



Virtual Investor Day

November 30. 2020



Nutrien Investor Day 2020

Growing Our World From the Ground Up

Chuck Magro, President and Chief Executive Officer

Forward Looking Statements

Forward-Looking Statements

Certain statements and other information included in this presentation constitute "forward-looking information" or "forward-looking statements" (collectively, "forward-looking statements") under applicable securities laws. All statements in this presentation, other than those relating to historical information or current conditions, are forward-looking statements, including, but not limited to: expectations regarding Nutrien's business and operations; expectations regarding results of Nutrien's operations in 2020 and in the future, including expectations regarding our expected adjusted EBITDA (both consolidated and by segment) for 2020 and beyond; expectations regarding our Carbon Program, including the anticipated timing of the implementation thereof and the benefits to be realized (by Nutrien and otherwise) therefrom; expectations regarding our environmental, social and governance (ESG) performance, including greenhouse gas (GHG) emissions reductions, capital spending expectations (both consolidated and by segment) for 2020 and beyond; expectations regarding performance of our operating segments in 2020 and beyond; our market outlooks and market conditions for 2020 and beyond; expectations regarding completion of previously announced and expected expansion projects (including timing and volumes of production associated therewith) and acquisitions and divestitures, including the synergies expected in connection therewith; expectations about our ability to deliver shareholder value, including dividends; anticipated supply and demand for our products and services; expected market and industry conditions with respect to crop nutrient application rates, planted acres, crop mix, prices and import and export volumes. These forward-looking statements are subject to a number of assumptions, risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from such forward-looking statements. As such, undue reliance should not be placed on these forward-looking statements.

All of the forward-looking statements are qualified by the assumptions that are stated or inherent in such forward-looking statements, including the assumptions referred to below and elsewhere in this presentation. Although we believe that these assumptions are reasonable, having regard to our experience and our perception of historical trends, this list is not exhaustive of the factors that may affect any of the forward-looking statements and the reader should not place an undue reliance on these assumptions and such forward-looking statements. Current conditions, economic and otherwise, render assumptions, although reasonable when made, subject to greater uncertainty. The additional key assumptions that have been made include, among other things, assumptions with respect to our ability to successfully complete, integrate and realize the anticipated benefits of our completed and future acquisitions and divestitures, and that we will be able to implement our standards, controls, procedures and policies at any acquired businesses to realize the expected synergies; that future business, regulatory and industry conditions will be within the parameters expected by us, including with respect to prices, margins, demand, supply, product availability, supplier agreements, availability and cost of labor and interest, exchange and effective tax rates; the completion of our expansion projects on schedule, as planned and on budget; assumptions with respect to the development and execution of strategies to implement our Carbon Program; assumptions with respect to global economic conditions and the accuracy of our market outlook expectations for 2020 and in the future; our expectations regarding the impacts, direct and indirect, of the COVID-19 pandemic on our business, customers, business partners, employees, supply chain, other stakeholders and the overall economy; the adequacy of our cash generated from operations and our ability to access our credit facilities or capital markets for additional sources of financing; our ability to identify suitable candidates for acquisitions and divestitures and negotiate acceptable terms; our ability to maintain investment grade ratings and achieve our performance targets; and the receipt, on time, of all necessary permits, utilities and project approvals with respect to our expansion projects and that we will have the resources necessary to meet the projects' approach.

Events or circumstances that could cause actual results to differ materially from those in the forward-looking statements include, but are not limited to: general global economic, market and business conditions; failure to complete announced and future acquisitions or divestitures at all or on the expected terms and within the expected timeline; the failure to successfully integrate and realize the expected synergies of future acquisitions, including within the expected timeframe; climate change and weather conditions, including impacts from regional flooding and/or drought conditions; crop planted acreage, yield and prices; the supply and demand and price levels for our products, services and programs; failure to realize technological improvements required to implement our Carbon Program, including our ability to develop and/or access such technology; governmental and regulatory requirements and actions by governmental authorities, including changes in government policy (including tariffs, trade restrictions and climate change initiatives), government ownership requirements, changes in environmental, tax and other laws or regulations and the interpretation thereof; political risks, including civil unrest, actions by armed groups or conflict and malicious acts including terrorism; the occurrence of a major environmental or safety incident; innovation and cybersecurity risks related to our systems, including our costs of addressing or mitigating such risks; regional natural gas supply restrictions; counterparty and sovereign risk; delays in completion of turnarounds at our major facilities; gas supply interruptions; any significant impairment of the carrying value of certain assets; risks related to reputational loss; certain complications that may arise in our mining processes; the ability to attract, engage and retain skilled employees and strikes or other forms of work stoppages; the COVID-19 pandemic and its resulting effects on business and economic conditions; and other risk factors detailed from time to time in Nutrien reports, including our 2019 annual report dated February 19, 2020, our annual information form dated February 19, 2020 for the year ended December 31, 2019 and our third quarter 2020 interim report dated November 2, 2020, filed with the Canadian securities regulators and the Securities and Exchange Commission (SEC) in the United States.

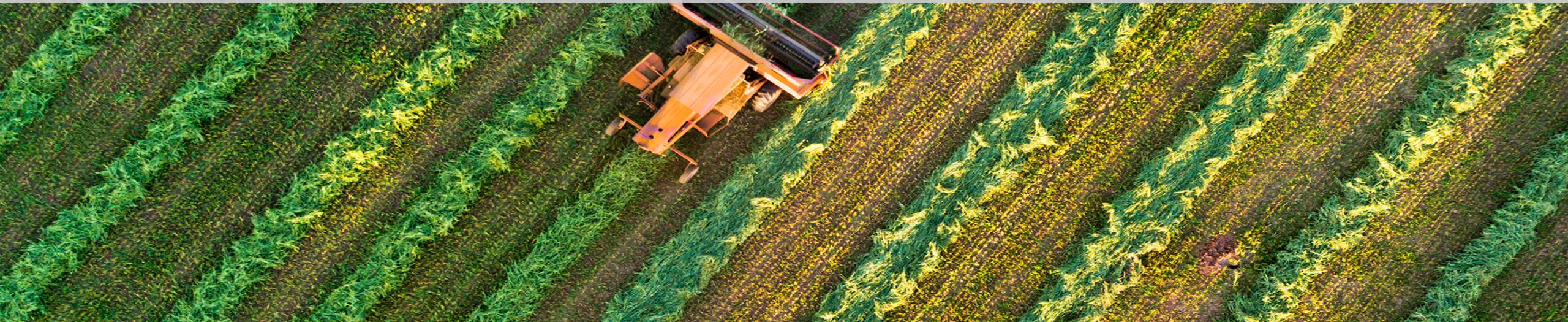
This presentation contains certain information which constitutes "financial outlook" and "future-oriented financial information" under applicable Canadian securities laws, including our expected adjusted EBITDA (consolidated and by segment), the purpose of which is to assist readers in understanding our expected and targeted financial results, and this information may not be appropriate for other purposes.

The forward-looking statements in this presentation are made as of the date hereof and Nutrien disclaims any intention or obligation to update or revise any forward-looking statements in this presentation as a result of new information or future events, except as may be required under applicable Canadian securities legislation or applicable US federal securities laws.

Non-IFRS Financial Measures Advisory

This presentation contains certain non-IFRS financial measures including adjusted EBITDA (consolidated), adjusted EBITDA (consolidated) guidance, adjusted net debt to adjusted EBITDA, Retail adjusted average working capital to sales, Retail adjusted EBITDA to sales, Nutrien Financial receivables, Retail cash operating coverage ratio, Retail adjusted EBITDA per US selling location, Potash cash cost of product manufactured (COPM), ammonia controllable COPM, P₂O₅ controllable COPM and the combined historical results of Potash Corporation of Saskatchewan Inc. and Agrium Inc. for the year ended December 31, 2017. We consider non-IFRS financial measures to provide useful information to both management and investors in measuring our financial performance and financial condition. Refer to the disclosure under the heading "Appendix B – Non-IFRS Financial Measures" included in our management's discussion and analysis dated November 2, 2020 for three and nine months ended September 30, 2020, as well as non-IFRS financial measures disclosures in prior management's discussion and analysis as filed with the Canadian securities regulators and the SEC in the United States, for a reconciliation of these non-IFRS financial measures to the most directly comparable measures calculated in accordance with IFRS and for a further discussion of how these measures are calculated and their usefulness to users, including management of Nutrien. Non-IFRS financial measures are not recognized measures under IFRS and our method of calculation may not be comparable to that of other companies. These non-IFRS financial measures should not be considered as a substitute for, or superior to, measures of financial performance prepared in accordance with IFRS.

1. Strong track record of success and execution of strategy has created value
2. Targeting \$1B of additional adjusted EBITDA by 2025, all under our control
3. Improving Ag and fertilizer fundamentals supports the outlook, provides significant upside leverage
4. Nutrien expects to be the leader in carbon management and sustainable agriculture



Nutrien Strategy: Generating Superior Long-Term Value



Integrated business model offers unique competitive advantages across the value chain to support future free cash flow growth for increasing shareholder returns

Industry Leader	World Class fertilizer production, integrated supply chain, full acre solutions
Technology Leader	Nutrien Ag Solutions Digital Platform, mining automation and advanced analytics
Sustainability Leader	Investment in climate smart technology, partnerships and products, including end to end carbon management program
Financial Stability and Growing Returns	Provides earnings stability, leverage & exposure to multiple growth platforms supporting a top tier, attractive/secure dividend

>3,400
Agronomists

~26Mmt
Potash, Nitrogen, and Phosphate Sales expected in 2020

>\$1B
Total Digital Platform Sales
September 2020 YTD

>\$1,000k
Retail Adjusted EBITDA/US Selling
Location September YTD¹

13%
Increase in dividend since 2018

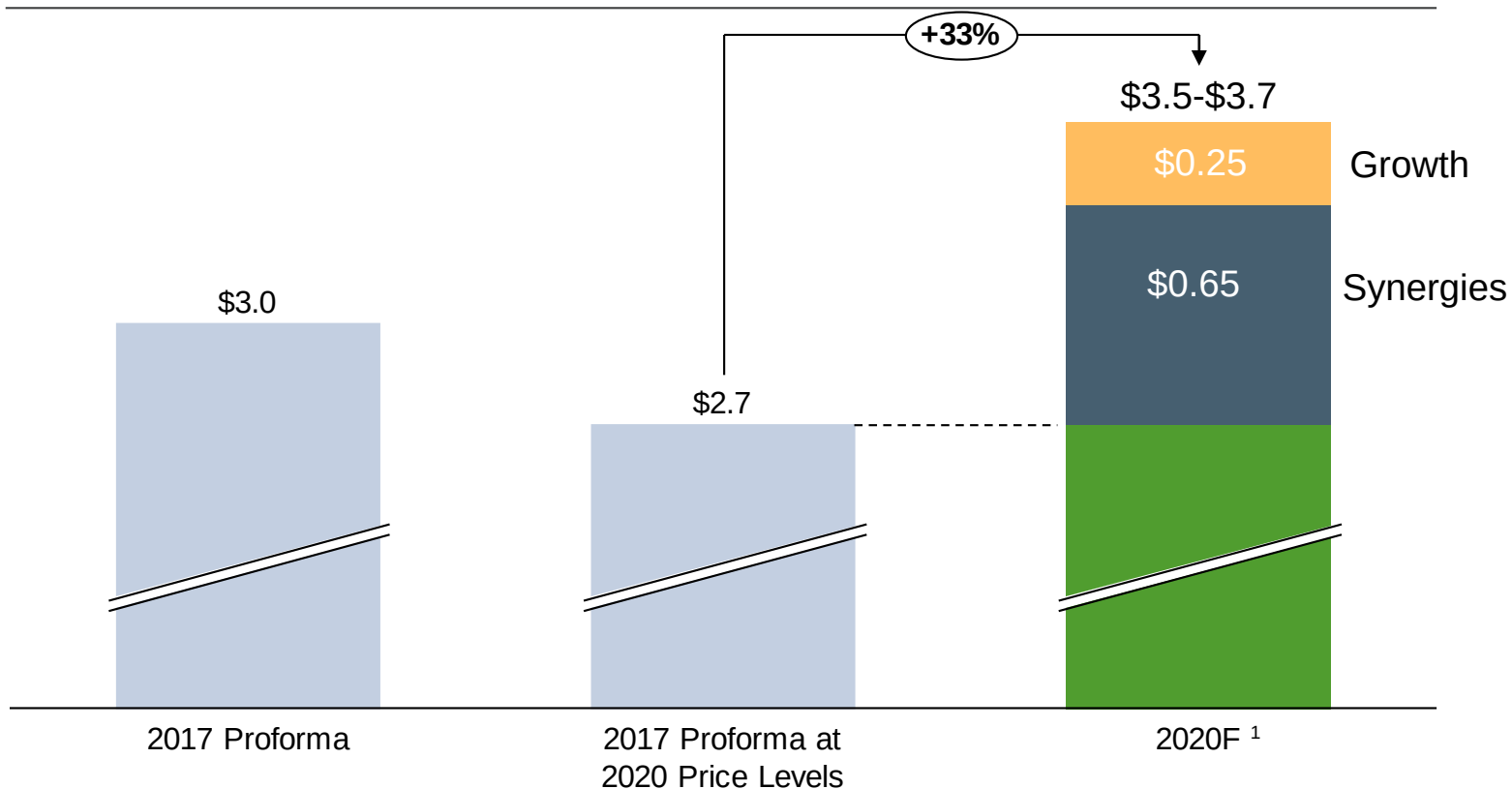
1. Rolling four quarters ended September 30, 2020.

Significant Value Created Since the Merger

Nutrien has created significant value since the merger, beyond the stated synergies despite cyclical headwinds

Adjusted EBITDA Bridge (2017 to 2020F)

US\$ Billions



~\$900M

Value Created Since Merger

- ✓ Synergies >\$650M
- ✓ Business growth 2018-2020 –Retail EBITDA growth of 20% and NPK volumes
- ✓ 12% Share buy back from 2018 to 2020 (\$0.11/share accretive impact)
- ✓ 13% Increase in dividend

Progressing Well Against 2019 Investor Day Operational Targets



	2019 Actual Results	2020 Results/Estimates	2023 Original Targets
Retail Ag Solutions Business Targets			
		Rolling four quarters	
Total Retail Adjusted EBITDA Margin	9.3%	9.5%	>10.5%
US Retail Adjusted EBITDA Margin	9.7%	10.5%	>11.0%
Adjusted Average Working Capital to Sales ^{1,2}	23%	17%*	17%
Cash Operating Coverage Ratio ²	62%	60%*	59%
Adjusted EBITDA per US Selling location ³	\$967K	\$1,031K	>\$1,100K
Retail Ag Solutions Business Targets			
		September YTD	
Proprietary Products as a % of Total Margin	24%	27%	29%
Total Digital Generated Revenue (% of Total Sales) ⁴	2.5%	11%	>50%
Total Digital Platform Generated Revenue (Millions) ^{4,5}	\$260M	\$1,003M	-
Potash Business Targets			
		2020F	
Cash Cost of Product Manufactured ⁶	\$63/mt	~\$59/mt	\$50-55/mt
Nitrogen Business Targets			
Ammonia Operating Rate ⁷	91%	93%	96%
Ammonia Controllable Cash Cost of Product Manufactured ⁸	\$45/mt	~\$44/mt	\$41-\$42/mt

1. Assumes no incremental impact (+ or -) from Nutrien Financial.

2. Excludes impact of acquisitions of certain acquisitions, including Ruralco Holding Limited.

3. Calculation is based upon number of selling locations only.

4. Platform generated revenue includes grower and employee orders that are entered directly into the digital platform. Total sales in North America.

5. No target was provided.

6. Target from 2023 has moved to 2025 based on volume changes related to global demand changes.

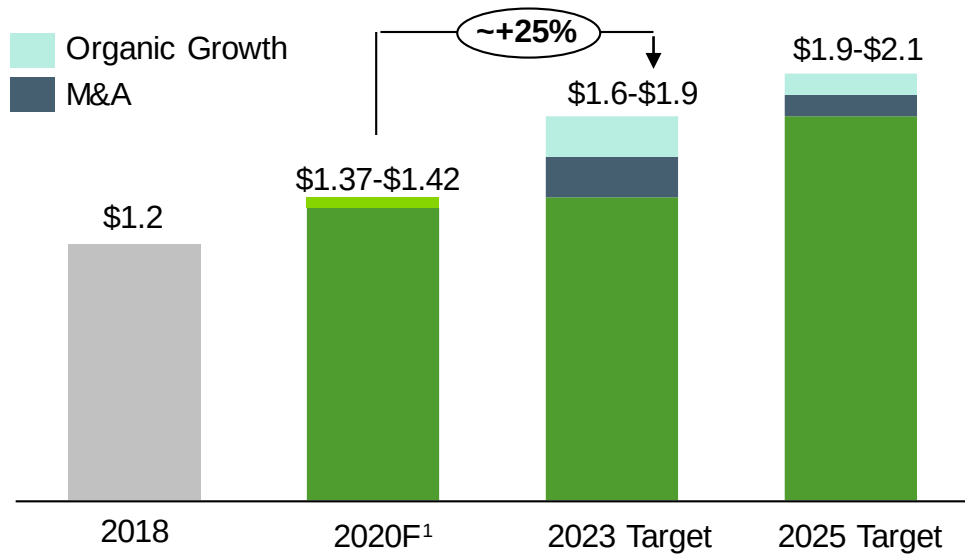
7. Capacity utilization represents production volumes divided by production capacity (excluding Joffre and Trinidad facilities).

8. Excludes D&A expense included in COGS, Cash COGS for products other than ammonia, other adjustments including changes in inventory balances, natural gas and steam costs and long-term investment decisions.

Pathway to Create Potential \$1B in Value by 2025T Within our Control

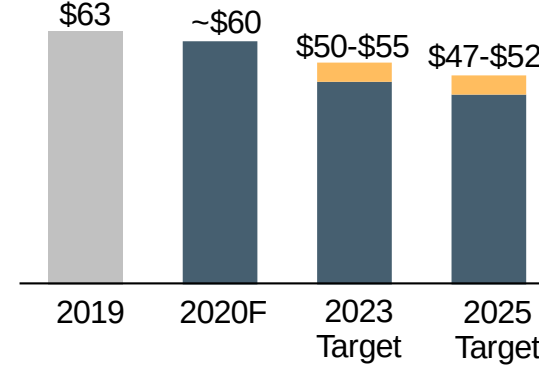
Nutrien will continue to grow earnings across the value chain: growing the business and reducing costs

Retail Adj. EBITDA Growth Potential: ~\$350/\$600M by 2023/25T US\$ Billions



K/N/P Actions create value of ~\$350M/\$400M by 2023/25T

Potash 2023T Potential



~2Mmt
additional potash sales volume

Nitrogen 2023T Potential

96%
ammonia
operating rate²

5%
cost reduction

~1Mmt
additional production volume
2018-21F

Growing Our Business

Retail: M&A Brazil/US, digital, proprietary
Nitrogen: Low risk, high IRR debottlenecks

Lowering Costs

Retail: technology/efficiency initiatives
Potash: innovation and optimization
Nitrogen: engineering and scheduling

Ongoing Portfolio Review

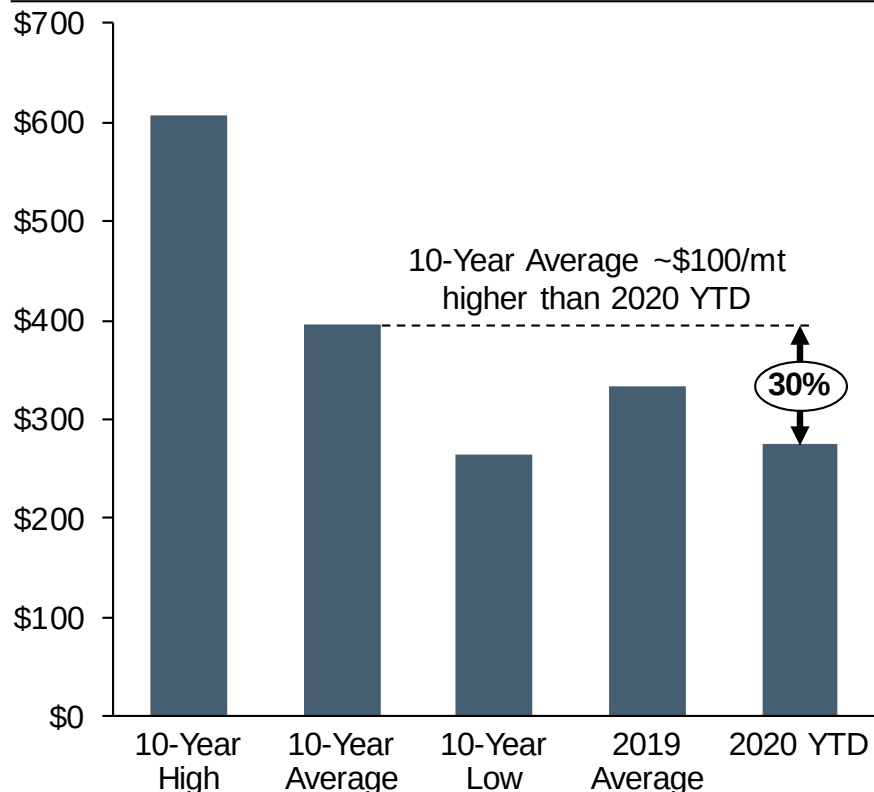
- Focus and de-risk our business
- Trinidad production optimization

1. Based on 2020 EBITDA guidance as provided in our news release November 2, 2020.
2. Ammonia operating rate percent which excludes Trinidad and Joffre.

