

FUCHS PETROLUB GROUP

Region Europe

| 08.09.2016 | Capital Market Day | Mannheim

Dr. Ralph Rheinboldt



Agenda

01 | Status Quo

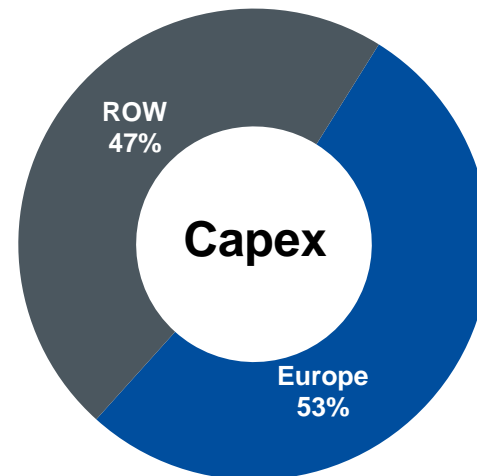
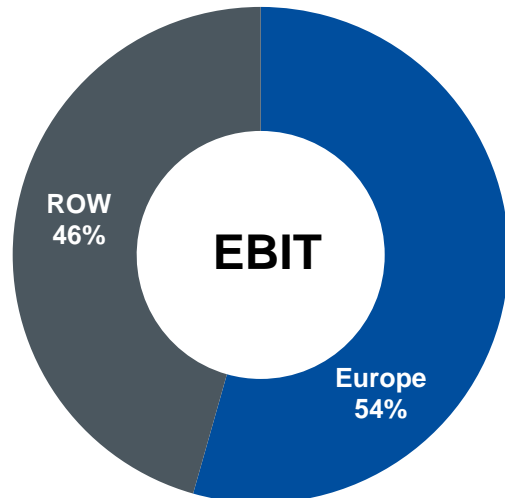
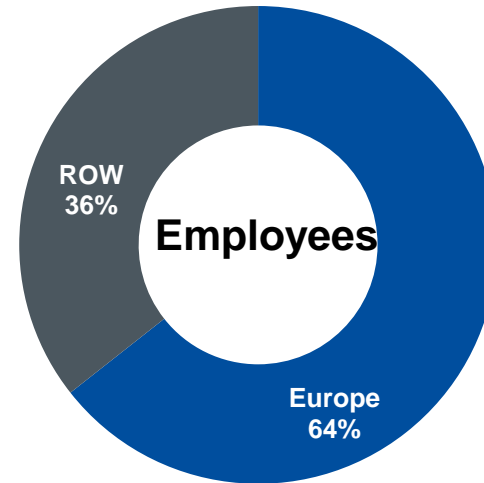
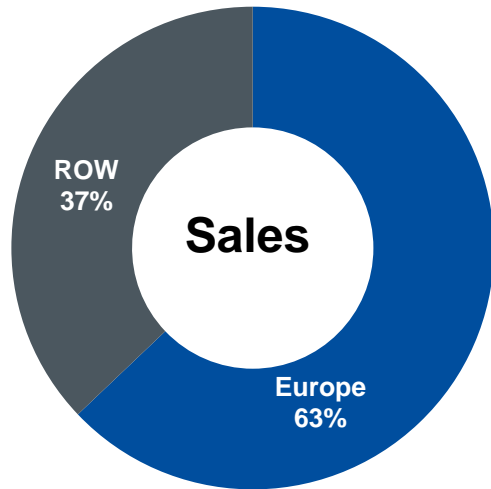
02 | Key Success Factors and Growth Strategy

