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# A message by the president

GRI 102-14

2021 was a period of solidification to our strategy pillars. This provides us with a solid foundation to move forward towards our ambition to build the biggest and best integrated solutions platform to serve the farmer. We live an intense period: we continue to expand our presence in Brazil, through acquisitions and organically, we invest in process improvements and expansion of existing operations, we improve our governance with the creation and evolution of internal policies and systems, above all, we have intensified our relationship with farmers.

Even at a time when the Covid-19 pandemic was still very present in the country, we managed to continue accelerating our business, which required and will continue to require a great effort from our team. But the results we have achieved are a recognition of all this engagement.

We grew 70% in sales volume in 2021 compared to the previous year. And we managed to reach a revenue of R\$ 3 billion. We have a lot to celebrate.

We continue to prioritize the safety and health of our employees, maintaining a protocol to prevent Covid-19, encouraging the vaccination, and maintaining the need to report any symptoms of the disease, with consequent removal and detection exams.

We started an important work to define the Nutrien Culture. After all, with so many acquisitions that have taken place in the last two years, it was necessary to

identify what is latent in this diversity of working ways to create the Nutrien way of being and doing business in Brazil. This work will already have structuring actions put into practice throughout 2022 for the dissemination of our Culture throughout the organization.

Another important step was the development and strengthening of our sustainability strategy, which generated a robust impact of mapping work, so we can move forward with projects that minimize our environmental footprint and opportunities with the publics with whom we interact, especially clients and providers. This strategy also gave us the basis to strengthen our social actions with the communities where we operate, with investments in education; and the Nutrien Transforma (Nutrien Transforms) project has already improved six schools in these communities in 2021.

The client – small and medium-sized agricultural farmer – is at the center of our attention. We want to serve them better and better and become true solutions consultants, going far beyond products and services that guarantee greater productivity and profitability, but mainly bringing recommendations for financial and agronomic solutions that also recognize and encourage the adoption of sustainable agricultural practices, in a low carbon agriculture.

In this matter, we are creating a new model of operating in retail and reinventing resale. Among the novelties of this new model,

I highlight the role of our Experience Centers, in which we opened a differentiated space to intensify our relationship with the farmers, to listen and serve them with knowledge about new market trends, financial solutions, agronomy and sustainability in the countryside. We have already opened 11, and our goal is to reach 50 by the end of 2022.

Faced with this constantly changing scenario, with many ideas, investments and initiatives in all areas, this Nutrien Sustainability Report 2021 – the first we publish in Brazil – is an important tool to show our stakeholders and society how we are paving our history in Brazil and building the Nutrien Culture based on solid values.

We have completed our first phase of the journey, but we still have a long way. Every day we are building a strong organization which is flexible, simple and agile at the same time, capable of overcoming the challenges the year 2022 may bring us. We remain optimistic about the future and confident about the strength of Brazilian agribusiness.

**André Dias,**  
President of Nutrien  
in Latin America



We are creating a new model of operating in retail and reinventing resale.

Summary



# The report

GRI 102-44, 102-46, 102-47, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54

This is the first Sustainability Report of Nutrien Soluções Agrícolas in Brazil. It presents the company's strategic vision and main initiatives and its performance in the period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2021. Its target audiences are clients, partners, employees, associations, governments and society.

After a contextualization of agribusiness and agricultural retail in Brazil and the presentation of Nutrien and its main results for the year, the publication has three chapters that reflect the pillars of the company's sustainability strategy: Governance, Social and Clients, having the Environmental theme as transversal to all of them. Finally, it brings a vision of the future, with perspectives for the next steps in Brazil.

The data presented here were inspired by the GRI Standards (Global Reporting Initiative): Essential option. For the selection of reported disclosures, Nutrien's materiality matrix was used as a basis, which reflects relevant topics for the company at a global level. It was prepared in Canada and is detailed below.



Suggestions or doubts about the content presented in this report can be sent to the email [faleconosco@nutrien.com](mailto:faleconosco@nutrien.com).

GRI 102-53

## Matrix material themes

### Level 1

- Climate-related risks
- Greenhouse gas emissions and energy use
- Soil health and quality
- Environmental impacts of products
- Health and safety of workers
- Equity, diversity, and inclusion

### Level 2

- Water management
- Biodiversity
- Waste
- Tailings and gypstacks
- Human capital
- Community relations
- Responsible supply chain
- Product responsibility
- Integrity
- Cybersecurity and data privacy

### Level 3

- Air quality
- Remediation
- Recovery

More information about the company is also available on the website [nutrien.com.br](http://nutrien.com.br).

Summary

## Agribusiness in Brazil – transformation in agricultural retail

Agribusiness doesn't stop, not even in these two years of pandemic in Brazil. The sector maintained its practically normal operation during the period, adopting the sanitary rules and other protective measures, and did not fail to fulfill its function of feeding the Brazilian consumer and still exporting to about 170 countries.

The Brazilian agribusiness GDP grew 8.36% in 2021, according to data from the Center for Advanced Studies in Applied Economics at Esalq-USP (Cepea) in partnership with the Confederation of Agriculture and Livestock of Brazil (CNA). With this result, it reached a 27.4% share in the Brazilian GDP.

According to the National Supply Company, the 2021-2022 grain harvest is estimated at 265.7 million tons, an increase of 4%, or 10.3 million tons, compared to the previous harvest.

The sector continues to grow, changing at an intense pace and with robust investments, especially in the technology area. The focus is on precision agriculture, digital platforms for crop management and planning, biotechnology, and genetics. Brazilian rural properties are increasingly connected, making use of digital applications, modern machinery and even drones.

All these innovations are also reflected in the value chain that

serves this market segment, such as manufacturers and distributors of inputs – in which Nutrien is inserted. In agricultural retail, for example, the old model of resale and distribution, characterized by the service room and the input storage shed, with almost no technical assistance, no longer meets the needs of growers.

Plans and actions require intelligence and information. The labor of the input industry and of the retail itself had to increase its qualification to go beyond selling the most appropriate product, starting to add value in consulting, presenting trends and innovations that bring cost reduction and greater profitability and productivity for the farmer. Another market trend that has already contributed to agribusiness is e-commerce, which is getting stronger every day and, for its success, depends on smart and agile logistics that are also connected to the digital environment.

Being aware of this evolution, having the agility to adapt to the new trends and demands of this powerful market is a premise to remain sustainable and ensure good results, even in more challenging times such as the Covid-19 pandemic. Nutrien learned this lesson quickly, brought the most modern trends in the market to its model and has been working to serve its clients and become a reference in agricultural retail.



# Nutrien, building the biggest and best agricultural solutions platform

SDG related to this chapter



Nutrien is the world's largest supplier of agricultural inputs and services. It produces and distributes around 27 million tons of potassium, nitrogen, and phosphate worldwide. **GRI 102-5**

It operates with a long-term vision and is committed to working with different strategic partners. The integrated production chain encompasses the areas of fertilizers, defensives, seeds, nutritionals and technology services.

Through its agricultural retail network:

It provides inputs, services and solutions to more than

**500** thousand farmers



It has a team of more than

**3,900** consultants and agronomists

at the service of rural growers



Has presence in more than

**2** thousand stores

in North America, South America and Australia



Recorded

**US\$ 17.7** billion

in retail sales in 2021



Nutrien worldwide

GRI 102-4

Nutrien results worldwide

	2020	2021
Net profit	US\$459 million	US\$3.2 billion
Sales	US\$20.9 billion	US\$27.7 billion
Profit before taxes	US\$3.7 billion	US\$7.1 billion
Employs more than	22 thousand employees	23.5 thousand employees

- Retail
- Nitrogen
- Granulation
- Investments and joint ventures
- Loveland products and affiliated facilities
- Potassium
- Phosphate
- Agrichem
- Distribution in Europe
- ESN®
- Offices

Nutrien in Brazil

GRI 102-2, 102-3, 102-6, 102-7

Nutrien arrives in Brazil in 2018, headquartered in São Paulo and aiming to become the biggest and best platform for agricultural solutions. We want to serve farmers in a simple and agile way in the mission to feed the world.

We are present in the country with the distribution of agricultural inputs, research, blending and commercialization of fertilizers, defensives, biological products, seeds, production and commercialization of specialties, and foliar nutrition. In addition to the growth resulting from our operations in the market, we have also evolved through six acquisitions over the last three years, the purchase of generic defensive registrations, the opening of Experience Centers, the expansion of our facilities and the hiring of hundreds of



new professionals. All of our actions are in line with our growth strategy to become leaders in agricultural retail in Brazil. We are already present in the states of Goiás, Minas Gerais, Mato Grosso do Sul, São Paulo and Tocantins, where we follow the crop cycle with each of our clients to provide the best recommendation, individually, for the success of all of them.



In 2021, we employ 1,500 employees across Brazil. This year alone, we hired 464 new employees and added another 231 who came from the acquired companies. To continue operating safely during the Covid-19 pandemic, we have developed strict safety protocols for everyone, prioritizing health and keeping most teams working remotely.

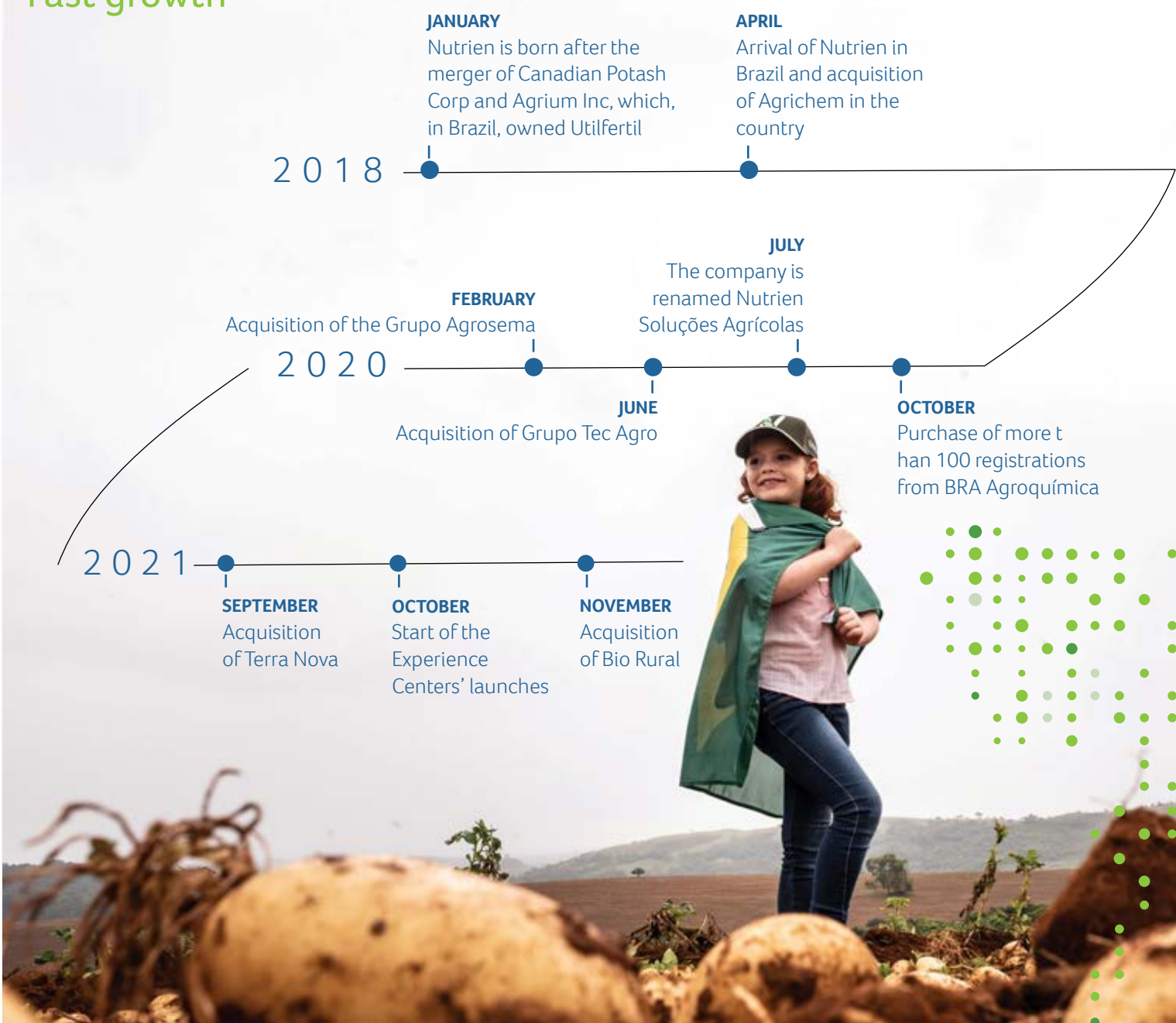
Almost **1,500**  
employees across  
Brazil in 2021







Fast growth



The incorporated companies

**AGRICHEM** It is one of the largest Brazilian companies of foliar and specialty fertilizers, which also include biostimulants, resistance inducers, soil conditioners and mixture. The company has 35 product registrations and an annual production capacity of 12 million liters of fertilizers, as well as annual net sales of over US\$ 55 million.



**GRUPO AGROSEMA** In addition to working in the trade and redistribution of agricultural inputs, the Group has a company focused on research, development and trade in vegetable seeds in general. It has annual sales close to US\$ 60 million and operates mainly in São Paulo and Minas Gerais.



**GRUPO TEC AGRO** Owner of the Sementes Goiás brand, the inputs distributor is among the leaders in the sector in Goiás, with eight stores. Its annual sales reach R\$ 900 million and its staff has around 500 employees.



**SEMENTES GOIÁS** A company of the Tec Agro group acquired in 2020, it specializes in the production of soybean seeds and is a pioneer in Industrial Seed Treatment in southwest Goiás. With a broad portfolio, it has an annual production of over 1.5 million bags of seeds. In 2021, 1,369,829 bags of seeds were sold.



**TERRA NOVA** The retailer operates in Minas Gerais with nine stores. It operates with crops such as soybeans, corn, coffee and has revenues of approximately R\$ 250 million.



**BIO RURAL** With a strong presence in the retail sector of Mato Grosso do Sul, it operates in the distribution and resale of seeds and sale of fertilizers, agricultural defensive, inoculants and micronutrients. Its revenue is around R\$ 200 million.



