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K+S Aktiengesellschaft
Analyst Call

Q2/2020

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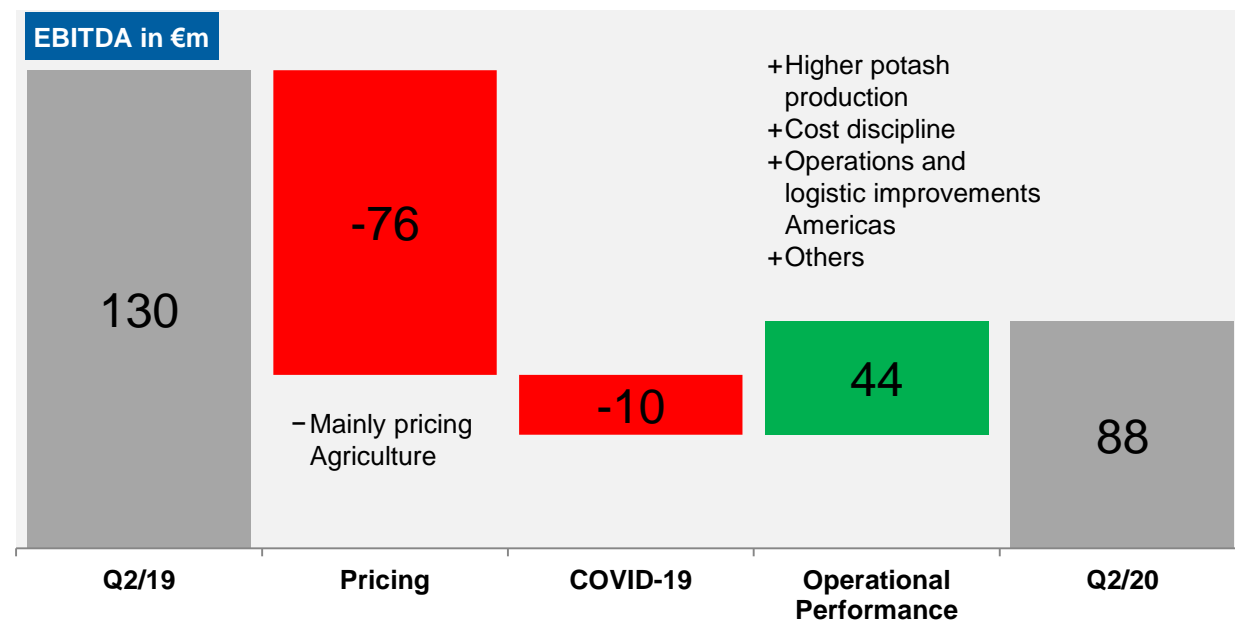
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Solid Q2/20 EBITDA despite difficult market environment

Highlights

- Q2/20 EBITDA down to €88m (Q2/19: €130m)
- Adj. FCF €-43m in Q2/20
- **COVID-19:** Minor efficiency losses due to protective measures and short shutdowns of small sites



