

GRAPHS

2015 Annual Integrated Report



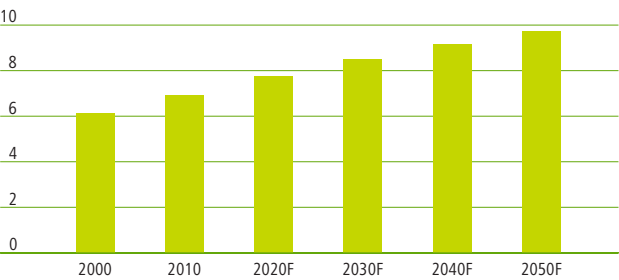
PotashCorp

Helping Nature Provide



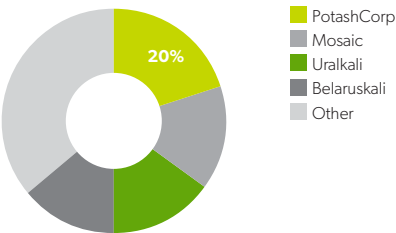
Why PotashCorp?

Global Population
(billions of people)



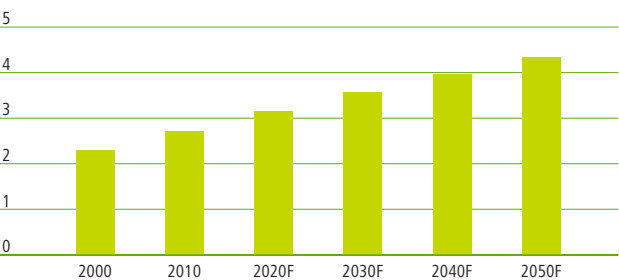
Source: United Nations

Global Potash Capacity
(percent KCl capacity*)



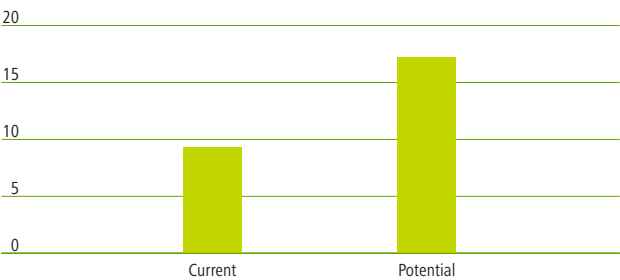
* Refers to nameplate capacity, which may exceed operational capability (estimated annual achievable production)
Source: Fertecon, CRU, company reports, PotashCorp

Global Crop Production
(billion tonnes)



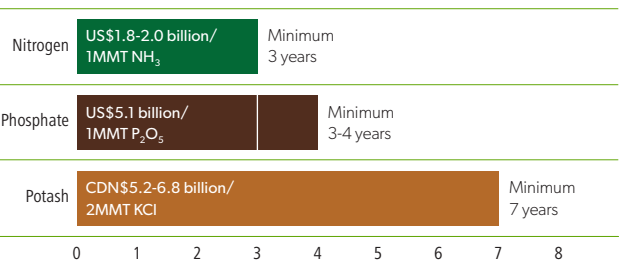
Source: FAO, USDA

Operational Capability Opportunity*
(million tonnes KCl)



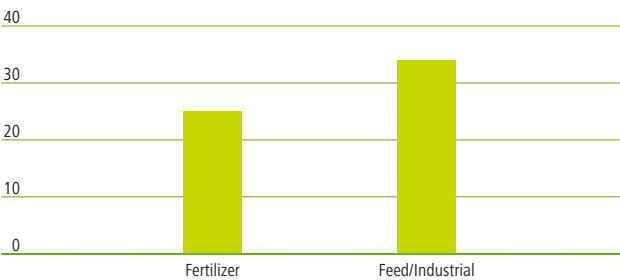
* Post-expansion; assumes fully staffed and ramped-up operations. Operational capability will be staffed and ramped up according to anticipated market demand and PotashCorp's supply requirements.
Source: PotashCorp

Greenfield Development Costs*
(years to develop)



* See Page 48 for cost assumptions.
Source: AMEC, Fertecon, CRU, PotashCorp

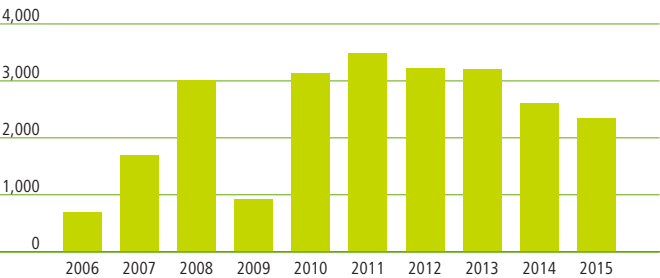
PotashCorp's Combined Nitrogen/Phosphate
Gross Margin Profile*
2015 (percentage of net sales)



* Excludes the impact of natural gas hedges
Source: PotashCorp

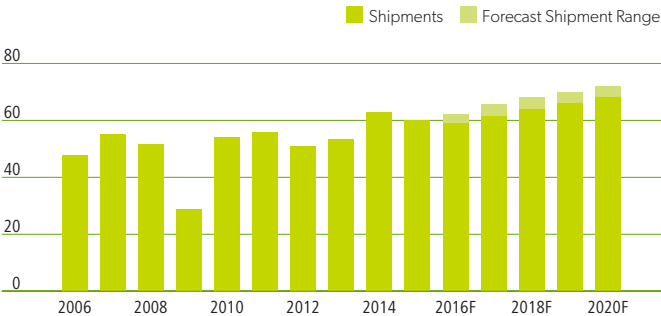
CEO Letter

Cash Provided by Operating Activities
(\$ millions)



Source: PotashCorp

Global Potash Shipments
(million tonnes KCl)

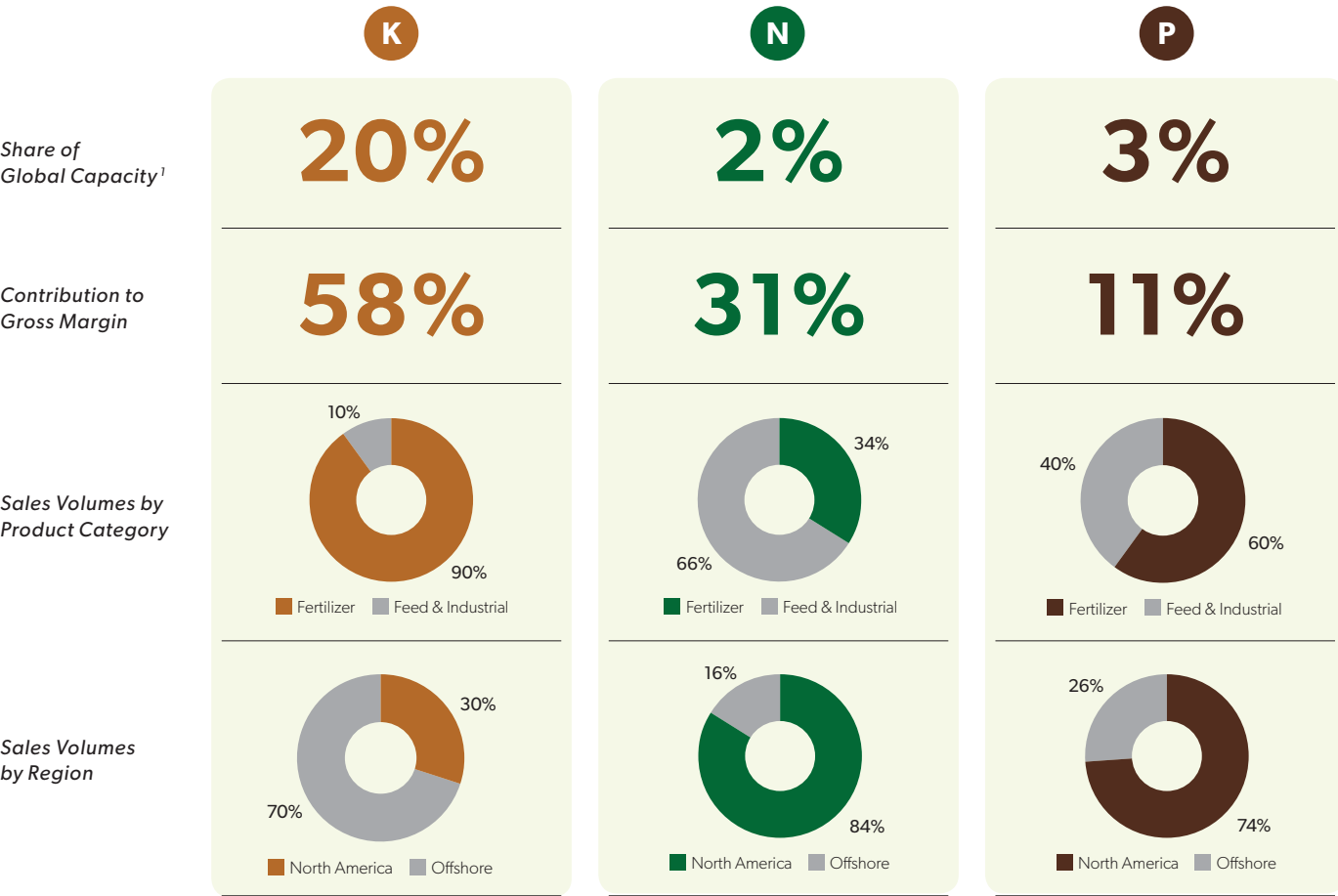


Source: Fertecon, CRU, IFA, PotashCorp

Company Overview

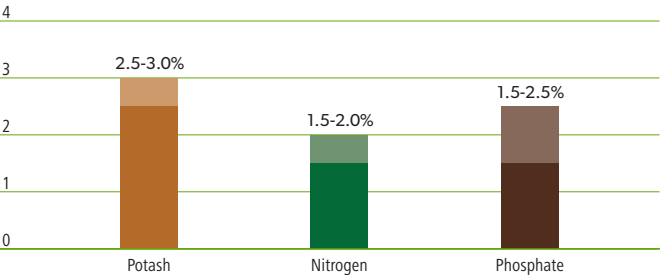
Our Business Segments (2015)

K POTASH **N NITROGEN** **P PHOSPHATE**



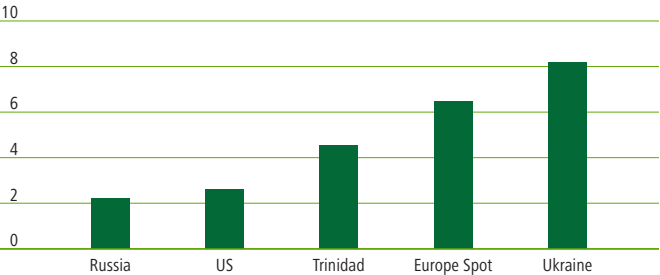
Operating Environment

Fertilizer Consumption Growth Rate Forecast
(percentage annual long-term global growth rate)



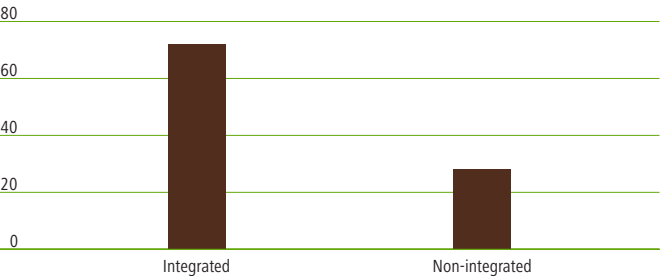
Source: CRU, Fertecon, IFA, PotashCorp

Global Natural Gas Costs
2015E (\$US/MMBtu)



