



2012

The Roots
of Our
Success

Sustainability
Report



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The Roots of Our Success

Mosaic's commitment to sustainability literally starts from the ground up. We mine the nutrients that are necessary to grow food for an ever-increasing global population. The world's demand for food calls for the judicious use of resources, as well as an innovative spirit. At Mosaic, we're meeting this challenge by building sustainable practices into every aspect of our business. From new product development and reclamation, to cogeneration and rigorous safety programs, Mosaic's focus on sustainability forms the roots of our success. Our third sustainability report details the work we've done so far and our goals for the future.

Today's crop nutrients are responsible for 40 to 60 percent of yields, and Mosaic's products play a crucial role in meeting the global demand for food. Our worldwide research programs focus on

We take great pride in the work we do and the high standards we uphold, especially advances in environmental performance at our plants and mines. Mining is a temporary use of the land, and Mosaic is committed to minimizing our overall environmental impact. In 2011, we mined 2,255 acres and reclaimed 6,474 acres of land, advancing the science and practice of reclamation while returning mined lands to productive uses for both wildlife and people.

Mosaic continues to realize some of its greatest performance improvements in the areas of energy and water use. In 2011, Mosaic produced enough electricity — approximately 6.9 million gigajoules through cogeneration — to satisfy 47 percent of our companywide electrical demand. In 2011, Mosaic reused or recycled approximately 95 percent of all water in our Florida Phosphates operations and more than 80 percent in our Canadian potash shaft mines. Mosaic is relentless in the pursuit of safety that every one of our employees and contractors returns home safely at the end of their work day.

At Mosaic, we're building sustainable practices into every aspect of our business. From new product development and reclamation, to cogeneration and rigorous safety programs, Mosaic's focus on sustainability forms the roots of our success.

the development of new products for the specific soil characteristics in different parts of the world, such as Mosaic's proprietary MicroEssentials® line, which is designed to help farmers make the most of every inch of farmland.

When that doesn't happen, it's a profoundly sad event that impacts all of us. While Mosaic's overall safety performance this year improved 25 percent from the previous year, each incident emphasizes the importance of our continued efforts to achieve even stronger safety performance in the coming years.

We have also deepened our commitment to corporate citizenship on the global stage. In fiscal 2012, Mosaic became a signatory to the United Nations Global Compact, affirming our commitment to operating according to universally accepted principles in the areas of human rights, labor, environment and anticorruption.

This report takes stock of the progress, opportunities and goals associated with our sustainability efforts. Working together with Mosaic's dedicated employees around the globe, I am confident that our mission to help the world grow the food it needs is attainable. Just as important, I know we will achieve this mission with an ever-improving focus on sustainability.

Sincerely,



James T. Prokopanko
President and Chief Executive Officer



**Our Commitment
to Sustainability**

Visit mosaicco.com for related video.



\$23.6
MILLION
INVESTED

In fiscal 2012, The Mosaic Company and The Mosaic Company Foundation invested a combined \$23.6 million in the communities where we live and work.

Mosaic By The Numbers

3
MILLION
HOURS WORKED

Mosaic's Potash business unit achieved three million hours worked without a lost time injury.

GROUNDWATER
USE DOWN
50%
OVER 20 YEARS

Over the last 20 years, Mosaic's Central Florida operations have decreased groundwater use by more than 50 percent.



3-5x
YIELD

Average crop yields across the Mosaic Villages Project have increased three to five times over traditional farming practices.

In 2011, Mosaic produced

6.9M
GIGAJOULES

of clean electrical energy through cogeneration, the equivalent of taking 225,490 cars off the road for one year.



90%
LESS WATER

In 2011, Mosaic debuted Nexfos® — the first innovation in feed-grade phosphate in 40 years. Nexfos requires approximately 90 percent less water and 55 percent less electricity per ton to produce than traditional feedstock phosphate product.

55%
LESS ELECTRICITY

754
TORTOISES
RELOCATED

Mosaic relocated 754 vulnerable gopher tortoises, including 179 juveniles, as well as 57 commensal species, such as frogs, crickets, snakes and small mammals, all which live in a gopher tortoise burrow.

In May 2012, Mosaic became one of

6,978 BUSINESS
SIGNATORIES

to the

UNITED NATIONS
GLOBAL COMPACT

Our Operations

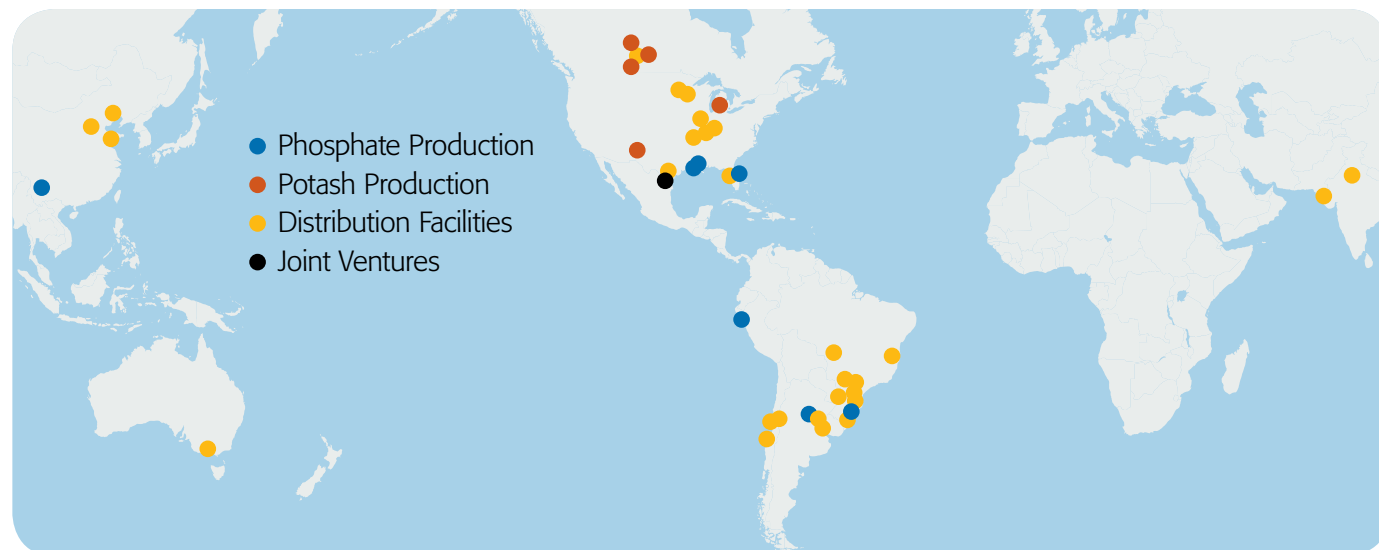
At Mosaic, the roots of our success — past, present and future — are clear and connected: realizing the full potential of our mineral assets, formulating the most effective products, building customer support in the industry, extending the reach and effectiveness of our global footprint, bringing the best out of people and managing our capital prudently. As a global organization, these roots are equally compelling to our employees and our customers, from Iowa to India. Mosaic has the most powerful combination of assets, talent, innovation and global reach in the crop nutrient industry.

Our world-class mining and processing operations produce more than 10 percent of the world's potash and phosphate supplies. We move these products through the value chain to wholesalers and retailers through our extensive global distribution system. We have key distribution facilities in eight countries, serving wholesalers, retail dealers and individual growers in approximately 40 countries. Mosaic also offers value-added services, such as tools to assist

in application rates of crop nutrients and other customized services that increase both crop and economic yields. We have a rich legacy of experience and innovation, producing a line of premium products that offers greater nutrient delivery with lower application rates.

With unique products and services, facilities around the world and a diverse customer base, we are truly helping the world grow the food it needs.

Mosaic's Global Footprint



Two-Year Highlights

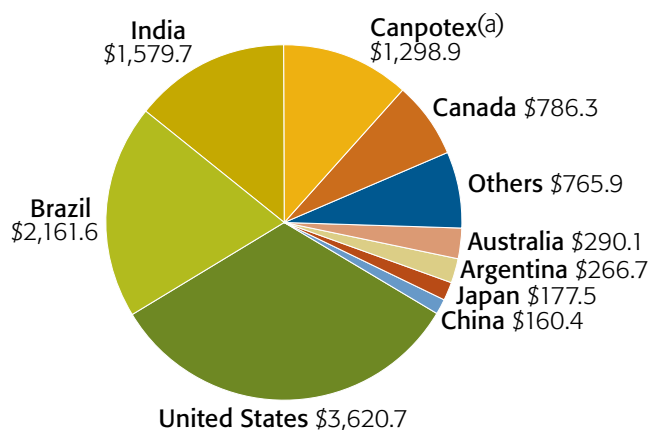
Phosphates

Mosaic is the world's largest producer of finished phosphate products, with an annual capacity of 9.7 million tonnes. Our principal phosphate production facilities are located in Florida and Louisiana. We operate four mines and three concentrates plants in Florida that produce phosphate fertilizer and animal feed products, as well as two concentrates plants in Louisiana that produce phosphate fertilizer.

Potash

Mosaic's potash production capabilities are the fourth largest in the world, with an annual peaking capacity of 10.3 million tonnes. Our principal Potash operations are located in Canada and the United States. We operate three mines in Saskatchewan, Canada, including the world's largest potash mine in Esterhazy, as well as mines in New Mexico and Michigan.

Fiscal 2012 Sales by Country \$ in Millions



(a) Export association of Saskatchewan potash producers.

ECONOMICS

Financial (U.S.\$ in Millions)	FY 2012	FY 2011
Net Sales	\$11,107.8	\$9,937.8
Gross Margin	3,085.0	3,121.8
Operating Earnings	2,611.1	2,664.2
Net Earnings	1,930.2	2,514.6
Diluted Net Earnings Per Share	4.42	5.62
Cash and Cash Equivalents	3,811.0	3,906.4
Total Assets	16,690.4	15,786.9
Total Long-Term Debt	1,010.5	809.3
Total Equity	11,999.4	11,661.9
Net Cash Provided by Operating Activities	2,705.8	2,426.7
Capital Expenditures	1,639.3	1,263.2
Dividends Per Share on Common Stock	0.275	0.20
Dividends Paid	(119.5)	(89.3)
Direct Economic Impact	1,710.2	1,613.3

ENVIRONMENT

Non-Financial	CY 2011	CY 2010
Intensity:		
Energy (GJ/tonne dry product)	5.4	6.3
Greenhouse Gas (tonnes CO ₂ e/tonnes finished dry product)(scope 1 & 2)	0.190	0.221
Total:		
Water Withdrawals (000m ³)	264,154	283,132
Energy Consumption (indirect and direct energy, million GJ)	84.5	86.2
GHG Emissions (tonnes CO ₂ e)	3,593,390	4,264,055

SOCIAL

	FY 2012	FY 2011
Community Investments (cash basis)	\$23.6M	\$11.6M
Number of Employees	8,000	7,700
Employee Engagement Survey (% "engaged")	62%	60% ¹
Recordable Injury Frequency Rate	1.27	1.70
Lost Time Incident Frequency Rate	0.12	0.18
Fatalities	1	1
United Way (avg. pledge per employee)	\$471	\$456

Notes:

- Total water withdrawal includes once-through cooling water.
- Mosaic's Employee Engagement Survey is conducted biannually; therefore, reported results are from surveys conducted in 2011 and 2009.

FOOD

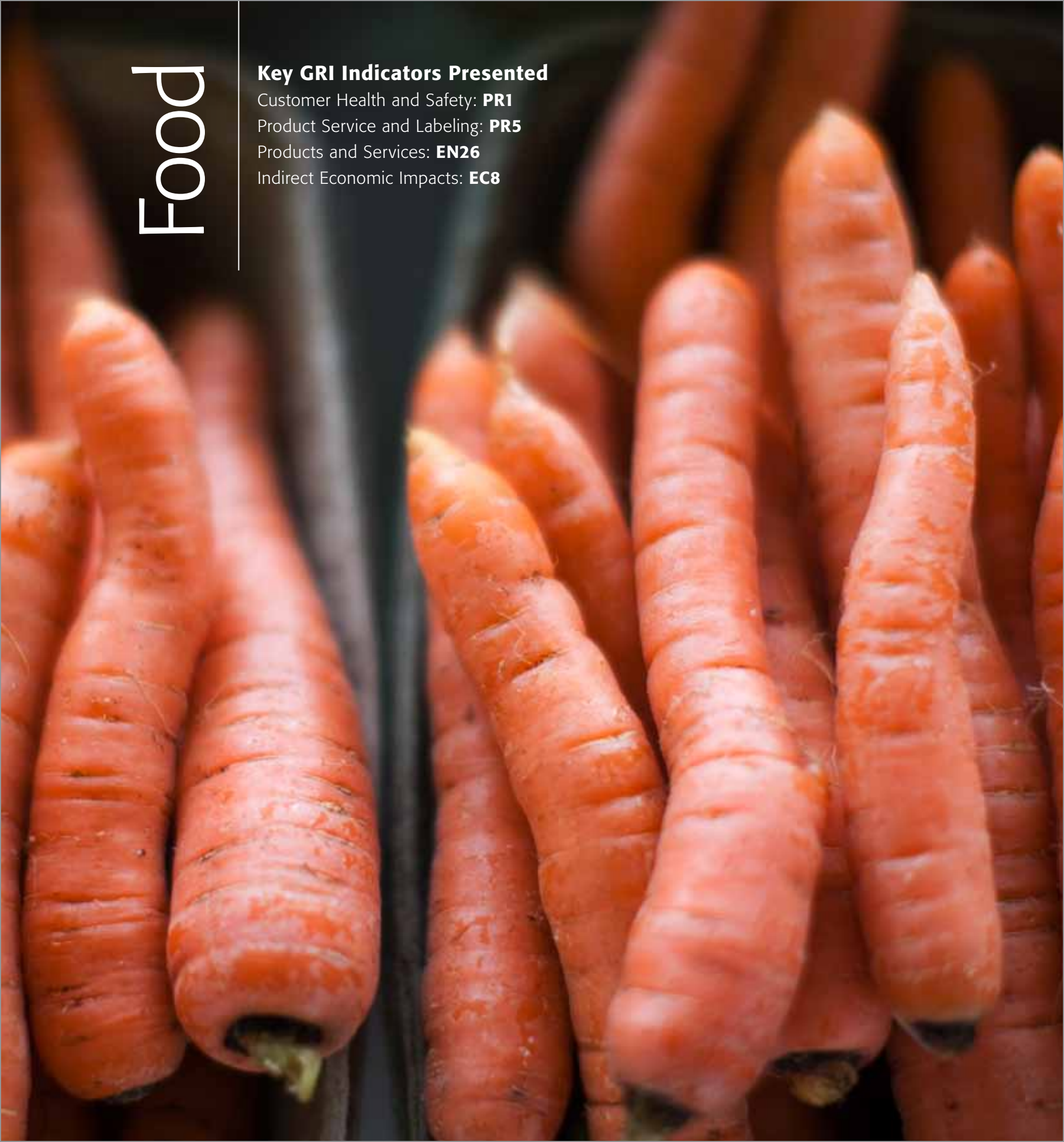
Key GRI Indicators Presented

Customer Health and Safety: **PR1**

Product Service and Labeling: **PR5**

Products and Services: **EN26**

Indirect Economic Impacts: **EC8**



Global food security is one of the most pressing issues of our time — one that requires the cooperation of industry and farmers alike. Driven by our mission to help the world grow the food it needs, Mosaic helps improve crop yields through the efficient use of crop nutrients.

