

K+S Group

# Compendium

November 2020

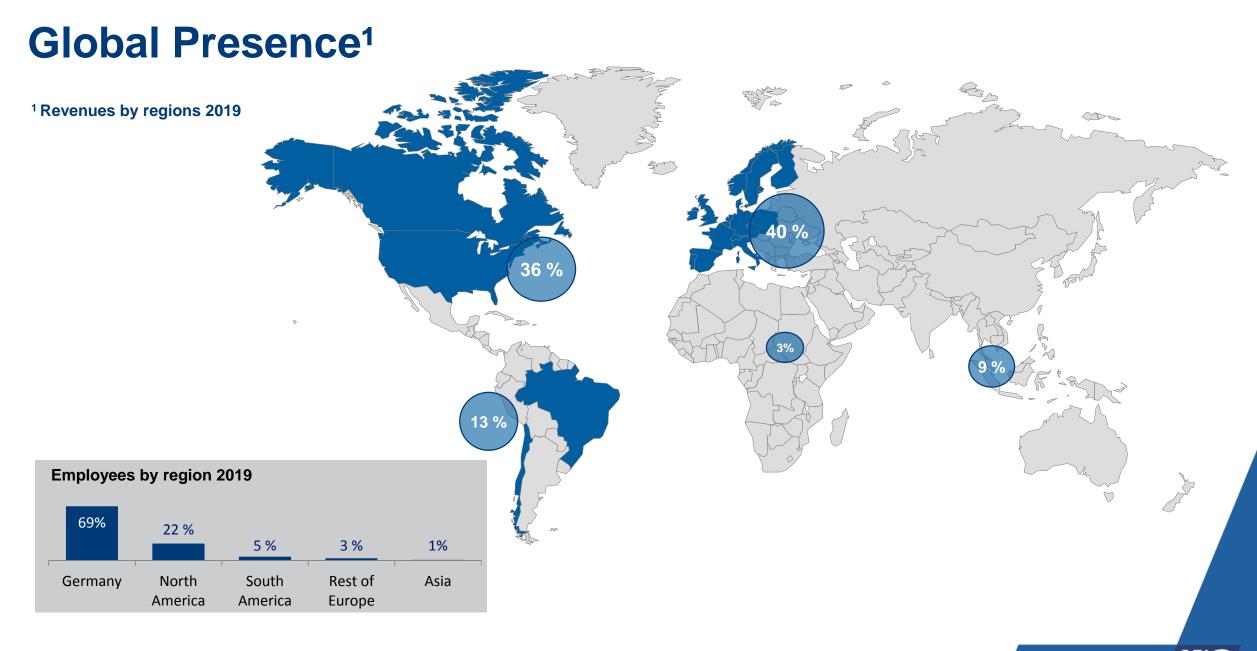




### **K+S** at a **Glance**

K+S Group financials 2019						
RevenuesEBITDA€ 4.07 billion€ 640 million		EBITDA-Margin 16%	Earnings after taxes, adj. € 78 million			
	<b>OU Europe+:</b> Revenues: € 2.54 billion	; EBITDA: € 437 million; Margin: 17	7%			
	<b>OU Americas:</b> € 1.53 billion; EBI	TDA: € 230 million; Margin: 15%				
	Customer S	egments				
Agriculture	Industry	Consumers	Communities			
Revenues € 1.72 billion	Revenues € 1.15 billion	Revenues € 0.48 billion	Revenues € 0.72 billion			
EBITDA € 295 million Margin 17%	EBITDA € 218 million Margin 19%	EBITDA € 60 million Margin 12%	EBITDA € 94 million Margin 13%			

K/S



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K/S

# **Customer Segments - Overview**







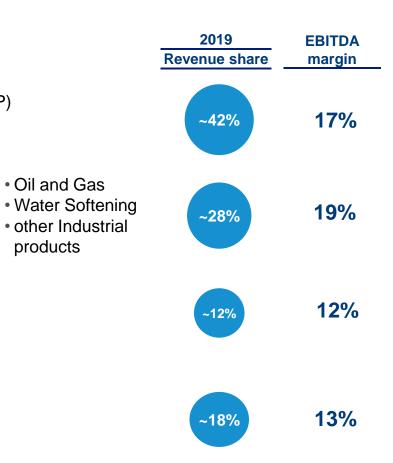


•	Potassium chloride (MOP)
•	Fertilizer specialities

• Oil and Gas

products

- Chemical
- Pharma
- Food
- Animal Nutrition
- Culinary
- Water and Pool
- Ice Melt
- De-icing bulk • De-icing packaged



# Adding value along our entire supply chain



#### **Exploration**

Our potash and salt deposits came into being millions of years ago. They are either our property or we have corresponding rights or approvals that allow the extraction or solution mining of the raw material reserves.



#### Mining

We extract raw materials in conventional mining above and below ground as well as through solution mining. We also use the power of the sun and extract salt by evaporating sea water or saline water.



#### **Production**

The refining of raw materials is one of our core competencies. Above ground, the crude salt is processed in complex, multi-phase, mechanical or physical processes, with the natural properties of the mineral remaining unchanged.



#### Logistics

The long-term securing of freight capacity is of strategic importance to us. A large part of our international transport volume is forwarded by service providers with which we maintain long-standing partnerships.



#### Sales/Marketing

The K+S Group wants to be its customers' preferred partner in the market. High product quality and reliability are decisive preconditions for this. K+S offers a comprehensive range of goods and services for agriculture, industry and private consumers.



#### Application

Our customers apply our products, use our raw materials in their processes or process them in their products. We make extensive product information available and advise our customers on the application of our products.

### **Board of Executive Directors**



**Dr. Burkhard Lohr** CEO

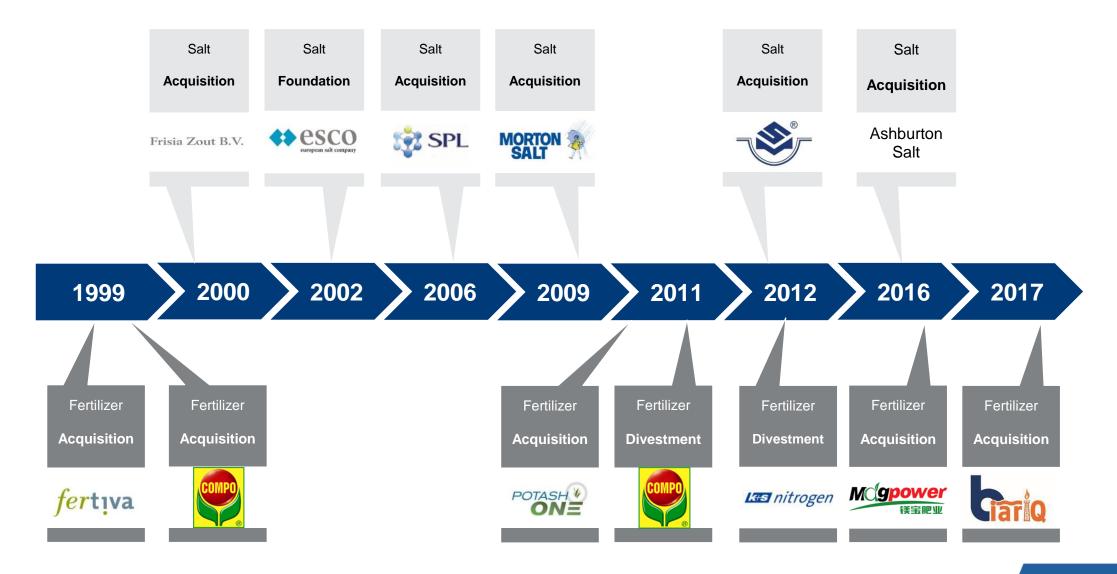


Thorsten Boeckers CFO



Mark Roberts Member of the Board

# **Active Portfolio Management**



# Signing achieved for complete OU Americas sale



# Key data of the signed agreement:

• Buyer:

