

FUCHS GROUP

Investor Presentation

| December 2020

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| Thomas Altmann, Head of Investor Relations



Agenda

- 01** | The Leading Independent Lubricants Company
- 02** | FUCHS2025
- 03** | Q1-Q3 2020
- 04** | Shares
- 05** | Appendix

Click to
navigate



01 The Leading Independent Lubricants Company



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
55% of
ordinary shares

€2.6 bn
sales in 2019

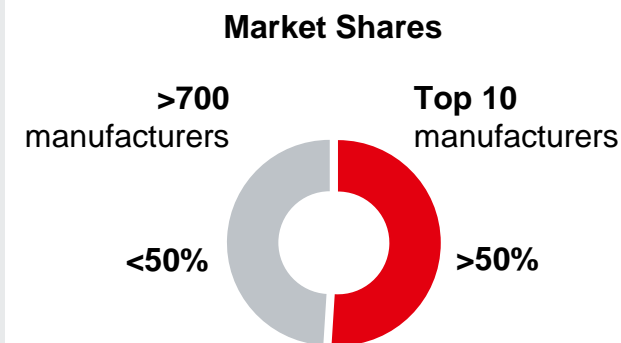
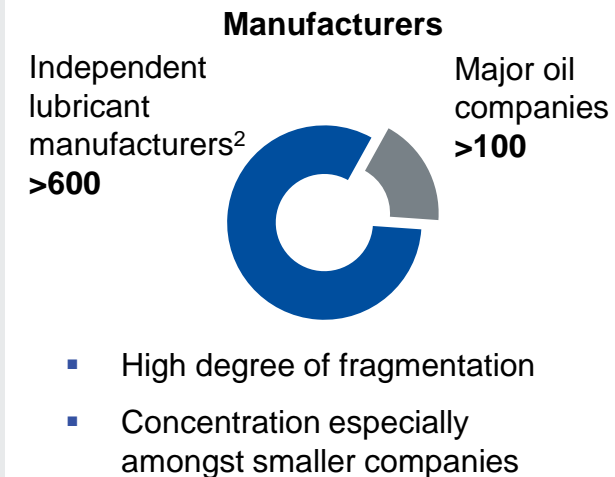
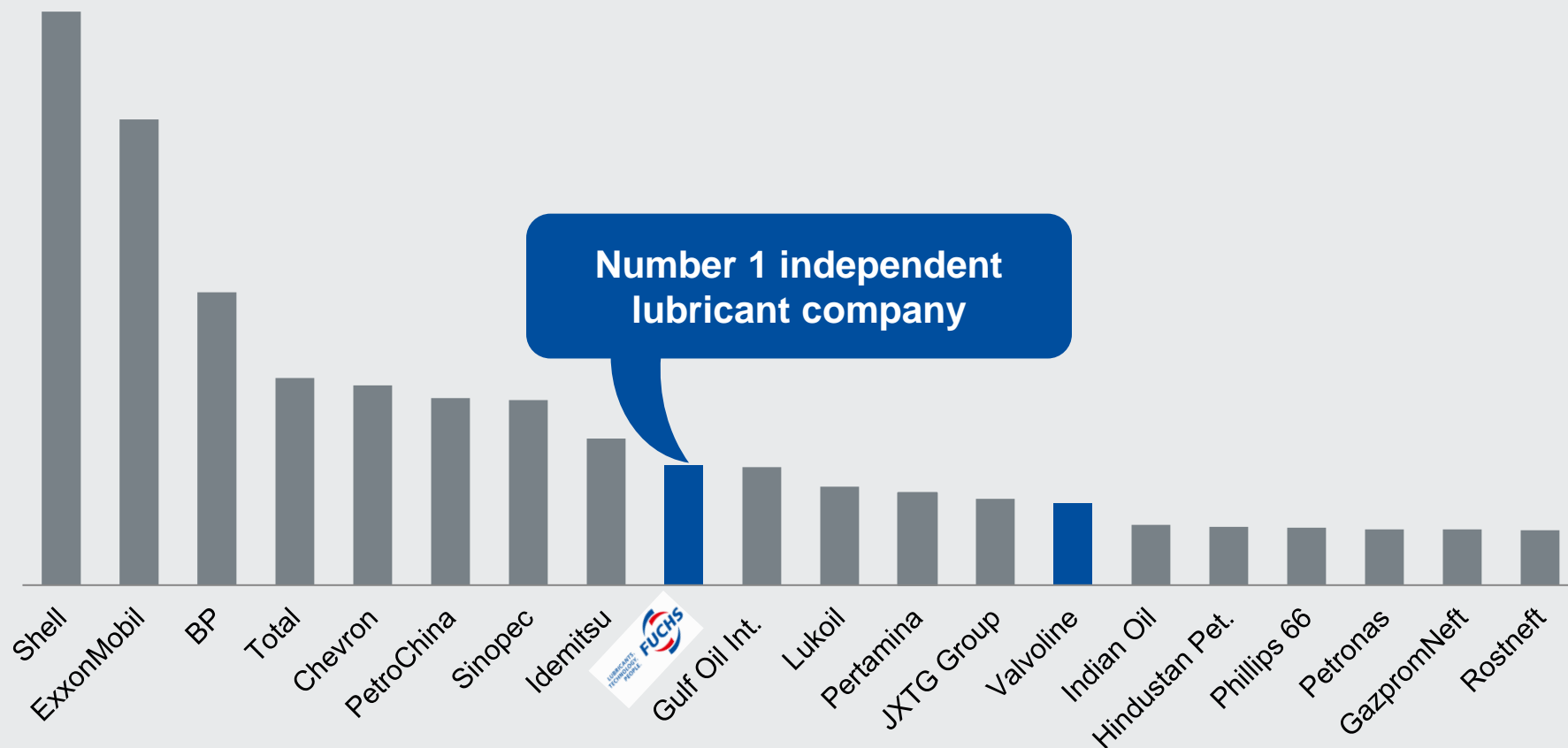
Around **5,800**
employees

Preference share is listed
in the MDAX

62 companies worldwide

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

Top 20 lubricant manufacturers¹



¹ Market Shares 2019

² > 1000 tons

Our unique business model is the basis for our competitive advantage

Technology and innovation leadership in strategically important product areas

FUCHS is fully focussed on lubricants

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



**Advantage over
major oil companies**

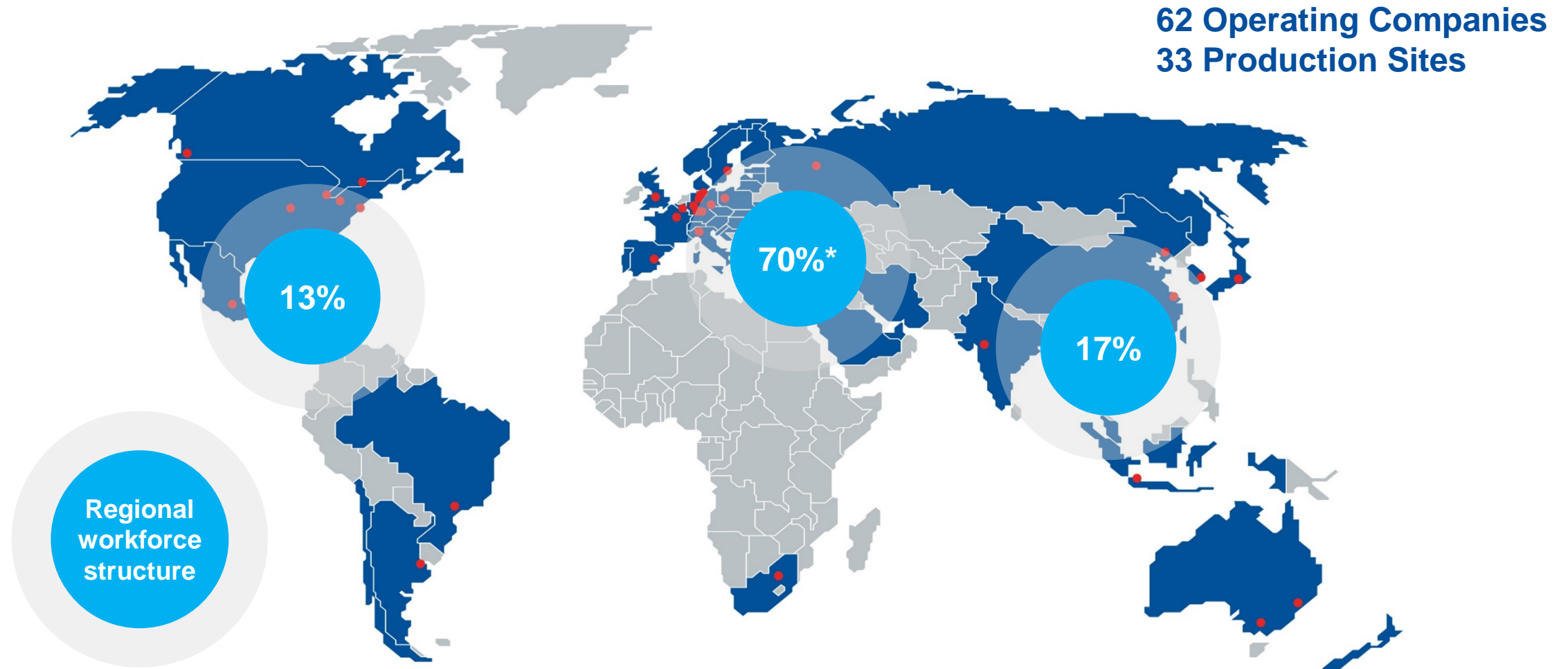
FUCHS is a full-line supplier

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



**Advantage over
independent companies**

We are where our customers are



Full-line supplier advantage

Sales 2019: €2.6 bn
(~80% international)
by customer location

Automotive lubricants
~45%

e.g. Engine & gear oils, hydraulic oils, shock absorber fluids, etc.

Industrial lubricants
~55%

e.g. Industrial oils, MWF/CP* and greases

100,000 customers in more than 150 countries



Car industry



Manufacturing



Engineering



Construction



Mining



Trade, Services &
Transportation



Heavy Duty



Steel & Cement



Aerospace



Agriculture industry



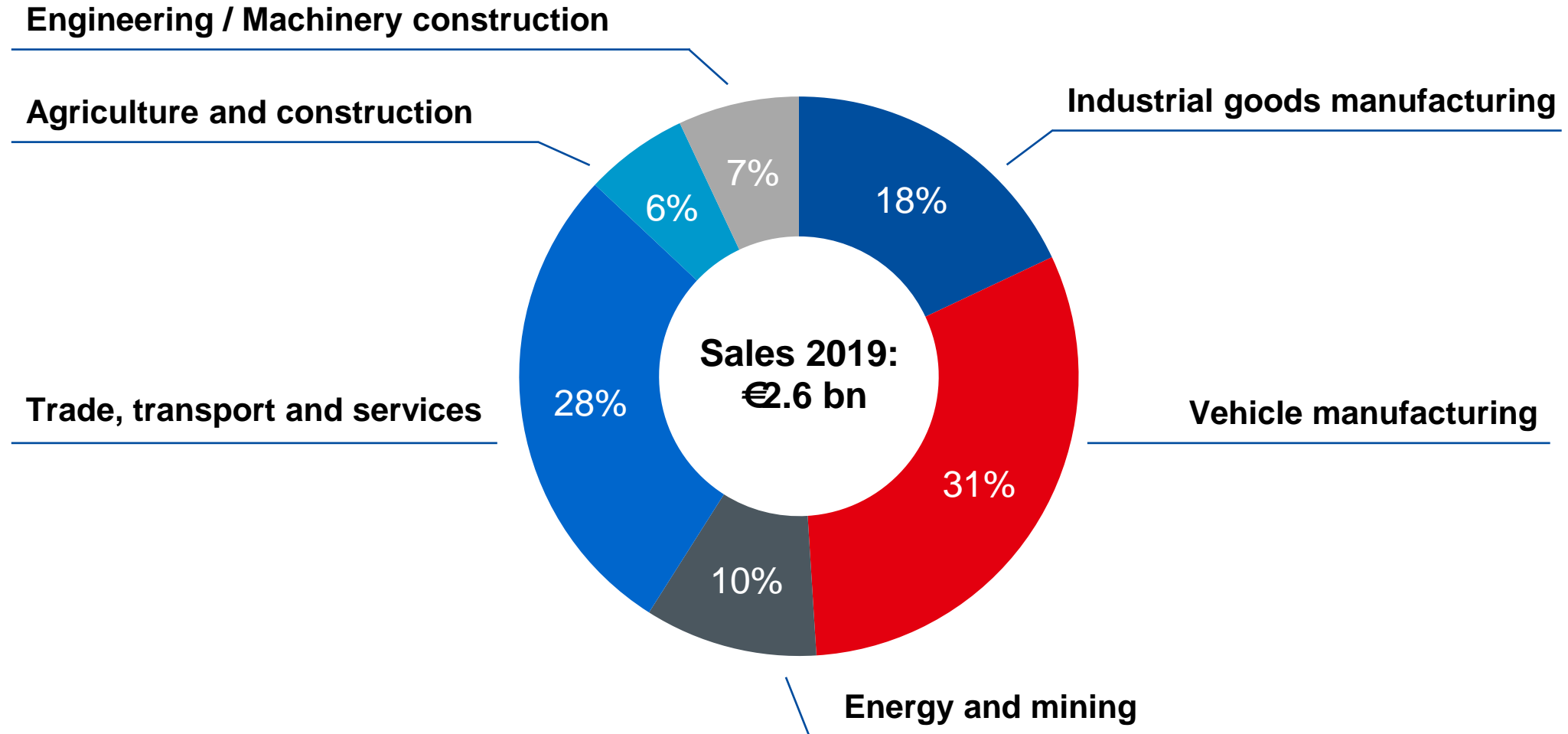
Wind energy



Food

Well balanced customer structure

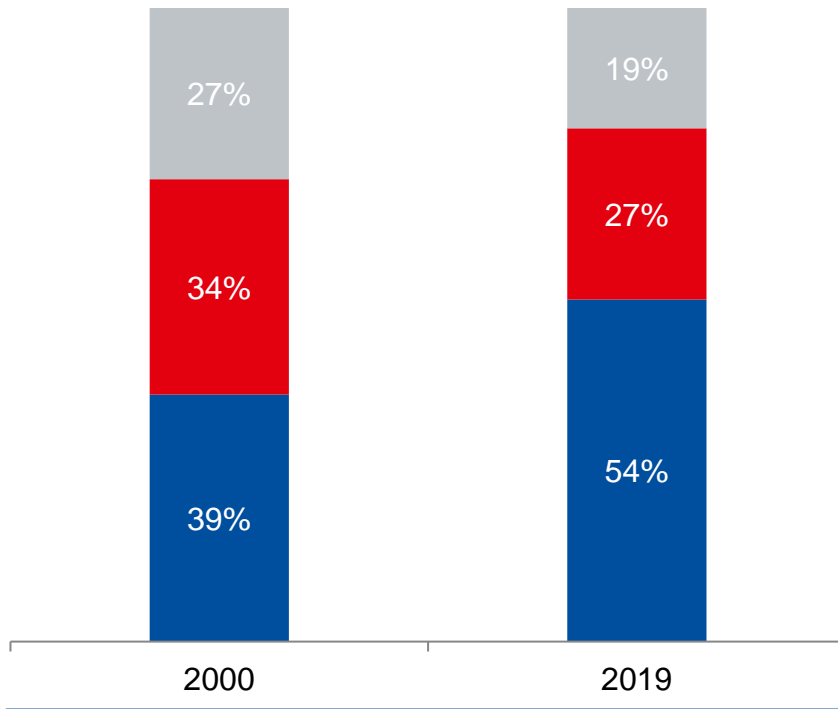
Top 20 Customers account for ~ 25% sales



