

FUCHS GROUP

Investor Presentation

| June 2021

| Lutz Ackermann, Head of Investor Relations



Agenda

- 01 | The Leading Independent Lubricants Company**
- 02 | FUCHS2025**
- 03 | Q1 2020**
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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

€2.4 bn
sales in 2020

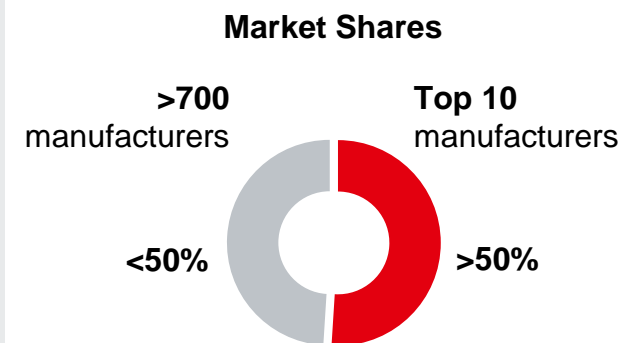
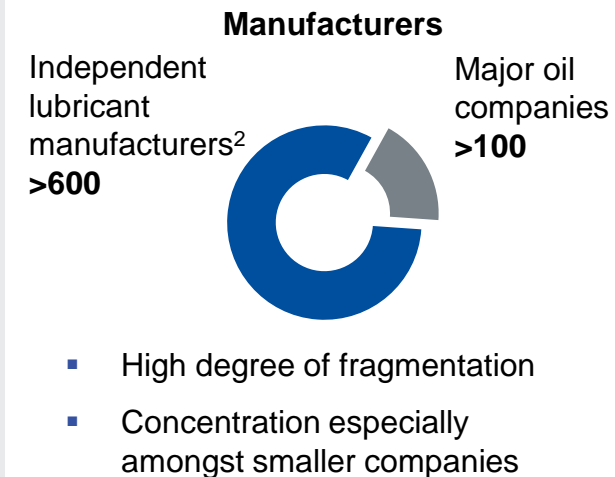
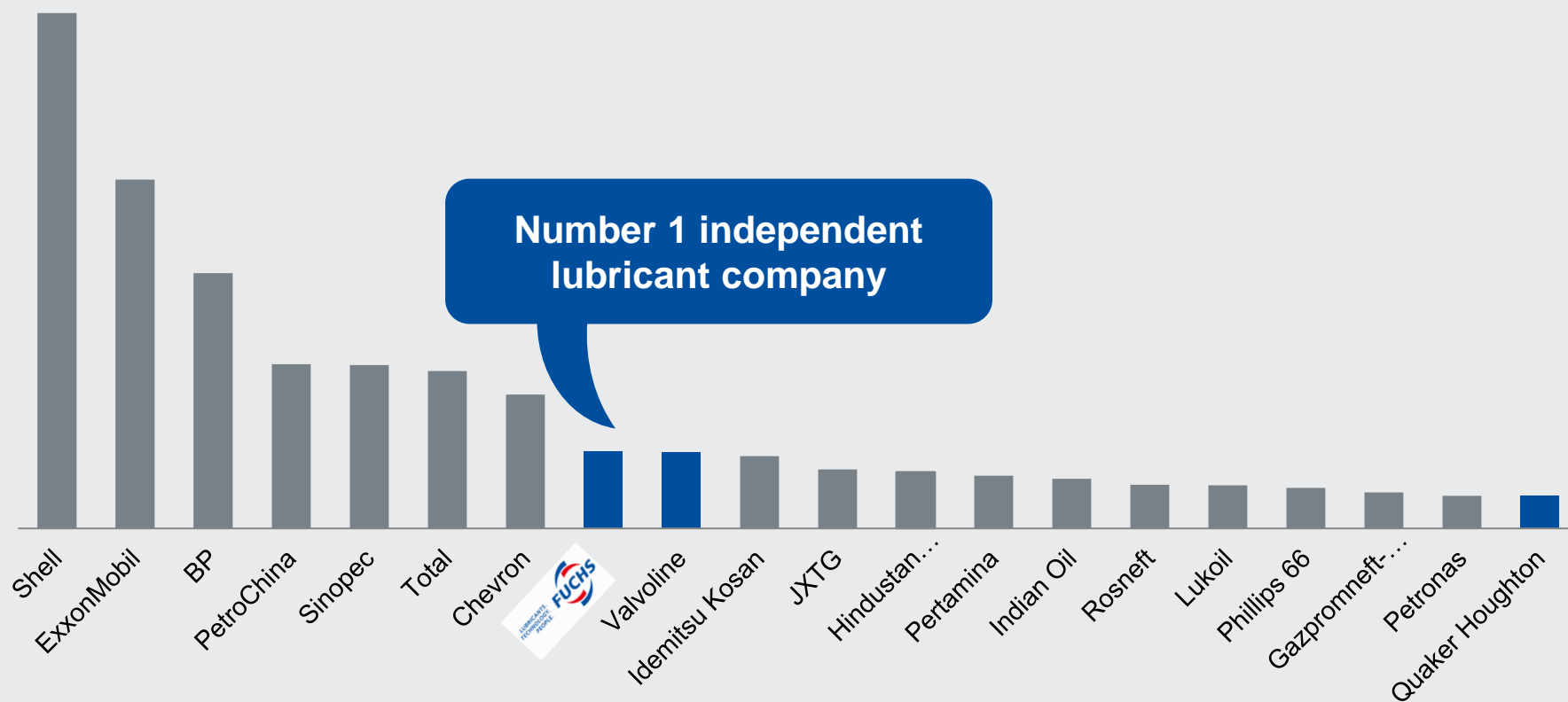
Around **5,700**
employees

Preference share is listed
in the MDAX

58 companies worldwide

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

Top 20 lubricant manufacturers¹



¹ Market Shares 2020

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



FUCHS is a full-line supplier



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

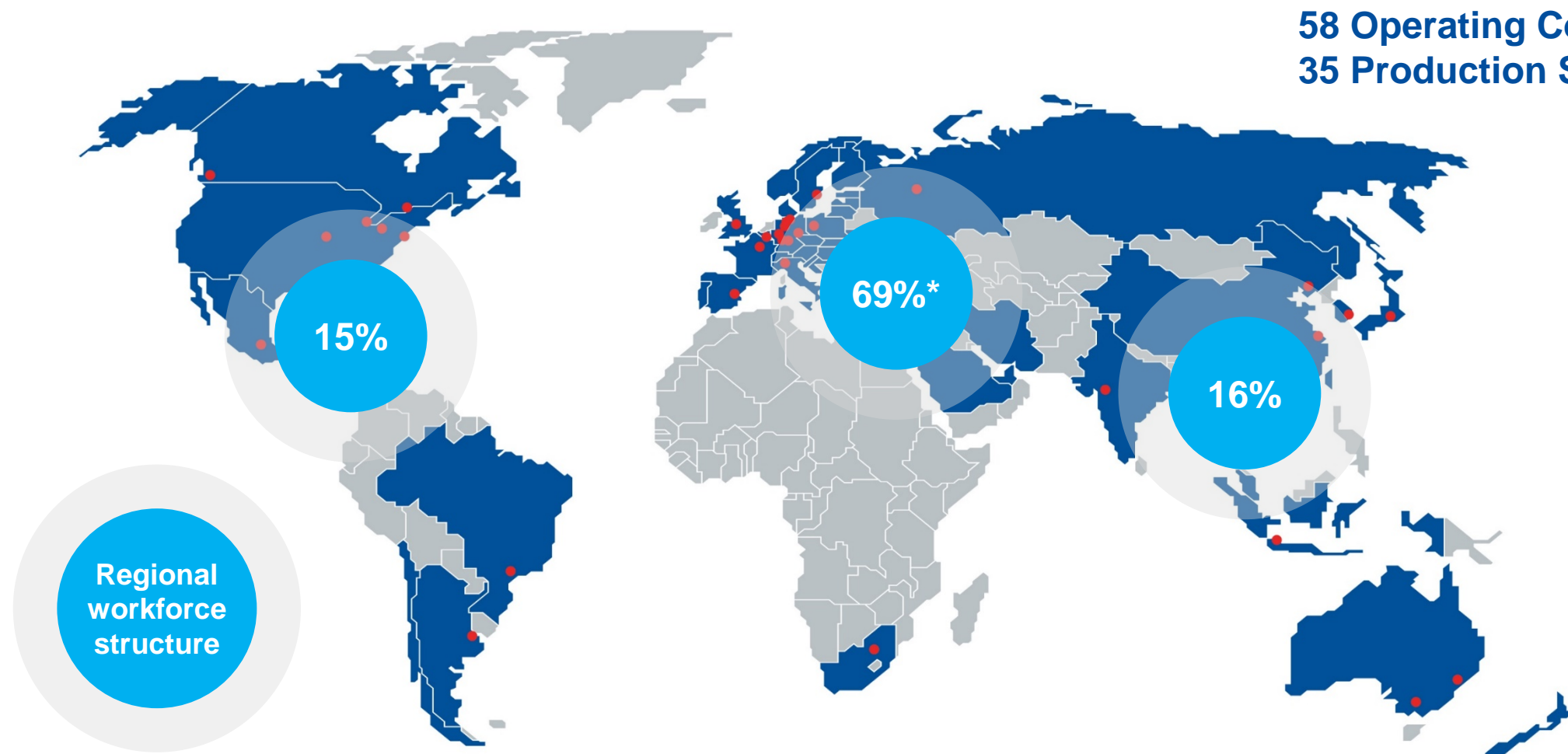


Global presence, R&D strength, know-how transfer, speed

Advantage over major oil companies

Advantage over other independent companies

We are where our customers are



Full-line supplier advantage

100,000

Customers in more than

150

Countries



Car industry



Manufacturing



Engineering



Heavy Duty



Steel & Cement



Aerospace



Construction



Mining



Trade, Services &
Transportation



Agriculture
industry



Wind energy



Food

Sales 2020: €2.4 bn

(~80% international)

by customer location

Automotive Lubricants

~45%

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

Industrial Lubricants

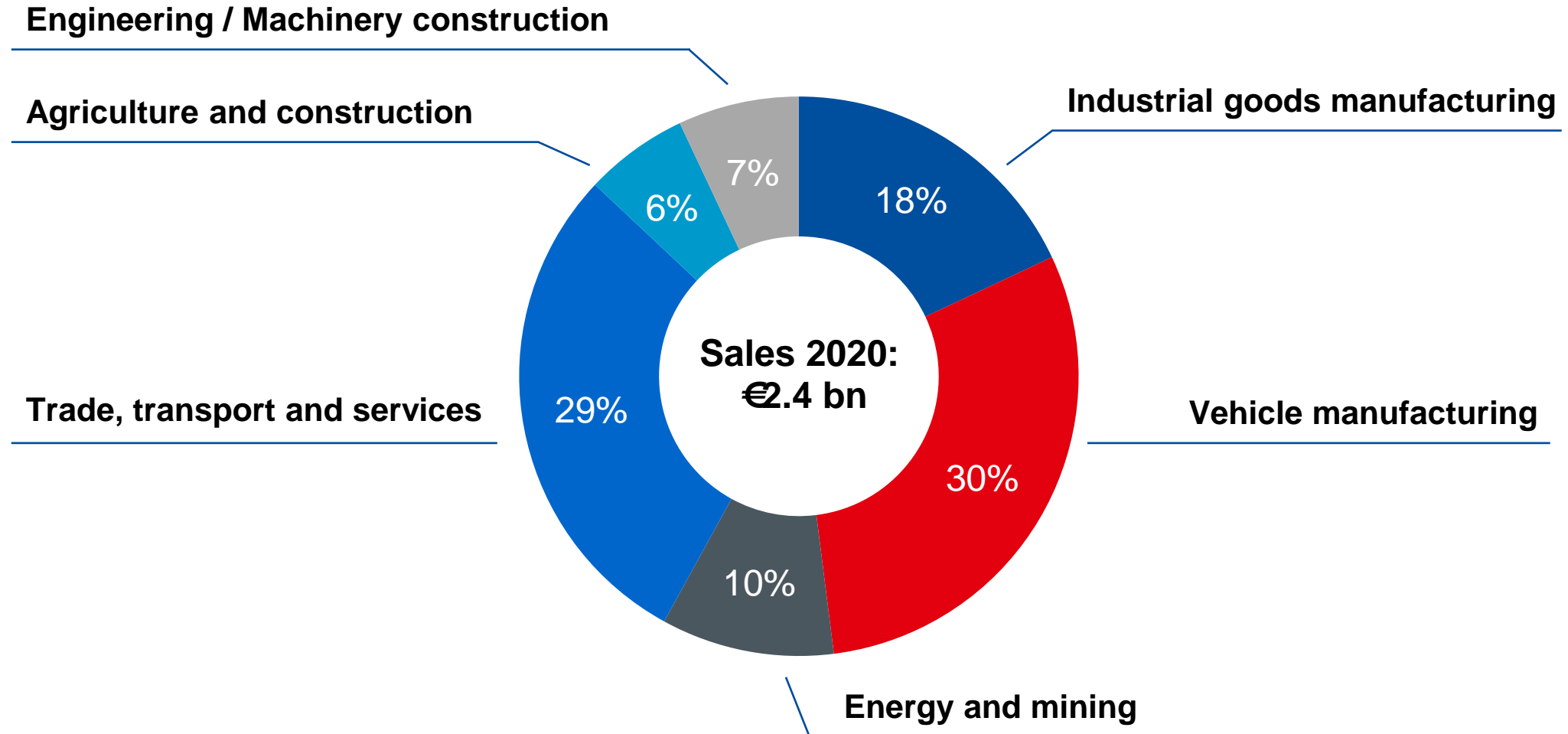
~55%

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

*metalworking fluids/corrosion preventives

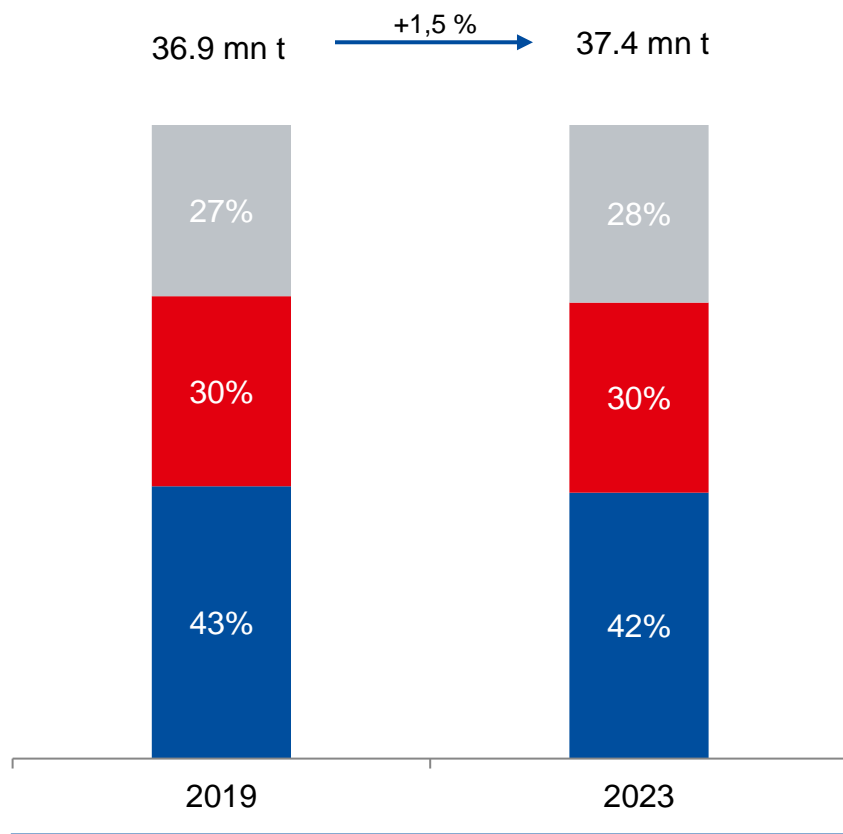
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

