

FUCHS GROUP

Setting Standards - Worldwide

| Roadshow Presentation October 2016

| Dagmar Steinert, CFO

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Agenda

01 | The Leading Independent Lubricants Company

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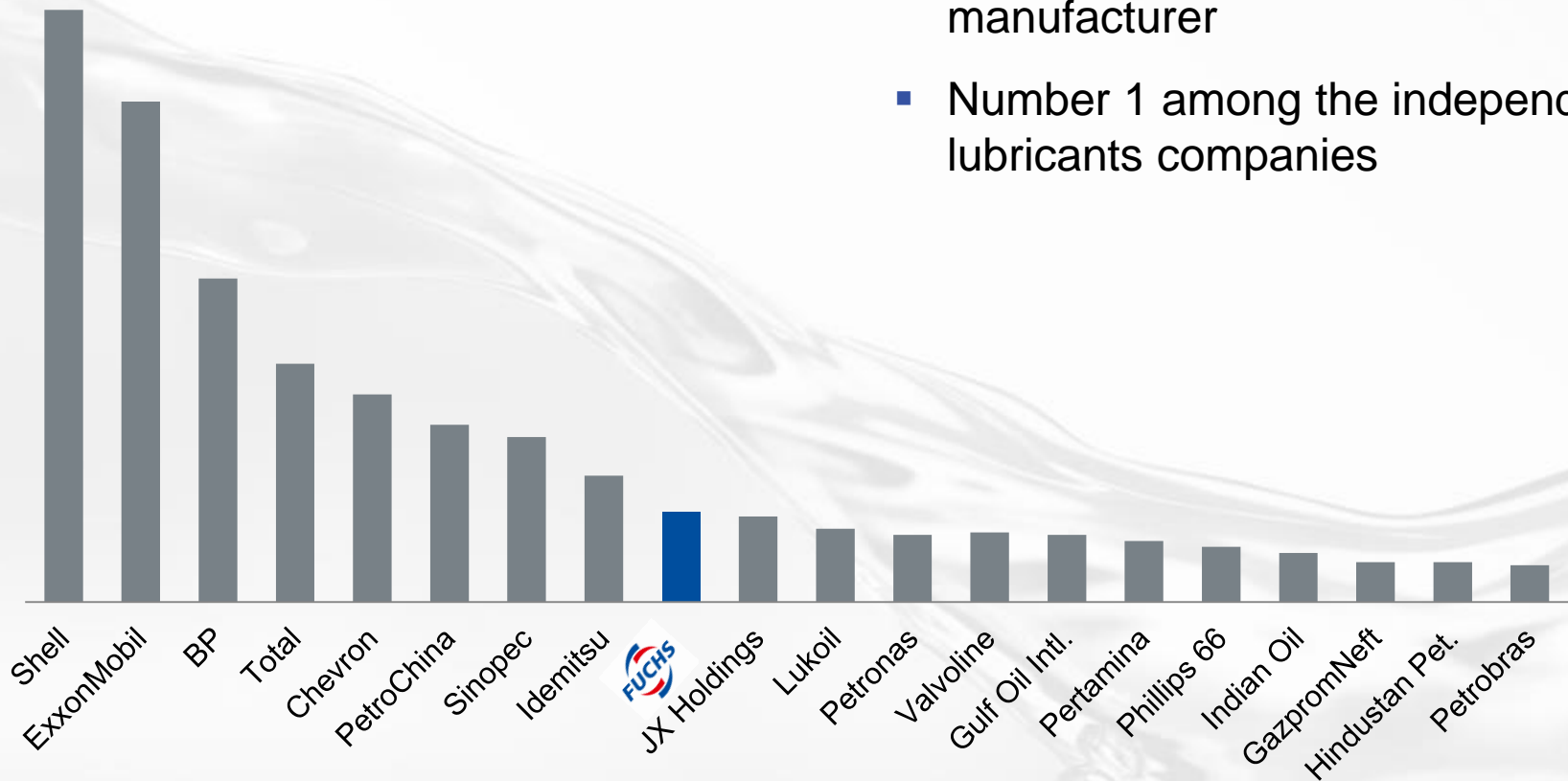
01 The Leading Independent Lubricants Company



Top 20 lubricants manufacturers 2015

(by volume)

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



Our business model

Technology, innovation and specialisation leadership in strategically important product areas

- FUCHS is fully focussed on lubricants
- Independency allows customer and market proximity, responsiveness, speed and flexibility



**Advantage over
major oil companies**

- FUCHS is a full-line supplier
- Global presence



**Advantage over
independent companies**

Our mission statement reflects the business model

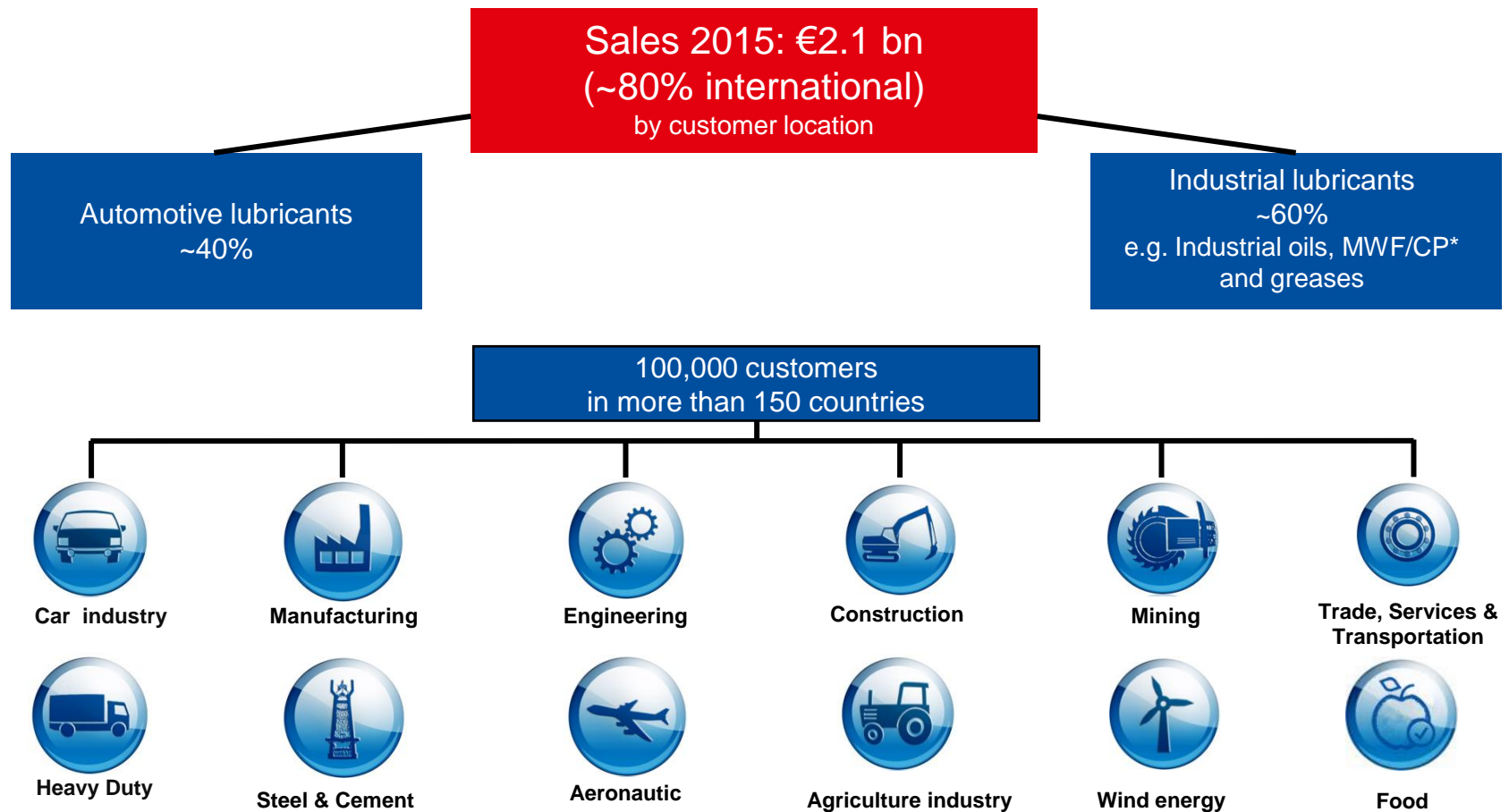
The background of the slide is a photograph of a laboratory setting. It shows several glass beakers and bottles containing yellowish liquids, with a metal rod stirring one of the beakers. A blue semi-transparent banner is overlaid on the bottom half of the image.