Organic growth potential in emerging countries

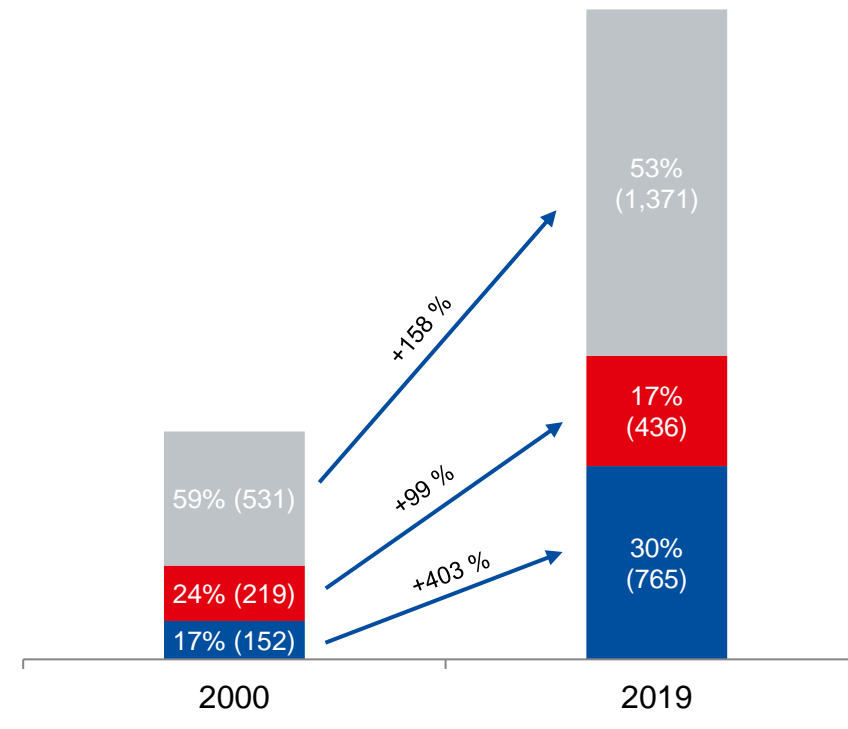
Market Demand

36.4 mn t $\xrightarrow{+1\%}$ 36.8 mn t



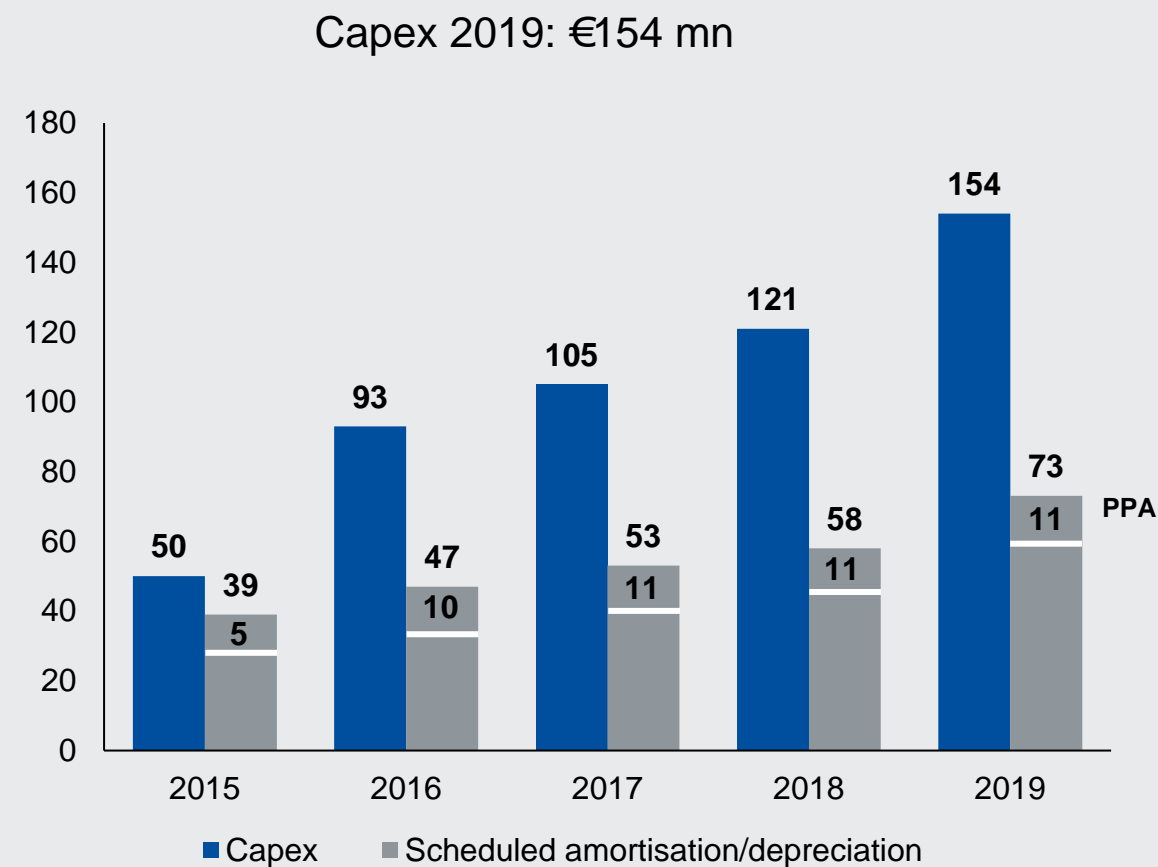
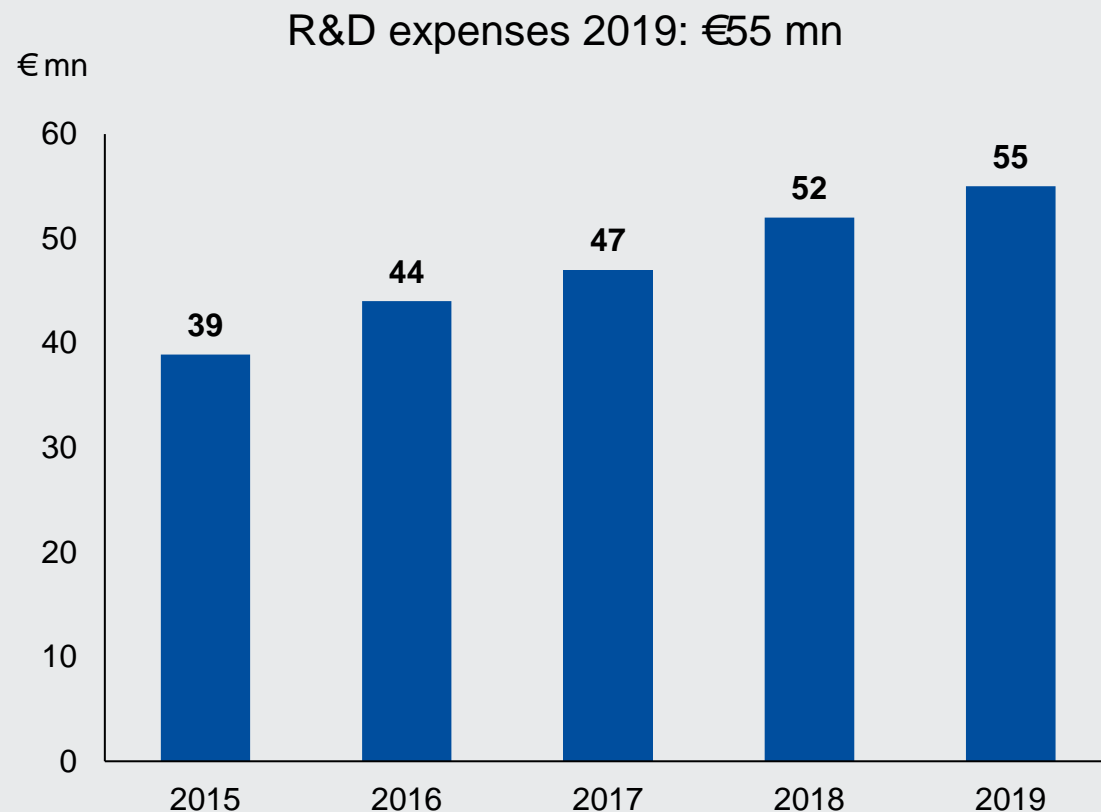
FUCHS Sales (by customer location)

€ 902 mn $\xrightarrow{+185\%}$ € 2,572 mn



Investment in the future

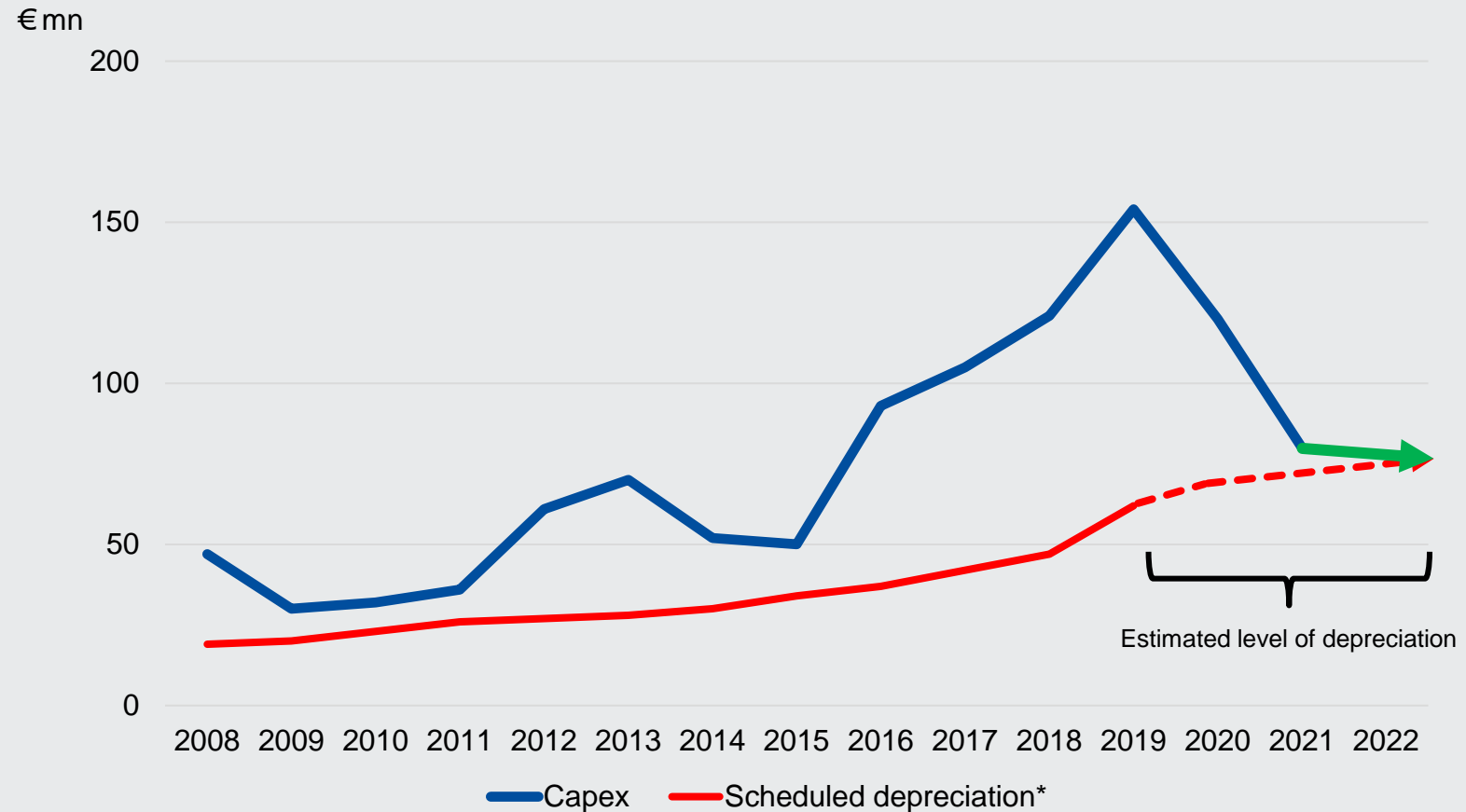
R&D expenses and Capex



Investment program

Capex 2016-2021 ~ €670 mn

- In 2016 - 2018 over **€300 mn** capex was spent with focus on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden
- Capex peaked in 2019 at **€154 mn**. In 2020 **€120 mn** and 2021 **€80 mn** will be spent on growth and replacement as well as efficiency improvements due to significant volume increases, technological changes and a changed product mix
- From 2022 onwards, capex should be back on par with the new level of depreciation



* Depreciation figures excluding PPA from M&A

Strong track record of integrating businesses

M&A transactions with more than €10mn sales (p.a.)



* Closing January 24, 2020

Acquisitions 2019 & 2020



- Automotive retail business
- Sales 2018 AUD 40mn
(~ €25 mn), 65 employees
- Closing April 1, 2019



- Chemical Process
Management (CPM)
- Sales 2018 €4 mn,
60 employees
- Closing November 1, 2019



- Automotive, medical, aerospace
and in-vacuum industry
- Sales 2018 USD 51mn
(~ €46 mn), 180 employees
- Closing January 24, 2020

2020

WELPONER

- Longstanding trading partner
of FUCHS Italy

- Sales 2019 of around €4 mn
- Acquisition includes customer
base and workforce

New Acquisition: PolySi Technologies Inc.



- Founded in 1995
- Located in Sanford, NC, USA
- Sales FY 2019 USD 9mn (~ €7.6 mn), mainly in North America, 21 employees
- Asset Deal
- Signing / Closing November 2, 2020

Great addition to the group's specialty business

- Specialist for silicone greases and gels for many industries, including automotive, electrical, plumbing, food, medical and valve
- PolySi's manufacturing location in North Carolina is not part of the acquisition and only will be rented

Growth market Africa



- Africa represents 6% of the global lubricant market
- FUCHS intends to increase its presence in this rapidly growing market
- FUCHS South Africa generates € 75 million in sales p.a. with 280 employees
- Joint ventures were founded in Tanzania and Egypt in 2019
- At the beginning of 2020, FUCHS acquired 50% of the shares in three distributors each in Zimbabwe, Zambia and Mozambique. The three joint ventures employ 90 people and generate sales of around € 21 million p.a.
- In other African countries, FUCHS has license partners and distributors

FUCHS CO₂-neutral as of 2020

- Since 2010 already 30% reduction of energy consumption-specific CO₂ emissions per ton of FUCHS lubricant produced
- From 2020 onwards, all FUCHS locations worldwide will be CO₂-neutral - from energy consumption in production to consumables in administration
- Emissions not yet avoided are offset by compensation measures
- Investment in high-quality climate protection projects for the expansion of renewable energies

