

# BHP | Potash

## Strategies and Studies



### Function lead

**Sara Harrison**, Head of Directional Studies  
**David Smith**, Manager Studies

### Function purpose

Transform ideas into strategic investment recommendations to build an inspiring Potash business

### Function overview

- Complete early-stage studies on potential investments centered on growth, improvement, and sustainability
- Report to regional offices but also remain co-located with the Potash team
- Work closely with the Innovation, Engineering, Asset Planning, and Technical teams

*This is a new function within Potash to support the long-term sustainable development of our resources*

### Key responsibilities

- Develop business cases
- Lead the strategic framing, analysis, and communication of new ideas
- Manage project planning and studies
- Explore new concepts and ideas to build the mine of the future
- Manage permitting strategies
- Improve assumption management and risk identification and assessment
- Ensure successful project implementation into our operations

### 12-month focus areas

- Plan for future strategic investments
- Conduct studies on decarbonization investments for Scope 1 and 2 emissions
- Develop a strategy for future mine permitting
- Establish best practices to manage a wide range of projects

### Key challenges

- Managing function workloads during high-demand periods
- Source subject matter expert support for key issues related to Potash growth, supply chain development, and decarbonization

# BHP | Potash

## Innovation



### Function lead

**Kathlene Jacobson,**  
Principal Innovation Extraction

### Function purpose

Translate ideas into strategies for the sustainable growth of Minerals Americas

### Function overview

- Develop innovative solutions, centered on sustainability, growth, and technology

### Key responsibilities

- Address long-term growth and sustainability challenges
- Identify and integrate new technologies into our operations

### 12-month focus areas

- Find new ways to decarbonize through the reduction of Scope 1 and 2 emissions
- Develop pathways to support water stewardship goals
- Support project operational readiness

### Key challenges

- Find innovative ways to decarbonize our potash drying processes
- Integrate new and emerging technologies to meet Jansen's future ambitions

# BHP | Potash

## Global Indigenous Procurement



### Function lead

**Courtney Levesque-Thomas,**  
Lead Indigenous Procurement

### Function purpose

Support the economic participation of local and Indigenous businesses and establish mutually beneficial partnerships with BHP

### Function overview

- Increase BHP's connection and collaboration with local and Indigenous businesses to promote economic sustainability
- Establish enduring partnerships and fulfill BHP's social value commitments

### Key responsibilities

- Identify new opportunities for economic inclusion
- Focus on enhancing Indigenous engagement
- Explore ways to improve the working experience with BHP
- Find ways to collaborate to advance priorities centered on Indigenous economic empowerment

### 12-month focus areas

- Improve our understanding of local Indigenous businesses and how they align with our operational needs
- Develop a staged approach to foster the growth of a sustainable supplier base
- Work in collaboration with our Operational Readiness team to identify and communicate a steady pipeline of new opportunities

### Key challenges

- Develop a local and Indigenous supplier market
- Maintain an understanding of local Indigenous businesses and how they align with our operational needs

# BHP | Potash

## Processing and Underground Operations



### Function lead

**Bianca Matthews,**  
Manager Integrated Operations  
**Stefanie Orihuela,**  
Operations Readiness Superintendent

### Function purpose

- Together we are building a world class Potash operation

### Function overview

- Oversee, plan, and schedule equipment maintenance
- Conduct predictive maintenance on equipment
- Establish processes and procedures for remote control room and mill operations
- Manage team recruitment

### Key responsibilities

- Develop and improve equipment maintenance instructions, procedures, and standards, with a focus on safety
- Identify and implement new required mining technology
- Design risk reviews
- Manage team recruitment
- Perform risk and critical control verification and execution
- Predict and prevent the unscheduled downtime of equipment

### 12-month focus areas

- Identify and implement new required mining technology
- Develop clear and concise instructions for equipment maintenance
- Build our future maintenance team, including trades, supervision, planners, schedulers, reliability engineers, and team leaders
- Establish agreements and relationships with service providers and suppliers

### Key challenges

- Recruit and retain a diverse, local team to meet our project goals

# BHP | Potash

## Warehouse, Inventory and Logistics (WIL)



### Function lead

**Imran Khan,**  
Superintendent WIL Operational Readiness

### Function purpose

Lead a warehouse, inventory and logistics team dedicated to delivering exceptional services for a better BHP

### Function overview

- Manage warehousing operations, inventory management, inbound supplies, and spare parts preservation and distribution

