



**Annual General Meeting of the K+S Aktiengesellschaft
on May 14, 2024**

Speech by the Chairman of the Board of Executive Directors, Dr. Burkhard Lohr

- The spoken German word applies -



Dear Shareholders,
Dear Shareholder Representatives,
Ladies and Gentlemen!

On behalf of the entire Board of Executive Directors, I would like to welcome you to the Annual General Meeting of your K+S. We kindly thank you for accepting our invitation.

Christina Daske, our Labor Director, has been contributing her expertise to the joint work of the Board of Executive Directors since December last year. She comes from our own ranks and is on this stage for the first time today.

We look forward to the cooperation in the Board of Executive Directors team!

Ladies and Gentlemen,

The crises and upheavals in the world have continued since our last Annual General Meeting:

The Russian war of aggression in Ukraine is still raging. Another conflict has arisen in the Middle East.

Cost increases, losses in global growth, and disruptions to supply chains are constantly challenging us.

The price decline for agricultural products and potash following the record levels of 2022 was an additional factor.

And last but not least, our competitors from Russia and Belarus are increasingly returning to the market outside Europe and North America.



Our colleagues have mastered these challenges with heart and passion. Underground, in the factory, on site at the customers, in logistics and marketing through to administration.

Our dedicated teams are committed to the success of K+S every day.

It is our common goal to reliably supply our customers in agriculture and industry!

- In line with demand.
- In the best quality.
- With high flexibility.
- And always cost-conscious!

On behalf of the Board of Executive Directors, but certainly also on your behalf, I would like to thank everyone for their hard work over the past year.

Together, we have achieved solid results!



Together, we ensure nutrition, health, and safety!



Following the record year 2022, we generated EBITDA of 712 million euros.

This is a decent annual result, even if the initially expected earnings corridor was not achieved.

The adjusted free cash flow amounted to a good 311 million euros in the year under review.

This demonstrates the robust position of K+S today!



In the Agriculture customer segment, our business was initially characterized by purchasing restraint. This had a negative impact on prices for fertilizer products.

Following the conclusion of a contract with a competitor in China, price pressure increased in Brazil and spread into other sales regions. The subsequent price recovery could not offset this development.

Overall, revenues in the Agriculture customer segment declined to 2.7 billion euros.



The situation was different in the Industry+ customer segment: At around 1.2 billion euros, revenues here almost reached the previous year's level.

This success clearly demonstrates that our products are an indispensable part of industrial value creation. In the production of pharmaceuticals, glass, plastics, and textiles. Our raw materials and primary products keep industries running.

K+S, therefore, comes across you consciously or unconsciously every day. We are all around! We ensure safety and growth. From domestic deposits. Without dependencies from abroad! Today, this is more important than ever!



Ladies and Gentlemen,

The rating agency Standard & Poor's already recognized our significant debt reduction and our forward-looking financial policy in June 2023.

Since then, K+S has been rated investment grade again. We are very pleased to have reached this strategic milestone. We have been working towards this for several years!

K+S successfully completed the share buyback in November and subsequently canceled the shares. Together with the dividend payment in 2022, we have returned capital of around 400 million euros to you, our shareholders.



Proposal for 2023 Profit Appropriation

Distribution / Share
- in EUR -

0.70

2023*

*DividendProposal

- Distribution strategy: 30% to 50% of the annual adjusted free cash flow generated
- Dividend proposal corresponds to €125 million
- 40% of the adjusted free cash flow

K+S

Dear Shareholders,

Our proposal for the appropriation of profits for the 2023 financial year is in line with our new distribution policy: We want to return 30 to 50 percent of the adjusted free cash flow to you.

The Board of Executive Directors and Supervisory Board will propose a dividend of 70 cents per share to the Annual General Meeting. This would return capital of around 125 million euros to you. This corresponds to 40 percent of the free cash flow generated.

Our proposal also takes into account the maintenance of a strong balance sheet as well as the expected business development, including future investments.



Ladies and Gentlemen, let's talk about strategy:

We want to optimize our existing business, further develop our core business, and establish new business areas.

The optimization of our existing business comprises two major projects:

- The transformation of our Werra integrated plant and
- the ramp-up of our Canadian plant in Bethune.

This is currently our strategic focus.



The Werra integrated plant accounts for around 45 percent of our European production. Every year, we extract more than 20 million tonnes of crude salt there. 4,600 colleagues, including around 300 young trainees, work here.

The measures to transform the plant will now extend the life of all sites in the Werra-Ulster potash district until 2060.

In detail: We are converting the factories in Wintershall and Unterbreizbach to dry processing and refining. We are using ESTA technology, which we have developed in-house.

At the same time, we are introducing proven secondary mining on pillars in the mine. As a result, we are increasing the proportion of our specialty product Korn-Kali in our portfolio, which requires fewer process steps.



This is an advantage only K+S can offer: Besides potash, we will in future increasingly utilize the nutrients magnesium and sulfate from the deposit, which provide our customers with advantages in fertilizing their plants.

What's more, the combination of all nutrients, for example in our Korn-Kali product, increases the yield and makes the plant more resilient to drought stress, among other things. Keyword: climate change.

