

Nutrien COVID-19 Response

At Nutrien, our purpose is to *grow our world from the ground up*. This means having the appropriate business continuity, employee safety, and communication processes in place to seamlessly deliver products and services to our grower customers during difficult times, including the current COVID-19 global crisis.

Deemed an essential service in our core markets and key operating areas, Nutrien remains focused on helping farmers to bring food to tables globally and in the most efficient and safe manner possible. Supporting all key stakeholders in our value chain, such as employees, customers, suppliers and community partners is critical to achieving this goal. Below is Nutrien’s key business continuity strategy that continues to guide our actions through these challenging times.

Governance

Board and Leadership Level

Nutrien was managing the COVID-19 crisis well before local governments mandated restrictions. A leadership group was brought together to monitor the situation, including members of the Nutrien Crisis Management team. From early in the onset of the COVID-19 situation, the full Crisis Management process was enacted, which co-ordinates business continuity risk mitigation on a daily basis. Below are the leadership working groups related to crisis management:

Leadership Teams Involved	Purpose
Nutrien Board	Receive and review COVID-19 updates from management.
Nutrien Executive Leadership Team (ELT)	ELT met daily originally, and now three times per week with COVID-19 Office Team to address emerging issues and risks related to operations and financial stewardship.
Nutrien COVID-19 Office Team	Meet daily to discuss issues highlighted by the COVID-19 Working Group and provide strategy, consolidated communications and action items to the ELT daily/bi-weekly.
Nutrien COVID-19 Working Group	Daily/bi-weekly meeting of functional leaders across the organization that provide insight on emerging crisis issues.

Operational and Corporate Function Level

Once the Crisis Management process was enacted, smaller functional groups were established to identify and mitigate business continuity risks. Below are the key functional groups established:

Functional Teams Involved	Purpose
Operations Continuity Teams	Identify and mitigate risks related to all Retail facilities and NPK production operations. Responsible for enacting all developed protocols and reporting updates to the Nutrien COVID-19 Office Team.
Corporate Functions Continuity Team	Identifies and mitigates risks related to all Corporate functions and office locations. Responsible for enacting all developed protocols and reporting updates to the Nutrien COVID-19 Office Team.

Nutrien has successfully transitioned to working remotely for relevant Operational and Corporate functions. A key risk to global organizations during this transition in work has been cyber security, and Nutrien has implemented additional security and risk mitigation along with increased employee communication and testing on this issue.

We are now focused on a phased approach for the gradual re-opening of Nutrien facility access for employees that will take into account local government easing of restrictions, pandemic expertise and the latest in safety benchmark protocols. In conducting governance responsibilities related to business continuity, Nutrien analyzed the resiliency of its business units and financial position to confirm that we can operate effectively in a protracted economic downturn and under several disruptive scenarios. We have a strong balance sheet and ample liquidity to operate normally through this crisis.

Social Risk Strategy

During the pandemic crisis and any challenging situation for our organization, it is critical that Nutrien demonstrates action and leadership in its approach to its employees and all of our key stakeholders, including but not limited to, customers, communities and our value chain partners.

Our People

- Employee safety and wellness is a top priority and value
 - Nutrien moved quickly to minimize risk to employees by instituting safety protocols at all Operational sites, and by sending all employees to work remotely away from Corporate office facilities. To date, Nutrien has had minimal confirmed COVID-19 cases and there have been no reported employee deaths related to COVID-19 among our 25,000 employees globally.
 - For those employees who have identified themselves as high risk to COVID-19, if they can't work from home, we are allowing them to be home safe with full pay.
 - Nutrien executed constant and deep cleaning of operational and corporate sites.
 - We leveraged trusted relationships with suppliers. We have procured appropriate additional personal protective equipment (PPE), which has been provided to our essential Operational employees.
 - We are currently using and procuring additional thermal imaging for use at operating facilities and offices to ensure appropriate entry by employees and external contractors/vendors. Where appropriate, plexiglass barriers are also in use at our operations.

