



**FUCHS PETROLUB AG**  
**The leading independent lubricants  
manufacturer of the world**

Dr. Alexander Selent, Vice Chairman & CFO  
Reiner Schmidt, Member of the Group Management Committee

January 2013



The leading independent lubricants manufacturer of the world



- Founded in 1931
- 2011 sales revenues: €1,668.1 million
- 2011 number of employees: 3,722 from 36 countries and 50 companies
- 34 production facilities
- 100,000 customers in more than 100 countries
- Member of the MDAX, DAXplus Family 30 and STOXX Europe 600





- FUCHS is fully focussed on lubricants (advantage over major oil companies)
- Technology, innovation and specialisation leadership in strategically important product areas
- Independence allows customer and market proximity, responsiveness, speed and flexibility (advantage over major oil companies)
- FUCHS is a full-line supplier (advantage over most independent companies)
- Global presence (advantage over most independent companies)

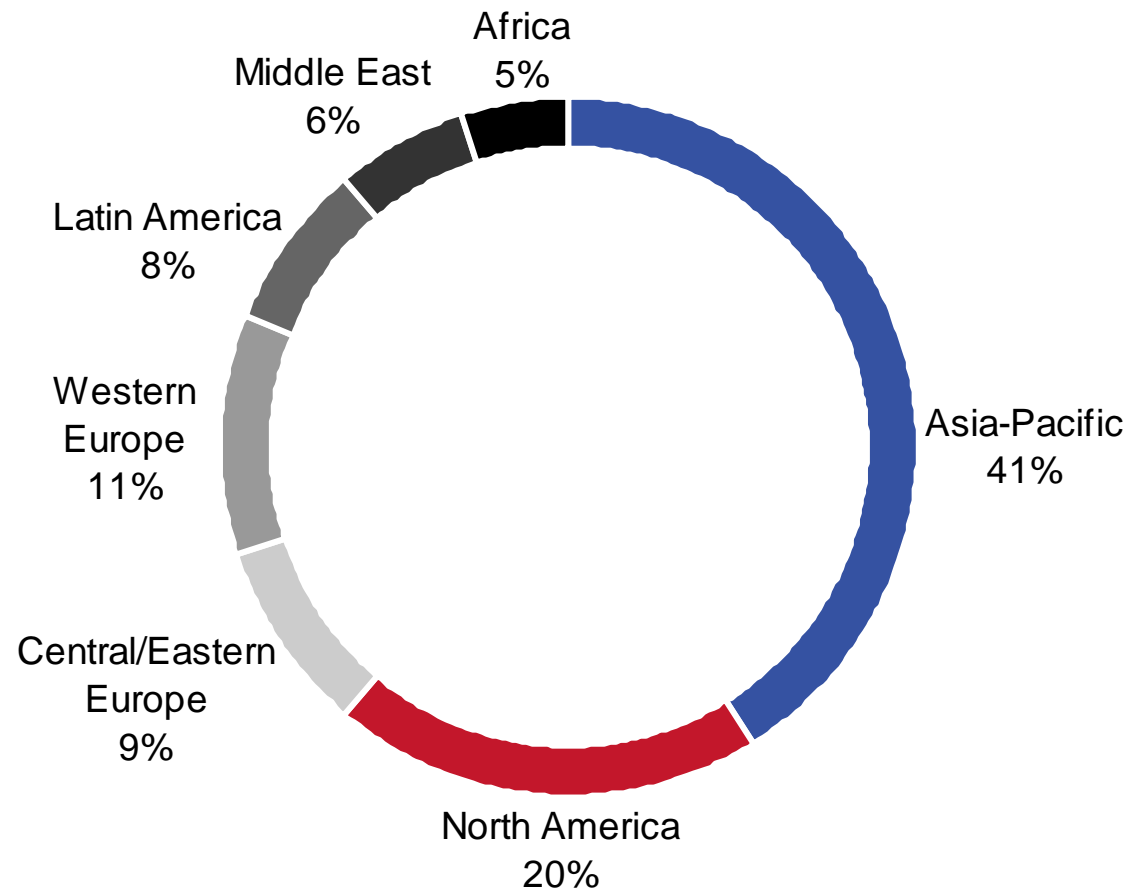


- Continue to be the world's largest independent manufacturer of lubricants and related specialities
- Value-based growth through innovation and specialisation leadership
- Organic growth in emerging markets and organic and external growth in mature markets
- Creating shareholder value by generating returns above the cost of capital
- Remain independent which is decisive for FUCHS' business model

## Regional Breakdown Global Lubricants Demand

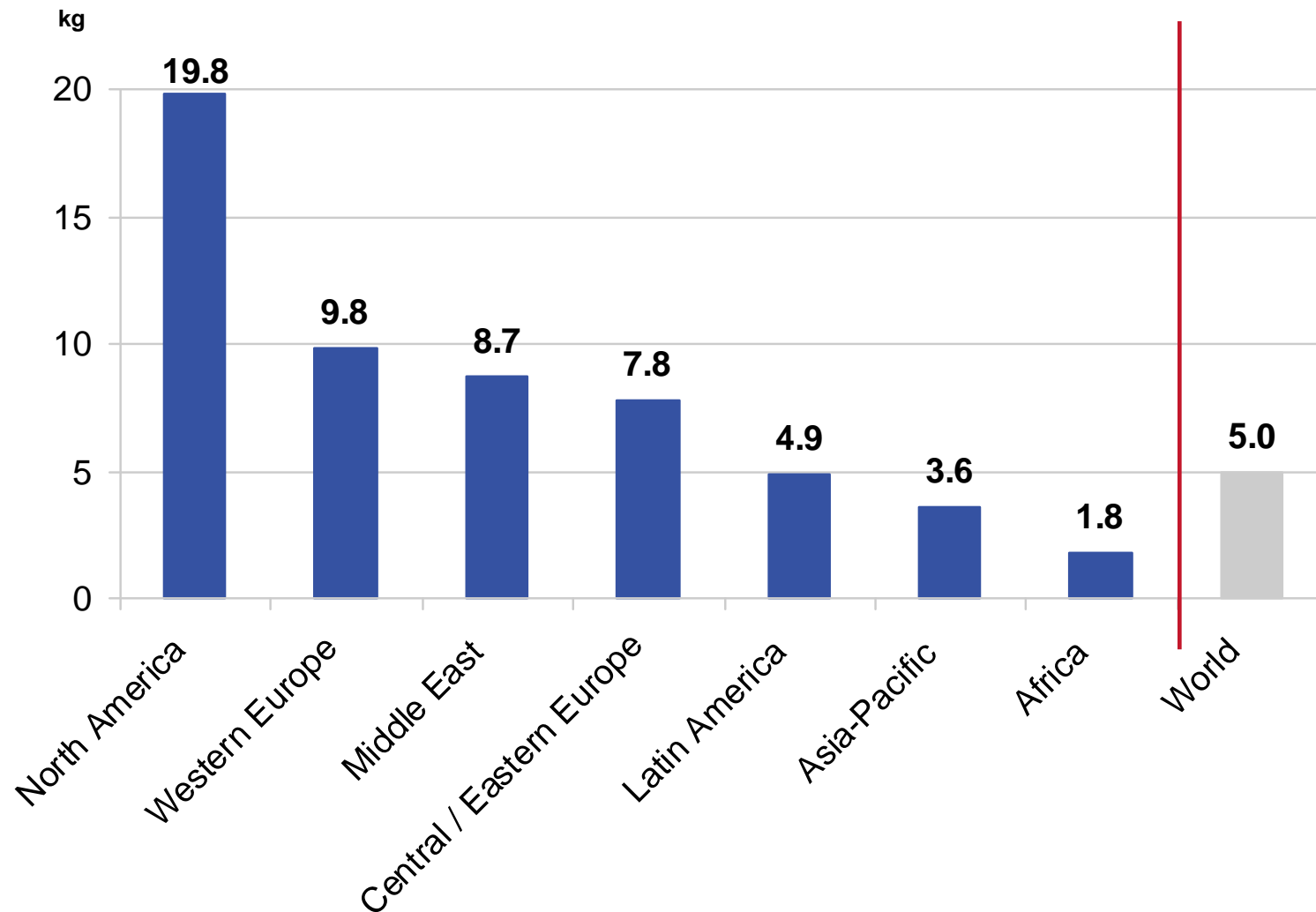


Global Lubricants Demand 2011: 35,1 mn t



- The largest and fastest growing regional lubricants market is Asia Pacific.
- North America and Western Europe are mature markets. The focus is on higher value lubricants and specialities.

