

October 15<sup>th</sup>, 2019

## **SIMSA Nutrien and SaskTech Roundtable Event – focuses on the future!**



Over 200 Saskatchewan Industrial and Mining Suppliers Association's (SIMSA) members heard from and networked with over 30-Nutrien procurement and executive persons, plus members of SaskTech - at a Roundtable event on October 15<sup>th</sup> 2019 in Saskatoon, SK. This was the first ever SIMSA Roundtable event with a theme – a look into Nutrien's digital future.



*The gathered group*

As with all SIMSA Roundtable events, SIMSA members heard presentations on a variety of topics from a group of Nutrien persons. Also, the questions SIMSA previously developed then submitted, as well as some from the floor, were answered within a panel discussion. Finally, and more importantly, prior to the event commencing, in between sessions, and then again after the presentation portion, informal networking sessions occurred. The networking sessions allowed SIMSA members to briefly meet with key procurement, design, operations, and decision-making persons within Nutrien and SaskTech, with the goal of setting meetings to follow.

SaskTech was invited because the event focused on Nutrien's technological-innovation plans. SaskTech represents the interests of Saskatchewan technology companies. So, SaskTech was invited to participate, to see if we can work together, to build Nutrien's planned innovations in Saskatchewan.

Eric Anderson, SIMSA's Executive Director noted that the, "Nutrien's Vice President of Procurement – Shane Curley – was the last person to leave the room. This truly demonstrated Nutrien's commitment to working with the Saskatchewan supply chain."



*Eric Anderson addresses the gathered group*

During his opening comments, Eric Anderson – SIMSA's Executive Director and MC for the event – noted that recently SIMSA released an economic impact report done by PwC, which is on SIMSA's website under news and under documents. PwC concluded that shopping local has quadruple the impact on our economy, versus using out of province suppliers. Specifically, a dollar spent with a Saskatchewan-based supplier expands to become \$1.51 in impact in the province – where as a dollar spent with an out of province supplier, shrinks to \$0.39.

He went on to say, that the report also stated, "SIMSA members employ over 21,000 people - but when you count on what that causes indirectly, and then further induces, we create over 30,000 fulltime jobs in the province. Similarly, our members pay \$1.4-billion in taxes and cause a total of almost \$2-billion in taxes."

He further explained that at a meeting the previous week with Minister Eyre – of Energy and Resources - and several resource sector executives; during her presentation, Minister Eyre referred to this report several times, "So word is getting out."

He continued that two-weeks prior, SIMSA's Board met with Ministers Eyre, Harrison, and Duncan – the portfolios of energy and resources, trade and export, and environment – for about an hour. He explained that SIMSA stated they appreciate all that the Government is doing on the national front, but also, "when resource companies get squeezed, the supply chain get crushed."

Specifically, SIMSA raised the issue of potash royalty revisions with them and said, "That money would perhaps be better in SIMSA members' pockets, rather than government

coffers.” SIMSA also raised an option of some sort of credit towards royalties owed, stemming from local spending.

Anderson wrapped-up his portion with details on the revised 2020 Saskatchewan Mining Supply Chain Forum and 2 requests.

The first request stemmed from when SIMSA’s Board met with Ministers Eyre, Harrison, and Duncan two-weeks ago - plus with Premier Moe a couple of months ago – as the conversations included “how trade agreements seem to not be working – how Saskatchewan is open for business, while other provinces seem not to be.” The Government committed to pursuing this topic “to make things right.” But, for this to happen, SIMSA “requires tangible evidence of barriers or infractions from other provinces – not rumors - we need documents or website posting, or whatever.”

He asked, “If you have some of these or see some, forward them to me, and I will forward them to Minister Harrison so they can be addressed.”

He went on to say that, SIMSA will be launching a new website at the end of the month. “The website will include stories about how SIMSA members have solved problems – as – we are great problem solvers. We already have 8 of these, which will be posted on the site when it is launched, but we need a lot more.” The plan is to post a new story of a “problem solved” each week.

