

The Mosaic Company

Focused on Execution

BofA ML 2013 Global Agriculture Conference

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Safe Harbor

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Our Challenge: Feeding the World





Mosaic's Role in Feeding the World

Population Growth

World population will reach 9 billion people by 2050*

Need to Improve Yield

Limited arable land

Crop nutrients directly account for 40 to 60 percent of crop yields

Long-Term Sustainability

Optimum use of crop nutrients is essential to growing the food the world needs today and tomorrow

* Source: IHS Global Insight



Mosaic's Strategic Priorities



Focused on Phosphate & Potash

Agriculture
- Attractive sector

Crop Nutrition
- Best business within agriculture

Phosphate & Potash
- Most compelling nutrients

Mosaic®

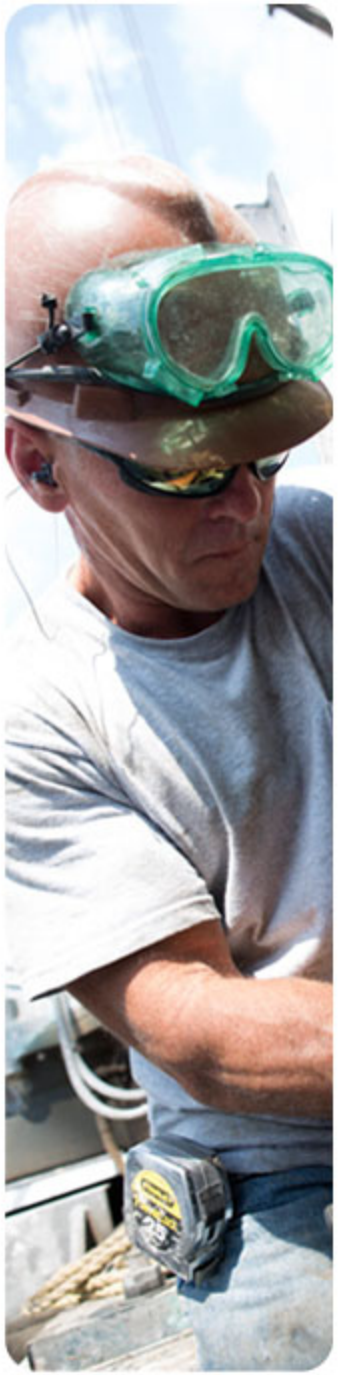
Mosaic is in great position to be
the world's leading crop nutrition company

Nutrients to Feed the World



Our Strategic Priorities



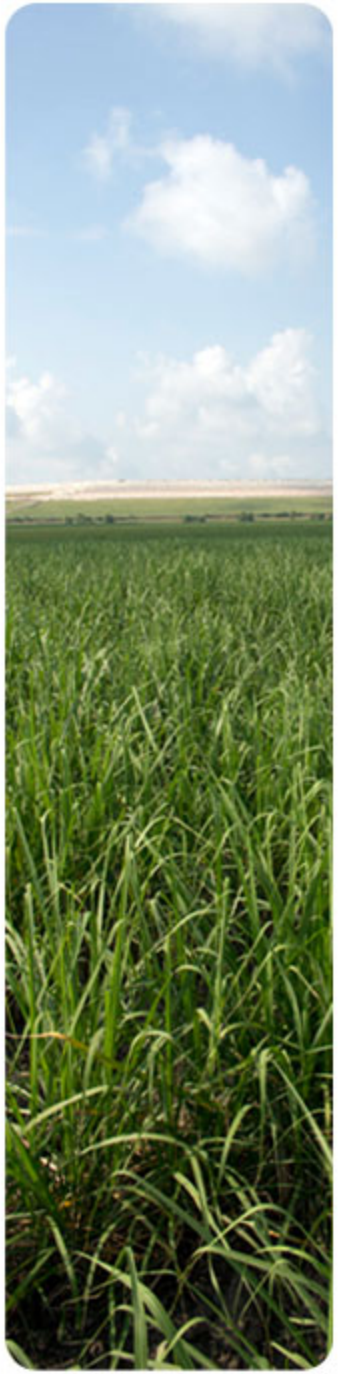


People

- **The foundation of our success**
- **Invest in talent and development**
- **Align incentives with TSR**