- Nutrien is developing a strategy for re-opening facility access for employees based on a cautious and deliberate phased approach.
- While preventing any detrimental impact to our employees' physical health, Nutrien has also supported employee financial health with no layoffs or salary reductions.
- All Corporate and office functions can effectively work remotely with minimal impact on productivity
 - Nutrien ensured all Corporate employees and office staff had the ability to work at home within one week of enacting Crisis Management processes, through the support of leadership working teams and Human Resources, Information Technology and the Facilities departments.
- Supportive Human Resource Policies
 - We provided supportive policies for employees regarding working from home requirements/resourcing, illness pay continuance and sick leave, childcare and employee and family assistance programs.
- Consistent communication with employees
 - Nutrien holds weekly live video townhall sessions with the CEO and the ELT where they provide updates on the COVID-19 situation and answer questions from employees.
 - Nutrien's key Corporate functions hold live video townhall meetings to address specific functional issues.
 - Each of Nutrien's business units hold regular video town halls for all employees, providing business and COVID-19 related updates.
 - We have shared stories and videos of employee contributions during the pandemic and have distributed these materials publicly on company social platforms.
 - We have provided resources/guidance on our employee intranet, supported by an employee hotline for COVID-19 related concerns.

Community Relations and Support

- Support to communities has continued and even expanded under the circumstances, with a focus on local food solutions
 - Nutrien has reached-out to its community partners to support their business plans in these difficult times. This includes ensuring food programs continue through the crisis for those most in need. We believe it is critical to maintain support of valued community partners and groups who often suffer disproportionately in times of crisis.
 - As a key leader in global food production, Nutrien is maintaining its existing community support as well as providing an additional \$1 million to support local food solutions. We also encourage employees to help local organizations, in a safe manner, providing for up to five paid volunteer days to help community organizations in this time of need.
 - Nutrien is donating a portion of its protective masks to medical staff in communities where we operate.

Value Chain Safety and Support

- Customers interaction must be kept safe for all involved
 - Nutrien employee interaction with our grower customers has traditionally been in-person. We have social distancing protocols in place at all locations, including plexiglass shields at front desks at retail facilities.
 - We are conducting the vast majority of interactions online and through teleconference at this time. Our Retail digital platform also allows for completion of most day-to-day customer transactions with limited requirement for direct human interaction.
 - Nutrien Ag Solutions has also procured and started producing hand sanitizer, a short-supplied resource, for our grower customers located at key retail facilities.
 - Nutrien Financial is providing growers with financial options to procure the crop inputs they need to sustain operations in these difficult times.
- Supporting supplier partners and ensuring procurement continuity
 - Nutrien has implemented a strict safety protocol for supplier interactions at all locations.
 - We developed an online application for waybills versus the traditional physical paper approach to reduce physical interaction at our operations.
 - We have offered all supplier partners the ability to submit invoicing online and receive payment in a timely manner through electronic funds transfer.
 - Nutrien's critical raw inputs, products and services related to its operations have been reviewed for risk and mitigated through daily communication, assurance and alternative suppliers. The value of strong long-term relationships with our supply chain partners has never been more critical.

Environmental

Ensuring our operations maintain a high level of performance and our corporate functions continue to run smoothly from home are instrumental factors in delivering on our environmental commitments.

- With successful performance at our fertilizer operations year-to-date, we have kept production and emissions at planned levels, while executing on other identified opportunities to reduce GHG emissions.
- Nutrien has maintained focus on improving its sustainability and climate strategy as a result of effective Corporate business continuity.
- Nutrien has maintained its typical quality level of service to growers this planting season while continuing to support more sustainable farming practices and products.

This Pandemic Business Continuity Statement is the responsibility of the Vice President, Sustainability and Stakeholder Relations, and has been approved by the Executive Vice President Stakeholder Relations and Chief Sustainability Officer.