

# FUCHS GROUP

## New Thinking

| Investor Presentation, June 2018

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| Thomas Altmann, Head of Investor Relations



# Agenda

- 01** | The Leading Independent Lubricants Company
- 02** | Q1 2018
- 03** | Shares
- 04** | Appendix

## 01 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 holds  
**54%** of  
ordinary shares

**€2.5** bn  
sales in 2017

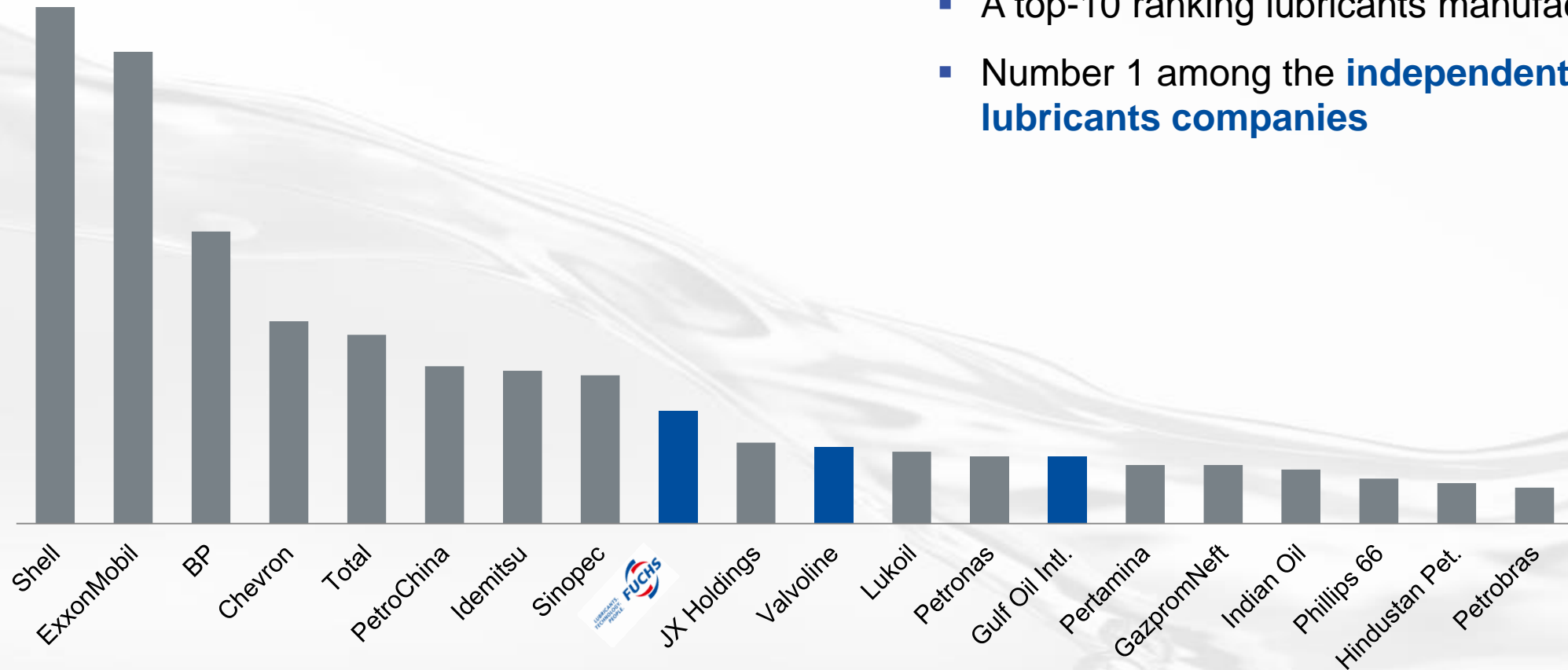
More than **5,000**  
employees

Preference share is listed  
in the MDAX

**58** companies worldwide

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

# Top 20 lubricants manufacturers



- 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

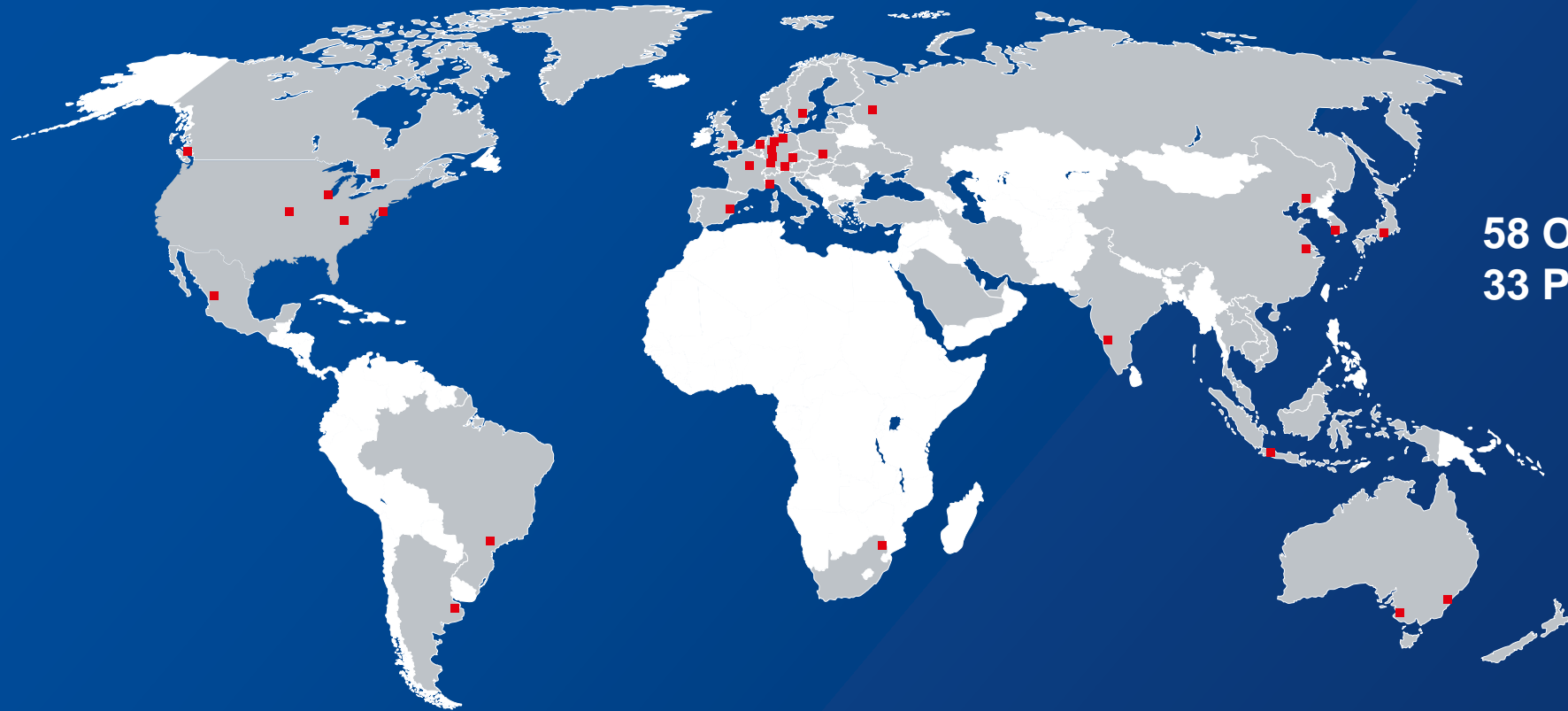
Global presence, R&D strength, know-how transfer, speed



**Advantage over  
independent companies**



# We are where our customers are



**58 Operating Companies**  
**33 Production Sites**

# Full-line supplier advantage

Sales 2017: €2.5 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

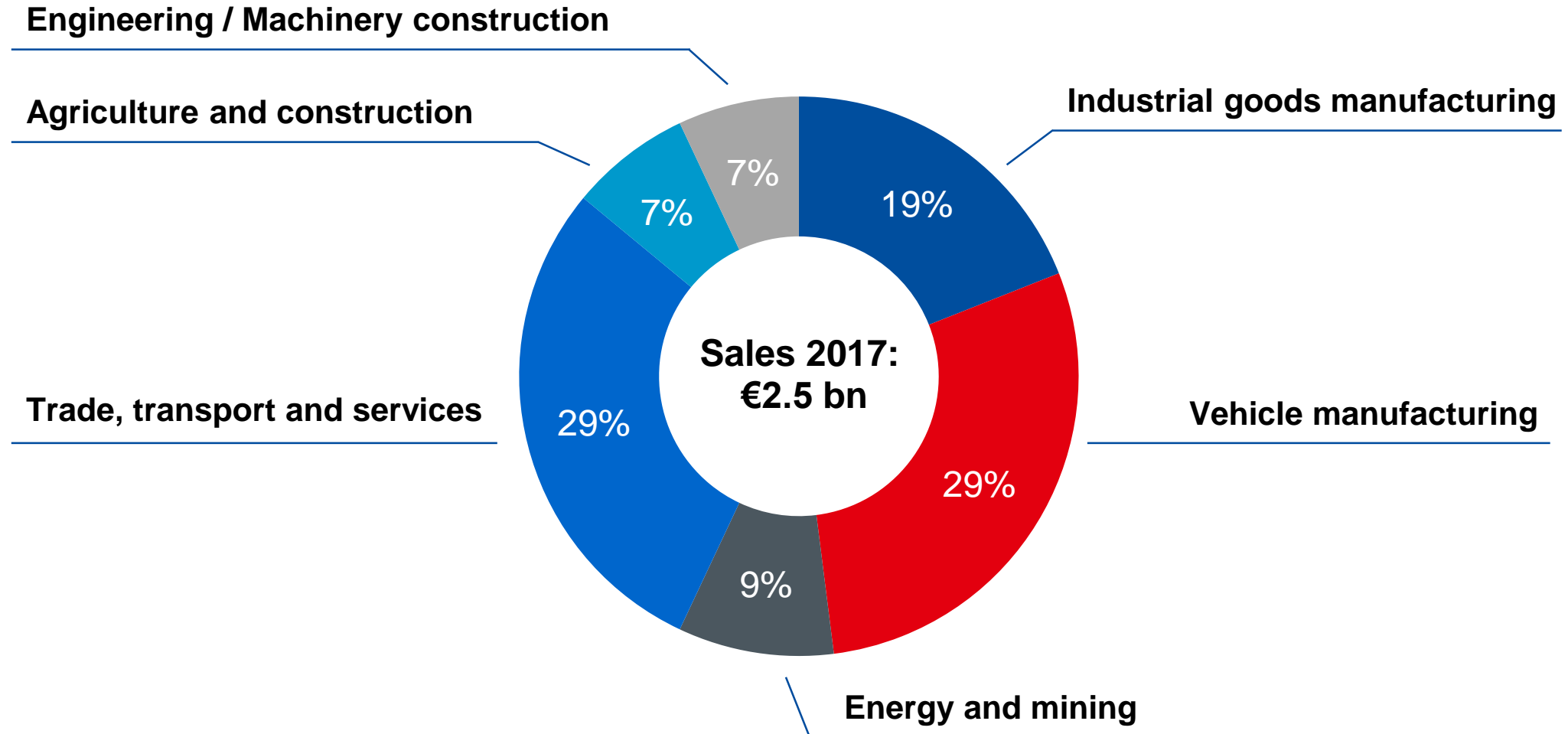


Food



## Well balanced customer structure

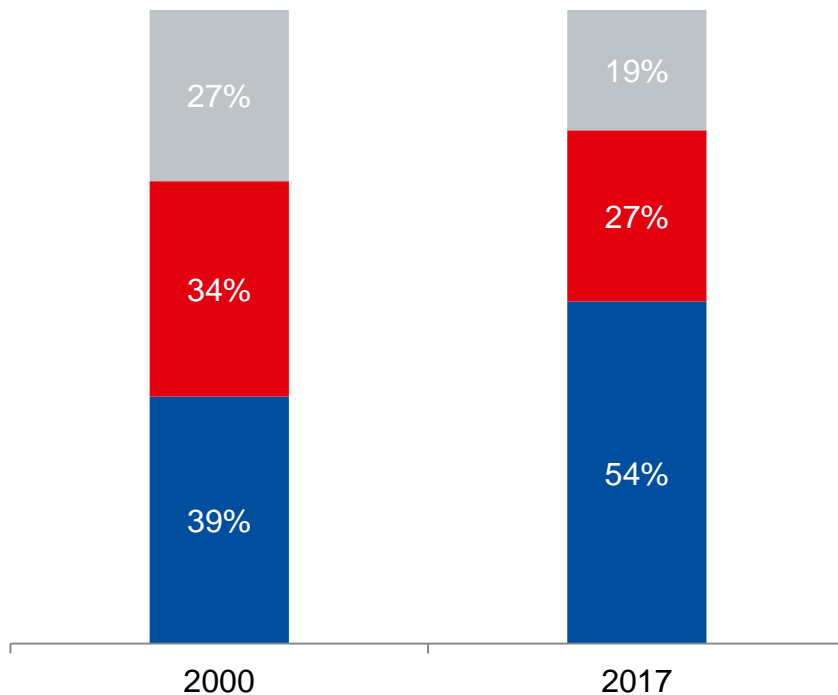
Top 20 Customers account for ~ 25% of 2017 sales