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

We are where our customers are



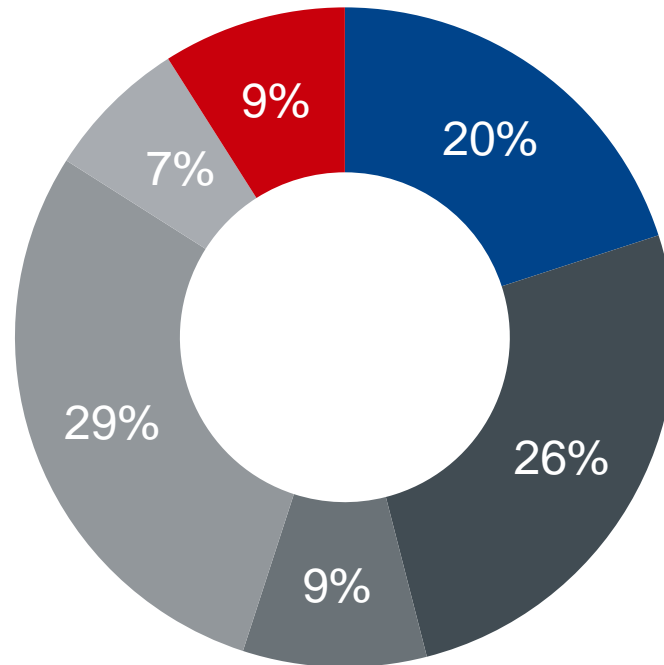
Full-line supplier advantage



*metalworking fluids/corrosion preventives

Well balanced customer structure

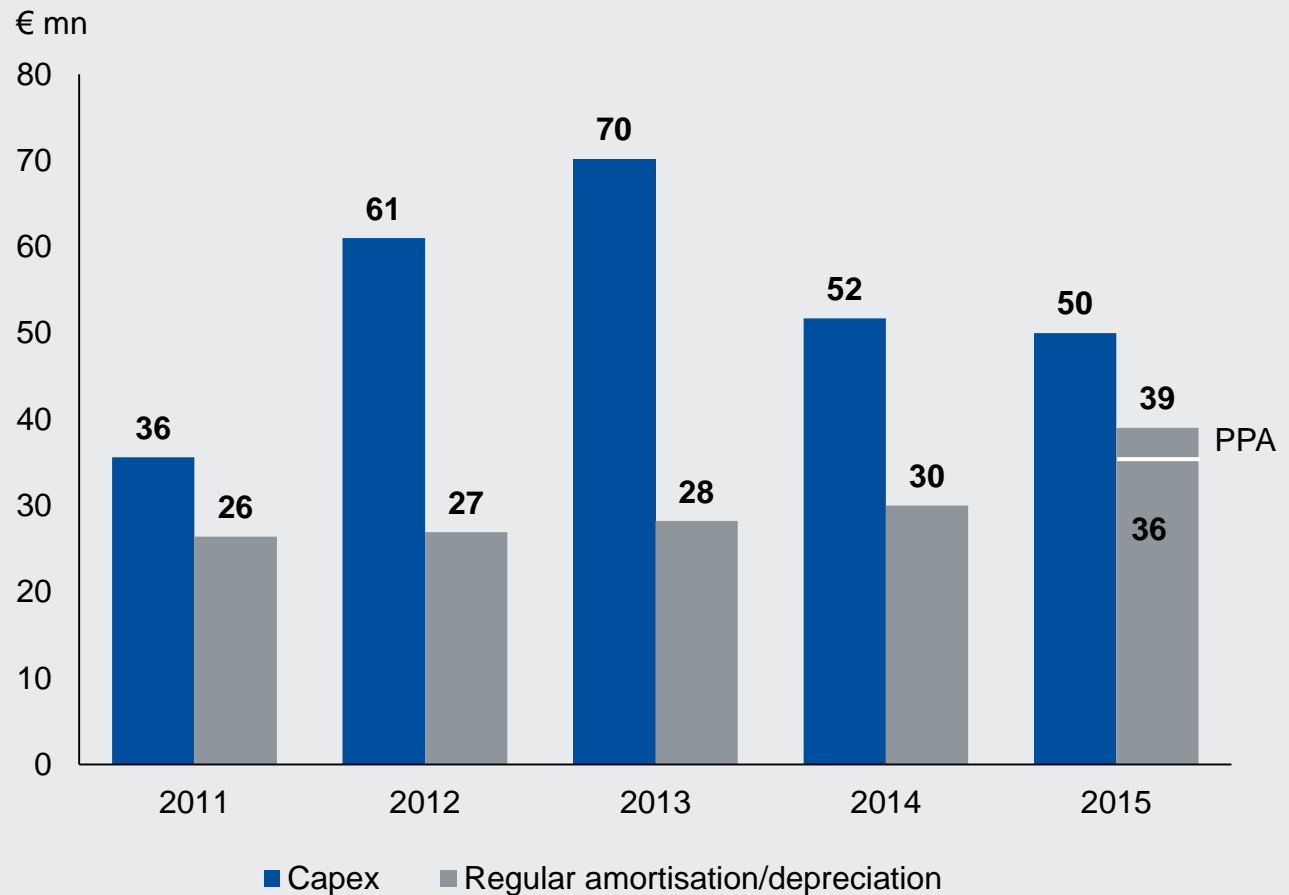
FUCHS sales revenues 2015: €2.1 bn



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

Investment focus on...

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



Further Investments

2016 – 2018: Planned investments of €300mn

- 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

Acquisitions

		Revenues (p.a.)
2016	 Ultrachem (US)	€ 15 mn
	 Chevron (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 H1 2016



**Revenues +13%
to €1,136 mn**

- Europe €720.9 mn
- Asia-Pacific, Africa €298.4 mn
- Americas €171.9 mn

EBIT + 7%
to €183 mn

Outlook 2016 - reaffirmed

- **Sales Growth*** of 7%-11%
- **EBIT Growth** of 3%-7%

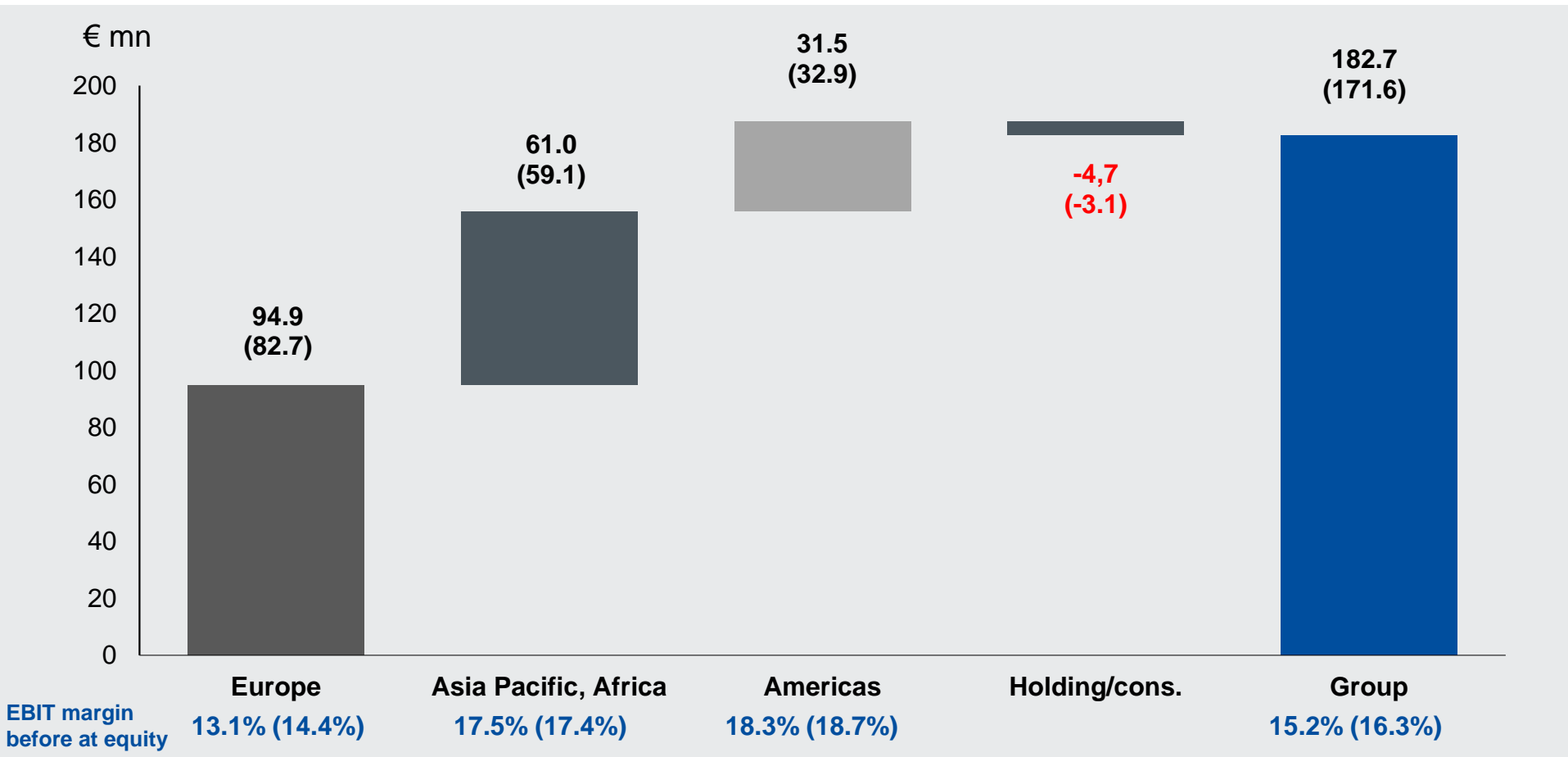
*before currency translation effects

Organic growth in Europe & Asia Pacific, Africa

	H1 2015 (€ mn)	H1 2016 (€ mn)	Total Growth	Organic Growth	External Growth	Currency Effects
Europe	571.2	720.9	+26.2%	+3.3%	+24.7%	-1.8%
Asia-Pacific, Africa	302.2	298.4	-1.3%	+2.3%	+3.8%	-7.4%
Americas	176.1	171.9	-2.4%	-0.8%	+2.7%	-4.3%
Total	1,007.6	1,136.2	+12.8%	+2.4%	+14.3%	-3.9%

EBIT by regions

H1 2016 (H1 2015)



Free cash flow

mn €	H1 2015	H1 2016
Earnings after tax	119	127
Amortisation/Depreciation	17	23
Changes in net operating working capital (NOWC)	-29	-46
Other changes	-16	0
Capex	-16	-32
Free cash flow before acquisitions	75	72
Acquisitions	-	-20
Free cash flow	75	52

Outlook 2016 reaffirmed

Performance indicators	Actual 2015		Outlook 2016
Sales*	€2,079 mn		
Total Growth	+11.4%	↑	7% to 11%
Organic Growth	+0.3%	↑	Low single-digit %
External Growth (Acquisitions 2015)	+6.0%	↑	High single-digit %
Currency	+5.1%		
EBIT	€342 mn	↑	3% to 7%
FVA	€246 mn	↑	Low single-digit %
Free cash flow before acquisitions	€232 mn		€170 mn to €200 mn

* before currency translation effects

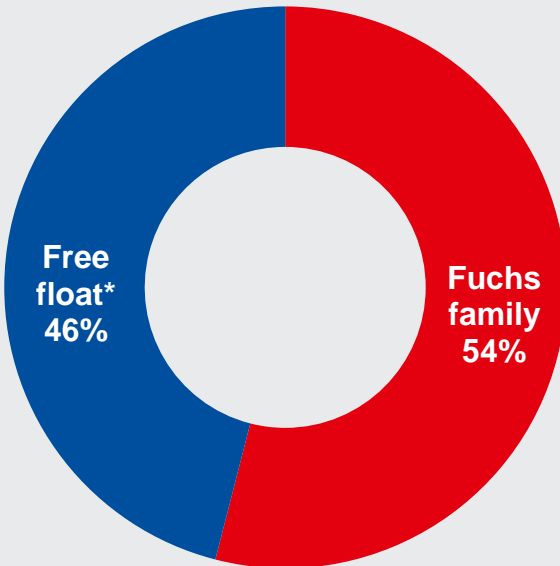
03 Shares



Breakdown ordinary & preference shares

(September 2016)

