

FUCHS GROUP

Investor Presentation

| June 2022

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| Lutz Ackermann, Head of Investor Relations



Agenda

01 | The Leading Independent Lubricants Company

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01 The Leading Independent Lubricants Company

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



FUCHS at a glance

Established **3**
generations ago as a
family-owned business

Around **6,000**
employees

Preference share is listed
in the MDAX

No. 1
among the independent
suppliers of lubricants

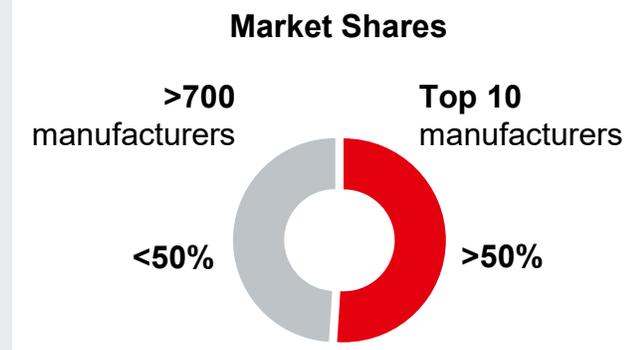
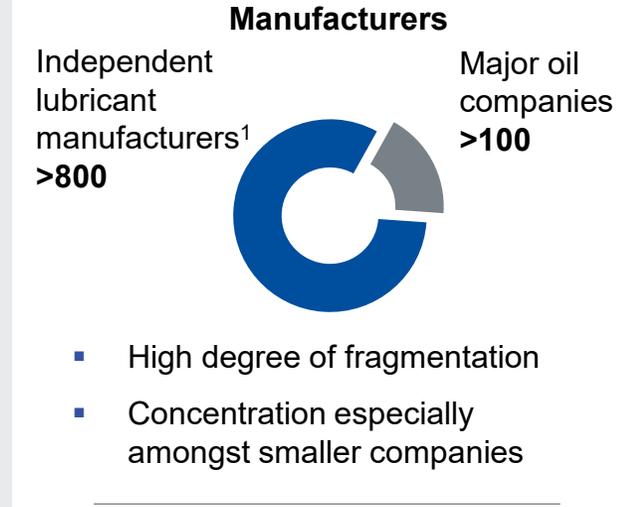
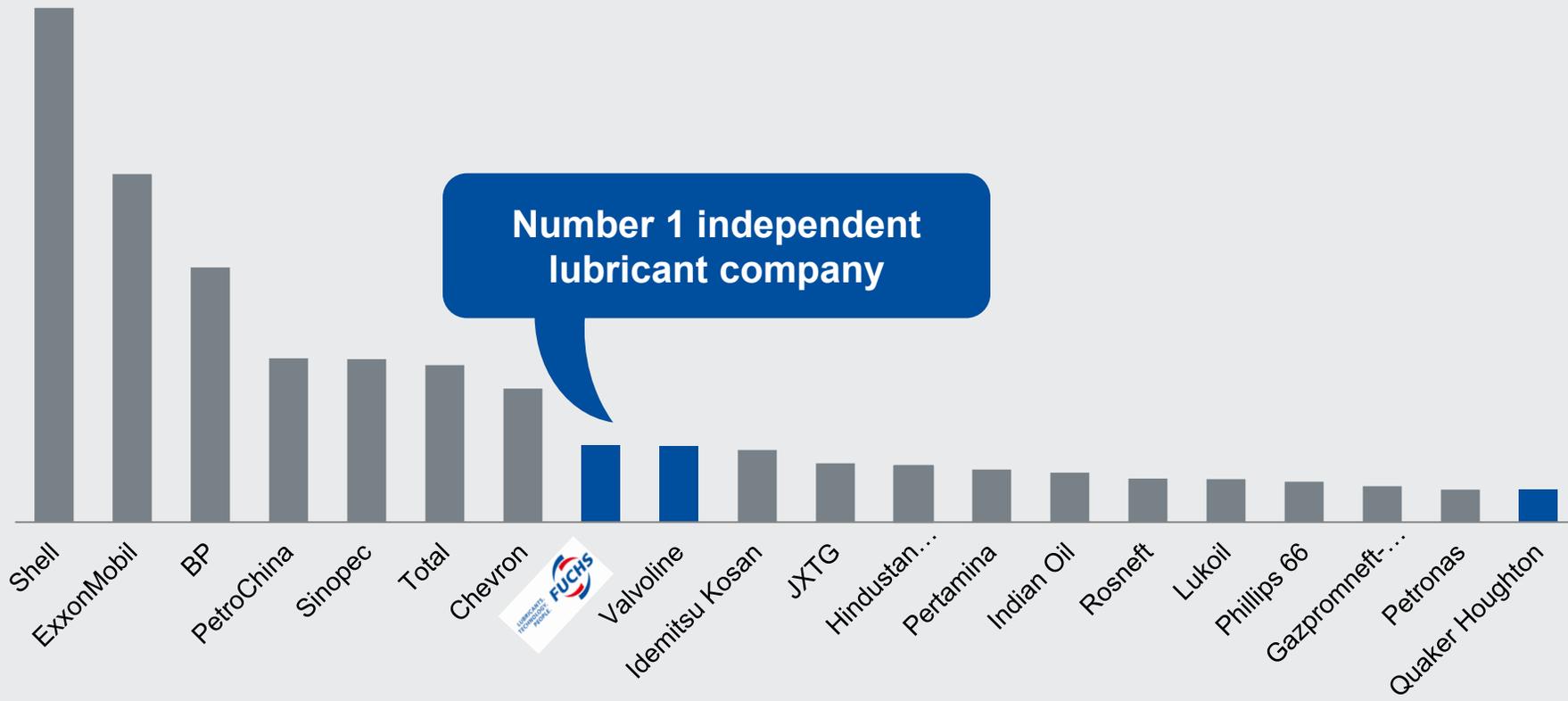
€2.9 bn
sales in 2021

57 companies worldwide

The Fuchs family holds
55% of
ordinary shares

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

Top 20 lubricant manufacturers



¹ > 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

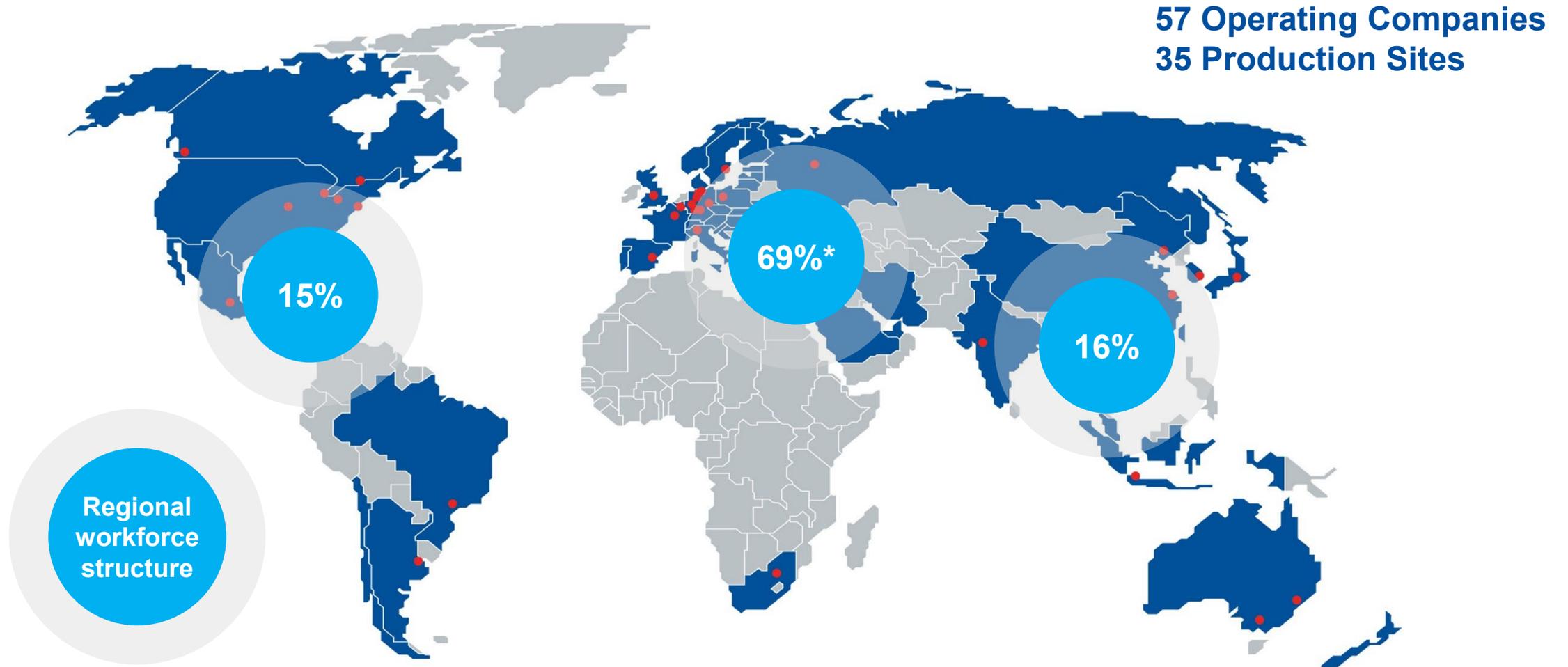


Global presence, R&D strength, know-how transfer, speed

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 2021: €2.9 bn

(~80% international)
by customer location

Automotive Lubricants
~45%

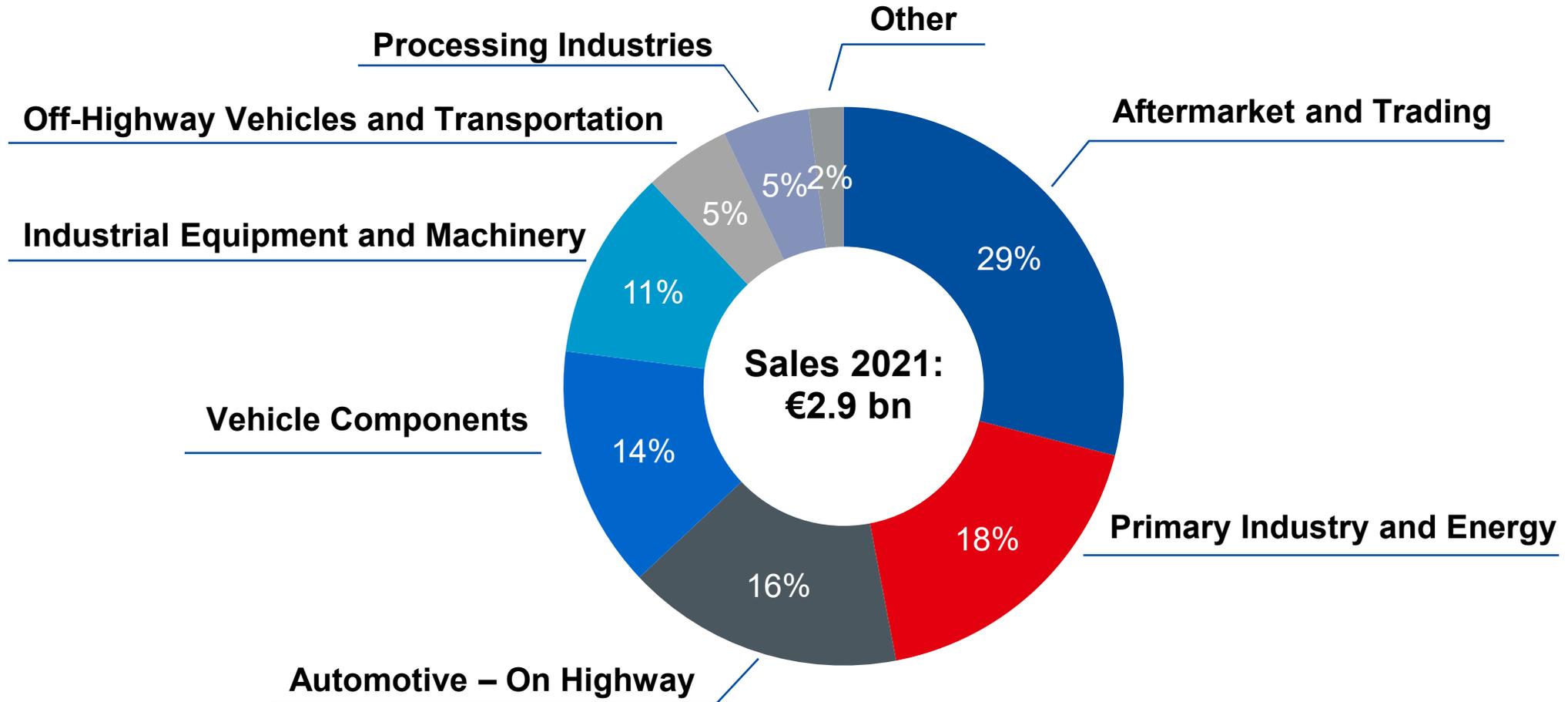
e.g. Engine & gear oils,
hydraulic oils, shock
absorber fluids, etc.

