



# The Mosaic Company

AAPA Workshop  
January 15, 2009  
Tampa, Florida

# ARABLE LAND



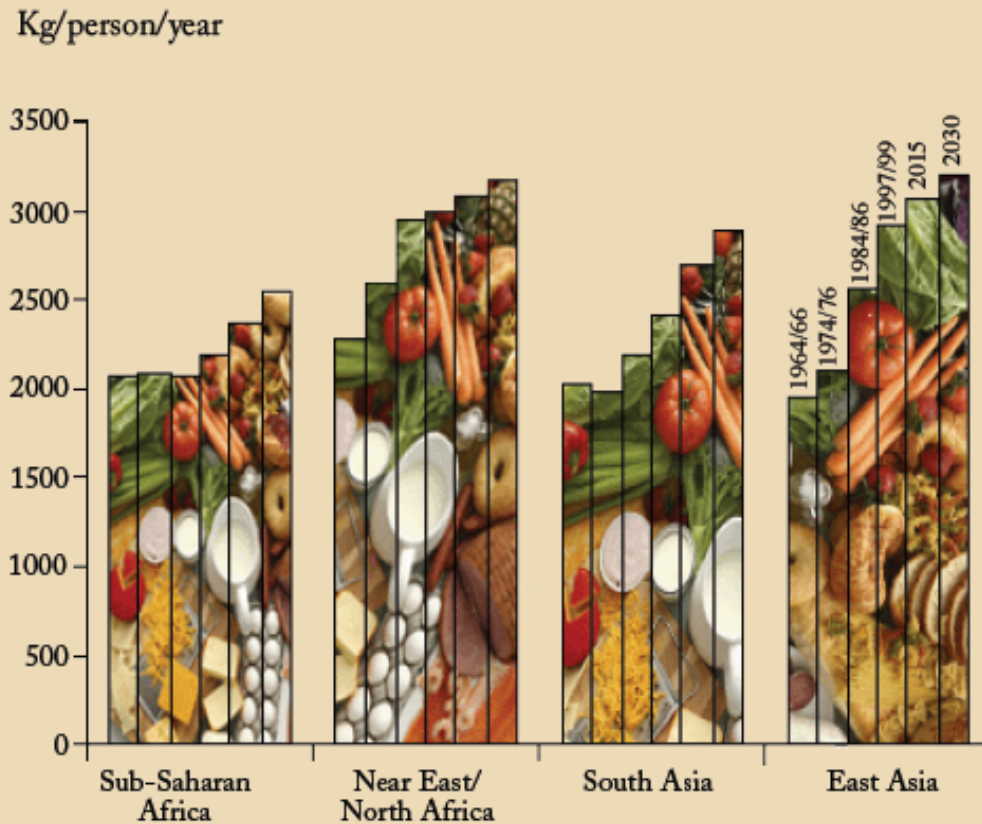
If this apple were the earth, this tiny slice would be all the farmland available to feed the world.

By 2050, our world's population will top **Nine Billion** people.

How will farmers produce enough food when only 1/32 of the earth is suitable for farming ?

# FERTILIZER'S ROLE IN WORLD FOOD PRODUCTION

Changes in Total Food Consumption



SOURCE: UNITED NATIONS FOOD AND AGRICULTURE ORGANIZATION

“This is a basic problem, to feed 6.6 billion people. Without chemical fertilizer, forget it. The game is over”

