

FUCHS *Info*

The FUCHS Group · News, Views, Posts & People

September 2002

Cover story

Behind the scenes at the annual general meeting: from gift coupons to attendance recording



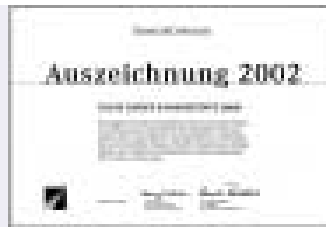
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■ Prestigious award from DaimlerChrysler

FUCHS among the Top 10 suppliers in 2002



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Inauguration of FUCHS LUBRITECH's new plant in Kaiserslautern



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Dear employees,

We are able to report a very good half-year result for the group. The keys to our success include a balanced, high-quality business portfolio, the elimination of former weak points in the worldwide subsidiaries, and a somewhat easier situation on the input material markets.

Sales in the year's first half totaled € 542.3 million, 13.5 % up on the preceding year's figure. The group's operating profit increased by 32 % to reach € 43.3 million, and half-year net income by 111 % to € 12.0 million. In conformity with international accounting standards (IAS), acquisition goodwill was for the first time amortized in its full amount of € 5.4 million and deducted from the profit on a pro rata temporis basis. Before this goodwill amortization, the half-year profits after taxes came to € 17.4 million (11.1).

The half-year earnings per share rose to € 7.1 (4.4) before and € 4.8 (2.1) after goodwill amortization.

The global lubricants market is showing signs of recovery following 2001's decline in demand, due to weak economies, a negative inventory cycle and structural factors, and in the ongoing year is expected to grow by about 1.6 % in real terms. This increase will come particularly from Asia, and – compared to a depressed year 2001 level – from the USA.

Trends in exchange rates remain to be seen. In the first half of 2002 they had an adverse effect purely in terms of translation, though the FUCHS PETROLUB Group was well able to offset this on the procurement side.

Our comprehensive, top-quality business portfolio, our technical excellence, our specialization leadership, our global presence and our good positioning in high-growth markets, together with enhanced brand equity, are now bearing tangible fruit, providing the FUCHS PETROLUB Group with solid foundations for continued success.

Sales will exceed € 1 billion for the first time in 2002. Net income for the year will significantly surpass the preceding year's figure on a comparable basis.

I would like to take this opportunity to thank you for all your hard work and successful commitment.

Yours
Dr. Manfred Fuchs



Dr. Manfred Fuchs
Chairman of the Executive Board

C o v e r s t o r y

From gift coupons to attendance recording

Meticulous preparations and improvisation help to cope with surprises

Wednesday, 12 June 2002, 8.30 a.m.: the first shareholders are already queuing outside the big glass doors of the Rosengarten Congress Center in Mannheim, waiting for admittance. They have to be patient for another half hour, since the doors will not be opened until 9 a.m., an hour before the annual general meeting begins. When the time comes, the first 70 or 80 shareholders squeeze through the doors heading for the entry desks in the foyer. The mood is reminiscent of the summer sales. The ladies assigned for "initial registration" however, remain unruffled, accept the entry tickets with good-tempered concentration, check the data on the PC and already the voting card is sliding noiselessly from the printer. A coupon is also distributed, which the shareholder can exchange for a present at the "gift counter".

Ensuring that this and many other procedures during the AGM intermesh for smooth functioning is part of the almost military preparations concerned, drawing on the skills of the partners involved, but also on the experience and finely honed talents of the organization team at FUCHS PETROLUB. But the team is not safe from surprises: each AGM develops its own momentum, and not everything can be calculated in advance. Thus on 12 June the first 80 shareholders storming the foyer at 9 a.m. are simply the vanguard of more than 750 shareholders and guests in all attending the FUCHS AGM. Over 150 more people than last year! Empirical figures from previous years, indicating that 40 % of the shareholders applying will not actually turn up to the AGM, suddenly have to be revised – well over 70 % of the shareholders applying will actually be turning up this morning.