Industrial Lubricants
~55%

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

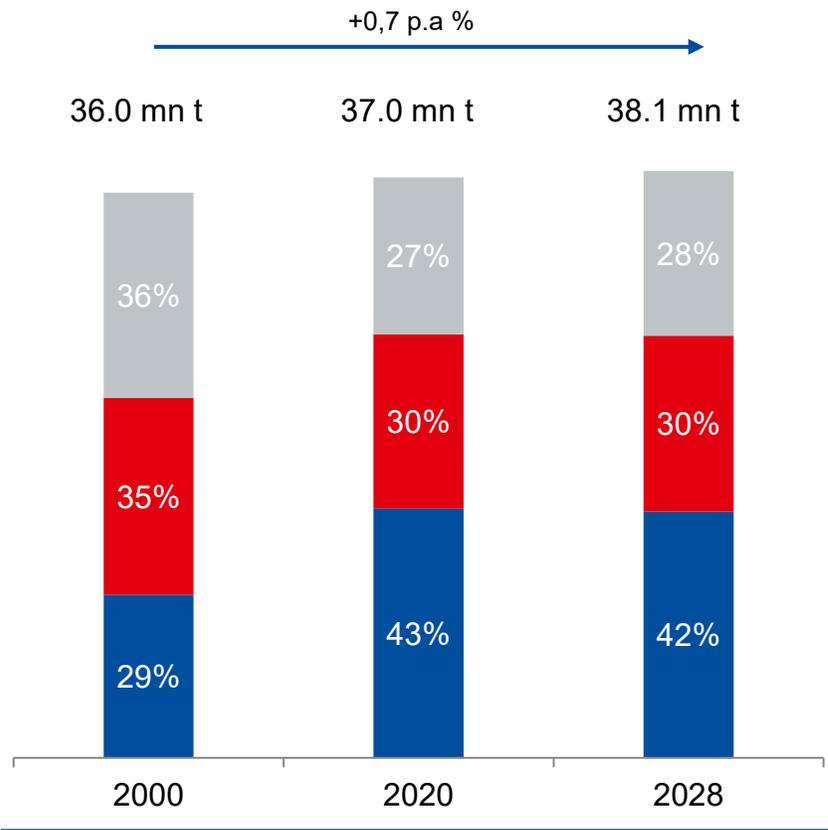
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

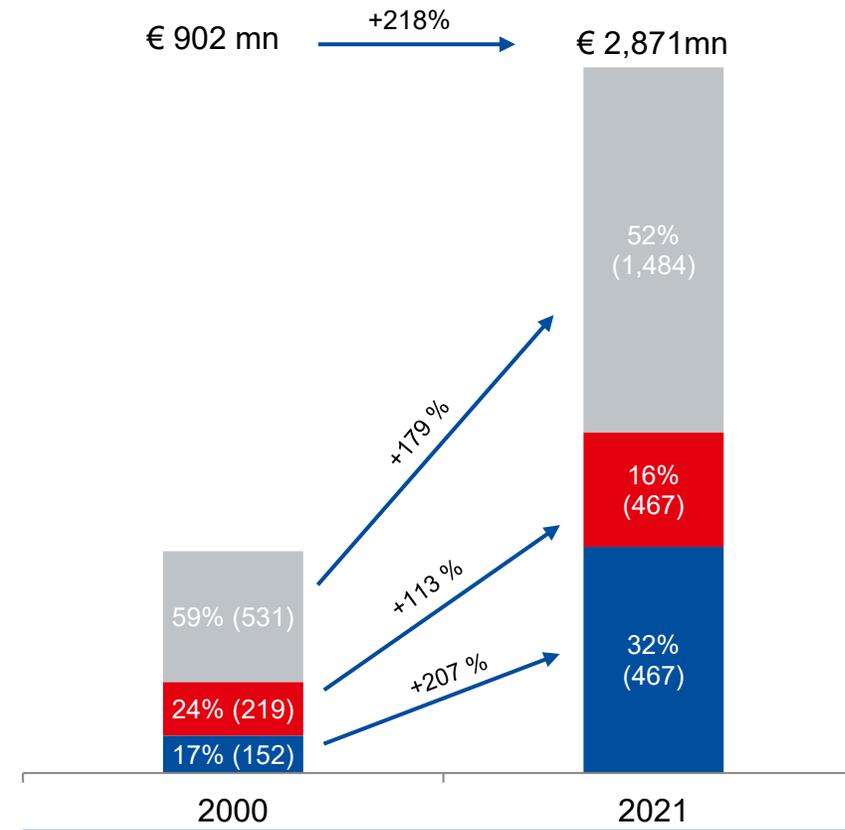


Slight growth in global lubricant demand

Market Demand

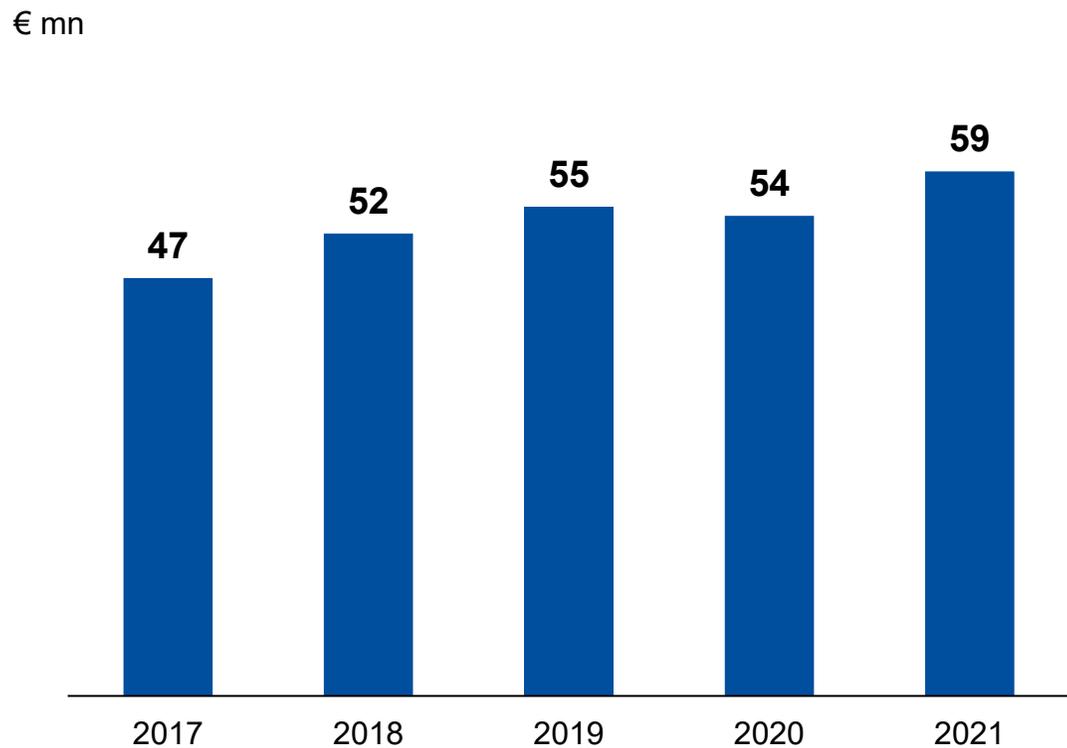


FUCHS Sales (by customer location)

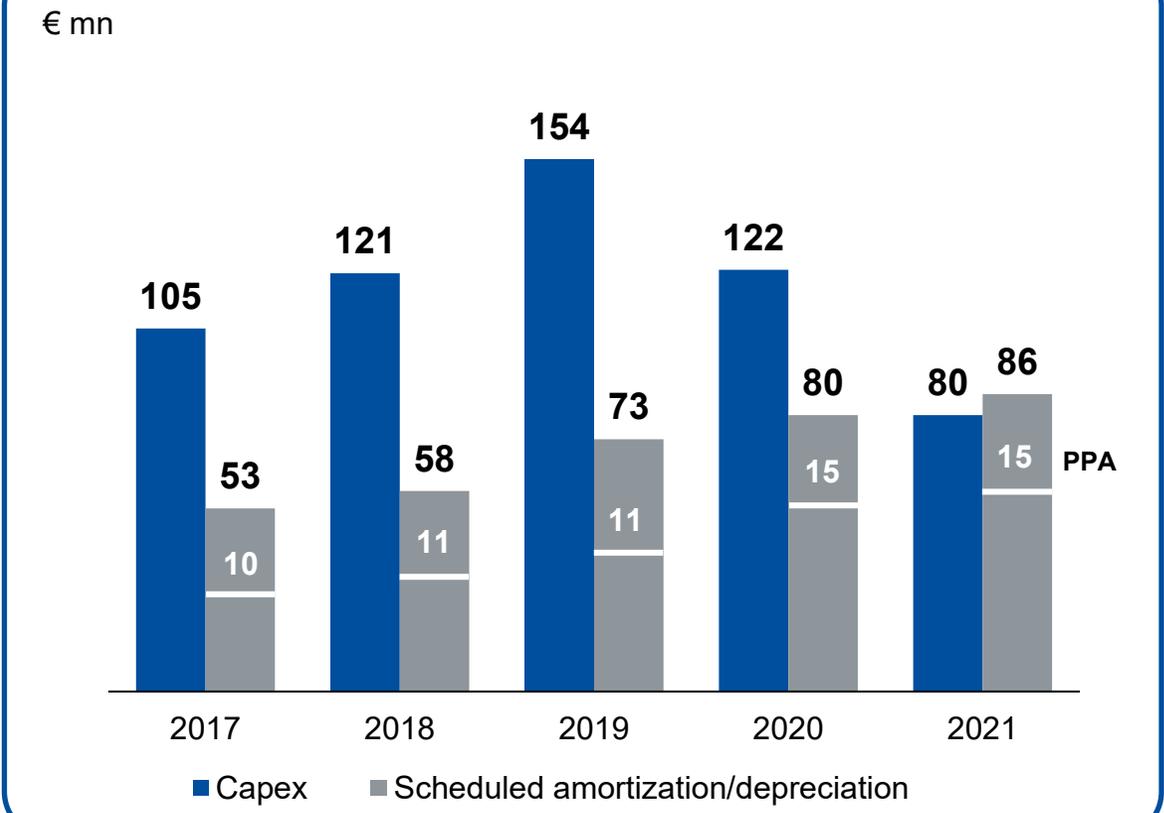


Investment in the future

R&D expenses 2021: €59 mn

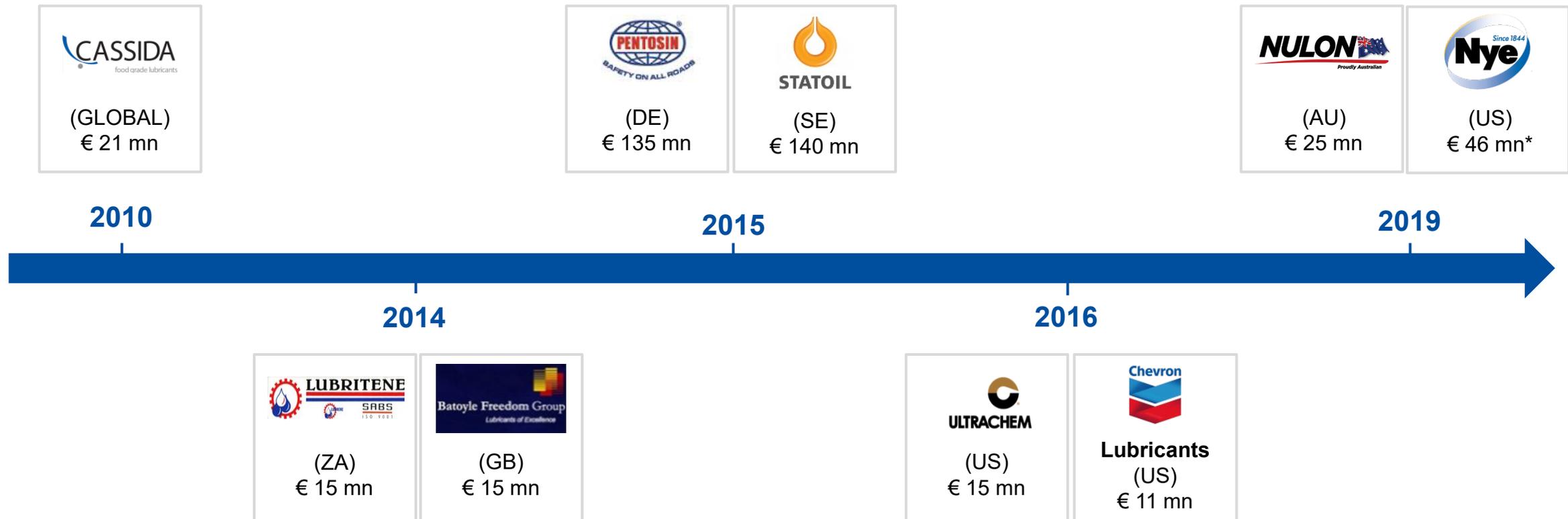


Capex 2021: €80 mn



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

FUCHS CO₂-neutral since 2020

Climate Protection Projects 2021 – CO₂-Neutrality Strategy

Our Neutrality Strategy

- Reduction of scope 1 and 2 emissions 2010-2019 by 26%
- FUCHS compensated for all remaining Gate-to-Gate emissions of producing affiliates for 2020 by investing in climate protection projects, preferably Gold- + VCS-Standard
- Project focus is the promotion of renewable energy, climate protection and preferably additional social benefits



Rainforest protection in Peru



Cooking stoves in Zambia



Hydropower in India



Efficient gas power plant in India



Windpower in Indonesia



Hydropower in Argentina and China

90 years of experience – for the future

Milestones of the FUCHS corporate history

A modest founder
Foundation of the company "RUDOLF FUCHS" in Mannheim.



1931



Difficult years
Expansion to a new product category: industrial oils.

1939 – 1945

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.



1963



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.

1985

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



2016

1931 – 1939



From sales to manufacturing
Growth and start of the company's own production.

1946

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



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.

2004

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



2018



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

02 FUCHS2025

New Mindset for Future Challenges

The FUCHS2025 Strategy

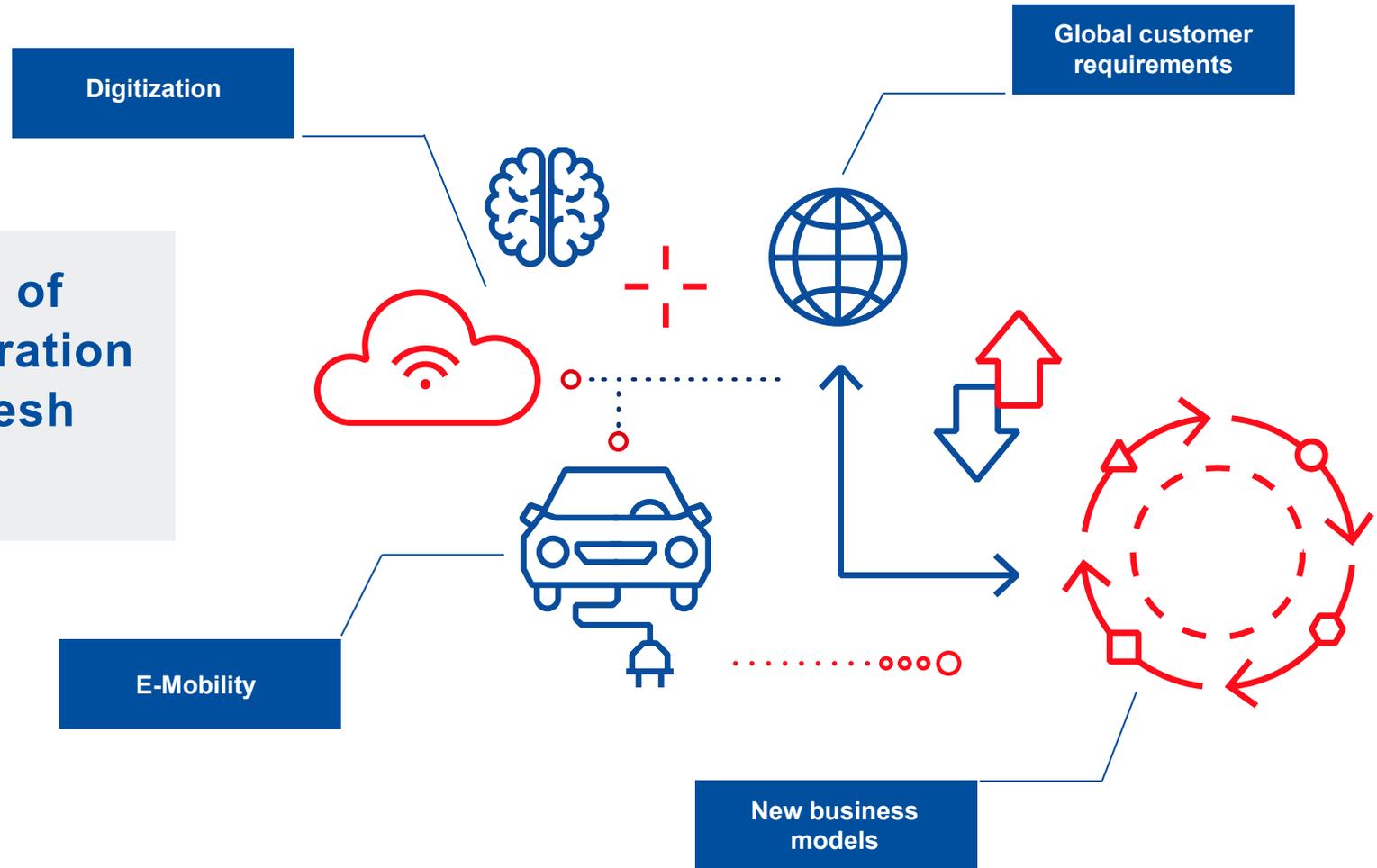
LUBRICANTS.
TECHNOLOGY.
PEOPLE.



