

Bull or Bear?

The Great Debate

Rahm vs. Jung

Mosaic AgCollege
Orlando, FL
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Safe Harbor Statement

This document contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements about the Northern Promise Joint Venture, the acquisition and assumption of certain related liabilities of the Florida phosphate assets of CF Industries, Inc. (“CF”) and Mosaic’s ammonia supply agreements with CF; repurchases of stock; other proposed or pending future transactions or strategic plans and other statements about future financial and operating results. Such statements are based upon the current beliefs and expectations of The Mosaic Company’s management and are subject to significant risks and uncertainties. These risks and uncertainties include but are not limited to risks and uncertainties arising from the ability of the Northern Promise Joint Venture to obtain additional planned funding in acceptable amounts and upon acceptable terms, the future success of current plans for the Northern Promise Joint Venture and any future changes in those plans; difficulties with realization of the benefits of the transactions with CF, including the risks that the acquired assets may not be integrated successfully or that the cost or capital savings from the transactions may not be fully realized or may take longer to realize than expected, or the price of natural gas or ammonia changes to a level at which the natural gas based pricing under one of the long term ammonia supply agreements with CF becomes disadvantageous to Mosaic; customer defaults; the effects of Mosaic’s decisions to exit business operations or locations; the predictability and volatility of, and customer expectations about, agriculture, fertilizer, raw material, energy and transportation markets that are subject to competitive and other pressures and economic and credit market conditions; the level of inventories in the distribution channels for crop nutrients; changes in foreign currency and exchange rates; international trade risks and other risks associated with Mosaic’s international operations and those of joint ventures in which Mosaic participates, including the risk that protests against natural resource companies in Peru extend to or impact the Miski Mayo mine; changes in government policy; changes in environmental and other governmental regulation, including greenhouse gas regulation, implementation of numeric water quality standards for the discharge of nutrients into Florida waterways or efforts to reduce the flow of excess nutrients into the Mississippi River basin, the Gulf of Mexico or elsewhere; further developments in judicial or administrative proceedings, or complaints that Mosaic’s operations are adversely impacting nearby farms, business operations or properties; difficulties or delays in receiving, increased costs of or challenges to necessary governmental permits or approvals or increased financial assurance requirements; resolution of global tax audit activity; the effectiveness of Mosaic’s processes for managing its strategic priorities; adverse weather conditions affecting operations in Central Florida, the Mississippi River basin, the Gulf Coast of the United States or Canada, and including potential hurricanes, excess heat, cold, snow, rainfall or drought; actual costs of various items differing from management’s current estimates, including, among others, asset retirement, environmental remediation, reclamation or other environmental regulation, Canadian resources taxes and royalties, the liabilities Mosaic assumed in the Florida phosphate assets acquisition, or the costs of the Northern Promise Joint Venture, its existing or future funding and Mosaic’s commitments in support of such funding; reduction of Mosaic’s available cash and liquidity, and increased leverage, due to its use of cash and/or available debt capacity to fund share repurchases, financial assurance requirements and strategic investments; brine inflows at Mosaic’s Esterhazy, Saskatchewan, potash mine or other potash shaft mines; other accidents and disruptions involving Mosaic’s operations, including potential mine fires, floods, explosions, seismic events or releases of hazardous or volatile chemicals, as well as other risks and uncertainties reported from time to time in The Mosaic Company’s reports filed with the Securities and Exchange Commission. Actual results may differ from those set forth in the forward-looking statements.



Course Description

Bull or Bear?

The Great Debate

Rahm vs. Jung

This course pits two Mosaic analysts in three informal and somewhat irreverent debates about the agricultural commodity, phosphate and potash outlooks.

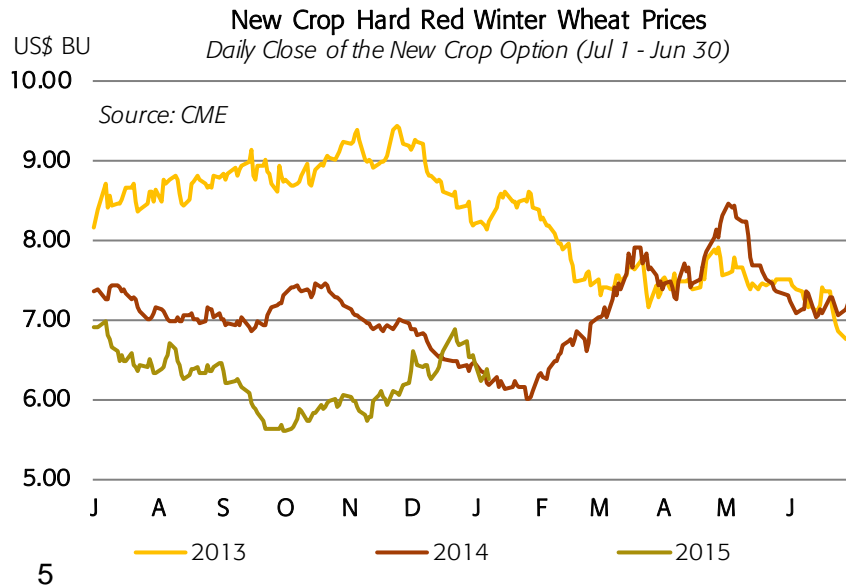
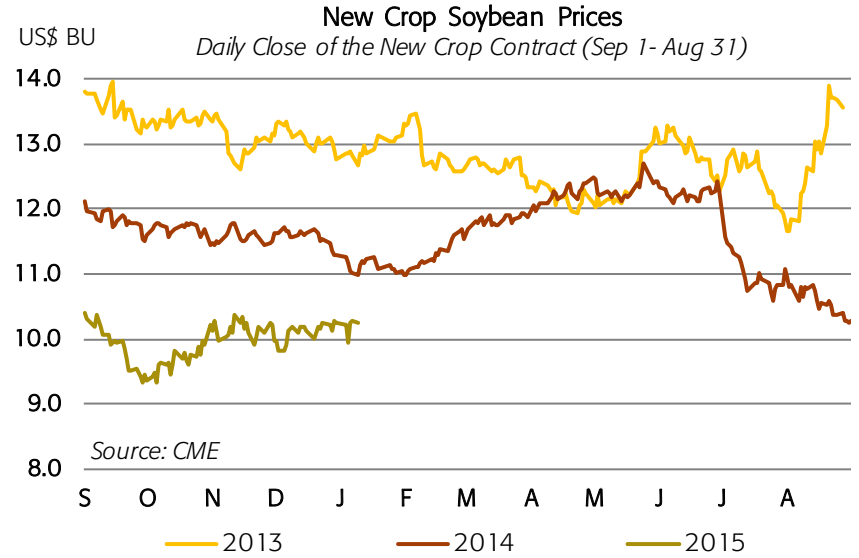
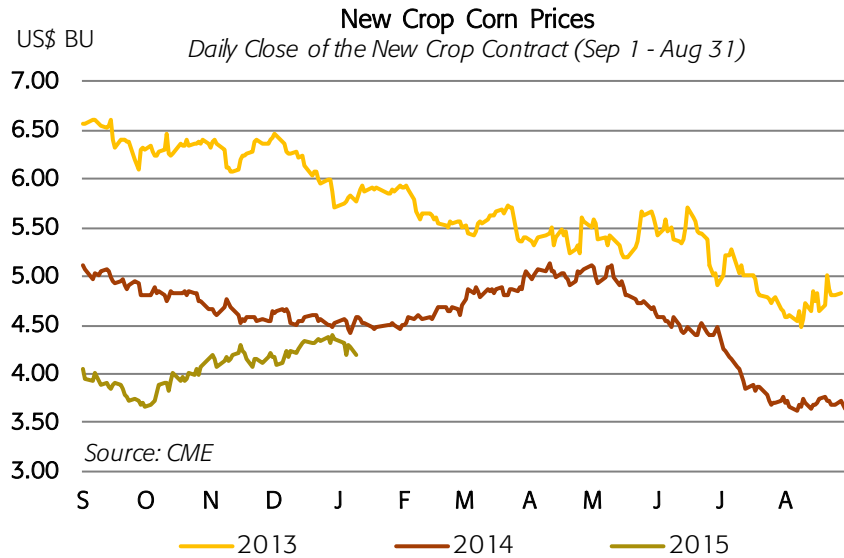
Based on a coin toss, one analyst will argue the bull case while the other will argue the bear case, with the audience ultimately deciding the most convincing and winning argument.



Debate 1

Agricultural Commodity Outlook

Where do we go from here?



The Bull Case:

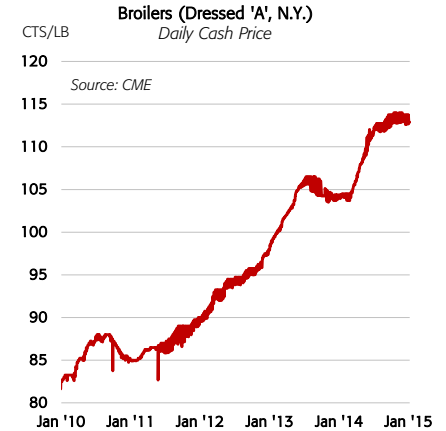
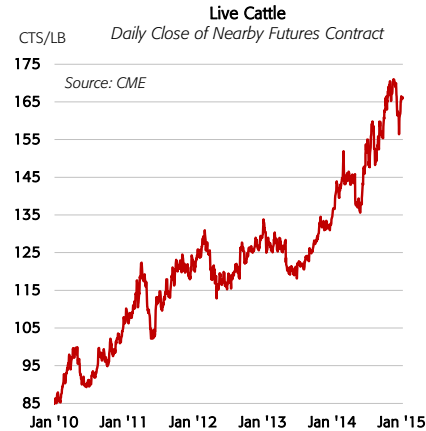
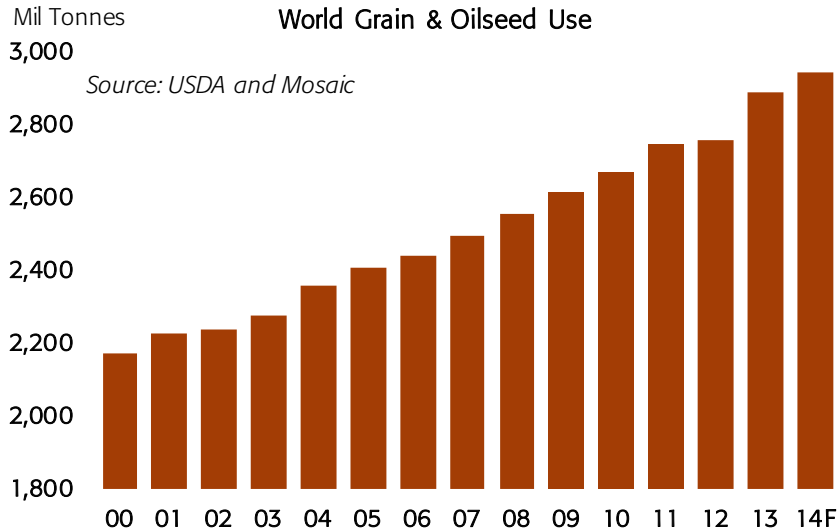
Markets are Looking Ahead Not Back

(Six Minutes)

Markets are Looking Ahead Not Back

1. It's a demand-pull story
2. And it's a demand-pull story with a few supply kickers and risks
3. Look beyond the stock build
4. Farmers aren't selling
5. Agricultural commodities will remain attractive investments

It's a demand-pull story



- Record harvests but also record demand.
- Pent-up demand from 2012/13 unleashed in 2013/14.
- More normal growth in 2014/15
- Highly profitable feed economics and strong feed demand.
- U.S. exports especially soybean sales off to a fast start.
- Don't worry about biofuels just yet.
 - U.S. refining and distribution system calibrated to E10.
 - U.S. RFS under pressure but likely will stay in place.