*Dr. Norman Borlaug  
Nobel Peace Prize Winner*



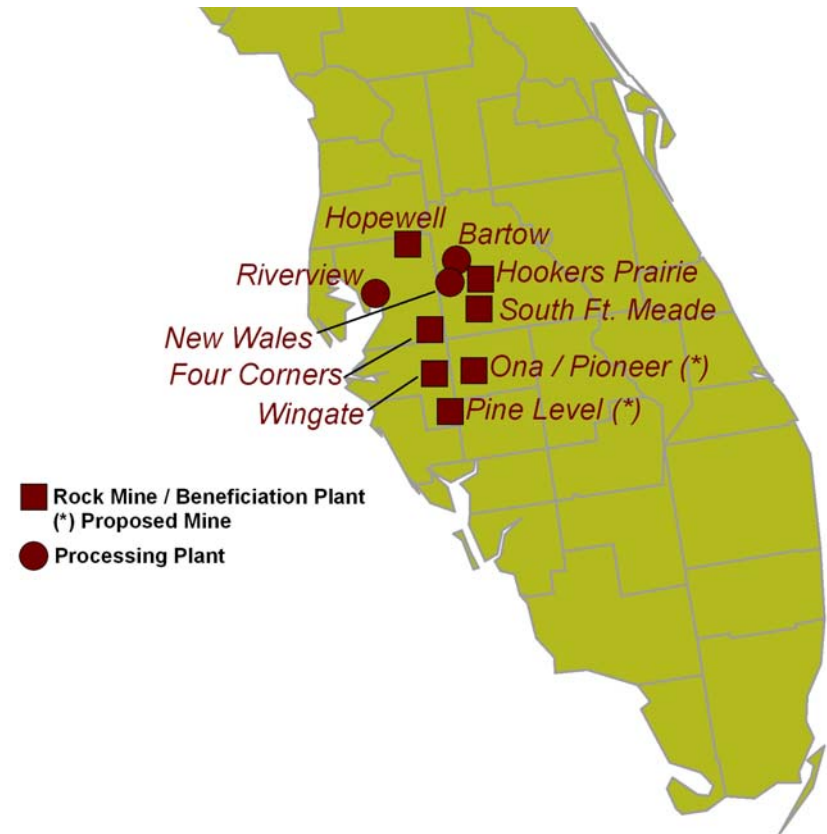
# MOSAIC OVERVIEW - INTRODUCTION

- Mission: *“We help the world grow the food it needs.”*
- Global producer of crop nutrients
- Vertically integrated  
Mining → Production → Distribution
- Multi-modal transportation spend: <\$750 million
- Revenue for Fiscal 2008 (May 31): \$9.8 billion
- Operates port terminals, warehouses and blending and bagging facilities in nine countries
- Operates 16 phosphate rock mines and plants, five potash production facilities and one nitrogen production facility



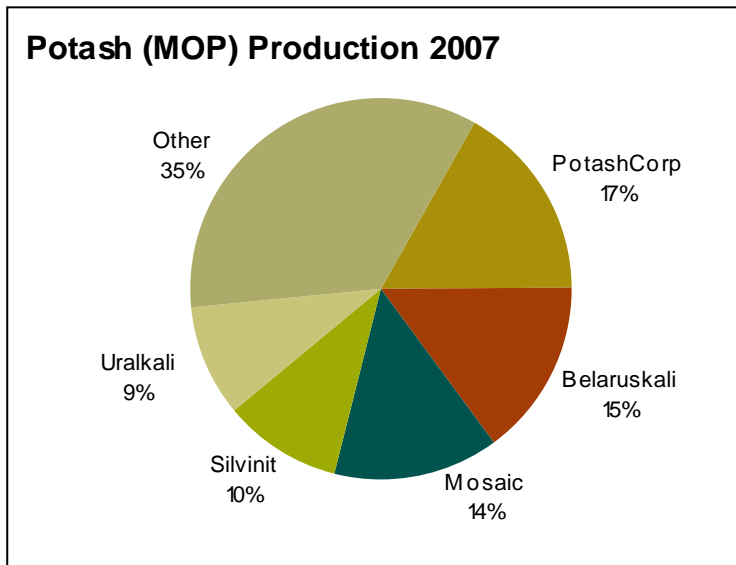
# PHOSPHATE OPERATIONS

- 2nd largest phosphate rock miner worldwide with 16 million tons of capacity.
- Largest phosphoric acid producer worldwide with 4.5 million tons of P<sub>2</sub>O<sub>5</sub> capacity.
- Largest finished phosphate fertilizer producer with 15% of global output.

