

FUCHS GROUP

New Thinking

| Investor Presentation, September 2018

| Stefan Fuchs, CEO

| Thomas Altmann, Head of Investor Relations



Agenda

- 01** | The Leading Independent Lubricants Company
- 02** | H1 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
55% of
ordinary shares

€2.5 bn
sales in 2017

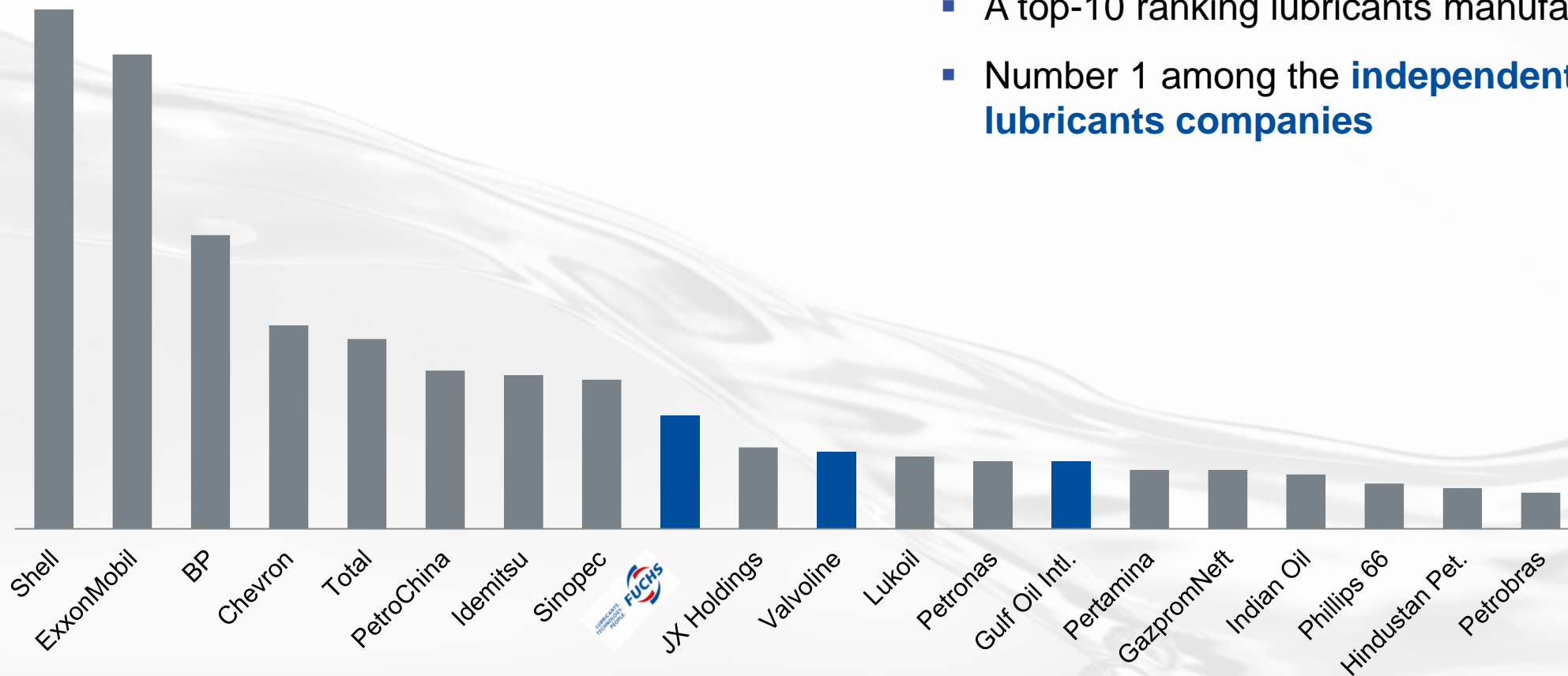
More than **5,000**
employees

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



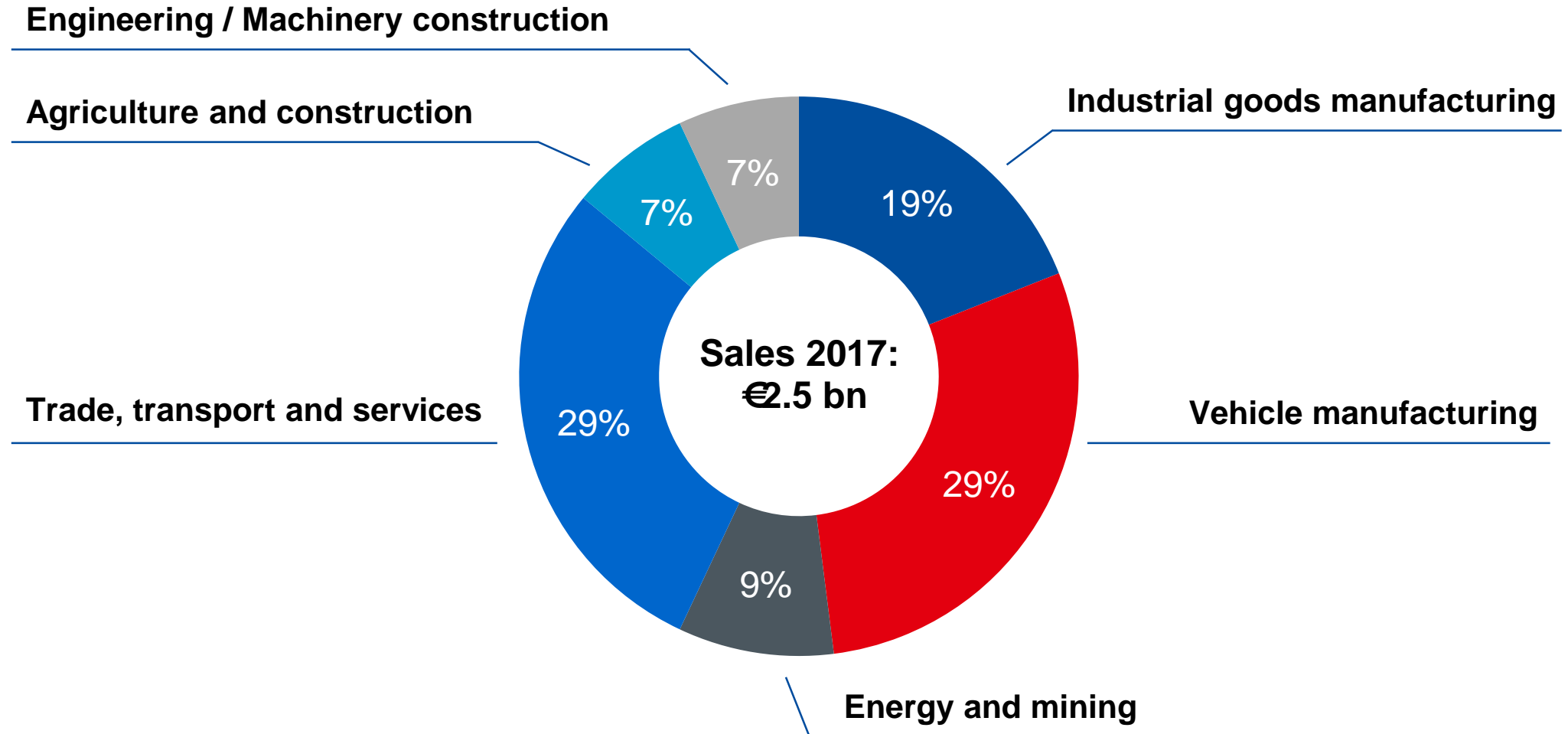
Wind energy



Food

Well balanced customer structure

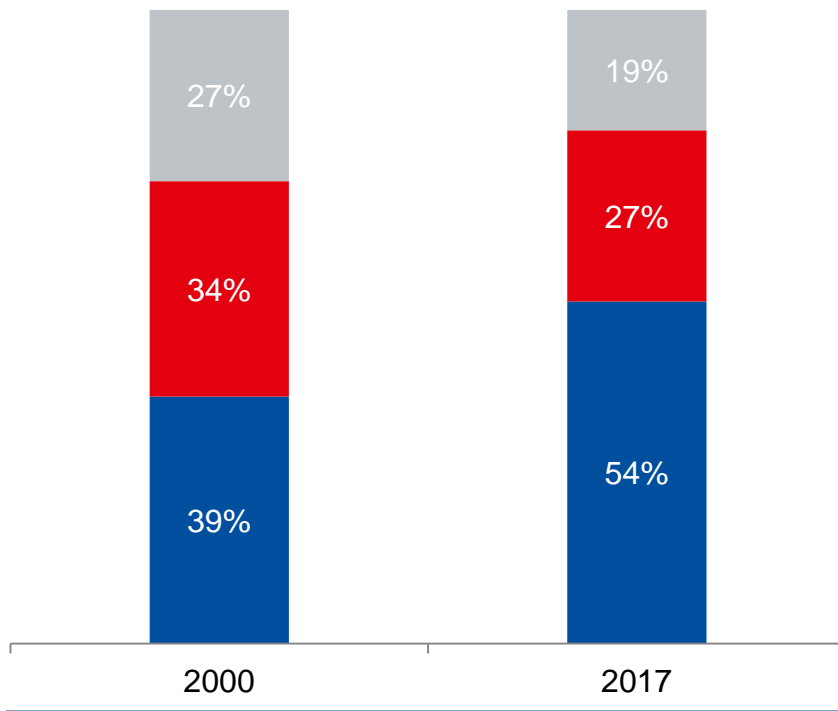
Top 20 Customers account for ~ 25% of 2017 sales



Organic growth potential in emerging countries

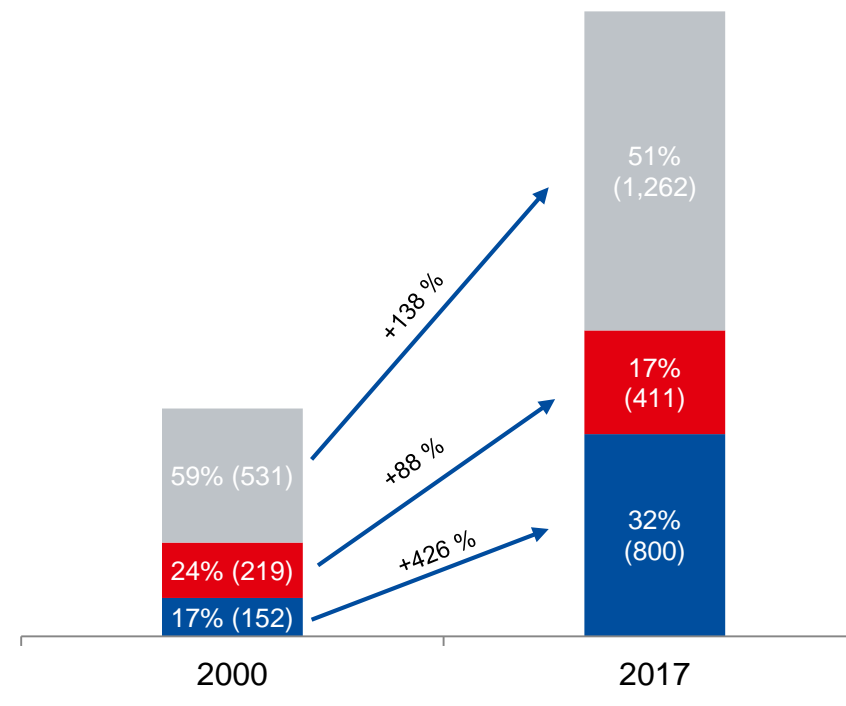
Market Demand

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:

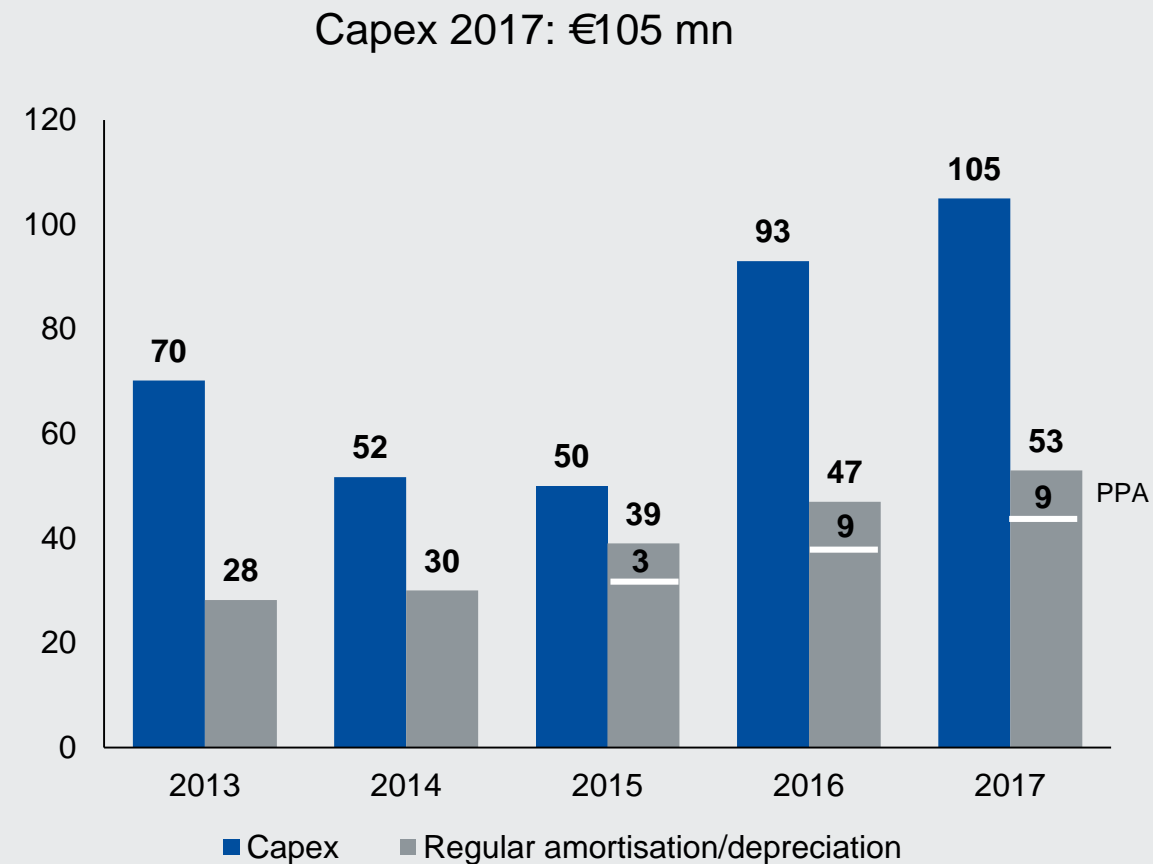
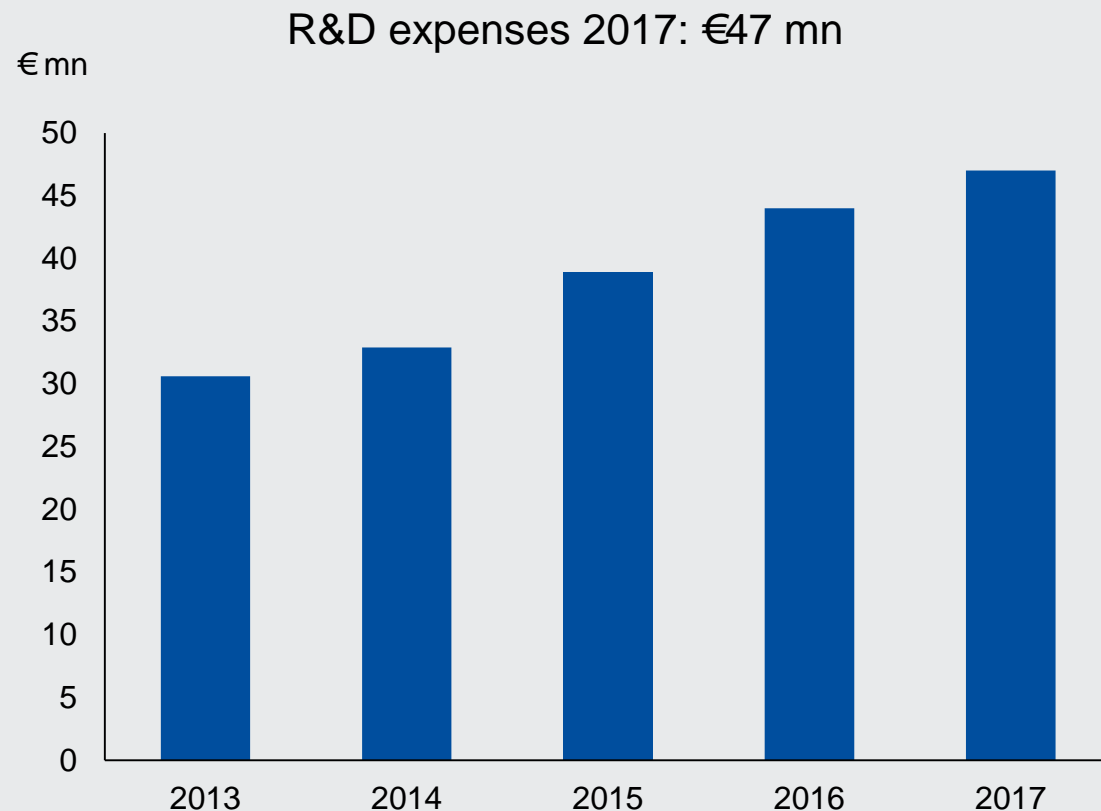
- Employer Branding
- Culture
- Talent-management
- Learning

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



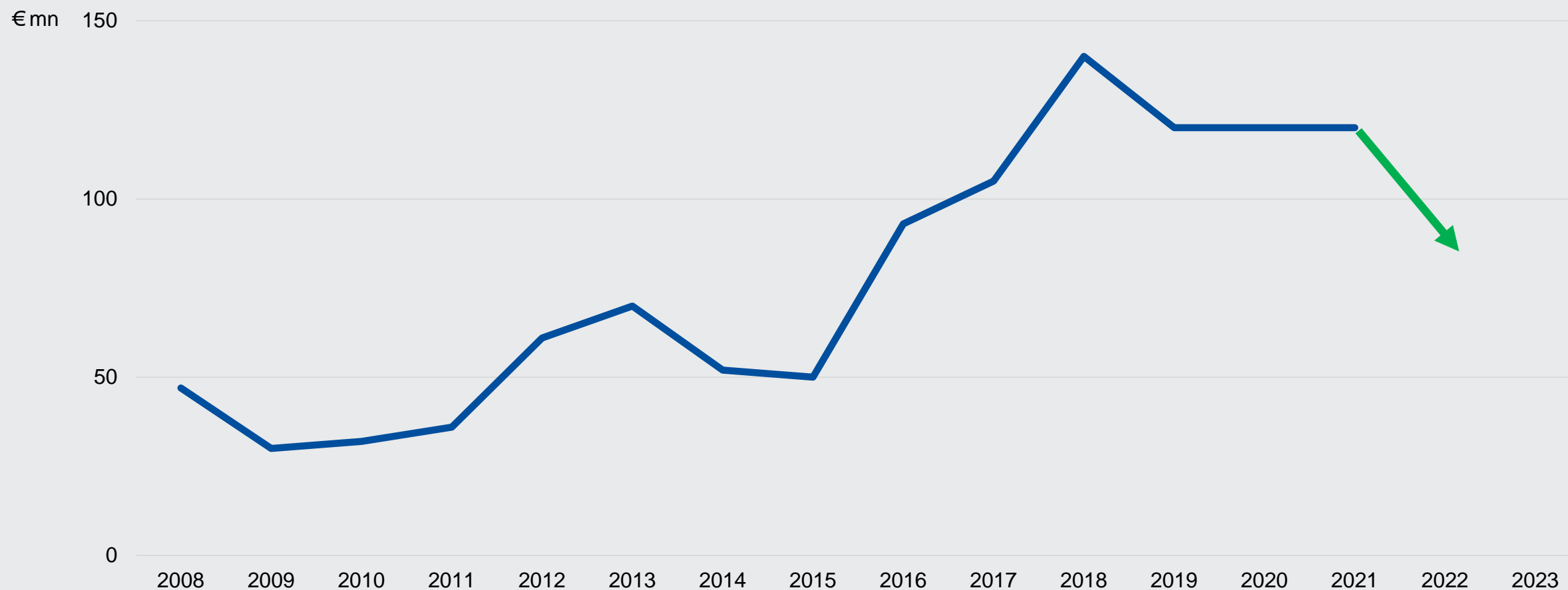
Investment initiative

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



Strong track record of integrating businesses



02 H1 2018



Highlights H1 2018

**Sales +5%
to €1,311 mn**

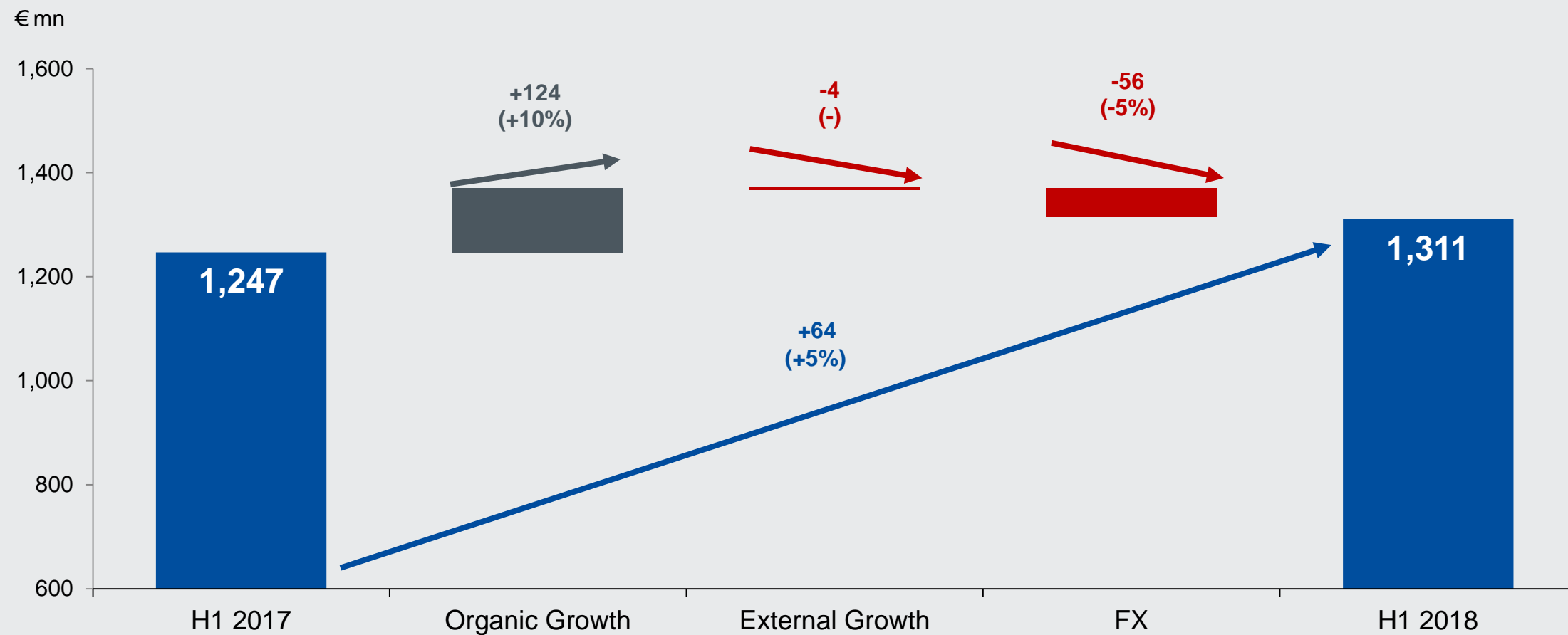
**EBIT increase by 2%
to €193 mn**

- Continued strong organic growth across all three regions: Europe, Asia-Pacific, Africa and Americas
- Negative FX effect impacting sales and EBIT, expected to decline over the course of the year

