

The logo for K+S, featuring the letters 'K+S' in a bold, white, sans-serif font, set against a dark blue rectangular background. The logo is positioned in the upper right corner of the page, which has a white background with a large blue diagonal shape extending from the top right towards the bottom left.

K+S Group

Compendium

September 2021

K+S

K+S Group

K+S at a Glance

K+S Group financials H1/2021– continuing operations

Revenues
€1,398 million

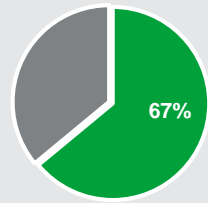
EBITDA
€237 million

EBITDA-Margin
17%

Adjusted Free cash flow
€-83 million

Customer Segments

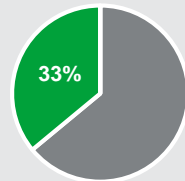
Agriculture



Revenues
€943 million

- Potassium chloride (MOP)
- Fertilizer specialties

Industry+



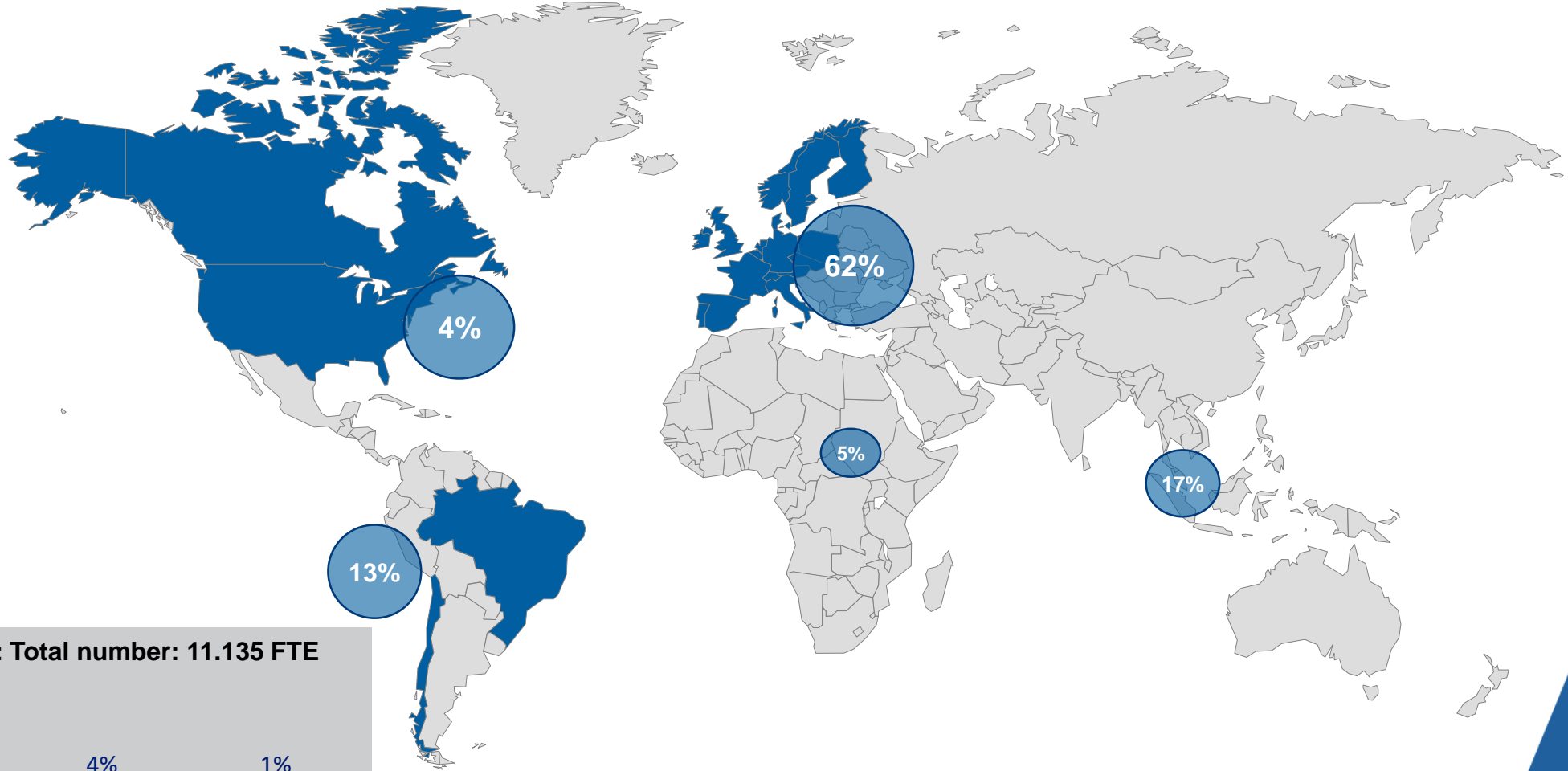
Revenues
€455 million

- Industry**
- Chemical
- Pharma
- Food
- Animal nutrition
- Oil and gas
- Water softening
- other industrial products

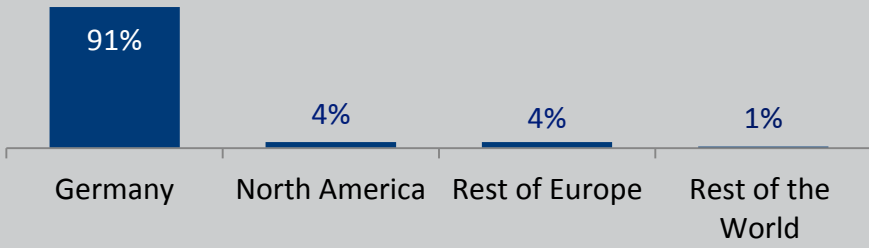
Consumer
Communities

Global Presence – continuing operations¹

¹ Revenues by regions 2020



Employees by region 2020: Total number: 11.135 FTE



Adding value along our entire supply chain



Exploration

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.



Mining

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.



Production

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.



Logistics

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.



Sales/Marketing

The K+S Group wants to be its customers' preferred partner in the market. High product quality and reliability are decisive preconditions for this. K+S offers a comprehensive range of goods and services for agriculture, industry and private consumers.



Application

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.

Board of Executive Directors



Dr. Burkhard Lohr
CEO

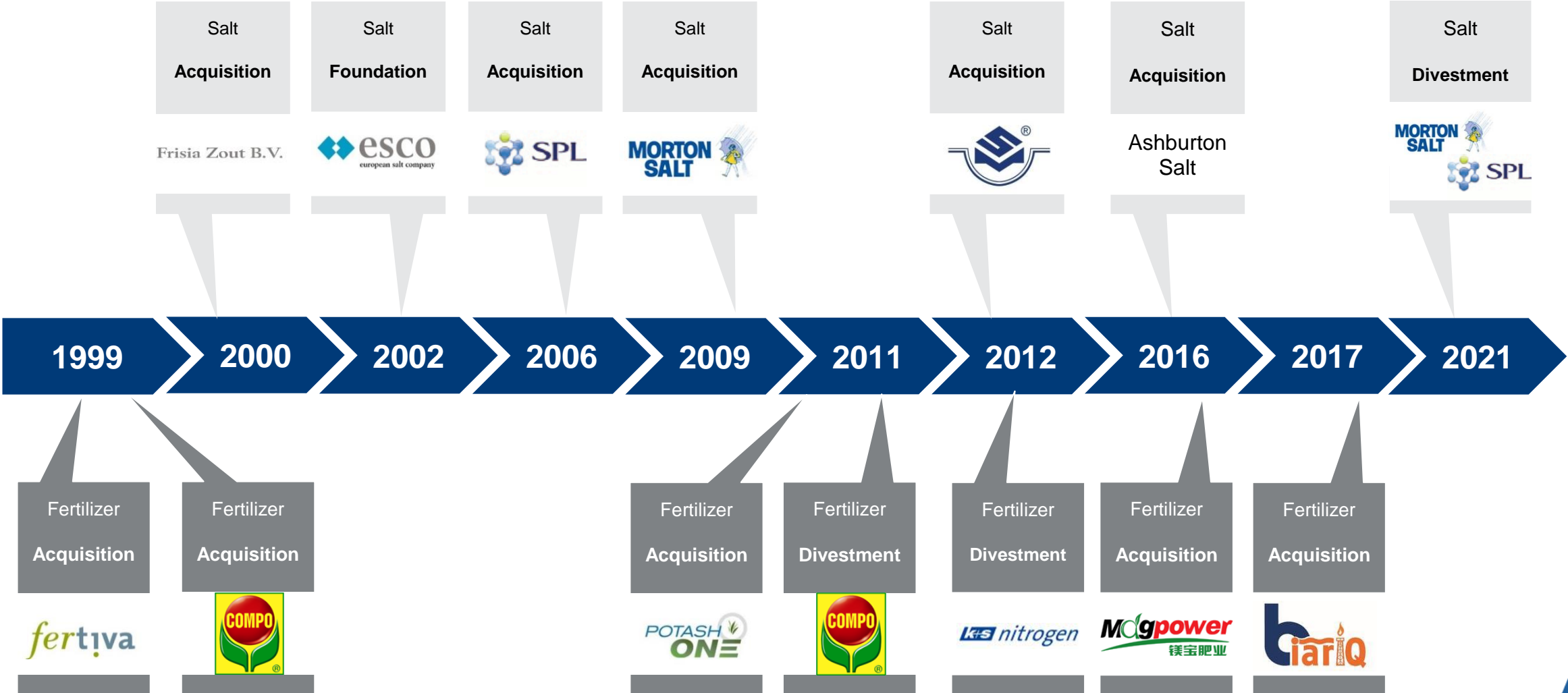


Thorsten Boeckers
CFO



Holger Riemensperger
COO

Active portfolio management



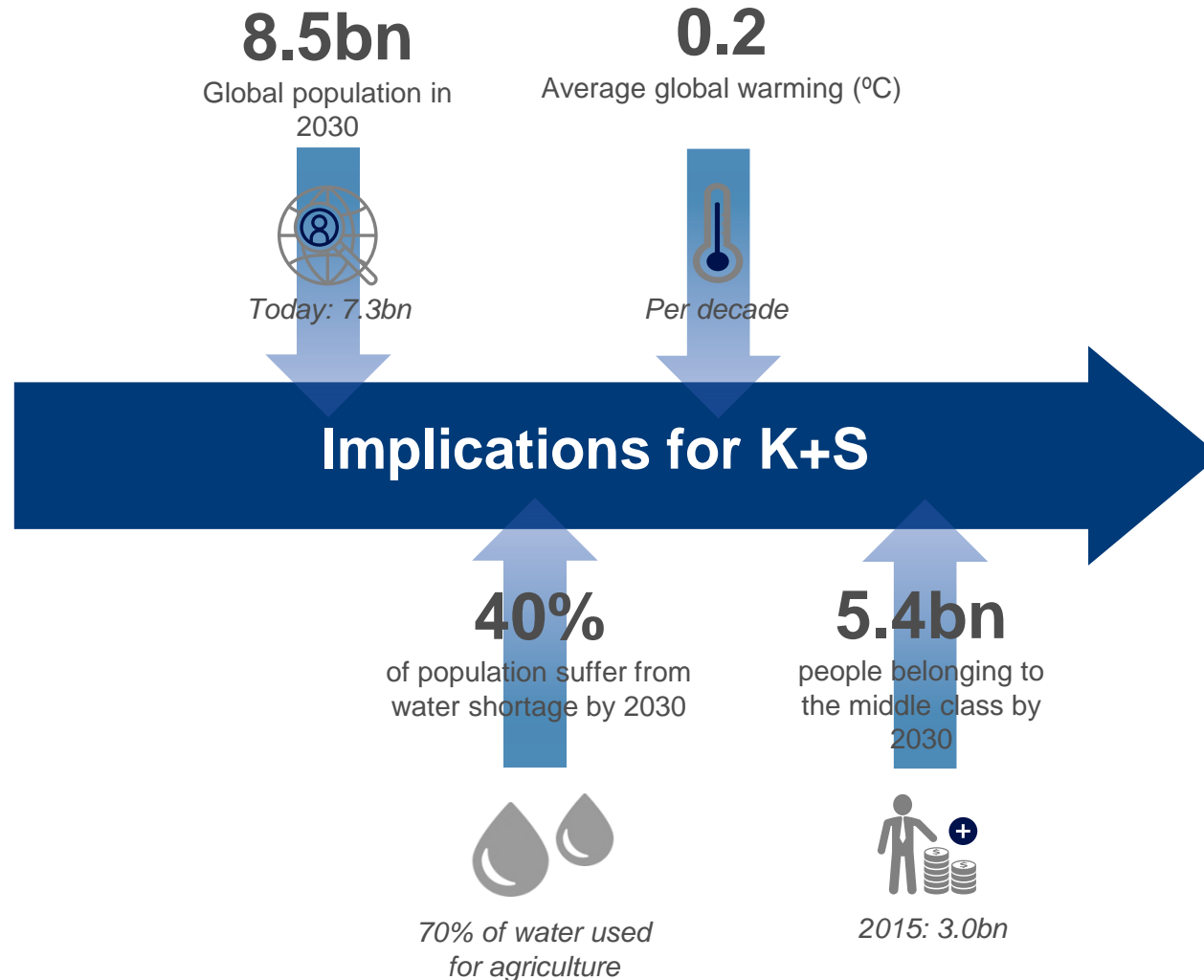
Signing achieved for complete OU Americas sale



