

# FUCHS GROUP

## Investor Presentation

| November 2020

| Dagmar Steinert, CFO

| 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

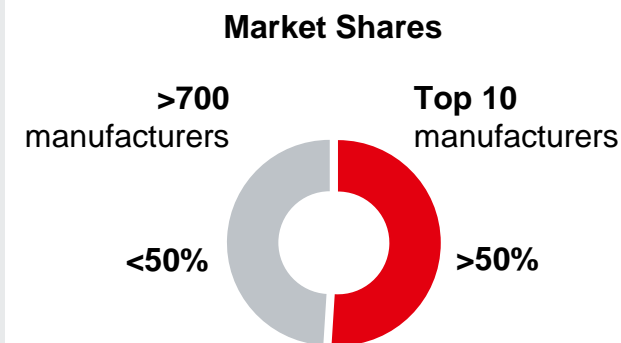
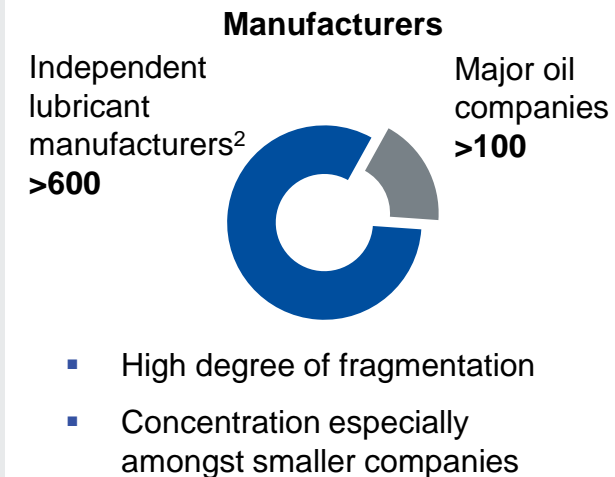
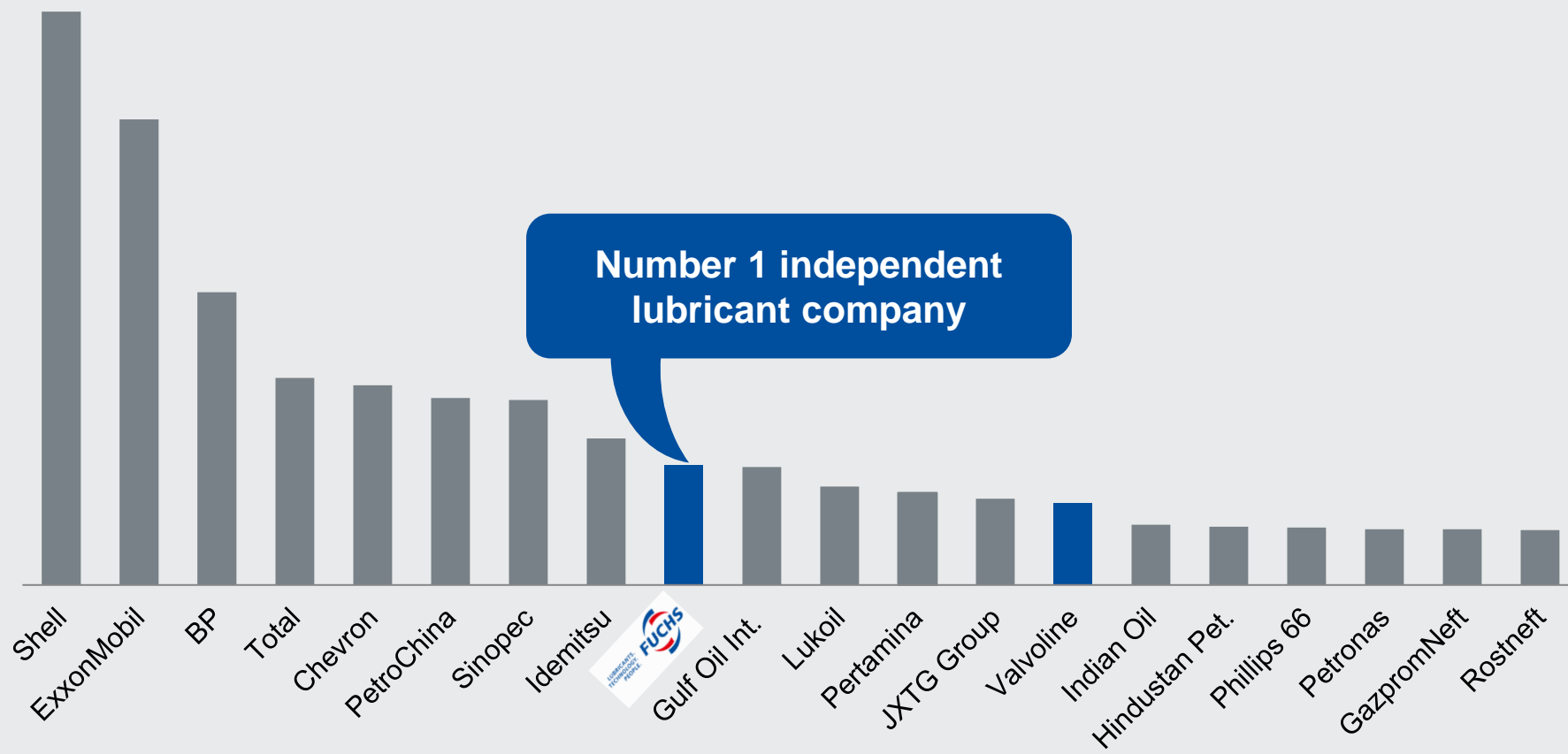
Around **5,800**  
employees