Outlook 2018 reaffirmed

- Sales +3% to +6%
- EBIT +2% to +4%
- Free cash flow before acquisitions and FVA at previous year's level

H1 2018 Group sales



Regional sales growth H1 2018

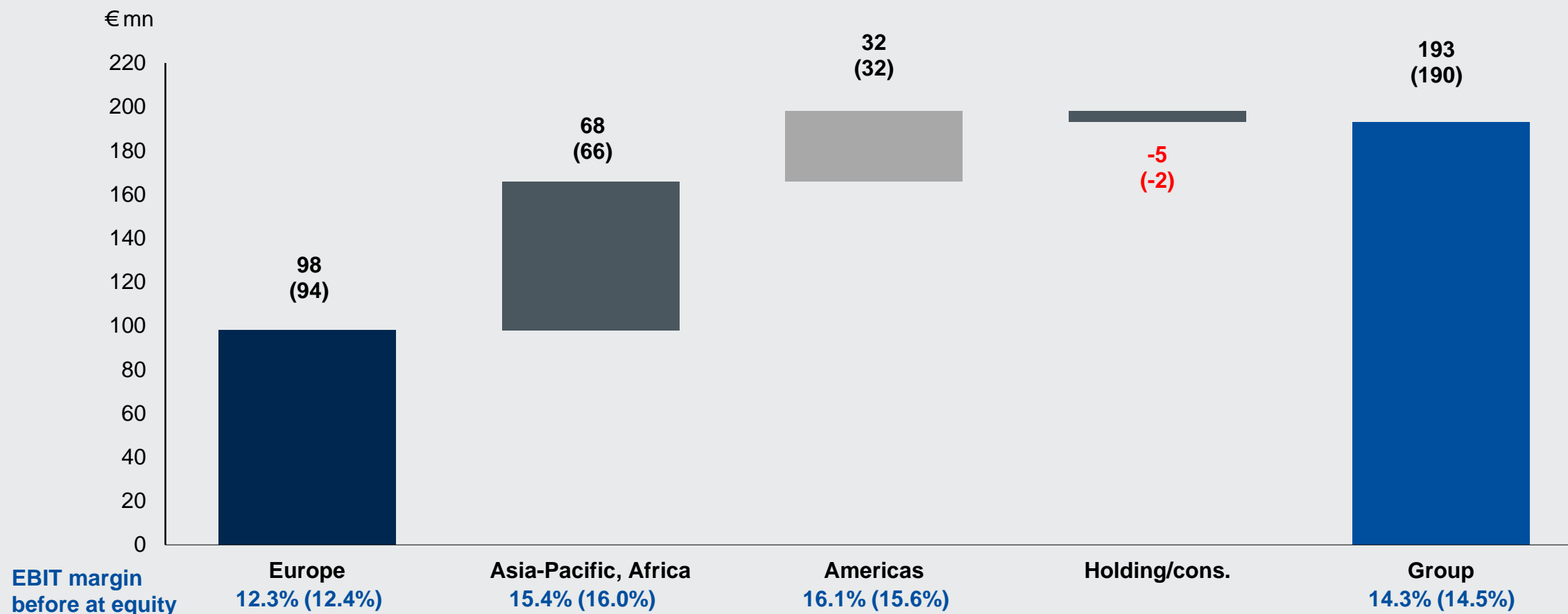
	H1 2018 (€mn)	H1 2017 (€mn)	Growth	Organic	External	FX
Europe	791	751	+5%	+7%	-1%	-1%
Asia-Pacific, Africa	409	363	+13%	+19%	-	-6%
Americas	199	205	-3%	+10%	-	-13%
Consolidation	-88	-72	-	-	-	-
Total	1,311	1,247	+5%	+10%	0%	-5%

Income statement H1 2018

€mn	H1 2018	H1 2017	Δ €mn	Δ in %
Sales	1,311	1,247	64	5
Gross Profit	464	452	12	3
<i>Gross Profit margin</i>	35.4	36.2	-	-0.8 %-points
Other function costs	-276	-271	-5	2
EBIT before at Equity	188	181	7	4
At Equity	5	9	-4	-
EBIT	193	190	3	2
Earnings after tax	140	134	6	4

EBIT by regions

H1 2018 (H1 2017)



Cash flow H1 2018

€mn	H1 2018	H1 2017
Earnings after tax	140	134
Amortization/Depreciation	28	26
Changes in net operating working capital (NOWC)	-32	-67
Other changes	-10	1
Capex	-41	-41
Free cash flow before acquisitions	85	53
Acquisitions	-1	-1
Free cash flow	84	52

H1 2018 earnings summary

- Strong organic growth across all regions, particularly in Asia-Pacific, Africa
- Negative FX-effects continue to impact sales and earnings, but lower compared to Q1 18; Effect will most likely continue to weaken over the course of the year
- Before currency translation strong increase in gross profit as a result of higher volumes and sales prices
- Decrease in at Equity income mainly due to difficult economic situation in Saudi Arabia
- Increase in earnings after tax by 4%; tax rate decreased to 28% (31) due to lower withholding tax for dividends and due to the American tax reform
- Free cash flow up significantly year-on-year

Outlook 2018 reaffirmed

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 growth: volume and price
- Less than proportional increase in earnings expected due to a higher costs base as a result of investments in new and existing plants (growth/replacement/efficiency), spending for process improvements (e.g. IT) , people and R&D

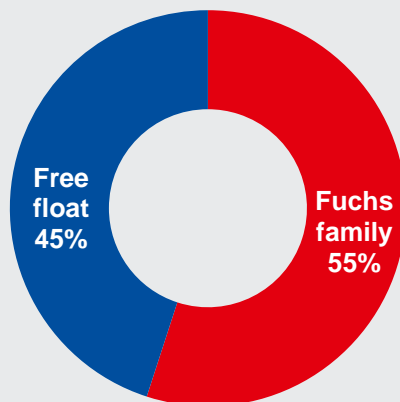
03 Shares



Breakdown ordinary & preference shares

(June 30, 2017)

Ordinary shares



Symbol: FPE
ISIN: DE0005790406
WKN: 579040

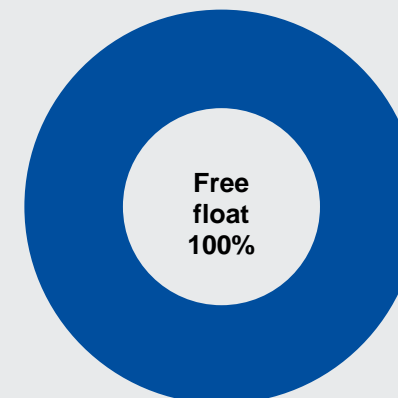
Basis: 69,500,000 ordinary shares

Characteristics:

- Dividend
- Voting rights

Preference shares

MDAX-listed



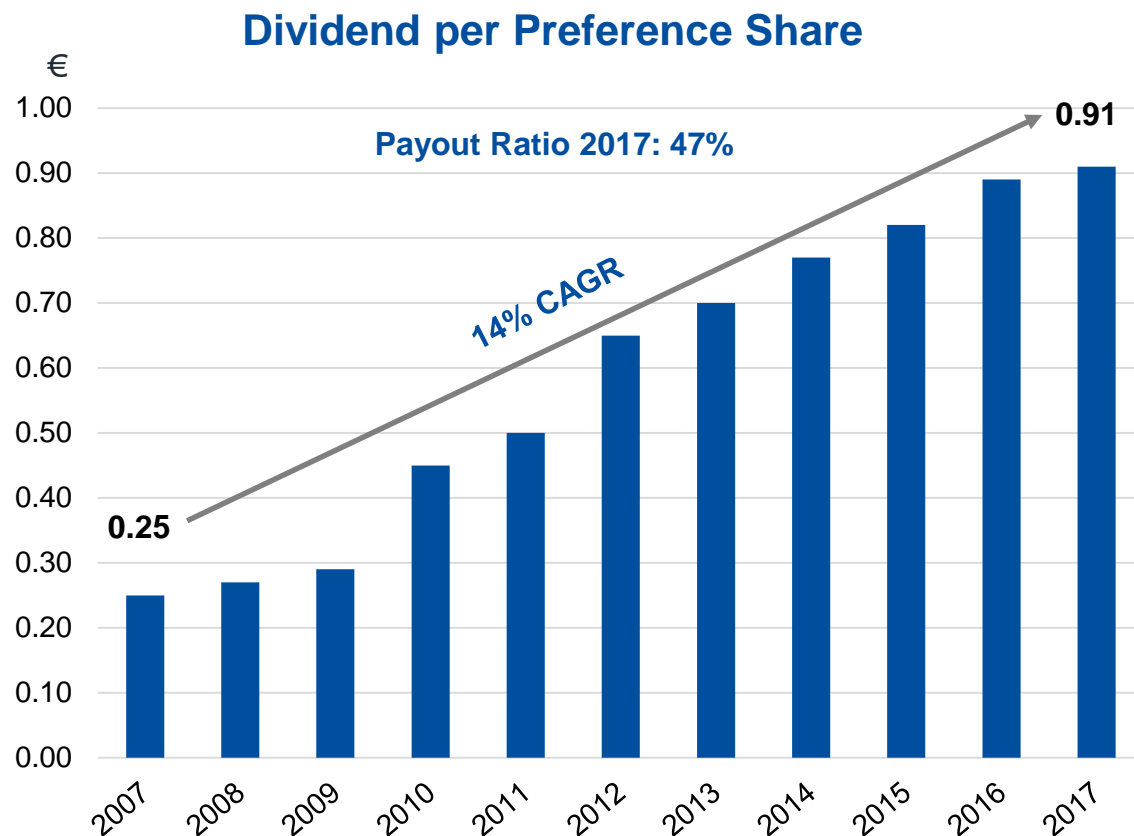
Symbol: FPE3
ISIN: DE0005790430
WKN: 579043

