

# FUCHS GROUP

## In Motion

| Investor Presentation, January 2018

| Dagmar Steinert, CFO

| Thomas Altmann, Head of Investor Relations



# Agenda

- 01** | The Leading Independent Lubricants Company
- 02** | Q1-3 2017
- 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

**€2.3** bn  
sales

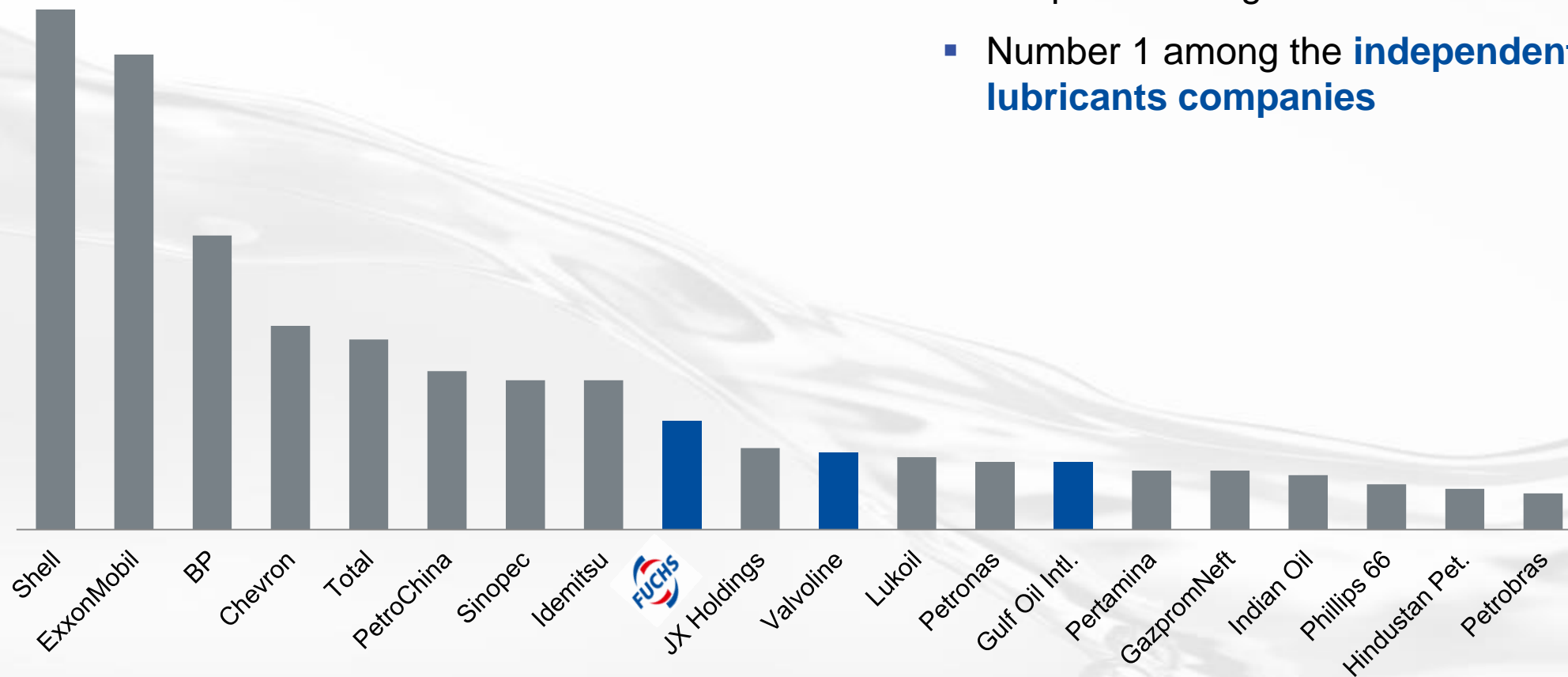
Almost **5,000**  
employees

Preference share is listed  
in the MDAX

**57** companies worldwide

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

## Top 20 lubricants manufacturers 2016



- 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



**57 Operating Companies**  
**34 Production Sites**

# Full-line supplier advantage

Sales 2016: €2.3 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  
(Top 20 Customers: ~ 25% of sales)



Car industry



Manufacturing



Engineering



Construction



Mining



Trade, Services &  
Transportation



Heavy Duty



Steel & Cement



Aerospace



Agriculture industry



Wind energy

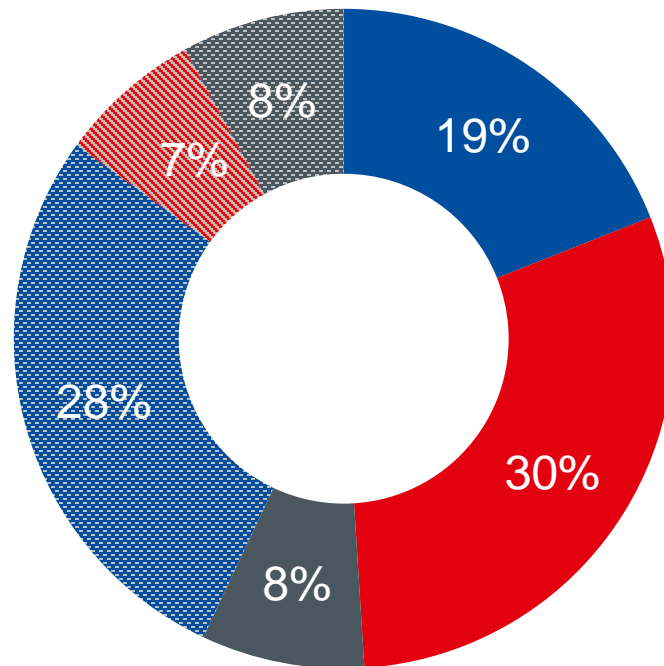


Food



## Well balanced customer structure

### FUCHS sales revenues 2016: €2.3 bn

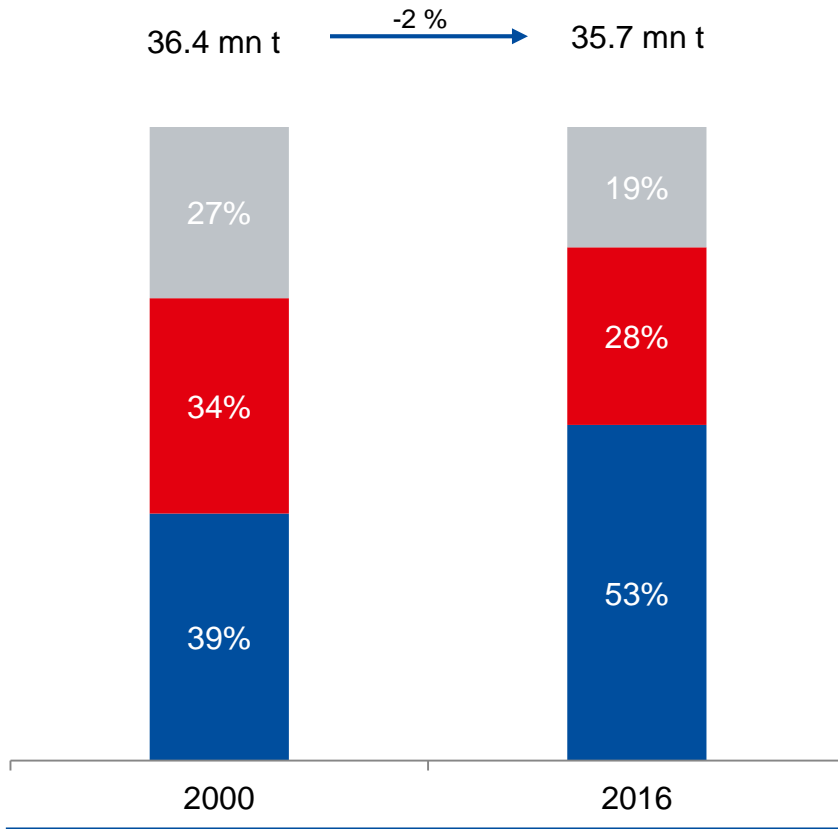


- Industrial goods manufacturing
- Vehicle manufacturing
- Energy and mining
- Trade, transport and services
- Agriculture and construction
- Engineering / machinery construction

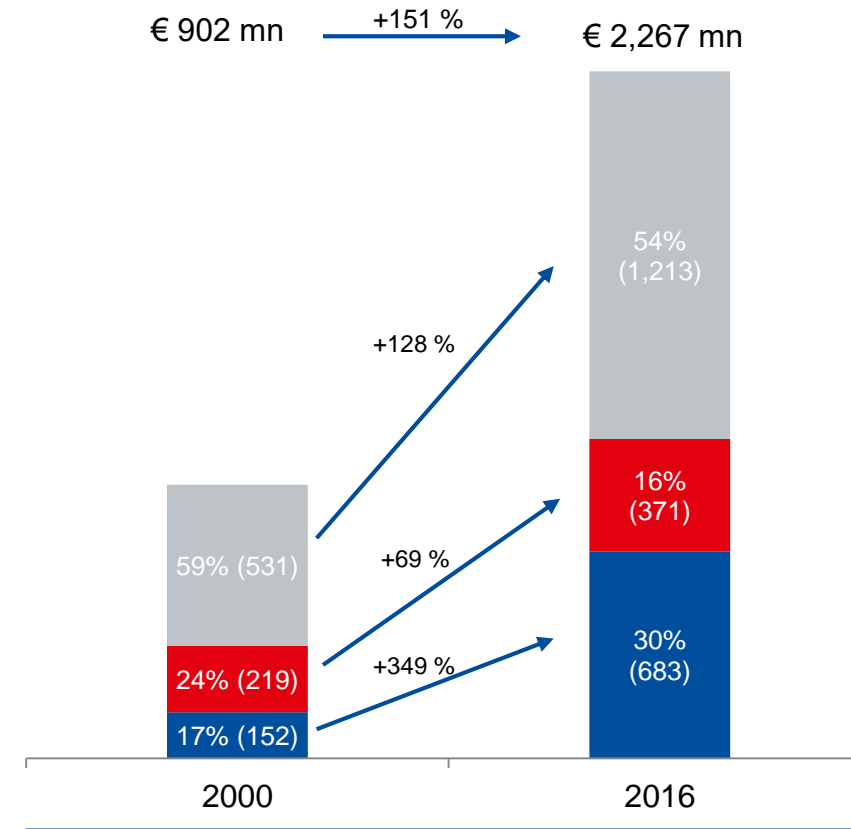
Top 20 Customers account for ~ 25% of 2016 sales

