

The K+S logo is positioned in the top right corner of the slide. It consists of the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue, trapezoidal background that is part of a larger blue graphic element extending from the top right corner of the slide.The background of the slide is a photograph of a vast agricultural field, likely a potato field, with rows of young plants stretching towards the horizon. The sun is low on the horizon on the left side, creating a warm, golden glow and long shadows across the field. The sky is filled with soft, wispy clouds. The overall scene is peaceful and represents the agricultural industry.

# Company Presentation

Information for investors, analysts, and interested parties

Publication July 2026

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**K+S**



**1 | 9 K+S Group**

# Board of Executive Directors – since June 1, 2025

**Dr. Carin-Martina Tröltzsch**

**Dr. Christian H. Meyer  
(Chairman)**

**Christina Daske**

**Dr. Jens Christian Keuthen**



You can find the CVs of our Executive Board members on the K+S website. For current information on the responsibilities of the individual members of the Board of Executive Directors, please refer to our bylaws which can also be found on the K+S website at [www.kpluss.com/executivedirectors](http://www.kpluss.com/executivedirectors).

# K+S Conspect: 50 locations on 6 continents

The history of the **K+S Group** goes back to the **19th century**, when the **world's first potash deposits** were opened up in Germany. Today, the K+S Group is an internationally oriented raw materials company with **production sites in Europe and North America**.

K+S strives for **sustainability** and acknowledges its responsibility towards people, the environment, communities, and the economy in the regions in which it operates.

The claim is to enrich life for generations and to be a **pioneer for environmentally friendly and sustainable mining**.



**Employees worldwide**  
ca. 11,000

## K+S Group financials (2025)



**Revenues**  
€3,647.9 million

**Adjusted free cash flow**  
€29.1 million



**EBITDA**  
€612.8 million

**EBITDA margin**  
16.8%

# Why is K+S an attractive investment for investors?

## K+S – an attractive investment

- Distinctive specialty-driven product portfolio tailored to the agricultural sector
- Strategic potash deposits in Germany and Canada ensure privileged access to key global application regions, complemented by a strong European business with highly efficient logistics
- Compelling long-term growth trajectory in Canada with attractive returns
- Underlying megatrends remain robust; incremental global demand can only be met through substantial, capital-intensive capacity additions
- Industry+ customer segment provides resilience, benefiting from structurally improved margins in the European salt market and low capital intensity
- Unique infrastructure creates excellent optionality for developing future business opportunities

# Key investment highlights

1

## **Our products are indispensable for people, animals, and plants**

Global megatrends call for efficient fertilization. With our fertilizers, we support farmers in combating world hunger. K+S offers high-purity salts for over 5,000 different applications, including in pharmaceutical products and the food industry, making them an important part of everyday life.

2

## **High access barriers in the potash market will also prevent a significant oversupply in the future**

K+S expects demand for potash to grow at a compound annual growth rate of 2-3%<sup>1</sup>, making new projects or expanded capacities averaging around 2 million tonnes per year<sup>1</sup> urgently necessary to meet the rising demand. With our new potash plant in Bethune, Canada, we can grow steadily and increase our production by >100,000 tonnes a year.

3

## **Agriculture has evolved and so have we – since 1889**

Unique selling point: K+S is the only potash supplier with production sites in Europe and North America and has a well-developed logistics network. Continuous expansion of our advisory services to provide local farmers with added value and support them in efficient fertilization.

4

## **Our strategy focuses on optimizing the existing business**

We are optimizing our German sites to ensure our position also at the lower end of the cycle and improve our environmental footprint. We use opportunities to expand our specialties portfolio and leveraging our unique infrastructure (storage of gas in caverns, underground farming, tailings pile covering, waste and recycling management).

5

## **We are global pioneers in environmentally friendly and sustainable mining**

We have already reduced our CO<sub>2</sub> emissions by around 80% since 1990 and have developed a path to becoming greenhouse gas neutral at our production sites (own business activities) by 2045. In future, we will be able to produce potash with the smallest possible CO<sub>2</sub> footprint in Germany.

6

## **Strong balance sheet and prudent financial policy**

K+S wants to maintain a strong balance sheet and generally strives for a maximum leverage ratio (net debt/EBITDA) of 1.5x. Clear guiding principles for shareholder distributions established.

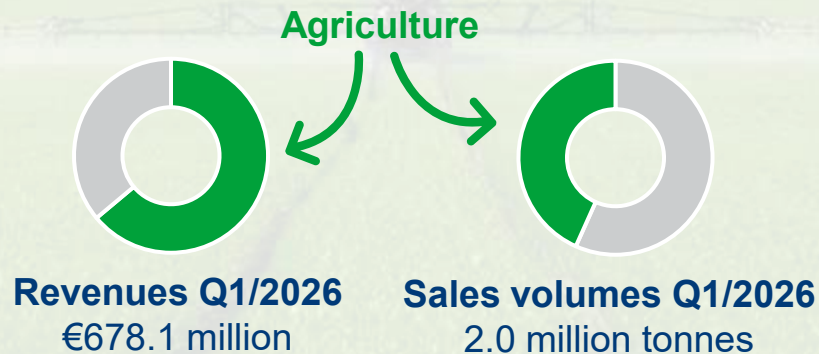
<sup>1</sup> IFA 2024, K+S estimates; actual production including potassium sulfate and low-grade potash

# K+S at a glance

## Customer segments (no segments according to IFRS)

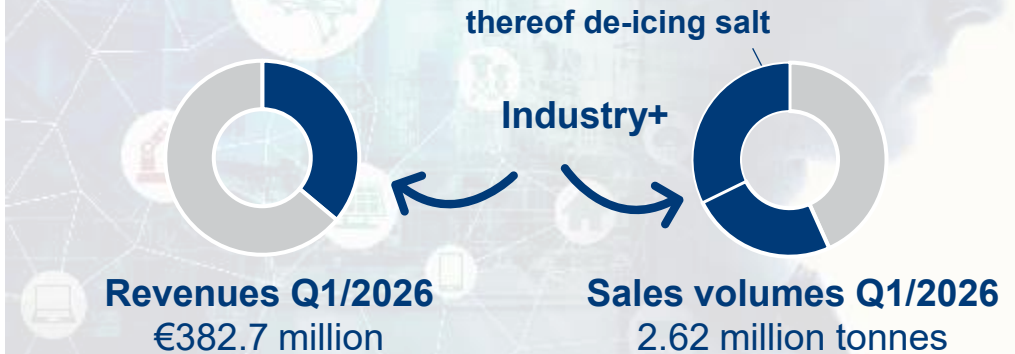
### Agriculture

With our wide range of potassium chloride (MOP) and fertilizer specialties, as well as accompanying advice, we support farmers around the world in achieving high yields and the best crop qualities.



### Industry+

We produce, refine, and supply natural raw materials for communities, consumers, and numerous industrial applications – and if residues remain, we have the right disposal solution. Our products and services keep production running.

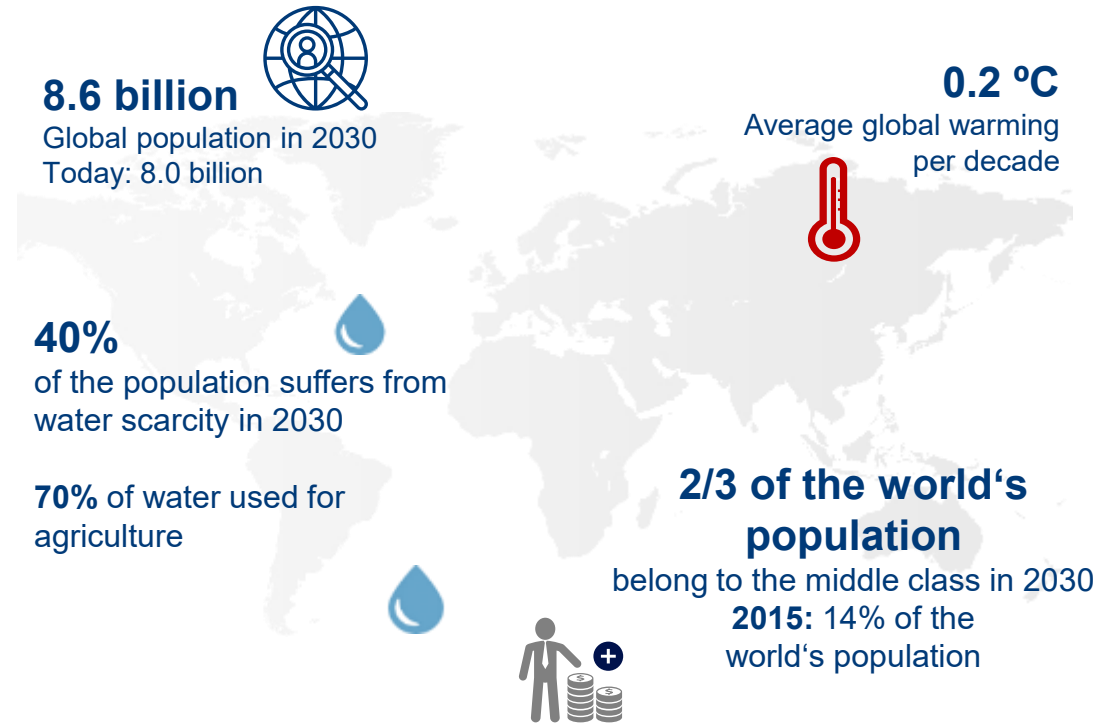




**K+S**

**2 | 9 Relevant megatrends**

# Important megatrends and their implications



## Implications for K+S

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

**Sources:** United Nations, 2017; World Population Clock of the Deutsche Stiftung Weltbevölkerung (dated July 2022); "Global temperature change" from James Hansen et al. (September 25, 2006); World Water Report 2021 of the UNESCO; James Davies, Rodrigo Lluberas and Anthony Shorrocks, Credit Suisse Global Wealth Databook 2015

# Why use fertilizers?

“The Natural Laws of Farming“, Justus von Liebig, 1863

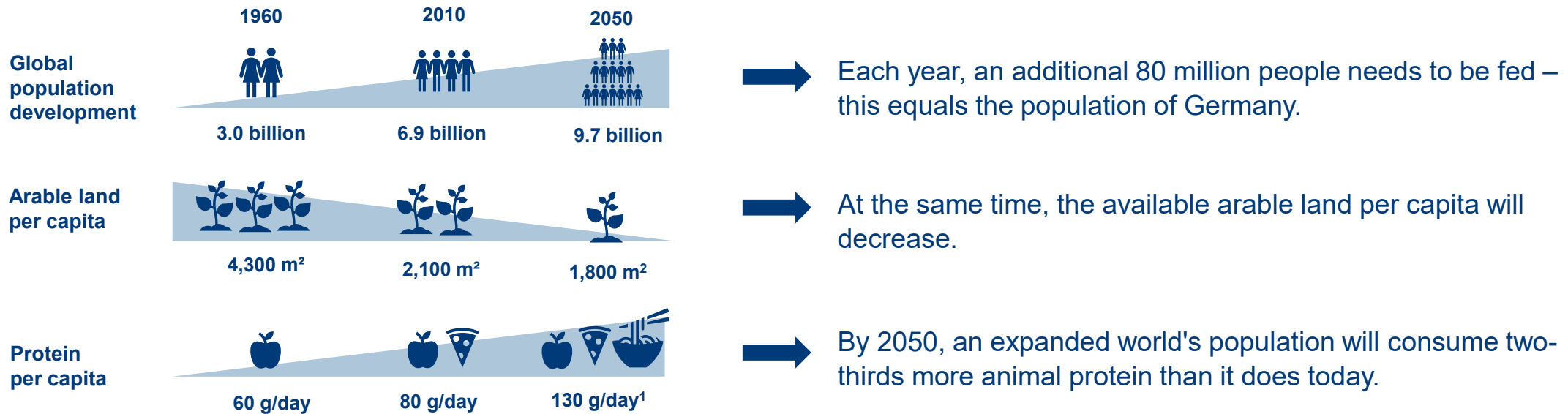


“The growth and yield of a plant is limited by the nutrient available in the smallest amount.”

- Plants need sunlight, water, and **minerals** to thrive.
- There are 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** addition to the natural nutrient content of arable soils.
- The deprivation of nutrients by harvesting and other factors must be compensated by **balanced fertilization**.

# Long-term key drivers for our fertilizer business

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

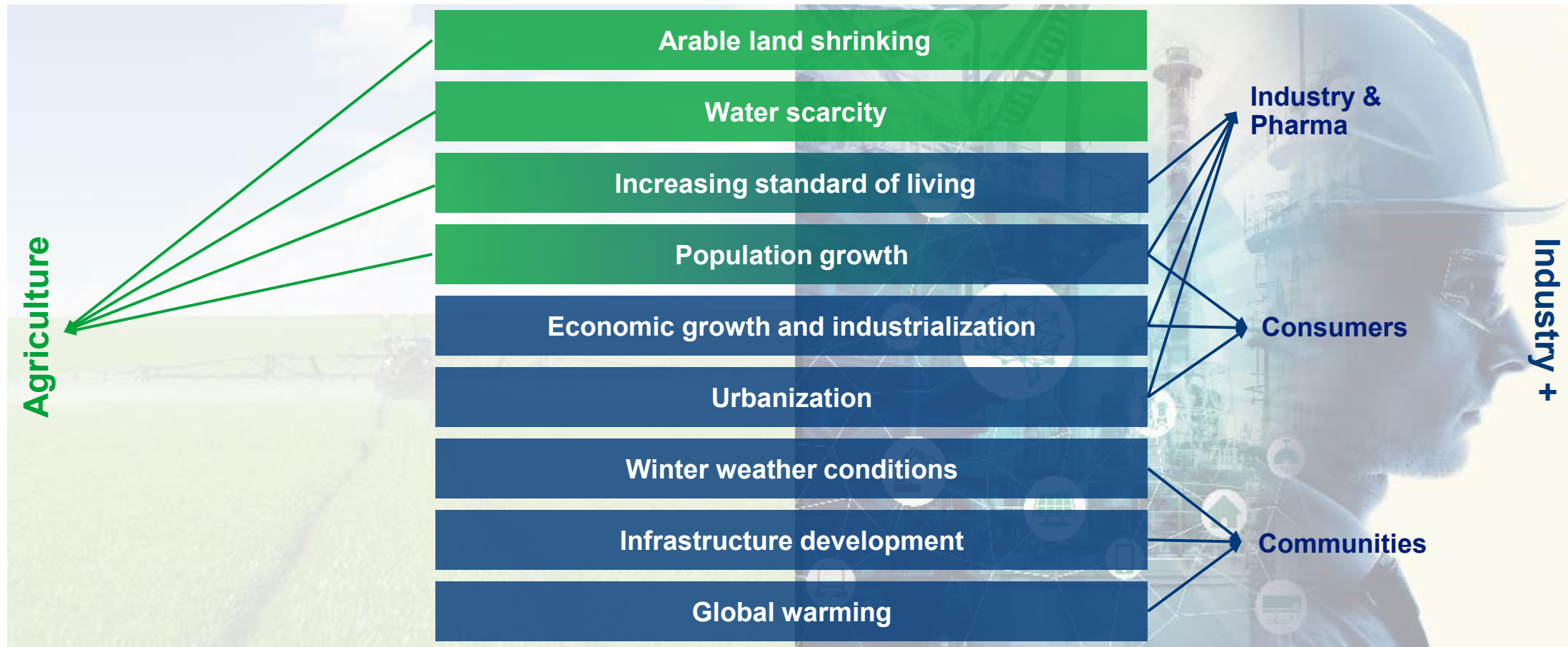


In 2050, only roughly 25% of a soccer field will be available for a person's annual food supply – 80% of the future growth in agricultural commodity production will result from increases in yields. This is achieved through the use of balanced fertilization.

Source: UN, World Population Prospects, 2022 Revision, UNDP, 2013; FAOStat 2014; <sup>1</sup> FAO 2014 - Forecasts based on expected increase in animal protein

# Long-term demand drivers

## Demand drivers



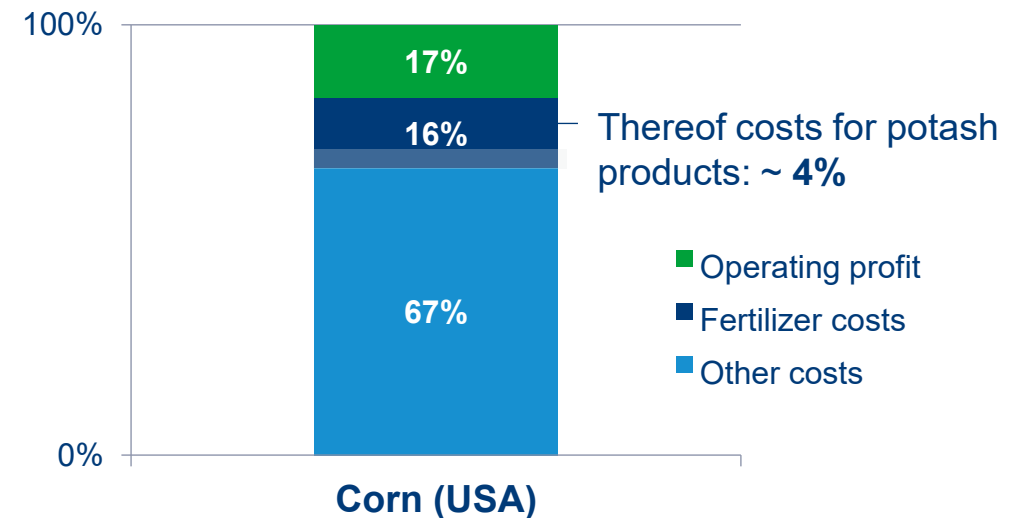
# Farmer profitability of corn (USA)

Expenditure for potash products of an agricultural farm: approx. 4% of the total cost



The earnings prospects should give the agricultural industry sufficient incentive to increase the yield per hectare by using plant nutrients.

## Profit potential in % of revenues



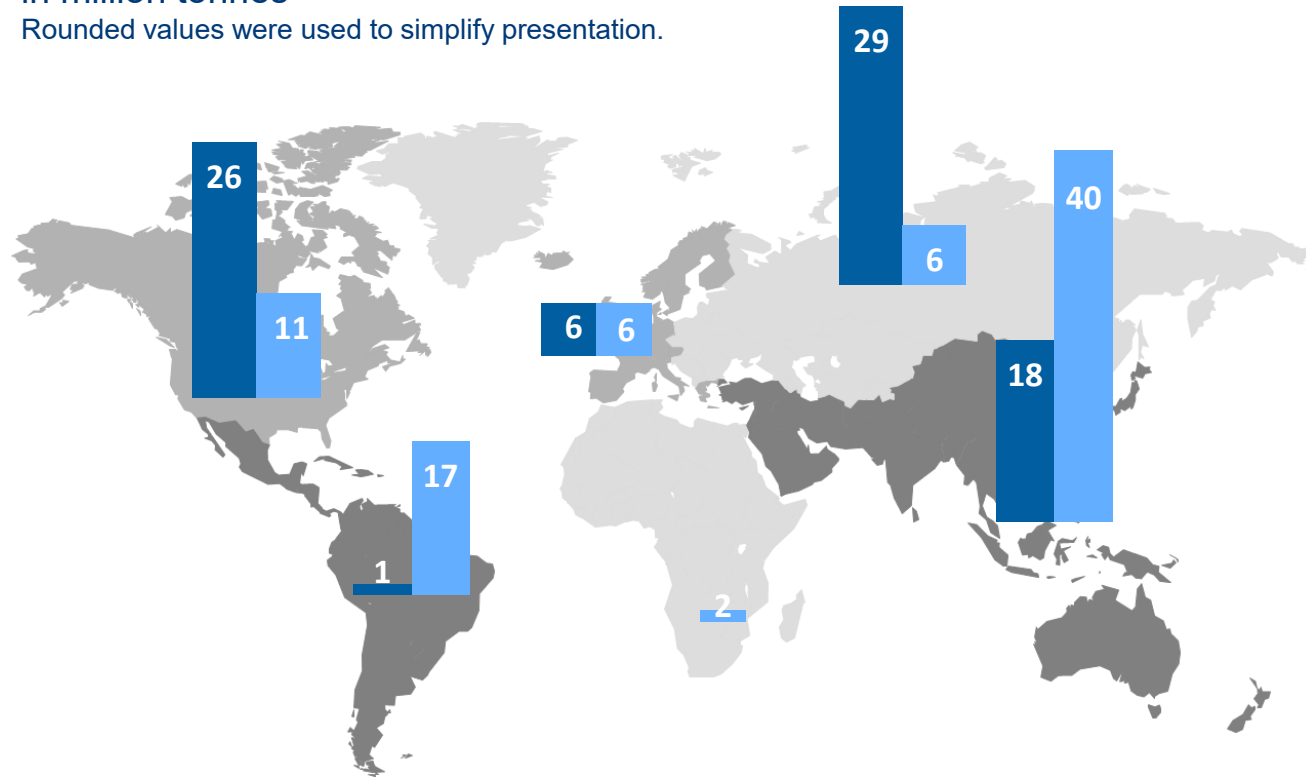
A top-down view of numerous small, light-brown, triangular buckwheat seeds scattered across a dark, textured wooden surface. The seeds are piled in several areas, with some individual seeds scattered throughout. A semi-transparent grey rectangular box is overlaid at the bottom of the image, containing the text '3 | 9 Market situation'.

**3 | 9 Market situation**

# World potash production and sales volumes by region

in million tonnes

Rounded values were used to simplify presentation.



- Before the restrictions on Russian exports and the sanctions against Belarus, the potash market was operating at full capacity.
- By 2021, Russia and Belarus each produced around 16% of global potash volumes. Capacity expansions (11 million tons) would have come from these countries in the coming years.
- 28% of global wheat exports come from Russia and Ukraine.