Source: Fertecon, Bloomberg, PotashCorp

Global Phosphate Production
2015 (percentage of global production)

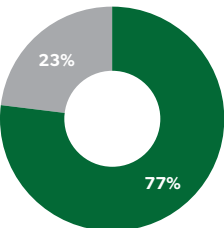


Source: CRU, company reports, PotashCorp

Competitive Advantages

Nitrogen Profile
PotashCorp focused on industrial markets

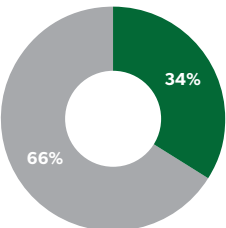
Global Ammonia Use* (2015)



■ Fertilizer ■ Feed & Industrial

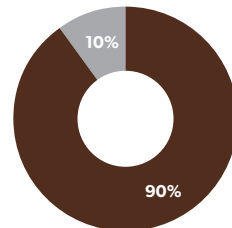
* Based on ammonia directed to each product category
Source: Fertecon, PotashCorp

PotashCorp Sales Volumes
by Category (2015)



Phosphate Profile
PotashCorp significantly more diverse

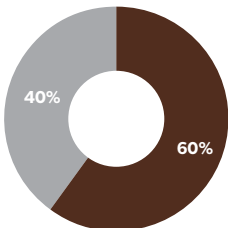
Global Phosphoric Acid Use* (2015)



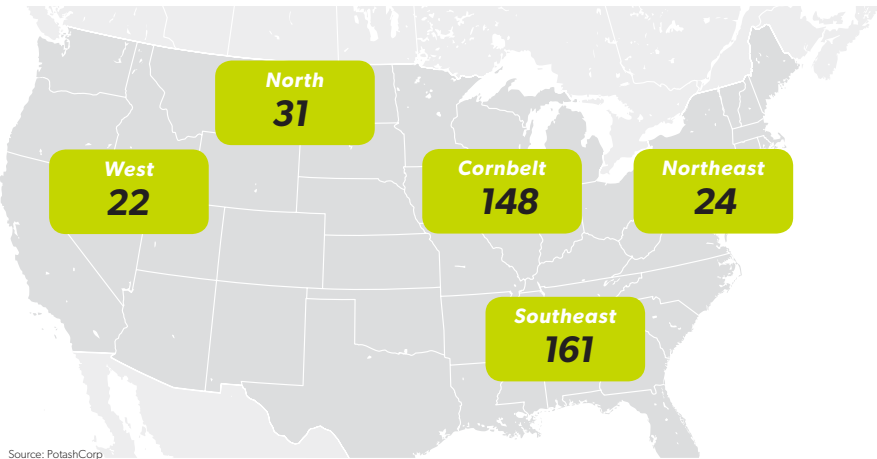
■ Fertilizer ■ Feed & Industrial

* Based on phosphoric acid directed to each product category
Source: CRU, IFA, PotashCorp

PotashCorp Sales Volumes
by Category (2015)



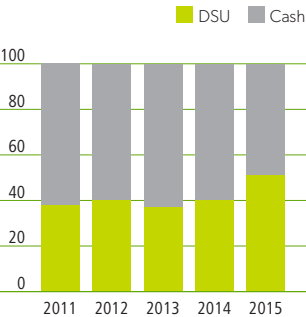
Our North American Distribution Points



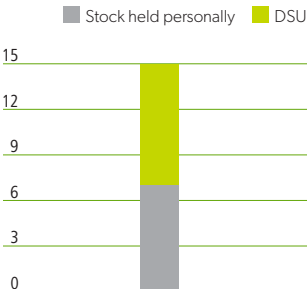
Source: PotashCorp

How We Approach Governance

Remuneration
(percentage)

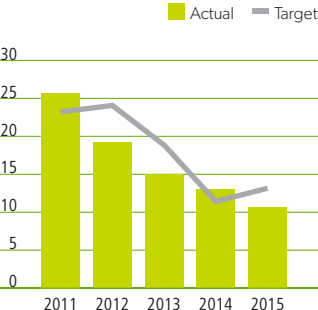


Board¹ Ownership
(\$ millions)

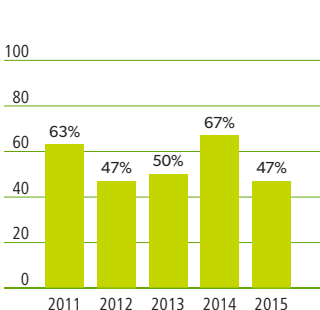


¹ Including Board nominees, except the CEO, at our upcoming annual general meeting in May 2016. As at February 22, 2016.
Note: All Board members meet the minimum ownership requirements.
Source: PotashCorp

CFR¹
(percentage)

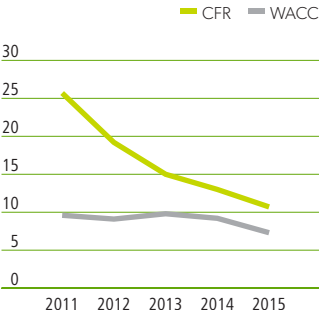


Plan Payout
(percentage of maximum)



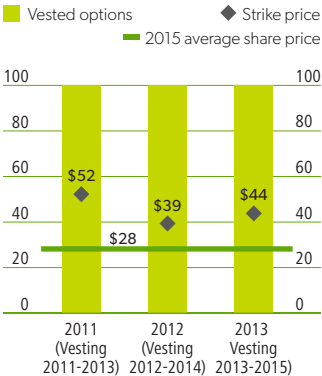
¹ See reconciliation of non-IFRS measure on Page 88.
Source: PotashCorp

CFR¹ vs Weighted Average
Cost of Capital (WACC)
(percentage)



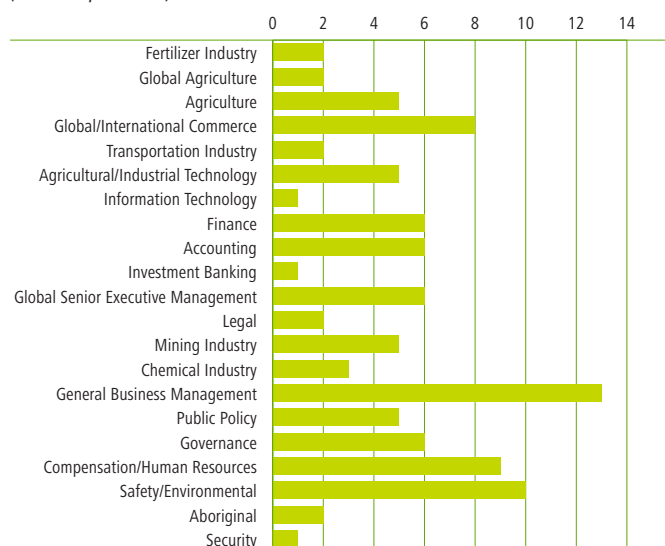
¹ See reconciliation of non-IFRS measure on Page 88.
Source: PotashCorp

Vested Options by Plan Year
(percentage) (\$ per share)



Board Skills¹

(number of directors)

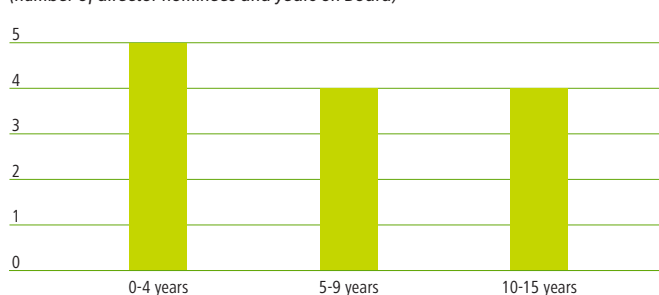


¹ Skills of Board nominees at our upcoming annual general meeting in May 2016.

Source: PotashCorp

Board Tenure¹

(number of director nominees and years on Board)



¹ Tenure of Board nominees at our upcoming annual general meeting in May 2016.

Source: PotashCorp

Financial Outlook

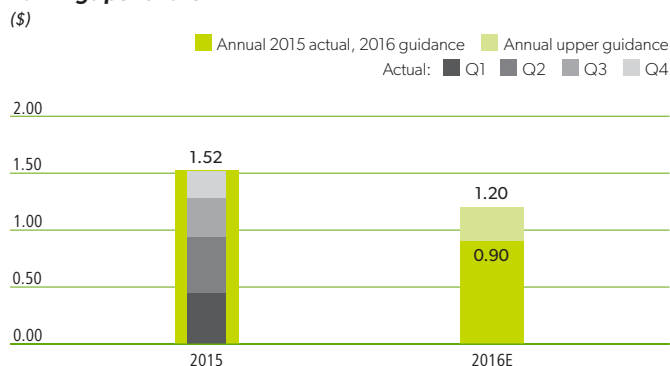
PotashCorp's Guidance

2016 Guidance vs 2015 Actual Results

	2016 Guidance	2015 Actual Results
Potash sales volumes (included in potash gross margin below)		8.8 MMT 8.3 MMT to 9.1 MMT
Potash gross margin	\$0.8B to \$1.1B	\$1.3B
Nitrogen and phosphate gross margin	\$0.7B to \$0.9B	\$1.0B
Share of earnings of equity-accounted investees and dividend income	\$120M to \$140M	\$171M
Selling and administrative expenses	\$(240)M to \$(250)M	\$(239)M
Finance costs	\$(210)M to \$(220)M	\$(192)M
Annual effective tax rate		26% 25% to 27%
Provincial mining and other taxes as a percentage of total potash gross margin		23% 22% to 24%
Earnings per share	\$0.90 to \$1.20	\$1.52

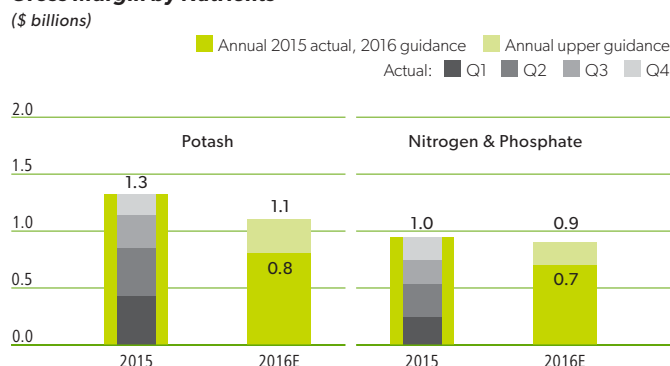
Source: PotashCorp

Earnings per Share



Source: PotashCorp

Gross Margin by Nutrients



Source: PotashCorp

Strategic Priorities and Targets

Portfolio & Return Optimization

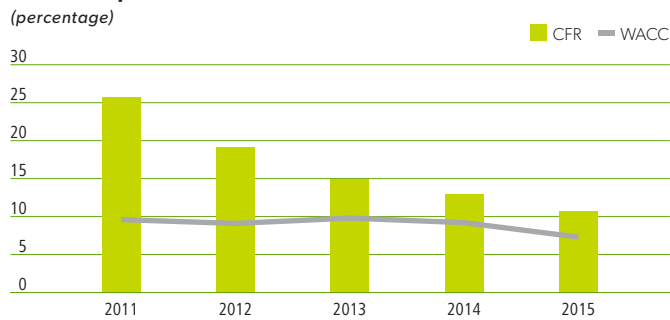
Maximize returns for our assets and explore other value creation opportunities

