

5 **W**s AND AN **H** ABOUT 



WHO WE ARE

Our place in the industry – and in the world

PotashCorp is the world's largest fertilizer company by capacity, producing the three primary crop nutrients – potash (K), phosphate (P) and nitrogen (N). As the world's leading potash producer, we are responsible for nearly one quarter of global capacity.

With operations and business interests in seven countries, we are an international enterprise and a key player in meeting the growing challenge to feed the world.



POTASH	1 Allan SK 2 Cory SK 3 Esterhazy SK ¹ 4 Lanigan SK 5 Patience Lake SK 6 Rocanville SK 7 Sussex NB
PHOSPHATE	1 Aurora NC 2 Cincinnati OH 3 Geismar LA 4 Joplin MO 5 Marseilles IL 6 Weeping Water NE 7 White Springs FL
NITROGEN	1 Augusta GA 2 Geismar LA 3 Lima OH 4 Trinidad
INVESTMENTS	1 Israel Chemicals Ltd. (ICL), Israel 2 Arab Potash Company Ltd. (APC), Jordan 3 Sinofer Holdings Limited (Sinofer), China 4 Sociedad Quimica y Minera de Chile S.A. (SQM), Chile

¹ PotashCorp's mineral rights at Esterhazy are mined by Mosaic Potash Esterhazy Limited Partnership under a mining and processing agreement.

WHAT WE PRODUCE

Our products and their uses

Our products help provide the nutrients plants need to grow. They are also used to make livestock feed and industrial goods.

K About Potash

Mined from natural mineral deposits left by ancient evaporated seas, potash is primarily used as a crop nutrient. Its potassium strengthens plant stalks and roots and helps crops fight disease and injury. In addition to improving yields, potash adds flavor, color and texture to foods. Potash is also used to make industrial products ranging from soaps to computer monitors.

Key Products – Standard and Granular Potash

P About Phosphate

Made from ancient marine fossils, phosphate rock is combined with acids for use in fertilizer, feed and industrial products. By aiding in photosynthesis and cell division, phosphate fertilizer speeds crop maturity and increases yields. As a feed supplement, phosphate is necessary for skeletal development and aids in animal muscle repair.

Key Products – DAP, MAP, Phosphoric Acid

N About Nitrogen

Nitrogen occurs naturally in air, but it must be converted for use by agriculture and industry. As a fertilizer, nitrogen speeds the growth of plants and is critical to crop yield. As a major component of chlorophyll, nitrogen also keeps plants green. Industrial nitrogen products are used to make plastics, carpets, batteries and more.

Key Products – Ammonia, Urea



Granular Potash

WHY FERTILIZER?

The need for our products

Like people, plants need nutrients to develop. Each time a crop is harvested, it takes with it some of those nutrients from the soil. Fertilizers replace the nutrients so the soil can continue to produce healthy and abundant crops.

Fertilizer is vital because it allows farmers to produce more crops on less land. Without fertilizer, we would need at least 40 percent more farmland.

Fertilizer has become increasingly important as conditions challenge farmers throughout the world:

There are more mouths to feed. Population has more than doubled since 1950 and is expected to grow from 6.7 billion to 9.2 billion by 2050. With that growth comes even greater demand for food.

More people are eating meat. As incomes rise in developing nations, millions of people are switching from starch- to protein-based diets. Every pound of beef requires seven pounds of grain to produce, and this has a substantial impact on grain demand.

There is less farmland available per person. Urbanization and population growth are shrinking available farmland. By the year 2020, the land available per person is expected to be less than half that of 1950.

Crop yields are low in many growing regions. Historical under-application of fertilizer has led to low yields in countries like China, India and Brazil. By properly using fertilizer, these countries could dramatically improve crop production.

“The first essential component of social justice is adequate food for all mankind.”

Norman Borlaug, Agronomist and Nobel Laureate



WHERE WE SERVE

Our key global markets

Our products are sold throughout the world, including mature North American and growing Asian and South American markets.

China

With a population of 1.3 billion, China uses more fertilizer than any other country. With rising incomes leading to an ever-increasing demand for meat and other protein-rich foods, China must reverse its trend of under-applying fertilizer – especially potash – to keep up with its growing demand for crops.

India

India's size (1.1 billion people) and improving economics are driving demand for more food and better diets. With 17 percent of the world's population but only 11 percent of its available farmland, and crop yields typically ranging from 20 to 50 percent of those in the US, India clearly needs more fertilizer.

Brazil

Benefiting from abundant land and labor, Brazil has become a major exporter of soybeans, sugar, coffee, orange juice, tobacco, beef and poultry. Future growth in the country's agriculture industry will rely on potash as Brazil's soils are naturally low in potassium.

Southeast Asia (Malaysia, Indonesia, Thailand, Vietnam, Philippines)

Indonesia and Malaysia are two of the world's largest producers of palm oil – a product made from potash-intensive oil palm and most often used as cooking oil – along with food crops grown for export. Malaysia and Indonesia are also major players in the biofuel industry.

North America

The US and Canada are among the world's most efficient agricultural producers, with the US alone accounting for 40 percent of the total global trade in wheat, corn, soybeans and cotton. Utilizing best farm management practices, North America is a significant and stable global fertilizer market.

DELIVERING **WHEN WE'RE NEEDED**

Our unique abilities and assets

With demand for grain rising throughout the world, the need for fertilizer – especially potash – has never been greater. We continually seek ways to strengthen our role in meeting the world's evolving food challenges and to serve our customers and markets where and when they need us.

By maximizing the potential of our world-leading potash operations, we can add substantial capacity without constructing a costly new mine – a process which can take at least five to seven years to complete. This gives us unique opportunities and responsibilities.

We also look for ways to expand our global reach by growing our company through investments and acquisitions as opportunities arise.



HOW WE DO BUSINESS

Our operating philosophy and Core Values

We consider it our mission to help feed the world. But our responsibility doesn't end there. Operating with a long-term view, we hold ourselves to the highest business standards and consider factors beyond financial performance when evaluating our success.

In living by our core values, we build support and value for our business, establish a culture of accountability and move closer to our goals of no harm to people and no damage to the environment.

By considering the long-term impact of our decisions and actions, we establish standards for sustainable performance while looking for opportunities to improve.



PotashCorp Core Values

- 1** We operate with integrity
- 2** Our overriding concern is the safety of people and the environment
- 3** We listen to all PotashCorp stakeholders
- 4** We seek continuous improvement
- 5** We share what we learn
- 6** We are accessible, accountable and transparent

PotashCorp.com