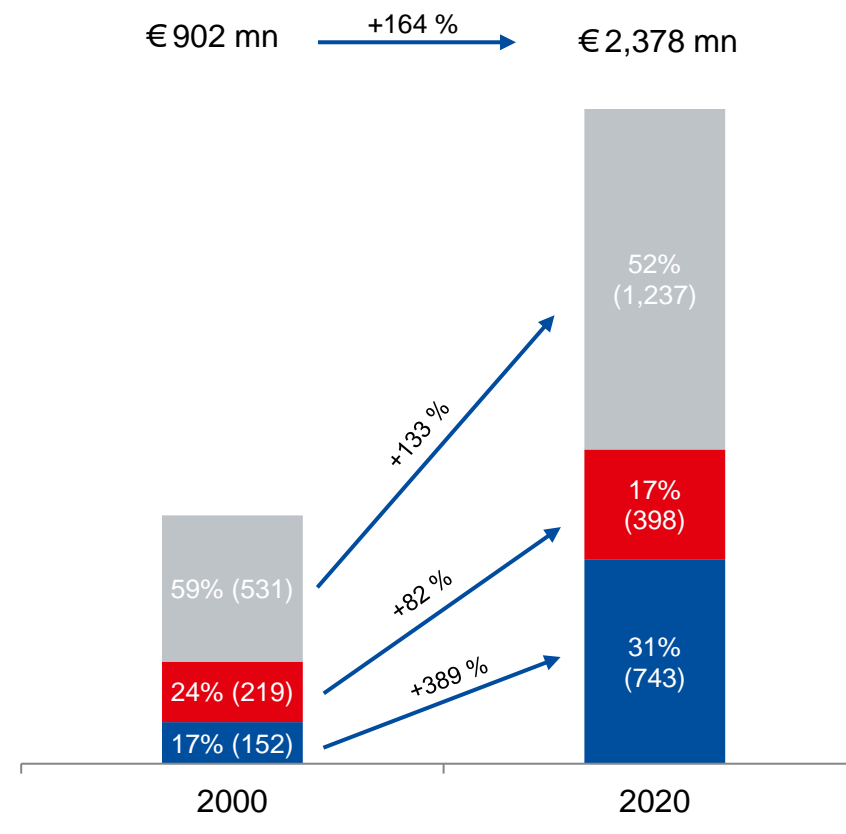


Slight growth in global lubricant demand

Market Demand



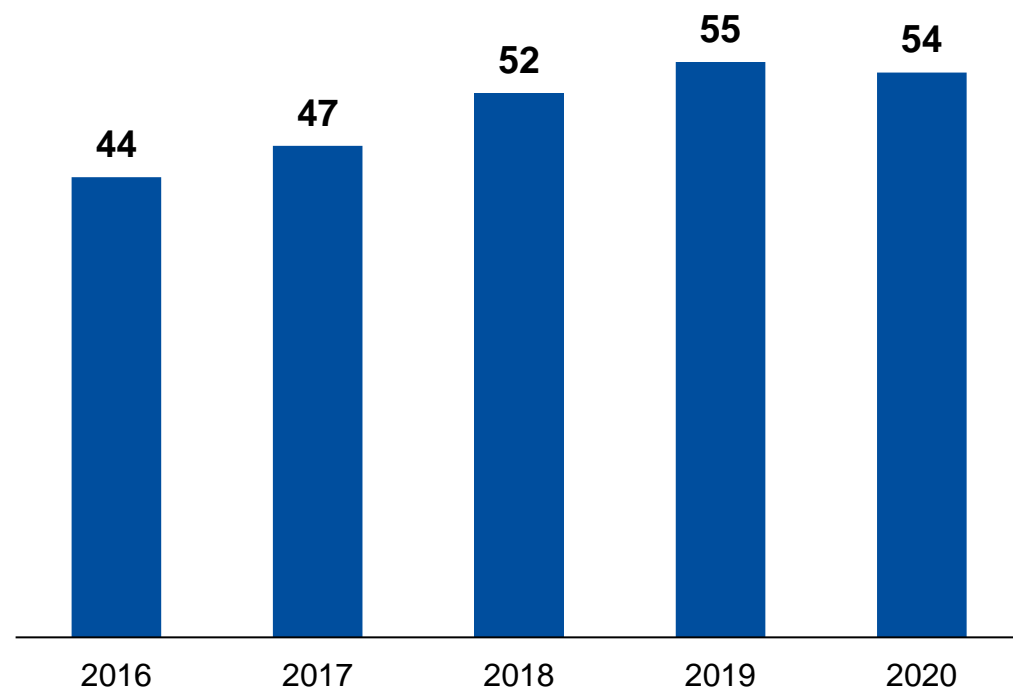
FUCHS Sales (by customer location)



Investment in the future

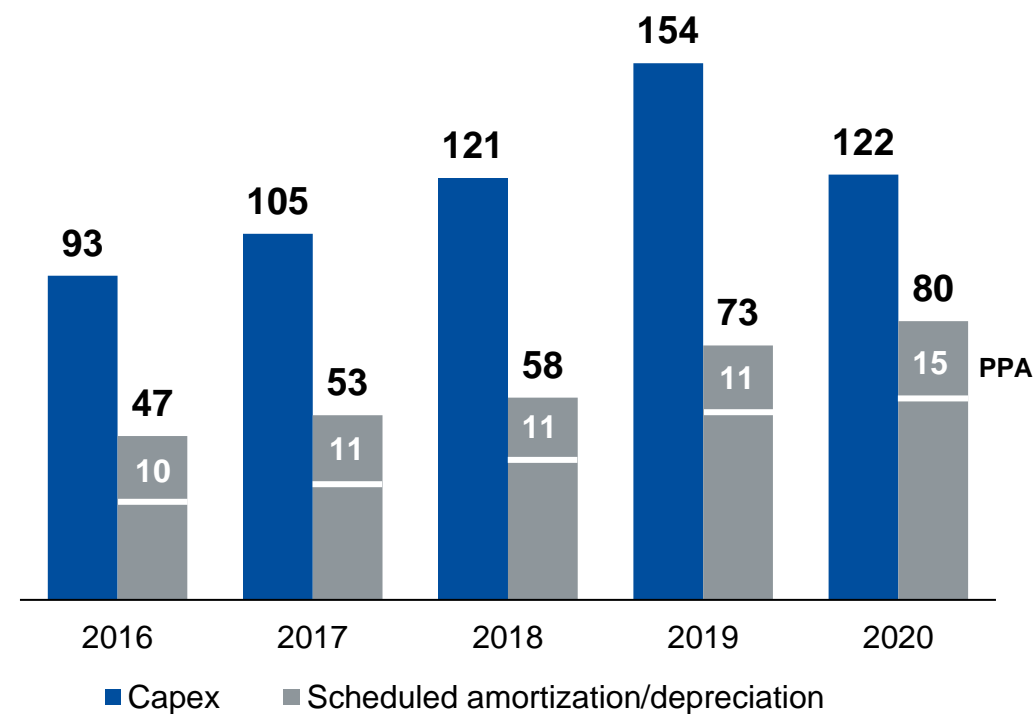
R&D expenses 2020: €54 mn

€mn



Capex 2020: €122 mn

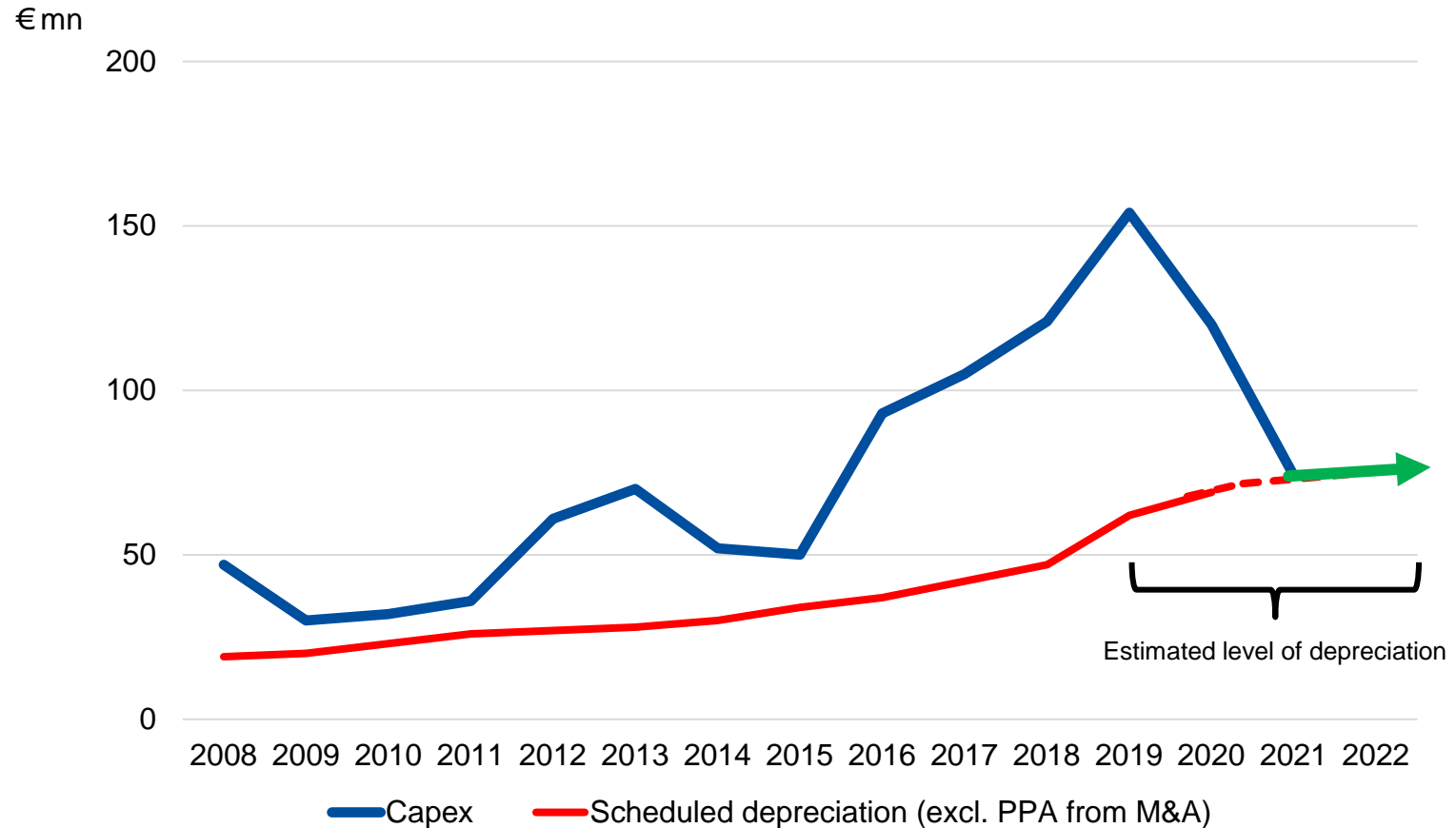
€mn



Capex offensive largely finished

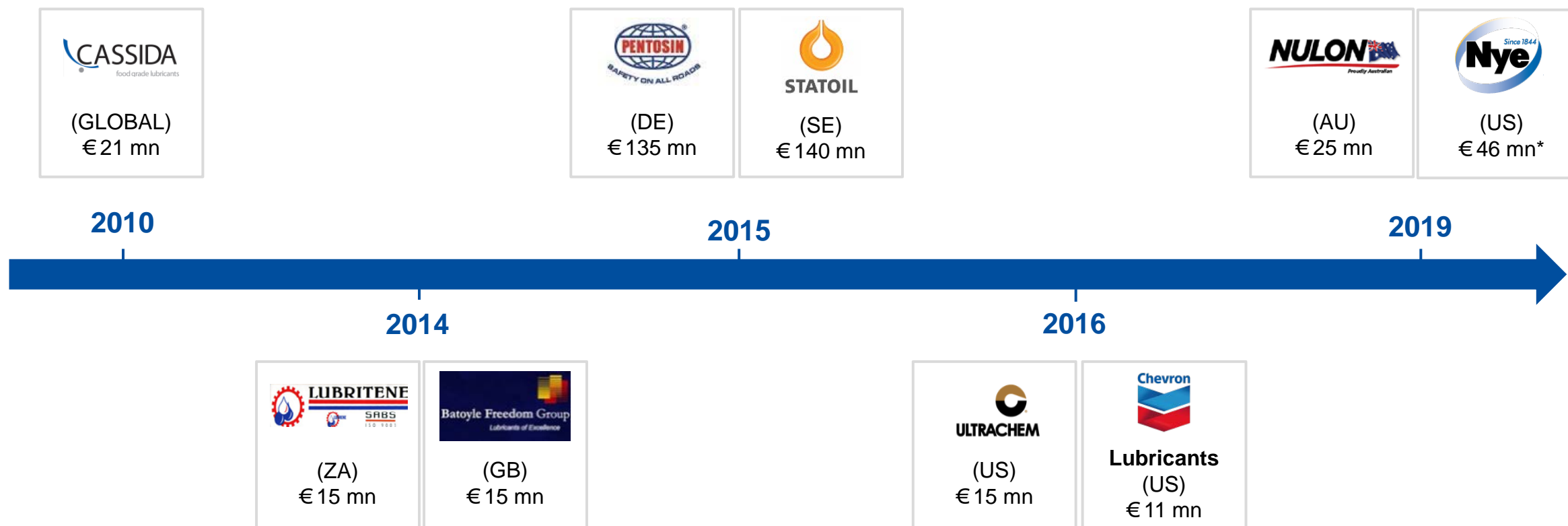
Investment program from 2016-2020 with ~ €600 mn

- Investment program for capacity expansion and production of technologically superior products
- From 2016-2020 close to **€600 mn** capex was spent on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden
- As of 2021 capex is expected to be on D/A level of **€80 mn**



Strong track record of integrating businesses

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



* Closing January 24, 2020

Acquisitions leverage technological edge and specialty exposure



- Automotive, medical, aerospace and in-vacuum industry
- Sales 2019 USD 50 mn (~ €45 mn), 180 employees
- Closing January 24, 2020
- Share Deal

WELPONER

- Longstanding trading partner of FUCHS Italy
- Sales 2019 of around €4 mn
- Acquisition includes customer base and workforce
- Signing / Closing October 1, 2020



- Specialist for silicone greases and gels for many industries
- Located in Sanford, NC, USA
- Sales 2019 USD 9 mn (~ €8 mn), mainly in North America, 21 employees
- Asset Deal ; Signing / Closing November 2, 2020

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 since 2020

- Since 2010 already 30% reduction of energy consumption-specific CO₂ emissions per ton of FUCHS lubricant produced
- Since 2020, CO₂-neutral “gate-to-gate” production
- 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