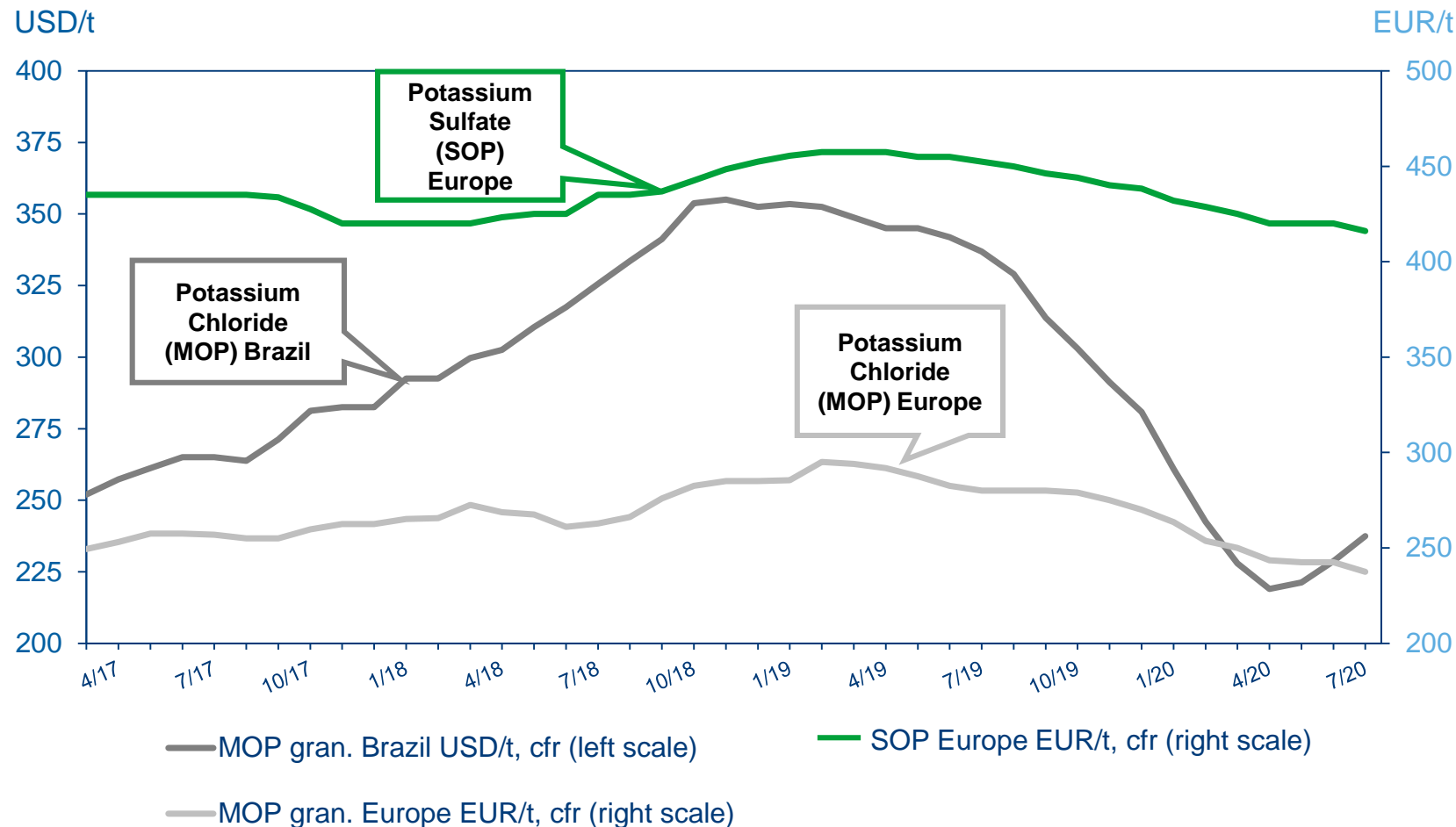
Financials

€ million	Q2/2019	Q2/2020	%
Revenues	878	840	-4
<i>t/o Europe+</i>	627	588	-6
<i>t/o Americas</i>	251	251	-
D&A	104	118	+13
EBITDA	130	88	-32
<i>t/o Europe+</i>	128	69	-46
<i>t/o Americas</i>	14	38	-
Adj. net profit	3	-31	-
Adj. EPS (€)	0.01	-0.16	-
Operating cash flow	193	68	-65
Adj. FCF	102	-43	-
CapEx	93	119	+28
NFD/EBITDA (LTM)	4.4x	5.6x	-

Customer Segment Agriculture



Stable specialty business and regional diversification paying-off



Q2/2020

- After signed contracts in China and India, product flow restarted into these markets
- Prices have bottomed out in Brazil on the back of very strong demand despite strong supply
- Still weak demand in SEA