In terms of the basic structures, however, the FUCHS AGM team is well prepared: all shareholders can be accommodated in the congress hall, the quantities of food and gifts should be sufficient despite the significantly higher number attending – after all, a generous reserve had been factored in for everything. Nevertheless, the organization team quickly realizes the weak point. The staffing level has been based on last year's number of visitors, and there aren't enough people on hand. Staff from the commercial departments at group head office find this particularly evident wherever they are serving as contact persons for shareholders and guests. At the information desk, at the registration point, and of course at the gift counter. What worked fine last year with just under 600 people attending threatens to burst at the seams with 770 attending. Protracted discussions with shareholders who want to have another gift package for a niece or uncle



The shareholders flood into the AGM.

whose votes they're also representing, or refuse to accept that the plant tour following the AGM is possible only with a confirmed application, steal valuable time and fray the nerves of the increasingly stressed team. Better staffing levels, particularly for the "customer interface" desks, will thus be right at the top of the agenda of points needing improvement at the subsequent debriefing.

In the congress hall itself, by contrast, everything proceeds smoothly. The stage setting is properly lit and looks imposing, the video sequences are interpolated on the dot, the executive and supervisory boards are sitting on comfortable chairs and are able to view the videos on small flat monitors in front of them without dislocating their necks. The same applies for the charts projected onto the generously dimensioned on-stage screen at the right moments during the Executive Board Chairman's review of the year. The cameras for broadcasting the first part of the AGM on the internet, which simultaneously serve to transmit the pictures in the congress hall, are all in place, the Supervisory Board Chairman punctually receives the first attendance report regarding the voting capital present – the tried-and-tested software program used for this purpose, anyway, is not in the least put out by the much higher attendance. Later on, during the discussion period, the question-and-answer session between the executive board and the shareholders or their

representatives goes without a hitch. Meticulous preparations on the part of the executive board, and appropriate stage directions in the “procedural guide” for the Supervisory Board Chairman presiding, impress the shareholders by their professionalism. The invisible back-stage team of advisors, available to the executive board for tricky questions, has almost nothing to do. The executive board masters the question-and-answer session with style.

No one watching the smooth progress of the AGM would suspect that even just before the doors were opened there was feverish activity in the congress hall. The “s” has fallen out of the lettering on the stage and is lying on the floor of the platform. Since the “fair construction people” can’t be reached, improvisation is the order of the day. A courageous employee from another partner firm climbs the 10-meter-high ladder and secures the letter back in its proper place. Now it only remains to hope that the other letters will stay put for the next four hours. If not, this would perhaps at least be the headline which the region’s journalists apparently miss at a FUCHS annual general meeting; the previous day, an editor had excused himself by pointing out that nothing ever happens at FUCHS’ AGMs.

Towards the end of the AGM – the Supervisory Board Chairman is swiftly progressing the remaining votes – the congress hall has dramatically emptied. Most of the shareholders are now outside in the foyer, the noise level is so high that the audio transmission of the AGM from the congress hall can hardly be heard. But the catering companies have plenty to do, with shareholders besieging several buffets; at some point, the AGM organization team is notified that all reserves have been exhausted. At any rate, it now proves to have been a wise decision to have reserved 750 portions of food even though only just under 600 shareholders were expected. Nonetheless, it’s now getting difficult to “defend” the rest for the executive and supervisory boards and the staff themselves.



Dr. Manfred Fuchs reporting a successful year in 2001 to the shareholders.



Queues at the gift counter: the gift packages for the shareholders arouse keen interest.

s t o r y



Another “battle” has been fought and won. In the afternoon, it’s back to normal office work for the AGM team. On the return drive to the company, the experience just gained has a simple message: after one AGM is always before the next AGM.



Following the annual general meeting, shareholders and guests enjoy the lucullan buffet.

This, too, is something that needs to be looked at before the next AGM: the organization team will have to find a golden mean between due and proper hospitality and perceptible restrictions on the amount of food available, so as to evolve a flexible response to a far higher number of participants.