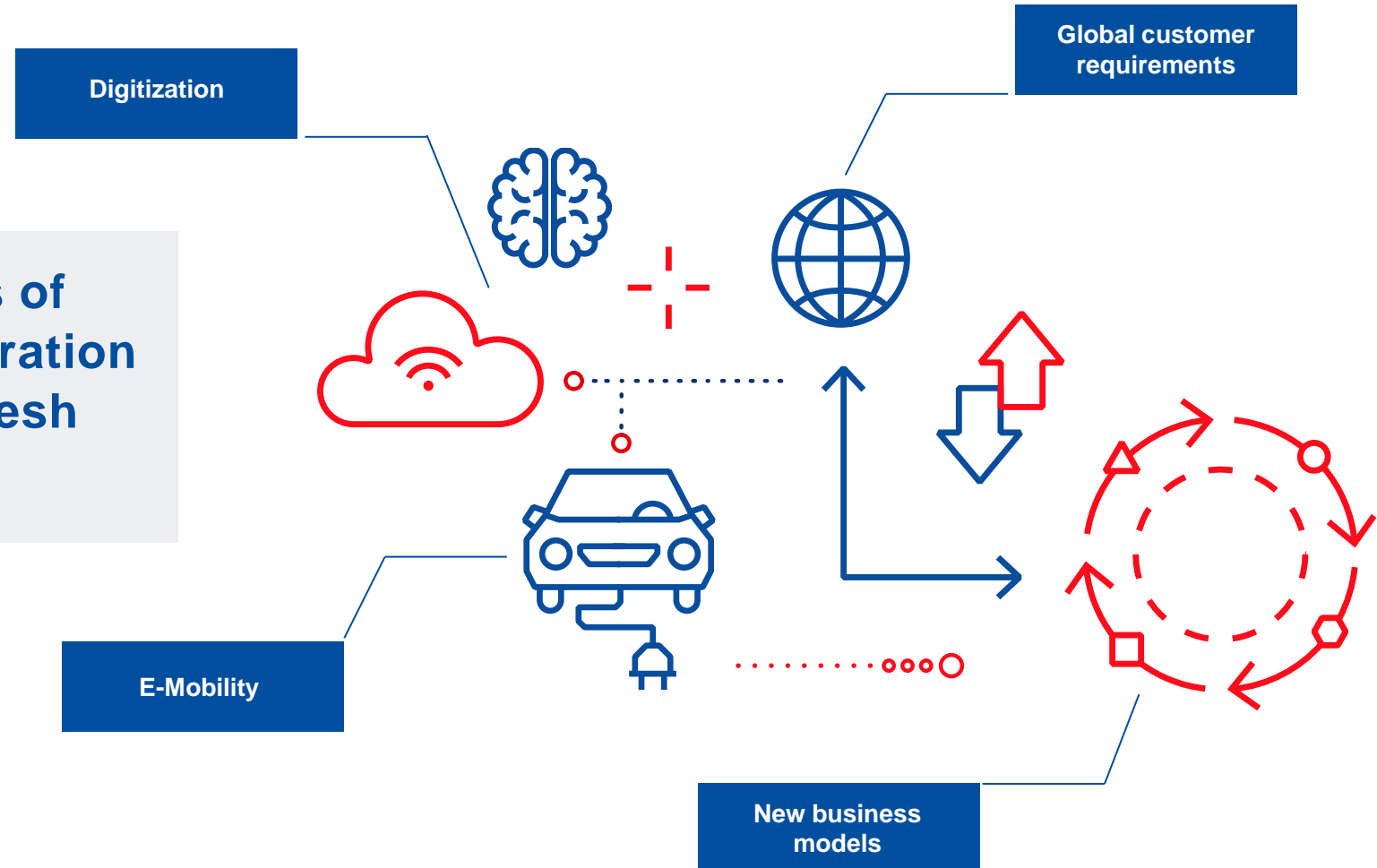
The FUCHS2025 Strategy



FUCHS2025

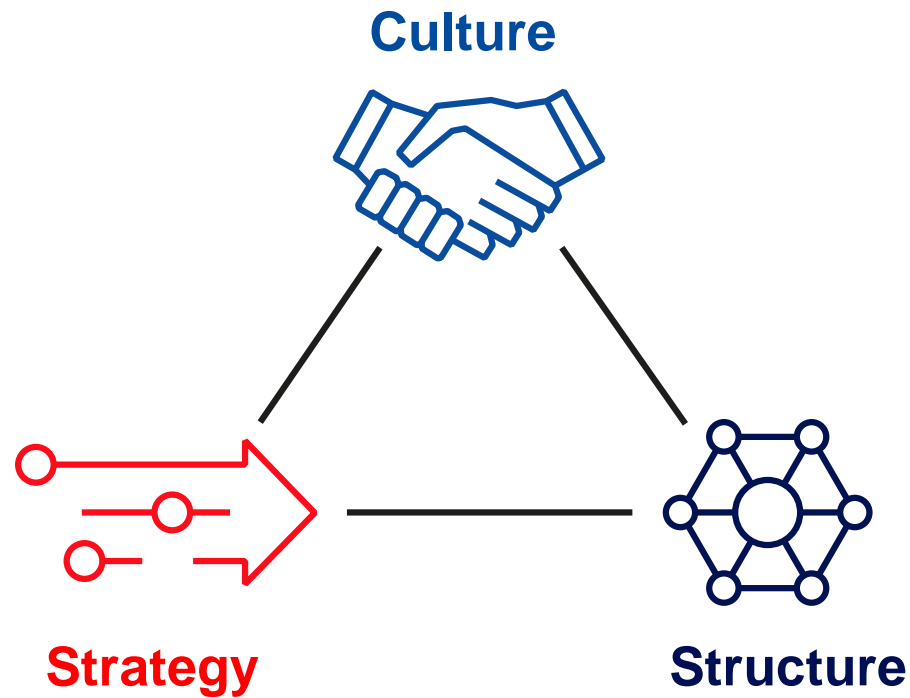
New Mindset for Future Challenges

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



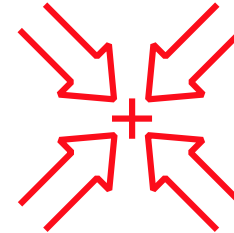
Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy

Highlights



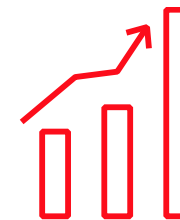
**Sustainable revenue growth
with operational excellence
at a 15% EBIT margin and
corresponding FVA growth**



**Better market penetration
through market
segmentation**



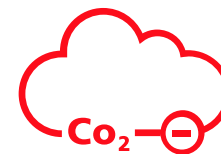
**Technology leadership
in the segments we target
until 2025**



**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 2021



Highlights Q1 2021

Strong start into 2021

€697 mn

Sales up 13 % yoy

€101 mn

EBIT up 40 % yoy

Q1 2021

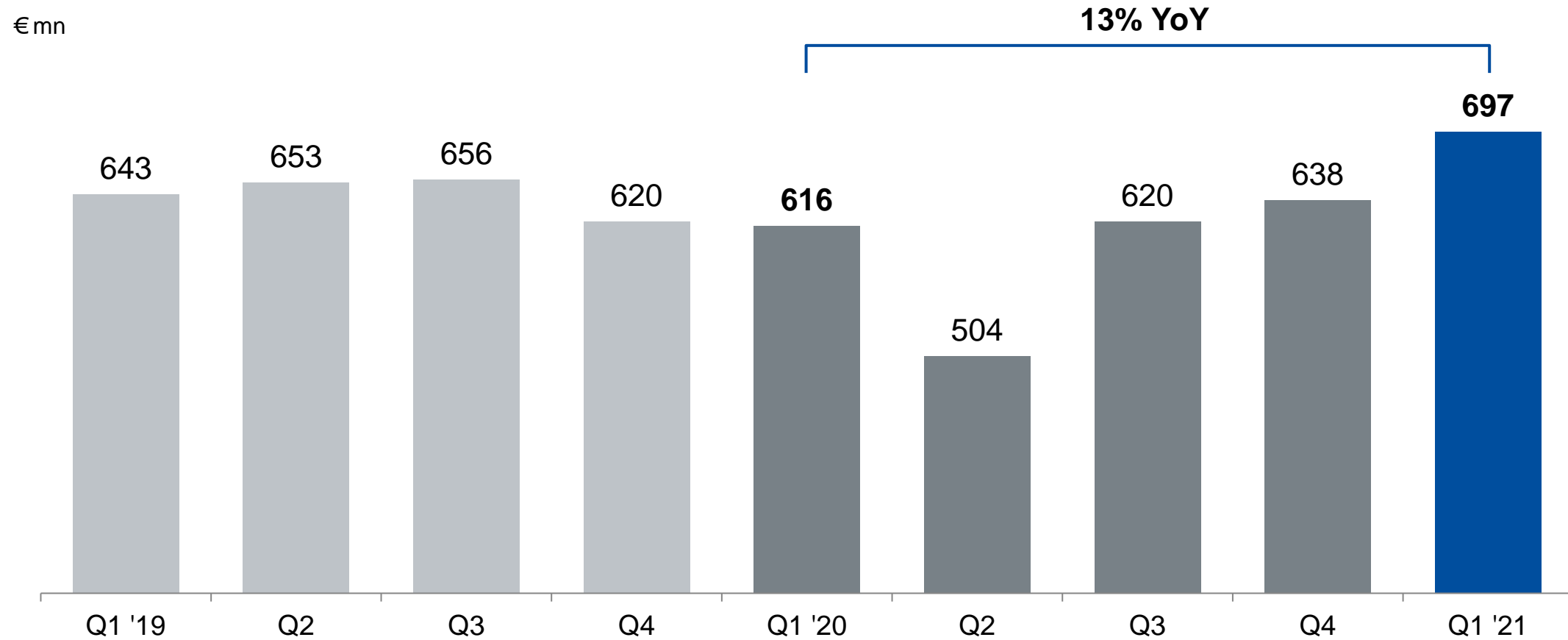
- Sales growth mainly driven by record quarter from automotive industry in China
- EBIT positively impacted from doubled EBIT in APAC yoy
- Significant raw material price increases not yet reflected in Q1 earnings

Outlook FY 2021 raised

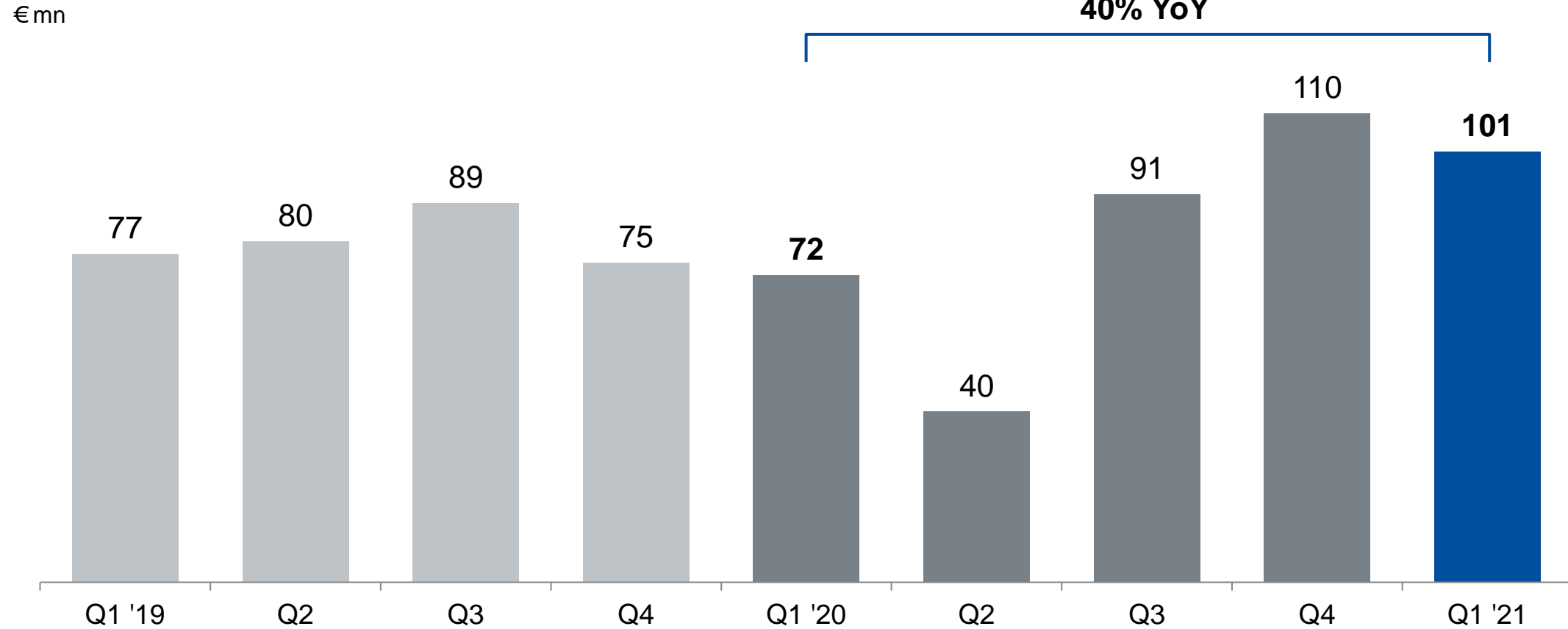
Stronger than expected recovery especially in China and the US

- Sales: €2.7 - €2.8 bn (prior on 2019 level)
- EBIT: €330 - €340 mn (prior on 2020 level)
- FVA: around €180 mn (prior around €160 mn)
- FCF bef. acq.: around €110 mn (prior around €160 mn)