His second request was, “I will need you to submit stories to me, on how you solved a problem for a client – and I need 52 of them over the year. I will have a format to send-out shortly. So, look for an email calling for your “problem solved” stories.”

Speaking on behalf of Nutrien were (in order of appearance):

- Larry Long - Senior Vice President Operations, Potash
- Theuns Roux – Senior Director, Full Potential
- Todd Antill – Senior Director, IT
- Shane Curley – Vice President, Procurement, Nutrien

Larry Long set the tone and landscape for the day’s event. This was followed by Theuns Roux and Todd Antill spent an hour painting a vision of Nutrien’s digital future and how SIMSA can participate.



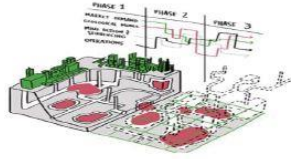
*Larry Long presents to SIMSA members*



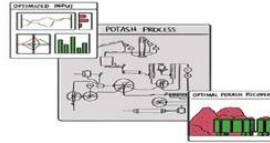
*Theuns Roux presents to SIMSA members*



### Integrated Plan & Dynamic Schedule



### Advanced Process Control



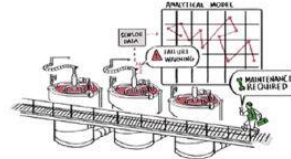
### Connected Worker



### Autonomous Mining Operations



### Predictive Maintenance



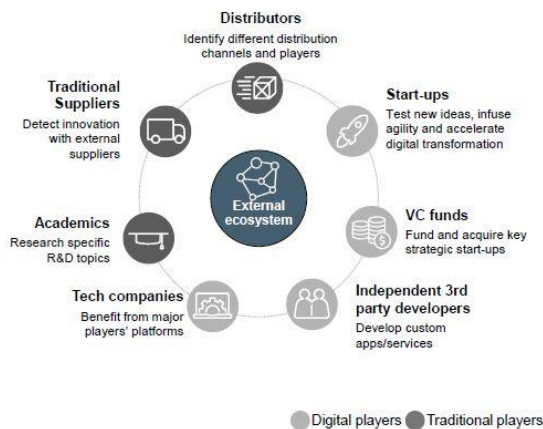
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## We will need an external ecosystem of Digital Partnerships to support our objectives

### Digital innovation strategies...

Build-in-house	• Develop capabilities and R&D fully in-house
Acquire	• Acquire technology, talent, or companies to bring capabilities in-house
Digital Partnerships	• Partner with digital or traditional player to co-develop capabilities
Contracts	• Agreement with vendor to provide products or services

### ... will require an ecosystem of digital partners...



### ... and new approaches

- We will use different models to **collaborate with digital partners** (e.g. joint ventures, strategic partnerships)
- We will explore new ways to **infuse innovation** (i.e. Hackathons, ThinkTanks, etc.)
- We will need to re-think the way we manage IP with our partners

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Aaron Genest represented SaskTech to the event. He presented on the current landscape of Saskatchewan's tech sector including its strengths and weaknesses. His contribution was called "invaluable and comprehensive."



*Aaron Genest presents to SIMSA members*

Following the individual presentations, a panel discussion connected Nutrien's plans with Saskatchewan's abilities.



*Todd Antill, Aaron Genest and Theuns Roux panel discussion*

As with all Roundtable events, there were hours of networking sessions to allow for detailed discussions.



*SIMSA members network with Nutrien and SaskTech persons*

Concluding the program was Shane Curley – Vice President of Procurement, Nutrien. This was Shane’s first presentation to SIMSA’s membership in his new role.



*Shane Curley presents to SIMSA members*

The event was co-sponsored by Graham Construction and Rockford Engineering Works.

For over 90 years, Graham’s client partnerships have been built on honesty and accountability, the same values that underpin their culture and ensure extraordinary outcomes for all projects, large or small. Graham is an employee-owned company and is recognized as one of Canada’s 50 Best Employers as well as

one of Canada's 50 Best Managed Companies. Their business develops construction projects in the Buildings, Industrial, and Civil Infrastructure sectors of our economy. They pride themselves on the diversity of talent in their company and as they grow. Their work types include Earthworks, Mechanical and Piping, Electrical and Instrumentation, Power & Civil Engineering.

