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FUCHS at a glance



Established 3 generations ago as a family-owned business

More than **5,000** employees

Preference share is listed in the MDAX

No. 1 among the independent suppliers of lubricants

€2.5 bn sales in 2017

58 companies worldwide

The Fuchs family holds 54% of ordinary shares

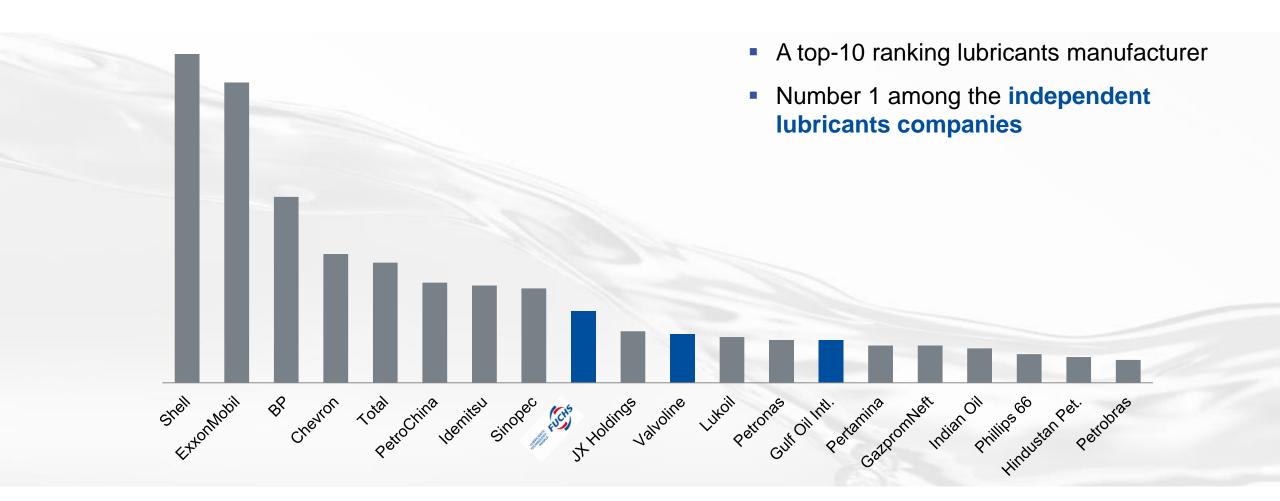
A full range of over

10,000

lubricants and related specialties









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

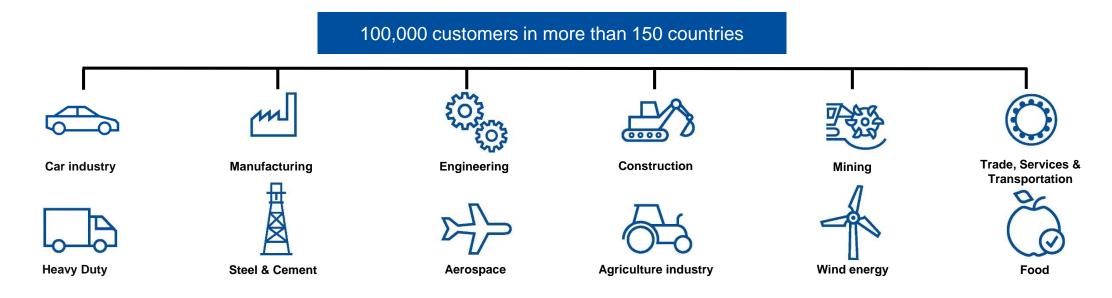




Full-line supplier advantage



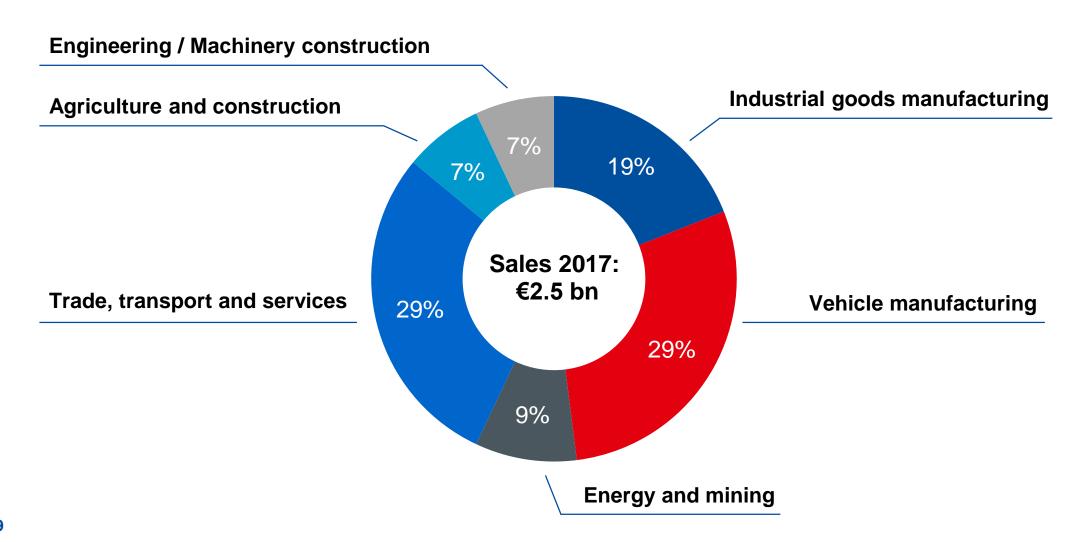






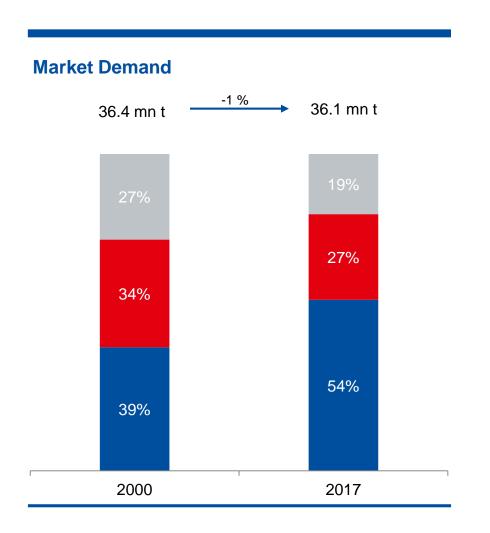
Well balanced customer structure

Top 20 Customers account for ~ 25% of 2017 sales

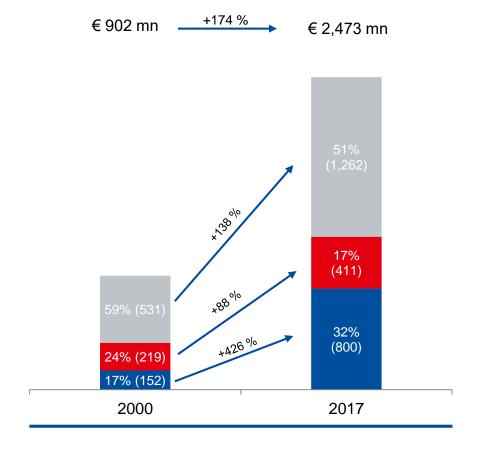








FUCHS Sales (by customer location)



