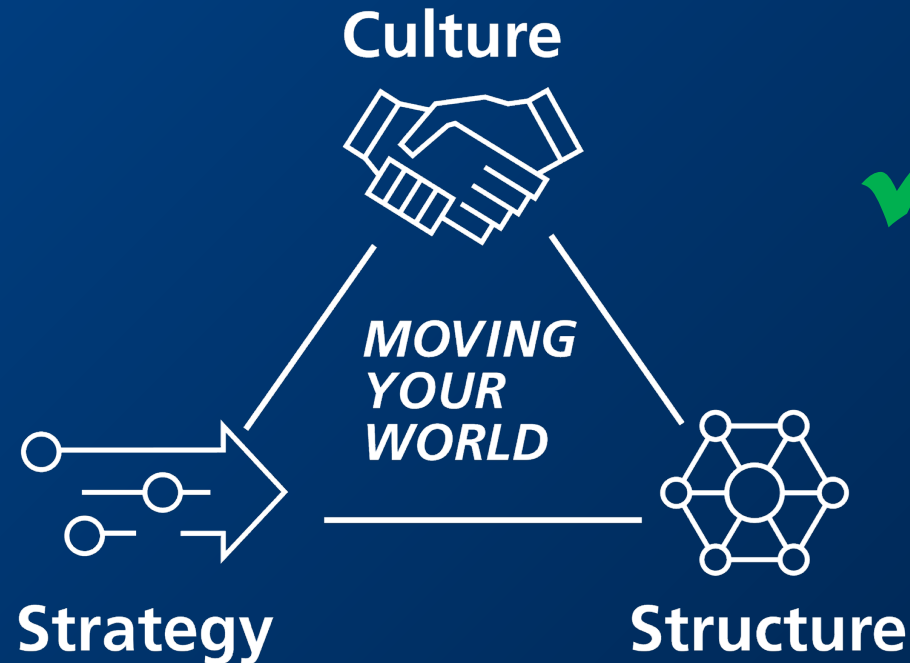
BEST OF FUCHS2025

FUCHS2025 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



FUCHS100

FOCUS
TO WIN

REVIEW FUCHS2025

Financial Performance

Esma Saglik (CFO)

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



TARGET ACHIEVEMENT

Mid-single-digit percentage



annual sales growth

EBIT 2025

€500 mn



Long-term EBIT margin

~15%

Average cash conversion rate

0.8x



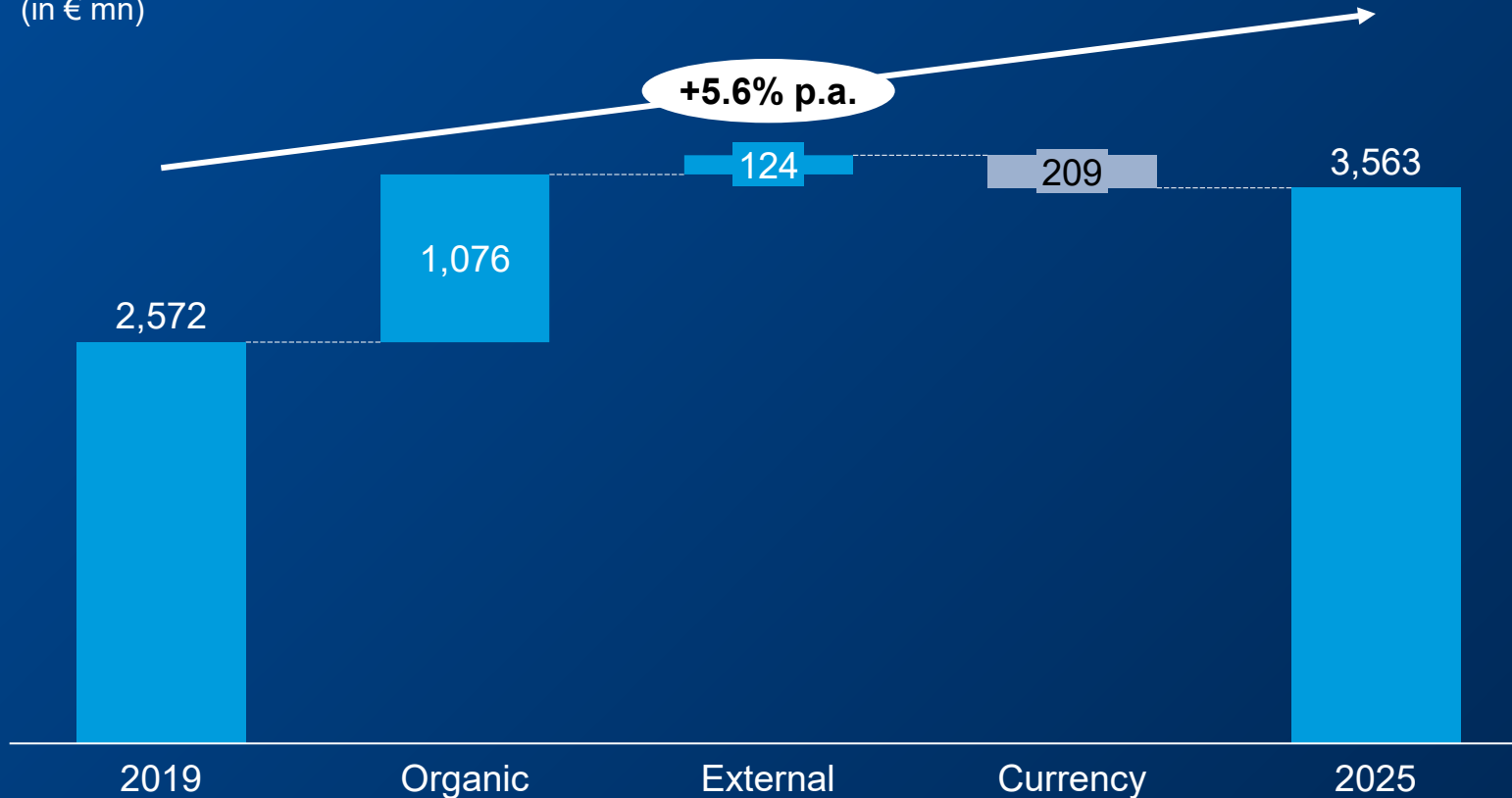
Increase of dividend



each year

AVERAGE ANNUAL SALES GROWTH ON TARGET

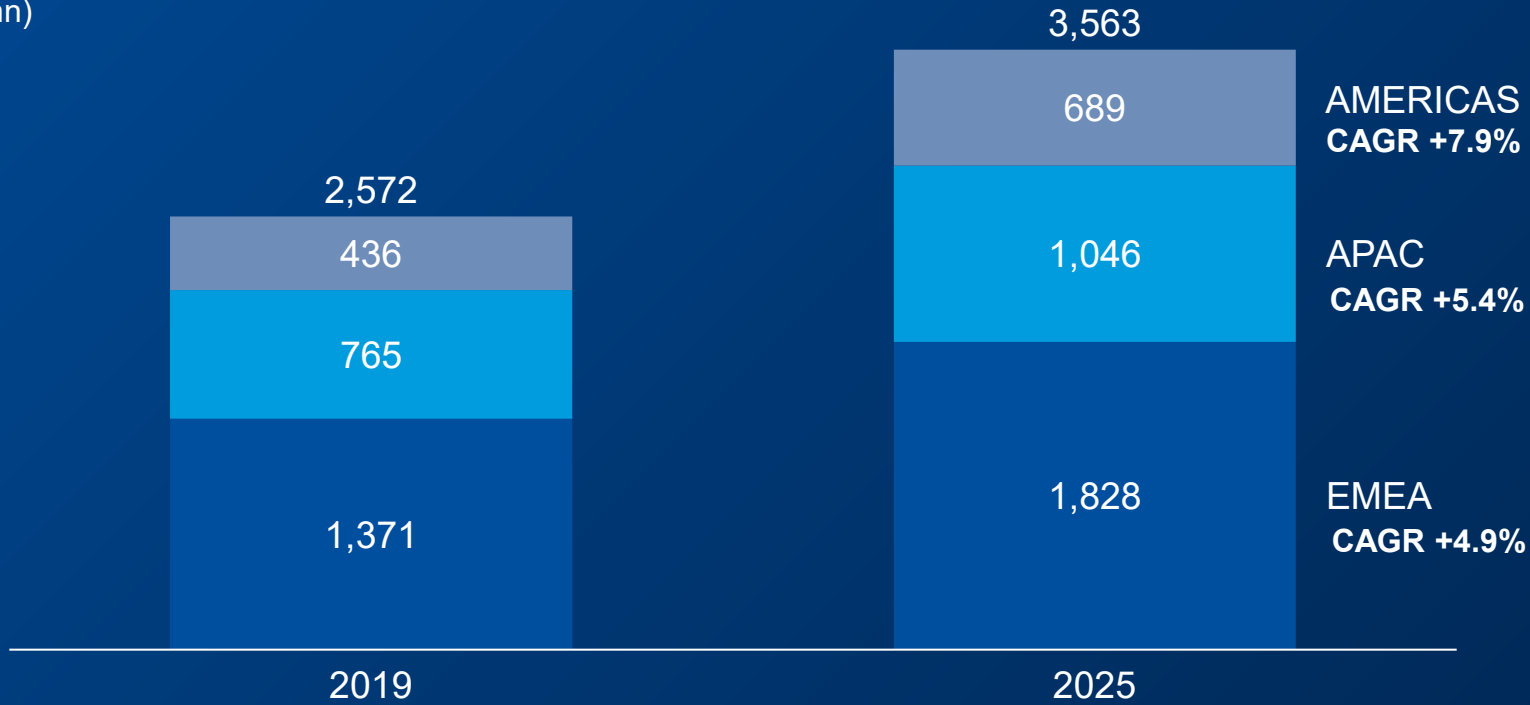
(in € mn)



>5%
Average Annual
Sales Growth

AMERICAS AND APAC GAINING SHARE*

Sales
(in € mn)

