Leading with Purpose

2014 Sustainability Report

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Overview & CEO Message

Leading with Purpose

In more than 10 years as a public company, Mosaic has made enormous progress: The company has grown in many ways; it has flourished in good markets and bad; and we believe we have the strongest combination of assets, talent, financial strength and global reach in our industry.

Amid this growing legacy of achievement, no element of our progress shines more brightly than our commitment to sustainability. Mosaic is leading, and we are leading with purpose.

Momentum accelerated in 2014, with a series of bold moves that we believe will generate greater potential for the decades ahead. We committed billions of dollars to acquisitions, production capacity expansions, returns to shareholders and ongoing product innovation; and we executed decisions to exit regions where we were not generating appropriate returns, and to significantly reduce our expenses. All these business initiatives—you can read more about them in

Despite the substantial additional work each of our business moves required of Mosaic's people, we did not lose sight of our steadfast commitments to employee safety, responsible and innovative resource use, or the economic and social vitality of the communities in which we operate. Safety is paramount, and Mosaic has made exceptional headway: In 2014, for the third consecutive year, we achieved record safety performance. Our lost-time and recordable injury frequency rates both reached all-time lows, and we are proud of that accomplishment. But safety statistics alone can mask the reality: Every single injury on our work sites is one too many, and we are working in 2015 to drive still further

my 2014 CEO Letter and Business Outlook—were designed to drive value for our customers, employees and shareholders, and to create the operating and financial strengths that underpin true sustainability.

We believe we have the strongest combination of assets, talent, financial strength and global reach in our industry

While the changes in our business portfolio resulted in shifting employee numbers, we finished the year with about the same number as we had at year-end 2013. Mosaic is a major economic driver in many of the communities where we operate. In addition to the competitive compensation and benefits our employees receive and are able to bring to their home communities, we invest millions of dollars annually to food, water and local community organizations to help improve lives.

Our environmental stewardship also continued to improve. For example, in 2014 we reused or recycled approximately 90 percent of the water used at our Florida phosphate and Saskatchewan potash operations. We generated approximately 7 million gigajoules of electricity through cogeneration in our North American improvements in safety performance.

This report demonstrates our commitment to continuous improvement in our sustainability reporting and transparency. We have elevated our reporting to meet the standards of the Global Reporting Initiative's G4 framework, which focuses reporting on issues that matter most. In this context, we have completed an assessment of risks and other elements of Mosaic's sustainability reporting that are material to our stakeholders, and streamlined our reporting accordingly. A clear understanding of material matters is essential to defining productive and efficient operating and sustainability strategies, and I am pleased with our progress in this regard.

We believe our business is positioned to outperform our competitors in the years ahead; we are operating efficiently while improving our safety results; we are

operations. And we reclaimed approximately 5,990 acres of mined land in Central Florida. I am pleased that with the publication of this report Mosaic has committed to measurable new environmental targets: We are aiming to reduce our companywide greenhouse gas emissions, energy use and freshwater use by 10 percent per tonne of product by 2020.

developing and delivering innovative products to drive sustainable agricultural intensification; and we are demonstrating success in our commitments to environmental stewardship.

Committed to Leading:

Mosaic's dedication to responsible operation has received important recognition: For the fifth consecutive year, we were named to *Corporate Responsibility Magazine*'s annual 100 Best Corporate Citizens list; *Newsweek* magazine named Mosaic to its 2014 list of America's Greenest Companies; and we were included in the Carbon Disclosure Project's Global CDP Leaders A List in 2014, with an overall carbon performance score of 99 out of 100—the best in CDP's materials sector. In addition, we are a signatory to the United Nations Global Compact, and we remain committed to the universal principles it supports.

We will not rest on these laurels. Leadership bears responsibility, and Mosaic is embracing its obligation to drive continuous improvement—across the company, and across the crop nutrition industry. While we continue our efforts to advance Mosaic, we are also working to promote good stewardship of our fertilizer products, driving

The future is bright for agriculture and for Mosaic, and we understand that fulfilling our great potential requires unwavering commitment to responsible operations and corporate citizenship. Mosaic remains committed to leading with purpose.

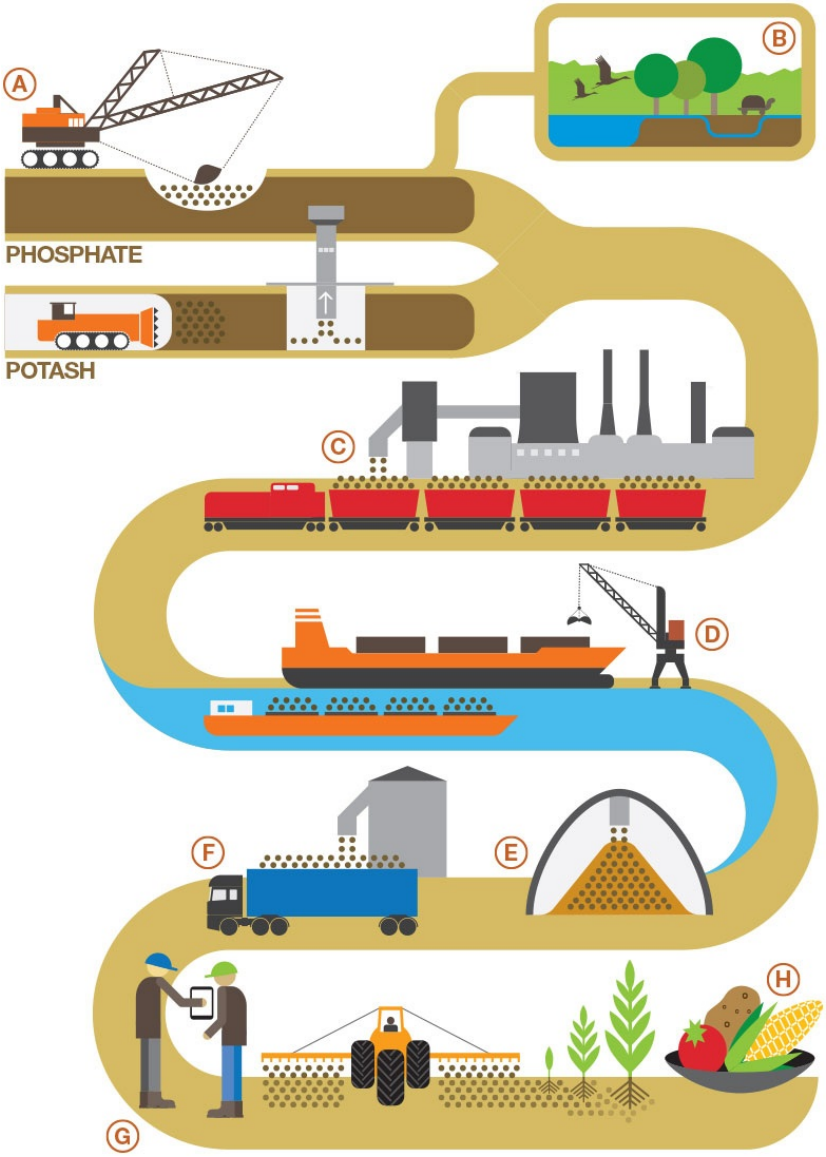
Sincerely,

James T. Prokopanko
President and Chief Executive Officer
June 2015

industry consensus on critical issues and engaging in important dialogs concerning the future of agriculture with participants from all segments of the industry.

Mine-to-Market Value

Mining, producing and delivering millions of tonnes of fertilizer each year to customers around the globe is complex. It requires teams of dedicated professionals working to make responsible decisions each day and at every step in the production and supply chains.



A MINING

We work to safely extract phosphate and potash ore from the Earth's extensive reserves.

B LAND RECLAMATION

We reclaim every acre of phosphate-mined land, creating high-quality habitats and wildlife corridors for fish, birds and other animals, and land suitable for agriculture and other diverse uses.

C MANUFACTURING

We refine, process, and blend phosphate and potash minerals to create crop nutrition products, then prepare goods for shipment.

D TRANSPORTATION

We move raw materials, phosphate, potash and finished crop nutrition products across the supply chain using pipelines, trains, trucks, river barges and ships.

E STORAGE & DISTRIBUTION

We have port terminals, warehouses and storage capacity in key geographies, with global distribution.

F CUSTOMERS

We sell to retail customers and regional distributors, as well as large international growers.

G FARMERS

We provide large and smallholder farmers with the vital crop nutrients and

micronutrients they need to help grow healthy plants, achieve better yields and grow food, feed, fuel and fiber more sustainably.

H CONSUMERS

Our crop nutrients play a key role in growing crop yields and providing people with the healthy, affordable food they need to thrive.

Awards & Recognition

2014 Awards

At Mosaic, we deliver value to our stakeholders by thinking and acting sustainably. By leading with purpose, we're preparing for a future full of promise.

CDP™ CLIMATE PERFORMANCE LEADER 2014

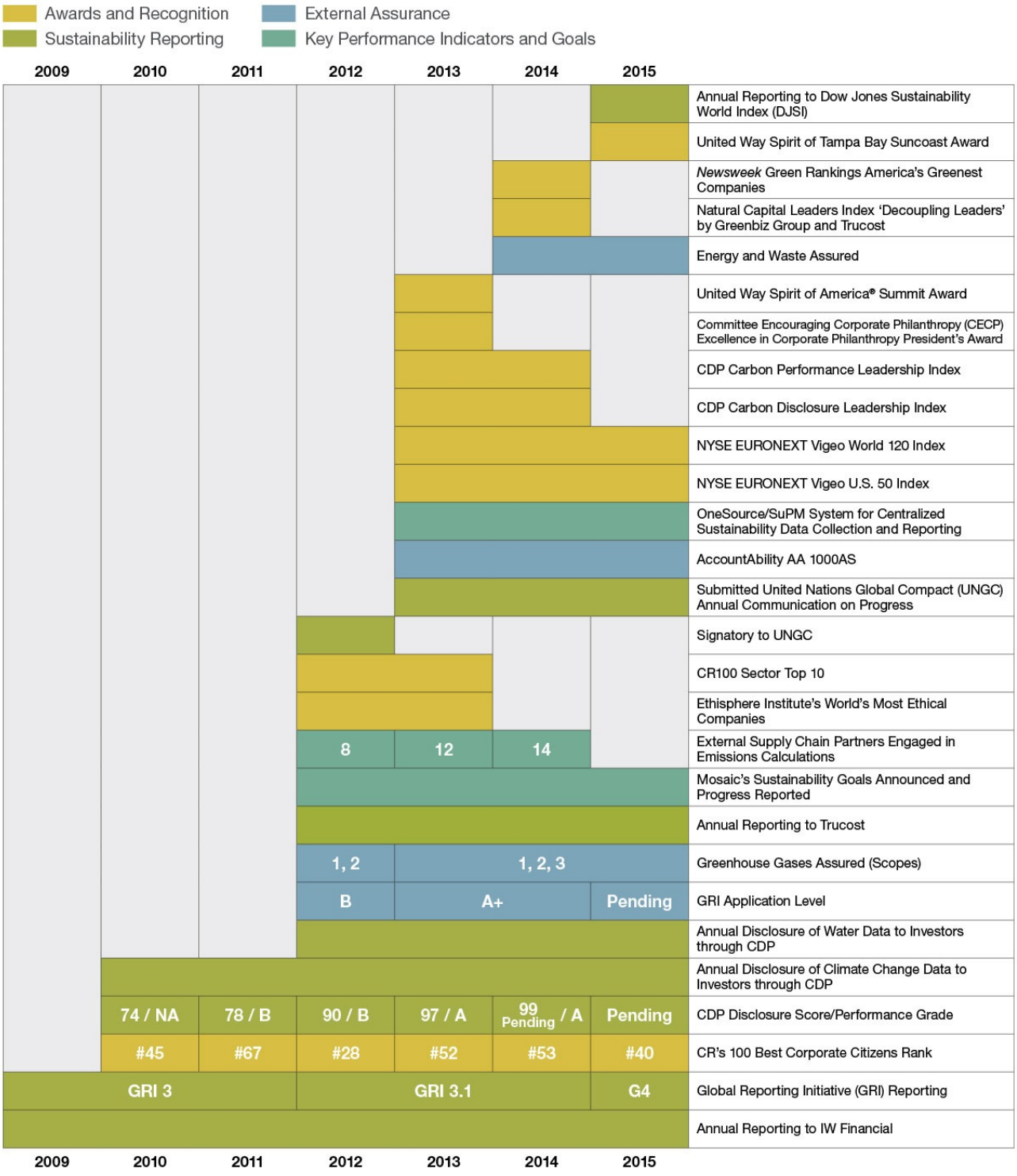
CDP™ CLIMATE DISCLOSURE LEADER 2014

CR's 100 Best Corporate Citizens 2014

Reporting Leadership & Awards Since 2009

At Mosaic, we aspire to be the industry leader in corporate sustainability. As such, we commit ourselves to sustainability and social responsibility as an employer, supplier, neighbor and value creator for shareholders.

Since our first sustainability report in 2009, we have strengthened our companywide commitment to transparency, reporting and improving sustainability performance with each passing year.



Download our Sustainability

Reporting Leadership and Awards to see how we've progressed in our sustainability journey since 2009.

About This Report

2014 Sustainability Report

Our 2014 Sustainability Report was prepared in alignment with the Global Reporting Initiative's (GRI) G4 Core Sustainability Reporting Guidelines. The content of this report has been shaped by the issues identified through a materiality study, the results of which we analyze on an ongoing basis. The process is summarized in the Materiality section of this site.

This report primarily summarizes the activities occurring in the period of calendar year 2014. In 2013, Mosaic changed our fiscal year-end to December 31 from May 31. Accordingly, some historic data is presented in fiscal year (FY) terms. This report is aligned with our 10-K Report for the 2014 period and our 2014 CEO Review and Outlook, and should be read in conjunction with the information in those reports.

This report covers our global operations and

In 2014, we completed the acquisitions of the Florida phosphate assets of CF Industries, Inc., and Archer Daniels Midland Company's fertilizer distribution businesses in Brazil and Paraguay. We permanently discontinued production of muriate of potash (MOP) at our Carlsbad, N.M., facility and transitioned to exclusive production of K-Mag®. We completed the sale of our salt operations and closed low-producing potash operations at our Hersey, Mich., mine. We sold our distribution assets in Argentina, and completed the closure and liquidation of our Chile distribution assets. Unless otherwise noted, the information in this report reflects those changes.

Mosaic commissioned iCompli, a division of BPA Worldwide, to provide independent third-party assurance over the sustainability content within the Mosaic 2014 GRI Indicators (the "Report," covering activities

includes entities over which Mosaic exercises majority control, including all their operations and departments that have the potential to generate significant impacts. Except for financial data, this report does not specifically reflect equity-method investments, including joint ventures. Please see our 10-K (page F-53) for a list of those investments.

Our method of determining production tonnes for the purpose of calculating intensity figures has changed. Whereas we used to include co-products, moving forward we will only include our primary products. We also modified the division of facilities among business units in G4-EN8. Specifically, two facilities, which were previously assigned to the Phosphates Business Unit withdrawal total, have been reassigned to the International/Distribution line. Prior years have been restated to reflect the same. This change affects the total withdrawals by business unit but does not affect the enterprise's overall withdrawal totals.

occurring in the period of calendar year 2014). This engagement has been managed in accordance with AccountAbility's AA1000AS (2008) assurance standard, where the format of the engagement was structured to meet the AA1000AS Type I (Moderate) requirements.

Mosaic authorized Trucost Plc to perform a third-party verification of waste, energy, water withdrawals and greenhouse gas emissions data and calculations Scope 1, Scope 2 and Scope 3 emissions for 2014. Trucost evaluated Mosaic's data, methodologies and calculations, and provided a statement of assurance to the AA1000AS standard.

How We Lead

Our Progress By The Numbers

At Mosaic, our mission is to help the world grow the food it needs. Our innovative phosphate and potash crop nutrients help farmers feed the growing global population—which is expected to increase from 7 billion people today to 9 billion people by 2050.

The future is bright for agriculture and for Mosaic. We understand that fulfilling our great business potential requires unwavering commitment to operating responsibly, and being a good corporate citizen and neighbor in the communities where we operate. From mine to market, we are committed to leading with purpose.

2014 By The Numbers

We Support & Promote

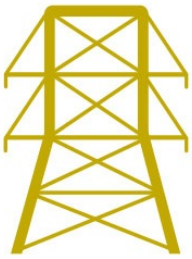
4R Nutrient Stewardship

RIGHT SOURCE
RIGHT RATE
RIGHT TIME
RIGHT PLACE

Recycled more than **15,000 TONNES** of waste

5 CONSECUTIVE YEARS

Corporate Responsibility Magazine's 100 Best Corporate Citizens list



APPROXIMATELY **7 Million Gigajoules**

ENERGY PRODUCED IN OUR NORTH AMERICAN OPERATIONS

COGENERATION CONVERTS WASTE HEAT TO ENERGY

1.6 MILLION GJ ENERGY SAVED

through continuous energy improvements companywide

EQUIVALENT TO POWERING ABOUT **40,000 HOMES**

World's Largest Combined Producer of

Potash and Finished Concentrated Phosphate Products

22.2 MILLION TONNES OPERATIONAL CAPACITY

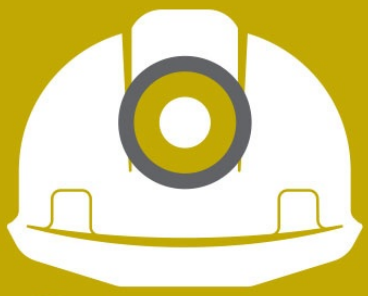
REDUCING OUR WATER FOOTPRINT

Reused or recycled approximately

90%

of water in Florida Phosphate Operations and Saskatchewan Potash Operations

Record Safety Performance



3 CONSECUTIVE YEARS

Since 2004

48,000 ACRES RECLAIMED | **34,000 ACRES RELEASED**

Phosphates Business Unit

CDP Score 99 / A

CDP DRIVING SUSTAINABLE ECONOMIES

Named to CDP's Climate Disclosure Leadership Index and Global Climate Performance Leaders A List, with the highest combined score in the materials sector

*The Mosaic Company acquired Archer Daniels Midland Company's fertilizer distribution business in Brazil and Paraguay.
**Intensity per tonne of product and greenhouse gas (GHG) reduction excludes ammonia production.
***Intensity per tonne of product and GHG targets exclude ammonia production due to pending decision on capacity expansion.

Nutrient Stewardship

Reducing the Loss of Crop Nutrients to Waterways

Crop nutrients help plants grow and produce the food, fiber and fuel we all need. Unfortunately they can also nourish algal blooms in waterways, which is in no one's best interest. We support and promote the 4R Nutrient Stewardship framework to achieve the agricultural benefits of fertilizer and reduce nutrient loss to the environment.

Mosaic wants farmers to achieve maximum plant nutrition and yield benefits from our crop nutrition products. But when crop nutrients run off farmland into a waterway, they can contribute to impaired water quality. It is in everyone's best interest that nutrients remain in the crop's root zone.

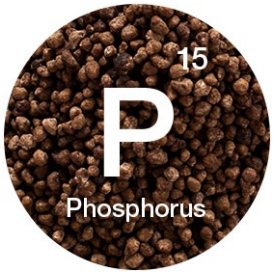
Fertilizer is a vital agricultural input and investment—one that requires agronomic knowledge and careful planning. Because soil fertility is not self-sustaining, nutrients must be replaced to ensure each year's crop grows a nutritious supply of food. Fertilizers replenish soils with those nutrients that are

Fertilizers make it possible for farmers to grow enough food to feed the world's

7.2 BILLION PEOPLE

40-60% OF CROP YIELDS are attributed to fertilizers

removed with each harvest.



Phosphorus, the mineral found in phosphate fertilizer, is an essential mineral for all life

In plants, phosphorus supports root growth, plant development, resistance to diseases and water use efficiency—producing higher crop quality and increased yields.

Various sources of nutrients can load local waterways, including runoff from farmland livestock operations and municipal wastewater. Greater concentrations of nutrients can be present in areas where soil fertility is needed for crop production, and where agriculture is a significant use of land. Nutrient losses can stimulate algal blooms in water, impacting the surrounding watersheds, environment and community.

Good nutrient management is possible, but best management practices differ from farm to farm. It takes testing, research, planning, measurement and collaboration to determine which nutrient management practices are most effective, adaptive and scalable.

Many stakeholders, including agriculture companies, academic institutions, nonprofit organizations and governments, are working collaboratively and with farmers to implement solutions to nutrient losses. For example, groups are engaged on:

- Training and education on 4R Nutrient Stewardship
- Focusing on local conservation programs

Fertilizers and Algal Blooms

High nutrient concentrations in water —known as eutrophication—can stimulate rapid growth of aquatic algal “blooms” that feed on nutrients, warmth and light.

Algae grow naturally in freshwater and marine environments, but certain algal blooms are considered harmful. Excessive growth can harm ecosystems and produce bacterial toxins that can cause illness in humans, domestic pets and wildlife.

Problems associated with algal blooms include discolored water, reduced water clarity

- Combining on- and off-field practices
- Conducting small watershed research projects
- Considering nutrient trading
- Improving data collection
- Enhancing soil testing methods
- Evaluating weather criteria as part of crop nutrient application planning
- Using variable rate planning and technology

Mosaic has been actively engaged on phosphate product stewardship for years, and we recognize there is more to be done. We are redoubling efforts to further extend our market leadership, provide product expertise, and advocate for increased efficiency of phosphate nutrients in cropping systems on farmland.

“Mosaic takes its responsibility to support and promote the proper use of crop nutrients seriously,” said Jim Prokopanko, President and Chief Executive Officer of The Mosaic Company. “We are committed to helping retail customers and farmers achieve the benefits of phosphate fertilizer use through 4R Nutrient Stewardship and balanced crop nutrition.”

and light penetration, and a musty drinking water taste and odor. As blooms decompose, they may consume enough dissolved oxygen in water to create a condition called hypoxia or so-called “dead zones” where fish and other life can’t survive.

Crop nutrients must be applied using science-based 4R Nutrient Stewardship practices to mitigate potentially negative environmental impacts stemming from improper use. If crop nutrients are not managed appropriately, they can run off farmland and potentially impair watersheds.

$17 MILLION
total invested in water-related initiatives since 2004

89 PARTNERSHIPS
on water-focused initiatives, including 20 on nutrient stewardship initiatives

Since 2004, The Mosaic Company and The Mosaic Company Foundation have invested more than $17 million in water-focused programs and partnerships promoting nutrient stewardship, habitat conservation and watershed restoration in priority watersheds. In addition, we have partnered with 89 organizations on water-focused initiatives, including 20 organizations on nutrient stewardship initiatives, since 2004.

“We manage Mosaic’s business with transparency and accountability, creating value that is shared among employees, customers, communities, shareholders and

business partners," said Prokopanko. "The steps we've taken to promote good stewardship of our fertilizer products reconfirms our commitment to sustainability and social responsibility. Mosaic is embracing its obligation to drive continuous improvement across our company, and across the fertilizer industry."

Our Nutrient Stewardship Actions:

Promote

4R Nutrient Stewardship through communication and education

Partner

with non-governmental organizations in priority watersheds

Invest

in product research and development to increase yields and reduce nutrient loss

Engage

and invest in strategic 4R Nutrient Stewardship programs that:

- **Add production and environmental value to our customers**
- **Reinforce industry associations' efforts to provide nutrient stewardship leadership**
- **Provide regulators with science-based solutions**

4R Nutrient Stewardship: Guided by Science, Proven By Research

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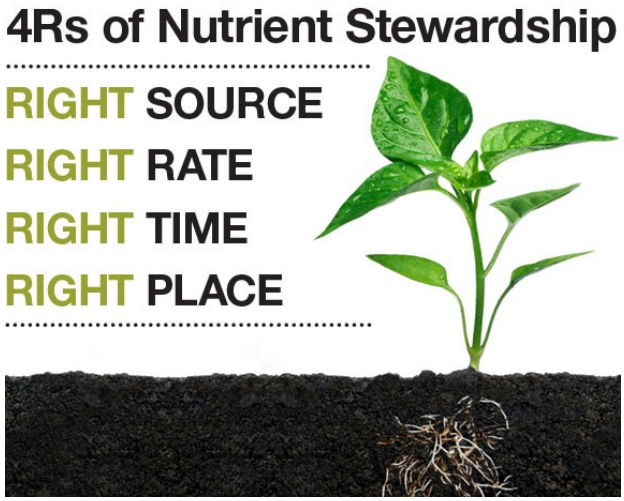
Mosaic supports and promotes the 4R Nutrient Stewardship framework, which helps define practices to meet the economic, environmental and social goals of a farming operation.

4R Nutrient Stewardship encompasses

fertilizer best management practices to achieve specific cropping system goals, including environmental protection. To achieve those goals, the 4Rs framework incorporates the Right nutrient source, at the Right rate, at the Right time, and in the Right place.



The concept of 4R Nutrient Stewardship is simple, but implementation is knowledge-intensive and site-specific. Other agronomic and conservation practices, such as tillage practices and cover crops, play a valuable role in good nutrient stewardship. As a result, fertilizer best management practices are most effective when applied with other agronomic and conservation practices.

Learn how the 4Rs provide a foundation for optimized yields, while maximizing profitability and sustainability.

Partnering with The Nature Conservancy to Improve Water Quality

In 2013, The Mosaic Company Foundation supported The Nature Conservancy's

Western Lake Erie Basin 4R Nutrient Stewardship Program to pilot the voluntary 4R Certification Standard for agricultural retailers in collaboration with multiple sectors. The goal is to improve water quality in the Western Lake Erie Basin in Indiana, Michigan and Ohio.

“The Nature Conservancy is a leading conservation organization working around the world to protect ecologically important lands and waters for nature and people. Our expertise in nutrient stewardship and conservation agriculture best practices enables us to share success across geographies,” said Larry Clemens, North American Agriculture Program Director at The Nature Conservancy. “The Mosaic Company Foundation’s support of this certification program ensures that information sharing and the incorporation of new research and technologies will help to improve water quality in Lake Erie.”

The Nature Conservancy

Learn more on our investments and partnership with The Nature Conservancy

Visit the Nature Conservancy Website

Suggested Best Practices to Keep Phosphorus on Farmland

Source: NutrientStewardship.com

- **DO** soil test to determine nutrient requirements for the next crop
- **DO** consider all nutrient sources available to the crop when deciding on how much to apply
- **DO** inject or incorporate phosphorus whenever possible
- **DO** delay application for low-lying fields that are prone to flooding to just before planting; either incorporate, band-place or inject
- **DO** use cover crops to improve soil health, increase water-holding capacity and reduce surface runoff
- **DO** include starter or row phosphate fertilizer wherever practical
- **DO** schedule phosphate fertilizer applications for no-till programs as close to crop utilization as practical
- **DO** schedule phosphate fertilizer broadcast applications in conventional/reduced tillage programs for when shallow tillage is possible
- **DON'T** schedule phosphate fertilizer applications just prior to heavy rainfall
- **DON'T** schedule phosphate fertilizer applications when soils are frozen or snow covered
- **DON'T** broadcast apply phosphate fertilizer near surface drains or exposed tile stand pipes; consider injection or banded application methods
- **DON'T** apply phosphate fertilizer near ditches, streams or waterways

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Additional Education Resources

- Overview of Requirements for 4R Nutrient Stewardship Certification
- 4R Farmers and The Lake: Sustainable Crop Nutrition for The Western Lake Erie Basin
- 4Rs of Nutrient Stewardship: Economically, Environmentally & Socially Sustainable Crop Nutrition
- 4R Plant Nutrition: A Manual for Improving the Management of Plant Nutrition, Second Edition
- 4R Nutrient Stewardship Portal by International Plant Nutrition Institute
- 4R Nutrient Stewardship by The Fertilizer Institute

Advancing Industry & Agriculture Supply Chain Efforts

Mosaic collaborates with a wide range of agriculture stakeholders, including International Plant Nutrition Institute, Canadian Fertilizer Institute, International Fertilizer Association, The Fertilizer Institute and Agricultural Retailers Association to promote and provide information on 4R Nutrient Stewardship and sustainable agricultural systems.

Our Partnerships on Nutrient Stewardship, Habitat Conservation and Watershed Restoration

Download the PDF

Our Stakeholder Engagement

Our Communities

Helping Neighbors & Our Operating Communities Thrive

At Mosaic, we are committed to creating meaningful and sustainable connections to the local communities where we operate. We strive to be a thoughtful and engaged neighbor, and work to do our part in helping our communities thrive.

Economic Impact

With nearly 9,000 employees globally, Mosaic is a driver of economic activity where we have operations. In 2014, our direct economic impact was $1.75 billion. This includes wages and benefits paid to employees, taxes and royalties paid to governments, and our community investments. This figure is important because it helps our employees, our neighbors and other stakeholders understand the many ways in which we contribute to the vibrancy of our communities.

- Mosaic's Florida and Louisiana

Florida and Louisiana phosphates operations directly employ nearly

4,400 people

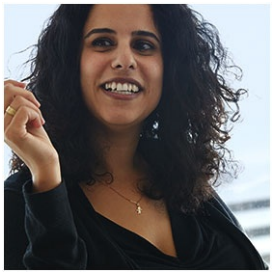
Saskatchewan potash operations directly employ about

2,700 people

phosphates operations directly employ nearly 4,400 people. We also help support more than 40,000 direct, indirect and related Port Tampa Bay jobs.

- Mosaic's Saskatchewan potash operations directly employ about 2,700 people. We also support nearly 1,500 full-time equivalent contract jobs.



