



K+S Group

# German Corporate Conference, Frankfurt

Dr. Burkhard Lohr, CEO

Dirk Neumann, Head of Investor Relations

Julia Bock, Senior Investor Relations Manager

20 January 2020

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# K+S at a Glance

## Group financials 2018

**Revenues**  
€ 4.04 billion

**EBITDA**  
€ 606 million

**EBITDA-Margin**  
15%

**Earnings after taxes, adj.**  
€ 85 million

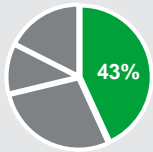
**OU Europe+:** Revenues: € 2.59 billion; EBITDA: € 443 million; Margin: 17%

**OU Americas:** € 1.45 billion; EBITDA: € 222 million; Margin: 15%

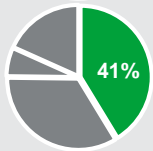
## Customer Segments



### Agriculture



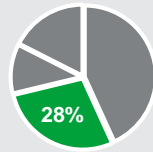
Revenues  
€ 1.74 billion



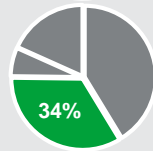
EBITDA  
€ 275 million  
Margin 16%



### Industry



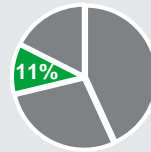
Revenues  
€ 1.13 billion



EBITDA  
€ 226 million  
Margin 20%



### Consumers



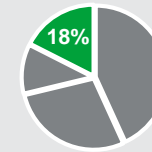
Revenues  
€ 0.46 billion



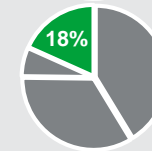
EBITDA  
€ 43 million  
Margin 10%



### Communities



Revenues  
€ 0.71 billion



EBITDA  
€ 122 million  
Margin 17%

# Market update: Customer segment Agriculture



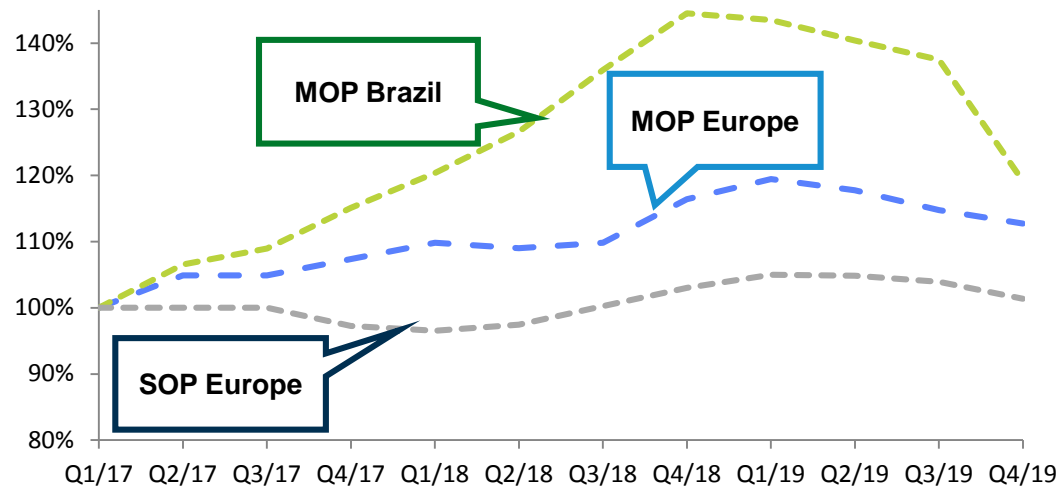
## Key financials

in €million	FY/18	9M/19
Revenues	1,741.3	1,326.1
Sales volume (mt)	6.9	4.8
EBITDA	274.5	265.6

## Development in Q3/19 and outlook:

- Slowdown in global potash market since Q3 after strong sales volumes in H1
- **Chinese** import stop led to waiting position in other markets
- Softer pricing in **Brazil**, but no big volumes concluded at this level
- Producers announced to reduce >3 mt of production for H2/19 in total
- Specialties and MOP prices in **Europe** relatively stable
- K+S average selling price in Q3/19 even above Q2/19 level due to positive product mix effects
- **Indian** contract at 280 USD/t vs. 290 USD/t before provided first indication
- Slight decline in global potash demand to be noticed in 2019 compared to record demand in 2018 of a good 71 mt.
- With fertilizer-depleted soils in many regions and rising agricultural commodity prices, we continue to expect robust demand in the year ahead.