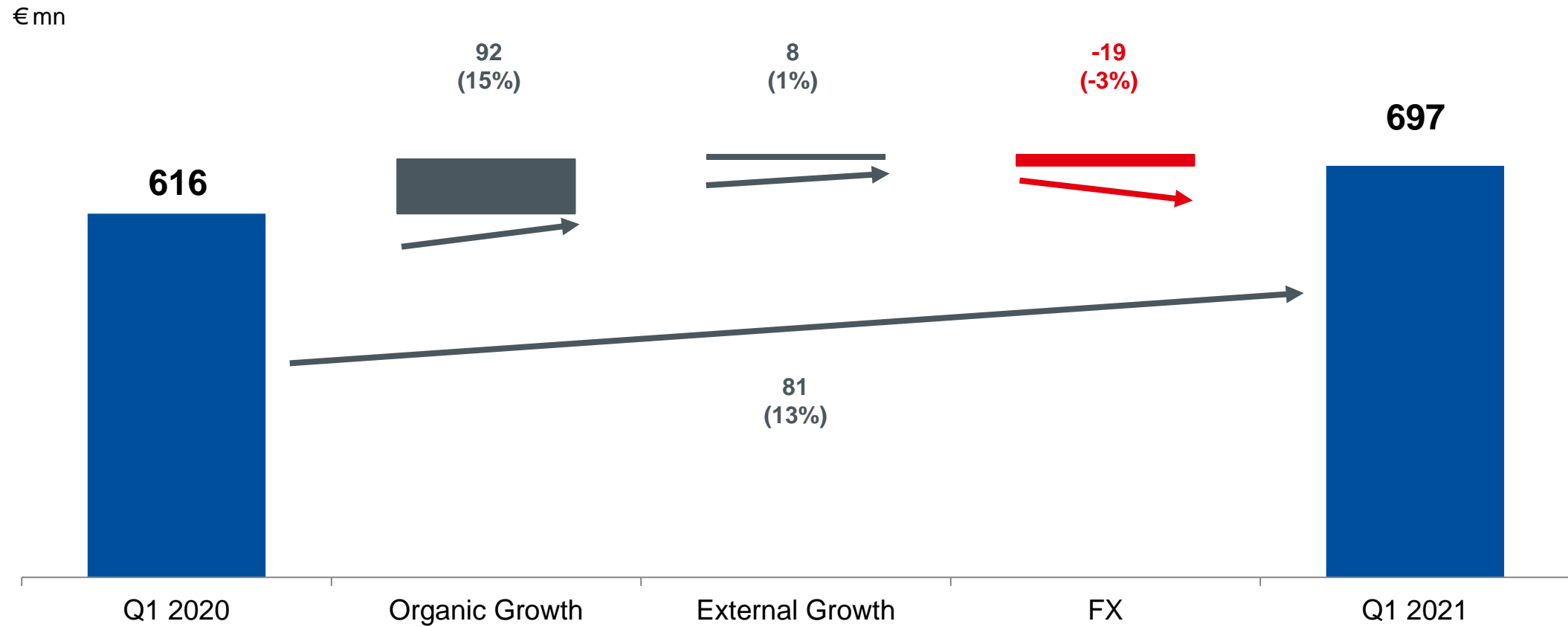
Sales development



EBIT development



Q1 2021 Group sales

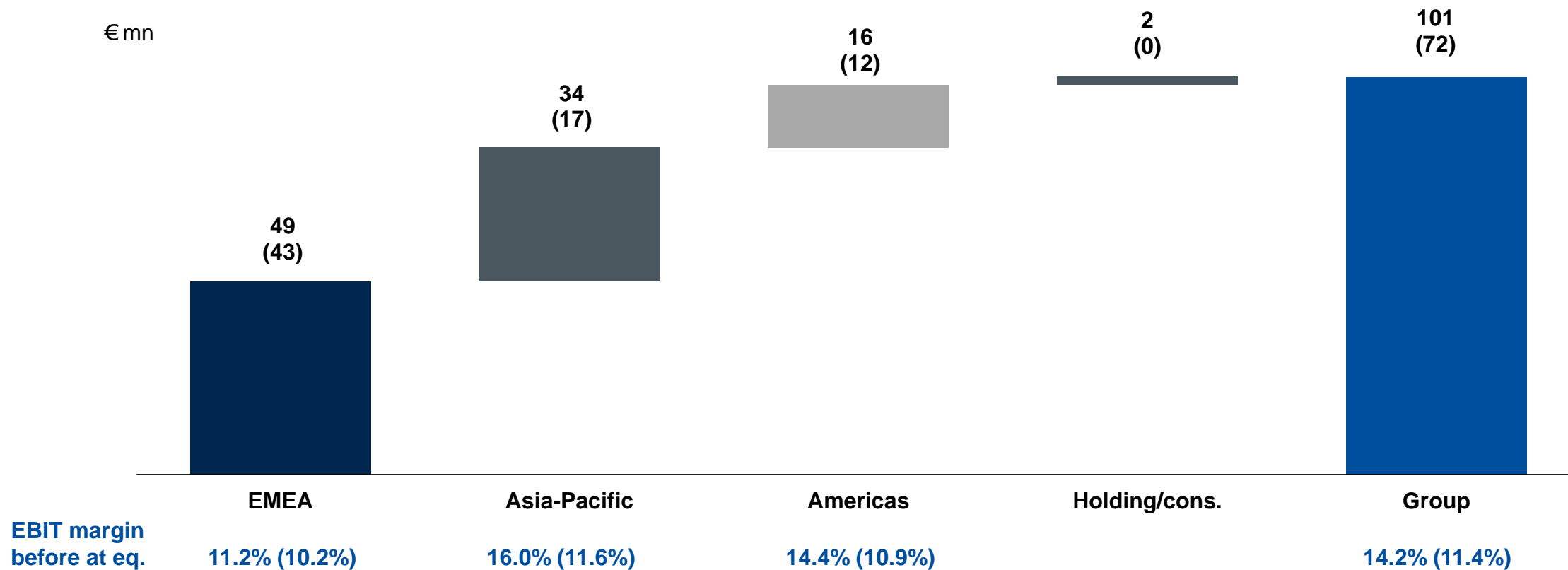


Income Statement Q1 2020

€mn	Q1 2021	Q1 2020	Δ €mn	Δ in %
Sales	697	616	81	13
Gross Profit	255	218	37	17
<i>Gross Profit margin</i>	36.6 %	35.4 %	-	+1.2 %-points
Other function costs	-156	-148	-8	5
EBIT before at Equity	99	70	29	41
At Equity	2	2	0	0
EBIT	101	72	29	40
Earnings after tax	71	51	20	39

EBIT by regions

Q1 2021 (Q1 2020)



Cash flow Q1 2020

€mn	Q1 2021	Q1 2020	Δ in €mn	Δ in %
Earnings after tax	71	51	20	39
Amortization/Depreciation	21	20	1	5
Changes in net operating working capital (NOWC)	-55	-41	-14	34
Other changes	9	-3	12	>100
Capex	-15	-31	16	-52
Free cash flow before acquisitions	31	-4	35	>100
Acquisitions	-	-95	95	-
Free cash flow	31	-99	130	>100

Q1 2021 earnings summary

KPI in €mn	Q1 2021	Q1 2020
Sales	697	616
Cost of sales	-442	-398
Gross profit	255	218
Other function costs	-156	-148
EBIT bef. at Equity	99	70
EBIT	101	72
CAPEX	15	31
NOWC	561	574
FCF bef. acq.	31	-4

- Sales growth strongly driven by record quarter from China and advance purchasing effects in view of anticipated price increases
- Gross profit margin of 36.6% up 1.2 %-points yoy but 0.9 %-points qoq due to rising raw material prices and product mix
- With increased business volume, other function costs up by €8 million, primarily due to higher selling expenses
- EBIT up 40% yoy; EBIT margin of 14.5%
- CAPEX lower by around 50% yoy
- NOWC 13% higher qoq due to strong demand and price increases
- FCF bef. acq. sig. up yoy due to higher earnings and lower capex

Europe, Middle East, Africa

KPI in €mn	Q1 2021	Q1 2020
Sales	419	401
Organic growth	24 (6%)	2 (0%)
External growth	0 (0%)	0 (0%)
FX effects	-6 (-1%)	-1 (0%)
EBIT bef. at Equity	47	41
EBIT	49	43

- Sales up € 18 million on prior-year quarter, which was still largely unaffected by COVID-19 pandemic
- Germany amongst others benefitting from high Group deliveries to China
- All major countries with growth yoy; increases in sales particularly driven by positive development in Germany, France, Italy, Sweden and Russia
- Positive currency effect from strong Swedish krona, negative effect from weakness of currencies in Russia, Poland, and South Africa
- Significant growth in earnings in almost all countries yoy

Asia-Pacific

KPI in €mn	Q1 2021	Q1 2020
Sales	213	146
Organic growth	67 (46%)	-28 (-16%)
External growth	0 (0%)	5 (3%)
FX effects	0 (0%)	-2 (-1%)
EBIT bef. at Equity	34	17
EBIT	34	17

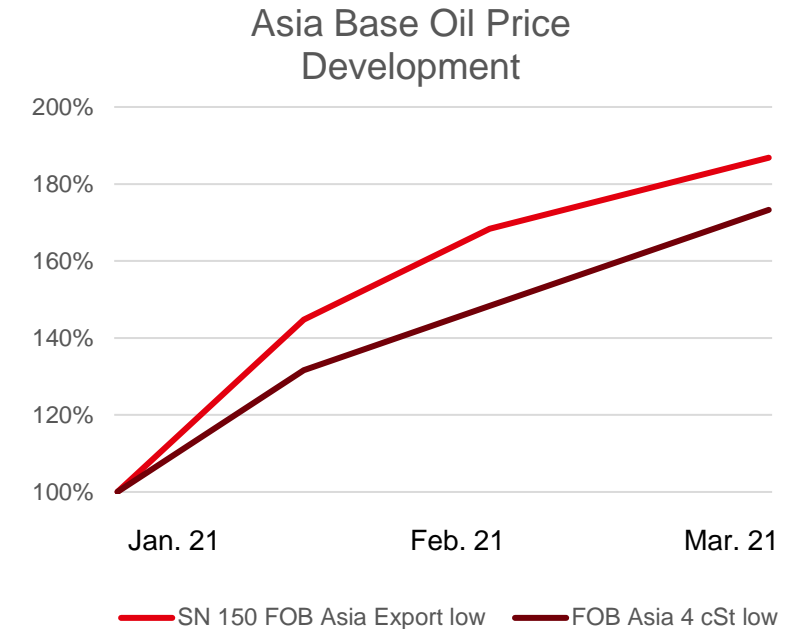
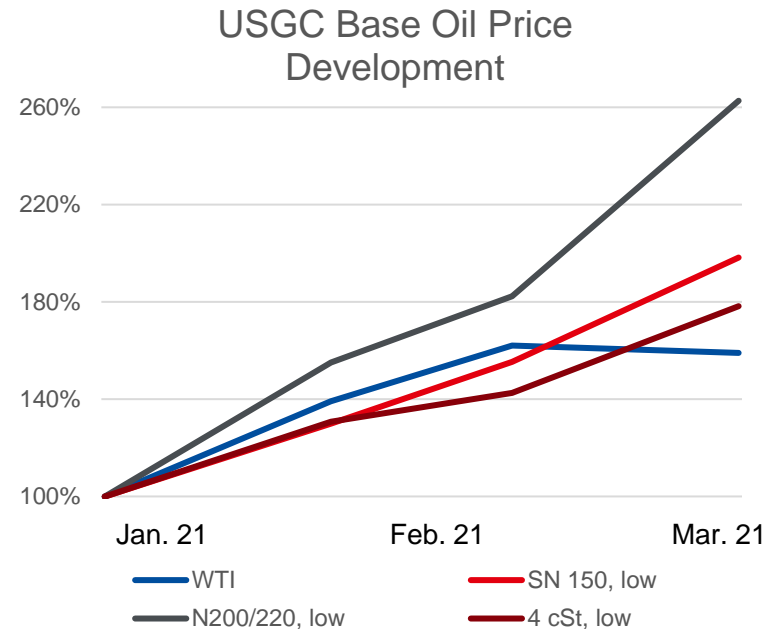
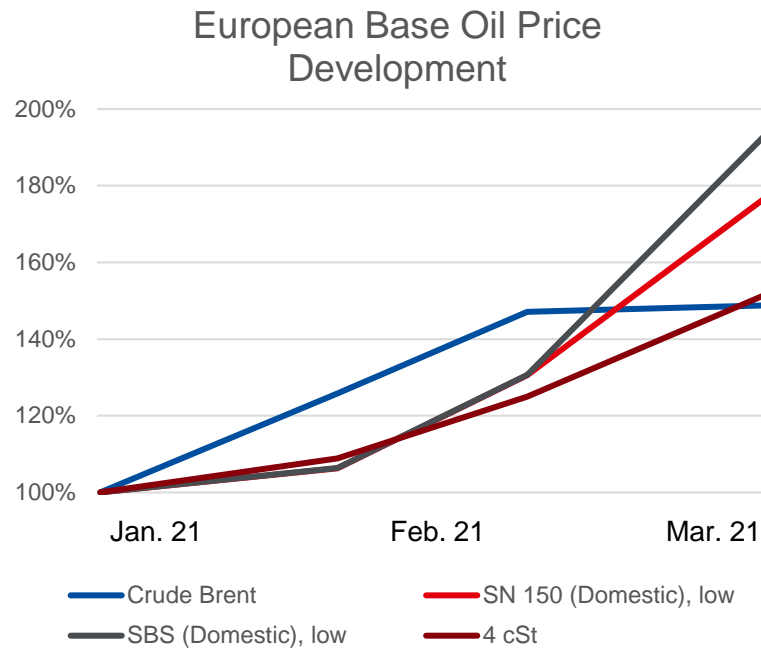
- Record quarter for Asia-Pacific. Sales up 46% yoy, but previous year was heavily impacted by COVID-19 pandemic
- China with highest quarterly sales in company's history thanks to high sales from automotive sector
- Significant growth rates in India, Korea and Thailand, too
- Positive currency effects from Australia offset negative effects from Asia
- Doubling of EBIT yoy primarily driven by strong earnings in China

North and South America

KPI in €mn	Q1 2021	Q1 2020
Sales	111	110
Organic growth	6 (6%)	-6 (-6%)
External growth	8 (7%)	10 (10%)
FX effects	-13 (-12%)	0 (0%)
EBIT bef. at Equity	16	12
EBIT	16	12

- Organic growth in South America, North America up yoy despite cold spell with supply bottlenecks
- External growth of € 8 million due to the acquisition of two specialty lubricant manufacturers in the US in January and November in prior year
- Negative currency effects from North and South America amount to 12%
- EBIT thanks to improved margin along with cost savings up by a third compared to last year, which was impacted by bad debts

Significant raw material price increases weighing on FY margins



- Significant price increases in relevant raw materials over the recent months
- Negative impact on margins to be expected as of Q2
- Ongoing selling price increases initiated to mitigate margin compression

%-changes vs.
2020 avg. prices (=100%)

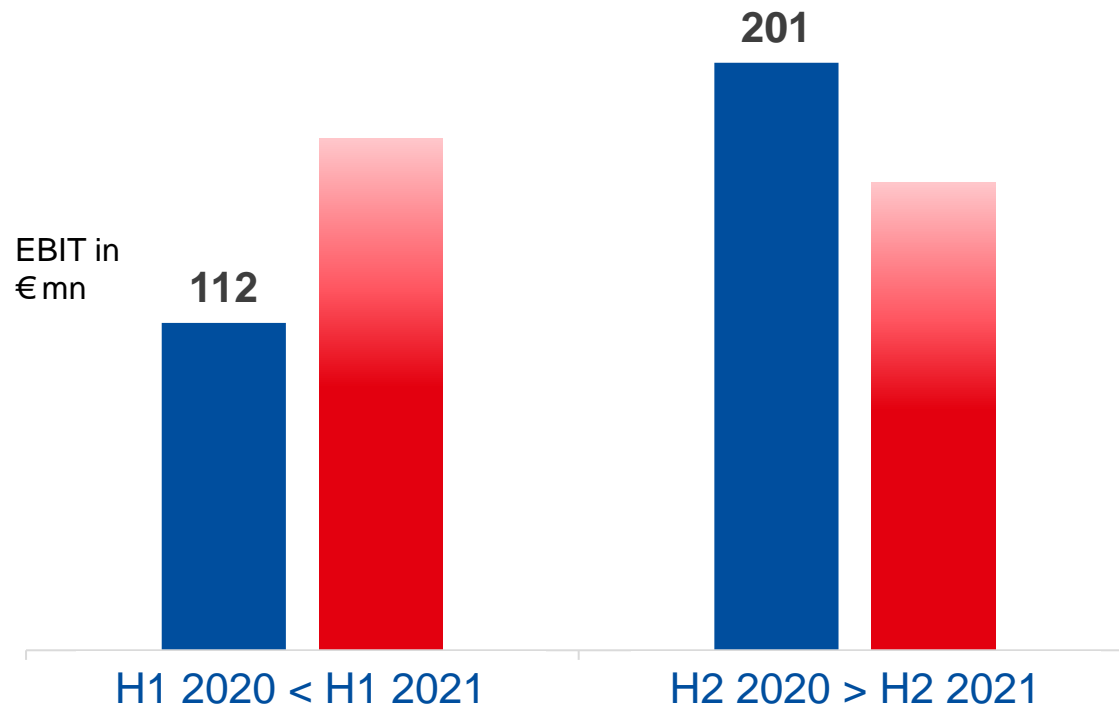
Outlook FY 2021 (1)