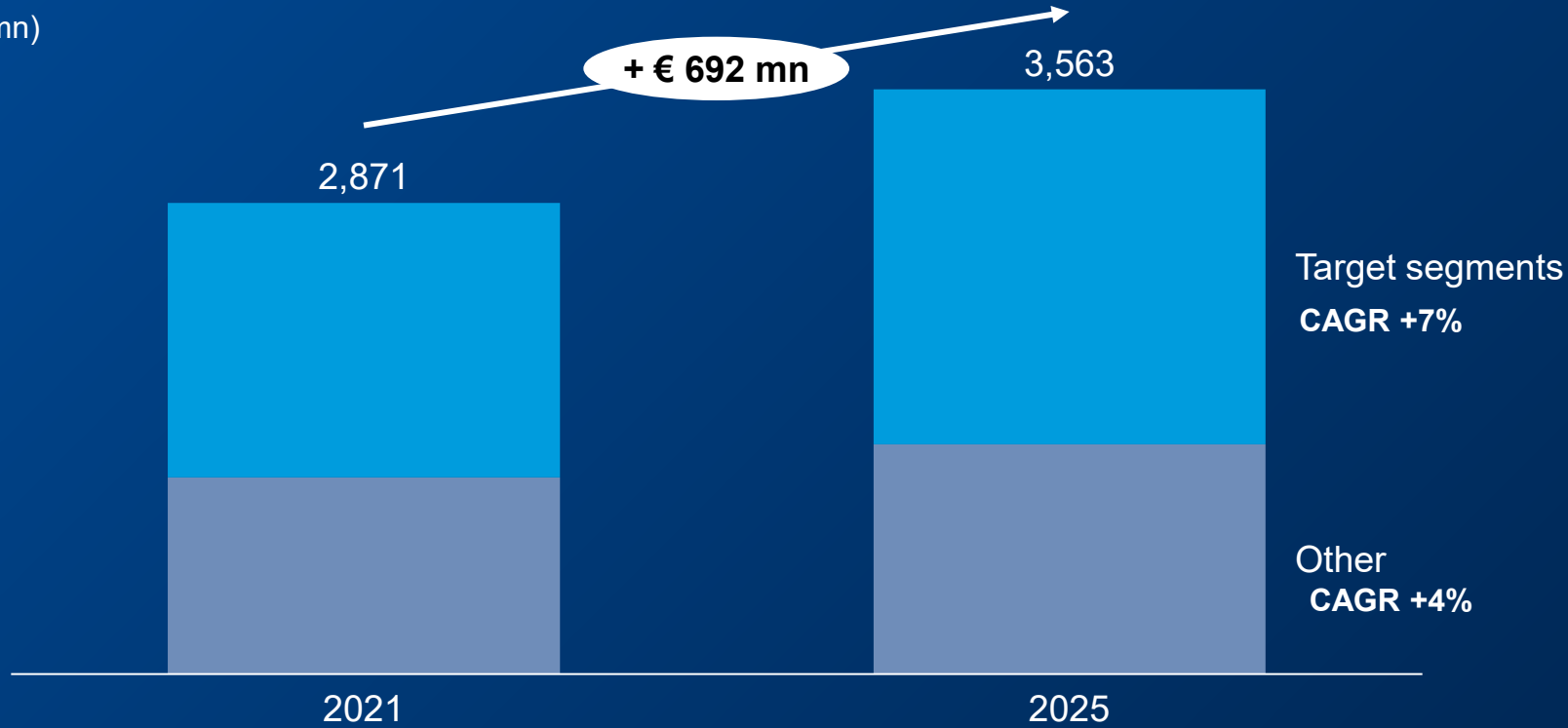


*sales by customer location

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

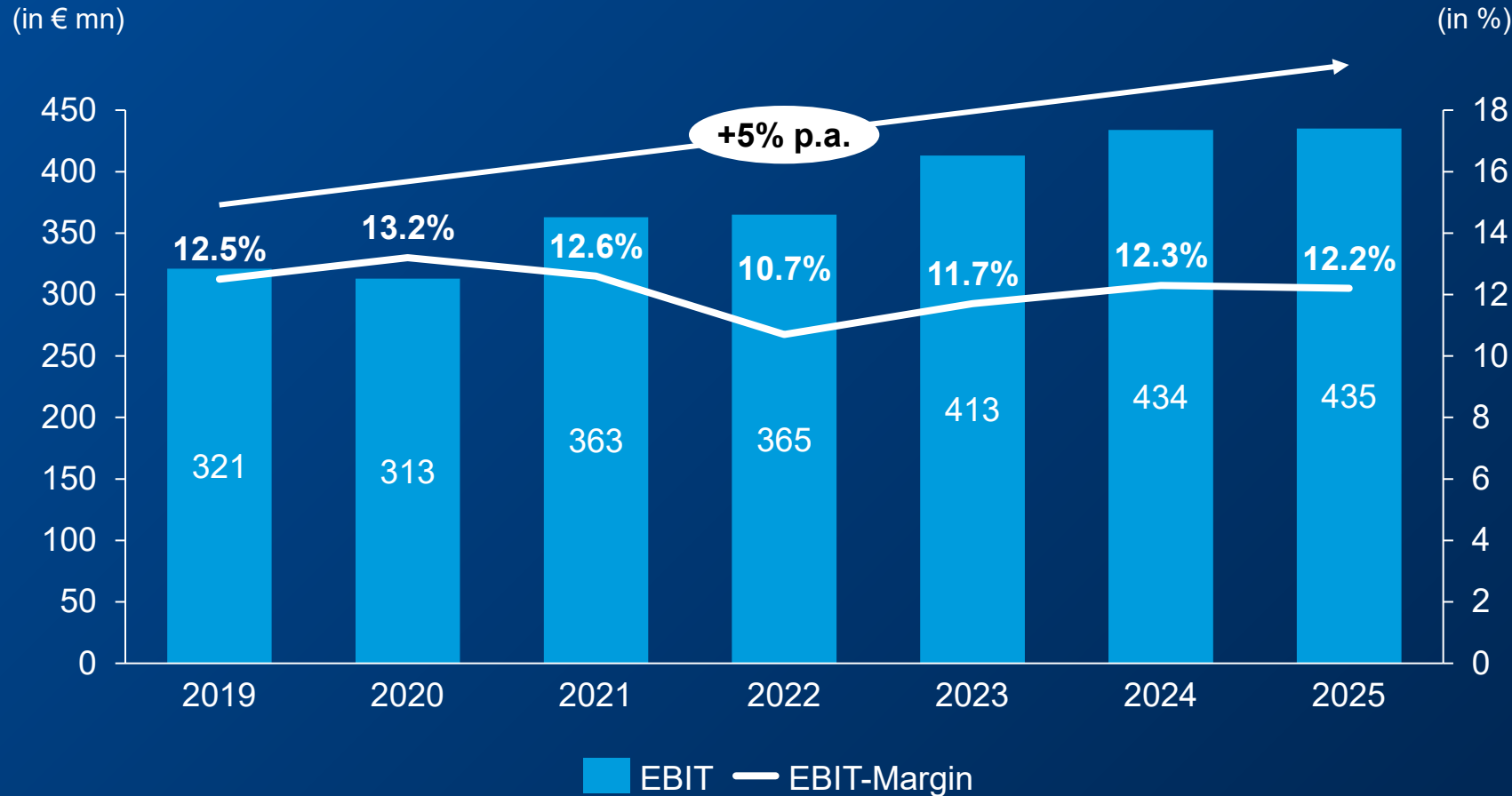
GLOBAL SEGMENTS ARE GROWTH DRIVERS

Sales
(in € mn)



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

EBIT GROWTH IN-LINE WITH SALES



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

5%
Average Annual
EBIT Growth

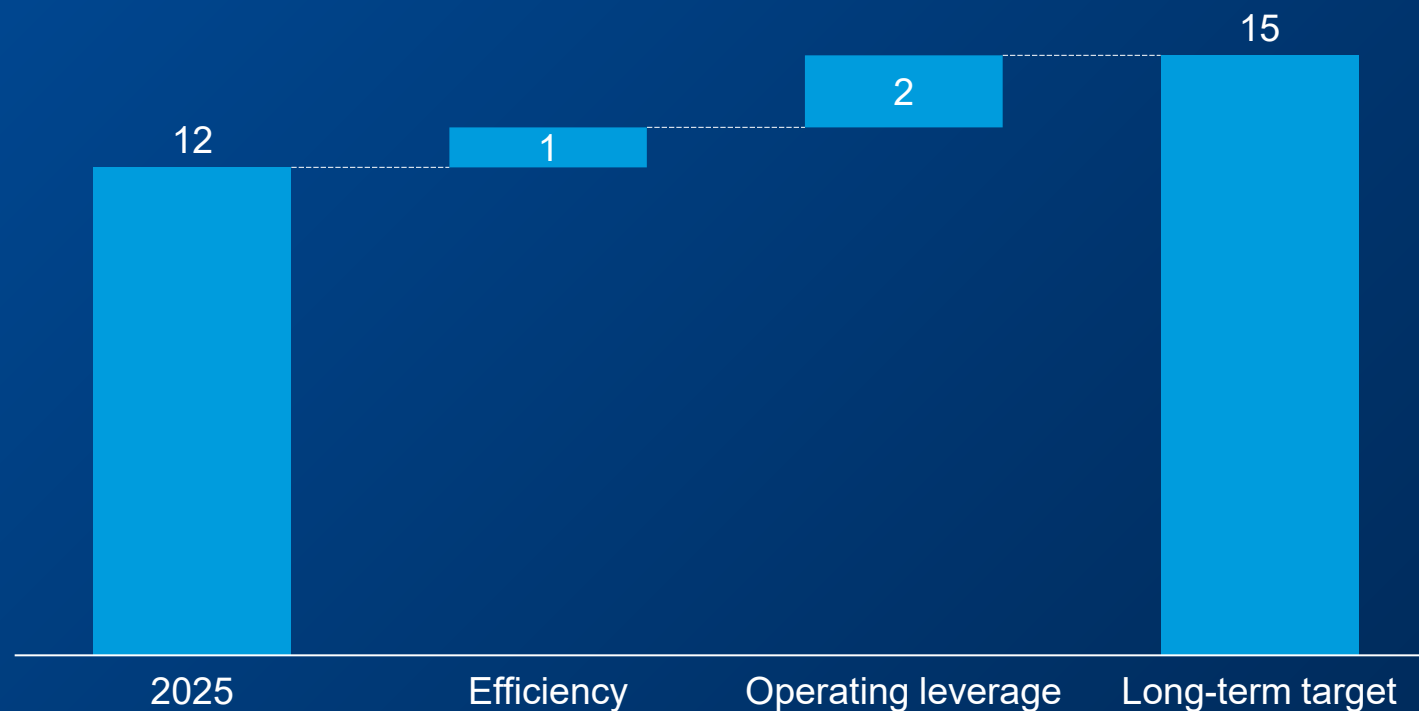
RESILIENCE AGAINST HIGH INFLATION



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

STILL GAP TO CLOSE TOWARDS LONG-TERM EBIT TARGET

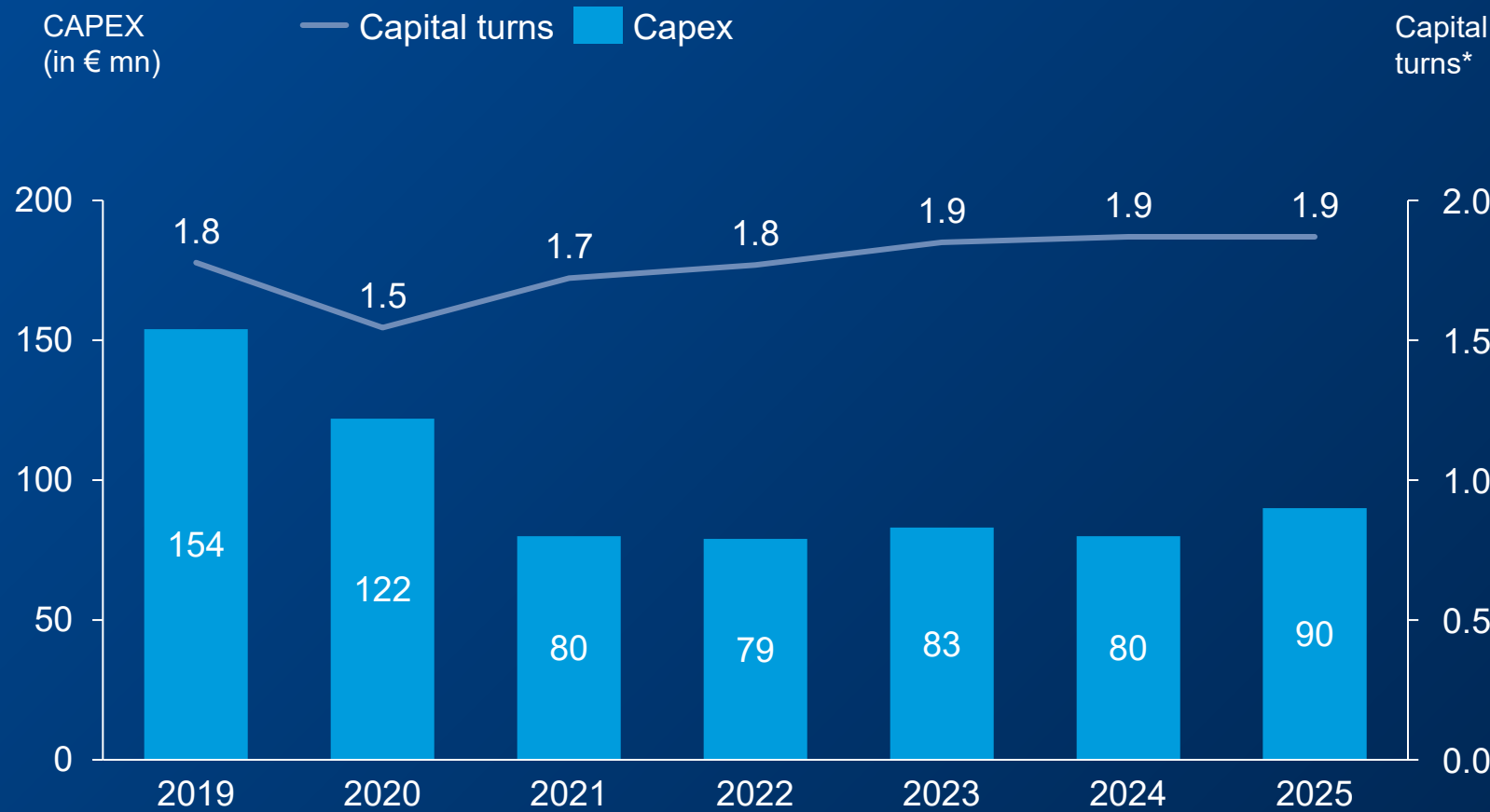
EBIT margin
(in %)