## Pricing (Source: FMB)



# Customer Segment Industry at a Glance



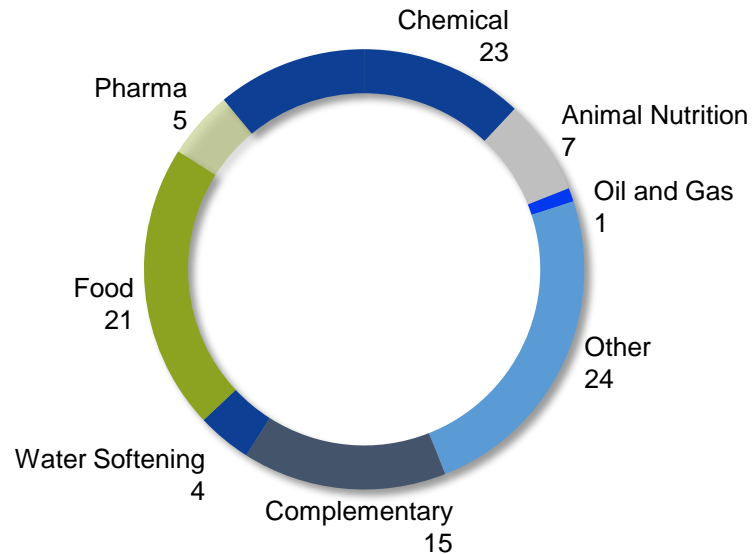
## Key financials

in €million	FY/18	9M/19
Revenues	1,132.8	857.2
Sales volume (mt)	10.3	7.6
EBITDA	225.5	159.1

## Current trading

- Solid demand, gradually increasing sales volumes
- Slightly lower product availability after the planned closure of Sigmundshall at the end of 2018

## Revenue Split by Products 2018 (%)



## Growth drivers

Increasing standard of living

Population growth

Economic growth and industrialization

Urbanization

# Customer Segment Consumer at a Glance



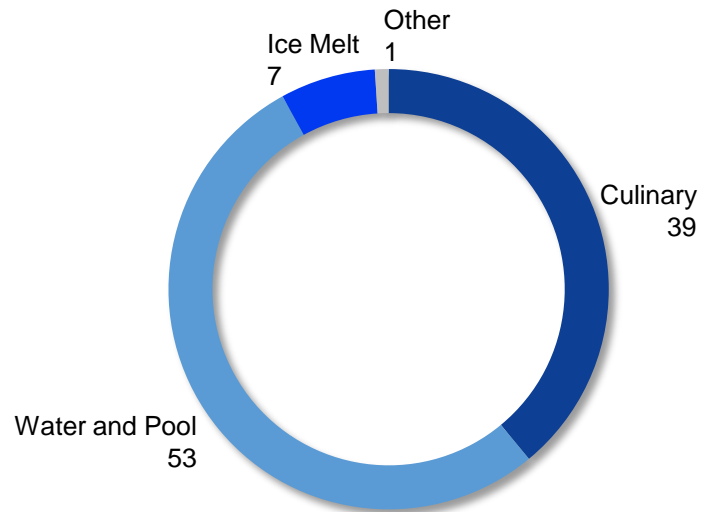
## Key financials

in €million	FY/18	9M/19
Revenues	453.7	345.8
Sales volume (mt)	1.8	1.3
EBITDA	43.3	39.3

## Current trading

- Consumers customer segment showed first success in 9M/19 to pass on higher costs, especially for logistics
- Good progress in the rollout of the German premium table salt brand Saldoro® to retail sellers and gastronomy