## 2011 per-capita lubricants demand shows significant growth opportunities



## Competition – strong fragmentation



manufacturers:

130 major oil companies

590 independent manufacturers

720 manufacturers\*

High degree of fragmentation continues in the industry

Concentration especially among smaller companies

sizes:

manufacturers

volumes

%

top 10

> 50.0

710

< 50.0

720

100.0

Differences in the size of manufacturers are enormous. World-wide the top 10 finished lubricants manufacturers including FUCHS hold more than 50% of global volumes while the remainder of more than 700 manufacturers share less than 50%.

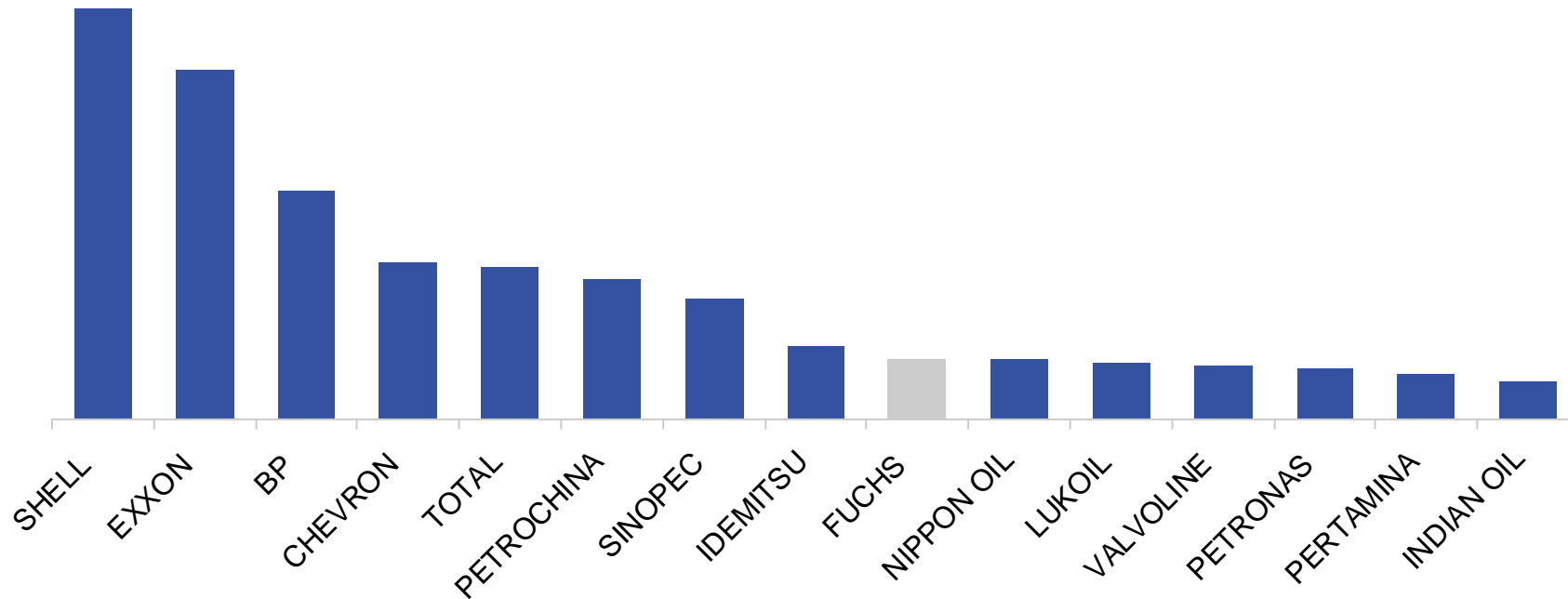


## FUCHS – strategic position





FUCHS is strategically well positioned as we are the 9th largest lubricant company in the world\*



\* by volume

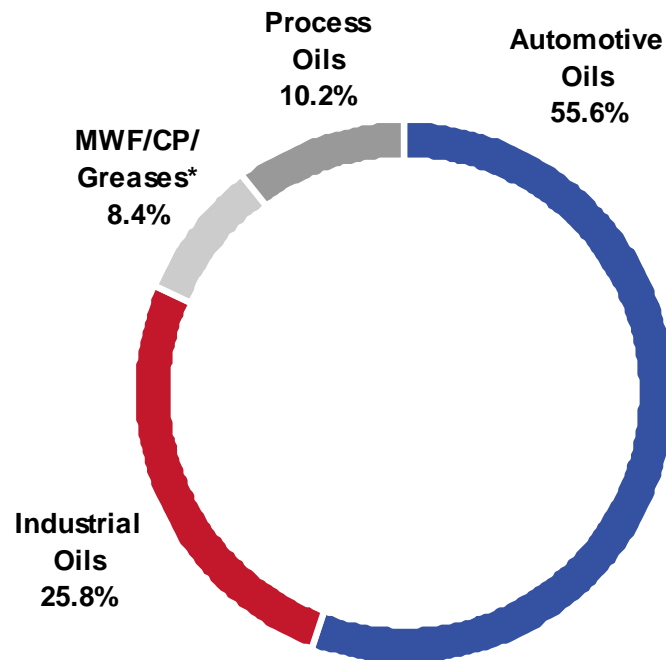


Among 590 independent lubricants  
companies FUCHS is the number 1.

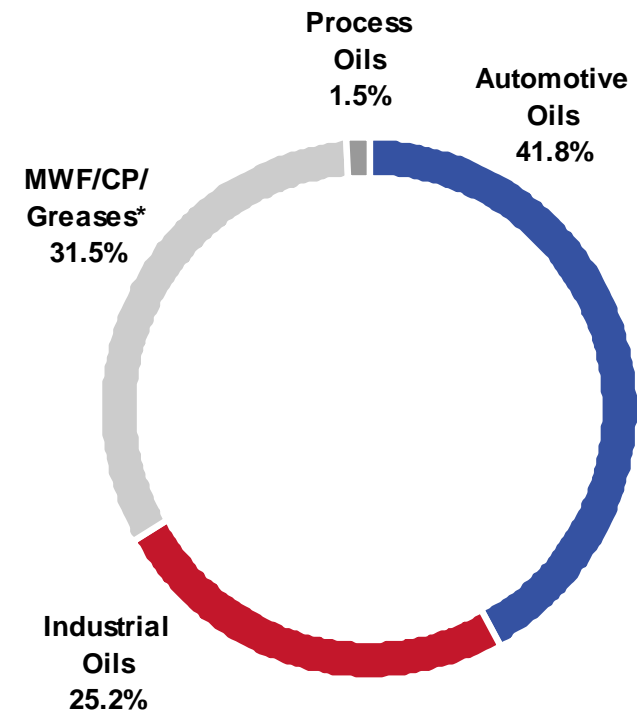
FUCHS is the Specialist for Lubricants



**World Lubricants Market 2011**



**FUCHS Finished Lubricants 2011**



\*metalworking fluids/corrosion preventatives/lubricating greases

FUCHS is the world market leader in strategically important and high-value business segments and niches



- High-performance speciality open gear lubricants (cement industry etc.)

