

Lubrication solutions

# The Way We Move Our Customers Forward



*MOVING YOUR WORLD*

# Agenda

**01** | Why we exist

**02** | Today and tomorrow

**03** | Facts and figures



## 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.

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.**

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That's what drives us.

# ***MOVING YOUR WORLD***

We want to keep the world moving. Everyday.

With innovative lubrication solutions that have a lasting impact on our 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**

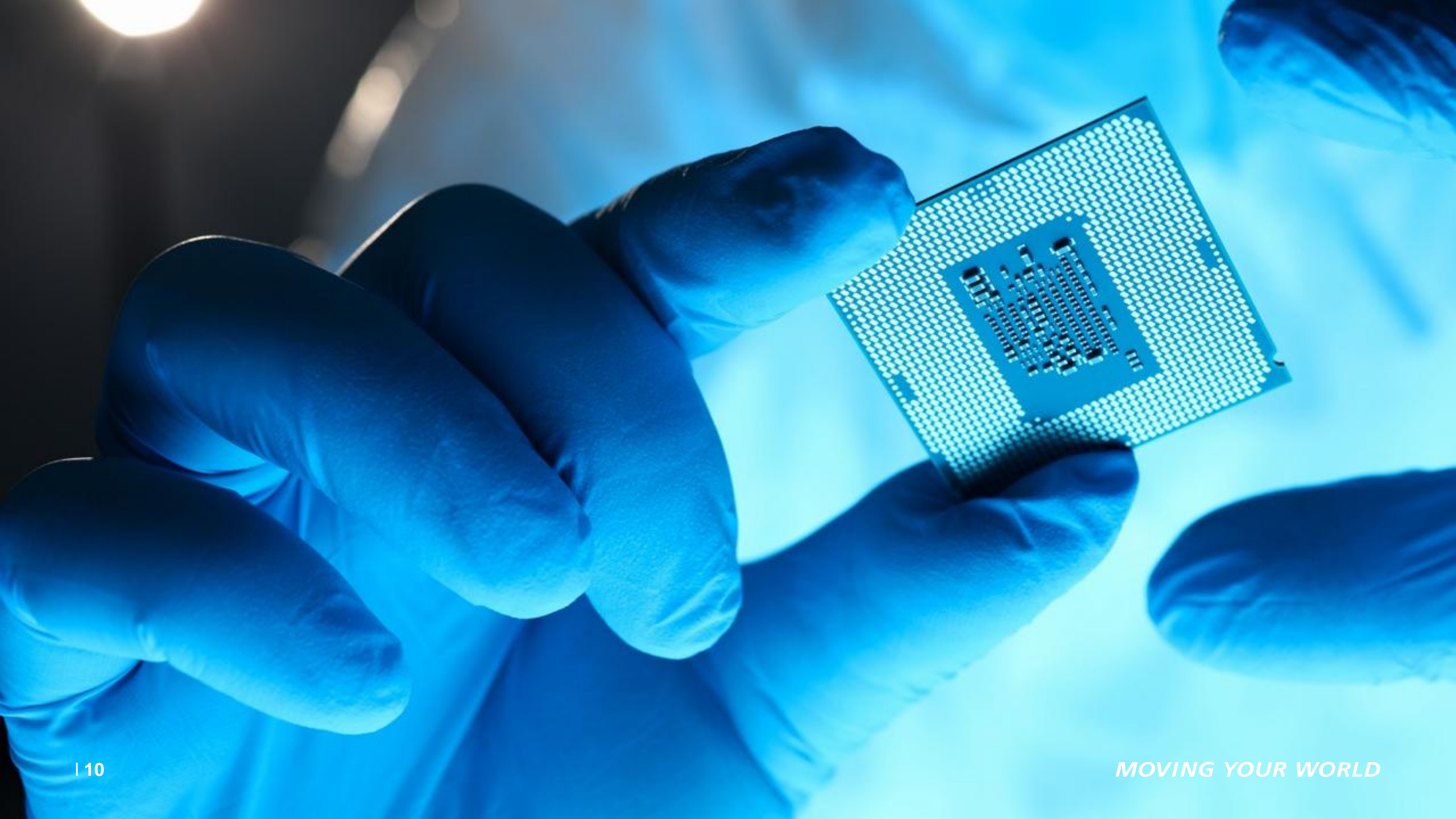
Where do Lubricants Contribute to Daily Life?  
**Almost Everywhere ...**