U.S. Cumulative Exports

| 1000 MT | Current Marketing YTD | Prior Marketing YTD | % Change Last Yr | 7-Yr Olympic Avg | % Change 7-Yr Avg |
|----------|-----------------------|---------------------|------------------|------------------|-------------------|
| Corn | 12,615 | 11,415 | 11% | 13,503 | -7% |
| Soybeans | 29,751 | 25,031 | 19% | 18,507 | 61% |
| Wheat | 13,772 | 19,419 | -29% | 16,680 | -17% |

| 1000 MT | Marketing YTD | USDA Forecast | % of Forecast | % of Yr Complete |
|----------|---------------|---------------|---------------|------------------|
| Corn | 12,615 | 44,452 | 28% | 33% |
| Soybeans | 29,751 | 47,899 | 62% | 33% |
| Wheat | 13,772 | 25,174 | 55% | 58% |

Source: USDA

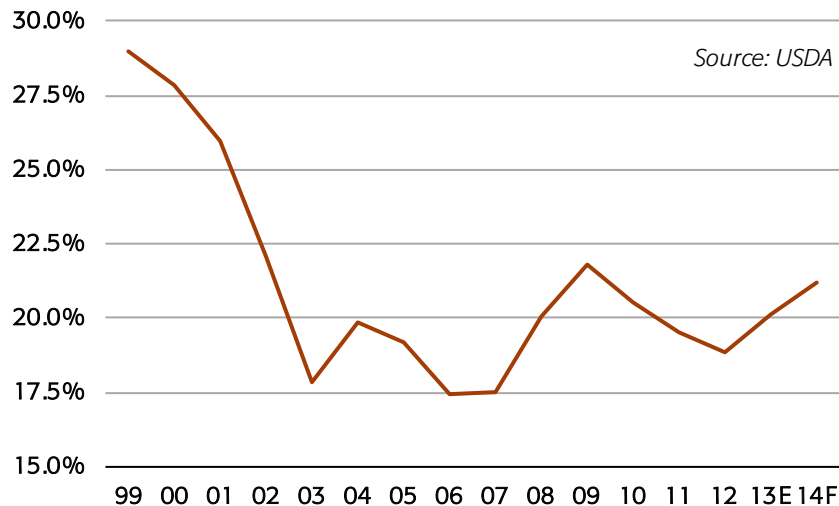
Corn and soybeans marketing year: Sep-Aug. Wheat: Jun-May.

Through January 1, 2015

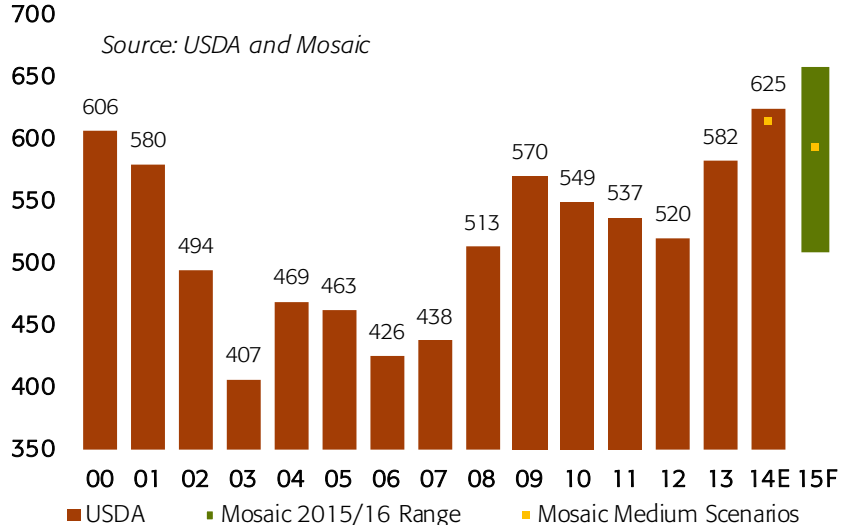


Look beyond the stock build

Global Grain & Oilseed Stocks as a Percent of Use



Mil Tonnes World Grain & Oilseed Stocks



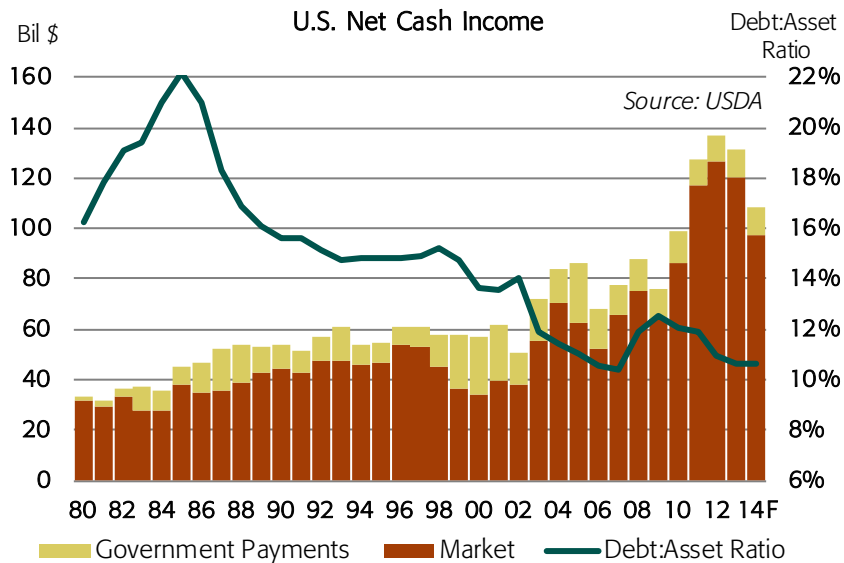
- Grain and oilseed stocks have increased but so has use. As a result stocks as a percent of use still remains at low levels.
- If yield and demand equal trend in 2015/16, then global grain and oilseed inventories ***will drop*** next year.
 - A wide range of possible outcomes in 2015/16.
 - The medium/trend case results in a 19.7% stocks-to-use percentage.
 - But one severe drought away from a food crisis.
 - And another bumper crop away from a farm crisis.
 - The challenge remains to increase yields at trend rates or better.
 - This is what agricultural commodity markets are focusing on today!***

2015/16 Grain and Oilseed Scenario Assumptions

| | Low | Medium | High |
|------------------------------|------------------|----------|------------------|
| Harvested Area Change | 0.00% | 0.00% | 0.00% |
| Yield Deviation from Trend * | Largest Negative | At Trend | Largest Positive |
| Demand Growth | 1.75% | 2.00% | 2.25% |

* Trend yield for 2000/01 to 2013/14 crop years.

Farmers aren't selling



- Some farmers have invested in additional storage capacity and have the capability to store most or all of a bumper crop rather than dump it on the market at harvest.
- U.S. farmers generally are in solid financial shape with low debt:asset ratios after several years of elevated net cash farm income.
- As a consequence, many farmers are under less pressure to sell grains and oilseeds even after a bumper crop in 2014.
- Some analysts point to this change as one of the reasons for the harvest rally in agricultural commodity prices this year.

The Bear Case:

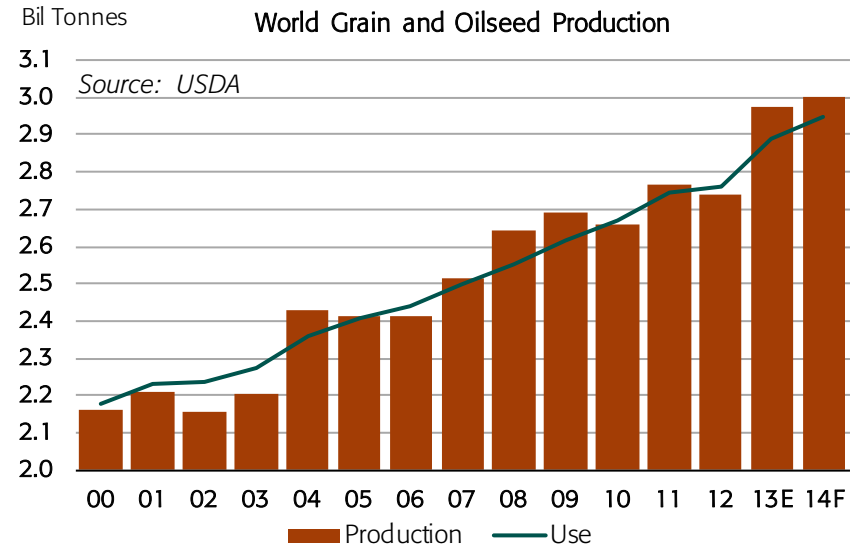
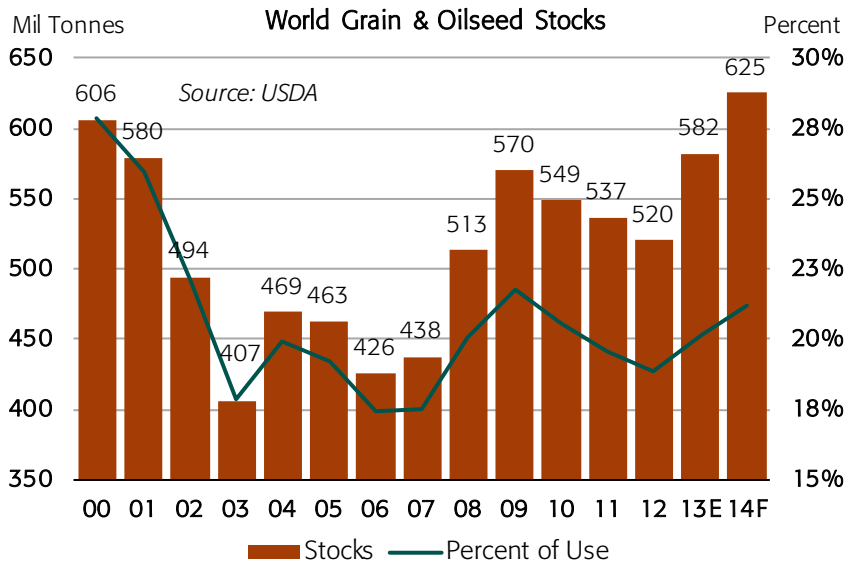
Just a Dead Cat Bounce

