



Corporate Governance Guidelines

of Compass Minerals International, Inc.

These Corporate Governance Guidelines (these “Guidelines”) were adopted by the Board of Directors (the “Board”) of Compass Minerals International, Inc. (the “Company”) on March 5, 2026 and, together with the Company’s by-laws and the charters of the Board committees, provide the framework for the Company’s governance.

The Company’s directors and management are committed to following appropriate practices in corporate governance in order to meet the Company’s responsibilities to its stockholders and to build long-term growth in stockholder value.

I. BOARD SIZE, COMPOSITION AND QUALIFICATIONS

A. Board Size and Selection Process

The Board will establish the number of directors constituting the entire Board, consistent with the Company’s certificate of incorporation and by-laws. Periodically, the Nominating/Corporate Governance Committee (the “NCG Committee”) and the Board will review the size of the Board and assess its ability to function effectively and with appropriate expertise and diversity.

The Board proposes a slate of nominees to stockholders for election to the Board each year, based on the recommendation of the NCG Committee. Stockholders may submit a director candidate for consideration by the NCG Committee to be nominated for election by submitting names and supporting information to the Secretary of the Company. Any Board vacancies may be filled by the Board between annual meetings of stockholders in accordance with the Company’s by-laws.

In addition, the Company’s by-laws permit stockholders to nominate candidates for election as a director by satisfying the requirements and delivering the information required by the Company’s by-laws as well as a proxy right pursuant to which stockholders may nominate and include in the Company’s annual meeting materials director nominees, subject to certain limitations and by satisfying the requirements and delivering the information required by the Company’s by-laws.

B. Independence of the Board

More than half of the members of the Board must satisfy the independence requirements of the New York Stock Exchange (“NYSE”). Each independent director will have reasonable direct access to the Company’s executive officers and employees.

C. Qualifications for Directors

1. *Minimum Qualifications.* The minimum qualifications for a director are: (a) personal integrity; (b) a degree from an accredited college or university or equivalent professional experience; (c) five years’ successful experience in a senior responsible position; (d) good communication skills; (e) practical, mature business judgment; (f) experience in analyzing corporate financial statements; (g)

experience and effectiveness working closely with a team of senior professionals; (h) available time to dedicate to the position; (i) the absence of conflicts of interest; and (j) an understanding of organizational structure and accountability, delegation of authority, compensation practices and the dynamics of competitive businesses.

2. *Board Diversity.* The NCG Committee and the Board will seek to achieve a mix of directors that represents a diversity of attributes, background, experiences (including experience with businesses and other organizations of a comparable complexity), perspectives and skills, including with respect to differences in customs, culture, international background, thought, generational views, race, gender and specialized professional experience. At least annually and when Board vacancies arise, the NCG Committee and the Board will review the qualifications, judgment, attributes, background, experiences, perspectives and skills of each director and any director candidate and the interplay of such director's and director candidate's qualifications, judgment, attributes, background, experiences, perspectives and skills with the Board as a whole.

D. Disclosure of Relationships

Without limiting the disclosures otherwise required by these Guidelines, it is the responsibility of each director and prospective director to disclose to the Board any actual or apparent conflict of interest with respect to the Company, or any transaction or relationship that reasonably could be expected to give rise to such a conflict of interest, or that would otherwise bear on the independence of his or her judgment as a director, whether or not such matter is under consideration by the Board. Relationships that should be disclosed include, among others, affiliations of a director or prospective director or an immediately family member (defined as any child, stepchild, parent, stepparent, spouse, sibling, mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law or sister-in-law of such person, and anyone (other than a tenant or domestic employee) who shares such person's home) of a director or prospective director with a:

- customer, supplier, distributor, dealer or reseller of the Company;
- lender, outside legal counsel, accountant or auditor, investment banker or consultant of the Company;
- company that made payments to, or received payments from, the Company for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of \$1 million or 2% of such other company's consolidated gross revenues in that fiscal year;
- significant stockholder of the Company;
- charitable or not-for-profit institution that has received or receives significant donations from the Company; or

- competitor or other person having an interest adverse to the Company.

E. Relinquishing and Resigning Board Seats

1. *Employment Change or Other Issue.* Each director will immediately submit to the Chair of the NCG Committee or the Secretary of the Company a formal offer to resign from the Board upon (a) a change of employment or employment status, (b) a situation potentially impacting the reputation and recognized integrity of the director, or (c) a situation that creates a conflict of interest with the Company (other than solely as a result of facts that have been previously and fully disclosed to the Board and have been approved in accordance with Company policies, to the extent required) or results in a change in that director's independence status. The NCG Committee will evaluate the circumstances and make a recommendation to the Board, which may accept or decline that offer.