Community Investment

At Mosaic, we believe in nurturing relationships with our stakeholders and neighbors in the communities where we operate. Every day, our company and employees make meaningful contributions of time, knowledge and resources to local organizations focused on building stronger communities. We are a committed funder, and work with our partners on issues related to food security, water conservation and local community support. To make the greatest impact, we look for innovative and impactful programs and partners.

"At Mosaic, we strive to be a thoughtful and engaged neighbor," said Mark Kaplan, Board President of The Mosaic Company Foundation and Senior Vice President of Public Affairs at The Mosaic Company. "We use our financial resources, expertise and innovative spirit to demonstrate our shared commitment to good corporate citizenship."

Each year, The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil target to invest 1 percent of profits on a three-year rolling average to food, water and local community initiatives. In 2014, this investment totaled $17 million globally.

Mosaic's Direct Economic Impact $1.75 BILLION

in Millions

Wages and Benefits	$1,429.3
Payments to Governments (Taxes and Royalties)	308.2
Community Investments	17.0
Total	**$1.75 Billion**

Celebrating 10 Years and Supporting Our Neighbors

2014 marked 10 years in business for Mosaic and our employees, as well as our 10th year of giving to United Way. In October 2014 and through year end, Mosaic facilities and offices around the world celebrated these milestones by giving back to local operating communities. From food shelves to healthcare and youth programs, employees marked Mosaic's anniversary by helping our company present one-time grants of $10,000 to several local nonprofits. Our worldwide 10th anniversary grants totaled $370,000.

Protecting Water Resources Through Community Investment

Mosaic is committed to protecting global water

resources—resources that are vital to helping the world grow the food it needs, and that ensure our communities thrive. We do this by supporting organizations that focus on habitat conservation, watershed restoration and nutrient stewardship.

Audubon Florida and Audubon Louisiana

For the past three years, The Mosaic Company Foundation has funded a joint effort of Audubon Florida and Audubon Louisiana aimed at expanding coastal habitat stewardship as part of a hemispheric flyways program to reverse shorebird population declines. The goal is to improve the prospects of coastal birds using sites along the Gulf through increased use of Audubon's network of biologists and volunteers, engaging the public in caring more about coastal wildlife and supporting conservation.

Supporting coastal habitat to reverse shorebird declines

Tampa Bay Watch

In 2014, we completed the first three-year phase of a comprehensive, community-based initiative with Tampa Bay Watch, an organization dedicated to protecting and restoring the marine and wetland environments of the Tampa Bay estuary. The Mosaic Company Foundation's contribution, along with the help of employees and other community volunteers, allowed Tampa Bay Watch to complete oyster restoration projects at six locations throughout Tampa Bay. The projects established more than 40,000 square feet of oyster habitat in Tampa Bay while engaging more than 1,700 community volunteers in habitat restoration and environmental stewardship.

The Mosaic Company Foundation renewed its support of Tampa Bay Watch for another three-year project. "Supporting oyster habitat restoration and water quality improvement projects improves the health of the bay, and provides opportunities for our employees to actively engage in meaningful community projects," said Gary "Bo" Davis, Board Member of The Mosaic Company Foundation and Senior Vice President of Phosphate Operations at The Mosaic Company.

Tampa Bay Estuary Program

The Mosaic Company and its Foundation have supported the Tampa Bay Environmental Restoration Fund since it was created in 2012. This multi-entity public-private partnership provides competitive grant funds for the highest priority conservation goals in the Tampa Bay watershed.

Read more about Mosaic's water community investments focused on nutrient stewardship in "Reducing the Loss of Crop Nutrients to Waterways"

View The Case Study

Strengthening Local Florida & Louisiana Communities

Feeding America Tampa Bay

Mosaic employees in Florida and Louisiana have a long history with several major hunger relief organizations in the region, including Feeding America Tampa Bay (FATB).

In April 2014, Mosaic and the Tampa Bay Lightning hockey team presented FATB and 12 other local food banks with an $86,000 check from Mosaic's "Goals for Food" program, enough to distribute roughly 602,000 meals.

Mosaic also sponsored the Tampa Bay Rays' "Home Runs for Food" initiative in 2014, pledging $500 for every home run hit by a Rays player during the 2013-2014 baseball season. Since partnering with the Rays in 2010, Mosaic has given $420,000 to local food banks through the Home Runs for Food program—enough to provide almost 3 million meals for Central Floridians who struggle to feed their families.

$420,000

given to local food banks through the Home Runs for Food program, since 2010

SmilePak Pantry & Backpack Program

SmilePak Pantry & Backpack program through Agape Food Bank provided food to more than 1,000 children in Polk County with an investment from Mosaic in 2014. SmilePak currently operates in 22 schools, bringing backpacks of nutritious food to schoolchildren and their families each weekend during the school year.

Watch how Mosaic Day at the Rays helps raise funds for hunger relief.

See how Greater Baton Rouge Food Bank is serving 11 parishes in central Louisiana.

Florida Hunger Relief Forum

While distributing food to neighbors in need is a vital part of Mosaic's approach to hunger relief, employees in Florida wanted to get to the heart of the matter—and examine the reasons behind the growing need in the community.

Mosaic's second annual Florida Hunger Relief Forum brought together state and local policymakers, food and nutrition experts, and business and community leaders on Hunger Action Day, Sept. 4, 2014. More than 200 attendees gathered in Bradenton, Fla., to learn about Florida's critical food access and nutrition challenges and work together to drive advocacy and action on hunger issues.

"With 700,000 people in Central Florida struggling with hunger and 250,000 of those children, it's important to elevate the issue," said Mark Kaplan, Senior Vice President of Public Affairs at The Mosaic Company. "We are pleased to have key leaders at the table, sharing their expertise and working together to find solutions to local and global hunger."

The forum focused in part on "food deserts," which are rural and urban areas without ready access to fresh, healthy foods. Mari Gallagher, independent food researcher and author of the breakthrough 2006 study "Examining the Impact of Food Deserts on Public Health in Chicago," joined medical anthropologist Joel Gittlesohn, Ph.D., of Johns Hopkins Bloomberg School of Public Health to discuss how environmental interventions can help improve access to healthier food options that help prevent obesity and other diet-related chronic diseases.

Check out highlights from our Second Annual Florida Hunger Relief Forum 2014.

Connecting with Community at the Fair

View a Bay News 9 video about how Mosaic is making an impact from fair to food bank

View The Video

Mosaic plays a continuous role in educating the public and offering support to local organizations by participating in every county fair in our Phosphates operating areas, as well as the Florida State Fair, Louisiana livestock shows and Strawberry Festival.

At many of the fairs, Mosaic purchases hogs and steers raised by members of 4-H and Future Farmers of America (FFA). We then donate the pork and beef to local food banks and shelters. In 2014, we donated more than 18,000 pounds of meat to support local hunger relief efforts.

Fair visitors can learn more about Mosaic and our mission, ask questions and meet employees at booths and at The Mosaic Express (widely known as “Big MoE”), our mobile education unit. More than 5,000 visited Big MoE at the Hillsborough and

Manatee county fairs in 2014.

In 2014, Mosaic awarded an $88,000 grant to the Florida State Fair Authority to provide funding for the Mosaic Competitive Agriculture Livestock Program, the Champion of Champions Youth Education Program, and scholarships for promising young exhibitors.

Growing Vibrant Communities in Saskatchewan

Hunger Relief in Saskatchewan

Mosaic partnered with the Saskatoon Food Council in 2014 and invested $155,000 to implement a food security strategy focused on ensuring that all Saskatoon residents have access to nutritious, affordable and safe food.

The Saskatoon Food Council is a joint nonprofit organization with members representing several areas of the community and the food sector. With funding from Mosaic, the council will begin acting on recommendations outlined in the Saskatoon Regional Food System Assessment and Action Plan for improving access to locally produced food and food self-reliance. The plan also includes proposals for reducing hunger in Saskatoon, especially among children.

Partnering with the

Saskatoon Food Council

to ensure access to nutritious, affordable and safe food for all Saskatoon residents

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Additional Hunger Relief Partners:

Hunger in Moose Jaw

Hunger in Moose Jaw provides more than 300 nutritious, culturally appropriate meals to hungry, school-age children every day.

Regina Education and Action on Child Hunger (REACH)

REACH's goal is to strengthen the food system and eradicate hunger in Regina through Family Basket subsidies, cooking education and transportation of food to areas without access to fresh, quality foods.

Building Homes for Neighbors with Habitat for Humanity Regina

Lack of affordable housing is a critical community issue in Saskatchewan. Since 2007, Mosaic has supported Habitat for Humanity Regina and the work it does to create positive change for deserving families. In 2014, 110 Mosaic employees volunteered more than 800 hours to help improve the quality of life for our neighbors through Habitat for Humanity Regina. Since 2011, we have helped build 87 homes in Moose Jaw, Regina, Saskatoon and Yorkton.

Walt Precourt, Senior Vice President of Potash, notes that employees come together from all over the province to participate in Habitat projects. "Mosaic volunteers are prized for their skill, commitment to safety and hard-working attitudes," said Precourt. "They do a great job of demonstrating our core values while they're working to strengthen our community."

Investing in Local Community Health and Medical Care

At Mosaic, we work continuously to keep our employees safe—at work, at home and beyond. This commitment extends to neighbors in our communities, and we demonstrate this through our investments in health and medical care in Saskatchewan.

On Sept. 25, 2014, the groundbreaking for the Children's Hospital of Saskatchewan took place in Saskatoon. Mosaic's $4 million grant to support the 2011 capital campaign helped raise $25 million. The new hospital is set to open in 2017 and will offer dedicated and specialized care for newborns, children, teenagers, pregnant women and mothers.

Construction is underway on a new regional hospital in Moose Jaw that will service southern Saskatchewan. Mosaic's $150,000 matching pledge for the annual Radiothon in May 2014 helped raise a record-breaking $688,344 to support the capital campaign. The new facility is set to open in 2015.

Mosaic's $5.5 million commitment to STARS Air Ambulance is bringing emergency medical care to rural communities in southern Saskatchewan, where travel time and remoteness create challenges for emergency responders. Our contribution helped establish a Regina base and purchase the helicopter. STARS flew 2,732 missions in western Canada in 2013–2014.

Water Resources

Using Our Water Resources Efficiently

Responsible use of water is a fundamental component of sustainability at Mosaic. Our water management programs include companywide targets and facility-level initiatives to reduce our water footprint.

The work of mining and processing potash and phosphate minerals is energy- and water-intensive. At Mosaic, we strive to maximize efficiencies and minimize our use of natural resources, and have made significant progress in reducing the company's environmental footprint.

Continuous improvement is integral to our business. Through innovative processes, significant investments, strategic engagement and partnerships, and an ongoing focus on efficiency and conservation, we are working to minimize our impact each year while providing farmers with vital crop nutrients that help grow food.

By 2020, we're targeting to reduce freshwater withdrawals by

10% PER TONNE OF PRODUCT

Our Commitment to Water

We take an “every drop counts” approach to water management, and we aim to recycle or reuse water at every opportunity. We set measurable goals and hold ourselves accountable for the reduction of water use.

The primary sources of water for our Florida, New Mexico and Saskatchewan operations are surface water, rainwater and groundwater. Secondary sources of water include water supplied by local authorities and partially treated industrial and domestic reclaimed water, also supplied by local authorities. Reclaimed water is former wastewater that is treated to remove solids and impurities, and recycled. Surface water withdrawals include once-through cooling water used by facilities in Louisiana. We are also collaborating with local governments and industries to use alternative water sources to reduce impacts on local water supplies.

“At Mosaic, we believe the long-term success of our business depends on the health of our operating communities—and the natural resources on which we all rely. Water is a precious resource that requires great care at our facilities and elsewhere,” said Jim Prokopanko, President and Chief Executive Officer of The Mosaic Company. “We use water responsibly, and we’ve set a target to achieve even greater improvement on companywide freshwater water use.”

Announced in this year’s report are our new Sustainability Targets. The intent of our water target is to drive water efficiency improvements across our business and to increase the use of alternative water sources.

Facts on Our Water Footprint

- Mosaic withdraws approximately 300 million m^3 of water annually across our operations
- Mosaic's average freshwater use per tonne of product was 4.59 m^3 in 2014
- Mosaic reused or recycled approximately 90% of water used at Florida phosphate and Saskatchewan potash operations in 2014
- Mosaic partnered with 11 different government organizations and companies to use more than 3.5 million m^3 of water from alternative sources in 2014
- Mosaic has reduced withdrawals of groundwater, one of the most sensitive water resources, by 15% since 2005 in phosphates operations

Our Water Reduction Actions:

Continue
commitment to water stewardship companywide

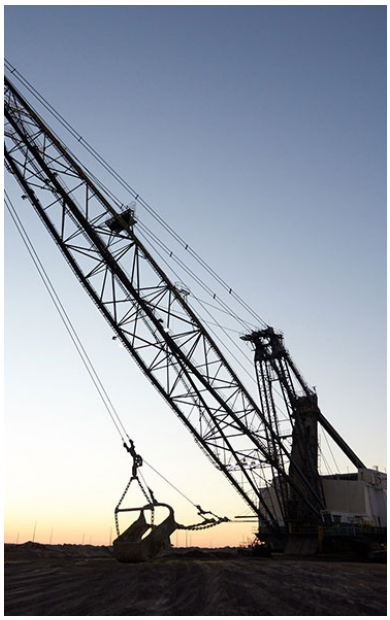
Increase
use of reclaimed water*

Establish
site-specific goals to drive water conservation at the facility level

Evaluate
additional partnerships with industry and government to use alternative water sources

Reducing Water Use in Our Phosphate Production

How Water is Used in Phosphate Production



Phosphate rock is typically found 15-50 feet beneath the ground in a mixture of phosphate pebbles, sand and clay known as phosphate “matrix.” The sandy layer above the matrix, called the overburden, is removed using electrically operated draglines. Equipped with large buckets, these draglines remove the overburden, placing it in the previously mined voids, and excavate the matrix, depositing it into a shallow containment area. There, high-pressure water guns turn the material into a watery mixture called slurry, which is sent through pipelines to a processing facility, referred to as a beneficiation plant, where phosphate rock is physically separated from the sand and clay in the matrix.

At the plant, the slurry is moved through a series of washing stations and vibrating screens that physically separate clay, sand and pebble-sized particles. The separated phosphate pebbles are moved through dewatering tanks and onto an inventory pile via conveyor belt. The clay particles are then pumped through pipelines into storage ponds (clay settling areas) where these particles sink to the bottom.

The smallest particles of sand and phosphate are further separated at a flotation plant. The sand is returned by pipeline to the mine area for use in land reclamation, while the phosphate concentrate is sent to dewatering tanks and then to the inventory pile. The phosphate minerals are then transported to a separate fertilizer manufacturing plant to make our finished products.

Continuous Water Improvement at Our Florida Facilities

Water management during the mining and production processes is an extremely important part of our operations. We are continually updating our long-term water strategy for our Florida operations, with the goal of conserving water resources and reducing the amount of water we impound for operational use. Today, Mosaic’s Central Florida facilities operate on more than 90% reused or recycled water. Recycled water is used at both our mines and fertilizer plants to reduce groundwater withdrawals.

Our Plant City facility uses approximately 2 million gallons per day of reclaimed water, which is former wastewater that is treated to remove solids and impurities, from local utilities. This process cuts the facility’s groundwater extractions in half compared to historical levels.

APPROXIMATELY 90% OF WATER
is reused or recycled in our Phosphates Business Unit

Our Bartow facility has been engaged in continuous improvement strategies to reduce water use since 2011. Each year the plant takes part in initiatives to reduce freshwater use, reuse process water, and reduce process water inventory through the use of reverse osmosis (RO) and evaporation. Employees played an important role in suggesting and implementing water savings at the facility, including installing pump seals, eliminating freshwater usage from the ball mill system, stopping condensation/steam leaks, extending demineralization regeneration cycles, installing low-flow toilets, and keeping water levels in balance, particularly during heavy rain and hurricane seasons. The changes improved operational and environmental sustainability. One initiative, a change to the RO treatment plant, recycled an additional 300 gallons of water per minute for use at the facility—further reducing the facility's reliance on groundwater sources.

Reducing Water Use in Our Potash Production

How Water is Used in Solution Potash Mining

Saskatchewan potash is extracted from deep underground deposits using either conventional (mining machines) or solution mining techniques (brine is used to remove the mineral solutions). To mine at depths greater than 1,000 meters (1 km), it is safer to solution mine.

Mosaic operates the world's largest potash solution mine in Belle Plaine, Saskatchewan. About 2.2 million tonnes of potash finished product are produced at Belle Plaine each year.

Potash solution mining is a resource-intensive process. During solution mining, warm water is pumped down wells into the potash formation. Potassium and sodium salts are dissolved deep underground and the resulting solution is pumped to the plant on the surface, where the potash is removed. Large amounts of water are removed from the solution using evaporators. The evaporated water is recovered and reused. The solution is heated, and water is evaporated in order to concentrate the potash in the solution and crystallize out salt (NaCL). The potash rich solution is then cooled through the crystallization process where the potash mineral sylvite (KCL) is produced.

Another method of recovering the potash is through the use of cooling ponds. The cooling pond technology developed at Belle Plaine was a breakthrough innovation for the site that reduces the energy required to manufacture potash products. The warm salt (NaCL and KCL) rich solution flows into outdoor ponds. As the solution cools, potash crystallizes and precipitates to the bottom of the pond floor. Dredges are used to collect the crystals and pump them in a slurry to the plant, where it is separated out.

Our Potash Business Unit used more than

200,000 m^3 OF WATER

from alternative sources in Saskatchewan in 2014

Saving Water Through an Innovative Agreement in Saskatchewan

Through an agreement with a third-party industrial partner in

Saskatchewan, Mosaic's Belle Plaine facility is able to use alternative source water. This process avoided the use of more than 200,000 m3 of freshwater use in 2014. The Belle Plaine facility sends water to be used in a cooling process at a nearby plant. The heated water returns to Mosaic's facility to be used as part of the potash production process. This synergy allows Mosaic to reduce the amount of energy that would have otherwise been used heating the water, while allowing the industrial partner to avoid cooling costs.

Mosaic Belle Plaine Water Agreement:

Avoids

approximately 200,000 m^3 of freshwater use through wastewater use each year

Generated

more than half a million gigajoules in energy savings in 2014

Saves

more than $1 million in energy savings each year

Avoided

approximately 30,000 metric tonnes CO_2e emissions in 2014

Innovation Helps Us Keep Improving

Mining, producing and delivering millions of tonnes of crop nutrients each year to customers around the globe is complex. It requires teams of dedicated professionals working to make responsible decisions each day and at every step in the production and supply chains. At Mosaic, we are continually developing innovative ways of doing our critical work. These innovations increase our efficiency while demonstrating our respect

for the Earth's resources.

*Reclaimed water is former wastewater that is treated to remove solids and impurities, and recycled. Reclaimed water accounts for 2% of Mosaic's Florida water withdrawals, including groundwater, municipal water and wastewater.

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Targets & Performance

At Mosaic, sustainability is more than just a buzzword—it's about improving our performance and delivering value to our diverse stakeholders. We're proud of all we've accomplished in our more than 10 years as a public company, and we will continue to strive for sustainability excellence. This year, we've developed a series of progressive sustainability targets. We are committed to progress against these targets and will work to evaluate future areas for measurement and improvement.

Strategy & Performance

2014 Comparative Highlights

Helping the world grow the food it needs is no easy task. Mining, producing and delivering millions of tonnes of fertilizer each year to customers around the globe is complex. It requires teams of dedicated professionals making responsible decisions each day and at every step in the production and supply chains. We've built a resilient, responsible, financially strong and innovative enterprise, capable of responding day by day, quarter by quarter and decade by decade to the ever-changing agriculture markets. Our recent moves to grow and become more efficient enhance the promise Mosaic provides for all of our stakeholders.

Economic Highlights

in Millions (except per share amounts)

	FY2011	FY2012	FY2013	CY2013*	2014
Net Sales	$9,937.8	$11,107.8	$9,974.1	$9,021.4	$9,055.8
Gross Margin	3,121.8	3,085.0	2,760.2	2,015.4	1,926.6
Operating Earnings	2,664.2	2,611.1	2,209.6	1,339.9	1,311.8
Net Earnings	2,514.6	1,930.2	1,888.7	1,062.9	1,028.6
Diluted Net Earnings Per Share	5.62	4.42	4.42	2.49	2.68
Cash and Cash Equivalents	3,906.4	3,811.0	3,697.1	5,293.1	2,374.6
Total Assets	15,786.9	16,690.4	18,086.0	19,554.0	18,283.0
Total Long-term Debt	809.3	1,010.5	1,010.5	3,009.3	3,819.0
Total Equity	11,661.9	11,999.4	13,442.9	11,320.6	10,720.6
Net Cash Provided by Operating	2,426.7	2,705.8	1,887.5	2,019.9	2,293.7

Activities					
Capital Expenditures	1,263.2	1,639.3	1,588.3	1,426.6	929.1
Dividends Per Share on Common Stock	0.20	0.275	1.00	1.00	1.00

Note: Change of year end from May 31 to December 31 occurred in 2013 (from a fiscal to a calendar year); first full calendar reporting year is 2014. For more detailed financial information, please refer to our 10-K.
*Unaudited due to change of year end from May 31 to December 31 in 2013.

Environment Highlights

	2010	2011	2012	2013	2014
Total					
Water Withdrawals[*,**] $000m^3$	288,534	268,527	288,065	319,004	309,371
Energy Consumption[***] indirect and direct energy, million GJ	94.6	92.9	97.7	97.13	105.91
Greenhouse Gas (GHG) Emissions tonnes CO_2e	4,264,055	3,593,390	4,509,579	4,410,252	4,721,097
Intensity					
Freshwater $000m^3$ per tonne of finished dry product[**,**]	4.38	4.37	5.43	5.07	4.59
Energy GJ/tonne dry product[****]	2.61	2.24	2.73	2.63	2.59
GHG (Scopes 1 and 2) tonnes CO_2e/tonnes finished dry product	0.26	0.21	0.28	0.27	0.26

[**]In line with our sustainability targets, we are reporting freshwater intensity. The intent of our water target is to drive water efficiency improvements across our business and to increase the use of alternative sources. "Freshwater" is defined as ground and surface water, and excludes reclaimed water, brine, seawater and Mississippi River water.
[***]Total water withdrawal includes once-through cooling water.
[****]Energy consumption includes electricity, fuels and energy from waste heat consumed by Mosaic operation including mines, manufacturing plants, distribution sites, offices and agricultural operations. 2012 and 2013 figures include energy consumed in sinking the K3 mine shaft in Esterhazy and the operation of Streamsong Resort. Prior years were restated with the exclusion of steam as an energy source.

Social Highlights

	FY2011	FY2012	FY2013	CY2013	CY2014

Direct Economic Impact***	$1.61B	$1.71B	$1.56B	$1.45B	$1.75B
Community Investments****	$11.6M	$23.6M	$22.6M	$27.1M	$17M
Number of Employees*****	7,700	8,000	8,400	8,200	8,717
Recordable Injury Frequency Rate	1.70	1.27	1.20	1.04 (July-Dec) 1.11(CY)	1.02
Lost Time Incident Frequency Rate	0.18	0.12	0.10	0.11 (July-Dec) 0.091 (CY)	0.075
Fatalities	1	1	0	0	1
United Way avg. pledge per employee	$456	$475	$514	$535	$502

*****Direct economic impact is wages and benefits + income taxes paid + Canadian resource taxes and royalties + community investment contributions.

******Mosaic focuses its community investments in food, water, and local philanthropic or civic partnerships where Mosaic has offices and operations. Figures reflect investments made in communities where targeted beneficiaries are external to the company. This may include contributions to research institutes unrelated to Mosaic's research and development activities, funds to support community infrastructure and other philanthropic efforts.

*******This figure, which differs from the number of employees reported in our 10-K, excludes long-term leaves, co-ops, seasonal and temporary employees.

Sustainability Targets

At Mosaic, we are continually developing innovative ways of doing our work. These innovations increase our efficiency while demonstrating our respect for the Earth's resources. And they enable us to

continue driving toward our goal of an incident- and injury-free workplace. These efforts support our ability to deliver value to our employees, customers, shareholders and stakeholders around the world.

Improve Safety Performance

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce recordable injury frequency rate to 0.6	We achieved record safety performance in 2014—for the third consecutive year • 8.1% improvement in Recordable Injury Frequency Rate in 2014 over the previous year • 17.5% improvement in Lost Time Injury Frequency Rate in 2014 over the previous year	Improve hazard awareness and risk mitigation through a standardized pre-job field level risk analysis and communication process Continue to enhance the effectiveness and efficiency of our environmental, health and safety management system Define and implement additional environmental, health and safety (EHS) leading indicators to help drive proactive EHS performance improvements

Reduce Freshwater Use

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce freshwater* use by 10% per tonne of product	Our freshwater* use per tonne of product was 4.59m^3 in 2014 We used more than 3 million m^3 of reclaimed water in 2014 We reused or recycled approximately 90% of freshwater used at Phosphates Business Unit manufacturing and Potash Business Unit operations in 2014	Continue commitment to water stewardship companywide Establish site specific goals to drive water conservation at the facility level Increase use of reclaimed water Evaluate additional partnerships with industry and government to use alternative water sources

*For the purposes of this target, "freshwater" is defined as groundwater and surface water, excludes reclaimed water, brine, seawater and Mississippi River water.

Reduce Energy Use

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce total energy use by 10% per tonne of product	Our total energy use was 2.59 GJ/tonne of product in 2014 Our continuous energy improvements in manufacturing facilities and support functions resulted in more than 1.6 million GJ energy savings in 2014—the equivalent of powering approximately 40,000 homes (view more projects G4-EN6)	Enhance site specific efforts to conserve energy, and establish specific goals to drive conservation at the facility level Increase internal consumption of cogenerated electricity wherever possible Investigate and evaluate renewable energy options

Reduce Greenhouse Gas Emissions

Target	Where We Are Today	What We Plan to Do Next
By 2020, reduce our combined Scope 1 (direct emissions) and Scope 2 (purchased electricity) greenhouse gas (GHG) emissions by 10% per tonne of product	We completed our goal, published in 2012, to reduce absolute GHG emissions by 10% and GHG intensity** by 5% in our Phosphates Business Unit from 2005 levels by 2015 • Since 2005, our Phosphates Business Unit reduced absolute Scope 1 and Scope 2 (direct and indirect) GHG emissions by a total of 11.9%—exceeding our goal by 19% • Since 2005, we improved the Phosphates Business Unit's GHG emissions intensity by 14.5%—surpassing our 2015 goal by nearly 45% In 2014, Mosaic's worldwide Scope 1 and Scope 2 GHG emissions per tonne of product was 0.26 tonnes of CO_2e Our Phosphates Business Unit operations produced 5.8 million GJ of clean energy through cogeneration, the	Evaluate additional Scope 3 emissions sources Continue using lower carbon options for material transport

	process of converting waste heat to energy, helping Mosaic avoid almost 1 million metric tonnes of CO_2e—the equivalent of taking over 200,000 cars off the road	

**Intensity per tonne of product and GHG targets exclude ammonia production due to pending decision on capacity expansion.

Reduce Waste

Target	Where We Are Today	What We Plan to Do Next
Reduce waste by increasing reuse and recycling of resources	Across business units, we recycled more than 15,000 tonnes of waste Our South Pierce facility received recognition from the Florida Department of Environmental Protection in 2014 for recycling 50% of its solid waste We strive for continuous improvement in our waste reporting. For the second year in a row, we commissioned Trucost, Plc to verify our waste data, resulting in a statement of assurance to the AA1000AS standard	Evaluate, develop, educate and, where appropriate, implement ways to increase reuse and recycling to reduce wastes Collect and externally audit waste streams to form a baseline for promoting waste minimization Optimize potash tailings management areas to minimize footprint Explore reuse and beneficial uses of potash mine salt tailings Explore reuse and beneficial uses of phosphatic clay

Stakeholder Engagement

Meaningful engagement of internal and external

stakeholders is central to Mosaic's long-term success. We want to hear the full range of voices in our workplaces and our communities worldwide. By demonstrating our commitment to transparency and ongoing dialogue, our goal is to earn and preserve the trust of all our stakeholders.

(G4-24, G4-25, G4-26, G4-27) Mosaic's stakeholders include our employees, communities, customers, government and regulatory officials, investors, civil society, environmental organizations, suppliers, media, academia and others. We identify our stakeholders as those who are affected by our activities and whose actions have the potential to affect the outcome of our business activities. Our stakeholders help shape our strategic priorities and give meaning to our mission to help the world grow the food it needs.

Mosaic supports formal and informal communication channels to connect our employees, communities, partners and consumers.