# Organic growth potential in emerging countries

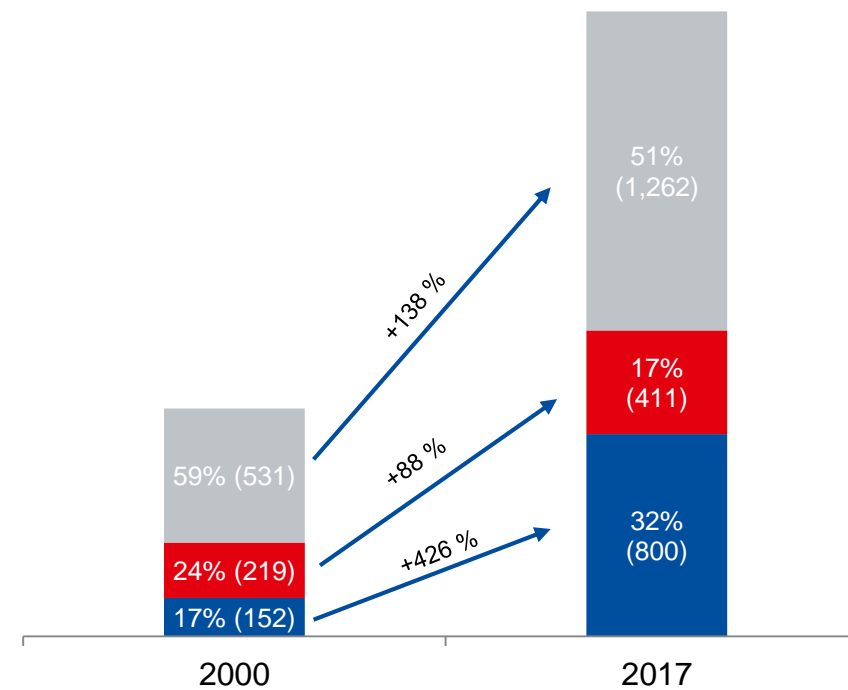
## Market Demand

36.4 mn t  $\xrightarrow{-1\%}$  36.1 mn t



## FUCHS Sales (by customer location)

€ 902 mn  $\xrightarrow{+174\%}$  € 2,473 mn



# FUCHS' Strategy

## Profitable Growth:

Internationalization of core activities  
Local production in 33 plants

Global  
standards,  
processes  
and branding

### People:

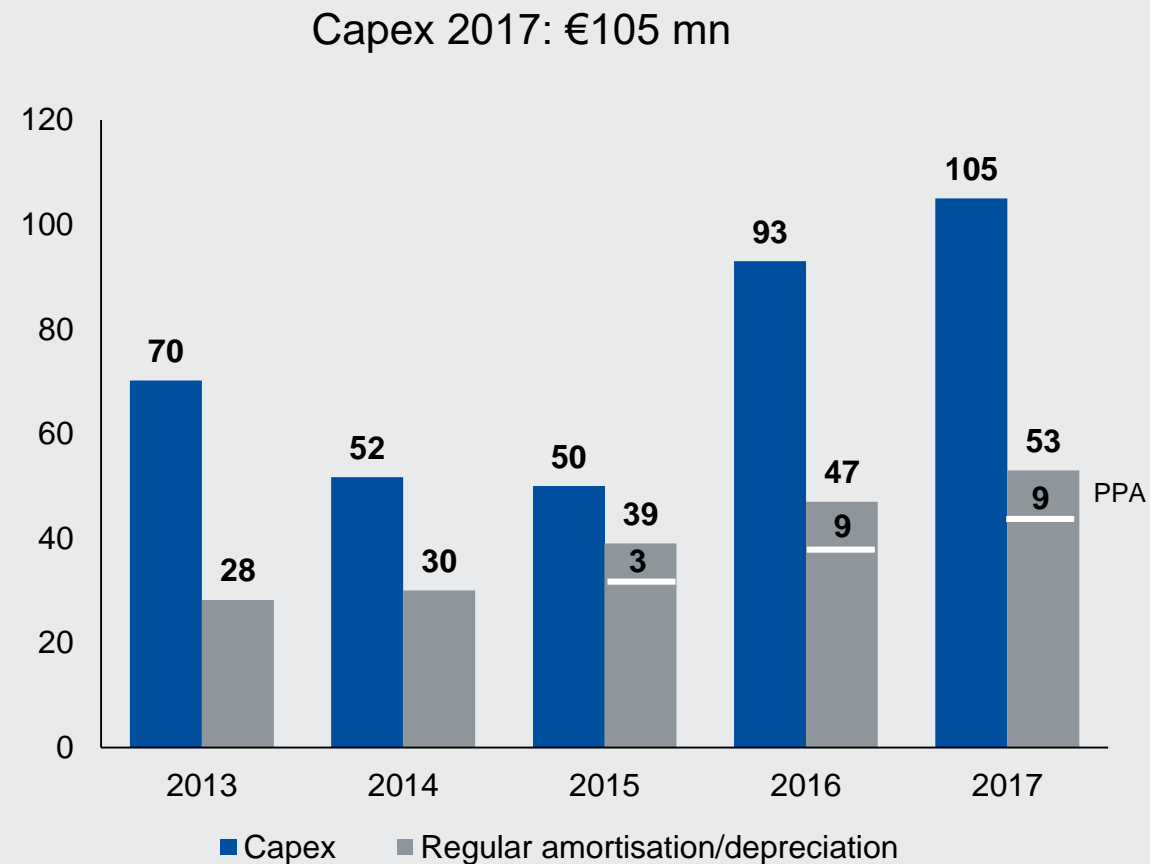
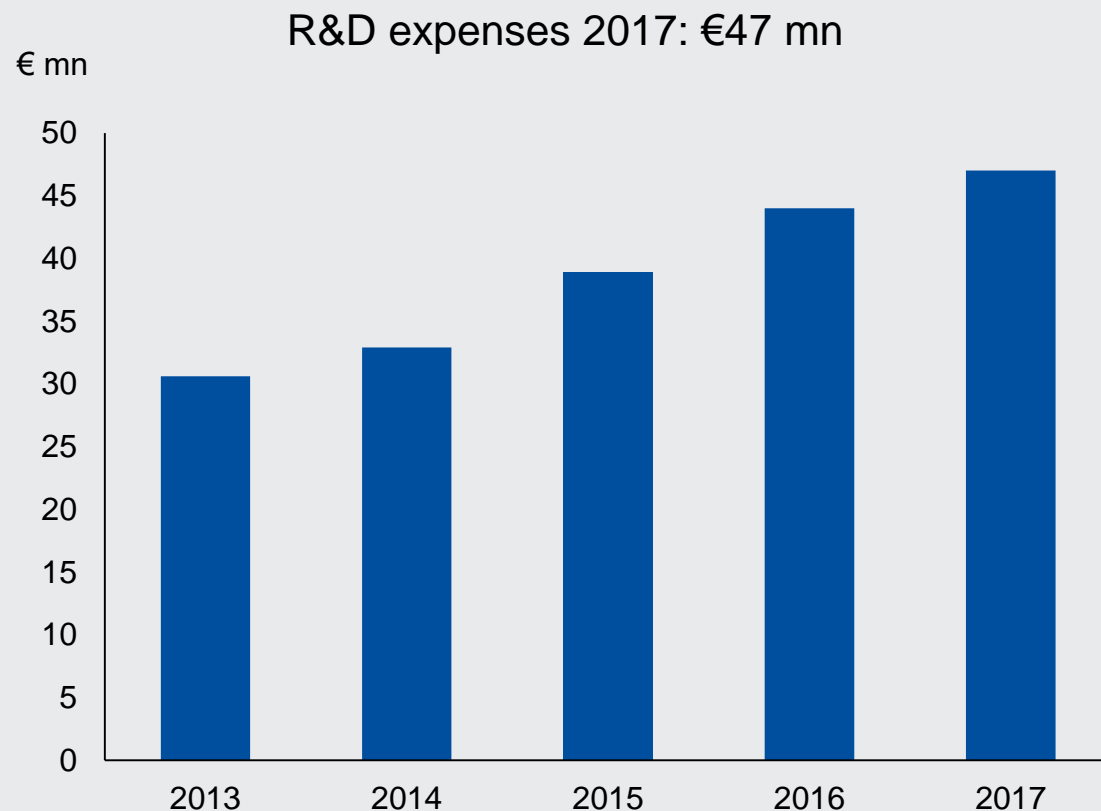
- Employer Branding
- Culture
- Talent-management
- Learning

Utilize disruptions like  
e-mobility, digitalization, etc.  
as an opportunity

Agile network structure based  
on common values

# Investment in the future

R&D, capex, regular amortisation & depreciation



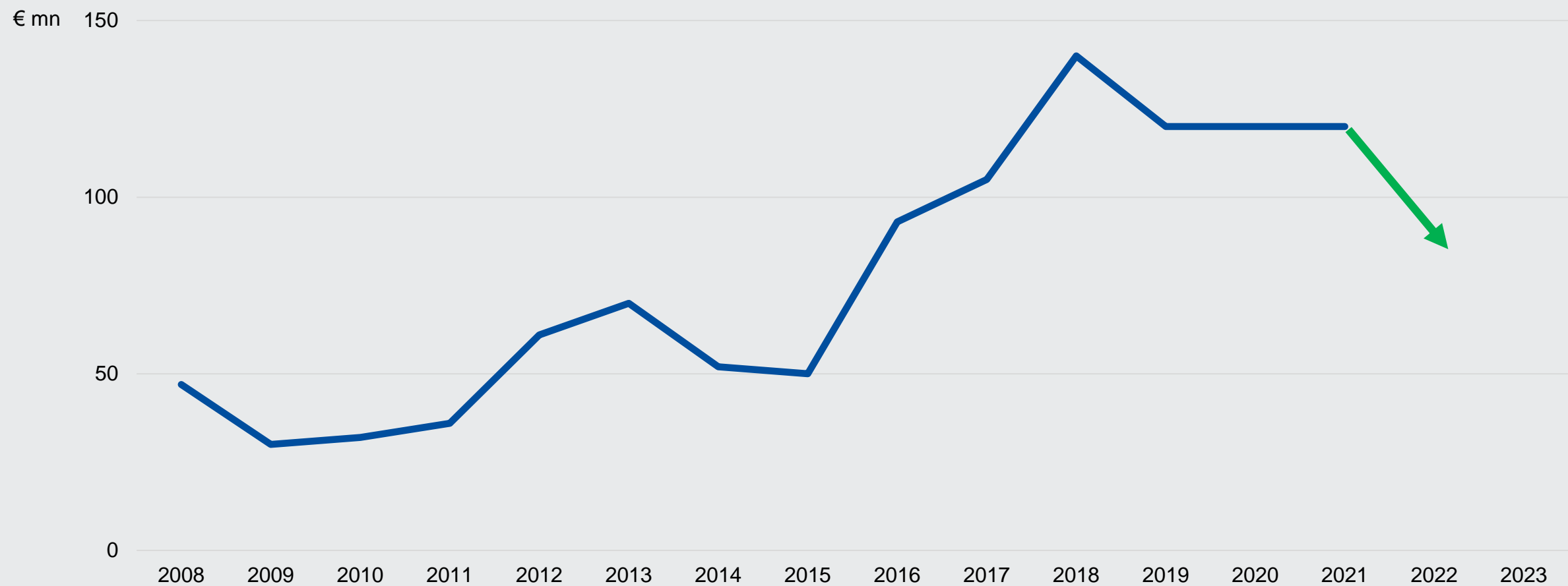
## Investment initiative

### Growth/replacement/efficiency

- For 2016 - 2018 around **€300 mn** capex was planned with focus on the expansion of Mannheim, Kaiserslautern and Chicago as well as new plants in China, Australia and Sweden. As of today we expect capex to be ~ **€340 mn**.
- From today's perspective more than **€100 mn p.a.** will be spent on growth and replacement investments as well as efficiency improvements in the years 2019 - 2021. The focus is on the expansion of the German, Chinese and US plants. Background is the significant volume increase, technological changes and a changed product mix.
- From 2022 onwards, investments should be back on par with the scheduled increased annual amortization/depreciation.