No. 1



- Mining specialities (fire-resistant hydraulic fluids for underground coal mining and high-performance lubricants)

No. 1



- Environmentally friendly and biodegradable lubricants and processing fluids

No. 1

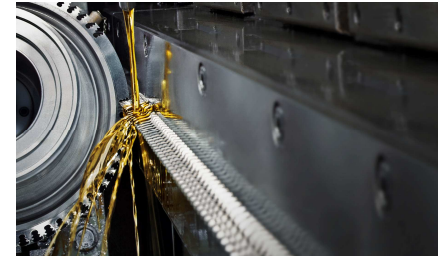


FUCHS is the world market leader in strategically important and high-value business segments and niches



- Metalworking fluids

No. 2-4



- Corrosion preventives

No. 2



- Forging lubricants

No. 2



- Greases

No. 3-4



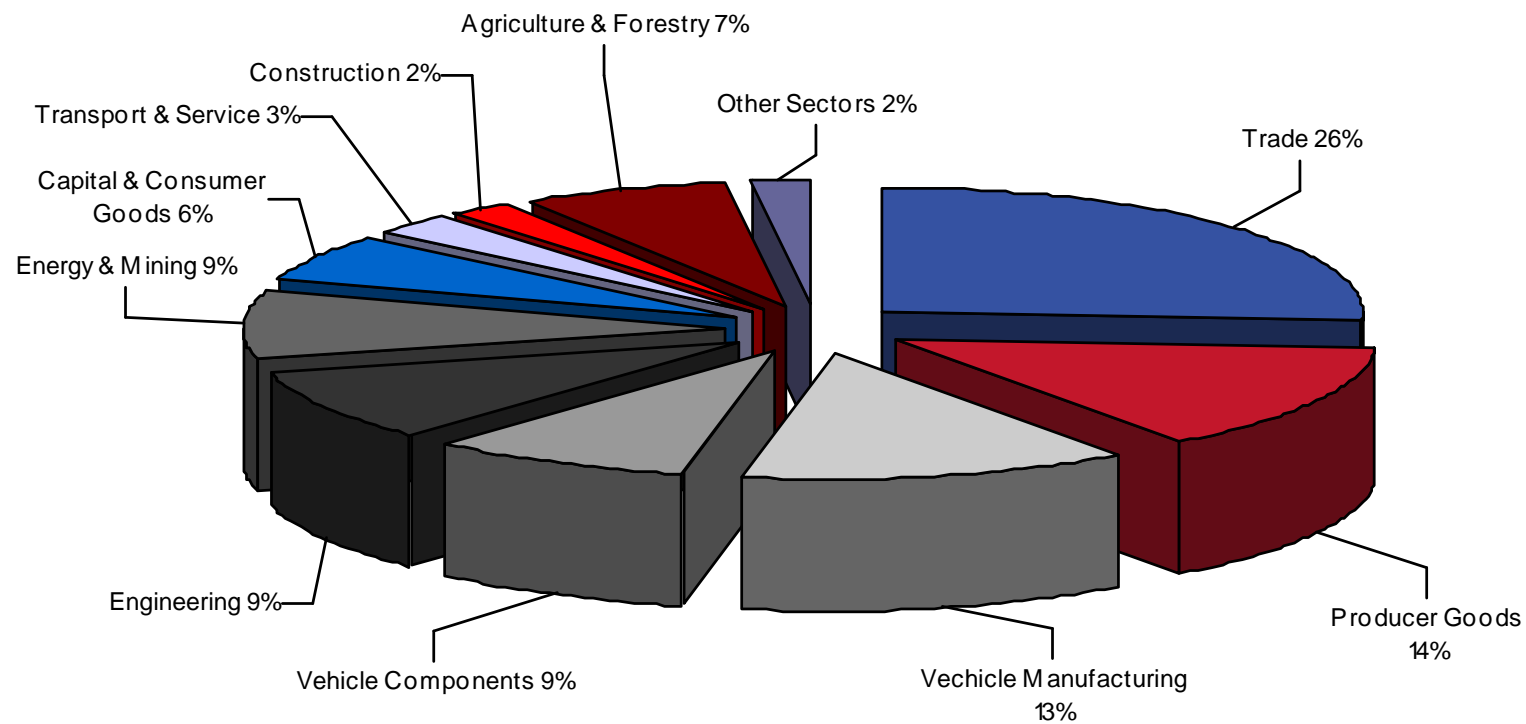


**10% of total staff – more than 350 chemists, engineers and other technical experts – work in R & D around the globe and ensure technical leadership in key products and application areas.**



# FUCHS PETROLUB Group Customer Portfolio

## Customer Sectors\*



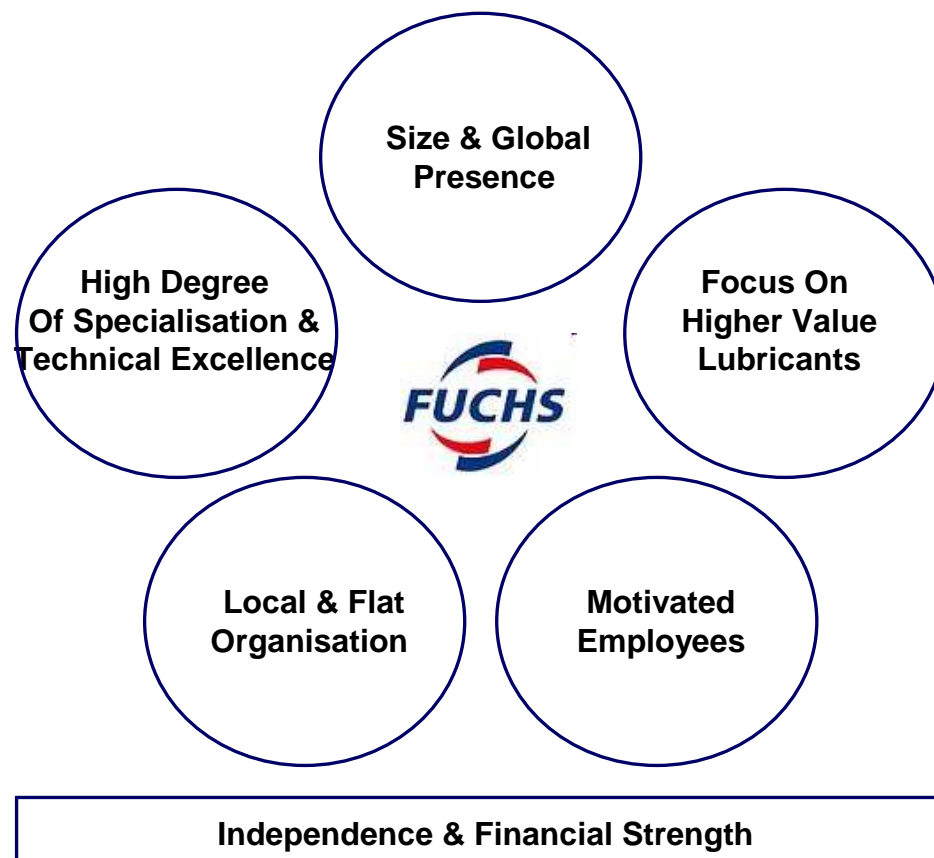
\*Breakdown as percentage of sales 2011



FUCHS manufactures in 34 production plants all over the world



## FUCHS' strategic position is a combination of...



### Comments

around € 1.7bn in sales (70% outside Germany, Asia Pacific is FUCHS' 2nd largest regional market), #9 worldwide and by far the largest independent producer, close to customers

leader in innovation, specialisation & technology, clear focus on high-value products & market segments, basis for strong profitability, high cash flows & value creation

