



# 2024 Mosaic Sustainability Performance Summary

## 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 reduce our impacts and maximize the value we deliver to diverse stakeholders around the globe.

We employ a sustainability 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 sustainability 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 [2024 Sustainability Disclosure](#) and [2024 Form 10-K](#) for more context.

## Social

### VALUE GENERATED AND DISTRIBUTED

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Revenue	\$ millions	8,682	12,357	19,125	13,696	11,123	
Gross Margin	\$ millions	1,065	3,200	5,756	2,211	1,512	
Gross Margin %	% of revenue	12.3	25.9	30.1	16.1	13.6	
Wages and Benefits	\$ millions	1,477	1,524	1,751	1,851	1,937	
Cash Costs <sup>1</sup>	\$ per tonne						
	North America Muriate of Potash (MOP) cash costs of production (USD)	56	67	78	74	71	
	North America Phosphate mining cost direct cash cost (USD)	37	40	46	57	55	
	North America Phosphate cash conversion costs (USD)	62	67	86	106	107	
	Mosaic Fertilizantes minerals cash cost (BRL)	331	422	552	546	558	
	Mosaic Fertilizantes phosphate cash conversion costs (BRL)	297	388	478	530	502	
Combined Tax Expenses <sup>2</sup>	\$ millions	299.8	639.9	2,312.8	992.8	753.8	
Community Investments	\$ millions	14	15	16	17	16	
Returns to Shareholders <sup>3</sup>	\$ millions	75.8	545.9	1,862.9	1,107.6	506.1	

<sup>1</sup> MOP cash costs of production exclude brine. North America Phosphate mining costs represent costs associated with our Florida mining sites.

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

<sup>3</sup> Returns to shareholders defined as dividends plus share repurchases.

## Social (continued)

COMPANY							
	UNITS	2020	2021	2022	2023	2024	SASB CODE
Finished Products Produced	Million tonnes	21.0	19.8	19.2	18.0	18.7	EM-MM-000.A; RT-CH-000.A
Customer Satisfaction <sup>4</sup>	Net promoter score %	38	31	NA	50	50	

### EMPLOYEE HEALTH AND SAFETY

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Recordable Injury Frequency Rate	Incidents per 200,000 hours worked	0.33	0.29	0.37	0.39	0.37	
Lost Time Incident Frequency Rate	Incidents per 200,000 hours worked	0.06	0.06	0.09	0.08	0.08	
Fatalities	Count	0	0	3	0	3	

### WORKFORCE<sup>5</sup>

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Employees	Count	11,884	11,738	13,570	14,044	13,765	EM-MM-000.B
Turnover Rate	Percent	11	11	13	13	11	
Women as Part of our Workforce	Percent	15	15	16	17	17	
Women as Part of our Management Workforce	Percent	17	18	18	18	21	

#### Age Profile

Under 30	Percent	13	13	15	15	13
30-50	Percent	64	65	63	62	64
Over 50	Percent	23	22	23	22	23
Learning and Development	Average hours training per employee	37	45	41	32	22
Employees Receiving Performance Reviews <sup>6</sup>	Percent	94	94	72	66	69

<sup>4</sup> 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. We did not conduct a satisfaction study with retailers in 2022.

<sup>5</sup> Because some of our stakeholders are interested in workforce data beyond what we disclose here and in our GRI Index, we are opting to report additional metrics in a footnote. Women make up approximately 22% and 24% of the engineering and IT workforces, respectively; approximately 21% of middle/"other" managers are women, whereas 31% of senior leaders are women; in the U.S., paid primary and secondary parental leave is four weeks long; Mosaic launched six Employee Inclusion Networks, including one for development and inclusion of women and their allies. Mosaic conducts annual pay equity analysis to ensure equitable pay, aligned with our compensation philosophy, across genders. Visit [mosaicco.com/diversity-and-inclusion](https://mosaicco.com/diversity-and-inclusion) for more information about Mosaic's diversity and inclusion performance.

<sup>6</sup> Represents number of reviews conducted companywide divided by total number of employees. One hundred percent of eligible employees are required to receive performance reviews.