#### • Gross proceeds:

- EV/EBITDA:
- Closing timeline:
- Exp. net proceeds:

Stone Canyon Industries Holdings LLC, Mark Demetree and affiliates

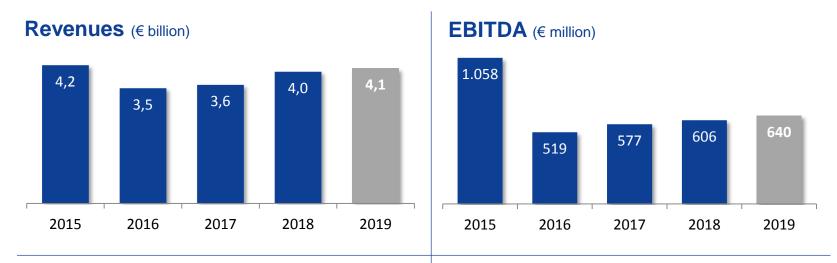
#### USD 3.2 bn

12.5x 2019 EBITDA of USD 257m

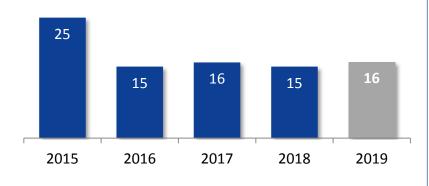
Summer 2021

€~2.5bn after tax (currency risk fully hedged)

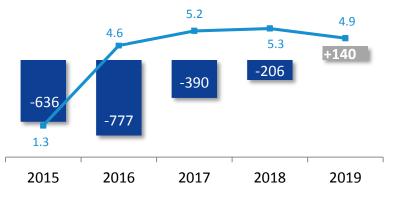
# **Key Financials**



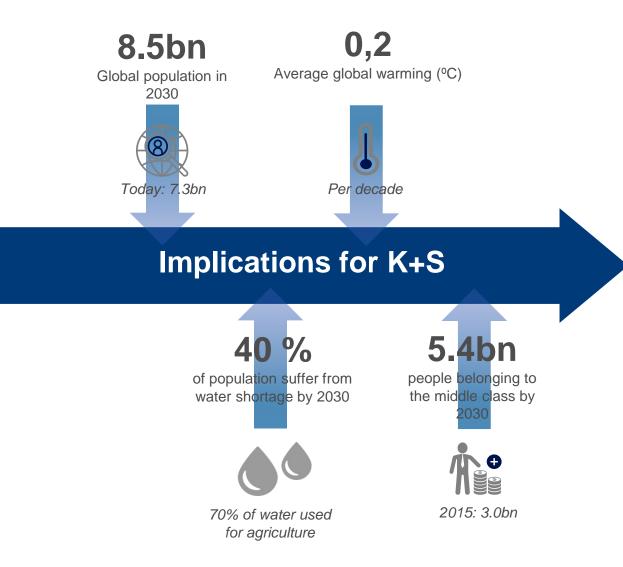
#### EBITDA-Margin (%)



#### **FCF vs Net Financial Debt/EBITDA**



### Important megatrends



- Arable land shrinking
- Yield needs to be improved
- Higher efficiency of fertilization and irrigation needed
- Plants have to be more stress resistent
- Infrastructure needs to be improved → focus on renewable energy
- Growing population, especially in Asia, needs more salt for various purposes

### **Growth Areas**



# K+S sustainability KPIs and targets 2030 – People



	Goal	KPI	2018	2019	Target by 2030 at the latest
	Health & Safety	Lost time incident rate (LTIR)	8.5	10.3	0 Vision 2030
People	Diversity & Inclusion	Employees' favorable perception of inclusive work environment (percent)	<b>68</b> (2015)	54	>90
	Human Rights	Sites covered by a human rights due diligence process (percent)	0	8	100

# K+S sustainability KPIs and targets 2030 – Environment



	Goal	KPI	2018	2019	Target by 2030 at the latest
		Deep-well injection of saline waste water in Germany (m <sup>3</sup> p.a.)	1.2	1.5	0 starting January 2022
nt	Water	Additional reduction of saline process water from potash production in Germany (m <sup>3</sup> p.a.)	+400,000	+800,000	-500,000 excluding reduction by KCF facility and end of production SI
Environment	vironmer Waste	Amount of residues used for other purposes than tailings or increased amount of raw material yield (million tons p.a.)	1.0	1.5	3
ш		Additional area of tailings piles covered (ha)	5.9	8.7	155
	Energy &	Carbon footprint for power consumed (kg CO <sub>2</sub> /MWh) (percent)	-1.5	-1.7	-20
	Climate	Specific greenhouse gas emissions (CO <sub>2</sub> ) in logistics (percent)	-2.0	-11.1	-10

# K+S sustainability KPIs and targets 2030 – Business Ethics



	Goal	KPI	2018	2019	Target by 2030 at the latest
	Sustainable Supply Chains	Critical suppliers aligned with the K+S Group Supplier Code of Conduct (SCoC) (percent)	14.7	23.3	<b>100</b> by end of 2025
Business	Supply Chains	Spend coverage of the K+S Group SCoC (percent)	29.4	44.9	> 90 by end of 2025
	Compliance & Anti- Corruption	All employees reached by communication measures and trained appropriately in compliance matters (percent)	70.9	100	<b>100</b> by end of 2019



# **Customer Segments**

- Agriculture
- Industry
- Consumers
- Communities

### Long-term dynamics in demand for our Customer Segments

### **Customer Segments**

#### Demand driven by ...



# **Customer Segment Agriculture at a Glance**



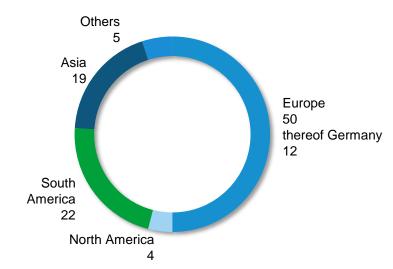
K/S

### **Customer Segment Agriculture**



			_
in € million	9M/2019	9M/2020	
Revenues	1,326.1	1,231.3	•
Sales volume (mt)	4.77	5.31	
EBITDA	265.6	147.8	

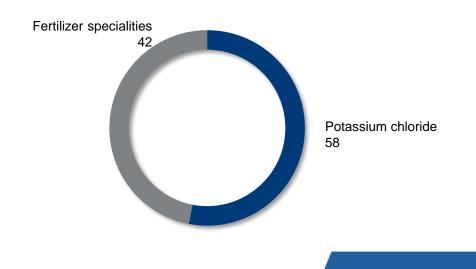
#### **Revenue Split by Region 2019 (%)**



#### **Characteristics**

- Close proximity to our main customers provide logistical advantages
- Shipments to overseas customers at competitive costs from Hamburg harbor
- Strong and long-standing customer relationships
- Broad specialty portfolio provides flexibility and stability, partly following different trends and seasons

### Revenue Split by Products 2019 (%)



# Why use fertilizers?

### **Customer Segment Agriculture**



"The growth and yield of plants are limited by the nutrient which is in shortest supply"<sup>1</sup>

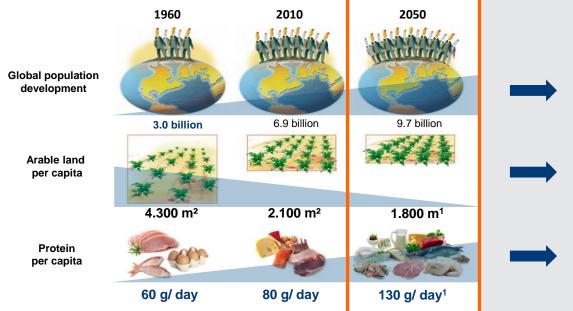
<sup>1</sup> Justus von Liebig, 'The Natural Laws of Husbandry', 1863

