FUCHS GROUP

Investor Presentation

| September 2020
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| Thomas Altmann, Head of Investor Relations

LUBRICANTS.
TECHNOLOGY.
PEOPLE.
FUCHS

Agenda

01 | The Leading Independent Lubricants Company

02 | FUCHS2025

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01 The Leading Independent Lubricants Company

LUBRICANTS.
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FUCHS at a glance

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

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

No. 1 among the independent suppliers of lubricants

The Fuchs family holds **55%** of ordinary shares

€2.6 bn sales in 2019

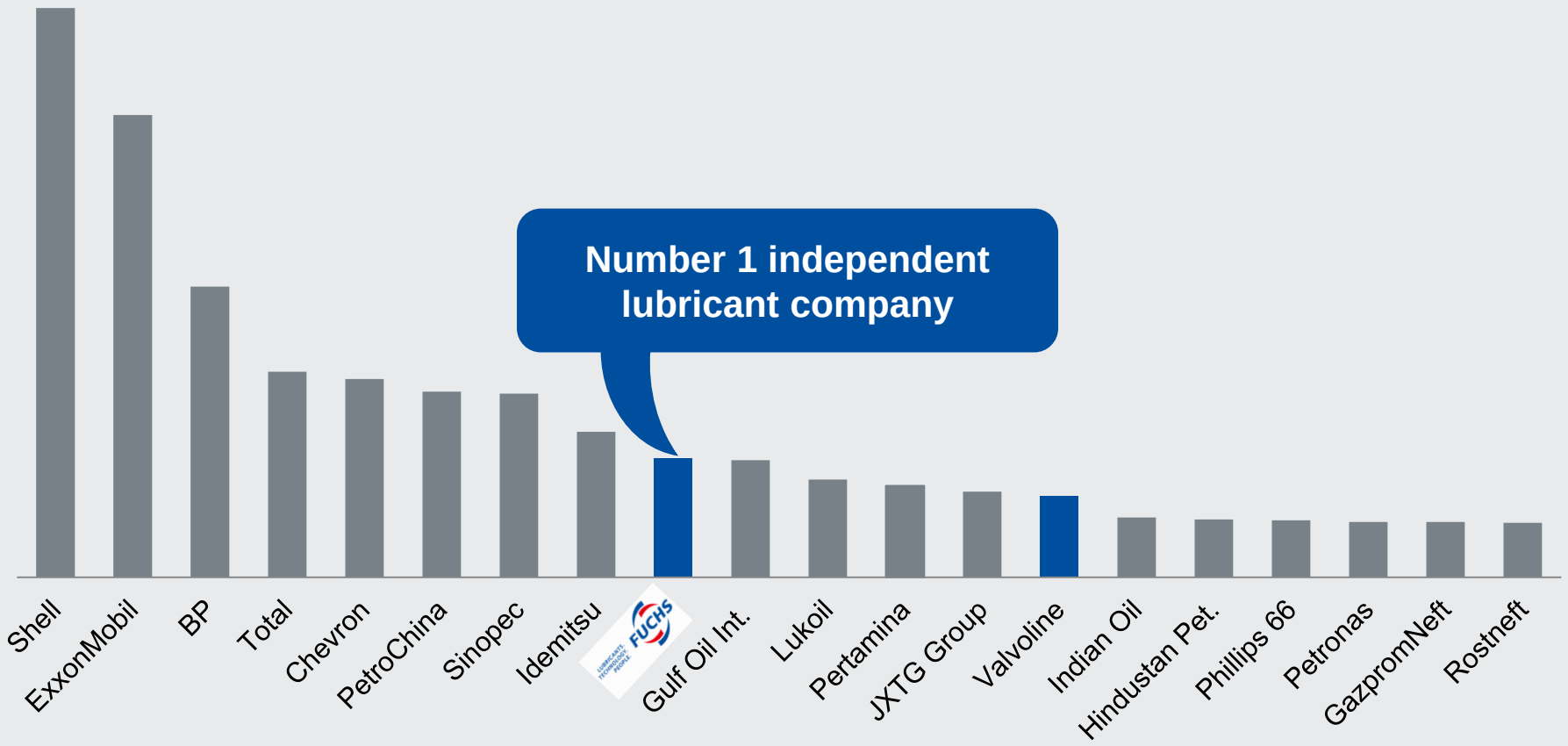
Around **5,800** employees

Preference share is listed in the MDAX

62 companies worldwide

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

Top 20 lubricant manufacturers[1]



Manufacturers

Independent lubricant manufacturers[2]
>600

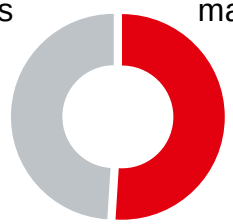
Major oil companies
>100

- High degree of fragmentation
- Concentration especially amongst smaller companies

Market Shares

>700 manufacturers

Top 10 manufacturers



<50%

>50%

[1] Market Shares 2019

[2] > 1000 tons

Our unique business model is the basis for our competitive advantage

Technology and innovation leadership in strategically important product areas

FUCHS is fully focussed on lubricants

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

Advantage over major oil companies

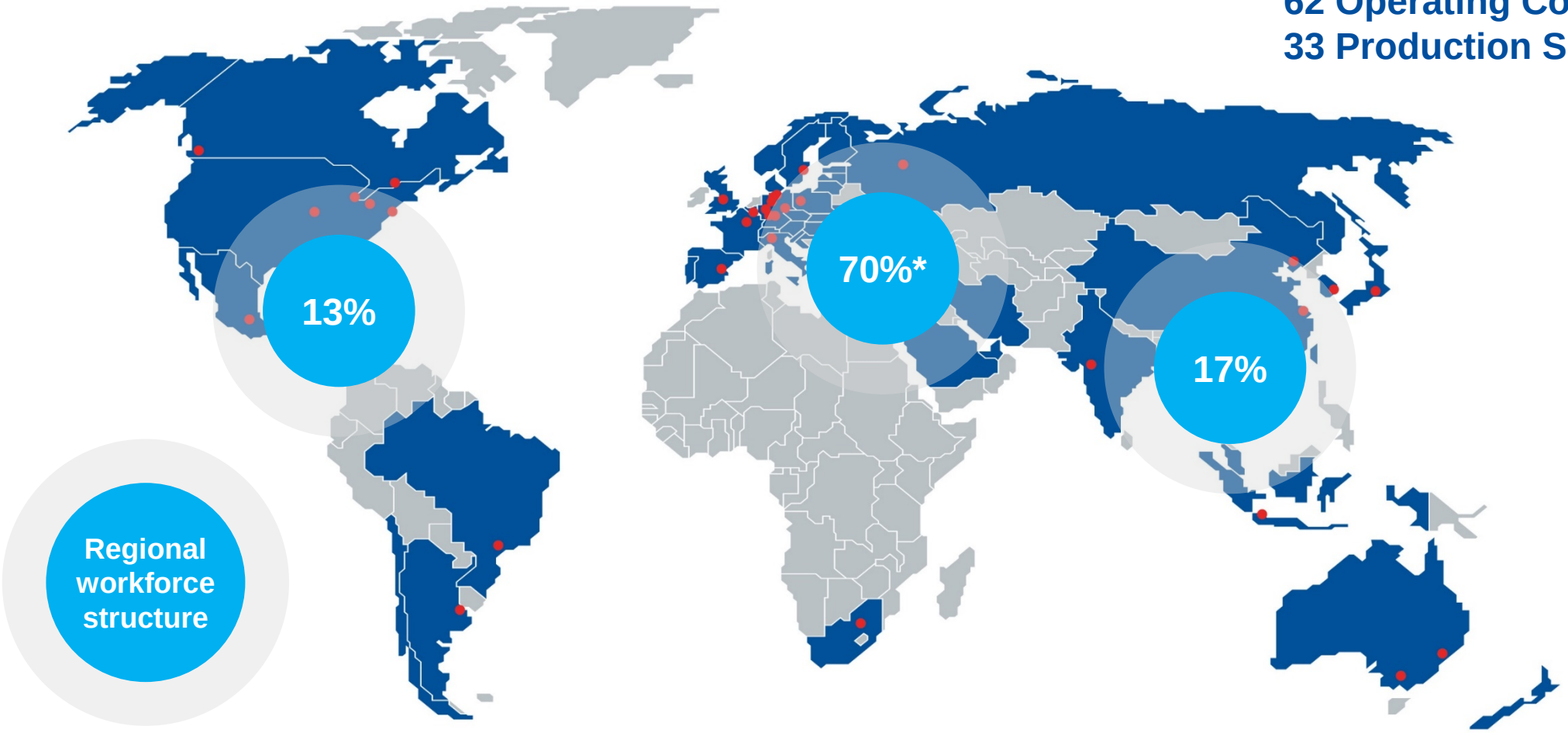
FUCHS is a full-line supplier

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

Advantage over independent companies

We are where our customers are

62 Operating Companies
33 Production Sites



*Incl. Holding

As of Dec. 2019

Full-line supplier advantage

Sales 2019: €2.6 bn
(~80% international)
by customer location

Automotive lubricants
~45%
e.g. Engine & gear oils, hydraulic oils, shock absorber fluids, etc.

Industrial lubricants
~55%
e.g. Industrial oils, MWF/CP* and greases

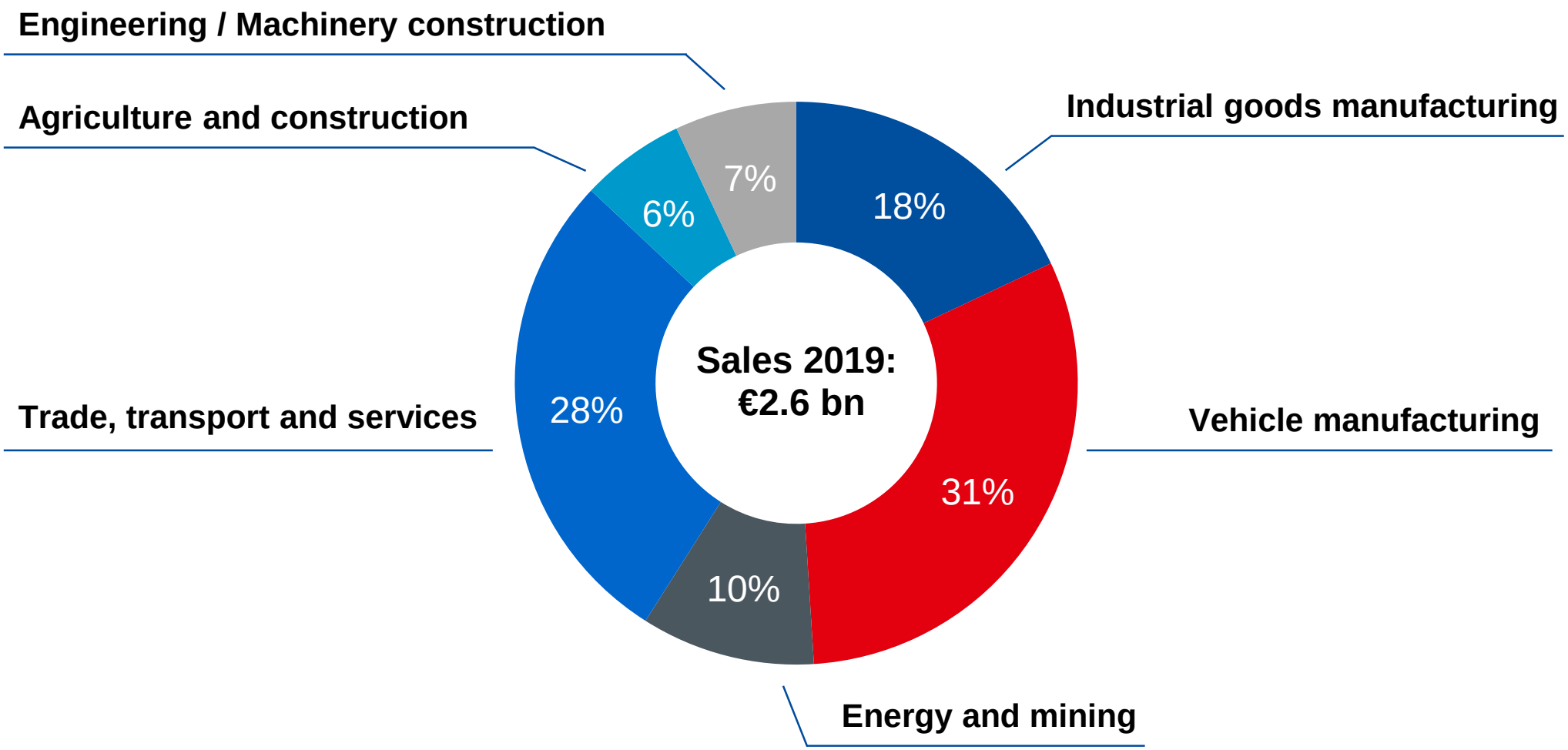
100,000 customers in more than 150 countries

- Car industry
- Manufacturing
- Engineering
- Construction
- Mining
- Trade, Services & Transportation
- Heavy Duty
- Steel & Cement
- Aerospace
- Agriculture industry
- Wind energy
- Food

*metalworking fluids/corrosion preventives

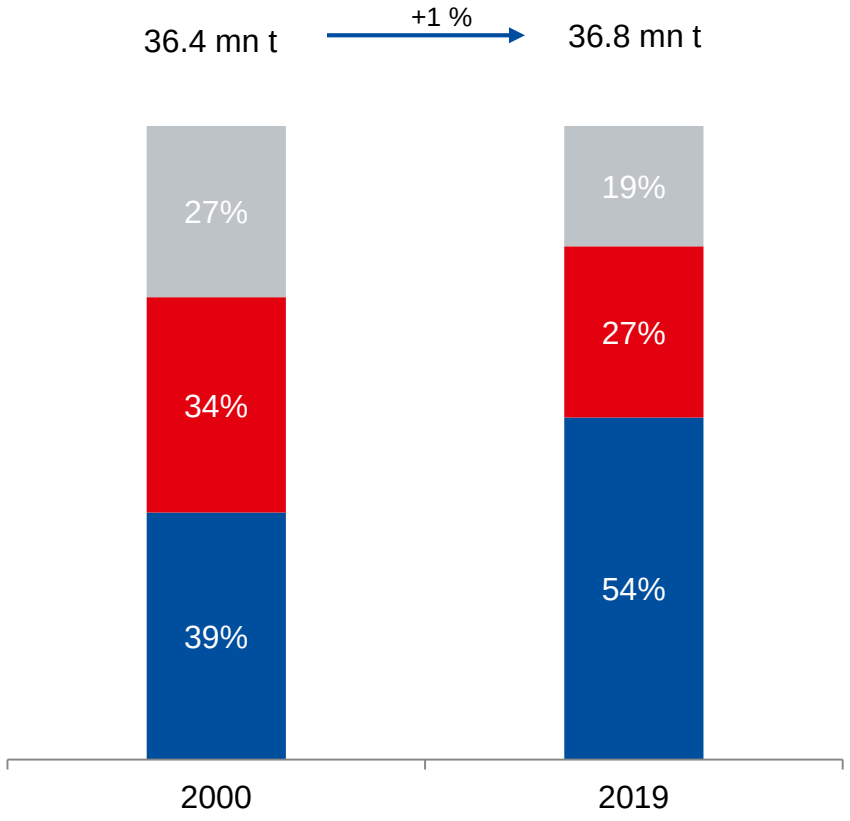
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