03 | Challenges

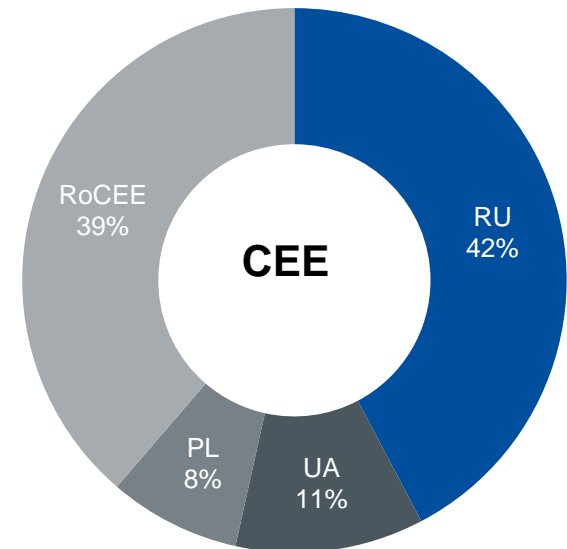
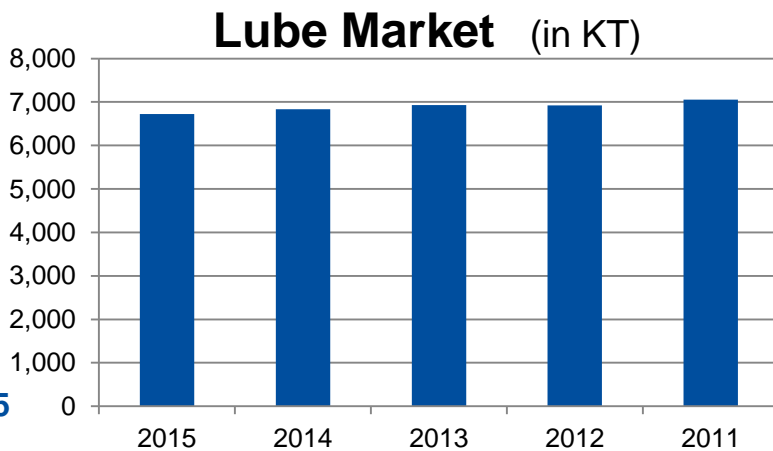
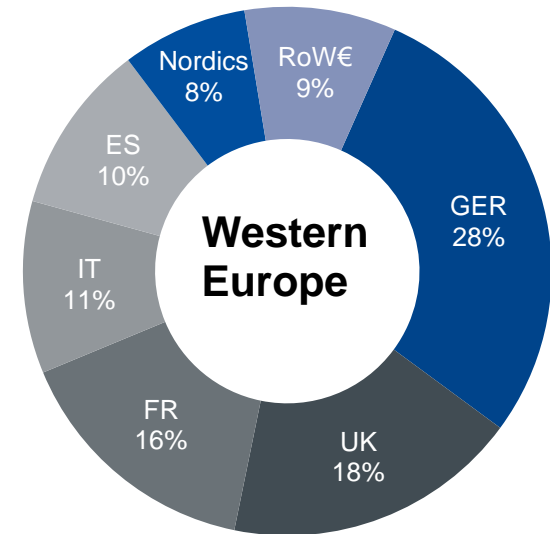
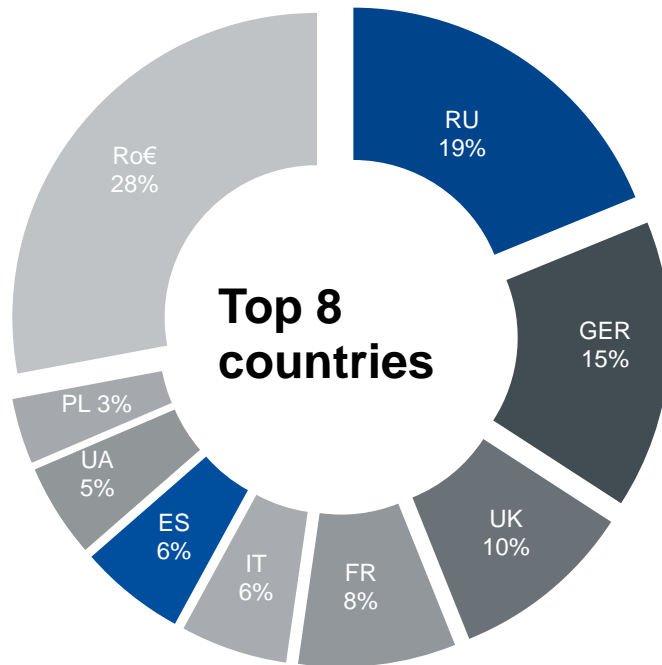
01 Status Quo