Sources: IFA, K+S, Estimates

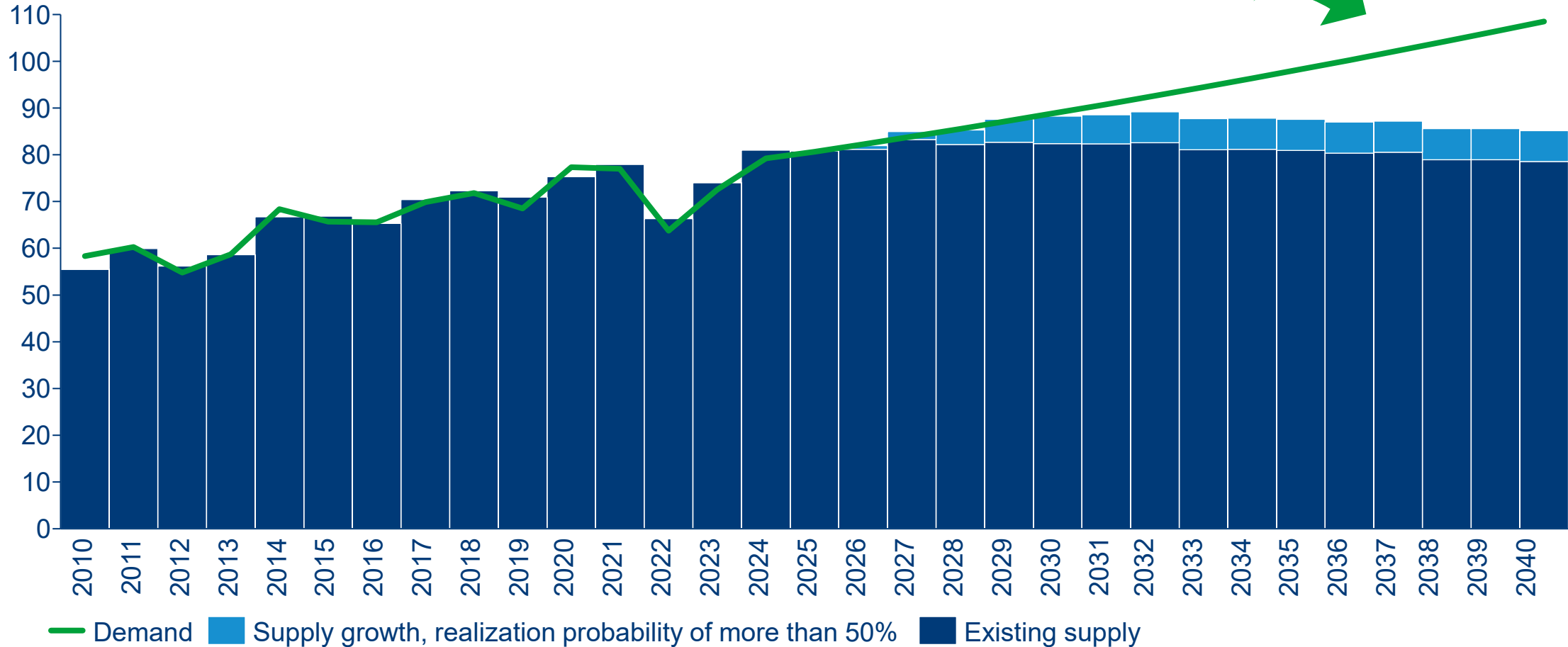
Basis: Year 2025 – incl. Potassium sulfate and low-grade potash

	2021	2022	2023	2024	2025
World potash production	77.9 mt	66.3 mt	74.0 mt	81.0 mt	80.8 mt
World potash sales volume	77.0 mt	63.7 mt	72.6 mt	79.2 mt	80.6 mt

# New potash capacities needed to meet rising demand

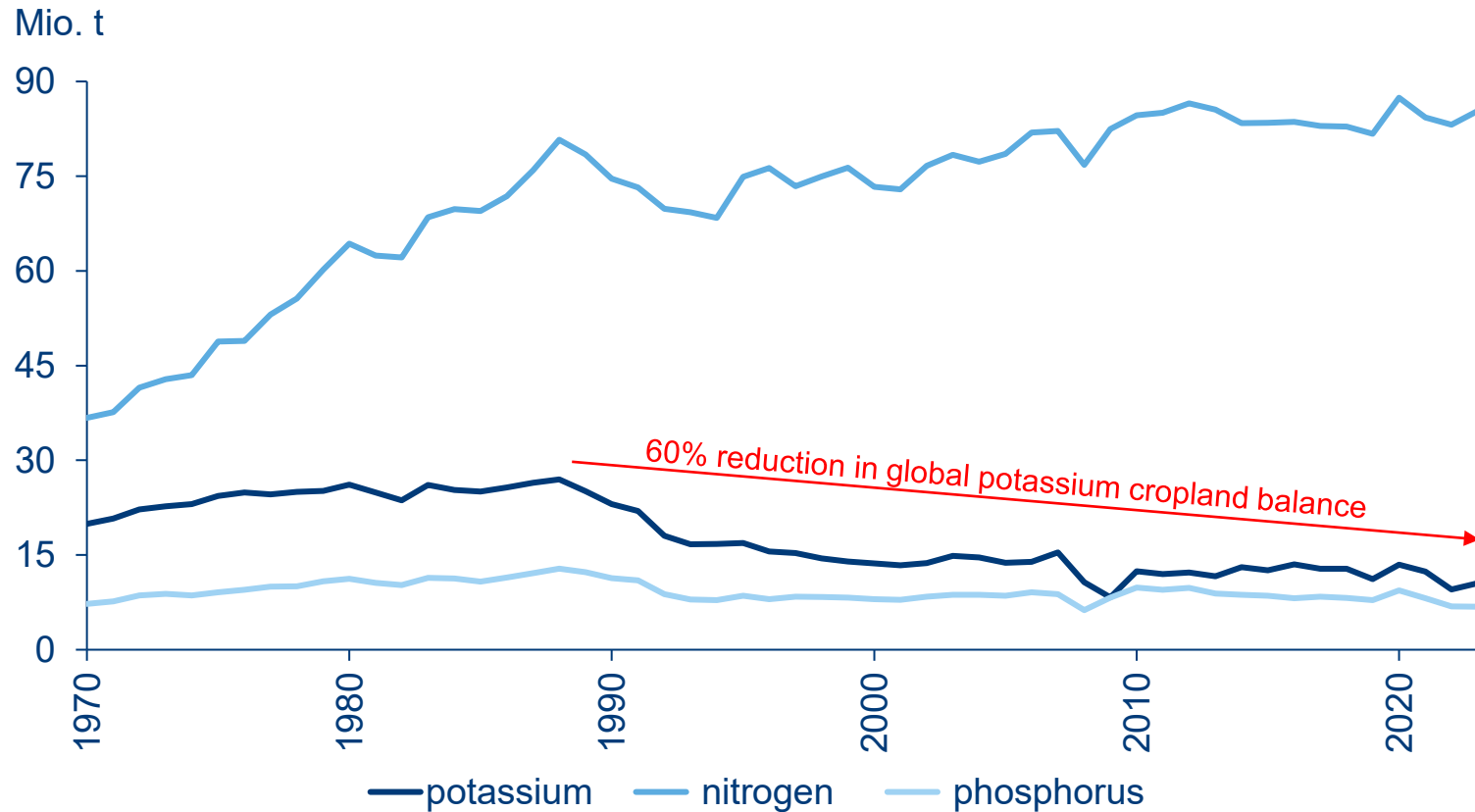
Mio. t (incl. Potassium sulfate and low-grade potash)

Growth of 2% p.a.



# Global cropland nutrient balance

## Potassium the missing link

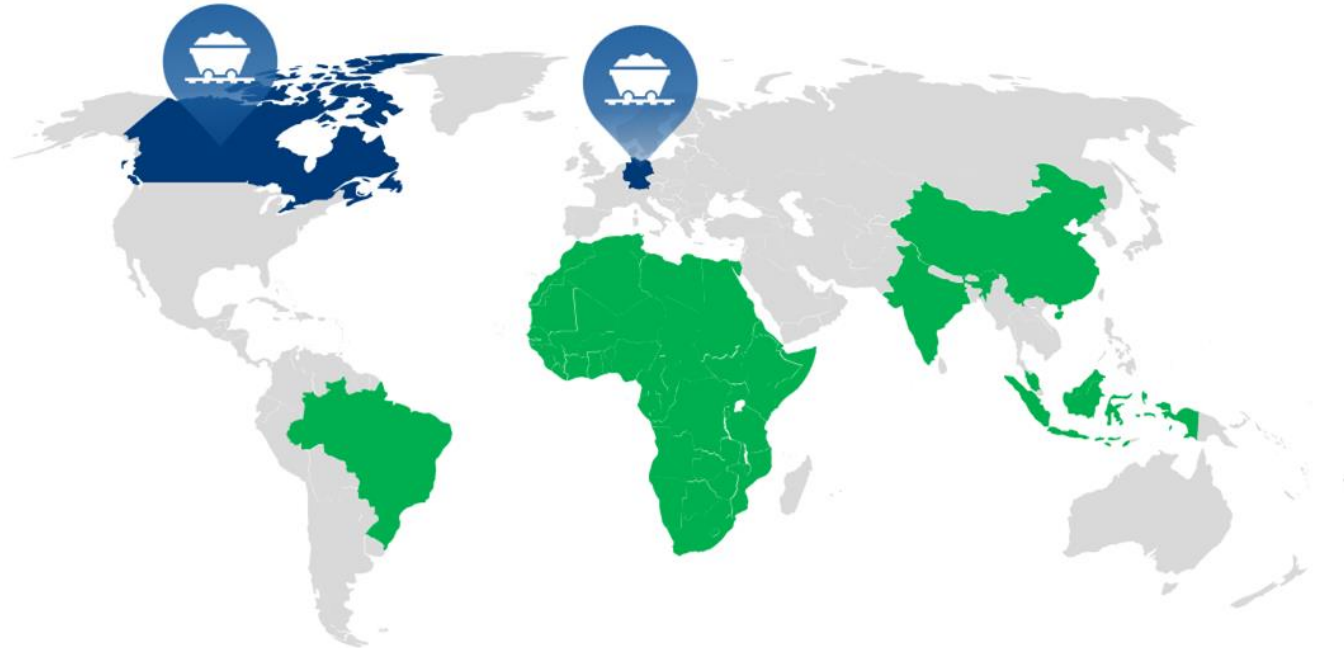


- Global nitrogen balance in the soil has increased continuously, while potassium balance has declined since the 1990s despite the growth in application.
- The growing imbalance threatens soil health, crop resilience and long-term yield stability.
- Addressing this imbalance is essential for sustainable global food security.

Source: FAO. 2024. FAOSTAT: Cropland nutrient balance.

# Growth drivers for global MOP demand

## Global demand hotspots (regions marked in green)



2026 vs. 2025    2027 vs. 2026    2028 vs. 2027    2029 vs. 2028

Exp. increase in  
global K<sub>2</sub>O demand

1.9%

2.4%

2.3%

2.1%

## Regional demand drivers

**Brazil:** Larger corn and soybean acreage

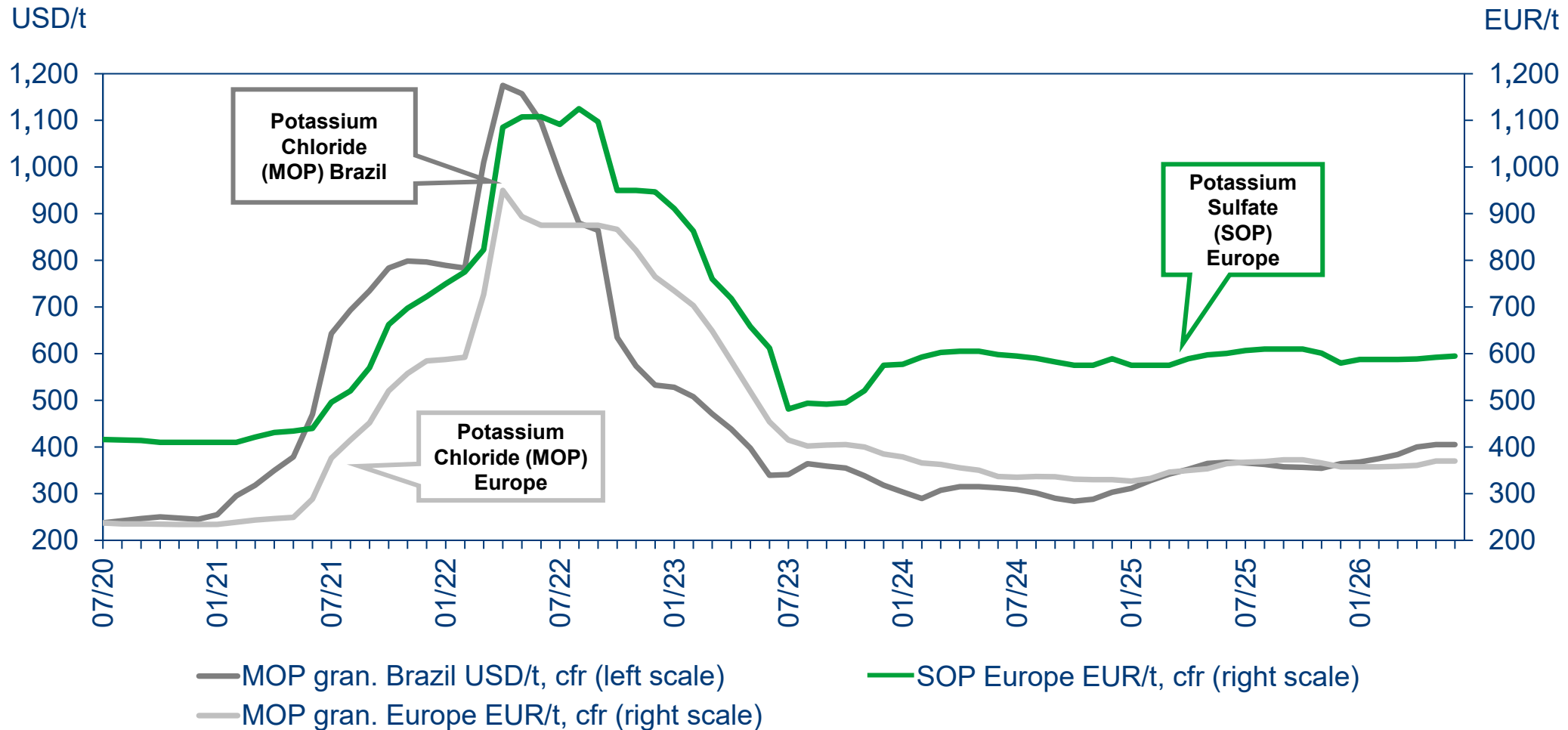
**Southeast Asia & India:**  
Growing palm oil production

**China:** More ambitious yield targets and stricter production requirements

**Africa:** High growth potential, as Africa continues to be undersupplied with MOP

Source: IFA

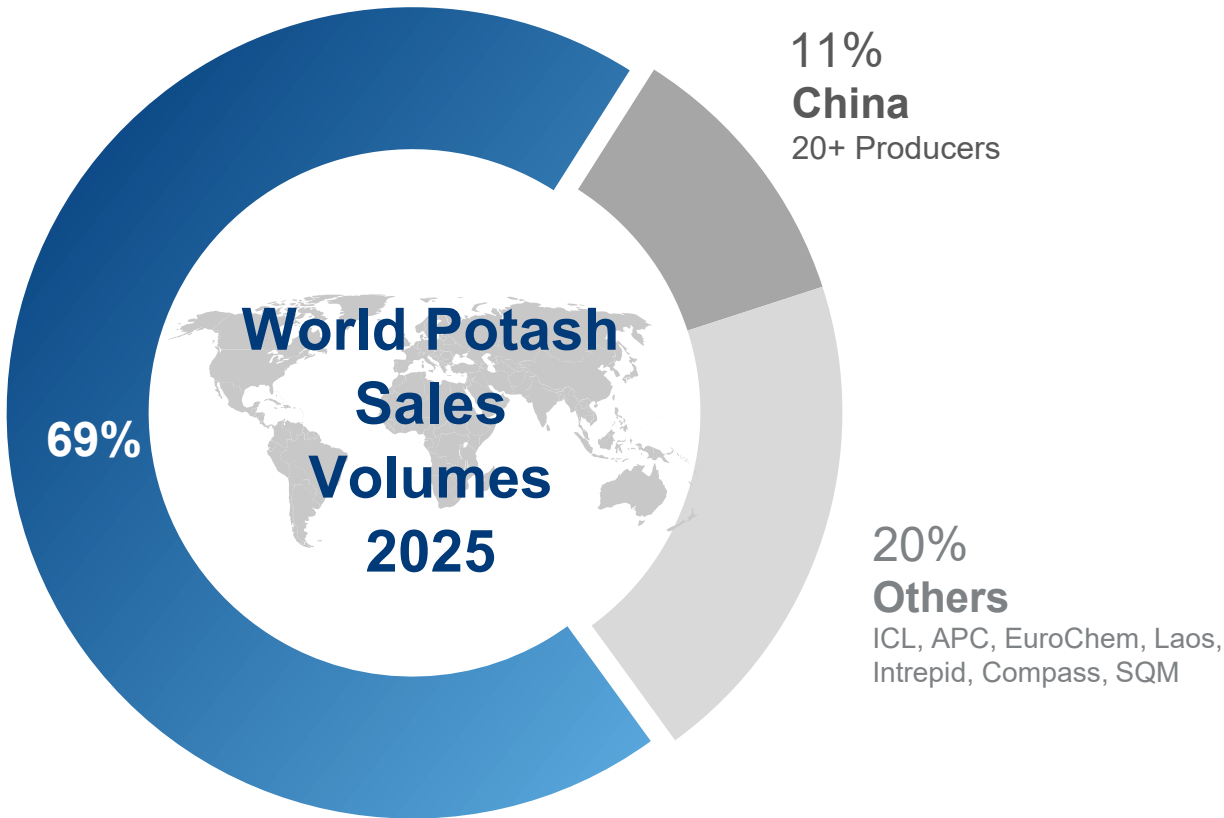
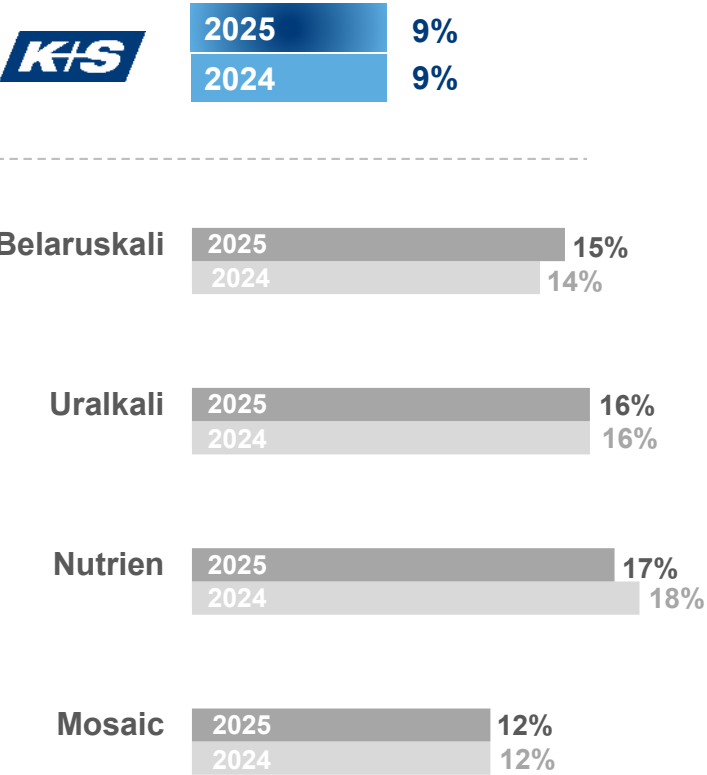
# Potash price development



Source: FMB Argus Potash

# Supplier structure on the global potash market 2025

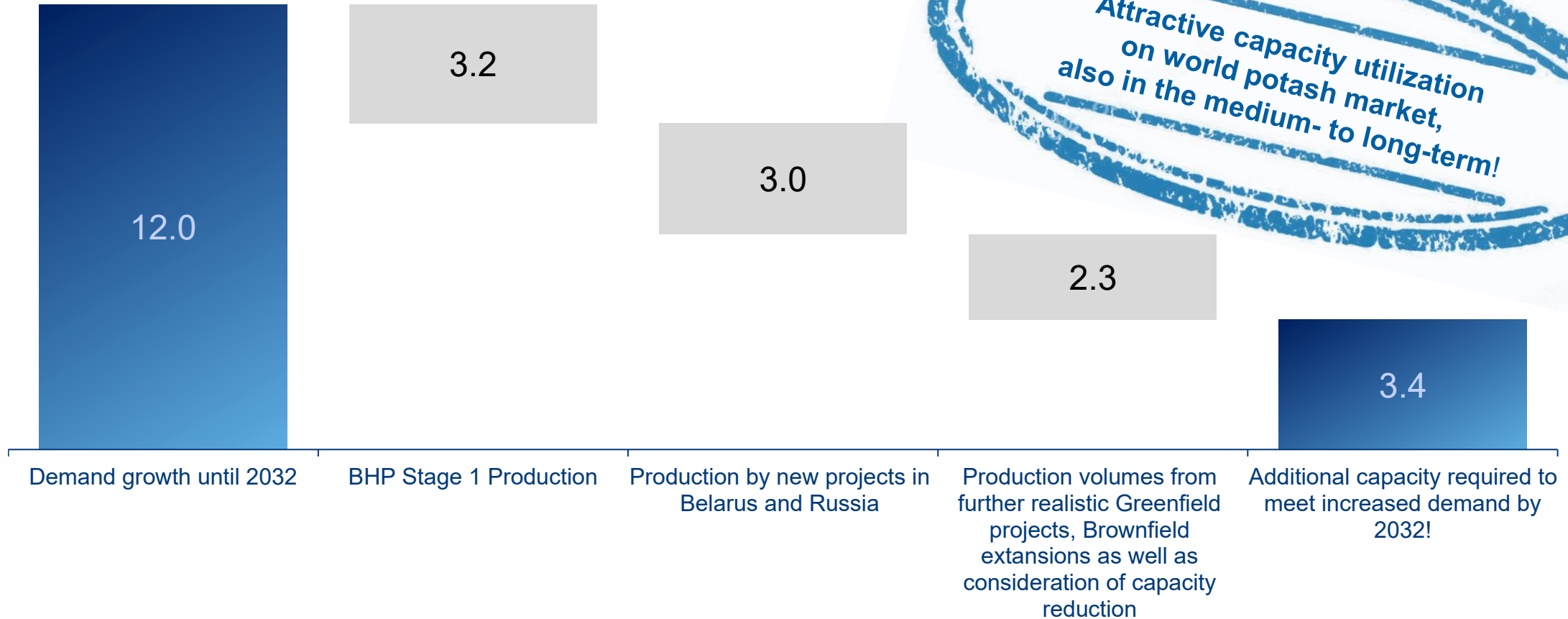
## Top 5 Potash Fertilizer Producers:



**Source:** IFA 2025, K+S, company data  
**Basis:** Year 2025 – incl. Potassium sulfate and low-grade potash

# New potash capacities needed to meet rising demand!

in Mio. t eff. (product)



**Please note:** Production volumes are based on announced capacities and typical utilisation rates for conventional mines.

**Source:** K+S

# Between desire and reality

## Classification of potash projects announced since 2006 (Greenfield)

### Announced projects

Various greenfield projects planned in Thailand, Laos, Russia, Kazakhstan, Uzbekistan, Belarus, Canada, USA, Brazil, and Argentina, among others. Companies involved include BHP Billiton, K+S, state-owned companies, and new, start-up companies.



### Reasons for project cancellation



### Current projects in ramp-up

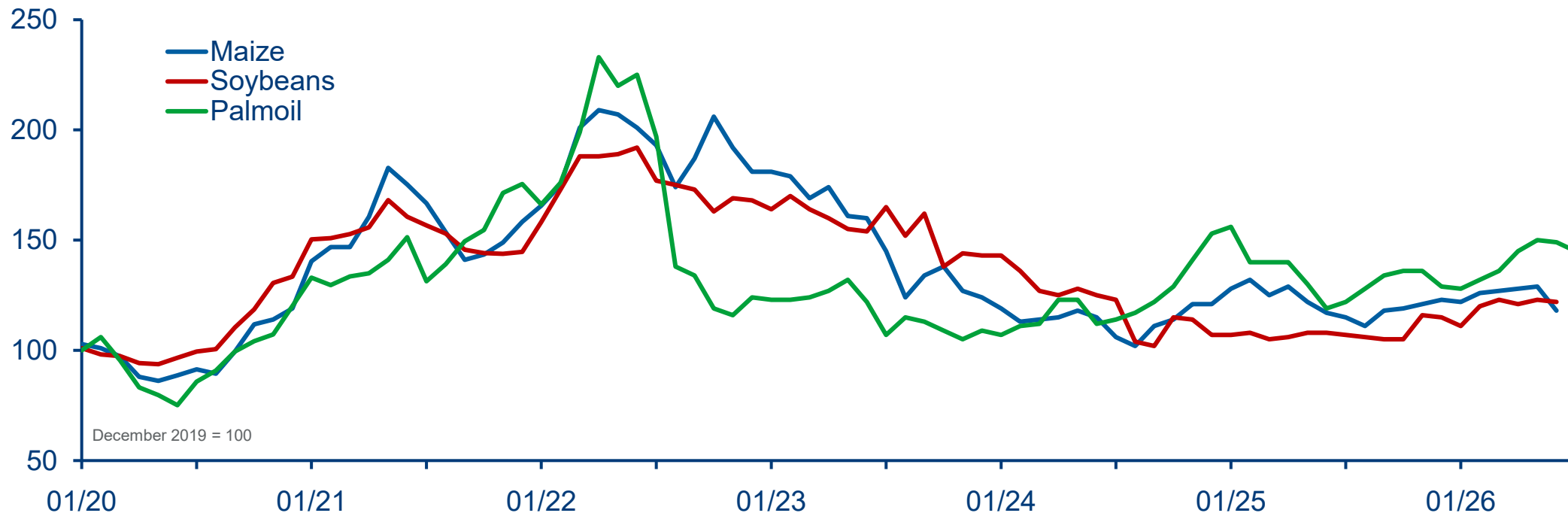
**K+S** accelerates annual ramp-up at Bethune to 150,000 t (2025: good 2.2 million t, target: 4 million t per year). Since 2020, **EuroChem** has been producing potash at two Russian mines.