Nutrien's Leverage to Improving Fundamentals

Nutrien has significant earnings leverage to fertilizer prices, which is expected to provide a catalyst for earnings growth as prices rebound from bottom of the cycle levels

Midwest Potash Price
US\$/mt



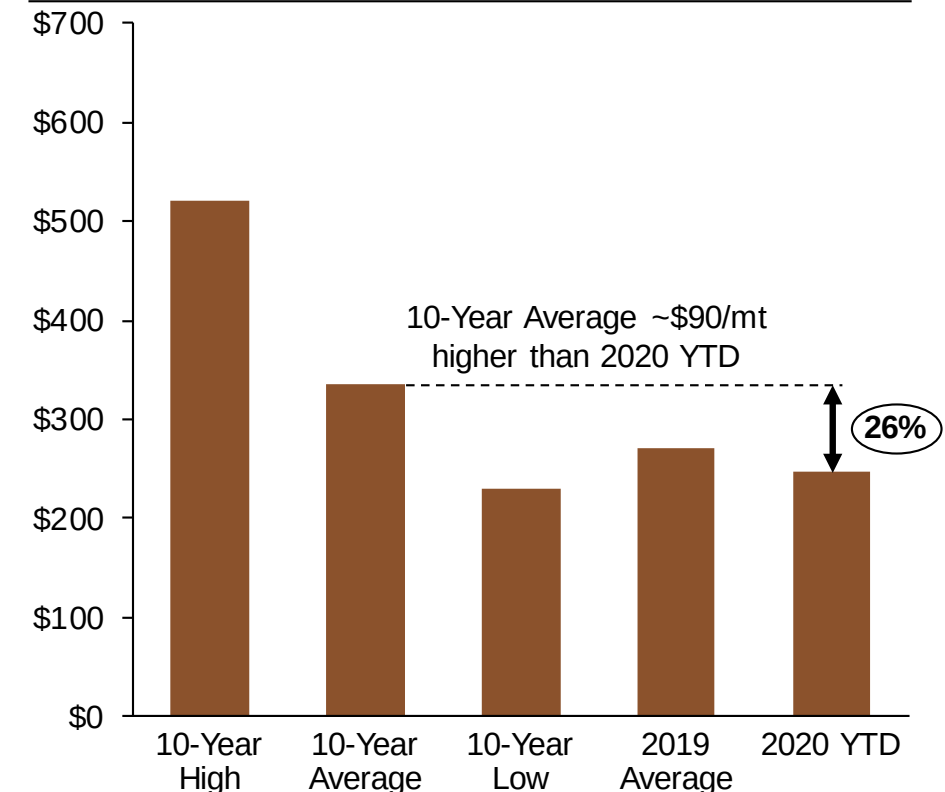
+\$650M

Estimated impact to Nutrien Adj. EBITDA from a \$25/mt increase in fertilizer prices

+\$100M

Estimated impact to Nutrien Adj. EBITDA from additional 1Mmt of potash sales volume

NOLA Urea Price
US\$/mt

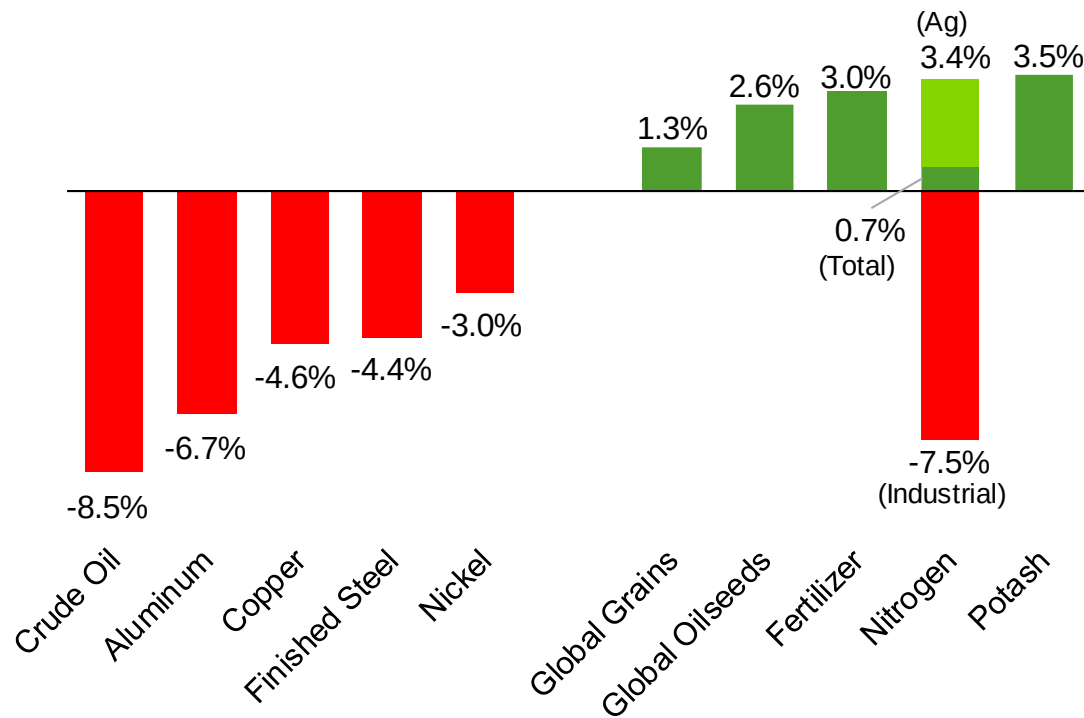


Agriculture Demand is Resilient, with a Strong Outlook

Agricultural related demand is resilient compared to other commodities which is supporting 10-20 percent higher crop prices and over 40 percent improvement in US grower margins

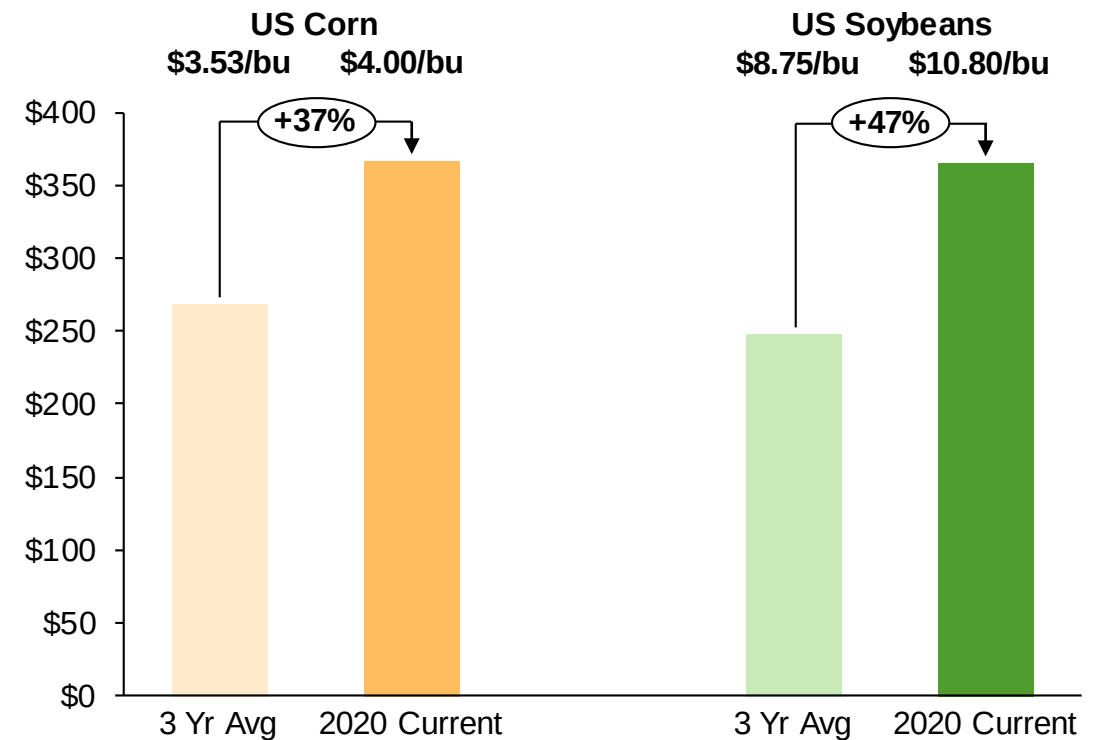
2020 Global Commodity Demand vs. 2019

Percent Volume Change



US Grower Cash Production Margins

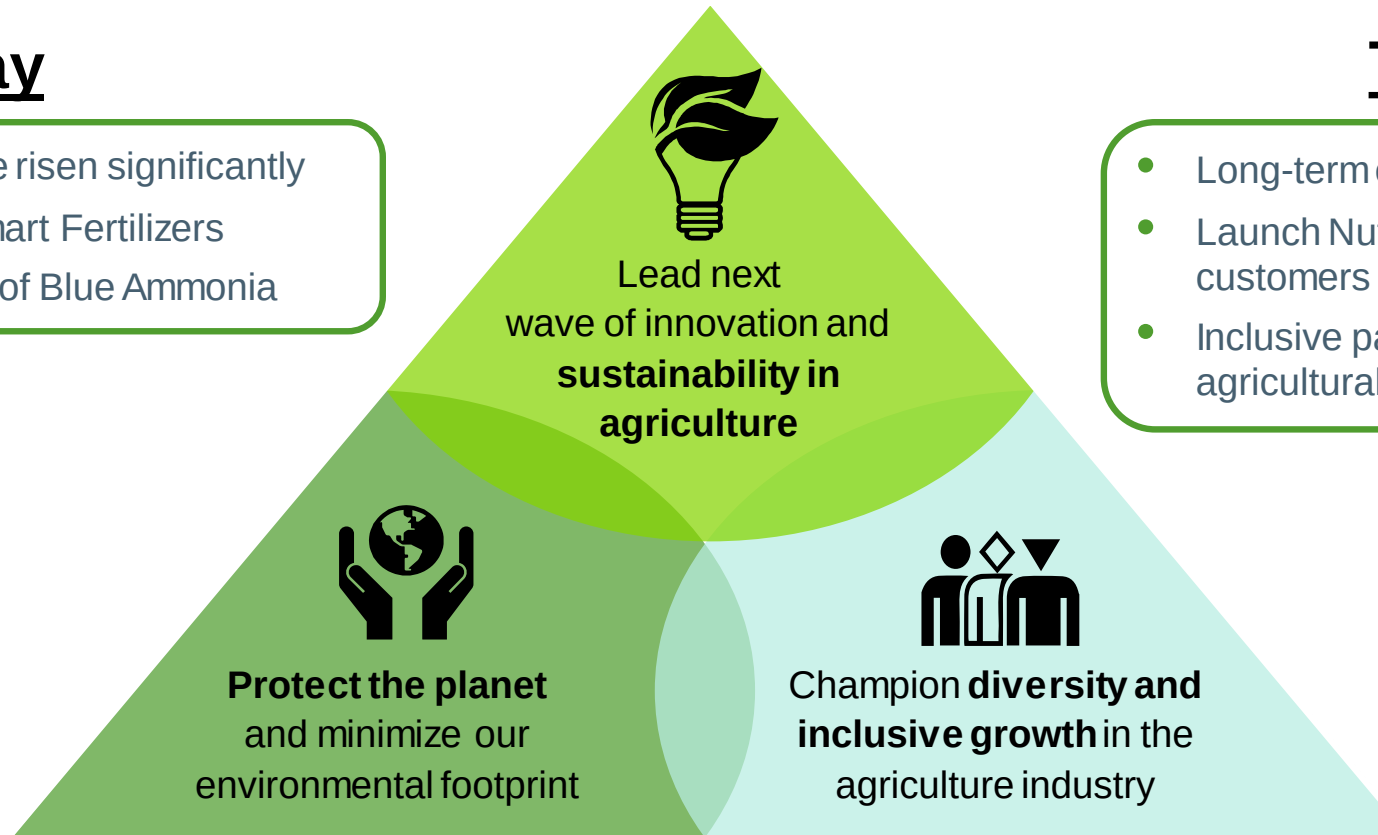
US\$/Acre



Nutrien is a Leader in Carbon Management and Sustainable Agriculture

Today

- Our ESG Ratings have risen significantly
- A leader in Climate Smart Fertilizers
- A leader in production of Blue Ammonia



Tomorrow

- Long-term emission targets will be set
- Launch Nutrien Carbon Program with farm customers
- Inclusive participation in farming and agricultural environmental outcomes

Introducing the Industry's Most Comprehensive End-to-End Carbon Program

Agriculture has a critical role to play in address carbon emissions

~10B

Population in 2050
requiring food

~3.5B

Acres of farmland on
planet today

40-100X

Growth of carbon credits
from today's volume by
2050 as the world
increasingly focuses on
climate action



Agriculture is positioned to become a leading source of credits

1 to 2+

tonnes of carbon
sequestered and
abated per acre,
following proven
economically efficient
practices

Up to 30%

of the global carbon
credit market,
from 3% today

Up to 85%

of current Ag emissions
offset globally by 2050
(excluding livestock production,
land use, land-use change, &
forestry)

~\$100B

in value from annual
carbon credits generated
from Ag by 2050

Carbon Program to build on LT Relationship with Growers

Nutrien is best positioned to develop/implement this carbon program given its direct connection to growers and its investment in the leading digital Ag retail platform, which could increase farmer's cash margins by \$50/acre



~\$20/acre
(@ \$10-20+/mt of CO₂)

~\$30/acre
(potential productivity gains will vary widely based on current practices)

~\$50/acre
Potential Increase in Farmer Cash Margins

Bringing It All Together: Pathway to Superior Value Creation

Integrated model has unique competitive advantages & delivered value

- Industry leader across the value chain
- \$900M value created from MOE and strong execution of strategy
- Stability and resiliency through ag cycle

Path to create value through the cycle

- Expect to generate \$1B in value by 2025, within management's control
- Additional significant upside as fertilizer prices move closer to a 10-year average

Best-positioned company in the Ag Sector

- Broad exposure to ag value chain
- Financial strength and flexibility
- Superior returns with lower risk

Leader in Carbon Management and Sustainable Agriculture

- Lead next wave of innovation and sustainability in Ag
- Carbon management program where growers benefit from using leading agronomic practices



Potash

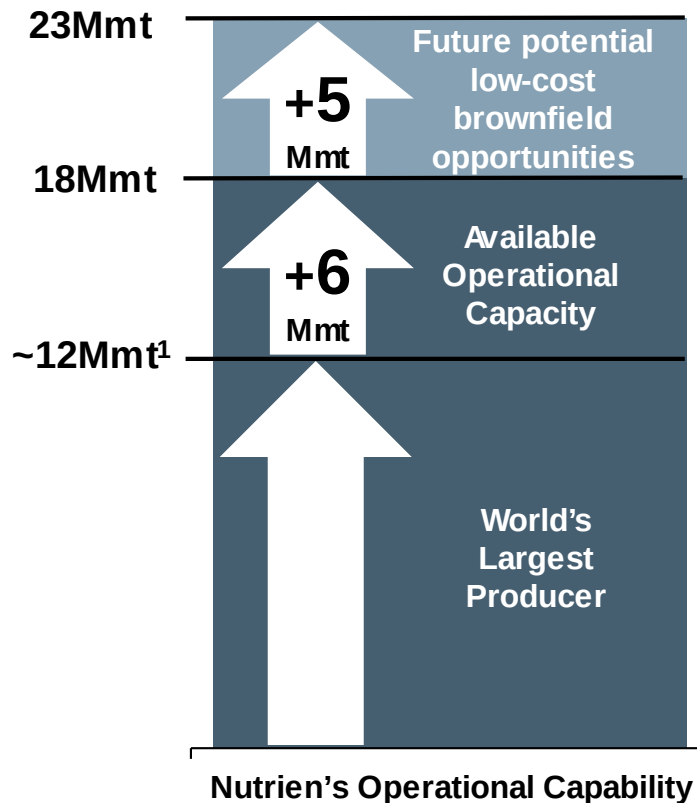
**World's Largest Underground Soft Rock Miner &
Potash Industry Leader**

Ken Seitz, Executive Vice President & CEO of Potash

Nutrien's Potash Position and Competitive Advantages

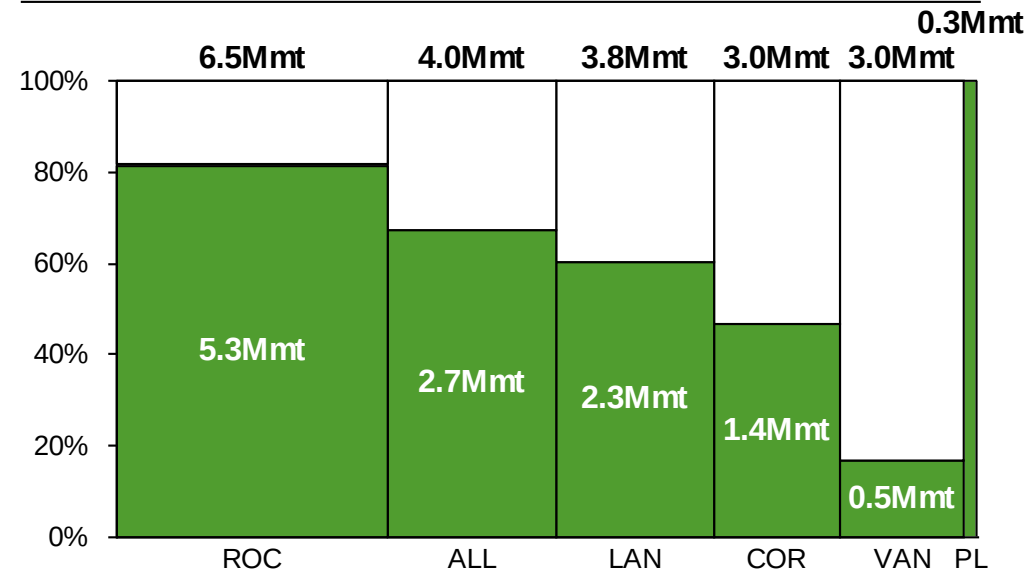
Nutrien is the best positioned company to continue to create value in the potash industry due to its size, flexible growth optionality, and high-quality & low-cost network of mines

Scale & Growth Optionality



High Quality, Low Cost, Flexible Network

2020F Nutrien Production as a Percentage of Nameplate²
Percentage (%)



- Operate the most reliable and flexible, safe, low-cost potash assets
- Located in the best potash geology in the world

Potash Industry



Strong demand growth; 2%-3% long-term³; highest of the primary crop nutrients



Geographically concentrated resource and highly consolidated industry; >70% of global production from 5 producers



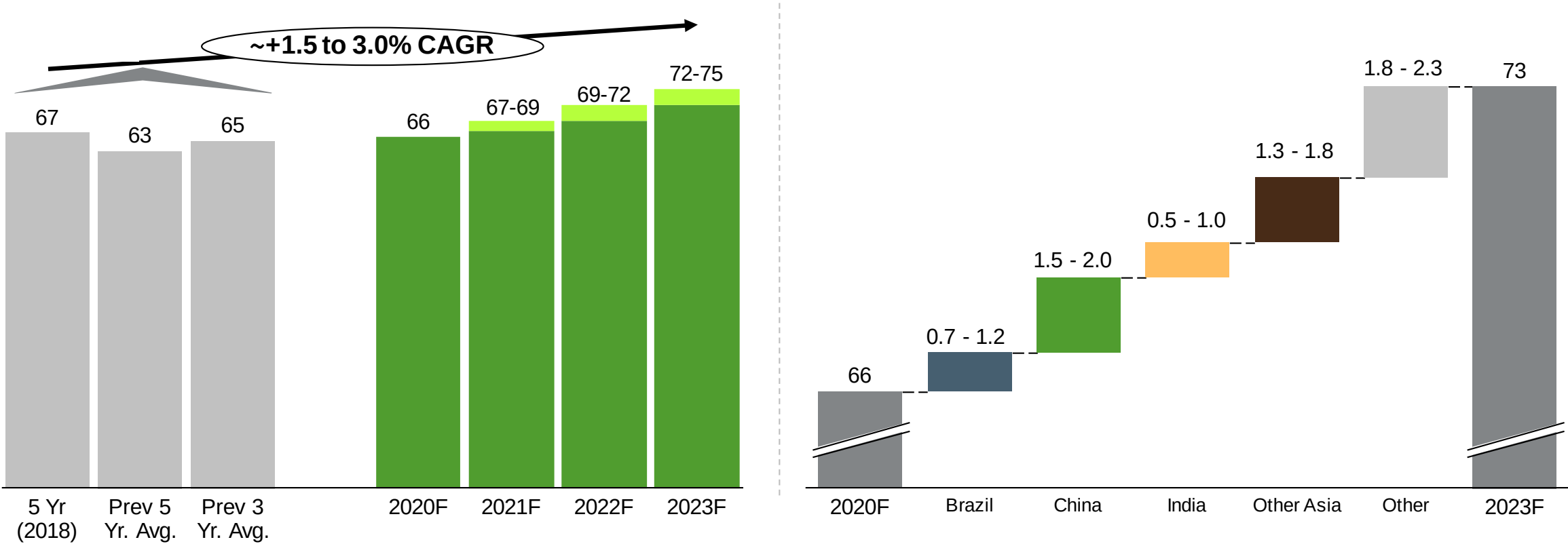
Large capital and long time required; \$2,500-\$3,000/mt and 10+ years for a greenfield⁴ project vs \$500-\$700/mt for Nutrien Brownfield expansions

1. Based on the midpoint of Nutrien's Potash Sales Volume Guidance of 12.2Mmt to 12.5Mmt as of November 3, 2020.
2. Nameplate capacity as reported in Nutrien's 2019 Annual Report.
3. Potash demand CAGR from 2000-2019 was 2.4 percent.
4. Cost estimates for a 2 Mmt conventional greenfield mine in Saskatchewan, including rail, utility systems, and port facilities.

Global potash demand is expected to grow ~7Mmt in the next three years, with medium term growth rates at historic levels. Significant demand growth potential beyond historic rates

Potash Shipment Growth

Millions of Tonnes KCl



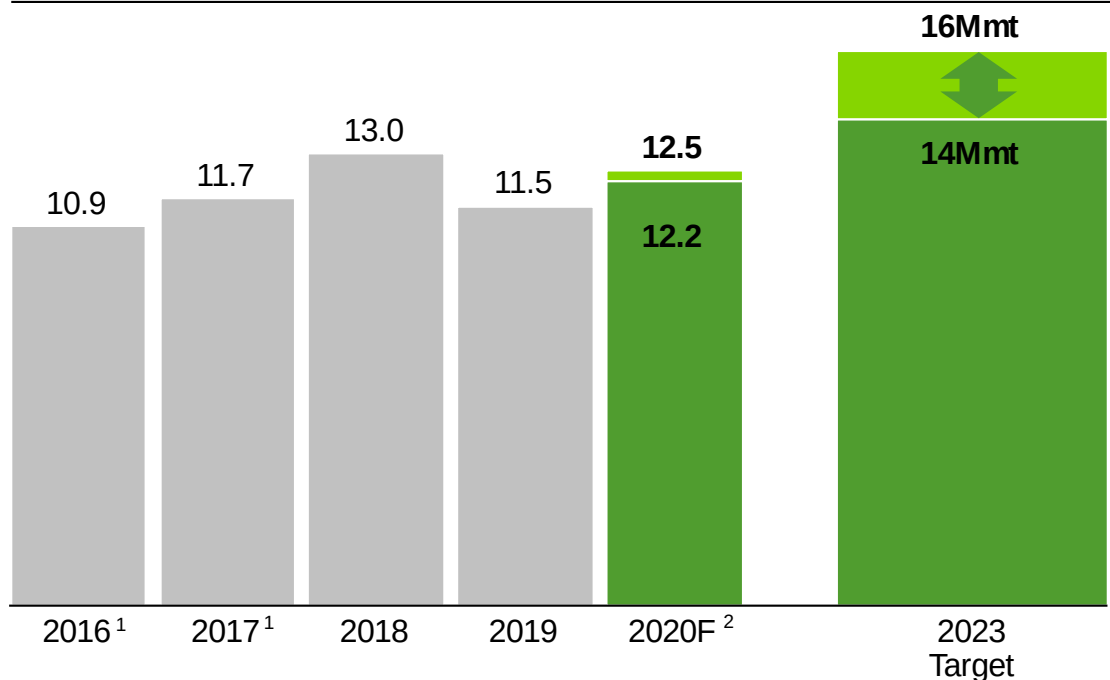
Note: Potash shipment growth is forecast using historical range of 2-3% CAGR. Previous 3-year and 5-year averages calculated from years preceding 2020 resulting in a CAGR of ~2.3% from both periods.

Volume Expectations and Leveraging Our Capacity

Nutrien is well positioned to sell 14Mmt with upside to 16Mmt in 2023T, increasing asset utilization by opportunistically flexing network capacity from lowest-cost assets in response to demand growth and volatility

Nutrien Potash Sales

Million Tonnes KCl



- Base case of 14Mmt with upside to 16Mmt in 2023T.
- Maintaining market share range while growing volumes with demand growth.
- Mine network maintains surge capacity to opportunistically capture short-term demand increases and/or supply shortages.