On track to deliver as promised



CO₂neutral

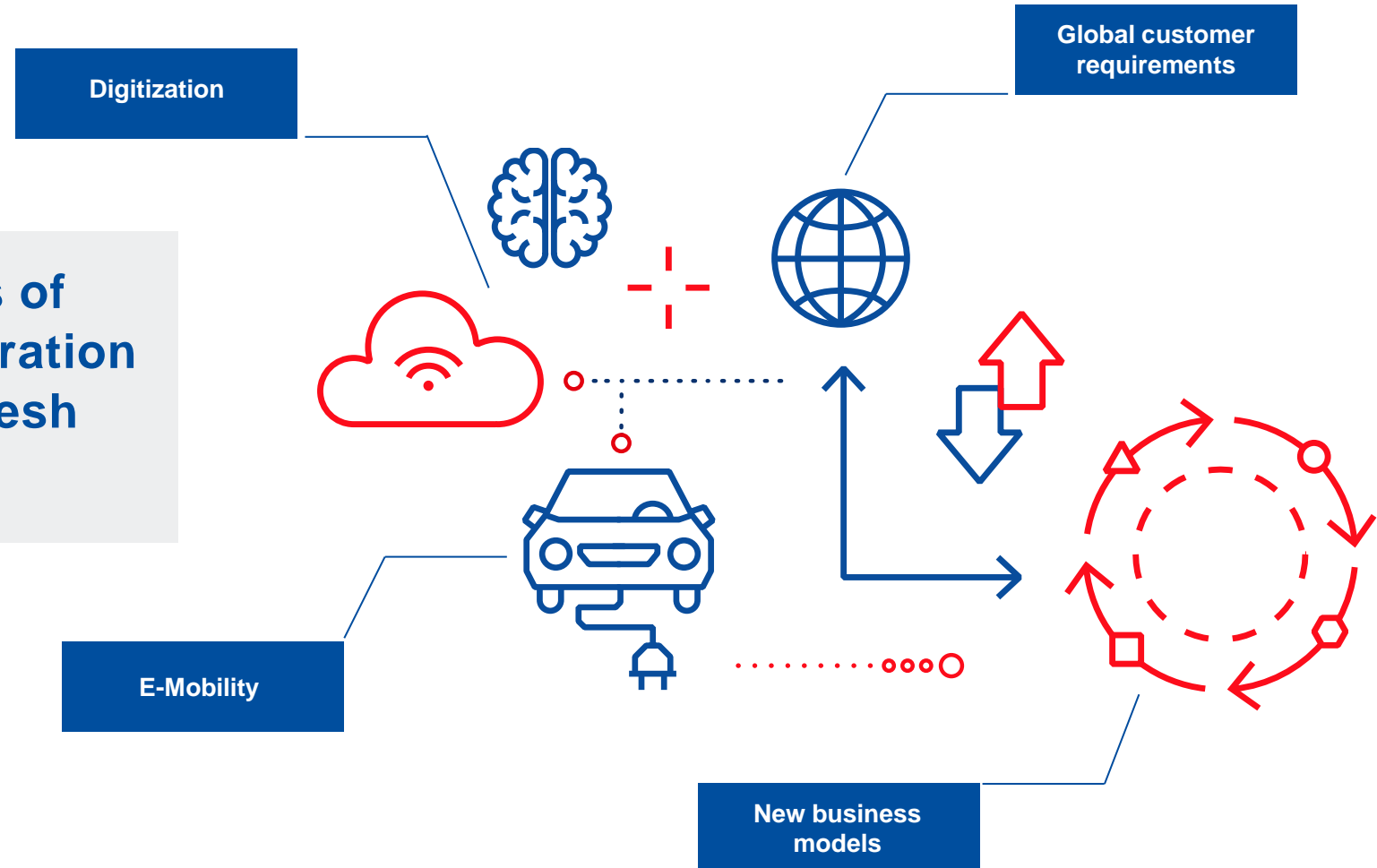
02 FUCHS2025

New Mindset for Future Challenges

The FUCHS2025 Strategy

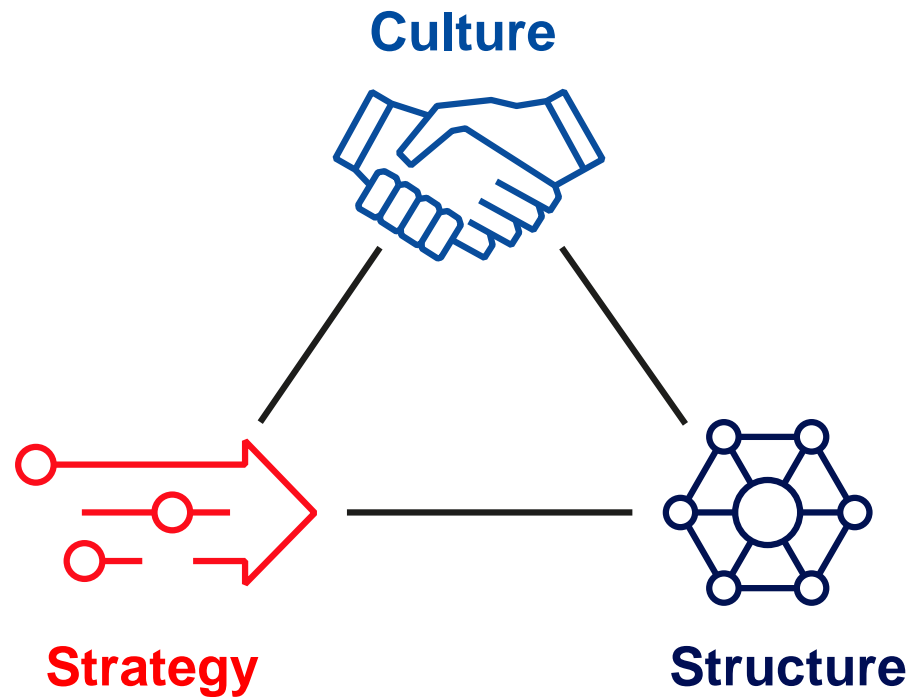


New solutions require new ways of operating. And new ways of operation require a new approach and a fresh mindset.



FUCHS2025

Key Elements



We want to use these challenges as an opportunity. That is why we are responding to them with a new mindset – an attitude that brings strategy, structure and culture into line in a purposeful way.

FUCHS2025 – growing from a solid foundation

Based on ...

- Our full product offering and global setup
- Our local entrepreneurship in 60+ subsidiaries
- Our performance driven culture and loyal employee base

We want to ...

- Be the partner of our customers around their needs in lubrication solutions
- Achieve a better global alignment through harmonized standards and procedures
- Leverage our experience and explore existing opportunities, especially in Asia and the Americas
- Continuously improve the CO₂ footprint of our products based on a lifecycle assessment
- Become the employer of choice

FUCHS2025 Strategy

Strategic Pillars

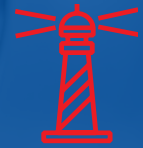
Six strategic pillars form the base of our strategy. They are the guiding principles for our strategic actions to reach our vision for FUCHS2025.



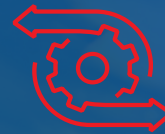
**Global
Strength**



**Customer &
Market Focus**



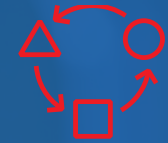
**Technology
Leader**



**Operational
Excellence**



**People &
Organization**



Sustainability

FUCHS2025 Strategy

Actions



Extensive market segment approach: holistic segmentation of all operations regarding customers and markets and effective alignment of organization towards it



In addition initiation of several strategic initiatives with globally staffed cross-functional teams to introduce the strategic objectives from a group perspective



Stronger emphasis on innovation, service solutions and new market perspectives to expand full-line supplier claim



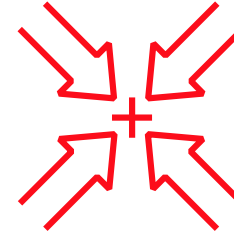
Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy

Highlights



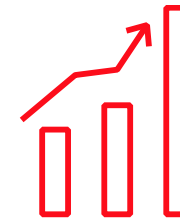
**Sustainable revenue growth
with operational excellence
at a 15% EBIT margin and
corresponding FVA growth**



**Better market penetration
through market
segmentation**



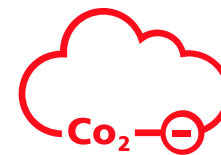
**Technology leadership
in the segments we target
until 2025**



**Overproportionate growth in
Asia-Pacific & the Americas**



**Be the employer of choice
for our existing and future
workforce**



**CO₂-neutrality in production
“gate-to-gate” since 2020
and CO₂-neutral products
“cradle-to-gate” by 2025**

03 Financial Results Q1-Q3 2020



Highlights Q1-3 2020

€1,740 mn

Sales down by -11 %

€203 mn

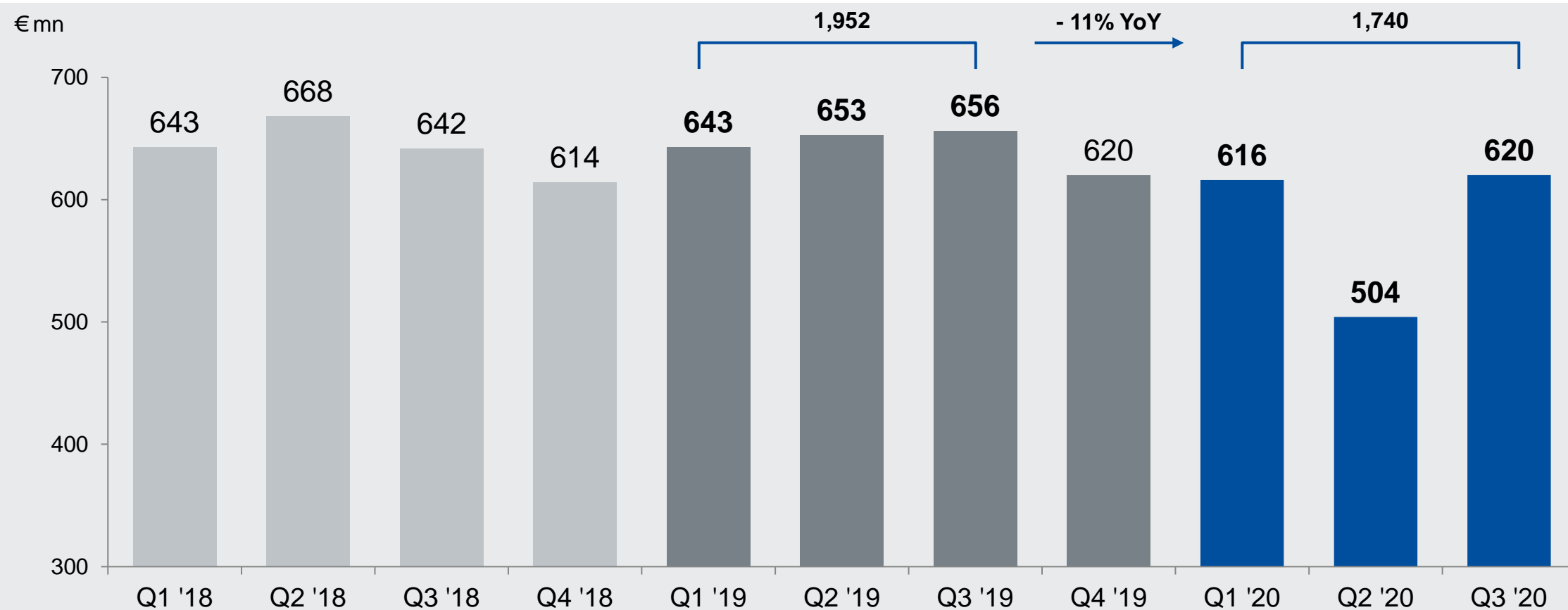
EBIT down by -17 %

Updated Outlook FY 2020

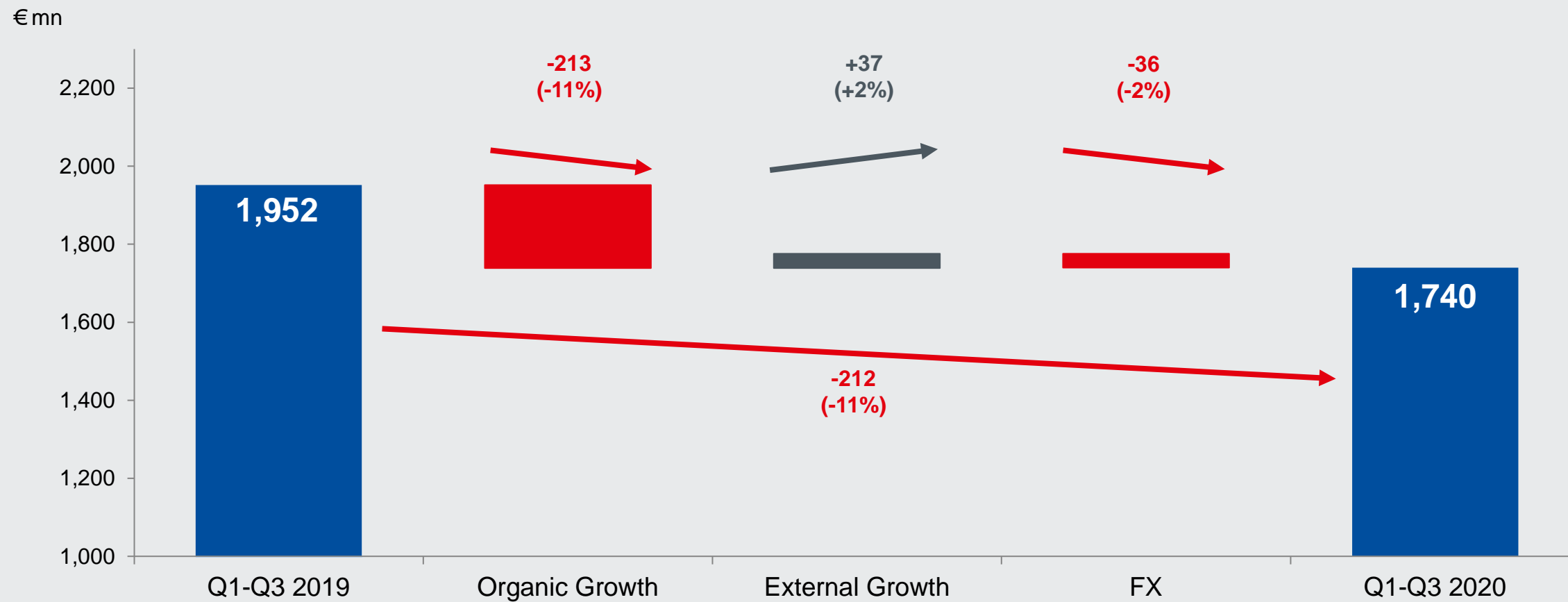
- EBIT decline in the range of -15%
(was -25%)
- Based on the assumption that there will not be any major lockdowns in FUCHS' key regions in Q4 2020
- The effects of the crisis on supply chains, production and customer demand cannot be reliably estimated currently

- Effects of the COVID-19 pandemic significantly weakened in Q3 2020
- Cost saving measures show effect
- Free cashflow before Acquisitions significantly above previous year
- Continued very sound balance sheet structure and sufficient liquidity

Sales development



Q1-3 2020 Group sales



Regional sales development Q1-3 2020

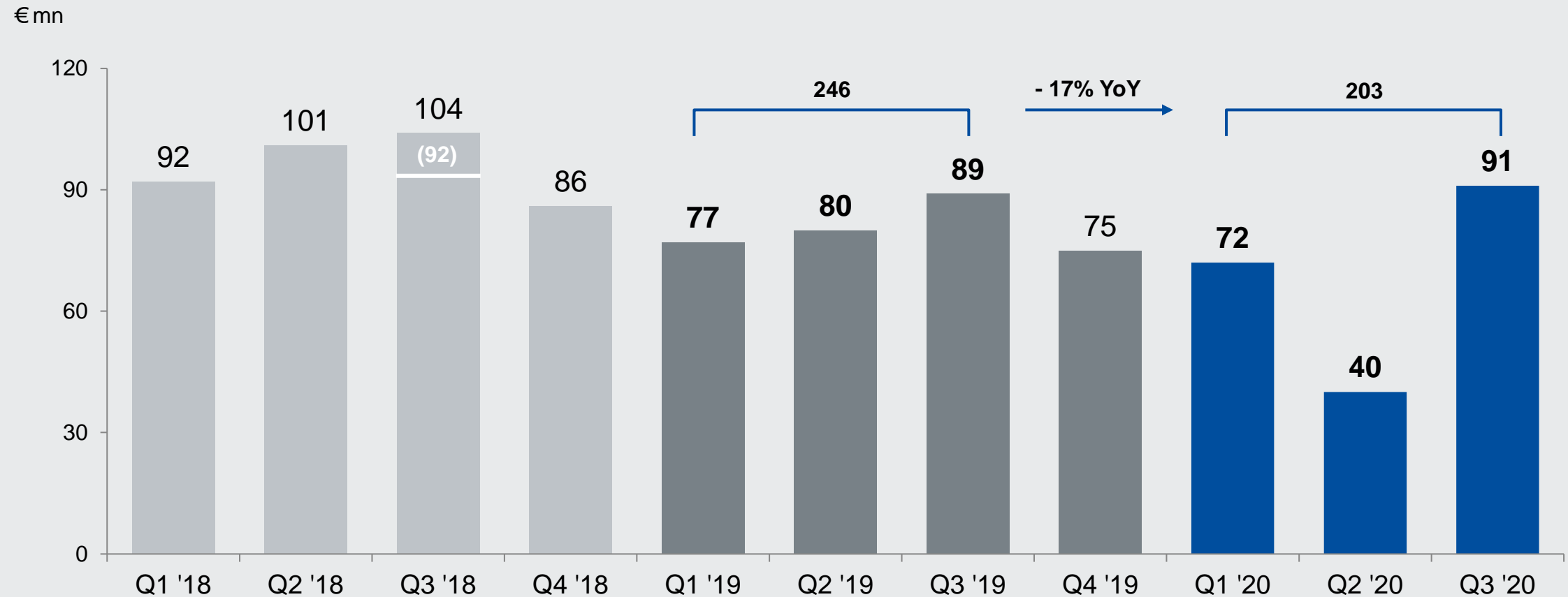
| | Q1-3 2020 (€mn) | Q1-3 2019 (€mn) | Growth | Organic | External | FX |
|-----------------------------|--------------------|--------------------|-------------|-------------|------------|------------|
| Europe, Middle East, Africa | 1,060 | 1,201 | -12% | -11% | - | -1% |
| Asia-Pacific | 509 | 535 | -5% | -4% | +1% | -2% |
| Americas | 281 | 320 | -12% | -20% | +10% | -2% |
| Consolidation | -110 | -104 | - | - | - | - |
| Total | 1,740 | 1,952 | -11% | -11% | +2% | -2% |

