Remuneration report

2025

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Remuneration report 2025

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1. Introduction

The remuneration report pursuant to Section 162 of the German Stock Corporation Act (AktG) describes the main features of the remuneration system and the individual remuneration of the current and former members of the Executive Board and Supervisory Board of FUCHS SE for the 2025 financial year. It fulfills the applicable requirements of the German Stock Corporation Act (AktG) and the recommendations of the German Corporate Governance Code ("DCGK"), as amended on April 28, 2022, with respect to all recommendations on remuneration (G.1 to G.18).

The current remuneration system for the members of the Executive Board of FUCHS SE has been in place since financial year 2024. Following preparation by the Personnel Committee, it was adopted by the Supervisory Board with a majority of 86.17% at its meeting on March 11, 2024 with retroactive effect from January 1, 2024 and approved by the Annual General Meeting on May 8, 2024. In its key aspects, it aligns with the previous remuneration system.

The remuneration system for the members of the Supervisory Board, as governed by Section 16 of the Articles of Association, was approved at the Annual General Meeting on May 7, 2025 with a majority of 99.95%, and applies with retroactive effect from January 1, 2025. It aligns in its key aspects with the previous remuneration system. The remuneration of the Supervisory Board continues to be structured as fixed remuneration. The following changes were made, based on a market comparison and in light of the constantly expanding list of duties relating to Supervisory Board activities, and the activities of the Chairs of the Supervisory Board and the committees:

- The fixed remuneration for Supervisory Board members was increased.
- The remuneration of the Chair of the Supervisory Board was increased to 2.5 times the fixed remuneration.
- The additional remuneration for members of the Audit Committee and the Personnel Committee was increased.
- The additional remuneration for the Chairs of the Audit and Personnel Committees was increased to 2.5 times the additional remuneration for the members of the respective committees.

The remuneration report for financial year 2025 was prepared in accordance with Section 162 German Stock Corporation Act (AktG) and reviewed by the auditor, also in terms of content, beyond the requirements of Section 162(3) sentence 1 and 2 AktG. The remuneration report on the remuneration granted an owed individually to the members of the Executive Board and Supervisory Board of FUCHS SE in financial year 2024 was approved by the Annual General Meeting on May 7, 2025 with a majority of 79.76%, meaning that the basic structure of the remuneration report has been aligned with the current remuneration system, but otherwise remains unchanged.

The FUCHS Group's business development in financial year 2025 was characterized by great resilience in a challenging environment. The Asia-Pacific region continued its successful performance and significantly increased its earnings. In local currency terms, China, Australia, and India achieved double-digit earnings growth. The Europe, Middle East, and Africa (EMEA) region maintained earnings at the prior-year level despite declining automotive production in Europe. The tariffs announced by the US administration in the spring, some of which have been implemented, and the resulting uncertainties led to a slowdown in industrial production and impacted business development in the Americas region. Exchange rate movements also had a negative effect, as the Chinese renminbi and other currencies relevant to the FUCHS Group depreciated against the euro – in some cases significantly. The economic headwind resulted in a mid-year revision of the growth targets for sales revenues and earnings originally projected for financial year 2025. Notwithstanding these conditions, the Group achieved organic growth and slightly exceeded the sales revenues of the previous year. In terms of earnings, the high level of the previous year was maintained for both EBIT and FVA. Free cash flow before acquisitions, which remains very solid, and a strong capital base underscore FUCHS' financial strength.

2. Remuneration for members of the Executive Board

2.1 Overview of the remuneration system

2.1.1 General

The remuneration of the members of the Executive Board is largely based on the following criteria:

- The duties of the individual members
- The performance of the Executive Board as a whole
- The financial situation of the company
- The success and future prospects of the company
- The appropriateness of the remuneration based on a horizontal and vertical comparative analysis

On this basis, the remuneration system for the Executive Board members creates incentives for successful implementation of the corporate strategy and for the company's long-term performance.

a. Procedure for setting the level of remuneration

By law, the Supervisory Board is the body responsible for setting, reviewing and implementing the remuneration and remuneration system for the members of the Executive Board. The Personnel Committee is responsible for preparing the relevant Supervisory Board decisions.

The Supervisory Board determines the long-term targets geared toward sustainable company success to measure the sustainability factor in advance for several years. The targets are based on the FUCHS strategic guidelines and relate to the entire Executive Board. The Supervisory Board ensures that the Executive Board remuneration is appropriate using a horizontal and vertical comparative analysis.

The Supervisory Board's Personnel Committee prepares a recommendation on the Executive Board's target achievement with regard to the sustainability factor each December. The Supervisory Board makes a decision at its December meeting based on this recommendation. The Supervisory Board then makes the final decision on the amount of variable remuneration for the previous financial year at the Supervisory Board meeting in March, at which a resolution is also passed on the approval of the annual financial statements.

Horizontal remuneration:
The amount of remuneration is set based on a peer group of various MDAX companies selected due to belonging to the chemicals sector, the nature of their business, or their main shareholder (listed companies with one family as the majority shareholder), with characteristics such as company size, profitability, and remuneration structure taken into account. Based on these criteria, the Executive Board members are offered remuneration that is standard for the market and also competitive. The peer group currently comprises Krones AG, Dürr AG, Knorr-Bremse AG, Lanxess AG and Symrise AG. The Supervisory Board may adjust the peer group in the event of changes, in order to accurately reflect the market environment.

Vertical comparison:
The internal company remuneration structure is also applied when setting remuneration for Executive Board members. The vertical review is prepared pursuant to the recommendation of the German Corporate Governance Code with two comparison groups. Firstly, the ratio of Executive Board remuneration to staff costs for all Group employees is considered. Secondly, a comparison is made with remuneration for senior executives within the Group. This comparison group comprises the members of the Group Management Committee (excluding members of the Executive Board) and the managing directors of the Group companies.

b. Review of the remuneration system

The remuneration system for members of the Executive Board is reviewed by the Supervisory Board at least every three years. The first review of the current system is currently scheduled for 2026. The Personnel Committee conducts a horizontal and a vertical analysis for this purpose. If changes are required, the Personnel Committee prepares a resolution recommendation for the Supervisory Board.

