

FUCHS GROUP

Setting Standards - Worldwide

| Company Presentation, January 2017

| Dagmar Steinert, CFO

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Agenda

01 | The Leading Independent Lubricants Company

02 | Q1-3 2016

03 | Shares

04 | Appendix

02 The Leading Independent Lubricants Company



FUCHS at a glance



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

No. 1
among the independent
suppliers of
lubricants

The Fuchs family
owns **54%** of
ordinary shares

More than **2** bn
euro sales

~ **5,000**
employees

Preference share is
listed in the MDAX

60 companies
worldwide

A full range
of over

10,000
lubricants and
related specialties

German Sustainability Award 2016

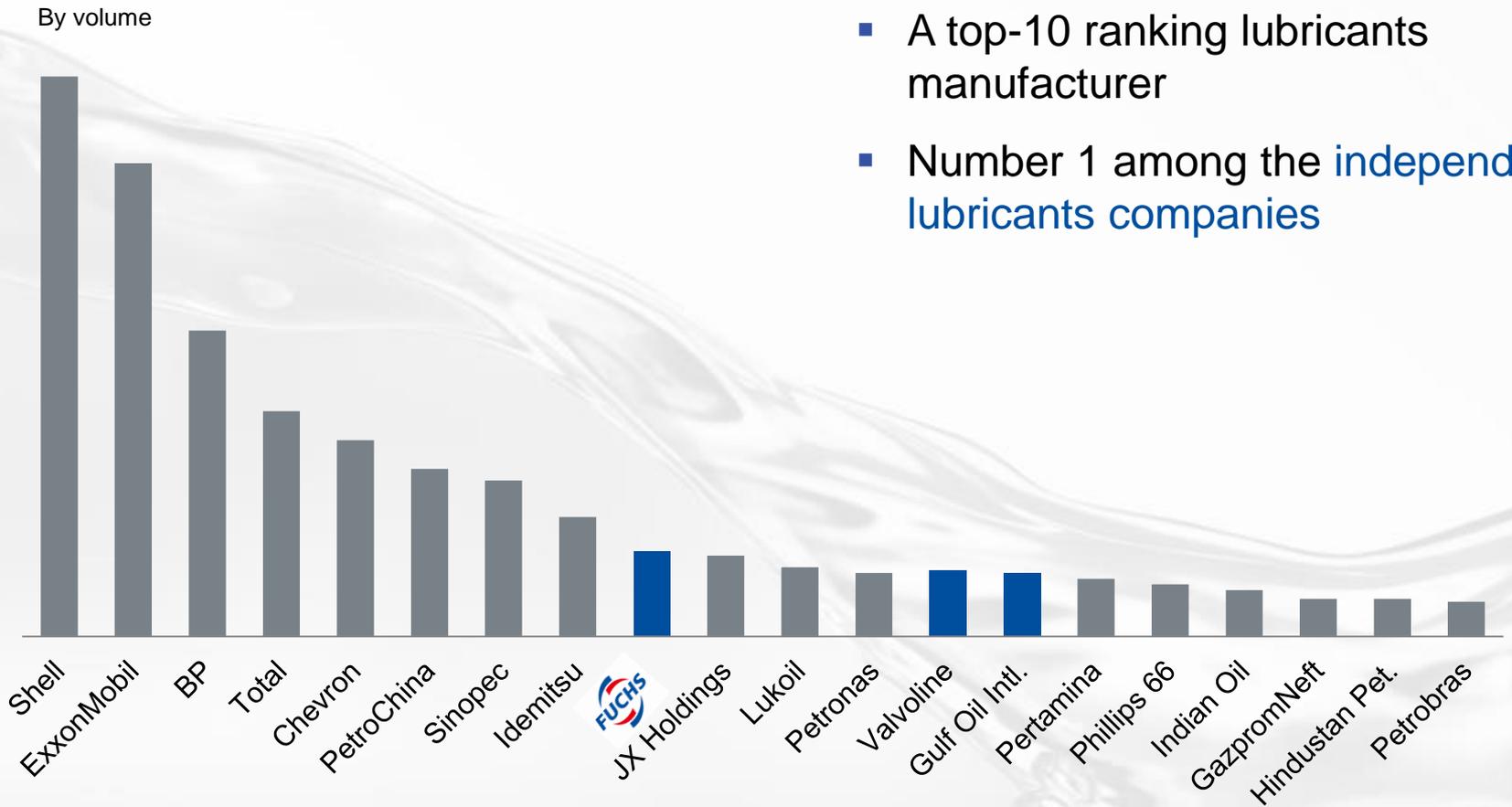


GERMAN SUSTAINABILITY AWARD

Germany's Most Sustainable
Medium-sized Company 2016



Top 20 lubricants manufacturers 2015



- A top-10 ranking lubricants manufacturer
- Number 1 among the independent lubricants companies

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

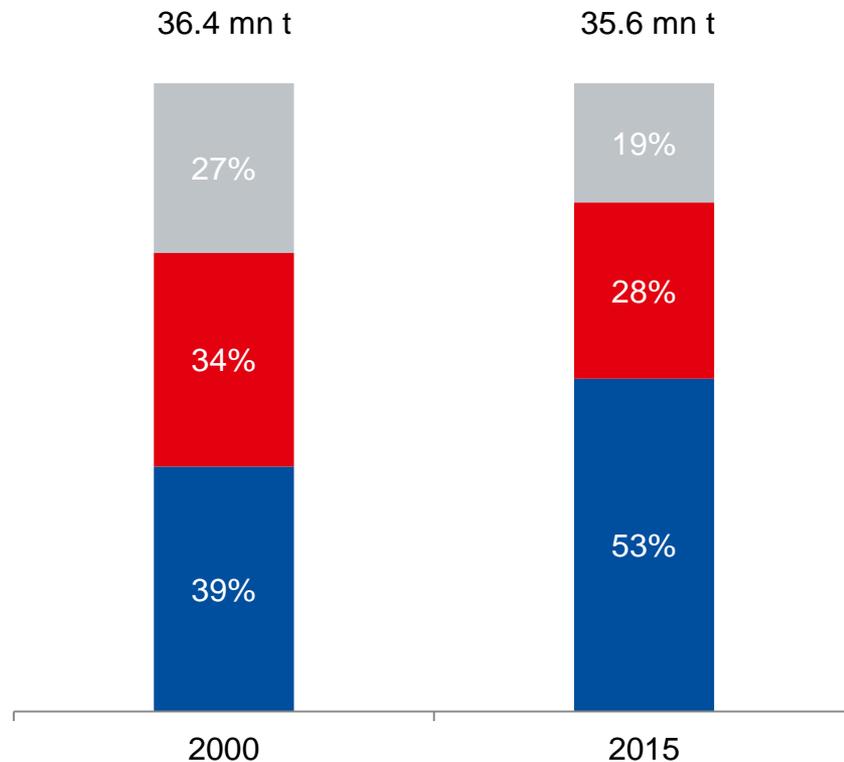
Global presence, R&D strength, Know-how transfer, speed



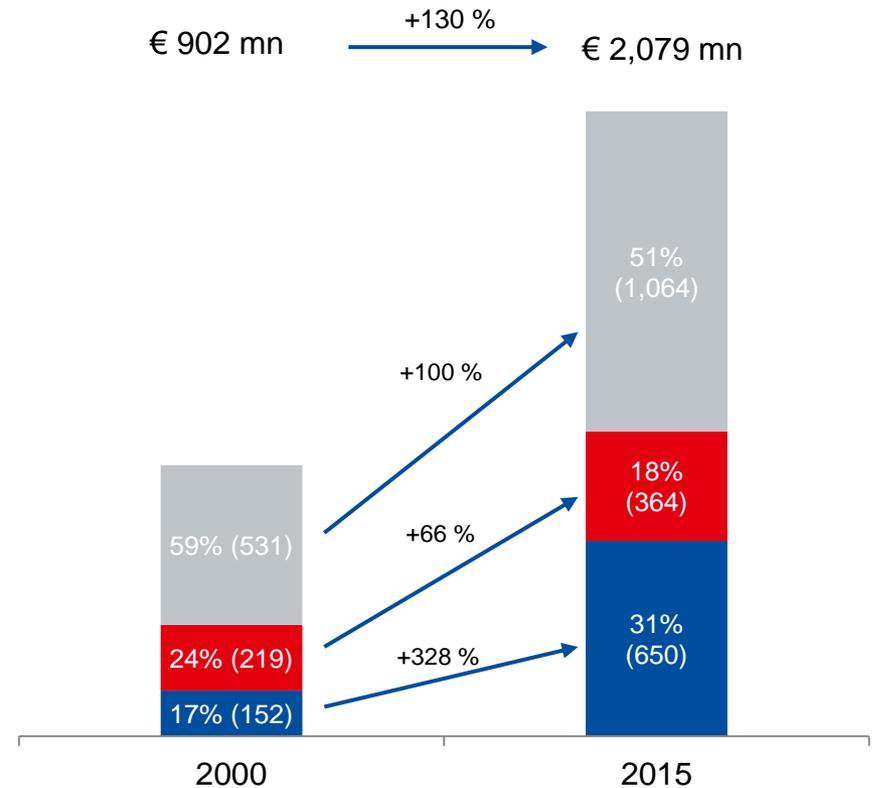
Advantage over independent companies

Organic growth potential in emerging countries

Market Demand



FUCHS Sales (by customer location)



