

Capital Market Day 2019

Region Europe, Africa and Middle East

| June 25, 2019 | Kaiserslautern | Dr. Ralph Rheinboldt



Agenda

01

Status Quo

02

Key Success Factors and Growth Potential

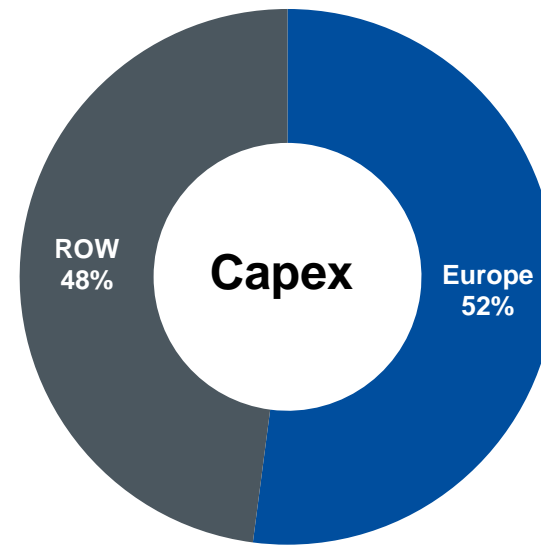
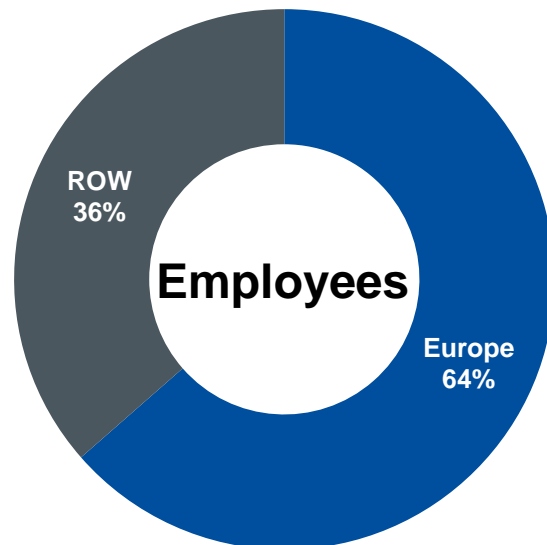
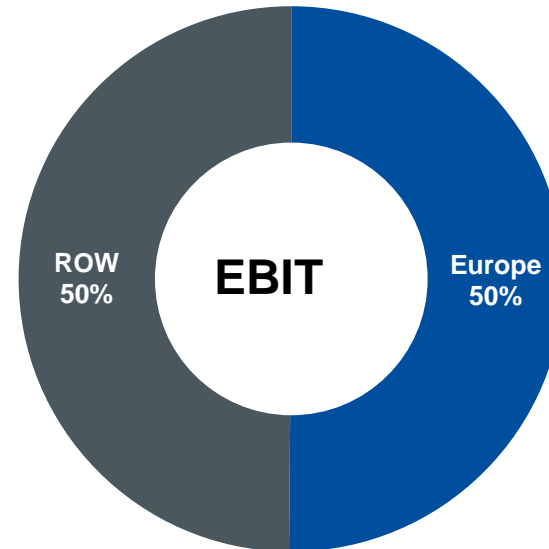
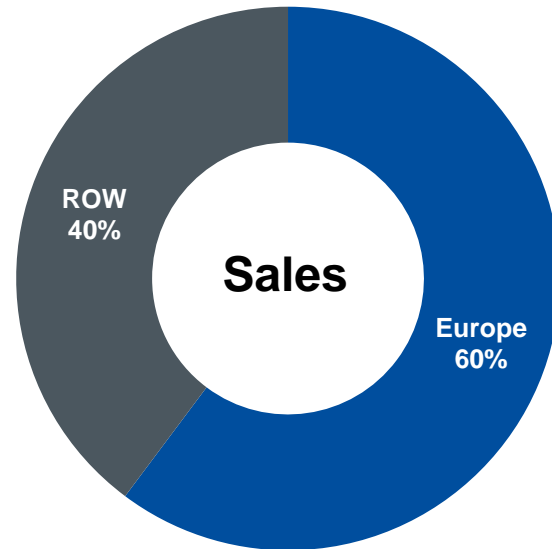
03