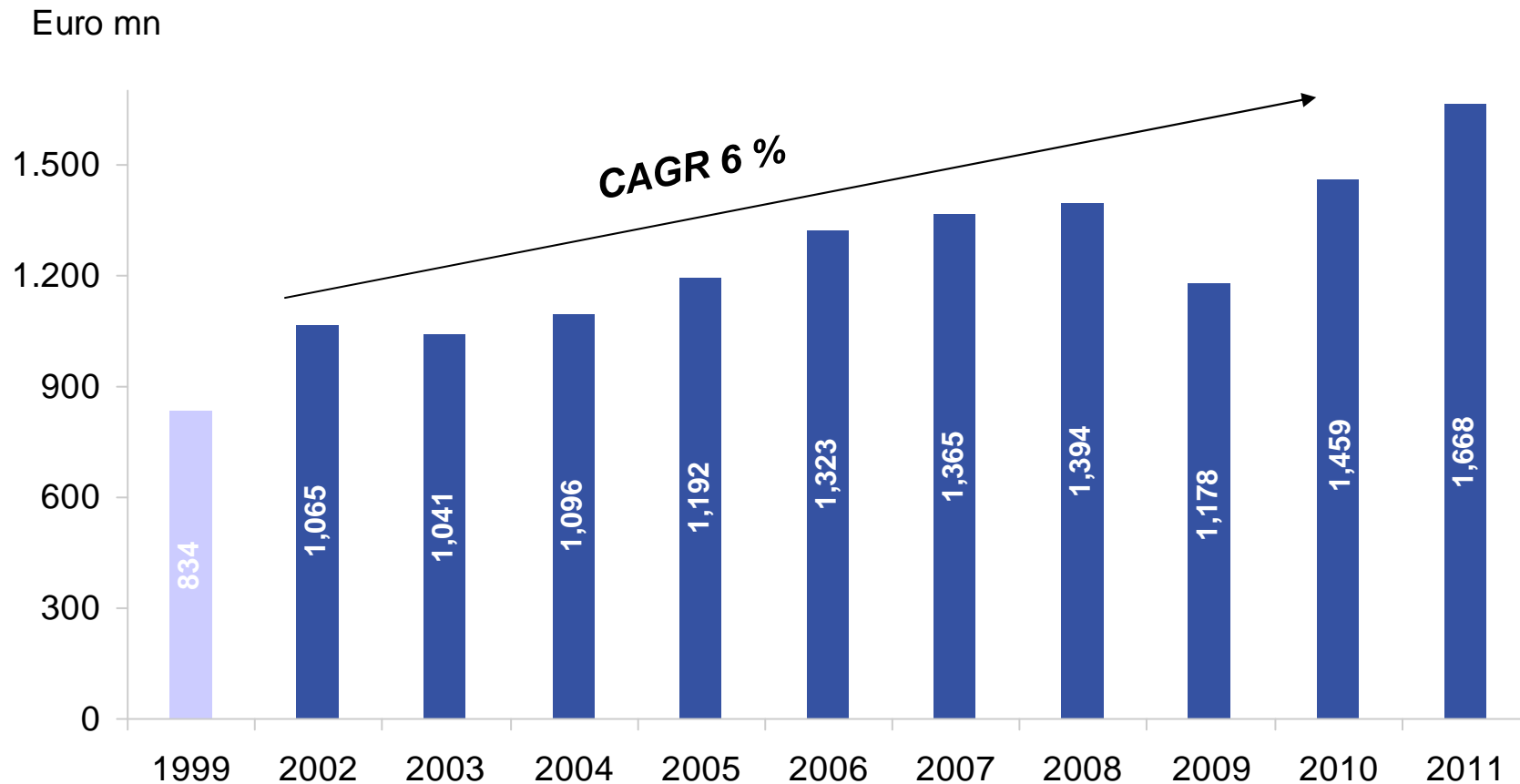
optimized and highly flexible cost structure, highly committed teams in management, production, R&D, sales and admin supported by company's independence, steering via FVA tool successful

**The business model has paid  
dividends**

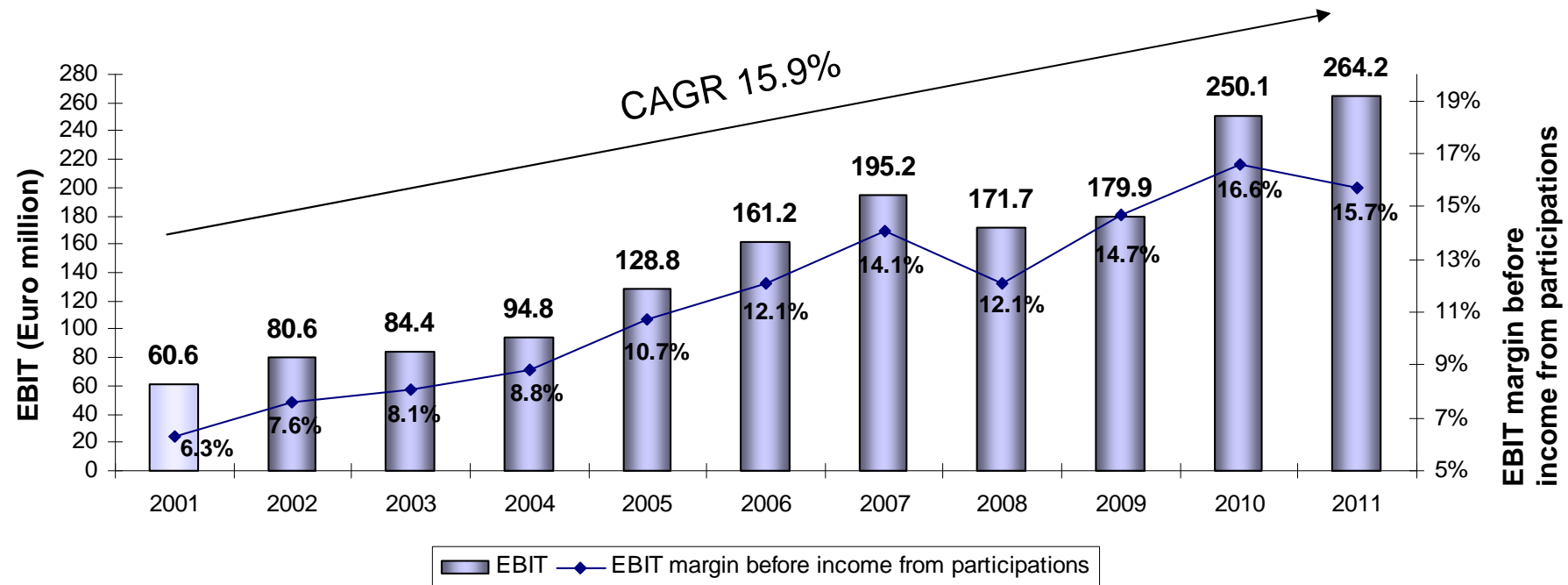
FUCHS PETROLUB AG



2011 was for FUCHS a record year for sales, we have doubled sales since 1999. CAGR is 6%