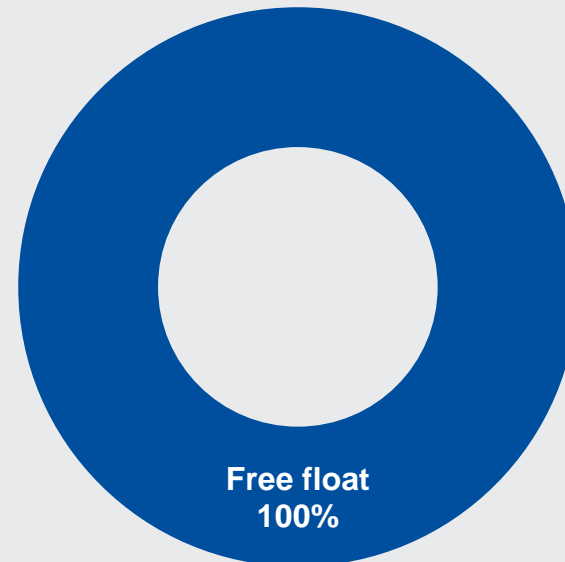
Ordinary shares



Basis: 69,500,000 ordinary shares

Preference shares

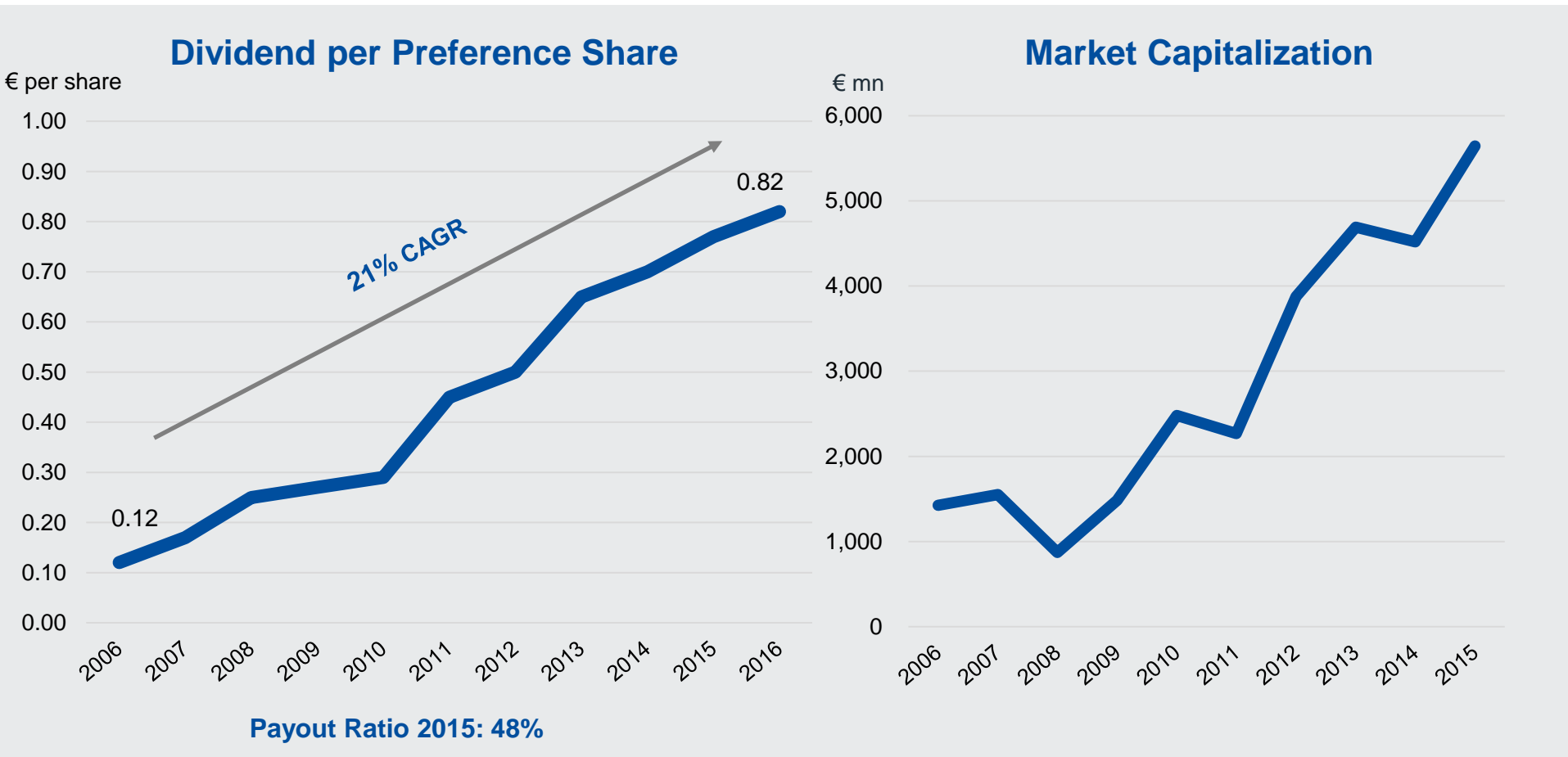
MDAX-listed



Basis: 69,500,000 preference shares

*Voting rights notification: DWS Investment, Frankfurt: 5.2% (15 Dec. 2003)

Continuous dividends since IPO (1985)



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.