Leveraging Nutrien's Available Capacity

Scenario	Occurrence in past 10 Yrs.	Nutrien Annual EBITDA Sensitivity ³
Supply: Slower ramp-up of greenfield new supply	100%	+\$300M EBITDA for +\$25/mt +\$100M EBITDA for +1 Mmt
Supply: Mine closures	>10 Mmt	
Supply Shock: Mine flooding/sinkhole	1-2 Mmt	
Demand: Years with above trend growth	4 Yrs.	
Multiple paths to opportunistically accelerate utilization of available capacity that optimize value		

1. 2016 to 2017 represents the historical combined results of PotashCorp and Agrium.
 2. Based on Adjusted EBITDA guidance as provided in our news release November 2, 2020.
 3. Price sensitivity refers to increase in net realized selling price per tonne excluding the impact of Provincial Mining & Other Taxes. Volume sensitivity refers to increase in sales volume.

Next Generation Potash Progress To Date

Next Generation potash initiatives now moving into the scaling and roll-out stage, which is expected to accelerate value delivery, move our network down the cost curve, and support our position as one of the lowest-cost potash producers in the world



Predictive Maintenance

Machine-vision monitoring of main conveyor belts to optimize hoists usage and minimize failures



Autonomous Mining

Completed successful trials of remote and autonomous mining operations



Digital Capabilities

Several digital capabilities to optimize production, planning and safety



Self-Gen Heat & Power

Self-generated combined heat and power

Next Generation
initiatives collectively
deliver multi-faceted
value as they are scaled

- ✓ **Safety**
- ✓ **Cost Efficiency**
- ✓ **Flexibility**
- ✓ **ESG**
- ✓ **Sustainability**



Improved safety and efficiency
from digital initiatives

100%

Rocanville mining fleet enabled to run
operator not present during shift
changes (~2 hours)

Two

Mining machines outfitted with
surface remote operation
capabilities at Lanigan

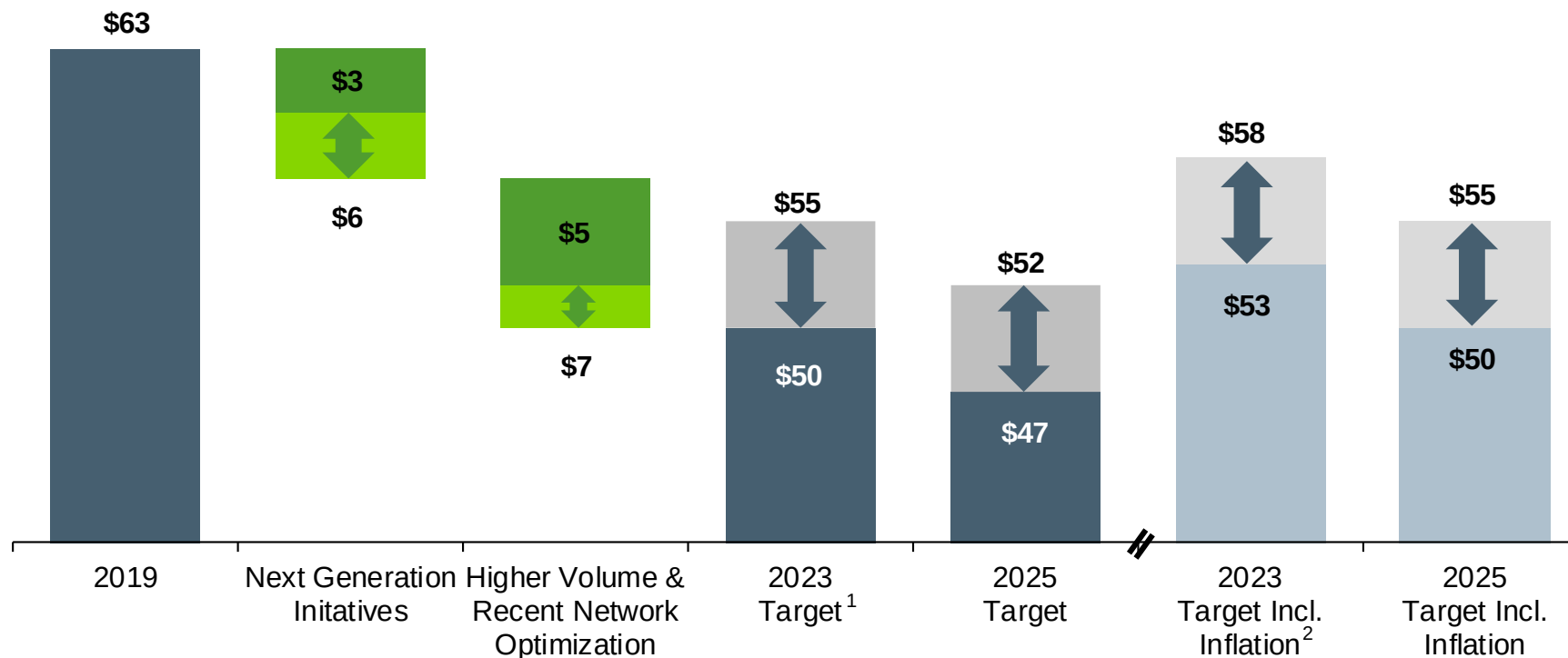
Rocanville

Self generated power under
construction with opportunity for
further roll out

Next Generation Potash Initiatives Driving Cost Reductions

Expect our cash cost of product manufactured, which includes all cash outlays related to production, to be \$53-\$58/mt in 2023T and \$50-\$55/mt by 2025T

Potash Cash Cost of Product Manufactured US\$ per Tonne



\$50 to \$55/mt

Nutrien's estimated 2023T Potash Cash Cost of Product Manufactured **includes** ~\$10/mt of turnaround costs, carbon tax, and Canadian resource taxes

\$3 to \$6/mt

Expected cost reductions by 2023T as we realize the benefits of our Next Generation potash initiatives as volume increases

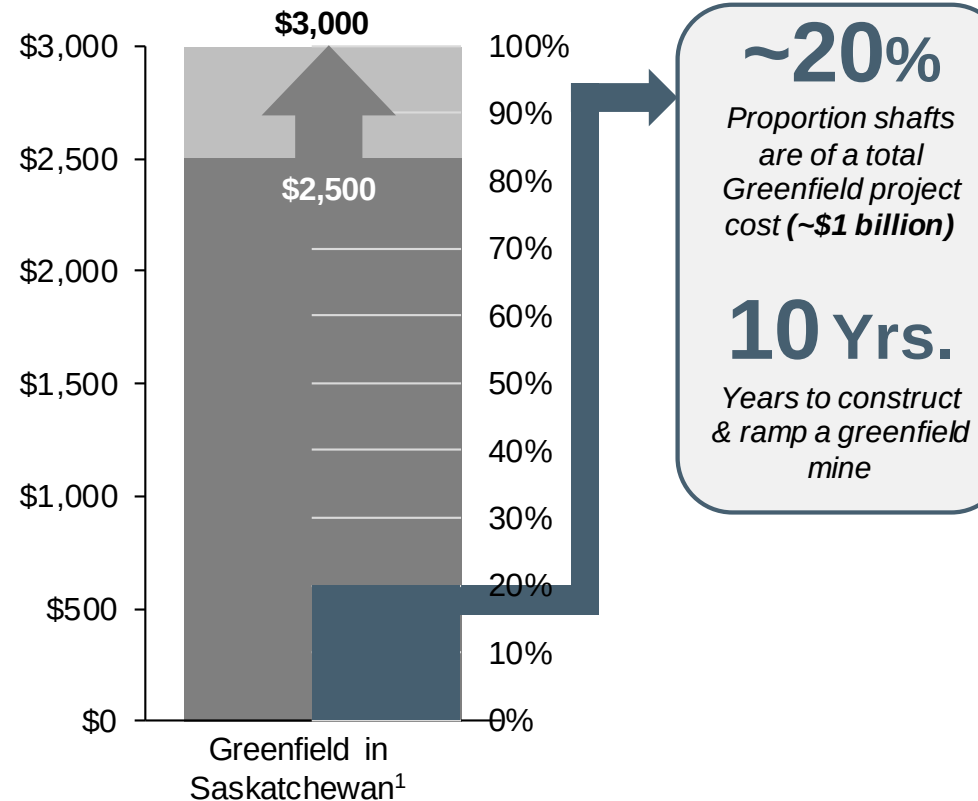
1. Assuming production ranges of 14Mmt to 16Mmt.

2. Not inflation adjusted.

Nutrien Growth Opportunities Beyond 18Mmt

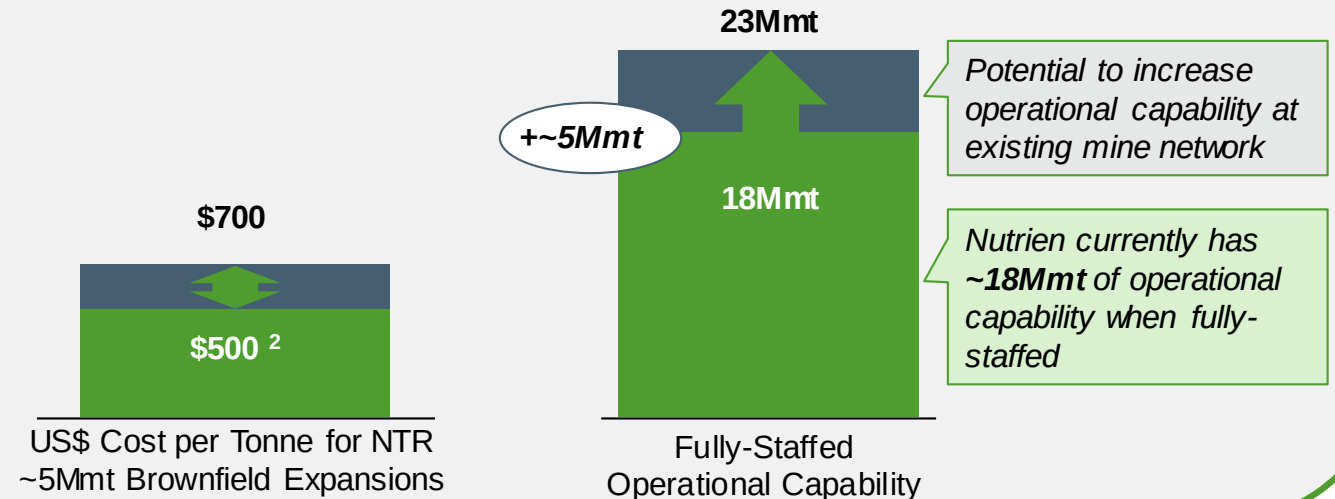
Continuing to evaluate the timing of ~5Mmt of additional Brownfield opportunities which can be brought on in increments as needed, cheaper and quicker than any other potash project currently being discussed

Industry Expansion Capital Intensity US\$ Cost per Tonne



Nutrien™

- ✓ Brownfield capacity can be brought on in increments as needed at lower-costs and more rapidly than greenfield developments
- ✓ The ability to efficiently expand production at our lowest-cost assets as demand grows is a significant strategic and competitive advantage for Nutrien



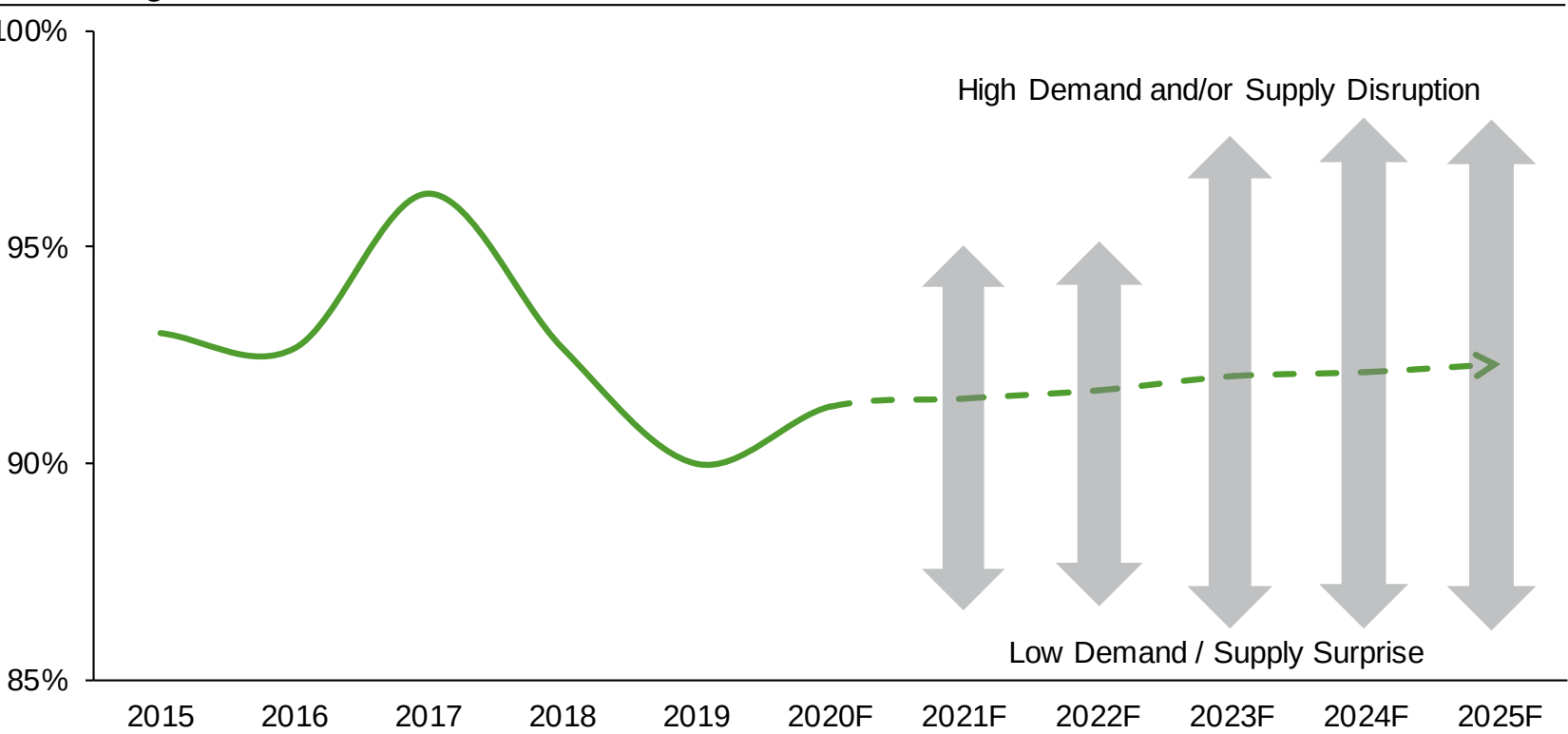
1. Estimates for a conventional underground 2 million tonne greenfield mine in Saskatchewan, including rail, utility systems, and port facilities.

2. Previous Nutrien expansions required additional shafts, mills, and major infrastructure. Current estimates to achieve 23Mmt do not require the same magnitude of major capital projects and will be spread across multiple sites with varied time to market (average <4 years); Nutrien brownfield based on weighted average of expansion projects.

Potential to shift production higher in a strong demand environment to maintain market balance

Global Potash Utilization of Operational Capability (excludes NTR)¹

Percentage



Global Potash Utilization Sensitivity

Deploying +1 Mmt of Nutrien's available capability is estimated to impact global potash utilization by ~1.5%

Range of global utilization depending on Nutrien's strategic marketing decisions; assumes market share range of 18% to 22%

1. Forecast range represents Nutrien's ability to utilize existing and available operational capability. Periods 2020 to 2025 are Nutrien's projections.

Nutrien Potash – Best Positioned Globally

Potash actions expected to deliver ~\$200M and ~\$300M of value under our control in 2023T and 2025T respectively, with potential of additional benefit from rising potash prices

~+\$200M

Value
created
to **2023T**

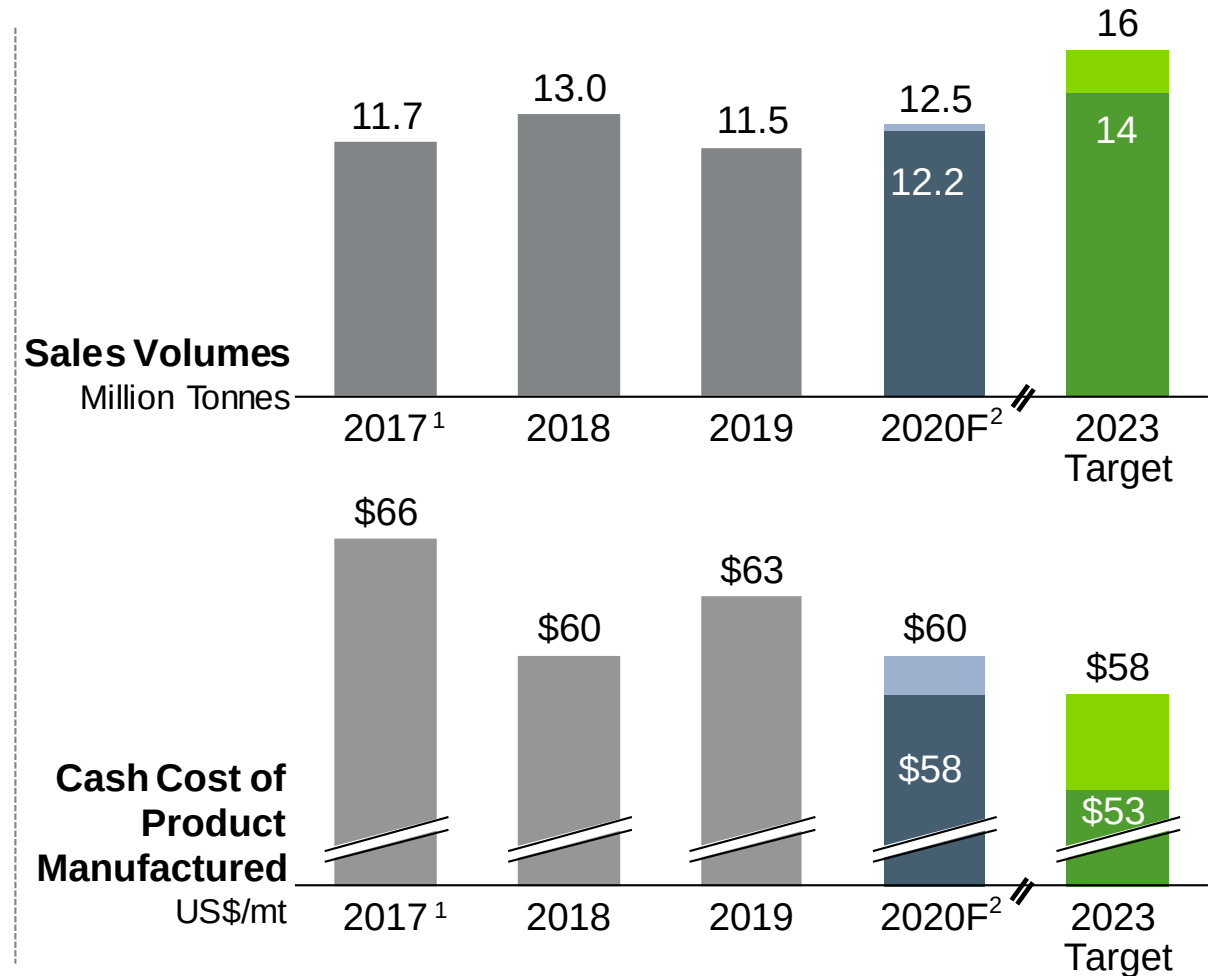
~+\$300M

Value
created
to **2025T**

~\$300M

Annual Benefit
from \$25/mt
Price Increase

- Expect global potash demand to grow at historic rates
- Nutrien has multiple levers to grow potash earnings
- ~6 Mmt of capacity available within our mine network
- Additional ~5 Mmt of low-cost brownfield opportunities



1. 2017 represents the historical combined results of PotashCorp and Agrium.

2. Represents 2020 guidance assumptions as provided on November 2, 2020

Note: Value created represents a single point within a range of benefits of lowering potash cash COPM excluding inflation and increased sales volumes at an average of \$100/mt gross margin, compared to 2020F.

Value and Price increase benefit does not include the impacts of Provincial Mining & Other Taxes.