(Six Minutes)

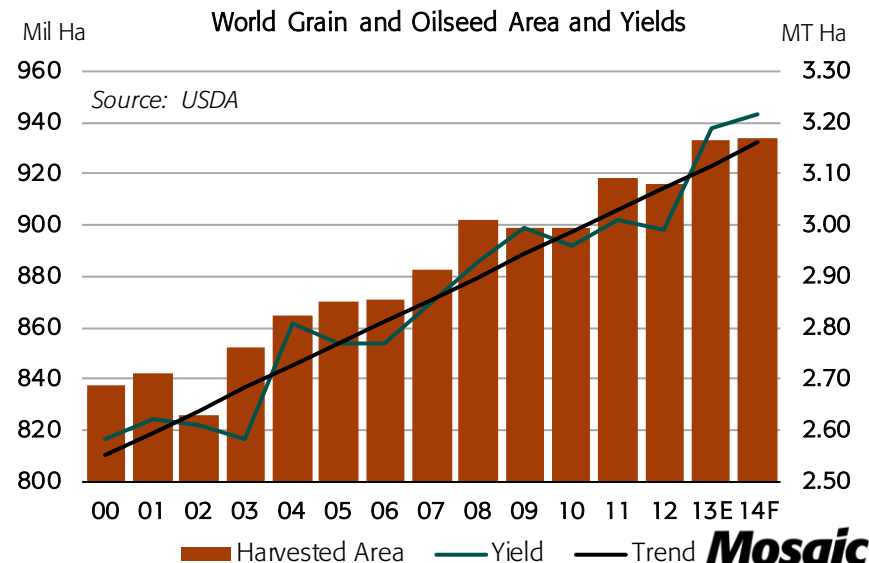
Just a Dead Cat Bounce

1. Fundamentals don't lie - and will prevail
2. Big crops in big fields in South America
3. A strong dollar drives lower commodity prices
4. Biofuels are at risk
5. Something will spook the speculative herd

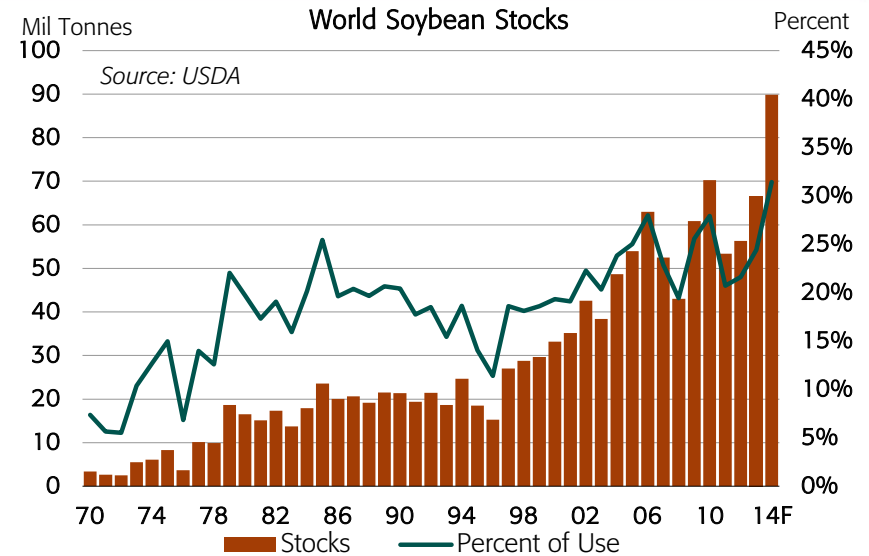
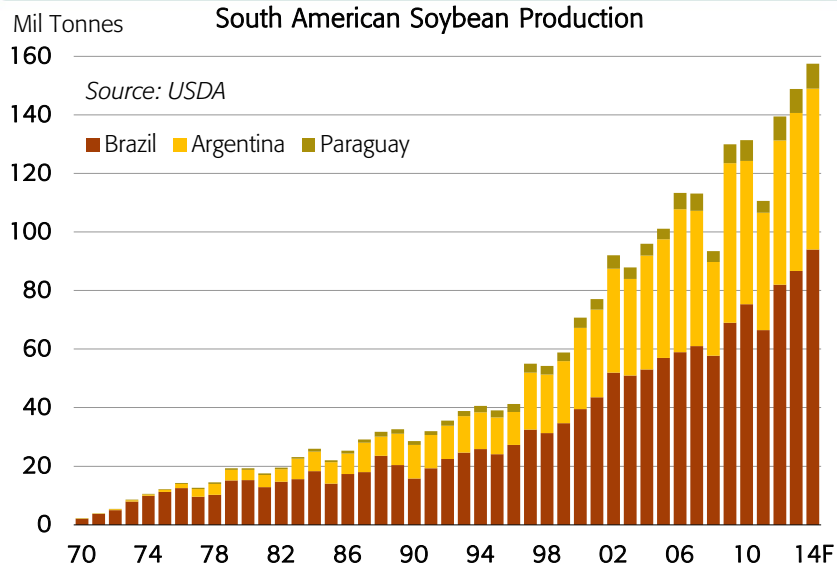
Fundamentals don't lie - and will prevail



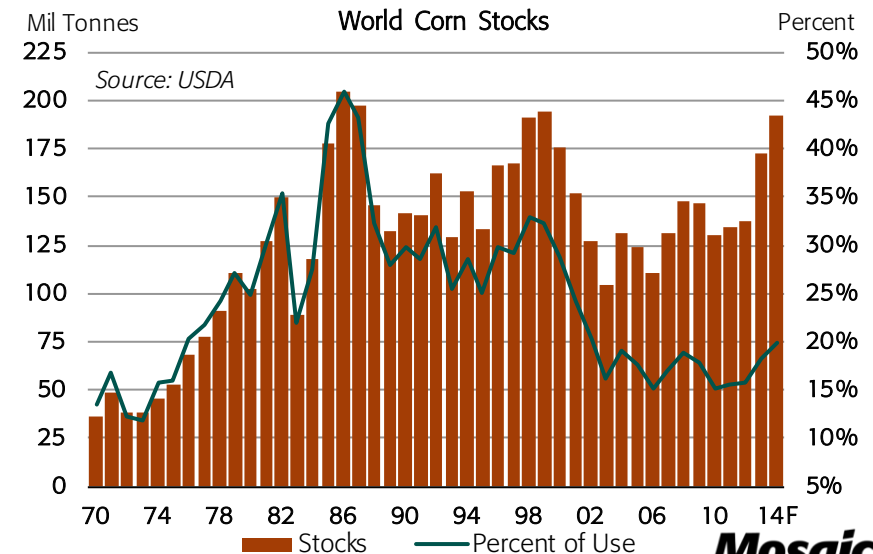
- Global stocks are projected to increase 105 million tonnes from 2012/13 to 2014/15 due to a giant step-up in production.
 - Still a large stock build even after tinkering with production estimates.
 - Corn and soybeans account for virtually all of the net increase this year.
 - The United States (and Brazil in the case of soybeans) account for nearly all of the increase in 2014/15.
- Farmers have responded to high crop prices by planting more acres and applying more technology to crops. Mother Nature also has cooperated during the last two years as evidenced by well-above-trend yields.
- Agricultural commodity markets are signaling farmers to slow the rate of supply growth.



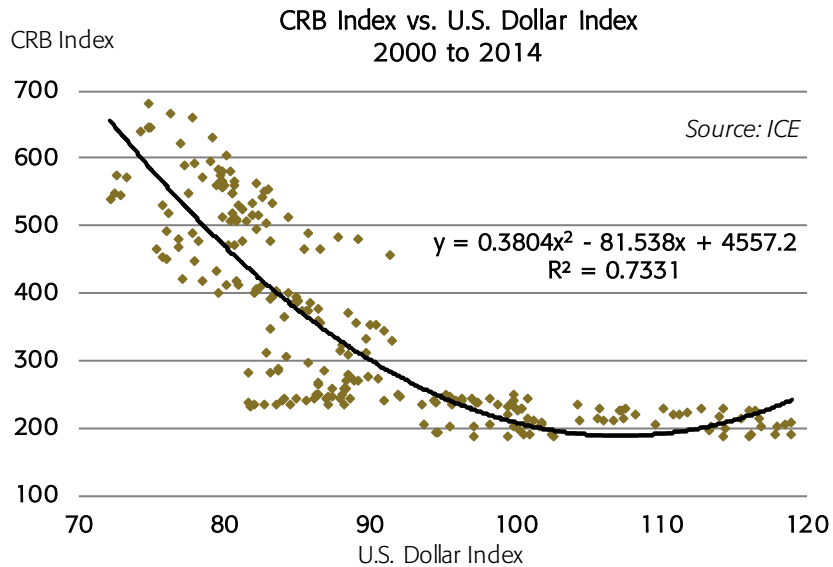
Big crops in big fields in South America



| Brazil Soybean Crop Forecasts (million tonnes) | |
|---|------|
| CONAB | 95.8 |
| USDA (Official) | 94.0 |
| USDA (Brazil attaché) | 92.0 |
| M. Cordonnier | 94.0 |
| Informa | 93.5 |