Stakeholder Engagement

Mosaic's Stakeholder	Ways We Engage	How Often	Topics of Importance
Academia	Fund or sponsor research, technical and industry meetings, research site visits, in-person visits during growing season, remote meetings	Monthly to Quarterly	Product innovations, agronomic research and development, nutrient stewardship, product trials, regulations, and impacts of our business and the industry
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 and partnerships

Customers	Sales relationships, regular visits, customer service surveys, special events	Weekly to Biannually	Product innovations, agronomic research and development, 4R Nutrient Stewardship, certifications, impacts of our business and the industry
Employees, Senior Leadership Team and Board of Directors	Intranet sites, e-screens at plants and mines, town hall meetings, engagement surveys, Annual Meeting, committee meetings	Daily	Environment, health and safety, company, business unit and facility performance, our business and our industry, business conduct and ethics, professional development and training
Government and Regulatory Officials	Congressional and administration advocacy, permitting applications, tours of plants and mines	Biweekly to Quarterly	Compliance, environmental investment and footprint, industry leadership, voluntary programs
Investors and Financial Markets	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 and shareholder priorities
Joint Ventures and Business Partners	Board meetings, technical and planning sessions, site visits	Daily to Biannually	Project details, environment, health and safety, investments, technologies, product and process

			process knowledge
Labor Unions	Employee and labor relations meetings, contract negotiations	Daily to Annually	Safety, contract interpretation, employee relations issues, engagement, productivity, work environment
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
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
Retirees	Mailings, HR Connect	As Needed to Annually	Plan benefit summaries and changes, investment updates and disclosures
			Cost reduction, productivity, quality and innovation opportunities, new

Suppliers	Internet site, meetings with procurement team, supplier survey	Weekly to Biannually	technologies, contract preparation, environment, health and safety evaluation and renewal, products and services provided, certifications, impacts of products and services

Cross-sector and Industry Partnerships

Mosaic recognizes the importance of being active in industry associations and cross-sector business forums. These common platforms help advance cutting-edge scientific research and best management practices within our company and our industry. We consider the relevance of each engagement opportunity to our business strategies, and we pursue mutually beneficial partnerships. Many of the key organizations we engage with are listed here.

Cross-sector and Industry Partnerships

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. We report to CDP annually.
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.
Institute on the Environment (IonE) at the University of Minnesota	Founding Partner	Mosaic supports IonE'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.
United Nations Global Compact (UNGC)	Signatory	In 2011, Mosaic became a signatory to the UNGC, affirming our deep commitment to operating responsibly. We communicate our progress annually. We are also committed to UNGC's Food and Agriculture Business (FAB) Principles.
Industry Organization	**Ways We Engage**	**Involvement**
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.
Associação Nacional para Difusão de Adubos (ANDA)	Member	As a member of ANDA, Mosaic promotes the value and correct use of fertilizers in Brazil.
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 2014, Mosaic continued to partner with CTIC on several initiatives that champion, promote, and provide information on technologies and sustainable agricultural systems.
Field to Market®	Board Level	Mosaic contributes to solutions for sustainability and continuous improvement in U.S. commodity agriculture.
International Fertilizer Industry Association (IFA)	Board Level	Mosaic supports IFA's efforts to represent, promote and protect the fertilizer industry among policymakers, regulators, farmers and society at large.
International Plant Nutrition Institute (IPNI)	Board Level	Mosaic contributes to and benefits from IPNI's information about the production, distribution, and use of potash, and its influence on soil fertility.
Saskatchewan Mining Association (SMA)	Board Level	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)	Board Level	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.
Fertiliser Association of India (FAI)	Member	Mosaic supports and partners with FAI in its objective to ensure food security through balanced and efficient use of plant nutrients.

Materiality

Defining What's Most Important

(G4-18, G4-19, G4-26) As a global, publicly traded company, we are continually exploring what it means to be responsible and accountable to Mosaic's diverse stakeholders. From employees, customers, shareholders and industry partners to trade unions, community organizations, government officials and academics, we seek ongoing dialogue with individuals or representatives of stakeholder organizations that impact—or are impacted by—Mosaic's business activity.

Topics and indicators that reflect Mosaic's significant economic, environmental and social impacts or that would substantively influence the assessments and decisions of stakeholders are deemed by us to be

While our stakeholders' different perspectives occasionally harbor a potential for conflict, we aim to strengthen a broad foundation of trust, open communication and mutual understanding. In our effort to understand and prioritize issues material to our stakeholders, we worked with a third-party auditor to analyze how Mosaic defines significant economic, environmental and social impacts, engages stakeholders, prioritizes and manages issues, and develops targets by which we measure and report our progress. AccountAbility's AA1000 Stakeholder Engagement Standard guided the review process that reflects our company's commitment to more fully inform all stakeholders on matters that influence our business and society.

"material" for sustainability reporting purposes. References in this Report to "material" or "materiality" refer to matters that are material, or to materiality, for sustainability reporting purposes.

We aim to strengthen a broad foundation of trust, open communication and mutual understanding

In addition to analyzing peer sustainability reports, Global Reporting Initiative (GRI) G4 guidelines and the Mining and Metals sector supplement, as well as other reports and frameworks, our analysis included:

- Reviewing Mosaic's public financial reports, sustainability reports, GRI tables, policies and commitments as well as an internally-conducted survey of senior management, customers and employees
- Conducting quantitative telephone surveys to measure progress of community relations and environmental stewardship in two primary geographies in which Mosaic operates—regions of Saskatchewan and Florida
- Scanning media reports, social media and blogs for issues raised for public concern
- Engaging leaders of local, regional, national and global community organizations
- Reviewing marketing research and customer satisfaction survey results
- Analyzing investor insights
- Compiling community perceptions through social media activity and brand awareness surveys

Focus Areas

Our former Sustainability Steering Committee and Public Affairs team members evaluated the materiality of more than 50 issues based on their relevancy and importance to stakeholders, the likelihood of impact and the connection to Mosaic's business strategies and values. Material issues are structured around and summarized in five areas of sustainability focus:

- Food
- Environment
- People
- Company

- Comparing sustainability materiality determination practices to peer companies
- Cataloguing issues identified by stakeholder surveys, sustainability indexes, principles of the United Nations Global Compact, regulatory and policy trends, industry associations and cross-sector partnerships
- Community

Continuous improvement is a cornerstone of our company culture, driving us forward. Our stakeholders—whether supportive or critical—voice concerns and provide suggestions that help us define and achieve our sustainability goals. Our goals and reporting will evolve as we refine our understanding and identify further material issues.

5 Areas of Sustainability Focus: Food, Environment, People, Company, Community

(G4-19, G4-21) The following issues, grouped into 14 categories by sustainability focus area, stand out as most material to our stakeholders.

Category Descriptions

1. **Water**
   - Withdrawals, recycling and discharge
2. **Occupational Health and Safety**
   - Injury-free workplace
   - Promoting safe and healthy behaviors
3. **Communities**
   - Local sourcing and hiring
   - Community relations
   - Community investment
   - Revenue sharing and sustainable community investment
   - Commercial, in-kind or pro bono
8. **Waste**
   - Overburden and tailings
   - Mining wastes
   - U.S. Resource Conservation and Recovery Act
9. **Shareholders**
   - Performance, priorities and investment
   - Market forecasting, competition and risk
   - Market access
   - Low-cost provider of crop nutrients
10. **Supply Chain**
    - Raw materials and energy price and availability
    - Supply chain and JV risk
    - Data security
11. **Workforce Management**
    - Recruiting, developing,

impacts
- Closure plans

4. **Greenhouse Gas (GHG) Emissions and Energy**
   - Energy consumption, source and efficiency
   - GHG and other significant air emissions

5. **Product Stewardship, Innovation and Food Security**
   - Agricultural yields and sustainable intensification practices
   - Agronomic and technological research and development
   - Product innovation
   - 4R Nutrient Stewardship

6. **Government**
   - Public policy activities
   - International fiscal or political unrest

7. **Environmental Incidents**
   - Environmental releases
   - Fines and nonmonetary sanctions

demographics
- Labor relations
- Training and benefits

12. **Customers**
    - Satisfaction, expectations, loyalty, requirements

13. **Land Use and Biodiversity**
    - Mined, reclaimed and managed land
    - Management plans, International Union for Conservation of Nature red list

14. **Human Rights**
    - Freedom of association and collective bargaining
    - Indigenous rights

Continuous improvement is a cornerstone of our company culture, driving us forward

Material aspects, as well as aspect boundaries within and outside the organization, are as follows:

Food

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
Product Stewardship, Innovation and Food Security • Product and Service Labeling • Products and Services	Whole Organization	Customers; Civil Society Organizations; Competitors; Government and Regulatory Officials; Media; Academia
Customers • Product and Service Labeling	Whole Organization	

Environment

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
Water • Water	Whole Organization	Local Communities; Suppliers; Customers; Government and Regulatory Officials; Media
Greenhouse Gas (GHG) Emissions and Energy • Energy • Emissions	Whole Organization	
Environmental Incidents • Compliance • Overall	Whole Organization	
Waste • Effluents and Waste	Whole Organization	
Land Use and Biodiversity • Biodiversity	Phosphates and Potash Business Units	
Supply Chain • Transport	Whole Organization	
Other Material Aspects • Materials	Whole Organization	

People

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
Occupational Health and Safety • Occupational Health and Safety	Whole Organization *excluding* acquisitions completed in 2014 (CF Industries and ADM)	Suppliers; Local Communities; Labor Unions
Workforce Management • Employment • Labor/Management Relations • Training and Education • Diversity and Equal Opportunity • Market Presence	Whole Organization	

Company

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
Government • Anti-corruption • Public Policy	Whole Organization	Investors; Suppliers and Joint Ventures; Competitors; Government and Regulatory Officials; Civil Society Organizations; Media
Shareholders • Economic Performance	Whole Organization	

Community

Material Category and Relevant G4 Aspects	Aspect Boundary Within the Organization	Aspect Boundary Outside the Organization
Communities • Market Presence • Indirect Economic Impact • Procurement Practices • Local Community • Closure Planning	Whole Organization	Local Communities; Civil Society Organizations

• Resettlement		
Human Rights • Non-discrimination • Freedom of Association and Collective Bargaining • Child Labor • Compulsory Labor • Indigenous Rights • Human Rights Grievance Mechanisms	Whole Organization	

Food

Today, fertilizers help produce up to 60% of all crop yields. Macronutrient and micronutrient fertilizers play a vital role in soil fertility and sustainable crop production.

The United Nations estimates that world population will climb from 7 billion to 9 billion by 2050, and increasing global prosperity means more demand for meat—and for the grain to feed cattle, pigs and chickens raised for food. For that many human beings to thrive on our planet, the world's farmers must produce more food, fuel and fiber. And they will need fertilizers to do it. By striving to produce and deliver the highest quality, most innovative crop nutrition products, we help farmers rise to the challenge.

Food Security

Nourishing a Growing World

The Mosaic Company is the world's leading producer and marketer of concentrated phosphates and potash crop nutrients for the global agriculture industry. Farmers around the globe depend on our potash and phosphate products to help nourish their crops—and to maximize the food they can grow on every acre of farmland.

Our Products and Brands

(G4-4) Mosaic's potash and phosphate nutrients play an important role in nourishing farmers' soil, growing healthy plants, and increasing global food security. Our continual focus on product quality and new product development helps to ensure we can meet the unique needs of growers around the world. Through our broad product offering, we are a single-source supplier of phosphate- and potash-based crop nutrients and animal feed ingredients to customers in approximately 40 countries.

We mine phosphate rock in Florida and process rock into finished phosphate products at facilities in Florida and Louisiana. We mine potash in Saskatchewan and New Mexico. We have other production, blending or distribution operations in Brazil, China, India and Paraguay, as well as strategic equity investments in a phosphate rock mine in the Bayovar region in Peru, and a joint venture to develop a phosphate rock mine and chemical complexes in the Kingdom of Saudi Arabia. Our distribution operations serve the top four nutrient-consuming countries in the world.

Phosphate and potash are 2 of 17 essential nutrients plants need for growth and reproduction

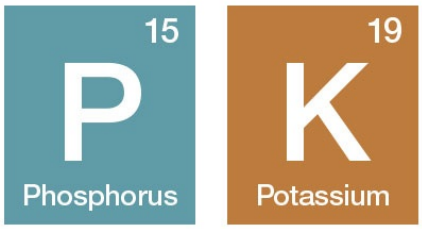
Phosphates

We are the largest integrated phosphate producer in the world and one of the largest producers and marketers of phosphate-based animal feed ingredients in the United States. We sell phosphate-based crop nutrients and animal feed ingredients throughout North America and internationally.

Throughout 2014, our Phosphates segment also included our North American and international distribution activities. Our distribution activities include sales offices, port terminals and warehouses in the United States, Canada and several other key international countries. In addition, the international distribution activities include blending, bagging and production facilities in Brazil, China, India, and Paraguay. We account for approximately 14% of estimated global annual production and 71% of estimated North American annual production of concentrated phosphate nutrients.

Potash

We are one of the four largest potash producers in the world. We sell potash throughout North America and internationally, principally as fertilizer, but also for use in industrial applications and, to a lesser degree, as animal feed ingredients. We account for approximately 14% of estimated annual potash production and 44% of estimated North American annual potash production.



The Mosaic Villages Project

Helping Smallholder Farmers Produce More Food and Break the Poverty Cycle

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. Average yield across The Mosaic Villages Project increased three to five times over traditional farming practices. Learn more.

Examples of Mosaic's products include:

MicroEssentials® K-Mag® Nexfos® Aspire®

- Diammonium Phosphate (DAP): DAP is the most widely used high-analysis phosphate crop nutrient worldwide. DAP is produced by combining phosphoric acid with anhydrous ammonia. DAP is a solid granular product.
- Monoammonium Phosphate (MAP): MAP is the second most widely used high-analysis phosphate crop nutrient and the fastest growing phosphate product worldwide. MAP is also produced by first combining phosphoric acid with anhydrous ammonia. MAP is a solid granular product.
- Muriate of Potash (MOP): MOP is the primary source of potassium for the crop nutrient industry. Red MOP has traces of iron oxide. The granular and standard grade Red MOP products are well suited for direct fertilizer application and bulk blending. White MOP has a higher percent potassium oxide. White MOP, besides being well suited for the agricultural market, is used in many industrial applications.
- MicroEssentials®: MicroEssentials fertilizers are a line of value-added
- K-Mag®: K-Mag delivers potassium (K), magnesium (Mg) and sulfur (S) in a single granule, reducing the need for fertilizer blends.
- Nexfos®: In 2011, Mosaic unveiled Nexfos, a new animal feed-grade phosphate product that increases efficiency, enhances bioavailability and contains a higher sustainable concentration of phosphate over traditional livestock feed products. Nexfos represents the first innovation in feed-grade phosphate in more than 40 years. Nexfos also reduces purchasing, storing and handling costs for consumers, and offers significant reductions in requirements during production. Production design changes have resulted in increased water and energy efficiencies.
- Aspire®: Aspire is the first-of-its-kind micronutrient-enhanced potash-based fertilizer. Aspire with Boron premium potash combines potassium and boron in each granule to achieve uniform distribution, increased yields and to meet the growing need for micronutrients in

ammoniated phosphate products that are enhanced through a patented process to include micronutrients such as sulfur or zinc. These products provide for uniform nutrient distribution, resulting in improved nutrient uptake, which allows plants to maximize their yield potential.

crops like corn, soybeans, alfalfa and cotton.

Product Responsibility

Materials Stewardship Programs

DMA: **In December 2013, Mosaic's Belle Plaine facility received the Product Stewardship Excellence Certification from the International Fertilizer Association's (IFA) Protect & Sustain Product Stewardship program. This certification covers the product life cycle including: management systems, product development and planning, sourcing and contracting, manufacturing techniques, and supply chain to the customer.**

Communications are directed up and down the value chain, such as supplier certification requirements as part of sourcing and procurement of inputs, (material) safety data sheets (M/SDS), labels, registrations, quality/traceability information, training and

Finally, process improvements include an Environmental Health and Safety Management System that is aligned to ISO 14001/OHSAS 18001 and ANSI-10, enterprise mechanical integrity programs and contractor accountability programs.

educational materials.

Mosaic's research and development processes include internal and external research and science-based data generation to advance product advocacy and customer results.

Mosaic's products are 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.

Received the "Product Steward Excellence" rating

Product Responsibility

Responsibly Labeling Our Products

(G4-PR3) Mosaic complies with safety, environmental, labeling and registration required by country and local governments where we sell and distribute fertilizer, animal feed and industrial products. Where U.S. standards are more stringent, we follow those more rigorous standards on the products that we produce both in the United States and for export.

Mosaic provides the required country, state and local product documentation for all shipments. This includes detailed labels, data specification sheets and a safety data sheet (SDS) for all products. These

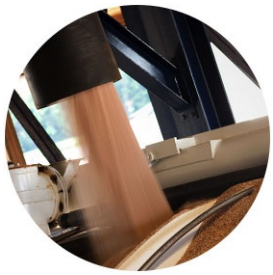
Though not addressed in typical labeling, Mosaic promotes customer education following the 4R Nutrient Stewardship framework of the Right product/source, applied at the Right rate, at the Right time and at the Right place. Our agronomists share this message worldwide.

(G4-PR4) Mosaic has automated systems to manage, track and monitor incidents related to noncompliance with regulations and voluntary codes concerning product and service information and labeling. Mosaic had no incidents of noncompliance with regulations or voluntary codes concerning labeling of our products and material

documents provide information about proper product handling, safety precautions and guaranteed analysis. Situations requiring disposal are also addressed in the SDS. For product undergoing vessel transport, the SDS includes certification that the discharge of cargo hold rinsate is not harmful to the marine environment.

services.

We encourage the use of the bulk blending and delivery system in farming operations



Using Bulk Transport for Added Efficiency and Sustainability

(G4-EN28) Mosaic products, predominantly fertilizer and animal feed ingredients, are used in various stages of agricultural operations with multiple steps and biological processes. To the extent possible, bulk transport is used to minimize the need for extensive packaging throughout the supply chain. Agricultural operation processes are not within Mosaic's purview to control; however, the nutrient elements of our products often are recycled into these or other agricultural systems. Examples of these systems include:

- Fertilizer is applied to the soil and then taken up by plants; the plants can be used for human or animal food. This food is processed and excreted by humans and animals as manure or biosolids, which may be recycled and used as nutrients similar to fertilizers, depending
- To further encourage stewardship of our products, Mosaic has formed a product stewardship team from various disciplines and is pursuing opportunities to cooperate with supply chain and logistical partners to identify and implement stewardship enhancements on a global basis.

An example of our use of reclaimed products is with sulfur, which is a co-product of the petroleum industry and is reclaimed from the crude oil desulfurization process. Our use of this product prevents an excess of sulfur that otherwise could be disposed of in landfills.

Finally, Mosaic supports and helps promote The Fertilizer Institute's (TFI) Bulk Blend Workshops and Manual, which eliminates the need for packaging of major raw materials or the final product. This process completely eliminates the need for bags, as the product is transferred from dealer to

on infrastructure (e.g., publicly owned treatment works reuse water distribution systems).

- Animal feed materials are taken up by animals as food and excreted as manure. These materials may be recycled and used as nutrients similar to fertilizers, depending on infrastructure (e.g., feed lot versus free-range grazing).

farmer. Because of the sizing and blending capabilities of our bulk materials, we encourage the use of the bulk blending and delivery system in farming operations.

More than 500 plots of research were established in 2014

Reducing the Environmental Impacts of Our Products and Services

(G4-EN27) Mosaic has a dedicated agronomy team that conducts field trials to evaluate the performance of our products and develop recommendations to mitigate any potential environmental impact. In 2014, we conducted 350 small-plot trials in Argentina, Brazil, Chile, China, Canada, India, Northern Latin America (Mexico to Peru) and the United States. These trials were conducted by highly regarded private researchers and universities that follow rigorous scientific standards. In addition, more than 200 demonstration plots were conducted in the same countries via collaborations with customers and growers.

Mosaic continues its collaboration with a highly regarded crop sciences professor and researcher at the University of Illinois to develop advanced agronomic systems aimed at sustainably increasing corn and soybean productivity by combining fertilizer best management practices with other agronomic technologies. This research evaluates nutrient requirements of modern corn hybrids and soybean varieties under different field conditions. A complete understanding of field conditions is a precondition of a balanced crop nutrition program.

In total, more than 500 plots of research were established in 2014.

CropNutrition.com is a digital hub of soil fertility and balanced crop nutrition information

Educational Tools

Mosaic supports an educational initiative to help the industry understand fertilizer best management practices as a way of reducing environmental impact.

CropNutrition.com is a resource for retailers, growers and media members seeking to better understand soil science, grow crops that are stronger, and increase productivity and yield in a sustainable manner. By simplifying highly technical and agronomic information, CropNutrition.com is an approachable and digestible digital hub of soil fertility and balanced crop nutrition information. Retailers and growers will benefit from Mosaic sharing information that will allow them to think progressively about crop fertility.

Resources on the Website include:

- The Agronomy Resource Center – features expertise from members of the Mosaic agronomy team and timely regional updates
- The Mosaic Company Agronomy Blog – timely and topical blog posts
- The Periodic Table of Crop Nutrients – an interactive tool with descriptions of each nutrient's role in plant health and photos of nutrient deficiencies
- AgriSight® – quarterly fact sheets highlighting the latest research and industry trends
- AgriFacts® – a series of fact sheets that summarizes the results of trials conducted by The Mosaic Company agronomy team and research partners
- Fertility Facts – new videos shared monthly
- *Unfenced*SM Magazine – our quarterly publication on the latest crop nutrition trends, products and research (four issues/year)

Properly managed nutrients support cropping systems that provide economic, environmental and social benefits

Industry Initiatives

The Nutrient Use Geographic Information System (NuGIS) is a Web-based application developed by International Plant Nutrition Institute (IPNI) that integrates multiple tabular and spatial datasets to create county-level estimates of nutrients applied in fertilizer and livestock manure, nutrients removed by harvested agricultural crops, and the resulting balance. Mosaic's membership in IPNI helps fund this North American database. We have leveraged this information by providing reports specifically for our customers to help them assess nutrient use efficiency and balance.

4R Nutrient Stewardship (4Rs) is about doing everything "right" in regard to fertilizer application and effectively reducing agriculture's potential for negative externalities. The 4Rs is an innovative and science-based approach that, when applied, offers enhanced environmental protection, increased production, increased farmer profitability and improved sustainability. The concept is to use the Right fertilizer source, at the Right rate, at the Right time, in the Right place. Because the 4Rs is critical for sustainability, Mosaic's goal is to partner with

To help address this challenge, TFI has been working collaboratively with the IFA, IPNI and the Canadian Fertilizer Institute to advance the 4R Nutrient Stewardship initiative. Two goals of the initiative include establishing 4Rs as a recognizable strategy for economic, social and environmental sustainability, and expanding the adoption of 4R Nutrient Stewardship globally.

Read more about our commitment to nutrient stewardship in "Reducing the Loss of Crop Nutrients to Waterways"

View the Case Study

the fertilizer industry to enhance understanding, adoption and promotion of 4R Nutrient Stewardship among stakeholders.

The 4Rs of Nutrient Stewardship

Right Source

Matches fertilizer type to crop needs

Right Rate

Matches amount of fertilizer to crop needs

Right Time

Makes nutrients available when crops need them

Right Place

Keeps nutrients where crops can use them

Partnerships

Mosaic established and continues to fund the Mosaic Fertilizer Technology and Research Centre initiative at the University of Adelaide, Australia. The centre focuses on soil chemistry and fertilizer technology, and uses the latest technology to develop innovative fertilizer formulations to improve nutrient use efficiency.

Mosaic also has a long-term partnership with a globally recognized plant nutrition expert at Sabanci University in Turkey, whose research focus is balanced crop nutrition and nutrient interactions conducted through greenhouse experiments.

The Mosaic Company partners with The Nature Conservancy as it conducts a three-year conservation pilot in three watersheds in the Upper Mississippi River basin, including the Root River in southeastern Minnesota, the Boone River in northern Iowa and the Mackinaw River in central Illinois. The Conservancy works with local partners, including farmers, in those watersheds to implement and study conservation techniques that best lower nutrient and sediment concentrations by reducing runoff from agricultural landscapes. Through this project, the Conservancy seeks to determine which tools work best in a larger, sub-watershed system, and will then communicate findings to crop producers to guide their farm stewardship decisions.

Product Innovation & Customer Satisfaction

Driven by our mission to help the world grow the food it needs, Mosaic helps improve crop yields through the science-based and efficient use of crop nutrients.

Our continual focus on developing and testing new products, such as our premium product line, ensures we can help meet the unique needs of growers in every part of the world. In 2014, we announced plans to further expand MicroEssentials® capacity, bringing total capacity to 3.5 million tonnes by 2017. We currently have over 20 potential products or product variations in various stages of development.

Using more than 500 research plots around the world, we evaluate agronomic practices, test crop nutrition performance, and develop recommendations to mitigate potentially negative environmental impact stemming from improper use. Please see G4-EN27 for more information.

In 2014, we announced plans to further expand MicroEssentials® capacity, bringing total capacity to 3.5 million tonnes by 2017

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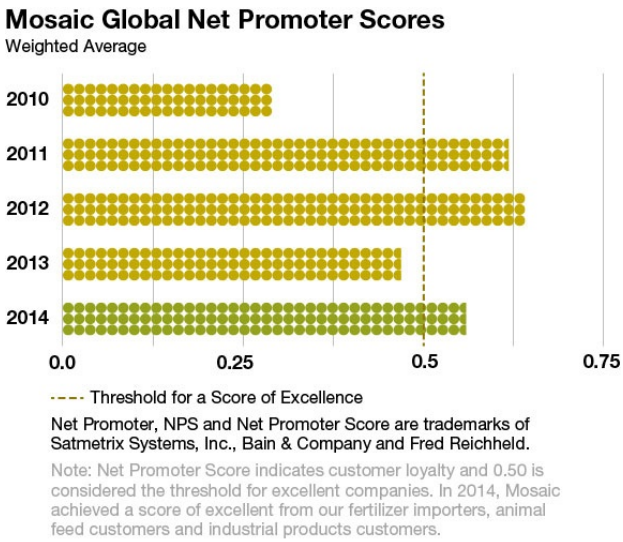
(DMA, G4-PR5) At Mosaic, customer satisfaction and loyalty are paramount to sustaining and growing our world-class organization. On an annual basis, we adhere to a trusted feedback methodology to measure satisfaction levels of our crop nutrition, animal feed and industrial businesses. This global feedback system also allows us to monitor recent performance and to identify which performance factors likely have the biggest impact on customer loyalty, either positively or negatively.

We use the same methodology to better understand customer satisfaction throughout Mosaic's global operations. The survey results are shared with our customer service team, as well as with our key customers around the world. In 2014, Mosaic earned a score of 7.8 on a scale of 0 to 10. This score is described as "Quite Satisfied."

Our key customer loyalty metric—Net Promoter Score (NPS)—is a standard index



Additionally, we conduct an annual brand awareness tracking study for MicroEssentials® which includes a product satisfaction measurement. Compared to eight other premium fertilizer products, MicroEssentials received the highest satisfaction rating with 77% of respondents reporting that they are highly to extremely satisfied with the product.

across a variety of industries around the world. We use this metric to benchmark our results against others', allowing us to identify and target areas that are opportunities for improvement. Year over year, we work to improve our performance by providing quality products and ensuring on-time delivery and logistical support. In 2014, Mosaic earned an NPS score of 56%. A 50% score is widely considered to be the threshold NPS for high performing companies.

Environment

DMA: **Respect for the natural environment is paramount and essential to the sustainability of our business. From our potash mines in Saskatchewan to our Florida phosphate operations and blending facilities in Brazil, we strive to optimize our production processes and reduce our environmental footprint.**

At Mosaic, we believe lasting success comes from making smart choices about how we manage resources. We are committing significant resources to advancing our efforts in water conservation, land reclamation and waste reduction, and producing clean energy through cogeneration in our phosphates operations. We are also committed to the responsible and sustainable use of our products. By promoting and advancing 4R Nutrient Stewardship, we are working to mitigate potentially negative environmental impacts stemming from improper use of fertilizer.

This year, we have developed sustainability targets to help focus our efforts and track our progress in the areas of water, energy, greenhouse gases and waste. We are committed to achieving these targets and will work to evaluate future areas for measurement and improvement.

View Our Sustainability Targets

Water

Managing Our Water Footprint

Responsible use of water is a fundamental component of Mosaic's global sustainability vision. Our water management programs involve facility-specific and business unit-wide initiatives to reduce our water footprint.

Water Withdrawals

(G4-EN8) The primary sources of water for our operations are surface water, rainwater and groundwater. Secondary sources of water include water supplied by local authorities and partially treated industrial and domestic reclaimed water, also supplied by local authorities. Surface water withdrawals include once- through cooling water used by operations in Louisiana.

Mosaic operations capture rainfall, a portion of which is impounded and used in the various production processes, with some discharged through permitted outfalls. Traditionally, Mosaic has considered captured rainfall use as an "alternative water supply." Captured rainfall is used in part to estimate recycle/reuse water usage rates at Florida concentrate and minerals operations.

Global Water Withdrawals

,000m^3

	2010	2011	2012	2013	2014
Groundwater	62,699	58,746	71,218	67,277	64,380
Municipal	112	94	118	133	781
Reclaimed Water	897	971	1,084	1,167	3,429

Surface Water	225,009	208,952	215,854	250,427	240,780
Total	**288,717**	**268,763**	**288,274**	**319,004**	**309,370**

In alignment with our Sustainability Targets, we have modified our water intensity reporting to reflect a freshwater intensity measurement. In setting a water target, our intent is to drive water efficiency improvements across our business and to increase the use of alternative sources.

Mosaic's freshwater withdrawals per tonne of dry product crop nutrient and animal feed production are as follows:

Freshwater Intensity

m^3/Tonne

	2010	2011	2012	2013	2014
Mosaic	4.38	4.37	5.43	5.07	4.59

Notes: "Intensity" refers to the volume of water used in making product (m^3) per unit of product manufactured (metric tonnes). Production includes all crop nutrients and animal feed ingredients produced in the calendar year. "Freshwater" is defined as groundwater and surface water and excludes reclaimed water, brine, seawater and Mississippi River water used for once-through cooling.

