

FUCHS GROUP

Capital Market Day 2024

| December 5th, 2024

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Key Messages

01 Unique business model with focus on high performance products

02 FUCHS – a profitable growth story

03 Digitalization initiatives driving innovation and efficiency

04 Lubricants enabling customer sustainability

05 From FUCHS2025 to FUCHS100

FUCHS

Capital
Market Day

2024

Agenda

| Time | Topic | Presenter |
|---------------|---|------------------|
| 08:15 – 8:45 | Coffee & Snacks | |
| 09:00 – 09:15 | Welcome from DMG Mori | Alfred Geißler |
| 09:15 – 10:40 | <ol style="list-style-type: none"> 1. Unique business model with focus on high performance products 2. FUCHS – a profitable growth story 3. Digitalization initiatives driving innovation and efficiency | FUCHS management |
| 10:40 – 11:00 | Coffee break | |
| 11:00 – 12:15 | <ol style="list-style-type: none"> 4. Lubricants enabling customer sustainability 5. From FUCHS2025 to FUCHS100 | FUCHS management |

Agenda

| Time | Topic | Presenter |
|---------------|--------------------------------|---|
| 12:15 – 13:00 | Lunch | |
| 13:00 – 14:30 | Factory Tour | |
| 14:30 – 14:45 | Coffee break | |
| 14:45 – 15:45 | DMG MORI & FUCHS | Chenyan Zou, Jens Tempel, Michael Ziegler, |
| 15:45 – 16:00 | Key Messages & Closing remarks | Stefan Fuchs |

01 Unique business model with focus on high performance products

Keeping Daily Life Moving

Stefan Fuchs

LUBRICANTS.
TECHNOLOGY.
PEOPLE.





WE KEEP **DAILY LIFE** MOVING

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

More people than ever before will drive to work, use smartphones, have lunch, require healthcare. Things we all need in our daily lives.

It's a big challenge for the equipment that provides these basics. That's where our tailormade lubrication solutions come in – they enable the world to achieve more with less.

MOVING YOUR WORLD

This is how we are
MOVING YOUR WORLD

We want to keep the world moving. Everyday.
With innovative and technological solutions that
have a lasting impact on the future.

What do Lubricants Actually do?



Protect surfaces from corrosion and wear



Reduce friction and wear in moving systems



Cool machines and equipment



Transfer energy

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

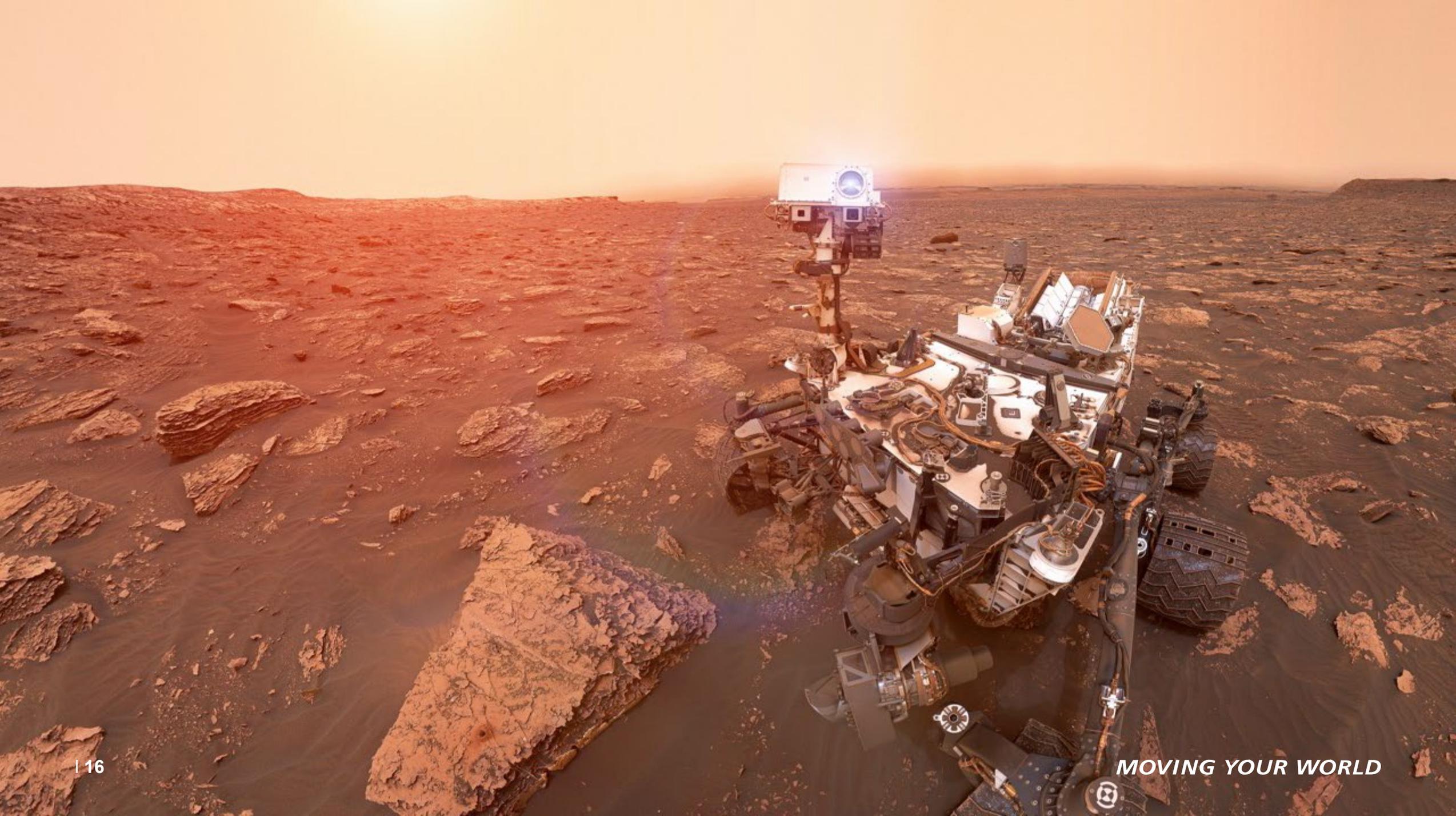






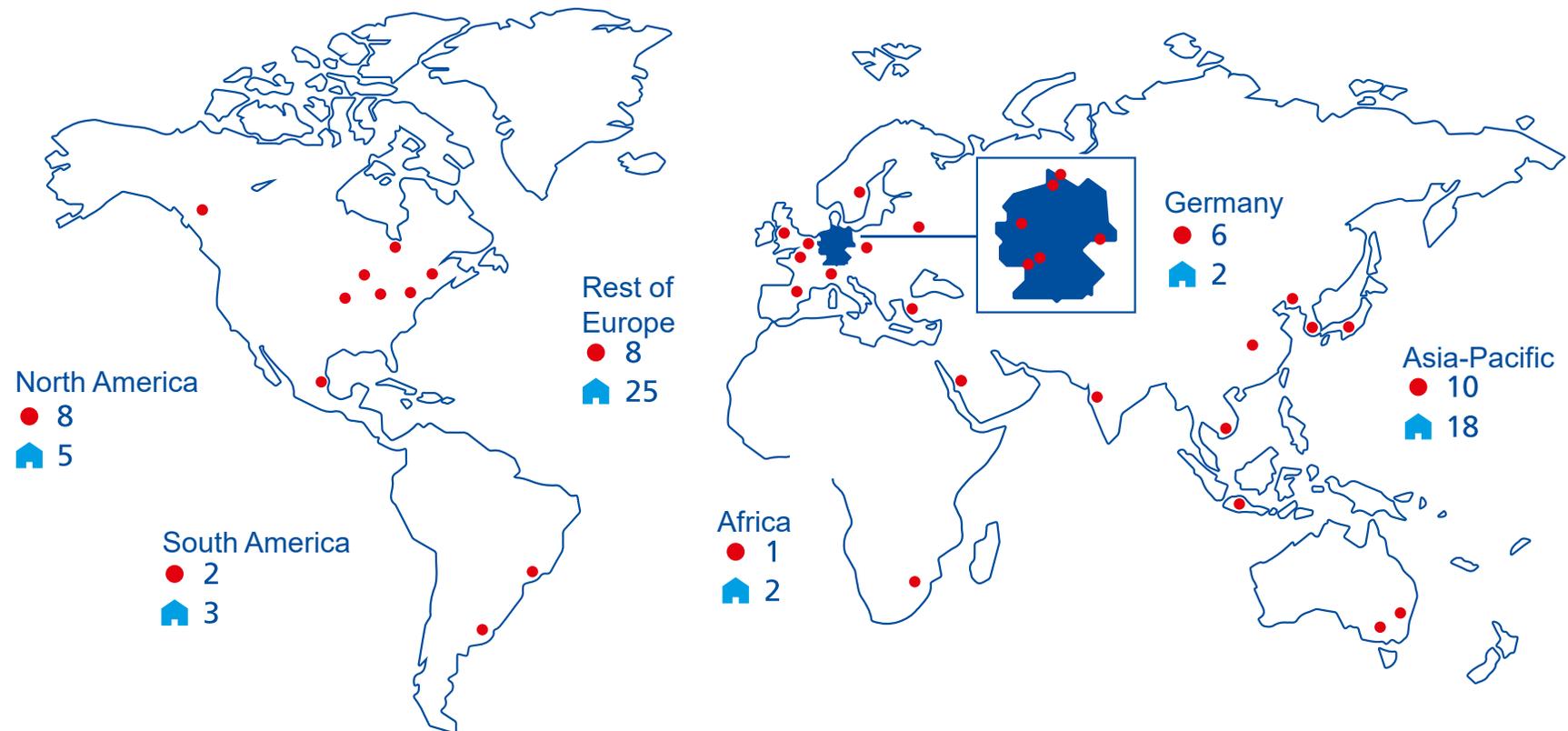






NO MATTER WHERE

We are always close to our customers



Total

- 35 Production locations
- 🏠 55 Operating companies

As of December 31, 2023
Incl. Joint Ventures

Three facts about FUCHS

BROADLY POSITIONED

10,000 products in over 25+ different industries

DEVELOPMENT FOCUS

More than 10% of our employees work in the field of research and development

INDEPENDENT

58% of the FUCHS ordinary shares are held by the FUCHS family, and the company is not vertically integrated

Success stories industry

Dr. Ralph Rheinboldt

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



By focusing on key market segments,
We are accelerating the lead-to-deal process,
driving speed and efficiency, and positioning
ourselves for faster, sustainable growth.



KEY ELEMENTS



Market Knowledge

Doing the right things!



Alignment

Act as a unified team!



Scalability

Repeat successes!



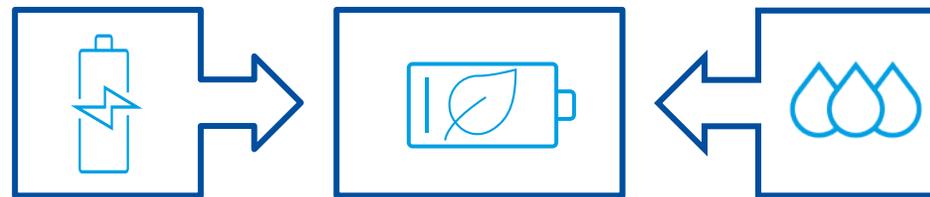
Communication

Speak the customer's language!

SUCCESS STORY– SEGMENT ENERGY STORAGE

From market understanding to customer solutions

FUCHS won the current biggest immersion cooling stationary battery energy storage project in China ...



400 MWh

400 tons

of immersion coolant

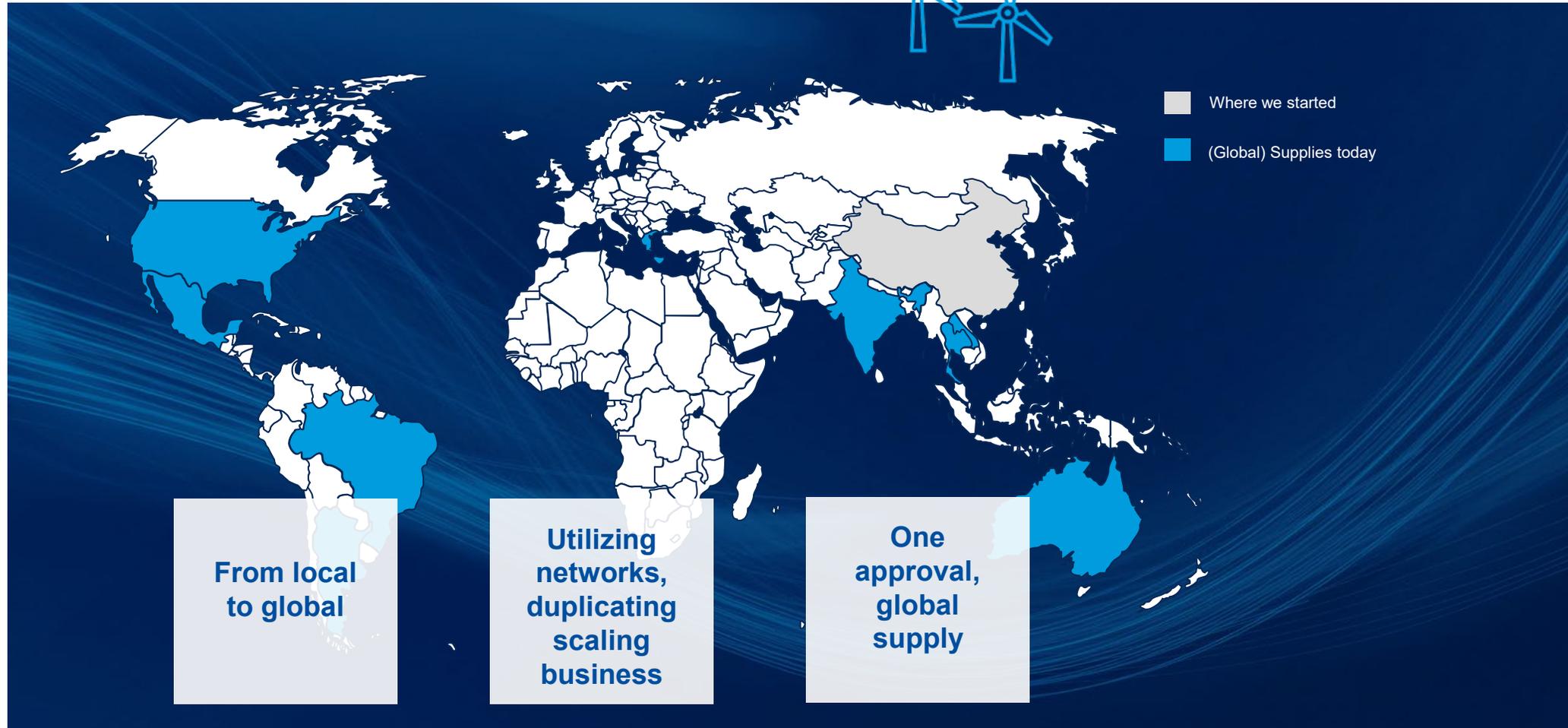
... by providing a customized product and service offer based on the full understanding of market and customer needs



Market
Knowledge
Doing the
right thing!

SUCCESS STORY– SEGMENT ENERGY STORAGE

China: Importance of approvals



Alignment
Act as a
unified
team!



Scalability
Repeat
successes!

SUCCESS STORY – SEGMENT PAPER INDUSTRY

- Current supply 2 paper mills and 46 Corrugated plants
- Scalability potential for 62 Paper Mills and 500+ converting plants
- Scale to full line product supply plus FUCHS Smart Services
- One stop Shop Potential covering all SMURFIT WESTROCK Global Facilities



Scalability
Repeat
successes!

SUCCESS STORY – SEGMENT FOOD INDUSTRY

- Standardized digital Sales & Service approach for audits & plant visits of Global Food Customers, like



Global potential:

> 1000 plants

- Conversion rate of switching to FUCHS Products after handing over customized report: > 50%



Scalability
Repeat
successes!

SUCCESS STORY – SEGMENT BASIC METAL

NUCOR Steel (Several sites)

Cross-Regional Exchange.

- Learning from market development in Process Oils in FUCHS companies in Europe and China

Market estimation:

> **Double Digit M USD/y** in rolling and process oils

Sales, R&D and Prod. Managment aligned to move fast

- First tests. Q1 2024. (Blytheville site).
- By end of 2024 and Q1 2025, FUCHS will start projects

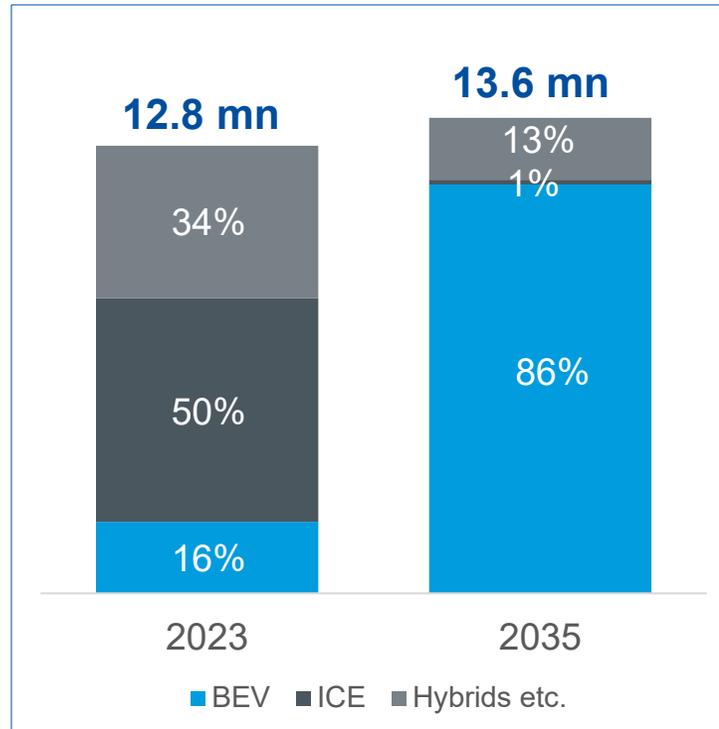
New Mobility

Dr. Timo Reister

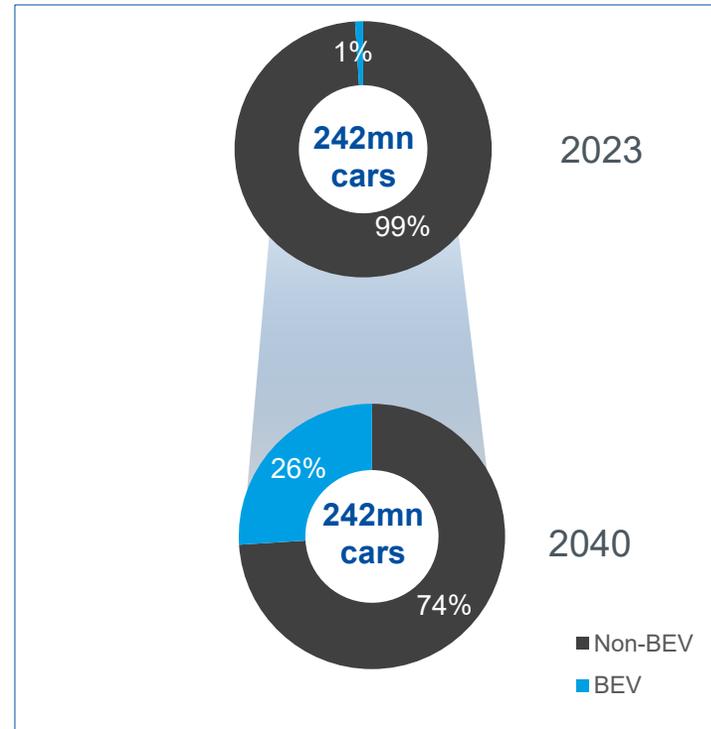


E-MOBILITY RAMP UP SCENARIO: EUROPE

Annual car sales



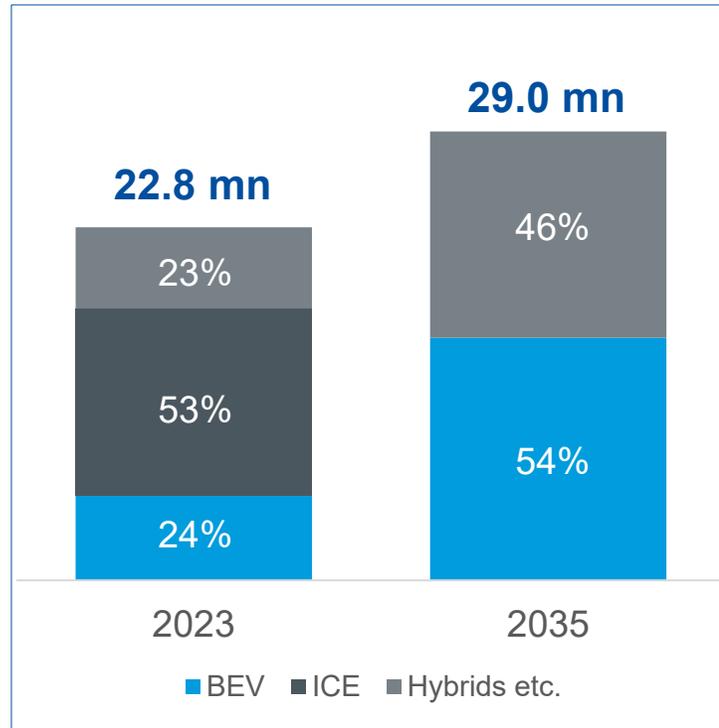
Car population



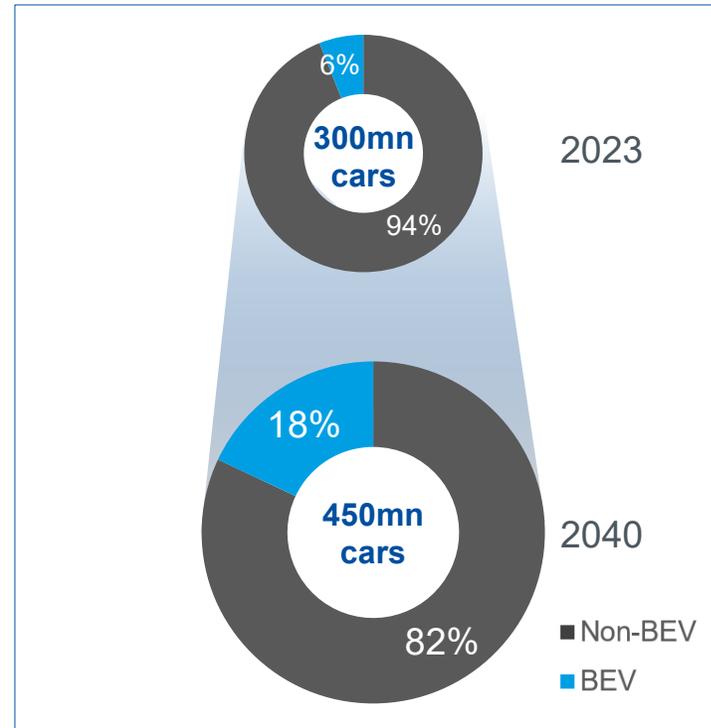
- Current regulation in Europe will lead to sales ban of ICE vehicles in 2035, shift of legislation to 2040+ in discussion
- Overall, the car population expected to be largely stable with a steadily growing share of BEVs and PHEVs
- BEV outlook slightly decreased in short-term due to currently lower demand
- PHEV with slight increase recently as bridging alternative for customers
- H2 & Fuel Cell with lower relevance in PC market

