



Mosaic ESG Performance Summary

2021

Our Responsibility

We are motivated by a critical and noble mission: to help the world grow the food it needs. From mine to market, we are working to minimize any negative impacts and maximize the value we deliver to diverse stakeholders around the globe.

We employ an environment, social and governance (ESG) strategy to promote good stewardship of the natural, human and social resources we rely upon; mitigate risks; leverage opportunities; and solidify our position as an industry leader. Our journey is ongoing, and we are continuously evaluating what it means to be a good employer, supplier, neighbor and value creator.

A special note about this summary

Transparency is one of the ways we are driving progress on the issues that are most important to Mosaic and our constituents. This document is meant to serve as a convenient five-year summary of our annual performance in key ESG topics, but its “at-a-glance style” does not lend itself to providing the details required to fully understand year-over-year trends. We encourage you to review our entire 2021 Sustainability Disclosure and other materials for more context.

Social

VALUE GENERATED AND DISTRIBUTED

| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE | |
|--------------------------------------|--------------|--|---------|---------|---------|----------|-----------|--|
| Revenue | \$ millions | 7,409.4 | 9,587.3 | 8,906.3 | 8,681.7 | 12,357.4 | | |
| Gross Margin | \$ millions | 842.8 | 1,498.4 | 897.3 | 1,064.9 | 3,200.3 | | |
| Gross Margin % | % of revenue | 11.4 | 15.6 | 10.1 | 12.3 | 25.9 | | |
| Wages and Benefits | \$ millions | 1,435.2 | 1,657.5 | 1,539.2 | 1,477.4 | 1,524.2 | | |
| Cash Costs ¹ | \$ per tonne | North America Muriate of Potash (MOP) cash costs of production (USD) | 64 | 61 | 65 | 56 | 67 | |
| | | North America Phosphate mining cost direct cash cost (USD) | 39 | 39 | 39 | 37 | 40 | |
| | | North America Phosphate cash conversion costs (USD) | 64 | 61 | 63 | 62 | 68 | |
| | | Mosaic Fertilizantes minerals cash cost (BRL) | – | 346 | 331 | 331 | 422 | |
| | | Mosaic Fertilizantes phosphate cash conversion costs (BRL) | – | 265 | 321 | 297 | 388 | |
| Combined Tax Expenses ² | \$ millions | 156.2 | 253.7 | 347.6 | 299.8 | 639.9 | | |
| Community Investments | \$ millions | 12 | 12 | 12 | 14 | 15 | | |
| Returns to Shareholders ³ | \$ millions | 210.6 | 38.5 | 217.1 | 75.8 | 545.9 | | |

¹ MOP cash costs of production exclude brine management costs. North America Phosphate mining costs represent costs associated with our Florida mining sites.

² Taxes paid represent income taxes; Canadian Resource Taxes and Royalties Expense; and “Other” non-income taxes, including property taxes and a Florida mining tax.

³ Returns to shareholders defined as dividends plus share repurchases.

Social (continued)

| COMPANY | | | | | | | |
|------------------------------------|----------------------|------|------|------|------|------|-----------------------------|
| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
| Finished Products Produced | Million tonnes | 18.1 | 21.4 | 19.3 | 21.0 | 19.8 | EM-MM-000.A; RT-CH-000.A |
| Customer Satisfaction ⁴ | Net promoter score % | 35 | 45 | 52 | 38 | 31 | |

| EMPLOYEE HEALTH AND SAFETY | | | | | | | |
|-----------------------------------|------------------------------------|------|------|------|------|------|-----------|
| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
| Recordable Injury Frequency Rate | Incidents per 200,000 hours worked | 0.78 | 0.50 | 0.30 | 0.33 | 0.29 | |
| Lost Time Incident Frequency Rate | Incidents per 200,000 hours worked | 0.16 | 0.08 | 0.07 | 0.06 | 0.06 | |
| Fatalities | Count | 0 | 0 | 0 | 0 | 0 | |

| WORKFORCE | | | | | | | |
|---|---------|-------|--------|--------|--------|--------|-------------|
| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
| Employees ⁵ | Count | 8,225 | 12,639 | 12,271 | 11,884 | 11,738 | EM-MM-000.B |
| Turnover Rate ⁶ | Percent | 15 | 11 | 12 | 11 | 11 | |
| Women as Part of our Workforce | Percent | 15 | 13 | 14 | 15 | 15 | |
| Women as Part of our Management Workforce | Percent | 17 | 17 | 16 | 17 | 18 | |

