



FUCHS PETROLUB SE Capital Market Day

Stefan Fuchs, Chairman of the Board
Dr. Alexander Selent, Vice Chairman & CFO

17 September 2014



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PEOPLE.

Group organisation



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Stefan Fuchs

CEO & Chairman
Strategy, Sen. Mgmt., PR
North America, Asia

Dr. Alexander Selent

Dpt. Chairman
Finance, HR, IR
Middle East & Africa

Dr. Lutz Lindemann

BoD member
Technical, Supply Chain
OEM, Mining, South America

Dr. Ralph Rheinboldt

BoD member
Europe, LUBRITECH
IT

Steve Puffpaff

GMC North America

Reiner Schmidt

GMC Treasury & Controlling

Carsten Meyer

GMC OEM

Bernhard Biehl

GMC LUBRITECH

Dr. Timo Reister

GMC Asia-Pacific

Alf Untersteller

GMC Africa, Middle East, Turkey

Stefan Knapp

GMC FES, Germany

Klaus Hartig

GMC East Asia

Key Success Factors provide a solid foundation



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- Committed employees
- Balanced global, regional and local structures
- Customer focus/service
- Effective R&D and application engineering
- International distribution network
- Same QS Standards worldwide
- Sound technology roadmaps
- Financial strength
- Independence

Mission Statement of FUCHS PETROLUB



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Values of the FUCHS PETROLUB Group



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Trust



Creating Value



Respect



Reliability



Integrity

FUCHS covers the world with its infrastructure



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- **Structured and focused growth worldwide**
 - By application
 - By country
- **Global standards for a unified sales approach**
 - Mission Statement & Values
 - Brand awareness & communication
 - Corporate guidelines
- **Set the basis for future growth**
 - Additional sales & technical staff
 - Capex for plant efficiencies & capacities, emerging markets, R&D