For withdrawals and total intensity broken down by business unit, please see our Environment Metrics Supplement page.

(G4-EN9) Mosaic's Central Florida fertilizer production facilities operate on more than 90% recycled or reused water. Deep well pumping from the Floridan Aquifer is strictly regulated, and is used as a supplemental water supply on an as-needed basis. Local regulations favor the use of available alternative water supplies, such as reclaimed water from municipalities, before groundwater use. Mosaic Florida sites received reclaimed water from six municipal waste water treatment plants in 2014 at an average rate of 2.1 million gallons per day (MGD). Please see G4-EN8 and G4-EN10 for additional context.

Once water use permits are issued, permit holders must regularly evaluate and report to the Southwest Florida Water Management

In the Phosphates Business Unit, to avoid any impacts on adjacent wetlands and other surface water sources, active mining areas are surrounded by a protective recharge ditch and berm system that assists in maintaining the groundwater table elevation. The Phosphates Business Unit does not withdraw water from rivers or lakes to supplement freshwater needs, further protecting ecological resources from undue stress.

The final Areawide Environmental Impact Statement (AEIS), a two-plus-year study released by the U.S. Army Corps of Engineers (ACOE) in April 2013 and addended in July 2013, evaluating the cumulative impacts of phosphate rock mining in Central Florida, concluded that the effects from mining on groundwater resources would be "minor" in magnitude and not "significant." A similar conclusion was

District on water conservation efforts to minimize groundwater use for processing needs on an annual basis. To demonstrate the substantial results achieved through water conservation efforts over time, in 1991, Mosaic's predecessors used approximately 1,000 gallons of water to process one ton of phosphate rock; currently the water use has been reduced by approximately 50% to about 500 gallons of water per ton of phosphate rock. Mosaic's water use permit also reflects this decrease in demand. In fact, the Integrated Water Use Permit was renewed in 2012 with an annual average permitted quantity of 69 MGD versus the previous permit for the same area authorizing water use of 99 MGD, representing a reduction of 30%.

reached for surface water resources in the July 2013 AEIS Addendum, which also indicates that surface water and ecological impacts would be "minor" and with mitigation would not be significant.

Today phosphate rock is processed using half the amount of water that was used more than 20 years ago

Water Recycling

(G4-EN10) Our facilities continuously monitor and evaluate water use to ensure it is minimized, and water recycling and reuse are maximized. Recycle and reuse percentage rates for Mosaic's Potash and Phosphate Business Units are presented here. Rates and volume are based on total water used by facility, less freshwater withdrawals.

Recycle and Reuse Volume Rate

Business Unit	Recycle and Reuse Volume ,000m^3	Recycle and Reuse Rate
Potash	195,195	90%
Phosphates	672,712	90%

Notes: Carlsbad, N.M., South Pasture, Plant City, and

APPROXIMATELY 90% of water is reused or recycled in Florida Phosphate Operations and Saskatchewan Potash Operations

South Pierce, Fla., and Faustina and Uncle Sam, La., are not included in respective business unit calculations. Belle Plaine is a solution mine and therefore, water use and methodology for recycle/reuse rate differs from shaft mining operations. Mosaic operations capture rainfall, a portion of which is impounded and used in the various production processes, with some discharged through permitted outfalls at Phosphates facilities. Traditionally, Mosaic has considered captured rainfall use as an alternative water supply, and it is used in part to estimate recycle/reuse water usage rates at Florida concentrate and minerals operations.

Effluents & Waste

Water Discharges

(G4-EN22) Discharges from Mosaic's U.S. phosphate operations to nearby water bodies are highly regulated through federal National Pollutant Discharge Elimination System (NPDES) permits (administered by FDEP), which require ongoing demonstration of compliance with effluent limitations. These limitations are based on the water quality standards that protect the designated uses of the receiving water body. As an overarching principle, water that falls within the active, operational footprint at Mosaic's phosphate mining and fertilizer production facilities is actively managed, treated if necessary and discharged only through outfalls, whose locations are permitted through the NPDES program. Discharges are monitored, sampled and analyzed regularly by Mosaic, and reported to the regulatory agencies to demonstrate ongoing compliance with these permit limitations. By maintaining compliance with all NPDES permits, Mosaic ensures that its discharges meet existing regulations.

In 2014, Mosaic's Canadian Potash facilities helped preserve water quality off-site by maintaining a zero-discharge approach, with the capture of surface water runoff from the sites. In certain circumstances of high precipitation events, off-site discharges of freshwater surface runoff are warranted and are approved in advance by the Saskatchewan Ministry of Environment. There were two such instances in 2014.

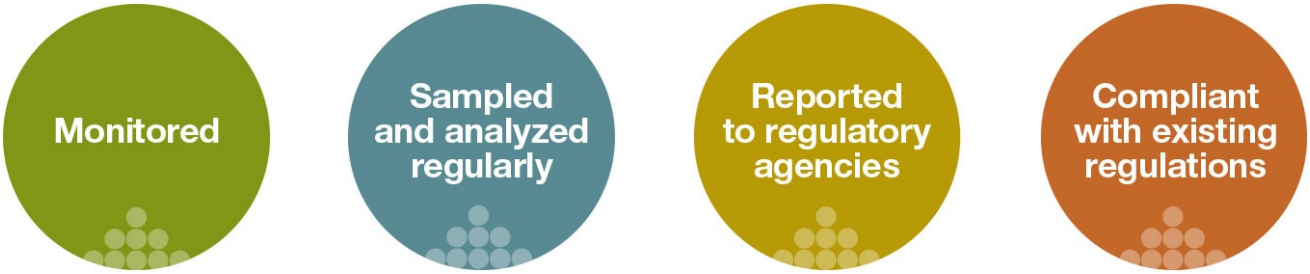
A significant percentage of the total outfall discharge from Florida Phosphate operations is from rainwater. The discharge pattern tends to follow the rainfall pattern (e.g., more discharges occurring immediately following rainfall events) and the total can vary year to year depending on the levels of precipitation. In Florida, our operations are located in the following river basins: Alafia River, Hillsborough River, Little Manatee River, Myakka River and Peace River, with one fertilizer manufacturing facility's outfalls directing water to Tampa Bay. Mosaic's Phosphates facilities in Louisiana have permitted outfalls that discharge water to the Mississippi River. The following table summarizes the total surface water discharge from our Phosphate operations in Florida and Louisiana combined. As of the date of this publication's release, 2014

discharge data is not available. We expect to publish 2014 data here after July 2015.

Total Water Discharge of Mosaic Phosphates Business

	2010	2011	2012	2013
Phosphates Business Unit Annual Outfall Discharges ,000m^3	404,149	287,978	321,318	444,035
Phosphates Outfall Discharge Annual Phosphorous Loadings Tonnes	2,216	1,785	2,465	2,691
Phosphates Outfall Discharge Annual Nitrogen Loadings Tonnes	228	123	210	210

Water Discharges are:



(G4-EN26) The discharge of water and runoff from Mosaic's mining and fertilizer manufacturing is a highly regulated activity that has stringent reporting and compliance requirements. The release of water via storm water or discharge must comply with these requirements. The standards enforced by the regulatory authorities are designed to protect water bodies and associated habitats from degradation and secondary environmental impacts. None of the points of discharge releases water directly into a designated protected area.

Water discharge examples at our major facilities:

- Any releases are subject to water constituent limitations designed to be protective of downstream biological communities. This water quality protection is particularly important as segments of the Little Manatee River and the Myakka River, downstream of Mosaic's operations, are designated as Outstanding Florida Waters—with a portion of the Myakka River also being classified as a Florida Wild and Scenic

The five riverine basins in which Mosaic operates in Florida include the Hillsborough, Peace, Alafia, Little Manatee and the Myakka Rivers. These riverine systems vary in size, as indicated below.

Florida Riverine Basins Where Mosaic Operates

Water Body/Basin	Basin Size Hectares	River Length km
Hillsborough River	175,000	95
Peace River	608,000	169
Alafia River	109,000	38
Little Manatee River	58,000	58
Myakka River	155,000	106

River. The final AEIS released by the ACOE in April 2013 and supplemented in July 2013, which documented the findings of a comprehensive two-plus-year study on the direct, indirect and cumulative impacts of proposed and reasonably foreseeable phosphate mining projects in the Central Florida Phosphate District, concludes that the effects of mining will not have a significant water quality impact, in part, because the proposed projects are not expected to cause violations of water quality standards. While acknowledging that NPDES-permitted discharges associated with the proposed mine alternatives may add some authorized quantities of certain regulated or targeted constituents to receiving waters, the final AEIS concluded that anticipated, resulting levels of these parameters would not constitute a health risk nor present an unacceptable risk to stream biota.

- In Louisiana, our Faustina and Uncle Sam plants intake and outfall to the Mississippi River. This process is highly regulated by the state to ensure that gross contaminant levels are acceptable.
- For our Canadian Potash operations, we have no off-site releases of water or runoff as part of normal operations. See G4-EN22 for additional context.

Energy & Emissions

Reducing Our Energy Use & Emissions

Since our company's formation in 2004, Mosaic has invested in site- specific initiatives and companywide programs aimed at reducing energy use and emissions. These efforts are resulting in operating cost savings and improvements in environmental performance.

Energy

(G4-EN3) Mosaic's worldwide total direct energy consumption in 2014 was 95.43 million gigajoules (GJ).

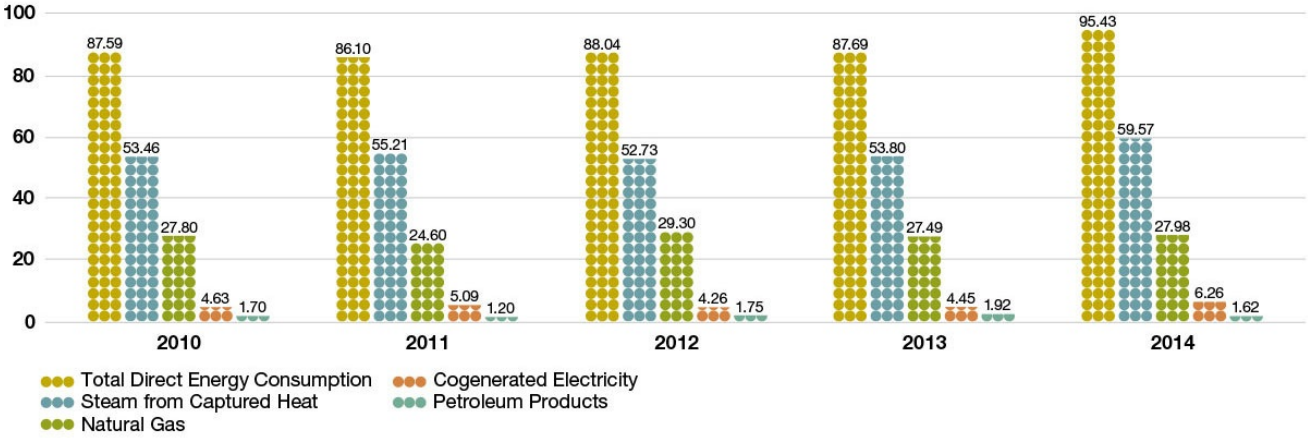
Energy Consumption by Source

Approximately 92% of Mosaic's worldwide total direct energy consumption in 2014 was from two sources: waste heat from sulfuric acid production and natural gas. The remaining portion was made up of petroleum products and propane.

Our Phosphate operations require the production and consumption of sulfuric acid to liberate crop nutrients (phosphorous) from raw material inputs. The manufacture of sulfuric acid is an exothermic process, generating tremendous amounts of waste heat. Most of our finished phosphate crop nutrient manufacturing operations have installed bottoming cycle combined heat and power systems to convert this waste heat primarily into steam, used in the phosphate manufacturing facilities and mines.

Total Direct Energy Consumption by Source

Million GJ



Note: Waste heat and steam from the processing of sulfur is used as a source of energy.

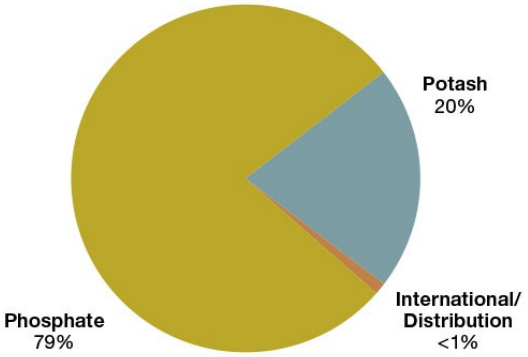
In 2014, our Phosphate operations used a portion of this energy to produce 5.8 million GJ of electricity, approximately 90% of which was used internally. We consider the waste heat from sulfuric acid production to be a direct primary energy source for our operations.

Natural gas is primarily used in our Phosphate and Potash operations to generate thermal energy for drying. However, a small portion of this fuel is used to produce steam for internal combined heat and power generation.

Energy Consumption by Business Unit

Almost all of Mosaic's worldwide total direct energy consumption is attributable to its phosphate and potash crop nutrient manufacturing operations. Specifically, approximately 79% is consumed in the production of phosphate crop nutrients while almost 20% is consumed in production of potash. The remaining portion—less than 1%—is consumed within Mosaic's product distribution network and international production facilities.

Mosaic Direct Energy Consumption by Business Segment 2014

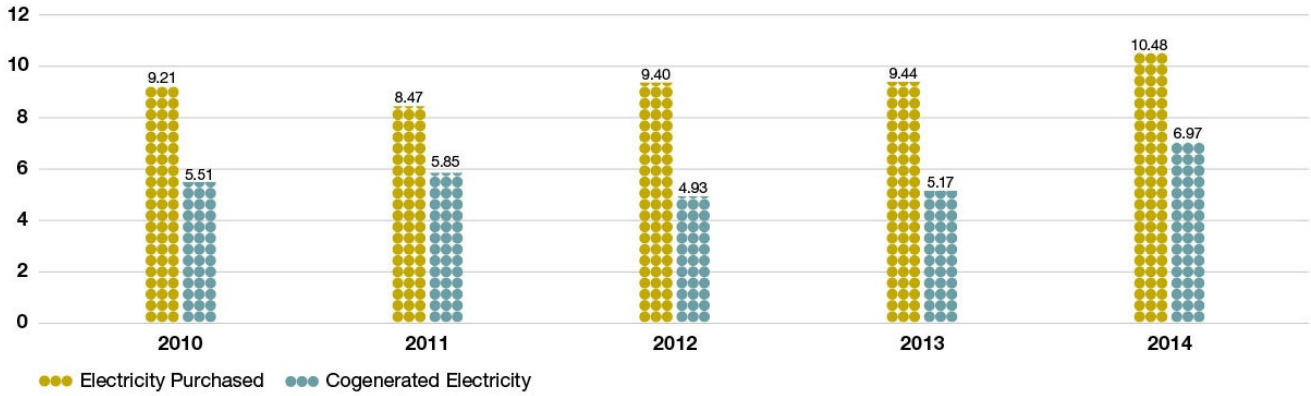


Note: The Phosphates Business Unit uses a significant amount (53.46 million GJ) of waste heat energy from the sulfuric acid manufacturing process, which is accounted for here.

5.8 MILLION GJ
of electricity produced by our phosphate operations in 2014

90%
used internally

Indirect Energy Consumption by Primary Energy Source
Million GJ

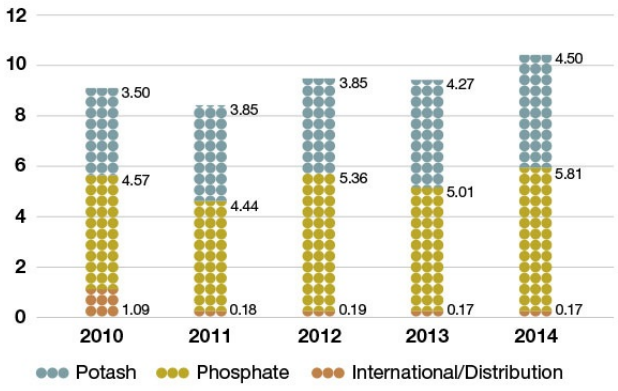


Note: 6.97 million GJ represents the total cogeneration produced, a portion of which is sent to the utility grid. The total cogenerated power consumed by Mosaic is reported above.

Indirect Energy Consumption by Business Unit

Mosaic consumes indirect energy solely through the purchase of electricity produced by third parties. Mosaic's worldwide indirect energy consumption was 10.48 million GJ for 2014. This is an increase over 2013 levels, due primarily to our acquisition in 2014.

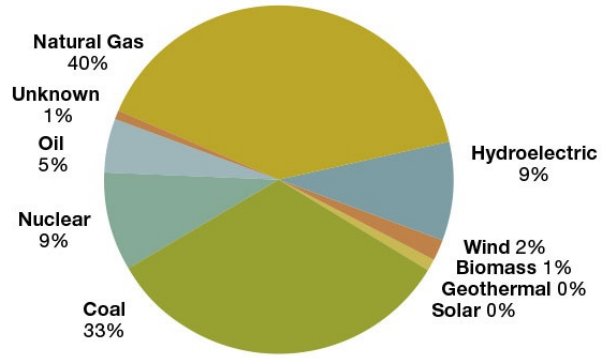
Indirect Energy Consumption by Business Unit
Million GJ



Indirect Energy Consumption by Fuel Source

Approximately 12% of Mosaic's worldwide indirect energy consumption is from renewable sources, including hydroelectric, biomass sources and wind power. Since 2009, almost 100% of the electricity used in our Brazilian operations has come from hydroelectric sources.

Mosaic Indirect Energy Consumption by Generation Source 2014



Note: Purchased electricity sources for facilities in the United States are based on the U.S. Department of Energy 2012 Emissions & Generation Resource Integrated Database (eGRID) regional. Canada-purchased electricity sources are based on Saskpower 2011 Annual Report. International facilities' power generation sources are based on the U.S. Energy Information Administration's national energy profiles. Renewable sources, including hydroelectric, wind, biomass, geothermal and solar total 1,219,963 GJ, or 12%.

Our new turbo generator at New Wales adds 35 megawatts of GHG emissions-free electrical generation capacity

As previously noted, Mosaic's Phosphate operations produce a significant amount of electrical power through steam turbine generation from waste heat generated in sulfuric acid production. Phosphate crop nutrient manufacture requires the production and consumption of sulfuric acid to liberate crop nutrients (phosphorous) from raw material inputs. In 2014, Mosaic's Phosphate operations produced 5.8 million GJ of electricity through this process. Of this 5.8 million GJ, Mosaic consumed approximately 5.1 million GJ internally, offsetting the purchase of electricity from third-party utilities.

Mosaic continuously looks for opportunities to improve the efficiency of, and expand the electricity output of, our cogeneration assets. In 2014, Mosaic began operation of a new turbo generator (TG) at our New Wales facility. This investment adds 35 megawatts of greenhouse gas (GHG) emissions-free electrical generation capacity using heat recovered from sulfuric acid manufacturing.

Energy Consumed Outside the Organization

(G4-EN4) Mosaic has engaged upstream and downstream stakeholders in our supply chain to better quantify the impacts of our business. We report GHG emissions associated with various sources in G4-EN17 and continue to collaborate with vendors and contractors to quantify the amount of energy consumed outside the organization. We anticipate expanding the scope of our reporting for this indicator in the near future.

Energy Intensity

(G4-EN5) Mosaic's 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. We are committed to evaluating alternative energy sources to satisfy our energy requirements. By 2020 we aim to reduce our total energy use by 10% per tonne of product.

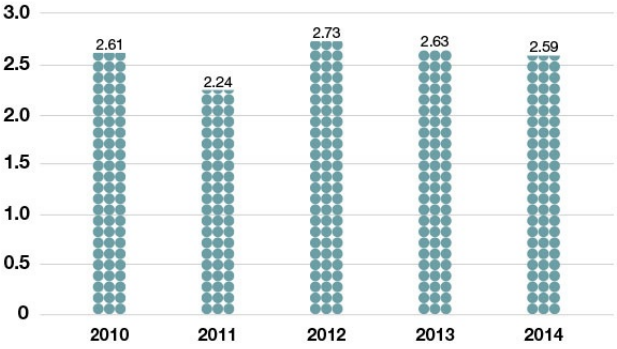
Mosaic's three-pronged approach to energy management:

A portion of the electricity required in Mosaic's operations is satisfied through internal generation of electricity. This process of waste heat recovery, called cogeneration, allows several of our plants and mines to significantly reduce the amount of third-party electricity required from utilities. In October 2005, the Florida state legislature formally recognized that cogenerated electricity is "renewable energy" under Florida statute 366.91. In 2014, Mosaic produced enough electricity in all business units—approximately 6.97 million GJ through cogeneration—to satisfy approximately 38% of our companywide electrical demand. Over 800,000 GJ of this cogenerated electricity was sent for use at our mines.

Mosaic could have additional opportunities for harnessing emissions-free power under a more supportive regulatory construct. We advocate for a balanced renewable energy policy that incentivizes and expands the generation and consumption of existing, low-cost renewables, such as waste heat recovery, and promotes fairer pricing for third-party renewable producers when selling power back to the electrical grid.

Total Energy Per Tonne Finished Product

GJ/Finished Product Tonnes



Notes: Total energy includes electricity, fuels and energy from waste heat consumed by Mosaic operations including mines, manufacturing plants, distribution sites, offices, agricultural operations and our Streamsong resort. In alignment with our sustainability targets and progress tracking, steam is excluded as a source of energy. Accordingly, prior years' energy per tonne of finished product have been restated. Energy consumed in sinking the K3 shaft mine and the operation of our Streamsong resort are included since 2012 only.

1.6 million GJ of energy saved through continuous energy improvements companywide

Reducing Our Energy Consumption

(G4-EN6) Our continuous energy improvement and sustainability process is part of a broader strategic business plan designed to help Mosaic meet or exceed production and profitability requirements. This plan includes strategies for lowering purchased energy consumption through more efficient processes and maximizing use of energy generated through the crop nutrient manufacturing process.

To identify and capture potential energy opportunities, we have formed teams of energy representatives at our sites. These teams investigate a number of issues, such as improvements in natural gas use (e.g., efficiencies in boilers, dryers, mine air heating and cogeneration) and improvements in electrical systems (e.g., efficiencies in cogeneration systems and slurry pumping, including extensive use of variable speed drives, air compression, and heating and lighting systems). We also pursue energy savings by improving equipment use efficiency. For example, in 2014, operating crews at our Florida mining facilities initiated an energy conservation contest—a friendly competition across shifts and locations to see which crew runs its shift using the least amount of energy. Before the

In addition, Mosaic regularly conducts energy reviews to help identify potential efficiency projects and assess major manufacturing processes such as combustion, general electrical, electric motor systems, compressed air systems and heating. We also have engineers assigned to individual facilities to help identify and execute energy efficiency initiatives. Projects are monitored and audited, and the resulting metrics are used to establish key performance indicators. These efforts reduce Mosaic's overall energy profile, operational costs and use of indirect natural resources.

Mosaic also emphasizes energy efficiency in our office facilities. Mosaic's Florida corporate headquarters maintains its ENERGY STAR certification. Mosaic's leased Regina, Canada, offices were built to Leadership in Energy & Environmental Design (LEED) standards and included the purchase of interior design elements, furniture and products, as well as other energy efficiencies associated with LEED. Similarly, Mosaic's Colonsay Mill Dry building in Saskatchewan was designed and constructed according to LEED standards. The LEED certification process for both buildings is underway.

start of each shift, crews use a performance scorecard to communicate energy saving successes and opportunities for improvement. The winning crews are awarded with a meal at the end of the contest.

We forecast savings of approximately 1.6 million GJ due to conservation and efficiency improvement projects that were executed in 2014. Several examples of energy efficiency efforts by our operations are outlined below.

Sustainability Initiatives in Action

Location	Activity	Estimated Annual Energy Savings Gigajoules	Estimated Annual CO_2e Savings Metric Tonnes CO_2e
Phosphates			
Four Corners	Various efforts at our mining pumping pits resulted in improvements in solids pumping rates. Pumping the same amount of solids in less time translates to energy and GHG savings.	**58,186.8**	**9,775.4**
Four Corners	Engineering teams at our Four Corners mining facility developed a system for tracking energy associated with equipment use. The tool, used as a scorecard to communicate successes and opportunities for savings, resulted in improvements in daily energy use.	**8,132.4**	**75,154.3**
Four Corners	The purchase of smaller, more efficient sealing water pumps decreased the amount of power required to seal matrix pumps.	**244.80**	**41.1**
New Wales	In 2014, our New Wales plant brought two heat recovery systems online to increase the amount of waste heat recovered from sulfuric acid production. Also in 2014, we began operation of a new turbo		

New Wales	generator at our New Wales facility, which adds 35 megawatts (MW) of greenhouse gas (GHG) emissions-free electrical generation capacity using heat recovered from sulfuric acid manufacturing.	**569,854.8**	**95,735.6**
Phosphates	Our Phosphates Business Unit replaced over 1800 lights with LED fixtures, resulting in energy and GHG savings.	**8,973.9**	**738.7**
Phosphates	In 2014, we moved 2.9 million tonnes of product by compressed natural gas fleet, resulting in fewer transportation-associated emissions.	**-**	**118,000**
Wingate	By operating a clay dredge at optimized off-peak/on-peak times, our Wingate facility saved $32,000 in energy costs.	**-**	**0.0**
Potash			
Belle Plaine	Through an agreement with an industrial partner in Saskatchewan, Mosaic's Belle Plaine facility sends water to be used in a cooling process at a nearby plant. The heated water returns to Mosaic's facility to be used as part of a potash production process. This synergy allows Mosaic to reduce the amount of energy that would have otherwise been spent on heating the water while allowing the industrial partner to avoid cooling costs.	**578,215.0**	**29,950**
Belle Plaine	Employees at our Belle Plaine facility saved about 3 million km traveled per year by carpooling, resulting in less fuel consumption and GHG savings.	**2.3**	**24,845.9**
Colonsay	In 2014, our Colonsay site implemented several process engineering improvements that reduced site-wide energy intensity.	**373,798.8**	**33,660.0**

International			
Fospar, Brazil	Mosaic invested in a new crane at our Fospar port terminal in Paranagua, which is more efficient and uses less diesel than its predecessor.	**13,884.2**	**369.1**
Fospar, Brazil	Installing a regenerative brake system in one of the cranes at our Fospar port operations resulted in diesel savings.	**647.5**	**17.2**
Yantai, China	Mosaic's YMF bulk blending plant replaced eight high-pressure sodium lights with LED lights.	**8.2**	**1.7**
Total Savings		**1,611,948.7**	**388,289**

(G4-EN7) Innovation is one of Mosaic's strategic priorities. Built on our industry-leading product, process and sustainability solutions, it shapes our long-term strategy as we seek to reduce energy use and GHG emissions while delivering unique value to our stakeholders. Mosaic has a vested interest in the success of our customers, for it is their efforts that provide the food that feeds the world. To this end, Mosaic has developed several products and services that enhance customers' productivity and positively impact their energy efficiency.

For example, in 2014, Mosaic continued full-scale production of Nexfos®, the next generation feed-grade phosphate that is characterized as being a combined source of highly available phosphorous, calcium and sodium. Not only is Nexfos the first innovation in feed-grade phosphate in over 40 years, the product is helping Mosaic meet its commitment to sustainability by reducing its environmental footprint. The Nexfos production process has significantly reduced the carbon footprint associated with the production of comparable feed phosphates by requiring approximately 60% less water,

In addition, Mosaic maintains active partnerships with industry-leading research centers, targeting agriculture efficiency and productivity improvements. For more information on our partnerships, please see G4-EN27.

In 2014, energy efficient or renewable energy based initiatives resulted in approximately 550,000 GJ of energy savings. Please refer to the table in G4-EN6 for additional information on our efforts to provide energy efficient or renewable energy based products or services.

70% less natural gas and 55% less electricity per ton to produce. It also reduces purchasing, storing and handling costs for consumers.

Reducing Our Emissions

We strive to continuously improve GHG emissions intensities in our manufacturing facilities and support functions year over year.

Emissions

Direct and Indirect Emissions (G4-EN15, G4-EN16)

Worldwide Greenhouse Gas Emissions

Tonnes CO_2e

Business Unit/Emission Type	2010	2011	2012	2013	2014
International/Distribution	**299,596**	**34,337**	**100,006**	**69,530**	**55,957**
Direct Emissions	32,698	21,047	78,263	59,039	42,832
Indirect Emissions	266,898	13,290	21,743	10,491	13,125
Phosphate	**2,433,097**	**1,910,424**	**2,668,055**	**2,537,613**	**2,865,943**
Direct Emissions	1,657,887	1,177,986	1,786,223	1,804,960	1,909,898
Indirect Emissions	775,210	732,438	881,832	732,653	956,045
Potash	**1,531,362**	**1,648,629**	**1,741,518**	**1,803,108**	**1,799,198**
Direct Emissions	889,467	943,567	1,039,710	929,949	948,638
Indirect Emissions	641,895	705,062	701,808	873,159	850,560
Grand Total	**4,264,055**	**3,593,390**	**4,509,579**	**4,410,251**	**4,721,098**

Notes: Direct emissions include Mosaic's consumption of natural gas, diesel, other fuels, process related activities, water treatment and refrigerants. Indirect emissions include electricity purchased from third-party utilities. Mosaic uses guidance from the CDP for calculating and reporting carbon dioxide equivalence (CO_2e).