Total Shareholder Return



Source: Bloomberg, PotashCorp

PotashCorp's Cash Flow Return¹

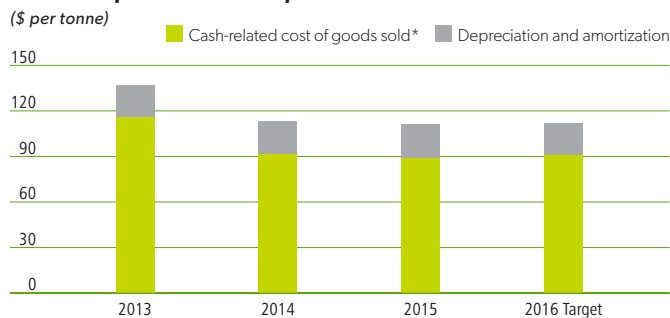


Source: PotashCorp

Operational Excellence

Improve our competitive position through reliability, productivity and flexibility

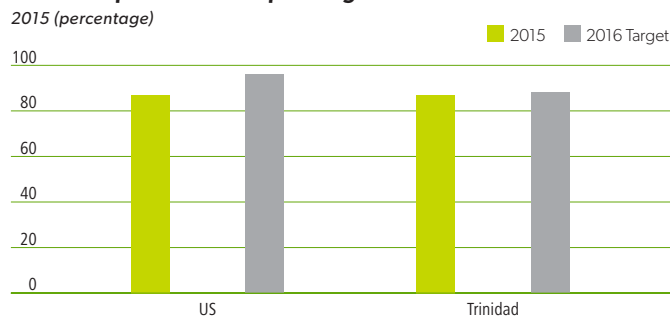
PotashCorp's Potash Cost of Goods Sold



* Cash-related cost refers to total cost of goods sold less depreciation and amortization; as compared to 2013 levels (not adjusted for inflation or changes to depreciation and amortization). Target assumes successful ramp-up of expansions at lower-cost facilities and excludes the impacts of foreign exchange and royalties.

Source: PotashCorp

PotashCorp's Ammonia Operating Rates



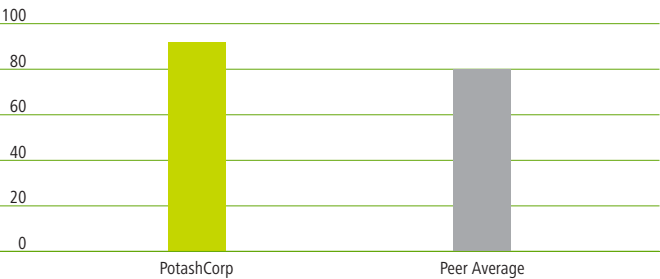
Source: PotashCorp

Customer & Market Development

Encourage product demand and support customer growth

Average Customer Survey Score vs Peers

2015 (percentage)



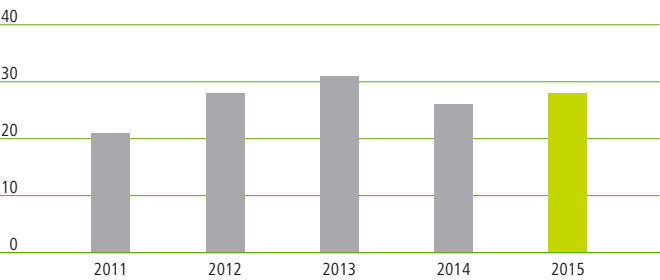
Source: PotashCorp

Stakeholder Communications & Engagement

Earn stakeholder trust through strong communications and engagement

Community Investment

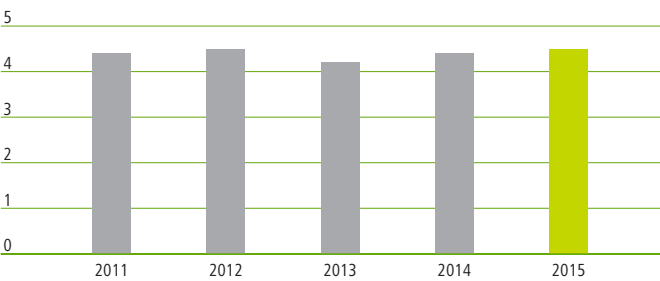
(\$ millions)



Source: PotashCorp

Average Community Survey Score

(score out of 5)



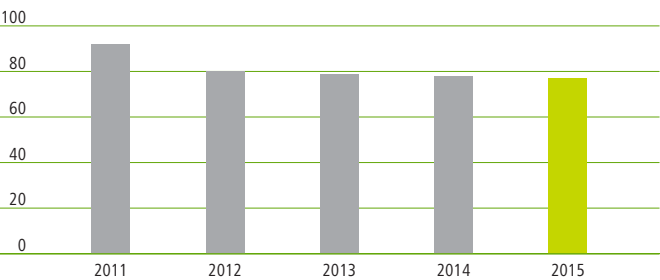
Source: PotashCorp

People Development

Attract, develop and retain engaged employees

Senior Staff Positions Filled Internally

(percentage)



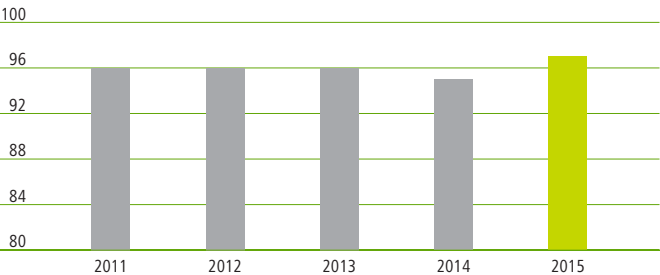
Source: PotashCorp

Good Governance

Foster a culture of accountability, fairness and transparency

PotashCorp's Corporate Governance Practice Score

Score (out of 100)



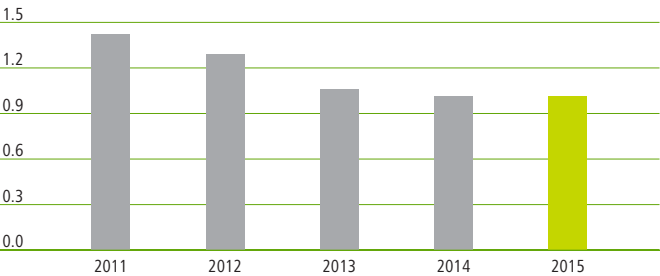
Source: The Globe and Mail

Safety, Health & Environmental Excellence

Be relentless in pursuit of the safety of our people and the environment

PotashCorp's Safety Performance

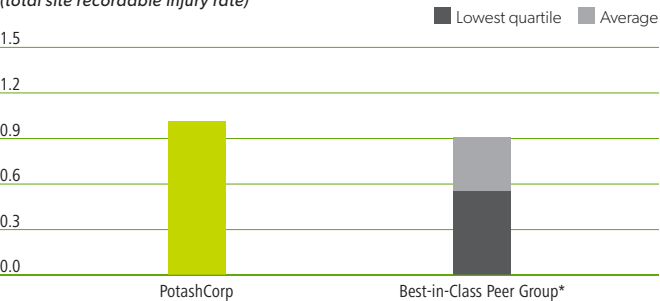
(total site recordable injury rate)



Source: PotashCorp

Safety Performance vs Peers

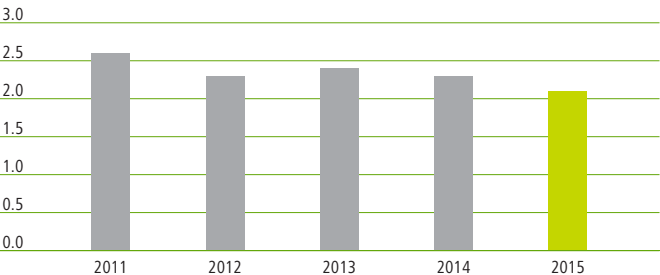
(total site recordable injury rate)



Source: PotashCorp

Greenhouse Gas (GHG) Emissions

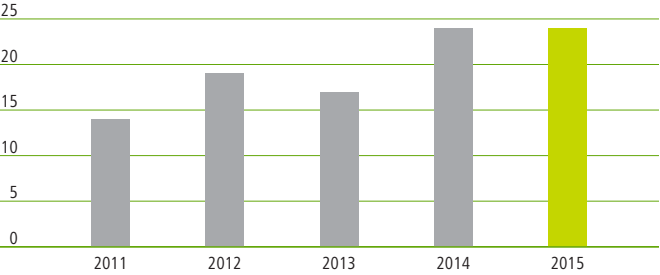
(CO₂ equivalent tonnes per nitrogen product tonne)



Source: PotashCorp

Reportable Environmental Incidents

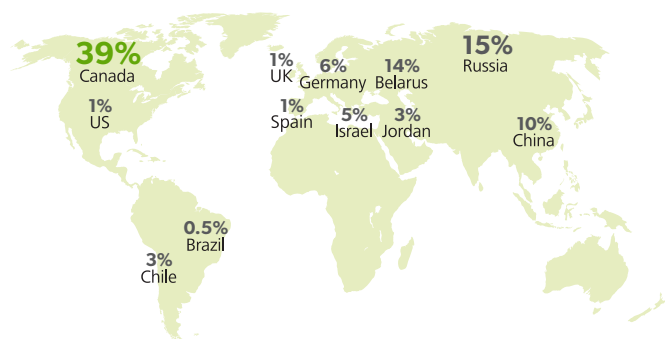
(number of incidents)



Source: PotashCorp

Potash – Overview and Strategy

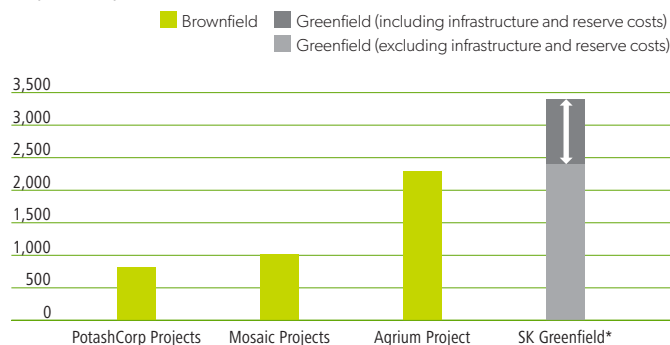
World Potash Capacity by Region*



* Capacity totals based on year-end 2015. Other countries total 1.5 percent.
Source: CRU, Fertecon, company reports, PotashCorp

Potash Expansion Costs

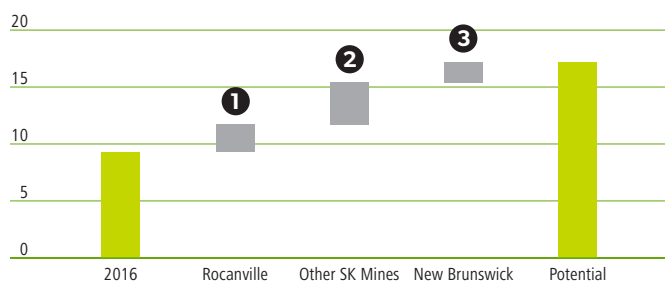
(Capital cost per tonne – CDN\$)



* Based on 2 MMT conventional greenfield mine constructed in Saskatchewan. PotashCorp project costs exclude infrastructure outside the plant gate.
Source: AMEC, company reports, PotashCorp

Operational Capability Opportunity*

(million tonnes KCI)



* Post-expansion; assumes fully staffed and ramped-up operations. Operational capability will be staffed and ramped up according to anticipated market demand and PotashCorp's supply requirements. Cost and time required to restart operational capability will vary by location. Refer to existing operational capability on Page 59.

