

# SIMSA

## Operations/Project Updates

The Mosaic Company

Lawrence Berthelet - Vice President Capital and Engineering – Potash

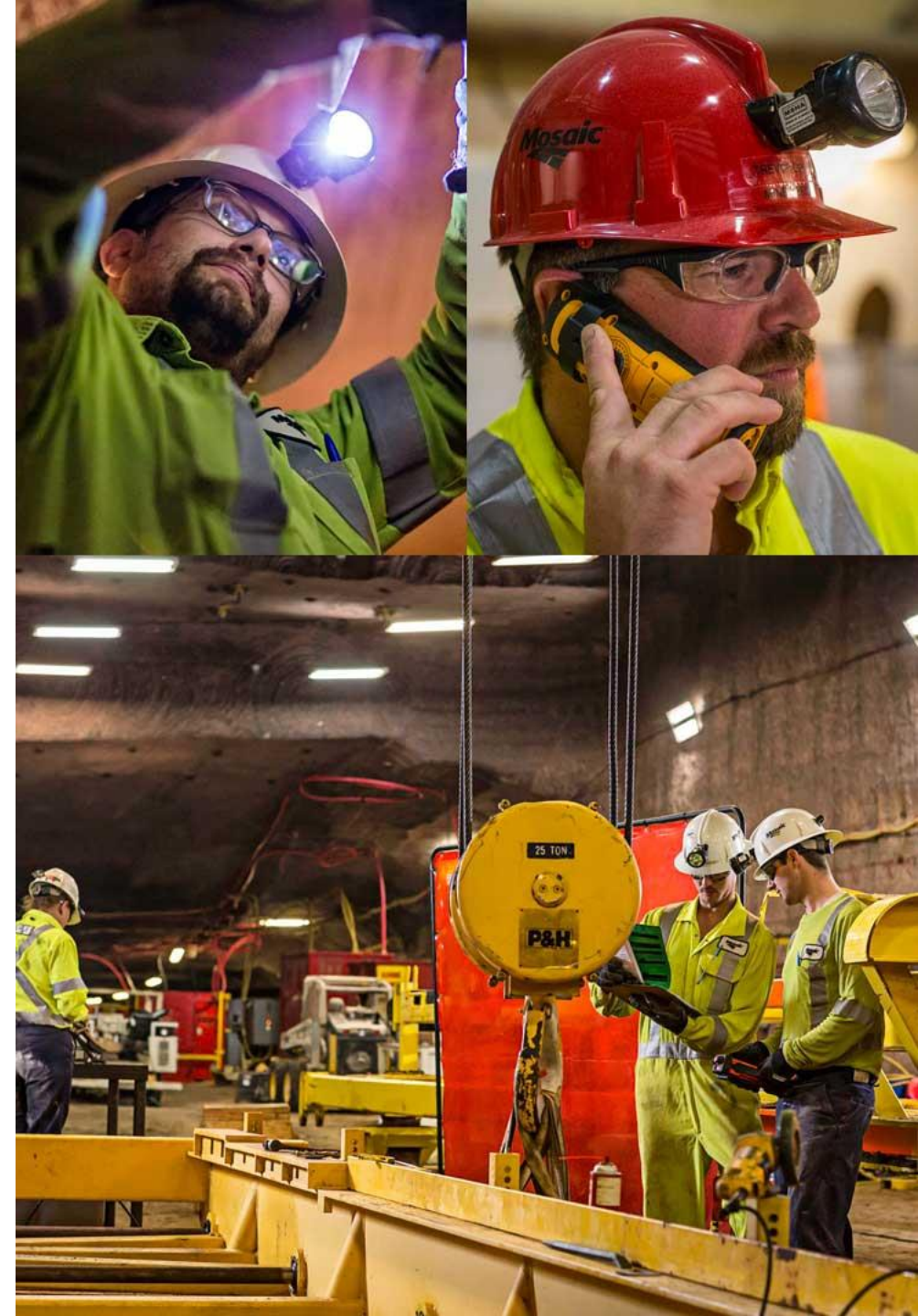


# Who we are

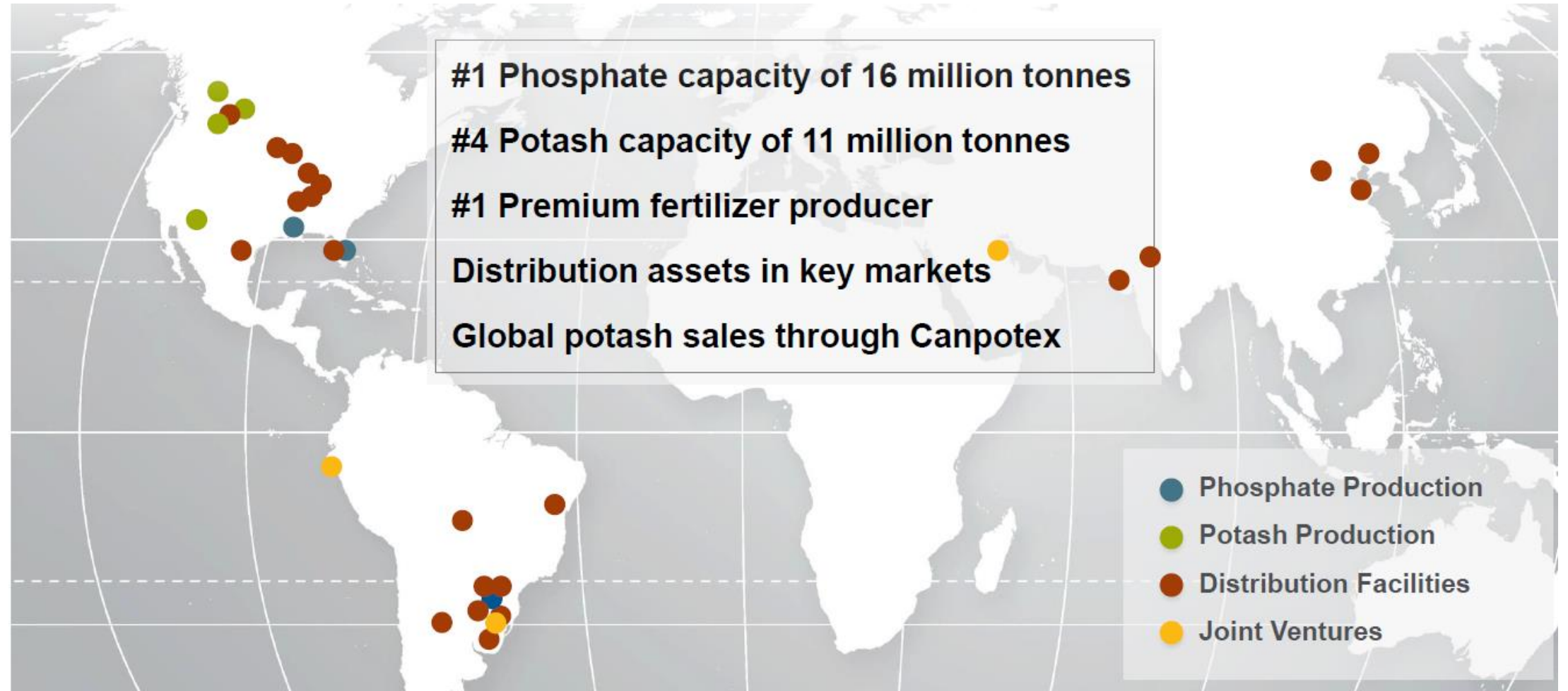


