

FUCHS GROUP

Investor Presentation

| March 2021

| Dagmar Steinert, CFO

| Lutz Ackermann, Head of Investor Relations

LUBRICANTS.
TECHNOLOGY.
PEOPLE.



Agenda

- 01 | The Leading Independent Lubricants Company**
- 02 | FUCHS2025**
- 03 | Financial Results FY 2020**
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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 **5,700**
employees

Preference share is listed
in the MDAX

No. 1
among the independent
suppliers of lubricants

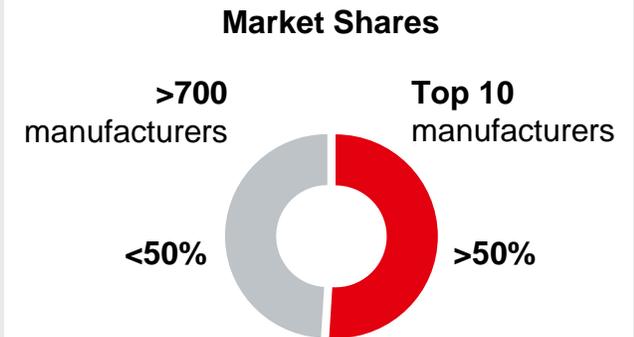
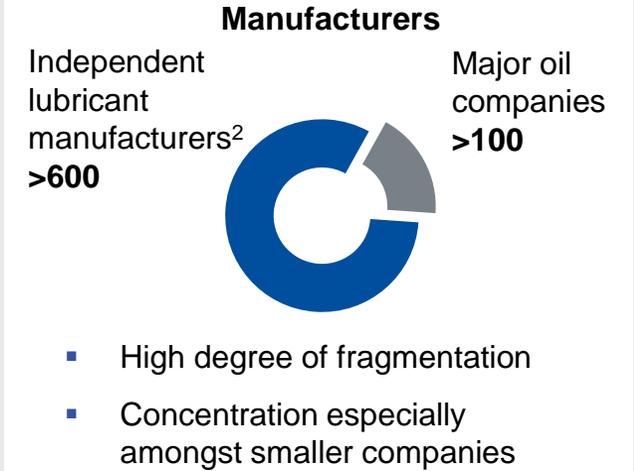
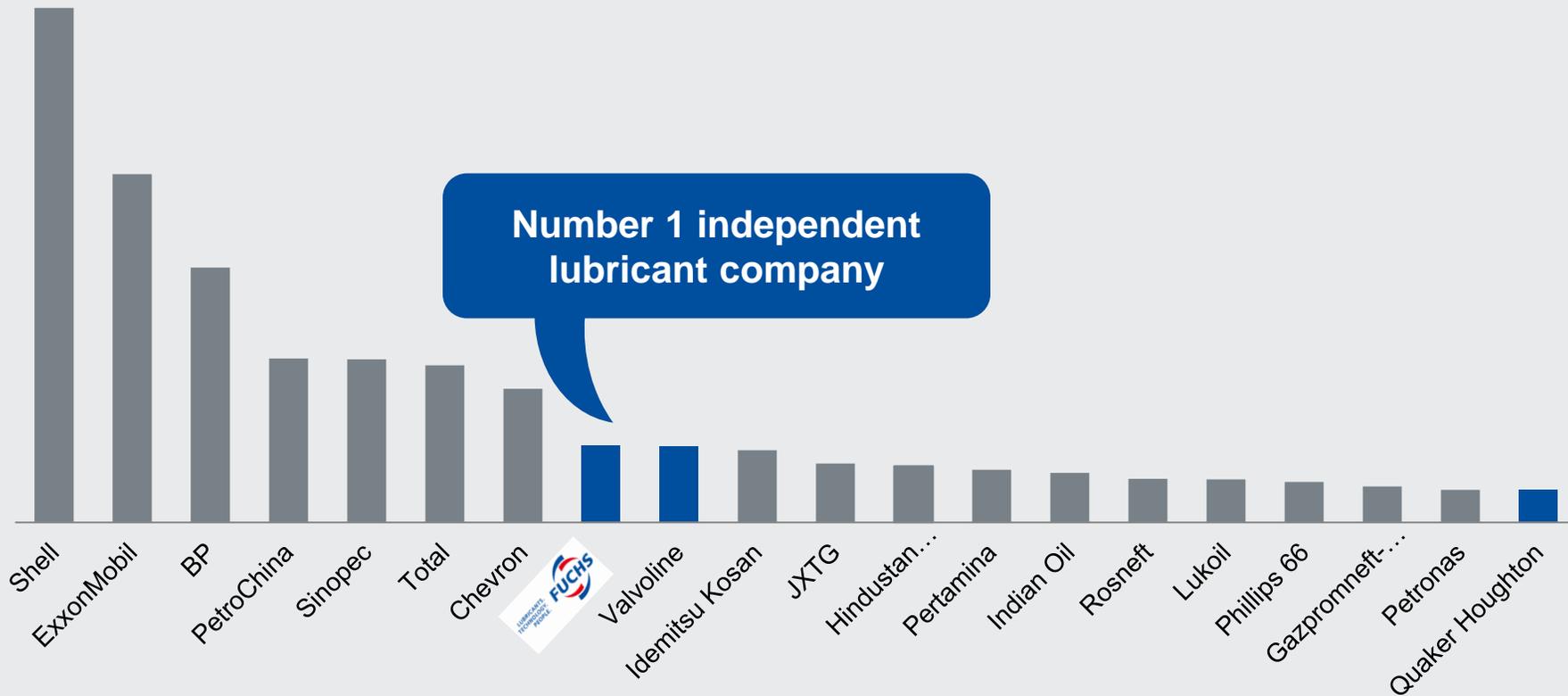
€2.4 bn
sales in 2020

58 companies worldwide

The Fuchs family holds
55% of
ordinary shares

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

Top 20 lubricant manufacturers¹



¹ Market Shares 2020

² > 1000 tons

Our unique business model is the basis for our competitive advantage

Technology and innovation leadership in

strategically important product areas



FUCHS is fully focussed on lubricants



FUCHS is a full-line supplier



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



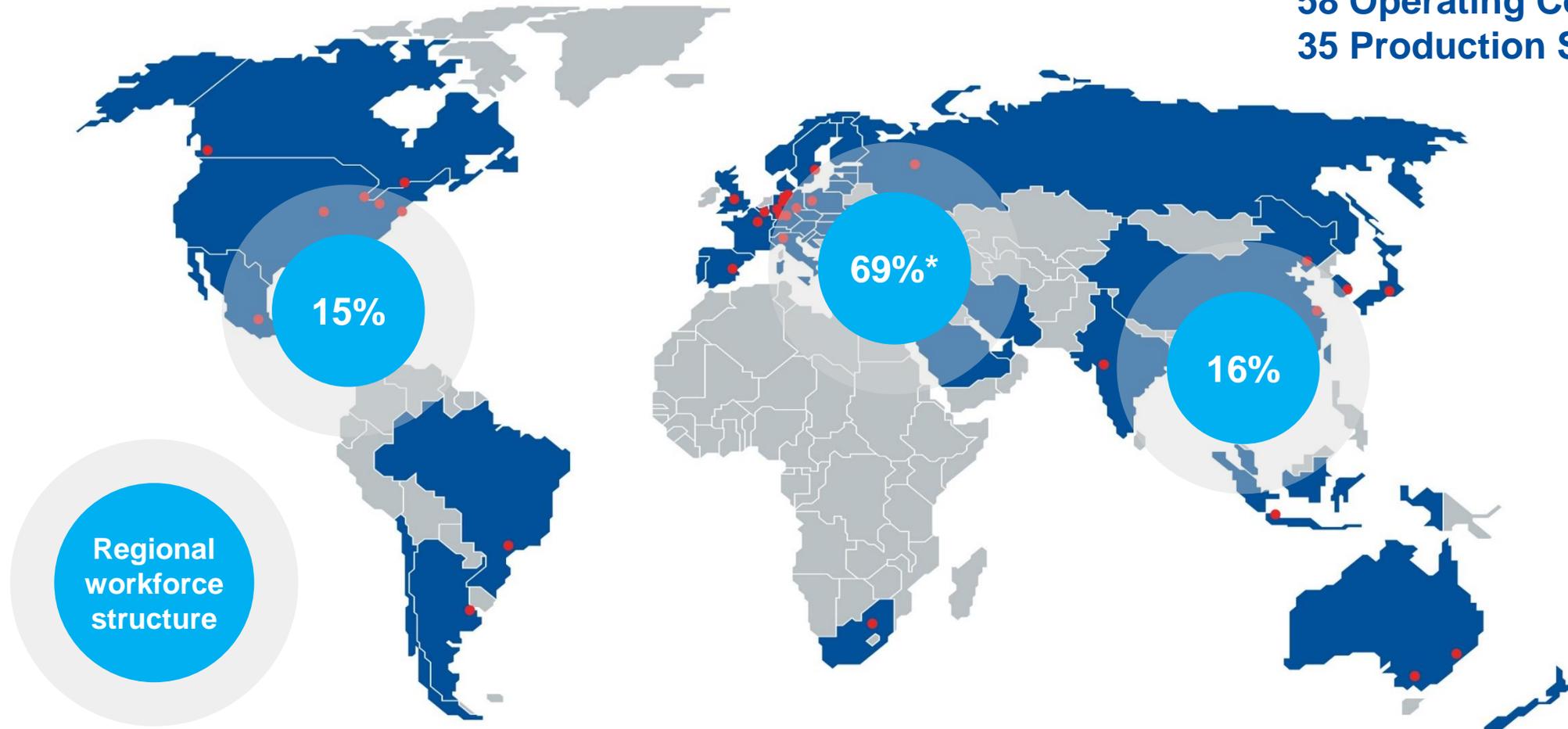
Global presence, R&D strength, know-how transfer, speed

