



The Mosaic Company SIMSA

November 2, 2017
Delta Hotel, Regina



Agenda

Agenda	Presenter
Market & Operations Update	Bruce Bodine, Senior Vice President - Potash
Capital Update	Derek Van Nes, Director Sustaining Capital-Potash
Procurement	Crystal Steciuk, Director Strategic Sourcing-Potash
Indigenous Outreach	Crystal Steciuk, Director Strategic Sourcing-Potash
Networking	

Market and Operations Update



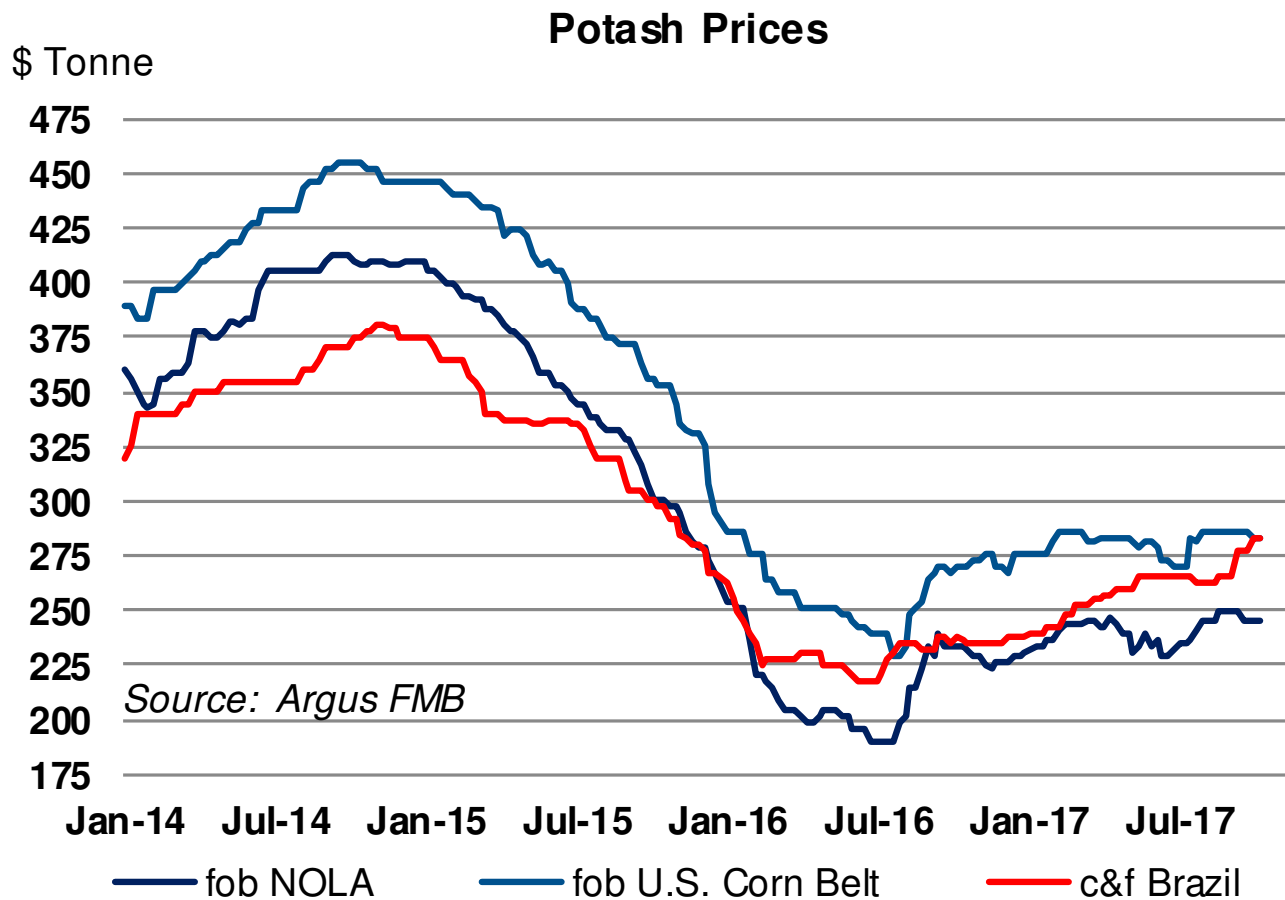
Our Priorities

**Develop,
engage &
empower
our people**

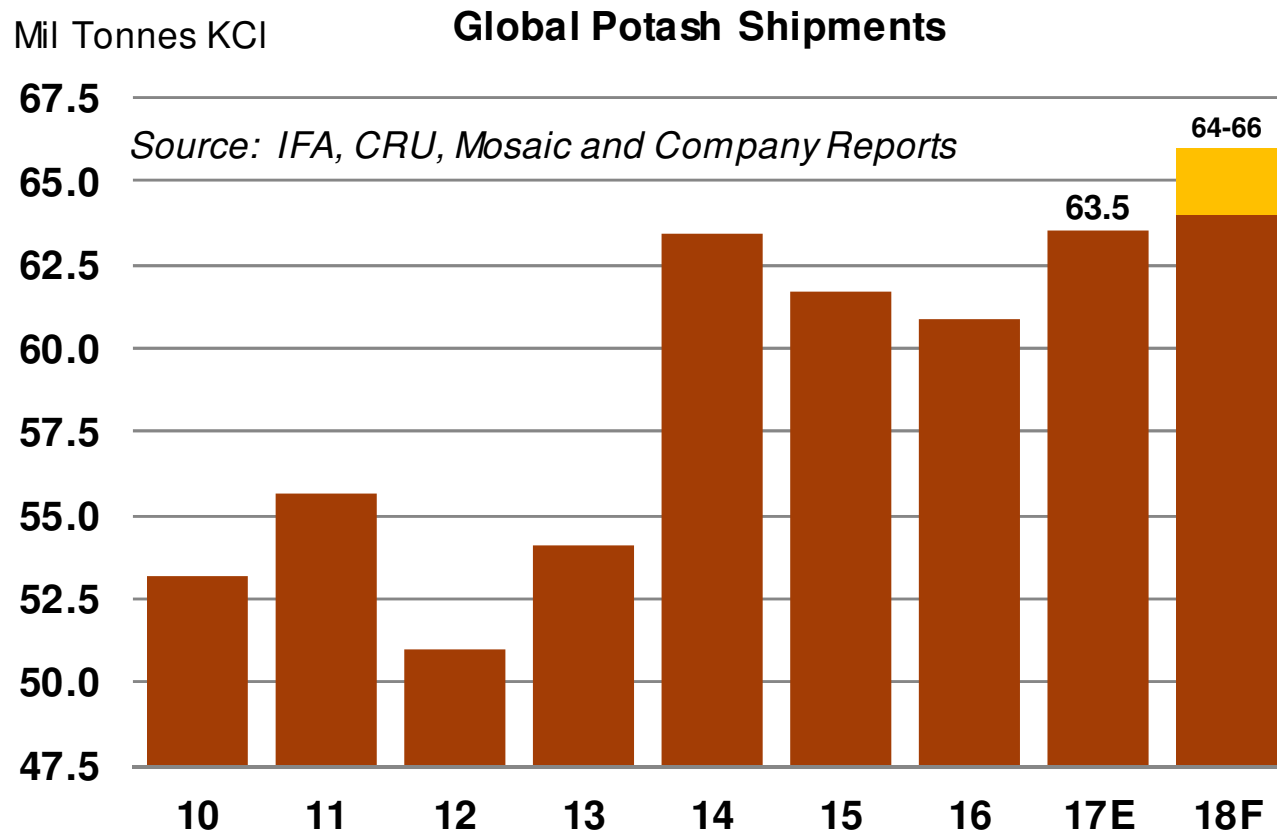
**Grow &
strengthen
our business**

**Create
value for our
stakeholders**

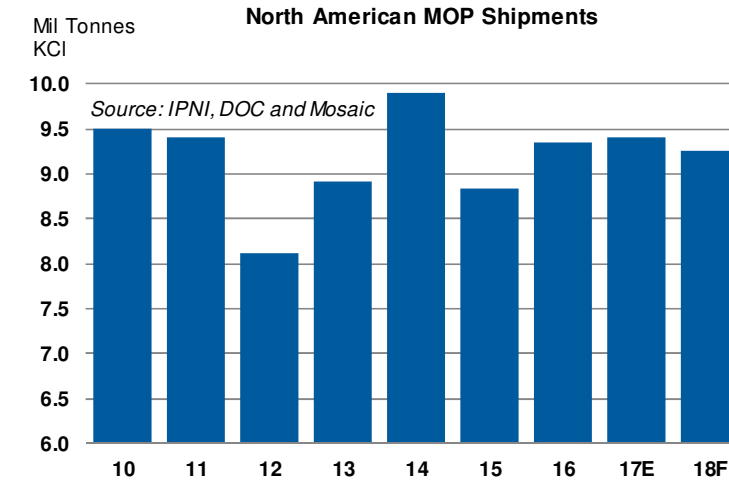
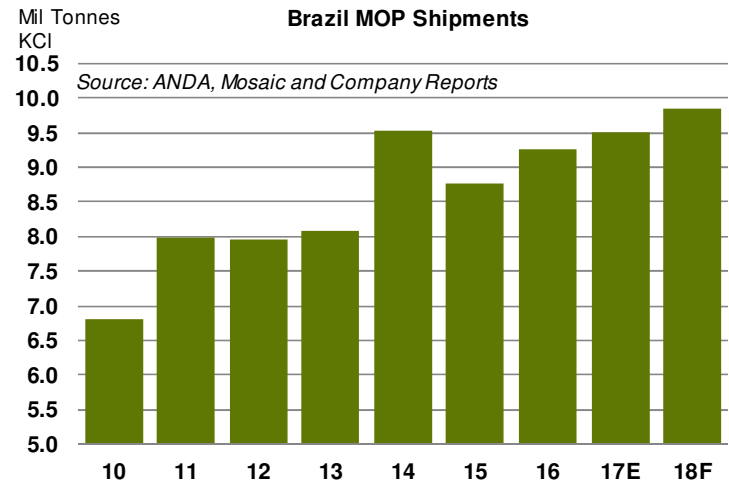
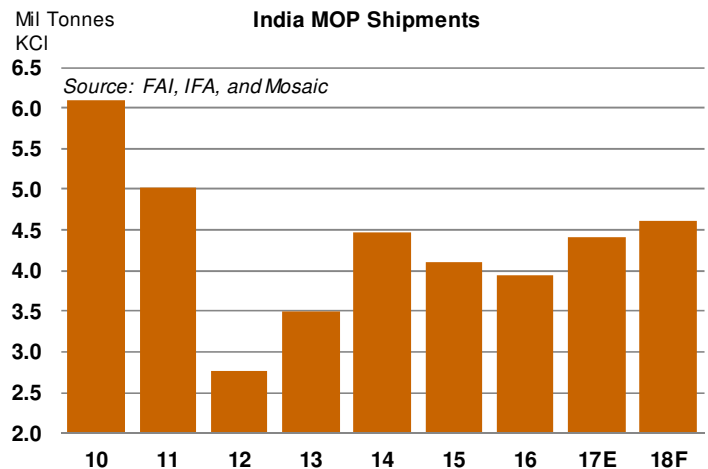
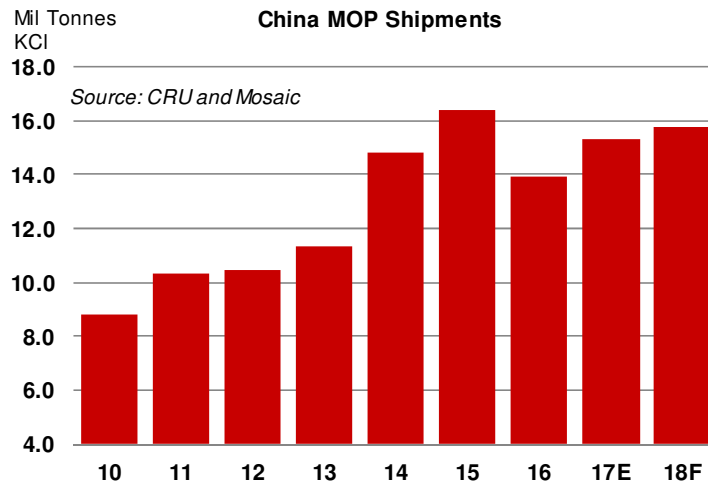
The Price Journey