Key data of the signed agreement:

- Buyer: Stone Canyon Industries Holdings LLC, Mark Demetree and affiliates
- Gross proceeds: USD 3.2 bn
- EV/EBITDA: 12.5x 2019 EBITDA of USD 257 million
- Closing: April 30, 2021
- Preliminary net proceeds: €2.6bn after tax
- Preliminary gain on disposal: €742 million

Important megatrends



- **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

Growth areas

K+S Growth Landscape

Geo-expansion

Africa



Asia



Fertilizer

Increase of fertilizer specialties



Ramp of low-cost commodities

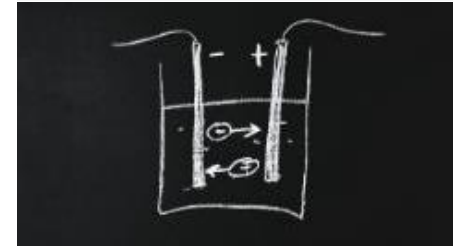


Industry

Expand Pharma & Food portfolio



Chemical applications



Growth areas and ideas cover core and adjacent businesses

K+S sustainability KPIs and targets 2030



Environment

	Goal (sponsor)	KPI	2019	2020	Target by 2030 at the latest	Achievements of targets
Environment	Water (Holger Riemensperger, COO)	Deep-well injection of saline wastewater in Germany (m ³ p.a.)	1.5	1.3	0 (starting January 2022)	100% starting 2022
		Additional reduction of saline process water from potash production in Germany (m ³ p.a.)*	+800,000	+200,000	-500,000 (excluding reduction by KCF facility and end of production SI)	0%
	Waste (Holger Riemensperger, COO)	Amount of residue used for purposes other than for tailings piles or avoided by increasing raw material yield (million tonnes p.a.)	1.5	1.2	3	39%
		Additional area of tailings piles covered (ha)	8.7	8.9	155	6%
	Energy & Climate (Dr. Burkhard Lohr, CEO)	Carbon footprint for power consumed (kg CO ₂ /MWh)	-1.7%	-1.6%	-20%	8%
		Specific greenhouse gas emissions (CO ₂) in logistics	-11.1%	-2.9%	-10%	29%

* LTI relevant

K+S sustainability KPIs and targets 2030



People

	Goal (sponsor)	KPI	2019	2020	Target by 2030 at the latest	Achievements of targets
People	Health & Safety (Holger Riemensperger, COO)	Lost time incident rate (LTIR)*	10.3	6.9	0 Vision 2030	20%
	Diversity & Inclusion (Dr. Burkhard Lohr, CEO)	Employees' favorable perception of inclusive work environment	54%	54%	>90%	60%
	Human Rights (Dr. Burkhard Lohr, CEO)	Sites covered by a human right due to due diligence process	8%	8%	100%	8%

12 * LTI relevant

K+S sustainability KPIs and targets 2030



Business Ethics

	Goal (sponsor)	KPI	2019	2020	Target by 2030 at the latest	Achievements of targets
Business Ethics	Sustainable Supply Chains	Critical suppliers aligned with the K+S Group Supplier Code of Conduct (SCoC)*	23.3%	68%	100% by the end of 2025	68%
	(Thorsten Boeckers, CFO)	Spend coverage of the K+S Group (SCoC)*	44.9%	71.7%	> 90% by end of 2025	80%
	Compliance & Anti-Corruption	New since 2020: Coverage of K+S companies with a standardized compliance risk analysis (after achieving the old goal with 100% in 2019)		0%	100%	0%
	(Thorsten Boeckers, CFO)					

Customer Segments

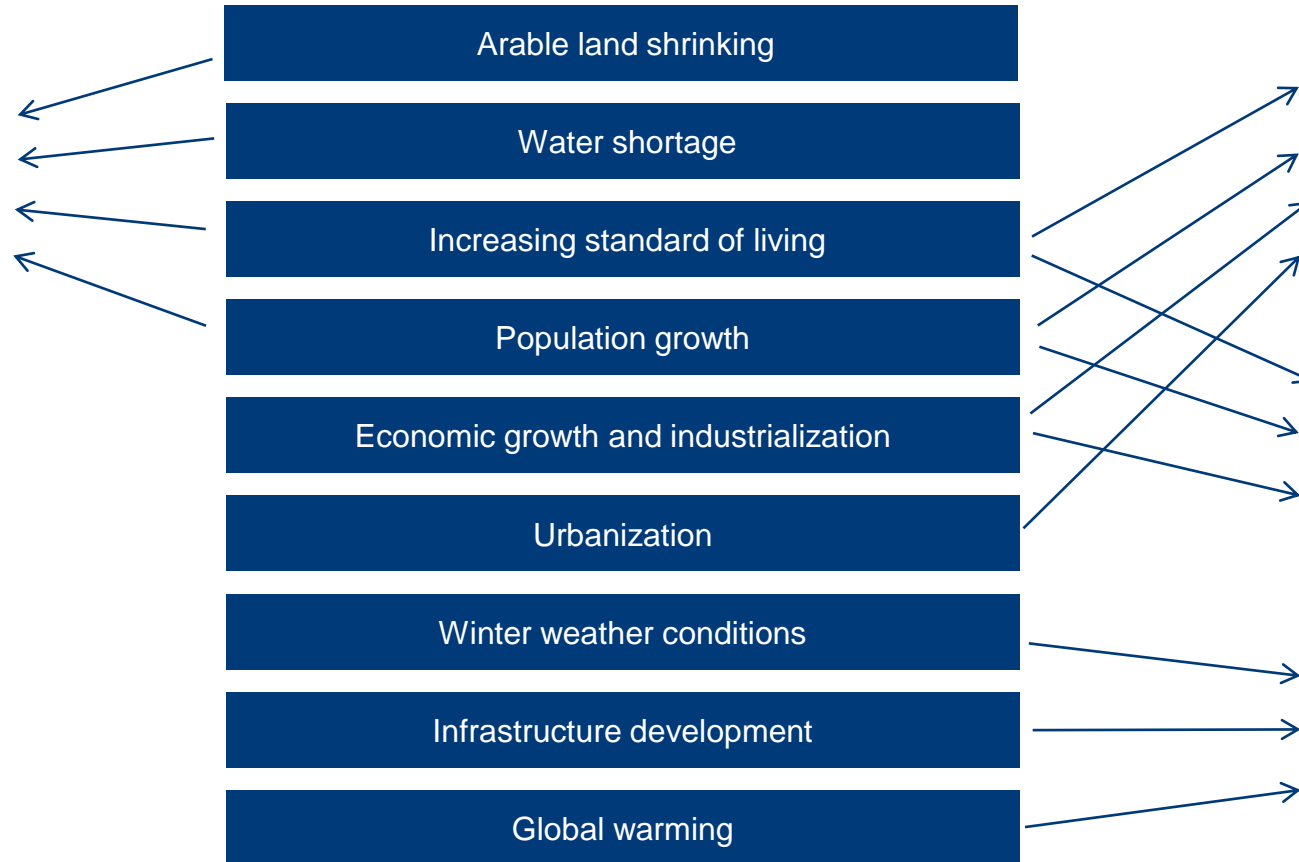
- Agriculture
- Industry+

Long-term dynamics in demand for our customer segments

Agriculture



Demand driven by ...



Industry+



Customer Segment Agriculture at a glance

Agriculture customer segment

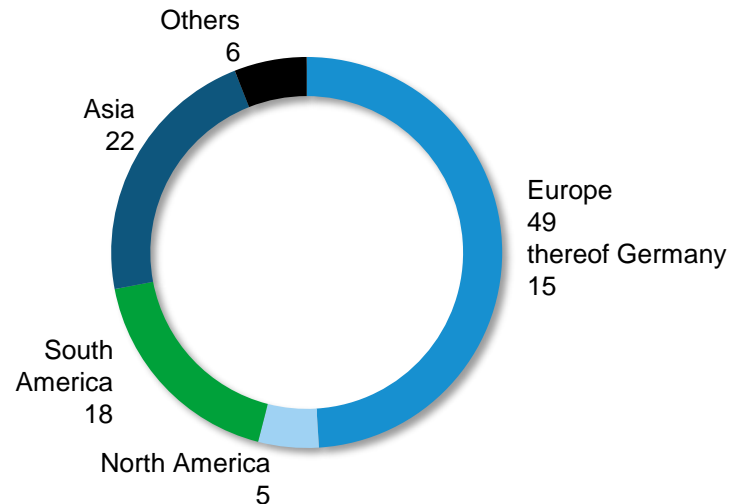


in € million	H1/2020	H1/2021
Revenues	858.3	942.7
Sales volume (mt)	3.65	3.90

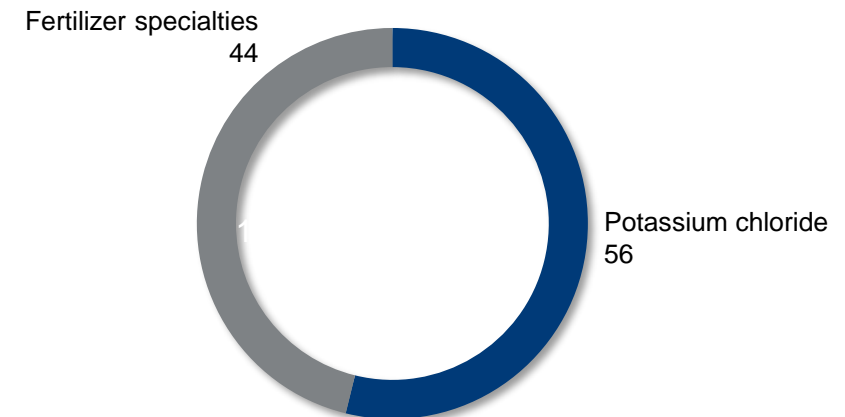
Characteristics

- Close proximity to our main customers provides logistical advantages
- Shipments to overseas customers at competitive costs from Hamburg harbor
- Strong and long-standing customer relationships
- Broad specialty portfolio provides flexibility and stability, partly following different trends and seasons

Revenue split by region 2020 (%)

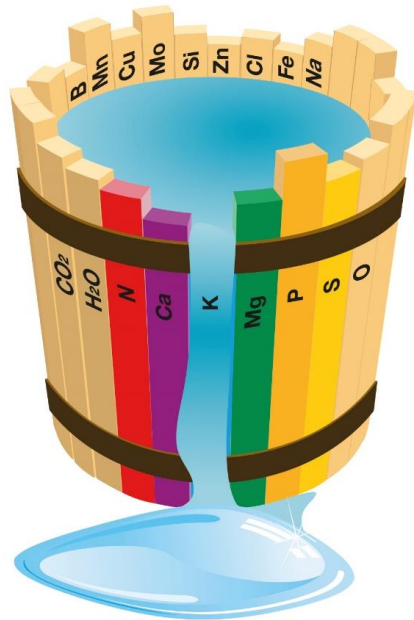


Revenue Split by products H1/2021 (%)



Why use fertilizers?

Agriculture customer segment



“The growth and yield of plants are limited by the nutrient which is in shortest supply”¹

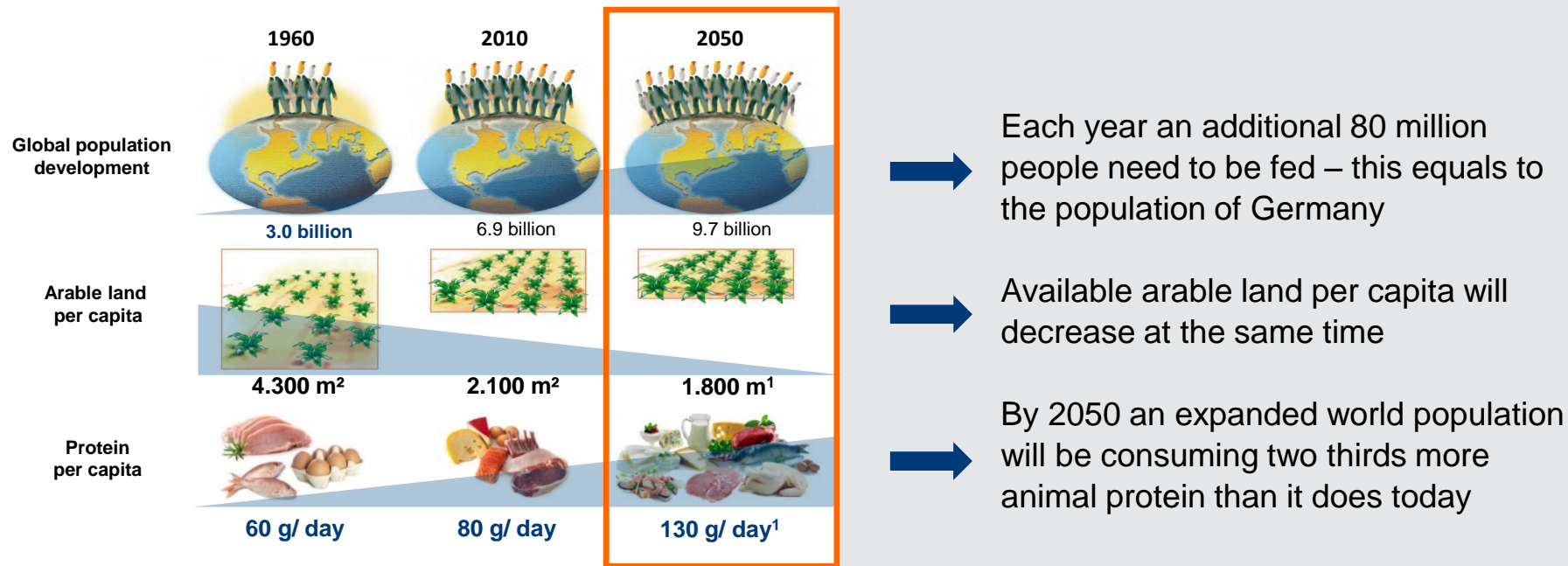
¹ Justus von Liebig, 'The Natural Laws of Husbandry', 1863

- Plants need sunlight, water and **minerals** to thrive
- There are only 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** supplement to the natural nutrient content of soils
- Compensation of the nutrient losses by harvest and other losses is necessary

Long-term key drivers for our fertilizer business

Agriculture customer segment

Less arable land – but more protein consumption per capita



In 2050, only roughly a quarter of a soccer field will be available to feed one person year round - 80 percent of future growth in crop production will come from yield advancements driven by balanced use of fertilizers

Sources: UN, World Population Prospects, 2012 Revision, UNDP, 2013; FAOStat 2014

¹ FAO 2014 - forecasts based on the expected increase in animal protein

What makes us different?

