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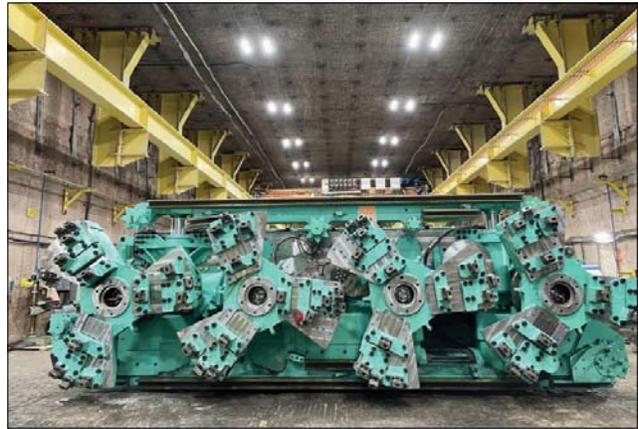
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Mining, Energy and Manufacturing



Today, the underground footprint of K3 is about four times the size of the City of Yorkton. By 2025, the mine will be double the size of the City of Regina. What is more incredible? Wi-Fi is also accessible throughout the entire underground to power the extensive digital footprint.



Thirteen automated miners complete the underground fleet at K3. The 13th miner officially joined the fleet in July 2023.

Mosaic company's flagship potash operation in Esterhazy is now the world's largest

After a decade long journey and nearly \$3 billion invested, Mosaic's expansion project in Esterhazy, Saskatchewan is complete. The massive mining complex now holds the title of the world's largest potash operation after externally verified results confirmed it can produce 7.8 million tonnes of potash.

The project was first announced in 2009, followed by shaft sinking in 2011. By early 2017, the first ore was uncovered. Two massive headframes were constructed to house powerful hoists and skips that bring the valuable ore to the surface. Construction was completed on a conveyance system to transport the raw ore to Mosaic's two mills that sat next to the original K1 and K2 mine shafts. As surface infrastructure took shape, while underground, new mining machines fabricated in Saskatchewan were expertly assembled using a modular approach—meaning they could be partially put together above ground then carefully lowered down the shaft to save shop time

and get them into production faster.

"At the time, this project was the first of its kind in the province in nearly half a century," says Dustin Maksymchuk, Esterhazy's General Manager. "It began during a market up-swing, but with the time it takes to build a new potash mine, much of the work was completed during depressed markets and a global pandemic. We accelerated our timeline several times and delivered the project well ahead of the original timeline and on-budget. This project is a true testament to our team's persistence and endurance. This is a 50 plus-year investment for the company—and a generational commitment to Esterhazy and Saskatchewan."

Mosaic added 13 automated mining machines, often called "miners" to its underground fleet, which cut through ore beds left behind in the Cretaceous period. The automated miners are controlled by professional operators housed in the new Integrated Operations Centre (IOC).

Innovation and technology power Mosaic's Esterhazy complex

Esterhazy's new IOC uses the latest technology in cameras and sensors to monitor and operate the mining machines and the conveyance system that moves potash to surface and then over 11 kilometers of enclosed conveyors to reach one of two mills for processing.

"The IOC streamlines the flow of information and optimizes our operation from end-to-end," says Dustin. "It's revolutionized how we work, and that's a good thing. This is the future of mining—it offers improved safety and empowers our people to make the best decisions faster and with real-time information."

Continued on Page B5



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Mining, Energy and Manufacturing



Applications being accepted for targeted mineral exploration incentive

Companies can now submit applications for Saskatchewan's expanded Targeted Mineral Exploration Incentive at Saskatchewan.ca.

The Incentive provides financial assistance as a grant to exploration companies that undertake eligible drilling activities. The program was expanded in the 2023-24 Budget to drive additional exploration activity, particularly for critical minerals. The changes put forward raise the total funding available to \$4 million annually and make the incentive applicable to all hard rock exploration projects at any location throughout the province.

Eligible companies can now receive a 25 per cent rebate on drilling costs up to \$150,000 per company and up to \$50,000 for uranium drilling. All regulatory changes required are now complete and applications are being accepted.

"I encourage any company that wants to invest in a stable, secure jurisdiction to apply for the program," Energy and Resources Minister Jim Reiter said. "Exploration is the key to unlocking the mineral potential in our province, which we already know is world class."

Securing the Future: Saskatchewan's Critical Minerals Strategy, set a goal to increase Saskatchewan's share of

Canadian mineral exploration spending to 15 per cent by 2030. Mining is a key pillar of the provincial economy and contributes up to 12 per cent of Saskatchewan's gross domestic product (GDP).

The Targeted Mineral Exploration Incentive was in-

duced in the 2018-19 fiscal year. Over the life of the program 41 successful applications have been completed with more than \$40 million of expenditures.

You can find more information at saskatchewan.ca or by emailing tmei@gov.sk.ca

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The IOC system is constantly evolving with feedback from employees operating the system and those working underground.



K3 came fully online in 2022, and its design and technology make Mosaic's Esterhazy facility the world's most advanced and largest potash operation. The early development of K3 started in 2009, with the sinking of the shaft beginning in 2011, and crews successfully reaching ore level in 2017. The cost to build K3 was \$2.9 billion.

Mosaic company's flagship potash operation in Esterhazy is now the world's largest

Continued from Page B3

Owning the ground

Automation has improved safety for employees because they can monitor most aspects of the operation from a safe distance, while also increasing productivity with 24/7 run-time.

Mining at K3 is 150 to 300 feet deeper than Mosaic's previous two underground mines, which impacts what is called ground conditions by the industry. Underground personnel must be always aware of the conditions above their hard hats and below their work boots.

Mosaic introduced a specialized "Own Your Ground" program to make ground condition checks top of mind on every shift.

"Safety is at the forefront of every decision we made when building every part of this project," says Kelly Strong, Vice President, Mining, North America. "The team was intentional with its design and when transitioning our workforce into a new environment. You must adapt your processes and policies to fit a modernized underground operation with different con-

ditions."

Esterhazy keeps on crushin' it

Crushin' It became the slogan for Esterhazy as the team ramped up production to prove its new operational capabilities.

Today, strategic investments are underway in the K1 and K2 mills to relieve operational bottle necks and provide even more product flexibility.

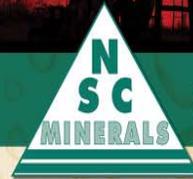
"K3 has been Mosaic and Esterhazy's future for the past decade—and I'm proud to say the future is finally here," says Dustin. "This is a rural community in Saskatchewan, that's now home to the largest potash operation in the world. That's huge for us, and it's a big deal for the local area and the entire province."

"The magnitude of this project is hard to truly comprehend. As a company, our mission is to help the world grow the food it needs," says Kelly. "We take that responsibility seriously. The world is counting on us every day, and now we're ready to deliver 50 more years of potash from the world's best reserves to farmer's fields so they can grow food that feeds us all. What an incredible story for us to tell."