Europe as Part of FUCHS' Global Activities*



Europe – The Lubricant Market



Germany as Nucleus of FUCHS' activities in Europe

Main R&D Lab incl. Test Field

Approvals

European
Product
Management

**Product Portfolio,
Product Pricing**

Home of OEM
and LUBRITECH
Divisions

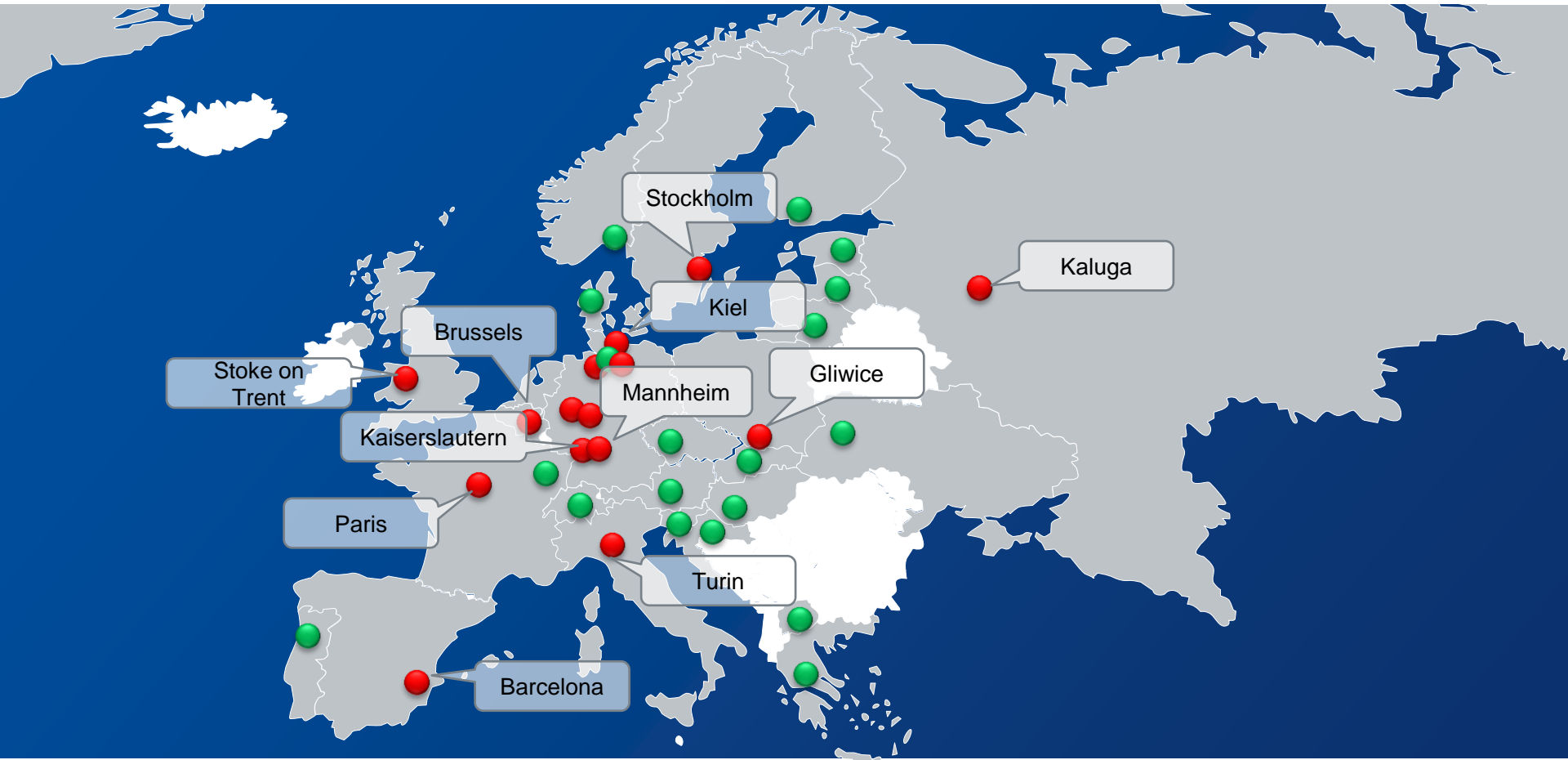
**Customer
Relation**

Highest Market Penetration

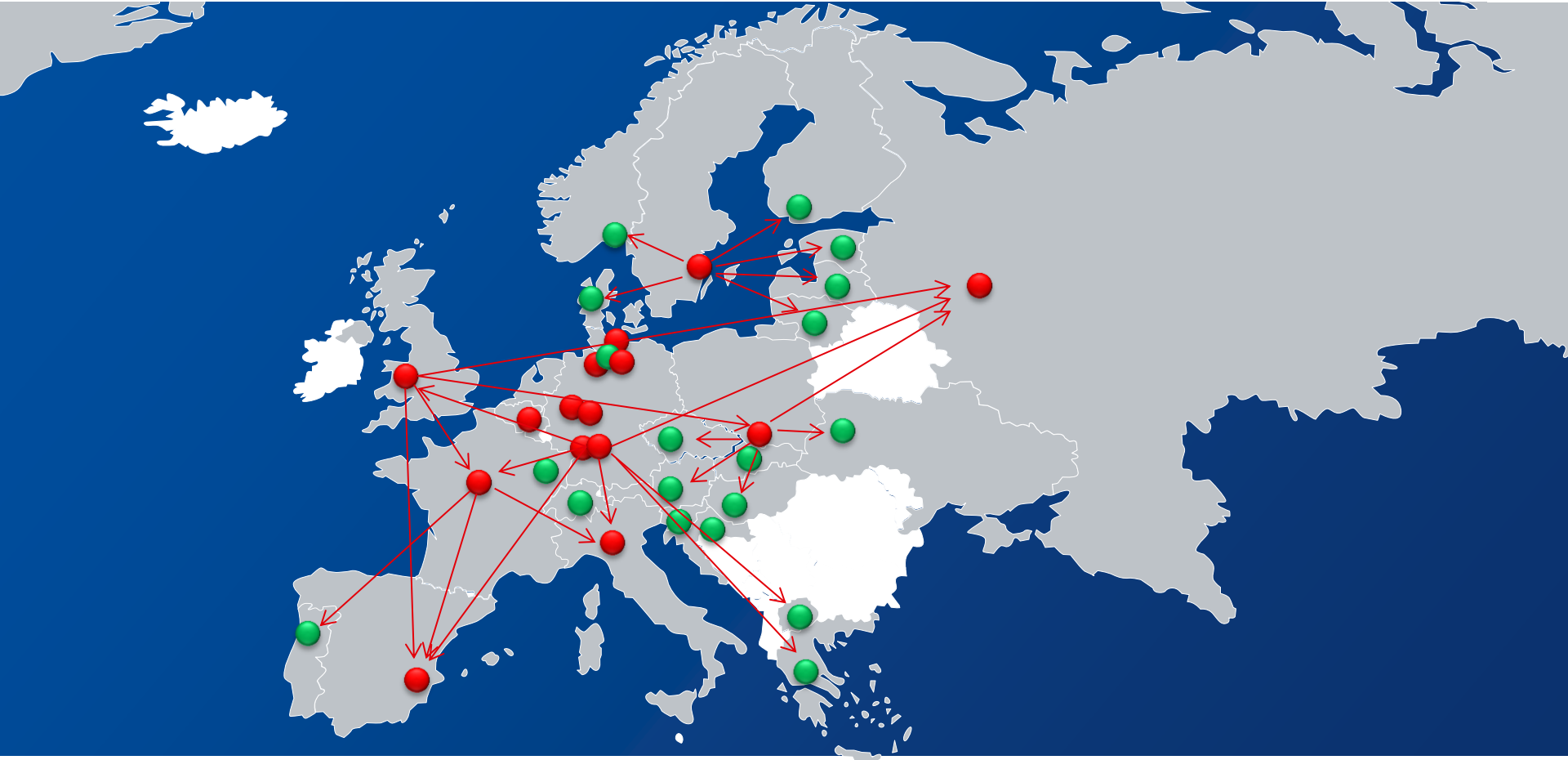