## Revenue Split by Products 2018 (%)



## Growth drivers

Increasing standard of living

Population growth

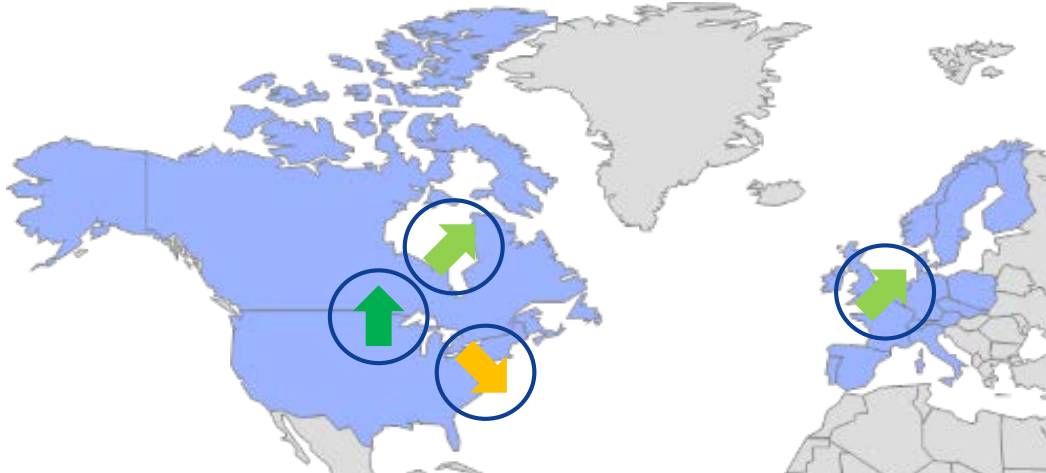
Economic growth and industrialization



# Trading update: Customer segment Communities

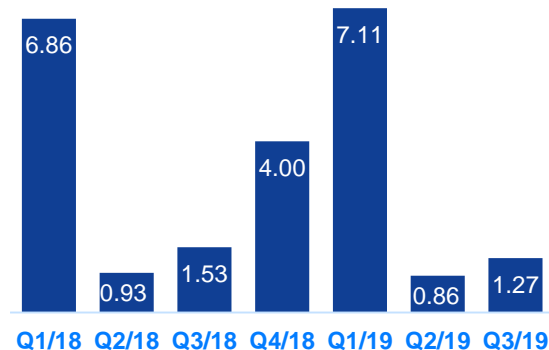


## Pricing trends in customer segment Communities



## Key financials and sales volumes (in mt)

in €million	FY/18	9M/19
Revenues	708.4	515.8
Sales volume (mt)	13.5	1.3
EBITDA	121.8	55.4



## Q3/19 update early fills:

- Mixed picture in our regions
- Volumes down in **North America** and **Europe** mainly due to timing effects
- Highly competitive **US East Coast (USEC)**

## Outlook winter season 2019/20:

- Widely promising bidding season 2019/20
  - Prices significantly up at US Mid West (USMW), Canada (CA) and Europe (EU) slightly up, USEC down
  - Higher prices more than compensate for logistics cost inflation

## Q4/19:

- Volumes below average at EU and USMW; above average at the USEC and CA

# Bethune: Product quality is improving

Installation of  
grinder pumps in  
July 2019

Preparation and  
installation of  
cooling-, sieving  
and crushing  
equipment in  
September 2019