Well-invested to capture future growth

Target: Do more with existing infrastructure

CAPITAL LIGHT BUSINESS MODEL

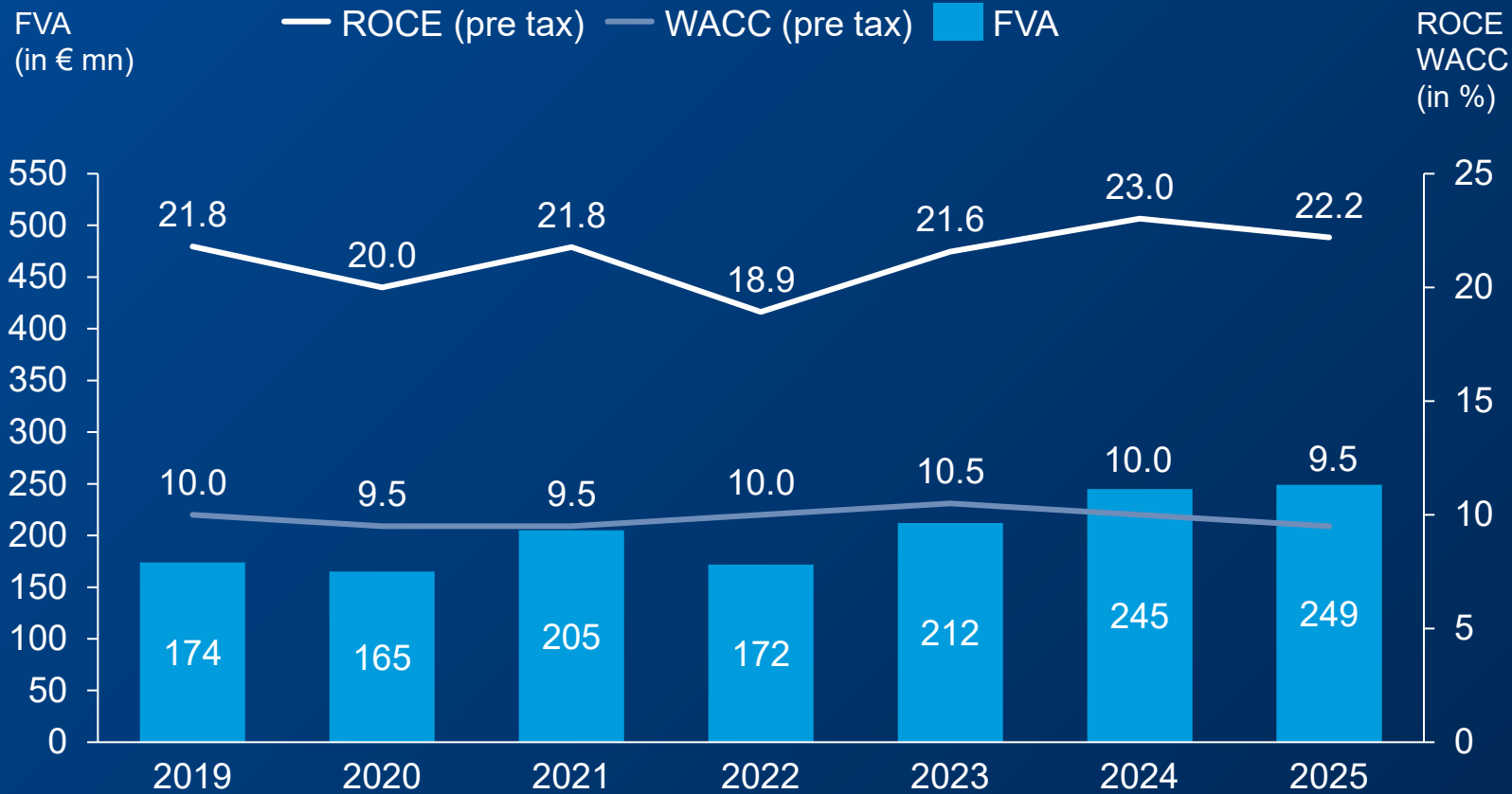


1.9x
capital turns
 (vs. ~1x Chemicals)

~ 2%
capex to sales

*Capital Employed Turnover Ratio = Sales / Capital Employed

EARNING A STRONG PREMIUM ON WACC



>21%

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

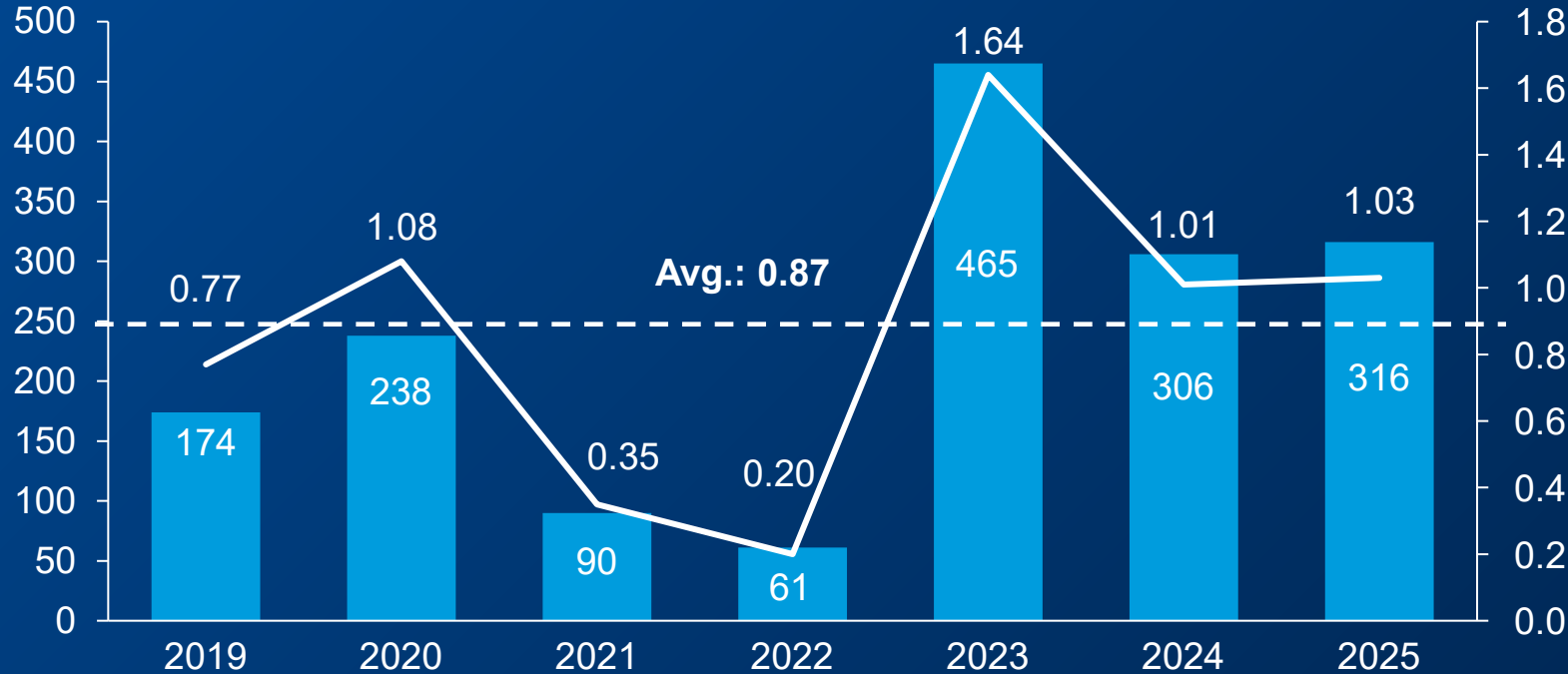
>€ 1.4bn

FVA generated since 2019

SOLID FREE CASHFLOW GENERATION

(in € mn)