Maintenance capex amounting to the level of amortization/depreciation

# Investment initiative





# FUCHS' 3C grease commitment

Germany / USA / China

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



# Strong track record of integrating businesses



**02** Q1 2018



## Highlights Q1 2018

**Sales +4%  
to € 643 mn**

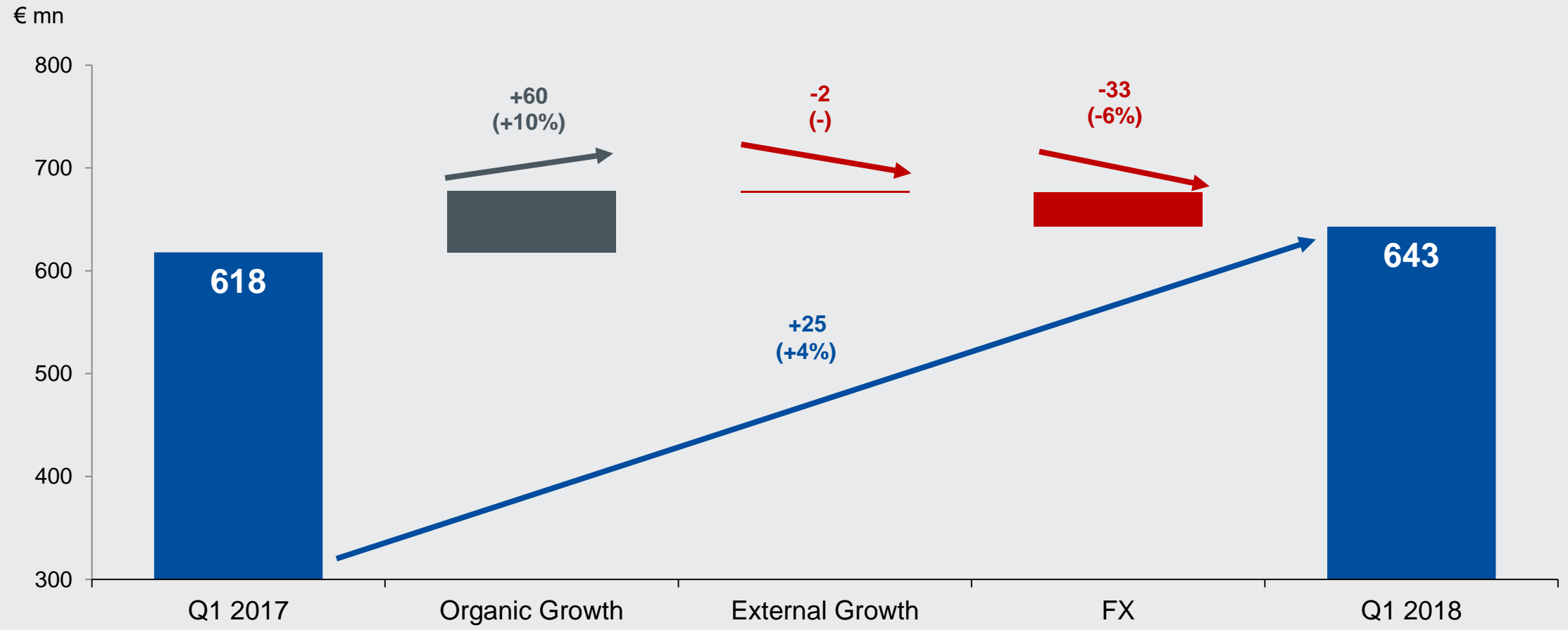
- Strong organic growth across all three regions: Europe, Asia-Pacific, Africa and Americas
- Negative FX effect impacting sales and EBIT

**EBIT currency related  
down by 2% to €92 mn**

## **Outlook 2018 unchanged**

- Sales +3% to +6%
- EBIT +2% to +4%
- Investments of around € 140 mn

# Q1 2018 Group sales



## Regional sales growth Q1 2018

	Q1 2017 (€ mn)	Q1 2018 (€ mn)	Growth	Organic	External	FX
Europe	368	396	+8%	+9%	-	-1%
Asia-Pacific, Africa	181	199	+10%	+18%	-	-8%
Americas	104	95	-9%	+7%	-	-16%
Consolidation	-35	-47	-	-	-	-
<b>Total</b>	<b>618</b>	<b>643</b>	<b>+4%</b>	<b>+10%</b>	<b>0%</b>	<b>-6%</b>

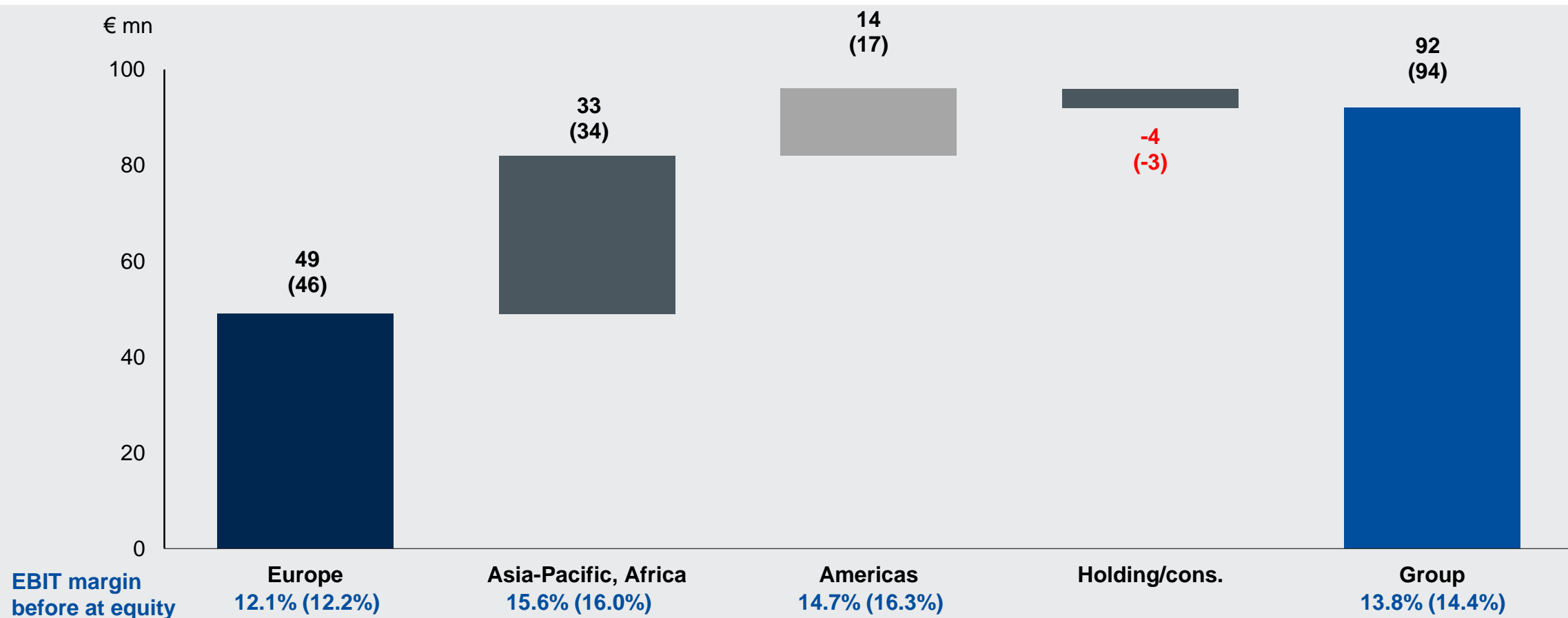


# Income statement Q1 2018

€ mn	Q1 2017	Q1 2018	Δ € mn	Δ in %
<b>Sales</b>	<b>618</b>	<b>643</b>	<b>25</b>	<b>4.0</b>
Gross Profit	226	225	-1	-0.4
<i>Gross Profit margin</i>	<i>36.6</i>	<i>35.0</i>	-	<i>-1.6 %-points</i>
Other function costs	-137	-136	-1	0.7
<b>EBIT before at Equity</b>	<b>89</b>	<b>89</b>	<b>0</b>	<b>0.0</b>
At Equity	5	3	-2	-
<b>EBIT</b>	<b>94</b>	<b>92</b>	<b>-2</b>	<b>-2.1</b>
Earnings after tax	66	67	1	1.5

# EBIT by regions

Q1 2018 (Q1 2017)



## Cash flow Q1 2018

€ mn	Q1 2017	Q1 2018
<b>Earnings after tax</b>	<b>66</b>	<b>67</b>
Amortization/Depreciation	13	14
Changes in net operating working capital (NOWC)	-25	-33
Other changes	2	-9
Capex	-14	-18
<b>Free cash flow before acquisitions</b>	<b>42</b>	<b>21</b>
Acquisitions	-	-1
<b>Free cash flow</b>	<b>42</b>	<b>20</b>

## Q1 2018 earnings summary

- Strong organic growth across all regions, particularly in Asia-Pacific, Africa
- Strong negative FX-effects impacting sales and earnings; This effect will most likely weaken over the course of the year
- Before currency translation increase in gross profit as a result of higher sales prices and volumes
- Increase in earnings after tax; tax rate decreased to 28% (31) due to lower withholding tax for dividends and due to the American tax reform
- Capex increase according to plan (€ 140 mn for the full year 2018)

# Outlook 2018

Performance indicator	Actual 2017	Outlook 2018
Sales	€ 2,473 mn	+3% to +6%
EBIT	€ 373 mn	+2% to +4%
FUCHS Value Added	€ 250 mn	At previous year's level
Free cash flow before acquisitions	€ 142 mn	At previous year's level

- Sales growth mainly driven by organic volume growth as well as price and mix changes
- External growth expected to be slightly negative due to sale of the Dormagen plant (December 2017)
- Less than proportional increase in earnings expected due to a higher costs base as a result of investments in new and existing plants, people and R&D
- Investments of around €140 mn in new plants and expansion of plants in China, USA, Germany, Sweden, Russia and UK

## 03 Shares

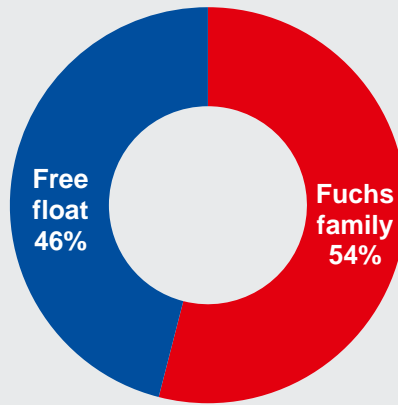




# Breakdown ordinary & preference shares

(December 31, 2017)

## Ordinary shares



**Symbol:** FPE  
**ISIN:** DE0005790406  
**WKN:** 579040

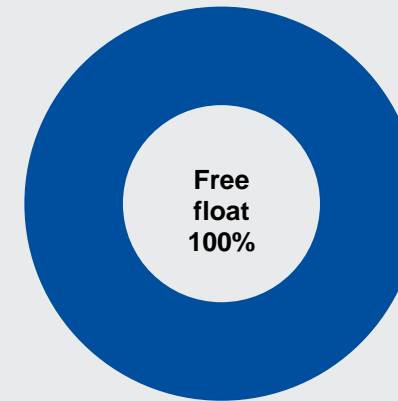
Basis: 69,500,000 ordinary shares

### Characteristics:

- Dividend
- Voting rights

## Preference shares

*MDAX-listed*



**Symbol:** FPE3  
**ISIN:** DE0005790430  
**WKN:** 579043

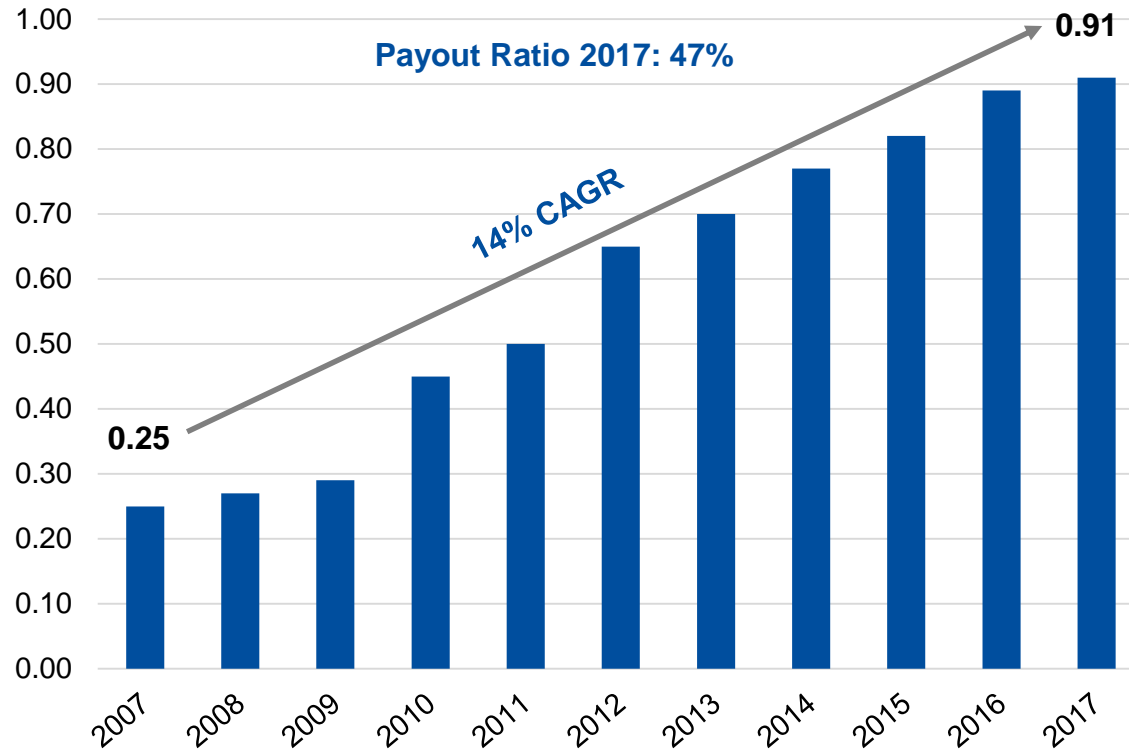
Basis: 69,500,000 preference shares

### Characteristics:

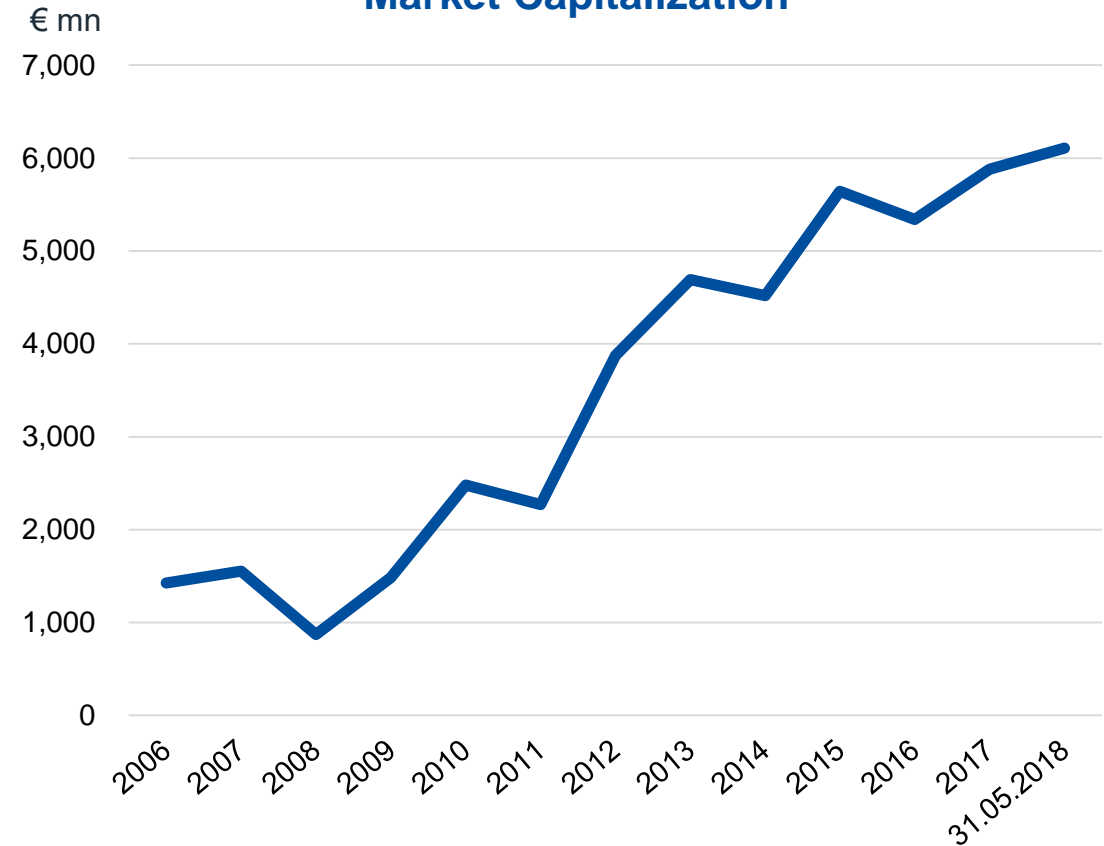
- Dividend plus preference profit share (0.01€)
- Restricted voting rights in case of:
  - preference profit share has not been fully paid
  - exclusion of pre-emption rights (e.g. capital increase, share buyback, etc.)