Advantage over major oil companies

Advantage over other independent companies

We are where our customers are

58 Operating Companies
35 Production Sites



Full-line supplier advantage

100,000

Customers in more than

150

Countries



Car industry



Manufacturing



Engineering



Heavy Duty



Steel & Cement



Aerospace



Construction



Mining



Trade, Services & Transportation



Agriculture industry



Wind energy



Food

Sales 2020: €2.4 bn

(~80% international)
by customer location

Automotive Lubricants
~45%

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

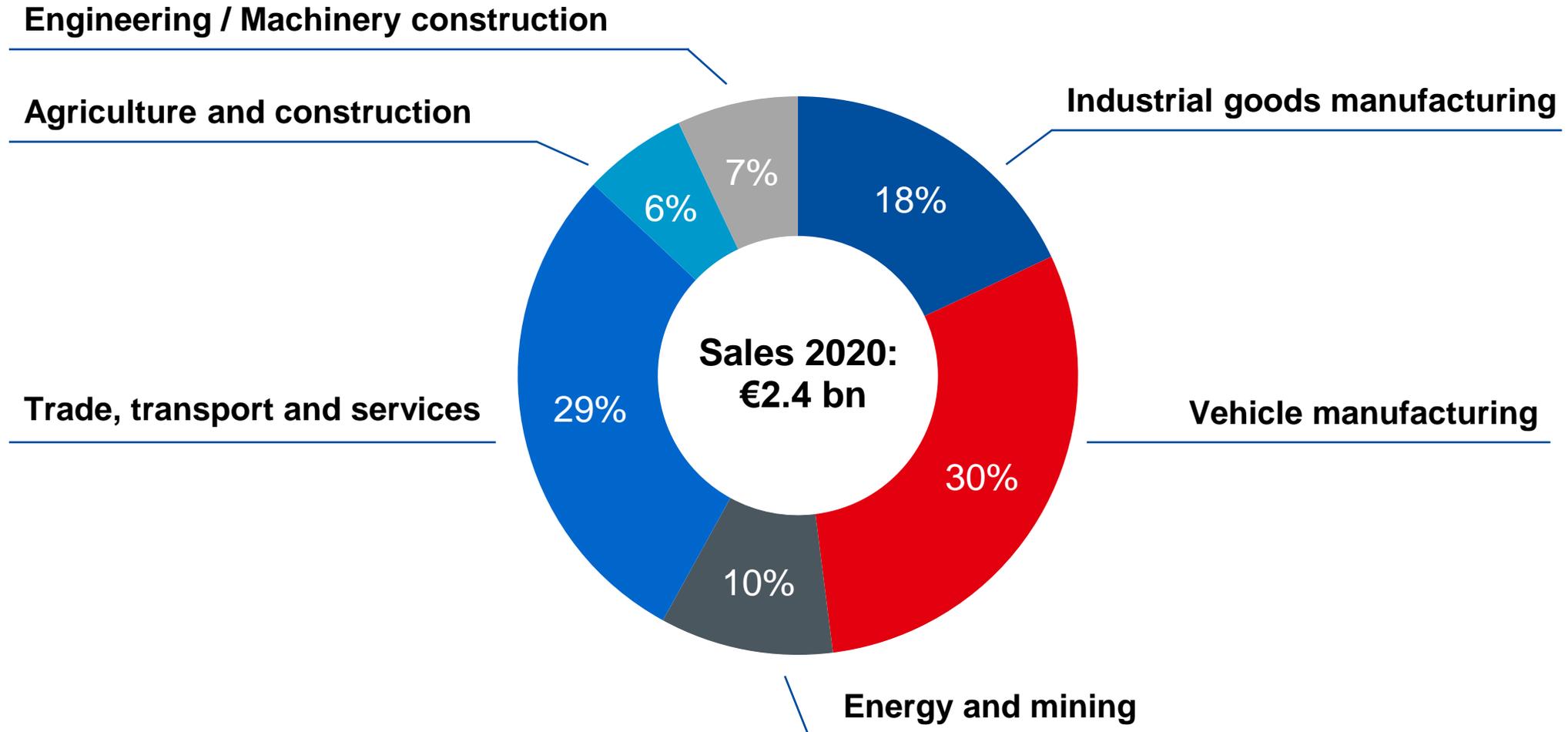
Industrial Lubricants
~55%

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

*metalworking fluids/corrosion preventives

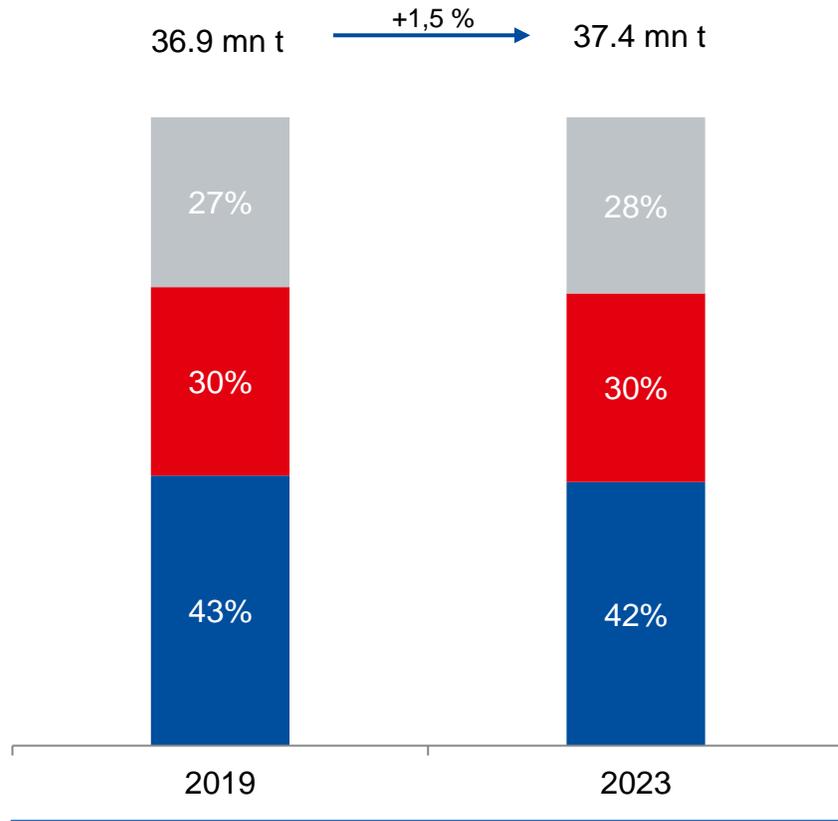
Well balanced customer structure

Top 20 Customers account for ~ 25% sales

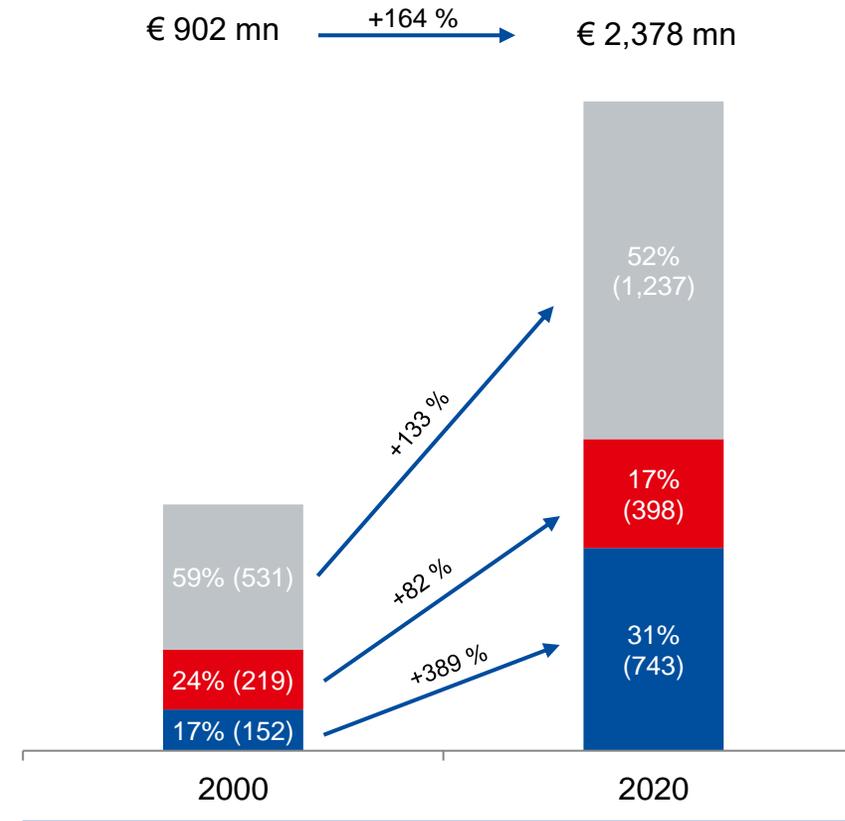


Slight growth in global lubricant demand

Market Demand

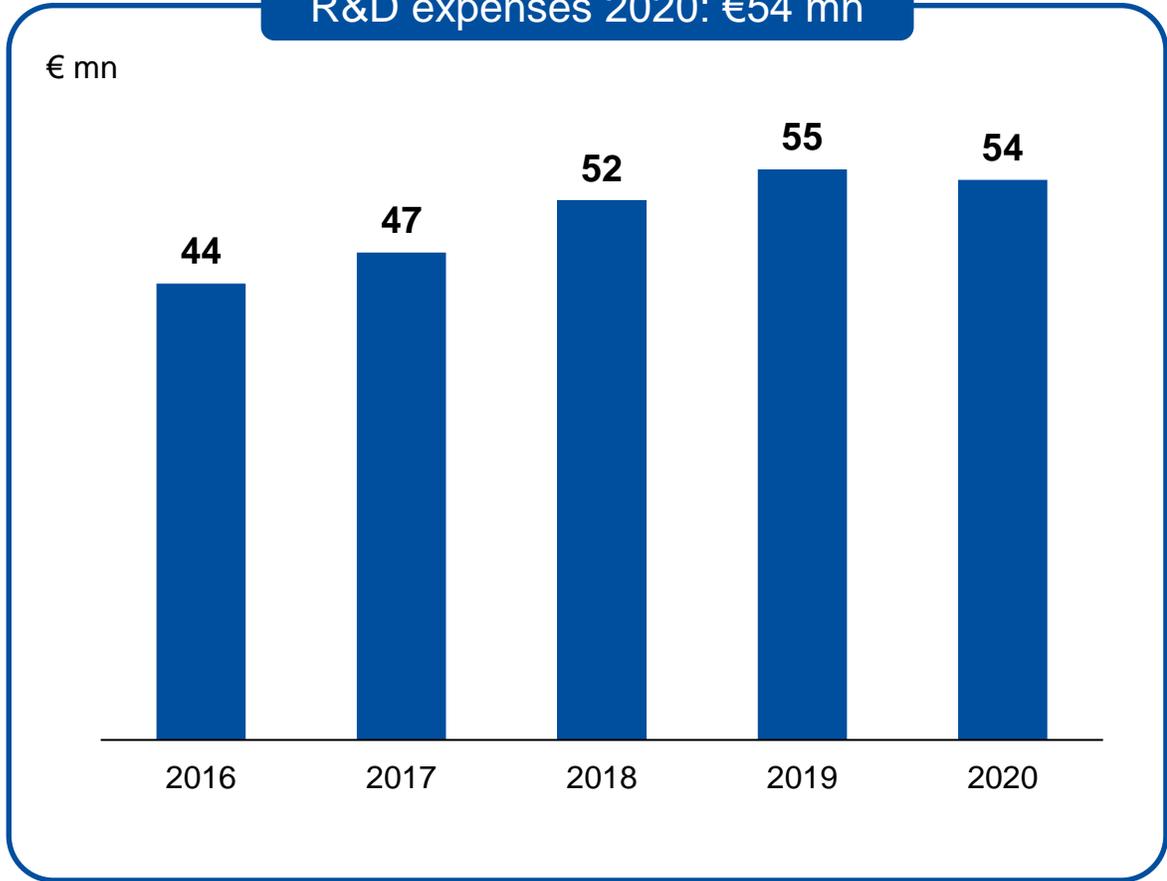


FUCHS Sales (by customer location)

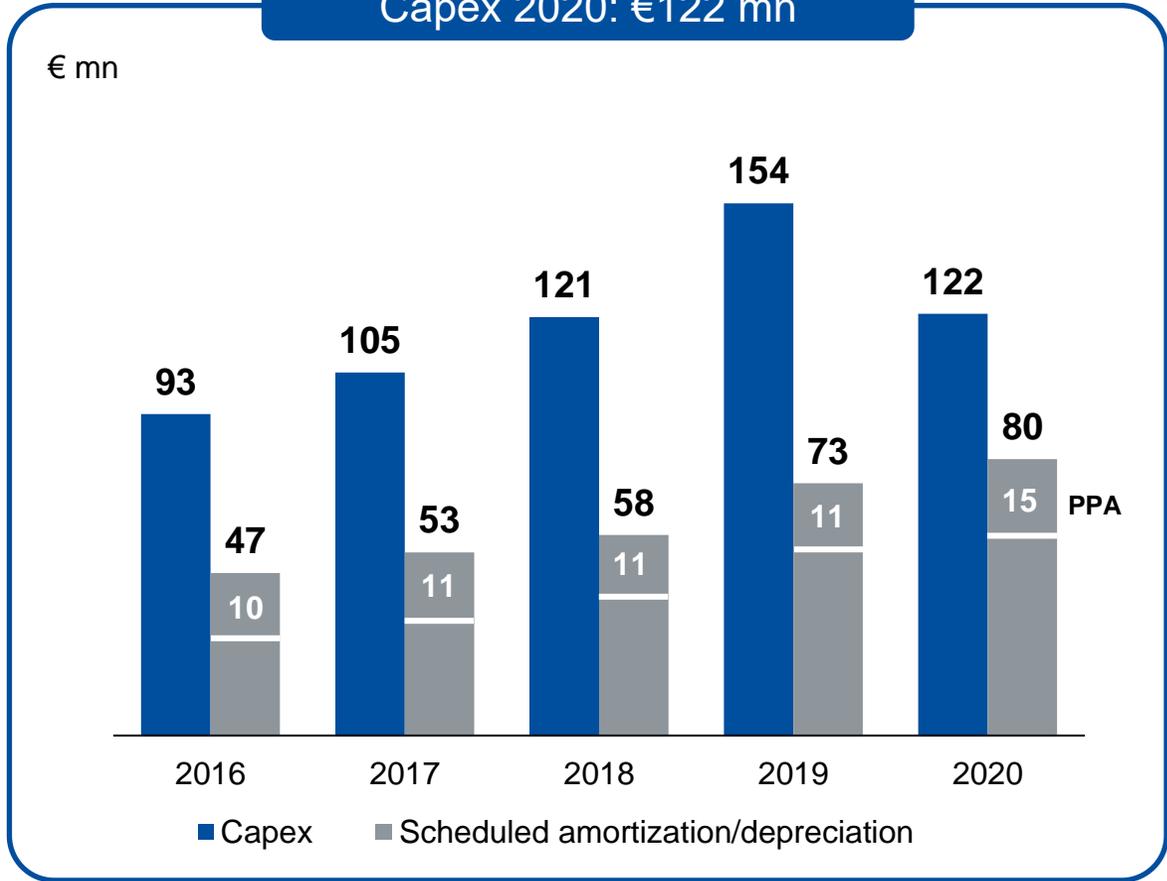


Investment in the future

R&D expenses 2020: €54 mn



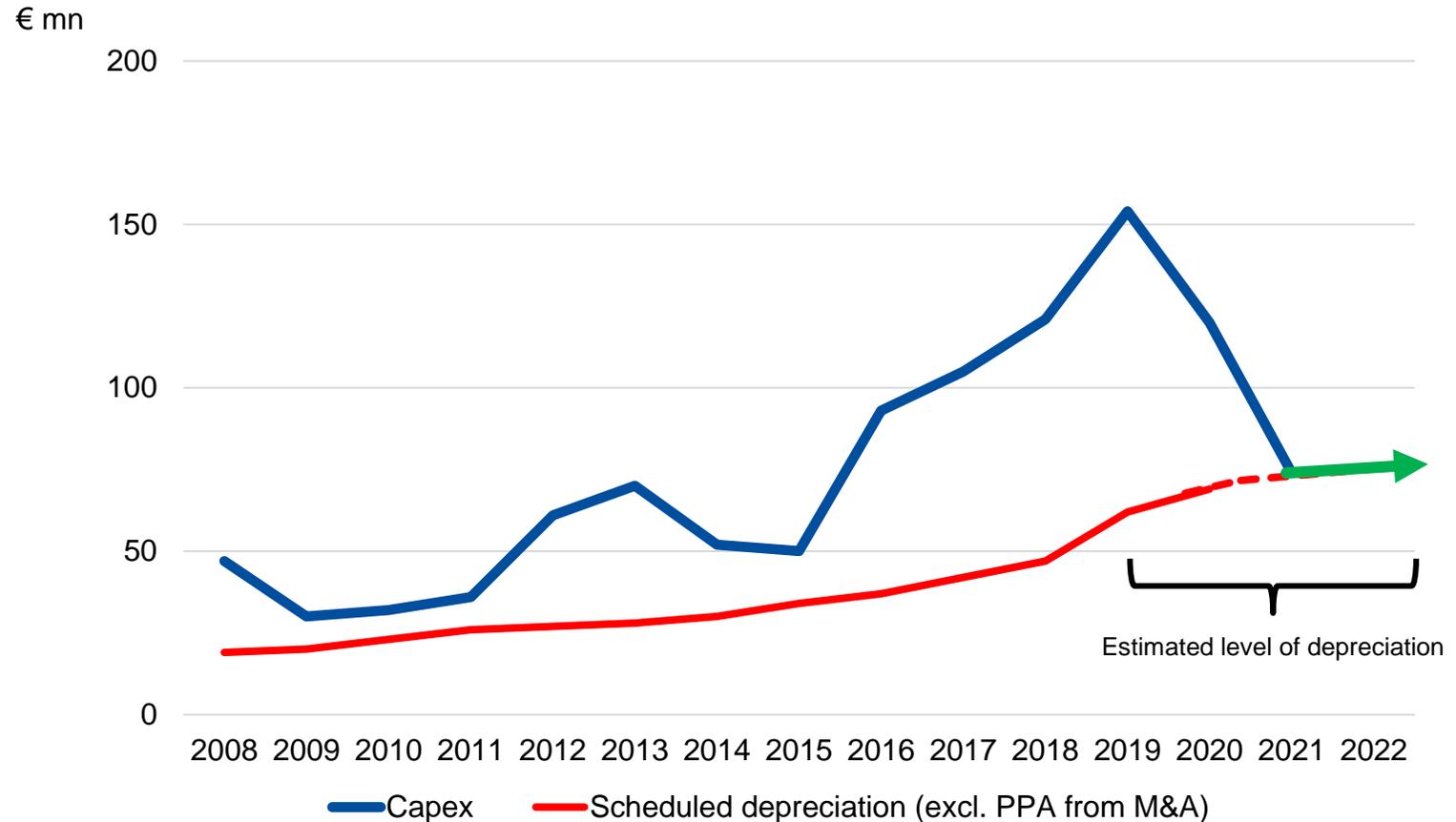
Capex 2020: €122 mn



Capex offensive largely finished

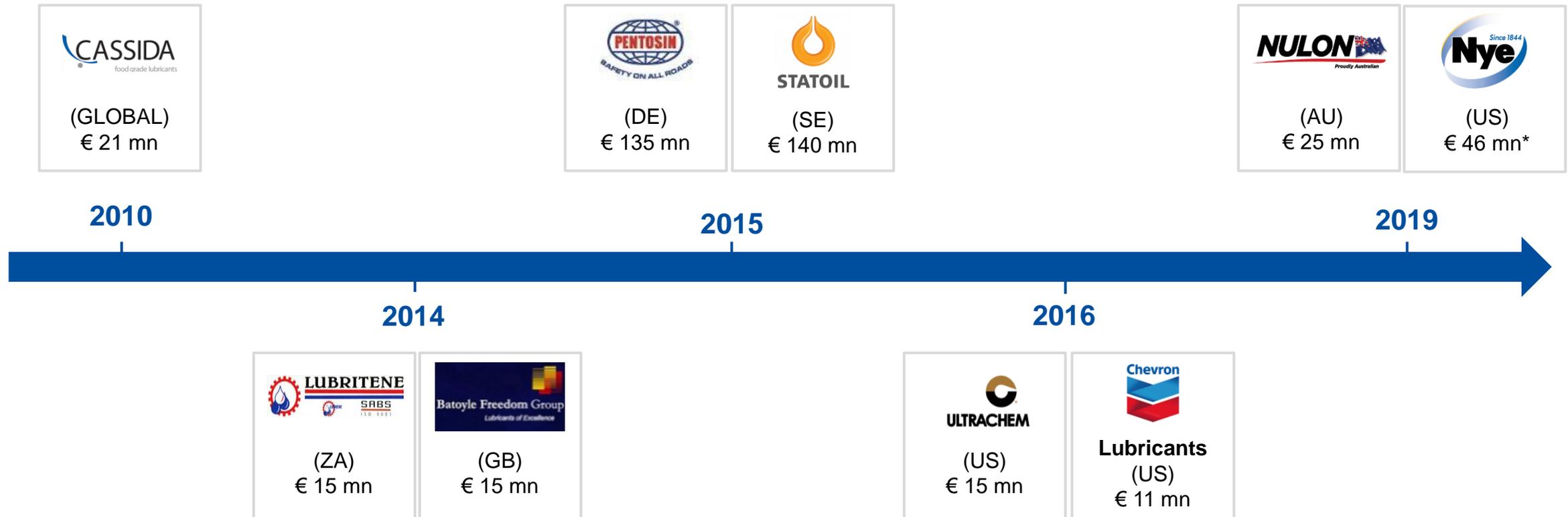
Investment program from 2016-2020 with ~ €600 mn