Capex – completed in 2013



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New plant in Yingkou, China



Extension of Chicago, USA



New plant in Kaluga, Russland

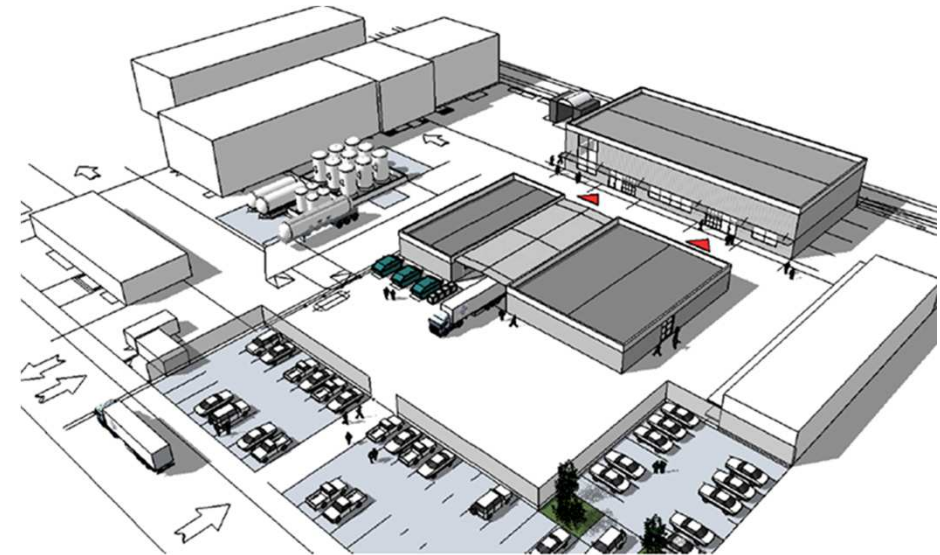
Capex – planned for 2014



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Grease manufacturing USA



Test field Mannheim

New plant in
Sorocaba (S.P.),
Brasil

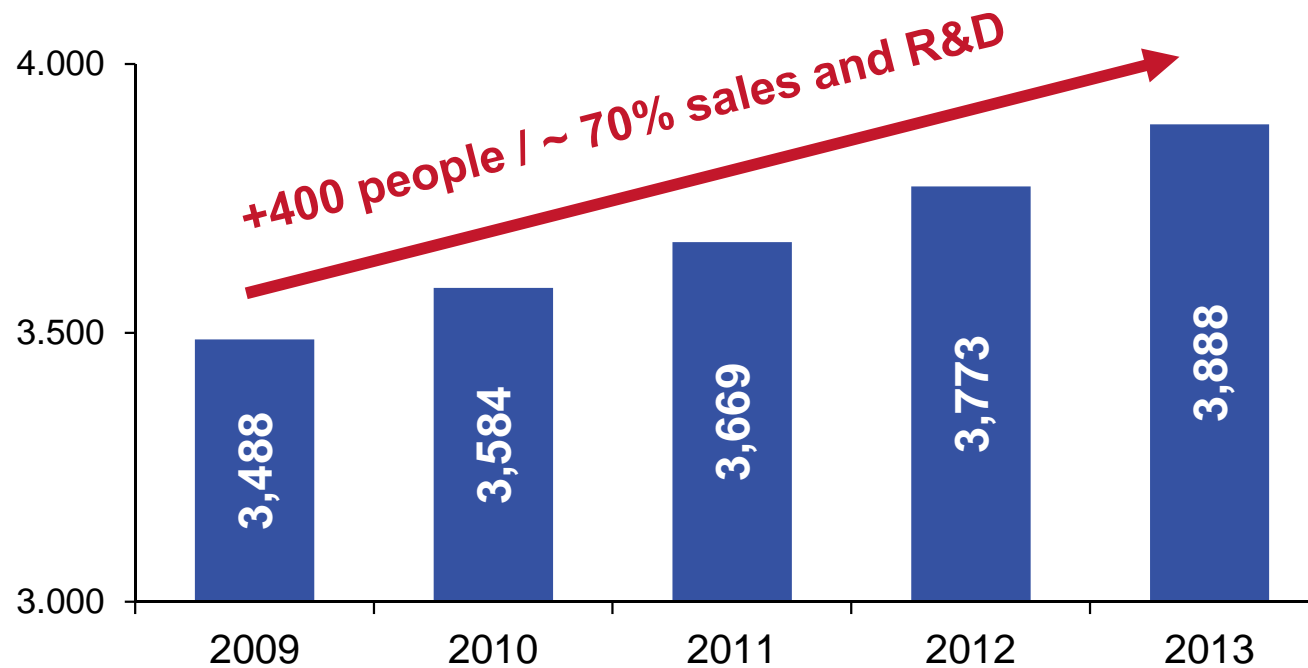


Growth initiative – Personnel increase mainly in sales and R&D



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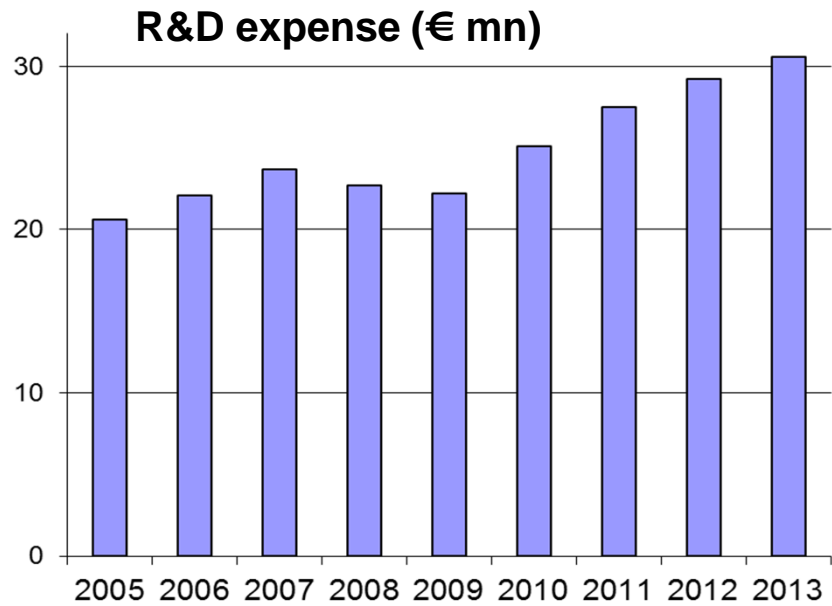
Number of employees
(on 31 December)



400 chemists safeguard FUCHS' cutting edge technology



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- Acquisition of the lubricant business of LUBRITENE group on 1 September 2014
- Purchase of product technology and customer base
- Sales: approx. € 15 mn p.a.
- Business mainly exists of lubricants for mining and the food industry
- Production will be transferred midterm to the FUCHS sites in Johannesburg and Melbourne



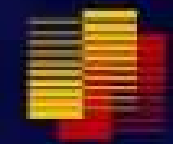
LUBRITENE



SABS
ISO 9001



- Acquisition of the lubricant business of the BATOYLE FREEDOM Group on 20 June 2014
- Purchase of product technology and customer base
- Sales: approx. € 15 mn p.a.
- Business exists of automotive and industrial lubricants as well as lubricants for the glass industry
- After transition phase it is intended to transfer the production to the FUCHS site in Hanley



Batoyle Freedom Group

Broad customer base and versatile fields of applications



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Mining



Passenger cars



Construction



Food industry



Steel



Trucks



Agriculture



Conveyor belts



Cement



Aeronautic



Railway



Wind energy

Annual Report 2013 is devoted to “Growing together”



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2013 | Growing
together
ANNUAL REPORT



For 83 years, we have been concentrating all of our efforts and ideas on the development of innovative

lubricants.

We provide special lubricant solutions in market niches and offer our customers support in the world's key

growth countries.

Our local presence, coupled with the expertise and special

understanding of values

displayed by our employees, enables us to cater to individual

customer requirements

with tailor-made products. In this endeavor, we strive to utilize the strength of our global network and continue to grow as group. This is how we generate sustainable added value for our customers and all other stakeholders.



FUCHS PETROLUB IN FIGURES

10%

of employees work in
research and development

11 years
is the average term of service in the Group

€222 million

higher earnings than cost of capital generated by FUCHS
in 2013. FUCHS Value Added (FVA) is the Group's
central key performance indicator (2012: €208.2 million).

3.2%

employee turnover rate (2012: 3.5%)

23%

is the average increase in
dividends over the last ten years.