Source: World Potash Developments, Mark D. Cocker & Greta J. Orris, 2012

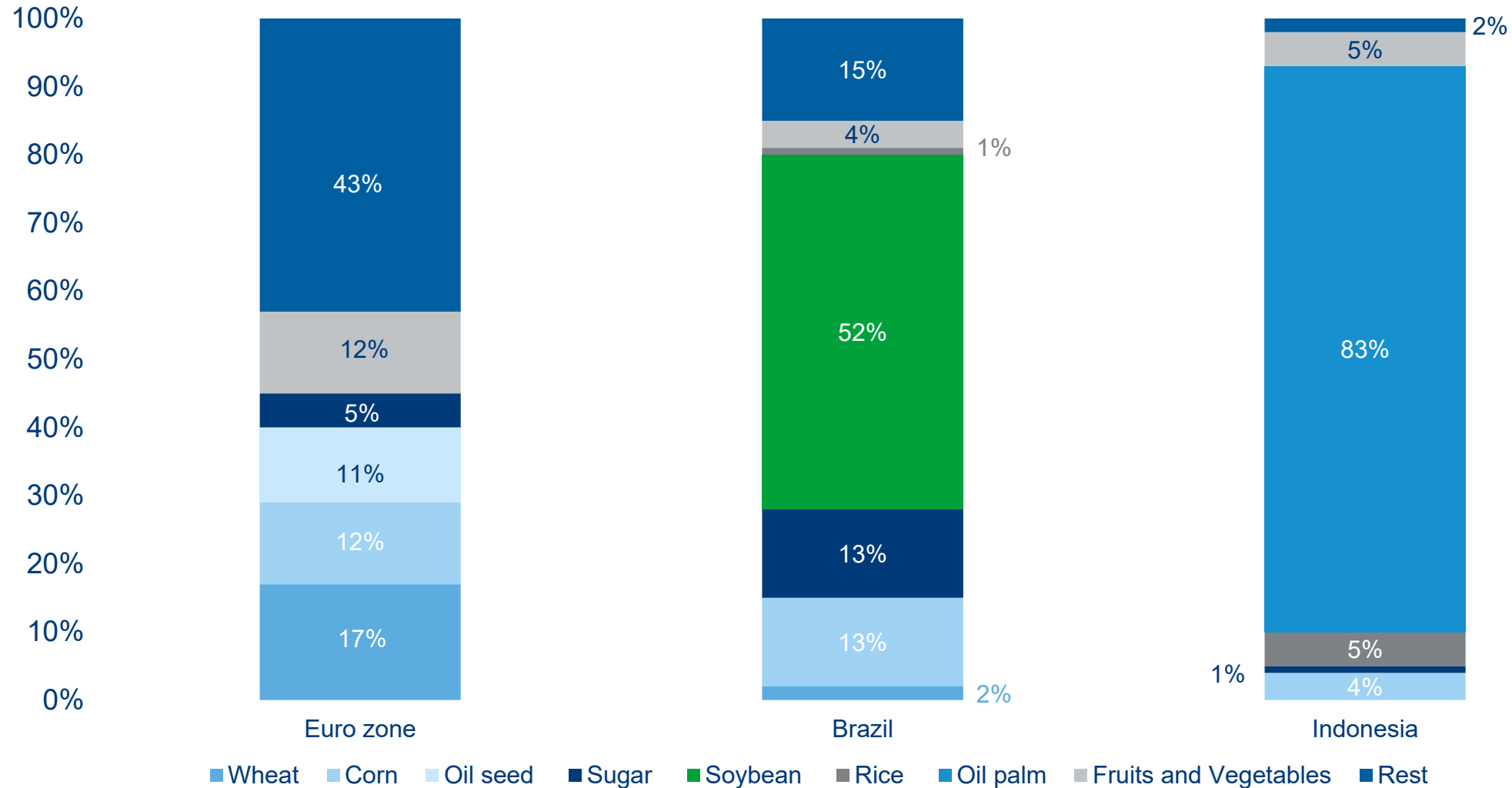
# Farmer profitability still at high level

## Price development of agricultural commodities since 01/2020



Source: Worldbank

# Potassium use by crop in selected countries



Source: IFA, "Fertilizer Use by Crop" based on data from 2016-2018, published 2022

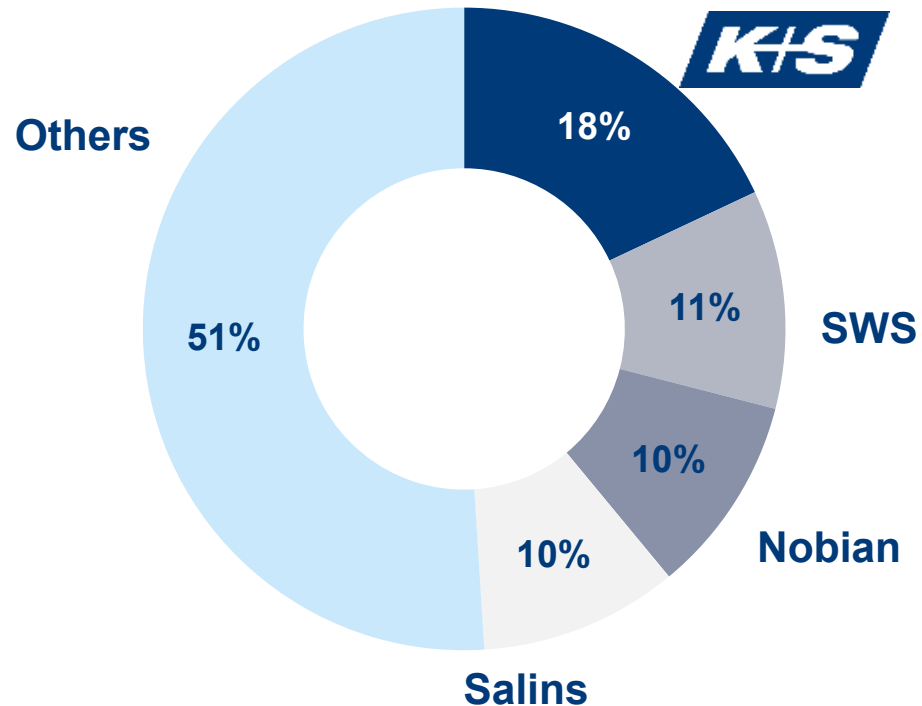
# Global potash sales volume by region

million tonnes	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Western Europe	5.6	5.8	6.2	6.0	5.9	6.2	6.2	6.0	6.2	6.5	4.9	4.8	5.7	5.7
Central Europe/FSU	5.1	4.7	4.4	4.8	4.8	5.2	5.4	5.5	5.6	6.0	4.4	4.9	6.1	5.8
Africa	0.7	0.8	1.0	1.0	1.1	1.4	1.6	1.4	1.6	1.8	1.4	1.3	1.7	1.8
North America	9.1	9.7	11.8	9.5	10.9	11.2	11.5	9.8	11.7	12.4	9.0	11.4	11.1	10.9
Latin America	10.5	11.0	11.9	11.5	12.2	12.7	13.7	13.5	15.8	16.9	13.3	16.6	17.4	16.9
Asia	23.4	26.2	32.4	32.3	30.1	32.5	32.6	31.6	35.7	32.5	30.1	33.0	36.4	38.9
- thereof China	12.0	13.8	16.7	18.5	16.2	16.2	16.3	17.8	19.5	17.0	18.2	20.6	21.8	21.6
- thereof India	2.8	3.5	4.5	4.1	4.0	5.0	4.5	4.5	5.4	3.2	2.9	3.0	4.0	3.8
Oceania	0.4	0.5	0.7	0.6	0.6	0.7	0.8	0.7	0.7	0.8	0.5	0.6	0.8	0.8
<b>World total</b>	<b>54.8</b>	<b>58.7</b>	<b>68.4</b>	<b>65.7</b>	<b>65.6</b>	<b>69.9</b>	<b>71.8</b>	<b>68.5</b>	<b>77.3</b>	<b>77.0</b>	<b>63.7</b>	<b>72.6</b>	<b>79.2</b>	<b>80.8</b>

Incl. potassium sulfate and low-grade potash of around 5 million tonnes eff. ; **Sources:** IFA, K+S

# Supplier structure on European salt market

K+S has a market share of 18%



Source: K+S

- **K+S** has the highest market share in Europe and is the leader in salt production.
- A versatile product portfolio with a high proportion of specialties enables customized solutions for a wide range of market requirements and every industry.
- Thanks to several production sites in Europe and an extensive distribution network, **K+S** guarantees a comprehensive geographical presence that enables fast, flexible and reliable deliveries.

The background of the slide is a wide-angle photograph of a lush green landscape. In the foreground, there is a field of tall, vibrant green grass. In the middle ground, a dense line of green trees and shrubs stretches across the frame. In the background, a large, rounded green hill rises under a bright blue sky filled with scattered white clouds.

**4 | 9 Sustainable transformation as  
part of our strategy**

# Guiding principles of strategy and management focus



## Financial ambitions

- Earn cost of capital over a 5-year cycle
- At the same time, an average EBITDA margin of > 20% is aimed for over this cycle
- Generally striven for a leverage ratio (net debt/EBITDA): maximum 1.5x

# K+S Sustainability Goals



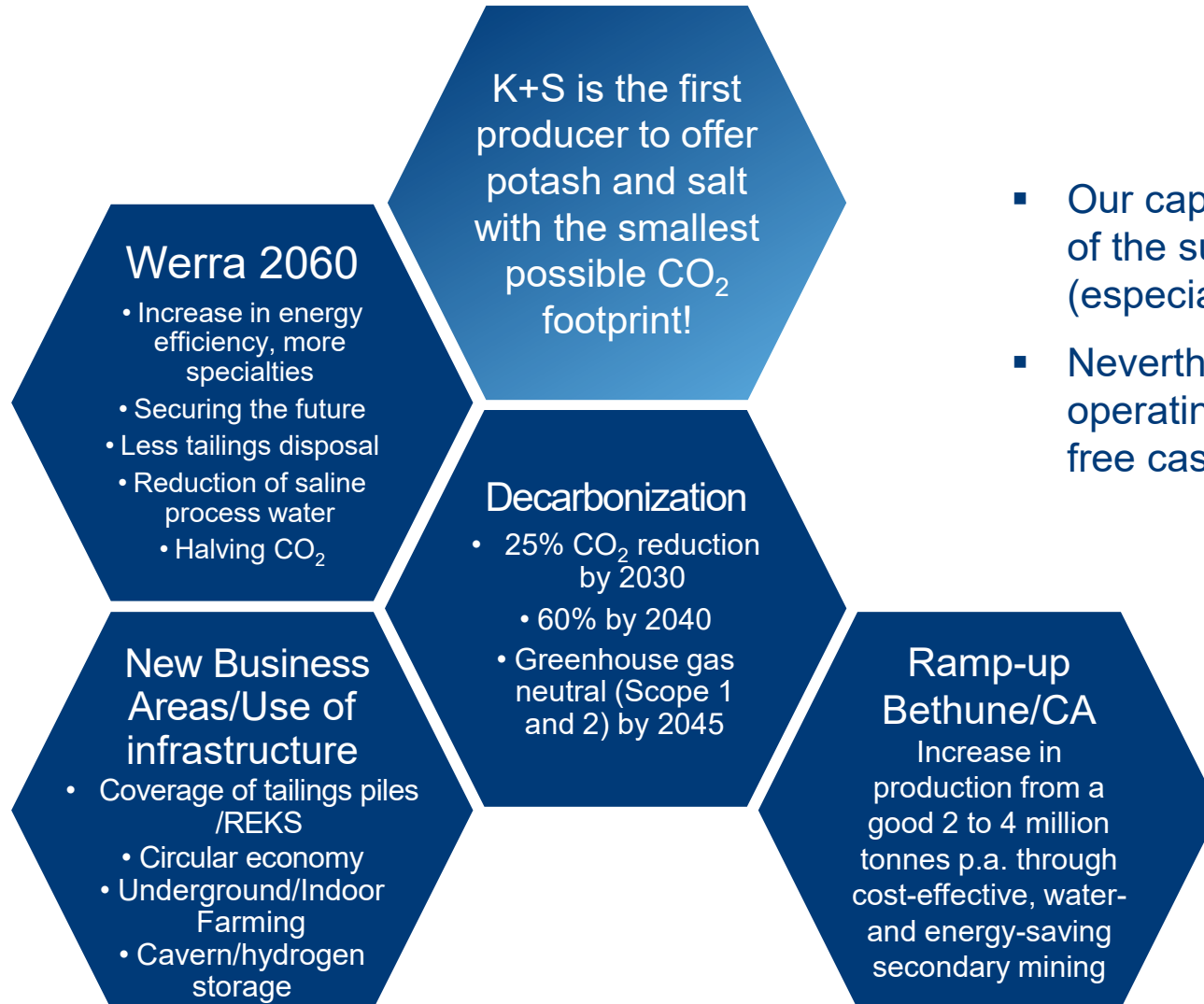
We have set ourselves ambitious goals in these three areas of action:

## Social Responsibility, Environment & Resources and Governance

- The human being is our focus
- Active commitment to environmentally friendly production
- Integrity & a sense of responsibility characterize our actions



# Our sustainable transformation pays off



- Our capital expenditure will be increased in the course of the sustainable and economic transformation (especially in the years 2026 and 2027).
- Nevertheless, our strong balance sheet and improved operating cash conversion ensure at least break-even free cashflows – even at the lower end of the cycle.

# Optimize the existing

70 %

## Agriculture

- Increase of marketing in USA ex Bethune
- Increase of trading business in Middle East, China and India
- Improved leveraging of local sales network

## Industry+

- Focus on potash product groups for industrial product sales
- Capacity expansion of high-purity salts
- Optimization of de-icing salt setup

## Supply Chain

- Warehouse and network optimization for European salt logistics
- Optimization of warehousing
- Improved use of infrastructure

# Werra 2060 – Securing a sustainable future

70 %

## How do we want to achieve this?

### Innovations in extraction and production



- Unterbreizbach and Wintershall sites: Focus on wastewater-free processing methods
- Unterbreizbach mine: Expansion of secondary mining operations (drill and blast)
- Hattorf-Wintershall mine: Introduction of secondary mining (drill and blast)
- Unterbreizbach and Hattorf-Wintershall mines: Dry backfill utilization
- Hattorf plant: Continued operation unchanged for the time being

Methods already tested or in use on other sites!

### Future-oriented product portfolio



- Lower energy consumption, reduction in CO<sub>2</sub> emissions and modified product portfolio through conversion of the processing and refining processes in Wintershall and Unterbreizbach
- Further development of specialties portfolio with unchanged production volumes
- The products become more competitive under cost, sustainability, and quality criteria

### Reduction in environmental impact



**Reduction solid residues:**  
by 8 to 7 million t eff. p.a.  
▶ avoiding tailings pile expansion  
Wintershall beginning of the 2030s

**Halving CO<sub>2</sub> emissions  
at the Unterbreizbach and  
Wintershall plant**

Reduced steam requirement: Higher flexibility regarding the energy source



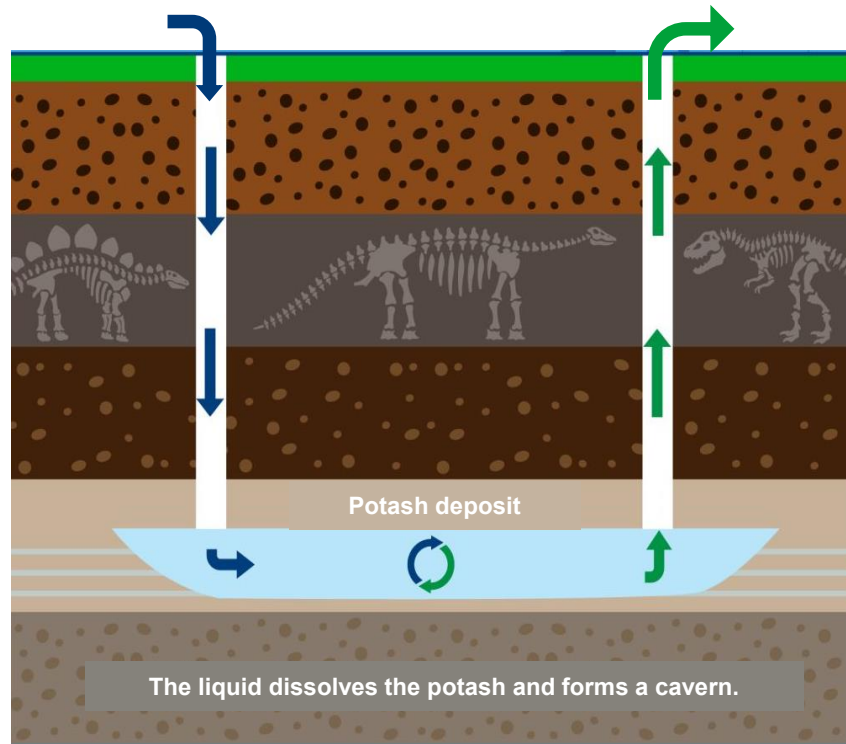
**Saline process waters reduced:**

by more than  
1.0 million m<sup>3</sup> p.a.

# Bethune – Efficient Production in Canada

70 %

Primary & Secondary Mining – Ramp-up of the production from a good 2 to 4 mln. tonnes p.a.



In **primary mining**, fresh water is pumped into the layer containing potash, creating so-called caverns.

The water pumped into the cavern dissolves the potassium salt and a water-salt solution (brine) is formed.

The resulting brine is pumped upwards with pressure.

The brine is then evaporated in a factory and processed further.



In secondary mining, only saturated NaCl brine is injected instead of fresh water.



The remaining KCl reserves are selectively dissolved from the existing caverns.



The resulting brine is pumped upwards with pressure.



The KCl crystallizes on the surface due to the outside temperature in a cooling pond.



**Secondary Mining: Cost-effective, water- and energy-saving method!**

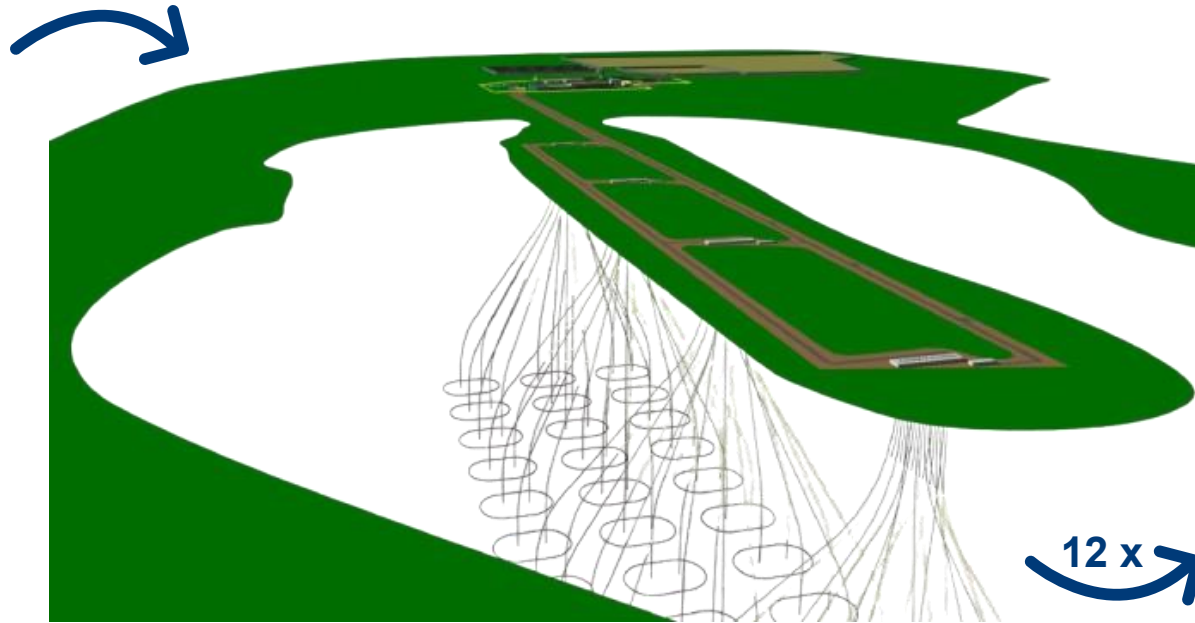
# Bethune – Above ground

In the middle of Saskatchewan



# Bethune – Below ground

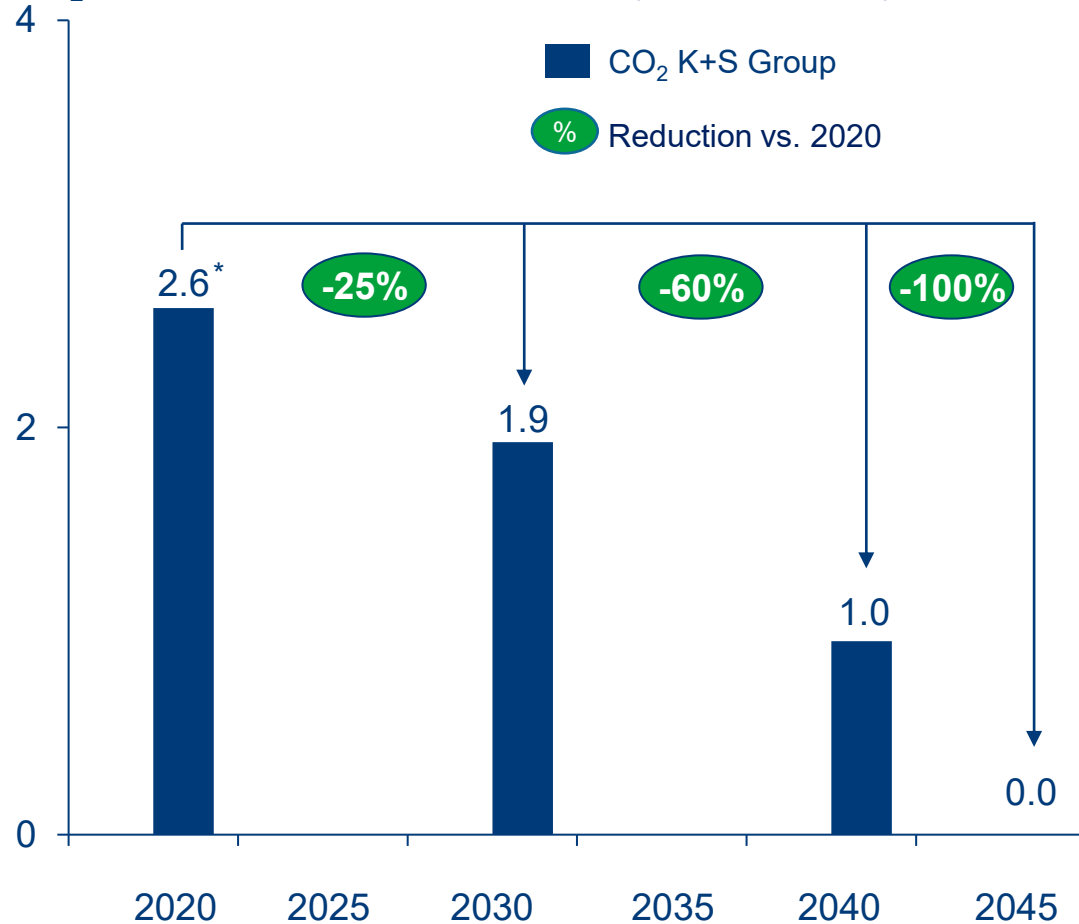
## Pads and caverns



➔ In Bethune, a pad currently includes 12 underground caverns. Each one of them is about the size of a Bundesliga stadium.