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How we operate

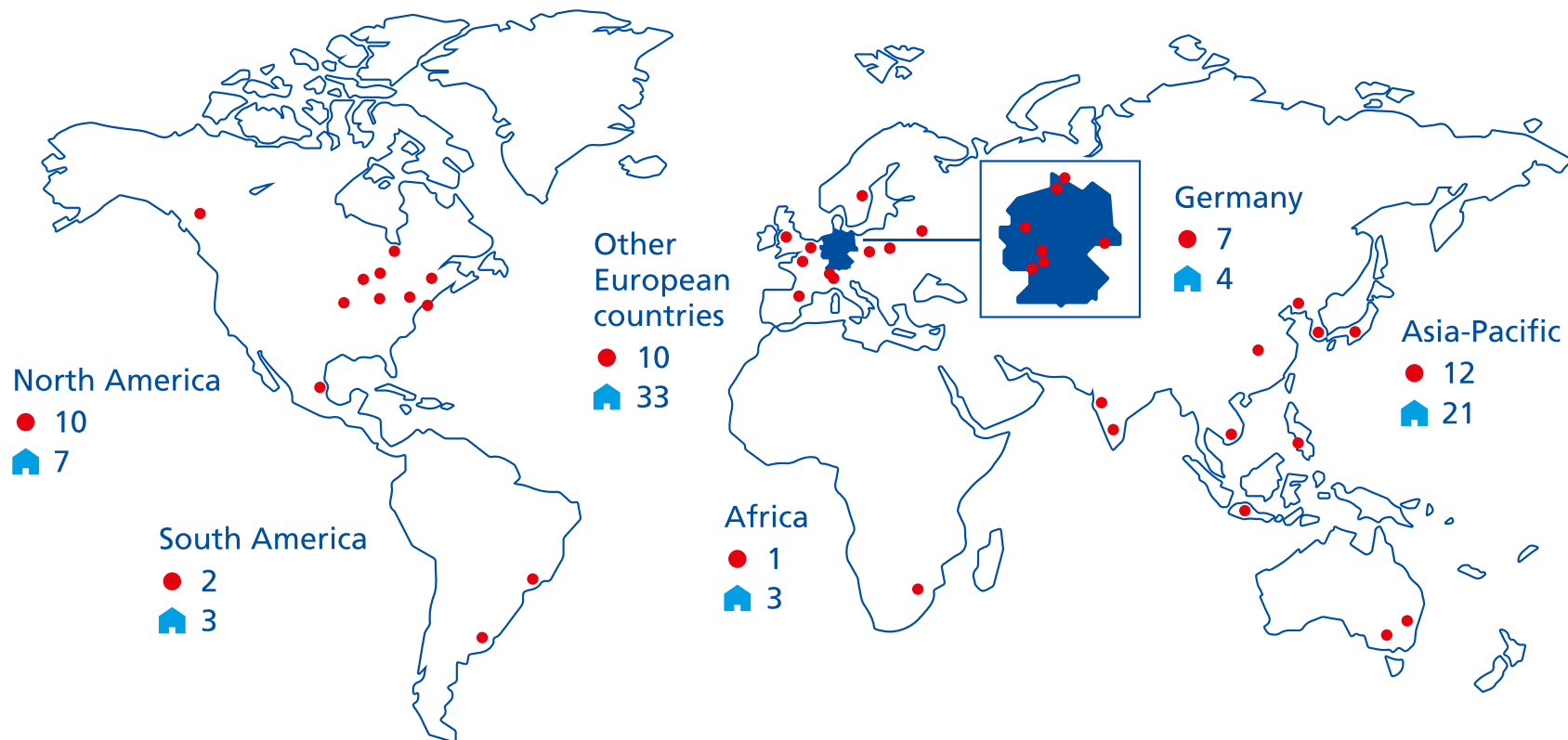
**Unconditionally Reliable**

## Customers Trust Us

And they trust that we'll have the right solution. Because we make zero compromises and operate with unconditional reliability.

