



### CREDIT SUISSE GLOBAL CHEMICAL AND AGRICULTURE CONFERENCE

SEPTEMBER 13, 2016

#### FORWARD-LOOKING STATEMENTS



This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including without limitation statements about the company's expected acquisition of Produquímica Indústria e Comércio ("Produquímica"), the timing of the closing date and expected Produquímica business growth, production capacity, revenue and EBITDA; the company's growth platform, including its ability to develop best-in-class safety, ensure asset longevity, build on essential minerals base, achieve more balanced business, drive efficiency, improve strategies and maximize margin potential; and the company's investment strategy, capital spending plans, ability to generate free cash flow, expected bid price, market volumes, EBITDA and production capabilities. The company uses words such as "may," "would," "could," "should," "will," "likely," "expect," "anticipate," "believe," "intend," "plan," "forecast," "outlook," "project," "estimate" and similar expressions suggesting future outcomes or events to identify forward-looking statements or forward-looking information. These statements are based on the company's current expectations and involve risks and uncertainties that could cause actual results to differ materially. The differences could be caused by a number of factors, including without limitation (i) weather conditions, (ii) pressure on prices and impact from competitive products, (iii) any inability by the company to fund necessary capital expenditures, (iv) foreign exchange rates and the cost and availability of transportation for the distribution of the company's products, (v) the risk that the proposed full ownership acquisition of Produquímica could disrupt the plans and operations of the company, Produquímica or both, and (vi) the risk that the company may not realize the expected financial and other benefits from the proposed acquisition. For further information on risks and uncertainties that may affect the company's business, see the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of the company's Annual Report on Form 10-K for the year ended December 31, 2015 and its Quarterly Reports on Form 10-Q for the quarters ended March 31, 2016 and June 30, 2016 filed with the SEC. The company undertakes no obligation to update any forward-looking statements made in this presentation to reflect future events or developments. Because it is not possible to predict or identify all such factors, this list cannot be considered a complete set of all potential risks or uncertainties.



#### **TODAY'S AGENDA:**

- OVERVIEW OF OUR BUSINESSES
- REVIEW OF STRATEGIC GROWTH PLAN
- > THE ROLE OF PRODUQUÍMICA IN THE FUTURE OF COMPASS MINERALS
- NEAR TERM OUTLOOK

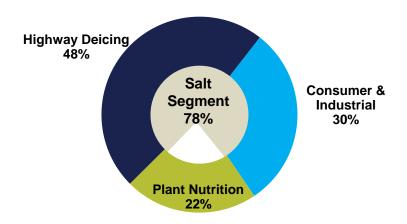


### A LEADER IN STRONG, DIVERSE MARKETS WITH UNIQUE ASSET BASE



- A leading supplier of deicing products in North America and the U.K.
- Advantaged rock salt mining assets
  - Largest North American mine strategically located on deep-water port and largest dedicated salt mine in the U.K.
- A key producer of high-quality salt for consumers and industry in North America
- The largest sulfate of potash (SOP) specialty fertilizer producer in the Western Hemisphere
- A growing micronutrient business based on patented technology
- Expect to acquire Brazilian specialty plant nutrition company Produquímica Indústria e Comércio (Produquímica) in 4Q16
  - 50-year history in Brazil with strong growth history and outlook
  - Full portfolio of specialty nutrients and an attractive specialty chemicals

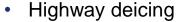
**2015 SALES = \$1.1 BILLION** 



# 2015 EBITDA\* \$300 million 2015 EBITDA\* margin 27%

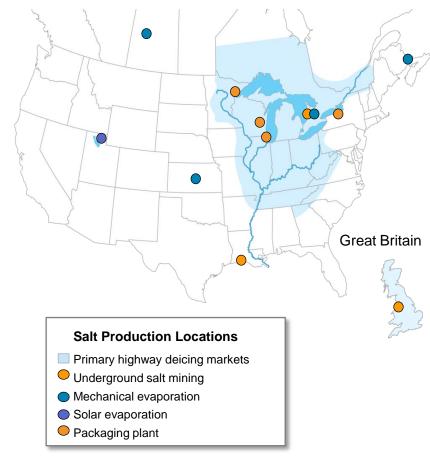


#### **OUR SALT BUSINESS**



- Rock salt and other deicers sold to municipal, county and state/provincial governments
- Rock salt sold to chemical producers
- Consumer and industrial
  - A broad range of non-seasonal packaged and bulk products
    - Water conditioning
    - Animal nutrition
    - Many industrial applications, including food
  - Packaged deicers
    - Basic, blended and premium products
- Advantaged assets
  - Goderich, Ontario
    - World's largest rock salt mine
    - Size and geology enable mining efficiencies
    - Deep-water port and distribution network support efficient shipping
  - Winsford, Cheshire, U.K.
    - U.K.'s largest dedicated rock salt mine
    - Geology and environment support storage businesses