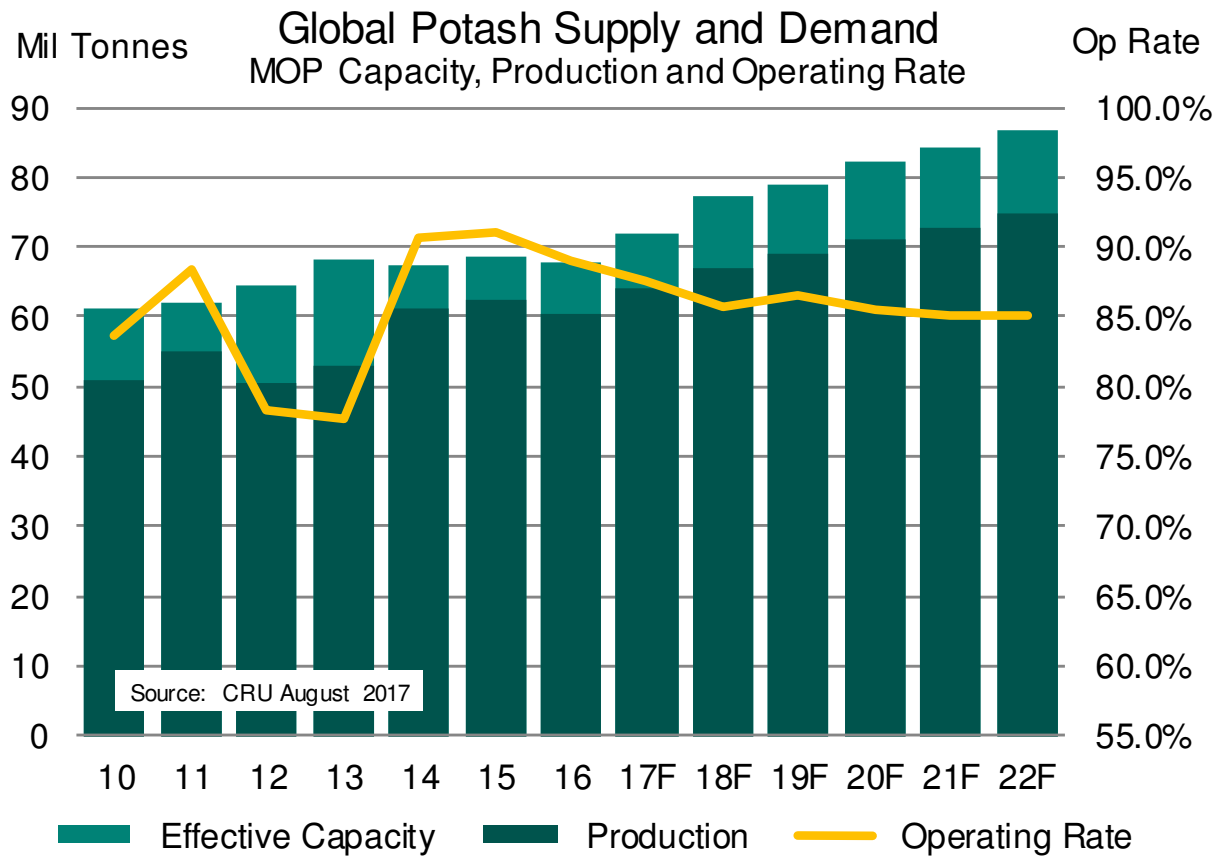
Potash Shipments



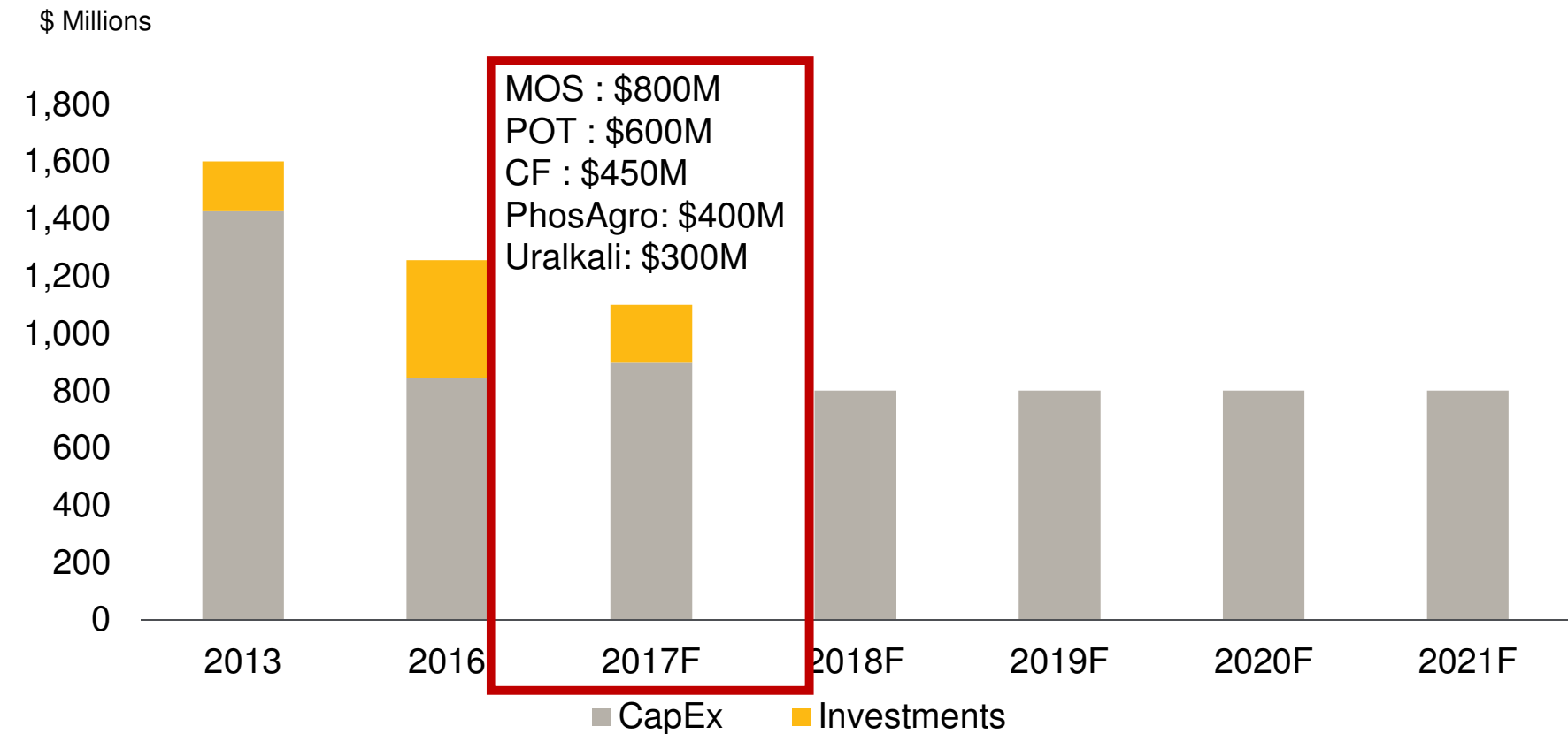
Key Markets



Supply vs. Demand



Capital Spending



*For 2018 – 2021 excludes Vale Fertilizantes CAPEX, estimated at \$150 - \$200 million annually