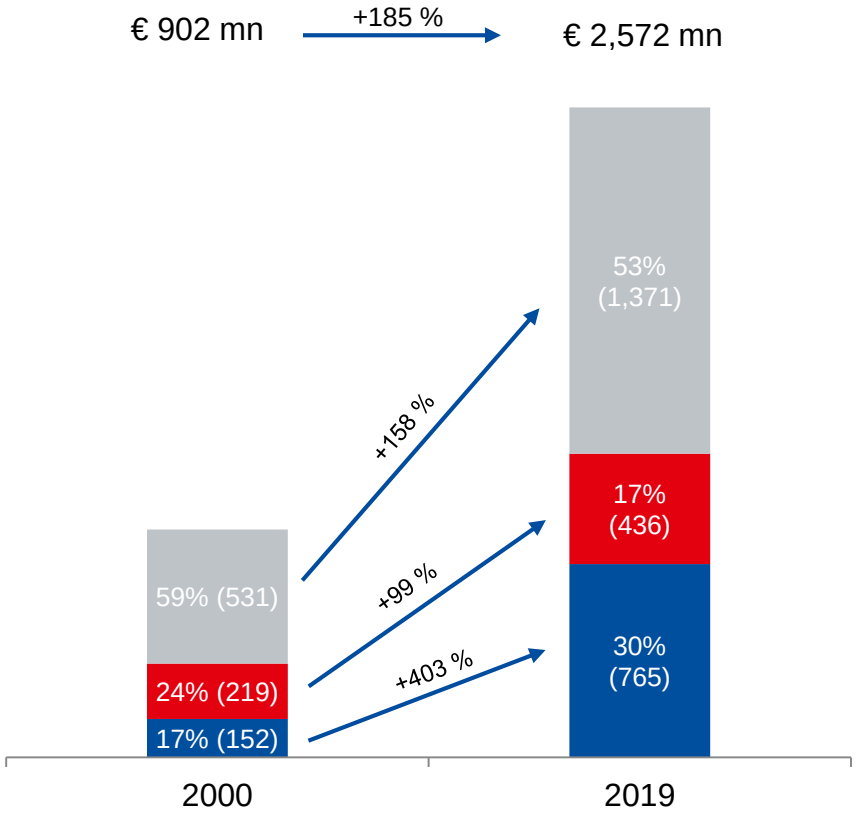


Organic growth potential in emerging countries

Market Demand



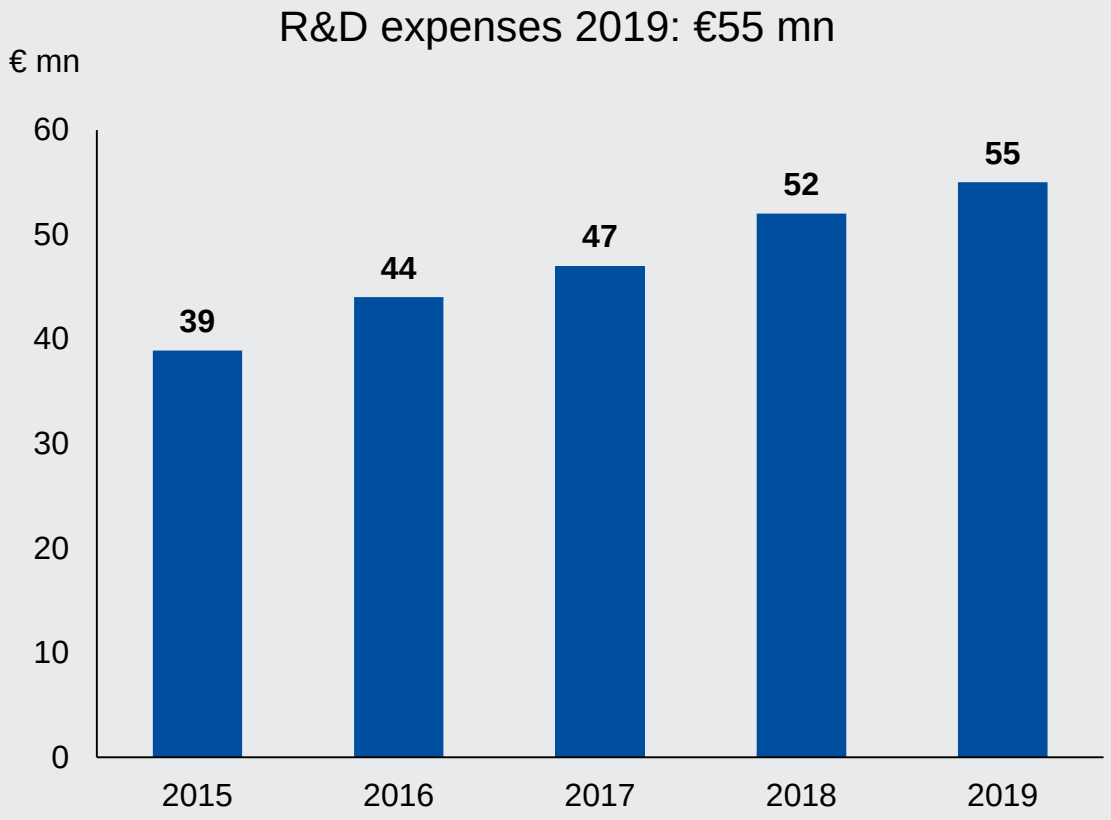
FUCHS Sales (by customer location)

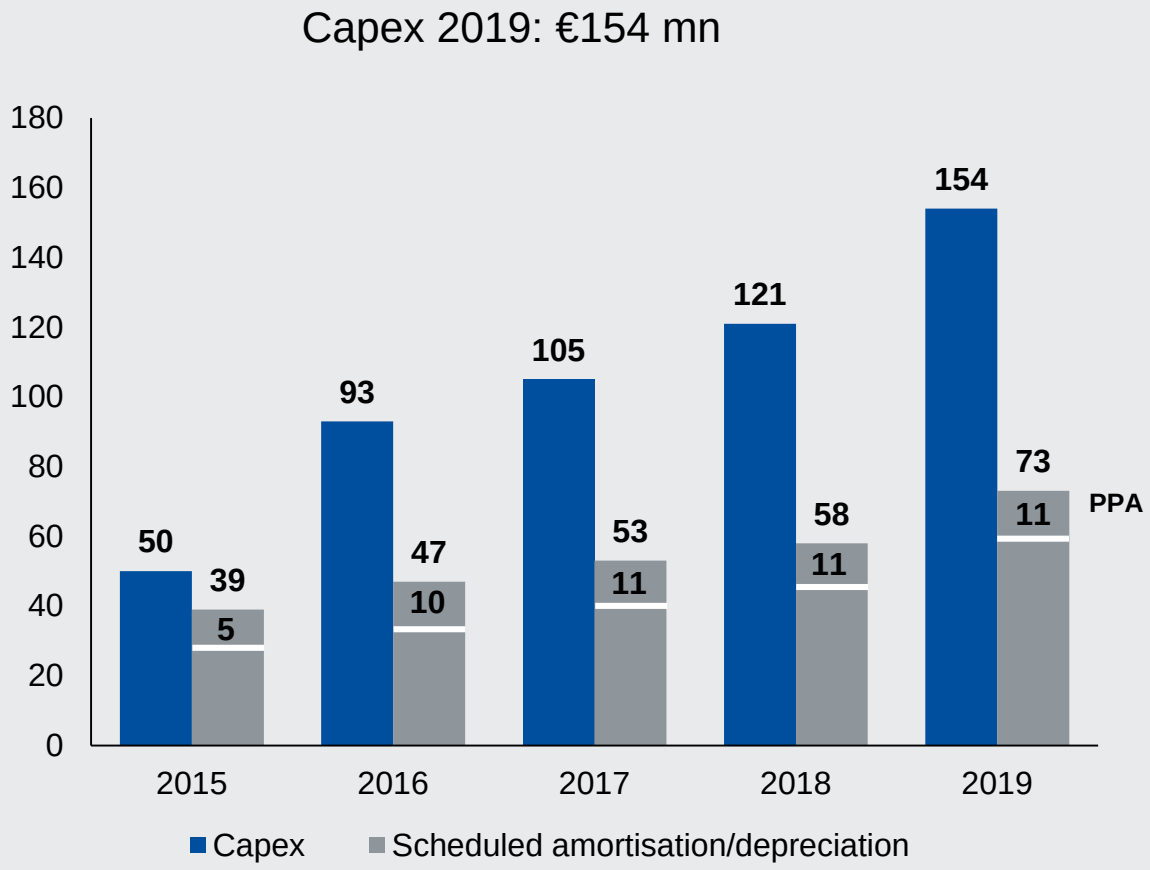


Asia-Pacific Americas EMEA

Investment in the future

R&D expenses and Capex

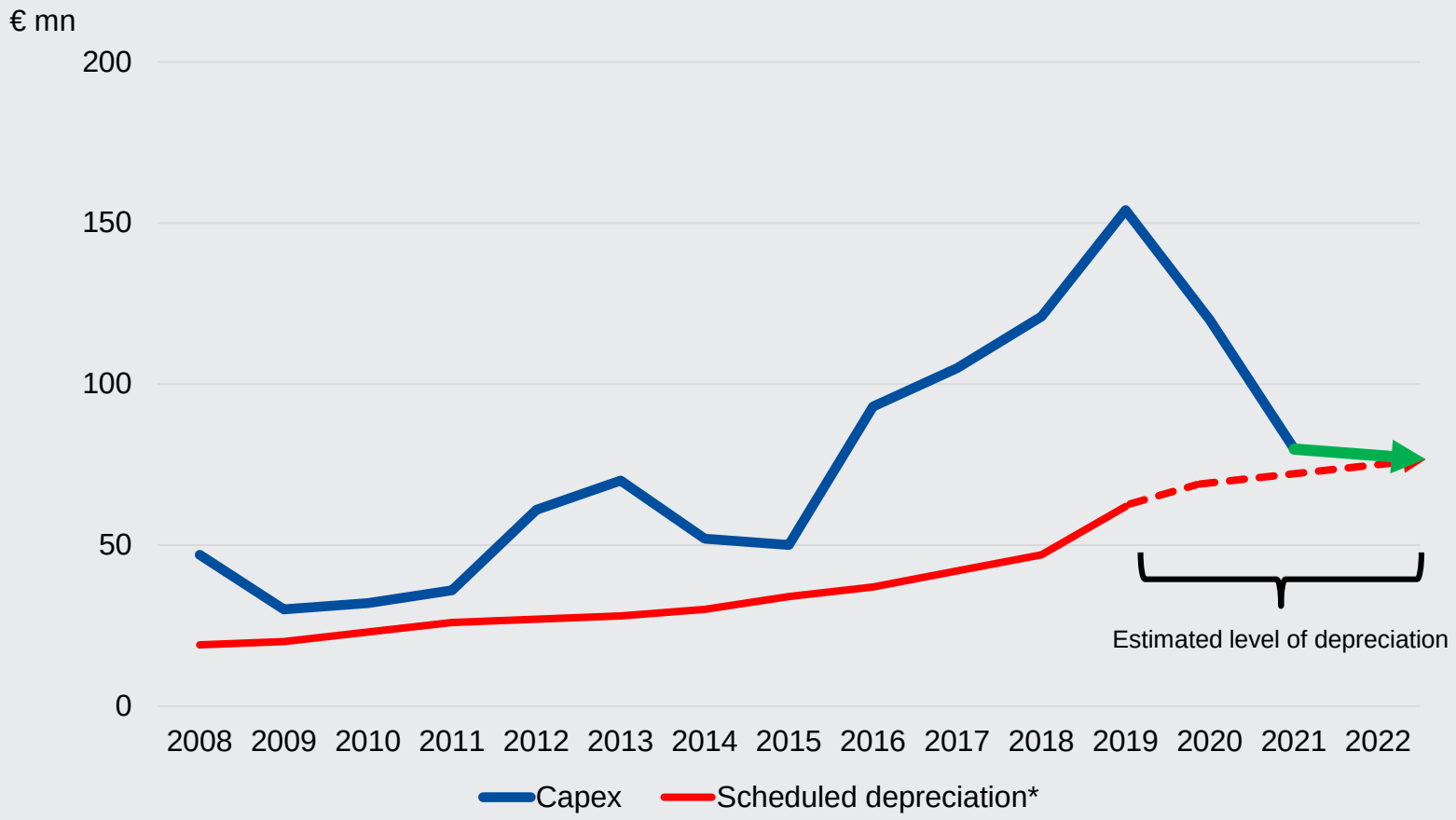




Investment program

Capex 2016-2021 ~ €670 mn

- In 2016 - 2018 over **€300 mn** capex was spent with focus on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden
- Capex peaked in 2019 at **€154 mn**. In 2020 **€120 mn** and 2021 **€80 mn** will be spent on growth and replacement as well as efficiency improvements due to significant volume increases, technological changes and a changed product mix
- From 2022 onwards, capex should be back on par with the new level of depreciation



* Depreciation figures excluding PPA from M&A

Strong track record of integrating businesses

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

2010

CASSIDA food grade lubricants
(GLOBAL)
€ 21 mn

2014

LUBRITENE SABS
(ZA)
€ 15 mn

Batoyle Freedom Group Lubricants of Excellence
(GB)
€ 15 mn

2015

PENTOSIN SAFETY ON ALL ROADS
(DE)
€ 135 mn

STATOIL
(SE)
€ 140 mn

2016

ULTRACHEM
(US)
€ 15 mn

Chevron
Lubricants
(US)
€ 11 mn

2019

NULON Proudly Australian
(AU)
€ 25 mn

Nye Since 1844
(US)
€ 46 mn*

* Closing January 24, 2020

Acquisitions 2019

NULON Proudly Australian

- Automotive retail business
- Sales 2018 AUD 40mn (~ €25 mn), 65 employees
- Closing April 1, 2019

