Mosaic's 2025 ESG Performance Targets



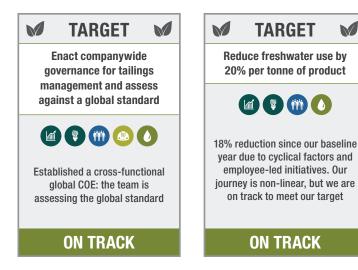
Constant progress is the hallmark of Mosaic's sustainability journey. From our earliest sustainability disclosure in 2010 to our first quantified targets in 2015, we've been on a path of progress – committed to engagement, transparency, accountability, and improved performance in the areas that matter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

224 TARGET 24 TARGET **9** TARGET 22 223 TARGET 224 **Engage suppliers and service** Update our Commitment to Define and track metrics to Advance risk reduction to address diversity and gender providers in key ESG areas drive health and safety Inclusion and engage balancing needs performance employees in its principles (M) (\$) (*) (*) (*) (🟺) (🙆) (👳 **8** (🎽) 📿 1 🕴 🛯 🙆 🖌 🎽 🖉 Completed a global listening Planned for completion later this >40% to goal with insights exercise with our workforce to year with inputs from our global captured from vendors Surpassed target with 143% gather insights about inclusion task force, insights from a representing over \$1B in completion of risk reduction and diversity at Mosaic. A CEO-led listening exercise, and the expenditures projects task force is evaluating feedback kickoff of diversity and inclusion to define the right metrics training for leaders **ON TRACK ON TRACK ON TRACK ON TRACK** 224 TARGET **31**4 24 TARGET 24 TARGET Enhance worker safety and Establish companywide **Increase Indigenous** health, engage employees in systems for capturing representation in Canada in development opportunities, volunteer hours; report three key areas and promote inclusivity results annually Advanced wellness initiatives like 15% in community investments: 11,000+ global employees have psychological wellness training 15% in workforce new hires; 5% access to systems for tracking and resources to support in procurement spending volunteer hours employees' physical, psychological and financial health **ON TRACK ON TRACK ON TRACK**

Here's Our 2020 Progress



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.

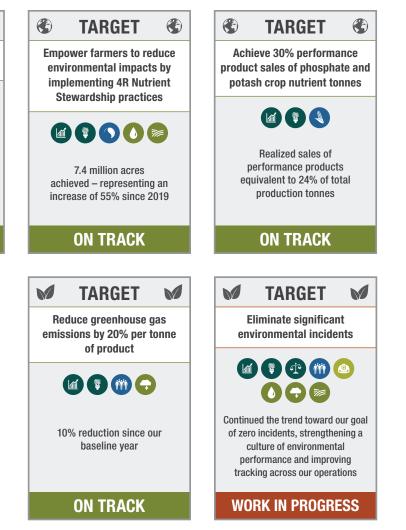
Whereas we are aiming for a 2025 target date for most metrics, some of the targets represent either an ongoing ambition or intermediate progress in a key area, and thus have an earlier or ongoing target date. We will revisit longer-term plans for those areas regularly; in the meantime, in the pursuit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



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.