Income statement Q1-3 2020

| €mn | Q1-3 2020 | Q1-3 2019 | Δ €mn | Δ in % |
|------------------------------|--------------|--------------|-------------|---------------|
| Sales | 1,740 | 1,952 | -212 | -11 |
| Gross Profit | 615 | 672 | -57 | -8 |
| <i>Gross Profit margin</i> | 35.3 % | 34.4 % | - | +0.9 %-points |
| Other function costs | -419 | -433 | 14 | -3 |
| EBIT before at Equity | 196 | 239 | -43 | -18 |
| At Equity | 7 | 7 | 0 | 0 |
| EBIT | 203 | 246 | -43 | -17 |
| Earnings after tax | 142 | 176 | -34 | -19 |

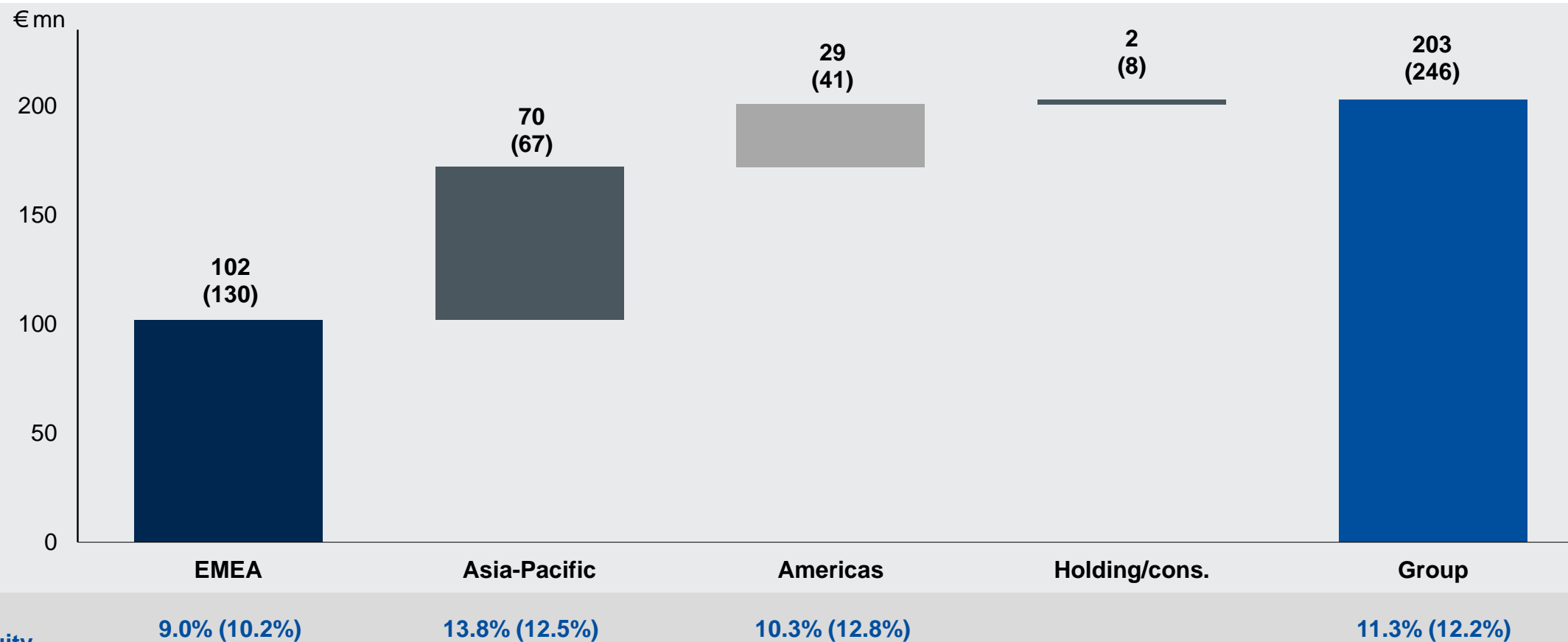
EBIT development

(Q3 2018: €12 mn one-off effect from sale of at equity share)



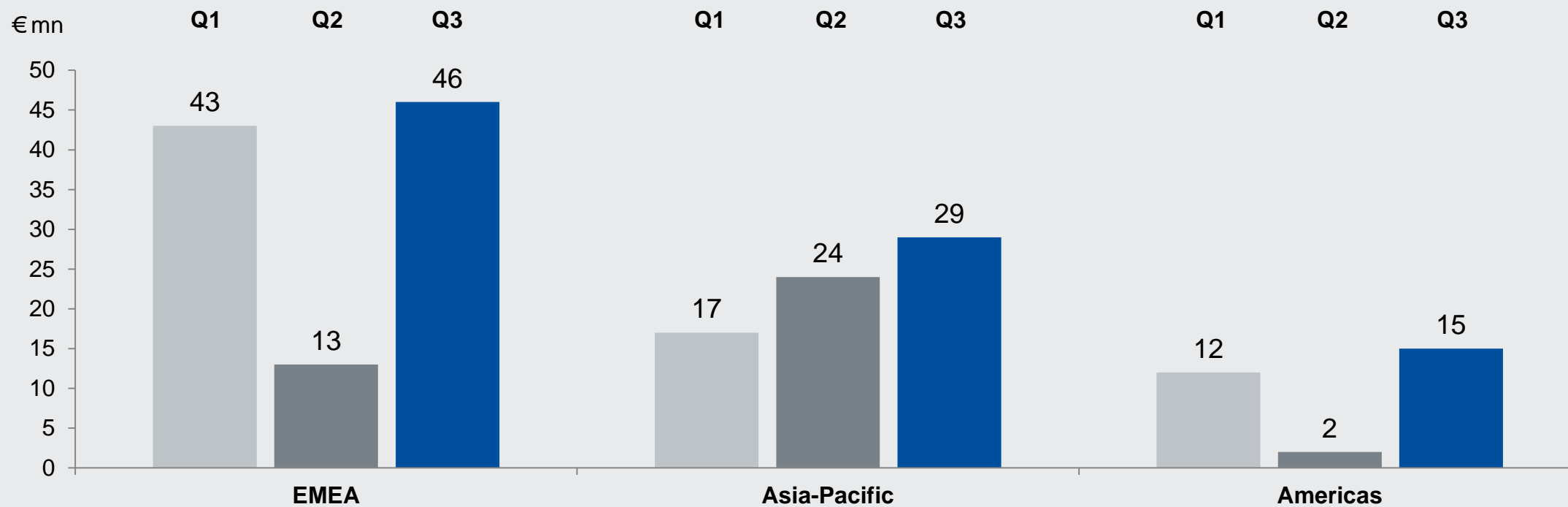
EBIT by regions

Q1-3 2020 (Q1-3 2019)



Quarterly EBIT development by regions

Q1 - Q3 2020



EBIT margin
before at equity

10.2%

3.8%

11.6%

11.6%

13.8%

15.3%

10.9%

2.8%

15.0%

Cash flow Q1-3 2020

| €mn | Q1-3 2020 | Q1-3 2019 | Δ in €mn | Δ in % |
|---|------------|------------|------------|------------|
| Earnings after tax | 142 | 176 | -34 | -19 |
| Amortization/Depreciation | 59 | 54 | 5 | 9 |
| Changes in net operating working capital (NOWC) | -6 | -11 | 5 | -45 |
| Other changes | 16 | -22 | 38 | >100 |
| Capex | -89 | -103 | 14 | 14 |
| Free cash flow before acquisitions¹ | 122 | 94 | 28 | 30 |
| Acquisitions | -95 | -10 | -85 | >100 |
| Free cash flow | 27 | 84 | -57 | -68 |

¹ Free cash flow before cash paid for acquisitions and before cash acquired through acquisitions

Q1-3 2020 earnings summary

- Organic sales decrease reduced in all three regions after a strong performance in Q3, especially in September; Q3 in APAC above previous year mainly due to China
- External growth in APAC (NULON) and Americas (ZIMMARK & NYE)
- Gross margin at 35.3% (34.4) above previous year due to product mix changes and decreased raw material costs
- Cost savings take effect; Other function costs down by €14 mn (adjusted for Acquisitions down by €30 mn)
- Depreciation and amortization higher due to the investment program
- EBIT at €203 mn (246) down by -17% and Earnings after tax at €142 mn (176) down by -19% as a result of the COVID-19 pandemic
- Updated Outlook FY 2020 view of the improved economic forecast and the Q1-3 20 business performance; EBIT decrease in the range of -15% for FY 2020 (was -25%)

Outlook FY 2020 updated

| Performance indicator | Actual 2019 | Outlook 2020 (Pre-COVID-19) | Outlook FY - 2020 | Outlook FY - 2020 |
|------------------------------------|-------------|--------------------------------|----------------------|------------------------|
| Sales | €2,572 mn | +0% to +4% | | |
| EBIT | €321 mn | +0% to +4% | ~ -25% | ~ -15% |
| FUCHS Value Added | €174 mn | ~ €170 mn | | |
| Free cash flow before acquisitions | €175 mn | ~ €130 mn | | |
| Capex | €154 mn | €120 mn | | |
| | | As of March 4, 2020 | As of July 27, 2020 | As of October 15, 2020 |

Updated Outlook in view of the improved economic outlook and the Q1-3 20 business performance

- Earnings decline in the range of -15% (Based on today's assessment of the effects of the COVID-19 pandemic)
- Based on the assumption that there will not be any major lockdowns in the key regions for FUCHS in Q4 2020
- Effects of the crisis on supply chains, production and customer demand cannot be reliably estimated currently

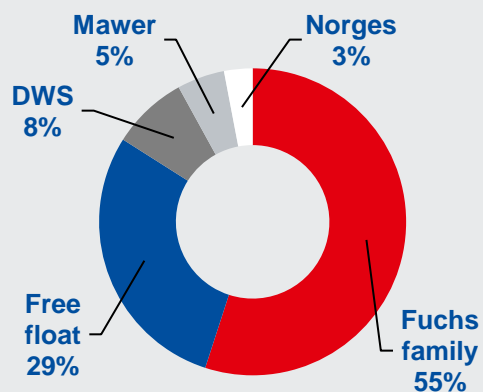
04 Shares



Breakdown ordinary & preference shares

(December 31, 2019)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

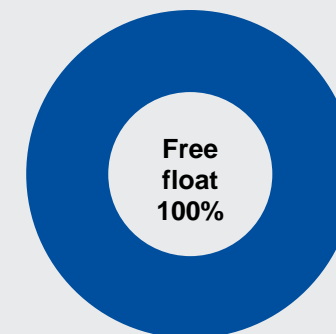
- Dividend
- Voting rights

Share data:

- Symbol: FPE
- ISIN: DE0005790406
- WKN: 579040

Preference shares

MDAX-listed



Basis: 69,500,000 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.)

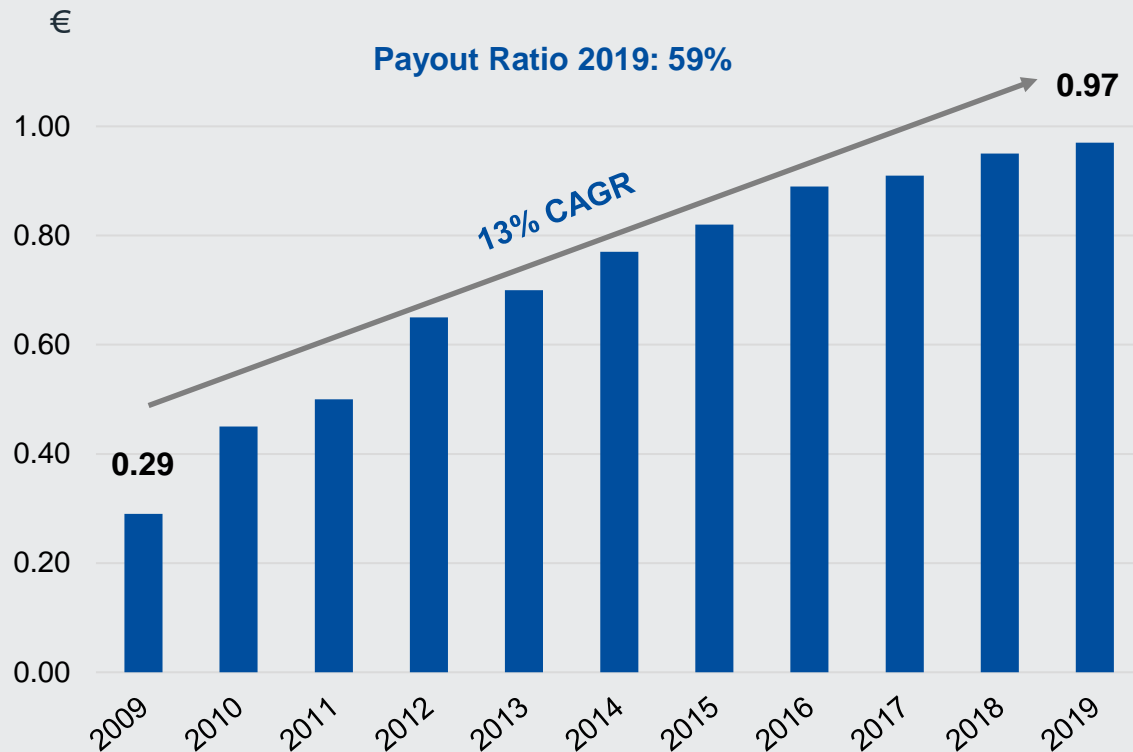
Share data:

- Symbol: FPE3
- ISIN: DE0005790430
- WKN: 579043

Stable dividend policy

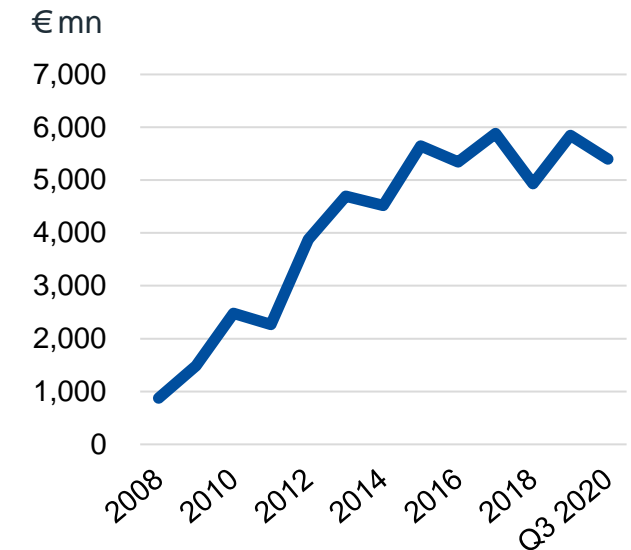
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share



- ➔ **18 years** of consecutive dividend increases
- ➔ **13 %** CAGR over the last 10 years
- ➔ **27 years** without dividend decreases