Age Profile

| | | | | | | | |
|--|-------------------------------------|----|----|----|----|----|--|
| Under 30 | Percent | 16 | 15 | 14 | 13 | 13 | |
| 30-50 | Percent | 54 | 62 | 63 | 64 | 65 | |
| Over 50 | Percent | 31 | 23 | 23 | 23 | 22 | |
| Learning and Development | Average hours training per employee | 65 | 35 | 63 | 37 | 45 | |
| Employees Receiving Performance Reviews ⁷ | Percent | 98 | 96 | 95 | 94 | 94 | |

⁴ In 2021 Mosaic implemented a more substantial customer experience measurement program, and expanded the number of customers surveyed. Because of this, 2021 results may not be fully comparable to previous years' results.

⁵ This figure, which differs from the number of employees reported in our 10-K, excludes long-term leaves, co-ops, and seasonal and temporary employees.

⁶ Turnover in 2017 included employees who accepted early retirement offers and those whose jobs were eliminated as part of Phosphate and Corporate segment reorganizations. In 2020, turnover includes the elimination of approximately 100 roles as a result of the North America integration.

⁷ Represents percent of reviews conducted for eligible employees.

Governance

| BOARD STRUCTURE | | | | | | | |
|-----------------------|-------|------|------|------|------|------|-----------|
| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
| Size of Board | Count | 12 | 13 | 12 | 13 | 12 | |
| Independent Directors | Count | 11 | 11 | 10 | 11 | 11 | |
| Women Directors | Count | 2 | 2 | 3 | 4 | 3 | |

| ETHICS | | | | | | | |
|---------------------------------------|--------------------------|------|------|------|------|------|-----------|
| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
| Code of Business Conduct ⁸ | % of employees certified | 100 | 100 | 96 | 100 | 100 | |

⁸ Includes completion rate by all salaried employees. The certification, which is completed early in the calendar year, relates to compliance with the Mosaic Code of Business Ethics and Conduct in the past year.

Environment

WATER

| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
|-----------------------------------|-----------------------------------|---------|---------|---------|---------|---------|-------------------------------|
| Total Water Withdrawals | Cubic meters | 320,855 | 385,471 | 298,038 | 345,301 | 287,554 | EM-MM-140a.1; RT-CH-140a.1 |
| Freshwater Intensity ⁹ | Cubic meters per tonne of product | 4.85 | 6.69 | 6.66 | 6.53 | 6.27 | |
| Alternative Source Water Used | Cubic meters | 9,249 | 9,888 | 8,642 | 8,463 | 8,590 | |

ENERGY AND EMISSIONS

| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
|---|---|------|-------|------|-------|-------|-------------------------------|
| Energy Consumption – Direct ¹⁰ | Million gigajoules | 95.5 | 119.3 | 98.3 | 112.3 | 109.4 | EM-MM-120a.1; RT-CH-130a.1 |
| Energy Consumption – Indirect | Million gigajoules | 10.0 | 14.0 | 12.8 | 13.6 | 12.7 | EM-MM-120a.1; RT-CH-130a.1 |
| Energy Intensity – Direct and Indirect | Gigajoules per tonne of product | 2.3 | 2.8 | 2.6 | 2.6 | 2.8 | |
| GHG – Scope 1 | Million tonnes CO ₂ e | 2.4 | 3.6 | 3.1 | 3.4 | 3.2 | EM-MM-110a.1; RT-CH-110a.1 |
| GHG – Scope 2 | Tonnes CO ₂ e | 1.7 | 1.7 | 1.5 | 1.5 | 1.3 | |
| GHG Intensity – Scopes 1 and 2 | Tonnes CO ₂ e per tonne of product | 0.22 | 0.25 | 0.23 | 0.23 | 0.23 | |