Pursuant to the provisions of Section 120a of the German Stock Corporation Act (AktG), the remuneration system must be submitted to the Annual General Meeting for approval in the event of material changes, but at least every four years. If the Annual General Meeting does not approve the remuneration system, a revised remuneration system must be presented for resolution no later than the subsequent Annual General Meeting.

c. Deviations from the remuneration system

The Supervisory Board may, by its own resolution, temporarily deviate from the remuneration system at the proposal from the Personnel Committee, in an exceptional case that requires a deviation from the remuneration system in the interest of the long-term welfare of the company and where the remuneration remains geared toward the sustainable development of the company. Exceptional cases include an unforeseeable major political, financial or economic crisis, a pandemic, or other disaster. This list is not exhaustive; an exceptional case may also arise in different circumstances that are not comparable to those mentioned above. However, unfavorable general market developments are not deemed an exceptional case as such. The deviation may relate to the procedure for setting remuneration, the remuneration structure, the remuneration components (including amount, measurement and how they interrelate), the financial and non-financial performance criteria, and the other conditions for granting remuneration provided for in the remuneration system. Any deviations are explained in a transparent manner in the remuneration report for the relevant financial year.

d. Conflicts of interest

Given that the Supervisory Board is responsible for determining, reviewing, and implementing the remuneration system for the members of the Executive Board, potential conflicts of interest are in principle avoided. No conflicts of interest involving individual members of the Supervisory Board have arisen in the past with respect to the remuneration system for members of the Executive Board. If conflicts of interest occur in the future, FUCHS SE's general regulations for handling conflicts of interest on the Supervisory Board apply. These stipulate that the Supervisory Board member concerned must disclose the conflict of

interest without delay. The Chairman of the Supervisory Board then decides whether the Supervisory Board member can attend the meeting and receive information. If the conflict of interest is significant and not merely temporary, the Supervisory Board member concerned must resign.

2.1.2 Remuneration components

Remuneration for the members of the Executive Board comprises non-performance-based and performance-based components. These components are made up of the following elements:

- Non-performance-based remuneration:
  - Fixed remuneration
  - Additional benefits
  - Pension expenses

- Performance-based remuneration:
  - STI (Short-Term Incentive), i. e., short-term, one-year remuneration
  - LTI (Long-Term Incentive), i. e., long-term, multi-year remuneration

Where contracts are concluded or terminated during a year, non-performance-based remuneration and performance-based remuneration are granted on a pro rata basis.

a. Non-performance-based remuneration

This component is fixed remuneration based on the full year and is paid in 13 equal installments (two installments paid in November). The annual fixed remuneration is determined by the Supervisory Board taking into account the maximum remuneration. The annual fixed remuneration of the Chairman of the Executive Board is 1.6 times the annual fixed remuneration of a regular member of the Executive Board. If the Supervisory Board has appointed a Deputy Chair of the Executive Board, their annual fixed remuneration is 1.3 times the annual fixed remuneration of a regular Executive Board member.

Fixed remuneration is supplemented by contractually guaranteed additional benefits. These include the following:

- Non-cash benefits from personal use of a company car
- Non-cash benefits from an accident insurance policy

The following distinctions are made regarding pension commitments:

- Pension commitments for Executive Board members appointed before January 1, 2016, amount to a percentage of the average fixed remuneration of the three years before termination of the employment contract. This is a maximum amount of 40 % and increases gradually over the term of appointment of the Executive Board member. The corresponding pension provision is determined using the projected unit credit method. Current service cost, which may be subject to significant fluctuations depending on the market interest rate, is recognized as annual pension expenses. In light of the volatility of the annual actuarial calculation of pension expenses, the maximum amount for the total of individual additional benefits and pension expenses is €600 thousand for the Chairman of the Executive Board and €400 thousand for the regular Executive Board members. Members are entitled to receive a regular pension if their Executive Board contract ends when they reach the age of 65, or later. If the Executive Board member draws their pension at an earlier date, they must accept corresponding deductions on the pension.
- Pension provisions have been in place for new members of the Executive Board via the Allianz relief fund since January 1, 2016. There are no additional obligations other than the requirement to pay contributions to assigned pension funds. A total of 40 % of each Executive Board member's annual fixed remuneration will be paid as an annual remuneration payment. The annual payments are recognized as pension expenses.

Executive Board members generally retire between the ages of 60 and 65, with the exact timing to be coordinated between the respective Executive Board member and the Supervisory Board.

b. Performance-based remuneration

Performance-based remuneration is calculated on the same basis for the STI and LTI using the following formula:

The individual share of a regular Executive Board member is 0.35 %. The CEO receives an individual share of 0.70 %. If the Supervisory Board has appointed a Deputy Chair of the Executive Board, they will receive an individual share of 0.525 %.

The performance-based remuneration for the STI and LTI is designed to allow it to fall to zero, and also to be limited to three times the fixed remuneration for the respective Executive Board member. Performance-based remuneration is paid in March after the Supervisory Board meeting to approve the previous financial year's annual financial statements.

FVA (FUCHS Value Added)

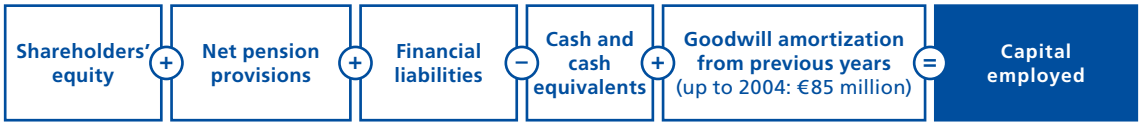
The FVA is the key performance indicator of the FUCHS Group. It is used to determine the variable remuneration for local, regional and global management.

As an economic benefit, the FVA embodies a holistic approach that considers both profit and capital employed. It is therefore an expression of the strategic objectives and geared to the long term.

EBIT (earnings before interest and taxes) is the relevant profit indicator, illustrating operating performance and not being affected by financing or tax effects.

Capital employed is reflected in the net assets and financial position. Capital expenditure is largely influenced by investments in property, plant and equipment and in intangible assets, as well as by changes in net operating working capital (NOWC). Property, plant and equipment and acquisitions are monitored on the basis of investment appraisals, while NOWC is monitored through targeted management of its components (inventories, trade receivables and trade payables). The capital employed for a financial year is determined on the basis of the Group's interest-bearing financial resources and is calculated as an average of the parameters of the portfolio at five quarterly figures, starting from December 31 of the previous year.

Capital employed is thus calculated over five reporting dates, as follows:



To calculate the costs of capital employed, the weighted average cost of capital (WACC), which is determined on the basis of the capital asset pricing model (CAPM), is used. The level of WACC is reviewed annually on the basis of up-to-date capital market data as of the end of the reporting period, and adjusted accordingly. The WACC is included in the FVA as a pretax interest rate because the earnings component is also taken into consideration as a pretax figure (EBIT).

Value is created and an entitlement to variable remuneration arises only when the recorded earnings are higher than the costs of the capital employed.

The FVA for the relevant financial year is determined when the annual financial statements and consolidated financial statements are approved.