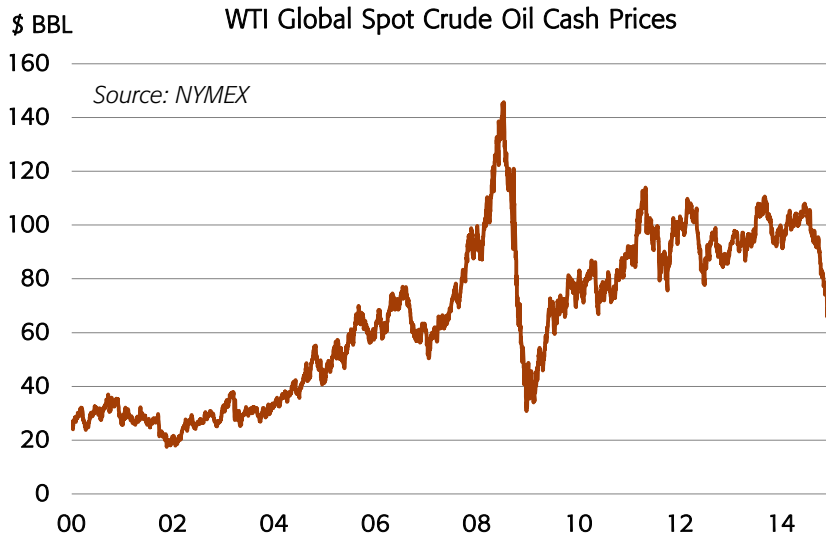


A strong dollar drives lower commodity prices

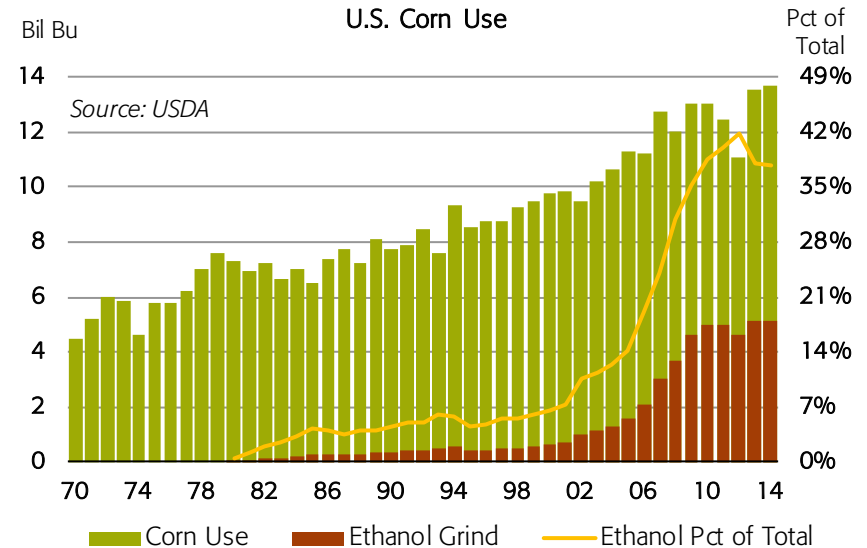


- There is a negative correlation between a trade-weighted dollar index and the CRB commodity price index.
- In big round numbers, the dollar index has increased from 80 in 2014 Q2 to more than 91 so far in 2015. The CRB index has declined from 555 in 2014 Q2 to 455 so far this year.
 - This analysis indicates that a dollar index of 91, on average, would correlate with a CRB index of 287!
 - History suggests that commodity prices have downside risk.

Biofuels are at risk



- The collapse of oil prices has turned blending margins negative and likely will erode political support for biofuels.
- Although oil refiners and gasoline blenders have calibrated operations for E10, they will invest to reconfigure operations if they expect that oil prices will drop at stay at levels low enough to generate a return on investment.



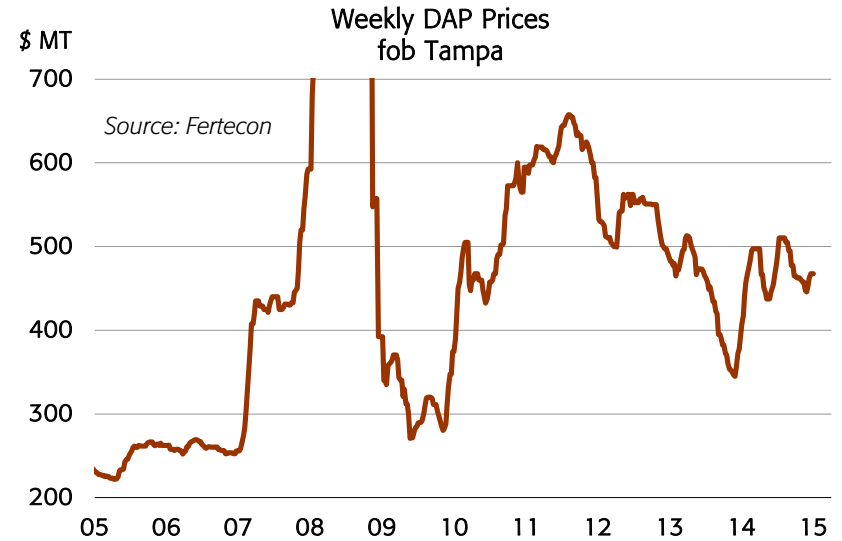
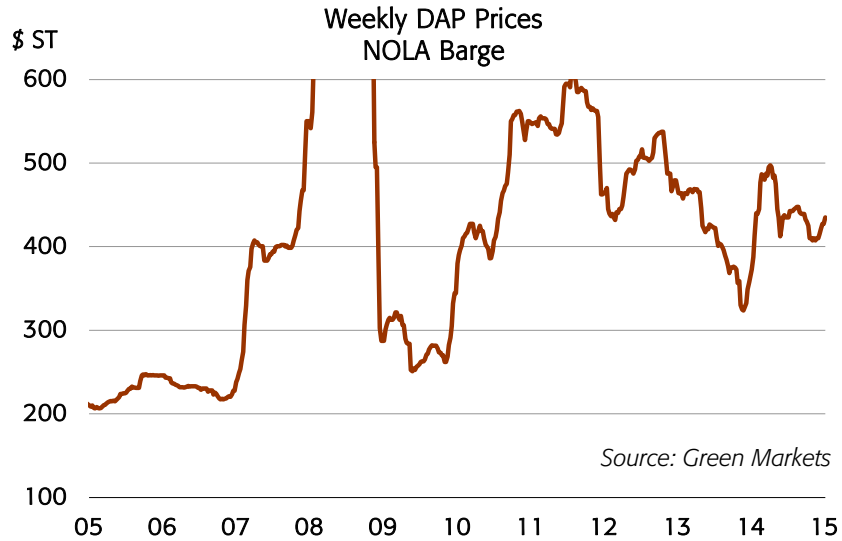
- U.S. ethanol demand has hit the blend wall so additional demand growth is needed for corn use to keep pace with expected yield gains over time.
- Alternatively, fewer acres will be required to meet projected demand as long as yields continue to trend upward.

Your Vote

Debate 2

Phosphate Outlook

Where do we go from here?



The Bear Case:

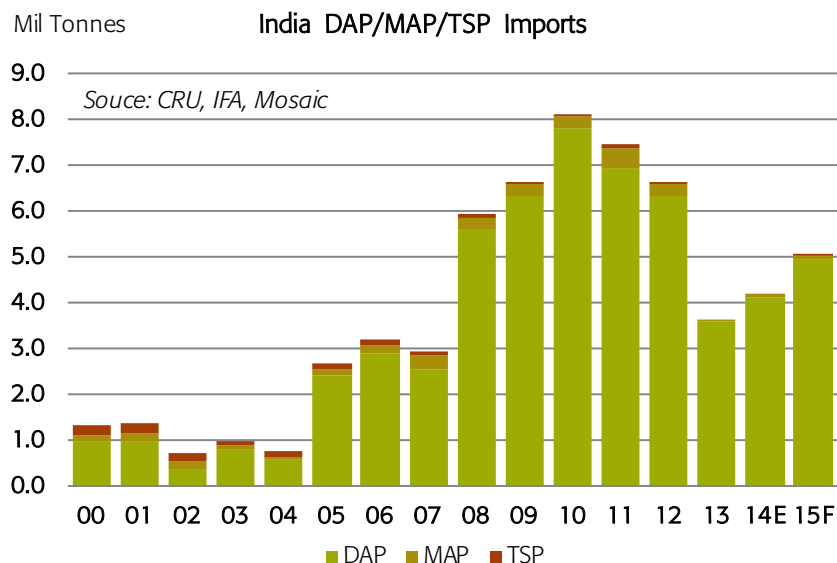
It's Just Supply and Demand

(Six Minutes)

It's Just Supply and Demand

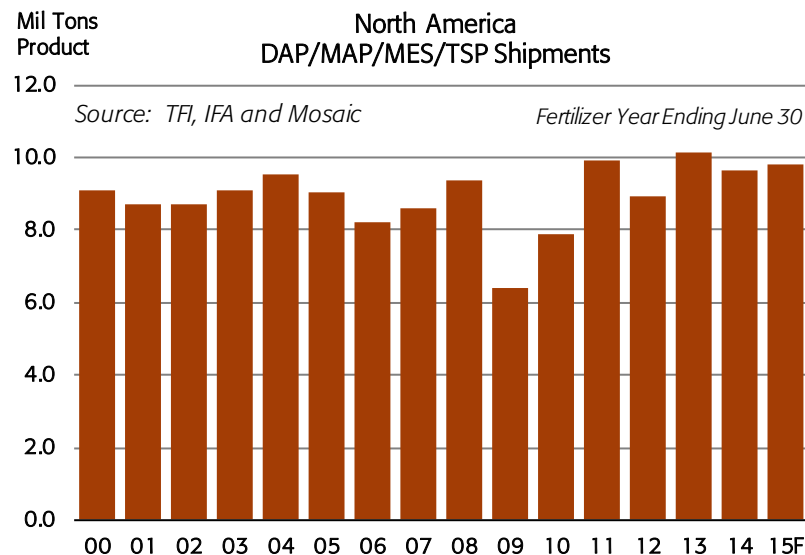
1. The BEAR won the agricultural commodity debate
2. Demand risks still exist
3. Plenty of phosphate from China
4. Other new capacity eventually will start-up or run better this year
5. Ammonia prices will drop even further

Demand risks still exist



Will India Come Through?

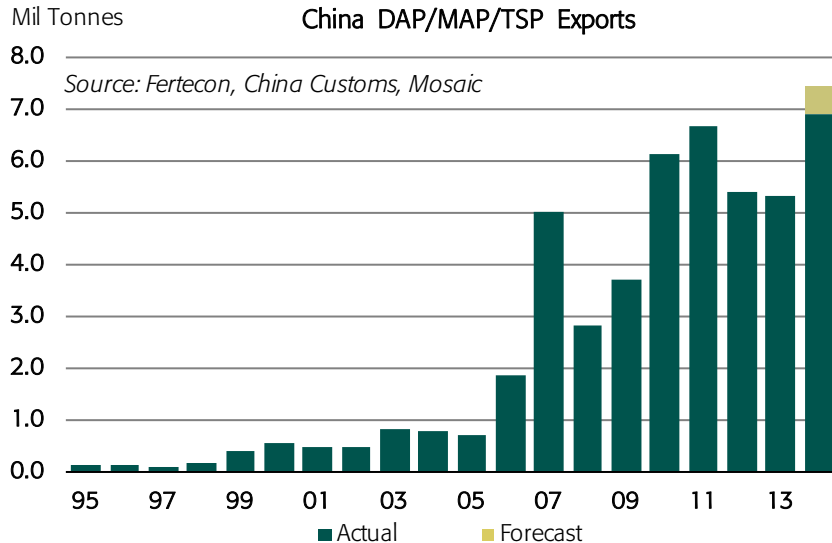
- India is expected to account for roughly one-half of the projected increase in shipments this year:
 - Farm economics remain profitable given additional increases in minimum support prices (MSP) for major crops.
 - Low channel inventories
 - But subsidy and rupee risks



What About the Second-Half Demand?