# Organic growth potential in emerging countries

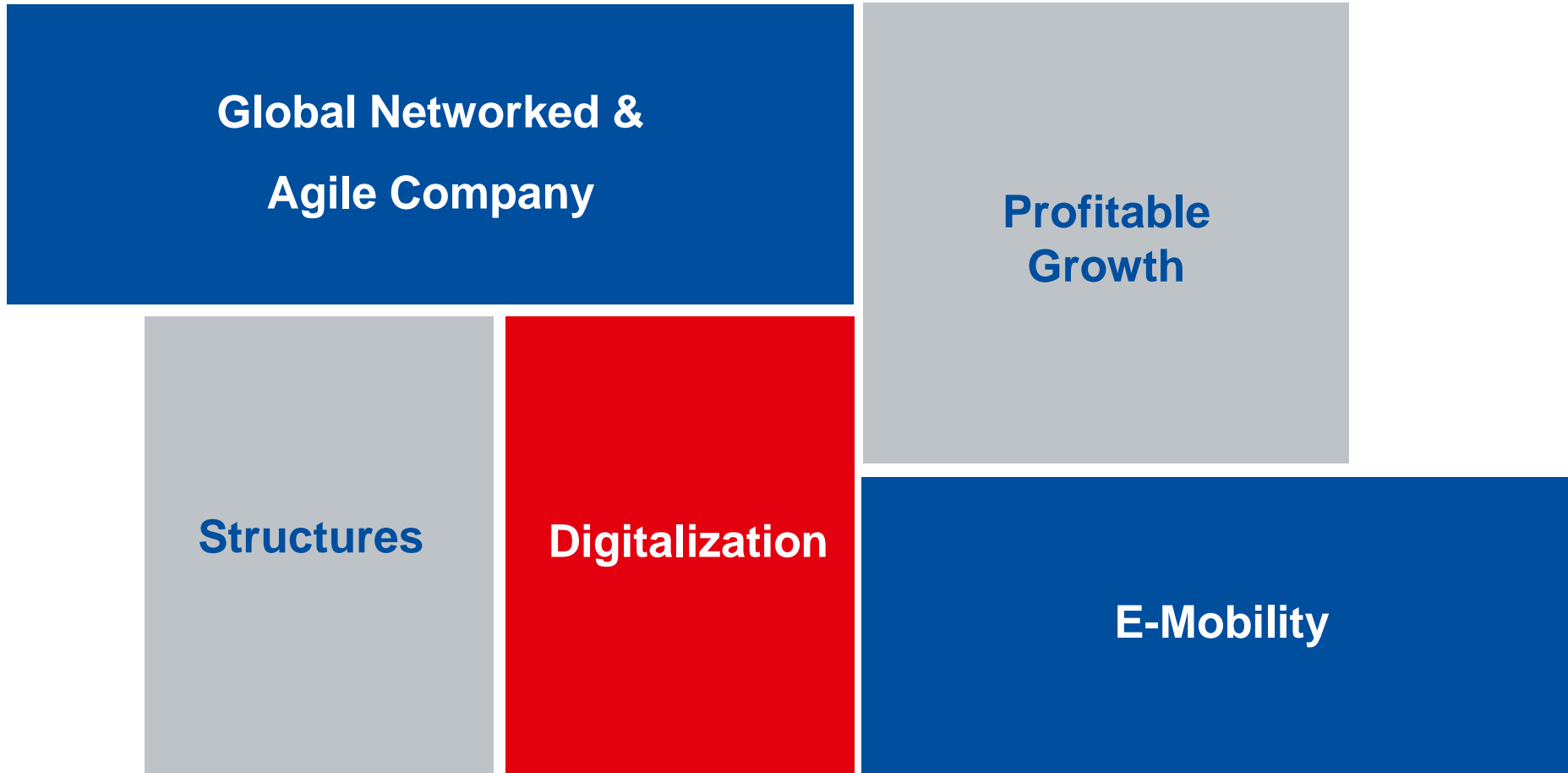
## Market Demand



## FUCHS Sales (by customer location)

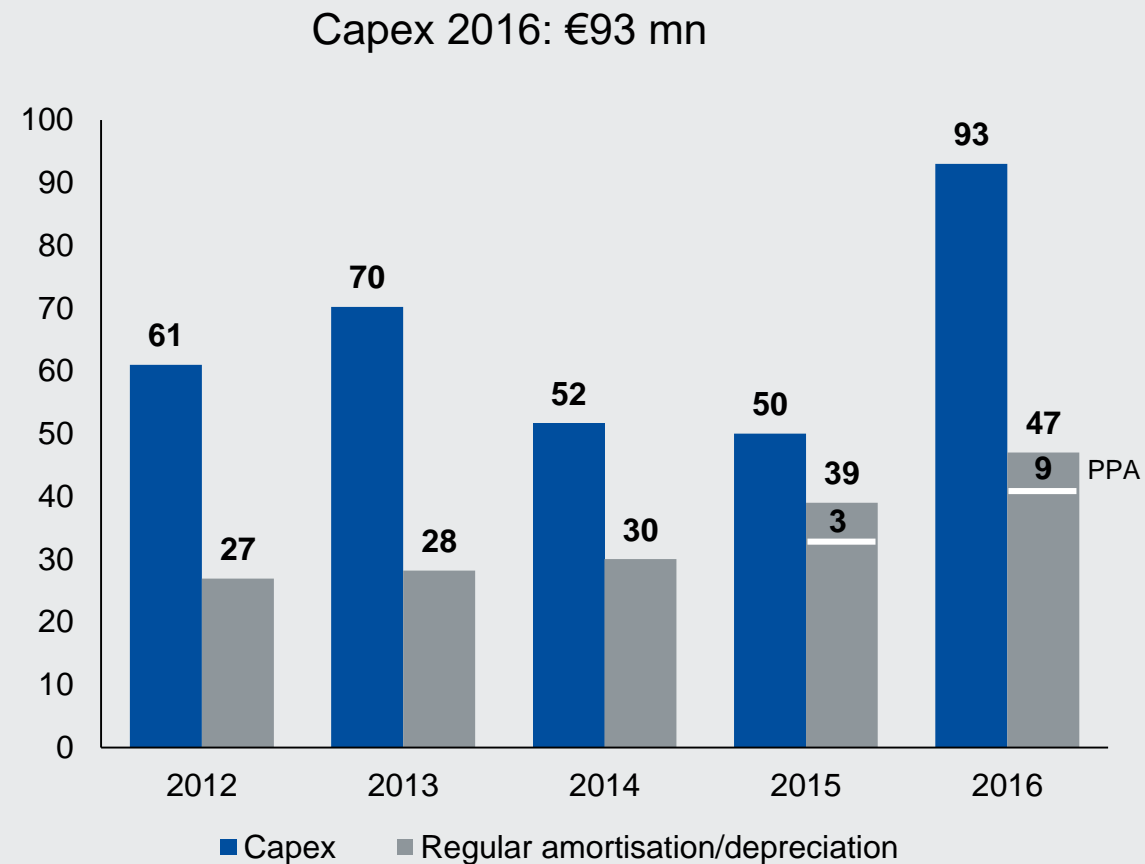
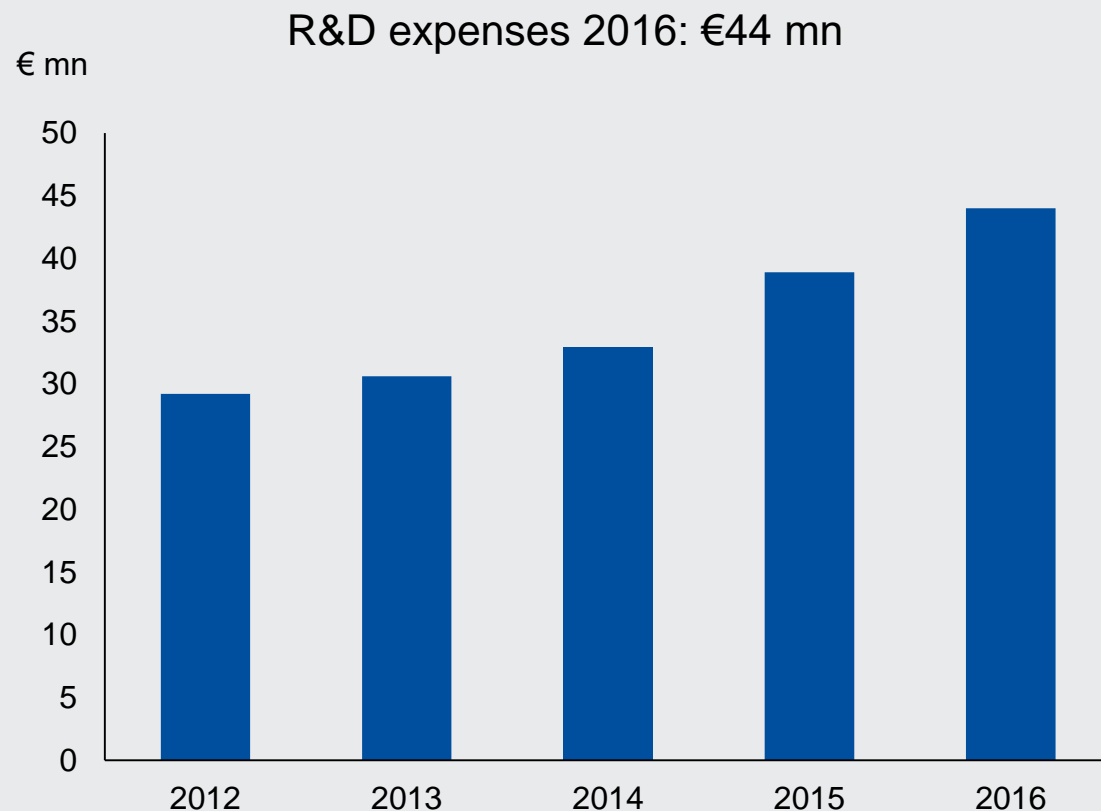


# Challenges & Opportunities



# Investment in the future

R&D, capex, amortisation & depreciation



# Investments 2016 - 2018

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

- Expansion of the Mannheim site, Germany (2016-2018)
- Expansion of the Kaiserslautern site, Germany (2017)
- Expansion of the Chicago site, USA (2016-2018)
- New plant in WuJiang, China (2017-2018)
- New plants in Australia and Sweden (2016-2018)

~ 50% of planned investments is maintenance capex

# 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** Q1-3 2017



## Highlights Q1-3 2017

**Sales +9%**  
**to €1,862 mn**

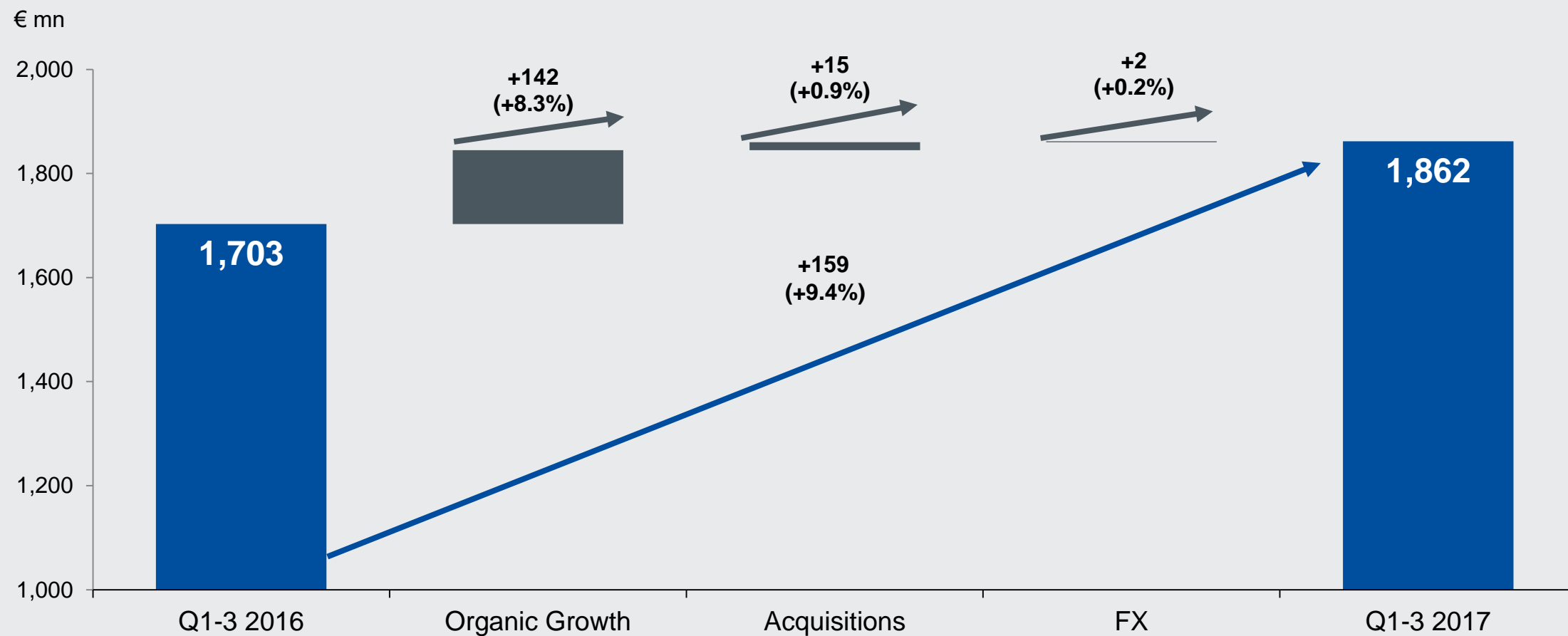
- Strong organic growth in Asia-Pacific, Africa and Americas
- Slight external growth in North America
- Ongoing decreasing currency effect