### Key responsibilities

- Manage warehousing operations, inventory management, inbound supplies, and spare parts preservation and distribution

### 12-month focus areas

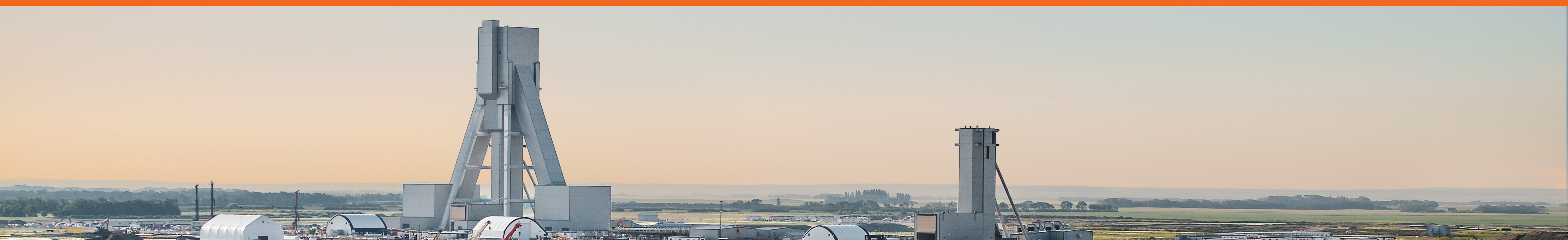
- Establish an inbound supply chain model that ensures the availability of the right spare parts, at the right place, at the right time, and in the right quality
- Establish an onsite distribution model to deliver spare parts to our maintenance teams

### Key challenges

- Identify vendors to partner with to build and problem-solve an inbound supply chain model
- Recruit and retain a diverse, local team to meet our project goals
- Address uncertainties in spare parts lead times
- Implement vendor-owned and vendor-managed inventory strategies to service our operations

# BHP | Potash

## Procurement and Supply



### Function lead

**Jamie Brecht,**  
Head of Projects Commercial

### Function purpose

Achieve sustainable outcomes for Potash, Saskatchewan and our customers through expertise and partnerships

### Function overview

- Lead the delivery of the Jansen Project Procurement Program
- Manage all major procurement processes, mining and infrastructure bulk materials and equipment
- Responsible for all construction and services contracts required to deliver mining, processing, and non-processing infrastructure scopes on the Jansen project

### Key responsibilities

- Manage all commercial aspects of contract life cycles, including the development of contract strategies, market engagement, bid evaluation, contract formation and award, and post-contract management
- Manage equipment and material expediting when required
- Conduct vendor quality surveillance
- Plan inbound supply logistics for project materials and equipment
- Monitor material handling at the site and off-site module yards

### 12-month focus areas

- Manage the closeout of remaining contract awards and fabrication releases
- Source spare equipment for product replacement and for new project commissioning
- Provide support services for spare equipment requests
- Manage and resolve vendor quality incidents
- Ensure the on-time delivery of materials and equipment to our site and contractors

### Key challenges

- Manage market volatility and inflation affecting pricing and lead times
- Manage quality and damage concerns for a high volume of supplies to meet schedule and end-user requirements
- Schedule inbound supply logistics and material handling to maintain a balance between site storage capacity and maintenance
- Effective cost reimbursement contract management
- Minimize contract changes

# BHP | Potash

## Planning and Technical



### Function lead

**Johannes Sondergaard**, Principal Mining  
**Remy Chemillac**, Manager Geosciences

### Function purpose

Protect and sustainably grow our resource value

### Function overview

- Manage Potash Business Planning, Mine Technical Services, Geoscience, and Resource Engineering teams

### Key responsibilities

- Set business planning standards and maintain our mineral tenure's good standing
- Provide support for project execution
- Manage mine geotechnical and geospatial works, tailings facilities, and mine design, planning, and closure
- Lead geophysics, geology, hydrogeology, and potash exploration
- Manage risks for resource estimation and reporting