— Cash conversion* ■ Free cash flow



*Free cashflow divided by net income

Years with high inflation

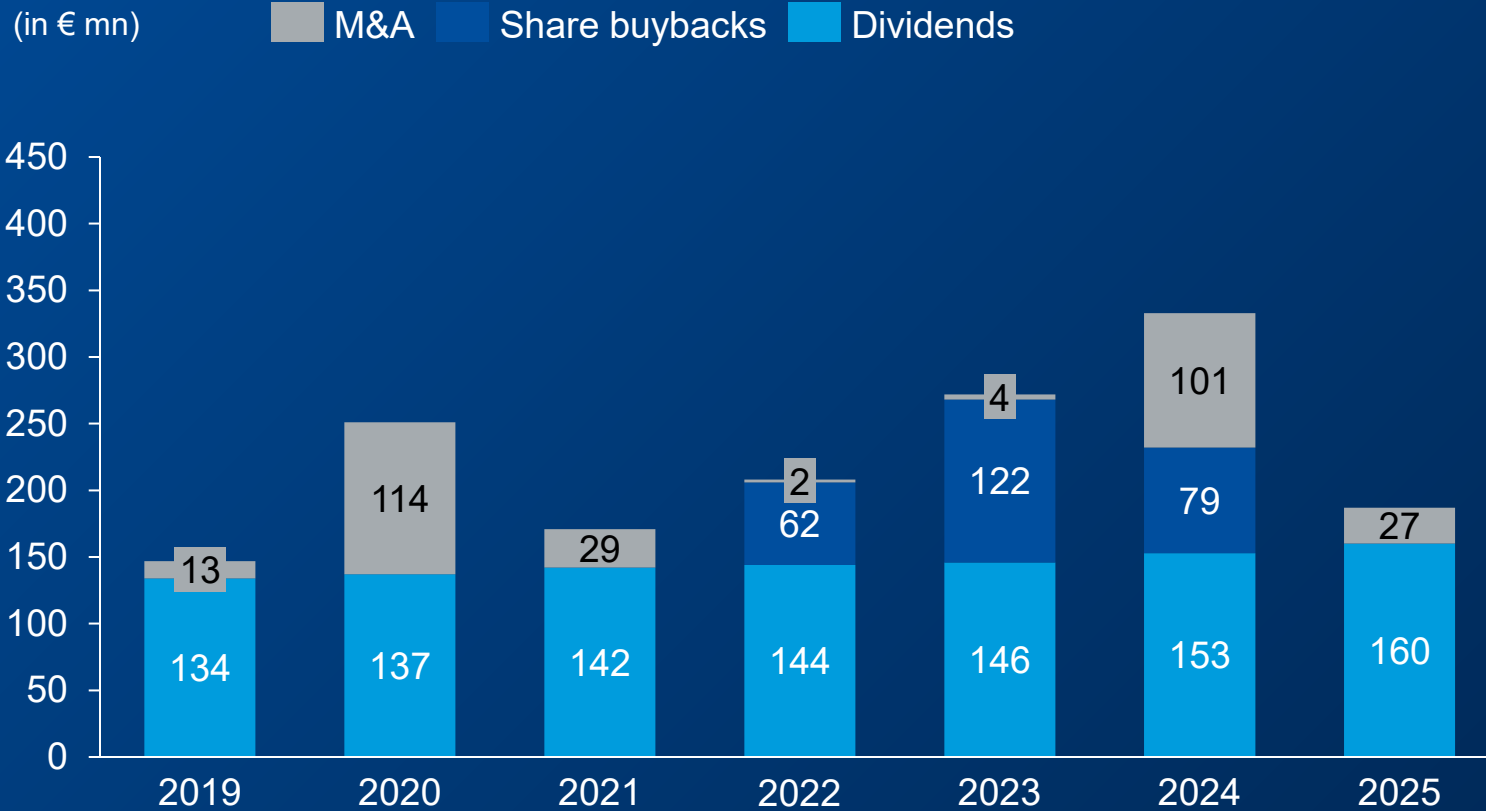
>€1.6bn

FCF generated since 2019

>0.8x

Average cash conversion rate

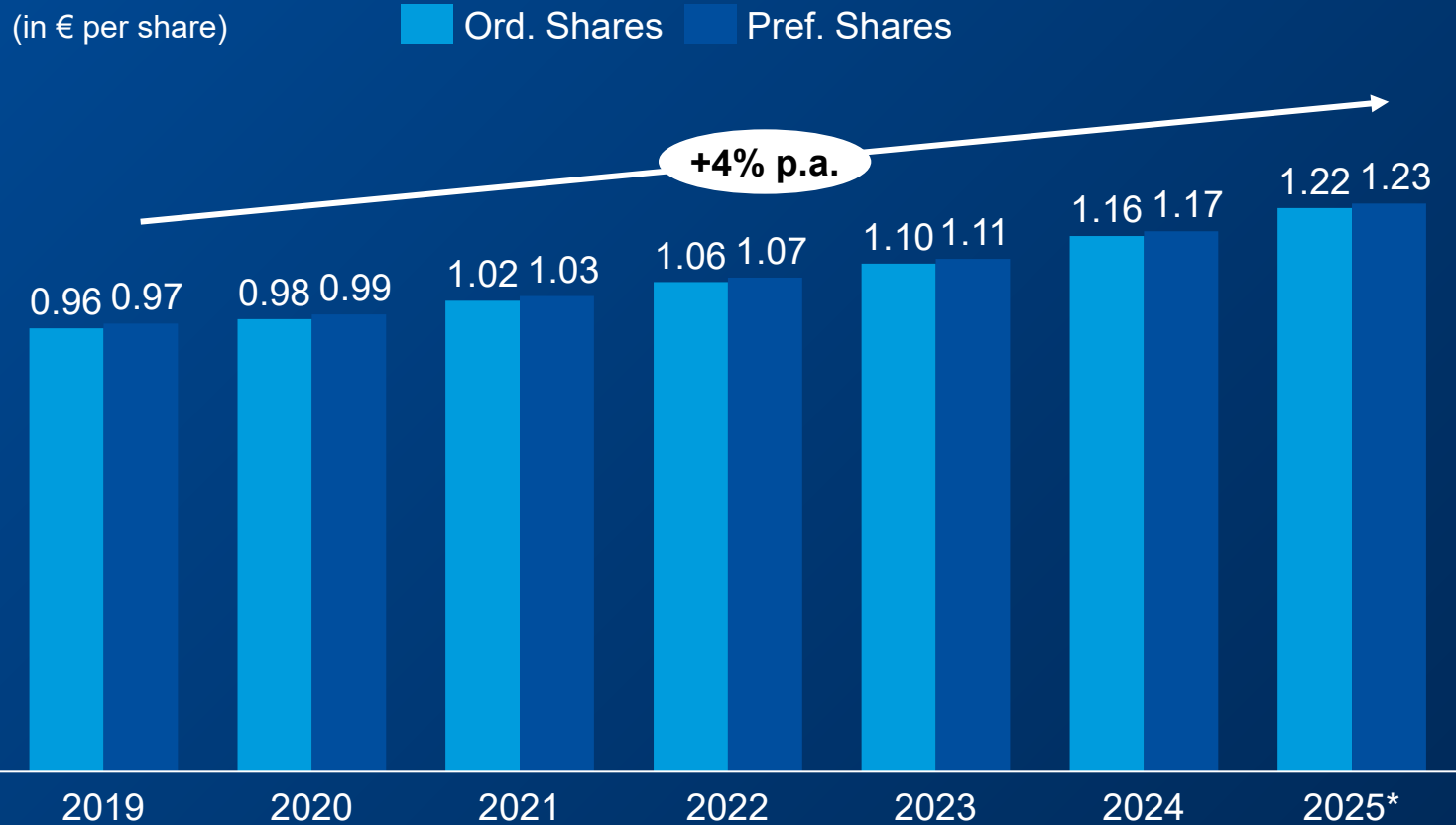
CASH ALLOCATION: SHAREHOLDER RETURNS & GROWTH



>€ 1.2bn
cash returned
to shareholder

~€ 300m
M&A

CONTINUOUSLY INCREASING DIVIDENDS



*proposal to the AGM 2026

24 years
of dividend
increases

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**

FUCHS100

Timo Reister (Deputy CEO)



FUCHS100 will be all about ...

FOCUS

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



FUCHS is turning 100 in 2031

Over the last 95 years

We've become the largest independent lubricant manufacturer



360°
GLOBAL
FULL LINE
SUPPLIER

FUCHS100 builds on FUCHS2025

Achievements FUCHS2025

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



Where
We **Focus,**
We Win.

**And: There are more
opportunities out there**

MEGATRENDS

Shape the world and accelerate innovation

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

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

LUBRICANT MARKET

Structural changes open up opportunities

Demand side diversifies

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

Supply side struggles with complexity

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



FUCHS uniquely positioned:

We can handle complexity.

We can scale both core and specialty business.

WHAT SETS US APART



**Full range of
lubrication
solutions**



**Passionate about
customer-specific
solutions**



**Independent
and financially
stable**



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



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



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

***In short: Market dynamics and
our unique strengths create great opportunities.***

To take full advantage,
we need to **sharpen**
our priorities even further.