- First-half demand prospects look solid:
 - Underpinned by the strong harvest rally for key crop prices (\$4 corn and \$10 soybeans are no threat to demand).
 - Ongoing concerns about logistics and shipping delays.
- But second-half demand will hinge on the size of the 2015 harvest and the level of 2016 crop prices.

Plenty of phosphate from China



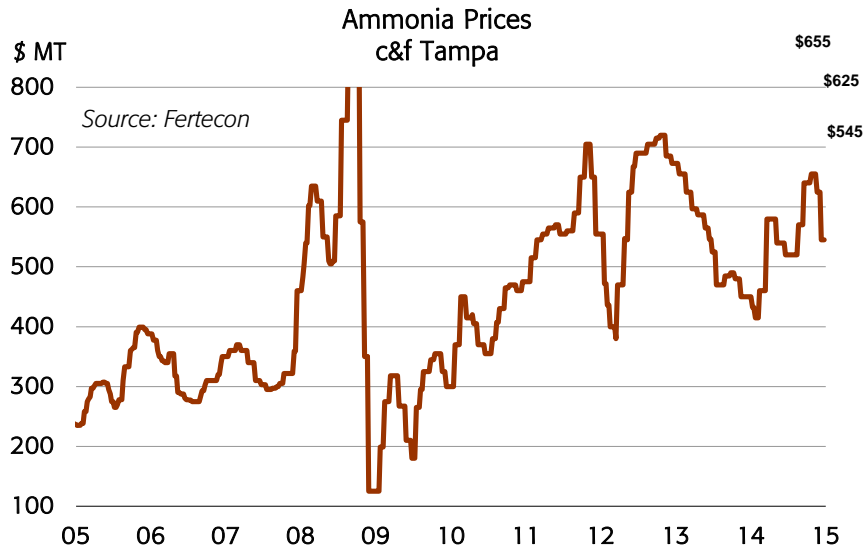
- China exported 6.9 million tonnes of DAP/MAP/TSP during the first 11 months of 2014.
 - Exports to India totaled 1.4 million tonnes, off 24% from last year.
 - Exports to Brazil totaled 1.2 million tonnes, up 135% from last year.
 - Exports to the United States totaled 247,000 tonnes vs. zero last year.
- Exports likely will total ~7.3-7.4 million tonnes for the entire year, up more than 2.0 million tonnes from 2013.

| Chinese Export Tariffs | | |
|------------------------|------------|---|
| Product | 2015 Tax | 2014 Tax |
| Urea | 80 RMB/mt | High Tax (Jan 1-Jun 30, Nov 1-Dec 31) 15% + 40 RMB/mt |
| | | Low Tax (Jul 1-Oct 31) 40 RMB/mt |
| DAP/MAP | 100 RMB/mt | High Tax (Jan 1-May 15, Oct 16-Dec 31) 15% + 50 RMB/mt |
| | | Low Tax (May 16-Oct 15) 50 RMB/mt |
| NPs | 5% | High Tax (Jan 1-May 15, Oct 16-Dec 31) 15% + 50 RMB/mt |
| | | Low Tax (May 16-Oct 15) 50 RMB/mt |
| TSP/SSP | 5% | 5% |
| NPKs | 30% | 30% |
| MOP/SOP | 600 RMB/mt | 600 RMB/mt |

*The export tariffs take effect on January 1, 2015
Value-added tax rate not yet confirmed*

- Recent changes in China's export tax are expected to facilitate the more orderly export of large quantities in 2015.
- China announced on December 16 that the government will do away with low and high tax windows and simply tax DAP and MAP exports at a flat rate of RMB100 or about \$16 per tonne throughout the entire year (the announcement included no mention of a value-added tax).
- In 2014, DAP and MAP exports were taxed at a flat rate of RMB50 per tonne during the low tax window that ran from May 16 to October 15 and at a rate of 15% plus RMB50 per tonne during the high tax period.

Ammonia prices will drop further



- Poor NA fall application season.
- Fewer production disruptions this year.
- Lower oil prices (European natural gas prices tied to oil prices).
- Lower U.S. natural gas prices.
- The China factor – record shattering urea exports in 2014.

The Bull Case:

Something's Happening Here

(Six Minutes)

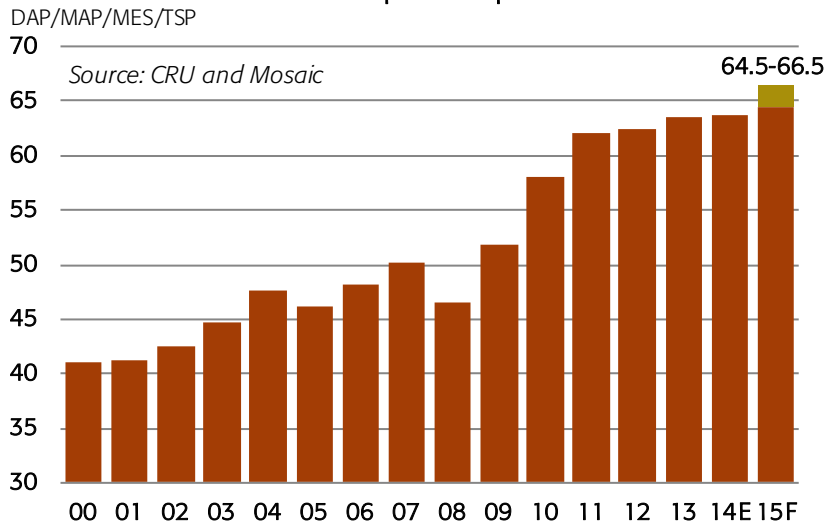
Something's Happening Here

1. The BULL won the agricultural commodity debate (just stable prices are needed)
2. Bank on India to lead a strong demand rebound
3. Supply changes are tightening the market
4. There are homes for Chinese tonnage
5. Don't expect much relief from lower raw materials costs

Bank on India to lead a strong demand rebound

MMT Product
DAP/MAP/MES/TSP
70

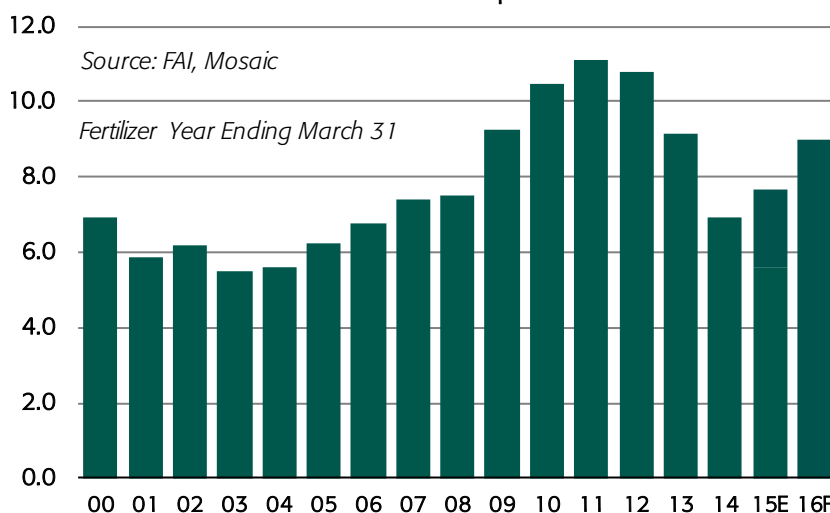
Global Phosphate Shipments



- Global shipments are forecast to post a solid gain in 2015. Shipments are projected to climb to 65.4 million tonnes this year, up from 2.7% or 1.7 million tonnes from 63.8 in 2014.
- Shipments have notched new highs for six years in a row, but the rate of growth has slowed during the last three years mainly due to the significant drop in Indian DAP shipments since 2011.
- Nevertheless, global shipments increased at a respectable rate of 2.4% per year or 5.7 million tonnes from 2010 to 2014, despite the drag from India. Chinese shipments increased 5.2% per year or 4.0 million (from 17.8 to 21.8) and Brazilian shipments climbed 12.5% per year or 2.7 million (from 4.5 to 7.2 million). North American shipments also increased 3.7% per year or 1.2 million tonnes during the same period.

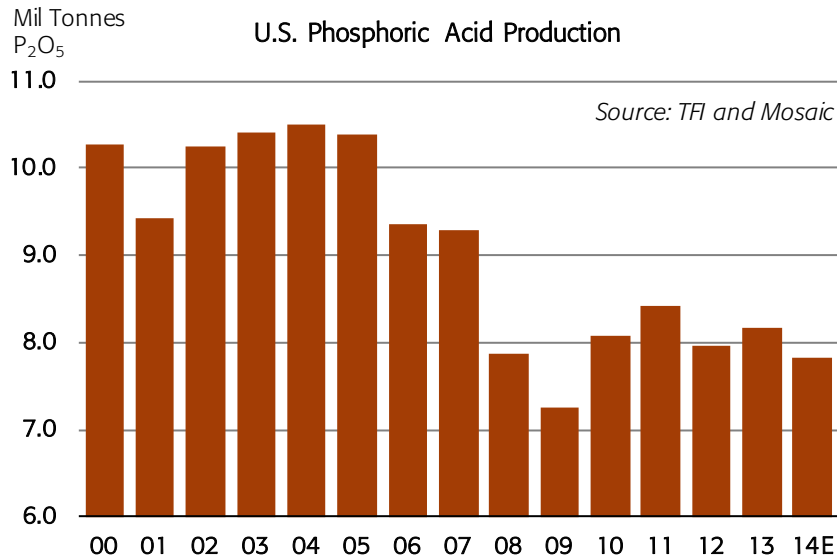
Mil Tonnes

India DAP Shipments



- India is expected to account for roughly one-half of the projected increase in shipments this year:
 - Farm economics remain profitable given additional increases in minimum support prices (MSP) for major crops.
 - The distribution channel looks bone dry.
 - The windfall from lower oil prices eases pressure on the government to further cut P&K subsidies in order to achieve budget deficit goals.
 - The windfall also provides a window for the government to address the imbalance in nutrient use.
- The bottom line is that the ***government is expected to make import economics work because India needs to import more phosphate*** this year than in the past few years.

