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?
“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
• 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
• 2nd largest phosphate rock miner worldwide with 16 million tons of capacity.

• Largest phosphoric acid producer worldwide with 4.5 million tons of P2O5 capacity.

• Largest finished phosphate fertilizer producer with 15% of global output.
• Third largest worldwide miner & producer with 10.4 million tonnes of capacity

Potash (MOP) Production 2007

- PotashCorp: 17%
- Belaruskali: 15%
- Silvinit: 10%
- Mosaic: 14%
- Uralkali: 9%
- Other: 35%

Source: IFA, Company Reports and Mosaic Estimates
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”
• “Mass customization” = no longer a commodity

• Bulk + Container = Higher Complexity

• Flexible supply chain = success