# Meet Mosaic

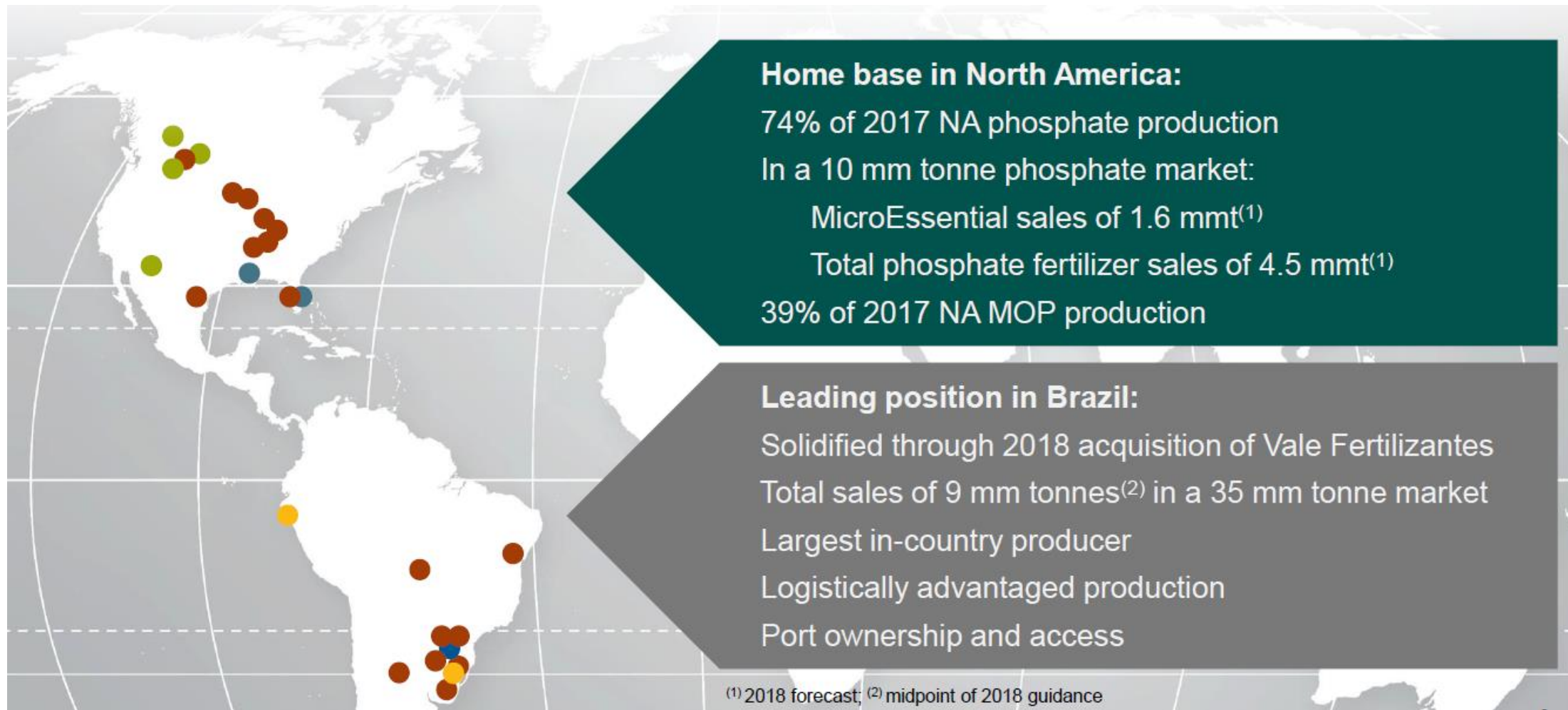
- Supplier of potash and phosphate crop nutrients – now **26.6 million tonnes** of operational capacity
- Fortune 500 company - **\$9.6 billion USD** in sales in calendar 2018
- Employ more than **13,000** global employees; **2,300** in Saskatchewan
- Potash operations at three Saskatchewan mine sites
  - Belle Plaine
  - Colonsay
  - Esterhazy



