



- Industry-leading potash position
- Access to long-lived, high-quality potash reserves
- Focused positions in phosphate and nitrogen
- Financial strength and flexibility
- Management team with extensive industry experience
- Talented and engaged employees
- Strong supply chain and partnerships

Key Resources



- Customers
- Investors
- Communities
- Employees
- Suppliers and partners

Key Relationships

VALUE

Supplier of choice

Community engagement

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Core Values

- We operate with integrity
- Our overriding concern is safety of people and the environment
- We listen to all stakeholders
- We strive for continuing improvement
- We share what we learn
- We are accessible, accountable and transparent

Value begins with determining how we can optimize our key resources and relationships within an ever-changing operating environment, always ensuring that our strategies and decisions align with our Core Values. Through this integrated process, we set and continually refine our goals and strategic priorities, each playing an integral role in our ability to create and sustain value as a company.

External Factors

- Global economy
- Supply/demand drivers
- Laws and regulations
- Workforce demographics
- Tax environment

GOAL

Create superior long-term shareholder value

Our Strategic Approach

- Devise and execute strategies that prioritize future earnings growth and reduce volatility across all business segments
- Strategically use capital to build competitive advantages, especially in potash
- Develop and implement governance practices that minimize risk, maximize management performance and ensure we operate with integrity and transparency

Targets

- 22 Total shareholder return
- 22 Cash flow return
- 23 Governance practices ranking

GOAL

Be the supplier of choice to the markets we serve

Our Strategic Approach

- Build our potash operational capability to meet expected growth in global demand
- Invest in our transportation and distribution system to efficiently meet our customers' needs
- Establish standards for customer service and product quality that set us apart from our competitors

Targets

- 24 Product quality and service measurements
- 25 Number of quality-related customer complaints

GOAL

Build strong relationships and improve socioeconomic well-being of communities

Our Strategic Approach

- Contribute to economic growth through direct and indirect jobs, attracting investment and share of taxes
- Target community investments and projects that bring economic growth to regions where we operate through corporate and employee matching of employee and employee volunteer activities
- Participate in outreach programs to disseminate information and best practices on safety, energy use, environmental management and other topics

Targets

- 26 Community investments
- 26 Local purchasing
- 27 Community leader satisfaction
- 27 Employee matching and employee volunteer donation participation

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GOAL

Attract and retain talented, motivated and productive employees who are committed to our long-term goals

Our Strategic Approach

- Offer competitive compensation and provide opportunities for employee development and advancement
- Promote from within when qualified candidates are available for open positions
- Provide equal opportunity in hiring, promotions, wages, benefits, and terms and conditions of employment
- Communicate our goals and expectations clearly, particularly in matters regarding ethics and workplace behavior

Targets

- 28 Employee engagement scores
- 28 Senior staff internal promotion metrics
- 29 External staff-level employment acceptance rate

GOAL

Achieve no harm to people and no damage to the environment

Our Strategic Approach

- Use peer-to-peer behavior-based process to improve safety and environmental performance
- Meet or exceed all federal, state, provincial and local safety and environmental requirements
- Use our Best Practices program to pilot and refine innovative processes that improve safety and efficiency and minimize water, waste and emissions
- Actively preserve habitat and promote natural biodiversity in areas where we operate

Targets

- 30 Site severity injury rates and life-altering injuries
- 30 Greenhouse gas emissions
- 31 Reportable environmental incidents
- 31 Water usage per product tonne