1 p.m.: Despite a few surprises and heart-stopping moments, the AGM has overall “gone like clockwork”. The Supervisory Board Chairman has just declared the AGM to be over and expressed his thanks to FUCHS’ entire AGM team for their smooth organization. But it’s been a long and winding road to this destination: from the first preliminary meeting in February and a multitude of internal consultation processes, compliance with the statutory deadlines for invitations and for sending out the AGM documents, all the way through to preparations for selling engine oil during the tour of the plant on the company’s premises. The buses for this purpose are ready and waiting in front of the Congress Center. The last shareholders hurry out, in the hopes of finding a vacant seat after all. The dismantling teams from the construction partner and the Congress Center arrive. At the gift counter, staff from the FUCHS team are filing the lengthy lists of shareholders who will have their present sent on afterwards, because the 600 bags packed with engine oil and confectionery were of course not nearly enough.





Large stand at the Intertool exhibition in Austria

The Austrian fair team from left to right: General Manager of FUCHS AUSTRIA Helmut Eberl, Renate Eberl, Mr. Hönigsberger, Mr. Kollenz, Mr. Szedenik.

FUCHS AUSTRIA was once again represented at the INTERTOOL exhibition with a stand which aroused keen interest from existing customers, and a lot of new ones besides.

Tenth national trade fair Industria in Budapest

FUCHS OIL HUNGARIA exhibited for the first time at this nationally prestigious fair, at which more than 28,000 visitors were welcomed by 700 exhibitors. The FUCHS exhibition team seized the opportunity to present the FUCHS product range, to talk shop with interested visitors to the stand,

and also establish new business contacts.

As a special publicity idea, FUCHS OIL HUNGARIA distributed blue balloons with the FUCHS logo, which could then be seen throughout the exhibition center.

Auto-diga trade fair in Budapest



The exhibition stand of FUCHS OIL HUNGARIA at the Auto-diga.

At this exhibition for automobile dealers and service providers in this sector, the exhibition stand of FUCHS OIL HUNGARIA welcomed a steady stream of fair visitors, who showed particular interest in the Silkolene and TITAN products. Besides FUCHS, other internationally operating lubricant vendors were represented at this fair. By reason of restructuring processes on the Hungarian lubricants market, FUCHS in Hungary currently enjoys a high profile, so that this is an ideal juncture to enter the dealer trade with suitable sales associates.



Exhibition stand of FUCHS OIL HUNGARIA at the Industria.

The Hungarian exhibition team from left to right: Gesa Toth, Monika Mozes, General Manager Ferenc Speiser, Tibor Zimmermann, Aniko Medz.



International metal-working exhibition in Moscow

The international trade fair "Metalloobrabotka 2002" in Moscow is the largest machine tool exhibition and technology forum in Russia. FUCHS OIL was once again a successful exhibitor at this fair, establishing contacts with many new customers. There was particularly keen interest in information on the use of metalworking fluids.



The exhibition stand of our Russian team – the manager of FUCHS PETROLUB's agency in Moscow, Valery Maisuradze (left) and Product Manager Eugeni Scharapov.

FUCHS OIL at the trade fair in Nijni Novgorod

FUCHS OIL (Russia) was for the second time an exhibitor at the trade fair in the automaking city of Nijni Novgorod. Thanks to an alliance with the Ditas company, the regional sales network has been expanded, with concomitant benefits for FUCHS' position in this part of the country.

Exhibition stand of FUCHS OIL Russia at the trade fair in the automaking city of Nijni Novgorod.



AIEE in Australia

More than 13,000 visitors attended the AIEE (Australian International Engineering Exhibition), in which FUCHS LUBRICANTS (AUSTRALASIA) once again took part. This time, FUCHS in Australia themed its stand around the motto "Chlorine-Free", and presented, in addition to the PLANTO range, metalworking fluids which are exceptionally user-friendly and environmentally

compatible. The reaction to these products was overwhelming: the simple presence of such products elicited a response of gratified surprise from many visitors who dropped by at the stand and asked interested questions. As a result of this successful exhibition work, FUCHS reported almost 70 promising contacts.



The theme of FUCHS LUBRICANTS (AUSTRALASIA)'s exhibition stand at the AIEE in Sydney was "Chlorine-Free".