Outlook

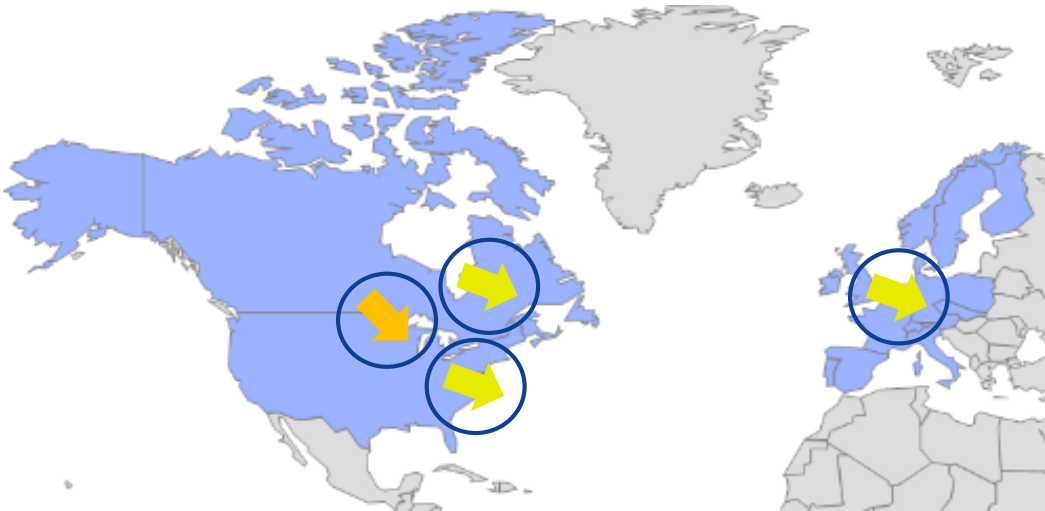
- Price recovery in Brazil expected to continue
- This also alleviates pressure from European market

Source: FMB Argus Potash

Trading update: Communities



Pricing trends for next biddings



Q2/20 update:

- Sales volume ~30% below previous year.

Outlook:

- High customer inventory levels
- However, multi-year contracts help us prevent stronger price declines
- Some contracts in higher price regions (e.g. Canada) already settled end of 2019
- For Q4/20 we expect prices to decline slightly to moderately YOY across all regions
- Expected sales volumes ~ 8 million tonnes for 2020 (Ø-year: 12.5 – 13.0 million tonnes)

Current Trading Customer Segments Industry + Consumers

Industry



- Broad portfolio of potash/salt products supplying a broad variety of industries
- Examples:
 - Food salt for hotels and restaurants or chemical salt for the automotive industry as well as Oil & Gas salt negatively affected by COVID-19
 - Pharma salt and other sub segments showing positive trends