# Ambitious climate strategy adopted

CO<sub>2</sub>-emissions in million tonnes p.a. (Scope 1 and 2)



\*With the already expected adjustments to the base value 2020

Note: CO<sub>2</sub> emissions refer to CO<sub>2</sub> equivalents.

- **Since 1990 we have already reduced our CO<sub>2</sub>-emissions significantly:**
  - We achieved this through the extensive use of highly efficient combined heat and power (CHP) technology, comprehensive energy efficiency measures and capacity reductions.
- As part of Climate Strategy 2.0, we have set additional ambitious medium- and long-term targets:
  - **We aim to reduce our CO<sub>2</sub>-emissions by 25% by 2030 and by 60% by 2040 compared with the 2020 baseline. From 2045 onward, we aim to achieve greenhouse-gas neutrality.**  
(refers to Scope 1 and 2 emissions of our production sites)

# Decarbonization – Greenhouse Gas Neutrality \*

## Targets

### By 2030:

Reduction of absolute CO<sub>2</sub> emissions\* by at least **25%**

### By 2040:

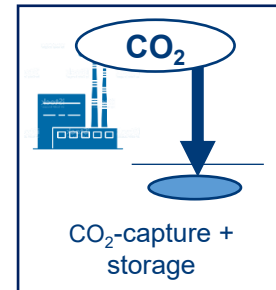
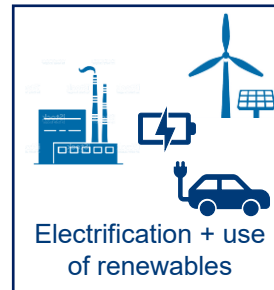
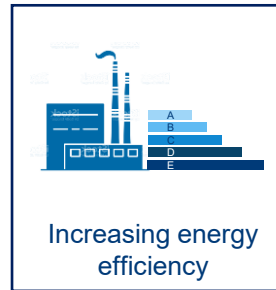
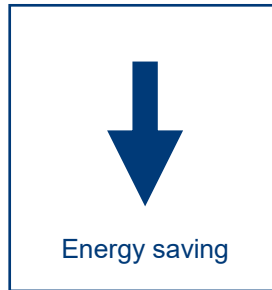
Reduction of absolute CO<sub>2</sub> emissions\* by at least **60%**

### By 2045:

We strive for greenhouse gas neutrality\*. **100%**

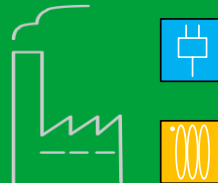
## Implementation

Focusing on the following key areas to reduce CO<sub>2</sub> emissions:



Examples of specific measures:

Construction of a biomass combustion plant and a CHP plant to reduce emissions by more than 100 kt CO<sub>2</sub> p.a. by 2026.



Renewable energy for products with the smallest possible CO<sub>2</sub>-footprint.



## Expectation

Conditions in the energy industry framework that provide incentives for **decarbonization**. This also includes a sufficient and resilient energy infrastructure, financial support and affordable renewable energies.

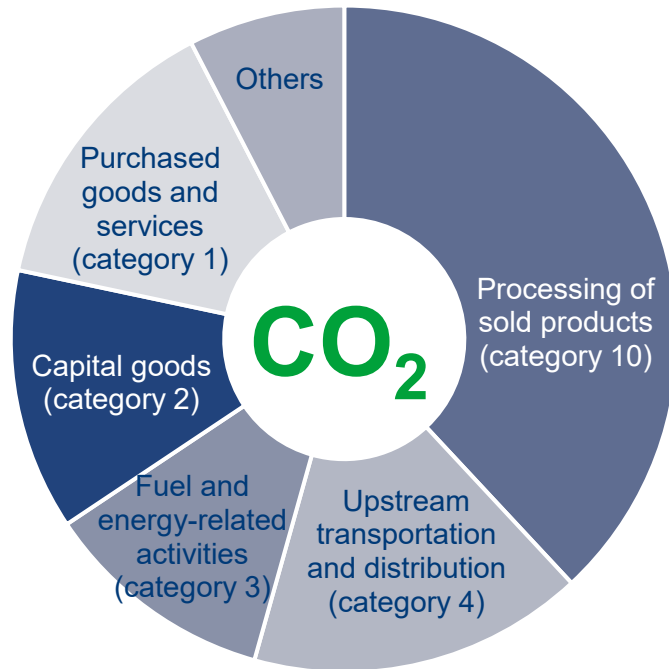


We support the goals of the Paris Climate Agreement.

\* Scope 1 + Scope 2 of our production sites compared to the base year 2020

Note: CO<sub>2</sub> emissions refer to CO<sub>2</sub> equivalents.

# Scope 3 emissions according to categories



- K+S is very early in the value chain. The evaluation of the full scope 3 emissions, therefore, is a difficult process.
- With the first annual report according to ESRS, we re-evaluated our scope 3 emissions. All data was reviewed and changes in methods/ranges lead to deviations from the previous figure.
- For the current report, several categories have been identified as material. Among these, processing of sold products accounts for the largest share, representing almost 40% of emissions.
- Others\* (waste generated in operations, business travelling, employee commuting, upstream leased assets, downstream transportation, processing of sold products as well as investments) are also reported but these represent only approximately 15% of the total emissions.

- K+S has different impact on the different categories. The main influence is on:
  - **Upstream transportation and distribution:** The choice of means of transportation can influence the value. Our goal is to further reduce the GHG emissions associated with this category. **By 2030, K+S aims to reduce its KPI for specific greenhouse-gas emissions in logistics by 10% compared with 2017, this target has already been achieved.**
  - **Fuel and energy-related activities:** The choice of energy source can influence the value. The reduction of this category is reflected in our ambitious climate strategy.
  - **Capital goods and Purchased goods and services:** The choice of these types of goods can influence the value.

Note: CO<sub>2</sub> emissions refer to CO<sub>2</sub> equivalents.

# Our future – The **climate-friendly** potash production

In future, we want to produce potash with the smallest possible CO<sub>2</sub> footprint – compared to today and compared to our foreign competitors.

To do this, we are treading two paths in parallel:



The **change in production and processing processes** – from wet to dry processing



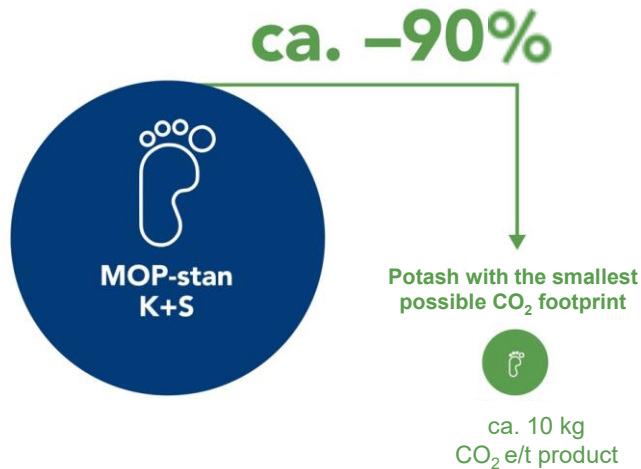
The **change in energy use** – from fossil fuels to renewable energies

With the "Werra 2060" project, we are taking the first major step in **changing our production processes**. To do this, we need to extract and process the crude salt from the reservoir in a way that is as climate-neutral as possible. This transformation project is the only one of its kind in potash mining in the world. In Zielitz, we have launched a pilot project for the use of power-to-heat, thereby pushing a **change in energy use** ahead. In the meantime, we have already installed power-to-heat systems at three sites.

The de-carbonization of the entire German potash production requires **state support**: in the provision of infrastructure and green energy sources, in the development of legal frameworks, in procedures (planning acceleration) and in the **provision of subsidies**.

# CO<sub>2</sub> reduced potash for sustainable agriculture

## Development of footprint of potash (MOP)



The reduction in emissions results from the conversion of consumption from fossil to renewable energy.

The remaining emissions are distributed across sub-processes that (so far) cannot be converted.



Aggregated CO<sub>2</sub>-footprint MOP K+S



Potash with the smallest possible CO<sub>2</sub> footprint due to the use of renewable energy

Note: CO<sub>2</sub> emissions refer to CO<sub>2</sub> equivalents.

## Requirements for the change of technology

In future, we will be able to produce potash in Germany with the smallest possible CO<sub>2</sub> footprint. Both ways of achieving this – changing the production and processing methods as well as changing the use of energy – require **high investments**.

The potash industry needs a **supportive regulatory framework** for this:



High availability of renewable energy to enable potash production with the smallest possible CO<sub>2</sub> -footprint



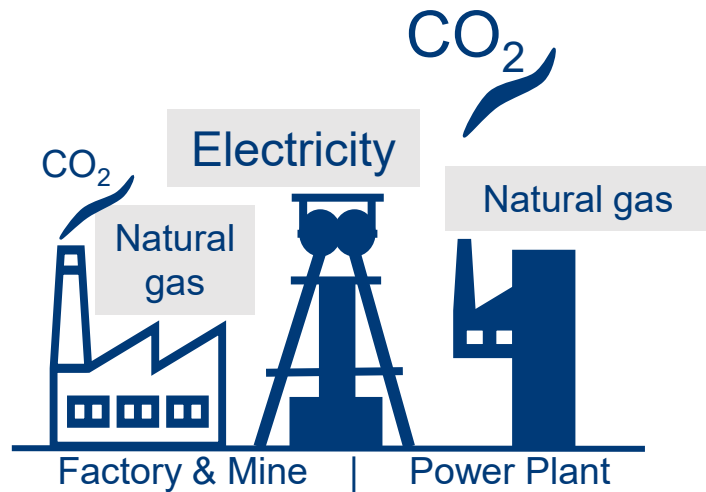
Expansion of renewable-energy capacity and targeted grid connections to meet the increased electricity demand



Offsetting additional expenditure incurred by using green electricity through government funding

# Salt with the smallest possible CO<sub>2</sub> footprint by 2030

## Current system



The challenge is to identify the right technologies for each site and establish them within the next 20 years. The opportunity lies in the intelligent connection of systems and operation modes in the markets.

## System conversion from 2030

➔ Conversion of the salt works to low CO<sub>2</sub> operation and the plants to "green" electricity procurement (CO<sub>2</sub>-neutral)

### Braunschweig-Lüneburg

- Already very low in CO<sub>2</sub> as heat is generated in a biogas plant



### Frisia

- Waste incineration currently CO<sub>2</sub>-free



### Borth

- Construction of biomass heating plant



# Grow the core

20 %

We enable farmers to achieve greater economic success



## Expansion of the portfolio

- Fertilization
- Fertigation
- Micronutrients
- Concepts for soil health
- Further additions to the portfolio

## Logistic access

- Circular economy
- Last Mile Distribution

## Digital sales

- Agronomic services
- Digital sales channels (e.g., web shops)
- New digital business models
- Direct access to the farmer

# New business areas

10 %

## Subsequent use of existing assets and development of new business areas

### Renewable energy and decarbonization

- Increasing **use of renewable energies** (wind, sun, biomass) at our sites
- **Use of available space** at our sites for RE
- Conversion of production (**increase in energy efficiency**) and use of green hydrogen if necessary
- Energy trading

### Disposal / waste management

- **Underground disposal / recycling**
- Underground interim storage
- Underground **urban mining**: retrieval of waste containing raw materials

### Circular economy

- Circular economy is driven by various political and social factors
- First and foremost is the efficient use of our own natural raw materials
- The aim is **to process residues or by-products for reintroduction** into the raw material cycle

### Lived transformation / subsequent use of infrastructure

- Re-dedication and continued use of large-scale production facilities above ground / mines
- Development of new business models (underground farming)
- Use of existing expertise / resources to open up adjacent business areas

Mines

Caverns

Tailings piles

Land

Technical/structural  
infrastructure

Technological  
know-how

Agronomic  
know-how



# Performance Indicators

## Key Financial Performance Indicators

The Company's activities are managed based on the following key financial performance indicators, which are the most important financial performance indicators within the meaning of the German Accounting Standards (DRS) 20:

- EBITDA
- Group earnings after tax, adjusted
- Capital expenditure
- Adjusted free cash flow
- Return on capital employed (ROCE)
- Net financial liabilities (incl. financial lease liabilities)/ EBITDA
- Net debt/EBITDA

## Non-financial Performance Indicators

Performance indicators and target values in sustainability management were defined for the K+S Group in 2018. We, therefore, also managed the Company using the non-financial indicators stated below. These form the basis for part of the long-term incentive (LTI) as a variable component of the Board of Executive Directors' as well as all LTI-entitled employees' remuneration. They are the key non-financial performance indicators within the meaning of the German Accounting Standard (DRS) 20.

- Lost Time Incident Rate (LTI rate<sup>1</sup>)
- Reduction in specific CO<sub>2</sub> emissions

Other financial and non-financial performance indicators that are relevant for the K+S Group include revenues, sales volumes, average selling prices, and number of employees. However, these figures are not considered financial or non-financial key performance indicators within the meaning of German Accounting Standards (DRS) 20.

<sup>1</sup> The so-called LTI rate measures occupational incidents with lost time in relation to one million hours worked.

# Performance Indicators

Key Financial Performance Indicators		2020	2021	2022	2023	2024	2025
EBITDA	€ million	444.8	1,067.3	2,422.9	712.4	557.7	<b>612.8</b>
Group earnings after tax, adjusted	€ million	-1,802.5	2,182.4	1,494.0	161.9	3.6	<b>125.5</b>
Capital expenditure	€ million	526.0	334.3	403.8	525.3	530.8	<b>545.8</b>
Adjusted free cash flow	€ million	-42.2	92.7	932.0	311.2	62.4	<b>29.1</b>
Return on Capital Employed (ROCE)	%	-22.8	42.9	25.7	3.2	0.0	<b>1.9</b>
Net financial liabilities (including lease liabilities)/EBITDA (LTM)	x-times	7.8	0.7	- 1	- 1	0.4	<b>0.4</b>
Net debt/EBITDA (LTM)	x-times	10.5	1.7	0.3	1.7	2.6	<b>2.6 <sup>2</sup></b>

<sup>1</sup> In the years 2022 to 2024, there were net financial assets.

<sup>2</sup> Net debt also includes long-term provisions for mining obligations with maturities of more than 10 years in the amount of € 1,061.7 million. Excluding these obligations from net debt, the ratio is 0.9.

Non-Financial Performance Indicators		2020	2021	2022	2023	2024	2025
Lost Time Incident Rate	LTI rate	8.8	11.3	8.3	7.6	5.4	<b>5.5</b>
Reduction in specific CO <sub>2</sub> emissions	kg/t				270.8	262.2	<b>259.7</b>

# K+S Sustainability Goals 2030

Target	KPI <sup>1</sup>	Unit	Target Value	2025	Dead-line	Target achievement
<b>ENVIRONMENT &amp; RESOURCES</b>						
<b>Climate Change (E1):</b> Reducing the carbon footprint and improving energy efficiency to enhance competitiveness.	Absolute CO <sub>2</sub> emissions in the K+S Group worldwide <sup>2</sup>	%	-25	-11.7	2030	47%
	Reduction in specific CO <sub>2</sub> emissions <sup>2, 3, 4</sup>	kg/t	254.6	259.7	2027	70%
	Specific greenhouse gas emissions (CO <sub>2</sub> ) in logistics (kg CO <sub>2</sub> e/t)	%	-10	-31.8	2030	100%
<b>Water &amp; Dissolved Residues (E3):</b> Reduction of saline process water	Additional reduction of saline process water from potash production to be disposed of in Germany <sup>5</sup>	million m <sup>3</sup> p.a.	-0.5	-0.31	2030	62%
	Reducing the environmental impact and conserving natural resources by re-examining the potential of residues stored on tailings piles.	Additionally covered tailings pile area	ha	155	32.0	2030
<b>K+S Mining Specifics:</b> Reducing the environmental impact and conserving natural resources by re-examining the potential of residues stored on tailings piles.	Amount of residue used for purposes other than tailings piles disposal or avoided by increasing the raw materials yields <sup>6</sup>	million t p.a.	3	0.41	2030	14%

<sup>1</sup> The base year for our non-financial performance indicators is 2017.

<sup>2</sup> Deviating base year: 2020.

<sup>3</sup> Relevant to remuneration for the Board of Executive Directors and management; a description can be found in the "Remuneration report" from page 216 of the 2025 Annual Report.

<sup>4</sup> Management relevant within the meaning of DRS 20, a description can be found in the section on "Corporate governance & monitoring" from page 177 of the 2025 Annual Report.

<sup>5</sup> Excluding a reduction due to the KCF plant and the end of production at Sigmundshall.

<sup>6</sup> Excluding a reduction due to the existing measure of immediate backfill.





<sup>7</sup> KPI is reported for the first time for 2025.

<sup>8</sup> The first survey was carried out in 2019 (deviating base year). Surveys are conducted approx. every three to five years. The most recent Diversity and Inclusion Index relates to the year 2022.

# K+S Sustainability Goals 2030

Target	KPI <sup>1</sup>	Unit	Target Value	2024	Dead-line	Target achievement
<b>SOCIAL RESPONSIBILITY</b>						
<b>Employees (S1):</b> Providing a healthy and safe work environment to protect our employees who constitute our most valuable capital.	Injury with lost time <sup>3, 4</sup>	LTI rate	0	5.5	Vision 2030	52%
<b>GOVERNANCE</b>						
<b>Business Ethics (G1):</b> Requesting compliance with a sustainable approach on the part of our suppliers along the entire supply chains to align all business activities with our values.	Coverage of the purchasing volume by the K+S Group Supplier Code of Conduct <sup>3</sup>	%	> 90	93.9	End of 2025	100%
	Percentage of suppliers from certain countries assessed as part of the risk analysis (sustainability risk assessments) <sup>3, 7</sup>	%	> 90	81.0	End of 2027	90%
Hiring and developing a workforce that reflects the places in which we do business. Fostering an inclusive environment that enables all employees to thrive and contribute to innovation and results.	Positive perception of inclusive working environment by employees <sup>8</sup>	%	> 90	87.0	2030	97%

# K+S Sustainability: Ratings and Standards

Organization	Rating scale	Current rating	Significance of rating	Trend over the last 12 months
	Rating scale from AAA to CCC	A <sup>1</sup>	Top rating in the “Average” category; the “Leader” category is only 1 step away	↘
	Rating scale from A+ to D-	C+	„medium” and only 1 step away from prime status (from B-)	↗
	Rating scale from 0 to 40+ (The lower, the better)	28.5	Medium risk that K+S suffers financial losses due to non-compliance with ESG requirements	→
	Rating scale from A to D-	<b>Water: C</b> <b>Climate: C</b> <b>SEA-Score<sup>2</sup>: B-</b>	Level 2 (C: Awareness) represents the level at which K+S currently stands on the way to greater environmental responsibility	→

<sup>1</sup> K+S had an “AA” rating until March 2026. The rating was downgraded as part of an MSCI methodology update. Further improvements have since been achieved, which, under otherwise identical conditions, would result in a score above the threshold for an “AA” rating. However, because the overall score is updated only on the rating action date and due to the introduction of “rating band buffers”, these improvements are not currently reflected in the overall score.

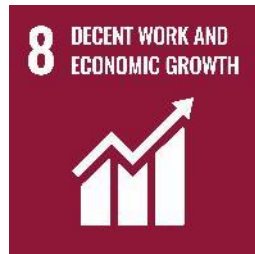
<sup>2</sup> SEA-Score: Supplier Engagement Assessment

## International Engagement



# Our contribution to the 17 SDGs

K+S makes a direct contribution to a number of global sustainable development goals – and thus contributes to the fulfillment of the goals. More information and more details about our article can be found [here](#).



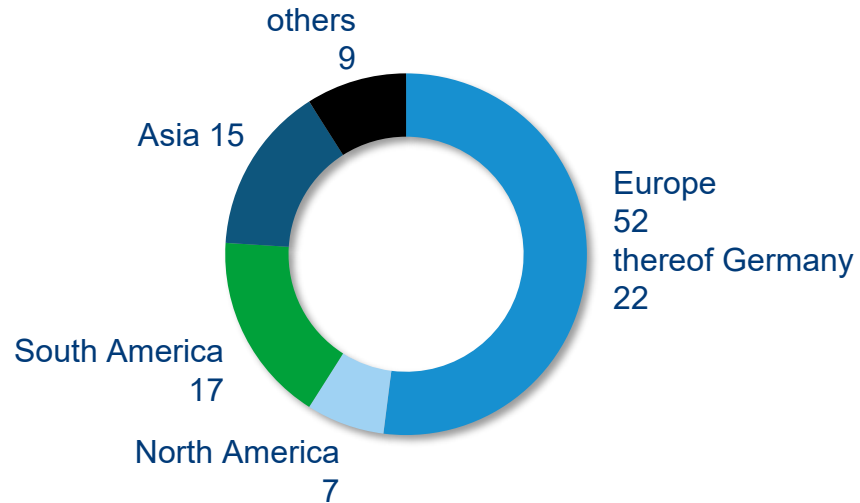
**SUSTAINABLE  
DEVELOPMENT  
GOALS**

The K+S logo is positioned in the top right corner of the slide. It consists of the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue, trapezoidal background that is part of a larger blue graphic element extending from the top right corner of the slide.The background of the slide is a photograph of a large agricultural sprayer operating in a vast, green field under a bright blue sky with scattered white clouds. The sprayer is viewed from a rear perspective, moving away from the viewer down a straight path in the field. The field is lush and green, and the sky is a clear, vibrant blue with soft, white cumulus clouds.