E-MOBILITY RAMP UP SCENARIO: CHINA

Annual car sales



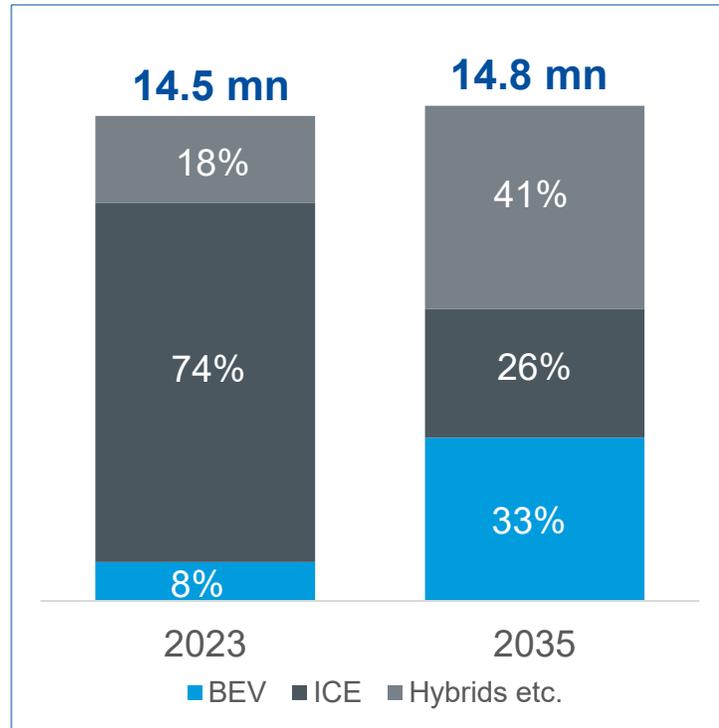
Car population



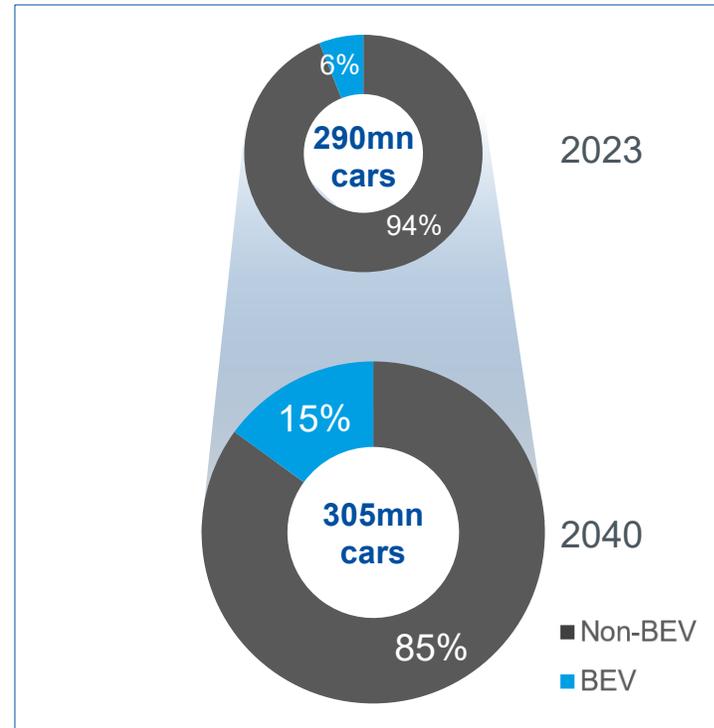
- Strong increase in car sales and car population in China expected
- Openness in technology leading to more balanced split between ICE and non-ICE
- Pure ICE sales will come to a halt in 2035 based on current regulation with strong gains for PHEV and BEV
- BEV sales share will increase significantly in long-term
- PHEV with strong recent increase and stable high share in mid/ long-term; strong government and OEM push
- Even with a fast-growing share of BEVs & PHEVs, there will be more combustion engines in operation in 2040 than today

E-MOBILITY RAMP UP SCENARIO: USA

Annual car sales

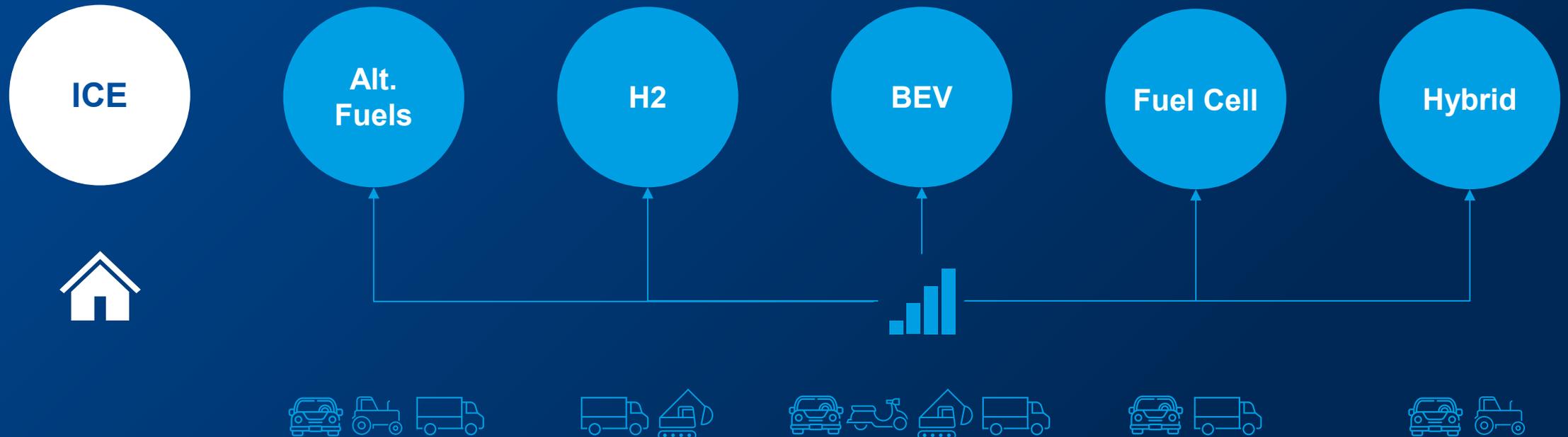


Car population



- More uncertainties regarding electric mobility for the US, slow current demand leads to adjustments of OEM plans
- Moderate growth of overall car population expected over next 10-15 years
- Worldwide strongest annual sales share of ICE's expected by 2035:
- Growing share of PHEV's expected to last until 2035 and beyond, especially in rural areas; increased activities by OEMs
- MHEV & Fuel Cell: significantly reduced demand and low OEM invest

WE SUPPORT EXISTING AND NEW MOBILITY TECHNOLOGIES AND DEVELOP SMART SOLUTIONS FOR OUR CUSTOMERS





WE ARE THE ENABLER OF MOBILITY



Customers increasingly rely on FUCHS to develop **customized solutions** for them: automotive fluids market becomes **more complex and R&D-driven** with three main focal points:

RANGE /
PERFORMANCE

SAFETY /
RELIABILITY

UPTIME /
AVAILABILITY

Key Success Factors:



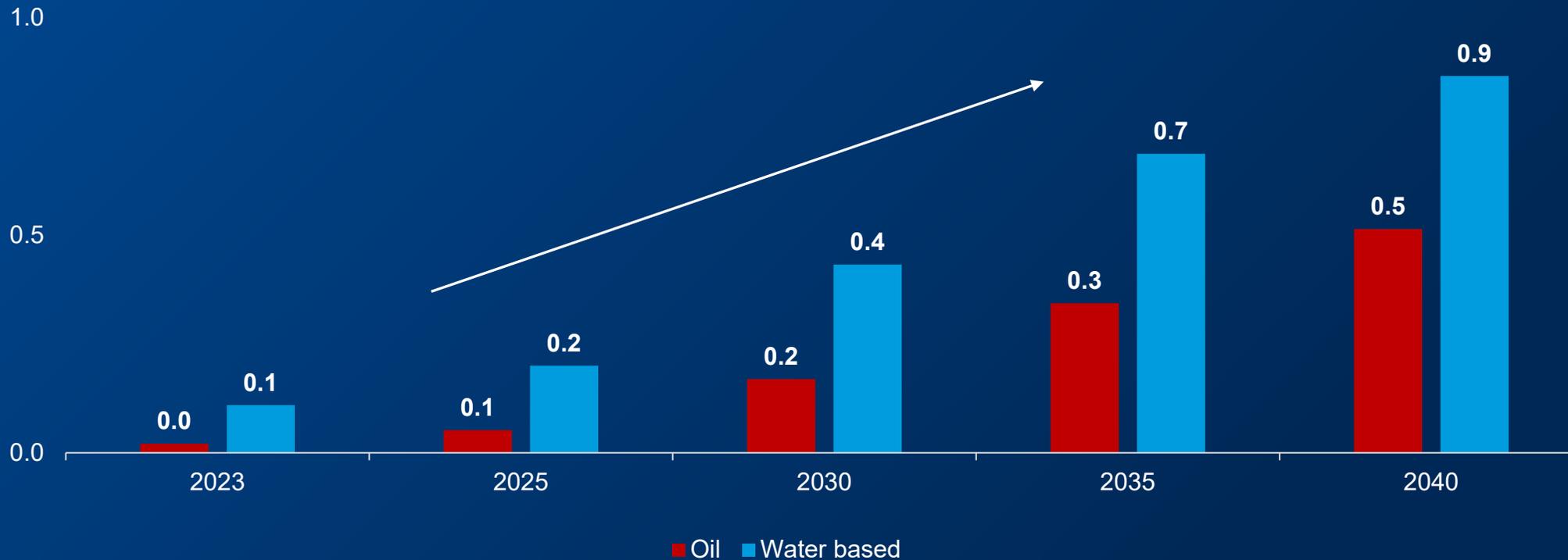
- Our strong FUCHS DNA: we are extremely close to our customers - worldwide
- Our R&D focus: we develop exactly the solutions our customers need
- Our holistic approach: we offer a full range of lubricants

Application and success stories

MARKET POTENTIAL: EXPECTED REVENUE (BEV & FCEV - OEM FF¹)

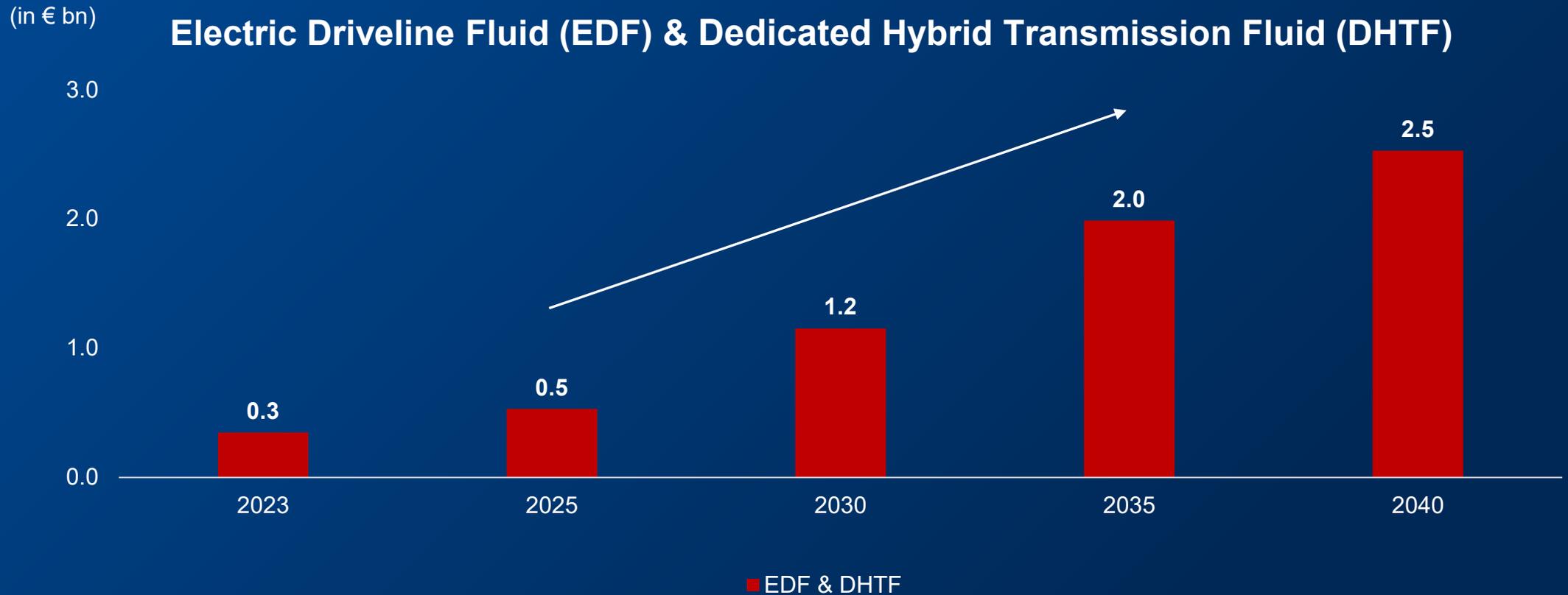
(in € bn)

Thermal Fluid (TF)



Note: (1) OEM FF=OEM First Fill.

MARKET POTENTIAL: EXPECTED REVENUE (BEV & PHEV – OEM FF¹ & AAM²)



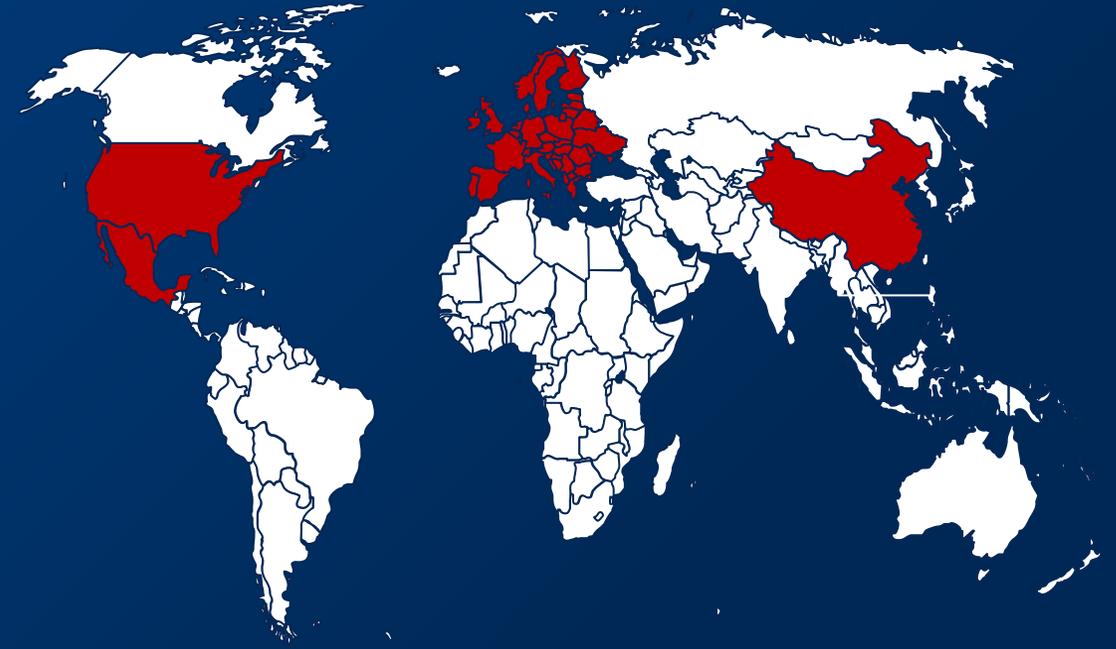
Note: (1) OEM FF=OEM First Fill. (2) AAM=Automotive Aftermarket.

FUCHS NEW MOBILITY SUCCESS STORY

Mutual EDF development projects for 3 PC OEMs worldwide

Targets for a successful transformation of our global strategic accounts:

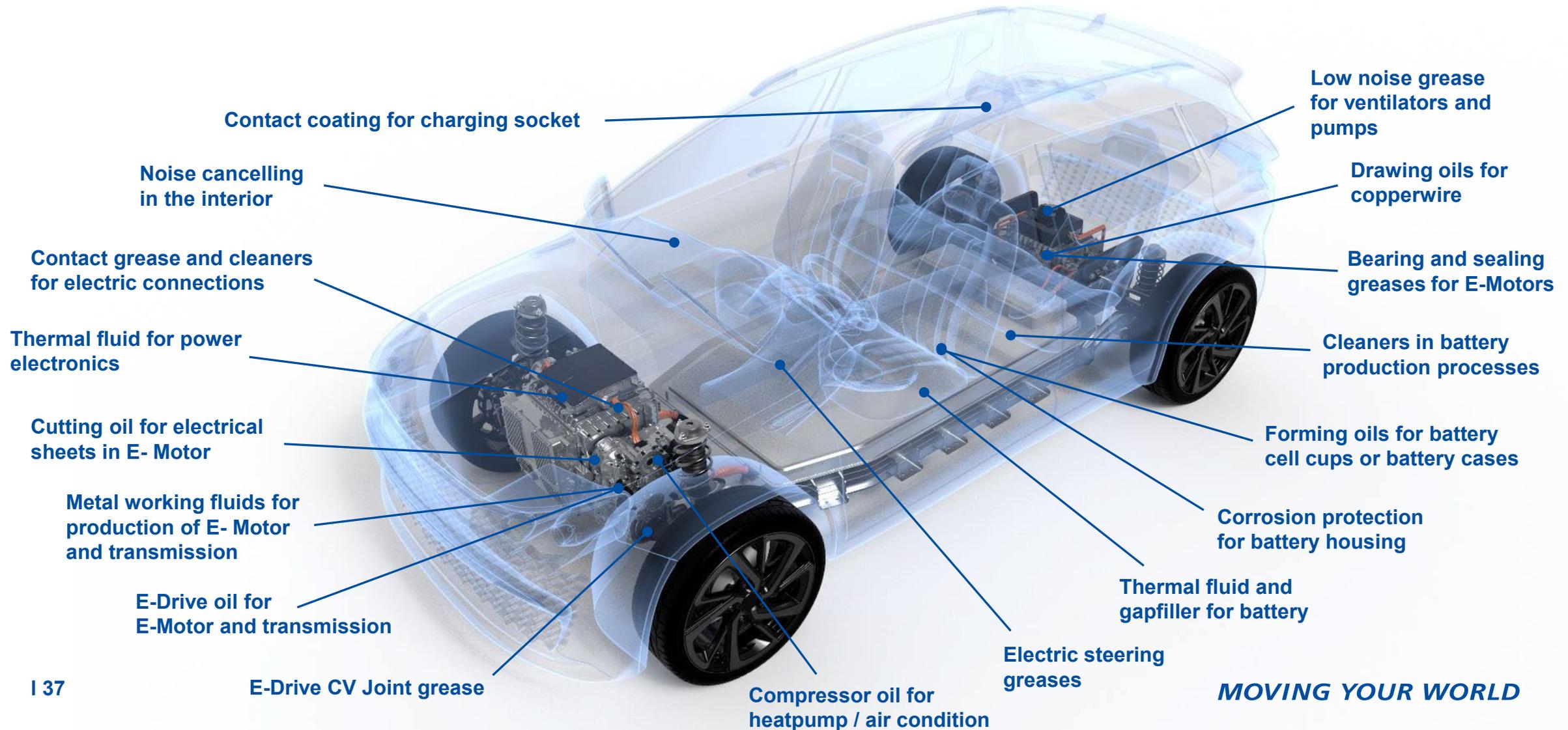
- Product portfolio transformation towards eMobility fluids by increasing share of FUCHS BluEV product line
- Creation of globalized customer relationships covering production locations in EU, CN & USA
- Strong level of FUCHS-internal cooperation and global account management