**Stefan Fuchs**  
CEO FUCHS SE

# No matter where in the world We're extremely close to our customers



## Total

- 42 production facilities
- 🏠 71 operation companies

As of December 31, 2024  
Only fully consolidated production companies are shown.

# Three Facts About FUCHS

## BROADLY POSITIONED

**11,000** Products covering **25+** different industries

## R&D FOCUS

More than **10%** of our employees are engaged in R&D

## INDEPENDENT & STABLE

**58%** of common stock held by FUCHS family, not vertically integrated



What we do

# Delivering Efficient Lubrication Solutions

# There's more to lubrication than just oil

## FUCHS SOLUTIONS

Lubrication

Digitalization

Services

## FUCHS PROCESS



Understand  
Assess and  
Analyze




Develop  
Plan and  
Set-Up



Manage  
Implement  
and Operate



Optimize  
Finetune  
and reuse



## Our product categories offer a comprehensive range of products and services

- Automotive
- Industry
- Metalworking
- Lubricating greases
- Special applications
- Services



# Complete Solutions for Each Customer

**“Cooperating with FUCHS allowed us to push the boundaries of what is possible in sustainable automotive technology and has been a key contributor to DUMAREY commitment to enable sustainable mobility for all, developing leading edge hydrogen and electrical propulsion solutions.”**

**DUMAREY**

**Pierpaolo Antonioli**  
Chief Technology Officer

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**Here are some highlights from topics that  
move the world of today and tomorrow**

**Mobility**

# Delivering Excellence

**Strategic Partnership with MERCEDES-BENZ**

Collaboration integrates Mercedes-Benz's engineering mastery with FUCHS' advanced lubrication technology

## **Innovation**

Solutions that optimize vehicle performance and efficiency

## **Sustainability**

Focus on eco-friendly products

## **Better Customer Experience**

Joint marketing & educational efforts

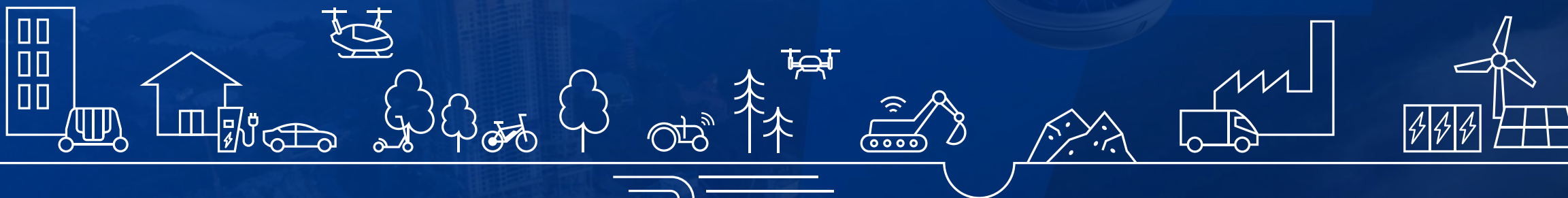


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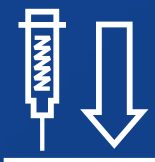
# ***New Mobility: Energized***

Full lubrication and functional fluid solutions  
for New Mobility systems

For more **performance, safety and efficiency.**



**And for the whole world of New Mobility.**



# Patient Experience is Everything

## Autoinjector Devices

Customized damping solutions that **improve patient experience** by enabling device performance.

- **Easier to use**
- **Accurate dosing**





# Achieve More with Less

## Compressors for the food industry

Clean, compressed air is essential for a wide array of applications in the growing food industry. This is why we are developing **new, fully synthetic compressor lubricants**.

### Longer lifetime

Reduced energy and lubricant consumption

### Food safe

Safe for indirect contact



# Going Electric

Road to Net Zero



We are making our logistics more sustainable as part of the **ACT program**. For example, in Fors, Sweden, where we **electrified the transport** of base oils from harbor to manufacturing plant.