Nitrogen & Phosphate

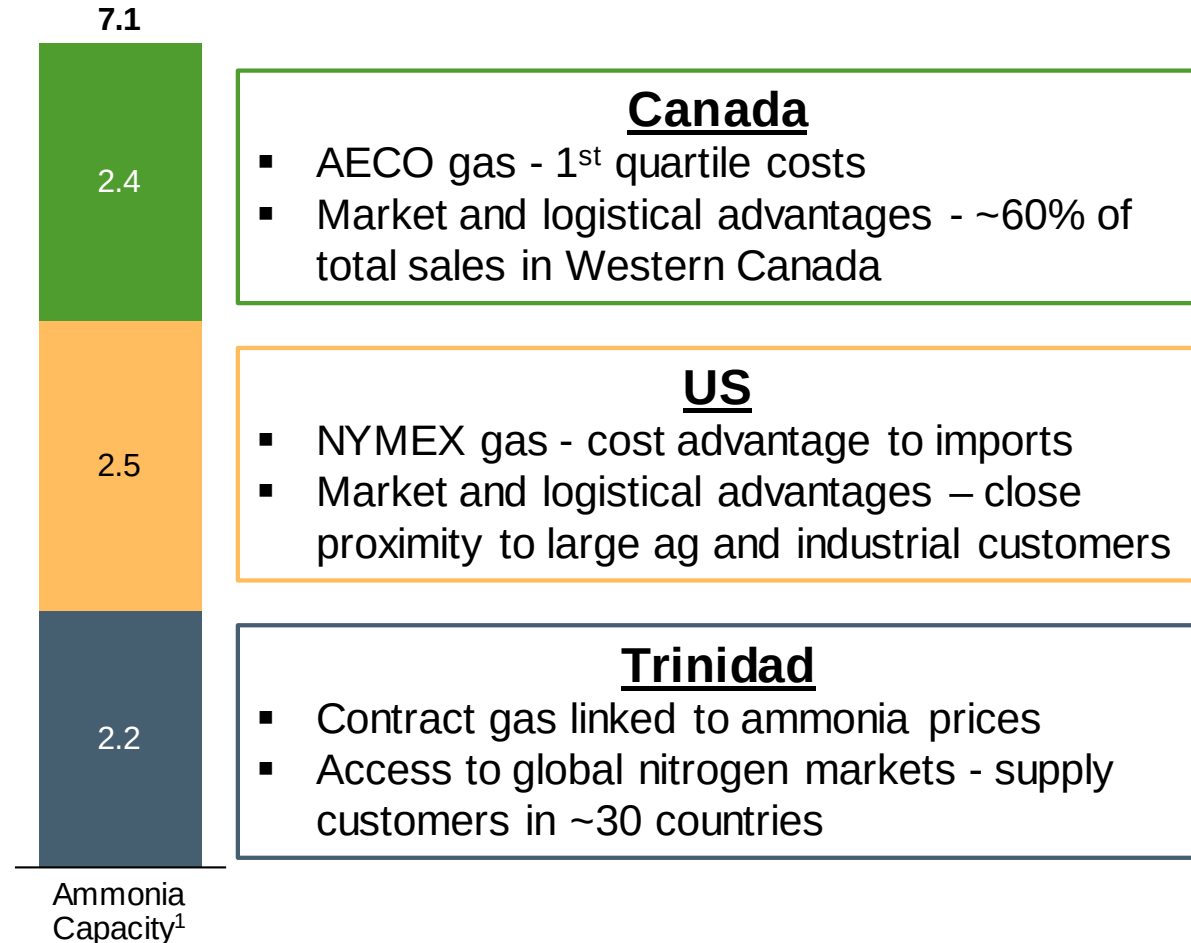
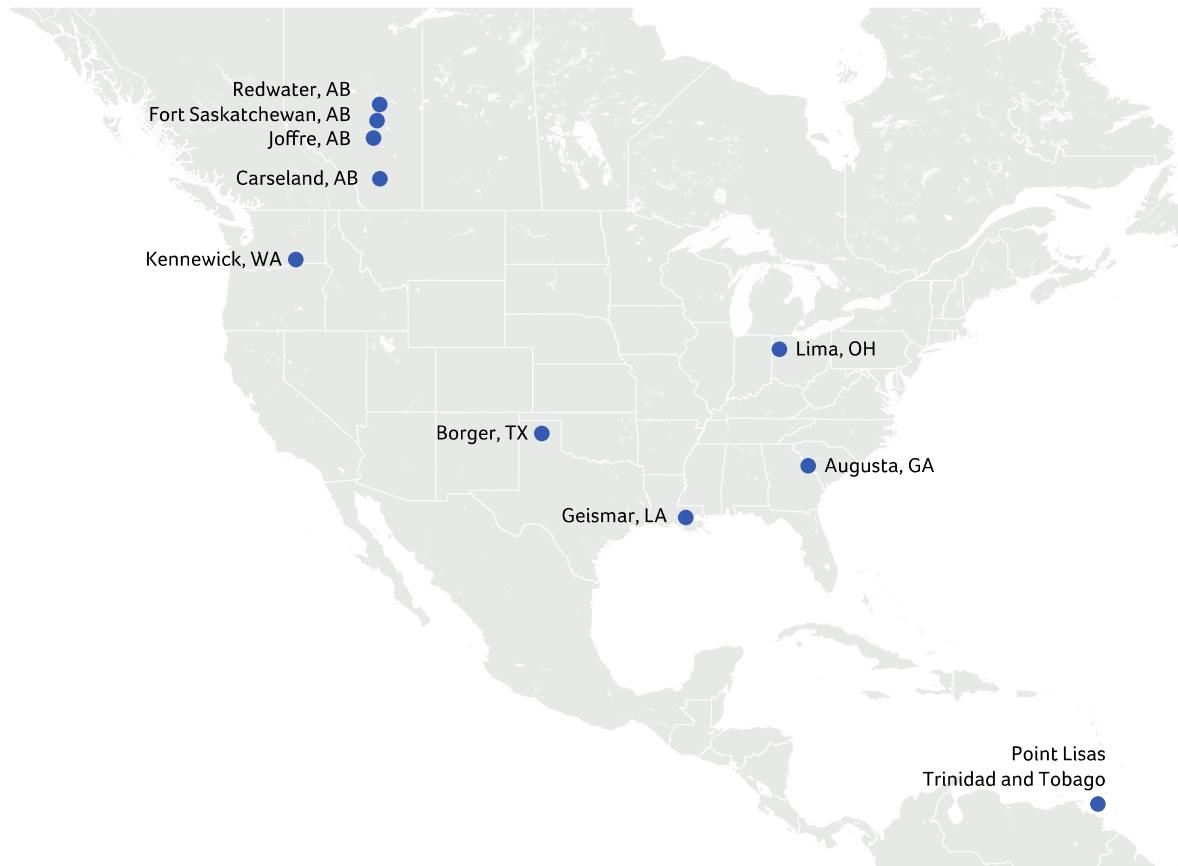
Operational Excellence and a Strategic Focus on ESG

Raef Sully, Executive Vice President & CEO of Nitrogen and Phosphate



November 30, 2020

Diverse, low-cost asset base, provides platform for growth in supplying North American and global markets.



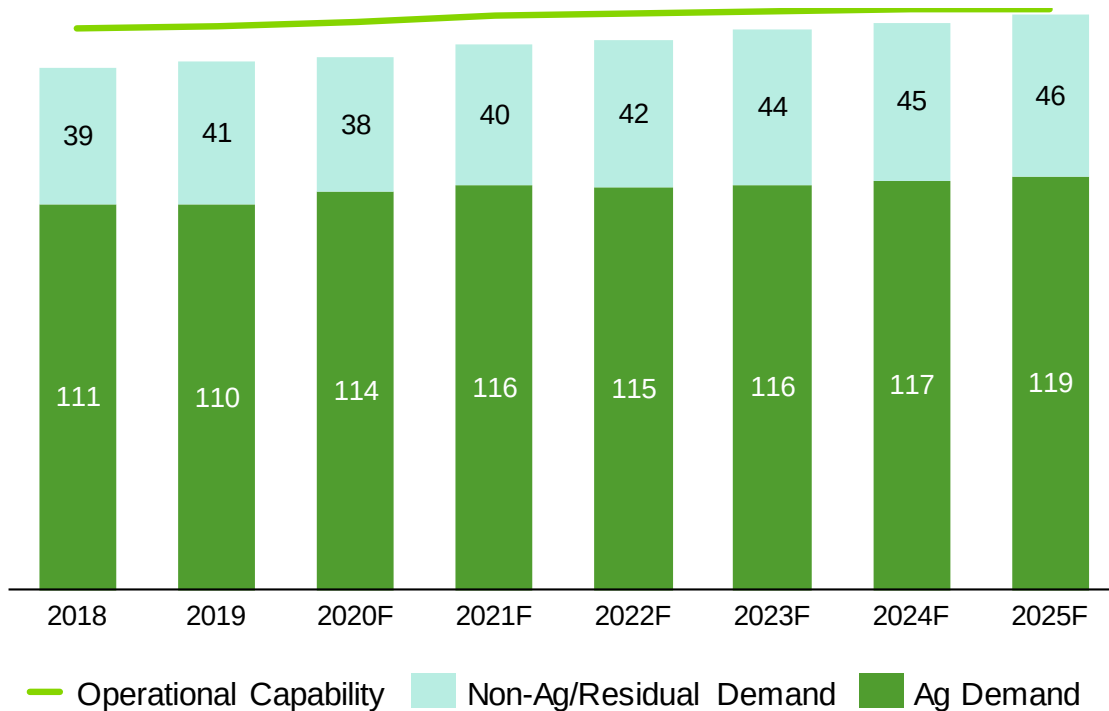
1. Million metric tonnes of gross ammonia including allowances for normal operating plant conditions. Trinidad capacity includes ammonia plant that is indefinitely curtailed.

Favorable Nitrogen Fundamentals

Nutrien assets well positioned on the cost curve. Provides strong cash flow through cycle and opportunity for growth as fundamentals expected to improve.

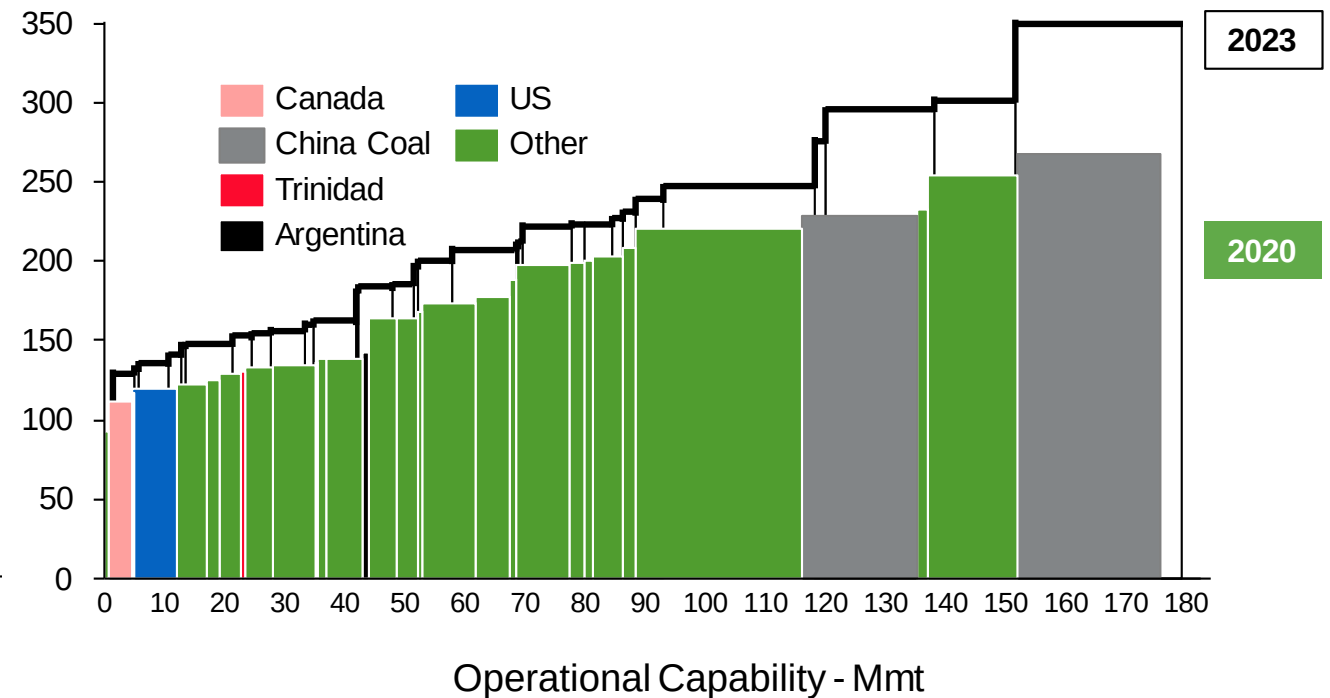
Nitrogen S&D

Million Tonnes of N Basis



Global Urea Production Cost Curve FOB

US\$ per Tonne



1 Enhance Reliability, Efficiency and Productivity

- Short-payback projects that improve safety, increase uptime and plant efficiency
- Reduce Trinidad costs and maintain operational flexibility

2 Execute Brownfield Expansion Opportunities

- High return, low risk brownfield projects at existing North American sites
- Focus on product mix optimization and flexibility

3 Amongst Industry Sustainability Leaders

- Expand production of Sustainable products (low carbon ammonia, ESN®, DEF)
- Reduce carbon footprint through energy efficiency, carbon capture and abatement projects

2023 Targets

96%
Ammonia
Operating
Rate¹

~\$42/mt
Ammonia
Controllable
Cash COPM

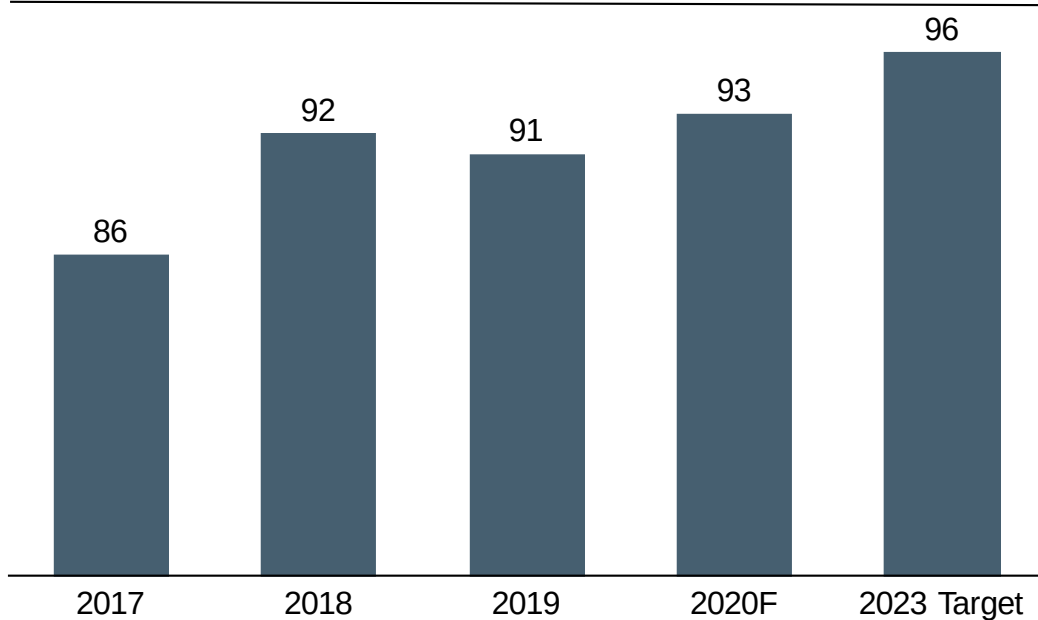
11.5-12.0Mmt
Manufactured
Product Sales

>1Mmt
CO₂e emission
reduction²

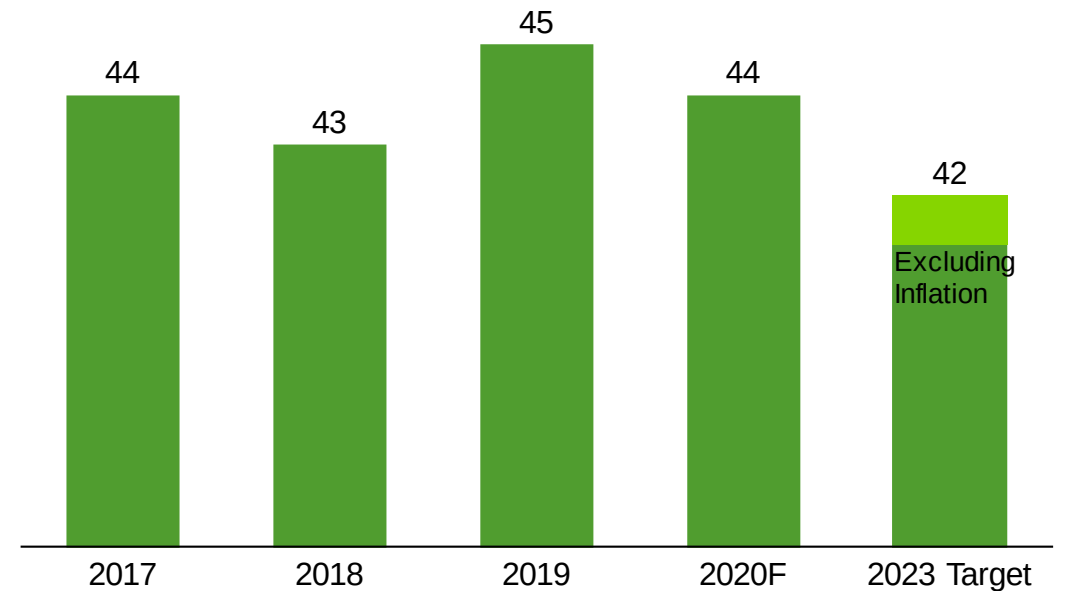
1. Excluding Trinidad and Joffre
2. Estimated CO₂e equivalent reduction from abatement and efficiency projects

Continuous improvement initiatives are expected to deliver ~\$100M of annual incremental EBITDA by 2023.

Ammonia Operating Rate - %¹



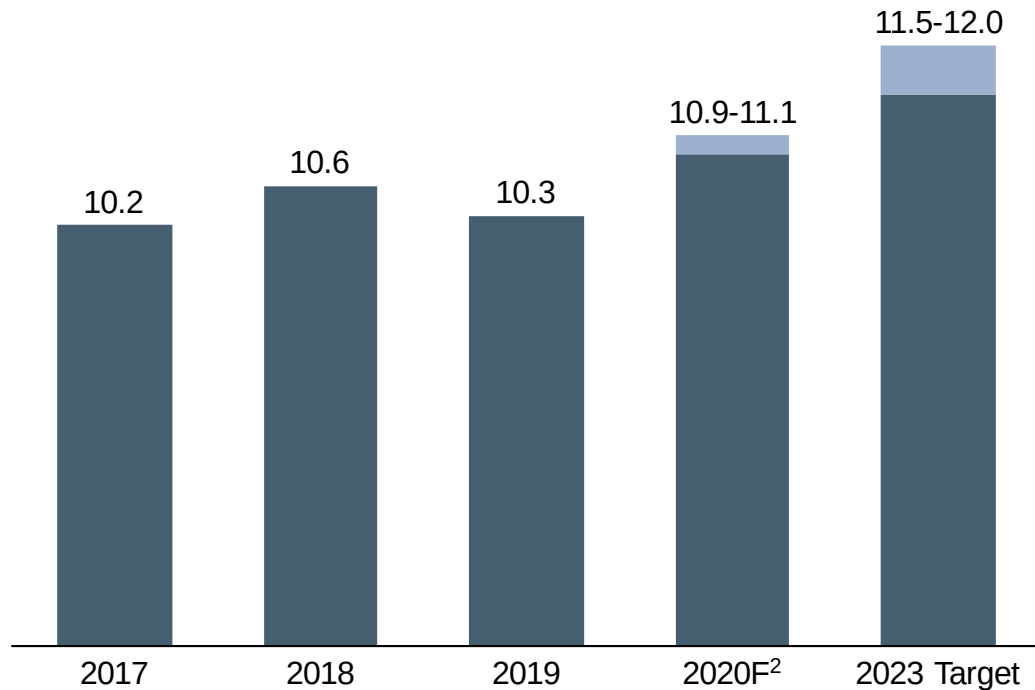
Ammonia Controllable Cash COPM US\$ per Tonne



1. Excluding Trinidad and Joffre

Investing in high return, low risk projects to deliver ~\$100M EBITDA¹, additional potential in future.

Nitrogen Manufactured Product Sales Million Tonnes



Expansions completed /underway 2018 to 2021

- ~1Mmt of gross product capacity
- ~\$330M projected investment

Potential Future Expansion Projects

- ~ 700Kmt of gross product capacity (projects under review)
- Future Projected cost under consideration ~\$300-350M

Multiple levers to reduce direct emissions and expand production of low carbon ammonia and other sustainable products.

Emission Reductions

>1Mmt

**CO₂ emission reduction
by 2023¹**

- ~\$50M investment in abatement projects
- Ongoing energy efficiency and reliability projects that reduce emissions intensity

Low Carbon Ammonia

~33%

**Ammonia sales currently
from low carbon production**

- Well positioned to supply emerging end-use markets
- Evaluating Green Ammonia pilot projects

Sustainable Products

~30%

**Growth in ESN[®] and DEF
sales (2018-2023F)²**

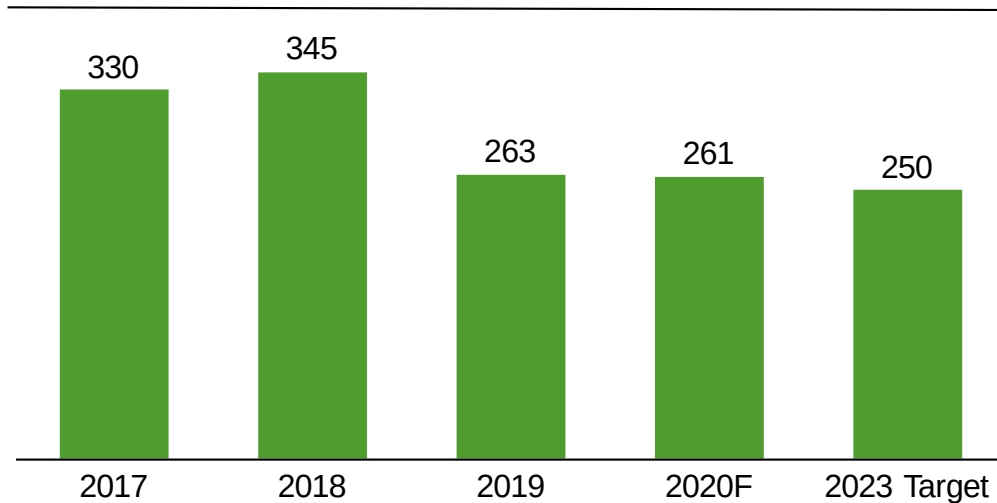
- Focus on nitrogen efficiency products that improve uptake and reduce environmental loss
- Expanding DEF production (reduces NO_x emissions from diesel engines)

1. Estimated CO₂ equivalent reduction from abatement and efficiency projects

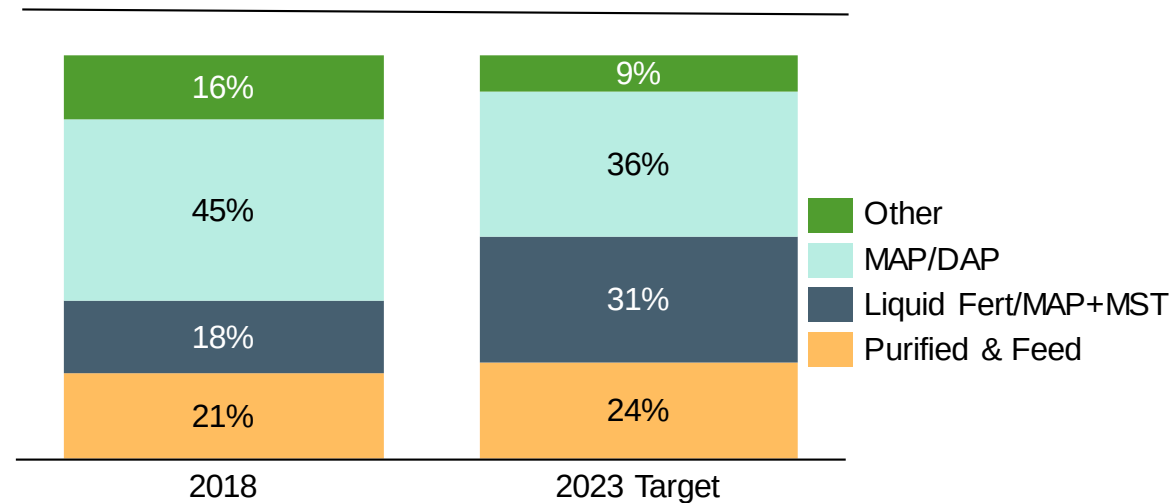
2. Forecast ~1.3Mmt of ESN and DEF sales in 2023

Consolidation of Phosphate operations has driven down controllable costs and reduced capital spend. Focus on optimizing product mix and free cash flow.

P₂O₅ Controllable Cash COPM¹ - US\$/MT



Phosphate Product Mix - %



2023 Targets

95%
P₂O₅
Operating
Rate

~\$50M
Continuous
Improvement
Savings

~55%
Sales of Higher
Margin Products²

1. P₂O₅ controllable cash cost of product manufactured represents our production costs excluding depreciation and amortization, sulfur input costs, and other adjustments. We use this non-IFRS financial measure to assess our operational performance as this excludes effects of production from other periods, long-term investment decisions, supporting a focus on the performance of our day-to-day operations.
2. Includes Purified, feed, liquid fertilizer and MAP + MST volumes.

Expected growth in earnings driven by controllable factors and improving market fundamentals.