FUCHS' Strategy



Profitable Growth:

Internationalization of core activities

Local production in 33 plants

Global standards, processes and branding

People:

- Employer Branding
- Culture
- Talentmanagement
- Learning

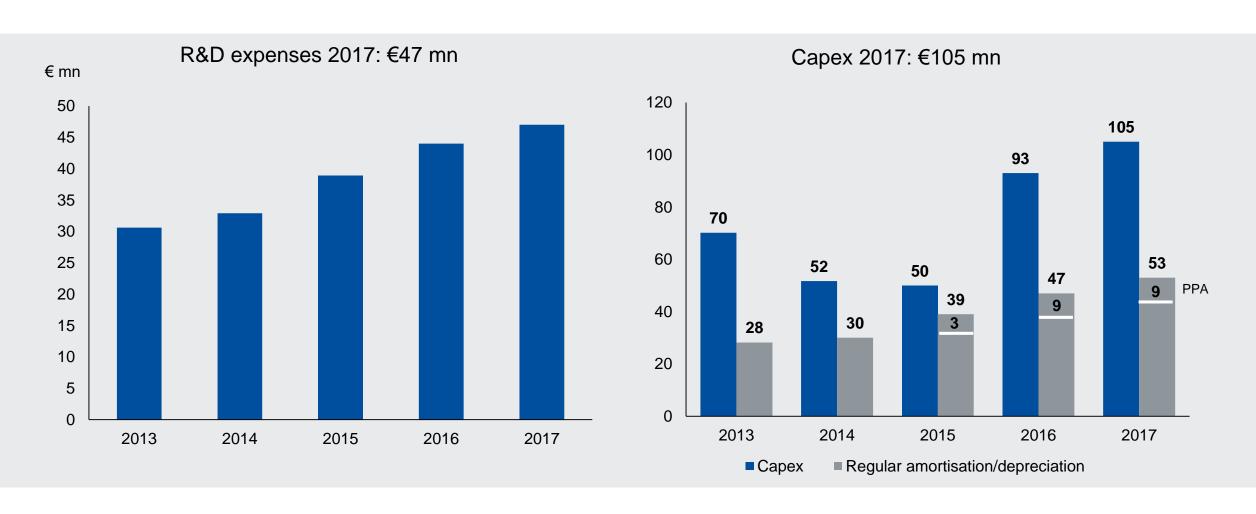
Utilize disruptions like e-mobility, digitalization, etc. as an opportunity

Agile network structure based on common values





R&D, capex, regular amortisation & depreciation





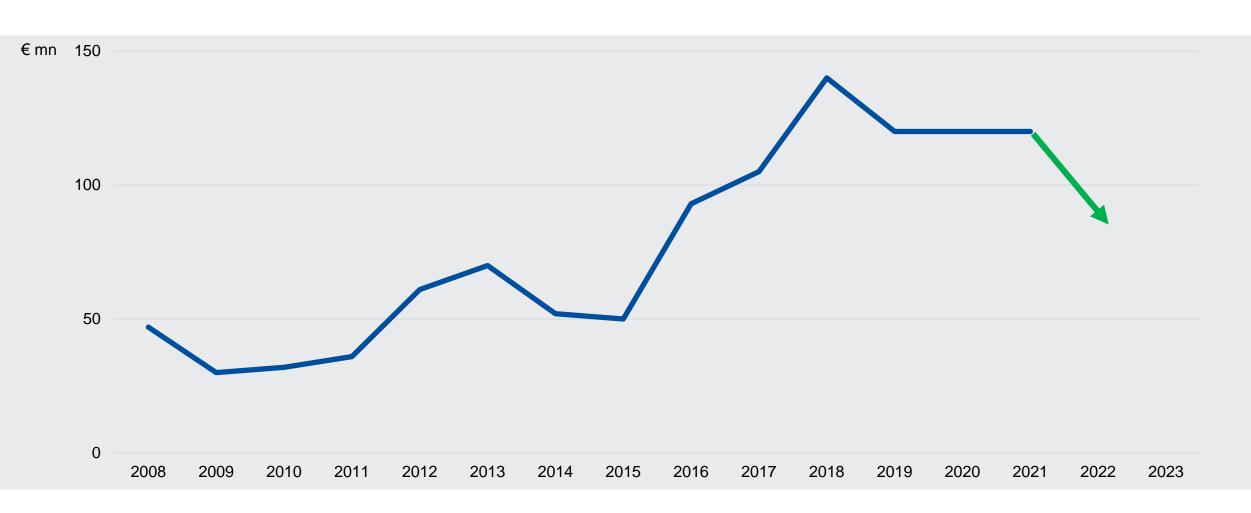
Investment initiative Growth/replacement/efficiency

- 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



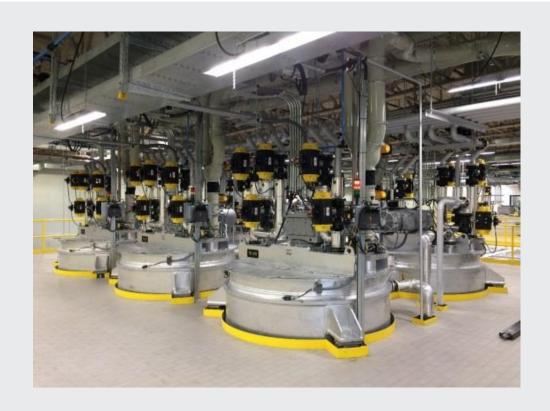


FUCHS' 3C grease commitment

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







| | | | Revenues (p.a.) |
|------|------------------------------|---|----------------------|
| 2016 | ULTRACHEM Chevron | Ultrachem (US) Chevron Lubricants (US) | € 15 mn |
| 2015 | STATOIL PENTOSIN | Statoil Fuel & Retail Lubricants AB (SVE) Deutsche Pentosin-Werke GmbH (GER) | € 140 mn € 135 mn |
| 2014 | Batoyle Freedom Group | Lubritene (ZA) Batoyle (UK) | € 15 mn |
| 2010 | CASSIDA food grade lubricans | Cassida (global) | € 21 mn |



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

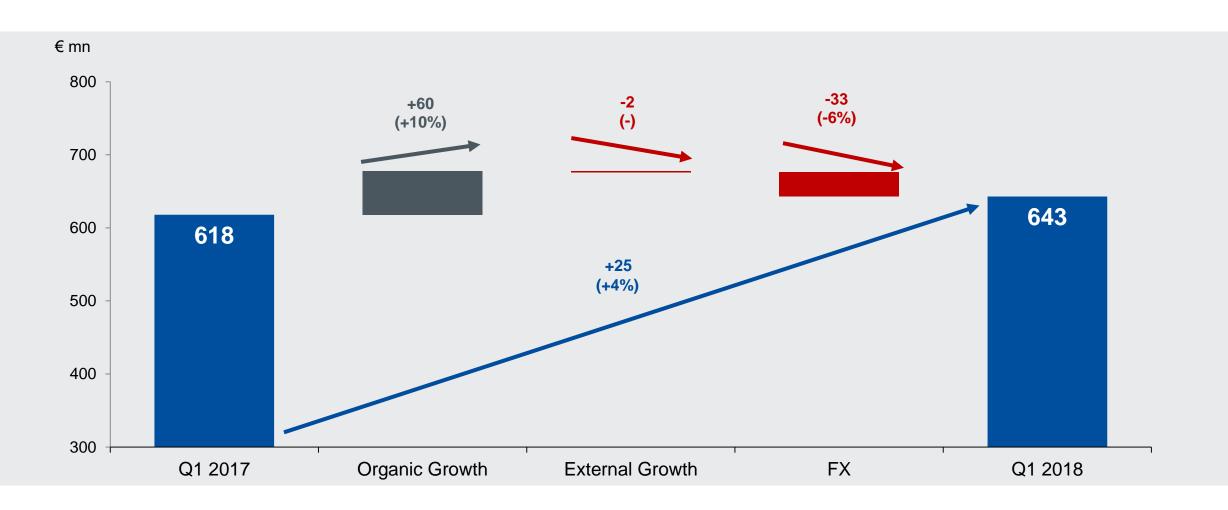
EBIT currency related down by 2% to €92 mn