- For plants to thrive they need sunlight, water and minerals
- There are only few soils on earth which have a sufficient content and availability of **plant nutrients** to achieve **high yields** over a longer period without fertilization
- Potash is an indispensable supplement to the natural nutrient content of soils
- Compensation of the nutrient losses by harvest and other losses is necessary

# Long-term key drivers for our fertilizer business

### **Customer Segment Agriculture**

#### Less arable land – but more protein consumption per capita



Each year an additional 80 million people need to be fed – this equals to the population of Germany

Available arable land per capita will decrease at the same time

By 2050 an expanded world population will be consuming two thirds more animal protein than it does today

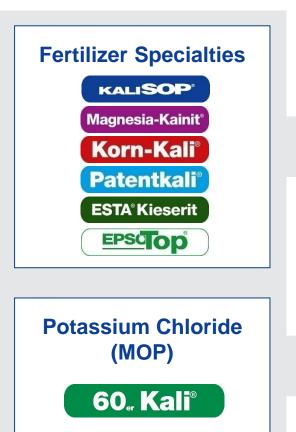
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In 2050, only roughly a quarter of a soccer field will be available to feed one person year round - 80 percent of future growth in crop production will come from yield advancements driven by balanced use of fertilizers

Sources: UN, World Population Prospects, 2012 Revision, UNDP, 2013; FAOStat 2014 <sup>1</sup> FAO 2014 - forecasts based on the expected increase in animal protein

# What makes us different?

### **Customer Segment Agriculture**



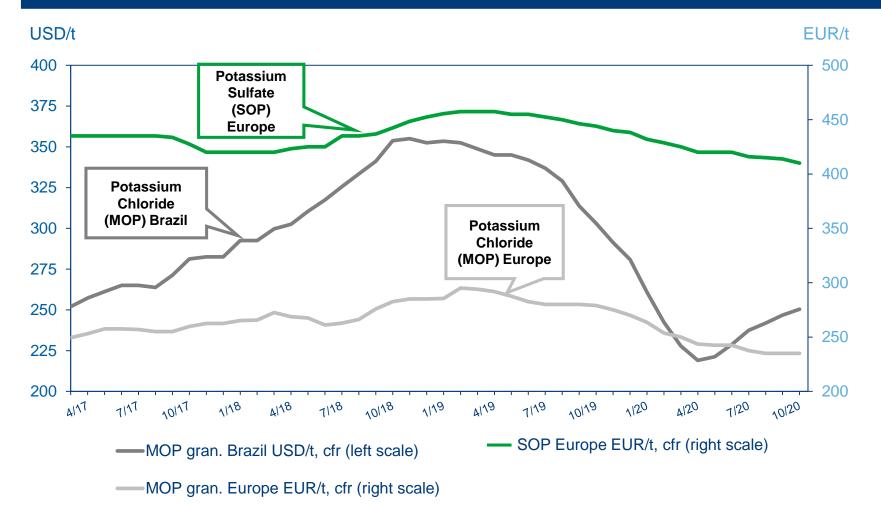
- mainly used for special applications (e.g. chloride-sensitive crops)
- products containing a broad range of nutrients (e.g. potash, magnesium, sulphur)
- premium products used for high-value crops

- can be applied universally to all crops not sensitive to chloride and to all types of soil
- standard product used for commodity crops

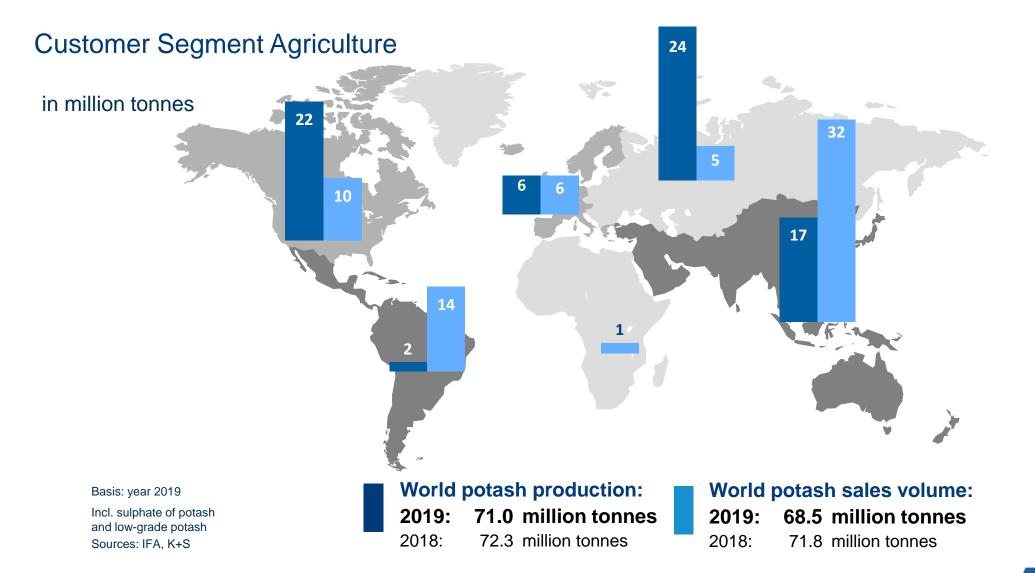
# **Potash Price Development**

### **Customer Segment Agriculture**

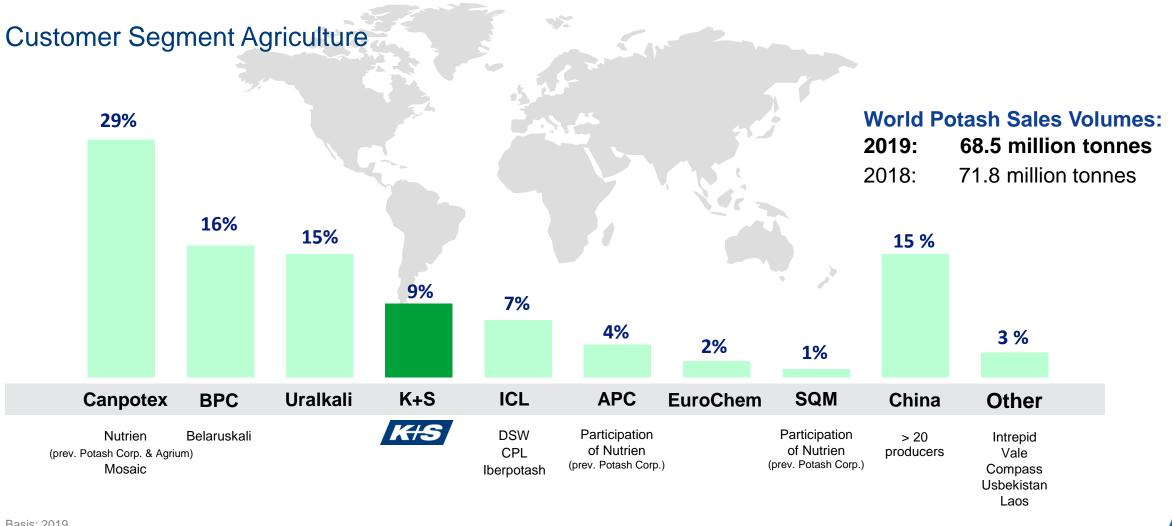
**Pricing** (Source: FMB Argus Potash)