Our continual focus on new product development ensures we can meet the unique needs of growers in every part of the world. The Mosaic Villages Project is a living example of how our products, agronomic expertise and financial support can transform farmers' lives in India, Guatemala and eight countries in Africa, moving them from subsistence to surplus.

2050 PROJECTIONS

The world's population is expected to reach

9 BILLION

by 2050.

The demand for phosphorus is expected to increase between

50%

and 100 percent by 2050 due to growing global demand for food and changing diets.

Fertilizers are already responsible for

40-60%

of crop yields.

We need to match the last

10,000 YEARS

of agricultural production improvements in the next 40 years.

World food production must increase by at least

70%

Growing Food and Food Security

Over 20 years ago, The World Commission on Environment and Development posed what was then a pressing question — how could the world address growing hunger concerns in a way that was also ecologically sustainable? Their Advisory Panel on Food Security, Agriculture, Forestry and Environment reported that achieving this goal would pose a greater challenge to global food production than had ever been faced before. Increasing yields in the face of unprecedented demand was going to be a major undertaking. And achieving those goals, while at the same time preserving the ecological integrity of agricultural systems, was going to be colossal in

magnitude and complexity. This is as true today as it was then.

Today nearly one billion people are hungry. By 2050, the world's population is expected to reach nine billion, with much of this growth in regions of the world most susceptible to food insecurity. To meet this demand, world food production must increase by at least 70 percent, assuming the growing global middle class continues to demand higher-quality proteins in its diet. To put this in perspective, we need to match the last 10,000 years of improvements in agricultural production in the next 40 years.

Mosaic strives for improved yield from existing agricultural lands, as the world's forests naturally sequester carbon and are a major asset in mitigating the potential negative effects of a changing climate. Between 1961 and 2005,



higher net crop yields on existing agricultural land, driven by seed, fertilizer and better management practices, is estimated to have avoided the emission of approximately 161 gigatonnes of carbon by preventing deforestation. Compared with the baseline technology in 1961, every additional dollar invested in agricultural yields is estimated to have resulted in 68 fewer kilograms of carbon emitted. Balanced crop nutrition, improved seed varieties and better crop management are far more effective and more ecologically sound ways of increasing food supply than converting more land to agriculture.

Fertilizers are already responsible for 40 to 60 percent of crop yields. Although these yields are impressive, it is important that we

take agricultural productivity to the next level. All farms, whether large or small, must employ best management practices to ensure demand is met. Education is the key to ensure farmers pair the right crops with the right soils, choose the most productive seed varieties, fertilize with a balanced supply of nutrients at the right rate, place and time, and establish efficient market mechanisms to get the food to the consumer at the lowest possible cost. Proper use of fertilizers is also essential to protect water supplies and water habitats, while at the same time increasing farm incomes. With better management practices, production can increase without an environmental compromise.

MOSAIC GLOBAL NET PROMOTER SCORES

Weighted Average



----- Threshold for a Score of Excellence

Net Promoter, NPS and Net Promoter Score are trademarks of Satmetrix Systems, Inc., Bain & Company and Fred Reichheld.

Mosaic uses a metric called Net Promoter Score to measure customer loyalty. In 2012, Mosaic achieved a score of “excellent” from our fertilizer importers, animal feed customers and industrial products customers.

Information displayed in summary is available in full form in GRI: **PR5**



Understanding the Importance of the Three Primary Crop Nutrients

Basic agronomy tells us that plants require three essential nutrients — nitrogen (N), phosphorous (P) and potassium (K) — for optimum growth and health. Mosaic is the world's leading combined producer of phosphate and potash — essential crop nutrients for helping the world grow the food it needs. With each year's planting and harvest, these essential nutrients must be replenished in the soil. The natural replenishment cycle is often slow and generally unable to keep up with the annual agriculture cycle. That's where fertilization plays an essential role, ensuring that each season's crops have the nutrients necessary to yield a plentiful harvest.

The interactions among these three primary crop nutrients create much greater benefits than when used alone. To fully understand the

If a crop needs phosphorous and potassium, then only applying nitrogen will leave the crop malnourished.

importance of fertilization, it is helpful to have a basic understanding of the benefits of balanced crop nutrition, which includes the correct ratio of these three macronutrients, as well as micronutrients such as zinc and sulfur. For example, when nitrogen, phosphorus and potassium work together in proper formulations, they can significantly increase yields and improve the plant's ability to use each nutrient more efficiently — reducing the amount of fertilizer needed and minimizing the potential for nutrient runoff.

Nitrogen

Sometimes referred to as the “superstar” in crop nutrition, nitrogen is required by most plants and in amounts greater than any other essential nutrient. However, the balanced interactions among nitrogen, phosphorus and potassium are vital in order to increase yields and improve nitrogen efficiency. In other words, if a crop needs phosphorous and potassium, then only applying nitrogen will leave the crop malnourished.

Phosphorus (Phosphate)

Phosphorus is often referred to as the “energizer” in crop nutrition because of its role in converting the sun's energy into food, fuel and fiber. It improves root growth and water use efficiency, leading to higher crop quality and higher yields. Adequate amounts of phosphorus in proportion to nitrogen also reduce soil nitrate levels by up to 66 percent, reducing the amount of nitrogen that could potentially be leached from the soil. Insufficient phosphorus causes plants to use nitrogen inefficiently, potentially resulting in reduced yield.

Potassium (Potash)

Known in agriculture as the “regulator,” plants require more potash than any nutrient other than nitrogen. Potash interacts with almost all essential plant nutrients, regulates many processes within the plant, and helps strengthen and build the plant's disease resistance. Soil test trends coupled with environmental factors indicate that potash may be more important than ever as potassium levels in the soil continue to decrease. The continuous removal of potassium as crops are harvested requires biannual fertilizer applications for maximum yields. Research shows that yields increase dramatically and nitrogen use is enhanced as potassium levels are increased. Without potassium, plant roots may be underdeveloped, making them susceptible to water loss, wilting and weakness — ultimately reducing the plant's yield potential.



Mosaic provided phosphates to

61%

OF FARMERS IN
NORTH AMERICA

The Advantages of Mosaic's Phosphate Reserves

The demand for Mosaic's products is high, and only promises to grow as the world's population continues to expand. Indeed, the demand for phosphorus is expected to increase between 50 and 100 percent between 2000–2050 due to the growing global demand for food and changing diets (EFMA, 2000; Steen, 1998). These numbers are stark reminders of the pressing challenges of global food security.

Phosphate played a significant role in fueling the success of the green revolution — the great increase in agricultural productivity that occurred during the second half of the 20th century. This mineral nutrient is critical to life — it's supplied in the food we consume; it's the backbone of DNA/RNA.

Florida, with its significant, high-quality phosphate ore reserves, is the world's largest finished concentrated phosphate region, with 16 percent — approximately 10 million tonnes — of the world's total production capacity. Mosaic also provided phosphates for 61 percent of farmers in North America in fiscal 2012 — underscoring the importance of domestic phosphate production. Transporting ore from distant sources to supply North America's farmers would not only cost more, it would also create a greater environmental strain.


Product Innovation: Nexfos® and MicroEssentials®

Mosaic’s animal and poultry feed products represent an important part of our mission to help the world grow the food it needs. As the world’s growing middle class demands more protein, Mosaic’s high-quality, efficient animal and poultry feed products become increasingly important.

In 2011, Mosaic launched Nexfos, the next generation feed-grade phosphate that is a combined source of highly available phosphorus, calcium and sodium.

Not only is Nexfos the first innovation in feed-grade phosphate in 40 years, the product is helping Mosaic reduce its environmental footprint. The Nexfos production process has significantly reduced the carbon footprint associated with the production of the traditional animal feed product by significantly lowering electricity and natural gas usage.

We are also continuously developing and testing innovative new products, such as our MicroEssentials product line, featuring crop nutrient blends specially designed for the soils of various parts of the world. For example, MicroEssentials® S10, a fertilizer suited for use on most crops, including wheat, corn, sugar beets and alfalfa, fuses nitrogen (12 percent), phosphorus (40 percent) and sulfur (10 percent) into one nutritionally balanced granule through Mosaic’s patented Fusion™ technology process. The unique chemistry and proper nutrient ratio of MicroEssentials promote uniform nutrient distribution, improved nutrient uptake and season-long sulfur availability. MicroEssentials S10 delivers an optimal rate of sulfur in two forms. Sulfate and elemental sulfur, when combined, provide season-long availability of sulfur for the crop. In 2012, Mosaic finished the expansion of our MicroEssentials line, increasing the production capacity to 2.3 million tonnes per year. We currently have 21 potential products in various stages of development.


Sulfur
 Visit mosaicco.com for related video.

ADVANTAGE OF NEXFOS

Usage	Natural Gas (Therms/Ton)	Electricity (MWh/Ton)	Freshwater (Gal/Ton)
Nexfos	18	0.05	44
Traditional feed-grade phosphate product	60	0.11	420

Information displayed in summary is available in full form in GRI: **EN6**

Product Stewardship

Mosaic's phosphate is among the most responsibly sourced in the world, and we're committed to the sustainable production and use of our products. Crop nutrients must be applied sustainably to mitigate potentially negative environmental impacts stemming from improper use. Among industry organizations to which we belong and the farmers who use our products, we encourage the adoption of the 4Rs of nutrient stewardship: right source, right rate, right time and right place.

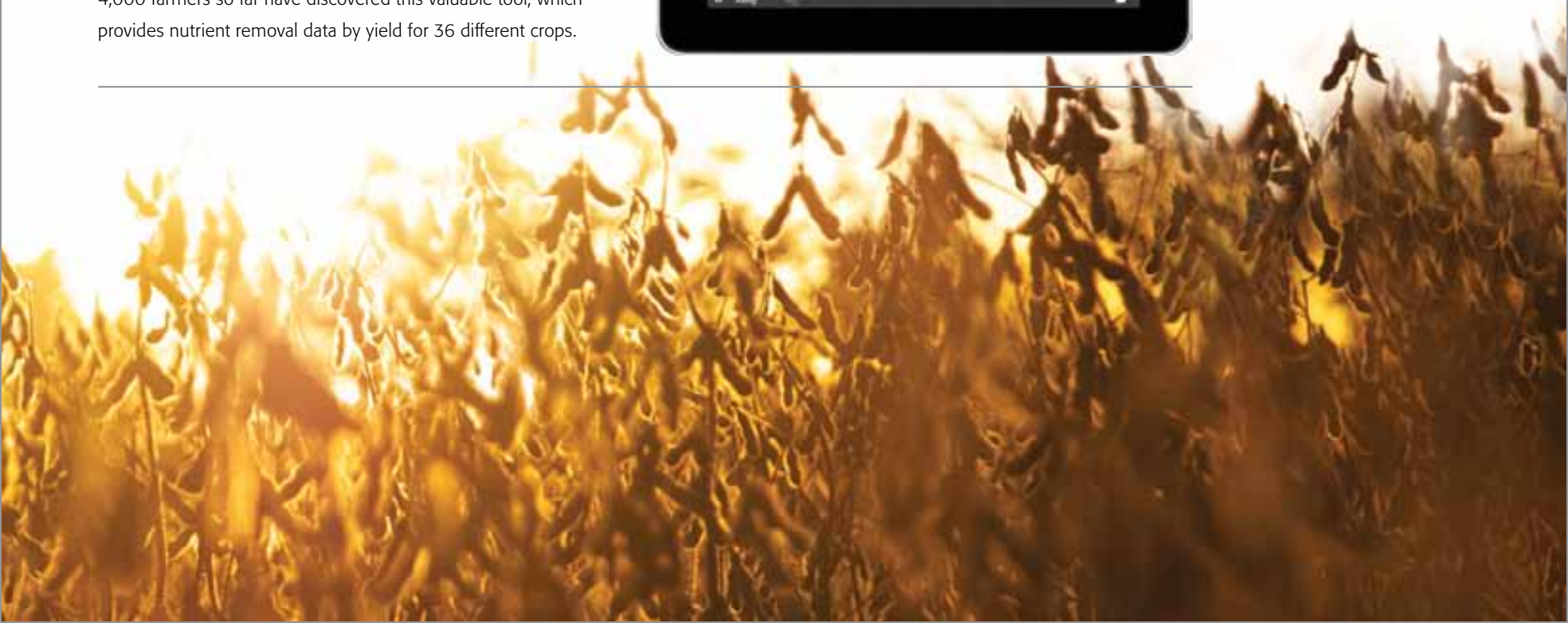


4Rs Nutrient Stewardship: The Nexus of Food & Water

Visit mosaicco.com for related video.

Mosaic's Nutrient Removal App Supports Higher Yields for Farmers

Mosaic was recognized for its commitment to innovation and excellence in product stewardship when its Nutrient Removal App was selected by *CropLife Magazine* as a best app for agriculture for 2012. Developed for growers, using years of accumulated nutrient removal research, the app is designed to help farmers put the data to work to produce higher yields. Results can be stored as a profile and e-mailed to contacts for use in input planning. More than 4,000 farmers so far have discovered this valuable tool, which provides nutrient removal data by yield for 36 different crops.



Mosaic Villages Project

Smallholder farmers in many areas of the world are trapped in a cycle of poverty. Generally living on one acre of land or less, they often struggle simply to feed themselves — much less generate a surplus of food. With the world's ever-growing population, helping smallholders become more productive is imperative.

Since 2008, The Mosaic Company and The Mosaic Company Foundation have invested in programs in Guatemala, India, Mali, Ghana, Nigeria, Malawi, Kenya, Uganda, Tanzania and Ethiopia, along with our partners, HELPS International, the Sehgal Foundation and Millennium Promise. The average yield across the Mosaic Villages Project has increased three to five times over traditional farming practices.

India

In India, there is a strong and direct relationship among agricultural productivity, hunger and poverty. Many farmers struggle to produce enough food on small parcels of land — in fact, more than 70 percent of Indian farmers have only two hectares of land or less. In Mewat, one of India's most impoverished districts, Mosaic has partnered with the Sehgal Foundation's Institute of Rural Research and Development (IRRAD) to create *Krishi Jyoti*.

Krishi Jyoti means "enlightened agriculture," and it's bringing modern agricultural inputs and practices to farmers in Mewat with the goal of improving the productivity of their fields. Mewat is a closed community with little contact with the outside world. Similar programs in the past have failed due to a top-down mentality and a resulting lack of trust in the program sponsors. The *Krishi Jyoti* team is taking a more collaborative approach that treats the locals as partners. Working side by side with farmers in Mewat, this program is building trust and



collaboration while helping achieve increased agricultural yields, economic security and water conservation.

In its first three years, *Krishi Jyoti* focused on five key aspects of agricultural improvement — soil health, seed and fertilizer, water resources, agronomic training and market linkages — and brought about remarkable changes. With the help of Mosaic's products, agronomic expertise and financial support, Mewat's participating farmers have increased yields by 25 to 30 percent in all three major crops — mustard, wheat and pearl millet. The partnership is for a fixed term of



KRISHI JYOTI PROJECT

Krishi Jyoti means “enlightened agriculture” and brings modern agricultural inputs and practices to farmers with the objective of improving the productivity of their fields.