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



Strong track record of integrating businesses

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



* Closing January 24, 2020

Acquisitions leverage technological edge and specialty exposure



WELPONER



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

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

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

Growth market Africa



- Africa represents 6% of the global lubricant market
- FUCHS intends to increase its presence in this rapidly growing market
- FUCHS South Africa generates € 75 million in sales p.a. with 280 employees
- Joint ventures were founded in Tanzania and Egypt in 2019
- At the beginning of 2020, FUCHS acquired 50% of the shares in three distributors each in Zimbabwe, Zambia and Mozambique. The three joint ventures employ 90 people and generate sales of around € 21 million p.a.
- In other African countries, FUCHS has license partners and distributors

FUCHS CO₂-neutral since 2020

- Since 2010 already 30% reduction of energy consumption-specific CO₂ emissions per ton of FUCHS lubricant produced
- Since 2020, CO₂-neutral “gate-to-gate” production
- Emissions not yet avoided are offset by compensation measures
- Investment in high-quality climate protection projects for the expansion of renewable energies

On track to deliver as promised



CO₂neutral

02 FUCHS2025

New Mindset for Future Challenges

The FUCHS2025 Strategy

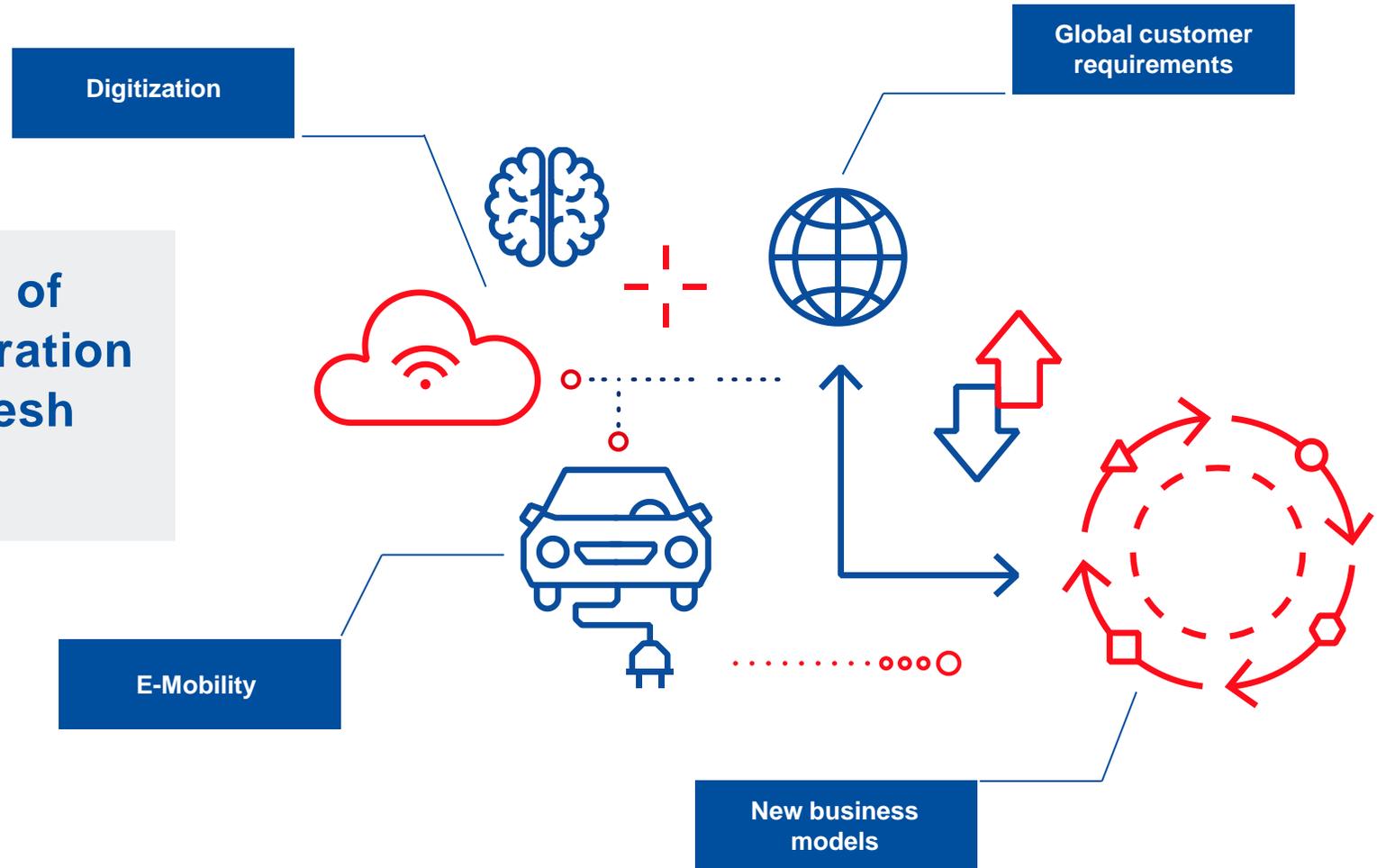
LUBRICANTS.
TECHNOLOGY.
PEOPLE.



FUCHS2025

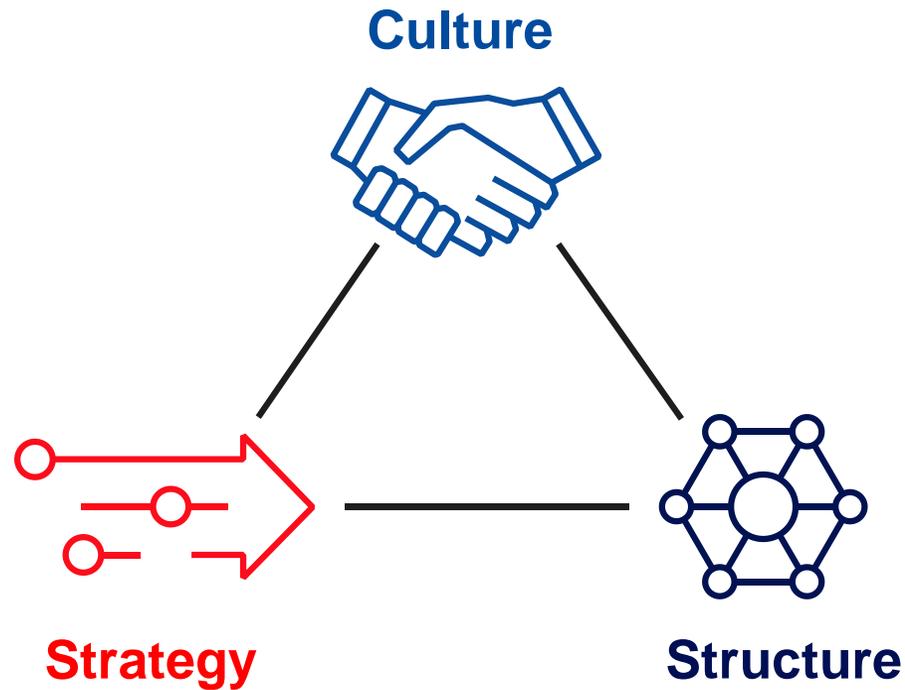
New Mindset for Future Challenges

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**



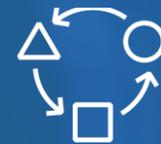
**Technology
Leader**



**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

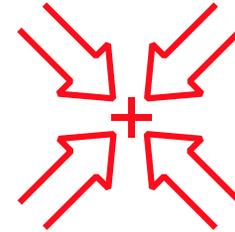


Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution

FUCHS2025 Strategy Highlights



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



Better market penetration through market segmentation



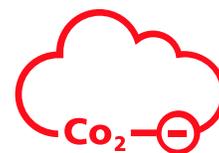
Technology leadership in the segments we target until 2025



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 FY 2020



Highlights FY 2020

Solid performance in challenging year

€2,378 mn

Sales down by 8 %

€313 mn

EBIT down by 3 %

€165 mn

FVA down by 5 %

- Covid-19-related with lower sales in all regions
- Cost discipline, favorable product mix and raw material prices stabilized EBIT
- Growth initiative with further progress:
 - 2nd largest capex ever in 2020 (leveling off to D/A level in 2021)
 - Acquisitions leverage technological edge and specialty exposure
- FUCHS2025 with important milestones

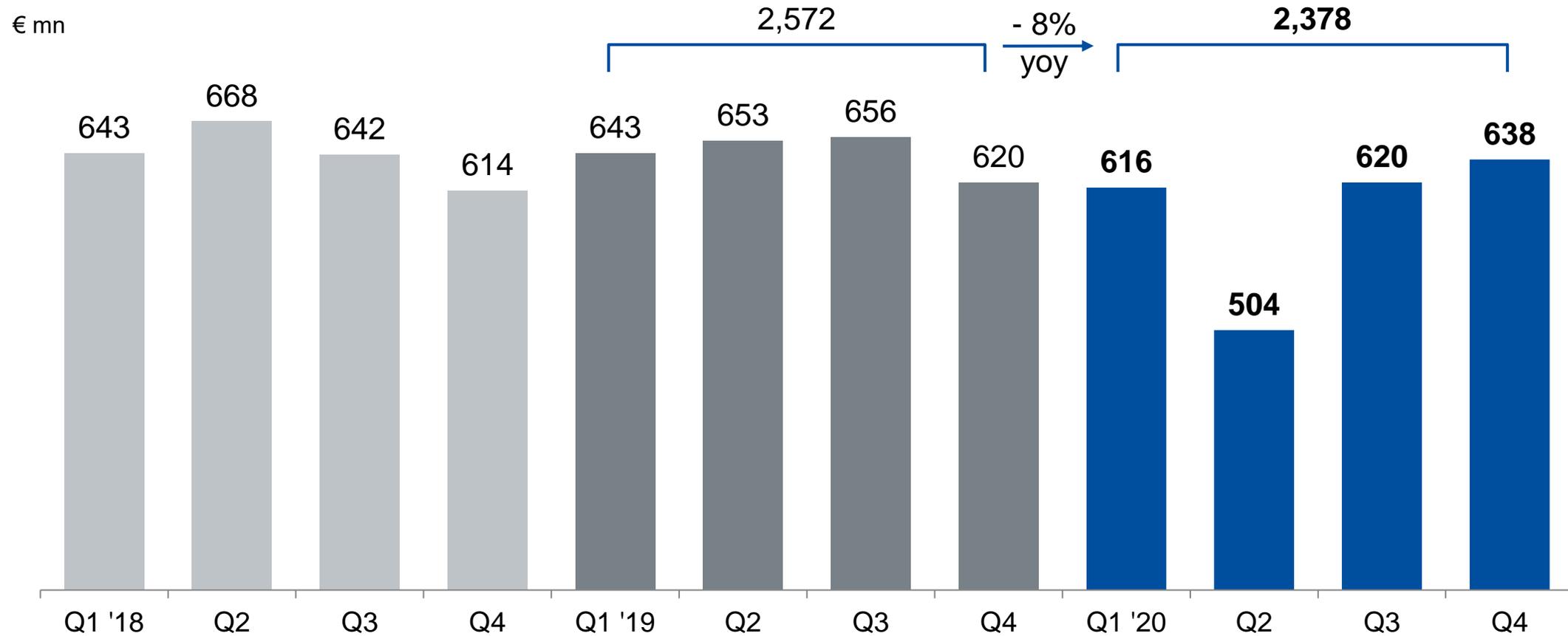
Dividend +2%

- €0.99 per pref. share
- €0.98 per ord. share

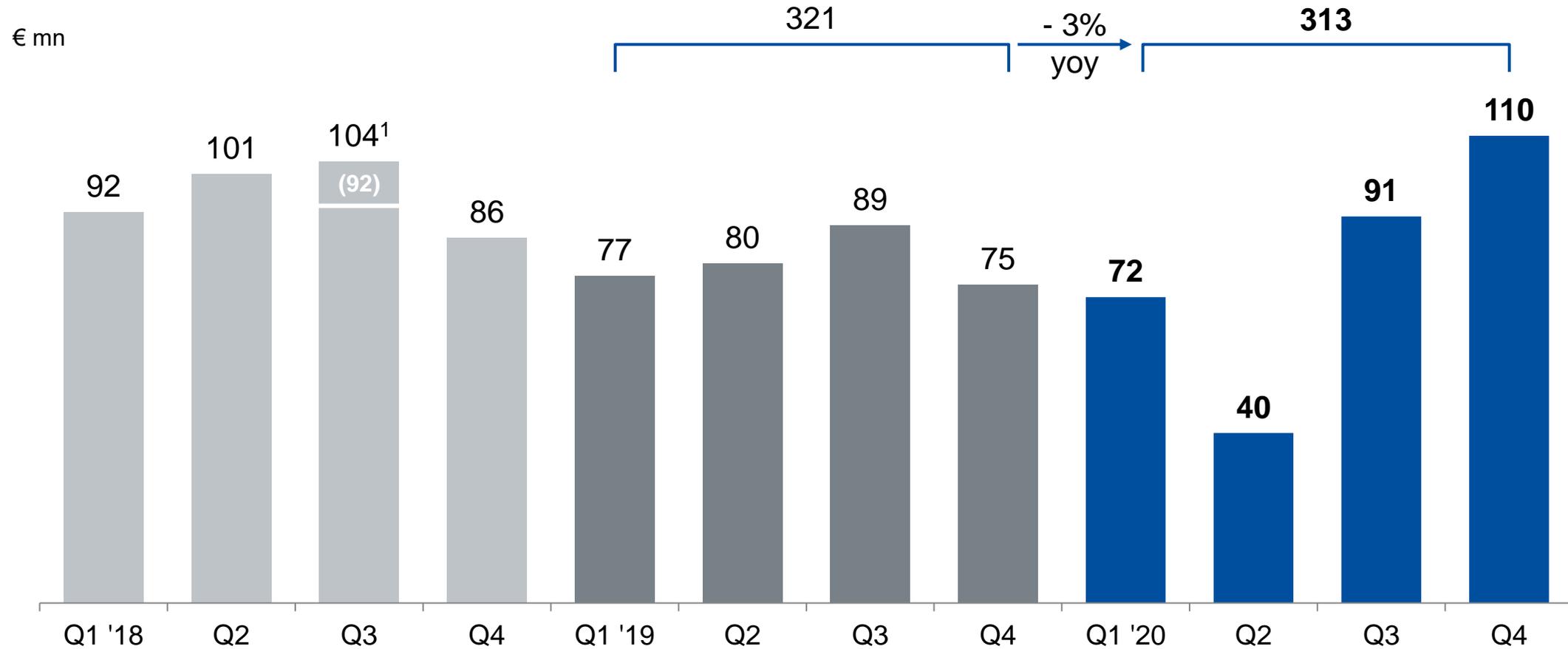
Outlook FY 2021

- Sales on 2019 level
- EBIT on 2020 level
- FVA ~ €160 mn
- FCF bef. acq. ~ €160 mn