Supply changes are tightening the market

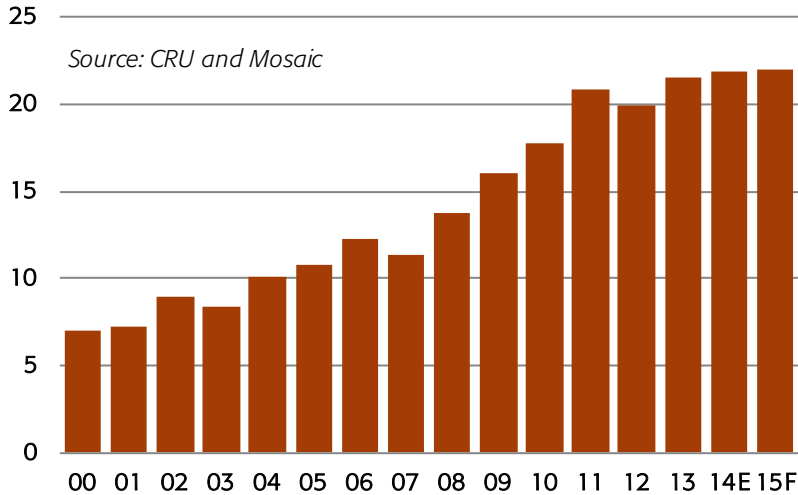


- More than 1.0 million tonnes of U.S. finished phosphate capacity either closed permanently or shut down in 2014:
 - PotashCorp closed permanently its Suwannee River complex at mid-year (215,000 tonnes P_2O_5 capacity or the equivalent of 415,000 tonnes MAP).
 - Mississippi Phosphates filed for Chapter 11 bankruptcy in November and ceased production in early December (~600,000 tonne annual DAP/MAP production).
- OCP is taking rolling turnarounds this year to convert acid plants at Jorf Lasfar to operate on wet rock from their newly commissioned slurry pipeline rather than dry rock.
- Logistical issues such as loading delays continue at OCP's Jorf Lasfar facility.

There are homes for Chinese tonnage

MMT Product
DAP/MAP/MES/TSP

China Phosphate Shipments



- At home:
 - Phosphate shipments have doubled since the middle of the last decade and continue to grow at moderate rates.
 - Growth is fueled by an increase in overall phosphate use as well as the substitution of high-analysis for low-analysis products.
- In India if demand increases as expected.
 - The new export tax policy should facilitate a more orderly flow of exports and result in less volatility.

Plant Nutrient Affordability
Plant Nutrient Price Index / Crop Price Index



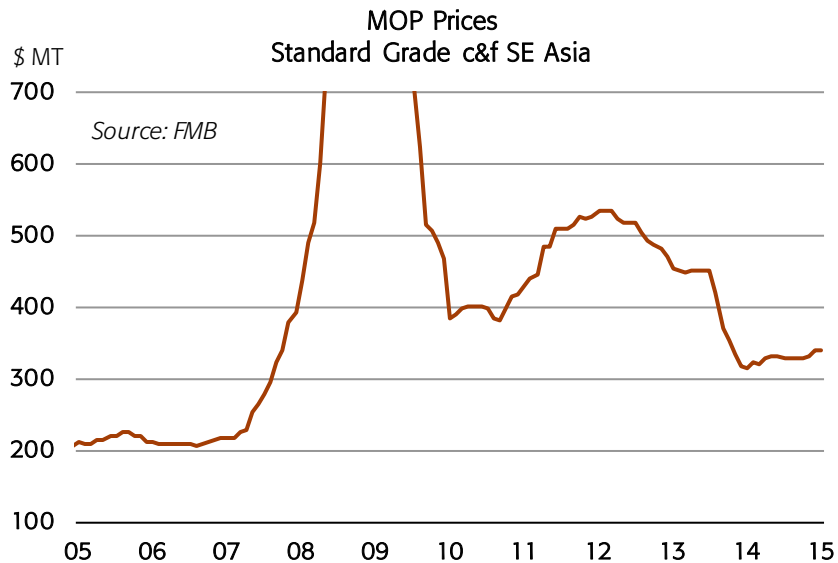
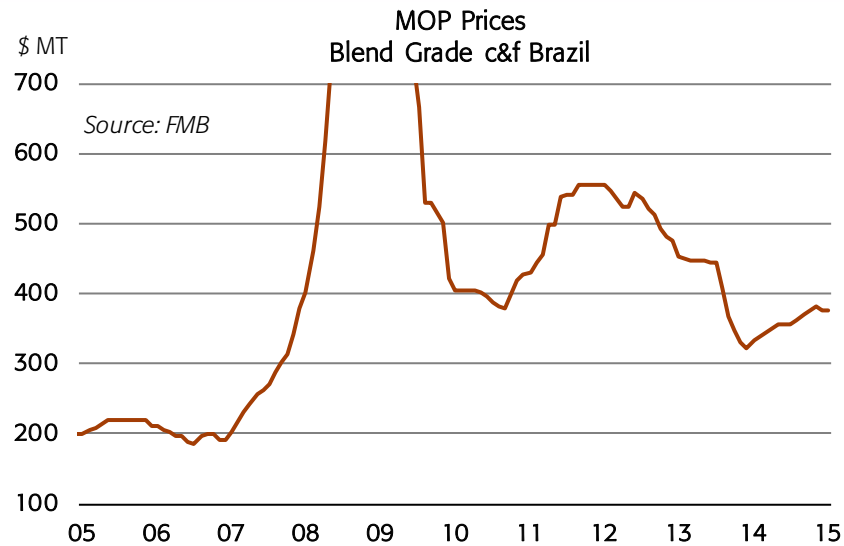
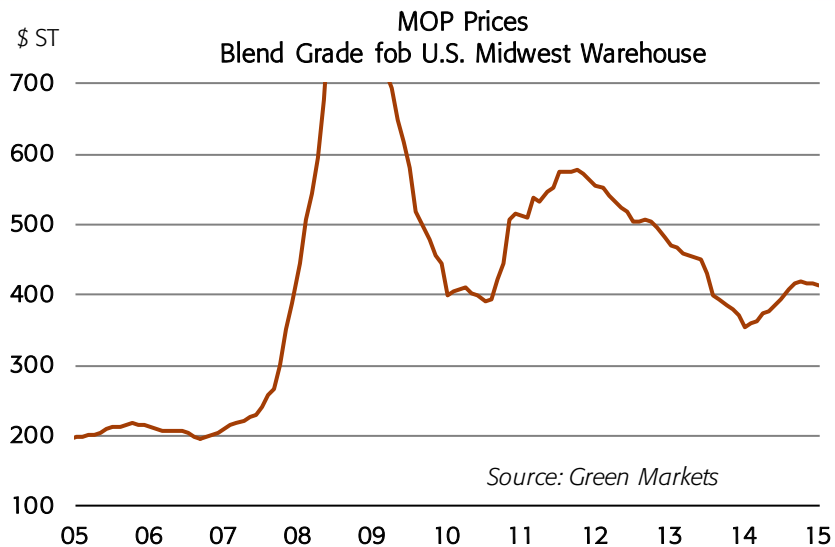
- Plant nutrients remain affordable especially since the harvest rally by key crop prices.

Your Vote

Debate 3

Potash Outlook

Where do we go from here?



The Bull Case:

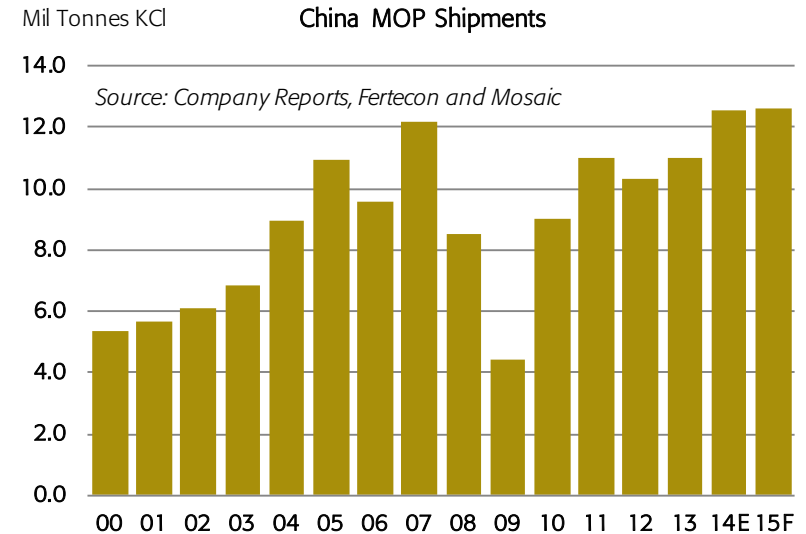
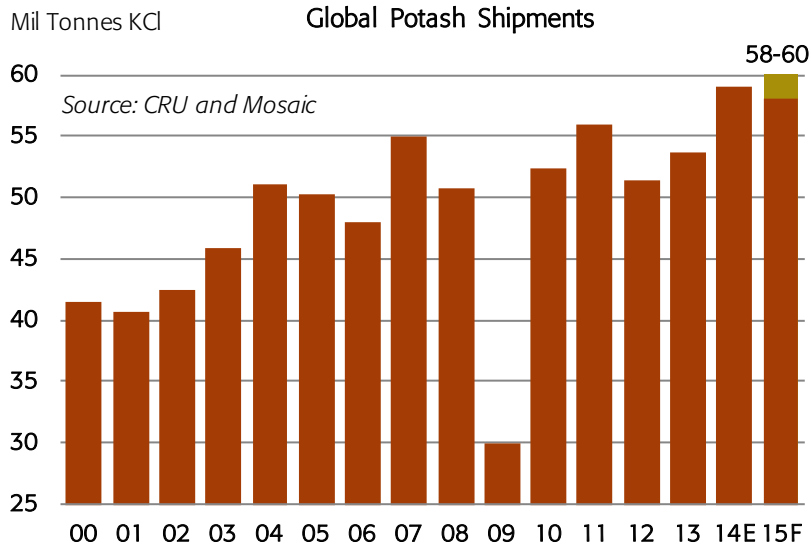
It's Demand, Stupid