FUCHS2025

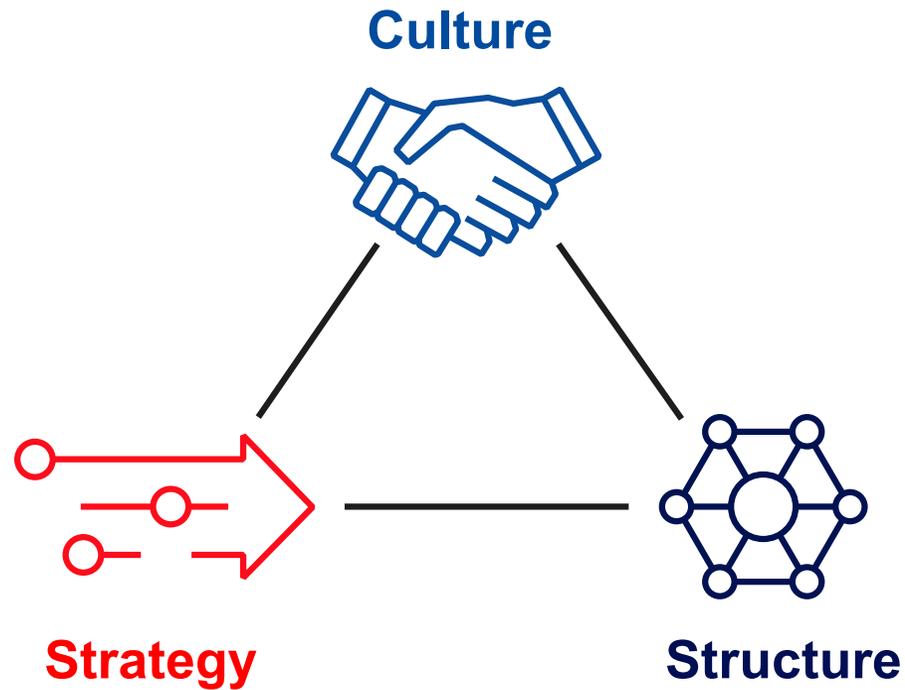
New Mindset for Future Challenges

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



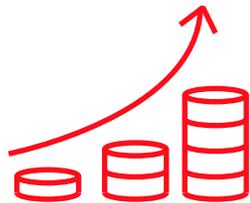
Stronger emphasis on innovation, service solutions and new market perspectives to expand full-line supplier claim



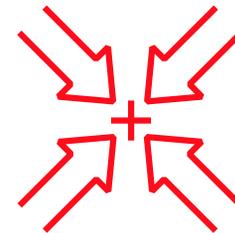
Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy

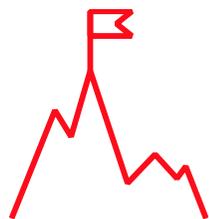
Highlights



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



Better market penetration through market segmentation



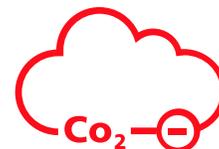
Technology leadership in the segments we target until 2025



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 2022



Highlights Q1 2022

Good start into the year in a continued challenging environment

€808 mn

Sales up 16% yoy

€93 mn

EBIT down 8% yoy

Q1 2022

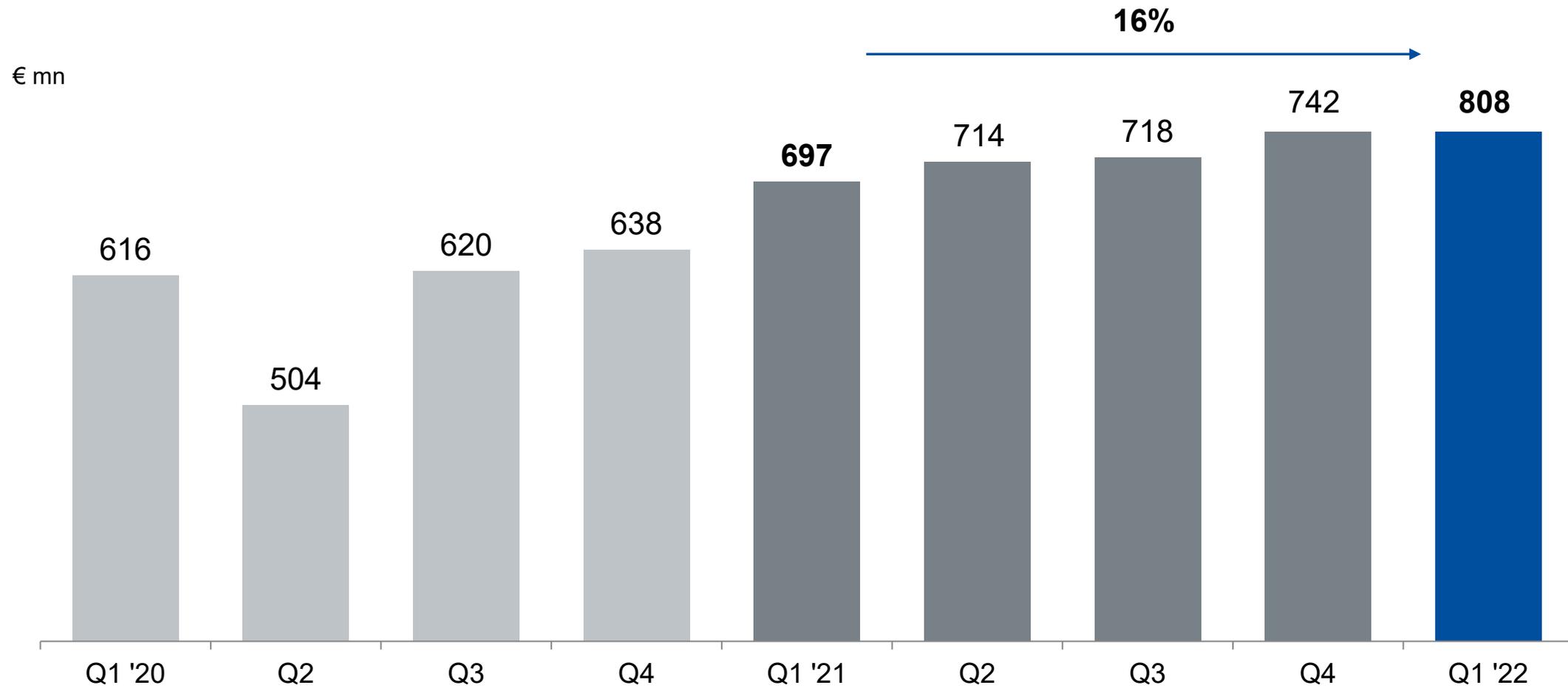
- Sales growth mainly price driven
- EBIT down 8% compared to an exceptionally strong Q1 2021
- Strong focus on sales price increases
- Higher gross profit year-on-year
- Strong cost inflation for e.g. freight, energy, salaries and wages

Updated outlook FY 2022*

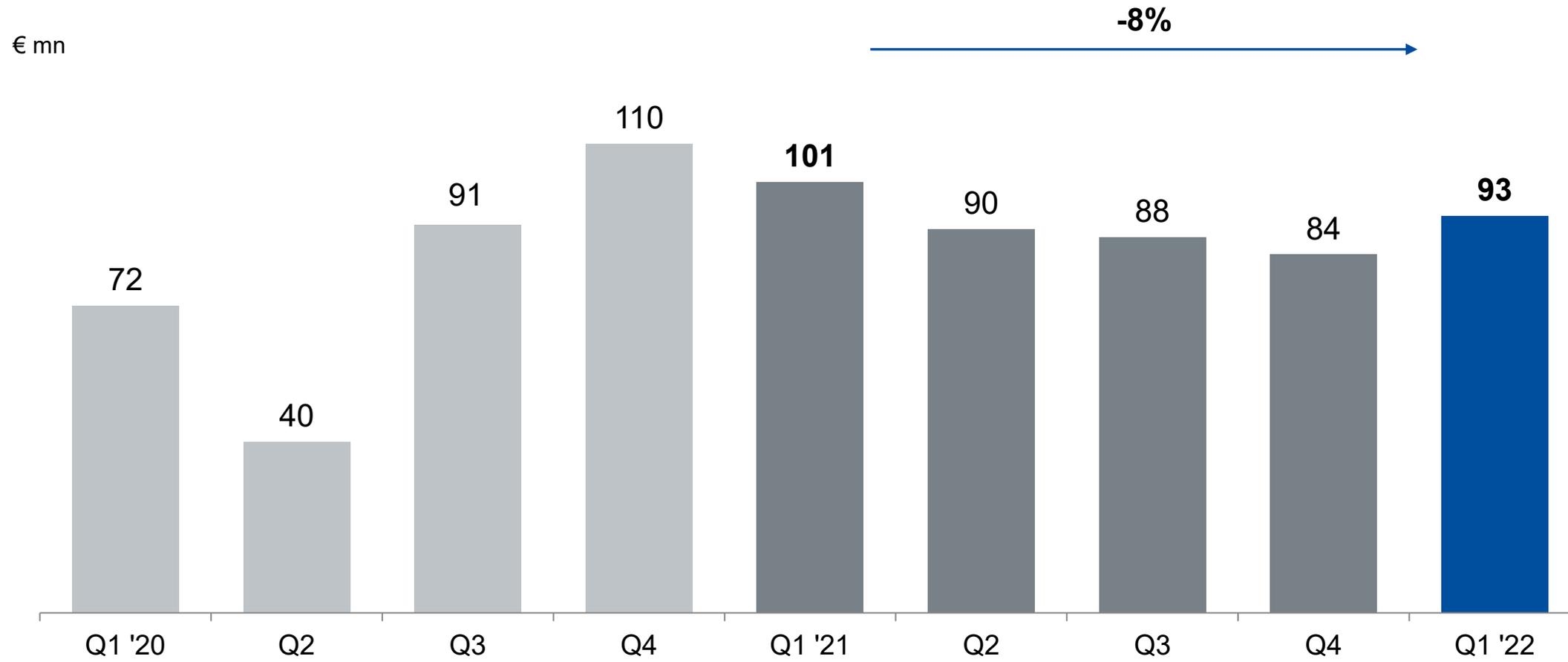
- High external uncertainties impede outlook
- Sales: €3.0 - €3.3 bn (unchanged)
- EBIT: prior-year level (lower end of the €360 - €390 mn range)
- FVA: according to EBIT outlook below prior year (€205 mn)
- FCF bef. acq.: Due to strong increase in raw mat prices and supply chain issues sig. below initial outlook of €220 mn

* Updated outlook on the assumption of no further aggravation of the situation

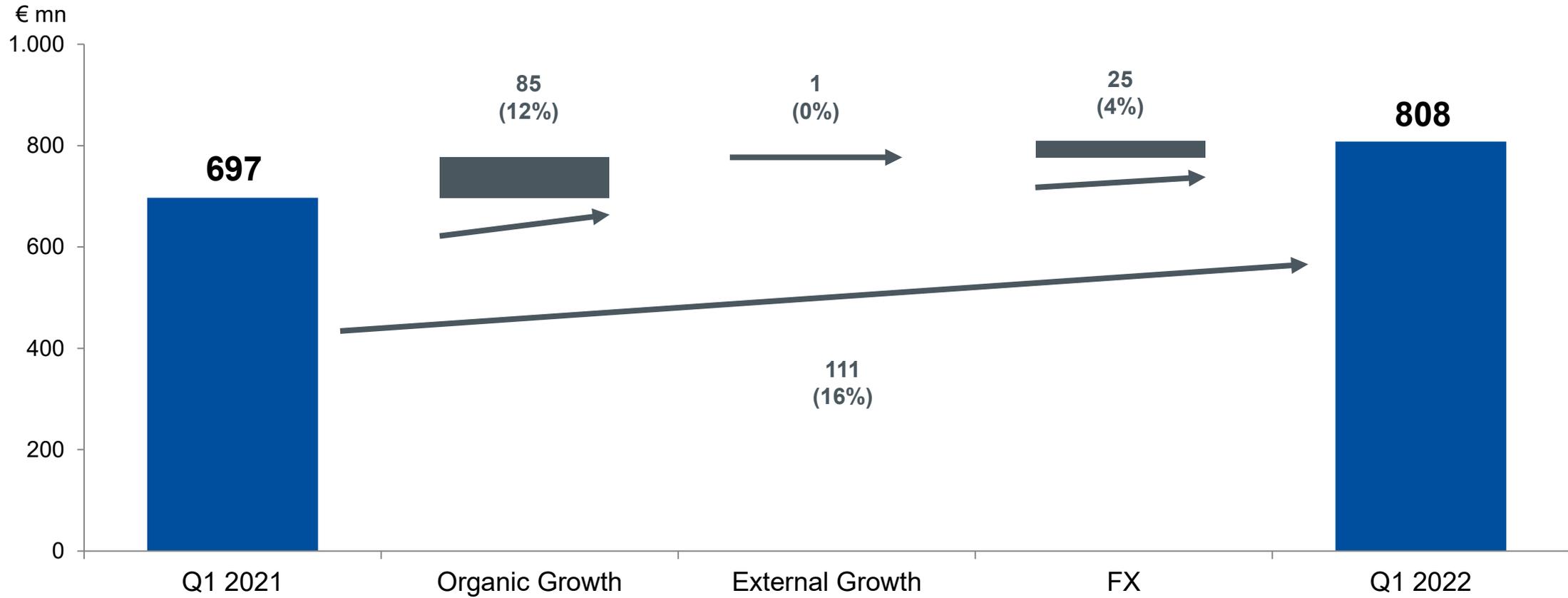
Sales development



EBIT development

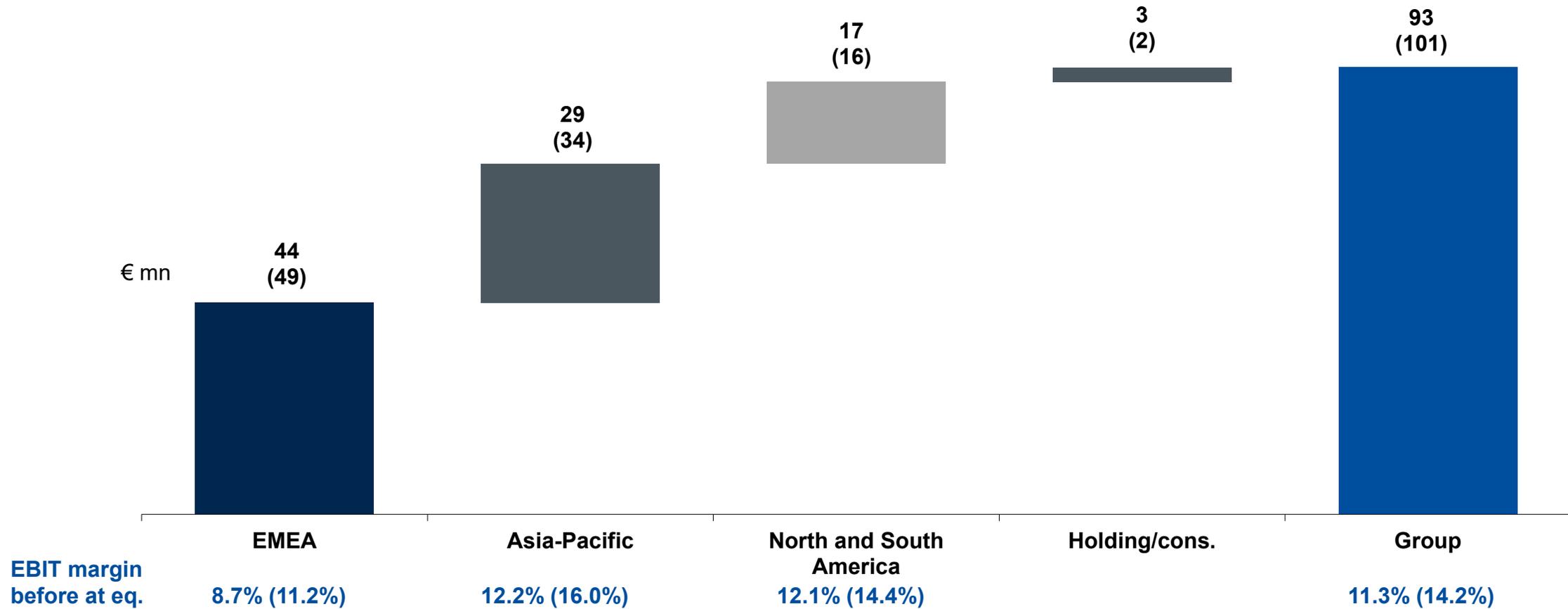


Q1 2022 Group sales



EBIT by regions

Q1 2022 (Q1 2021)