**EBIT +2%**  
**to €281 mn**

### Outlook 2017

- Sales outlook reaffirmed
- Earnings forecast downgraded

# Q1-3 Group sales



## Regional sales growth Q1-3 2017

	Q1-3 2016 (€ mn)	Q1-3 2017 (€ mn)	Growth	Organic	External	FX
Europe	1,080	1,142	+5.7%	+5.9%	-	-0.2%
Asia-Pacific, Africa	451	544	+20.7%	+20.3%	-	+0.4%
Americas	260	302	+16.3%	+9.4%	+5.7%	+1.2%
Consolidation	-88	-126	-	-	-	-
<b>Total</b>	<b>1,703</b>	<b>1,862</b>	<b>+9.4%</b>	<b>+8.3%</b>	<b>+0.9%</b>	<b>+0.2%</b>

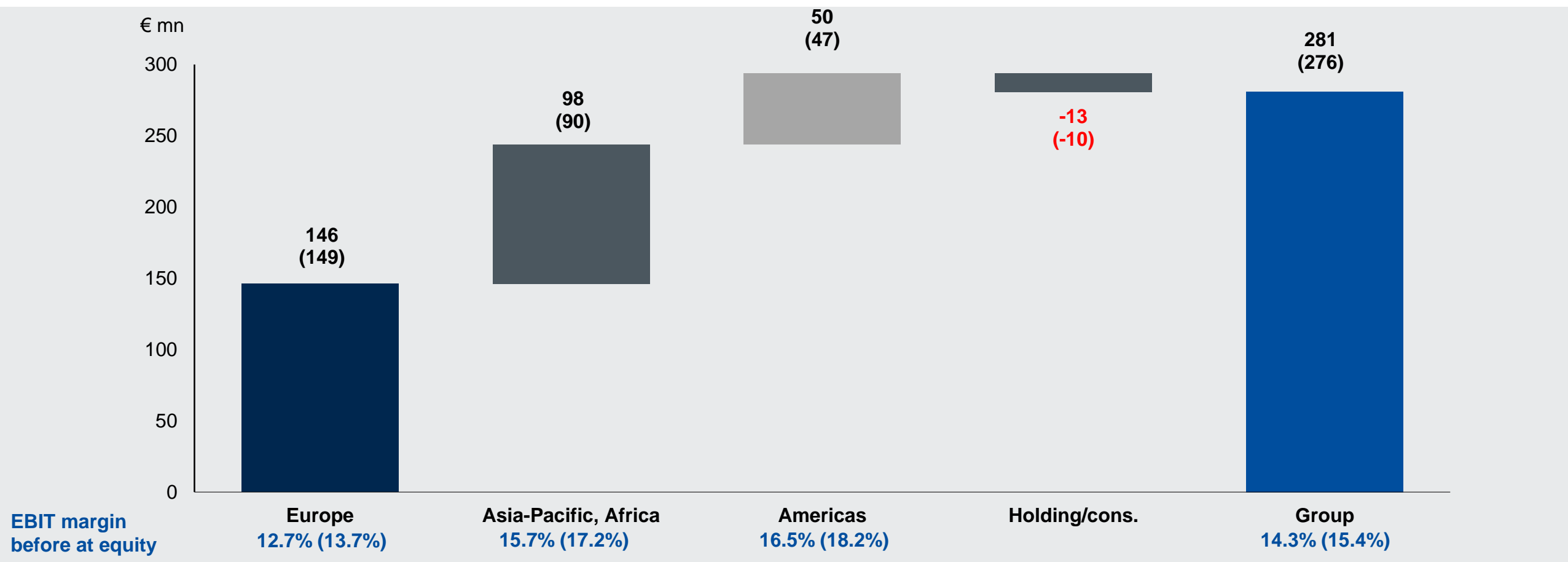
# Income statement Q1-3 2017

€ mn	Q1-3 2016	Q1-3 2017	Δ € mn	Δ in %
<b>Sales</b>	<b>1,703</b>	<b>1,862</b>	<b>159</b>	<b>9.4</b>
Gross Profit	641	667	26	4.0
<i>Gross Profit margin</i>	<i>37.6%</i>	<i>35.8%</i>	-	<i>-1.8%-points</i>
Other function costs	-378	-400	-22	5.6
<b>EBIT before at Equity</b>	<b>263</b>	<b>267</b>	<b>4</b>	<b>1.7</b>
At Equity	13	14	1	
<b>EBIT</b>	<b>276</b>	<b>281</b>	<b>5</b>	<b>1.6</b>
Earnings after tax	191	198	7	3.4



# EBIT by regions

Q1-3 2017 (Q1-3 2016)



## Cash flow Q1-3 2017

€ mn	Q1-3 2016	Q1-3 2017
<b>Earnings after tax</b>	<b>191</b>	<b>198</b>
Amortisation/Depreciation	35	40
Changes in net operating working capital (NOWC)	-45	-91
Other changes	17	8
Capex	-53	-66
<b>Free cash flow before acquisitions</b>	<b>145</b>	<b>89</b>
Acquisitions	-20	-1
<b>Free cash flow</b>	<b>125</b>	<b>88</b>

## Q1-3 2017 earnings summary

- Sales and earnings target met for Q1-3 2017
- Capex increase according to plan
- Higher raw material prices, strong euro and planned increase in costs lead to a less than proportional increase in earnings
- Raw material price increases can only be passed on with a time lag
- Stronger international business lead to higher inventories
- 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
- Full year earnings guidance downgraded

# Updated outlook 2017

Performance indicator	Actual 2016	Outlook 2017 (March 17)	Outlook 2017 (August 17)	Outlook 2017 (October 17)
Sales	€ 2,267 mn	+4% to +6%	+7% to +10%	+7% to +10%
EBIT	€ 371 mn	+1% to +5%	+1% to +5%	At or below FY 16
FUCHS Value Added	€ 257 mn	Low single-digit percentage range	Low single-digit percentage range	Below FY 16
Free cash flow before acquisitions	€ 205 mn	~ € 200 mn	~ € 200 mn	≤ € 150 mn

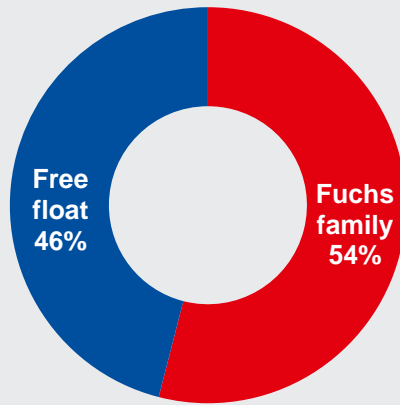
## 03 Shares



# Breakdown ordinary & preference shares

(September 30, 2017)

## Ordinary shares



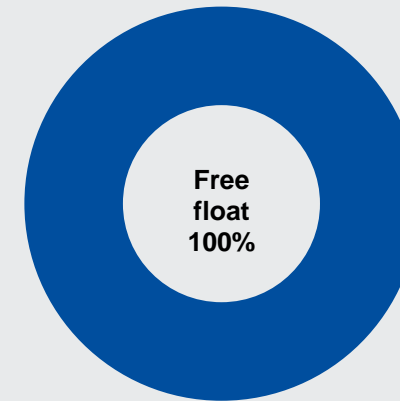
Basis: 69,500,000 ordinary shares

### Characteristics:

- Dividend
- Voting rights

## Preference shares

*MDAX-listed*



Basis: 69,500,000 preference shares

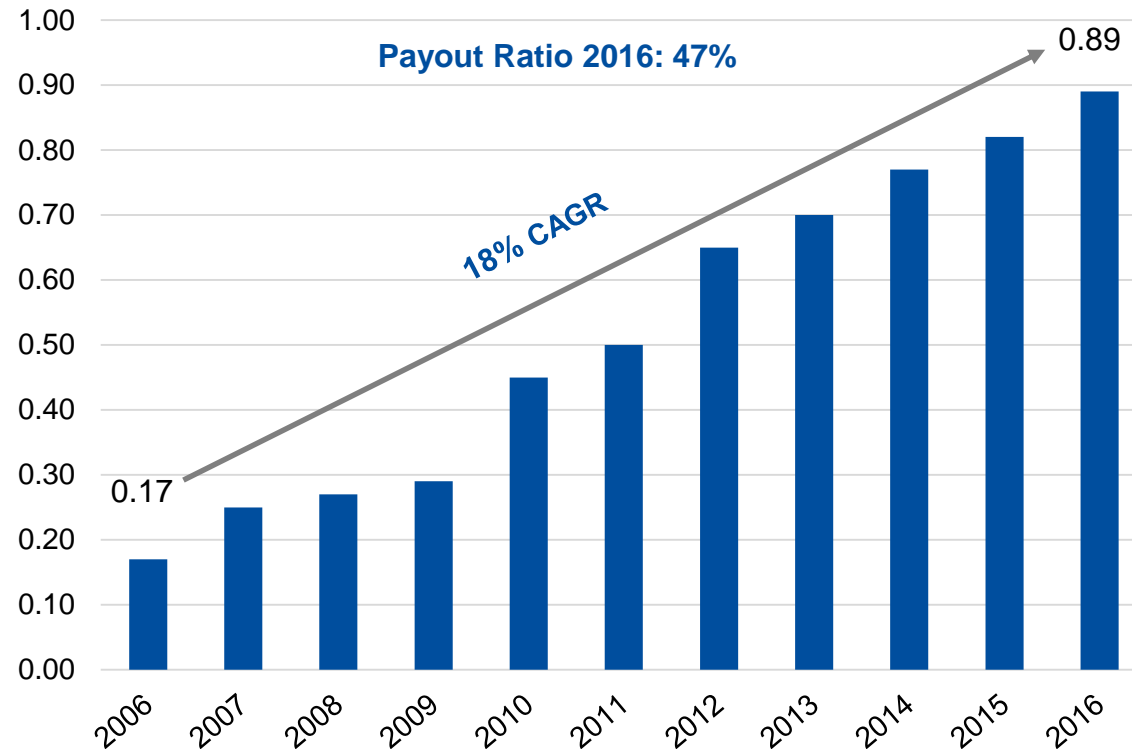
### Characteristics:

- 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.)