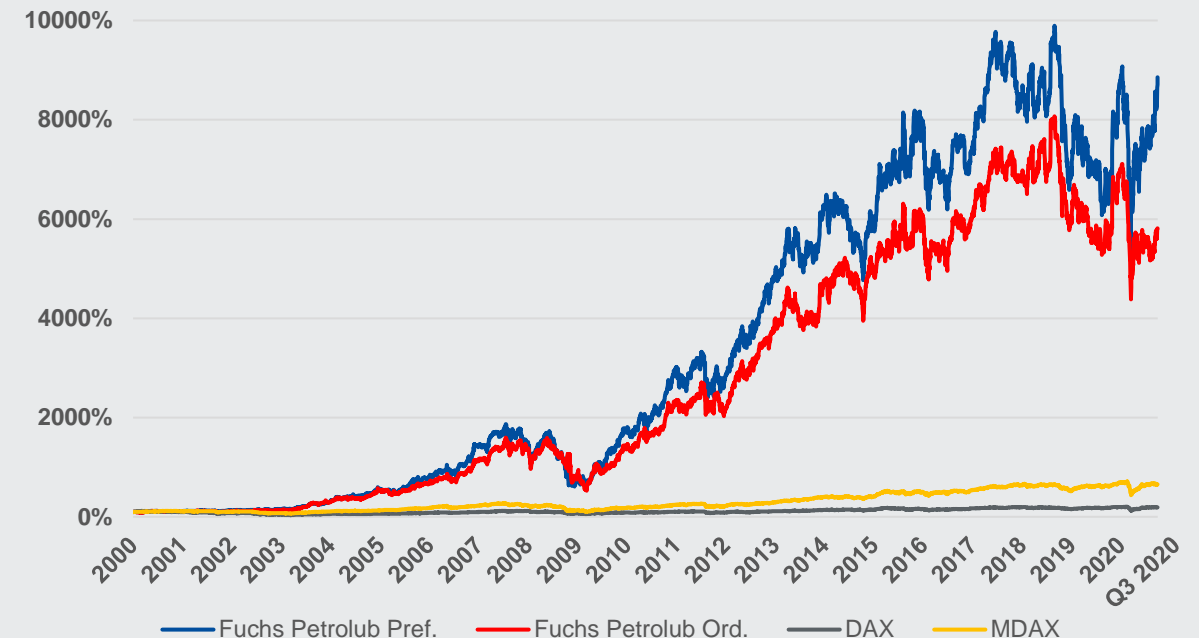
Market Capitalization



FUCHS – Key Investment Highlights

- 1 18 years of consecutive dividend increases
- 2 Strong FCF generation & CAPEX with returns above WACC
- 3 We supply 100,000 customers in more than 150 countries with a full range of >10,000 lubricants and related specialties
- 4 Improving operating profitability
- 5 Technology and innovation leadership in strategically important product areas
- 6 Independency allows reliability, customer & market proximity and continuity
- 7 Well balanced customer & product portfolio as well as global footprint
- 8 M&A: Strong track record of integrating businesses

FUCHS-Long-Term Performance vs. DAX & MDAX¹

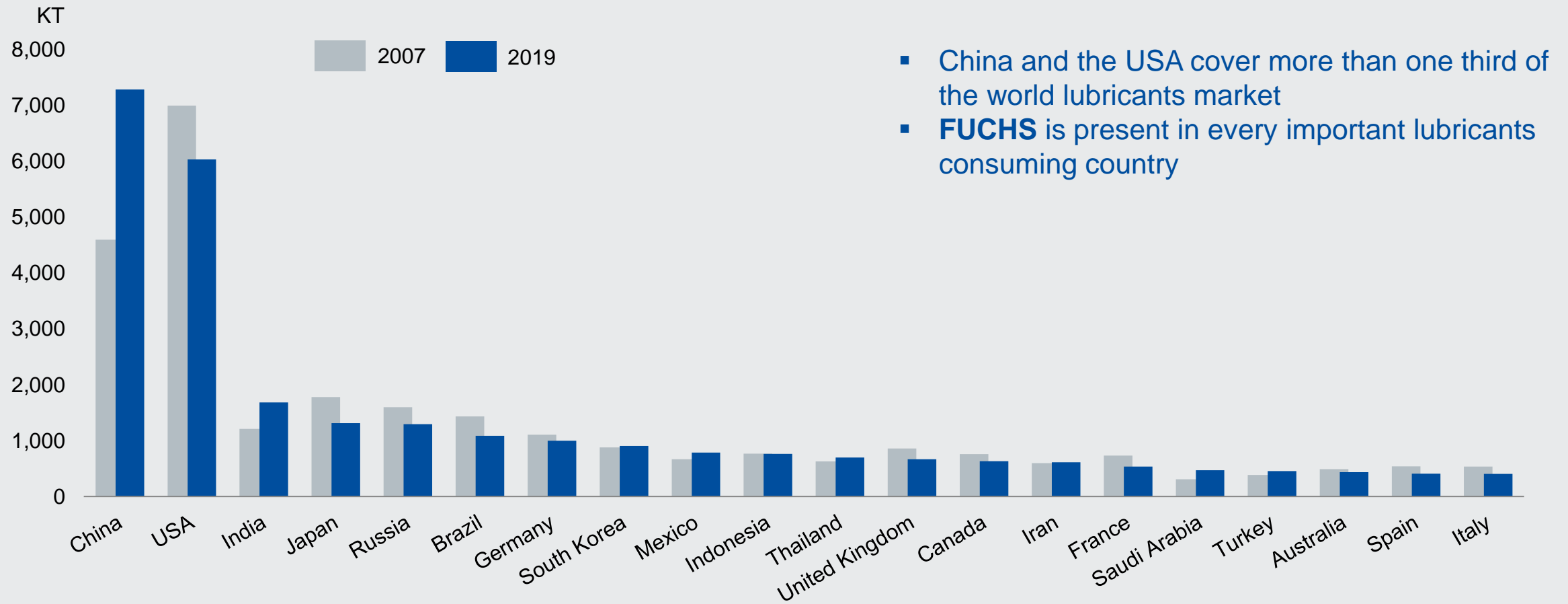


¹ Share price development including reinvested dividends

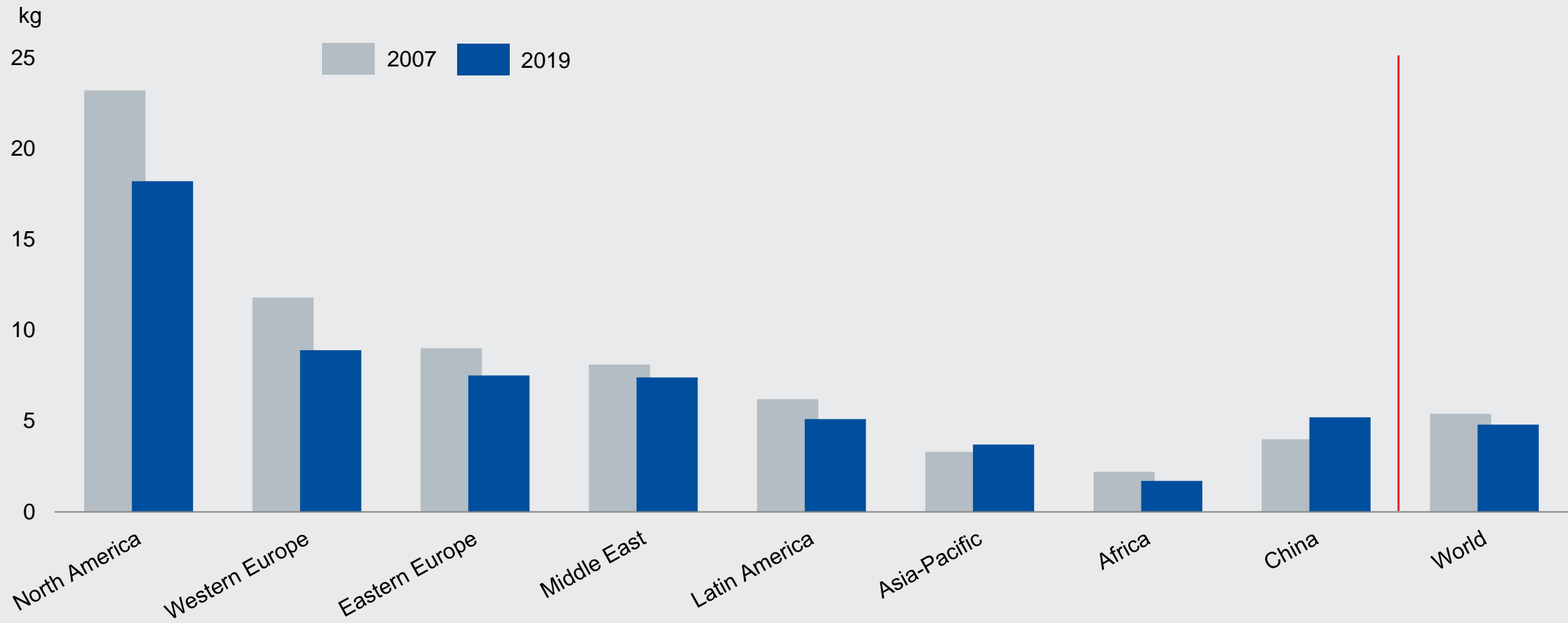
05 Appendix



Top 20 lubricant countries

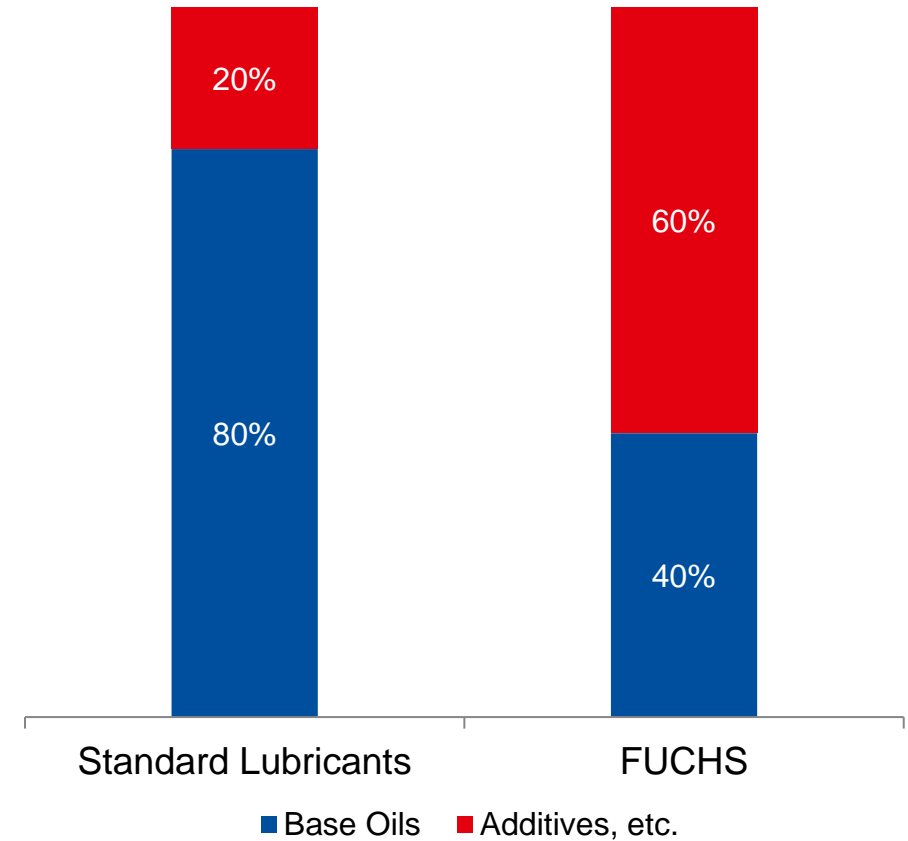


Regional per-capita lubricants demand



Base oil / additives value split

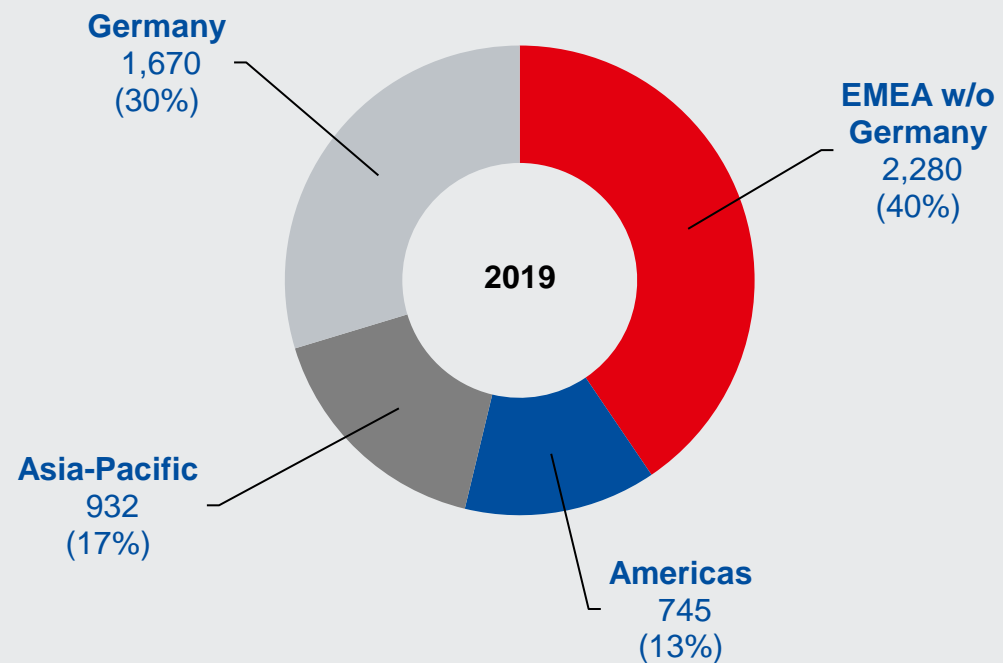
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



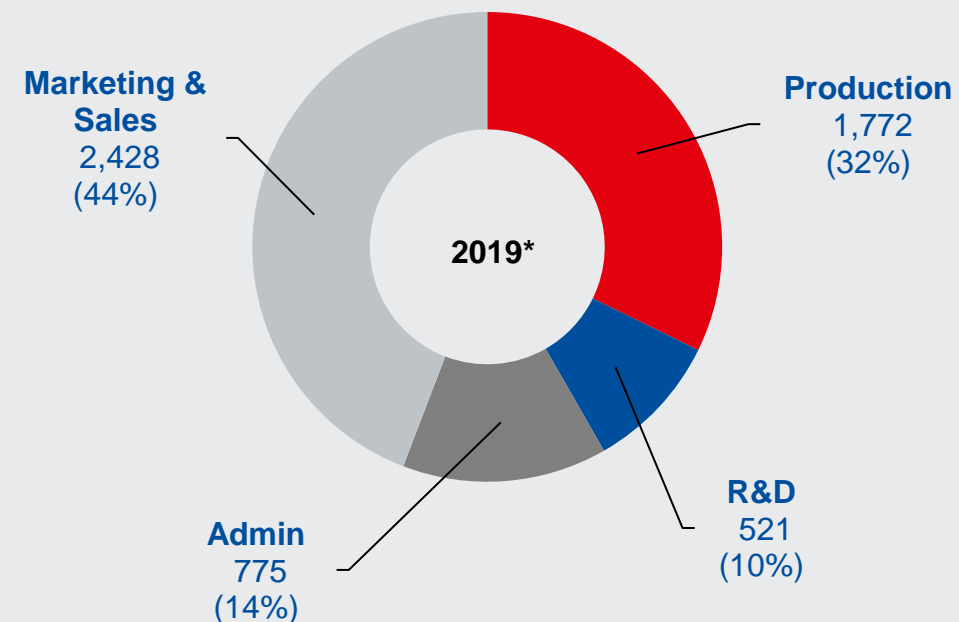
Workforce Structure

5,627 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 131 Trainees

FUCHS – Act together

Mission statement

Lubricants

Fully focused on lubricants

Technology

Technological leadership in strategically important fields

People

Basis for our success: loyal and motivated workforce

Values

Trust

Trust is the basis of our self-understanding

Creating value

We deliver leading technology and first class service

Respect

We acknowledge our responsibility

Reliability

Act in a responsive and transparent way

Integrity

We believe in a high level of ethics and adhere to our CoC

FUCHS2025 Strategy

Global Strength



Strategic Objectives:

- Use market segmentation as basis for strategic and global business development, achieve better market penetration
- Grow above Group average in Asia-Pacific and the Americas, achieve a better balance between all three world regions by 2025
- Further refine the brand profile, strengthen brand equity and attractiveness

FUCHS2025 Strategy

Customer & Market Focus



Strategic Objectives:

- Achieve maximum customer proximity, further utilize cross-selling opportunities, become the full-line supplier for our customers
- Develop global service portfolio up to 2025, change from product-driven approach to solution-driven approach
- Grow market shares to be amongst the leaders in the segments we target
- Systematically introduce new business models within the broader world of lubrication

FUCHS2025 Strategy

Technology Leader



**Technology
Leader**

Strategic Objectives:

- Increase our innovation power in R&D and beyond. Be technology leader in the segments we target until 2025
- Innovate products and operational performance to make our customers more connected with us beyond lubricants by introducing digital solutions and platforms
- Bring all three R&D centers in China, USA and Germany to the same level of expertise until 2025