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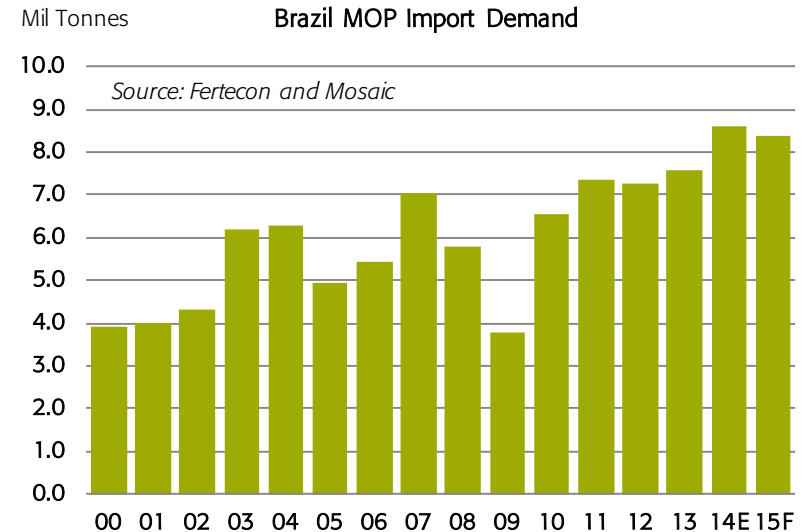
It's Demand, Stupid

1. The BULL won the agricultural commodity debate
2. Demand growth is back on track
3. Producer cupboards are low if not bare
4. Potential loss of Solikamsk 2 tightens supplies
5. Logistics still are a complicating factor in North America

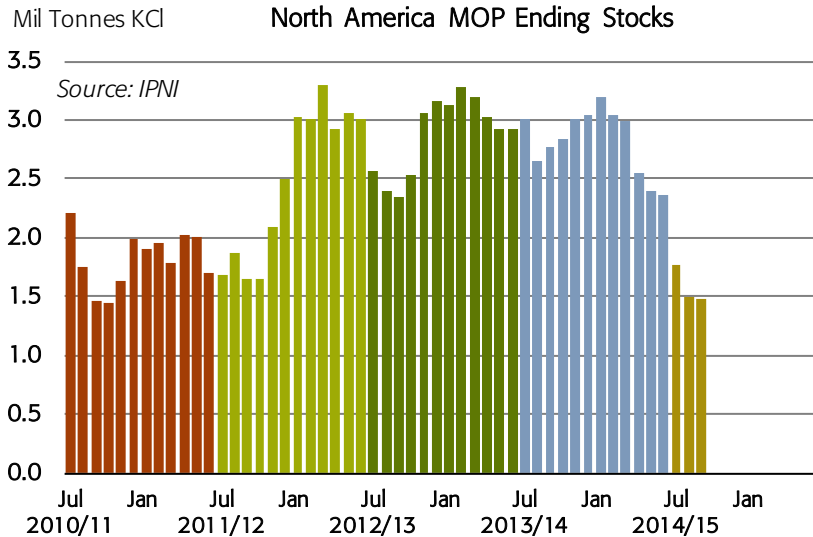
Demand growth is back on track



- Record shattering shipments in 2014:
 - Moderate potash prices, profitable farm economics, and balanced nutrient use.
 - The “Big Six” accounted for 80+% of the increase last year.
- A modest increase forecast for 2015:
 - Flat to small declines in the Americas and China.
 - Further gains in Indonesia/Malaysia and India.



Producer cupboards are low if not bare



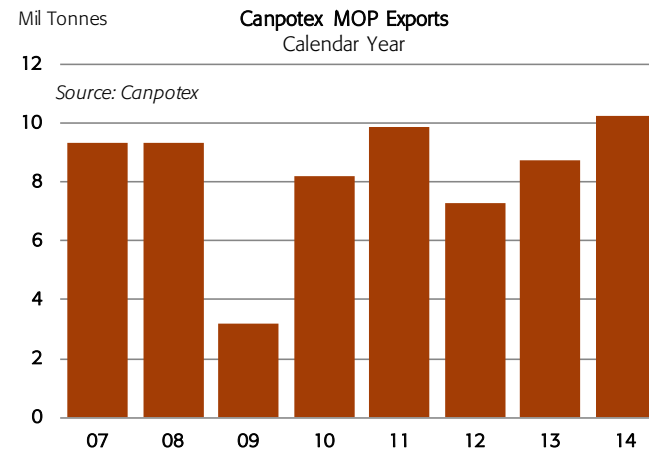
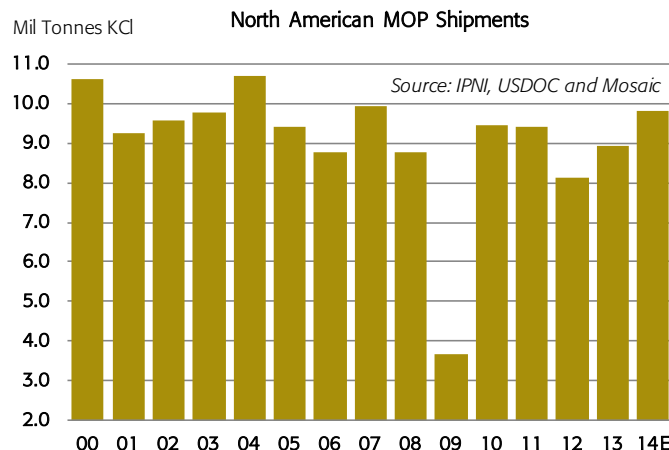
- Several major producers relied on large inventories to meet the surge in demand last year.

- In North America:

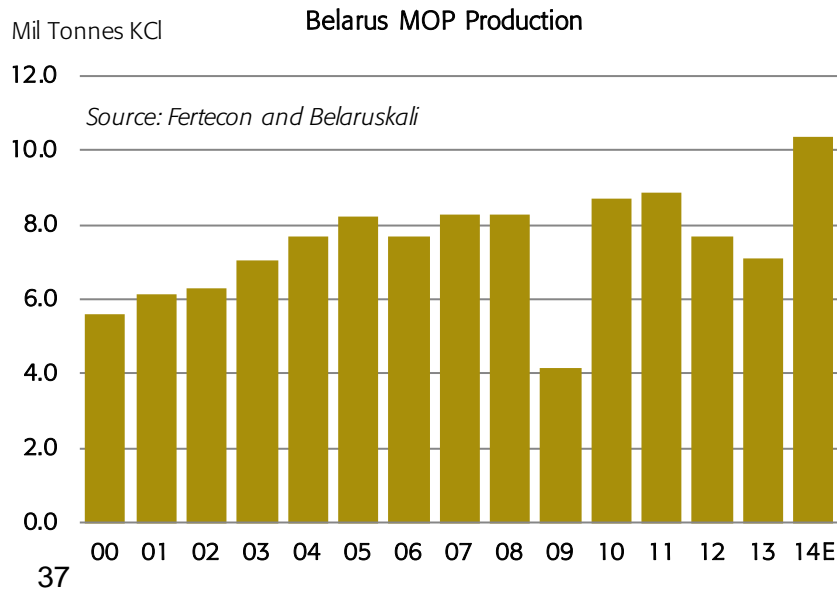
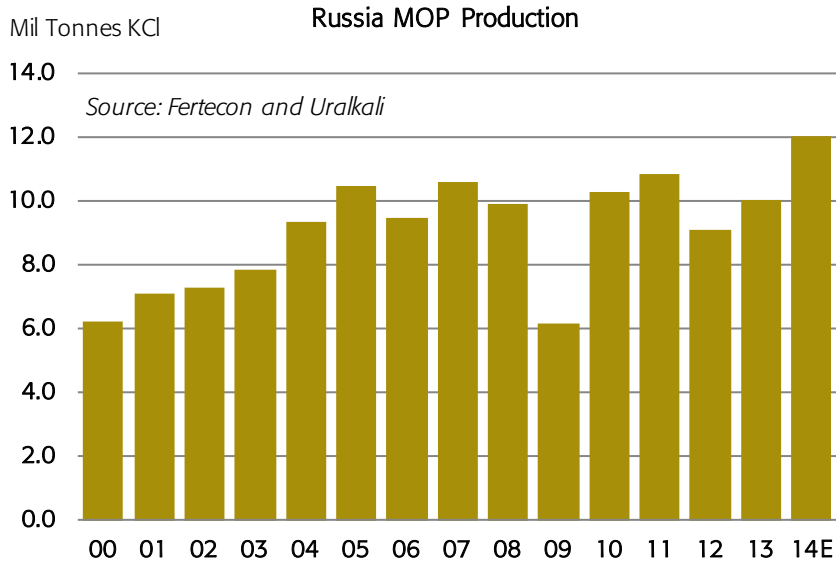
- Producer inventories plunged 1.7 million tonnes between January 31 and September 30, 47% less than a year earlier and 23% less than the average for this date.
- Production was down 2% or 280,000 tonnes during the first three quarters of 2014 due largely to extended downtime at Agrium's Vanscoy mine as well as less output from Mosaic's smaller U.S. mines.
- Canpotex exported more than 10 million tonnes for the first time ever in 2014.
- North American shipments last year were at the high end of the historical range and the highest since 2007.

- Other producer de-stocking:

- Israel's ICL reported a 312,000 tonne drop in inventories during the first three quarters of 2014.
- Jordan's APC production and sales statistics implied a 150,000 tonne inventory draw during the same period.



Potential loss of Solikamsk 2 tightens supplies



- FSU producers ratcheted up production to meet the surge in demand last year:
 - Uralkali guided that production totaled ~12 million tonnes in 2014, up from 10.0 million last year.
 - Belaruskali reported that production totaled 10.3 million tonnes last year, up from 7.1 million in 2013.
- FSU production uncertainties this year:
 - Potential loss of Uralkali's Solikamsk 2 mine (~2.5 million tonnes).
 - Mines likely in need of maintenance turnarounds after record output in 2014.
 - Much of the cost advantages from the collapse of the Russian ruble and Belarusian ruble likely will get offset quickly by inflation and other cost pressures.