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

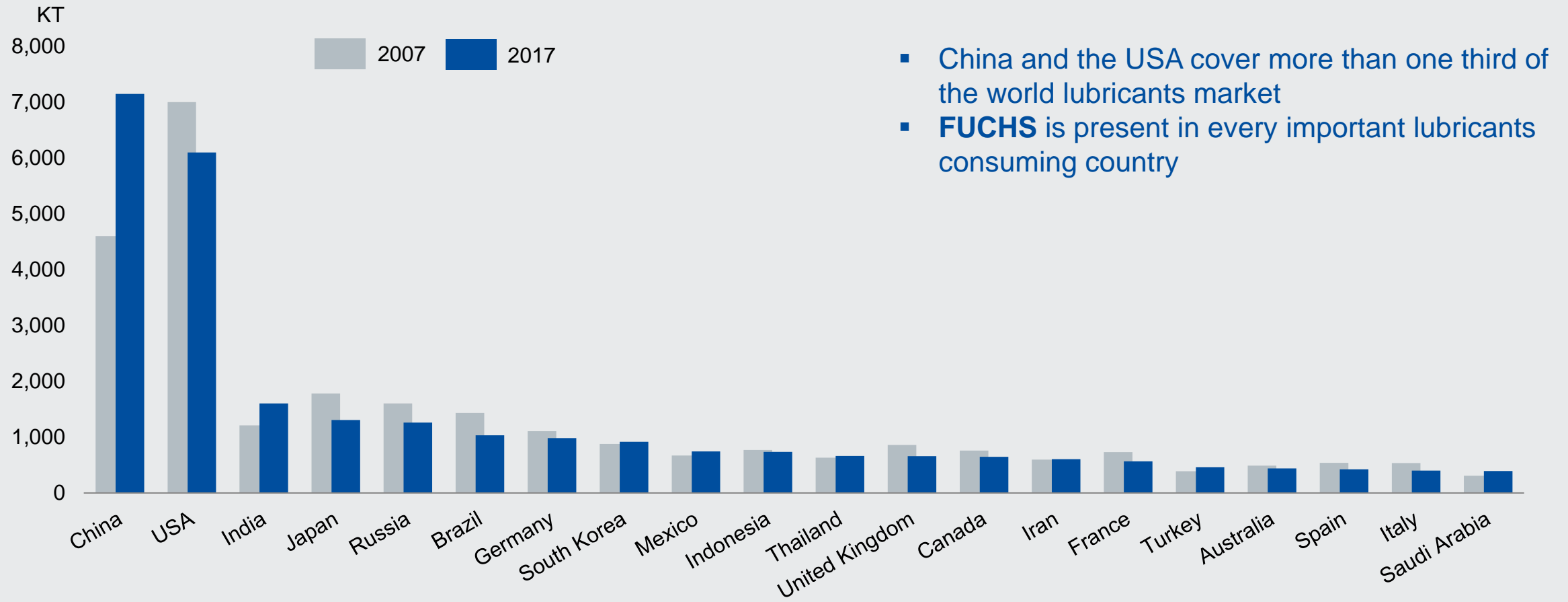


Our target: Increase the absolute dividend amount each year or at least maintain previous year's level.

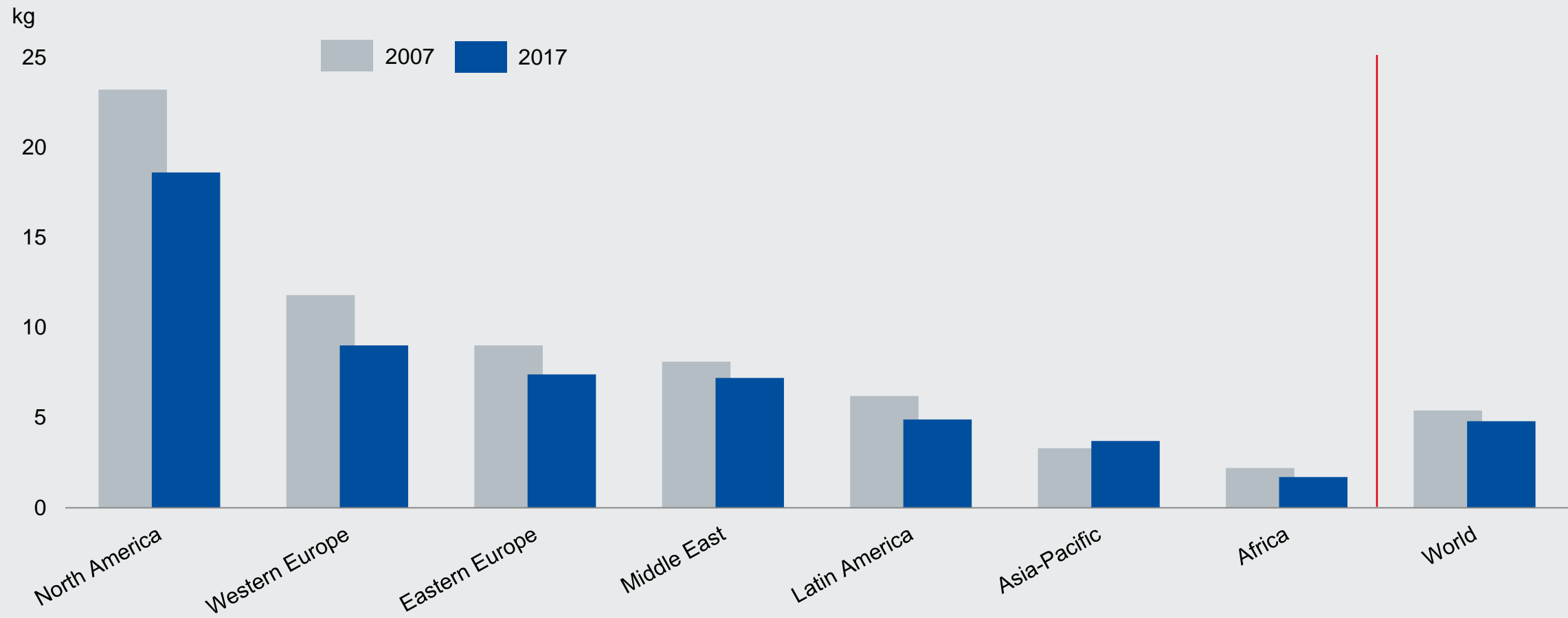
04 Appendix



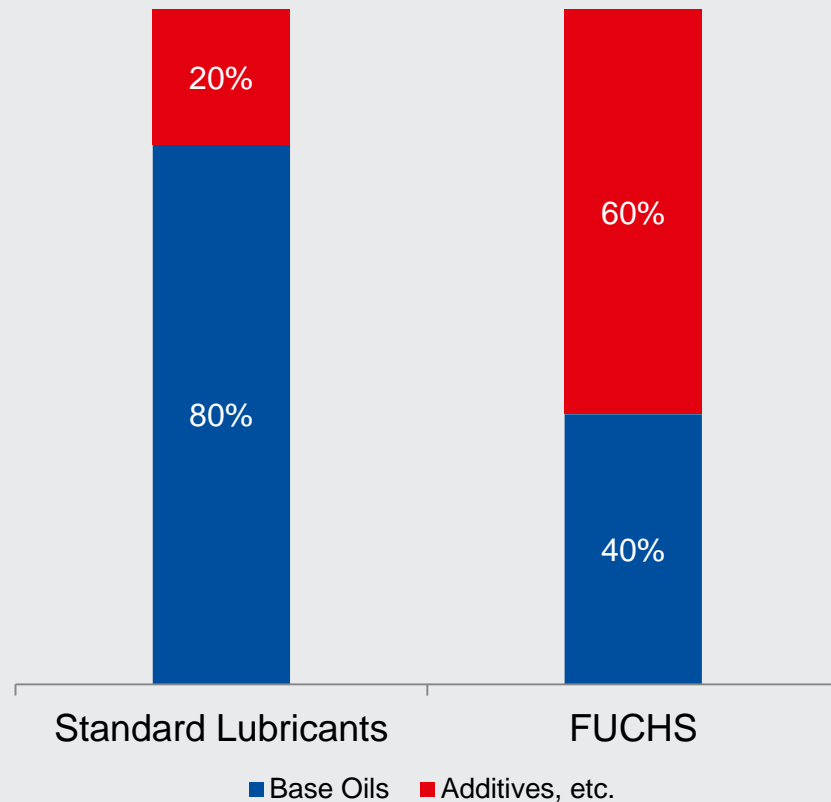
Top 20 lubricant countries



Regional per-capita lubricants demand



Base oil / additives value split

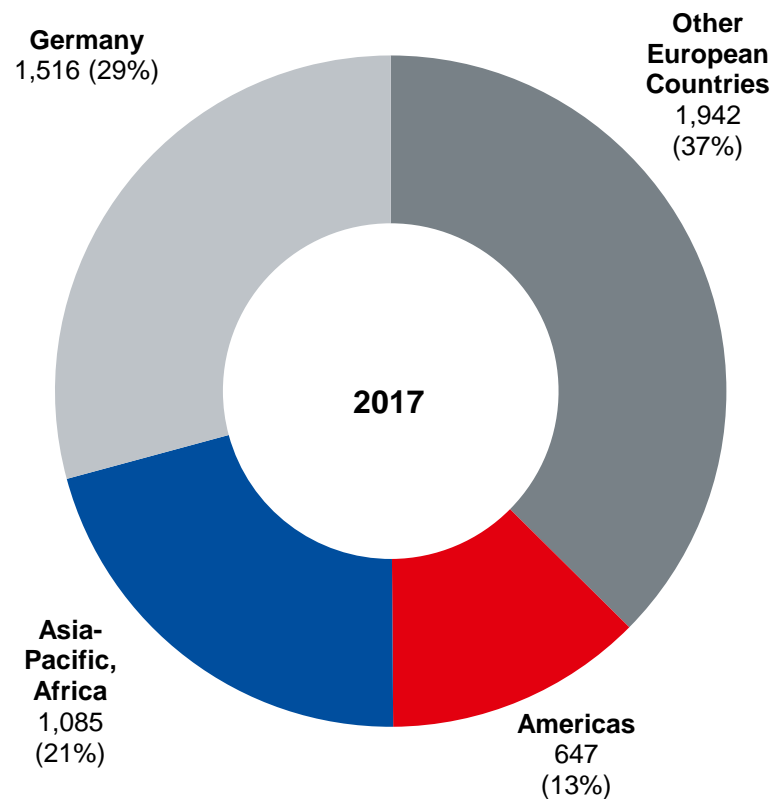


- Base oil prices do not necessarily follow crude oil prices
- No direct link between additives and crude oil prices. We even face price increases for certain raw materials where supply/demand is not balanced or special situations occur
- Special lubricants consist of less base fluid and more additives

