

New Mindset for Future Challenges 以全新心态应对未来挑战

The FUCHS2025 Strategy
福斯2025战略

| July 2020 | Mannheim, Germany | 2020年7月 德国 曼海姆

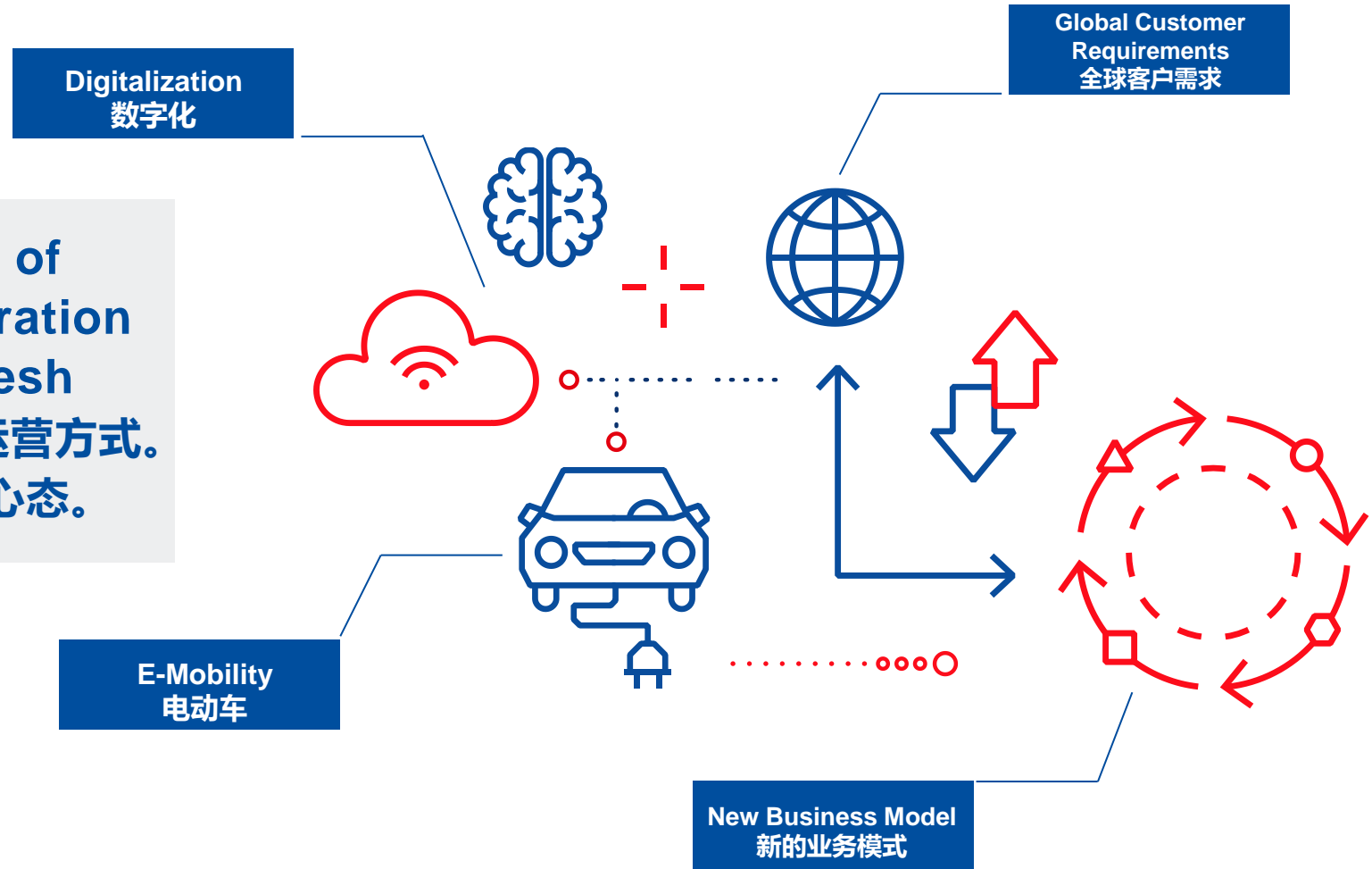


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New Mindset for Future Challenges