All measures are linked to the further, significant reduction of environmental impacts.

We will:

- reduce process water by more than 1 million cubic meters per year,
- stop discharging it into the Werra river from 2028 onwards,
- reduce CO₂ emissions by 50 percent, and
- reduce tailings pile operations in Wintershall by 90 percent.

For this purpose, we are prepared to invest around 600 million euros.

Ladies and Gentlemen,

I would like to take this opportunity to emphasize the importance of Werra 2060:

From the initial idea, through the extensive planning to the realization of the project, all project steps take place in close coordination between the Company and co-determination. Werra 2060 is a prime example of social partnership cooperation! I would like to thank the ladies and gentlemen of our works councils very much for this.



Let's turn to Canada: here we are continuing to expand capacity with the successful expansion of secondary mining.

The advantages are obvious:

- We can extract more brine with a higher concentration.
- We are continuously ramping up production.
- We can generate higher earnings more quickly.

At the same time, we are gradually improving our cost position. Our goal is to increase production capacity to a total of four million tonnes per year.

Ladies and Gentlemen,

The ramp-up in Bethune and, in particular, the implementation of Werra 2060 will require significant investments in the years 2024 to 2026.



You should be aware that cash flow generation will be limited at the current price level during this period.



But above all, it makes clear:

Firstly, K+S will be stronger and more efficient than ever before on both sides of the Atlantic within a short period of time.

Secondly, these investments will enable us to benefit much more from increases in the price of potash, which we ourselves, but also external market experts, expect.

Thirdly, K+S is becoming more competitive, reducing costs, and generating higher income.

That is the hallmark of sustainable growth!



We are continuously driving forward the development of new business areas to make K+S more resilient even in times of low potash prices.

You already know our REKS joint venture. It combines our modern waste management facilities with the REMEX distribution network. We also have access to materials for covering our tailings in the future.

Another keyword: Indoor or underground farming.

The largest indoor shrimp farm in Europe is currently being built in cooperation with a start-up. Together, we are focusing on green and sustainable technologies to revolutionize shrimp farming and minimize the environmental impact.

Another partnership exists at the Sigmundshall site for the construction and operation of a pilot plant for the cultivation of cannabis: A start-up is using our infrastructure to grow high-quality crops underground at stable temperatures, in artificial light, and without environmental influences.

Furthermore, in the course of the decarbonization of many industrial companies, the development of a hydrogen economy is becoming increasingly important. With our expertise in the construction and operation of underground caverns, we can play a significant role here in the future.

As you can see: We are breaking new ground. We contribute our special expertise to future-oriented projects. We leverage our unique infrastructure in new dimensions!



Ladies and Gentlemen,

We want to be pioneers for green potash and salt production in Germany.

We are an energy-intensive industry. Around three quarters of the energy used is used as heat and a quarter as electricity. The high heat requirement is necessary for processing and drying the crude salt.



This is where we use highly efficient combined heat and power plants. Over the past three decades, we have already reduced our CO₂ emissions by 80 percent compared to the base year 1990. This means that K+S already has the most energy-efficient potash production in the world!

But we can do even better!

With Werra 2060, the establishment of new power-to-heat plants and the conversion from natural gas to green energy sources, the transformation at K+S is well underway.

This will enable us to accelerate decarbonization! Therefore, our climate strategy has been revised again. We have set ourselves even more ambitious targets:

By 2030, we want to reduce our CO₂ emissions across the Group by a further 25 percent compared to the base year 2020. By then, our salt business can already be green!

By 2045, we can achieve the ambitious goal of climate-neutral production in potash as well.

Ladies and Gentlemen,

Let's now look at the current year:



We had already presented the good start in an ad-hoc announcement at the end of April and in our Quarterly Report yesterday:

Revenues reached 988 million euros in the first quarter.

EBITDA of 200 million euros and adjusted free cash flow of 111 million euros significantly exceeded market expectations. This was mainly attributable to our strong European business as well as growth in specialties and industrial products.



We have confirmed our outlook for the year as a whole.

Supply and demand should return to balance on the potash market. We, therefore, do not anticipate an oversupply for the year as a whole.

Against this background, we expect EBITDA in the range of 500 million euros to 650 million euros for the 2024 financial year.

Although the good first quarter has made the lower end of the range less likely, it cannot be ruled out from today's perspective. This is because contracts have not yet been concluded by major competitors, particularly in China. This could influence the potash price level overseas, which will become more important for our business again as the year progresses.

If a delay in the conclusion of contracts were to trigger a wait-and-see attitude on the part of customers, we expect fertilizer sales volumes of around 7.3 million tonnes.



At the upper end of the range, we assume a continued price recovery overseas and sales volumes of around 7.6 million tonnes.

Furthermore, we anticipate a reduction in costs in the current year, particularly for energy.

The adjusted free cash flow should at least break even.

This assumes capital expenditure of around 550 million euros.

We are, therefore, keeping our promise of achieving at least break-even free cash flows even in the event of low potash prices and high capital expenditure.

Ladies and Gentlemen,

On behalf of the Board of Executive Directors, I would like to thank you for your trust and loyalty.

A very warm "Glückauf" to all of you!