Preference share is listed  
in the MDAX

**62** companies worldwide

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

# Top 20 lubricant manufacturers<sup>1</sup>



<sup>1</sup> Market Shares 2019

<sup>2</sup> > 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**

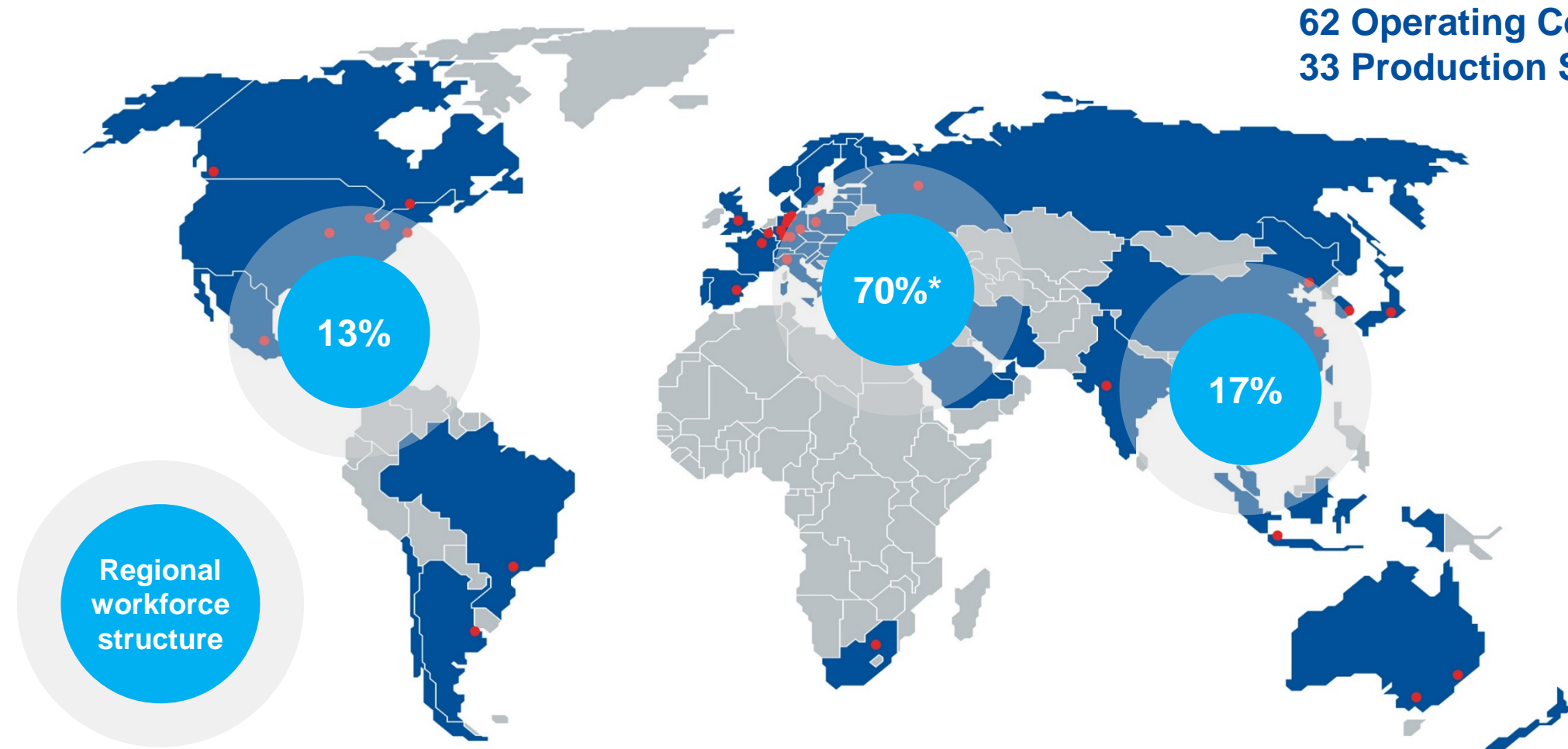
FUCHS is a full-line supplier

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

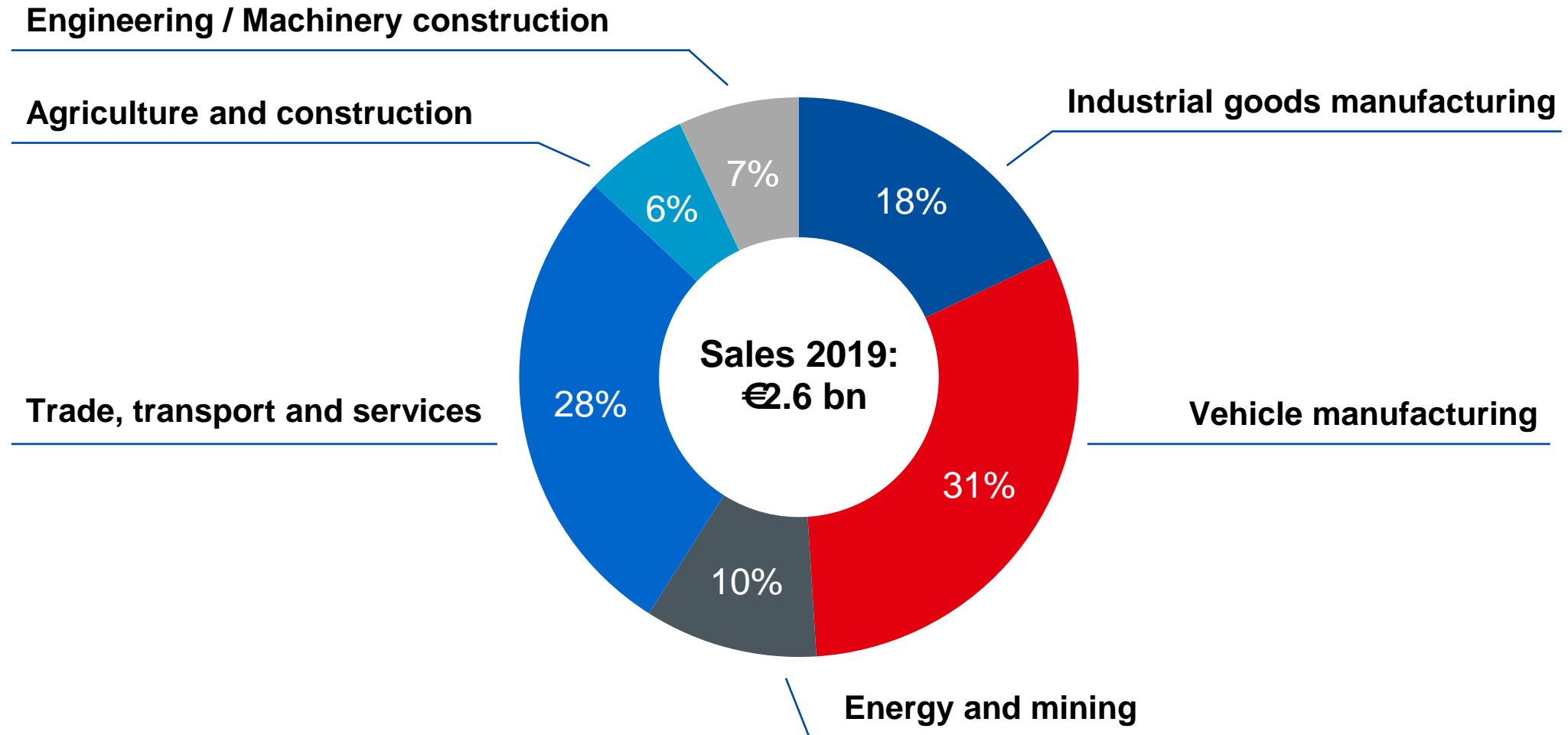


Food



## Well balanced customer structure

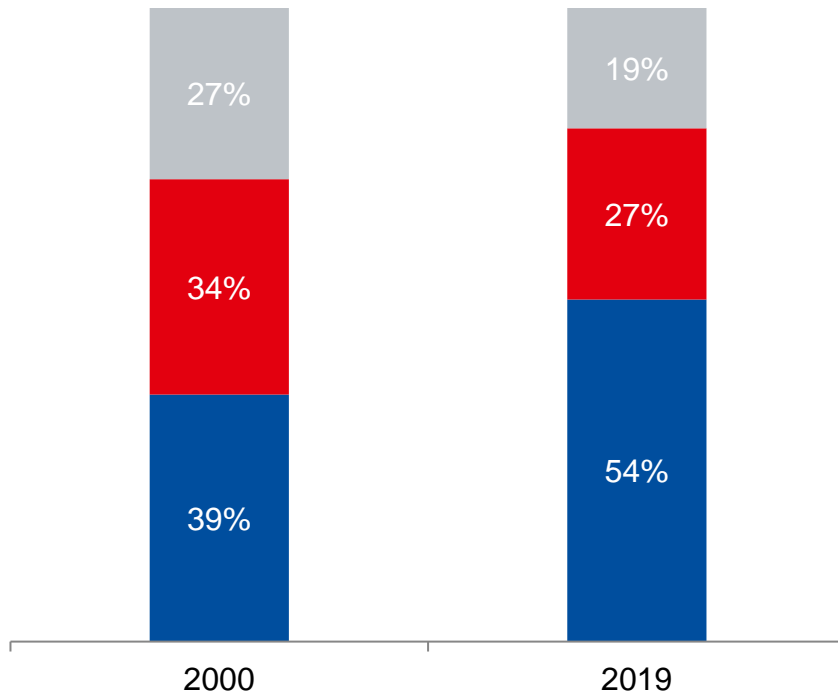
Top 20 Customers account for ~ 25% sales



# Organic growth potential in emerging countries

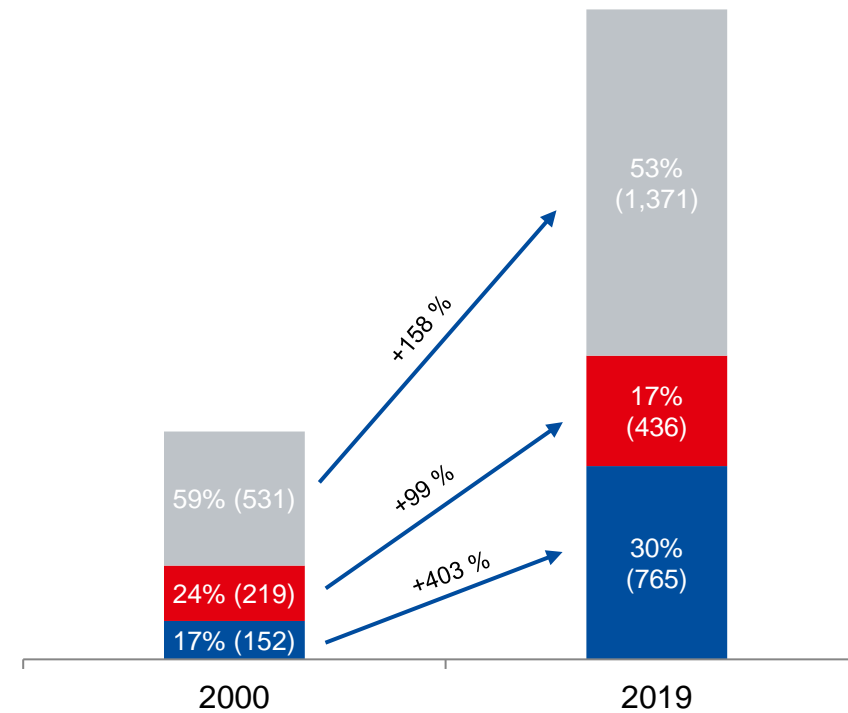
## Market Demand

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



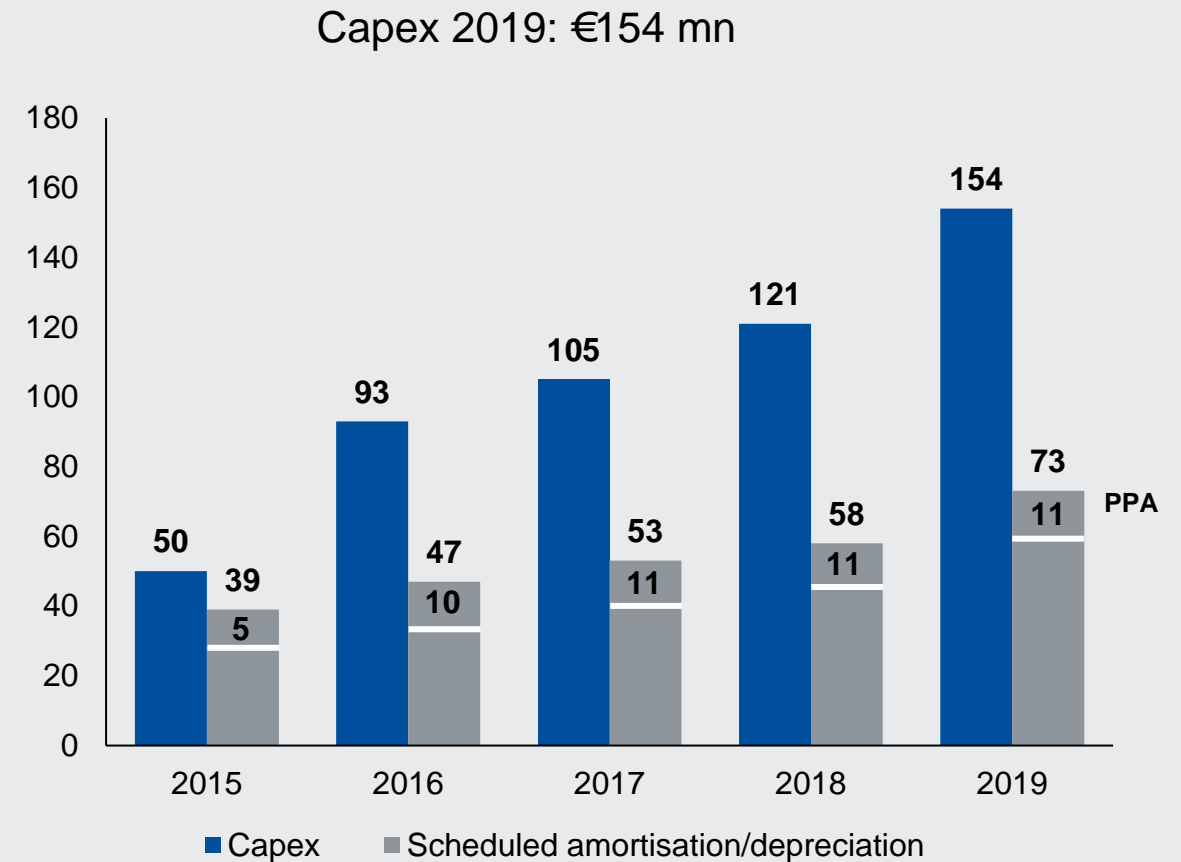
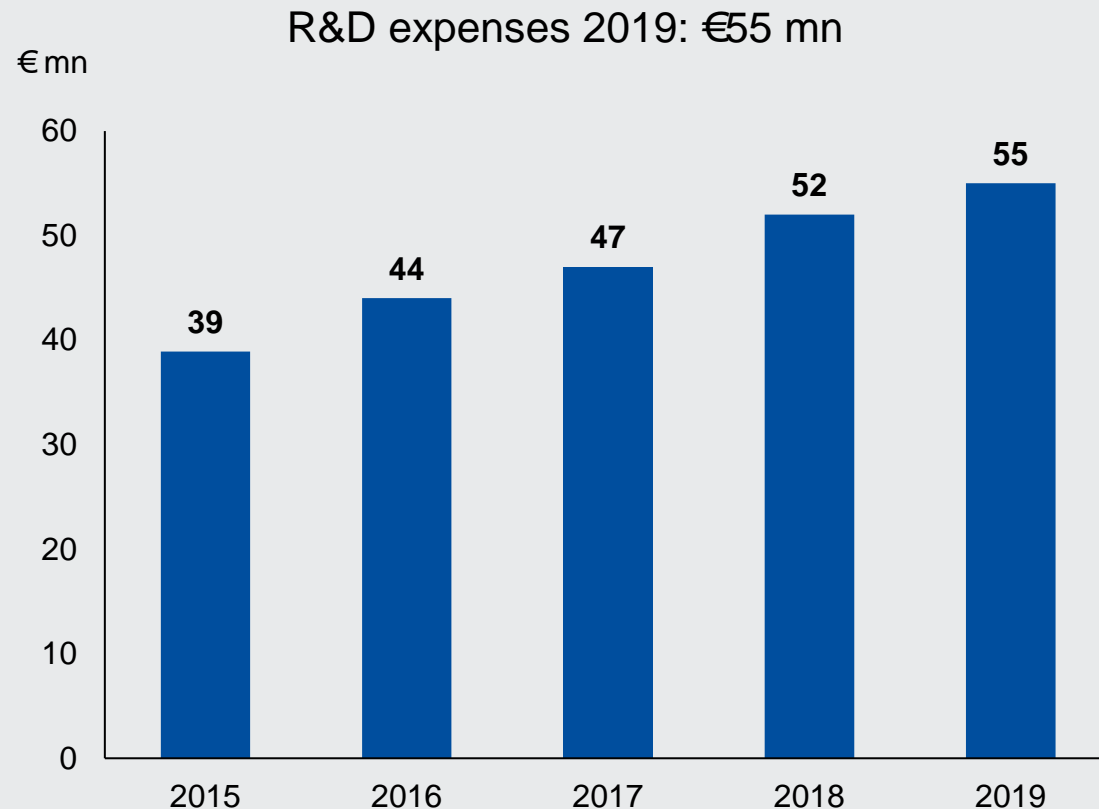
## FUCHS Sales (by customer location)

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



# Investment in the future

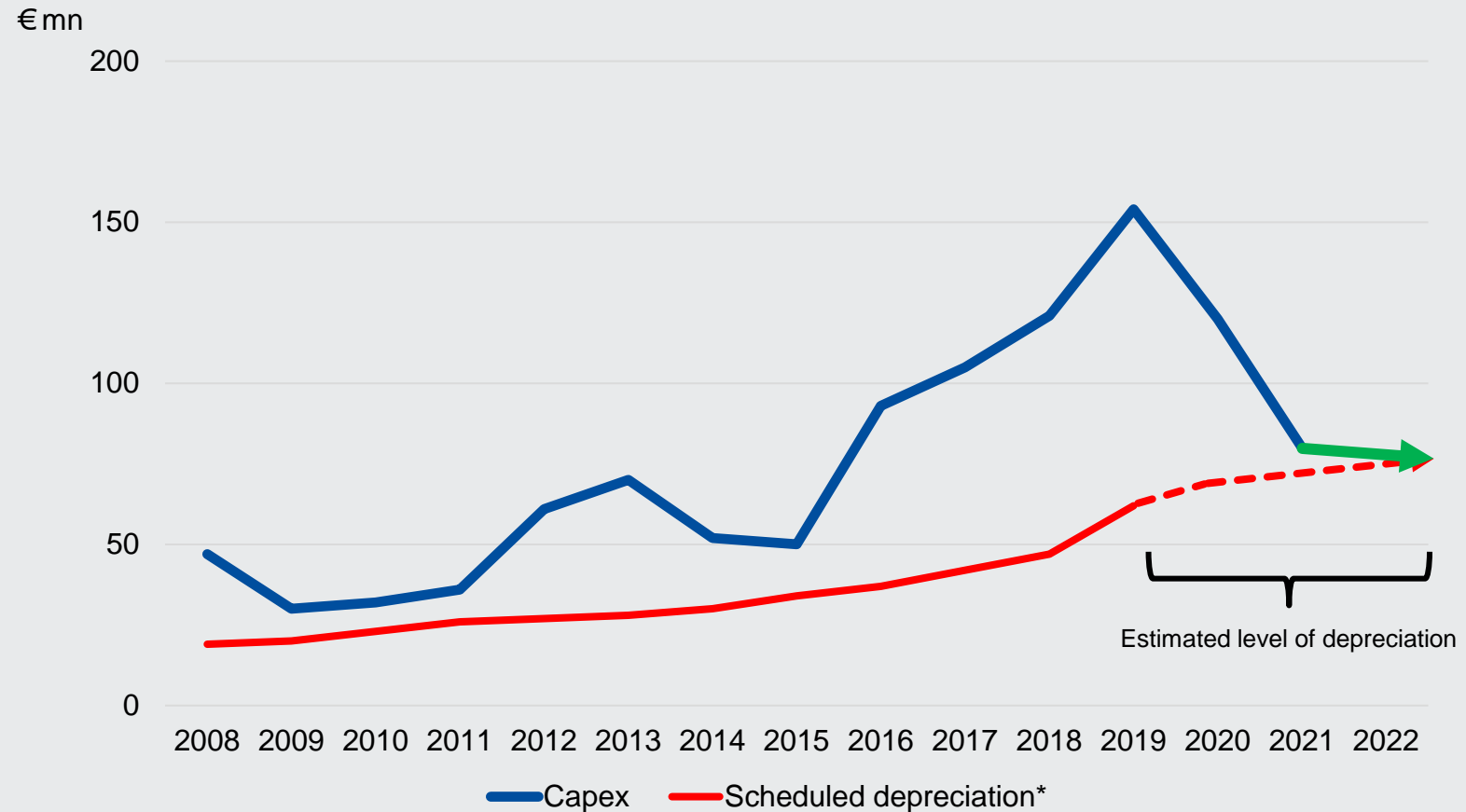
## R&D expenses and Capex



# 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 CO<sub>2</sub>-neutral as of 2020

- Since 2010 already 30% reduction of energy consumption-specific CO<sub>2</sub> emissions per ton of FUCHS lubricant produced
- From 2020 onwards, all FUCHS locations worldwide will be CO<sub>2</sub>-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**