# Stable dividend policy

Dividend per Preference Share



Market Capitalization

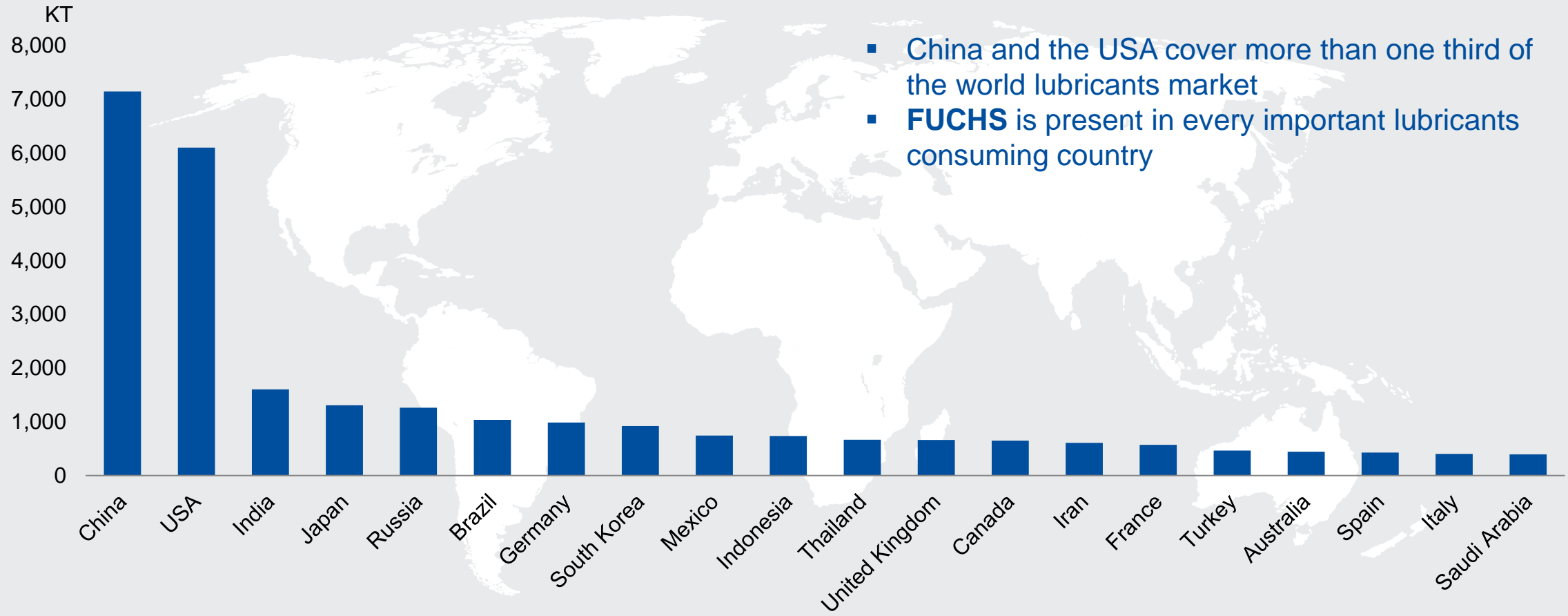


**Our target: Increase the absolute dividend amount each year or at least maintain previous year's level.**

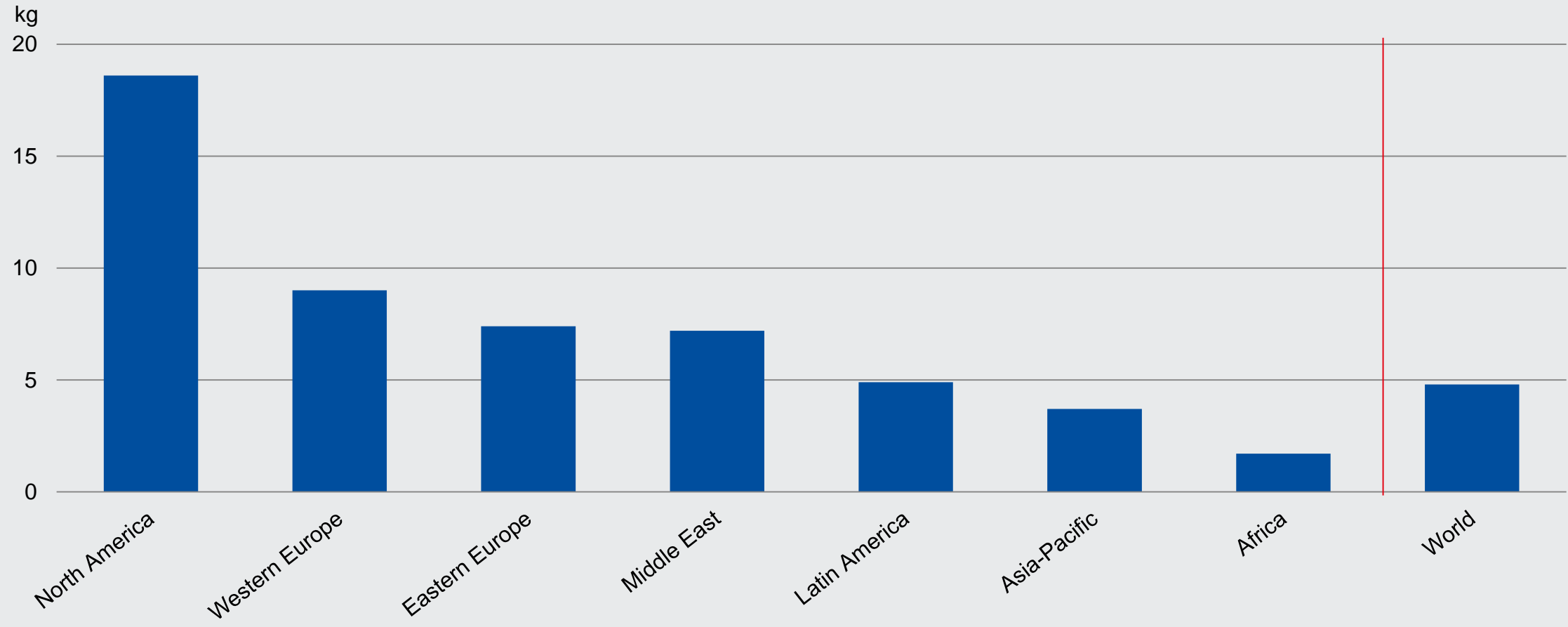
## 04 Appendix



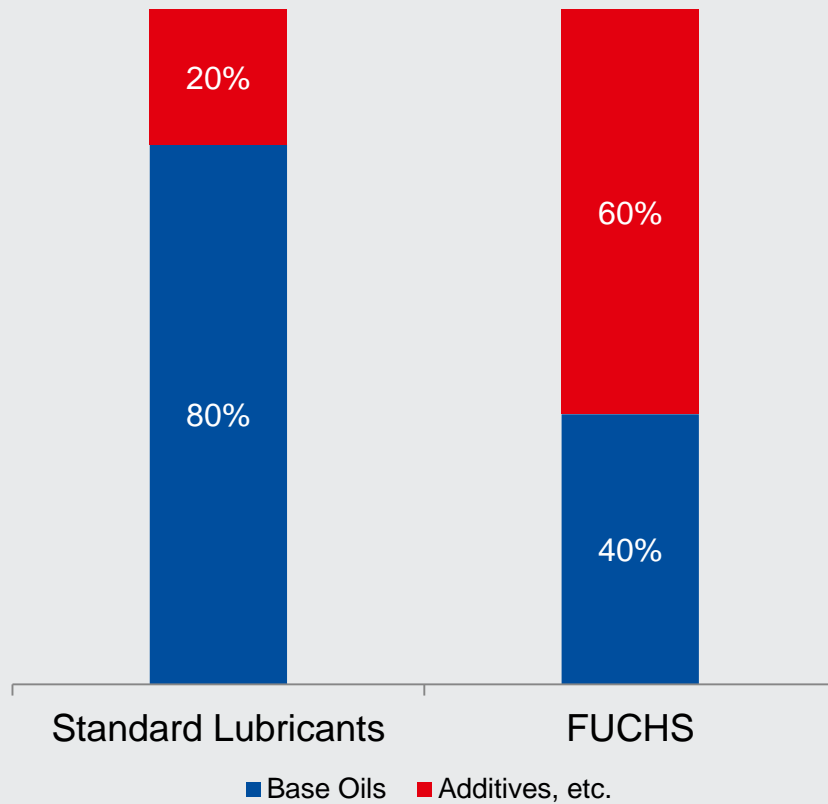
# Top 20 lubricant countries 2017



## Regional per-capita lubricants demand 2017



## Base oil / additives value split



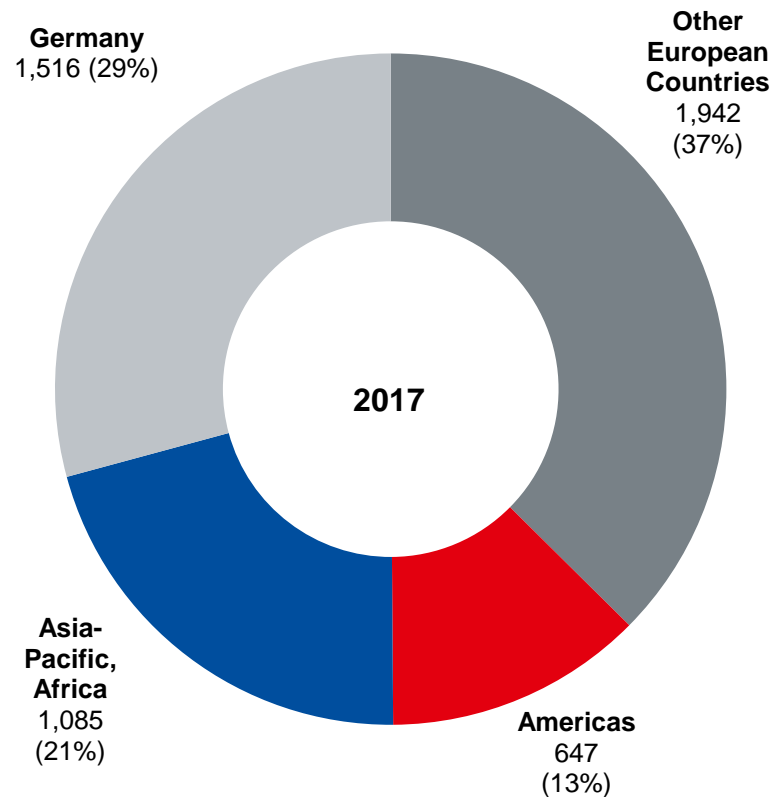
- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives



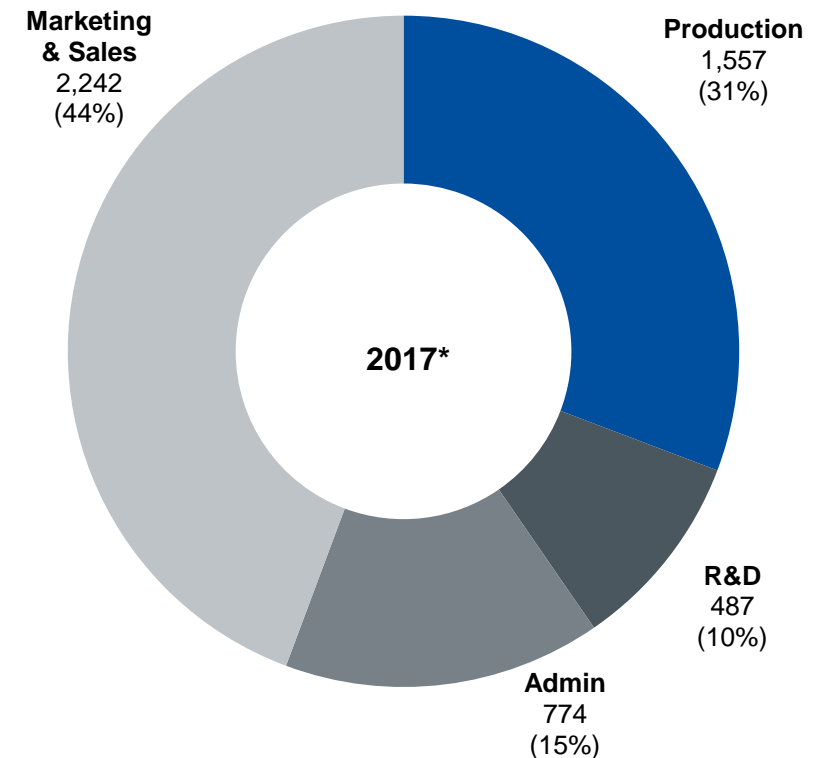
# Workforce Structure

5,190 employees globally

## Regional Workforce Structure

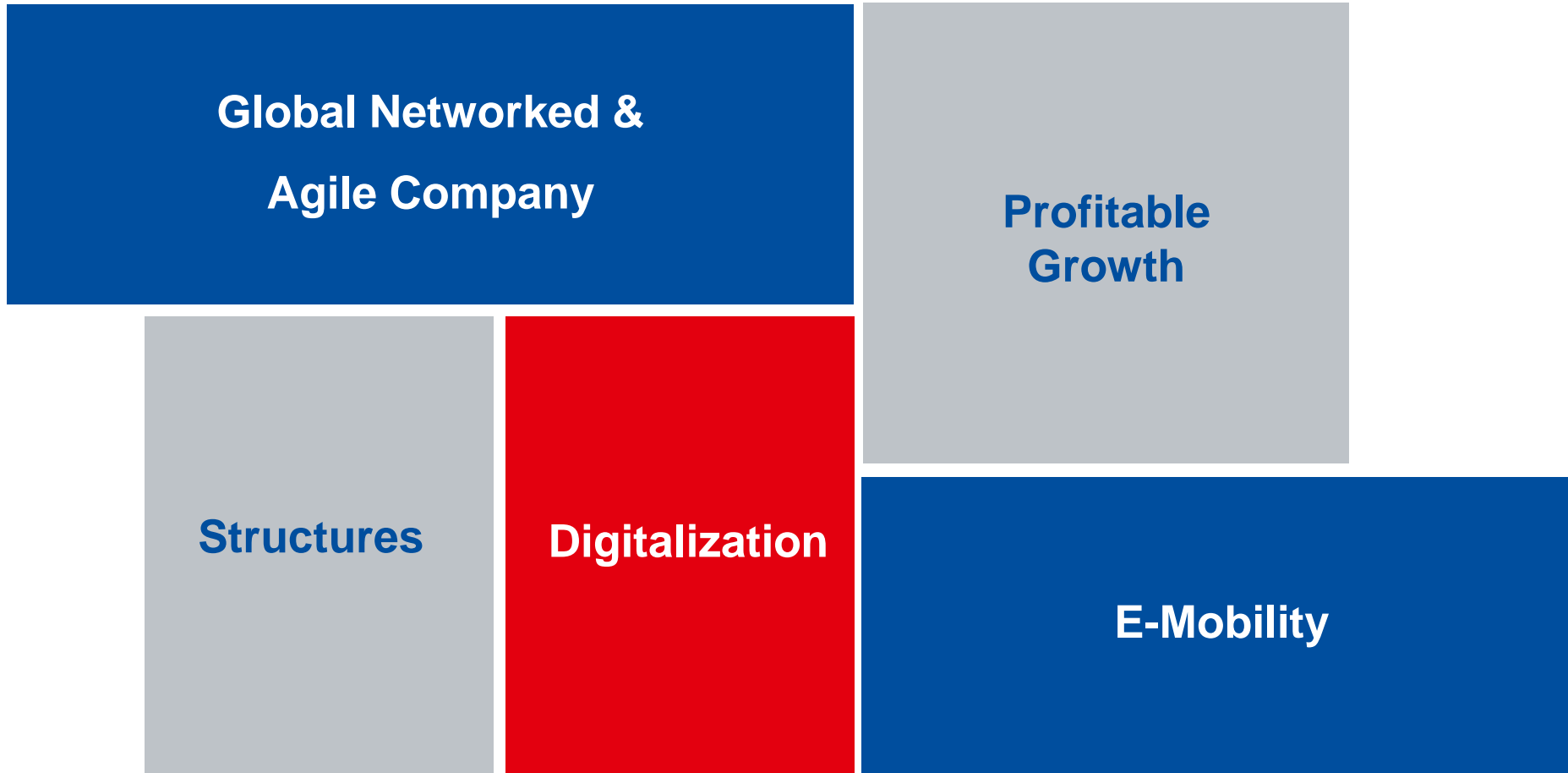


## Functional Workforce Structure



\*Excl. 130 Trainee

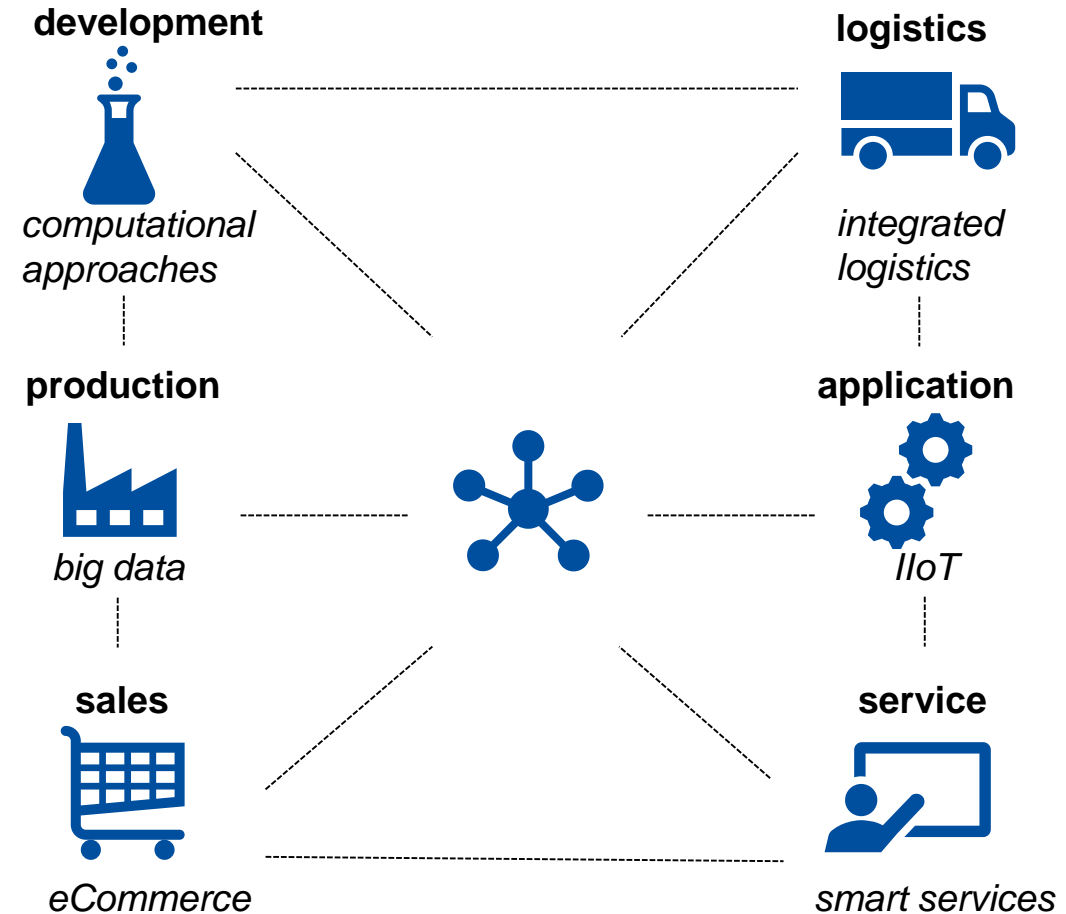
# Challenges & Opportunities



# Digitalisation will fundamentally change our value creation

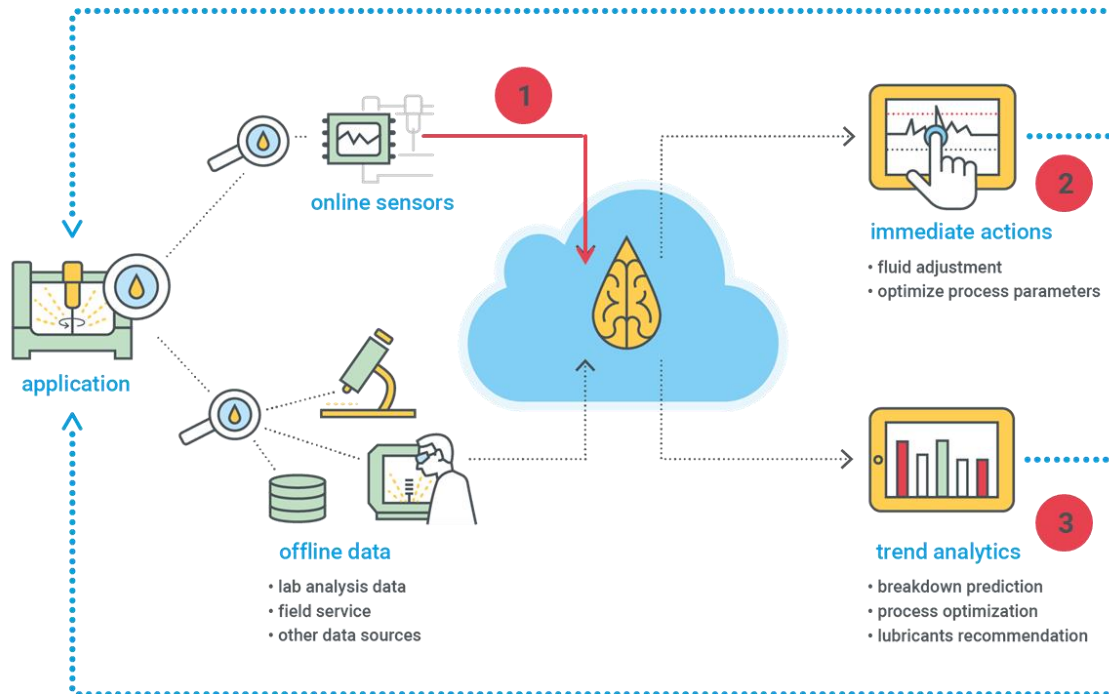
With our “think tank” in the FUCHS family, **inoviga GmbH**, we created a unit aiming to deliberately engage in new ways of thinking and to be the driving force behind digitalization projects.

inoviga’s mission:  
co-create next level FUCHS



# Smart services

## How FluidVision fits into FUCHS' digitalization strategy



### smart services: objectives

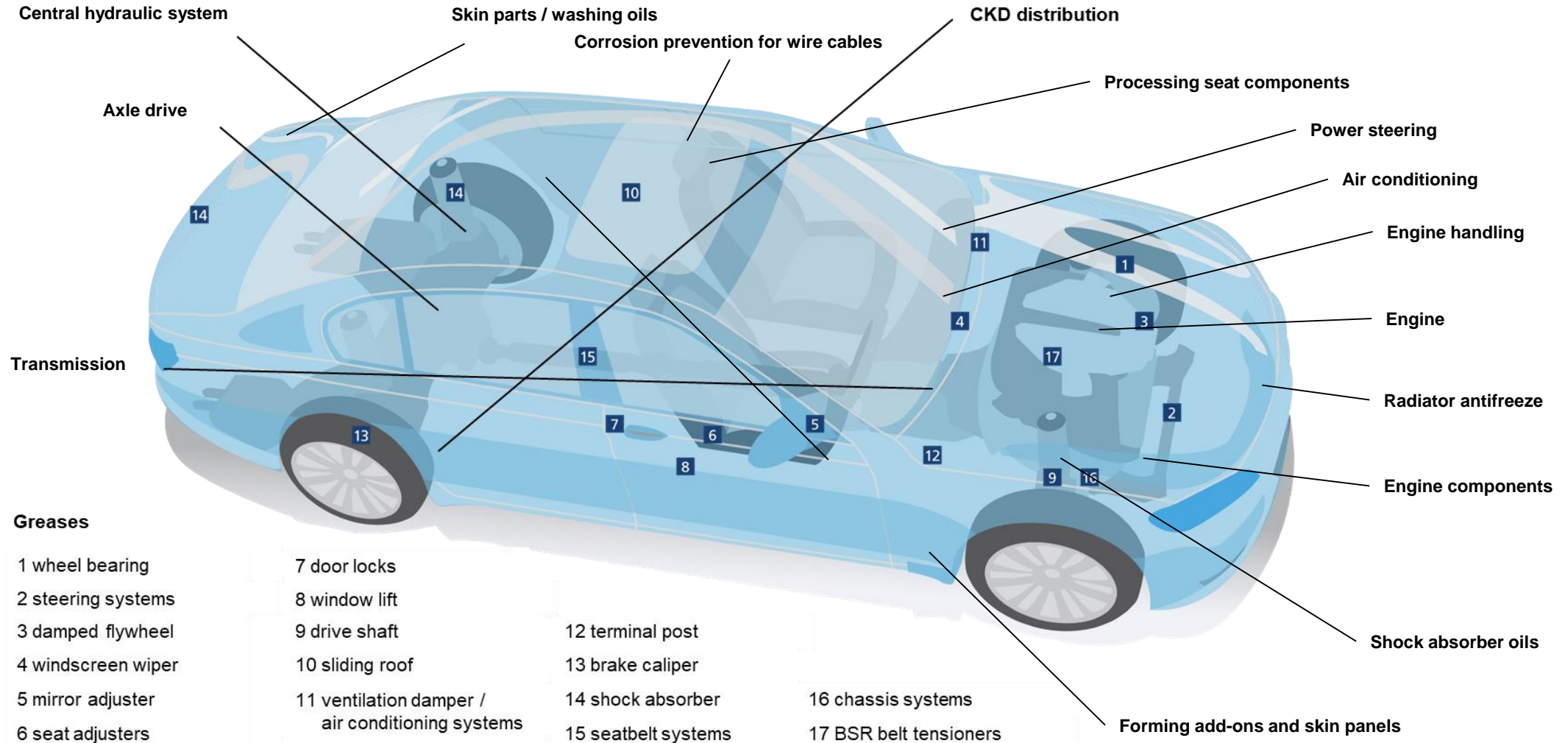
- Make the lubricant talk in real-time by introducing online condition monitoring via sensors
- Empower customers to take immediate actions to keep the lubricant and the machine healthy, preventing unplanned downtime

