

IFA GSS/TS REMARKS

Intro/Welcome

Good morning. Thank you for that kind introduction.

[Bill to provide greeting to other head table guests]

It is my pleasure to welcome each of you – and to thank you for your participation in IFA’s first combined Global Safety Summit and Technical Symposium.

Many of my friends and colleagues here today know that this gathering holds a special place in my heart, as I firmly believe that safety must be the No. 1 priority for IFA and each of our member companies.

We have the honor – and the responsibility – of being stewards in one of the most important and essential industries on the planet.

Our products help improve food production and nutrition around the world. That is our purpose; our reason for being. The world is depending on us – and it will need us to do even more in the generations to come.

Delivering on this promise makes it essential that we maintain our focus on safety. To improve the quality of life for billions who rely on our products, we need to ensure the quality of life for the women and men who work in our industry. Just as the world depends on us, we depend on our people.

We need to create workplaces and processes that make it possible for them to return home to their family in the same condition they arrive at our facilities at the beginning of each day.

By combining our safety summit with the technical symposium, we recognize that integrating safety with our planning and production processes contributes to improved performance.

By sharing information – by expanding the safety discussion beyond its own silo – we can continue to make proactive decisions that protect our people, our companies and the farmers who rely on our fertilizer products to grow healthy, nutritious crops.

Your involvement and your participation this week will help us further improve our industry for the future. As President of IFA, I want to personally thank you for your contribution and commitment to making this possible.

All Things With Great Care

It is a special privilege to hold this conference in Chile – an important contributor to the world’s fertilizer and mining industries.

I want to welcome Francisco Orrego Bauza, Chile’s Undersecretary of the Ministry of Mines – and to say thank you for joining us for this morning’s discussion. We are honored to have you with us.

As we all remember, the world’s eyes turned to Chile in 2010, when 33 miners were trapped underground for 69 days before being safely returned to surface. It was an incident that illustrated the importance of planning, training and discipline in protecting our people.

Those same values and principals are the foundation for strong safety performance in our daily operations. The activities in our mines and mills, our warehouses and shipping areas – even in our corporate offices – might not attract international news media, but by

bringing a relentless focus to safety in everything we do, we can build a brighter future for our industry.

My company, PotashCorp, recently entered a partnership with an organization called Free The Children – and we supported the introduction of an Agriculture and Food Security pillar to their global programming.

Martin Sheen, an actor and human rights advocate, is one of Free the Children’s many prominent spokespersons – and he has helped take the food security message to hundreds of thousands of people across North America. In his presentation, he makes this statement: “We are not called to do great things, but to do all things with great care.”

That philosophy is just as powerful in our approach to safety – to do all things with great care.

Safety is not only measured by our performance during significant events; it is measured in the way our people approach their daily tasks. It is about creating an environment that encourages people to think of safety first; to look out for their co-workers; to understand that no action – and no result – should ever allow safety to take a back seat. It is about creating a culture in our companies that safety is the most important measure in our industry.

By doing all things with great care, we can achieve truly great performance.

The Measure of Improvement

It gives me pleasure to say that a safety-first attitude has become the norm in our organization.

IFA members are supporting and promoting a number of initiatives that are contributing to improvements in safety performance.

The Global Safety Summit and Technical Symposium is one of those success stories. Bringing together our experts in safety and production allows us to take a broader view of our impacts throughout the product lifecycle.

This holistic approach is also shaping our “Protect and Sustain” initiative as well as our Green Leaf Awards program.

Protect and Sustain has become the global standard for product stewardship. This benefits all of us as stakeholders around the world can have confidence in our approach to product stewardship. You will hear more about this initiative – and our Green Leaf Award program – later this morning.

This year, IFA is making available Employee Safety Perception Surveys that will help standardize safety measures and identify opportunities for improvement. A brief questionnaire was developed with the U.S. National Safety Council and will help companies anticipate and reduce potential hazards in fertilizer production. It will be available in multiple formats and languages – and can be a tool to help our companies individually and collectively.

These programs reflect a commitment throughout our organization – and by each of our members – to improving safety performance. The impact of your efforts is undeniable.

After collecting a decade of data, we can see that IFA members have reduced the lost-time injury rate for employees by almost half between 2002 and 2011. When we include contractors, the injury rate has been reduced by two-thirds to a record low.

This is a cause for celebration, but not a reason to relax our focus. We must strive for continuing improvement – and build on the gains we have made over the past several years.

Your input, ideas and participation this week will be an integral part of that challenge. Together, we can raise the bar on safety.

Closing

As I conclude my two-year term as President of IFA, I leave with confidence that our membership will continue on the path of improvements.

At the same time, I challenge you to keep this flame alive. More than any area of our business, safety requires champions. It takes leaders who recognize that protecting our people is the surest way to protect our industry.

Improvements will come through attention to detail and hard work. The successes sometimes go unnoticed by people outside our companies and our industry, but the result is worth every ounce of effort.

Our co-workers and our customers will take their cues from you. You have helped bring them to the level of success we enjoy today – and you can carry this pattern of improvement into the future.

I have had the pleasure of working in the fertilizer industry for almost four decades – and I have a tremendous sense pride in our contribution to food production around the world. But it is the improvements in the area of safety that give me the greatest sense of accomplishment and optimism.

Thank you for making this happen and for joining us today.