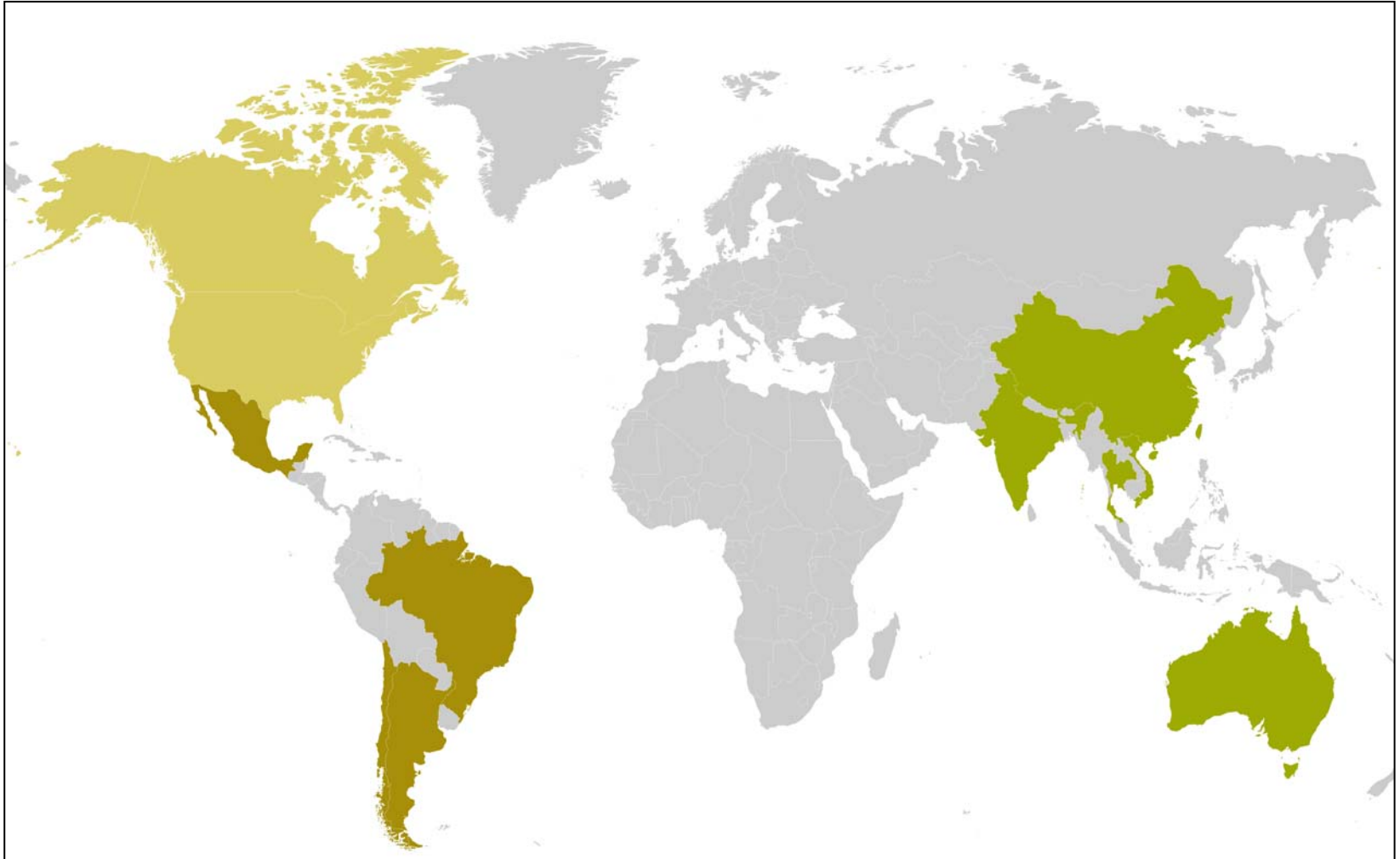


# POTASH OPERATIONS

- Third largest worldwide miner & producer with 10.4 million tonnes of capacity



# DISTRIBUTION OPERATIONS

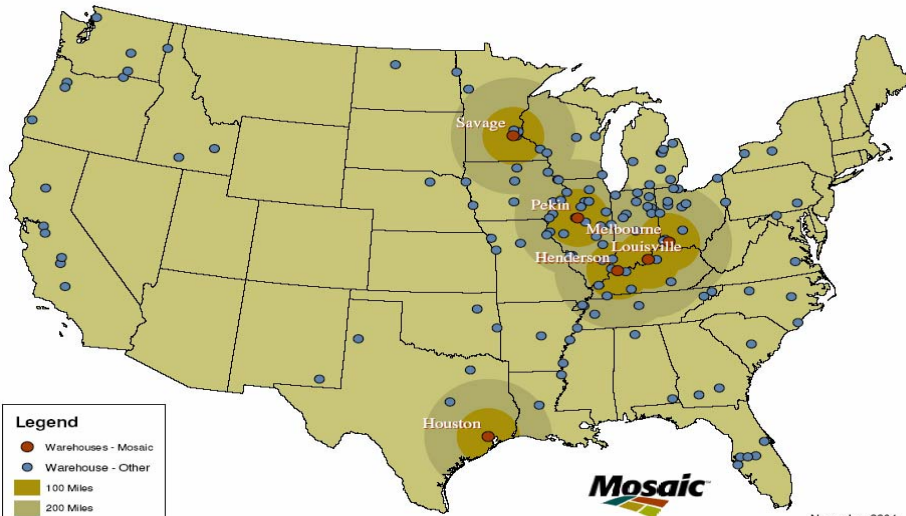