# High Quality Asset Portfolio



# Focused on The Americas



# Sustainability at Mosaic

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## FOOD

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

## ENVIRONMENT



- Land, Water, Energy, Air
- Nutrient Stewardship



## PEOPLE

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



## COMPANY

- Governance
- Partnerships
- Management Structure
- Management Systems

## COMMUNITY



- Community Investment
- Stakeholder Engagement
- Employee Involvement

# Our Progress



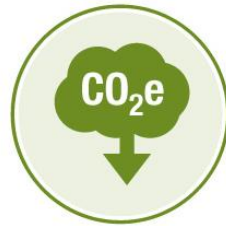
## Mosaic Sustainability Targets



**WATER**



**ENERGY**



**GREENHOUSE GAS**

By 2020, reduce by 10% per product tonne

## Sustainability Targets Progress

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



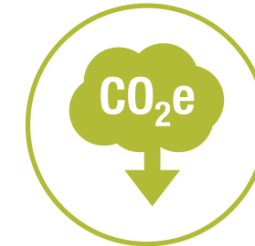
**WATER**

4.2% reduction from 2012 baseline



**ENERGY**

1.9% reduction from 2012 baseline



**GREENHOUSE GAS**

2.7% reduction from 2012 baseline

Target: By 2020, reduce RIFR to 0.6



**SAFETY**

25% improvement over 2015

Target: Reduce waste by increasing reuse and recycling of resources



**WASTE**

Recycled more than 65,000 tonnes of waste in 2016



# Win and Grow Strategy

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## **Increasing Our Competitiveness to Win**

- Optimized our assets driving permanent structural improvements
- Accelerated plan to complete K3, a path to de-risking our business and improving margins and costs
- Lowered SG&A / tonne to increase our operating leverage
- Lowered financial leverage to improve risk profile and create the capacity to capture opportunities

## **Grow Organically and Inorganically**

- Delivered record volumes of premium margin products
- Acquired Mosaic Fertilizantes assets at the through and are a full year ahead of our integration and synergy targets