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Mining, Energy and Manufacturing



Nutrien GM speaks about upcoming capital investments

BY SIERRA D/SOUZA BUTTS
LOCAL JOURNALISM
INITIATIVE REPORTER

On Sept. 19, Nutrien Rocanville general manager Justin Young gave a presentation at the Moosomin Chamber of Commerce meeting.

Young spoke about the capital investments at the site over the next few years.

"I always get asked what's happening at the mine. With underground, in the next five years you're going to see a major expansion," he said.

"It's not going to be an expansion like when we did the new mill, and sunk the Scissors Creek shaft. It would be a major expansion where we're moving from our existing workings to the west and to the northwest.

"We're going to see an addition of 49 main line conveyors, each one of those mainline conveyors is one mile. You can do the math to how much further we're getting out, which will equate to 31 additional conveyors, as we will decommission some of the old areas of the mine.

"When we did Rocanville's last expansion, which was a very large spend for us, we only built 26 (conveyors) in eight years. In the next five years we're going to be building 49, just to put it in perspective of how big our footprint is getting.

Young showed a map of the parameters for how large the mine is right now, and explained how much larger it will expand within the next five years.

"Our mine workings are getting further and further from the Scissors Creek shaft," said Young.

"By 2027 we'll already be further away from Scissors Creek to our new mine workings, versus Rocanville to Scissors Creek.

"We only have three of



Justin Young, general manager of the Nutrien Rocanville mine site spoke at Moosomin's Chamber of Commerce meeting on Sept. 19.

our 13 miners that are in production that will be mining from our old areas. The Rocanville West Expansion, is almost mined out already.

"We usually get a question on self-gen, about when we're going to start producing our own power. I wish I could say I knew when.

"We're going through the commissioning right now. We're looking late this year or early next year that it should be commissioned.

"It won't provide all of the power to the Rocanville mine site, and Scissors Creek will still be on the grid. This is specifically for Rocanville, it will provide 72 megawatts and we need at peak capacity,

when we're running both mills, all the hoists, all of the lights turned on, about 90 to 95 megawatts."

"We'll still require 25 per cent of the power at the Rocanville site from Saskatchewan Power."

At the meeting, Young was asked how many contractors are expected to come this year, based on the capital investment for building more conveyors at the site.

"In our turnaround, we'll probably see upwards of 1,000 contractors on site," he said.

"On any given day we probably have 100 to 200 contractors working throughout both facilities."

The turn around date for this year is on Oct. 22.

"Originally it was Sept.

19, we pushed it back only because we're having some supply chain issues," Young told Chamber members.

"Some of our vendors delivered some of our critical materials that probably would've got there just in time, but we have a rule where if it's not there a month before, then it's not there. We would hate to take the mine down and not have your materials to be able to do your turnaround work."

Shortage of housing and accommodations a concern

Currently, the mine employs about 900 people at the Rocanville mine site—in addition to the number of contractors who are hired occasionally.

"For us for the number of jobs we have out there are upwards close to 900. We have 245 staff employees and we are a unionized workforce out there

too, where we're close to 600 unionized employees," Young told Chamber members.

"We use contractors to backfill as required. If we get into situations like turn around and we don't have the resources to do anything, we hire a large contractor contingency to come and support us."

"You probably recognize that in the community, when you see our turnarounds and our hotels are full, when you see cars parked in the parking lots with people sleeping in their cars, because they can't find hotels."

Due to a lack of available housing in Moosomin and Rocanville, Young said employee retention has been a challenge at the mine for the last couple of years.

"I wasn't joking about people sleeping at the parking lot of Scotiabank, I would say accommodations are a problem," he said.

"Losing our campground north of town

didn't help either because a lot of these folks camp when the hotels are filled. People aren't really interested in renting a room for a month from rental properties, so it is a challenge.

"That's why we started staggering our turnarounds with Mosaic, that has helped, but it's still a challenge."

Young said Nutrien has collaborated with Mosaic to try and tackle the housing and accommodation issues.

"That (accommodations) is one of the challenges that we have seen, especially if our turnaround lines up with Mosaic, you can see upwards of thousands of people coming to the area on any given day," said Young.

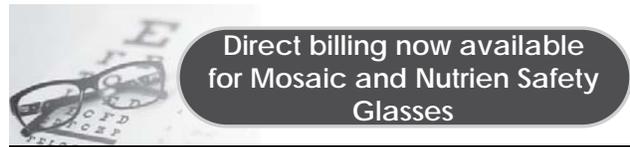
"I don't see that changing. We have been working with Mosaic to make sure we try to align the timing of our turnarounds, that way they'll go down a little bit sooner than us."

Continued on page B7



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Mining, Energy and Manufacturing



Nutrien GM speaks about upcoming capital investments

Continued from page B6

"It will be interesting to see what happens next year because BHP is forecasting 2,600 contract employees at their site. It will be a war on labour that's for sure.

"It's no different for our full-time employees. We have seen some people migrate back to the city or to BHP.

"Our young engineers go to university in the city, come to Rocanville or come to the Moosomin area and it's not the same night life, they don't have the same ties to the community. We do see, unfortunately, a few of them migrate back.

"If they have a connection to the area, those that are from here have family here, have a partner here, we see those folks stick around, but unfortunately we are having a hard time retaining people, especially some of those technical types of individuals."

Kevin Weedmark of Moosomin Chamber of Commerce asked if there is anything the community can do to help with the retention issue.

"If you look at what the younger generation is looking for it is activities outside of work," said Young.

"I think you have to look at places to eat, you have to look at other extracurricular activities, maybe grocery stores, maybe not enough places to live is a challenge. I think we would have more people live in Moosomin if we had more of those places available.

"That just comes from conversations with some of the recent new hires that we've had, wanting to move to Moosomin and not being able to find what they want, recognizing it is a small community, and you're not going

to get everything that you had in the city."

Another member at the meeting asked if recruitment and retention is an issue specifically for Nutrien, or if it is a general concern for others in the industry as well.

"I would say the two sites furthest from the city, us and Lanigan, have very similar issues, and I don't know about Mosaic. I'm guessing they are having the same issues too," said Young.

"Lanigan does have a little bit of an upper hand because they have a lot of people that drive from Saskatoon, which is about an hour and 15 minutes away.

"Demographically our location being away from some of the major centres hurts us, but what we have for the upper hand on Lanigan is we don't have BHP right next door."

Importance of potash to communities, and the world

With potash being used primarily for fertilizer to support plant growth, Young spoke about why potash is so important on a global level.

"If you picture the world and you compare that to an apple, if you were to take that apple and cut it into quarters, and you set three quarters aside for oceans, that leaves one quarter, which would signify the land mass," he said.

"You can't grow anything in water so we have one quarter left. If you cut that into half and take half aside, that's swamped areas so we can't grow anything. Then, you're left with about an eighth of the apple remaining.