(G4-EN17) Mosaic has engaged upstream and downstream stakeholders in our supply chain to better quantify the impacts of our business. In 2014, Mosaic collaborated with 14 vendors and contractors to quantify GHG emissions associated with business travel and rail transport of raw materials and finished products.

Scope 3 emissions from ammonia purchases, upstream transportation and business travel are reported below.

Other Indirect Greenhouse Gas Emissions

Tonnes CO_2e

	2011	2012	2013	2014
Ammonia Purchases	2,877,787	2,133,499	2,120,201	2,201,664
Truck Transport (Florida)	-	-	-	14,255
Rail Transport (Florida)	9,788	9,397	10,037	13,409
Business Travel	5,557	5,335	5,140	4,652
Total	**2,893,132**	**2,148,231**	**2,135,378**	**2,233,980**

Note: Ammonia purchases depicted in the table above are for production of crop nutrients in the Phosphates Business Unit only. Factor for purchased ammonia revised for 2013 and prior years per IPPC 2013 guidance for ammonia production with modern, natural gas ammonia plants. In 2014, we captured emissions totals from one of our trucking partners. These figures represent a portion of our total trucking emissions. These figures are not available for 2011-2013. Emissions associated with product use are addressed as part of our product stewardship programs. Please see the Food section for more information.

We continue to evaluate additional sources of Scope 3 emissions and anticipate expanding the scope of our reporting to include additional sources in the near future.

By 2020, we aim to reduce GHG intensity by **10%** **PER TONNE OF PRODUCT**

Emissions Intensity

(G4-EN18) By 2020, we aim to reduce GHG intensity by 10% per tonne of finished product. Mosaic's historical GHG emissions per tonne of dry product crop nutrient and animal feed production are as follows:

2014 Direct and Indirect Greenhouse Gas Emissions Intensity

Per Tonne of Finished Product

	2010	2011	2012	2013	2014

Mosaic	0.26	0.21	0.28	0.27	0.26

Note: Emissions intensity refers to total CO_2e emissions generated in metric tonnes per unit of product measured in metric tonnes. Excludes co-products. Includes all Scope 1 and Scope 2 emissions sources reported in previous GRI/CDP.

(G4-EN19) Mosaic is taking a proactive approach to reductions in emissions, with particular emphasis on improving energy efficiency and waste management. Since 2005, we improved the Phosphates Business Unit's GHG emissions intensity by 14.5%—surpassing our 2012 goal by nearly 45%. By 2020, we aim to reduce our Scope 1 and Scope 2 GHGs by 10% per tonne of product.

GHG emission reductions resulting from the initiatives reported in G4-EN6 equal approximately 400,000 tonnes of CO_2e.

For more information on Mosaic's efforts to reduce GHG emissions and address climate change, please see our 2014 CDP Response.

We are proactively reducing our GHG emissions by improving energy efficiency and waste management

Other Emissions

(G4-EN20) Mosaic does not produce CFCs, HCFCs, halon or methyl bromide in any of our operations. Refrigerants used in air conditioning units at our offices and production facilities represent a nominal quantity and only appropriate outside firms or certified internal technicians maintain these units. Air conditioning systems on some vehicles and equipment are maintained by Mosaic personnel. Ozone-depleting substances are phased out as

(G4-EN21) Mosaic recognizes the importance of careful air emissions management and proactive reduction of these emissions from our operations. We use published emission factors and engineering estimates, as well as analytical stack sampling results, to calculate the following criteria air and other pollutants emissions for Phosphates and Potash operations. Due to regulatory reporting timelines, 2014's data was unavailable at the time of this publication's release; we expect

required when units are replaced. In 2012, Mosaic inventoried refrigeration units in over half of its worldwide facilities for potential emissions related to global warming potential and ozone depleting potential (OZP). Mosaic has targeted the remaining facilities, including acquisitions, to be inventoried in 2015. Potential GHGs from refrigerants, expressed in CO_2e, are included in G4-EN16.

to publish 2014 data here after June 2015.

Criteria Air and Other Pollutants

in ,000 Tonnes

	2010	2011	2012	2013
NOx	2.70	3.54	4.56	4.56
CO	0.85	0.94	1.77	1.77
PM	3.73	3.96	3.66	3.66
SO^2	22.70	16.94	13.11	13.11
VOC	1.29	1.32	2.61	2.61
NH_3	0.77	0.63	1.10	1.10
FL	0.15	0.16	0.15	0.15
H_2S	0.014	0.015	0.11	0.11
SAM	0.14	0.14	0.12	0.12
HF	0.38	0.47	0.45	0.45

Mosaic's significant air emissions per tonne of dry product crop nutrient and animal feed production are as follows:

Normalized Air Emissions 2013 Emissions per Metric Tonnes of Finished Product

kg Emissions Per Tonne of Finished Product

	2013

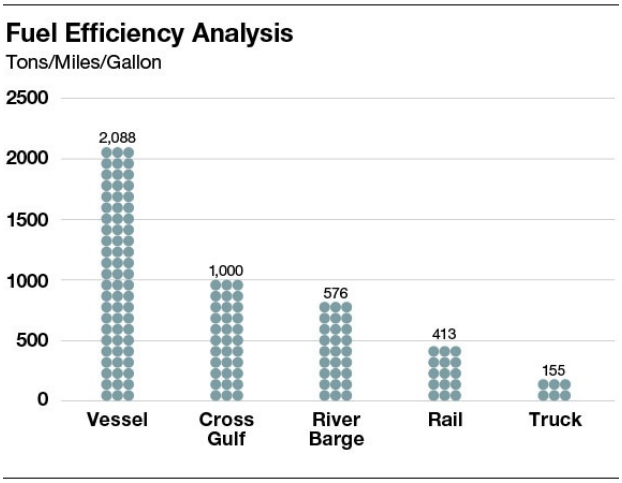
NOx	0.25
CO	0.10
PM	0.20
SO_2	0.71
VOC	0.14
NH_3	0.06
FL	0.01
H_2S	0.01
SAM	0.01
HF	0.02

Note: All business units included. Emissions based on stack test and emission factors.

Transportation

In any given year, Mosaic moves upwards of 60 million tons of raw materials, work-in-progress goods and finished products. We strive to transport materials as efficiently as possible, both in terms of cost and environmental impact.

(DMA) In 2014, we engaged 14 external supply chain providers to attempt to better understand the emissions impact associated with upstream and downstream transportation. We continue to evaluate additional sources of emissions and anticipate expanding the scope of our reporting in the future to include additional sources. Please see G4-EN17 for more information.



(G4-EN30) To compare fuel efficiency, the industry standard is to measure ton-miles per gallon (ton/miles/gallon). The following

chart compares the efficiency of the various modes of transportation that Mosaic uses to move our raw materials, work-in-progress and finished goods. The most fuel efficient transport is by Panamax vessels, which carry more than 60,000 tons of cargo great distances. In North America, cross-Gulf barges and vessels move raw materials and finished goods across the Gulf of Mexico quite efficiently. Trucks can carry approximately 25 tons and yield approximately 155 tons/miles/gallon.

An N-ViroMotive locomotive uses about 57% less fuel and emits about 80% fewer GHGs than a single-engine diesel locomotive

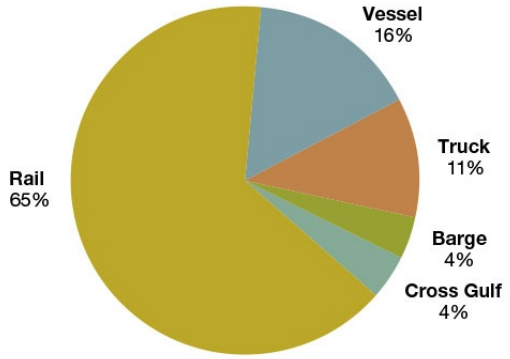
For 2014, our spending on North American transport of materials and products was divided across modes as follows:

The following table summarizes the amount of material transported and percentage by weight for North American shipments.

Transport Mode and Weight

Mode	Tons	Percentage by Weight
Vessels and Cross Gulf	16,258,729	26%
River Barge	4,511,069	7%
Rail		

Transport Costs by Mode 2014



Note: Chart based on actual costs incurred by Mosaic per transport mode. Does not include transport of materials and product from all international distribution facilities.

Rail (Cars)	28,762,231	46%
Truck	13,265,064	21%
Total	**62,797,093**	**100%**

Note: This table includes shipments of raw materials and finished product from origin to final destination that originated or ended in North America.

Mosaic and its transportation partners use fuel and GHG emission-saving initiatives:

- **Establishing partnerships with vendors to increase efficiencies and reduce cost**
- **Chartering the most efficient vessels available**
- **Investing in faster truck loading processes**
- **Using specialized Saddleback trailers to increase backhaul usage to reduce "dead head"**

Energy Use and Emissions Associated with Transportation

Because diesel or a heating oil derivative fuels most of the transportation, the lowest-cost option for the customer is often the option that uses the least fuel and has the lowest potential environmental impact. The vast majority of our truck shipments occur within Florida and are associated with time-sensitive intra-company shipments of sulfur, sulfuric acid and phosphate rock. In addition, the distance traveled in most cases is less than 50 miles, making trucks a generally less

- As part of our commitment to sustainability, Mosaic uses RightShip, a vetting service that allows the supply chain team to select vessels that meet certain safety and environmental criteria, including energy efficiency and GHG emissions performance.
- Mosaic, along with our trucking partners, has implemented a number of fuel-saving initiatives, such as automatic engine shutoffs and reduced intra-company truck scaling. We have also invested in faster loading processes to both reduce fuel

expensive and more reliable solution.

Environmental impacts of transporting our materials are primarily related to GHG emissions. During the 2014 reporting period, Mosaic and its transportation partners used various fuel and GHG emission-saving initiatives, including:

- Mosaic continued our participation with the PhosPro Initiative to improve our handling of raw materials that travel by rail. Consisting of cross-functional teams at Mosaic and CSX, the PhosPro initiative focuses on increasing efficiencies and reducing costs for both companies. Mosaic anticipates benefits such as moving more finished products upstream by rail instead of truck, which will result in improved fuel efficiency and lower GHG emissions.
- An N-ViroMotive locomotive, used at our South Fort Meade mine, uses approximately 57% less fuel and emits approximately 80% fewer GHGs than single-engine diesel locomotives.
- Mosaic contracts a fleet of 50 clean-burning natural gas-powered trucks to consumption and total trucks deployed.
- Mosaic uses specialized Saddleback trailers to increase backhaul usage to reduce “dead head,” or empty loads. These unique trailers can transport molten sulfur from the Port of Tampa to our production facilities and return to the port with a load of our finished product for shipment to customers.

Mosaic uses CNG trucks to transport raw materials and finished products in our Central Florida operations

Waste Associated with Transportation

Mosaic has funded and promoted The Fertilizer Institute (TFI) Bulk Blend Workshops and Manual. Transporting and distributing our crop nutrient products in bulk greatly reduces the amount of packaging required to deliver our products to

transport raw materials and finished products in our Central Florida operations. Benefits include significantly lower emissions of particulates and nitrogen oxides (up to 50% lower) and GHGs (potentially up to 25% lower). We continue to explore opportunities to convert additional shipping volumes to compressed natural gas (CNG).

consumers. Most of our crop nutrient products are transported from production facilities to consumers in bulk quantities. Therefore, environmental impacts associated with packaging are eliminated. In some areas where small-scale farmers purchase our products, bulk distribution is not possible.

Land & Reclamation

In our Florida phosphates operations, we conduct effective acre-for-acre reclamation and return mined lands to productive uses for both wildlife and people. We are a leader in using advanced science and technology to do this important work.

How & Where We Mine

(G4-EN11) As of Dec. 31, 2014, Mosaic owned or controlled about 355,815 acres of land in Florida related to our Phosphates mining operations. Approximately 109,460 acres of Mosaic's land holdings in Florida are either in the mine permitting process or have not yet entered the permitting process. For each permit, Mosaic works with a team of professional biologists, hydrologists and

We operate three Canadian Potash facilities, all located in the southern half of the province of Saskatchewan, including our solution mine at Belle Plaine, two interconnected mine shafts at our Esterhazy shaft mine and our shaft mine at Colonsay. Mosaic has mineral rights to approximately 575,000 acres in Saskatchewan for potash mining and surface rights to approximately

other specialists, and in conjunction with as many as 12 local, regional, state and federal regulatory agencies to ensure that all mined areas can be successfully reclaimed and to identify areas of high environmental sensitivity that should be preserved and protected.

As of Dec. 31, 2014, Mosaic owns or controls more than 21,000 acres in Florida that are designated as non-impacted floodplain, preservation and granted conservation easements in order to ensure long-term protection of lands or waters of particular sensitivity.

27,850 acres. Our U.S. Potash operations include a shaft mine in Carlsbad, N.M. We have mineral rights to approximately 77,000 acres in Carlsbad for potash mining and surface rights to approximately 7,186 acres. Since shaft mining in Saskatchewan occurs at over 3,000 feet below surface, and solution mining requires limited acreage for pipeline and cluster infrastructure, the only surface areas that are disturbed are the actual footprint of the mine shaft and the adjacent above- ground processing facilities and tailings management areas.

We mine phosphate ore in Florida through surface mining techniques with large earthmoving equipment such as draglines

(G4-EN12) Mining for phosphate ore in Florida is primarily undertaken using surface mining techniques with large earthmoving equipment such as draglines. This is primarily because the ore body is overlaid by sandy soils with a high water table that is not conducive to underground mining. Due to its unique geology, a dredging technique is used at our Wingate mine.

Once all permits are received, a wildlife survey is conducted prior to land clearing in preparation for mining to determine whether protected species are present and if so, whether they need to be physically relocated. Mosaic obtains government approvals and permits to physically relocate specific species, such as the gopher tortoise, in compliance with federal and state laws.

During the mine permitting process, discussions regarding ecological resource preservation are held between Mosaic and the regulatory agencies. Preservation areas can include floodplains, as well as high-quality wetland or upland habitats and buffers. Such evaluations take into consideration the type and quality of the habitat. Balancing the supply of phosphate, an important natural resource, against what is generally a temporary disturbance of ecological resources, is an essential consideration in this process. To reduce the impact associated with lag time (the time period between initial land disturbance for mining and reclamation), Mosaic's current pending permit applications include a "Regionally Ecologically Significant" (RES) project. An RES project involves one or more parcels of property located within the same watershed as the pending permit application that would not be mined, but rather would be restored to an improved ecological condition and then preserved through use of a conservation easement. Some areas of the RES project may include high-quality wetlands or other resources that are preserved in perpetuity through use of recorded conservation easements. The RES projects are permitted at the same time and linked to a proposed mining project, with restoration to be initiated upon receipt of all permits. This allows the restoration work to be completed well before—generally measured in terms of years—all the impacts for mining are made.

After that process is complete, parcels are directionally cleared for mining to allow highly mobile animals to move to adjacent undisturbed or preservation areas. State law requires mining parcels to be recontoured and planted with vegetation within two years of the completion of mining activities; all wetlands are replaced at a minimum of acre for acre and type for type as needed to meet mitigation requirements. Once a particular parcel is mined and reclaimed, many vertebrates and invertebrates will repopulate the site through migration from wildlife corridors and protected riverine systems. Such habitat corridors generally receive permanent protection after mining, with perpetual conservation easements. To ensure biodiversity, Mosaic may introduce certain species into reclaimed lands, such as the gopher tortoise, that may have previously resided on the parcel but had been moved from the site prior to mining.

We mine potash in Saskatchewan and New Mexico using shaft and solution mining techniques

Phosphate mining in Florida, representing our largest phosphate reserve holdings, is heavily regulated by as many as 12 local, regional, state and federal permitting authorities. This robust regulatory oversight ensures the impacts of our mining operations are avoided and minimized in accordance with all legal and regulatory requirements. The benefit of that stringent regulatory oversight is supplemented with (a) areas that are set aside from mining, (b) reclamation practices that are best in class and (c) monitoring activities such as the Horse Creek Stewardship Program and Peace River Monitoring Programs, which are designed to monitor for and protect against significant impact to water quality, water quantity and biodiversity on these riverine systems both within or outside of our property boundaries.

Potash mining operations in Canada and the United States use shaft and solution mining techniques. Because of the limited footprint on surface features, impacts are highly localized to surface infrastructure and tailings management areas. Therefore, the impacts to wildlife and habitats are similarly highly localized.

Land Mined and Reclaimed

Land Mined and Reclaimed

(G4-MM1) Mosaic reports our Florida mining and reclamation activities to the Florida Department of Environmental Protection (FDEP) Mining and Mitigation Program. As of the date of this publication's release, 2013 and 2014 figures have not been deemed complete by the agency. We provide estimates of mined and reclaimed acres for those years in the table below. Once we have satisfied all reclamation obligations with respect to mined and disturbed lands, and the regulatory agencies "release" those reclaimed lands, they are considered "released acres." Accordingly, a drop in annual reclaimed acreage may be the result of our satisfaction of reclamation obligations and agency release with respect to reclaimed acres and a resulting recategorization of the land as "released" acres.

	Total Acres Disturbed, Not Reclaimed		Total Reclaimed		Total Released	
	Mined	Disturbed	Mined	Disturbed	Mined	Disturbed
2012	2,975	4,379	(4,548)	692	4,242	3,687
2013*	1,243	1,728	563	(3,115)	2,508	1,187
2014*, **	12,320	5,320	3,776	2,214	2,994	2,740

*As of the date of this publication's release, this year's data has not been validated by FDEP. Accordingly, these figures are estimates only and may be revised in future reports.
**The increase in mined acres in 2014 is largely due to the inclusion of 7,761 acres from South Pasture mine as a result of the CF acquisition. This figure represents all mined acres for that location since its opening in 1995.

(G4-MM2) All active sites within the United States and Canada operate in compliance with federal, state/provincial and local regulations related to management of habitat and wildlife. Phosphate mining operations within the United States require extensive assessment of the proposed area of operation. Mosaic performs environmental site assessments, impact studies, hydrologic modeling and prepares conceptual reclamation plans prior to receiving a permit to operate on a parcel of land.

Biodiversity in flora and fauna is an important part of reclamation. Most mitigation plans have biodiversity requirements that must be monitored by qualified ecologists and reported to appropriate regulatory agencies as part of permit conditions or regulations. In fact, compliance with these biodiversity standards is a requirement that must be met before regulatory agencies will deem a site successfully reclaimed.

Protecting Biodiversity & Restoring Habitats

We are committed to minimizing our impacts on the environment through responsible mine planning, permitting, operation and reclamation practices.

(G4-EN13) In our Phosphate mining operations, we restore or reclaim every acre of land we mine, with certain areas of high environmental sensitivity set aside for preservation and protected into perpetuity with recorded conservation easements. Mined lands are reclaimed to land uses such as wildlife habitat (both wetlands and upland) and agricultural lands. Much of this land is

Additionally, Mosaic works closely with one of our primary regulators, the FDEP Mining and Mitigation Program, to integrate habitat networks and wildlife corridors into our reclamation planning efforts. The FDEP created, implements and encourages permittees to participate in the development of an Integrated Habitat Network to benefit the water quality and quantity in the area,

also suitable for future conventional development such as parks, housing and commercial use.

Mosaic planted 2,064,817 trees in 2014, reclaiming uplands, significant upland habitats and wetlands that require, at a minimum, acre for acre and type for type per permitting requirements.

improve wildlife habitat, and serve as a connection between the mining region's rivers and significant environmental features outside the mining region.

As part of our reclamation efforts in Florida, we planted more than 2 million trees in 2014

Mosaic has fostered partnerships with, and funding for, a variety of non-governmental organizations (NGOs) and academic institutions to advance our understanding of the habitats we manage through reclamation. Examples of these groups include the Tampa Bay Watch, The Nature Conservancy and Audubon of Florida.

Mosaic's Potash Business Unit is similarly committed to habitat restoration. For example, Mosaic made a grant to Ducks Unlimited for $2 million that will restore a minimum of 500 acres of wetlands over a 10-year period in Saskatchewan. 2014 marked the third year of this agreement.

(G4-EN14) The FDEP's Mining and Mitigation Program oversees mining operations in Florida. The mine permitting

Phosphates and Potash operations' interaction with wildlife in the United States is regulated by state agencies such as the Florida Fish and Wildlife Conservation Commission and by the United States Fish and Wildlife Service (USFWS). These state and federal agencies maintain lists of species, and Mosaic develops species-specific habitat management plans to ensure species are properly protected.

We work closely with regulators to not only ensure compliance with management plans, but to fund and/or conduct research that promotes the goal of wildlife and habitat conservation. Mosaic does not specifically track wildlife species per the International Union for Conservation of Nature (IUCN) Red List designations, but instead tracks species as designated by regulatory

process includes performing extensive ecological, wildlife and hydrological surveys, leading to the establishment of boundaries for preservation of areas identified as having important ecological or hydrological value. In our Potash facilities located in Saskatchewan, Canada, our approach to evaluating potential impacts to biodiversity includes biological assessments for projects located in new footprint areas. These assessments include field surveys to identify rare species of plants, birds, mammals, reptiles and amphibians of special concern that may be impacted. Survey methods follow those recommended by the Saskatchewan Conservation Data Centre. Biological assessments for all expansion areas at the Potash facilities followed this approach.

agencies with authority in the regions in which we operate.

We work closely with regulators to fund and conduct research that promotes the goal of wildlife and habitat conservation

International Union for Conservation of Nature (IUCN) Red List of Species Possibly Affected by Operations

IUCN Red List Designation	Phosphates Operations (Florida)	
Endangered	0	
Vulnerable	4	Florida mouse, gopher tortoise, Florida scrub jay, West Indian manatee
Near Threatened	2	Gopher frog, short-tailed snake
Least Concern	19	Florida bonneted bat, burrowing owl, Florida black bear, sandhill crane, Florida pine snake, least tern, limpkin, little blue heron, osprey, Southeast American kestrel, Sherman's fox squirrel, snowy egret, tricolored heron, white ibis, wood stork, Eastern indigo snake, Northern crested caracara, American alligator, bald eagle
IUCN Red List Designation	**U.S Potash Operations (New Mexico)**	
Endangered	0	
Vulnerable	0	
Near Threatened	1	Snowy plover
		American kestrel, Coopers's hawk, dunlin, great horned owl,

Least Concern	18	[illegible], greater yellowlegs, Harris's hawk, killdeer, least sandpiper, lesser yellowlegs, loggerhead shrike, merlin, Northern harrier, Northern pintail, Northern shoveler, red-tailed hawk, sanderling, sandhill crane, Western sandpiper
IUCN Red List Designation	**Canada Potash Operations (Saskatchewan)**	
Endangered	0	
Vulnerable	0	
Near Threatened	0	
Least Concern	81	American avocet, American bittern, American crow, American goldfinch, American robin, Baltimore oriole, barn swallow, black tern, black-capped chickadee, blue-winged teal, Brewer's blackbird, bobolink, brown-headed cowbird, bufflehead, Canada goose, canvasback, clay-colored sparrow, common goldeneye, downy woodpecker, black-necked grebe, Eastern phoebe, Franklin's gull, gadwall, gray catbird, green-winged teal, horned lark, killdeer, least flycatcher, lesser scaup, mallard, marbled godwit, marsh wren, mourning dove, yellow-shafted flicker, circus hudsonius, Northern shoveler, pied-billed grebe, redhead, red-tailed hawk, red-winged blackbird, ring-billed gull, ruddy duck, Say's phoebe, Savannah sparrow, sharp-tailed grouse, song sparrow, sora, tree swallow, vesper sparrow, warbling vireo, swamp sparrow, Wilson's snipe, yellow warbler, yellow-bellied sapsucker, yellow-headed blackbird, common nighthawk, common raven, turkey vulture, great blue heron, American badger, Northern leopard frog, red-bellied snake, wood frog, boreal chorus frog, plains garter snake, tiger salamander, Eastern cottontail, snowshoe hare, mule deer, white-tailed deer, moose, coyote, Richardson's ground squirrel, thirteen-lined ground squirrel, red squirrel, striped skunk, muskrat, red fox, North American otter, North American deer mouse, American beaver
IUCN Red List Designation		**Louisiana Operations**
Endangered	2	Pallid sturgeon, Alabama heelsplitter
Vulnerable	4	Alligator, snapping turtle, paddlefish, West Indian manatee
Near Threatened	2	Gulf sturgeon, Southern creekmussel
Least Concern	2	Bald eagle, long-tailed weasel

Notes: Species listed as possibly affected by Louisiana operations are from Louisiana Department of Wildlife and Fisheries database and may not have been actually observed on or near Mosaic property. Avian species listed as affected or possibly affected by New Mexico and Saskatchewan operations are migratory species with potential migration patterns proximal to our operations on those geographies. The table includes species and designations of the IUCN and not species and designations of federal or state/provincial agencies in the United States and Canada, by

which Mosaic monitors threatened species.

Our conservation measures include providing more than 1,000 acres of managed and maintained gopher tortoise habitat

Additional Biodiversity Highlights

The gopher tortoise, a state-listed threatened species and a species that the USFWS has determined warrants federal protection, is commonly encountered on Mosaic lands in Central Florida. In 2012, Mosaic and the Florida Fish and Wildlife Conservation Commission entered into a 30-year Memorandum of Agreement (MOA) providing a comprehensive approach to gopher tortoise management and conservation on Mosaic lands. Conservation measures provided as part of the MOA include providing over 1,000 acres of gopher tortoise habitat in conservation easement that will be managed and maintained in perpetuity, with up to an additional estimated 2,500 acres (much of it reclaimed land) of tortoise habitat placed under conservation easement and perpetually managed over the life of the MOA. In addition, Mosaic will provide $60,000 per year ($1.8 million dollars over the life of the MOA) to The Nature Conservancy or similar organization to carry out gopher tortoise habitat management on non-Mosaic lands.

Since 2013, Belle Plaine has partnered with Wild and Cared Free, a wildlife rehabilitation organization dedicated to rehabilitating all species of animals in southern Saskatchewan. Mosaic has volunteered time and financial assistance to support the organization, and Wild and Cared Free has provided Mosaic access to training opportunities and rehabilitation services for animals around its Saskatchewan Potash mines.

The potash mine in Carlsbad, N.M., has developed an Avian and Bat Protection Plan to minimize risks to migratory birds and bats that can be attracted to mining and milling areas. Mosaic has also partnered with the USFWS to study risks associated with migratory birds and bats in order to develop future strategies aimed at minimizing avian and bat mortality.

Materials & Waste

We aim to efficiently use the mineral resources and materials needed to make our crop nutrition products.

Materials

(G4-EN1) Our business mined or consumed the following raw materials in 2014:

Materials Mined or Consumed

in Million Tonnes

	2014
Ammonia	1.51
Limestone	0.47
Micronutrients	0.01
Phosphate Rock	16.01
Potash Ore	28.80
Sulfur	4.11

Note: Ammonia purchases depicted in the table above are for production of crop nutrients in Phosphates.

Limestone is used to produce our animal feed products and for water treatment processing. Sulfur, a byproduct of crude oil and natural gas de-sulfurization, is used to produce steam, electricity and sulfuric acid, which is used to produce phosphoric acid. We use byproduct heat from sulfuric acid production to generate steam that we use in our operations and to generate electricity. Sulfur is also used in the production of our MicroEssentials® product line. Various micronutrients, including boron, zinc, sulfur and cupric oxide, are key ingredients in our MicroEssentials product line. Ammonia is used in our finished products, diammonium phosphate (DAP), monoammonium phosphate (MAP) and MicroEssentials, and to neutralize the pH of the stack gases at our Esterhazy potash mine.

We support & promote TFI's Bulk Blend Workshops & Manual, eliminating the need to package major raw materials & products

Products and Materials Reclaimed or Recycled

(G4-EN2) Sulfur is the most significant recycled raw material in our manufacturing processes. The sulfur used is recovered from crude oil and natural gas processing and then recycled in our plant operations to produce sulfuric acid, which we use to make phosphoric acid, steam and electricity. Our use of this product prevents an excess of sulfur that otherwise could be disposed of in landfills. In 2014, sulfur made up approximately 8.1% by weight of our total raw materials. We recover the vanadium catalysts used in our sulfuric acid production for recycling. We also use recycled oil as a flotation aid in our phosphate beneficiation process.

(G4-EN28) Mosaic products, predominantly fertilizer and animal feed ingredients, are used in various stages of agricultural operations with multiple steps and biological processes. To the extent possible, bulk transport is used to minimize the need for extensive packaging throughout the supply chain. Mosaic supports and helps promote

Agricultural operation processes are not within Mosaic's purview to control; however, the nutrient elements of our products often are recycled into these or other agricultural systems. Examples of these systems include:

- Fertilizer is applied to the soil and then taken up by plants; the plants can be used for human or animal food. This food is processed and excreted by humans and animals as manure or biosolids, which may be recycled and used as nutrients similar to mineral fertilizers, depending on infrastructure (e.g., publicly-owned treatment works reuse water distribution systems).
- Animal feed materials are taken up by animals as food and excreted as manure. These materials may be recycled and used as nutrients similar to mineral fertilizers, depending on infrastructure (e.g., feed lot versus free-range grazing).

To further encourage stewardship of our products, Mosaic has formed a product

The Fertilizer Institutes's (TFI) Bulk Blend Workshops and Manual, which eliminates the need for packaging of major raw materials or the final product. This process completely eliminates the need for bags as the product is transferred from dealer to farmer. Because of the sizing and blending capabilities of our bulk materials, we encourage the use of the bulk blending and delivery system in farming operations.

stewardship team from various disciplines and is pursuing opportunities to cooperate with supply chain and logistical partners to identify and implement stewardship enhancements on a global basis.