Outlook 2018 unchanged

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











| | Q1 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 | - | - | - | - |
| Total | 618 | 643 | +4% | +10% | 0% | -6% |



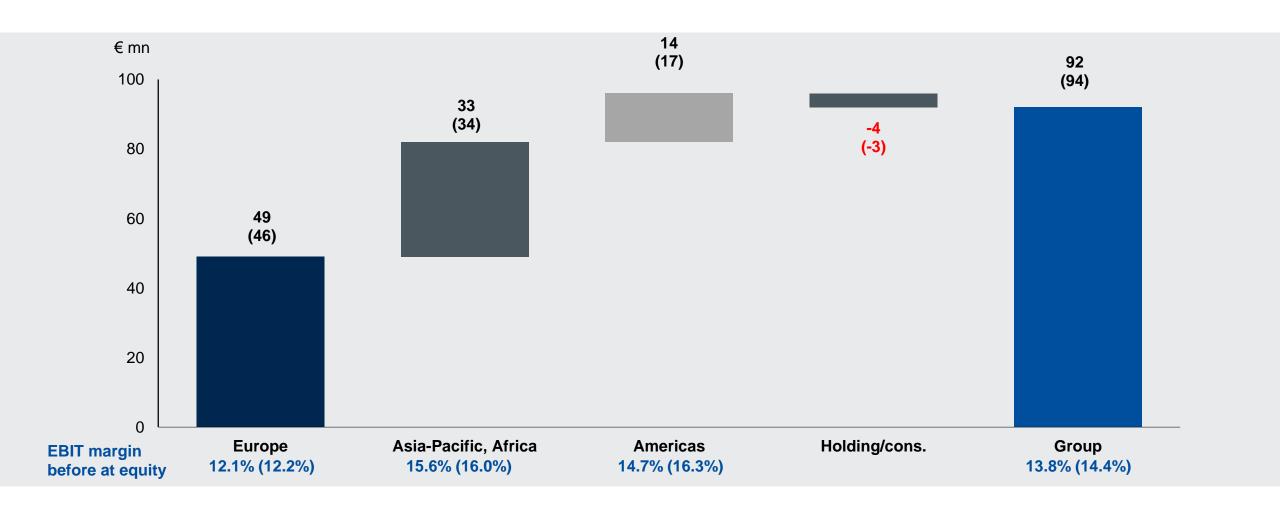


| € mn | Q1 2017 | Q1 2018 | Δ€mn | Δ in % |
|-----------------------|---------|---------|------|---------------|
| Sales | 618 | 643 | 25 | 4.0 |
| Gross Profit | 226 | 225 | -1 | -0.4 |
| Gross Profit margin | 36.6 | 35.0 | - | -1.6 %-points |
| Other function costs | -137 | -136 | -1 | 0.7 |
| EBIT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





Q1 2018 (Q1 2017)







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





- 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 |

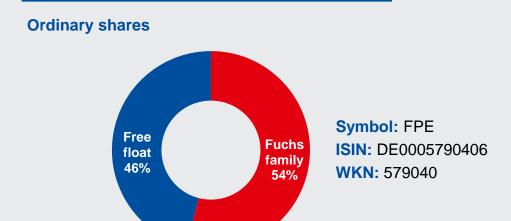
- Sales growth mainly driven by organic volume growth as well as price and mix changes
- External growth expected to be slightly negative due to sale of the Dormagen plant (December 2017)
- Less than proportional increase in earnings expected due to a higher costs base as a result of investments in new 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



Breakdown ordinary & preference shares

(December 31, 2017)

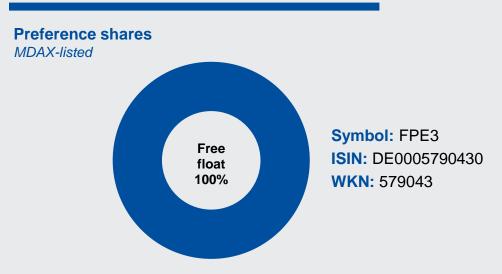




Basis: 69,500,000 ordinary shares

Characteristics:

- Dividend
- Voting rights



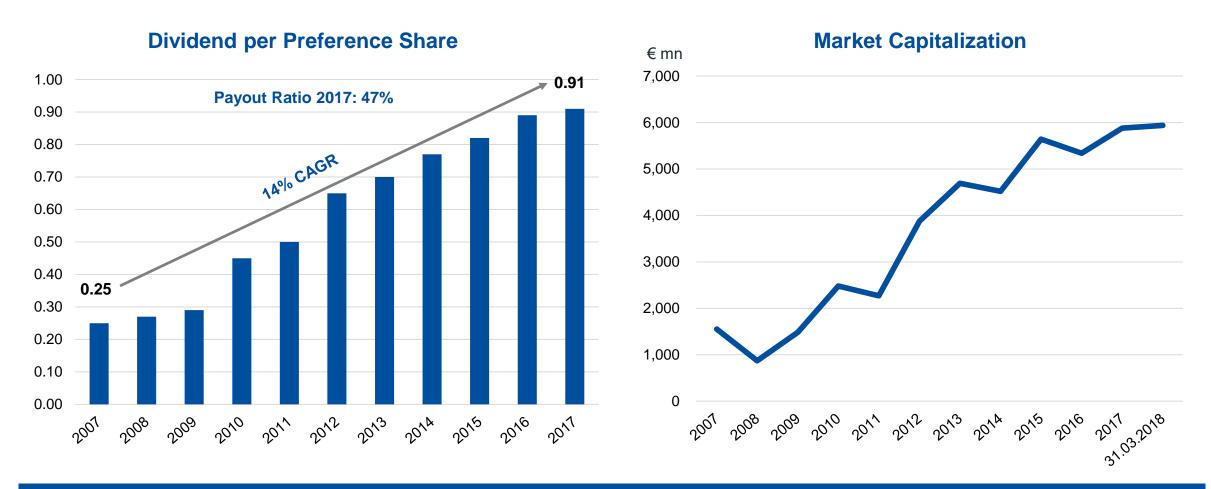
Basis: 69,500,000 preference shares

Characteristics:

- Dividend <u>plus</u> 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.)