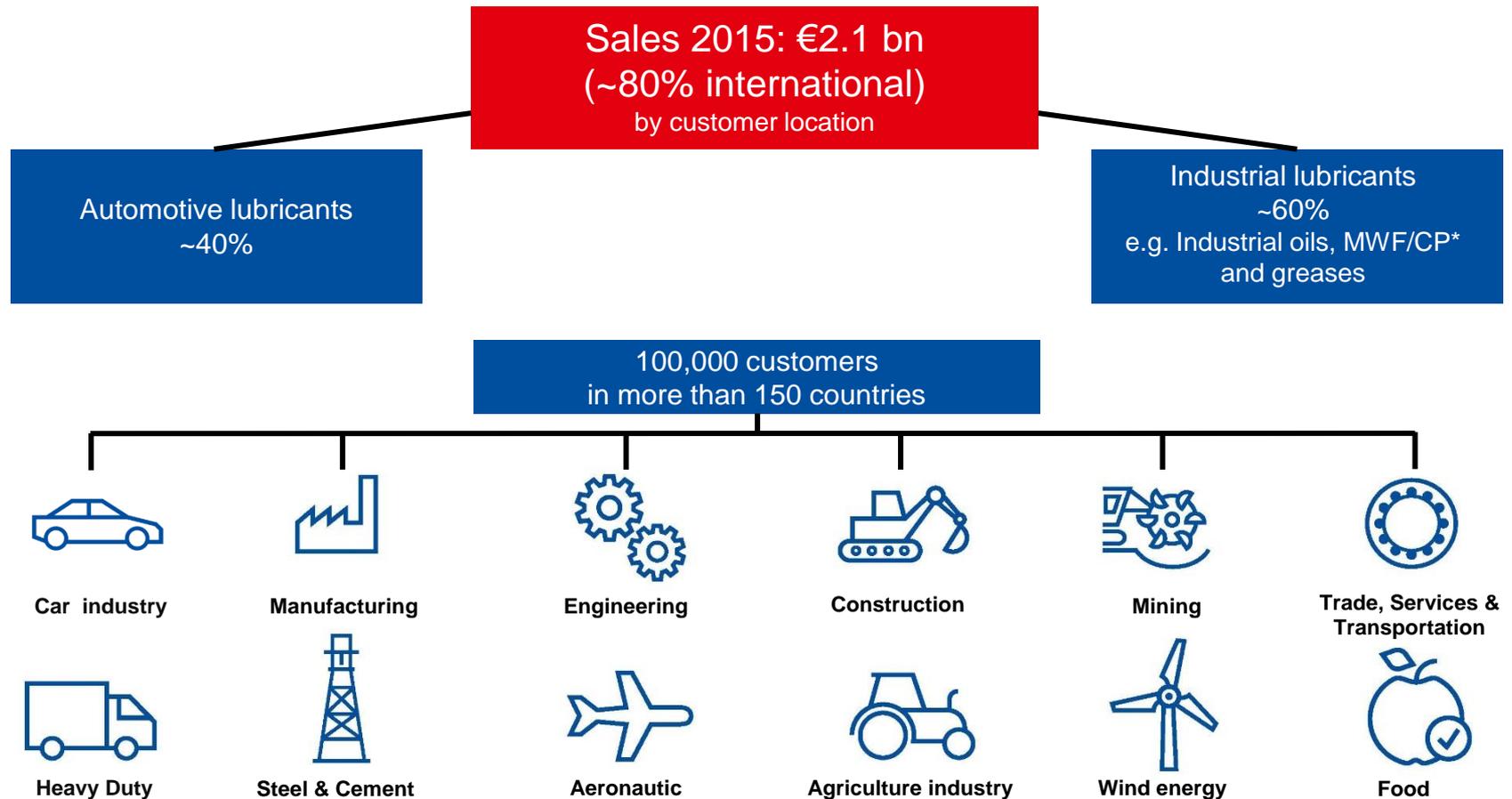
■ Asia-Pacific & MEA ■ Americas ■ Europe

We are where our customers are



55 Operating Companies
34 Production Sites

Full-line supplier advantage

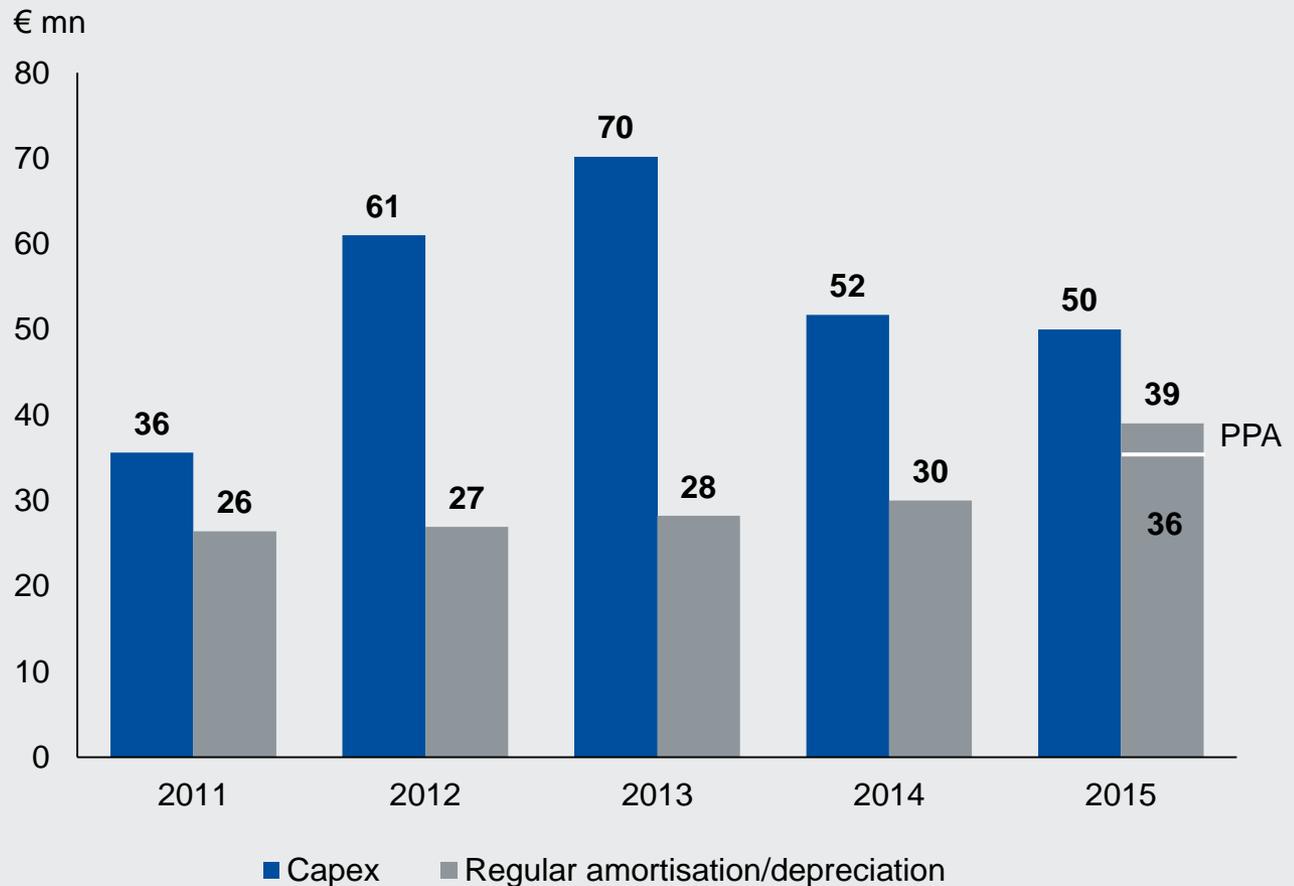


*metalworking fluids/corrosion preventives

Investments, amortisation & depreciation

Investment focus on...

- Construction of new plants in growth regions
- Modernisation and expansion of existing plants
- Expansion of R&D capacities



Investments 2016 - 2018

Planned investments of €300mn (~ €100mn p.a.)

- Expansion of the Mannheim site, Germany
- Expansion of the Kaiserslautern site, Germany
- Expansion of the Chicago site, USA
- New plant in WuJiang, China
- New plants in Australia and Sweden

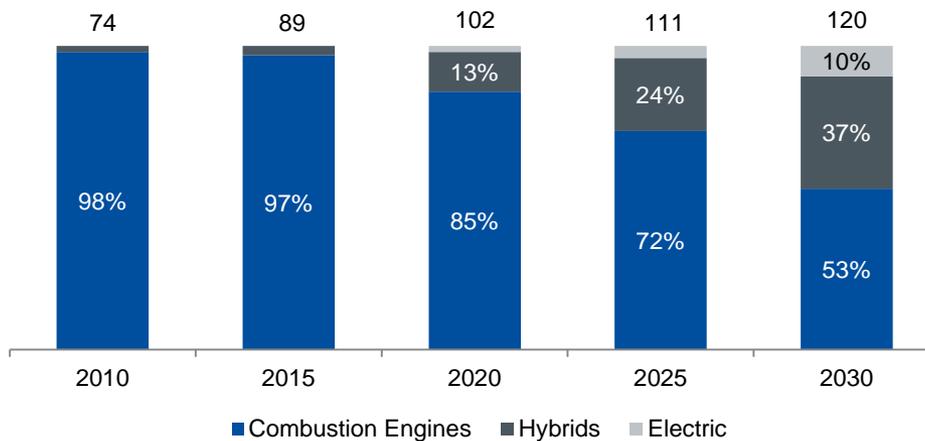
~ 50% of planned investments is maintenance capex

FUCHS' 3C grease commitment

- Globally identical production equipment
- Globally identical finishing equipment
- Globally identical quality control test devices
- Globally similar raw materials
- Globally identical quality standards



Development passenger car production (in mn)



- **No market revolution expected:**
Evolution of existing technologies: Hybrids with efficient combustion engines will dominate the market
- Demand of EVs mainly in big cities with high traffic density

Source: IHS

Implication for FUCHS

Revolution – Complete switch to only EVs:

- No power train; reduced oil consumption
- New additional high value applications
- Sales per car would decrease slightly

Evolution – Mix of combustion, hybrid and electric engines:

- Efficiency requirements will drive demand for higher value applications
- Slightly lower volume of engine oils
- Additional applications for electric engines



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

Strong track record of integrating businesses

| | | | Revenues (p.a.) |
|------|---|---|--------------------|
| 2016 |  | Ultrachem (US) | € 15 mn |
| |  | Chevron Lubricants (US) | € 11 mn |
| 2015 |  | Statoil Fuel & Retail Lubricants AB (SVE) | €140 mn |
| |  | Deutsche Pentosin-Werke GmbH (GER) | €135 mn |
| 2014 |  | Lubritene (ZA) | € 15 mn |
| |  | Batoyle (UK) | € 15 mn |
| 2010 |  | Cassida (global) | € 21 mn |