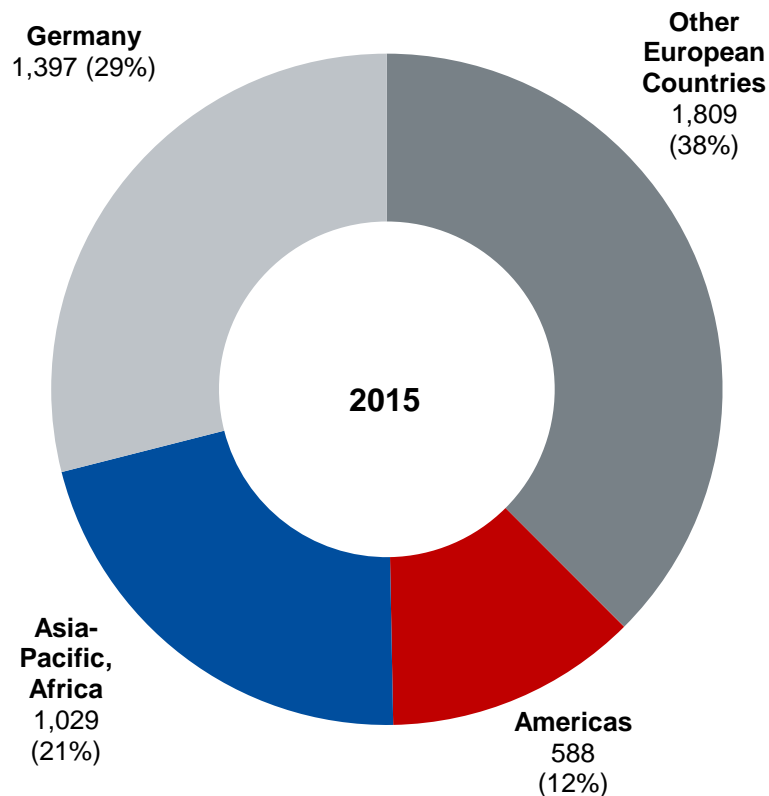
04 Appendix



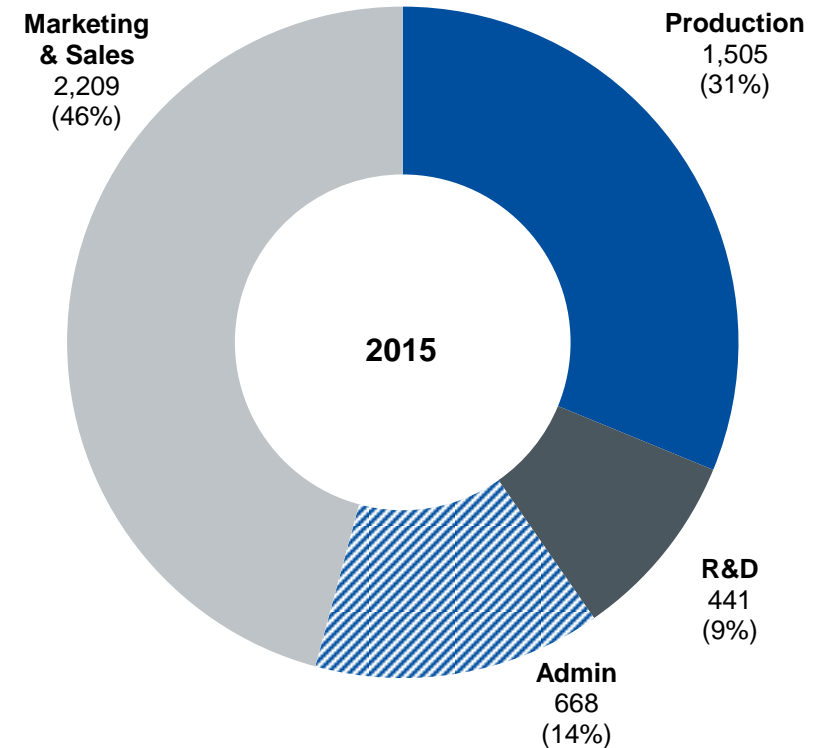
Workforce Structure

4,823 employees globally

Regional Workforce Structure



Functional Workforce Structure



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

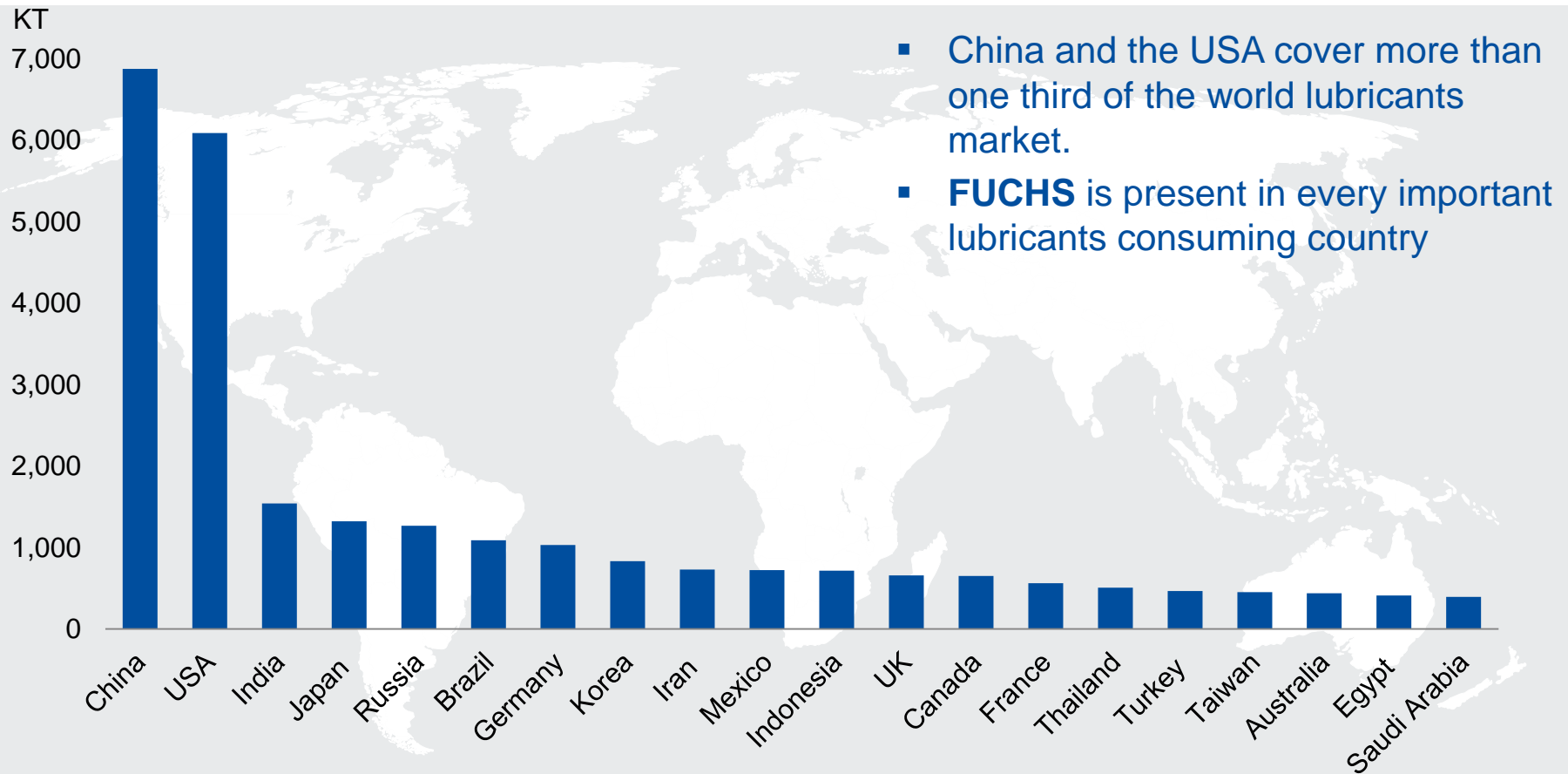
Optimize capital

- Capex with returns above WACC
- Manage NOWC

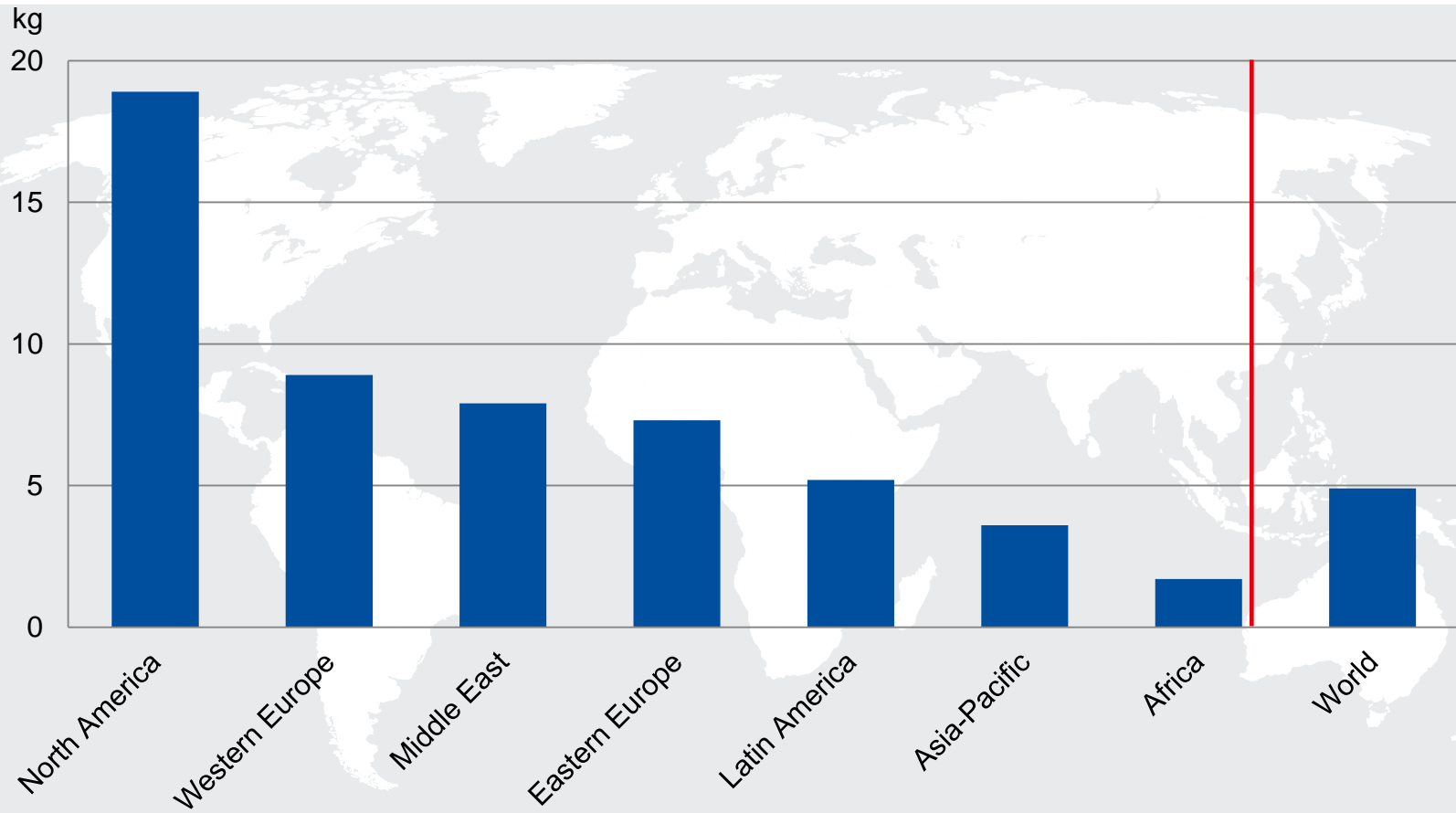
Strengthen portfolio

- Reinvest in the business
- Acquisitions

Top 20 lubricant countries 2015

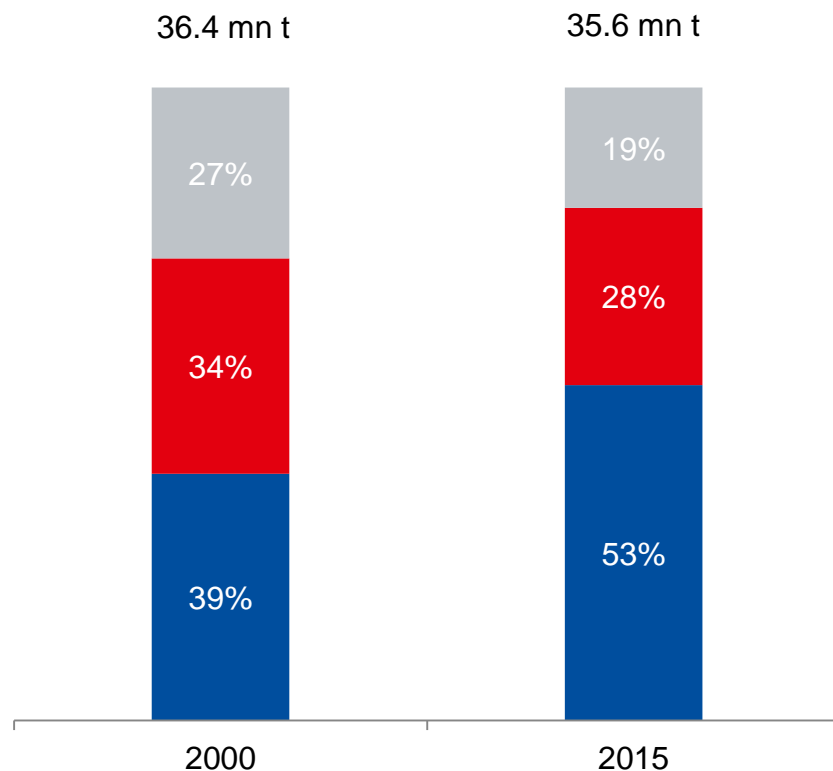


Regional per-capita lubricants demand 2015



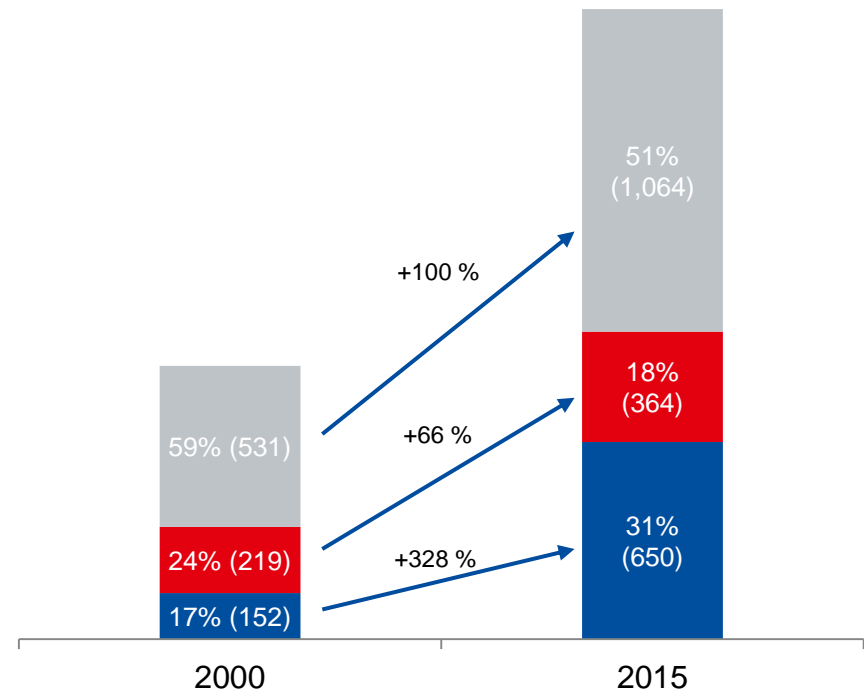
Organic growth potential in emerging countries