#### SALT: STRONG FINANCIAL ATTRIBUTES DESPITE WEATHER VARIABILITY



#### **Superior Assets**

- Geology of rock salt mines enables production efficiencies
- High-quality, low-cost salt and MgCl<sub>2</sub> assets

#### Logistical Advantages

- Convenient access to water transportation
- Deep-water port at Goderich
- Extensive depot network

#### **Insulated Markets**

- Transportation costs limit imports
- Significant barriers to entry

#### Strong Deicing Portfolio

- Vertically integrated raw-materials for specialty products
- Low-cost rock salt advantage in packaged deicing products

#### Salt Segment 2015 Snapshot (in millions)

Sales	\$849
Adjusted EBITDA*	\$259
Adjusted EBITDA* margin	31%
Four-year adjusted EBITDA* margin average	26%

#### Salt Segment Price & Volume





<sup>\*\*</sup>The sum of days with one or more inches (~2.5 cm) of snow in 11 selected U.S. and Canadian cities in CMP's service area, as reported by the NOAA National Weather Service, Environment Canada.

### BUILDING A PREMIER SPECIALTY PLANT NUTRITION BUSINESS



Largest producer of SOP in Western hemisphere



Growing Brazilian presence with anticipated full acquisition of Produquímica







Plant Nutrition 2015 Snap Shot (in millions)	
Sales	\$238
EBITDA*	\$88
EBITDA* margin	37%
Four-year adjusted EBITDA* margin average	37%

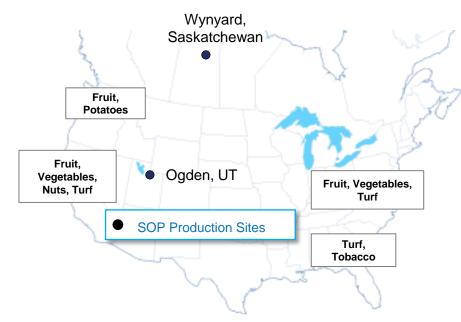
\*Non-GAAP measure. See appendix for reconciliation.



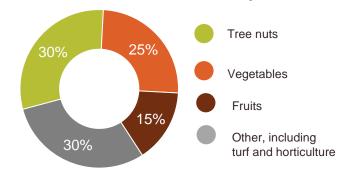
### COMPASS MINERALS COMPETITIVE ADVANTAGE IN PREMIUM POTASSIUM



- Only North American SOP producer
  - Unique asset at Ogden with low-cost solar evaporation SOP production
    - Can expand production by adding muriate of potash (MOP)
- Historically hold 70% to 80% of North American SOP market\*
  - Logistically favorable to key highvalue specialty crop markets
- Import competition from Europe and South America
  - Can vary depending upon foreign exchange rates, fuel costs, and MOP price
  - About 50% of global production uses high-cost chemical conversion process that begins with MOP



#### **North American SOP Consumption\***

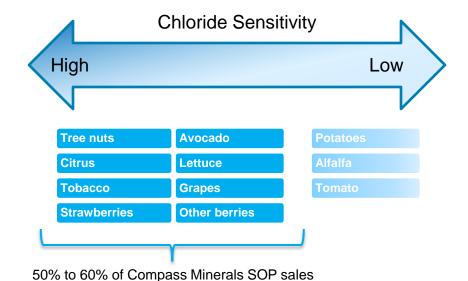


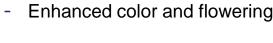


### **VALUE TO END USERS DRIVES**



- SOP improves the economics of growing many high-value and chloride-sensitive crops
  - Strengthens root systems
  - Increase nutrient uptake
  - Increase total yield and yield quality
  - Provides plant-ready sulfur, an important nutrient supporting crop yield, quality and marketability
- Micronutrients and other specialty plant nutrients promote
  - Stronger, larger roots
  - More consistent early-stage growth
  - Better stress tolerance