PROGRAM GROWTH

2010  **736 acres** 348 families, 3 villages

2011  **1,426 acres** 616 families, 5 villages

Goal  **2,891 acres**
1,856 families
20 villages

TOTAL YIELD INCREASE **25-30%**

Mewat’s participating farmers have increased yields by 25 to 30 percent in all three major crops — mustard, wheat and pearl millet.

three years, with the aim that the participants no longer need assistance after that period.

In 2011, as the three original villages all successfully graduated from the program, *Krishi Jyoti* began an expansion into 15 new villages. By the time the expansion is complete, the project will impact 1,856 farm families with 2,891 acres under management. In Patkhori — one of the new project sites in the Aravali foothills — there are significant water scarcity issues. High gradient and low retention time for rainwater runoff and the low permeability of the soil has led to inadequate recharging of the aquifer. In addition, excessive pumping for domestic and agricultural use has further depleted the fresh water supply.

Water is the greatest limiting factor in the success of agriculture in this dry region, where it only rains during the monsoon season. One of the first steps is to construct a new checkdam to trap the monsoon rains as they run off the nearby hills behind the dam, and let it sink into the aquifer, replenishing the groundwater supply. Mosaic and our partner IRRAD have built checkdams before, but this project is larger in scale, with the dam spanning 185 meters between two adjacent hills. The project will be completed by the end of 2012 and will provide agricultural and drinking water for more than 21,000 people.



Krishi Jyoti:
Mosaic Villages
Project India

Visit mosaicco.com
for related video.



Guatemala

The Mosaic Villages Project in Alta Verapaz, Guatemala, has grown since its inception in 2008 in both scale and success. The combination of a strong implementing partner with deep knowledge of the region in HELPS International and the expertise of the Mosaic agronomy staff has yielded impressive results in just four years. The projects have drawn the interest of other aid organizations as a possible scaleable model for Central America. Formal measurement was necessary to provide a quantitative perspective to help take the projects to the next level. An independent evaluation by Deloitte confirmed that average yields have reached four metric tonnes per hectare (MT/ha) compared with 0.8 MT/ha before the program began, representing a five-fold increase.

This has been achieved through the following steps:

- Soils are tested to understand their overall health, and a balanced blend of macro- and micronutrients is designed, along with a prescribed amount and time to apply (4Rs).
- The farmers are trained in no-till agriculture to reduce the risk of pests, to grow in dense rows and double crop to maximize yields and reduce the need for farm chemicals, and not to burn the crop residues, in order to maximize the organic matter in soil.
- This is a partnership, and the farmers choose to use their heirloom corn seed over more high-performing varieties, as they are seen as sacred in their Mayan traditions. But once their corn yields for personal consumption increase, they sometimes convert part of their land to cash crops for sale.



ALTA VERAPAZ PROGRAM

Alta Verapaz Program yields

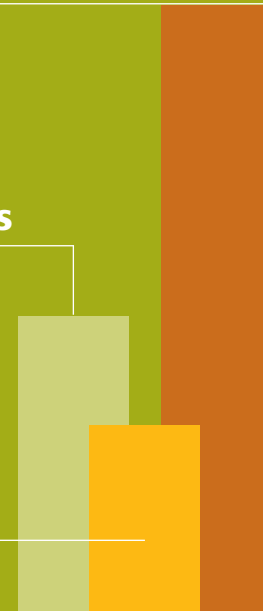
3.86
tonnes/hectare

National average yields

1.89
tonnes/hectare

Regional yields outside the program

1.24
tonnes/hectare



- The farmers are educated by Mosaic agronomists and given interest-free loans at planting, which they repay when their harvest yields a surplus. After just three years, 97 percent of farmers who started the program have graduated and no longer need loans, as their large yield increases have allowed them to sell a surplus at market.
- The projects have a fixed annual investment by The Mosaic Company Foundation but naturally expand in scale through continual improvements in efficiency and the reinvestment of the repaid loans.

One of the most exciting discoveries of the Deloitte evaluation is that best practices from the program have been spreading by word of mouth to the surrounding villages without any level of intervention by Mosaic or HELPS. The potency of the project stems from its easily duplicated simplicity and defined focus. In many of these neighboring villages, the doubling of average yield is being observed.

97% OF FARMERS GRADUATED

After just three years, 97 percent of farmers who started the program have graduated and no longer need loans, as their large yield increases have allowed them to sell a surplus at market and generated capital.

Africa

Africa is a net importer of food today and will experience the greatest population increase of any continent over the next four decades. Today, food shortages affect 30 percent of the population, and the land has been largely stripped of nutrients due to poor management and inadequate fertilization. Yet agriculture has the potential to be one of Africa's brightest hopes for economic development. Over the past four years, Mosaic has impacted the lives of more than 250,000 people in eight African countries by donating over 2,500 tonnes of fertilizer each year, along with the associated transportation and logistics to the Millennium Villages Project, one of the most ambitious development projects ever undertaken.

The logistics associated with transporting fertilizer to remote parts of Africa is challenging. Mosaic has no formal business presence on the continent, and the lack of deep water ports and bagging and blending facilities means we must divert from our standard business model of shipping in bulk. Bagging is completed in Florida or India, and more than 100,000 bags are shipped in containers to the village sites.

The impact of improved seeds and fertilizers paired with farmer training in agronomic techniques is remarkable. Millennium Promise reports that across the villages, yields of maize have at least doubled and in some sites more than quadrupled. This has contributed

to a 30 percent reduction in levels of chronic malnutrition and a 50 percent reduction in the proportion of children under two years old who are underweight.

Mosaic is also partnering with Dr. Pedro Sanchez and his team at the Earth Institute at Columbia University on a series of test plots across Africa to pinpoint nutrient recommendations that will take the agriculture program at the Millennium Villages to the next level.



CHRONIC MALNUTRITION

-30%

Across Millenium Villages, increased maize yields have contributed to a 30 percent reduction in levels of chronic malnutrition and a 50 percent reduction in the proportion of children under two years old who are underweight.



Environment

Key GRI Indicators Presented

Economic Performance: **EC2**

Environmental Protection: **EN30**

Biodiversity: **EN11-EN15, MM1**

Water: **EN8-EN10**

Emissions, Effluents and Waste: **EN16-EN20**

Energy: **EN5**

Transport: **EN29**

Waste Management: **EN22** and **MM3**



Our business is rooted in the natural environment, with an integrated respect for the earth. In order to help the world grow the food it needs, we utilize phosphate and potash as the basis of our crop nutrients. Mosaic Phosphate operations reclaim every acre that we mine, and our sustainability efforts include water conservation, nutrient stewardship and clean, electrical cogeneration from the capture of waste heat in our operations. We're also committed to the responsible use of our products, to mitigate potentially negative environmental impacts stemming from improper use. Preserving and promoting the natural environment is paramount for Mosaic — and essential to the sustainability of our business.

1,000
STUDENTS

visit Mosaic's Coastal Education Center each year.

Stephens Branch, a tributary to the Peace River within Mosaic's South Fort Meade mine, is part of a

125-ACRE

reclaimed wetland project.

Mosaic's Bartow, Florida, water-use reduction efforts saved more than

\$2.8 MILLION

Mosaic has a three-pronged approach for energy management:

**COGENERATION,
CONSERVATION AND
GREATER EFFICIENCY**

In 2011, Mosaic planted over

**2.3M
TREES**

Land and Water

Reducing the Environmental Footprint of Farming

With the world’s population expected to reach nine billion by 2050, the global food security challenge looms large — and agriculture has taken center stage. To sustainably meet the world’s ever-increasing need for food, the global agriculture industry must simultaneously increase crop yields and reduce negative environmental impacts. The crop nutrition industry is an important part of this equation.

The efficient use of fertilizers has the potential to significantly reduce global greenhouse gas emissions while contributing to higher yields per acre. Proportionally, the accrued benefit of fertilizer use substantially outweighs the emissions associated with fertilizer production. Emissions associated with crop nutrient production account for 0.8 to 3.2 percent of global greenhouse gas emissions and total

use crop nutrients efficiently. We support the 4R Nutrient Stewardship Framework, which recommends the use of the right source of plant nutrients, at the right rate, at the right time and in the right place to help deliver economic, social and environmental benefits.

The Mosaic Company Foundation is also making investments to help reduce the environmental footprint of farming. In three key agricultural watersheds in the Upper Mississippi River Basin — at Minnesota’s Root River, Iowa’s Boone River and Illinois’ Mackinaw River — we support The Nature Conservancy’s science-based work with farmers and partners to improve water quality. Over the next two years through the Conservancy’s Great River’s Partnership (GRP), the Conservancy will enroll farms associated with crop nutrient loss in federally funded conservation agriculture programs, bringing best management practices (BMP) to scale in critical watersheds and agricultural landscapes.

Advancing the Science and Practice of Land Reclamation

Phosphate, as a primary nutrient, is essential to helping the world grow the food it needs to feed a growing global population. Phosphate mining is frequently under the public microscope because it significantly disturbs natural habitats. At Mosaic, we consider mining a temporary use of the land. Reclamation activities start before we mine, and we’re leading the industry in developing effective methods of returning mined lands to productive uses for both wildlife and people.

Our Florida Phosphates operations mined 2,255 acres and reclaimed 6,474 acres in 2011. Mosaic reclaims at least every acre of land we mine, with an emphasis on the connectivity of

Mosaic’s phosphates reclamation activities start before we mine, and we’re leading the industry in developing effective methods of returning mined lands to productive uses for both wildlife and people.

greenhouse gas impacts associated with agriculture and land use change (including deforestation) are estimated at 17 to 32 percent of global emissions.

While Mosaic is part of the global drive to achieve greater crop yields, providing better income for farmers while reducing the pressure to clear for more cropland, we are also committed to helping farmers around the world

natural systems to ensure viable ecosystems and to maximize biodiversity. Mosaic has reclaimed former mining areas for habitat and public recreational uses. We have successfully reclaimed mined land for use as wetlands, lakes, uplands, wildlife habitats and pasture lands. Reclaimed land has also been used for housing developments, agriculture, industrial sites, power plants, parks, golf courses and pine tree plantations.

There are three primary methods that are used to reclaim mined land: sand tailings fill, land and lakes, and clay settling area reclamation.


Sand Tailings Fill Reclamation

Sand that is separated from the phosphate ore — referred to as “sand tailings” — is pumped back into a mined area and used to contour mine cuts to a specific elevation. Once pumping is complete, topsoil — or overburden if topsoil is not available — that was moved during the mining process is placed over the sand tailings to match the elevations in the reclamation plan. These areas are then graded to varying elevations

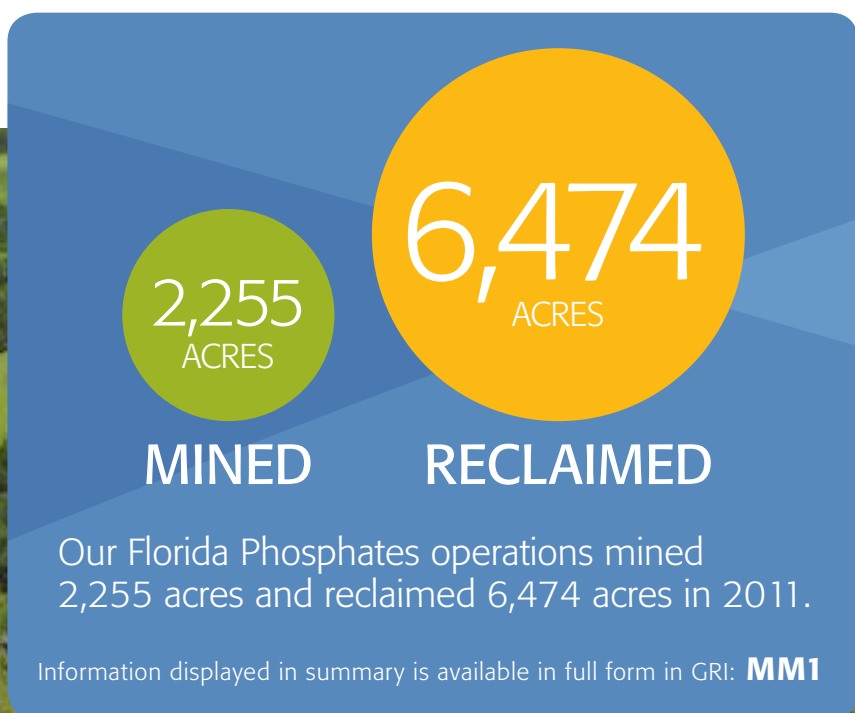
and planted with native species to become upland or wetland areas. In some cases, stream systems are constructed to connect reclaimed wetlands to preserved wetland systems.

Land and Lakes Reclamation

Extracting phosphate rock and clay results in less earth material at a site compared to the pre-mined landscape. To account for the reduction in materials at the site, lake systems are incorporated into the reclamation plan. During the land and lakes reclamation process, excavation equipment contours the mined land to create a mix of uplands, wetlands and lakes. The shallows of the lakes are then planted with herbaceous wetland plant species to enhance water quality and encourage wildlife use. Reclaimed lakes are designed with overflow features that allow excess water to flow from the lakes during significant rainfall events. These features are specifically designed to provide properly timed hydration of connected wetland systems. Upland forested buffers are typically constructed around the lakes’ edges to create additional wildlife habitat. Mosaic’s reclaimed lakes are known for their excellent fish habitats.



**For Generations to Come:
Mosaic’s
Commitment
to the Land**
Visit mosaicco.com
for related video.





Clay Settling Area Reclamation

The clays that are separated at a mine's beneficiation plant are stored in aboveground impoundments known as clay settling areas (CSAs). Once a CSA has reached its clay storage capacity and is ready for reclamation, specialized equipment is used to facilitate the consolidation and drying of the clay. Reclaimed CSAs, which typically appear only as a subtle hill in the landscape, are often used for cattle pastures and other agricultural activities such as row crops. While the clay contained beneath the surface of a reclaimed CSA continues to settle for many years, which limits the potential for immediate development, Mosaic is developing other agricultural uses for CSAs, including tree plantations, hay crops and turf. Many reclaimed CSAs also serve as green space, containing wetland systems that provide valuable wildlife habitat.

Additional Reclamation Highlights

- **In 2011, Mosaic planted more than 2.3 million** trees as part of our reclamation activities. As of December 31, 2011, our Florida Phosphate operations owned 19,709 acres on which we

have committed or executed a conservation easement, in order to ensure the long-term protection of lands or waters of particular sensitivity.

- **In 2011, our potash mine in Belle Plaine, Saskatchewan,** continued the process of closing and returning the land to an environmentally sound condition at various solution mine cluster sites. We are in the process of decommissioning inactive production wells and restoring the land to a high-functioning ecological system. These efforts are coordinated with the Saskatchewan Ministry of Energy and Resources, as well as the Saskatchewan Ministry of Environment.
- **In May 2011, Mosaic dedicated a new** 8,785-square-foot fire station and adjacent 75-acre community park on reclaimed land in Manatee County, Florida. The community now has access to sporting fields, picnic areas, a walking trail, playground, and an accessible canoe launch and dock for fishing, in accordance with the Americans with Disabilities Act. The new fire and rescue station features four enclosed double apparatus bays, a dayroom with kitchen facilities, a meeting room, several storage rooms, showers and



19,709

ACRES OF LAND PRESERVED

Total as of December 31, 2011

Preserved acres include all areas designated as non-impacted floodplain, preservation and granted conservation easements for existing mines and permits.

three offices. Mosaic donated the land and all construction costs for the fire station and park as part of an agreement with Manatee County, stemming from our Altman Tract mine permit, which was approved by the county in January 2009. Mosaic constructed both amenities for an estimated \$2.5 million. The agreement also includes a \$319,000 commitment by Mosaic, to be paid over three years, for operating and maintaining the park.