### smart services: objectives

- **FluidVision** provides a setup to collect sensor information and forward these data to customers maintenance network as well to FUCHS' cloud based customer self service. (1)
- **FluidVision** therewith enhances our efforts to create input for immediate actions (2) as well as FUCHS' trend analytics (3) get enriched by live data

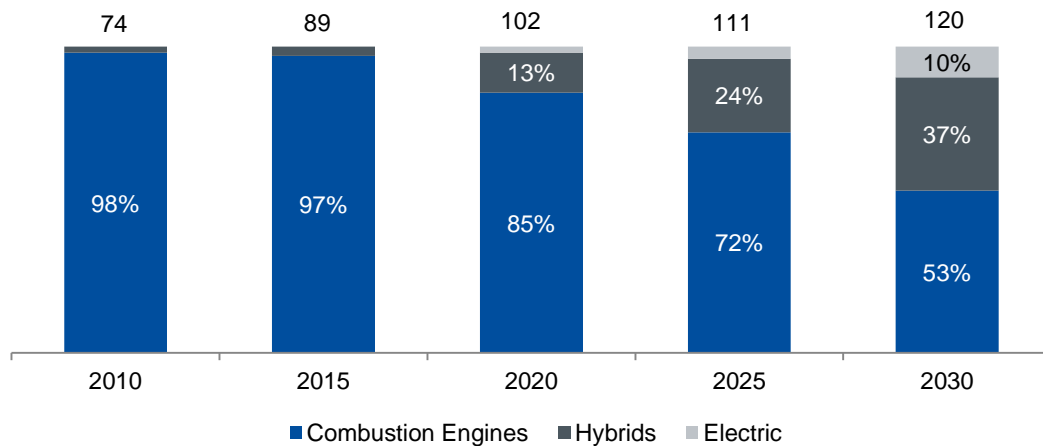
# Lubricant applications in passenger cars

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






# Electrification of cars creates new applications

Development passenger car production (in mn)



- **No market revolution expected:**  
Evolution of existing technologies: Hybrids with efficient combustion engines will dominate the market
- Increasing demand of EVs mainly in larger cities with high traffic density across Europe, China and USA

Source: IHS, 2017

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

– Omitted    ✓ Required    + Increased

# Electric cars – new technology calls for new lubrication

- 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

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

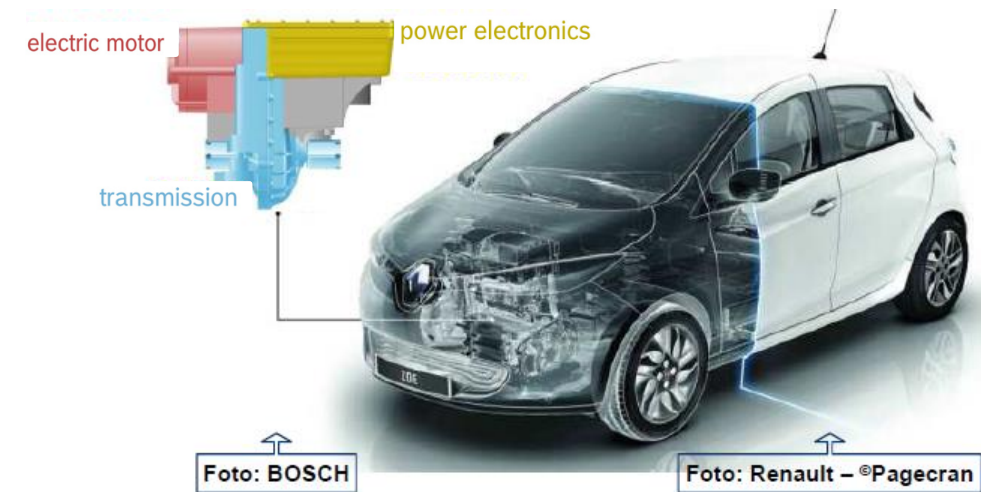
# EU project ODIN – Cooperation with BOSCH, Renault and GKN

## Goal:

Optimal integration of a high speed electric motor with a multi-speed gear train in a single gearbox/housing, including the power electronics and thermal management unit. The resulting integrated electric drive shall be as compact and lightweight as possible to fit into a sub-compact, compact urban vehicle and must clearly demonstrate a significant cost reduction potential

## Lubricant requirements:

Special fluid for gearing, bearings and cooling  
incl. power electronics



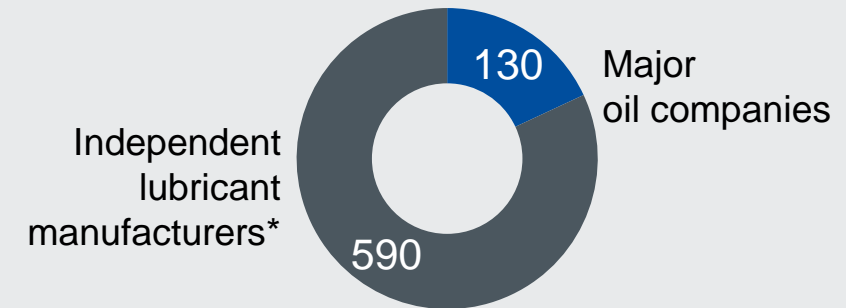


# Further market consolidation to be expected

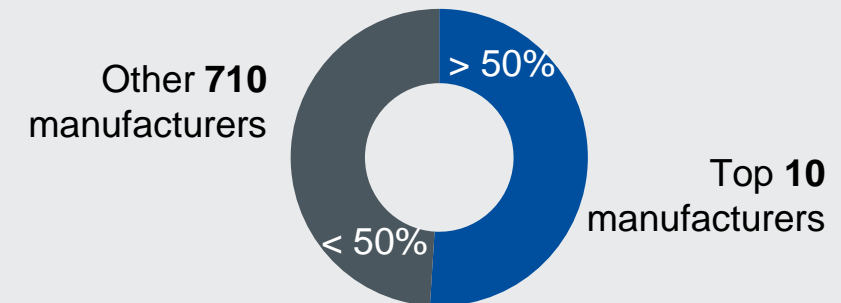
- High degree of fragmentation
- Concentration especially amongst smaller companies

- Differences are enormous

## Manufacturers



## Market Shares



\* > 1000 tons

## 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

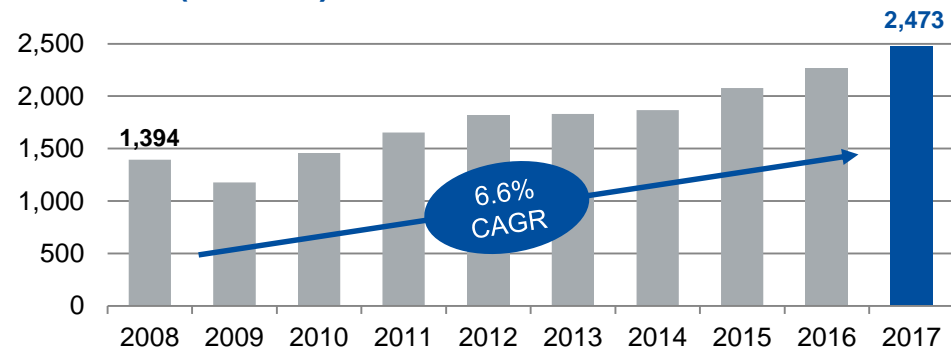
Stable Dividends

Acquisitions

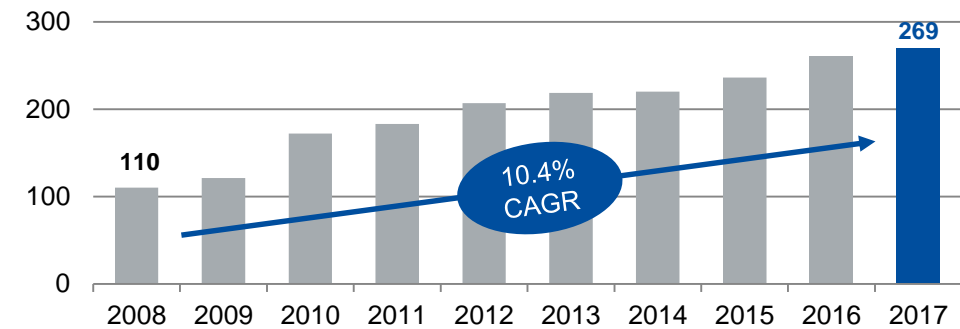
Share Buyback

# Unique track record for continued profitability and added value

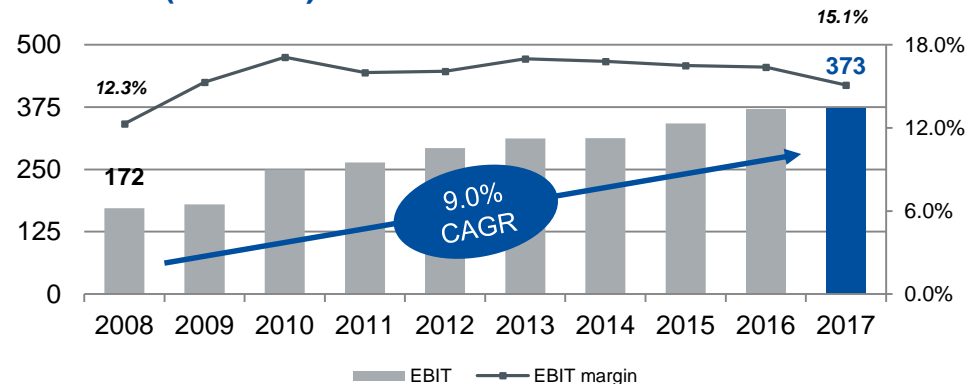
Sales (in € mn)



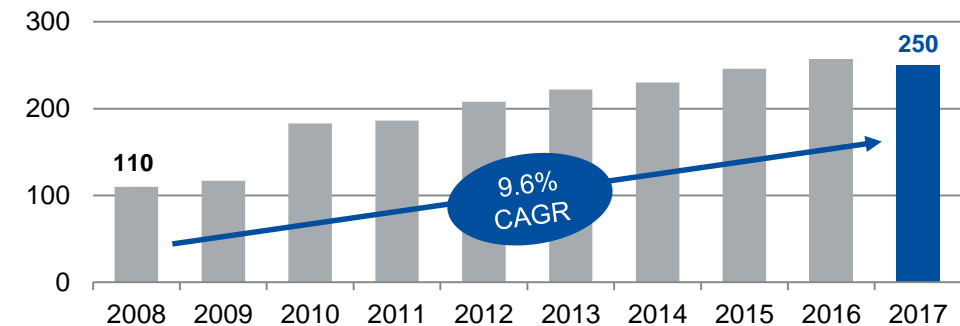
Earnings After Tax (in € mn)



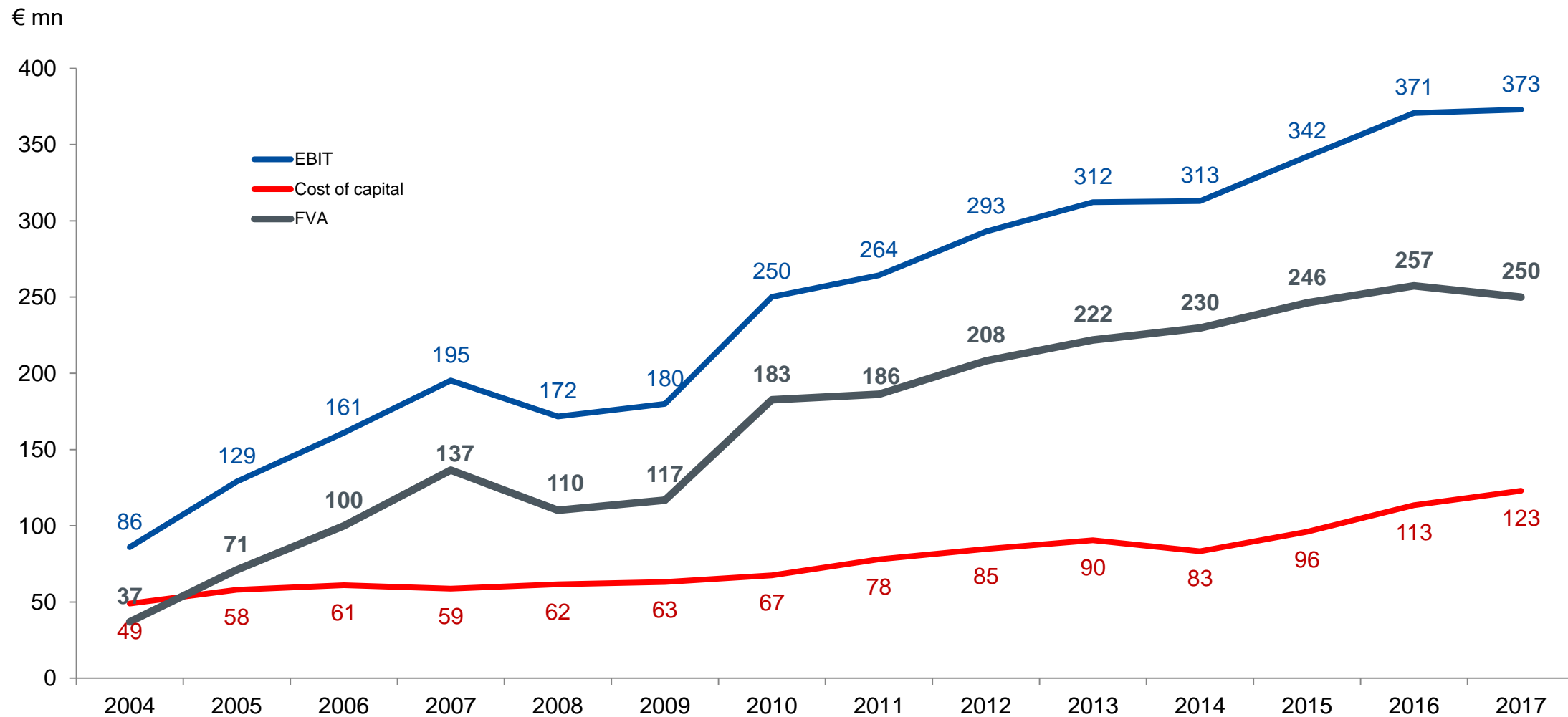
EBIT (in € mn)