Q1 2022 earnings summary

KPI in € mn	Q1 2022	Q1 2021
Sales	808	697
Cost of sales	-546	-442
Gross profit	262	255
Other function costs	-171	-156
EBIT bef. at Equity	91	99
EBIT	93	101
CAPEX	11	15
NOWC	748	561
FCF bef. acq.	13	31

- Sales up 16% mainly price-driven
- Gross profit up 3% yoy, however gross profit margin of 32.4% due to inflated sales 4.2%-pts. lower than the exceptionally strong Q1 2021
- Other function costs 10% up yoy, driven by higher freight costs and sig. higher personnel costs
- EBIT absolutely at the level of the previous peak in 2018, however down 8% yoy; EBIT margin at 11.5% in view of inflationary sales
- CAPEX slightly lower yoy
- NOWC 33% higher yoy reflecting significant increases in raw material prices
- FCF bef. acq. lower yoy due to massive NOWC build-up

Europe, Middle East, Africa

KPI in € mn	Q1 2022	Q1 2021
Sales	481	419
Organic growth	60 (15%)	24 (6%)
External growth	1 (0%)	0 (0%)
FX effects	1 (0%)	-6 (-1%)
EBIT bef. at Equity	42	47
EBIT	44	49

- Sales up 15% yoy mainly price-driven
- Most entities with double-digit growth rates, esp. the German specialties business, South Africa, the United Kingdom and Sweden
- Currency effects of minor importance
- EBIT lower 10% yoy due to decline in earnings especially in Germany and Southern Europe

Asia-Pacific

KPI in € mn	Q1 2022	Q1 2021
Sales	237	213
Organic growth	10 (5%)	67(46%)
External growth	0 (0%)	0 (0%)
FX effects	14 (6%)	0 (0%)
EBIT bef. at Equity	29	34
EBIT	29	34

- Sales up 11% yoy mainly price-driven
- Sales growth driven by positive price developments in South-East Asia and Australia
- China with a difficult start into the year, significantly below exceptionally strong Q1 2021; price increases do not compensate for the business volume declines yoy
- Positive exchange rate effects thanks to a strong Chinese renminbi
- EBIT 15% lower yoy due to lower contribution from China; South-East Asia and Australia with earnings growth

North and South America

KPI in € mn	Q1 2022	Q1 2021
Sales	141	111
Organic growth	20 (18%)	6 (6%)
External growth	0 (0%)	8 (7%)
FX effects	10 (9%)	-13 (-12%)
EBIT bef. at Equity	17	16
EBIT	17	16

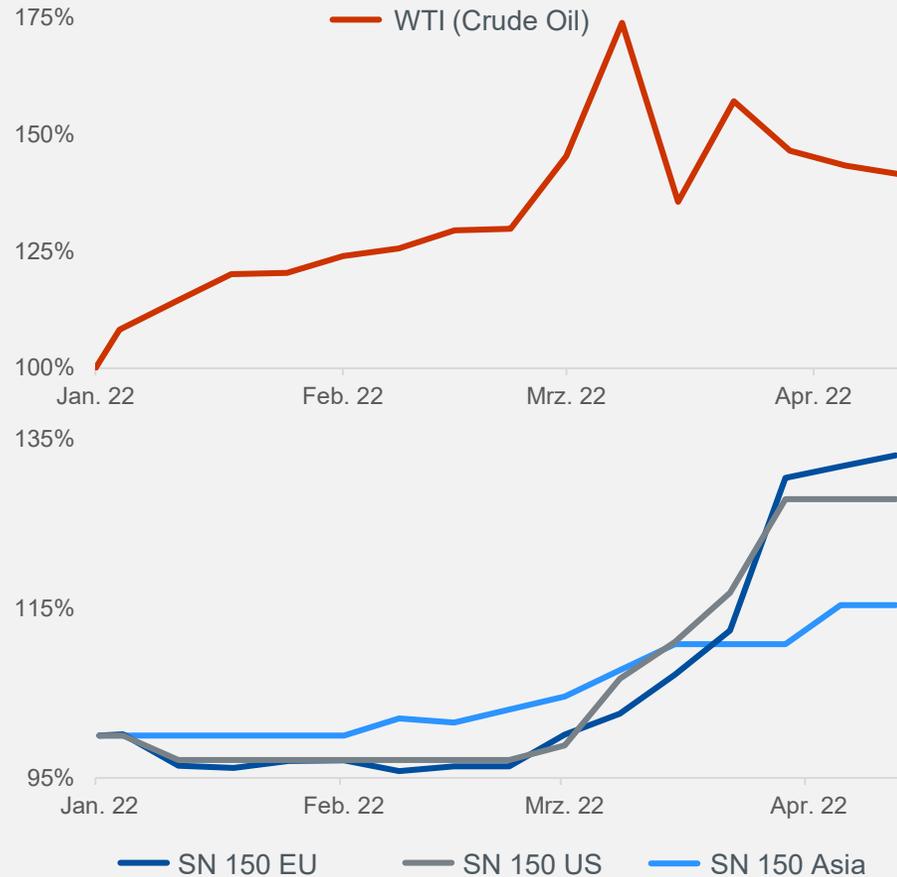
- Sales up 27% yoy mainly price-driven
- Significant sales increase in both North and South America
- Strong positive currency effects from both North and South America
- EBIT slightly up yoy due to positive business development in South America and positive impact from US-dollar on earnings

External uncertainties impede outlook

- **War in Ukraine** and sanctions against Russia
- **China's zero-covid** strategy with high-risk potential for the local and global economy
- Further strong **increases in raw material prices** and significant **cost inflation** expected
- Tightening of the **supply chain situation** and problems with **raw material availability** due to the geopolitical crises; availability problems also at customers affect demand

**Full year development
difficult to be estimated due
to high external
uncertainties**

Raw material price dislocations to continue



- Crude oil with significant price increase since war in Ukraine and sanctions against Russia
- FUCHS does not buy crude oil, however weak refinery margins in combination with strong base oil demand lead to higher base oil prices in '22
- Base chemical and additive prices also rise in '22

Data as of April 12th
%-changes vs. Dec. 31st, 2021

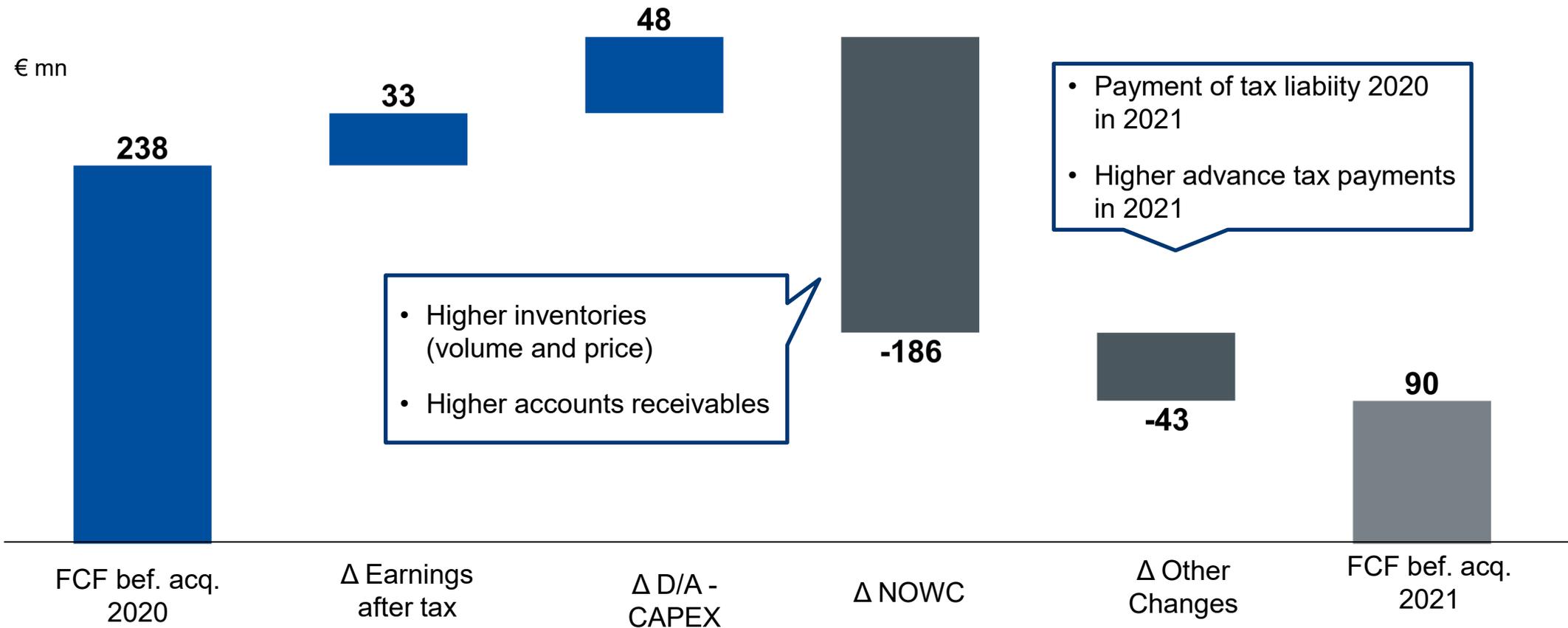
Outlook for 2022 reflects uncertain environment*

KPI in € mn	2021	March, 18 th	April, 29 th	
		2022	2022	
Sales	2,871	3.0 - 3.3 €bn	3.0 - 3.3 €bn	Organic growth thanks diversified global setup and price increases
EBIT	363	360 - 390	Prior yr. level (lower end of 360 - 390)	Strict cost management vs. inflation, strong increases in raw mat. prices, transportation and energy costs
FVA	205	On prior-year level	below prior year	According to updated EBIT outlook and with slightly higher capital employed
FCF bef. acq.	90	~220	sig. below 220	Due to strong increase in raw mat. prices and supply chain issues

* Updated outlook on the assumption of no further aggravation of the situation

FCF 2021 burdened by NOWC build-up and tax payments

Bridge 2021 vs 2020



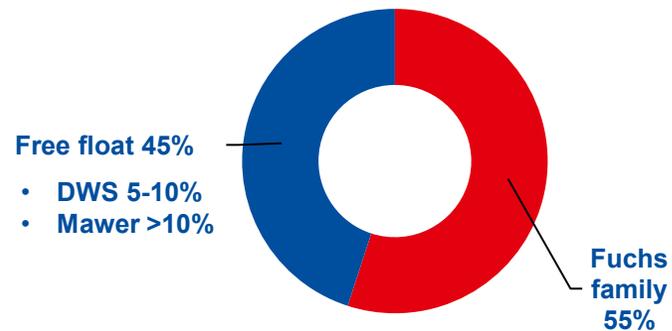
04 Shares



Breakdown ordinary & preference shares

(December 31, 2021)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

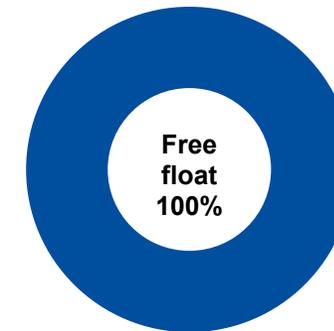
- Dividend
- Voting rights

Share data:

- Symbol: FPE
- ISIN: DE000A3E5D56
- WKN: A3E5D5

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.)