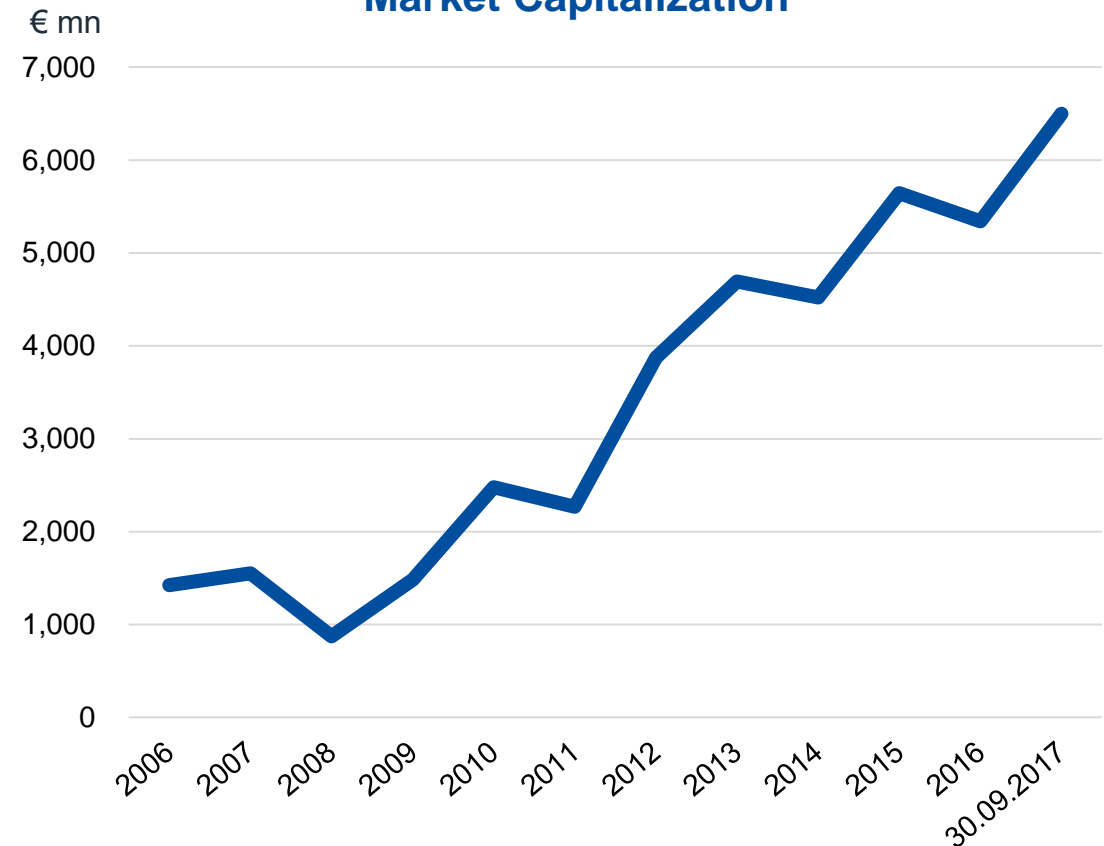


# Stable dividend policy

## Dividend per Preference Share



## Market Capitalization

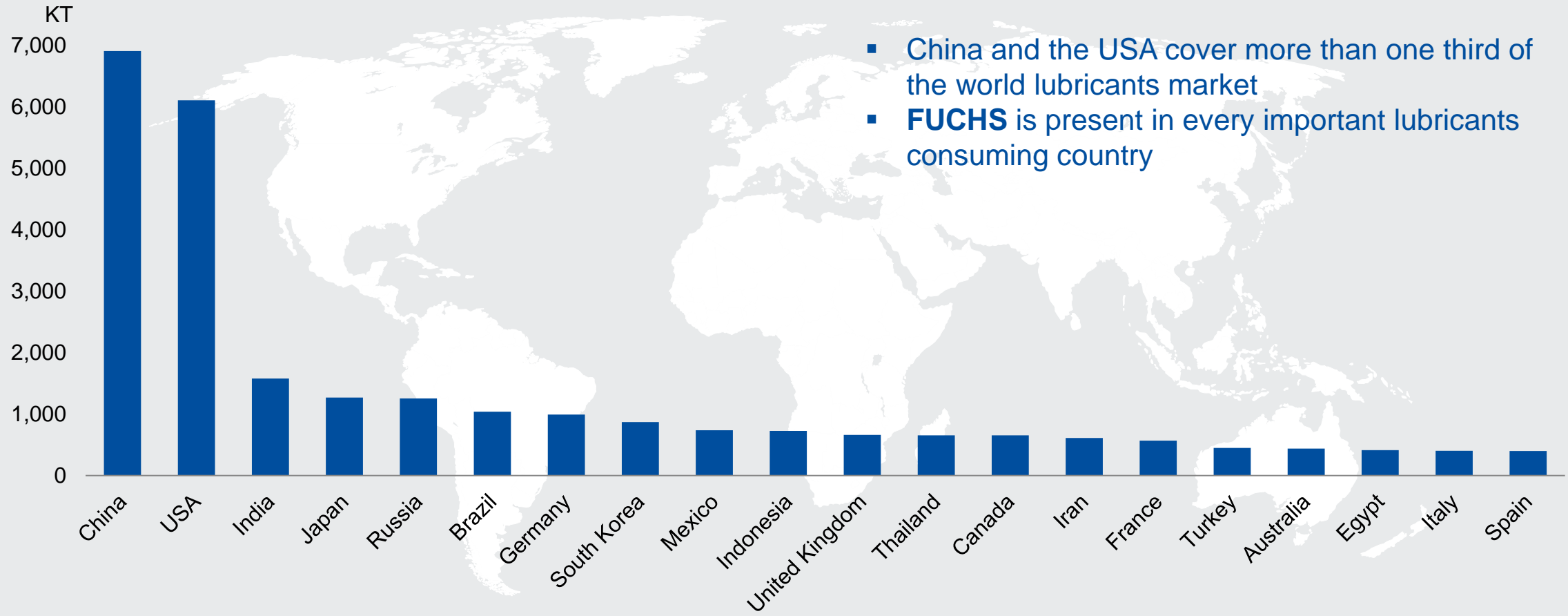


**Our target: Increase the absolute dividend amount each year or at least maintain previous year's level.**

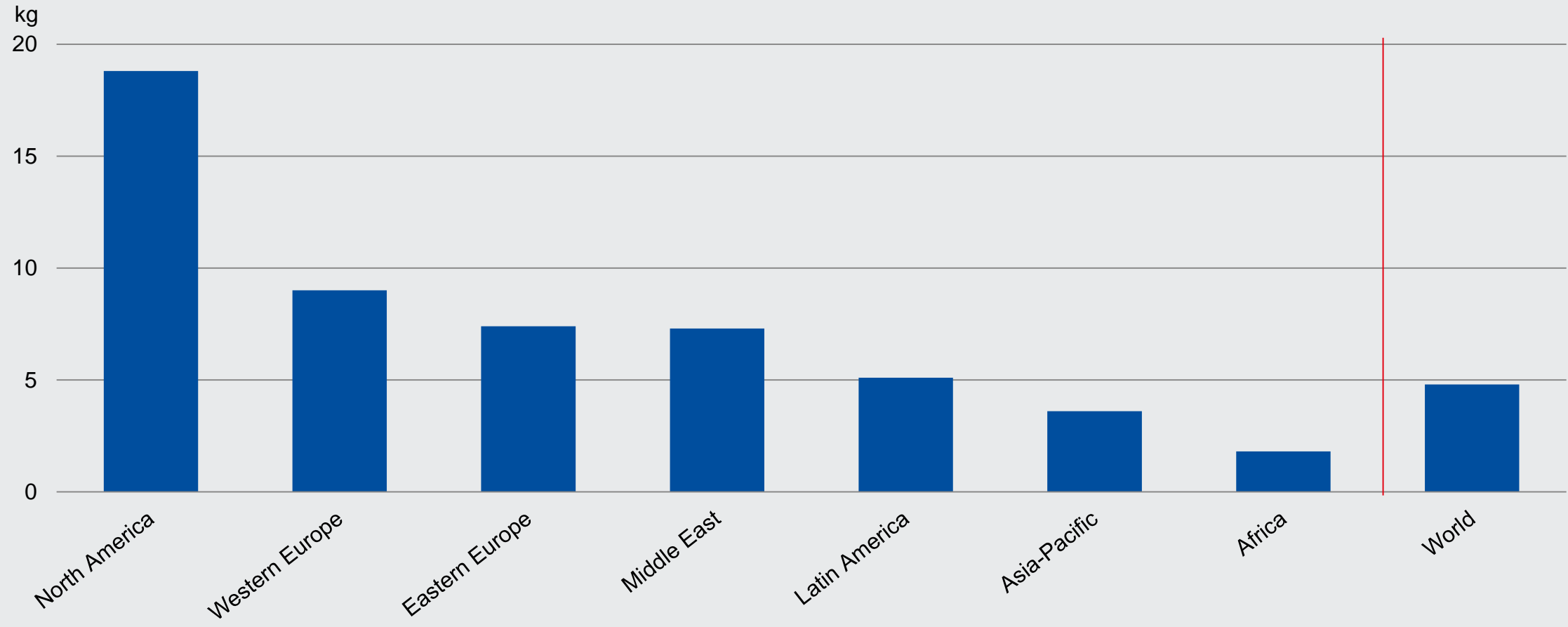
## 04 Appendix



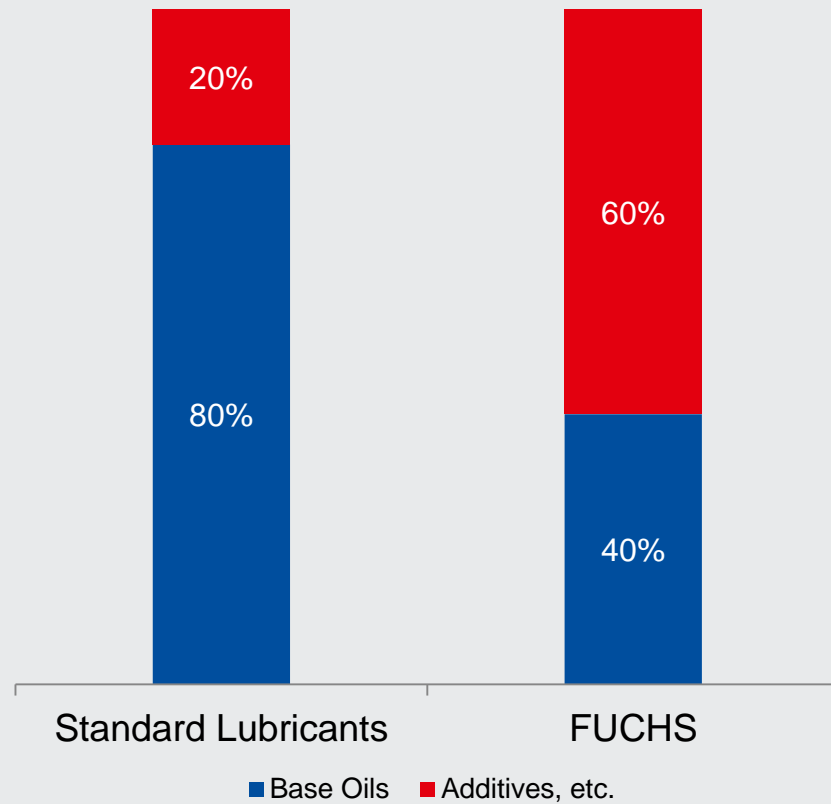
# Top 20 lubricant countries 2016



## Regional per-capita lubricants demand 2016



## Base oil / additives value split

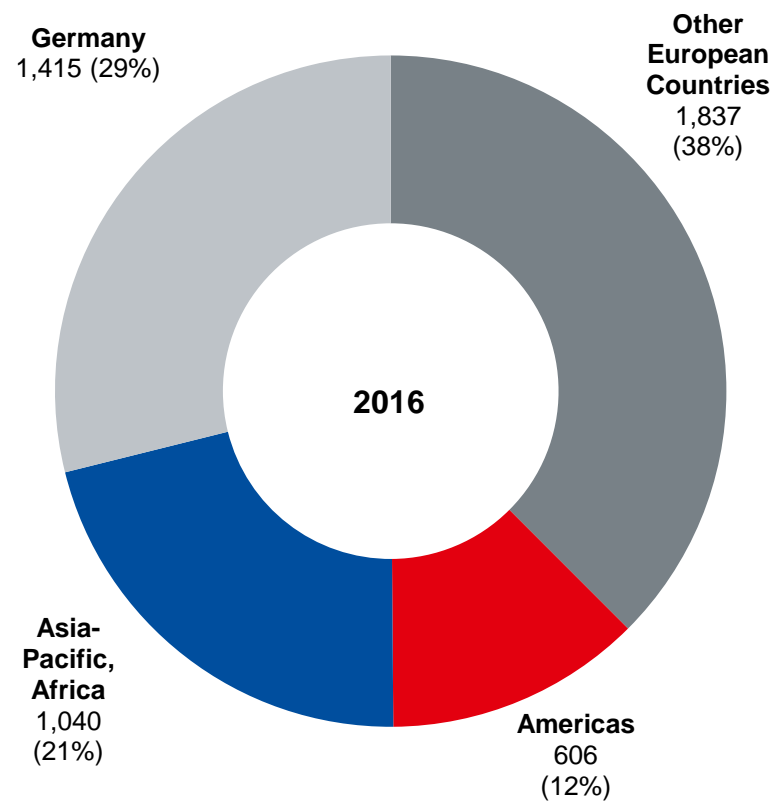


- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives

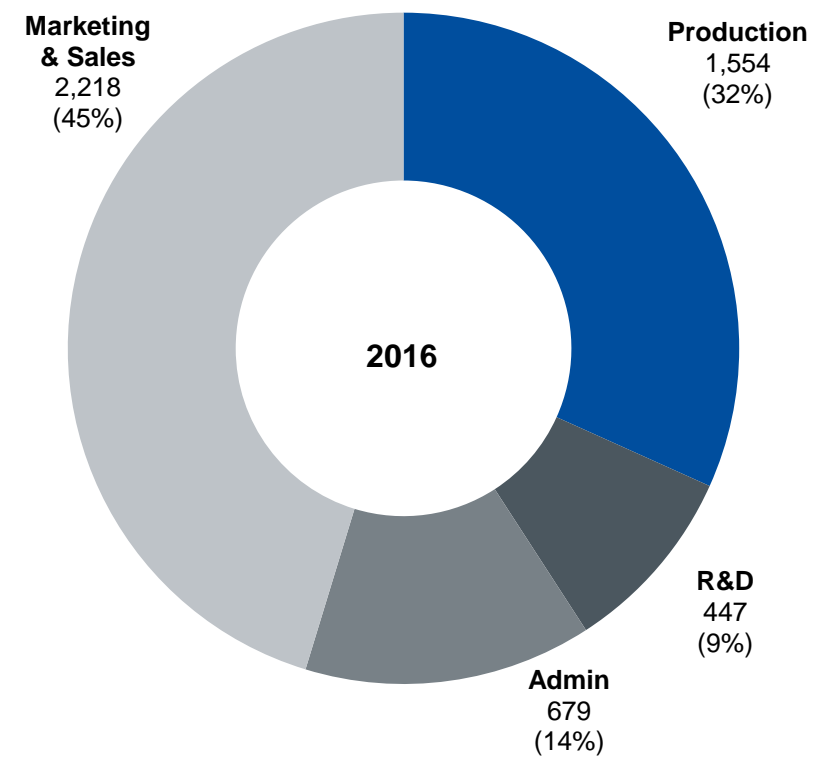