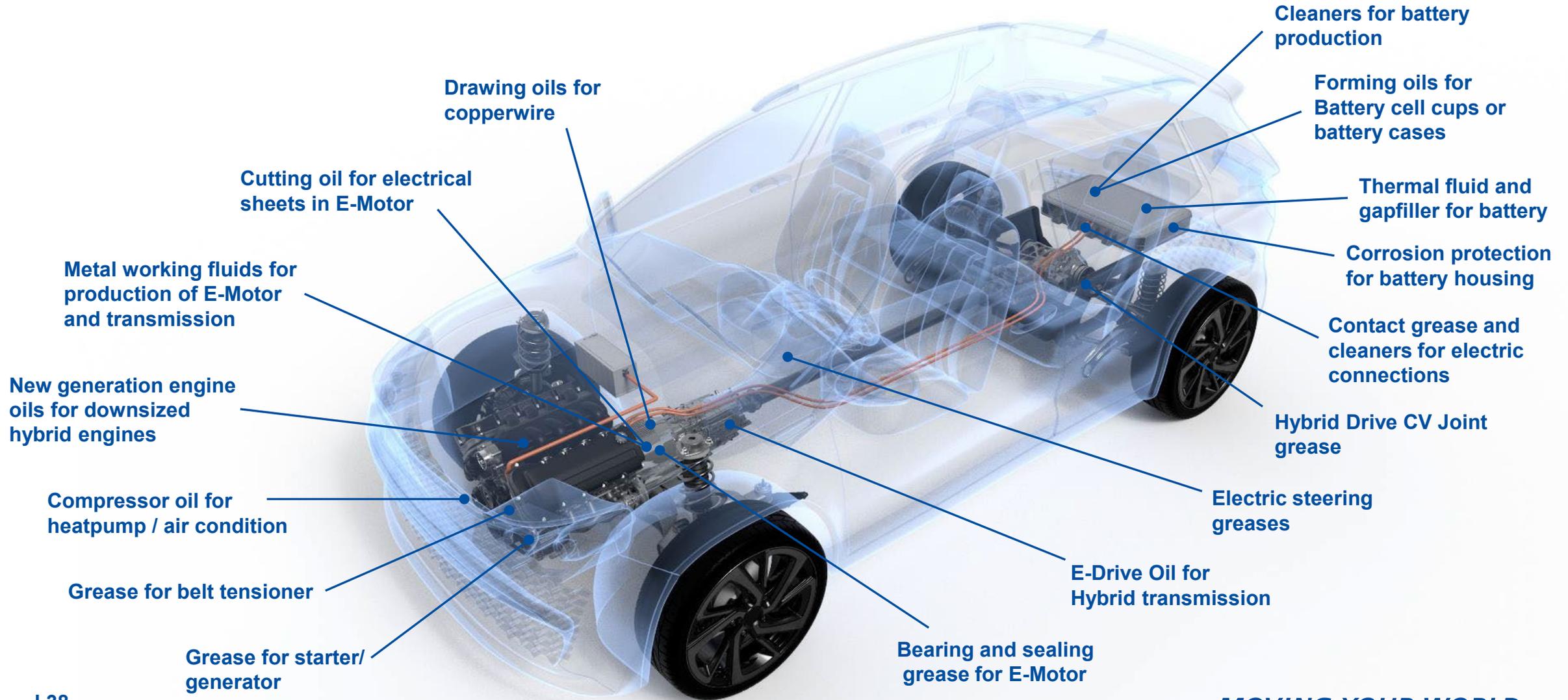
Global Strategic Account
[Volume Development]



FUCHS BluEV APPLICATIONS FOR NEV



FUCHS BluEV APPLICATIONS FOR NEV



02 FUCHS – a profitable growth story

FINANCIAL TARGETS



Striving towards
€500 mn
EBIT in 2025

Mid single-digit
percentage



annual sales growth

Long-term EBIT
margin

~15%

Average cash
conversion rate

0.8x

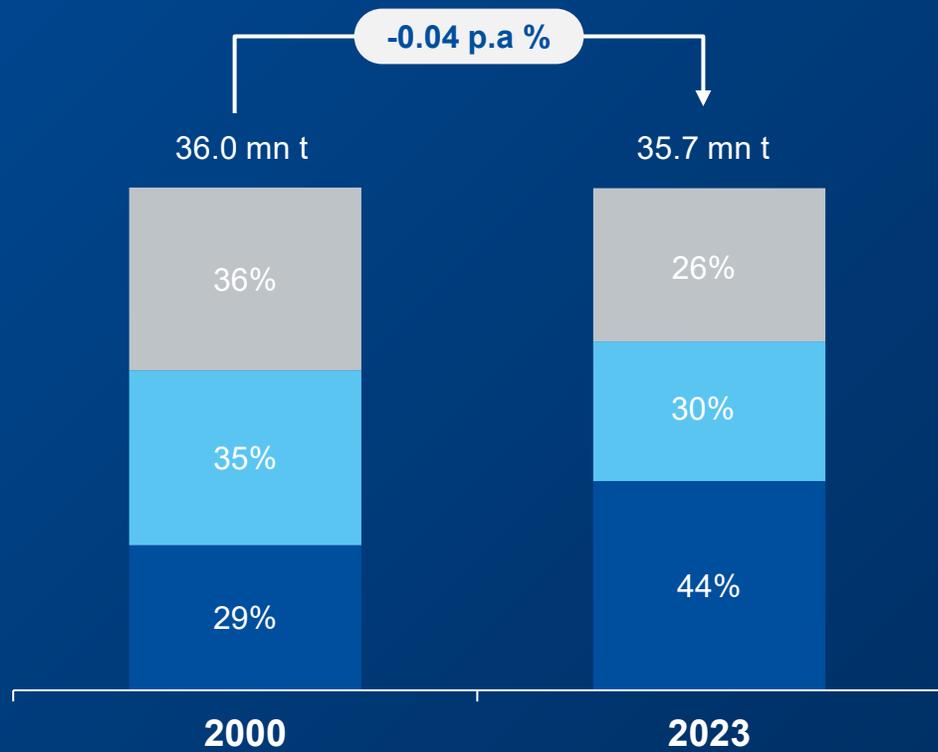
Increase of dividend



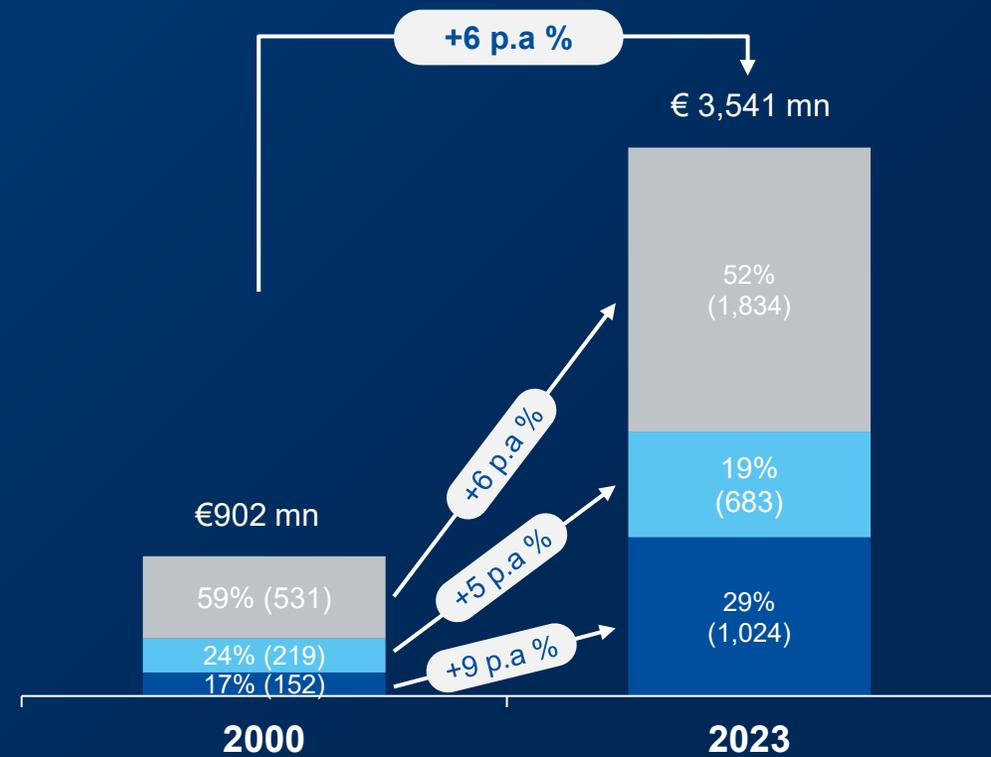
each year

HIGHTECH LUBRICANTS ON THE RISE

Market Demand



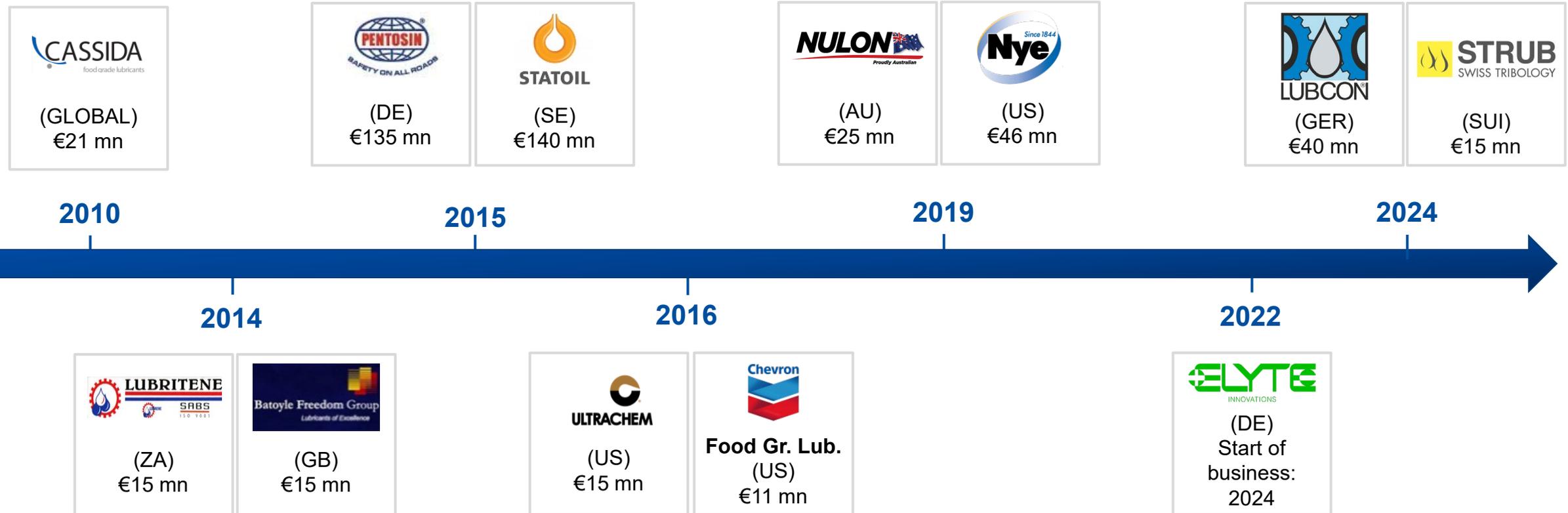
FUCHS Sales (by customer location)



■ APAC ■ Americas ■ EMEA

STRONG TRACK RECORD OF INTEGRATING BUSINESSES

Most important transactions over the last 15 years



SUCCESSFUL COMPLETION OF THE LUBCON ACQUISITION

Family business with a focus on high-performance specialty lubricants



Member of the FUCHS Group

- Very good market position in the specialties segment
- Expansion of existing key markets
- Diversification into new segments
- Strengthening of global footprint
- Sales revenues around €40 mn with 13 operating companies, 5 production sites and over 200 employees

ACQUISITION OF STRUB & Co. AG COMPLETED

Family business in Switzerland with a focus on industrial lubricants and specialties



- STRUB has a good market position with production in Reiden, Switzerland
- STRUB gives FUCHS a basis in Switzerland for bundling existing business (LUBCON, exports etc.)
- Sales revenues approx. €15 mn with 40 employees

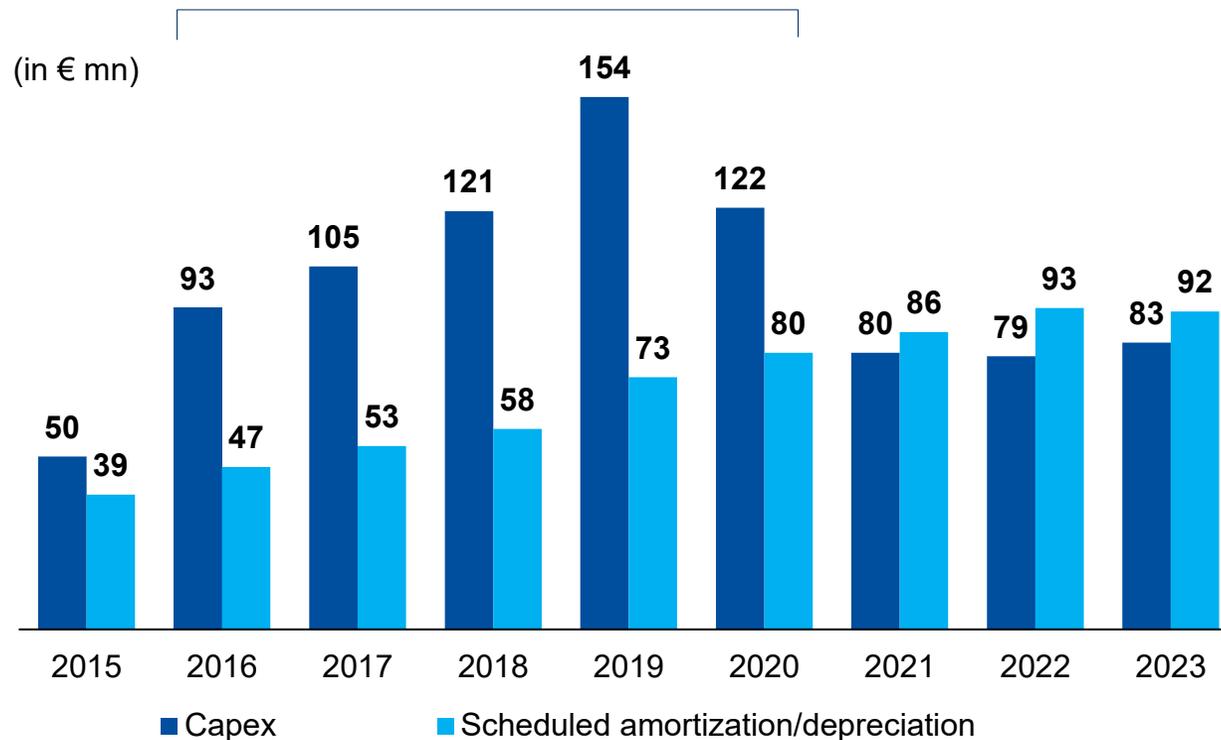
INVESTMENT IN THE FUTURE

CAPEX program to accelerate profitable growth successfully finished

Five year growth initiative

... with a clear investment focus on:

2016 – 2020: €595 mn Capex // €200 mn over “normal level”



Growth

- Construction of new plants in growth regions
- Capacity expansion of existing plants

Technology

- Modernization of plants
- Building grease plants in 3C concept

Innovation

- Establishing 3 R&D hubs in China, Germany and U.S.

2024 forward € 80 mn capex p.a. sufficient for underlying growth plans (supporting all 3 megatrends)

3 MAIN HUBS FOR OUR CUSTOMERS WORLDWIDE

STANDARDISATION OF
MANUFACTURING
PROCESSES



USA

UNIFORM QUALITY
STANDARDS



China

COMPREHENSIVE
PRODUCT RANGE



Germany

FUCHS HIGH-PERFORMANCE GREASE PLANT IN CHINA GOES INTO OPERATION



- **Increasing efficiency** through automated production methods
- **Reducing costs and emissions** through energy-efficient design
- **Strengthening our 3C promise** through globally standardized and locally adapted solutions



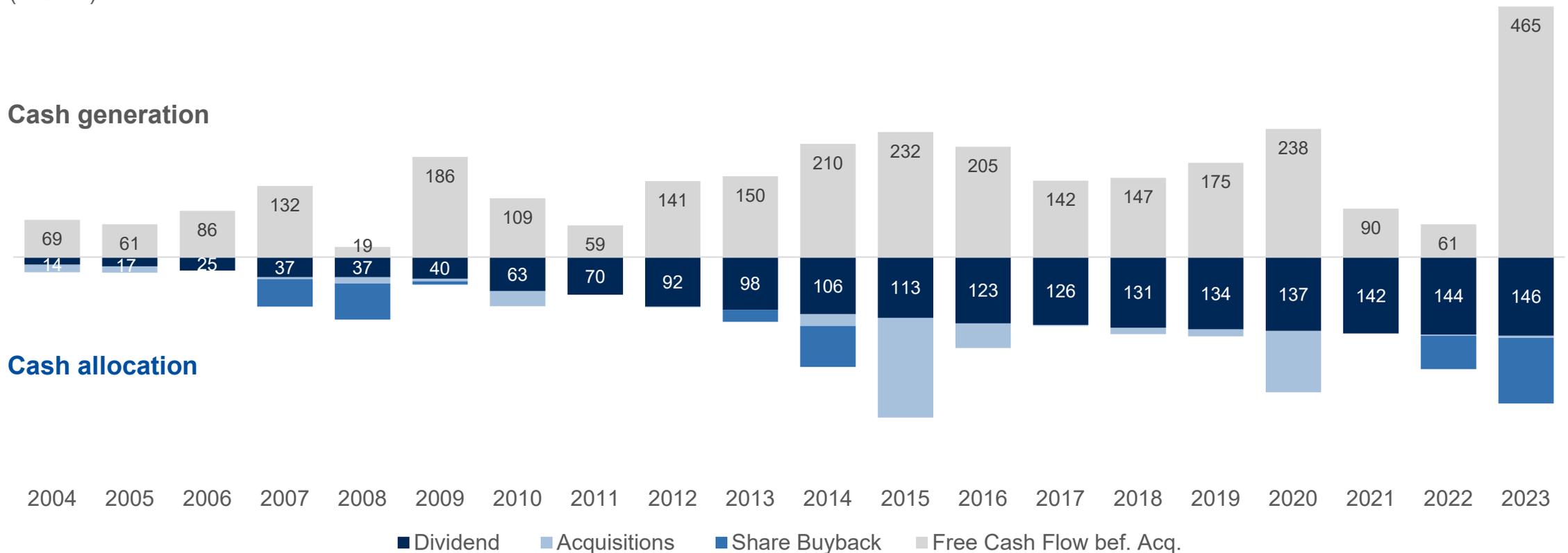
LONG-TERM VALUE CREATION THROUGH A BALANCED CAPITAL ALLOCATION APPROACH

EUR 3.0 bn total cash generation 2004 - 2023

(in € mn)

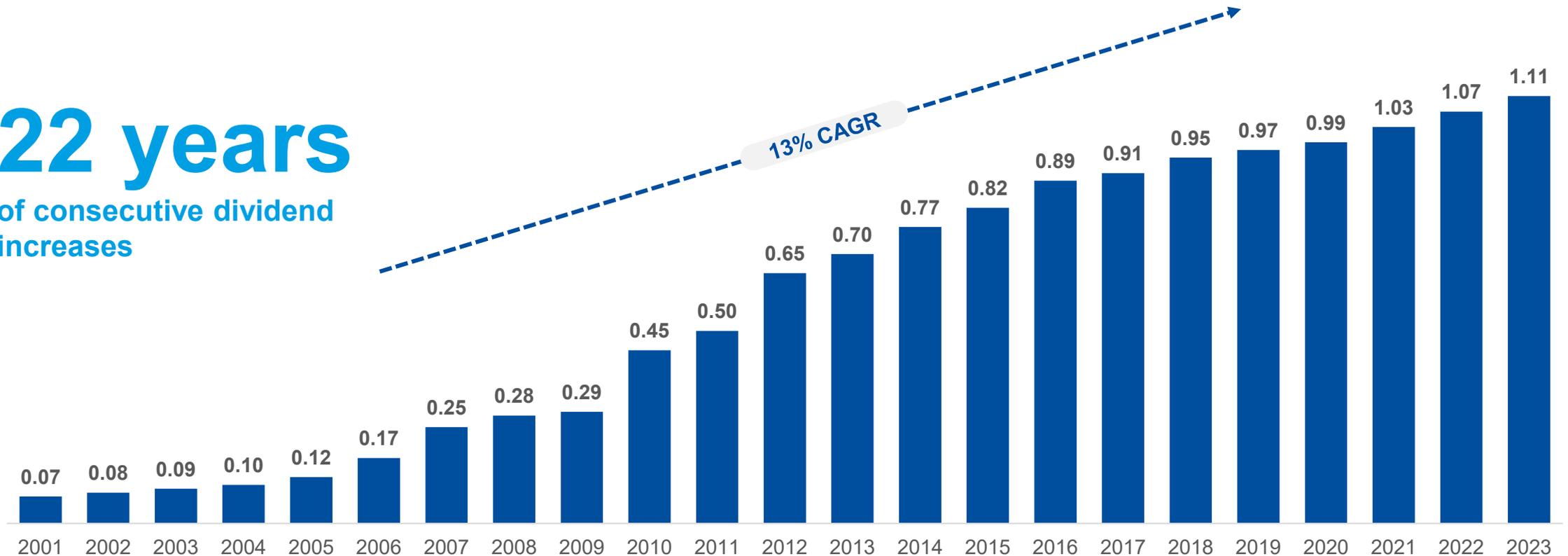
Cash generation

Cash allocation



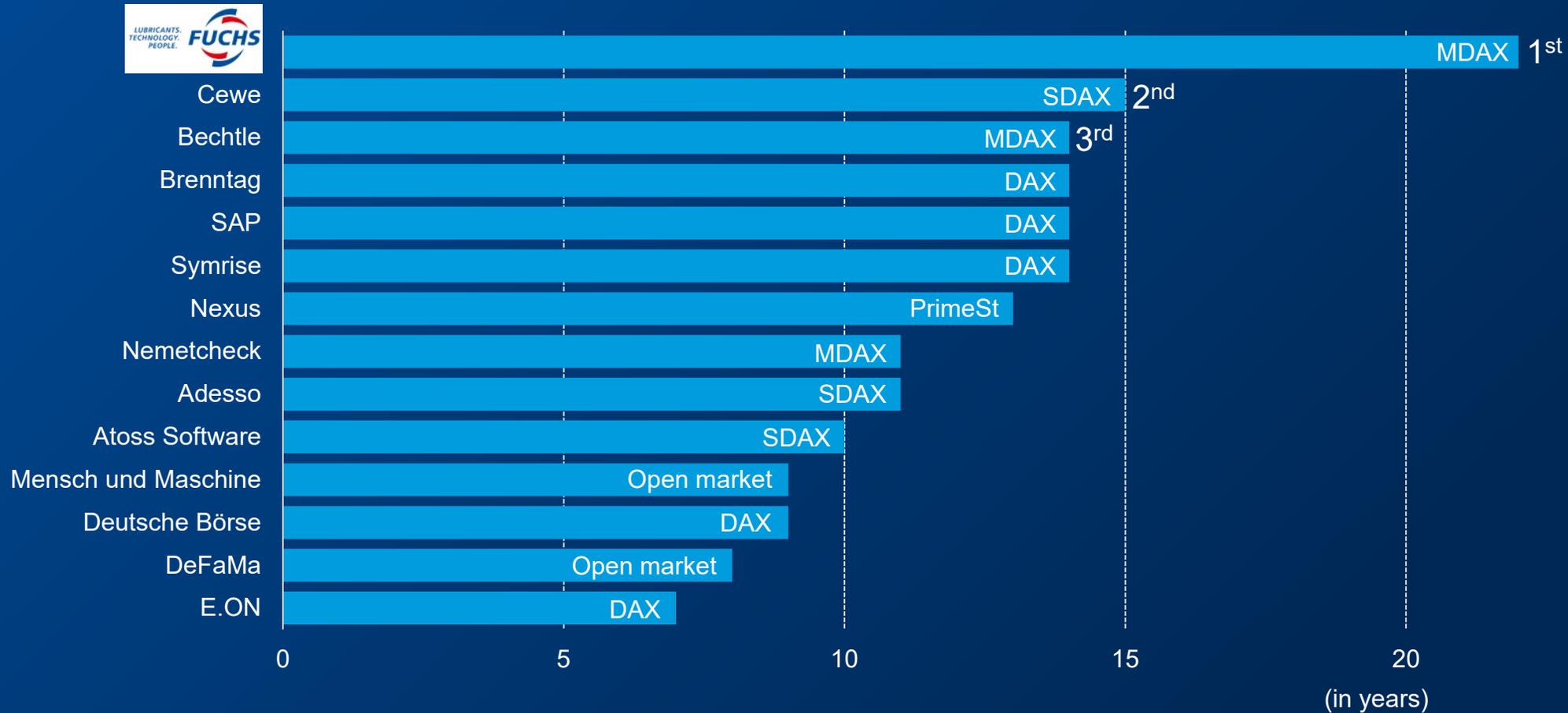
OVER TWO DECADES OF DIVIDEND GROWTH, SIGNIFICANTLY CONTRIBUTING TO SHAREHOLDER VALUE