Challenges and FUCHS2025

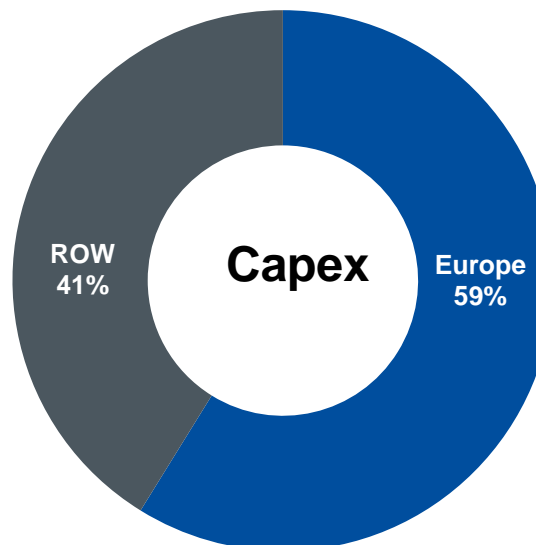
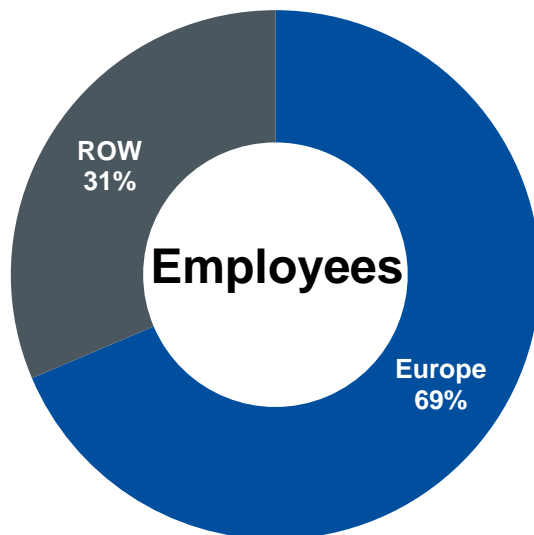
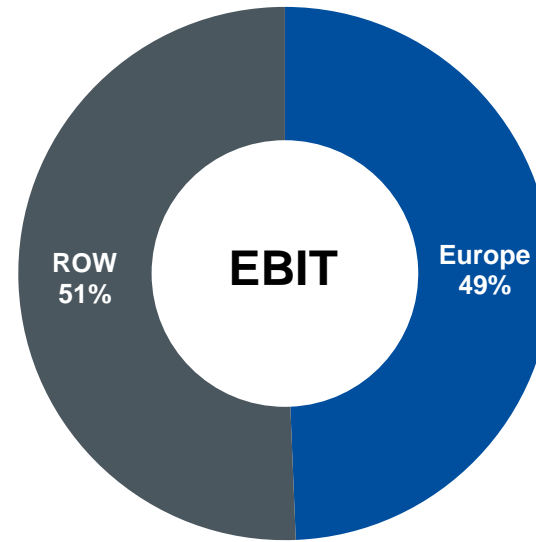
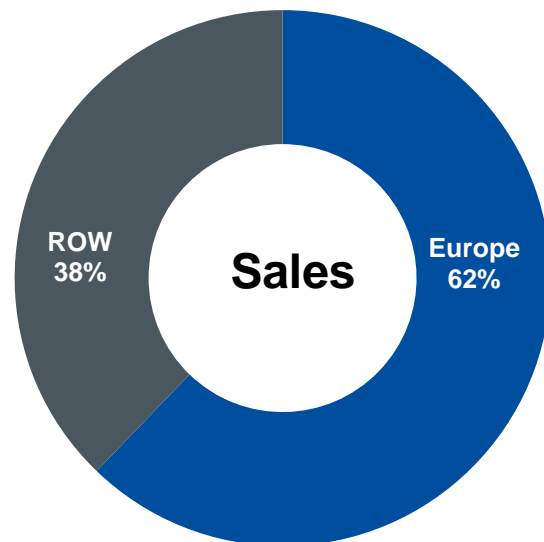
01 Status Quo