Mining Wastes

We use industry best practices to manage overburden, tailings and byproducts associated with our mining and production. We comply with federal, state and local regulations related to these materials.

(G4-MM3) Mining and processing of potash and phosphate generate residual materials that must be managed both during the operation of a facility and upon a facility's closure. Potash tailings, consisting primarily of salt and clay, are stored in tailings management areas. A portion of the excess salt generated from potash mining is processed and then used for commercial purposes, including road salt, water softener salt, and use in food grade products and industrial uses. Phosphate clay residuals from mining are deposited in clay settling ponds. These ponds are eventually dewatered and reclaimed. Certain solid wastes generated by our phosphate operations may be subject to regulation under the Resource Conservation and Recovery Act (RCRA) and related state laws. The Environmental Protection Agency (EPA) rules exempt "extraction" and "beneficiation" wastes, as well as 20 specified "mineral processing" wastes, from

the hazardous waste management requirements of the RCRA. Accordingly, certain residual materials which our phosphate operations generate, like phosphogypsum, as well as process wastewater from phosphoric acid production, are exempt from RCRA regulation. These materials (phosphogypsum and process wastewater) are subject to detailed state rules governing construction, operation, maintenance and closure.

Mining and Mineral Processing Waste Generated and Disposal Method

in Tonnes

Material	2010	2011	2012	2013	2014	
Phosphate						
Overburden	133,634,000	163,931,613	162,012,906	146,522,396	154,240,684	Us Re
Sand Tailings	38,655,000	30,885,900	37,459,212	34,442,381	37,078,556	Us Re
Clay	11,949,000	12,798,551	14,315,162	15,786,278	15,588,902	Dr Im
Phosphogypsum	19,381,000	20,134,000	21,543,380	20,602,936	23,992,856	M Pe Ph St
Potash						
Tailings (Salt)	10,122,250	12,004,876	12,868,386	12,166,694	11,285,000	St Re Co
Brine	4,651,714	5,722,629	4,775,705	4,408,041	4,237,000	De In Ev

Note: Overburden is stored in piles until used for reclamation. Clay is pumped wet to surface impoundments. The drying process for clay takes many years.

Other Wastes

(G4-EN23) Mosaic's operations generate a variety of non-hazardous solid wastes, including domestic refuse, construction and demolition debris, and waste lubricants. Mosaic has placed an emphasis on reducing and/or eliminating waste and our recycling program seeks to identify materials that can be diverted from landfills and recycled or reused. The following table summarizes materials recycled or reused in 2014.

2014 Recycled Wastes

in Tonnes

	Phosphates	Potash	International/Distribution
Antifreeze	0.23	8.61	0.00
Batteries, Ballasts and Bulbs	7.08	17.33	0.88
Cardboard/Paper	70.96	124.66	13.66
Catalysts	7.62	0.00	0.00
Electronic Waste and Appliances	10.32	6.10	0.05
Glass	0.00	0.00	0.20
Metals	9,169.72	3,066.66	475.68
Miscellaneous	54.72	4.63	9.70
Oil and Oil Contaminated Items	368.23	98.95	22.49
Plastics	0.00	12.82	60.86
Recyclables	778.36	0.00	0.00
Rubber	1.36	30.21	0.00
Solvents	0.00	0.36	0.00
Tile-lined Chutes	0.00	25.00	0.00
Toner Cartridges	0.26	0.00	0.00

Wood	0.00	533.17	24.82
Total	**10,468.86**	**3,928.50**	**608.34**
Grand Total			**15,005.70**

We recycled more than
15,000 TONNES
of waste across business units

Mosaic's waste management program provides assurance that all Mosaic locations have a process in place to minimize waste generation and that waste management practices do not adversely affect the environment or health and safety of employees and the public. We continue to improve our comprehensive waste management strategy, which complies with federal, state and local requirements and aligns to the Mosaic environmental health and safety management system. Below are examples of hazardous and non-hazardous wastes generated by disposal methods at Phosphates, Potash and international facilities. As our tracking of waste continues to improve, we anticipate further expanding the scope of our sustainability reporting for this indicator to include data for all facilities in the near future.

2014 Waste Generated by Disposal Method

in Tonnes

	Incineration	Landfill	Other	Recycle	Treatment	Grand Total
International	**34.82**	**23,229.59**	**1.37**	**608.33**	**173.98**	**24,048.09**
Hazardous	1.22	4,054.04	1.37	1.87	8.04	4,066.54
Non-hazardous	33.60	19,175.55		606.46	165.94	19,981.55
Phosphates	**1,521.60**	**13,997.23**	**39.72**	**6,632.70**	**-**	**22,191.25**
Hazardous	27.32	4,622.05	39.72	72.13	-	4,761.22
Non-hazardous	1,494.28	9,375.18		6,560.57	-	17,430.03
Potash	**84.53**	**2,905.56**	**278.63**	**3,928.50**	**43.70**	**7,240.92**

Hazardous	84.53	293.01	278.63	156.52	43.70	856.39
Non-hazardous		2,612.55		3,771.98	-	6,384.53
Grand Total	**1,640.95**	**40,132.38**	**319.72**	**11,169.53**	**217.68**	**53,480.26**

Note: "Other" disposal method includes combinations of co-processing, retort, treatment, incineration and/or deep well injection.

Each facility has an appropriate hazardous waste management system to ensure that waste is properly and safely disposed

(G4-EN25) We endeavor to choose on-site process chemicals that are the least hazardous, thereby ensuring lowest risk to occupational health and safety and minimizing waste management implications. Mosaic facilities generate hazardous waste during production and maintenance operations. In the United States, Mosaic's Phosphate mines and Potash facilities are typically either categorized as Small Quantity or Conditionally Exempt Small Quantity Generators (which generate less than 2,200 pounds of hazardous waste per month). The five concentrate facilities in the Phosphates Business Unit are designated as Large Quantity Generators due to episodic generation of more than 2,200 pounds of hazardous waste in a month. Canadian facilities comply with all national regulations

The types of hazardous waste generated at Mosaic's U.S. facilities typically include spent cleaning solvents, paint-related wastes and some spent laboratory chemicals. At concentrate facilities, wastes generated during production and maintenance operations include waste that is characteristically hazardous for corrosivity and/or toxicity (e.g., low pH and/or metals content). Each location has an appropriate hazardous waste management system to ensure that the waste is properly and safely disposed. No hazardous wastes are shipped internationally for disposal.

Environmental Releases

(G4-EN24) In 2014, we had a total of nine releases equal to or greater than 2,000 gallons. None of these was significant

regarding these materials.

enough to report in our financial statements.

Environmental Releases

Number of Significant Reportable Releases

Mosaic Business Unit	FY2011	FY2012	FY2013	2013	2014
Potash	10	8	12	10	6
Phosphates	4	2	3	4	1
Distribution	0	0	0	0	1
International	0	0	0	0	0
Corporate	0	0	0	0	1
Total Significant Releases	**14**	**10**	**15**	**14**	**9**

Note: Table includes environmental releases equal to or greater than 2,000 gallons. Releases meeting this criteria included: Potash – (5) brine and (1) calcium chloride; Phosphates – (1) phosphoric acid; Distribution – (1) Process water; and Corporate – (1) Pond Water.

Compliance

(G4-EN29) In Form 10-K and Form 10-Qs, Mosaic reports any environmental fine or sanction that it has identified as potentially material to investors, or if not potentially material, as potentially meeting or exceeding a significance threshold of $100,000. In 2014, there were no fines or penalties that met either criterion.

Environmental Protection Expenditures and Investments

(G4-EN31) Mosaic has expended, and anticipates that we will continue to expend, substantial financial and managerial resources to comply with Environmental Health and Safety standards, and continue to improve our environmental stewardship.

In the year ended Dec. 31, 2014, we spent approximately $300 million for environmental capital expenditures, land reclamation activities, gypstack closure and water treatment activities.

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People

One of our four strategic priorities is to invest in people. We are committed to providing the environment, development and compensation to ensure that Mosaic is a company where employees are proud to work and grow.

(DMA) At Mosaic, the strength of our business relies on the commitment of an exceptional global team of employees. We are dedicated to preserving a safe, healthy and respectful work environment for an engaged, inclusive workforce. Mosaic's Environmental Health and Safety Management System, aligned to ISO 14001, OHSAS 18001 and ANSI-Z10, integrates internationally-regarded best management practices into our operations while affirming our ongoing safe and environmentally responsible performance. Continuous improvement is part of our culture and sustainability initiatives. Our updated Sustainability Targets include a goal to reduce incidents and injuries, and improve year over year performance. Globally, all Mosaic employees, service providers and contractors are held to the same high standards outlined in our Code of Business Conduct and Ethics.

Workforce Management

Our Workforce

Whether working in our mines, distribution facilities or offices— our employees are part of a global Mosaic team that is richly diverse in skills, experiences and backgrounds. As of Dec. 31, 2014, Mosaic employed 8,717 regular employees.

In 2014, we completed the acquisitions of the Florida phosphate assets of CF Industries, Inc., and Archer Daniels Midland Company's fertilizer distribution businesses in Brazil and Paraguay. These two acquisitions resulted in the addition of approximately 1,100 employees.

Watch this Mosaic family welcome for our new Brazil and Paraguay employees. ¡Bem-vindo and bienvenidos!

Additional changes made as part of Mosaic's business strategy directly resulted in approximately 300 permanent workforce reductions. The current and potential profitability of each of the affected operations did not meet shareholder return objectives. We diligently managed the transitioning of employees in accordance with our Code of Ethics and values. This topic is covered in greater detail by our 2014 10-K.

- In 2014, Mosaic reduced its workforce as part of a $500 million cost savings initiative in its two business units and our corporate support functions. Employees who were impacted by job loss were provided notice and career transition services.
- On July 23, 2014, we announced our decision to permanently discontinue production of muriate of potash (MOP) at our Carlsbad, N.M., facility and transition the facility to exclusive production of our highly valued K-Mag® product line. The decision was based on the quality of the ore in the Carlsbad basin and the age of the facility's infrastructure. The final date
- On July 29, 2014, we completed the sale of our salt operations at our Hersey, Mich., mine. We also closed low-producing potash operations, allowing us to focus on higher producing potash mines. Employees were transitioned to new ownership, which communicated workforce transition processes.
- On Nov. 18, 2014, we completed the sale of our Argentina distribution assets, allowing us to focus on our more profitable distribution operations. Employees were transitioned to new ownership, which communicated workforce transition processes.
- As of Dec. 31, 2014, we completed the closure of our Chile distribution assets, allowing us to focus on our more profitable distribution operations. Employees who were impacted by job loss were provided notice and career transition services.

for production of MOP was Dec. 28, 2014. Employees who were impacted by job loss were provided notice and career transition services.

We have an exceptional global team of more than 8,700 employees working in 8 countries

Attracting the Best Talent in the Industry, and Investing in Our Employees

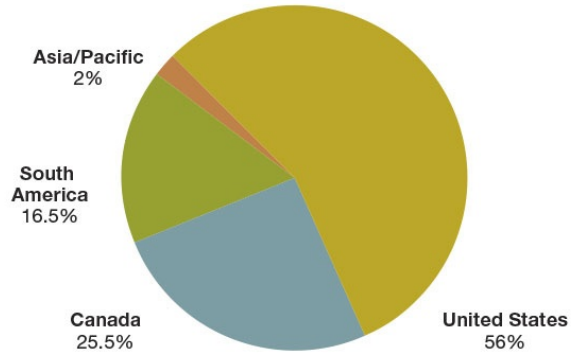
Mosaic aims to be the employer of choice for a diverse and inclusive workforce. Our global talent investment philosophy is to provide competitive compensation and benefits, with flexibility to choose programs that best meet our employees' needs. Mosaic provides health, welfare and retirement benefits to all full-time employees and eligible dependents.

We attract employees through methods including, but not limited to, job boards, social media, diversity career fairs, veterans career fairs and college job fairs.

In addition to our regular workforce, individual business units retain contract workers and interns. Our robust student hiring programs provide a work opportunity to summer, co-op and intern students in Canada, the United States and Brazil.

Individual business units track contract workers by hours worked and in compliance with relevant local legislation, but additional data aggregation and demographic analysis is not currently possible at the group level.

(G4-10) Workforce by Region



Workforce by Employment Type, Region and Gender

	FT Salary	FT Hourly	PT*	Total

Country	Male	Female	Male	Female	Male	Female	Male	Female
Argentina	2	0	0	0	0	0	**2**	**0**
Australia	1	0	0	0	0	1	**1**	**1**
Brazil	1,089	221	0	0	0	0	**1,089**	**221**
Canada	556	212	1,349	104	0	0	**1,905**	**316**
China	52	37	31	2	0	0	**83**	**39**
India	36	3	0	0	0	0	**36**	**3**
Paraguay	6	4	112	6	0	0	**118**	**10**
United States	1,443	564	2,733	147	2	4	**4,178**	**715**
Subtotals	**3,185**	**1,041**	**4,225**	**259**	**2**	**5**	**7,412**	**1,305**
Total		**4,226**		**4,484**		**7**		**8,717**

Notes: Excludes long-term leaves, co-ops, seasonal and temporary employees. Mosaic does not track individual contract worker counts or demographics. 15% of Mosaic's total workforce is female.
*Defined as less than 35 hours per week.

Mosaic recognizes that women are most underrepresented across the mining and metals industry. Women make up 15% of our company's total workforce. In the face of challenging and persistent perceptions that our sector is traditionally "male," Mosaic strives to improve the number of women we recruit and retain.

(G4-LA1) Employees by Age Group, Gender and Region

Country	< 30		30-50		> 50		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Argentina	0	0	2	0	0	0	**2**	**0**
Australia	0	0	0	1	1	0	**1**	**1**
Brazil	371	93	623	121	95	7	**1,089**	**221**
Canada	295	80	1,040	182	571	54	**1,905**	**316**

China	11	7	67	31	5	1	**83**	**39**
India	6	2	29	1	1	0	**36**	**3**
Paraguay	78	7	38	3	2	0	**118**	**10**
United States	456	91	1,805	342	1,917	282	**4,178**	**715**
Subtotals	**1,217**	**280**	**3,604**	**681**	**2,592**	**344**	**7,412**	**1,305**
Total		**1,497**		**4,285**		**2,936**		**8,717**

New Hires by Age Group, Gender and Region

Country	< 30		30-50		> 50		Total	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Brazil	201	56	213	30	33	0	**447**	**86**
Canada	45	11	53	7	8	0	**106**	**18**
Chile	0	0	0	0	0	0	**0**	**0**
China	1	1	0	0	0	0	**1**	**1**
India	2	1	2	0	0	0	**4**	**1**
Paraguay	14	2	2	0	0	0	**16**	**2**
United States	151	29	407	57	254	25	**812**	**111**
Subtotals	**414**	**100**	**677**	**94**	**295**	**25**	**1,386**	**219**
Total		**514**		**771**		**320**		**1,605**

Employee Turnover by Age Group, Gender and Region

Country	< 30		30-50		> 50		Total	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Australia	0	0	0	0	0	0	**0**	**0**
Brazil	50	8	62	15	10	0	**122**	**23**

Canada	25	7	69	23	104	14	**198**	**44**
China	2	1	1	2	0	0	**3**	**3**
India	3	0	6	2	1	0	**10**	**2**
Paraguay	0	0	0	0	0	0	**0**	**0**
United States	61	7	169	39	339	53	**569**	**99**
Subtotals	**141**	**23**	**307**	**81**	**454**	**67**	**900**	**171**
Total		**164**		**388**		**521**		**1,071**

In 2014, overall employee turnover totaled 13%. This rate excludes employee terminations as a result of the sale of businesses in Argentina and Chile.

Together, we're making Mosaic better: We ask our employees for feedback and take actions based on what we heard

Creating a Place Where Employees Are Proud to Work and Grow Their Career

Mosaic measures employee satisfaction biennially in a comprehensive survey of employee engagement, an indicator of productivity and a force that drives business outcomes. For the 2014 survey, Mosaic's

We are an equal opportunity employer, and our recruiting practices focus on matching the best possible candidate to the position. Mosaic uses salary ranges that are competitive with market pay ranges for positions of comparable responsibility, functional knowledge, impact and other compensable factors. Each salary range has

overall employee engagement level was 73%, above the global manufacturing benchmark of 68% and just below the top quartile benchmark of 74%. Our survey participation was 82%, which means that a majority of our employees describe Mosaic as a good place to work, are committed to staying, are proud to work for Mosaic and recommend Mosaic as a great place to work.

Providing Competitive Compensation and Benefits

(G4-LA13) One of Mosaic's strategic priorities is to invest in people, and we are committed to providing the environment, development and compensation to ensure that Mosaic is a company where employees want to work and grow.

a minimum or threshold salary for a new hire, although Mosaic typically sets the actual salary above this minimum.

While our processes ensure Mosaic's compensation is competitive and equitable, we also take steps to understand how our employees perceive their pay. In three consecutive biennial engagement surveys—administered globally to all Mosaic employees—we asked for responses to the following statement: I am paid fairly for the value I bring to Mosaic. Both women and men have continued to respond favorably to this question, with 70% and 66%, respectively, either strongly agreeing or agreeing.

Mosaic Employees:

- **Are proud to work for Mosaic**
- **Are committed to staying and developing within the company**
- **Recommend Mosaic to others and describe it as a great place to work**

(G4-EC5, G4-LA2) Mosaic offers competitive compensation and benefits in each of the company's significant locations of operation. As noted in local currency, the standard entry-level wage range is higher than the prevailing local minimum wage, with the exception of Paraguay where entry level wages are aligned with the local minimum wage. For Mosaic, minimum wages are generally not relevant since the majority of entry-level Mosaic positions require a higher level of skills or knowledge than jobs at which the minimum wage rate would apply.

- Market-specific benefit programs or practices that exist within an area that Mosaic competes for labor
- The impact to employees of local or national tax laws regarding the treatment of company-sponsored benefits

Mosaic provides competitive compensation and bonus opportunities for jobs in all disciplines and geographic markets based on company and individual performance. Additionally, Mosaic contributes toward retirement income benefits, which may

Within each of the countries in which Mosaic operates, benefits provided or offered to our full-time employees may differ for various reasons, including:

- State or country mandated benefit laws that apply to Mosaic employees in a specific geography
- Labor agreements between Mosaic and labor organizations acting on behalf of represented employees

include defined-benefit pension plans, defined-contribution plans or other supplemental retirement plans across our locations and countries. The majority of administrative, insurance and other costs associated with Mosaic-sponsored health and welfare plans is borne by us. Participation in the retirement plans is automatic in the United States and Canada. The defined-contribution plan is open to all, but it is not mandatory to participate.

Comparing Mosaic's Entry-Level Wage to Local Minimum Wage

Significant	Local Minimum Wage	Mosaic Entry-level Wages	Mosaic Entry-level Wage
U.S. Wage range/hr (USD)	$7.25–$8.05	$11.11–$22.41	153%
Canada Wage range/hr (CAD)	$10.20	$15.34–$25.78	174%
Brazil Wage range/hr (BRL)	3.55–6.07	4.82–8.63	142%
China Wage range/hr (CNY)	8.51–8.97	16.09–27.30	189%
India Wage range/hr (INR)	41.11–62.35	130.66–168.01	318%
Paraguay Wage range/hr (PGY)	8,291.16	8,291.16–9,090.91	100%

Employee Benefits

● = Yes ● = No

Type of Benefit	United States	Canada	Brazil	Paraguay	India	China
Health Care	●	●	●	●	●	●
Life Insurance	●	●	●	●	●	●
AD&D Insurance	●	●	●	●	●	●
Disability Coverage	●	●	●	●	●	●
Employee Assistance	●	●	●	●	●	●

Program						
Defined-benefit Plan	●	●	●	●	●	●
Defined-contribution Savings Plan	●	●	●	●	●	●
Annual Profit Sharing	●	●	●	●	●	●
Maternity Leave	●	●	●	●	●	●
Paternity Leave	●	●	●	●	●	●
Sickness Leave	●	●	●	●	●	●
Deferred Bonus and Deferred Pay	●	●	●	●	●	●
Long-term Incentives	●	●	●	●	●	●
Stock Ownership	●	●	●	●	●	●
Relocation Assistance	●	●	●	●	●	●
Flex Time Program	●	●	●	●	●	●
Formal Wellness Programs	●	●	●	●	●	●
Tuition Assistance / Education	●	●	●	●	●	●
Telecommute Program	●	●	●	●	●	●
Retirement Profit Sharing	●	●	●	●	●	●

(G4-LA3) Parental leave is offered to employees in North America, South America and Asia. As parental leaves vary in accordance with local laws and customs across the regions where we operate, Mosaic is unable to track retention rates of employees returning from parental leave. For example, in the United States, parental leave is undistinguished from broader reporting on the Family and Medical Leave Act, as well as state laws.

Labor & Management Relations

Mosaic values collective bargaining as an important form of collaborative employee engagement. In addition, Mosaic is sensitive to the needs of its employees, and much consideration is placed on applicable notice periods for any such changes that may impact employees. Freedom of association and the right to collective bargaining is respected in all of Mosaic's operations per our Commitment to Human Rights, which is guided by the Universal Declaration of Human Rights (UDHR), the most widely recognized definition of human rights and the responsibilities of national governments; the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work; and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

(G4-11) Employees Covered by Collective Bargaining Agreements

Total Worldwide Employees	**8,717**
Total Employees Represented by a Union	**4,730**
Percentage Represented	**54.26%**

We're committed to ensuring Mosaic is a company where employees want to work and grow

(G4-LA4) Some of Mosaic's labor agreements contain provisions of advance notice periods with respect to significant operational changes that impact employees.

(G4-MM4) Mosaic has not been subject to organized labor actions, including strikes or lockouts of any duration, at any of its locations in the 2014 reporting period.

In the United States, we adhere to federal and state WARN (The Worker Adjustment and Retraining Notification Act) laws that require a 60-day notification of plant closings and mass layoffs. Mosaic meets and usually exceeds the minimum notice required, which varies by local legislation and collective bargaining agreements in the regions where we operate.

Moreover, we have not had a strike by or lockout of our employees in facilities where Mosaic is the majority owner since our formation in 2004.

Our Commitment to Diversity & Equal Opportunity

(G4-LA12) Mosaic's Equal Employment Opportunity and Nondiscrimination Policy provides equal employment opportunities to all Mosaic employees and other qualified persons without regard to race, religion, color, gender, national origin, age, disability, marital status, citizenship status, military or veteran status, sexual orientation, gender identity, genetic information, or any other legally protected status under applicable laws in countries where Mosaic employees work. The policy also provides that Mosaic is committed to maintaining a work environment free of discrimination. Mosaic's commitment applies to all terms and conditions of employment, including, but not limited to:

- Recruiting and hiring
- Training and promotion
- Compensation and benefits
- Performance assessments
- Transfer
- Terminations
- Layoff or recall from layoff
- Leaves of absence
- Company-sponsored training and education

Retaliation or reprisal toward an employee who has exercised their rights under this policy is strictly prohibited. Mosaic's Code of Business Conduct and Ethics reinforces this policy.

Mosaic tracks ethnicity only in the United States. Diversity indicators include American Indian or Alaskan Native, Asian, Black or African American, Hawaiian or Pacific Islander, Hispanic or Latino, Two or More Races, or White.

Ethnicity by Gender 2014 (United States)

Ethnicity	Male		Female		Total	
	Count	Percentage	Count	Percentage	Count	Percentage
American Indian or Alaskan	30	0.72%	5	0.70%	**35**	**0.72%**
Asian	42	1.01%	18	2.52%	**60**	**1.23%**
Black or African American	617	14.77%	111	15.52%	**728**	**14.88%**
Hawaiian/Pacific Islander	5	0.12%	1	0.14%	**6**	**0.12%**
Hispanic or Latino	427	10.22%	57	7.97%	**484**	**9.89%**
Two or More Races	22	0.53%	5	0.70%	**27**	**0.55%**
Unknown	6	0.14%	2	0.28%	**8**	**0.16%**
White	3,029	72.50%	516	72.17%	**3,545**	**72.45%**
Total	**4,178**	**85.39%**	**715**	**14.61%**	**4,893**	**100%**

Note: Includes United States, active employees, regular employees and employees on a leave of absence. 27.55% of the company's workforce is considered to be a part of a minority group.

Total Management Workforce Worldwide by Gender and Age

Gender	< 30		30-50		> 50		Total
	Count	Percentage	Count	Percentage	Count	Percentage	
Male	50	4.24%	633	53.69%	496	**42.07%**	**1,179**
Female	20	9.26%	144	66.67%	52	**24.07%**	**216**
Total		**70**		**777**		**548**	**1,395**

Total U.S. Management Workforce by Ethnicity

Ethnicity	Count	Percentage
American Indian or Alaskan	1	**0.12%**
Asian	15	**1.84%**
Black or African American	55	**6.75%**

Hispanic or Latino	49	**6.01%**
Two or More Races	5	**0.61%**
Unknown	3	**0.37%**
White	687	**84.29%**
Total	**815**	**100%**

Note: Includes United States, active employees, regular employees and employees on a leave of absence. 15.71% of the company's management force is considered to be a member of a minority group.

Maintaining a Safe Workplace

Reducing Our Incidents and Injuries

(G4-LA5) We believe sustainability begins with the health and safety of our employees, contractors and visitors. In our pursuit of an injury-free workplace, we track safety closely, including near-misses and their causes in order to mitigate potential risks.

Mosaic has safety committees at a majority of our global operations. All Mosaic U.S. and Canada locations have formal joint safety committees, with the exception of small locations, such as warehouses, with 15 or fewer employees, and two non-unionized

(G4-LA6, G4-LA7) Mosaic follows U.S. Occupational Safety and Health Administration (OSHA) standards to calculate recordable injury frequency rates (RIFR) on a global basis. An OSHA recordable injury is an occupational injury or illness that requires medical treatment that is more than simple first aid. The most common injuries are sprains/strains; cuts/lacerations/avulsions; fractures; bruises/contusions; and burns. Lost day frequency rate (LDFR) calculates the frequency rate of calendar days lost. Lost days begin the day after the lost time occurs

operations that are restructuring their joint safety committees and will roll out the newly structured joint safety committees shortly. The role of these committees, which are comprised of employees from all levels, is to promote safety awareness and reinforce a working environment that promotes connectivity, teamwork and productivity among employees while supporting Mosaic's relentless pursuit of an injury-free workplace.

and calendar days are counted, with no exception for weekends, holidays, vacation or scheduled time off.

Recordable Injury Frequency Rate (RIFR) CY2014

	Employee	Contractor	Total
United States	1.28	0.67	**1.03**
Canada	1.52	1.44	**1.49**
International	0.06	0.53	**0.17**
Total	**1.11**	**0.87**	**1.02**

Note: Mosaic does not track RIFR or LDFR specifically by gender.

Lost Day Frequency Rate (LDFR) CY2014

	Employee	Contractor	Total
United States	0.122	0.000	**0.084**
Canada	0.082	0.131	**0.101**
International	0.000	0.000	**0.000**
Total	**0.088**	**0.054**	**0.075**

Note: Mosaic does not track RIFR or LDFR specifically by gender.

Mosaic Promotes:

In 2014, there was one work-related fatality involving a contractor who was repairing contractor-owned mobile equipment at a closed Mosaic facility. Following the event, Mosaic's Contractor Safety Management Program was reviewed and updated with improved controls to prevent similar incidents. In addition, the Mosaic Corporate Standard related to mobile equipment repair was updated to ensure positive control of equipment being serviced.

The highest risk to our workforce is hearing loss, with mechanics appearing to be at the highest risk. Of the 52 reportable illnesses, 49 were due to hearing loss. Among those, 11 were mechanics with an average of 28 years of service.

Occupational Disease Rate CY2014 (Illness Rate – Employee Only)

	Employee
United States	0.47
Canada	1.19
International	0.00
Total	**0.57**

Our first responsibility is to ensure every Mosaic employee returns home safely at the end of each work day

Absenteeism Rates CY2014 (%)

	Employee
Phosphates*	2.59%
Potash**	6.66%

(G4-LA8) Mosaic is committed to conducting business activities in a manner that protects the health and safety of its employees, contractors, customers and communities. In addition to health and safety topics being covered in the majority of our union

Brazil	4.60%
India* **	0.00%
China* **	0.00%

*Data for hourly and salary nonexempt employees only.
**Except for Colonsay, Potash's data is for hourly employees only.
***In China and India, all full-time Mosaic employees are salaried, and absenteeism is accounted for per their respective HR policies.

contracts, the relentless pursuit of an injury-free workplace is the top priority of Mosaic.

Training & Development

Developing & Supporting Our People

(G4-LA9, G4-LA10) Mosaic employees are encouraged to continuously learn and improve their skills. With management support, we offer a companywide educational reimbursement program to help employees in each of our operating countries better meet their current job responsibilities, as well as prepare for future career opportunities within our company. Our internal training opportunities also support the continuous development of Mosaic employees at all levels:

- Leadership

We are strengthening skills and investing in our employees through workplace training, and financial reimbursement to those continuing their education

- Professional and career development
- Environmental, health and safety (EHS) training
- Equipment and maintenance training
- Continuous improvement

2014 Training and Education

Course Title	Time in Hours
Leadership, Professional Development and Function Training (HR, IT, Finance and Commercial for all Employees)	31,303
Topics in Business Conduct and Ethics	1,459
EHS and Operations Training	
Phosphates	180,974
Potash	141,101
China	1,799
Brazil	57,595
India	6
Plymouth	300
Total Hours	**414,537**
Hours Per Employee	**50.0**

Notes: Currently the company does not track employee training and education specifically by employee category or gender. In 2014 Mosaic transitioned to a new Learning Management System and as a result, some training hours may have been lost or unaccounted for during this period. These figures do not include training or education pursued externally and paid for in whole or in part by Mosaic. We plan to account for these hours in future reporting periods. Over 200 employees are enrolled in Mosaic's tuition reimbursement program. Year over year differences in hours on certain topics are likely attributable to added granularity and reorganization of course "buckets." On-the-job training hours related to job changes (estimated at 40 hours per person, per change) are not included. We plan to account for these hours in future reporting periods.

