

Saskatchewan Mining Supply Chain Forum

Operations/Project Updates

The Mosaic Company

Lawrence Berthelet – Director Capital Expansion, Potash Operations



Today's Agenda

1. Who we are
2. Where we're headed
3. Potash Operations updates
4. Partnering with us

Who we are



Meet Mosaic

- Supplier of potash and phosphate crop nutrients— now **27.2 million** tonnes of operational capacity
- Fortune 500 company - **\$7.4 billion** USD in sales in calendar 2017
- Employ more than **15,000** global employees (added 6,500 in January); 2,200 in Saskatchewan
- Potash operations at three Saskatchewan mine sites
 - Belle Plaine
 - Colonsay
 - Esterhazy



2017/18 Business Highlights

- K3 transition underway
- Vale Fertilizantes (now Mosaic Fertilizantes) acquired, including the Kronau Project in Saskatchewan
- Transforming Phosphates Business

Sustainability at Mosaic



FOOD

- Food Security
- Balanced Crop Nutrition
- Product Innovation
- The Mosaic Villages Project

ENVIRONMENT



- Land, Water, Energy, Air
- Nutrient Stewardship

COMMUNITY



- Community Investment
- Stakeholder Engagement
- Employee Involvement



PEOPLE

- Safety
- Employment Practices
- Employee Development
- Supply Chain & Contractors
- Diversity and Inclusion
- Sourcing



COMPANY

- Governance
- Partnerships
- Management Structure
- Management Systems

Our Progress



Mosaic Sustainability Targets



WATER



ENERGY



GREENHOUSE GAS

By 2020, reduce by 10% per product tonne

Sustainability Targets Progress

Target: By 2020, reduce by 10% per product tonne



WATER

4.2% reduction from
2012 baseline



ENERGY

1.9% reduction from
2012 baseline



GREENHOUSE GAS

2.7% reduction from
2012 baseline



SAFETY

25% improvement
over 2015



WASTE

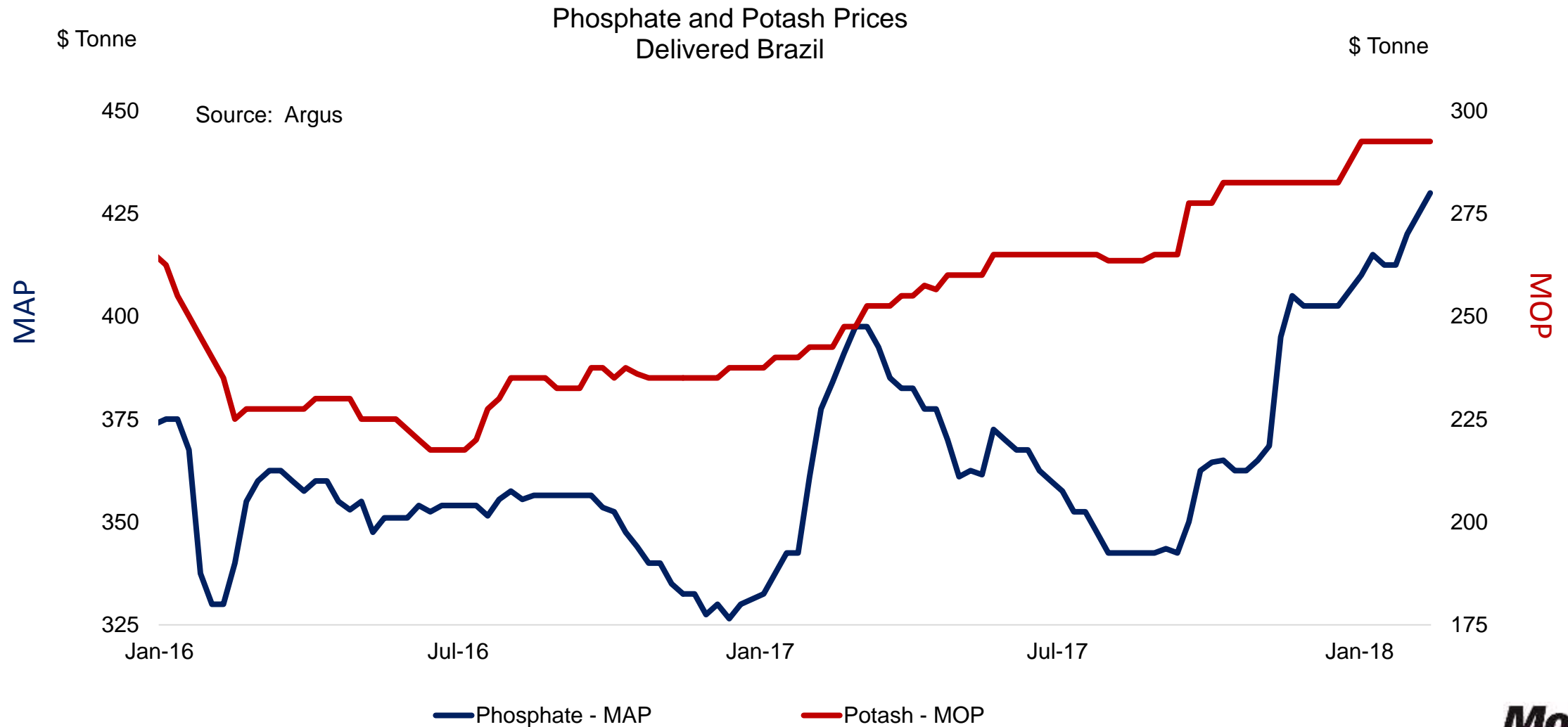
Recycled more than 65,000
tonnes of waste in 2016