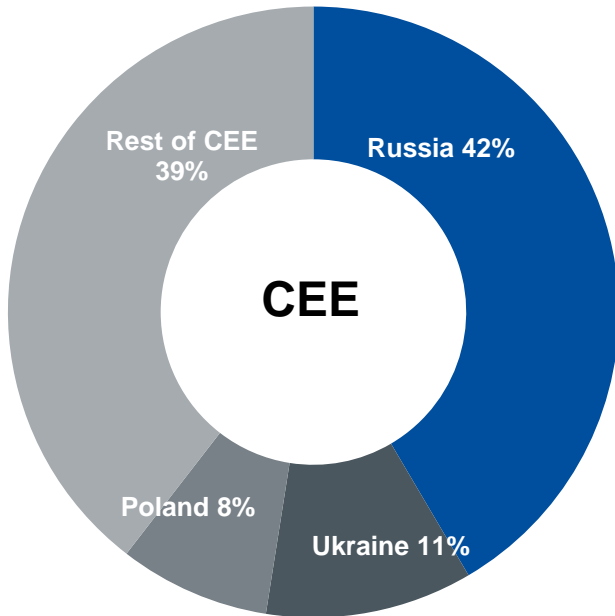
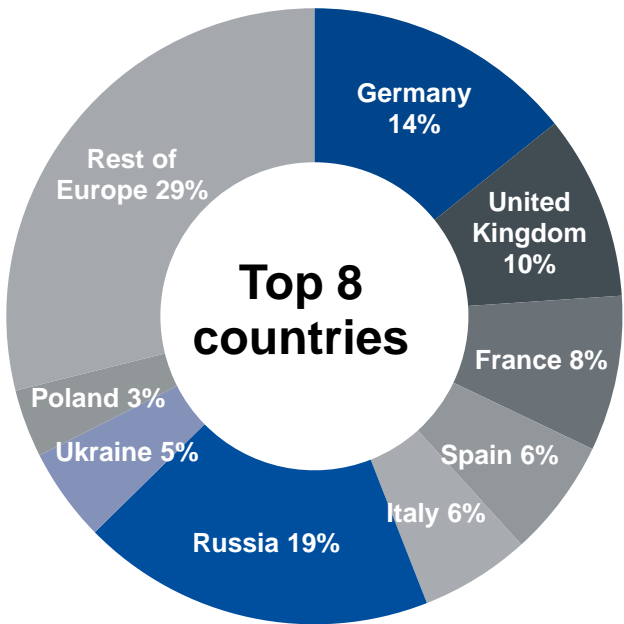
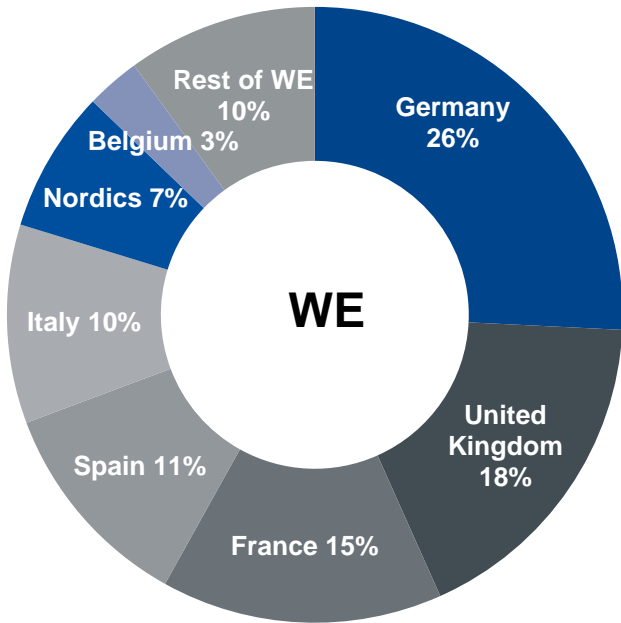
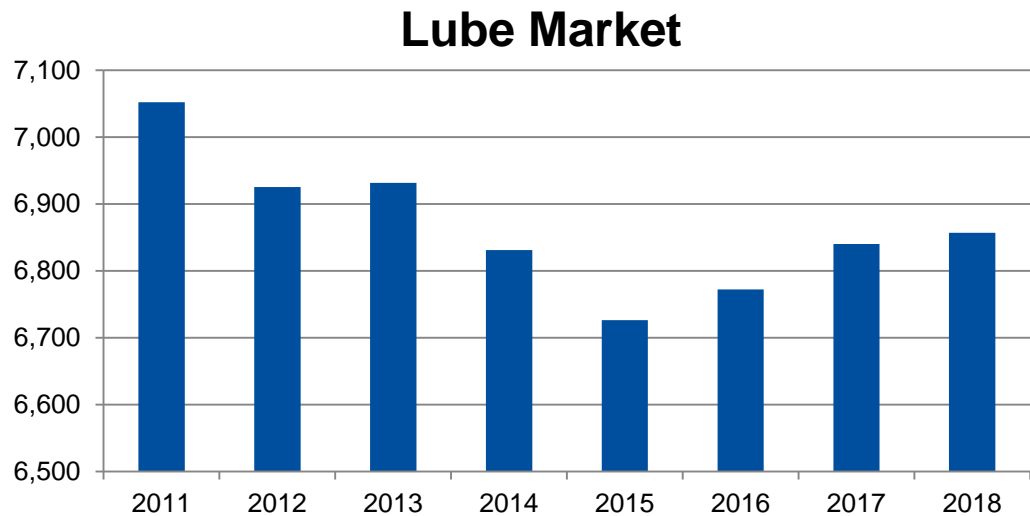
Europe as Part of FUCHS' Global Activities (FY 2018)