**Our business model has paid
dividends**



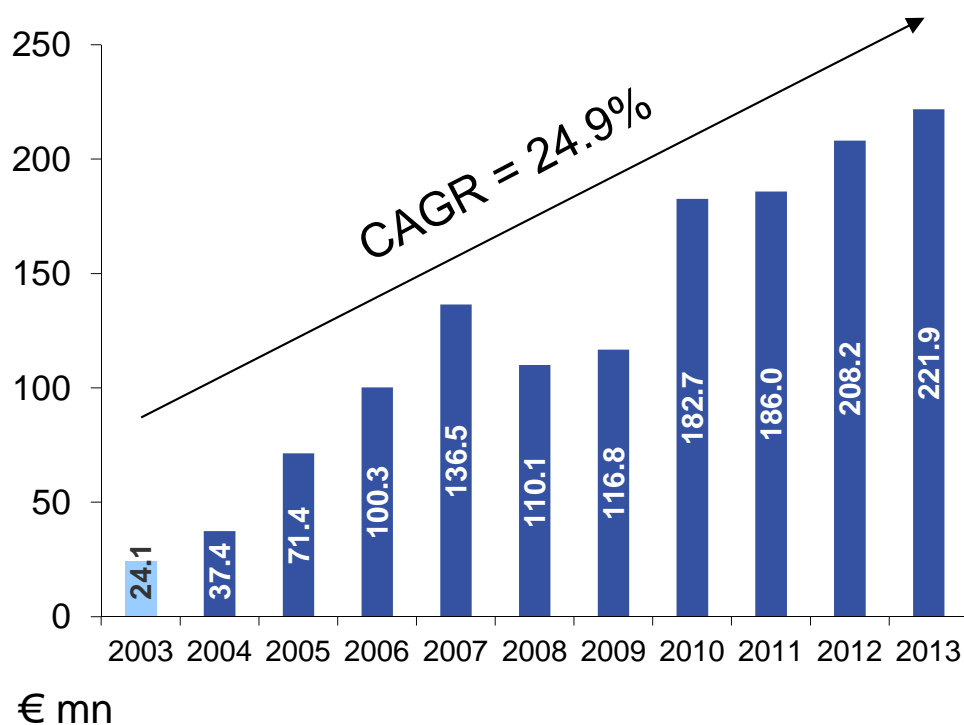
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During the past 10 years, FVA increased by 25% p.a. and market capitalization presently is close to €4.5 bn.