FUCHS100

FOCUS
TO WIN

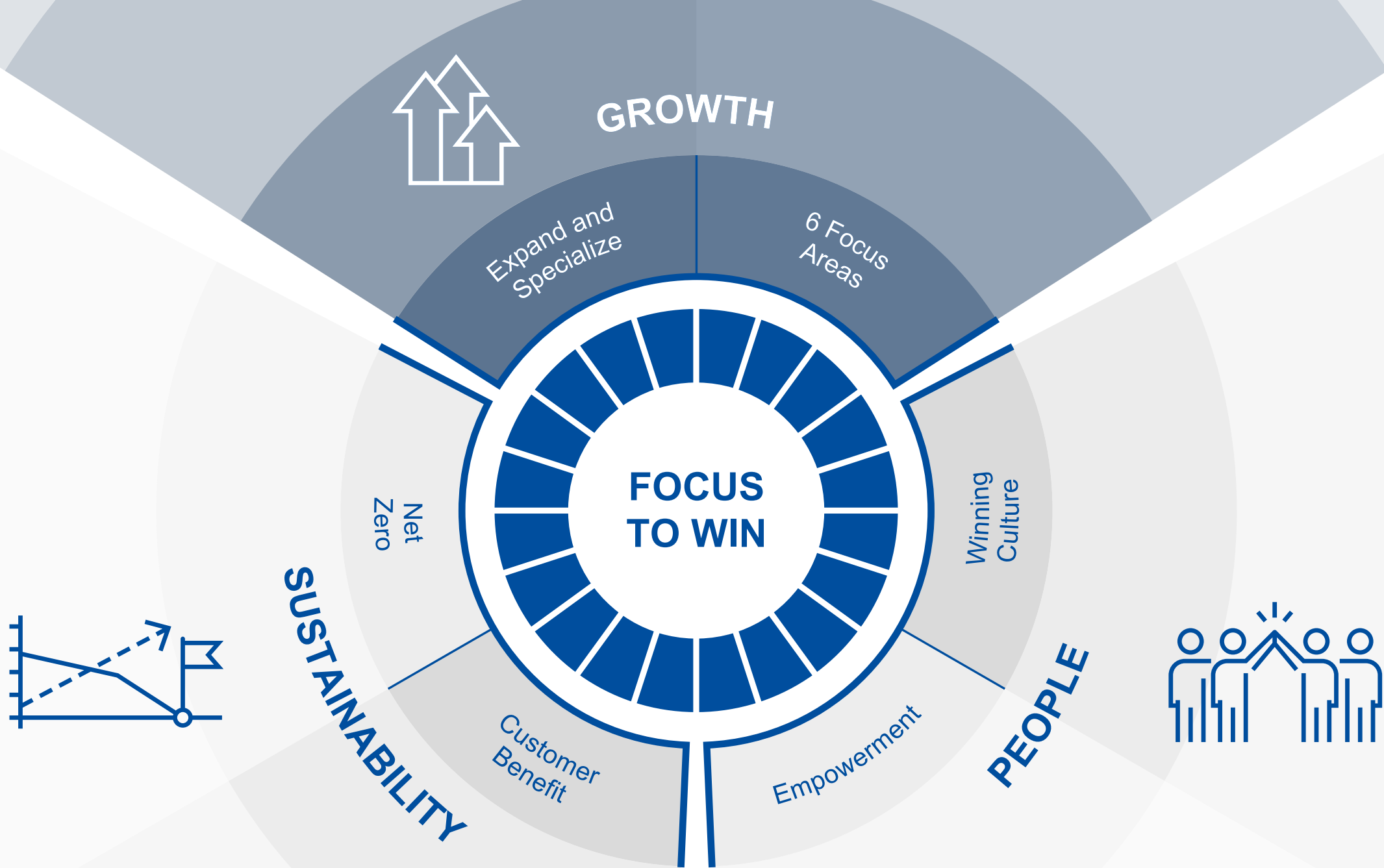


The key to winning is

**Delivering customer-specific,
technology-driven solutions**

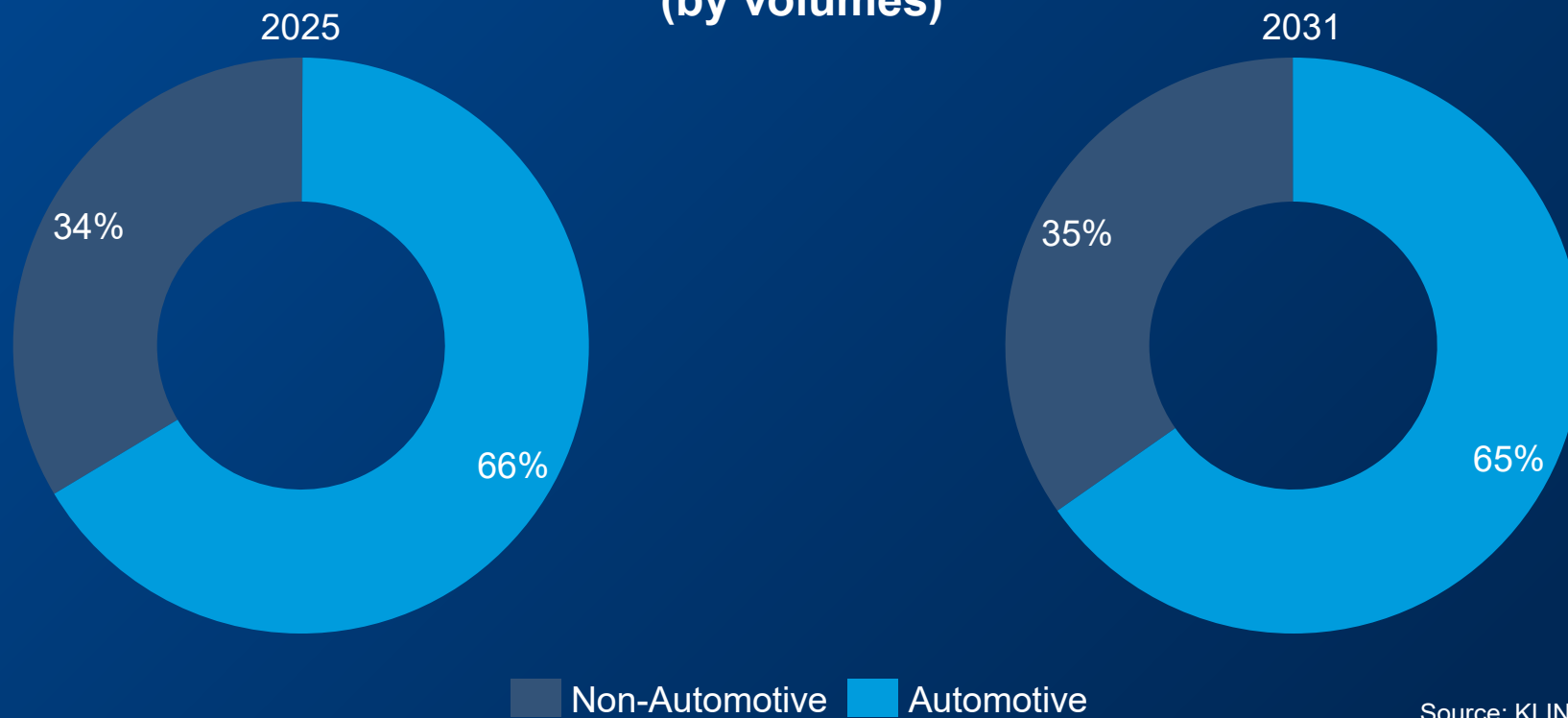
**powered by global, regional
and local collaboration.**





MARKET DEVELOPMENT UNTIL 2031

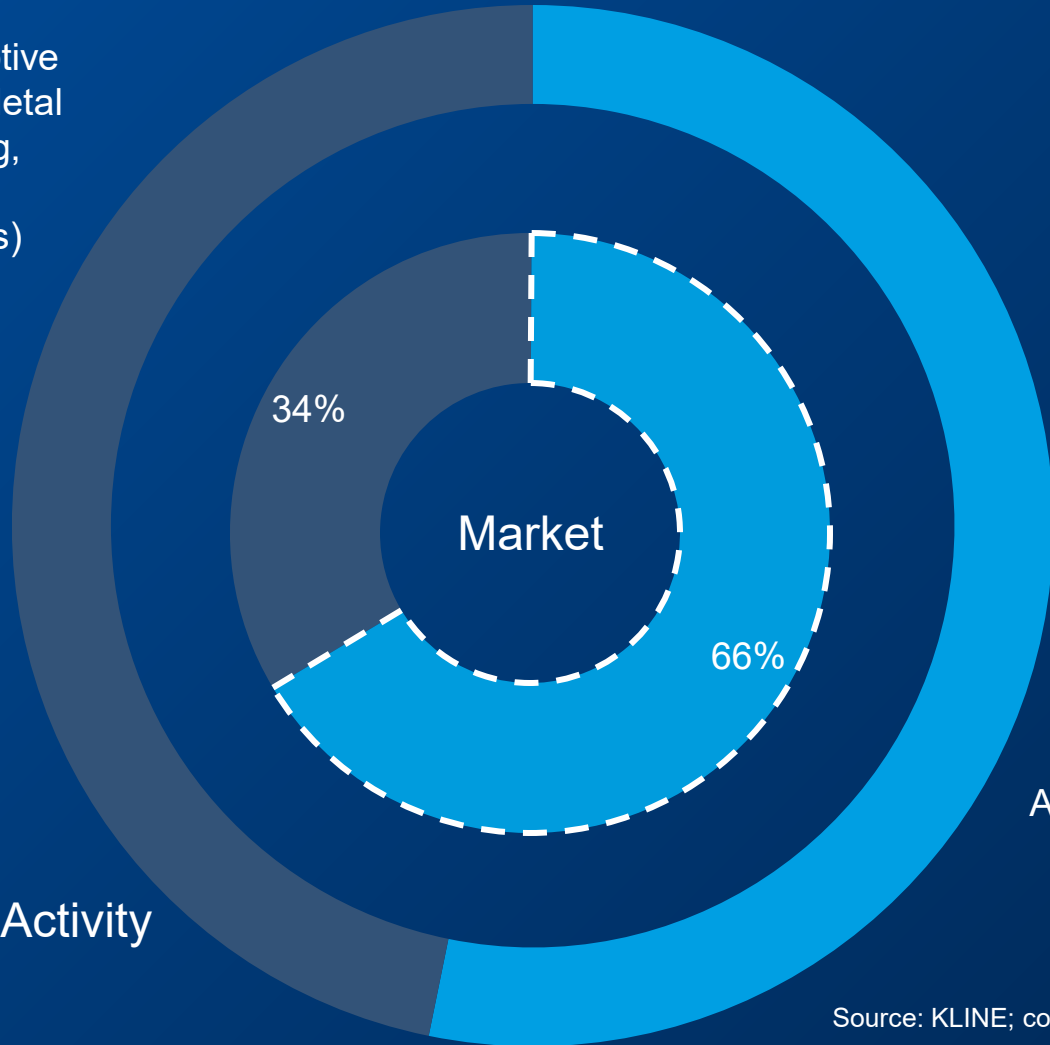
**2025 - 2031:
0.8% CAGR market growth
(by volumes)**



Source: KLINE; company data

MARKET STRUCTURE 2025

Non-Automotive
(Industrial, Metal
processing,
Greases,
Specialties)



Market (by volume):

66% Automotive Fluids

34% Non-Automotive

FUCHS:

Automotive share (~2%) < Market

Non-Automotive share (>4%) > Market

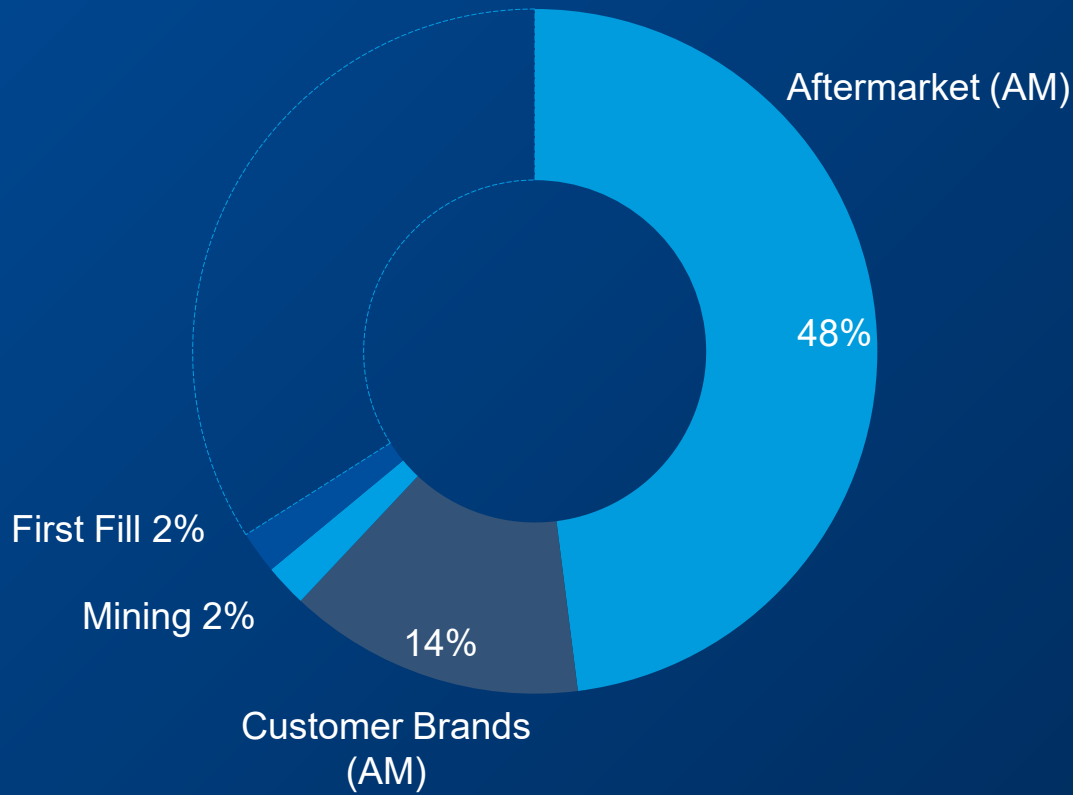
Automotive
Fluids

FUCHS Activity

Source: KLINE; company data

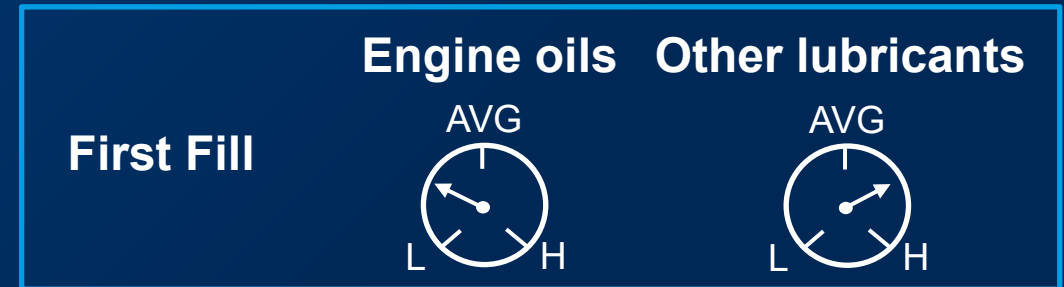
AUTOMOTIVE FLUIDS DOMINATED BY AFTERMARKET (AM)

