

### **Investor Presentation**

May 2017

# **Safe Harbor Statement**



This presentation contains certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements generally are identifiable by use of the words "may," "believe," "expect," "intend," "plan to," "estimate," "project" or similar expressions, and include but are not limited to: financial performance improvement; view on sales to mining customers; estimates of consolidated depreciation and amortization and future turnaround expenses; our expectation of production consistency and enhanced reliability at our Facilities; our projections of trends in the fertilizer market; improvement of our financial and operational performance; our planned capital additions for 2017; reduction of SG&A expenses; and volume outlook.

Investors are cautioned that such forward-looking statements are not guarantees of future performance and involve risk and uncertainties. Though we believe that expectations reflected in such forward-looking statements are reasonable, we can give no assurance that such expectation will prove to be correct. Actual results may differ materially from the forward-looking statements as a result of various factors. These and other risk factors are discussed in the Company's filings with the Securities and Exchange Commission (SEC), including those set forth under "Risk Factors" and "Special Note Regarding Forward-Looking Statements" in our Form 10-K for the year ended December 31, 2016 and, if applicable, our Quarterly Reports on Form 10-Q and our Current Reports on Form 8-K. All forward-looking statements included in this press release are expressly qualified in their entirety by such cautionary statements. We expressly disclaim any obligation to update, amend or clarify and forward-looking statement to reflect events, new information or circumstances occurring after the date of this press release except as required by applicable law.

Please see the EBITDA Reconciliation slide included in this presentation for other important information.

# Why LSB? Executing on Strategic Plan to Drive Growth and Enhance Shareholder Value

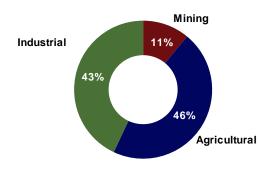
- 1 Operates well-diversified Chemical Business with differentiated market positions
- 2 Over \$1 Billion in capital invested in the last four years including transformative expansion at El Dorado Facility
- 3 Operational improvement plans are enhancing plant reliability / performance
- 4 Significant EBITDA improvement in 2017
- 5 Deleveraging with excess cash
- 6 Focus on reducing expense structure
- 7 Proceeds from the sale of non-core assets to be used for further deleveraging

# **Business Overview**



- 4 production facilities
  - El Dorado, Arkansas
  - Cherokee, Alabama
  - Pryor, Oklahoma
  - Baytown, Texas
- Provides nitrogen based agricultural, mining and industrial chemicals to North American market
- Leading merchant marketer of nitric acid in the U.S.
- Over \$1 billion of investments have been made to reduce costs and increase facility reliability and capacity
- Positioned to benefit from strong agricultural market with favorable margins

### Sales Mix



A key strategy is to optimize sales mix: industrial vs. agricultural

LTM 3/31/17 sales: \$389 million

### Cost-plus agreements versus spot market sales (LTM 3/31/17)







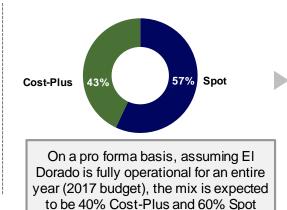












Approximately half our sales are non-seasonal and priced pursuant to cost-plus agreements

# **Diverse Products With Broad Application**



	Products	Uses	Letters
Agricultural Chemicals 46% of sales	<ul> <li>Urea ammonium nitrate solutions (UAN)</li> <li>Ammonium nitrate - high density prills (AN)</li> </ul>	<ul> <li>Fertilizer for corn and other crops</li> <li>Primary nitrogen component in NPK fertilizer blends</li> </ul>	<ul> <li>CF Industries Holdings Inc., PCS Nitrogen Inc., Koch Industries Inc., Rentech Inc., CVR Partners LP, imports</li> <li>CF Industries Holdings Inc., imports</li> </ul>
	Ammonia	<ul> <li>High nitrogen content fertilizer primarily used for corn</li> </ul>	Various
Industrial Acids,	Nitric acid	<ul> <li>Semi-conductor, nylon, polyurethane intermediates, ammonium nitrate</li> </ul>	<ul> <li>CF Industries Holdings Inc., PCS Nitrogen Inc.</li> </ul>
Ammonia & DEF 43%	Sulfuric acid	<ul> <li>Pulp and paper, alum, water treatment, metals and vanadium processing</li> </ul>	<ul> <li>Cytec Industries Inc., Chemtrade Logistics Inc.</li> </ul>
of sales	<ul> <li>Ammonia</li> </ul>	<ul> <li>Pow er plant emissions abatement, w ater treatment, refrigerants, metals processing</li> </ul>	<ul> <li>Various</li> </ul>
	<ul> <li>Diesel exhaust fluid (DEF)</li> </ul>	<ul> <li>Exhaust stream additive to reduce NOx emissions from diesel vehicles</li> </ul>	<ul> <li>Various</li> </ul>
Mining Products 11%	<ul> <li>Ammonium nitrate – low density prills (AN) and AN solutions</li> </ul>	<ul> <li>Specialty emulsions for mining applications</li> </ul>	<ul> <li>CF Industries Holdings Inc., PCS Nitrogen Inc., Dyno Nobel America Inc., Orica Ltd.</li> </ul>
of sales	Specialty E2 ammonium nitrate	<ul> <li>Surface mining, quarries, construction</li> </ul>	<ul> <li>Imports</li> </ul>