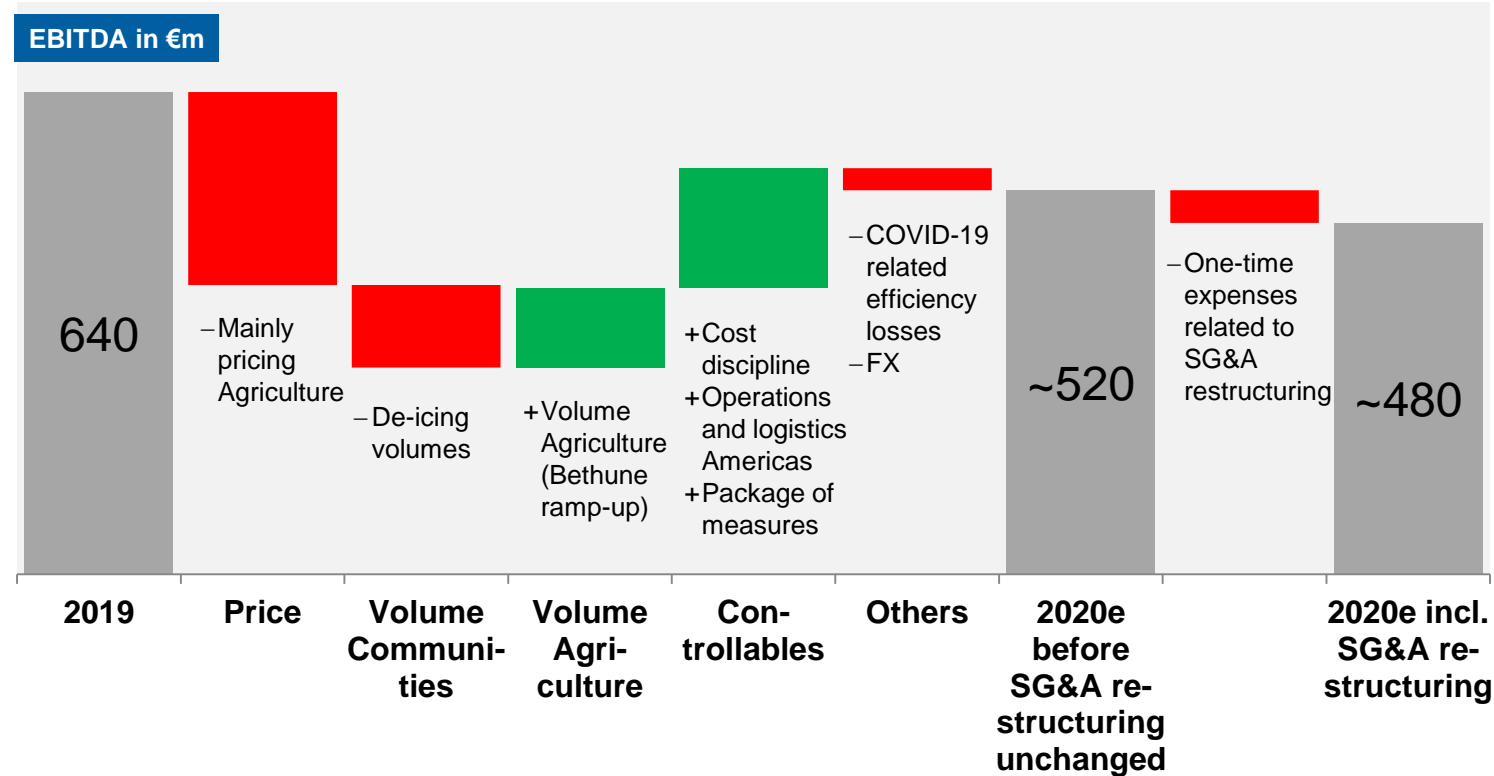
Consumers



- Good progress in the rollout of the German premium table salt brand Saldoro®
- Strong performance in the Americas, with stable or growing volumes across categories
- Strong demand for water softening and pool salt

Outlook 2020 confirmed¹

No effects from sale of OU Americas included



Main assumptions

- FY/20 Agriculture ASP expected to be slightly above Q2/20 level (€231/t)
- FY/20 Agriculture sales volume expected to be >7mt (2019: 6.3 mt)
- FY/20 Communities sales volume of 8 mt (normal year 12.5-13.0 mt); normal winter conditions in Q4
- COVID-19-related efficiency losses included for the remainder of the year; larger unforeseeable effects not assumed (e.g. shutdown)

We expect free cash flow to be at **break even**

Complete sale OU Americas on schedule



Unique position in the salt market

- Leading brands with high emotional customer loyalty
- Established customer-oriented network with 29 locations in North America and cost-effective production in South America
- Revenues: EUR 1.5 billion (2019)
- EBITDA: EUR 230 million (2019)
- Stable cash flows

-
- Sale process is proceeding according to plan so far despite current conditions with regards to Covid-19
 - Strong overall performance in H1 2020 despite mild winter mainly due to strong cost discipline, operational improvements, and optimal use of logistic network
 - Signing expected in 2020

K+S realignment is making progress



Target

Main target: all sites free cash flow positive even with a low potash price or weak winter business

- One important step is the development of a new organization based on an SG&A cost budget of EUR 140 million (EUR 60 million less than in 2019)



Approach

- One administrative level, less hierarchical levels
- Change from matrix to functional organization
- Elimination of dual functions
- Talks with labor representatives started
- Implementation by 01 January 2021

We are making progress with the measures that are in our hands



Strong operational performance; widely COVID-19 robust



No wastewater-related issues in Germany



Bethune quality fulfills customers expectations; ramp-up according to plan



Active working capital management to secure liquidity



Package of measures making progress, e.g. optimization of logistics network



Improved liquidity headroom thanks to KfW credit facility



Signing for OU Americas sale expected this year



Realignment of the “New K+S” has started

Q&A

Dr. Burkhard Lohr
CEO

Thorsten Boeckers
CFO

The logo for K+S, featuring the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue, parallelogram-shaped background.

Housekeeping items / Financial calendar

Additional information on FY 2020 outlook

- Tax rate: ~30%
- Financial result: ~€-140m-€-150m
- CapEx: significantly up
- D&A: ~€450m
- Reconciliation (EBITDA): €-60m to €-80m

Financial calendar

Kepler Cheuvreux Virtual Roadshow, Frankfurt	14 Aug 2020
Berenberg Virtual Roadshow, London	18 Aug 2020
Bankhaus Lampe Deutschlandkonferenz Virtual	18 Aug 2020
Commerzbank Corporate Conference 2020	01 Sep 2020

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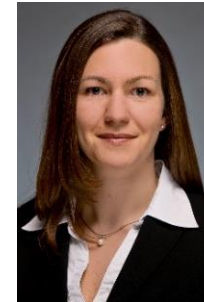
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