Agriculture customer segment

Fertilizer Specialties

KALISOP®

Magnesia-Kainit®

Korn-Kali®

Patentkali®

ESTA® Kieserit

EPSO₂Top®

Potassium Chloride (MOP)

60_{er} Kali®

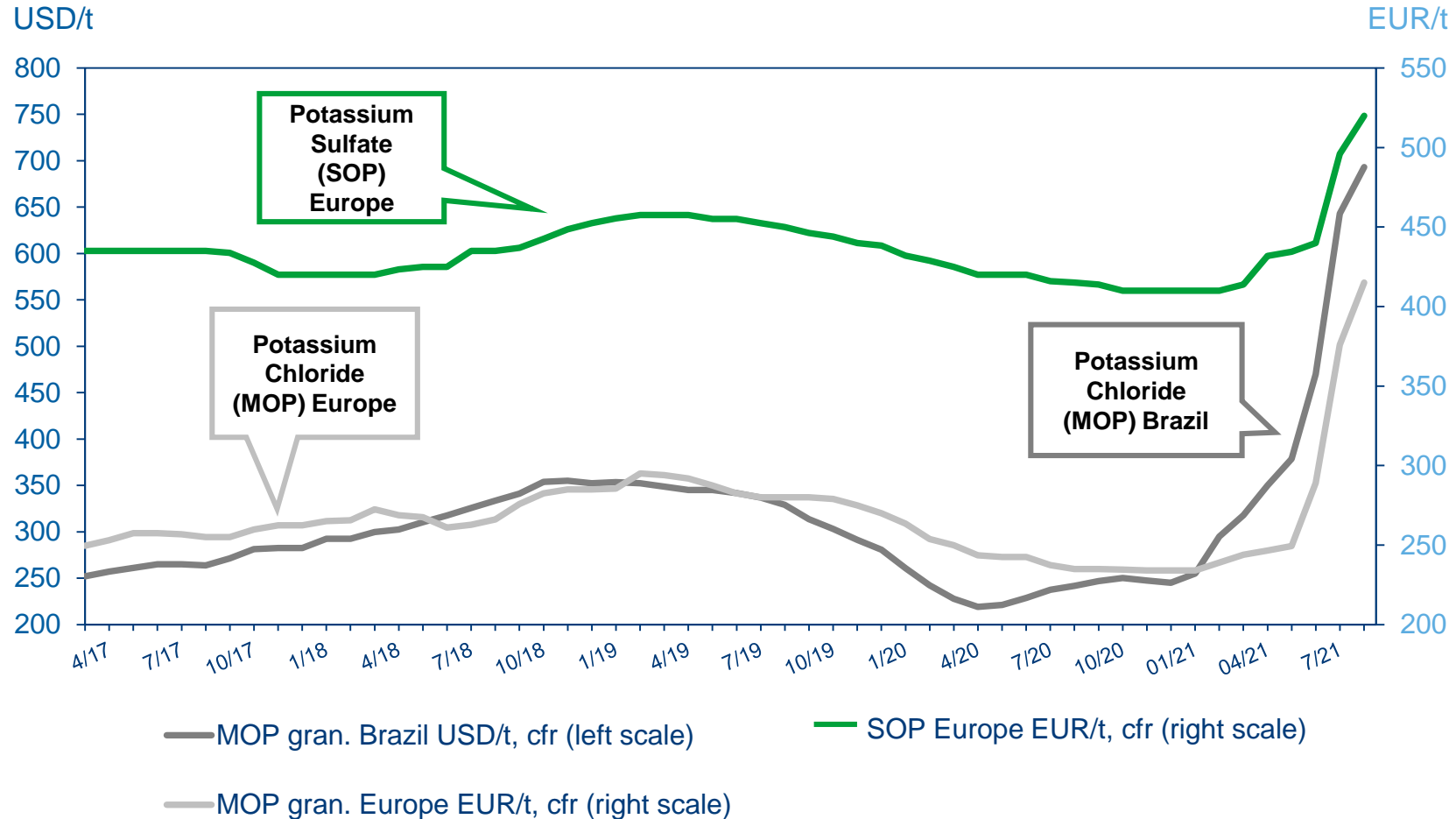
- mainly used for special applications (e.g. chloride-sensitive crops)
- products containing a broad range of nutrients (e.g. potash, magnesium, sulphur)
- premium products used for high-value crops

- can be applied universally to all crops not sensitive to chloride and to all types of soil
- standard product used for commodity crops

Potash price development

Agriculture customer segment

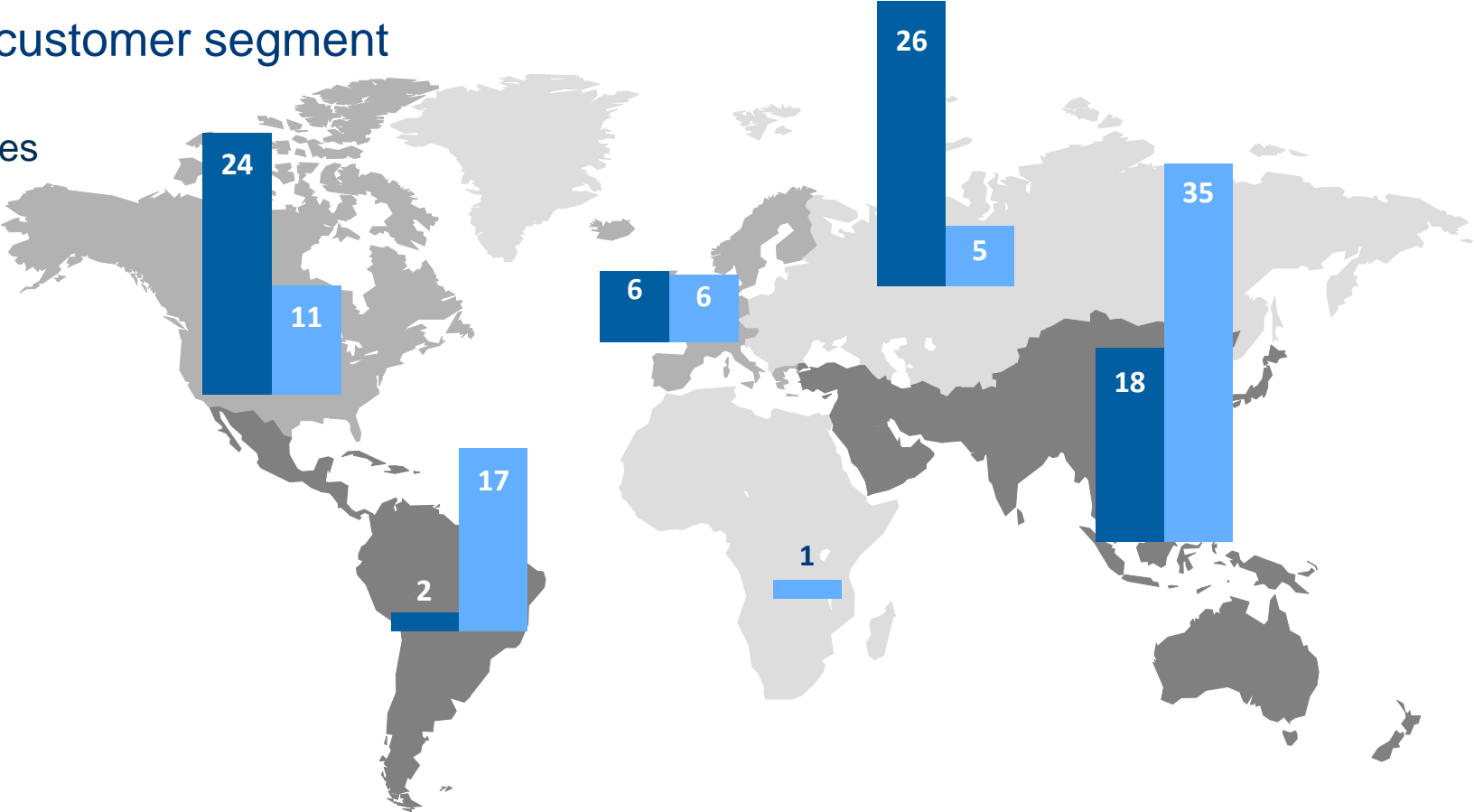
Pricing (Source: FMB Argus Potash)



World potash production and sales by region

Agriculture customer segment

in million tonnes



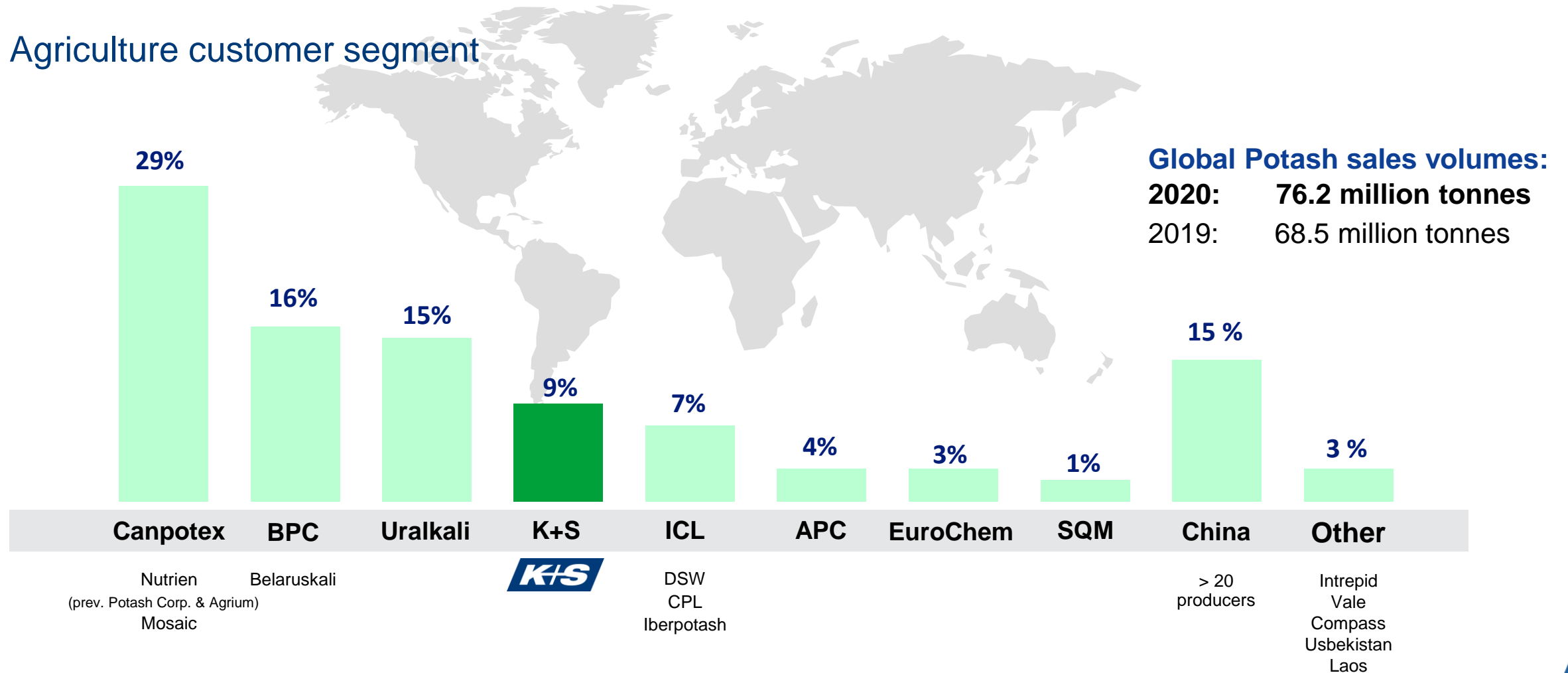
Basis: year 2020
 Incl. sulphate of potash and low-grade potash
 Sources: IFA, K+S