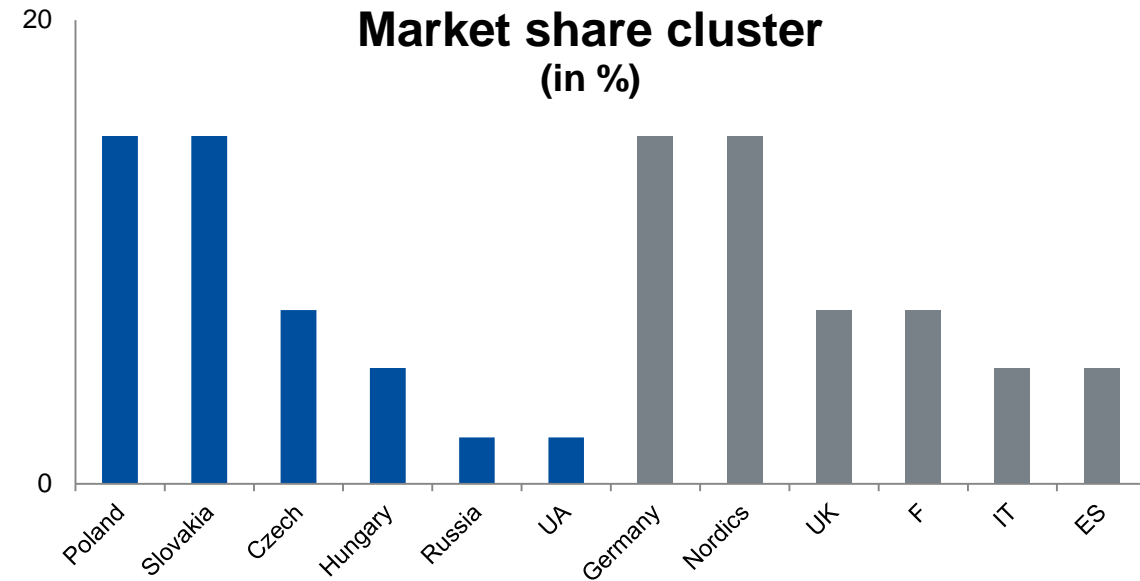
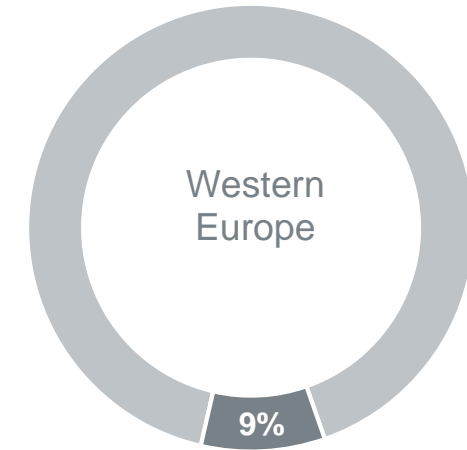
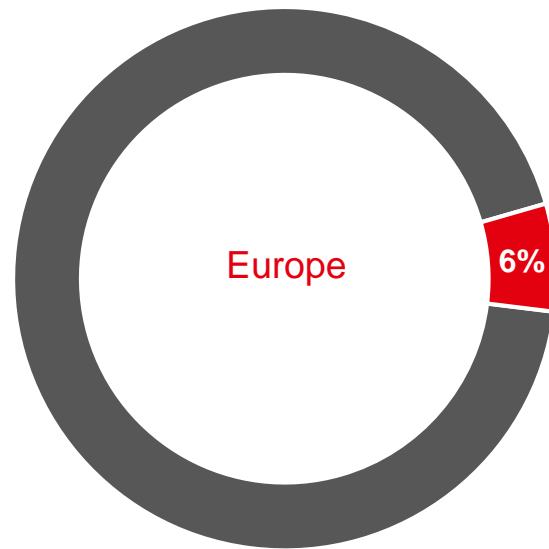
EMEA as part of FUCHS' Global Activities (Q1 2019)



Europe – The Lubricant Market (2018)

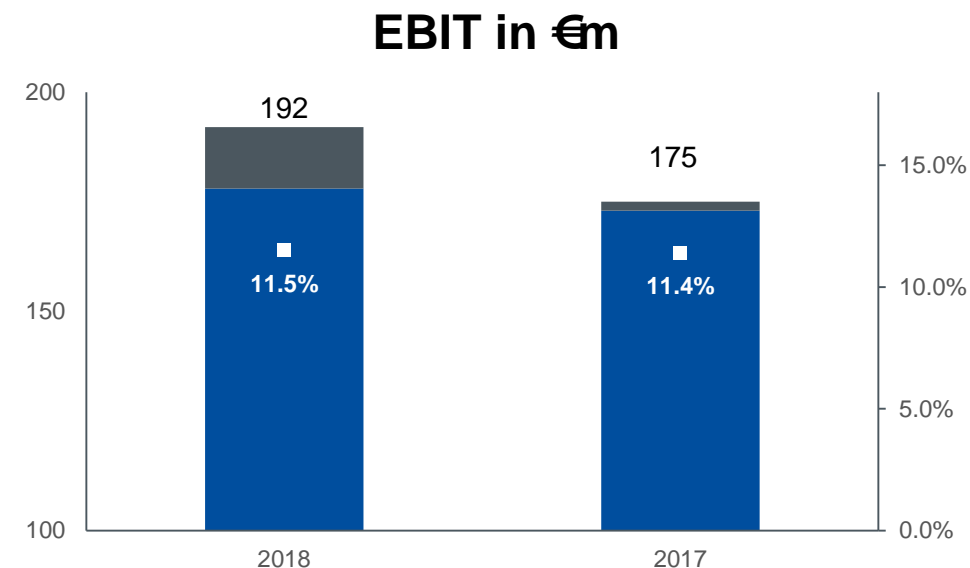
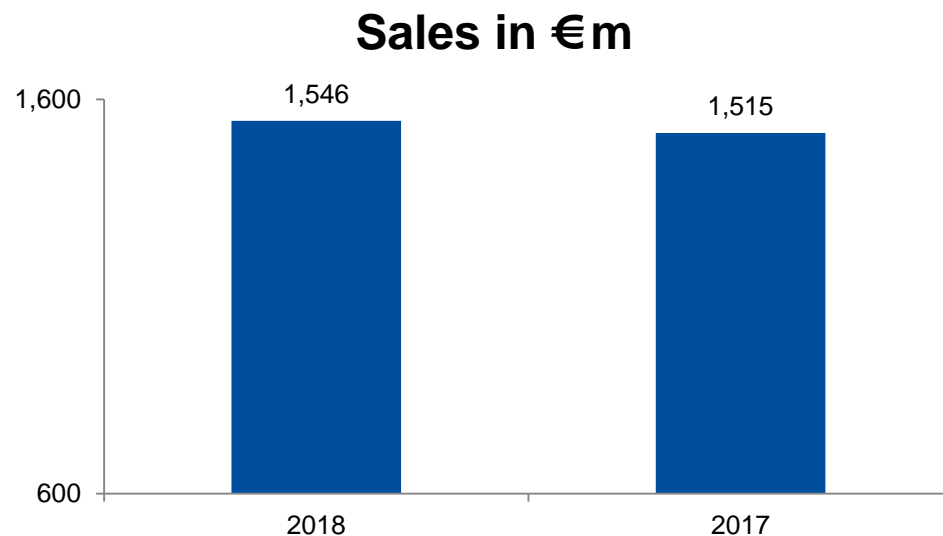