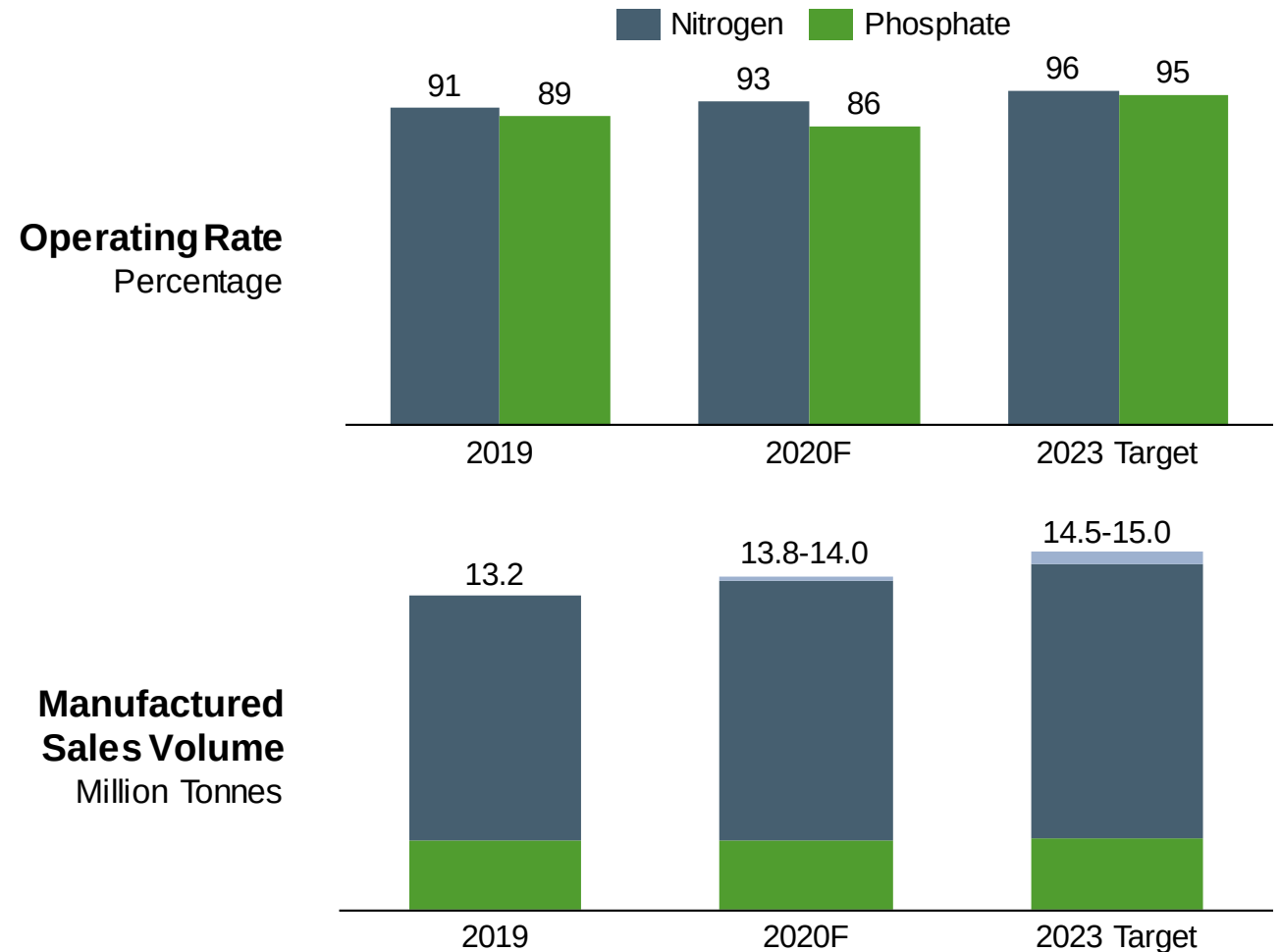
~\$200M

Value created from
factors in our control to
2023T

~\$350M

Annual Benefit
from \$25/mt
Price Increase

- Favorable Nitrogen fundamentals
- Multiple avenues to grow earnings that are within our control
- Will be amongst the industry sustainability leaders





Nutrien
Ag Solutions

Nutrien Investor Day 2020

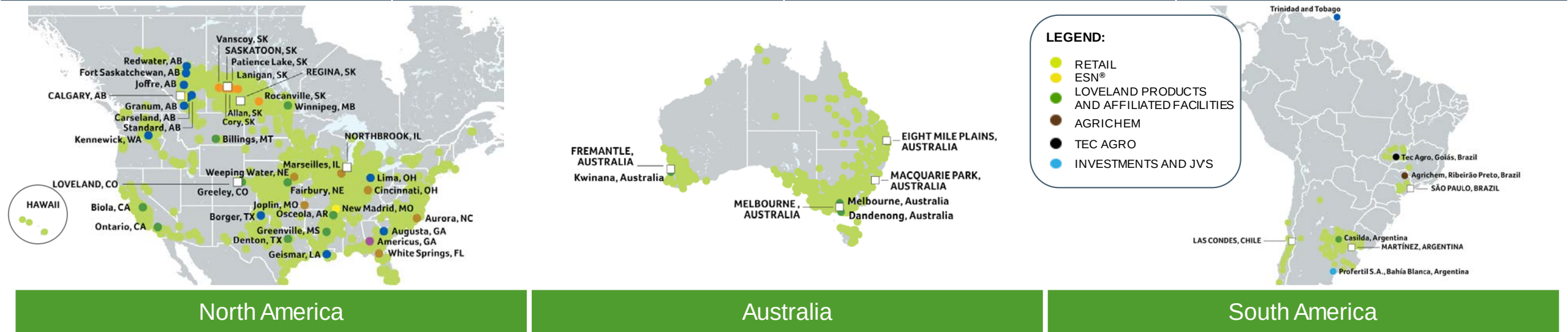
Growing Our World From the Ground Up

Mike Frank, Executive Vice President & CEO of Retail

November 30, 2020

World's Largest Ag Retail Footprint Providing Unparalleled Access for Farmers Around the Globe

>2,000 Retail Locations	>3,400 Crop Consultants	>500,000 Grower Accounts	>100 Crops Serviced
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North American Advantage

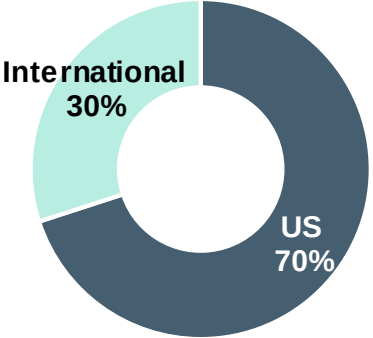
~21%

US Ag Retail
Market Share and Growing

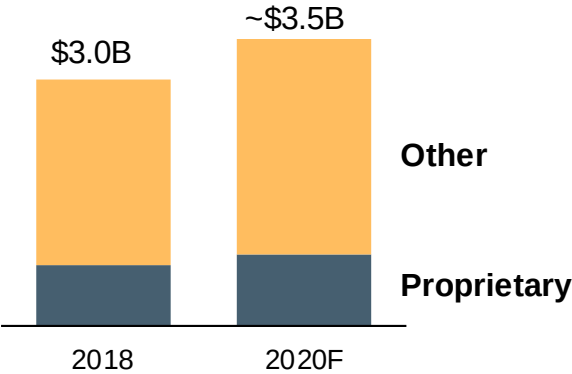
6.3Mmt
Storage Capacity

>1,800
Distribution Points

Adjusted
Retail
EBITDA
Mix¹



Gross
Margin
Mix



1. Expected Adjusted EBITDA mix in 2020.

Favorable Grower Economics Support Growth

Retail margins tend to be relatively stable but changes in acreage and global crop prices will influence results



US Retail Adj. EBITDA Leverage to Acreage

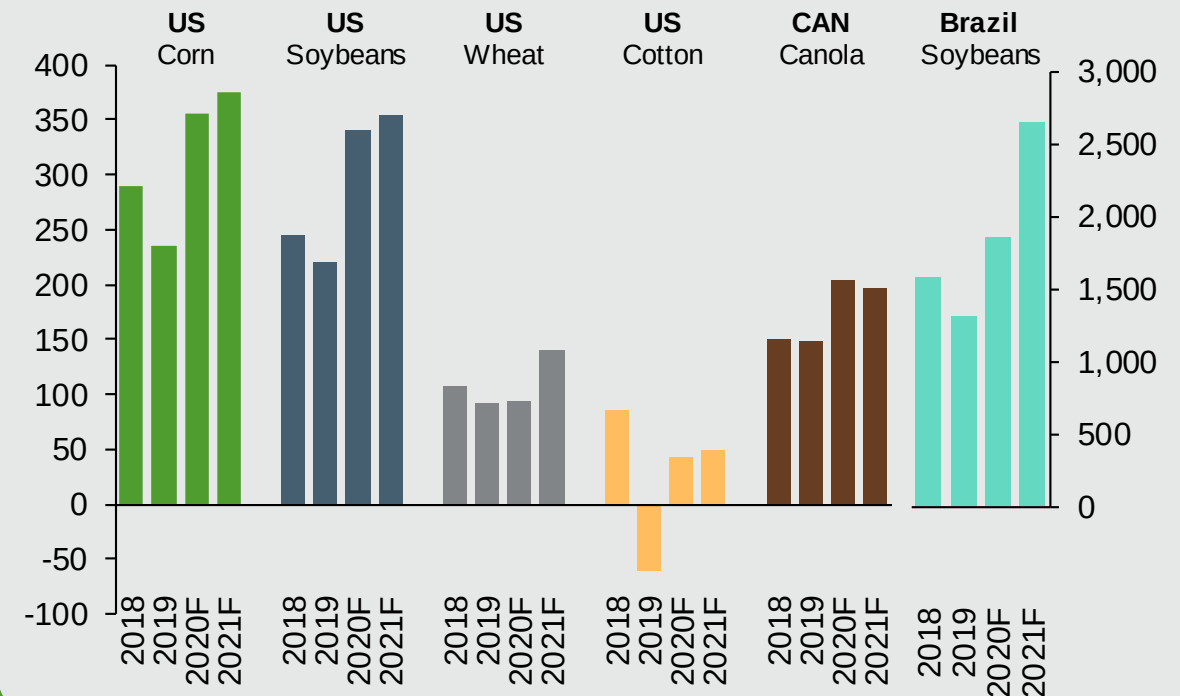
	Adj. EBITDA /1M acre shift US	Expected Adj. EBITDA Impact 2021F	Expected acreage Change	2020 US Acreage	2021F US Acreage
Corn	~ \$6 million	~\$3 million	+0.5M	91M	90-92M
Soybean	~ \$3 million	~\$15 million	+5M	83.1M	87-89M
Cotton	~\$9 million	~\$9 million	+1M	12.1M	12.5-13.5M
Total Other	~ \$3 million	~\$5 million	+2M	136.1M	~139M

Retail results are further supported when crop prices are higher

- ✓ Higher discretionary spend supports volumes & margins
- ✓ Expanded acreage in outside of the US
 - Brazil: soybeans/corn/sugar
 - Australia/Canada: wheat/canola

Key Crop Grower Cash Margins

Local Currency Margin/Acre

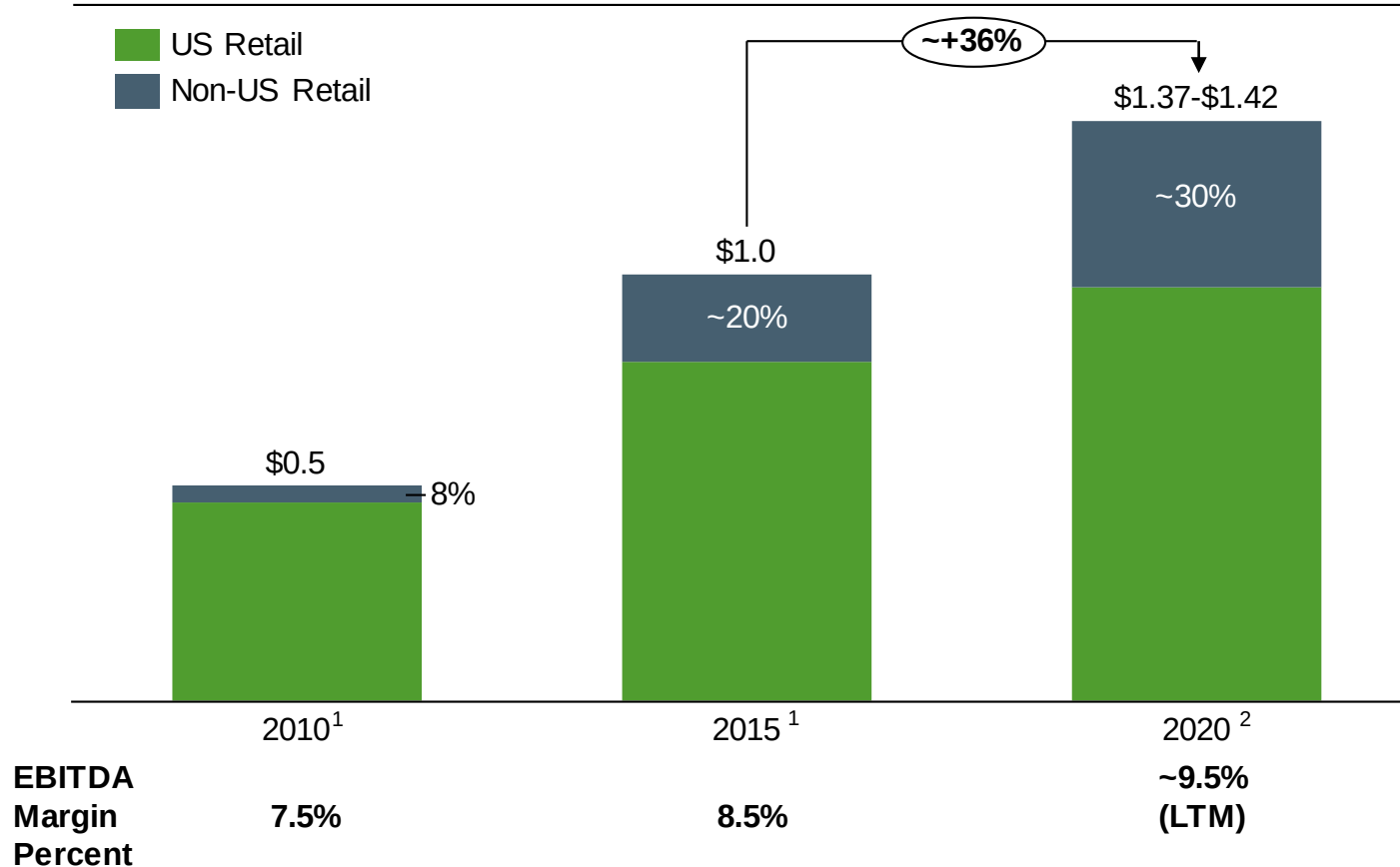


Nutrien Ag Solutions Continues to Deliver Growth and is Increasingly Diversified

Growing EBITDA from multiple paths and diversifying to create opportunity and reduce risk

Nutrien Ag Solutions Adj. EBITDA

US\$ Billions



- Delivering earnings growth through the cycle, from organic growth (incl. investments in technology, private label) & accretive acquisitions
- Non-US Retail now accounts for ~30% of total Retail earnings

Nutrien Ag Solutions Australia

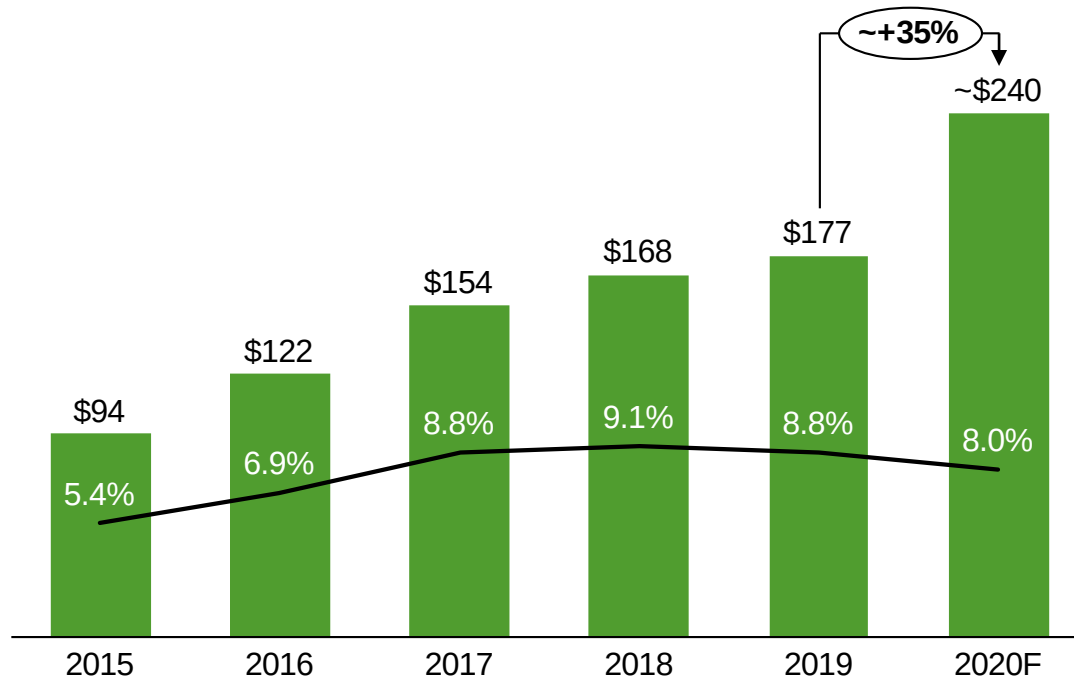
Solid Execution and Market Leader

*Integration of Ruralco is well ahead of schedule and we have identified \$50M of annual run rate synergies.
Expect a return to historic margin levels post integration*

Nutrien Ag Solutions Australia Adjusted EBITDA

US\$ Millions

— Adjusted EBITDA Margin % of Sales



\$50M

Annual run rate synergies expected by the end of 2021F

Achieved \$30M of synergies ahead of schedule and have a clear line of sight on an additional \$20M of synergies

Ruralco

5.6x Post synergy multiple announced at previous \$30M synergies

3rd Largest Ag retailer in AUS

~250 Retail operating locations

"We continue to realize the benefits of this strategic acquisition in both geographic and product sales diversity"

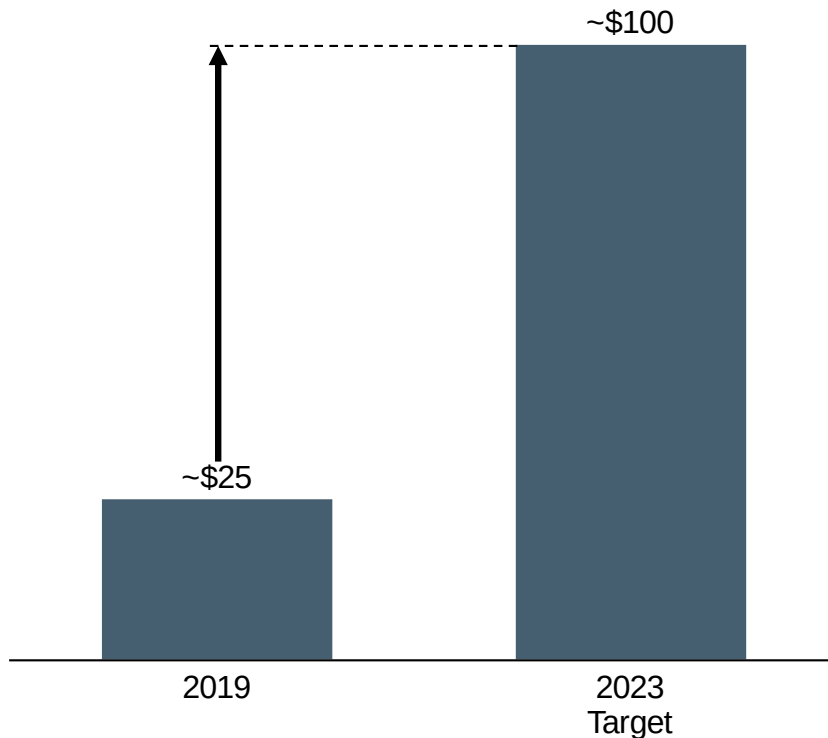
Nutrien Ag Solutions Brazil

Network Expansion: Targeting \$100M Adj. EBITDA by 2023

Continued execution of our Brazil growth strategy, expanding our Retail network and breadth of products and services offered

Brazil Retail Acquisitions & Pipeline

Adj. EBITDA US\$ Million



Current Status

\$500M

Expected annual
normalized run-rate
revenue

>25

Retail locations

>10%

Expected Adj. EBITDA
margins 2020F

Completed Acquisitions



- ✓ Specialty plant nutrition
- ✓ 12 million liters annual capacity



- ✓ 25 years in Brazil
- ✓ 8 retail branches
- ✓ US \$200M sales
- ✓ Largest branded soybean seeds business in Brazil



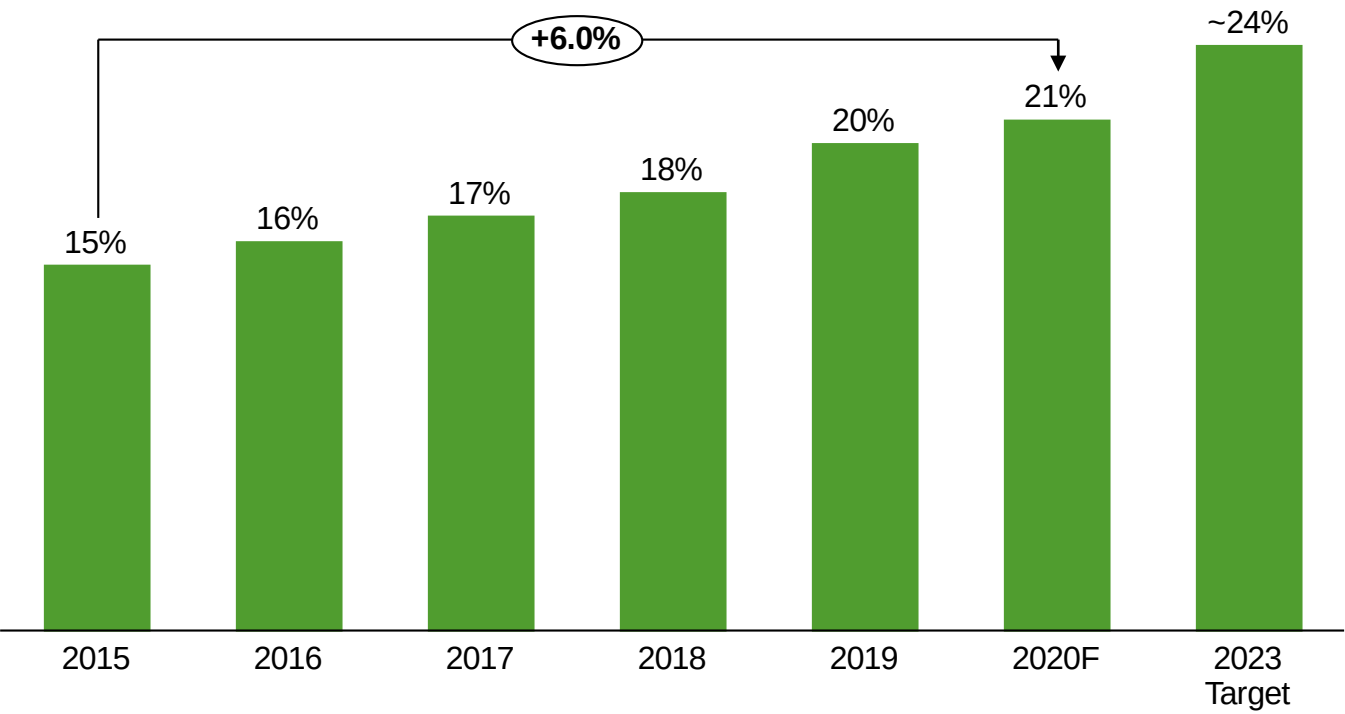
- ✓ 30 years in Brazil
- ✓ 12 farm centers
- ✓ US \$60M sales