# World potash production and sales by region



# Supplier structure on the world potash market



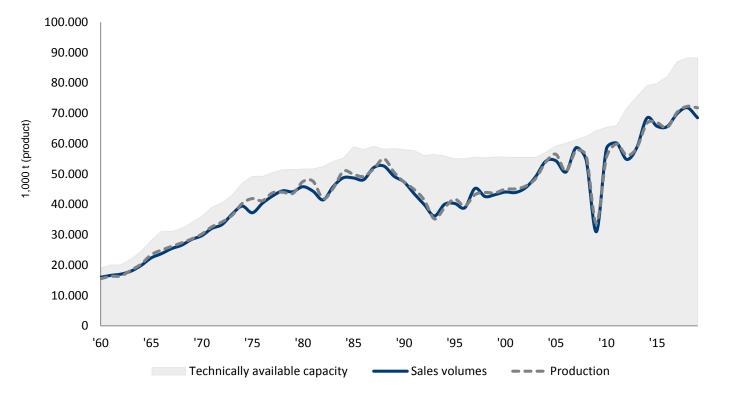
Basis: 2019

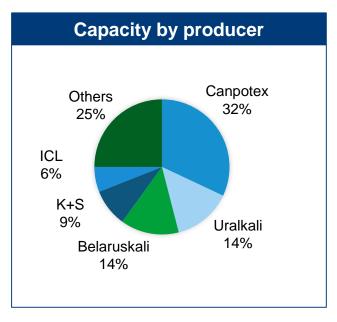
Source: IFA, K+S

# World potash supply and demand

### **Customer Segment Agriculture**

Production is driven by demand despite continuous excess capacity



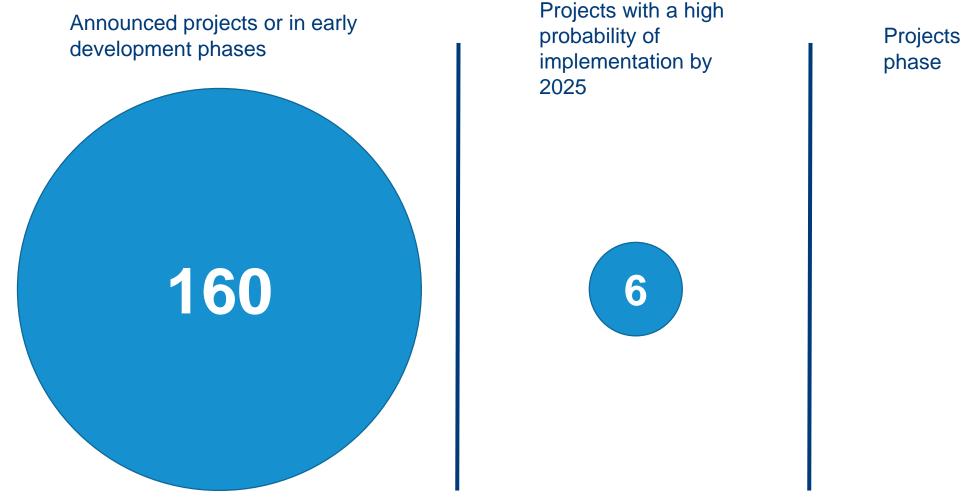




#### Source: IFA, K+S; incl. sulphate of potash and low grade potash of about 5 million tonnes eff. (product)

# **Customer Segment Agriculture**

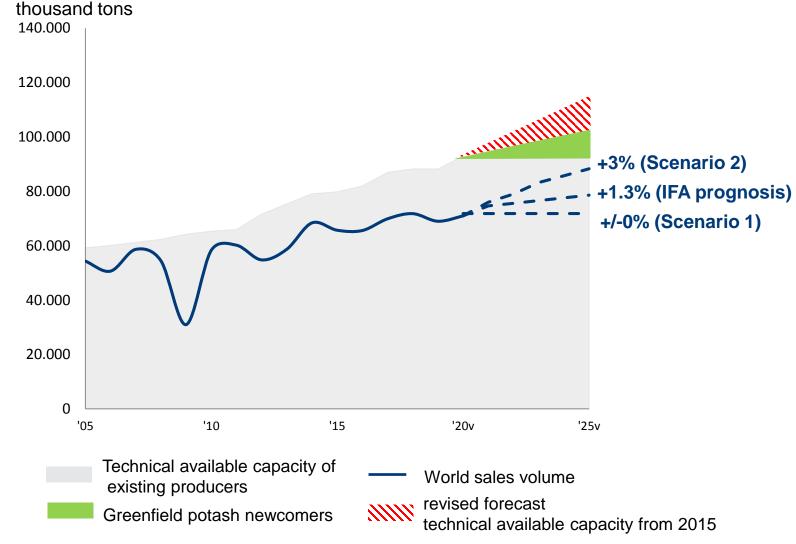
Between plan and Reality: Potash projects announced since 2006 (Greenfield)



Projects in ramp-up phase

# **Customer Segment Agriculture**

### What is behind the greatly feared oversupply?



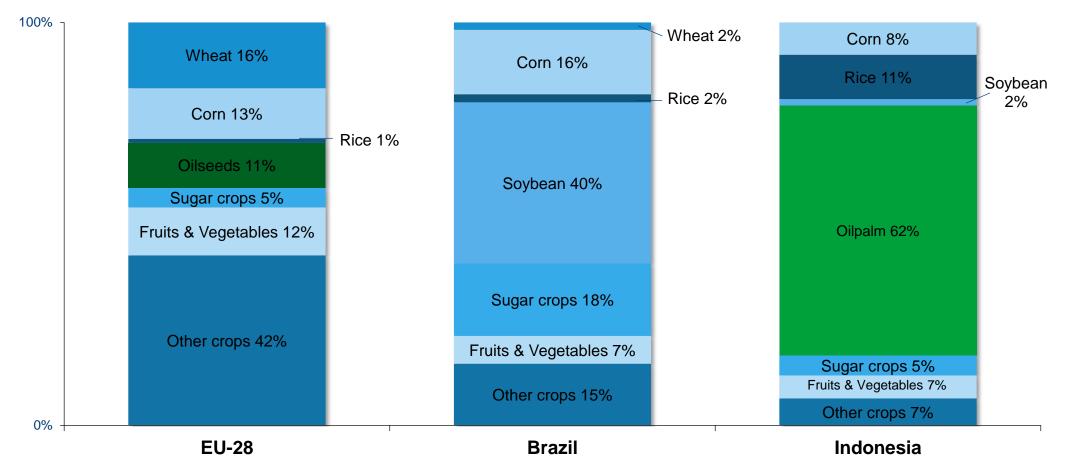
- Only 5 years ago, the technically available capacity in 2025 was estimated to be 12 million tons higher than today
- Even now, greenfield projects by potash newcomers will still account for a significant share of the total until 2025
- Non-utilization of capacity by existing producers not taken into account
- Global capacity load should level off at the long-term average by 2025

K/S

Source: IFA, K+S; including potassium sulfate and potash varieties with a lower K2O content of about 5 million tonnes eff.

# Potash use by crop in selected countries

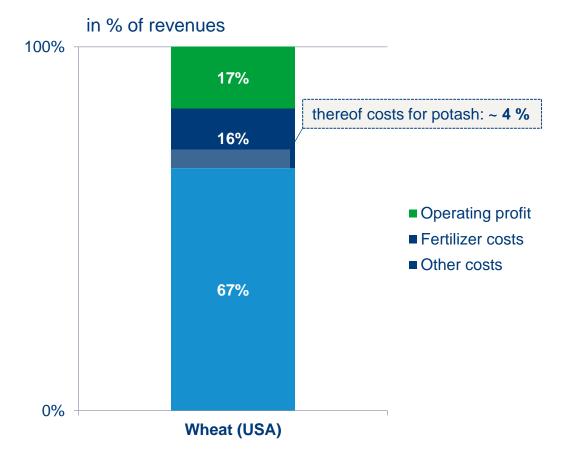
### **Customer Segment Agriculture**



Source: IFA , Estimates of Fertilizer Use by Crop in Selected Countries in 2010-2010/11, published 2013