"Then you cut that again into quarters, that signifies cities,



General Manager of the Nutrien Rocanville Justin Young mine site spoke at Moosomin's Chamber of Commerce meeting on Sept. 19.

towns, areas that are too hot or too cold to mine or produce agriculture, and if you peel back the peel, that is what the remaining topsoil in the world is.

"So why do we need potash? Well, if you look at the population and how it's growing roughly 1.8 million people per day. I read a stat the other day that was based in the United States only, that the arable acres in the U.S. is declining about 2,000 acres per day because of urbanization. The world's population is growing and you see less and less acres growing food.

"We have a growing population, and we're estimating by 2050 you'll see the primary of food go up by 70 per cent. We're seeing people go up, the food requirement going up, and we're seeing the airable acres for agriculture decreasing.

"That just shows the importance of increasing our production with the arable acres that we do have, and that's where potash comes in."

Nutrien's contributions to the community

Young mentioned that Nutrien has donated about \$40,000 to Moosomin year-to-date, and close to \$30,000 to Rocanville.

"A couple of things we invested into the community this year, is we have a career fair and community information session. This is very well received in Moosomin," he said.

"We were at the Chamber of Commerce parade in Moosomin in July, we matched the donations made for the Smile Cookie Campaign, and on Miracle Treat Day we matched donations there as well.

"We spent some time at Ochapowace Nation's pow wow, that was a very good event."

Young also spoke about the volunteer incentive programs that Nutrien offers.

"A couple other stats that we're spending, or potentially could spend—this is a pitch for anyone

who works at the mine—is we recognize all of our communities are ran by volunteers," he said.

"At Nutrien we have a volunteer program where we will pay you up to \$500 a year, \$20 per hour to go volunteer in the community.

"Once you have put your hours in and it's confirmed, we simply write a cheque to a charity of your choice. If you wanted to donate it to your local hockey team you can do that, if you wanted to donate it to the Town of Moosomin people have done that in the past years, church, band, whatever it is.

"That's definitely something that is under utilized. Last year we only spent \$8,000 on that. If you had every employee at Rocanville volunteer their total hours, it could equal about \$450,000.

"If you have a partner that works out there, please encourage them to go online and fill it out."



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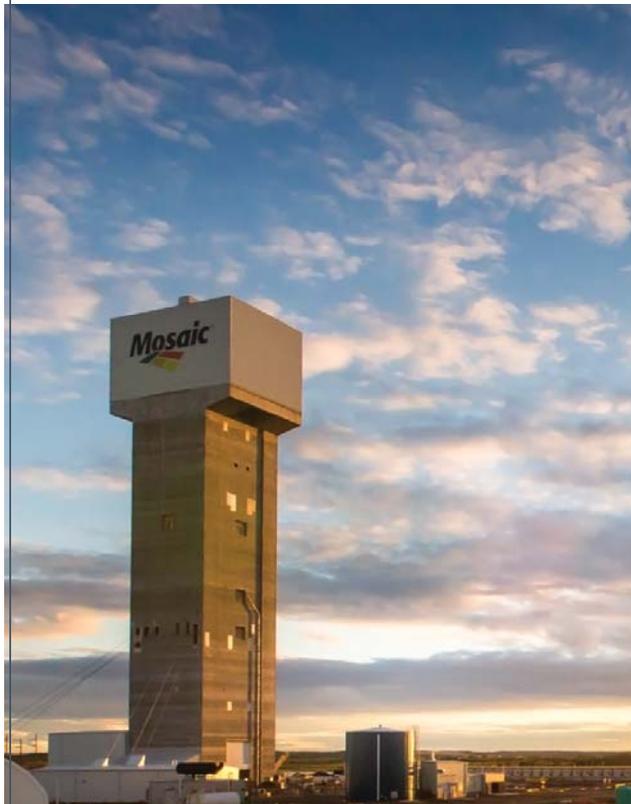
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Mining, Energy and Manufacturing



Sask third in the world for mining investment attractiveness

For the third year in a row, Saskatchewan has ranked first in Canada and in the top three in the world for mining investment attractiveness.

"Saskatchewan continues to be a standout jurisdiction to invest in because of our outstanding resource potential and strong policies that support mineral exploration and development," Energy and Resources Minister Jim Reiter said.

The Fraser Institute's 2022 Annual Survey of Mining Companies measured 62 jurisdictions around the world on two main areas - mineral potential and policy perception - to come up with an overall attractiveness ranking for investment.

Overall, Saskatchewan ranked third in the world for investment attractiveness in this year's survey. Nevada ranked first, and Western Australia second. Saskatchewan also ranked second in the world for mineral potential.

"It is no surprise that Saskatchewan remains the best jurisdiction in Canada for mining investment attractiveness and one of the top jurisdictions globally," Foran Mining Executive Chairman and CEO Dan Myerson said. "A business-friendly government and world class geology allows companies like Foran to build multi-generational, infrastructure-type sustainable mining assets and provide the world with the critical minerals needed for global electric revolution."

"The potential is here and largely untapped," Reiter said. "Since this survey was done, we've announced additional tax and exploration incentives, along with a critical minerals strategy to drive new investment. These will all positively impact the industry in the province."

October oil & gas public offering adds \$11.05 million to provincial revenues

The Government of Saskatchewan's Crown petroleum and natural gas public offering, held on Tuesday, October 3, 2023, has raised \$11,049,882.97 for the province.

Of the 157 parcels posted for this sale, 107 parcels received acceptable bids. These bids covered 18,870.845 hectares.

The Kindersley area generated the most cashflow, bringing in \$5,811,151.08 for 20 leases and two exploration licenses totalling 7,591.560 hectares.

Bids for leases and a license in the Lloydminster area brought in the next-highest amount, \$2,703,203.64. These bids were for 33 leases and one exploration license totalling 7,222.166 hectares.

Acceptable bids in the Estevan area generated \$2,516,328.95 for 47 leases covering 3,668.270 hectares.

The Swift Current area generated \$19,199.30 in acceptable bids.

Millennium Land Ltd. made the highest bonus bid for a parcel—\$4,244,502.88 for an exploration license on a 2,788.785 hectare property. The land is in the Kindersley area, west of Kerrobert.

Regina-based ROK Resources Inc. submitted the highest dollars-per-hectare bid, \$3,153.15 per hectare for a 33.3 hectare lease in the Estevan area, southwest of Stoughton.

After four of six public offerings this fiscal year, the province has received \$48,233,785.29 in revenue. At this time last fiscal year, oil and gas public offerings had generated \$34,188,370.54 in revenue.

The next scheduled date for a public offering in Saskatchewan is December 5, 2023.

In this year's budget the Saskatchewan Mineral Exploration Tax Credit was increased from 10 to 30 per cent. The Targeted Mineral Exploration Incentive was also expanded from \$750,000 to \$4 million annually and applied to all hard rock exploration drilling across the province. In addition, a further \$2.4 million of new funding was

committed to improve access to geological data by explorers.

In 2023-24, the Government of Saskatchewan will also review environmental exploration permitting in the province to ensure timely and efficient processes for explorers and developers.