Market Demand



FUCHS Sales (by customer location)

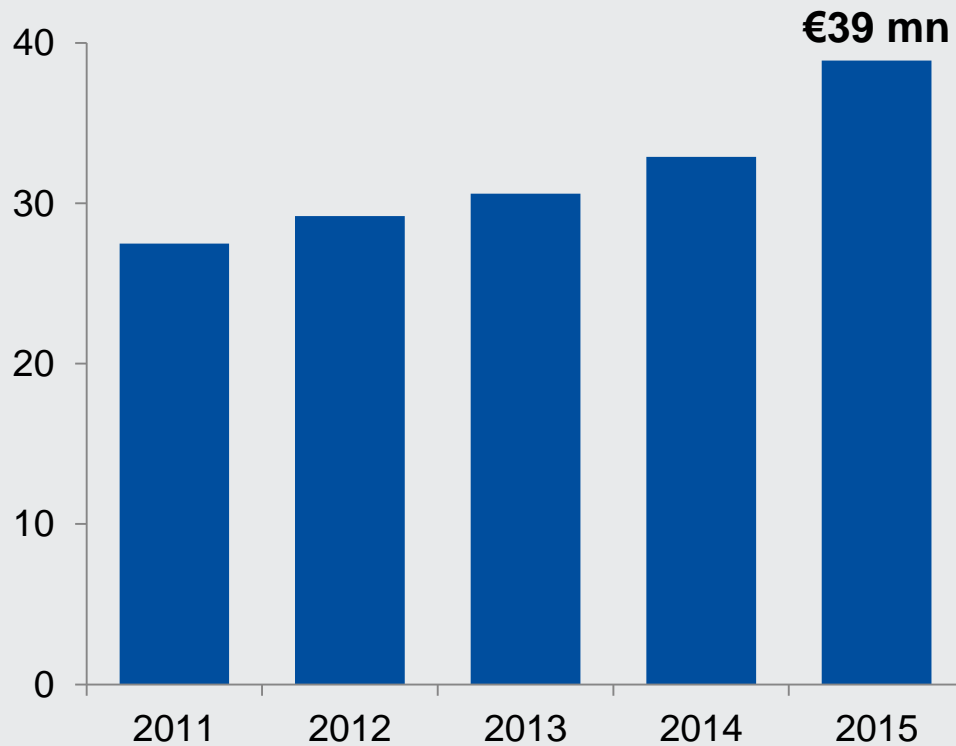
€ 902 mn → +130 % → € 2,079 mn



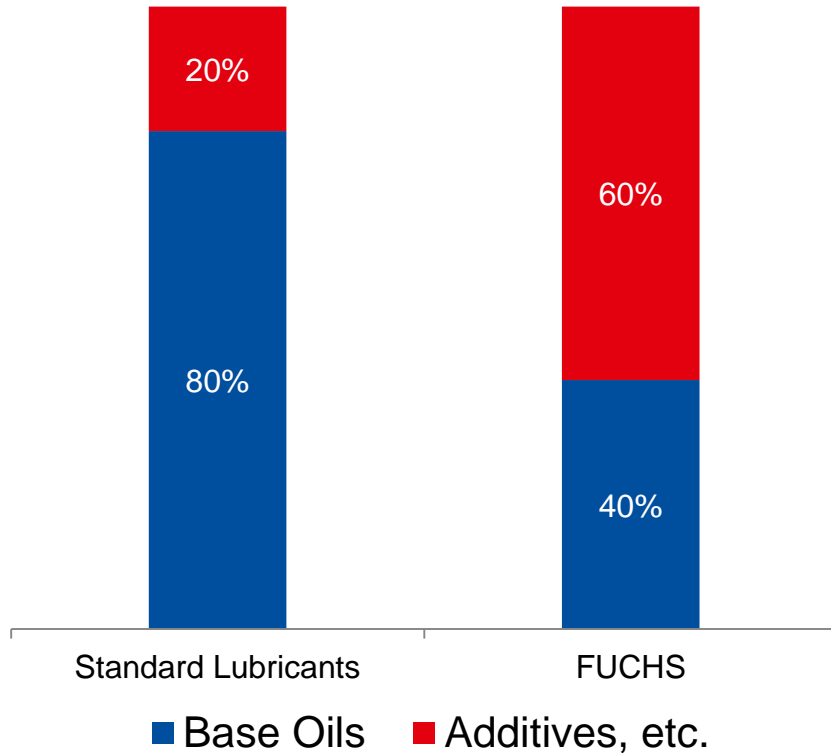
■ Asia-Pacific & MEA ■ Americas ■ Europe

Technology & Innovation fueled by strong R&D focus

R&D expenses



Base oil / additives value split

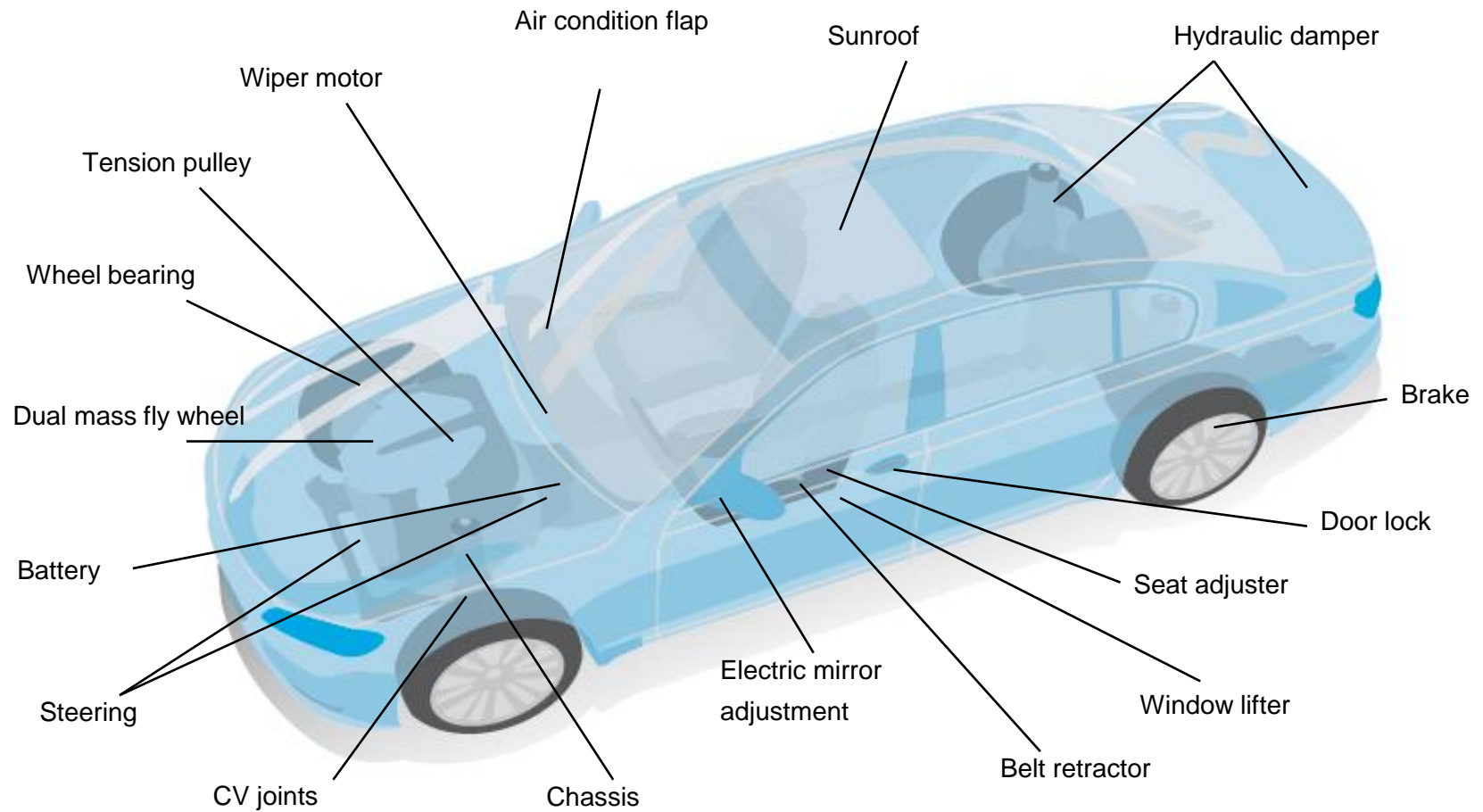


- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives

FUCHS' 3C Grease Commitment - Objectives

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

Greases in Passenger Car

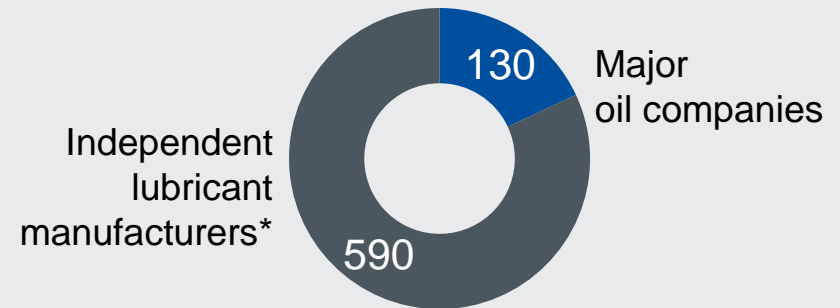


Further market consolidation to be expected

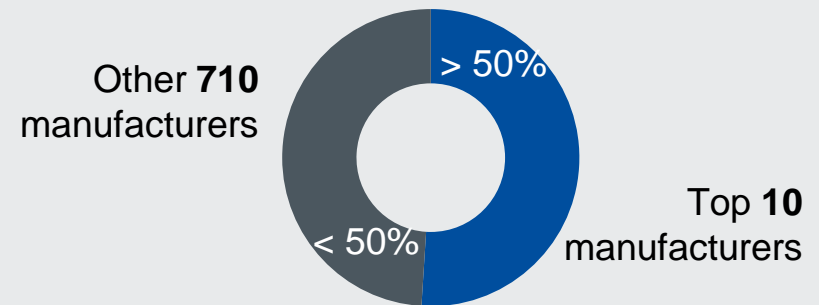
- High degree of fragmentation
- Concentration especially amongst smaller companies