Prestigious award from DaimlerChrysler: FUCHS among the Top 10 suppliers in 2002

FUCHS EUROPE SCHMIERSTOFFE GMBH in Mannheim ranks among the Top Ten suppliers for the DaimlerChrysler facilities in Germany. FUCHS was the only lubricant producer on the year's best-vendors list. This distinction, awarded for the first time by DaimlerChrysler in this form, is based on a meticulous intra-company assessment procedure. On 26 July 2002, Stefan Fuchs, a director of FUCHS PETROLUB AG, Dr. Lutz Lindemann, Board Chairman of FUCHS EUROPE SCHMIERSTOFFE, and Reinhard Schönfeld, General Manager OEM of FUCHS EUROPE SCHMIERSTOFFE, were presented with the certificate at a ceremony in Stuttgart.

The choice was made against stringent criteria: from a total of 7,000 suppliers of non-productive products to the manufacturing facilities in Germany, 3,000 vendors were rated by three different DaimlerChrysler organizations. Only the ten best qualified for the award, including FUCHS as the only lubricant producer.

As by far the world's largest independent lubricant producer, FUCHS scored well in all four criteria – product quality, delivery quality, innovative vigor and competitiveness. Thanks to efficient product innovations, FUCHS excelled for DaimlerChrysler in two different functions: firstly as an outstanding vendor of first-fill engine oils for passenger cars and commercial vehicles. For example, DaimlerChrysler's "Maintenance 2000" project has been implemented using FUCHS TITAN engine oils. And secondly, FUCHS as a vendor of industrial lubricants has created important innovations for DaimlerChrysler's production operations, not least by developing the

environment-friendly and exceptionally economical multi-purpose oil UNIFLUID.

With a comprehensive range of products and services for both the automotive and industrial applications involved, FUCHS is an important and dependable

lubricant partner for DaimlerChrysler. In bestowing the award, Dr. Heinrich Reidelbach, Vice President International Procurement Services at DaimlerChrysler, explicitly emphasized the "flexibility" and "on-the-spot presence" of FUCHS EUROPE SCHMIERSTOFFE as a vendor: "Through their personal commitment and professional expertise, your staff have made an important contribution to a mutually successful relationship", says the certificate.

Thus FUCHS has once again received an accolade from a top-ranking auto-maker, highlighting our innovative vigor and our competitive capabilities as an independent lubricant producer.



Award for FUCHS LUBRICANTS (UK)

In June this year, the McCormick Tractors company awarded the status of "Qualified Preferred Supplier" to FUCHS in the United Kingdom. Stephen Ditch from McCormick presented the trophy to the Sales Manager of FUCHS (UK), Trevor Doyle, emphasizing FUCHS' continuous commitment to meeting McCormick's requirements. In the past twelve months, McCormick has rated the performance of all its entire supplier base with the aim of identifying those companies who not only operated in a professional manner but who were prepared to go the "extra mile" to satisfy the customer. When presenting the award, Stephen Ditch emphasized that since McCormick's relaunch in January 2001, only a very few companies have received this accolade.

Stephen Ditch, Divisional Manager at McCormick Tractors (left) seen presenting the award to FUCHS LUBRICANTS (UK) Sales Manager Trevor Doyle.



Clean solutions – for the environment's benefit

Just one liter of oil has the potential to contaminate 1 million liters of drinking water. The consequences of not responding to environmental legislation is enormous.

In the United Kingdom, FUCHS LUBRICANTS (UK), has teamed up with a specialized waste management company to offer a unique service to our customers. They offer a full compliant waste collection service for a fixed monthly fee. Collected materials include: waste oil, anti-freeze, oil filters, batteries, oily rags, mixed fuels, solvents, absorbents and granules, paints, varnishes and thinners.

FUCHS LUBRICANTS (UK) also offers an "Emergency Spill Response Kit" which are first aid kits for spillages. These kits are provided in strong weatherproof containers for use indoors and out, and are capable of absorbing up to 35 liters of lubricating oils, chemicals or coolants.