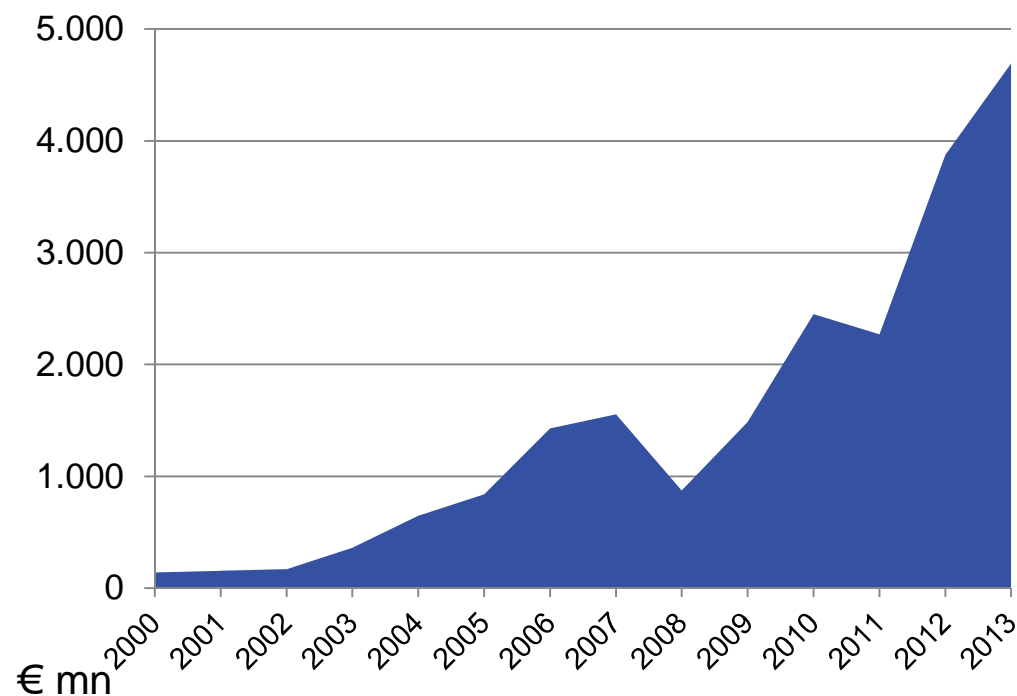


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FVA = Fuchs Value Added



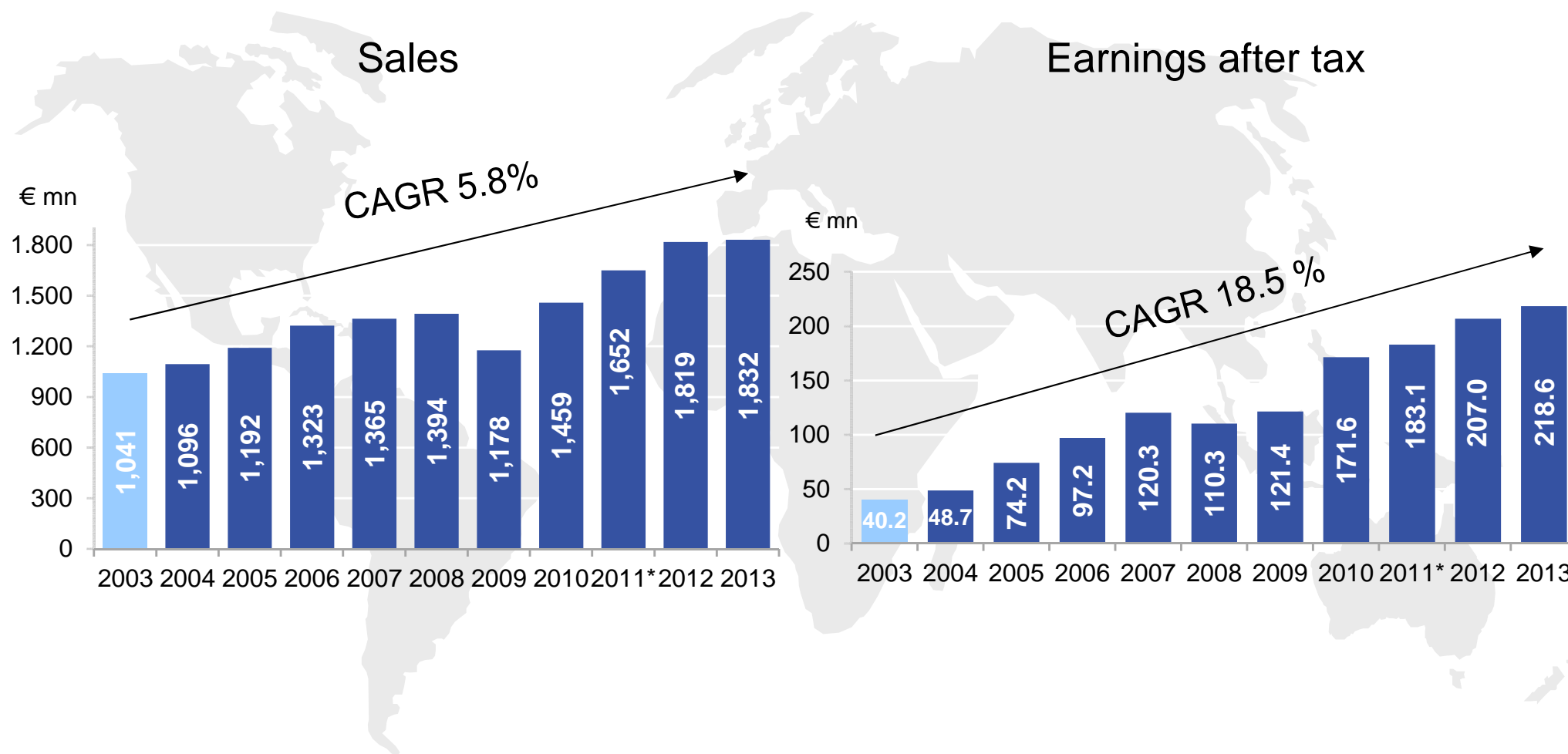
FUCHS market capitalization



During the past 10 years, sales revenues have increased by 5.8% p.a. and earnings after tax by 18.5% p.a.



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Solid balance sheet – increase of equity ratio to 73,5% and net payment items of €167,4 mn



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€ mn	2009	2010	2011	2012	2013
Equity	392.9	546.5	658.2	781.7	853.5
Equity ratio	52.7%	61.1%	66.8%	70.5%	73.5%
Return on equity (ROE)	35.3%	36.6%	31.0%	29.0%	26.7%
Return on capital employed (ROCE)	32.8%	42.7%	39.1%	39.7%	39.7%
Net debt¹ (-) / net cash (+)	+31.7	+72.4	+ 64.9	+ 134.8	+ 167.4