Sales development

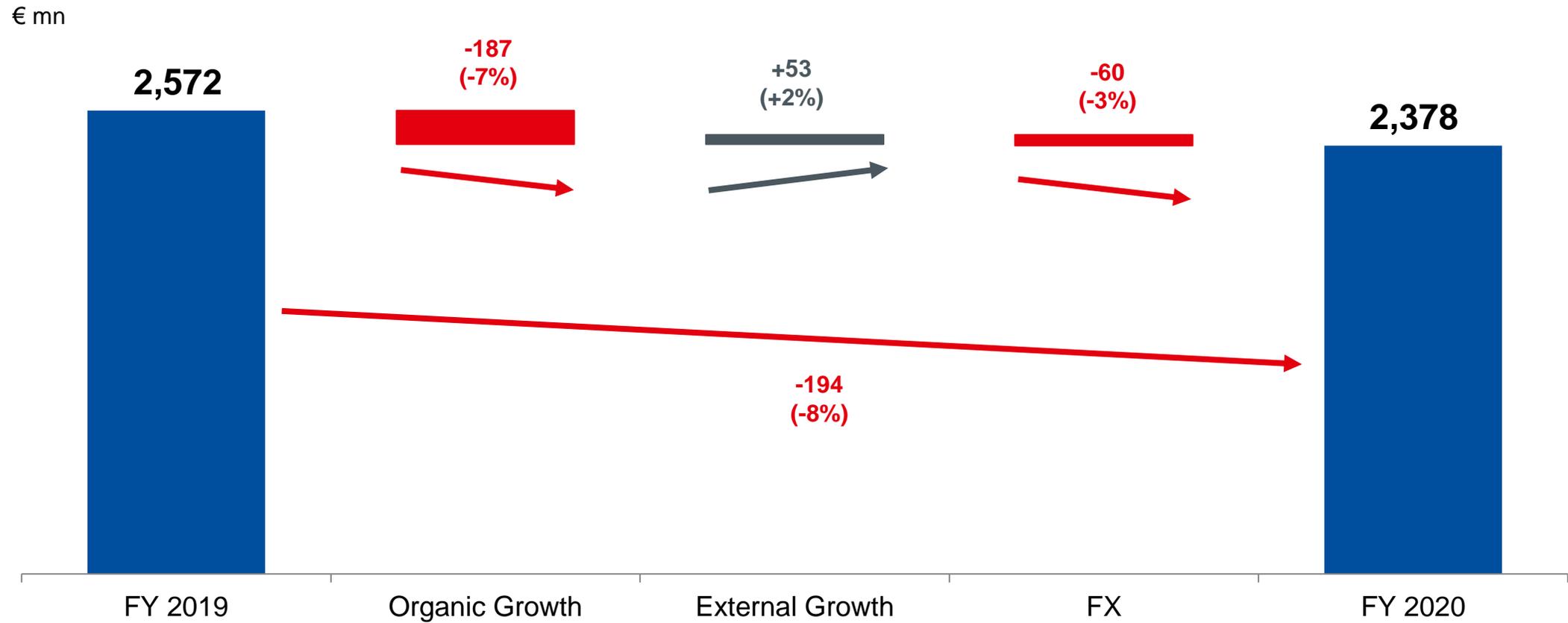


EBIT development



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

FY 2020 Group sales



Income Statement

€ mn	2020	Q4 20	Q3 20	Q2 20	Q1 20	2019	Δ € mn yoy	Δ in % yoy
Sales	2,378	638	620	504	616	2,572	-194	-8
Gross Profit	854	239	225	172	218	890	-36	-4
<i>Gross Profit margin</i>	35.9 %	37.5 %	36.3 %	34.1 %	35.4 %	34.6 %	-	+1.3 %-points
Other function costs	-551	-132	-137	-134	-148	-580	29	5
EBIT before at Equity	303	107	88	38	70	310	-7	-2
At Equity	10	3	3	2	2	11	-1	-9
EBIT	313	110	91	40	72	321	-8	-3
Earnings after tax	221	79	63	28	51	228	-7	-3

Solid Balance Sheet and strong cash flow generation

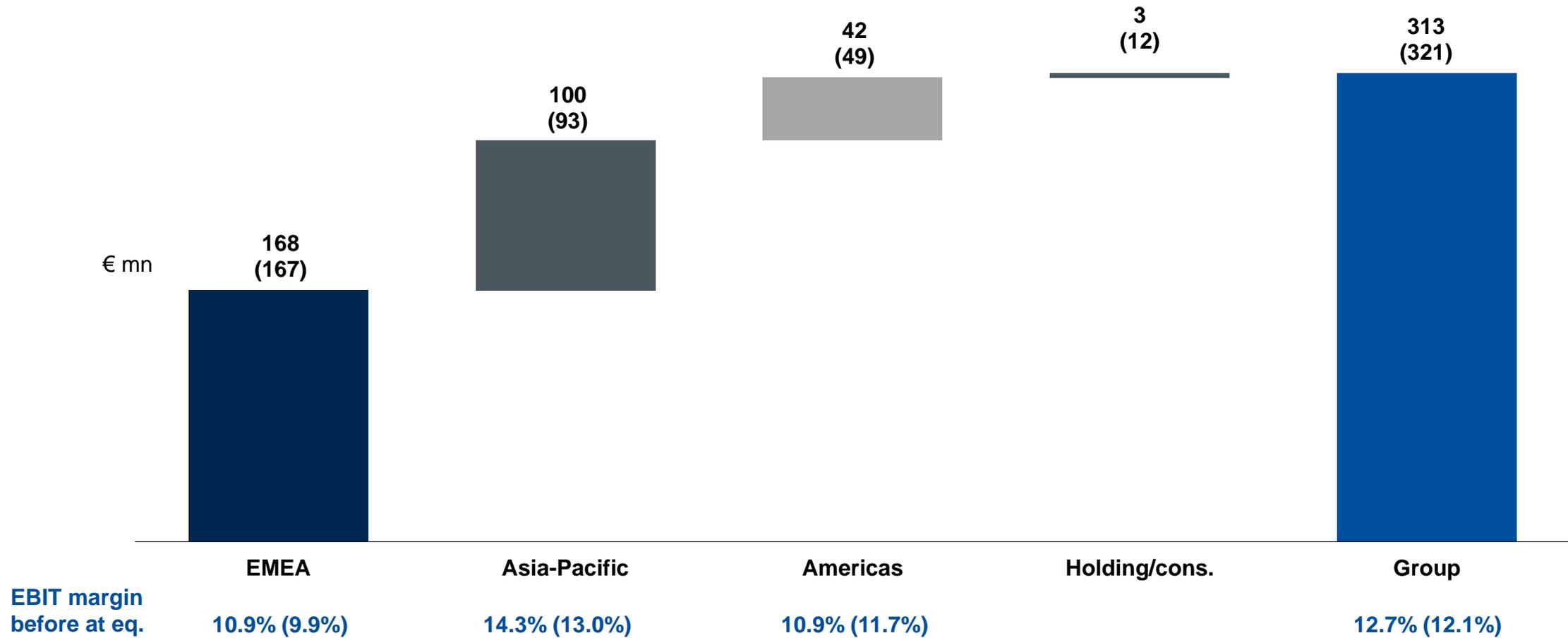
€ mn	2020	2019	2018	2017	2016
Total assets	2,120	2,023	1,891	1,751	1,676
Goodwill	236	175	174	173	185
Equity	1,580	1,561	1,456	1,307	1,205
Equity ratio	75%	77%	77%	75%	72%

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

¹ Including divestments

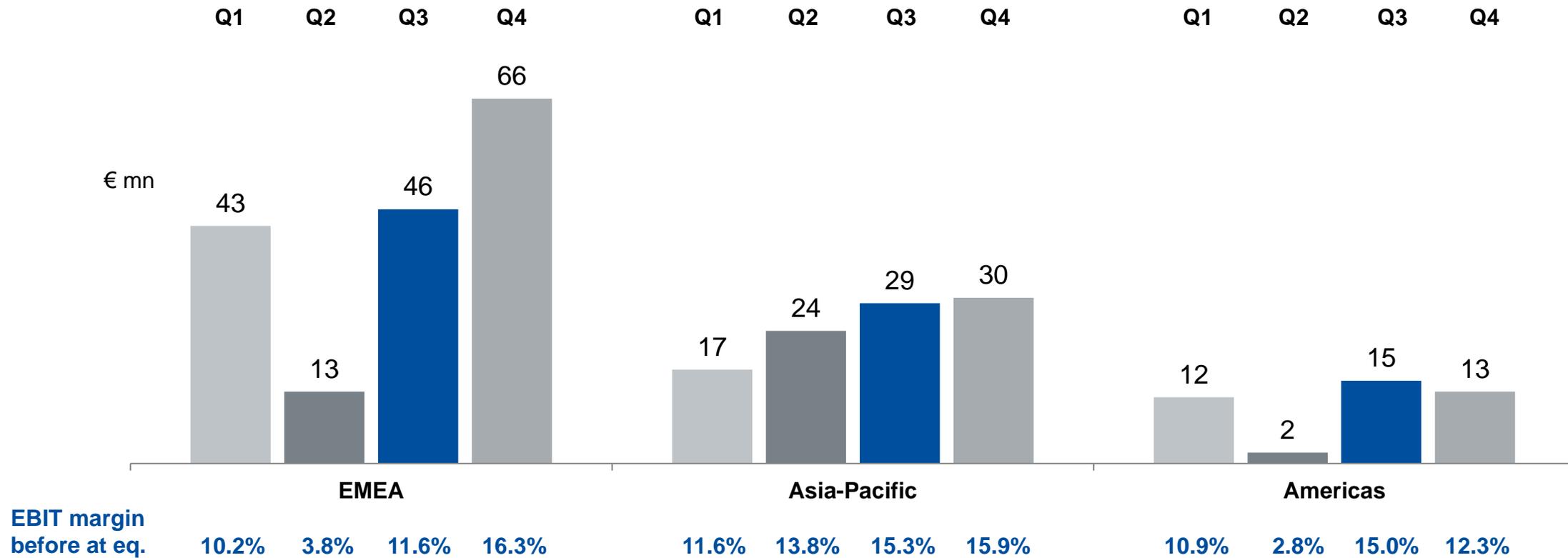
EBIT by regions

FY 2020 (FY 2019)



Quarterly EBIT development by regions

Q1-Q4 2020

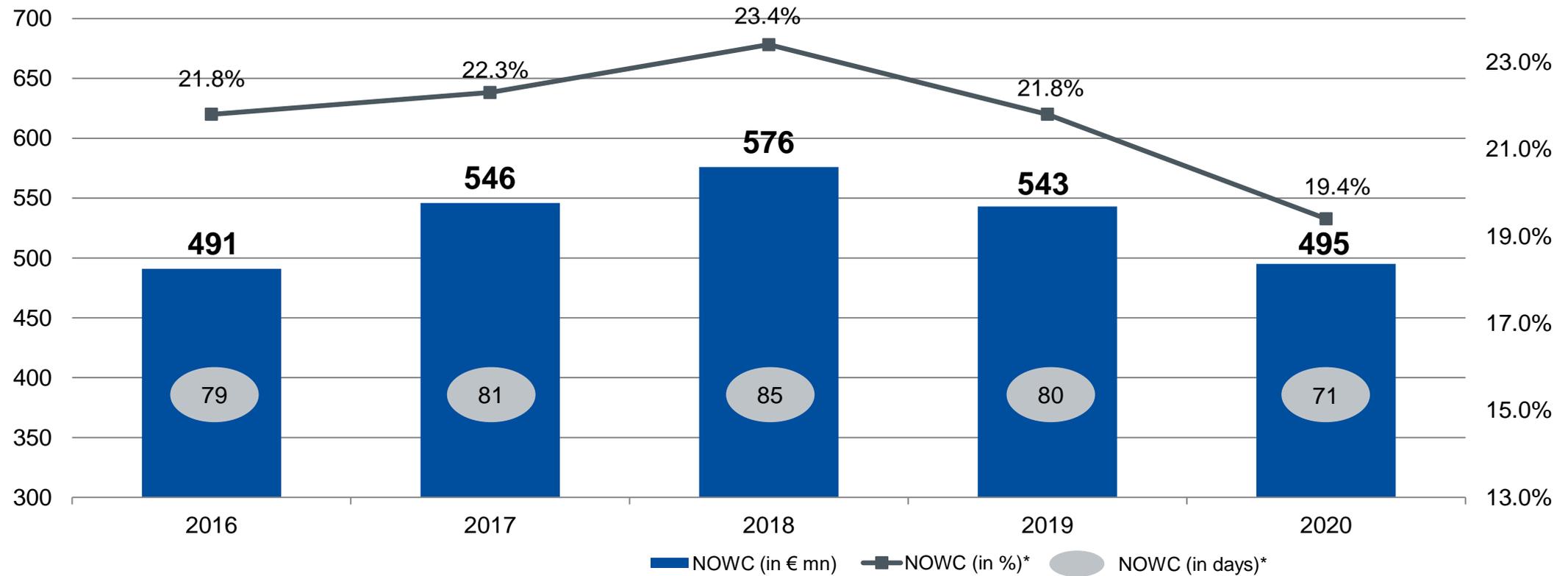


Cash flow FY 2020

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

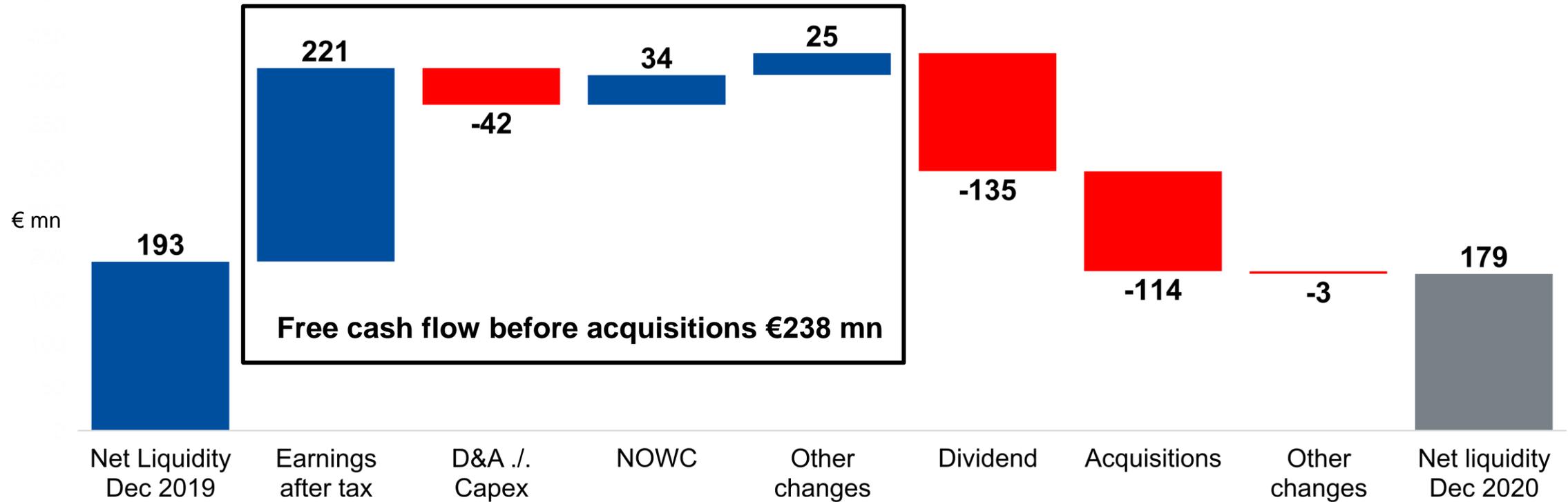
¹ Free cash flow before cash paid for acquisitions and before cash acquired through acquisitions