2. *Board Term Limits.* Re-nomination to the Board is not automatic and is based on an annual assessment of the performance of each director and the needs of the Company and the Board. All directors, other than any director who is a Company employee, will have a term limit of 8 to 12 years, as determined by the Board in its discretion. However, the Board may nominate director candidates who have served past their term limit if the Board determines that a director possesses attributes, background, experiences or skills desired for the Board as a whole, considering the current Board composition and any perceived needs and that it is in the best interests of the Company and its stockholders to extend the director's service for an additional period of time.

3. *Failure of Director Receive a Majority Vote.*

a. If a director is a nominee for election as a director in an uncontested election of directors (i.e., an election other than one in which the number of director nominees exceeds the number of directorships subject to election) and does not receive more votes cast "for" his or her election than the number of votes cast "against" his or her election at a meeting of stockholders at which a quorum is present, the director will promptly tender his or her resignation to the Board.

b. The NCG Committee will make a recommendation to the Board as to whether to accept or reject the tendered resignation. The Board must act on the tendered resignation, taking into account the NCG Committee's recommendation, within 90 days from the date of the certification of the election results. The Board will promptly publicly disclose by a report submitted to the Securities and Exchange Commission its decision regarding the tendered resignation, including its rationale for accepting or rejecting the resignation offer. The NCG Committee in making its recommendation, and the Board in making its decision, may each consider any factors or other information that it considers appropriate and relevant, including (i) the stated reasons, if any, why stockholders withheld their votes, (ii) possible alternatives for curing the underlying cause of the withheld votes, (iii) the director's

tenure, (iv) the director's qualifications, (v) the director's past and expected future contributions to the Company, and (vi) the overall composition of the Board.

c. The director who tenders his or her resignation will not participate in the recommendation of the NCG Committee or the decision of the Board with respect to his or her resignation. The Board may accept a director's resignation or reject the resignation. If the Board accepts a director's resignation, then the Board, in its sole discretion, may fill any resulting vacancy or may decrease the size of the Board pursuant to the Company's by-laws. If a director's resignation is not accepted by the Board, such director will continue to serve until the next annual meeting of stockholders. In advance of such meeting, the director may be considered by the Board for nomination and election. This guideline will be summarized or included in each proxy statement relating to an election of directors of the Company.

4. *Formal Resignation Required.* When a director decides to resign, to retire or to not stand for re-election, the resigning director must submit to the Secretary of the Company a formal resignation that includes any provisions required by law such as a statement whether the resignation is a result of a disagreement with the Company. Immediately upon separation or retirement from the Company, any director who is a Company employee must submit to the Secretary of the Company a formal resignation as a director of the Board.

II. BOARD LEADERSHIP

A. Non-Executive Chairman of the Board

The Board members will elect, on an annual basis, a Non-Executive Chairman of the Board who must be an independent director at all times. If, at any time, this individual is unable to serve as the Non-Executive Chairman of the Board, the most tenured independent director will serve as the Non-Executive Chairman of the Board unless and until the Board members determine otherwise. The Non-Executive Chairman of the Board will have the following duties and responsibilities:

1. Act as adviser to the Chief Executive Officer (the "CEO");
2. Develop and establish Board meeting agendas and the appropriate schedule of Board meetings, in consultation with the CEO;
3. Consider agenda items suggested by independent and non-employee directors;
4. Direct that specific materials be included in Board materials delivered in advance of Board meetings and work with Board committees to assess the quality, quantity and timeliness of the flow of information from management to the Board;
5. Preside at all Board and stockholder meetings;

6. Develop and establish the agenda for, and preside at, executive sessions of the Board's independent and non-employee directors, which are held with each Board meeting or otherwise;
7. Act as principal liaison between the independent directors and the CEO, as necessary or appropriate;
8. Work with the NCG Committee to recommend to the Board the membership of the Board committees and Board committee chairs;
9. Lead the annual evaluation of the CEO (in conjunction with the Compensation Committee, which has sole authority to determine the CEO's compensation), the Board, the Board committees and individual directors and coordinate with the NCG Committee (which is responsible for conducting the Non-Executive Chairman of the Board evaluation);
10. Call meetings of the independent and non-employee directors;
11. Be available to advise the Committee chairs in fulfilling their designated roles and responsibilities; and
12. Be the external spokesperson for the Board and available for communication with stockholders, where appropriate, upon reasonable request.

