



Mosaic 2009 Sustainability Report

Executive Summary





From Our CEO

Many of us take the food we eat for granted. But in communities around the world, malnutrition and hunger are real and urgent issues. Each year, our global population grows by another 75 million people. That's the equivalent of adding Egypt – the world's 16th most populous country – to the global dinner table every year. By 2020, the world's farmers will need to provide food for some 7.6 billion people.

As the global population continues to grow, there is little doubt that food security will rank among the world's highest priorities. Today at Mosaic, it already does.

We are one of the world's leading providers of two essential crop nutrients – phosphate and potash. Scientists estimate that crop nutrients account for 40-60 percent of crop yields. Around the world, Mosaic is helping farmers produce more food on less land through efficient and responsible use of our crop nutrients. We are helping the world grow the food it needs.

Mosaic is committed to this mission – and we recognize we will achieve it by maintaining our focus on sustainability. We're intensifying our drive to build a stronger company by incorporating sustainability principles into every aspect of our business.

Each year, the

In this, Mosaic's first sustainability report, we're pleased to share information about our programs in economic and community development, agricultural innovation, conservation and environmental stewardship. You'll also learn how we will quantify and share our sustainability performance in the years to come. The complete report detailing our progress on key performance indicators established by the Global Reporting Initiative is available at www.mosaicco.com/sustainability/report.

We are proud of our success in reducing emissions, providing essential resources for farmers around the world, reclaiming land and protecting threatened species. But this is only the beginning of our work. We're setting new, aggressive sustainability goals for the years to come.

Mosaic's 7,500 employees embrace sustainability. They are at the heart of the initiatives detailed in this report. Because of their commitment, Mosaic will continue to grow as a sustainable business and achieve our mission of helping the world grow the food it needs.

Sincerely,



James T. Prokopanko

President and Chief Executive Officer

About Mosaic

Mosaic is one of the world's leading producers and marketers of concentrated phosphate and potash, two of the primary nutrients required to grow the food the world needs. Our business engages in every phase of crop nutrition development, from the mining of resources to the production of crop nutrients, feed and industrial products for customers around the globe. Our customer base includes wholesalers, retail dealers and individual growers in more than 40 countries.

Headquartered in Plymouth, Minnesota, we employ approximately 7,500 people in 10 countries. Mosaic's sales in 2009 were \$10.3 billion. Our shares trade on the New York Stock Exchange under the ticker symbol MOS.

global population grows by another 75 million people.

75

Our commitment to Sustainability

As one of the world's largest suppliers of essential phosphate and potash crop nutrients, we believe we have a responsibility to help the world's farmers effectively use our products to grow the food the world needs. We also have a responsibility to protect the environment and enhance the communities where we operate.



In 2009, Mosaic formed a Sustainability Working Group composed of Mosaic leaders from key global operational areas. This group is responsible for defining key metrics and goals, and for identifying priorities, needs and performance gaps across the company. In the past year, the group developed six principles that will guide Mosaic's decisions and actions on sustainability in the years to come. Our focus is on these key areas:

Our Commitment to Our People & Communities

Sustainability at Mosaic begins with the health, safety and development of our employees and continues with our active involvement in communities around the world where we work and live.

Our Commitment to Economic Growth & Agricultural Innovation

We value growth — for our business and for our stakeholders — and we foster a culture of innovation to help our customers grow their businesses.

Our Commitment to Conservation & Environmental Stewardship

Mosaic will make responsible choices about resource conservation and stewardship of the environment as we strive to continually improve the sustainability of our business.

Six principles that define Mosaic's commitment to sustainability

1. Investing in our people.
2. Ensuring environmental stewardship for responsible land and natural resource use.
3. Applying effective agronomic principles to help meet increasing food demands.
4. Improving economic opportunity.
5. Managing our business operations and supply chain with integrity.
6. Leading with excellence.

Left: Danielle Babl, Production Coordinator, DAP Granulation Plant, Mosaic Riverview Facility, oversees all areas of operation and maintenance in the phosphoric acid granulation process — the final step in turning phosphate rock into fertilizer.

Our commitment to

Our People & Communities

The sustainability of every organization begins with the health and safety of its people. At Mosaic, we are working to achieve the highest levels of health and safety performance. This is more than a goal for us – it represents our commitment to our people. Throughout our global operations, we implement safety policies consistent with those adopted by the U.S. Occupational Safety and Health Administration (OSHA) and the Mining Safety and Health Administration (MSHA), or with local requirements, whichever are most protective.

Mosaic also has created programs and opportunities for our employees to train and develop using Six Sigma standards, as they build skills, pursue leadership opportunities and develop successful careers.

Through corporate philanthropic giving, employee volunteerism and support of local organizations, Mosaic is actively involved in communities around the world where we work and live.

We created the Mosaic Village Project in 2007 to help farmers in Africa, Guatemala and India grow more food by providing fertilizer, infrastructure and agronomy services. Some farmers have boosted their crop yields by 400 percent since joining the project. With our support, they are building sustainable farming practices and food production capacity where it's needed the most.