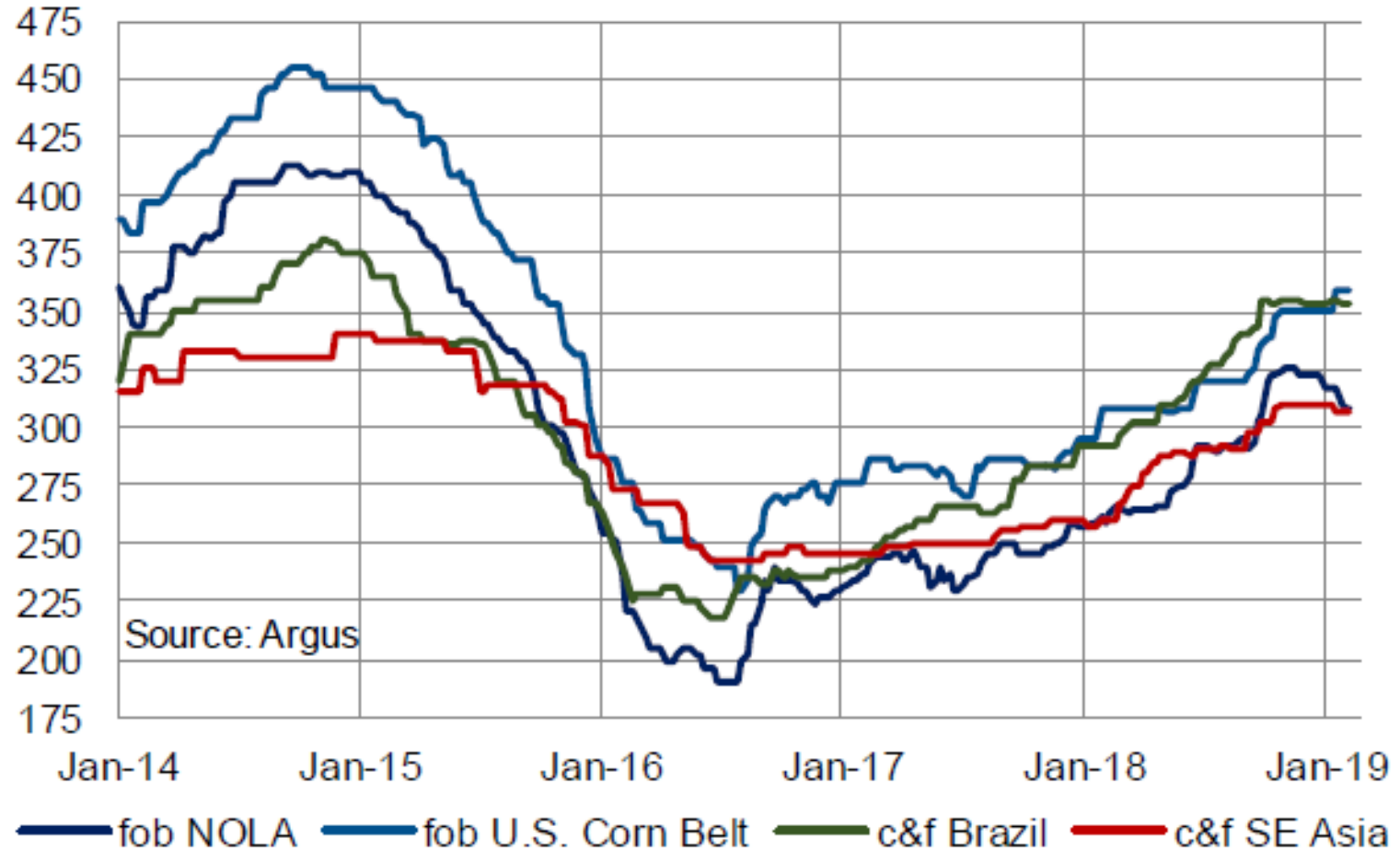


# Market Update



## Potash Prices

\$ Tonne KCl



# Saskatchewan Operations



# Belle Plaine

- Mosaic's only solution mine
- Operational capacity of 2.4M Tonnes
- Reportable environmental incident free 2017-2018