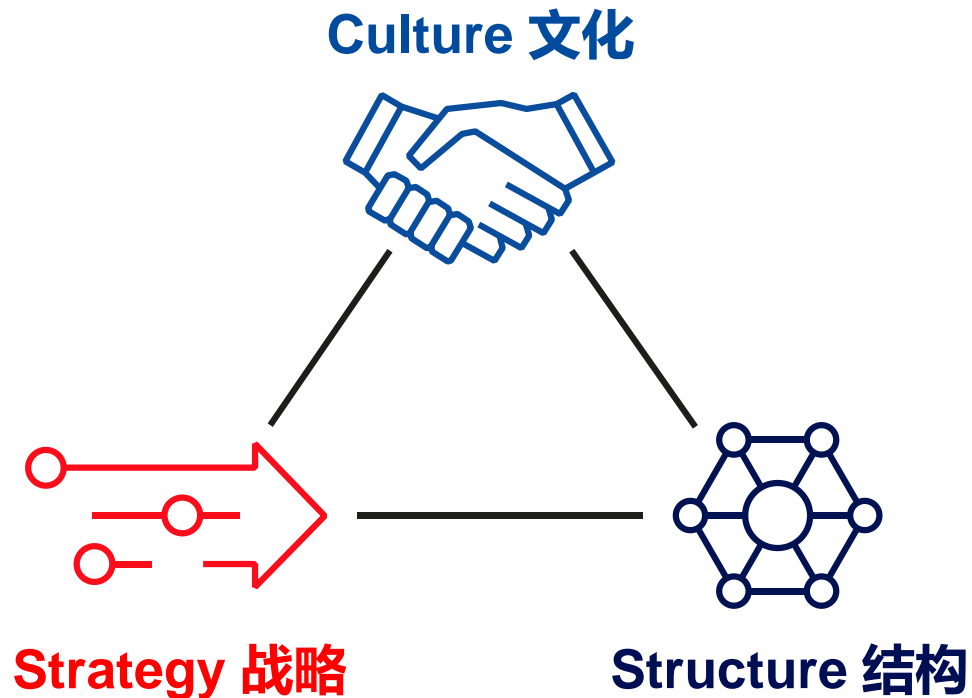
以全新心态应对未来挑战

New solutions require new ways of operating. And new ways of operation require a new approach and a fresh mindset. | 全新解决方案需要全新的运营方式。全新的运营方式又离不开全新的方法和心态。



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Key Elements 关键要素



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. | 我们认识到机遇与挑战并存。因此，我们正以全新的心态积极应对这些挑战，决心从战略、结构和文化三方面着手改造。

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Vision – Being First Choice 愿景 – 成为第一选择

“ We want to build on our strengths and globally align our organization to make our vision come true: ‘Being First Choice.’ ”

“我们希望发挥我们的优势，作为一个集团全球一致行动，以实现我们‘成为第一选择’的愿景。”

Stefan Fuchs, CEO FUCHS Group

福斯集团董事会主席 斯蒂芬·福斯



FUCHS2025 – growing from a solid foundation

福斯2025 – 在坚实的基础上成长

Based on 基于 ...

- Our full product offering and global setup | 我们的全线产品解决方案和全球设置
- Our local entrepreneurship in 60+ subsidiaries | 我们60多家子公司的本土开拓精神
- Our performance driven culture and loyal employee base | 我们的绩效驱动文化和忠诚的员工基础

We want to 我们希望...

- Be the partner of our customers around their needs in lubrication solutions
成为客户的合作伙伴，提供基于客户需求的润滑解决方案
- Achieve a better global alignment through harmonized standards and procedures
通过统一的标准和流程实现更好的全球一致性
- Leverage our experience and explore existing opportunities, especially in Asia and the Americas
利用我们的经验去探索机会，特别是在亚洲和美洲
- Continuously improve the CO₂ footprint of our products based on a lifecycle assessment
根据生命周期评估，持续改善产品的二氧化碳足迹
- Become the employer of choice | 成为首选雇主

FUCHS2025 Strategy 福斯2025战略

Strategic Pillars 战略支柱

Six strategic pillars form the base of our strategy. They are the guiding principles for our strategic actions to reach our vision for FUCHS2025. | 六大战略支柱形成福斯的战略基石，也为我们实现福斯2025愿景的行动纲领提供了方向。



Global Strength
全球优势



**Customer &
Market Focus**
聚焦客户和市场



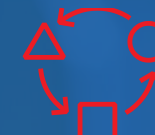
Technology Leader
技术领袖



**Operational
Excellence**
卓越运营



**People &
Organization**
人员与组织



Sustainability
可持续发展

FUCHS2025 Strategy 福斯2025战略

Global Strength 全球优势



Strategic Objectives 战略目标:

- Use market segmentation as basis for strategic and global business development, achieve better market penetration | 将市场细分作为战略和全球业务发展的基础，以提高市场渗透率
- Grow above Group average in Asia-Pacific and the Americas, achieve a better balance between all three world regions by 2025 | 到 2025 年，亚太和美洲将实现超平均线增长，达到区域之间的平衡
- Further refine the brand profile, strengthen brand equity and attractiveness | 进一步加强品牌架构，以增进品牌价值和吸引力

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Customer & Market Focus 聚焦客户和市场



Strategic Objectives 战略目标:

- Achieve maximum customer proximity, further utilize cross-selling opportunities, become the full-line supplier for our customers | 最大限度贴近客户，发掘交叉销售机会，成为客户的全线供应商
- Develop global service portfolio up to 2025, change from product-driven approach to solution-driven approach | 到2025年，制定全球服务组合，从产品导向转变为润滑解决方案导向
- Grow market shares to be amongst the leaders in the segments we target | 在目标细分市场实现市场份额领先地位
- Systematically introduce new business models within the broader world of lubrication | 在更广阔的润滑领域中系统地引入新的业务模式