# Farmer profitability of US corn

### **Customer Segment Agriculture**



- Expenditure on potash products only amounting to approx. 4% of the total costs
- Earnings prospects should give the agricultural industry sufficient incentive to increase yield per hectare by using plant nutrients

### World potash sales volume by region

### **Customer Segment Agriculture**

million tons	2011	2012	2013	2014	2015	2016	2017	2018	2019
Western Europe	5.9	5.6	5.8	6.2	6.0	5.9	6.2	6.2	6.0
Central Europe / FSU	4.4	5.1	4.7	4.4	4.8	4.8	5.2	5.4	5.5
Africa	0.7	0.7	0.8	1.0	1.0	1.1	1.4	1.6	1.4
North America	10.2	9.1	9.7	11.8	9.5	10.9	11.2	11.5	9.8
Latin America	10.5	10.5	11.0	11.9	11.5	12.2	12.7	13.7	13.5
Asia	28.0	23.4	26.2	32.4	32.3	30.1	32.5	32.6	31.6
- thereof China	12.7	12.0	13.8	16.7	18.5	16.2	16.2	16.3	17.8
- thereof India	5.0	2.8	3.5	4.5	4.1	4.0	5.0	4.5	4.5
Oceania	0.5	0.4	0.5	0.7	0.6	0.6	0.7	0.8	0.7
World total	60.2	54.8	58.7	68.4	65.7	65.6	69.9	71.8	68.5

Incl. potassium sulphate and potash grades with lower  $K_2O$  content of around 5 million tonnes eff. Sources: IFA, K+S

# **Customer Segment Industry at a Glance**



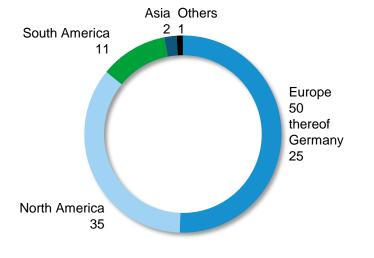
K/S

### **Customer Segment Industry**



in € million	9M/2019	9M/2020
Revenues	857.2	845.4
Sales volume (mt)	7.57	7.38
EBITDA	159.1	216.7

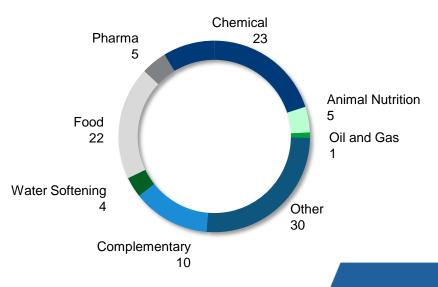
### Revenue Split by Region 2019 (%)



#### **Characteristics**

- Emerging markets: Footprint in rising markets such as Asia as industrialization drives demand for electrolysis
- Electrolysis and specialties: High product quality, service and customer proximity
- Pharma: High quality standards, certificates, innovation and superior customer services as well as reliability

### Revenue Split by Products 2019 (%)



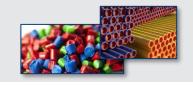
# **Broad variety of application areas (1)**

### Customer Segment Industry



#### Chemical

- Main applications:
- Chemical industry
- Chlor-Alkali processes (→ PVC)
- Polycarbonates , MDI (Isocyanat) (→ plastics, synthetic resin)
- Synthetic Soda Ash (→ glass)





#### Food processing

#### Main applications:

- Food processing industry
- Baking industry
- Condiment and preservative agent
- Preserving of fish





Pharma

#### Main applications:

- Infusion, dialysis solutions
- Pharmaceuticals





#### Oil and Gas

#### Main applications:

Drilling fluidas



# **Broad variety of application areas (2)**

### **Customer Segment Industry**



#### **Animal Nutrition**

Main applications:

- Animal feed
- Lickstones





Water softening

#### Main applications:

- Water softening
- Water treatment



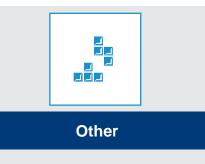


#### Complementary

#### Main services:

- Waste Management and Recycling
- Granulation of Catsan® for Mars GmbH
- K+S Transport GmbH
- CFK (Trading)





Main services:

- Dyeing works
- Leather treatment



# **Customer Segment Consumer at a Glance**



### **Customer Segment Consumer**



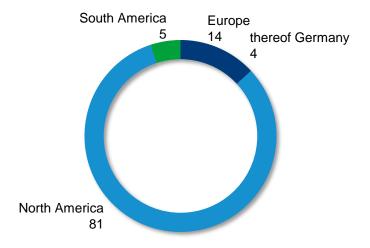
in € million	9M/2019	9M/2020
Revenues	228.0	373.8
Sales volume (mt)	1.31	1.26
EBITDA	39.3	58.2

#### **Characteristics**

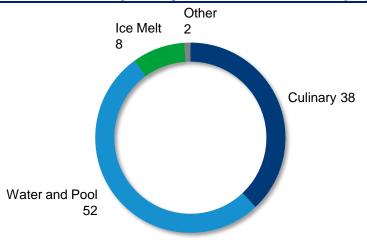
 Our brands – and particularly MORTON SALT – can be found on shelves around the world. Every child in the United States knows our "Umbrella Girl".



#### Revenue Split by Region 2019 (%)



#### **Revenue Split by Products 2019 (%)**



# **Customer Segment Communities at a Glance**

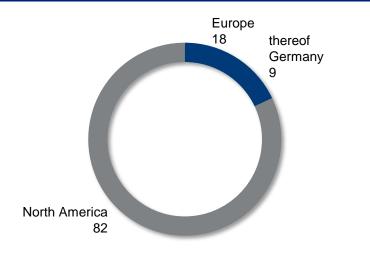


### **Customer Segment Communities**



in € million	9M/2019	9M/2020
Revenues	515.8	298.0
Sales volume (mt)	9.24	5.09
EBITDA	55.4	9.2

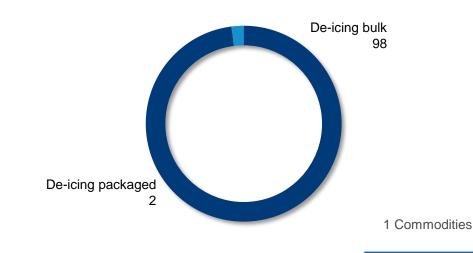
### Revenue Split by Region 2019 (%)



#### **Characteristics**

- Unrivalled global production and logistics network: Geographical diversification of production facilities within a region and across continents
- Diverse regional portfolio of de-icing salt markets

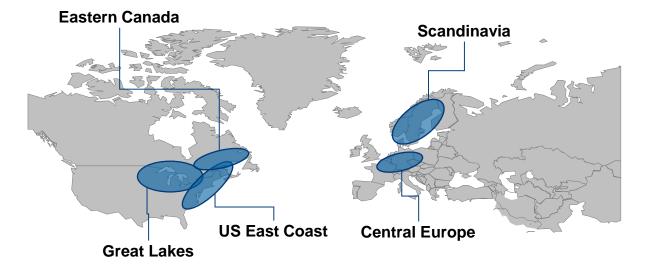
#### Revenue Split by Products 2019 (%)



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# **Presence in attractive de-icing markets**