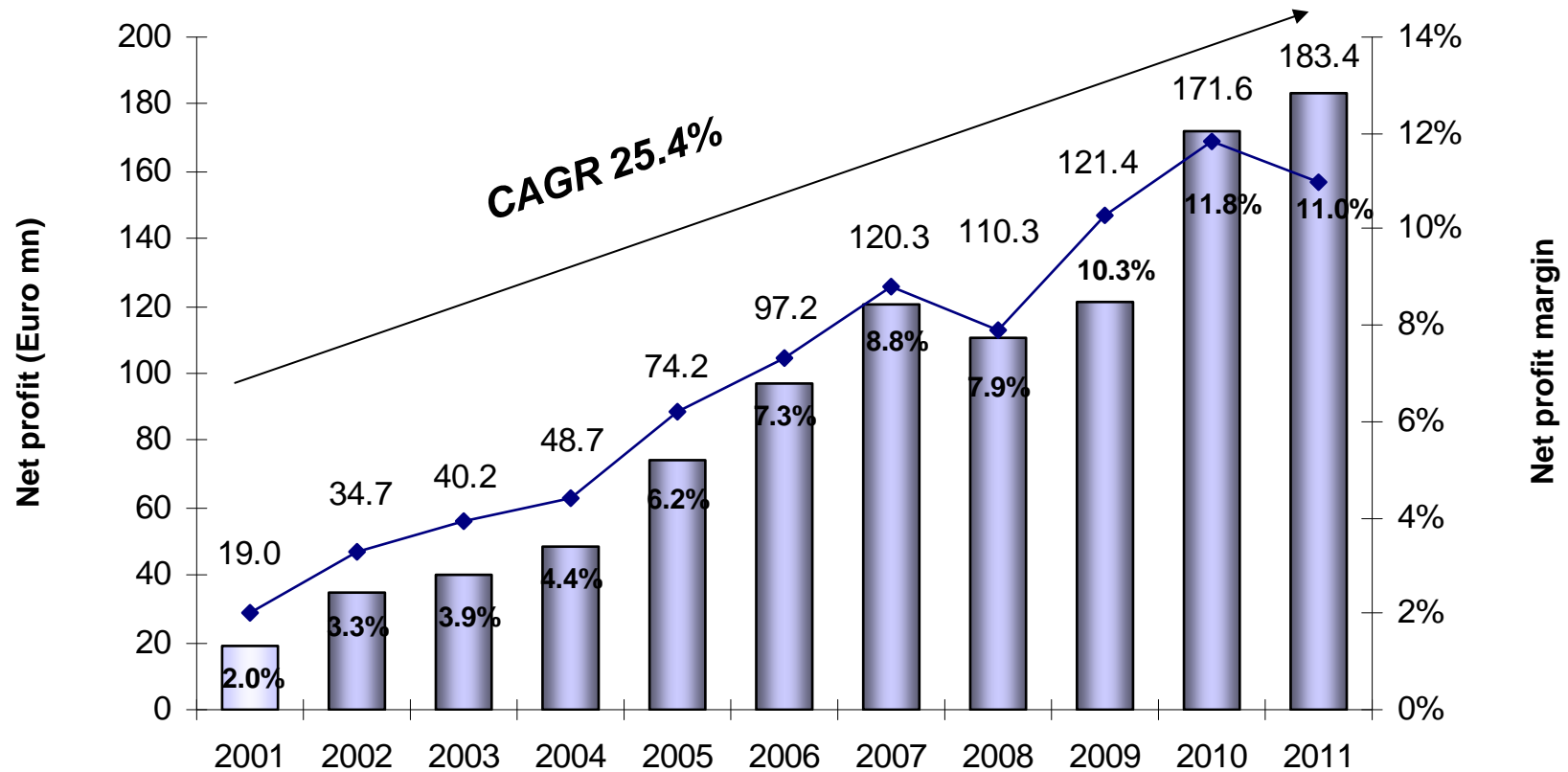


2011, a new record year for EBIT,  
CAGR is 15.9% for the last ten years



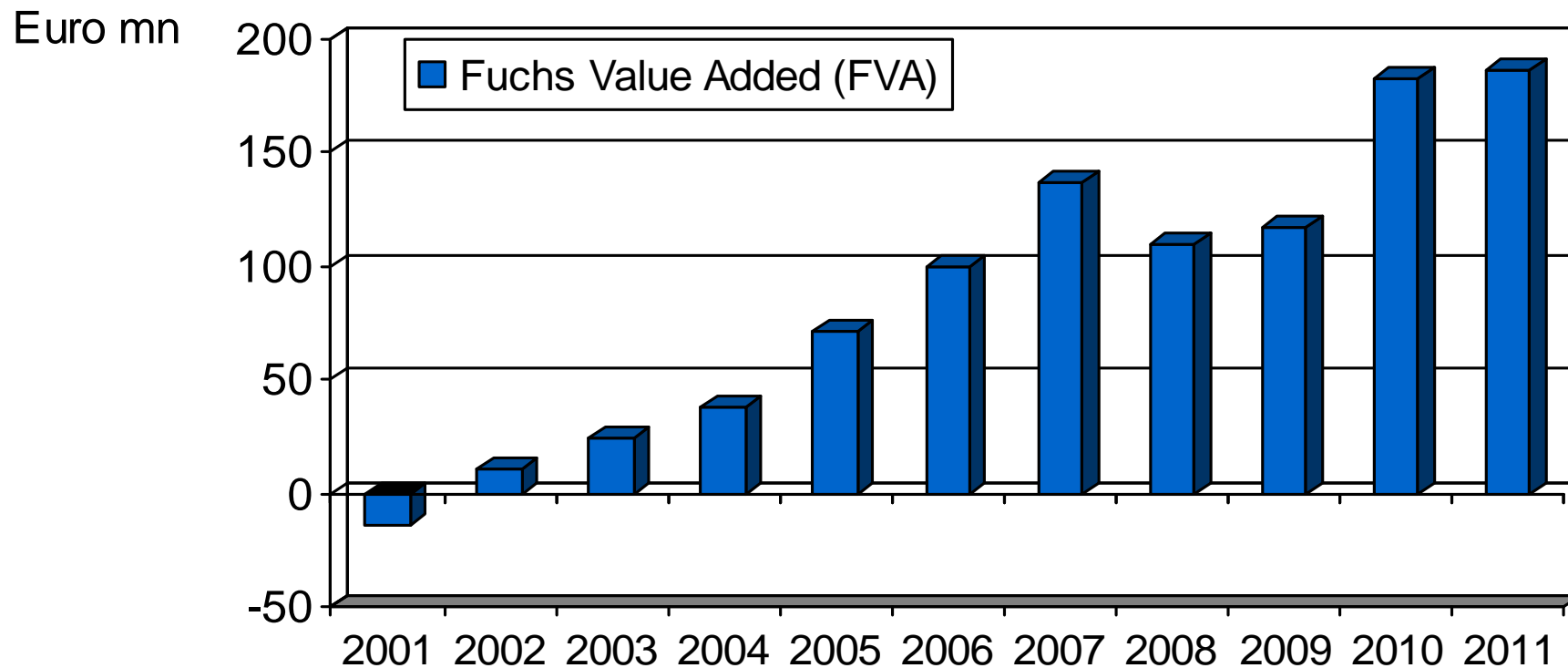
EBIT growth	--	33.0%	4.7%	12.3%	35.9%	25.2%	21.1%	-12.0%	4.8%	39.0%	5.6%
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2011, a new record year for net profit,  
CAGR is 25.4% for the last ten years



net profit growth	82.6 %	15.9 %	21.1 %	52.4 %	31.0 %	23.8 %	- 8.3 %	10.1%	41.4%	6.9%
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Again, we have generated a significant premium  
on our cost of capital (FVA)



Fuchs Value Added (FVA)	-13.6	10.3	24.1	37.4	71.4	100.3	136.5	110.1	116.8	182.7	186.8
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## Interim report September 2012

FUCHS PETROLUB AG



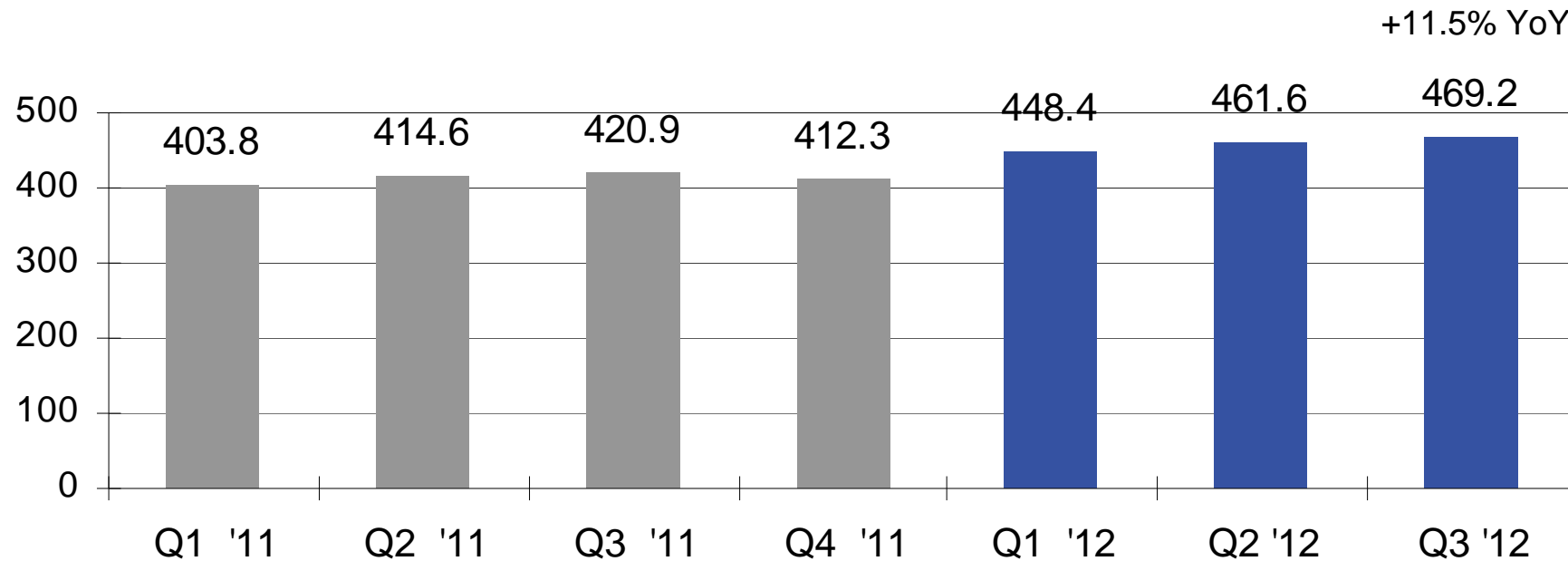


- Sales revenues and earnings enjoy double-digit growth
- Earnings before interest and tax (EBIT) up 12.3 % to €224 million
- Positive outlook for the financial year