Strong demand across all regions vs. raw material price increases and stressed supply chains

KPI* in €mn	Act. 2020	March, 9 th	April, 29 th	
		FC 2021	FC 2021	
Sales	2,378	2019 level	€2.7 - 2.8 bn	Strong demand and price increases
EBIT	313	2020 level	330 - 340	Higher sales vs. sig. higher raw material costs and supply chain disruptions
FVA	165	~160	~180	Higher earnings vs. slightly higher cost of capital
FCF bef. acq.	238	~160	~110	NOWC build-up on strong demand and higher prices vs. reduced capex

* Further potential negative effects from the Covid-19 pandemic on the economy, supply chain, production and customer demand cannot be reliably assessed

Outlook FY 2021 (2)



- Operational recovery from H2 2020 expected to continue into 2021
- However, the current strong demand of key customer groups as the auto industry can partially be attributed to advance purchases in anticipation of higher prices
- After raw material price tailwinds in H2 2020, recent raw material price increases will temporarily lead to margin compression for the upcoming quarters of 2021

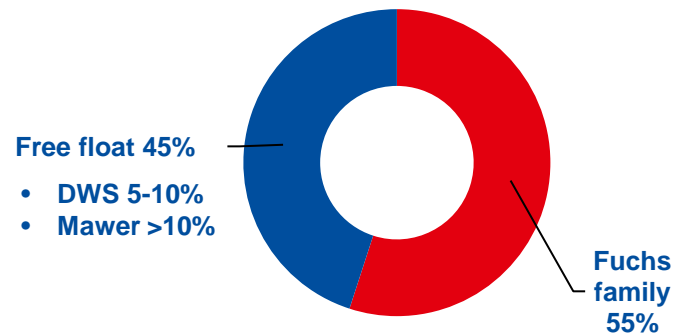
04 Shares



Breakdown ordinary & preference shares

(December 31, 2020)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

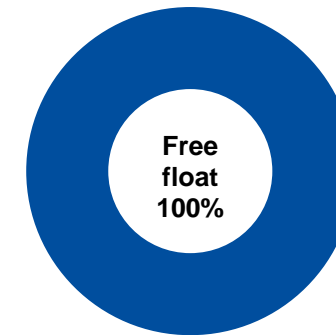
- Dividend
- Voting rights

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.)

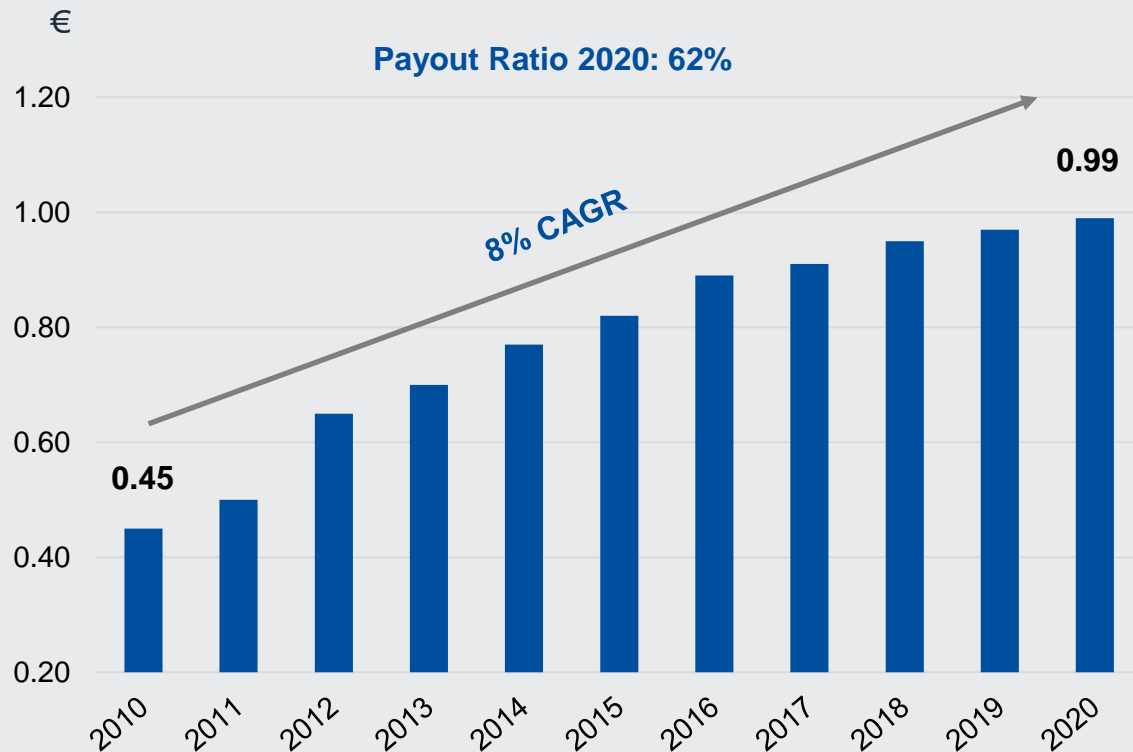
Share data:

- 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

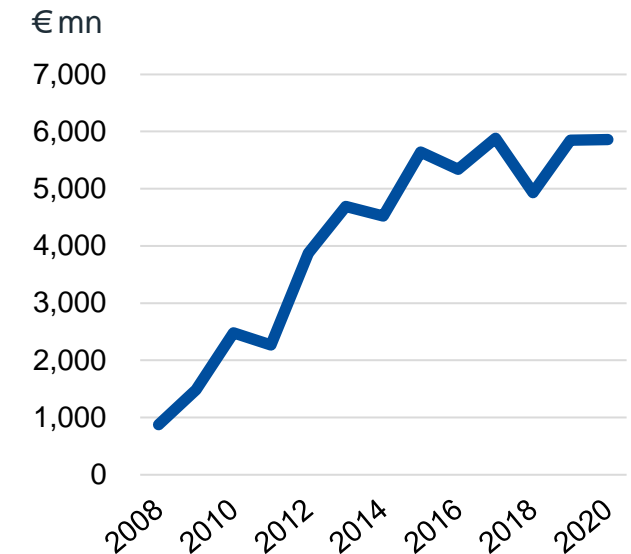


➔ **19 years**
of consecutive
dividend increases

➔ **8 %**
CAGR over the
last 10 years

➔ **28 years**
without dividend
decreases

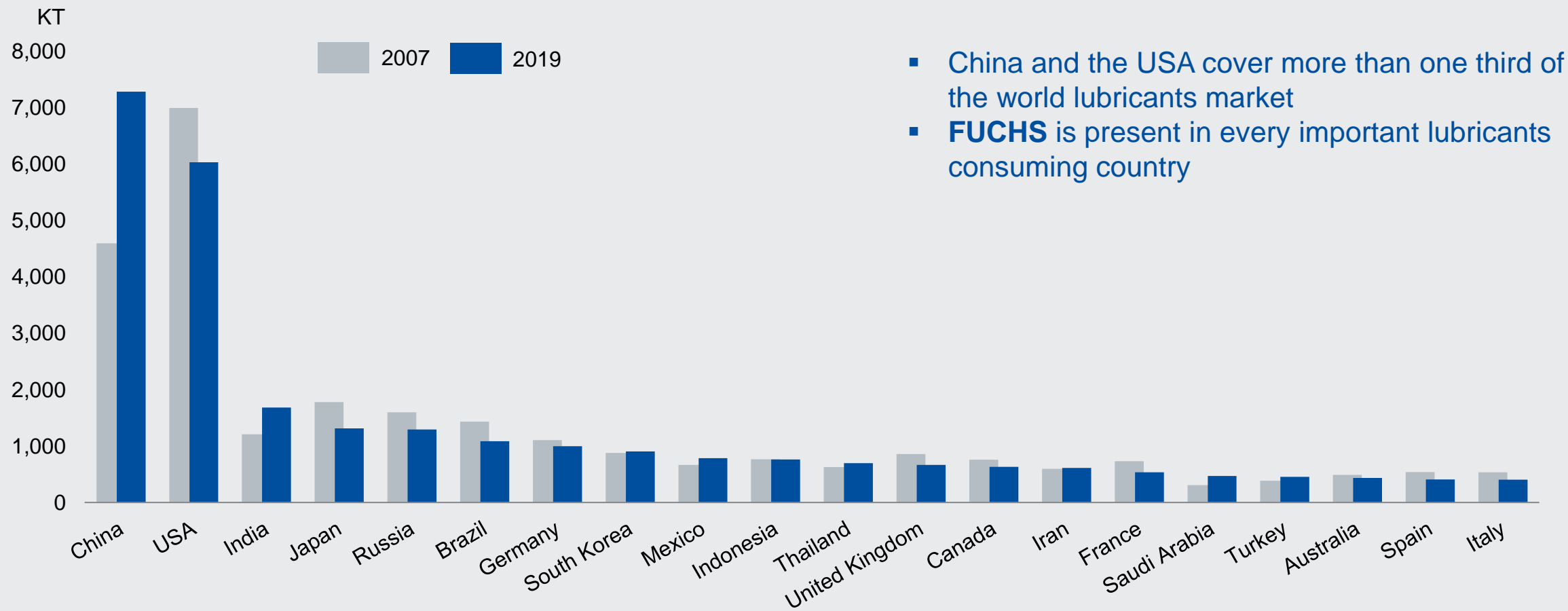
Market Capitalization



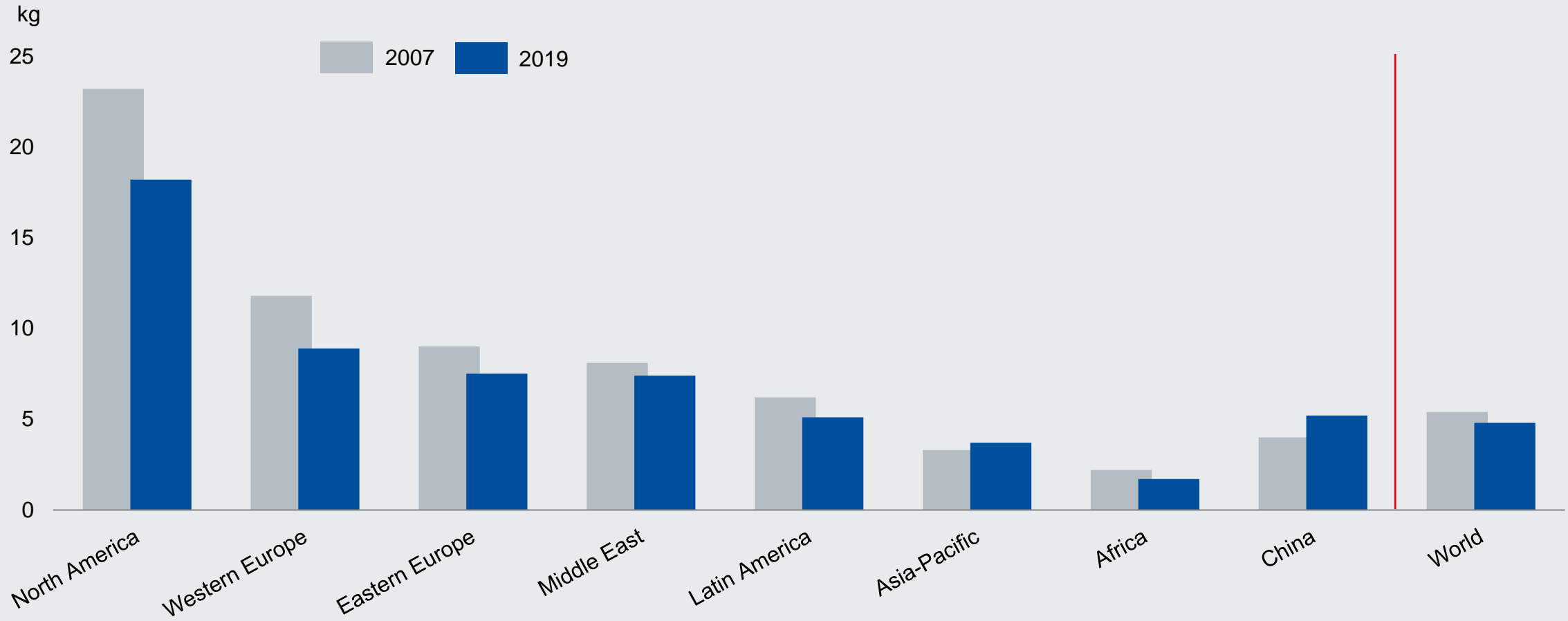
05 Appendix



Top 20 lubricant countries

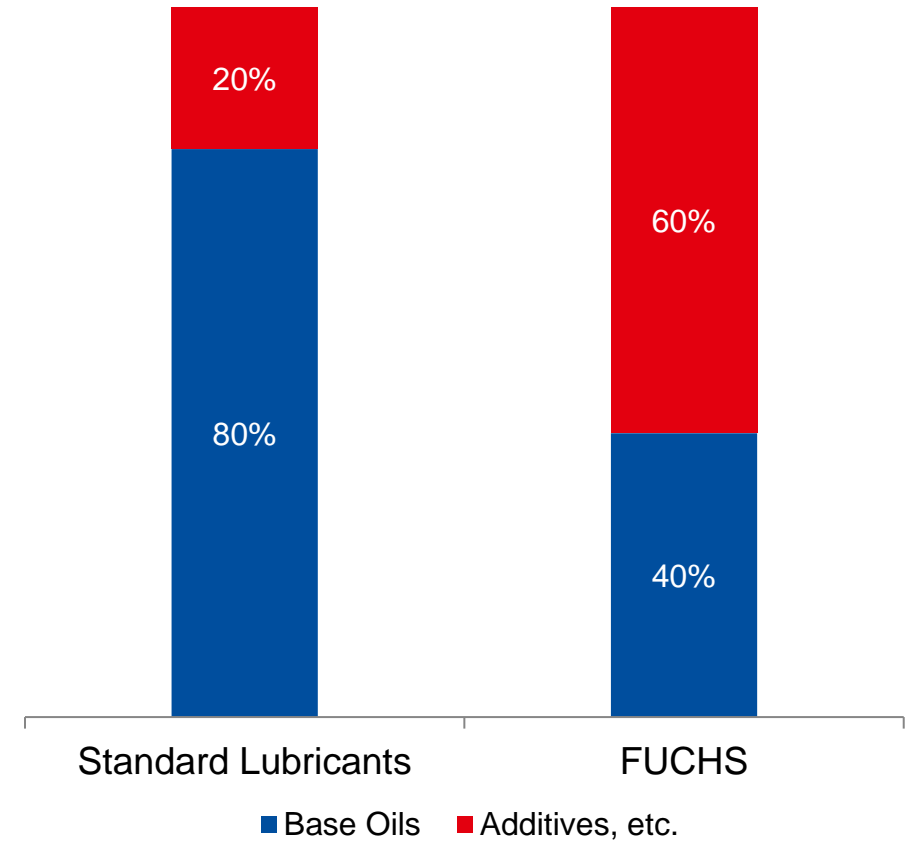


Regional per-capita lubricants demand



Base oil / additives value split

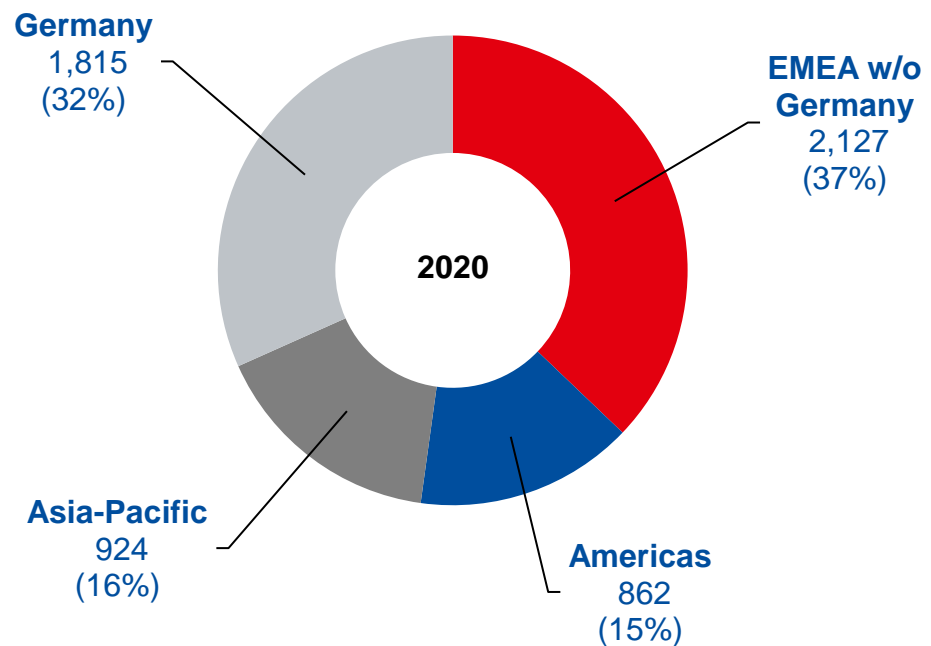
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



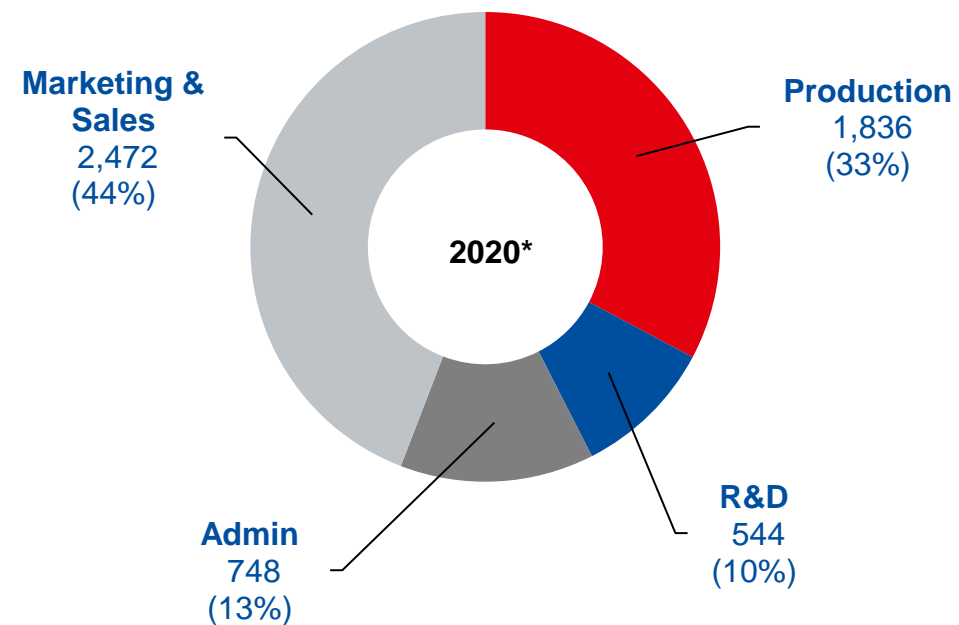
Workforce Structure

5,728 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 128 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

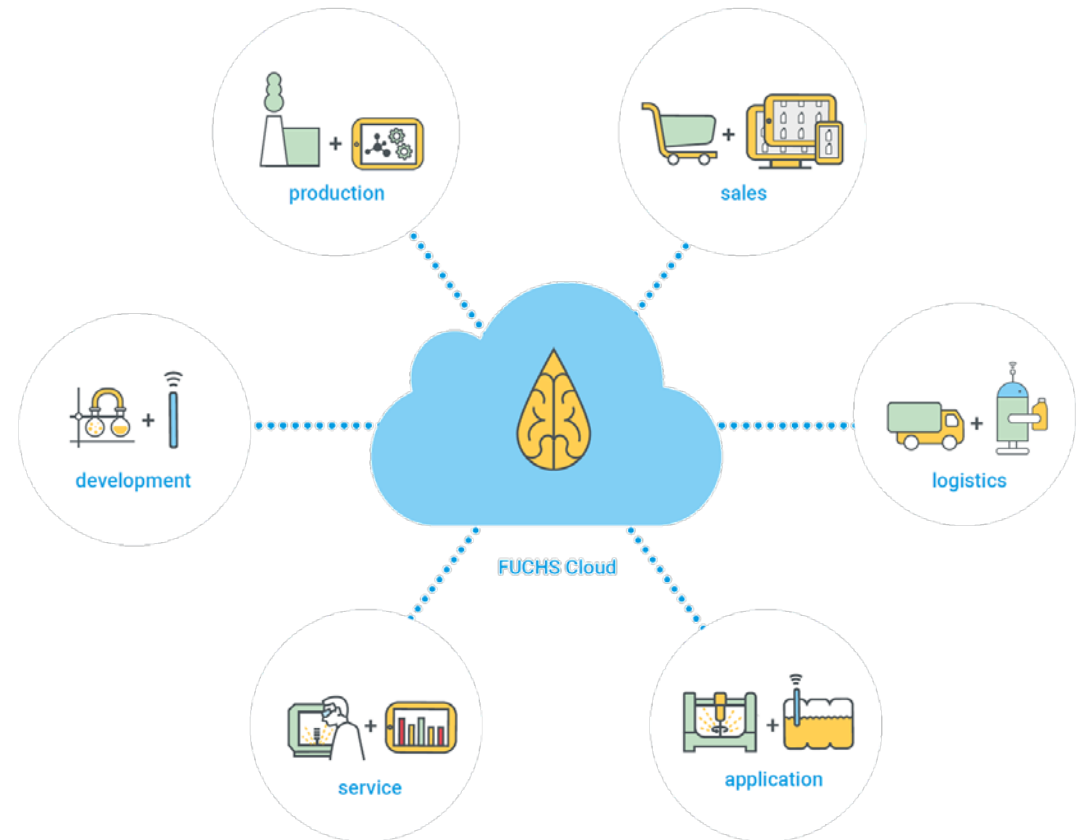


Strategic Objectives:

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

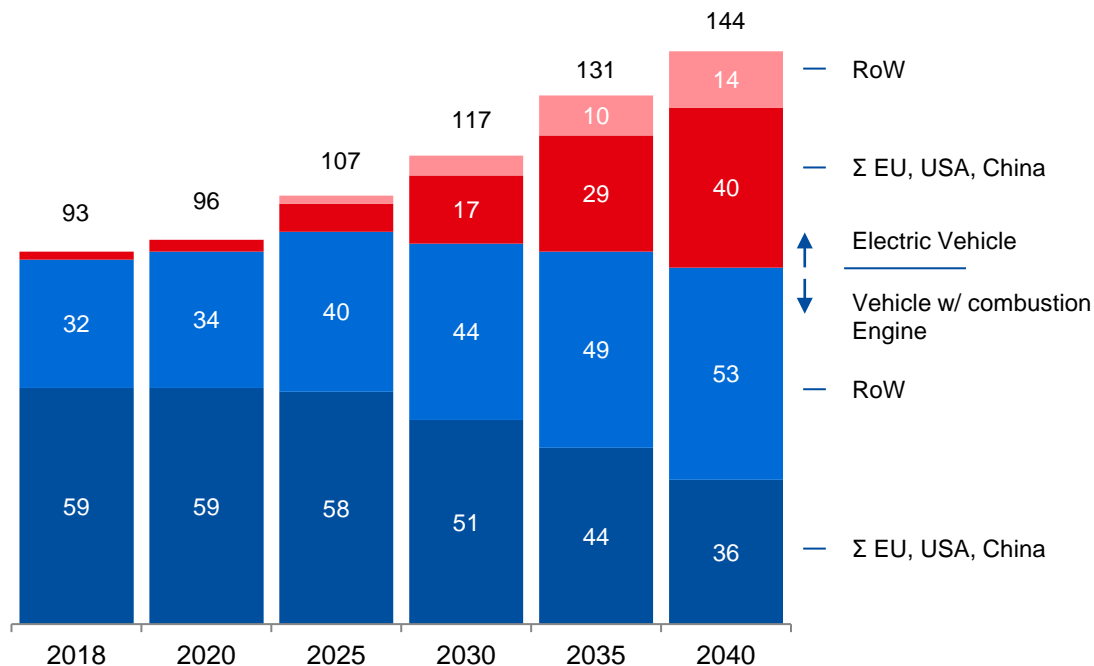
Digitalisation will fundamentally change our value creation

- FUCHS will become a truly digital company
- Chief Digital Officer
 - Push further digitization of the FUCHS Group
 - Big data, Machine Learning, etc.
- Business Model Innovation and internal innovation as part of strategy development
- Advanced Technology becomes more digital and international, e.g. sensors and IoT are added to the portfolio
- Global Product Management Services & Equipment



Electrification of cars creates new applications

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



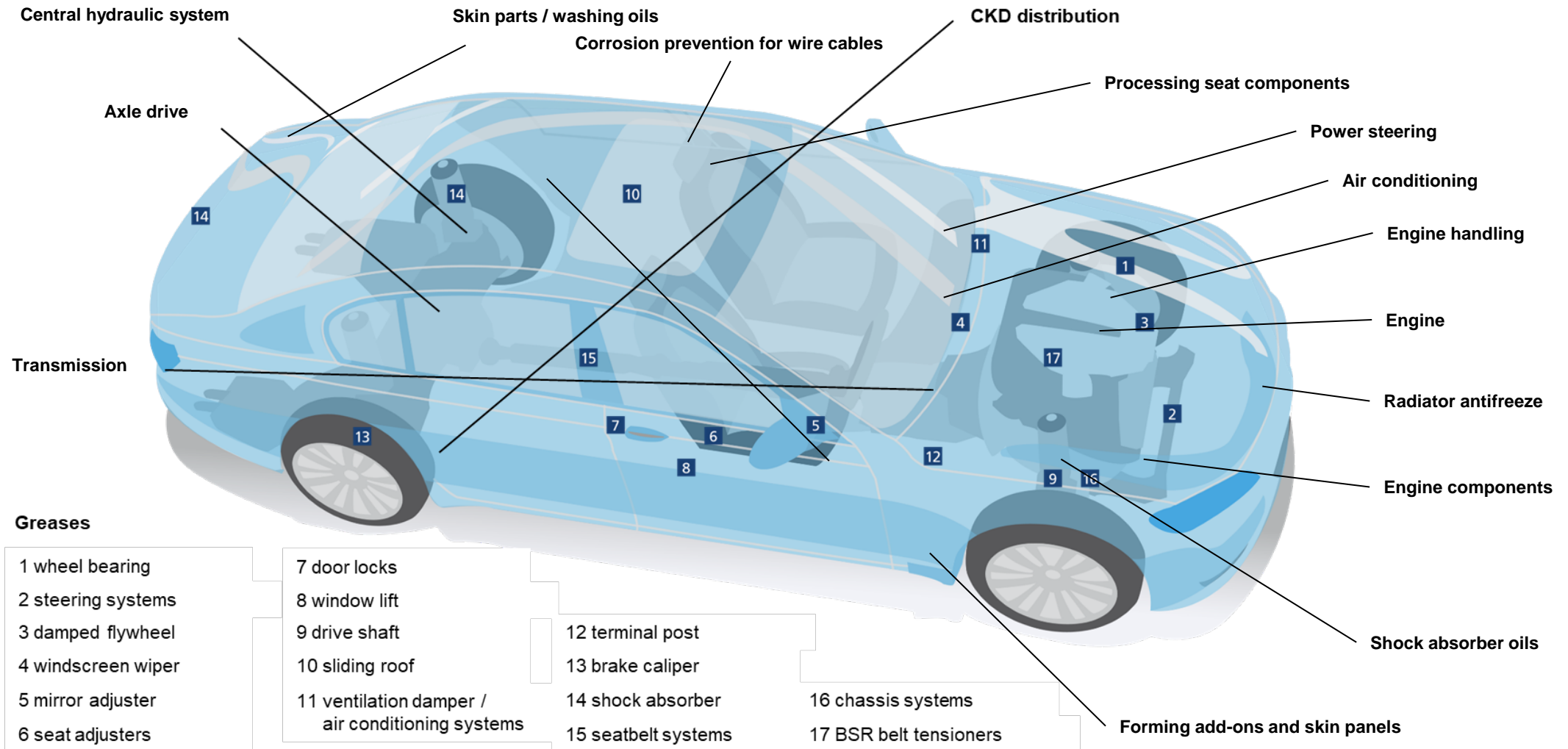
Source: FEV / Base Scenario

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

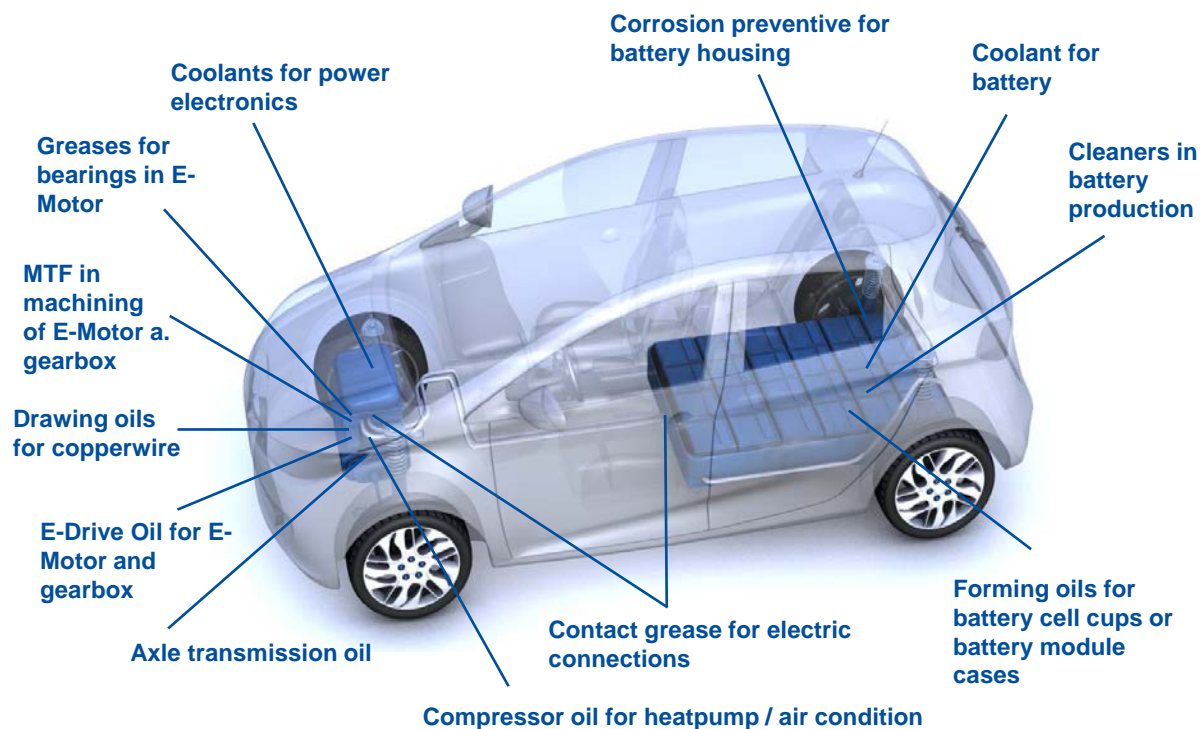
Lubricant applications in passenger cars