Percentage of sales based on LTM 3/31/2017

# **LSB's Agricultural Distribution**



Pryor, OK	UAN CVR, Distributors & Ammonia Dealers		Southern Plains & Corn Belt
Cherokee, AL	UAN	Transammonia, The Andersons, CHS, Koch, et.al.	Eastern Corn Belt
El Dorado, AR	AN Ammonia	Ag Centers Distributors & Dealers, Koch	Southern Plains, South Central, Midwest & West

- Multiple distribution channels
- Diverse geographic coverage
- Longstanding customer relationships
- Direct rail linkage to corn belt



### Fully Operational Production Facilities in Highly Advantaged Locations



Facility		El Dorado	Cherokee	Pryor	Baytown	
Location		Arkansas	Alabama	Oklahoma	Texas	
Year Acquired / Built		1983	1999	2000	2000	
Ammonia Design		Kellogg	Kellogg	Pritchard	-	
Plant Area (Acres)		150	160	47	2	
Site Area (Acres)		1,400	1,300	104	Covestro's site	
Transportation		Truck, Rail, Pipeline	Truck, Rail, Barge	Truck, Rail	Truck, Pipeline	
Production Capability (Tons in Tho	usands)					Total
Feedstock		Natural Gas	Natural Gas	Natural Gas	Ammonia	l
Ammonia Production Capacity (non-t	urnaround)	450	180	235	-	865
Products Available for Sale						
Agricultural Products	UAN	-	200	350	-	550
	High Density AN (1)	300	-	-	-	300
	Ammonia	-	-	85	-	85
Industrial and Mining Products	Ammonia	230 <sup>(2)</sup>	50	-	-	280
	Nitric Acid	50	40	-	410	500
	Sulfuric Acid	162	-	-	-	162
	DEF	-	15	-	-	15
	Low Density AN (1)	185	-	-	-	185
	AN Solutions	-	55	_	-	55
	CO <sub>2</sub>	_	110	85	_	195

Notes

1. Actual sales subject to market conditions and total AN production limited by AN solution production capacity

2. Armonia capacity available for sale dependent on tons sold of other upgraded products

# **Market Outlook**

### Agricultural

\$6.00

\$5.50

\$5.00

\$4.50

\$4.00

\$3.50

\$3.00

\$2.50

May 17 Jul 17 Sep 17 Dec 17

Mar 17

Mar 18 May 18

- Improvement in fertilizer pricing demand ahead of typical spring season.
- Natural gas feedstock costs expected to remain relatively low.
- Increasing fertilizer/ammonia exports.

Corn

Wheat

- Planted corn acreage of ~90 million in 2017 (vs. 94 million in 2016) will reduce fertilizer demand but reduce corn stocks.
- Corn prices projected to stay below ~\$4.00/bushel range over the next 9 months, but over \$4,00/bushel thereafter.
- Nitrogen capacity expansion in North America coupled with increased Urea and UAN imports.

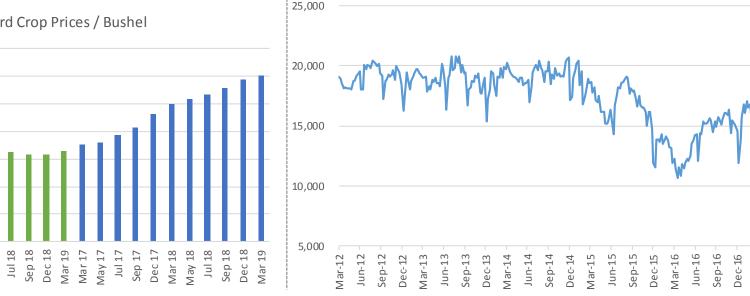
### **Industrial and Mining**

Industrial market - Trending slightly up in 2017. The auto and housing markets continue to look good for the coming year.

### Mining market - Coal Update:

EIA expects growth in coal-fired electricity generation to contribute to a 4% increase in coal production in 2017. Coal production is expected to increase by 2% in 2018.