Specific market shares in the most important countries

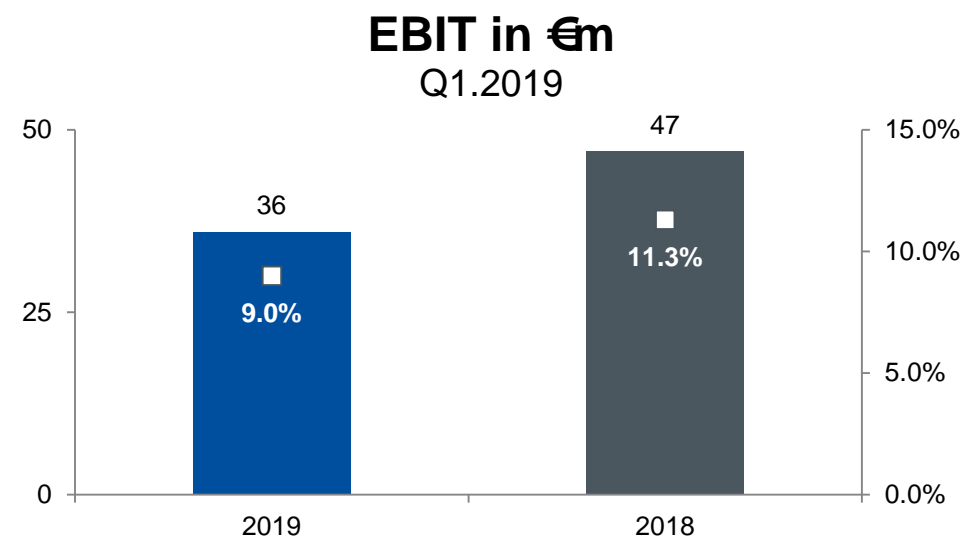
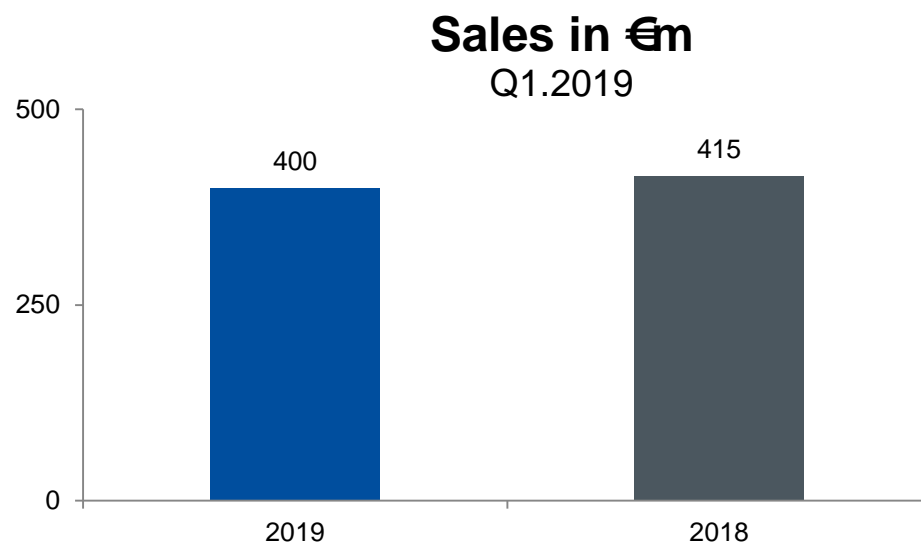


Financial Track Record

Europe
FY



EMEA
Q1



02 Key Success Factors and Growth Potentials



Key Success Factors and Growth Potentials

Organic Growth

Customer Proximity

(Sales, Customer Service, Application Engineering, Supply Chain, Customer Service Laboratories, Product Management)

Combination of regional and local strengths with our global divisions OEM, Lubritech, Mining and Industrial