- **Mosaic has extended its land stewardship** into building Streamsong®, a resort in Central Florida built on previously mined land. The resort will feature golf courses, conference facilities, nature trails, fine dining and a spa. Located between Tampa and Orlando, Mosaic is developing Streamsong with a commitment to its surrounding resources. Protecting the land and water will be paramount in the resort's design.

Stream Reclamation

A stream's function in a watershed is complex, and just like native wetlands, these reclaimed systems, depending on their type, have different requirements for water timing and quantity. In 2011, Stephens Branch, a tributary to the Peace River within Mosaic's South Fort Meade mine, was designed to deliver and drain the appropriate amounts of water to support the connected wetland systems. If the streams that connect those systems don't function properly, those habitats will not thrive. Mosaic uses sophisticated Rosgen stream modeling techniques and simulated flood-flows to design reclaimed stream systems that provide proper hydrological function, wildlife corridors and aquatic habitat. Our reclamation experts consider more than just the stream channel — they create buffers around the stream by planting wetland sod along the banks to develop floodplain systems that connect to adjacent upland areas. These buffer areas are vital to developing effective wildlife corridors and a proper canopy over the stream.

Biodiversity

Wildlife stewardship and protection are of central importance to Mosaic. Prior to mining, environmental site assessments are performed on each site to identify any threatened or endangered species. When species of concern are identified, Mosaic’s ecologists develop plans to properly accommodate them before mining starts. We take a systems approach to biodiversity, with the goal of integrating habitat networks and wildlife corridors into our reclamation planning efforts. Mosaic has also taken a leadership role in pioneering wildlife relocation techniques, in creating prime habitats,

and in providing continued financial support for wildlife rehabilitation and community education.

Burrowing Owl Translocation

Burrowing owls are a Florida species of special concern, and a number of the owls have been identified on Mosaic’s property. Working with local wildlife agencies, Mosaic is exceeding regulatory requirements by researching and testing best management practices for relocating the owls. Mosaic’s ecologists have been conducting burrowing owl translocations since 2006, helping to develop techniques that protect this owl population on our lands.



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

Managed Within Mosaic Operations	Phosphate Operations (Florida)	U.S. Potash Operations (New Mexico)	Canada Potash Operations (Saskatchewan)
Endangered	0	0	0
Vulnerable	3 Florida Mouse Gopher Tortoise Florida Scrub Jay	1 Sagebrush Dune Lizard	0
Near-Threatened	2 Gopher Frog Short-Tailed Snake	0	0
Least Concern	18	8	5

Information displayed in summary is available in full form in GRI: **EN15** and **MM2**

Florida Wildlife Corridor Expedition

In 2011, Mosaic announced its title sponsorship of the Florida Wildlife Corridor Expedition documentary. It covers the 1,000-mile trek in 100 days by conservation leaders to increase awareness and generate support for the Florida Wildlife Corridor project, which aims to connect natural lands and waters from the Florida Everglades in the south to southeast Georgia's Okefenokee Swamp in the north through which many species migrate. The completed documentary will begin airing in the fall of 2012 and will show the natural heritage of Central Florida by traversing the wildlife habitats, watersheds, working farms and ranches, which together comprise the Florida Wildlife Corridor opportunity area.

Additional Biodiversity Highlights

- **In 2011, Mosaic's Florida Phosphate operations** relocated 754 gopher tortoises, including 179 juveniles. In addition, we relocated or were allowed to move out of harm's way a total of 57 commensal species — the other animals that live in a gopher tortoise burrow. (Tortoise burrows provide homes for over 350 documented species, such as frogs, crickets, snakes and small mammals.)
- **Mosaic has partnered with Audubon Florida** to manage the Richard T. Paul Alafia Bank Bird Sanctuary in Hillsborough County. In 2011, Mosaic provided a grant to install wave-attenuation devices around two barrier islands owned by Mosaic, with nearly 18,000 nesting birds. These devices intercept ship wakes and storm waves to prevent further erosion, loss of nesting island habitats and ground predators from invading the bird colonies.
- **The Mosaic Company Foundation is** partnering with Tampa Bay Watch in Tampa Bay on a multi-year oyster bed restoration project. Oyster reef restoration helps to filter the entire watershed and provides critical habitats for other species. As the project begins, employees of Mosaic will have opportunities to join in the hands-on conservation activities.
- **The Mosaic Company Foundation invested** in a joint Audubon Louisiana and Audubon Florida habitat conservation initiative to expand coastal habitat stewardship. The initiative links the birds who summer near our Saskatchewan Potash operations and winter near our Florida Phosphate operations, as part of a hemispheric flyways program to reverse shorebird population declines.

A Long-Term Plan for Sustainable Mining

South Fort Meade

In fiscal 2012, Mosaic reached a “win-win” settlement related to the federal wetlands permit for the Hardee County Extension of our South Fort Meade mine. The settlement allows for approximately 10 additional years of mining of more than 7,000 acres of land at the Hardee County Extension. The existing permits preserve more than 73 percent of the site’s wetlands and 60 percent of all streams on site. Approximately 3,200 acres are to be preserved under the permits authorizing our mining activities. Mosaic will also provide for the preservation of approximately 130 acres of an important tract of untouched river habitat at the 4,200-acre Peaceful Horse Ranch and other conservation efforts along the Peace River. This significant accomplishment ensures access to the phosphate reserves required to help grow the food the world needs while bringing public benefit to the people of Florida by ensuring significant land conservation.

+10 YEARS
7,000
MINING ACRES

The South Fort Meade settlement allows for approximately 10 additional years of mining of more than 7,000 acres of land at the Hardee County Extension. Additionally, approximately 3,200 acres are to be preserved under the permits authorizing our mining activities.

3,200
PRESERVED ACRES



Esterhazy K3

The Saskatchewan Ministry of Environment approved the Esterhazy Stage Two Expansion Project (K3 site) for construction in May 2011, following a review of Mosaic’s revised environmental impact statement. The expansion project involves construction of two new mine shafts, a 13-kilometer haul road, buried raw water and wastewater pipelines, and associated infrastructure. Production at K3 is expected to begin by fiscal 2017–2018 and, when fully operational, will add nearly one million tonnes per year to Esterhazy’s production capacity. The Ministry concluded that any adverse environmental effects associated with the Esterhazy K3 plan would be eliminated or minimized.



1 MILLION TONNES ADDED ANNUALLY

Production at K3 is expected to begin by fiscal 2017–2018 and, when fully operational, will add nearly one million tonnes per year to Esterhazy’s production capacity.

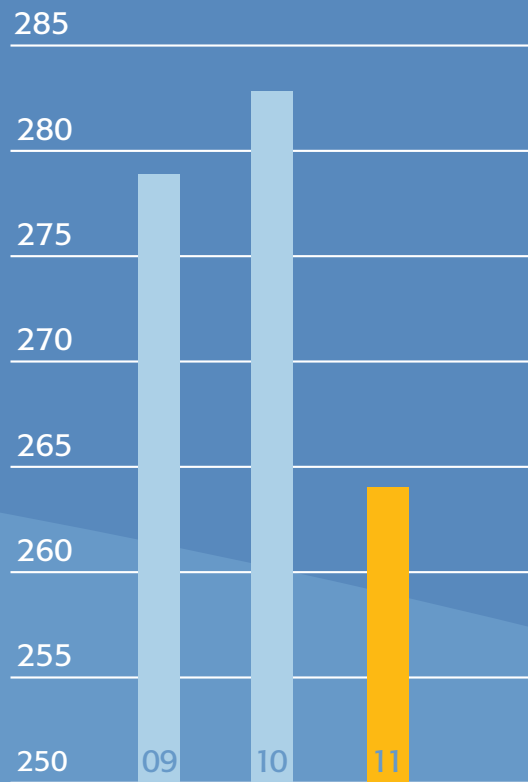


95%

In 2011, Mosaic reused or recycled approximately 95 percent of all water used in our Florida Phosphates operations and more than 80 percent in our Canadian potash shaft mines.

GLOBAL WATER WITHDRAWALS

In Millions m³



Information displayed in summary is available in full form in GRI: **EN8**

Water Management

Responsible use of water is a fundamental component of Mosaic’s global sustainability vision. Our water management programs actively engage in facility-specific and business unit-wide initiatives to reduce our water footprint. Facilities continuously monitor and evaluate water use to ensure it is minimized, while water recycling and reuse are maximized.

Bartow Water Use Reduction Efforts: Case Study

Mosaic’s Bartow, Florida, facility kicked off an initiative to reduce water consumption in May 2011, with the goal of reducing process water inventory by 500 million gallons in one year. Not only did the facility reach that goal in 10 months, but it also exceeded its one-year goal by approximately 100 million gallons. The initiative focused on identifying new opportunities to reduce fresh water usage and reuse process water, as well as working to reduce process water inventory through the use of reverse osmosis and evaporation.

After learning about the water reduction initiative and its importance, employees and contractors at Bartow immediately got involved and started generating ideas to meet the goal, including installing mechanical pump seals, eliminating fresh water usage from the ball mill system, stopping condensate/steam leaks, extending demineralization regeneration cycles, installing low-flow toilets and keeping water levels in balance, particularly during heavy rain and hurricane seasons. Not only did these changes reduce environmental risk, they made good business sense. Bartow was able to save more than \$2.8 million in reduced reagent usage and improved phosphate recovery.

Water: Risks and Opportunities

Global economic growth has given rise to accelerated rates of water use that, coupled with population growth, demand a globally integrated, sustainable and cost-effective approach to water resource management.

At Mosaic, we understand the risks and opportunities that water scarcity represents for the environment, our operations and growers. Future changes in rainfall patterns, storm intensities and temperature levels will likely vary by geographic region and could impact traditional methods of growing crops. Mosaic's balanced approach to crop nutrition will be a strategy to mitigate the adverse effects of drought, floods, storms and plant disease.

In an effort to better understand and prepare for water-related risks and opportunities, Mosaic is:

- Developing new fertilizer blends to optimize yields.
- Identifying sustainable and cost-effective technical improvements that preserve water resources and improve productivity.
- Working with regulatory agencies in Florida to voluntarily reduce permitted peak consumption.
- Developing strategies to drive long-term water management improvements around water consumption, inventory monitoring and use reductions through processed water recycling.
- Through The Mosaic Company Foundation, making community investments in partnerships that help protect habitats and restore watersheds, including our partnership with Tampa Bay Watch.



PARTNERING WITH TAMPA BAY WATCH

Oyster reef restoration helps to filter the entire watershed and provides critical habitats for other species.

Energy and Air

The Mosaic Company's core business is an energy-intensive endeavor. Our three-pronged approach of energy management through cogeneration, conservation and greater efficiency aims to lead the industry in reducing the energy we use and maximizing the clean energy we generate.

Cogeneration at Mosaic

In 2011, Mosaic produced enough electrical energy — approximately 6.9 million gigajoules (GJ) through cogeneration — to satisfy 47 percent of our companywide electrical demand. This is equivalent to taking 225,490 cars off the road for one year.

Cogeneration, the process of simultaneously processing waste heat and energy, is a major source of energy savings at Mosaic. Producing 6.9 million GJ of electrical energy internally through cogeneration not only reduced Mosaic's greenhouse gas emissions by approximately 1.2 million tonnes of carbon emissions in 2011, but also reduced expenditures on electricity by approximately \$100 million.

Both our Potash and Phosphates business units are committed to maximizing their use of cogenerated power. In 2011, our Phosphates operations generated approximately 5.9 million GJ of electrical power through cogeneration by combustion of sulfur. We used approximately 5.3 million GJ of this electricity in our plants and mines, reducing our electrical expenses by 50 percent, and then sold the remaining cogenerated 0.6 million GJ of power to local power companies. Our Belle Plaine potash mine also converts waste heat to electrical power through cogeneration.



6.9M GIGAJOULES

In 2011, Mosaic produced enough electricity — approximately 6.9 million gigajoules — through cogeneration to satisfy 47 percent of our companywide electrical demand.

ENOUGH TO SATISFY

47%

ELECTRICAL DEMAND

Transportation

The Mosaic Company's global distribution network, a key differentiator, gives us an advantage in efficiently moving more than 50 million tonnes of raw materials and finished products each year. On an average day, Mosaic moves approximately 50,000 tonnes of crop nutrients around the world.

Transportation is one of the largest contributors of greenhouse gas emissions for companies globally. By working together to minimize fuel costs and maximize fuel efficiencies, we are lowering costs to our customers and the environment.

In October 2011, Mosaic president and CEO Jim Prokopanko presided over the delivery of the *Ultra Colonsay*, a bulk transport vessel capable of carrying approximately 60,000 metric tonnes of potash. Sea transport is a cost-effective means of transportation with a lower greenhouse gas profile than other methods. Operated by Canpotex through a joint venture with U-Sea Bulk of Copenhagen, Denmark, the *Ultra Colonsay* will play an important role in helping us deliver our products in a timely manner and fulfill our mission of helping the world grow the food it needs.

Mosaic's Florida Phosphate Supply Chain is in the process of completely converting to a natural gas-powered truck fleet. The use of natural gas instead of diesel will result in significantly lower emissions of particulates and nitrogen oxides (up to 50 percent lower) and greenhouse gases (potentially up to 25 percent lower). We estimate that this change to the way we transport our raw materials and finished product will save at least \$1 million annually. Mosaic's planned conversion to natural gas was one of the driving forces behind a transport company's decision to build a new compressed natural gas (CNG) filling station in east Tampa — another way our business practices have a positive impact on our communities and the environment. Our transition to the new CNG fleet is scheduled to occur in 2013.

Mosaic and its trucking partners used various fuel-saving initiatives, including:

- Back-hauling to reduce "dead head," or empty loads. Phosphate operations' port-to-plant trucking achieved a 65 percent rate of back-hauling in 2011, below our target of 90 percent due to lower inventories at our facilities and high port inventories at periods throughout the year. Mosaic retains an ambitious goal of 90 percent for 2012.
- Using larger capacity trucks for interplant trucking to reduce the number of trucks on the road by up to 3,000 round trips.

By building relationships with local service providers and suppliers (those within a 100-mile radius of our facilities), we are driving down fuel consumption and supporting local economies. In 2011, local vendors satisfied 72.8 percent of our supply chain needs in Phosphates (United States only) and 66.7 percent in Potash.



DAILY GLOBAL DISTRIBUTION
50,000 TONNES

On an average day, Mosaic moves approximately 50,000 tonnes of crop nutrients around the world through one of the largest distribution networks in the industry. Sea transport is a cost-effective means of transportation with a lower greenhouse gas profile than other methods.

TRANSPORT MODE BY WEIGHT

Truck	38%
Rail	30%
Vessel	24%
Barge	8%

Information displayed in summary is available in full form in GRI: **EN29**

Operational Excellence and Energy Efficiency

In pursuit of operational excellence, both our Phosphates and Potash business units have implemented complementary programs aimed at improved energy efficiency and better use of our resources.