World potash production:
 2020: 75.5 million tonnes
 2019: 71.0 million tonnes

World potash sales volume:
 2020: 76.2 million tonnes
 2019: 68.5 million tonnes

Supplier structure on the global potash market

Agriculture customer segment



Basis: 2020

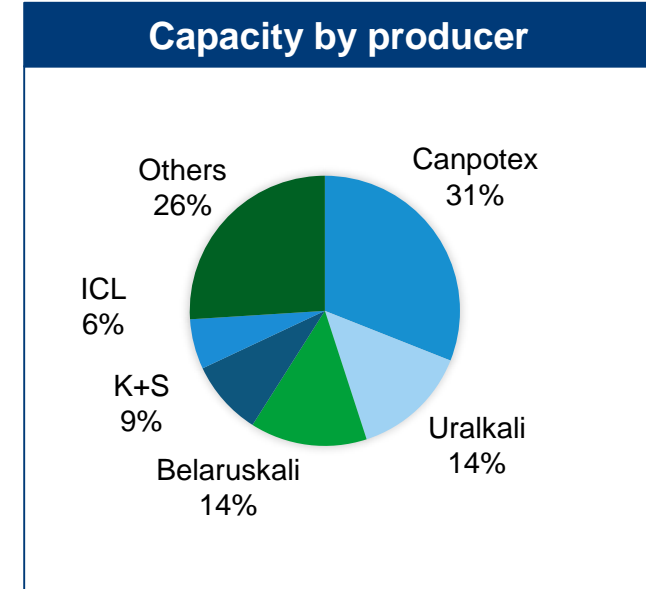
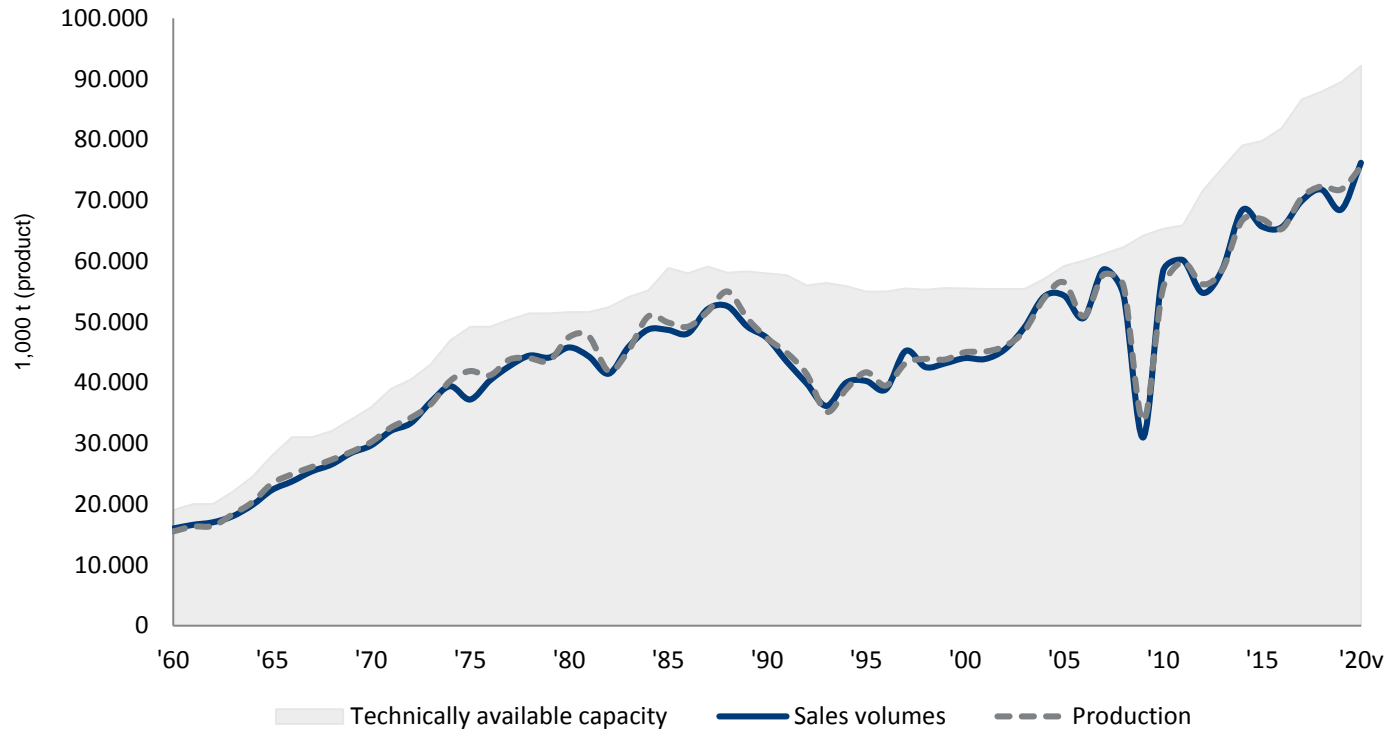
Source: IFA, K+S

Incl. potassium sulphate and potash grades with lower K₂O content

Global potash supply and demand

Agriculture customer segment

Production is driven by demand despite continuous excess capacity



Basis: year 2020

Source: IFA, K+S; incl. sulphate of potash and low grade potash of about 5 million tonnes eff. (product)

Agriculture customer segment

Between plan and reality: Potash projects announced since 2006 (Greenfield)

Announced projects or in early development phases

160

Projects with a high probability of implementation by 2025

6

Projects in ramp-up phase

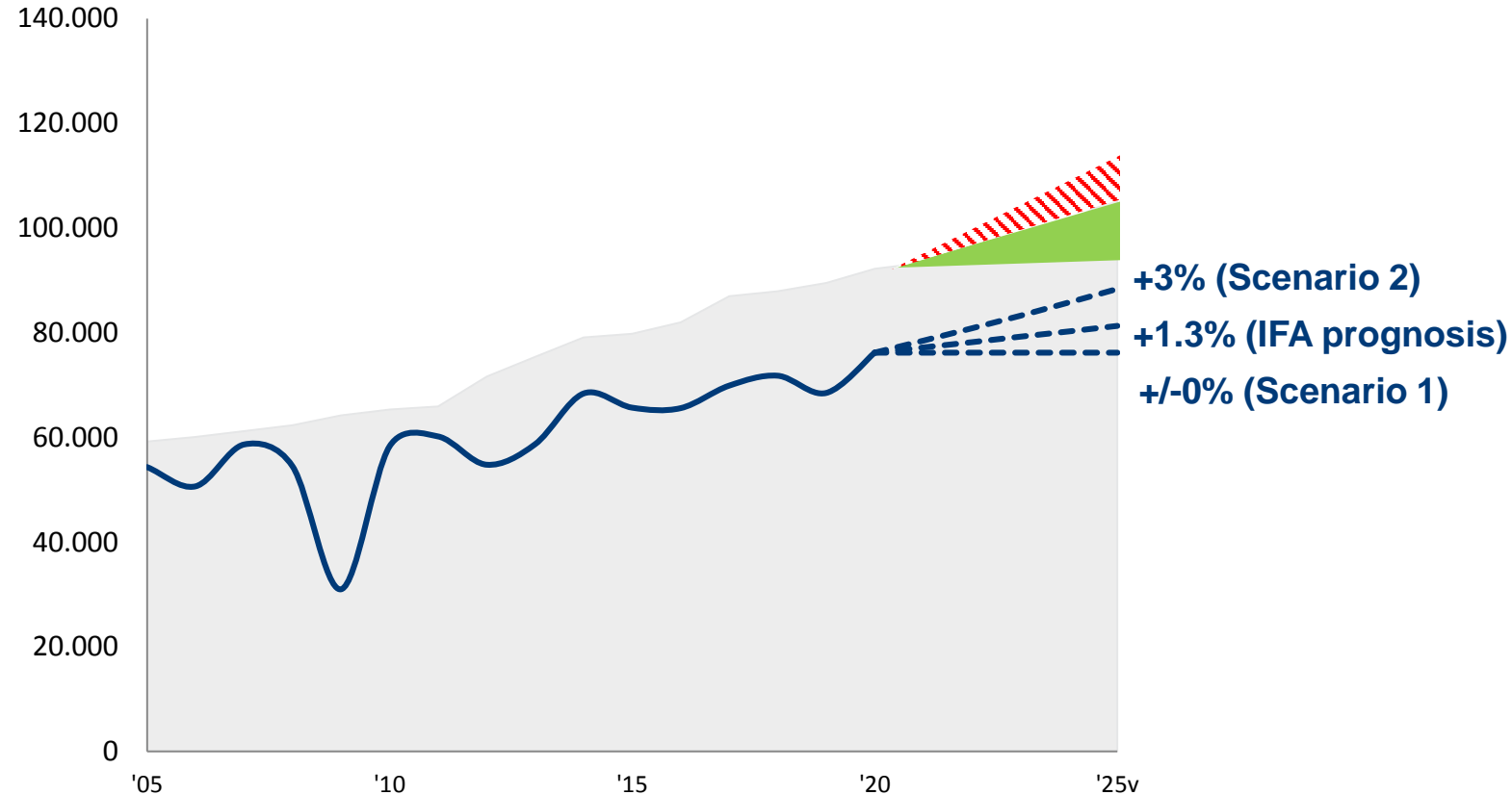
2



Agriculture customer segment

What is behind the greatly feared oversupply?

thousand tonnes

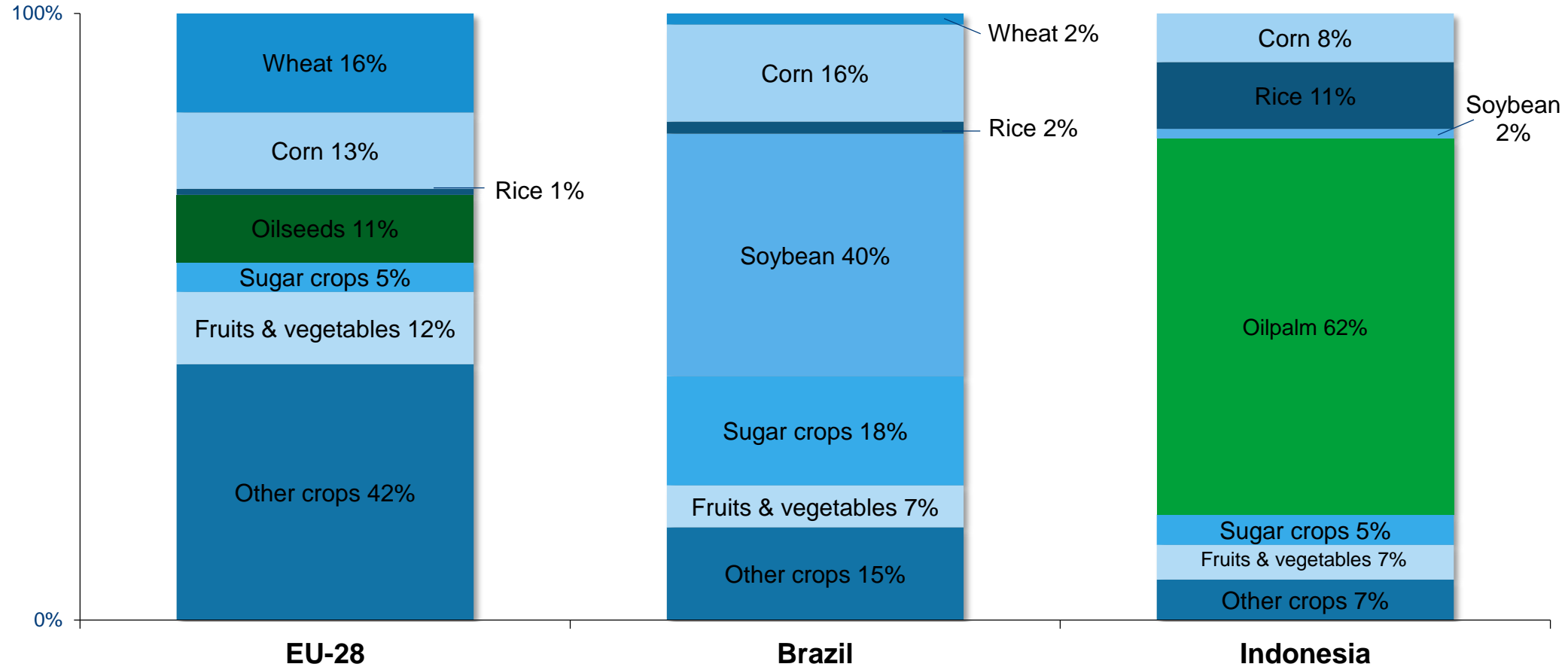


- Only 5 years ago, the technically available capacity in 2025 was estimated to be 12 million tonnes higher than today
- Even now, greenfield projects by potash newcomers will still account for a significant share of the total until 2025
- Non-utilization of capacity by existing producers not taken into account
- Global capacity load should level off at the long-term average by 2025

Source: IFA, K+S; including potassium sulfate and potash varieties with a lower K₂O content of about 5 million tonnes eff.