III. BOARD MEETINGS, POWERS, DUTIES AND RESPONSIBILITIES

A. Meetings

1. The Board will meet at least four times per year.
2. The Board will hold executive sessions of the Board's independent and non-employee directors, without the CEO or other Company employees present, at least four times per year.
3. Agendas and materials will be distributed in advance of Board meetings where important to the Board's understanding or to facilitate discussion.
4. Directors are expected to attend all Board meetings and Board committee meetings for Board committees on which they serve and be prepared for the meetings by reviewing the materials provided to them in advance of the meetings. Any extraordinary circumstances that would cause a director to attend fewer than 75% of all Board meetings and Board committee meetings for Board committees on which he or she serves should be discussed with the Non-Executive Chairman of the Board or the Chair of the NCG Committee as far in advance as possible. Absent extraordinary circumstances, each director is expected to attend the annual meeting of stockholders.

B. Powers, Duties and Responsibilities

1. The Board is elected by the Company's stockholders to oversee management, to help ensure the Company meet its responsibilities to its stockholders and to build long-term growth in stockholder value. Beyond its general oversight of management, the Board and its committees perform a number of specific functions, including (a) review, approval and monitoring of fundamental business and financial strategies and major corporate actions; (b) assessment of significant risks facing the Company and review of opportunities to appropriately mitigate the identified risks; (c) ensuring processes are established to maintain the integrity of the Company, particularly the integrity of its financial statements, its compliance with its Code of Ethics and Business Conduct and its relationships with customers and suppliers; (d) selection, evaluation and compensation of the CEO and oversight of CEO succession planning; (e) providing advice and oversight on the selection, evaluation, development and compensation of executive officers; and (f) overseeing the Company's sustainability process.

2. In carrying out their responsibilities, directors will fulfill their fiduciary duties of care and loyalty and otherwise exercise their business judgement and act in the best interest of the Company and its stockholders. Directors must act objectively, without allowing independent judgment to be subordinated to third party interests. In general, directors are required to disclose to the Board all non- public information in the director's possession that is material to the matter under consideration. A director should notify the Company's Chief Legal and Administrative Officer in advance and abstain from discussing and voting on any matter if the director has material non-public information about the matter but may be unable to disclose this information to the Board (e.g., because of a competing fiduciary duty to a third party).

3. Because of the business relationships that a director may have outside of the Company, it is possible that an actual or potential conflict of interest may develop as a result of actions contemplated by the Company or another person. As described in Section I(D) of these Guidelines, a director must promptly disclose to the Board the nature of any actual or apparent conflict of interest with respect to the Company, or any transaction or relationship that reasonably could be expected to give rise to such a conflict of interest, or that would otherwise bear on the independence of his or her judgment as a director, whether or not such matter is under consideration by the Board, and the Board will determine what action, if any, is required, including whether the director should recuse himself or herself from discussion or voting with respect to the matter or whether to accept the resignation of such director in accordance with these Guidelines.

4. At least annually, the Board will review and approve the Company's annual operating plan and review and confirm support of the Company's multi-year strategic plan.

5. The Board shall receive and review quarterly reports from management concerning: (i) material issues at the Company's mines, material Company investments, production capacity, costs (including increased costs) and cost savings, production levels, production constraints, and production trends; (ii) material changes to the Company's business, strategy, investments, costs, and production capacity; (iii) the risks and benefits assessment for any planned material changes; and (iv) the actual impact of any material changes to the Company's business and/or its business strategy. Each such report shall make assessments and recommendations concerning compliance issues and risks associated with (i) the Company's mining activities and sites, including potential or actual contaminations at mining sites; (ii) material Company investments, including mining technology investments; (iii) costs, cost increases, and potential and actual cost savings; (iv) production capacity, levels, and trends; and (v) related disclosures. The reports shall also inform executive leadership and the Board of identified actual or potential accounting issues and risks.

6. At least annually, the Board will review these Guidelines and the Company's compliance program, including the Code of Ethics and Business Conduct. These Guidelines will be made available on the Company's website at www.compassminerals.com.

7. At least annually, the Board will review succession and development plans for the CEO and all executive officers of the Company.

8. At least annually, the Board will conduct evaluations of the CEO (in conjunction with the Compensation Committee, which has sole authority to determine the CEO's compensation), the Board, the Board committees and individual directors.

9. The Board will oversee the Company's risk management process, including review of management's strategies and actions to anticipate, identify, assess, manage and appropriately mitigate the identified risks.