Source: PotashCorp

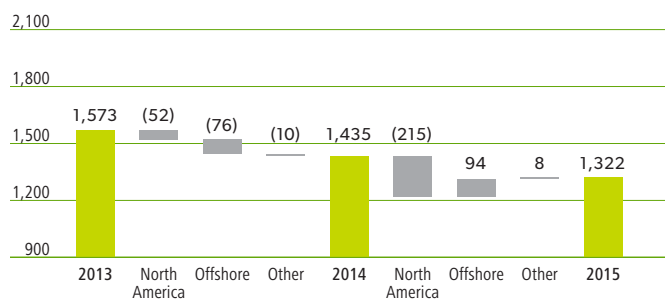
Incremental Operational Capability*

From 2016F (tonnes)



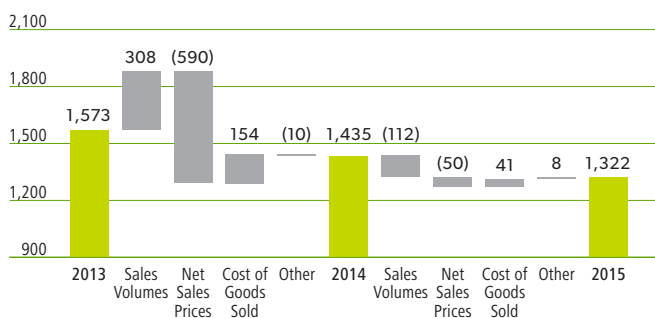
Potash – Performance

(\$ millions)

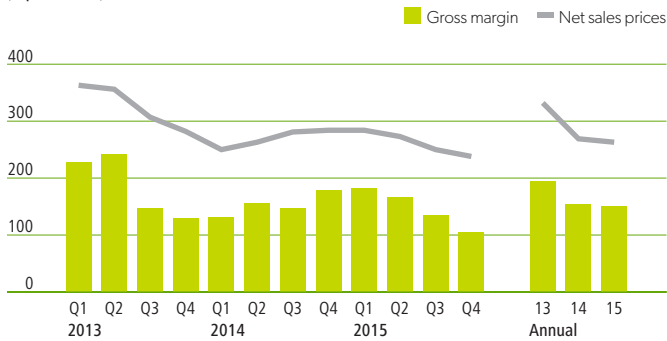


Source: PotashCorp

(\$ millions)

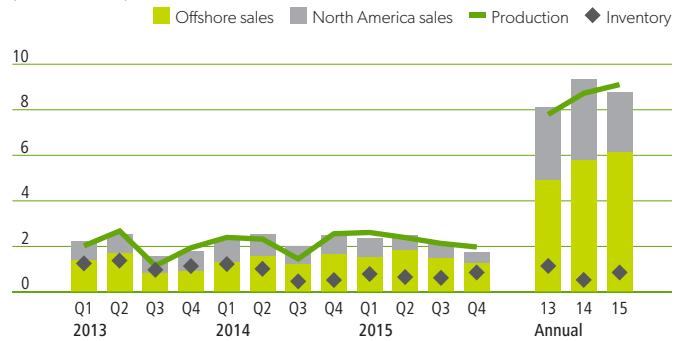


Potash Gross Margin and Net Sales Prices
(\$ per tonne)



Source: PotashCorp

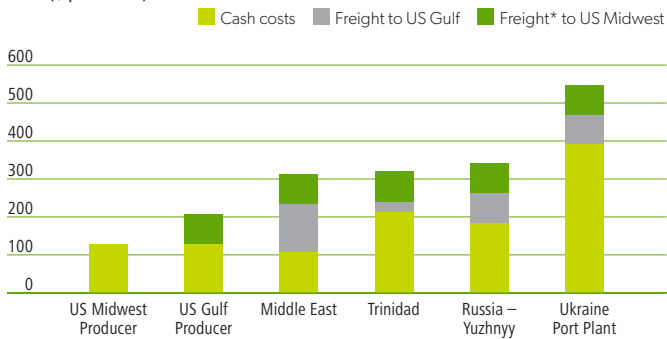
Potash Sales Volumes, Production and Inventory
(million tonnes)



Source: PotashCorp

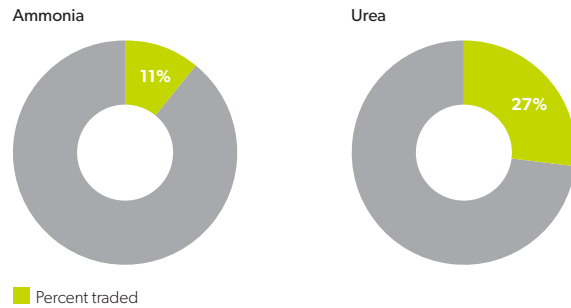
Nitrogen – Overview and Strategy

US Midwest Delivered Ammonia Cost
2015 (\$ per tonne)



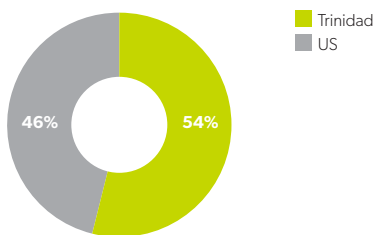
* Includes related handling costs
Source: Fertecon, PotashCorp

Global Trade in Ammonia and Urea
(percentage)



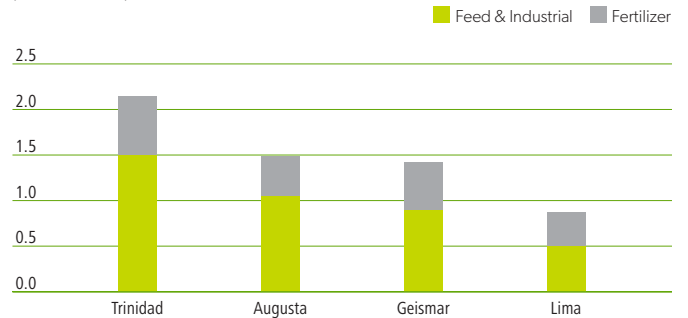
Source: Fertecon, PotashCorp

PotashCorp's Ammonia Production Profile
(percentage)



Source: PotashCorp

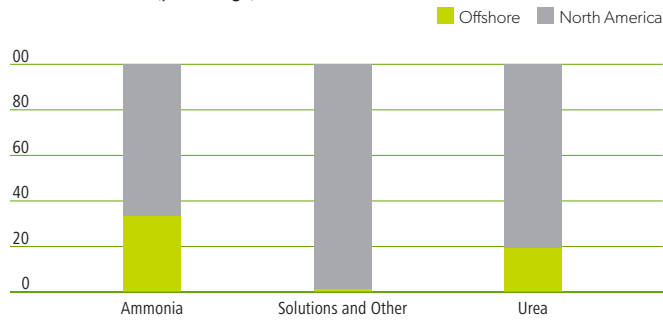
PotashCorp's Sales by Nitrogen Plant
(million tonnes)



Source: PotashCorp

PotashCorp's Nitrogen Shipment Profile

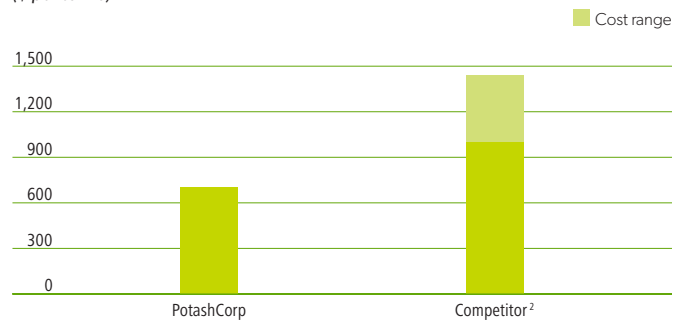
2015 sales volumes (percentage)



Source: PotashCorp

Estimated Ammonia Expansion Costs¹

(\$ per tonne)



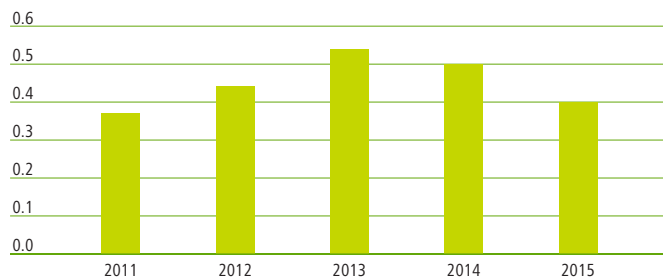
¹ Calculation based on projected costs per tonne of ammonia capacity and required infrastructure

² Based on publicly available information for approved US brownfield and greenfield ammonia projects

Source: Company reports, PotashCorp

Nitrogen Safety Performance

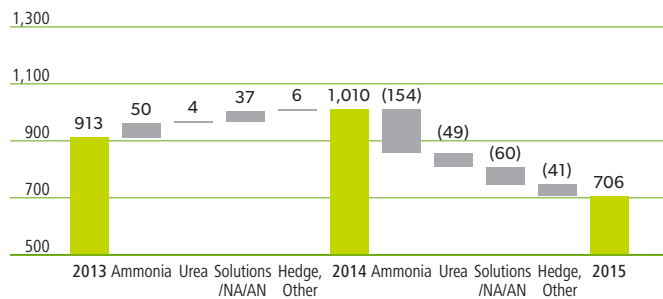
(total site recordable injury rate)



Source: PotashCorp

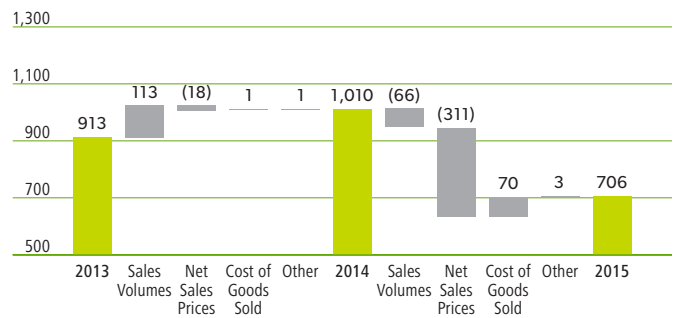
Nitrogen – Performance

(\$ millions)



Source: PotashCorp

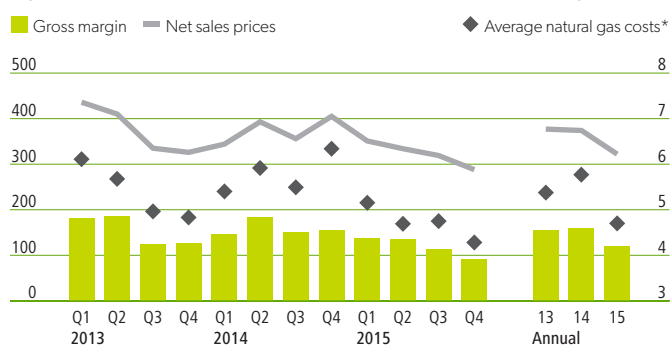
(\$ millions)