### US Coal Production (last 5 years) Million ST

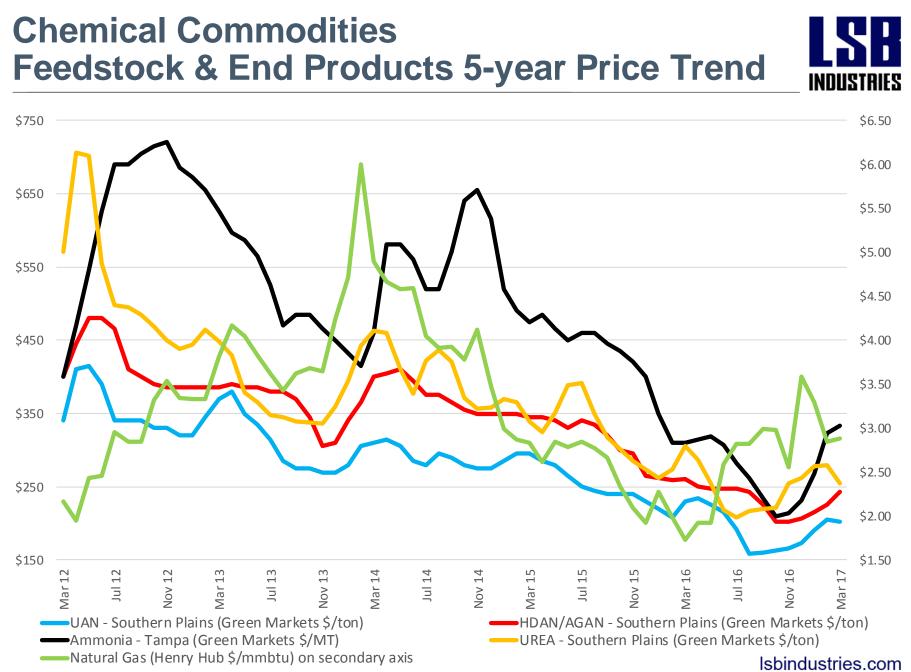


Sources: Com Prices – Chicago Board of Trade 04-11-17 close; Wheat prices – Kansas City Board of Trade 04-11-17 close; US Coal Production – eia.gov historical data files

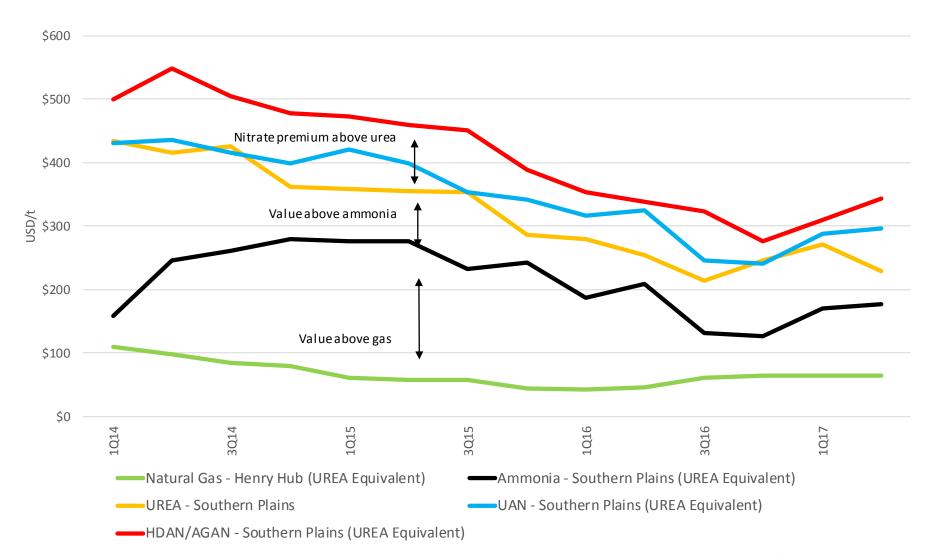
### Forward Crop Prices / Bushel

/ar-17





# Nitrogen Upgrading Margins (average monthly publication prices)



# **Agricultural Chemicals –**

Attractive Medium to Long-Term Industry Fundamentals



### **World situation**

- Growing populations
- Developing economies
- Changing dietary habits (from grain to meat)
- Rebalancing global ammonia trade routes

### North American situation

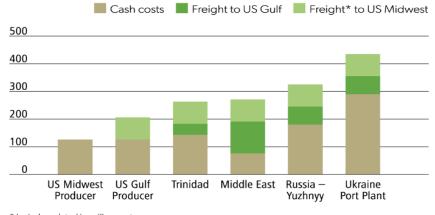
- World grain usage continues to increase annually
- USDA stated an ~4% decrease in corn acres planted in 2017 versus 2016
- U.S. grain stocks are at high levels leading to lower current corn prices
- Current corn exports are at high levels resulting in reduced stock ratios