Sustainability factor

The sustainability factor measures the annual achievement of agreed long-term targets. It is the same for all members of the Executive Board and is determined by the Supervisory Board. The sustainability factor ranges from a minimum of 0.75 (corresponding to achievement of 75 % or less) to a maximum of 1.25 (corresponding to achievement of 125 % or more). The sustainability factor is based on the FUCHS strategic guidelines and refers to the three categories Ecology, Economics and Social. The Supervisory Board defines several subcategories for each of these categories, and these are valid for several years. These subcategories may include aspects such as CO_2 reduction and the circular economy in the ecological domain, EBIT and cash flow in the economic domain, and personnel management, corporate culture, and corporate governance in the social domain. The Supervisory Board reserves the right to define subcategories other than those mentioned above, if this is warranted in the context of the implementation of the company's strategy and if the subcategories can be classified under the three categories Ecology, Economics and Social. Targets are set for each subcategory by the Supervisory Board, which apply to the overall Executive Board and are assessed uniformly for all Executive Board members. The subcategories and the determination of target achievement by the Supervisory Board are reported transparently in the remuneration report.

An overall picture of the level of target achievement and thus the sustainability factor is put together in December of each year, i. e., the different aspects are not assessed individually or weighted. The Supervisory Board makes this decision on the basis of the target achievement proposed by the Personnel Committee.

Variable remuneration comprises the following:

- 45 % Short-Term Incentive (STI)
- 55 % Long-Term Incentive (LTI)

As both the STI and the LTI are dependent on the FVA and the sustainability factor, both are designed to take account of long-term company success and, thus, on a multi-year assessment basis. The distinction between the two is relevant with regard to the further obligation to use the LTI.

The members of the Executive Board are required to invest the net amount remaining after the deduction of a flat rate tax from the LTI into preference shares (ISIN DE000A3E5D64) of FUCHS SE within two weeks of payment. This ensures, as recommended by the German Corporate Governance Code, that variable remuneration is predominantly share-based, taking into account the respective tax burden. Accordingly, the preference shares acquired do not represent additional remuneration for the members of the Executive Board. As required under the German Corporate Governance Code, the preference shares acquired are subject to a four-year vesting period. The vesting period begins when they are posted to the individual securities accounts and must be observed in full even if the Executive Board contract is terminated prematurely. In this period, the shares held by members of the Executive Board are exposed to all the risks and rewards of capital market performance. The preference shares are acquired on a uniform basis for all members of the Executive Board in order to ensure standard acquisition terms.

c. Target total remuneration and maximum remuneration

Target total remuneration is determined annually by the Supervisory Board for each Executive Board member and is equal to 2.5 times the Executive Board member's respective fixed remuneration for that year, plus estimated individual additional benefits and pension expenses.

Maximum remuneration comprises annual fixed remuneration, performance-related remuneration (LTI and STI), individual additional benefits (appropriate company car and accident insurance) and pension expenses. The target total remuneration amounts to €5,300,000 for the Chairman of the Executive Board, €4,300,000 for the Deputy Chairman of the Executive Board (if appointed) and €3,300,000 for regular Executive Board members.

The shares of fixed remuneration and variable remuneration (STI and LTI) in the target total remuneration are derived from the following table:

in %	Target total remuneration
Fixed remuneration*	≈47
Variable remuneration	≈53
thereof STI	≈24
thereof LTI	≈29

* Additional benefits and pension commitments are assigned to fixed remuneration in this table.

The shares of target total remuneration attributable to fixed and variable remuneration may vary due to annual fluctuations in the additional benefits and pension commitments granted. As a rule, the target amounts of variable remuneration exceed fixed remuneration (base remuneration, additional benefits and pension commitments). The remuneration system ensures that the LTI always accounts for a larger share than the STI. In this way, along with the long-term nature of the FVA model and the sustainability factor, the Supervisory Board gears Executive Board remuneration toward the company's long-term development.

2.1.3 Contractual agreements

a. Contractual terms and commitments in the event of premature termination

The basic rules of Executive Board remuneration are agreed with the members of the Executive Board in their employment contracts. Additional agreements valid for several years are concluded with the Executive Board members regarding variable remuneration and the criteria relevant to measuring the sustainability factor.

Subject to prior mutual agreement, the term of the employment contracts is equal to the period of appointment. The requirements under stock corporation law and the recommendations of the DCGK are observed when appointing and reappointing members of the Executive Board. Initial appointments are generally for a maximum of three years, and reappointments for a maximum of five years.

If Executive Board employment is terminated prematurely without cause, in accordance with the recommendations of the DCGK, the employment contracts provide for a remuneration payment limited to a maximum of twice the annual remuneration (sum of total remuneration for last two financial years) that does not recompense more than the remaining term of the employment contract (cap); a premature payment of performance-related variable remuneration is not made in the event of premature contract termination. There is no provision for extraordinary termination rights or redundancy payments in the event of a change in control. In the event of the temporary incapacity to work of an Executive Board member, they will continue to be paid the contractually agreed remuneration for a duration of six months.

b. Adjustment of variable remuneration in the event of extraordinary developments

In the event of extraordinary developments, the Supervisory Board may, at its own discretion, adjust the variable remuneration calculated in accordance with the specifications above to an amount up to 20% higher or lower. Such extraordinary developments may be particular successes or failures that have not been reflected at all or not sufficiently reflected in the overall target achievement.

In addition, the Supervisory Board may also adjust variable remuneration in the case of special items, provided that these would affect the level of variable remuneration without adjustment, but do not or do not adequately reflect the performance of Executive Board members.

The above adjustments may not result in an Executive Board member's performance-based remuneration exceeding three times their annual fixed remuneration. Nor may they lead to the maximum remuneration provided for in the remuneration system being exceeded.

c. Clawback regulations for variable remuneration

FUCHS SE is contractually entitled to recover, in full or in part, variable remuneration components already paid to members of the Executive Board. The right of recovery applies if, after payment of the variable remuneration, it becomes apparent that the key indicators for this purpose need to be corrected retrospectively due to objective errors in accordance with the applicable accounting rules, resulting in no or less remuneration on the basis of the corrected indicators.

d. Accepting board positions within and outside the Group

Members of the Executive Board who accept supervisory board or other board positions at companies affiliated with FUCHS SE are not remunerated separately for these roles. If, in exceptional cases, remuneration for a position within the Group cannot be excluded, depending on the nature of the remuneration, this is offset against the Executive Board member's other remuneration, or the Executive Board member assigns it to FUCHS SE.

Supervisory board and similar positions at external companies must be approved by the Supervisory Board. The Supervisory Board decides on a case-by-case basis whether to offset the remuneration. It has thus far opted not to do so.

e. Post-contractual non-compete clause

Executive Board members are subject to a 12-month post-contractual non-compete clause, for the duration of which they will receive recompense equal to one half of their contractually agreed remuneration. FUCHS SE may waive this clause before the employment relationship is ended. If it does so, the right to recompense lapses one year after the declaration, regardless of whether the employment relationship remains in effect. For the variable components, this is based on the average for the last three years. Other income is taken into account as regards the recompense. Recompense is deducted from any redundancy payment in accordance with the recommendation of the DCGK.