Nitrogen Gross Margin, Net Sales Prices and Natural Gas Costs

(\$ per tonne)

(\$ per MMBtu)

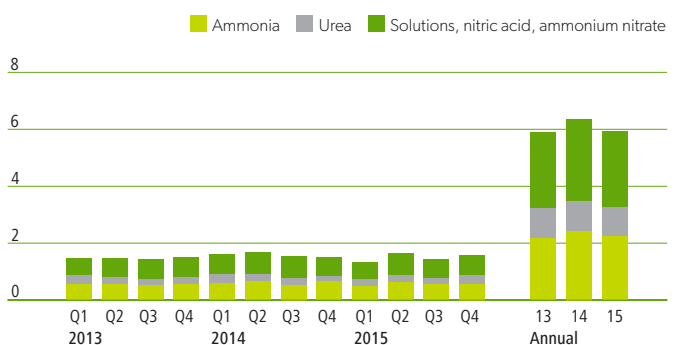


* In production, including hedge

Source: PotashCorp

Nitrogen Sales Volumes

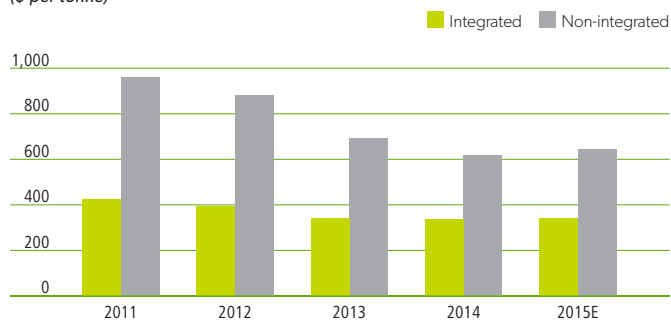
(million tonnes)



Source: PotashCorp

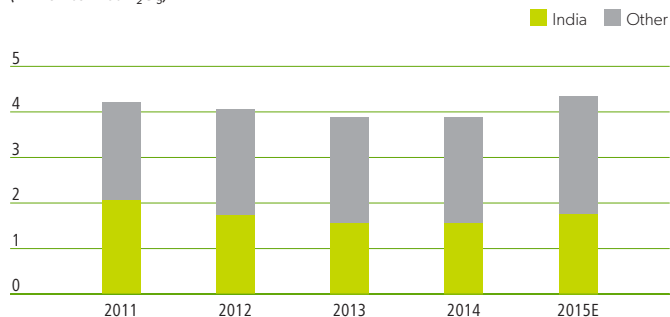
Phosphate – Overview and Strategy

Cash Cost of Phosphoric Acid Production
(\$ per tonne)



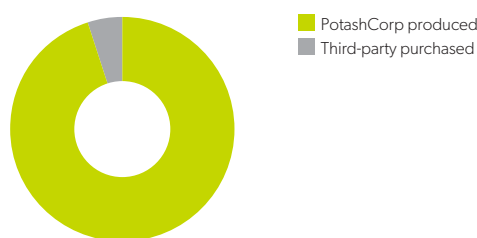
Source: CRU, Fertilizer Week, PotashCorp

World Phosphoric Acid Imports
(million tonnes P_2O_5)



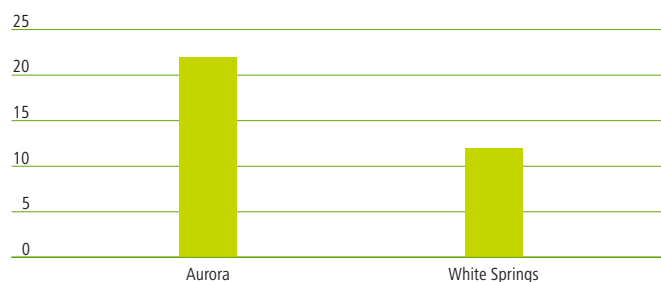
Source: CRU, PotashCorp

PotashCorp's Phosphate Rock Profile
2015 (percentage)



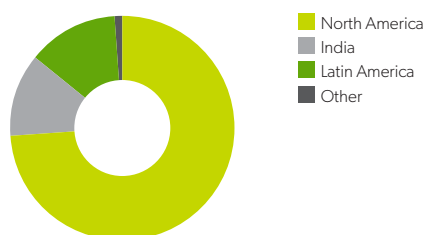
Source: PotashCorp

PotashCorp's Phosphate Mine Reserve Life*
(years)



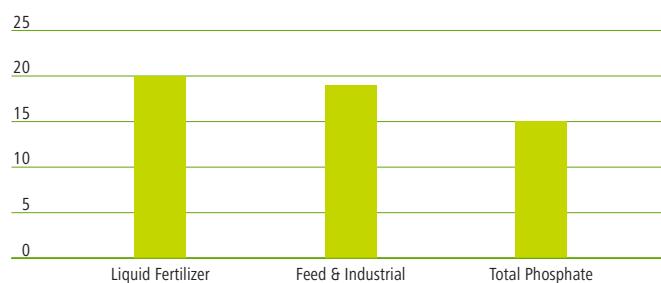
* Based on average annual production rate of approximately 4.06 million tonnes and 2.20 million tonnes of 30.66 percent P_2O_5 concentrate over the three-year period ended December 31, 2015 for Aurora and White Springs, respectively
Source: PotashCorp

PotashCorp's Phosphate Profile
2015 sales volumes (percentage)



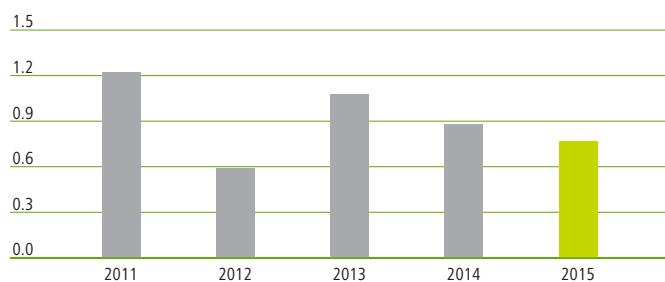
Source: PotashCorp

Phosphate Gross Margin by Product Category
2015 (percentage of net sales)



Source: PotashCorp

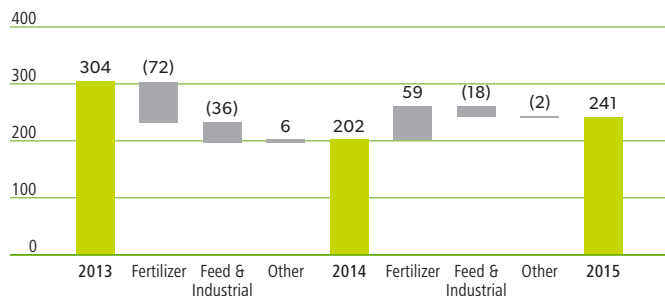
Phosphate Safety Performance
(total site recordable injury rate)



Source: PotashCorp

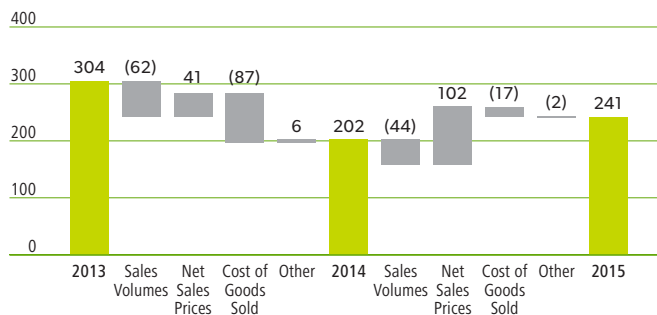
Phosphate – Performance

(\$ millions)



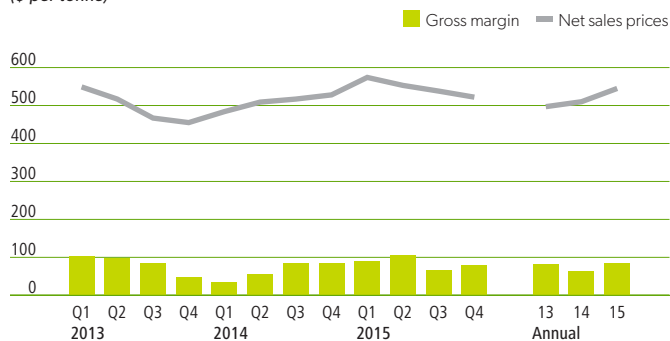
Source: PotashCorp

(\$ millions)



Phosphate Gross Margin and Net Sales Prices

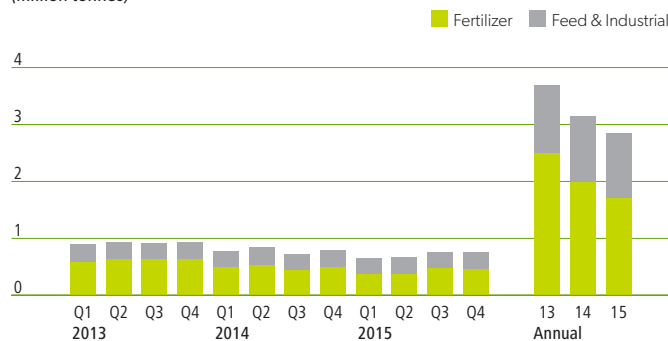
(\$ per tonne)



Source: PotashCorp

Phosphate Sales Volumes

(million tonnes)



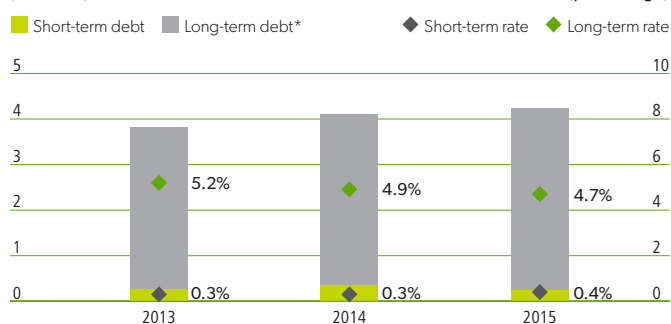
Source: PotashCorp

Other Expenses and Income

Weighted Average Debt Obligations Outstanding and Effective Interest Rates

(\$ billions)

(percentage)

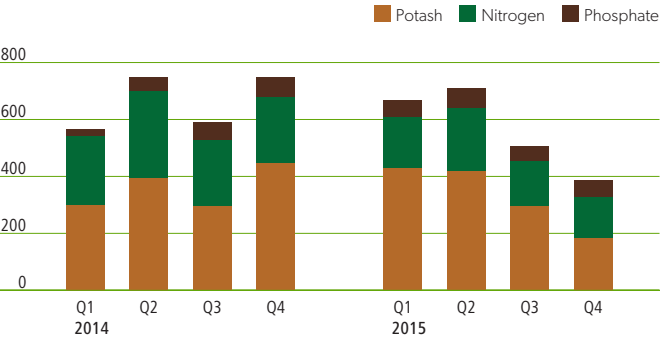


* Includes current portion

Source: PotashCorp

Quarterly Results

Segment Gross Margin
(\$ millions)