People





Growth

- Increase Cash Flow
- Grow volumes
- Expand Product Margins

Growth



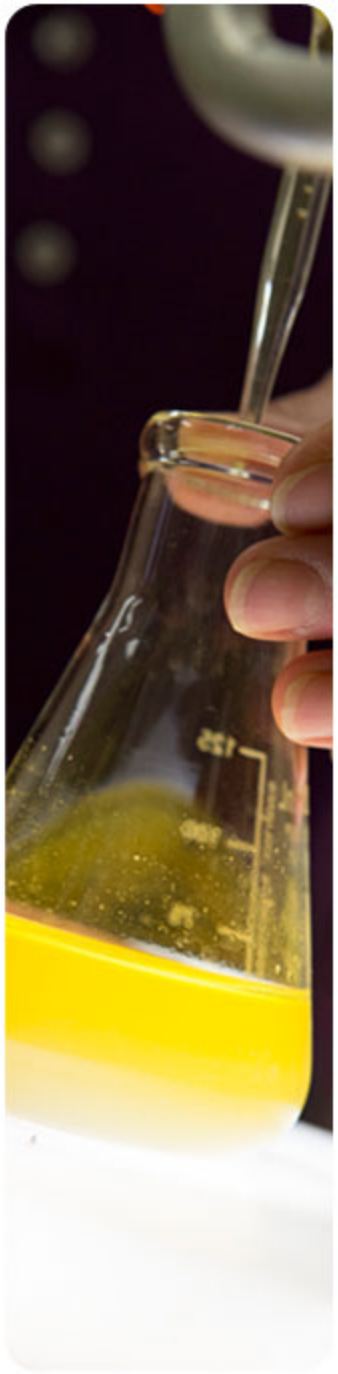


Market Access

- Expand reach and impact
- Lower distribution costs
- Minimize working capital

Market Access





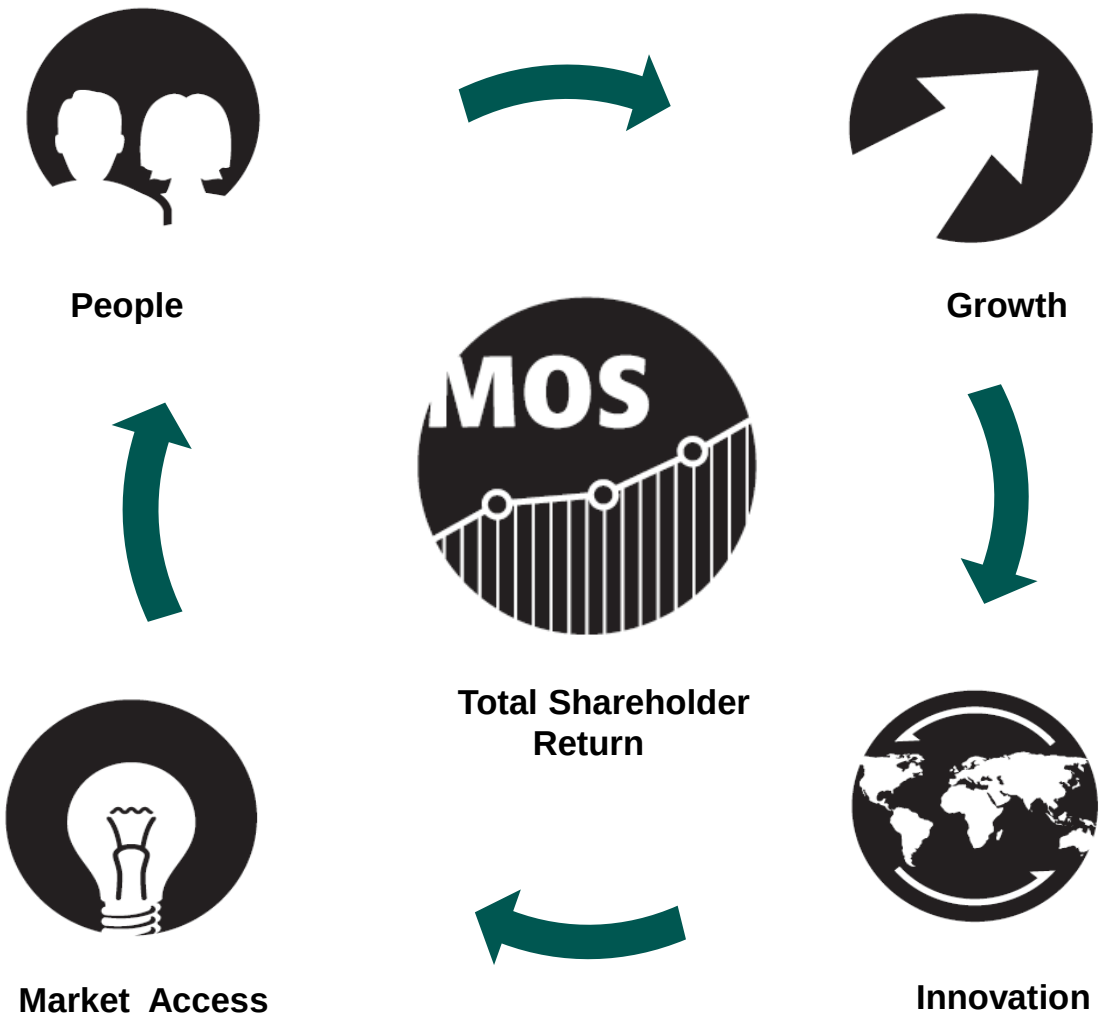
Innovation

- **Industry leading innovation in:**
  - **Product**
  - **Process**
  - **Sustainability**
- **Drive margin improvement**

Innovation

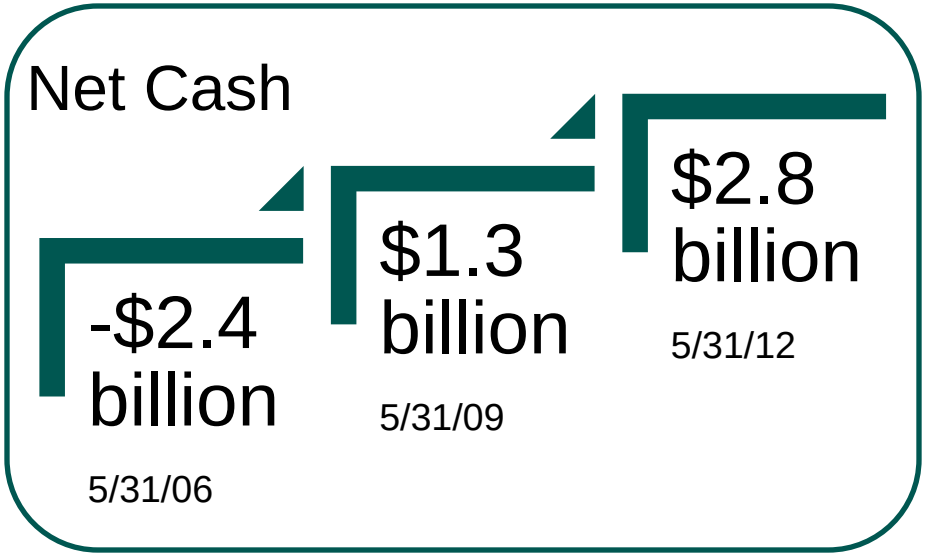

THE BIGGEST BREAKTHROUGH
IN CROP NUTRITION. PERIOD
N
P
MicroEssentials®

Our Strategic Priorities



Financial Policy: A Key Component of TSR





*see Net Cash reconciliation on slide 18

Strategic Priority: Shareholder Value

Our TSR goal:
Top 3 among 10 global crop nutrient peers



The Mosaic Company

Thank you



Net Cash Reconciliation

Net Cash

(in millions)	May 31, 2006	2009	2012
Cash and cash equivalents	$ 173.3	$ 2,703.2	$ 3,811.0
Less: Short-term debt	152.8	92.7	42.5
Current maturities of long-term debt	69.3	43.3	0.5
Long-term debt, less current maturities	2,384.6	1,256.1	1,010.0
Long-term debt due to Cargill, Inc. and affiliates	3.5	0.4	-
Net Cash	**$ (2,436.9)**	**$ 1,310.7**	**$ 2,758.0**