2.2 Individual remuneration for members of the Executive Board

The specific remuneration of the members of the Executive Board of FUCHS SE in financial year 2025 is described in the following. The remuneration granted and owed to the members of the Executive Board for their activities in the 2025 financial year pursuant to Section 162(1) sentence 1 of the German Stock Corporation Act (AktG) was in accordance with the remuneration system.

The Executive Board of FUCHS SE consisted of the following members in financial year 2025:

- Stefan Fuchs, member of the Executive Board since 1999, Chairman of the Executive Board since January 1, 2004
- Dr. Timo Reister, member of the Executive Board since January 1, 2016, and Vice-Chairman of the Executive Board since January 1, 2024
- Mathieu Boulandet, member of the Executive Board since August 1, 2025
- Dr. Ralph Rheinboldt, member of the Executive Board since January 1, 2009
- Esma Saglik, member of the Executive Board since May 1, 2025
- Dr. Sebastian Heiner, member of the Executive Board from January 1, 2023 until September 15, 2025
- Isabelle Wege (née Adelt), member of the Executive Board from November 1, 2022 until May 31, 2025

Remuneration is granted at the point when the activity underlying the remuneration has been fully performed (vesting-oriented approach). This means that the variable remuneration for the underlying activity in the 2025 financial year is recognized as granted in the reporting year, even though payment will not be made until March 2026. This ensures transparent and comprehensible reporting and safeguards the link between performance and remuneration in the reporting period. This principle also applies accordingly to the presentation of the target (total) remuneration and the maximum (total) remuneration.

The measurement parameters for variable remuneration (STI and LTI) for Executive Board members are as follows:

Measurement parameters for variable remuneration (STI and LTI)

Variable remuneration (STI and LTI) Individual shares		Chairman of the Executive Board's share	Deputy Chairman of the Executive Board's share	Regular member of the Executive Board's share
		0.70%	0.525%	0.35%
2024 financial year				
FVA in € million	245.2			
Sustainability factor		€ thousand	€ thousand	€ thousand
min.	0.75	1,287	965	644
max.	1.25	2,146	1,609	1,073
Sustainability factor 2024	**1.15**	**1,974**	**1,480**	**987**
		0.70%	0.525%	0.35%
2025 financial year				
FVA in € million	248.6			
Sustainability factor		€ thousand	€ thousand	€ thousand
min.	0.75	1,305	979	653
max.	1.25	2,175	1,631	1,088
Sustainability factor 2025	**1.10**	**1,914**	**1,436**	**957**

In an overall assessment, the Supervisory Board set the sustainability factor for the 2025 financial year at 1.10. The key criteria for setting the sustainability factor for financial year 2025 are as follows, with an overview showing the sub-targets individually weighted:

- The sub-target for Ecology was rated with a factor of 1.10. This was based on the fact that systematic promotion of sustainability continued throughout the Group in the reporting year and progress was made in key areas. FUCHS' Scope 1 carbon emissions remained at a constant level, while Scope 2 emissions were significantly reduced once again. This was mainly attributable to the further energy savings and the consistent and progressive transition to renewable energy. A moderate increase was recorded in Scope 3 emissions, primarily as a result of a higher materials purchasing volume. The proportion of sustainable raw materials purchased remained stable, despite the increase in purchased volume. The share of sustainable manufactured products in total sales was further increased, in spite of the continued reluctance of customers to pay more for these generally more cost-intensive products. The introduction of the product carbon footprint (PCF) methodology at FUCHS is also particularly noteworthy. This tool presents the carbon footprint of FUCHS products transparently and comprehensibly. FUCHS developed its PCF calculation methodology based on established industry standards and had it independently certified by TÜV Rheinland.
- The sub-target for Economics was assessed with a factor of 1.10, taking into account the company's operating performance relative to market conditions and external benchmarks. FUCHS' performance was significantly above average in the German chemicals sector based on median sales revenues and EBIT. The high EBIT of the record year 2024 was confirmed despite the impact of the challenging market environment. The financial targets set for year-end were not fully achieved, and the annual forecast had to be revised in July via an ad-hoc announcement. Share price performance was below average compared to the MDAX. However, FUCHS held its own in operational terms in a subdued overall market environment, and recorded above-average growth. The main success factors were the systematic segmentation of business and the sharpened focus this provided. The acquisitions of recent years also contributed to growth, with further progress made in their integration in to the FUCHS Group.
- The sub-target for Social was assessed with a factor of 1.15. This was based on the quality of human resources management, corporate culture development, and progress in corporate governance. The excellent results and high participation rate of the first global staff survey played a major role, also serving to increase participation in measurement of the Employee Net Promoter Score, thereby improving its significance. The high level of participation overall underscores the acceptance of the open feedback culture in the Group, and shows that a large proportion of employees are proud to work at FUCHS. In succession planning, the pool of potential candidates for top management was expanded and the development process systematically enhanced. Governance systems were reinforced by implementing additional processes and measures. Activities in the area of social sustainability were stepped up. There was a further increase in the number of social projects, with the focus remaining on local initiatives. This highlights the strong regional ties of many FUCHS subsidiaries.

The pre-tax WACC relevant to the variable remuneration for financial year 2025 is 9.5 % (10.0 %).

Details of the remuneration of the individual members of the Executive Board in the 2024 and 2025 financial years along with pension expenses are provided the tables below.

2.3 Total remuneration of the Executive Board in financial year 2025

Total remuneration excluding service cost pursuant to Section 162 of the German Stock Corporation Act (AktG) applies only to Executive Board members appointed before January 1, 2016, namely Stefan Fuchs and Dr. Ralph Rheinboldt. There are no differences with regard to the disclosure of total remuneration with/without the IFRS current service cost for the other members of the Executive Board in the reporting period, Dr. Timo Reister, Mathieu Boulandet, Esma Saglik, Dr. Sebastian Heiner and Isabelle Wege, because they receive an annual amount as a pension expense.