Nutrien Ag Solutions US

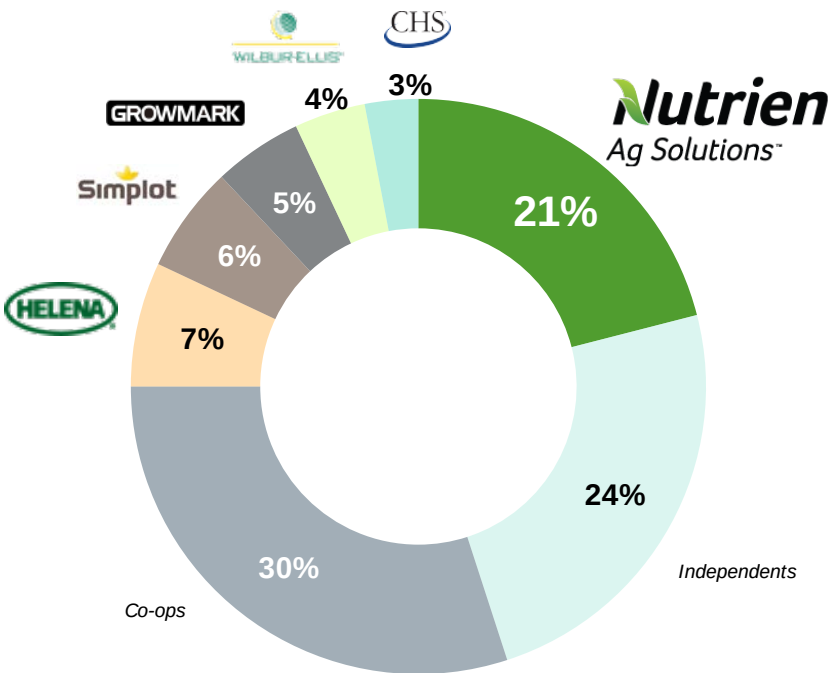
Delivering Value through Organic and Tuck-in Growth

Nutrien has increased US market share by ~1 percent per year through a combination of tuck in acquisitions and organic growth. We continue to target 25-30% beyond 2023

Nutrien Ag Solutions US Market Profile
Percent



US Ag Retail Industry Profile

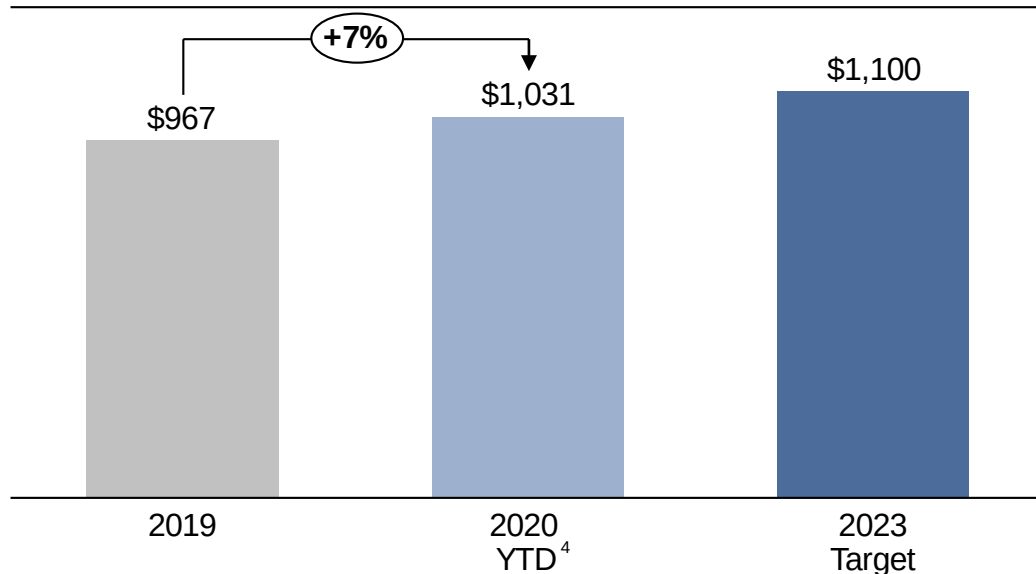


Growth From Accretive Acquisitions & Optimization Through Consolidation

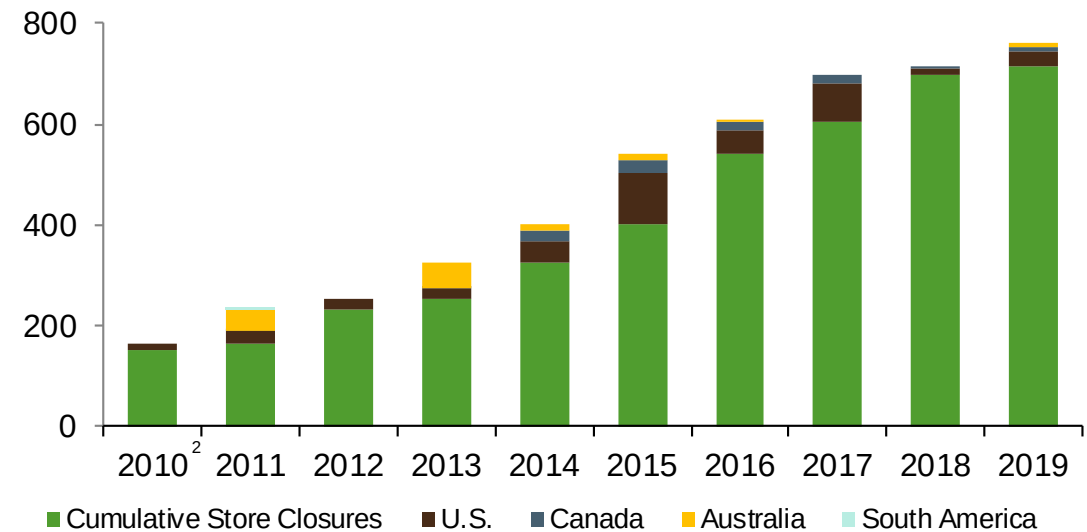
Global Tuck-in Acquisitions^{1,3}

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
# of Locations Acquired ¹	33	59	22	32	26	76	44	53	64	409
Annual Sales ¹ (US millions)	\$210	\$477	\$128	\$192	\$190	>\$500	~\$300	~\$400	~\$450	>\$2,800
Annual Adjusted EBITDA ¹ (US millions) (Year 1)	\$27	\$49	\$12	\$32	\$20	~\$35	~\$23	~\$40	~\$40	>\$270

US Retail Adj. EBITDA per Location Thousand US\$



Cumulative Global Store Closures & Consolidations Retail Locations



1. Excludes Actagro, Ruralco and other acquisitions not considered tuck-ins.

2. 2010 cumulative closures represents the period of 2006 to 2010.

3. 2011-2016 is based upon Agrium Inc. financials. 2017 based on the combined historical information as presented in our 2018 Annual Report. 2010 to 2017 figures are presented as Retail EBITDA. 2018 to 2019 are presented as Retail Adjusted EBITDA.

4. Represents rolling four quarter results as of Sep. 30, 2020.

Driving Organic Growth & Margin Improvement: Investing in the Infrastructure to Revolutionize Ag Retail

Investing in foundational capabilities to lead the transformation of Ag Retail and drive organic growth of ~3% going forward

Customer base

Customer share

Margin expansion

1

Proprietary Product Expansion



Further grow our line
of proprietary
products

2

Optimize Assets



Optimizing the US's
largest Ag retail
chain & distribution
network

3

Digital



Revolutionizing Ag
Retail with the
leading integrated
digital platform

4

Nutrien Financial



Building customized
solutions that support
customer retention
and business growth

5

Sustainability



Support Growers in
Navigating
Challenges of Ag
Sustainability

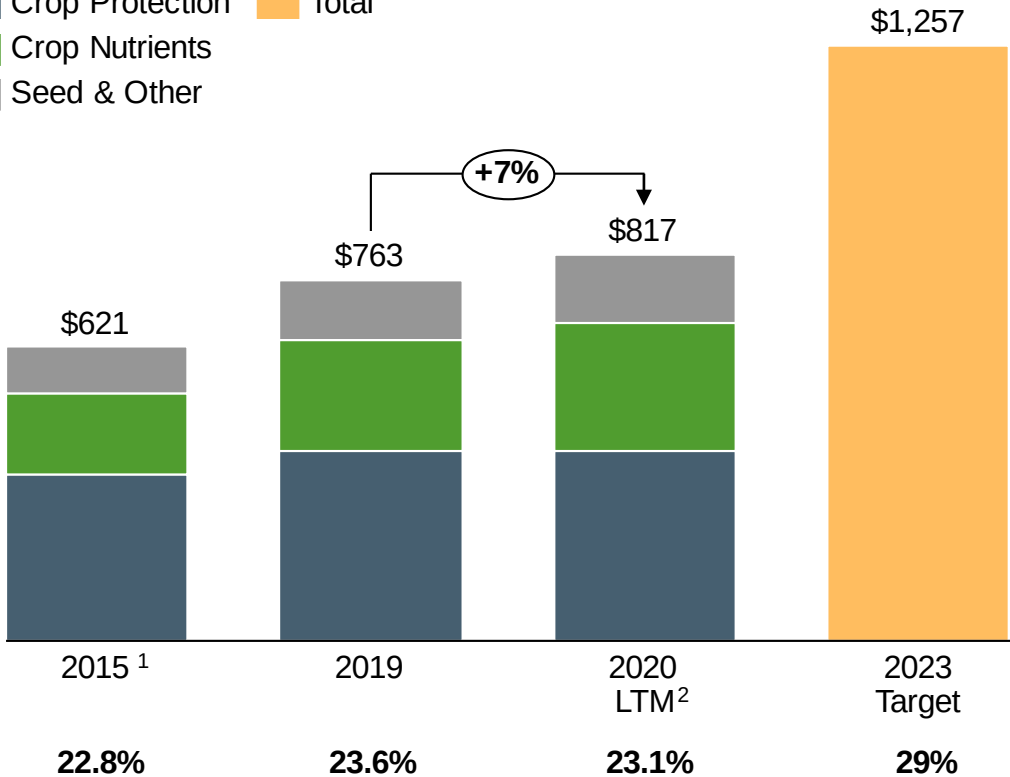
Proprietary Products: Uniquely Positioned to Drive Substantial Margin Expansion

Our proprietary portfolio differentiates our product offering, enhances margins and creates an integrated business model

Proprietary Gross Margin

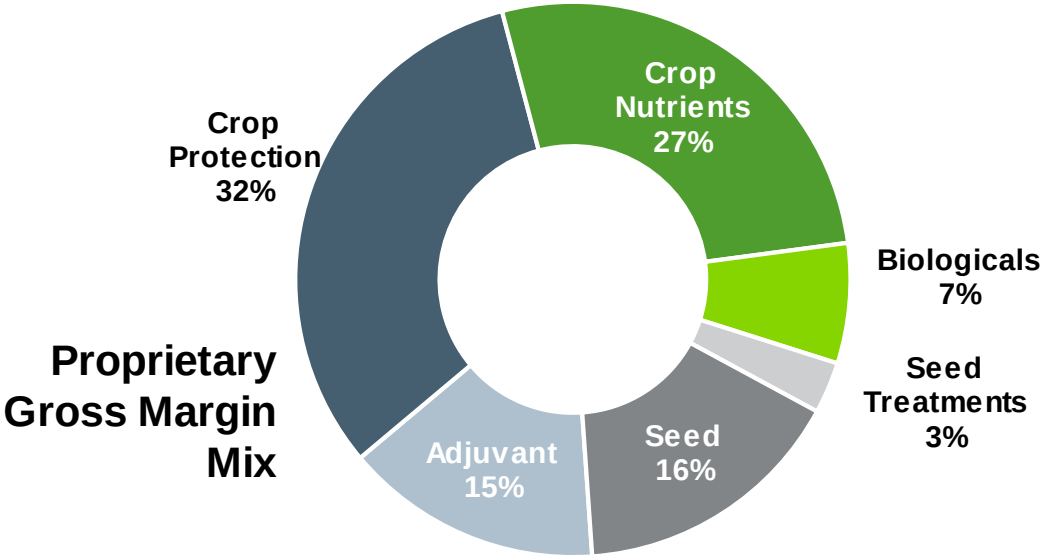
US\$

Crop Protection Total
Crop Nutrients
Seed & Other



~2x
the margin and a long runway of growth in product and geographic offering

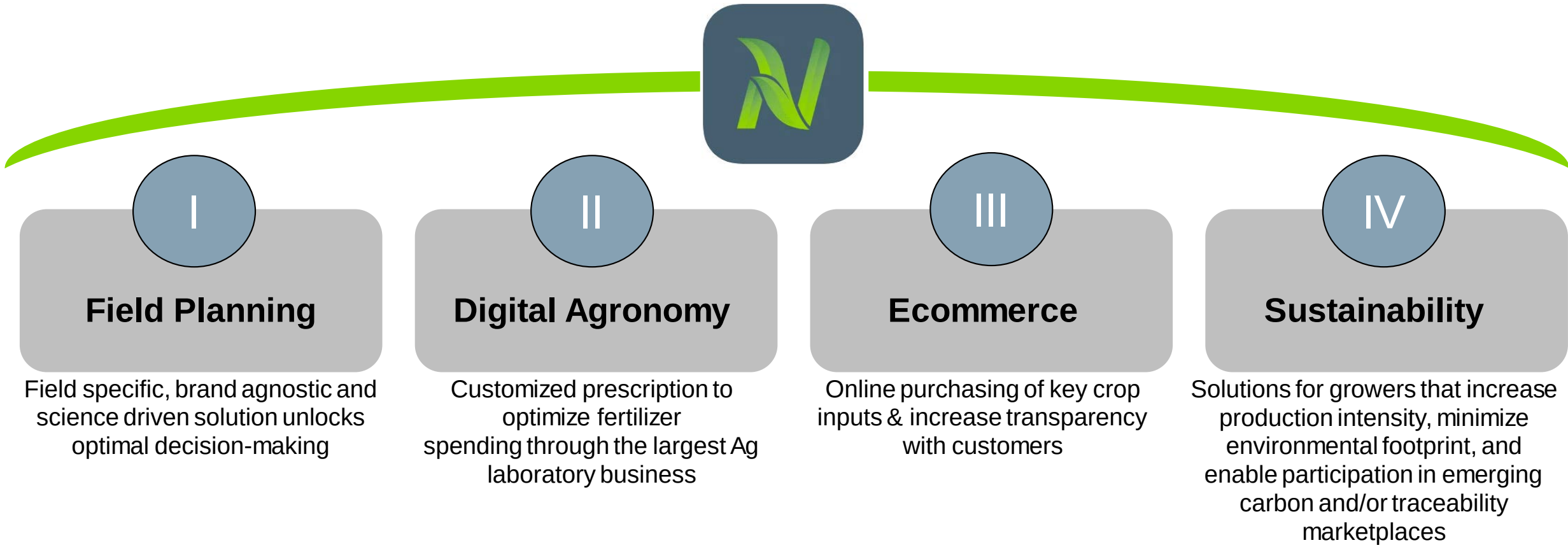
>2,000
Proprietary Product formulated for specific geographic conditions and variability **including Natural Biologicals & Nutritional solutions**



1. 2015 is based upon Agrium Inc. financials
2. Last twelve months (LTM) for the period ended September 30, 2020

Nutrien Digital Ag Solutions:

Your Farm is in Your Hands



Holistic Digital Solutions: Plan – Seed – Grow – Harvest – Sustain

[PRODUCTS](#)[SERVICES](#)[SPECIALTY](#)[WHOLESALE](#)[SUPPLIERS](#)[ABOUT US](#)[FIND A LOCATION](#)[DIGITAL HUB LOGIN](#)

Welcome to Your Digital Hub

At Nutrien Ag Solutions, we understand how important it is for you to stay connected with your sales representative and agronomist. That's why we've created this one-stop shop for secure, online support – whenever and wherever you need us. This tool provides innovative ways to stay connected, allowing us to help you manage your farming operation and continue to be a valued partner for your growing business.

Reasons to take advantage of the Digital Hub:

- Ag-focused, local weather stories
- Payment options and details, including pre-pay and scheduling
- Invoices and statements
- Product information, SDS and labels
- Online ordering and purchase history
- Field-level insights (US only)

Creating an account is easy with our step-by-step instructions. Once completed, we invite you to explore the many features available to help make your farming operation more productive and profitable.

CREATE AN ACCOUNT

[Sign Up Here](#)

ACCESS YOUR ACCOUNT

[Sign In to Existing Account](#)

Product
Information



Online
Ordering



Field-Level
Insights



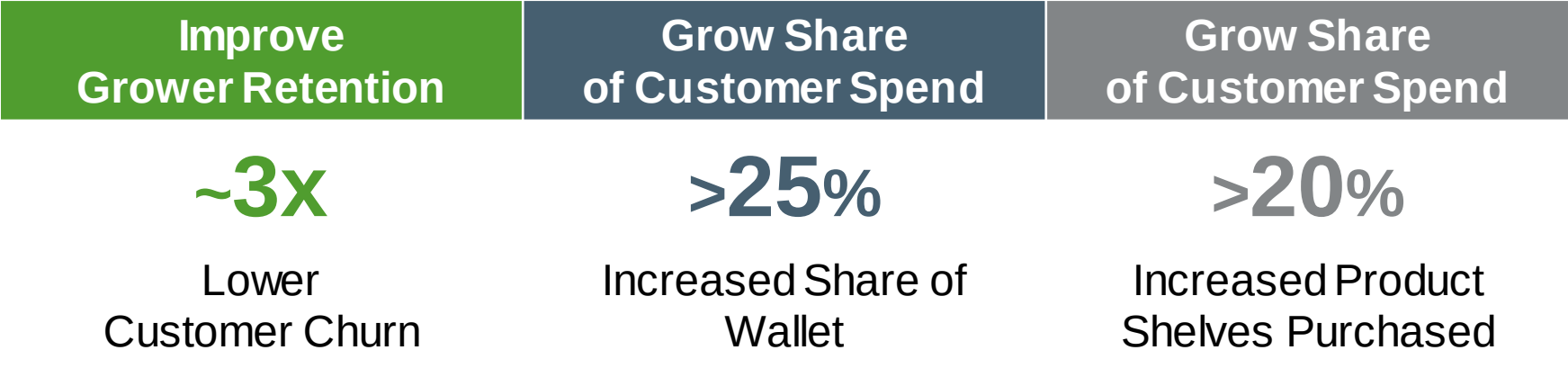
Weather
Stories



Statements
& Invoices

Nutrien Digital Ag Solutions: Driving Growth & Value

Digitally Engaged Accounts have a much higher spend than non-digitally engaged accounts





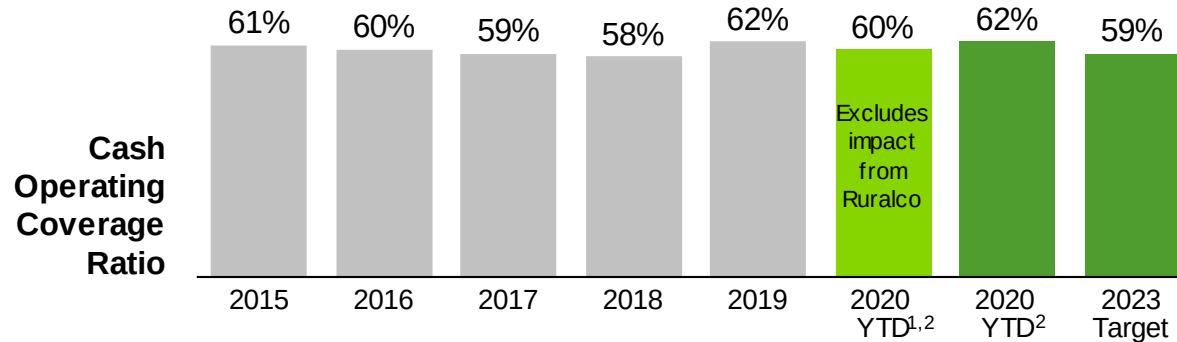
**Drives organic growth
in sales and margins
&
Creates customer value**

<u>Digital Sales % of Retail Sales²</u>	
2019	~3%
2020 YTD	~11%
2023 Target	~50%

1. Represents the characteristics of a customer who uses traditional means of purchasing versus results from customers who use our digital platform.
2. Represents North American Sales.

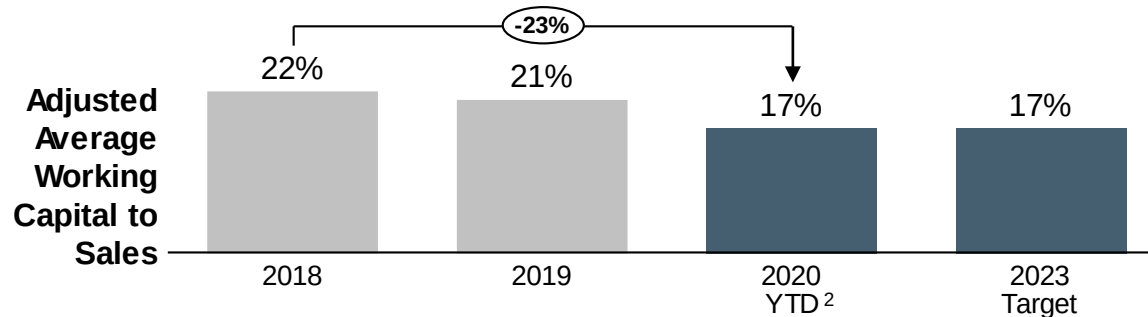
Driving Efficiency and Optimization to Create Value

Lower Operating Coverage Ratio



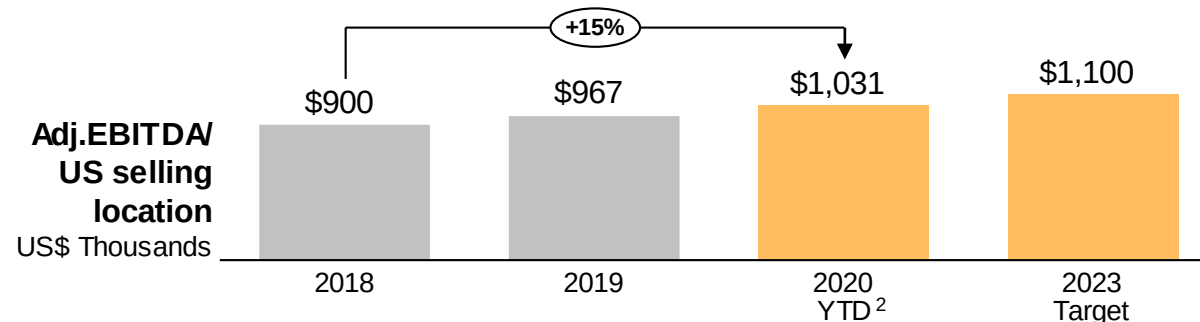
Optimization and efficiencies expected to contribute ~\$100M EBITDA/year by 2023

Reduce Working Capital



Monitoring and optimizing working capital globally

Optimize the Footprint



Improving earnings per location, Target >3%/yr organic growth

1. This is a non-IFRS financial measure calculated as Retail Cash Operating Coverage Ratio adjusted for operating expenses excluding depreciation and amortization of Ruralco and Gross Margin excluding depreciation and amortization of Ruralco.
2. As reported on September 30, 2020, which is a rolling four quarter result.