**CO<sub>2</sub>neutral**



## 02 FUCHS2025

# New Mindset for Future Challenges

## The FUCHS2025 Strategy

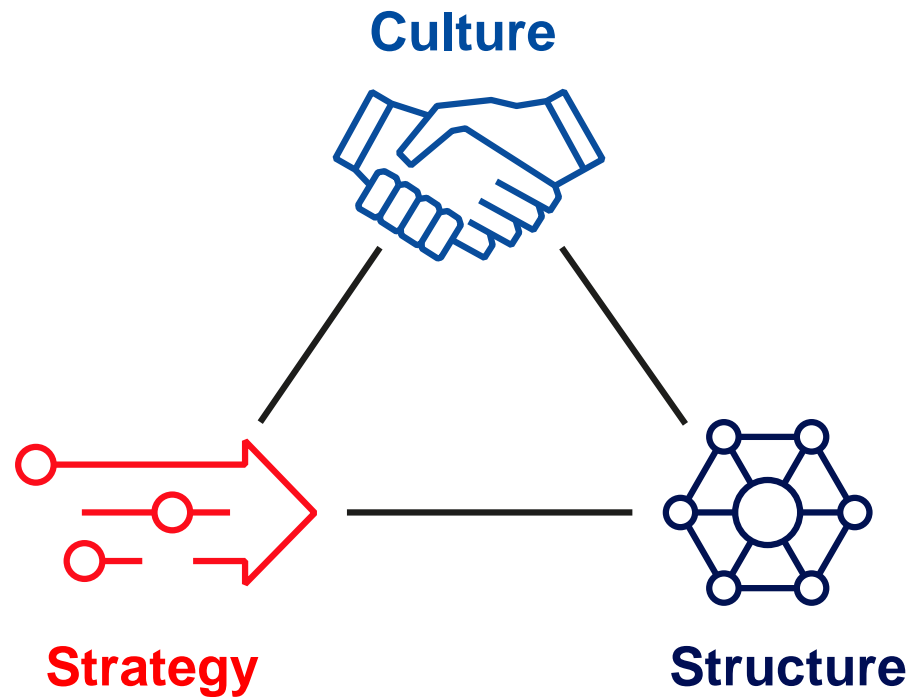




The diagram illustrates the four key drivers of digital transformation, arranged around a central hub. The drivers are represented by blue boxes with white text: "Digitization" (top left), "Global customer requirements" (top right), "E-Mobility" (bottom left), and "New business models" (bottom right). The central hub features a blue brain icon, a red cloud with a Wi-Fi symbol, a blue car with a charging cable, and a blue globe. These icons are interconnected by red dashed lines and arrows, indicating a dynamic and interconnected system. A large red circular arrow on the right side of the diagram suggests a continuous cycle or process. The overall design uses a clean, modern aesthetic with blue and red as primary colors.

# 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

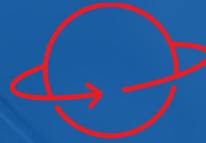
## We want to ...

- 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 CO<sub>2</sub> footprint of our products based on a lifecycle assessment
- Become the employer of choice

# FUCHS2025 Strategy

## Strategic Pillars

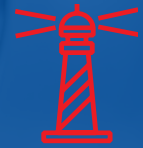
Six strategic pillars form the base of our strategy. They are the guiding principles for our strategic actions to reach our vision for FUCHS2025.



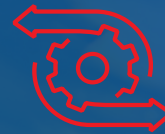
**Global  
Strength**



**Customer &  
Market Focus**



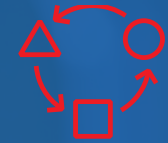
**Technology  
Leader**



**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**

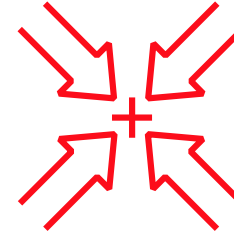


# FUCHS2025 Strategy

## Highlights



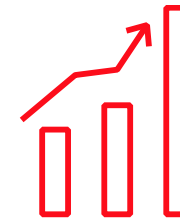
**Sustainable revenue growth  
with operational excellence  
at a 15% EBIT margin and  
corresponding FVA growth**



**Better market penetration  
through market  
segmentation**



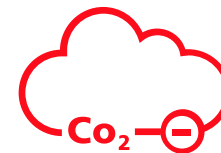
**Technology leadership  
in the segments we target  
until 2025**



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



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



**CO<sub>2</sub>-neutrality in production  
“gate-to-gate” since 2020  
and CO<sub>2</sub>-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**

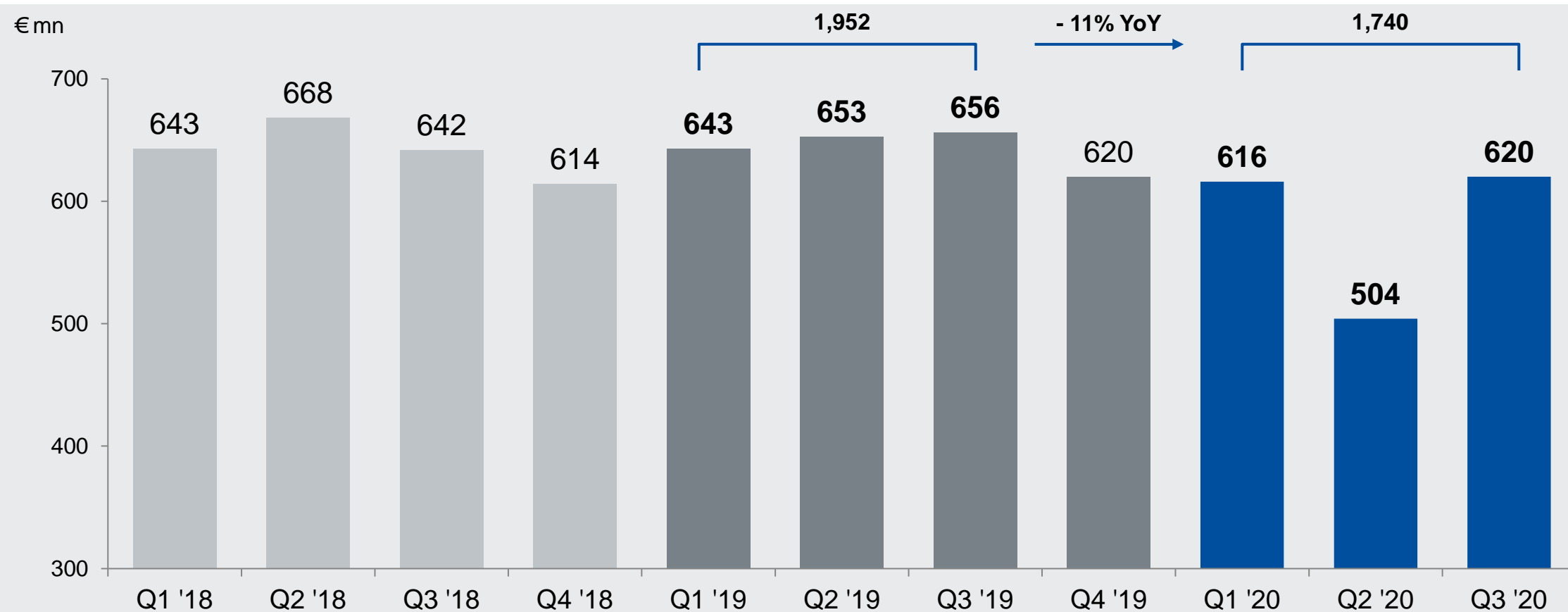
EBIT down by -17 %

### Updated Outlook FY 2020

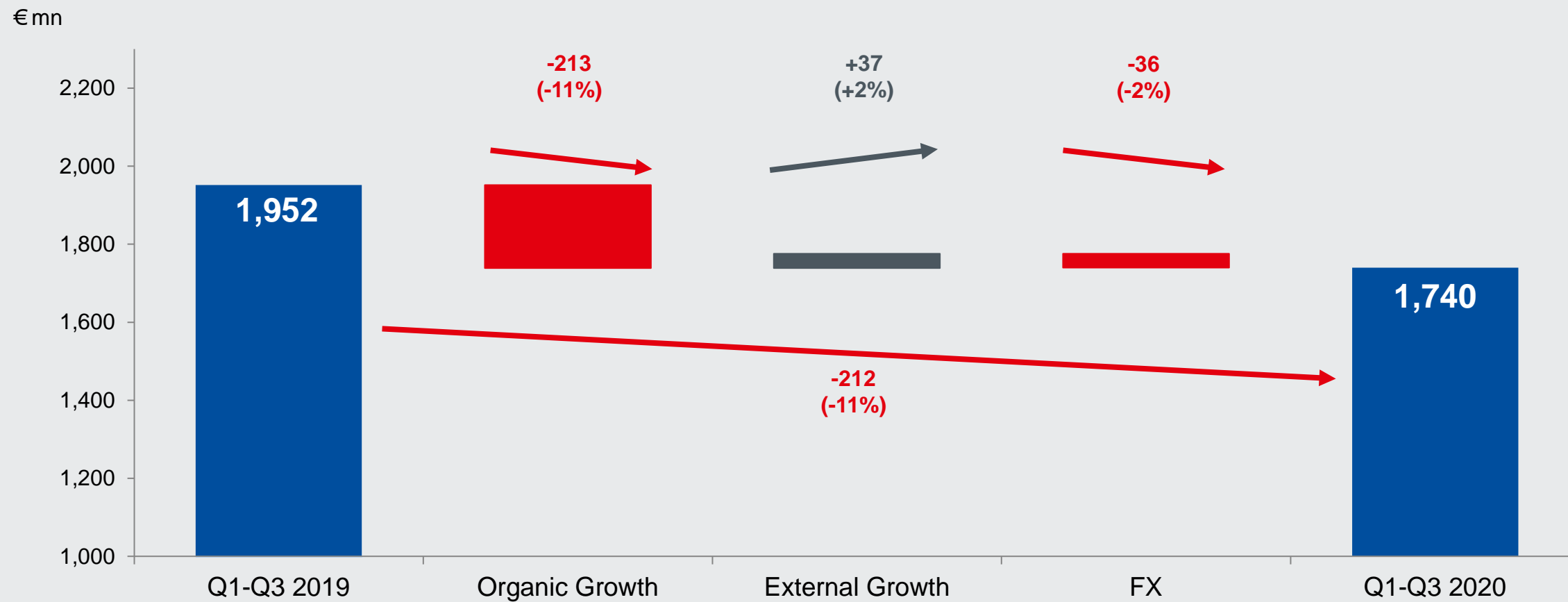
- EBIT decline in the range of -15%  
(was -25%)
- Based on the assumption that there will not be any major lockdowns in FUCHS' key regions in Q4 2020
- The effects of the crisis on supply chains, production and customer demand cannot be reliably estimated currently