ZIMMARK TECHNICAL PROCESS MANAGEMENT

- Chemical Process Management (CPM)
- Sales 2018 €4 mn, 60 employees
- Closing November 1, 2019

Since 1844 Nye Lubricants TECHNOLOGY IN MOTION®

- Automotive, medical, aerospace and in-vacuum industry
- Sales 2018 USD 51mn (~ €46 mn), 180 employees
- Closing January 24, 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 CO_2-neutral as of 2020

- Since 2010 already 30% reduction of energy consumption-specific CO_2 emissions per ton of FUCHS lubricant produced
- From 2020 onwards, all FUCHS locations worldwide will be CO_2-neutral - from energy consumption in production to consumables in administration
- Emissions not yet avoided are offset by compensation measures
- Investment in high-quality climate protection projects for the expansion of renewable energies

On track to deliver as promised

CO2neutral

02 FUCHS2025

New Mindset for Future Challenges

The FUCHS2025 Strategy

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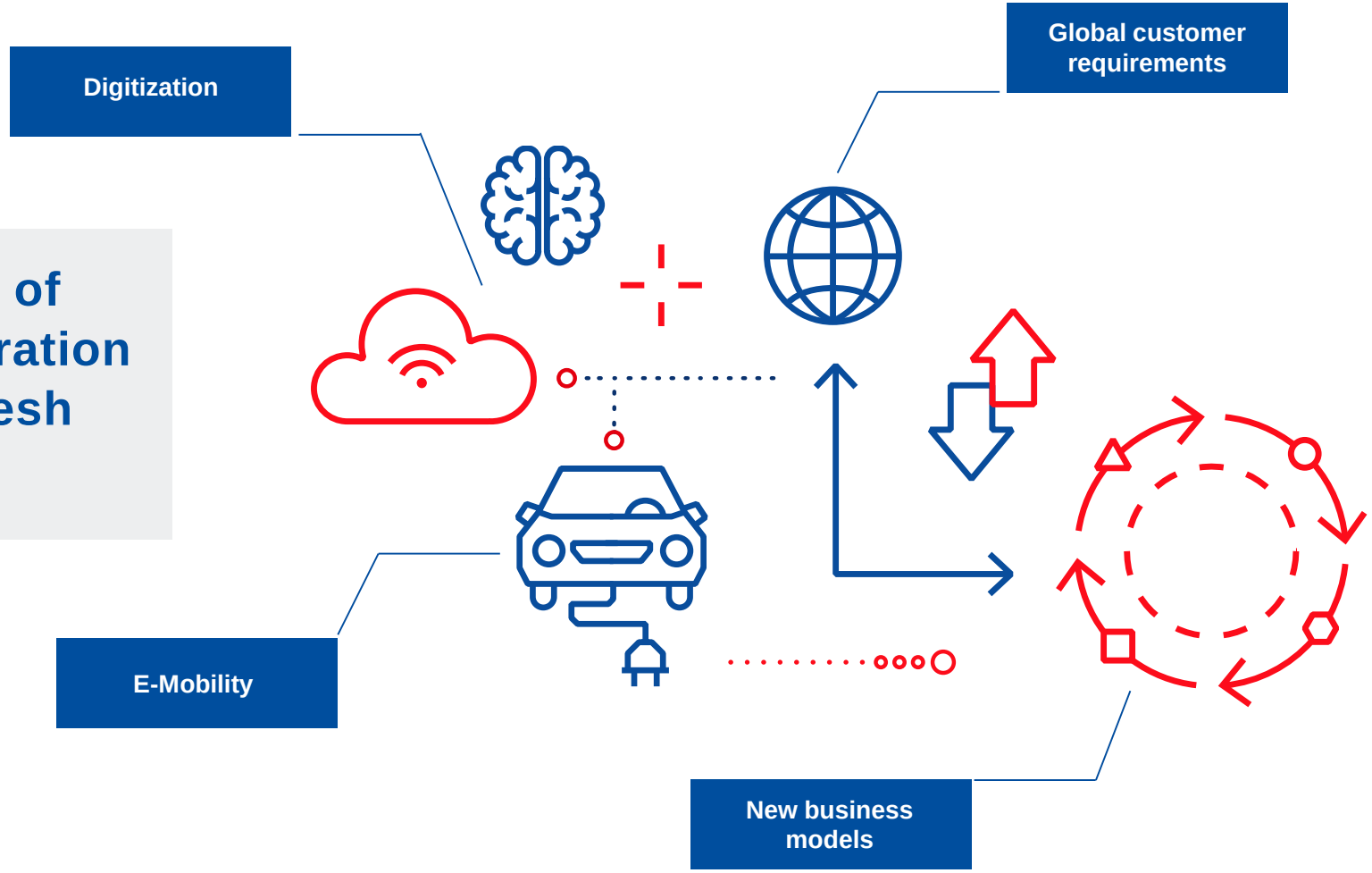
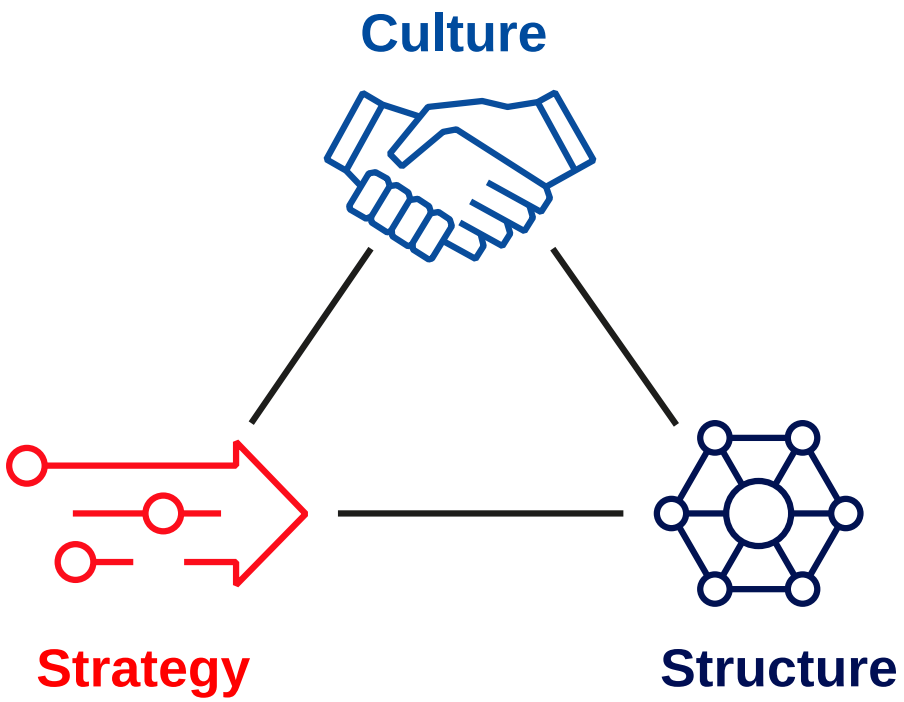
FUCHS2025

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 exisiting opportunities, especially in Asia and the Americas
- Continously improve the CO_2 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 FUCHS20205.

Global Strength

Customer & Market Focus

Technology Leader

Operational Excellence

People & Organization

Sustainability

FUCHS2025 Strategy
Actions

- **Extensive market segment approach: holistic segmentation of all operations regarding customers and markets and effective alignment of organization towards it**
- **In addition initiation of several strategic initiatives with globally staffed cross-functional teams to introduce the strategic objectives from a group perspective**
- **Stronger emphasis on innovation, service solutions and new market perspectives to expand full-line supplier claim**
- **Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution**

FUCHS2025 Strategy
Highlights

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

Better market penetration through market segmentation

Technology leadership in the segments we target until 2025

Overproportionate growth in Asia-Pacific & the Americas

Be the employer of choice for our existing and future workforce

CO_2-neutrality in production “gate-to-gate” since 2020 and CO_2-neutral products “cradle-to-gate” by 2025

03 Financial Results H1 2020

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Highlights H1 2020

€1,120 mn

Sales down by 14 %

€112 mn

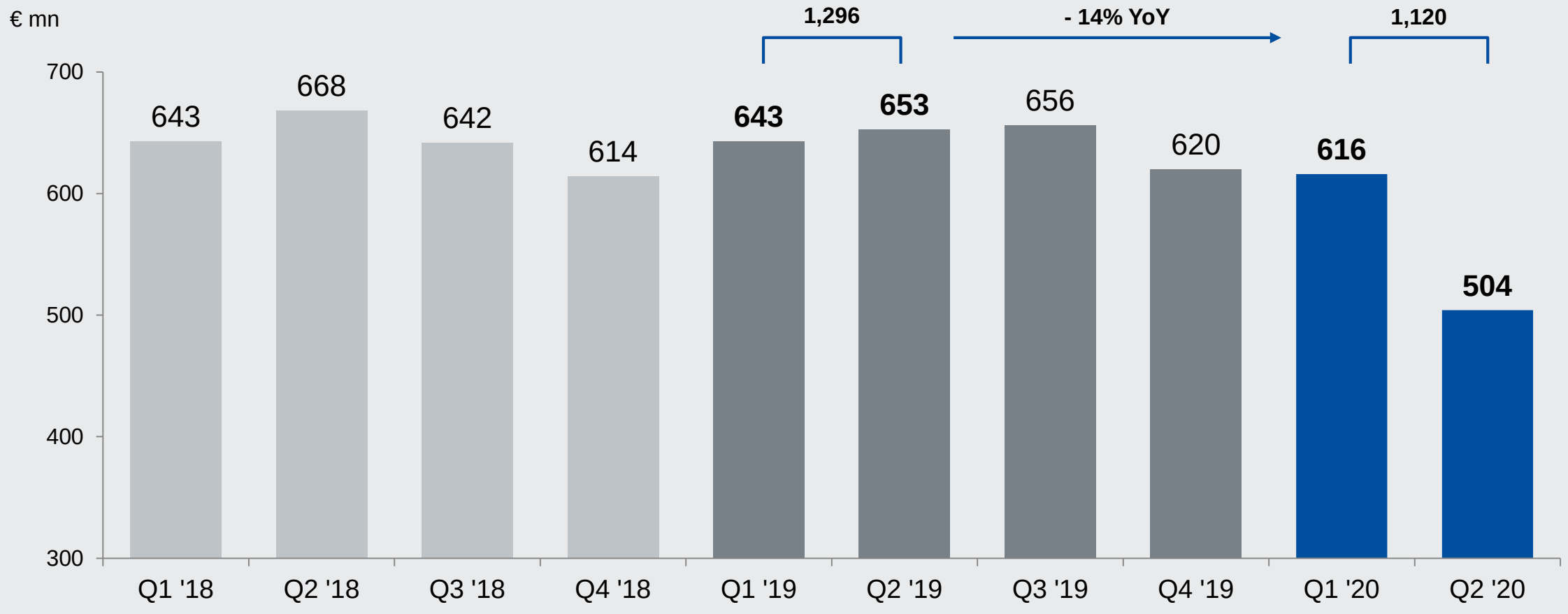
EBIT down by 29 %

New Outlook FY 2020

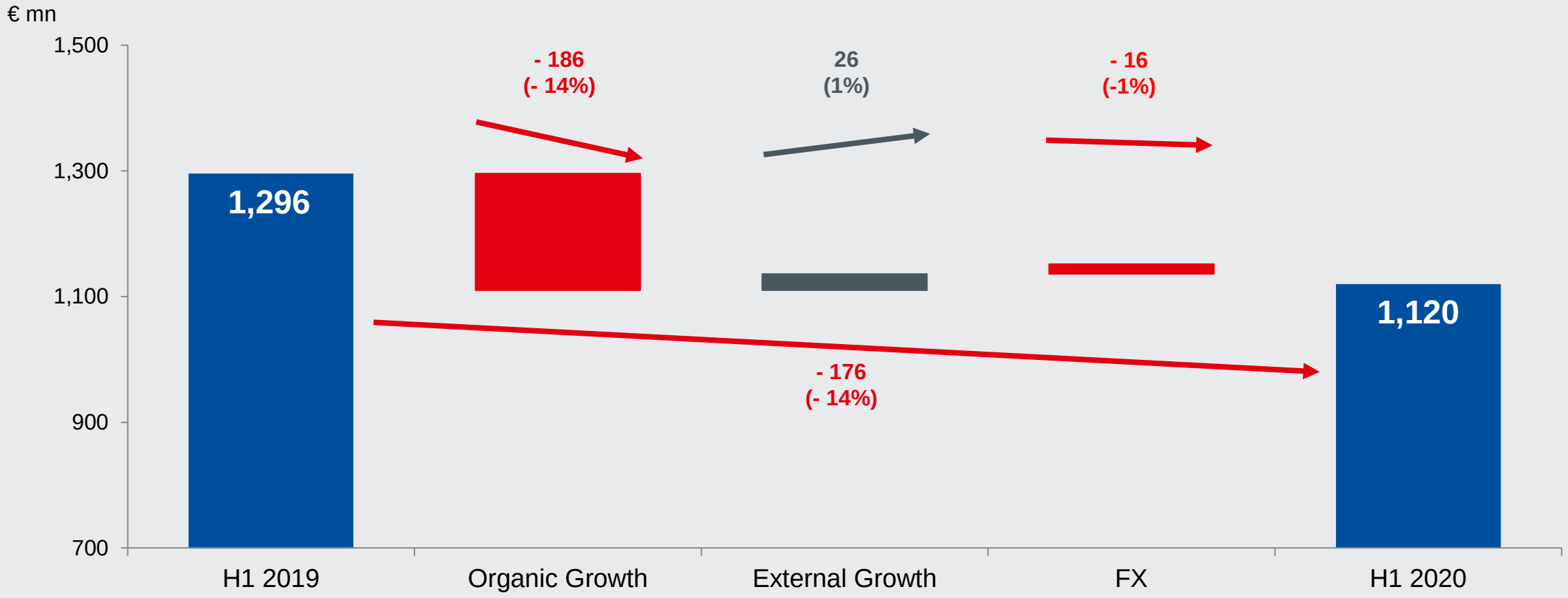
- EBIT decline in the range of 25%
  (Based on today's assessment of the effects of the COVID-19 pandemic)
- A second pandemic wave is not taken into account in the forecast
- The effects of the crisis on supply chains, production and customer demand cannot be reliably estimated currently

- **Sales revenues and earnings heavily impacted by COVID-19 pandemic**
- **Asia-Pacific records comparatively small decline in EBIT**
- **Continued very sound balance sheet structure and sufficient liquidity**
- **FUCHS2025 initiative further intensified and investment program continued**