# Colonsay

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



# Esterhazy K1&K2

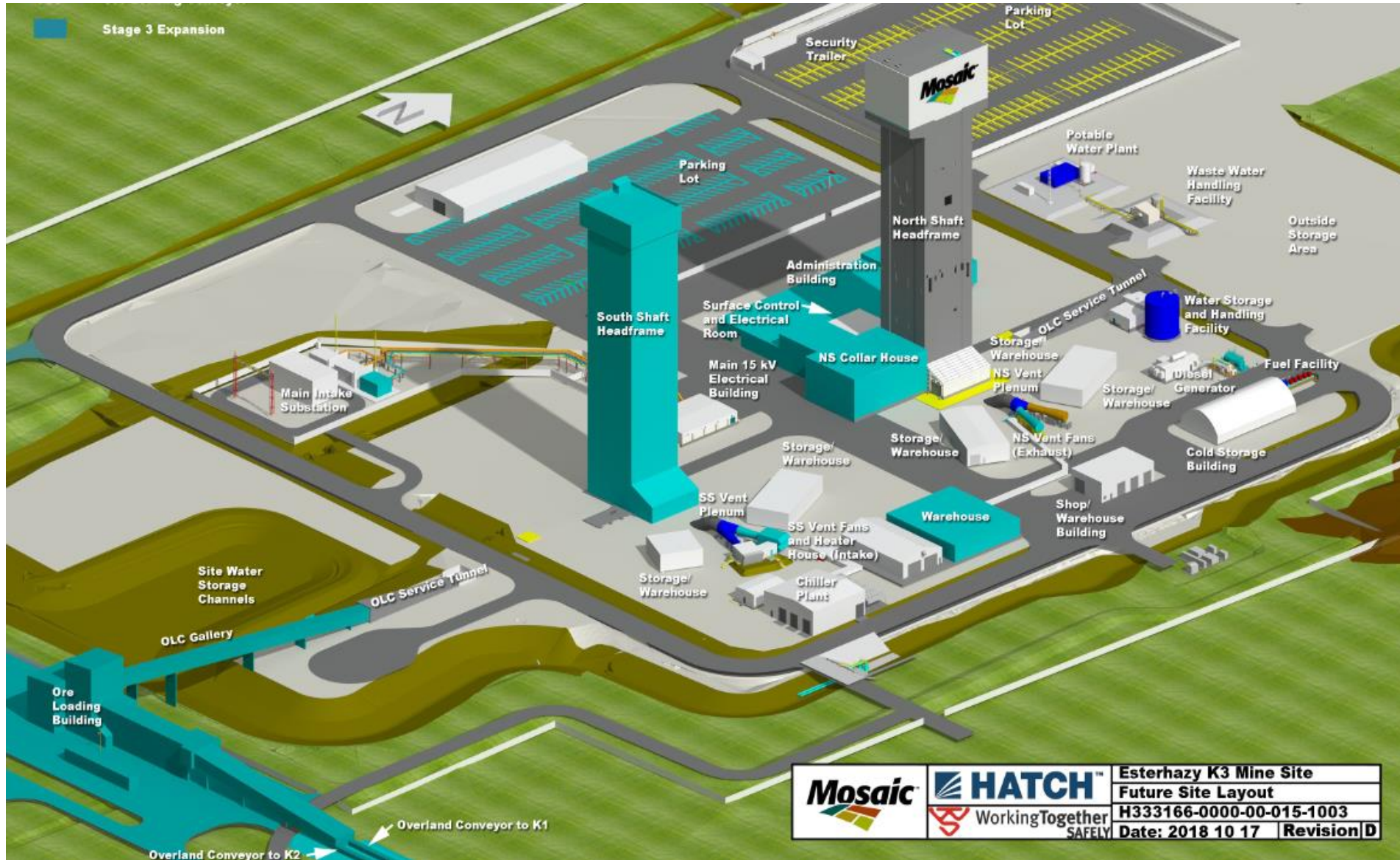
- Operational capacity of 5.3M Tonnes
- Only producer of natural Crystal Granular product globally
- K1 received SMA Safety Award for 2018