- 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

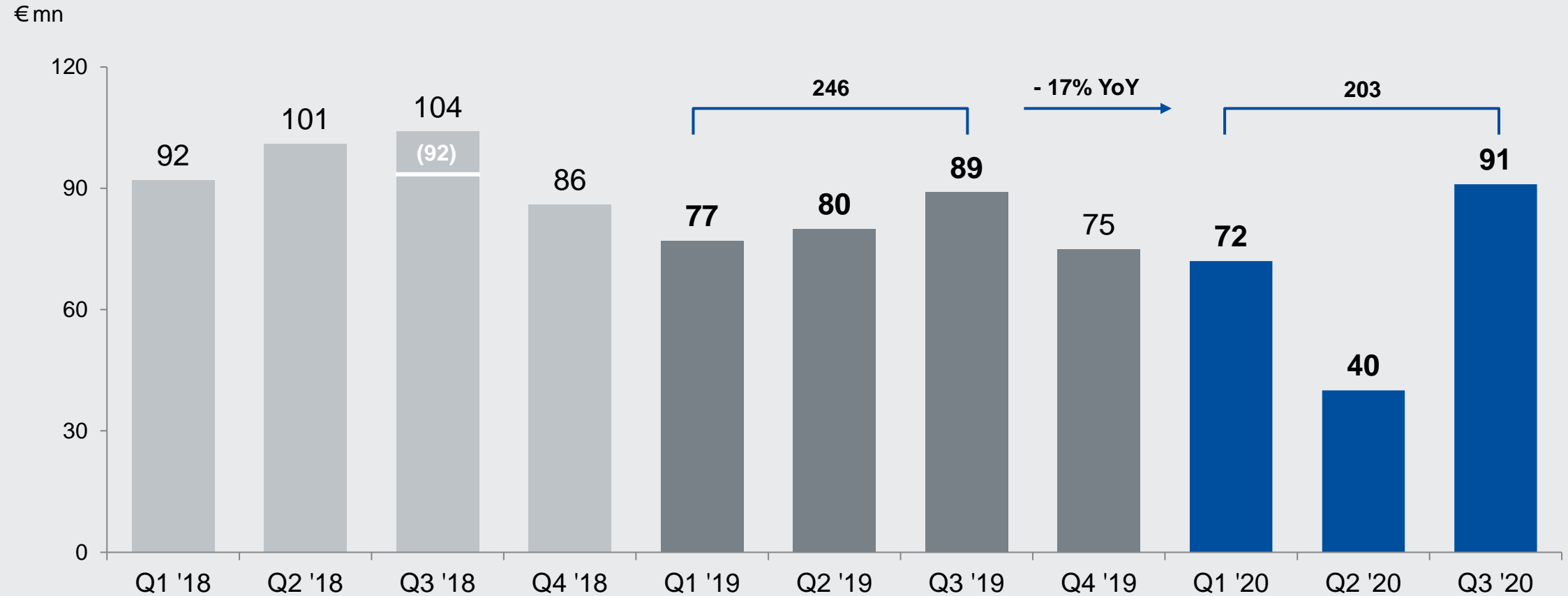
	Q1-3 2020 (€mn)	Q1-3 2019 (€mn)	Growth	Organic	External	FX
Europe, Middle East, Africa	1,060	1,201	-12%	-11%	-	-1%
Asia-Pacific	509	535	-5%	-4%	+1%	-2%
Americas	281	320	-12%	-20%	+10%	-2%
Consolidation	-110	-104	-	-	-	-
<b>Total</b>	<b>1,740</b>	<b>1,952</b>	<b>-11%</b>	<b>-11%</b>	<b>+2%</b>	<b>-2%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

# Income statement Q1-3 2020

€mn	Q1-3 2020	Q1-3 2019	Δ €mn	Δ in %
<b>Sales</b>	<b>1,740</b>	<b>1,952</b>	<b>-212</b>	<b>-11</b>
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
<b>EBIT before at Equity</b>	<b>196</b>	<b>239</b>	<b>-43</b>	<b>-18</b>
At Equity	7	7	0	0
<b>EBIT</b>	<b>203</b>	<b>246</b>	<b>-43</b>	<b>-17</b>
Earnings after tax	142	176	-34	-19

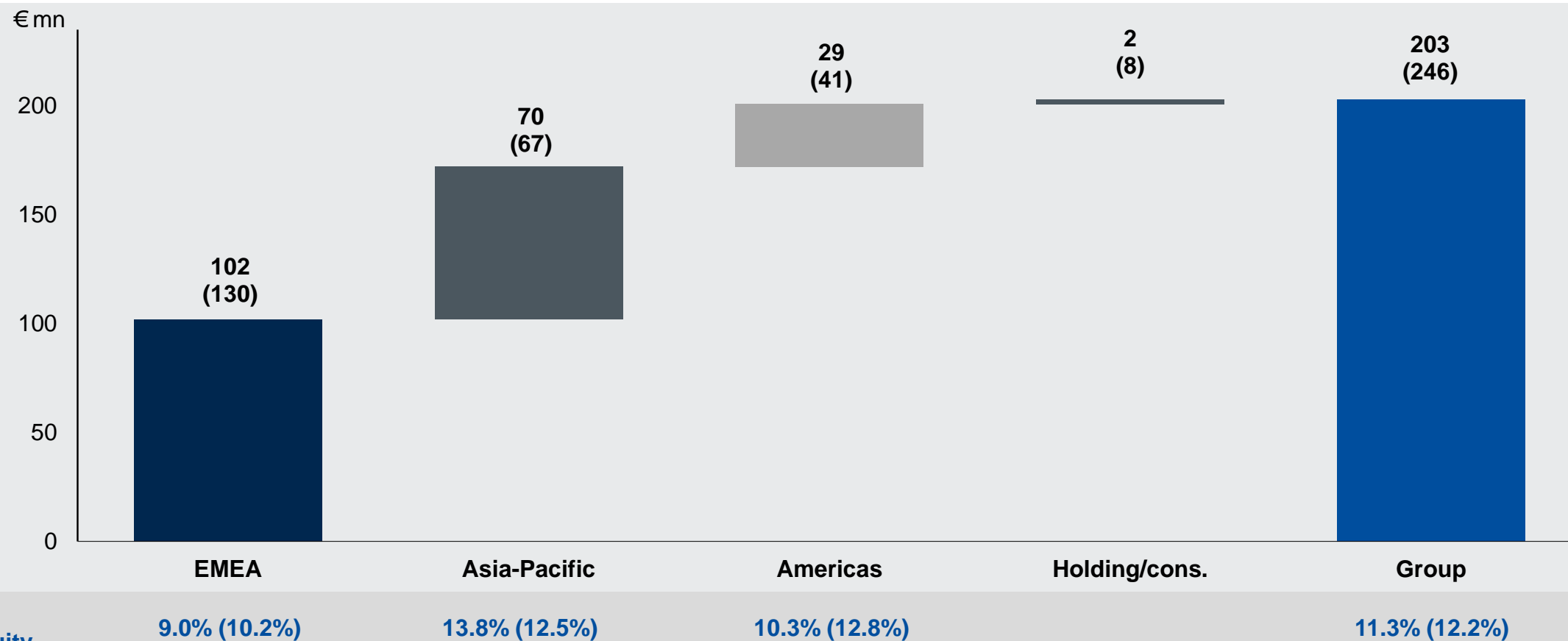
# EBIT development

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



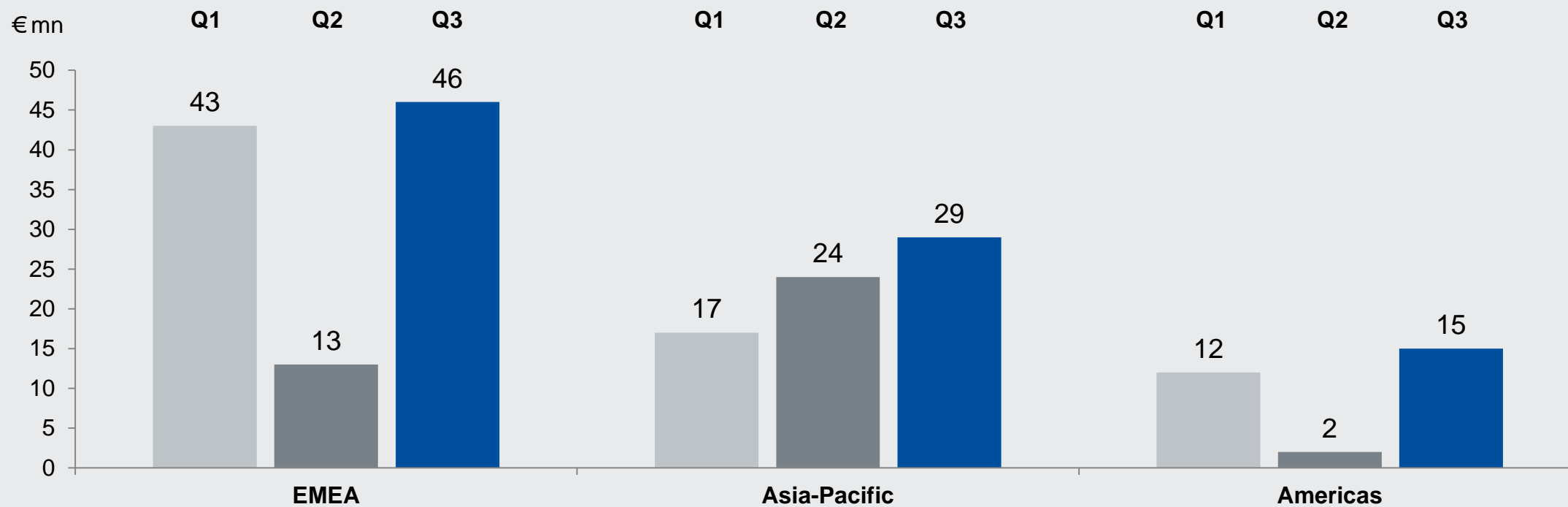
# EBIT by regions

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 %
<b>Earnings after tax</b>	<b>142</b>	<b>176</b>	<b>-34</b>	<b>-19</b>
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
<b>Free cash flow before acquisitions<sup>1</sup></b>	<b>122</b>	<b>94</b>	<b>28</b>	<b>30</b>
Acquisitions	-95	-10	-85	>100
<b>Free cash flow</b>	<b>27</b>	<b>84</b>	<b>-57</b>	<b>-68</b>

<sup>1</sup> 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

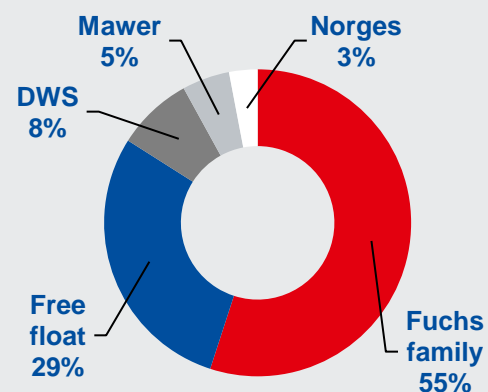
## 04 Shares



# Breakdown ordinary & preference shares

(December 31, 2019)

## Ordinary shares



Basis: 69,500,000 ordinary shares

### Characteristics:

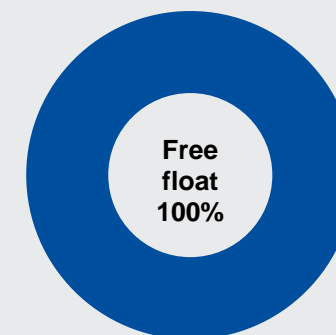
- Dividend
- Voting rights

### 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.)

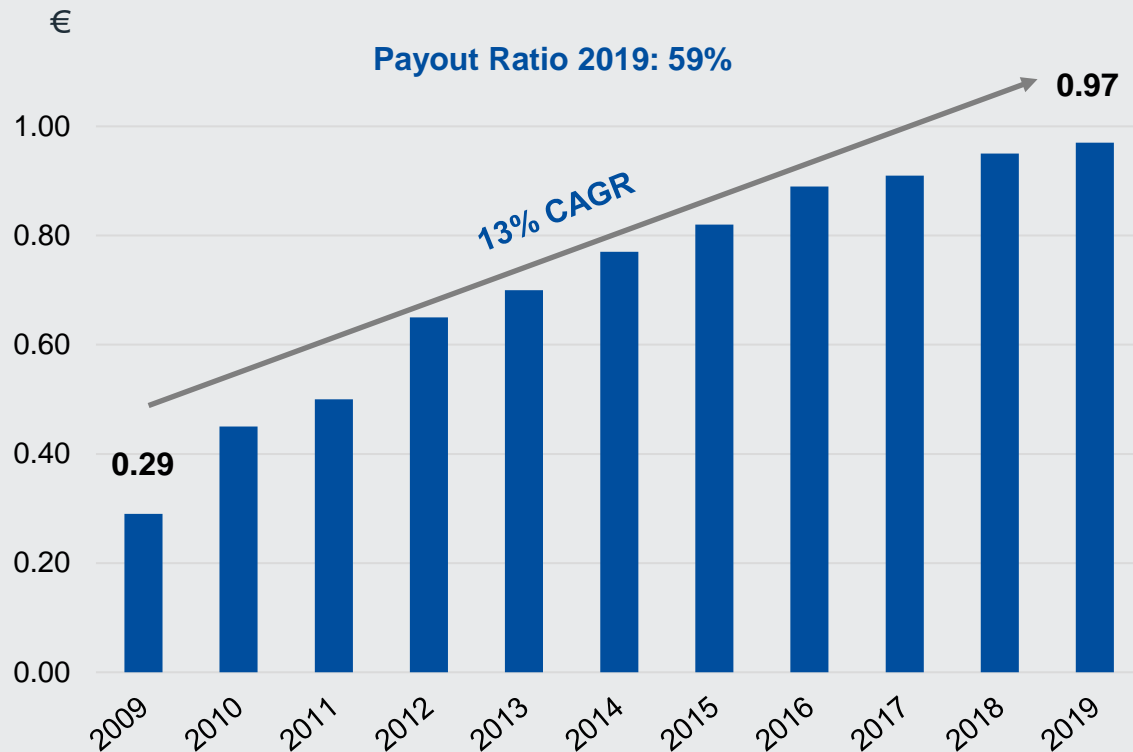
### Share data:

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

## Stable dividend policy

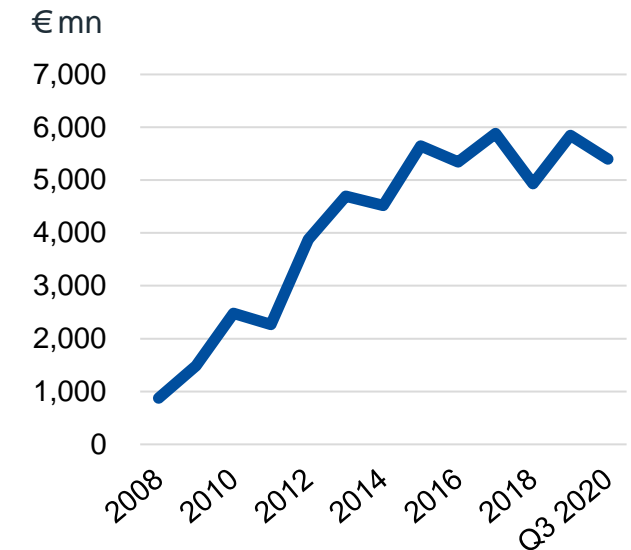
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

### Dividend per Preference Share



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

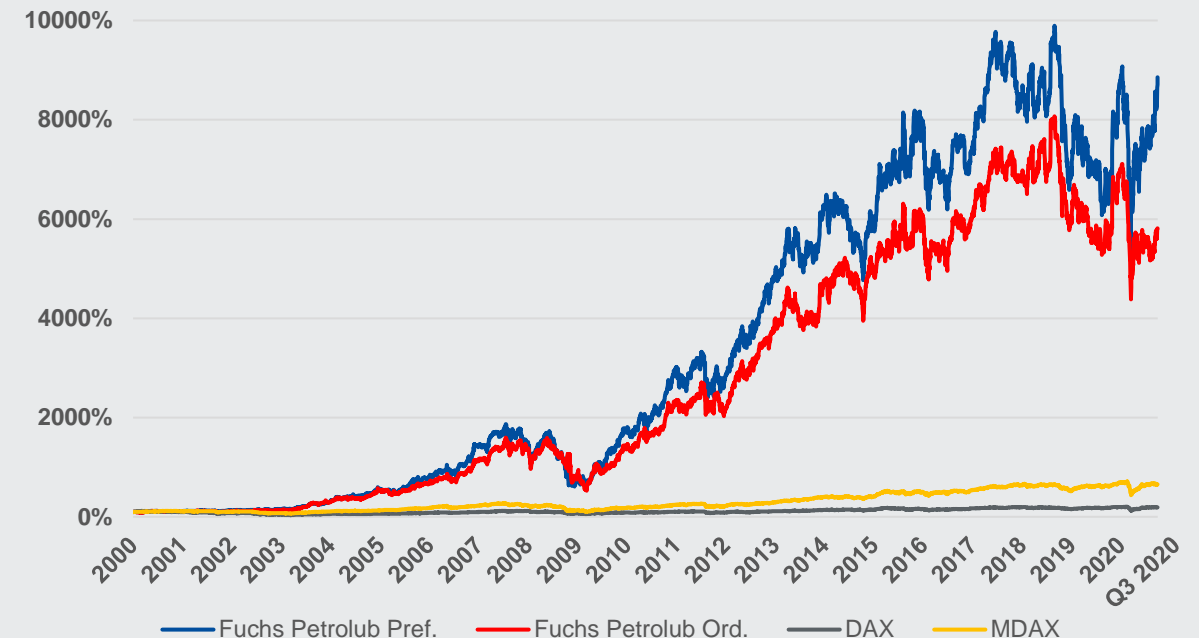
### Market Capitalization



# 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 & MDAX<sup>1</sup>



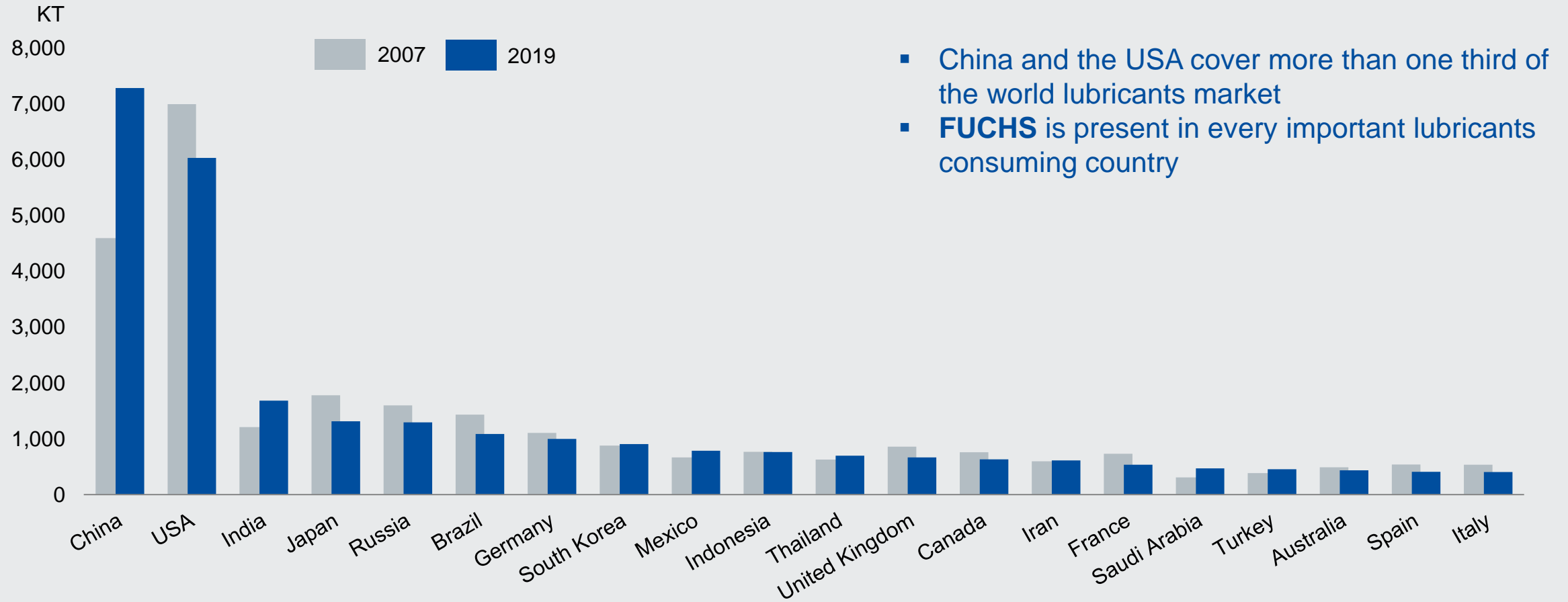
<sup>1</sup> Share price development including reinvested dividends



## 05 Appendix

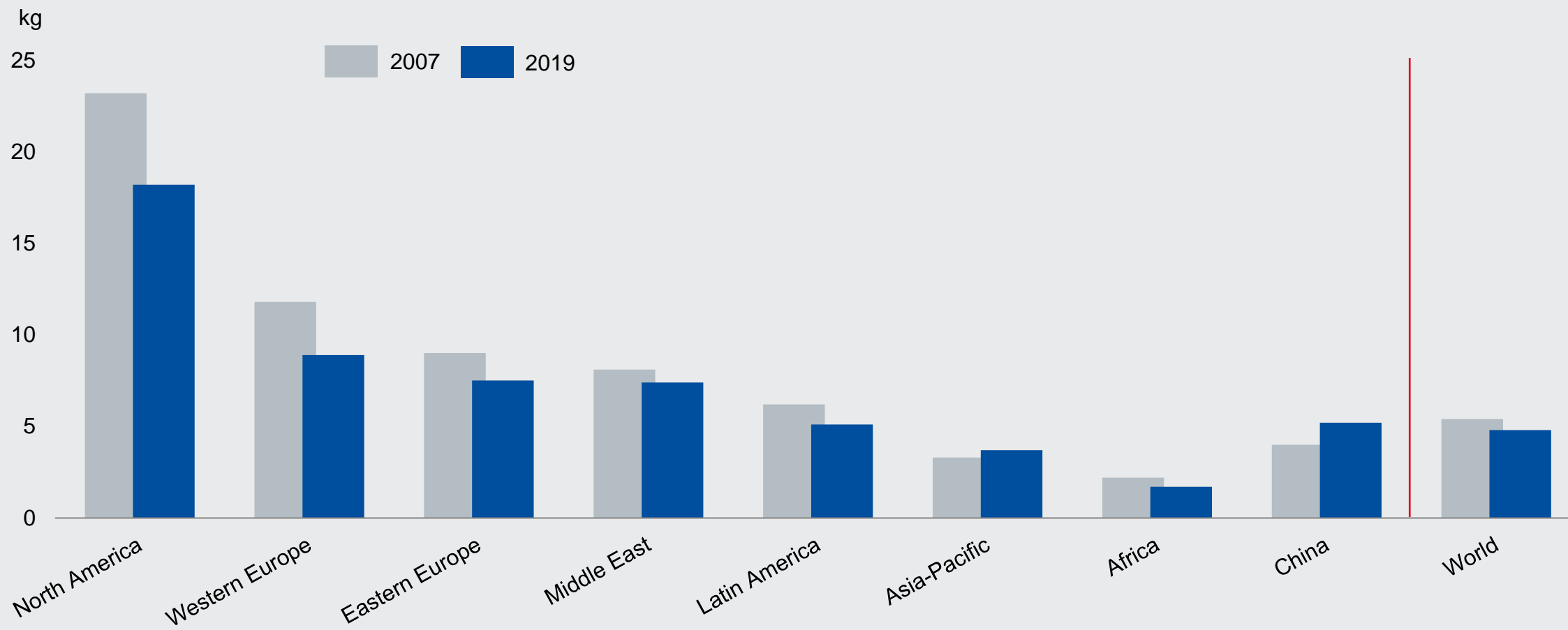


# Top 20 lubricant countries



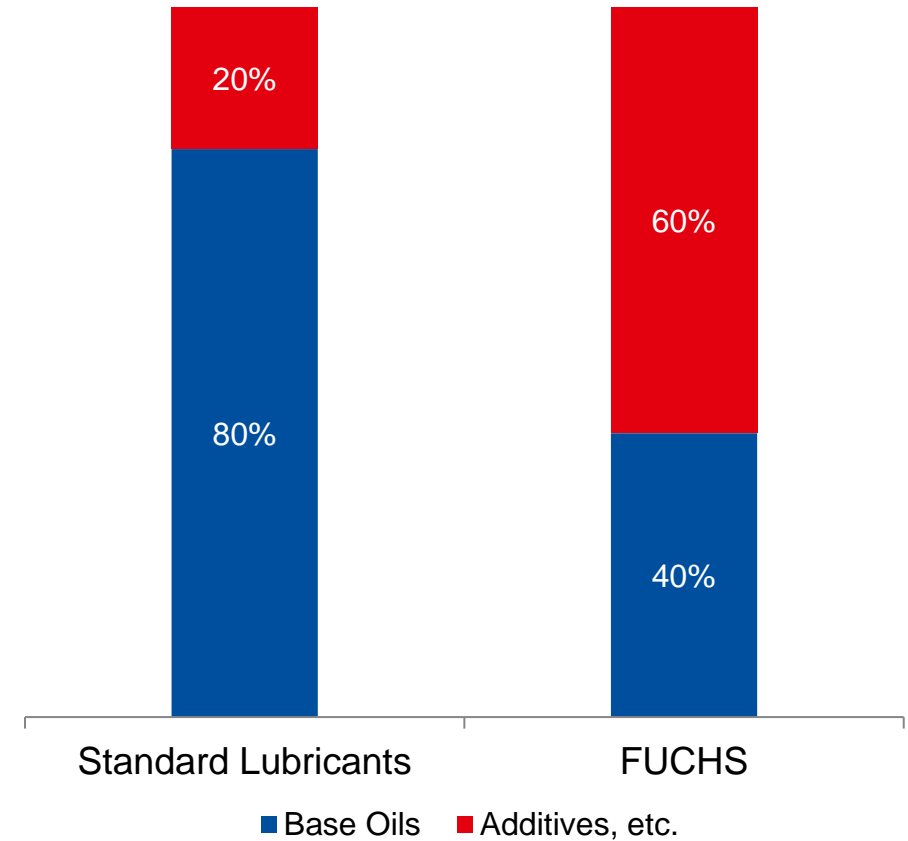


## Regional per-capita lubricants demand



## Base oil / additives value split

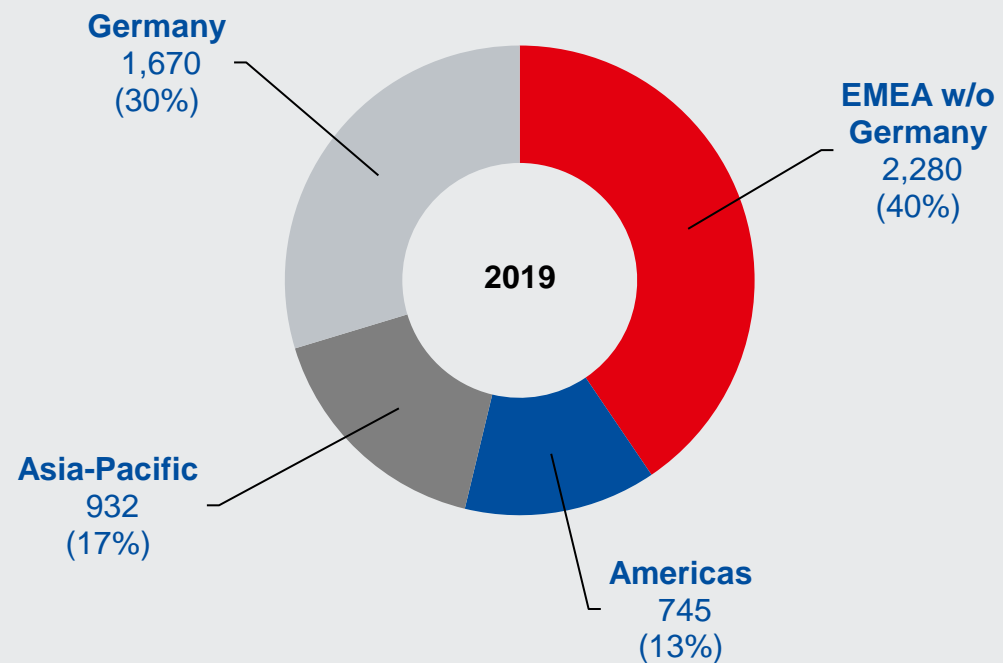
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
  - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