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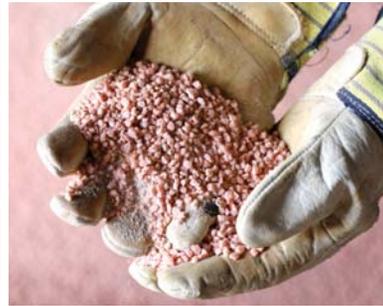
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Kevin Weedmark, Sunnetta Kamffer, and Sierra D'Souza Butts from the World-Spectator took a tour of the Nutrien Rocanville Potash mine on July 27.



One of the workers at Nutrien Rocanville Potash welding underground in the mine.



Above: Potash from the Nutrien Rocanville mine. **Right:** The view of the entire mine site from the top of the salt pile—which is 60 meters high—at the Nutrien Rocanville Potash mine site.



A whole world underground at Nutrien Rocanville

BY SIERRA D'SOUZA BUTTS
LOCAL JOURNALISM
INITIATIVE REPORTER

The Nutrien Rocanville Potash mine—Nutrien's largest site—produces 20,000 tonnes of potash a day, and employs about 900 people.

The process for mining potash, to milling, to it then being loaded and shipped is an extensive process.

Terry Daniel, Mill Operations Superintendent at Nutrien Rocanville, explained how the facility loads the potash in their storage buildings.

"Inside there's a drop point and it drops down onto a belt," said Daniel. "There's belts everywhere, there's a belt that goes to the rail load up and from there it can go to our truck load up."

"We can load, I think our record is 265 cars in a day. That's easily 20 to 30 per cent more than we can make, and when we're down, it's sort of 180 cars a day."

"A 100 tonne car of potash at \$30,000 a tonne, that's basically \$30,000 a car, but 200 of them together, it doesn't take long to tell you how many millions that train is worth."

"Our trains go out in the neighbourhood of 225 cars right now. They'll go bigger if they have to, but 225 cars in a row times that much is a lot of wealth going in and out of this site."

Daniel has been working at the mine for 26 years. He spoke about the changes he has seen made at the mine over the years.

"When I got here in 1998 there was just one mill. We probably

produced, in a good day, in the neighbourhood of 7,000 product tonnes, 70 rail cars," he said.

"Today we kick out about 200 rail cars, 20,000 product tonnes a day, depending on what we get from the underground."

At the mill, there are two warehouses dedicated to storing the finished potash product.

"In our two big product storage houses we'll store cumulatively 500,000 tonnes, half a million tonnes," said Daniel.

"That's basically a month's worth of production, but we're so full. It's been three months since I've seen the back end of a couple of those barns."

"Our two product storage barns, if you Google it you're going to see they're big on the map. The stainless steel roof really makes them shine from the satellites."

"These are the first and only stainless steel buildings for salt storage that we know about. It's better than a wood storage facility."

Daniel said much of the product that comes from the Rocanville site goes mostly to U.S. buyers.

"This site in particular, by proximity we get the U.S. market," he said.

"We don't produce any speciality products, our number one product, 80 per cent of it is granular, and of that, 70 to 80 per cent of our sales goes directly to the U.S."

"In general day-to-day, 80 per cent of our product, somewhere in the neighbourhood of 60 per cent

of our volume goes directly to the U.S."

Overall, Nutrien has the capacity to produce and distribute over 20 million tonnes of potash a year from the company's six low-cost mines in Saskatchewan.



Above: Nutrien Rocanville mine site General Manager Justin Young explaining how the mine works to Sierra D'Souza Butts and Sunnetta Kamffer of the World-Spectator.



Above: The Assembly Shop inside Nutrien Rocanville mine.



Jacob Burton of Nutrien Rocanville mine speaking about the miner that breaks down the potash in different phases.



Above: Editor of the World-Spectator Kevin Weedmark sitting in the grizzly miner underground at the mine site in Rocanville. The grizzly is one of the original mining machines at Rocanville.



Inside one of the warehouses at the Nutrien Rocanville Potash mine, where the finished potash product is stored. The mine produces about 20,000 product tonnes a day, it is also the largest mine among Nutrien's six potash mines.



Mill Operations Superintendent at Nutrien Rocanville Terry Daniel and Editor of the World-Spectator Kevin Weedmark looking over the Nutrien Rocanville mine site.