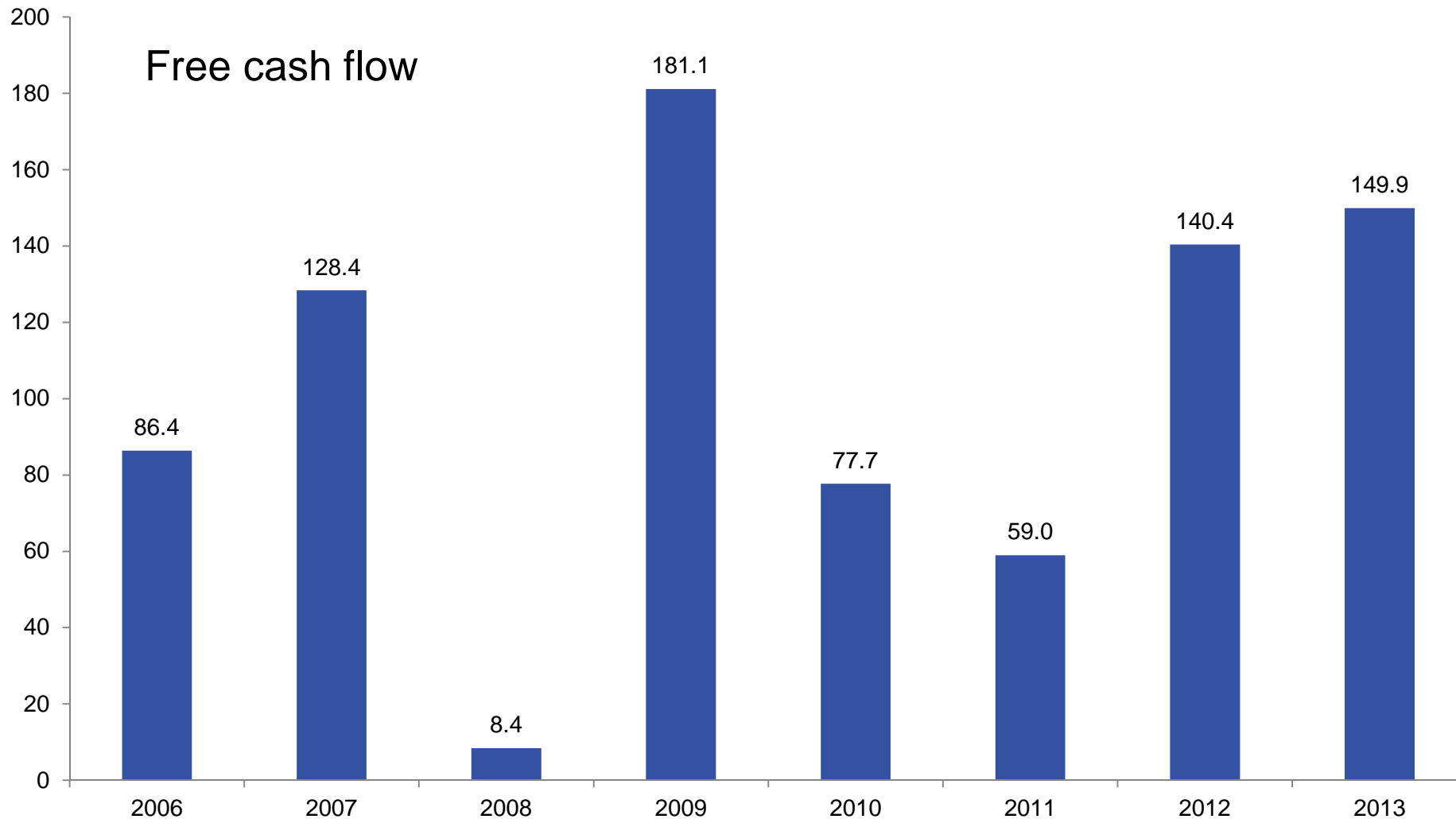
¹ excl. pensions

Generation of free cash flow on average of more than €100 mn since 2006



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€ million



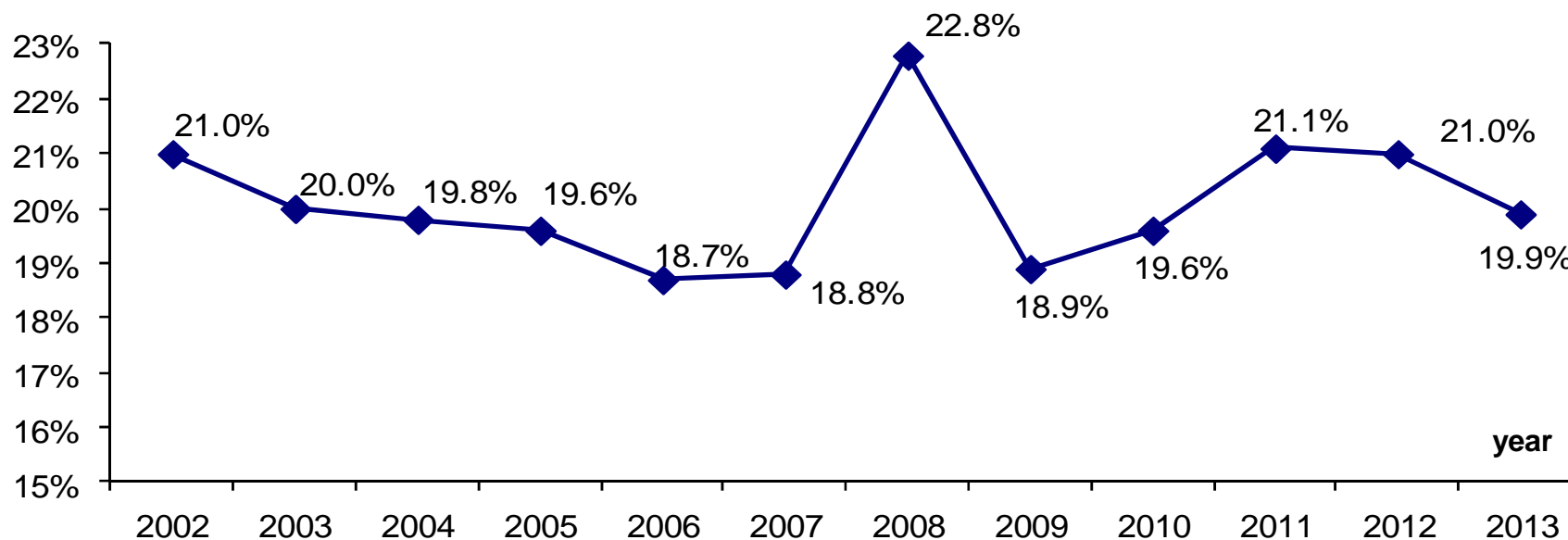
Net operating working capital (NOWC) at previous year's level



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Year	2006	2007	2008	2009	2010	2011	2012	2013
NOWC/sales (%)	18.7	18.8	22.8	18.9	19.6	21.1	21.0	19.9
Inventories/days	68	72	83	74	73	78	79	75
Debtors/days	57	55	52	51	54	55	52	53
Payables/days	51	50	37	46	44	44	39	43