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# FUCHS in FIGURES

Founded over

90

years ago as  
a family business

71

companies  
worldwide

more than

3.5

billion € in revenue

6,700

employees

Covering

25+

different industries

The Fuchs family holds

58%

of common stock

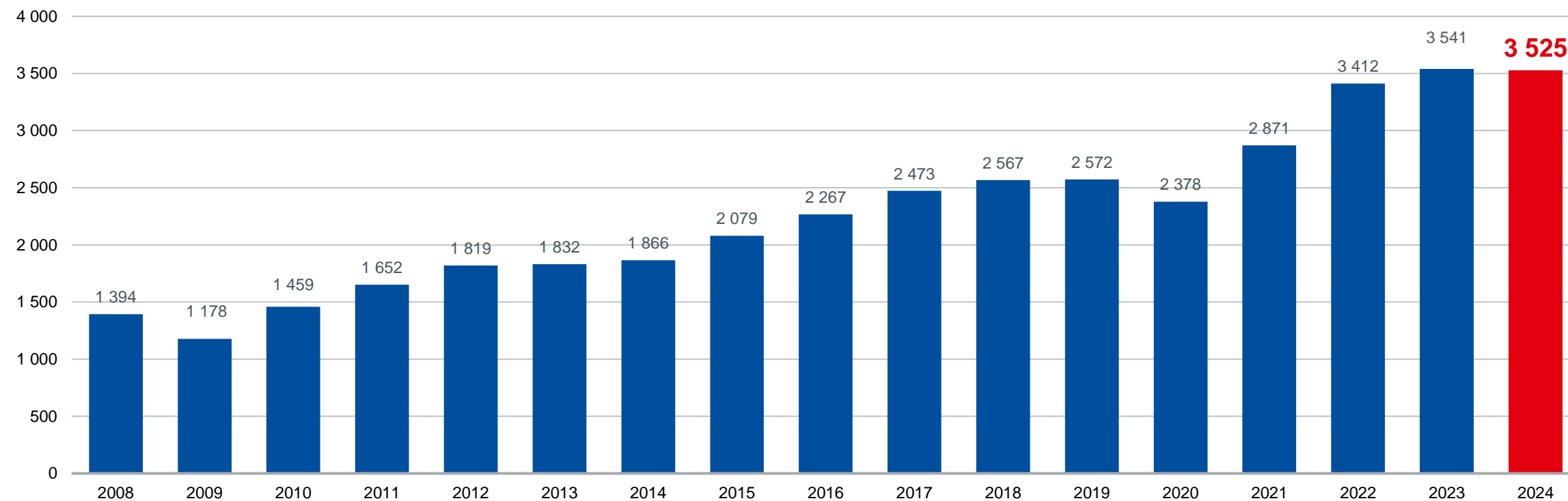
Complete range of over

10,000

products

# FUCHS in figures

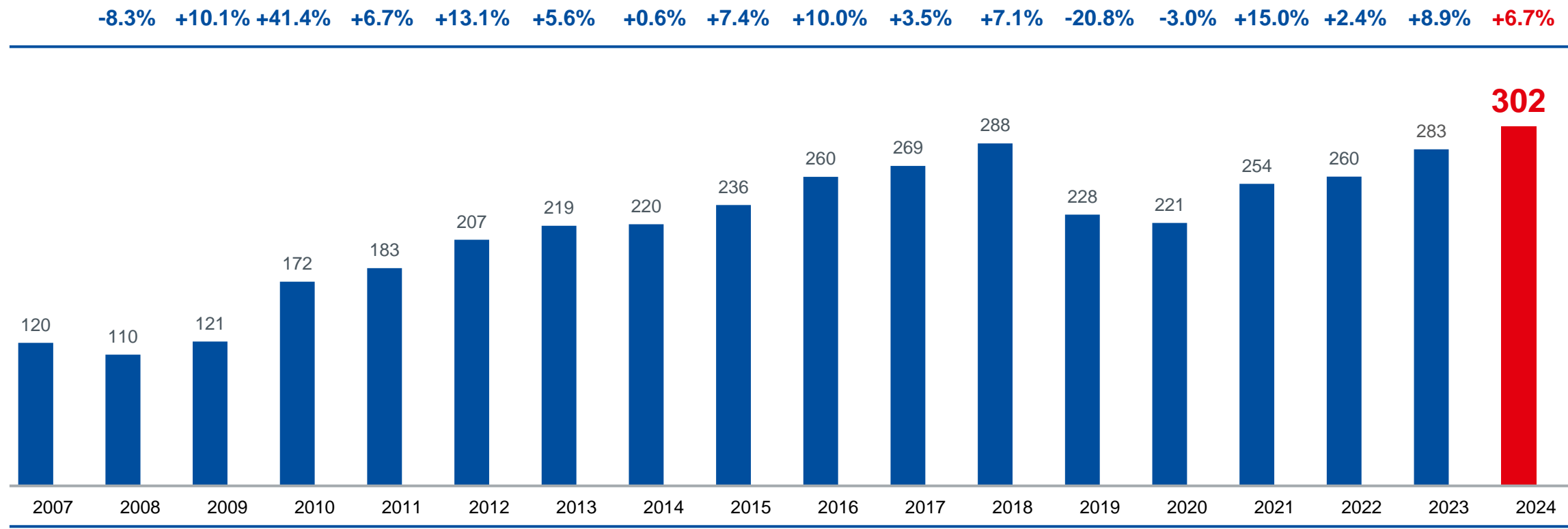
## A steady history of growth



Revenue (in € million)

# FUCHS in figures

## Earnings Performance\*



\*Earnings after tax in € million

# FUCHS in figures

## Company History

### A modest founder

Foundation of the company "RUDOLF FUCHS" in Mannheim.



### Difficult years

Expansion to a new product category: industrial oils.

### Start of a new era

Manfred Fuchs took on responsibility for the family business and was to realize his vision of transforming the company into a global player.



### FUCHS launched on the stock exchange

In order to financially underpin the numerous expansions, the Fuchs family decided to float the company on the stock exchange. FUCHS is now one of the most valuable and successful stocks on the MDAX.

### Visionary investments

In order to continue to grow profitably and sustainably in the future, FUCHS launched the largest global investment program in its history.



1931

1931 – 1939



### From sales to manufacturing

Growth and start of the company's own production.

1939 – 1945

1946