Inauguration of FUCHS LUBRITECH's new plant in Kaiserslautern

On 2 September 2002, the first phase of construction for the new plant facilities in Kaiserslautern was completed. 8 ½ months after the first turf was cut, production and logistics operations can now be started.

During the official inauguration festivity of the new plant of FUCHS LUBRITECH in Kaiserslautern State Secretary Günter Eymael, President of the Chamber of Commerce and Trade Dr. Axel Wiesenhütter, Landrat Rolf Künne, Mayor Bernhard Deubig and Dr. Manfred Fuchs expressed their best wishes in their respective speeches to the management and the employees of FUCHS LUBRITECH.



By pressing the button, Matthias Pemsel, Dr. Christian Busch, Dr. Manfred Fuchs, Klaus Heinlein and Irene Helber open the new plant of FUCHS LUBRITECH during the inauguration in Kaiserslautern.



The new plant in Kaiserslautern will ease the workload on FUCHS LUBRITECH's traditional facility in Weilerbach, and create room for additional growth plus a still further enhanced degree of quality awareness and customer focus.

FUCHS LUBRITECH has been part of the FUCHS Group since 1975, and

during this time has developed most impressively. Besides internal growth, equity investments and acquisitions have helped to ensure that FUCHS LUBRITECH has evolved into a can-do specialist and niche vendor in the field of ecological lubricants and metal-working fluids.

WISURA goes online

Since the beginning of 2002's second half, WISURA MINERALÖLWERK GOLDGRABE & SCHEFT has had its own internet website. Without any external assistance from an agency, all the staff got together internally to create an attractive homepage, presenting WISURA with its specialty products. Design and site development were the responsibility

of Daniel Scheffer (purchasing). Torsten Pötsch (sales back office) was the appointed contact person for selecting and integrating the texts and images involved. Now that all the work concerned has been completed, WISURA is as of now welcoming visitors on its website, featuring the WISURA colors of red and blue, under www.WISURA.de.

FUCHS HELLAS celebrates ten years in business

In April 2002, FUCHS HELLAS marked ten years in business with large-scale anniversary celebrations, inviting guests from among its customers, dealers and of course the press.

As part of this event, on 13 April FUCHS HELLAS presented the new F.I.L.M. system (FUCHS Integrated Lubrication Management), which enables the company to provide its customers with comprehensive consultancy for solving any lubricant-related problems, creating a significant competitive edge. FUCHS HELLAS, which over the past decade has been achieving ten-percent growth rates, expects it to boost the firm's results still further.



Presenting the F.I.L.M. system to dealers and customers. In the center: Managing Director Alexander Constandinides; on his right: Dr. Ralph Rheinboldt representing FUCHS EUROPE.



Dr. Manfred Fuchs during his anniversary speech.

The actual anniversary celebrations were held in the newly opened Athenais Congress Center on 14 April with 270 guests. Following a speech of welcome by Alexander Constandinides, Managing Director of FUCHS HELLAS, Dr. Manfred Fuchs congratulated the company on its success, and on the Greek subsidiary's contribution to making the FUCHS Group the Number One among the independent lubricants producers. He underlined in his speech that the group's success is based on the individual

successes of the local companies, and that thus a local firm has evolved into a successful, globally operating enterprise.

The event received appropriate coverage in the local press, since FUCHS HELLAS meanwhile ranks among the most dynamic enterprises in Greece.



More than 250 guests attended the anniversary celebrations.



Ten years of FUCHS-PETROCHEMA in Slovakia

To mark the tenth birthday of FUCHS-PETROCHEMA in Slovakia on 19 June 2002, the joint venture first hosted a press conference, attended by numerous journalists. Dr. Fuchs dealt with the historical development of the FUCHS Group, while Miroslav Kolencik, Managing Director of FUCHS-PETROCHEMA, presented the Slovakian subsidiary. In the subsequent anniversary celebrations, Dr. Fuchs gifted one of his watercolors, and expressed his thanks for the company's successful work. Other guests of honor were the Managing Director of the Czech FUCHS OIL CORP., Jan Cholensky, who was accompanied



by Josef Kachnik and Jiri Vysoki, and the Managing Directors of the Polish subsidiary FUCHS OIL CO. (PL), Piotr Krawiec, Dr. Tomasz Jagla and Dr. Jacek Sztraube. Following a trip with a historic steam locomotive, the festivities were rounded off with a dinner for customers and business associates.