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Technology Leader 技术领袖



Strategic Objectives 战略目标:

- Increase our innovation power in R&D and beyond. Be technology leader in the segments we target until 2025 | 提高研发和其他领域的创新能力，到2025年，成为目标细分市场的技术领袖
- Innovate products and operational performance to make our customers more connected with us beyond lubricants by introducing digital solutions and platforms | 引入数字化解决方案和平台，从产品开发到交付成品的整个流程链中提高自身的创新能力，在超越润滑油本身的基础上，加强与客户的联系
- Bring all three R&D centers in China, USA and Germany to the same level of expertise until 2025 | 到2025年，中国、美国和德国的三大研发基地实现同等水平的研发能力

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Operational Excellence 卓越运营



Strategic Objectives 战略目标:

- Strengthen our global manufacturing and distribution network to achieve self-sufficient supply and technology hubs in Asia-Pacific, EMEA and the Americas until 2025 | 引入全球制造和分销网络 - 到 2025 年, 在亚太地区、欧洲、中东和非洲以及美洲拥有自给自足的供应和技术中心
- Further standardize manufacturing and procurement procedures, equipment and output to achieve a more efficient supply chain | 进一步开发通用的制造和采购流程、设备和输出, 以实现高效的供应链
- Expand data transparency based on further globalization of structures and harmonization of systems | 基于全球结构和系统融合构建数据透明性

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People & Organization 人员与组织



People & Organization 人员与组织



Strategic Objectives 战略目标:

- Be the employer of choice for our existing and future workforce | 成为现有和未来员工的首选雇主
- Further improve working environments and global collaboration | 进一步改善工作环境和全球人员协作
- Strengthen global talent acquisition and retention, enhance our development programs, competence models and succession planning | 加强全球人才招聘和人员保留, 完善人员发展计划、胜任力模型和继任计划
- Endorse internationalization of entities, remote leadership, international job rotation | 促进子公司国际化、建立远程领导力、实行国际职位轮换

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Sustainability 可持续发展



Strategic Objectives 战略目标:

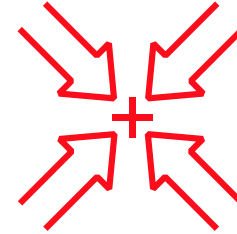
- **Economical Sustainability 经济可持续性**
 - Generate sustainable revenue growth at 15% EBIT margin with a corresponding increase of our FUCHS Value Added | 可持续息税前利润率达到15%，并实现相应的福斯附加值
- **Ecological Sustainability 生态可持续性**
 - CO₂-neutral production (“gate-to-gate”) since 2020 and carbon-neutral products (“cradle-to-gate”) by 2025. Foster additional ecological sustainability projects | 2020年实现生产到客户碳中和，2025年实现原材料到客户碳中和。推进生态可持续发展项目。
- **Social Sustainability 社会可持续性**
 - Further promote Corporate Social Responsibility projects | 推进企业社会责任项目

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Highlights 亮点



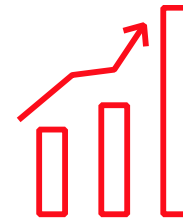
Sustainable revenue growth with operational excellence at a 15% EBIT margin and corresponding FVA growth
|通过卓越运营实现可持续销售额增长，息税前利润率达到15%，并实现相应的福斯附加值



Better market penetration through market segmentation
通过市场细分战略提高市场渗透率



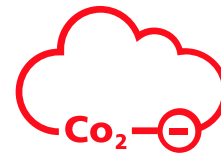
Technology leadership in the segments we target until 2025
到2025年，成为目标细分市场的技术领袖



Overproportionate growth in Asia-Pacific & the Americas
亚太和美洲实现超平均线增长



Be the employer of choice for our existing and future workforce
成为现有和未来员工的首选雇主



CO₂-neutrality in production “gate-to-gate” since 2020 and CO₂-neutral products “cradle-to-gate” by 2025
2020年实现生产到客户碳中和，2025年实现原材料到客户碳中和

FUCHS2025 Strategy 福斯2025战略

Actions 行动

▷ Extensive market segment approach: holistic segmentation of all operations regarding customers and markets and effective alignment of organization towards it
全面推进市场细分战略：对客户和市场的所有运营进行整体细分，并达成有效一致的组织协调

▷ In addition initiation of several strategic initiatives with globally staffed cross-functional teams to introduce the strategic objectives from a group perspective
此外，在全球人员配备的跨职能团队启动若干战略举措，从集团角度推进战略目标

▷ Stronger emphasis on innovation, service solutions and new market perspectives to expand full-line supplier claim
进一步强调创新、服务解决方案和新的市场前景，以成为客户的全线供应商

▷ Joint approach with continuous development of corporate culture program to be able to leverage our strong cultural foundation for further strategy execution
持续发展企业文化，利用我们强大的文化基础，进一步实施战略

Thank you very much for your attention.
感谢关注。

LUBRICANTS.
TECHNOLOGY.
PEOPLE.