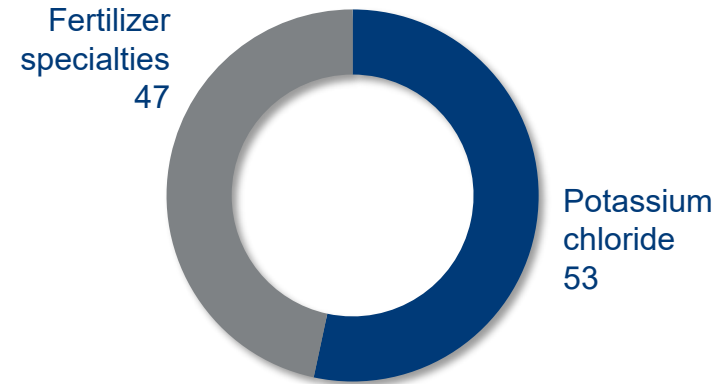
**5 | 9 Customer Segment  
Agriculture**

# Agriculture customer segment at a glance

## Revenue split by region Q1/2026 (%)



## Revenue split by products Q1/2026 (%)



## Characteristics

- Close proximity to our most important customers as a logistical advantage
- Shipments to overseas customers at competitive costs from Hamburg harbour
- Solid and long-term customer relationships
- Broad specialty portfolio provides flexibility and stability, participation in different trends and seasons

in € million

Q1/2025

Q1/2026

Revenues

664.8

678.1

Sales volumes (million tonnes)

2.01

2.00

- thereof trade goods

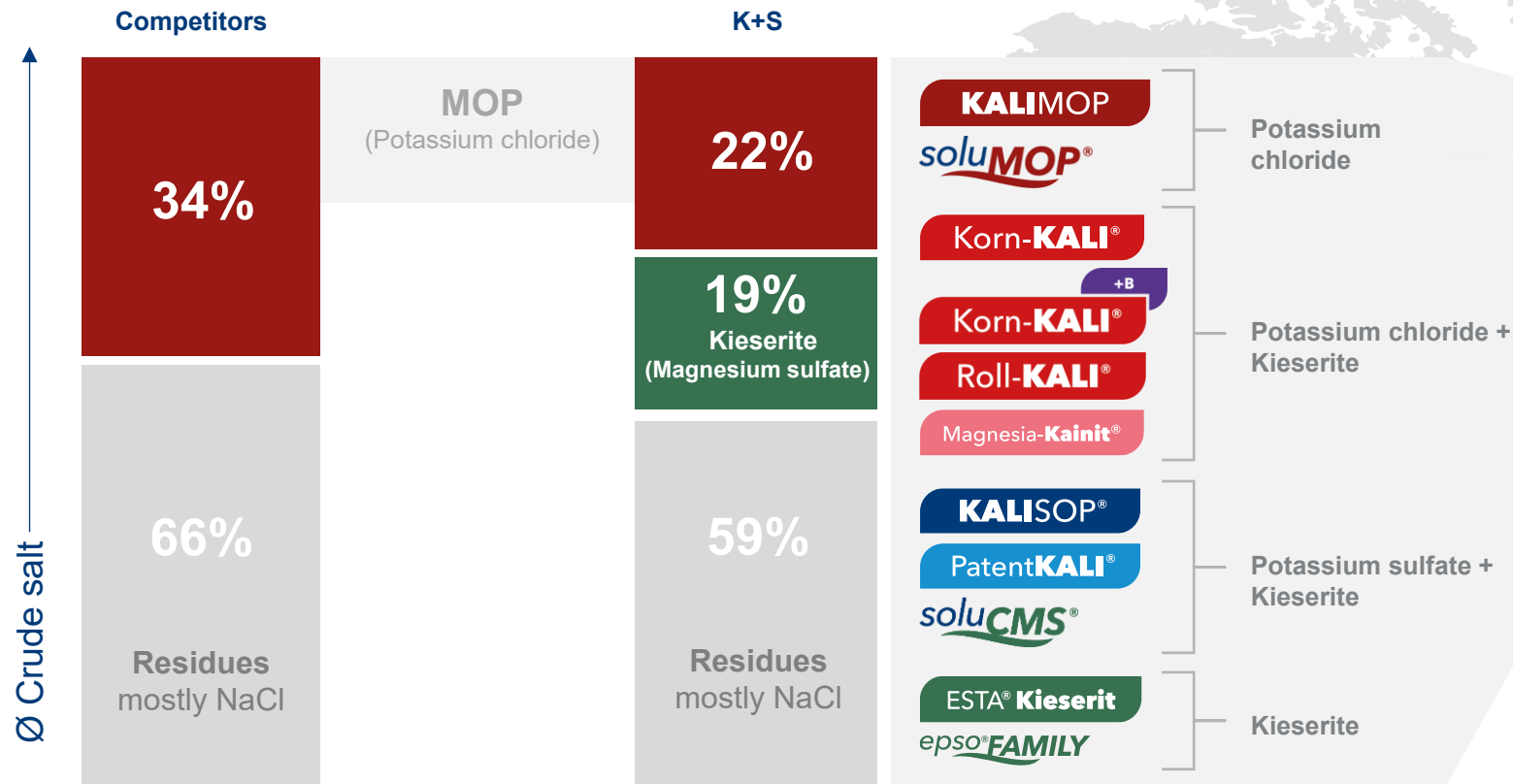
0.04

0.03

# Magnesium and sulfur make us unique

The Werra potash deposit is unique worldwide due to its natural origin.

- Crude salt contains not only potassium, but also magnesium sulfate
- Werra 2060 project: Focus on expanding and strengthening the specialties portfolio



- Potassium chloride KCl
- Kieserite MgSO<sub>4</sub>

# Our Products at a Glance

## Soil fertilizer

	✓ *	K <sub>2</sub> O	MgO	S**	Other nutrients
<b>KALIMOP</b>	✓	60	-	-	-
Korn- <b>KALI</b> ®	✓	38	6	4.8	
Korn- <b>KALI</b> ® <sup>+B</sup>	✓	38	6	4.8	0.25 B
Roll- <b>KALI</b>	✓	48	4	4	-
Magnesia- <b>Kainit</b> ®	✓	9	4	3.2	26.7 Na
<b>KALISOP</b> ®	✓	50	-	17.6	-
Patent <b>KALI</b> ®	✓	30	10	17.6	-
ESTA® <b>Kieserit</b>	✓	-	25	20.8	-



\* ✓ = for organic farming

Figures in percent | \*\* Conversion example sulfur (S) to sulfur trioxide (SO<sub>3</sub>): 4% S × 2.5 = 10% SO<sub>3</sub>

Further information on our products: [www.kpluss.com/fertilizer](http://www.kpluss.com/fertilizer)

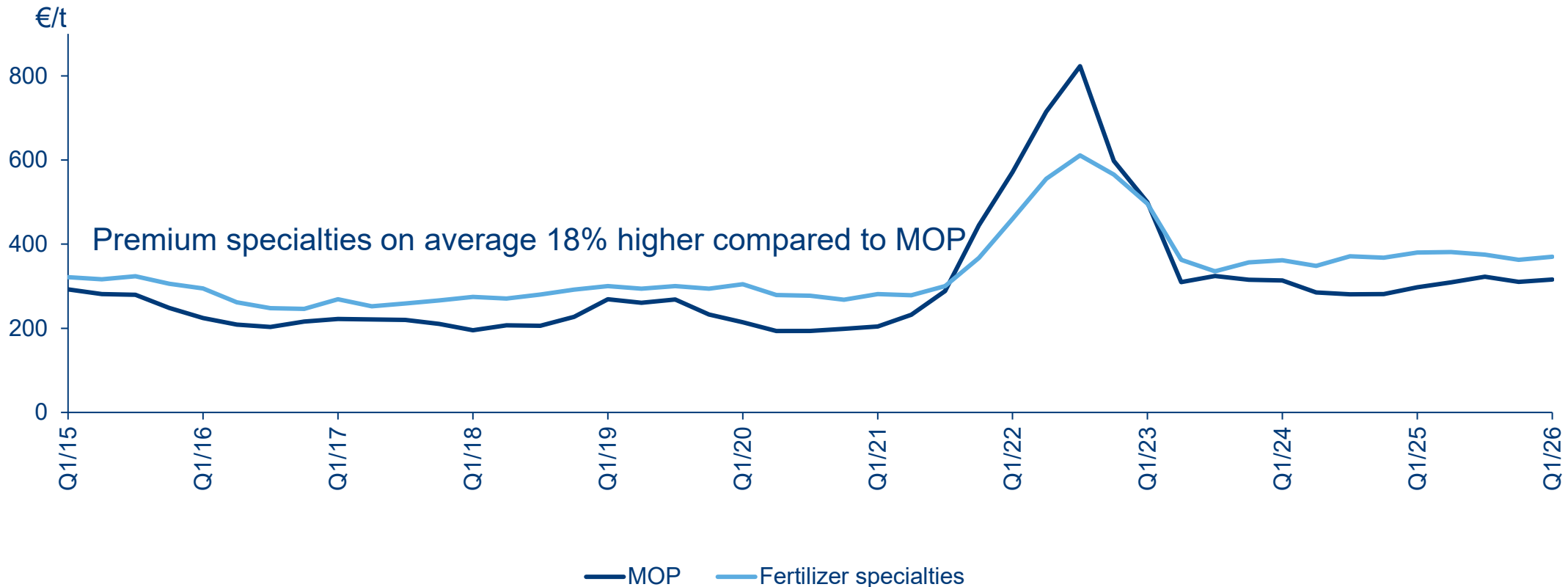
## Foliar and liquid fertilizer

	✓ * *	K <sub>2</sub> O	MgO	S**	Other nutrients
epso <b>TOP</b> ®	✓	-	16	13	-
epso <b>MICROTOP</b> ®	✓	-	15	12.4	0,9 B . 1 Mn
epso <b>COMBITOP</b> ®	✓	-	14	13.8	4 Mn . 1 Zn
epso <b>BORTOP</b> ®	✓	-	12.6	10	4 B
epso <b>PROFITOP</b> ®	✓	-	12	14	5 Mn . 2 Zn . 1 Cu
solu <b>MOP</b> ®	✓	60	-	-	-
solu <b>SOP</b> ® <sup>52</sup> ORGANIC	✓	52.5	-	18	-
solu <b>CMS</b> ®	✓	-	33	26	-
solu <b>AMS</b> ® PREMIUM		-	-	24	21 NH <sub>4</sub> -N
solu <b>MAP</b> ®		-	-	-	12 NH <sub>4</sub> -N . 61 P <sub>2</sub> O <sub>5</sub>

# Agriculture customer segment – ASP

20-year average potash price  
Brazil (CFR): 439 USD/t

## Average selling prices MOP and Fertilizer specialties



## Specialties ensure stability and profitability, especially at the lower end of the cycle

The K+S logo is positioned in the top right corner, featuring the letters 'K+S' in a bold, white, sans-serif font against a dark blue background. The background of the entire slide is a composite image showing a person in a blue hard hat and safety glasses in profile, looking towards the right. Behind them is a large industrial facility with complex piping, walkways, and a tall chimney stack. A network of white lines and circular icons is overlaid on the left side of the image, representing digital connectivity and data flow. The icons include a cloud, a factory, a neural network, a power tower, a solar panel, a house, and a smartphone. A large, semi-transparent grey rectangle is placed at the bottom, containing the text '6 | 9 Customer Segment Industry+'.

**K+S**

**6 | 9 Customer Segment Industry+**

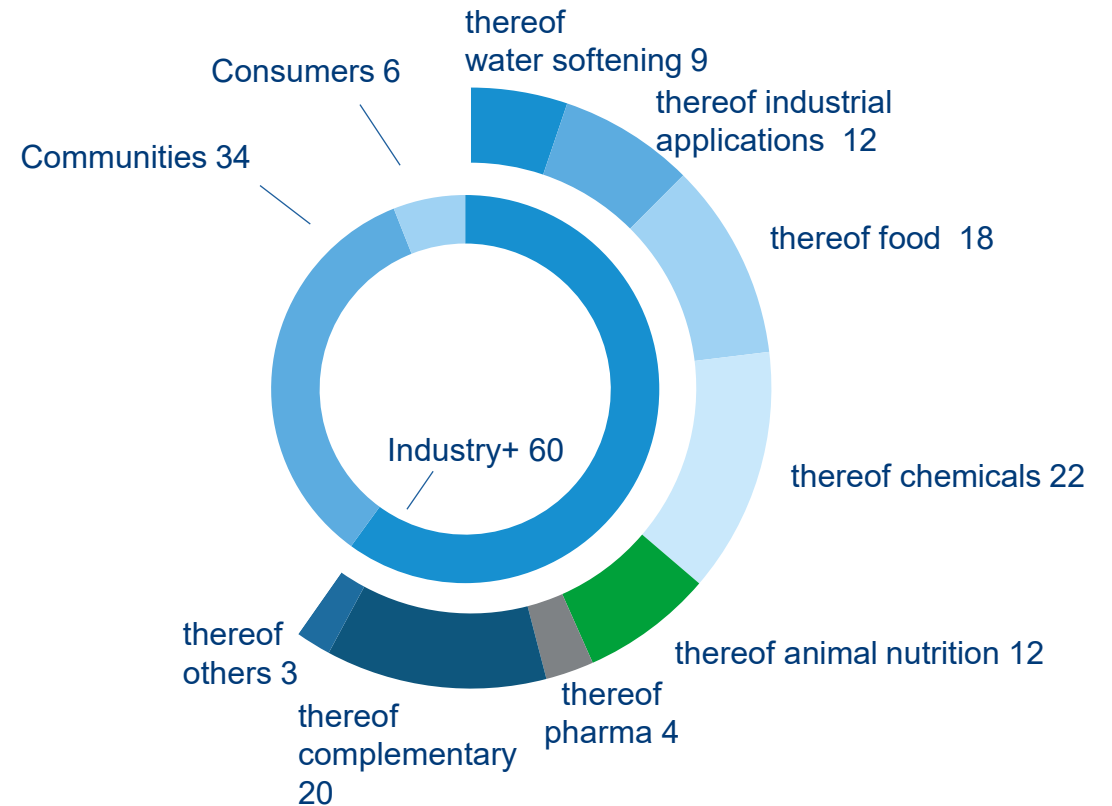
# Industry+ customer segment at a glance

## Characteristics

- **Industrial:** Diverse applications in a wide range of industries – from industrial processes and water treatment to animal feed and food processing. Flexibility, a broad product range and customer proximity are our top priorities.
- **Chemical:** Focus on chlor-alkali electrolysis, where maximum purity and reliability are crucial. Our products support key processes in the chemical industry.
- **Pharmaceutical:** High quality standards for certified and innovative applications as a reliable partner.
- **Consumer:** Strong brands for use in the household and leisure sector – especially table salt, water softeners, pool salts and de-icing salts.
- **Communities:** Public road construction authorities, winter service providers and large commercial consumers purchase de-icing salt from K+S mainly through public tenders.

in € million	Q1/2025	Q1/2026
Sales volume (million tonnes)	1.81	2.62
- thereof: de-icing	0.69	1.49

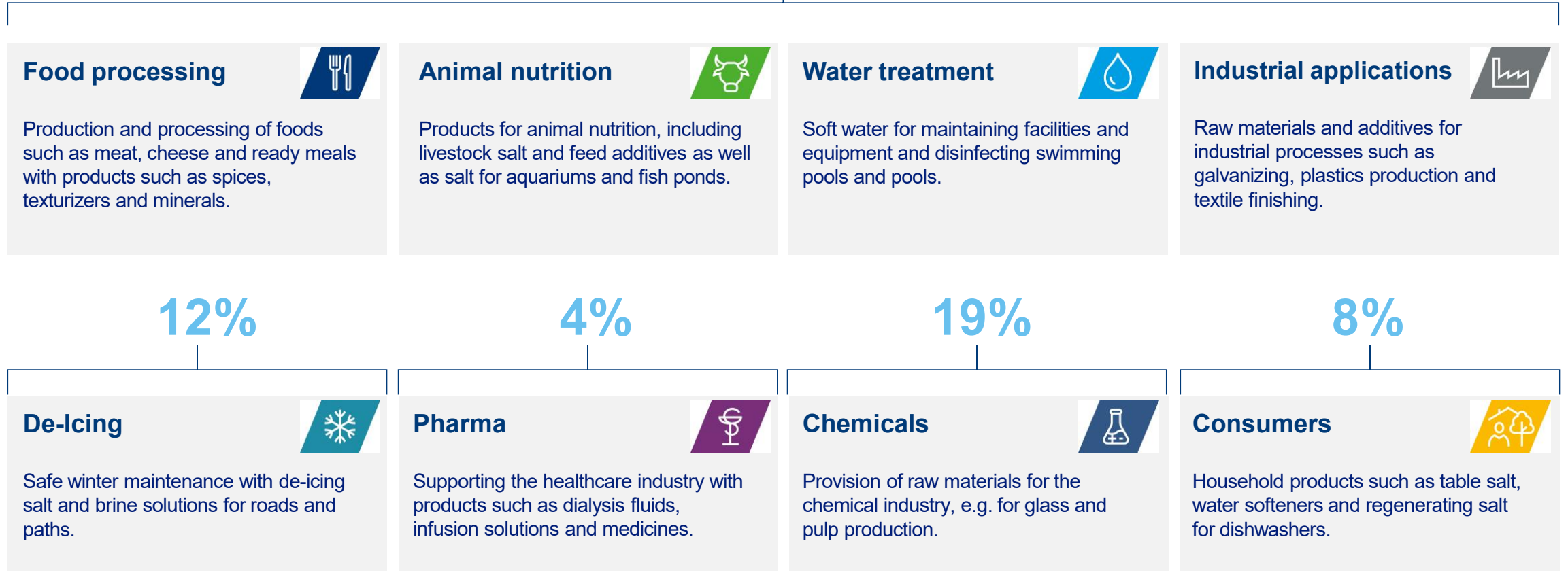
## Revenue split by products Q1/2026 (%)



in € million	Q1/2025	Q1/2026
Revenues	299.9	382.7

# Industry+ | Products and main areas of application

Industry: **40%**



Other activities make up approx. **17%** of the Industry+ customer segment. **As of 2025 Annual Report.**

# Industry+ | Value creator #1 | Chemicals



Customer group: Chlor-alkali and the cellulose industry



1.5 million tonnes annual volume in 2025

## Products:

- Sodium and potassium chloride as essential raw materials for chlor-alkali electrolysis
- Magnesium sulphate as an additive in the cellulose industry
- Natural products of consistently high and good quality
- C-LIGHT: Our contribution to the CO<sub>2</sub>-reduced industry
- Product certificates in accordance with international standards and norms

## Services:

- A strong focus on reliability and delivery performance
- Professional expertise in technical customer application advice



Supply regions: Global sales market with a focus on Europe

# Industry+ | Value creator #2 | Food processing



Customer group: Food and beverage industry and carrageenan producers



**600,000 tonnes annual volume in 2025**

## Products:

- Diverse product portfolio of rock, vacuum & sea salt, potassium chloride, sodium-reduced Balance Salt and magnesium sulphate with the NUTRIKS brand
- Premium quality standards, assured by accredited certifications
- Natural origin, highly pure & certified according to international standards
- Various grain sizes

## Services:

- Short transportation routes due to naturally deposits in Europe
- Different packaging formats
- Individual customer service through local sales units spreads across the globe and technical customer application advice



Supply regions: Salt portfolio: Focus market Europe

Potassium-magnesium portfolio: Global sales market

# Industry+ | Value creator #3 | Industr. Applications



Diverse industries, e.g. electroplating, mineral oil, gas, textile, glass, building & plastics industries



**400,000 tonnes annual volume in 2025**

## Products:

- Potassium, sodium and magnesium chloride as well as potassium and magnesium sulphate as raw materials and additives for industry
- Purity, grain sizes and hydrate levels customized to the customer's specific areas of application
- Natural origin & certified according to international standards

## Services:

- Individual delivery quantities in 25 kg bags, big bags or bulk
- Natural deposits in Europe and North America guarantee short transportation routes
- Customer service through local sales units and technical customer application advice



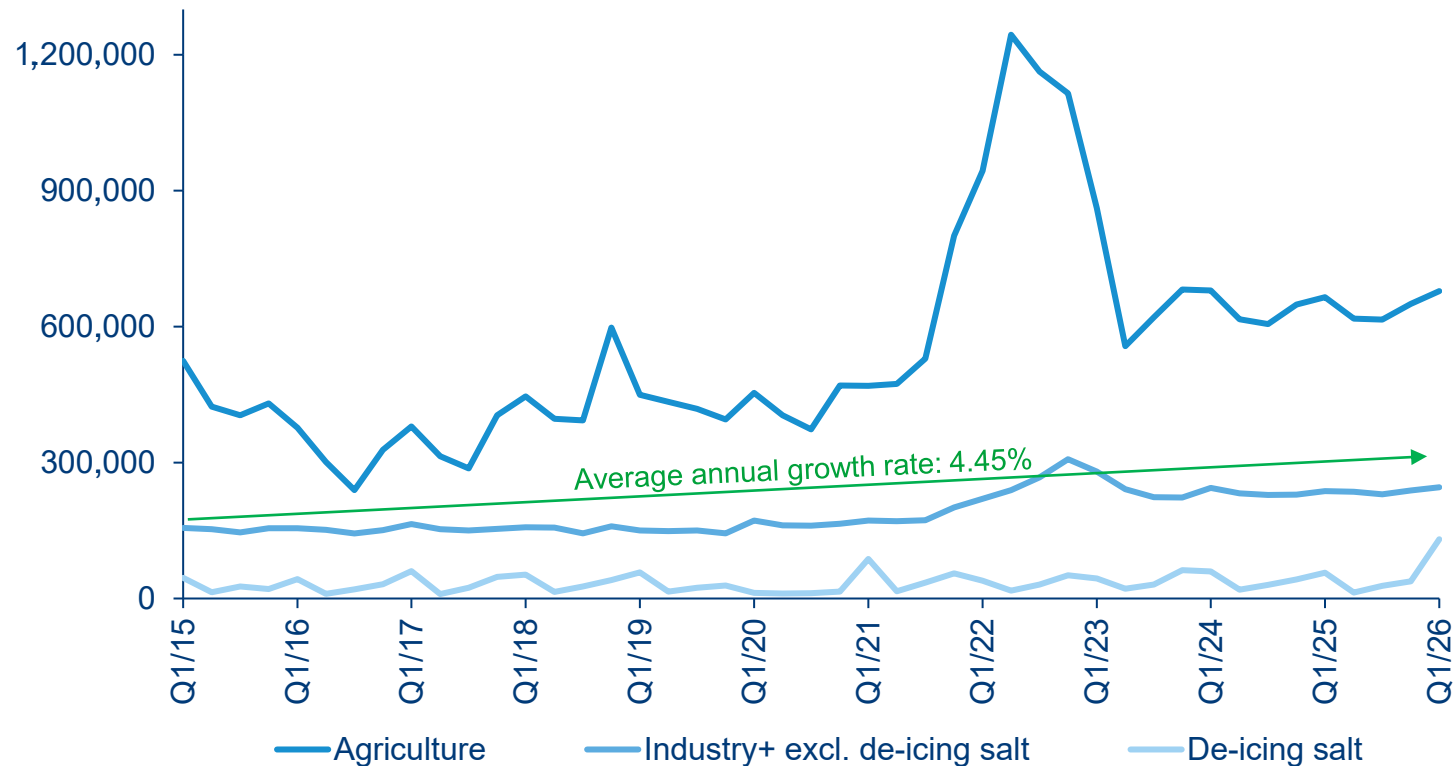
**Supply regions: Salt portfolio: Focus market Europe**

**Potassium-magnesium portfolio: Global sales market**

# Industry+ business – a stabilizing anchor

Industry+ revenues remain stable despite market fluctuations (excluding de-icing salt)

Revenues in €t



## Stable Industry+ business:

Industry+ shows consistently stable revenue development despite market fluctuations.

**Low volatility:** Significantly less price-sensitive than the Agriculture customer segment.

**Reliable earnings driver:** Industry+ acts as a constant stabilizing anchor for K+S's overall revenues.

The K+S logo is positioned in the top right corner of the image. It consists of the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue, trapezoidal background that points towards the top right.The Qemetica logo is mounted on the side of a large, grey industrial building. The word 'QEMETICA' is written in a bright green, 3D-style sans-serif font. A small registered trademark symbol (®) is located at the end of the word.A semi-transparent grey rectangular box is overlaid on the lower portion of the image. Inside this box, the text '7 | 9 Acquisition of Qemetica's salt business' is written in a white, bold, sans-serif font. The text is centered horizontally within the box.