Sales development



H1 2020 Group sales



Regional sales growth H1 2020

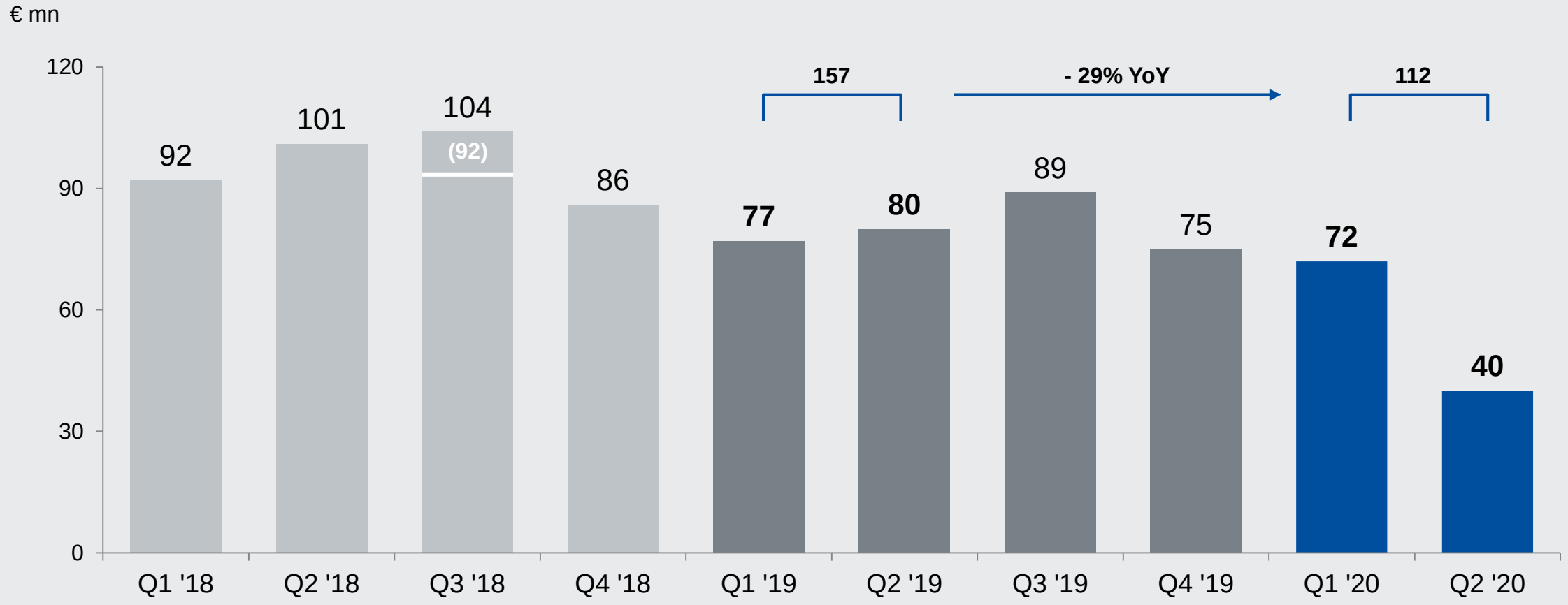
	H1 2020 (€ mn)	H1 2019 (€ mn)	Growth	Organic	External	FX
Europe, Middle East, Africa	690	799	**-14%**	-13%	-	-1%
Asia-Pacific	320	355	**-10%**	-10%	+2%	-2%
Americas	181	212	**-15%**	-24%	+10%	-1%
Consolidation	-71	-70	**-**	-	-	-
Total	**1,120**	**1,296**	**-14%**	**-14%**	**+1%**	**-1%**

Income statement H1 2020

€ mn	H1 2020	H1 2019	Δ € mn	Δ in %
Sales	**1,120**	**1,296**	**-176**	**-14**
Gross Profit	390	441	-51	-12
Gross Profit margin	*34.8 %*	*34.0 %*	-	*+0.8 %-points*
Other function costs	-282	-289	7	-2
EBIT before at Equity	**108**	**152**	**-44**	**-29**
At Equity	4	5	-1	-20
EBIT	**112**	**157**	**-45**	**-29**
Earnings after tax	79	112	-33	-29

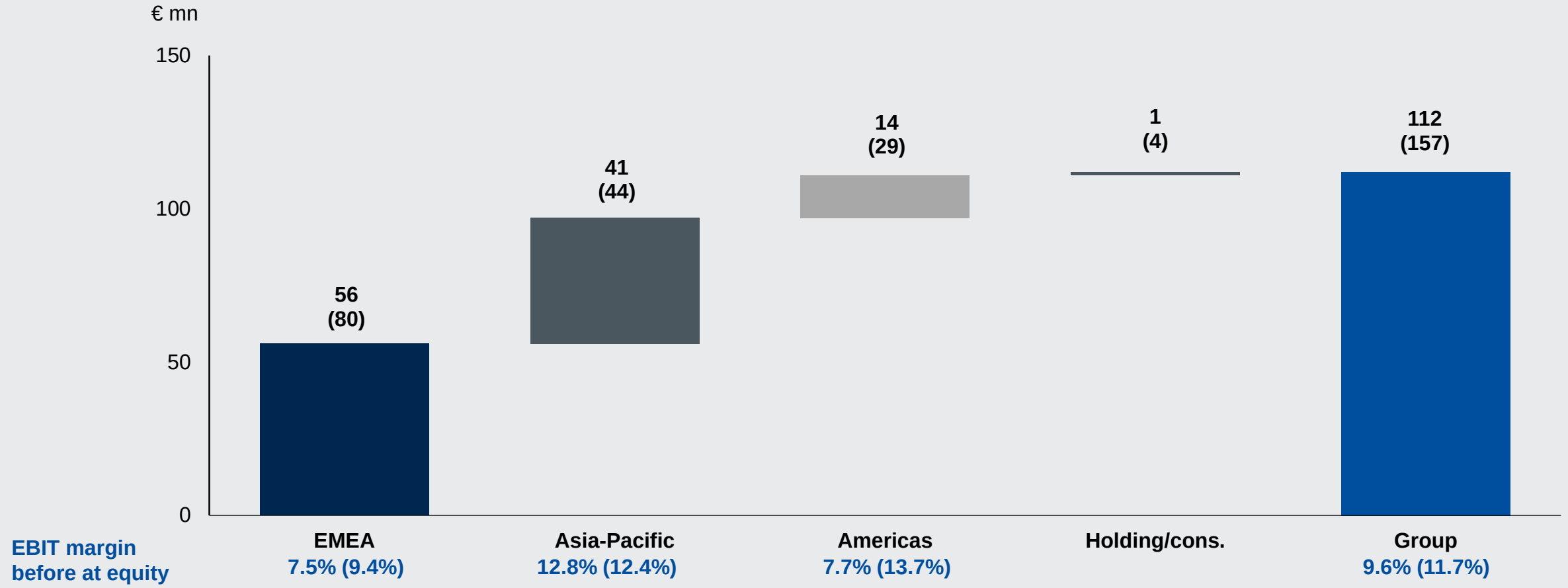
EBIT development

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



EBIT by regions

H1 2020 (H1 2019)



Cash flow H1 2020

€ mn	H1 2020	H1 2019	Δ in € mn	Δ in %
Earnings after tax	**79**	**112**	**-33**	**-29**
Amortization/Depreciation	40	36	4	11
Changes in net operating working capital (NOWC)	-39	-20	-19	95
Other changes	-7	-36	29	-81
Capex	-58	-76	18	-24
Free cash flow before acquisitions[1]	**15**	**16**	**-1**	**-6**
Acquisitions	-95	-10	-85	>100
Free cash flow	**-80**	**6**	**-86**	**>-100**

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

H1 2020 earnings summary

- Organic sales decrease in all three regions; Americas and EMEA impacted the most by the spreading of the COVID-19 pandemic; June in APAC on pre-crisis level mainly due to China
- External growth in APAC (NULON) and Americas (ZIMMARK & NYE)
- Slight decrease of Gross Margin in Q2 due to product mix changes; Gross margin at 34.8% (34.0) above HY 2019
- Cost savings take effect; Other function costs down by €7 million despite increased cost base driven by Capex and M&A (Australia and North America)
- Depreciation and amortization higher due to the investment program
- EBIT at €112 mn (157) and Earnings after tax at €79 mn (112) down by 29% as a result of the COVID-19 pandemic
- New Outlook for FY 2020 after suspending the FY outlook in April; EBIT decrease in the range of 25% for FY 2020

Outlook 2020 – New Outlook for FY 2020

Performance indicator	Actual 2019	Outlook 2020 (Pre-COVID-19)	Outlook H1 - 2020	Outlook FY - 2020
Sales	€ 2,572 mn	+0% to +4%		
EBIT	€ 321 mn	+0% to +4%	~ -30% ✓	~ -25%
FUCHS Value Added	€ 174 mn	~ € 170 mn		
Free cash flow before acquisitions	€ 175 mn	~ € 130 mn		
Capex	€ 154 mn	€ 120 mn		
		As of March 4, 2020	As of April 30, 2020	As of July 27, 2020

- In April 2020 Outlook for the FY 2020 was suspended due to COVID-19
- Earnings decline in the order of 25% (Based on today's assessment of the effects of the COVID-19 pandemic)
- Effects of the crisis on supply chains, production and customer demand cannot currently be reliably estimated
- Statement is subject to great uncertainty and a second pandemic wave is not considered in the current forecast for FY

04 Shares

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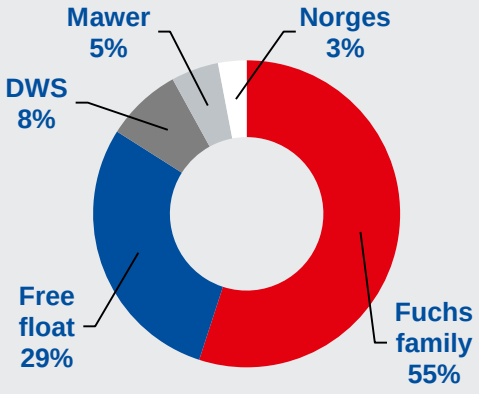
Breakdown ordinary & preference shares

(December 31, 2019)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

- Dividend
- Voting rights

Share data:

- Symbol: FPE
- ISIN: DE0005790406
- WKN: 579040

Preference shares

MDAX-listed

Basis: 69,500,000 preference shares

Characteristics:

- Dividend <u>plus</u> preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

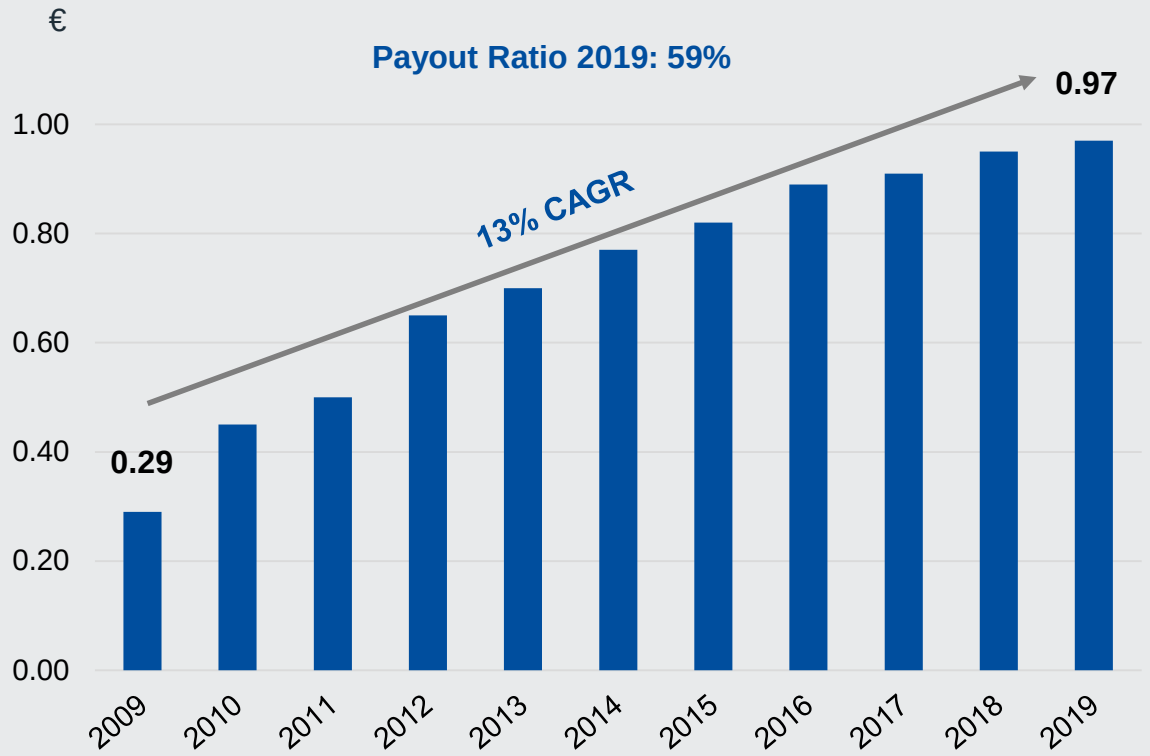
Share data:

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

Stable dividend policy

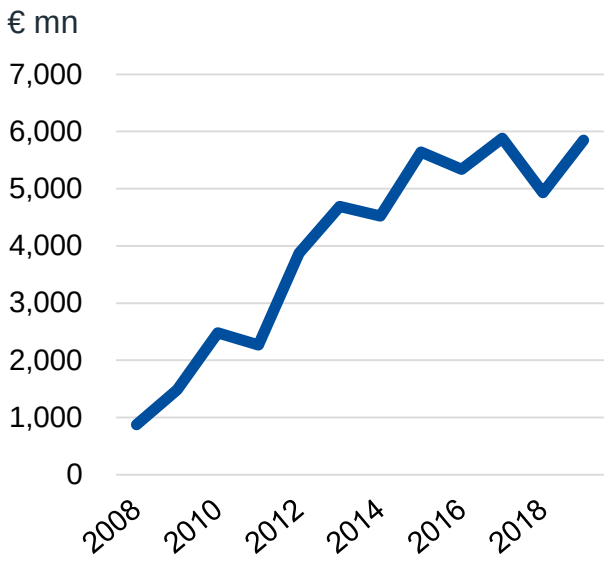
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share