Planned Projects

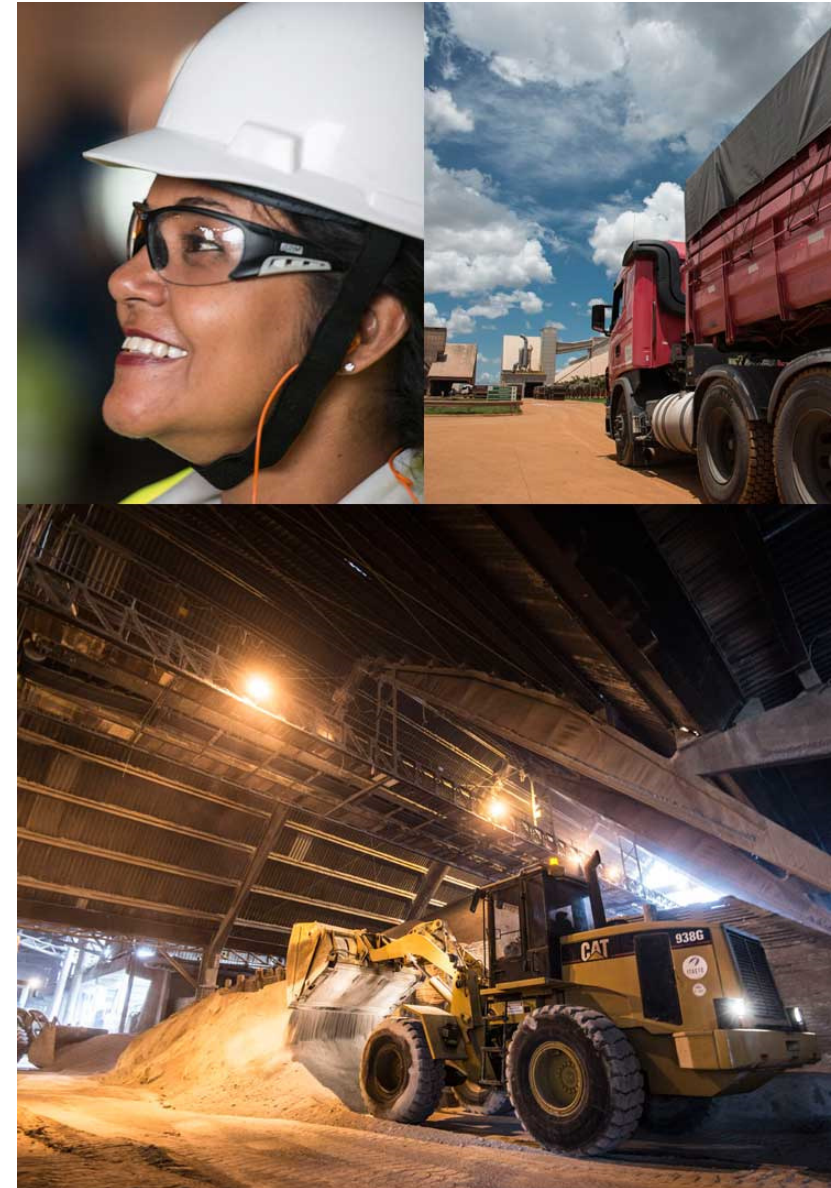
2017

- K2 Turnaround – November 2017*

2018

- Belle Plaine – Line outage Sept/Oct*
- K1/K2 Turnaround– June/July*
- Colonsay Turnaround – July/August*

**Dates subject to change*



Leadership and Engagement

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2017
Engagement
Survey

Emerging
Leaders
Program

Leadership
Catalyst
Program

Leadership
Fundamentals

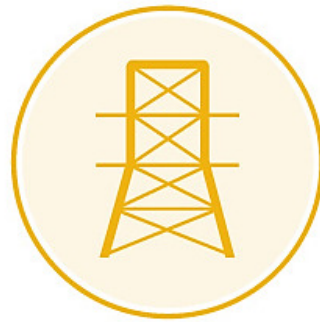


Environmental Sustainability

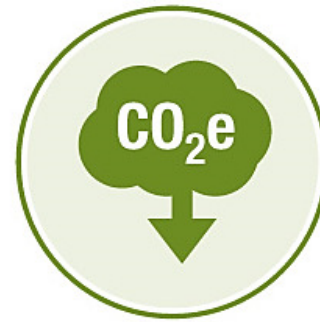
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WATER



ENERGY



GREENHOUSE GAS

By 2020, reduce by 10% per product tonne

Community Investment

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Capital Update

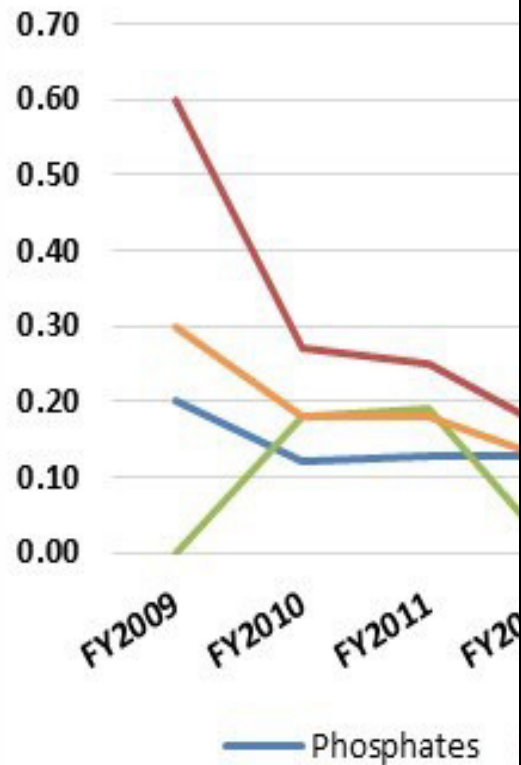


It all Starts with Safety

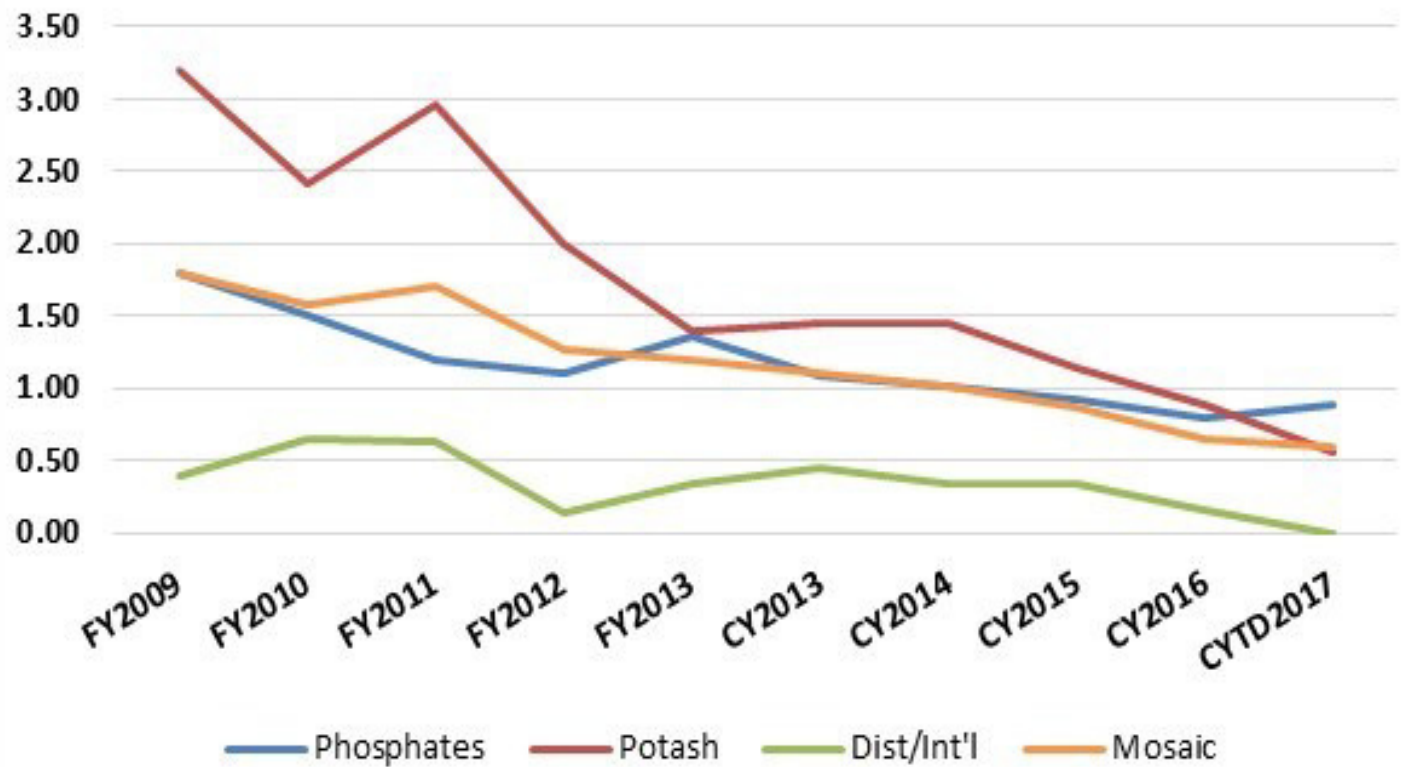
- The **relentless pursuit of an injury-free workplace** is our top priority.
- Our first responsibility is to **ensure every Mosaic employee and contractor returns home safely** at the end of each work day.