Additionally, we have acquired more than 100 generic defensives registrations of BRA Agroquímica for crops such as soy, corn, cotton, sugarcane, vegetables and coffee, which will be marketed under the Loveland brand, used by Nutrien for the nutritional and adjuvants.



## Nutrien Brazil Operations

### 4 fertilizer blenders

Itapetininga (SP), Araxá (MG), Cristalina (GO)  
and Morrinhos (GO) – **forecast to build  
4 more blenders in 2022**

### 1 nutritional factory

Ribeirão Preto (SP)

### 1 Distribution Center

Ribeirão Preto (SP)

### 11 Experience Centers

More than **300** field  
consultants in 2021

### 2 seed factories

Rio Verde (GO)

### 41 stores and operations

in the states of  
MG, SP, GO, TO and MS

**1,481** employees  
in 2021

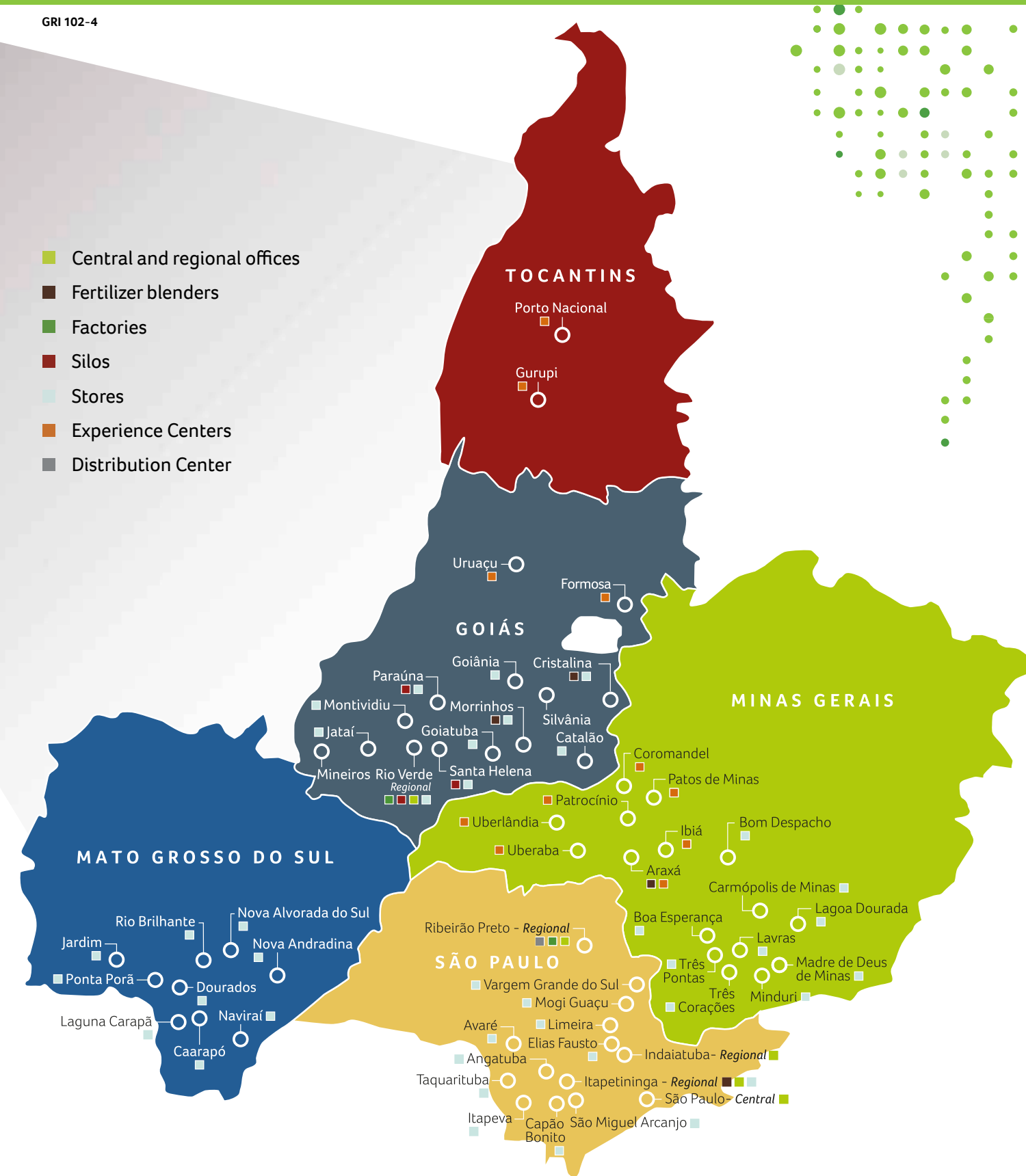
### 3 own grain silos

Goiás

## Where we are in Brazil

GRI 102-4

- Central and regional offices
- Fertilizer blenders
- Factories
- Silos
- Stores
- Experience Centers
- Distribution Center



Our brands

We want to provide the widest range of solutions for the farmer. That’s why we work with more than 30 brands, selling more than 200 items, including our own portfolio. We have a commercial team of approximately 300 field consultants dedicated to serving farmers. We have an installed capacity to produce 500 thousand tons of fertilizers per year and we intend to double this number by 2023.

With our three own brands – Agrichem, Loveland and Sementes Goiás –, we offer high-performance products in the nutritional, fertilizer and seed categories:

We are specialists in the field of products aimed at plant nutrition and specialties, with a complete line of innovative products, with high technology of formulation, safety in the application aiming to increase the farmer productivity and profitability. The portfolio includes products for seed treatment, foliar nutrition, induction of plant defense,

biostimulants, soil conditioners, adjuvants with Tech+ technology, in addition to services such as PAMNutri nutritional diagnosis.

**LOVELAND** It is our global agrotechnology brand, with more than 50 years of history. A reference in research and development, it offers the farmer biological solutions and foliar nutrition, adjuvants, fertilizers, biostimulants, nutrition via seeds and biologicals. In 2020, Nutrien purchased the registrations of more than 100 defensives from BRA Agroquímica, which are also marketed under the Loveland brand.

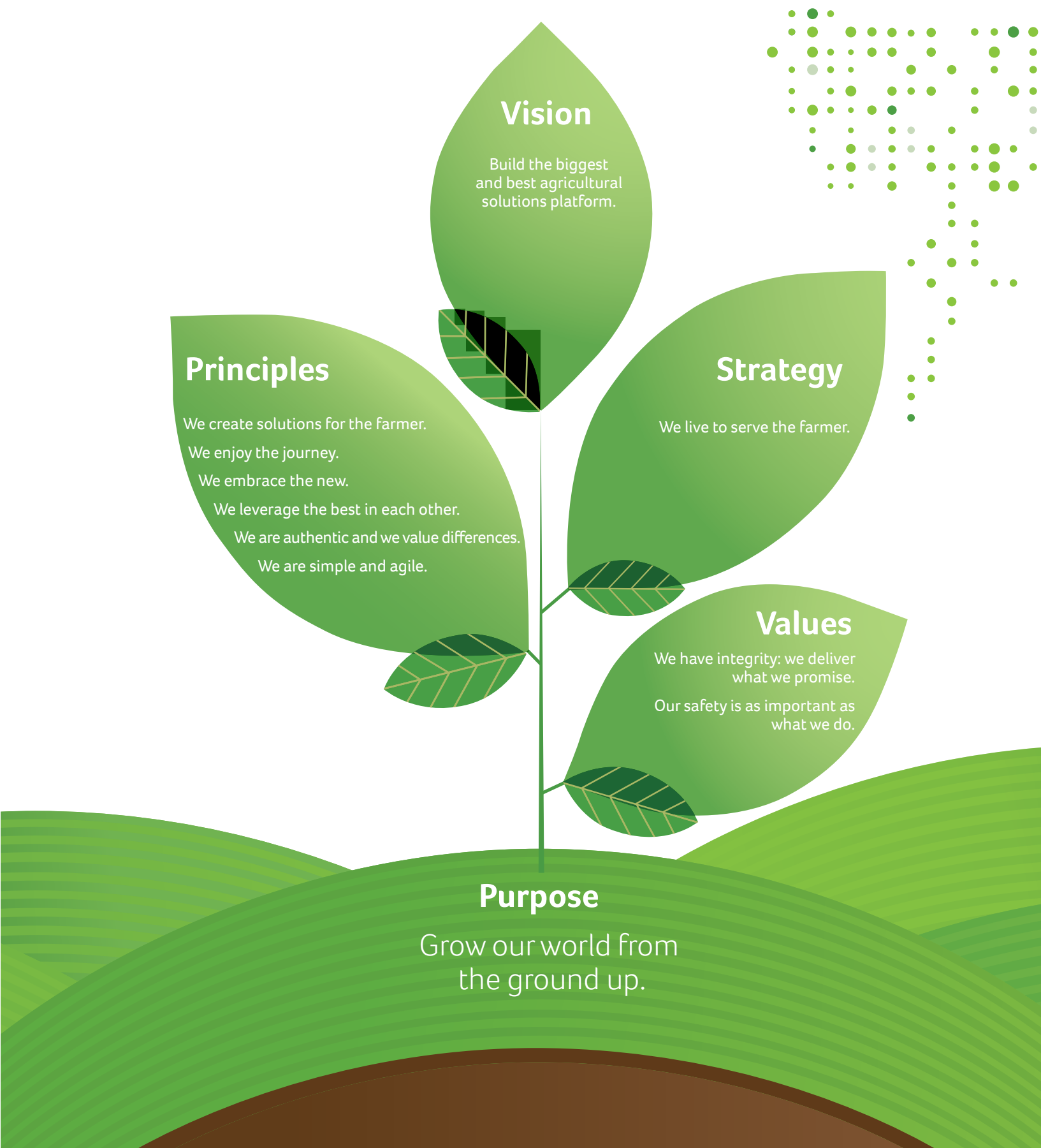


Nutrien results in Brazil

	2020	2021
Net revenue	US\$276.5 million	US\$557.2 million
Net profit	US\$9.2 million	US\$29.2 million
Adjusted EBITDA	US\$27.7 million	US\$66.9 million
Profit before interest and taxes	US\$25.6 million	US\$58.8 million

Our way of being

GRI 102-16





## With whom we relate

GRI 102-40, 102-42, 102-43

The priorities defined by the leadership and the work of building reputation in the agribusiness chain gave us the way to define which stakeholders we should engage in 2021. The ESG agenda also demanded interaction with non-governmental organizations and government bodies, such as city halls of the locations where we implemented social projects. Basically, our main stakeholders were:

### Agribusiness and industry associations and entities of which Nutrien is a part:

- Associação Goiana dos Produtores de Sementes e Mudas (AGROSEM)
- Associação Brasileira dos Produtores de Sementes de Soja (ABRASS)
- ANDA - Associação Nacional para Difusão de Adubos
- AMA - Associação dos Misturadores de Adubo do Brasil
- Associação Brasileira das Indústrias de Tecnologia em Nutrição Vegetal (ABISOLO)
- Sindicato Nacional da Indústria de Produtos para Defesa Vegetal (SINDIVEG)
- Instituto Nacional De Processamento de Embalagens Vazias (INPEV)
- Associação Nacional dos Distribuidores de Insumos Agrícolas e Veterinários (ANDAV)
- Associação Brasileira de Comunicação Empresarial (ABERJE)
- Câmara Americana de Comércio (AMCHAM)
- Câmara de Comércio Brasil-Canadá (CCBC)

- Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBDS)
- Associação Comercial e Industrial de Ribeirão Preto (ACIRP)

Frequent meetings are held with the members of these institutions. In 2021, the main topics discussed included tax reform, carbon market, climate change, consolidation of agricultural retail, supply of fertilizers to the Brazilian market and escalating prices of imported inputs.

**Government authorities at the federal, state and municipal levels:** in 2021, because of the Covid-19 pandemic, the meetings took place virtually, by teleconferences. The main goal was to present Nutrien and its business model. In addition, matters related to prospecting tax incentives, investing in biologicals, focusing on small and medium-sized farmers and how to support them in environmental compliance were discussed.

**Local communities, especially where we implement social projects:** we carry out social actions, such as Projeto Escola Transforma (School Transforms Project) and volunteering. Find out more in the [Social Development](#) chapter.

**Clients:** through our sales team, we provide solutions for our clients, with inputs, services and technical and agronomic knowledge. In this relationship, we are able to raise the main expectations, make a customized recommendation and track the implementation of our solutions. Find out more in the chapter [At the farmer's service](#).

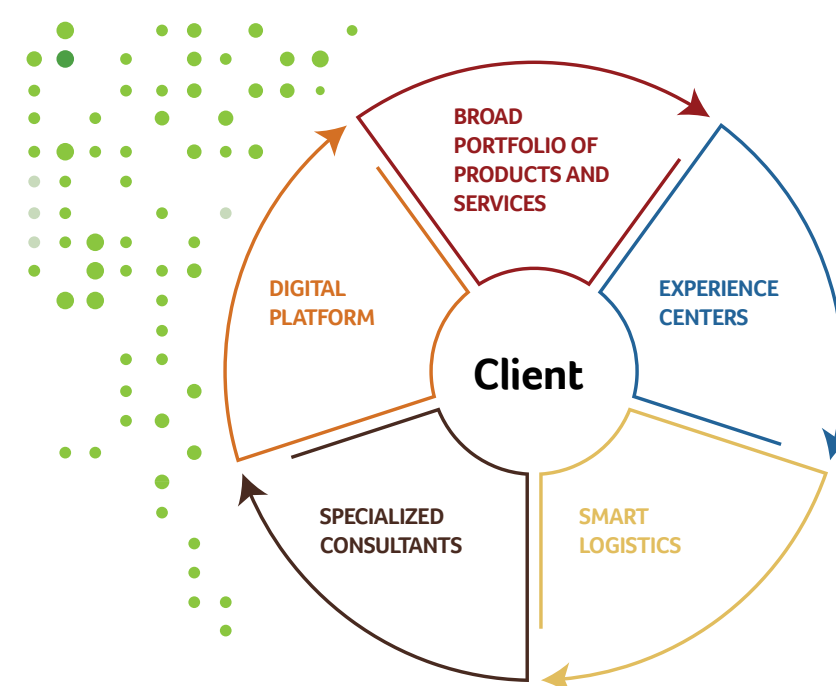
## Value chain

We believe the practice of modern agriculture must be linked to the environment preservation. That's why we put the sustainability lens in our value chain and in all our activities.