The Bear Case:

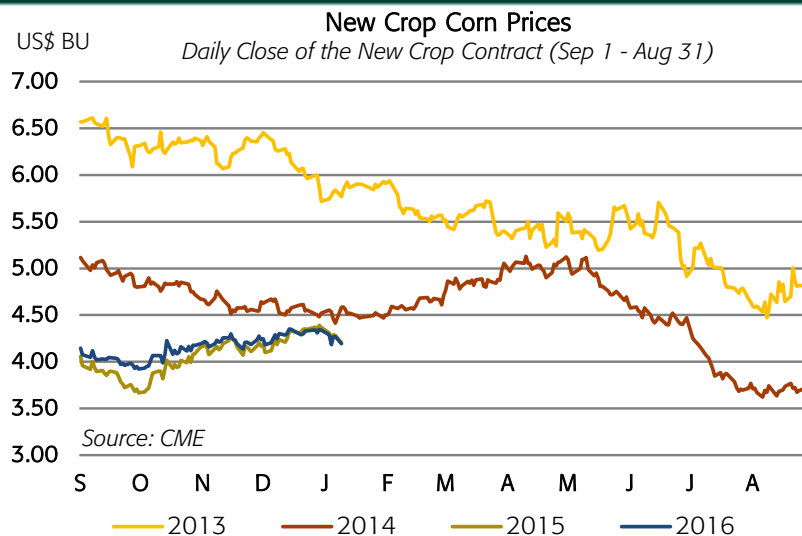
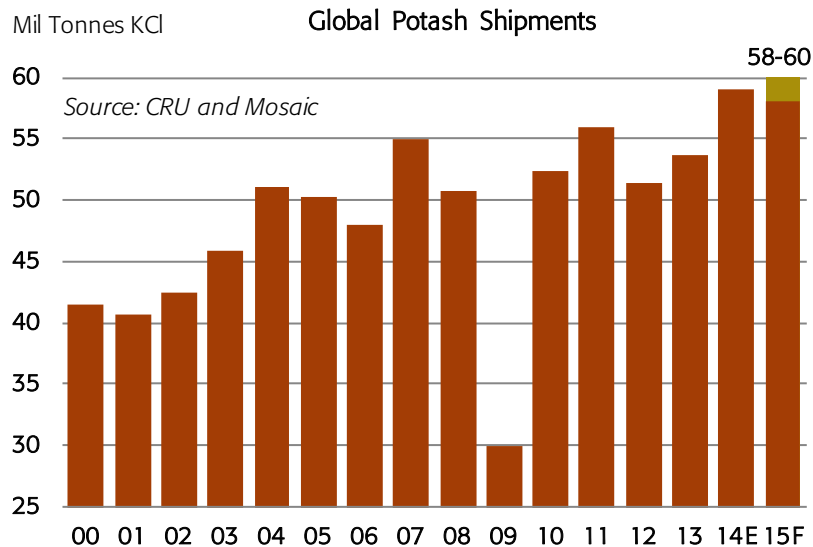
The “Bear” is the Bear Case

(Six Minutes)

The “Bear” is the Bear Case

1. The BEAR won the agricultural commodity debate
2. Shipments could drop from last year’s record high
3. Exchange rates will keep FSU producers in high gear
4. Others producers will make up for Solikamsk 2
5. Most of the logistical issues are behind us

Shipments could drop from last year's record high

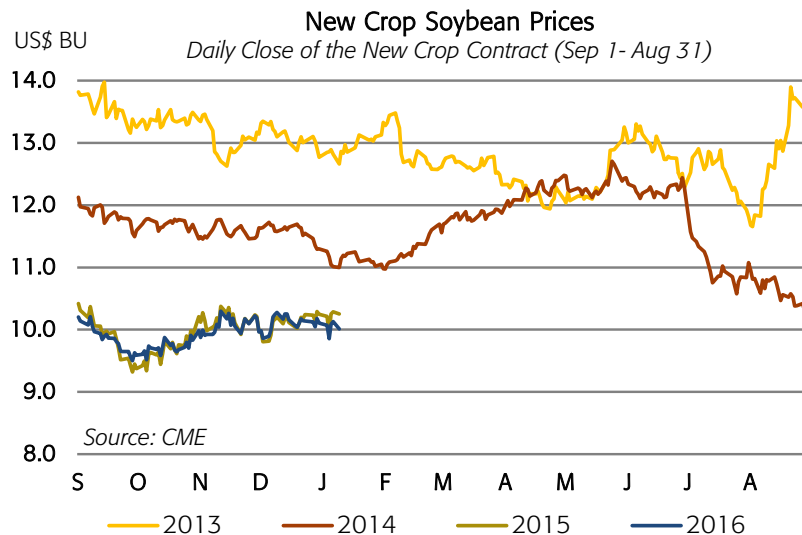


- First-half demand prospects look solid:

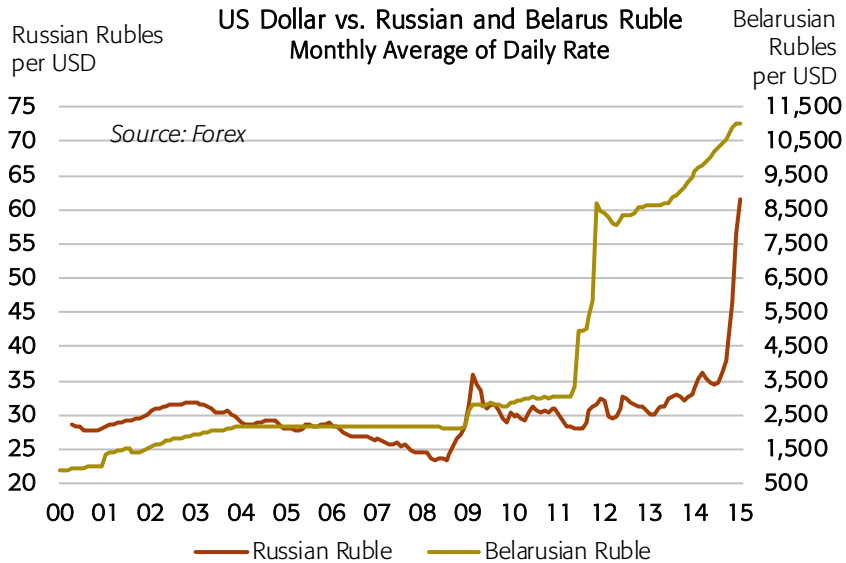
- Underpinned by the strong harvest rally for key crop prices (\$4 corn and \$10 soybeans are no threat to demand).
- Driven again by Big Six demand.
- Strong interest/orders to date.

- But second-half demand will hinge on the size of the 2015 harvest and the level of 2016 crop prices:

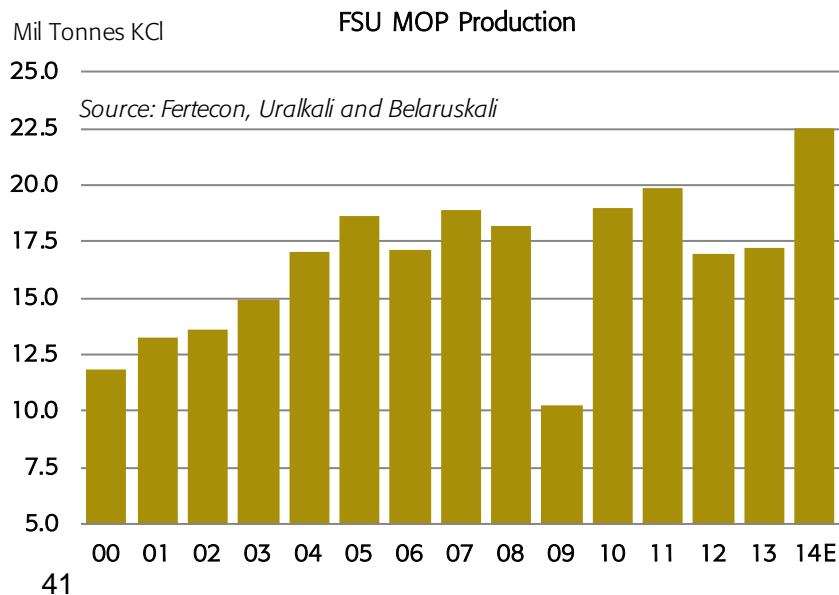
- 2016 new crop prices are tracking 2015 prices for now but likely will break out at some point depending on the size of the 2015 harvest.
- Farmers are expected to plant plenty of acres and apply the best technologies in 2015 so the potential exists for another large global harvest.



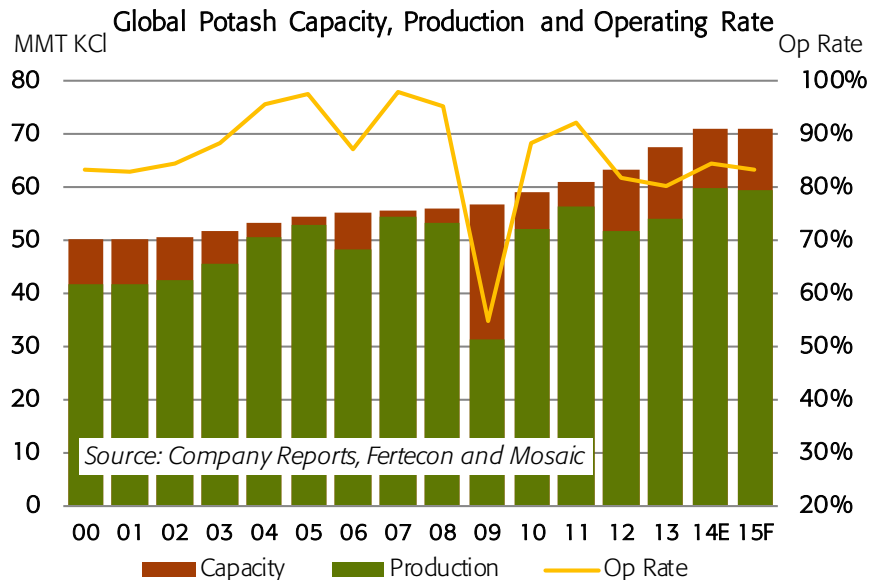
Exchange rates will keep FSU producers in high gear



- The U.S. dollar has appreciated nearly 80% vs. Russian Ruble and about 8% vs. the Belarusian Ruble since mid-2014.
- The depreciation of local currencies has not yet been offset by higher inflation and other costs pressures.



Other producers will make up for Solikamsk 2



- This is not 2007 – no effective global operating rate of 98%.
- Assuming the Solikamsk 2 mine does not operate in 2015, we estimate that global capacity will remain flat at about 70 million tonnes KCl.
 - Uralkali may boost ore output at the Solikamsk 1&3 mines and refine it at the Solikamsk 2 mill so the net loss likely would be 1.0-1.5 million tonnes KCl.
 - Several North American brownfield expansions were completed last year and are online including projects at Mosaic's Colonsay facility and Agrium's Vanscoy mine.
- Demand and production of roughly 60 million tonnes implies a global operating rate in the mid-80% range in 2015.

Your Vote

Thank You for Your Business!

Bull or Bear?

The Great Debate

Rahm vs. Jung

Mosaic AgCollege
Orlando, FL
January 14, 2014

Dr. Michael R. Rahm
Vice President
Market and Strategic Analysis

Andy Jung
Director
Market and Strategic Analysis