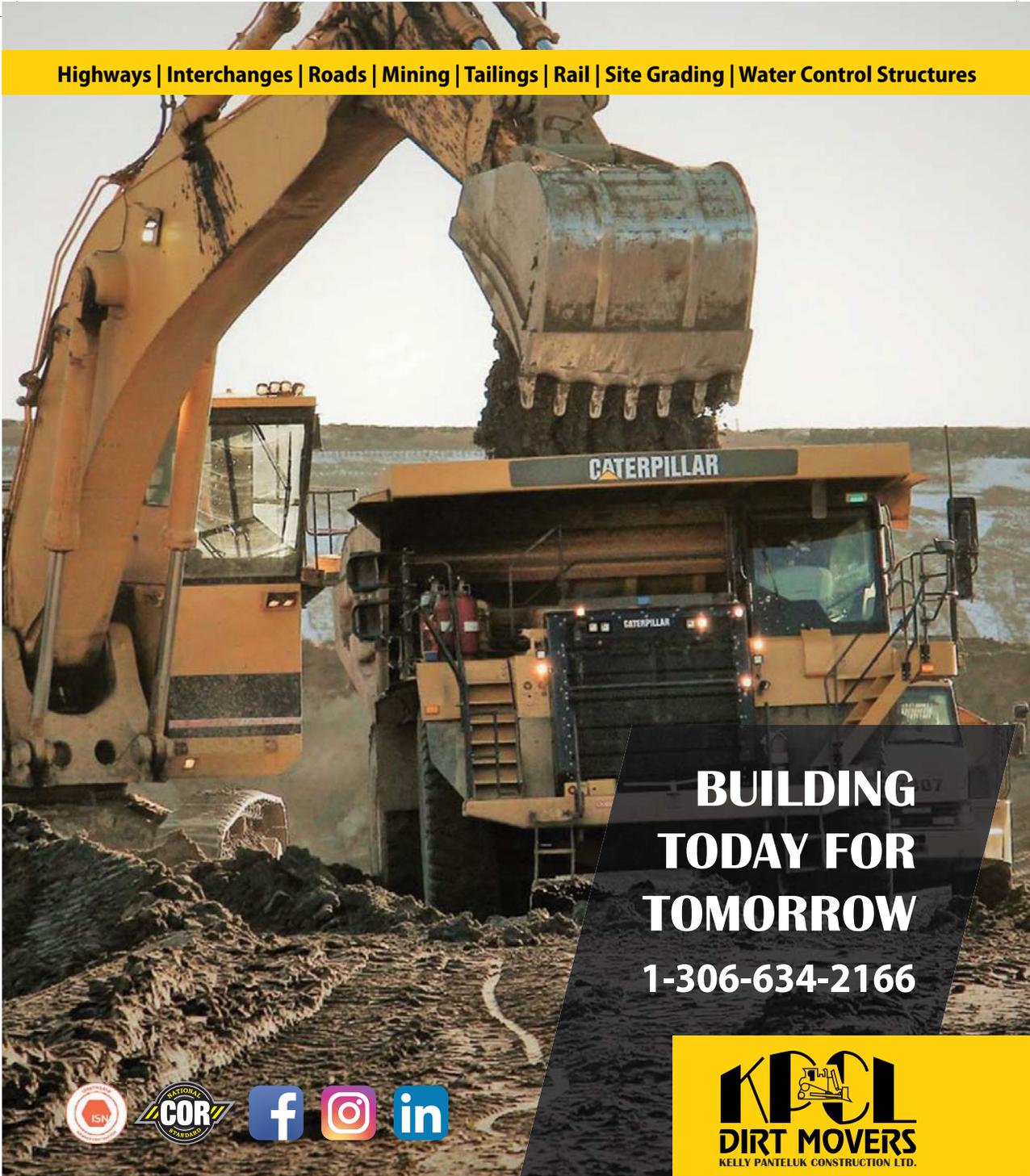


Above: Sunnetta Kamffer, Terry Daniel and Kevin Weedmark talking about the process of mining potash.



Right: Sunnetta Kamffer and Sierra D'Souza Butts at the top of the salt pile at the Rocanville site.

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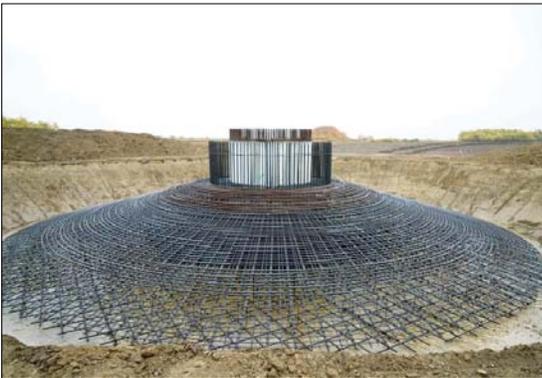
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Bekevar Wind Energy Project taking shape

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Mining, Energy and Manufacturing



Supreme Court strike down federal Impact Assessment Act

5-2 decision finds federal government overstepped authority and should be more "co-operative" with provinces

Saskatchewan's provincial government says it welcomes the Supreme Court of Canada's (SCC) 5-2 ruling against the federal government's environmental Impact Assessment Act (IAA), formerly Bill C-69.

"This decision is nothing short of a constitutional tipping point and reasserts provinces' rights and primary jurisdiction over natural resources, the environment and power generation," Justice Minister and Attorney General Bronwyn Eyre said. "It should also force the federal government to reassess other areas of overreach, including capping oil and gas production and electrical

generation. The IAA has stalled everything from Canadian highway and mine projects to LNG facilities and pipelines. It has thwarted investment, competitiveness and productivity across the country. This major decision will correct course."

The IAA received royal assent in 2019. In 2022, the Alberta Court of Appeal (in a 4-1 majority) held that the IAA was unconstitutional, violated the division of powers between Ottawa and the provinces, and took a "wrecking ball" to exclusive provincial jurisdiction under Section 92 and 92A of the Constitution Act, 1867.

The federal government appealed the decision to the SCC.

Last March, Saskatchewan was part of the constitutional intervention, along with seven other provinces, before Canada's top court, arguing that the IAA had exceeded federal jurisdiction. The majority recognized that the IAA is a clear example of federal overreach. Specifically, the Supreme Court majority held that the IAA's designated projects scheme, by which federal authorities could permanently put a project on hold, was an "unconstitutional arrogation of power by Parliament" and "clearly overstepped the mark." The majority also found that the Act "grants the decision-maker a practically untrammelled power to regulate projects qua projects."

In 2023, Saskatchewan passed The Saskatchewan First Act to counter the federal government's attempts to interfere in matters of provincial jurisdiction. The Act came into force on September 15, 2023.



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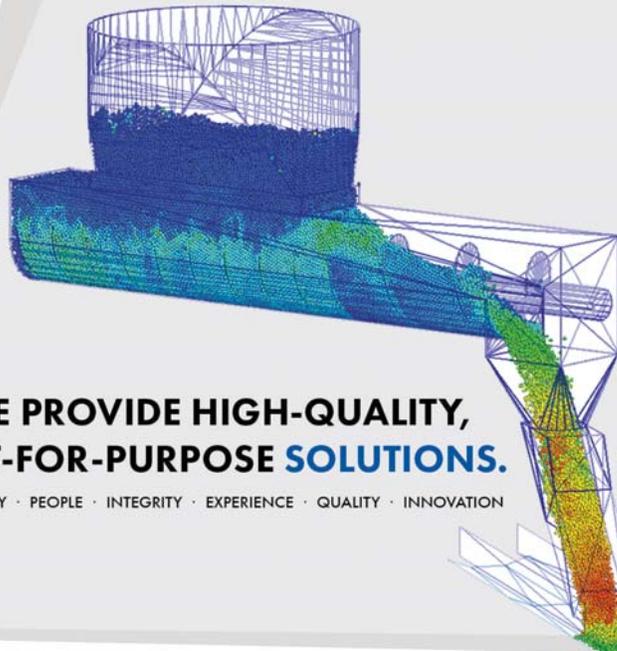
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Mining, Energy and Manufacturing



Reynolds speaks on community relations

Continued from Page B11

We hold forums in local communities to tell them what we're doing in case we have any major turnarounds that come up, which may increase some sound or steam coming out of the sites to make sure they're aware of what's going on.

We've found that almost over-communicating is the better strategy in engaging those communities.

Have we learned from some of the incidents around the world? Sure, we've looked at them closely and gone back to our own operations and tested ourselves about whether there is anything that could happen to us or is there something we're missing in terms of safeguards, but whether it's the environment or relations with First Nations indigenous communities, we have a strong track record in all of those areas.

There is no finish line. This is something we continue to work hard on every day, and really that's the nature of relationships.

The advent of the internet makes information much more widely available, and we've had questions at community events about, for example, our tailings management areas, and the safeguards we have in place around these areas.

We're always happy to share information about tailings management and what we do to safeguard the environment and our neighbors to make sure they're not impacted.

We've worked very closely with provincial and federal regulators, which closely watch a lot of what we're doing and we're proud that we would exceed those regulations in terms of the safeguards that we put in place. Communities are interested and so we engage in conversations and talk about those safeguards in place.

Looking to the future, many new mines will be needed to meet the demand for critical minerals—but increased automation will reduce onsite jobs for local. Is this a recipe for growing community conflicts? How will you approach this challenge?

We've embarked on quite a bit of new technology in all of our mines and this has been through a lens of safety.

That was what really drove a lot of these initiatives that we embarked on over a decade ago, in terms of how we remove individuals from high-risk areas of the mine, and we've done that through remote mining.