22 years
of consecutive dividend
increases



(Dividend paid per preference share in €)

FUCHS PREFERENCE SHARE IS THE LEADING DIVIDEND ARISTOCRAT (-CANDIDATE) IN GERMANY



03 Digitalization initiatives driving innovation and efficiency

FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

New digital technologies will change expectations of our customers and offerings of our competitors. To remain in the driver’s seat, and **own our digital future, we need to act now.**

By 2030, **we will be the digital frontrunner in our area of expertise.** We will do this by thinking digital and putting digital first.

Therefore, **we will pursue five key Digital Opportunity Areas (DOAs)** as a first priority, accompanied by the necessary enabling capabilities.

FUCHS GOES DIGITAL – OUR ‘NORTH STAR’

1

Automated ordering & fulfillment



Defensive

Help our **customers to automate their interactions with us** through digitizing processes

2

Optimized fluids & resource use



Offensive

Help our customers to **optimize their use of fluids and resources** through digital performance tools

3

Forecasted equipment functionality



New

Push our customers forward to facilitate **optimal lubricant and equipment operation, improve equipment performance and minimize maintenance**

4

Smart development & improved product performance



Cost saving & max. efficiency

Help R&D to **reduce time to market and improve products** through digital solutions across the “Idea-to-Phase-Out” process

5

Digital operations



Cost saving & max. efficiency

Help operations to **streamline and optimize processes through digital solutions** across the “Source-to-Pay” and “Forecast-to-Stock” process

2

Optimized fluids &
resource use



Web-based management tool **FluidsConnect**

- Individually designed dashboards
- Tracking of fluid condition and trends
- Scheduling of maintenance activities
- Remote access to key operating data
- Assists in data-based decision making

2

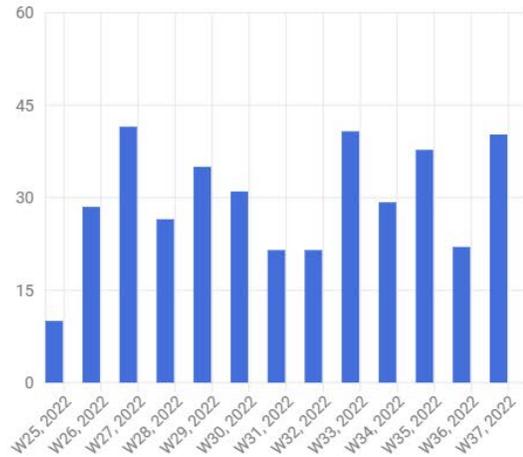
Optimized fluids & resource use

CONSUMPTION REPORTING

Quick filters: LAST WEEK LAST MONTH **LAST 3 MONTH** LAST 6 MONTH LAST 12 MONTH

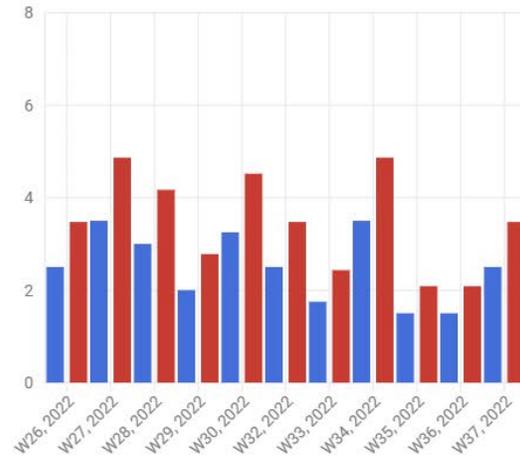
RENEP CGLP 68

Volume Value



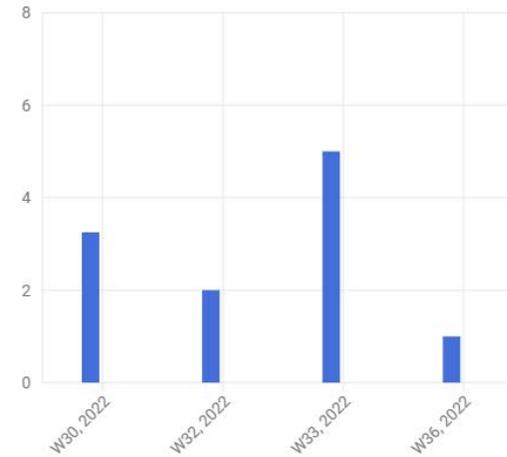
RENEP C32

Volume Value



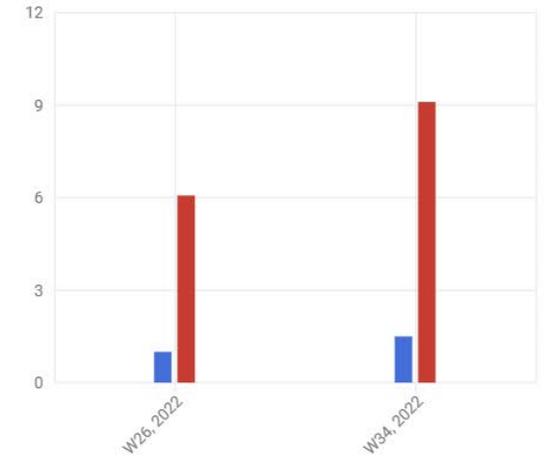
RENOLIN ZAF 32 B

Volume Value



PLANTOLUBE CGLP 68 S

Volume Value



4

Smart development & improved product performance

PROJECT ON COMPUTER VISION TO REMOVE AMBIGUITY AND ENHANCE ACCURACY

Human evaluation

**No
Differentiation**



| Samples | Corrosion Grade |
|----------|-----------------|
| Sample 1 | A |
| Sample 2 | A |

Automated visual analysis

**Differentiation
Possible**



| Samples | Corrosion in Percent |
|----------|----------------------|
| Sample 1 | 0.15 |
| Sample 2 | 0.92 |

Automated visual analysis of test results enhances accuracy, reduces analysis time and mitigates human variance

Flexible approach

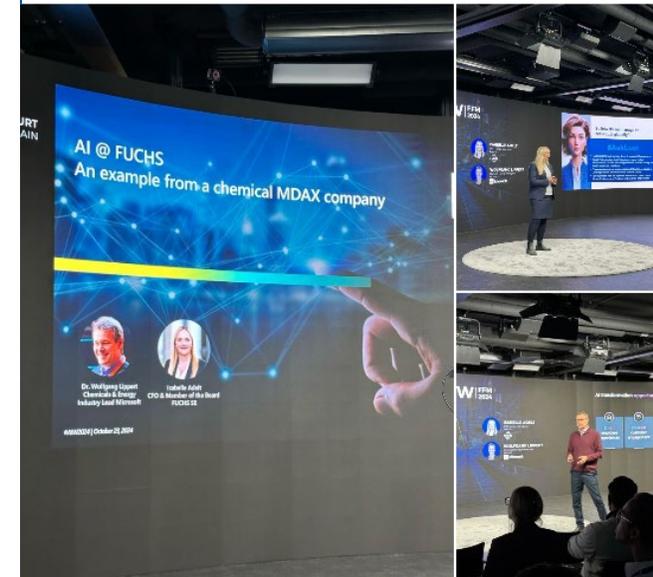
- **Segments:** E-Mobility, Wind, Metal Working, etc.
- **Analyzable specimen:** Bearing, Gears, Metal Surfaces, etc.

STRATEGIC PARTNERSHIP WITH MICROSOFT



Wolfgang Lippert • 1st
Supporting the Data & AI Transformation across the Chemicals & Energy Indu...
3w • Edited •

Thank you **FUCHS Group** and **Isabelle Adelt** for your trust and partnership with us at **Microsoft** and for joining the stage with me at **AI Week Frankfurt** today to share your wonderful story about **#askluci** - tapping into the deep institutional ...more

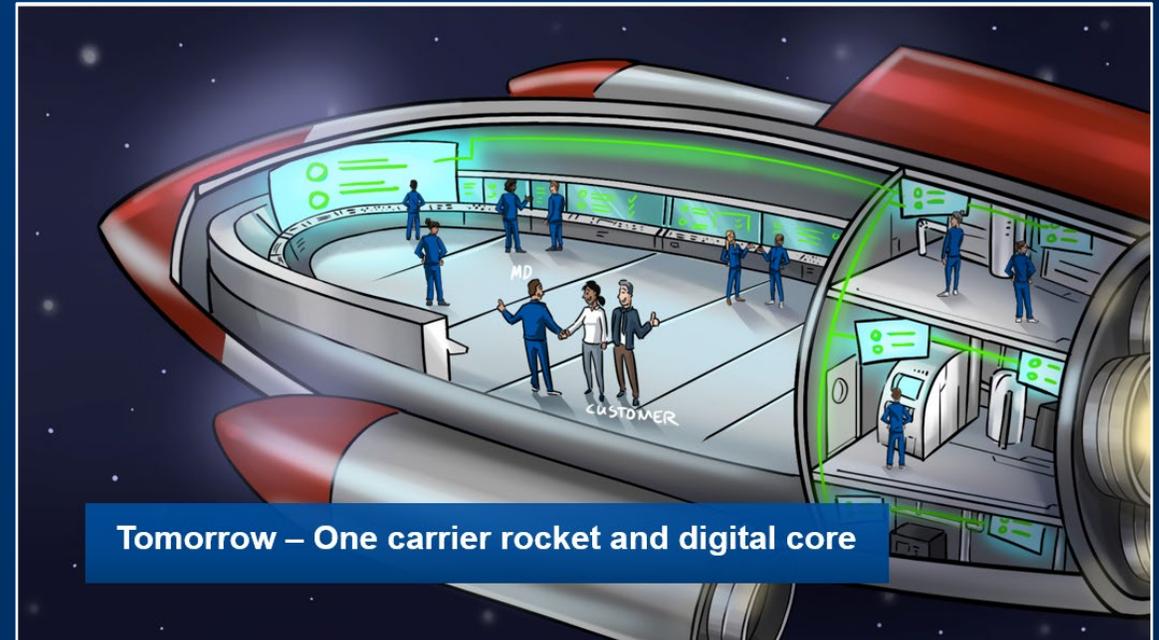
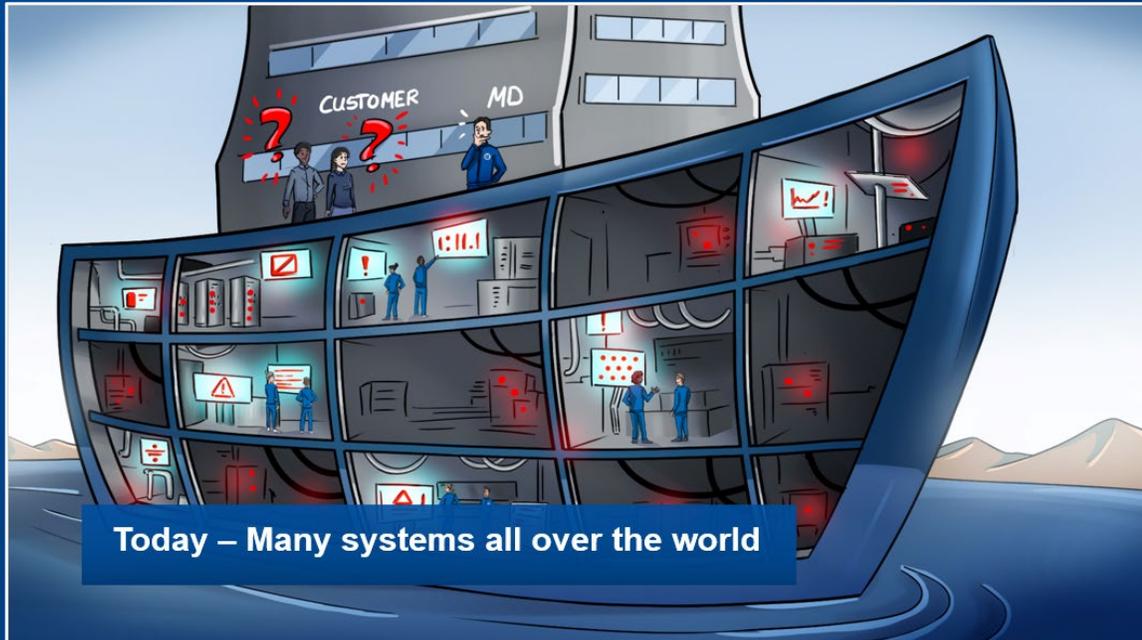


How do we manage to scale AI solutions globally?

#AskLuci

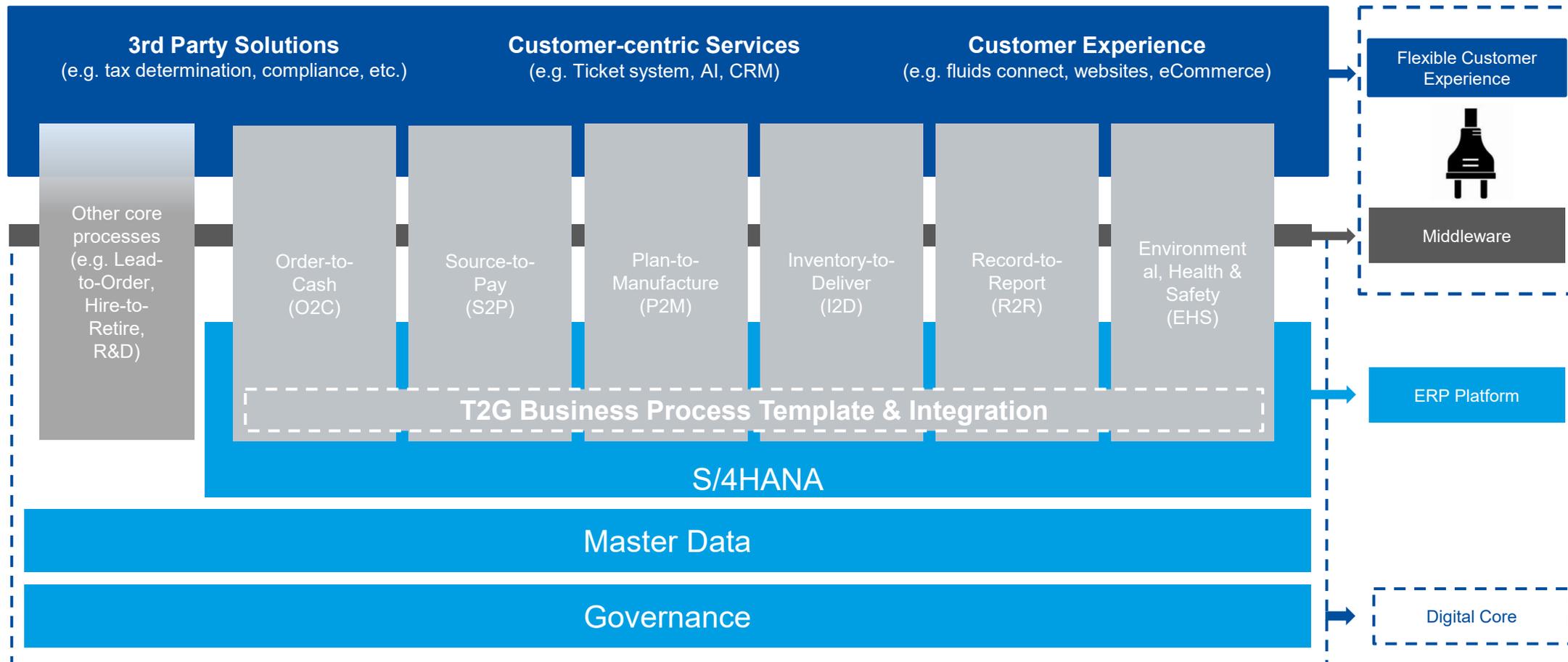
- FUCHS and Microsoft signed strategic AI partnership
- Target: Foster development and implementation of AI solutions based on (internal) customer and market requirements
- FUCHS benefits from the expertise, resources and platforms of Microsoft in the areas of AI, cloud, data analytics and security
- First Project: Professional FUCHS-internal Chatbot #AskLuci to accelerate digital transformation - enhanced Power App to improve customer experience includes avatar, speech and voice input

TRANSFORM 2 GROW – LEVERAGING FUCHS DATA



DIGITAL CORE

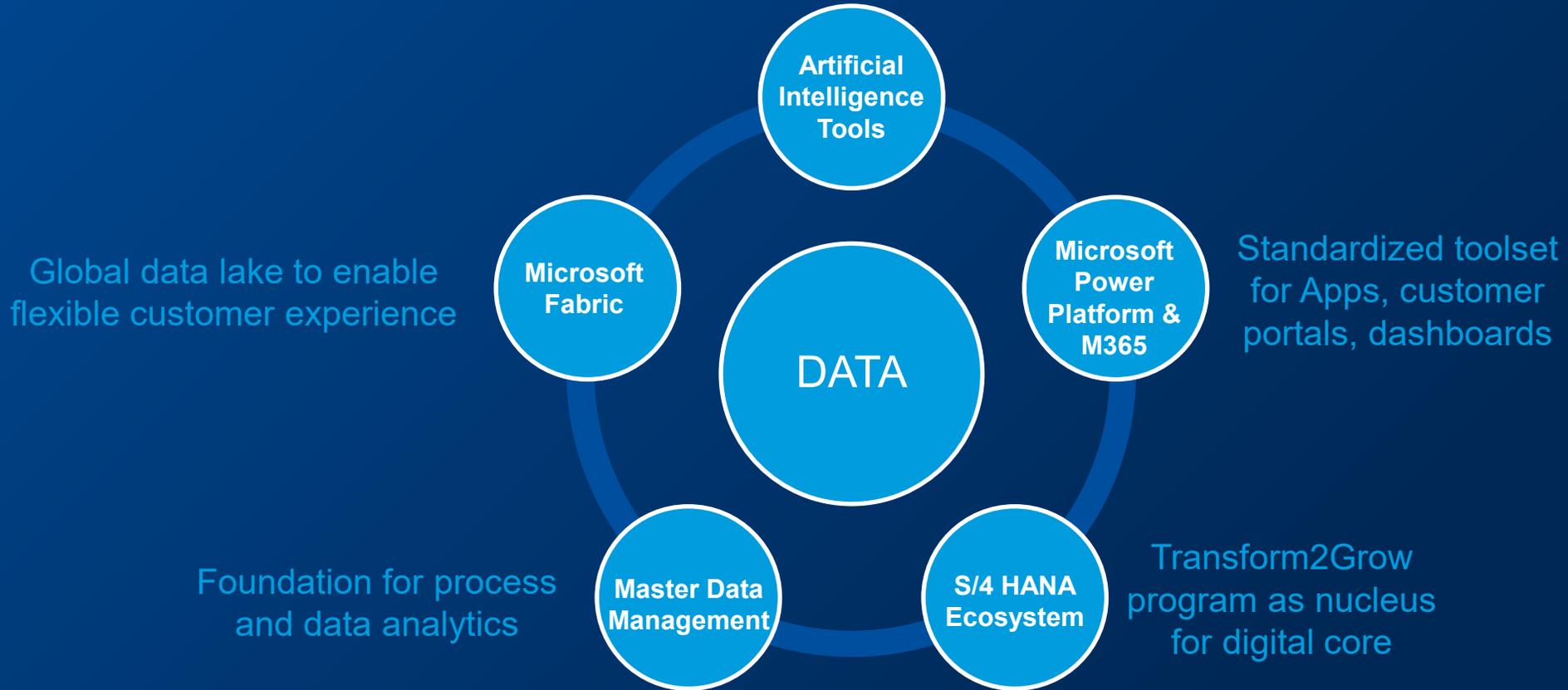
FUCHS digital core provides the foundation for user experience, digital innovation and customer success



“DATA IS THE NEW OIL. LIKE OIL, DATA IS VALUABLE, BUT IF UNREFINED IT CANNOT REALLY BE USED.”