Where we're headed



2018: Improving Market Conditions



Competitiveness



5-Year Strategic Roadmap

Low Cost
Leader

Capital
Efficiency

Bold Moves

Potash Operations Updates



Belle Plaine



- Mosaic's only solution mine
- Operational capacity of 2.4M Tonnes
- Outstanding safety performance in 2016 and 2017– One year RIFR-free
- Reportable environmental incident-free in 2017

Colonsay



- Operational capacity of 1.5M Tonnes
- Produces Aspire and Animal Feed Specialty products
- Launched new formulation of Aspire

Esterhazy K1&K2



- Operational capacity of 5.3M Tonnes
- Only producer of natural Crystal Granular product globally
- One of the largest potash mines in the world
- K1 received SMA Safety Award for 2017

K3 NORTH SHAFT

EXCAVATION COMPLETE

DEPTH: 3566' JAN 2018



Associated Mining Construction Inc.



HATCH

Lowering fully assembled Drum Miner Chassis

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Mine Development

.....



Lighting the Way



K3 to K1 Overland Conveyor

.....



Transfer House



Partnering with Mosaic



EH&S Guides All We Do

- Sustainability starts with the **health and safety** of our employees, contractors, and visitors.
- The **relentless pursuit of an injury-free workplace** is our top priority.
- Our first responsibility is to **ensure every Mosaic employee and contractor returns home safely** at the end of each work day.



K1: SMA Safety Award (2017)

Belle Plaine: One year without a recordable injury (2016 & 2017)

Belle Plaine: John T. Ryan Safety Award (2016)



Procurement Spends in Saskatchewan

Goods and Services
Used in Operations
(2017)
\$354MM CAD

Capital Expenditures
Spend (2017)
Approx. \$460MM CAD

Total Combined Spend
(2017)
\$814MM CAD

Requirements

Minimum Requirements

- Registered with ISNworld – Meet Mosaic's grading criteria
- Significant or large material providers must be registered with ARIBA (e-commerce procurement tool) or willing to register upon award of business
- Suppliers must review and complete
 - Confidentiality agreement
 - Mosaic Code of Conduct and Business Ethics Policy
 - Mosaic Form of Agreement



Indigenous Engagement Strategy





Vision

“The work we do with Indigenous communities will foster mutually beneficial relationships that will ensure our workforce, sourcing, stakeholder engagement and community investment accurately represents the diversity in the communities where we operate”.

Strategic Priorities

1. Workforce Development: Grow initiatives and remove barriers that will build diversity in our workforce

2. Community Investment and Engagement: Outreach and investment in the Indigenous communities that surround our operations is meaningful and ongoing. Investment aligns with other priorities to remove barriers

3. Procurement: Seek out, engage and promote Indigenous enterprise and use contractors that support diversity in the workplace

Indigenous Outreach: Future State

Sourcing: The vendors we work with promote Indigenous hiring, retention and/or are Indigenous owned

Workforce: Workforce that's representative of the communities where we operate

Communities: Indigenous stakeholders are wholly supportive of our operations and social license to operate

Thank you!