FUCHS EUROPE successfully continues the introduction of SAP R/3 in Belgium

Following completion of a seven-month project, the SAP era in Belgium kicked off on 1 July 2002, with the productive start-up of SAP R/3. At a stroke, all applications were changed over completely from the previous EDP system to SAP R/3, without impairing normal business operations in any way whatsoever. Belgium is now, following Austria, England, France and Spain, already the fifth "member" on the central European EDP platform.

The SAP introduction project in Belgium continued the roll-out strategy premiered in Spain, and with great success. Empirically acquired insights, plus the strategy of adopting tried-and-tested business processes from other facilities, once again enabled FUCHS EUROPE to reduce the project's duration and carry it out on a very limited budget. Besides these efficiency advantages during implementation, the roll-out approach also means that business processes are harmonized across national borders, which is increasingly vital as European integration proceeds.

Once again, the expertise and enormous personal commitment of our in-house SAP specialists were crucial to the project's success. The excellent cooperation between our French, Spanish and German SAP people was the foundation for successful implementation of the specified goals. At the same

time, our staff's exceptional application-specific knowledge means we need a minimum of outside consultancy.

Under this project, the following modules were introduced at FUCHS BELGIUM: FI (Financial Accounting), CO (Controlling), CO-PA (Profit-and-Loss Accounting), AM (Asset Management), SD (Sales and Dispatch), MM (Materials Management), PP-PPI (Production Planning for the Process Industry), WM (Warehouse Management) and QM (Quality Management).

SAP continues to be the strategic corporate platform for FUCHS EUROPE. The agenda for the future includes FUCHS EUROPE SCHMIERSTOFFE and FUCHS LUBRIFICANTI.



Visitors at the company's headquarters in Mannheim can now pass their waiting time in the new exhibition area by looking up information, watching FUCHS-videos or visiting the FUCHS-website.

Successful cooperation with UK COAL to be continued

FUCHS LUBRICANTS (UK) is UK COAL's long-standing partner when it comes to supplying mining lubricants. A good long time ago, our English sales team for mining lubricants, headed by Frank Thornhill, succeeded in extending the supply contract covering the entire lubricants requirement for UK COAL's underground mining operations for another five years, and for strip mining for another two years initially. FUCHS was able to trump top-ranking competitors with a strategy of offering only the best and most cost-effective products with a very high level of service support. The contract covers 13 underground mines and seven open-cast facilities.

This successful deal was an appropriate occasion for visiting one of UK COAL's mines (Daw Mill).



From left to right: Dr. Ralph Rheinboldt (from the board of FUCHS EUROPE), Frank Thornhill (Director of FUCHS LUBRICANTS (UK), Mining Lubricants) and Stefan Fuchs (member of the executive board).

Petroleum jelly plant working at optimum capacity utilization



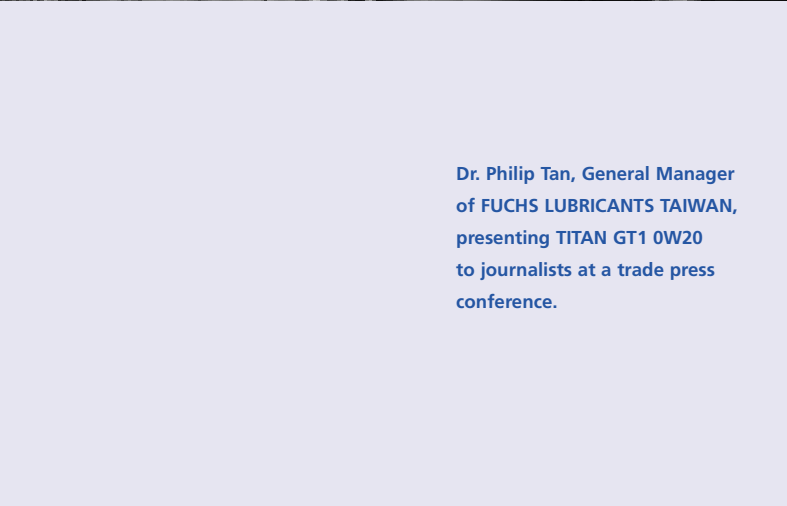
The new facility in Hanley produces petroleum jelly.