As we removed those people from those

machines, we took them to a place that was much safer, above ground. We still need someone to operate that mining machine, whether they're sitting on the machine itself 1,000 meters underground or in an air-conditioned office with easy access to restrooms and coffee facilities.

They found it a much more exciting environment than just physically sitting on the machine. As that technology advances it will mean different skills, and we're going to offer retraining to make sure we can still employ those people in the future.

It's been the opposite reaction to what we thought because this technology has enabled more inclusive environments. We've got some gaps where we want to continue to make our workforce even more remote than it is today, and by creating work environments that are a little more pleasant we can change the perception of mining.

If you walked over to the University of Saskatchewan and asked, what's your vision of mining? The first thing they would think about wouldn't be sitting in front of a screen toggling a joystick. That's where we have to do a little better as a company, and as an industry, to change the perception of mining. As we look at this trend from fossil fuels to a clean energy future, we as a population, we can't do that. We need more mining of the critical minerals that are needed for that transition, the rare earth minerals, many of which are here in Canada.

We can't make that transition without mining so we're going to need more people to come into the industry and get excited about the career opportunities. This is not going to be a story of reducing employment in our business. We're going to need more people involved. This is a challenge for the mining industry.



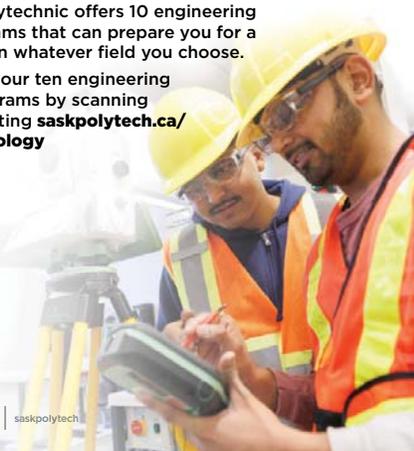
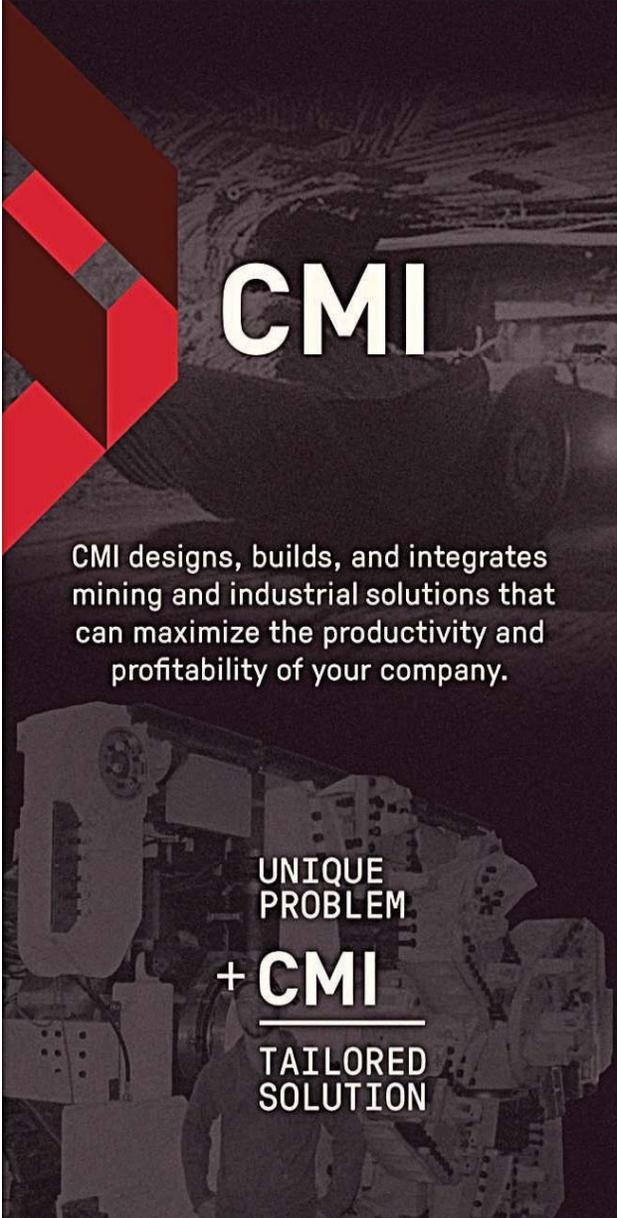
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Mining, Energy and Manufacturing



SIIT and Nutrien unveil pawâcikêwikamik: Nutrien MakerLodge

BY KEVIN WEEDMARK
Nutrien and the Saskatchewan Indian Institute of Technologies (SIIT) recently launched the pawâcikêwikamik: Nutrien MakerLodge.

"SIIT and Nutrien have been partners for a very long time. When Nutrien heard there was a physical space that they (SIIT) wanted to create to support Indigenous entrepreneurs and innovation, we knew that was something we wanted to be a part of," says Pam Beaudin, Nutrien Senior Indigenous Relations Manager. "It aligns with our values at Nutrien and supporting our community here in Saskatoon, helping to grow that entrepreneurial spirit within our Indigenous communities."

The MakerLodge will stand as a vibrant hub, with the name "pawâcikêwikamik" which is a Cree word meaning 'a lodge supporting those who dream.' Its mission is to empower Indigenous learners, nurture creativity and strengthen community connections while preserving culture and language. The MakerLodge has already facilitated over 800 training hours, benefiting more than 60 First Nations and making significant strides in fostering First Nation inclusion and leadership in the tech economy.

For Nutrien, this partnership holds additional significance as one of its employees, Brooke Laliberte, Senior Advisor, Indigenous Relations, is a proud graduate of SIIT. "SIIT played a crucial role in my academic journey, providing access to the Business Administration Program and easing my transition to Edwards School of Business at the University of Saskatchewan for my Bachelor of Commerce," says Brooke. "I then began my journey with Nutrien in 2020 as part of the company's Indigenous Internship Program.

Nutrien's investment in SIIT's MakerLodge makes me feel proud to work here. The MakerLodge empowers youth, supporting their growth as future leaders in the technology field, benefiting our communities for generations to come."

Nutrien and SIIT also join forces to empower Indigenous youth by providing access to cutting-edge technology, hands-on learning opportunities and equipping students with state-of-the-art technology to empower young minds, enabling them to become future leaders.

"The partnership with SIIT exemplifies Nutrien's commitment to inclusion and meaningful relationships with Indigenous communities," says Brooke. "Investing in these opportunities and including Indigenous communities in community investment reflects respect for Treaty 4 and Treaty 6 territories and belief in the potential of Indigenous youth to shape a brighter future."

World-Spectator editor Kevin Weedmark had an interview with Nutrien Potash President Chris Reynolds about the MakerLodge. The full interview follows.

Tell me a little about the MakerLodge and how it came to be.