### 12-month focus areas

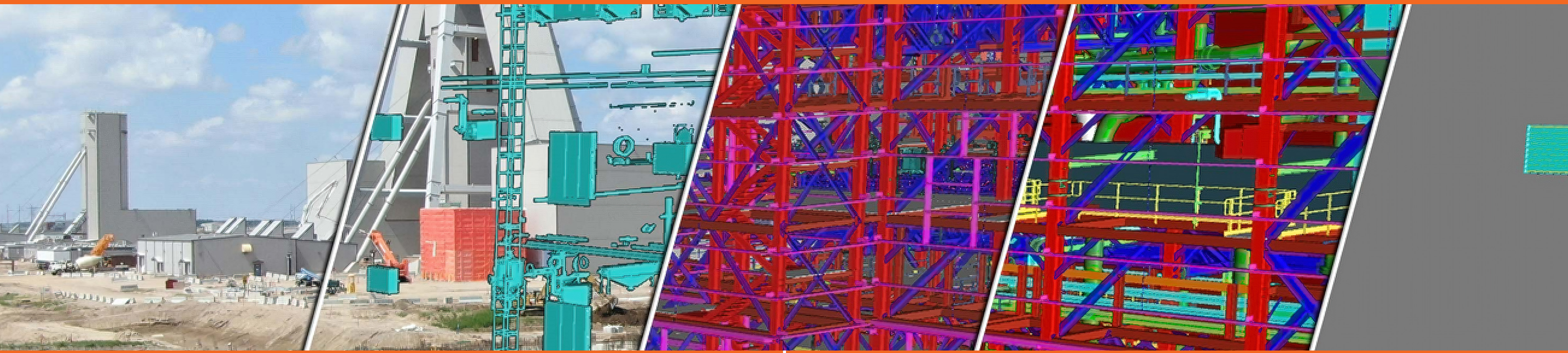
- Develop effective business planning processes to support our growing portfolio
- Embed sustainability planning into our project plans
- Manage risks and controls for mine development
- Manage tailings facilities
- Create mine design and planning processes
- Develop sensing and automation technologies
- Plan and conduct 3D seismic exploration

### Key challenges

- Respond to external and internal changes related to growth and sustainability
- Create mine design and planning processes
- Integrate business reporting requirements
- Create a technical review board and source independent technical subject matter experts
- Develop and test technologies during underground excavation and construction

# BHP | Potash

## Technical



### Function lead

**Todd Hendry,**  
Program Director, Engineering and Quality

### Function purpose

Deliver solutions from concept to reality

### Function overview

- Ensure that mine designs comply with requirements and meet our operational needs
- Collaborate with our contractors to ensure safe and high-quality construction outcomes
- Promote the adoption of new technology, systems, and processes to ensure we build the mine of the future

### Key responsibilities

- Set and govern technical standards across operations and facilitate their implementation
- Plan and manage engineering operations
- Oversee capital projects and ensure their compliance with technical, regulatory, and global requirements
- Integrate key technical resources into our Potash study and delivery teams
- Provide, support, and expand our digital capabilities for project delivery

### 12-month focus areas

- Oversee the digital aspects of our projects
- Develop best digital practices for our projects
- Establish an operations engineering team

### Key challenges

- Manage the competing priorities of projects
- Ensure engineering and construction quality, timely delivery, and a smooth transition from project idea to operations
- Provide support for projects when technical challenges are encountered
- Streamline digital processes to reduce overhead while retaining their original benefits
- Recruit and retain a diverse, local team to meet our project goals



# BHP | Potash

## Health, Safety and Environment (HSE)



### Function lead

**David Rezanoff,**  
Manager Operations Readiness HSE

### Function purpose

Lead and support the development and implementation of health, safety and environment systems and programs for the Jansen project

### Function overview

- Work to ensure the safety and well-being of our entire workforce, including hygiene monitoring, occupational illness prevention, and risk assessment outcomes
- Support operational readiness, manage environmental compliance programs, regulatory permitting, and our social value commitments
- Manage our security and emergency response processes

### Key responsibilities

- Manage integrated management systems for BHP and our contractors, the Fatality Elimination Program, and our climate adaptation and nature-positive plans
- Lead studies to evaluate and make decisions on our tailings management and power generation
- Develop and implement health and hygiene programs

### 12-month focus areas

- Lead the health, safety, and environment components for new and ongoing studies
- Develop and roll out our Fatality Elimination Program and Asset Climate Change Plan
- Manage environmental programs to maintain compliance and reach our social value goals
- Prepare health and safety best practices for future operations

### Key challenges

- Recruit and retain diverse local teams required to achieve our project goals
- Oversee integrated contractor management, environmental studies, health, safety, and environment studies, change management, and technical writing

# BHP

## Jansen Stage 2

BHP has approved CAD\$6.4 billion for investment to proceed with Jansen Stage 2 in Saskatchewan, Canada, just two years after approving Jansen Stage 1.

As the single largest investment in Saskatchewan's history, Jansen signifies BHP's confidence in Canadian potash as a critical mineral for more sustainable farming and global food security for a growing population.