# DISTRIBUTION NETWORKS

## U.S.

### Mosaic Warehouses



## South America

### Brazil

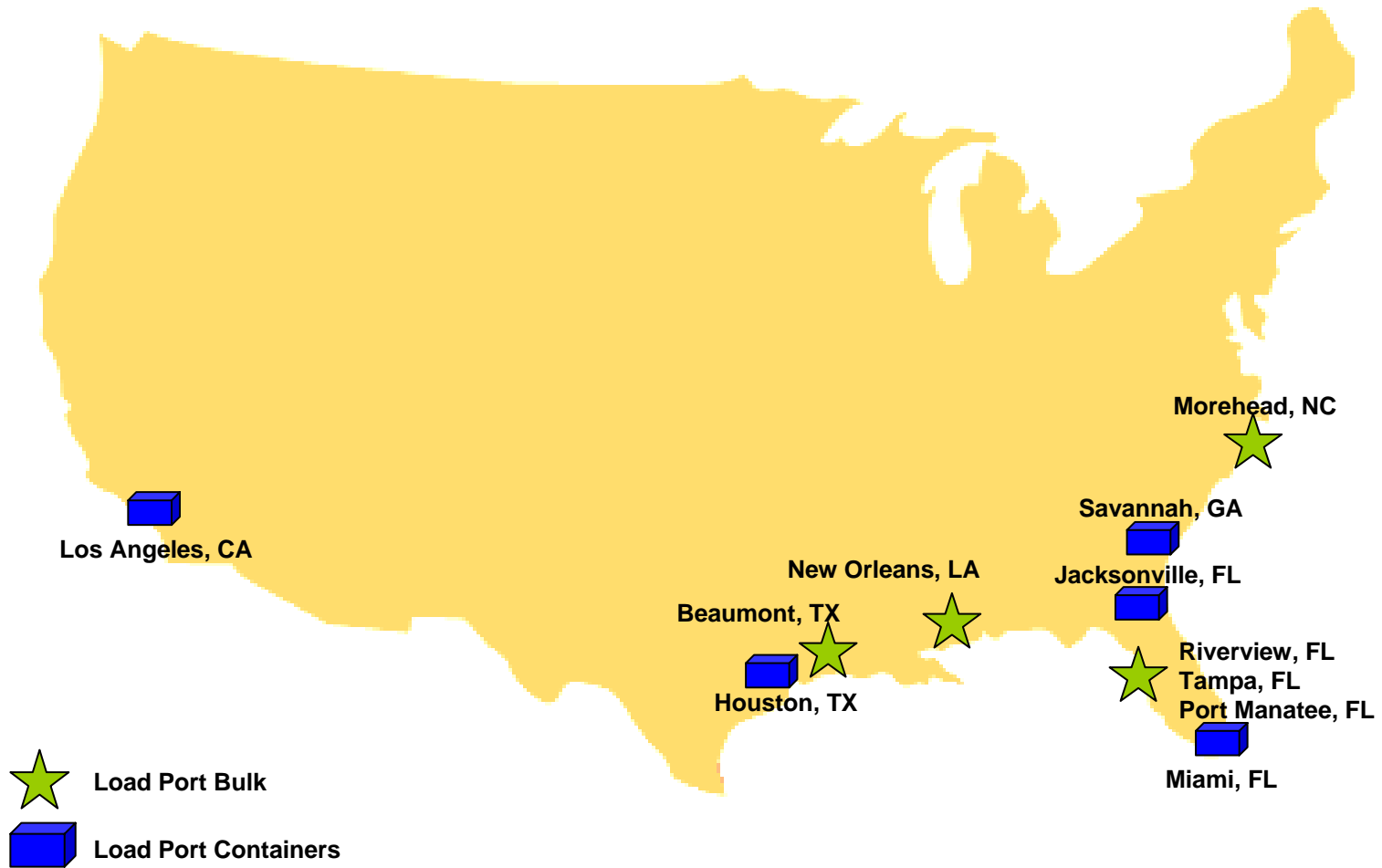


## Asia





# PORT TERMINALS IN THE U.S.



# HOW DO WE ESTABLISH OUR TRADEFLOWS

- Agriculture
- Counterparty risk
- Strategic advantages / competitiveness.