LTIFR YTD Trends



RIFR YTD Trends



Capital Outlook

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- Expansion projects complete at Belle Plaine, Colonsay, and Esterhazy K1 & K2
- K3 is remaining expansion project

\$CAD (millions)	2015	2016	2017 (forecast)
Sustaining	\$313	\$209	\$160
Expansion	\$238	\$288	\$285
TOTAL (excl. CSB)	\$551	\$497	\$445
Carlsbad (CSB)	\$28	\$21	\$25
TOTAL	\$579	\$518	\$470

Sustaining Capital 2018

Themes

- Reduced capital budgets
- Era of large sustaining capital projects is largely over
- Smaller projects and more of them
 - “Maintenance Capital” / Break-Fix
- Age-related infrastructure spend increasing
 - Roofs
 - Electrical
 - Asset / structural integrity
- Conventional vs. solution mine procurement
- Operations sustaining spending
 - Mine development
 - Belle Plaine drilling

Expansion Capital 2018

- **The Next 50:** \$3.2 billion CAD Esterhazy K3 project
- Will be largest and most cost competitive potash mine in North America
- 6.1 million hours or 2,937 years of employment to date



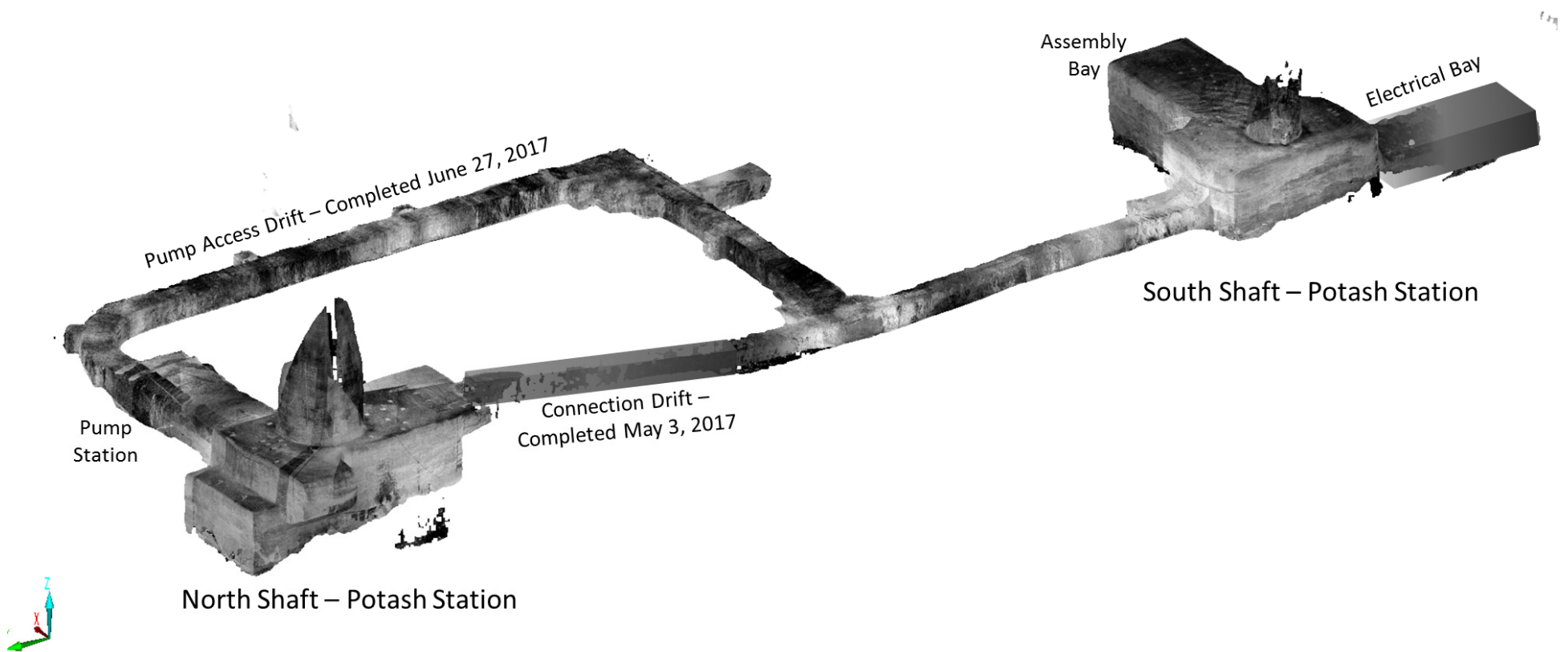
Reaching Potash: February 16, 2017

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Initial Underground Development

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Koepe Hoist

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Scheduled to be online mid-2018



K3 to K2 Overland Conveyor

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Scheduled to be online Q3 2018



K3 Strategic Sourcing

Underground Equipment

- \$400 million spend underway
 - Mining machines
 - Mobile and fixed conveyors
 - Support equipment (bins, air handling, etc.)
 - Electrical (cable, portable mine power centres, etc.)
 - Mobile equipment
 - Man carriers
 - Light & heavy duty vehicles
 - Carry-decks and small cranes
 - Forklifts & skidsteers
 - LHD equipment
 - Rockbolters