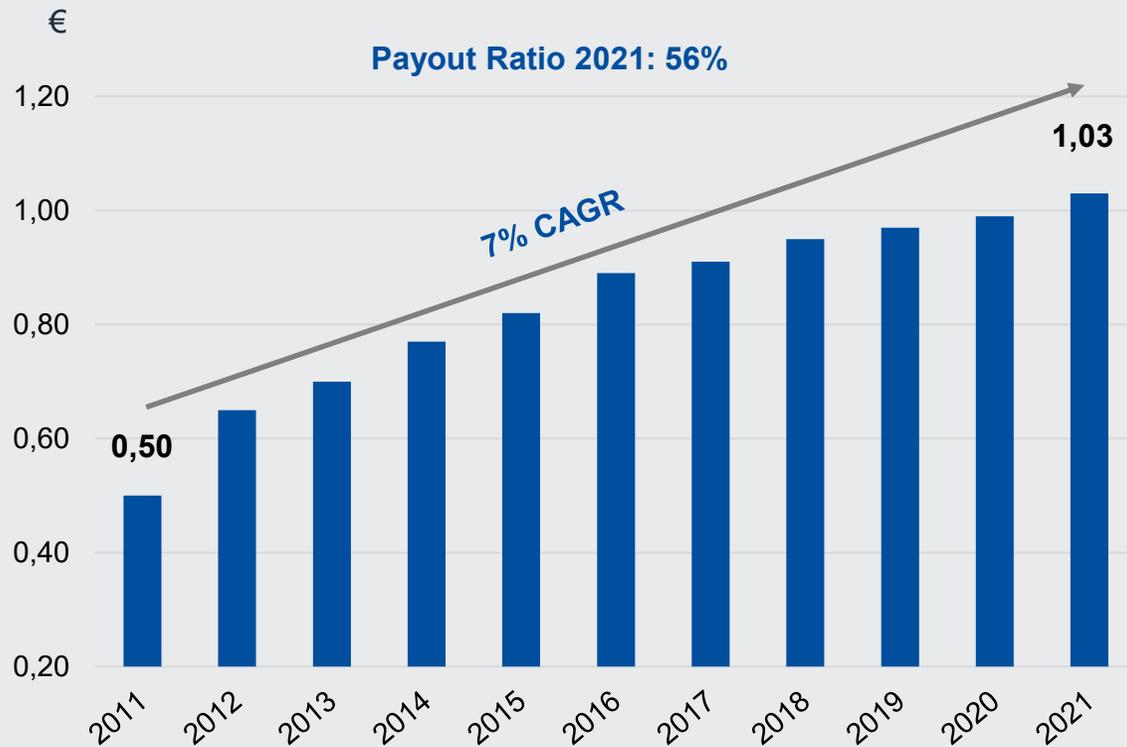
Share data:

- Symbol: FPE3
- ISIN: DE000A3E5D64
- WKN: A3E5D6

Stable dividend policy

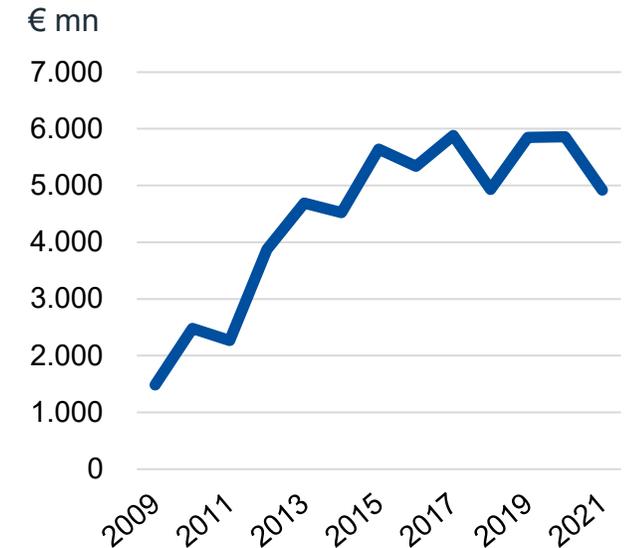
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share



- ➔ 20 years of consecutive dividend increases
- ➔ 7 % CAGR over the last 10 years
- ➔ 29 years without dividend decreases

Market Capitalization

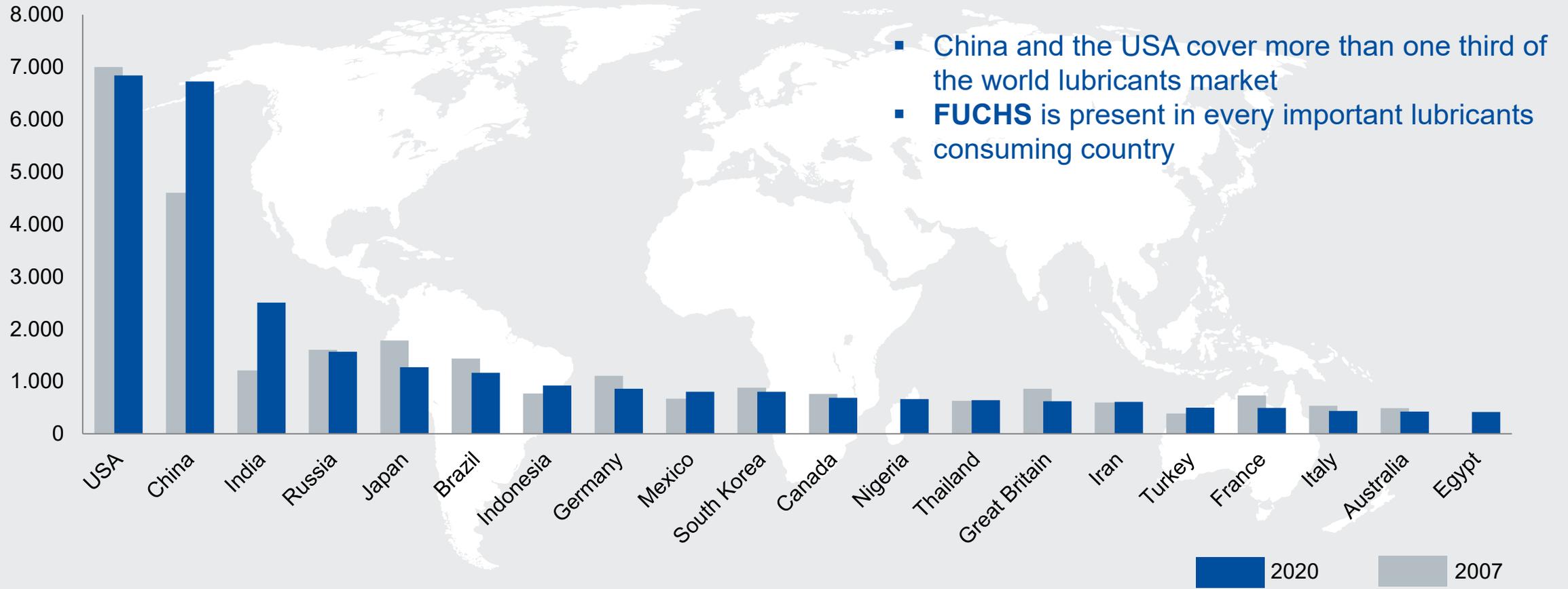


05 Appendix

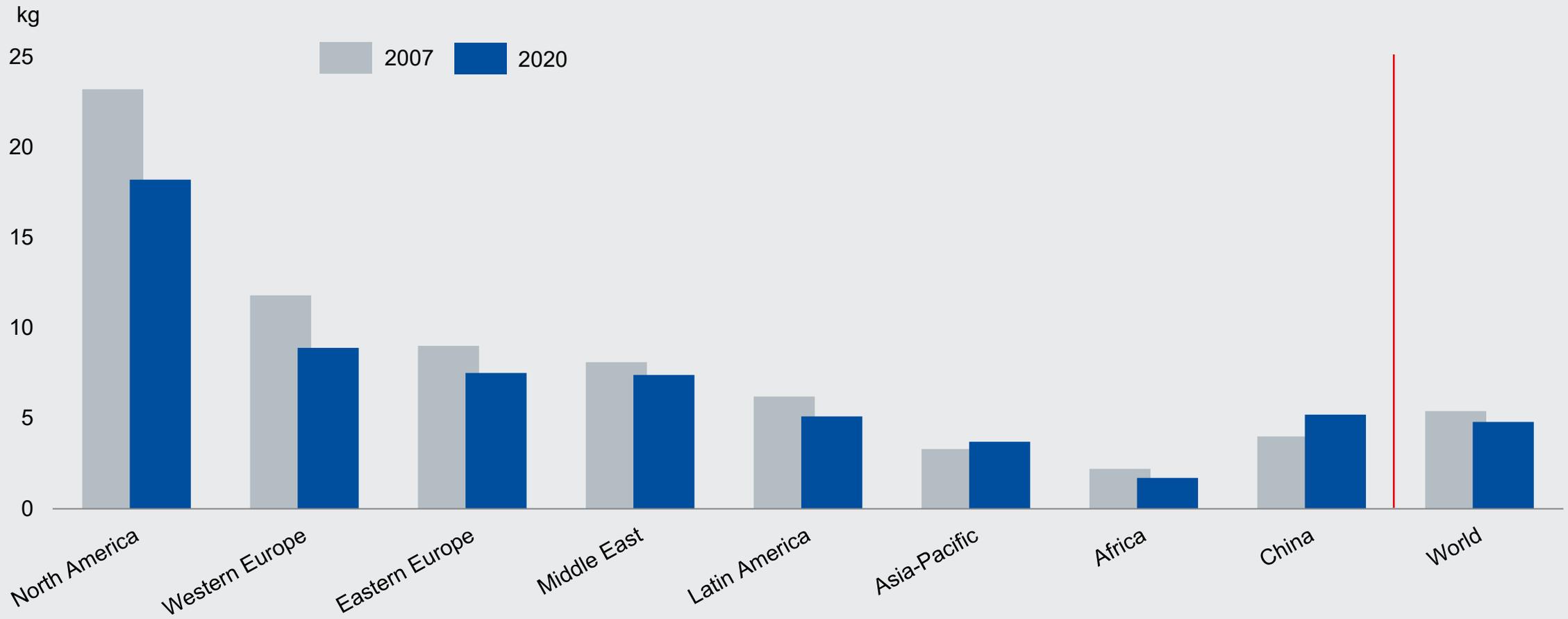
LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Top 20 lubricant countries

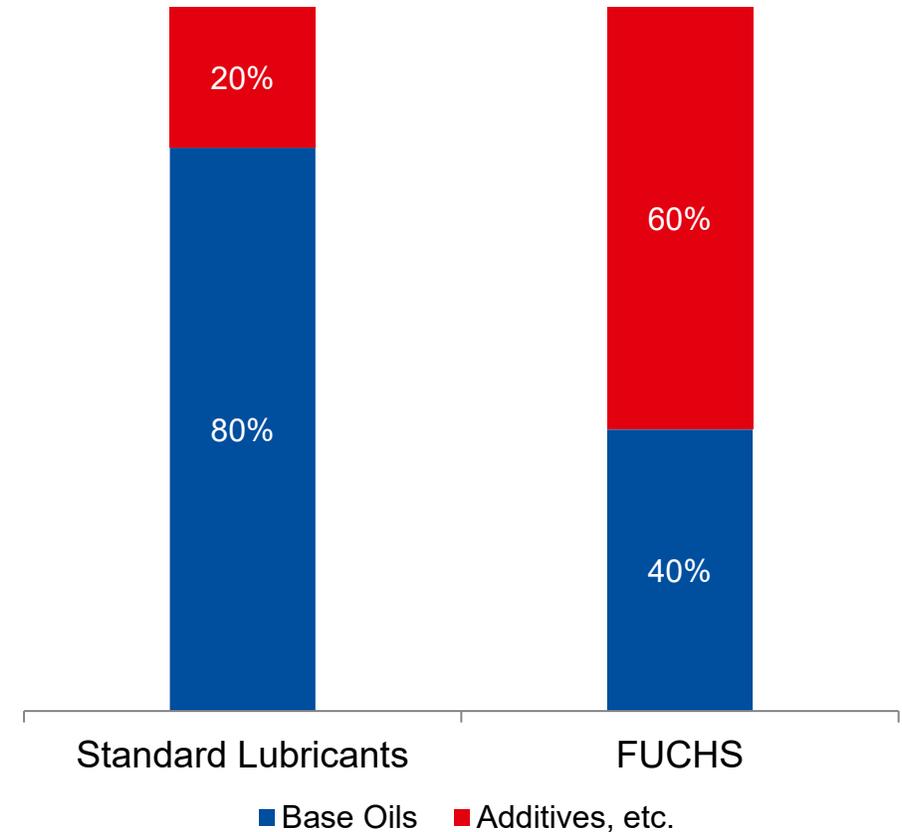


Regional per-capita lubricants demand



Base oil / additives value split

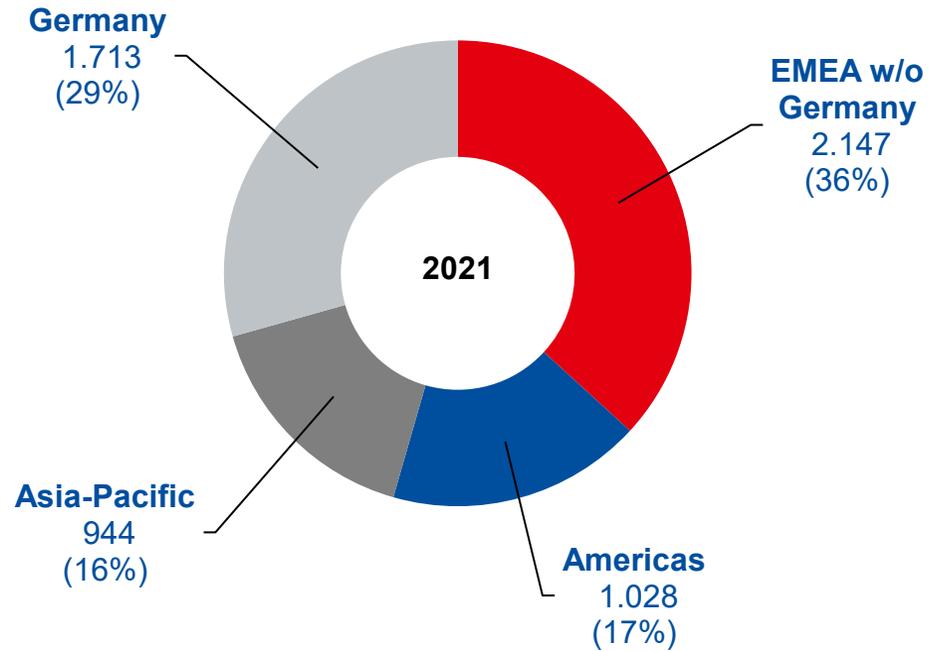
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



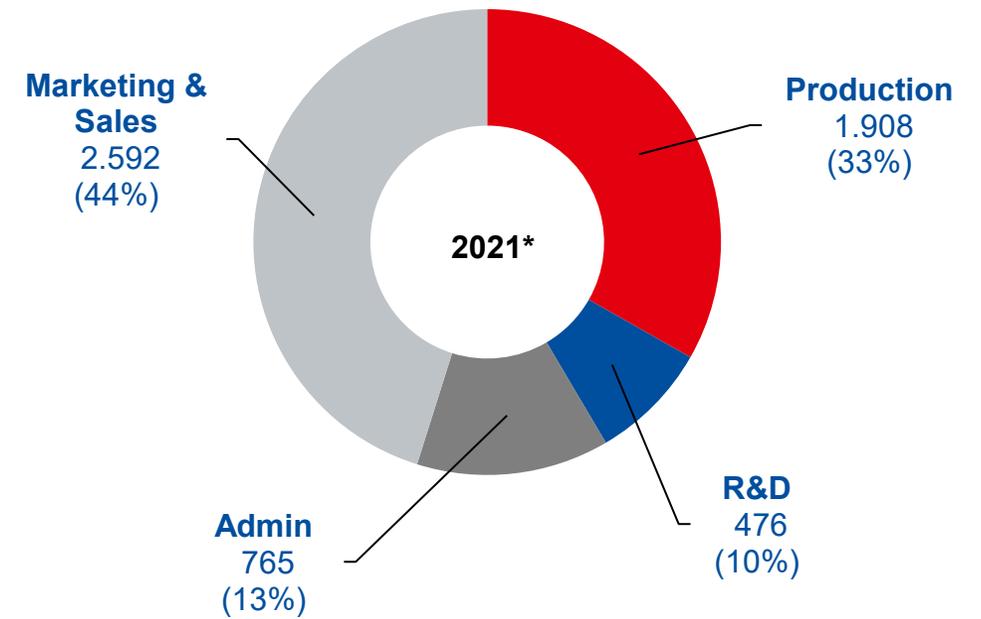
Workforce Structure

5,976 employees globally (as of December 31, 2021)