Our performance management process includes goal alignment and career development to achieve excellence

Mosaic provides employees with helpful planning tools, calculators, articles, videos and webcasts, in addition to optional services provided by our third-party vendors.

Mosaic also provides support and training for employees during transitional career stages. When a reduction in our workforce occurs, we provide comprehensive career transition services to employees to help ease the stress that accompanies job loss. Please see Our Workforce for more information on these efforts in 2014.

(G4-LA11) As part of our strategic priority of investing in people, we have a performance management process called EDGE—Evaluating, Developing and Growing Excellence. Our performance management process has evolved to include scaled competencies, goal alignment and an emphasis on employee and career development.

Percentage of Employees Receiving Regular Performance and Career Development Reviews, by Gender

	Male	Female	Total
Full-time Salaried Population (Launched Forms)	2,335	940	**3,275**
Performance Reviews Given	2,288	895	**3,183**
Percentage of Reviews Received	97.99%	95.21%	**97.19%***

Note: Employees who were added through our Brazil and Paraguay acquisitions on Dec. 17, 2014, are not included in these calculations. They will be eligible for an annual performance review in 2015.

GRI Index

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Company

Farmers around the globe use our potash and phosphate products to help nourish their crops—and to maximize the food they can grow on every acre of farmland. Mosaic is uniquely positioned to help them.

As the world's largest combined producer of potash and phosphate crop nutrients, we strive to deliver value from mine to market. We conduct this critical work with an emphasis on abiding integrity and excellence, for the benefit of all our stakeholders. It starts with an intense focus on achieving an injury- and incident-free workplace, and extends to agronomic insight and efforts to provide value for our customers, financial reward for our shareholders, good stewardship of natural resources, and a deep understanding of our obligations to our communities.

Mission, Vision & Values

No matter where Mosaic operates in the world, we ask that our employees adhere to the same companywide values. This common sense of purpose and responsibility ensures that we approach our work with a shared goal.

Mission:

Help the world grow the food it needs

Vision:

Be the world's leading crop nutrition company

Values:

Integrity, Excellence, Sustainability and Connectivity

Formed through the combination of Cargill's crop nutrition unit and IMC Global in 2004, The Mosaic Company commemorated its first decade in October 2014.

Our Global Operations

(G4-6) We mine phosphate rock in Florida and process rock into finished phosphate products at facilities in Florida and Louisiana. We mine potash in Saskatchewan and New Mexico. We have other production, blending or distribution operations in Brazil, China, India and Paraguay, as well as strategic equity investments in a phosphate rock mine in the Bayovar region in Peru and a joint venture formed to develop a phosphate rock mine and chemical complexes in the Kingdom of Saudi Arabia.

Mosaic conducts business through wholly and majority-owned subsidiaries, as well as businesses in which we own less than a majority or a non-controlling interest. Through 2014 we were organized into two reportable business segments: Phosphates and Potash. Additional information is detailed in our 10-K Report (Page 1).

(G4-MM8) Mosaic's mining operations encompass potash and phosphate ores, which are less suited to artisanal or small-scale mining (as compared to precious metals, for example). In 2014, no artisanal or small-scale phosphate or potash mining took place on, or adjacent to any Mosaic site. Our mine operations are capital intensive, and therefore, risks are required to be defined and managed well before any mining occurs.

Go to TheMosaicStory.com to see and hear how we help the world grow the food it needs.

Visit "Our Story" Site

Sustainability Governance

Sustainability is one of Mosaic's core values. We are committed to making informed choices that improve our corporate governance, financial strength, operational efficiency, environmental stewardship, community engagement and resource management. Through these efforts, we intend to sustain our business and experience lasting success.

Sustainability leadership begins with our Board of Directors. The Environmental Health, Safety and Sustainable Development (EHSS) Committee of the Mosaic Board of Directors provides oversight of our environmental, health, safety and sustainable development strategic vision and performance, including:

- safety and health of employees and contractors
- environmental performance
- systems and processes designed to manage EHSS risks, commitments, public responsibilities and compliance
- relationships with and impact on communities with respect to EHSS matters
- public policy and advocacy strategies related to EHSS issues
- achieving societal support of major projects

Please see The EHSS Committee Charter for more information. The Board and Senior Leadership Team review the EHSS Committee's recommendations in order to develop new companywide policies, initiatives, targets and goals. A team of employees, overseen by a Director of Sustainability, manages sustainability on a day-to-day basis.

The Mosaic Company Senior Leadership Team (SLT), led by our President and Chief Executive Officer, is primarily responsible for managing profit and loss and delivering growth. Implementation and delivery of Mosaic's business strategy and plan are monitored by SLT members. The SLT is supported in matters of sustainability by leading vice president and director-level employees who are accountable for ensuring the goals are achieved through site-specific, business unit and companywide implementation.

Mosaic also participates in voluntary reporting and transparency efforts with the following organizations: United Nations Global Compact (UNGC)—Committing to 10 principles in the areas of human rights, labor, the environment and anti-corruption; CDP and CDP Water (formerly named Carbon Disclosure Project)—Improving transparency and performance with respect to greenhouse gas emissions and water; and Global Reporting Initiative (GRI)—Promoting the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. We also provide data and information to these and other organizations for their analysis: Dow Jones Sustainability Index (DJSI), IW Financial, Trucost, Vigeo, and *Newsweek* in partnership with Corporate Knights Capital.

Our Board of Directors

(from left) Greg Ebel, Nancy Cooper, Tim Gitzel, Emery Koenig, Jim Popowich, Bob Lumpkins, Jim Prokopanko, David Seaton, Steve Seibert, Denise Johnson, Bill Graber, Bill Monahan

Our Senior Leadership Team

(from left) Mark Kaplan, Corrine Ricard, Joc O'Rourke, Rick McLellan, Jim Prokopanko, Rich Mack, Bo Davis, Mark Isaacson, Walt Precourt

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Our Leadership on Climate Change

(G4-EC2) Mosaic's 2012 published "Commitment on Climate Change" states that global climate change creates uncertainty for our business and poses challenges for the health and well-being of the world's populations—ecologically, socially and economically.

The potential financial implications with regard to the physical changes associated with climate change, as well as potential regulatory response changes, are discussed in Mosaic's CDP response and in Mosaic's 10-K Report.

Leadership & Management

DMA: **We are focused on executing against our strategic priorities: investing in people, growing production and operational efficiency, expanding our market access, continuing to innovate, and delivering shareholder value through strong financial performance. Mosaic's sustainability goals are closely aligned with our operational and financial goals. We respond annually to CDP and use the Global Reporting Initiative (GRI) framework with the Mining and Metals Sector Supplement to report on our environmental and sustainability performance.**

Leadership & Management

(G4-EC1) Our Economic Value Generated and Distributed

Economic Performance

in Millions

	FY2011	FY2012	FY2013	CY2013	CY2014
Revenue	$9,937.8	$11,107.8	$9,974.1	$9,021.4	$9,055.8

Operating Costs

in Millions

	FY2011	FY2012	FY2013	CY2013	CY2014
Cost of Goods Sold	6,816.0	8,022.8	7,213.9	7,006.0	7,129.2
Selling, General and Administrative Expenses	372.5	410.1	427.3	393.5	382.4
Less: Unrealized Gain/Loss on Derivatives	(-13.0)	41.9	(-15.2)	(-0.4)	32.0
Less: Depreciation, Depletion and Amortization	447.4	508.1	604.8	655.6	750.9
***Less: Wages and Benefits**	772.3	843.1	935.9	927.8	1,429.3
Total Operating Costs	**5,981.8**	**7,039.8**	**6,115.7**	**5,816.5**	**5,299.4**
Wages and Benefits	772.3	843.1	935.9	927.8	1,429.3

*Mosaic Cost of Goods Sold and Selling, General and Administrative expenses from the 10-K include wages and benefits. For the GRI report, wages and benefits are requested separately, so they are excluded here and added back in as a separate line item directly below.

Payments to Providers of Funds

in Millions

	FY2011	FY2012	FY2013	CY2013	CY2014
Dividends Paid	89.3	119.5	426.6	427.1	382.5
Payments with Share Repurchases		1,162.5			2,755.3
Interest Paid (Net of Amount Capitalized)	43.1	21.0		6.9	121.9
Total Payments to Providers of Funds	132.4	140.5	1,303.0	434.0	3,259.7
Retained Earnings	**8,330.6**	**10,141.3**	**11,603.4**	**11,182.1**	**11,168.9**

Tax (Payment to Government)

in Millions

	Taxes Paid (Refunds Received)				
	FY2011	FY2012	FY2013	CY2013	CY2014
United States	264.7	272.7	175.8	155.1	(5.5)*

Canada	132.1	211.9	123.2	107.6	87.9
Brazil	4.1	2.2	2.9	3.0	2.7
Other	134.3	29.6	(-2.0)	(-0.2)	28.1
Total Income Taxes Paid	**535.2**	**516.4**	**299.9**	**265.5**	**113.2**

*CY2014 U.S. tax payments decreased due to CY2013 overpayments and refunds.

Canadian Resource Taxes and Royalties Expense	**$294.2**	**$327.1**	**$307.9**	**$235.2**	**$195.0**

*Represents tax expense during the period, not cash payments.

Our Value to Neighbors and Partners Through Community Investment

In 2014, Mosaic targeted to invest 1% of profits over a three-year rolling average into our communities. The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil make investments in our global communities through philanthropic funding, employee engagement and in-kind donations. Combined contributions in 2014 reached $17 million.

$17 MILLION
invested by The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil together into the communities where we live and work

We aim to invest
1% OF PROFITS
on a three-year rolling average into our communities

We focus community investments in three areas:

- **Food:** Hunger relief, agricultural development, and agricultural research and education
- **Water:** Watershed restoration, habitat conservation and nutrient stewardship
- **Local:** Philanthropic or civic partnerships that enrich the long-term strength of communities in which Mosaic has offices and operations

Community Investments Focus:

(G4-EC3) Our Defined Benefit Plan

Benefit Plan Obligation

in Millions

	FY2011	FY2012	FY2013	CY2013	CY2014
Pension Plan Obligation	$694.30	$743.30	$788.60	$728.00	$828.40
Fair Value of Plan Assets	$630.00	$654.40	$707.60	$736.90	$812.10

Note: Please refer to the discussion of our defined benefit pension plans in our 10-K report.

Pension Plan Asset Allocation

	U.S. Pension Plans				
	Assets as of 5/31/2011	**Assets as of 5/31/2012**	**Assets as of 5/31/2013**	**Assets as of 12/31/2013**	**Assets as of 12/31/2014**
Fixed Income	75%	77%	74%	75%	77%
U.S. Equity Securities	12%	11%	13%	12%	12%
Non-U.S. Equity Securities	7%	6%	7%	7%	7%
Real Estate	4%	4%	4%	4%	4%
Private Equity	2%	2%	1%	2%	0%
Other	0%	0%	1%	0%	0%
	100%	100%	100%	100%	100%

				Canadian Pension Plans	
	Assets as	**Assets as**	**Assets as**	**Assets as**	**Assets as**

	of 5/31/2011	of 5/31/2012	of 5/31/2013	of 12/31/2013	of 12/31/2014
Fixed Income	28%	38%	37%	38%	40%
U.S. Equity Securities	24%	22%	21%	22%	23%
Canadian Equity Securities	23%	21%	20%	21%	20%
Non-U.S. Equity Securities	15%	14%	14%	14%	14%
Private Equity	3%	3%	2%	2%	1%
Other	7%	2%	6%	3%	2%
	100%	100%	100%	100%	100%

	Investment Plan and Savings Plan				
	FY2011	**FY2012**	**FY2013**	**CY2013**	**CY2014**
Attributable Expense	$28.50	$30.00	$34.50	$35.20	$51.50

Participation and funding target attainment percentages for our U.S. and Canadian pension plans as of Dec. 31, 2014, are as follows:

Benefit Plan Participation and Target Attainment (as of Dec. 31, 2014)

Location	Participants	Funding Attainment
United States (Hourly)	3,903	97.9%
United States (Salaried)	3,888	99.8%
Colonsay (Hourly)	637	87.0%
Colonsay (Salaried)	56	69.3%
Esterhazy (Hourly)	399	88.7%
Esterhazy (Salaried)	232	68.4%

(G4-EC4) Financial Assistance from Government

Tax Credits and Subsidies

Country	Type	Amount
Canada	Research and Development Credit	$8,700,000
United States	Research and Development Credit	$1,900,000
United States	Mine Rescue Team Training Credit	$10,000
Brazil	Employee Meal and Leave Subsidies	$352,463
Brazil	Freight Tax Reduction - SUDENE	$856,651

Note: All figures are reported in U.S. dollars.

Policies

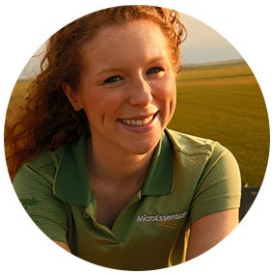
DMA: **As one of the world's leading crop nutrient companies, Mosaic has a responsibility to be actively engaged in the promotion of sound and sustainable public policies. We proactively educate all levels of our employees and government officials on the key issues our company and operations face, our value to operating communities, and our vital role in the world's food production.**

Anti-Corruption & Adherence to Laws

(G4-SO3, G4-SO5) Mosaic must comply with all applicable laws of the United States, and all other countries in which we do business, that are designed to prevent bribery and corruption. Violations may result in stiff penalties, including the disgorgement of profits, imprisonment, and negative publicity.

Mosaic's Code of Business Conduct and Ethics demands strict compliance from our employees and requires any employees who have been assigned a company computer user ID—which is approximately 3,500 employees—to complete online code of conduct training and certify compliance with the code annually.

Mosaic also maintains a 24-hour independently administered confidential and anonymous incident reporting hotline for all Mosaic employees. In addition, Mosaic conducts a robust risk assessment to identify risks related to the U.S. Foreign Corrupt Practices Act (FCPA). A robust fraud risk assessment is also completed in the Sarbanes-Oxley compliance efforts.



Since May 2009, more than 5,200 Mosaic employees have completed FCPA training

Mosaic recognizes the importance of the FCPA and has established a Worldwide Anti-

The total number of business units analyzed for risks related to corruption in 2014: three

corruption Policy. Mosaic conducts periodic FCPA audits of selected various geographic locations and respective individuals—including but not limited to country managers, sales representatives, accounting/finance personnel and supply chain—whose job responsibilities require a keen awareness of and compliance with the FCPA.

Mosaic operates in a regulated industry and in areas throughout the world with varying degrees of perceived corruption. Mosaic also has routine interactions with foreign government officials and agencies related to obtaining licenses and approvals, customs, land use and other matters. The risk of corrupt practices exists in the countries where we operate as government officials and agencies are inherently involved in the production, sale, and distribution of our fertilizer products through the related laws and regulations governing these activities.

(Potash, Phosphates and Corporate). The percentage of business units analyzed for risks related to corruption in 2014: 100% (all three business units, which was our total population of business units in 2014). We also review select joint ventures including Miski Mayo in Peru.

Mosaic has not had any incidents of corruption during the life of our company. Accordingly, we have not dismissed or disciplined any employee for corruption, nor have we declined to renew a contract with a business partner due to violations related to corruption.

Mosaic is a signatory to the United Nations Global Compact and remains committed to its universal principles including anti-corruption

(G4-SO4) Mosaic requires all salaried

Board members receive the Code of

employees (which includes all management employees) to complete online training regarding the FCPA, and since May 2009, more than 5,700 Mosaic employees have completed such training. In addition to the online training, instructor-led training is also provided to certain employees, based on their location and job responsibilities. As part of our Code of Business Conduct and Ethics certification process, which is required annually of all salaried employees, employees are specifically asked to certify as to their compliance with the FCPA.

Conduct training and are recertified annually. In regards to business partners, Mosaic's service agreements generally require suppliers to agree to follow the Mosaic Code of Business Conduct and Ethics, a section of which addresses Preventing Bribery and Corruption. The code states that suppliers adhere to the same level as required by Mosaic employees. Mosaic's purchase order policy requires suppliers to acknowledge Mosaic's Code of Business Conduct and Ethics biannually in writing.

Mosaic's Worldwide Anti-Corruption Policy and Code of Business Conduct and Ethics are both publicly available on our Website.

Please see our Website for complete information on Mosaic's policies and commitments.

Advocacy & Public Policy

Mosaic supports elected officials and candidates for public office who are supportive of Mosaic's mission and share our views on important issues, such as maintaining a strong American manufacturing and mining base, recognizing the importance of crop nutrients in maintaining domestic food security, and supporting reasonable science-based regulation with responsible environmental stewardship.

(G4-SO6) Amounts of political contributions are reported based on when Mosaic wrote the check, which in some cases may be in a different year than when the check was delivered and reported by the receiving candidate or organization. Contribution levels vary in accordance with election cycles in local and regional communities where we operate.

Political Contributions

(in U.S. Dollars)

	CY2010	CY2011	FY2012	CY2013	CY2014
United States	$174,500	$146,250	$350,500	$195,423	$154,400
Canada	$7,500	$42,000	$4,000	$5,800	$12,000

Note: U.S. political contributions include both "hard" and "soft" money donations, with contributions made from Mosaic

Holdings Political Action Committee (PAC) included in the U.S. total. 2014 in-kind donations for the United States and Canada totaled $2,250.28 and $3,125.00, respectively.

Community

DMA: **At Mosaic, we understand that our business and our communities are indelibly linked. Our operating communities are also our homes—where we live, work and raise children. We strive to be a thoughtful and engaged neighbor, investing carefully and generously as we seek long-term partnerships with organizations that are making a difference.**

(DMA) The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil partner with industry associations, nonprofit groups and stakeholders focused on food, water and local initiatives. We are especially committed to the strength and prosperity of the communities where we have offices and operations, including North America, South America and Asia. Our financial support is magnified by employee volunteerism and community involvement.

Mosaic has diverse and varied economic effects on communities across the world. We encourage and support spending with local suppliers, and seek job applicants from local communities when an internal candidate is not available.

Investing in Our Communities

Our Indirect Economic Impacts

(G4-EC7) At Mosaic, our mission is to help the world grow the food it needs. As the world's largest combined producer and marketer of concentrated phosphate and potash—two of the three macronutrients essential to plant life—this is both a business and social mission.

We focus our community investments in three core areas that help us achieve this goal: Food, Water and Local Community Investments. Furthermore, our community investments are allocated to align with the size of our operations and industrial footprint in each of our locations. In 2014, combined contributions by The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil through philanthropic funding, employee engagement and in-kind donations totaled approximately $17 million.

Additionally, Mosaic partners with the United Way, an important community nonprofit at Mosaic's North American operations. Each fall, teams of employee volunteers organize a series of events that focus our employees' attention on their communities through

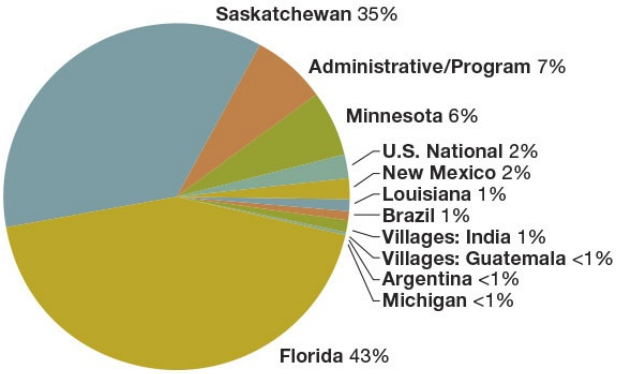
Since 2012, Mosaic has used an online grant system to track and monitor proposals for funding and report outcomes. Potential nonprofit partners can access the online grant system and the formal application for funding, our focus areas, our giving guidelines, our application deadlines and our non-discrimination policy through our Website. Establishing a standardized funding system, reporting outcomes, and listing policies online provide greater transparency to our partners, shareholders, employees and communities.

2014 Mosaic Global Community Investment by Focus Area

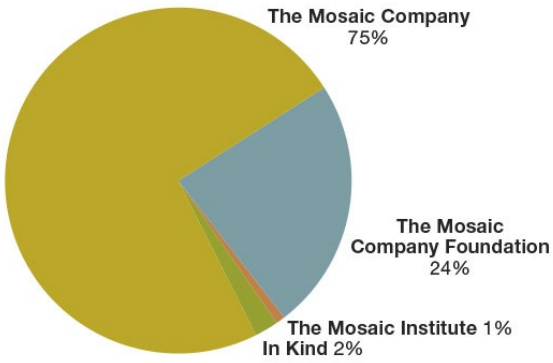
- 54% Local
- 15% Food
- 12% Water
- 12% United Way
- 7% Admin/Program

agency tours, volunteer projects and workplace giving campaigns.

2014 Mosaic Global Community Investment by Region



2014 Mosaic Global Community Investment by Donation Type



Community Investment Focus Areas

Mosaic works closely with best-in-class nonprofit partners to address the needs of individuals and communities on issues ranging from local hunger relief, global food security, watershed restoration, nutrient stewardship and local civic needs in operating communities. A few examples of these partnerships are explained below.

Food Community Investments

The Florida Association of Food Banks

Headquartered in southwest Florida, the Florida Association of Food Banks (FAFB) is comprised of 14 regional food banks serving all 67 counties in Florida. In 2014, Mosaic supported FAFB's Farmers Feeding Florida program, which collaborates with Florida agricultural producers, packers and distributors to deliver fresh produce to

central and southwest Florida food banks. These area food banks serve approximately 640 community agencies' food shelves and food programs.

Watch this short video on the Farmers Feeding Florida program

View the Video

The Mosaic Villages Project has helped more than 300,000 people move from food insecurity to food surplus

The Mosaic Villages Project

Initiated in 2008, the award-winning Mosaic Villages Project in India, Guatemala and eight African countries has helped more than 300,000 people move from food insecurity to food surplus. The Mosaic Villages Project is a physical manifestation of our mission to help the world grow the food it needs. Our investment includes cash grants, product, logistics, and the time and talents of many Mosaic employees, including agronomists who work alongside implementing partners in training farmers. In February 2013, Mosaic was awarded the President's Excellence Award in philanthropy for The Mosaic Villages Project by CECP, formerly the Committee Encouraging Corporate

Philanthropy.

More than 300 healthy lunches are given to hungry children each school day by the Hunger in Moose Jaw organization

Saskatoon Food Council

In an effort to strengthen food security in Saskatoon and surrounding areas, The Mosaic Company partnered with the Saskatoon Food Council in 2014 with the goal of improving access to healthy food for all Saskatoon residents through connecting and leading projects developed from a food systems assessment.

Hunger in Moose Jaw

The Hunger in Moose Jaw organization is dedicated to providing access to safe, nutritious food for all. Mosaic continues to support the Child Nutrition Program, helping provide more than 300 healthy lunches to hungry children every school day. In 2014, Mosaic employees continued to support their efforts by designing new pathways and making improvements to existing pathways for community gardens in Moose Jaw, Saskatchewan, that improved productivity and safety of the area.

Water Community Investments

The Nature Conservancy

We continue to support The Nature Conservancy (TNC) in its work with local partners and producers to promote and assist with adoption of 4R Nutrient

This voluntary new program builds on the 4R Nutrient Stewardship principles to provide a consistent, recognized standard for agricultural retailers in Indiana, Ohio and Michigan—where surrounding waters drain into Lake Erie. The program ensures that

Stewardship principles on farms located in southwest Florida. The Conservancy conducts direct producer outreach to voluntarily enroll scientifically targeted specialty crop producers in the initiative. Participating farmers will receive education and support in implementing best management practices in an effort to reduce the amount of nutrients in the local watersheds and beyond.

In 2014, The Mosaic Company Foundation also partnered with TNC to support a multi-sector initiative, governed by the Nutrient Stewardship Council, to pilot a nutrient application standard to improve water quality in the Western Lake Erie Basin in Indiana, Michigan and Ohio. Called The 4R Nutrient Stewardship Certification Program, the initiative encourages agricultural retailers, service providers and other certified professionals in the Western Lake Erie Basin to adopt proven best practices through the 4Rs framework, a concept originated by The Fertilizer Institute: using the Right nutrient source at the Right rate and Right time in the Right place.

social, environmental and economic sustainability objectives are met through the adoption of 4R nutrient management.

In 2014, Mosaic sponsored the 6th World Congress on Conservation Agriculture

Conservation Technology Information Center

Conservation Technology Information Center (CTIC) champions, promotes and provides information on technologies and sustainable agricultural systems that conserve and

Tampa Bay Watch

The mission of Tampa Bay Watch is to protect and restore the marine and wetland environments of the Tampa Bay estuary. In 2014, The Mosaic Company Foundation

enhance soil, water, air, and wildlife resources and are productive and profitable. In 2014, The Mosaic Company, through CTIC, sponsored the 6th World Congress on Conservation Agriculture designed to increase awareness, create excitement, and educate farmers in innovative conservation and sustainability efforts. The congress hosted representatives from more than 60 countries and six continents.

continued to support Tampa Bay Watch by providing funding for their Oyster Habitat and Water Quality Initiative which advances watershed protection, water quality improvements and youth education programs in the Tampa Bay area. The program involves the construction of oyster reefs to assist with reduction of turbidity and shoreline erosion.

Safe Drinking Water Foundation

Mosaic provides educational water testing kits to Saskatchewan students to increase their knowledge of drinking water quality issues and solutions. The program provides teachers with program-based learning that complements the hands-on learning opportunities.

Local Community Investments

The Royal Canadian Mounted Police Heritage Center

In 2014, The Mosaic Company provided a $1 million CAD grant to support the Royal Canadian Mounted Police (RCMP) Heritage Centre's Education and Outreach Initiative, designed to enrich the interpretation of established programs and exhibits through the use of technology to make each visit to the Centre dynamic for our visitors; and showcase the important work the RCMP is doing in the community through the augmentation of exhibits dedicated to modern day policing.

Red Cross

The June 2014 flooding in Saskatchewan caused 16 communities to declare a state of emergency. In addition, flooding in Carlsbad, N.M., in September 2014 caused millions of dollars in damages to that area. As a result of our commitment to making an impact in the communities where we operate, The Mosaic Company made donations to both the Canadian and American Red Cross to assist with evacuations and emergency preparedness.

In 2014, Mosaic employees

pledged a combined $1.74 million to 45 local United Way organizations across North America

10-Year Anniversary Matching Grants

In 2014, The Mosaic Company celebrated its 10th anniversary. To commemorate the occasion, Mosaic offices and facilities around the world each gave $10,000 grants to nonprofits operating in their local communities. In total, $380,000 was distributed to organizations helping individuals with mental illness, providing health care to the underserved, offering disability and life skills training for adults, and advancing cancer research.

The United Way

In 2014, 64% of Mosaic employees pledged a combined $1.74 million to 45 local United Way organizations across North America. With the Mosaic dollar-for-dollar match, the total amount donated to United Way in 2014 was over $3.6 million. Additionally, Mosaic was also awarded the Spirit of Tampa Bay Suncoast Award in 2014.

Infrastructure Investments

The Mosaic Villages Project – India

Mosaic's *Krishi Jyoti* project in India aims to improve livelihoods in villages in rural India by enhancing farm productivity. The project

also promotes education among children in these remote villages by providing them a healthy and safe school environment. In the areas where these schools exist, safe drinking water and clean sanitation facilities are not present.

In 2014, The Mosaic Company Foundation provided its implementing partner in India—the Sehgal Foundation—with a grant to upgrade the facilities at four schools including building separate restrooms for boys and girls; making clean drinking water available during school hours; building boundary walls around the schools and renovating classrooms; building functional kitchens for cooking midday meals; and constructing playgrounds. In 2014, Mosaic and our partner built a large checkdam, designed to conserve and harvest rainwater runoff from the nearby hills. The checkdam provides agricultural and drinking water for more than 10,000 people.

The Mosaic Company Foundation supported Arcadia Rodeo's $6 million capital campaign with a $3 million investment in 2014

Arcadia All-Florida Championship Rodeo Association

The Arcadia Rodeo provides scholarships for local students, contributes funds and volunteer help to local community efforts,

Parkland College

Mosaic invested more than $2.2 million to help build a new Trades and Technology Centre at Parkland College in Yorkton, Saskatchewan. The Centre will provide

and serves a venue for community events in southwest Florida. The Rodeo is also a big economic contributor to the local economy, providing millions of dollars to DeSoto County.

In 2014, The Mosaic Company Foundation supported the Rodeo's $6 million capital campaign for a new multi-purpose complex with a $3 million investment. The 8,000-seat arena will provide economic impact to the area by becoming a destination arena and complex, creating a positive impact on existing businesses and encouraging new opportunities.

training in skilled fields that are in high demand in nearby communities.

Firefighting Safety

In 2014, Mosaic provided funds to assist in local volunteer firefighting safety in the communities of Bredenbury, Colonsay, and Watrous, Saskatchewan. Mosaic's funds helped purchase much needed fire equipment in these communities.