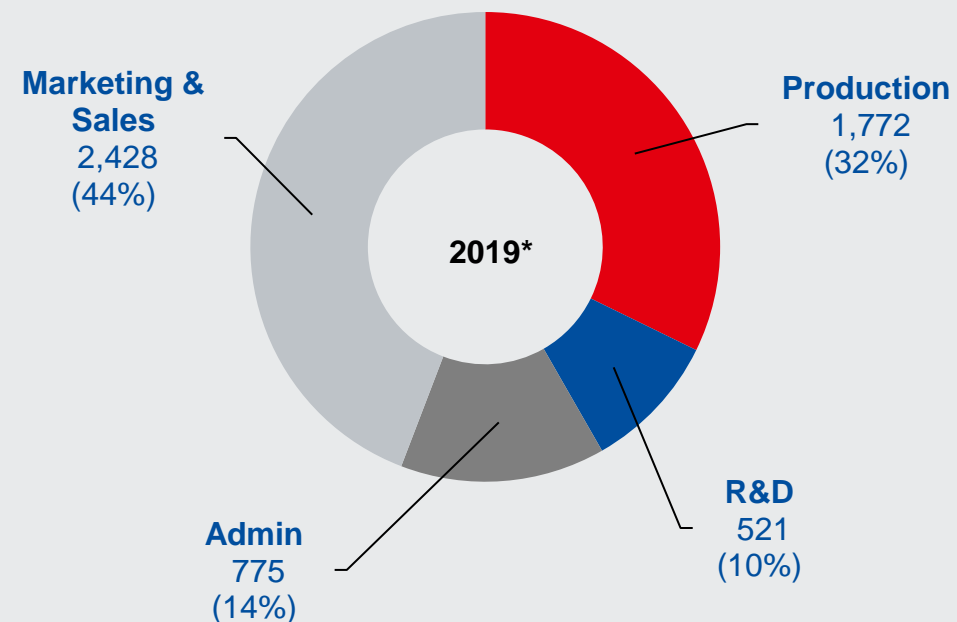
# Workforce Structure

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

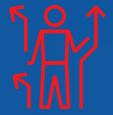


### Strategic Objectives:

- 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



### Strategic Objectives:

- **Economical Sustainability**

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

- **Ecological Sustainability**

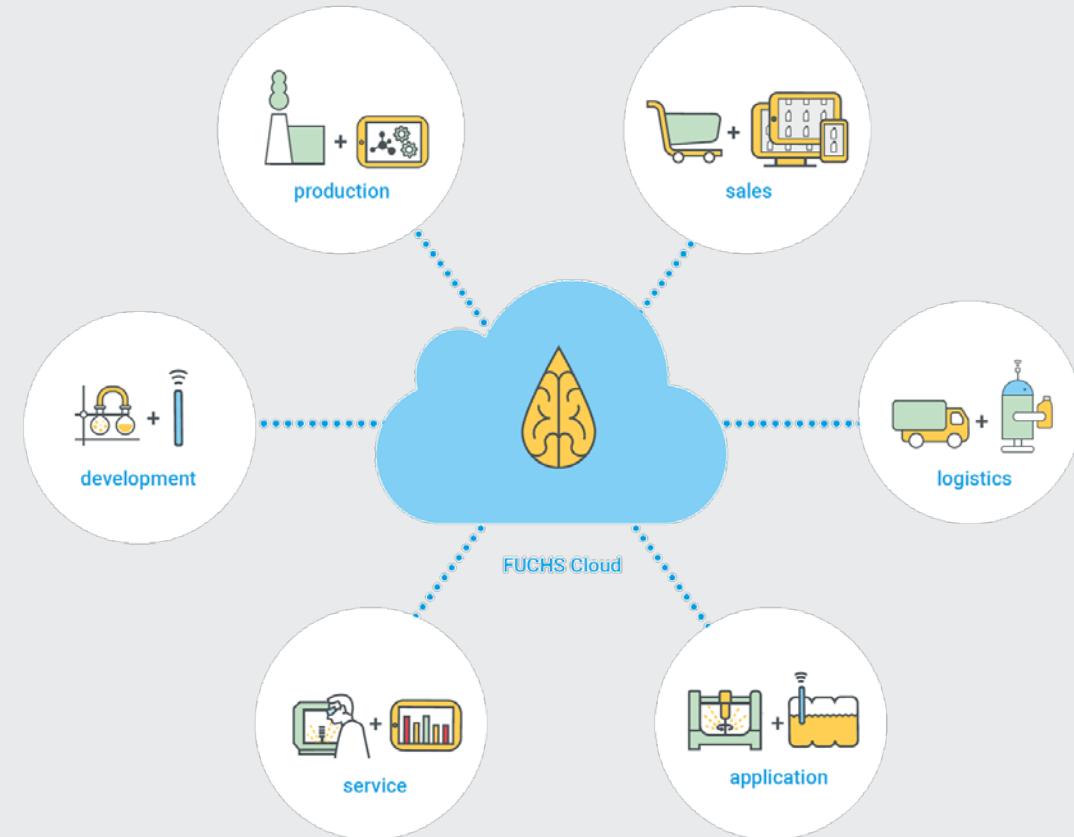
- CO<sub>2</sub>-neutral production (“gate-to-gate”) since 2020 and carbon-neutral products (“cradle-to-gate”) by 2025. Foster additional ecological sustainability projects

- **Social Sustainability**

- Further promote Corporate Social Responsibility projects

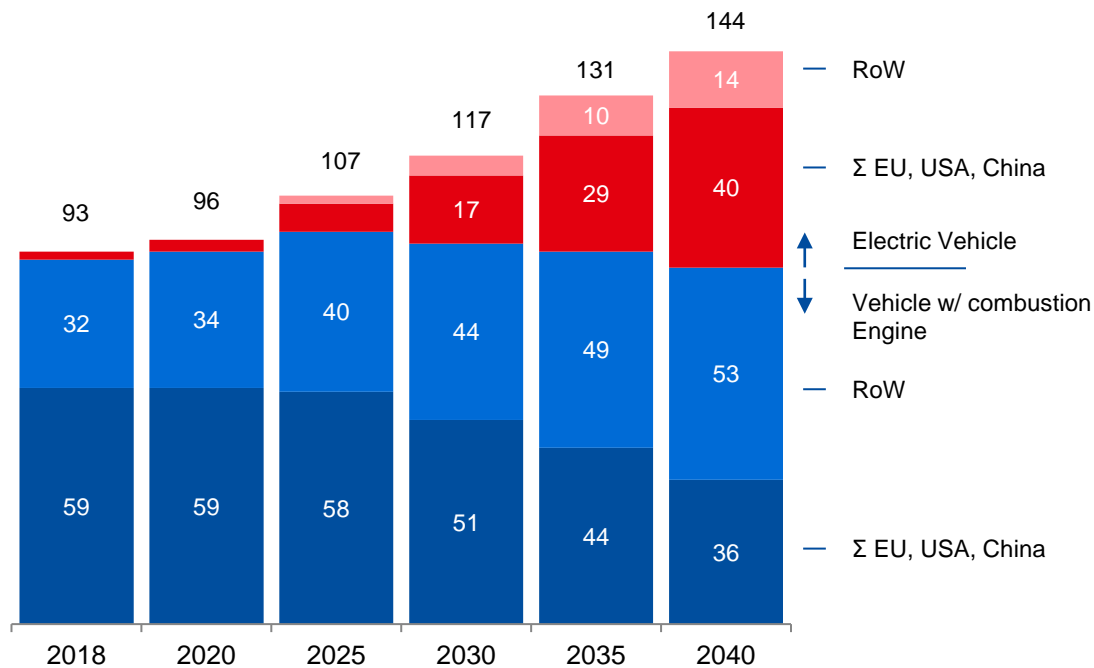
# Digitalisation will fundamentally change our value creation

- 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

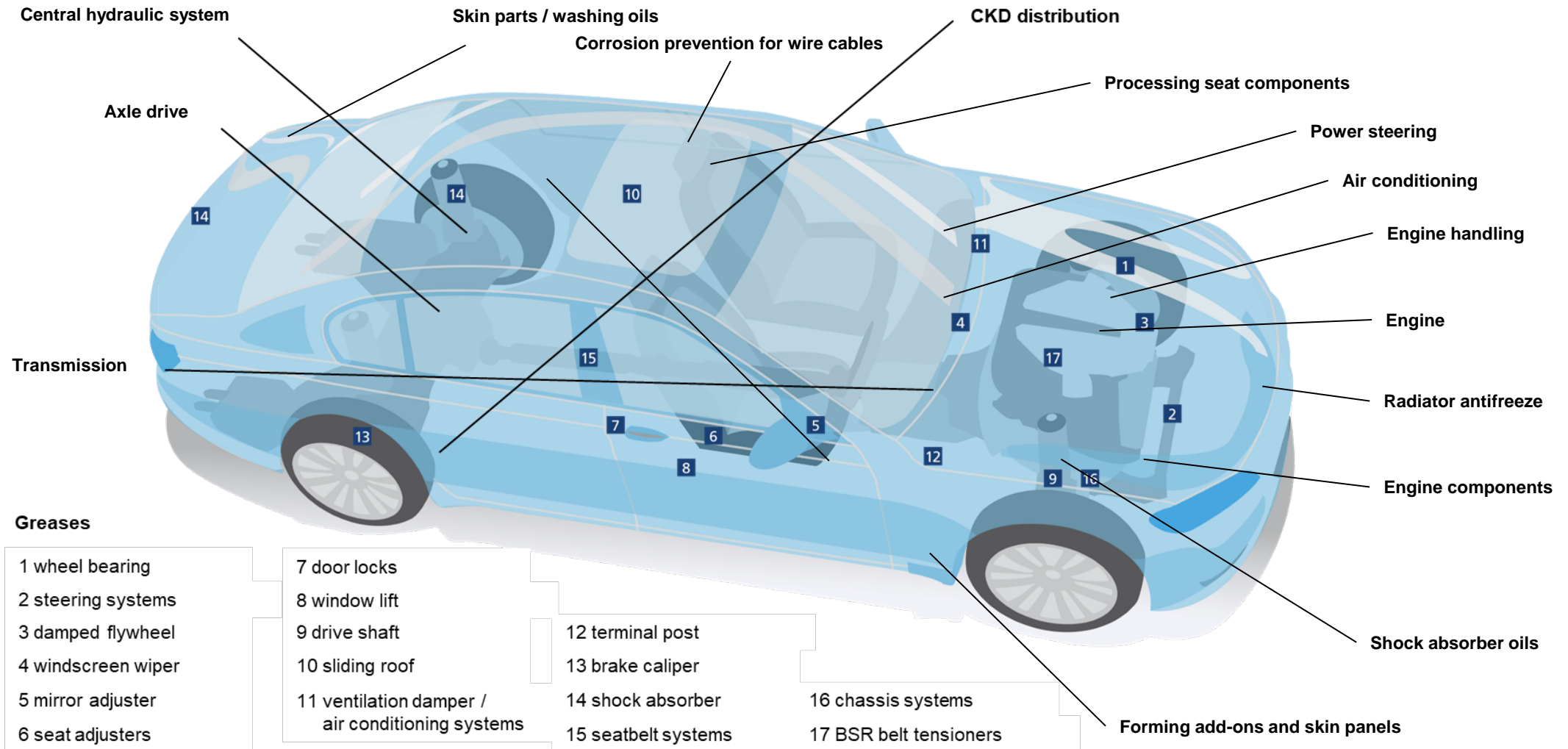
## Electrification is an opportunity for FUCHS to further strengthen its market leadership with technically advanced solutions