# Workforce Structure

4,898 employees globally

## Regional Workforce Structure



## Functional Workforce Structure

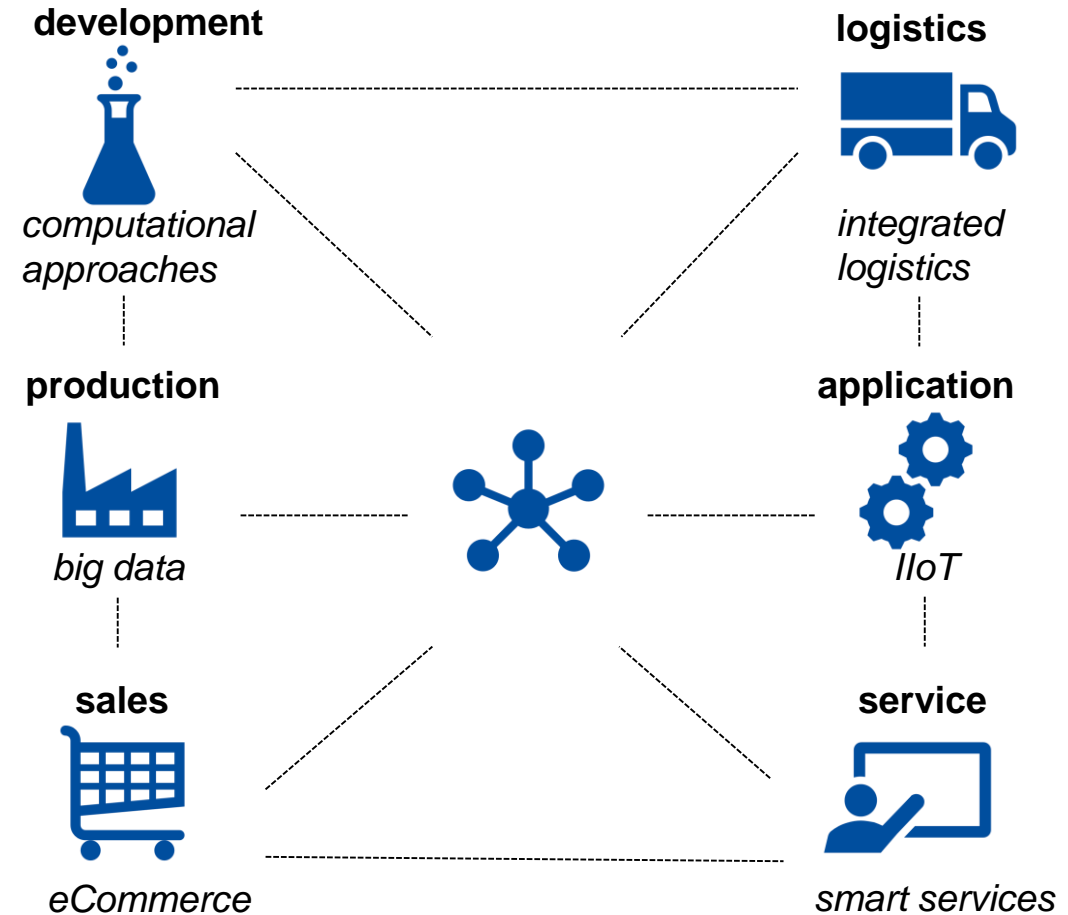




# Digitalisation will fundamentally change our value creation

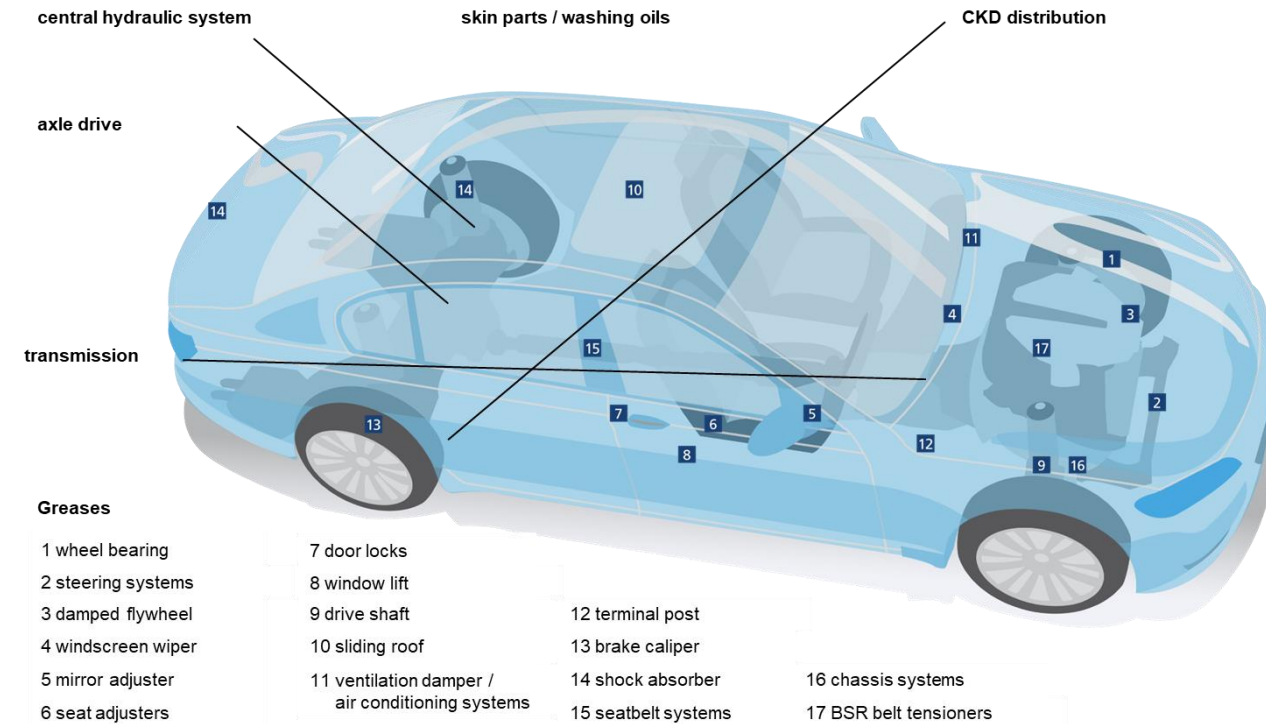
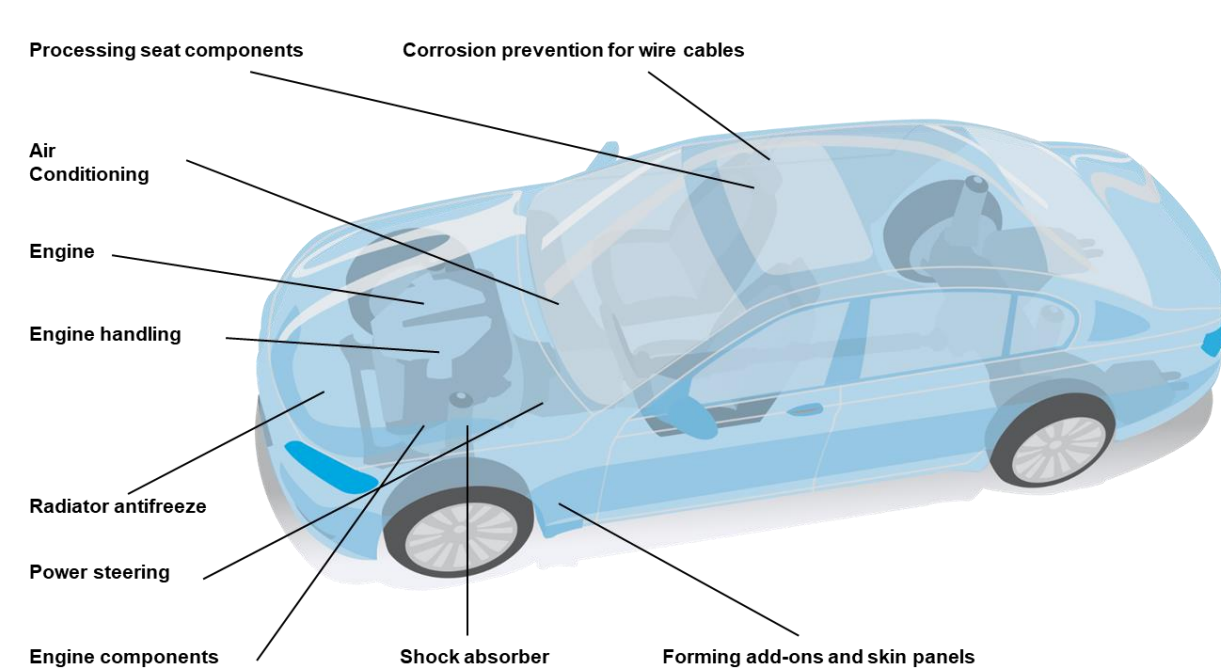
With our “think tank” in the FUCHS family, **inoviga GmbH**, we created a think tank aiming to deliberately engage in new ways of thinking and to be the driving force behind digitalization projects.

inoviga’s mission:  
co-create next level FUCHS.



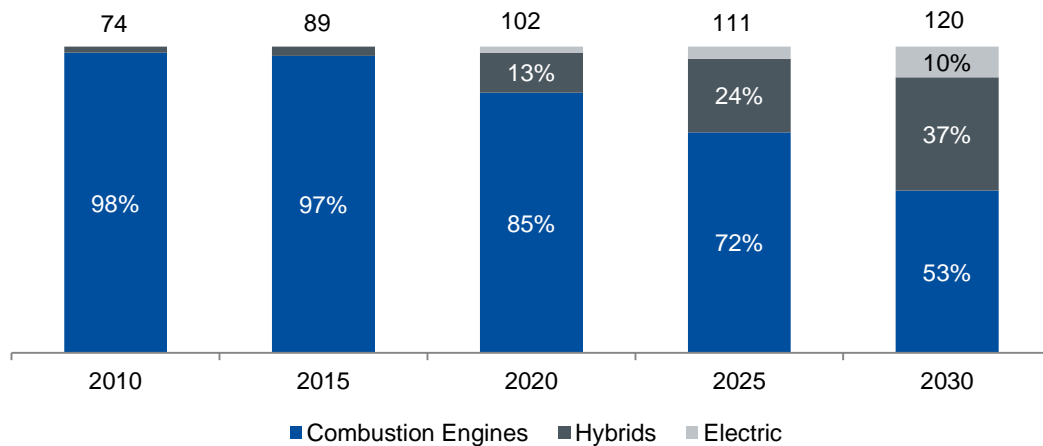
# Lubricant applications in passenger cars