# North America is low cost producer of nitrogen fertilizers

# U.S. Midwest delivered ammonia cost estimated \$160/metric ton advantage over imports

### US MIDWEST DELIVERED AMMONIA COST (\$ per tonne - 2016F)

- Natural gas is the primary feedstock for ammonia and all nitrogen fertilizers
- Due to large shale gas reserves, U.S. has relatively low natural gas prices vs. most places worldwide
- Projected Henry Hub natural gas is expected to average around \$3.00/mmbtu in 2017



\* Includes related handling costs Source: Fertecon, PotashCorp



## LSB's Operational Improvement Plan



## We have made Significant Operational Improvements to Date





# We are Committed to On-going Operational Stability



 We have taken several steps and invested significant additional resources to implement new operational preventative and predictive maintenance

### **Key Operational Achievements**

- Cherokee and Pryor ammonia on-stream rates of 99% and 96%, respectively, in Q1 2017
- EDC ammonia on-stream of 90% for the quarter, achieving 100% on-stream in the month of March
- EDC ammonia plant operating above 1,300 tons per day vs. nameplate capacity of 1,150 tons per day

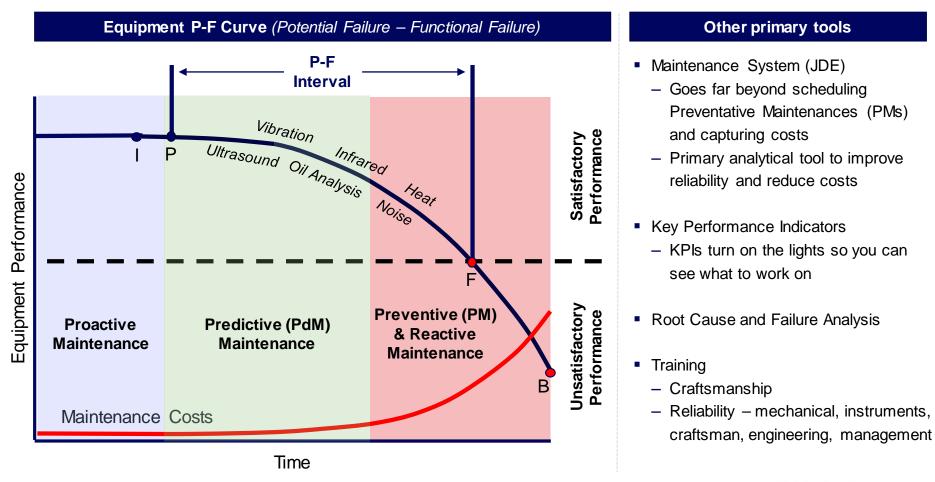
### New Resources Devoted to Operational Excellence

- John Diesch hired in August 2016 as Executive Vice President of Chemical Manufacturing
- John is exceptionally qualified to oversee our plant operations with 26 years of nitrogen manufacturing experience:
  - President and member of Board of Directors of Rentech Nitrogen (2011 – 2016)
  - Senior Vice President of Operations at Rentech (2008 – 2013)
  - President of RNLLC and Vice President of Operations for Rentech (2006 – 2008)
  - Managing Director of Royster-Clark Nitrogen (1999 – 2006)

# **Overview of Reliability**



- There are MANY reliability practices they all boil down to keeping machinery producing as designed
- Reliability is summarized by the "P-F Curve," which pulls PdM (Predictive Maintenance) tools together into a big picture



# Where is LSB?



The Big Picture	<ul> <li>Historically, each facility had their own reliability practices in place. Some practices were good, some not.</li> <li>Since 2014 we've been standardizing best practices across sites:</li> <li>Oil Sample Analysis and general KPI</li> <li>Standardized to the same analytical lab with the same testing</li> <li>Expanded the equipment tested and pulled results into an overview type KPI for each site</li> <li>Vibration Analysis and general KPI</li> <li>Standardized to the same analytical pulled results into an overview type KPI for each site</li> </ul>				
Expanded the equipment tested and pulled results into an overview type KPI for each site					
How are we Doing? What are we Doing? Special Project – Urea Red Tea					
<ul> <li>The KPIs are a composite of all the equipment sampled</li> </ul>		<ul> <li>Infrared Thermography – all sites</li> <li>Ultrasonics – Airborne and Greasing</li> <li>Project to improve uptime at C</li> <li>Pryor Urea units</li> </ul>			

- Represents a general overview of site equipment
- Composite doesn't reflect the condition of any single piece of equipment
- Showing positive results for Oil Sample Analysis and Vibration Analysis. This translates to fewer failures and greater uptime

- Other programs implemented since 2014:
  - PMI Positive Materials Identification
  - Maintenance & Reliability Team
  - Mechanical Integrity Software
  - Bolting Torqueing Standards
  - Incident Investigation (applicable to breakdowns and all other incidents)
  - Equipment Criticality
- Next programs to be implemented by sites:
  - Lubrication training
  - Precision maintenance training