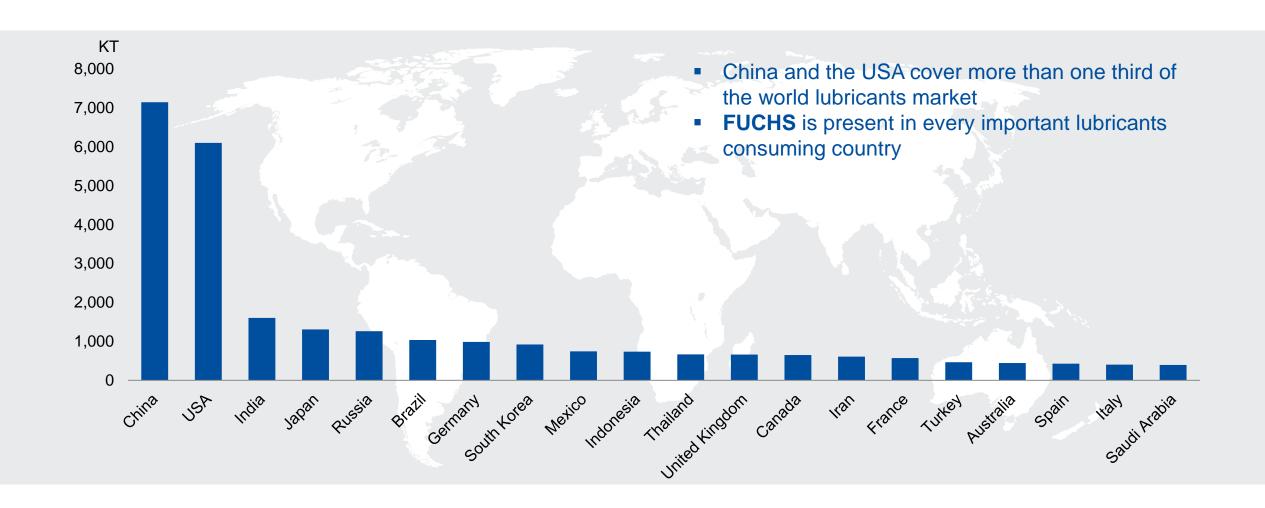


Our target: Increase the absolute dividend amount each year or at least maintain previous year's level.



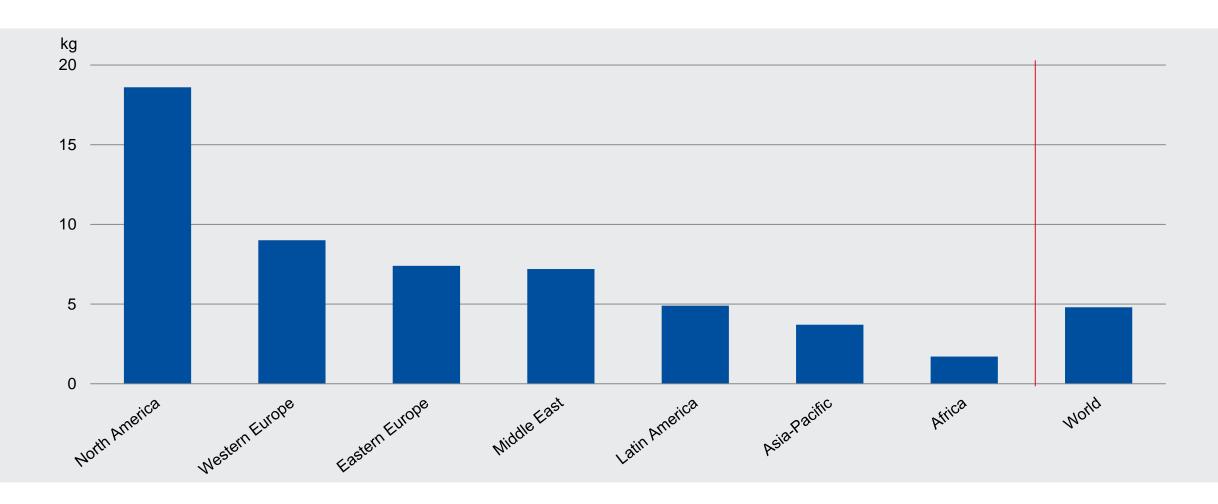






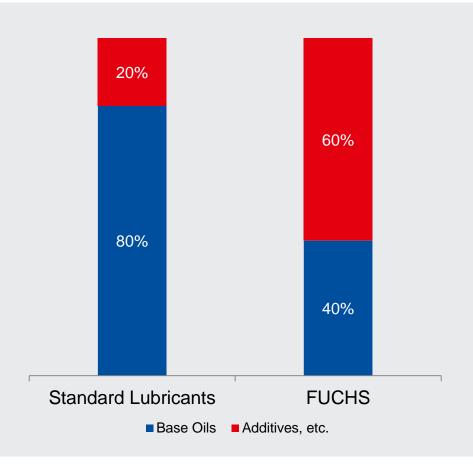










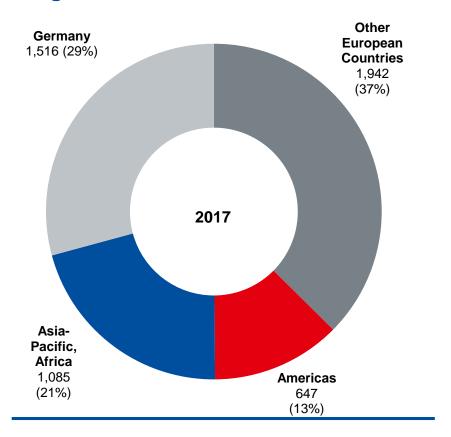


- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives

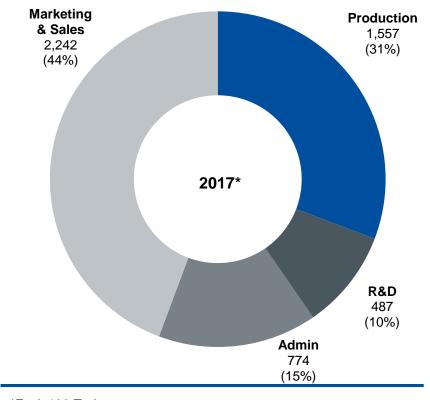
Workforce Structure 5,190 employees globally

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Regional Workforce Structure