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

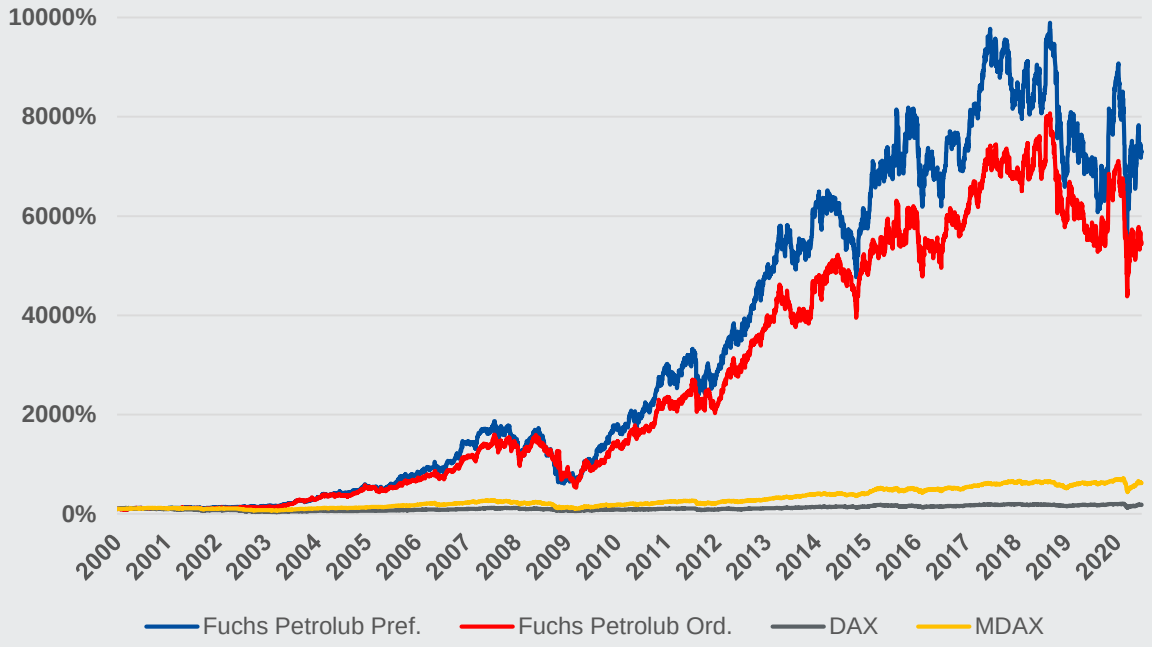
Market Capitalization



FUCHS – Key Investment Highlights

1. 18 years of consecutive dividend increases
2. Strong FCF generation & CAPEX with returns above WACC
3. We supply 100,000 customers in more than 150 countries with a full range of >10,000 lubricants and related specialties
4. Improving operating profitability
5. Technology and innovation leadership in strategically important product areas
6. Independency allows reliability, customer & market proximity and continuity
7. Well balanced customer & product portfolio as well as global footprint
8. M&A: Strong track record of integrating businesses

FUCHS-Long-Term Performance vs. DAX & MDAX[1]



[1] Share price development including reinvested dividends

05 Appendix

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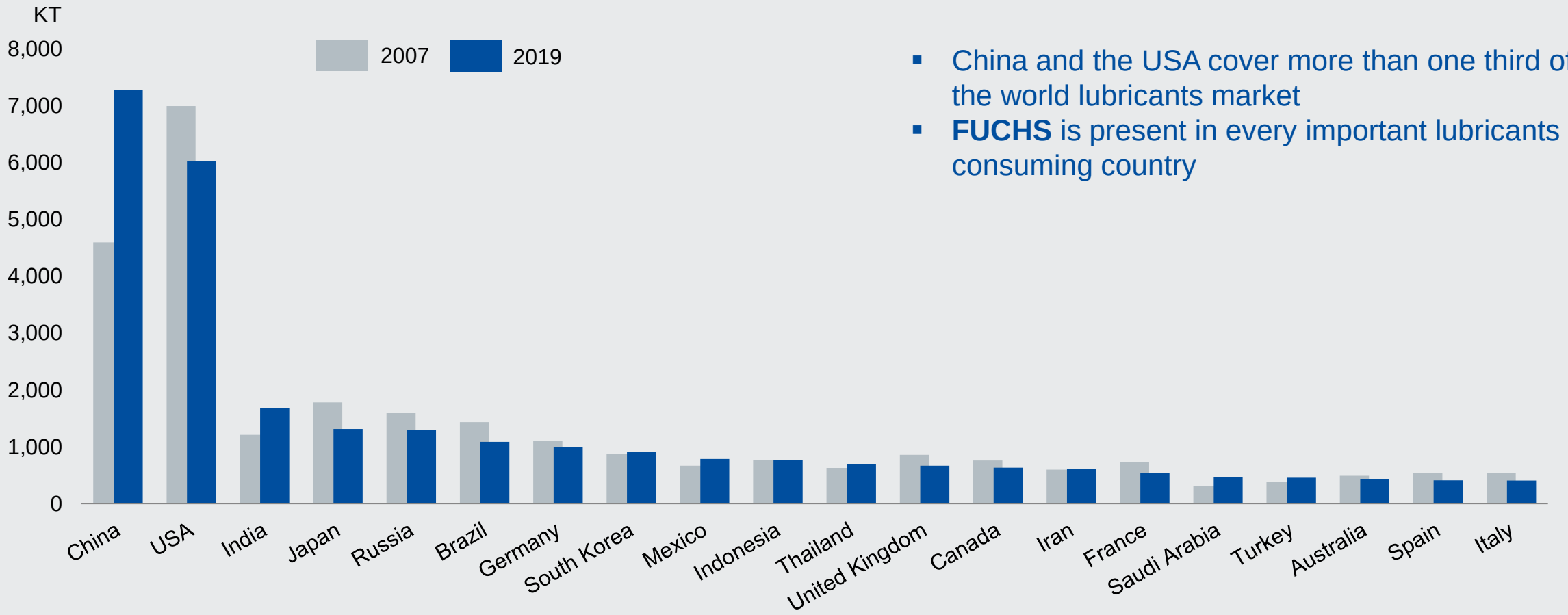
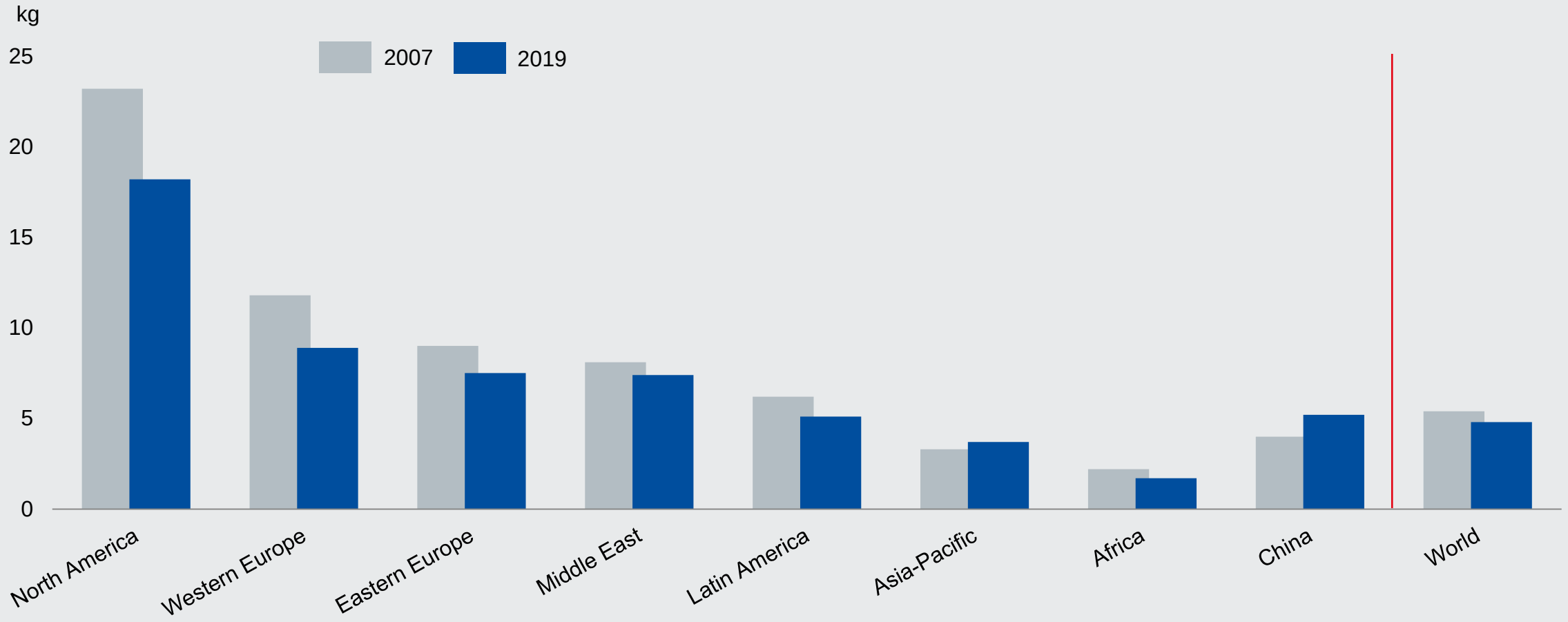
Top 20 lubricant countries



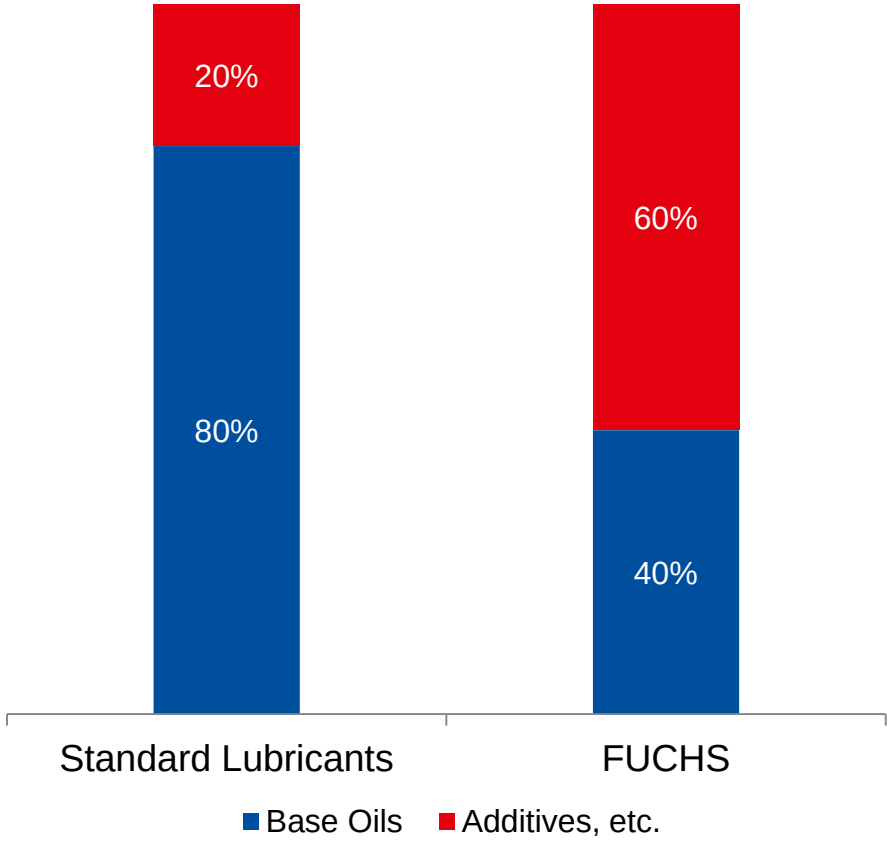
- China and the USA cover more than one third of the world lubricants market
- **FUCHS** is present in every important lubricants consuming country

Regional per-capita lubricants demand



Base oil / additives value split

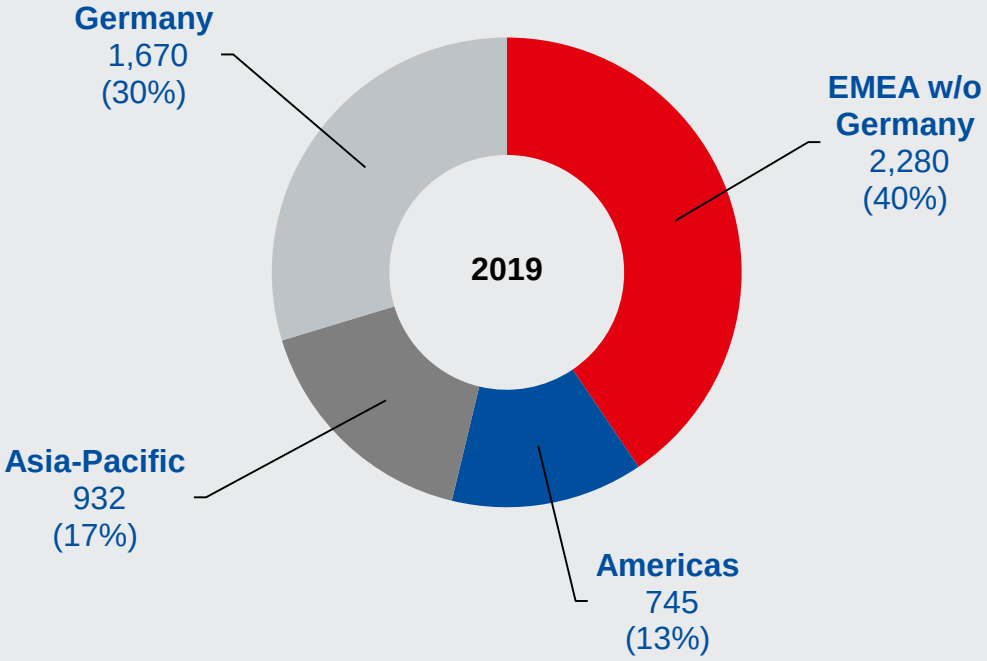
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
  - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