Momentum

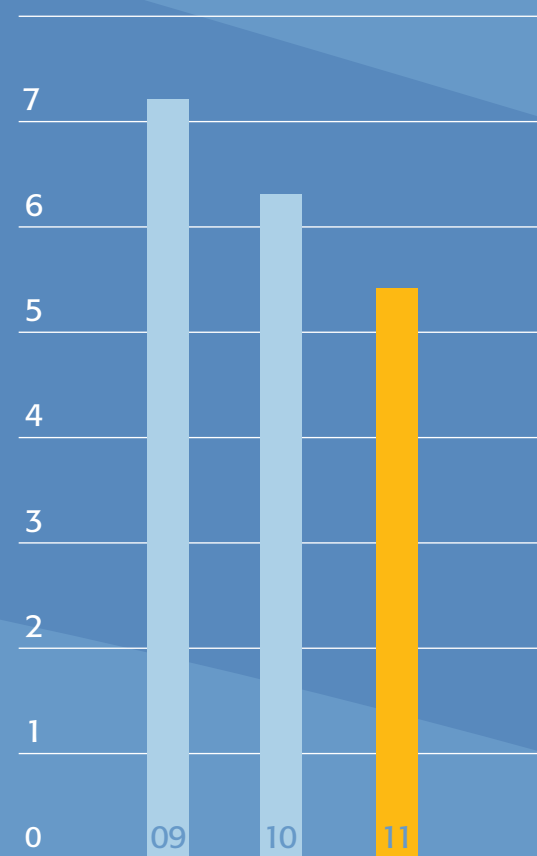
Momentum is a program that’s designed to help our Potash business unit manage extensive expansion projects over the next 10 years. In November 2011, the Colonsay Building Momentum–Harnessing Excellence project was launched in order to improve production and development to consistently mine 14,500 tons per day, develop a consistent mill capacity of 700 tons per hour and produce an average of 4,200 tons of finished product per day.

In pursuit of these goals, the mine operations at Colonsay is evaluating alternative methods for controlling floor heaves (movement of the mine floor). Two-rotor mining machines are currently used for this function, which has proven to be inefficient as it prevents the miner from cutting at a targeted rate. In response, the team is exploring the concept of using a skid steer with an attachment mounted on the front that would be used to cut slots in the floor. The skid steer will also be accessible for other jobs at the face, helping keep the mining area better organized. The use of this technique will enable the miner to spend more time cutting full face, increasing our ability to consistently meet our production targets, reduce costs and become more efficient.

The mill operations team has completed the diagnostic phase and has begun working on projects that will help improve the overall safety of the mill and increase its throughput to 700 tons per day. To ensure this happens, the team has started developing standard operation procedures for compaction, as well as improving equipment availability.

ENERGY INTENSITY

Total GJ/tonne of finished product



Information displayed in summary is available in full form in GRI: **EN5**

In October 2011, the installation of a new crystallizer vessel was completed at our Belle Plaine potash solution mine, an important aspect of the expansion program at the mine that will contribute significantly to energy efficiency.

The Momentum wave at Esterhazy K1 spurred improvements to the site’s bird feed tank. Production from this tank feeds the site’s dewatering centrifuges, but frequently malfunctioned due to improper mixing that resulted in inconsistent feed and produced high-density slugs that shut down the tank. However, Momentum improvements included recommissioning the existing mixer within the tank and redesigning the tank’s suction. The improvements allowed the site

to reduce its leach water usage, which, together with increased plant availability, increased productivity by 53 tons per operating day, or about 15,000 tons per year. The financial savings was approximately \$4.5 million per year.

These are just a few examples of the measurable results that are being achieved on behalf of the Momentum project in our Potash business unit. All activities are ultimately aimed at improving efficiency and reducing the energy intensity of our operations, which directly translates to the reduction of Mosaic's carbon footprint.

ROICworks!

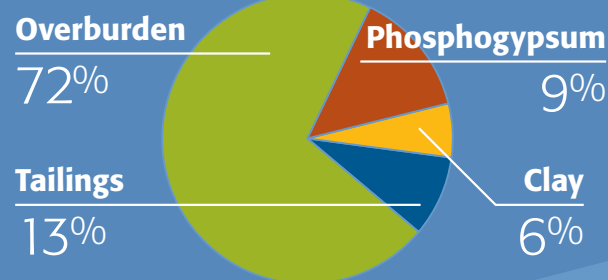
ROICworks! was launched in August 2009 with the goal of making our Phosphates business more efficient and effective. We have been pursuing this goal in a variety of ways — by ensuring that our people are deployed usefully, by reducing costs and by eliminating waste. The program has already seen impressive results. As of December 2011, annualized savings and cost avoidance reached \$188 million.

Specific examples of how these results were achieved abound. Maintenance productivity at our Riverview facility has improved from 25 percent to close to 60 percent in just two years. Mining productivity at Four Corners has also increased significantly — from 41 percent to over 65 percent. And new potential annualized waste and cost reduction targets at New Wales have been identified in excess of \$50 million. A flange recycling program is saving approximately \$600,000 annually. This straightforward recycling effort was born from a project that focused on pipe transportation systems at Mosaic. Another way the business unit is reducing waste is by transporting excess power between operating facilities. For example, a tie-line from New Wales to Four Corners is currently saving Mosaic about \$3.7 million a year by offsetting the price paid for purchased power.

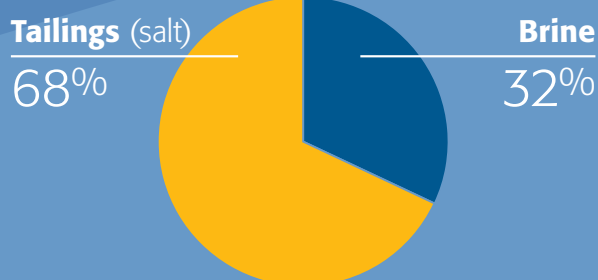


BYPRODUCTS OF MINING OPERATIONS

PHOSPHATE



POTASH



Information displayed in summary is available in full form in GRI: **EN22** and **MM3**

People

Key GRI Indicators Presented

Occupational Health and Safety: **LA7**

Employment: **LA3**

Diversity and Equal Opportunity: **LA13**

Training and Education: **LA10, LA12**

Labor/Management Relations: **LA4**

Market Presence: **EC6**

Investment and Procurement Practices: **HR3**



From South America to Saskatchewan, from our Florida phosphate mines to our agronomy experts in India — our business relies on the commitment of an exceptional global team. Mosaic aims to be the employer of choice for an engaged, inclusive workforce, and we are committed to preserving a safe, healthy and respectful work environment. We utilize local suppliers and fair employment practices in the communities where we operate, and we have developed stringent contractor safety programs. In fact, all Mosaic employees, service providers and contractors are held to the same high standards outlined in Mosaic’s Code of Business Conduct and Ethics.

Mosaic is an organization driven by roughly

8,000
EMPLOYEES

Mosaic became a signatory to the

**UNITED NATIONS
GLOBAL
COMPACT**

South Fort Meade was recognized for achieving

1,550,440

safe work hours without a lost time injury, and

2,302,840

hours when contractors were included.

Over the last three years, approximately

7,000 PEOPLE
have completed the **SAFE START PROGRAM**



**Safety:
The Bottom Line
Is People**

Visit mosaicco.com
for related video.

The Relentless Pursuit of an Injury-Free Workplace

The sustainability of every organization begins with the health and safety of its people, and we consider even one injury to be one too many. Mosaic is relentless in the pursuit of an injury-free workplace, and we work hard to deliver great safety performance.

Therefore, it is with great sadness that we report a fatality, which occurred on June 16, 2011, at our Colonsay mine in Saskatchewan. While our overall safety performance this past year was significantly improved over the prior year, this loss emphasizes the importance of our continued efforts to take specific actions that will reduce the number and severity of incidents.

One example of these efforts is Mosaic’s policy of reporting near misses (incidents that could

have led to a reportable injury, but didn’t), which has helped our teams identify potential problem areas. In fiscal 2012, Mosaic’s Recordable Incident Frequency Rate (RIFR) was 1.27 — a 25 percent improvement over fiscal 2011. Our Safety Index was 0.88 — a more than 50 percent improvement versus fiscal 2011. Our Lost Time Incident Frequency Rate (LTIFR) was 0.12 — a 33 percent improvement versus fiscal 2011.

In addition, Mosaic has enhanced its Environmental, Health and Safety Management System (EHS MS) by aligning with the International Standards Organization (ISO) 14001 standard and the Occupational Health and Safety Assessment Series (OHSAS) 18001 standard. The implementation of the EHS MS empowers over 2,000 Mosaic employees to identify, prioritize and reduce risks.

25%

IMPROVEMENT

Mosaic's Recordable Injury Frequency Rate (RIFR) was 1.27 for 2012, a 25 percent improvement over fiscal 2011.

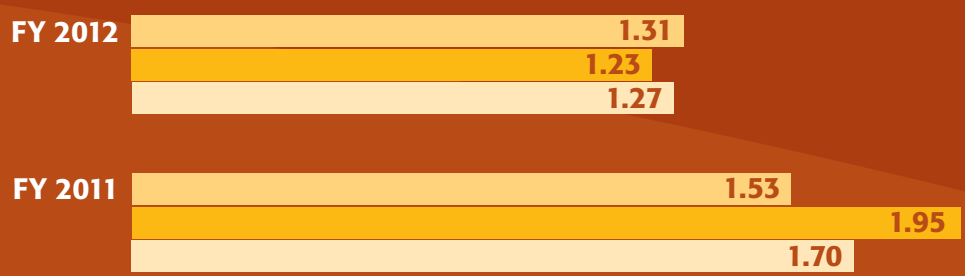
33%

Our Lost Time Incident Frequency Rate (LTIFR) was 0.12, a 33 percent improvement versus fiscal 2011.

Recordable Injury Frequency Rate (RIFR)

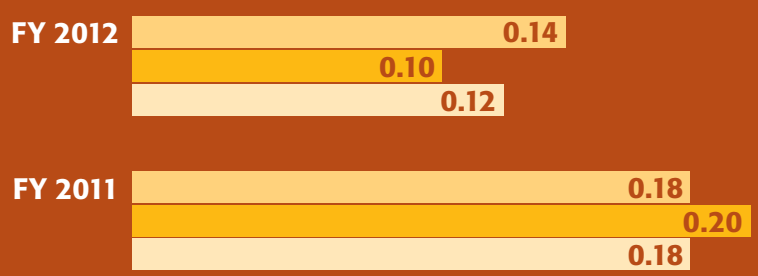
(per 200,000 hours)

■ Employee ■ Contractor ■ Total Mosaic



Lost Time Incident Frequency Rate (LTIFR)

■ Employee ■ Contractor ■ Total Mosaic



Information displayed in summary is available in full form in GRI: **LA7**

Meeting the Safety Challenge

Potash Expansion Projects

Mosaic's commitment to excellence in safety is positively impacting the launch of our potash expansion projects in Saskatchewan. These projects at Belle Plaine, Colonsay and Esterhazy are the most capital- and labor-intensive projects underway at Mosaic, including the sinking of the new K3 mine shaft at Esterhazy, already the world's largest potash mine.

The actual sinking of the shaft — including complex processes like freeze-hole drilling and head-frame construction — is a time-consuming and safety-challenging endeavor. Mosaic has gone above and beyond standard safety practices, and the results have been impressive: as of February 2012, the Potash business unit achieved three million hours worked without a lost time injury. The Belle Plaine facility has seen a 63 percent reduction in the recordable incident frequency rate (RIFR) since 2009.

3 MILLION
HOURS WORKED

As of February 2012, the Potash business unit achieved three million hours worked without a lost time injury.



Contractor Safety Spotlight

Mosaic has been tracking and reporting contractor safety performance in our companywide safety statistics since 2007. Within our industry, because contractors are frequently on site for short amounts of time (often fewer than 90 days) and working in unfamiliar environments, they are statistically more prone to workplace accidents.

“Safe Start” is Mosaic’s behavior-based, contractor safety program that focuses on the four states of mind that can lead to critical errors — complacency, rushing, fatigue and frustration. Over the last three years, approximately 7,000 contractors have completed the program, which includes videos, presentations and scheduled follow-ups.

Mosaic selects, screens and audits on-site contractors, using the ISNetworld Rating — a global self-reporting system in which contractors and suppliers report their conformance to government and internal health, safety and procurement requirements.

In February 2012, Mosaic operations managers gathered with contracted companies for the inaugural Mosaic and Contractor Safety Alliance session — now a monthly meeting — to collectively manage our individual safety programs and develop a common safety culture. Contractors will be required to complete incident investigations and share with Mosaic lessons learned and corrective measures taken.

Contractor safety statistics also impact the Mosaic Employee Incentive Program — a specific example of how contractor safety is considered everyone’s business at Mosaic.



CONTRACTOR SAFETY RECOGNITION

Contractor safety is also tracked and rewarded in the Phosphate business unit. In April 2011, contractors with exemplary safety records were honored at Mosaic’s fourth annual Contractor Safety Recognition Luncheon. The 69 contractors selected for recognition achieved excellence in safety through demonstrated leadership and performance.

Striving to Be an Employer of Choice

Mosaic is dedicated to the continuous professional growth of our employees. As such, we provide training and career development opportunities, and utilize a representative workforce strategy in our recruitment efforts. Our goal is to attract, develop and retain our talented people — all while building a culture of inclusion. To that end, Mosaic offers competitive benefits packages to full-time employees worldwide.

We measure progress toward our goal of achieving a “best employer” ranking through the engagement survey, which is taken by all Mosaic employees. For the 2011 survey, Mosaic’s overall employee engagement level increased to 62 percent, up from 60 percent in 2009. The average engagement score in our industry is 55 percent. Our survey response rate was 82.9 percent, which is far above the industry average of 60 percent. This means that the majority of our employees describe Mosaic as a good place to work, want to stay with the organization and strive to exceed expectations in their daily roles.



62%

For the 2011 survey, Mosaic’s overall employee engagement level increased to 62 percent, up from 60 percent in 2009.

EMPLOYEE ENGAGEMENT LEVEL



Fair Employment Practices

Mosaic became a signatory to the United Nations Global Compact, further deepening our commitment to operating under internationally accepted principles of human rights, labor, environment and anticorruption. Mosaic's values — integrity, excellence, sustainability and connectivity — bring us together as one organization and help us sustain a respectful and inclusive work environment. To that end, all employees receive Mosaic's Code of Conduct and Business Ethics training — at onboarding and annually for management. In 2011, employees logged 3,846 hours of training in this field.



Employee Training, Growth and Development

Mosaic invests in our workforce by offering opportunities to expand our employees' knowledge base — a strategy that pays off in added value for our customers, and enhanced long-term business growth. In 2011, our employees logged more than 373,416 hours of training in areas such as environmental health and safety, business conduct and ethics, and professional development. Additionally, employees living in the United States, Brazil, Argentina, Chile, China and India may choose to receive financial support of their undergraduate- or graduate-level coursework through our Mosaic Educational Reimbursement Program.