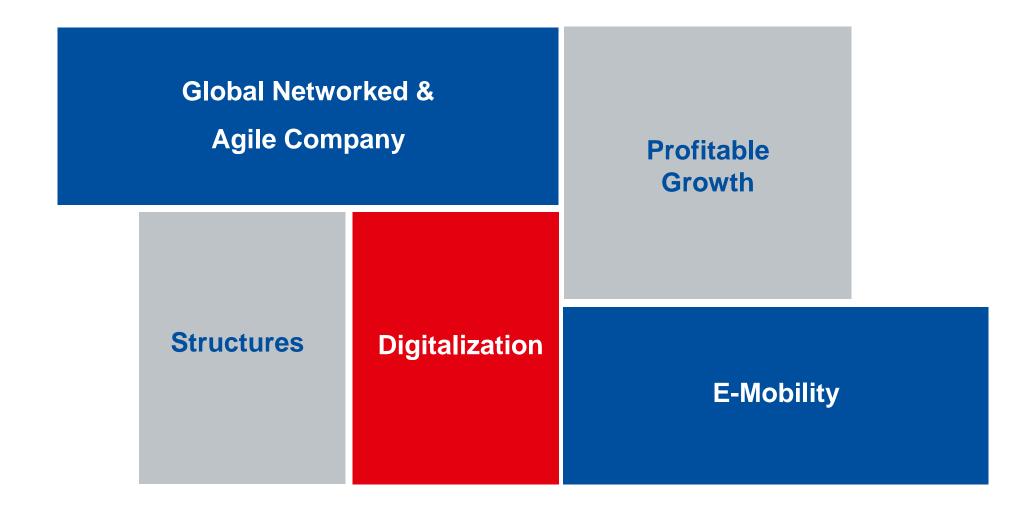
Functional Workforce Structure



*Excl. 130 Trainee







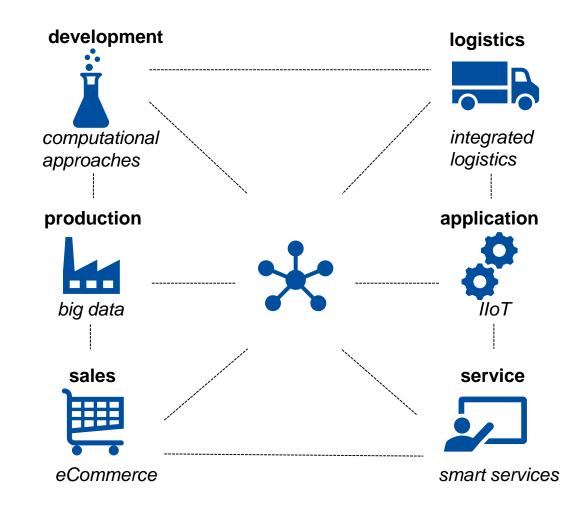


Digitalisation will fundamentally change our value creation

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:

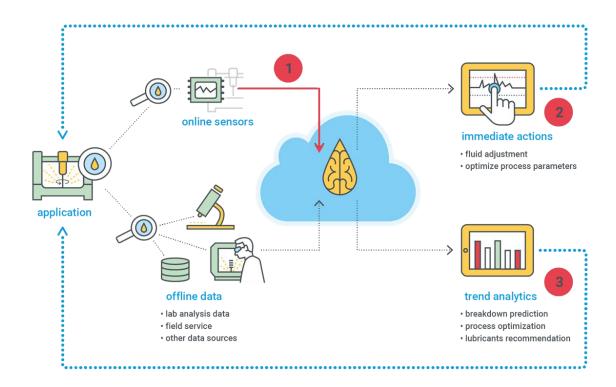
co-create next level FUCHS





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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

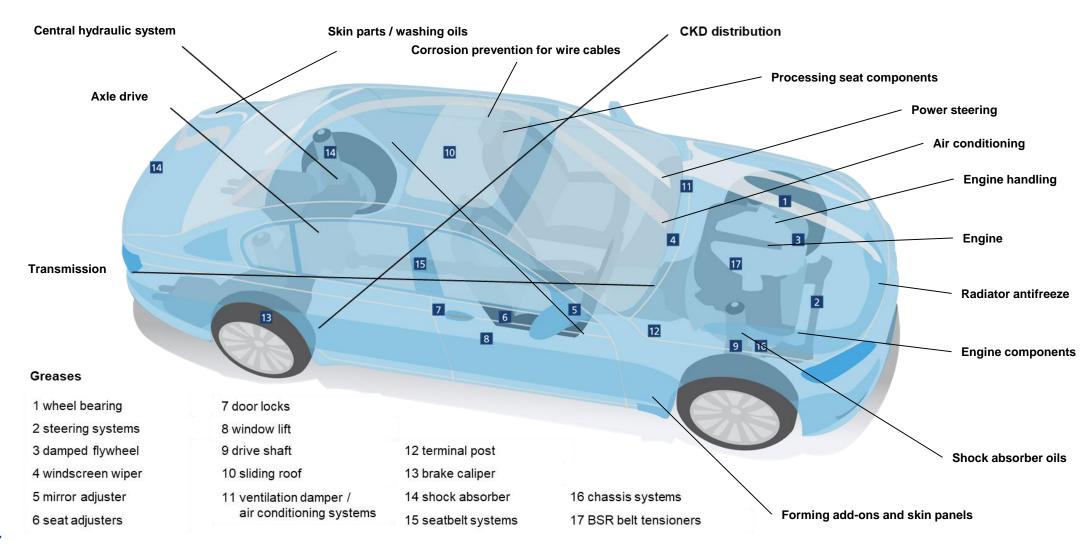
smart services: objectives

- 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

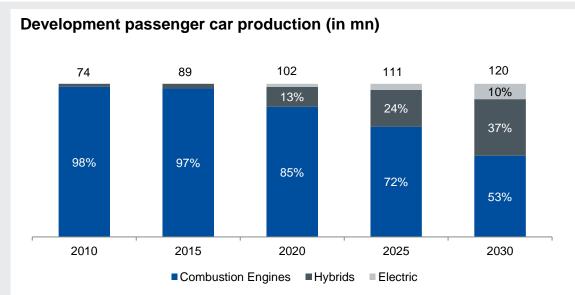
In modern cars there are more than 30 different types of greases





Source: IHS





- 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

| Powertrain Applications | ICE | HEV | BEV |
|-------------------------------------|----------|-------------|--|
| | | | Control of the second of the s |
| Engine oil | ✓ | ✓ | - |
| Transmission oil | ✓ | √ | √/- |
| Greases | ✓ | ✓ | √ |
| Specialty greases | √ | + | + |
| Lubricants for Auxiliary systems | ✓ | + | + |
| Cooling & functional liquids | ✓ | + | + |
| | | – Omitted ✓ | Required + Increase |



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

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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 <u>single</u> 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





















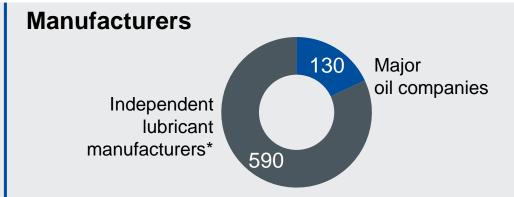


Further market consolidation to be expected

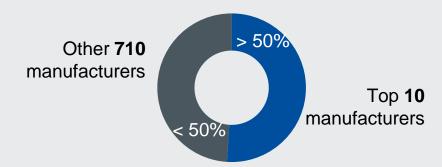


- High degree of fragmentation
- Concentration especially amongst smaller companies