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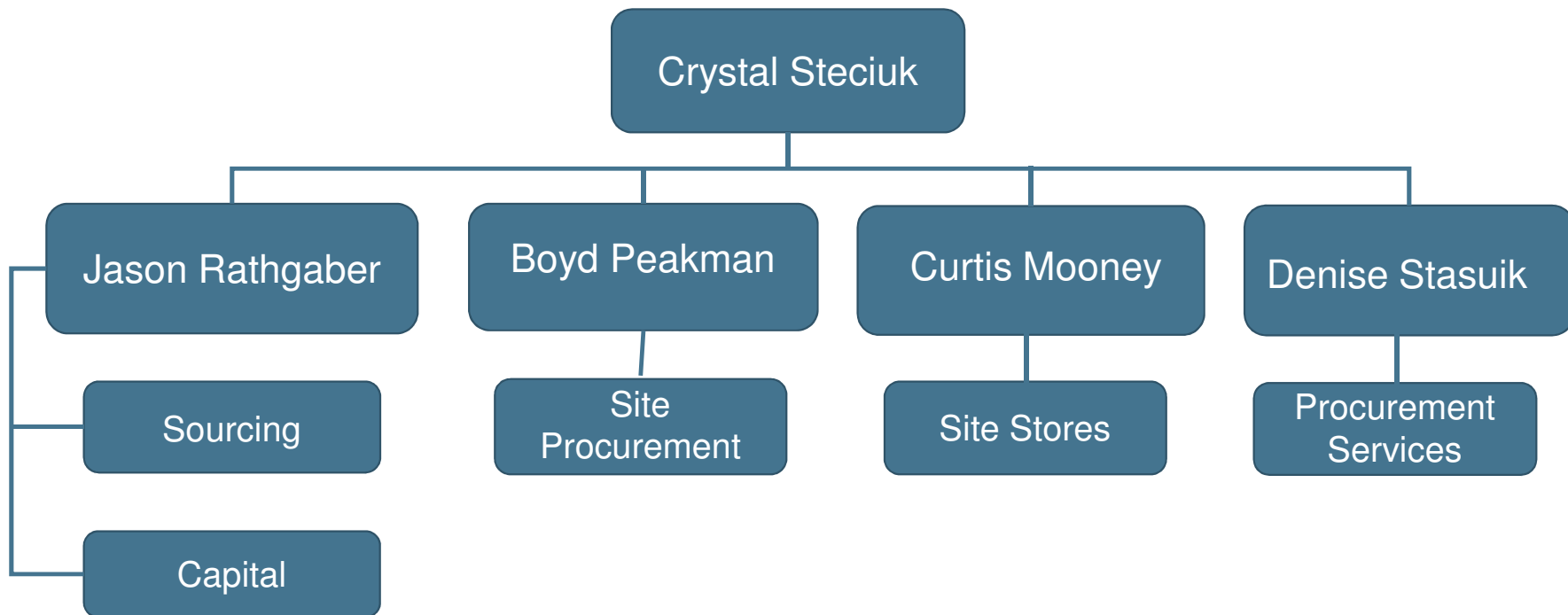
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- An aerial photograph of an industrial facility, identified by the 'Mosaic' logo on a tall central tower. The facility includes various buildings and structures, many of which are labeled with alphanumeric codes. A red circle is drawn around a specific area in the lower-left quadrant, highlighting a cluster of buildings labeled 0210(C), 0220, 0516, 0210(E), 0255, 0210(F), 0210(B), 0256, 0210(D), 0510(E), 0511, and 6510(F). Other labels visible in the image include 0401, 0409, 0520, 0532(B), 0501(A), 0551, 0530, 0518, 0510(A), 0510(C), 0510(D), 0510(F), 0511, 0512(C), 0513, 0514, 0515, 0516, 0517, 0518, 0519, 0520, 0521, 0522, 0523, 0524, 0525, 0526, 0527, 0528, 0529, 0530, 0531, 0532, 0533, 0534, 0535, 0536, 0537, 0538, 0539, 0540, 0541, 0542, 0543, 0544, 0545, 0546, 0547, 0548, 0549, 0550, 0551, 0552, 0553, 0554, 0555, 0556, 0557, 0558, 0559, 0560, 0561, 0562, 0563, 0564, 0565, 0566, 0567, 0568, 0569, 0570, 0571, 0572, 0573, 0574, 0575, 0576, 0577, 0578, 0579, 0580, 0581, 0582, 0583, 0584, 0585, 0586, 0587, 0588, 0589, 0590, 0591, 0592, 0593, 0594, 0595, 0596, 0597, 0598, 0599, 0600, 0601, 0602, 0603, 0604, 0605, 0606, 0607, 0608, 0609, 0610, 0611, 0612, 0613, 0614, 0615, 0616, 0617, 0618, 0619, 0620, 0621, 0622, 0623, 0624, 0625, 0626, 0627, 0628, 0629, 0630, 0631, 0632, 0633, 0634, 0635, 0636, 0637, 0638, 0639, 0640, 0641, 0642, 0643, 0644, 0645, 0646, 0647, 0648, 0649, 0650, 0651, 0652, 0653, 0654, 0655, 0656, 0657, 0658, 0659, 0660, 0661, 0662, 0663, 0664, 0665, 0666, 0667, 0668, 0669, 0670, 0671, 0672, 0673, 0674, 0675, 0676, 0677, 0678, 0679, 0680, 0681, 0682, 0683, 0684, 0685, 0686, 0687, 0688, 0689, 0690, 0691, 0692, 0693, 0694, 0695, 0696, 0697, 0698, 0699, 0700, 0701, 0702, 0703, 0704, 0705, 0706, 0707, 0708, 0709, 0710, 0711, 0712, 0713, 0714, 0715, 0716, 0717, 0718, 0719, 0720, 0721, 0722, 0723, 0724, 0725, 0726, 0727, 0728, 0729, 0730, 0731, 0732, 0733, 0734, 0735, 0736, 0737, 0738, 0739, 0740, 0741, 0742, 0743, 0744, 0745, 0746, 0747, 0748, 0749, 0750, 0751, 0752, 0753, 0754, 0755, 0756, 0757, 0758, 0759, 0760, 0761, 0762, 0763, 0764, 0765, 0766, 0767, 0768, 0769, 0770, 0771, 0772, 0773, 0774, 0775, 0776, 0777, 0778, 0779, 0780, 0781, 0782, 0783, 0784, 0785, 0786, 0787, 0788, 0789, 0790, 0791, 0792, 0793, 0794, 0795, 0796, 0797, 0798, 0799, 0800, 0801, 0802, 0803, 0804, 0805, 0806, 0807, 0808, 0809, 0810, 0811, 0812, 0813, 0814, 0815, 0816, 0817, 0818, 0819, 0820, 0821, 0822, 0823, 0824, 0825, 0826, 0827, 0828, 0829, 0830, 0831, 0832, 0833, 0834, 0835, 0836, 0837, 0838, 0839, 0840, 0841, 0842, 0843, 0844, 0845, 0846, 0847, 0848, 0849, 0850, 0851, 0852, 0853, 0854, 0855, 0856, 0857, 0858, 0859, 0860, 0861, 0862, 0863, 0864, 0865, 0866, 0867, 0868, 0869, 0870, 0871, 0872, 0873, 0874, 0875, 0876, 0877, 0878, 0879, 0880, 0881, 0882, 0883, 0884, 0885, 0886, 0887, 0888, 0889, 0890, 0891, 0892, 0893, 0894, 0895, 0896, 0897, 0898, 0899, 0900, 0901, 0902, 0903, 0904, 0905, 0906, 0907, 0908, 0909, 0910, 0911, 0912, 0913, 0914, 0915, 0916, 0917, 0918, 0919, 0920, 0921, 0922, 0923, 0924, 0925, 0926, 0927, 0928, 0929, 0930, 0931, 0932, 0933, 0934, 0935, 0936, 0937, 0938, 0939, 0940, 0941, 0942, 0943, 0944, 0945, 0946, 0947, 0948, 0949, 0950, 0951, 0952, 0953, 0954, 0955, 0956, 0957, 0958, 0959, 0960, 0961, 0962, 0963, 0964, 0965, 0966, 0967, 0968, 0969, 0970, 0971, 0972, 0973, 0974, 0975, 0976, 0977, 0978, 0979, 0980, 0981, 0982, 0983, 0984, 0985, 0986, 0987, 0988, 0989, 0990, 0991, 0992, 0993, 0994, 0995, 0996, 0997, 0998, 0999, 1000. Other labels include 'Security Trailer', 'Parking Lot', 'Dry Trailers', 'Safety Training Trailer', 'Office Trailers', and 'Mosaic'.