NOWC*



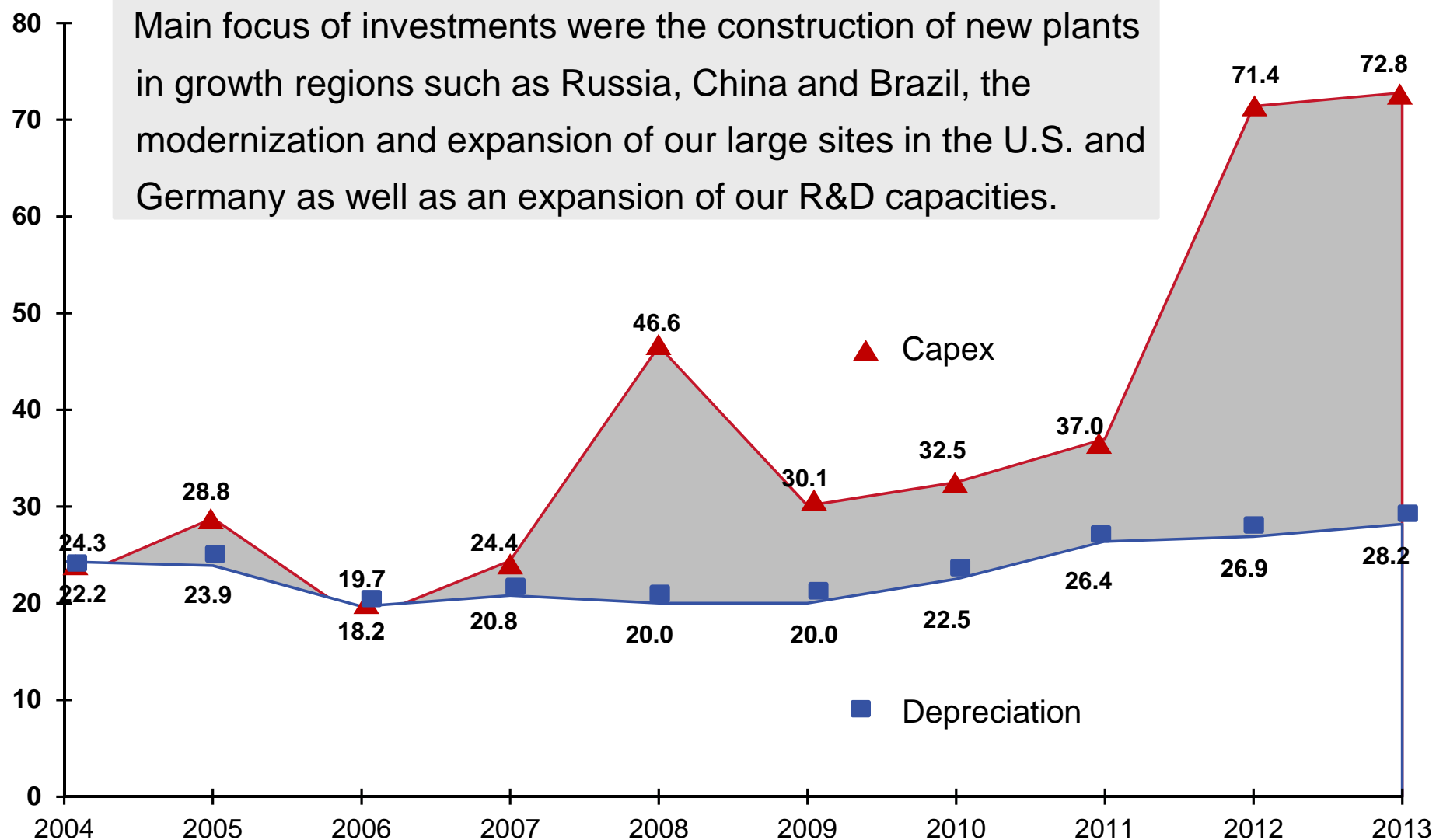
* net operating working capital

Growth initiative - We have significantly expanded our global footprint



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€ mn

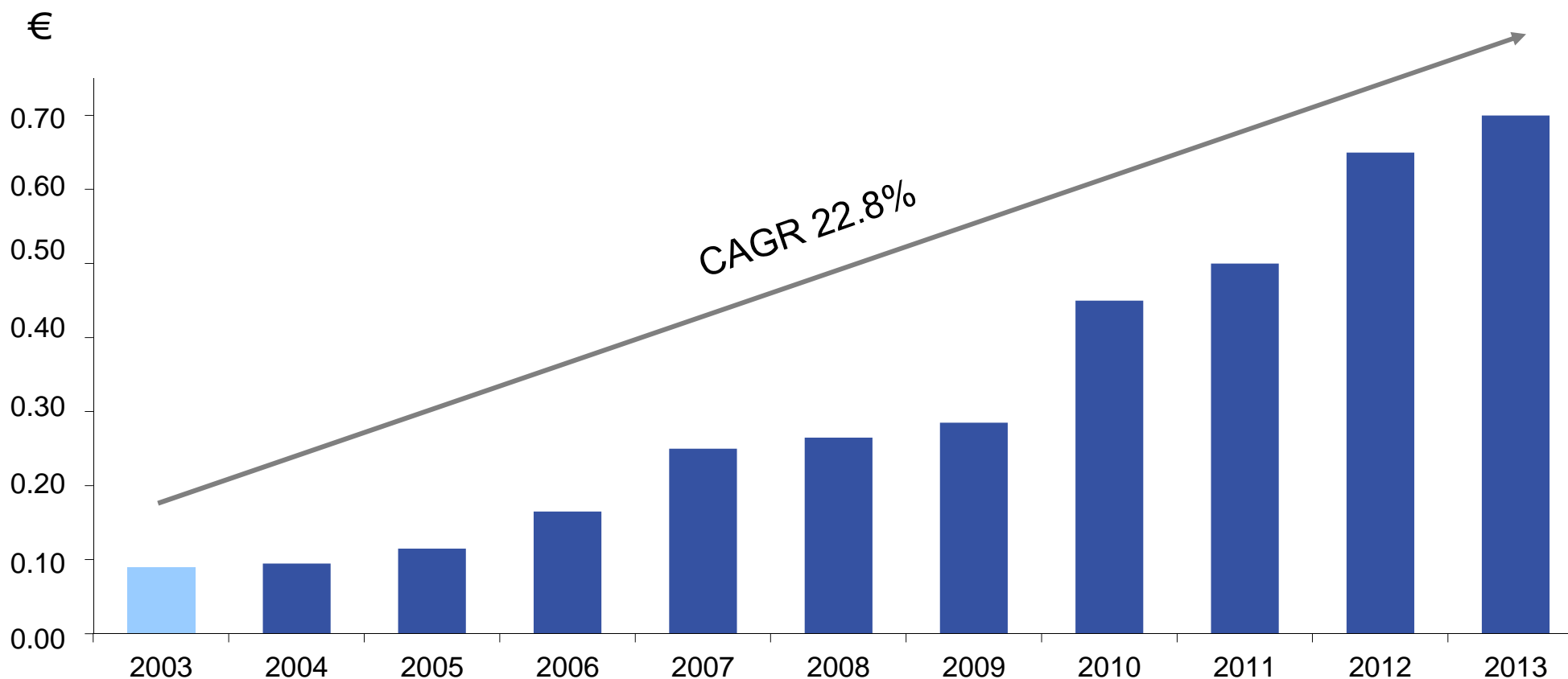


Since IPO in 1985 we have paid dividends - during the past 10 