As part of our salaried employees' development efforts, Mosaic conducts regular performance reviews using our EDGE (Evaluating, Developing and Growing Excellence) process. EDGE focuses on scaled competencies, goal alignment, and an emphasis on employee and career development. In 2011, 92.9 percent of salaried employees received performance reviews.

Additionally, at the end of 2011, Mosaic had 10 collective bargaining agreements with unions, covering approximately 91 percent of our hourly employees in North America and all employees in Brazil. This represents 72 percent of our international workforce.

Supply Chain and Contractors

Mosaic creates strong supplier relationships based on trust, fairness and mutual respect — and we hold our suppliers, their employees and subcontractors to the same high standards to which we hold ourselves, as outlined in the Supplier Code of Business Conduct and Ethics. Mosaic supports local business in its supply chain operations, with the goal of contributing to a stable economy in each of our communities.

Sourcing Locally for Global Benefit

In 2011, local vendors supplied 73 percent of our supply chain needs in our Phosphates business and 67 percent in our Potash business — up from 61 percent and 57 percent last year, respectively. While we do not have a written policy for preferring locally based suppliers, Mosaic does support and encourage this practice as a means of supporting local jobs and contributing to economic viability.



373,416 TRAINING HOURS LOGGED

In 2011, our employees logged more than 373,416 hours of training in areas such as environmental health and safety, business conduct and ethics, and professional development.

Information displayed in summary is available in full form in GRI: **LA10**

LOCAL SUPPLY CHAIN

Proportions of spending on locally based suppliers.

Operation Location	Calendar Year 2011	Fiscal Year 2011	Fiscal Year 2009
All Phosphate (U.S. only)*	72.8%	61.5%	58.7%
All Potash (Canada and U.S.)*	66.7%	57.3%	48.4%
Offshore – Quebracho, Argentina**	84.4%	97.9%	97.5%
Offshore – Fospar, Brazil**	95.9%	93.2%	53.8%

* Excludes Governmental, Raw Materials, Clubs and Organizations, Employee-Related and Freight spend, and includes as locals in the Phosphate business unit all vendors with addresses in Louisiana and Florida, and in the Potash business unit all vendors with addresses in New Mexico, Michigan, Saskatchewan and Manitoba.

** Argentinean and Brazilian figures are based on all spend and consider local vendors as those whose addresses are within these countries. Mosaic does not have a written policy for preferring locally based suppliers, but we do encourage and support spend with local suppliers.

Information displayed in summary is available in full form in GRI: **EC6** and **S09**

Mosaic's Representative Workforce Strategy

Mosaic's employees are richly diverse in their skills, experiences and backgrounds. We are actively working to be more representative of our communities around the world. We partner with and invest in local and indigenous communities to develop cooperative relationships with people of all backgrounds, origins and economic status. In fiscal 2012, Mosaic published our Commitment to Inclusion.

Saskatchewan currently has the fastest-growing economy in Canada, making it difficult to keep up with staffing needs at our expanding potash locations. Mosaic's Representative Workforce



Strategy team in Canada is working to meet this challenge by increasing the numbers of aboriginal people within all segments of the Mosaic workforce, establishing an Aboriginal Procurement Strategy to ensure aboriginal suppliers have access to supplier opportunities, and strengthening partnerships with aboriginal communities, development entities, training and educational institutions.

Mosaic has made progress toward this strategy through outreach efforts to First Nations and métis communities, as well as Tribal Councils within close proximity of our mine sites. We are also working to develop stronger and more productive relationships with aboriginal institutions, agencies and organizations such as the Saskatchewan Indian Institute of Technologies (SIIT) and the Gabriel Dumont Institute. One example is our support of SIIT's introductory mining course, where Mosaic offered aboriginal participants a two-week practicum and hired six of the 11 program participants.

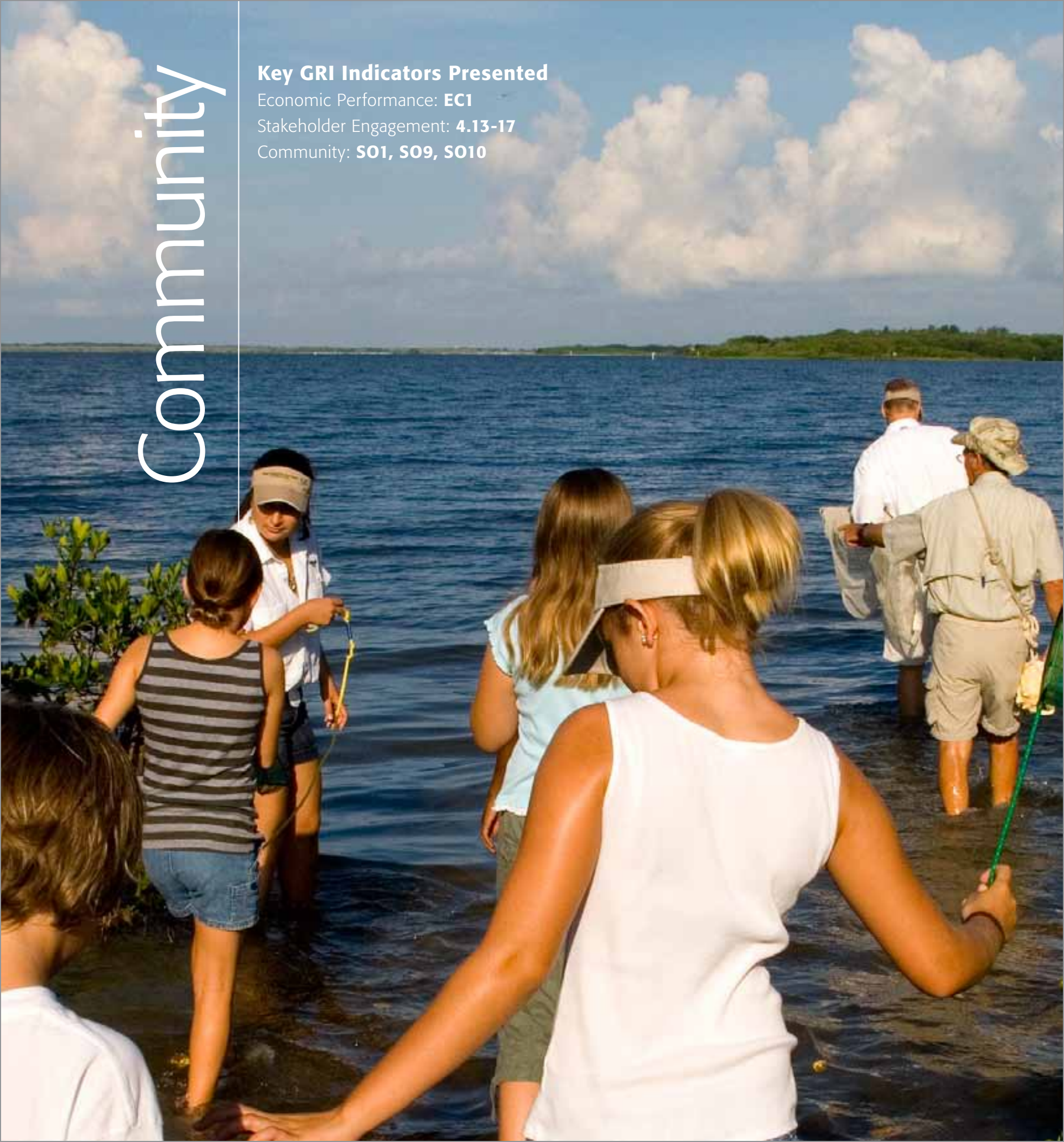
Community

Key GRI Indicators Presented

Economic Performance: **EC1**

Stakeholder Engagement: **4.13-17**

Community: **S01, S09, S010**



Mosaic invests in the strength and vibrancy of our communities through corporate giving, volunteering, The Mosaic Company Foundation and The Mosaic Institute in Brazil. Our focus is simple: food, water and local community investments. We are proud of the long-term economic impact created in our communities — and the improved profitability for farmers and their families. Meaningful engagement of internal and external stakeholders is our social responsibility, and we strive to earn the trust of our communities and the world.

Mosaic made a grant to Ducks Unlimited for

\$2 MILLION

that will restore a minimum of 50 acres of wetlands over a 10-year period in Saskatchewan.

2.4M POUNDS OF FOOD

Feeding America Tampa Bay will distribute 2.4 million pounds of food in 2012 with support from a grant from Mosaic.

3 FOOD WATER LOCAL COMMUNITY

Mosaic has three main areas of community focus: food, water and local community investments.

In Brazil, each one-acre circular farm mandalla provides more than

5 JOBS

and generates food for at least

10 FAMILIES

Community Investment

Mosaic provides cash grants and product donations, and encourages the personal contributions of our employees who are generous with their time and talent. We are also realistic when working with our nonprofit partners and allow for a portion of each grant to be used for general operating expenses within the organization.

As a committed funder, we have a responsibility to contribute to the strength and vibrancy of our local communities wherever we do business. However, we also have clear and defined goals that are closely tied to our mission of helping the world grow the food it needs. Our focus is simple: food, water and local community investments.



1%

Mosaic is committed to investing at least one percent of the three-year rolling average of earnings before interest and taxes into our communities.

Information displayed in summary is available in full form in GRI: **S09**



\$23.6 MILLION INVESTED

The Mosaic Company and The Mosaic Company Foundation combined invested \$23.6 million in the communities where we live and work.

Information displayed in summary is available in full form in GRI: **ECT**





ONE COMMUNITY

1.46

MILLION MEALS

In 2011, individual contributions and Mosaic matching funds provided support equaling 1.46 million meals for those in need through Second Harvest Heartland.



**Krishi Jyoti:
Mosaic Villages
Project India**
Visit mosaicco.com
for related video.

Food

To help the world grow the food it needs, we build partnerships that impact global food security, fight hunger locally, and support agricultural research and development. The flagship program of our food focus area is the Mosaic Villages Project detailed in the **Food section** of this report.

Fighting Hunger Locally

In Minnesota and Florida, Mosaic and The Mosaic Company Foundation partner extensively with Feeding America food bank affiliates to help alleviate hunger in our core communities. In Minnesota, our partnership includes providing matching funds for contributors to

Second Harvest Heartland during Give to the Max Day each November. In 2011, individual contributions and Mosaic matching funds provided support equaling 1.46 million meals for those in need.

In Florida, our partnership with Feeding America Tampa Bay supports our Home Runs for Food program with Major League Baseball's Tampa Bay Rays, raising over \$80,000 per year by donating \$500 for every home run hit by the team during the regular season. Additionally, Feeding America Tampa Bay received a grant to support purchasing a trailer that will increase the number of pounds of food distributed by 60 percent over 2011 to 2.4 million pounds of food.

Agricultural Development

The Mosaic Institute in Brazil has made a grant to Agência Mandalla, which has developed a high-yield, sustainable agriculture model for smallholder farms in northeastern Brazil that improves livelihoods and encourages diverse ecosystems. The mandalla gets its name from its circular design, with a reflecting pool at the center that provides an irrigation source as well as a habitat for fish and ducks. The surrounding rings are used to grow vegetables, beans, fruit, corn and cash crops, while the outermost rings of fruit trees protect the mandalla from the elements. As many as 32 different crops can be grown in a one-acre mandalla, providing tremendous diversity in diet for the farm family as well as a hedging mechanism against plant disease or infestation. Each mandalla provides

more than five direct jobs and generates food for at least 10 families, or about 50 people on average. Agência Mandalla is moving these farmers from subsistence to a healthy surplus of food for consumption or sale.

Mosaic also took the mandalla model into schools in underprivileged neighborhoods in Cuité in the northeastern state of Paraíba. The children maintain the mandallas as part of their school curriculum, learning simple and sustainable agricultural techniques such as using a discarded plastic bottle as a pocket greenhouse to grow sensitive crops like lettuce. For their efforts, students are rewarded with fresh food for consumption, as well as a personal sense of empowerment.

**32 CROPS
IN ONE ACRE**

The mandalla gets its name from its circular design. As many as 32 different crops can be grown in a one-acre mandalla.



Water

Mosaic is driven by our mission to help the world grow the food it needs, and we're committed to protecting critical water resources through conservation agriculture, watershed restoration and nutrient stewardship.

Nutrient Stewardship

Mosaic also supports the Conservation Technology Information Center (CTIC), a national, public/private partnership that envisions agriculture using environmentally beneficial and economically viable natural resource systems. CTIC's Upstream Heroes campaign is a program that honors America's agricultural producers who efficiently manage their nutrients as part of a comprehensive conservation system. These farmers enjoy benefits to their bottom line while protecting water quality. The Upstream Heroes Network of farmers in the Mississippi River Basin is working to further nutrient efficiency, thereby reducing the

size of the Gulf of Mexico hypoxic zone. Mosaic has also sponsored CTIC's Indianhead Creek Watershed project in Illinois, the Conservation in Action Tour and their 30th Anniversary events around the United States.

When six watersheds in Illinois were identified as priority watersheds for nutrient reductions, Mosaic's support helped launch Keep It for the Crop by 2025 (KIC) in partnership with the Illinois Council on Best Management Practices and the Illinois Fertilizer and Chemical Association. KIC is a collaborative program to promote, implement and track the rate of adoption of enhanced nutrient stewardship practices by Illinois agricultural producers. Mosaic encourages the adoption of the 4Rs of nutrient stewardship (right source, right rate, right time and right place).



Habitat and Watershed Restoration

Mosaic made a grant to Ducks Unlimited for \$2 million that will restore a minimum of 50 acres of wetlands over a 10-year period in Saskatchewan.

The Mosaic Company Foundation is partnering with The Nature Conservancy in the Charlotte Harbor watershed, which has long been recognized as an important estuary and key contributor to the health of the Gulf of Mexico ecosystem. The harbor and its adjacent estuaries make up one of the most pristine and productive coastal ecosystems in the state of Florida. Yet everyday human activities affect these resources, and over time, residential, industrial and agricultural development of the land impacts the quality and quantity of water and other natural resources.

The goal is to develop a science-based, whole-estuary oyster reef restoration plan and initiate a demonstration site that will serve as a model for future large-scale restoration throughout suitable areas in Charlotte Harbor and the Gulf. Oyster reefs are an essential component to the health of the Charlotte Harbor estuary because they provide many “ecosystem services” that benefit both humans and the environment. These include water filtration, food and habitat for many animals (fish, crabs, birds), many of which are economically valuable species such as redfish, snook, blue crab and shrimp. Shellfish reefs also serve as natural coastal buffers that stabilize shorelines and provide a coastal defense against erosion, sea level rise and storms.

\$2.5
MILLION

Mosaic invested in our Florida communities with a \$2.5 million grant in 2011 to The Florida Aquarium.

THE FLORIDA AQUARIUM

The Mosaic Center, an education, conference and event facility, sponsors several educational programs that bring the aquarium into the community. Our gift was the single largest donation in the aquarium’s 16-year history and supports a new round of business growth for the facility and surrounding district. For over eight years, Mosaic has transported seawater to meet the aquarium’s needs and to support its environmental and educational mission. Including our support of The Florida Aquarium, Mosaic and its Foundation have donated more than \$8.4 million to community organizations focused on Central Florida.

Local Community Investments

Mosaic is especially committed to the strength and prosperity of the communities where we have offices and operations. Our corporate and philanthropic contributions are a vital part of local infrastructure. With operations in North America, South America and Asia, we believe it is our responsibility to contribute financial resources, our innovative spirit and expertise through strategic partnerships with best-in-class organizations.