- 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, 2016

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	Latest in Q4 2016

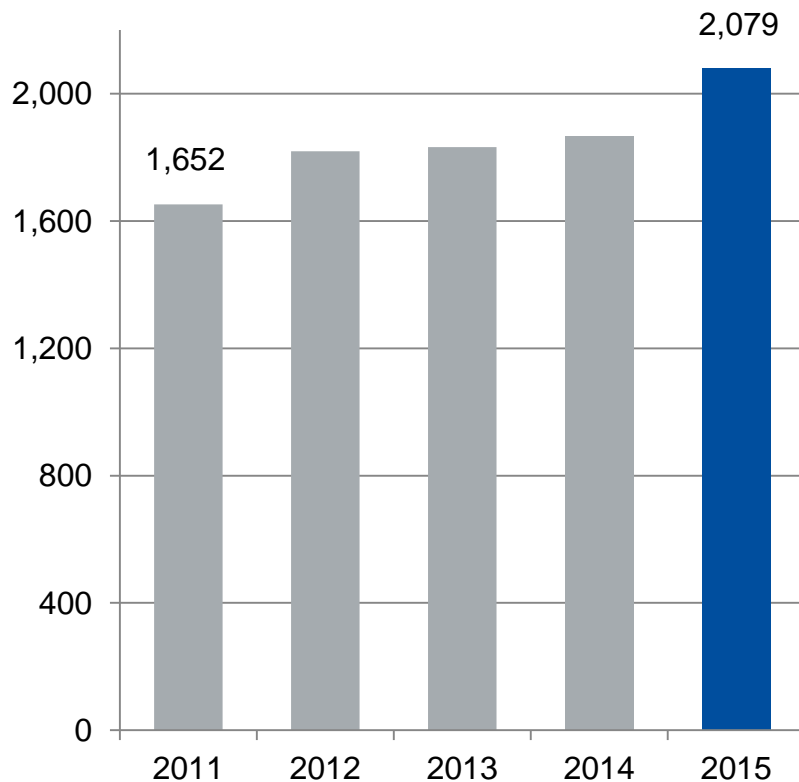


Deal Structure	FUCHS acquires lubricants business from CHEVRON (Asset Deal) €11 mn in sales p.a.; 85 % in North America
Focus	White Oils and Food Machinery Lubricants
Closing	1 st June 2016

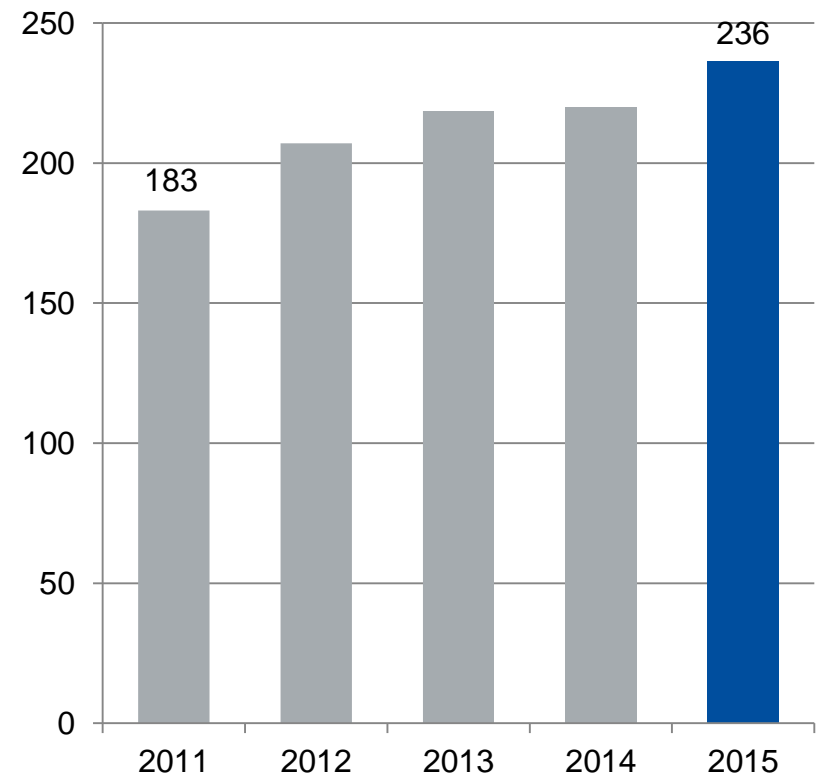
Unique Track Record for continued profitable growth

€ mn

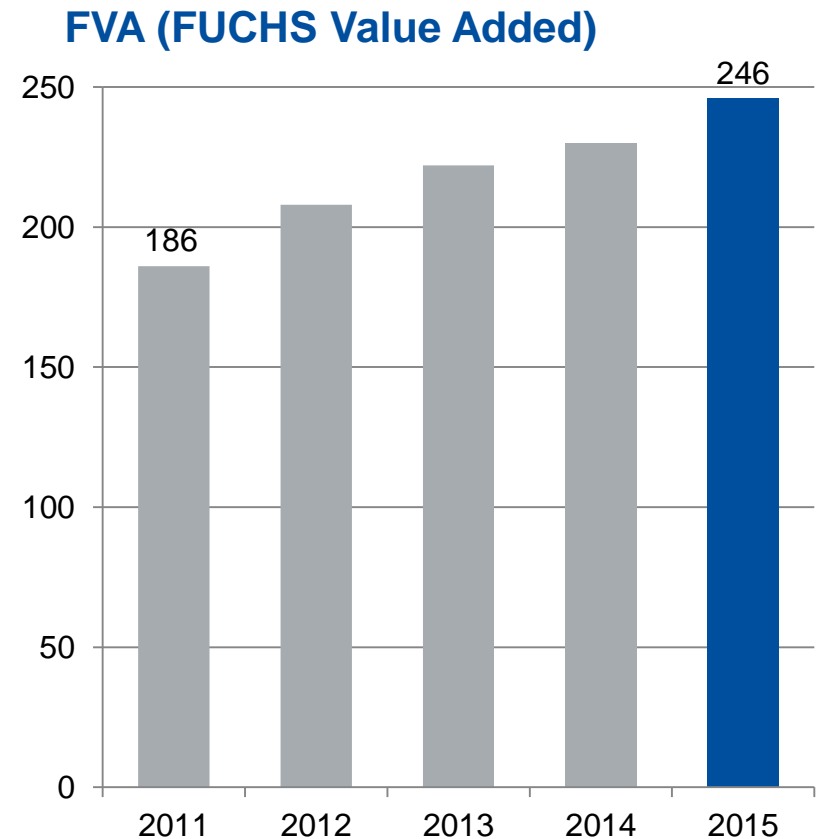
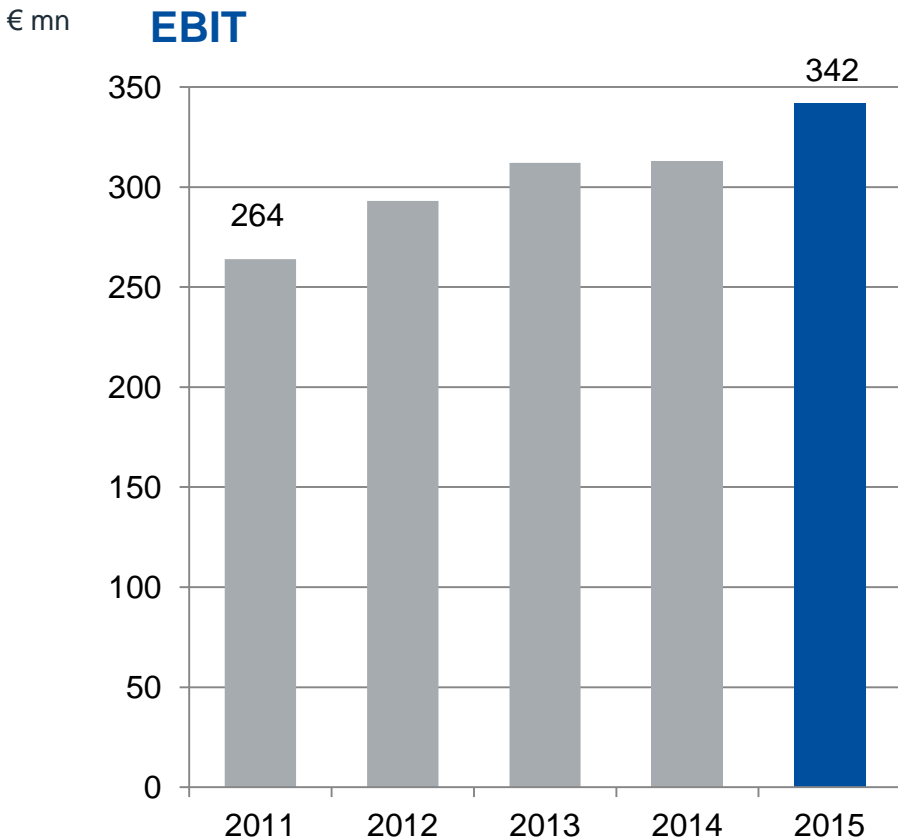
Sales



Earnings After Tax



Unique Track Record for continued profitability and added value



Solid balance sheet and 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%
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

Highlights FY 2015

**Revenues +11%
to over €2 bn**

- Europe up 10% to €1.23 bn
- Asia-Pacific, Africa up 13% to €583 mn
- Americas up 12% to €353 mn