Potash use by crop in selected countries

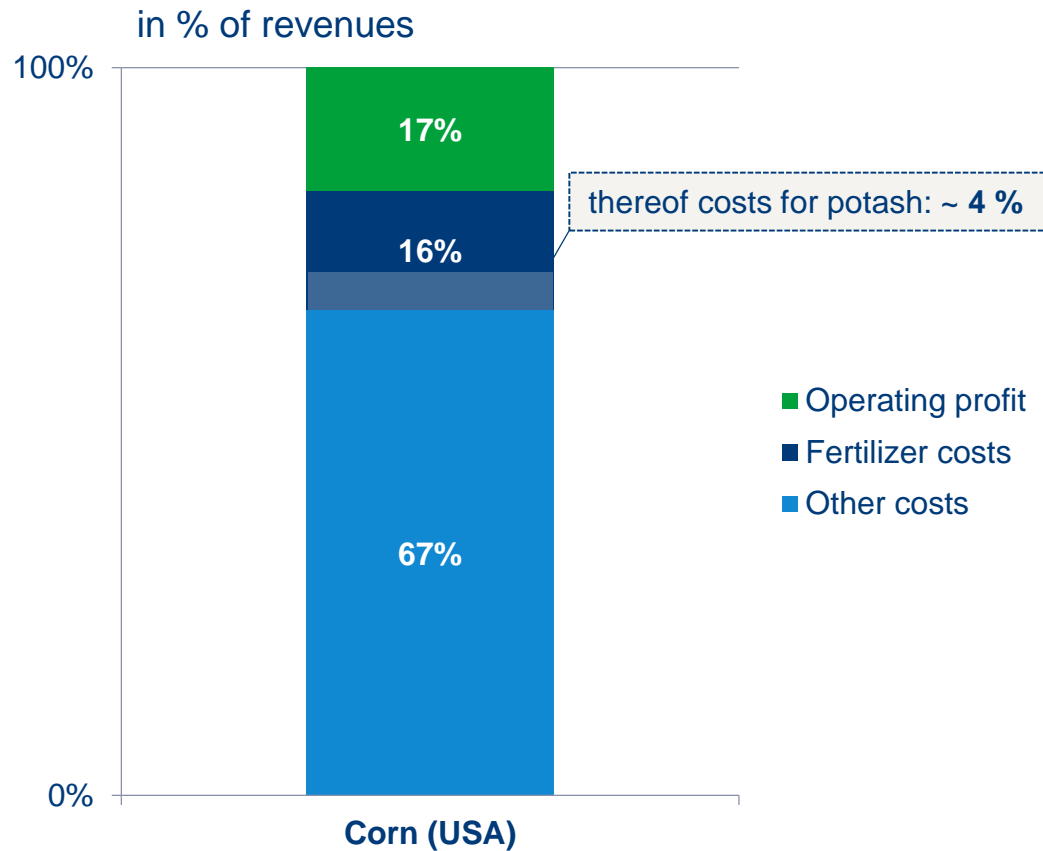
Agriculture customer segment



Source: IFA , Estimates of Fertilizer Use by Crop in Selected Countries in 2010-2010/11, published 2013

Farmer profitability of US corn

Agriculture customer segment



- Expenditure on potash products only amounting to approx. 4% of the total costs
- Earnings prospects should give the agricultural industry sufficient incentive to increase yield per hectare by using plant nutrients

Global potash sales volume by region

Agriculture customer segment

million tonnes	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Western Europe	5.9	5.6	5.8	6.2	6.0	5.9	6.2	6.2	6.0	6.2
Central Europe / FSU	4.4	5.1	4.7	4.4	4.8	4.8	5.2	5.4	5.5	5.4
Africa	0.7	0.7	0.8	1.0	1.0	1.1	1.4	1.6	1.4	1.4
North America	10.2	9.1	9.7	11.8	9.5	10.9	11.2	11.5	9.8	11.3
Latin America	10.5	10.5	11.0	11.9	11.5	12.2	12.7	13.7	13.5	16.6
Asia	28.0	23.4	26.2	32.4	32.3	30.1	32.5	32.6	31.6	34.6
- thereof China	12.7	12.0	13.8	16.7	18.5	16.2	16.2	16.3	17.8	18.7
- thereof India	5.0	2.8	3.5	4.5	4.1	4.0	5.0	4.5	4.5	5.2
Oceania	0.5	0.4	0.5	0.7	0.6	0.6	0.7	0.8	0.7	0.7
World total	60.2	54.8	58.7	68.4	65.7	65.6	69.9	71.8	68.5	76.2

Incl. potassium sulphate and potash grades with lower K₂O content of around 5 million tonnes eff.
Sources: IFA, K+S

Industry+ customer segment at a glance

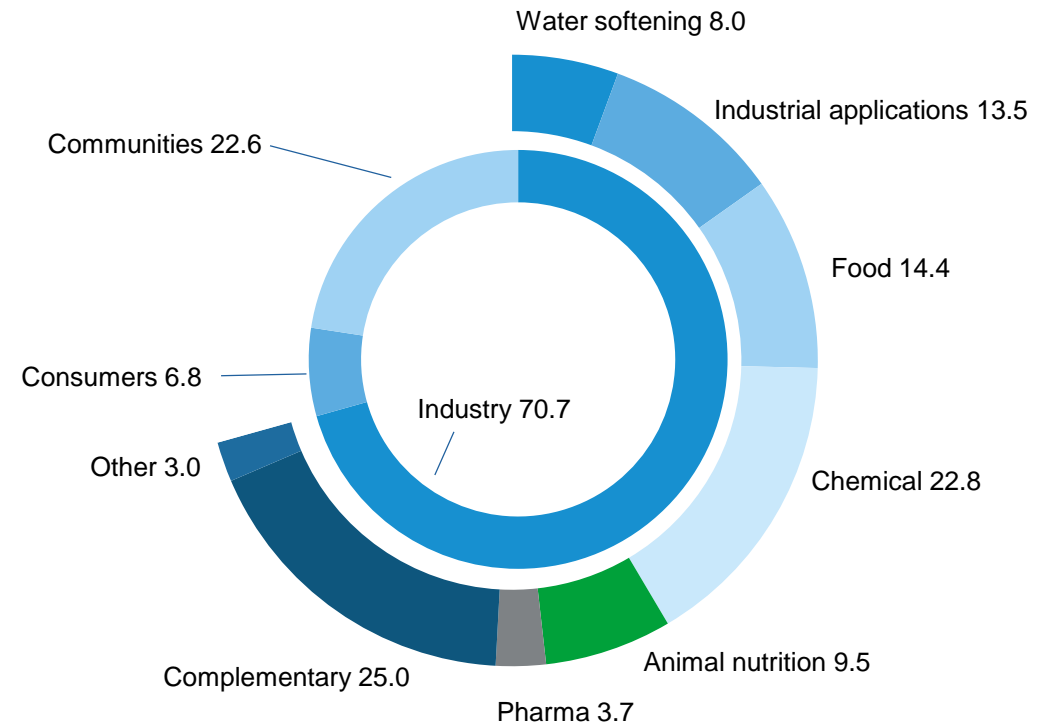
Industry+ customer segment: continuing operations

€ million	H1/2020	H1/2021
Revenues	379.0	454.8
Sales volume (mt)	2.55	3.96
-thereof: de-icing	0.43	1.64

Characteristics

- Emerging markets: Footprint in rising markets such as Asia as industrialization drives demand for electrolysis
- Electrolysis and specialties: High product quality, service and customer proximity
- Pharma: High quality standards, certificates, innovation and superior customer services as well as reliability
- Consumers: strong brands for table salt, water softening, pool salts and de-icing salt
- Communities: public road construction authorities, winter road clearance service providers and large commercial users procure de-icing salt from K+S through public tenders

Revenue Split by products H1/2021 (%)



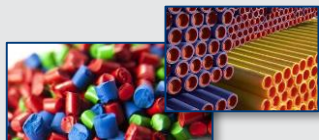
Broad variety of industry application areas (1)

Industry+ customer segment



Chemical

- **Main applications:**
- Chemical industry
- Chlor-Alkali processes (→ PVC)
- Polycarbonates , MDI (Isocyanat) (→ plastics, synthetic resin)
- Synthetic Soda ash (→ glass)



Food processing

- **Main applications:**
- Food processing industry
- Baking industry
- Condiment and preservative agent
- Preserving of fish



Pharma

- **Main applications:**
- Infusion, dialysis solutions
- Pharmaceuticals



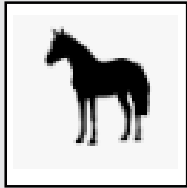
Oil and Gas

- **Main applications:**
- Drilling fluids



Broad variety of industry application areas (2)

Industry+ customer segment



Animal nutrition

Main applications:

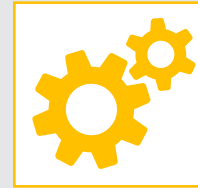
- Animal feed
- Lickstones



Water softening

Main applications:

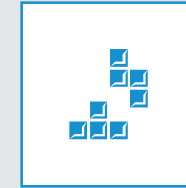
- Water softening
- Water treatment



Complementary

Main services:

- Waste management and recycling
- Granulation of Catsan® for Mars GmbH
- CFK (Trading)



Other

Main services:

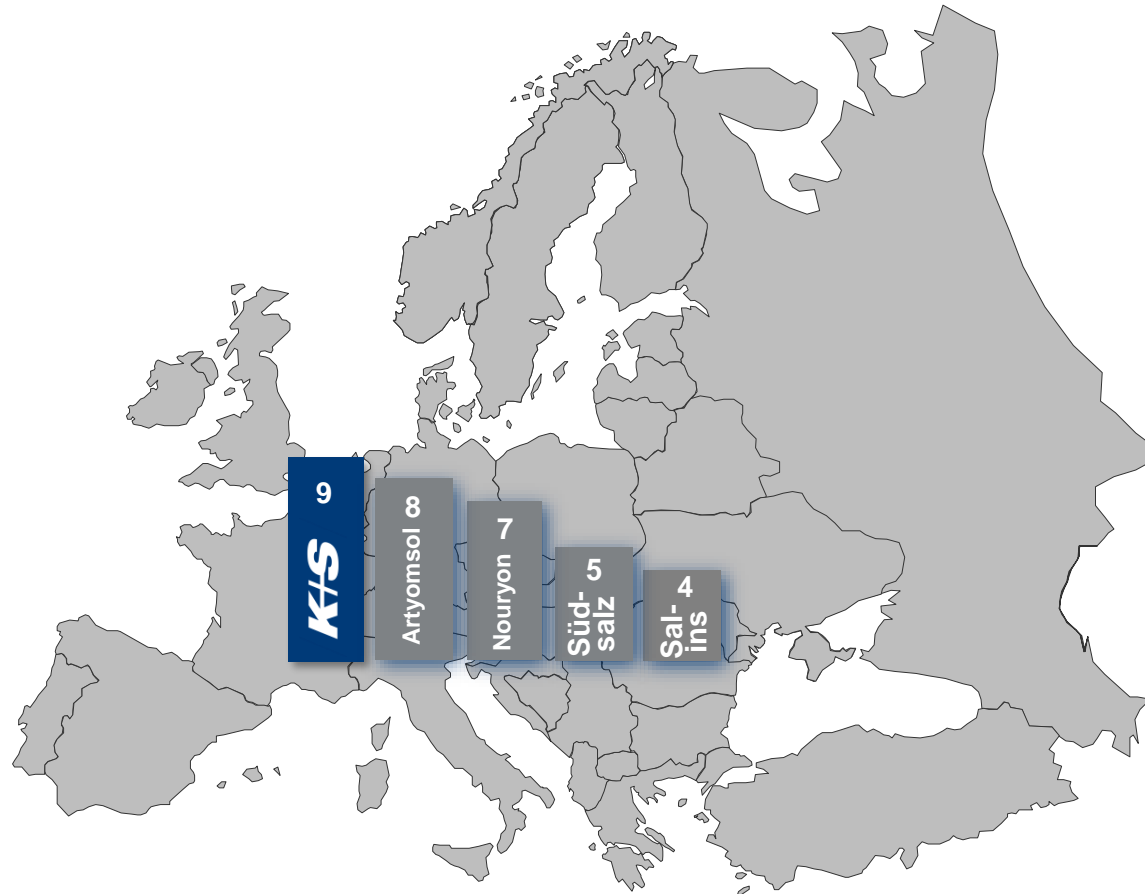
- Dyeing works
- Leather treatment



Main salt suppliers in Europe

Industry+ customer segment

Capacity in million tonnes (crystallized salt and salt in brine; excl. captive use)