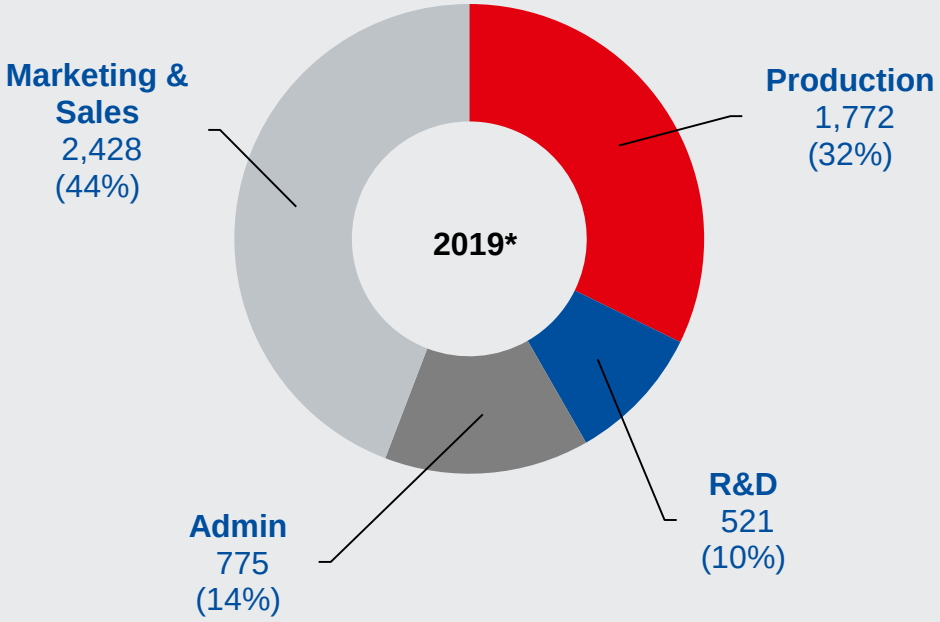
Workforce Structure

5,627 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 131 Trainees

FUCHS – Act together

Mission statement

Lubricants
Fully focused on lubricants

Technology
Technological leadership in strategically important fields

People
Basis for our success:
loyal and motivated workforce

Values

Trust
Trust is the basis of our self-understanding

Creating value
We deliver leading technology and first class service

Respect
We acknowledge our responsibility

Reliability
Act in a responsive and transparent way

Integrity
We believe in a high level of ethics and adhere to our CoC

FUCHS2025 Strategy
Global Strength

Strategic Objectives:

- Use market segmentation as basis for strategic and global business development, achieve better market penetration
- Grow above Group average in Asia-Pacific and the Americas, achieve a better balance between all three world regions by 2025
- Further refine the brand profile, strengthen brand equity and attractiveness

FUCHS2025 Strategy
Costumer & 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

Strategic Objectives:

- Be the employer of choice for our existing and future workforce
- Further improve working environments and global collaboration
- Strengthen global talent acquisition and retention, enhance our development programs, competence models and succession planning
- Endorse internationalization of entities, remote leadership, international job rotation

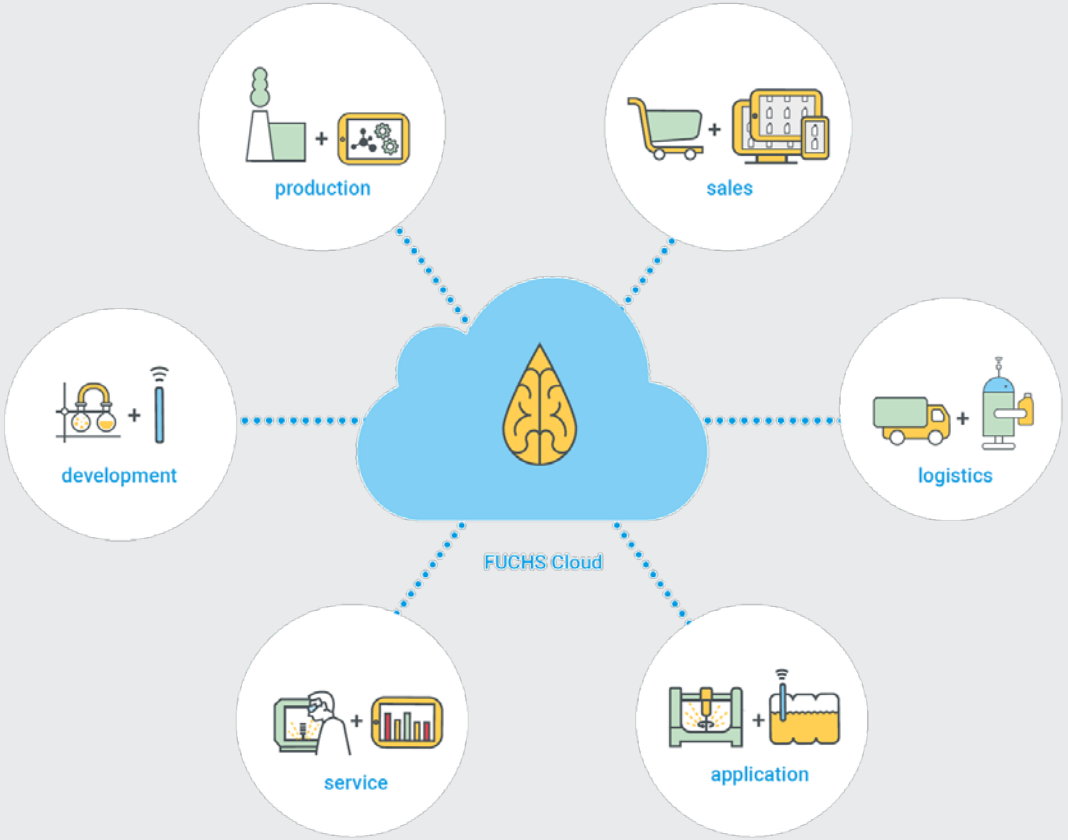
FUCHS2025 Strategy
Sustainability

Strategic Objectives:

- **Economical Sustainability**
  - Generate sustainable revenue growth at 15% EBIT margin with a corresponding increase of our FUCHS Value Added
- **Ecological Sustainability**
  - CO_2-neutral production (“gate-to-gate”) since 2020 and carbon-neutral products (“cradle-to-gate”) by 2025. Foster additional ecological sustainability projects
- **Social Sustainability**
  - Further promote Corporate Social Responsibility projects

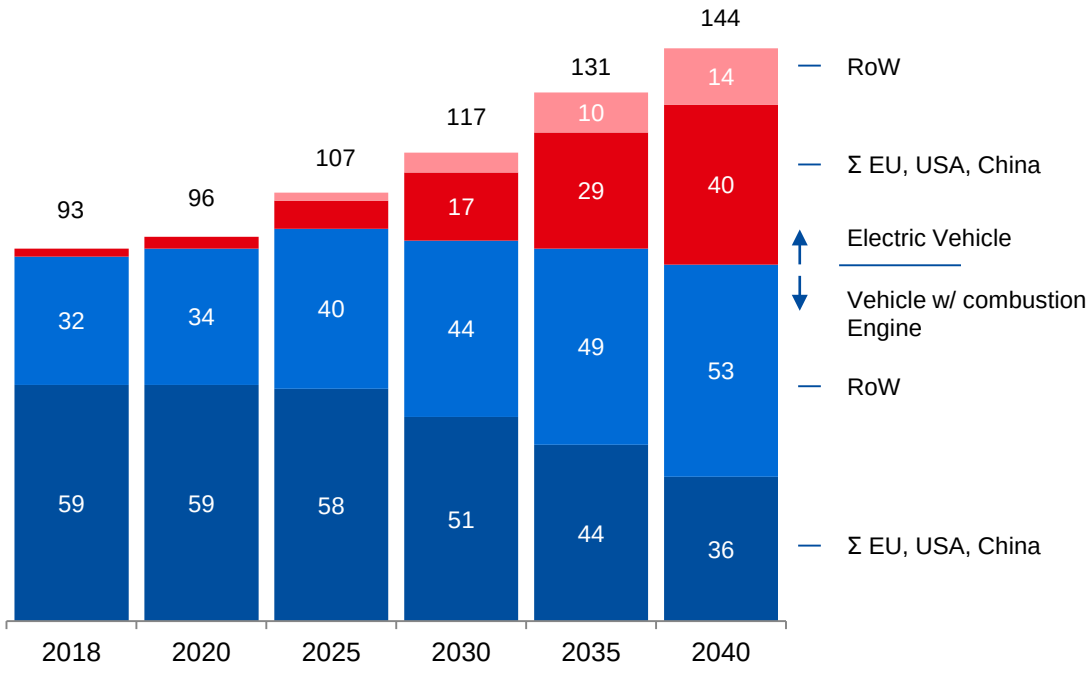
Digitalisation will fundamentally change our value creation

- inoviga GmbH is a think tank outside the operative business
- Driving force behind digitalization projects
- Develops prototypes and tools for digital business models
- Current topics:
  - eCommerce
  - Digitalized product development & production
  - Smart Services



Electrification of cars creates new applications

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



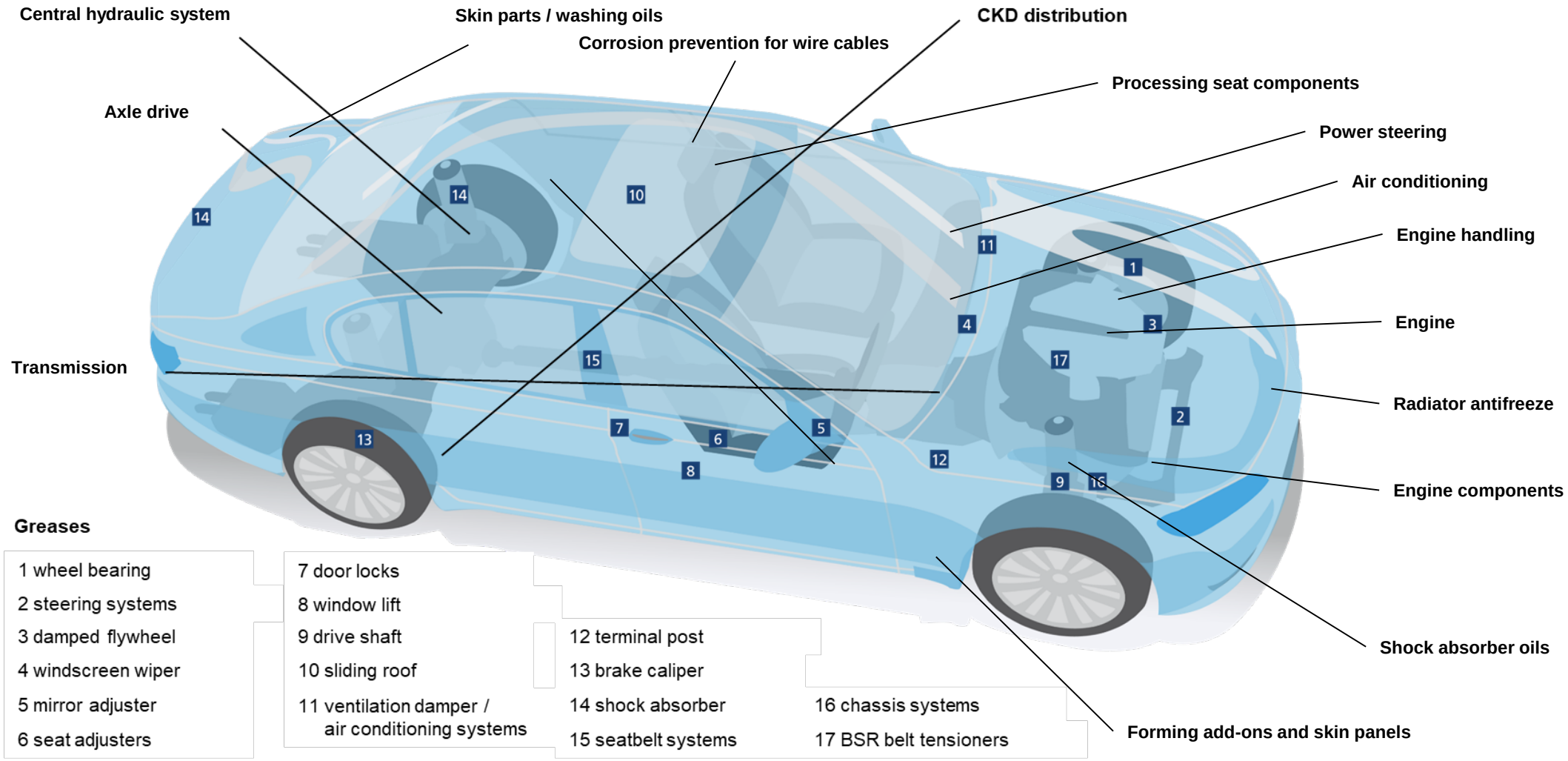
Source: FEV / Base Scenario

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

- Electrification of cars will lead to new applications and higher requirements for existing applications
- Regardless of the powertrain type, every car needs a variety of other lubricant applications
- Combustion engines will face further efficiency improvements leading to higher requirements of existing lubricants (e.g. higher protection against deposits for turbocharged engines, higher heat and ageing stability for more compact engines)
- Hybrid cars with efficient combustion engines will place complex requirements for existing applications but also create new demand for new applications
- EVs will place whole new demand on gear oils, coolants, greases (e.g. contact with electrical currents and electromagnetic fields, higher heat emission, reduction gears with less gear steps and higher input speeds)
- FUCHS is used to quickly adapting to new market demands and is working on concrete methods to meet the challenges of the future mobility

Lubricant applications in passenger cars

In modern cars there are more than 30 different types of greases



Greases

1 wheel bearing
2 steering systems
3 damped flywheel
4 windscreen wiper
5 mirror adjuster
6 seat adjusters

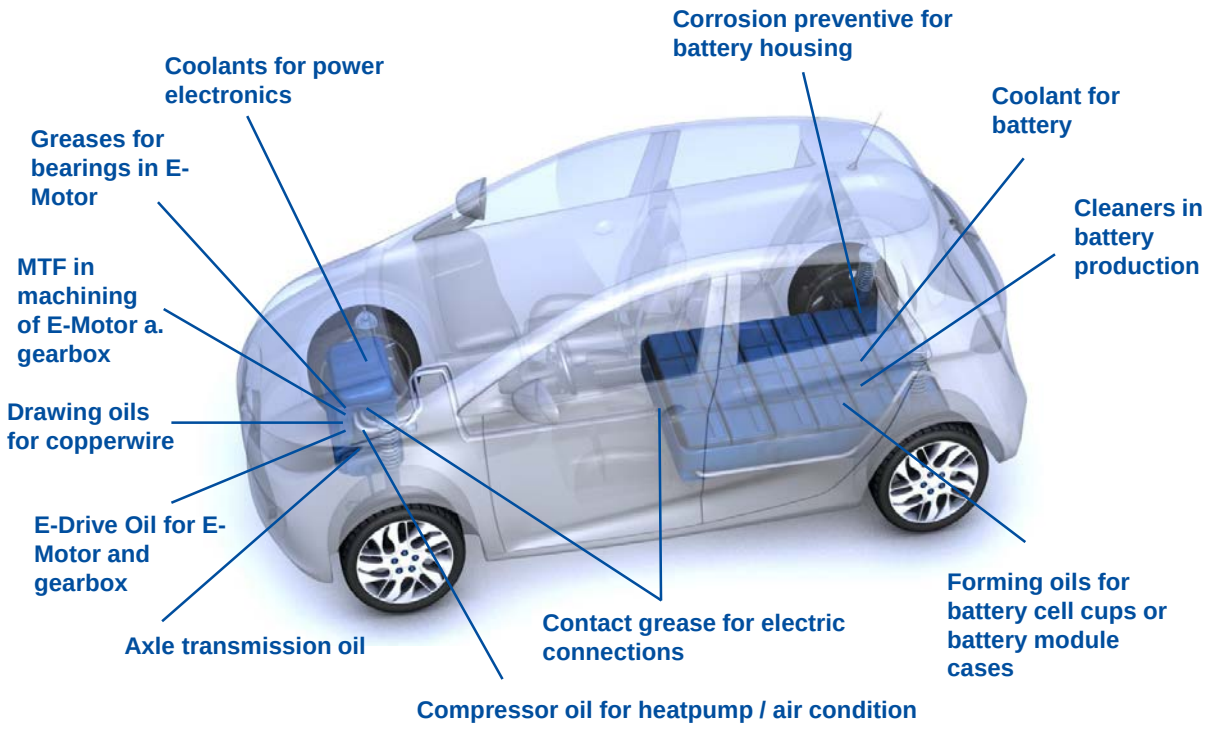
7 door locks
8 window lift
9 drive shaft
10 sliding roof
11 ventilation damper / air conditioning systems