Regional Workforce Structure



Functional Workforce Structure



*Excl. 135 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



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

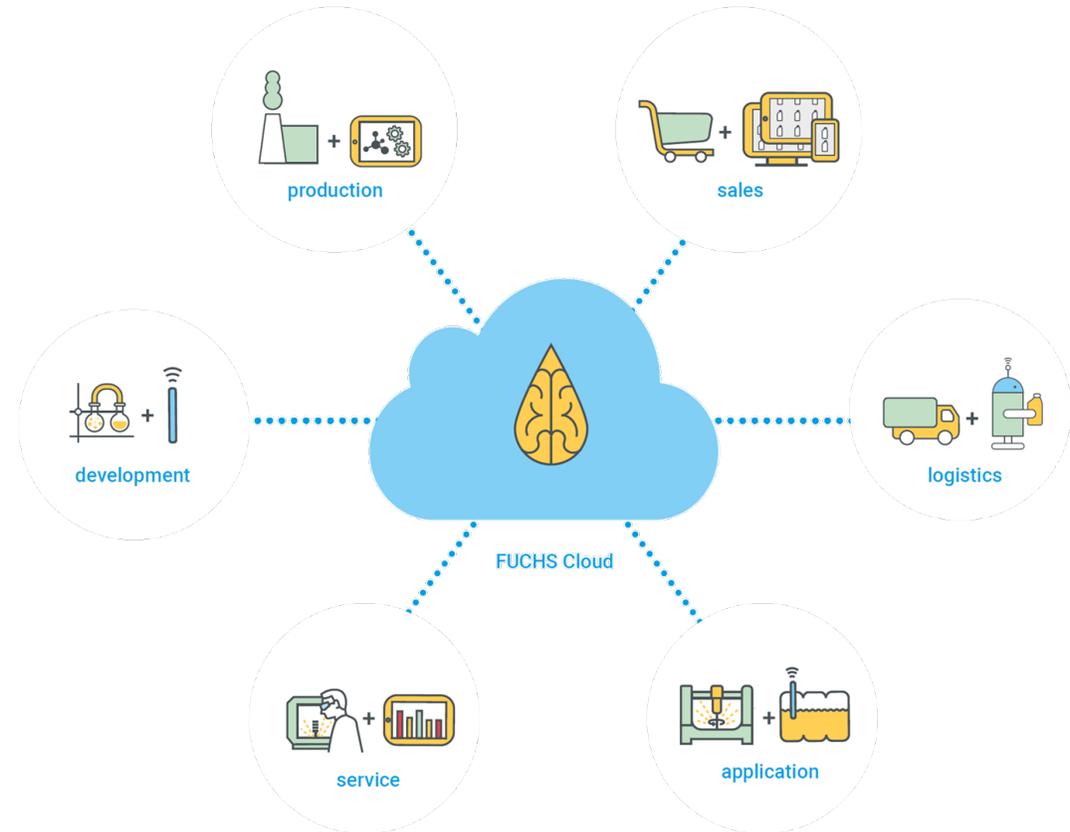


Strategic Objectives:

- **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

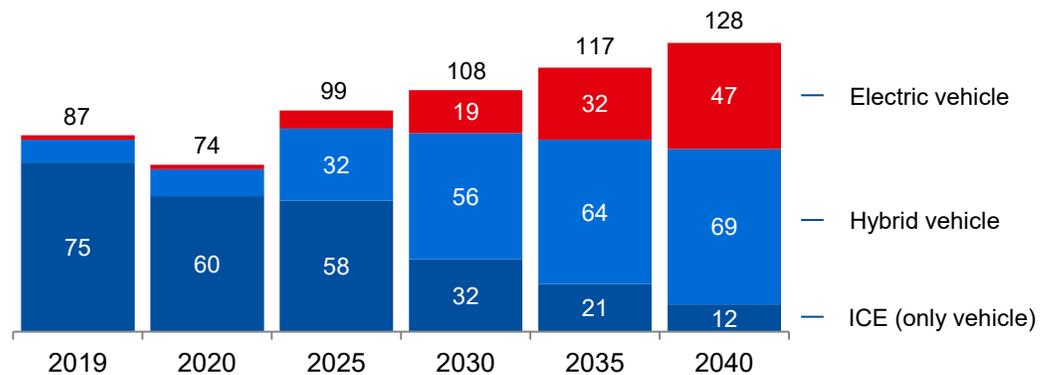
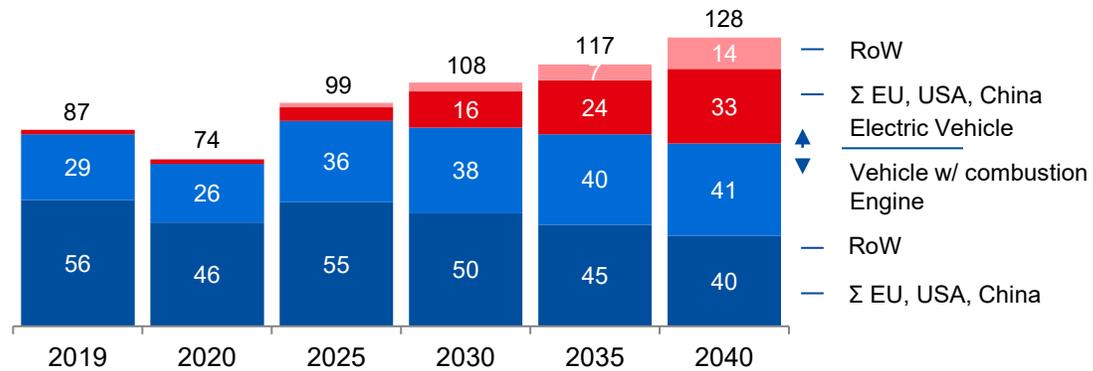
Digitalisation will fundamentally change our value creation

- 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)



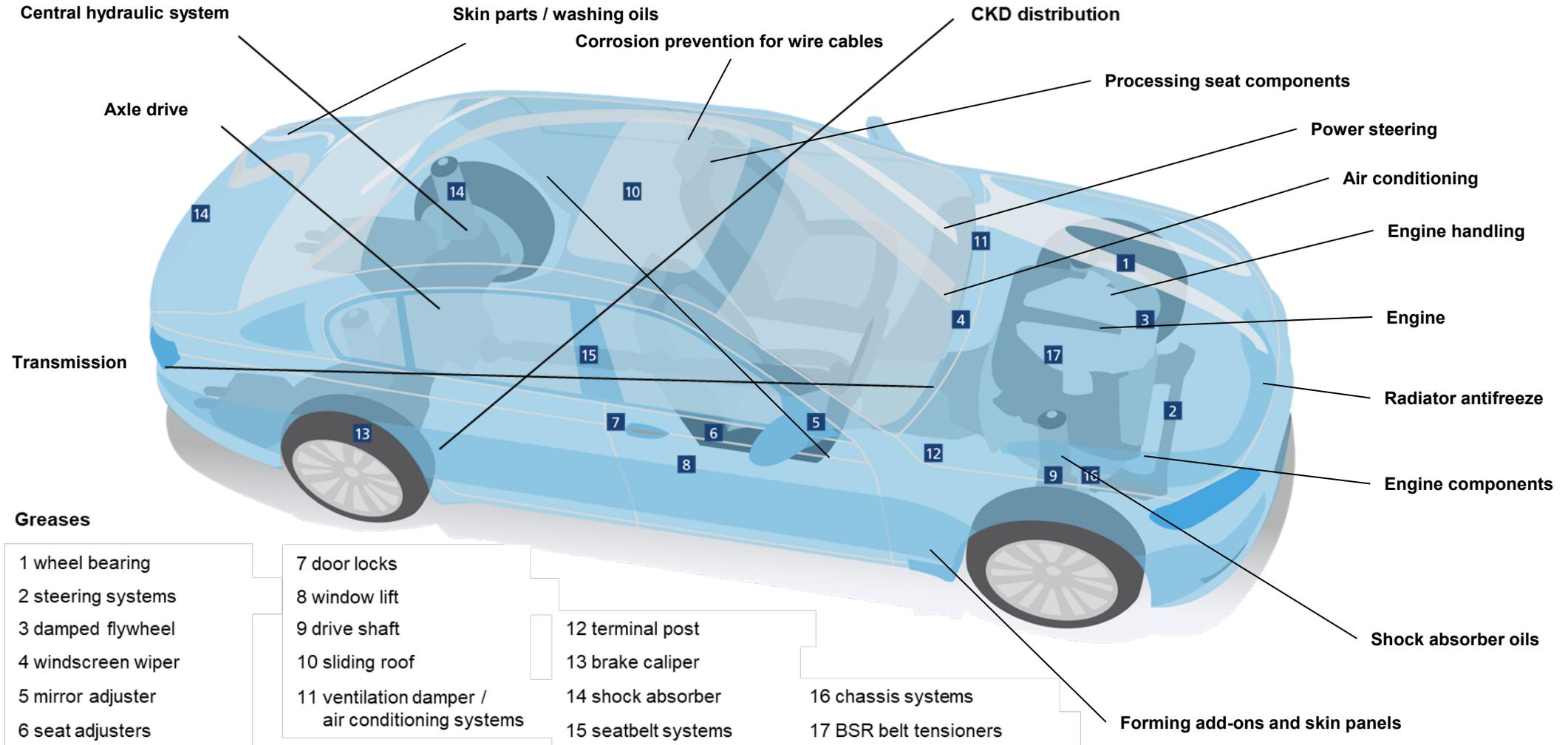
Source: FEV / Base Scenario

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

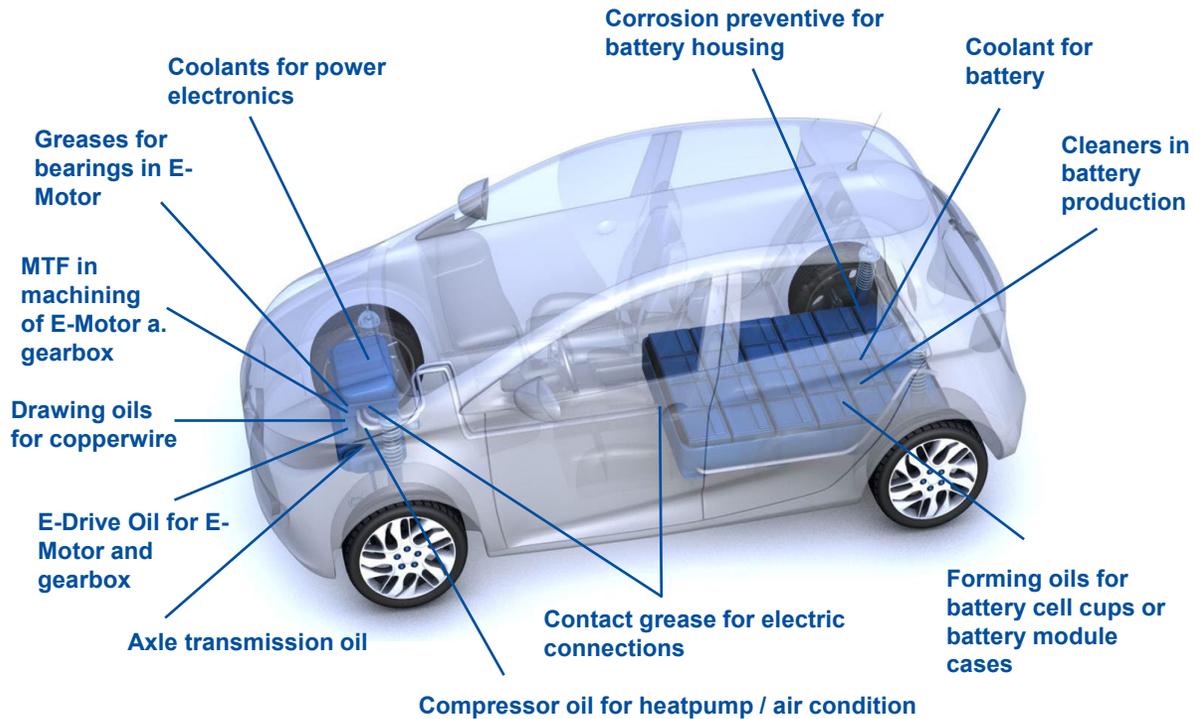
Lubricant applications in passenger cars

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



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

1st Fill
engine oils
& gear oils

~10% of
sales

Powertrain Applications

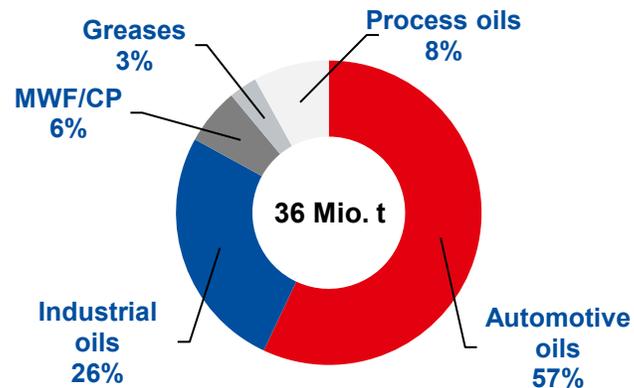
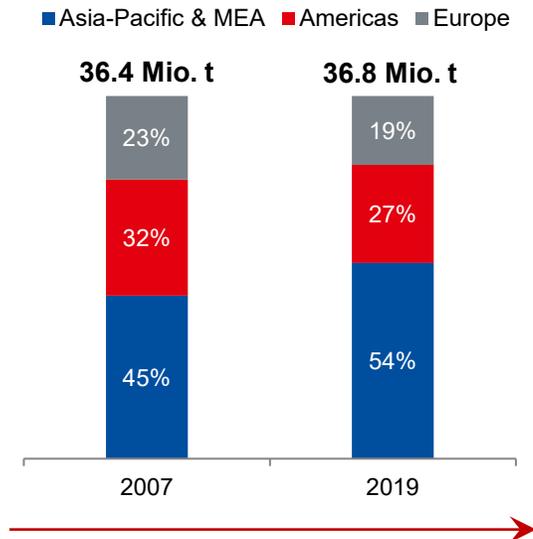


	ICE	HEV	BEV
Engine oil	✓	✓	-
Transmission oil	✓	✓	✓ / -
Greases	✓	✓	✓
Specialty greases	✓	+	+
Lubricants for Auxiliary systems	✓	+	+
Cooling & functional liquids	✓	+	+

- Omitted ✓ Required + Increased

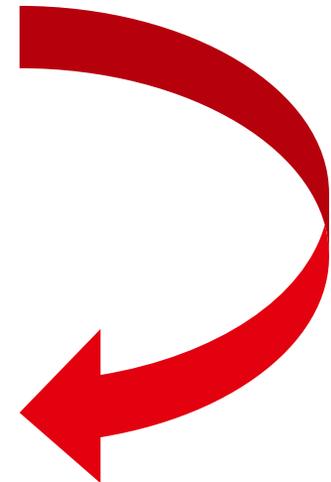
FUCHS DrivElectric

Does DrivElectric Damage Demand?