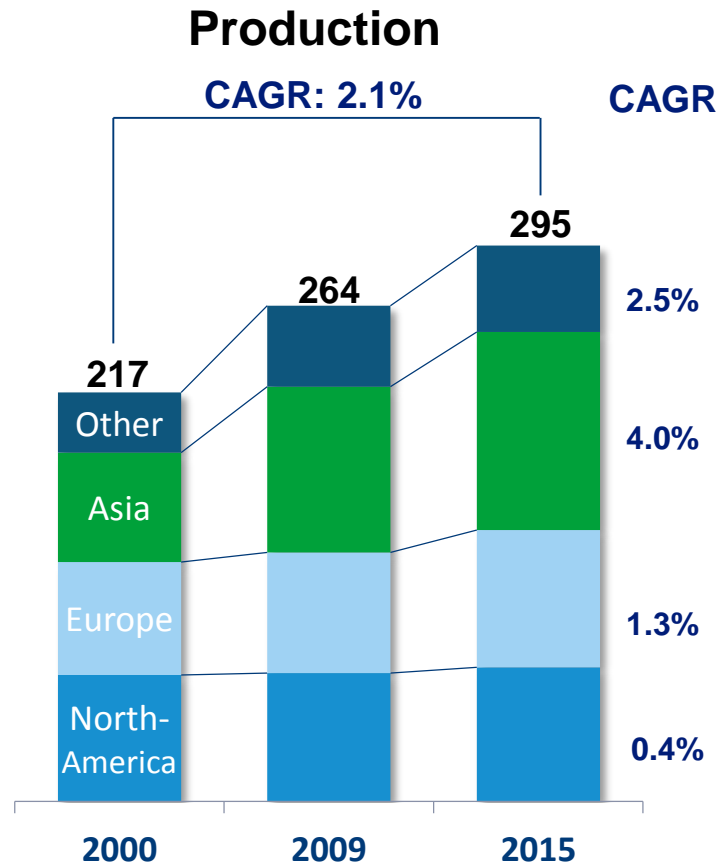
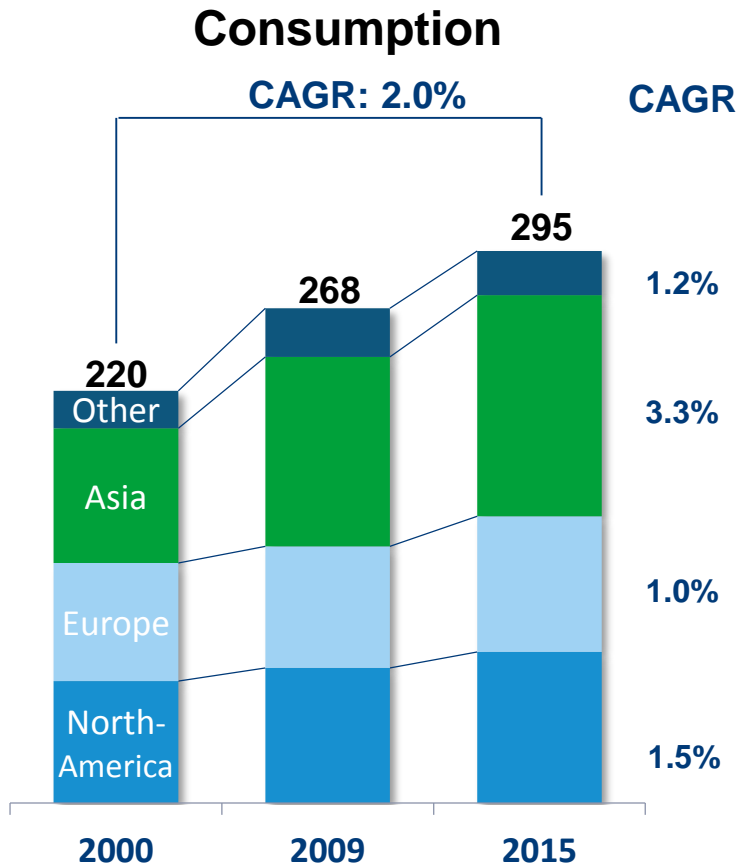


Source: Roskill, K+S

Development of salt consumption and production¹

Industry+ customer segment

in million tonnes



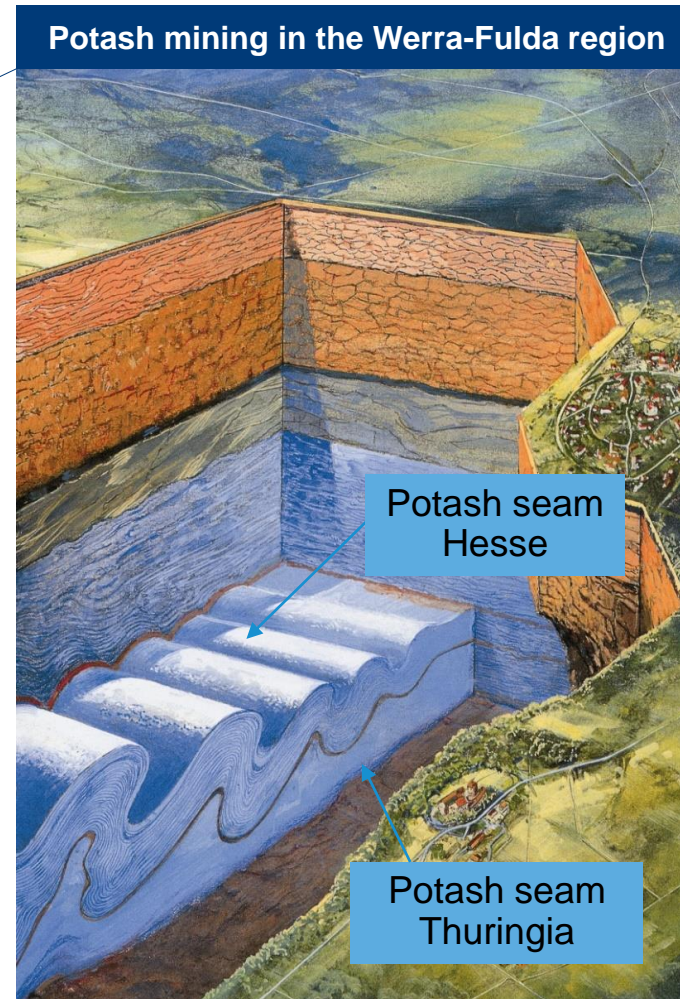
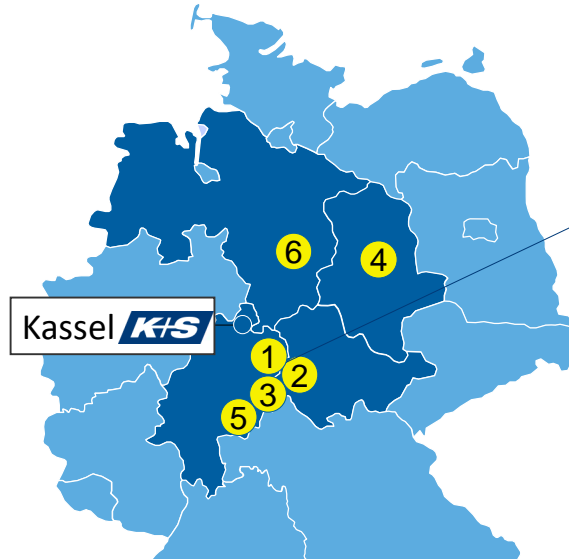
¹ excl. captive use; Source: K+S, Roskill 2011, 2014, 2016

K+S

Production

Potash sites in Germany

Potash production

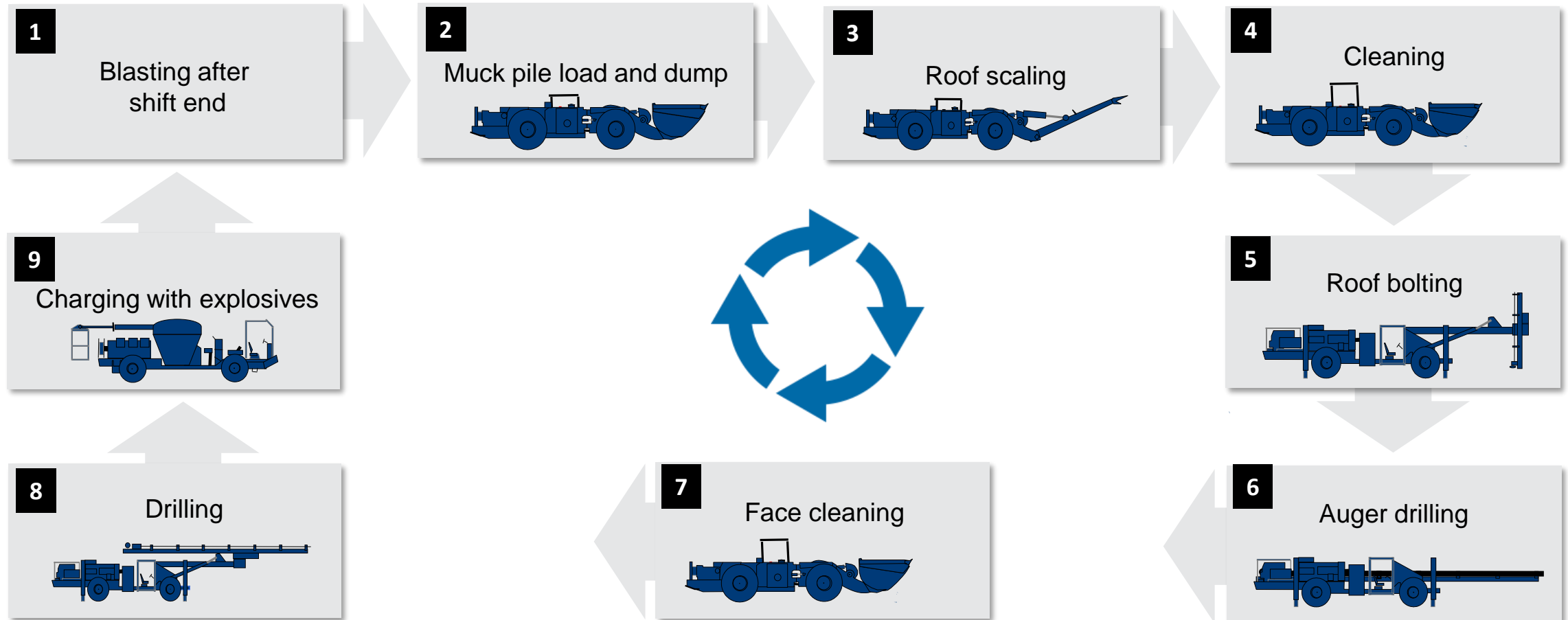


Share of annual production capacity (in %)

1. Wintershall	} Integrated Werra plant	~ 50
2. Unterbreizbach		
3. Hattorf		
4. Zielitz	~ 25	
5. Neuhof-Ellers	~ 20	
6. Bergmannsseggen-Hugo (production site only, no mining)	~ 5	

Underground mining production cycle

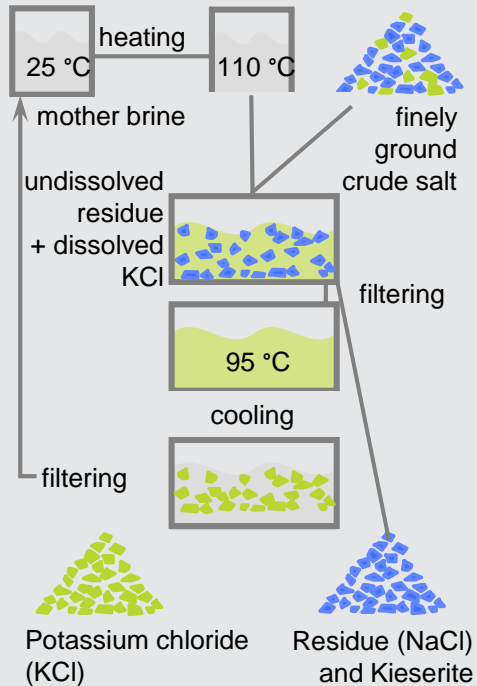
Potash production



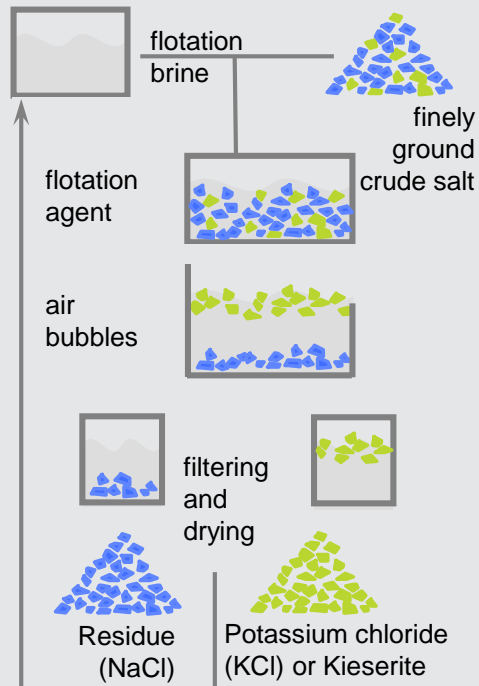
Potash processing above ground

Potash production

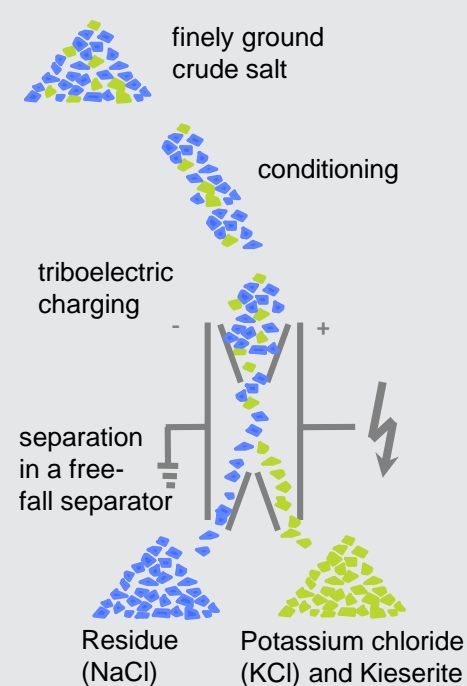
Thermal dissolution



Flotation



Electrostatic separation (ESTA®)



Management of residues

Potash production

- The mined rock salt only contains a limited share of usable material (max. 30%), therefore a residue accumulation is unavoidable.
- This challenge is shared among all potash producing companies in the world!
- The recovery of residues is performed as effective as possible.
- The methods, processes and equipment for the construction of tailings piles from solid residues are scientifically justified, tried and tested in practice.
- Solid or liquid residues are disposed of worldwide in the following ways:



Tailings piles



Underground disposal



River injection*



Deep well injection
(for K+S in the Hessian-Thuringian
potash district until the year 2021)

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

~80%

~9%

~8%

~3%

- These ways of disposal – depending on the corresponding site – are used also in combination. They currently represent the best available technique.