"We've had, as a company, a long-standing relationship with SIIT just as we do with a lot of Indigenous organizations and businesses. So when they started to talk about this new space that they wanted to invest in, here and in downtown Saskatoon, it really was just an extension of that relationship that we've had with the organization for many, many years. We've actually got quite a bit of graduate students who have been through the SIIT program and are now working for us. So that was really the genesis of the relation-



The ribbon cutting at the grand opening of pawâcikêwikamik: Nutrien MakerLodge

ship originally, which is two-pronged: How do we promote the jobs available here at Nutrien and the skill sets that we're looking for, but also look to increase our diversity and increase the number of Indigenous employees to join us? SIIT was the perfect fit for that so that was the original genesis of the relationship and the support of this new space was just a natural extension of that.

How involved has Nutrien been with SIIT in the past?

"I think it's along the lines of scholarship programs that we've had. We've been a long time general sponsor of the organization and as I've said, looking at apprenticeships or internships, so letting SIIT know to let their students know of opportunities we

have, say for internship programs and making sure that we have access to those to students and let them know about those opportunities. In fact one of our Indigenous Relations Managers, he just works down the corridor from me, he was a recent graduate of SIIT and I think also of our internship program.

Explain what exactly the MakerLodge is.

"I was fortunate enough to be there at the opening of the MakerLodge. It's an environment where there's a lot of the latest cutting edge technology that entrepreneurs can access—which might include things like 3D printing, large database computers with a lot of RAM associated with them, which they may not be able to access through their own com-

panies, particularly the ones that are just starting up. But then also associated services where there could be some accounting support, legal support, internet and IT support that these small businesses and entrepreneurs can access in a space that's really dedicated to Indigenous businesses. So when you go down there, I think it has one of the biggest TV screens in all of Saskatoon and also a very impressive couple of 3D printers now, one of which they were using when we were there. I was talking to a young entrepreneur when I was there for the opening and they were in the business of creating Indigenous art and Indigenous crafts and just in terms of how the institute helped them really get off the deck in terms of starting their busi-

ness—helping promote their business, hear some ideas for advertising and promotion, checking how they're doing on accounting and finance and taxation as you embark and grow as a small business. So just giving all of these entrepreneurs a leg up that they might have to go around to different organizations for to get that support, and here really at the MakerLodge it's a space for innovation and entrepreneurship. The institute in general can provide all of that in a one-stop shop.

Does SIIT have a lot of programs that are geared specifically towards getting people into the mining industry? Are there different streams that students are coming out of there and into employment with Nutrien?

"There are different streams, that's a good question, and in fact we just had a meeting this morning with Sask Polytech—for example who have a relationship with SIIT as well and so there's some collaboration going on there, but I believe that there's a number of different streams that they have.

How important is Indigenous engagement to Nutrien?

"Extremely important. It's one of our core values—inclusion is one of our core values and it's not just a nice slogan and a nice glossy brochure.

Continued on page B19

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Scenes from the grand opening of pawâcîkêwikamik: Nutrien MakerLodge

SIIT and Nutrien unveil pawâcîkêwikamik: Nutrien MakerLodge

Continued from page B18

This is something that we have been committed to as Nutrien. You can have some splashy advertisements and billboards and screens at airports but if you're not sitting down with these organizations and listening in terms of where their challenges are, where they need help and support and where the areas of common interest between a company like Nutrien and these Indigenous organizations are, and that takes time. It's not just all about the money, it's about taking the time to listen and to really have a meaningful conversation about what do they need and what are our values and where is that intersection? As an example, we are looking to meaningfully increase the number of Indigenous employees that we have which intersects with an overall need of skilled labour that we have, particularly at mine sites here in the province.

When you think about the demographics of the Indigenous community as one of the fastest growing communities in the province and they're looking for meaningful engagement for their members. So they're asking, how can you help us with training? How can you help us with internships and sponsorships or education and training? Then when that education and training is done, do you have meaningful education that's going to be at the

end of these graduations for these folks? This is really, really important to us and that goes from Ken Seitz our CEO, our board, our Executive Leadership Team, right throughout our organization to our mine sites and we're looking at different ways that we can engage with communities too. Meaningful relationships aren't just measured in dollars but measured in impact.

Does Nutrien have specific goals on where you'd like to be on Aboriginal employment for instance, or engagement with Aboriginal businesses?

What we'd like to do is get to the point where our employee population mirrors that of the province. If the Indigenous community is one of the fastest growing communities in the province then we should hopefully be growing at that same pace. So I think today we're at about three to four per cent of our employee population is Indigenous and we'd like that to get up to 14-15 per cent here as a goal in the future.

It's something that I wish we had started a decade or two ago in terms of the initiatives that we're embarking on now because they do take time, but I can tell you that here going forward we are fully committed to that and I believe we can get there. I don't think we've put a specific

timeline on when we can achieve that but achieving that percentage of the population is no different than the way we think about gender, as well, in terms of how do we more closely mirror the communities that we're participating in. How do we mirror that in our employee population? We're not just doing this because it's a nice slogan. We're doing it because it's the right thing to do and then secondarily, study after study has shown that a more diverse company is higher performing and is more profitable. So there's a payback on this as well. Apart from just being the right thing to do and maybe repairing some of the evils of the past, it can make us a stronger and more profitable company—so there are several benefits to this strategy.

How important do you think initiatives like this from companies like Nutrien are to the wider goals of reconciliation?

As a new member to the community, I've been really interested in the history of reconciliation and why we are where we are today in Canada. What I draw upon is my experience in my home country of Australia where there are a lot of similarities in terms of the treatment of Indigenous people when some of these countries were first colonized.

It's almost an exact mirror image, in terms of how the Australian government and religious institutions treated Indigenous communities almost exactly the same. Horrific mistakes and actions were made here and so I think as you read the reconciliation documents and the commitments, business is a big part of that. I think as you think about education, you think about employment, you think about initiatives that are going to make a meaningful impact on these communities, I think Nutrien can play a really big part in that reconciliation. Particularly when you think about our footprint and let's just talk about the province here with our six mine sites, we also have a number of retail sites spread out across the province and we have our global headquarters here in downtown Saskatoon. So our geographic outreach where we border our communities, we can have employees living on reserve and coming to work with a fairly short commute time, to work at some of our sites.

So I think because of that geographic presence and because of that commitment I just spoke about regarding reconciliation and Indigenous engagement, I think that companies like Nutrien can play a huge part in that discussion and a huge part in starting to repair some of the damage that was done many, many years ago.