In fiscal 2012, Mosaic launched an online grant system that allows local nonprofit organizations that meet selective criteria to apply for funding with greater ease and efficiency.

Our communities are also our homes — where we live, work and raise children. We strive to be a thoughtful and engaged neighbor who invests carefully and generously and seeks long-term partnerships with organizations that are making a difference. We often work with small organizations that do not typically receive funding from large companies, and we also support projects in which our employees take leadership roles through board service or volunteering. In fiscal 2012, Mosaic launched an online grant system that allows local nonprofit organizations that meet selective criteria to apply for funding with greater ease and efficiency. On a local level, Mosaic understands that the prosperity of our business and our communities is indelibly linked.

72%

of eligible Mosaic employees in North America pledged to United Way with an average gift of

\$471

placing Mosaic employees among the

MOST GENEROUS

in the United Way global system. All employee gifts are matched dollar for dollar.

Corporate Sponsorships

This year Mosaic secured the naming rights to Mosaic Place in Moose Jaw, Saskatchewan, a multi-purpose arena that hosts community events, concerts and curling, and is also home to the Moose Jaw Warriors of the Western Hockey League. The stadium is a vital part of the local infrastructure, a gathering place for the community and a source of pride for the residents of Moose Jaw. Mosaic leverages the facility and its schedule of events to provide support for local nonprofit organizations throughout the year.



Stakeholder Engagement

Meaningful engagement of internal and external stakeholders is central to The Mosaic Company's social responsibility and long-term success. Engagement may occur at the local, national, regional and international level. We want to hear the full range of voices in our workplace and in our communities. We strive to earn and preserve the trust of all our stakeholders.

MOSAIC'S STAKEHOLDER	WAYS WE ENGAGE	HOW OFTEN	TOPICS OF IMPORTANCE
EMPLOYEES	Intranet sites, e-screens at plants and mines, town hall meetings, employee magazine, engagement surveys	DAILY TO BIANNUALLY	Environment, health and safety; company, business unit and facility performance; our business and our industry; business conduct and ethics; professional development and training
LOCAL COMMUNITIES	Internet site and community microsites, tours of plants and mines, community advisory panels, town halls and/or open houses, media, community organization memberships, economic and charitable partnerships	DAILY TO QUARTERLY	Partnerships and community relations; corporate and charitable support; environmental investment; environmental footprint; education; local jobs; economic impact
CUSTOMERS	Sales relationships, regular visits, customer service surveys, special events	WEEKLY TO BIANNUALLY	Product innovations; agronomic research and developments; certifications; impacts of our business and the industry
GOVERNMENT AND REGULATORY OFFICIALS	Legislative advocacy, permitting applications, tours of plants and mines	BIWEEKLY TO QUARTERLY	Compliance; environmental investment and footprint; industry leadership; voluntary programs
INVESTORS	Internet site, webcasts and presentations, Securities and Exchange Commission (SEC) reports, analyst meetings, press releases	DAILY TO QUARTERLY	Investments; financial results; market data; operational excellence; risks and opportunities; company priorities
CIVIL SOCIETY ORGANIZATIONS	Internet site, meetings with organization, local community and business leaders, corporate communications	WEEKLY TO BIANNUALLY	Nutrient stewardship; sustainable agriculture; food security; local community investment; partnerships
SUPPLIERS	Internet site, meetings with procurement team, supplier survey	WEEKLY TO BIANNUALLY	Cost reduction; productivity, quality, innovation opportunities; new technologies; contract preparation; environment, health and safety evaluation and renewal; products and services provided; certifications; impacts of products and services
MEDIA	Press releases, interviews and briefings, Internet site and community microsites, SEC reports, tours of plants and mines, town halls and/or open houses	DAILY TO QUARTERLY	Company priorities; performance and products; food security; nutrient stewardship; watershed restoration and preservation; local economic impact; partnerships and community relations; corporate and charitable support

Information displayed in summary is available in full form in GRI: **4.13-4.17**

Also see Cross-Sector and Industry Partnerships on page 63.

Company

Key GRI Indicators Presented

Corruption: **S02-S04**

Public Policy: **S06**

Governance: **4.1** and **2.3**



Our commitment to continuous improvement is what moves Mosaic forward. We consider sustainability goals along with operational and financial goals. Improvement plans are in place for environmental and sustainability reporting, transparency and accountability company wide. We respond annually to the Carbon Disclosure Project (CDP) to voluntarily report on our environmental and sustainability, utilizing the Global Reporting Initiative's (GRI) G3.1 framework with the Mining & Metals Sector Supplement. In 2011, Mosaic became a signatory to the United Nations Global Compact, affirming our deep commitment to operate according to universally accepted principles in the areas of human rights, labor, environment and anticorruption. We are working to promote an environment of mutual trust and respect with our stakeholders around the world through our disclosure efforts.

Mosaic provides

13%

of the world's phosphate production and

12%

of the world's potash production.

We are committed to transparency by disclosing our performance through

GRI
 GLOBAL REPORTING INITIATIVE

COP
 COMMUNICATION ON PROGRESS

CDP
 CARBON DISCLOSURE PROJECT

OneSource

will be fully implemented by 2014 — standardizing the collection and tabulation of environmental and sustainability reporting information.

2,000
EMPLOYEES

The Environmental Health and Safety Management System (EHS MS) has created opportunities for over 2,000 employees to participate on teams that identify, prioritize and reduce risk.

Governance

Mosaic considers regulatory changes, evolving consumer behaviors and humanitarian needs as we plan and execute the strategies that move our business forward. Mosaic maintains formal governing bodies to ensure that our commitments to sustainability are met.

Mosaic utilizes the Global Reporting Initiative (GRI) GRI 3.1 framework with the Mining and Metal Sector Supplement to report our environmental and sustainability performance. Additionally, Mosaic’s 2011 Carbon Disclosure Project (CDP) disclosure received a score of 78 in carbon disclosure and a grade of “B” in carbon performance — the second-best score in the crop nutrient industry.

Mosaic’s transparency efforts have been recognized by our inclusion in *Corporate Responsibility Magazine’s* ranking of the 100 Best Corporate Citizens in the United States. This year we were ranked No. 28 on the list, up from 67 in 2011. Mosaic ranked sixth overall in environmental disclosure.

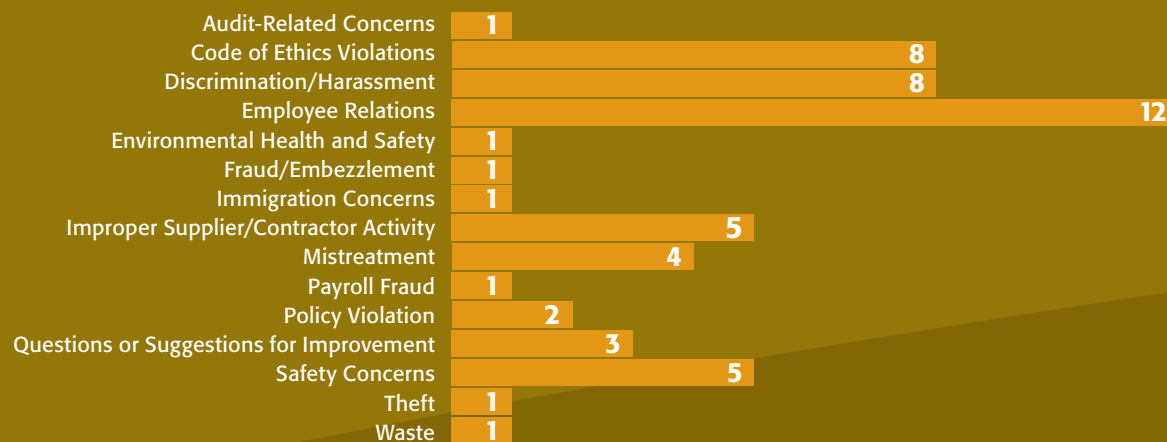


Our commitment to transparency is also reflected in our company’s strong ethical culture, which was recognized this year with Mosaic’s inclusion on the Ethisphere Institute’s list of the World’s Most Ethical Companies. The Ethisphere Institute is an international think tank dedicated to the creation, advancement, and sharing of best practices in business ethics, corporate social responsibility, anticorruption and sustainability.

All Mosaic employees receive Mosaic’s Code of Conduct and Business Ethics training at onboarding and annually for management. In 2011, employees logged 3,846 hours of training.

Mosaic is also committed to advancing the cause for human rights around the world. In fiscal 2012, Mosaic became a signatory of the United Nations Global Compact, a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anticorruption.

ETHICSPPOINT COMMUNICATIONS



The table above indicates the total number of EthicsPoint communications for fiscal 2012, including workplace issues, concerns, inquiries and suggestions. All concerns are investigated, and Mosaic ensures appropriate action, if any, is taken in relation to the reported issue.

Information displayed in summary is available in full form in GRI: **S02-S04**

Cross-Sector and Industry Partnerships

The Mosaic Company strives to be the global leader in the crop nutrient industry. As such, we recognize the importance of being active in industry associations and cross-sector business forums that provide common platforms to advance cutting-edge scientific research and best management practices within our company and our industry. Mosaic considers the relevance of the engagement opportunities to our business strategies and pursues mutually beneficial partnerships. A selection of key organizations Mosaic has an involvement with is listed below.

CROSS-SECTOR ORGANIZATION	WAYS WE ENGAGE	INVOLVEMENT
Carbon Disclosure Project (CDP)	Member	Mosaic supports CDP's aims to improve transparency with respect to greenhouse gas emissions and develop reduction strategies.
Global Landscapes Initiative (GLI) at the University of Minnesota	Founding partner	Mosaic supports GLI's activities to assess trends in global agricultural supply and demand, improve our ability to balance human needs with environmental stewardship and promote secure landscapes across the globe.
Global Reporting Initiative (GRI) Focal Point Sector USA	Founding U.S. sector leader	In 2011, Mosaic joined GRI Focal Point USA as a U.S. sector leader to help boost the number of U.S. companies reporting on sustainability, to improve the quality of those reports and to increase U.S. organizations' input into developing new guidance for sustainability reporting.
United Nations Global Compact (UNGC)	Signatory	In 2011, The Mosaic Company became a signatory to the UNGC, affirming our deep commitment to operating responsibly.
World Economic Forum (WEF)	Member and committee level	Mosaic's participation in the WEF in both the Consumer and the Mining & Metals sectors allows us the opportunity to engage other global companies, gain line of sight and contribute to best practices.
INDUSTRY ORGANIZATION	WAYS WE ENGAGE	INVOLVEMENT
ANDA	Member	As a member of ANDA, Mosaic promotes the value and correct use of fertilizers in Brazil.
Agriculture Nutrient Policy Council (ANPC)	Member	Our membership in the ANPC allows us to be an active stakeholder and leader in the policy process, building the industry's technical, legal and policy capacity.
Canadian Fertilizer Institute (CFI)	Board level	Mosaic supports CFI's efforts to promote the responsible, sustainable, and safe production, distribution and use of fertilizers.
Conservation Technology Information Center (CTIC)	Board level	In 2011, Mosaic continued to partner with CTIC on several initiatives that champion, promote, and provide information on technologies and sustainable agricultural systems.
International Plant Nutrition Institute (IPNI)	Board level	In 2011, Mosaic contributed to and benefited from IPNI's information about the production, distribution, and use of potash, and its influence on soil fertility.
International Fertilizer Industry Association (IFA)	Board level	As a member, Mosaic supports IFA's efforts to represent, promote and protect the fertilizer industry among policymakers, regulators, farmers and society at large.
Saskatchewan Mining Association (SMA)	Member	Mosaic supports the SMA's aims to enhance the general welfare of the mining industry through technical innovations in the fields of health and safety standards, waste disposal, environmental protection, and extractive metallurgy research and development.
Saskatchewan Potash Producers Association (SPPA)	Member	Our membership in SPPA allows us to be an active stakeholder in the policymaking process.
The Fertilizer Institute (TFI)	Board level	Mosaic partners with TFI in its mission to represent, promote and protect the fertilizer industry.

Management Structure

Mosaic's organizational structure encourages individual employees at any level of the company to observe and communicate risks, opportunities, and ideas to Environmental Health and Safety (EHS) professionals at the facility or corporate level via the Environmental Health and Safety Management System (EHS MS). The EHS MS allows employees at all levels to participate in teams to identify, prioritize and reduce risks. Risks identified by EHS MS teams are appropriately addressed and elevated as required to the Sustainability Steering Committee, the Senior Leadership Team, and the EHS and Sustainable Development Committee of the Board or the Board of Directors.

Public Affairs and Social Responsibility professionals work with employees across the company to formulate strategy and policy and communicate a clear sustainability message both internally and externally. This message includes

detailing the significant progress to date and delineating goals and timelines.

Mosaic's structure for identifying risks and opportunities related to sustainability includes:

Board of Directors

The EHSS provides oversight of the company's sustainability strategy and compliance. The Committee's recommendations and reports are reviewed by the Board of Directors and the Senior Leadership Team of the corporation.

Senior Leadership Team

Environmental strategies are presented to the Board and the EHSS Committee throughout the year.

Sustainability Steering Committee

Mosaic has established a Sustainability Steering Committee, which has the specific responsibility of assessing risks and opportunities associated with sustainability issues and driving improvements across the company.



The Sustainability Steering Committee follows the company's formal process for managing risk and is comprised of a cross-functional group of senior leaders. The committee makes connections among numerous sustainability initiatives to maximize progress. Examples have included innovations to reduce emissions and save energy company wide.

Professional Level

Social Responsibility and Public Affairs professionals interact with policymakers and global thought leaders at key universities to encourage the transfer of knowledge and to bring the latest thinking on sustainability into the Mosaic risk management process.

The Social Responsibility and the Government Affairs teams both have full-time professionals who anticipate the risks and opportunities associated with sustainability. They engage stakeholders such as legislators at the state and national levels and innovative non-governmental organizations and environmental professionals from other companies.

Asset (Facility) Level

We assess risks at the facility level as follows:

- The company has an Environmental Health and Safety (EHS) program through which it sets EHS procedures and protocols, educates employees on EHS issues, conducts EHS audits and formulates EHS action plans. The company employs EHS professional staff to manage this program.
- Mosaic EHS employees support operations employees' day-to-day operational responsibility and excellence in environmental performance at every plant and mine worldwide. Mosaic has a comprehensive management program assuring accountability of all managers and other employees for environmental performance.
- We conduct audits to verify that each facility has identified risks, achieved regulatory compliance, implemented continuous EHS improvement and incorporated EHS management systems into business functions.



#28

BEST CORPORATE CITIZENS IN U.S.

Corporate Responsibility Magazine's ranking of the 100 Best Corporate Citizens in the United States ranked Mosaic at No. 28, up from 67 in 2011.



Management Systems

OneSource for Environmental and Sustainability Reporting

Through *OneSource*, Mosaic will standardize the collection and tabulation of environmental and sustainability reporting information. Approved in late 2011 and on track to be fully implemented in 2014, the system will ensure consistent processes for environmental and sustainability reporting. Named by project team members, *OneSource* is titled for its goal: to provide consistent processes and a centralized location for gathering, retrieving, storing, and communicating environmental and sustainability reporting information. *OneSource* leverages SAP's Environmental Compliance and Sustainability Performance Management modules. By 2014, *OneSource* will be fully implemented and will provide Mosaic continued environmental compliance assurance, timely and accurate reporting, consistent data collection and a platform to help track and communicate our ongoing focus on environmental stewardship.