* 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.

Current environmental investments create long-term planning security

Tailings pile extensions



Hattorf

Wintershall

Zielitz



- Completed by end of 2022 / beginning of 2023
- Next permit and significant investments in tailings pile extensions will not be necessary again until the end of the 2020s

Liquid residues

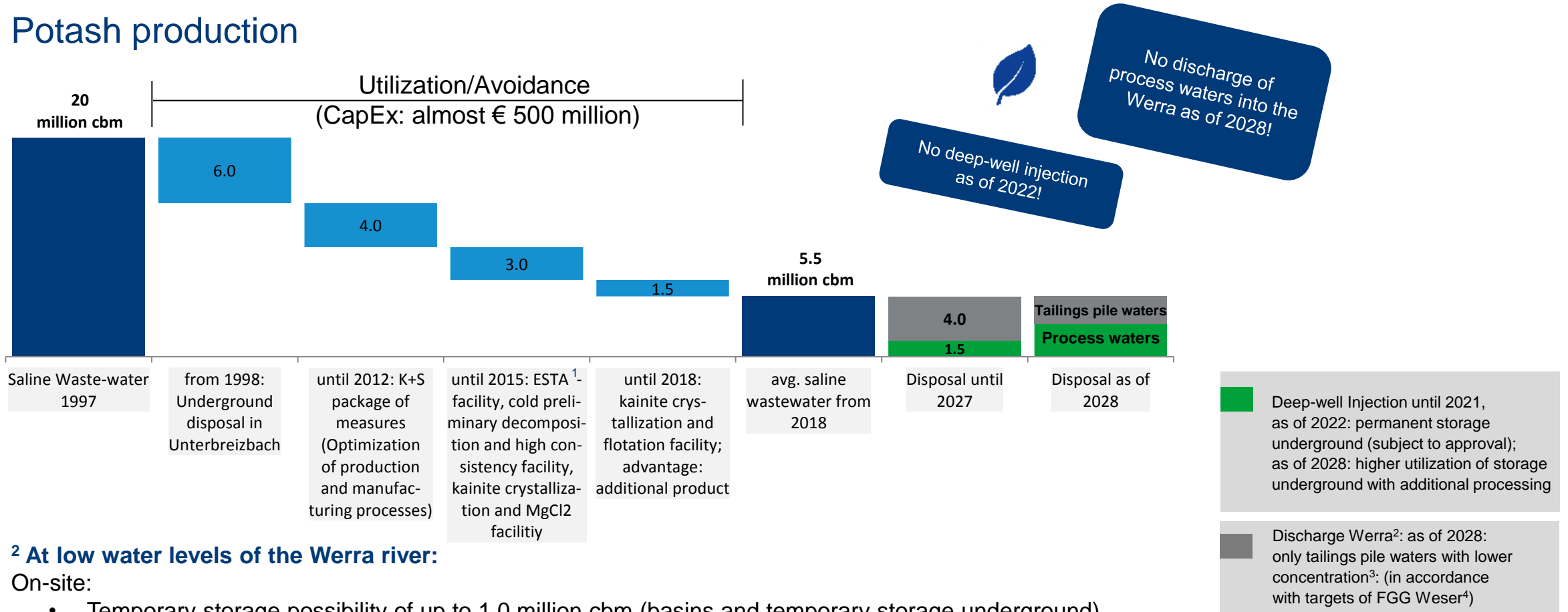


Werra

- Deep-well injection ends 2021
- As of 2022: permanent storage underground (subject to approval)
- From 2028: Higher utilization of underground storage through further treatment of saline water
- Injection from 2028: only less concentrated tailings pile waters and no process waters

Development of saline wastewater Werra river

Potash production



² At low water levels of the Werra river:

On-site:

- Temporary storage possibility of up to 1.0 million cbm (basins and temporary storage underground)

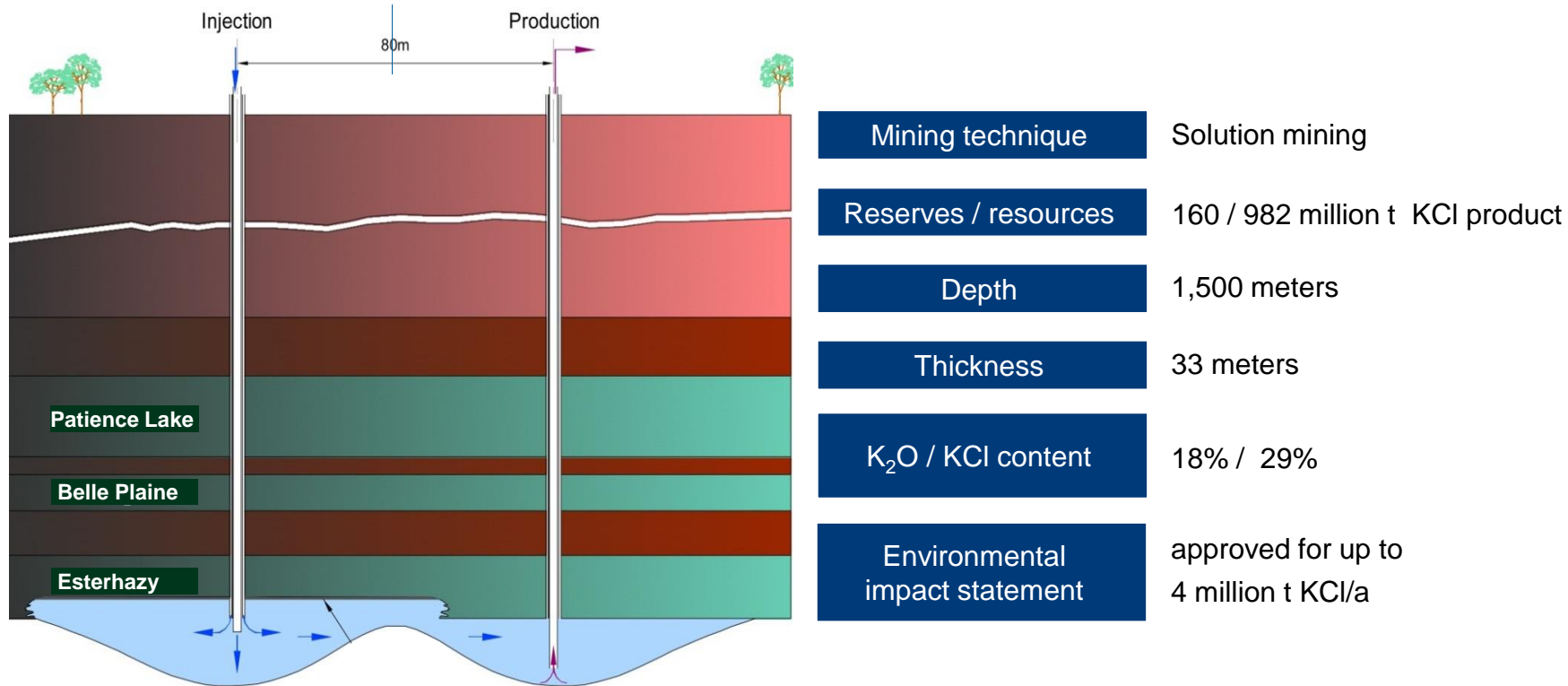
Off-site:

- Flooding of decommissioned mines or gas caverns for their restoration

¹Electrostatic separation method; ²Further reduction and avoidance of tailings pile waters targeted by building polders and covering tailings piles; continuing R&D developments, amongst others together with the company K-UTEC to be able to produce additional products from process and tailings pile waters. ³ River Basin Community Weser

Bethune – solution mining (example: primary mining)

Potash production

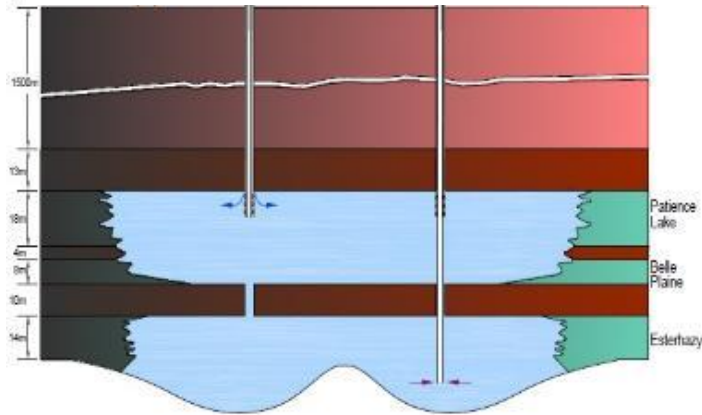


- In solution mining, freshwater is brought into solvent (salt) rock through a drill hole, therefore creating chambers, or caverns, filled with a water-salt solution. In a subsequent step, the saturated brine is brought to the surface through an additional pipeline.
- During the primary mining process, the cavern expands to create an ideal form for commencing secondary mining (see next page).

Bethune – primary versus secondary Mining

Potash production

Secondary mining [NaCl brine mining / crystallisation pond]

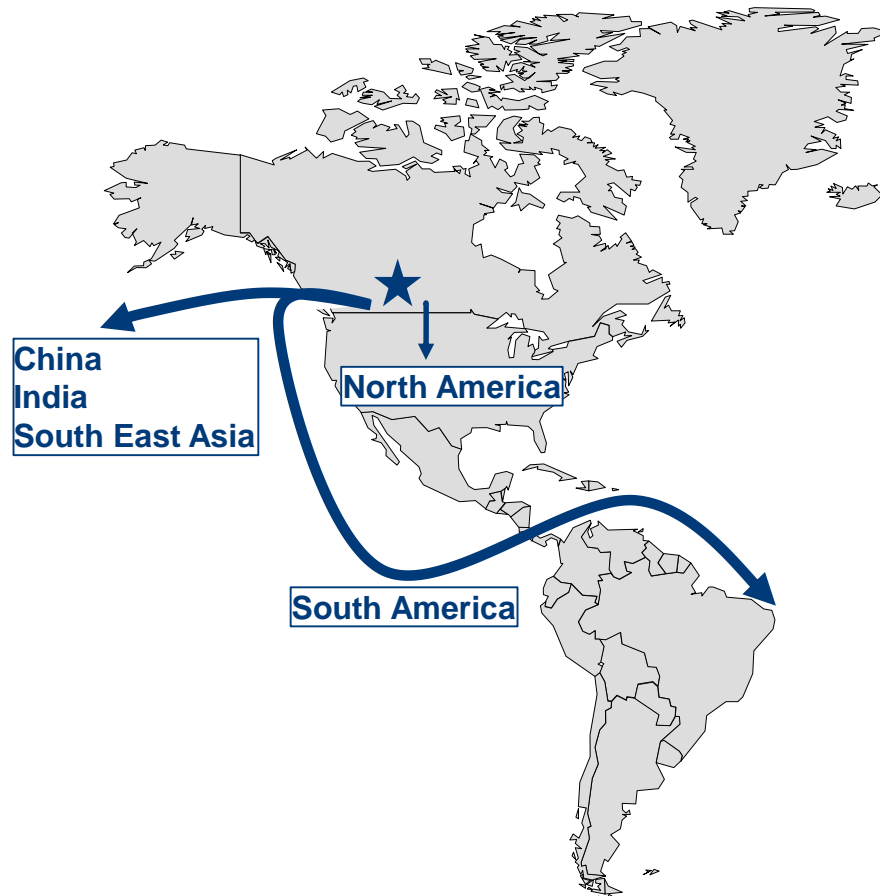


Operates at 50% lower production costs than primary mining

- Secondary mining uses exclusively saturated NaCl solution to selectively dissolve residual KCl from existing caverns
- **Advantages (in comparison to primary mining):**
 - lower energy intensity (e.g. injection brine is heated via waste heat from evaporators and KCl is crystallized in the cooling pond via natural cooling)
 - substantially more efficient with the use of water
 - reduces salt to tailings up to 30%

Bethune – strengthening our global presence

Potash production

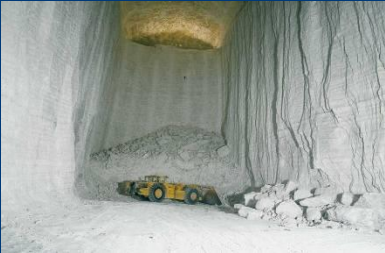


- Expanding our current production portfolio in Germany with a North American production site → **Second-source supplier**
- Securing a **good asset base** with **competitive production costs**
- Sales and distribution through **existing distribution structures** of the K+S Group
- **Regional growth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

Main production methods

Rock salt

Conventional
mining



Sea/solar salt

Crystallization
from sea water



Evaporated salt

Recrystallization
of purified brine



Brine

Controlled
borehole-brining



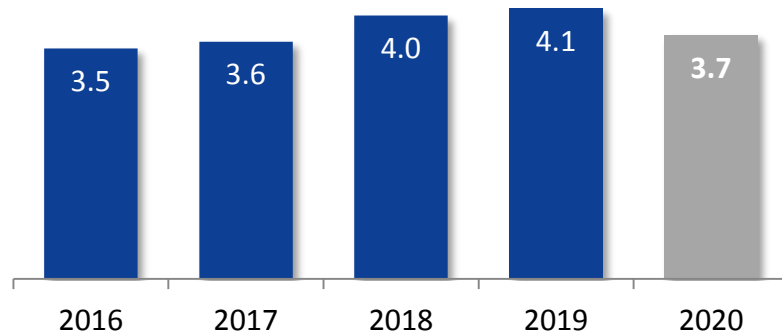
- Around 70% of worldwide salt production (more than 290 million tonnes including brine) is obtained from rock salt mining and solution mining.
- Approximately 30% of production is obtained from seawater and salt lakes.
- Salt is produced in almost every country in the world. Due to the high share of transportation costs in production costs, markets are generally regionally limited to the area around the production locations.