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



1st Fill
engine oils
& gear oils

~10% of
sales

Products, which are needed independent from propulsion type are not shown

Powertrain Applications

ICE

HEV

BEV



Engine oil

✓

✓

–

Transmission oil

✓

✓

✓ / –

Greases

✓

✓

✓

Specialty greases

✓

+

+

Lubricants for
Auxiliary systems

✓

+

+

Cooling &
functional liquids

✓

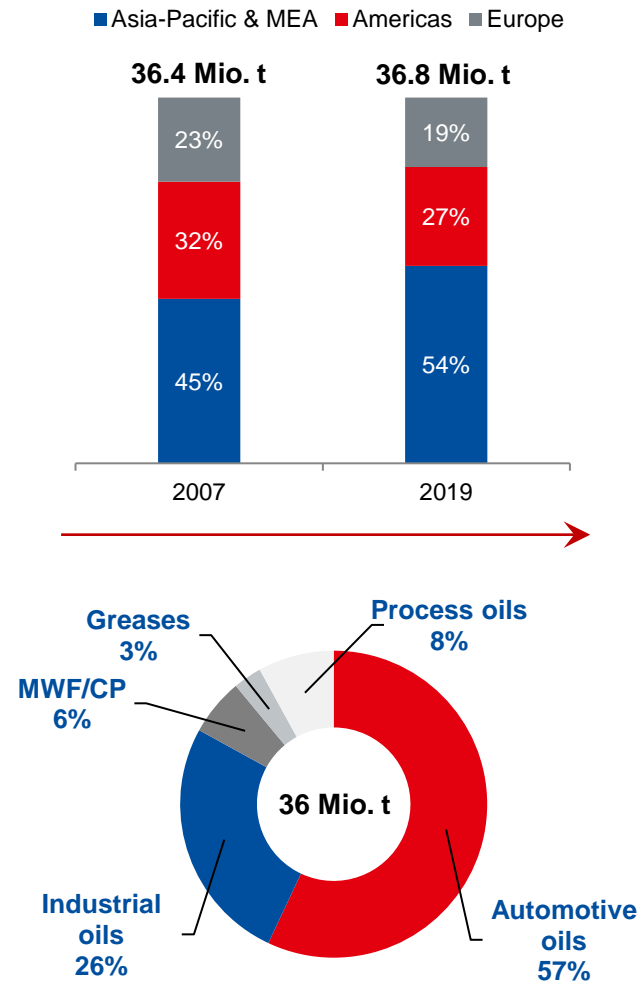
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– Omitted ✓ Required + Increased

FUCHS DrivElectric

Does DrivElectric Damage Demand?



No! DriveElectric Diverts Demand!

		Impact (%) until 2035
EU 28	Automotive	-10 to -20%
	Metalprocessing	-30%
	Industrial	stable
	Total Market	-10%
USA	Efficiency/E-Mobility	-20%
China	Automotive	15-20%
	Metalprocessing/Industrial	Stable
	Total Market	10%
World		-2 to -3%

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



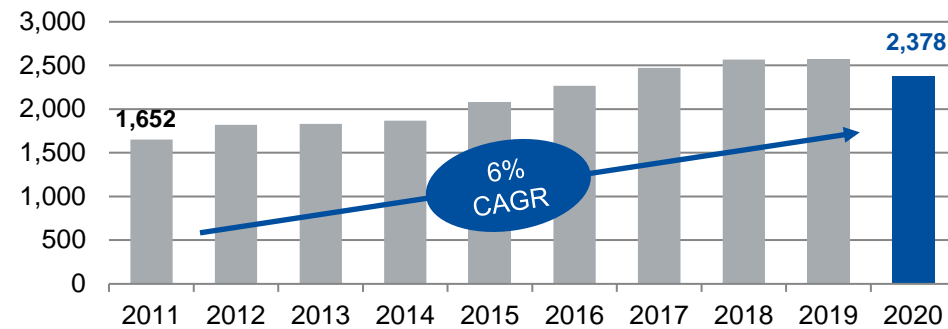
Stable Dividends



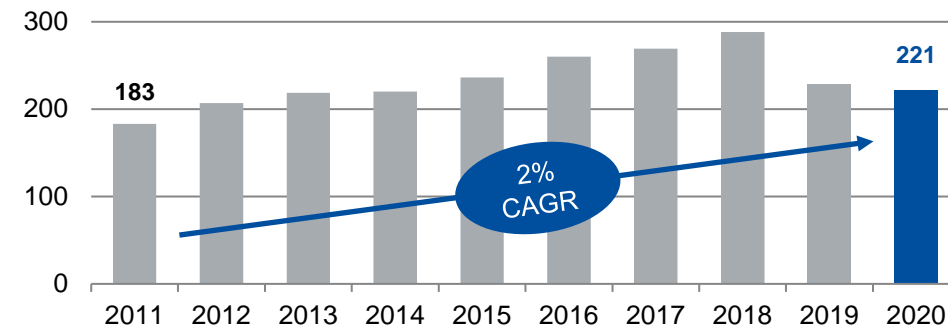
Share Buyback

Unique track record for continued profitability and added value

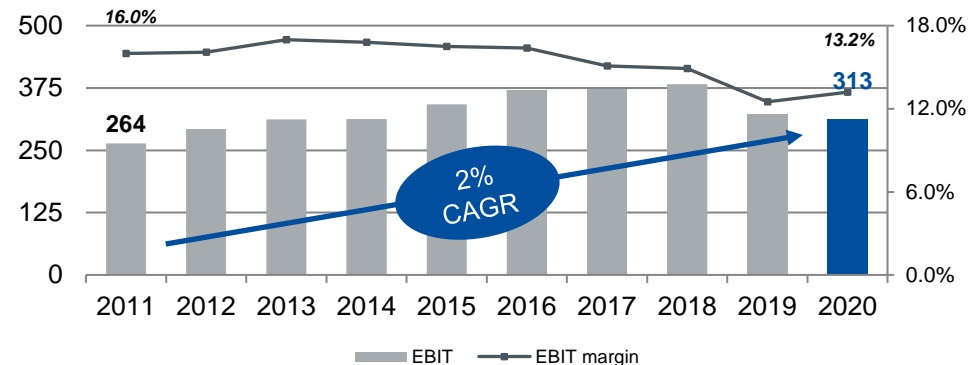
Sales (in €mn)



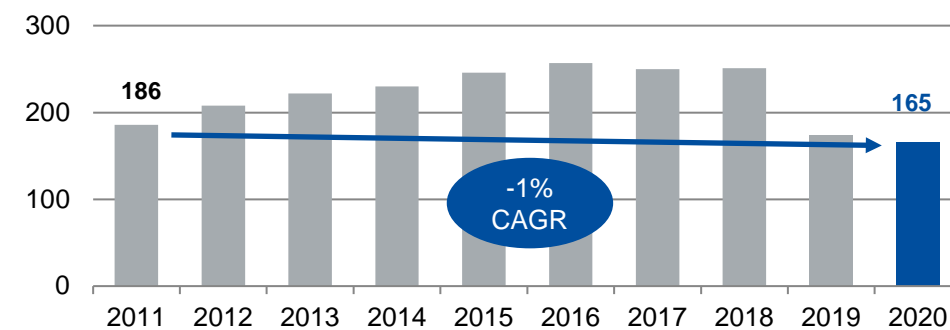
Earnings After Tax (in €mn)



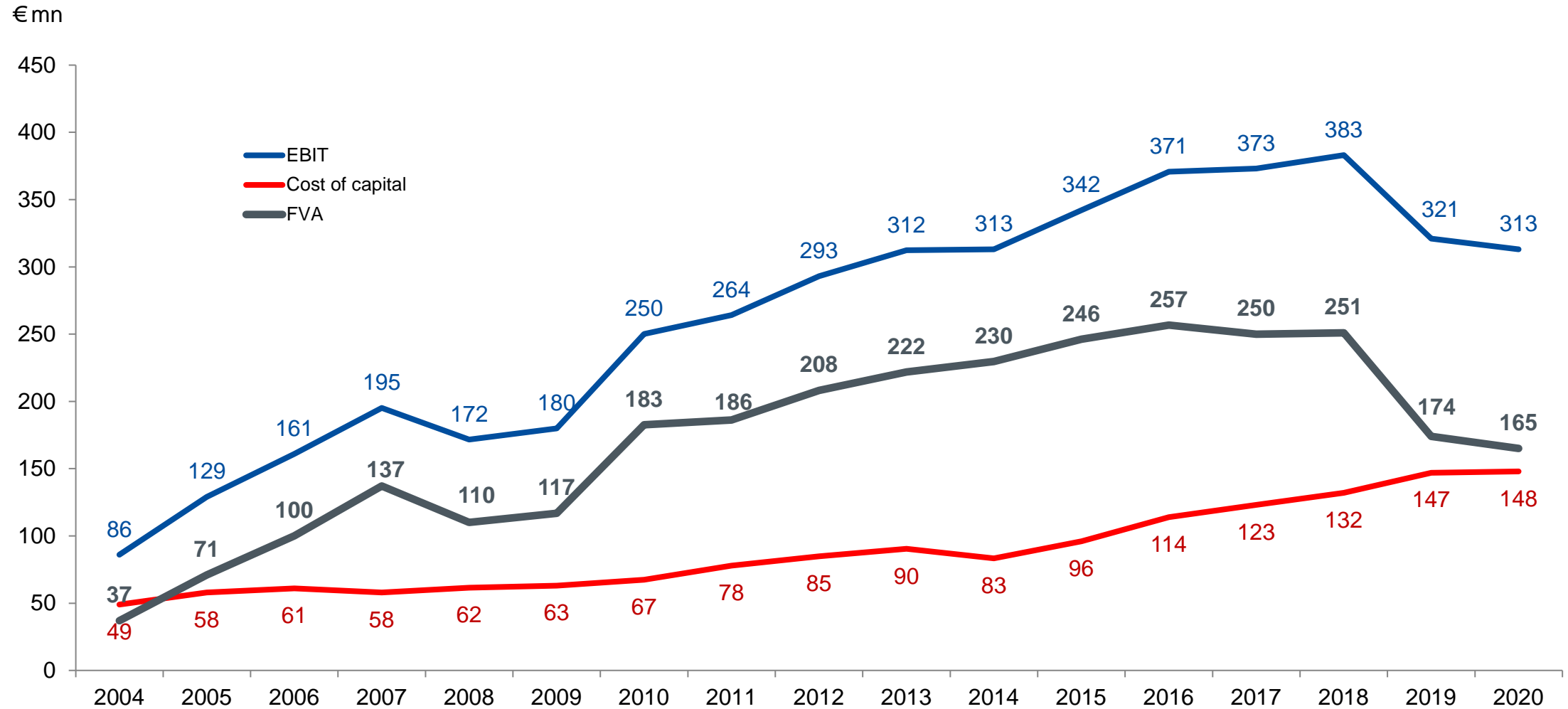
EBIT (in €mn)



FVA (in €mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Sales development

€mn	2016	2017	2018	2019	2020	Δ 19/20
Sales	2,267	2,473	2,567	2,572	2,378	-7.5%
Gross Profit	851	882	899	890	854	-4.0%
Gross Profit margin	37.5%	35.7%	35.0%	34.6%	35.9%	+1.3%-points
Other function costs	-499	-526	-542	-580	-551	5.0%
EBIT before at Equity	352	356	357	310	303	-2.3%
EBIT margin before at Equity	15.5%	14.4%	13.9%	12.1%	12.7%	+0.6%-points
At Equity	19	17	26	11	10	-9.1%
EBIT	371	373	383	321	313	-2.5%
EBIT margin	16.4%	15.1%	14.9%	12.5%	13.2%	+0.7%-points
EBITDA	418	432	441	400	393	-9.3%
EBITDA margin	18.4%	17.5%	17.2%	15.6%	16.5%	+0.9%-points

Solid Balance Sheet and strong cash flow generation

€mn	2020	2019	2018	2017	2016
Total assets	2,120	2,023	1,891	1,751	1,676
Goodwill	236	175	174	173	185
Equity	1,580	1,561	1,456	1,307	1,205
Equity ratio	75%	77%	77%	75%	72%

€mn	2020	2019	2018	2017	2016
Net liquidity	179	193	191	160	146
Operating cash flow	360	329	267	242	300
Capex	122	154	121	105	93
Free cash flow before acquisitions ¹	238	175	147	142	205
Free cash flow	124	162	159	140	164