At € 469.2 million (420.9) sales revenues in the third quarter of 2012 hit a new record



## Quarterly sales revenues Euro million

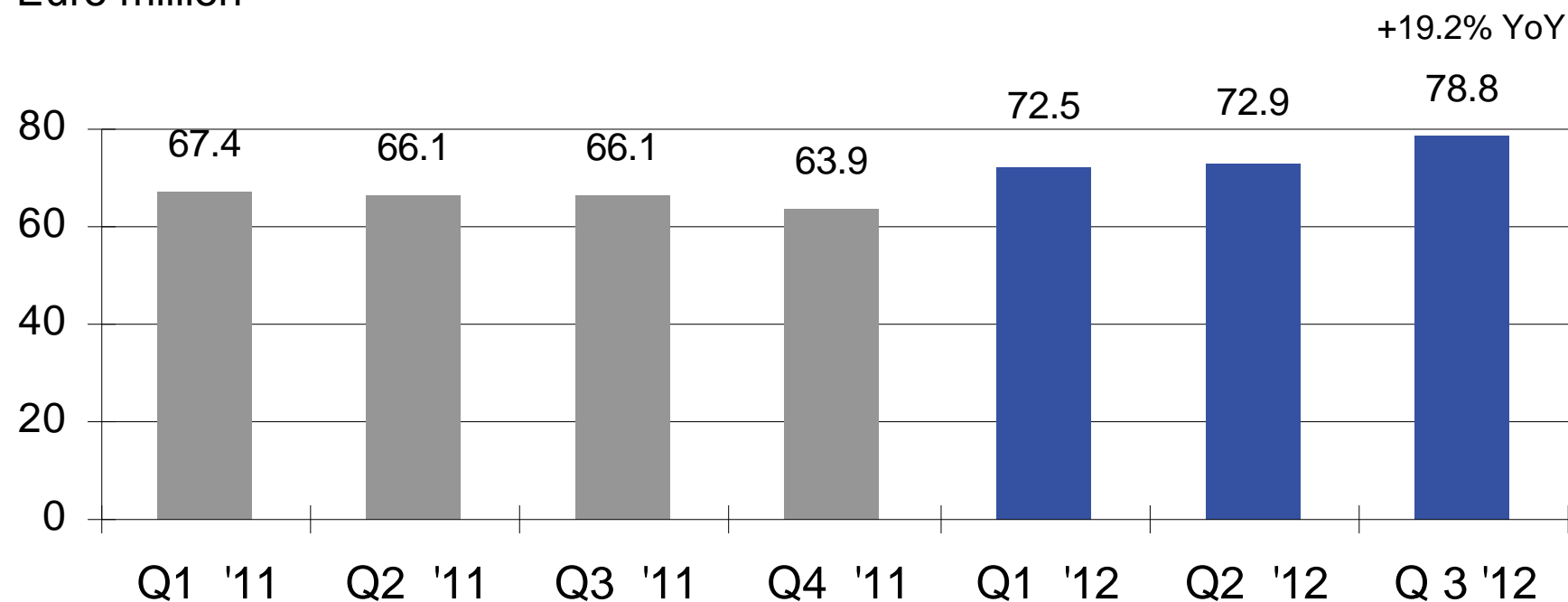


Previous year's figures have been adjusted for reasons of comparability

At € 78.8 million (66.1) EBIT in the third quarter of 2012 hit a new record



## Quarterly EBIT development Euro million

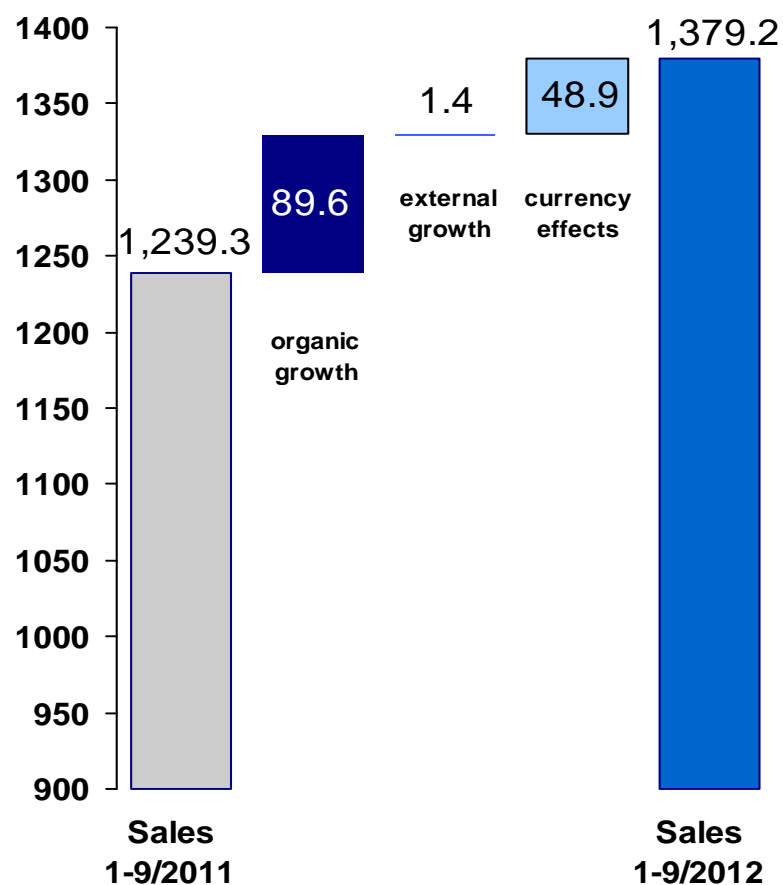


Previous year's figures have been adjusted for reasons of comparability

The growth in sales revenues was driven by increased sales volumes, raw material related price increases and by positive effects from currency translations



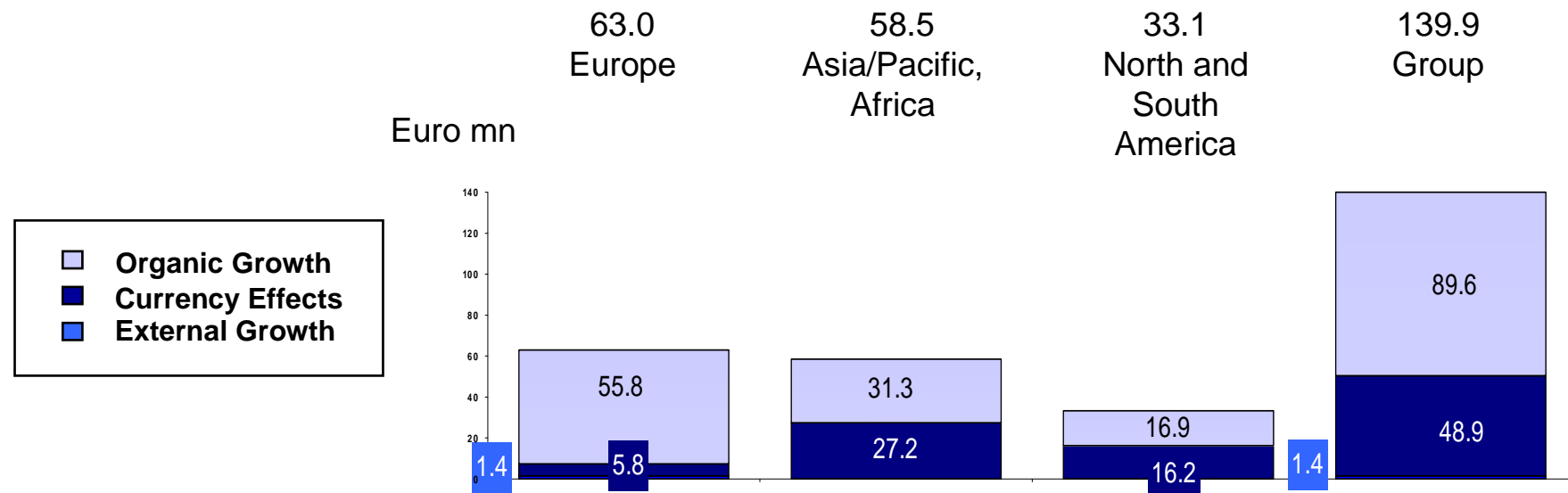
Euro mn



Increase in sales by 11.3 % or €139.9 million to €1,379.2 million (1,239.3)