02 Q1-3 2016



Highlights Q1-3 2016

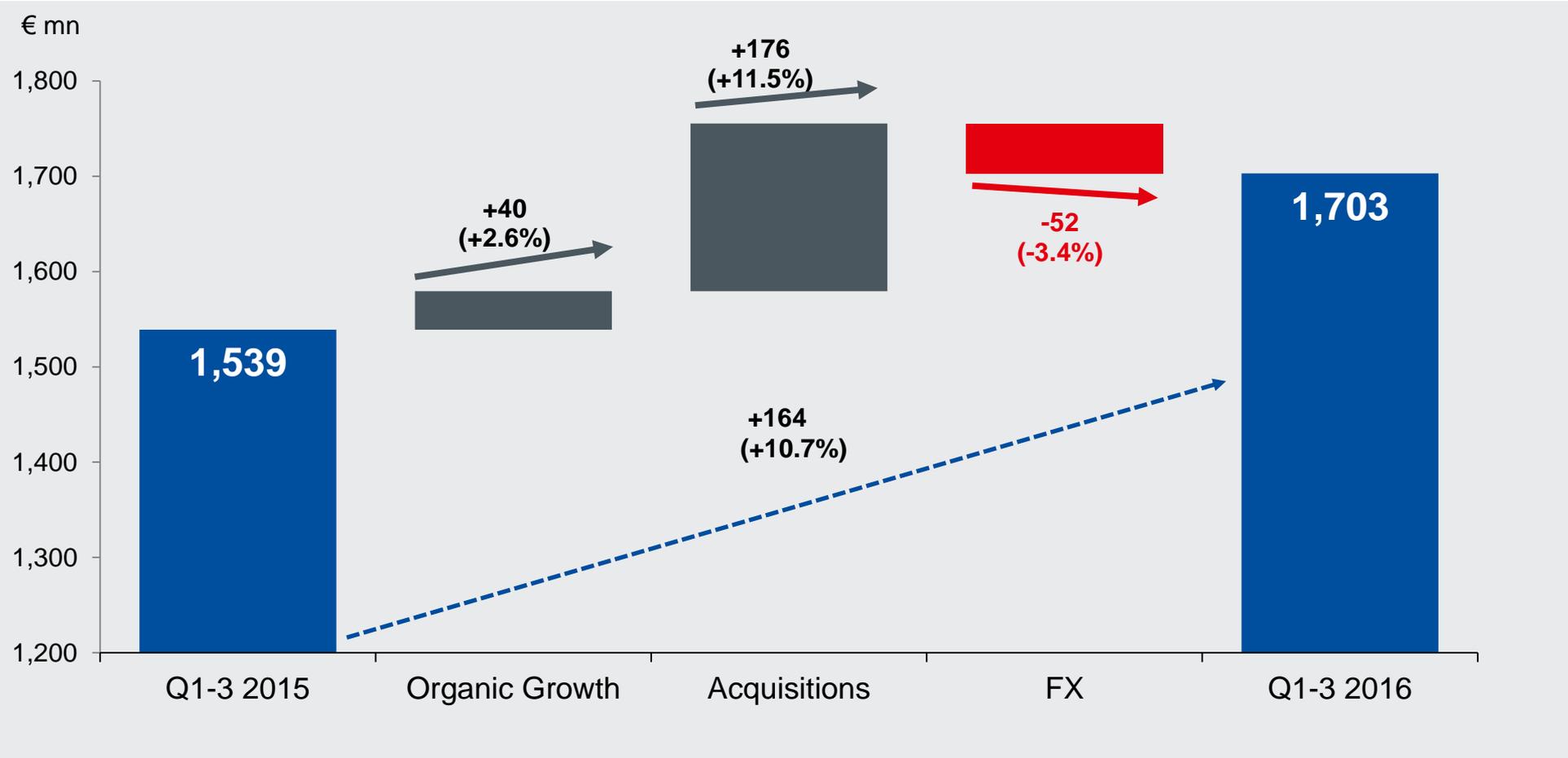
Revenues +11%
to €1,703 mn

- Europe €1,080 mn
- Asia-Pacific, Africa €451 mn
- Americas €260 mn

EBIT + 6%
to €276 mn

Outlook 2016
reaffirmed

Q1-3 2016 Group Sales

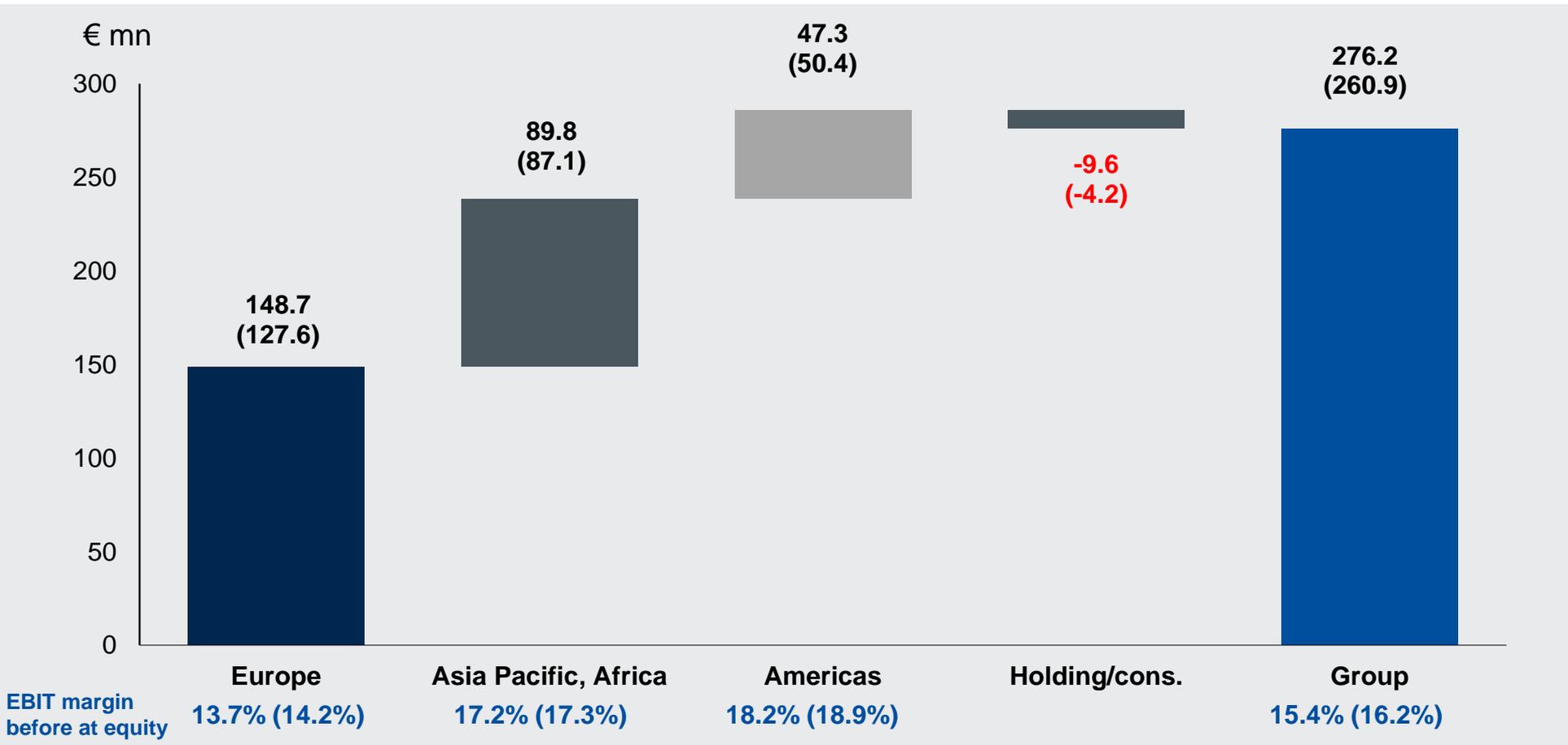


Regional sales growth Q1-Q3 2016

| Organic Growth (in %) | Q1 2016 | Q2 2016 | Q3 2016 | Q1-3 2016 |
|------------------------|--------------|--------------|-------------|--------------|
| Europe | +1.8 | +4.7 | +4.7 | +3.8 |
| Asia-Pacific, Africa | +2.0* | +2.5 | +11.0 | +5.1 |
| Americas | -3.4 | +1.8 | -4.0 | -1.9 |
| Total | +1.1 | +3.7 | +3.0 | +2.6 |
| External Growth (in %) | Q1 2016 | Q2 2016 | Q3 2016 | Q1-3 2016 |
| Europe | +24.9 | +24.4 | +9.3 | +19.2 |
| Asia-Pacific, Africa | +2.9* | +4.8 | +0.0 | +2.6 |
| Americas | +2.0 | +3.4 | +2.1 | +2.5 |
| Total | +13.7 | +14.9 | +6.0 | +11.5 |
| FX effects (in %) | Q1 2016 | Q2 2016 | Q3 2016 | Q1-3 2016 |
| Europe | -1.2 | -2.3 | -2.2 | -2.0 |
| Asia-Pacific, Africa | -6.3 | -8.4 | -3.1 | -6.0 |
| Americas | -2.9 | -5.7 | -1.1 | -3.2 |
| Total | -3.1 | -4.8 | -2.3 | -3.4 |

EBIT by regions

Q1-3 2016 (Q1-3 2015)