### **Customer Segment Communities**

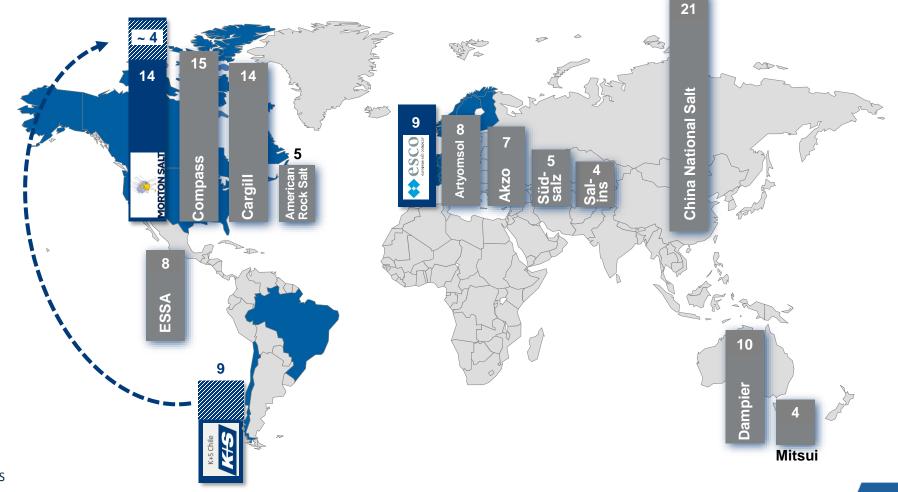




### Main salt suppliers worldwide

### Customer Segments Industry, Consumers, Communities

Capacity in million tonnes (crystallized salt and salt in brine; excl. captive use)

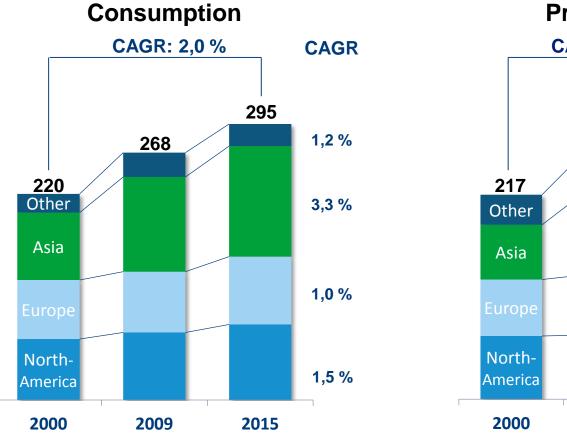


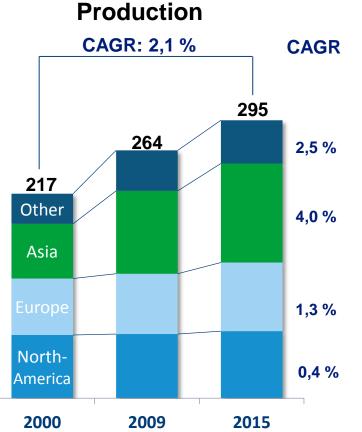
K/S

# **Development of salt consumption and production**<sup>1</sup>

### Customer Segment Industry, Consumers, Commodities

in million tonnes





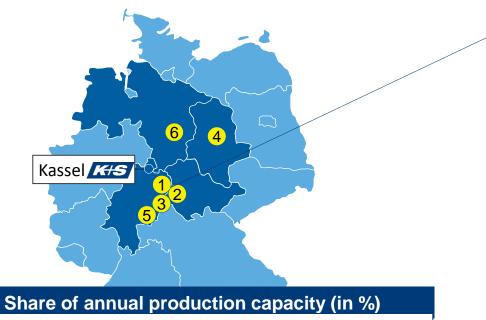
<sup>1</sup> excl. captive use; Source: K+S, Roskill 2011, 2014, 2016



# **Production**

### **Potash sites in Germany**

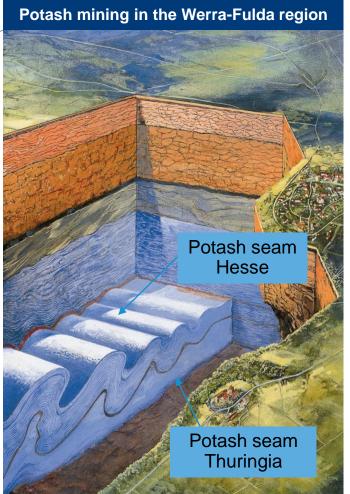
### **Potash Production**



~ 50

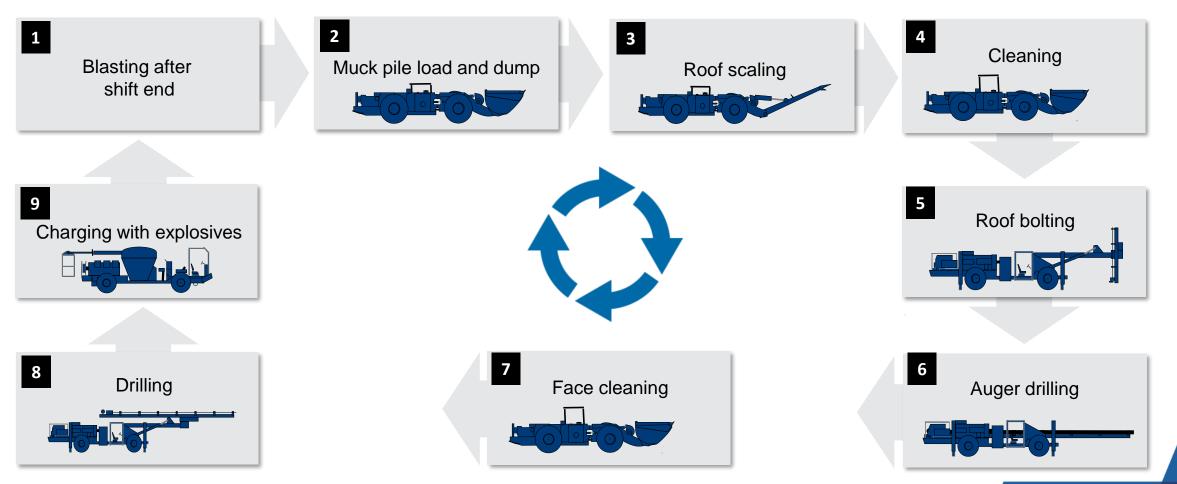
Wintershall 1. Integrated Werra Plant Unterbreizbach 2.

3.	Hattorf	
4.	Zielitz	~ 25
5.	Neuhof-Ellers	~ 20
6.	Bergmannssegen-Hugo	~5
	(production site only, no mining)	



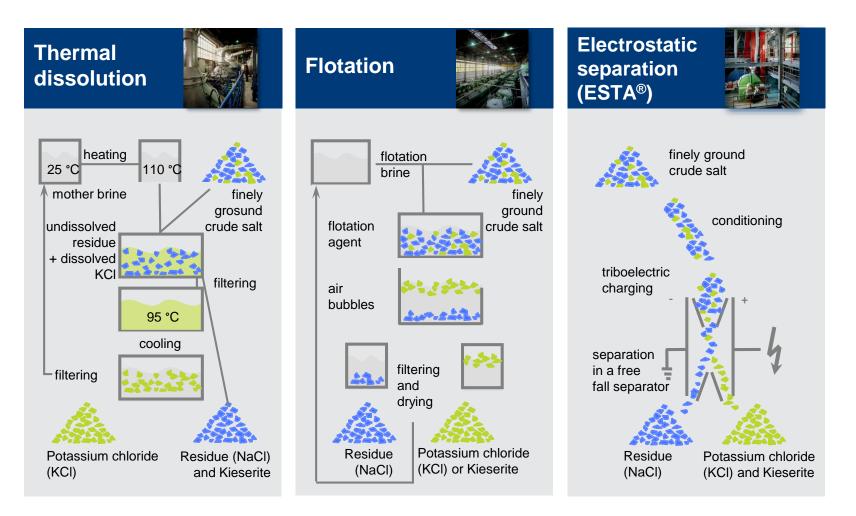
# **Underground mining production cycle**

### **Potash Production**



### Potash processing above ground

#### **Potash Production**



### **Management of residues**

### **Potash Production**

- The mined rock salt only contains a limited share of usable material (max. 30%), therefore a residue accumulation is unavoidable.
- This challenge is shared among <u>all</u> potash producing companies in the world!
- The reutilization of residues is performed as effective as possible.
- The techniques and the technology of constructing tailings piles (heaps) are proved and tested.
- In total, 4 different ways of disposing solid and liquid residues are used world wide:



Tailings piles



Underground disposal



River injection\*

~8%



Deep well injection (for K+S in the Hessian-Thuringian potash district until the year 2021)

 $\ensuremath{\varnothing}$  share of residue disposed via this way of disposing in the Hessian-Thuringian potash district:

~80%

~9%

~3%

- These ways of disposal depending on the corresponding site are used also in combination. They currently
  represent the <u>best available technique</u>.
- \* With low river water levels in the Werra, there are possibilities for K+S in the Hessian-Thuringian potash district to temporarily store liquid residues in water basins or suitable mine spaces on site or temporary ways of disposal by flooding decommissioned mines or gas caverns in Lower Saxony or Saxony-Anhalt.