The petroleum jelly plant in Hanley has already been operating for more than 12 months. The waxes produced after the refinery process are reprocessed in Hanley and sold all over the world, e.g. to firms making well-known brands like Vaseline, TCP Ointment and Deep Heat. The new plant in Hanley replaces the old plant in Belper, and offers double the capacity. State-of-the-art computer technology enables the capacity to be optimally utilized, and customers' specifications to be met even more effectively.

Successful advertising campaigns for TITAN



From Moscow to Siberia, the new advertising campaign for TITAN is up and running: "New power for the engine" – engine oils from Germany.



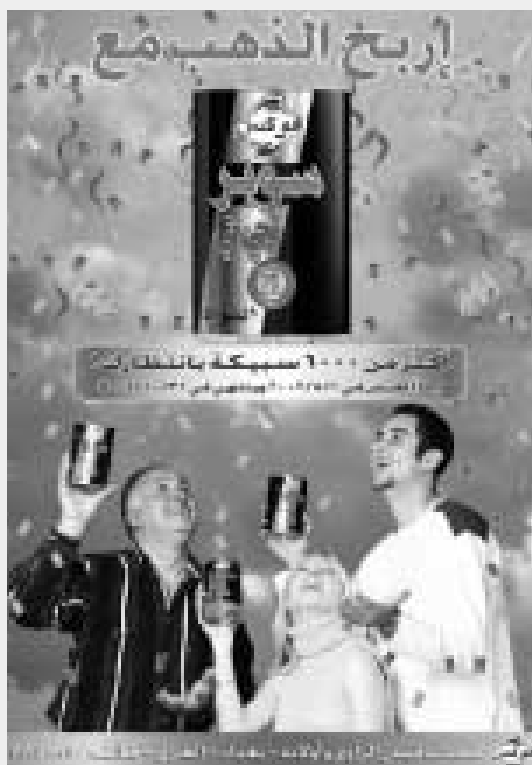
Dr. Philip Tan, General Manager of FUCHS LUBRICANTS TAIWAN, presenting TITAN GT1 0W20 to journalists at a trade press conference.



New advertising campaign in Iraq, Oman, Yemen and Jordan.



The "speaking oil-can" advertising campaign for TITAN Super GT in Saudi-Arabia was a resounding success: in comparison to the previous year, sales were up by 45 % in the April-to-June period, for a market share of 25 %.



Giant cranes for harbor in New Zealand

Two complete 95-meter-high container cranes were recently erected in the harbor of Auckland, New Zealand. These cranes are thus the largest in New Zealand, and provide the improved productivity and faster turnaround times which large ships nowadays expect. This new class of ship is able to transport 4,100 containers. The cranes each weigh more than 1,000 tons, and can handle loads of 60 tons.

FUCHS in New Zealand, by virtue of its technical expertise, was asked to supply the lubricants for the crane cables. This opens up an opportunity to expand still further in this sector of New Zealand's industry.



One of the new "super-cranes" in Auckland harbor.

New account for Solcenic Fluid in Australia

In a world first, FUCHS LUBRICANTS (AUSTRALASIA) have a supply agreement with United Colliery (part of the XStrata Group) to supply "Solcenic 2020 Longwall Fluid" in a premixed form. Given strict OEM warranties on fluid cleanliness and operating concentration for their new longwall, United have asked FUCHS to take over management of their fluid from the outset. The estimated requirement for the Solcenic emulsion, which is mixed in the Newcastle facility, is approximately 2 million liters a year. The product is stored in two 40,000-liter tanks and pumped directly into the mines through pipes.



In Pakistan, a successful van sales operation has been launched, with the first returns being achieved within three months.