#### PLATFORM FOR GROWTH



DEVELOP BEST-IN-CLASS SAFETY; ENSURE LONGEVITY OF KEY ASSETS



BUILD ON ESSENTIAL MINERALS BASE; ACHIEVE MORE BALANCED BUSINESS

DRIVE **EFFICIENCY**THROUGHOUT OPERATIONS

IMPROVE GO-TO-MARKET
STRATEGIES; MAXIMIZE
MARGIN POTENTIAL



### MAKING PROGRESS: CAPITAL DEPLOYED IN KEY AREAS



## Invest in the longevity of key assets

- Goderich mine shaft project
- Ogden SOP plant refurbishment

#### Invest in costreduction initiatives

- Continuous mining at Goderich
- Yield improvement at Ogden

### Invest to enable growth

- Access additional capacity at Goderich
- Capacity expansion at Ogden
- Expected Produquímica acquisition

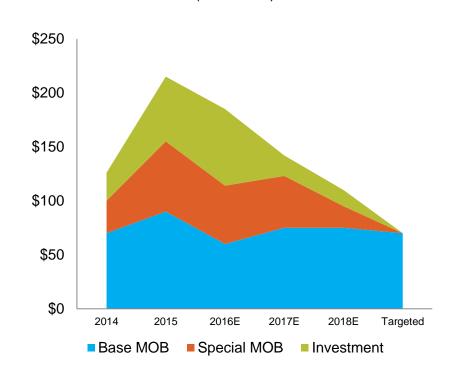


### PEAK SPENDING PERIOD ENDING WITH PROJECTS ON TIME AND ON BUDGET



- Original plan estimated total capital spending = ~\$850 million
- Current plan over same period = ~\$750 million
- Total spending to date = ~\$470 million
- Improved free cash flow generation expected in 2018

#### Capital Spending Outlook (in millions)





### MAKING PROGRESS: ACQUISITION OF PRODUQUÍMICA



- Two growth businesses:
  - Leading specialty plant nutrition business with 50-year history
  - Growing specialty chemicals business focusing on water treatment and process chemicals
- Fundamental to acquisition portion of Compass Minerals growth plan
- Provides instant access to one of the largest agriculture markets in the world
- Expect to close acquisition of remaining 65% in 4Q16

#### PRODUQUÍMICA SNAPSHOT 2015

Headquarters	São Paulo, Brazil
Manufacturing Facilities	9
Employees	1,400
Revenue	R\$1.1 billion
EBITDA*	R\$184 million
2011-2015 Net Revenue CAGR	16%
2011-2015 EBITDA* CAGR	19%

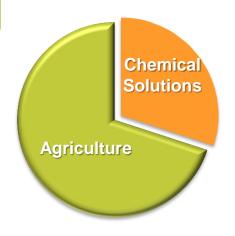


# PRODUQUÍMICA: ATTRACTIVE PRODUCT PORTFOLIO WITH STRONG GROWTH RECORD



#### **Agriculture = 70% of revenue**

- Soil nutrients: micronutrients, secondary nutrients and other supplements
- Technology products: controlled and slow release formulations
- Nutritional supplements for cattle poultry and dairy cows



#### Chemical solutions = 30% of revenue

- Water treatment chlor-alkali and derivatives for municipal and industrial clients to treat waste water and control odor
- Process chemicals for industrial customers, including oil and gas, mining, pulp and paper and others

**EBITDA\* Five-year CAGR = 17%** 

PLANT
NUTRITION SALES
65%
DIRECTLY TO
FARMS

55%
of 2015 Revenue
from
NEW PRODUCTS\*\*

**EBITDA\* Five-year CAGR = 24%** 

Almost ½
Brazil's population lacks access to sewage systems

Only 37% of sewage in Brazil currently treated

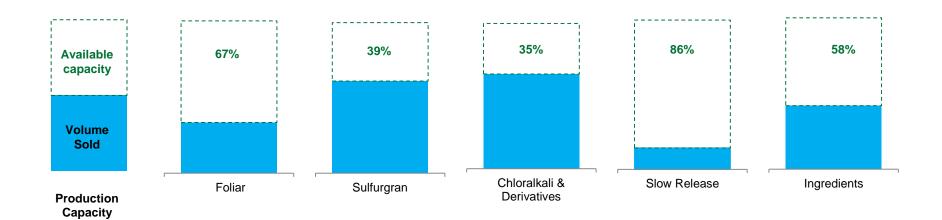
Source: Produquímica estimates.