- 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



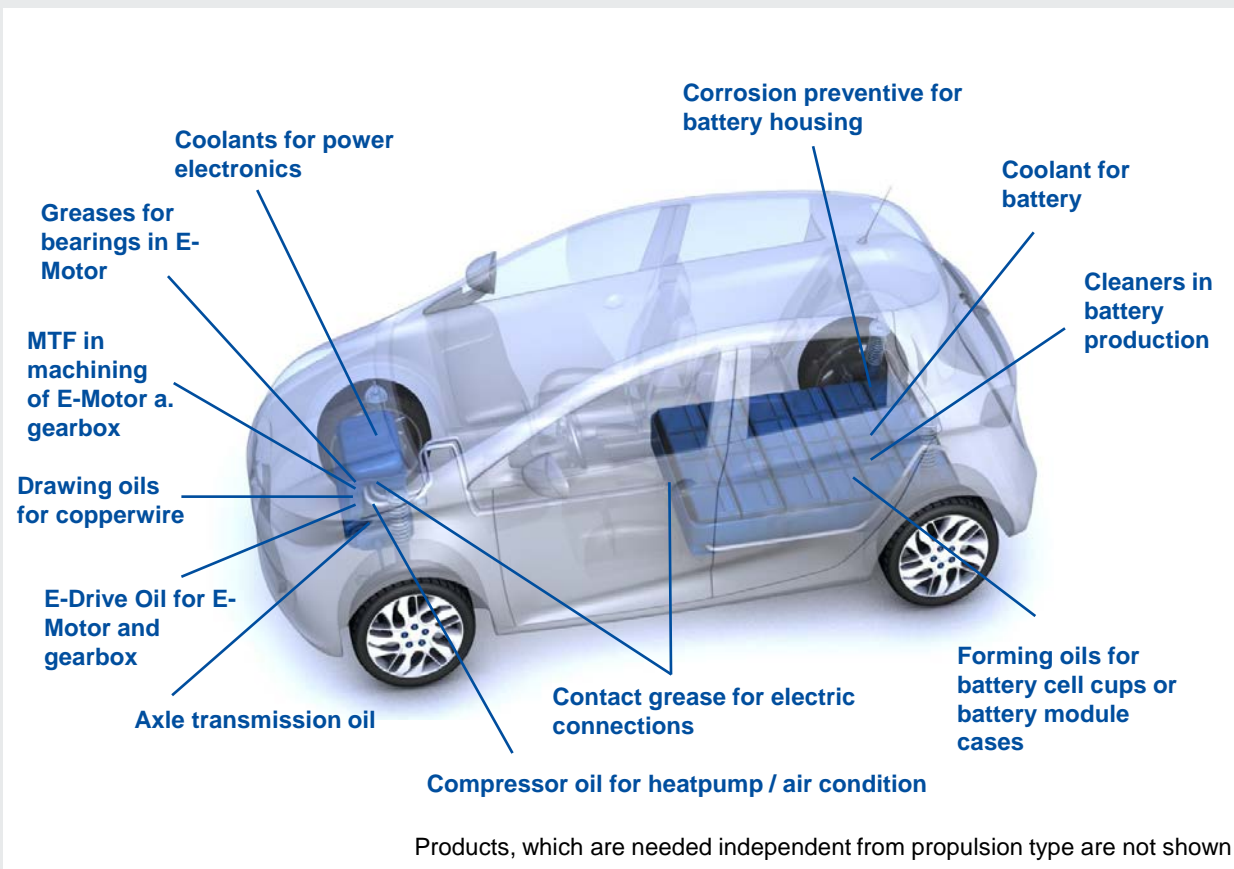
# Lubricant applications in passenger cars




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



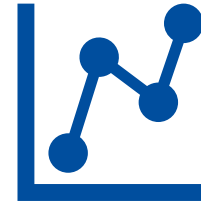
### Reinvest in the business



**Capex**



**Acquisitions**



### Shareholder value-oriented



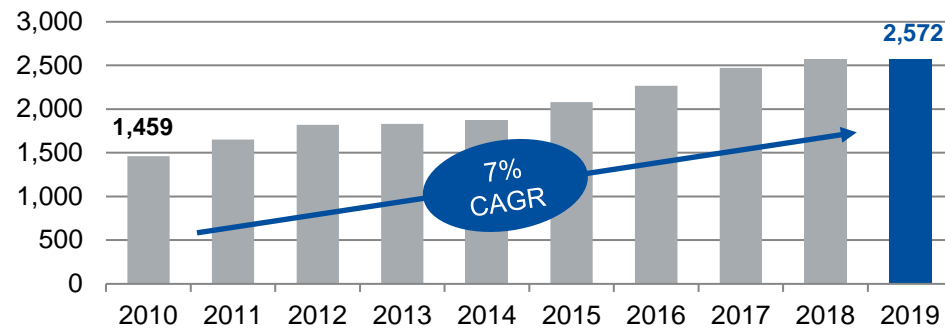
**Stable Dividends**



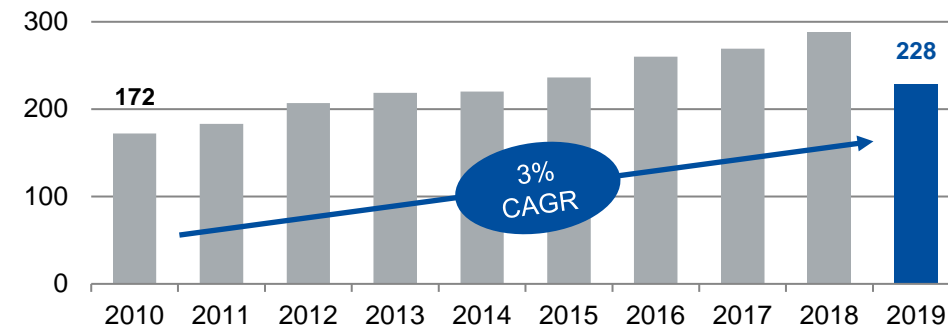
**Share Buyback**

# Unique track record for continued profitability and added value

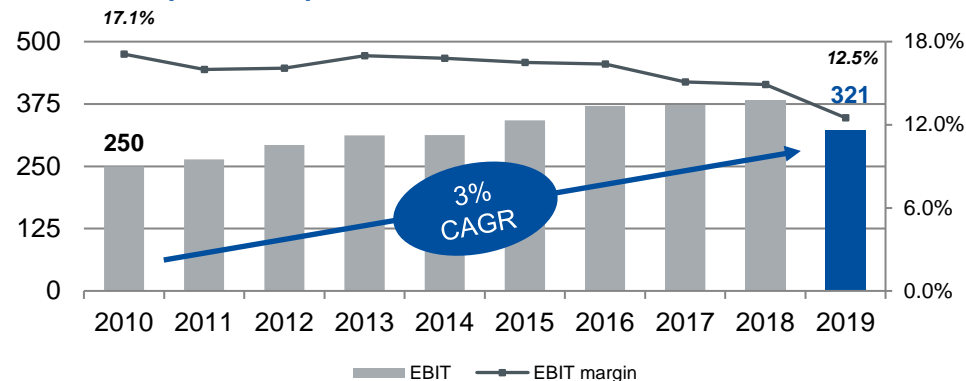
Sales (in €mn)



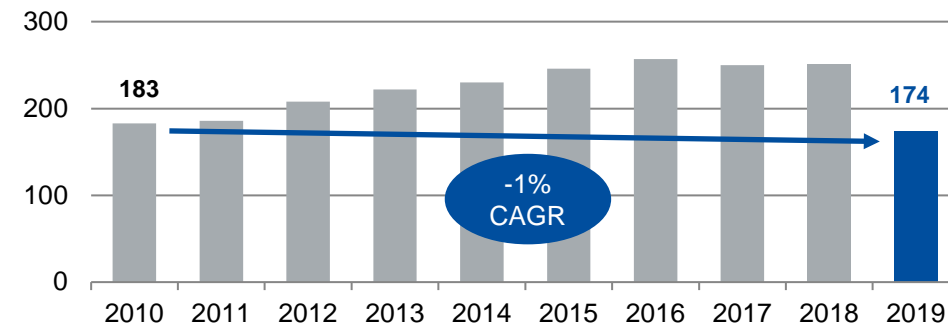
Earnings After Tax (in €mn)



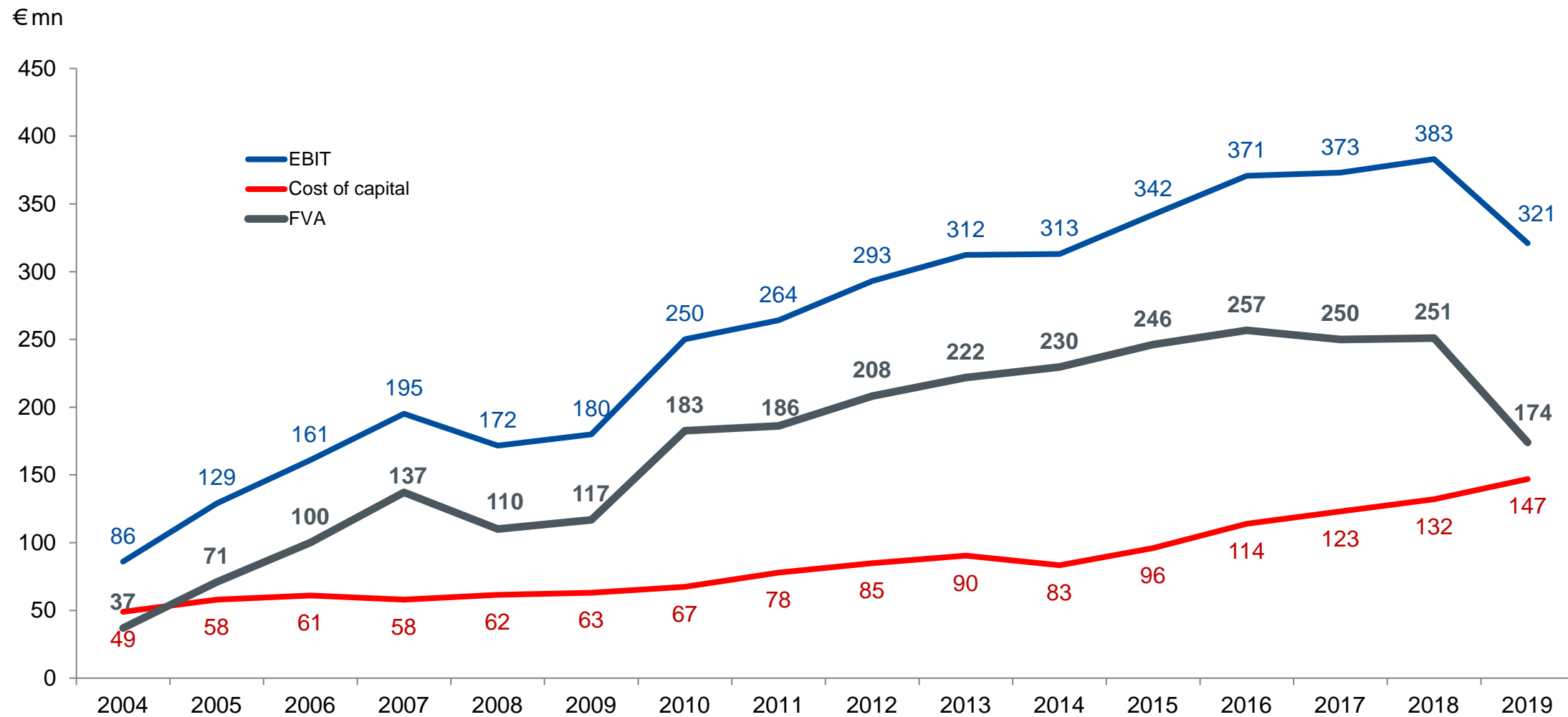
EBIT (in €mn)



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
<b>Sales</b>	<b>2,079</b>	<b>2,267</b>	<b>2,473</b>	<b>2,567</b>	<b>2,572</b>	<b>0.2%</b>
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%
<b>EBIT before at Equity</b>	<b>324</b>	<b>352</b>	<b>356</b>	<b>357</b>	<b>310</b>	<b>-13.2%</b>
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%
<b>EBIT</b>	<b>342</b>	<b>371</b>	<b>373</b>	<b>383</b>	<b>321</b>	<b>-16.2%</b>
EBIT margin	16.5%	16.4%	15.1%	14.9%	12.5%	-2.4%-points
<b>EBITDA</b>	<b>381</b>	<b>418</b>	<b>432</b>	<b>441</b>	<b>400</b>	<b>-9.3%</b>
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 <sup>1</sup>	175	147	142	205	232
Free cash flow	162	159	140	164	62