# Reducing volatility by allocating capital to initiatives with advantageous market conditions

## Strategy

Delivered major strategic milestones through portfolio repositioning, restoring a strong balance sheet, and an organizational transformation

### Strategy

- 1 Strengthen existing core business
- 2 Expand and develop core business
- 3 Establish new business areas

» Continuing to strengthen competitiveness to ensure long-term resilience and market positioning

» Advancing efficiency gains while upholding rigorous cost discipline across the organization

## Initiatives

### Agriculture

- Disciplined potash business optimization with Bethune ramp-up (100–150 kt p.a. to 4.0 Mt) at maximum speed in current setup
- Project Werra 2060

### Industry+

- Salt market gaining strong momentum, supported by supply-side improvements
- **Strengthening existing business:** expanding the specialty portfolio in line with market opportunities to reduce cyclicity and enhance competitiveness

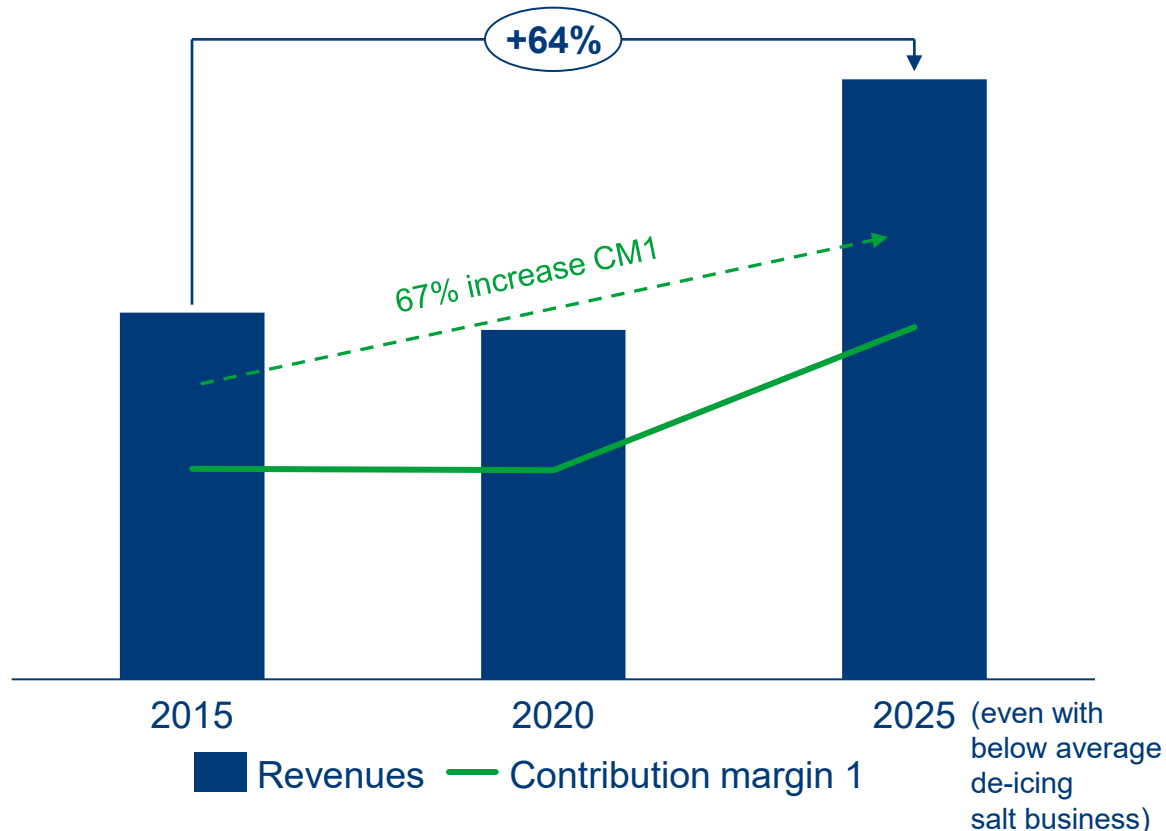


**QEMETICA salt business acquisition**

**K+S capitalizes on market opportunities to reinforce its competitive position**

# K+S salt business has demonstrated impressive recent momentum

Salt has transitioned from a stabilizing element to an increasingly important value driver



- Supply-side shifts have durably reinforced the strength and performance of the salt business in recent years
- The fundamentally enhanced business model is most evident in sustainably stronger earnings performance
- Volatility, capital requirements, and capital intensity are significantly lower than in the potash segment
- Salt has evolved from a stabilizer into a true value driver

# K+S acquires Qemetica's salt business

Acquiring Qemetica Salt unlocks a strong growth opportunity for our European salt business

## Qemetica

- Qemetica, founded in 1945 and headquartered in Warsaw, Poland is a **European chemical group** active in soda, salt, silicates, and agrochemicals
- The company is 100% privately owned by Kulczyk Investments

## Nature of transaction

- **Acquisition (100%) of Qemetica's salt business unit**
- Structure: share deal, **100% cash consideration**
- Expected closing: **Q1/2027**

## Transaction value

- **€350 million upfront payment**
- €30 million earn-out linked to business performance 2026 & 2027

## Closing conditions

- Receipt of required regulatory approvals, e.g. antitrust approval
- Other customary closing conditions

# Qemetica Salt at a glance

Qemetica's specialty salt portfolio aligns seamlessly with our salt business, generating attractive synergies

**Strong European high purity salt supplier**  
Perimeter includes two plants



**Janikowo:** one of the largest evaporated salt plants in EU



**Stassfurt:** most modern salt plant in EU, launched in 2021

## Excellent cost-efficiency positioning

- Backed by advantaged locations, loyal customers, and a trusted brand

## Specialty end-markets

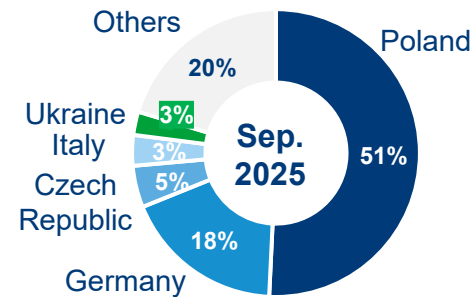
- Focused on water treatment, food & consumer products with minimal commodity exposure

## Growth focused

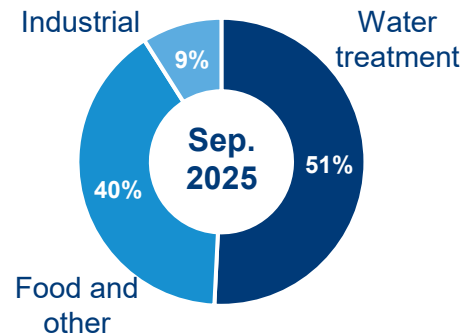
- Strong internal initiatives driving energy efficiency

## Sales breakdown

### Geographical



### End markets



**~€125m**  
Revenues 2025



**A major**  
evaporated salt  
producer



**~€50m**  
EBITDA 2025



**~40%**  
EBITDA Margin  
2025



**~400**  
Employees



**~1,000kt**  
Capacity

# Extends geographic and product portfolio in industry and consumer segments and adds capacity

## Expand Industry and Consumer segment



## QEMETICA® (Salt)

### Industry

- Potassium, magnesium, and salt products in various purity grades

- Industrial water treatment
- Food-grade salt
- Animal nutrition
- Salt for electrolysis

### Consumer

- Table salt, water softening, dishwasher salt

- Table salt
- Private water softening
- Dishwasher salt
- Other salt products

### Communities

- De-icing salt

- Wet salt

### Agriculture

- Fertilizers

Indication of Qemetica revenue share

## Geographical footprint incl. Qemetica Salt

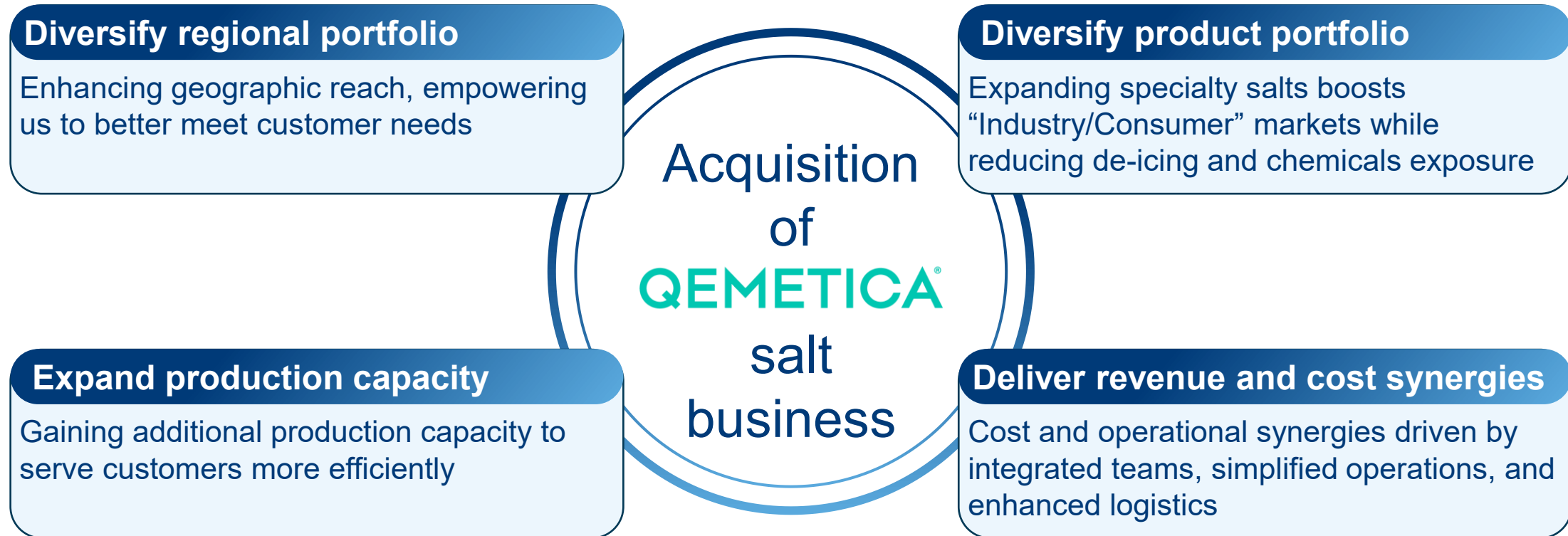
**+** K+S gains two additional salt production sites, enabling us to better serve customers across the economic European area



K+S salt plant

Qemetica salt plant

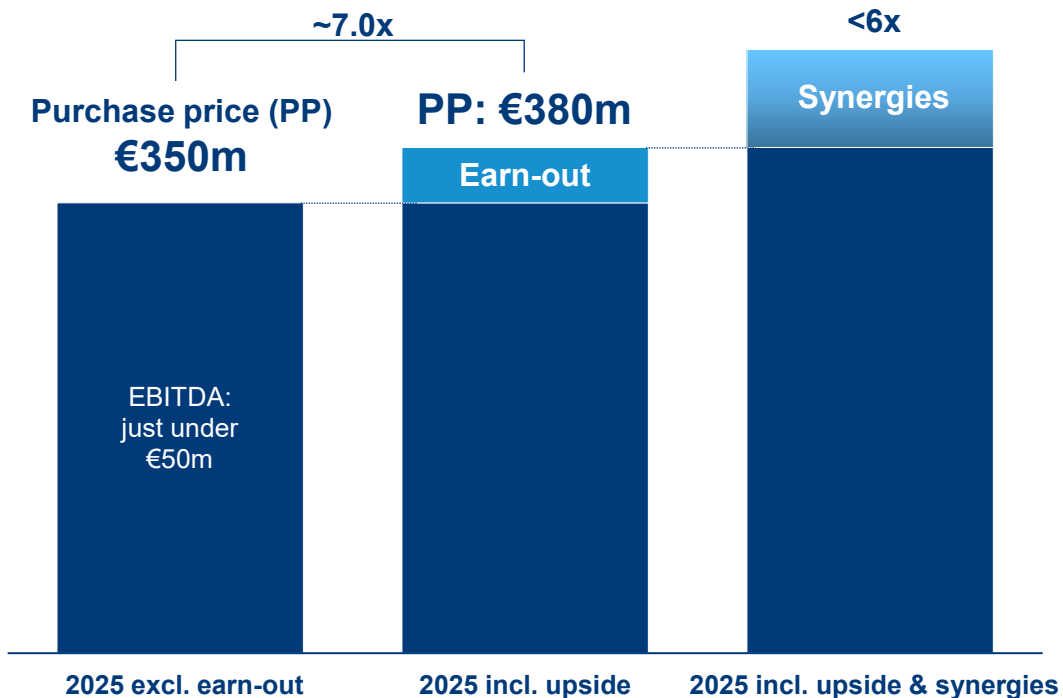
# Rationale: Capacity expansion and diversification



**Acquisition enhances salt footprint, diversifies the business, reduces cyclicity, and strengthens cash-flow stability of K+S Group**

# Value creation anchored in performance upside and synergy realization

Acquisition multiple, synergies included, is lower than K+S's trading multiple



## Pro-rata earn-out based on success in 2026&'27:

- Volume ramp with strategic customers sustainably evaluated
- Detached from de-icing salt business

## Synergy levers:

- **Revenue synergies:**
  - Portfolio synergies
  - Efficiency gains in logistics and network
- **Cost synergies:**
  - Organizational scaling effects
  - Procurement and OPEX optimization

2025 implied PP/EBITDA multiple incl. sustainable earn-out and synergies at below 6x

# Financing implications of proposed transaction

K+S is reviewing various financing and capital market instruments to fund the purchase price for the acquisition and to optimize the Group's financing structure. If no financing has been completed by the closing date, K+S can draw on existing liquidity and firmly committed credit lines, and, if necessary, refinance at a later point in time.

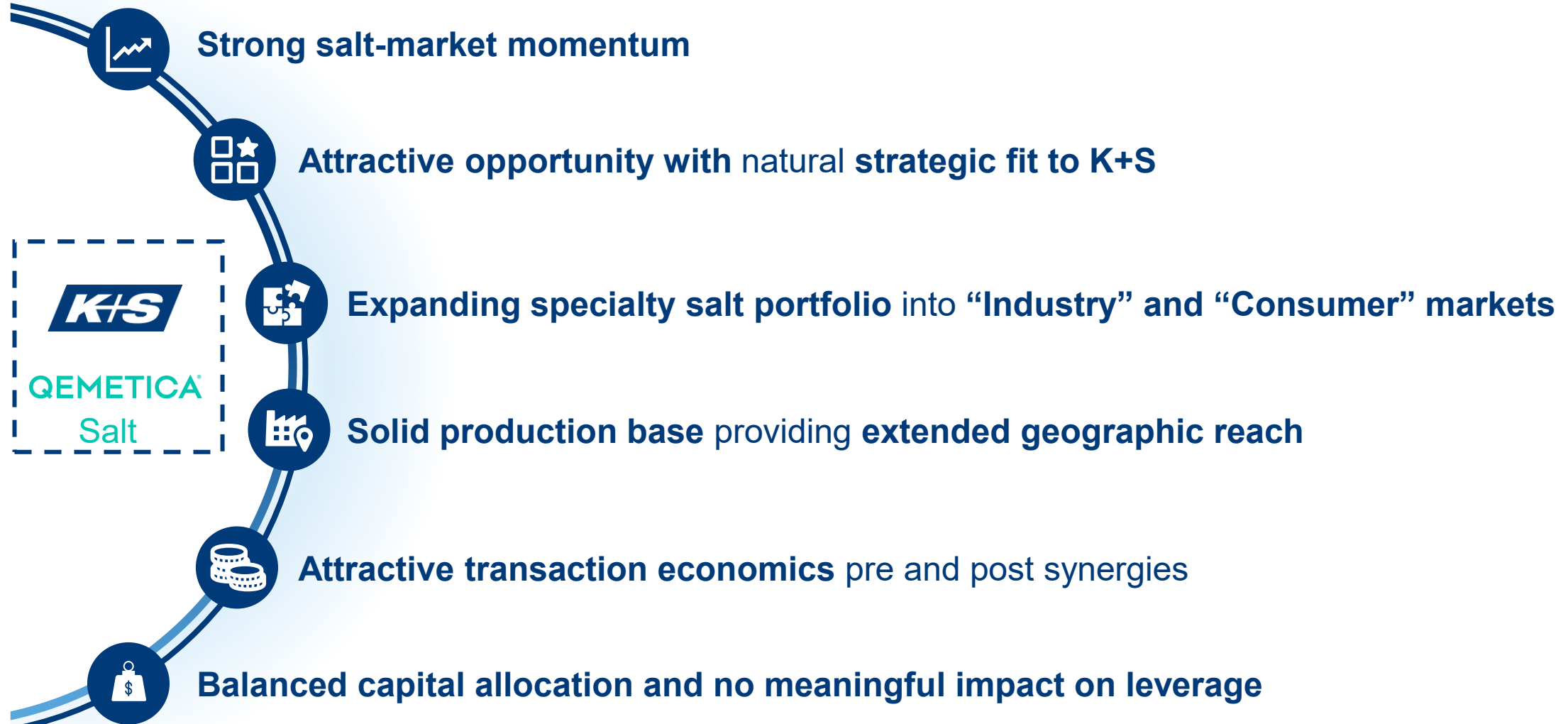
Pro-forma net financial leverage of approximately **0.4x net financial liabilities/ EBITDA** at closing; no meaningful impact on leverage (net debt / EBITDA)

**Immediate positive earnings contribution after closing**

**Commitment to current dividend policy**

**Goal to maintaining current investment grade credit rating**

# Summary







# K+S: Combining potash and magnesium products with salt strengthens sustainable value creation



Potash

Salt

 <b>Extraction &amp; production</b>	 <b>Logistics &amp; infrastructure</b>	 <b>Customers &amp; Sales</b>	 <b>Regulations &amp; Permits</b>
<ul style="list-style-type: none"> <li>• Similar mining and processing methods</li> <li>• Shared technical and geological expertise</li> <li>• Personnel synergies through comparable qualifications and know-how transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Shared logistics infrastructure with integrated storage, handling, and transport capacities</li> <li>• Bundling of logistics volumes and purchasing activities</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated sales structures and shared customer access → cross-selling and stronger customer loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Comparable regulatory environment in mining</li> <li>• Established permitting, environmental and safety structures → more efficient processes</li> </ul>

**Integrated business model boosts efficiency and operational strength**



The K+S logo is displayed in white, bold, sans-serif font on a dark blue background. The logo is positioned in the upper right corner of the slide, partially overlapping a white diagonal shape that cuts across the top right of the image.

**K+S**

The background of the slide is a photograph of an underground mine. A large, red and black hydraulic excavator is in the center, dumping a large amount of material into a brown haul truck. The mine walls are rough and textured, and the ceiling is supported by a network of black cables and pipes. Several bright lights illuminate the scene, creating a hazy atmosphere. The overall color palette is dominated by the red of the excavator, the brown of the truck, and the greyish-brown of the rock.

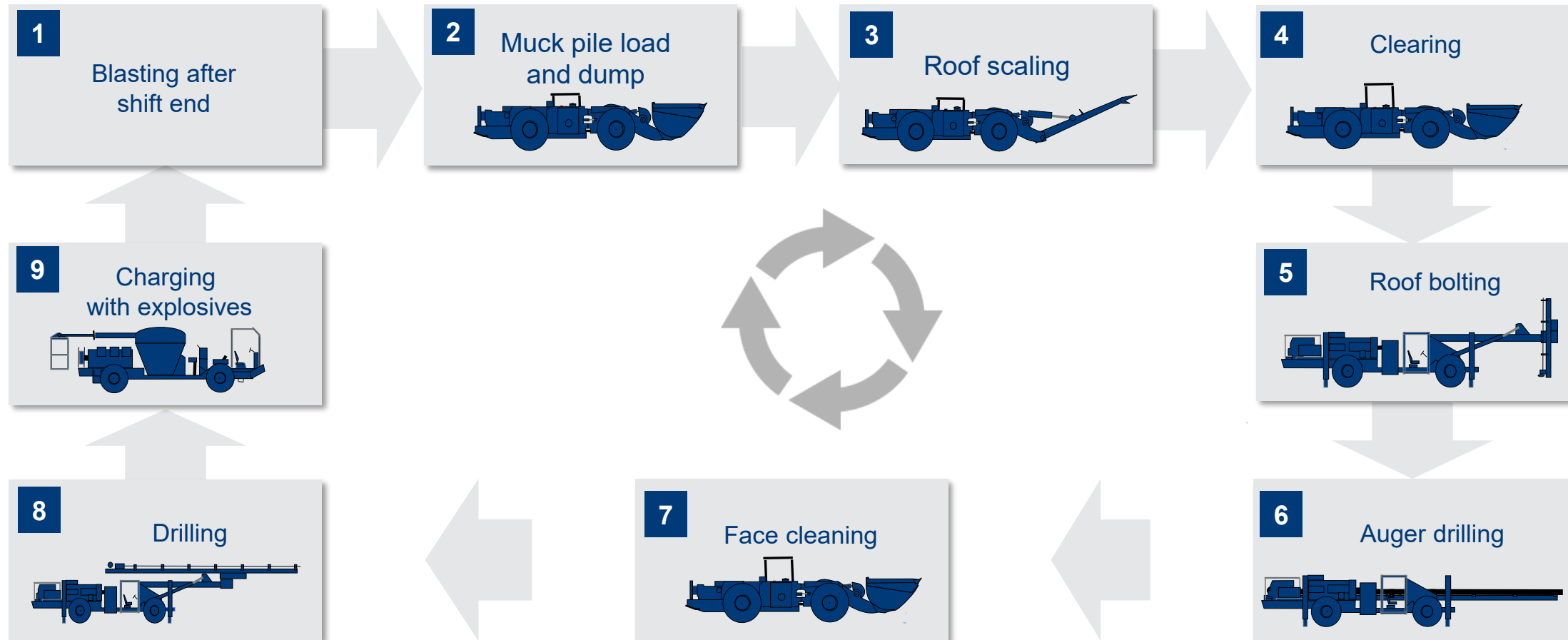
**8 | 9 K+S Value creation, production  
and management of residues**

# Phases of our value chain

<b>Exploration</b>		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.
<b>Mining</b>		We extract raw materials in conventional mining 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.
<b>Production</b>		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.
<b>Logistics</b>		The long-term securing of freight capacity is of strategic importance to us. A large part of our international transportation volume is forwarded by service providers with which we maintain long-standing partnerships.
<b>Sales/ Marketing</b>		The K+S Group wants to be the preferred partner of its customers in the market. High product quality and reliability are crucial prerequisites for this. K+S offers a comprehensive range of services for agriculture, industry, and private consumers.
<b>Application</b>		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.

# Underground mining production cycle

## Conventional mining



# Main production methods for salt

## Rock salt

Conventional mining



## Sea/solar salt

Crystallization of sea water



## Evaporated salt

Recrystallization of purified brine



## Brine

Controlled solution mining



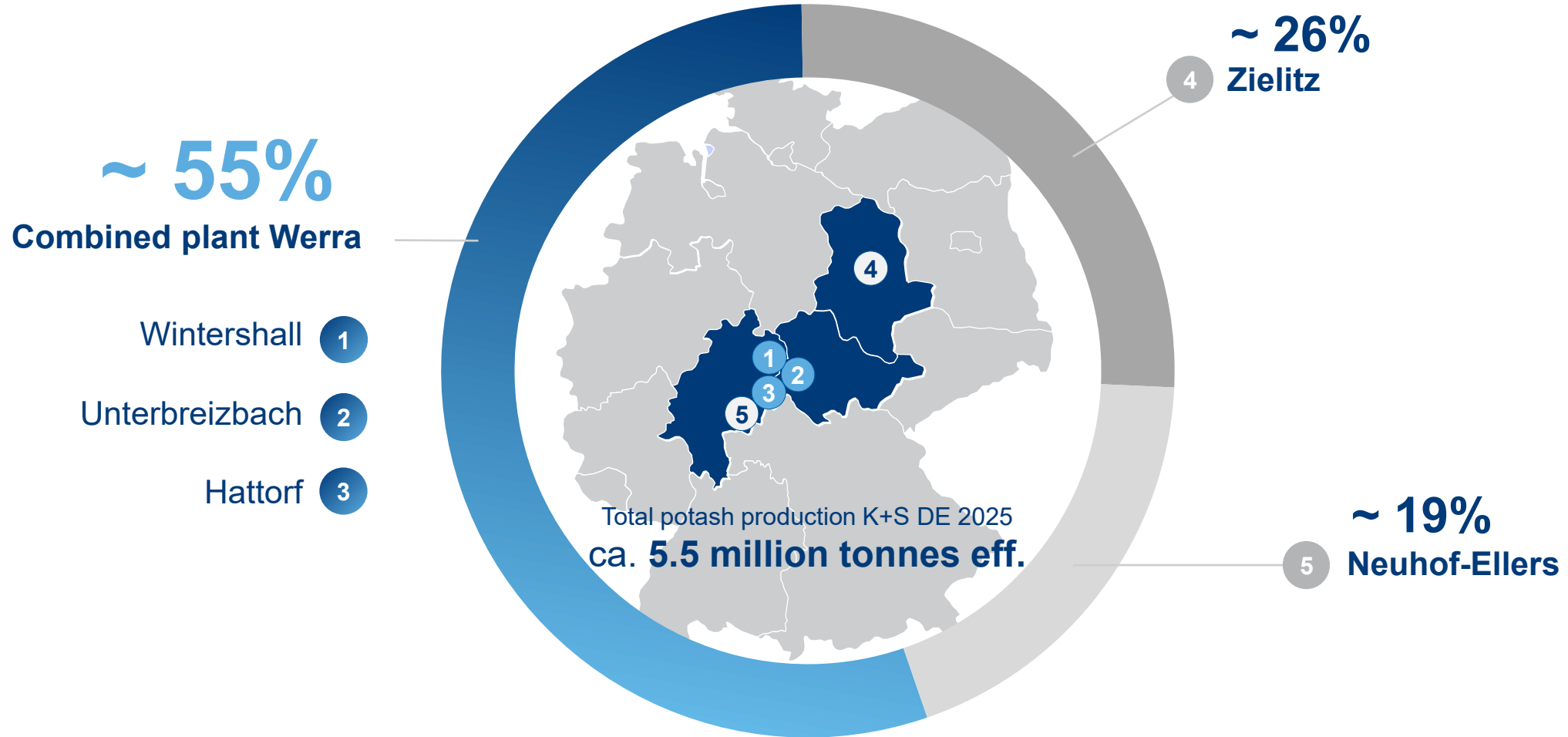
- Around 60% of worldwide salt production (more than 290 million tonnes including brine) is obtained from rock salt mining and solution mining.
- Approximately 40% of production is obtained from seawater and salt lakes.<sup>1</sup>

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 sites.