FVA (in € mn)



# Development EBIT – Cost of Capital – FVA



## EBIT increase of 1% in 2017

€ mn	2013	2014	2015	2016	2017	Δ 16/17
<b>Sales</b>	<b>1,832</b>	<b>1,866</b>	<b>2,079</b>	<b>2,267</b>	<b>2,473</b>	<b>9.1%</b>
Gross Profit	690	693	791	851	882	3.6%
Gross Profit margin	37.7%	37.2%	38.1%	37.5%	35.7%	-1.8 %-points
Other function costs	-391	-400	-467	-499	-526	5.4%
<b>EBIT before at Equity</b>	<b>299</b>	<b>293</b>	<b>324</b>	<b>352</b>	<b>356</b>	<b>1.1%</b>
EBIT margin before at Equity	16.3%	15.7%	15.6%	15.5%	14.4%	-1.1 %-points
At Equity	13	20	18	19	17	-10.5%
<b>EBIT</b>	<b>312</b>	<b>313</b>	<b>342</b>	<b>371</b>	<b>373</b>	<b>0.5%</b>
EBIT margin	17.0%	16.8%	16.5%	16.4%	15.1%	-1.3 %-points
<b>EBITDA</b>	<b>340</b>	<b>343</b>	<b>381</b>	<b>418</b>	<b>432</b>	<b>3.3%</b>
EBITDA margin	18.6%	18.4%	18.3%	18.4%	17.5%	-0.9 %-points

# Regional Sales and EBIT development



## Solid balance sheet and strong cash flow generation

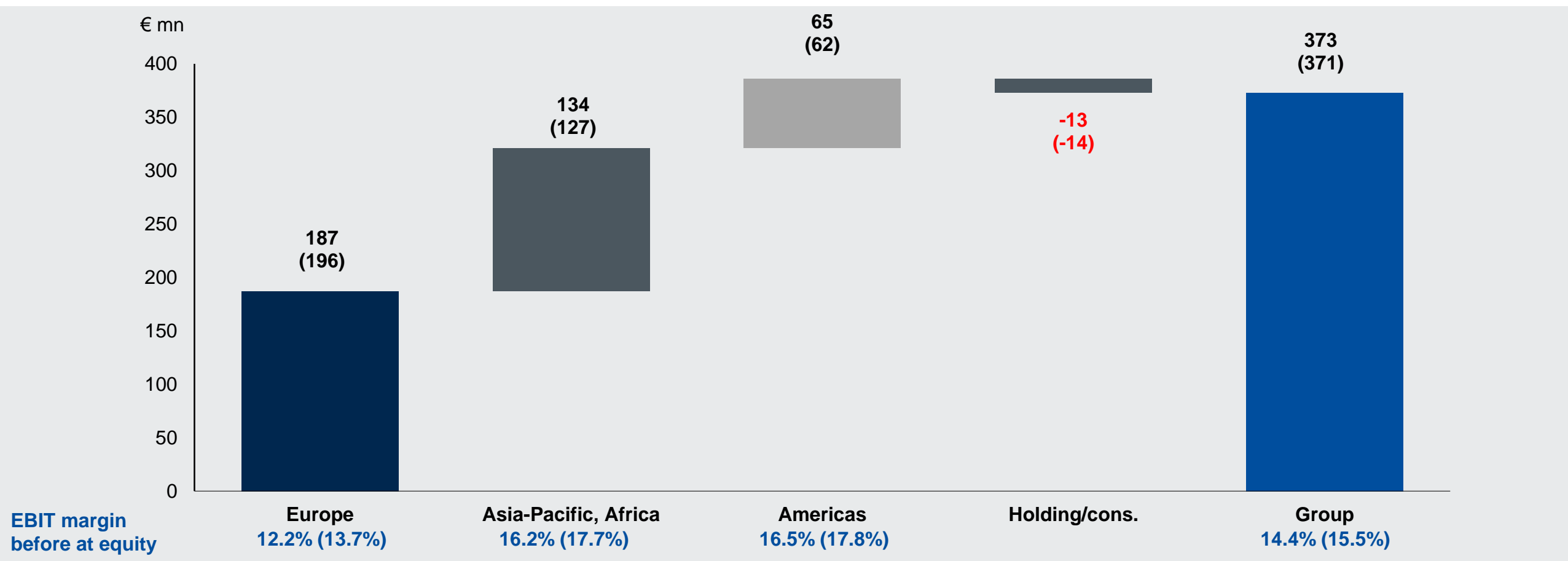
€ mn	2013	2014	2015	2016	2017
Total assets	1,162	1,276	1,490	1,676	1,751
Goodwill	82	88	166	185	173
Equity	854	916	1,070	1,205	1,307
Equity ratio	74%	72%	72%	72%	75%

€ mn	2013	2014	2015	2016	2017
Net liquidity	167	186	101	146	160
Operating cash flow	221	255	281	300	242
Capex	70	52	50	93	105
Free cash flow before acquisitions	150	210	232	205	142
Free cash flow	150	188	62	164	140



# EBIT by regions

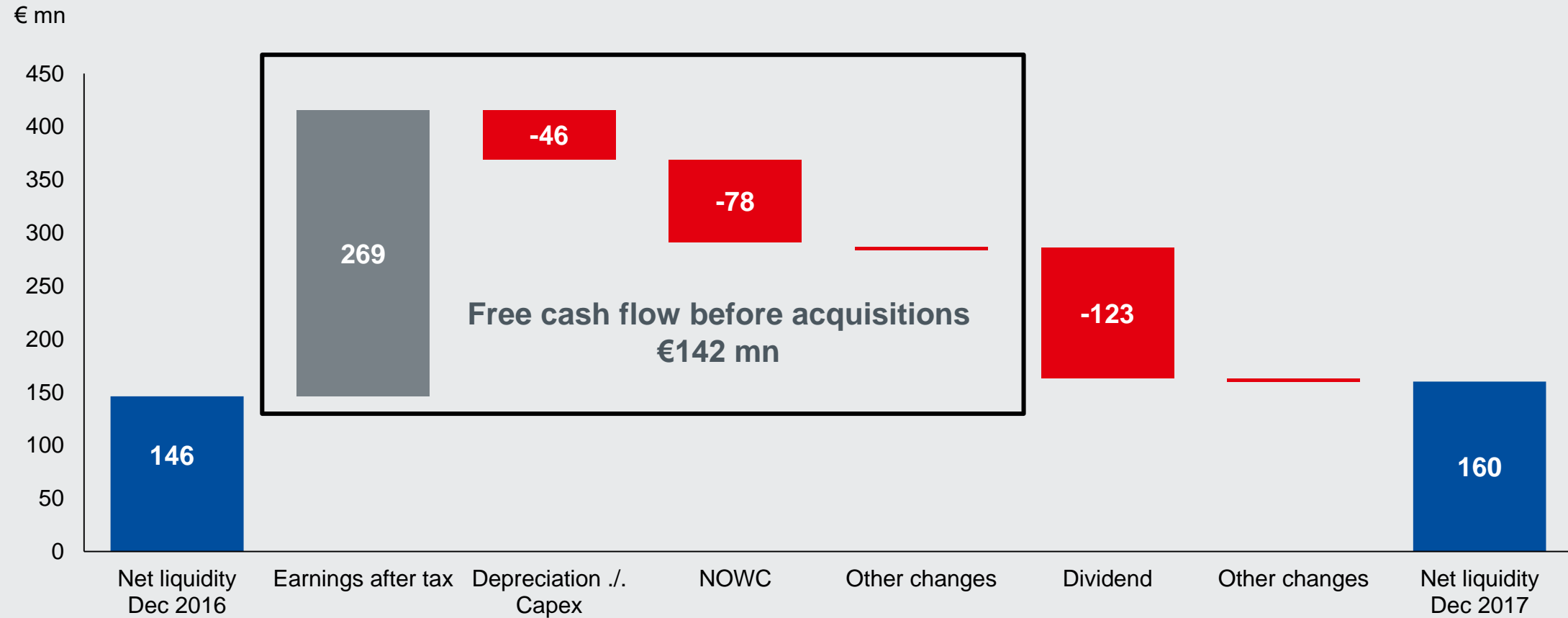
FY 2017 (FY 2016)



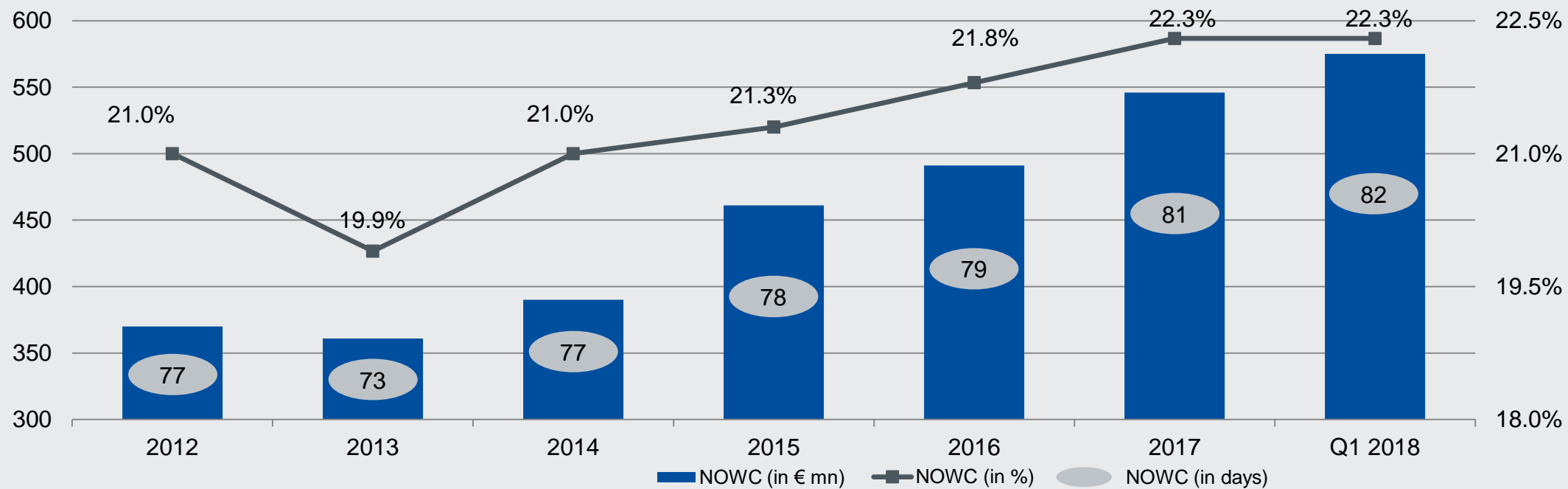
## Cash flow FY 2017

€ mn	FY 2016	FY 2017
<b>Earnings after tax</b>	<b>260</b>	<b>269</b>
Amortisation/Depreciation & Impairment	47	59
Changes in net operating working capital (NOWC)	-22	-78
Other changes	13	-3
Capex	-93	-105
<b>Free cash flow before acquisitions</b>	<b>205</b>	<b>142</b>
Acquisitions	-46	-2
<b>Free cash flow</b>	<b>164</b>	<b>140</b>