Total remuneration of (former) members of the Executive Board

		Stefan Fuchs Chairman of the Executive Board					**Dr. Timo Reister** Deputy Chairman of the Executive Board				
		2025			2024		2025			2024	
		in € thousand	in % TR	in % AktG	in € thousand	in % TR	in € thousand	in % TR	in % AktG	in € thousand	in % TR
Fixed remuneration	Base remuneration	960	31	33	960	30	780	31	31	780	30
	Additional benefits	11	0	0	19	1	9	0	0	9	0
	Pension expenses	–	–	–		–	312	12	12	312	12
	IFRS service cost	204	7	–	204	6	–	–	–		
	Total	**1,175**	**38**		**1,183**	**37**	**1,101**	**43**		**1,101**	**43**
Variable remuneration	**Short-term variable remuneration**										
	STI for 2025	861	28	30	–	–	646	25	26	–	–
	STI for 2024	–	–	–	888	28	–	–	–	666	26
	Long-term variable remuneration										
	LTI for 2025	1,053	34	37	–	–	790	31	31	–	–
	LTI for 2024	–	–	–	1,086	34	–	–	–	814	32
	Total	**1,914**	**62**		**1,974**	**63**	**1,436**	**57**		**1,480**	**57**
	Total remuneration (TR)	**3,089**	**100**		**3,157**	**100**	**2,537**	**100**		**2,581**	**100**
	Total remuneration excluding service cost pursuant to Section 162 AktG	2,885		100	2,953		2,537		100	2,581	

Total remuneration of (former) members of the Executive Board

		Mathieu Boulandet Member of the Executive Board					Dr. Ralph Rheinboldt Member of the Executive Board				
		2025			2024		2025			2024	
		in € thousand	in % TR	in % AktG	in € thousand	in % TR	in € thousand	in % TR	in % AktG	in € thousand	in % TR
Fixed remuneration	Base remuneration	250	33	33	–	–	600	36	38	600	35
	Additional benefits	7	1	1	–	–	8	0	1	12	1
	Pension expenses	100	13	13	–	–	–	–	–		0
	IFRS service cost	–	–	–	–	–	137	8		110	6
	Total	**357**	**47**		**–**	**–**	**745**	**44**		**722**	**42**
Variable remuneration	**Short-term variable remuneration**										
	STI for 2025	180	24	24	–	–	431	25	27	–	–
	STI for 2024	–	–	–	–	–	–	–	–	444	26
	Long-term variable remuneration										
	LTI for 2025	219	29	29	–	–	526	31	34	–	–
	LTI for 2024	–	–	–	–	–	–	–	–	543	32
	Total	**399**	**53**		**–**	**–**	**957**	**56**		**987**	**58**
	Total remuneration (TR)	**756**	**100**		**–**	**–**	**1,702**	**100**		**1,709**	**100**
	Total remuneration excluding service cost pursuant to Section 162 AktG	756		100	–	–	1,565		100	1,599	

Total remuneration of (former) members of the Executive Board

		Esma Saglik Member of the Executive Board					Dr. Sebastian Heiner Member of the Executive Board				
		2025			2024		2025			2024	
		in € thousand	in % TR	in % AktG	in € thousand	in % TR	in € thousand	in % TR	in % AktG	in € thousand	in % TR
Fixed remuneration	Base remuneration	400	33	33	–	–	600	33	33	600	33
	Additional benefits	10	1	1	–	–	8	1	1	9	0
	Pension expenses	160	13	13	–	–	240	13	13	240	13
	IFRS service cost	–	–	–	–	–	–		–		
	Total	**570**	**47**		**–**	**–**	**848**	**47**		**849**	**46**
Variable remuneration	**Short-term variable remuneration**										
	STI for 2025	287	24	24	–	–	431	24	24	–	–
	STI for 2024	–	–	–	–	–	–	–	–	444	24
	Long-term variable remuneration										
	LTI for 2025	351	29	29	–	–	526	29	29	–	–
	LTI for 2024	–	–	–	–	–	–	–	–	543	30
	Total	**638**	**53**		**–**	**–**	**957**	**53**		**987**	**54**
	Total remuneration (TR)	**1,208**	**100**		**–**	**–**	**1,805**	**100**		**1,836**	**100**
	Total remuneration excluding service cost pursuant to Section 162 AktG	1,208		100	–	–	1,805		100	1,836	

Total remuneration of (former) members of the Executive Board

		Isabelle Wege Member of the Executive Board					Total amount for all Executive Board members				
		2025			2024		2025			2024	
		in € thou-sand	in % TR	in % AktG	in € thou-sand	in % TR	in € thou-sand	in % TR	in % AktG	in € thou-sand	in % TR
Fixed remu-neration	Base remuneration	300	33	33	600	32	3,890	32	33	3,540	32
	Additional benefits	16	2	2	37	2	69	1	1	86	1
	Pension expenses	120	13	13	240	13	932	8	8	792	7
	IFRS service cost	–	–	–			342	3	–	313	3
	Total	**436**	**48**		**877**	**47**	**5,233**	**44**		**4,732**	**42**
Variable remunera-tion	**Short-term variable remuneration**										
	STI for 2025	216	23	23	–	–	3,051	25	26	–	–
	STI for 2024	–	–	–	444	24	–	–	–	2,886	26
	Long-term variable remuneration										
	LTI for 2025	263	29	29	–		3,728	31	32	–	–
	LTI for 2024	–	–	–	543	29	–	–	–	3,529	32
	Total	**479**	**52**		**987**	**53**	**6,779**	**56**		**6,415**	**58**
	Total remuneration (TR)	**915**	**100**		**1,864**	**100**	**12,012**	**100**		**11,147**	**100**
	Total remuneration excluding service cost pursuant to Section 162 AktG	915		100	1,864		11,671		100	10,833	

The variable remuneration for 2025 will be conclusively determined at the Supervisory Board meeting in March 2026. Variable remuneration is paid after the Supervisory Board meeting, with the requirement to acquire preference shares taking effect following payment. The same procedure applied for the variable remuneration for 2024, which was determined at the Supervisory Board meeting in March 2025 and subsequently paid out. Accordingly, the following table does not contain any information on preference shares acquired as part of variable remuneration for the 2025 financial year. As of December 31, 2025, a total of 49,139 preference shares would have had to be acquired for all members of the Executive Board at the closing price of €38.14 per preference share.

The preference shares acquired as part of variable remuneration and the applicable vesting periods are shown in the table.