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

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

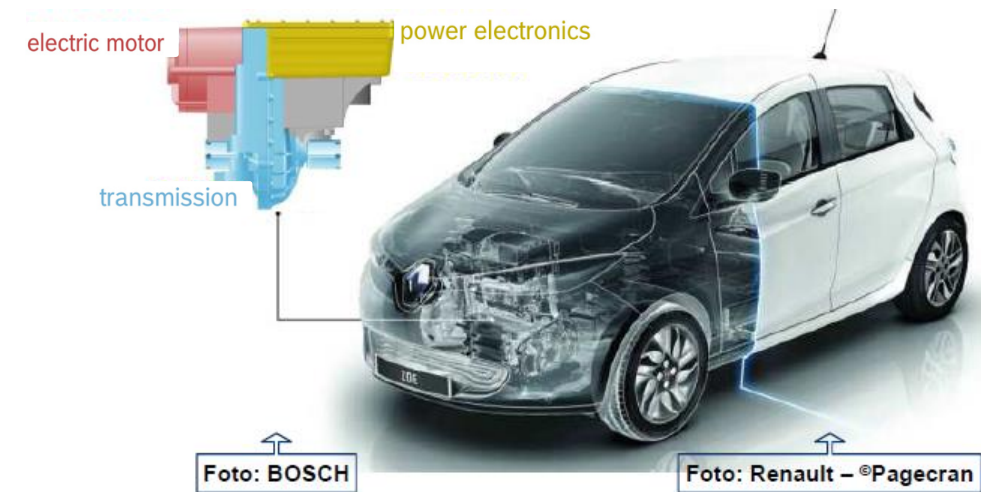
# EU project ODIN – Cooperation with BOSCH, Renault and GKN

## 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

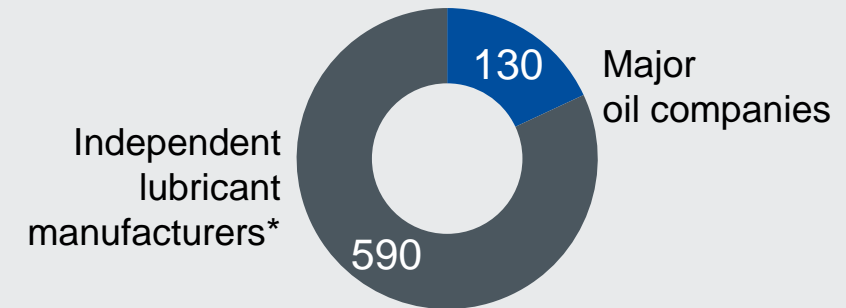


# Further market consolidation to be expected

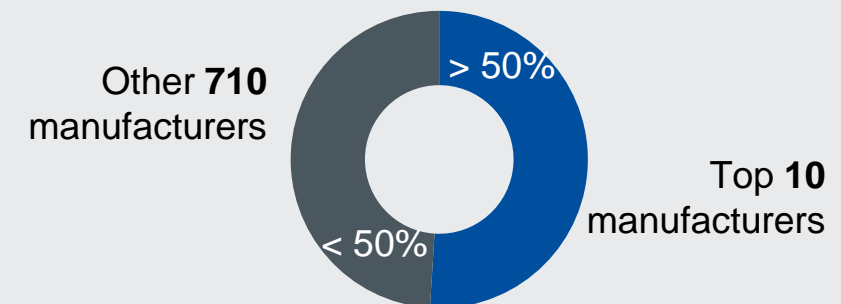
- High degree of fragmentation
- Concentration especially amongst smaller companies

- Differences are enormous

## Manufacturers



## Market Shares



\* > 1000 tons

## Acquisitions 2016

Sales 2016: €5 mn / EBIT 2016: €1 mn



<b>Deal Structure</b>	Share Deal; €15 mn sales p.a.; purchase price €26 mn
<b>Focus</b>	Industrial specialty lubricants (e.g. for compressors and industrial maintenance)
<b>Closing</b>	<b>1<sup>st</sup> December 2016</b>



<b>Deal Structure</b>	Acquisition of Chevron's foodgrade lubricants and white oil business asset deal; €11 mn in sales p.a.; purchase price €22 mn
<b>Focus</b>	White oils and foodgrade lubricants
<b>Closing</b>	<b>1<sup>st</sup> June 2016</b>

## 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

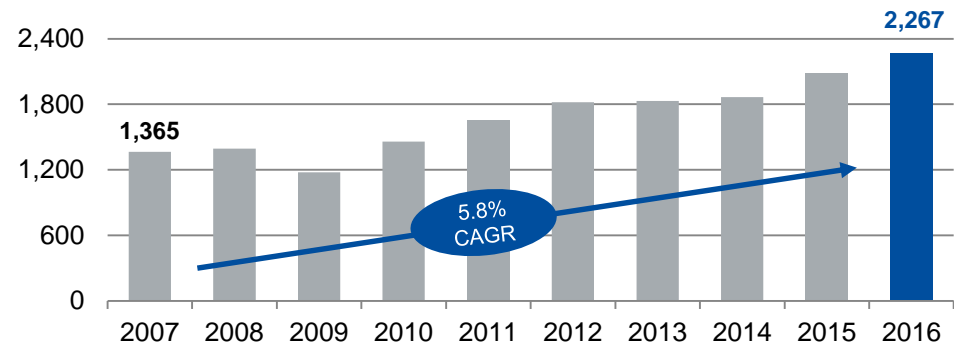
Stable Dividends

Acquisitions

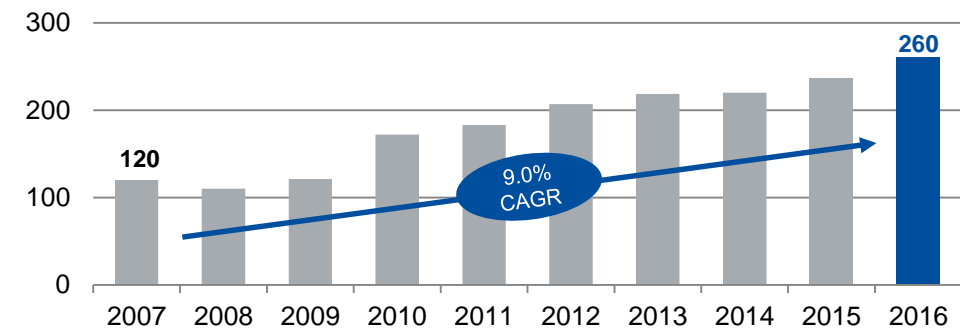
Share Buyback

# Unique track record for continued profitability and added value

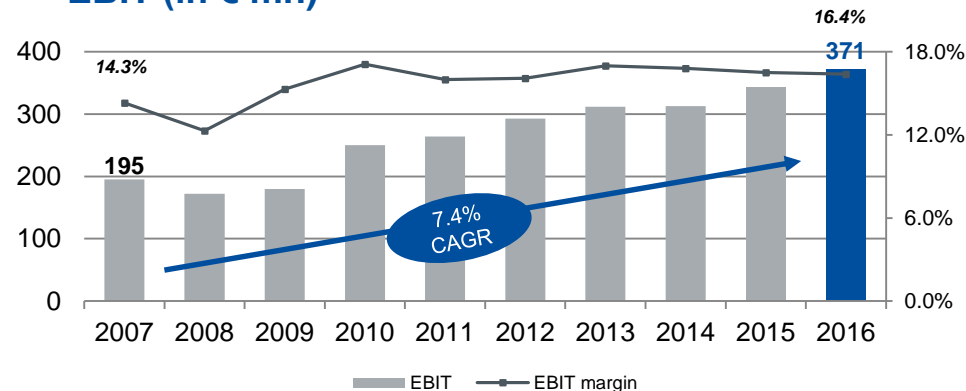
Sales (in € mn)



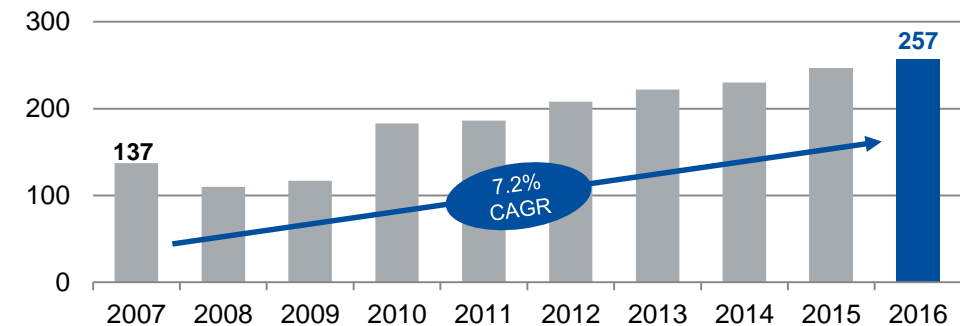
Earnings After Tax (in € mn)



EBIT (in € mn)



FVA (in € mn)



## EBIT increase of 8% in 2016

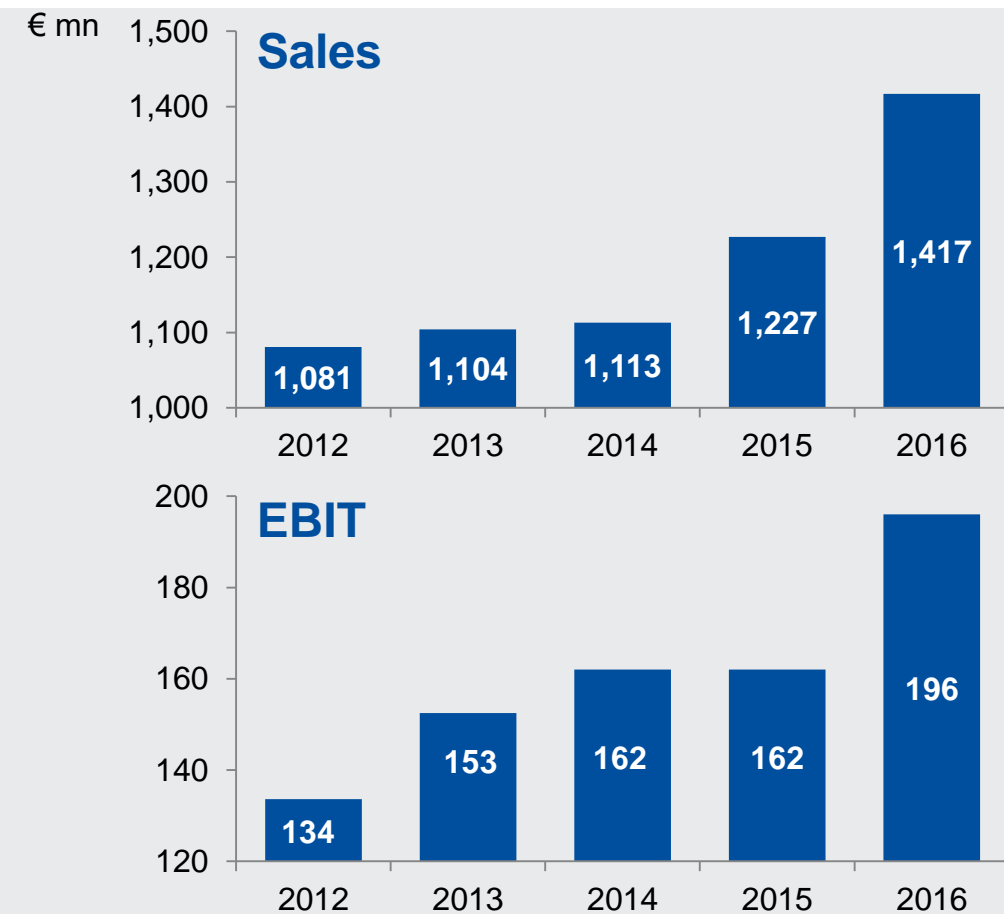
€ mn	2012	2013	2014	2015	2016	Δ 15/16
<b>Sales</b>	<b>1,819</b>	<b>1,832</b>	<b>1,866</b>	<b>2,079</b>	<b>2,267</b>	<b>9.0%</b>
Gross Profit	666	690	693	791	851	7.5%
Gross Profit margin	36.6%	37.7%	37.2%	38.1%	37.5%	-0.6 % points
Other function costs	-387	-391	-400	-467	-499	6.7%
<b>EBIT before at Equity</b>	<b>279</b>	<b>299</b>	<b>293</b>	<b>324</b>	<b>352</b>	<b>8.6%</b>
EBIT margin before at Equity	15.3%	16.3%	15.7%	15.6%	15.5%	-0.1 % points
At Equity	14	13	20	18	19	3.4%
<b>EBIT</b>	<b>293</b>	<b>312</b>	<b>313</b>	<b>342</b>	<b>371</b>	<b>8.3%</b>
EBIT margin	16.1%	17.0%	16.8%	16.5%	16.4%	-0.1 % points
<b>EBITDA</b>	<b>320</b>	<b>340</b>	<b>343</b>	<b>381</b>	<b>418</b>	<b>9.6%</b>
EBITDA margin	17.6%	18.6%	18.4%	18.3%	18.4%	+0.1 % points