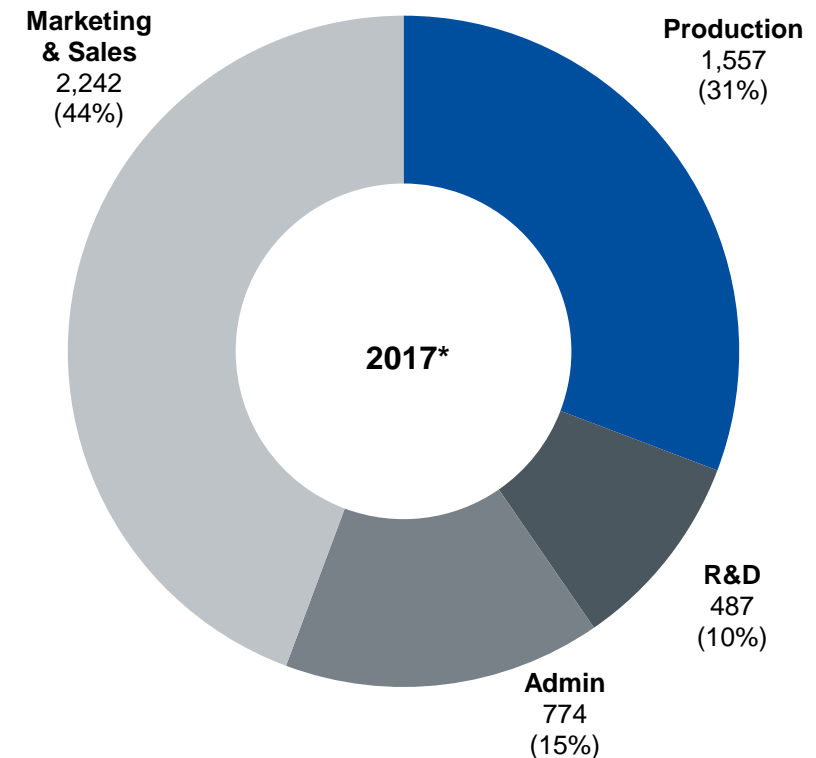
Workforce Structure

5,190 employees globally

Regional Workforce Structure

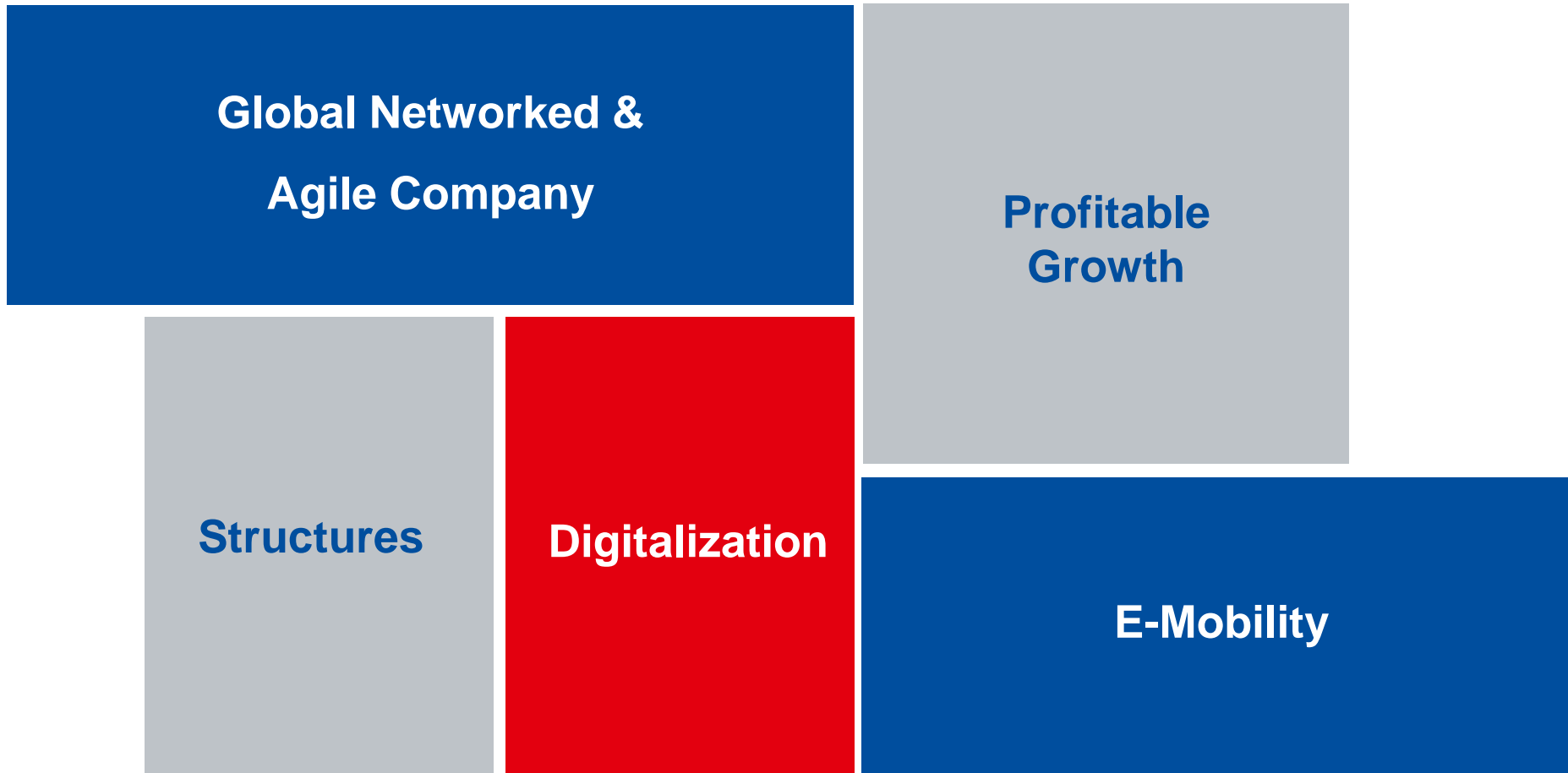


Functional Workforce Structure



*Excl. 130 Trainees

Challenges & Opportunities



FUCHS' 3C grease commitment

Germany / USA / China

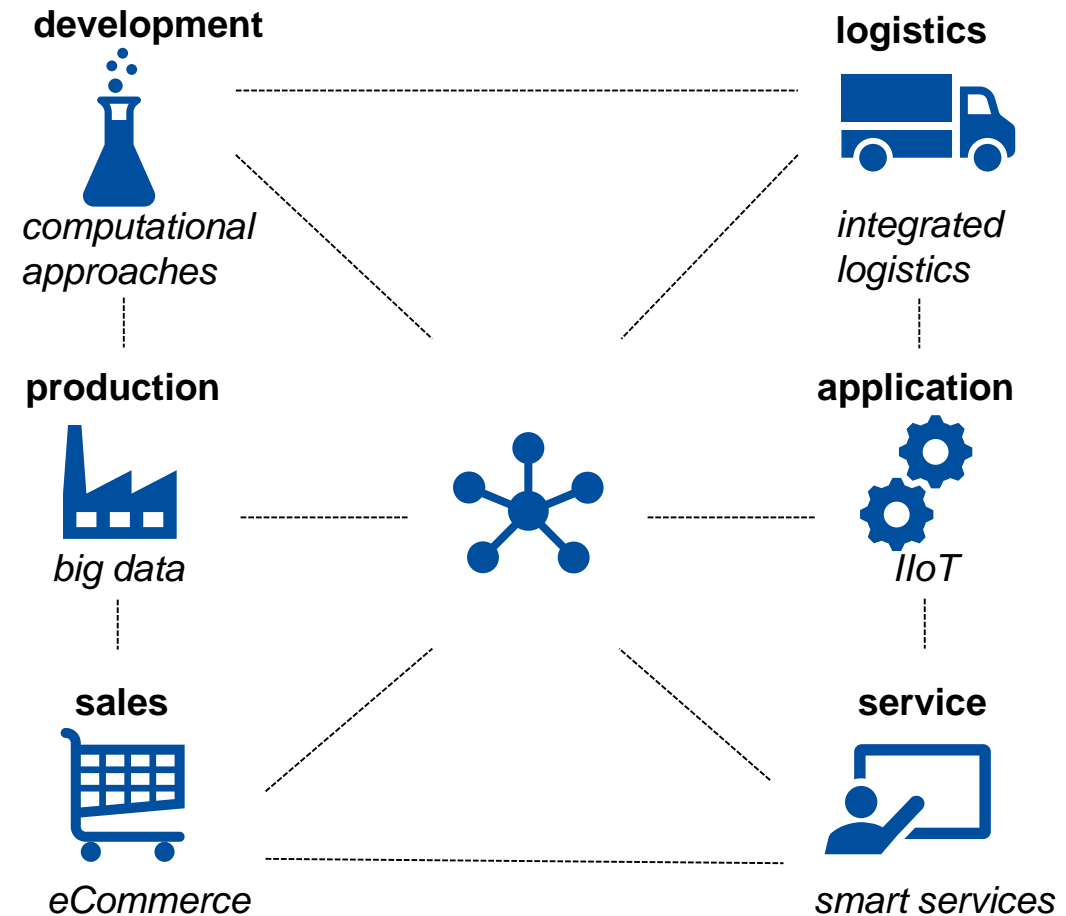
- Globally identical production equipment
- Globally identical finishing equipment
- Globally identical quality control test devices
- Globally similar raw materials
- Globally identical quality standards



Digitalisation will fundamentally change our value creation

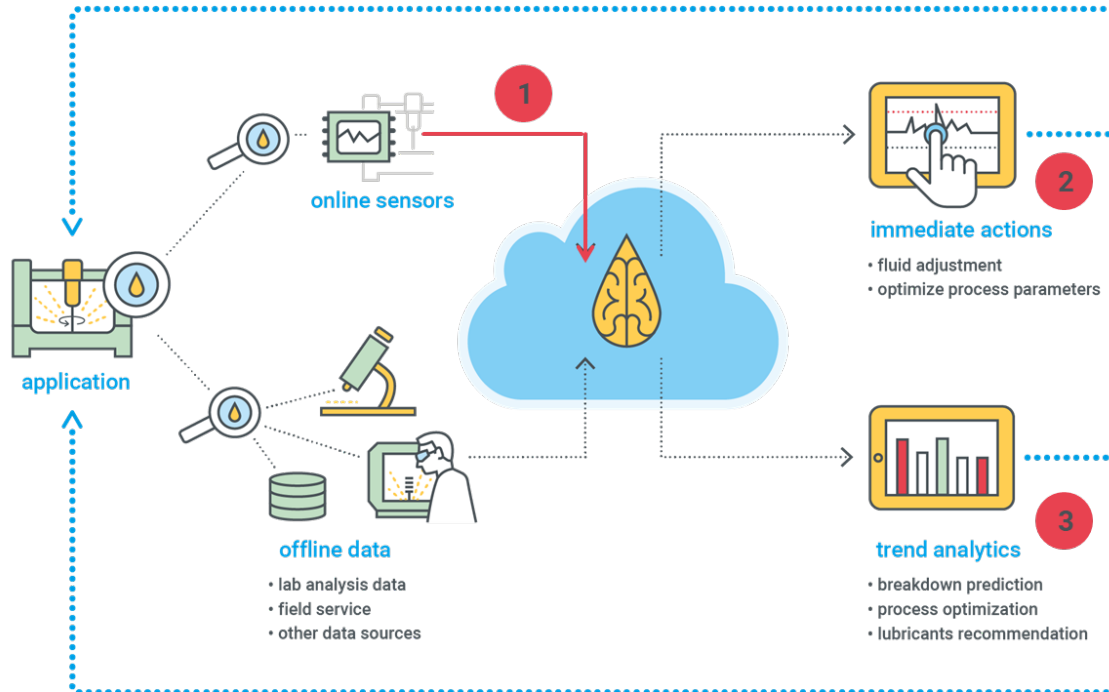
With our “think tank” in the FUCHS family, **inoviga GmbH**, we created a unit aiming to deliberately engage in new ways of thinking and to be the driving force behind digitalization projects.