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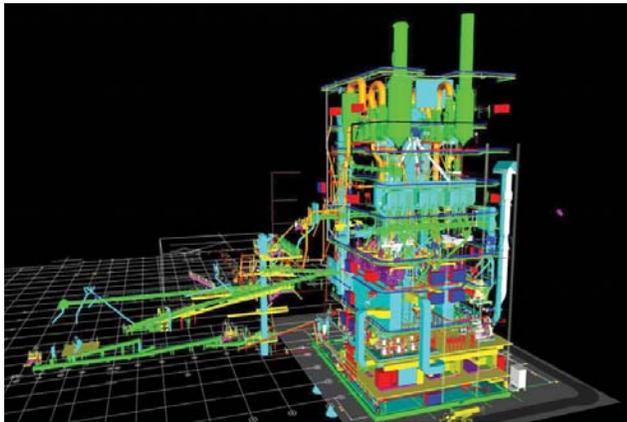
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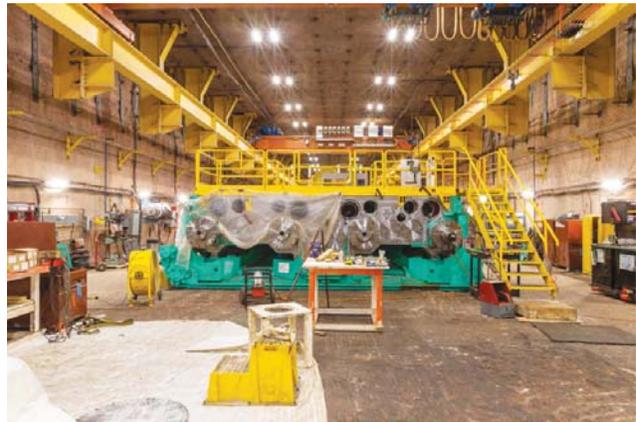




Mining, Energy and Manufacturing



Design and development are underway for a third compaction circuit that will be added at Esterhazy's K1 mill to increase blend-grade production capacity. When operational by the end of 2023, this third circuit will provide additional production flexibility to meet varying market demand for different potash products.



Esterhazy's mining machines are assembled in underground shops before being moved out into production areas to begin mining potash ore. Commissioning of a twelfth four-rotor mining machine began in January, and a thirteenth is expected to be complete later this year.

Mosaic Esterhazy now running on all cylinders

Now running on all cylinders, Mosaic's Esterhazy operation is one of the largest, most competitive potash mines in the world. Both shafts at K3 have been in operation for more than a year, and production continues to ramp up towards full hoisting capacity of more than 72,500 tonnes per day. A new daily hoisting record of 63,180 tonnes was reached in September 2022.

Having both shafts in production removes historical ore

handling constraints at Esterhazy and ensures capacity for additional ore supply as more mining machines are assembled underground and put into production. Commissioning of a twelfth four-rotor mining machine began in January and a thirteenth is expected to be completed later this year.

All machines in K3's fleet can operate autonomously in fully developed production areas—which reduces risk for the mine's employees and eliminates downtime, as they can

be safely operated 24/7.

Integrated operations: Operational visibility and real-time information

K3 is built on technology and innovation. It is designed to provide annual production of 6 million tonnes, which is about 60,000 rail cars full of potash. This means moving 17-19 million tonnes of ore per year.

Much of those operations are now being monitored and run from a technology-enabled pilot Integrated Operations Center, or IOC, on the surface at K2. Cameras and sensors monitor allow employees in the IOC to view the entire 12-kilometer conveyance system that transports ore from where it is mined 3,350 feet underground, up through the shafts, and across the surface to the K1 and K2 mills for processing.

"The goal of this IOC is to improve production capabilities and increase reliability by integrating our operations from when the ore is mined to when product is loaded on railcars to ship out to our customers," said Dustin Maksymchuk, General Manager Esterhazy. "This provides our employees with the operational visibility and information they need, and they are empowered to act on that data in real-time."

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Mining, Energy and Manufacturing



Mosaic Esterhazy now running on all cylinders

Continued from Page B21

Integrating operations has also allowed Mosaic to build management systems and governance processes that help them operate efficiently, effectively, repeatably and sustainably. It also provides new opportunities for employees.

"Employees helped us design the IOC, and their input will continue to be crucial as we move forward," said Dustin.

New roles were created to support integrated operations, including IOC Coordinators responsible for managing the daily operations plan. There are also training and developmental opportunities available for employees to learn about and help refine automated mining controls and systems.

Leveraging the full capacity of K1 & K2 Mills

With both shafts at K3 up and running, operations at Esterhazy are no longer shaft-limited and can leverage the full capability of the mills. In addition to the IOC and implementation of new processes like Short-Interval Control, which helps employees maximize production by improving coordination and optimizing runtime, there is other work underway to improve operational reliability of the mills and ensure they are utilized to the fullest capacity.

At the K1 mill, a third compaction circuit is being added that will improve our ability to convert standard tons to granular tons. This means more blend-grade product, which gives us additional pro-

duction flexibility to meet market demand for specific products. This project is underway and expected to be completed by the end of 2023.

At the K2 mill, a project was recently approved to add a hydrofloat circuit that will increase K2's overall production capability by 400,000 tonnes—80 per cent of which will be natural crystal granular and the remaining standard product.

Staying focused on delivering on commitments

Throughout the K3 ramp-up and as we look ahead, the Esterhazy team has remained focused on delivering on their commitments and providing the products their customers need to feed the world.

Over 100 risk reduction projects were completed in 2022, each one an employee idea that helps reduce safety or environmental risks. The K1 and K2 mills operated without a recordable injury for the entire year. They are also making considerable progress improving the safety culture across the site by focusing on employee awareness of ground conditions at K3 and heightened daily inspections in all immediate work areas to identify and address potential hazards.

"Our talented workforce is looking to the future and finding new ways to increase safety, efficiency and connection across our immense operating footprint—building a 'digital mine' to power us into the future," said Dustin.

"Employees are leading innovative, technology-enabled improvements that

will help ensure we have the operational capacity, reliability and flexibility we need to meet the changing needs of our customers. We're also remaining focused on safe, responsible operations and investing in our team and local communities."

This includes Mosaic's commitment to partnering with local Indigenous communities and building a diverse, inclusive

workforce and culture.

"The sustainability of our business and our communities are indelibly linked, and we're proud of the progress we're making in these areas," said Dustin.

"We're taking action to strengthen local communities and ensure Mosaic is a place where all people feel welcome, safe, valued and respected."

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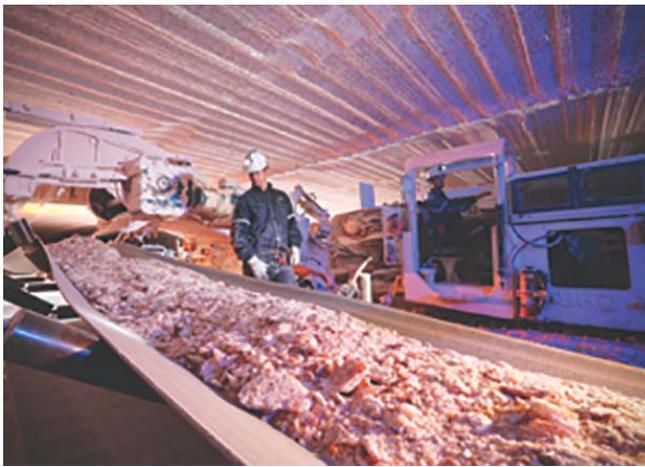
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