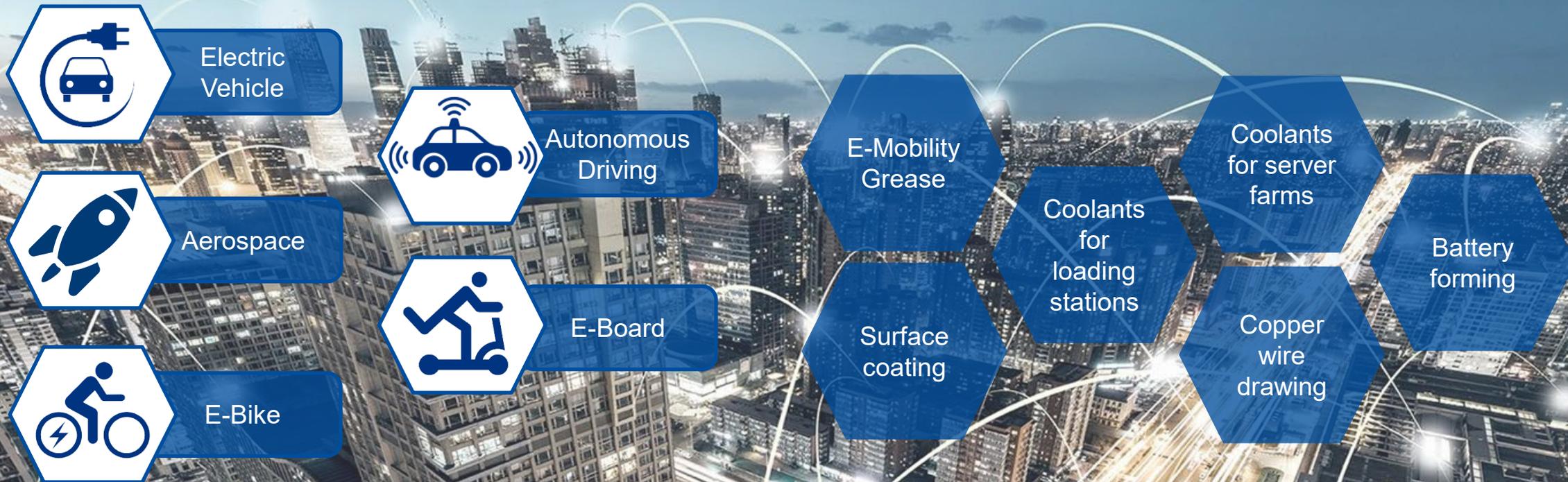
No! DriveElectric Diverts Demand!

		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%



New Mobility: Even more fields of expertise needed

New Mobility applications foster to pioneer new fields of expertise within Fuchs technology matrix



- Three global R&D hubs are the main driver for exploring new fluid performances & methods
- FUCHS has built industry networks and strategic partnerships with customers for advanced R&D collaboration
- Successful E-Mobility OEM projects prove that FUCHS plays a role in improving future mobility

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



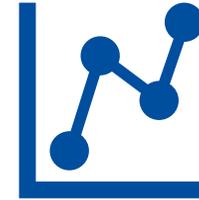
Reinvest in the business



Capex



Acquisitions



Shareholder value-oriented



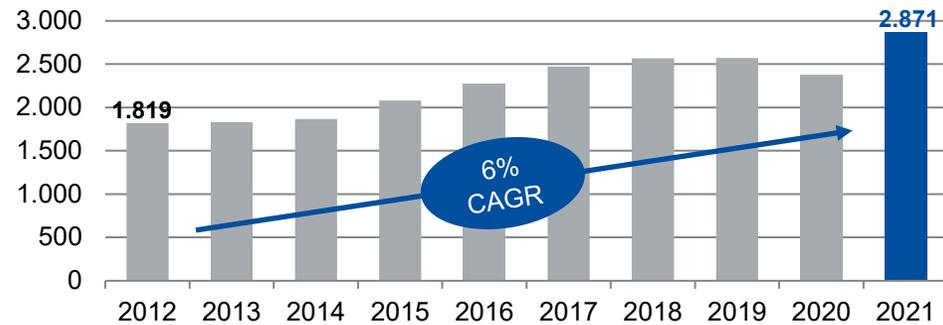
Stable Dividends



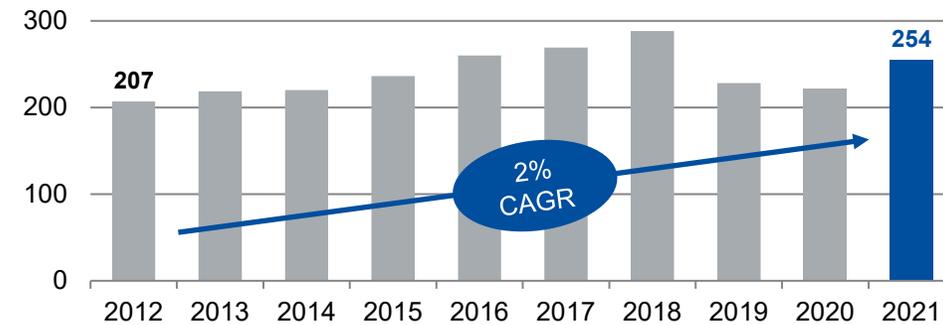
Share Buyback

Unique track record for continued profitability and added value

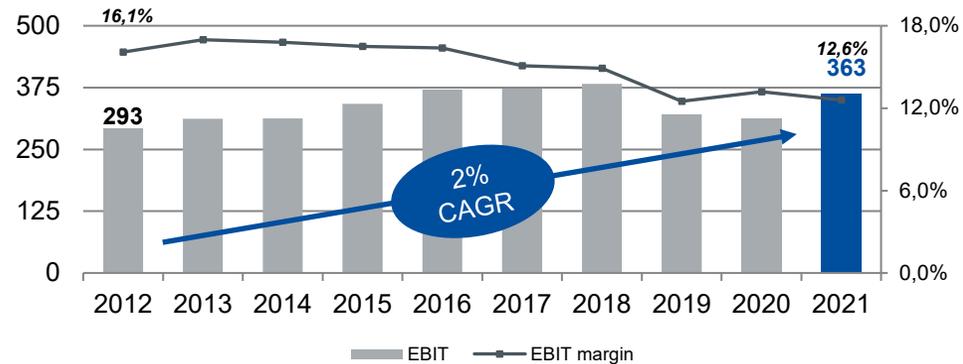
Sales (in € mn)



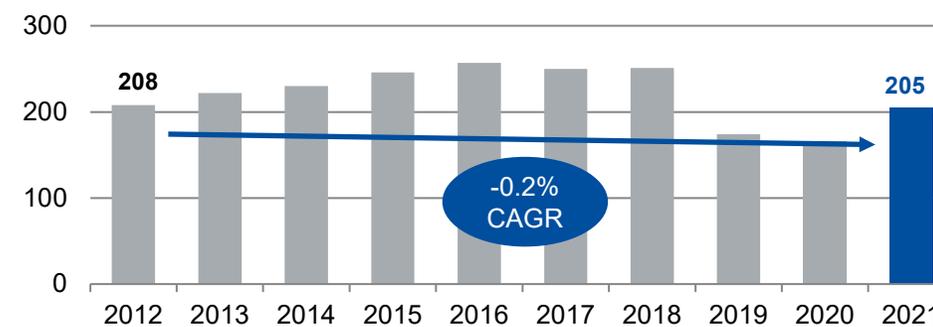
Earnings After Tax (in € mn)



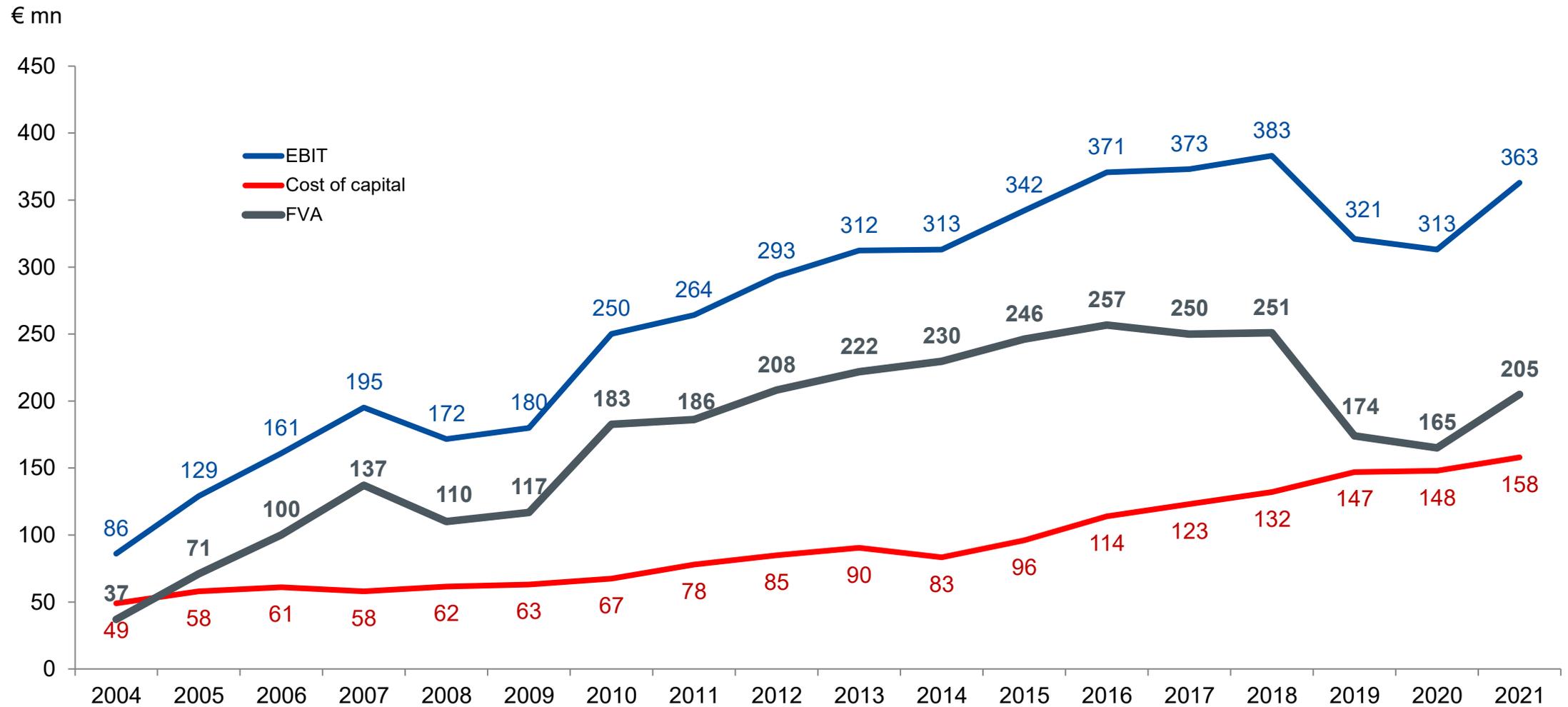
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Sales development

€ mn	2017	2018	2019	2020	2021	Δ 20/21
Sales	2,473	2,567	2,572	2,378	2,871	+21%
Gross Profit	882	899	890	854	965	+13.0%
Gross Profit margin	35.7%	35.0%	34.6%	35.9%	33.6%	-2.3%-points
Other function costs	-526	-542	-580	-551	-611	10.9%
EBIT before at Equity	356	357	310	303	354	+16.8%
EBIT margin before at Equity	14.4%	13.9%	12.1%	12.7%	12.3%	-0.4%-points
At Equity	17	26	11	10	9	-10.0%
EBIT	373	383	321	313	363	+16.0%
EBIT margin	15.1%	14.9%	12.5%	13.2%	12.6%	-0.6%-points
EBITDA	432	441	400	393	449	56
EBITDA margin	17.5%	17.2%	15.6%	16.5%	15.6%	-0.9%-points

Solid Balance Sheet and strong cash flow generation

€ mn	2021	2020	2019	2018	2017	2016
Total assets	2,311	2,120	2,023	1,891	1,751	1,676
Goodwill	247	236	175	174	173	185
Equity	1,756	1,580	1,561	1,456	1,307	1,205
Equity ratio	76%	75%	77%	77%	75%	72%

€ mn	2021	2020	2019	2018	2017	2016
Net liquidity	97	179	193	191	160	146
Operating cash flow	169	360	329	267	242	300
Capex	80	122	154	121	105	93
Free cash flow before acquisitions ¹	90	238	175	147	142	205
Free cash flow	61	124	162	159	140	164

¹ Including divestments

Regional sales 2021

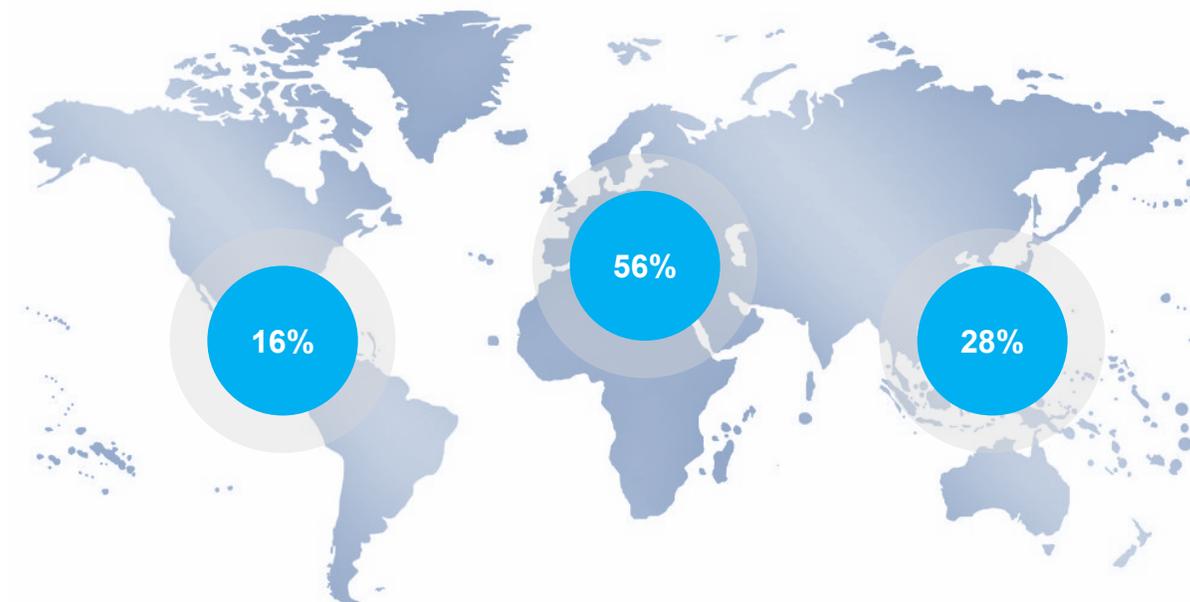
Significantly higher sales in all regions

	2021 (€ mn)	2020 (€ mn)	Growth	Organic	External	FX
EMEA	1,710	1,446	18%	17%	-	1%
Asia-Pacific	855	698	22%	19%	-	-3%
North and South America	471	387	22%	25%	3%	-6%
Consolidation	-165	-153	-	-	-	-
Total	2,871	2,378	21%	20%	1%	-