EHS Management System

The implementation of the Environmental Health and Safety Management System (EHS MS) is a milestone for Mosaic and has created opportunities for over 2,000 employees to participate on teams that identify, prioritize and reduce risks. Our EHS MS provides the framework that connects various EHS-related efforts into one system and enables us to work proactively.

Mosaic's EHS MS has been validated against ISO14001 and OHSAS18001, internationally recognized management system standards. The establishment of the EHS MS will ensure a consistent transfer of knowledge, providing employees with a solid training program and strong reference materials. In addition, the EHS MS helps bolster mutual accountability due to improvements in risk identification and reduction, and the reliable transfer of knowledge. The EHS MS represents a positive shift in operating culture at Mosaic. It has been embraced by employees who benefit from the training and the accessibility of documentation to help them stay safe while they work.

\$1.7 BILLION

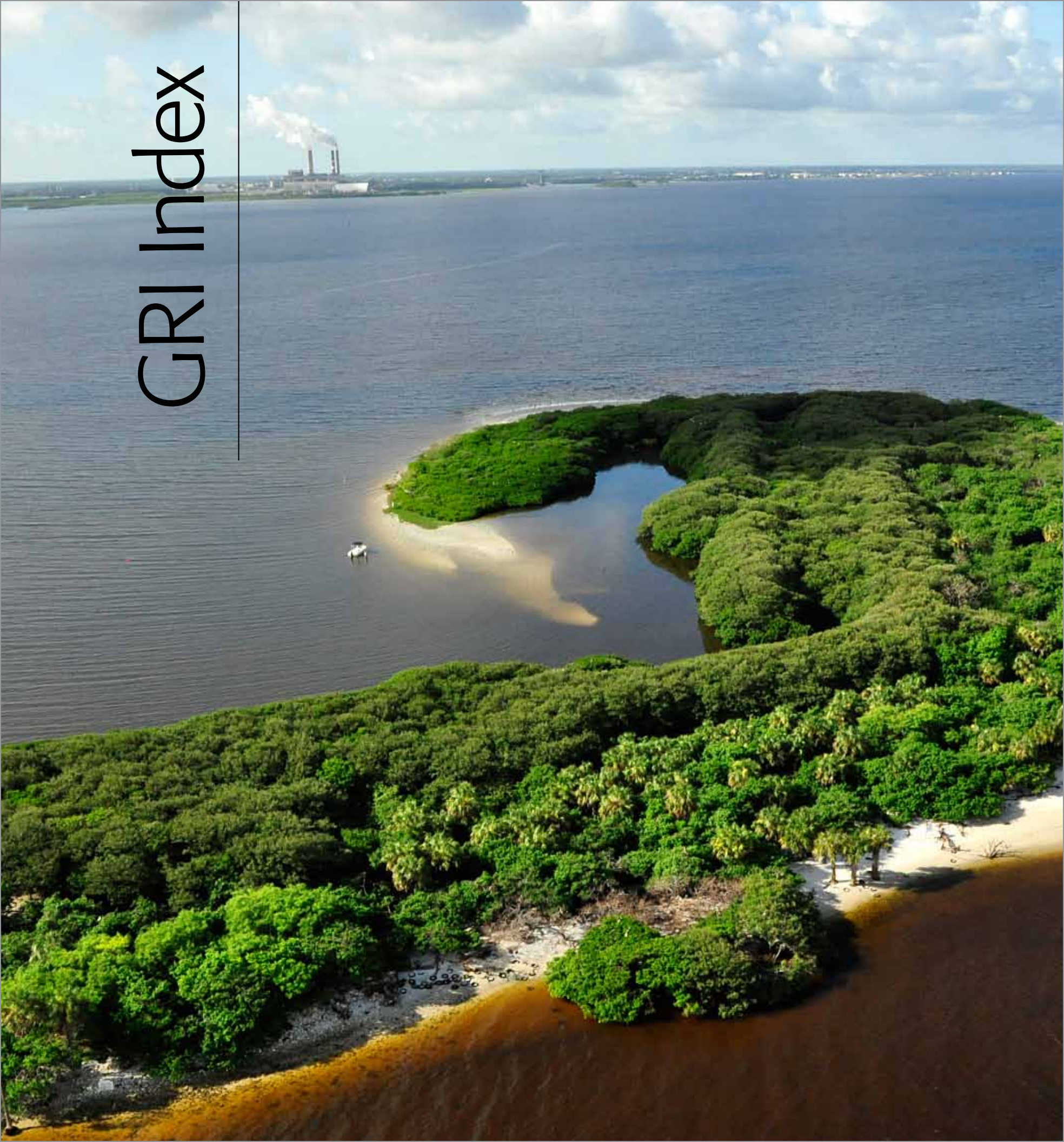
MOSAIC'S DIRECT ECONOMIC IMPACT

(In Millions)	FY 2012
Wages and Benefits	\$ 843.1
Payments to Government (Taxes and Royalties)	843.5
Community Investment	23.6
Total	\$ 1,710.2

Information displayed in summary is available in full form in GRI: **EC1**



GRI Index



Strategy, Profile and Governance

Economic

Economic Performance		GRI Reporting	UNGC COP Principle
EC1	Direct economic value generated and distributed	●	
EC2	Financial implications, risks and opportunities due to climate change	●	
EC3	Coverage of the organization's defined benefit plan obligations	◐	
EC4	Significant financial assistance received from government	●	
Market Presence			
EC5	Standard entry-level wage compared to local minimum wage	●	
EC6	Policy, practices and proportion of spending on locally based suppliers	●	
EC7	Local hiring and proportion of senior management hired from the local community	●	
Indirect Economic Impacts			
EC8	Infrastructure investments and services provided primarily for public benefit	◐	
EC9	Significant indirect economic impacts	◐	

Environmental

Materials

EN1	Materials used by weight or volume	●	
EN2	Use of recycled input materials	●	7

Energy

EN3	Direct energy consumption	●	
EN4	Indirect energy consumption	●	
EN5	Energy saved due to conservation and efficiency improvements	●	7
EN6	Initiatives to provide energy-efficient or renewable-energy-based products and services	●	7, 8
EN7	Initiatives to reduce indirect energy consumption	●	7

Report level is based on requirements for quantitative data.

● fully reported

◐ partially reported

○ not reported

Global Reporting Initiative (GRI)

United Nations Global Compact (UNGC)

Communication on Progress (COP)

Environmental (continued)

		GRI Reporting	UNGC COP Principle
Water			
EN8	Total water withdrawal by source	●	
EN9	Water sources significantly affected by withdrawal of water	●	
EN10	Water recycling and reuse	●	7
Biodiversity			
EN11	Land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value	○	
EN12	Significant impacts on biodiversity in protected areas and areas of high biodiversity value	○	7
MM1	Amount of land disturbed or rehabilitated	●	7
EN13	Habitats protected or restored	●	7
EN14	Managing impacts on biodiversity	●	7, 8
MM2	Number and percentage of total sites identified as requiring biodiversity management plans, and number (percentage) of those with plans in place	○	7
EN15	Threatened species in areas affected by operations	●	7
Emissions, Effluents and Waste			
EN16	Total direct and indirect greenhouse gas emissions	●	7
EN17	Other relevant indirect greenhouse gas emissions	●	7
EN18	Initiatives to reduce greenhouse gas emissions	●	7, 9
EN19	Emissions of ozone-depleting substances	○	
EN20	NOx, SOx and other significant air emissions	●	
EN21	Total water discharge	●	
EN22	Total amount of waste	○	7
MM3	Total amounts of overburden, rock, tailings and sudes, and their associated risks	●	
EN23	Significant spills	●	
EN24	Transported, imported, exported or treated hazardous waste	○	7
EN25	Water bodies and related habitats significantly affected by discharges of water and runoff	○	

Environmental (continued)

	GRI Reporting	UNGC COP Principle
Products and Services		
EN26 Initiatives to mitigate environmental impacts of products and services	●	
EN27 Products and packaging materials that are reclaimed	●	
Compliance		
EN28 Significant fines and nonmonetary sanctions for noncompliance with environmental laws and regulations	●	
Transport		
EN29 Significant environmental impacts of transportation	●	7, 8
Overall		
EN30 Environmental protection expenditures and investments	●	

Human Rights

Investment and Procurement Practices

HR1 Human rights clauses in, or screening of, significant investments agreements	●	1, 2
HR2 Human rights screening of significant suppliers and contractors	●	1, 2
HR3 Human rights training of employees	●	1, 2

Non-Discrimination

HR4 Incidents of discrimination and actions taken	●	1, 2, 6
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Freedom of Association and Collective Bargaining

HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk	●	3
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Child Labor

HR6 Operations identified as having significant risk for incidents of child labor	●	5
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Report level is based on requirements for quantitative data.

- fully reported
- partially reported
- not reported

Global Reporting Initiative (GRI)
United Nations Global Compact (UNGC)
Communication on Progress (COP)

Human Rights (continued)

		GRI Reporting	UNGC COP Principle
Forced and Compulsory Labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor	●	4
Security Practices			
HR8	Human rights training of security personnel	●	
Indigenous Rights			
MM5	Total number of operations in or adjacent to indigenous peoples' territories	●	
HR9	Incidents of violations involving rights of indigenous people and actions taken	●	
HR10	Human rights reviews and/or impact assessments	●	
Society			
Community			
SO1	Programs and practices that assess and manage the impacts of operations on communities	●	
SO9	Local community engagement, impact assessments and development programs	●	
SO10	Prevention and mitigation measures with impacts on local communities	●	
Corruption			
SO2	Business units analyzed for risks related to corruption	●	10
SO3	Anticorruption training of employees	●	10
SO4	Actions taken in response to incidents of corruption	●	10
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying	●	
SO6	Financial and in-kind contributions to political parties, politicians and related institutions by country	●	

Society (continued)

		GRI Reporting	UNGC COP Principle
Anticompetitive Behavior			
SO7	Legal actions for anticompetitive behavior	●	
Compliance			
SO8	Significant fines and non-monetary sanctions for noncompliance with laws and regulations	◐	

Product Responsibility

Customer Health and Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed	●	7
PR2	Incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services	●	

Product and Service Labeling

PR3	Product and service information required by procedures	●	
PR4	Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling	●	
PR5	Practices related to customer satisfaction	●	9

Marketing Communications

PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications	●	
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	●	

Customer Privacy

PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	●	
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Compliance

PR9	Significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	●	
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Report level is based on requirements for quantitative data.

● fully reported

◐ partially reported

○ not reported

Global Reporting Initiative (GRI)

United Nations Global Compact (UNGC)

Communication on Progress (COP)

Labor Practices and Decent Work

		GRI Reporting	UNGC COP Principle
Employment			
LA1	Total workforce by employment type, employment contract and region	●	
LA2	Total number and rate of employee turnover	●	
LA3	Benefits provided by employment type	●	
LA15	Return to work and retention rates after parental leave, by gender	●	
Labor/Management Relations			
LA4	Employees covered by collective bargaining agreements	●	3
LA5	Minimum notice period(s) regarding operational changes	●	3
Occupational Health and Safety			
LA6	Workforce representation in formal joint management — worker health and safety committees	●	
MM4	Number of strikes and lock-outs exceeding one week’s duration, by country	●	
LA7	Rates of injury, occupational diseases, lost days, absenteeism and fatalities	●	
LA8	Programs in place regarding serious diseases	●	
LA9	Health and safety topics covered in trade union agreements	●	
Training and Education			
LA10	Average hours of training per year per employee	●	6
LA11	Programs for skills management and lifelong learning	●	
LA12	Regular performance and career development reviews	●	
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees	●	

About This Report

In 2012, Mosaic utilized the Global Reporting Initiative (GRI) G3.1 and the Mining & Metal Sector Supplement. This report is aligned with and supplements the information contained in our Annual Report on Form 10-K for the fiscal year ended May 31, 2012 (10-K Report) and should be read in conjunction with the information in that report.

Report Scope and Boundaries

In this year's GRI report much of the information is provided on the basis of the calendar year. We departed from the fiscal year reporting, where possible, to allow for direct comparison of our sustainability data with our peers' sustainability data. As such, a significant portion of the data is for calendar year 2011 (depicted in the text as simply "2011"). For fiscal year reporting, references in this report to a particular fiscal year are to the 12 months ended May 31 of that year. For example, "fiscal 2012" or "FY2012" refers to the 12 months ending on May 31, 2012. In some cases we have not included historical information for every company time period. Generally, those omissions were due to concerns about data consistency or because we determined that collecting such information would not add to the value of this report. All reporting, where applicable, covers actions and decisions from Mosaic's inception on October 22, 2004, through the company's fiscal year ending May 31, 2012. This report includes entities over which Mosaic exercises majority control, including all their operations and departments that have the potential to generate significant impacts.

Data Collection

Operating units and subject matter experts from throughout Mosaic's global enterprise provided support for data collection and analysis. These units include Phosphate operations in Florida and Louisiana and Potash operations in New Mexico and Michigan in the United States and in Saskatchewan, Canada. Our subsidiaries in Brazil, India, Argentina, Chile and China are included, unless otherwise specified. Data collection was managed globally, geographically and at the business unit level. Our approach to data collection was based on verifiable facts within the specified boundaries. Before publication, Mosaic conducted a final validation process to ensure the accuracy of information provided. This process was supplemented by:

- Sustainability Steering Committee review of collected data and related information
- Reporting within the GRI Framework at the B GRI Application Level
- Establishing initial goals and key performance indicators for future reporting

Validation steps for data included:

- Engaging internal subject matter experts to review and analyze data
- Conducting meetings with subject matter experts to review data and the resulting analysis
- Engaging senior leadership in a review of GRI indicators before finalization
- Developing a process for consistent data collection and analysis that can be used in subsequent years and with future reports

GRI Letter



Statement GRI Application Level Check

GRI hereby states that **The Mosaic Company** has presented its report "2012 Sustainability Report & GRI Tables" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 28 November 2012



Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 16 November 2012. GRI explicitly excludes the statement being applied to any later changes to such material.



Scan this QR code with your smartphone to view the full report online.

Safe Harbor Statement

This report 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 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 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; changes in government policy; changes in environmental and other governmental regulation, including greenhouse gas regulation, implementation of the U.S. Environmental Protection Agency's numeric water quality standards for the discharge of nutrients into Florida lakes and streams or possible efforts to reduce the flow of excess nutrients into the Gulf of Mexico; further developments in judicial or administrative proceedings; difficulties or delays in receiving, increased costs of or challenges to necessary governmental permits or approvals or increased financial assurance requirements; the effectiveness of the company's processes for managing its strategic priorities; adverse weather conditions affecting operations in Central Florida or the Gulf Coast of the United States, including potential hurricanes or excess rainfall; actual costs of various items differing from management's current estimates, including, among others, asset retirement, environmental remediation, reclamation or other environmental regulation, or Canadian resources taxes and royalties; accidents and other disruptions involving Mosaic's operations, including brine inflows at its Esterhazy, Saskatchewan, potash mine and other 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.

Tell us what you think

We value our stakeholders' views and we would like your feedback at:
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