Other emissions¹¹

| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
|--------------------|--------|------|------|------|------|------|-------------------------------|
| Nitrogen Oxide | Tonnes | 2.9 | 3.3 | 2.8 | 2.3 | – | EM-MM-120a.1; RT-CH-120a.1 |
| Sulphur Dioxide | Tonnes | 15.8 | 19.3 | 16.5 | 15.6 | – | |
| Carbon Monoxide | Tonnes | 0.9 | 1.1 | 0.8 | 0.6 | – | |
| VOC | Tonnes | 0.2 | 0.3 | 0.2 | 0.1 | – | |
| Particulate Matter | Tonnes | 6.1 | 6.2 | 4.7 | 4.4 | – | |

WASTE

| | UNITS | 2017 | 2018 | 2019 | 2020 | 2021 | SASB CODE |
|--------------------------------------|-----------------------------|------|------|------|------|------|-------------------------------|
| Mining Waste Generated ¹² | Million tonnes | 38 | 40 | 38 | 36 | 35 | EM-MM-150a.1; EM-MM-150a.2 |
| Mining Waste Intensity | Tonnes per tonne of product | 2.0 | 1.9 | 2.0 | 1.7 | 1.8 | |
| Other Waste Generated ¹³ | Thousand tonnes | 67 | 125 | 60 | 42 | 271 | |
| Waste Recycled ¹³ | Thousand tonnes | 47 | 53 | 35 | 37 | 28 | |

⁹ “Freshwater” is defined as groundwater and surface water withdrawals and excludes reclaimed water, brine, seawater, and once-through cooling and process water withdrawn from the Mississippi River in Louisiana.

¹⁰ As of 2019, the direct energy figure excludes cogenerated electricity produced at our Belle Plaine potash facility. Figures are higher in 2020 because of operations returning to normal after idle conditions in 2019.

¹¹ Due to regulatory reporting timelines, this information is not available for the reporting year until the third quarter of the year. We will update here, and in our annual sustainability disclosure, when it is available.

¹² Mining waste represents the sum of phosphogypsum and salt tailings as reported in our annual sustainability disclosure. In 2021, our Mosaic Fertilizantes business sold approximately 4.9 million tonnes of phosphogypsum.

¹³ Other Waste Generated excludes mining wastes. 2014 was the first year we reported an enterprise-wide figure for waste generation. Total volume of waste generated and recycled varies widely year-to-year due to operations needs and special projects.

Other

ESG RATINGS

| | RATINGS SCALE | 2018 | 2019 | 2020 | 2021 |
|--|---|------|------|------|------|
| CDP Climate Change | A (Leadership) – D- (Disclosure) | A- | A- | A- | B |
| CDP Water Security | A (Leadership) – D- (Disclosure) | B | B | A- | A- |
| FTSE ESG Rating | 0 – 5 (Highest) | 3.5 | 3.7 | 3.5 | 3.3 |
| MSCI | AAA (Leader) – CCC (Laggard) | A | A | A | A |
| Sustainalytics ESG Risk Rating | 0 (Negligible) – 40+ (Severe) | 36.7 | 38.5 | 35.0 | 36.9 |
| ISS ESG Corporate Rating | A (Excellent) – D- (Poor) | C- | C- | C | C |
| Other Noteworthy ESG Recognition ¹⁴ | - 2019: 100 Best Corporate Citizens (No. 77) - 2020: Newsweek Most Responsible Companies (No. 109); 100 Best Corporate Citizens (No. 94); Bloomberg Gender Equality Index; Robert W. Campbell Award for excellence in environment, health and safety - 2021: Barron's 100 Most Sustainable Companies; Bloomberg's Gender Equality Index | | | | |

¹⁴ This is not an exhaustive list of our annual recognition. For more information about awards and leadership, please visit [mosaicco.com](https://www.mosaicco.com).

Learn more.

[Mosaic 2021 Sustainability Disclosure & GRI Index](#)



The Mosaic Company
 101 E. Kennedy Ave.
 Tampa, Florida 33602
 800.918.8270
[mosaicco.com](https://www.mosaicco.com)



© 2022 The Mosaic Company
 We help grow the food the world needs.