# Current environmental investments create long-term planning security



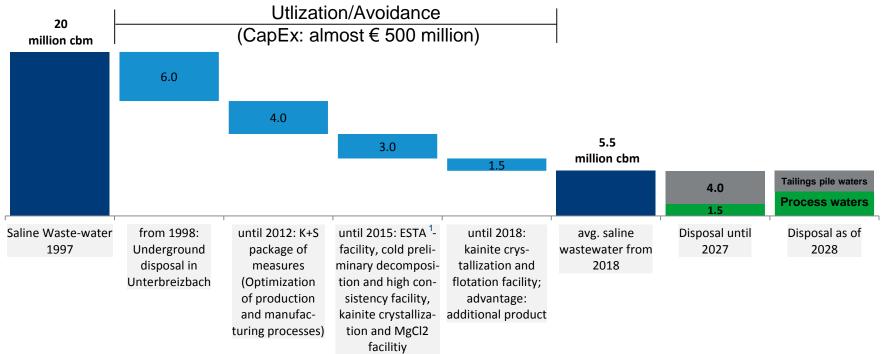


- Completed by end of 2022 / beginning of 2023
- Next permit and significant investments in tailings pile extensions will not be necessary again until the end of the 2020s

- Deep-well Injection ends 2021
- As of 2022: permanent storage underground (subject to approval)
- As of 2028: higher utilization of storage underground with additional processing of saline waters
- Discharge Werra: as of 2028: only tailings pile waters with lower concentration

### **Development Saline Wastewater River Werra**

### **Potash Production**



#### With low Werra river flows:

On-site:

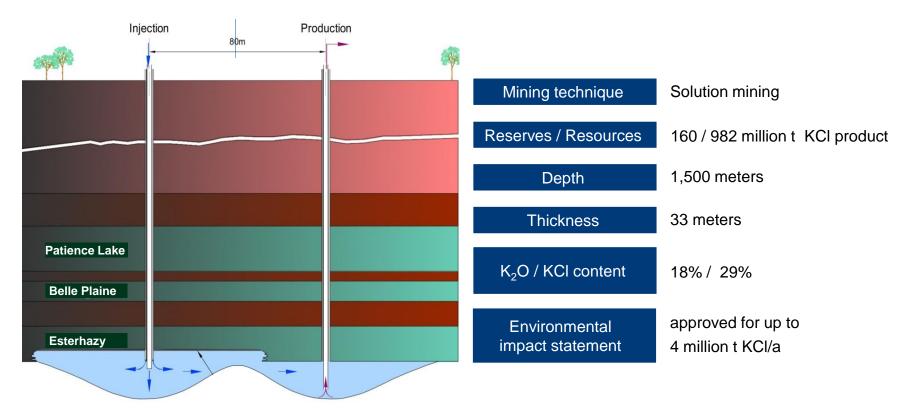
• Temporary storage possibility of up to 1.0 million cbm (basins and temporary storage underground)

Off-site:

· Flooding of decommissioned mines or gas caverns for their restoration

# **Bethune – Solution mining (example: primary mining)**

#### **Potash Production**

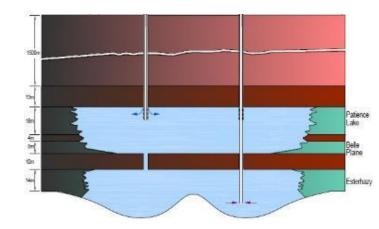


- In solution mining, freshwater is brought into solvent (salt) rock through a drill hole, therefore creating chambers, or caverns, filled with a water-salt solution. In a subsequent step, the saturated brine is brought to the surface through an additional pipeline.
- During the primary mining process, the cavern expands to create an ideal form for commencing secondary mining (see next page).

### **Bethune – Primary versus Secondary Mining**

#### **Potash Production**

#### Secondary Mining [NaCl brine mining / crystallisation pond]



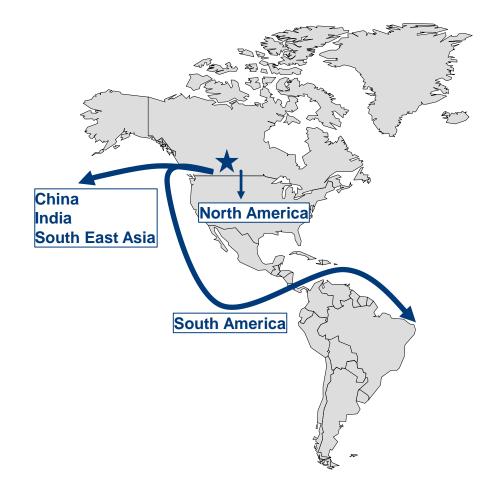
#### Operates at 50% lower production costs than Primary Mining

K/S

- Secondary mining exclusively uses a NaCl-saturated brine in order to dissolve selectively KCl from the existing caverns.
- Advantages (in comparison to primary mining):
  - lower energy intensity (e.g. injection brine is heated via waste heat from evaporators and KCI is crystalized in the cooling pond via natural cooling)
  - substantially more efficient with the use of water
  - reduces salt to tailings up to 30 %

### **Bethune – strengthening our global presence**

#### **Potash Production**



- Expanding our current production portfolio in Germany with a North American production site
   → Second-source supplier
- Securing a good asset base with competitive production costs

K/S

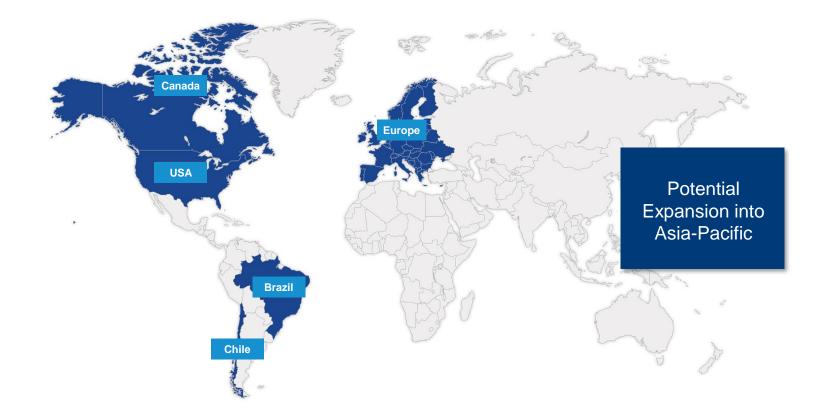
- Sales and distribution through existing distribution structures of the K+S Group
- Regional growth projects in China and Southeast Asia
- Flexible multi-product strategy

### **Main production methods**



- Around 70 % of worldwide salt production (more than 290 million tonnes including brine) is obtained from rock salt mining and solution mining.
- Approximately 30 % of production is obtained from seawater and salt lakes.
- Salt is produced in almost every country in the world. Due to the high share of transportation costs in production costs, markets
  are generally regionally limited to the area around the production locations.