Differences are enormous



Market Shares





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

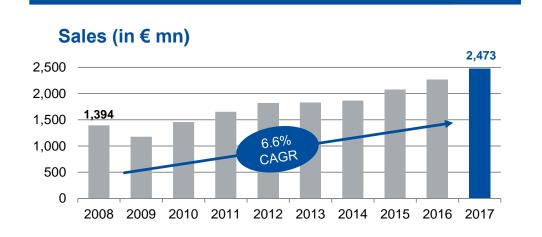
Stable Dividends

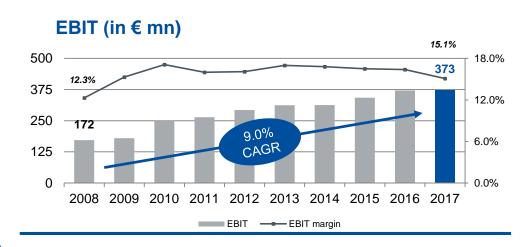
Acquisitions

Share Buyback

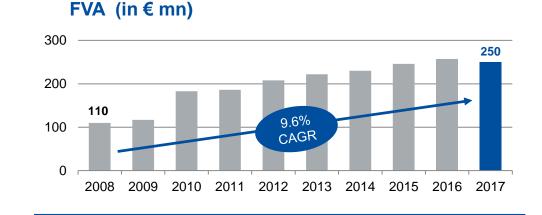


Unique track record for continued profitability and added value





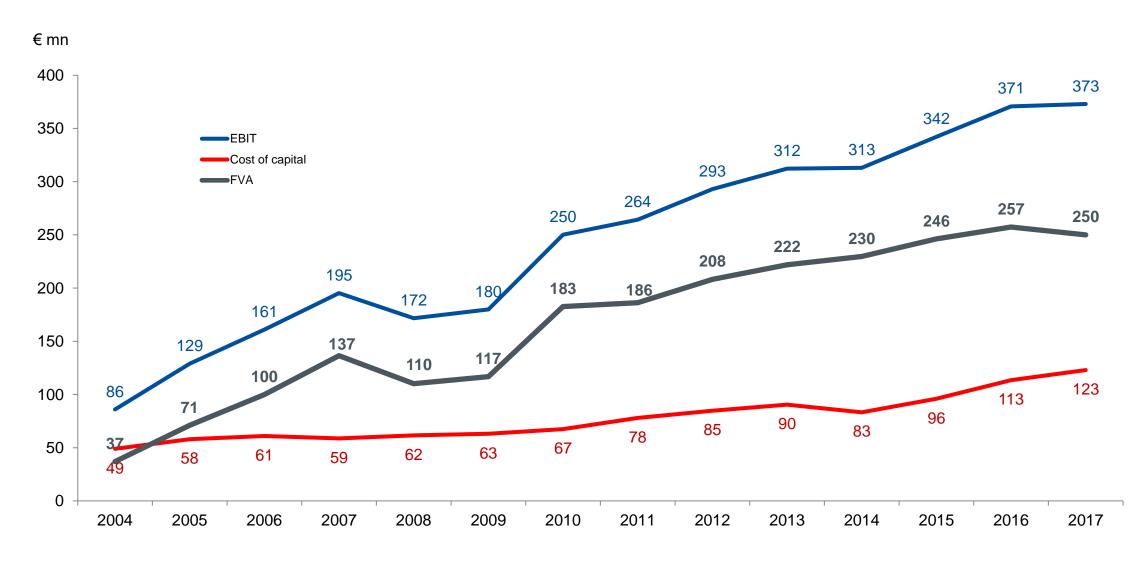








Development EBIT – Cost of Capital – FVA





EBIT increase of 1% in 2017

| € mn | 2013 | 2014 | 2015 | 2016 | 2017 | Δ 16/17 |
|------------------------------|-------|-------|-------|-------|-------|---------------|
| Sales | 1,832 | 1,866 | 2,079 | 2,267 | 2,473 | 9.1% |
| 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% |
| EBIT before at Equity | 299 | 293 | 324 | 352 | 356 | 1.1% |
| 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% |
| EBIT | 312 | 313 | 342 | 371 | 373 | 0.5% |
| EBIT margin | 17.0% | 16.8% | 16.5% | 16.4% | 15.1% | -1.3 %-points |
| EBITDA | 340 | 343 | 381 | 418 | 432 | 3.3% |
| EBITDA margin | 18.6% | 18.4% | 18.3% | 18.4% | 17.5% | -0.9 %-points |

Regional Sales and EBIT development

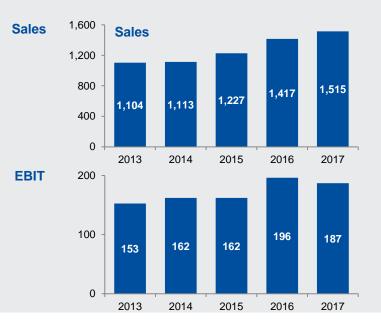




Europe 2017

Sales: + 6.9% EBIT: - 4.6%

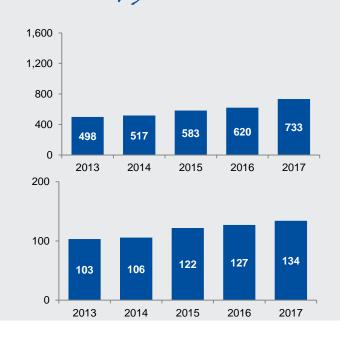
Employees: 3,349 (3,253)



Asia-Pacific, Africa 2017

Sales: + 18.2% EBIT: + 5.5%

Employees: 1,085 (1,062)



Americas 2017







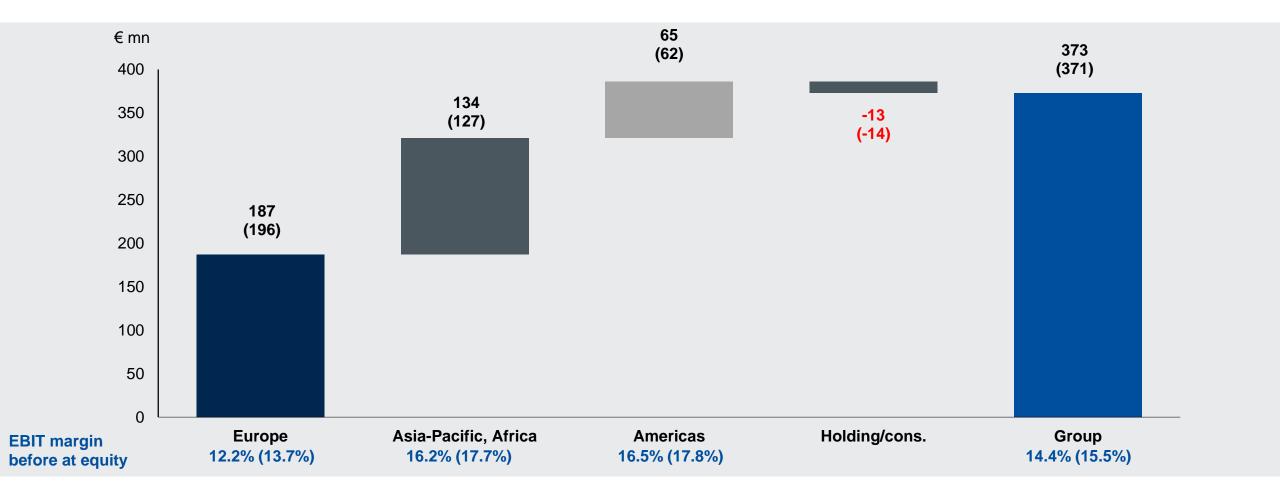
Solid balance sheet and strong cash flow generation

| € 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 |





FY 2017 (FY 2016)





