



A LETTER TO OUR COMMUNITY

Mosaic's Commitment to Hardee County Remains Strong

To our neighbors,

For generations, Mosaic and the phosphate industry have been part of Hardee County's story. Our employees have built careers here, raised families here, and helped strengthen this community through their service, leadership, and involvement.

The connection between Mosaic and Hardee County extends far beyond our operations, which is why we wanted to share more about the temporary idling of our South Fort Meade operations and what that means for our employees and community.

Global Challenges, Local Impacts

As many of you know, Mosaic's phosphate business continues to face challenges related to the availability and affordability of sulfur, and phosphate fertilizer cannot be produced without sulfur. Global supply constraints and extraordinary market conditions have significantly impacted operations across our phosphate business.

Over the past several months, we have explored alternative supply options, adjusted production, managed costs, advocated for relief, and evaluated every reasonable path to sustain operations and preserve jobs. Despite those efforts, sulfur constraints have continued to limit our manufacturing operations, resulting in more phosphate rock inventory than we can process at current rates.

After carefully evaluating our operational needs and inventory levels, we made the decision to temporarily idle mining operations at South Fort Meade, with some Mosaic roles ending later this year. This decision was based on business conditions and operational needs, not the performance or dedication of our employees.

We understand this difficult news reaches beyond our workforce. It affects families, friends, local businesses and others throughout Hardee County who know and care about the people impacted by this decision. We are committed to identifying opportunities elsewhere in our Florida operations for as many impacted employees as possible and helping coordinate career transition resources and support for others.

"We remain committed to being a positive presence and responsible neighbor, just as we have been for generations."

A Long-Standing Commitment Continues

While mining operations at South Fort Meade will be temporarily idled, Mosaic is not leaving Hardee County. We intend to continue investing in the community and supporting the organizations and programs that help Hardee County thrive.

Safety and care for our people, communities and the environment remain non-negotiable. A dedicated team will remain at South Fort Meade throughout the idle to safely maintain the facility.

Supporting American Agriculture and Looking Ahead

Our goal remains clear: to safely restart South Fort Meade as soon as conditions allow us to do so. That will depend not only on improvements in sulfur availability and affordability, but also on the time required for market conditions to recover and support a sustainable return to operations. The temporary idling of South Fort Meade is part of a broader challenge affecting domestic fertilizer production across the country.

South Fort Meade has long contributed to both the local economy and America's agricultural supply chain. As an American company, Mosaic and our employees are proud of our role in helping the world grow the food it needs. The phosphate fertilizer produced by Mosaic supports farmers across the country and helps strengthen a reliable domestic food and fertilizer supply. South Fort Meade has been an important part of that mission for generations.

Support, Resilience and Partnership

We know many people reading this know someone who has been affected by this decision. They are our coworkers, neighbors, friends and family members who have helped build South Fort Meade, supported local organizations, and contributed to the strength of this community for generations.

While today's circumstances create uncertainty, Mosaic's commitment to our employees, our communities and our mission remains unchanged. We are grateful for the support, resilience and partnership that continue to define Hardee County.

The Mosaic Company

We help the world grow the food it needs.

Learn more at mosaicco.com

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Learn more about
why sulfur matters