Our client is the small and medium farmer. We understand that it is our role to provide them with the necessary tools to carry out their work in a sustainable way. We have developed a business model based on five pillars, all designed in the light of sustainability.

## Business model

Our business model was structured based on the understanding of the farmers' needs, which are at the heart of our strategy. In addition to bringing together the best solutions to serve the growers, this model supports our growth strategy in Brazil. We want to offer everything the farmer needs within the production chain: a wide portfolio of products and services, intelligent logistics, trained consultants, Experience Centers, a digital platform and an honest and long-term relationship.



Learn more about each element of our business model below.

### BROAD PORTFOLIO OF PRODUCTS AND SERVICES

In addition to a broad portfolio of own and third-party products, with fertilizers, seeds, defensives, nutritional and biological products, we offer a platform of integrated services to meet the specific needs of each rural growers. As for our own brands, Loveland, Sementes Goiás and Agrichem stand out (learn more in [Our brands](#)). We also invest in biological products, which follow the trend of using items that have less impact on the environment and to rural growers.

### EXPERIENCE CENTERS

One of our innovations is the Nutrien Experience Centers, a new retail concept designed to be a place for coexistence, dissemination and exchange of knowledge. In this new relationship space, we connect clients, consultants, partners and suppliers to exchange experiences and learnings. We also put our portfolio, our digital platforms and our differentiated logistics to serve the rural grower, with customized solutions for their needs. Through this more human, close and accessible experience, we intend to guarantee relevant offers that earn the farmer's trust. We opened 11 Centers in 2021 and we should reach 150 by 2026.



## Available services at the Experience Centers

**CONSULTANCY** Our field consultants indicate the agricultural solutions with the best return potential for the farmer and his needs.

**KNOWLEDGE SPACE** Houses a schedule of events, courses, training and lectures on topics such as sustainable agricultural practices, low-carbon agriculture, green financing and macroeconomic trends.

**INTELLIGENCE** Our digital platforms support agricultural planning. The farmer can also meet with specialists who help with his property management.

**NOVELTIES** Access to products, technologies and services that are capable of increasing the crop profitability. We also promote lectures, conversation circles between farmers and events related to agriculture.

**COWORKING** A complete workspace for the farmer.

## Where are the Experience Centers?



## SMART LOGISTICS

Nutrien is seeking to offer the farmer an integrated logistics model that is based on out-of-stock resellers, scheduled deliveries and assured transport, with 24-hour online tracking and guaranteed safe delivery by specialized carriers within the customer's property. In 2021, we started building this model, which will be implemented in 2022.

We are strategically positioning our Distribution Centers and our Fertilizer Blenders throughout Brazil to serve the farmer with efficiency, agility and quality.

In 2021, we structured the area team in São Paulo, Goiás and Minas Gerais states, revised our logistics structure and launched our strategic plan, with the delivery of the inventory

centralization project starting in Uberaba-MG. In 2022, we will have 100% of our operation in Distribution Centers strategically located to offer the best level of service to our farmers.

With this initiative, we can optimize product replacement and have efficiency in reverse logistics. We have modern and safe storage, and Distribution Centers for seeds, for example, are air-conditioned to ensure germination and vigor. We are building relationships with qualified carriers with modern fleets that meet sustainability standards.

## Sustainable management

Everything that is being built in logistics considers sustainability terms. Contracts with transport companies, for example, were negotiated favoring companies and practices with less impact on the environment and thinking about serving the farmers at the right time and in the way they want. In the soybean's transportation, carriers were chosen to use less polluting S10 diesel in their fleet of trucks. Plans for the future are to seek even more sustainable solutions in our logistics chain.

## SPECIALIZED CONSULTANTS

We have a team of more than 300 field consultants spread across Experience Centers and stores in Brazil and worldwide. These specialists guide farmers on the best planting and management techniques that can positively impact the productivity and profitability of their businesses. They support the farmer in a variety of areas, from climate solutions, soil and plant nutrition, financial and sustainability solutions, to user experience, engineering and digital products.

## DIGITAL PLATFORM

Attentive to market changes, Nutrien has been investing heavily in technological innovations. One of them is the digital agriculture platform Portal Nutrien, which offers solutions and services present in various moments of the farmer's relationship with the store. Its features include:

- **Planning** – We want to solve farmers' problems by taking convenience, transparency, autonomy and relationship. Our strategy will be executed in the field, at Experience Centers, in interactions with universities, industry and among the farmers themselves.
- **E-commerce** – The farmer will be able to buy inputs and services and still interact with Nutrien, all in the same channel. The agronomic solutions and recommendations will be personalized and based on the region, the type of crop and the soil to give the best commercial offer to the farmer, online.
- **Digital agronomy** – We will connect management, consulting and operation systems to existing innovations and technologies in the digital and precision agriculture market to offer complete and customized solutions for each farm and field. Through Echelon™, which combines agronomic data with local knowledge, our consultants work with farmers to understand stand behavior, helping them make better decisions to optimize inputs, enable more sustainable management and maximize results.



- **Education/content** – Our platform will have an educational character, with information, content and education days, tools for planning and managing the agricultural business.
- **Sustainability** – We have plans to launch products, services and special conditions for farmers committed to sustainability. An updated version of our digital platform will be available in 2022, with more tools to support crop planning, use of satellite imagery, soil collection data and e-commerce. Among these features are input recommendation algorithms, in a precision agriculture platform that brings remote sensing technologies, application of inputs more rationally at a variable rate, collection of productivity data and agricultural management.

All these digital capabilities, along with precision agriculture, already have an impact on sustainability. Monitoring the variability of areas, from sampling planning for soil collection to the application of inputs, collaborates with the cultivated areas profitability. Treating each area of the crop, in a specific way, allows the use of products in an intelligent way, applying the correct amount in the correct place. With the application of inputs at a variable rate, we help the farmers to have more sustainable practices on their property.

## Investment in innovation

In 2021, we partnered with innovation hub AgTech Garage to foster an environment of open innovation and partnerships. Under the agreement, startups and companies from different segments, as well as professors and researchers from universities, will be able to collaborate in the project, which will be a reference in the relationship with farmers. The goal is to identify strategic partners to gain speed in innovation. We want to share the problems we observe with rural growers and establish partnerships to understand what, on our own, we still do not see. Nutrien already has a channel on the AgTech Garage platform to seek innovative ideas that can receive investments from the company and be made available to rural growers.

### ACKNOWLEDGMENTS

Nutrien is  
recognized by  
clients as Top  
Partner

Grupo RGE Agronegócios, which operates in the production of soy and sugarcane in the states of São Paulo and Goiás, carries out an internal survey to name the companies that serve them as Top Partner. And Nutrien was selected as one of those partners.



## Our sustainability strategy

We are committed to transforming agriculture and doing what is right for our stakeholders and for the planet. We want to lead the next wave of sustainability and innovation in agribusiness. To this end, we have built our strategy in line with the ESG - Environmental, Social and Governance guidelines.

We combine the positions adopted by the global leadership, which highlights the environment and climate change, food security and inclusive agriculture as its strategic themes, with an agenda appropriate to the needs and priorities of Brazil and contemplating the reality of agriculture in the country. The result of this approach was a different way of seeing the ESG strategy. Nutrien Brazil has defined its strategy in three pillars: Clients, Social and Governance, and the environmental topic is handled in a transversal way. These three pillars, as well as the cross-cutting topic, are the focus of the next chapters.

## Our commitments to action

Global Nutrien has also made six specific commitments that aim to transform agriculture while addressing environmental and social outcomes. Brazil supports these commitments and works to achieve some of them, in the context of its operations in agricultural retail.

- **Achieve emission reduction:** reach a reduction of at least 30% in greenhouse gas emissions per ton of our products produced, using 2018 as year of reference.
- **Enable sustainable acres:** help growers adopt sustainable and productive agricultural products and practices on 75 million acres globally.
- **Create new inclusive financing:** generate new financing solutions for farmers to strengthen social, economic and environmental outcomes in agriculture.
- **Investing in low-carbon fertilizers:** investing in new technologies and seeking to transition to low-carbon fertilizers, including blue and green ammonia.
- **Launch and scale a carbon program:** launch and dimension a comprehensive program, empowering farmers and industry to accelerate low-carbon agriculture and soil carbon sequestration, and reward farmers for their efforts.
- **Leverage innovation and inclusion:** leverage our farm-focused technology partnerships and investments to generate a positive impact on industry and farmer innovation and inclusion.





Our journey  
in 2021

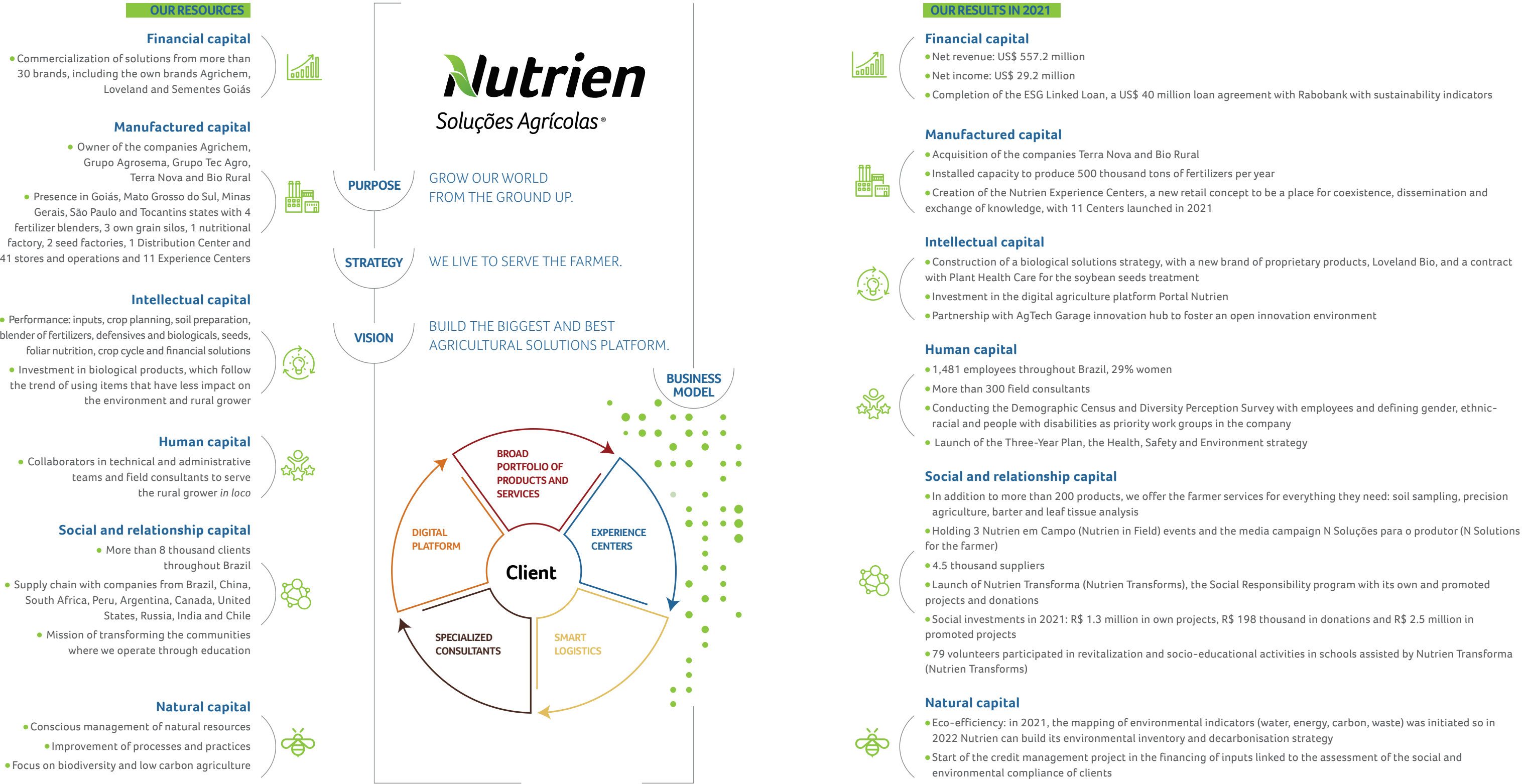
## Value generation

The word capital, in economics, is used to define any asset capable of generating value over time and goes beyond money itself, contemplating intangible issues such as reputation, innovation and knowledge generation. All these factors reflect the wealth of an organization. It is in this sense that we present, in the following infographic, Nutrien's value generation model, prepared according to the International Integrated Reporting Council (IIRC) methodology. Below we show how the resources invested in financial, manufacturing, intellectual, human, social, relationship and natural capital are transformed by Nutrien, through its business model, and returned to society in results.





Nutrien Value Generation Model 2021







# Sustainable governance

SDG related to this chapter



We follow good corporate governance and compliance practices and have a Code of Ethics, policies, processes and leadership committed to ensuring ethics and integrity in everything we do. We conduct our business in accordance with the law, in line with the principles of human rights and respect for the environment, to promote respectful, impartial and equal relationships with employees, suppliers, customers and other stakeholders that relate to Nutrien. Our way of acting contributes to ensuring governance in line with our sustainability strategy and with our culture strongly based on the values of safety and integrity.

For Nutrien, governance also includes establishing the management of topics related to social and environmental issues – the other two pillars of the ESG strategy.

## LALT: Latin America Leadership Team





Committees

CORPORATE COMMITTEES

Executive Weekly, monthly, quarterly	Financial Monthly	Retail Leadership Monthly	Extended Leadership Monthly
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STRATEGIC AND BUSINESS COMMITTEES

Digital Monthly	Client Experience Monthly	ESG - Sustainability Quarterly
Culture Monthly	Improvement & Efficiency Monthly	Expansion Monthly

In 2021, the management of Nutrien’s Business Units in Latin America was regionalized, adding a single LATAM governance in the operations present in Brazil, Argentina, Chile and Uruguay and the corresponding organizational structure of these countries.