Source: PotashCorp

Financial Condition Review

Changes in Balances
December 31, 2014 to December 31, 2015
(\$ billions)

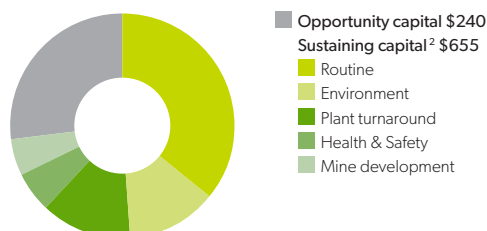


Source: PotashCorp

Liquidity and Capital Resources

2016 Forecast Capital Expenditures¹

(\$ millions)



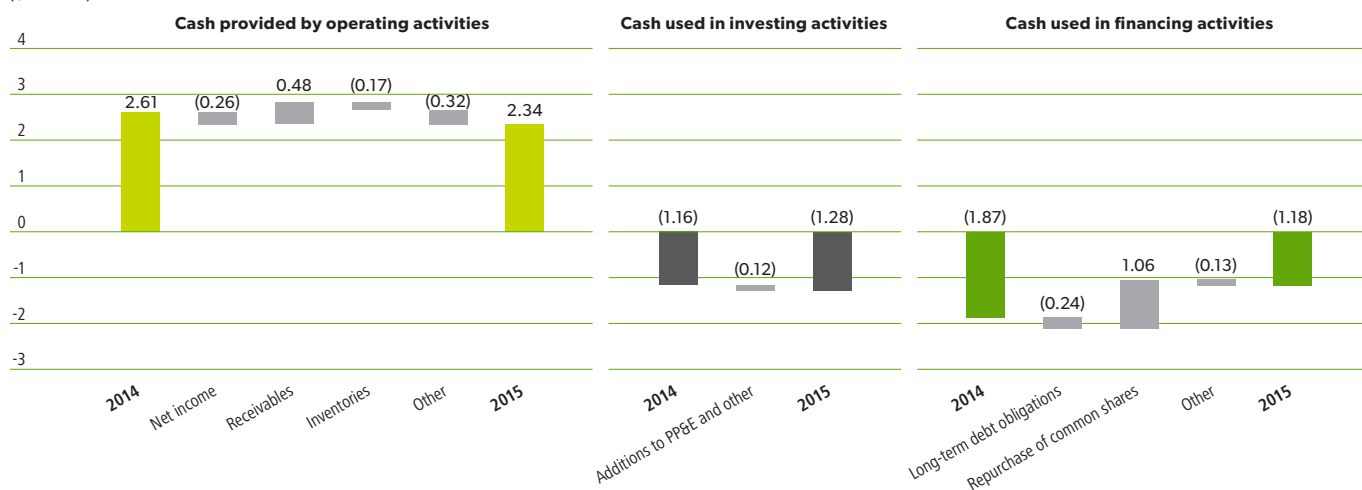
¹ Includes capitalized interest and is based on a forecast exchange rate of 1.37 Canadian dollars per US dollar.

² To sustain operations at existing levels and for major repairs and maintenance, including plant turnarounds.

Source: PotashCorp

Changes in Cash Flows 2015 vs 2014

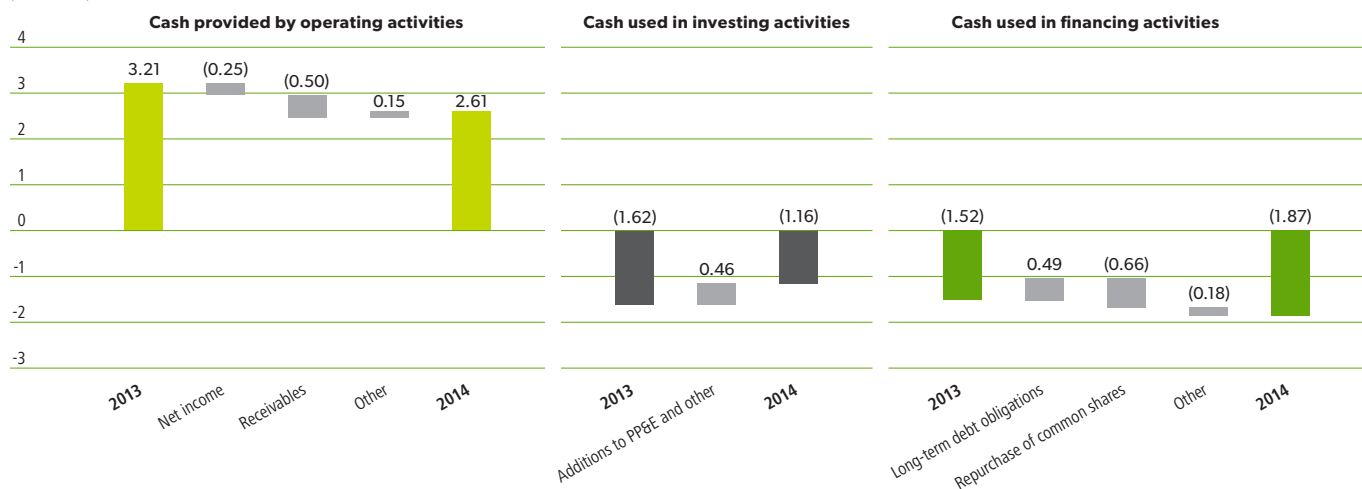
(\$ billions)



Source: PotashCorp

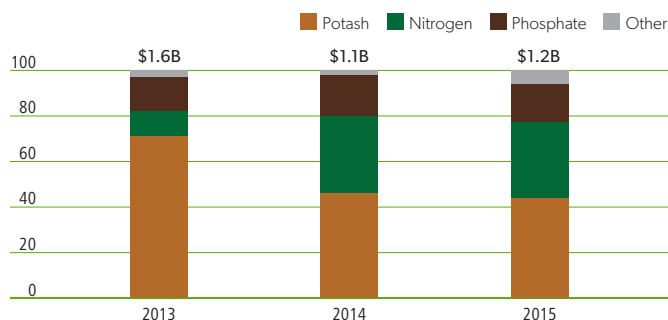
Changes in Cash Flows 2014 vs 2013

(\$ billions)



Source: PotashCorp

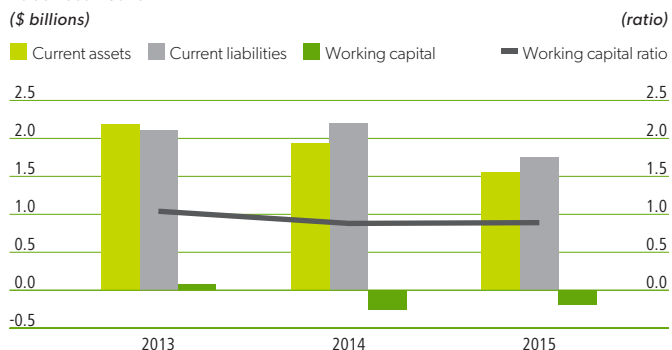
Cash Additions to Property, Plant and Equipment (percentage)



Source: PotashCorp

Working Capital

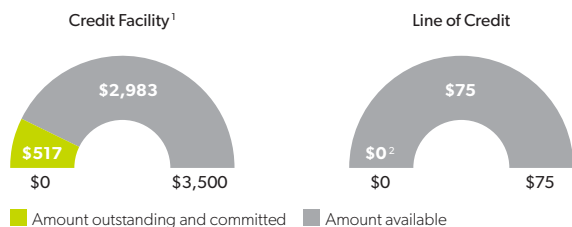
As at December 31
(\$ billions)



Source: PotashCorp

Capital Structure and Management

As at December 31, 2015
(\$ millions)

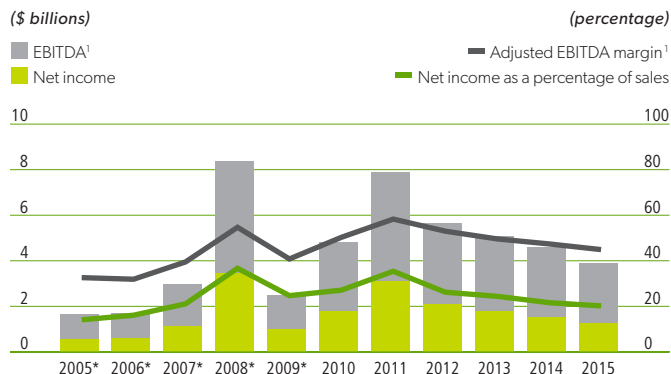


¹ The authorized aggregate amount under the company's commercial paper programs in Canada and the US is \$2,500 million. The amounts available under the commercial paper programs are limited to the availability of backup funds under the credit facility. Included in the amount outstanding and committed is \$517 of commercial paper.

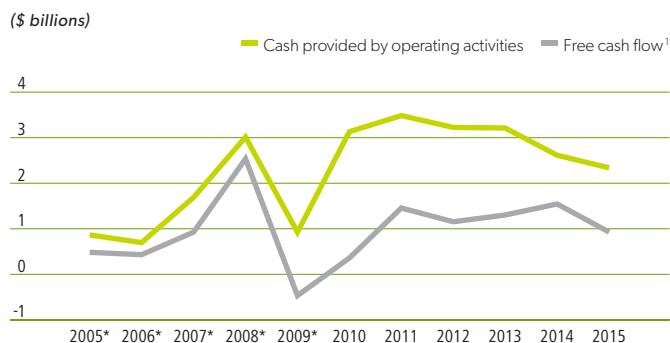
² Letters of credit committed. We also have an uncommitted \$100 million letter of credit facility against which \$40 million was issued at December 31, 2015.