Market structure Automotive Fluids



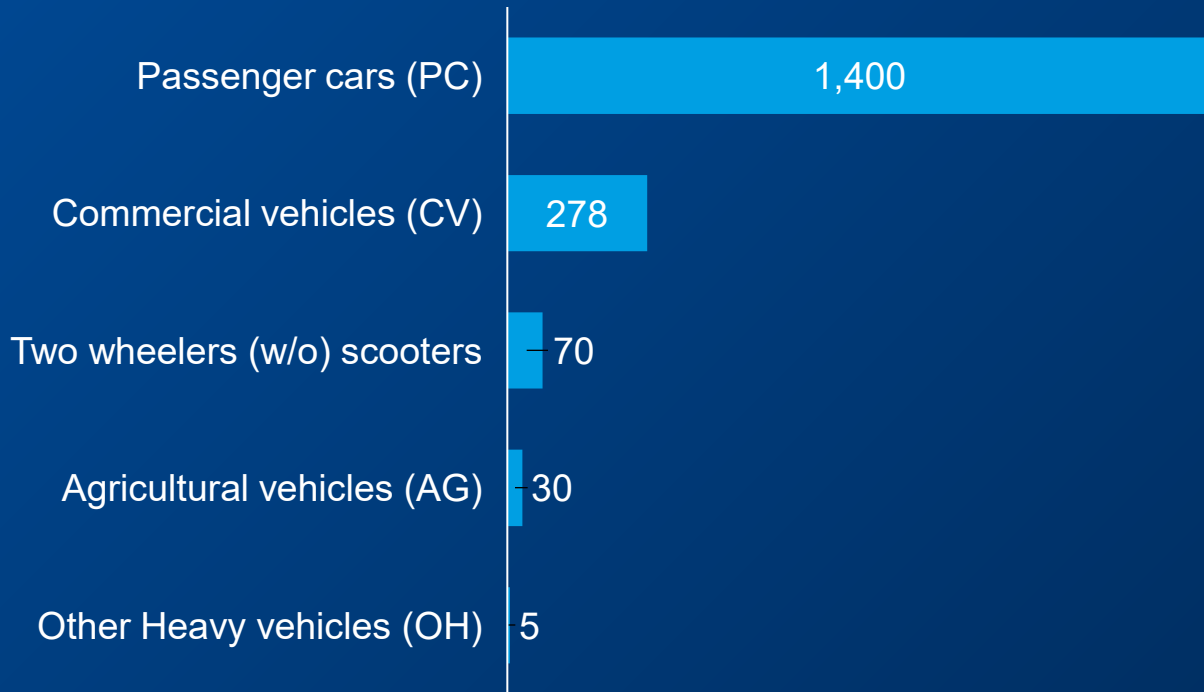
Source: KLINE; company data

FUCHS exposure



AFTERMARKET DRIVEN BY NON-PASSENGER CARS

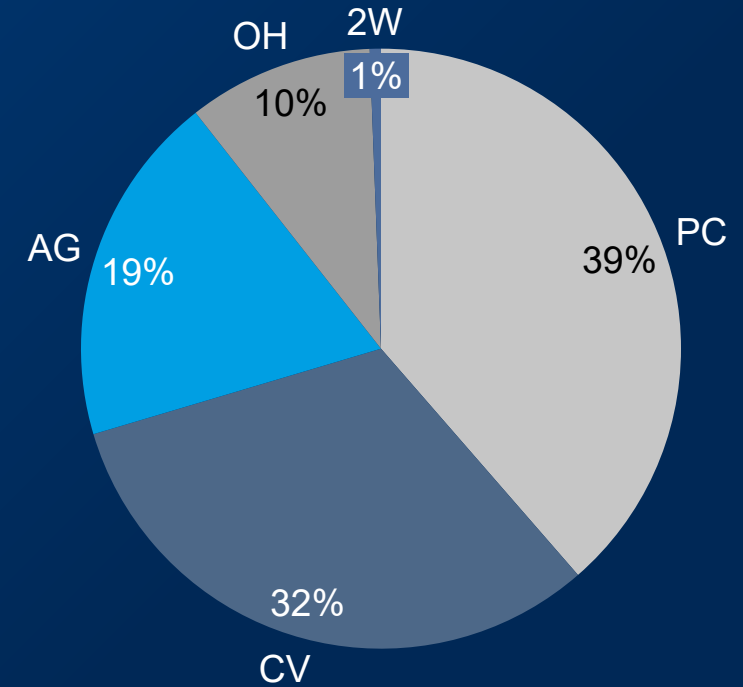
Number of vehicles (in million)



Avg. lub consumption p.a.