Net operating working capital (NOWC)



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

Net Liquidity



FY 2020 earnings summary

KPI in € mn	FY 2020	FY 2019
Sales	2,378	2,572
Cost of sales	-1,524	-1,682
Gross profit	854	890
Other function costs	-551	-580
EBIT bef. at Equity	303	310
EBIT	313	321
CAPEX	122	154
NOWC	495	543
FCF bef. acq.	238	175

- Strong finish in Q4 across all regions cushioned Covid-19 related sales declines to overall 8%
- Ext. growth with 2% overcompensated by negative FX effects of 3%
- Gross margin at 35.9% (34.6) above previous year due to positive product mix effects, favorable raw mat. prices, strong cost discipline
- EBIT disproportionately lower by 3%
- CAPEX lower by 21% after record level in prior year
- NOWC down to 19,4% (21,8) of sales due to reduction in inventories
- FCF bef. acq. mainly driven by NOWC release and lower CAPEX

EMEA: Slightly higher EBIT despite significant sales declines

KPI in € mn	FY 2020	FY 2019
Sales	1,446	1,579
Organic growth	-108 (-7%)	-36 (-2%)
External growth	1 (0%)	-
FX effects	-26 (-1%)	-3 (0%)
EBIT bef. at Equity	158	156
EBIT	168	167

- Sales decline of 8% yoy
- Most regions with double-digit-percentage sales declines apart from Russia and South Africa
- Negative FX effects due to weakness of South African rand and Russian ruble
- At-equity income lower yoy as especially the joint venture in Saudi Arabia was negatively affected from Covid-19 pandemic
- EBIT € 1 mn above prior year due to a strong cost discipline (short-term work & hiring freeze, reduced advertising and travel costs) and slightly lower raw material costs; prior year was burdened by impairment of € 6 mn

APAC: Sales without FX effects on prior year level; EBIT up yoy

KPI in € mn	FY 2020	FY 2019
Sales	698	718
Organic growth	-9 (-1%)	-9 (-1%)
External growth	5 (0%)	17 (2%)
FX effects	-16 (-2%)	4 (1%)
EBIT bef. at Equity	100	93
EBIT	100	93

- Sales decline of 3% yoy
- After strong sales declines already in Q1, APAC was the first region to recover from the Covid-19 pandemic
- Main driver of the recovery was China, which even achieved slight organic growth in 2020
- External growth from acquisition in prior year positively contributed to Q1
- EBIT 8% above prior year due to a strict cost control, cost savings, positive raw material price- and product mix development

North and South America: Strong external growth vs. organic sales declines; EBIT sig. lower

KPI in € mn	FY 2020	FY 2019
Sales	387	418
Organic growth	-60 (-14%)	-3 (-1%)
External growth	47 (11%)	1 (0%)
FX effects	-18 (-4%)	11 (3%)
EBIT bef. at Equity	42	49
EBIT	42	49

- Sales decline of 7% yoy
- USA most severely affected from Covid-19 pandemic
- Negative FX effects from USD, Brazilian Real and Argentinian Peso
- However, strong external growth from especially Nye and PolySi
- Strong EBIT decline in H1 partially compensated by slight recovery in H2
- However, gross margin improved compared to prior year due to lower raw material prices, positive mix effects and Nye acquisition

Dividend proposal

Reliable dividend policy even in times of crisis

**19 consecutive years
with dividend
increases**

The Executive and
Supervisory Board will
propose an increase of €0.02
to the Annual General Meeting

2%
**higher dividend
payment proposed**

**€0.99
(0.97)**

per preference share

**€0.98
(0.96)**

per ordinary share

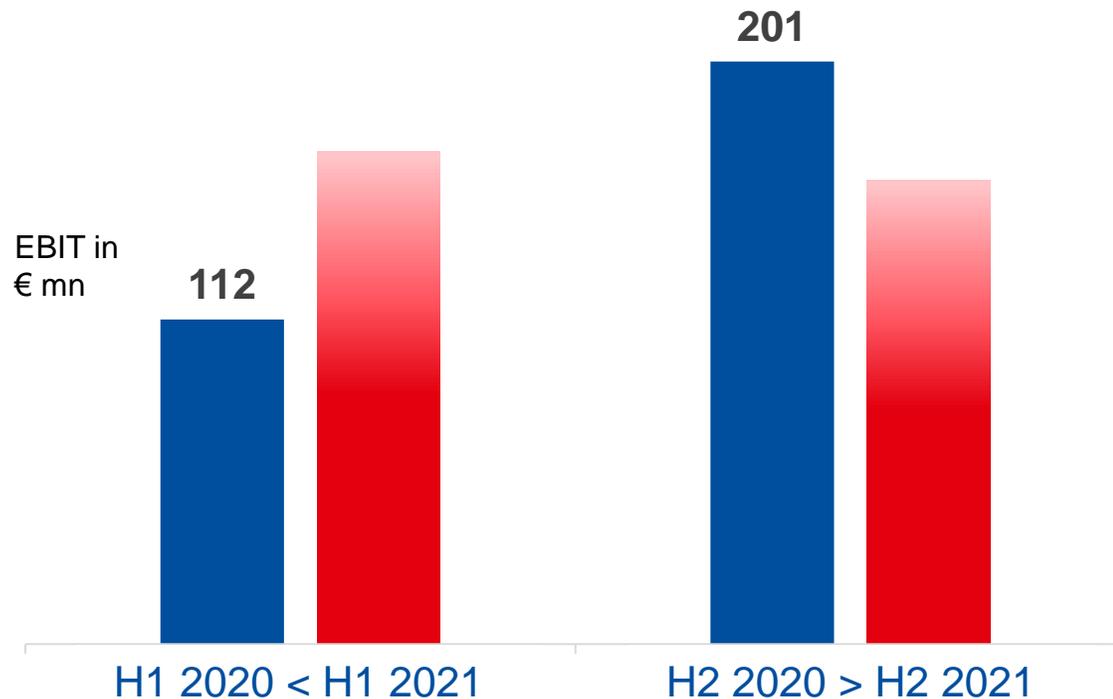
Outlook FY 2021 (1)

Recovery across all regions vs. raw material price dislocations

KPI* in € mn	Act. 2020	FC 2021	
Sales	2,378	2019 level	Reaching pre-crisis levels
EBIT	313	2020 level	Consequent cost management vs. supply chain disruptions and sig. higher raw material costs
FVA	165	~160	Slightly higher cost of capital
FCF bef. acq.	238	~160	Slightly NOWC build-up vs. reduced capex

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

Outlook FY 2021 (2)



- Operational recovery from H2 2020 expected to continue into H1 2021
- However, the recovery of key customer groups as the auto industry will presumably not yet reach prior-crisis levels
- After raw material price tailwinds in H2 2020, recent raw material price increases will temporarily lead to margin compression

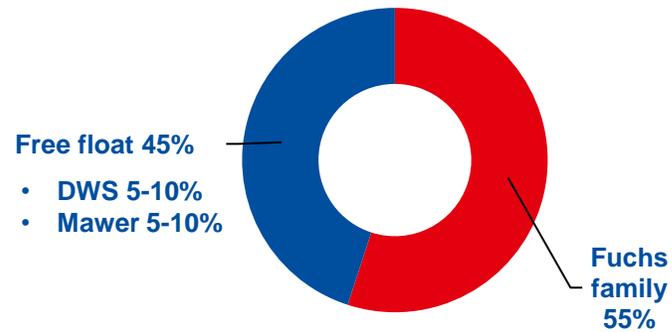
04 Shares



Breakdown ordinary & preference shares

(December 31, 2020)

Ordinary shares



Basis: 69,500,000 ordinary shares

Characteristics:

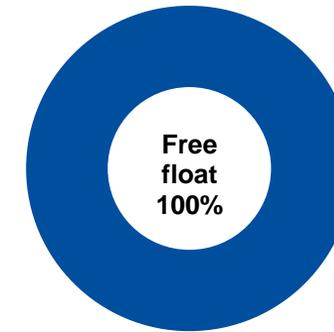
- Dividend
- Voting rights

Share data:

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

Preference shares

MDAX-listed



Basis: 69,500,000 preference shares

Characteristics:

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

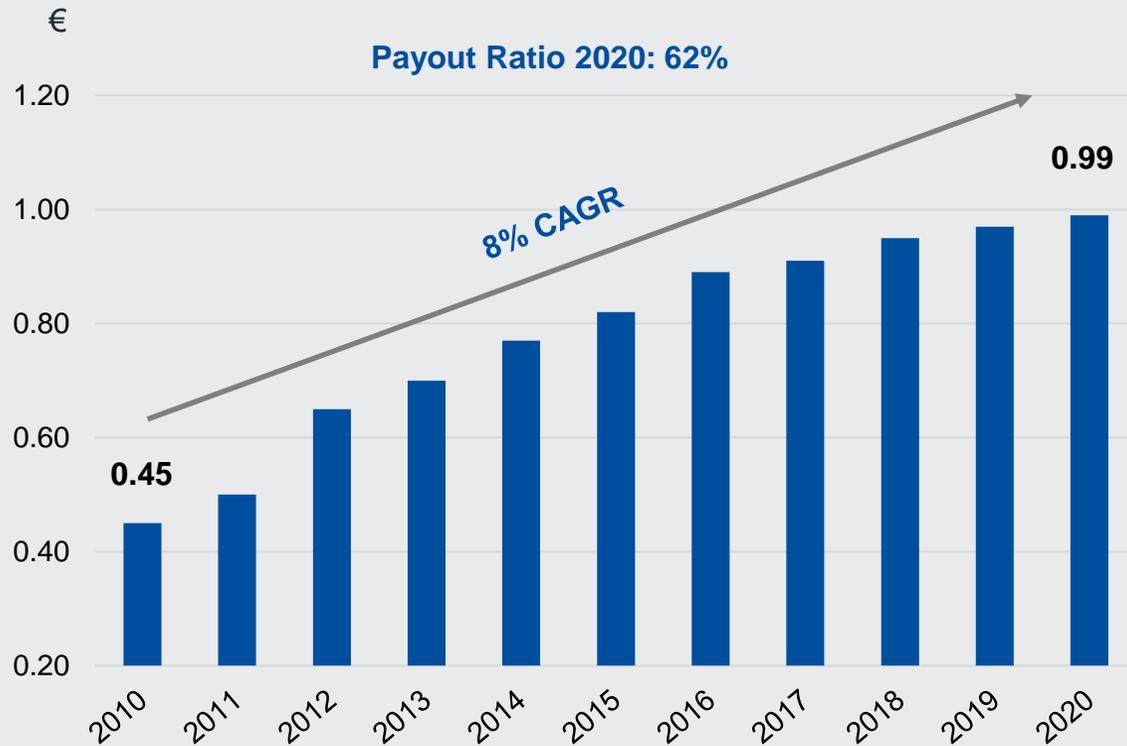
Share data:

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

Stable dividend policy

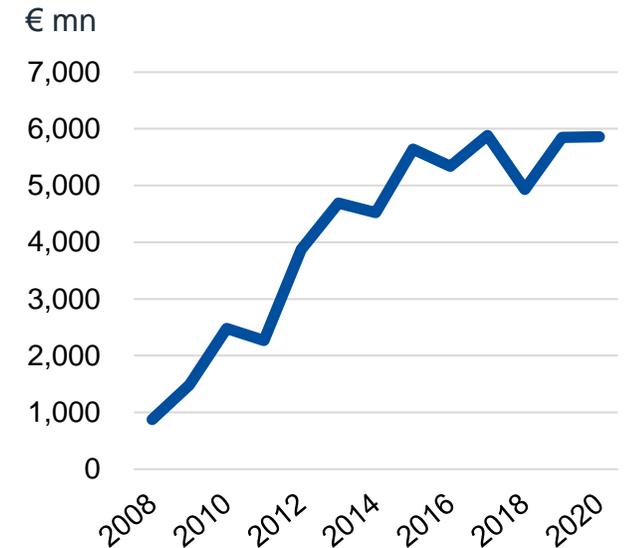
Our target: Increase the absolute dividend amount each year or at least maintain previous year's level

Dividend per Preference Share



- ➔ **19 years** of consecutive dividend increases
- ➔ **8 %** CAGR over the last 10 years
- ➔ **28 years** without dividend decreases