Customer Base

We are where our customers are

In 26 countries with 32 legal entities and 15 plants

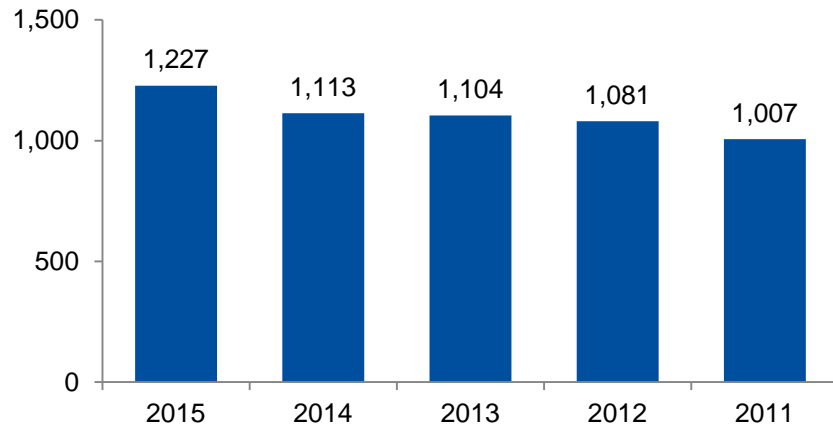


Supply Chain Network

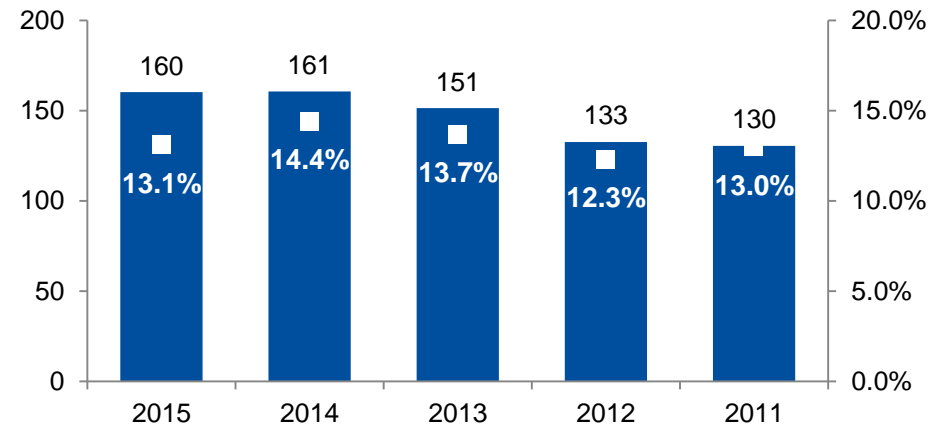


Europe – Financial Track Record

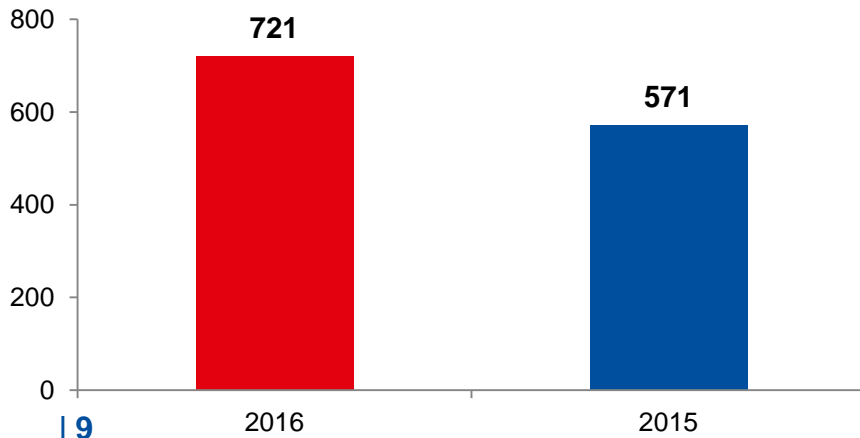
Sales in €m



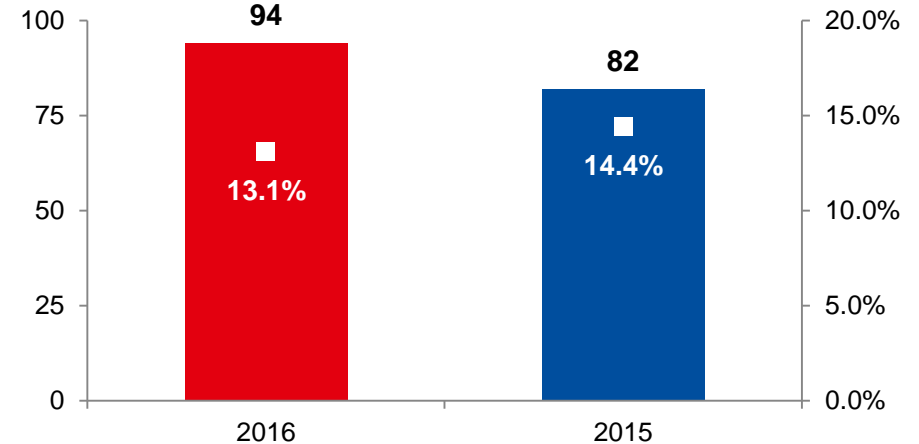
EBIT in €m



Sales in €m Half Year



EBIT in €m Half Year



02 Key Success Factors



Our business model

Since 1931

A photograph of a laboratory setting. In the foreground, a glass beaker with a red dot on its side sits on a metal tray. A glass rod is inserted into the beaker. In the background, several other glass vessels containing yellowish liquids are visible, along with plastic bottles with blue caps. The scene is brightly lit, suggesting a clean, professional environment.