# **K3 Mine Development**



# K3 Expansion



# Esterhazy K3:

Completion of K3 allows MOS to eliminate Esterhazy brine management expense and growth capital spend, improving free cash flow by an estimated \$400 million.





# Underground Development

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# Underground Development



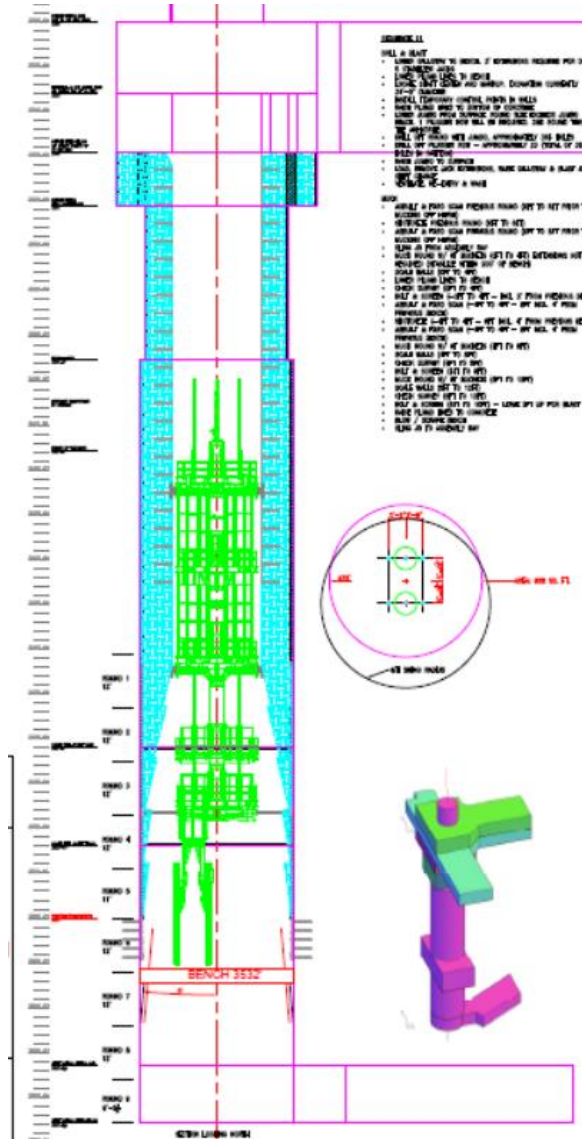
Four rotor shop cranes

# Underground Development

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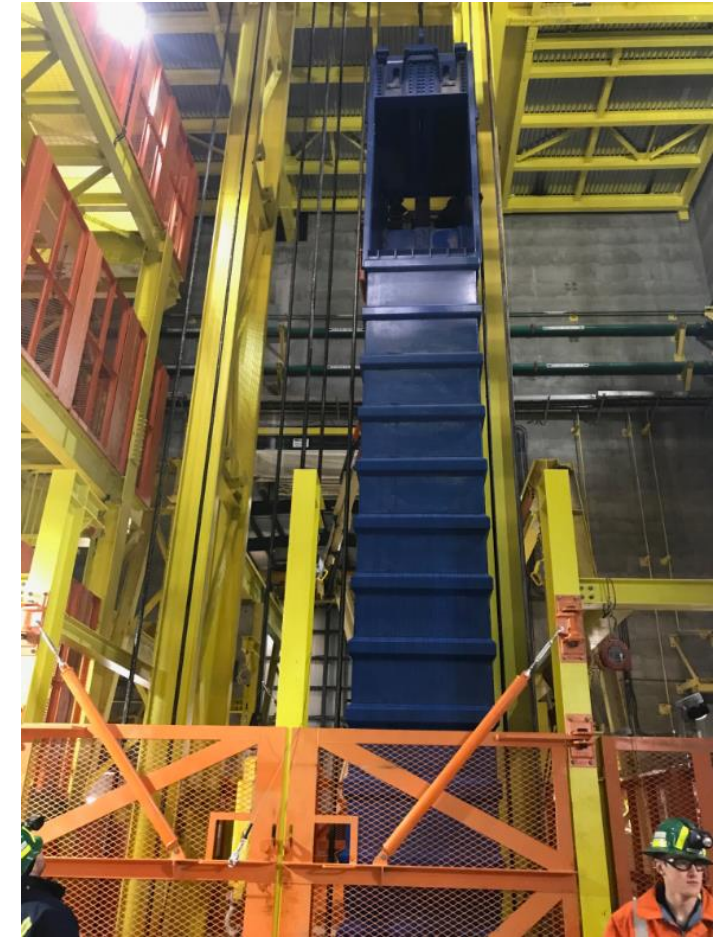
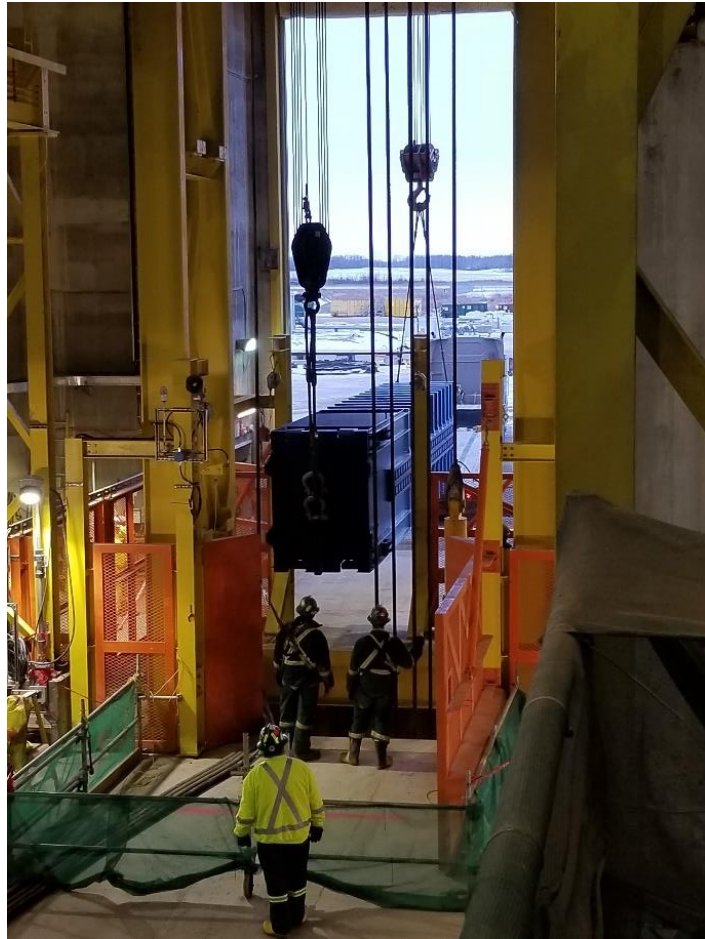