10. The Board, and the Non-Executive Chairman of the Board on behalf of the Board, has the authority, in each case in its sole discretion, to retain, direct and terminate any counsel, experts or other advisors that the Board believes to be necessary or appropriate. The Board may also, in its discretion, utilize the services of the Company's legal counsel or other advisors. The Company will provide for appropriate funding, as determined by the Board, for payment of compensation to any advisors retained by the Board and for ordinary administrative expenses of the Board that are necessary or appropriate in carrying out its duties.

In discharging its powers, duties and obligations, the Board is entitled to reasonably rely on the Company's management and outside advisors and auditors.

IV. BOARD COMMITTEES

A. Committees and Charters

1. The Board has established the following standing committees to assist it in discharging its responsibilities: the Audit Committee, the Compensation Committee, the NCG Committee and the Environmental, Health, Safety and Sustainability Committee. The Board may establish additional Board committees in its discretion.

2. Each standing Board committee will be governed by a written charter, which will be made available on the Company's website at www.compassminerals.com. The Board may modify any Board committee charter at any time.

B. Committee Membership

Board committee members, including the Chair of the Board committee, will be appointed by action of the Board, on the recommendation of the NCG Committee. The Audit Committee, the Compensation Committee and the NCG Committee will be composed entirely of independent directors.

C. Committee Agendas and Materials

The Chair of each Board committee, after appropriate consultation with other Committee members and the Company's management, will set agendas for Board committee meetings. Agendas and materials will be distributed in advance of Board committee meetings where important to the committee's understanding or to facilitate discussion.

V. MULTIPLE DIRECTORSHIPS

A. NCG Committee Approval and Procedures

1. Approval

a. Approval of the NCG Committee (and the Board, to the extent set forth in Section V(B) of these Guidelines) is required before a director (other than the CEO) may serve on a board of directors of another for-profit company.

b. Approval of the NCG Committee and the Board is required before the CEO may serve on a board of directors of another for-profit company.

c. If a director (including the CEO) desires to serve on a board of directors of a company that is a subsidiary or affiliate of a company where such director is already a member of its board of directors, no approvals will be required and the requirements contained in Section V of these Guidelines will not apply, provided, however, such director must provide prior notice to the Chief Legal and Administrative Officer of the Company of any such service.

d. Approval of the CEO (and the NCG Committee) is required before an executive officer of the Company (other than the CEO) may serve on a board of directors of any for-profit company (other than the Company's subsidiaries). The CEO will notify the Board of any such service.

2. *Notification and Conflicts of Interest.* Before a director (including the CEO) may serve on a board of directors of a for-profit company, the director must notify the Chair of the NCG Committee of the potential service and provide information sufficient to permit consideration of the appropriateness of this service. The Chair of the NCG Committee will submit the request and the information provided to the CEO and the Company's Chief Legal and Administrative Officer for a review of potential conflicts of interest. If no conflicts of interest are found, the Chair of the NCG Committee will submit the request and the report regarding potential conflicts of interest to the other members of the NCG Committee to obtain their consent.

3. *Considerations.* In considering whether to approve a request to serve on a board of directors of a for-profit company, the NCG Committee will consider, among other factors, a director's ability to devote sufficient time to his or her duties as a director of the Company, and, in the case of the CEO, the ability to fulfill his or her duties to the Company, as well as existing or potential conflicts of interest. If a non-employee director is requesting to serve on more than five boards of directors of for-profit companies (including the Company's Board) or if the CEO is requesting to serve on more than two boards of directors of for-profit companies (including the Company's Board), the NCG Committee will apply a rebuttable presumption that any additional directorships are not in the interest of the Company's stockholders.

B. Board Approval

1. *Non-Employee Directors.* Approval of the Board is required before a non-employee director may serve on more than five boards of directors of for-profit companies (including the Company's Board).

2. *Audit Committee Members.* No member of the Company's Audit Committee may simultaneously serve on the audit committee of more than two other public companies, unless the Board determines that such simultaneous service would not impair the ability of such member to effectively serve on the Company's Audit Committee and such determination is disclosed in the Company's annual proxy statement.

3. *Employee Directors.* Approval of the Board is required before the CEO or any other director who is a Company employee may serve on any board of directors of a for-profit company.

VI. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

A. Orientation

The Company will conduct an orientation program for new directors. This orientation should begin as soon as practicable after the new director joins the Board and should be completed within one year after he or she joins the Board.

B. Continuing Education

The Company, the Board and the Board committees will sponsor periodic training for the Board on matters affecting the Company or that will assist directors in carrying out their responsibilities. Directors are encouraged to participate in director education programs, and the Company will reimburse directors for certain expenses incurred in connection with these programs.