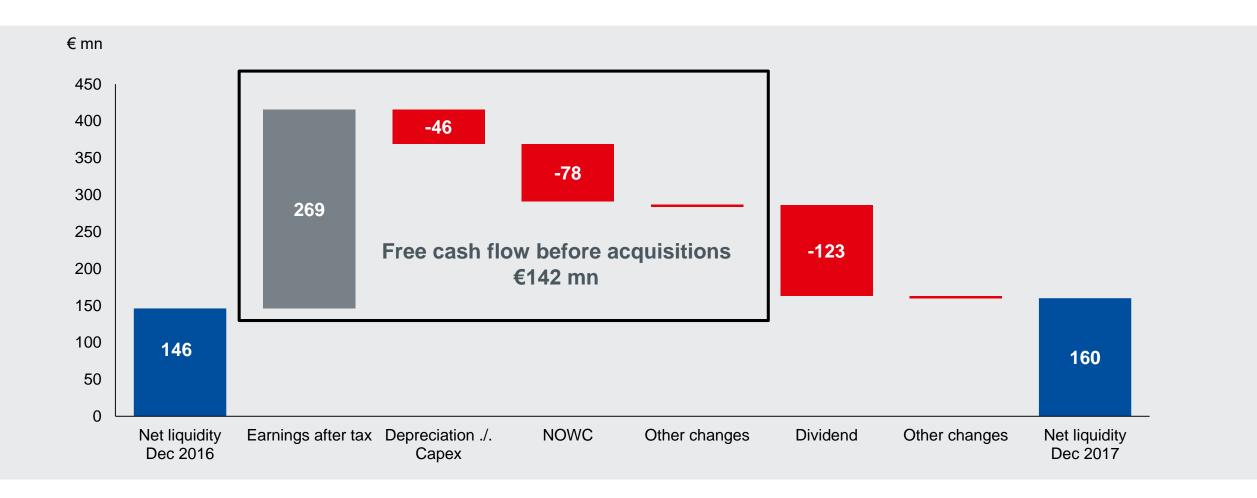


| € mn | FY 2016 | FY 2017 |
|---|---------|---------|
| Earnings after tax | 260 | 269 |
| Amortisation/Depreciation & Impairment | 47 | 59 |
| Changes in net operating working capital (NOWC) | -22 | -78 |
| Other changes | 13 | -3 |
| Capex | -93 | -105 |
| Free cash flow before acquisitions | 205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



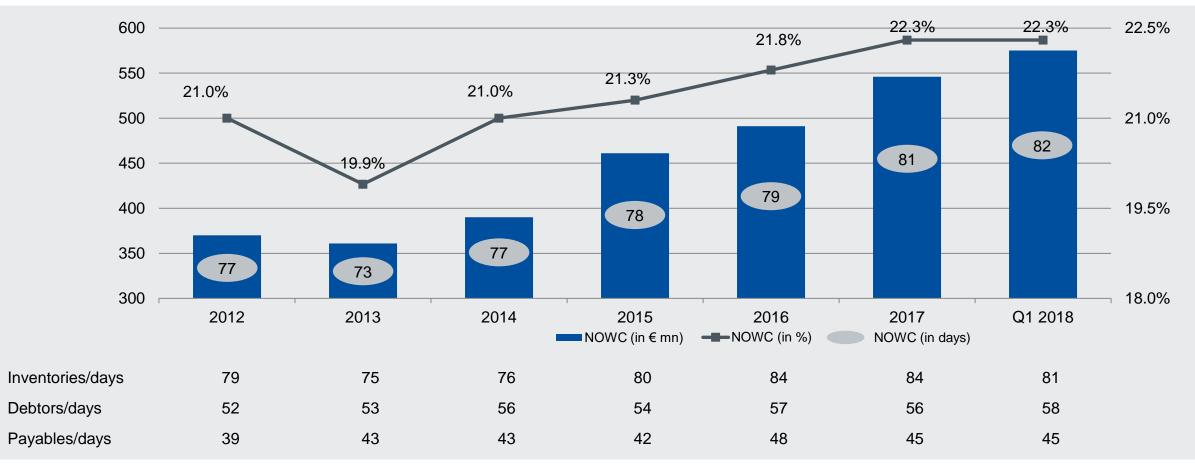
Net Liquidity 2017





Net operating working capital (NOWC)*



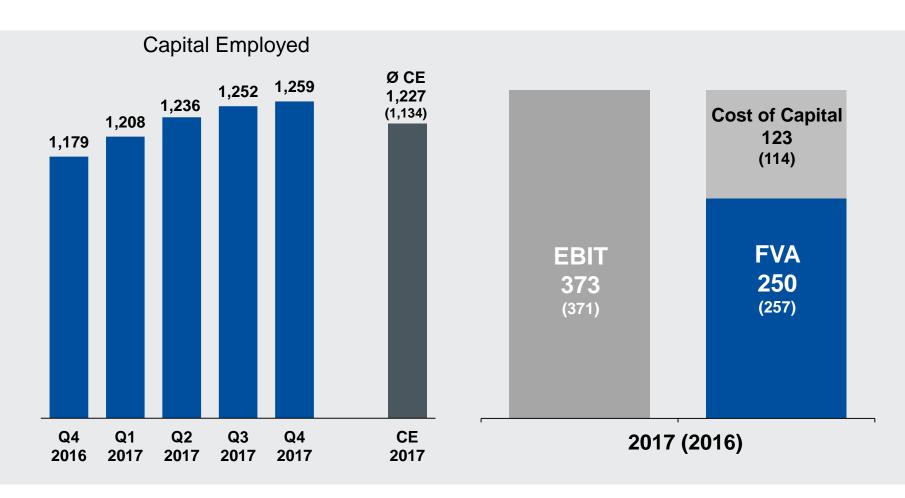


^{*} In relation to the annualized sales revenues of the last quarter

FUCHS Value Added (FVA)











- 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 | | 20 | 15 | | | 20 | 16 | | | 20 ⁻ | 17 | | | 201 | 8 | |
|-------------------------------------|------|------|------|------|------|------|------|------|------|-----------------|------|------|------|-----|----|----|
| emn | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Sales | 493 | 515 | 531 | 540 | 550 | 586 | 567 | 564 | 618 | 629 | 615 | 611 | 643 | | | |
| Gross Profit | 188 | 200 | 203 | 200 | 206 | 221 | 214 | 210 | 226 | 226 | 215 | 215 | 225 | | | |
| Gross Profit margin (in %) | 38.1 | 38.8 | 38.2 | 37.1 | 37.4 | 37.7 | 37.8 | 37.1 | 36.6 | 35.8 | 35.0 | 35.2 | 35.0 | | | |
| Other function costs | -110 | -113 | -118 | -126 | -126 | -128 | -125 | -120 | -137 | -134 | -129 | -126 | -136 | | | |
| EBIT before at Equity | 78 | 87 | 85 | 74 | 80 | 93 | 89 | 90 | 89 | 92 | 86 | 89 | 89 | | | |
| EBIT margin before at Equity (in %) | 15.8 | 16.8 | 16.0 | 13.9 | 14.6 | 15.8 | 15.8 | 15.9 | 14.5 | 14.5 | 14.1 | 14.6 | 13.8 | | | |
| At Equity | 4 | 3 | 4 | 7 | 5 | 5 | 5 | 4 | 5 | 4 | 5 | 3 | 3 | | | |
| EBIT | 82 | 90 | 89 | 81 | 85 | 98 | 94 | 94 | 94 | 96 | 91 | 92 | 92 | | | |
| EBIT margin (in %) | 16.6 | 17.5 | 16.8 | 15.0 | 15.5 | 16.6 | 16.5 | 16.8 | 15.3 | 15.1 | 14.8 | 15.1 | 14.3 | | | |
| EBITDA | 90 | 99 | 100 | 92 | 97 | 109 | 105 | 107 | 107 | 109 | 105 | 111 | 106 | | | |
| EBITDA margin (in %) | 18.3 | 19.1 | 18.8 | 17.1 | 17.6 | 18.7 | 18.6 | 18.8 | 17.4 | 17.3 | 17.0 | 18.2 | 16.5 | | | |