Rockford Engineering Works is in the business of helping organizations, change the way they do things, to become more competitive. They work with their clients to provide ideas and engineering, in addition to, manufacturing and supplying operating equipment, to bring their clients vision to life. Rockford's work with clients, has upset the traditional methods of many heavy industries, with their fresh look at ideas, processes, and designs. Recently, Rockford was instrumental in changing the way potash mining has moved, to an autonomous underground mining operation in this province. Rockford is about helping bring their clients vision to life.

Attending from Nutrien included (plus others):

- Shane Curley – Vice President, Procurement, Nutrien
- Larry Long, Senior Vice President Operations, Potash
- Todd Denzin – Vice President, Commercial, Potash
- Mike Dirham – Vice President, Engineering, Technology & Capital
- Theuns Roux – Senior Director, Full Potential
- Todd Antill – Senior Director, IT
- Fern Boutin – Senior Director, Potash Operational Risk
- Josh Dodd - Director, Procurement, Potash
- Lisa Mooney – Global Lead, Sustainability & Strategic Inclusion
- Milton Greyeyes – Coordinator, Strategic Procurement, D&I
- Trevor Berg – General Manager, Allan
- Ryan Fairbrother – Director, Maintenance
- J.R. Voykin – Chief Maintenance Engineer, Patience Lake
- Amina Hussein – Senior Category Analyst
- Paul Harvey - Category Manager
- Matthew Kroeker – Category Manager
- Jaime Aamodt – Manager, Procurement, Lanigan
- Curtis Ormond – Category Manager
- Julie Ann Wriston – Senior Advisor, Strategic Inclusion
- Darryn Gaddess – Manager, Procurement, Vanscoy
- Karen Siegfried – Buyer, Lanigan
- Bryan Kish – Coordinator, Procurement, Patience Lake
- Chad Litzenberger – Mine general Superintendent
- Rob Staudinger – Mill General Superintendent
- Tim Sirois – Chief Maintenance Engineer
- Mike Kleiter – Mine Operations Superintendent
- Quinton Cloarec – Senior Advisor, Capital Procurement
- Brian King – Senior Manager, Potash Capital Procurement



The final agenda was:

- 8:00 am – coffee and registration
- 8:55 am – Eric Anderson (Executive Director – SIMSA) opening remarks
- 9:10 am – Larry Long (Snr VP Operations, Potash) sets the stage for the day
- 9:30 am – Theuns Roux (Transformation Director – “Full Potential Transformation” - Nutrien, Potash) and Todd Antill (Director of IT) present on Nutrien’s digital path and opportunities
- 10:30 am – Networking
- 11:15 am – Aaron Genest (President, SaskTech) presents on
  - What the Saskatchewan Tech landscape looks like
  - What could the relationship look like between SIMSA and SaskTech members
  - Etc.
- Noon – lunch
- 1:00 pm – Eric Anderson moderates a panel discussion between Theuns Roux, Todd Antill, and Aaron Genest
- 2:00 pm – Shane Curley (VP Procurement – Nutrien)
- 2:30 pm – Networking
- 4:00 pm - Close

- 30 -

**About the Saskatchewan Industrial and Mining Suppliers Association (SIMSA):**



industrial equipment and service suppliers, through promotion of its members and the creation of partnerships with industry and other associations.

SIMSA is the Saskatchewan Industrial and Mining Suppliers Association, representing Saskatchewan based companies who provide goods and services to mining, oil and gas and industrial projects. SIMSA’s membership of over 200 companies, represents over \$10-billion in annual revenues and 21,000 employees in the province. SIMSA’s mandate is to represent the interests and concerns of Saskatchewan industrial equipment and service suppliers, through promotion of its members and the creation of partnerships with industry and other associations.

For more information, contact:

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