# South Shaft Sinking



# North Headframe – Hoist Skips Installed

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# K3-K2 Overland Conveyor – TH1 & Galleries

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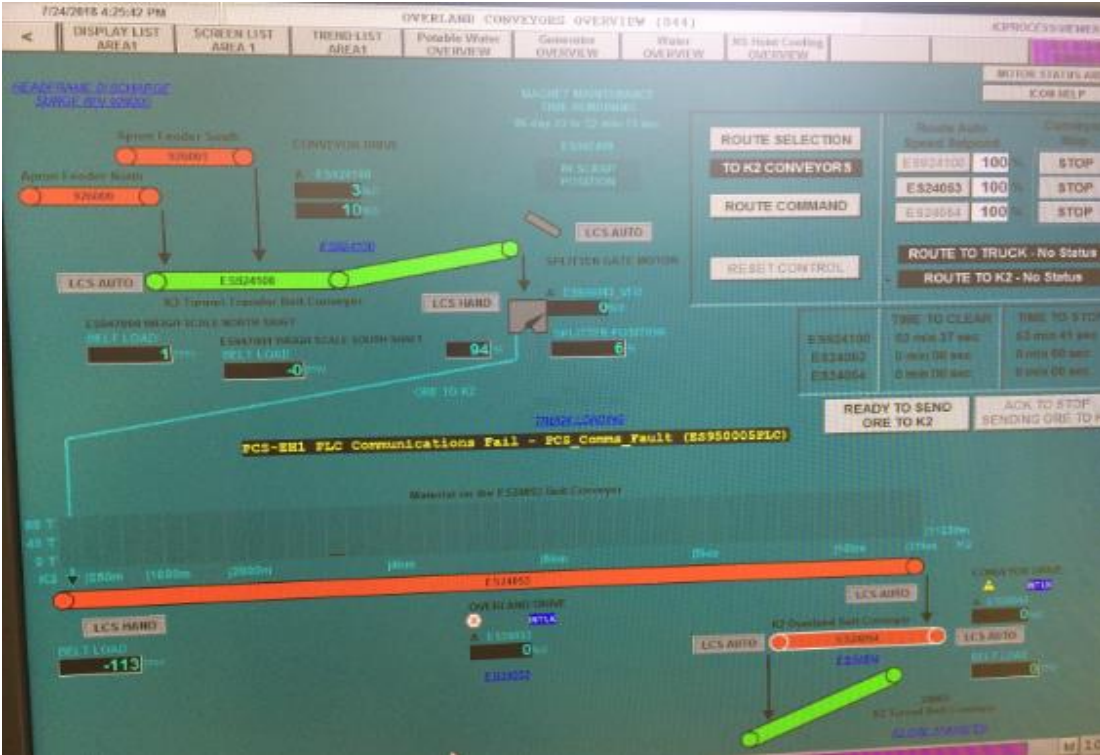


K3 – Conveyor  
with “first ore”

# K3-K2 Overland Conveyor



# K3-K2 Overland Conveyor





# K3-K1 Overland Conveyor – Road Construction

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# Indigenous Engagement Strategy Update





# 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

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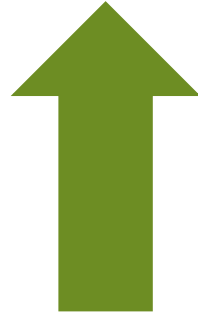
**1. Workforce Development:** Grow initiatives and remove barriers that will build diversity in our workforce

**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

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**15% by 2025**

**Sourcing**

**New Hires**

**Community  
Investment**

# Partnering with Us



# Procurement Spends in Saskatchewan

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Goods and Services  
Used in Operations  
(2018)

**\$390MM CAD**

Capital Expenditures  
Spend (2018)

Approx. **\$641MM CAD**

Total Combined Spend  
(2018)

**\$1,031MM CAD**

# Requirements

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## 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
- Service providers must be willing to complete electronic LEMS (timesheets) utilizing SAP Fieldglass
- Suppliers must review and complete
  - Confidentiality agreement
  - Mosaic Code of Conduct and Business Ethics Policy
  - Mosaic Form of Agreement



**Thank you!**