Regional sales revenues

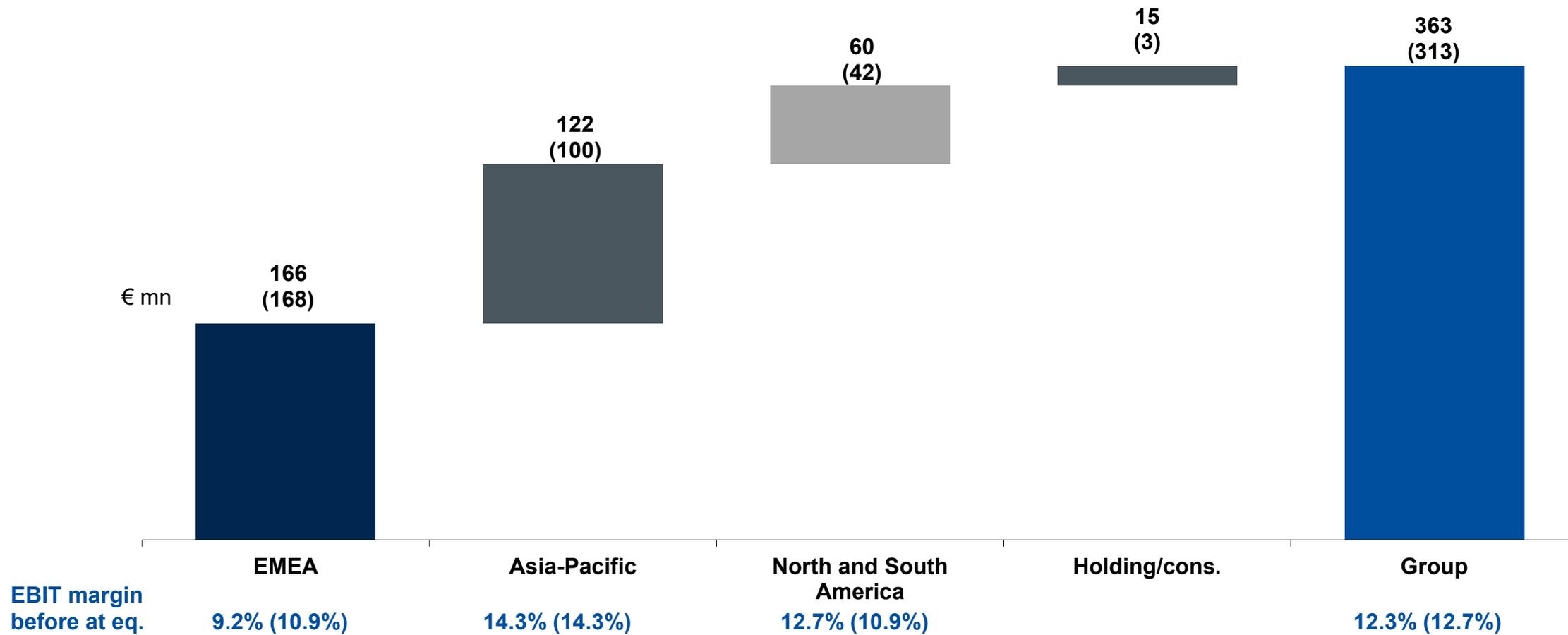
Consolidated sales revenues FY2021

	2021 (€ mn)	2020 (€ mn)
EMEA	1,710	1,446
<i>thereof</i> Germany	785	689
Western Europe	587	491
Eastern Europe	241	196
Africa	97	70
Asia-Pacific	855	698
<i>thereof</i> China	552	440
Australia	196	169
North and South America	471	387
<i>thereof</i> North America	413	351
South America	58	36
Consolidation	-165	-153
Total	2,871	2,378



EBIT by regions

FY 2021 (FY 2020)



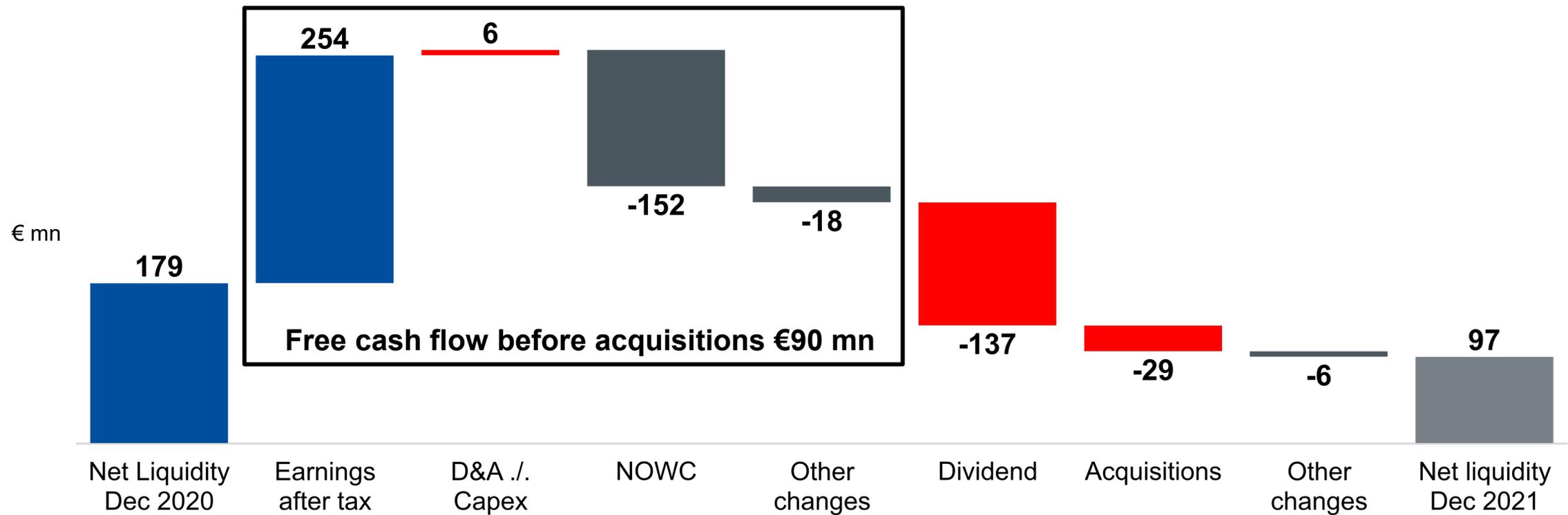
Income Statement FY 2021

€ mn	FY 2021	FY 2020	Δ € mn	Δ in %
Sales	2,871	2,378	493	21
Gross Profit	965	854	111	13
<i>Gross Profit margin</i>	33.6 %	35.9 %	-	-2.3 %-points
Other function costs	-611	-551	-60	-23
EBIT before at Equity	354	303	51	17
At Equity	9	10	-1	-10
EBIT	363	313	50	16
Earnings after tax	254	221	33	15

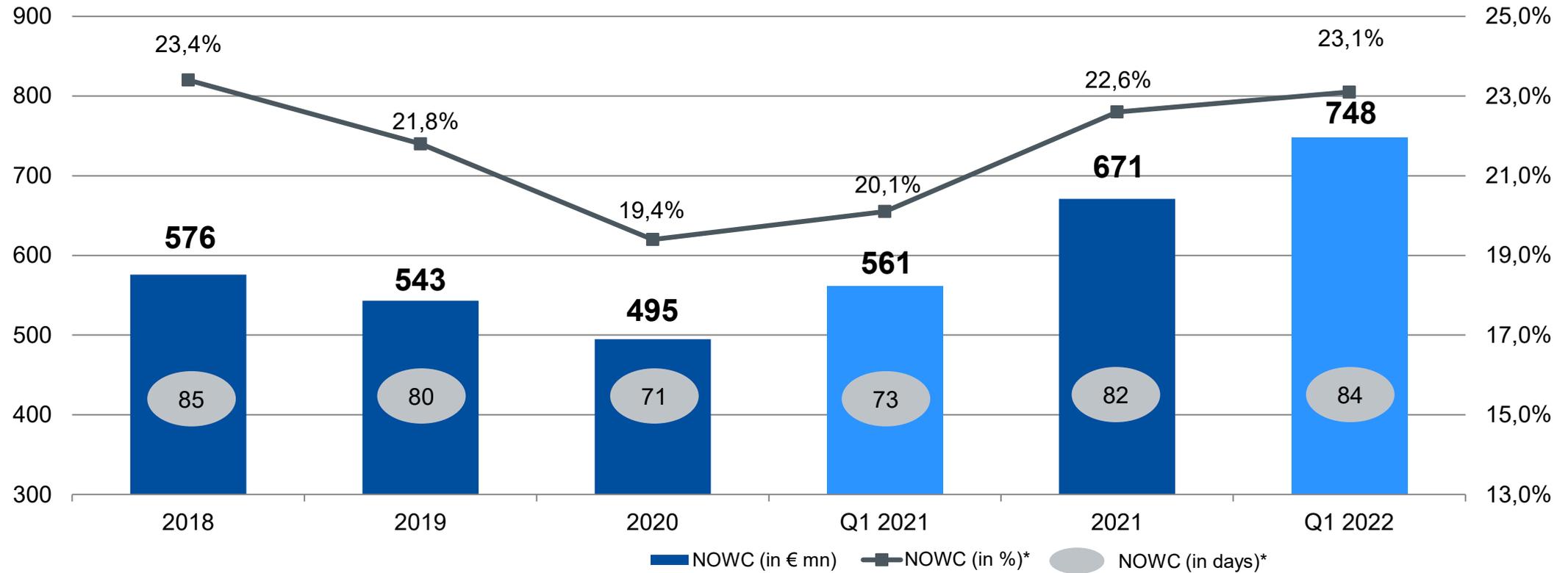
Cash flow FY 2021

€ mn	FY 2021	FY 2020	Δ in € mn	Δ in %
Earnings after tax	254	221	33	15
Amortization/Depreciation	86	80	6	8
Changes in net operating working capital (NOWC)	-152	-34	-118	>100
Other changes	-19	25	-44	-
Capex	-80	-122	42	34
Free cash flow before acquisitions	90	238	-148	-62
Acquisitions	-29	-114	85	75
Free cash flow	61	124	-63	-51

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												
Sales	643	668	642	614	643	653	656	620	616	504	620	638	697	714	718	742
Gross Profit	225	239	222	213	217	224	231	218	218	172	225	239	255	242	238	230
<i>Gross Profit margin (in %)</i>	35.0	35.8	34.6	34.7	33.7	34.3	35.2	35.2	35.4	34.1	36.3	37.5	36.6	33.9	33.1	31.0
Other function costs	-136	-140	-134	-132	-142	-147	-144	-147	-148	-134	-137	-132	-156	-154	-153	-148
EBIT before at Equity	89	99	88	81	75	77	87	71	70	38	88	107	99	88	85	82
<i>EBIT margin before at Equity (in %)</i>	13.8	14.8	13.7	13.2	11.7	11.8	13.3	11.5	11.4	7.5	14.2	16.8	14.2	12.3	11.8	11.1
At Equity	3	2	16	5	2	3	2	4	2	2	3	3	2	2	3	2
EBIT	92	101	104	86	77	80	89	75	72	40	91	110	101	90	88	84
<i>EBIT margin (in %)</i>	14.3	15.1	16.2	14.0	12.0	12.3	13.6	12.1	11.7	7.9	14.7	17.2	14.5	12.6	12.3	11.3
EBITDA	106	115	118	102	95	98	107	100	92	60	110	131	122	111	109	107
<i>EBITDA margin (in %)</i>	16.5	17.2	18.4	16.6	14.8	15.0	16.3	16.1	14.9	11.9	17.7	20.5	17.5	15.5	15.2	14.4

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	431	426	434	1,710	213	211	213	218	855	111	113	120	127	471
EBIT before at equity income	47	42	35	33	157	34	29	30	29	122	16	15	15	14	60
<i>in % of sales</i>	11.2	9.7	8.2	7.6	9.2	16.0	13.7	14.1	13.3	14.3	14.4	13.3	12.5	11.0	12.7
Income from at equity companies	2	2	3	2	9	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	49	44	38	35	166	34	29	30	29	122	16	15	15	14	60
<i>in % of sales</i>	11.7	10.2	8.9	8.1	9.7	16.0	13.7	14.1	13.3	14.3	14.4	13.3	12.5	11.0	12.7

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	431	426	434	1,710
Δ Y-o-Y in %	-4	-4	-1	-1	-2	0	-28	-8	2	-8	5	49	15	12	18
Asia-Pacific	171	184	180	183	718	146	174	189	189	698	213	211	213	218	855
Δ Y-o-Y in %	-4	-4	4	12	2	-14	-5	5	3	-3	46	21	13	15	22
Americas	106	106	108	98	418	110	71	100	106	387	111	113	120	127	471
Δ Y-o-Y in %	12	2	3	-7	2	4	-33	-7	8	-7	1	59	20	20	22
Holding/consolidation	-34	-36	-34	-39	-143	-41	-30	-39	-43	-153	-46	-41	-41	-37	-165
FUCHS Group	643	653	656	620	2,572	616	504	620	638	2,378	697	714	718	742	2,871
Δ Y-o-Y in %	0	-2	2	1	0	-4	-23	-5	3	-8	13	42	16	16	21

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	44	38	35	166
Δ Y-o-Y in %	-24	-18	-18	-24	-21	13	-69	-8	78	1	14	239	8	-47	-1
Asia-Pacific	21	23	23	26	93	17	24	29	30	100	34	29	30	29	122
Δ Y-o-Y in %	-25	-18	-4	18	-9	-19	4	26	15	8	100	21	3	-3	22
Americas	14	15	12	8	49	12	2	15	13	42	16	15	15	14	60
Δ Y-o-Y in %	8	-12	-20	-43	-17	-14	-87	25	63	-14	33	650	-	8	43
Holding/consolidation	4	0	4	4	12	0	1	1	1	3	2	2	4	6	15
FUCHS Group	77	80	89	75	321	72	40	91	110	313	101	90	88	84	363
Δ Y-o-Y in %	-16	-21	-14	-13	-16	-6	-50	2	47	-3	40	125	-3	-24	16

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	48	14	11	17
Asia-Pacific	-5	-6	-1	8	-1	-16	-3	8	5	-1	46	20	8	8	19
Americas	8	-2	-1	-7	-1	-6	-42	-11	3	-14	6	75	19	17	25
FUCHS Group	-1	-3	-	-	-1	-6	-23	-4	4	-7	15	43	13	13	20

External Growth (in %)	2019					2020					2021				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asia-Pacific	-	3	4	3	2	3	-	-	-	-	-	-	-	-	0
Americas	-	-	-	1	-	10	10	10	15	11	7	1	2	1	3
FUCHS Group	-	1	1	1	1	2	2	2	3	2	1	0	1	1	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	-	-	-	-	-2	-2	-3	-1	-1	1	1	2	1
Asia-Pacific	1	-1	1	1	1	-1	-2	-3	-2	-2	-	1	5	7	3
Americas	4	4	4	-1	3	-	-1	-6	-10	-4	-12	-17	-1	-2	-6
FUCHS Group	1	-	1	-	-	-	-2	-3	-4	-3	-3	-1	2	-3	-2

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

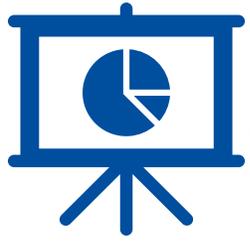
Supervisory Board

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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FUCHS CAPITAL MARKETS DAY 2022

Key topics

- FUCHS2025
- Long-term financial targets
- Sustainability at FUCHS
- Mobility transition



June 28th 2022
10:00 am – 4:00 pm



FUCHS Headquarter
Mannheim



Livestream will be available
on FUCHS IR-Website

Financial Calendar & Contact

Financial Calendar 2022

June 28, 2022	FUCHS Capital Markets Day
July 29, 2022	Financial Report H1 2022
October 28, 2022	Quarterly Statement Q3 2022

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

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

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