In 2021, the executive body of Nutrien was composed of:

64%  
of men

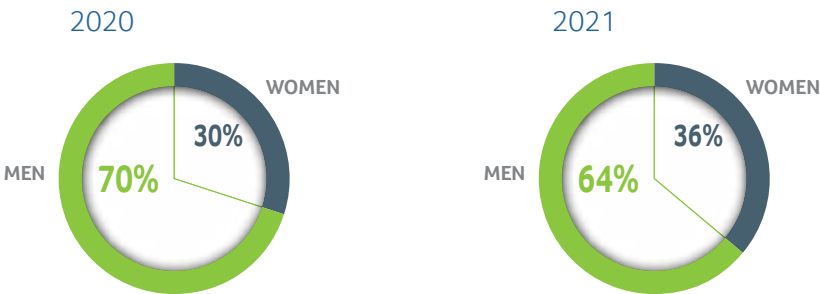
36%  
of women

6% more women compared to 2020

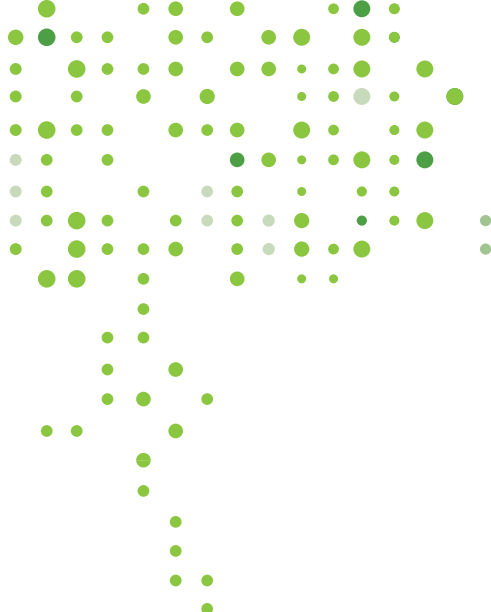
Diversity in management

GRI 405-1

PERCENTAGE OF PEOPLE IN GOVERNANCE BODIES<sup>1</sup>, BY GENDER



<sup>1</sup> There is no Board of Directors in Brazil, however strategic discussions are discussed in the Latin America Leadership Team (LALT – executive body). The information filled in for this group refers to the LALT.



Action focus

We chose two priority topics for our work in the governance of ESG initiatives in Brazil:

- Processes & Transparency
- Reduction of the environmental footprint

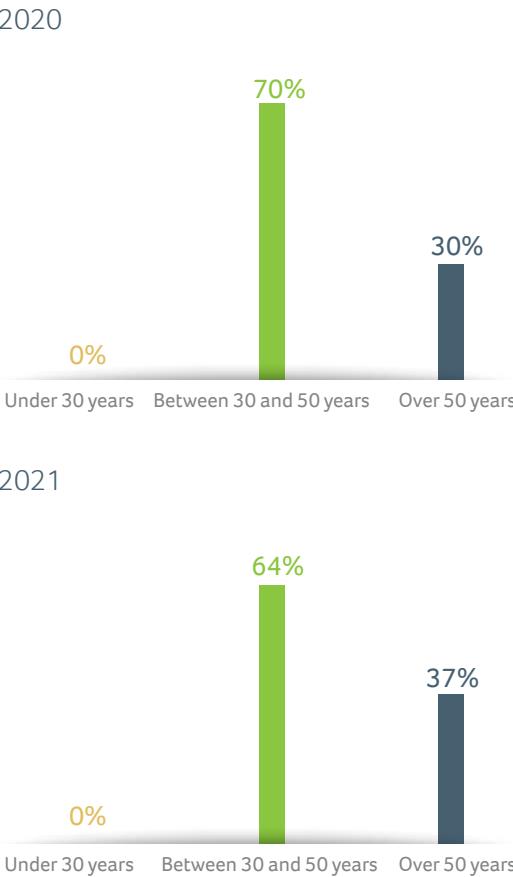
Processes & Transparency

We are reviewing our policies and processes for the implementation of corporate governance actions and procedures based on the pillars of the ESG strategy, ensuring practices that not only permeate our organization, but also produce a transversal effect by positively influencing the farmer’s journey.

We are evaluating and will define throughout 2022 the socio-environmental commitments related to human rights in contribution to society, such as combating slave labor, inclusive actions for diversity, conscious consumption of natural resources and ethical practices. We seek engagement and partnership with relevant associations and entities in the ESG topic, aiming at achieving Nutrien’s strategic goals.

In terms of environmental governance, we are structuring the indicators related to this topic and, in 2022, we started the procedure for collecting data for the construction of the carbon inventory in our operations, to outline the strategy to reduce our environmental footprint. The next step will be to hold workshops with the leaders to go deeper into eco-efficiency topics and design projects aimed at reducing environmental impact.

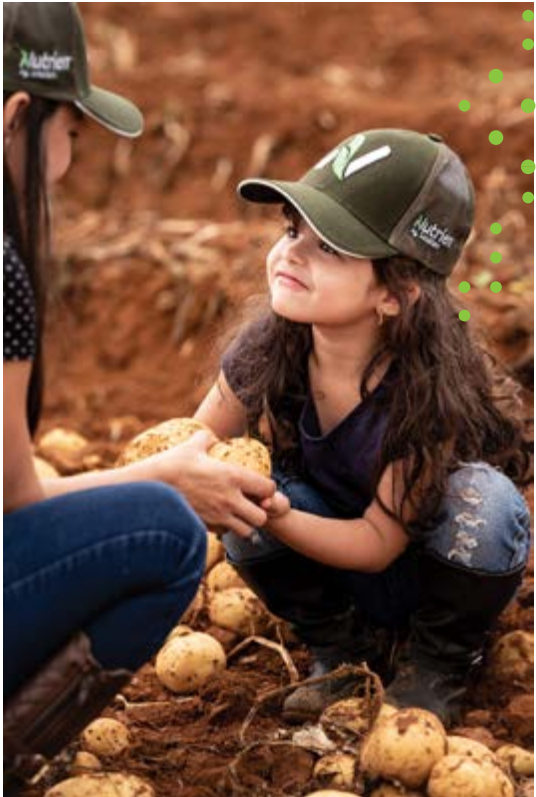
PERCENTAGE OF PEOPLE IN GOVERNANCE BODIES<sup>1</sup>, BY AGE GROUP



<sup>1</sup> There is no Board of Directors in Brazil, however the strategic discussions are argued in the LALT (executive body) - the information filled in for this group refers to the LALT.

Our policies

- **Sustainable Purchasing Policy:** this policy was prepared in 2021 and will be implemented in 2022. It brings together principles and guidelines that guide the company’s purchasing process, including suppliers’ adherence to Nutrien’s Code of Ethics and compliance with human rights requirements.
- **Respect in the workplace:** Nutrien has a specific policy to ensure respect in the workplace, reaffirming the company’s commitment, according to the Code of Ethics, to a fair and inclusive environment, in which all individuals are treated with respect. and dignity, and prohibiting any conduct that results in discrimination, harassment, intimidation or threatens health or safety. We are developing goals and actions related to diversity, such as the Diversity Census carried out in 2021 (learn more in the [Social Development](#) chapter).
- **ESG Policy:** this policy aims to establish Nutrien’s guidelines with regards to commitments and principles to be applied in the business, focusing on the incorporation of environmental, social, governance and financial aspects into sustainable practices for the company’s management. Its goal is to establish premises and governance for sustainability in the company, ensuring the topic is present in our culture and is considered in decision-making processes.
- **Sponsorship and Social Investment Policy:** regulates Nutrien’s activities in sponsorships and social investments based on standards of legality and business ethics. It is detailed in the [Social Development](#) chapter of this report.
- **Credit policy:** we evaluate the socio-environmental practices of the farmer for granting credit in the purchase of inputs. We use technological solutions that analyze the farmer’s journey and are able to report, for example, planting in an embargoed area or involvement with slave labor and other types of legal irregularities.



Sustainable financing requirements



A relevant governance initiative in 2021 was the ESG Linked Loan, a US\$ 40 million loan agreement with Rabobank (the world’s leading agribusiness and food production financing bank) to extend Nutrien Brazil’s debt. This benefit was only made possible by our commitment to ESG criteria.

CONDUCT & INTEGRITY

To ensure integrity in our operations and strengthen the ethical culture inside and outside our organization (with extension to all units, including subsidiaries recently acquired by Nutrien in Brazil), we have updated “Our Code of Ethics: Doing Business with Integrity”.

The document makes it clear, for example, how we conduct our business correctly and respect the law. In addition to the Code of Ethics, Nutrien has other corporate policies related to specific topics of our company.

To disseminate this content, and as part of the Integrity Program actions, we carry out mandatory and periodic training on the Code of Ethics and other corporate policies. They are taught online, on a global e-learning platform, or face-to-face whenever a particular modality meets health and safety requirements.

**1,222** employees  
underwent training on the  
Code of Conduct in 2021

INTEGRITY LINE

Nutrien is committed to doing business with integrity in every location and situation in which we operate.

Any person can express doubts or concerns about the Code of Ethics or related policies, or even report any situation in violation of such rules, in a technologically efficient, comprehensive and effective way, with the guarantee of anonymity (if desired), by using the Integrity Line.

The Integrity Line is hosted externally and managed by an independent provider, available 24 hours a day, seven days a week, any time of year and in any language of the countries where Nutrien operates.

We also provide other communication channels with the Integrity group by email ([integrity@nutrien.com](mailto:integrity@nutrien.com)) or through the online portal ([nutrien-integrityhelpline.com](https://nutrien-integrityhelpline.com)).

We maintain a culture that is open to ethical issues that can also be raised with the employee’s immediate (or not) manager, as well as with the Human Resources and Legal departments or the Integrity Group.

We will not tolerate and protect employees from retaliation. This means we will not allow retaliation of any kind by or on behalf of Nutrien and our directors, officers or employees against reports in good faith of possible violations of the Code or associated policies or violation of law, or cooperation in an investigation by a government authority or by Nutrien.





## FIGHTING CORRUPTION AND PAYING ATTENTION TO HUMAN RIGHTS

GRI 205-2, 412-3

We have a specific policy and offer training on our Code of Ethics, including an anti-corruption module, to all employees. The fact that we require mandatory participation, added to organizational growth, resulted in a significant increase in the number of employees trained between 2019 and 2021.

The evolution of trained people:

**2019:** 323 employees underwent online training on the Code of Conduct and 70 employees from the commercial area received training on the Code of Ethics, Anti-corruption, crimes against the economic order, taxation and consumption, prevention of money laundering, and defense of competition.

**2020:** 590 professionals took online training on the Code of Ethics and 11 employees received specific training on the anti-corruption topic, in person.

**2021:** 1,222 people underwent training on the Code of Ethics in 2021, including the entire leadership team in Latin America.

Nutrien has the Supplier Code of Ethics. Its compliance is a mandatory condition for these partners, established in the contract. We also foresee in the contracts a clause linked to compliance with the Anti-Corruption Policy and, although we still do not include human rights clauses in a standardized way, we include as a contractual obligation the full compliance with the laws applicable to the contract, including those on combating crimes against the economic order, money laundering, labor, accident and social security legislation of professionals involved in the execution of the contract, occupational health and safety and hygiene at work and environmental and health legislation.

In contracts where Nutrien's standard minutes are not used, but those of suppliers, we request the inclusion of anti-corruption clauses and the obligation to comply with our Supplier Code of Ethics.

We understand our business partners must provide training for their own employees, but in specific situations, depending on the nature of the engagement and the degree of risk involved, we may assess the provision of training.

## Reduction of the environmental footprint

We work to establish environmental governance in eco-efficiency and retail recycling initiatives, committed to an overall reduction of our environmental footprint. Our goal is to create and implement management systems in our operations and with our stakeholders.

- **Eco-efficiency:** in 2021, the mapping of environmental indicators (water, energy, carbon, waste) began so that, in 2022, Nutrien can build its environmental inventory and decarbonization strategy, setting goals and deadlines for achieving them.

- **Retail recycling:** Nutrien is a signatory to the National Institute for the Processing of Empty Packaging, an entity that promotes the correct destination of empty crop protection packaging through the Campo Limpo System. We indicate, on all invoices, the nearest packaging collection center and we encourage this return.

Learn more about our eco-efficiency and recycling actions in the [Environmental Preservation](#) chapter.



## Risk management

Risk management at Nutrien is embedded at all levels of our organization and in processes and decisions. The risks and opportunities associated with the ESG pillars are generally long-term. Incorporating them into strategic and business planning helps us to be more resilient and make more assertive decisions. Understanding societal trends, regulations and expectations helps capitalize on growth opportunities and mitigate potential risks.

## Our suppliers

GRI 102-9

Our supply chain includes companies from Brazil, China, South Africa, Peru, Argentina, Canada, the United States, Russia, India and Chile. Our main direct suppliers are chemicals, mineral products and packaging. The indirect ones supply maintenance, repair and operation materials, various services, energy, fuel, investment equipment, among others.

In 2021:

- 4,500 tier 1 suppliers
- We spent more than R\$ 1 billion on suppliers' products and services, most of which were linked to the chemical and mineral extraction industry.

In 2021, we started a project to develop and implement a sustainable procurement strategy in order to promote the development of our value chain and ensure the monitoring of critical suppliers based on economic and socio-environmental aspects.



## Social development

SDG related to this chapter



The Social pillar of our sustainability strategy is committed to promoting human rights, inclusion and diversity, ethics and integrity in all interactions with our stakeholders, creating positive and respectful relationships and leaving a social legacy and educational increment in the communities where Nutrien operates.

## Our people

Our employees are essential to our success. The team that we have been building since our arrival in Brazil differentiates us more and more in the market, standing out for our excellence and our commitment to clients, society and the environment.

The relationship with employees in 2021 was marked by the work of building the Nutrien culture, with the achievement of important steps towards this goal. The union of global cultures, acquired companies and people who came from other companies, created a diverse and rich scenario. From there, we are building an action plan to strengthen and disseminate this culture at all levels of our organization.