→ # **16** Preference share program (variable remuneration, LTI)

Preference share program – variable remuneration (LTI)

Year of LTI remuneration	2021	2022	2023	2024
Year of share acquisition	**2022**	**2023**	**2024**	**2025**
Acquisition date	March 21, 2022	March 9, 2023	March 14, 2024	March 25, 2025
End of vesting period	March 20, 2026	March 8, 2027	March 13, 2028	March 24, 2029
Price at acquisition in €	33.95	36.99	42.99	47.43
Performance until Dec. 31, 2025	12%	3%	–11%	–20%
Preference shares	**Shares**	**Shares**	**Shares**	**Shares**
Members in 2025				
Stefan Fuchs	11,697	9,838	10,409	11,446
Dr. Timo Reister	5,849	4,923	5,202	8,582
Mathieu Boulandet	–	–	–	–
Dr. Ralph Rheinboldt	5,849	4,923	5,202	5,723
Esma Saglik	–	–	–	–
Dr. Sebastian Heiner	–	–	5,202	5,723
Isabelle Wege	–	819	5,202	5,723
Total	**23,395**	**20,503**	**31,217**	**37,197**
Former members				
Dr. Lutz Lindemann	5,849	4,923	1,299	–
Dagmar Steinert	5,849	4,507	–	–
Total	**11,698**	**9,430**	**1,299**	**0**
Shares with vesting period Jan. 1, 2025	**35,093**	**29,933**	**32,516**	**0**
Shares acquired in 2025				37,197
Shares with vesting period Dec. 31, 2025	**35,093**	**29,933**	**32,516**	**37,197**

It should be clarified that, in arithmetic terms, the LTI comprises a cash component and a share component. The cash component is used to repay the tax liability attributable to the LTI, and the share component serves the obligation to acquire preference shares. Assuming a flat-rate tax charge of 50% (income tax including the top tax rate, solidarity surcharge and church tax), the net amount of the LTI paid out is to be fully invested in preference shares. The flat-rate tax liability of 50% also applies for the STI. A net view of the total variable remuneration (45% STI and 55% LTI) therefore ensures that the variable remuneration is granted predominantly on a share basis.

No loans have been granted to members of the Executive Board.

There was no cause to apply clawbacks to previously granted variable remuneration components.

Dr. Sebastian Heiner stepped down from the Executive Board by mutual agreement with the Supervisory Board effective September 15, 2025. In accordance with his termination agreement, his employment relationship with FUCHS SE ended on December 31, 2025. He continued to receive the contractually agreed remuneration (performance-related and non-performance-related remuneration) until this date. Isabelle Wege stepped down from the Executive Board by mutual agreement with the Supervisory Board effective May 31, 2025. In accordance with her termination agreement, her employment relationship with FUCHS SE ended on June 30, 2025. She continued to receive the contractually agreed remuneration (performance-related and non-performance-related remuneration) until this date. In both cases, the non-performance-related remuneration was paid on a monthly basis until the employment termination date,

and the performance-related remuneration was paid in accordance with the terms of the remuneration system. The rules regarding remuneration are therefore in line with Recommendation G.13 of the DCGK on the severance cap. A post-contractual non-compete clause was imposed on neither member, meaning that no recompense was applicable.

The members of the Executive Board have received no benefits or commitments from third parties with respect to their work as Executive Board members.

The table below shows the total remuneration (including IFRS service cost) for financial year 2025 in relation to target total remuneration.

Target and maximum total remuneration for financial year 2025

Executive Board members	Total remuneration		Minimum total remuneration	Target total remuneration (TTR)	Maximum total remuneration p.a.
	in € thousand	in % of TTR	in € thousand	in € thousand	in € thousand
Stefan Fuchs	3,089	118	1,175	2,615	5,300
Dr. Timo Reister	2,537	112	1,101	2,273	4,300
Mathieu Boulandet	756	104	357	730	3,300
Dr. Ralph Rheinboldt	1,702	103	745	1,648	3,300
Esma Saglik	1,208	104	570	1,167	3,300
Dr. Sebastian Heiner	1,805	103	848	1,775	3,300
Isabelle Wege	915	52	436	1,748	3,300

Total remuneration for each Executive Board members remained below the applicable maximum remuneration. The target total remuneration was exceeded by the Chairman of the Executive Board by 18 %, by the Deputy Chairman of the Executive Board by 12 % and by the regular members of the Executive Board by 3 % or 4 %. In the case of one regular member (Isabelle Wege), only 52 % of the target total remuneration was achieved because it was calculated for 12 months, but total remuneration was paid for six months due to her departure.

2.4 Executive Board pensions

The following distinction is made between the members of the Executive Board with regard to pension expenses:

- Stefan Fuchs and Dr. Ralph Rheinboldt were appointed to the Executive Board before January 1, 2016, so current service cost pursuant to IFRS is recognized under pension expenses.
- Dr. Timo Reister, Mathieu Boulandet, Esma Saglik, Dr. Sebastian Heiner and Isabelle Wege were appointed to the Executive Board as of or after January 1, 2016, and therefore receive defined benefit pension commitments through the Allianz relief fund.

The present value of pension commitments for defined benefit obligations less fund assets, which equates to the amount of the provisions, is shown in the table → # **18** Present value of pension commitments

Present value of pension commitments in accordance with IFRS

December 31, 2025	Present value (DBO)	Plan assets	Pension provision
in € thousand			
Stefan Fuchs	5,287	5,287	0
Dr. Ralph Rheinboldt	3,303	3,303	0
Total	**8,590**	**8,590**	**0**

December 31, 2024	Present value (DBO)	Plan assets	Pension provision
in € thousand			
Stefan Fuchs	5,733	4,925	808
Dr. Ralph Rheinboldt	3,573	3,127	446
Total	**9,307**	**8,052**	**1,254**

As of December 31, 2025, there was excess coverage of €304 thousand (0), which was not recognized as defined benefit assets as the company has no future economic benefit in the form of a reduction in contributions or a refund.

2.5 Remuneration of former members of the Executive Board and their surviving dependents

The remuneration of former Executive Board members and their surviving dependents in 2025 amounted to €806 thousand (1,432). The pension provisions required for this – pension obligation less fund assets – amount to €232 thousand (725). The corresponding pension provision is determined using the projected unit credit method. The former members of the Executive Board were not subject to any obligation to invest components of the remuneration in shares of the company.

Of the former Executive Board members, Dr. Lutz Lindemann ceased his activities within the last ten financial years. Dr. Lindemann received a pension payment of €209 thousand in financial year 2025.

2.6 Comparative presentation of remuneration and earnings performance

The following comparative presentation shows the annual change in the total remuneration of the current and former members of the Executive Board, the company's earnings performance and the average remuneration per employee of the Group over the last five financial years. Secondly, a comparison is made with remuneration for senior executives within the Group. This comparison group comprises the members of the Group Management Committee (excluding members of the Executive Board) and the managing directors of the Group companies.

The following points apply to comparisons with financial years up to and including 2023:

- The new remuneration system entered into effect as of January 1, 2024. The data relating to total remuneration for financial years up to and including 2023 is based on the remuneration system resolved on March 8, 2021 and approved by the Annual General Meeting on May 4, 2021.
- Effective January 1, 2024, Dr. Timo Reister was appointed Deputy Chair of the Executive Board, and his remuneration was adjusted accordingly under the current system.

The vertical remuneration comparison is strongly influenced by exchange rates, company acquisitions, and changes at the local companies, and is therefore subject to fluctuations.