C. Continuing Education

The Company will reimburse non-employee directors for the reasonable cost of attending director education programs (including tuition, travel, lodging and related expenses). If the Company-reimbursed costs of the director education program exceed \$15,000 per fiscal year (or \$20,000 per fiscal year, in the case of a non-employee director who has served on the Board for less than one year), then approval of the Non-Executive Chairman of the Board will be required. Directors must provide the Company with documentation evidencing any costs incurred for attending director education programs prior to reimbursement.

VII. DIRECTOR COMPENSATION

The Board will set the level of compensation for directors based on the recommendation of the Compensation Committee. Directors who are also Company employees will not be compensated for acting as directors of the Company.

VIII. DIRECTOR AND COMPANY COMPLIANCE AND POLICIES

A. Director Compliance Requirements

1. *Company Policies and Questionnaires.* Directors must comply with the Company's Code of Ethics and Business Conduct, these Guidelines and other applicable Company policies. Directors will, at the request of the Secretary of the Company, complete the Company's compliance questionnaire and certify his or her compliance with applicable Company policies.

2. *Stock Ownership.* Directors are required to hold Company stock (or its equivalent) in accordance with the Company's stock ownership guidelines. For non-employee directors, the ownership guideline is equal to five times the annual cash retainer for Board service, which must be achieved within five years of joining

the Board and maintained at least at that minimum level during the director's tenure on the Board. Director's deferred stock units are counted toward this ownership guideline. For Company employees, the ownership guidelines vary depending upon the position.

3. *Confidentiality Policy.* Directors are required to protect and hold confidential the proceedings and deliberations of the Board and its committees and all non-public information obtained as a result of their position as a director of the Company. By serving as a director, each director agrees that he or she will not:

a. Disclose Confidential Information (as defined below) outside the Company, either during or after his or her service as a director, except with the authorization of the Board or as maybe otherwise required by law; provided however that prior to any such legally compelled disclosure, the director will give the Secretary of the Company reasonable advance notice and will cooperate with Company in protecting against any such disclosure or obtaining a protective order narrowing the scope of such disclosure, or

b. Use Confidential Information for his or her own personal benefit or to benefit any person or entity outside the Company.

For purposes of this policy, "Confidential Information" means all non-public information entrusted to or obtained by a director by reason of his or her position as a director of the Company. It includes non-public information that might be of use to competitors or harmful to the Company, its customers or other stakeholders if disclosed, such as:

- Non-public information about the Company's financial condition, prospects or plans, its marketing and sales programs and research and development information, as well as information relating to mergers, acquisitions, divestitures or joint ventures or possible capital transactions such as credit facilities, share repurchases, dividends and stock splits;
- Non-public information concerning other companies with whom the Company may conduct business, including information about potential transactions and the Company's customers, suppliers or joint venture partners; and
- Non-public information about, including the content of, meetings, proceedings, presentations, discussions, deliberations and decisions between and among any of the employees, executive officers, directors and advisors of the Company, the Board or any Board committee.

4. *Press and Other Inquiries.* Only authorized spokespersons are authorized to discuss Company business with the press, the investment community and other persons outside the Company. Any director receiving inquiries of this nature should decline to comment and refer the person making the inquiry to one of the

Company's authorized spokespersons in accordance with the Company's Guidelines for Fair Disclosure to the Investment Community.

5. *Corporate Opportunities.* Directors and executive officers are prohibited from (i) taking for the director's or executive officer's personal benefit, or directing to third parties, opportunities that belong to the Company or are discovered through the use of corporate property, information or position; (ii) using the Company's property or information or the director's or executive officer's position for personal benefit or gain; and (iii) competing with the Company for business opportunities; however, in a case where the Company's disinterested directors determine that the Company will not pursue an opportunity that relates to the Company's business, a director may then do so.

B. No Short Sales, Hedging or Pledging

Directors, executive officers and employees are prohibited from engaging in short sales of Company securities and from buying, selling or investing in Company-based derivative securities, including entering into any hedging transactions with respect to the Company's securities or engaging in comparable transactions. In addition, directors and executive officers may not pledge Company securities.

C. No Option Repricing

The Company may not reprice any stock options previously granted without stockholder approval.

IX. COMMUNICATIONS WITH THE BOARD

Stockholders or other interested parties wishing to communicate directly with the Board may submit written comments to the Secretary of the Company who will forward such communications, as applicable, based on the content and addressee. If the communication is identified as exclusively for the Non- Executive Chairman of the Board or to one or more non-employee directors, such communication will be delivered to the Non-Executive Chairman of the Board or to such non-employee directors.