- Team consists of personnel from both facilities and Corporate staff
- Data gathering
  - Download of work order data from Maintenance System
  - Equipment and system documentation from each facility
  - Failure information from each facility

# Improvements in Ammonia On-Stream Rates and Capacity Utilization across Facilities...

### Cherokee % Av erage on-stream rate (Q1 '14 - Q1 '17): 95% 120 95 100 96 96 94 100 96 100 100 100 95 95 95 87 87 85 ٠ $\diamond$ Þ C $\diamond$ 80 $\diamond$ $\diamond$ 99 100 99 95 97 97 97 96 94 94 93 89 87 84 40 76 66 0 Q1 Q2 Q3 Q2 Q2 Q3 Q3 Q4 Q1 Q3 Q4 Q1 Q4 Q1 Q2 Q4 2014A 2015A 2016A 2017A/E Pryor % Average on-stream rate (Q4 '15 – Q1 '17): 90% 120 95 96 92 92 96 96 93 93 91 92 86 90 78 **Z**0 ٠. ٠ ٠ ٠ 80 $\diamond$ 57 $\diamond$ 98 97 94 93 92 93 $\diamond$ 89 93 89 86 87 40 76 73 **\$** 54 0 Q1 Q2 03 Q1 Q2 03 Q1 Q2 03 Q4 Q2 03 Q4 Q4 Q4 Q1 2015A 2014A 2016A 2017A/E EDC % Ammonia plant 120 95 95 95 90 .7**3** start-up in Q2 2016 ٠ 62 80 42 103 95 95 95 83 40 61 0 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 2016A 2017A/E

Ammonia On-Stream Rates<sup>(1)</sup> - - Capacity Utilization Rates<sup>(2)</sup>

(1) Ammonia On-Stream Rate is the number of hours operating divided by total hours in the period and excludes Turnarounds

(2) Capacity Utilization Calculation is based upon optimal 515, 675, and 1,150 tons per day production for Cherokee, Pryor and EDC, respectively, and excludes Turnarounds

### lsbindustries.com

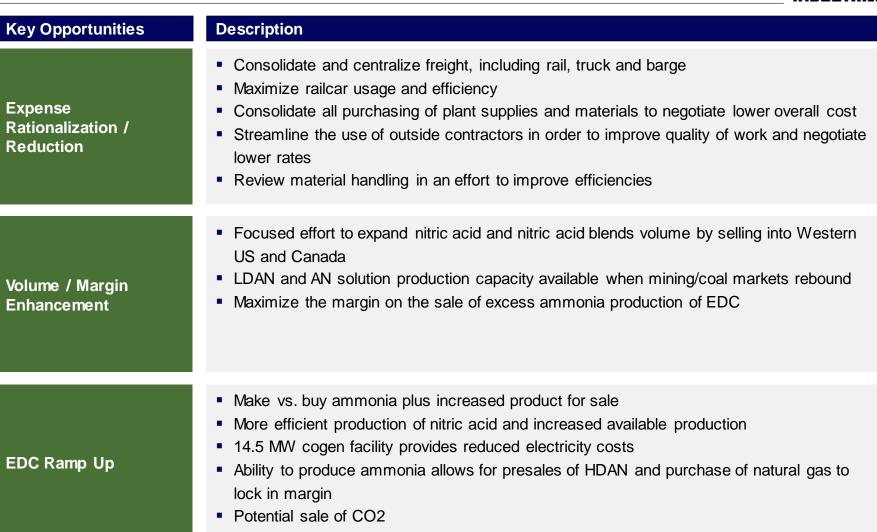
INDUSTRIES

# ...and Plant Outlook is Favorable for the Foreseeable Future



		Current status	Going Forward
qo	Ammonia	<ul> <li>Ammonia plant currently operating at full rate</li> </ul>	<ul> <li>Heat exchanger replacements</li> <li>Optimize cost control and ensure the plant is on-stream 95%+</li> <li>Consistently producing above 1,300 tons / day</li> <li>No turnaround scheduled in 2017; turnaround scheduled for Fall 2018</li> </ul>
El Dorado	Nitrogen	<ul> <li>Nitric acid plant is currently operating at full rate</li> </ul>	<ul> <li>Working with technology provider and sub-contractor to modify design and fabricate new N2O vessel – design complete and vessel being fabricated</li> <li>We expect costs associated with the by-pass system and all repairs related to the nitric acid plant to be covered under warranty</li> <li>Efficiency improvement evaluation of expander turbine covered under warranty</li> <li>Focus on reliability and optimization</li> </ul>
	Cherokee	<ul> <li>All plant operations currently at full rates to meet demand</li> </ul>	<ul> <li>Focus on reliability and maintain high on-stream rates (95%)+</li> <li>No planned turnaround scheduled in 2017; turnaround scheduled for Winter 2018</li> </ul>
	Pryor	<ul> <li>All plant operations currently at full rates</li> </ul>	<ul> <li>Focus on reliability and maintain high on-stream rates (90%-95%)</li> <li>Started design of new urea reactor that will include leading "leak detection system" while increasing production capacity</li> <li>Turnaround scheduled in Q4 to last for 21 days</li> </ul>
	Baytown	<ul> <li>Plant operations currently at full rates</li> </ul>	