This project will continue in 2022, but the culture is already present in the process of integrating new employees and those who arrived from other companies. We also updated our Code of Conduct for our professionals (more details in the [Sustainable governance](#) chapter).

Another important milestone was the disclosure of our strategy in Brazil with Lidera Nutrien (Lead, Nutrien).

The event brought together the leadership team to align our mission and values under the slogan: "Prepare-se para um futuro com N possibilidades!" ("Get ready for a future with N possibilities!") 120 professionals participated in this event, virtually and in person, with strict health safety standards.

The Nutrien collaborator  
GRI 102-8

**1,481**  
employees in 2021,  
around  
**28%**  
more than in 2020

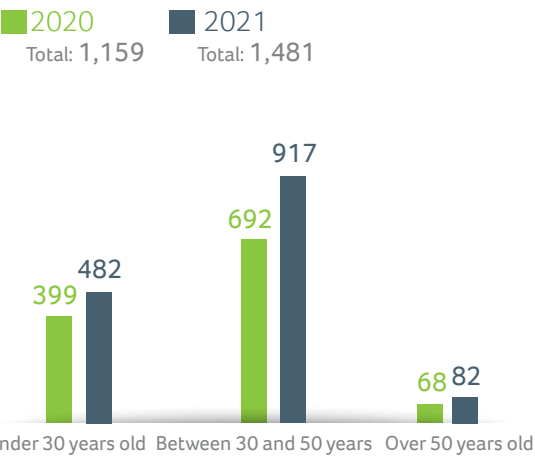
This increase is due to the new companies' integration and the hiring of employees to ensure the execution of the corporate growth strategy.



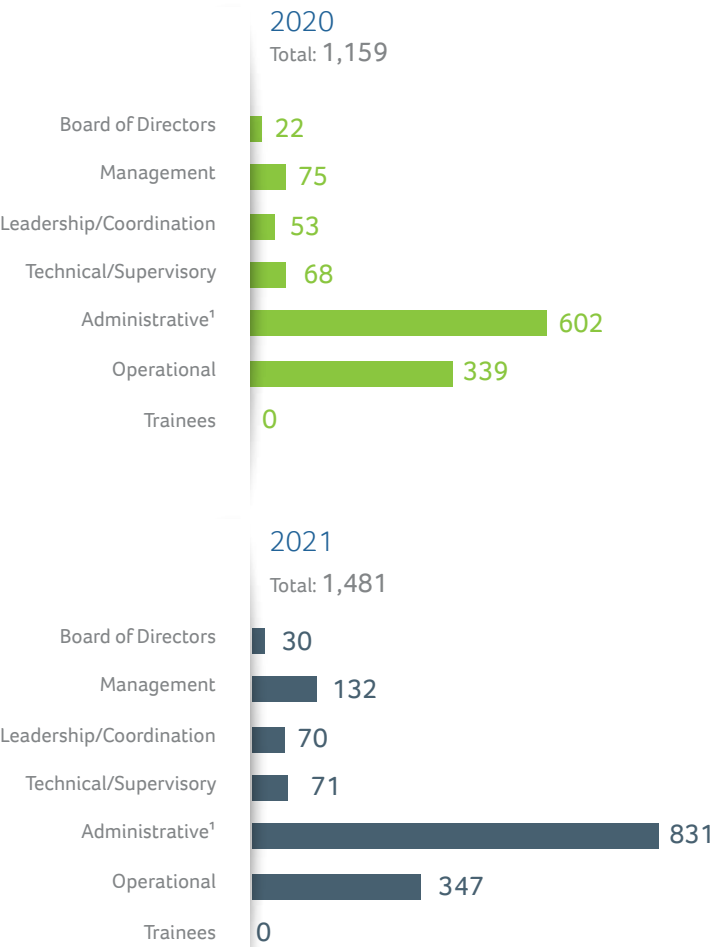
NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND REGION  
GRI 102-8

	2020			2021		
	Specified time	Indeterminate time	Total	Specified time	Indeterminate time	Total
North region	0	7	7	0	5	5
Northeast region	0	10	10	0	20	20
Midwest region	16	572	588	10	645	655
Southeast region	2	527	529	0	779	779
South region	0	25	25	0	22	22
Total	18	1,141	1,159	10	1,471	1,481

NUMBER OF EMPLOYEES BY AGE GROUP  
GRI 102-8



NUMBER OF EMPLOYEES BY FUNCTIONAL CATEGORY  
GRI 102-8



¹Commercial and sales consultants are included in the administrative functional category.

NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND GENDER  
GRI 102-8

	2020			2021		
	Men	Women	Total	Men	Women	Total
Specified time	13	5	18	6	4	10
Indeterminate time	815	326	1,141	1,043	428	1,471
Total	828	331	1,159	1,049	432	1,481



NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT  
GRI 102-8

	2020			2021		
	Men	Women	Total	Men	Women	Total
Full time working day	827	330	1,157	1,049	432	1,481
Part-time working day	1	1	2	0	0	0
Total	828	331	1,159	1,049	432	1,481



## NUMBER OF PEOPLE IN GOVERNANCE BODIES GRI 102-8

Latin America Leadership Team (LALT)<sup>1</sup>

2020



10

2021



11

<sup>1</sup>Nutrien Brazil considers the LALT (executive body) to be the highest governance body, as it does not have a Board of Directors.

The employee database is reviewed monthly, in a data quality process, and presented to the company's executives.

All our employees are covered by collective negotiation agreements in 2021, as well as in 2019 and 2020, and we aim to maintain this coverage. **GRI 102-41**

## Back to the office

As we have an essential operation to agribusiness and to feed the population, we continued to operate in many of our stores and distribution centers during the pandemic, in addition to our manufacturing units. However, we sought to maintain professionals in the administrative areas and who worked in the offices working remotely, following our 2020 actions and the guidelines for pandemic control of the health department of the locations where we operate.

Throughout 2021, we continued to adopt safe and preventive attitudes, advising our professionals to stay at home when they



showed symptoms, wear a mask full-time within the company's office and maintain social distance. We offer a Covid-19 test for those who were suspicious, and the return to work of those who were infected only occurred with a negative test.

As of September 2021, we began to return to face-to-face activities, with office occupancy between 30% and 60%. We remain attentive to the pandemic evolution, reviewing our actions, and taking the necessary measures to keep our professionals safe.

Upon returning to the office, we followed strict safety protocols and tracked the Harvard\* Index to determine who could and could not return. We expanded and adapted the spaces, put dividers on the tables, demanded the use of masks and chose not to occupy the maximum capacity of the environment.

In this moment of organizational culture creation, with 80% of the leadership with less than two years of service, we understand that face-to-face work contributes to the strengthening and dissemination of our way of being and doing business. Even so, aiming at the employee's quality of life, we decided to implement a policy of hybrid work with home office, which can occur twice a week.

\* The Harvard Index points to the number of new daily positive cases of Covid-19 per 100,000 inhabitants, considering the moving average of the last seven days.

## Talent attraction

Structuring the team, at first, was challenging. In addition to the fact that Nutrien is not a known company in Brazil at the time we started operating in the country, we had an additional challenge to structure a company that brings considerable disruption to agricultural retail. As an action plan to change this scenario, we invested in external communication with a greater presence in social media, as well as in the press, showing our performance and bold growth strategy.

Thus, we were able to achieve a positive image, especially in the agricultural sector, and bring differentiated professionals to our team. In addition, we have started partnerships with universities in search of recent graduates, participated in and sponsored agronomy events, and we have a plan to consolidate the broader Nutrien employer brand for the talent market for 2022.

In 2021, we began the implementation of the Gupy tool, a selection platform with broad vacancy disclosure capabilities, across multiple channels and job boards, and with the benefit of creating a robust database and broader brand outreach strategy. It is a friendly and intuitive system, which will bring more agility and assertiveness to our recruitment and selection work, in addition to ensuring greater partnership and participation of managers, who can follow, in real time, the evolution of processes, communicate with candidates and provide feedback, ensuring engagement and efficiency to support our growth process.

## Frequent communication

### With our team:

- **'Nutrien Brasil Comunica'** (Nutrien Brazil Communicates) newsletter
- **'Somos Nutrien' (We are Nutrien)** lives for all employees
- **'Diálogos Nutrien' (Nutrien Dialogues)** – focus on the LATAM extended leadership team
- **'Lidera Nutrien' (Lead, Nutrien)** – meeting with the people managers team
- **Sales convention**
- **Lives Covid-19**
- Special **campaigns** and **videos**

### With the general public:

**442** articles

published by main media outlets in Brazil about our products and our strategy



**Facebook**

**4** thousand followers

**215** publications in 2021



**YouTube**

**680** subscribers

**20** videos in 2021



**Instagram**

**20** thousand followers

**400** publications in 2021



**LinkedIn**

**81** thousand followers

**135** publications in 2021



Census & Diversity

GRI 405-1

Diversity & Inclusion have been a part of the company’s DNA since the beginning of its operations in Brazil and have been developed as a strategic pillar in the company’s culture. As a first step, the Demographic Census and Diversity Perception Survey was carried out. The goal of this research was to have an overview of the profile of our employees, to know the representativeness of the diversity among them and how much our professionals considered the work environment inclusive.

We hired a specialized consultancy to carry out this work, with complete confidentiality, under the terms of the General Data Protection Law. During the month of June 2021, we sent the survey forms, and people filled it out through self-declaration with optional participation. Companies acquired in 2021 did not participate in this census, but will be included in the next survey, which will be conducted in 2023.

- 69% of Nutrien’s total public, or 850 employees, responded to the Demographic Census and Diversity Perception Survey
- 99% is the Confidence Level considered

As a result, it became clear that we need to work on increasing diversity in order to find a team that better represents the profile of the Brazilian economically active population. After the results, we defined minority groups to work on corporate goals and thus increase their representation: gender, ethnic-racial and people with disabilities. It is important to note that other groups, such as LGBTQIA+ and generations, will also be considered in the company’s inclusion plan. For the year 2022, we have set the adhesion to the Programa Empresa Cidadã (Citizen Company Program), the extension of paternity leave for two months, the launch of the Diversity Guide and the creation of the Diversity Committee to discuss and unfold topics relevant to our organization.



Demography macro view

Total respondents

**850** [69%] of the total number of employees  
**287** [34%] Leaders  
**563** [66%] Non-leaders

Men

**593** [70%]

Women

**257** [30%]

Whites

**611** [72%]

Afro descendant

**213** [25%]

Yellow

**22** [2.6%]

Indigenous

**4** [0.5%]

Lesbian, gay, bisexual

**36** [4%]

Transgender

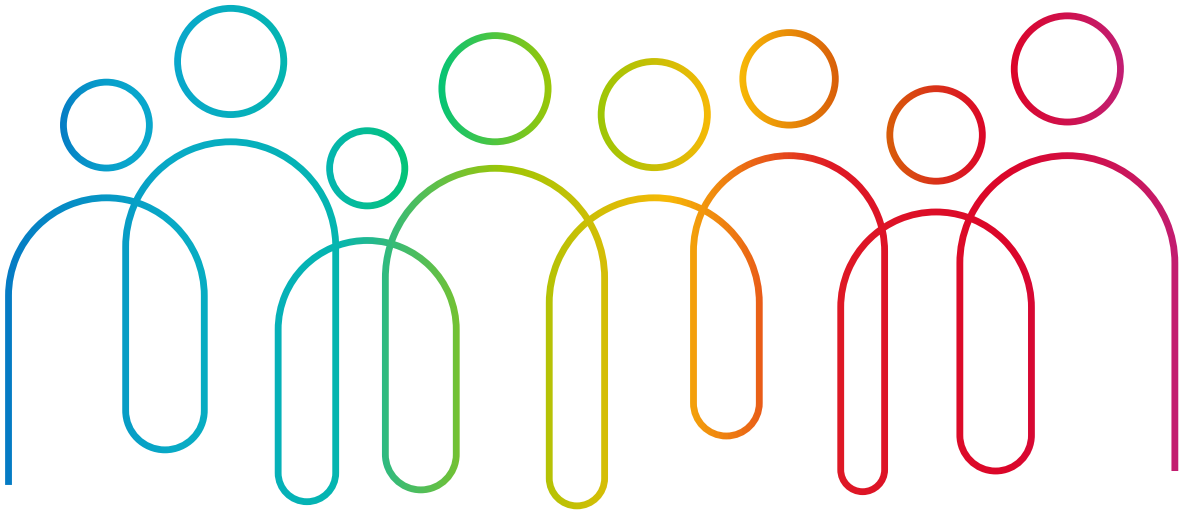
**10** [1%]

50 years of age or older

**18** [2%]

People with disabilities

**10** [1%]

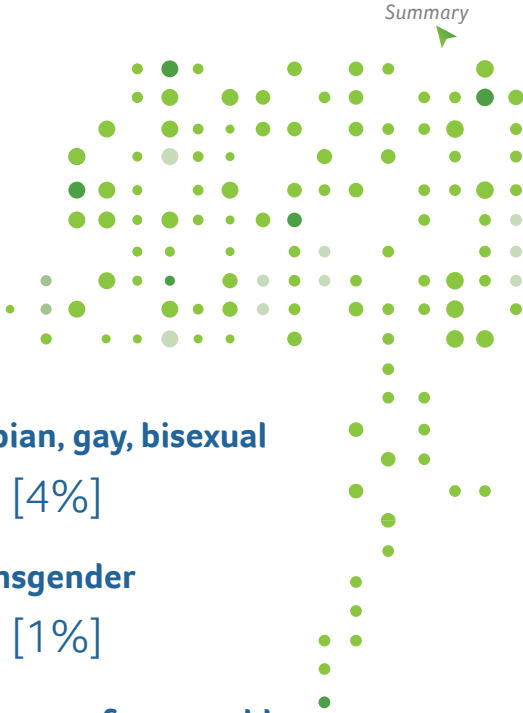


Diversity goals

GRI 102-8, 405-1

We have as goals:

- Make Nutrien a reference in diversity and inclusion in the agribusiness sector
- Reach the diversity groups demographics of the 500 largest Brazilian companies
- Reflect the Economically Active Population demographics by 2030





AN INCREASINGLY DIVERSE COMPANY

GRI 405-1

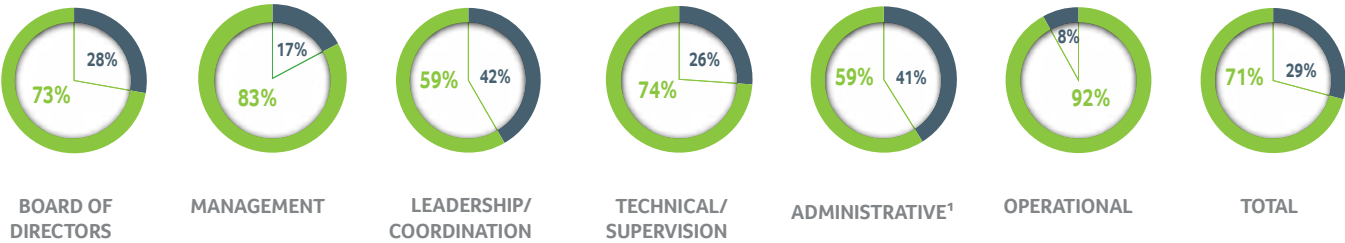
One of the actions already initiated based on the Census results is the expansion of the number of women in Nutrien through new vacancies and other actions. Today, they represent 30% of our team. To increase this representation, we are monitoring indicators related to this topic and developing suppliers specialized in recruiting focused on diversity.