- Organic growth of 7.2 % or €89.6 million
- External growth 0.1 % or €1.4 million
- Currency effects of 4.0 % or €48.9 million

All three world regions have contributed to the sales growth



△ Total Growth in %	+ 8.3	+ 19.1	+ 15.7	+ 11.3
△ Organic Growth in %	+ 7.3	+ 10.2	+ 8.0	+ 7.2

\* incl. consolidation effects of -€53.6 million

EBIT has increased by 12.3% or €24.6 million



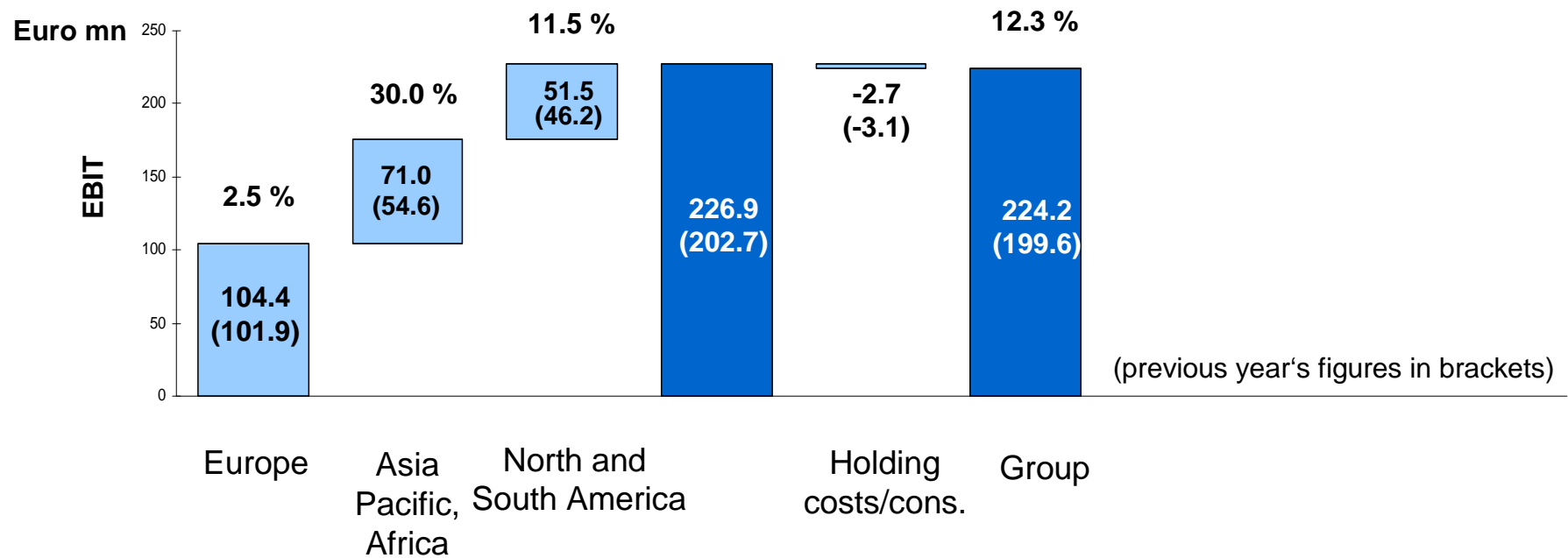
Euro mn	1-9/2012	1-9/ 2011	Variance	
<b>Sales Revenues</b>	<b>1,379.2</b>	<b>1,239.3</b>	<b>139.9</b>	<b>11.3 %</b>
<b>Gross Profit</b>	<b>503.0</b>	<b>458.0</b>	<b>45.0</b>	<b>9.8 %</b>
<i>Gross Profit Margin</i>	<i>36.5 %</i>	<i>37.0 %</i>		
<b>Admin., Sales, R&amp;D and other expenses</b>	<b>289.5</b>	<b>262.7</b>	<b>26.8</b>	<b>10.2 %</b>
<i>Expenses as a percentage of sales</i>	<i>21.0 %</i>	<i>21.2 %</i>		
<b>EBIT before income from participations</b>	<b>213.5</b>	<b>195.3</b>	<b>18.2</b>	<b>9.3 %</b>
<i>EBIT margin before income from participations</i>	<i>15.5 %</i>	<i>15.8 %</i>		
<b>Income from Participations</b>	<b>10.7</b>	<b>4.3</b>	<b>6.4</b>	<b>148.8 %</b>
<b>EBIT</b>	<b>224.2</b>	<b>199.6</b>	<b>24.6</b>	<b>12.3 %</b>
<b>Earnings after Tax</b>	<b>156.9</b>	<b>136.9</b>	<b>20.0</b>	<b>14.6 %</b>
<i>Net Profit Margin</i>	<i>11.4 %</i>	<i>11.0 %</i>		
<b>Earnings per Share</b>	<b>2.19</b>	<b>1.91</b>	<b>0.28</b>	<b>14.7 %</b>
<b>Ordinary Preference</b>	<b>2.21</b>	<b>1.93</b>	<b>0.28</b>	<b>14.5 %</b>



All three world regions have contributed to the EBIT growth



EBIT margin before income from participations			
12.6 %	16.8 %	21.1 %	15.5 %
(13.3)	(16.8)	(21.9)	(15.8)



## Free cash flow



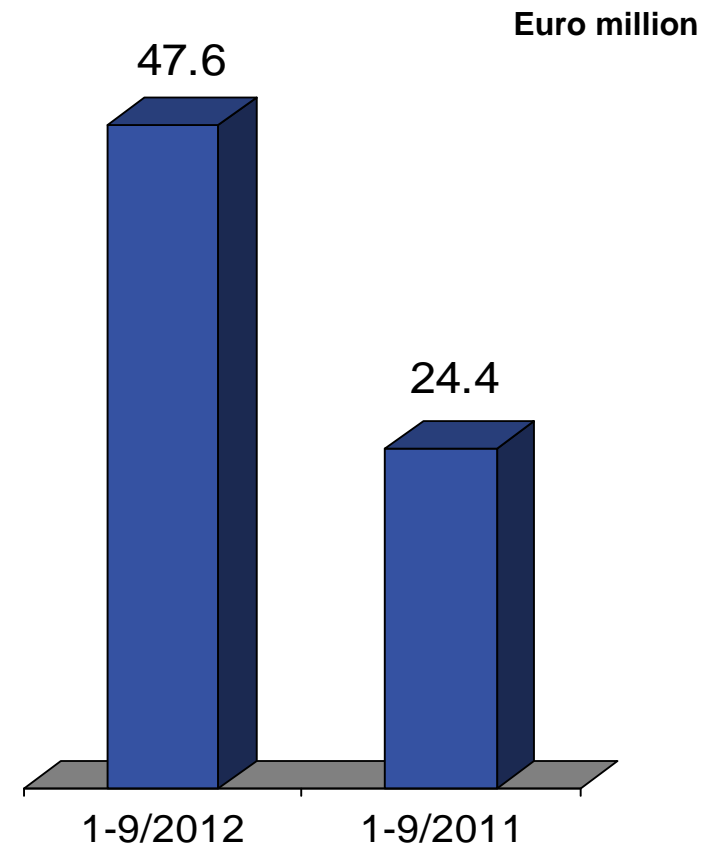
Euro million	1-9/2012	1-9/2011
Gross cash flow	163.4	147.4
Changes in net current assets	-47.2	-81.3
Other changes	14.5	15.5
Operating cash flow	130.7	81.6
Investments	-47.6	-24.4
Other changes	5.4	2.9
Free cash flow	88.5	60.1