# Additional Operational Upside and Opportunity to Reduce Costs





## **Financial Overview**



### LSB Consolidated Financial Highlights First Quarter 2017



	<u>Three Months Ended</u> March 31,		
(\$ In Millions, Except EPS)	<u></u> 2017		Change
Netsales	\$123.3	\$98.9	\$24.4
Gross profit (loss)	\$11.6	(\$6.2)	\$17.8
% of net sales	9.4%	-6.3%	15.7%
Selling, general and administrative expense	\$10.5	\$10.9	(\$0.4)
% of net sales	8.5%	11.0%	-2.5%
Operating income (loss)	\$2.3	(\$17.3)	\$19.6
% of net sales	1.9%	-17.5%	19.4%
Income from discontinued operations, net of taxes	\$0.0	\$0.8	(\$0.8)
Netloss	(\$6.0)	(\$14.9)	\$8.9
% of net sales	-4.9%	-15.1%	10.2%
Diluted EPS	(0.48)	(1.11)	\$0.63
EBITDA <sup>(1)</sup>	\$19.7	(\$8.1)	\$27.8
Adjusted EBITDA <sup>(1)</sup>	\$20.0	\$8.3	\$11.7

(1) Refer to Appendix for reconciliation of EBITDA and Adjusted EBITDA.

# First Quarter Actuals – Current Year vs. Previous Year

(\$ In Millions)

	Q1			
	<u>Q1 2017 Q</u>			Normalized
Total Consolidated Adjusted EBITDA	\$20.0	\$8.3		
Q1 2016			\$8.3	\$8.3
Net Sales Price Impact			(12.7)	-
Net Sales Volume Impact			17.9	17.9
Other Cost				
EDC lower cost of make vs. buy			6.5	6.5
Q1 2017			\$20.0	
Normalized Q1 2017				\$32.7 <sup>(1)</sup>

(1) Assumes pricing environment consistent with Q1 of 2016



# **Capital Structure**



\$ In Millions		3/31/17
Cash		<u>\$ 45.0</u>
Senior Secured Notes		375.0
Working Capital Revolver (\$44.9 mm of availability at 3/31/17)		-
Other Debt		49.2
Unamortized Discount and Debt Issuance Costs		(6.9)
Total Long-Term Debt, Including Current Portion, net		\$ 417.3
Series E and F Redeemable Preferred Stock (\$167.3 million liquid preference including accrued dividends)	dation	\$ 152.2
Total Stockholders' Equity		\$ 481.6
Key Information:	Working Conital Davahuar	
Senior Secured Notes	Working Capital Revolver	N N
\$375 million at 8.5%	\$50 million (Prime + 50 bps)	)

- ·
- Due August 2019
- Call Premium 103.875 until 8/17; 101.9 thereafter

Expires January 2022

# 2017 Outlook



Sales Volume:		
	Full Year 2017 Sales (tons)	
Agriculture:		
UAN	475,000 - 500,000	
HDAN	260,000 - 280,000	
Ammonia	95,000 - 105,000	
Industrial, Mining and Other:		
Ammonia	200,000 - 225,000	
LDAN and AN solution	140,000 - 160,000	
Nitric Acid and Other Mixed Acids	90,000 - 110,000	
Nitric Acid - Baytown	475,000 - 500,000	

Operating:	
Ammonia On-Stream Rates:	Average 95% across three plants
Ammonia Production (tons)	780,000 - 820,000
	Pryor scheduled for 21 days during Q4 (Approximately \$2 million
Turnaround:	in expense)

# 2017 Outlook (continued)



Financial (Full Year):	
Variable Plant Expenses:	
Natural gas feedstock costs	30 – 32 mmbtu/ton of ammonia
Electricity	7.5% – 9.0% of sales
Catalyst expense (burnoff)	1.5% – 2.5% of sales
Freight	5.0% – 7.0% of sales
Other purchased products (primarily Ag Centers)	2.5% – 3.5% of sales
Other expenses	2.5% – 3.5% of sales
Purchased ammonia - Baytown (tons)	145,000 – 155,000
Fixed Plant Expenses Including Plant	
Salary and Wages (Ex-Depreciation):	\$125 million – \$130 million (including \$8 million for Baytown)
SG&A:	\$30 million – \$35 million
Depreciation Expense:	\$65 million – \$70 million
Interest Expense:	\$30 million – \$35 million
CAPEX:	\$30 million – \$35 million
Sale of non-core assets	\$15 million – \$20 million <sup>(1)</sup>