Clive Humby

New opportunities to evaluate data,
get insight and recommendations



Coffee break



04 Lubricants enabling customer sustainability

**The inherent purpose of lubricants
is to improve the sustainability
of the systems they are applied in.**

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
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**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

PROTECT SURFACES FROM CORROSION



Increase BEV reliability

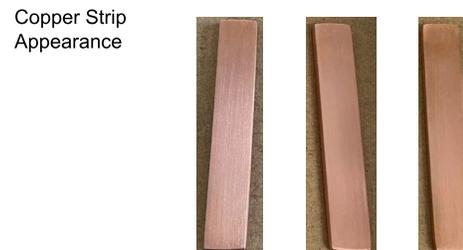
FUCHS Electric Driveline Fluids (EDFs)

Prevent copper corrosion in BEV electric motors to maintain original motor characteristics.

- Keep electrical resistance constant
- Prevent excess heat
- Maintain mechanical integrity
- Extend motor lifespan

Example for FUCHS BluEV EG EDF 4101

| Test condition | 150°C, 3 hr | 150°C, 168 hr | 160°C, 216 hr |
|---------------------|----------------|------------------|------------------|
| Copper Strip Rating | 1a | 1a | 1b |
| Cu in Oil, ppm | / | 28 | 37 |



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



Cool machines
and equipment



Transfer energy

REDUCE FRICTION AND WEAR

More range, less emissions

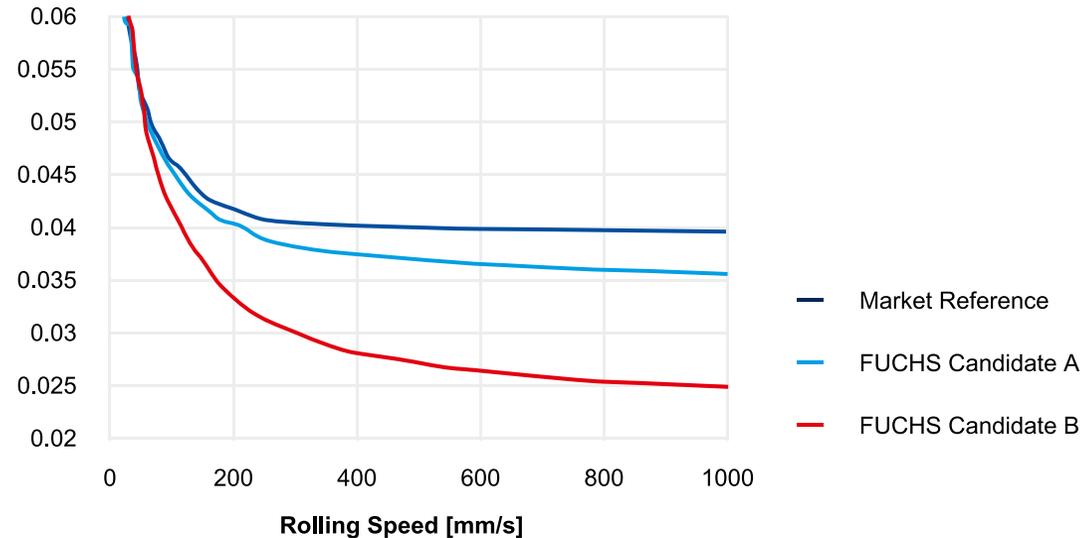


FUCHS Wheel-Hub Bearing Greases

Reduce friction by more than 30% in a screening test (MTM)

- Longer bearing lifetime
- Extended range for EVs
- Less energy demand
- Less emissions in combustion vehicles

Traction Coefficient [-]



REDUCE FRICTION AND WEAR

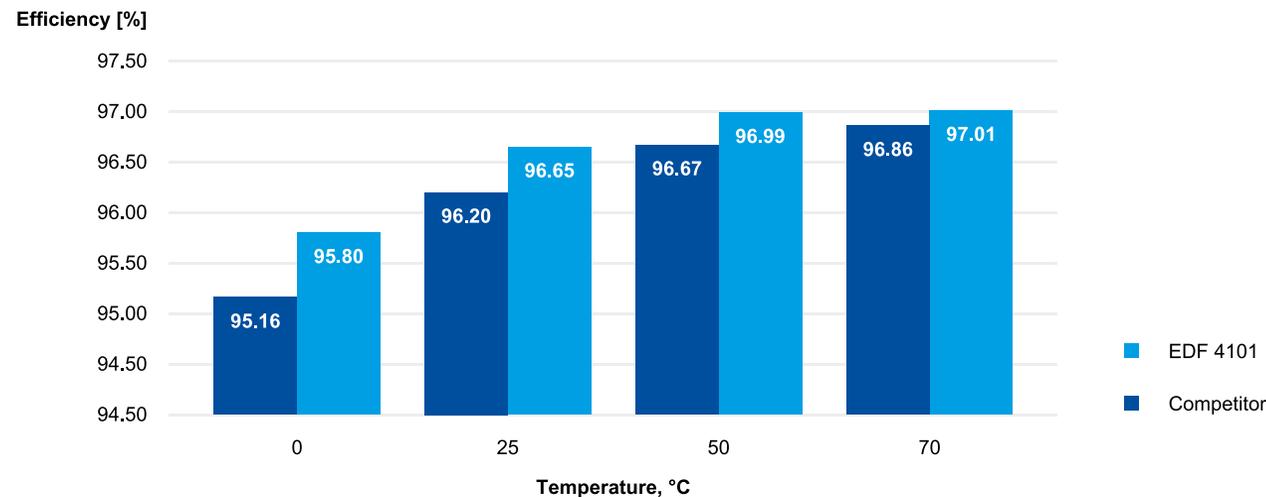
Increase BEV range



FUCHS Electric Driveline Fluids (EDFs)

EDFs cool, lubricate and ensure efficient operation in BEV powertrains.

- FUCHS BluEV EDF 4101 **improves efficiency by 0.2%** in WLTC/CLTC
Lifecycle: 300,000 km, Consumption: 17.9 kWh/100 km
- ~107 kWh of energy are being saved
- ~600 km more range



REDUCE FRICTION AND WEAR

Extend wind turbine service life

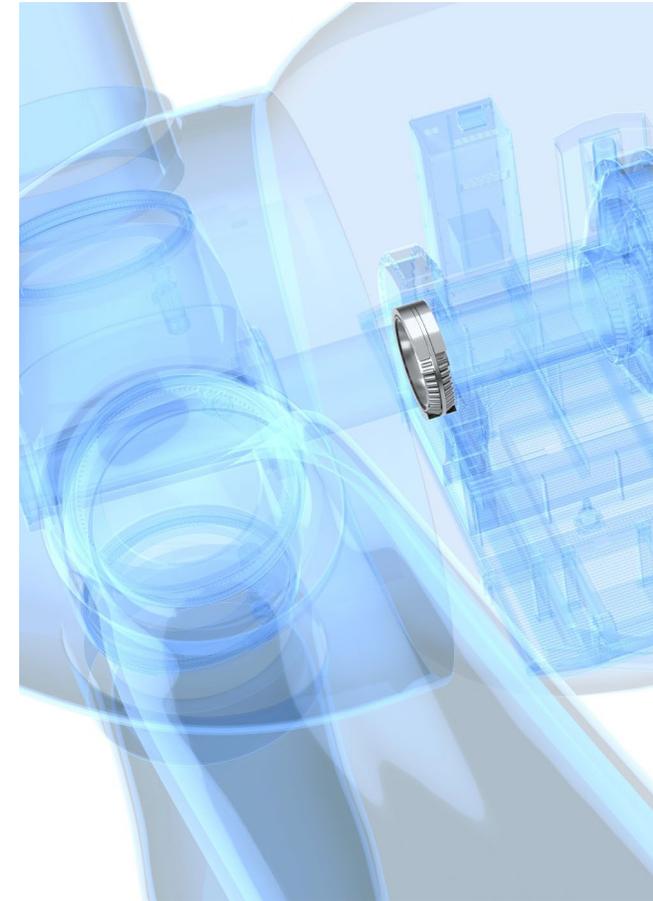
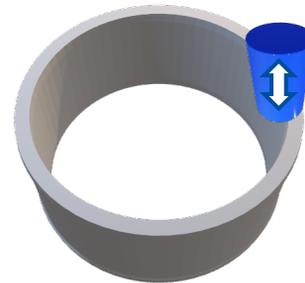
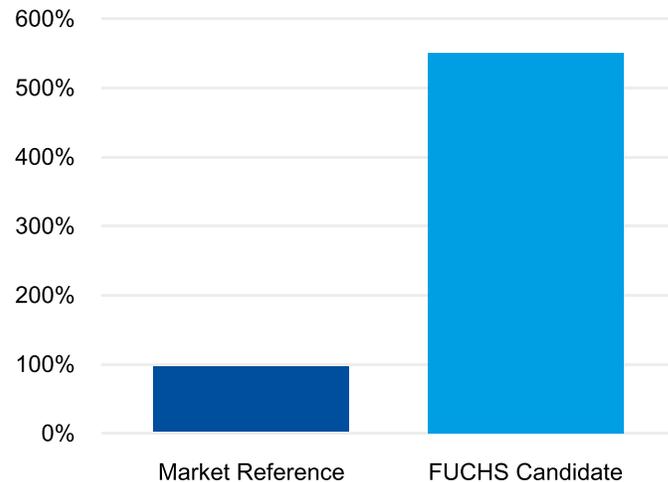


FUCHS Wind Bearing Greases

Prevent formation of standstill marks in main bearings 5x longer.

- Prevent premature and irreversible damage
- Avoid significant costs due to replacement and downtime

Component Life



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



**Protect surfaces from
corrosion and wear**



**Reduce friction and
wear in moving systems**



**Cool machines
and equipment**



Transfer energy

COOL MACHINES AND EQUIPMENT

Data Center Efficiency

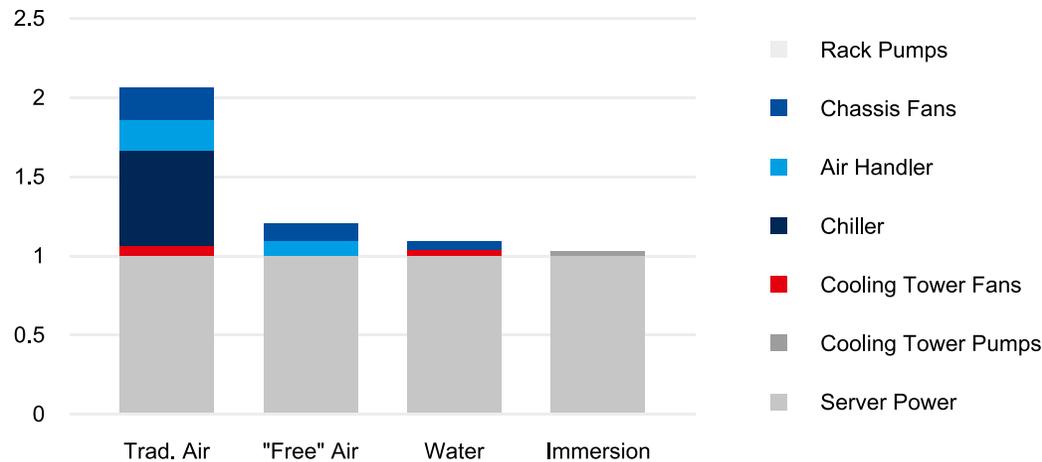


FUCHS Immersion Cooling Fluids

Cooling data center hardware by submerging it in non-conductive liquids.

- Generated heat is directly and efficiently transferred to the fluid
- Reducing the energy required for data center cooling by up to **~95%**

Relative Energy Consumption



LUBRICANTS IMPROVE THE SUSTAINABILITY OF SYSTEMS



Protect surfaces from
corrosion and wear



Reduce friction and
wear in moving systems



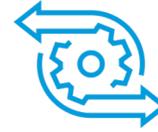
Cool machines
and equipment



Transfer energy

TRANSFER ENERGY

Reduce fuel consumption and emissions

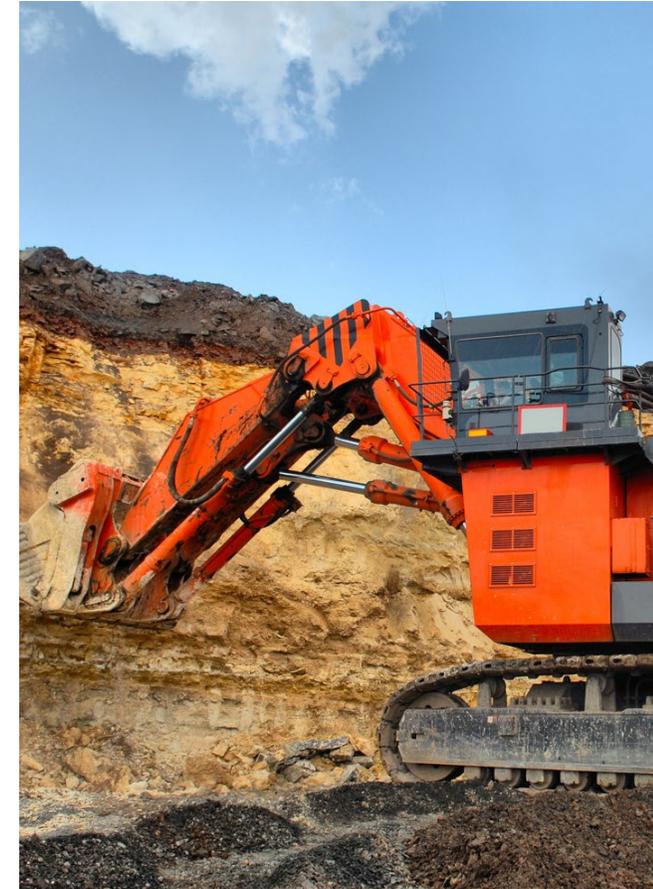
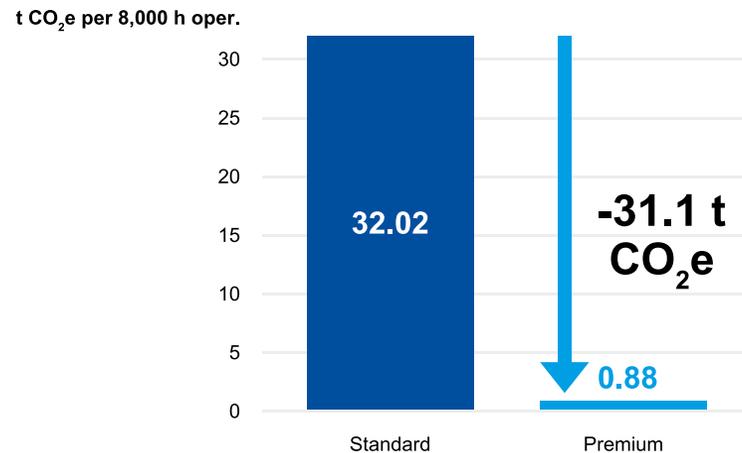


FUCHS Hydraulic Fluids

Transfer energy to highly loaded actuators in stationary and mobile hydraulic systems.

FUCHS premium solutions proven to deliver outstanding performance and emission reduction in comparative lifecycle assessment.

- **Saved ~31 tons of CO₂** over 8,000 h of continuous operation



Sustainability Strategy

SUSTAINABILITY FOR US IS WHERE ECONOMIC, SOCIAL AND ECOLOGICAL TARGETS OVERLAP



Economic

- EBIT 2025 target
- EBIT margin target
- Av. Cash Conversion

Social

- FUCHS affiliates participate in social projects

Ecological

- Net Zero Targets for Scope 1, 2 and 3 emissions

In 2023

94%

of all FUCHS affiliates contributed to **local** or **regional** social projects

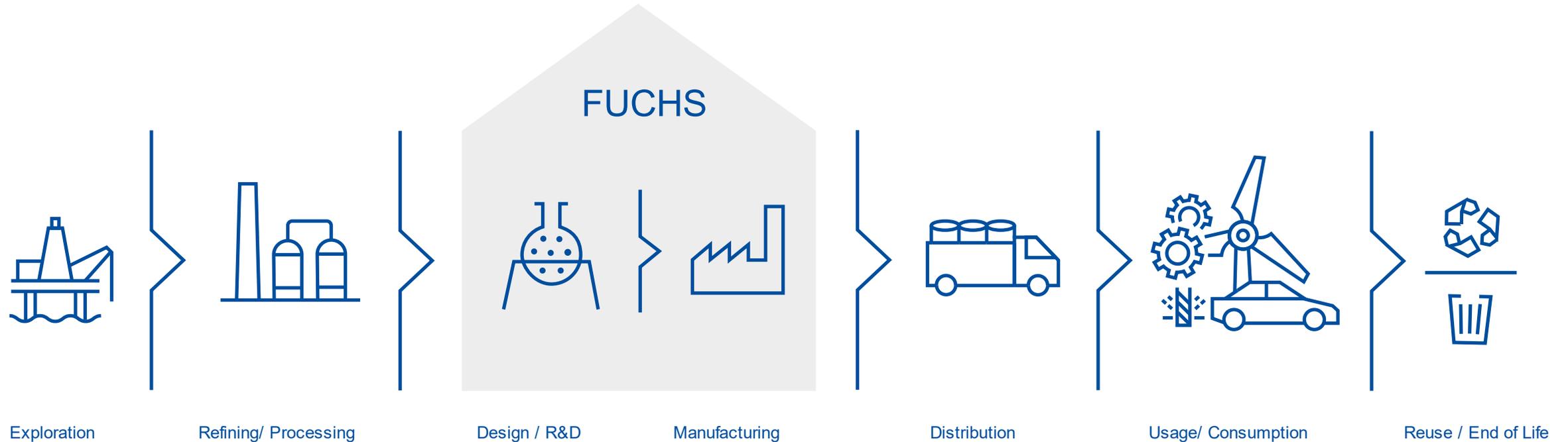
298*

projects **globally**.
Mainly supporting the SDGs:



* FUCHS affiliates without JVs

OUR SUSTAINABILITY JOURNEY BEGAN WITH A GATE-TO-GATE EMISSION FOCUS AND EXPANDED TO THE FULL VALUE CHAIN



GATE-TO-GATE¹ CO₂-COMPENSATED

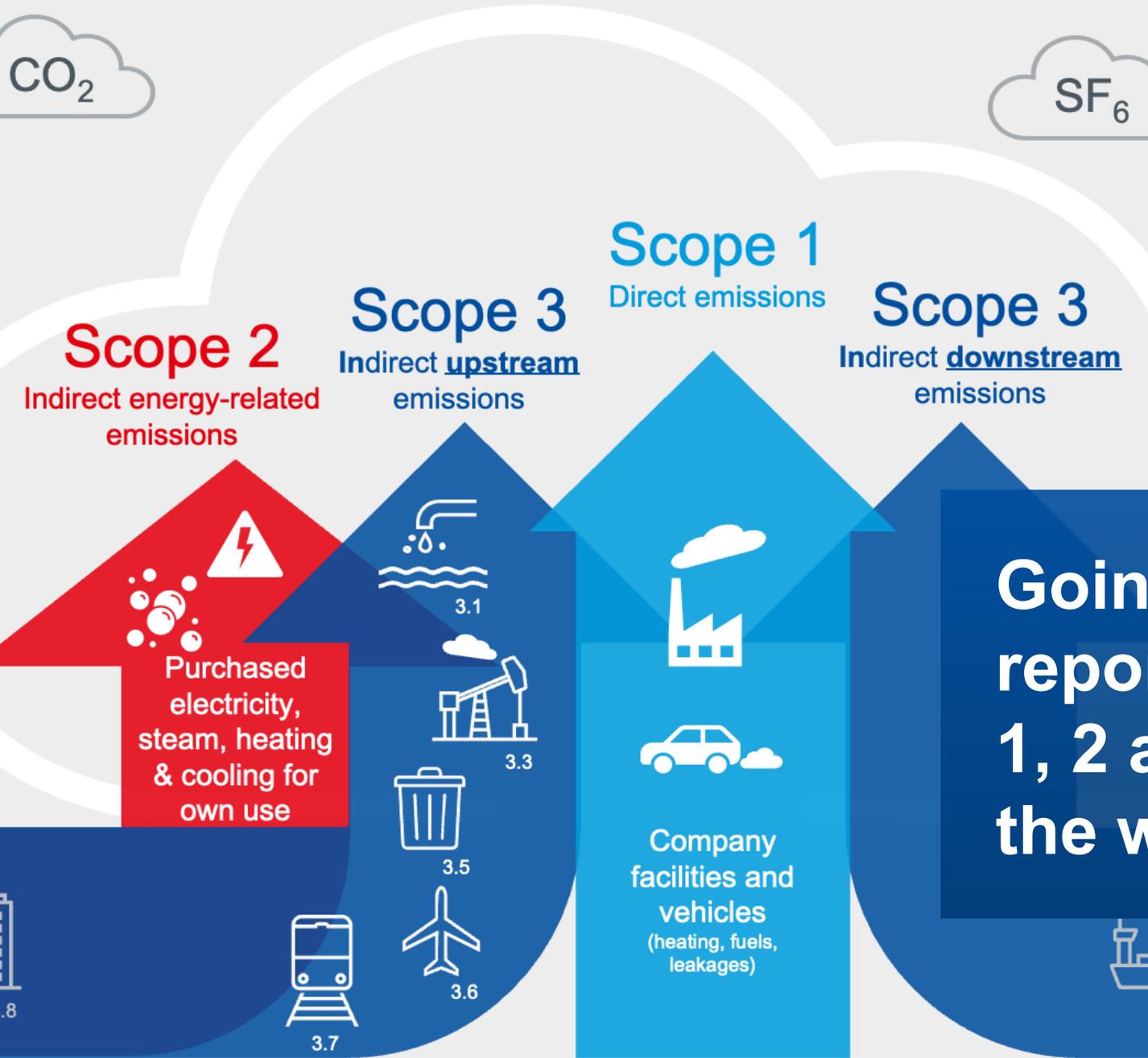
SINCE 2020

CRADLE-TO-GRAVE² NET ZERO CO₂-NEUTRAL

2024 AND ONWARDS

¹ Gate-to-Gate scope includes GHG-Protocol Scope 1, 2 & selected Scope 3-emissions (Water, Waste, Business Travel, Commuting) for all affiliates AND JVs incl. compensation.