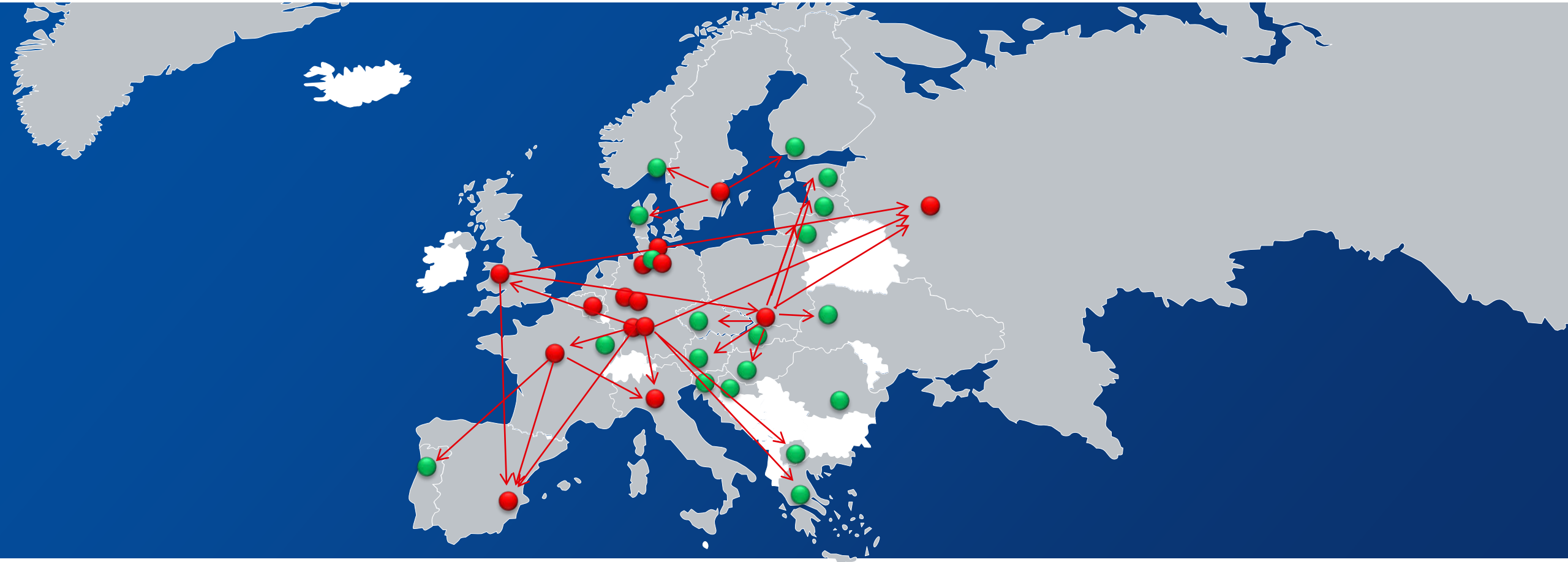
Business Development

Focus on market segments

(e.g. Aerospace, Wind, Food, Off High Way, Gearboxes),

Organizational Set Up

Supply Chain Network



PU Grease plant Kaiserslautern

Logic: Additional Capacity for a product group (OEM and Industrial)