Comparative presentation of total remuneration and total remuneration excluding IFRS current service cost pursuant to Section 162 of the German Stock Corporation Act (AktG)

		Change	Change*
Members of the Executive Board in 2025	2025	2025 vs. 2024	2024 vs. 2023
Total remuneration	in € thousand	in %	in %
Stefan Fuchs	3,089	–2	17
Dr. Timo Reister**	2,537	–2	62
Mathieu Boulandet**	756	–	–
Dr. Ralph Rheinboldt	1,702	0	15
Esma Saglik**	1,208	–	–
Dr. Sebastian Heiner**	1,805	–2	15
Isabelle Wege**	915	–51	15
Total remuneration excluding IFRS service cost pursuant to Section 162 AktG			
Stefan Fuchs	2,885	–2	17
Dr. Ralph Rheinboldt	1,565	–2	16
Former members of the Executive Board			
Dr. Lutz Lindemann***	209	–76	120
Dagmar Steinert****	0	–	–
Average remuneration per employee			
Employees of the FUCHS Group	80	0	2
Senior executives of the FUCHS Group	325	–17	20
Earnings performance of the FUCHS Group	in € million		
FVA	249	1	16
Earnings after tax (HGB)	285	2	21

Comparative presentation of total remuneration and total remuneration excluding IFRS current service cost pursuant to Section 162 of the German Stock Corporation Act (AktG)

	Change*	Change*	Change*
Members of the Executive Board in 2025	2023 vs. 2022	2022 vs. 2021	2021 vs. 2020
Total remuneration	in %	in %	in %
Stefan Fuchs	7	–6	9
Dr. Timo Reister**	10	–4	6
Mathieu Boulandet**	–	–	–
Dr. Ralph Rheinboldt	4	–5	8
Esma Saglik**	–	–	–
Dr. Sebastian Heiner**	–	–	–
Isabelle Wege**	563	–	–
Total remuneration excluding IFRS service cost pursuant to Section 162 AktG			
Stefan Fuchs	14	–5	8
Dr. Ralph Rheinboldt	12	–5	7
Former members of the Executive Board			
Dr. Lutz Lindemann***	–74	–5	8
Dagmar Steinert****	–100	–12	6
Average remuneration per employee			
Employees of the FUCHS Group	4	8	9
Senior executives of the FUCHS Group	20	4	12
Earnings performance of the FUCHS Group	in %		
FVA	23	–16	24
Earnings after tax (HGB)	34	–14	22

* Presentation adjusted from previous year's report. The percentage change columns relate to the change in the current year compared with the previous year, based on the previous year.
** Total remuneration equates to total remuneration excluding IFRS current service cost pursuant to Section 162 AktG.
*** Terminated activities as of March 31, 2023 and entered retirement.
**** Terminated activities as of November 30, 2022.

3. Remuneration for members of the Supervisory Board

3.1 Overview of the remuneration system

The remuneration of the Supervisory Board members is definitively based on Section 16 of the Articles of Association of FUCHS SE; there are no ancillary or supplementary arrangements. The remuneration rules apply equally to the shareholder representatives and the employee representatives on the Supervisory Board.

3.1.1 Procedure for reviewing the structure and amount of remuneration

The Supervisory Board regularly reviews the remuneration paid to its members. The structure and amount of Supervisory Board remuneration is reviewed in terms of its appropriateness, taking account of remuneration at other comparable companies. As the work of a Supervisory Board member fundamentally differs from the work of a company employee, the remuneration of the Supervisory Board is not compared with company employees' remuneration on a vertical basis.

Appropriate remuneration of the Supervisory Board ensures that FUCHS SE can continue to attract exceptionally qualified candidates to the Supervisory Board. The remuneration of the Supervisory Board therefore makes a sustainable contribution to promoting the corporate strategy and the company's long-term performance.

3.1.2 Conflicts of interest

Due to the statutory division of responsibilities, the members of the Supervisory Board are involved in the process of reviewing their remuneration system. The conflict of interest that this entails is addressed by the decision on the final structure remuneration system being assigned by law to the Annual General Meeting and the corresponding resolution proposal being submitted by the Executive Board and the Supervisory Board.

3.1.3 Remuneration components

a. Fixed remuneration

In addition to reimbursement of their expenses, the members of the Supervisory Board receive fixed remuneration of €95 thousand, payable after the end of the financial year. Granting of fixed remuneration only is consistent with the prevailing practice at other listed companies. Payment of fixed remuneration only is also provided for in Recommendation G.18 sentence 1 of the DCGK.

b. Increased remuneration for the Chair and Deputy Chair of the Supervisory Board

The Chair of the Supervisory Board received 2.5 times the fixed annual remuneration and Deputy Chair 1.5 times. The increased remuneration reflects the higher time commitment of the Chair and Deputy Chair and is line with Recommendation G.17 of the DCGK.

c. Obligation to purchase preference shares

At least 20 % of the fixed remuneration must be invested in preference shares of the company with a vesting period of four years; this vesting period continues in the event that they leave the Supervisory Board. The Supervisory Board members are reimbursed up to €600 for the costs of holding the preference shares, where evidence of these costs is provided.

d. Remuneration for committee activities

Members receive fixed remuneration of €30 thousand for their work on the Audit Committee, payable after the end of the financial year, and €20 thousand for their work on the Personnel Committee. The Chairs of the Audit and Personnel Committees receive 2.5 times the aforementioned amounts. The increased remuneration reflects the higher time commitment of committee members and is line with Recommendation G.17 of the DCGK. Members of the Nomination Committee do not receive any separate remuneration.

e. Remuneration for incomplete years of Supervisory Board membership

Supervisory Board and committee members who have not been a member of the Supervisory Board or committee for a full financial year receive pro rata remuneration.

f. Date of payment

The remuneration for the immediately preceding financial year is paid after the meeting of the Supervisory Board at which it is decided to approve the financial statements for the immediately preceding financial year. The presentation below is based on a vesting-oriented approach. Accordingly, remuneration for financial year 2025 is recognized as granted in the reporting year because the underlying activity has been rendered in full, even though payment will not be made until March 2026.

3.2 Individual remuneration for members of the Supervisory Board

The specific remuneration of the members of the Supervisory Board of FUCHS SE in financial year 2025 is described in the following. This was in line with the provisions of the remuneration system for the Supervisory Board in accordance with the regulations set out in Section 16 of the company's Articles of Association.

The following change in the remuneration of the Supervisory Board took place in financial year 2025: employee representative member Cornelia Stahlschmidt retired from the company. She was therefore no longer available for re-election as employee representative on the Supervisory Board, and stepped down from the Supervisory Board on May 7, 2025 with effect from the end of the Annual General Meeting. Ms. Ayten Barisik was elected to the Supervisory Board as employee representative in her place and took office on May 7, 2025.