<sup>1</sup> Including divestments

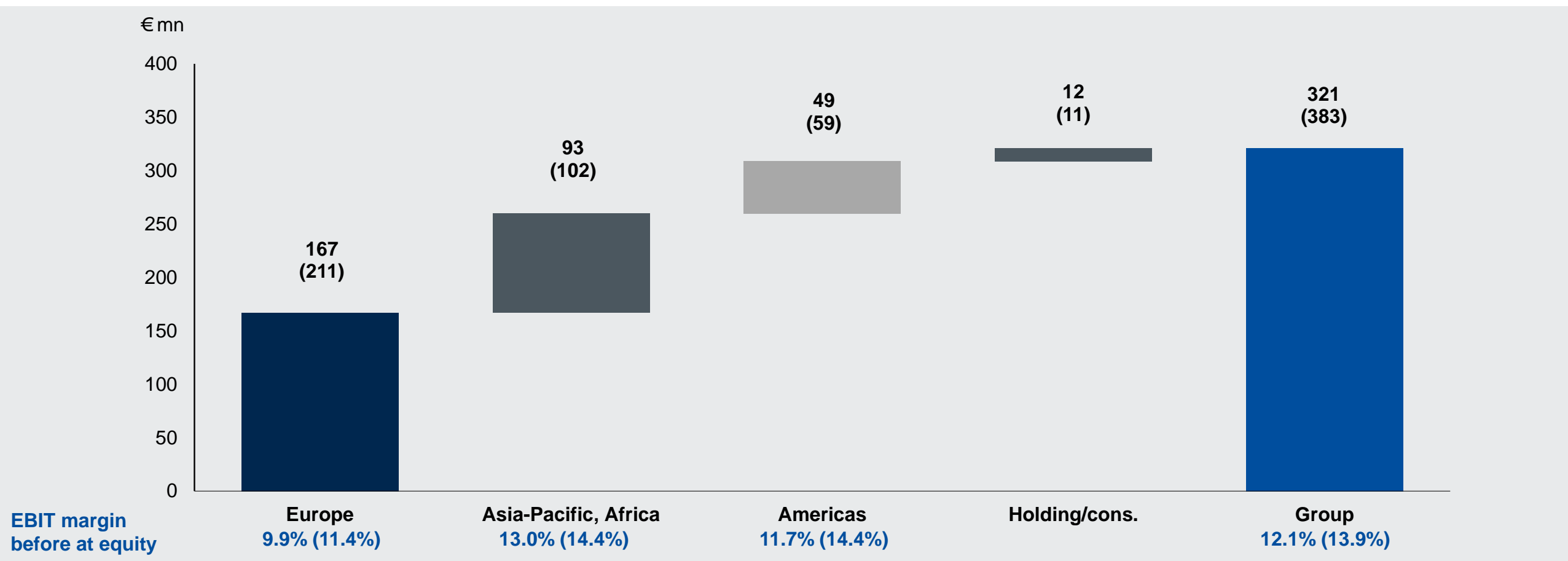
## Regional sales decline 2019

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	-	-	-	-
<b>Total</b>	<b>2,572</b>	<b>2,567</b>	<b>+0%</b>	<b>-1%</b>	<b>+1%</b>	<b>+0%</b>

# EBIT by regions

2019 (2018)

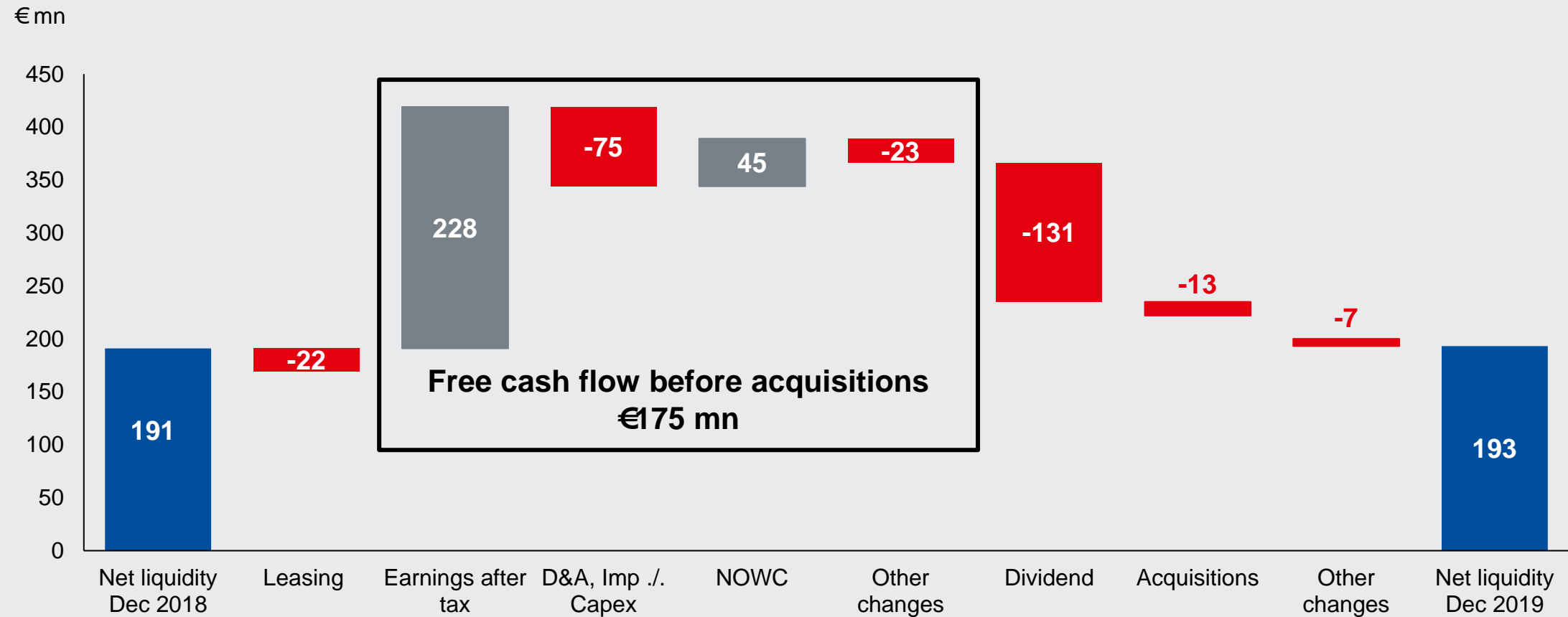


# Cash flow 2019

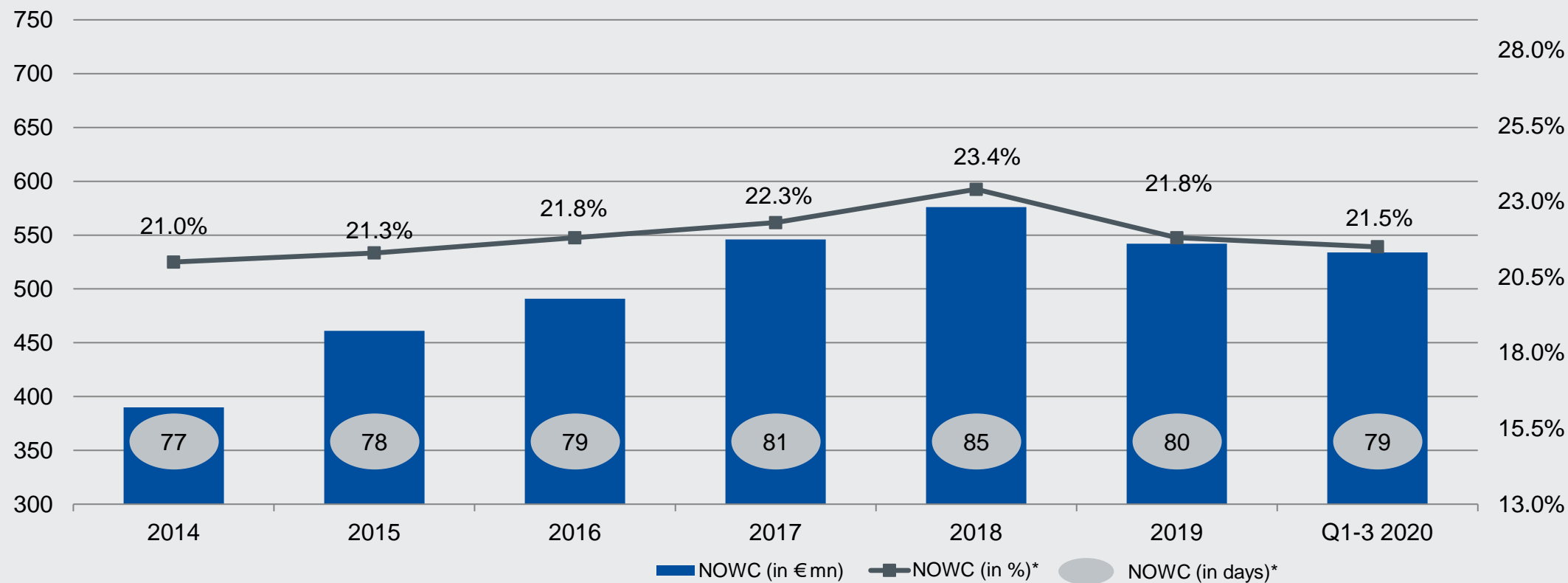
€mn	2019	2018	Δ in €mn	Δ in %
<b>Earnings after tax</b>	<b>228</b>	<b>288</b>	<b>-60</b>	<b>-21</b>
Amortization/Depreciation and impairment	79	58	21	36
Changes in net operating working capital (NOWC)	45	-48	93	-
Other changes	-23	-30	7	-23
Capex	-154	-121	-33	27
<b>Free cash flow before acquisitions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

<sup>1</sup> 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
<b>Sales</b>	<b>618</b>	<b>629</b>	<b>615</b>	<b>611</b>	<b>643</b>	<b>668</b>	<b>642</b>	<b>614</b>	<b>643</b>	<b>653</b>	<b>656</b>	<b>620</b>	<b>616</b>	<b>504</b>	<b>620</b>	
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	
<b>EBIT before at Equity</b>	<b>89</b>	<b>92</b>	<b>86</b>	<b>89</b>	<b>89</b>	<b>99</b>	<b>88</b>	<b>81</b>	<b>75</b>	<b>77</b>	<b>87</b>	<b>71</b>	<b>70</b>	<b>38</b>	<b>88</b>	
<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	
<b>EBIT</b>	<b>94</b>	<b>96</b>	<b>91</b>	<b>92</b>	<b>92</b>	<b>101</b>	<b>104</b>	<b>86</b>	<b>77</b>	<b>80</b>	<b>89</b>	<b>75</b>	<b>72</b>	<b>40</b>	<b>91</b>	
<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	
<b>EBITDA</b>	<b>107</b>	<b>109</b>	<b>105</b>	<b>111</b>	<b>106</b>	<b>115</b>	<b>118</b>	<b>102</b>	<b>95</b>	<b>98</b>	<b>107</b>	<b>100</b>	<b>92</b>	<b>60</b>	<b>110</b>	
<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 <sup>1</sup>					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		
<b>FUCHS Group</b>	<b>643</b>	<b>668</b>	<b>642</b>	<b>614</b>	<b>2,567</b>	<b>643</b>	<b>653</b>	<b>656</b>	<b>620</b>	<b>2,572</b>	<b>616</b>	<b>504</b>	<b>620</b>		
Δ Y-o-Y in %	-	-	-	-	-	0	-2	2	1	0	-4	-23	-5		

EBIT (€mn)	2018 <sup>1</sup>					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		
<b>FUCHS Group</b>	<b>92</b>	<b>101</b>	<b>104</b>	<b>86</b>	<b>383</b>	<b>77</b>	<b>80</b>	<b>89</b>	<b>75</b>	<b>321</b>	<b>72</b>	<b>40</b>	<b>91</b>		
Δ Y-o-Y in %	-	-	-	-	-	-16	-21	-14	-13	-16	-6	-50	2		

<sup>1</sup> 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		
<b>FUCHS Group</b>	<b>-1</b>	<b>-3</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-6</b>	<b>-23</b>	<b>-4</b>		

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		
<b>FUCHS Group</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>		

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		
<b>FUCHS Group</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>-3</b>		

# 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

<b>March 9, 2021</b>	Annual Report 2020
<b>April 29, 2021</b>	Quarterly statement Q1 2021
<b>May 4, 2021</b>	Annual General Meeting in Mannheim
<b>July 30, 2021</b>	Half-year financial report 2021
<b>October 29, 2021</b>	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](http://www.fuchs.com/financial-calendar)

## Investor Relations Contact

### FUCHS PETROLUB SE

Friesenheimer Str. 17  
68169 Mannheim  
[www.fuchs.com/group/investor-relations](http://www.fuchs.com/group/investor-relations)



**Thomas Altmann**  
Head of Investor Relations  
[thomas.altmann@fuchs.com](mailto:thomas.altmann@fuchs.com)



**Andrea Leuser**  
Manager Investor Relations  
[andrea.leuser@fuchs.com](mailto:andrea.leuser@fuchs.com)



**Kelvin Jörn**  
Junior Manager Investor Relations  
[kelvin.joern@fuchs.com](mailto:kelvin.joern@fuchs.com)

# Disclaimer

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

By their very nature, forward-looking statements involve a number of risks, uncertainties and assumptions which could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These factors can include, among other factors, changes in the overall economic climate, procurement prices, changes to exchange rates and interest rates, and changes in the lubricants industry. FUCHS PETROLUB SE provides no guarantee that future developments and the results actually achieved in the future will match the assumptions and estimates set out in this presentation and assumes no liability for such. Statements contained in this presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.

The company does not undertake any obligation to update or revise any statements contained in this presentation, whether as a result of new information, future events or otherwise. In particular, you should not place undue reliance on forward-looking statements, which speak only as of the date of this presentation.