## Governance

### BOARD STRUCTURE

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Size of Board	Count	13	12	11	12	12	
Independent Directors	Count	11	11	10	10	11	
Women Directors	Count	4	3	3	3	5	

### ETHICS

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Code of Business Conduct <sup>7</sup>	% of employees certified	100	100	100	100	100	

<sup>7</sup> Includes approximated completion rate by all salaried/graded 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	2020	2021	2022	2023	2024	SASB CODE
Total Water Withdrawals	Thousand cubic meters	345,240	287,002	317,921	298,702	320,384	EM-MM-140a.1; RT-CH-140a.1
Freshwater Intensity <sup>8</sup>	Cubic meters per tonne of product	6.53	6.34	7.16	7.41	6.86	
Alternative Source Water Used	Cubic meters	8,436	8,590	9,290	7,894	9,195	

## ENERGY AND EMISSIONS

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Energy Consumption – Direct <sup>9</sup>	Million gigajoules	112.3	109.4	105.5	102.1	101.5	EM-MM-120a.1; RT-CH-130a.1
Energy Consumption – Indirect	Million gigajoules	13.6	12.7	13.8	14.0	14.3	EM-MM-120a.1; RT-CH-130a.1
Energy Intensity – Direct and Indirect <sup>10</sup>	Gigajoules per tonne of product	2.57	2.75	2.61	2.64	2.60	
GHG – Scope 1	Million tonnes CO <sub>2</sub> e	3.4	3.2	3.2	3.5	3.3	EM-MM-110a.1; RT-CH-110a.1
GHG – Scope 2	Tonnes CO <sub>2</sub> e	1.5	1.3	1.2	1.2	1.2	
GHG Intensity – Scopes 1 and 2	Tonnes CO <sub>2</sub> e per tonne of product	0.234	0.230	0.223	0.248	0.235	

### Other emissions

EM-MM-120a.1;  
RT-CH-120a.1

Nitrogen Oxide	Tonnes	2.3	4.3	2.9	2.9	2.8	
Sulphur Dioxide	Tonnes	15.6	16.9	15.6	15.7	14.5	
Carbon Monoxide	Tonnes	0.6	1.0	1.0	1.7	1.4	
VOC	Tonnes	0.1	0.2	0.2	0.3	0.3	
Particulate Matter	Tonnes	4.4	5.6	7.7	3.2	3.0	

## WASTE

	UNITS	2020	2021	2022	2023	2024	SASB CODE
Mining Waste Generated <sup>11</sup>	Million tonnes	36	35	32	32	33	EM-MM-150a.1; EM-MM-150a.2
Mining Waste Intensity	Tonnes per tonne of product	2	2	2	2	2	
Total Waste Generated <sup>12</sup>	Thousand tonnes	42	271	140	115	134	
Waste Recycled	Thousand tonnes	37,000	28,000	97,000	75,283	76,730	

<sup>8</sup> “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.

<sup>9</sup> 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.

<sup>10</sup> Excludes steam.

<sup>11</sup> Mining waste represents the sum of phosphogypsum and salt tailings as reported in our annual sustainability disclosure. In 2024, our Mosaic Fertilizantes business sold approximately 5 million tonnes of phosphogypsum.

<sup>12</sup> Total Waste Generated excludes mining wastes. Total volume of waste generated and recycled varies widely year-to-year due to operations needs and special projects.

## Other

### SUSTAINABILITY RATINGS

	RATINGS SCALE	2020	2021	2022	2023	2024
CDP Climate Change	A (Leadership) – D- (Disclosure)	A-	B	A-	A-	A-
CDP Water Security	A (Leadership) – D- (Disclosure)	A-	A-	A-	B	A
FTSE ESG Rating	0 – 5 (Highest)	3.5	3.3	NR	3.7	4.0
MSCI	AAA (Leader) – CCC (Laggard)	A	A	A	A	A
Sustainalytics ESG Risk Rating	0 (Negligible) – 40+ (Severe)	35	36.9	34.6	32.5	32.4
ISS ESG Corporate Rating	A (Excellent) – D- (Poor)	C-	C	C	C	C
Other Noteworthy Sustainability Recognition <sup>13</sup>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 2021: Barron's 100 Most Sustainable Companies; Bloomberg's Gender Equality Index.</li> <li>• 2022: Bloomberg's Gender Equality Index, Named One of the Best Places to Work for LGBTQIA+ equality by Human Rights Campaign's Corporate Equality Index.</li> <li>• 2023: Mosaic was ranked the #1 company for publicly disclosed sustainability information by the UCLA Anderson School of Management Open for Good Transparency Index; Bloomberg's Gender Equality Index.</li> <li>• 2024: Mosaic scored 90 out of a possible 100 rating for the annual Corporate Equality Index administered by the Human Rights Campaign Foundation.</li> </ul>					

<sup>13</sup> This is not an exhaustive list of our annual recognition. For more information about awards and leadership, please visit [mosaicco.com](https://mosaicco.com).

## Learn more.

### Mosaic 2024 Sustainability Disclosure and GRI Index.



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