SOP: First half 2020

Portfolio: PU Greases



Mannheim Loading / Unloading Facilities



Logic: Upgrade to state of the art,
compliance, customer requirements

SOP: 2019

Portfolio: Raw materials and Finished
products

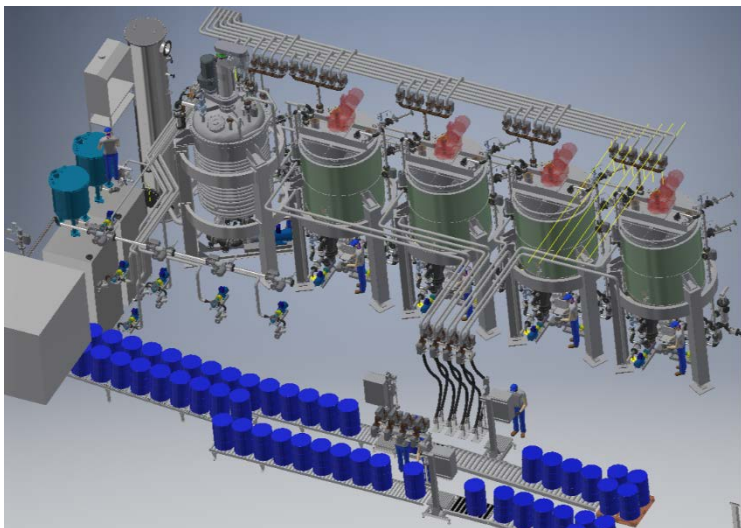
Poland



Logic: Capacity Extension

SOP: 2019/2020

Portfolio: Lubricants and Greases



Key Success Factors and Growth Potentials

New Markets

Romania



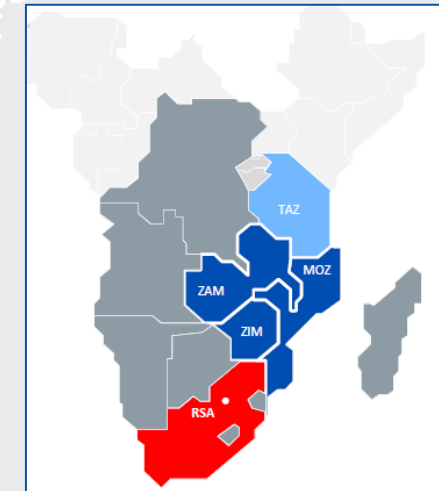
Switzerland



Nordics



Africa



Nordics

3.800

Total Customers in Nordics

107

Distributors

Around **180**
Employees

€ 106 mn

Turnover

**1 Production Plant in
Nynäshamn**

**7
Warehouses**

Deliver to

36 countries

**1.170
Products**

Sweden - New Plant



Logic: Post acquisition project to replace rented facility

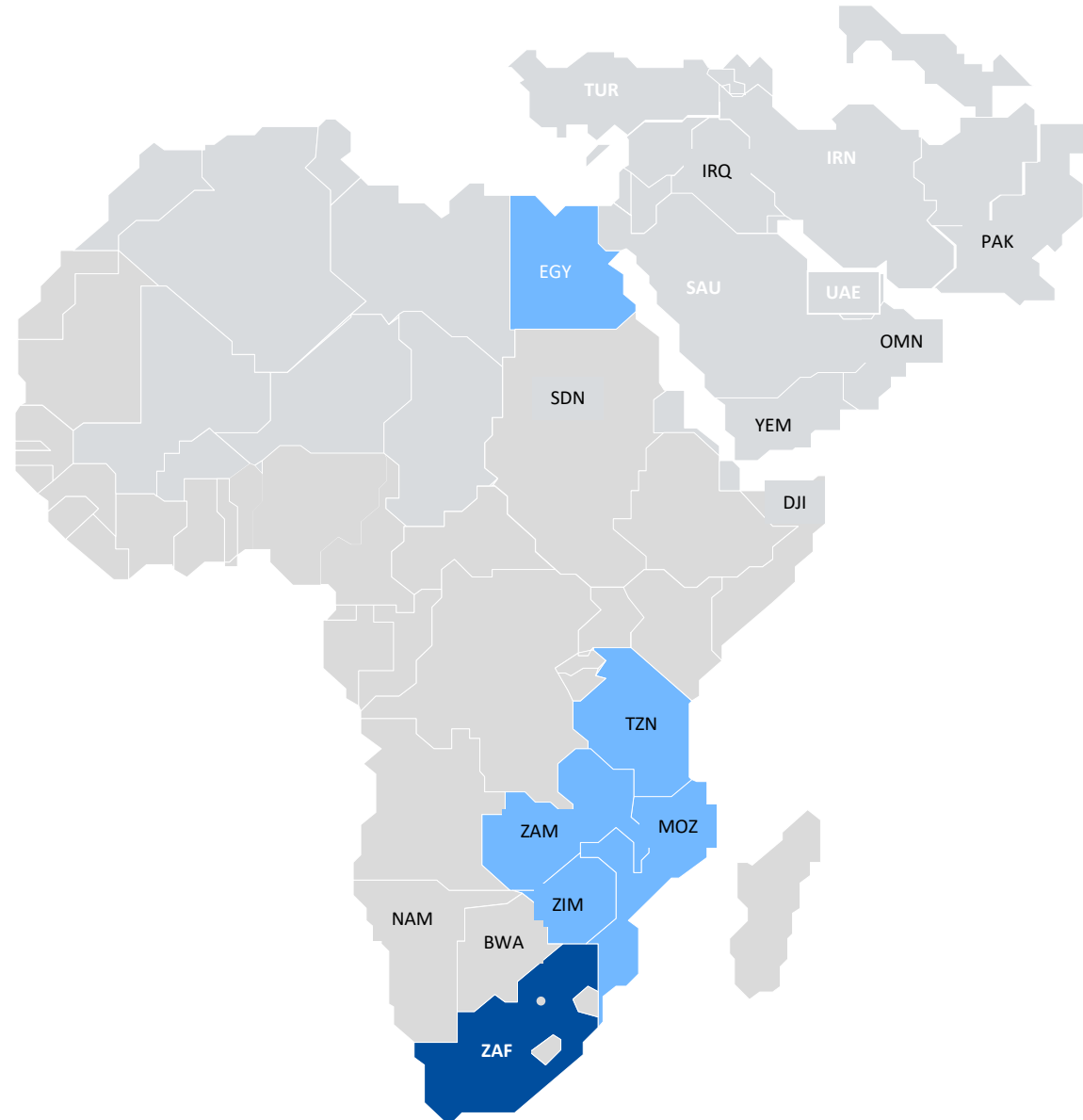
SOP: Q4 - 2020

Portfolio: ~ 300 products