# Europe

2016 Sales + 15.5% / EBIT +21.0%



Employees 2016: 3,149 (3,112)

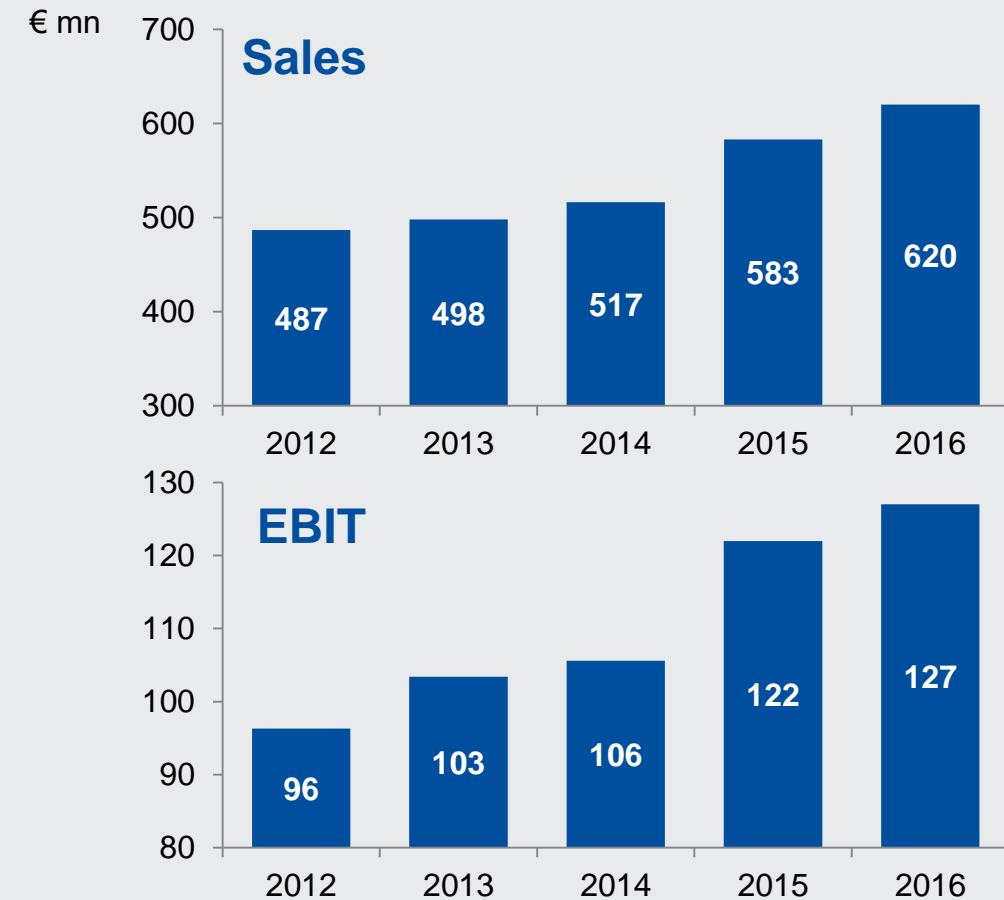


# Asia-Pacific, Africa

2016: Sales + 6.3% / EBIT + 4.3%



Employees 2016: 1,040 (1,029)

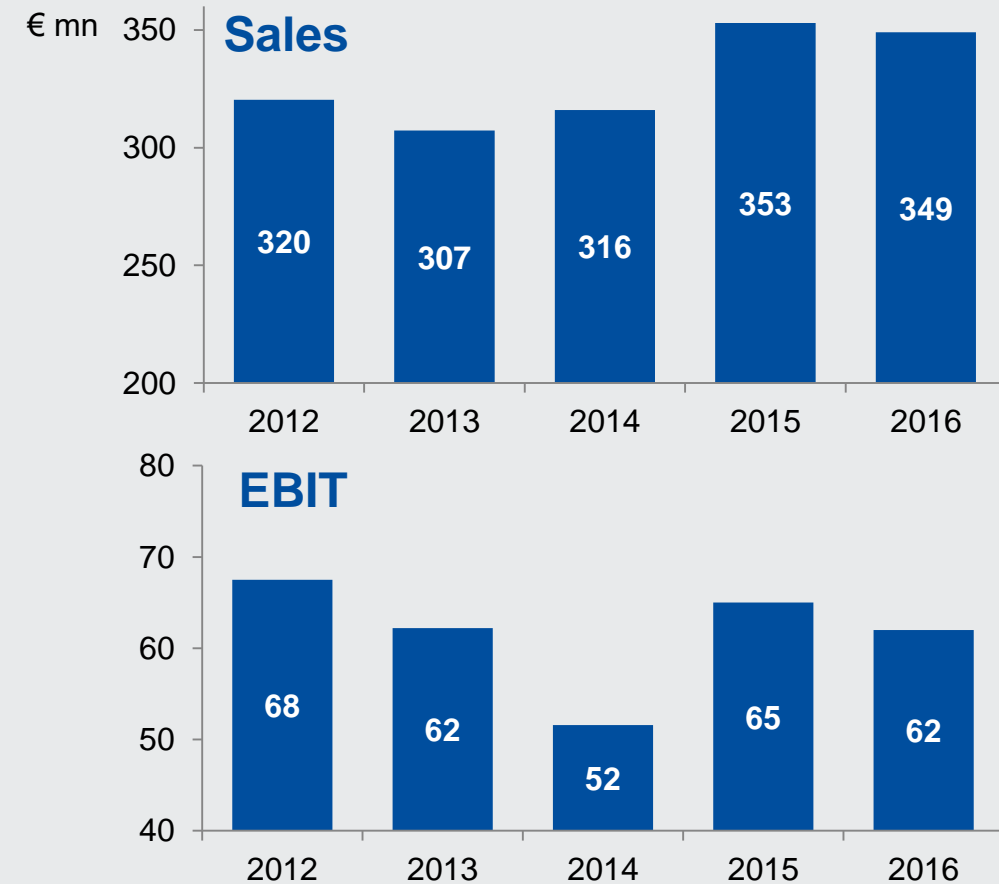


# Americas

2016: Sales - 1.2% / EBIT - 4.0%



Employees 2016: 606 (588)

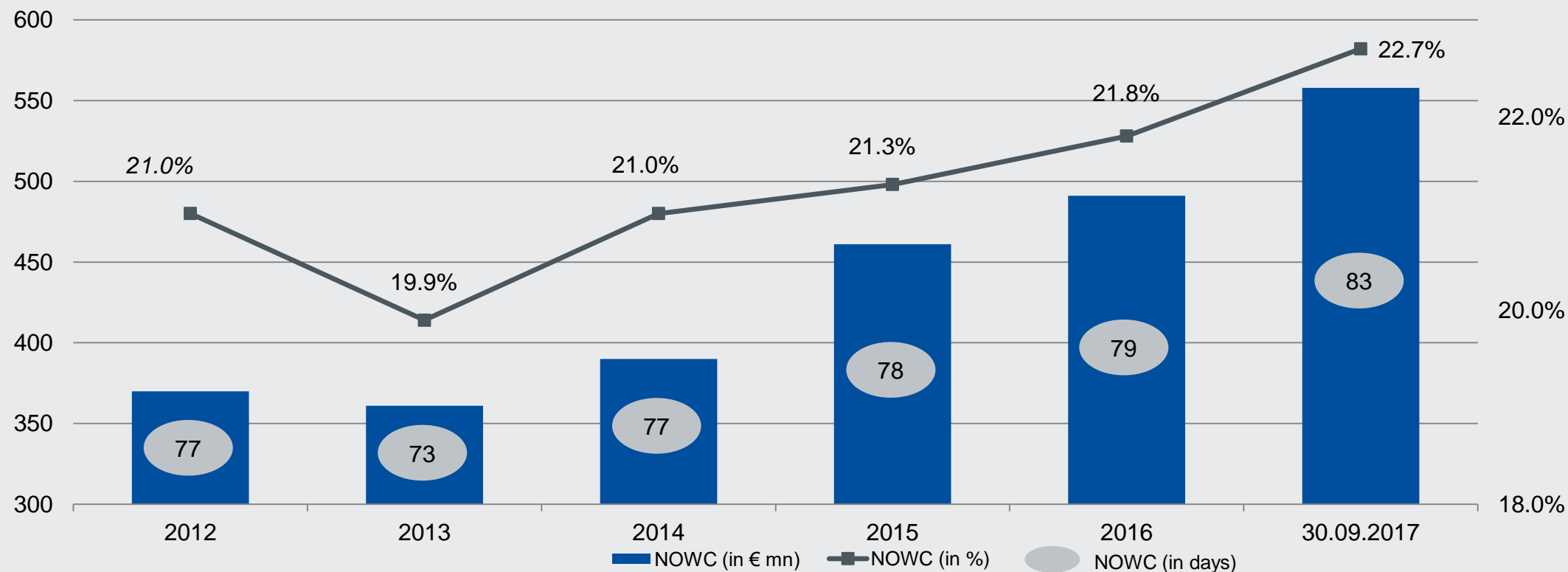


## Solid balance sheet and strong cash flow generation

€ mn	2012	2013	2014	2015	2016
Total assets	1,109	1,162	1,276	1,490	1,676
Goodwill	85	82	88	166	185
Equity	782	854	916	1,070	1,205
Equity ratio	71%	74%	72%	72%	72%

€ mn	2012	2013	2014	2015	2016
Net liquidity	135	167	186	101	146
Operating cash flow	203	221	255	281	300
Free cash flow before acquisitions	141	150	210	232	205
Free cash flow after acquisitions	140	150	188	62	164

## Net operating working capital (NOWC)\*



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

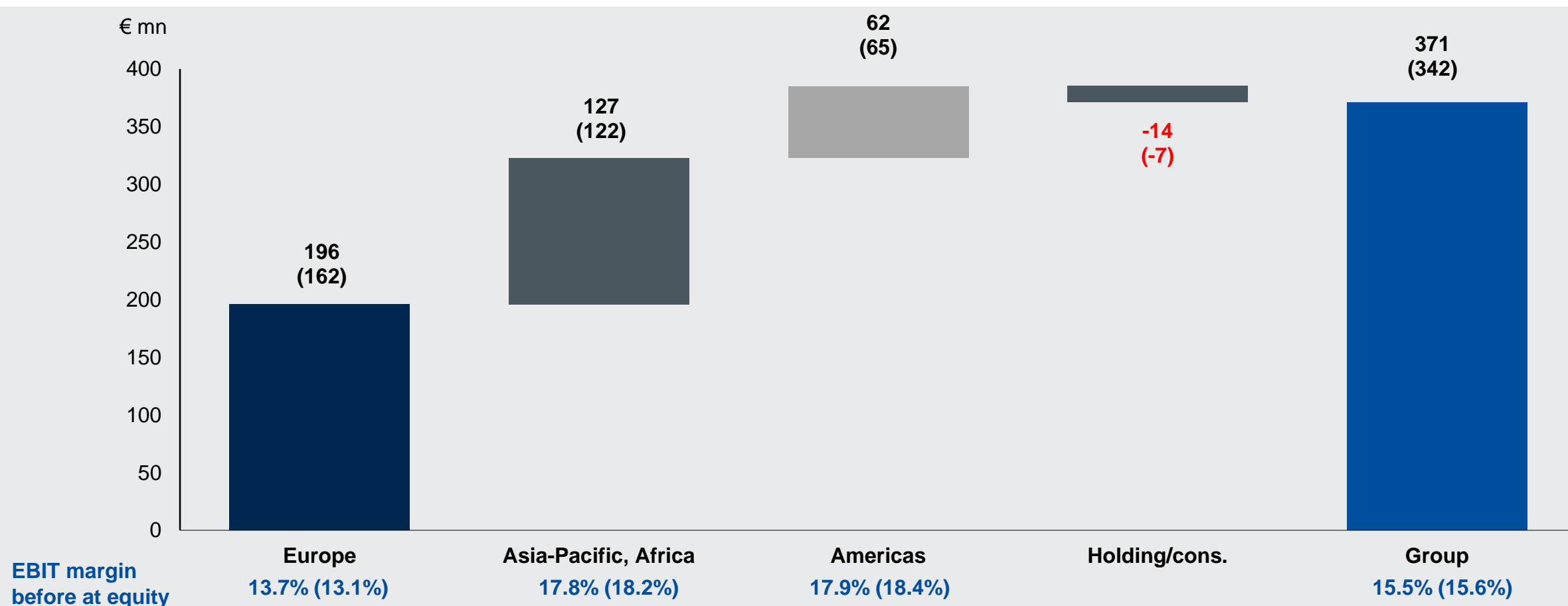


## Regional sales growth FY 2016

	2015 (€ mn)	2016 (€ mn)	Growth	Organic	External	FX
Europe	1,227	1,417	+15.5%	+3.5%	+14.0%	-2.0%
Asia-Pacific, Africa	583	620	+6.3%	+9.2%	+2.0%	-4.9%
Americas	353	349	-1.2%	-1.8%	+2.6%	-2.0%
Consolidation	-84	-119	-	-	-	-
<b>Total</b>	<b>2,079</b>	<b>2,267</b>	<b>+9.0%</b>	<b>+3.3%</b>	<b>+8.6%</b>	<b>-2.9%</b>