Income Statement Q1-3 2016

| € mn | Q1-3'15 | Q1-3'16 | Δ Mio. € | Δ in % |
|---------------------------------------|------------|------------|-----------|-------------|
| Sales | 1,539 | 1,703 | 164 | 10.7% |
| Gross Profit | 591 | 641 | 50 | 8.5% |
| <i>Gross Profit margin</i> | 38.4% | 37.7% | | |
| Selling, admin., R&D expenses, others | -342 | -378 | -36 | 10.9% |
| EBIT before at Equity | 249 | 263 | 14 | 5.3% |
| At Equity | 12 | 13 | 1 | |
| EBIT | 261 | 276 | 15 | 5.9% |
| Earnings after tax | 181 | 192 | 11 | 5.9% |

Cash flow

| mn € | Q1-3 2015 | Q1-3 2016 |
|---|------------|------------|
| Earnings after tax | 181 | 192 |
| Amortisation/Depreciation | 28 | 35 |
| Changes in net operating working capital (NOWC) | -34 | -45 |
| Other changes | -3 | 17 |
| Capex | -29 | -54 |
| Free cash flow before acquisitions | 143 | 145 |
| Acquisitions | -110 | -20 |
| Free cash flow | 33 | 126 |

Outlook 2016 reaffirmed

| Performance indicators | Actual 2015 | Outlook 2016 |
|---|------------------|---|
| Sales | €2,079 mn | |
| Total Growth | +11.4% | 7% to 8% |
| Organic Growth | +0.3% | } At the top end of 7% - 11% |
| External Growth (Acquisitions 2015) | +6.0% | |
| Currency | +5.1% | Negative Effect |
| EBIT | €342 mn | 4% to 6% |
| FVA | €246 mn | Slightly above the previous year |
| Free cash flow before acquisitions | €232 mn | In the upper range of €170 mn to €200 mn |

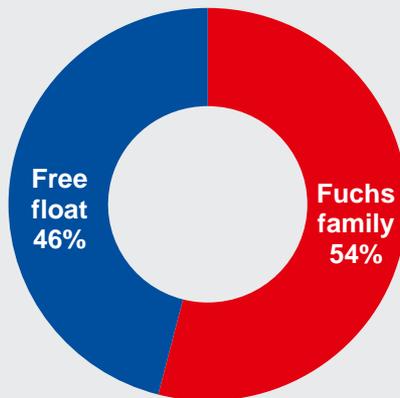
03 Shares



Breakdown ordinary & preference shares

(December 2016)

Ordinary shares



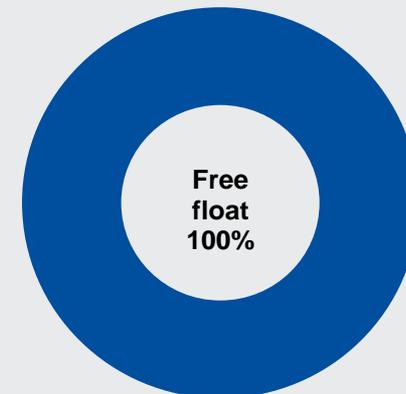
Basis: 69,500,000 ordinary shares

Characteristics:

- Dividend
- Voting rights

Preference shares

MDAX-listed



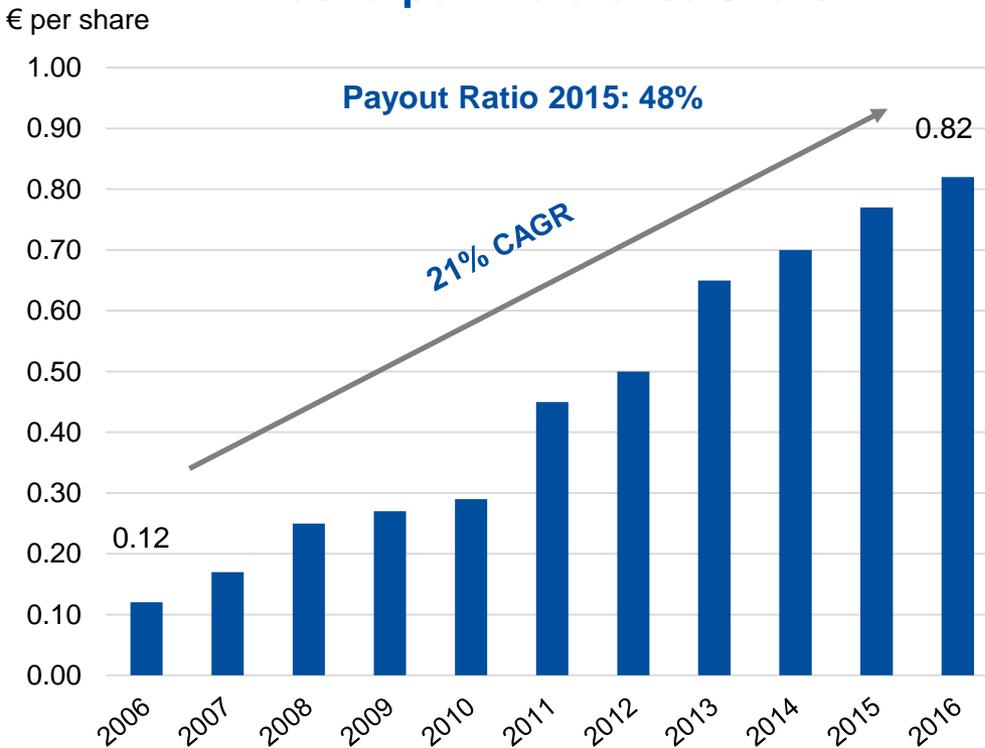
Basis: 69,500,000 preference shares

Characteristics:

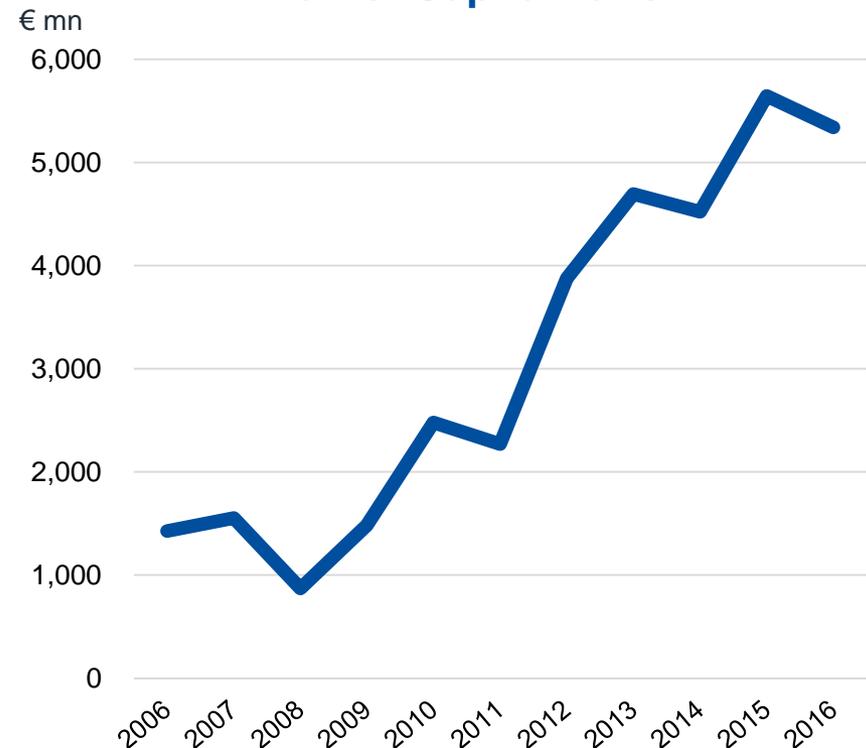
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
 - preference profit share has not been fully paid
 - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

Stable dividend policy

Dividend per Preference Share



Market Capitalization

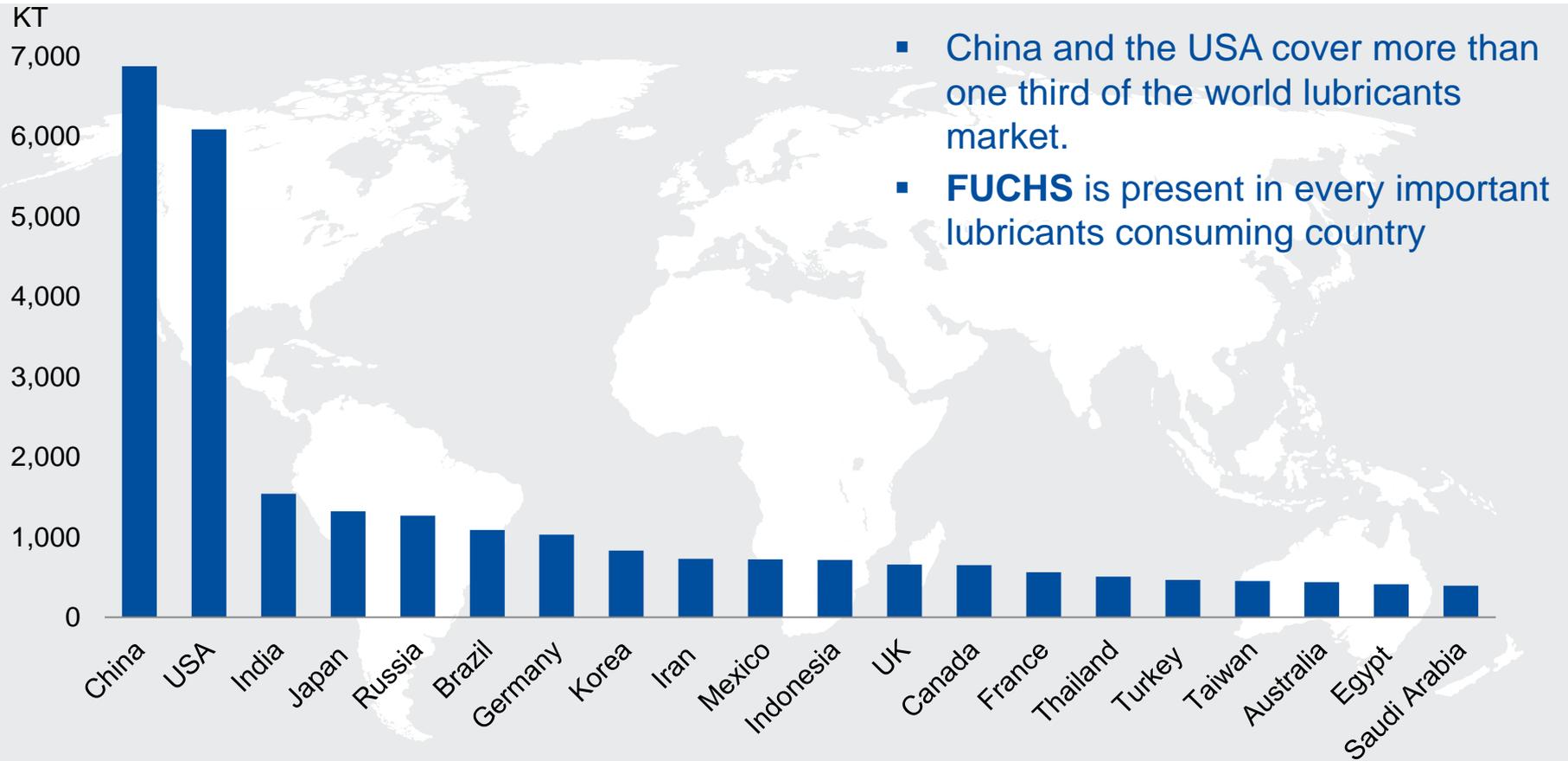


Our target: Increase the absolute dividend amount each year or at least maintain previous year's level.