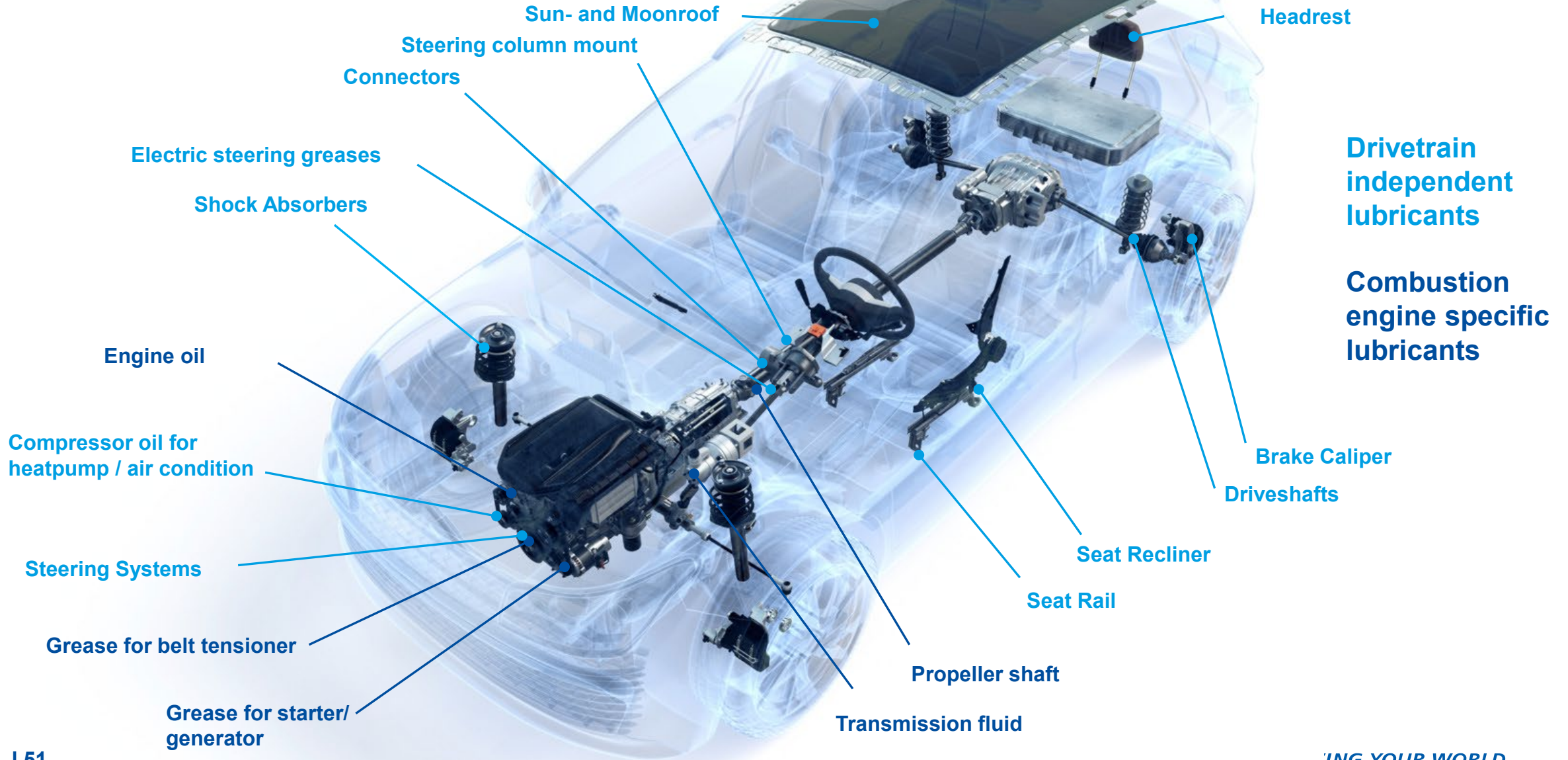


Share of lub consumption per vehicle type

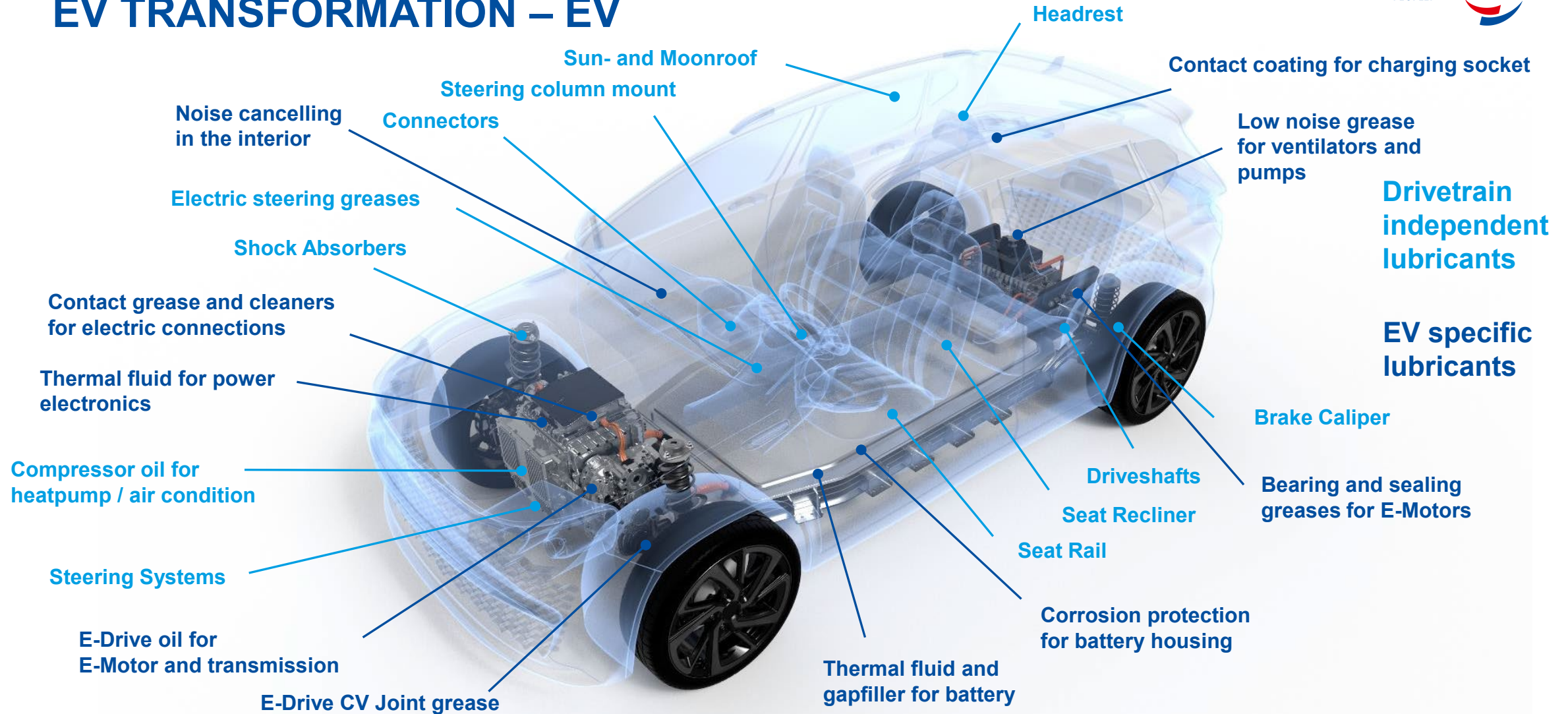


Source: Company data

EV TRANSFORMATION – ICE



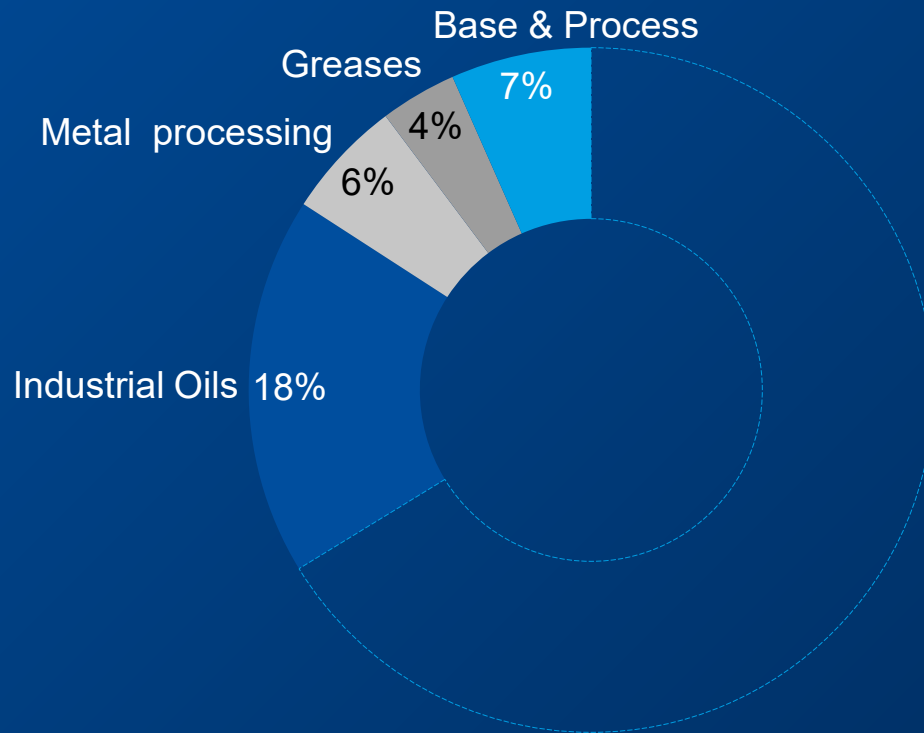
EV TRANSFORMATION – EV



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

NON-AUTOMOTIVE WITH EXCITING GROWTH DRIVERS

Market structure Industrial



Growth drivers

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

FUCHS position

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

Source: KLINE; company data

FUCHS POSITIONING – INDUSTRIALS

General Industrials



Metal Working Fluids



Rotary Motion



Greases



FUCHS POSITIONING – SPECIAL APPLICATION SOLUTIONS

Food & Packaging



Medtech



Semiconductor



Railway





GROWTH

Six Focus Areas

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

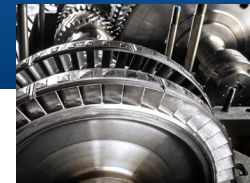
EXPAND AND SPECIALIZE



Customer Brands



**Automotive
Aftermarket**



Rotary Motion



**Performance
Greases**



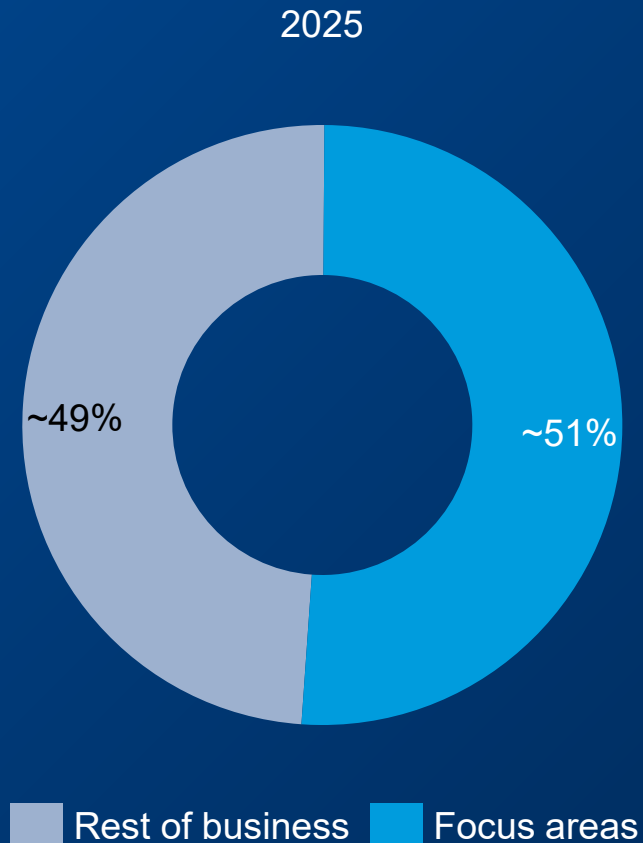
New Mobility



**Special Application
Solutions**

FOCUS AREAS ARE GROWTH DRIVERS

Sales share
(in %)



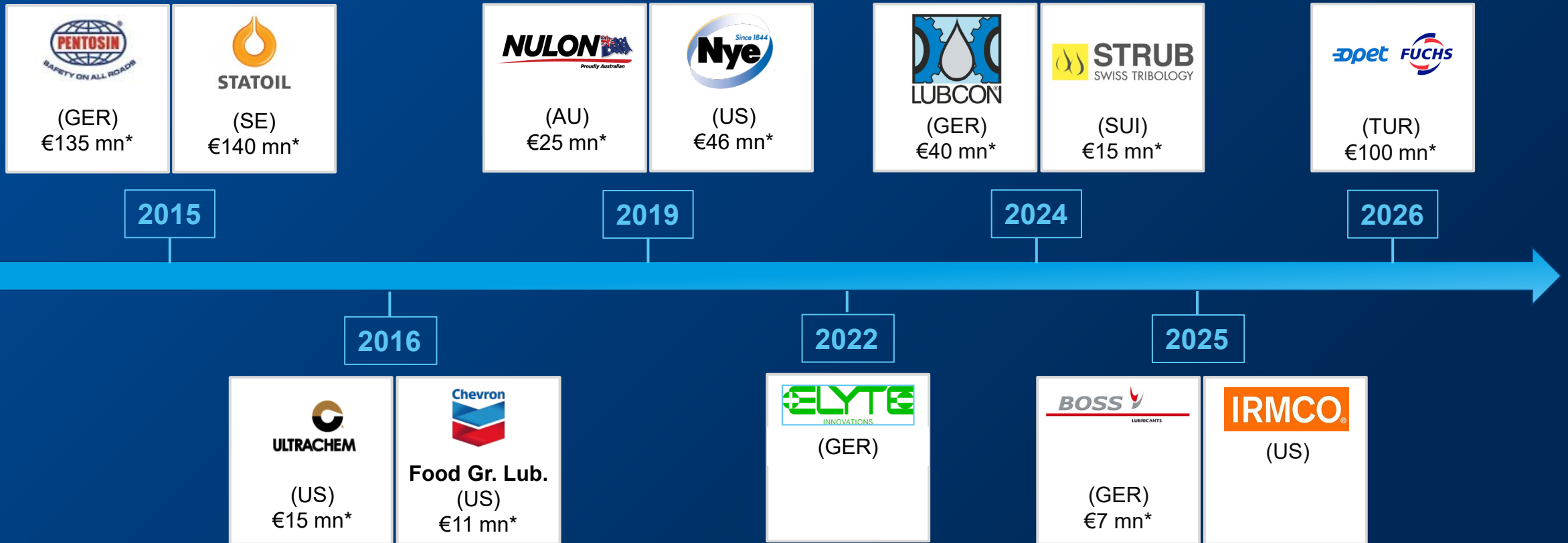
~ **5%** CAGR

target sales growth for
focus areas

~ **66%**

of growth coming from focus areas

GROWTH: TARGETED M&A



* Annual sales run rate at time of acquisition

Leverage strengthened position in specialties and greases (e.g. Nye, LUBCON, BOSS)



We already have a strong culture



87% of our employees

...are proud to work at FUCHS

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

*according to a 2025 employee survey

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



This is how we shape a winning culture

Hierarchy-Free
Communication

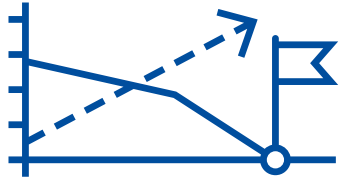
Open
Feedback
Culture

Growth
Mindset

Cross-Country
and Cross-
Functional
Collaboration

Performance-
Driven
Organization





SUSTAINABILITY

Net Zero

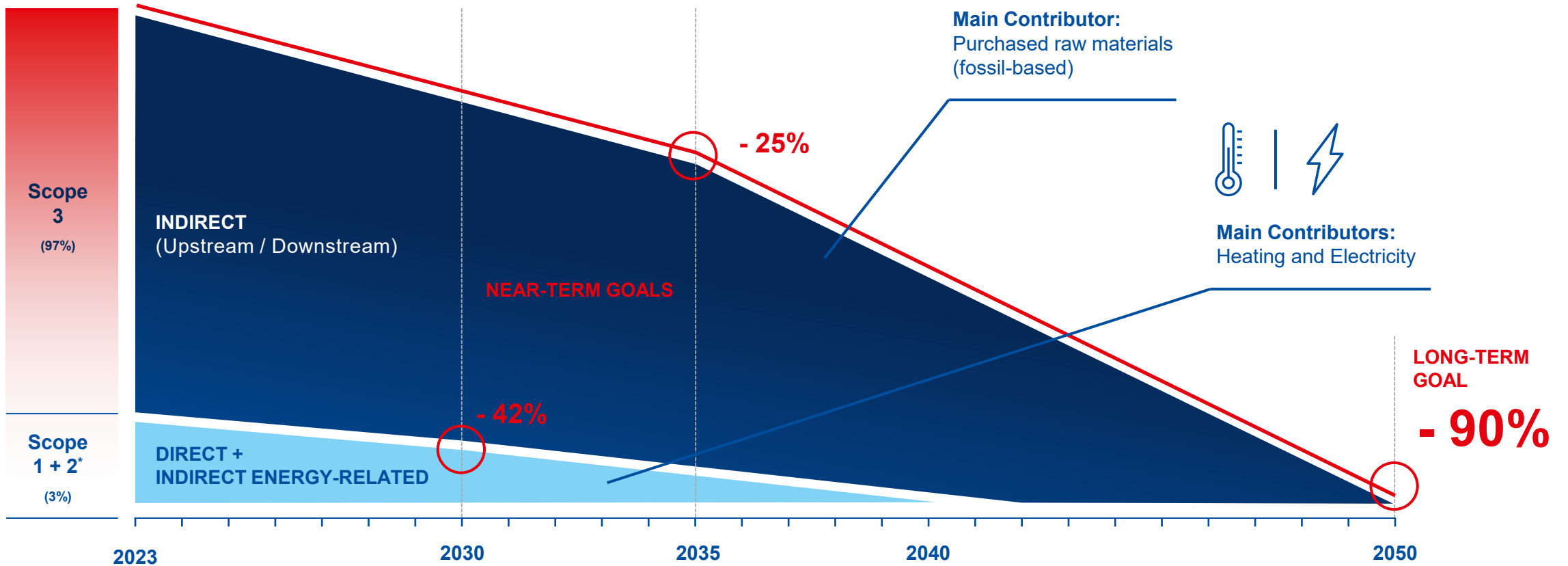


Main Contributor:
Purchased raw materials
(fossil-based)



Main Contributors:
Heating and Electricity

EMISSIONS



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

KEY ASSUMPTIONS FOR FINANCIAL TARGETS

1. Market & Economic Environment

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

2. Supply Chains and Raw Materials

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

3. Geopolitical Conditions

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

4. Regulation & Policies

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

KEY MACROECONOMIC ASSUMPTIONS

1. FX-rates

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

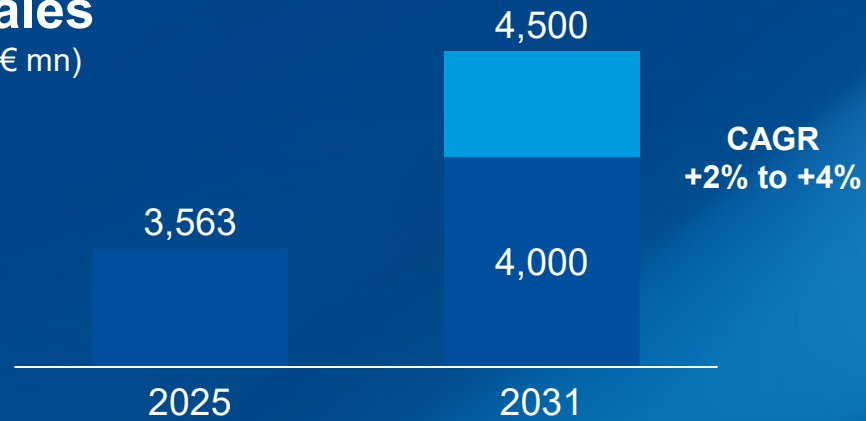
2. Raw material cost inflation / Sales price development