### **Unrivalled global production network**



Competitive edge: Unrivalled global production network

- More than 30 assets on 3 continents allow close proximity to customers in a business that is highly freight-cost sensitive
- Broad range of products due to variety of production methods
- Best in class supply chain assets and competence
- Industry best-cost production in Chile

## **Our strengths**

### Salt Production

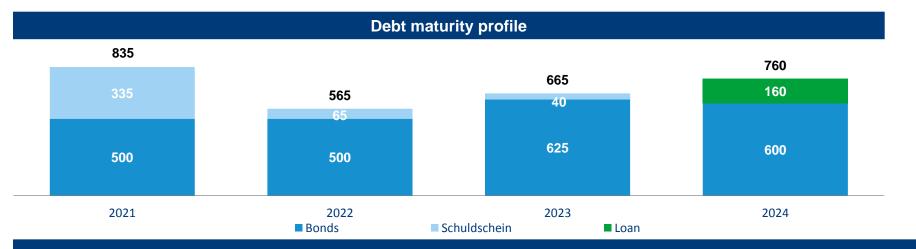
Production network and know-how	<ul> <li>Geographical diversification of production facilities within a region and across continents</li> <li>Access to a multitude of technical and geological experts within the K+S Group</li> </ul>
Logistics network	<ul> <li>Mixture of own cargo ships, medium-term sea freight contracts and freight hedging</li> <li>Utilization of global logistics knowledge of K+S Group</li> <li>Close supply chain cooperation for most efficient group-wide sourcing</li> </ul>
Product portfolio	<ul> <li>Balanced and less cyclical product portfolio</li> <li>Product innovations through access to group-wide R&amp;D network</li> </ul>





### Debt profile (schuldschein and bonds)

Financing instruments				
€m	Amount outstanding	Coupon	Maturity	
Schuldschein and loans	600			
Senior unsecured notes due 2021	500	4.125%	Dec-21	
Senior unsecured notes due 2022	500	3.000%	Jun-22	
Senior unsecured notes due 2023	625	2.625%	Apr-23	
Senior unsecured notes due 2024	600	3.250%	Jul-24	



+ Syndicated credit facility of up to € 800 million (available until 2024)

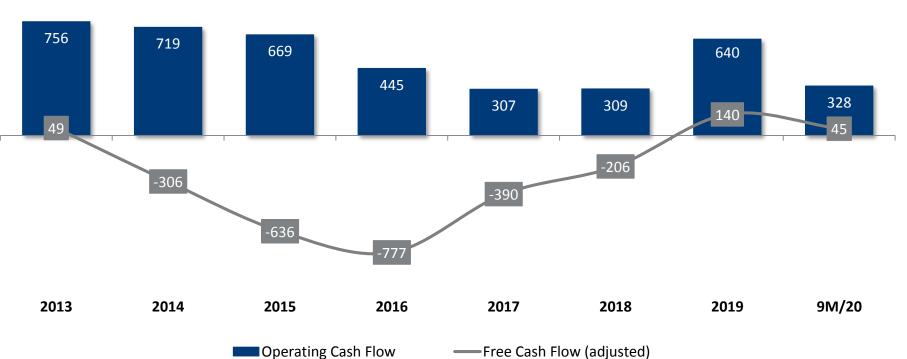
+ additional KfW-credit facility of up to € 350 million (available until August 2021, with option for extension)

+ commercial paper program as an additional source of liquidity

### **Cash flow and balance sheet**

€ million	H1/18	9M/18	FY/18	H1/19	9M/19	FY/19	H1/20	9M/20
Operating cash flow	292	276	309	518	510	640	323	328
- Investing cash flow (pre sale/ purchase of securities)	-198	-336	-515	-183	-306	-500	-157	-283
Adjusted free cash flow	94	-60	-206	335	204	140	166	45
CapEx	154	278	443	166	310	493	207	343
Net financial debt	2,944	3,100	3,242	2,894	3,031	3,117	2,979	3,109
Net financial debt/ EBITDA (LTM)	4.9	5.5	5.3	4.4	4.3	4.9	5.6	5.7
Equity ratio	43%	41%	41%	42%	43%	42%	43%	26%

### **Operating and free cash flow (adjusted)**



K/S

(€ million)



# **Investor Relations**

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### **K+S Share**

WKN:	KSAG88
ISIN:	DE000KSAG888
Type of shares:	Registered shares of no-par value
Total number of shares:	191,400,000
Trading segment:	Prime Standard
Ticker symbols:	Bloomberg SDF / Reuters SDFG

#### **Quoted in the following indices**

- MDAX
- DJ EURO STOXX
- HDAXCDAX
- Prime Allshare Index
- Classic Allshare Index

- Prime Sector Chemicals
- Industry Group Chemicals / Commodity
- DJ STOXX TMI
- ECPI Ethical Index Global

#### **Covered by**

- AlphaValue
- Baader Helvea Equity Research
- Bankhaus Lampe
- Bank of America Merrill Lynch
- BMO Capital Markets
- Citi Research
- Commerzbank
- Credit Suisse

- Deutsche Bank
- DZ Bank AG
- Pareto Securities AS
- Exane BNP Paribas
- Independent Research
- J.P. Morgan Cazenove
- Kepler Cheuvreux
- LBBW

- M.M. Warburg
- MainFirst Bank AG
- Morningstar
- Nord/LB
- Scotia Capital
- Société Générale
- Solventis
- UBS

### **Shareholder structure**



As of 31.12.2019

### **K+S ADR Program**

The K+S ADR Program offers North American investors the opportunity to take stock in K+S. Since the ADRs are quoted in US dollars and dividends are also distributed in US dollars, this financial instrument closely resembles an American share. Two ADRs represent one K+S ordinary share. The K+S ADRs are traded in the United States under a level 1 ADR Program in the over-the-counter market (OTC).

#### Trade on OTCQX

- Symbol:
- KPLUY 48265W108

Germany

DE000KSAG888

The Bank of New York Mellon

- CUSIP: 2 ADRs = 1 Share
- Ratio:
- Country:
- ISIN:
- Depositary:

#### **Benefits to North American investors**

- Clear and settle according to normal U.S. standards
- Stock quotes and dividend payments in U.S. dollars
- Can be purchased/sold in the same way as other U.S. stocks via a U.S. broker
- Cost-effective means of international portfolio diversification

Further information: www.kpluss.com/en-us/investor-relations/shares-bonds/key-data

### **K+S Bonds and Issuer Rating**

	Bond 12/2021	Bond 06/2022	Bond 04/2023	Bond 07/2024
WKN	A1Y CR5	A1P GZ8	A2E 4U9	A2N BE7
ISIN	XS0997941355	DE000A1PGZ82	XS1591416679	XS1854830889
Listing	Luxembourg SE	Luxembourg SE	Luxembourg SE	Luxembourg SE
Volume	EUR 500 million	EUR 500 million	EUR 625 million	EUR 600 million
Issue price	99.539%	99.422%	100.000%	100.000%
Coupon payment	4.125%	3.000%	2.625%	3.25%
Maturity	06.12.2021	20.06.2022	06.04.2023	18.07.2024
Face value	1,000 EUR	100,000 EUR	1,000 EUR	100,000 EUR

Issuer Rating (S&P): B (outlook: negative), May 2020

### **Additional information**

Financial calendar	2020/2021
Annual Report 2020	11 March 2021
Quarterly Report; 31 March 2021	11 May 2021
Annual Shareholders' Meeting	12 May 2021
Dividend payment (subject to resolution of the AGM)	17 June 2021
Half-yearly Financial Report, 30 June 2021	12 August 2021
Quarterly Report, 30 September 2021	11 November 2021

#### More content available online

- K+S Website: www.kpluss.com
- Annual reports: www.kpluss.com/ar2019
- Newsletter subscription: www.kpluss.com/en-us/investor-relations/service/newsletter
- Social Media: in 🔀 🖸 🧕

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