Source: PotashCorp

11 Year Data

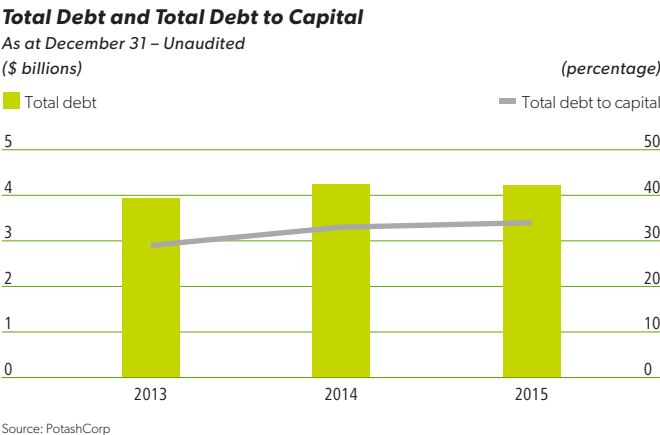
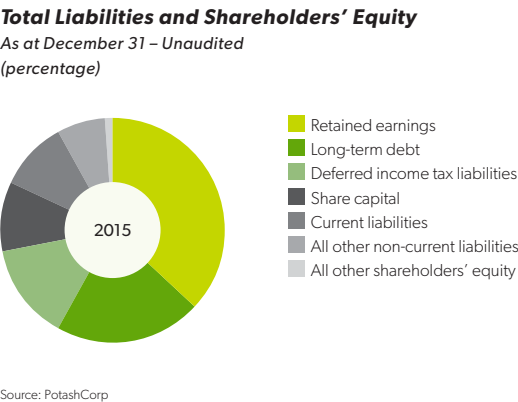
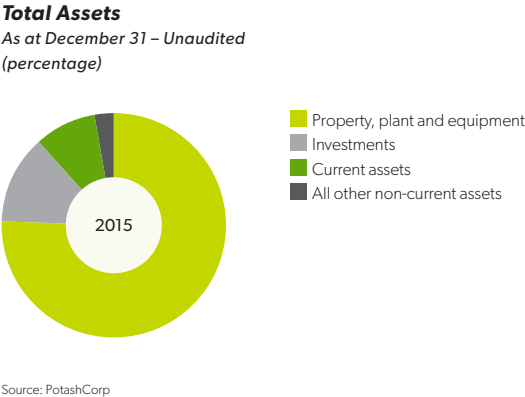
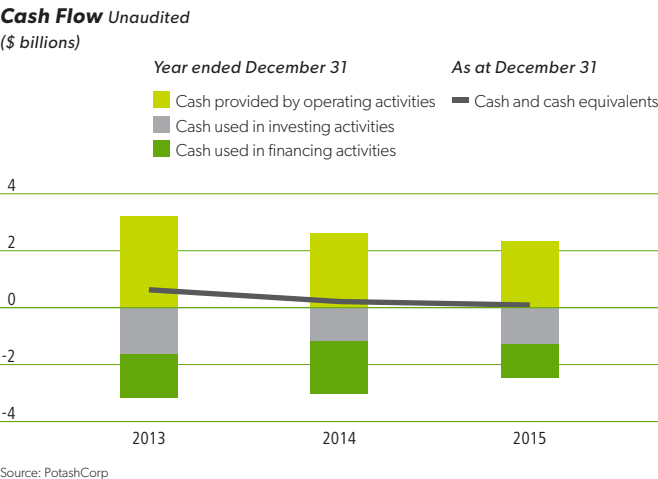
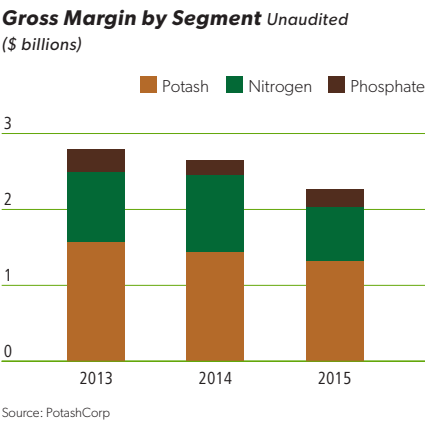
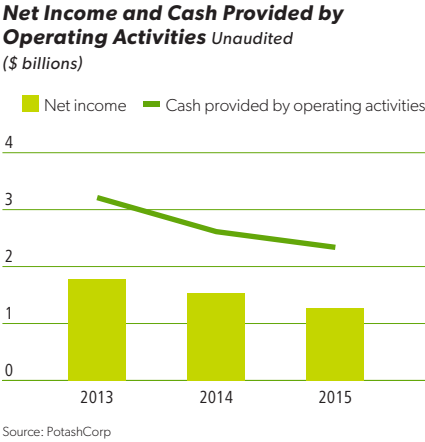
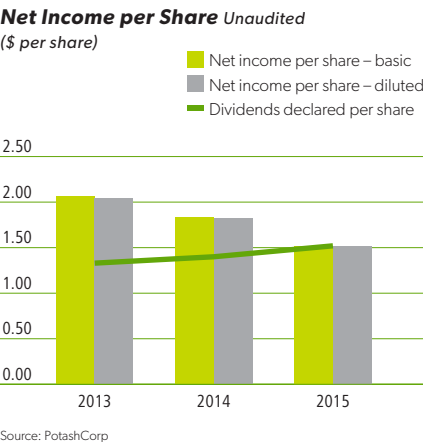


¹ See Page 90 for non-IFRS reconciliation.
* Figures were prepared in accordance with previous Canadian GAAP.
Source: PotashCorp



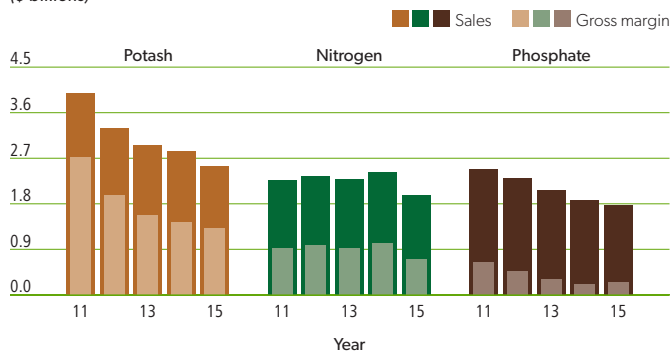
¹ See Page 90 for non-IFRS reconciliation.
* Figures were prepared in accordance with previous Canadian GAAP.
Source: PotashCorp

Consolidated Financial Statements



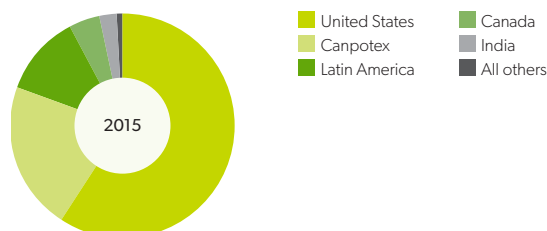
Note 3 Segment Information

Sales and Gross Margin by Segment Unaudited
(\$ billions)



Source: PotashCorp

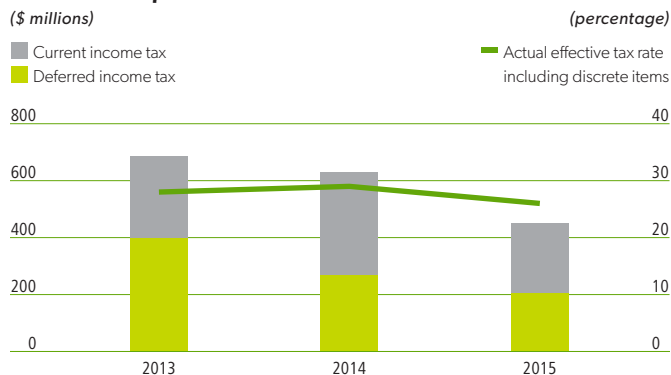
Sales to Customers Unaudited
(percentage)



Source: PotashCorp

Note 8 Income Taxes

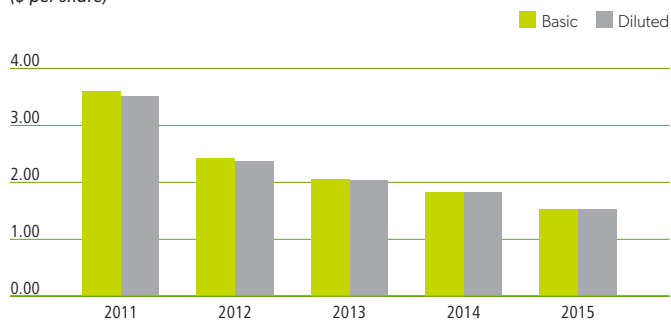
Income Tax Expense Unaudited
(\$ millions)



Source: PotashCorp

Note 9 Net Income per Share

Net Income per Share Unaudited
(\$ per share)

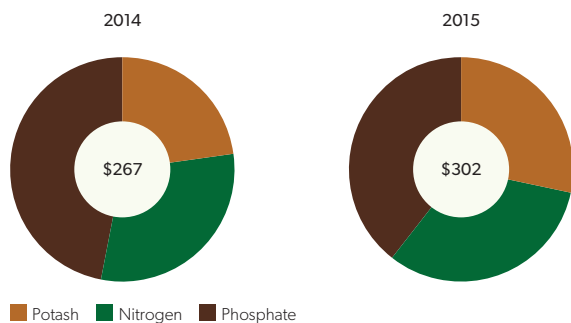


Source: PotashCorp

Note 12 Inventories

Finished Product Inventories by Segment

As at December 31 – Unaudited
(\$ millions)

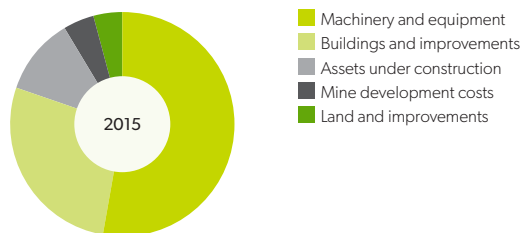


Source: PotashCorp

Note 13 Property, Plant and Equipment

Carrying Amounts of Property, Plant and Equipment

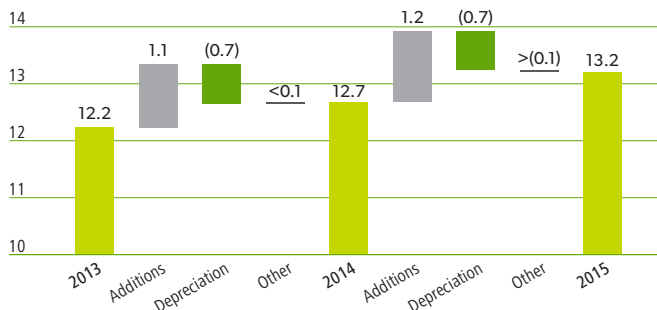
As at December 31 – Unaudited
(percentage)



Source: PotashCorp

Reconciliation of Changes in Property, Plant and Equipment Carrying Amount

As at December 31 – Unaudited
(\$ billions)

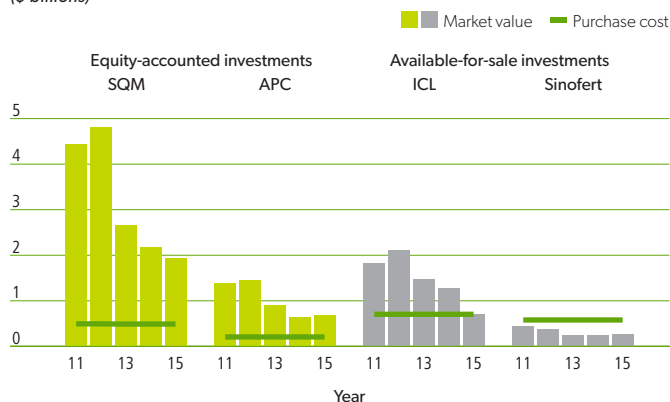


Source: PotashCorp

Note 14 Investments

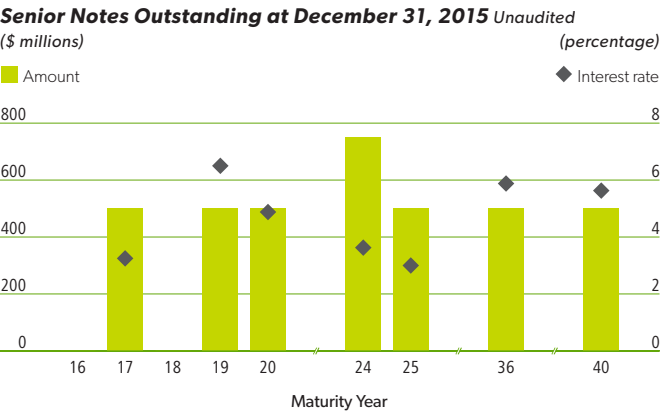
Significant Investments – Market Value and Purchase Cost

As at December 31 – Unaudited
(\$ billions)