Procurement



Potash Procurement Organization

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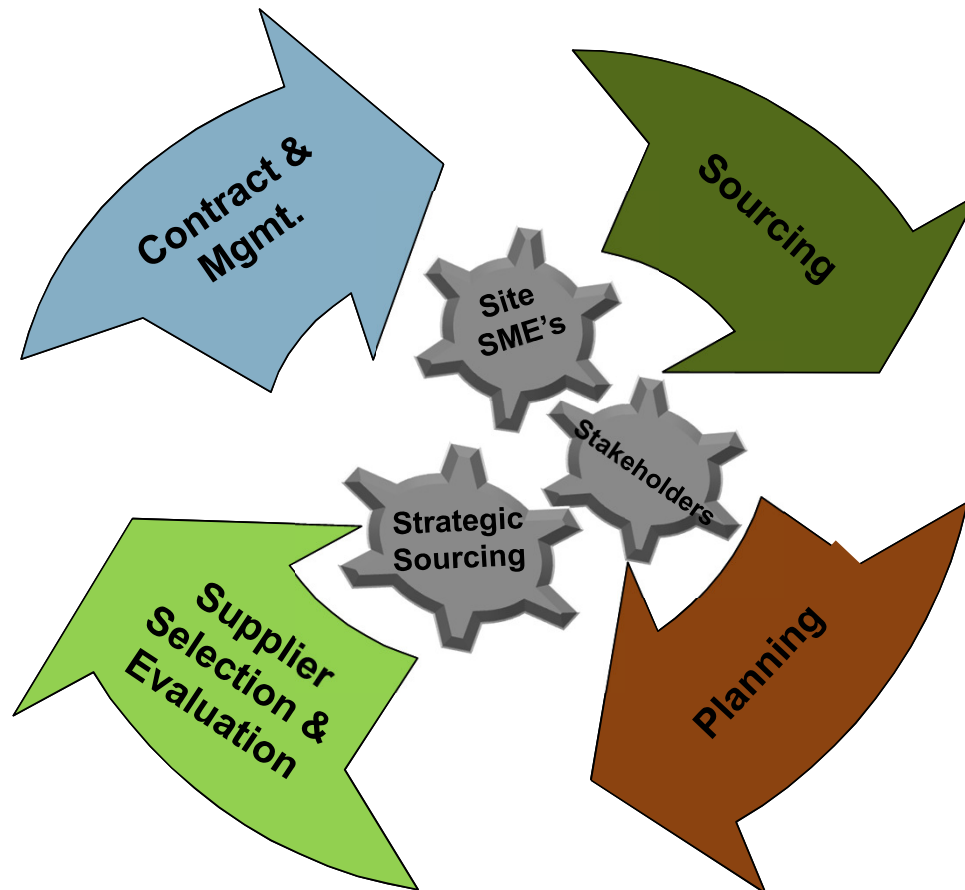


Local Spend

- Over the last three years, Mosaic has spent on average, \$247 million per year with Saskatchewan suppliers
- Over the same period, Mosaic has spent an average of \$57 million per year with more than 60 SIMSA members, either directly or through an EPCM (total of \$170 million)