<sup>1</sup> Roskill Information Services Ltd., 2020

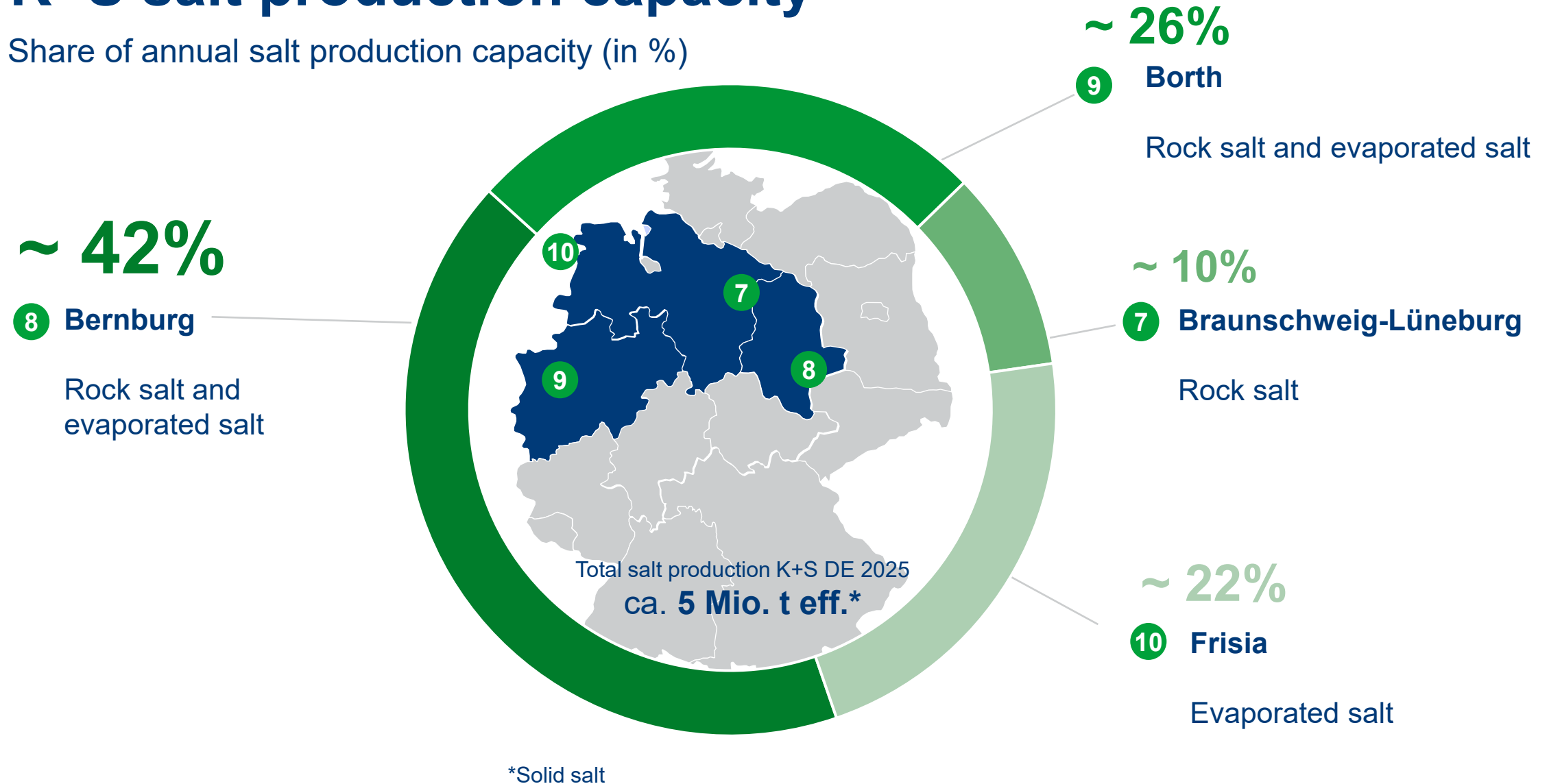
# K+S potash production capacity in Germany

Share of annual potash production capacity (in %)



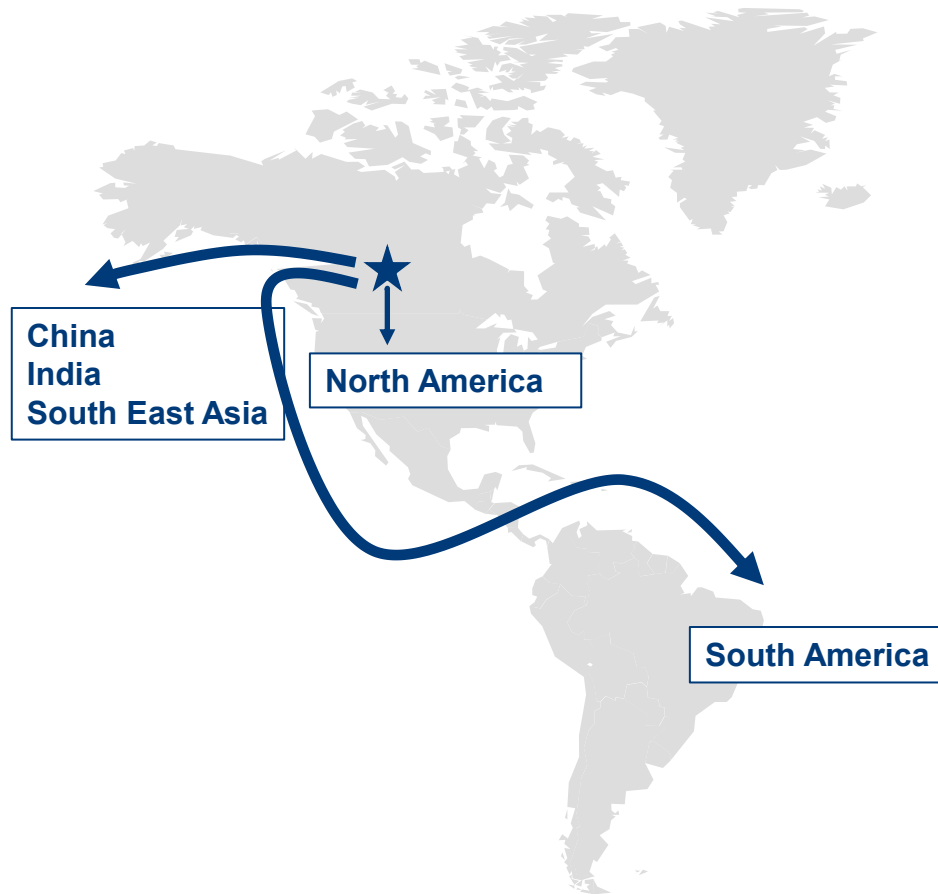
# K+S salt production capacity

Share of annual salt production capacity (in %)



# K+S in Canada: Bethune

## Strengthening our global presence



- Expanding our current production portfolio in Germany with a North American production site  
→ **Only supplier with production sites in Europe and North America**
- Securing a **good asset base with competitive production costs**
- Sales and distribution through **existing distribution structures** of the K+S Group
- **Regional growth projects** in China and Southeast Asia
- **Flexible multi-product strategy**

# K+S logistics at a glance

We deliver our products to the customer: CO<sub>2</sub>-efficient, cost-effective, fast and flexible!



## Fast and flexible

Thanks to multimodal means of transportation and high rail capacities, we can **deliver quickly and directly to our customers.**

## Cost-efficient

Through careful planning and efficient use of resources, we offer a logistics solution that is **competitive and cost-effective.**

## Quality-conscious

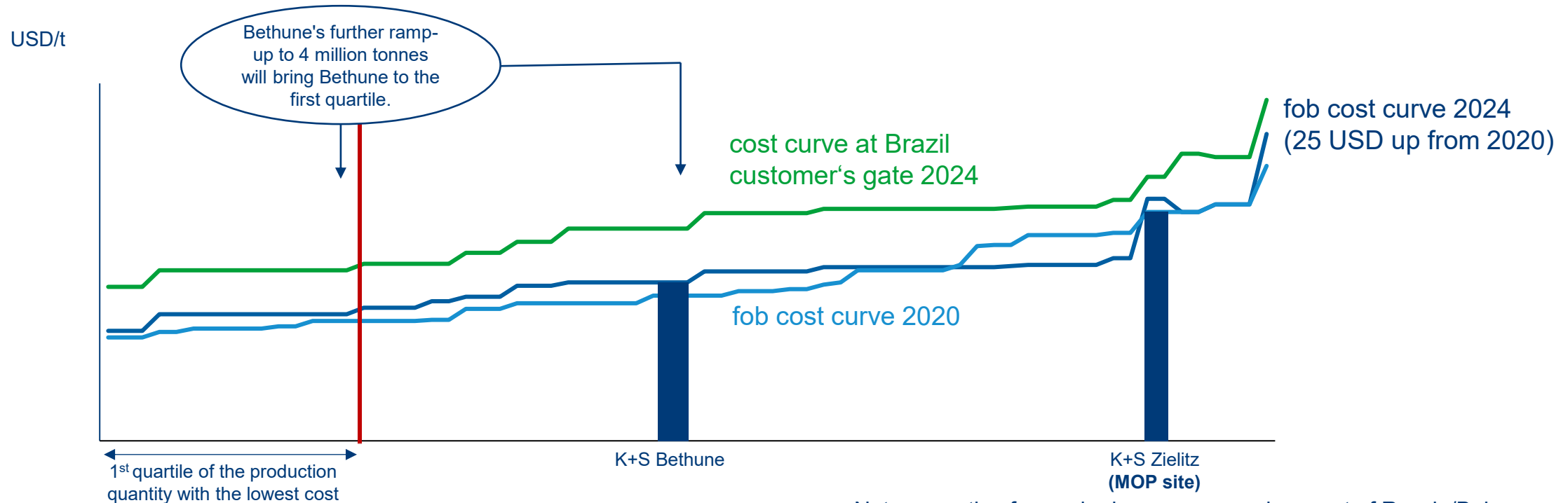
A high proportion of **direct transports** and the proximity to our sales markets are **particularly beneficial to the quality of our products.**

## Low CO<sub>2</sub> transportation

We rely on **environmentally friendly means of transport** and **optimized routes** to minimize CO<sub>2</sub> emissions and make our contribution to climate protection.

# Cost curve at customer's gate much flatter

Ramp-up of Bethune as well as measures to optimize the existing business



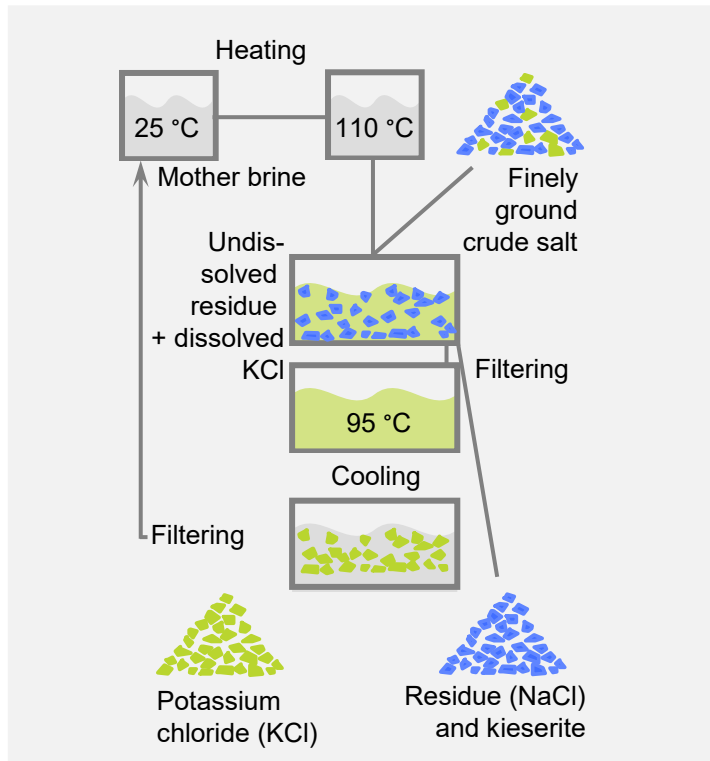
Source: S&P Global, Fertecon, April 2024

Not accounting for carrier insurance premiums out of Russia/Belarus;  
Line length = Production capacity in million tonnes

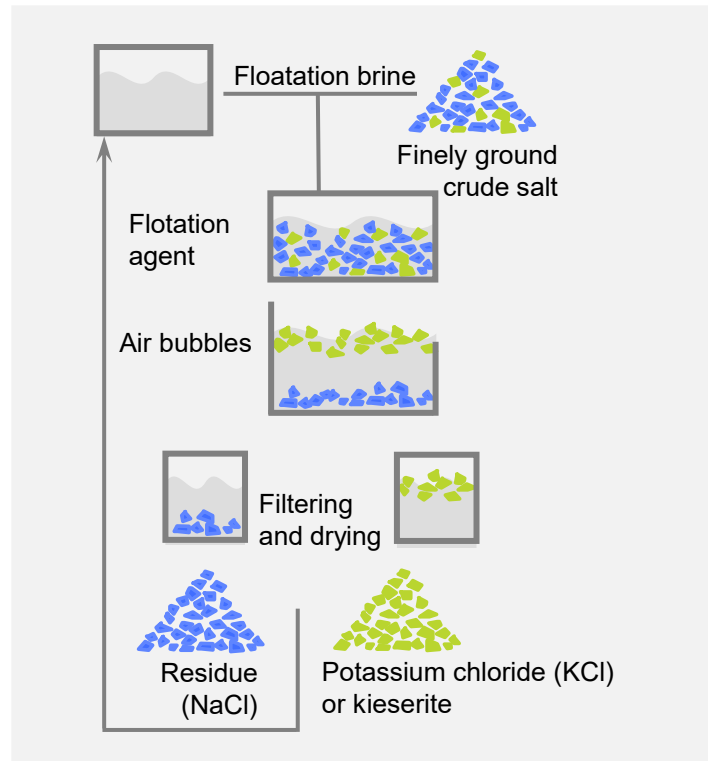
➔ Increasing improvement in cash costs and competitive position

# Potash processing above ground

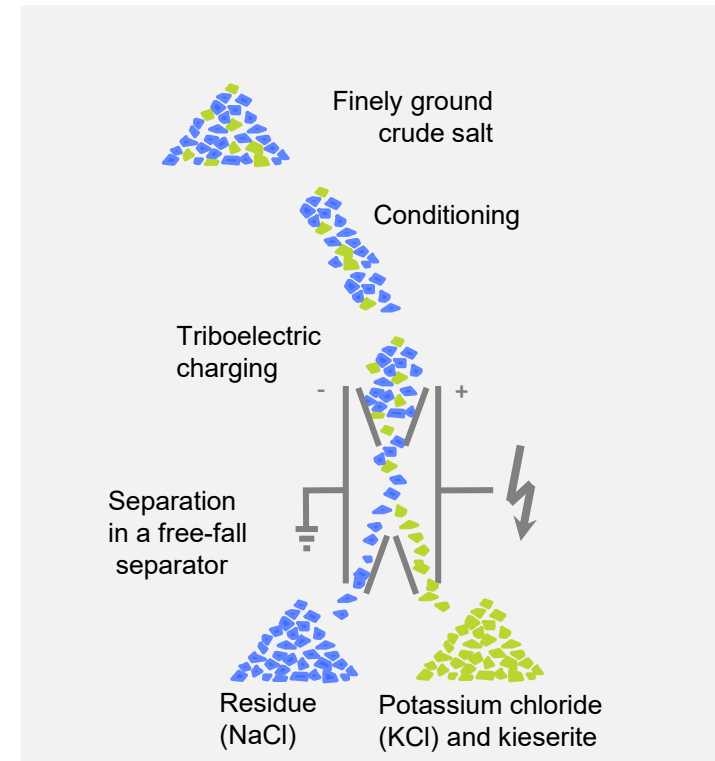
## Thermal dissolution



## Flotation

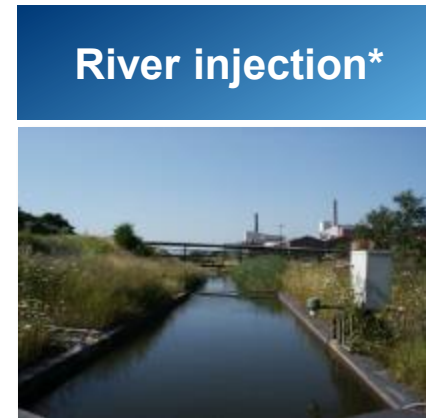


## Electrostatic Separation (ESTA®)



# Potash production: management of residues

- Crude salt has only a limited recyclable content (max. 30%), therefore the generation of residues is inevitable. All potash producers worldwide face this challenge.
- The recycling of partial volumes is performed at all producers.
- The methods, processes, and equipment for the construction of tailings piles from solid residues are **scientifically justified, tried and tested in practice**. These ways of disposal – depending on the corresponding site – are used also in combination. They currently represent the **best available technique**. Solid or liquid residues are disposed of worldwide in the following ways:



Ø Share\*\* of residue disposed by this method in the Hessian-Thuringian potash district in 2022:

~84%

~7.5%

~5%

~3.5%

\* 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.

\*\* Percentage by mass of salt

# Green investments = long-term planning security

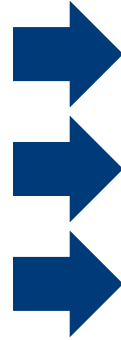
## Tailings piles extensions



Hattorf

Wintershall

Zielitz



- Approval of Hattorf tailings pile expansion (phase 3) in mid-2025 and investments required
- Next approval and significant investments in tailings pile extensions will not be necessary again until the end of the 2020s

## Liquid residues



Werra



- Deep-well injection ended 2021
- From 2028: Positive effects of the Werra 2060 projects

# Reduction of tailings pile water: coverage & greening

## Our objectives

- From 2030 onwards, K+S will be able to use three million tonnes of residue annually for purposes other than tailings pile disposals.
- By 2030, we want to cover a further 155 hectares of tailings pile area and thus further reduce or avoid the accumulation of tailings pile water.

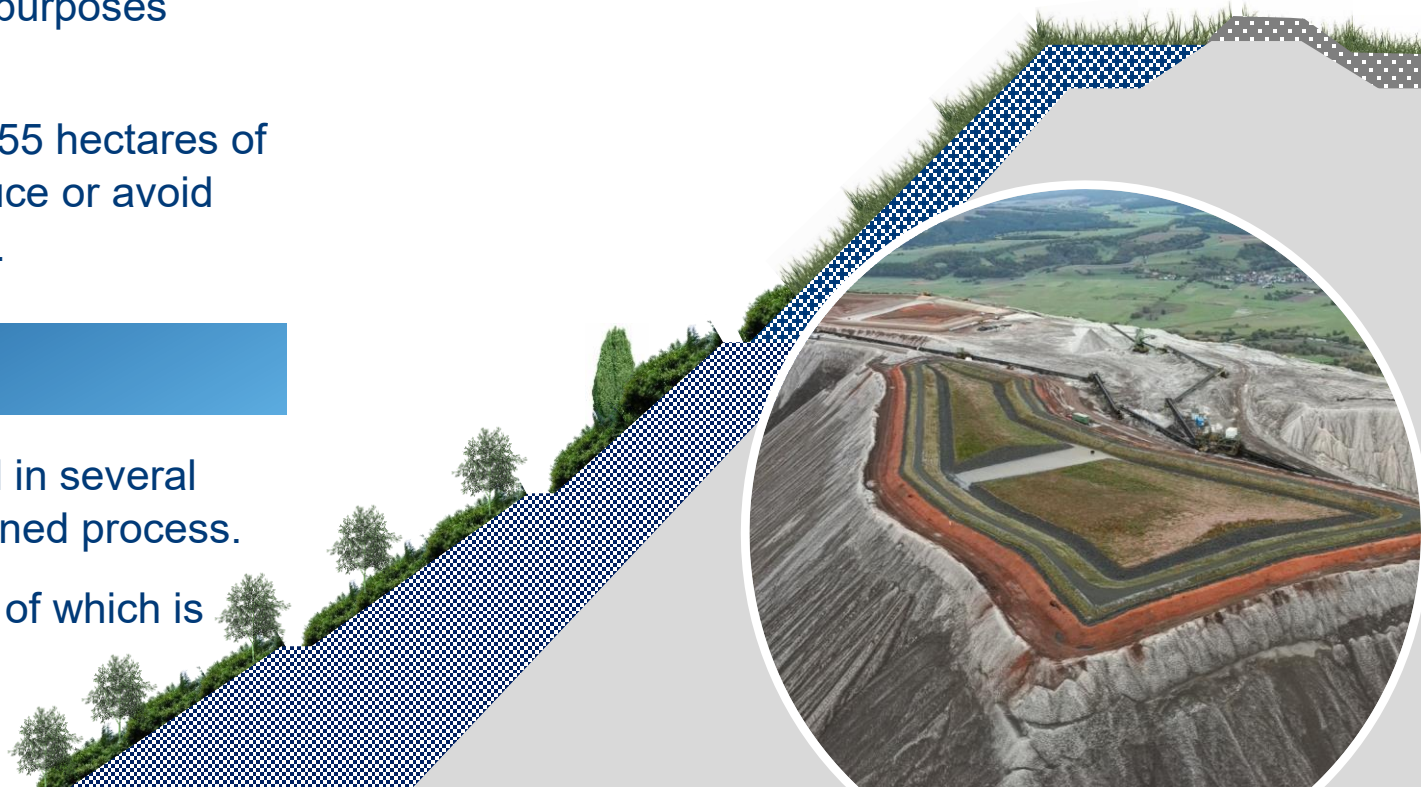
## The procedure

Soil and construction rubble are installed in several layers on the stockpile in a precisely defined process.

→ Formation of a cover, the upper layer of which is permanently greened.