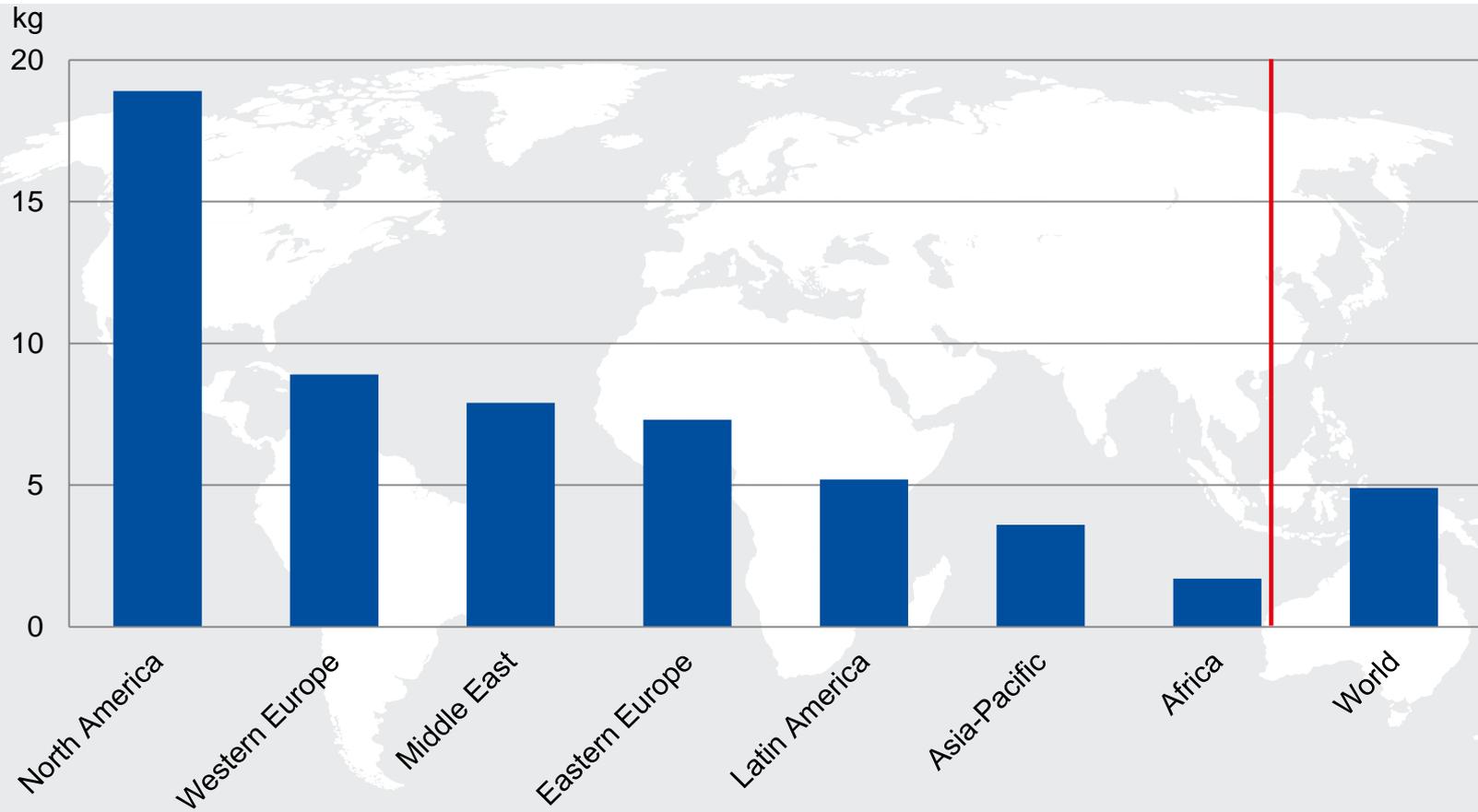
04 Appendix



Top 20 lubricant countries 2015

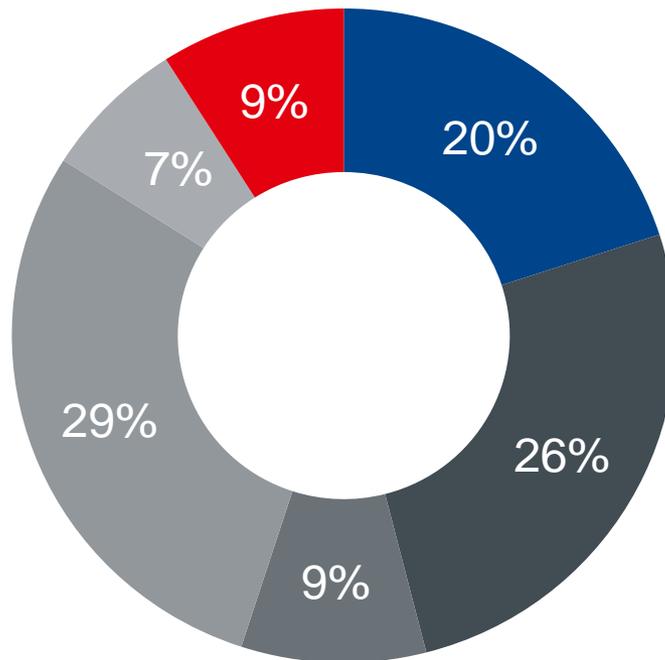


Regional per-capita lubricants demand 2015



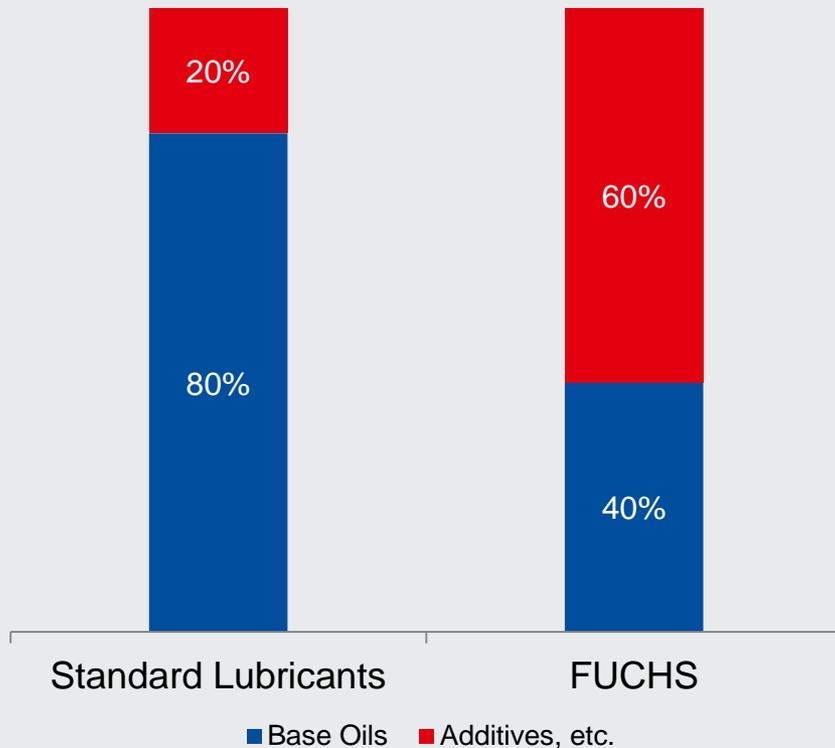
Well balanced customer structure

FUCHS sales revenues 2015: €2.1 bn



- Industrial goods manufacturing
- Vehicle manufacturing
- Energy and mining
- Trade, transport and services
- Agriculture and construction
- Engineering/ machinery construction