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

FINANCIAL TARGETS FOR 2031

Sales

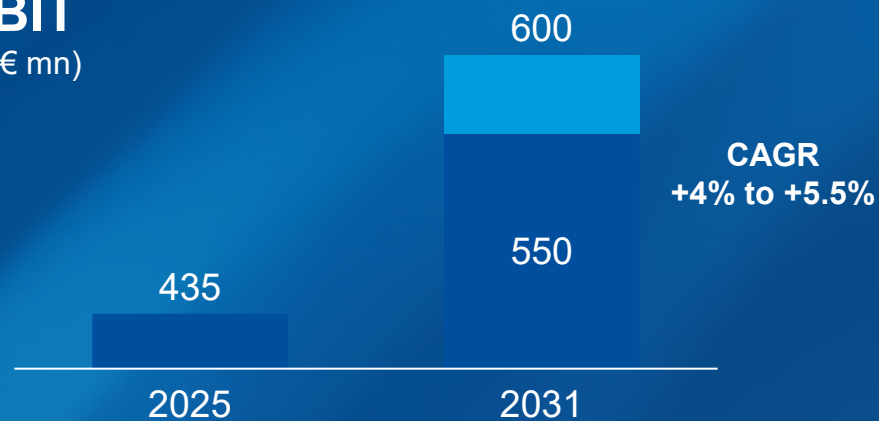
(in € mn)



Margin growth towards
15% long-term potential

EBIT

(in € mn)



EBIT margin

(in %)



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

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



CASH GENERATION AND ALLOCATION GUARDRAILS

Cash conversion rate average

at least **0.8x**

net income

Increase dividend



each year

Value adding M&A



limited by availability of targets

Continued focus on:

- cash generation,
- external growth and
- shareholder returns

SUMMARY FUCHS100 – FOCUS TO WIN

3 CENTRAL ELEMENTS

- Growth
- Sustainability
- People

6 FOCUS AREAS

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

Sales target 2031 in €bn

4 – 4.5

EBIT target 2031 in €mn

550 – 600

EBIT margin: 13% - 15%

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

Q&A

Executive Board



COFFEE BREAK

10:50 – 11:20

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PEOPLE.



FUCHS100

Deep Dive Greases

Mathieu Boulandet, Thomas Litters

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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

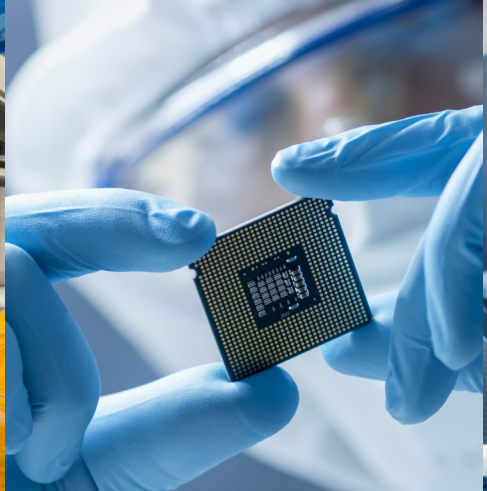
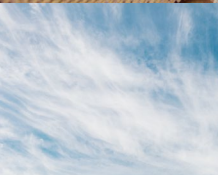
More than 80% of all roller bearings are lubricated with greases

- 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**

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Deep Dive Automotive Aftermarket

Timo Reister, Krisztian Rada

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Deep Dive Automotive Aftermarket

What is it about?

Scope

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

Examples

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



Automotive Aftermarket

What is it about?





Deep Dive Automotive Aftermarket Growth potential

Opportunity

High demand beyond 2040

Segmentation enables differentiation

Growth potential in low share markets

Deep Dive Automotive Aftermarket

How we win

Approach

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

Foundations

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

Strategy / Actions

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

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Deep Dive Customer Brands

Timo Reister, Philipp Niemax

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PEOPLE.



Deep Dive Customer Brands

What is it about?

Scope

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

Examples

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





Deep Dive Customer Brands Growth potential

Opportunity

High demand beyond 2040

Unlock growth with technical expertise and service

Ready to scale success



Deep Dive Customer Brands

How we win

Strengths

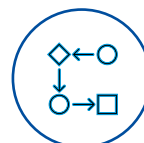
Exceptional Service Quality



Operational Excellence



Complexity Management



Global Player



Opportunities

Expand Existing Business



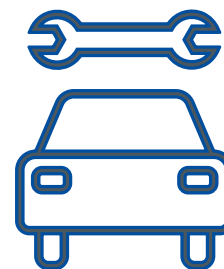
New Customers



Strategic Partnerships



Brand Value



FUCHS100

Deep Dive New Mobility

Timo Reister, Damian Weinzierl

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



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

Deep Dive New Mobility Growth potential

Opportunity

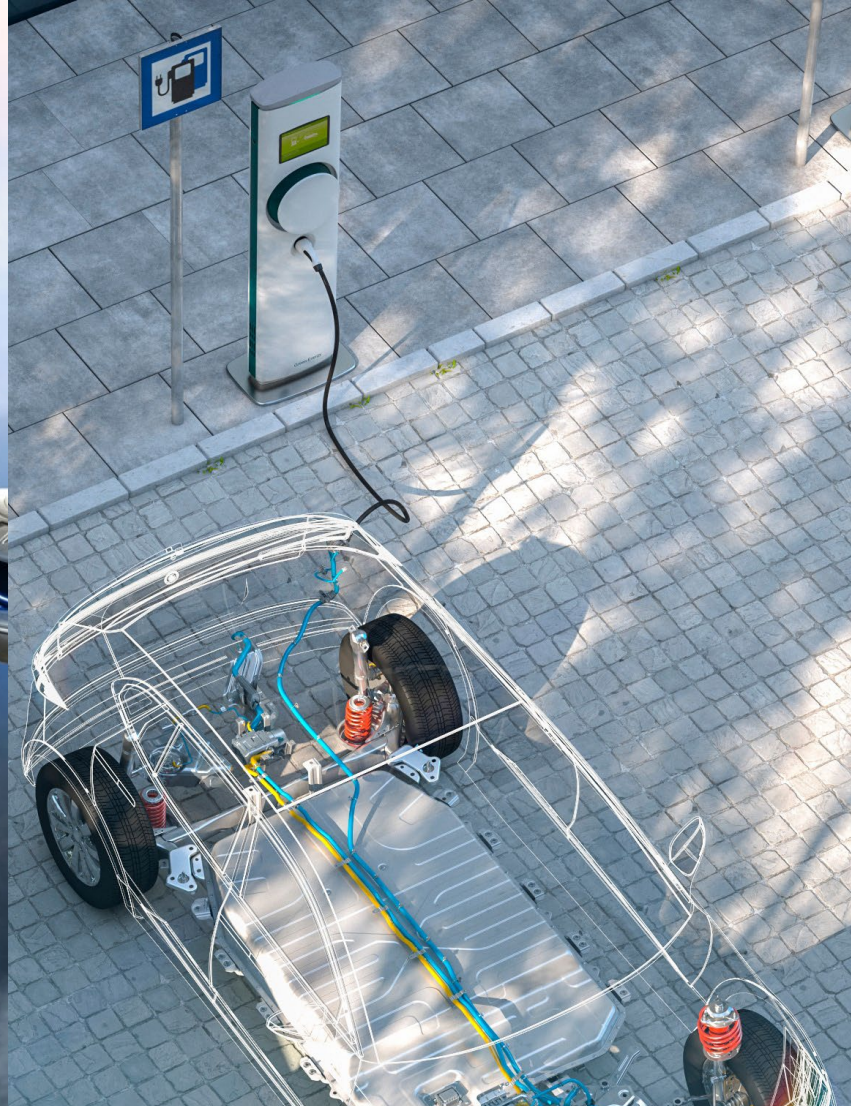
Solid annual growth and new business in NEVs and related areas

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

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Deep Dive Rotary Motion

Ralph Rheinboldt, Romina Ambrosi

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Deep Dive Rotary Motion What is it about?

Scope

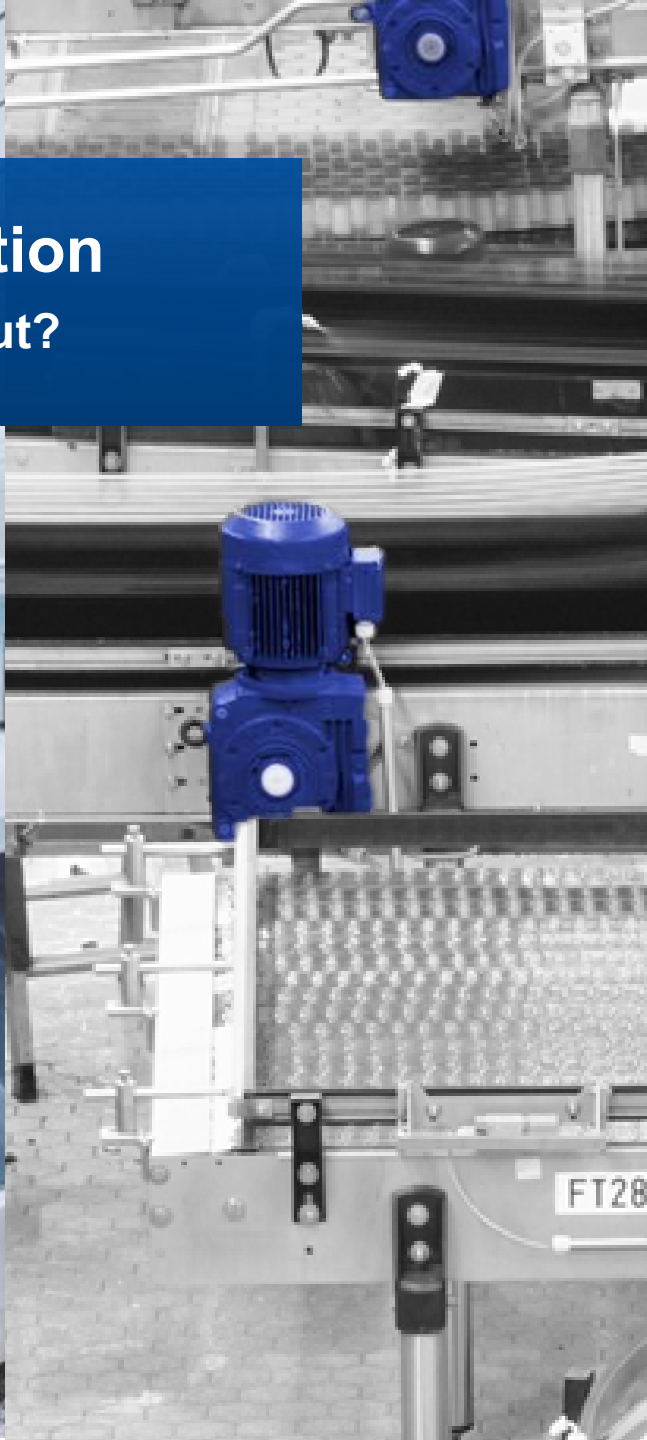
Industrial applications across virtually all manufacturing industries in which power is transferred via rotating movement.

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

Ralph Rheinboldt, Julius Fuchs

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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?





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

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Q&A + Closing Remarks

Executive Board



KEY MESSAGES

01 FUCHS operates from a strong and unique asset base.

02 Market dynamics and FUCHS strengths create growth opportunities.

03 FUCHS wins by delivering customer-specific, technology-driven solutions powered by global, regional and local collaboration.

04 2031 targets: Sales 4 – 4.5 €bn; EBIT 550 – 600 €m (margin 13% - 15%)
Cash conversion at least 0.8x and yearly increase of dividend.

LUNCH

13:00 – 14:00

FACTORY TOUR

14:00 – 16:00

SHUTTLE DEPARTURE

16:00

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