(1) Asset sold for approximately \$5 million in 12/16



### Significant Earnings Power at Optimal Operating Rates

		N	latural G	as Price p	er mmbtu	
		\$2.50	\$3.00	\$3.50	\$4.00	\$4.50
r MT	\$450	\$226	\$214	\$202	\$190	\$178
price per MT	\$400	\$194	\$182	\$170	\$158	\$146
	\$350	\$162	\$150	\$138	\$126	\$114
nomn	\$300	\$130	\$118	\$106	\$94	\$82
Tampa Ammonia	\$250	\$ 98	\$86	\$74	\$62	\$ 50
Tan	\$200	\$ 66	\$ 54	\$ 42	\$ 30	\$ 17

### Key factors in model above:

- Tampa Ammonia price assumes average over the full year

- Average ammonia plant on-stream rate of 97%, 95% and 95% at El Dorado, Cherokee and Pryor, respectively (excluding turnaround expense)

- Assumes that a \$50/MT change in ammonia price is equivalent to a \$21 per short ton change in UAN price and a \$23 per short ton change in AN price

- Minimal grow th of mining sales

- No incremental cost savings over previously announced savings



- 1 Highly advantaged locations with logistical and distribution benefits
- 2 Positioned for long-term success following over \$1 billion in capital investments over the last four years
- 3 Attractive timing in cycle markets recovering from trough
- 4 EBITDA upside from improved plant on-stream rates and potential pricing recovery
- 5 Additional operational upside and opportunity to reduce costs
- 6 Proven operational team and experienced work force



# Appendix



# **EBITDA Reconciliation**



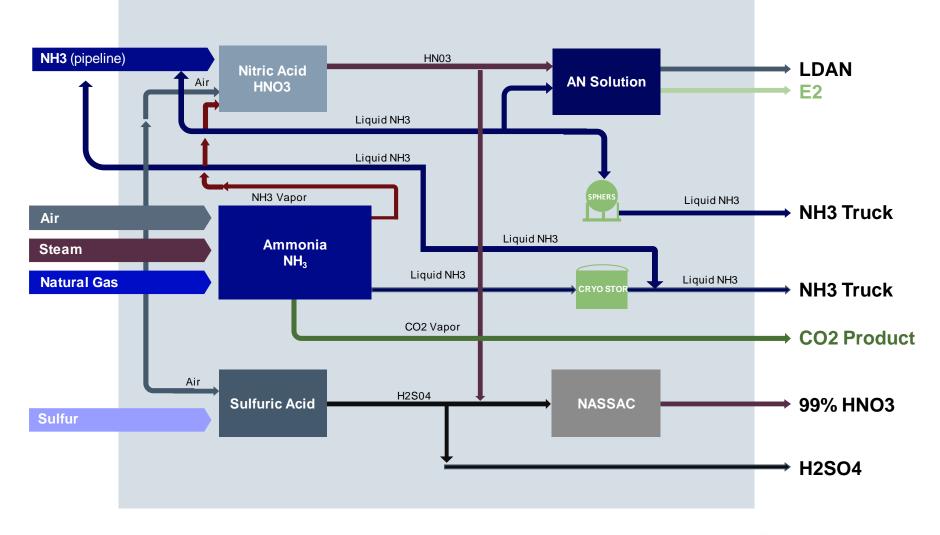
	Three Months Ended March 31,	
LSB Consolidated (\$ In Millions)	2017	2016
Net loss:	(\$6.0)	(\$14.9)
Plus:		
Interest expense	9.4	1.4
Depreciation and amortization	17.6	11.0
Benefit for income taxes	(1.3)	(4.8)
Income from discontinued operations		(0.8)
EBITDA (1)	<u>\$19.7</u>	(\$8.1)
Consulting Fee - Negotiated Property tax savings at El Dorado	-	12.1
Stock based compensation	1.2	0.9
Start-up/ Commissioning costs at El Dorado	-	1.3
Derecognition of death benefit accrual	(1.4)	-
Loss on sale or disposal of assets	0.5	-
Fair market value adjustment on preferred stock embedded derivatives	-	2.5
Delaware unclaimed property liability	-	0.3
Life insurance recovery		(0.7)
Adjusted EBITDA (2)	\$20.0	\$8.3

(1) EBITDA is defined as net income (loss) plus interest expense, provision for impairment, depreciation, depletion and amortization of property plant and equipment (which includes amortization of other assets and excludes interest included in amortization), less benefit for income taxes and income from discontinued operations, net of taxes. We believe that certain investors consider EBITDA a useful means of measuring our ability to meet our debt service obligations and evaluating our financial performance. EBITDA has limitations and should not be considered in isolation or as a substitute for net income, operating income, cash flow from operations or other considered in context calculations, this presentation of EBITDA may not be comparable to a similarly titled measure of other companies. The table above provides a reconciliation of net income (loss) to EBITDA for the periods indicated.