inoviga’s mission:
co-create next level FUCHS



Smart services

How FluidVision fits into FUCHS' digitalization strategy



smart services: objectives

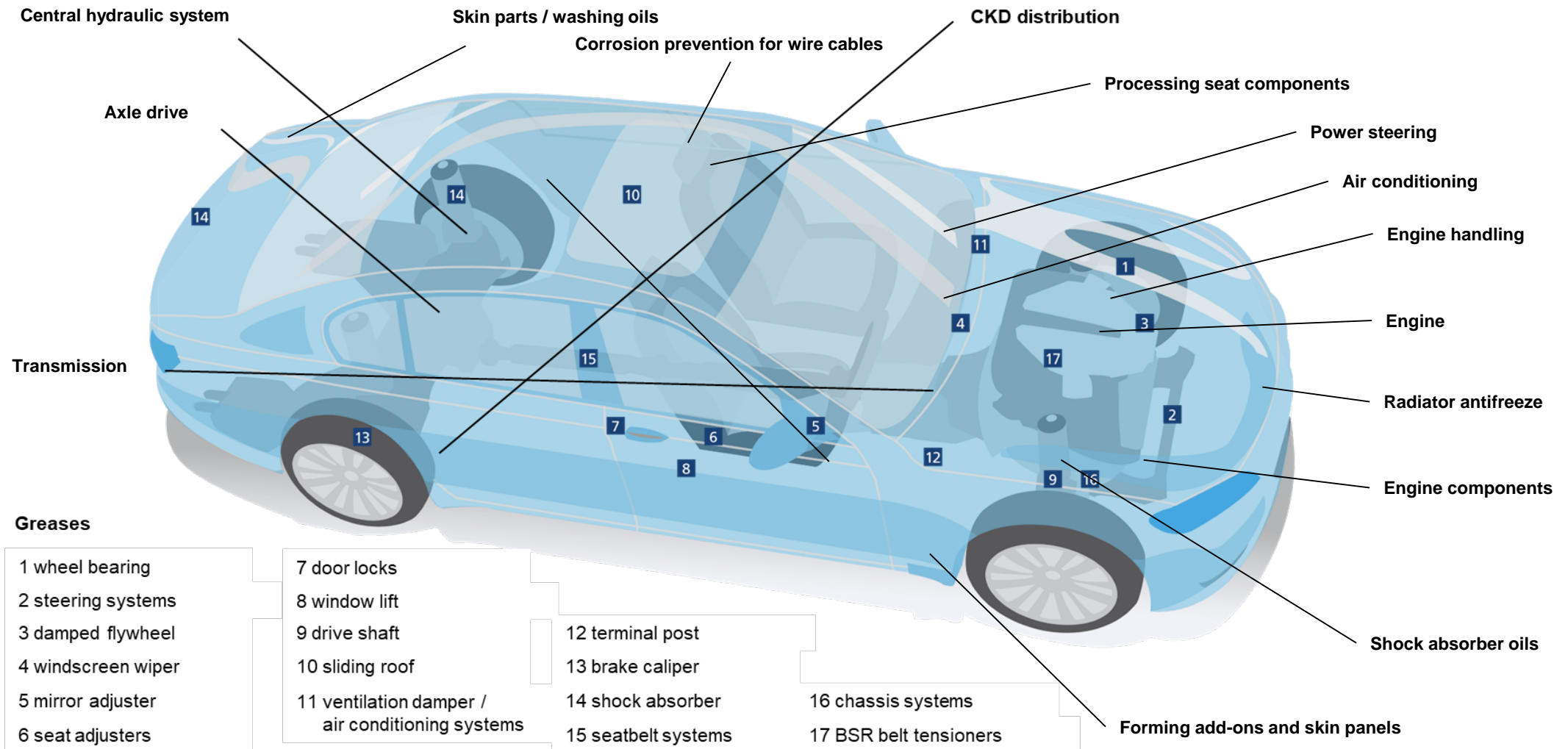
- Make the lubricant talk in real-time by introducing online condition monitoring via sensors
- Empower customers to take immediate actions to keep the lubricant and the machine healthy, preventing unplanned downtime

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

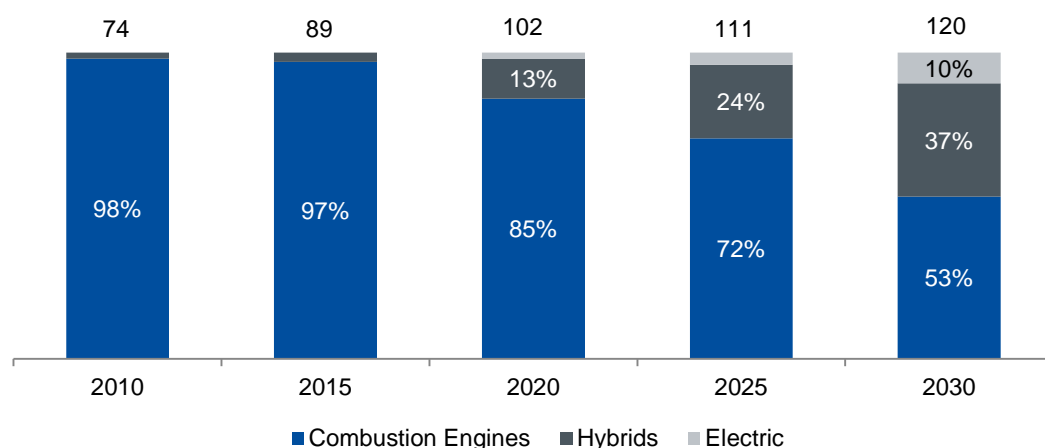
Lubricant applications in passenger cars

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

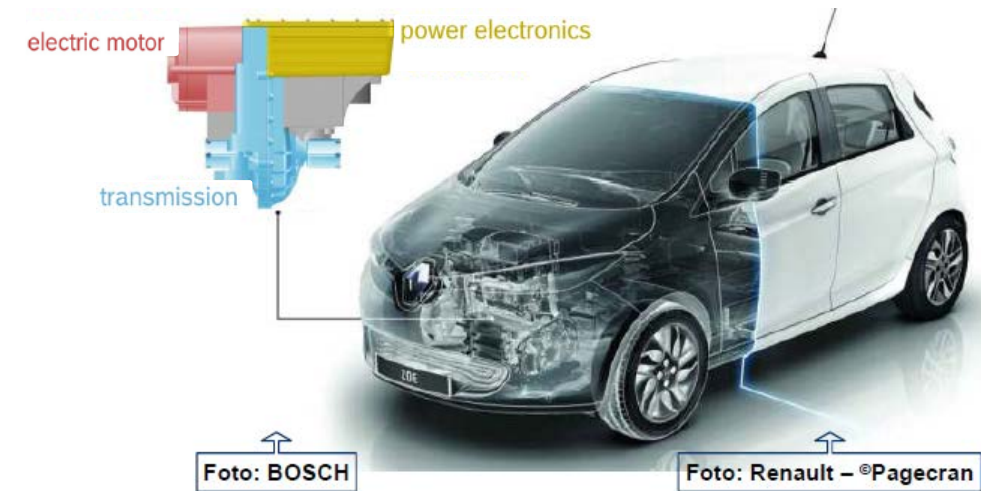
EU project ODIN – Cooperation with BOSCH, Renault and GKN

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

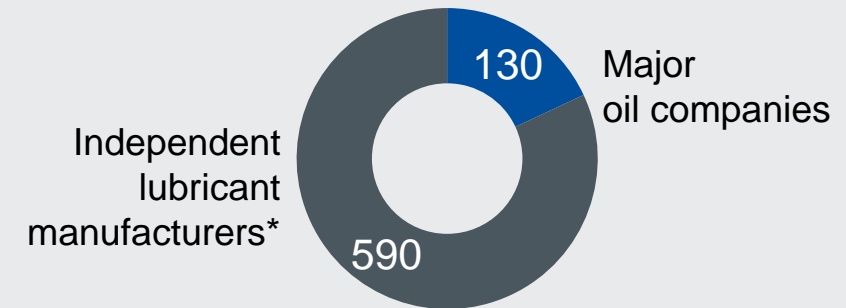


Further market consolidation to be expected

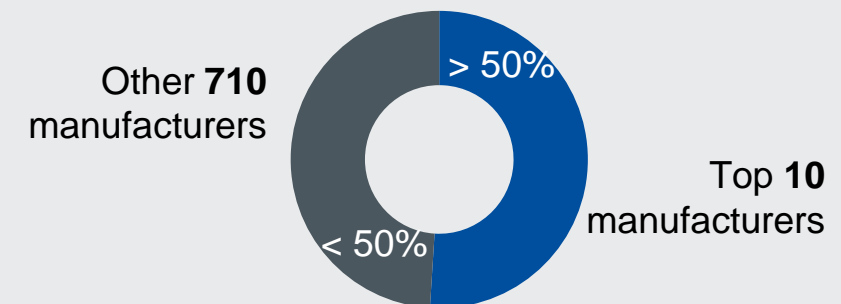
- High degree of fragmentation
- Concentration especially amongst smaller companies

- 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

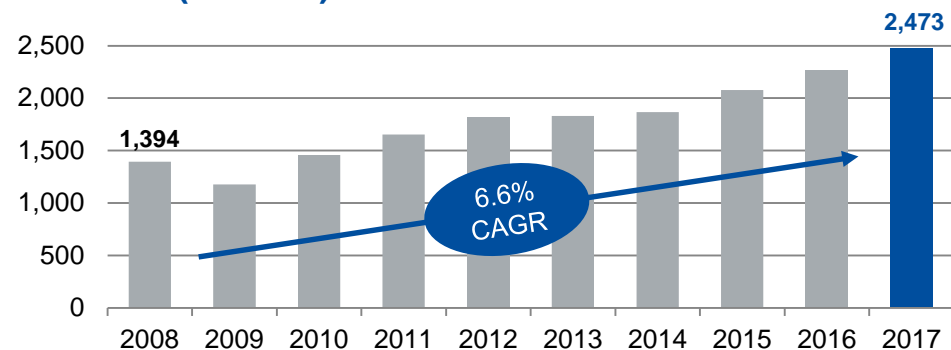
Stable Dividends

Acquisitions

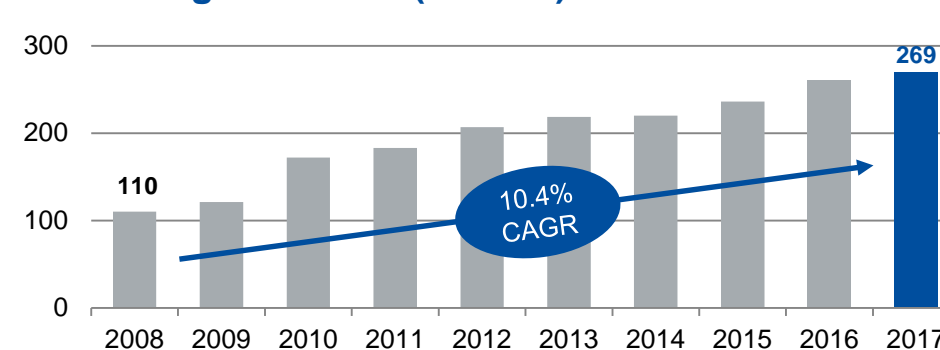
Share Buyback

Unique track record for continued profitability and added value

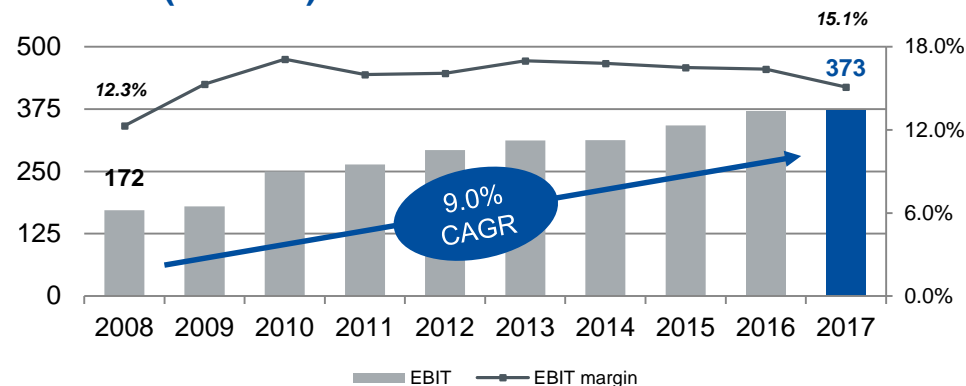
Sales (in €mn)



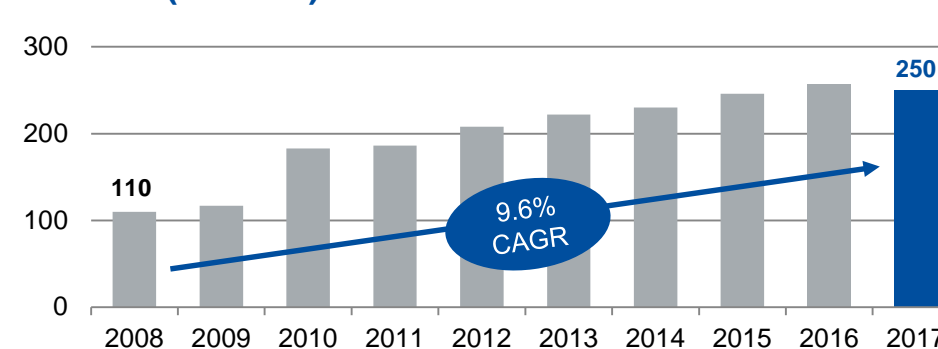
Earnings After Tax (in €mn)