years, dividends have been increased by 22.8% p.a.



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Dividend per preference share (adjusted for changes in equity structure)

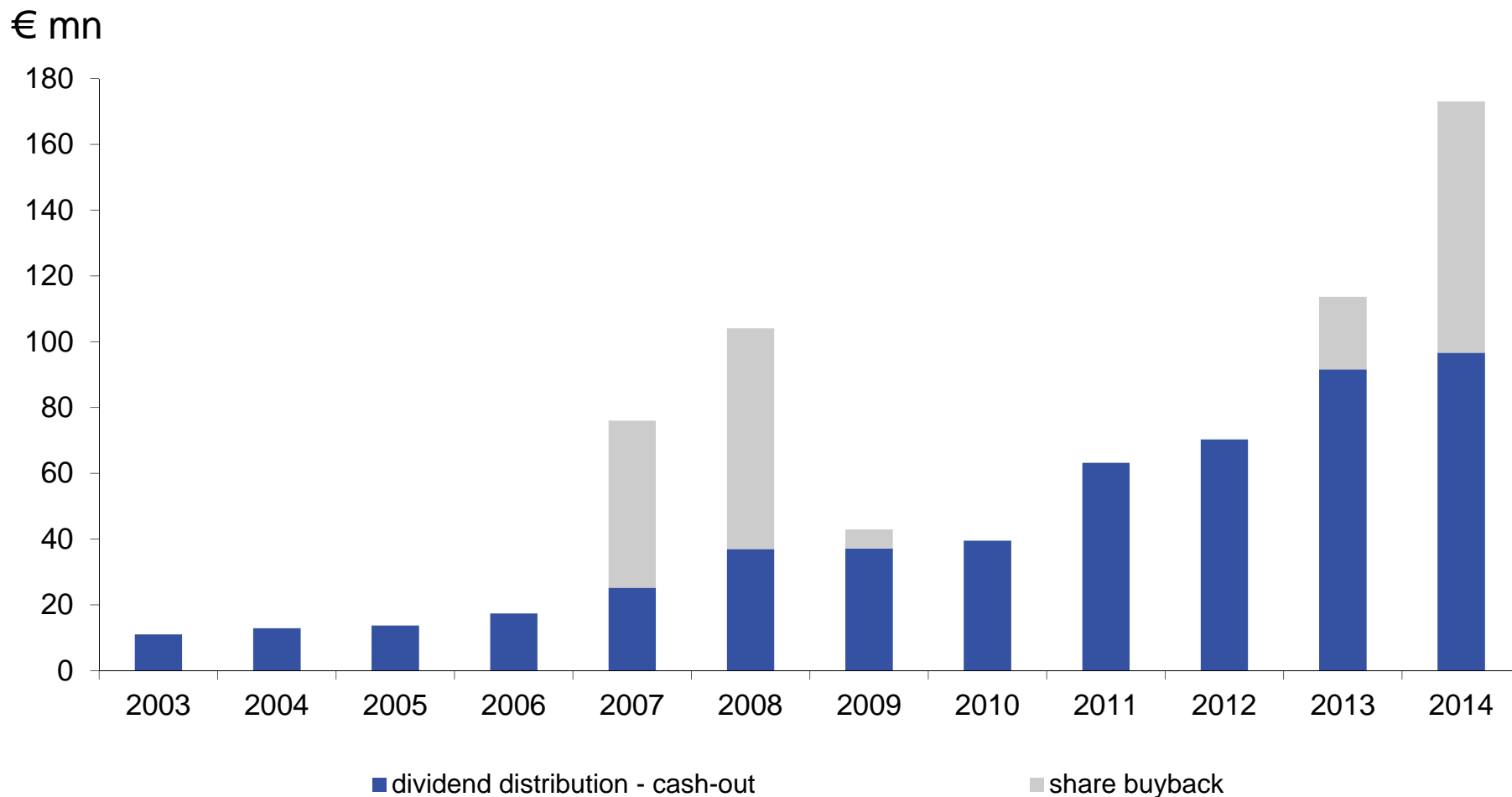


Total return to FUCHS shareholders through dividend distribution and share buyback – cash-out