Nutrien's Differentiated End-to-End Carbon Program

We Have Assembled the Critical & Unique Building Blocks to Deliver Sustainability Outcomes at Scale



Trust-based planning with growers

- **Building on Nutrien's trusted advisor relationship and long-term partnerships** with growers
- **Part of our full acre farm planning focus** to help growers sustainably increase ROI



Grower specific carbon recipe

- **Proprietary Nutrien "recipe"** of practices and inputs from industry leading suppliers and our **suite of proprietary products**
- **Digitized crop planning**, leveraging field data and soil sampling to establish baseline



On-farm agronomy support and advice

- Year-round **agronomic support**, from application services to in-season guidance on crop management
- Variable rate **prescriptions and custom fertilizer blends**, continuing Nutrien's 4R excellence



Streamlined data collection & easy validation

- **Digital platform to seamlessly collect data** at the farm and field levels
- **Validation of emissions reductions**, with agronomic modeling and in-field data points (e.g. soil sampling)



One stop monetization

- **Grower payout**, with Nutrien managing every aspect of carbon credit sales with its partners
- **Carbon credit management** integrated with Nutrien's digital platform

Nutrien's Carbon Program: Multiple Sources of Value & ROI for Growers

Grower value

Profitability

Making **every acre more profitable** with **proven efficient agronomic practices** and the creation of a new cashflow stream

An Incremental Asset

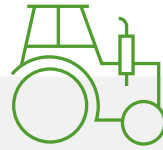
Incremental recurring revenue stream expected to appreciate over time as carbon markets grow and the **price of carbon rises** and open **new downstream market opportunities** for growers based on sustainable production attributes

Sustainability Leadership

Supporting growers to adopt practices and use of inputs that **drive long-term ag sustainability benefits**

Operational Resiliency

Enables growers to economically **satisfy increasingly stringent downstream sustainability requirements** and adapt to **rapidly evolving compliance and regulatory landscape**



Agronomic practices



Slow/controlled release fertilizer and N inhibitors



Other value added products¹



Variable rate fert. application & improved timing



Low/no-till cropping



Cover cropping



~\$30 potential per acre

Increased agronomic profitability (before carbon credits and may vary significantly based on existing practices).



~1-2 tonnes CO₂e/acre² (~\$20/acre)

reduced or sequestered, depending on grower practices adopted — an incremental revenue stream that could be worth **+\$10-\$20** per tonne as voluntary markets grow

1. Such as micro-nutrients and biostimulants
2. Run-rate improvement

Nutrien's Carbon Program Expected to Deliver Value to Growers, Nutrien and the Ag Industry

Our Growers



Profitability

Making every acre more profitable with proven practices and the creation of a new cashflow stream from carbon monetization

Sustainability Leadership

Adoption of agronomic practices that support long-term carbon positive outcomes and ag sustainability

Operational Resiliency

Positions growers to economically satisfy downstream sustainability requirements and adapt to rapidly evolving compliance landscape

For Nutrien



Grower Loyalty

Partnering with growers to offer full-acre solutions that support long-term productivity, profitability and sustainability

Organic Growth

Unlocking the value of our full acre solutions: integrated digital platform, proprietary products, agronomy and field services, and our extensive distribution network

The Ag Industry



Carbon Credits at Scale

Leveraging Nutrien's access to the grower and geographic reach to scale climate solutions across North America and beyond, generating credits for ag and other industries

Agriculture as Climate Leader

Convening leaders across the value chain, from input manufacturers to food retailers to demonstrate agriculture's critical role in global sustainability

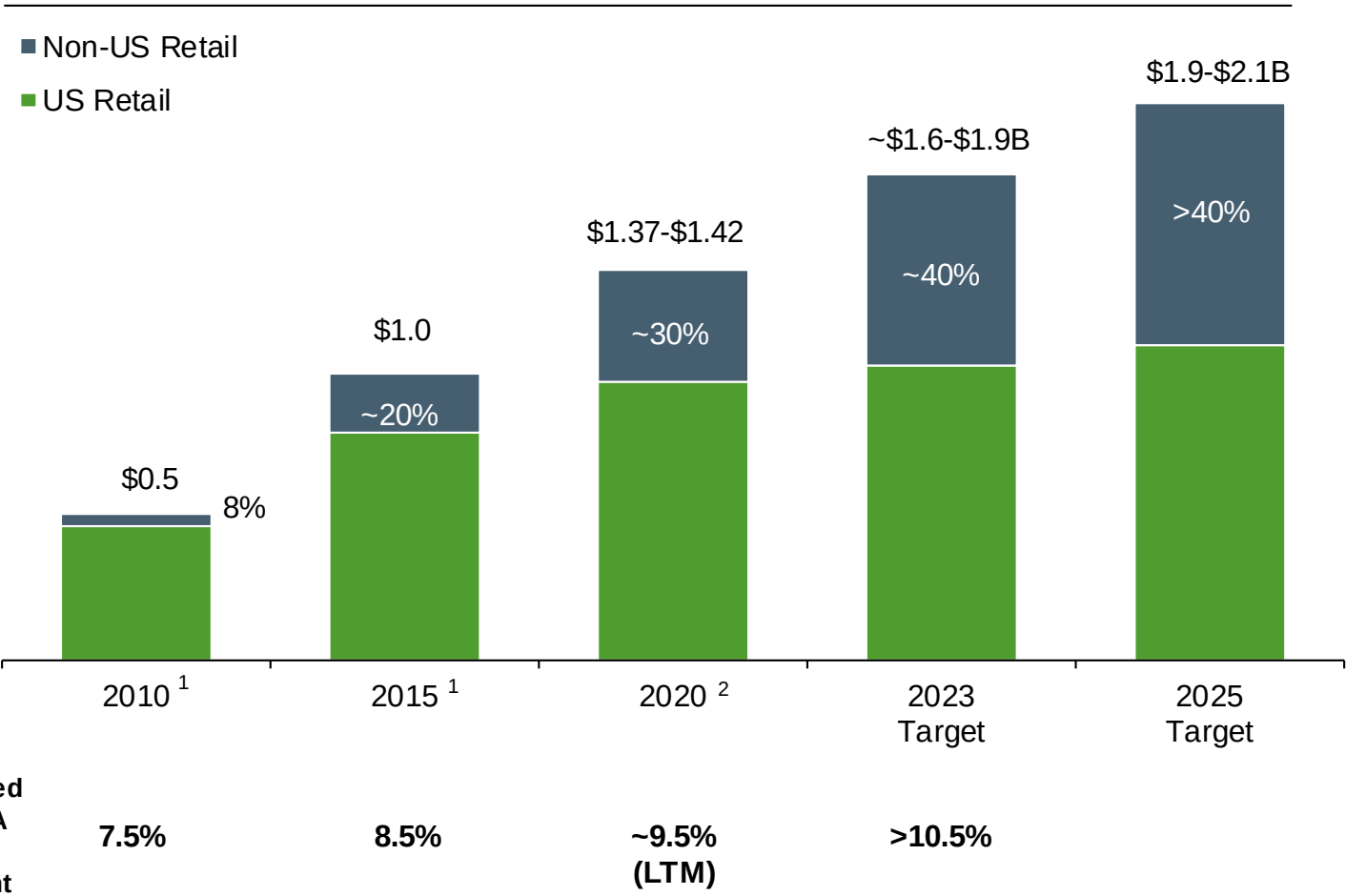
Industry Collaboration & Partnership

Opportunity to leverage technology and product offerings from various value chain partners, including early-stage ag-tech innovations, and satisfy common sustainability objectives

Nutrien Ag Solutions is Uniquely Positioned and Diversified with Multiple Paths to Grow and Create Value

Retail Adjusted EBITDA

US Billions



- Organic growth expected to contribute approximately 60% towards growth target
- M&A expected to account for about 40% of growth, half of which is expected to come from Brazil
- Target \$1.9 to \$2.1B in total Adj. Retail EBITDA earnings by 2025T

1. 2010 & 2015 Retail EBITDA and Retail Adjusted EBITDA margin for Agrium Inc..
2. Based on Retail Adjusted EBITDA guidance as provided in our news release November 2, 2020.



Finance

Providing Strategic Value to the Business

Pedro Farah, Executive Vice President & CFO

1. Strong balance sheet and cash generation
2. Disciplined and strategic approach to capital allocation
3. Focus on financial and operational KPI's

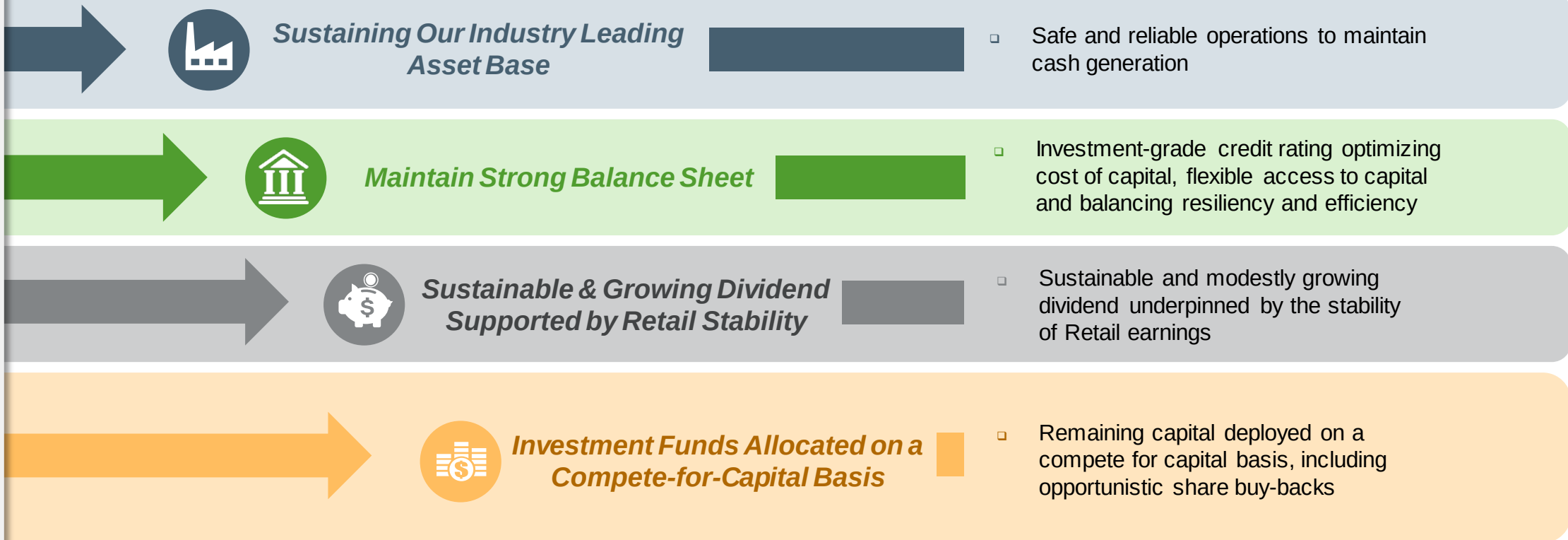


Best Positioned Company in the Ag Input Space: Financially & Strategically

Our capital allocation policy prioritizes sustaining our assets, preserving the strength and resiliency of our balance sheet, supporting a sustainable and growing dividend, and applying a rigorous compete-for-capital re-investment strategy to maximize shareholder value



NTR Capital Allocation Policy

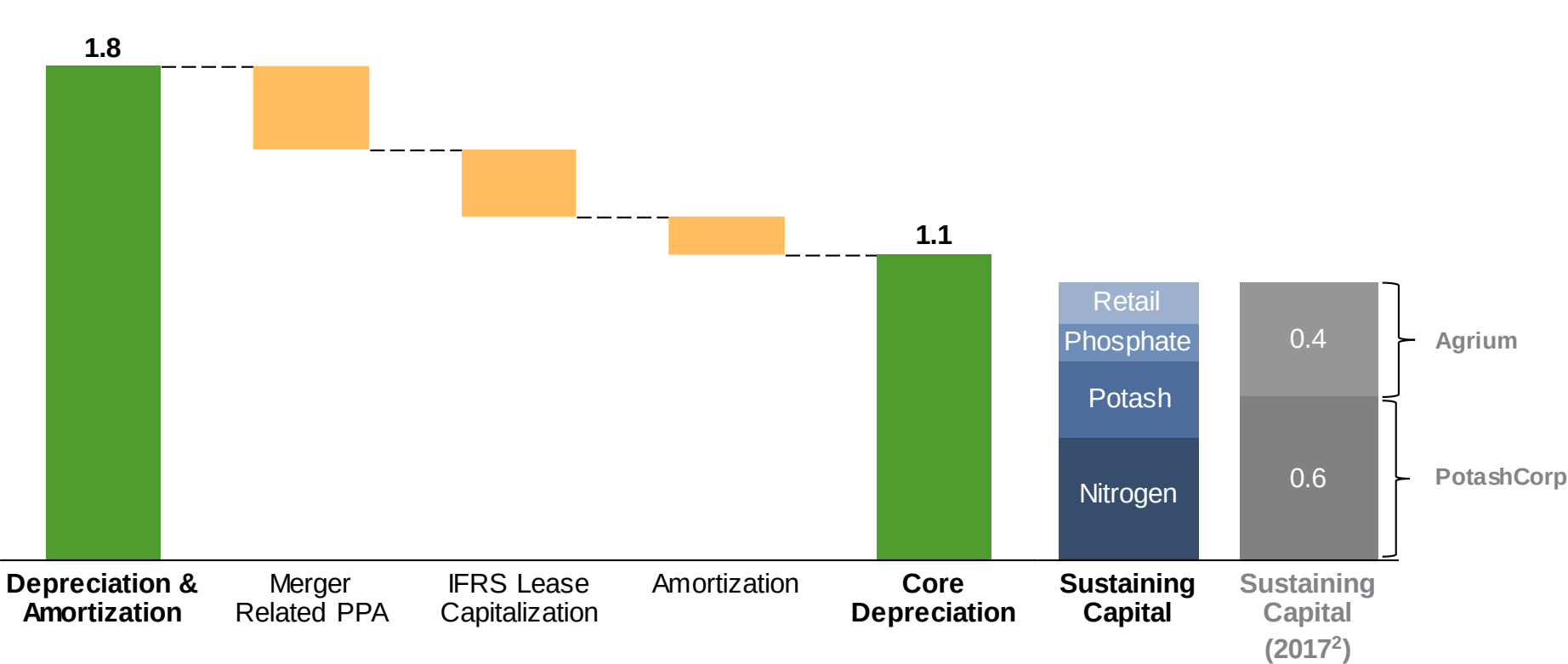


Sustaining our Industry-Leading Asset Base at a Similar Rate as Depreciation

Sustaining capital is expected to be in line with core depreciation¹

NTR Bridge to Sustaining Capital Spending (2019)

US\$ Billions

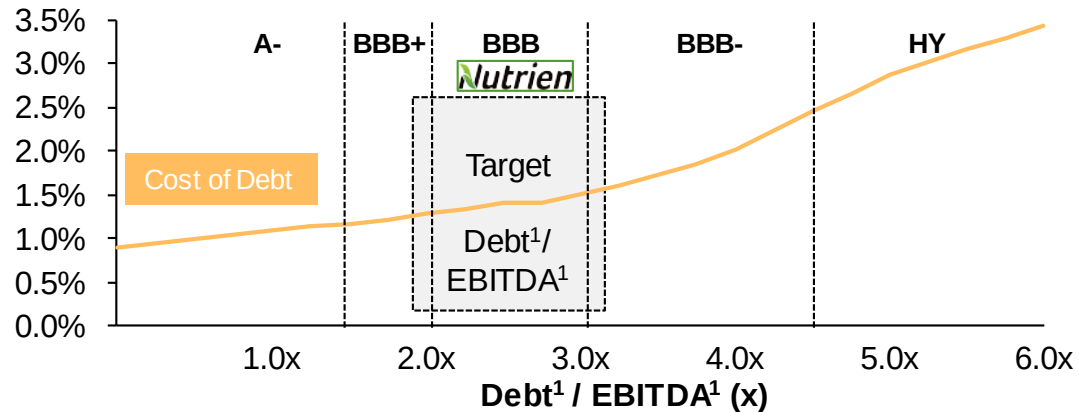


- **Sustain our assets** to ensure that we have safe and reliable operations to maintain cash generation
- Based on our existing asset base, we will **target sustaining capital at \$1.0 - \$1.2B on average through the cycle**, in-line with our core depreciation
- Total sustaining capital spending has **held constant** from pre-merger levels in 2017 at ~\$1.0B

1. Core depreciation represents depreciation related to tangible assets excluding leased assets and impact of fair value adjustments from the merger.
2. Represents the combined historical aggregate of Agrium Inc and PotashCorp as disclosed in Nutrien's 2018 annual report

Nutrien's BBB investment-grade credit rating provides reliable access to low-cost debt and minimizes our cost of capital

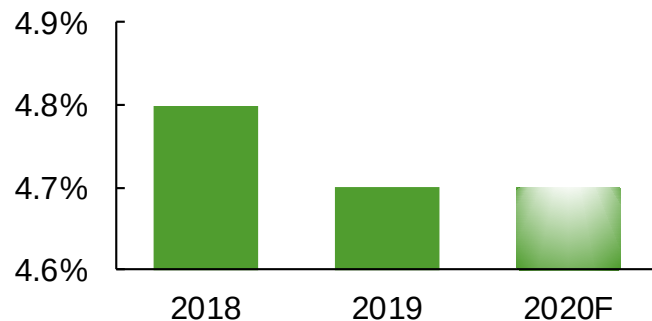
Target Credit Rating



Benefits at BBB

- Tight new issuance spreads in the US bond market
- Access to the Tier 2 CP market to efficiently fund seasonal credit needs
- Commercial benefits related to contracts & environmental liabilities

Weighted Average Long-Term Debt Rate (%)²



Nutrien has reduced its average cost of borrowing since 2018

Nutrien's Liquidity

- 1H20 was an extreme period of volatility in global financial markets
- Nutrien drew \$3.5B on its credit facilities in Q1'20 as additional liquidity, demonstrating the strength of its creditors
- Nutrien was also able to secure an additional \$1.5B of short-term credit to ensure ample liquidity

Nutrien Financial is the Branding of Long-Standing Financing Offered to Nutrien's Customers

As a captive finance company, Nutrien Financial's purpose is to provide flexible financing solutions to our customers, in support of agricultural product & service sales and to align grower crop cycles with cash flows

Benefits of Our Captive Finance Company

Grow Revenue

- Attract new customers
- Increase existing customer wallet share
- Reduce customer churn
- Support margins

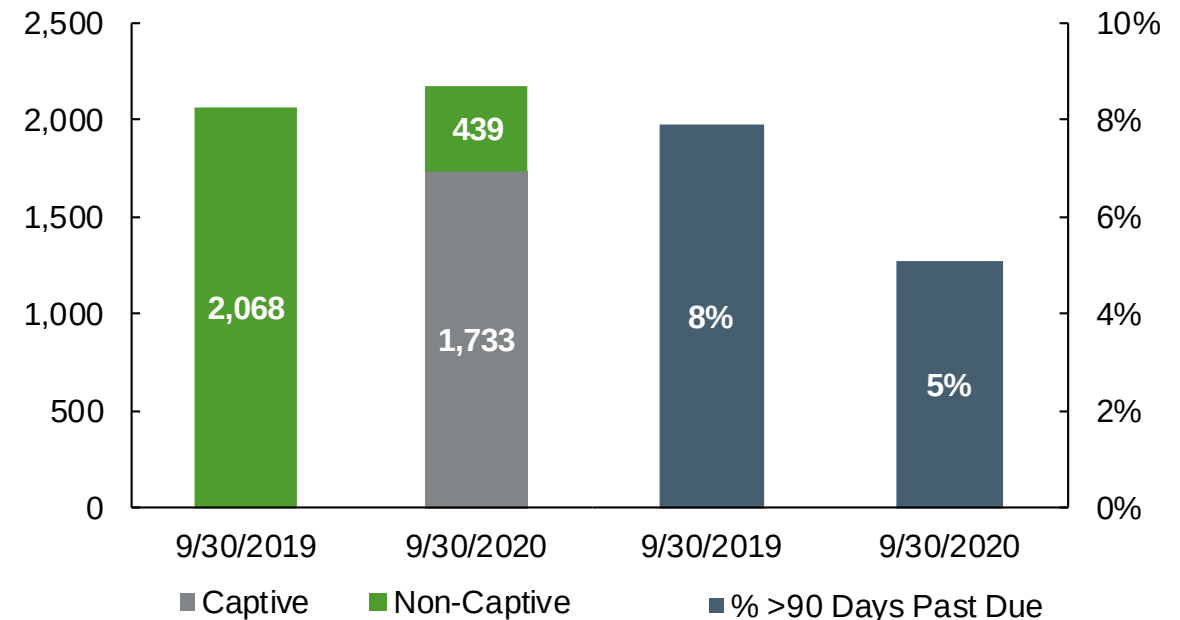
Optimize Balance Sheet

- Improvement in S&P debt metrics
- Reduce WACC
- Deploy freed funds toward greater value creating initiatives

Nutrien Ag Solutions Gross Accounts Receivables¹

US\$ Millions

% of Past Due A/R



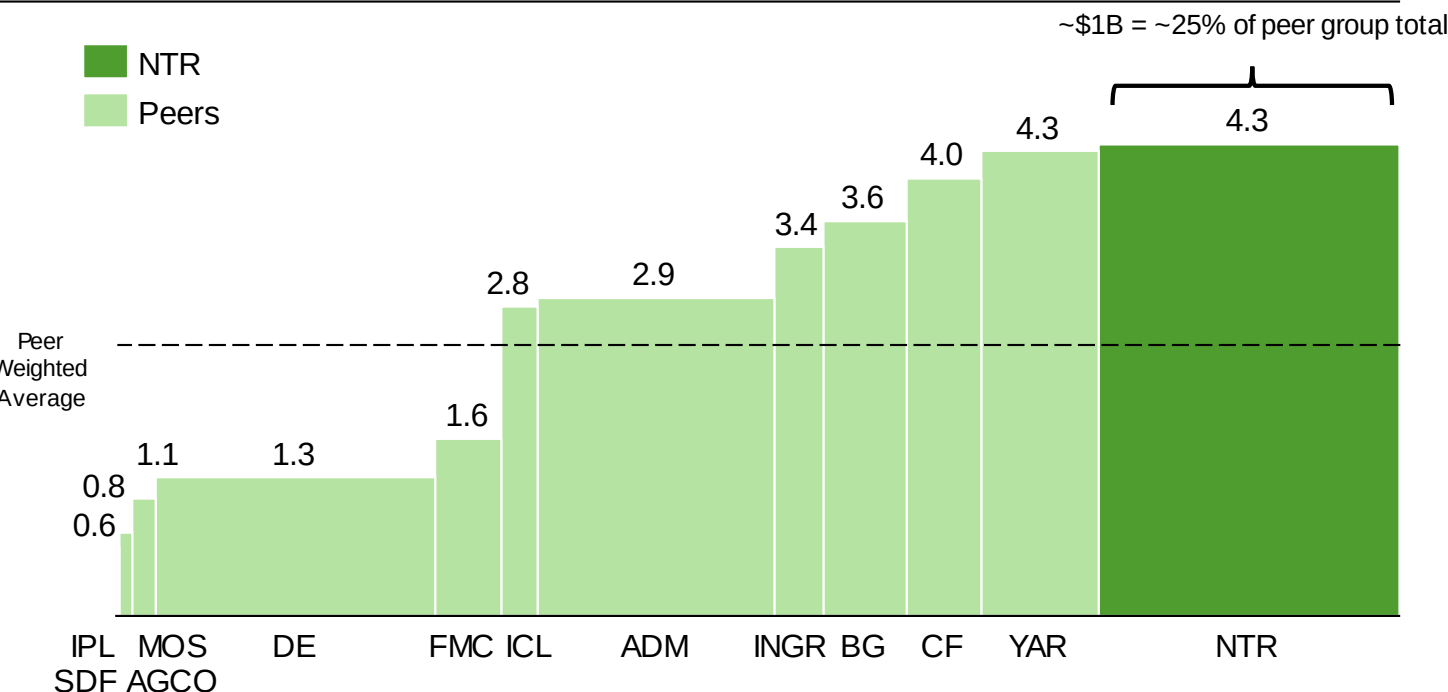
1. Nutrien Financial receivables include US-based receivables only as at Sep 30, 2020.