EBIT

+9%

to €342 mn

+7%

higher dividend

2

acquisitions were completed:
Pentosin & Statoil

EBIT increase of more than 9% in 2015

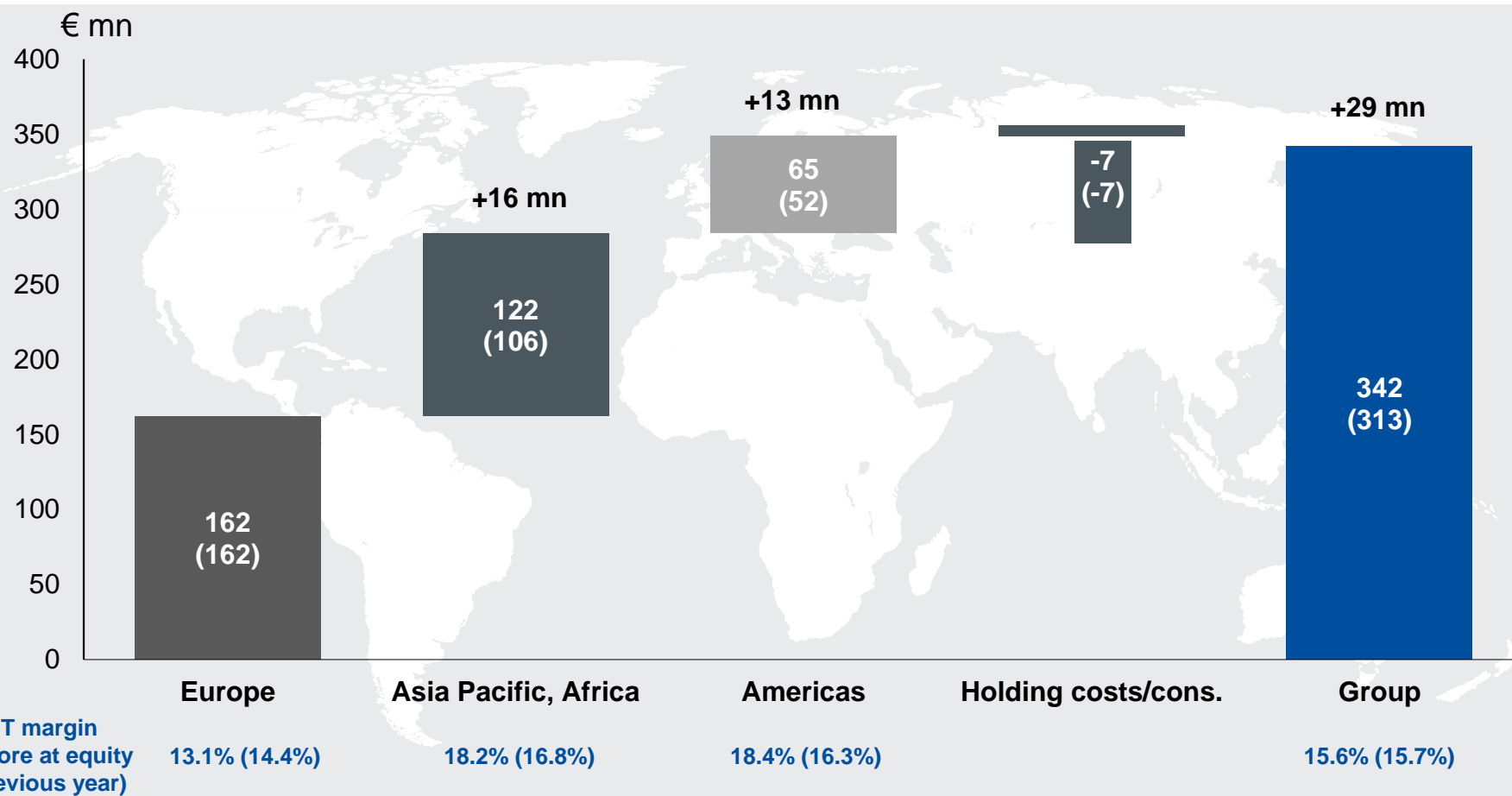
€ mn	2014	2015	Δ Mio. €	Δ in %
Sales	1.866	2.079	213	11.4
Gross Profit	693	791	98	14.2
<i>Margin</i>	37.2%	38.1%		+0.9% points
Selling, admin., R&D expenses, others	-400	-467	-67	16.6
EBIT before at Equity	293	324	31	10.9
At Equity	20	18	-2	-12.7
EBIT	313	342	29	9.3
Earnings after tax	220	236	16	7.4

Regional Sales 2015

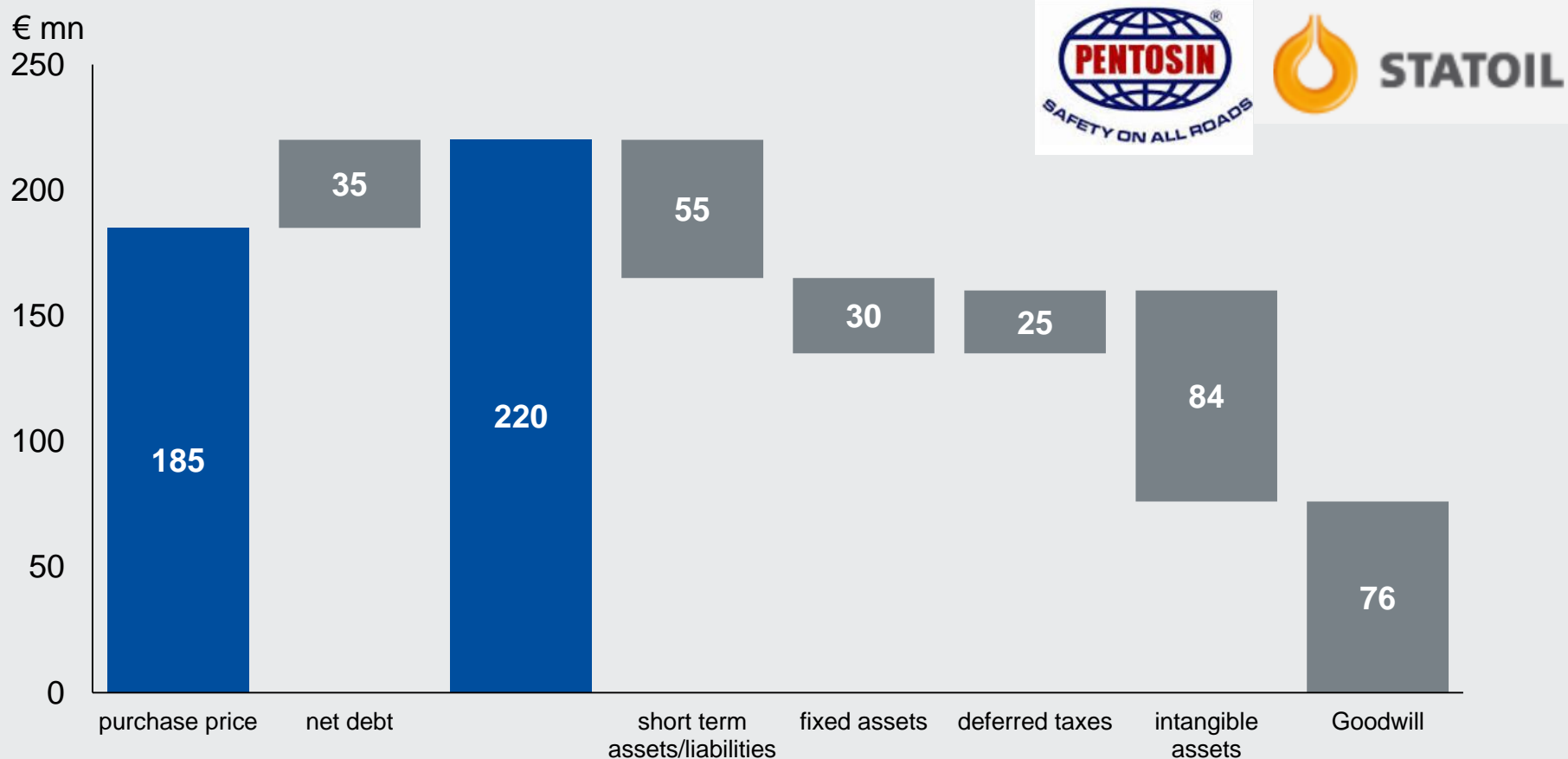
	2014 (€ mn)	2015 (€ mn)	Total Growth	Organic Growth	External Growth	Currency Effects
Europe	1,113	1,227	+10.3%	+1.5%	+9%	-0.2%
Asia-Pacific, Africa	517	583	+12.9%	+0.5%	+2.2%	+10.2%
Americas	316	353	+11.6%	-4.1%	+1.4%	+14.3%
Total	1,866	2,079	+11.4%	+0.3%	+6%	+5.1%

FUCHS Group EBIT 2015

(EBIT 2014)



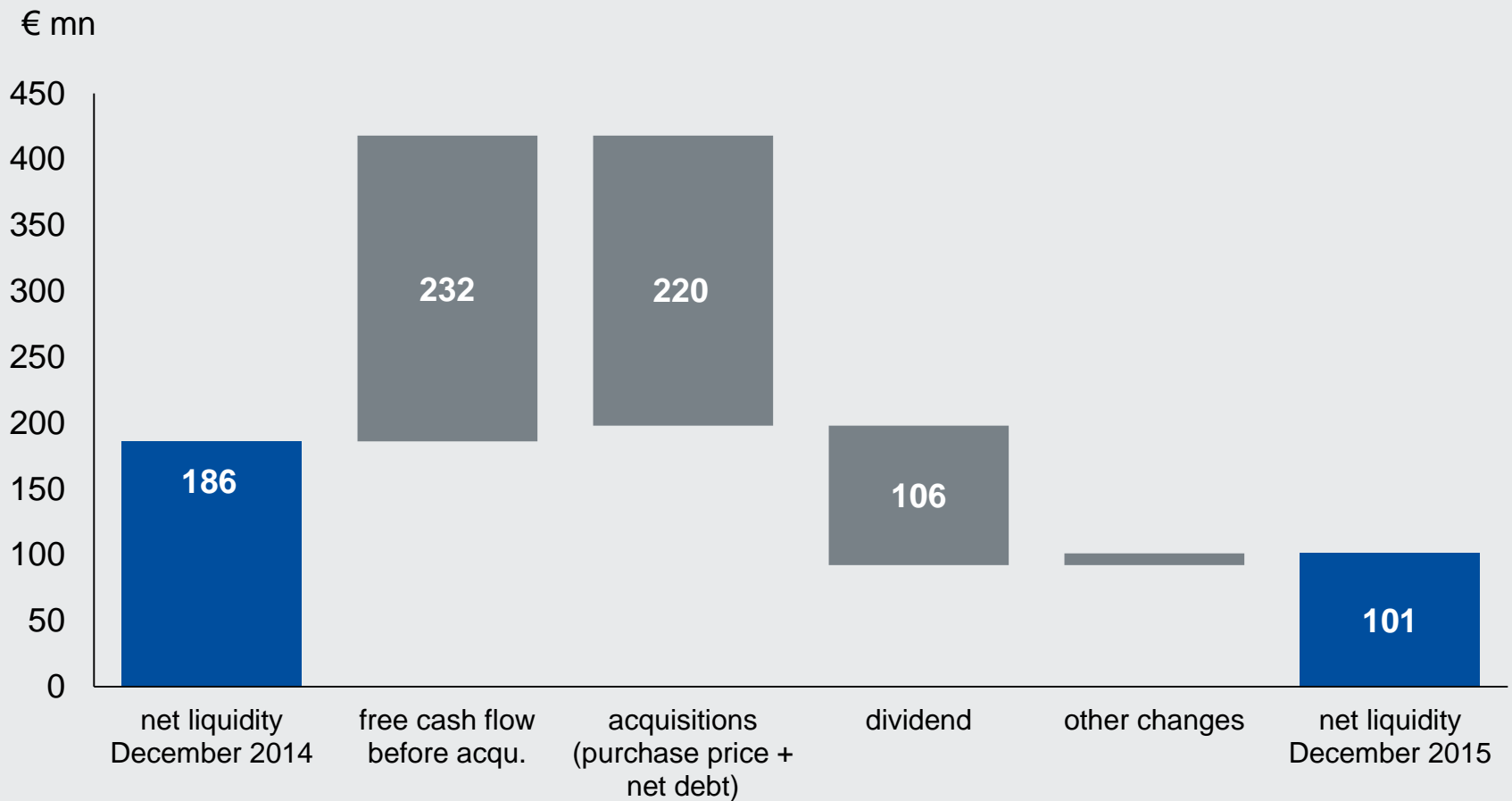
Purchase Price Allocation - Acquisitions 2015