(2) Adjusted EBITDA is reported to show the impact of a one-time consulting fee, start-up/commissioning costs, derecognition of a death benefit accrual, certain fair market value adjustments, non-cash stock based compensation, Delaware unclaimed property liability, and life insurance recovery. We believe that the inclusion of supplementary adjustments to EBITDA is appropriate to provide additional information to investors about certain items. The table above provide reconciliations of EBITDA excluding the impact of the supplementary adjustments.

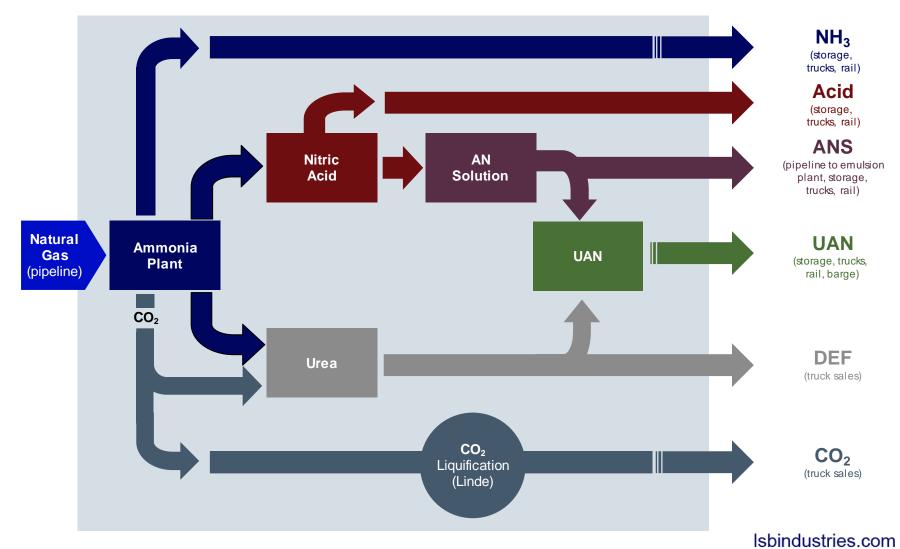
# **El Dorado Facility Overview**





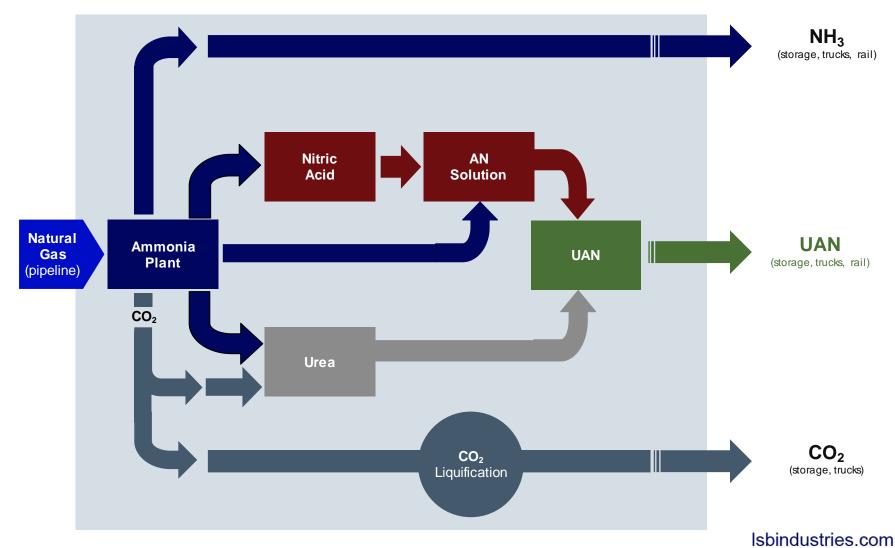
## **Cherokee Facility Process Flow**





## **Pryor Plant Basic Process Flow**







# LSB INDUSTRIES

LSB Industries, Inc. is headquartered in Oklahoma City and does business through its subsidiaries, with chemical plants in Texas, Arkansas, Alabama and Oklahoma and an engineered products distribution center in Oklahoma City.

### **Investor Relations:**

**Company Contact:** Mark Behrman Phone: 405-235-4546 Email: mbehrman@lsbindustries.com

### The Equity Group, Inc.

Fred Buonocore Phone: 212-836-9607 Email: fbuonocore@equityny.com

### **Corporate Offices:**

16 South Pennsylvania Avenue Oklahoma City, Oklahoma USA Phone: 405-235-4546 Fax: 405-235-5067 Email: info@lsbindustries.com

### Website: www.lsbindustries.com