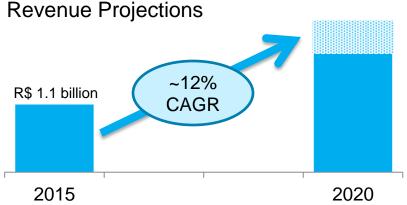


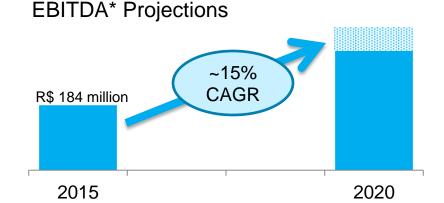
### PRODUQUÍMICA: CAPACITY IN PLACE TO CAPTURE CONTINUED GROWTH



#### Volume sold and production capacity of key product lines







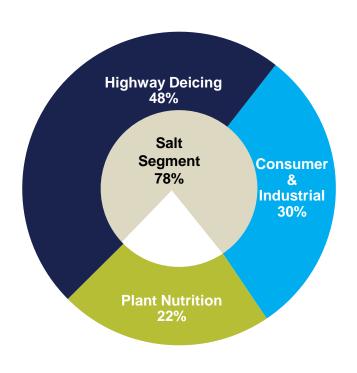


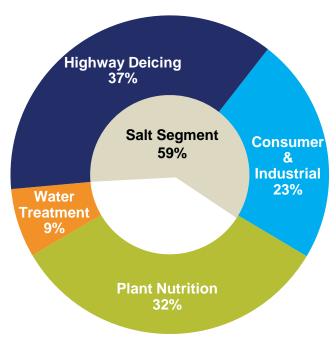
### BUILDING A MORE BALANCED BUSINESS WITH PRODUQUÍMICA



Before Produquímica Acquisition

After Anticipated Produquímica Acquisition\*





**2015 SALES = \$1.1 BILLION** 

2Q16TTM PRO FORMA SALES = \$1.4 BILLION\*\*

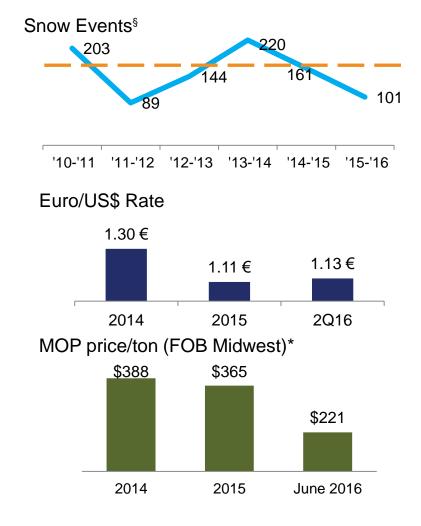


### HEADWINDS CHALLENGE ORIGINAL GROWTH EXPECTATIONS



- Extremely mild 2015-2016 winter in North America and the U.K.
  - Second fewest snow events since company IPO and very mild temperatures
  - North American highway deicing bid season ~85% complete
    - Expect average awarded bid price ~7.5% lower and ~15% volume contraction in North American served market versus prior season
- Cyclical low in the agriculture sector
  - 13-year low for U.S. farm incomes
  - Collapse of MOP prices
- Strong U.S. dollar
  - Increasing import competition in U.S. for SOP

Expect \$400 million to \$450 million FBITDA in 2018





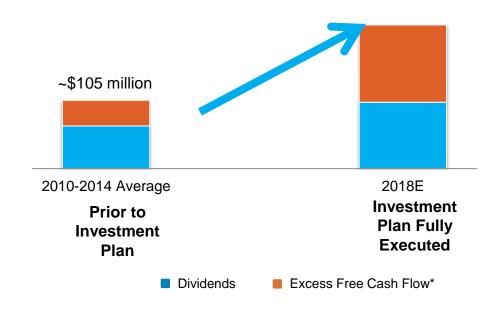
\*Source: Green Markets

# POSITIONED FOR STRONGER EARNINGS AS MARKET FUNDAMENTALS IMPROVE



- Major investments to ensure asset longevity being executed on time and with lower overall cap ex
- Will have additional production capabilities when markets improve
  - Greater rock salt capacity at Goderich
  - Increased SOP production available Ogden
- Produquímica acquisition expected to provide significant boost to EBITDA\* and lower winter weather dependency
- Free cash flow expected to expand significantly beginning in 2017 and beyond
  - Organic growth
  - Opportunistic acquisitions
  - Returns to shareholders





\*Non-GAAP measure. See appendix for reconciliation.