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

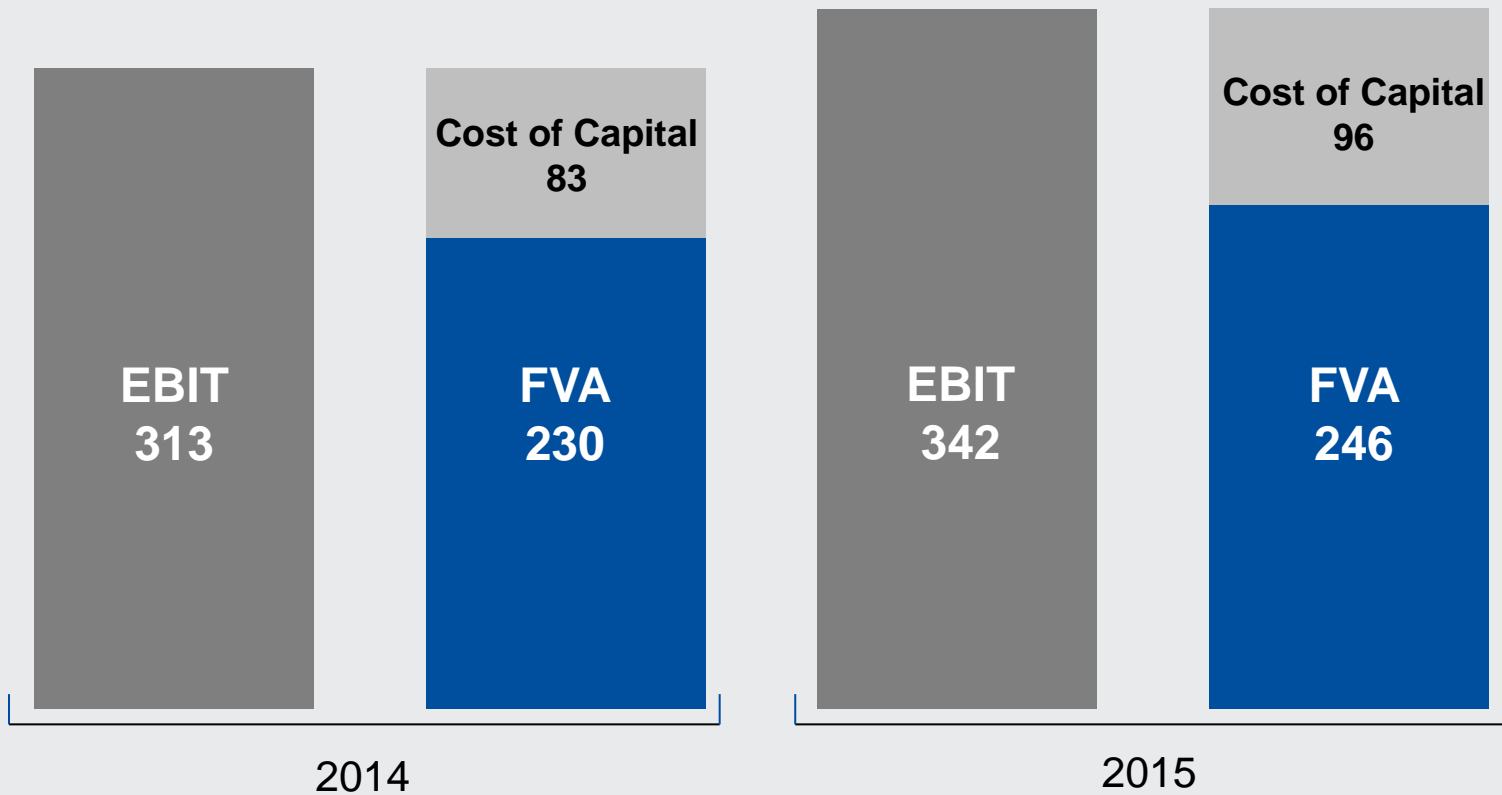
Net Liquidity 2015



FUCHS Value Added

Increase by 7.2%

€ mn



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

Q1 & Q2 regional sales

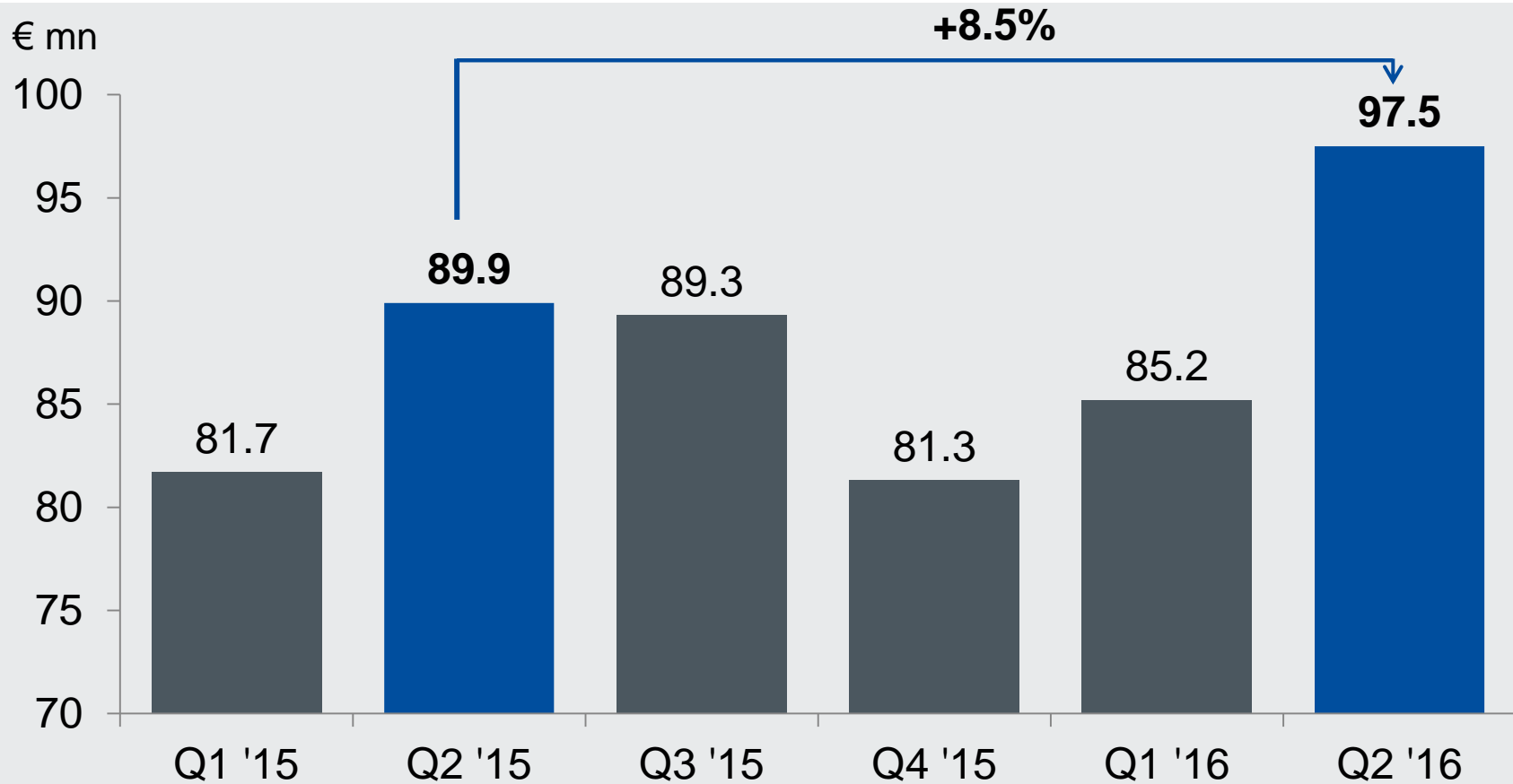
	Q1 2015 (€ mn)	Q1 2016 (€ mn)	Total Growth	Organic Growth	External Growth	Currency Effects
Europe	278.3	349.4	+25.5%	+1.8%	+24.9%	-1.2%
Asia-Pacific, Africa*	146.5	144.4	-1.4%	+2.0%	+2.9%	-6.3%
Americas	88.3	84.5	-4.3%	-3.4%	+2.0%	-2.9%
Total	492.6	550.2	+11.7%	+1.1%	+13.7%	-3.1%

* Adjustment organic / external growth

	Q2 2015 (€ mn)	Q2 2016 (€ mn)	Total Growth	Organic Growth	External Growth	Currency Effects
Europe	292.9	371.5	+26.8%	+4.7%	+24.4%	-2.3%
Asia-Pacific, Africa	155.7	154.0	-1.1%	+2.5%	+4.8%	-8.4%
Americas	87.8	87.4	-0.5%	+1.8%	+3.4%	-5.7%
Total	515.0	586.0	+13.8%	+3.7%	+14.9%	-4.8%

EBIT development H1 2016

Q4 2015 includes integration costs (Acquisitions 2015)



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

Changes as of 2015

Executive Board

25%

of variable compensation

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

Supervisory Board

50%

of variable compensation

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

-
- Individual mandatory notices were published (Director's Dealings)

FUCHS PETROLUB SE

Investor Relations

Financial Calendar

November 3, 2016	Q3 results
March 22, 2017	Full year results 2016
May 5, 2017	Annual general meeting

Contact

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