## Investments in R&D and Emerging Markets according to Plan



### Key Investments

- New Research and development center in Mannheim completed
- Construction of a facility in Russia and China
- Modernization of US production site
- Increase in capital in Turkey for acquiring an automotive lubricant business



# Major projects



Germany: Kaiserslautern



Germany: Mannheim



Germany: Mannheim



Germany: Kiel



CHINA: Shanghai (2008)



India: Mumbai (2010)



CASSIDA



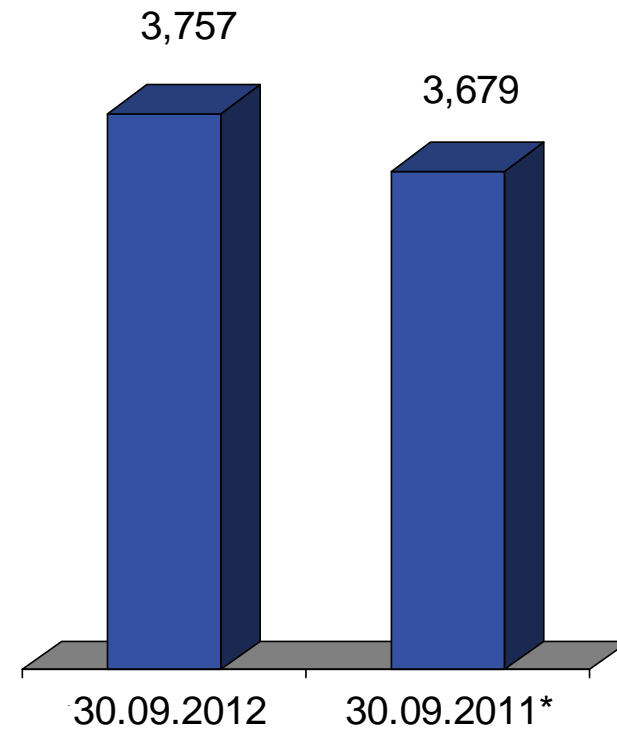
Russia: Kaluga (2011/2012)



Number of employees has increased



78 additional employees  
mainly in R & D and sales



\* comparable

Based on the premise that the overall economic situation will not be subject to significant change in the fourth quarter, we expect earnings before interest and tax (EBIT) for the financial year to be around 10% over the previous year's figure. This prediction is based on the assumption that raw material costs and sales prices will remain largely stable.

The high capital expenditure of the first nine months is set to continue over the coming months. Nevertheless, free cash flow should be above €100 million.



## Shareholder structure

FUCHS PETROLUB AG

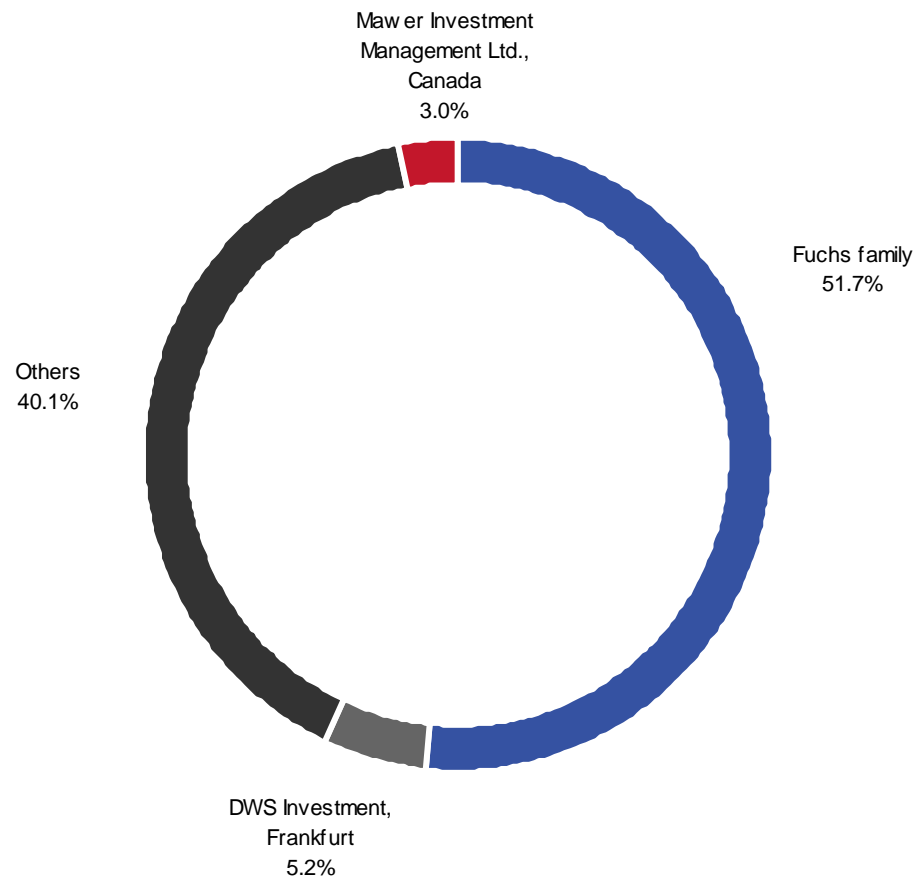




# Shareholder structure as of 31 December 2011

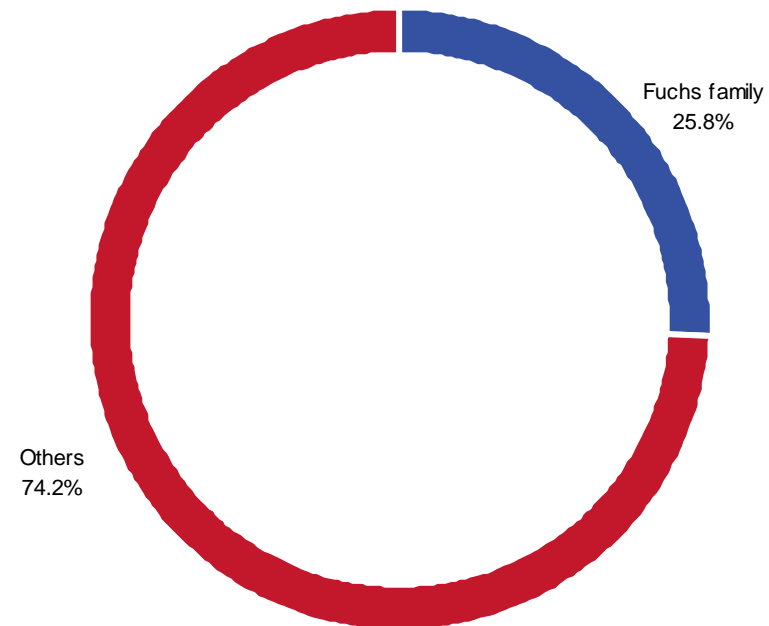


## Ordinary shares in %



**Base: 35,490,000 shares  
(ordinary shares)**

## Total equity in %



**Base: 70,980,000 shares  
(ordinary and preference shares)**



**LUBRICANTS.**

**TECHNOLOGY.**

**PEOPLE.**



This presentation contains statements about future development that are based on assumptions and estimates by the management of FUCHS PETROLUB AG. 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 to the overall economic climate, changes to exchange rates and interest rates and changes in the lubricants industry. FUCHS PETROLUB AG provides no guarantee that future developments and the results actually achieved in the future will agree with the assumptions and estimates set out in this presentation and assumes no liability for such.

**FUCHS PETROLUB AG**

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