# POTASH TRADE FLOWS

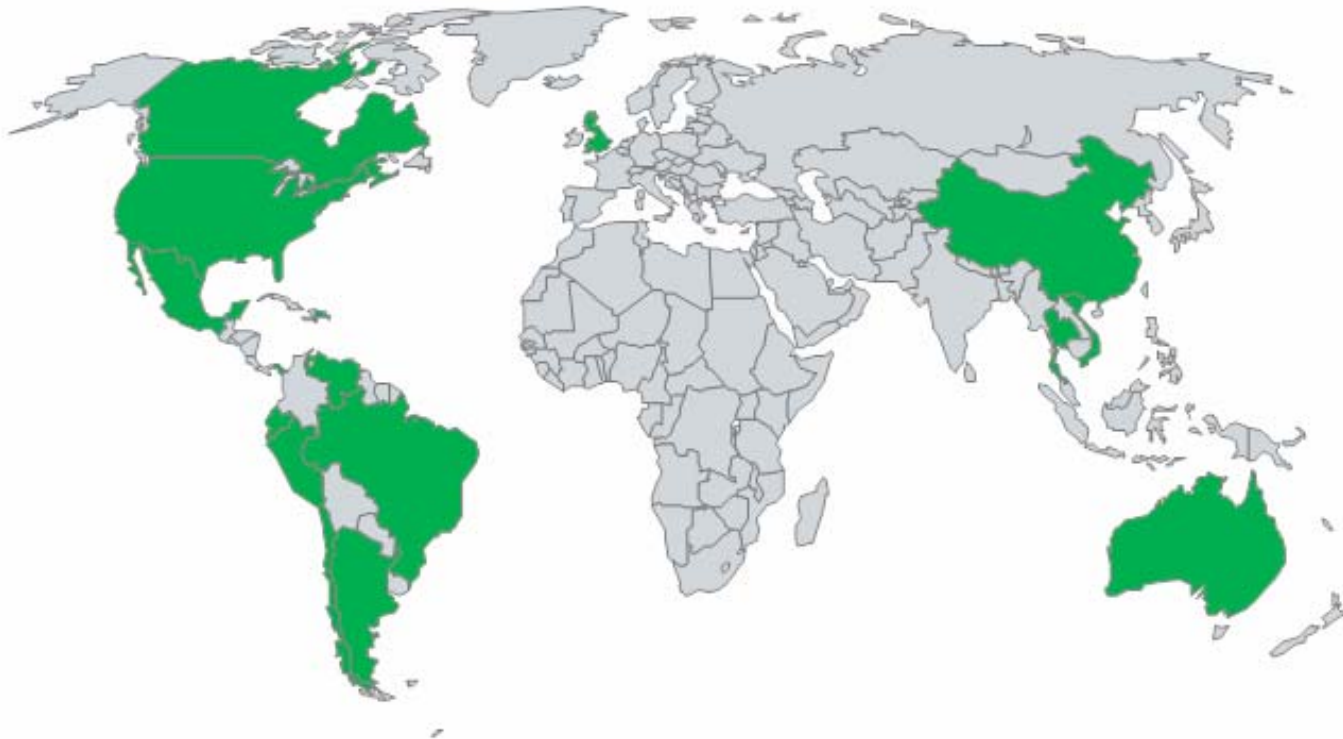


# PHOSPHATE TRADE FLOWS





# ANIMAL FEED INGREDIENT TRADE FLOWS



# KEY SUPPLY CHAIN GOALS

- Serving customer needs
- Optimizing transportation costs
- Insuring highest asset utilization
- Staying current on changes and being innovative

**“Plan – Promise – Deliver”**

# FUTURE EXPECTATIONS

- “Mass customization” = no longer a commodity
- Bulk + Container = Higher Complexity
- Flexible supply chain = success