12 terminal post
13 brake caliper
14 shock absorber
15 seatbelt systems

16 chassis systems
17 BSR belt tensioners

Lubricant applications in passenger cars

Electrification brings a variety of opportunities for FUCHS



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

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

– Omitted ✓ Required + Increased

Long-term objective:
Focus on Shareholder Value

Drive returns	▪ Organic growth through strict customer focus, geographic expansion and product innovation ▪ Improve operating profitability through margin and mix management, operating cost management and efficiency improvements
Optimize capital	▪ Capex with returns above WACC ▪ Manage NOWC
Strengthen portfolio	▪ Reinvest in the business ▪ Acquisitions

Cash allocation priority

Reinvest in the business

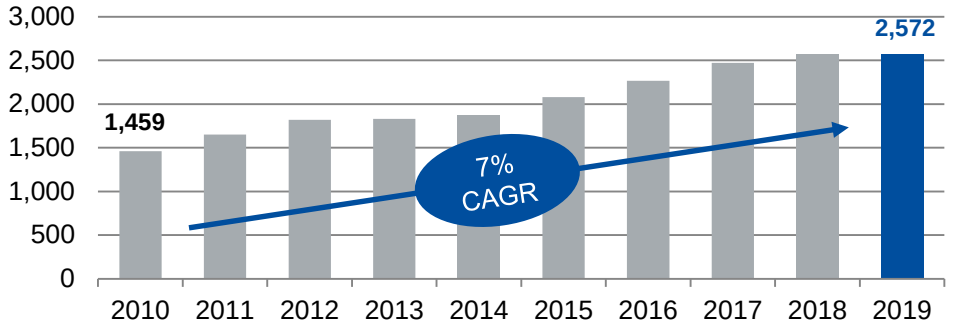
- Capex
- Acquisitions

Shareholder value-oriented

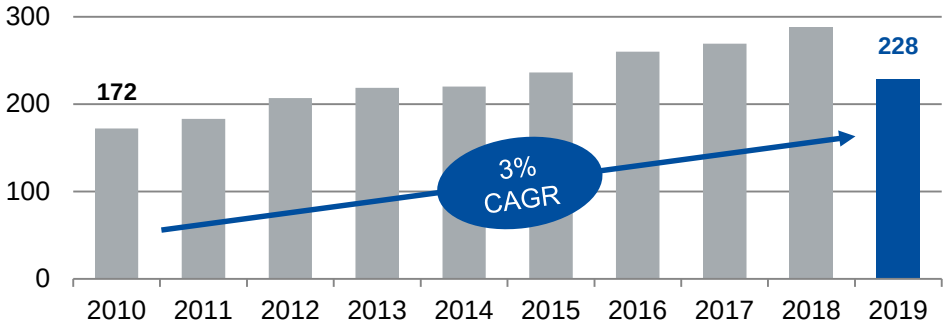
- Stable Dividends
- Share Buyback

Unique track record for continued profitability and added value

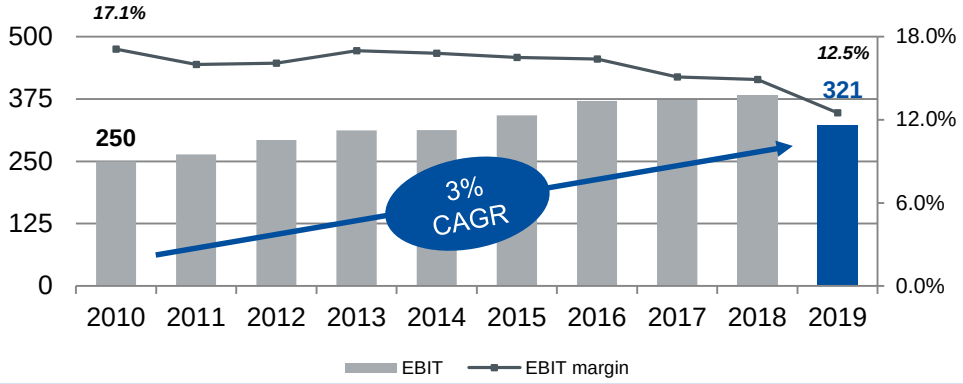
Sales (in € mn)



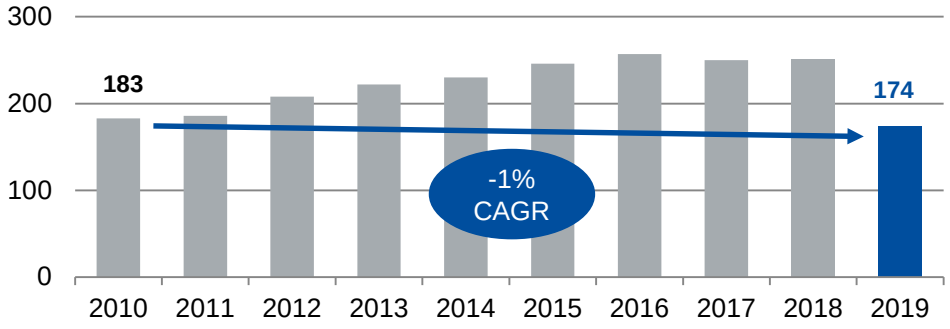
Earnings After Tax (in € mn)



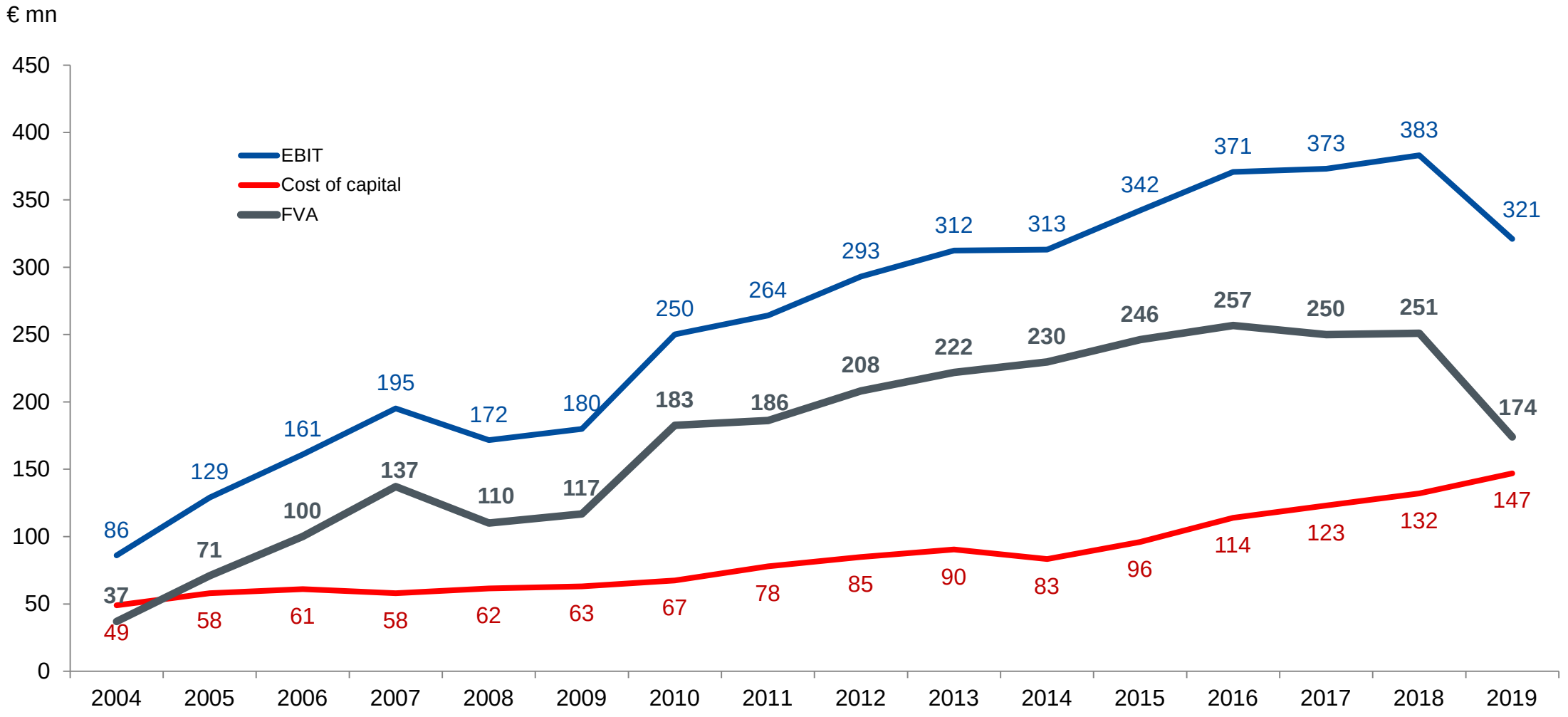
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Stable Sales in 2019

€ mn	2015	2016	2017	2018	2019	Δ 18/19
Sales	**2,079**	**2,267**	**2,473**	**2,567**	**2,572**	**0.2%**
Gross Profit	791	851	882	899	890	-1.0%
Gross Profit margin	38.1%	37.5%	35.7%	35.0%	34.6%	-0.4%-points
Other function costs	-467	-499	-526	-542	-580	7.0%
EBIT before at Equity	**324**	**352**	**356**	**357**	**310**	**-13.2%**
EBIT margin before at Equity	15.6%	15.5%	14.4%	13.9%	12.1%	-1.8%-points
At Equity	18	19	17	26	11	-57.7%
EBIT	**342**	**371**	**373**	**383**	**321**	**-16.2%**
EBIT margin	16.5%	16.4%	15.1%	14.9%	12.5%	-2.4%-points
EBITDA	**381**	**418**	**432**	**441**	**400**	**-9.3%**
EBITDA margin	18.3%	18.4%	17.5%	17.2%	15.6%	-1.6%-points

Solid balance sheet and strong cash flow generation

€ mn	2019	2018	2017	2016	2015
Total assets	2,023	1,891	1,751	1,676	1,490
Goodwill	175	174	173	185	166
Equity	1,561	1,456	1,307	1,205	1,070
Equity ratio	77%	77%	75%	72%	72%

€ mn	2019	2018	2017	2016	2015
Net liquidity	193	191	160	146	101
Operating cash flow	329	267	242	300	281
Capex	154	121	105	93	50
Free cash flow before acquisitions[1]	175	147	142	205	232
Free cash flow	162	159	140	164	62

[1] Including divestments

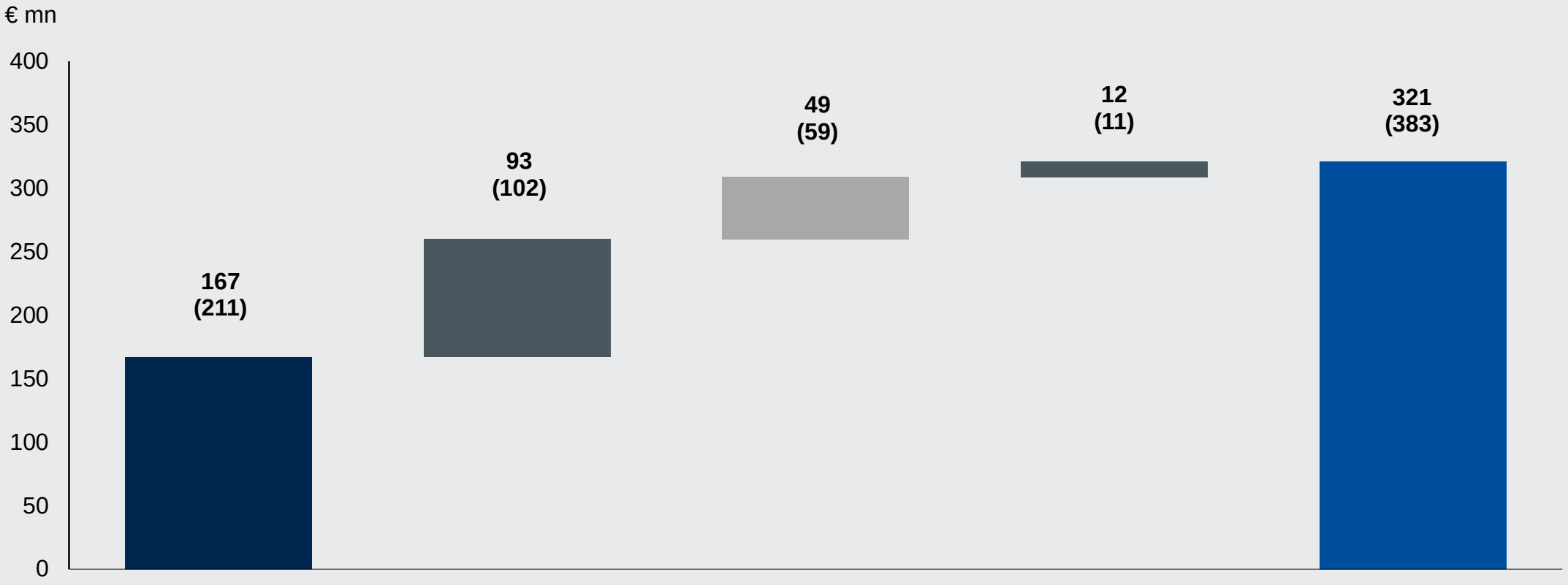
Regional sales decline 2019

Sales in EMEA, Asia-Pacific and Americas decline slightly

	2019 (€ mn)	2018 (€ mn)	Growth	Organic	External	FX
EMEA	1,579	1,618	**-2%**	-2%	-	-0%
Asia-Pacific	718	706	**+2%**	-1%	+2%	+1%
Americas	418	409	**+2%**	-1%	+0%	+3%
Consolidation	-143	-166	**-**	-	-	-
Total	**2,572**	**2,567**	**+0%**	**-1%**	**+1%**	**+0%**