In October 2021, we also participated in the 6th National Congress of Women in Agro as an official sponsor of the event, highlighting the importance of reinforcing the female

presence in agribusiness. We celebrate diversity with International Women’s Day, International Rural Women’s Day and the International Day Against Homophobia, Transphobia and Biphobia. In 2022, we plan to develop an employer branding strategy linking our core values to the pillars of diversity and inclusion. In addition, we will have a leadership development program with the theme “women in agriculture” and we will invest in mentoring and programs to accelerate women’s careers. The program also includes a review of some benefits, such as maternity leave and extended paternity leave.

PERCENTAGE OF EMPLOYEES BY FUNCTIONAL CATEGORY, BY GENDER  
GRI 405-1

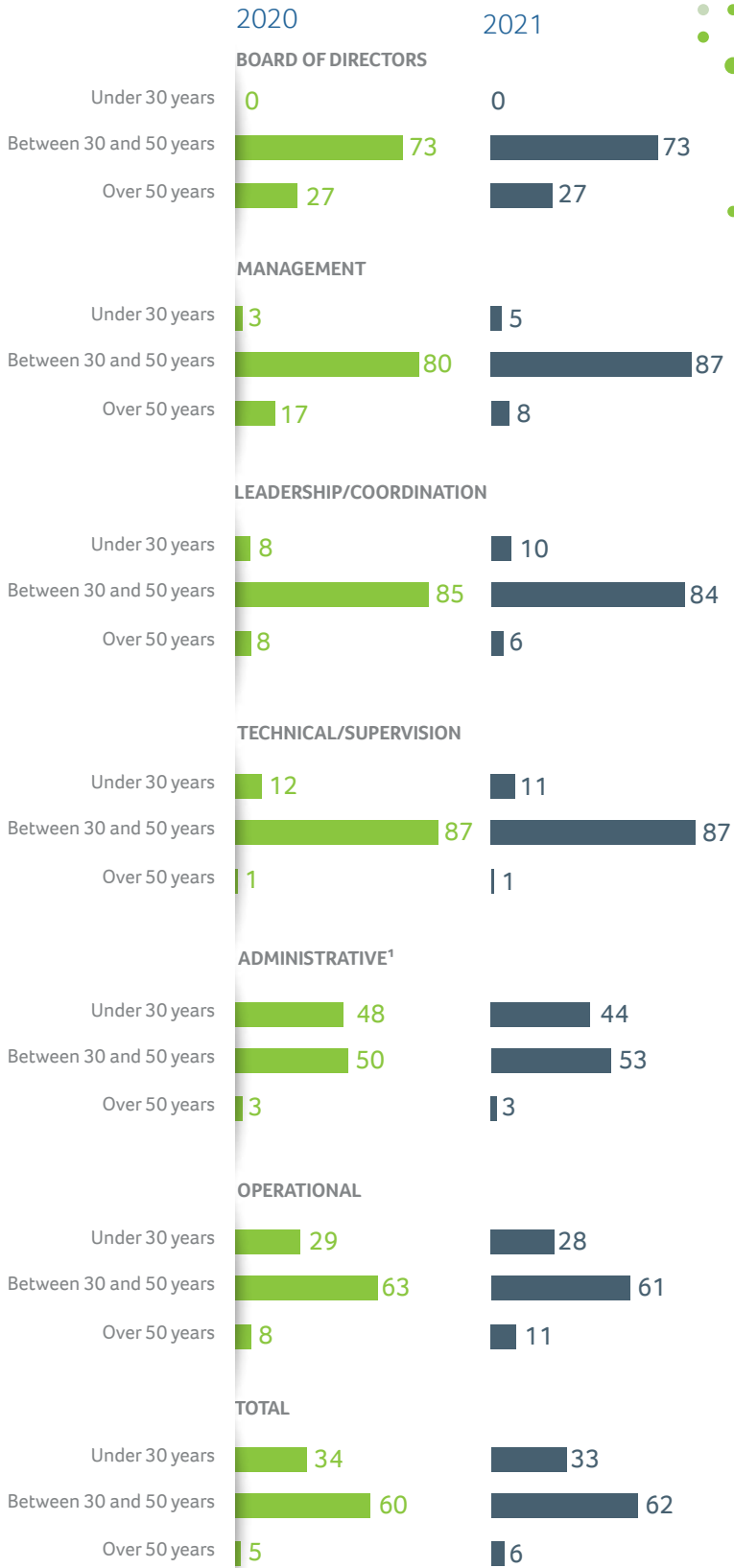
2020



2021

<sup>1</sup>Commercial and sales consultants are included in the Administrative category.

PERCENTAGE OF EMPLOYEES BY FUNCTIONAL CATEGORY, BY AGE GROUP



<sup>1</sup>Commercial and sales consultants are included in the Administrative category.

PERCENTAGE OF EMPLOYEES WITH DISABILITIES (PwD), BY FUNCTIONAL CATEGORY

	BOARD OF DIRECTORS	MANAGEMENT	LEADERSHIP/COORDINATION	TECHNICAL/SUPERVISION	ADMINISTRATIVE <sup>1</sup>	OPERATIONAL	TOTAL
2020							
Men	0	0	0	0	1.40	0.32	0.72
Women	0	0	0	0	2.45	0	1.81
Total	0	0	0	0	1.83	0.29	1.04
2021							
Men	0	0	2.50	0	1.19	0.31	0.76
Women	0	0	0	8.33	1.84	0	1.62
Total	0	0	1.43	1.4	1.44	0.29	1.01

<sup>1</sup>Commercial and sales consultants are included in the Administrative category

Note: information related to race is only available for some companies in the group and therefore we decided not to report it. The review of this information and filling by the entire Nutrien Group will take place in 2022.





## Harmonization of benefits

After acquiring a new company, in the first few months, we worked on the process of harmonizing and granting benefits. The goal is to adapt them to current practices and rules, aiming at our competitiveness and the well-being of our employees and their families.

Some of our benefits are extended to legal dependents, such as medical and dental care, and there is no monthly fee for the employee or dependents, only co-payment for medical assistance, when used.

Also, in line with the best market practices and as a corporate citizen, we offer an assistance program to employees, on the Social, Psychological, Financial and Legal fronts. We also have an extension of maternity leave to six months and paternity leave to 20 days.

In 2021, we implemented our Private Pension program - NutrienPrev, thinking about the lives of our employees at the time of retirement. It applies to all our professionals. In the plan, for every R\$ 1 the employee contributes, the company has a counterpart of R\$ 1.5, in other words, 150% of the value. Currently, we have a membership of more than 30% of our employees.

## Professional development

- **Leadership Development Program:** with several acquisitions and new professionals joining Nutrien, developing our leadership, reinforcing Nosso Jeito de Ser (Our Way of Being), is essential to enhance our culture at all levels and ensure leaders capable of managing our people. This program trained 144 leaders in the Nosso Jeito de Ser Nutrien (Our Way of Being Nutrien) modules: Developing people; Attraction and retention; Situational leadership; and Compensation and benefits. Senior leaders and directors completed two additional modules: Objectives, Targets and Calibration; and Feedback and Development.

- **Learning Map:** we had 270 employees, from the most different levels, trained in this initiative that aims to tell more about Nutrien, its clients, objectives, numbers, future intentions, how we see the farmer and everything that encompasses the agrobusiness scenario. This training was carried out dynamically, in an online game and sessions guided by our own previously trained leaders. The classes included different profiles of professionals, whether in position or area, with the aim of

promoting greater integration and knowing more about the company's areas.

- **Agrichem Nutrition Academy:** offers face-to-face and online training for our staff and partners on the topics of soil fertility, plant physiology, plant nutrition and best crop management practices. The Academy has a database of over 20,000 soil analyses, nutritional requirements for 14 crops and over 750 research reports.

## Health, Safety and Environment

GRI 403-1

The incorporation of several companies over the last two years has also created challenges for the Health, Safety and Environment (SH&E) area. In addition to the search for the standardization of behaviors and processes that guarantee maximum care for our people and the planet, it was necessary to look at the needs of each professional team and location, such as offices, field, Experience Centers and manufacturing.

We created the Three-Year Plan, our strategy for the SH&E area that came into effect in Brazil in January 2021 and will begin in other Latin American countries in January 2022.

The Plan was designed to align processes and conduct. In these three years, all topics related to Health, Safety, Hygiene, Environment and Crisis Management will be revisited to create a standard for Latin America.

Currently, all activities, regardless of location, are covered by our Health, Safety and Environment Management System,

including for outsourced professionals. In this management, we follow the legal requirements and use risk management tools, such as Job Safety Analysis (JSA), Preliminary Hazard Analysis, in addition to a Change Management process, among others.

## 100 Days Plan

To make a faster integration with incorporated companies, Nutrien has the 100 Days Plan, which works as a kind of bridge to our standard. Within this, we analyze the most critical issues to guarantee, for example, the relevant licenses, in addition to seeing and addressing the significant risks to the operation. At the end of this period, we drew up a plan for the new business to quickly meet SH&E standards.

## OCCUPATIONAL HEALTH

GRI 403-3, 403-6

Our employees use occupational health services as needed or referred by our Health and Safety team. These services include the Occupational Health Medical Control Program, the Occupational Health Certificate and complementary exams, performed by third-party companies.

Periodic appointment and examinations were adapted during the pandemic to provide employees with all the support and, at the same time, all the necessary health security. Some health benefits:

- Health and dental plan
- Psychological support program
- Annual flu vaccination



OUR SAFETY BALANCE

GRI 403-9

The greatest risks related to our manufacturing operations are: working at height, confined space, electrical services and motor vehicle operations. For our activities in the field, the major risk is the road. In the quest to eliminate or minimize our risks, we carry out safety training and dialogues and invest in collective and individual protection equipment, in addition to physical improvements in our facilities. Additionally, we take administrative measures, such as Permit to Work, and use risk management tools, such as Preliminary Hazard and Risk Analysis and Job Safety

Analysis (JSA), to identify hazards and undesirable events in a given process or facility. Additional risks brought by changes are systematically evaluated by the MOC (Change Management) process.

In 2021, there were 2,824,319 worked hours among our employees and 364,042 among third parties. We followed the OHSAS methodology for calculating the reportable accident rate (TRIF) and accounted for a total TRIF of 0.63, including employees and contractors. Despite the increase in TRIF in 2021, when compared to previous years, Brazil's result was lower than Nutrien's global result, which was 1.10.

EMPLOYEE AND THIRD PARTIES HEALTH AND SAFETY RATES AND FIGURES<sup>1</sup>

GRI 403-9

	Employees			Third parties <sup>1</sup>		
	2019	2020	2021	2019	2020	2021
Number of deaths as a result of work-related injuries	0	0	0	0	0	0
Death rate as a result of work-related injuries	0	0	0	0	0	0
Number of high-consequence work-related injuries (excluding deaths)	0	0	0	0	0	0
Rate of high-consequence work-related injuries (excluding deaths)	0	0	0	0	0	0
Number of reportable work-related injuries	2	2	6	0	0	4
Rate of reportable work-related injuries	0.44	0.18	0.42	0	0	2.20

<sup>1</sup> All rates calculated based on 200,000 worked hours

The injury rate of 0.42 for our employees is related to a total of six events, and the rate of 2.2 for contracted third parties is related to four events. There were no fatalities or disabling injuries, with the main types of injuries being cuts, sprains and bruises. Accident data is reported by the operations/commercial areas and classified/managed by the SH&E area.

The increase in the number of incidents, and consequently in safety rates, was due to the improvement in the incident communication flow. These improvements include:

- More alignment and clarification of the OHSAS methodology rules, since part of the events classified as reportable by OHSAS are considered only as first aid by Brazilian legislation;
- Structuring the SH&E team in Brazil, corporate and local, by business, increasing support to the areas.

SAFETY MONTH

In 2021, Nutrien created an intense program with health and safety themes, based on the pillars of our Culture of Caring: Lead, Collaborate, Challenge and Trust.

We adopted a hybrid event model (virtual and in person) due to the pandemic restrictions, and those who were in the field can follow the schedule on screens.

An important part of the program was the launch of the Programa Sinal de Alerta (Alert Signal Program), which creates mechanisms for identifying unsafe situations or near misses. On August 10th, 2021, a one-hour general shutdown took place for everyone to reflect on the need to stop working when it is not safe. We had 90% adherence to the action on that day and, on the other days, an average of more than 300 connections in the online lectures daily.