Committed to a Sustainable and Growing Dividend

Nutrien's dividend is supported by stable Retail earnings and competitive positions in Potash & Nitrogen, and has outperformed its peers from a yield perspective year-to-date

Dividends Paid (US\$ Billions) & Dividend Yield (%)

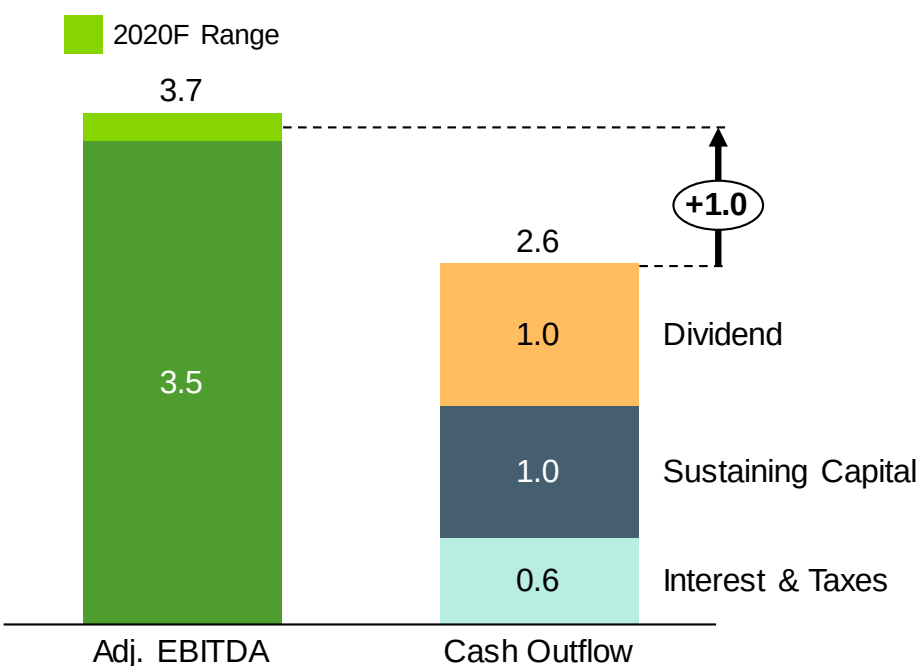
Average dividend yield from October 1 to November 25, 2020



Segment size represents annualized last reported quarter dividend payments from the cash flow statement; if the peer company pays dividends annually, the last dividend payment was included in this chart

Dividend Affordability

2020 Data¹



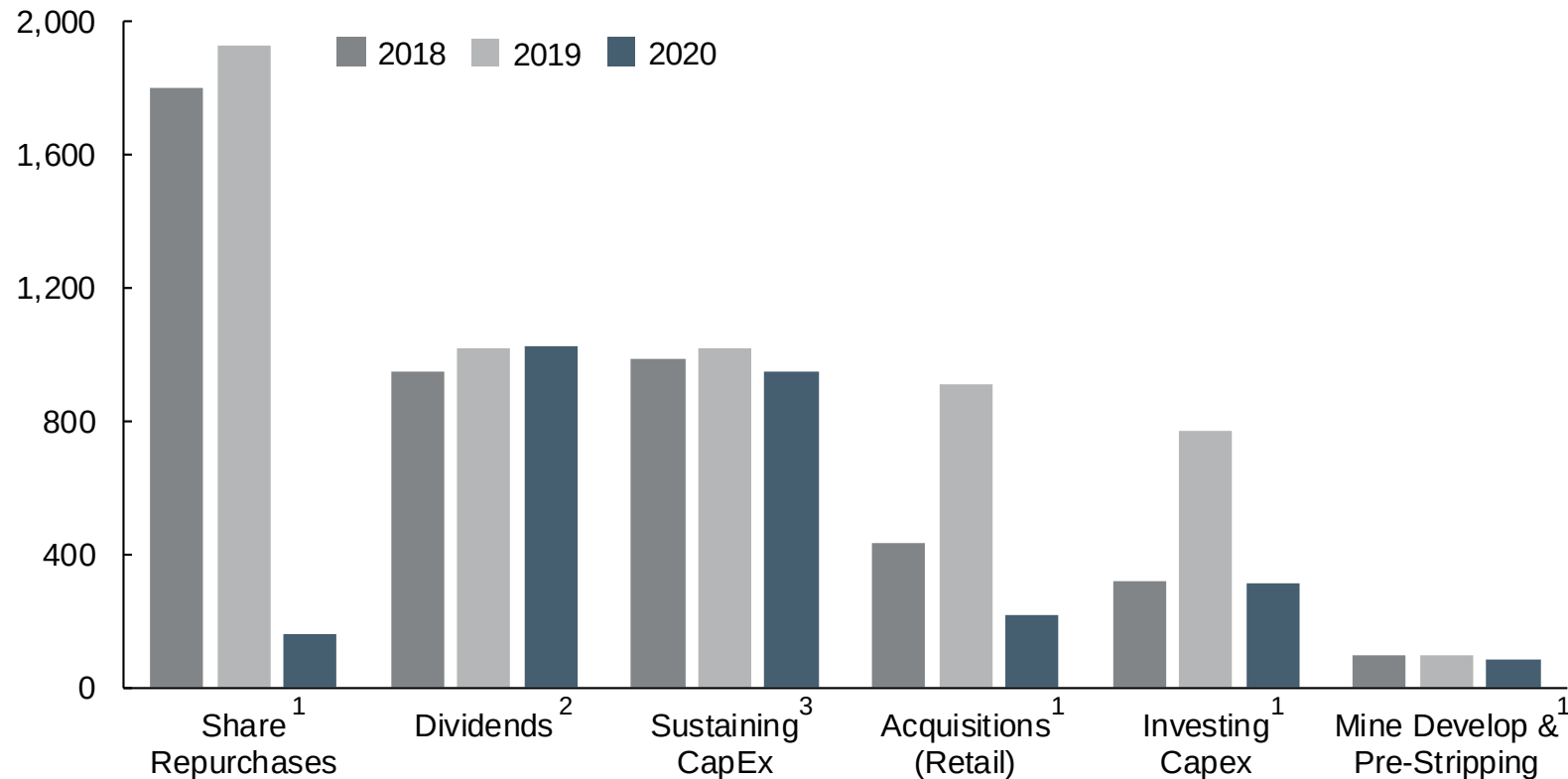
1. Based on internal forecasts aligned with annual guidance provided in our news release dated November 2, 2020. Interest and taxes are disclosed on a cash basis.
Note: Selected peers include companies in Nutrien's 2019 PSU peer group

Competing for Capital and Maximizing Returns

Strong cash flow generation combined with its position as a leading ag-inputs company creates multiple options to allocate capital on a competitive basis, maximizing shareholder returns

Capital Allocation

US\$ Millions



Capital Allocation Highlights

Retail - developing a world-class digital platform, and making strategic investments in Actagro, Ruralco, and TecAgro

Wholesale – next generation initiatives in Potash, high-return brownfield investment in Nitrogen, operational efficiency in Phosphate

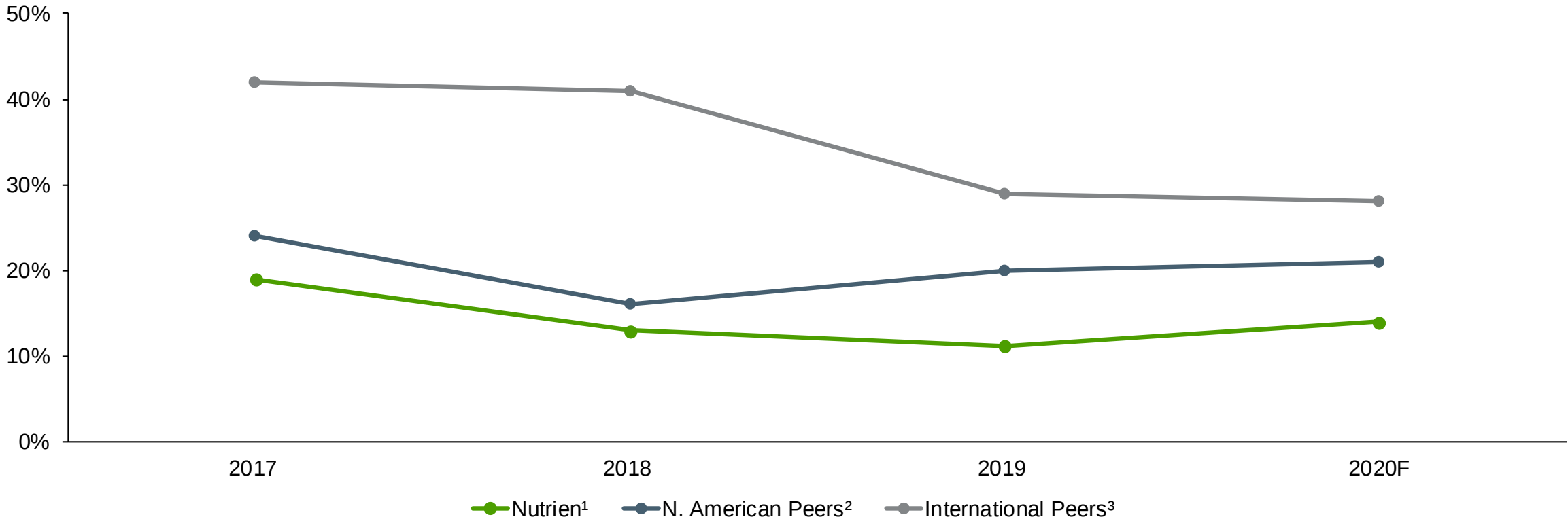
Return of Capital Nutrien has returned \$6.6B of capital to shareholders since 2018, more than any of its peers as a % of market capitalization

1. 2020 is year-to-date September 30, 2020.
2. 2020 is based on 569M shares outstanding multiplied by an annualized dividend per share of \$1.80.
3. Assumes the mid-point of 2020F sustaining capex guidance as provided in our news release dated November 2, 2020.

Key Financial Metrics: Controlling Our Controllables

Nutrien has maintained a consistent and low SG&A % of Adjusted EBITDA since the merger of equals versus its peers

SG&A as a % of Adjusted EBITDA vs Peers



1. Nutrien SG&A as a % of Adjusted EBITDA represents total Nutrien SG&A (excluding Retail) as a % of Adjusted EBITDA (excluding Retail)
2. North American Peers include CF Industries and Mosaic - data is sourced primarily from CapitalIQ, based on street consensus and annual reports (for historical actuals).
3. International Peers include K+S and Yara - data is sourced primarily from CapitalIQ, based on street consensus and annual reports (for historical actuals).

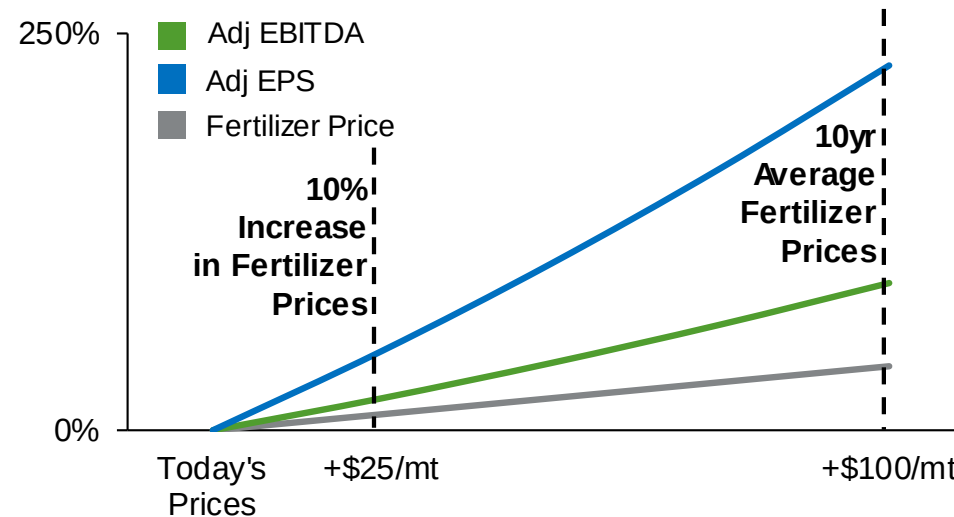
Investing at The Bottom: Positioned to Capitalize on a Fertilizer Price Rebound

Nutrien's wholesale business has significant leverage to fertilizer prices, which is expected to provide a catalyst for earnings growth as prices rebound from bottom of the cycle levels

+\$650M

Impact to **Adjusted EBITDA** from a \$25/mt increase in fertilizer prices¹

% Impact to Earnings from Fertilizer Price Changes



+\$0.90/sh

Impact to **Adjusted EPS** from a \$25/mt increase in fertilizer prices¹

- ✓ Nutrien has lowered its cost structure significantly since the merger and has plans to improve
- ✓ Fertilizer prices recovered from March lows, but are still 25-30% below 10yr average
- ✓ Crop prices have recently risen to above their 3-year averages

Strong Position to Deliver on Growth and Enhance Shareholder Returns



Strong balance sheet and low risk profile



Clearly defined capital allocation strategy and focus on shareholder returns



Unrelenting focus on cost and operating performance



Tested resilience and significant upside torque



Final Remarks

Chuck Magro, President and Chief Executive Officer

November 30, 2020

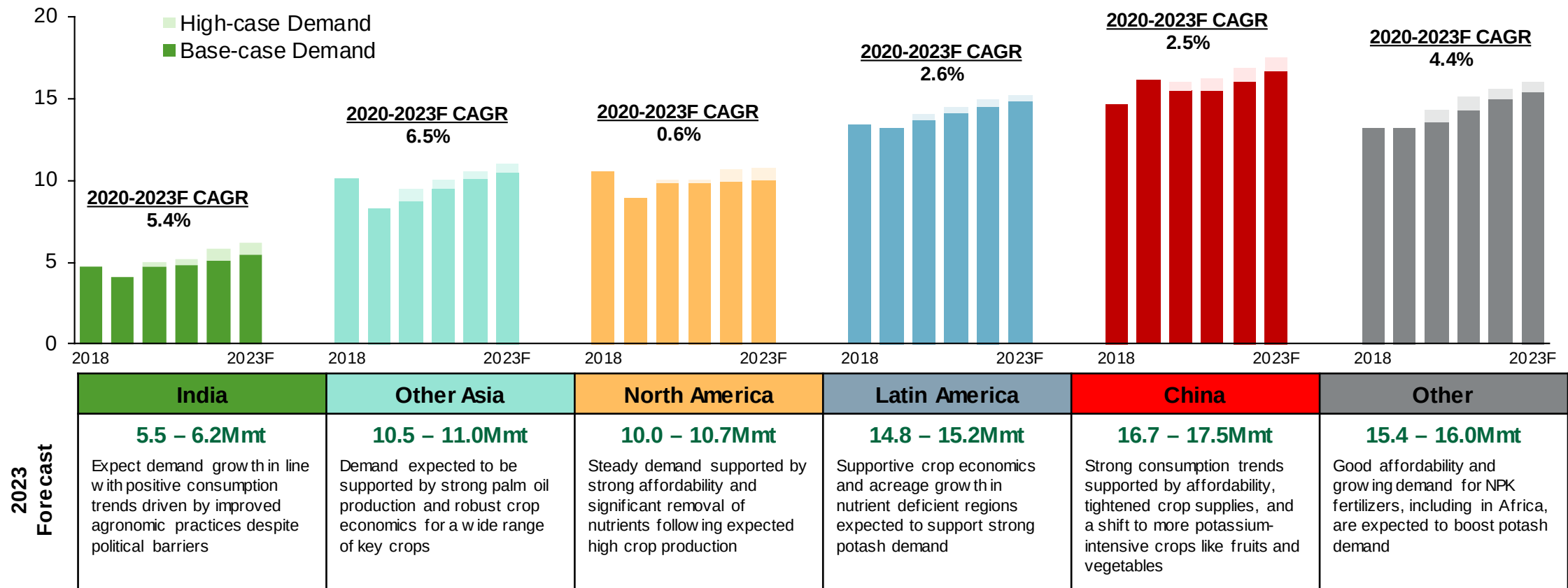
Appendix



Global Potash Deliveries by Region

*Global deliveries forecast at approximately 73 million tonnes in 2023
with upside potential supported by steady consumption growth in key markets*

Million Tonnes KCl



Established Potash Supply Chain Supporting Our Reliable and Flexible Network

We are the most reliable potash supplier in North America with an extensive network to domestic and offshore markets; positioned to flex our network on short notice

North America



6 low-cost mines in Canada



Integration with our Retail network



~300 strategically located distribution points

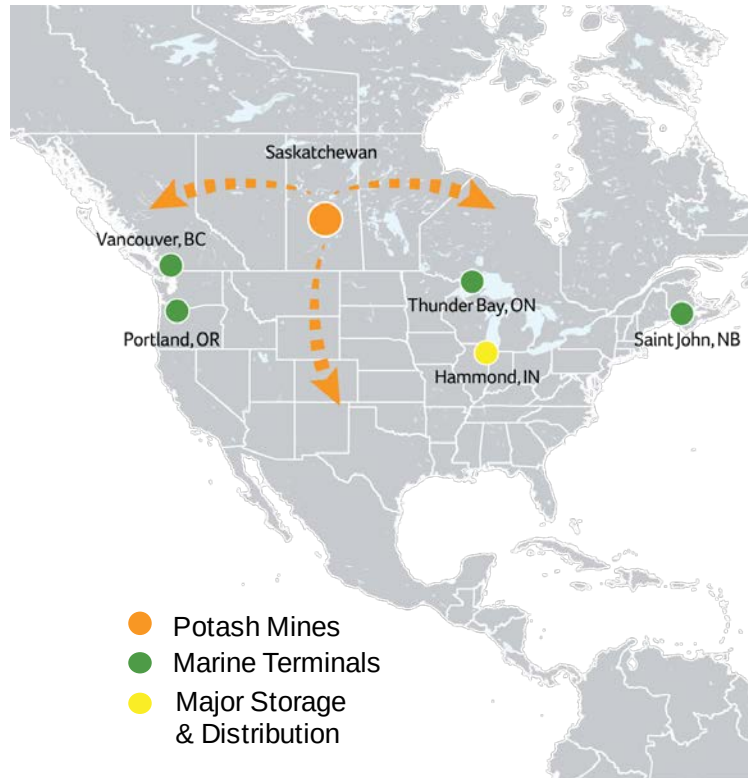


>6,200 Railcars



100Kmt Hammond, IN warehouse distribution facility strategically located for key markets

Potash Network



Offshore via Canpotex



5 offices around the world



Access to 4 different marine terminals



>5,200 Railcars



>550Kmt dry storage capacity at port



>225 vessel voyages each year

Next Generation Potash Initiatives Driving Cost Reductions

Next Generation potash initiatives now moving into the scaling and roll-out stage, which will accelerate value delivery, move our network down the cost curve, and support our position as one of the lowest cost potash producers in the world

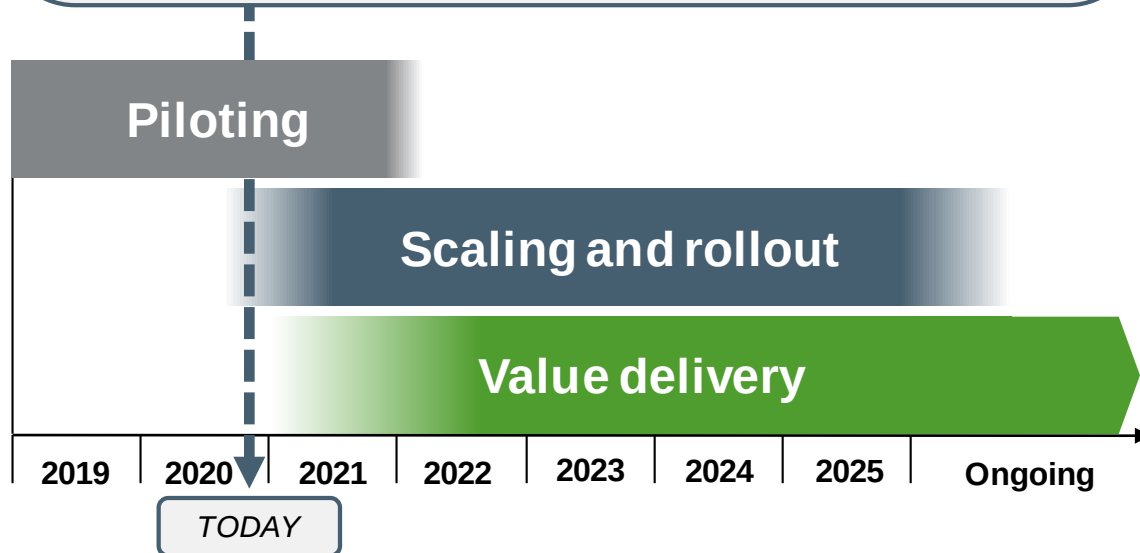


Safety, Cost Efficiency & Flexibility

- Remove operators from the active mining face and empower safety and value-driven decisions with in-field and real-time information
- Increase asset utilization and reduce variability with automation, smart planning and control solutions
- Extend asset life by monitoring key equipment parameters and performance

ESG & Sustainability

- Improve reliability, reduce CO₂ intensity, and lower our costs per tonne by implementing self generation of power and thermal energy
- Reduce gas consumption and leach water usage per site with advanced process control systems
- Ensure fair transition into autonomous mining operations by evaluating required workforce transformation



1 **Enhance Reliability, Efficiency and Productivity**

- Short-payback projects that improve safety, increase uptime and plant efficiency
- Reduce White Springs costs and maintain operational flexibility and productivity
- Utilize technology to pursue opportunities in automation

2 **Optimize Product Mix Towards Liquids and Higher Margin Products**

- Focus on product mix consolidation, optimization and flexibility
- Maximize Industrial phosphate products at Aurora; including development of AHF
- Increase production of MAP+MST at White Springs
- Evaluating alternative product revenue sources

3 **Amongst Industry Sustainability Leaders**

- Take proactive approach towards responsibly reducing our environmental footprint

Multiple levers to reduce direct emissions, mitigate environmental impacts of mining and drive sustainability through recycling.

Emission Reductions

~50%

**SO₂ emission reductions
from sulfuric acid plants**

- Emission reductions since 2016
- Improved equipment & catalyst

Reclaimed Land

~39,000 acres

Total land reclaimed / restored

- 29,000 acres of mined land reclaimed
- 10,000 acres of offsite wetlands restored
- ~1.2M trees planted per year

Recycling

~5,600 Tons

Projected Recycling for 2020

- 46% reduction in landfill waste compared to 2018
- Sale of gypsum (75K tonnes in 2020)



For further information please visit Nutrien's website at: www.nutrien.com or contact Investor Relations

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