EBIT by regions

2019 (2018)



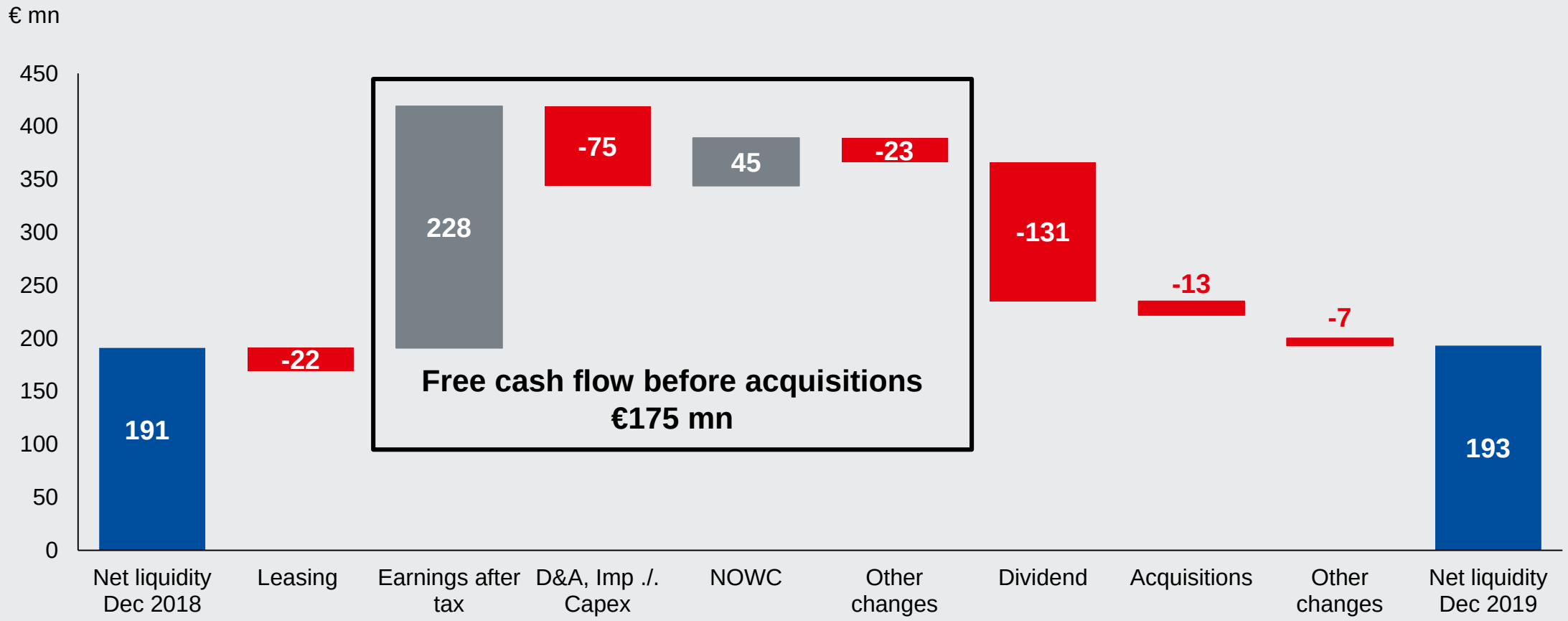
	Europe	Asia-Pacific, Africa	Americas	Holding/cons.	Group
EBIT margin before at equity	9.9% (11.4%)	13.0% (14.4%)	11.7% (14.4%)		12.1% (13.9%)

Cash flow 2019

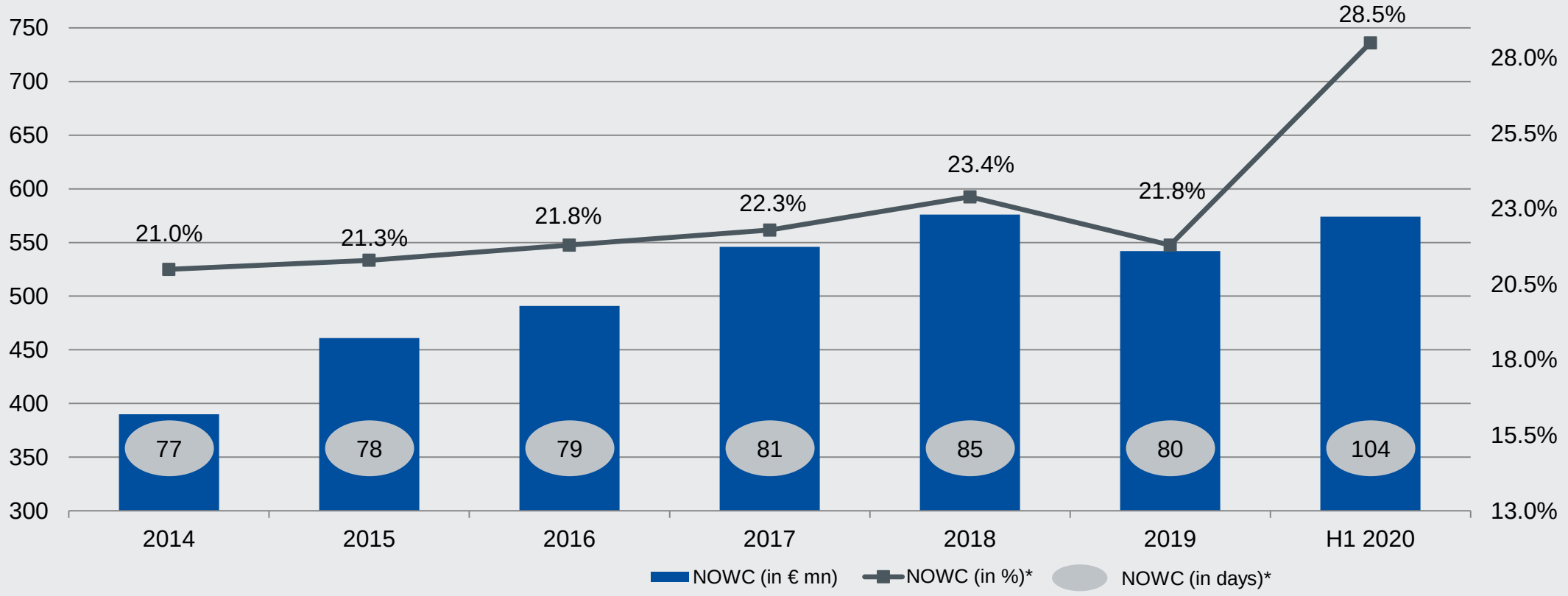
€ mn	2019	2018	Δ in € mn	Δ in %
Earnings after tax	**228**	**288**	**-60**	**-21**
Amortization/Depreciation and impairment	79	58	21	36
Changes in net operating working capital (NOWC)	45	-48	93	-
Other changes	-23	-30	7	-23
Capex	-154	-121	-33	27
Free cash flow before acquisitions[1]	**175**	**147**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

[1] Including divestments.

Net Liquidity



Net operating working capital (NOWC)



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

Quarterly income statement

€ mn	2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales	**618**	**629**	**615**	**611**	**643**	**668**	**642**	**614**	**643**	**653**	**656**	**620**	**616**	**504**		
Gross Profit	226	226	215	215	225	239	222	213	217	224	231	218	218	172		
Gross Profit margin (in %)	*36.6*	*35.8*	*35.0*	*35.2*	*35.0*	*35.8*	*34.6*	*34.7*	*33.7*	*34.3*	*35.2*	*35.2*	*35.4*	*34.1*		
Other function costs	-137	-134	-129	-126	-136	-140	-134	-132	-142	-147	-144	-147	-148	-134		
EBIT before at Equity	**89**	**92**	**86**	**89**	**89**	**99**	**88**	**81**	**75**	**77**	**87**	**71**	**70**	**38**		
EBIT margin before at Equity (in %)	*14.5*	*14.5*	*14.1*	*14.6*	*13.8*	*14.8*	*13.7*	*13.2*	*11.7*	*11.8*	*13.3*	*11.5*	*11.4*	*7.5*		
At Equity	5	4	5	3	3	2	16	5	2	3	2	4	2	2		
EBIT	**94**	**96**	**91**	**92**	**92**	**101**	**104**	**86**	**77**	**80**	**89**	**75**	**72**	**40**		
EBIT margin (in %)	*15.3*	*15.1*	*14.8*	*15.1*	*14.3*	*15.1*	*16.2*	*14.0*	*12.0*	*12.3*	*13.6*	*12.1*	*11.7*	*7.9*		
EBITDA	**107**	**109**	**105**	**111**	**106**	**115**	**118**	**102**	**95**	**98**	**107**	**100**	**92**	**60**		
EBITDA margin (in %)	*17.4*	*17.3*	*17.0*	*18.2*	*16.5*	*17.2*	*18.4*	*16.6*	*14.8*	*15.0*	*16.3*	*16.1*	*14.9*	*11.9*		

Quarterly figures by region

2019	EMEA					Asia-Pacific					North and South America					FUCHS Group				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	400	399	402	378	**1,579**	171	184	180	183	**718**	106	106	108	98	**418**	643	653	656	620	**2,572**
EBIT before at equity income	36	39	48	33	**156**	21	23	23	26	**93**	14	15	12	8	**49**	75	77	87	71	**310**
in % of sales	*9.0*	*9.8*	*11.9*	*8.7*	***9.9***	*12.3*	*12.5*	*12.8*	*14.2*	***13.0***	*13.2*	*14.2*	*11.1*	*8.2*	***11.7***	*11.7*	*11.8*	*13.3*	*11.5*	***12.1***
Income from at equity companies	2	3	2	4	**11**	-	-	-	-	**-**	-	-	-	-	**-**	2	3	2	4	**11**
Segment earnings (EBIT)	38	42	50	37	**167**	21	23	23	26	**93**	14	15	12	8	**49**	77	80	89	75	**321**
in % of sales	*9.5*	*10.5*	*12.4*	*9.8*	***10.6***	*12.3*	*12.5*	*12.8*	*14.2*	***13.0***	*13.2*	*14.2*	*11.1*	*8.2*	***11.7***	*12.0*	*12.3*	*13.6*	*12.1*	***12.5***

2020	EMEA					Asia-Pacific					North and South America					FUCHS Group				
	Q1	Q2				Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Sales by company location	401	289				146	174				110	71				616	504			
EBIT before at equity income	41	11				17	24				12	2				70	38			
in % of sales	*10.2*	*3.8*				*11.6*	*13.8*				*10.9*	*2.8*				*11.4*	*7.5*			
Income from at equity companies	2	2				-	-				-	-				2	2			
Segment earnings (EBIT)	43	13				17	24				12	2				72	40			
in % of sales	*10.7*	*4.5*				*11.6*	*13.8*				*10.9*	*2.8*				*11.7*	*7.9*			

Quarterly sales & EBIT by regions

Sales (€ mn)	2018[1]					2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	415	414	408	381	1,618	400	399	402	378	1,579	401	289			
Δ Y-o-Y in %	-	-	-	-	-	*-4*	*-4*	*-1*	*-1*	*-2*	*0*	*-28*			
Asia-Pacific	178	191	173	164	706	171	184	180	183	718	146	174			
Δ Y-o-Y in %	-	-	-	-	-	*-4*	*-4*	*4*	*12*	*2*	*-15*	*-5*			
Americas	95	104	105	105	409	106	106	108	98	418	110	71			
Δ Y-o-Y in %	-	-	-	-	-	*12*	*2*	*3*	*-7*	*2*	*4*	*-33*			
Consolidation	-45	-41	-44	-36	-166	-34	-36	-34	-39	-143	-41	-30			
FUCHS Group	**643**	**668**	**642**	**614**	**2,567**	**643**	**653**	**656**	**620**	**2,572**	**616**	**504**			
Δ Y-o-Y in %	-	-	-	-	-	*0*	*-2*	*2*	*1*	*0*	*-4*	*-23*			

EBIT (€ mn)	2018[1]					2019					2020				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
EMEA	50	51	61	49	211	38	42	50	37	167	43	13			
Δ Y-o-Y in %	-	-	-	-	-	*-24*	*-18*	*-18*	*-24*	*-21*	*13*	*-69*			
Asia-Pacific	28	28	24	22	102	21	23	23	26	93	17	24			
Δ Y-o-Y in %	-	-	-	-	-	*-25*	*-18*	*-4*	*18*	*-9*	*-19*	*4*			
Americas	13	17	15	14	59	14	15	12	8	49	12	2			
Δ Y-o-Y in %	-	-	-	-	-	*8*	*-12*	*-20*	*-43*	*-17*	*-14*	*-87*			
Consolidation	1	5	4	1	11	4	0	4	4	12	0	1			
FUCHS Group	**92**	**101**	**104**	**86**	**383**	**77**	**80**	**89**	**75**	**321**	**72**	**40**			
Δ Y-o-Y in %	-	-	-	-	-	*-16*	*-21*	*-14*	*-13*	*-16*	*-6*	*-50*			

[1] Previous year's figures adjusted to account for the changes in the organizational and reporting structure

Quarterly sales growth split by regions

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

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

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

The Executive Board

Stefan Fuchs: CEO; Corporate Group Development, HR, PR & Marketing, Strategy, Inoviga GmbH

Dr. Lutz Lindemann: CTO; R&D, Technology, Product Management, Supply Chain, Sustainability, Mining Division, OEM Division

Dr. Timo Reister: Asia-Pacific, Americas, Industrial Division

Dr. Ralph Rheinboldt: Europe, Middle East & Africa, FUCHS LUBRITECH Division

Dagmar Steinert: CFO; Finance, Controlling, Investor Relations, Compliance, Internal Audit, IT (incl. SAP/ERP-Systems), Legal, Tax

Executive Compensation & FUCHS Shares

Executive Board

27,5%

of variable compensation

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

Supervisory Board

50%

of variable compensation

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

Download: Key documents for our shareholders

Our added value

- Transparency
- Shareholder-oriented
- Well informed

H1 2020 Factsheet

H1 2020 Financial Report

H1 2020 Call PPT

Annual Report 2019

Dividend history

Ad hoc releases

Click & Download

Financial Calendar & Contact

Financial Calendar 2020

July 30, 2020	Half-year Financial Report 2020
November 3, 2020	Quarterly Statement Q3 2020

Financial Calendar 2021

March 9, 2021	Annual Report 2020
May 4, 2021	Annual General Meeting in Mannheim

The financial calendar is updated regularly. You can 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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