Culture of Care: leading, collaborate, challenge and trust



Vehicle safety

The Vehicle Safety Policy, which sets out the rules applicable to driving vehicles in the company's fleet, was born in the end of 2020 and advanced a lot in 2021 with the adoption of the standard vehicle and a series of initiatives to change behavior. This policy proved to be innovative because, firstly, it brought a vehicle model compatible with the risks inherent to the type of ground to which drivers are subject on their daily road journey. We brought an automatic 4x4 vehicle for greater comfort and safety. Another innovation was the creation of a series of mechanisms to help drivers change their behavior to what we call "safe behavior" or "green behavior", which goes far beyond the adoption of merely punitive measures. In this context, there are specialized training courses for safe driving and monthly dialogues by the leader of the SH&E LATAM area with drivers, to celebrate the achievements of results and discuss the challenges to be overcome. Additionally, all drivers who do it at risky speeds in the month are

invited to have a conversation with the LATAM president to reinforce our Safety value in the face of any business priority or financial result. This Dialogue with the President has proved to be positive: the percentage of drivers at risky speeds decreased from 6.95% in December 2020 to less than 2% in the course of 2021, despite the increase in the number of drivers by more than 25% in that same period.

All these initiatives brought significant results, already in its first year. In addition to the fact that no vehicle accidents in 2021 caused any injuries to our drivers, we had a significant decrease in events during the year: 10 events in the first quarter; 3 in the second quarter; one event in the third quarter and one in the last quarter.

This program is one of the examples of our efforts so that our slogan "Em Casa Seguros, Todos os Dias" (In Safety At Home, Every Day) can be achieved. We will continue in the relentless pursuit of a zero-accident rate, through our Culture of Care.



Communities

Transforming the communities in which we operate, through education, is the mission that Nutrien aspires to. To achieve this goal, we have the Nutrien Transforma (Nutrien Transforms) program, which focuses our social actions, supported by three pillars:

- **Social investment** – We establish policies and processes that guide the prioritization and maintenance of our social investments, aiming at sustainable development and social responsibility in favor of defined priorities. We use our own funds, resources encouraged by incentive laws to support socio-environmental projects.
- **Volunteering** – We developed a corporate program to disseminate the culture of volunteering, encouraging employee engagement and aiming at the locations development where we operate.

Social investment

For Nutrien, social investment must be able to generate permanent and transformative benefits in the community, with a focus on the long term, and not just on the project.

- The company works with three forms of Private Social Investment:
- Own investment in educational projects
  - Donations with transfers of resources in cases of disasters, emergencies or public calamity
  - Incentive Projects, made available by incentive laws, for social projects in the areas of culture, sports, children, the elderly, people with disabilities and health.

In 2020, our own resources were used in seven social projects, three actions to combat Covid-19 and in the Employees' Association. Of the 2021 investments, donations were intended for actions to combat and prevent Covid-19, the total of incentivized resources raised in 2021 will serve 15 projects in 31 cities throughout 2022, and own resources were used in the Escola Transforma (School Transforms) project - learn more on the next page.



Nutrien Transforma

Launched in 2021, Nutrien Transforma (Nutrien Transforms) is the Social Responsibility program that encompasses all our actions in this area, such as donations (punctual or remaining assets from operations) and projects (with our own investment or promoted).

The first project with our own resources, which was developed as a pilot, was the “Escola Transforma” (“School Transforms”), a partnership with the Rede Educare whose objective is to create initiatives to improve education in the municipalities where we are present through the improvement of school facilities, access to social technology and teacher training. This work relies on the participation of volunteers. The Rede Educare is a reference in social transformation projects. Specialized in building and carrying out projects that seek dialogue, humanizing relationships that value educators and students and promote culture, sustainability and diversity, it operates throughout Brazil to carry out innovative projects with social impact.



With the support of the municipal education department, we evaluate local schools to understand their needs and propose improvements. The project served six municipal public schools in 2021, in the cities of Coromandel (MG state), Cristalina (GO state), Itapetininga (SP state), Madre de Deus de Minas (MG state), Porto Nacional (TO state) and Rio Verde (GO state), which received improvements such as renovations, construction of playgrounds, vegetable gardens, reading rooms, in addition to socio-educational actions.

In 2022, more than R\$ 1 million will be allocated to 15 Escola Transforma (School Transforms) projects, and we expect 100 volunteers to join, in a total of 600 volunteer hours.



Social investments in Brazil

	2020	2021
Own resource	–	R\$ 1.3 million
Donations	R\$ 106 thousand	R\$ 198 thousand
Promoted	–	R\$ 2.5 million





Escola Transforma (School Transforms) in 2021

**6** schools served

**79** volunteers

More than **335**  
hours of volunteer  
actions

**2,206**  
beneficiaries



## Escola Transforma (School Transforms) Fundamentals

- Educational technology: access to books, reading, internet and science
- Improvement of facilities: qualification of learning spaces, “play to learn” and food safety
- Training: use of online learning platform for Nutrien Educators and Volunteers



## Donations for those in need

In 2021, we allocated US\$ 30 thousand in medical and hospital supplies, hygiene kits and basic food baskets to some communities where we are present. There were nine municipalities covered in the states of Goiás, Minas Gerais and São Paulo. We defined these cities among those which were in the greater risk of contamination in São Paulo State during the Covid-19 pandemic, with a high number of deaths.

## Promoted projects

In this type of investment, we allocate resources using the Culture Incentive Law, the Sports Incentive Law, the Municipal or State Fund for the Rights of Children and Adolescents and the National Fund for the Elderly. These funds were transferred in 2021, with the allocation of R\$ 2.5 million to 15 projects, which will be implemented in 2022 in 30 cities.

## Volunteering

Volunteering is part of our social investment policy because we understand that, the transformation we want to bring about must have the support of our employees, who are often part of the community served.

In 2021, 79 volunteers participated in numerous revitalization activities and socio-educational actions in schools assisted by Nutrien Transforma (Nutrien Transforms). In 2022, volunteers will have regular actions in schools, with continuity of the initiatives.



## At the farmer's service

SDG related to this chapter



The client is one of the pillars that support our sustainability strategy in Brazil. We want to serve them with the best initiatives during all the important stages for their farming, since when they enter the Experience Center to the flow of their production, going through financial solutions and technical assistance. We also want for them to be able to become more sustainable, offering knowledge and rewards to broaden their understanding of the importance of the topic in Brazilian agriculture.

### Our services

In addition to a line of more than 200 products from different brands and private labels, we have a series of services available to the farmer to assist them in everything they need.

**Soil sampling:** based on historical yield data, images and other investigative attributes, intelligent soil sampling replaces the traditional grid process and allows for better crop planning, as it generates fertility maps based on geostatistical information that, in line with the precision agriculture strategy, identifies the variability of the areas, directing the fertilization according to the productive potential of the zones and plots. This process allows the fertilization to be done according to the natural aptitude of the productive environment, enhancing the results of each plot.

**Precision agriculture:** seeks to identify and treat the natural variability that exists in crops. It uses geolocation and data geospatialization technologies to make the cultivation process more rational. We provide farmers with the Echelon® platform, with tools that make it possible to automate the variability investigation

process and use modern variable rate technologies to treat specific areas, replacing the traditional fixed rate management system. The process includes planning based on various data, which generates information for crop planning aiming at the optimized use of inputs and maximization of results. Our consultants offer technical support for application according to the needs of each area.

**Leaf tissue analysis:** the NutriScripton and PamNutri tools were created to assist the farmer and agronomic consultants in identifying possible nutritional deficiencies, excesses and imbalances. From this evaluation, the farmer receives the recommendation to guarantee the nutritional status of the plants.

**Barter:** in this type of negotiation, the payment for the purchase of inputs through grains does not involve money. The objective is to ensure the farmer does not take risks with the price variation of the commodity and to allow the farmer, distributor and supplier to work in a safer environment.



## Biological growth

Biological products are agricultural inputs developed from natural organisms or substances. Nutrien understands biologicals are a tool that can help ensure sustainable practices as they are less toxic to the environment, maximize productivity and efficiency, and offer more application safety as they have low toxicity for the farmer. Although Nutrien has biological products in its portfolio, the year 2021 was marked by the construction of a strategy of biological solutions, which emerged from the needs of farmers and was developed through numerous field visits and conversations with these rural growers. The strategy included both the design of a complete portfolio for the soybean crop and the preparation of training for the commercial team.

In 2022, the focus will be on executing this strategy, which starts with a training schedule for the entire team with technical concepts and a mode of action, and is followed by the commercial launch and social media engagement actions.

Nutrien signed an exclusive contract with the American company Plant Health Care, specializing in biologicals, for the use of Saori in the treatment of soybean seeds. This is a product to control Asian rust, a disease that can damage up to 90% of the crop and make plants resistant to other protective measures. Saori develops plant defense and helps increase productivity and sustainability. We have already planted soy with this biological package in 250 rural properties and we will have the commercial launch of this soy in 2022. Another

commercial partnership established was with the agricultural bioinputs platform Agrivalle, to add more products to our biological solutions.

All of this will be part of a new brand of proprietary and organic-focused products, Loveland Bio.

**R\$ 44 million**

was the amount achieved with the sale of biological products in Brazil in 2021

**R\$ 30 million**

million is what we intend to earn in 2022, and

**R\$ 1 billion**

in sales in 2026

## Agrichem for the farmer's benefit

Acquired in 2018, Agrichem rebuilt its strategic planning in 2021, rescuing its technical DNA and launching a new model of market access and investment in a more robust and innovative portfolio, with new products and solutions. The company has redefined its people development programs, security and the role of the field team, which today is much more focused on understanding and meeting client needs. We also consolidated

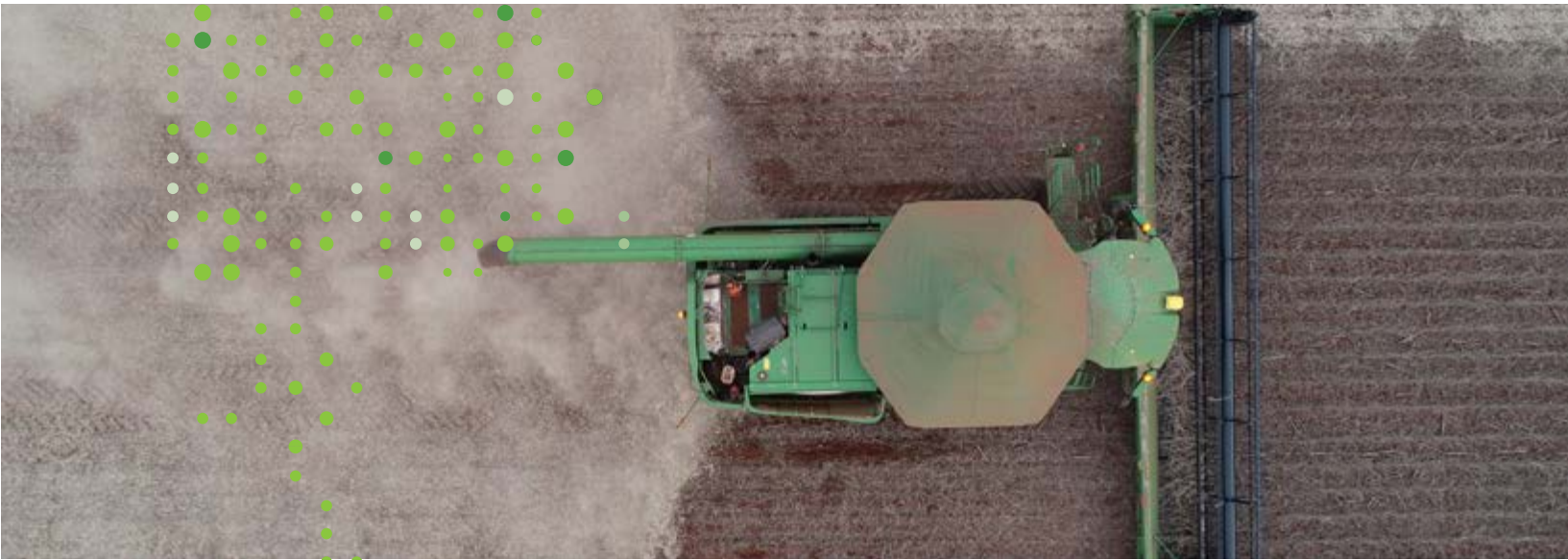
our portfolio into larger containers, which generates less waste (cardboard and plastic) and brings sustainability gains.

In 2021, we also launched the Agrichem Nutrition Academy ([learn more on page 49](#)) and inaugurated the Northeast region, reaching seven regions that allow us to know and better understand each productive environment in Brazil, thus designing a portfolio of solutions suited to the needs of each region/crop.

Another highlight of the year was the 28% growth in the use of our PAMnutri tool, surpassing 6,000 analyzes in the year. PAMnutri soil and leaf delivers a tailored nutrition recommendation, through exclusive methods of soil and leaf fertility diagnosis, helping to make the most effective use of fertilizers at the right time and in the correct dose.



Summary





More than **8** thousand  
clients throughout Brazil

### Clients' profiles

We conducted an analysis of our clients in 2021 in order to identify the behavioral profile of Brazilian farmers and calibrate the way Nutrien wants to serve and communicate with them. Based on the results, we redesigned the portfolios by a sales consultant.

Our goal was to identify those whose businesses Nutrien can positively influence, with product and planting recommendations, in addition to sustainable practices. In December, we delivered the Business Plan with around 8,000 registered clients.

With this research in hand, we created four sales competencies that will be worked on throughout 2022 with the consultants, so they are able to meet these clients' profiles efficiently. These competencies are:

- **Consultative intelligence** to support strategic and technical decisions of its clients' businesses, translating information into solutions, perceiving needs and opportunities and offering personalized offers.



- **Technological fluency** to move through different interfaces and platforms throughout the sales process and accelerate the adoption of digital tools by clients, promoting autonomy in the use of new solutions and technologies.



- **Conversion of business** to align the interests of the company and the farmer, offering the complete solution to the client and being assertive in transforming opportunities into commercial commitments.

- **Strategic partnership** to get to know the clients' businesses in depth, develop trusting and sustainable relationships in the long term and influence the organization in the construction of solutions for the farmer's needs.

This work also led to Desenvolve Nutrien (Develop, Nutrien), a training platform that provides content for our sales force to start training and become able to speak and influence strategic topics, such as digital and precision agriculture, agronomic techniques, sales techniques and benefits that the client has with good sustainable practices.

We also understand that we have the role of stimulating the growth of rural activity in a sustainable way. Therefore, in 2021, we started a pilot credit management project in the financing of inputs, analyzing the socio-environmental compliance of our clients and limiting the financing or sale of inputs to those who had infractions in government agencies, on matters related to illegal deforestation and/or slave-like labor. In 2022, we will expand this monitoring using georeferencing tools for our entire client base of the company's business plan.