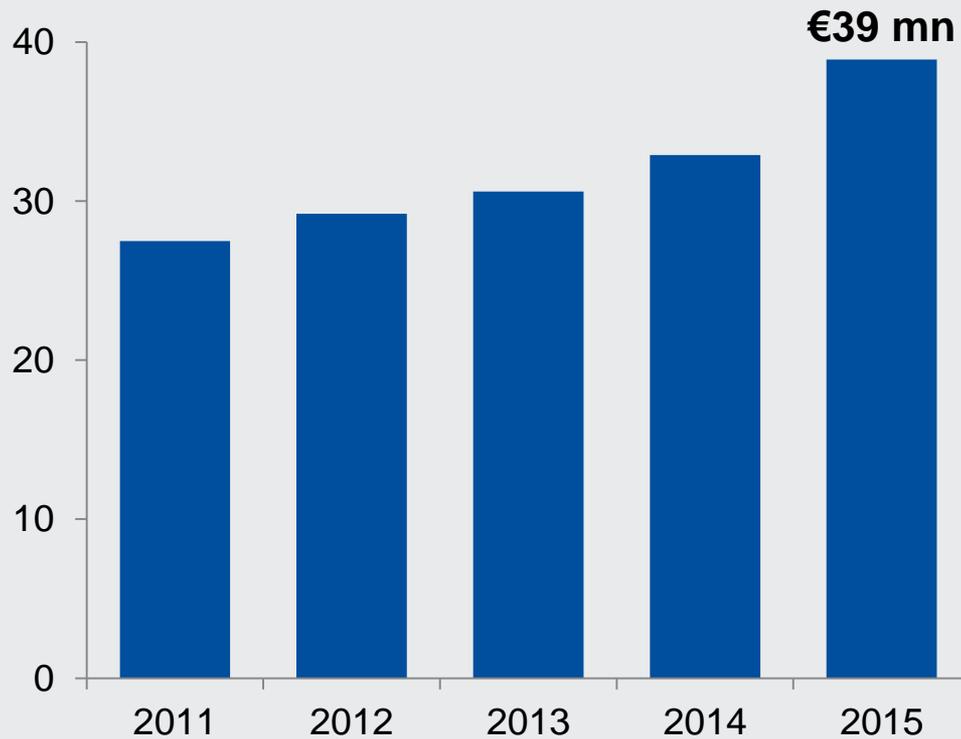
Base oil / additives value split



- 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

Technology & Innovation fueled by strong R&D focus

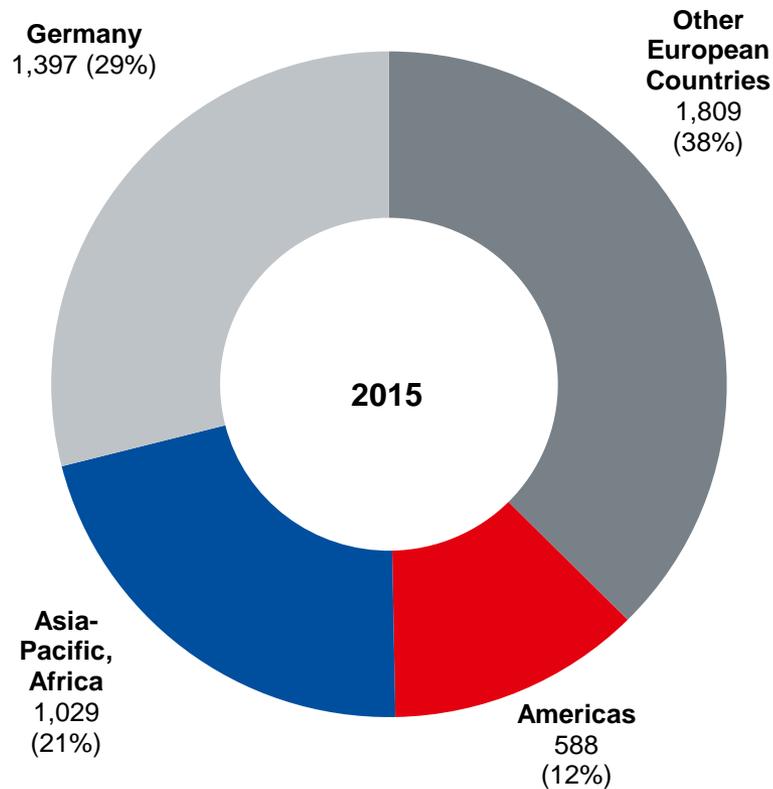
R&D expenses



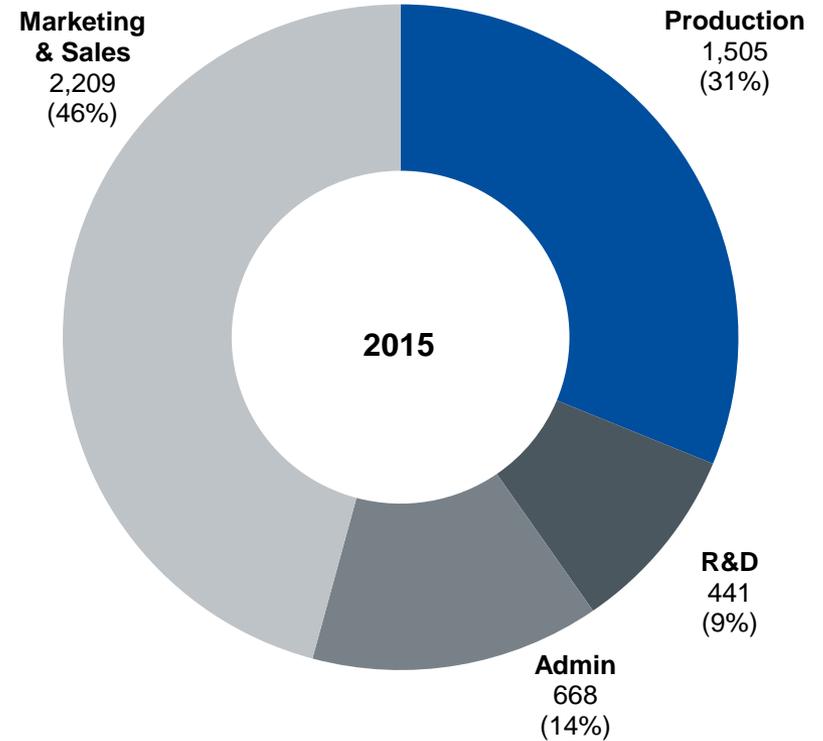
Workforce Structure

4,823 employees globally

Regional Workforce Structure



Functional Workforce Structure

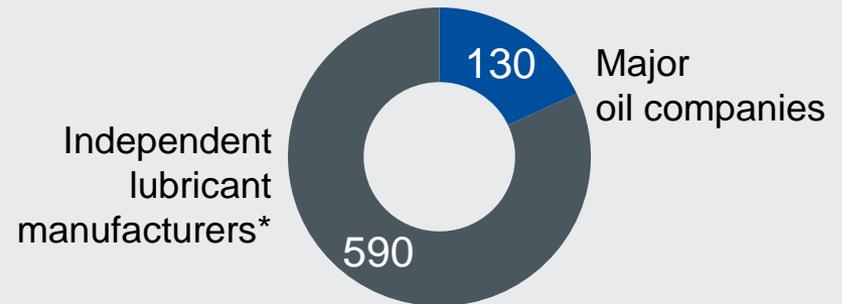


Further market consolidation to be expected

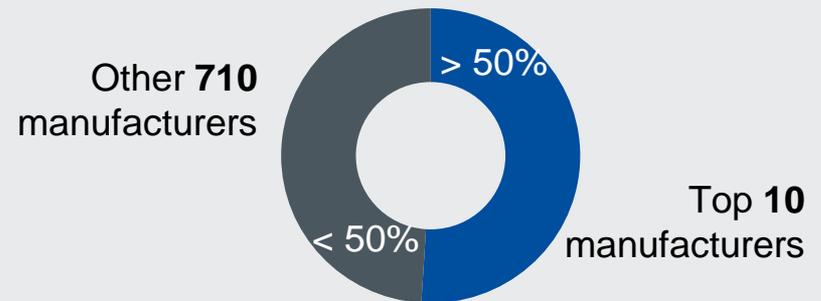
- High degree of fragmentation
- Concentration especially amongst smaller companies

- Differences are enormous

Manufacturers



Market Shares

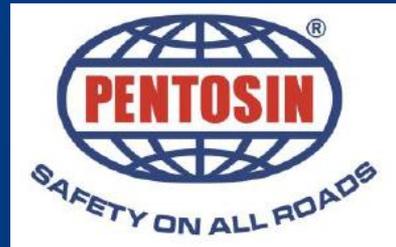


* > 1000 tons

Acquisitions 2015

PENTOSIN

Acquisition



July 1st, 2015

2 legal entities

around **200**
new colleagues

2 plants in Wedel
and Dormagen,
Germany

Low
complexity

€ 135 mn
Sales revenues
€ 112.3 mn
Purchase Price

**OEM,
Technology
focus**

Acquisitions 2015

STATOIL Acquisition



Oct. 1st, 2015

8 legal entities

around **500**
new colleagues

1
blending plant (rented)
in Nynäshamn, Sweden

Product Portfolio of
750 products

€ 140 mn
Sales revenues
€ 72.5 mn
Purchase Price

**Market
leader**
in Scandinavia

Acquisitions 2016



| | |
|-----------------------|---|
| Deal Structure | FUCHS acquires ULTRACHEM INC (Share Deal) Business will continue to be operated from Delaware location €15 mn in sales p.a. |
| Focus | Specialty Synthetic Lubricants for Compressor OEM and Industrial Maintenance Markets |
| Closing | in Q4 2016 |



| | |
|-----------------------|---|
| Deal Structure | FUCHS acquires lubricants business from CHEVRON (Asset Deal) €11 mn in sales p.a.; 85 % in North America |
| Focus | White Oils and Food Machinery Lubricants |
| Closing | 1st June 2016 |