Key Success Factors and Growth Potentials

New Markets



03 Challenges



Challenges

Challenges

Raw Material Landscape

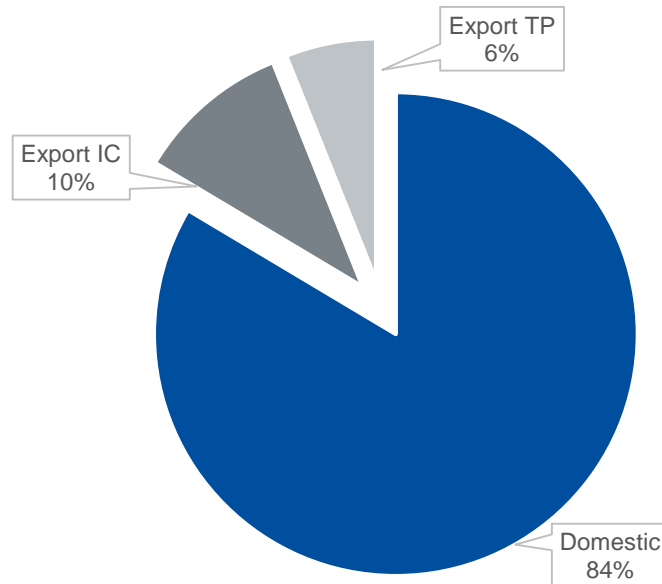
Customer Requirements

Electrification

BREXIT

Digitalization

FUCHS 2025



FUCHS (UK):

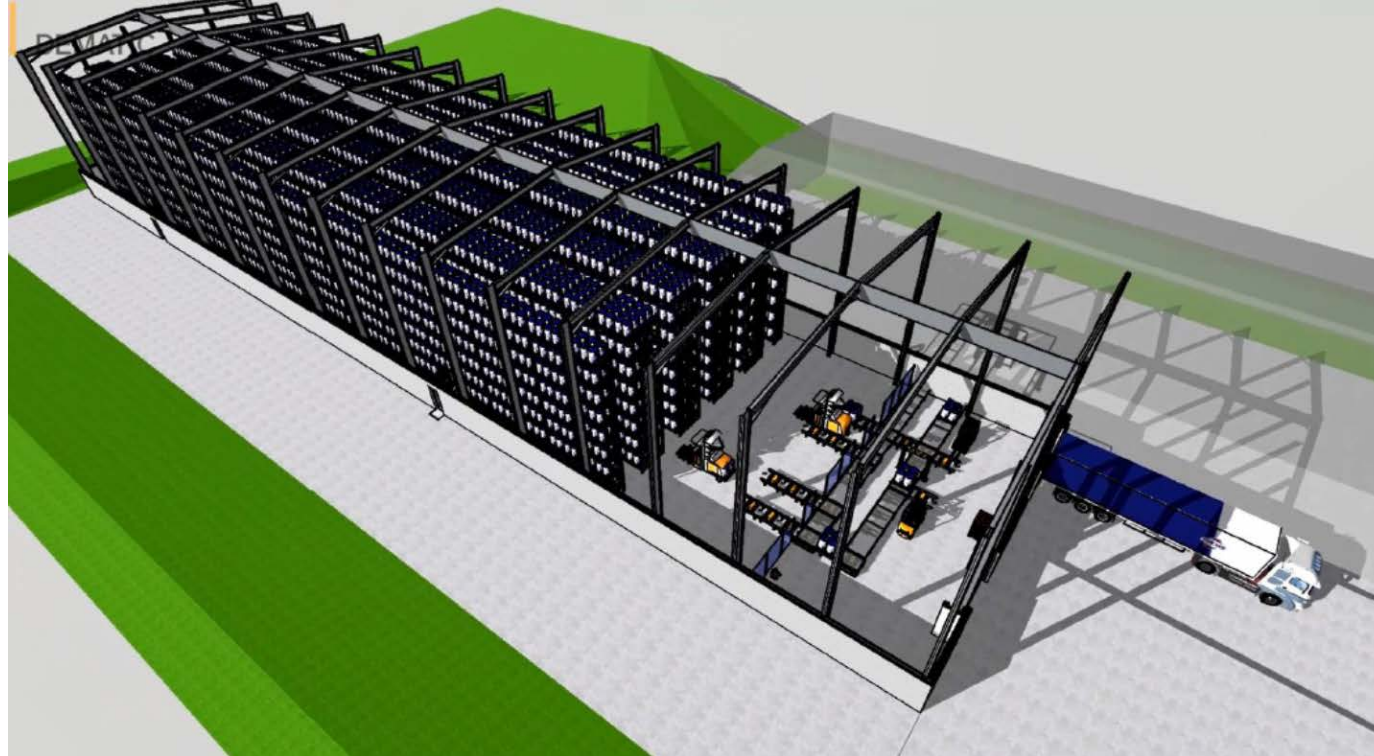
- Subsidiary with Sales Revenues of some € 150m
- Manufacturing Plant
- 330 employees
- 84% of FUCHS (UK) business is domestic

Direct Exports to UK very limited

Hard Brexit would trigger export and import duties

Mid and Long Term impact on the UK economy very difficult to predict

UK – Investment in Raw Material warehouse and logistics



Strategic Initiatives – Top Line

(e.g. Markets, Product Groups, Services, e-commerce)

Company Culture

(e.g. manufacturing portfolio, logistical set up, process automation)

Operational Excellence

Organizational Set Up

Thank you very much for your attention.