Sourcing Process



Total Cost of Ownership

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Innovation

Service

**RFID
Technology**



**Supply
Chain
Efficiencies**

Ariba

**Punch-Out
Catalogues**

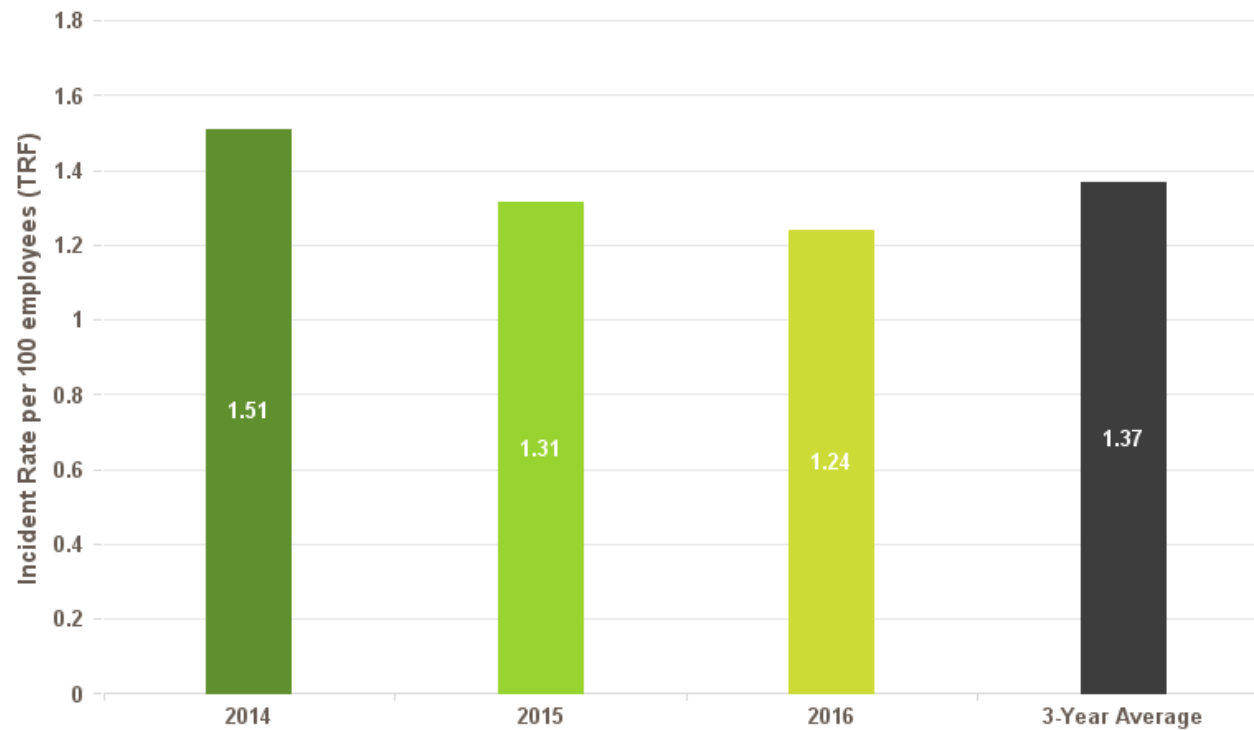
Mosaic's Expectations of Suppliers



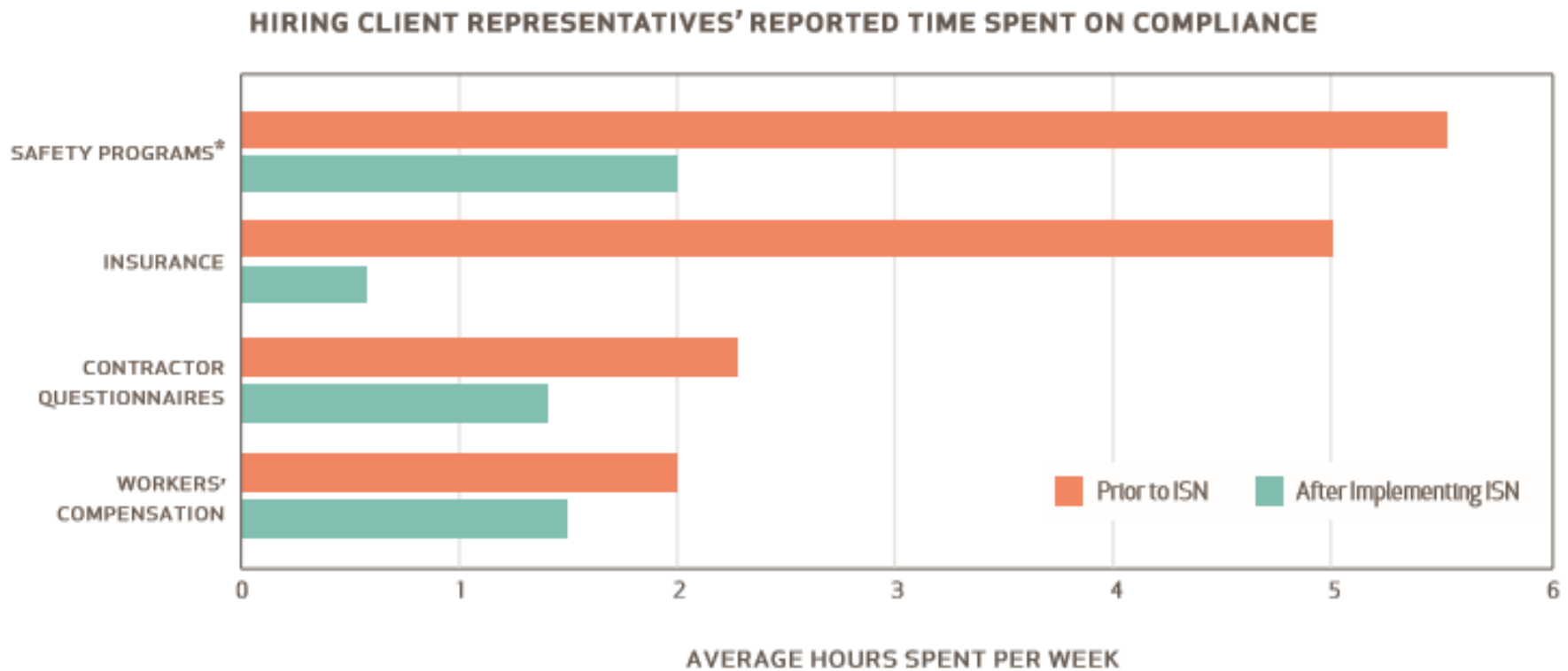


Mosaic Contractor Total Recordable Incident Rates (TRF) Over Time

856 Contractors – Data through October 2017 (99th Percentile Data)

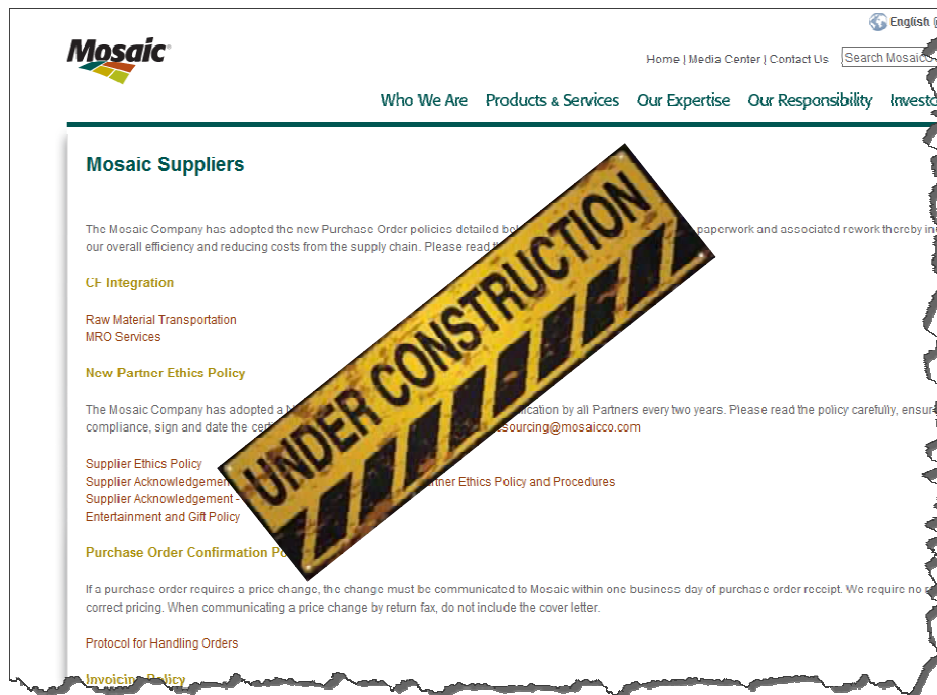


ISNet



Supplier Website

<http://www.mosaicco.com/suppliers/>



- Ethics Policy
- Entertainment & Gift Policy
- Change Order Form
- Potash Contractor Safety Hours Template
- Freight Policy
- PO Terms & Conditions
- Invoicing Policy



Mosaic & Hatch Partnership for K3

- Integrated Team
- Hatch acts as Mosaic's agent in the procurement process
 - Bidders lists are reviewed by Mosaic and adjusted as necessary
 - RFP's are reviewed with Mosaic prior to release
 - Specs are reviewed and approved by Mosaic
 - Mosaic makes final selection with recommendation from Hatch
- Long-term view in sourcing of underground equipment
 - Ensures consistency in equipment procured
 - Achieves efficiencies in process
 - Promotes long-term partnerships with vendors
- Communications should be with Hatch. If not resolved, reach out to Mosaic Sourcing Team or Project Director



Upcoming Potash Projects

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Heavy Mobile Parts

Electrical and Instrumentation Contracting

Repairable Spares – Valves

Conveyor Parts & Hardware

Miner Bits & Components

Repairable Spares – Compactors and Compactor Rolls



Indigenous Outreach



Indigenous Engagement 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.”



Indigenous Engagement Strategic Priorities

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

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.

Procurement: Seek out, engage and promote Indigenous enterprise and use contractors at all of Mosaic's Saskatchewan sites that support diversity in the workplace.