In Saskatchewan, a \$2 million gift from Mosaic helped establish the Mosaic Heart Centre at Regina General Hospital. We also pledged \$450,000 to Habitat for Humanity® as a cornerstone gift for building 37 homes in the province.

In Brazil, our partnership with Anjos da Esperanca (Angels of Hope) provides food, clothing and toys to orphanages, schools and hospitals.

Mosaic also gives back to local communities through gifts to the United Way. In 2008, Mosaic employees pledged \$1.5 million to local United Way campaigns. Adding the company match, Mosaic's contribution totaled more than \$3 million.

Mosaic employees in Florida volunteer their time and talent to teach school children about the shoreline ecosystem at the Mosaic Coastal Education Center near Tampa. This unique program has been recognized by local, state and national organizations since it opened, and recently won the 2009 National Environmental Excellence Award.

The Mosaic Village Project in Alta Verapaz, Guatemala, serves 350 growers covering 150 hectares of land.





Guatemalan farmers discuss the proper use of crop nutrients during a meeting with Kenneth Hylton of Mosaic.



10

Mosaic agronomists
work in 10 countries
and collaborate with
customers around
the world.

Our commitment to

Economic Growth & Agricultural Innovation

As one of the world's leading producers of phosphate and potash crop nutrients, we are committed to building and maintaining a business that will be profitable to our stakeholders.

We also recognize Mosaic's economic impact in the communities where we operate. At the end of fiscal 2009, we employed 7,500 people in 10 countries and paid employee benefits and wages totaling approximately \$570 million. We made income tax payments to governments totaling \$915 million.

Our potash annual capacity of 11.7 million tonnes (including toll production) is the second largest in the world. In fiscal 2009, we accounted for about 13 percent of worldwide potash production and 40 percent of production in North America. We operate potash mines in Saskatchewan, New Mexico and Michigan.

Mosaic is the world's largest producer of finished phosphate products, with annual capacity of 10 million tonnes. Through our phosphate mines in Florida and our production facilities around the world, we account for 13 percent of global phosphate production and 58 percent of production in North America.

Innovations in agronomic science are required to meet the challenge of feeding a more populous world, and Mosaic's agronomists and research scientists in 10 countries are working to improve the agricultural process.

From collaborative research partnerships to product innovations and thought leadership programs, our work is focused on optimizing crop nutrition and incorporating responsible conservation practices.

In 2007, Mosaic and the University of Adelaide in Southern Australia formed the Mosaic Fertilizer Technology Centre. This collaboration brings together the largest concentration of crop nutrition expertise in the southern hemisphere. Scientists in Adelaide, in concert with Mosaic researchers, are evaluating new technologies that increase crop nutrient efficiency while reducing agriculture's fieldprint.

Through the HarvestZinc Fertilizer Project, we are collaborating with organizations to increase zinc levels in rice, wheat and maize to enrich diets in developing countries. Nearly half of the world's cereal-cultivated soils are zinc deficient.

Our MicroEssentials® specialty product is a breakthrough approach that ensures an even, uniform distribution of nutrients. This patented technology boosts young plant growth to help crops achieve their full potential.

We also help our customers by providing unique opportunities for them to learn, grow and prosper. Each year since 2005, we have invited more than 200 key customers to Mosaic's AgCollege, a forum for learning and discussing the latest developments in agronomic business.

Left: By examining the root system of this corn stalk, Mosaic customer Chad Birchem inspects how crop nutrients enhance the crop's development and growth.

Our commitment to

Conservation & Environmental Stewardship

Conservation is a critical component of our sustainability work, and Mosaic is committed to responsible, efficient resource use in our operations. An example of our progress in this area is the energy cogeneration effort underway at our phosphate fertilizer plants in Florida.

At our Florida plants, we capture thermal energy generated during phosphate production and convert it into new energy in the form of steam and hot water that, in turn, is used to power our processing operations.

Today, almost half of the electrical load of Mosaic's mining and manufacturing operations in Florida is running off sulfur-based power that we generate.

Taking a careful approach to plant closures is an important part of our conservation strategy. After decommissioning a 560-acre phosphate plant in Port Maitland, Florida, Mosaic reclaimed a 90-acre holding pond and converted it into a wetland that is now a stopover for migratory birds. We also converted a 70-acre clay settling area into a new habitat for endangered frog species.

Overapplication of fertilizer can lead to runoff that pollutes waterways. That's why Mosaic is one of the first companies to support Upstream Heroes, a program

sponsored by the Conservation Technology Information Center that helps farmers apply crop nutrients in ways that maximize yields and protect water quality.

Mosaic's commitment to environmental stewardship is an important part of our plan to become the world's best crop nutrient company. Our own dedicated team of environmental professionals trains employees on environmental safety and manages our environmental programs.