¹ Including divestments

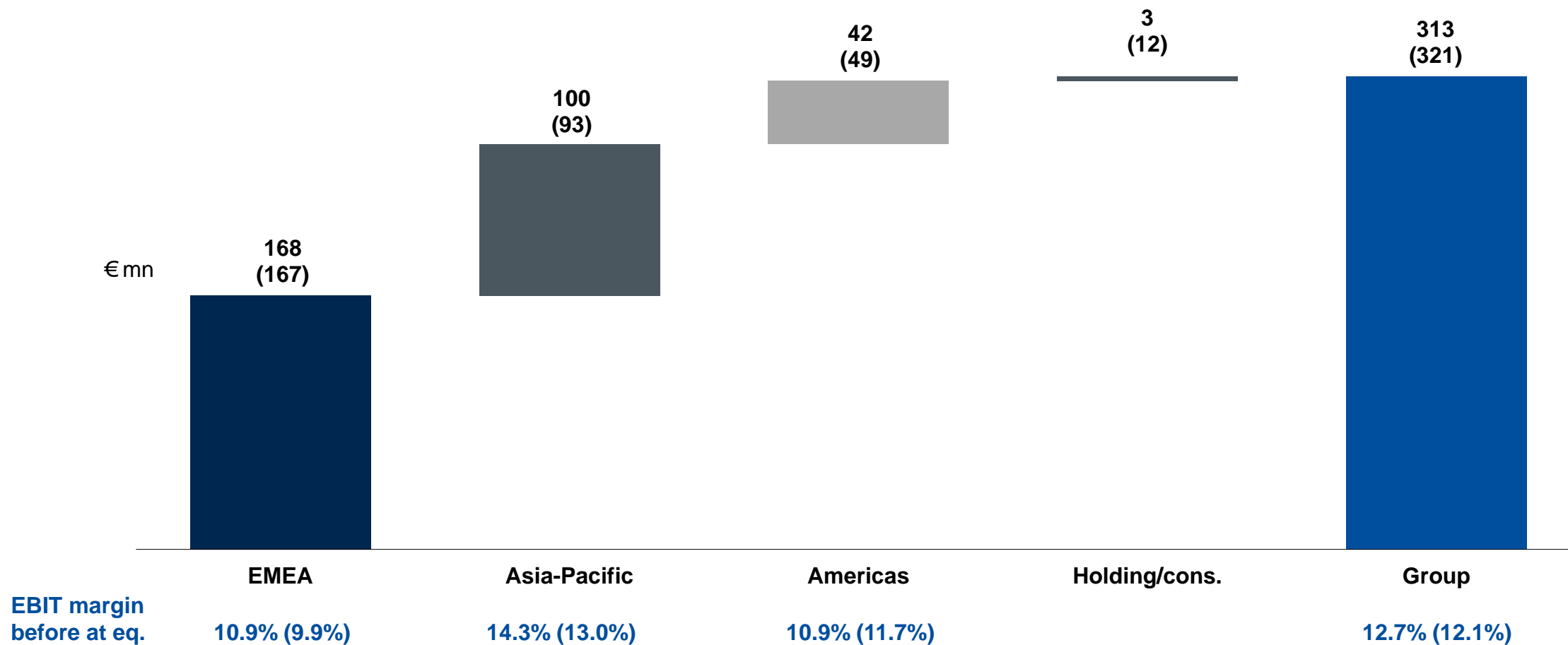
Regional sales 2020

Covid-19-related lower sales in all regions

	2020 (€mn)	2019 (€mn)	Growth	Organic	External	FX
EMEA	1,446	1,579	-8%	-7%	0%	-1%
Asia-Pacific	698	718	-3%	-1%	0%	-2%
Americas	387	418	-7%	-14%	11%	-4%
Consolidation	-153	-143	-	-	-	-
Total	2,378	2,572	-8%	-7%	2%	-3%

EBIT by regions

FY 2020 (FY 2019)

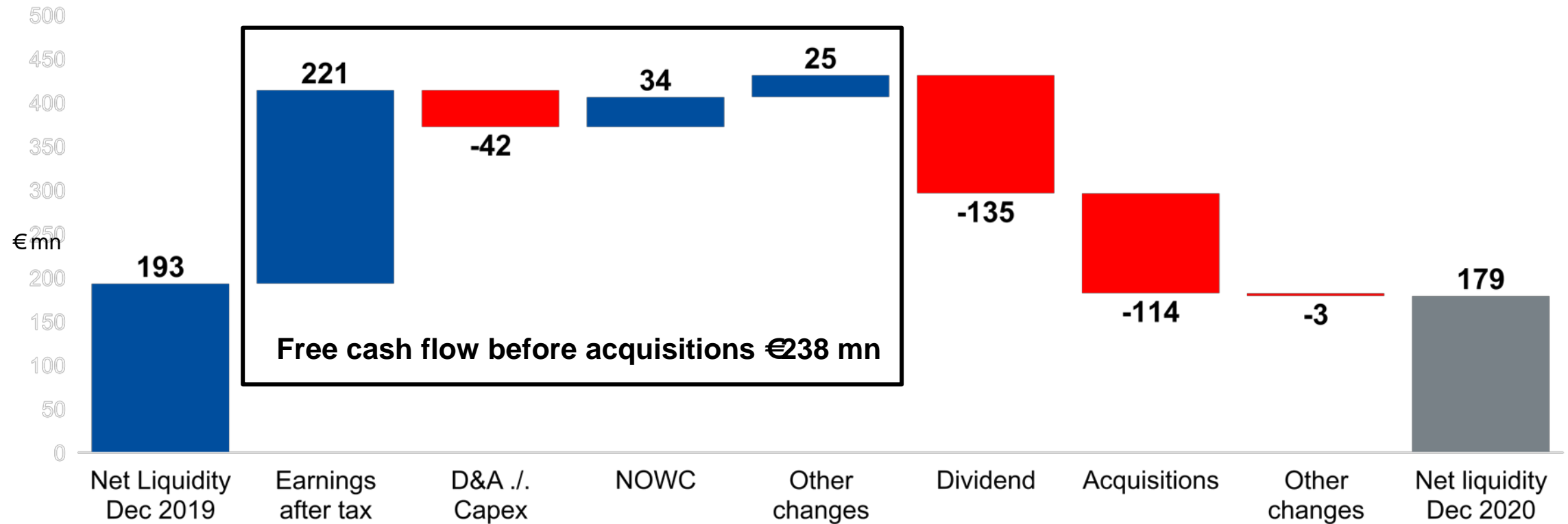


Cash flow FY 2020

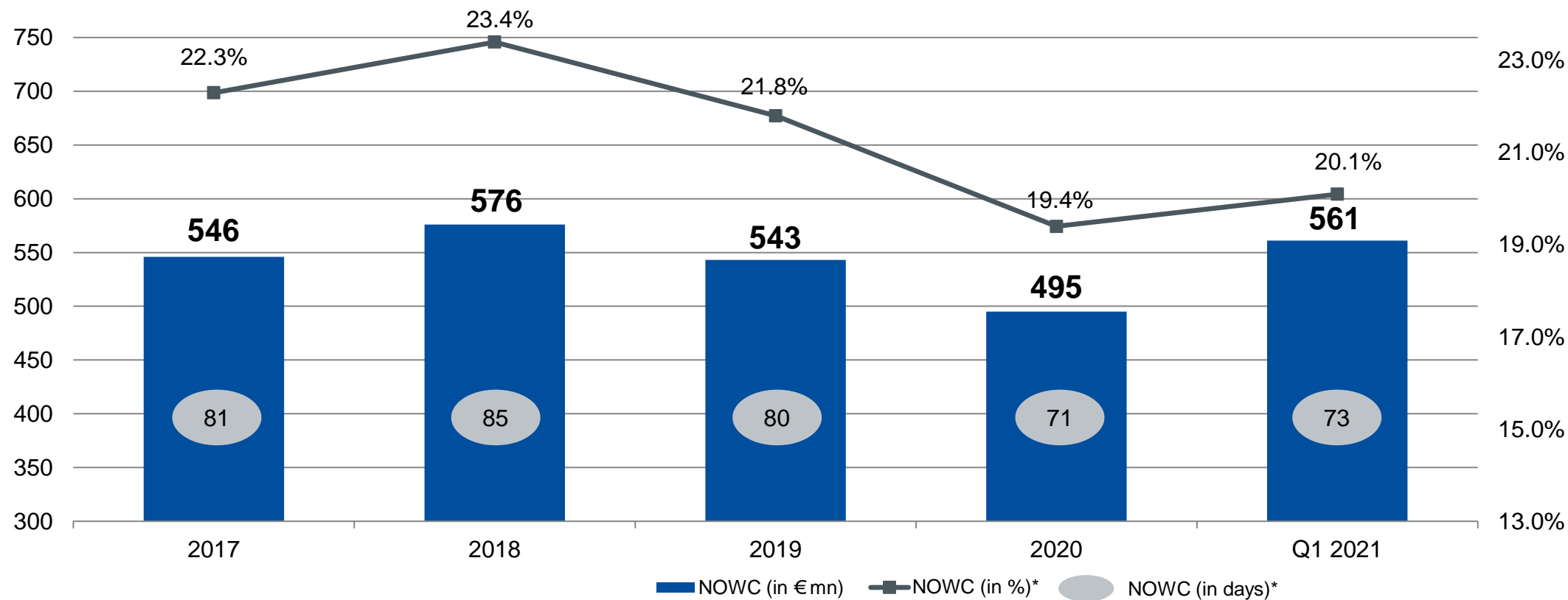
€mn	2020	2019	Δ in €mn	Δ in %
Earnings after tax	221	228	-7	-3
Amortization/Depreciation	80	79	1	1
Changes in net operating working capital (NOWC)	34	45	-11	-24
Other changes	25	-23	48	-
Capex	-122	-154	32	21
Free cash flow before acquisitions¹	238	175	63	36
Acquisitions	-114	-13	-101	>100
Free cash flow	124	162	-38	-23

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

Net Liquidity



Net operating working capital (NOWC)



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

Quarterly income statement

€mn	2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	643	668	642	614	643	653	656	620	616	504	620	638	697			
Gross Profit	225	239	222	213	217	224	231	218	218	172	225	239	255			
<i>Gross Profit margin (in %)</i>	<i>35.0</i>	<i>35.8</i>	<i>34.6</i>	<i>34.7</i>	<i>33.7</i>	<i>34.3</i>	<i>35.2</i>	<i>35.2</i>	<i>35.4</i>	<i>34.1</i>	<i>36.3</i>	<i>37.5</i>	<i>36.6</i>			
Other function costs	-136	-140	-134	-132	-142	-147	-144	-147	-148	-134	-137	-132	-156			
EBIT before at Equity	89	99	88	81	75	77	87	71	70	38	88	107	99			
<i>EBIT margin before at Equity (in %)</i>	<i>13.8</i>	<i>14.8</i>	<i>13.7</i>	<i>13.2</i>	<i>11.7</i>	<i>11.8</i>	<i>13.3</i>	<i>11.5</i>	<i>11.4</i>	<i>7.5</i>	<i>14.2</i>	<i>16.8</i>	<i>14.2</i>			
At Equity	3	2	16	5	2	3	2	4	2	2	3	3	2			
EBIT	92	101	104	86	77	80	89	75	72	40	91	110	101			
<i>EBIT margin (in %)</i>	<i>14.3</i>	<i>15.1</i>	<i>16.2</i>	<i>14.0</i>	<i>12.0</i>	<i>12.3</i>	<i>13.6</i>	<i>12.1</i>	<i>11.7</i>	<i>7.9</i>	<i>14.7</i>	<i>17.2</i>	<i>14.5</i>			
EBITDA	106	115	118	102	95	98	107	100	92	60	110	131	122			
<i>EBITDA margin (in %)</i>	<i>16.5</i>	<i>17.2</i>	<i>18.4</i>	<i>16.6</i>	<i>14.8</i>	<i>15.0</i>	<i>16.3</i>	<i>16.1</i>	<i>14.9</i>	<i>11.9</i>	<i>17.7</i>	<i>20.5</i>	<i>17.5</i>			

Quarterly figures by region

2020	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	401	289	370	386	1,446	146	174	189	189	698	110	71	100	106	387
EBIT before at equity income	41	11	43	63	158	17	24	29	30	100	12	2	15	13	42
<i>in % of sales</i>	10.2	3.8	11.6	16.3	10.9	11.6	13.8	15.3	15.9	14.3	10.9	2.8	15.0	12.3	10.9
Income from at equity companies	2	2	3	3	10	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	43	13	46	66	168	17	24	29	30	100	12	2	15	13	42
<i>in % of sales</i>	10.7	4.5	12.4	17.9	11.6	11.6	13.8	15.3	15.9	14.3	10.9	2.8	15.0	12.3	10.9

2021	EMEA					Asia-Pacific					North and South America				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	419					213					111				
EBIT before at equity income	47					34					16				
<i>in % of sales</i>	11.2					16.0					14.4				
Income from at equity companies	2					-					-				
Segment earnings (EBIT)	49					34					16				
<i>in % of sales</i>	11.7					16.0					14.4				

Quarterly sales & EBIT by regions

Sales (€mn)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	400	399	402	378	1,579	401	289	370	386	1,446	419				
Δ Y-o-Y in %	-4	-4	-1	-1	-2	0	-28	-8	2	-8	5				
Asia-Pacific	171	184	180	183	718	146	174	189	189	698	213				
Δ Y-o-Y in %	-4	-4	4	12	2	-14	-5	5	3	-3	46				
Americas	106	106	108	98	418	110	71	100	106	387	111				
Δ Y-o-Y in %	12	2	3	-7	2	4	-33	-7	8	-7	1				
Holding/consolidation	-34	-36	-34	-39	-143	-41	-30	-39	-43	-153	-46				
FUCHS Group	643	653	656	620	2,572	616	504	620	638	2,378	697				
Δ Y-o-Y in %	0	-2	2	1	0	-4	-23	-5	3	-8	13				

EBIT (€mn)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	38	42	50	37	167	43	13	46	66	168	49				
Δ Y-o-Y in %	-24	-18	-18	-24	-21	13	-69	-8	78	1	14				
Asia-Pacific	21	23	23	26	93	17	24	29	30	100	34				
Δ Y-o-Y in %	-25	-18	-4	18	-9	-19	4	26	15	8	100				
Americas	14	15	12	8	49	12	2	15	13	42	16				
Δ Y-o-Y in %	8	-12	-20	-43	-17	-14	-87	25	63	-14	33				
Holding/consolidation	4	0	4	4	12	0	1	1	1	3	2				
FUCHS Group	77	80	89	75	321	72	40	91	110	313	101				
Δ Y-o-Y in %	-16	-21	-14	-13	-16	-6	-50	2	47	-3	40				

Quarterly sales development split by regions

Organic Growth (in %)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-3	-3	-1	-1	-2	0	-26	-6	5	-7	6				
Asia-Pacific	-5	-6	-1	8	-1	-16	-3	8	5	-1	46				
Americas	8	-2	-1	-7	-1	-6	-42	-11	3	-14	6				
FUCHS Group	-1	-3	0	0	-1	-6	-23	-4	4	-7	15				

External Growth (in %)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	0	0	0				
Asia-Pacific	-	3	4	3	2	3	-	-	-	0	0				
Americas	-	-	-	1	0	10	10	10	15	11	7				
FUCHS Group	-	1	1	1	1	2	2	2	3	2	1				

FX Effects (in %)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-1	-1	0	0	0	0	-2	-2	-3	-1	-1				
Asia-Pacific	1	-1	1	1	1	-1	-2	-3	-2	-2	0				
Americas	4	4	4	-1	3	0	-1	-6	-10	-4	-12				
FUCHS Group	1	0	1	0	0	0	-2	-3	-4	-3	-3				

The Executive Board



Stefan Fuchs

CEO; Corporate Group Development, HR, PR & Marketing, Strategy, Automotive Aftermarket Division



Dr. Lutz Lindemann

CTO; R&D, Technology, Product Management, Supply Chain, Sustainability, Mining Division, OEM Division



Dr. Timo Reister

Asia-Pacific, Americas, Industry Division



Dr. Ralph Rheinboldt

Europe, Middle East & Africa, FUCHS LUBRITECH Division



Dagmar Steinert

CFO; Finance, Controlling, Investor Relations, Compliance, Internal Audit, Digitalization (IT, ERP systems, Big Data etc.), Legal, Taxes

Executive Compensation & FUCHS Shares

Executive Board

50%

of multi-year variable compensation (LTI)

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

LTI \triangleq 55% of total variable compensation

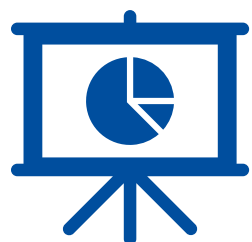
Supervisory Board

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

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history

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releases

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Financial Calendar & Contact

Financial Calendar 2021

April 29, 2021	Quarterly statement Q1 2021
May 4, 2021	Virtual Annual General Meeting
July 30, 2021	Half-year financial report 2021
October 29, 2021	Quarterly statement Q3 2021

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

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