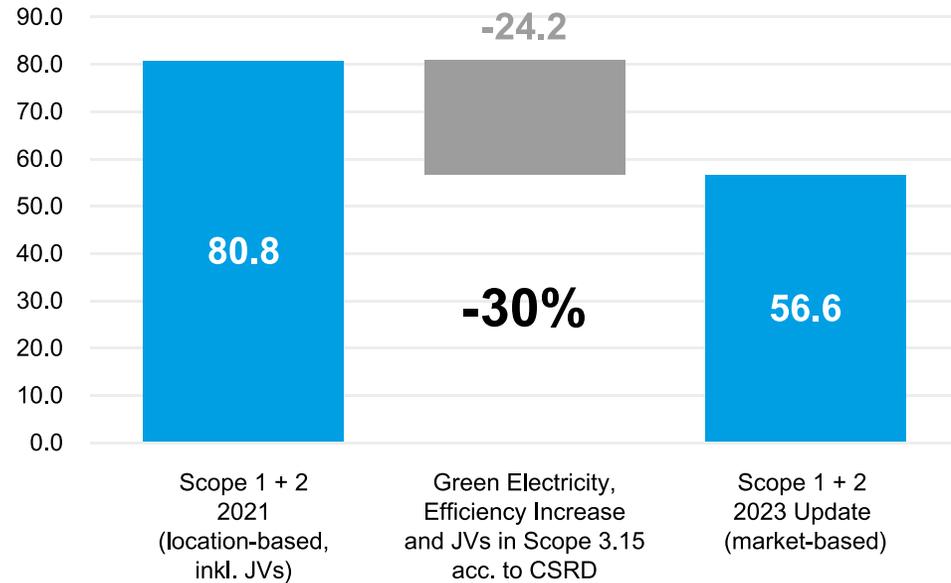
² Cradle-to-grave scope includes GHG Protocol Scope 1, 2, and applicable Scope 3 upstream and downstream emissions (3.1-3.7/ 3.11/ 3.12/ 3.15) for all affiliates and JVs



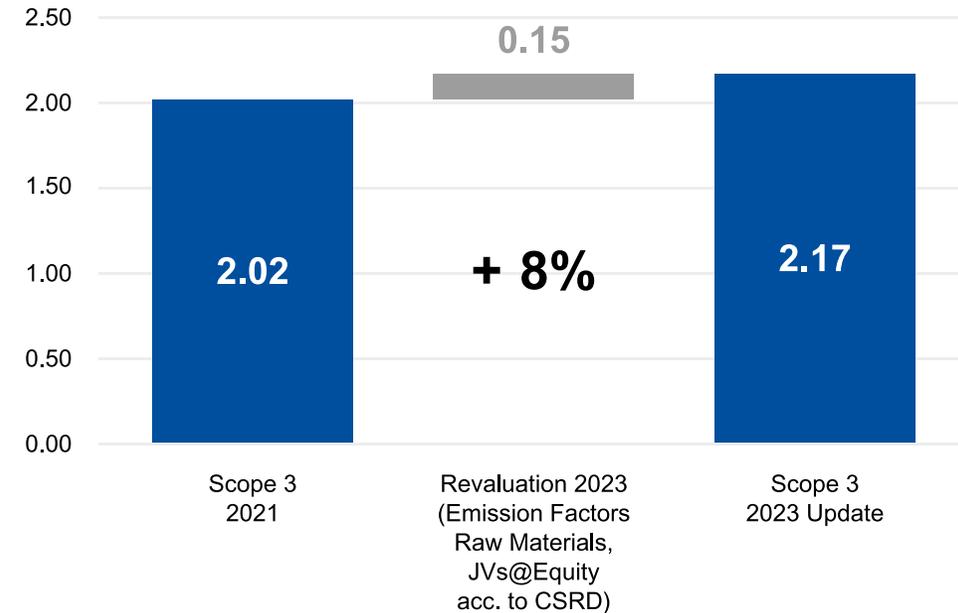
Going forward we will report on GHG Scopes 1, 2 and 3 covering the whole value chain

OPERATIONAL EMISSIONS REDUCED BY 30% IN 2 YEARS

Operational Emissions (3%): Scope 1 + 2 in ktCO₂e



Value Chain Emissions (97%): Scope 3* in MtCO₂e

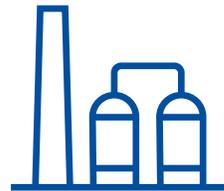


* applicable Scope 3 upstream and downstream emissions: (3.1-3.7/ 3.11/ 3.12/ 3.15) for all affiliates and JVs@equity

CHALLENGES WE FACED ALONG THE WAY



Transformation speed differs by country and industry



Required defossilisation technologies not broadly available



Complex regulation hinders agile transformation

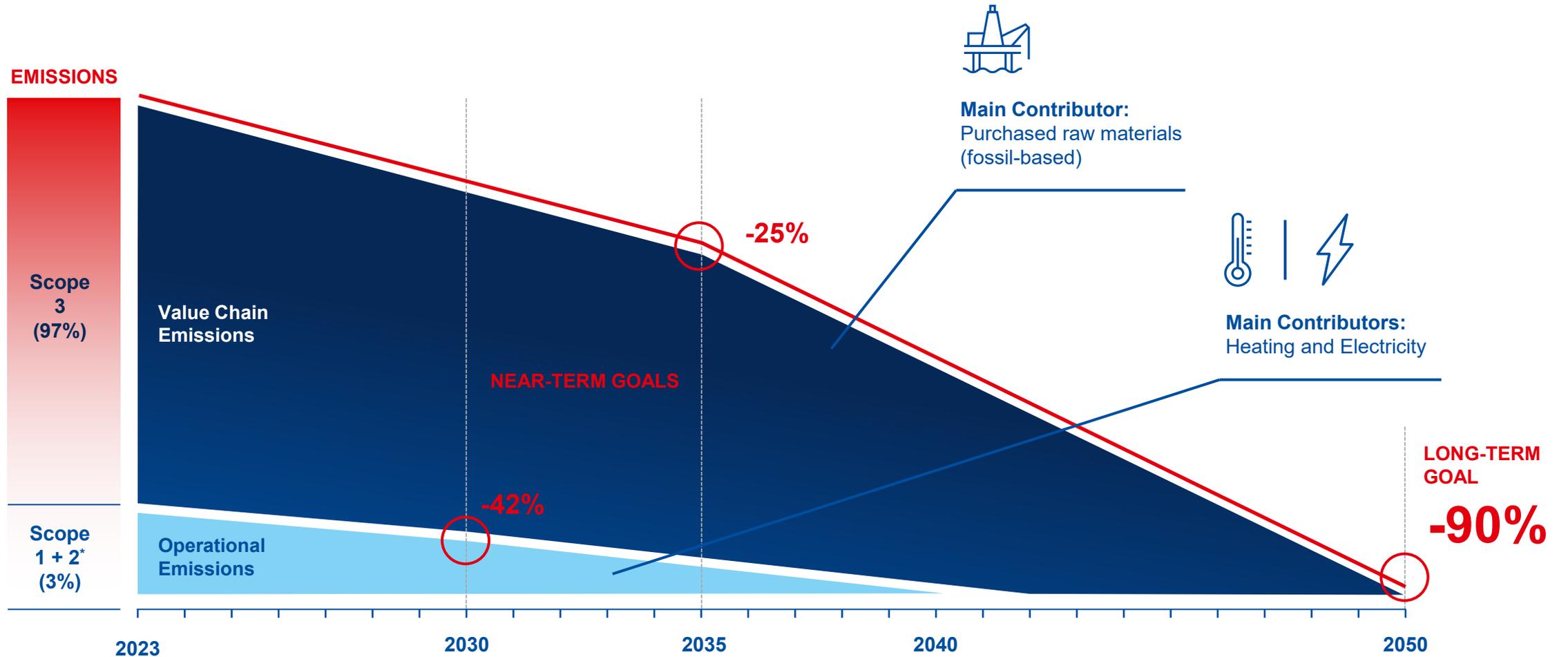


Availability and competitiveness of high quality, alternative raw materials limited



Low willingness-to-pay for more sustainable products

TWO GIANT LEAPS TO NET ZERO

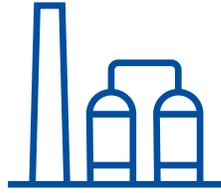


*Base Year 2021.

TO ACHIEVE OUR NET ZERO EMISSION REDUCTION TARGETS, FUCHS RELIES ON SEVERAL KEY FACTORS



Green energy sufficiently available in all operating countries



Defossilisation technologies are broadly available and competitive



Regulation supports fast, technology-friendly transformation



Availability and competitiveness of high quality, alternative raw materials given



Willingness to switch to more sustainable products

External View & Recognition

OUR SUSTAINABILITY RATINGS CONTINUE TO IMPROVE

MSCI ESG RATINGS

- Continuous improvement in Rating score
 - From “BB” in April 2020 to “BBB” in May 2021
 - From “BBB” to “A” in March 2024
- Only 14% with better scores (“AA” or “AAA”)

CDP DISCLOSURE INSIGHT ACTION

- FUCHS started CDP disclosure in 2018
- Since 2018, we have continuously increased our rating
- In 2023, our ratings reached 2nd highest level: “Management Level”

ecovadis

- FUCHS responds to customer requests on a local basis. Following results were achieved so far
 - 1 “Platinum” Award
 - 4 “Gold” Awards
 - 3 “Silver” Awards
 - 4 “Bronze” Awards

ISS ESG

- Current Rating “C-” (last review from October 2022) reflecting mean value in normal distribution
- Striving for an improvement in rating assessment in Q4 2024
- FUCHS with high transparency Level



Pioneering Climate Strategies

FUCHS SE receives Global Transition Award 2023

We stay fully committed to our sustainability approach



EMPOWERING to perform more sustainably

- Efficient lubrication solutions save energy, resources and CO₂
- Social projects for education and development



ENGINEERING to make change happen

- Transforming our technologies, processes and raw materials
- Achieving greater sustainability through research and development

Success Stories

Sustainability

FUCHS India Anugrah Vidya Mandir School

ANUGRAH VIDYA MANDIR is a special school and home for low-income and marginalized children near Mumbai, India. Here, about 300 students receive education in English language by teachers – one of them is a former student and returned home to give something back as a teacher.



**Sponsors school fees
for 100 students**



**Supported 3 students
for further education**



**FUCHS
Social
Projects**

FUCHS Sponsorship Awards Recognition for social projects in Mannheim

Support of exemplary initiatives and projects **since 2000** in Mannheim provided a stage, recognition and funding. The amount was increased to EUR 75,000 in 2024.

- Supported projects are aimed at a wide variety of people:
Children & young people, senior citizens, people with physical or mental disabilities, migrants...
- Projects can apply for the following funding categories:
Innovation, Sustainability, Digitalization, Education, Strong Community



FUCHS
Social
Projects

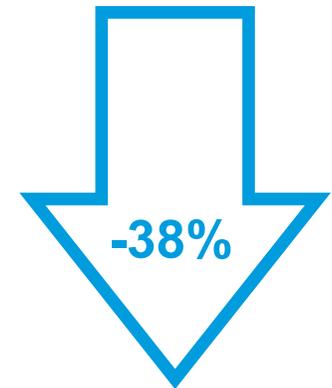
Energy Reducing energy consumption (LEAN)

Example for site in Castellbisbal (Spain):

After LEAN measures

2500 MWh

per year



Scope 1 Emissions reduced by
350 t/year with a single measure



Reducing
Scope 1
Emissions

Heating

Electric heating for thermal oil system

Example for site in Fors (Sweden):

-800 t/year

of CO₂ emissions
compared to conventional natural gas systems

**Green energy is used to power the thermal oil
system and the geothermal heating system**



Reducing
Scope 1
Emissions



Electricity Power Purchase Agreements (PPA) based on PV for power supply stability and drastically reduced CO₂ emissions

Example for site in Johannesburg (South Africa):

-900 t/year

of CO₂ emissions

by switching from coal-based local grid power
supply to rooftop PV-systems



Reducing
Scope 2
Emissions



Electricity

New solar system increases global solar peak power at FUCHS by 46%



Reducing
Scope 2
Emissions

Example for site in Yingkou (China):

Solar panels cover

5616 m²

and have a PEAK power of

1188 kWp

Global share of green electricity used >75% at FUCHS



Packaging

Harmonizing wall thickness of steel drums across Europe

Example for FUCHS in Europe:

-600 t/year

of CO₂ emissions for packaging

No compromises on stability and quality



Reducing
Scope 3
Emissions

Packaging Recycled materials (PCR) for FUCHS Automotive bottles

Example for FUCHS in Europe:

100%

Since May 2024, in Europe, our automotive core small packs are now made of 100% recycled material and are 100% recyclable.

This saves another ~900t CO₂e-emissions in packaging.



Reducing
Scope 3
Emissions

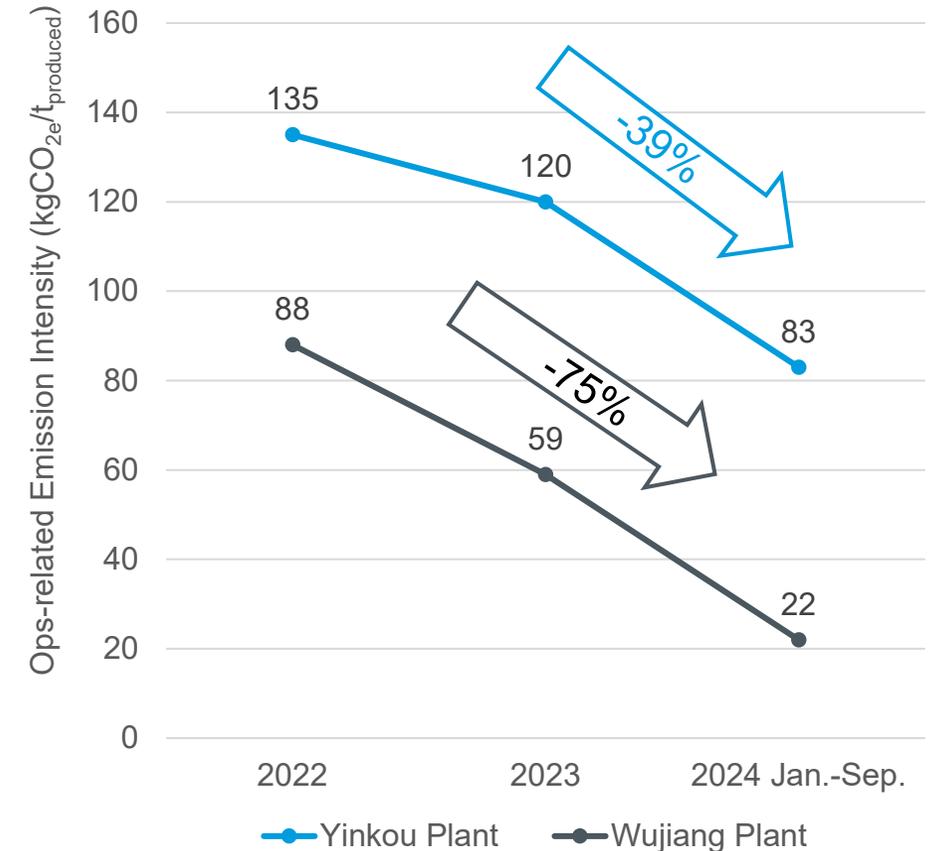
In China, we reduced our emissions by > 1,000 t/year since 2021

- Switching to 100% green electricity incl. the installation of a PV-system
- Selected equipment upgrades, e.g. installation of an electric boiler
- Optimization of production cycles and temperatures
- Reuse flushing oil
- Hazardous waste recycling rate reached 84%

Significant **reduction of emissions** per ton produced



Reducing
Scope
1, 2 and 3
Emissions



05 From FUCHS2025 to FUCHS100

FUCHS Strategy Cycles

Stefan Fuchs & Dr. Timo Reister

LUBRICANTS.
TECHNOLOGY.
PEOPLE.

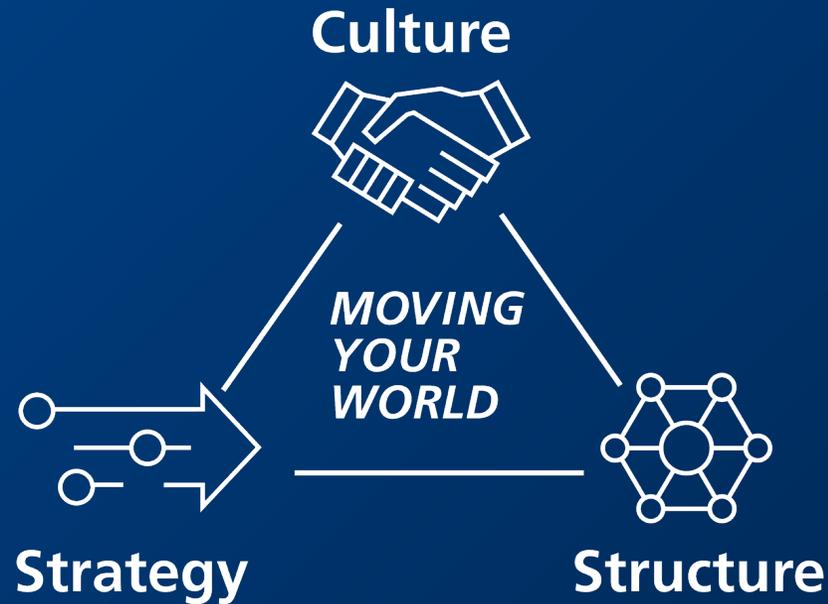


FUCHS 2025



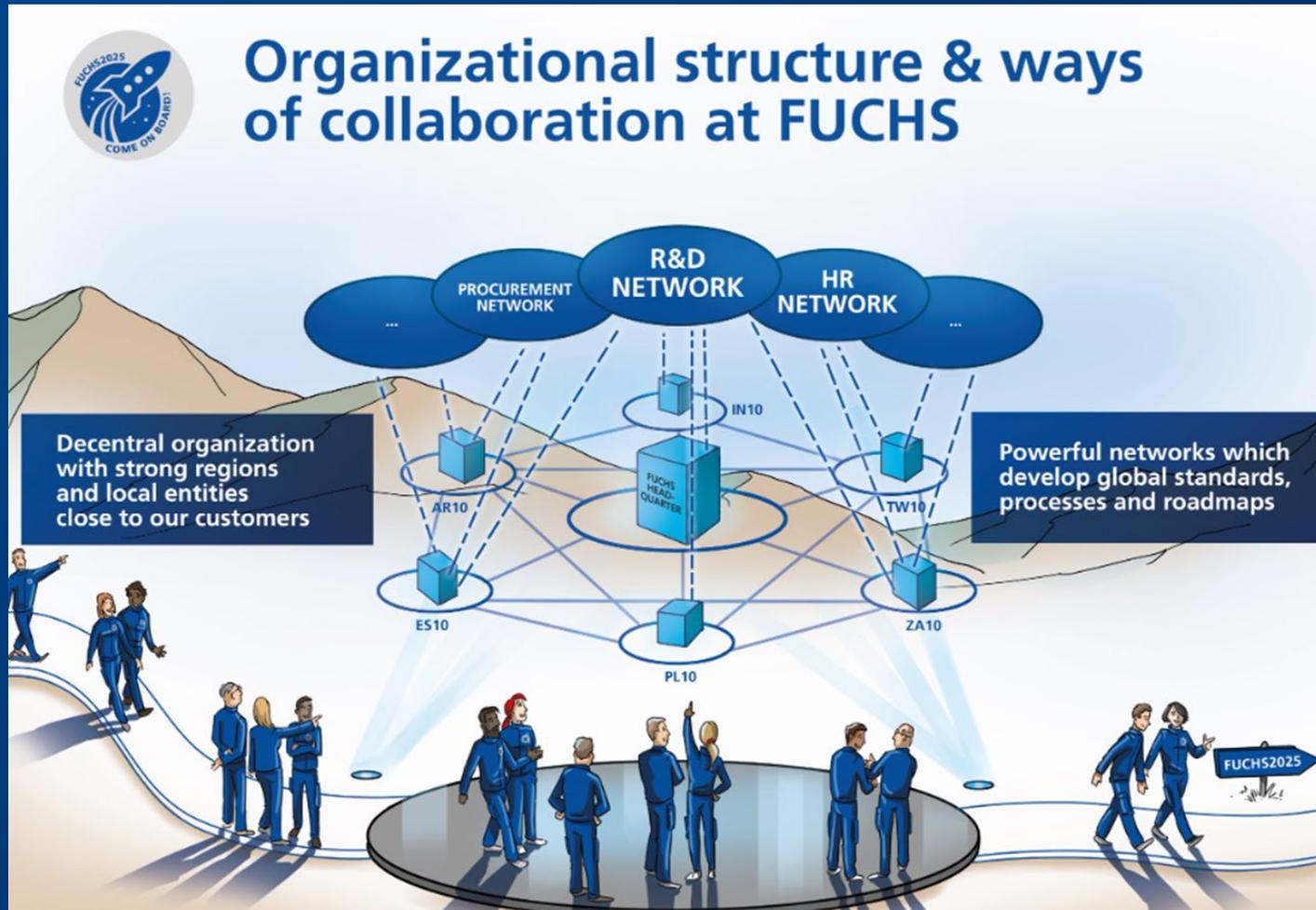
- Growth mindset
- Open feedback culture
- Hierarchy free communication