#### **APPENDIX**





Reconciliation for EBITDA and Adjusted EBITD (in millions)	A (unaudited)
	12 months ended December,
	2015
Revenue	\$ 1,098.7
Net earnings	159.2
Interest expense	21.5
Income tax expense	55.3
Depreciation, depletion and amortization	78.3
EBITDA	\$ 314.3
Adjustments to EBITDA	
Other (income) expense <sup>(1)</sup>	(14.6)
Adjusted EBITDA	\$ 299.7
Adjusted EBITDA margin	27%

<sup>(1)</sup> Primarily includes interest income and foreign exchange gains and losses.





Reconciliation for Salt Segment EBITDA and Adjusted EBITDA (unaudited) (in millions)					
	12 months ended December 31,				
	2012	2013	2014	2015	
Segment sales	\$ 703.4	\$ 920.5	\$ 1,002.6	\$ 849.0	
Segment operating earnings	126.0	181.3	291.4	215.2	
Depreciation, depletion and amortization	38.9	45.1	44.8	43.9	
Segment EBITDA	\$ 164.9	\$ 226.4	\$ 336.2	\$ 259.1	
Adjustments to EBITDA:					
Estimated cost of legal ruling(1)	-	4.7	-	-	
Gain from insurance settlement(2)	-	-	(82.4)	-	
Adjusted segment EBITDA	\$ 164.9	\$ 231.1	\$ 253.8	\$ 259.1	
Adjusted segment EBITDA margin	23.4%	25.1%	25.3%	30.5%	

<sup>(1)</sup> In 2013, the company recorded a reserve of \$4.7 million related to a ruling against the company from a 2010 labor issue.



In the third quarter of 2014, the company reported a gain from an insurance settlement relating to damage sustained by the company as a result of a tornado that struck the company's rock salt mine and evaporated-salt plant in Goderich, Ontario.



Reconciliation for Plant Nutrition Segment EBITDA (unaudited) (in millions)						
	12 months ended December 3					
	2012	2013	2014	2015		
Segment sales	\$ 226.2	\$ 198.6	\$ 270.2	\$ 238.4		
Segment operating earnings	58.4	58.7	74.8	57.9		
Depreciation, depletion and amortization	21.4	23.8	27.3	29.8		
EBITDA	\$ 79.8	\$ 82.5	\$ 102.1	\$ 87.7		
Adjustments to EBITDA: Gain from insurance settlement	_	(9.0)	-			
Adjusted Segment EBITDA	\$ 79.8	\$ 73.5	\$ 102.1	\$ 87.7		
Adjusted Segment EBITDA Margin	35.3%	37.0%	37.8%	36.8%		

<sup>(1)</sup> In 2013, the company reported a \$9.0 million gain from an insurance settlement resulting from a 2010 brine loss at the company's Ogden, Utah, solar-pond facility.





Reconcil	ation for		ímica El nillions)	BITDA (ι	unaudit	ed)				
	Twelve months ended December 31,									
	201	1	2012	2	201	3	201	4	201	5
Company operating earnings	\$	75.3	\$	78.6	\$	100.6	\$	93.8	\$	145.0
Depreciation, depletion and amortization		16.4		18.6		20.2		29.7		38.9
EBITDA –	\$	91.7	\$	97.2	\$	120.8	\$	123.5	\$	183.9
		(ın K\$ r	,	elve mon	ths end	led Decer	mber 31	,		
		(in R\$ r	nillions)							
								•		_
	201	1	2012	2	201	3	201	4	201	5
Agriculture operating earnings	\$	58.8	\$	63.1	\$	72.1	\$	58.6	\$	99.7
Depreciation, depletion and amortization		6.0		8.3		9.7		18.0		21.5
EBITDA	\$	64.8	\$	71.4	\$	81.8	\$	76.6	\$	121.2
Reconciliation for Prod	uqímica		Chemic nillions)	al Busin	ess EB	ITDA (una	audited)			
	Twelve months ended December 31,									
	201	1	201	2	201	3	201	4	201	5
Specialty Chemicals operating earnings	\$	16.5	\$	15.5	\$	28.5	\$	35.3	\$	45.3
Depreciation, depletion and amortization		9.3		9.2		9.0		10.0		15.5
EBITDA	\$	25.8	\$	24.7	\$	37.5	\$	45.3	\$	60.8





Reconciliation for Free Cash Flow (unaudited) (in millions)								
					onths ended cember 31,			
	2014	2013	2012	2011	2010			
GAAP cash flow from operations	\$ 242.9	\$ 238.3	\$ 151.7	\$ 252.3	\$ 241.2			
Capital expenditures	125.2	122.7	130.9	107.4	112.1			
Free Cash Flow	\$ 117.7	\$ 115.6	\$ 20.8	\$ 144.9	\$ 129.1			