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

Return cash to shareholders

Capex

Stable Dividends

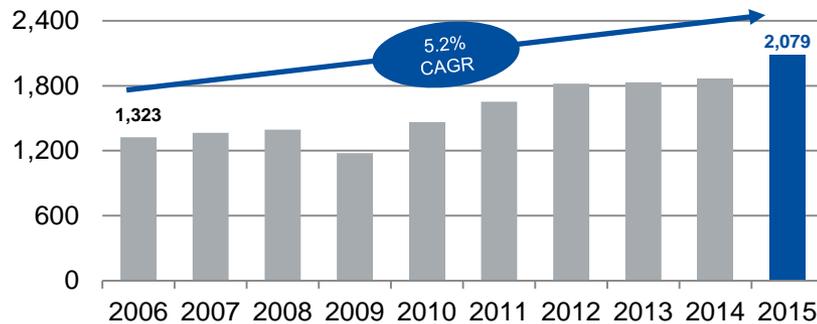
Working Capital

Share Buyback

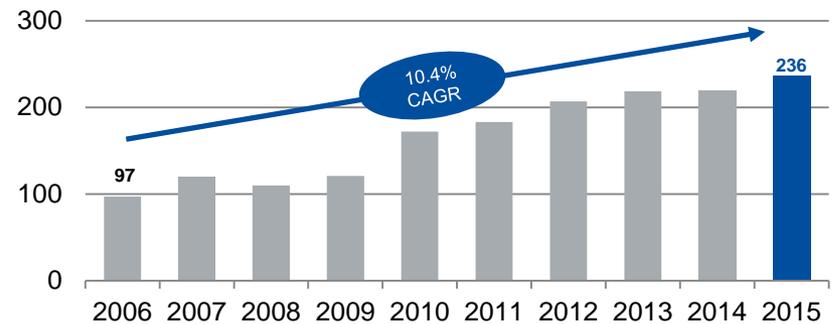
Acquisitions

Unique Track Record for continued profitability and added value

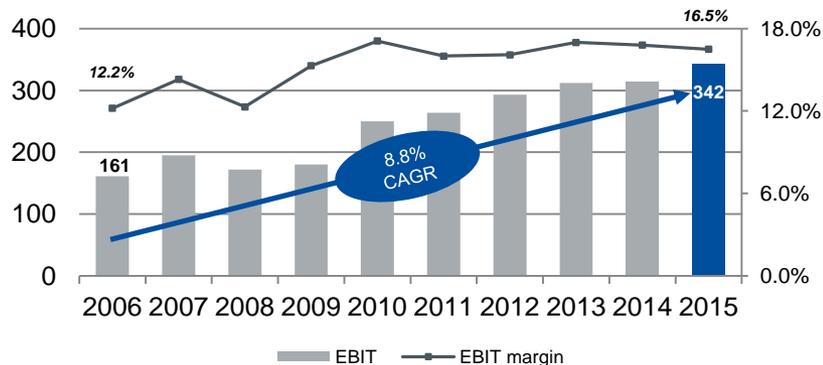
Sales (in € mn)



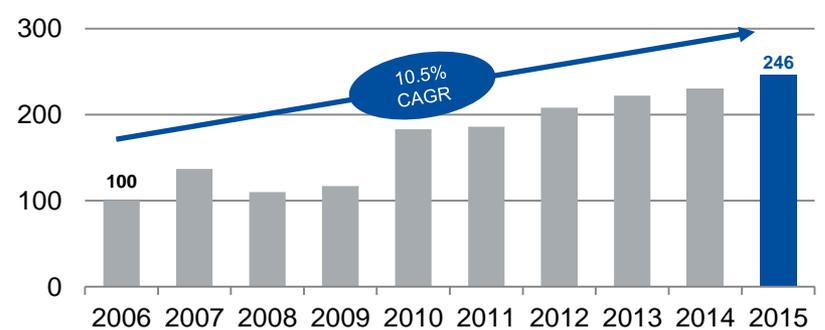
Earnings After Tax (in € mn)



EBIT (in € mn)



FVA (in € mn)



Solid balance sheet and strong cash flow generation

| € mn | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------|------|-------|-------|-------|-------|
| Total assets | 985 | 1,109 | 1,162 | 1,276 | 1,490 |
| Equity | 658 | 782 | 854 | 916 | 1,070 |
| Equity ratio | 67% | 71% | 74% | 72% | 72% |

| € mn | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------------------------|------|------|------|------|------|
| Net liquidity | 65 | 135 | 167 | 186 | 101 |
| Operating cash flow | 89 | 203 | 221 | 255 | 281 |
| Free cash flow before acquisitions | 59 | 141 | 150 | 210 | 232 |
| Free cash flow after acquisitions | 59 | 140 | 150 | 188 | 62 |

EBIT increase of more than 9% in 2015

| € mn | 2011 | 2012 | 2013 | 2014 | 2015 | Δ 14/15 |
|---------------------------------------|------------|------------|------------|------------|------------|---------------|
| Sales | 1,652 | 1,819 | 1,832 | 1,866 | 2,079 | 11.4% |
| Gross Profit | 605 | 666 | 690 | 693 | 791 | 14.2% |
| Gross Profit margin | 36.6% | 36.6% | 37.7% | 37.2% | 38.1% | +0.9 % points |
| Selling, admin., R&D expenses, others | -346 | -387 | -391 | -400 | -467 | 16.6% |
| EBIT before at Equity | 259 | 279 | 299 | 293 | 324 | 10.9% |
| EBIT margin before at Equity | 15.7% | 15.3% | 16.3% | 15.7% | 15.6% | -0.1 % points |
| At Equity | 5 | 14 | 13 | 20 | 18 | -12.7% |
| EBIT | 264 | 293 | 312 | 313 | 342 | 9.3% |
| EBIT margin | 16.0% | 16.1% | 17.0 | 16.8% | 16.5% | -0.3 % points |
| EBITDA | 290 | 320 | 340 | 343 | 381 | 11.1% |
| EBITDA margin | 17.5% | 17.6% | 18.6% | 18.4% | 18.3% | -0.1 % points |

Regional Sales 2015

| | 2014 (€ mn) | 2015 (€ mn) | Total Growth | Organic Growth | External Growth | Currency Effects |
|----------------------|----------------|----------------|-----------------|-------------------|--------------------|---------------------|
| Europe | 1,113 | 1,227 | +10.3% | +1.5% | +9% | -0.2% |
| Asia-Pacific, Africa | 517 | 583 | +12.9% | +0.5% | +2.2% | +10.2% |
| Americas | 316 | 353 | +11.6% | -4.1% | +1.4% | +14.3% |
| Consolidation | -80 | -84 | - | - | - | - |
| Total | 1,866 | 2,079 | +11.4% | +0.3% | +6% | +5.1% |

FUCHS Group EBIT 2015

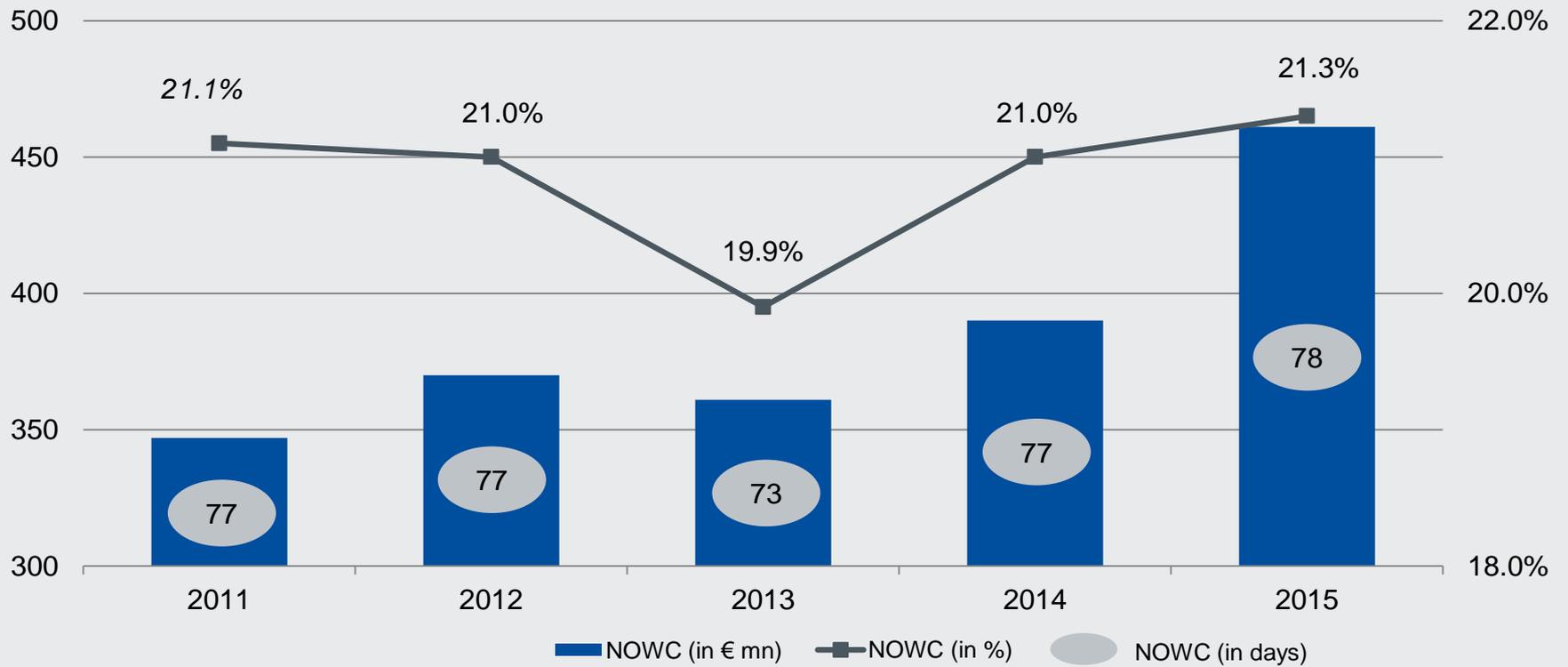
(EBIT 2014)



Acquisitions fully financed by operating cash flow

| mn € | 2014 | 2015 |
|---|------------|------------|
| Gross cash flow | 258 | 274 |
| Changes in net operating working capital | -14 | 0 |
| Other changes | 11 | 7 |
| Operating cash flow | 255 | 281 |
| Capex | -52 | -50 |
| Other changes | 7 | 1 |
| Free cash flow before acquisitions | 210 | 232 |
| Acquisitions | -22 | -170 |
| Free cash flow | 188 | 62 |