- Focus on 3 mega trends
e-mobility, digitalization & sustainability
- Profitable growth through segmentation
leading to EBIT 2025 target
- Innovation & Project Management



- Decentral organization with strong regions and local entities close to our customers
- Powerful networks for global coordination
- Entrepreneurship on all levels and functions

STRUCTURE: FUCHS' OPERATING MODEL



CULTURE: EXPERIENCE THE FUCHS SPIRIT





MOVING YOUR WORLD



Lubrication Solutions for Today and Tomorrow

Munich / Germany

MOVING YOUR WORLD

DMG MORI & FUCHS PARTNERSHIP





Strategic partnership

FUCHS Group & Mercedes-Benz Global Customer Service & Parts

- Signing of cooperation agreement March 28, 2024
- **Aims of the partnership**
 - Joint promotion of business expansion
 - Sales growth through new developments
 - Increase in brand awareness
 - Joint marketing activities on a global level

MOVING YOUR WORLD

CONTINUOUS DEVELOPMENT OF CORPORATE STRATEGY



From **FUCHS2025** (2019 – 2025)

to **FUCHS100** (2026-2031)



FUCHS100

- Game Plan for 2031
- Where to play & How to win
- Clear contribution of activities

FUCHS2025 – STRATEGY PERSPECTIVE

BUSINESS MODEL



LUBRICANTS

Unique FUCHS business model based on strict application focus and tailor-made solutions



INNOVATION ENABLER

FUCHS has the solutions to help customers with their technology transformation

MEGATRENDS



E-MOBILITY

Significant opportunities for FUCHS in fast developing markets



SUSTAINABILITY

FUCHS empowers its customers to perform more sustainably



DIGITALIZATION

FUCHS GOES DIGITAL as a basis for smart services, operational excellence and Business Model Innovation

GROWTH

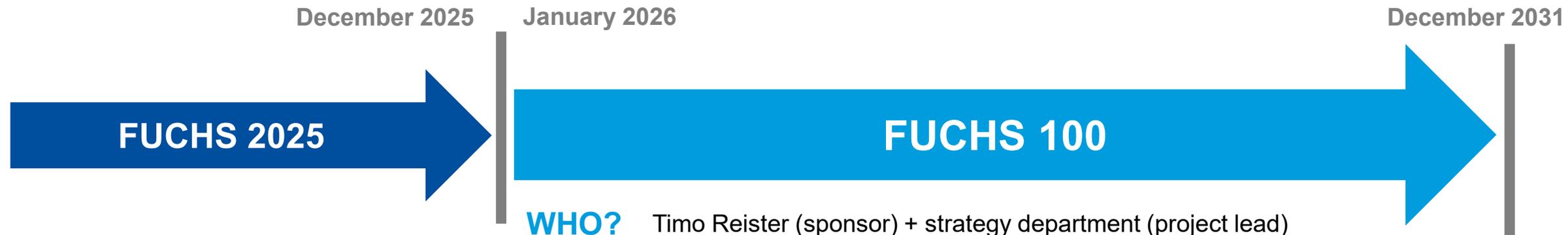


GROWTH

FUCHS will exploit growth opportunities leading to 2025 EBIT target



FUCHS 100 Strategy



WHO? Timo Reister (sponsor) + strategy department (project lead)

- WHAT?**
- Growth strategy (growth through segmentation & efficiency)
 - Responses to megatrends
 - Evolution not revolution
 - Less is more (stricter prioritization, stronger focus on execution)

Culture & structure remain key dimensions of FUCHS100

- HOW?**
- Strategy development with selected functions & countries
 - Active contribution across organization,
 - Then further scaling to organization

FUCHS100

Strategy 2026-2031

Process consisting of three phases to arrive at **FUCHS100**

DISCOVERY

SELECTION

FORMULATION

Factory Tour



Lunch break



Coffee break



COOPERATION - WHY FUCHS AS COOPERATION PARTNER?

DMG MORI

TECHNOLOGY
PARTNER



“High tech machines need high tech lubricants”

Market Presence

 **No. 1**

among the independent suppliers of lubricants worldwide

 **33** production sites

have the possibility to provide globally products used in DMG MORI machines on local level

 **55** companies worldwide

representing FUCHS in almost the same countries & markets as DMG MORI

Sustainability

 **2050** Net-Zero Year

is supporting DMG MORI, to achieve carbon footprint reduction in machines

Product Portfolio

 **> 10,000** products

covering the complete range of machine tool lubricants such as e.g., greases, oils, metal-working fluids, cleaner and specialties

Flexibility

 **Tailormade products**

developments especially on DMG MORI needs

Analytics

 **24** Labs

for strong global product development and DMG MORI requested service analytics

Manpower

 **> 6,600**

employees worldwide to support any cooperation related activity at its best

all data mentioned per end of Sep. 2024

FUCHS is providing the perfect fit regarding global availability, products, sustainability, quality and flexibility and is therefore fulfilling all DMG MORI requirements to be a strong and reliable partner!

COOPERATION - MAJOR MILESTONES OF THE JOINT JOURNEY



Cooperation Start:
China
Focus on turn-key project



Cooperation Extension:
Europe



IDM product family:
Initiation of tailor-made products developed on DMG MORI needs

01/2014 **04/2016** **09/2017** **01/2018** **03/2019** **09/2019**



First DMG MORI approvals for FUCHS metalworking fluids



Installation of **FUCHS CPM Services** in all main DMG MORI production plants in Europe



FUCHS officially announced as **DMQP Partner**

Booth-in-Booth presentation of FUCHS during **AMB** incl. CEO-Meeting



Market launch for further tailor-made products **RENOLIT LI IDM 000 & RENOLIN MPG 5 IDM**

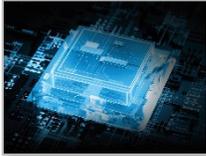


Cooperation Extension: **Japan**



04/2023 **09/2022** **01/2022** **07/2021** **02/2021** **11/2020**

World premiere of tailor-made Semiconductor coolants **ECOCOOL SCE-IDM & SCS-IDM**



Cooperation Extension: **Americas**



FUCHS honored with **DMG MORI supplier award** (category: "Performance and Innovation")



FUCHS part of DMG MORI City at **EMO 2023** with booth-in-booth concept

TECHNOLOGY PARTNER OF DMG MORI SINCE 10 YEARS



10th Anniversary

FUCHS honored with **DMG MORI supplier award** (category: DMQP)



Grand Opening of **DMG MORI showroom** at FUCHS plant in Vietnam



OUTLOOK:

Cooperation extension by further 5 years

2025

09/2023

01/2024

08/2024

01/2025

Story to be continued

COOPERATION - MARKETS WITH COOPERATION ACTIVITIES

DMG MORI

TECHNOLOGY PARTNER



Australia



Austria



Belgium



Brazil



Canada



China



Croatia



Czech Republic



Denmark



Egypt



Finland



France



Germany



Greece



Indonesia



Israel



Italy



Japan



Luxembourg



Malaysia



Mexico



New Zealand



Norway



Hungary



India



Vietnam



USA



UK



Turkey



Thailand



Taiwan



Switzerland



Sweden



Spain



South Korea



Slovenia



Slovakia



Singapore



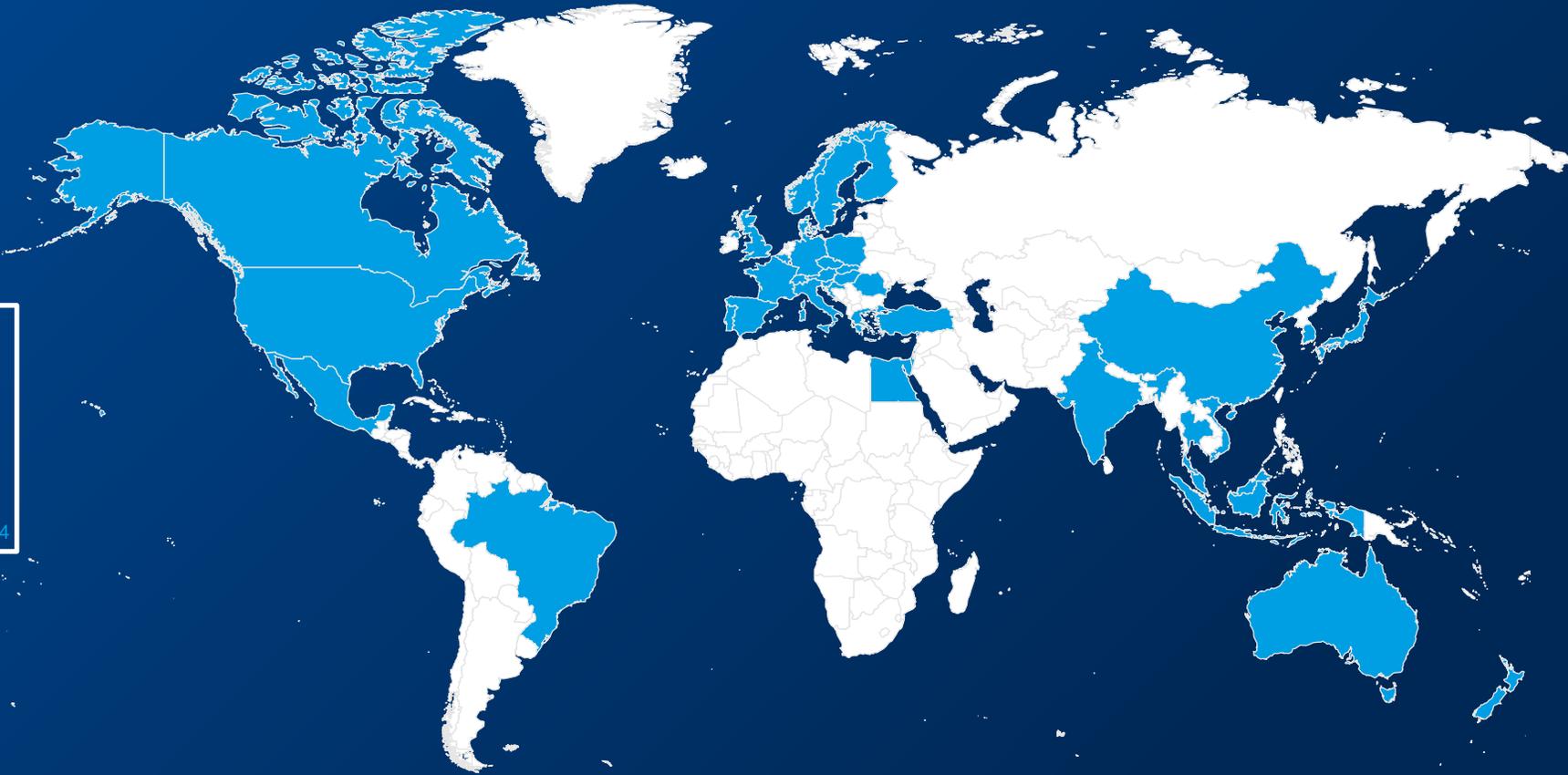
Romania



Portugal



Poland



41 countries

worldwide with cooperation activities

as per 30.11.2024

COOPERATION - THE PEOPLE BEHIND THE COOPERATION



>400 people

Involved in daily operation and connected via one joint working platform

as per 30.11.2024

DMG MORI

TECHNOLOGY PARTNER

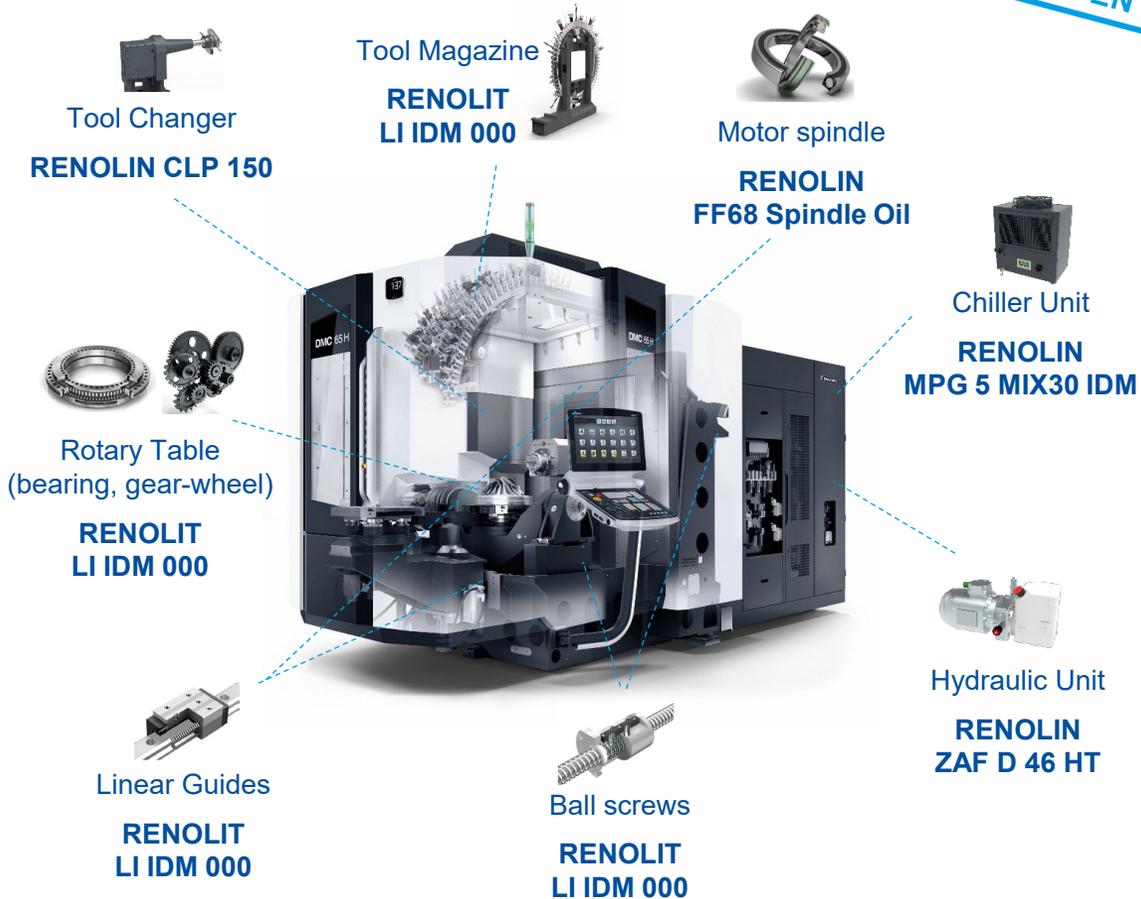


BENEFITS - LUBRICANT STANDARDIZATION AT DMG MORI

Milling / Mill-Turn machine

(e.g. DMC 65 H monoBLOCK)

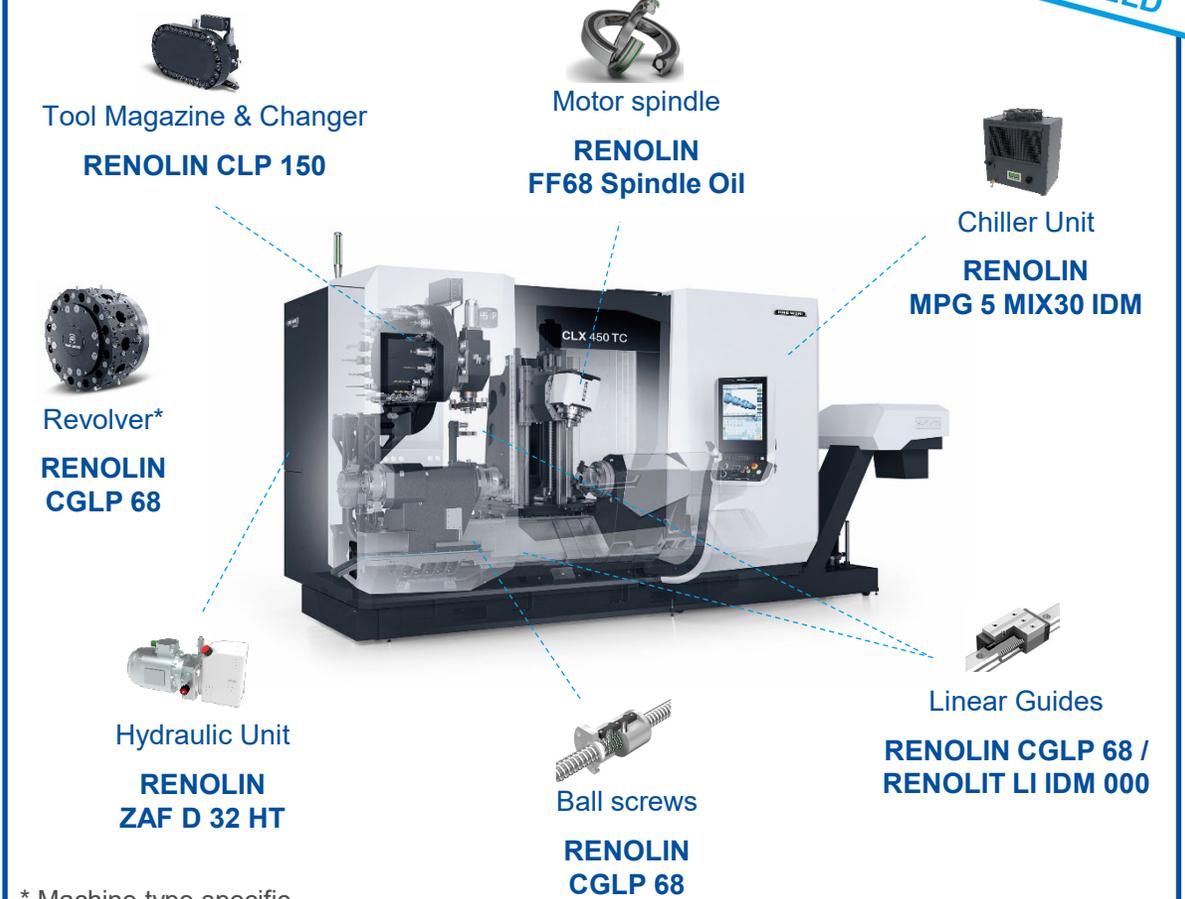
Produced in
PFRONTEN



Turning / Mill-Turn machine

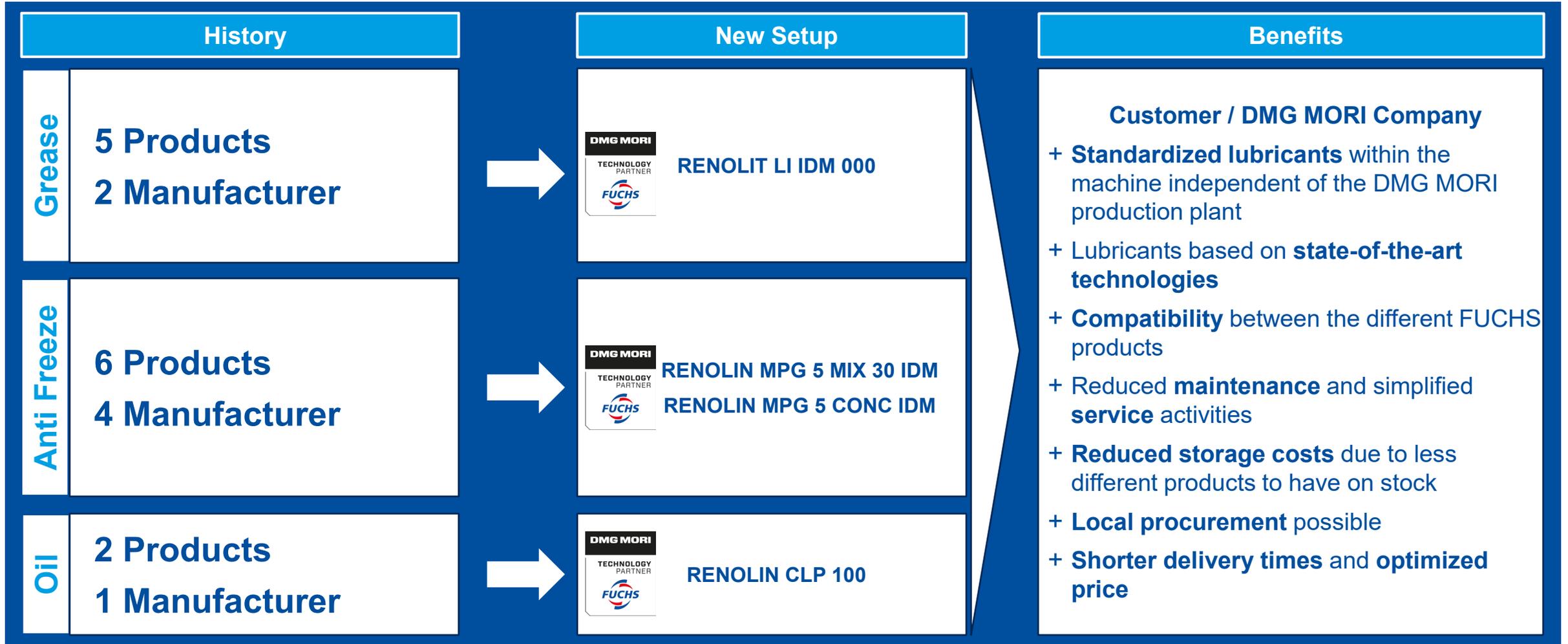
(e.g. CLX 450 TC)