### Development in focus

Hiring the first chemist set the course for the establishment of our worldwide network of experts.



1963

1968



### Closer to the customer

International expansion developed rapidly and FUCHS established itself inside and outside Europe. Today, FUCHS can be found in over 50 countries around the globe.

1985

2004

### The next generation

With Stefan Fuchs, the third generation of the family took over the leadership of the Group.



2016

2018 - 2025



### Start of a new journey

Launch of the FUCHS2025 initiative. The goal: 'Being First Choice' – for our customers, business partners, investors, future employees.

# Executive Board FUCHS Group



**Stefan Fuchs**  
CEO

Human Resources  
Corporate Marketing  
Communication  
Strategy



**Dr. Timo Reister**  
Deputy CEO

Asia-Pacific  
Americas  
OEM Division  
Automotive  
Aftermarket Division  
Mining Division



**Esma Saglik**  
CFO

Finance & Controlling  
Digitalization  
Legal & Compliance  
Internal Audit & Governance  
Investor Relations  
Taxes



**Dr. Sebastian Heiner**  
CTO

R&D  
Product Management  
Supply Chain  
Sustainability  
QMS  
EH&S



**Dr. Ralph Rheinboldt**

EMEA  
Industry Division  
Specialities Division

# FUCHS' Executive Board – Upcoming Changes



**Dr. Sebastian Heiner**  
CTO



**Stefan Fuchs**  
CEO



**Dr. Timo Reister**  
Dept. CEO



**Esma Saglik**  
CFO



**Mathieu Boulandet**  
CTO  
Starting August 2025



**Dr. Ralph Rheinboldt**

**Thank you.**



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