Market Capitalization

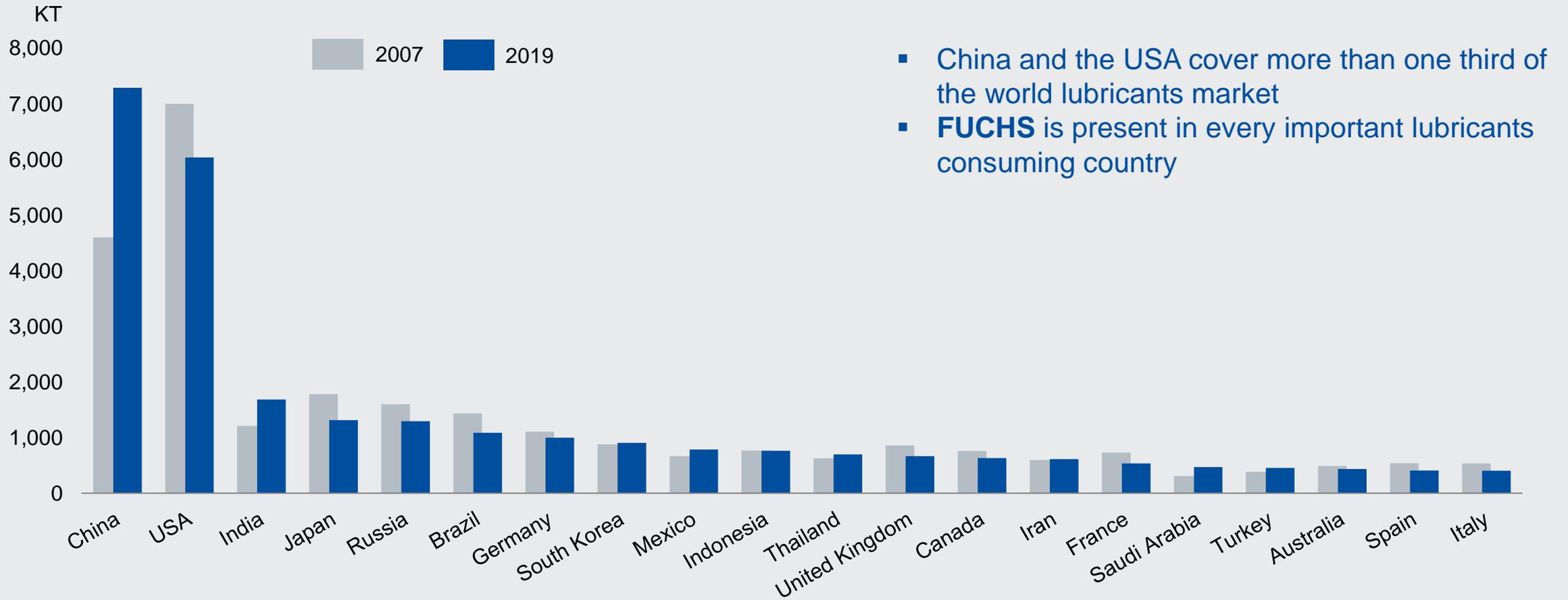


05 Appendix

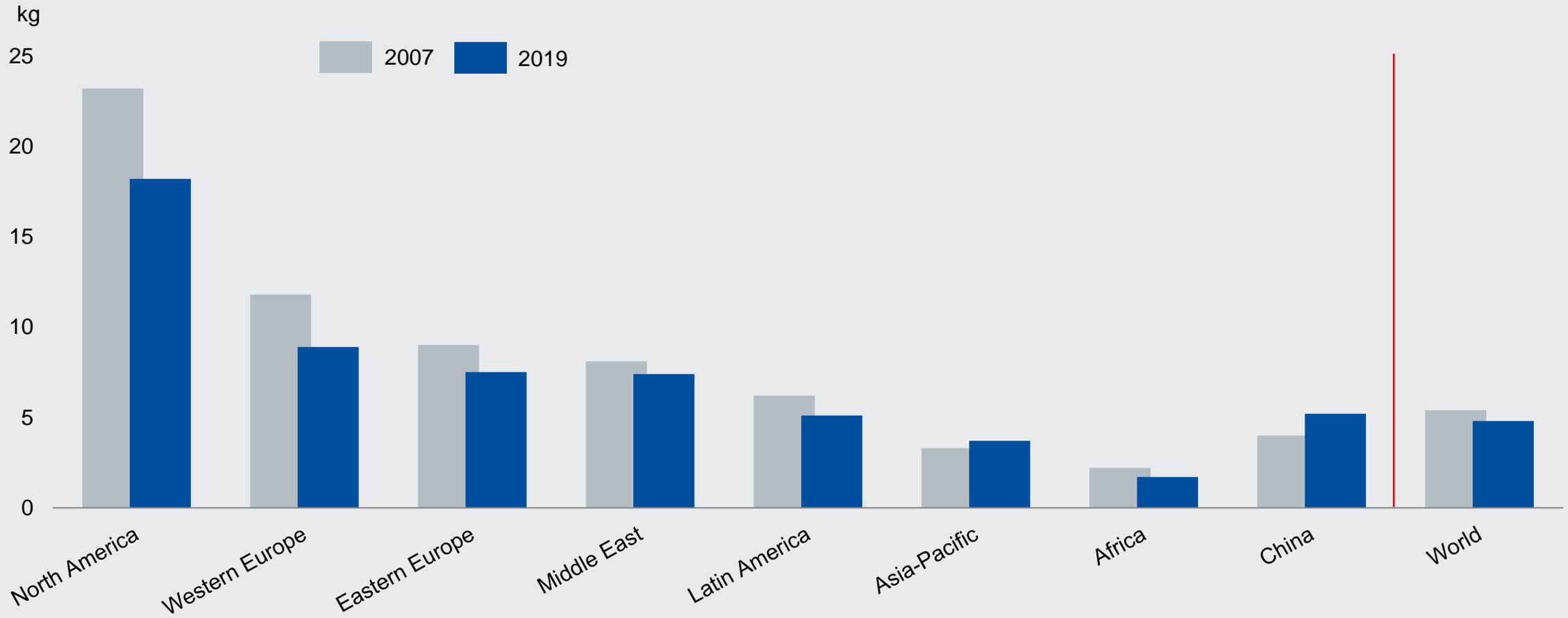
LUBRICANTS.
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PEOPLE.



Top 20 lubricant countries

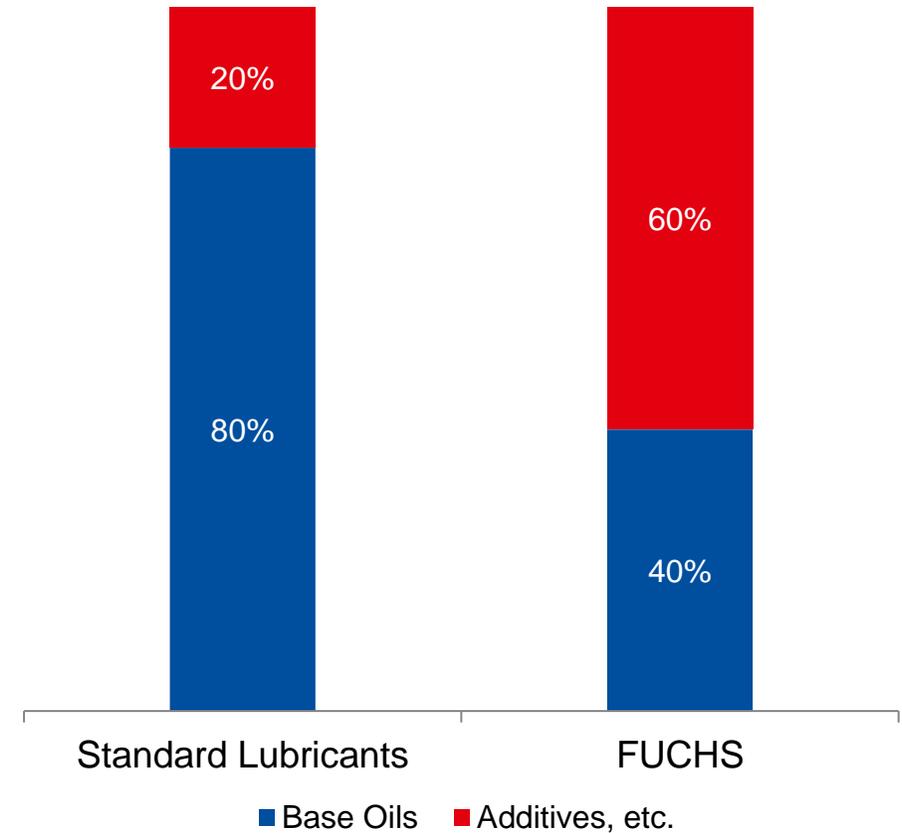


Regional per-capita lubricants demand



Base oil / additives value split

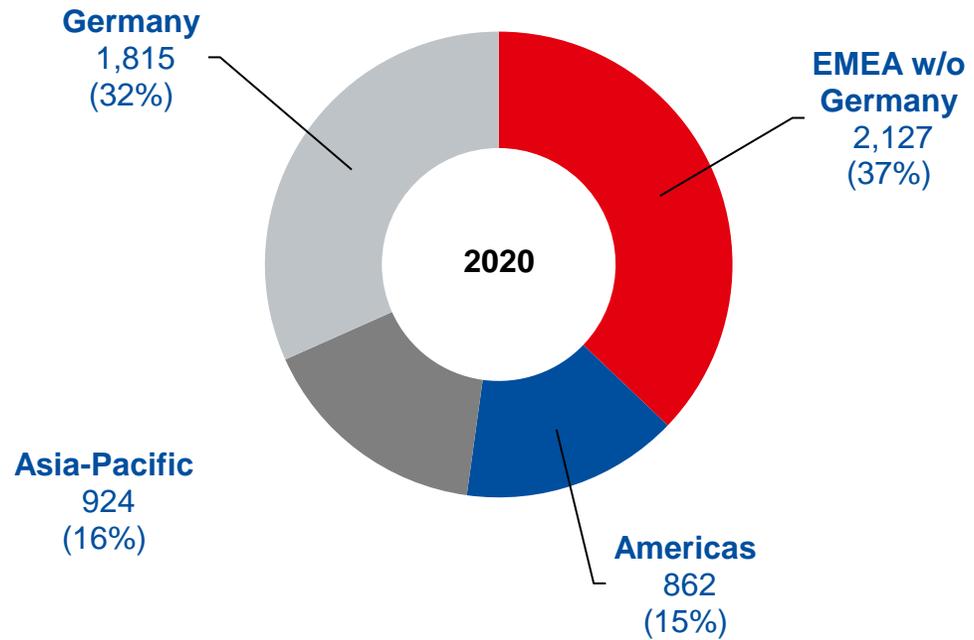
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices
 - We even face price increases for certain raw materials where supply/demand is not balanced, or special situations occur
- Special lubricants consist of less base fluid and more additives



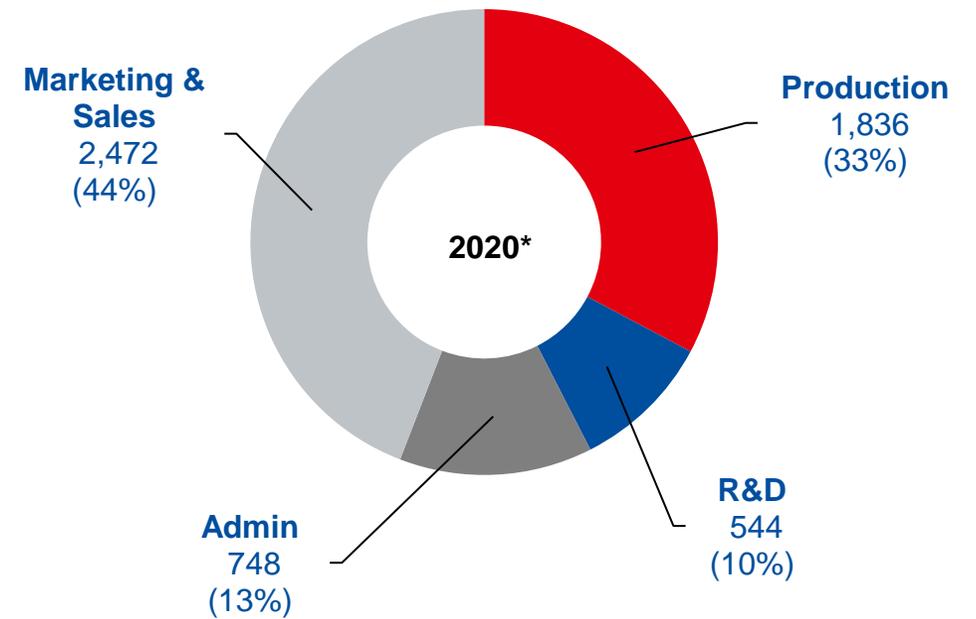
Workforce Structure

5,728 employees globally

Regional Workforce Structure



Functional Workforce Structure



*Excl. 128 Trainees

FUCHS – Act together

Mission statement

Lubricants

Fully focused on lubricants

Technology

Technological leadership in strategically important fields

People

Basis for our success: loyal and motivated workforce

Values

Trust

Trust is the basis of our self-understanding

Creating value

We deliver leading technology and first class service

Respect

We acknowledge our responsibility

Reliability

Act in a responsive and transparent way

Integrity

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

FUCHS2025 Strategy

Global Strength



Strategic Objectives:

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

FUCHS2025 Strategy

Customer & Market Focus



Strategic Objectives:

- Achieve maximum customer proximity, further utilize cross-selling opportunities, become the full-line supplier for our customers
- Develop global service portfolio up to 2025, change from product-driven approach to solution-driven approach
- Grow market shares to be amongst the leaders in the segments we target
- Systematically introduce new business models within the broader world of lubrication

FUCHS2025 Strategy

Technology Leader



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

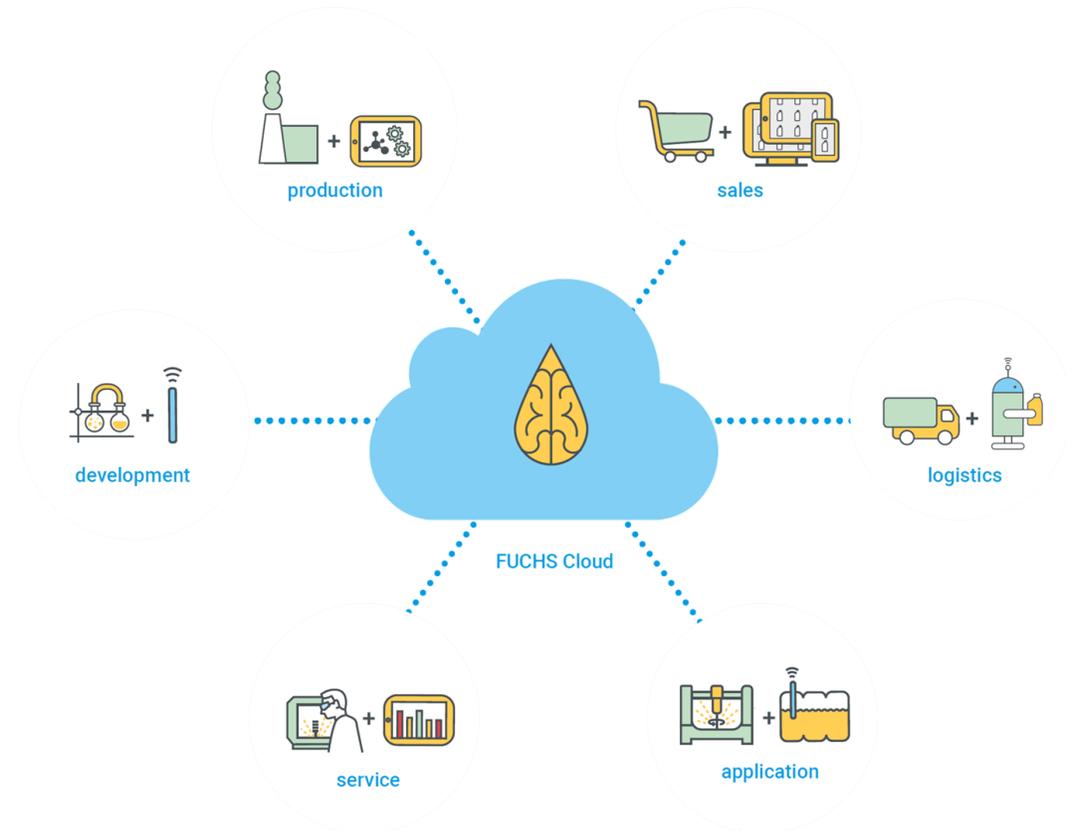


Strategic Objectives:

- 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

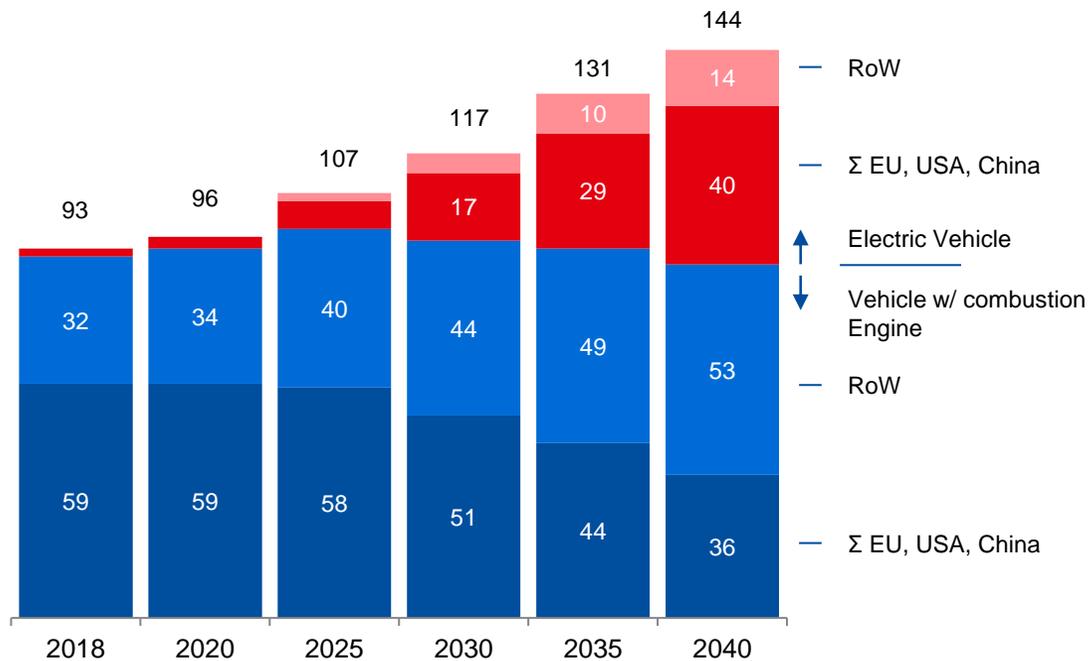
Digitalisation will fundamentally change our value creation

- 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)



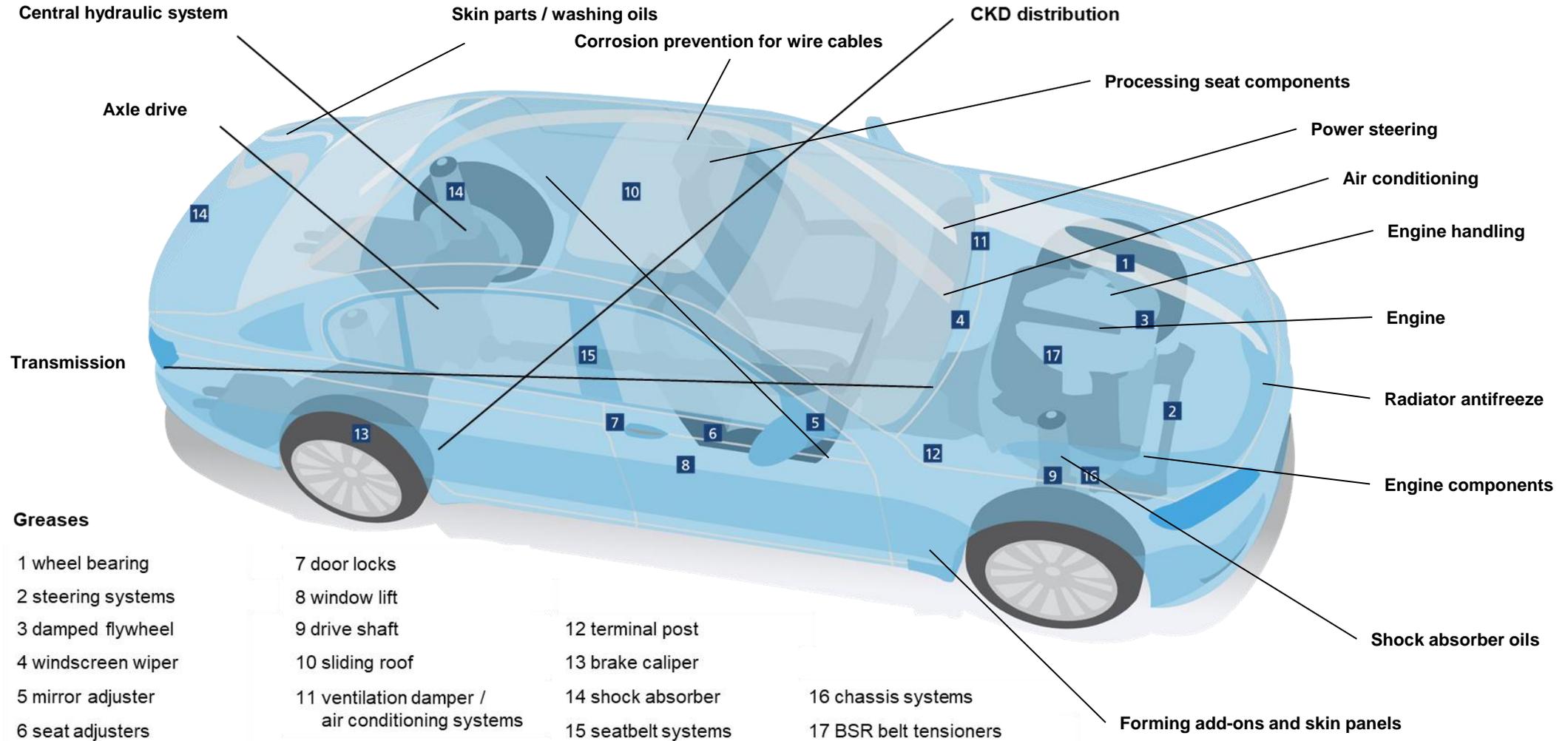
Source: FEV / Base Scenario

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

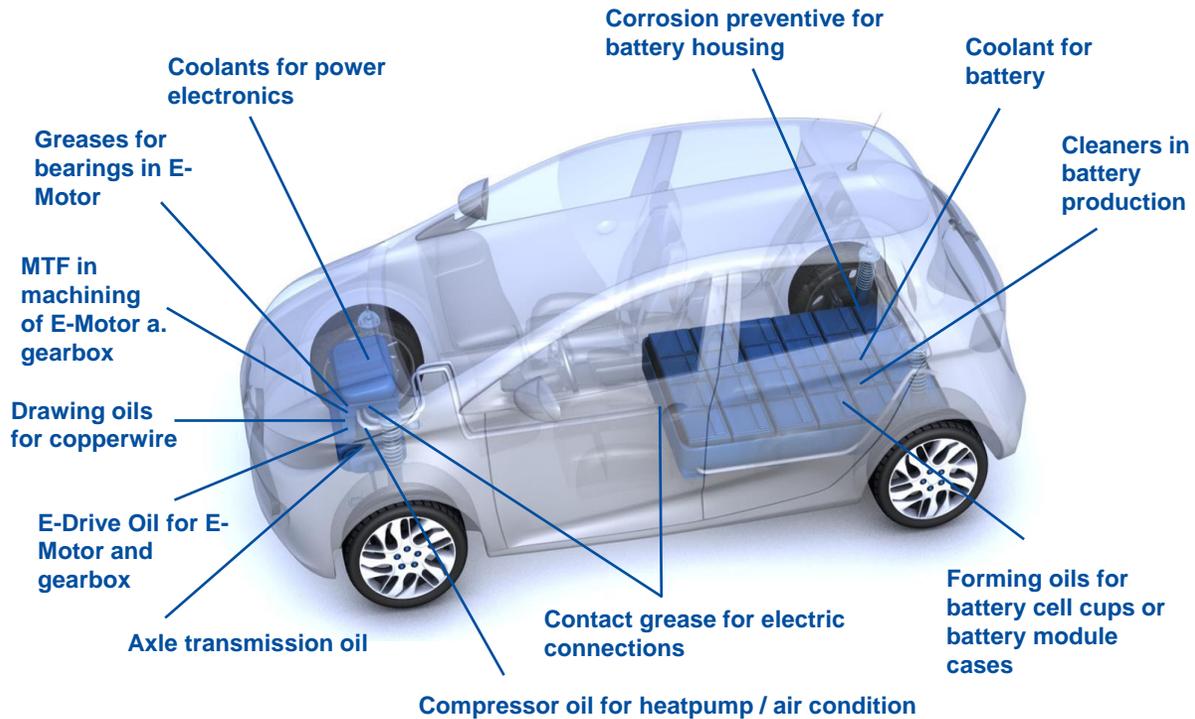
Lubricant applications in passenger cars

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

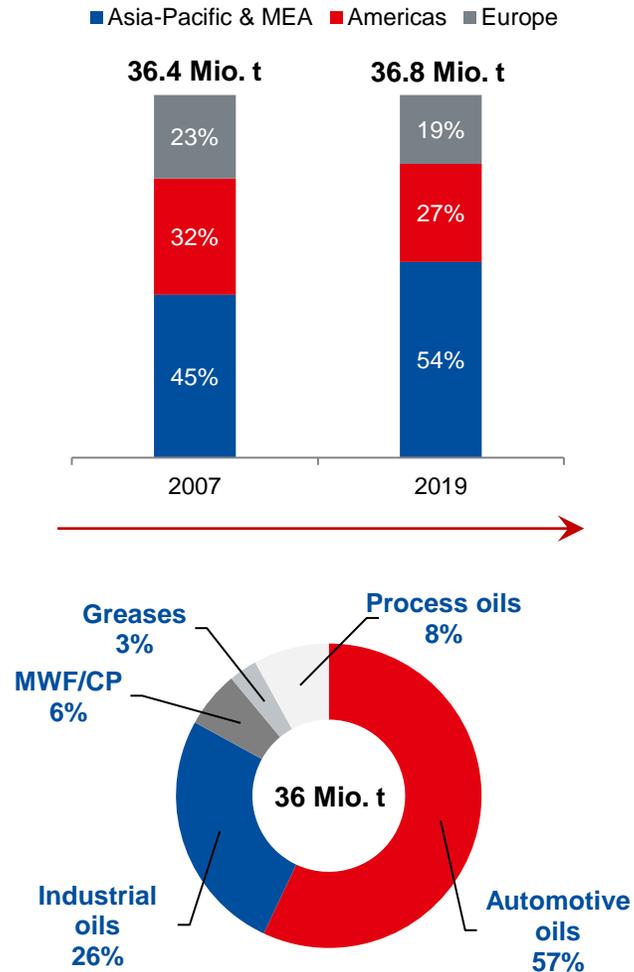


Powertrain Applications	ICE	HEV	BEV
Engine oil	✓	✓	-
Transmission oil	✓	✓	✓ / -
Greases	✓	✓	✓
Specialty greases	✓	+	+
Lubricants for Auxiliary systems	✓	+	+
Cooling & functional liquids	✓	+	+

- Omitted ✓ Required + Increased

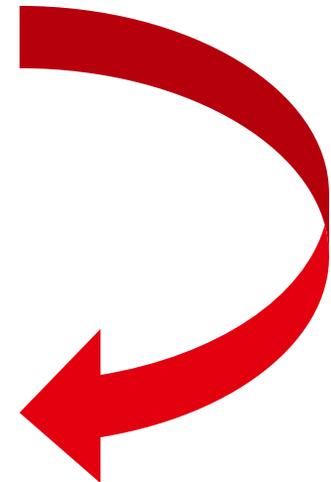
FUCHS DrivElectric

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%



Long-term objective: Focus on Shareholder Value



Drive returns

- Organic growth through strict customer focus, geographic expansion and product innovation
- Improve operating profitability through margin and mix management, operating cost management and efficiency improvements



Optimize capital

- Capex with returns above WACC
- Manage NOWC



Strengthen portfolio

- Reinvest in the business
- Acquisitions

Cash allocation priority



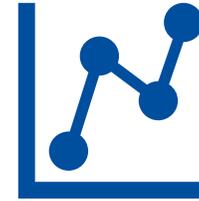
Reinvest in the business



Capex



Acquisitions



Shareholder value-oriented



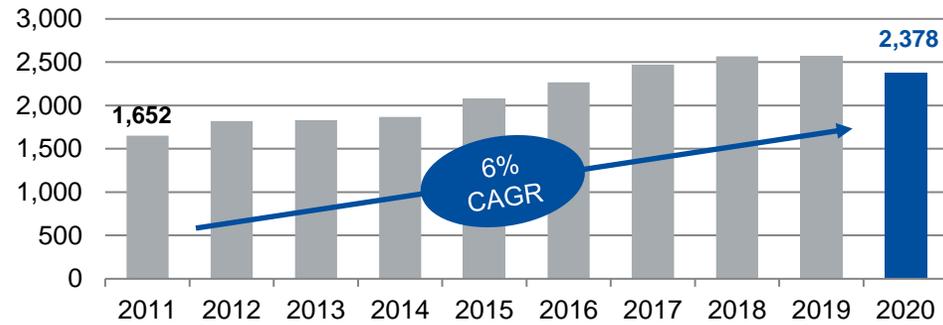
Stable Dividends



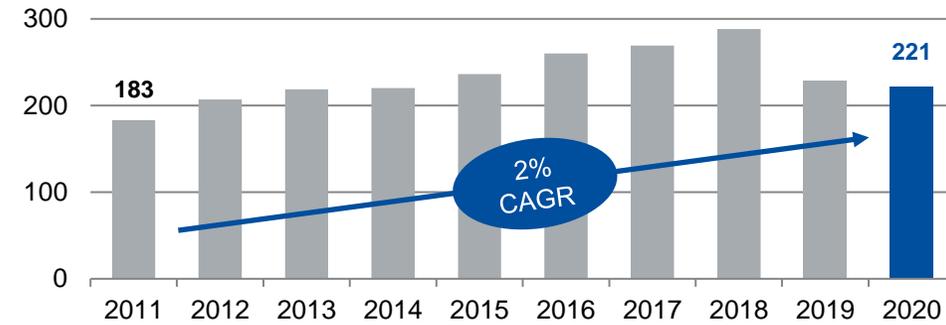
Share Buyback

Unique track record for continued profitability and added value

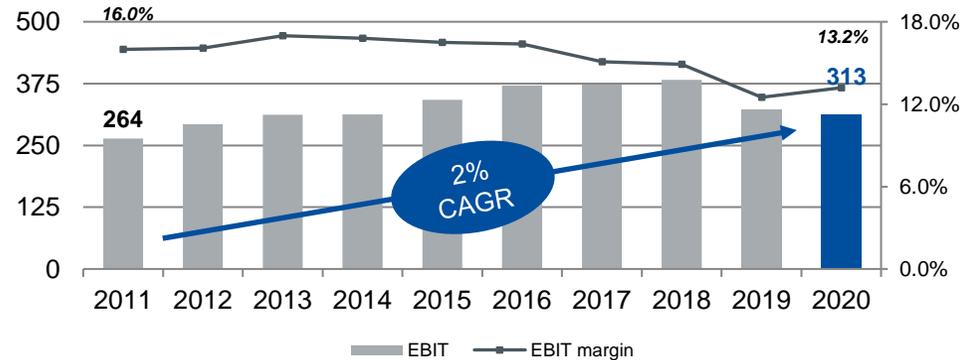
Sales (in € mn)



