Driven to Excel

The Mosaic Company accounts for more than 14 percent of the world’s phosphates and potash crop nutrients. We are a competitive, integrated producer with strong customer relationships and distribution in approximately 40 countries. And as demand for food and our products continues to rise, we intend to thrive across the cycles of our business and realize our potential.

Our Proven Resilience

Fertilizers help produce half of all food, fiber and fuel crop yields today. As one of the largest producers of phosphates and potash globally, we understand the critical need for our products. Cyclical market conditions mean Mosaic is continually focused on optimizing production, managing costs, and delivering substantial value to shareholders and customers in our key North America, Brazil, India and China markets.

Earnings Per Share

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013'</td>
<td>$2.49</td>
</tr>
<tr>
<td>2014</td>
<td>$2.68</td>
</tr>
<tr>
<td>2015</td>
<td>$2.78</td>
</tr>
</tbody>
</table>

SCALED FOR EFFICIENCIES

Operational scale effectively reduces production costs per unit, while disciplined management ensures consistent performance.
Demand for Mosaic’s crop nutrition products remains strong, and we expect it to rise as the global population grows. Our financial strength is a unique advantage. We’ve created powerful leverage for long-term success through $12 billion in capital commitments since 2013—including acquisitions, capacity expansions and shareholder distributions. And we’re poised to take advantage of growth and innovation opportunities to reap ever-greater profitability.

Our Great Potential

EFFICIENT PHOSPHATE PRODUCTION
From 2011 to 2015, cash cost of phosphate rock production trended flat to down

COMPETITIVE POTASH PRODUCTION
In 2015, cash cost of Muriate of Potash production decreased 16% from 2014

| Complementary Portfolio = Stable & Balanced
| Net Sales in Billions by Business Segment
<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
<th>2013¹</th>
<th>2012¹</th>
<th>2011¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phosphates</td>
<td>$4.6</td>
<td>$4.6</td>
<td>$4.3</td>
<td>$5.1</td>
</tr>
<tr>
<td>Potash</td>
<td>$2.4</td>
<td>$2.9</td>
<td>$3.0</td>
<td>$3.4</td>
</tr>
</tbody>
</table>

¹ Unaudited due to change in year end
² Excludes realized mark-to-market gains/losses

MOP & DAP
Earnings Per Share Leverage

Muriate of Potash (MOP)
Diammonium Phosphate (DAP)

SIGNIFICANT COST CONTROLS
$63 million reduction in Selling, General and Administrative expenses since 2012

$424M
$394M
-9%
Farmers need fertilizer to meet growing food demand

NUTRIENT REMOVAL CYCLE
To maintain soil fertility and potential for higher yields, farmers must replace crop nutrients every year

FACT
200 bushels per acre corn yield removes 270 pounds per acre of crop nutrients

We support & promote
4R NUTRIENT STEWARDSHIP
RIGHT SOURCE
RIGHT RATE
RATE TIME
RIGHT PLACE

GLOBAL POPULATION GROWTH
7B 2016 ➔ 9B 2050
AGRICULTURAL PRODUCTION NEEDS TO INCREASE

70% ➔ 2050

TODAY'S CROP PRODUCTION ALLOCATION

62% HUMAN FOOD
35% ANIMAL FEED
3% BIOENERGY CROPS, SEED & OTHER INDUSTRIAL PRODUCTS

DEMAND

10% Land expansion will not fulfill crop production needs
20% Higher yields and cropping intensity needed on existing arable land

1 www.cropnutrition.com
2 FAO Expert Meeting on How to Feed the World in 2050; 2009
3 Institute on the Environment, University of Minnesota

FURTHER INFORMATION

Mosaicco.com
Sustainability Report
CropNutrition.com
MicroEssentials.com
AspirePotash.com
Disclosure Statement
Privacy Policy

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