Carlsbad MainStreet Project

Downtown Carlsbad is the heart of the Carlsbad community—a gathering place filled with activity, lively businesses and family focus. The mission of the MainStreet Project is to strengthen downtown Carlsbad through concentrated efforts in organization, promotion, design and economic restructuring. To assist in these efforts, The Mosaic Company provided funding to the Carlsbad Downtown Farmers' Market to support infrastructure development to support the local farmers market as a community gathering place.

University of Florida Foundation, Range Cattle Research and Education Center

In 2014, The Mosaic Company Foundation continued its support of the University of Florida Foundation with a grant to support the construction of the Grazinglands Education Building. The building will be used to host events and provide access to faculty and programs, which earlier would not have been possible since there was previously no space large enough.

Indirect Economic Impacts of Our Operations

(G4-EC8) Mosaic has diverse and varied

Farmers who produce enough food to

indirect economic effects on communities across the world. However, due to the complex nature of the business and philanthropic activities in which Mosaic engages, Mosaic does not attempt to estimate its indirect economic impact by using a measurement of currency.

Global food security is one of the most pressing issues of our time and calls for the judicious use of resources, as well as an innovative spirit. Today's crop nutrients are responsible for 40% to 60% of global crop yields, and Mosaic's products play a crucial role in meeting the global demand for food. Our worldwide research programs focus on 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. By delivering sulfur and zinc with MicroEssentials® and boron with Aspire®, another premium product, farmers are able to apply the top three most deficient secondary nutrients and micronutrients efficiently and uniformly, creating the opportunity to maximize yields in a sustainable manner.

support a profitable business bring economic benefits through their hiring and spending practices. Likewise, the dealers who distribute our fertilizers and the vendors who support our operations are meaningful contributors to the economic vitality of the rural and regional communities where they operate. Additionally, participants in The Mosaic Villages Project receive no-interest loans to buy fertilizer at planting, and repay the loans through the sale of surplus yield at harvest. Fertilizer acts as an injection of capital to the region, helping farmers break the cycle of poverty that has gripped these developing regions of the world. Participants in The Mosaic Villages Project have reported that, on average, yields have increased three to five times over that of traditional farming practices. Furthermore, many of Mosaic's charitable community investments are focused on supporting hunger relief in communities and providing access to emergency food systems. Studies show that children who have sustained hunger have reduced abilities and capacity to learn in school. Access to regular food improves educational outcomes.

Fertilizers are responsible for up to 60% of global crop yields

The mining, production and distribution of potash and phosphate contribute to global

Through work with the United Way and other local charities, Mosaic's community

economies through the import and export of the minerals themselves and the complementary goods needed to manufacture fertilizer, animal feed and industrial products. The multiplier effect of the money that Mosaic's employees, suppliers and other stakeholders spend is dramatic.

The 2013 Areawide Environmental Impact Statement (AEIS) for continued phosphate mining in the Central Florida Phosphate District that was administered by the Army Corps of Engineers studied the economic impact of Mosaic's continued operations in the region. The evaluation included Employment, Labor Compensation, Value of Production or Output, and Value Added. It concluded that the indirect economic impact of continued Mosaic mining in the Central Florida region over the next 50 years will be $1.4 billion. Furthermore, according to a 2013 study by the Port of Tampa of the port's 2012 fiscal year, the phosphate industry accounted for more than $10 billion of the port's $15.1 billion annual economic activity; supported more than half of the port's 80,000 direct, indirect and related jobs; and created more than half of the 10,573 direct jobs at the port from the movement of phosphate rock and raw materials, as well as crop nutrition and animal feed supplies and products.

investments help families achieve greater economic independence and improve educational outcomes for children. From workforce development programs to K-12 education initiatives, communities receive significant support to advance results in our operating communities and in non-governmental organization partner programs globally.

Mosaic's partnerships with community organizations continue to support positive healthcare, education, housing and recreational opportunities for our neighbors. In Saskatchewan, Canada, Mosaic proudly supports Shock Trauma Air Rescue Service (STARS), which brings emergency medical transport to critically ill and injured patients in Saskatchewan. Mosaic also continues to support Habitat for Humanity in Regina, Saskatoon, Moose Jaw and Yorkton, helping to build 87 new homes over a three-year period. In 2014, Mosaic partnered with the province of Saskatchewan, city of Regina and the Saskatchewan Roughriders Football Club to support construction of a new stadium in Regina. The stadium is the heart of a larger revitalization initiative for the downtown area. Mosaic Stadium will attract world-class sports, concerts and events that will bring economic opportunities for the city and province. Similarly, Mosaic Place, opened in 2011, is a multi-purpose event arena supported by Mosaic. It attracts visitors from around the world and has invigorated downtown Moose Jaw by drawing major events and concerts that generate revenue for the city and its people.

We are the largest producer of finished concentrated phosphates in the world, with 11.7 million tonnes of operational capacity

Our Local Spending & Hiring

(G4-EC9) Mosaic does not have a written policy for preferring locally-based suppliers, but we do encourage and support spend with local suppliers.

Local Supply Chain

Operational Locations	2014
All Phosphate (United States only)*	76.67%
All Potash (Canada and United States)*	59.36%
Offshore–Fospar, Brazil**	100%

*Excludes Governmental, Raw Materials, Clubs and Organizations, Employee Related and Freight spend, and includes as locals in the Phosphates 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. **Brazil figures are based on all spend and consider as local vendors all of those whose addresses are within the country. Total excludes Raw Materials and spare crane parts.

(G4-EC6) As a matter of practice, and in accordance with Mosaic's global job posting policies, we will "hire from within wherever possible." For mid- to lower-level positions, a search is conducted locally to find a qualified candidate. If no local candidates are identified, then the search broadens until a qualified candidate is found. Mosaic provides a generous relocation package to support the movement of talent to our locations. For senior management roles, if no internal candidates are identified, a search will be conducted externally to find the best candidate for the leadership role. The hire may or may not come from one of the communities where we have a local presence. These candidates are also supported with relocation assistance.

Human Rights

DMA: Acting with integrity means making the right choice and taking the right path in any given situation. As a signatory to the United Nations Global Compact, The Mosaic Company is committed to the protection and advancement of human rights. Mosaic's Code of Business Conduct and Ethics forms the basis of our Commitment to Human Rights.

Non-discrimination

(G4-HR3) Mosaic has had no founded incidents of discrimination for the period covered in this report. There were eight discrimination complaints filed with the Equal Employment Opportunity Commission (EEOC); two complaints filed with the Canadian Human Rights Commission (CHRC); and six internal complaints from January 2014 through December 2014. Only three EEOC complaints remain pending.

Discrimination Alleged January 2014 - December 2014 (North America only)

Type	Origin	Race	Age	Gender	Disability	Religion
Discrimination Types Reported	1	5	4	3	4	2

Discrimination Types Pending	0	0	1	0	3	0

Note: Mosaic is vigorously defending itself in the pending cases, which the Company believes are without merit.

(G4-HR4) Mosaic does not have any operations in which the right to exercise freedom of association and collaborative bargaining are identified as a significant risk. Mosaic does not discriminate based on association, per our Commitment to Human Rights, which is guided by the Universal Declaration of Human Rights (UDHR), the most widely recognized definition of human rights and the responsibilities of national governments; the International Labour Organization (ILO) Declarations on Fundamental Principles and Rights at Work; and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic aims to strengthen and enforce human rights in our policies and operations globally, including in our supply chain.

Child Labor

(G4-HR5) Mosaic does not have any operations that are identified as a significant risk for child labor practices. Mosaic abides by all applicable child labor laws. In the United States and Canada we do not employ anyone under the age of 18. Mosaic complies with all statutory requirements in the locations where we operate, as well as our own employment policies, including our Commitment to Human Rights, which is guided by the UDHR, the most widely recognized definition of human rights and the responsibilities of national governments; the ILO Declaration on Fundamental Principles and Rights at Work; and the OECD Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic expects all of our business partners to comply with labor and employment laws in the countries where we operate, including laws pertaining to child labor.

Our Commitment to Human Rights is guided by the UDHR, ILO and OECD

Compulsory Labor

(G4-HR6) Mosaic does not have any operations at risk regarding forced or compulsory labor practices. Mosaic adheres

Indigenous Rights

(G4-MM5, G4-HR8) Mosaic has no operations that take place in or directly adjacent to indigenous people's territories.

to all immigration laws, as well as our global hiring and employment policies. Mosaic does not tolerate forced or compulsory labor, per our Commitment to Human Rights, which is guided by the UDHR, the most widely recognized definition of human rights and the responsibilities of national governments; the ILO Declaration on Fundamental Principles and Rights at Work; and the OECD Guidelines for Multinational Enterprises. Per our Commitment to Human Rights, Mosaic expects all of our business partners to comply with labor and employment laws in the countries where we operate, including laws pertaining to forced labor.

There are no Mosaic operations or sites that have formal agreements with indigenous people's communities. Further, Mosaic had no reported incidents related to violations involving rights of indigenous people for the period covered in this report.

Human Rights Grievance Mechanisms

(G4-HR12) Mosaic has had no founded grievances related to human rights.

Local Communities

DMA: **Our local communities are our homes, and we have a vested interest in their sustainability. We understand that for Mosaic to prosper, our communities must also. We support formal and informal communication channels to connect our employees, communities, partners and customers. Examples include our Community Advisory Panels (CAPs) in Central Florida, as well as regional and international microsites intended as open lines of communication between Mosaic and local communities.**

Adhering to Our Values

(G4-SO1) In alignment with Mosaic's Environment, Health and Safety policies, we are committed to conducting all business activities in a manner that protects the environment and the health and safety of our employees, our contractors, our customers and the public.

Our core values—integrity, excellence, sustainability and connectivity—define how we conduct business, how we interact with colleagues, and how we treat our communities and planet. As such, 100% of our operations have impact assessment and development programs. We employ a variety of approaches to systematically assess and manage the diverse impacts of industry on the various communities in which we operate. Across the globe, our employees adhere to the same companywide values. This common sense of purpose and responsibility ensures that we approach our work with a shared goal.

Our core values define how we conduct business, how we interact with colleagues, and how we treat our communities and planet

Sustaining Our Global and Local Operations

We serve customers in approximately 40

Assessing Our Environmental Impact

Mosaic is committed to conducting and

countries. We mine phosphate rock in Florida and process rock into finished phosphate products at facilities in Florida and Louisiana. We mine potash in Saskatchewan and New Mexico. We have other production, blending or distribution operations in Brazil, China, India and Paraguay, as well as strategic equity investments in a phosphate rock mine in the Bayovar region in Peru and a joint venture formed to develop a phosphate rock mine and chemical complexes in the Kingdom of Saudi Arabia.

For a list of our locations (53 as of the date of this report), please see our Website.

Although Mosaic continues to refine and adapt community investment programs throughout South America and Asia, due to the nature of our business and potential impact, this report heavily emphasizes Central Florida in the United States, Saskatchewan, Canada and Brazil.

Our operations in Saskatchewan, Central Florida and Brazil work diligently to engage local communities. Mosaic's engagement within local communities includes monthly meetings with a series of CAPs, civic organizations, elected officials, civil servants and other opinion leaders. Mosaic reaches the broader community through print, broadcast, billboard and digital ads, news and social media outlets, direct mail, and public education initiatives. When the business plans to expand operations, we host community forums and participate in public hearings convened by local and regional governments.

reporting the results of environmental impact assessments. In April 2013, the final Areawide Environmental Impact Statement (AEIS) on Phosphate Mining in the Central Florida District was released by the U.S. Army Corps of Engineers (ACOE) for public review. In August 2013, the AEIS for continued phosphate mining in the Central Florida Phosphate District was finalized. Administered by the ACOE in compliance with the National Environmental Policy Act, this process analyzed the environmental scope and potential impacts of phosphate mining in Central Florida. Additionally, as it becomes available, information about our permit applications is posted online on microsites targeted to each permitting county in Central Florida. This transparency provides the public with a clearer view of the regulatory process for permitting and gives local residents the ability to communicate directly with the experts overseeing a given project.

The Mosaic Potash Business Unit conducts regular environmental impact assessments, reporting the findings to the Saskatchewan Ministry of Environment. All environmental impact assessments have been submitted and approved to date. Additionally, the Mosaic Potash facilities in Saskatchewan conduct thorough biological assessments of proposed expansion sites, such as the assessments for the tailing expansion at the Colonsay and Esterhazy mines, as well as the new K3 mine shaft site at Esterhazy. Each of these assessments includes field surveys to identify rare species of plants and animals of special concern to identify if mitigation programs are required.

Mosaic:

- **Serves customers in approximately 40 countries**
- **Mines phosphate rock in Florida**
- **Mines potash in Saskatchewan and New Mexico**
- **Owns other production, blending or distribution facilities in 4 countries**

Developing and Consulting in Our Communities

Each year, Mosaic targets investing 1% of profits over a three-year rolling average into our communities. The Mosaic Company, The Mosaic Company Foundation and The Mosaic Institute in Brazil make investments in our global communities through philanthropic grants, employee engagement and in-kind donations. Combined contributions in 2014 reached $17 million.

In 2014, Mosaic operations in Florida committed more than $7 million, and operations in Saskatchewan committed more than $5 million to enrich and improve communities where we have offices and operations.

Mosaic employs regional, full-time public affairs (PA) staff to support all communities where we have an operating footprint. Mosaic PA staff are committed to maintaining an open dialogue with the people in our communities, assessing local needs and building partnerships designed to improve community vibrancy for local residents.

Independent CAPs help facilitate this work. Underwritten by Mosaic, CAPs serve as a forum for open discussion among representatives of the local community, and provide a place for companies to discuss community response to industry developments and plans.

Additionally, in 2014, Mosaic partnered with the province of Saskatchewan, city of Regina and the Saskatchewan Roughriders Football Club to support construction of a new stadium in Regina. The stadium is the heart of a larger revitalization initiative for the downtown area. Mosaic Stadium will attract world-class sports, concerts and events that will bring economic opportunities for the city and province.

THE MOSAIC COMPANY FOUNDATION | Mosaic

Mosaic | Instituto Mosaic

Mosaic Stadium will attract sports, concerts and events that will bring economic opportunities for Regina and Saskatchewan

Recognizing Indigenous Rights

In some locations, there are cultural implications to our business that Mosaic addresses through community engagement. Through the efforts of Mosaic's Representative Workforce Strategy in Canada, Mosaic continues to build a more inclusive workforce by working with various provincial tribal councils.

Mosaic recognizes the significance of building relationships with educational institutions throughout Saskatchewan, as well as other First Nation and Metis organizations that serve the career development needs of aboriginal people in Saskatchewan. For example, Mosaic partners with the Saskatchewan Indian Institute of Technologies' Mining Industry Prep Programs, which are based in Saskatoon, Yorkton and Regina, to prepare the aboriginal workforce for careers in mining.

Engaging Our Stakeholders

Mosaic is committed to stakeholder engagement and public outreach efforts. Through face-to-face meetings, social media, government relations, facility tours and more, Mosaic connects with stakeholders to keep them well informed and engaged with our mission to help the world grow the food it needs.

- Mosaic has an engaged social media presence (Twitter, Facebook, YouTube). These media enable us to share information with the general public and engage in conversations about our business, making thousands of impressions on users and community members.

- Mosaic employees conduct tours of mines and manufacturing facilities for local, state and federal elected officials and staff, customers, investors, students, community leaders, the media, and nonprofit and civic groups throughout the year.
- Additionally, Mosaic manages micro Websites in support of future permitting, with the goal of being transparent with the general public. These sites invite the public to be engaged with the permitting process, review maps of the proposed mining areas, ask an expert, and submit questions about our activities in and around their communities.

Mosaic connects with stakeholders to keep them informed and engaged:

- In 2014, The Mosaic Express—an educational exhibit on wheels about phosphate—traveled across the United States sharing with more than 20,000 people in Florida information about our business, nutrient stewardship and the role of fertilizer in food production.
- In Canada, Mosaic is engaging the public in education on the importance of potash mining, fertilizer and global food security. In partnership with Saskatchewan Association of Ag Societies and Exhibitions, Mosaic is part of the “Food for Saskatchewan – Food for the World” educational display that tours the province. Mosaic’s own educational display was launched in 2014 and features interactive learning on Mosaic’s role in contributing to the province’s
- Mosaic is committed to being an engaged business partner. In the past year, Mosaic held meetings inviting current and potential vendors to discuss our corporate values and how we interact with other companies and our communities. Mosaic also regularly engages its customers in crop nutrient education and business management principles through various events, such as Mosaic’s AgCollege, which hosts 250 of Mosaic’s strategic customers from the United States, Canada, Mexico, Argentina, Brazil, Australia, Chile, China and India for the premier education, personal growth and leadership development event for fertilizer retailers.
- As a member of The Fertilizer Institute, the Canadian Fertilizer Institute, the

economy and the larger role of potash in feeding the world.

Saskatchewan Mining Association and the Saskatchewan Potash Producers Association, Mosaic presents important information to government groups and decision-makers who directly impact operations, our current expansions and our investments in our communities. For example, we have joined with the Fertilizer Institute and the Agriculture Retailers Association in support of the ResponsibleAg initiative, which will facilitate fertilizer retailers' compliance with federal safety and security regulations and provide access to comprehensive inspections.

Mosaic's AgCollege offers premier education, personal growth and leadership development for fertilizer retailers

- Individually, Mosaic participates in ongoing consultation with both the provincial government of Saskatchewan and the federal government of Canada. Topics presented to key stakeholders include energy—particularly the high cost of natural gas in Saskatchewan—including the need for new exploration and sources to sustain potash mining and future industry. Other topics include air emissions and the ability to work in

(G4-SO2) Mosaic provides a great number of economic and social benefits to the local communities in which it operates. However, as with all mining activities, the extraction and beneficiation of phosphate rock and potash to meet the global demand for mineral fertilizer has the potential to cause environmental impacts.

Mosaic operates in a highly regulated and monitored industry. We work closely with state/provincial and federal officials on

partnership with the government to approach environmental sustainability.

- Mosaic has plans to expand in various geographies, and skilled labor is a key priority. Working with the government to make immigration a priority, Mosaic has not only helped bring new skilled labor to Saskatchewan, but has also assisted in building community infrastructure in the areas where we operate. For example, during 2013 and 2014, Mosaic invested more than $2.2 million to help build a new Trades and Technology Centre at Parkland College in Yorkton, Saskatchewan. The Centre will provide training in skilled fields that are in high demand in nearby communities. In 2014, Mosaic donated scholarship funds to various college engineering programs around the country, including Virginia Tech, the University of Kentucky, Louisiana State University, the University of Florida and the University of South Florida. Additionally, the Mosaic Phosphates Business Unit in Florida operates an apprenticeship/internship program.

operations, expansions and sales to ascertain the environmental impact of industry activities on local communities. Through this collaboration, Mosaic has identified and implemented mitigation opportunities that safeguard local communities from potential negative impact. For information on actual or potential impacts, please see the discussion of risk factors in our 10-K Report.

Mosaic's Potash and Phosphate operations are well established mining regions with 50-plus years of operations

Resettlements, Closures and Disputes

(G4-MM10) Mosaic's phosphate mining is a land intensive operation. As such, our mine sites have to go through a detailed permitting process that involves determination and approval of ultimate closure, post-closure care and/or reclamation of our facilities. Please refer to Land & Reclamation for specific details of our reclamation efforts.

Mosaic has plans in place as required by governmental regulations for the closure and post closure care of our phosphogypsum management systems at eight former and current phosphoric acid manufacturing plants in Florida and Louisiana. Similarly, Mosaic has plans in place as required by governmental regulations for the closure and post-closure care of its Carlsbad and Saskatchewan mining operations.

For specific details on our estimated asset retirement obligations, please refer to our 10-K (F-25).

Communicating with Our Stakeholders

(G4-MM9) Mosaic's Potash and Phosphate operations are well established mining regions with 50-plus years of operations. Mosaic purchased private properties in the vicinity of our operations in 2014, but no resettlements of communities took place. Mosaic has community relations managers who ensure potential impacts from our operations are communicated effectively to community associations. Community relations managers also work in conjunction with our land management office to address any questions or concerns raised by the community. The Potash Business Unit's Land and Minerals Department works with individual landowners to ensure the appropriate level of consultation is employed, as is required by provincial legislation and internal policy.

Mosaic recently participated in an AEIS, a two-year study by the ACOE, evaluating the cumulative impacts of phosphate rock mining in Central Florida. The study involved extensive community consultation, and the final report was issued in June 2013.

(G4-MM6, G4-MM7) There were no disputes related to the land use or customary rights of local communities and indigenous people in 2014. Before concerns or disputes arise, Mosaic strives to engage in an interactive dialogue with stakeholders, including local communities and interest groups, through means such as our Internet site and community microsites, tours of plants and mines, community advisory panels, town halls, and/or open houses.

Water Resources

Using Our Water Resources Efficiently

Responsible use of water is a fundamental component of sustainability at Mosaic. Our water management programs include companywide targets and facility-level initiatives to reduce our water footprint.

The work of mining and processing potash and phosphate minerals is energy- and water-intensive. At Mosaic, we strive to maximize efficiencies and minimize our use of natural resources, and have made significant progress in reducing the company's environmental footprint.

Continuous improvement is integral to our business. Through innovative processes, significant investments, strategic engagement and partnerships, and an ongoing focus on efficiency and conservation, we are working to minimize our impact each year while providing farmers with vital crop nutrients that help grow food.

By 2020, we're targeting to reduce freshwater withdrawals by

10% PER TONNE OF PRODUCT

Our Commitment to Water

We take an “every drop counts” approach to water management, and we aim to recycle or reuse water at every opportunity. We set measurable goals and hold ourselves accountable for the reduction of water use.

The primary sources of water for our Florida, New Mexico and Saskatchewan operations are surface water, rainwater and groundwater. Secondary sources of water include water supplied by local authorities and partially treated industrial and domestic reclaimed water, also supplied by local authorities. Reclaimed water is former wastewater that is treated to remove solids and impurities, and recycled. Surface water withdrawals include once-through cooling water used by facilities in Louisiana. We are also collaborating with local governments and industries to use alternative water sources to reduce impacts on local water supplies.

“At Mosaic, we believe the long-term success of our business depends on the health of our operating communities—and the natural resources on which we all rely. Water is a precious resource that requires great care at our facilities and elsewhere,” said Jim Prokopanko, President and Chief Executive Officer of The Mosaic Company. “We use water responsibly, and we’ve set a target to achieve even greater improvement on companywide freshwater water use.”

Announced in this year’s report are our new Sustainability Targets. The intent of our water target is to drive water efficiency improvements across our business and to increase the use of alternative water sources.

Facts on Our Water Footprint

- Mosaic withdraws approximately 300 million m^3 of water annually across our operations
- Mosaic's average freshwater use per tonne of product was 4.59 m^3 in 2014
- Mosaic reused or recycled approximately 90% of water used at Florida phosphate and Saskatchewan potash operations in 2014
- Mosaic partnered with 11 different government organizations and companies to use more than 3.5 million m^3 of water from alternative sources in 2014
- Mosaic has reduced withdrawals of groundwater, one of the most sensitive water resources, by 15% since 2005 in phosphates operations

Our Water Reduction Actions:

Continue
commitment to water stewardship companywide

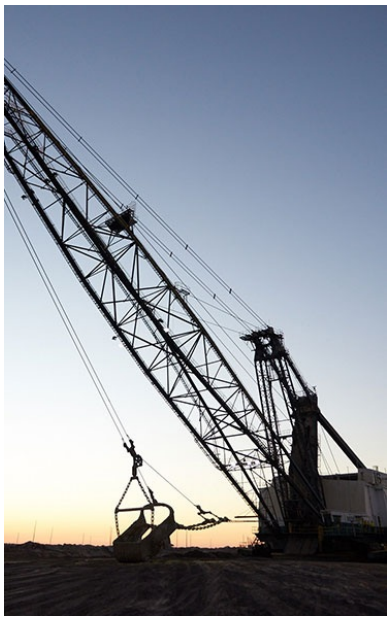
Increase
use of reclaimed water*

Establish
site-specific goals to drive water conservation at the facility level

Evaluate
additional partnerships with industry and government to use alternative water sources

Reducing Water Use in Our Phosphate Production

How Water is Used in Phosphate Production



Phosphate rock is typically found 15-50 feet beneath the ground in a mixture of phosphate pebbles, sand and clay known as phosphate “matrix.” The sandy layer above the matrix, called the overburden, is removed using electrically operated draglines. Equipped with large buckets, these draglines remove the overburden, placing it in the previously mined voids, and excavate the matrix, depositing it into a shallow containment area. There, high-pressure water guns turn the material into a watery mixture called slurry, which is sent through pipelines to a processing facility, referred to as a beneficiation plant, where phosphate rock is physically separated from the sand and clay in the matrix.

At the plant, the slurry is moved through a series of washing stations and vibrating screens that physically separate clay, sand and pebble-sized particles. The separated phosphate pebbles are moved through dewatering tanks and onto an inventory pile via conveyor belt. The clay particles are then pumped through pipelines into storage ponds (clay settling areas) where these particles sink to the bottom.

The smallest particles of sand and phosphate are further separated at a flotation plant. The sand is returned by pipeline to the mine area for use in land reclamation, while the phosphate concentrate is sent to dewatering tanks and then to the inventory pile. The phosphate minerals are then transported to a separate fertilizer manufacturing plant to make our finished products.

Continuous Water Improvement at Our Florida Facilities

Water management during the mining and production processes is an extremely important part of our operations. We are continually updating our long-term water strategy for our Florida operations, with the goal of conserving water resources and reducing the amount of water we impound for operational use. Today, Mosaic’s Central Florida facilities operate on more than 90% reused or recycled water. Recycled water is used at both our mines and fertilizer plants to reduce groundwater withdrawals.

Our Plant City facility uses approximately 2 million gallons per day of reclaimed water, which is former wastewater that is treated to remove solids and impurities, from local utilities. This process cuts the facility’s groundwater extractions in half compared to historical levels.

APPROXIMATELY 90% OF WATER
is reused or recycled in our Phosphates Business Unit

Our Bartow facility has been engaged in continuous improvement strategies to reduce water use since 2011. Each year the plant takes part in initiatives to reduce freshwater use, reuse process water, and reduce process water inventory through the use of reverse osmosis (RO) and evaporation. Employees played an important role in suggesting and implementing water savings at the facility, including installing pump seals, eliminating freshwater usage from the ball mill system, stopping condensation/steam leaks, extending demineralization regeneration cycles, installing low-flow toilets, and keeping water levels in balance, particularly during heavy rain and hurricane seasons. The changes improved operational and environmental sustainability. One initiative, a change to the RO treatment plant, recycled an additional 300 gallons of water per minute for use at the facility—further reducing the facility's reliance on groundwater sources.

Reducing Water Use in Our Potash Production

How Water is Used in Solution Potash Mining

Saskatchewan potash is extracted from deep underground deposits using either conventional (mining machines) or solution mining techniques (brine is used to remove the mineral solutions). To mine at depths greater than 1,000 meters (1 km), it is safer to solution mine.

Mosaic operates the world's largest potash solution mine in Belle Plaine, Saskatchewan. About 2.2 million tonnes of potash finished product are produced at Belle Plaine each year.

Potash solution mining is a resource-intensive process. During solution mining, warm water is pumped down wells into the potash formation. Potassium and sodium salts are dissolved deep underground and the resulting solution is pumped to the plant on the surface, where the potash is removed. Large amounts of water are removed from the solution using evaporators. The evaporated water is recovered and reused. The solution is heated, and water is evaporated in order to concentrate the potash in the solution and crystallize out salt (NaCL). The potash rich solution is then cooled through the crystallization process where the potash mineral sylvite (KCL) is produced.

Another method of recovering the potash is through the use of cooling ponds. The cooling pond technology developed at Belle Plaine was a breakthrough innovation for the site that reduces the energy required to manufacture potash products. The warm salt (NaCL and KCL) rich solution flows into outdoor ponds. As the solution cools, potash crystallizes and precipitates to the bottom of the pond floor. Dredges are used to collect the crystals and pump them in a slurry to the plant, where it is separated out.

Our Potash Business Unit used more than

200,000 m^3 OF WATER

from alternative sources in Saskatchewan in 2014

Saving Water Through an Innovative Agreement in Saskatchewan

Through an agreement with a third-party industrial partner in

Saskatchewan, Mosaic's Belle Plaine facility is able to use alternative source water. This process avoided the use of more than 200,000 m3 of freshwater use in 2014. The Belle Plaine facility sends water to be used in a cooling process at a nearby plant. The heated water returns to Mosaic's facility to be used as part of the potash production process. This synergy allows Mosaic to reduce the amount of energy that would have otherwise been used heating the water, while allowing the industrial partner to avoid cooling costs.

Mosaic Belle Plaine Water Agreement:

Avoids

approximately 200,000 m^3 of freshwater use through wastewater use each year

Generated

more than half a million gigajoules in energy savings in 2014

Saves

more than $1 million in energy savings each year

Avoided

approximately 30,000 metric tonnes CO_2e emissions in 2014

Innovation Helps Us Keep Improving

Mining, producing and delivering millions of tonnes of crop nutrients each year to customers around the globe is complex. It requires teams of dedicated professionals working to make responsible decisions each day and at every step in the production and supply chains. At Mosaic, we are continually developing innovative ways of doing our critical work. These innovations increase our efficiency while demonstrating our respect

for the Earth's resources.

*Reclaimed water is former wastewater that is treated to remove solids and impurities, and recycled. Reclaimed water accounts for 2% of Mosaic's Florida water withdrawals, including groundwater, municipal water and wastewater.

GRI Index

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