# EBIT by regions

FY 2016 (FY 2015)



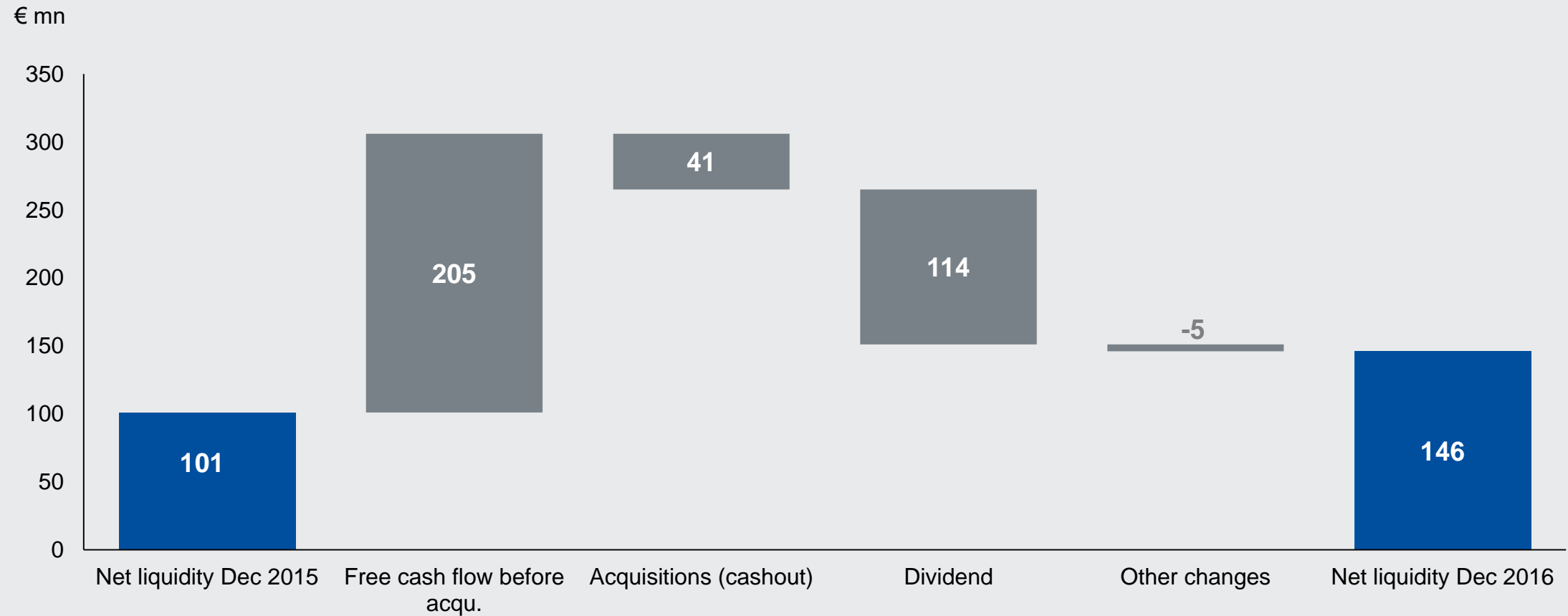
# Income Statement FY 2016

€ mn	FY 15	FY 16	Δ € mn	Δ in %
<b>Sales</b>	<b>2,079</b>	<b>2,267</b>	<b>188</b>	<b>9.0 %</b>
Gross Profit	791	851	60	7.5 %
<i>Gross Profit margin</i>	<i>38.1%</i>	<i>37.5%</i>	-	<i>-0.6 % points</i>
Other function costs	-467	-499	-32	6.7 %
<b>EBIT before at Equity</b>	<b>324</b>	<b>352</b>	<b>28</b>	<b>8.6 %</b>
At Equity	18	19	1	3.4 %
<b>EBIT</b>	<b>342</b>	<b>371</b>	<b>29</b>	<b>8.3 %</b>
Earnings after tax	236	260	24	10.0 %

# Cash flow

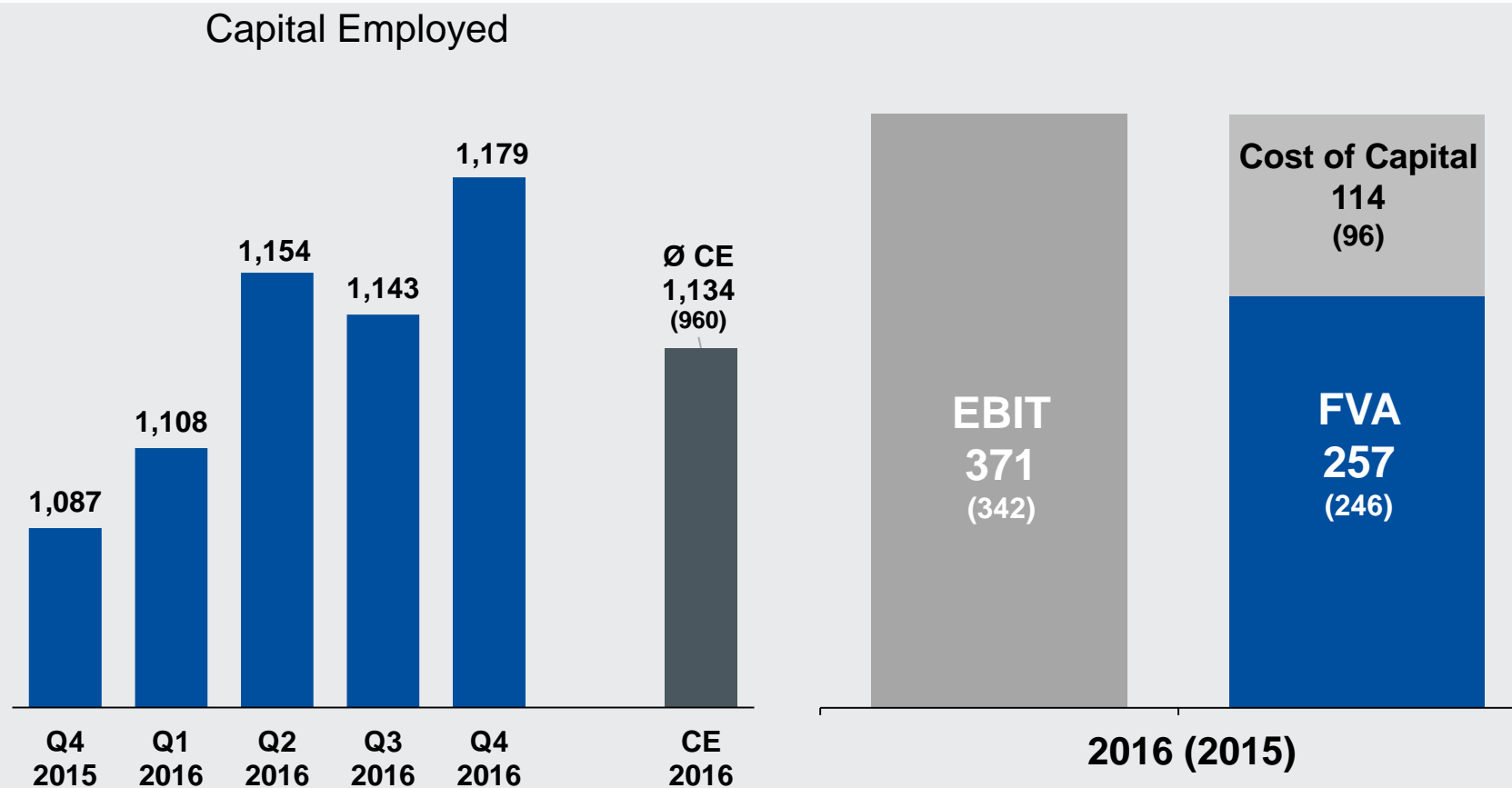
€ mn	FY 15	FY 16
<b>Gross cash flow</b>	<b>274</b>	<b>298</b>
Changes in net operating working capital	-1	-22
Other changes	8	24
<b>Operating cash flow</b>	<b>281</b>	<b>300</b>
Capex	-50	-93
Other changes	1	-2
<b>Free cash flow before acquisitions</b>	<b>232</b>	<b>205</b>
Acquisitions	-170	-41
<b>Free cash flow</b>	<b>62</b>	<b>164</b>

# Net Liquidity 2016



# FUCHS Value Added (FVA)

Increase by 5%



Cost of Capital = CE x WACC (10%)

# Quarterly income statement

€ mn	2015				2016				2017			
	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>	
Gross Profit	188	200	203	200	206	221	214	210	226	226	215	
<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>	
Other function costs	-110	-113	-118	-126	-126	-128	-125	-120	-137	-134	-129	
<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>	
<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>	
At Equity	4	3	4	7	5	5	5	4	5	4	5	
<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>	
<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>	
<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>	
<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>	

# Quarterly sales by regions

Sales (€ mn)	2015				
	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
<b>FUCHS Group</b>	<b>493</b>	<b>515</b>	<b>531</b>	<b>540</b>	<b>2,079</b>

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
<b>550</b>	<b>586</b>	<b>567</b>	<b>564</b>	<b>2,267</b>

2017				
Q1	Q2	Q3	Q4	FY
368	383	391		
181	182	181		
104	101	97		
-35	-37	-54		
<b>618</b>	<b>629</b>	<b>615</b>		

Δ Y-o-Y in %
Europe
Asia-Pacific, Africa
Americas
Consolidation
<b>FUCHS Group</b>

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
-	-	-	-	-
<b>+11.7</b>	<b>+13.8</b>	<b>+6.7</b>	<b>+4.4</b>	<b>+9.0</b>

2017				
Q1	Q2	Q3	Q4	FY
+5.3	+3.1	+8.7		
+25.1	+18.8	+18.6		
+22.7	+15.4	+10.9		
-	-	-		
<b>+12.4</b>	<b>+7.3</b>	<b>+8.6</b>		



# Quarterly sales growth split by regions

Organic Growth (in %)	2016					2017				
	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		
Asia-Pacific, Africa	2.0	2.5	11.0	22.5	9.2	20.9	17.1	23.0		
Americas	-3.4	1.8	-4.0	-1.5	-1.8	9.0	6.4	12.7		
<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>		

External Growth (in %)	2016					2017				
	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		
<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>		

FX Effects (in %)	2016					2017				
	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		
Asia-Pacific, Africa	-6.3	-8.4	-3.1	-1.4	-4.9	4.2	1.7	-4.4		
Americas	-2.9	-5.7	-1.1	1.8	-2.0	6.3	3.5	-6.1		
<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>		

# Quarterly EBIT by regions

EBIT (€ mn)	2015					2016					2017				
	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		
Asia-Pacific, Africa	27	32	28	35	122	29	32	29	37	127	34	32	32		
Americas	17	16	17	15	65	15	17	15	15	62	17	15	18		
Consolidation	-1	-2	-1	-3	-7	-2	-3	-4	-5	-14	-3	+1	-11		
<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>		

Δ Y-o-Y in %	2016					2017				
	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		
Asia-Pacific, Africa	+9.8	-2.2	+2.9	+7.1	+4.3	+15.4	+2.5	+8.3		
Americas	-8.5	0	-9.7	+3.4	-4.0	+11.9	-6.7	+12.0		
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>		

# 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

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 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
July 31, 2018	Financial Report H1 2018
October 30, 2018	Quarterly Statement Q1-3 2018

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