## Objective

Reduction of tailings pile water by up to 90%



# Tailings pile and process water at the Werra site

## Development of saline wastewater

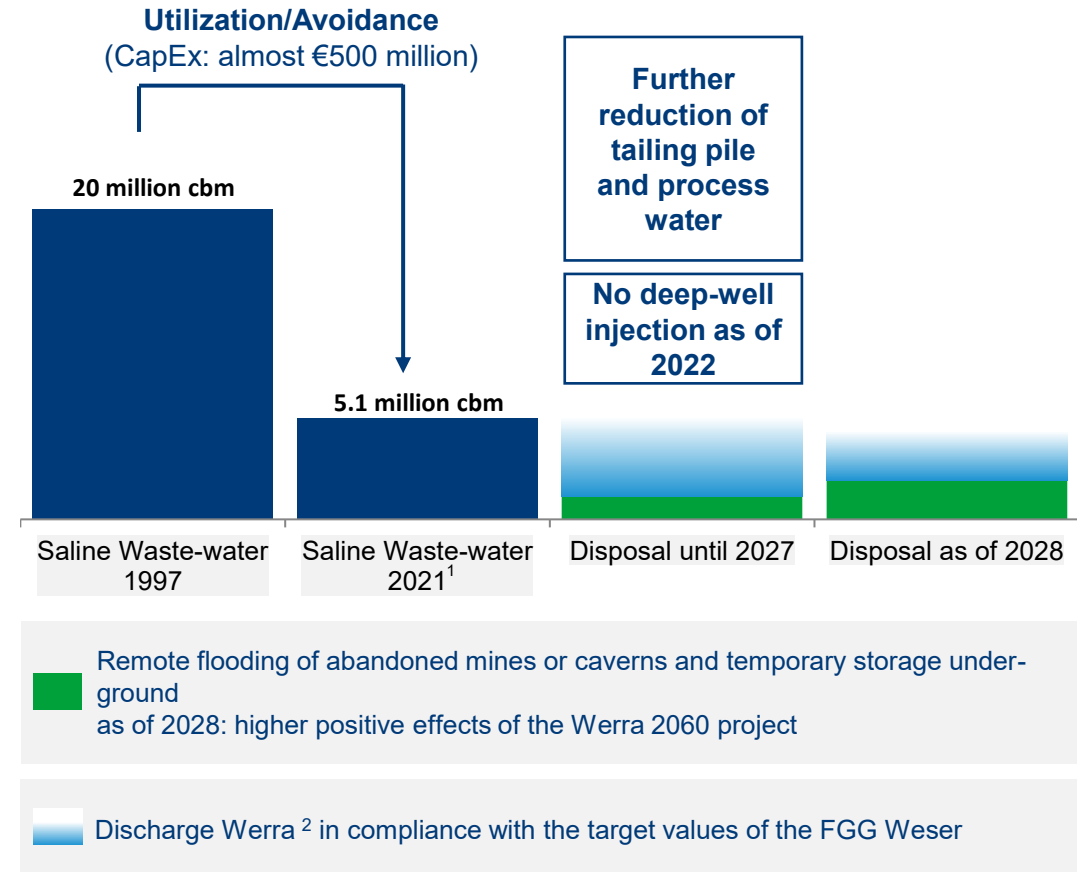
Reduction of saline wastewater based on various measures within the last 25 years:

- Underground disposal in Unterbreizbach
- Optimization of production and manufacturing processes
- ESTA - facility, cold preliminary decomposition and high consistency facility, kainite crystallization and  $MgCl_2$  facility
- Establishment of a kainite crystallization and flotation facility; advantage: additional product

## Additional ways of disposing saline wastewater

- **On-site:** Temporary storage possibility of up to 1.0 million  $m^3$  (basins and temporary storage underground).
- **Off-site:** Flooding of decommissioned mines or caverns for their restoration.
- As part of our strategy and the optimization of our existing business, the focus at the Werra site will be on reducing solid and liquid residues as well as energy consumption and therefore  $CO_2$  emissions.

## Disposal of saline wastewater



<sup>1</sup> Including Neuhof

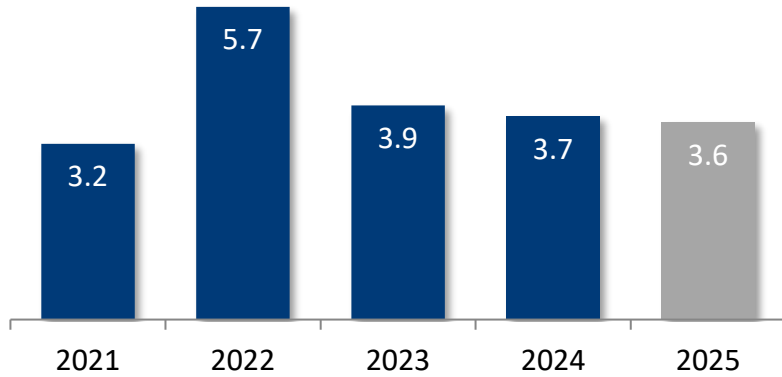
<sup>2</sup> Further reduction and avoidance of tailing pile water targeted by covering tailings piles; continuing R&D developments with external partners, among others

The K+S logo is positioned in the top right corner of the slide. It consists of the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue, trapezoidal background that is part of a larger blue graphic element extending from the top right corner of the slide.The background of the slide is a photograph of a large black mining truck filled with rocks, parked in a dimly lit underground tunnel. The tunnel walls are rough and grey, with some faint markings. A bright light source from the left creates a strong lens flare and illuminates the scene. A semi-transparent grey box is overlaid at the bottom of the image, containing the text '9 | 9 Financial data & IR' in white.

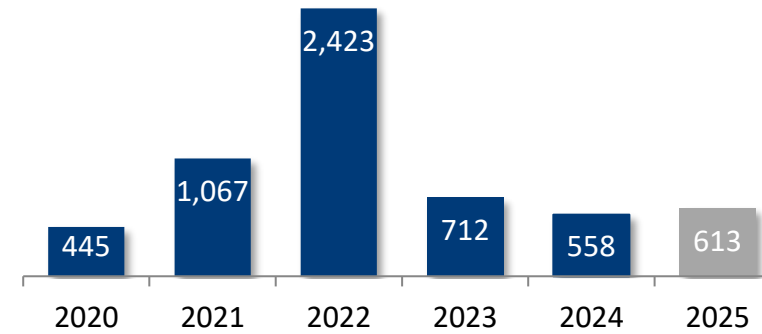
**9 | 9 Financial data & IR**

# Key financial figures<sup>1</sup>

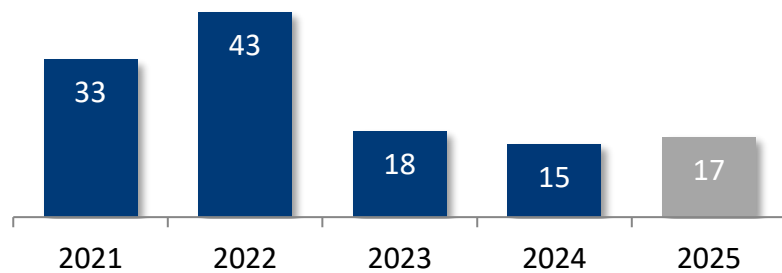
## Revenues (€ billion)



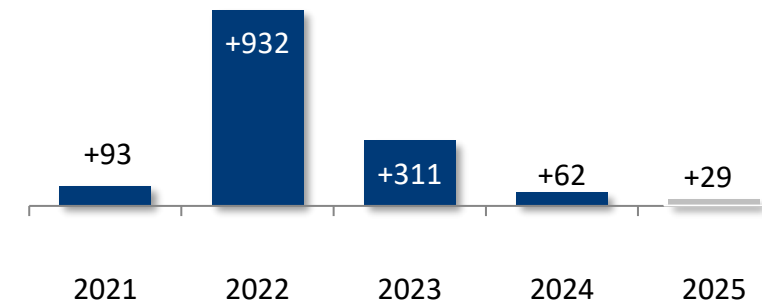
## EBITDA



## EBITDA margin (%)

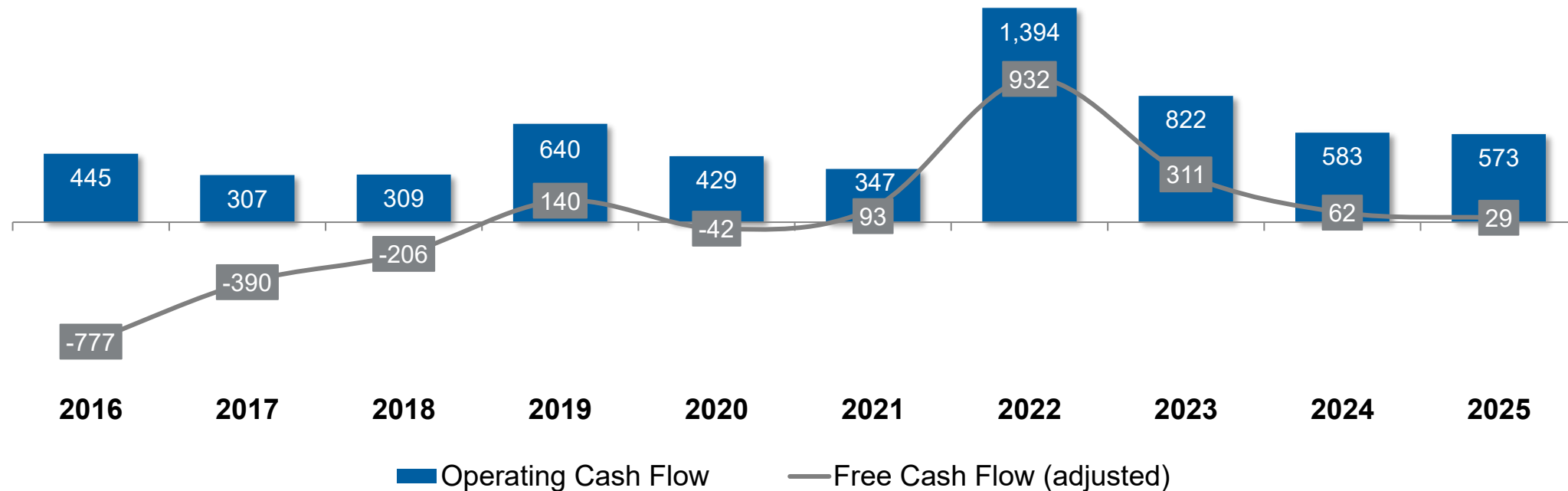


## FCF (€ million)



<sup>1</sup> The figures relate to the continuing and discontinued operations of the K+S Group for the year 2020. Since the financial year 2021, the figures relate to the continuing operations of the K+S Group.

# Operating and adjusted cash flow<sup>1</sup>



<sup>1</sup> The figures relate to the continuing and discontinued operations of the K+S Group for the years 2016 to 2020. Since the financial year 2021, the figures relate to the continuing operations of the K+S Group (in € million).

# Cash flow and balance sheet

	3M/24	H1/24	9M/24	FY/24	3M/25	H1/25	9M/25	FY/25	3M/26
Operating cash flow	226	321	484	583	162	265	425	573	214
Investing cash flow (adjusted by sale/purchase of securities and other financial investments)	-115	-235	-373	-521	-130	-240	-364	-544	-189
<b>Adjusted free cash flow</b>	<b>111</b>	<b>87</b>	<b>111</b>	<b>62</b>	<b>32</b>	<b>24</b>	<b>62</b>	<b>29</b>	<b>87</b>
Capex	96	212	352	531	90	219	353	546	87
<b>Net debt</b>	-1,215	-1,352	-1,337	-1,445	-1,398	-1,638	-1,597	-1,594	-1,589
<b>Net debt</b> excl. non-current mining provisions, payable in > 10 years	-252	-400	-370	-448	-442	-491	-470	-533	-456
Non-current provisions for mining obligations	-1,198	-1,192	-1,206	-1,240	-1,203	-1,398	-1,385	-1,325	38
– thereof payable within 10 years	-234	-239	-239	-243	-246	-251	-258	-263	-276
<b>Net financial liabilities (-); Net financial asset position (+)</b>	<b>+252</b>	<b>+91</b>	<b>+112</b>	<b>+31</b>	<b>+44</b>	<b>-7</b>	<b>+13</b>	<b>-41</b>	<b>38</b>
Net financial liabilities/EBITDA (LTM)	-	-	-	-	-	-	-	0.1	-
Equity ratio	69%	66%	67%	67%	67%	60%	60%	64%	62%

# K+S Share

## Key data

- **WKN:** KSAG88
- **ISIN:** DE000KSAG888
- **Type of shares:** registered shares of no-par value
- **Total number of shares:** 179,100,000
- **Trading segment:** Prime Standard
- **Ticker symbols:** Bloomberg SDF/Reuters SDFG

## Shareholder structure as of Dec 31, 2025

Private Investors  
34%



Institutional  
Investors 66%

## The following banks publish research studies about K+S

- Baader Helvea Equity Research
- Bank of America
- Berenberg Bank
- BMO Capital Markets
- Citi Research
- Deutsche Bank
- DZ Bank AG
- Exane BNP Paribas
- Jefferies Equity Research
- J.P. Morgan
- Kepler Cheuvreux
- LBBW
- M.M. Warburg
- Morgan Stanley
- Oddo BHF
- Scotia Capital
- UBS

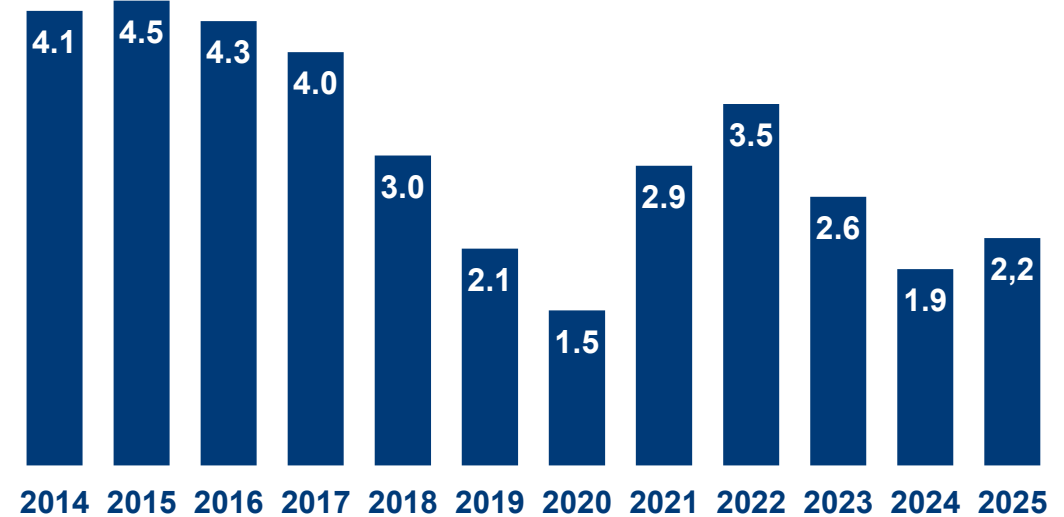
# Share performance

## Performance of the K+S Share

Index: Dec. 31, 2020 = 100



## Market Capitalization

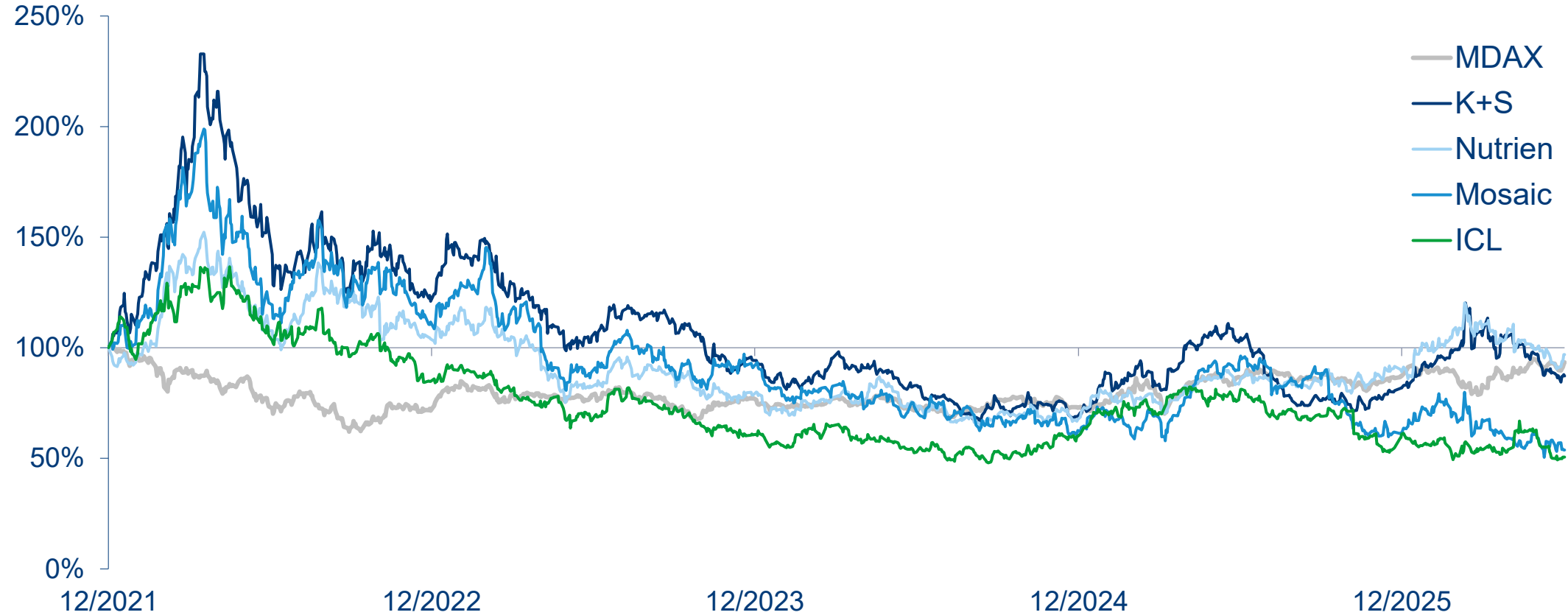


As of Dec. 31, 2025, in € billion

Source: Bloomberg; July 3, 2026

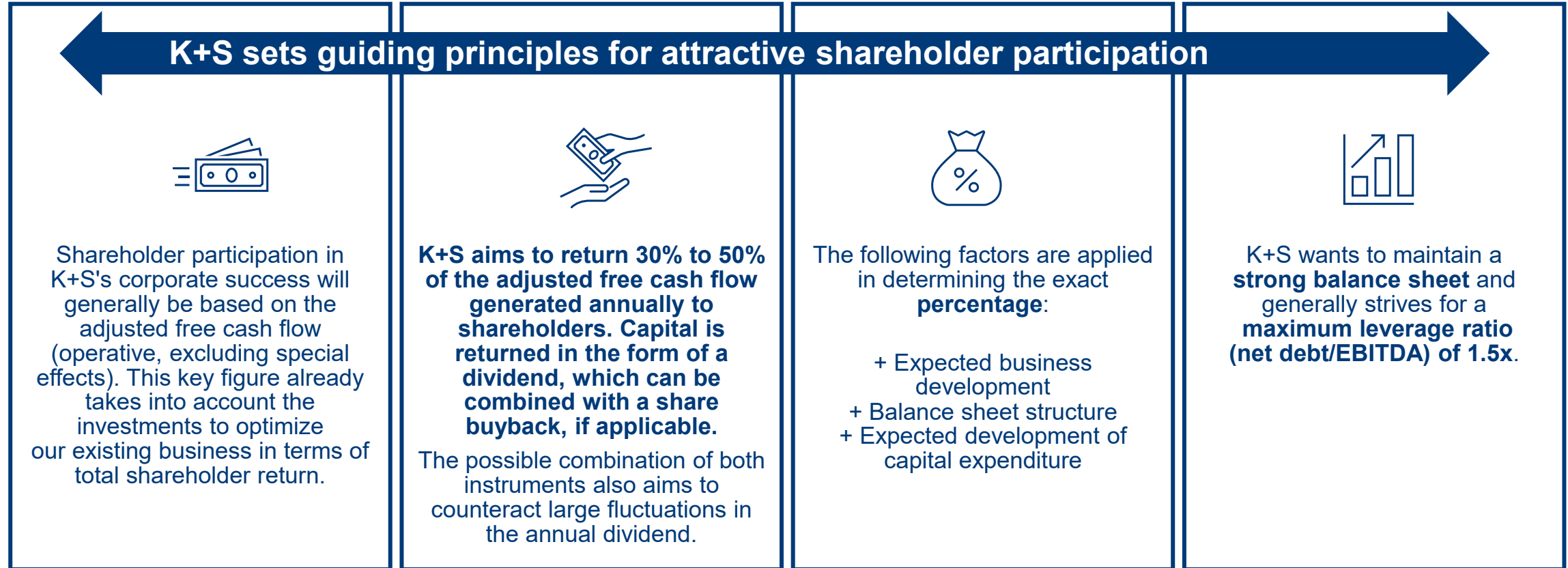
# Performance of the K+S share in comparison

Index: December 31, 2021 = 100



Source: Bloomberg; July 3, 2026

# Distribution policy



Shareholder participation in the company's success	2018	2019	2020	2021	2022	2023	2024	2025
Capital repayment per no-par value share eligible for dividend payment	€ 0.25	0.04	-	0.20	2.00	0.70	0.15	0.07
- thereof dividend	€ 0.25	0.04	-	0.20	1.00	0.70	0.15	0.07
- thereof share buyback	-	-	-	-	1.00	-	-	-

# 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  
**CUSIP:** 48265W108  
**Ratio:** 2 ADRs = 1 Share  
**Country:** Germany  
**ISIN:** DE000KSAG888  
**Depository:** The Bank of New York Mellon

## 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/adr](http://www.kpluss.com/adr)

# K+S debt instruments and issuer rating

**Issuer rating (S&P): BBB- (outlook: stable) since June 2023**

	<b>Bond 06/2029</b> (3-months-par-call)
<b>WKN</b>	A383E2
<b>ISIN</b>	XS2844398482
<b>Listing</b>	Luxembourg SE
<b>Issue volume</b>	€500 million
<b>Outstanding volume</b>	€500 million
<b>Issue price</b>	99.147%
<b>Coupon</b>	4.250%
<b>Maturity</b>	June 19, 2029
<b>Denomination</b>	€100,000

**+ Syndicated credit facility up to €400 million**  
**+ Commercial paper program as an additional source of liquidity**

# K+S debt instruments

## Convertible Bond 06/2031

	Convertible Bond 06/2031
<b>WKN</b>	A460GW
<b>ISIN</b>	DE000A460GW7
<b>Listing</b>	Open Market segment, Frankfurt Stock Exchange
<b>Issue volume</b>	€320 million
<b>Outstanding volume</b>	€320 million
<b>Issue price</b>	100%
<b>Coupon</b>	0.625%
<b>Maturity</b>	June 16, 2031
<b>Denomination</b>	€100,000

# Financial calendar

Quiet Period prior to the report	July 15 to August 12, 2026 (7 a.m. CET)
Half-Year Financial Report: June 30, 2026	August 12, 2026
Quiet Period prior to the report	October 13 to November 10, 2026 (7 a.m. CET)
Quarterly Report: September 30, 2026	November 10, 2026
Quiet Period prior to the report	January 28 to March 11, 2027 (7 a.m. CET)
Annual Report 2026	March 11, 2027
Quiet Period prior to the report	April 12 to May 10, 2027 (7 a.m. CET)
Quarterly Report: March 31, 2027	May 10, 2027

## More content available online

- K+S Website: [www.kpluss.com](http://www.kpluss.com)
- Annual reports: [www.kpluss.com/ar2025](http://www.kpluss.com/ar2025)
- Newsletter subscription: [www.kpluss.com/newsletter](http://www.kpluss.com/newsletter)
- Social Media: 

# Investor Relations @ K+S Aktiengesellschaft



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- Website: [www.kpluss.com](http://www.kpluss.com)
- IR-Website: [www.kpluss.com/ir](http://www.kpluss.com/ir)
- Newsletter: [www.kpluss.com/newsletter](http://www.kpluss.com/newsletter)

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This Presentation contains facts and forecasts that relate to the future development of the K+S Group and its companies. The forecasts are estimates that we have made on the basis of all the information available to us at this moment in time. Should the assumptions underlying these forecasts prove not to be correct or should certain risks – such as those referred to in the Annual Report – materialize, actual developments and events may deviate from current expectations. Given these risks, uncertainties and other factors, recipients of this document are cautioned not to place undue reliance on these forecasts.

This Presentation is subject to change. In particular, certain financial results presented herein are unaudited, and may still be undergoing review by the Company's accountants. The Company may not notify you of changes and disclaims any obligation to update or revise any statements, in particular forward-looking statements, to reflect future events or developments, save for the making of such disclosures as are required by the provisions of statute. Thus statements contained in this Presentation should not be unduly relied upon and past events or performance should not be taken as a guarantee or indication of future events or performance.

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