

Mosaic's 2025 ESG Performance Targets



Constant progress is the hallmark of Mosaic's sustainability journey. From our earliest sustainability disclosure in 2010 to our first quantified targets in 2015, we've been on a path of progress – committed to engagement, transparency, accountability, and improved performance in the areas that matter most to us and our constituents.

Making progress toward our 2025 Environmental, Social and Governance (ESG) Performance Targets is another important step forward. Beyond driving value for our company, the 2025 targets are a vehicle for maximizing our positive impact on society. Aligned to our focus areas of People, Environment, Society and Company, the targets support our company's broad thinking about sustainability. We believe that for our business to thrive in the long-term, we must be good stewards of the natural, human and financial resources we rely upon to execute our mission to help the world grow the food it needs. It is both our responsibility and our opportunity.

We are proud of this work and what it represents for our diverse constituents, and we feel simultaneously challenged and invigorated by what lies ahead. Our targets are only one of the ways we are **acting responsibly**, which is one of our strategic priorities. We encourage our stakeholders to view our **sustainability disclosure** and review **Our Approach** for more information about our leadership in this area.

Here's Our 2020 Progress

<p>TARGET</p> <p>Define and track metrics to address diversity and gender balancing needs</p> <p>Completed a global listening exercise with our workforce to gather insights about inclusion and diversity at Mosaic. A CEO-led task force is evaluating feedback to define the right metrics</p> <p>ON TRACK</p>	<p>TARGET</p> <p>Engage suppliers and service providers in key ESG areas</p> <p>>40% to goal with insights captured from vendors representing over \$1B in expenditures</p> <p>ON TRACK</p>	<p>TARGET</p> <p>Advance risk reduction to drive health and safety performance</p> <p>Surpassed target with 143% completion of risk reduction projects</p> <p>ON TRACK</p>	<p>TARGET</p> <p>Update our Commitment to Inclusion and engage employees in its principles</p> <p>Planned for completion later this year with inputs from our global task force, insights from a listening exercise, and the kickoff of diversity and inclusion training for leaders</p> <p>ON TRACK</p>
<p>TARGET</p> <p>Enhance worker safety and health, engage employees in development opportunities, and promote inclusivity</p> <p>Advanced wellness initiatives like psychological wellness training and resources to support employees' physical, psychological and financial health</p> <p>ON TRACK</p>	<p>TARGET</p> <p>Establish companywide systems for capturing volunteer hours; report results annually</p> <p>11,000+ global employees have access to systems for tracking volunteer hours</p> <p>ON TRACK</p>	<p>TARGET</p> <p>Increase Indigenous representation in Canada in three key areas</p> <p>15% in community investments; 15% in workforce new hires; 5% in procurement spending</p> <p>ON TRACK</p>	

TARGET

Enact companywide governance for tailings management and assess against a global standard




Established a cross-functional global COE: the team is assessing the global standard

ON TRACK

TARGET

Reduce freshwater use by 20% per tonne of product




18% reduction since our baseline year due to cyclical factors and employee-led initiatives. Our journey is non-linear, but we are on track to meet our target

ON TRACK

TARGET

Empower farmers to reduce environmental impacts by implementing 4R Nutrient Stewardship practices




7.4 million acres achieved – representing an increase of 55% since 2019

ON TRACK

TARGET

Achieve 30% performance product sales of phosphate and potash crop nutrient tonnes



Realized sales of performance products equivalent to 24% of total production tonnes

ON TRACK

Our Methodology for Creating the Targets

The broad topics that reflect Mosaic’s significant ESG risks and opportunities are prioritized in four focus areas: People, Environment, Society and Company. Within these focus areas we defined 12 sustainability priorities using the outcome from a significance study, the results of which we refresh and analyze on an ongoing basis. The priorities helped confirm our strategy and define our 2025 ambitions. Ultimately, we are striving for improved performance in areas that deliver maximum value for our business and society.

Whereas we are aiming for a 2025 target date for most metrics, some of the targets represent either an ongoing ambition or intermediate progress in a key area, and thus have an earlier or ongoing target date. We will revisit longer-term plans for those areas regularly; in the meantime, in the pursuit of transparency, we report on our impacts and progress toward all targets annually.

People, Environment, Society

Whereas Mosaic’s 2020 targets were centered on safety and the environment – certainly some of Mosaic’s most significant sustainability issues – we are pleased that the 2025 targets are more representative of Mosaic’s broad ESG risks and opportunities. The targets address our ambitions in areas such as workplace inclusion, safety and wellness, community and food security – all elements that contribute to our company’s long-term performance.

Environment

Due to the nature of Mosaic’s work, targets that support environmental stewardship are a mainstay of our sustainability program. Our 2025 targets affirm our commitment to reducing our water use and

TARGET

Reduce greenhouse gas emissions by 20% per tonne of product



10% reduction since our baseline year

ON TRACK

TARGET

Eliminate significant environmental incidents



Continued the trend toward our goal of zero incidents, strengthening a culture of environmental performance and improving tracking across our operations

WORK IN PROGRESS

greenhouse gas emissions. While we have not set a standalone energy target, we are addressing our energy use as part of our GHG reduction strategy by investing in efficiencies, driving behavioral changes and expanding the use of renewables.

A note about our environment targets baseline year selection: For our water and GHG targets, we selected a 2015 baseline year for our North America Business because it represented a fairly “typical” year for Mosaic whereas the years that followed brought cyclical market conditions and operational decisions that are not representative of our business. We selected a 2018 baseline year for our Mosaic Fertilizantes business due to the “firsthand” availability of data following our 2018 acquisition of mining and production sites in Brazil.