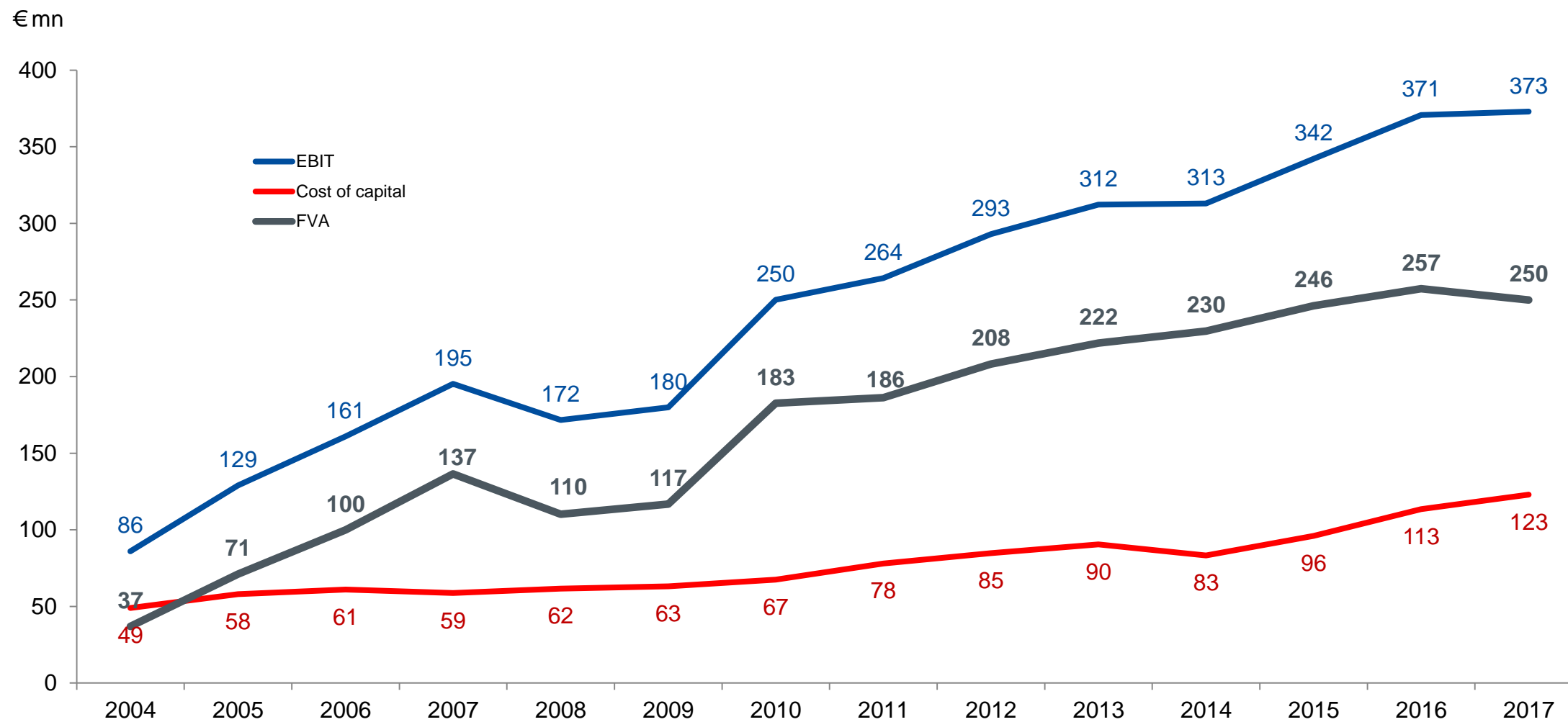
EBIT (in €mn)



FVA (in €mn)



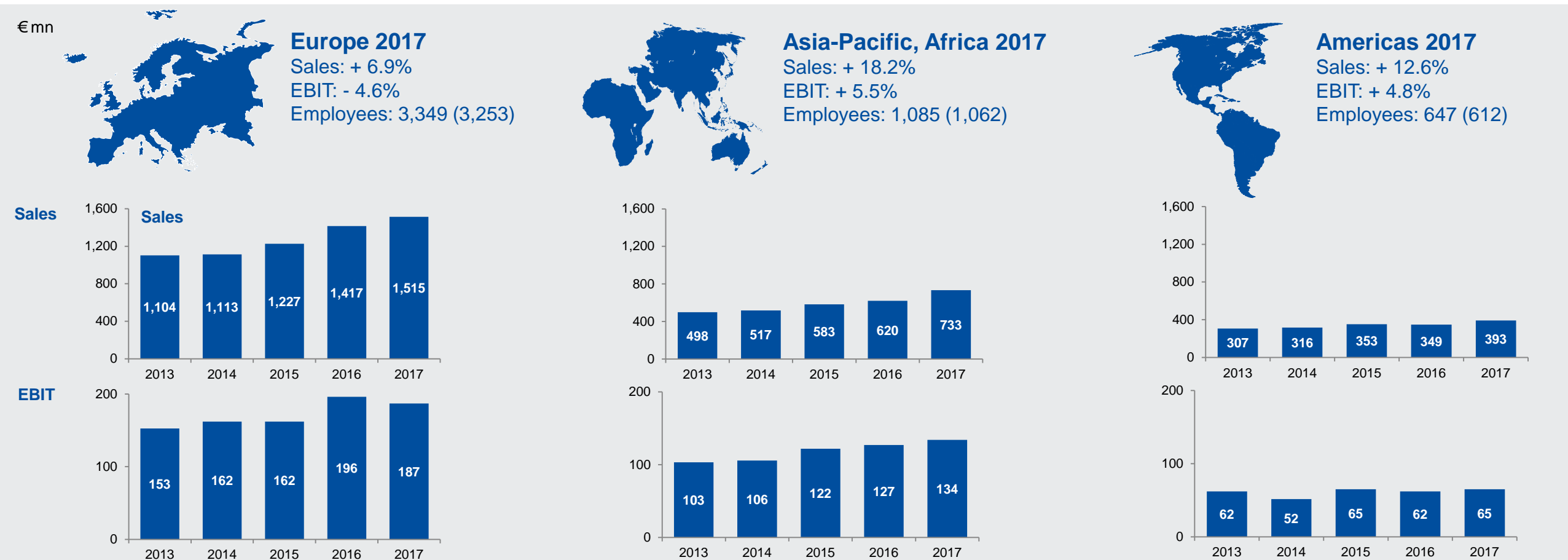
Development EBIT – Cost of Capital – FVA



EBIT increase of 1% in 2017

€mn	2013	2014	2015	2016	2017	Δ 16/17
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



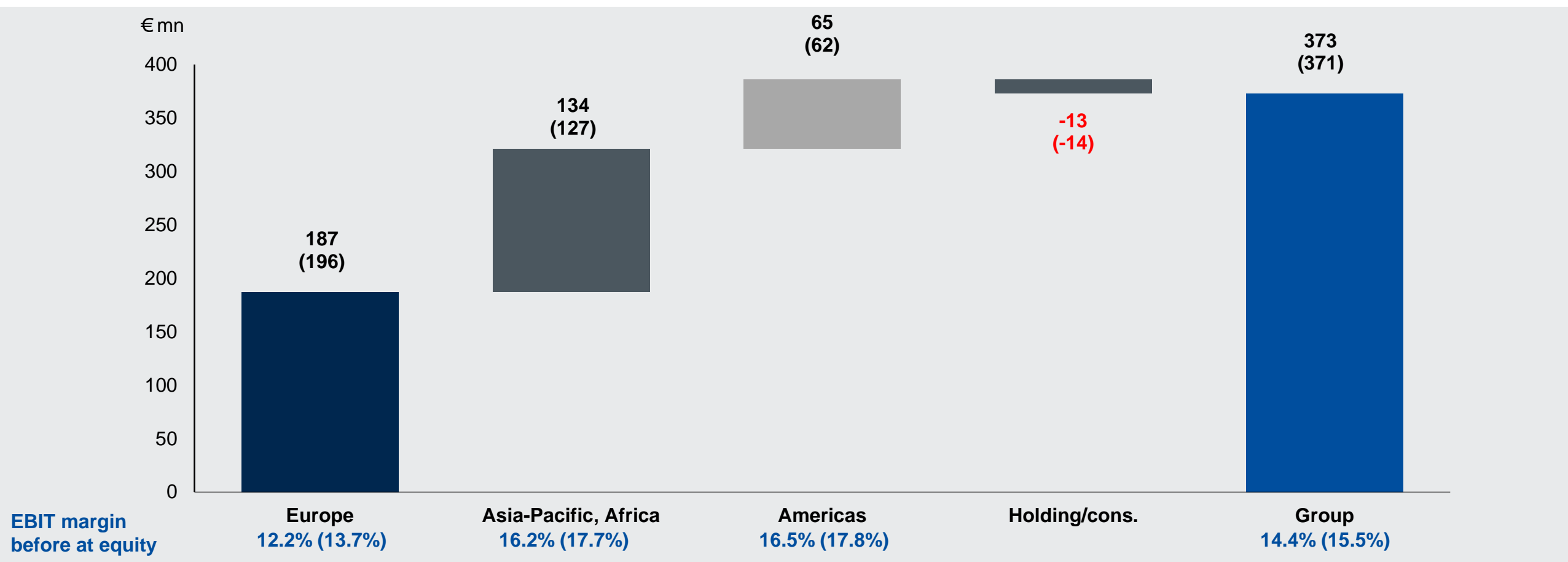
Solid balance sheet and strong cash flow generation

€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

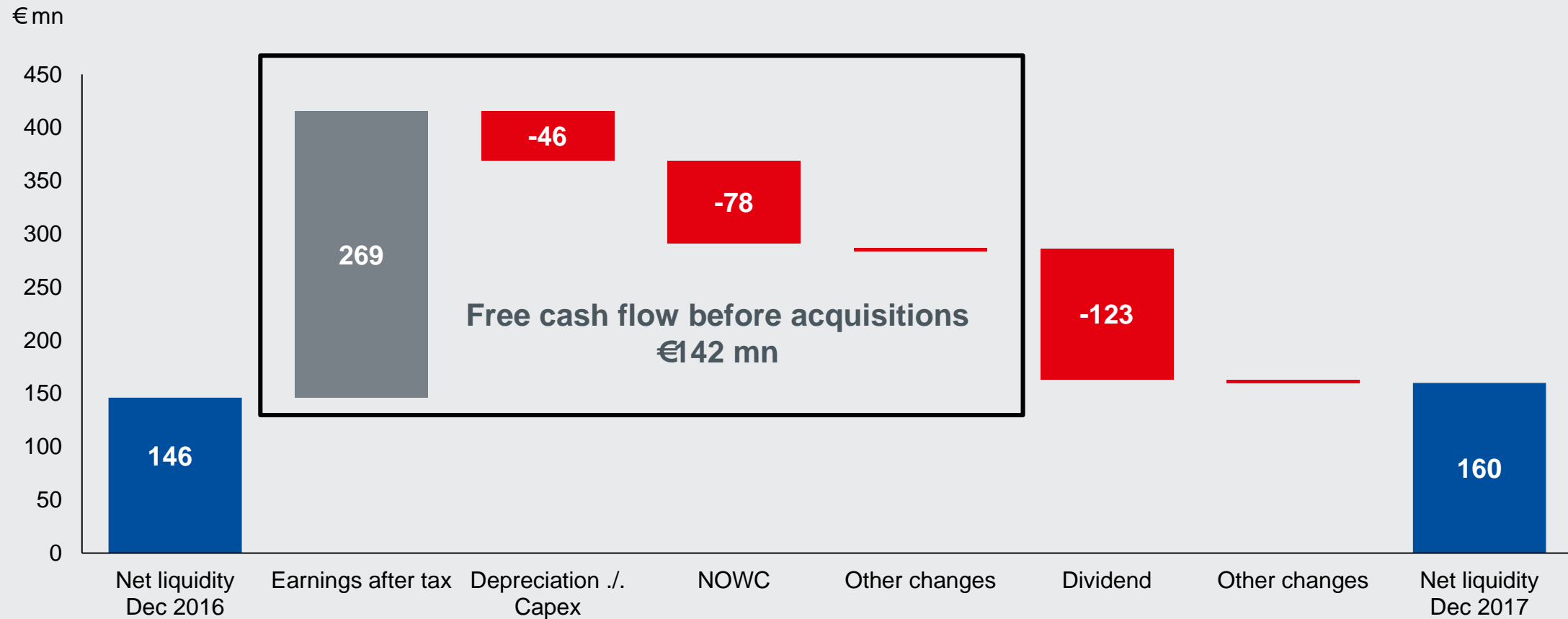
FY 2017 (FY 2016)