| Sales (€ mn) | | | 2015 | | |
|----------------------|-----|-----|------|-----|-------|
| Sales (& IIII) | Q1 | Q2 | Q3 | Q4 | FY |
| Europe | 278 | 293 | 321 | 335 | 1,227 |
| Asia-Pacific, Africa | 147 | 155 | 141 | 140 | 583 |
| Americas | 88 | 88 | 91 | 86 | 353 |
| Consolidation | -20 | -21 | -22 | -21 | -84 |
| FUCHS Group | 493 | 515 | 531 | 540 | 2,079 |

| | | 2016 | | |
|-----|-----|------|-----|-------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 349 | 372 | 359 | 337 | 1,417 |
| 144 | 154 | 153 | 169 | 620 |
| 85 | 87 | 88 | 89 | 349 |
| -28 | -27 | -33 | -31 | -119 |
| 550 | 586 | 567 | 564 | 2,267 |

| | | 2017 | | |
|-----|-----|------|-----|-------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 368 | 383 | 391 | 373 | 1,515 |
| 181 | 182 | 181 | 189 | 733 |
| 104 | 101 | 97 | 91 | 393 |
| -35 | -37 | -54 | -42 | -168 |
| 618 | 629 | 615 | 611 | 2,473 |
| | | | | |

| 2018 | | | | | | | |
|------|----|----|----|----|--|--|--|
| Q1 | Q2 | Q3 | Q4 | FY | | | |
| 396 | | | | | | | |
| 199 | | | | | | | |
| 95 | | | | | | | |
| -47 | | | | | | | |
| 643 | | | | | | | |

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

| | | 2016 | | |
|------|------|------|------|------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 25.5 | 26.8 | 11.8 | 0.7 | 15.5 |
| -1.4 | -1.1 | 7.9 | 21.1 | 6.3 |
| -4.3 | -0.5 | -3.0 | 3.3 | -1.2 |
| - | - | - | - | - |
| 11.7 | 13.8 | 6.7 | 4.4 | 9.0 |

| | | 2017 | | |
|------|------|------|------|------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 5.3 | 3.1 | 8.7 | 10.7 | 6.9 |
| 25.1 | 18.8 | 18.6 | 11.8 | 18.2 |
| 22.7 | 15.4 | 10.9 | 2.2 | 12.6 |
| - | - | - | - | - |
| 12.4 | 7.3 | 8.6 | 8.3 | 9.1 |

| | 2018 | | | | | | |
|----|------|----|----|----|--|--|--|
| Q1 | Q2 | Q3 | Q4 | FY | | | |
| 8 | | | | | | | |
| 10 | | | | | | | |
| -9 | | | | | | | |
| - | | | | | | | |
| 4 | | | | | | | |



Quarterly sales growth split by regions

| Ormania Crowth (in 0/) | | | 2016 | | | | | 2017 | | | | | 2018 | | |
|------------------------|------|------|------|------|------|------|------|------|-------|------|-----|----|------|----|----|
| Organic Growth (in %) | 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 | | | | |
| FUCHS Group | 1.1 | 3.7 | 3.0 | 5.2 | 3.3 | 9.3 | 5.7 | 10.2 | 11.3 | 9.1 | 10 | | | | |
| | | | 2016 | | | | | 2017 | | | | | 2018 | | |
| External Growth (in %) | 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 | - | | | | |
| FUCHS Group | 13.7 | 14.9 | 6.0 | 0.5 | 8.6 | 1.1 | 0.8 | 0.7 | 0.4 | 0.8 | - | | | | |
| | | | 2016 | | | | | 2017 | | | | | 2018 | | |
| FX Effects (in %) | 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 | | | | |
| FUCHS Group | -3.1 | -4.8 | -2.3 | -1.3 | -2.9 | 2.0 | 0.8 | -2.3 | -3.4 | -0.8 | -6 | | | | |





| EBIT (€ mn) | | | 2015 | | |
|----------------------|----|----|------|----|-----|
| EBIT (€ IIIII) | Q1 | Q2 | Q3 | Q4 | FY |
| Europe | 39 | 44 | 45 | 34 | 162 |
| Asia-Pacific, Africa | 27 | 32 | 28 | 35 | 122 |
| Americas | 17 | 16 | 17 | 15 | 65 |
| Consolidation | -1 | -2 | -1 | -3 | -7 |
| FUCHS Group | 82 | 90 | 89 | 81 | 342 |

| | | 2016 | | |
|----|----|------|----|-----|
| Q1 | Q2 | Q3 | Q4 | FY |
| 43 | 52 | 54 | 47 | 196 |
| 29 | 32 | 29 | 37 | 127 |
| 15 | 17 | 15 | 15 | 62 |
| -2 | -3 | -4 | -5 | -14 |
| 85 | 98 | 94 | 94 | 371 |

| | 2017 | | |
|----|----------------|---|---|
| Q2 | Q3 | Q4 | FY |
| 48 | 52 | 41 | 187 |
| 32 | 32 | 36 | 134 |
| 15 | 18 | 15 | 65 |
| 1 | -11 | 0 | -13 |
| 96 | 91 | 92 | 373 |
| | 48 32 15 | Q2 Q3 48 52 32 32 15 18 1 -11 | Q2 Q3 Q4 48 52 41 32 32 36 15 18 15 1 -11 0 |

| | | 2018 | | |
|----|----|------|----|----|
| Q1 | Q2 | Q3 | Q4 | FY |
| 49 | | | | |
| 33 | | | | |
| 14 | | | | |
| -4 | | | | |
| 92 | | | | |

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

| | | 2016 | | |
|------|------|------|------|------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 9.4 | 19.6 | 19.8 | 35.2 | 20.5 |
| 9.8 | -2.2 | 2.9 | 7.1 | 4.3 |
| -8.5 | 0 | -9.7 | 3.4 | -4.0 |
| - | - | - | - | - |
| 4.3 | 8.5 | 4.7 | 16.2 | 8.3 |

| | | 2017 | | |
|------|------|------|-------|------|
| Q1 | Q2 | Q3 | Q4 | FY |
| 6.0 | -7.3 | -3.3 | -12.8 | -4.6 |
| 15.4 | 2.5 | 8.3 | -2.7 | 5.5 |
| 11.9 | -6.7 | 12.0 | 0 | 4.8 |
| - | - | - | - | - |
| 10.8 | -2.4 | -2.8 | -2.1 | 0.5 |

| | 2018 | | | | | | |
|-----|------|----|----|----|--|--|--|
| Q1 | Q2 | Q3 | Q4 | FY | | | |
| 7 | | | | | | | |
| -3 | | | | | | | |
| -18 | | | | | | | |
| - | | | | | | | |
| -2 | | | | | | | |

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





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Financial Calendar 2018

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

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