Net operating working capital (NOWC)*

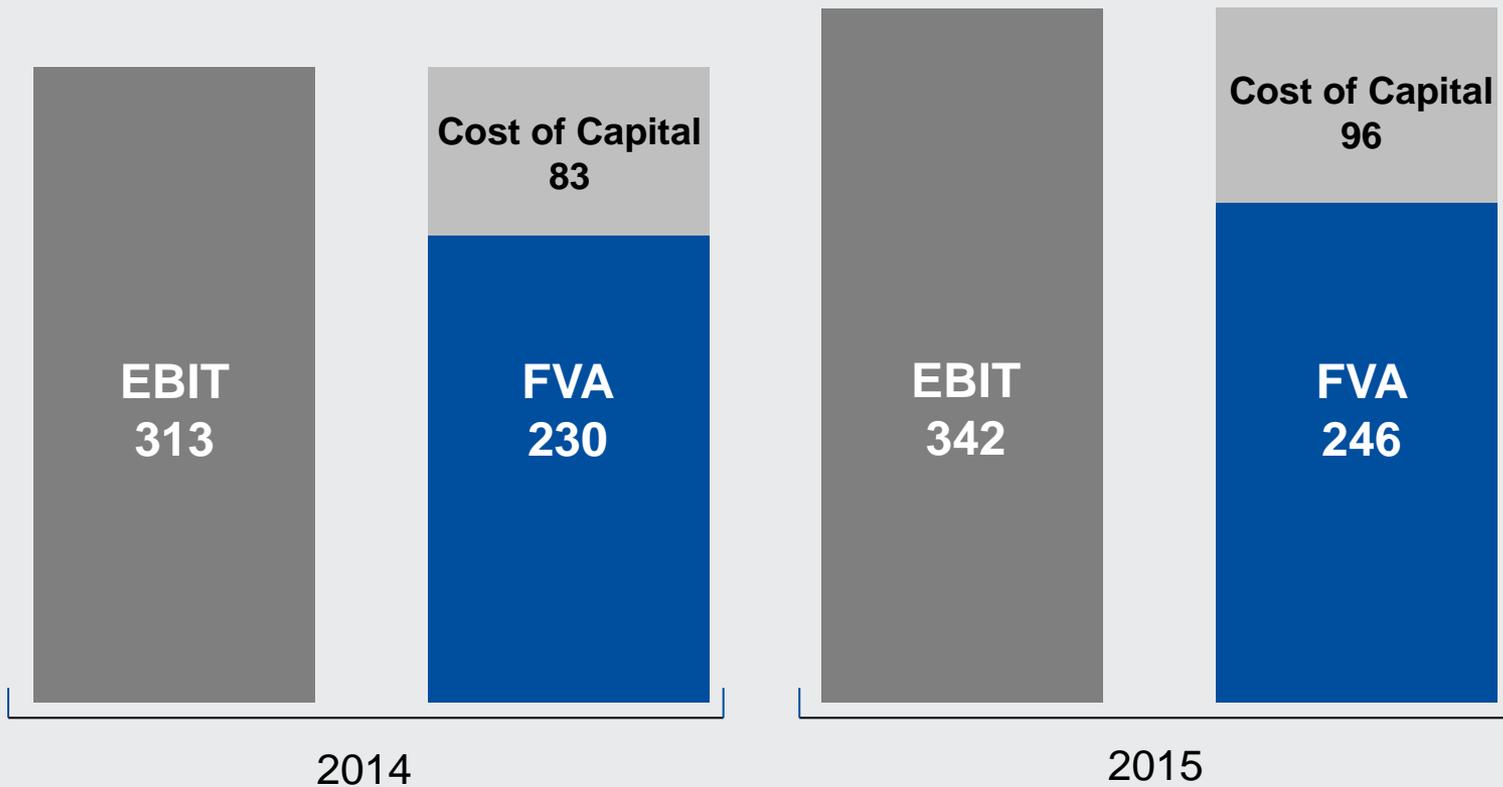


* In relation to the annualized sales revenues of the 4th quarter of the year

FUCHS Value Added (FVA)

Increase by 7.2%

€ mn



Cost of Capital = CE (2014: €833 mn; 2015: €960 mn) x WACC (10% pre tax)

Quarterly income statement

| € mn | Q1'15 | Q2'15 | Q3'15 | Q4'15 | Q1'16 | Q2'16 | Q3'16 |
|---------------------------------------|-----------|-----------|------------|-----------|-----------|------------|------------|
| Sales | 493 | 515 | 531 | 540 | 550 | 586 | 567 |
| Gross Profit | 188 | 200 | 203 | 201 | 206 | 221 | 214 |
| Gross Profit margin | 38.1 % | 38.8 % | 38.2 % | 37.2 % | 37.4 % | 37.7 % | 37.8 % |
| Selling, admin., R&D expenses, others | -110 | -113 | -118 | -126 | -126 | -128 | -124 |
| EBIT before at Equity | 78 | 87 | 85 | 75 | 80 | 93 | 90 |
| EBIT margin before at Equity | 15.8% | 16.8% | 16.0% | 14.4 % | 14.6% | 15.8% | 15.8% |
| At Equity | 4 | 3 | 4 | 6 | 5 | 5 | 4 |
| EBIT | 82 | 90 | 89 | 81 | 85 | 98 | 94 |
| EBIT margin | 16.6% | 17.5% | 16.8% | 15.0 % | 15.5% | 16.6% | 16.5% |
| EBITDA | 90 | 99 | 100 | 92 | 97 | 109 | 105 |
| EBITDA margin | 18.3% | 19.1% | 18.8% | 17.1% | 17.6% | 18.7% | 18.6% |

Quarterly sales by regions

| Sales (€ mn) | 2015 | | | | |
|----------------------|--------------|--------------|--------------|--------------|----------------|
| | Q1 | Q2 | Q3 | Q4 | FY |
| Europe | 278.3 | 292.9 | 321.4 | 334.4 | 1,227.0 |
| Asia-Pacific, Africa | 146.5 | 155.7 | 141.2 | 139.5 | 582.9 |
| Americas | 88.3 | 87.8 | 90.8 | 85.9 | 352.8 |
| Consolidation | -20.5 | -21.4 | -22.2 | -19.5 | -83.6 |
| FUCHS Group | 492.6 | 515.0 | 531.2 | 540.3 | 2,079.1 |

| 2016 | | | |
|--------------|--------------|--------------|---------------|
| Q1 | Q2 | Q3 | Q1-3 |
| 349.4 | 371.5 | 359.2 | 1080.1 |
| 144.4 | 154.0 | 152.4 | 450.8 |
| 84.5 | 87.4 | 88.1 | 260.0 |
| -28.1 | -26.9 | -33.0 | -88.0 |
| 550.2 | 586.0 | 566.7 | 1702.9 |

| Δ Y-o-Y in % |
|----------------------|
| Europe |
| Asia-Pacific, Africa |
| Americas |
| Consolidation |
| FUCHS Group |

| 2016 | | | |
|--------------|--------------|-------------|--------------|
| Q1 | Q2 | Q3 | Q1-3 |
| +25.5 | +26.8 | +11.8 | +21.0 |
| -1.4 | -1.1 | +7.9 | +1.7 |
| -4.3 | -0.5 | -3.0 | -2.6 |
| - | - | - | - |
| +11.7 | +13.8 | +6.7 | +10.7 |

Quarterly EBIT by regions

| EBIT (€ mn) | 2015 | | | | |
|----------------------|-------------|-------------|-------------|-------------|--------------|
| | Q1 | Q2 | Q3 | Q4 | FY |
| Europe | 39.4 | 43.3 | 44.9 | 34.4 | 162.0 |
| Asia-Pacific, Africa | 26.6 | 32.5 | 28.0 | 35.1 | 122.2 |
| Americas | 16.5 | 16.4 | 17.5 | 14.5 | 64.9 |
| Consolidation | -0.8 | -2.3 | -1.1 | -2.7 | -6.9 |
| FUCHS Group | 81.7 | 89.9 | 89.3 | 81.3 | 342.2 |

| 2016 | | | |
|-------------|-------------|-------------|--------------|
| Q1 | Q2 | Q3 | Q1-3 |
| 43.1 | 51.8 | 53.8 | 148.7 |
| 29.2 | 31.8 | 28.8 | 89.8 |
| 15.1 | 16.4 | 15.8 | 47.3 |
| -2.2 | -2.5 | -4.9 | -9.6 |
| 85.2 | 97.5 | 93.5 | 276.2 |

| Δ Y-o-Y in % |
|----------------------|
| Europe |
| Asia-Pacific, Africa |
| Americas |
| Consolidation |
| FUCHS Group |

| 2016 | | | |
|-------------|-------------|-------------|-------------|
| Q1 | Q2 | Q3 | Q1-3 |
| +9.4 | +19.6 | +19.8 | +16.5 |
| +9.8 | -2.2 | +2.9 | +3.1 |
| -8.5 | 0 | -9.7 | -6.2 |
| - | - | - | - |
| +4.3 | +8.5 | +4.7 | +5.9 |

The executive board



Stefan Fuchs: CEO, Corporate Development, HR, PR, Americas



Dr. Lutz Lindemann: R&D, Technology, Supply Chain, Sustainability, OEM, Mining



Dr. Timo Reister: Asia-Pacific / Africa



Dr. Ralph Rheinboldt: Europe, LUBRITECH, SAP/ERP Systems



Dagmar Steinert: CFO, Finance, Controlling, IR, Compliance, Internal Audit, IT, Legal, Tax

Executive Compensation & FUCHS-Shares



Executive Board

25%

of variable compensation

must be invested in FUCHS preference shares with a 3 year lock-up period

Supervisory Board

50%

of variable compensation

must be invested in FUCHS preference shares with a lock-up period of 5 years. The vesting period is waived when the member leaves the Supervisory Board

Disclaimer

This presentation contains statements about future development that are based on assumptions and estimates by the management of FUCHS PETROLUB SE. Even if the management is of the opinion that these assumptions and estimates are accurate, future actual developments and future actual results may differ significantly from these assumptions and estimates due to a variety of factors. These factors can include 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.

Financial Calendar & Contact

Financial Calendar

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|------------------|-------------------------------|
| March 21, 2017 | Full Year Results 2016 |
| April 28, 2017 | Quarterly Statement Q1 2017 |
| May 5, 2017 | Annual General Meeting |
| August 1, 2017 | Financial Report H1 2017 |
| October 27, 2017 | Quarterly Statement Q1-3 2017 |

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