**CAD\$14 billion**

approved for investment in Jansen since 2021

approximately **5,500** workforce

opportunities during construction across both stages

approximately **8.5 million** tonnes per annum

of potash produced once Jansen Stage 2 is fully ramped up

over **CAD\$1 billion**

in opportunities for local and Indigenous businesses

**2026**

expected first production from Jansen Stage 1

**2029**

expected first production from Jansen Stage 2

approximately **900**

long-term jobs across both stages

maintaining a **gender balanced** workforce

target of **20 per cent**

Indigenous employee participation at Jansen

### Sustainability in design

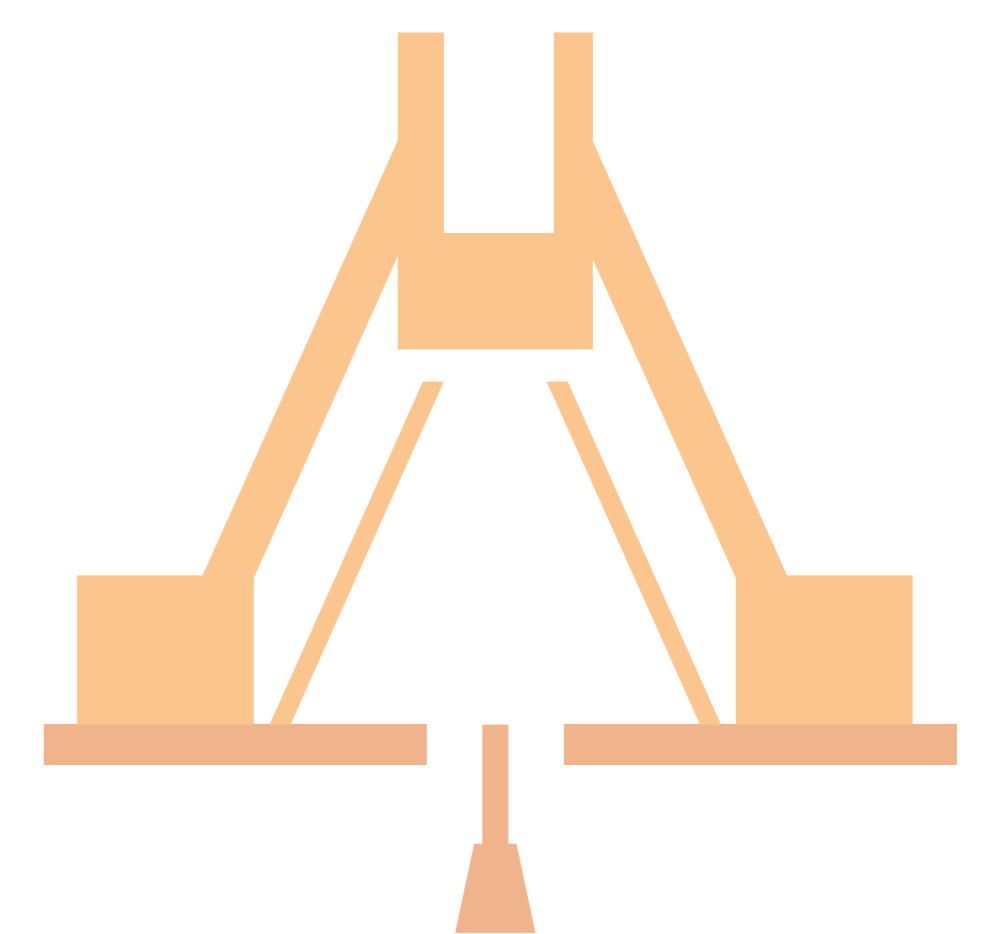
- Up to **60 per cent less** fresh water consumed\*
- Approximately **50 per cent less** operational (Scopes 1 and 2) greenhouse gas emissions per tonne of product\*

\* compared to the average Saskatchewan potash mine

### Stage 2 will transform Jansen into:

- One of the world's largest potash mines
- A top five global producer of potash by volume
- A potential producer of approximately 10 per cent of the world's potash
- A project with over CAD\$1.8 billion in direct and indirect contributions to local GDP prior to production. This is expected to significantly increase with the addition of Jansen Stage 2

Westshore Terminals, in Delta, British Columbia, remains BHP's main port facility to ship potash from Jansen to customers.



### For more information

Visit [bhp.com/potash](https://bhp.com/potash)

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