FUCHS2025 Strategy

Operational Excellence

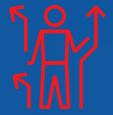


Strategic Objectives:

- Strengthen our global manufacturing and distribution network to achieve self-sufficient supply and technology hubs in Asia-Pacific, EMEA and the Americas until 2025
- Further standardize manufacturing and procurement procedures, equipment and output to achieve a more efficient supply chain
- Expand data transparency based on further globalization of structures and harmonization of systems

FUCHS2025 Strategy

People & Organization



People & Organization

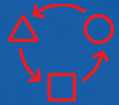


Strategic Objectives:

- Be the employer of choice for our existing and future workforce
- Further improve working environments and global collaboration
- Strengthen global talent acquisition and retention, enhance our development programs, competence models and succession planning
- Endorse internationalization of entities, remote leadership, international job rotation

FUCHS2025 Strategy

Sustainability



Sustainability

Strategic Objectives:

- **Economical Sustainability**

- Generate sustainable revenue growth at 15% EBIT margin with a corresponding increase of our FUCHS Value Added

- **Ecological Sustainability**

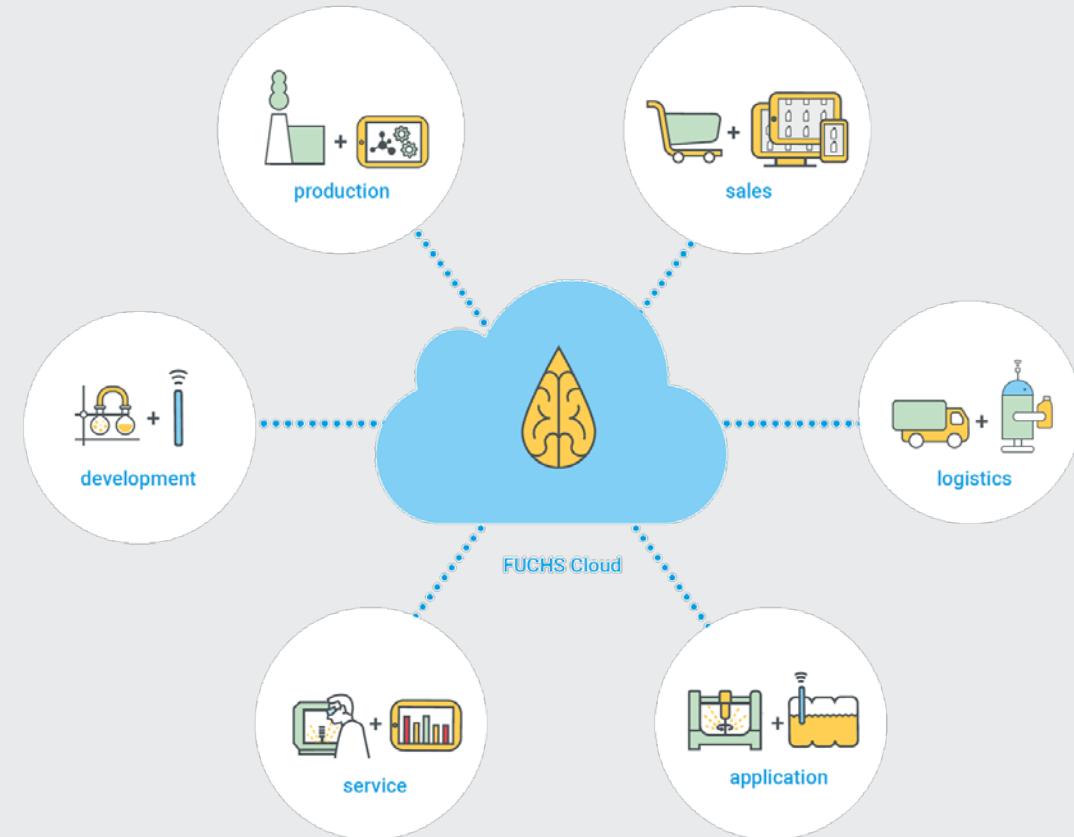
- CO₂-neutral production (“gate-to-gate”) since 2020 and carbon-neutral products (“cradle-to-gate”) by 2025. Foster additional ecological sustainability projects

- **Social Sustainability**

- Further promote Corporate Social Responsibility projects

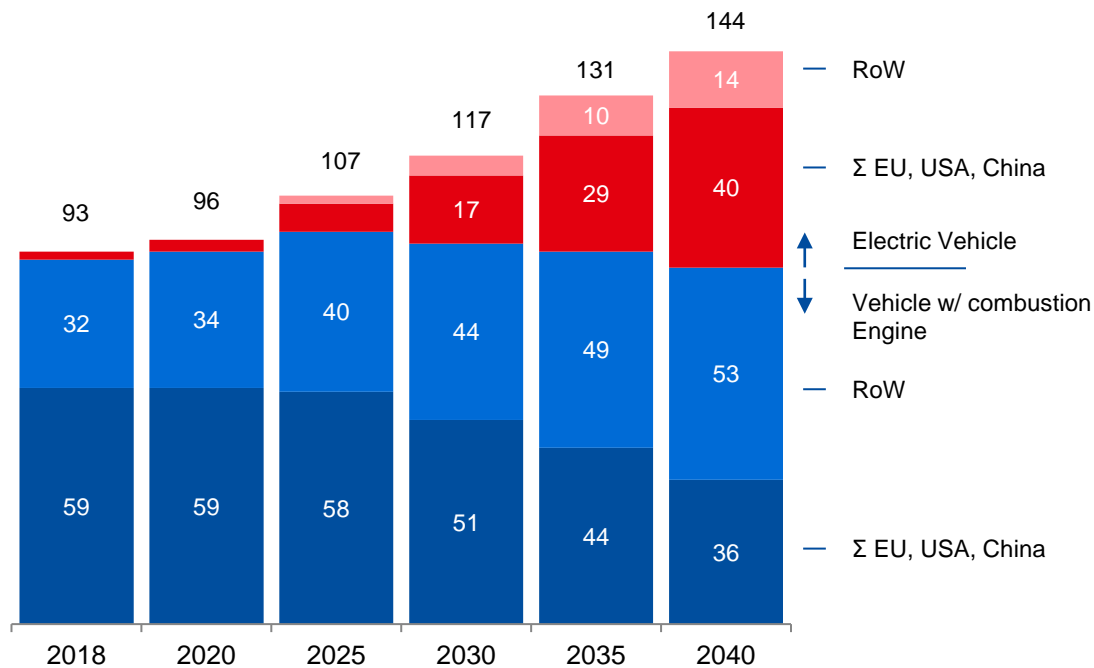
Digitalisation will fundamentally change our value creation

- inoviga GmbH is a think tank outside the operative business
- Driving force behind digitalization projects
- Develops prototypes and tools for digital business models
- Current topics:
 - eCommerce
 - Digitalized product development & production
 - Smart Services



Electrification of cars creates new applications

Global light-duty vehicles sales forecast (in mn units)



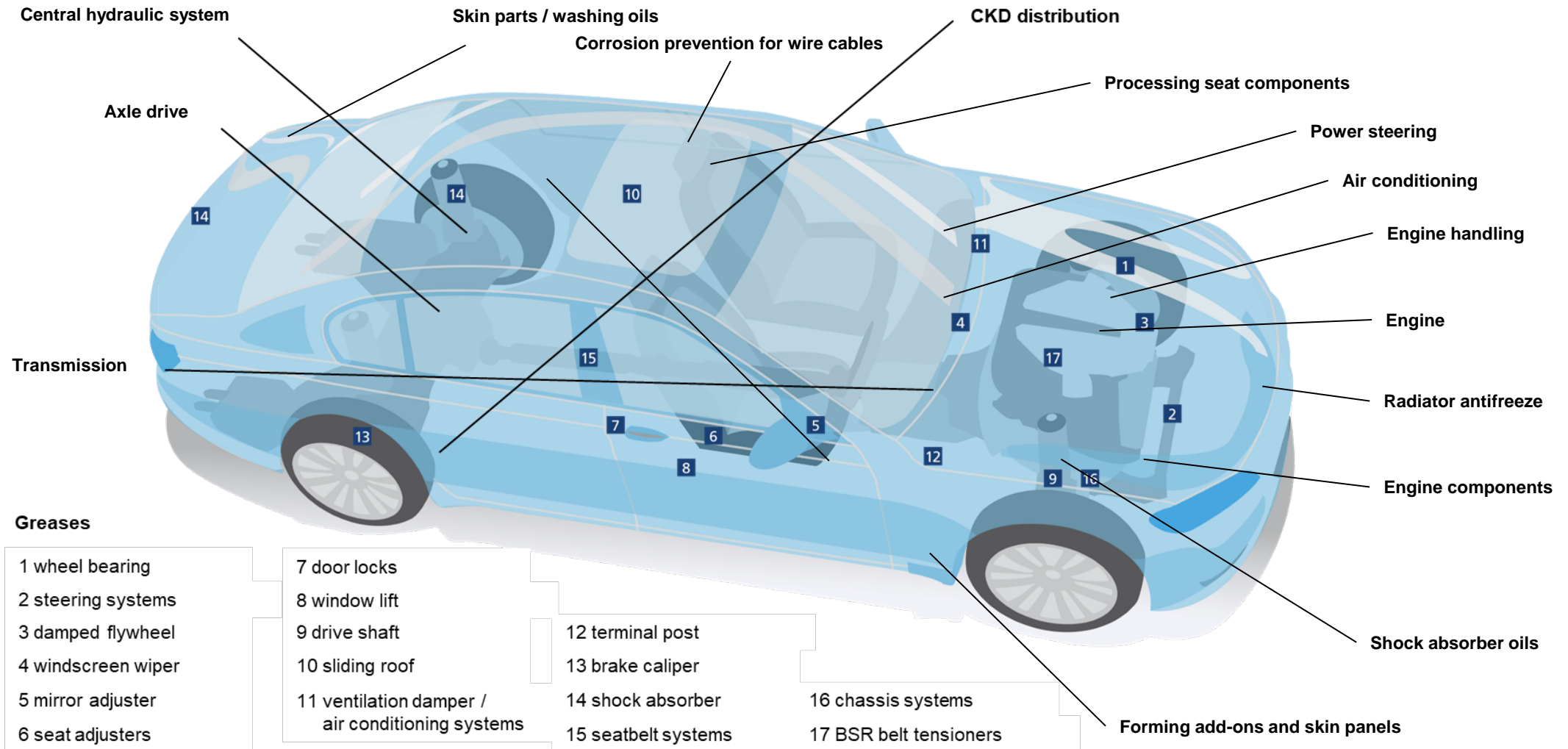
Source: FEV / Base Scenario

Electrification is an opportunity for FUCHS to further strengthen its market leadership with technically advanced solutions

- Electrification of cars will lead to new applications and higher requirements for existing applications
- Regardless of the powertrain type, every car needs a variety of other lubricant applications
- Combustion engines will face further efficiency improvements leading to higher requirements of existing lubricants (e.g. higher protection against deposits for turbocharged engines, higher heat and ageing stability for more compact engines)
- Hybrid cars with efficient combustion engines will place complex requirements for existing applications but also create new demand for new applications
- EVs will place whole new demand on gear oils, coolants, greases (e.g. contact with electrical currents and electromagnetic fields, higher heat emission, reduction gears with less gear steps and higher input speeds)
- FUCHS is used to quickly adapting to new market demands and is working on concrete methods to meet the challenges of the future mobility

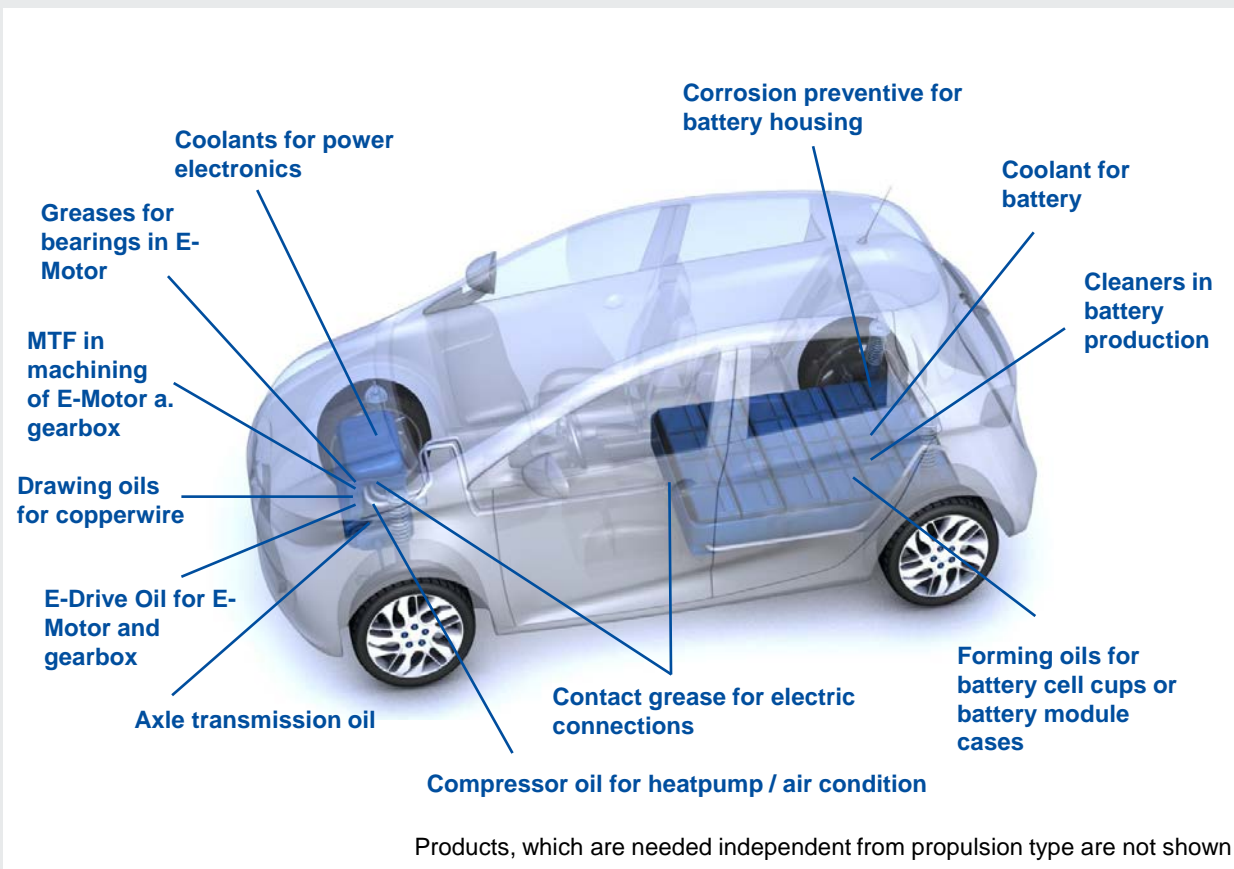
Lubricant applications in passenger cars




In modern cars there are more than 30 different types of greases



Lubricant applications in passenger cars

Electrification brings a variety of opportunities for FUCHS



| <u>Powertrain Applications</u> | ICE | HEV | BEV |
|----------------------------------|---|---|---|
| |  |  |  |
| Engine oil | ✓ | ✓ | – |
| Transmission oil | ✓ | ✓ | ✓ / – |
| Greases | ✓ | ✓ | ✓ |
| Specialty greases | ✓ | + | + |
| Lubricants for Auxiliary systems | ✓ | + | + |
| Cooling & functional liquids | ✓ | + | + |

– Omitted ✓ Required + Increased

Long-term objective: Focus on Shareholder Value



Drive returns

- Organic growth through strict customer focus, geographic expansion and product innovation
- Improve operating profitability through margin and mix management, operating cost management and efficiency improvements