K+S

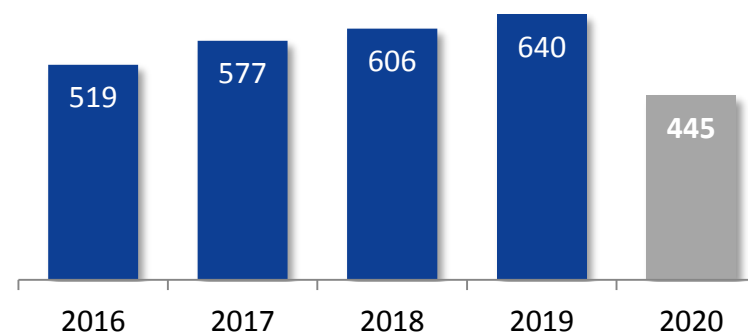
Financials

Key financials

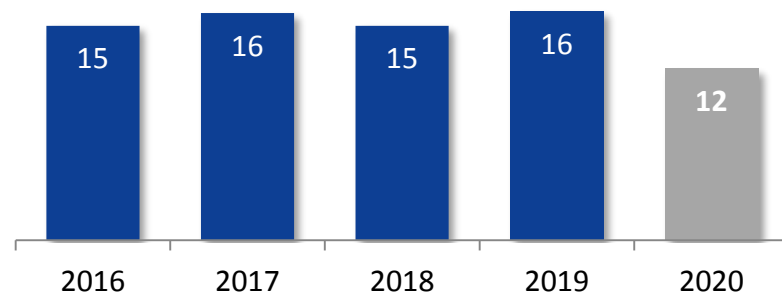
Revenues (€ billion)



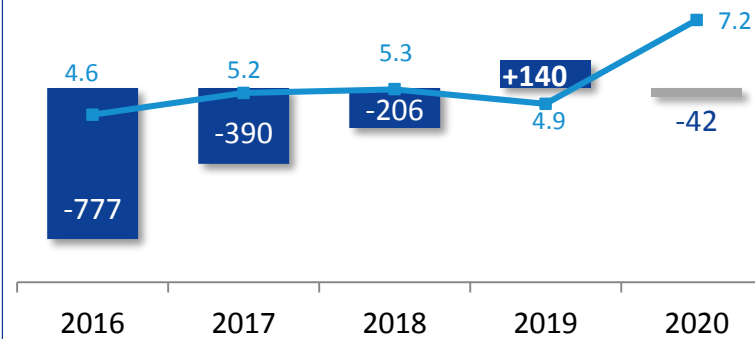
EBITDA (€ million)



EBITDA margin (%)

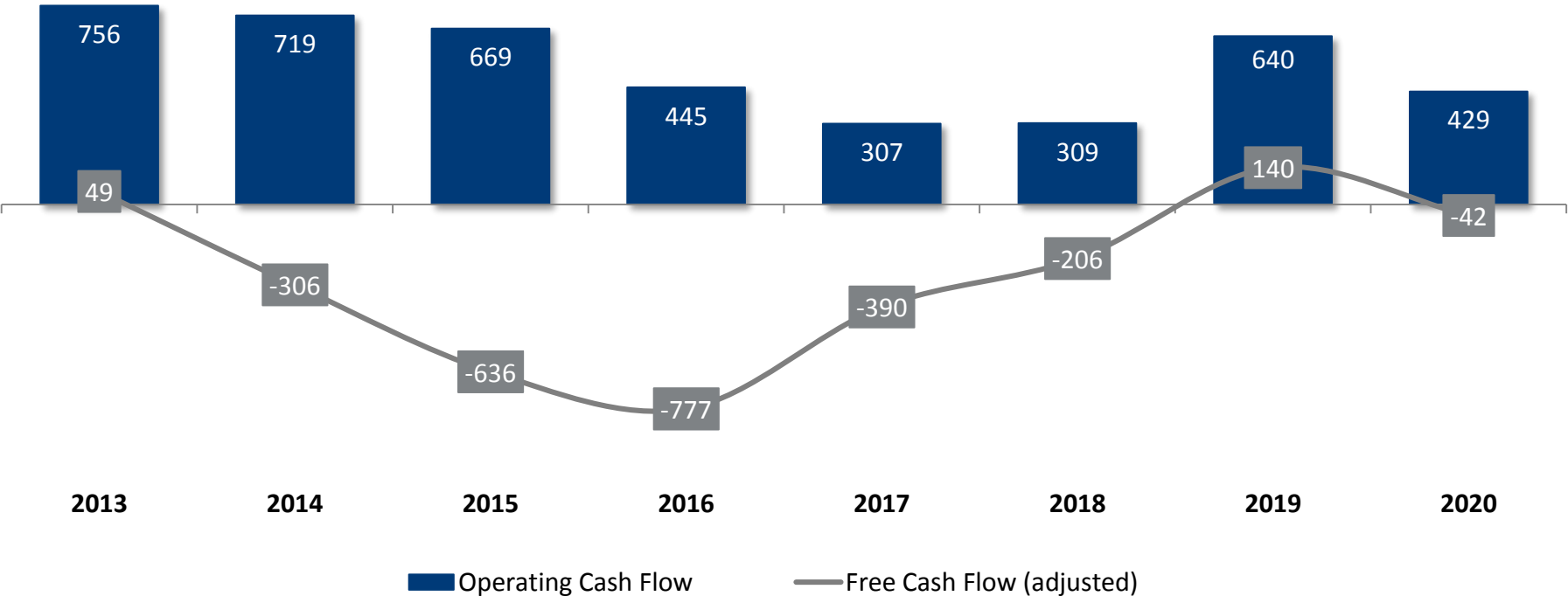


FCF vs Net Financial Debt/EBITDA



Operating and free cash flow (adjusted) continuing and discontinued operations

(€ million)

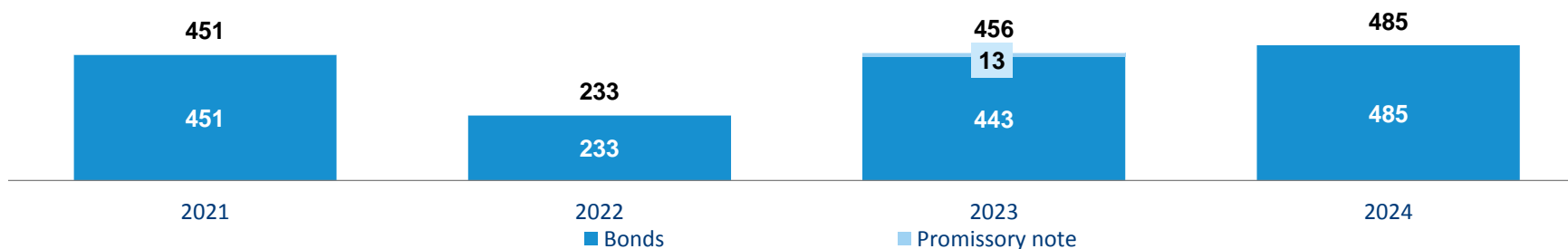


Debt profile (promissory notes and bonds)

Financing instruments

€m	Amount outstanding	Coupon	Maturity
Promissory note and loans	13		
Senior unsecured notes due 2021	451	4.125%	Dec-21
Senior unsecured notes due 2022	233	3.000%	Jun-22
Senior unsecured notes due 2023	443	2.625%	Apr-23
Senior unsecured notes due 2024	485	3.250%	Jul-24

Debt maturity profile



+ Syndicated credit facility of up to € 600 million (available until 2024)

+ commercial paper program as an additional source of liquidity

Cash flow and balance sheet continuing and discontinued operations

In € million	9M/19	FY/19	3M/20	H1/20	9M/20	FY/20	3M/21	H1/21
Operating cash flow	510	640	255	323	328	429	147	69
- thereof continuing operations			124	169			82	81
Investing cash flow (pre-sale/ purchase of securities)	-306	-500	-51	-157	-283	-471	-110	2.480
- thereof continuing operations			-44	-138		-381	- 97	-164
Adjusted free cash flow	204	140	204	161	45	-42	37	2,549
- Thereof contiuning operations				31		-110	-15	-83
Capex	310	493	88	207	343	526		
- thereof continuing operations			72	174		428	48	135
Net financial debt	3,031	3,117	2,917	2,979	3,109	3,217	3,185	695
Net financial debt/ EBITDA _(LTM)	4.3	4.9	5.1	5.6	5.7	7.2	7.2	2.0
Equity ratio	43%	42%	42%	43%	26%	27%	30%	48%

K+S

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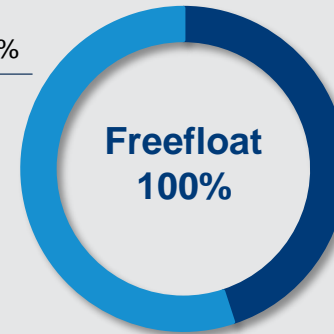
K+S Share

Key Data

WKN:	KSAG88
ISIN:	DE000KSAG888
Type of shares:	Registered shares of no-par value
Total number of shares:	191,400,000
Trading segment:	Prime Standard
Ticker symbols:	Bloomberg SDF / Reuters SDFG

Shareholder Structure as of 31.12.2020

Private Investors 55%



Institutional Investors 45%

Covered by

- AlphaValue
- Baader Helvea Equity Research
- Bank of America Merrill Lynch
- BMO Capital Markets
- Citi Research
- Commerzbank
- Credit Suisse
- Deutsche Bank
- DZ Bank AG
- Pareto Securities AS
- Exane BNP Paribas
- Independent Research
- J.P. Morgan Cazenove
- Kepler Cheuvreux
- LBBW
- M.M. Warburg
- MainFirst Bank AG
- Morningstar
- Nord/LB
- Scotia Capital
- Société Générale
- Solventis
- UBS

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
- Depositary: 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

K+S bonds and issuer rating

	Bond 12/2021	Bond 06/2022	Bond 04/2023	Bond 07/2024
WKN	A1Y CR5	A1P GZ8	A2E 4U9	A2N BE7
ISIN	XS0997941355	DE000A1PGZ82	XS1591416679	XS1854830889
Listing	Luxembourg SE	Luxembourg SE	Luxembourg SE	Luxembourg SE
Issue volume	EUR 500 million	EUR 500 million	EUR 625 million	EUR 600 million
Outstanding volume	EUR 450.909 million	EUR 233.000 million	EUR 443.398 million	EUR 484.700 million
Issue price	99.539%	99.422%	100.000%	100.000%
Coupon payment	4.125%	3.000%	2.625%	3.25%
Maturity	06.12.2021	20.06.2022	06.04.2023	18.07.2024
Face value	1,000 EUR	100,000 EUR	1,000 EUR	100,000 EUR

Issuer rating (S&P): B+ (outlook: stable), September 2021

Additional information

Financial calendar

2021/2022

Quarterly Report, 30 September 2021

November 11, 2021

Capital Markets Day

November 11-12, 2021

2021 Annual Report

March 10, 2022

Quarterly Report; 31 March 2022

May 11, 2022

Annual Shareholders' Meeting

May 12, 2022

Half-yearly Financial Report, 30 June 2022

August 11, 2022

More content available online

- K+S Website: www.kpluss.com
- Annual reports: www.kpluss.com/ar2020
- Newsletter subscription: www.kpluss.com/newsletter
- Social Media:     

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