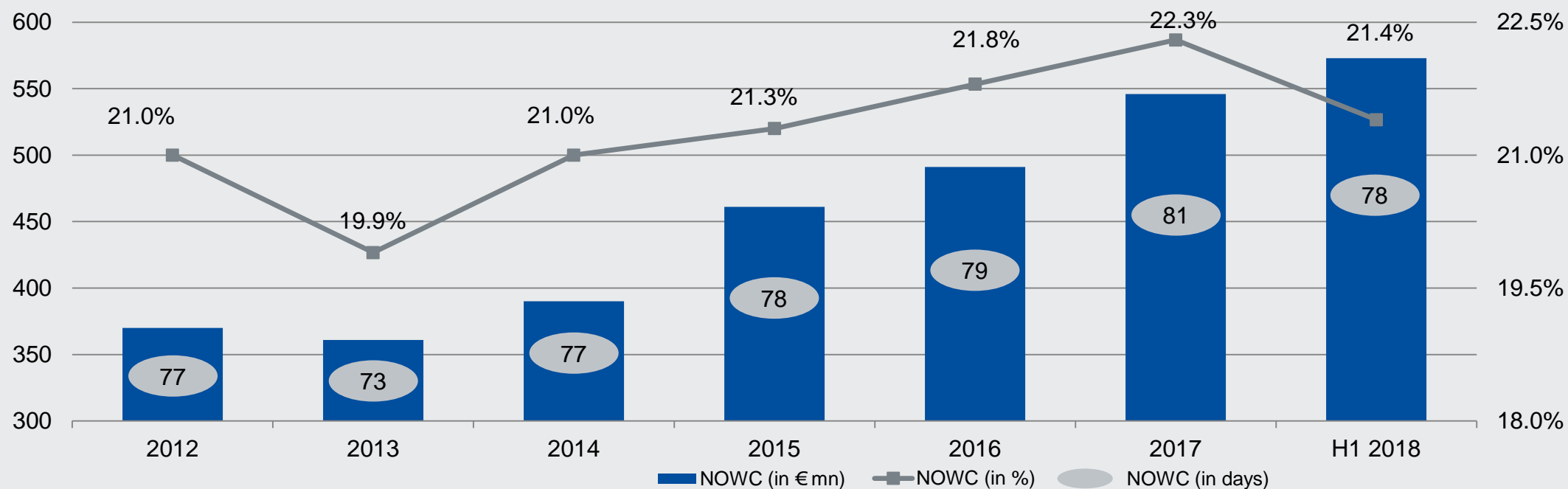
Cash flow FY 2017

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

Net Liquidity 2017



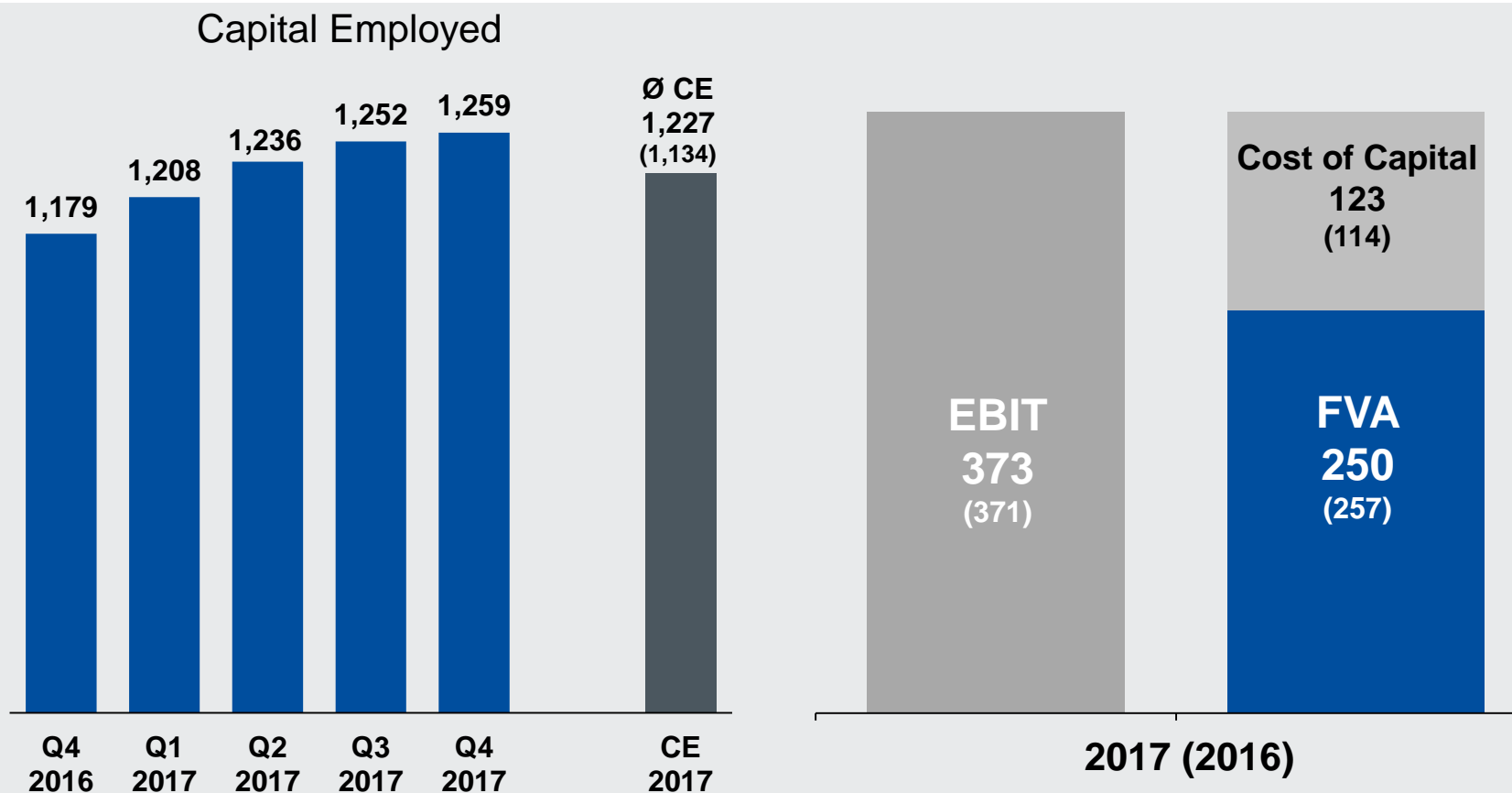
Net operating working capital (NOWC)*



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	50

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

FUCHS Value Added (FVA)



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
Sales	493	515	531	540	550	586	567	564	618	629	615	611	643	668		
Gross Profit	188	200	203	200	206	221	214	210	226	226	215	215	225	239		
<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>	<i>35.8</i>		
Other function costs	-110	-113	-118	-126	-126	-128	-125	-120	-137	-134	-129	-126	-136	-140		
EBIT before at Equity	78	87	85	74	80	93	89	90	89	92	86	89	89	99		
<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>	<i>14.8</i>		
At Equity	4	3	4	7	5	5	5	4	5	4	5	3	3	2		
EBIT	82	90	89	81	85	98	94	94	94	96	91	92	92	101		
<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>	<i>15.1</i>		
EBITDA	90	99	100	92	97	109	105	107	107	109	105	111	106	115		
<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>	<i>17.2</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	395			
Asia-Pacific, Africa	147	155	141	140	583	144	154	153	169	620	181	182	181	189	733	199	210			
Americas	88	88	91	86	353	85	87	88	89	349	104	101	97	91	393	95	104			
Consolidation	-20	-21	-22	-21	-84	-28	-27	-33	-31	-119	-35	-37	-54	-42	-168	-47	-41			
FUCHS Group	493	515	531	540	2,079	550	586	567	564	2,267	618	629	615	611	2,473	643	668			

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	3			
Asia-Pacific, Africa	-1.4	-1.1	7.9	21.1	6.3	25.1	18.8	18.6	11.8	18.2	10	15			
Americas	-4.3	-0.5	-3.0	3.3	-1.2	22.7	15.4	10.9	2.2	12.6	-9	3			
Consolidation	-	-	-	-	-	-	-	-	-	-	-	-			
FUCHS Group	11.7	13.8	6.7	4.4	9.0	12.4	7.3	8.6	8.3	9.1	4	6			

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	5			
Asia-Pacific, Africa	2.0	2.5	11.0	22.5	9.2	20.9	17.1	23.0	18.3	19.7	18	19			
Americas	-3.4	1.8	-4.0	-1.5	-1.8	9.0	6.4	12.7	10.1	9.4	7	14			
FUCHS Group	1.1	3.7	3.0	5.2	3.3	9.3	5.7	10.2	11.3	9.1	10	10			

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	-	-	-	-	-	-	-1			
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	-	-			

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	-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	-4			
Americas	-2.9	-5.7	-1.1	1.8	-2.0	6.3	3.5	-6.1	-10.1	-1.7	-16	-11			
FUCHS Group	-3.1	-4.8	-2.3	-1.3	-2.9	2.0	0.8	-2.3	-3.4	-0.8	-6	-4			

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	49			
Asia-Pacific, Africa	27	32	28	35	122	29	32	29	37	127	34	32	32	36	134	33	35			
Americas	17	16	17	15	65	15	17	15	15	62	17	15	18	15	65	14	18			
Consolidation	-1	-2	-1	-3	-7	-2	-3	-4	-5	-14	-3	1	-11	0	-13	-4	-1			
FUCHS Group	82	90	89	81	342	85	98	94	94	371	94	96	91	92	373	92	101			

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	2			
Asia-Pacific, Africa	9.8	-2.2	2.9	7.1	4.3	15.4	2.5	8.3	-2.7	5.5	-3	9			
Americas	-8.5	0	-9.7	3.4	-4.0	11.9	-6.7	12.0	0	4.8	-18	20			
Consolidation	-	-	-	-	-	-	-	-	-	-	-	-			
FUCHS Group	4.3	8.5	4.7	16.2	8.3	10.8	-2.4	-2.8	-2.1	0.5	-2	5			

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

Financial Calendar & Contact

Financial Calendar

October 30, 2018	Quarterly Statement Q3 2018
March 20, 2019	Full Year Results 2018
May 7, 2019	Annual General Meeting 2019

Investor Relations

FUCHS PETROLUB SE

Friesenheimer Str. 17
68169 Mannheim
www.fuchs.com/group/investor-relations



Thomas Altmann
Head of Investor Relations
Tel. +49 621 3802 1201
thomas.altmann@fuchs.com



Andrea Leuser
Specialist Investor Relations
Tel. +49 621 3802 1105
andrea.leuser@fuchs.com

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