Optimize capital

- Capex with returns above WACC
- Manage NOWC



Strengthen portfolio

- Reinvest in the business
- Acquisitions

Cash allocation priority



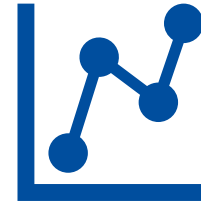
Reinvest in the business



Capex



Acquisitions



Shareholder value-oriented



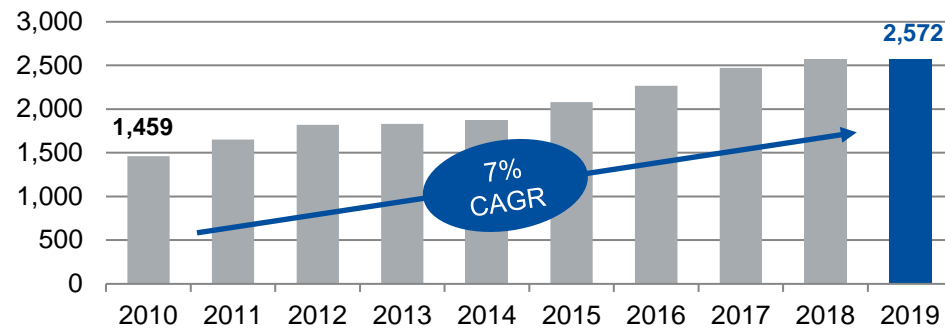
Stable Dividends



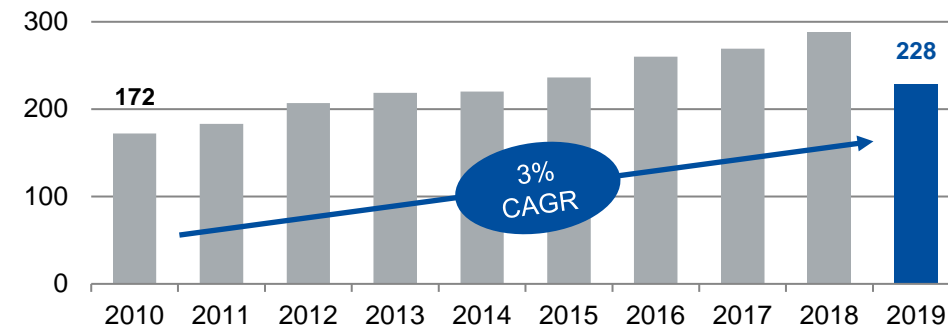
Share Buyback

Unique track record for continued profitability and added value

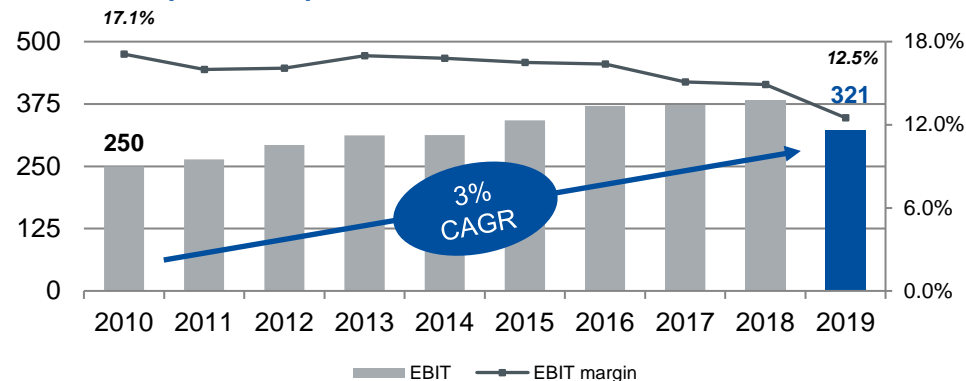
Sales (in €mn)



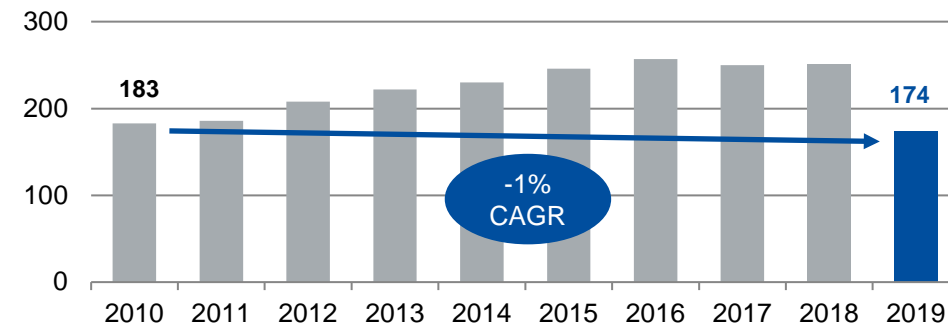
Earnings After Tax (in €mn)



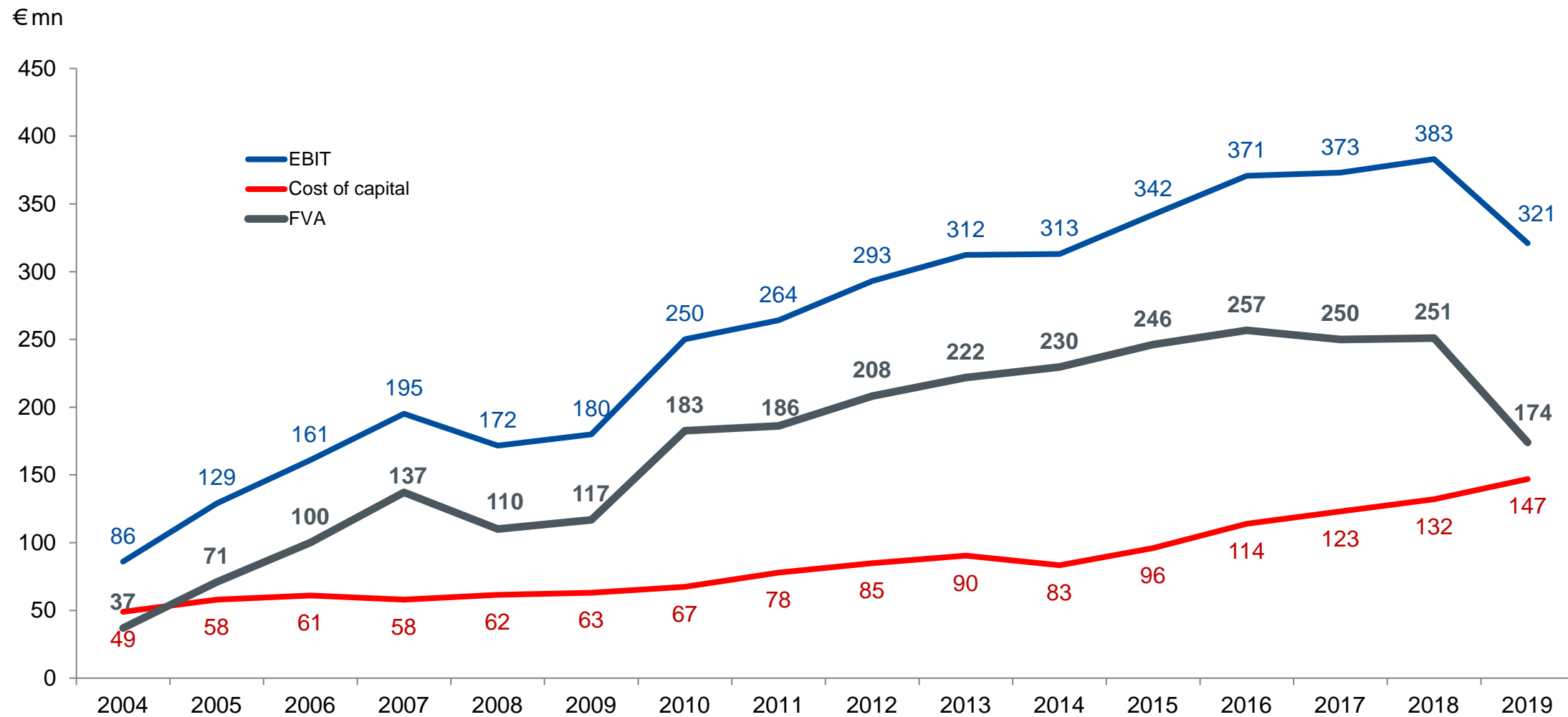
EBIT (in €mn)



FVA (in €mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Stable Sales in 2019

| €mn | 2015 | 2016 | 2017 | 2018 | 2019 | Δ 18/19 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Sales | 2,079 | 2,267 | 2,473 | 2,567 | 2,572 | 0.2% |
| Gross Profit | 791 | 851 | 882 | 899 | 890 | -1.0% |
| Gross Profit margin | 38.1% | 37.5% | 35.7% | 35.0% | 34.6% | -0.4%-points |
| Other function costs | -467 | -499 | -526 | -542 | -580 | 7.0% |
| EBIT before at Equity | 324 | 352 | 356 | 357 | 310 | -13.2% |
| EBIT margin before at Equity | 15.6% | 15.5% | 14.4% | 13.9% | 12.1% | -1.8%-points |
| At Equity | 18 | 19 | 17 | 26 | 11 | -57.7% |
| EBIT | 342 | 371 | 373 | 383 | 321 | -16.2% |
| EBIT margin | 16.5% | 16.4% | 15.1% | 14.9% | 12.5% | -2.4%-points |
| EBITDA | 381 | 418 | 432 | 441 | 400 | -9.3% |
| EBITDA margin | 18.3% | 18.4% | 17.5% | 17.2% | 15.6% | -1.6%-points |

Solid balance sheet and strong cash flow generation

| €mn | 2019 | 2018 | 2017 | 2016 | 2015 |
|--------------|-------|-------|-------|-------|-------|
| Total assets | 2,023 | 1,891 | 1,751 | 1,676 | 1,490 |
| Goodwill | 175 | 174 | 173 | 185 | 166 |
| Equity | 1,561 | 1,456 | 1,307 | 1,205 | 1,070 |
| Equity ratio | 77% | 77% | 75% | 72% | 72% |

| €mn | 2019 | 2018 | 2017 | 2016 | 2015 |
|---|------|------|------|------|------|
| Net liquidity | 193 | 191 | 160 | 146 | 101 |
| Operating cash flow | 329 | 267 | 242 | 300 | 281 |
| Capex | 154 | 121 | 105 | 93 | 50 |
| Free cash flow before acquisitions ¹ | 175 | 147 | 142 | 205 | 232 |
| Free cash flow | 162 | 159 | 140 | 164 | 62 |

¹ Including divestments

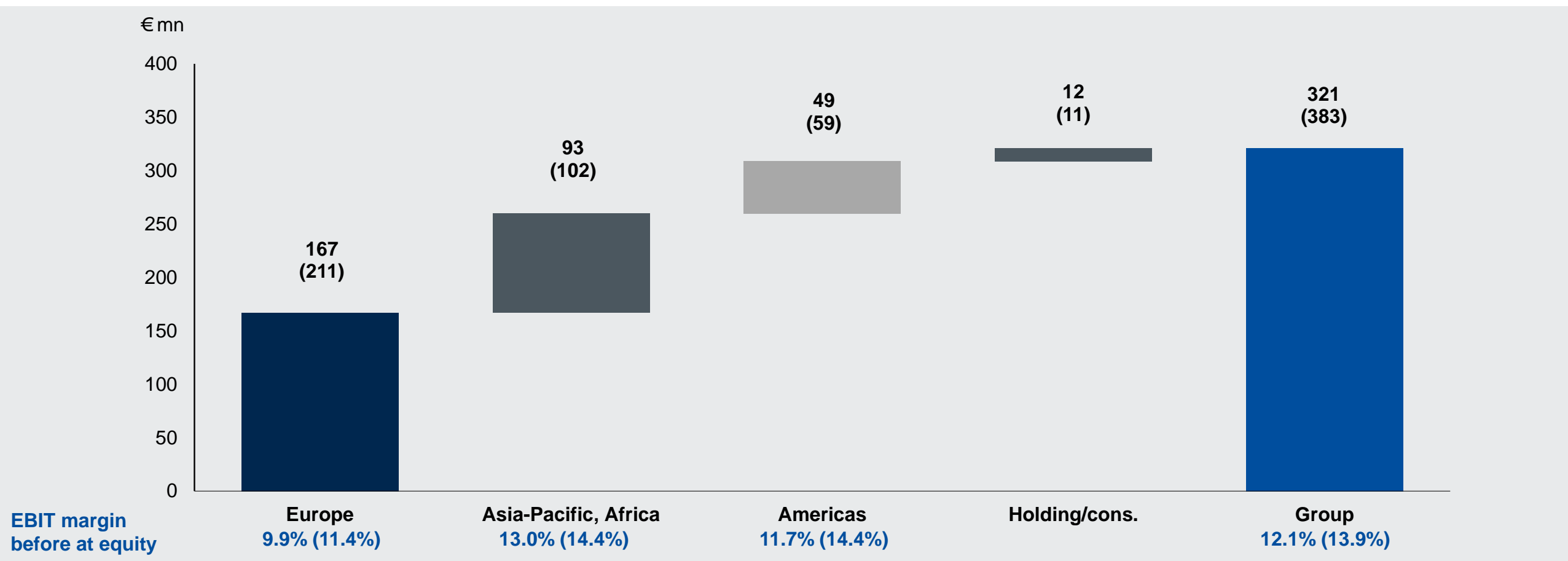
Regional sales decline 2019

Sales in EMEA, Asia-Pacific and Americas decline slightly

| | 2019 (€mn) | 2018 (€mn) | Growth | Organic | External | FX |
|---------------|---------------|---------------|------------|------------|------------|------------|
| EMEA | 1,579 | 1,618 | -2% | -2% | - | -0% |
| Asia-Pacific | 718 | 706 | +2% | -1% | +2% | +1% |
| Americas | 418 | 409 | +2% | -1% | +0% | +3% |
| Consolidation | -143 | -166 | - | - | - | - |
| Total | 2,572 | 2,567 | +0% | -1% | +1% | +0% |

EBIT by regions

2019 (2018)