Implementation  
at the turn  
of the year

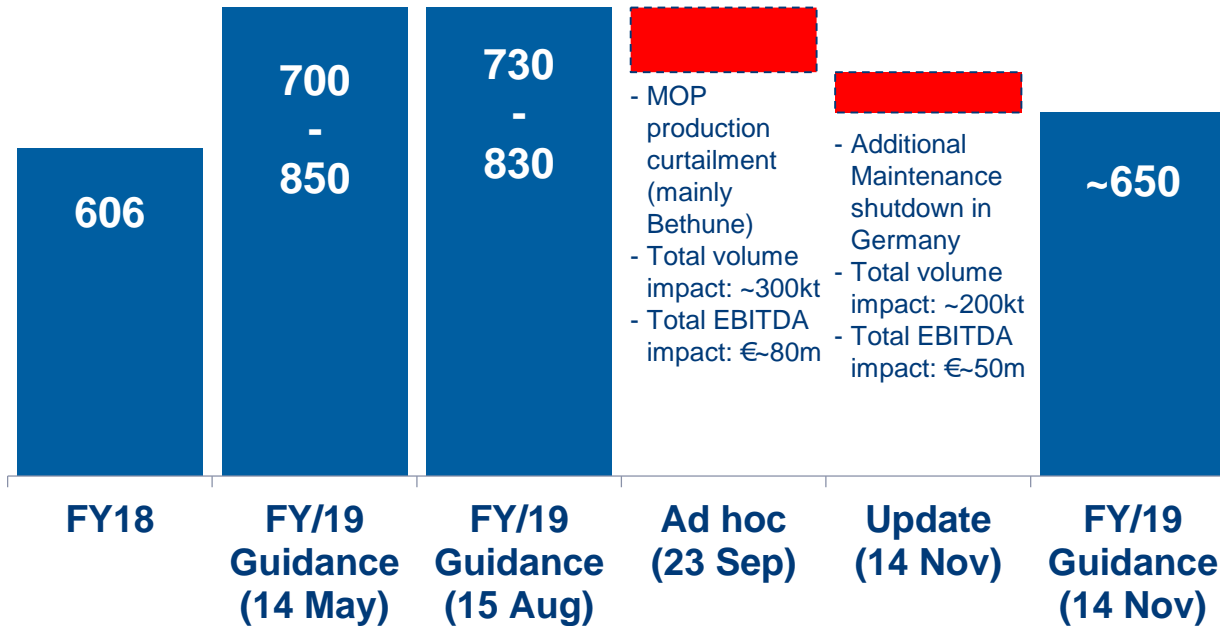


Quality improvement already in 2019 but somewhat lower production than previously planned. It is expected that customers will recognize this improvement in H1/2020.

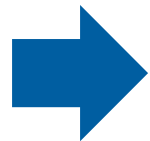


# Outlook 2019 (as of 14 November 2019)

EBITDA in €m









- ↑ No weather-related standstills in 2019
- ↑ Higher ASP in customer segment Agriculture and supportive prices in other segments
- Q4/19 de-icing volumes based on normal winter
- ↓ Market-related MOP production curtailment / maintenance shutdown earlier than planned



K+S still expects to achieve a positive adjusted free cash flow in 2019 (2018: € -206 m)

# Important Milestones have been achieved so far

Customer focus / new organization	implemented	
Operating performance	improved	
Wastewater management	improved	
Working capital management	improved	
Synergy program	on track	
Bethune product quality	making progress	

## External conditions

Potash market	challenging
Regulatory environment	challenging

# Measures for the rapid crystallization of values and reduction of debt

- Strong commitment to reduce debt.
- A major focus of measures on the Operating Unit Americas with its strong and stable cash flows.
- Additional measures in the Operating Unit Europe+.
- We are examining all options to reduce debt.
- The right mix of measures will be key.

# Refocusing of the BoED to implement value enhancing measures



**Dr. Burkhard Lohr, CEO**, will additionally assume responsibility for managing the Operating Unit Europe+ on the Board of Executive Directors. This underlines the importance of the measures to leverage synergies, strengthen technical and operational excellence and achieve future-oriented solutions in the environmental area.



**Mark Roberts** will focus on the Operating Unit Americas and the transactions required for the implementation of the value enhancing measures already adopted.



**Thorsten Boeckers, CFO**, will continue to be responsible for the finance organization, i.e. Treasury, Controlling, Tax, Internal Audit, Procurement.



**Fabiola Fernandez Grund** has been appointed by the Supervisory Board of K+S AG as a new member of the BoED. Upon assuming her new role, she will become Labor Relations Officer and take on responsibility for the areas of IT as well as Operations and Technical Excellence Center.

**K+S**

**Appendix**

# Housekeeping Items / Financial Calendar

## Additional information on Outlook FY 2019

- Tax rate: ~30%
- Financial result: ~€-110 to €120m
- CapEx: ~€550m
- D&A: ~€400m
- Reconciliation (EBITDA): €-50m to €-60m
- Customer segment Agriculture:  
Sales volume: ~6.4mt (2018: 6.8mt) and  
ASP moderately up (2018: 254 €/t)
- Customer segment Communities:  
Sales volume: 12.5-13.0mt  
(2018: 13.3mt)