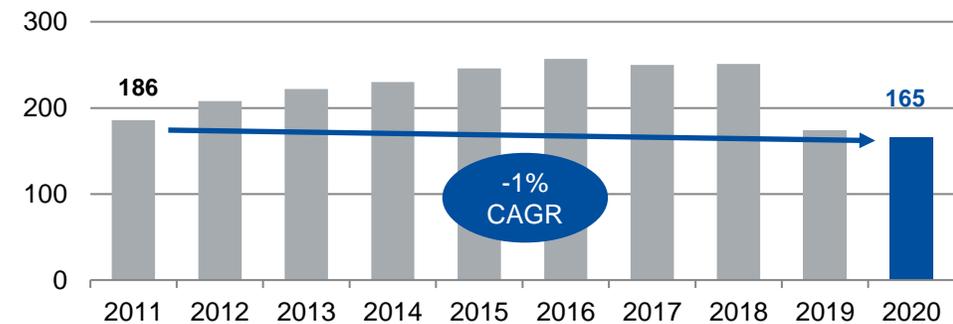
Earnings After Tax (in € mn)



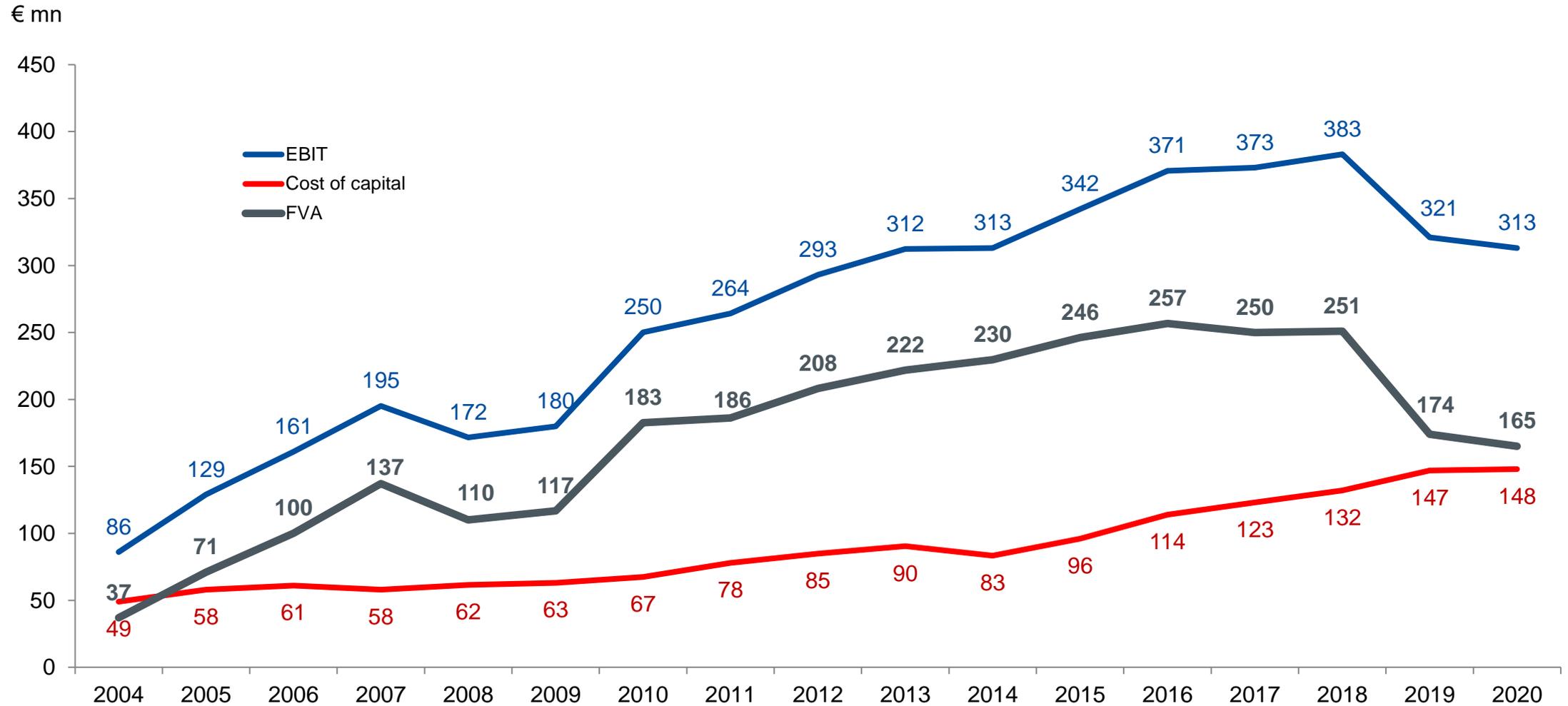
EBIT (in € mn)



FVA (in € mn)



Development EBIT – Cost of Capital – FVA



Cost of Capital = CE x WACC

Sales development

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

Solid Balance Sheet and strong cash flow generation

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

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

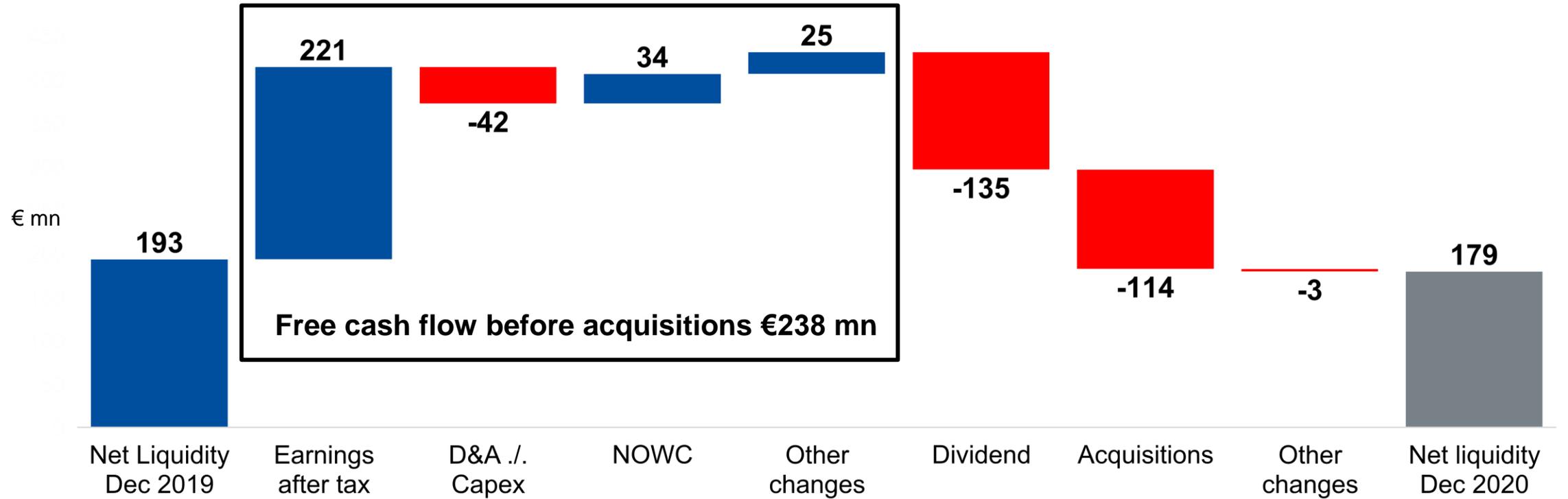
¹ Including divestments

Regional sales 2020

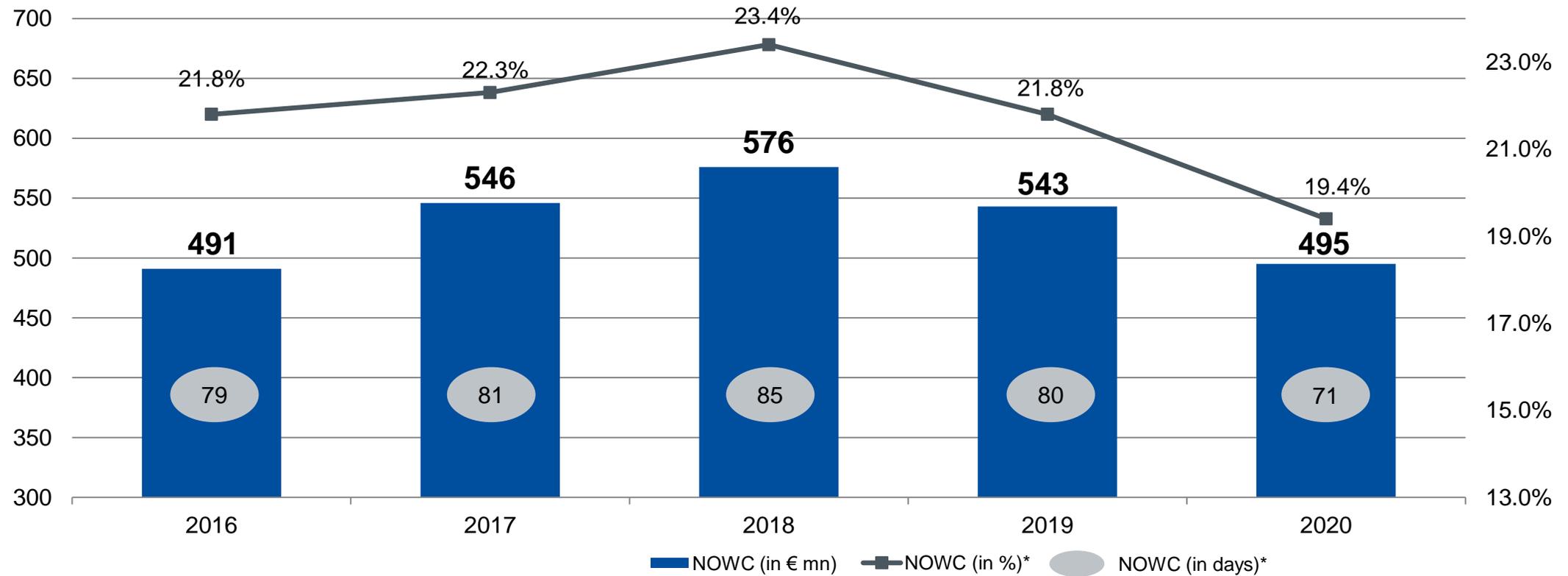
Covid-19-related lower sales in all regions

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

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												
Sales	618	629	615	611	643	668	642	614	643	653	656	620	616	504	620	638
Gross Profit	226	226	215	215	225	239	222	213	217	224	231	218	218	172	225	239
<i>Gross Profit margin (in %)</i>	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	36.3	37.5
Other function costs	-137	-134	-129	-126	-136	-140	-134	-132	-142	-147	-144	-147	-148	-134	-137	-132
EBIT before at Equity	89	92	86	89	89	99	88	81	75	77	87	71	70	38	88	107
<i>EBIT margin before at Equity (in %)</i>	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	14.2	16.8
At Equity	5	4	5	3	3	2	16	5	2	3	2	4	2	2	3	3
EBIT	94	96	91	92	92	101	104	86	77	80	89	75	72	40	91	110
<i>EBIT margin (in %)</i>	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	14.7	17.2
EBITDA	107	109	105	111	106	115	118	102	95	98	107	100	92	60	110	131
<i>EBITDA margin (in %)</i>	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	17.7	20.5

Quarterly figures by region

2019	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	400	399	402	378	1,579	171	184	180	183	718	106	106	108	98	418
EBIT before at equity income	36	39	48	33	156	21	23	23	26	93	14	15	12	8	49
<i>in % of sales</i>	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
Income from at equity companies	2	3	2	4	11	-	-	-	-	-	-	-	-	-	-
Segment earnings (EBIT)	38	42	50	37	167	21	23	23	26	93	14	15	12	8	49
<i>in % of sales</i>	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

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

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	370	386	1,446
Δ Y-o-Y in %	-	-	-	-	-	-4	-4	-1	-1	-2	0	-28	-8	2	-8
Asia-Pacific	178	191	173	164	706	171	184	180	183	718	146	174	189	189	698
Δ Y-o-Y in %	-	-	-	-	-	-4	-4	4	12	2	-14	-5	5	3	-3
Americas	95	104	105	105	409	106	106	108	98	418	110	71	100	106	387
Δ Y-o-Y in %	-	-	-	-	-	12	2	3	-7	2	4	-33	-7	8	-7
Holding/consolidation	-45	-41	-44	-36	-166	-34	-36	-34	-39	-143	-41	-30	-39	-43	-153
FUCHS Group	643	668	642	614	2,567	643	653	656	620	2,572	616	504	620	638	2,378
Δ Y-o-Y in %	-	-	-	-	-	0	-2	2	1	0	-4	-23	-5	3	-8

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	46	66	168
Δ Y-o-Y in %	-	-	-	-	-	-24	-18	-18	-24	-21	13	-69	-8	78	1
Asia-Pacific	28	28	24	22	102	21	23	23	26	93	17	24	29	30	100
Δ Y-o-Y in %	-	-	-	-	-	-25	-18	-4	18	-9	-19	4	26	15	8
Americas	13	17	15	14	59	14	15	12	8	49	12	2	15	13	42
Δ Y-o-Y in %	-	-	-	-	-	8	-12	-20	-43	-17	-14	-87	25	63	-14
Holding/consolidation	1	5	4	1	11	4	0	4	4	12	0	1	1	1	3
FUCHS Group	92	101	104	86	383	77	80	89	75	321	72	40	91	110	313
Δ Y-o-Y in %	-	-	-	-	-	-16	-21	-14	-13	-16	-6	-50	2	47	-3

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

Quarterly sales development 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	-6	5	-7
Asia-Pacific	-5	-6	-1	8	-1	-16	-3	8	5	-1
Americas	8	-2	-1	-7	-1	-6	-42	-11	3	-14
FUCHS Group	-1	-3	0	0	-1	-6	-23	-4	4	-7

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

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

The Executive Board



Stefan Fuchs

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



Dr. Lutz Lindemann

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



Dr. Timo Reister

Asia-Pacific, Americas, Industry Division



Dr. Ralph Rheinboldt

Europe, Middle East & Africa,
FUCHS LUBRITECH Division



Dagmar Steinert

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

Executive Compensation & FUCHS Shares

Executive Board

50%

of multi-year variable compensation (LTI)

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

LTI \triangleq 55% of total variable compensation

Supervisory Board

50%

of variable compensation

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

Download: Key documents for our shareholders



Our added value



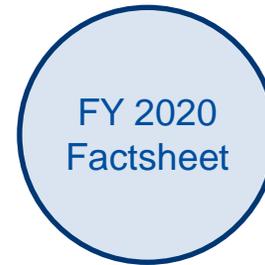
Transparency



Shareholder-oriented



Well informed



FY 2020
Factsheet



Financial
Reports



Analyst
Call PPT



Annual
Report
2020



Dividend
history



Ad hoc
releases

Click & Download 



Financial Calendar & Contact

Financial Calendar 2021

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

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

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