# Net Liquidity 2017



## Net operating working capital (NOWC)\*

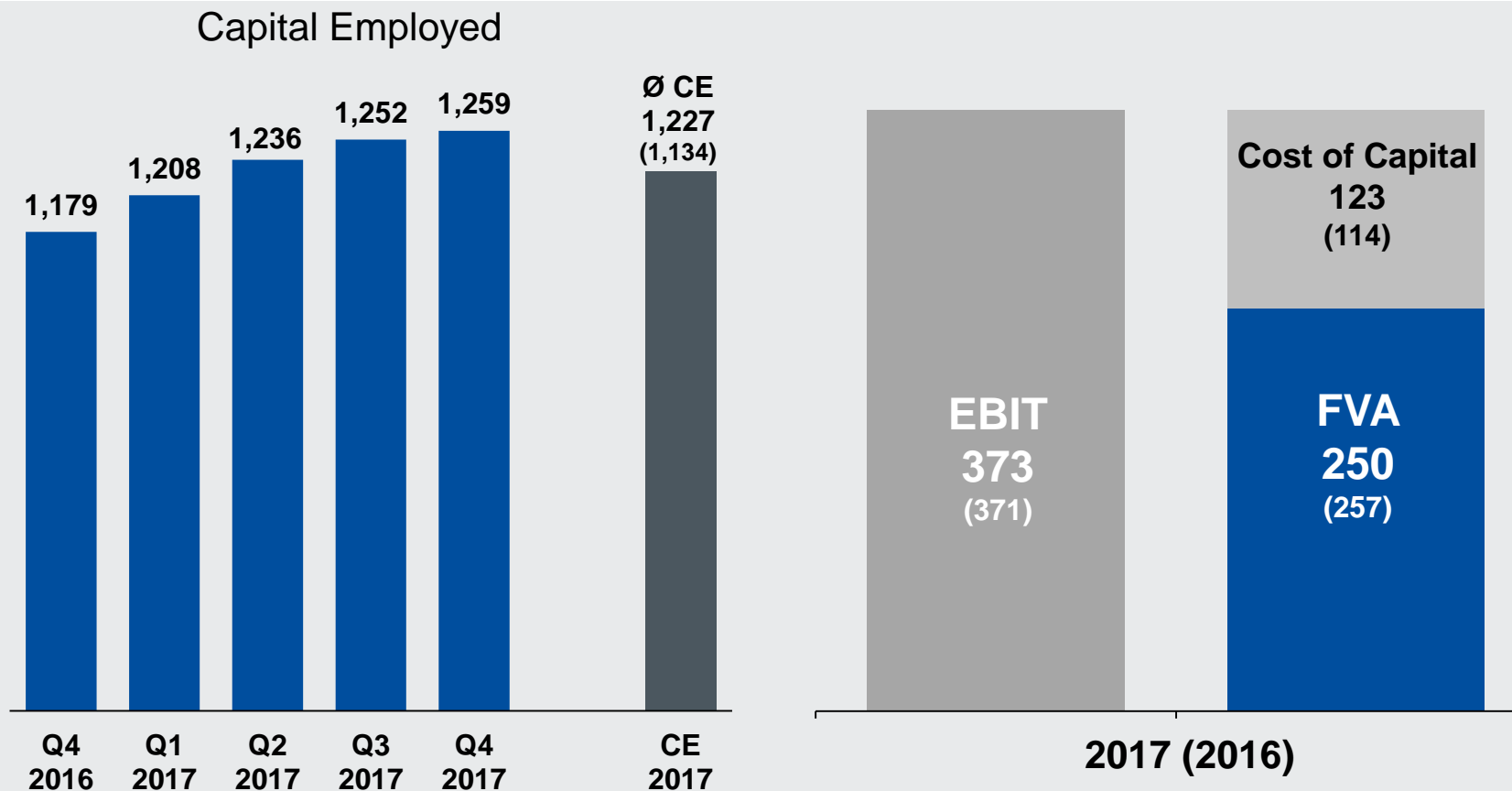


Inventories/days	79	75	76	80	84	84	81
Debtors/days	52	53	56	54	57	56	58
Payables/days	39	43	43	42	48	45	45

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

# FUCHS Value Added (FVA)

Decrease by 3%



Cost of Capital = CE x WACC (10%)

# FY 2017 earnings summary

- Mainly volume driven organic sales growth; stronger euro in the second half of the year results in slight negative FX-effects for the full year
- Higher raw material prices, planned increase in costs as well as changes in product/customer mix lead to a less than proportional increase in earnings
- Raw material price increases can only be passed on with a time lag
- Goodwill impairment in Sweden (€ 6 mn)
- Increased amount of income of reversals netted with additions of write downs of trade receivables (+ €4 mn)
- Increase in earnings after tax stronger than EBIT growth mainly due to the American tax reform
- Strong international business lead to higher inventories
- Capex increase according to plan
- Free cash flow below previous year due to the significant business-related increase in net operating working capital especially as a result of the strong sales growth in Asia-Pacific, Africa

# Quarterly income statement

€ mn	2015				2016				2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Sales</b>	<b>493</b>	<b>515</b>	<b>531</b>	<b>540</b>	<b>550</b>	<b>586</b>	<b>567</b>	<b>564</b>	<b>618</b>	<b>629</b>	<b>615</b>	<b>611</b>	<b>643</b>			
Gross Profit	188	200	203	200	206	221	214	210	226	226	215	215	225			
<i>Gross Profit margin (in %)</i>	<i>38.1</i>	<i>38.8</i>	<i>38.2</i>	<i>37.1</i>	<i>37.4</i>	<i>37.7</i>	<i>37.8</i>	<i>37.1</i>	<i>36.6</i>	<i>35.8</i>	<i>35.0</i>	<i>35.2</i>	<i>35.0</i>			
Other function costs	-110	-113	-118	-126	-126	-128	-125	-120	-137	-134	-129	-126	-136			
<b>EBIT before at Equity</b>	<b>78</b>	<b>87</b>	<b>85</b>	<b>74</b>	<b>80</b>	<b>93</b>	<b>89</b>	<b>90</b>	<b>89</b>	<b>92</b>	<b>86</b>	<b>89</b>	<b>89</b>			
<i>EBIT margin before at Equity (in %)</i>	<i>15.8</i>	<i>16.8</i>	<i>16.0</i>	<i>13.9</i>	<i>14.6</i>	<i>15.8</i>	<i>15.8</i>	<i>15.9</i>	<i>14.5</i>	<i>14.5</i>	<i>14.1</i>	<i>14.6</i>	<i>13.8</i>			
At Equity	4	3	4	7	5	5	5	4	5	4	5	3	3			
<b>EBIT</b>	<b>82</b>	<b>90</b>	<b>89</b>	<b>81</b>	<b>85</b>	<b>98</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>96</b>	<b>91</b>	<b>92</b>	<b>92</b>			
<i>EBIT margin (in %)</i>	<i>16.6</i>	<i>17.5</i>	<i>16.8</i>	<i>15.0</i>	<i>15.5</i>	<i>16.6</i>	<i>16.5</i>	<i>16.8</i>	<i>15.3</i>	<i>15.1</i>	<i>14.8</i>	<i>15.1</i>	<i>14.3</i>			
<b>EBITDA</b>	<b>90</b>	<b>99</b>	<b>100</b>	<b>92</b>	<b>97</b>	<b>109</b>	<b>105</b>	<b>107</b>	<b>107</b>	<b>109</b>	<b>105</b>	<b>111</b>	<b>106</b>			
<i>EBITDA margin (in %)</i>	<i>18.3</i>	<i>19.1</i>	<i>18.8</i>	<i>17.1</i>	<i>17.6</i>	<i>18.7</i>	<i>18.6</i>	<i>18.8</i>	<i>17.4</i>	<i>17.3</i>	<i>17.0</i>	<i>18.2</i>	<i>16.5</i>			

# Quarterly sales by regions

Sales (€ mn)	2015					2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	278	293	321	335	1,227	349	372	359	337	1,417	368	383	391	373	1,515	396				
Asia-Pacific, Africa	147	155	141	140	583	144	154	153	169	620	181	182	181	189	733	199				
Americas	88	88	91	86	353	85	87	88	89	349	104	101	97	91	393	95				
Consolidation	-20	-21	-22	-21	-84	-28	-27	-33	-31	-119	-35	-37	-54	-42	-168	-47				
<b>FUCHS Group</b>	<b>493</b>	<b>515</b>	<b>531</b>	<b>540</b>	<b>2,079</b>	<b>550</b>	<b>586</b>	<b>567</b>	<b>564</b>	<b>2,267</b>	<b>618</b>	<b>629</b>	<b>615</b>	<b>611</b>	<b>2,473</b>	<b>643</b>				

Δ Y-o-Y in %	2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	25.5	26.8	11.8	0.7	15.5	5.3	3.1	8.7	10.7	6.9	8				
Asia-Pacific, Africa	-1.4	-1.1	7.9	21.1	6.3	25.1	18.8	18.6	11.8	18.2	10				
Americas	-4.3	-0.5	-3.0	3.3	-1.2	22.7	15.4	10.9	2.2	12.6	-9				
Consolidation	-	-	-	-	-	-	-	-	-	-	-				
<b>FUCHS Group</b>	<b>11.7</b>	<b>13.8</b>	<b>6.7</b>	<b>4.4</b>	<b>9.0</b>	<b>12.4</b>	<b>7.3</b>	<b>8.6</b>	<b>8.3</b>	<b>9.1</b>	<b>4</b>				



# Quarterly sales growth split by regions

Organic Growth (in %)	2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	1.8	4.7	4.7	2.7	3.5	5.5	3.3	9.0	11.0	7.1	9				
Asia-Pacific, Africa	2.0	2.5	11.0	22.5	9.2	20.9	17.1	23.0	18.3	19.7	18				
Americas	-3.4	1.8	-4.0	-1.5	-1.8	9.0	6.4	12.7	10.1	9.4	7				
<b>FUCHS Group</b>	<b>1.1</b>	<b>3.7</b>	<b>3.0</b>	<b>5.2</b>	<b>3.3</b>	<b>9.3</b>	<b>5.7</b>	<b>10.2</b>	<b>11.3</b>	<b>9.1</b>	<b>10</b>				

External Growth (in %)	2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	24.9	24.4	9.3	-	14.0	-	-	-	-	-	-				
Asia-Pacific, Africa	2.9	4.8	-	-	2.0	-	-	-	-	-	-				
Americas	2.0	3.4	2.1	3.0	2.6	7.4	5.5	4.3	2.2	4.9	-				
<b>FUCHS Group</b>	<b>13.7</b>	<b>14.9</b>	<b>6.0</b>	<b>0.5</b>	<b>8.6</b>	<b>1.1</b>	<b>0.8</b>	<b>0.7</b>	<b>0.4</b>	<b>0.8</b>	<b>-</b>				

FX Effects (in %)	2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	-1.2	-2.3	-2.2	-2.0	-2.0	-0.2	-0.2	-0.3	-0.3	-0.2	-1				
Asia-Pacific, Africa	-6.3	-8.4	-3.1	-1.4	-4.9	4.2	1.7	-4.4	-6.5	-1.5	-8				
Americas	-2.9	-5.7	-1.1	1.8	-2.0	6.3	3.5	-6.1	-10.1	-1.7	-16				
<b>FUCHS Group</b>	<b>-3.1</b>	<b>-4.8</b>	<b>-2.3</b>	<b>-1.3</b>	<b>-2.9</b>	<b>2.0</b>	<b>0.8</b>	<b>-2.3</b>	<b>-3.4</b>	<b>-0.8</b>	<b>-6</b>				

# Quarterly EBIT by regions

EBIT (€ mn)	2015					2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	39	44	45	34	162	43	52	54	47	196	46	48	52	41	187	49				
Asia-Pacific, Africa	27	32	28	35	122	29	32	29	37	127	34	32	32	36	134	33				
Americas	17	16	17	15	65	15	17	15	15	62	17	15	18	15	65	14				
Consolidation	-1	-2	-1	-3	-7	-2	-3	-4	-5	-14	-3	1	-11	0	-13	-4				
<b>FUCHS Group</b>	<b>82</b>	<b>90</b>	<b>89</b>	<b>81</b>	<b>342</b>	<b>85</b>	<b>98</b>	<b>94</b>	<b>94</b>	<b>371</b>	<b>94</b>	<b>96</b>	<b>91</b>	<b>92</b>	<b>373</b>	<b>92</b>				

Δ Y-o-Y in %	2016					2017					2018				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Europe	9.4	19.6	19.8	35.2	20.5	6.0	-7.3	-3.3	-12.8	-4.6	7				
Asia-Pacific, Africa	9.8	-2.2	2.9	7.1	4.3	15.4	2.5	8.3	-2.7	5.5	-3				
Americas	-8.5	0	-9.7	3.4	-4.0	11.9	-6.7	12.0	0	4.8	-18				
Consolidation	-	-	-	-	-	-	-	-	-	-	-				
<b>FUCHS Group</b>	<b>4.3</b>	<b>8.5</b>	<b>4.7</b>	<b>16.2</b>	<b>8.3</b>	<b>10.8</b>	<b>-2.4</b>	<b>-2.8</b>	<b>-2.1</b>	<b>0.5</b>	<b>-2</b>				

# 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

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## Executive Board

**25%**

of variable compensation

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

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## 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

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# Disclaimer

The information contained in this presentation is for background purposes only and is subject to amendment, revision and updating. Certain statements and information contained in this presentation may relate to future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties. In addition to statements which are forward-looking by reason of context, including without limitation, statements referring to risk limitations, operational profitability, financial strength, performance targets, profitable growth opportunities, and risk adequate pricing, other words such as "may, will, should, expects, plans, intends, anticipates, believes, estimates, predicts, or continue", "potential, future, or further", and similar expressions identify forward-looking statements. By their 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. The company does not undertake any obligation to update or revise any statements contained in this presentation, whether as a result of new information, future events or otherwise. In particular, you should not place undue reliance on forward-looking statements, which speak only as of the date of this presentation.

# Financial Calendar & Contact

## Financial Calendar 2018

<b>February 22, 2018</b>	Preliminary figures for the Full Year 2017
<b>March 21, 2018</b>	Full Year Results 2017
<b>April 27, 2018</b>	Quarterly Statement Q1 2018
<b>May 8, 2018</b>	Annual General Meeting 2018
<b>June 18, 2018</b>	FUCHS Capital Market Day / Munich
<b>July 31, 2018</b>	Financial Report H1 2018
<b>October 30, 2018</b>	Quarterly Statement Q1-3 2018

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