## Financial Calendar

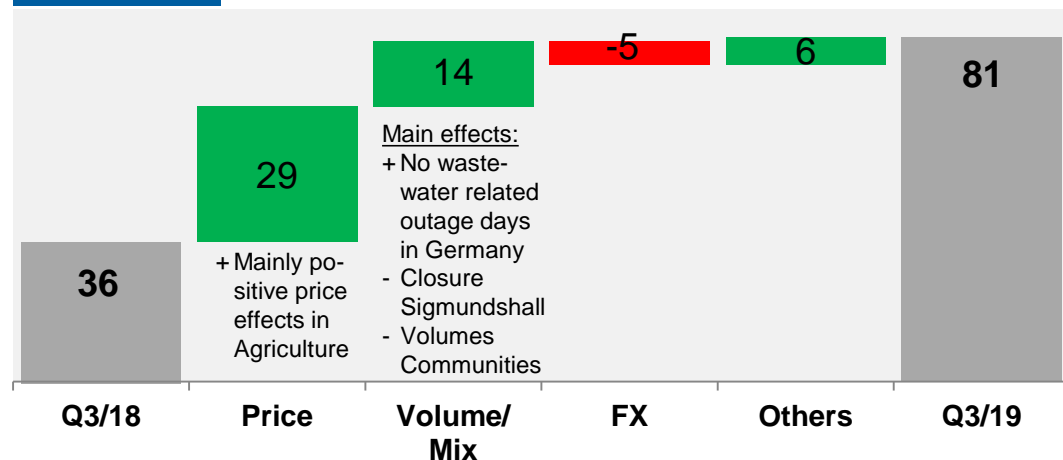
Kepler Cheuvreux German Corporate Conference Frankfurt	20 January 2020
Bankhaus Lampe German Conference 2020	30 January 2020
FY Reporting	12 March 2020

# Q3 and 9M/19 at a glance

## Highlights

- Q3/19 EBITDA increased to €81m (Q3/18: €36m)
- No wastewater-related outage days in 2019
- Adj. FCF increased by €264m to €204m in 9M/19
- Net financial debt/EBITDA down to 4.3x (31 Dec 18: 5.3x)

### EBITDA in €m



## Financials

€million	Q3/18	Q3/19	%	9M/18	9M/19	%
Revenues	840	905	+8	2,822	3,047	+8
<i>t/o Europe+</i>	568	621	+9	1,802	1,940	+8
<i>t/o Americas</i>	271	283	+4	1,018	1,105	+9
D&A	95	107	+13	276	310	+12
EBITDA	36	81	>100	378	481	+27
<i>t/o Europe+</i>	22	67	>100	278	373	+34
<i>t/o Americas</i>	29	25	-12	147	147	-
Adj. net profit	-61	-42	-	14	69	>100
Adj. EPS (€)	-0.32	-0.22	-	0.07	0.36	>100
Operating cash flow	-16	-8	-	276	510	-
Adj. FCF	-154	-131	-	-60	204	-
CapEx	124	144	+16	278	310	+11
Nfd/EBITDA (LTM)	-	-	-	5.5x	4.3x	-

# IR Contact Details



**Dirk Neumann**

Head of Investor Relations

Phone: +49 561 / 9301-1460  
Fax: +49 561 / 9301-2425  
d.neumann@k-plus-s.com



**Christiane Martel**

Roadshow Management

Phone: +49 561 / 9301-1100  
Fax: +49 561 / 9301-2425  
christiane.martel@k-plus-s.com

## **K+S Aktiengesellschaft**

Bertha-von-Suttner-Str. 7  
34131 Kassel (Germany)

e-mail: [investor-relations@k-plus-s.com](mailto:investor-relations@k-plus-s.com)

homepage: [www.kpluss.com](http://www.kpluss.com)

IR-website: [www.kpluss.com/ir](http://www.kpluss.com/ir)



**Julia Bock, CFA**

Senior Investor Relations Manager

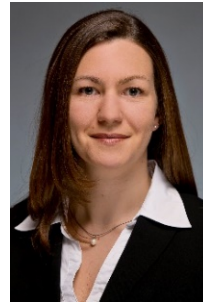
Phone: +49 561 / 9301-1009  
Fax: +49 561 / 9301-2425  
julia.bock@k-plus-s.com



**Alexander Enge**

Investor Relations Manager

Phone: +49 561 / 9301-1885  
Fax: +49 561 / 9301-2425  
alexander.enge@k-plus-s.com



**Janina Rochell**

Investor Relations Manager

Phone: +49 561 / 9301-1403  
Fax: +49 561 / 9301-2425  
Janina.rochell@k-plus-s.com