Produced in
BIELEFELD



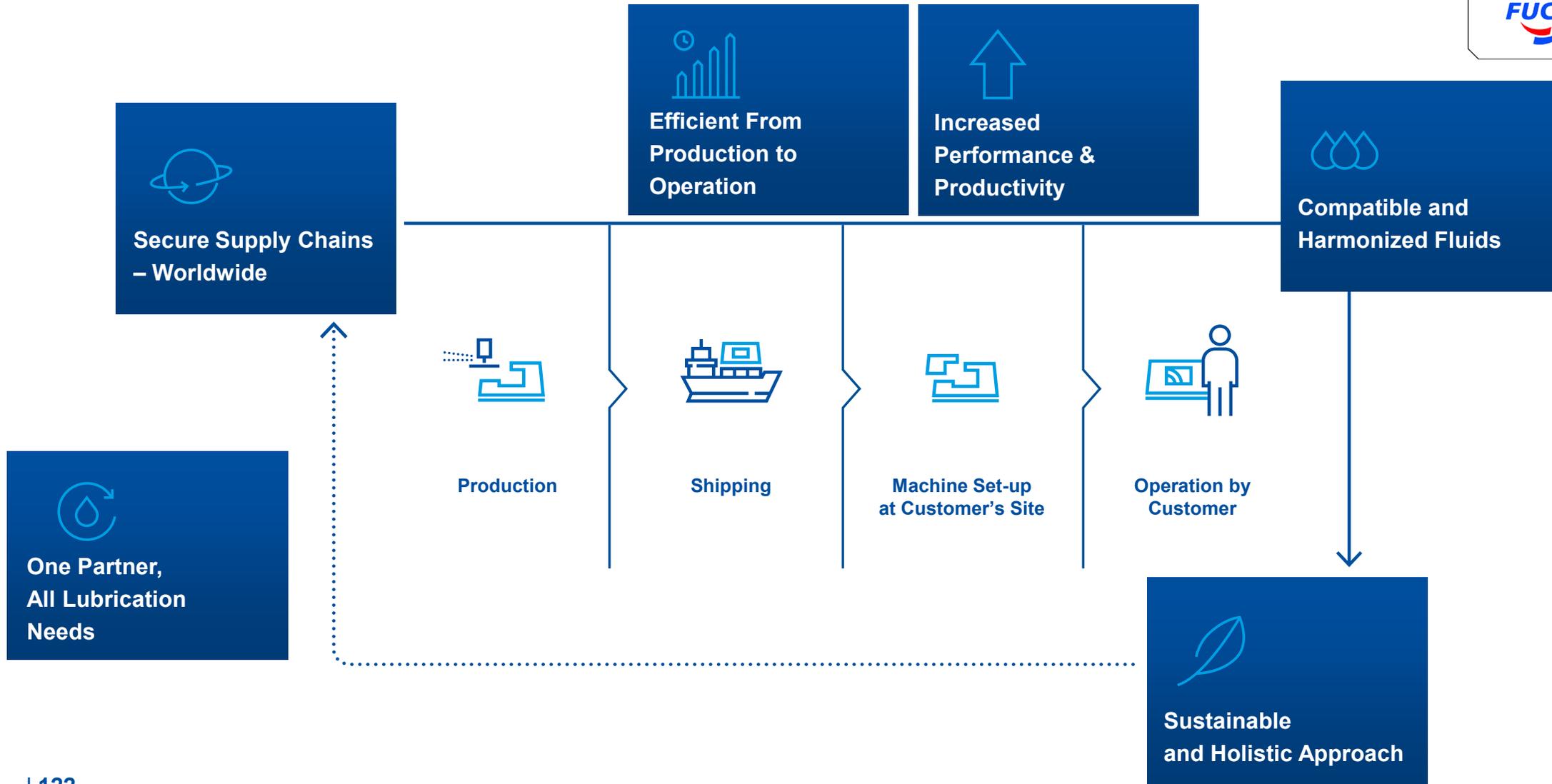
Standardization of high-performance lubricants used for maximum customer benefit

BENEFITS - REDUCTION OF PRODUCT COMPLEXITY



All FUCHS products tested regarding miscibility and compatibility with competitor products which have been previously used at DMG MORI

HOW FUCHS DEVELOPED PRODUCTS FOR DMG MORI



BENEFITS - JOINT DEVELOPED METALWORKING FLUIDS

DMG MORI

TECHNOLOGY
PARTNER



Our goal: enable the customer to achieve best possible performance throughout the process with DMQP metal working fluids

| Metalworking Fluid | Origin | | Materials | Specifics |
|--------------------|--------|----------------|--|--|
| ECOCOOL AFC IDM | Europe | semi-synthetic | aluminum, cast iron, stainless steel, steel | Multifunctional universal product for drilling, turning & milling |
| ECOCOOL SF-C IDM | Europe | full-synthetic | aluminum, stainless steel, steel | Excellent for grinding or mixed operation |
| ECOCOOL SCS IDM | Europe | full-synthetic | aluminum, titanium, stainless steel | Semiconductor and Medical applications |
| ECOCOOL SCE IDM | Europe | semi-synthetic | aluminum, titanium, stainless steel | Semiconductor and Medical applications |
| ECOCOOL SCG IDM | Europe | full-synthetic | glass | Semiconductor applications |
| ECOCOOL 3000 DMJ | Japan | semi-synthetic | aluminum, copper alloys, titanium, stainless steel | Heavy-duty machining of difficult-to-cut materials; Replacement for neat oil |
| ECOCOOL 2500 DMJ | Japan | semi-synthetic | aluminum, steel and resin | Wide use from cutting to precision grinding possible |
| ECOCOOL 2000 DMJ | Japan | semi-synthetic | aluminum, copper alloys | Excellent for grinding or mixed operation |

How to make them unique? Global: **IDM** = (Initiated by **DMG MORI**) | Domestic: **DMJ** = (**DMG MORI Japan**)

BENEFITS - JOINT DEVELOPED METALWORKING FLUIDS

DMG MORI

TECHNOLOGY
PARTNER



Possible achievements with tailor-made metalworking fluids

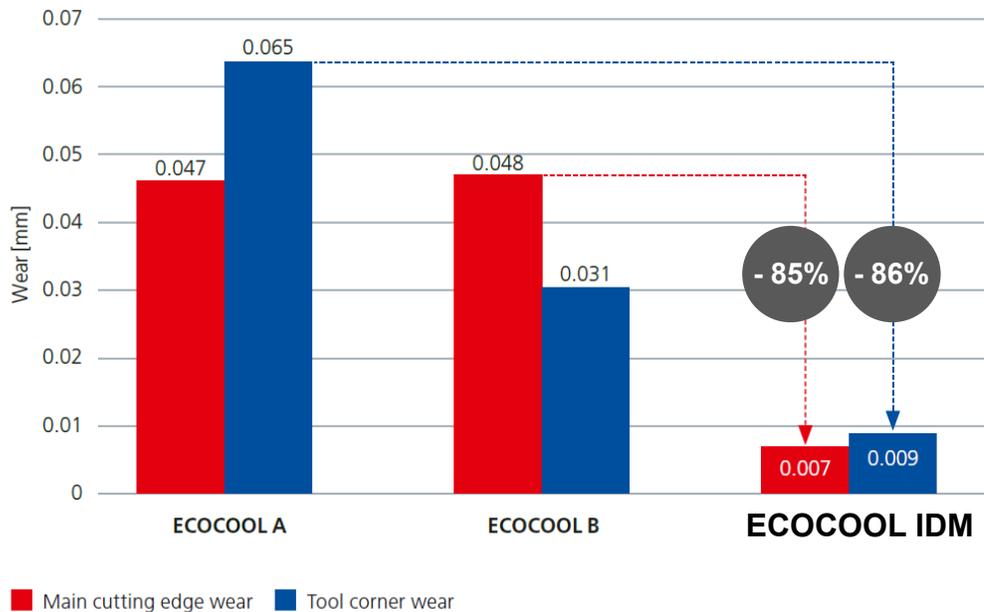
Example: ECOCOOOL IDM

Starting point: Development of a coolant for high performance machining

Result: High performance coolant for difficult-to-machine materials such as Titanium, Inconel, or Stainless Steel

Main industries: Aerospace, Die&Mold

Benefit: In average 85% reduction of tool corner wear as well as main cutting-edge wear reduced in comparison to standard products



Microscopic pictures of main cutting edge

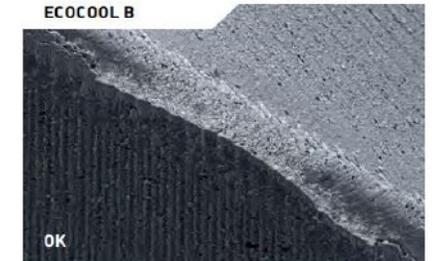
ECOCOOOL IDM



ECOCOOOL A



ECOCOOOL B



BENEFITS - JOINT DEVELOPED METALWORKING FLUIDS

INDUSTRY - TECHNOLOGY COMPETENCE

THE RIGHT SOLUTION FOR EVERY INDUSTRY

AUTOMOTIVE



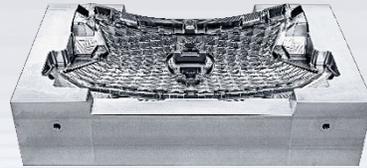
Steering knuckle-

AEROSPACE



Chassis component

DIE & MOLD



Radiator grille

MACHINERY



Machine bed

ENERGY TECHNOLOGY



Drill head

SEMICONDUCTOR



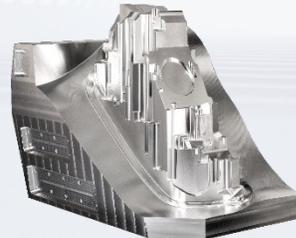
Recording



E-motor housing



Combustion chamber housing



Headlight shape



Gear



Pelton Wheel



Chamber housing

Example: Semiconductor - holistic process solution



DMG MORI

MX
MACHINING
TRANSFORMATION

COMPLEX MACHINING
EASY, ACCURATE AND FAST

PROCESS INTEGRATION

- ULTRASONIC
- LASERTEC
- ADDITIVE MANUFACTURING
- GEAR CUTTING
- TURNING
- MILLING
- SHAPING
- ANGULAR HEAD
- IN-PROCESS MEASURING
- GRINDING

SEMICON | SUPPLY CHAIN

DMG MORI
TECHNOLOGY PARTNER
FUCHS

Foundries

tsmc
Micron
Apple
intel
SK hynix
NVIDIA
SAMSUNG

Wafer Fabrication Equipment

RIXTRON HITACHI
KLA Keep Looking Ahead
APPLIED MATERIALS
TEL TOKYO ELECTRON
Lam RESEARCH
ASML

Sub-Supplier

JABIL VDL BERGHOFF
ZEISS KTC MOJEMA KMWE
riemann werkezeugbau
Celestica kaplercnc
Benchmark toolcraft DE ROOY

Machine Tools

DMG MORI
LUBRICANTS. TECHNOLOGY. PEOPLE.
FUCHS

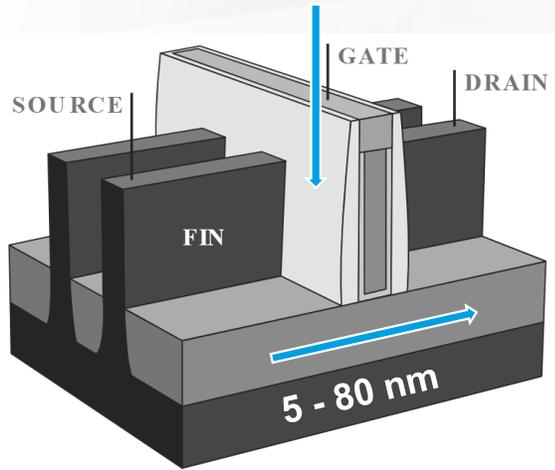
SEMICON | NANO TECHNOLOGY



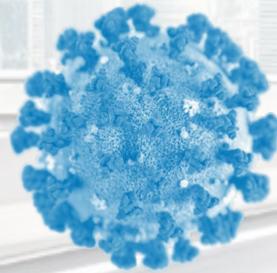
0.001 μm = 1 nm

3 nm

Smallest size of transistor



80-120 nm
Size of Corona-Virus



30 nm/sec
Growth of grass



100.000 nm
Thickness of paper



19 Billion
pcs. of transistors

FUCHS'S OFFER FOR THE MANUFACTURE AND OPERATION OF EQUIPMENT FOR SEMICONDUCTOR PRODUCTION

DMG MORI

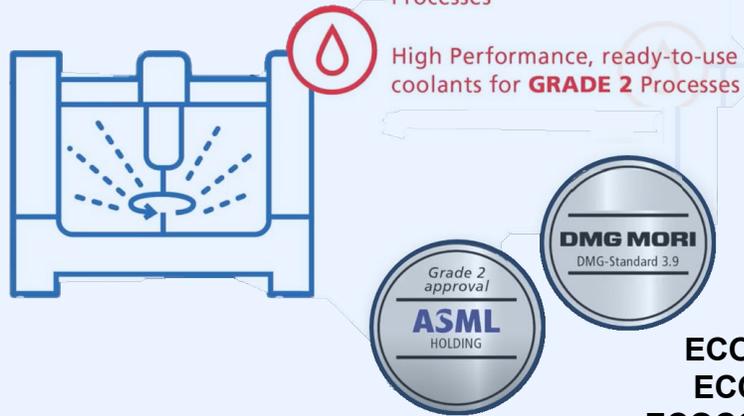
TECHNOLOGY
PARTNER



Machining of microchip production equipment

Your reliable lubrication solutions-partner for **GRADE 1** Processes

High Performance, ready-to-use coolants for **GRADE 2** Processes

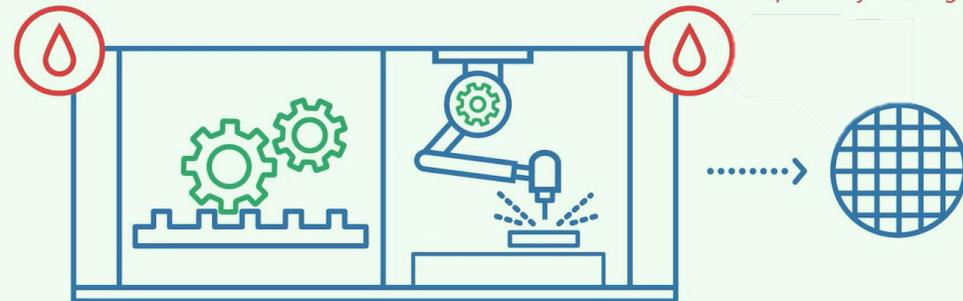


ECOCOOL SCE-IDM *
ECOCOOL SCG-IDM
ECOCOOL GLOBAL 1000 *
RENOCLEAN MTS 7001

** ASML GRADE 2 approval*

Vacuum & Clean Room applications

NYE LUBRICANTS
- speciality greases
- speciality fluids
- speciality coatings



NYETORR®
NYECLEAN®
NYEVAC®



TAILORMADE TO PERFORM – GRADE 1 / HIO-FREE JOINT DEVELOPMENT

DMG MORI

TECHNOLOGY
PARTNER



ECOCOOL SCE-IDM

- Semisynthetic solution - **HiO uncritical formulation**
- Excellent lubrication and performance
- Very good compatibility with aluminum alloy **5083**
- Excellent microbiology resistance
- Good performance Titanium and steel
- **Approvals:**
 - ASML GRADE 2 (Omneo)
 - DMG MORI
 - Listed at ZEISS SMT



ECOCOOL SCG-IDM

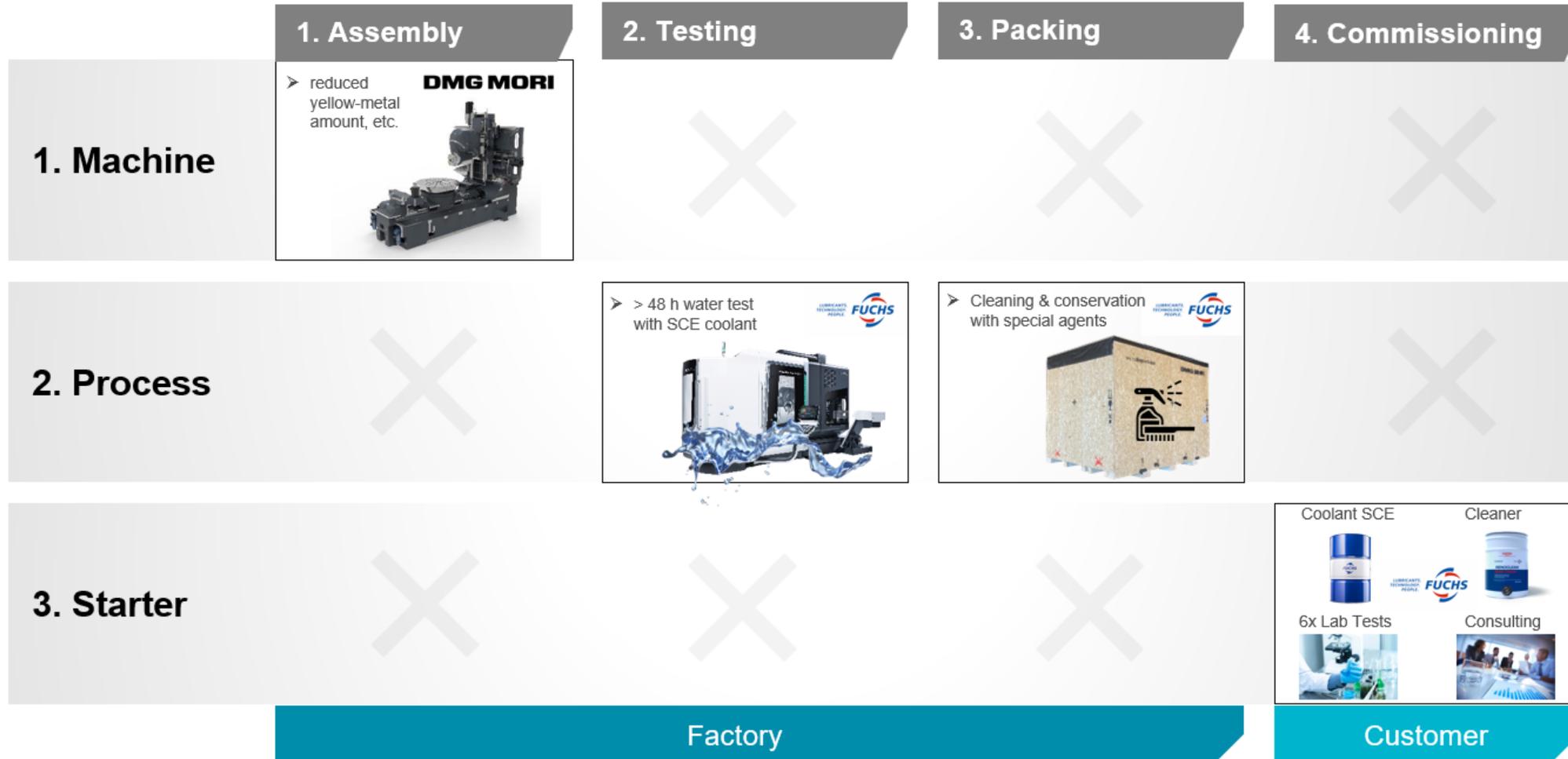
- Synthetic solution - **HiO uncritical formulation**
- Excellent wetting and cooling performance
- Developed for technical glass and ceramics for the semiconductor industry
- Tailor made for DMG MORI ULTRASONIC machines



- **Approvals (in process):**
 - ASML GRADE 2 (Omneo)
 - DMG MORI
 - ZEISS SMT



SEMICON | cleanONE



Success Story – Segment SEMICONDUCTOR

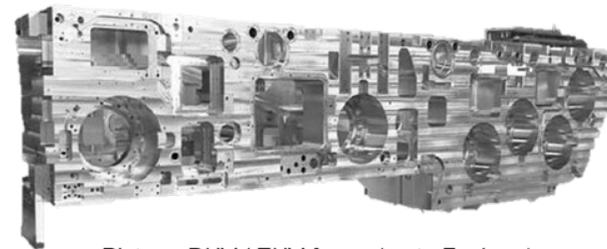
From market understanding to customer solutions

DMG MORI

TECHNOLOGY
PARTNER



MOGEMA



Picture: DUV / EUV frame (up to 7m long)



Picture: DMG MORI DMC 340 U

| | |
|-----------------------------|--|
| Customer | MOGEMA (Aalberts Group) |
| Industry | SEMICONDUCTOR |
| Application | EUV / DUV frames for ASML and ZEISS SMT |
| Machines (new plant) | 3x DMG MORI DMC 340 U |
| Machines (old plant) | 32 machines (6x DMG MORI) |
| Location (HQ) | GS 't Harde (NL) / Dronten (NL) |
| Region | BeNeLux |



Picture: Assembly and final cleaning



Market Knowledge
Doing the right thing!

Key Messages

01 Unique business model with focus on high performance products

02 FUCHS – a profitable growth story

03 Digitalization initiatives driving innovation and efficiency

04 Lubricants enabling customer sustainability

05 From FUCHS2025 to FUCHS100

FUCHS

Capital
Market Day

2024

PICTURES

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You can object to the creation and utilization of such photos. To do so, please contact Julia Schlusche (julia.schlusche@fuchs.com) by email or speak with us directly.

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