

Leo W. Gerard
International President

August 29, 2012

Lyle Heidemann
President and Chief Executive Officer
True Value Company
8600 W. Bryn Mawr Avenue
Chicago, IL 60631-3505

Dear Mr. Heidemann:

We are writing to you regarding the True Value Supplier of the Year awards. Specifically we are writing concerning True Value naming North American Salt Company its 2012 Supplier of the Year in the Lawn and Garden product category. We believe that North American Salt has at numerous times recently behaved in a way that is unjust, immoral and illegal. As a result, we are requesting that True Value rescind the Supplier of the Year award from North American Salt. We are also requesting that True Value urge North American Salt to change course by complying with its corporate parent Compass Minerals' code of conduct.

The United Steelworkers represents about 100 workers at North American Salt's Cote Blanche, Louisiana underground salt mine and about a dozen workers at the company's Duluth, Minnesota packaging plant.

North American Salt has operated its Cote Blanche mine in a way that shows a pattern of disregard for the health and safety of employees. During August 2012 alone, Mine Safety and Health Administration (MSHA) inspectors have issued at least 21 citations to North American Salt for its health and safety conditions at this mine. Conditions were so dangerous that the inspectors temporarily shut down the mine for a period during August.

The recent violations stem from MSHA's quarterly inspection of the Cote Blanche mine. On July 31 and August 1, MSHA inspectors gave the company citations for excessive scales they found in the 8, 14 and 16-foot mine shafts. Scales are excess debris and when miners scale a mine, they remove the loose salt rocks so they do not fall down on top of miners, which could injure or kill them.

From January 2009 through August 8, 2012, MSHA has cited North American Salt with more than 400 health and safety violations at the Cote Blanche mine, with 126 of these violations determined to be "significant and substantial." The company currently is contesting 38 of these violations, 31 of which MSHA has deemed to be "significant and substantial."

In addition, from March 9, 2009 through June 27, 2012 there were 54 accidents reported at the mine, some of which involved worker injuries.

North American Salt has in recent years conducted labor relations at its Cote Blanche mine in a way that is both unjust and illegal. During negotiations to reach a new collective bargaining agreement with USW Local 14425 in early 2010, North American Salt committed numerous violations of the National Labor Relations Act. USW Local 14425 filed a number of charges with the National Labor Relations Board accusing the company of violations of the Act. An Administrative Law Judge subsequently determined that North American Salt committed numerous unfair labor practices by declaring impasse, refusing to bargain in good faith and unilaterally changing working terms and conditions beginning on March 31, 2010. A second Administrative Law Judge has likewise decided that the company behaved illegally in dealing with the USW represented employees at the Cote Blanche mine. North American Salt's violations of its Cote Blanche employees' rights under the National Labor Relations Act have caused needless stress and real hardship for these employees and their families.

Recently, union leadership from North American Salt operations and other operations of its corporate parent Compass Minerals in the U.S., Canada and the UK began a dialog about the treatment of workers and their unions at these operations. One conclusion reached by the participants in this discussion is that labor relations have deteriorated at all these locations.

Along with violating workers' rights under labor law and jeopardizing workers' health and safety, we also believe North American Salt flagrantly abused a highly decorated veteran by firing him because of his attendance at his scheduled VA appointments.

In May 2011, North American Salt hired Army Sergeant First Class Derrick Forestier to work at the Cote Blanche mine. Mr. Forestier served 24 years in active duty until his retirement from the Army in September 2011. He served in combat three times and was deployed five times. Mr. Forestier is a highly decorated veteran who has received many awards for his service in the armed forces, including a Bronze Star.

Mr. Forestier has reported to USW that when he was interviewed by North American Salt, he informed the company that he would have Veterans Affairs appointments because of his combat veteran status. He began to work at the Cote Blanche mine in July 2011.

Mr. Forestier has reported to USW that in December 2011, he was asked by mine management if his VA appointments were "going to be a problem," and when he said he was a combat veteran and by law entitled to VA treatment, he was told by mine management that "we hire people to work." Mr. Forestier reports that the environment created in him a fear of getting fired because of his VA appointments.

On the morning of January 10, 2012, Mr. Forestier had a VA appointment. Mr. Forestier told USW representatives that he informed the company in advance of this appointment. Mr. Forestier told USW that immediately after he returned from his VA appointment, he was called into the office of the Operations Manager and was

terminated. When Mr. Forestier asked why, Mr. Forestier told USW that the Operations Manager only said, "The marriage would not work, we need to let you go."

The USW demanded from the company an explanation and supporting documentation for why Mr. Forestier was fired. Based on a review of the material, including Mr. Forestier's personnel file that the company provided in response to this demand, the USW believes that Mr. Forestier was fired because of his attendance at his scheduled VA appointments.

USW demanded to bargain over the company's decision to terminate Mr. Forestier and is demanding the company reinstate him with full back pay. The company has refused to reinstate him. The USW is currently investigating whether there are other cases of mistreatment of veterans by this company in other locations.

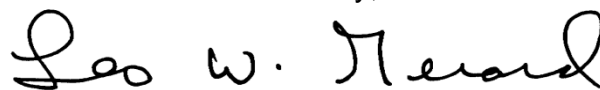
In light of North American Salt's recent violations of labor law, jeopardizing of the health and safety of its employees, and flagrant abuse of a highly decorated veteran, we believe it is clear that it is not appropriate for this company to be honored with the True Value Supplier of the Year Award. In fact, we believe True Value honoring the company in this way is "salt in the wounds" of North American Salt's employees, their families, and of veterans of our Armed Forces, who deserve to be treated with respect and dignity.

North American Salt's behavior is especially unfortunate in light of its parent company Compass Minerals' Code of Conduct. As you know, North American Salt is a subsidiary of Compass Minerals, a mining and materials company headquartered in Overland Park, Kansas with operations in the U.S., Canada and the UK and 2011 sales of \$1.1 billion. Compass Minerals' Code of Business Conduct and Ethics, which is available on the company's website, includes a "commitment to do what is right, obey all laws, behave with integrity and honesty, treat people fairly...and always behave in a way that is above reproach." Clearly North American Salt has not complied with this code in the matters raised above.

Once again, we are requesting that you rescind the True Value Supplier of the Year award from North American Salt and urge this company to comply with its corporate parent's code of conduct. We would be happy to meet with you to discuss this matter further.

We are requesting a response to this request by September 17, 2012, and thank you for your consideration of this matter.

Sincerely,

A handwritten signature in black ink that reads "Leo W. Gerard". The signature is written in a cursive, flowing style.

Leo W. Gerard
International President

c: Mike Clark, Senior Vice President, True Value
Heath Ashenfelter, Global Product Merchant, True Value