The details of the remuneration granted and owed to each member of the Supervisory Board in financial year 2025 are presented in the table below.

Remuneration granted and owed in financial year 2025

in € thousand	Fixed remuneration	Remuneration for committee activities	Total remuneration
Dr. Christoph Loos	238	50	288
Dr. Susanne Fuchs	143	50	193
Ayten Barisik	62	–	62
Jens Lehfeldt	95	–	95
Ingeborg Neumann	95	95	190
Cornelia Stahlschmidt	33	–	33
Dr. Markus Steilemann	95	50	145
Total	**760**	**245**	**1,005**

The preference shares acquired and the vesting periods for these are shown below:

→ # **23** Preference share program

3.3 Preference share program

Preference share program – Supervisory Board

Year of Supervisory Board membership	2019	2020	2021	2022	2023	2024
Year of share acquisition	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Acquisition date	May 7, 2020	March 10, 2021	March 21, 2022	March 9, 2023	March 14, 2024	March 25, 2025
End of vesting period	May 6, 2025	March 9, 2025	March 20, 2026	March 8, 2027	March 13, 2028	March 24, 2029
Price at acquisition in €	34.82	43.31	34.21	36.69	42.73	46.75
Price at end of vesting period	44.52	49.44				
Performance until end of vesting period	28%	14%				
Performance until Dec. 31, 2025	10%	–12%	11%	4%	–11%	–18%
Preference shares	**Shares**	**Shares**	**Shares**	**Shares**	**Shares**	**Shares**
Members in 2025						
Dr. Christoph Loos		142	615	771	796	728
Dr. Susanne Fuchs	292	287	922	696	597	546
Ayten Barisik	–	–	–	–	–	–
Jens Lehfeldt	190	216	498	464	399	364
Ingeborg Neumann	292	216	790	464	399	364
Cornelia Stahlschmidt	–	142	498	464	399	364
Dr. Markus Steilemann	–	–	–	307	399	364
Total	**774**	**1,003**	**3,323**	**3,166**	**2,989**	**2,730**
Former members						
Dr. Kurt Bock	–*	432	1,112	317	–	–
Lars-Eric Reinert	–	76	–	–	–	–
Dr. Erhard Schipporeit	–	113	–	–	–	–
Total	**0**	**621**	**1,112**	**317**	**0**	**0**
Shares with vesting period Jan. 1, 2025	**774***	**1,624**	**4,435**	**3,483**	**2,989**	
Shares acquired in 2025						2,730
Vesting period expiring in 2025	–774*	–1,624				
Shares with vesting period Dec. 31, 2025	**0**	**0**	**4,435**	**3,483**	**2,989**	**2,730**

* Presentation adjusted from previous year's report for clarity.

Since financial year 2021, members of the Supervisory Board receive a pure fixed remuneration, of which at least 20% must be invested in preference shares of the company. The new remuneration system for the Supervisory Board entered into effect on January 1, 2025, which increased the fixed remuneration and the remuneration of the Chairs of the Supervisory Board and the committees. The fixed remuneration is paid after the meeting of the Supervisory Board at which it is decided to approve the annual financial statements for the immediately preceding financial year. The obligation to purchase preference shares with a vesting period of four years takes effect thereafter. The vesting period also applies even if the Supervisory Board mandate is terminated. Accordingly, the table does not contain any information on preference shares acquired as part of variable remuneration for the 2025 financial year. As of December 31, 2025, a total of 4,016 preference shares would have had to be acquired for all members of the Supervisory Board at the closing price of €38.14 per preference share.

Until the financial year 2019 (share acquisition 2020), the vesting period was five years, and expired upon leaving the Supervisory Board.

No loans have been granted to members of the Supervisory Board.

3.4 Comparative presentation of remuneration and earnings performance

The following comparative presentation shows the annual change in the total remuneration of the current and former members of the Supervisory Board, the company's earnings performance and the average remuneration per employee of the Group over the last five financial years.

Please note for purposes of comparison with the financial years up to and including 2024, that the new remuneration system for the Supervisory Board entered into effect on January 1, 2025. The data relating to total remuneration for financial years up to and including 2024 is based on the remuneration system approved by the Annual General Meeting on May 4, 2021.

Comparative presentation of the remuneration of the Supervisory Board

		Change	Change*
Members of the Supervisory Board in 2025	2025	2025 vs. 2024	2024 vs. 2023
	in € thousand	in %	in %
Dr. Christoph Loos	288	51	0
Dr. Susanne Fuchs	193	22	0
Ayten Barisik	62	–	–
Jens Lehfeldt	95	12	0
Ingeborg Neumann	190	41	0
Cornelia Stahlschmidt	33	–61	0
Dr. Markus Steilemann	145	26	0
Former members of the Supervisory Board			
Dr. Kurt Bock	–	–	–
Lars-Eric Reinert		–	–
Dr. Erhard Schipporeit		–	–
Average remuneration per employee			
Employees of the FUCHS Group	80	0	2
Earnings performance of the FUCHS Group	in € million		
FVA	249	1	16
Earnings after tax (HGB)	285	2	21

Comparative presentation of the remuneration of the Supervisory Board

Members of the Supervisory Board in 2025	Change* 2023 vs. 2022 in %	Change* 2022 vs. 2021 in %	Change* 2021 vs. 2020 in %
Dr. Christoph Loos	15	57	62
Dr. Susanne Fuchs	0	0	17
Ayten Barisik	–	–	–
Jens Lehfeldt	0	0	8
Ingeborg Neumann	0	0	14
Cornelia Stahlschmidt	0	0	63
Dr. Markus Steilemann	51	–	–
Former members of the Supervisory Board			
Dr. Kurt Bock	–100	–66	7
Lars-Eric Reinert	–	–	–100
Dr. Erhard Schipporeit	–	–	–100
Average remuneration per employee			
Employees of the FUCHS Group	4	8	9
Earnings performance of the FUCHS Group			
FVA	23	–16	24
Earnings after tax (HGB)	34	–14	22

* Presentation adjusted from previous year's report. The percentage change columns relate to the change in the current year compared with the previous year, based on the previous year.

4. D&O insurance

FUCHS SE has taken out D&O insurance to cover the activities of the members of the Executive Board and Supervisory Board. The insurance policy provides for a deductible of 10% of the loss or 1.5 times the individual fixed remuneration for Executive Board members. There has not been a deductible for the members of the Supervisory Board since financial year 2021.

Mannheim, March 19, 2026

Dr. Christoph Loos
Chairman of the Supervisory Board

Stefan Fuchs
Chairman of the Executive Board