TOTAL NUMBER AND PERCENTAGE OF OPERATIONS SUBJECT TO IMPACT ASSESSMENTS OR HUMAN RIGHTS ANALYSIS, BY COUNTRY  
GRI 412-1

	Brazil		
	2019	2020	2021
Total number of operations	2,720	3,545	4,189
Total number of operations that have undergone impact assessments or human rights reviews	340	1,436	4,189
Percentage of operations that have undergone impact assessments or human rights reviews	12.50%	40.51%	100.00%



Nutrien in the Field

With the Covid-19 pandemic, face-to-face Nutrien em Campo (Nutrien in Field) became virtual, and Nutrien entered into a partnership with Canal Rural to disseminate technical information and recommendations about its products and solutions on YouTube and Facebook channels, in the app and on the website, in addition to the partner’s TV channel. In 2021:

- 3 events, in São Paulo, Goiás and Minas Gerais states
- Theme: “You have changed, your farm has changed, the world has changed, but the difficulties to produce don’t change?”
- More than 22 thousand views on the Nutrien website, more than 5,500 on Facebook and more than 3,400 on the Nutrien channel on Youtube, in addition to a potential audience of more than 36.5 million households on Canal Rural TV.

Campaign for the farmer

“Tell us, we can find the solution”. This is the theme of the N Soluções (N Solutions) campaign, created to communicate to the farmer that Nutrien is an ecosystem of solutions to help them in the field.

To introduce this positioning, we used the symbol of the letter N of our logo in the campaign, the element that reflects our identity and, at the same time, represents infinite possibilities. Our goal was to create a connection with the farmer and show that we work based on their needs: they just need to tell us what their challenges are in the field, and we offer them a specific package of solutions for these matters.

The campaign ran on outdoors, radio and digital media from April to November 2021 and was featured on our social media and stores.

Lasting relationship

To better serve the client, we are restructuring our loyalty program, which, in 2022, will change its format and will be integrated into the Nutrien Portal. We will have artificial intelligence to identify which farmers adopt sustainable practices, which have a permanent preservation area, or which are in accordance with environmental rules, for example, and offer financial benefits, payment terms, products or specific partners.

The farmer’s journey

Our great driver for 2022 is the consolidation of the farmer’s journey at Nutrien. We will launch an integrated marketing plan with two strands – Cerrado and Southeast – because the realities and types of cultivation are different in these places. The plan will consider the stages of the farmer’s life throughout the year.

Much more than talking about products, we want to strengthen the Nutrien brand in the field, show that we are genuinely interested in transforming our clients’ businesses and how we can influence their choices for best agricultural practices, to help them be more profitable and sustainable.



School of Sustainability

We believe that spreading knowledge on ESG topics helps to build more robust commercial strategies in line with our positioning, with a consequent positive impact on the service provided to our clients. Therefore, we want this theme to be integrated into all our internal educational actions, with employees capable of applying it in their areas. For this, we offer learning opportunities with virtual classes, lives and self-learning. In 2021, we started the construction of the School of Sustainability on the Desenvolve Nutrien (Develop, Nutrien) training platform. This school will start operating in 2022 and will make it possible to expand the knowledge of the commercial team on topics related to sustainability, such as good practices, legislation, the carbon market and human rights. Thus, we will seek to make our consultants aware of their role in helping to create a culture of sustainability in agriculture, and they will be better prepared to work with rural growers, seeking to increasingly leverage sustainable practices on their properties. The topics that will be addressed at the School of Sustainability include macro trends in agriculture x sustainability, what is sustainability for Nutrien, low carbon agriculture, carbon market in agriculture, recovery of degraded pastures, Crop-Livestock-Forest Integration, and Agroforestry Systems green manure, environmental and social legislation on rural properties.

N Soluções (N Solutions) campaign

Outdoor	Radio	Digital media
180 signs	2,500 entries	2.4 million people impacted
45 cities in the States of GO, MG, MS, SP and TO	50 municipalities in the States of GO, MG, MS, SP and TO	
Reach 100 thousand cars per day		8.4 thousand clicks generated for the Nutrien website
6 million people impacted	Reach of 1.5 million people	



# Environmental preservation

SDGs related to this chapter



As direct contact with the environment is at the heart of the farmer's work, we understand this is an issue of great relevance to us, and we consider the environmental issue to be transversal in our sustainability strategy, being considered in the three pillars: governance, social and clients.

In the strategic themes that we chose to work in the Clients pillar – biodiversity and low carbon agriculture – we are building a series of initiatives that will be available to the farmer in the coming years. See two of them held in 2021:

## ILP Project

In 2021, in partnership with the IDH, we started the theoretical basis of the Pilot Project for Acceleration of Low Carbon Agriculture (ILP Project), which aims to demonstrate the economic feasibility of recovering degraded pastures in the Cerrado, with the goal of preventing deforestation by opening new cultivation areas. This initiative also considers the benefits of soil and water conservation to increase carbon sequestration and the reduction of carbon emissions. IDH is a Dutch public-private development institution that brings together more than 600 companies and governments to promote new sustainable production and trade models in emerging economies, reaching more than 4 million farmers in 30 countries.

We complete the stages of building the technology package, evaluating the reward proposals, identifying farmers, valuing the package, building the campaign and training the commercial team.

In this pilot project, we will seek to work with 15 to 20 small and medium

farmers from Goiás, who will have our support to recover degraded pasture areas through Crop-Livestock-Forest Integration practices and will be classified to receive financial incentives (credit or discount), as well as evaluating the possibility of generating carbon credits.

This project will engage several areas to offer the best technological package and consultants trained to guide and accompany these farmers in a long-term relationship. It will also allow us to build a methodology to scale incentives to other clients and regions.

## Carbon Project

Based on what has been done in the United States and Canada, we will implement, in Brazil, a pilot project to reward soil carbon sequestration and reduce field emissions for a group of clients.

Initiated in 2021, the initiative went through the phases of evaluating indicators and metrics for measurement within the Agribile digital platform and building a baseline for the ILP Pilot Project, to which it will be linked.



When implemented, the Carbon Project will support farmers who want to transform carbon credits resulting from sustainable practices into resources for additional income.

Investing in biologicals

The offer of organic products is in line with our strategy of seeking sustainable solutions for the farmer. These products are a medium and long-term alternative, and what most restricts their use is the lack of technical knowledge.

Our work in 2021 was to understand what products are on the market and how to integrate these solutions with other alternatives to improve the work of the farmer. We also signed an exclusive contract with the American company Plant Health Care, specialized in biologicals for soybean seed treatment (more information in the chapter *At the farmer’s service*).

Vision of impacts

To be able to create initiatives to reduce our environmental impacts, the first step is to deeply understand what footprints we are leaving in the environment through our journey. In 2021, one of Nutrien’s important actions was to seek this data, uniting the possible impacts generated by two operations and the companies acquired during the year. We will also carry out our emissions inventory to find out what our emissions and consumption are, and this will serve as the basis for the sustainability strategies that will be developed in 2022.

Eco-efficiency

Nutrien’s eco-efficiency work involves conscious management of natural resources and the improvement of processes and practices. In order to have control over its different heterogeneous activities, which include retail, factories and offices, Nutrien mapped, in 2021, the consumption of its processes, carrying out a survey of environmental indicators, such as water, energy, carbon and waste, in all your units. Based on this, we will carry out our environmental inventory and will build an environmental plan aimed at the eco-efficiency of our operations in the coming years.

Our emissions

GRI 305-1, 305-2

Direct emissions of greenhouse gases (scope 1) in 2021 were 9,446.62 tons of CO<sub>2</sub> equivalent. The gases included in the calculations were carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). Indirect emissions from energy acquisition (scope 2) were 610.60 tons of CO<sub>2</sub> equivalent. The gas used for the calculation was carbon dioxide (CO<sub>2</sub>).

GREENHOUSE GAS EMISSIONS, BY SCOPE (t CO<sub>2</sub>e)<sup>1</sup>

	2019	2020 <sup>2</sup>	2021
Total of direct emissions (scope 1)	817.94	3,559.96	9,446.62
Generation of electricity, heat or steam	0.00	Not available	2,275.76
Physical-chemical processing	0.00	0.00	0.00
Transport of materials, products, waste, employees and passengers	817.94	3,559.96	7,170.86
Fugitive emissions	0.00	0.00	0.00
Total of indirect emissions (scope 2)	105.75	717.10	610.60
Total of emissions	923.69	4,277.06	10,057.22

<sup>1</sup> The base year for the calculations was 2021, since it includes all of Nutrien’s operations and more accurate data due to the established monthly monitoring. In the 2019 emissions calculation, only Agrichem was accounted for, and for 2020, Agrichem (Nutricionals), Agrosema and TecAgro were considered. The references used for the calculation were: EPA Climate Leaders Emissions Factors for Greenhouse Gas Inventories, 2018, GHG Protocol & IPCC Emissions Factor Database and Marine Factors from DEFRA 2019. The process of managing greenhouse gas emissions data is still being built by the Sustainability team. With this, we still do not have a monitoring based on intensity rates. GRI 305-4

<sup>2</sup> The operation of Seeds (Sementes Goiás and Grain Silo) was acquired by Nutrien in 2020, and the burning of wood began to be controlled from 2021.

SCOPE 1 BIOGENIC CO<sub>2</sub> EMISSIONS, IN (t CO<sub>2</sub>e)

GRI 305-1

	2019	2020	2021
Total of CO <sub>2</sub> biogenic emissions (Scope 1)	2.00	2.00	2.00



The year 2021 was a milestone in the mapping of our internal emissions, as we created mechanisms to collect data on consumption and waste generation in all locations where we operate in Brazil. This helped us to build a baseline and take the first step towards establishing a complete emissions inventory. In solid waste, we centralized the disposal of waste in national partners, covering all regions in which we operate. We adopted the premise of not using landfills for industrial waste generated, concentrating final disposal on co-processing and incineration.





Nutrien silo in  
Paraúna (GO)

## Management of water resources

GRI 303-2, 303-3, 303-4, 303-5

### TOTAL WATER CONSUMPTION, IN ML

GRI 303-5

	2019	2020	2021
Water consumption	9.00	10.86	43.66

In 2021, Nutrien consumed 43.66 m<sup>3</sup> of water. In 2019 and 2020, the data collected refers to the Agrichem (Nutritionals) operations, where the water used in production and part of the treated water is reused for cleaning equipment. As of 2021, control of the water consumption of all units began.

### WATER WITHDRAWAL BY SOURCE, IN ML<sup>1,2</sup>

GRI 303-3

	2019	2020	2021
Groundwater / water tables	9.00	11.40	44.20

<sup>1</sup> Data for 2019 and 2020 refer only to Agrichem (Nutritionals). The 2021 data includes all Nutrien companies, with Terra Nova data from September 2021 and BioRural data from November 2021.

<sup>2</sup> All water captured by Nutrien is fresh, in other words, with a concentration of total dissolved solids equal to or less than 1,000 mg/.

In 2021, 44.2 m<sup>3</sup> of water were withdrawn from underground sources or the public network and there was no capture from areas with water stress. The increase in the volume of water withdrawal in 2021, compared to 2019 and 2020, is due to the greater number of companies that became part of Nutrien.

### TOTAL WATER DISPOSAL, IN ML<sup>1</sup>

GRI 303-4

	2019	2020	2021
Other waters	0.00	0.54	0.54

<sup>1</sup> Disposal data refer to Agrichem, in the municipal sewage system, in compliance with current legislation. Agrichem's operating unit has a physical-chemical treatment station, and its disposal is through the municipal sewage network. For the other units, the process does not require water and does not require any type of treatment. The data are estimated according to the unit's water balance. The operations of stores, located in urban centers, dispose of through the municipal sewage system, not requiring control of this disposal. The Blenders collect by pit and are intended for municipal treatment, also not requiring disposal control. Both in stores and in blenders, it is just sanitary effluent.

In our operations, the only activity that requires industrial effluent treatment is the production process of liquid fertilizers, at the Ribeirão Preto unit, where part of the treated effluent is reused in cleaning processes. The remainder is disposed of in the sewage system, in compliance with current legislation. The other units do not use water in the industrial process, therefore not generating industrial effluents. However, all sanitary effluent is collected in septic tanks and disposed of together with the municipal treatment. **GRI 303-2**



## Where we are going

Nutrien will maintain its growth strategy in 2022. We are in Brazil for good and we have a different proposal, in which we are not only looking for financial results, but mainly how we are implementing and executing our long-term strategy.

We will continue to invest in infrastructure, people, systems and technologies because we want to have solid and sustainable growth. We plan to invest approximately R\$ 525 million in our operations next year, not including acquisitions, and we want to invest approximately R\$ 218 million in our facilities to double our fertilizer production capacity – by manufacturing one million tons, we will be able to meet 100% of the demand from our stores.

Nutrien's global management is confident in what we are accomplishing and is proud of the results above expectations. This trust is materialized in the commitment to continue investing in the country.

Our challenge in Brazil is to create a resilient business model and organization that gives us the flexibility to face the market and world challenges, such as exchange rate fluctuations, the implications of sanctions and political conflicts on the marketing and price of commodities and the impact of climate change on agricultural production. We will solidify the construction of the client's journey, always seeking

innovation, including looking at other market segments. We want to understand, for example, how electronics retailers think about the clients' experience on their platforms or how banks are doing their digital transformation. Studying these best practices will inspire us to do things differently and go beyond the expectations of our clients.

We will continue to listen to farmers to understand their present and future needs – those they themselves have not yet faced. We want to be more than partners. Our goal is to be the consultant that brings trends, that points out risks and opportunities. Our intention is to always innovate, to reinvent the concept and practices of agricultural retail to consolidate ourselves as a reference in the segments in which we operate and, above all, to support small and medium-sized farmers to be more productive, profitable and sustainable in their crops.

Despite the challenges that point to the year 2022, we believe in our strategy and in the strong pillars we have already built to continue growing in our quest to become the largest and best platform for integrated agricultural solutions in Brazil and Latin America.

Let's keep speeding.



Nutrien Coordination  
Direction of Corporate Affairs and Sustainability Area

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