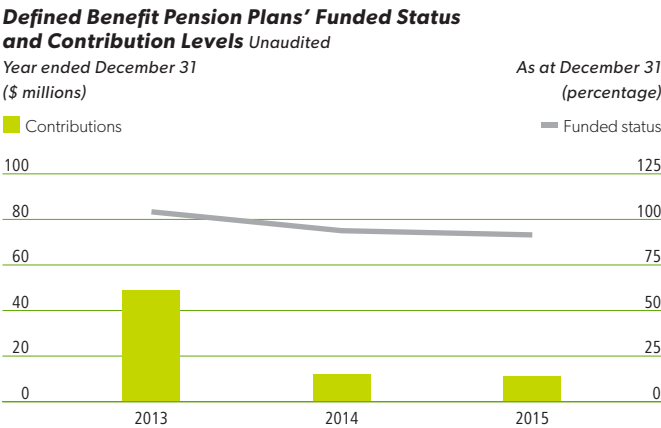
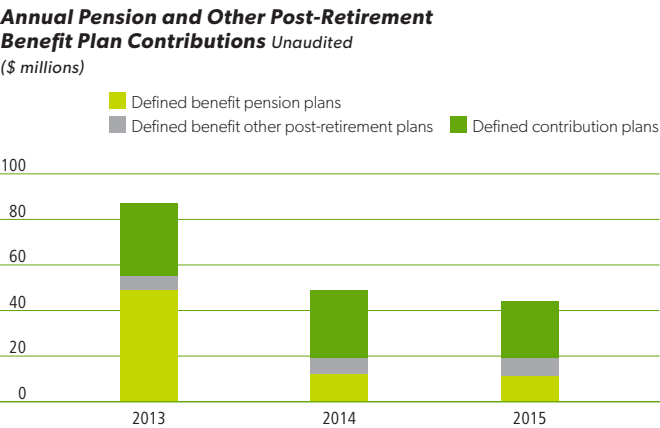
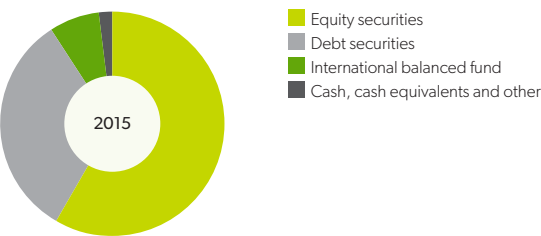
Source: PotashCorp

Note 20 Long-Term Debt



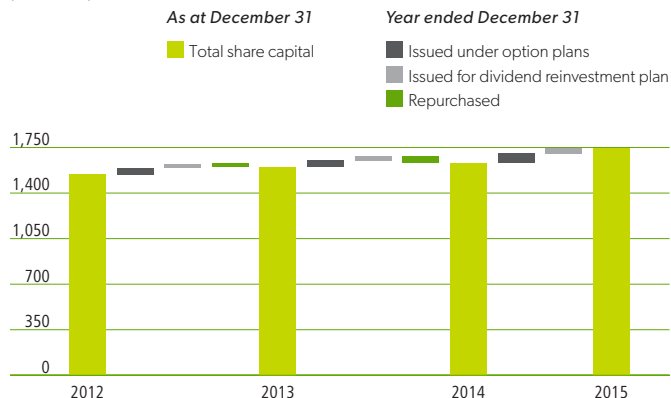
Note 21 Pension and Other Post-Retirement Benefits

Fair Value of Plan Assets by Category
As at December 31 – Unaudited
(percentage)



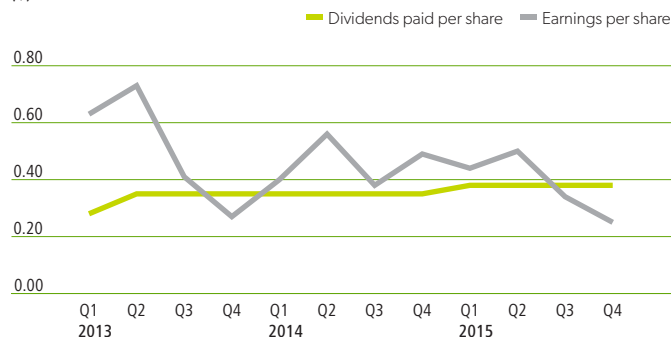
Note 23 Share Capital

Share Capital Consideration Unaudited (\$ millions)



Source: PotashCorp

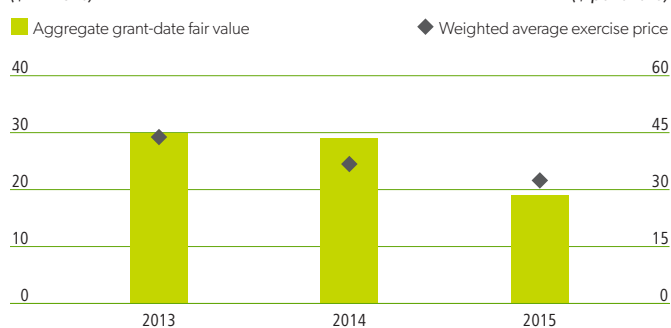
Dividends and Earnings per Share Unaudited (\$)



Source: PotashCorp

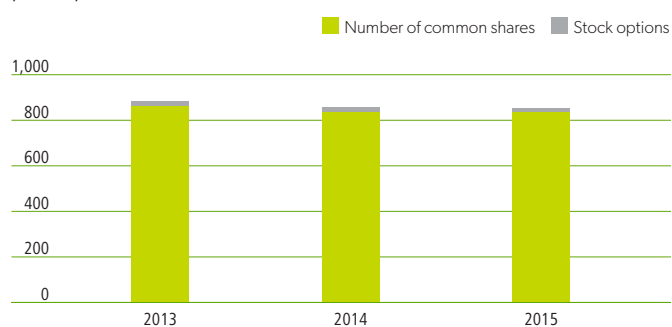
Note 24 Share-Based Compensation

Stock Options Granted Unaudited (\$ millions)



Source: PotashCorp

Total Shares and Stock Options Outstanding As at December 31 – Unaudited (millions)

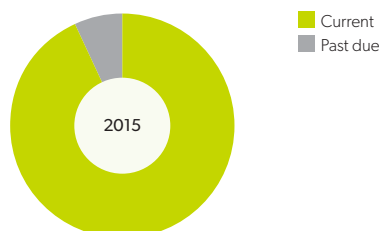


Source: PotashCorp

Note 25 Financial Instruments & Related Risk Management

Aging of Trade Receivables

As at December 31 – Unaudited
(percentage)



Source: PotashCorp

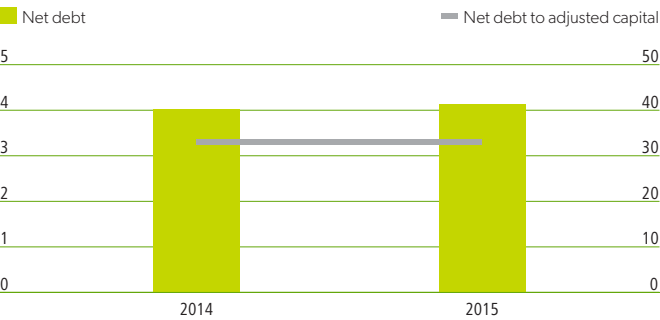
Note 26 Capital Management

Net Debt and Net Debt to Adjusted Capital

As at December 31 – Unaudited

(\$ billions)

(percentage)



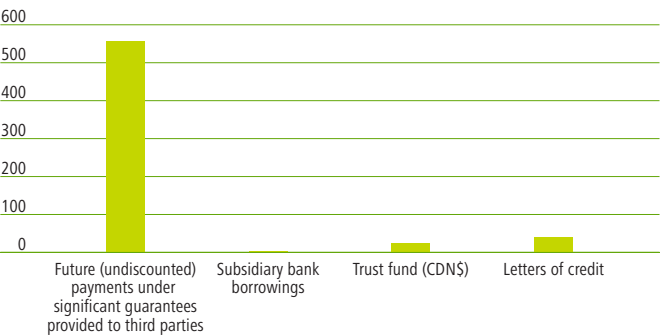
Source: PotashCorp

Note 29 Guarantees

Guarantees

As at December 31 – Unaudited

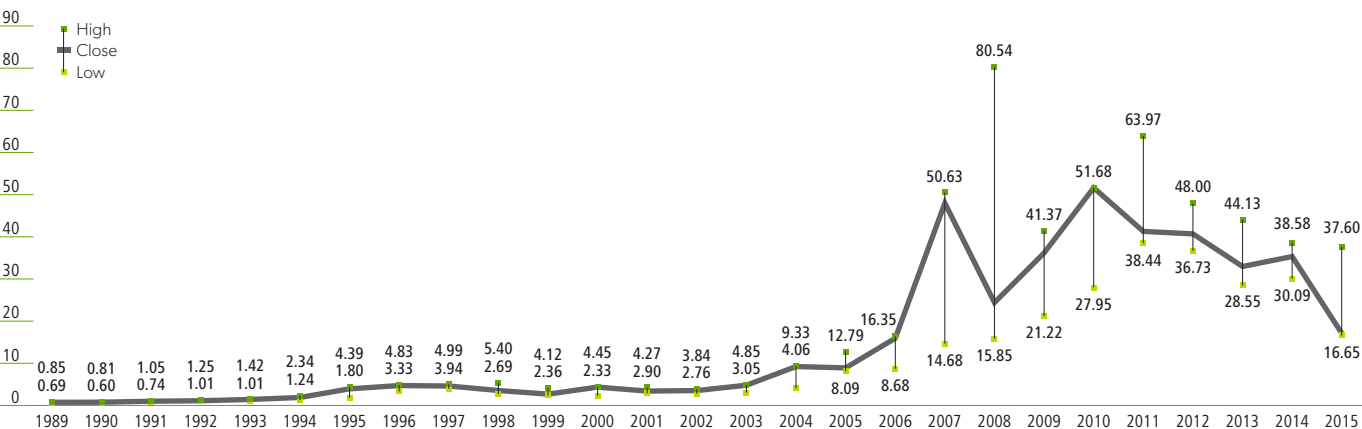
(\$ millions)



Source: PotashCorp

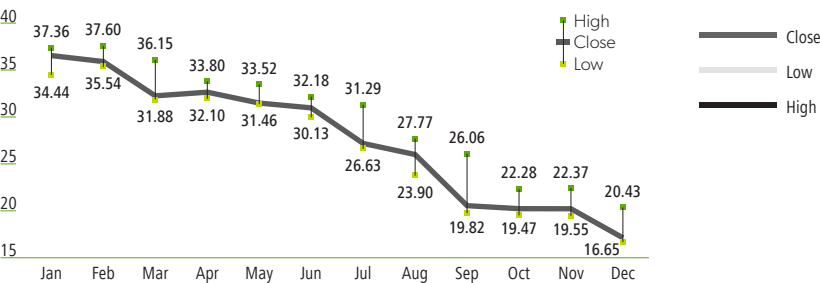
Shareholder Information

Yearly POT Stock Price Since Inception* – NYSE Composite (dollars)



* Data are adjusted for a two-for-one stock split in August 2004, a three-for-one stock split in May 2007 and a three-for-one stock split in February 2011.
Source: FactSet

2015 Monthly POT Stock Price – NYSE Composite (dollars)



Source: FactSet



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