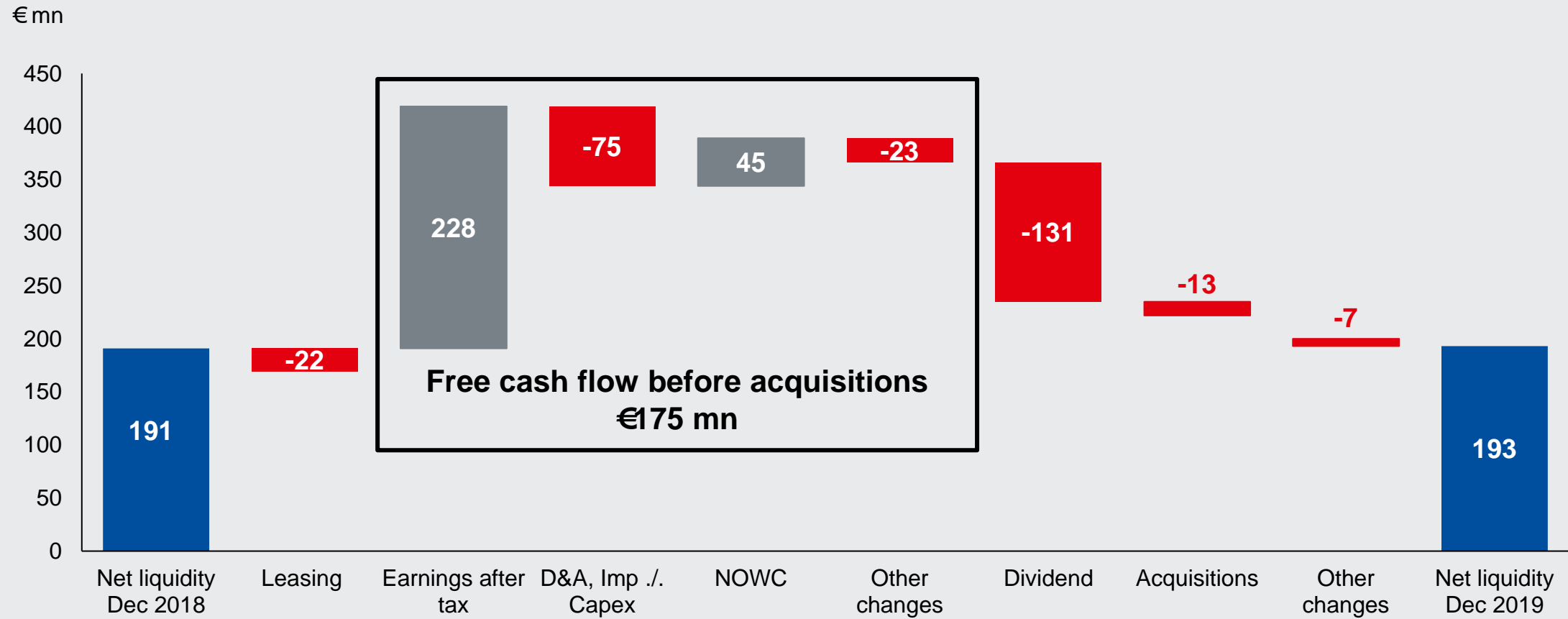


Cash flow 2019

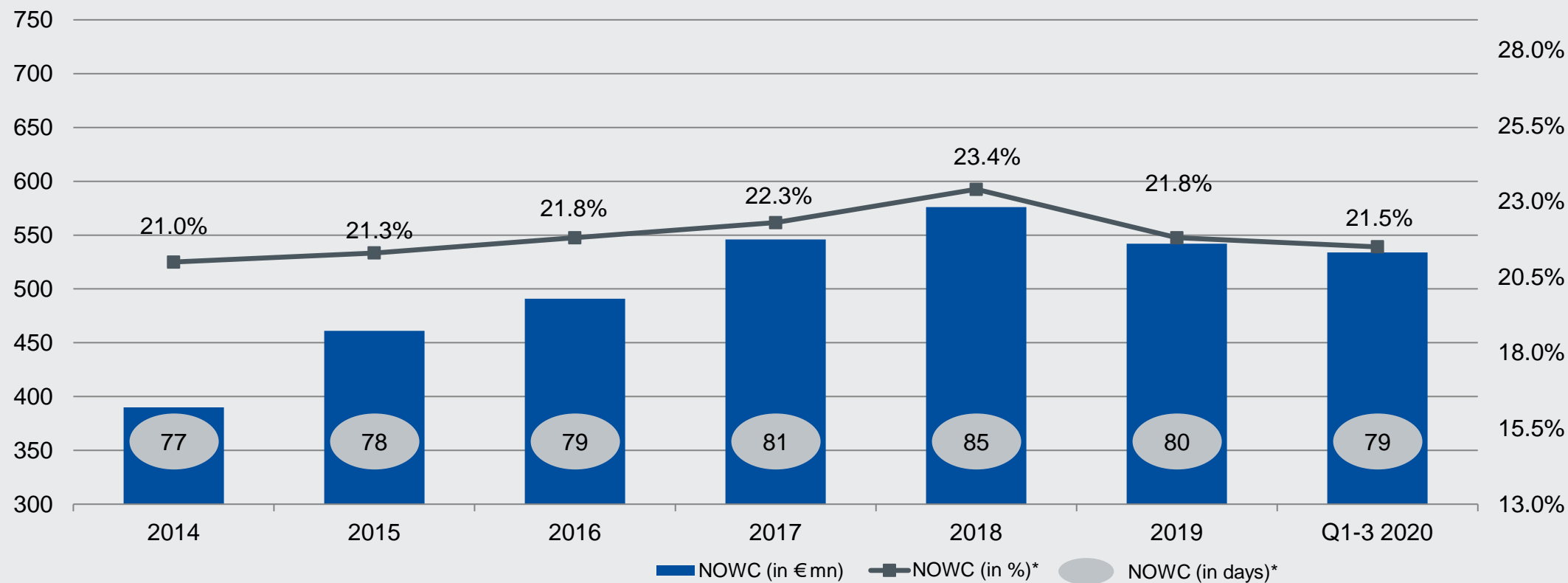
| €mn | 2019 | 2018 | Δ in €mn | Δ in % |
|---|------------|------------|------------|------------|
| Earnings after tax | 228 | 288 | -60 | -21 |
| Amortization/Depreciation and impairment | 79 | 58 | 21 | 36 |
| Changes in net operating working capital (NOWC) | 45 | -48 | 93 | - |
| Other changes | -23 | -30 | 7 | -23 |
| Capex | -154 | -121 | -33 | 27 |
| Free cash flow before acquisitions¹ | 175 | 147 | 28 | 19 |
| Acquisitions ¹ | -13 | 12 | -25 | - |
| Free cash flow | 162 | 159 | 3 | 2 |

¹ Including divestments.

Net Liquidity



Net operating working capital (NOWC)



* In relation to the annualized sales revenues of the last quarter

Quarterly income statement

| €mn | 2017 | | | | 2018 | | | | 2019 | | | | 2020 | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Sales | 618 | 629 | 615 | 611 | 643 | 668 | 642 | 614 | 643 | 653 | 656 | 620 | 616 | 504 | 620 | |
| Gross Profit | 226 | 226 | 215 | 215 | 225 | 239 | 222 | 213 | 217 | 224 | 231 | 218 | 218 | 172 | 225 | |
| <i>Gross Profit margin (in %)</i> | 36.6 | 35.8 | 35.0 | 35.2 | 35.0 | 35.8 | 34.6 | 34.7 | 33.7 | 34.3 | 35.2 | 35.2 | 35.4 | 34.1 | 36.3 | |
| Other function costs | -137 | -134 | -129 | -126 | -136 | -140 | -134 | -132 | -142 | -147 | -144 | -147 | -148 | -134 | -137 | |
| EBIT before at Equity | 89 | 92 | 86 | 89 | 89 | 99 | 88 | 81 | 75 | 77 | 87 | 71 | 70 | 38 | 88 | |
| <i>EBIT margin before at Equity (in %)</i> | 14.5 | 14.5 | 14.1 | 14.6 | 13.8 | 14.8 | 13.7 | 13.2 | 11.7 | 11.8 | 13.3 | 11.5 | 11.4 | 7.5 | 14.2 | |
| At Equity | 5 | 4 | 5 | 3 | 3 | 2 | 16 | 5 | 2 | 3 | 2 | 4 | 2 | 2 | 3 | |
| EBIT | 94 | 96 | 91 | 92 | 92 | 101 | 104 | 86 | 77 | 80 | 89 | 75 | 72 | 40 | 91 | |
| <i>EBIT margin (in %)</i> | 15.3 | 15.1 | 14.8 | 15.1 | 14.3 | 15.1 | 16.2 | 14.0 | 12.0 | 12.3 | 13.6 | 12.1 | 11.7 | 7.9 | 14.7 | |
| EBITDA | 107 | 109 | 105 | 111 | 106 | 115 | 118 | 102 | 95 | 98 | 107 | 100 | 92 | 60 | 110 | |
| <i>EBITDA margin (in %)</i> | 17.4 | 17.3 | 17.0 | 18.2 | 16.5 | 17.2 | 18.4 | 16.6 | 14.8 | 15.0 | 16.3 | 16.1 | 14.9 | 11.9 | 17.7 | |

Quarterly figures by region

| 2019 | EMEA | | | | | Asia-Pacific | | | | | North and South America | | | | | FUCHS Group | | | | |
|---------------------------------|------|------|------|-----|-------|--------------|------|------|------|------|-------------------------|------|------|-----|------|-------------|------|------|------|-------|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Sales by company location | 400 | 399 | 402 | 378 | 1,579 | 171 | 184 | 180 | 183 | 718 | 106 | 106 | 108 | 98 | 418 | 643 | 653 | 656 | 620 | 2,572 |
| EBIT before at equity income | 36 | 39 | 48 | 33 | 156 | 21 | 23 | 23 | 26 | 93 | 14 | 15 | 12 | 8 | 49 | 75 | 77 | 87 | 71 | 310 |
| <i>in % of sales</i> | 9.0 | 9.8 | 11.9 | 8.7 | 9.9 | 12.3 | 12.5 | 12.8 | 14.2 | 13.0 | 13.2 | 14.2 | 11.1 | 8.2 | 11.7 | 11.7 | 11.8 | 13.3 | 11.5 | 12.1 |
| Income from at equity companies | 2 | 3 | 2 | 4 | 11 | - | - | - | - | - | - | - | - | - | - | 2 | 3 | 2 | 4 | 11 |
| Segment earnings (EBIT) | 38 | 42 | 50 | 37 | 167 | 21 | 23 | 23 | 26 | 93 | 14 | 15 | 12 | 8 | 49 | 77 | 80 | 89 | 75 | 321 |
| <i>in % of sales</i> | 9.5 | 10.5 | 12.4 | 9.8 | 10.6 | 12.3 | 12.5 | 12.8 | 14.2 | 13.0 | 13.2 | 14.2 | 11.1 | 8.2 | 11.7 | 12.0 | 12.3 | 13.6 | 12.1 | 12.5 |

| 2020 | EMEA | | | | | Asia-Pacific | | | | | North and South America | | | | | FUCHS Group | | | | |
|---------------------------------|------|-----|------|----|----|--------------|------|------|----|----|-------------------------|-----|------|----|----|-------------|-----|------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| Sales by company location | 401 | 289 | 370 | | | 146 | 174 | 189 | | | 110 | 71 | 100 | | | 616 | 504 | 620 | | |
| EBIT before at equity income | 41 | 11 | 43 | | | 17 | 24 | 29 | | | 12 | 2 | 15 | | | 70 | 38 | 88 | | |
| <i>in % of sales</i> | 10.2 | 3.8 | 11.6 | | | 11.6 | 13.8 | 15.3 | | | 10.9 | 2.8 | 15.0 | | | 11.4 | 7.5 | 14.2 | | |
| Income from at equity companies | 2 | 2 | 3 | | | - | - | - | | | - | - | - | | | 2 | 2 | 3 | | |
| Segment earnings (EBIT) | 43 | 13 | 46 | | | 17 | 24 | 29 | | | 12 | 2 | 15 | | | 72 | 40 | 91 | | |
| <i>in % of sales</i> | 10.7 | 4.5 | 12.4 | | | 11.6 | 13.8 | 15.3 | | | 10.9 | 2.8 | 15.0 | | | 11.7 | 7.9 | 14.7 | | |

Quarterly sales & EBIT by regions

| Sales (€mn) | 2018 ¹ | | | | | 2019 | | | | | 2020 | | | | |
|--------------------|-------------------|------------|------------|------------|--------------|------------|------------|------------|------------|--------------|------------|------------|------------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 415 | 414 | 408 | 381 | 1,618 | 400 | 399 | 402 | 378 | 1,579 | 401 | 289 | 370 | | |
| Δ Y-o-Y in % | - | - | - | - | - | -4 | -4 | -1 | -1 | -2 | 0 | -28 | -8 | | |
| Asia-Pacific | 178 | 191 | 173 | 164 | 706 | 171 | 184 | 180 | 183 | 718 | 146 | 174 | 189 | | |
| Δ Y-o-Y in % | - | - | - | - | - | -4 | -4 | 4 | 12 | 2 | -14 | -5 | 5 | | |
| Americas | 95 | 104 | 105 | 105 | 409 | 106 | 106 | 108 | 98 | 418 | 110 | 71 | 100 | | |
| Δ Y-o-Y in % | - | - | - | - | - | 12 | 2 | 3 | -7 | 2 | 4 | -33 | -7 | | |
| Consolidation | -45 | -41 | -44 | -36 | -166 | -34 | -36 | -34 | -39 | -143 | -41 | -30 | -39 | | |
| FUCHS Group | 643 | 668 | 642 | 614 | 2,567 | 643 | 653 | 656 | 620 | 2,572 | 616 | 504 | 620 | | |
| Δ Y-o-Y in % | - | - | - | - | - | 0 | -2 | 2 | 1 | 0 | -4 | -23 | -5 | | |

| EBIT (€mn) | 2018 ¹ | | | | | 2019 | | | | | 2020 | | | | |
|--------------------|-------------------|------------|------------|-----------|------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | 50 | 51 | 61 | 49 | 211 | 38 | 42 | 50 | 37 | 167 | 43 | 13 | 46 | | |
| Δ Y-o-Y in % | - | - | - | - | - | -24 | -18 | -18 | -24 | -21 | 13 | -69 | -8 | | |
| Asia-Pacific | 28 | 28 | 24 | 22 | 102 | 21 | 23 | 23 | 26 | 93 | 17 | 24 | 29 | | |
| Δ Y-o-Y in % | - | - | - | - | - | -25 | -18 | -4 | 18 | -9 | -19 | 4 | 26 | | |
| Americas | 13 | 17 | 15 | 14 | 59 | 14 | 15 | 12 | 8 | 49 | 12 | 2 | 15 | | |
| Δ Y-o-Y in % | - | - | - | - | - | 8 | -12 | -20 | -43 | -17 | -14 | -87 | 25 | | |
| Consolidation | 1 | 5 | 4 | 1 | 11 | 4 | 0 | 4 | 4 | 12 | 0 | 1 | 1 | | |
| FUCHS Group | 92 | 101 | 104 | 86 | 383 | 77 | 80 | 89 | 75 | 321 | 72 | 40 | 91 | | |
| Δ Y-o-Y in % | - | - | - | - | - | -16 | -21 | -14 | -13 | -16 | -6 | -50 | 2 | | |

¹ Previous year's figures adjusted to account for the changes in the organizational and reporting structure

Quarterly sales development split by regions

| Organic Growth (in %) | 2019 | | | | | 2020 | | | | |
|-----------------------|-----------|-----------|----------|----------|-----------|-----------|------------|-----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | -3 | -3 | -1 | -1 | -2 | 0 | -26 | -6 | | |
| Asia-Pacific | -5 | -6 | -1 | 8 | -1 | -16 | -3 | 8 | | |
| Americas | 8 | -2 | -1 | -7 | -1 | -6 | -42 | -11 | | |
| FUCHS Group | -1 | -3 | 0 | 0 | -1 | -6 | -23 | -4 | | |

| External Growth (in %) | 2019 | | | | | 2020 | | | | |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | - | - | - | - | - | - | - | - | | |
| Asia-Pacific | - | 3 | 4 | 3 | 2 | 3 | - | - | | |
| Americas | - | - | - | 1 | 0 | 10 | 10 | 10 | | |
| FUCHS Group | - | 1 | 1 | 1 | 1 | 2 | 2 | 2 | | |

| FX Effects (in %) | 2019 | | | | | 2020 | | | | |
|--------------------|----------|----------|----------|----------|----------|----------|-----------|-----------|----|----|
| | Q1 | Q2 | Q3 | Q4 | FY | Q1 | Q2 | Q3 | Q4 | FY |
| EMEA | -1 | -1 | 0 | 0 | 0 | 0 | -2 | -2 | | |
| Asia-Pacific | 1 | -1 | 1 | 1 | 1 | -1 | -2 | -3 | | |
| Americas | 4 | 4 | 4 | -1 | 3 | 0 | -1 | -6 | | |
| FUCHS Group | 1 | 0 | 1 | 0 | 0 | 0 | -2 | -3 | | |

The Executive Board



Stefan Fuchs: CEO; Corporate Group Development, HR, PR & Marketing, Strategy, Inoviga GmbH



Dr. Lutz Lindemann: CTO; R&D, Technology, Product Management, Supply Chain, Sustainability, Mining Division, OEM Division



Dr. Timo Reister: Asia-Pacific, Americas, Industrial Division



Dr. Ralph Rheinboldt: Europe, Middle East & Africa, FUCHS LUBRITECH Division



Dagmar Steinert: CFO; Finance, Controlling, Investor Relations, Compliance, Internal Audit, IT (incl. SAP/ERP-Systems), Legal, Tax

Executive Compensation & FUCHS Shares

Executive Board

27,5%

of variable compensation

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

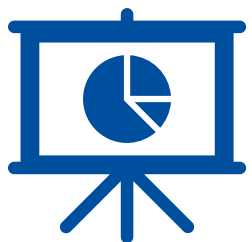
Supervisory Board

50%

of variable compensation

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

Download: Key documents for our shareholders



Our added value



Transparency



Shareholder-oriented



Well informed

Q3 2020
Factsheet

Q3 2020
Financial
Report

Q3 2020
Call PPT

Annual
Report
2019

Dividend
history

Ad hoc
releases

Click & Download



Financial Calendar & Contact

Financial Calendar 2021

| | |
|-------------------------|------------------------------------|
| March 9, 2021 | Annual Report 2020 |
| April 29, 2021 | Quarterly statement Q1 2021 |
| May 4, 2021 | Annual General Meeting in Mannheim |
| July 30, 2021 | Half-year financial report 2021 |
| October 29, 2021 | Quarterly statement Q3 2021 |

The financial calendar is updated regularly. You can find the latest dates on the webpage at www.fuchs.com/financial-calendar

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