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Dividend distribution and share buyback – Cash-out



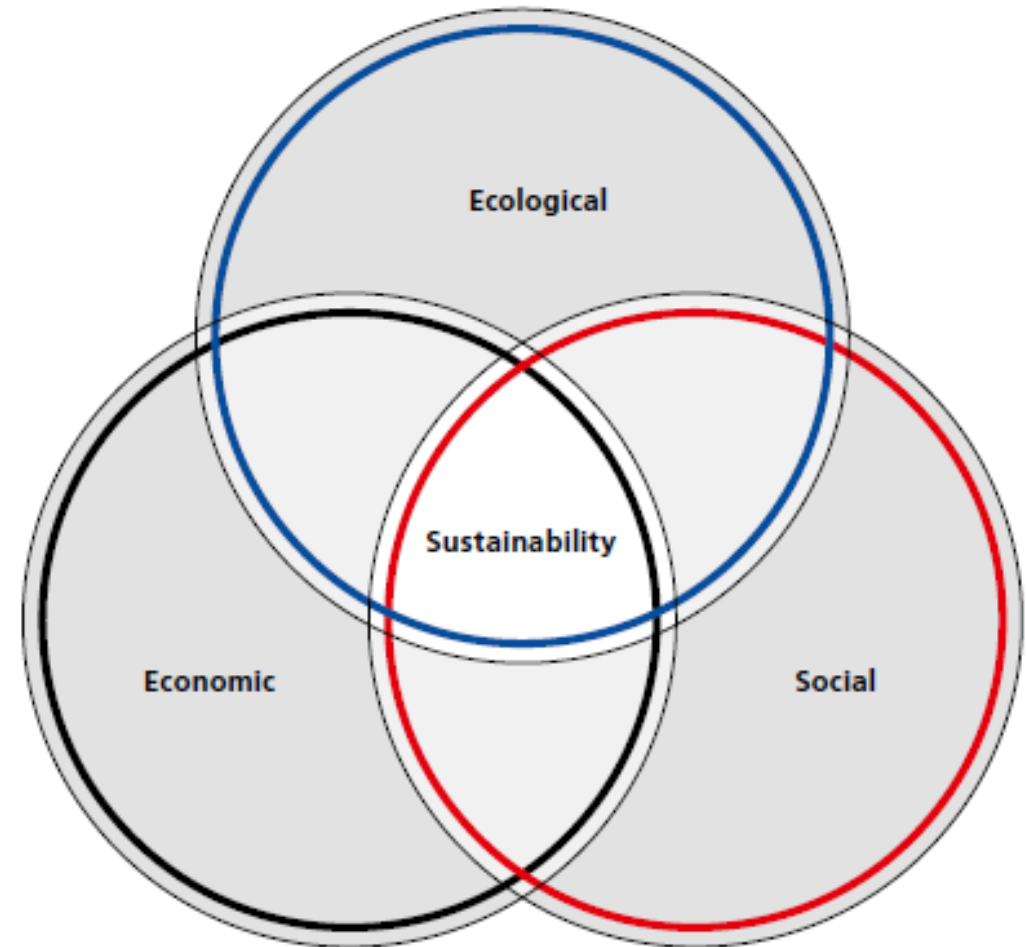
FUCHS understands sustainability as core element of sound corporate management



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SUSTAINABILITY GUIDELINE



FUCHS' Sustainability Key Performance Indicators



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Social KPIs*

	2013	2012
Average age of employees in years	43	43
Age structure of employees in %		
< 30 years	14	15
31-40 years	27	27
41-50 years	32	32
> 50 years	27	26
Average length of service of employees in years	11	11
Employee fluctuation (voluntary leave) in %	3.2	3.5
Work-related accidents (> 3 days lost) per 1,000 employees	16	16
Days lost due to sickness per employee	7	7
Proportion of women in management positions in %	20	20
Average further education per employee in hours	17	16

Economic KPIs

	2013	2012
FUCHS Value Added (FVA) in € million	221.9	208.2
EBIT in € million	312.3	293.0
NOWC as a percentage of sales (%)	19.9	21.0
Total dividend payout in € million	96.6	91.6

Ecological KPIs*

	2013	2012
Energy consumption in kilowatt hours per ton produced	266	268
Water consumption in liters per ton produced	507	440
Waste generation in kilograms per ton produced	30	30
CO ₂ emissions in kilograms per ton produced	95	95

Sustainability at FUCHS is a continuous further development



- Distribution of the FUCHS Sustainability Guideline to all FUCHS managers worldwide
- Appointment of local sustainability officers in each producing national entity
- Informing our key suppliers on the establishment of the FUCHS Sustainability Guideline, as well as their written confirmation either that they comply with it or that they employ and adhere to their own, similar guideline
- Extension of the company car guideline in Germany to include a sustainability component

Thank you for your attention



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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 to the overall economic climate, 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 agree with the assumptions and estimates set out in this presentation and assumes no liability for such.

FUCHS PETROLUB SE

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