The impact of our environmental work is perhaps most noticeable in central Florida, where several programs are underway. For example, we helped create and now fully fund the Horse Creek Stewardship Program to ensure that mining activities do not adversely affect this water source for several Florida counties. County government representatives continuously monitor creek water quality against rigorous standards. Each year, Mosaic reviews reporting results with local stakeholders.

We also continue our important efforts to relocate the vulnerable bird species known as the Florida scrub jay to a protected, 1,000-acre habitat site owned by Mosaic in central Florida.

In addition, we continue our partnership with Audubon of Florida to maintain the Richard T. Paul Boardwalk and Sanctuary. Mosaic provides financial support to employ a staff that manages two islands in Tampa Bay. The islands are home to as many as 18,000 pairs of native water birds.

Right: Our land reclamation efforts in the areas we operate – such as this site at Hardee Lakes, Florida – protect, replenish and enrich the local ecology.



95

Mosaic recycles 95% of all water used
in our Phosphates business.

Mosaic by the Numbers

In fiscal 2009, we generated net sales of
\$10.3 billion.

Crop nutrient use today contributes
40-60%
of the world's crop yield.

In fiscal 2009, we invested
\$8.1 million
in the communities where we live and work.

23%

Since 2005, our U.S. operations have reduced their total direct energy consumption by 23%.



13%

Mosaic provides about 13% of the world's phosphate production and 13% of the world's potash production.

We reclaimed

2,483

acres of land in fiscal 2009.

In Florida, nearly 50% of the electrical load of our phosphate operations runs on power we generate.

This is enough energy to power

100,000

homes.

In Brazil, nearly 100% of our power comes from hydroelectric sources.

100%

Our 2010 Goal Highlights

Social

Relentless pursuit of an injury-free workplace

- Implement ISO 18001 Safety pilot programs at our Colonsay, Saskatchewan, potash mine and South Fort Meade, Florida, phosphate mine by the end of fiscal 2011
- Develop and implement a new contractor safety program

Strengthen community engagement programs

- Expand the reach and impact of Mosaic's Village Project
- Publish guidelines for our new U.S. Mosaic Foundation

Agriculture

Help the world grow the food it needs by improving the efficiency of customers and farmers that use Mosaic agronomic products and services

- Promote our Balanced Nutrition Campaign
- Increase efficiency for farmers through our premium and new product development research

Strengthen Mosaic agronomy's recognition as the primary, trustworthy source of soil and crop fertility systems

- Increase use of Mosaic's Back-to-Basics website on soil fertility information
- Increase training through our AgCollege

Environment

Reduce our environmental footprint and increase our resource efficiency

- Develop programs, including targets, for reducing greenhouse gas emissions, water use, water discharges and energy efficiency
- Implement ISO 14001 Environmental pilot programs at our Belle Plaine, Saskatchewan, potash mine and Riverview, Florida, phosphate mine by the end of fiscal 2011
- Obtain LEED certification for the new headquarters building for our Phosphates business unit

Demonstrate our commitment to protecting ecosystems with the implementation of a new Mosaic Peace River Stewardship Program

Economic

Strengthen our financial position and role as an economic driver in our communities

- Improve through-cycle economics across our global enterprise
- Lead our sector in total shareholder return performance
- Progress on expansion of our Potash production in Saskatchewan
- Philanthropic donations of one percent of after-tax earnings on a three-year rolling average
- Leverage the scale, integration and location of our Phosphates business to grow value and maintain our industry leadership and cost competitiveness
- Use our Lean Six Sigma organization to enhance our operational performance

Strengthen our relationship with our customers

- Achieve a Net Promoter Score equal to industry leader benchmarks
- Use the strength of our extensive distribution network to optimize our position in key global geographies

Right: By sharing insights with our retailers, distributors and growers, Mosaic helps them achieve their full potential.

Our Mission

Our mission is to help the world grow the food it needs. As the world's largest supplier of phosphate and potash, we consider this mission to be a noble one that carries vast responsibility.

Our Values

Our values of integrity, excellence, sustainability and connectivity define how we conduct our business, how we interact with each other, and how we treat our communities and our planet.



Contact us

We welcome your comments about this summary report and our complete sustainability report available online at www.mosaicco.com/sustainability/report. Please email us at sustainability@mosaicco.com.

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 the effects of the current economic and financial turmoil; the build-up 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; difficulties or delays in receiving, or increases costs of, necessary governmental permits or approvals; the effectiveness of our processes for managing our 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 asset retirement, environmental remediation, reclamation or other environmental regulation differing from management's current estimates; 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.



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Reporting Standards

Mosaic prepared our sustainability report based on the G3 Guidelines of the Global Reporting Initiative ("GRI"). GRI is an independent, network-based organization that has pioneered the development of a widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. This summary document is based on our complete sustainability report that was prepared to meet the requirements of the "A" GRI Application Level.

The sustainability report and this summary are aligned with and supplement the information contained in our Annual Report on Form 10-K for the fiscal year ended May 31, 2009, and our 2009 Annual Report to Stockholders, and should be read in conjunction with the information in those reports.



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