LUBRICANTS. 100% focus
TECHNOLOGY. Holistic solutions
PEOPLE. Personal commitment

02 Key Success Factors Organizational Set up



Management Structure and Organisation

Strong Focus on Sales and Technical

52%

Sales and
Technical

14%

Administration

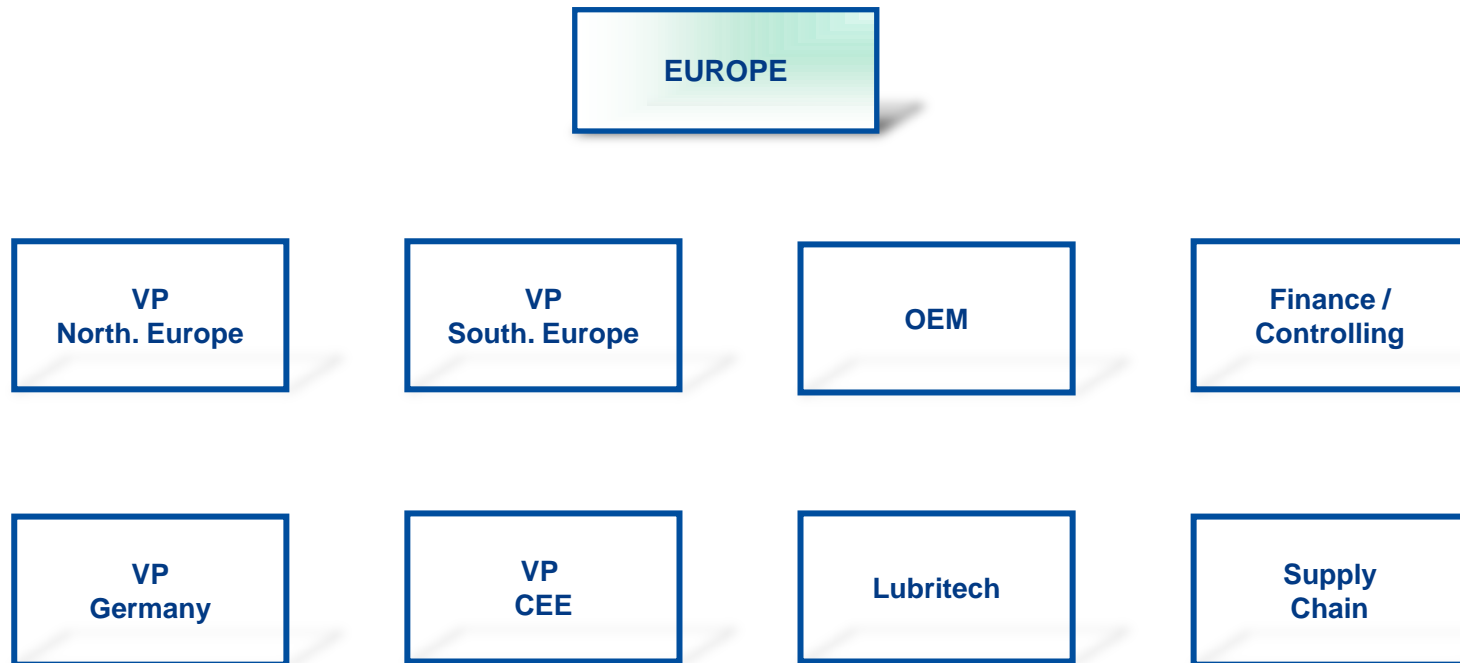


34%

Manufacturing and
Logistics

Management Structure and Organisation

Organisational Structure



02 Key Success Factors

Profitable Sales Growth



Profitable Sales Growth through **Acquisitions**

PENTOSIN



July 1st, 2015

2 legal entities

around **200**
new colleagues

2 plants in Wedel
and Dormagen,
Germany

Low
complexity

€ 135 mio.
Sales revenues

**OEM,
Technology
focus**

Profitable Sales Growth through **Acquisitions**

STATOIL



Oct. 1st, 2015

8 legal entities

around **500**
new colleagues

1

blending plant (rented)
in Nynäshamn, Sweden

Product Portfolio of
750 products

€ 140 mio.
Sales revenues

**Market
leader**
in Scandinavia

Acquisitions – Status Quo



Integration finalized



STATOIL

Integration ongoing

02 Challenges



Challenges in Europe

Chemical Inventories

Raw Material Landscape

Regulations

Challenges

Customer Requirements

**Integration/Consolidation
Pentosin/Statoil**

**Market trends like
electrification**

Key Account Management

Complexity Management

BREXIT

Thank you for your attention!

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