



Mosaic Annual Performance Summary

2019

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

We employ an environment, social and governance (ESG) strategy as a way 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 its 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 2019 Sustainability Disclosure and 2019 Form 10-K for more context.

Social

VALUE GENERATED AND DISTRIBUTED

	UNITS	2015	2016	2017	2018	2019	
Revenue	\$ millions	8,895.3	7,162.8	7,409.4	9,587.3	8,906.3	
Gross margin	\$ millions	1,717.9	810.0	842.8	1,498.4	897.3	
Gross margin %	% of revenue	19.3	11.3	11.4	15.6	10.1	
Wages and Benefits	\$ millions	1,441.5	1,358.1	1,435.2	1,657.50	1,539.20	
Cash Costs per tonne	\$ millions	Potash MOP cash cost (USD)	76	70	73	66	74
		Phosphate minerals full direct cash cost (USD)	39	41	39	38	41
		Phosphate concentrates full direct cash cost (USD)	71	65	71	63	65
		Mosaic Fertilizantes minerals cash cost (BRL) ¹	–	–	–	346	331
		Mosaic Fertilizantes phosphate cash conversion costs for years 2015-2017 (BRL) ¹	–	–	–	265	321
Combined Tax Expenses ²	\$ millions	550.2	138.2	156.2	253.70	347.60	
Community Investments	\$ millions	16	17	12	12	12	
Returns to Shareholders	\$ millions	1,094.20	460.10	210.6	38.50	217.10	

¹ We begin reporting cash cost for the Mosaic Fertilizantes business in 2018, which is the year we acquired Vale Fertilizantes S.A. in Brazil.

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.

Social (continued)

COMPANY

	UNITS	2015	2016	2017	2018	2019
Finished Products Produced	Million tonnes	17.9	17.1	18.1	21.4	19.3
Customer Satisfaction ³	Composite score %	–	–	–	95	100

EMPLOYEE HEALTH AND SAFETY

	UNITS	2015	2016	2017	2018	2019
Recordable Injury Frequency Rate	Incidents per 200,000 hours worked	0.88	0.66	0.78	0.50	0.30
Lost Time Incident Frequency Rate	Incidents per 200,000 hours worked	0.09	0.10	0.16	0.08	0.07
Fatalities	Count	0	0	0	0	0

WORKFORCE

	UNITS	2015	2016	2017	2018	2019
Employees ⁴	Count	8,523	8,341	8,225	12,639	12,271
Turnover Rate ⁵	Percent	10	10	15	11	12
Women as Part of our Workforce	Percent	15	15	15	13	14
Women as Part of our Management Workforce	Percent	17	17	17	17	16
Age Profile						
Under 30	Percent	16	16	16	15	14
30-50	Percent	50	52	54	62	63
Over 50	Percent	33	33	31	23	23
Learning and Development	Average hours training per employee	53	61	65	35	63
Employees Receiving Performance Reviews ⁶	Percent	98	99	98	96	95

³ In 2018 Mosaic began using a composite score instead of Net Promoter Score (NPS) to track customer satisfaction. Accordingly, 2018 is the first year we are reporting the composite score as measure of customer satisfaction. The newly adopted composite score combines several key metrics to indicate the overall level of customer satisfaction. Scores above 80 percent indicate excellence in customer satisfaction.

⁴ This figure, which differs from the number of employees reported in our 10-K, excludes long-term leaves, co-ops, seasonal and temporary employees.

⁵ Turnover in 2017 included employees who accepted early retirement offers and those whose jobs were eliminated as part of Phosphate and Corporate segment reorganizations.

⁶ Represents percent of reviews conducted for eligible employees.

Governance

BOARD STRUCTURE

	UNITS	2015	2016	2017	2018	2019
Size of Board	Count	13	12	12	13	13
Independent Directors	Count	11	11	11	11	11
Women Directors	Count	2	2	2	2	3

ETHICS

	UNITS	2015	2016	2017	2018	2019
Code of Business Conduct ⁷	% of employees certified	95	100	100	100	96

⁷ 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	2015	2016	2017	2018	2019
Total Water Withdrawals	Cubic meters	300,683	308,758	320,855	385,471	299,038
Freshwater Intensity ⁸	Cubic meters per tonne of product	4.86	4.76	4.85	4.52	4.85
Alternative Source Water Used	Cubic meters	7,515	9,247	9,249	9,888	8,642

ENERGY AND EMISSIONS

	UNITS	2015	2016	2017	2018	2019
Energy Consumption – Direct	Million gigajoules	102.62	99.61	95.45	119.34	107.25 ⁹
Energy Consumption – Indirect	Million gigajoules	10.51	9.81	10.04	14.01	12.76
Energy Intensity – Direct and Indirect	Gigajoules per tonne of product	2.60	2.68	2.31	2.47	2.39
GHG – Scope 1	Million tonnes CO ₂ e	2.96	2.94	2.43	3.58	3.13
GHG – Scope 2	Tonnes CO ₂ e	1.83	1.60	1.73	1.69	1.45
GHG Intensity – Scopes 1 and 2	Tonnes CO ₂ e per tonne of product	0.26	0.26	0.22	0.24	0.23
Other emissions¹⁰						
Nitrogen Oxide	Tonnes	4.20	3.27	2.85	3.25	–
Sulphur Dioxide	Tonnes	15.97	16.55	15.77	19.31	–
Carbon Monoxide	Tonnes	1.39	1.43	0.90	1.06	–
VOC	Tonnes	0.25	0.24	0.20	0.28	–
Particulate Matter	Tonnes	5.73	6.05	6.09	6.24	–

WASTE

	UNITS	2015	2016	2017	2018	2019
Mining Waste Generated ¹¹	Million tonnes	33	32	38	40	38
Mining Waste Intensity	Tonnes per tonne of product	1.8	1.9	2.0	1.9	2.0
Total Waste Generated ¹²	Tonnes	48,776	97,020	66,500	125,440	60,268
Waste Recycled ¹²	Tonnes	29,552	66,677	47,009	52,900	34,600

⁸ “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.

⁹ As of 2019, the direct energy figure excludes cogenerated electricity produced at our Belle Plaine potash facility.

¹⁰ 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.

¹¹ Mining waste represents the sum of phosphogypsum and salt tailings as reported in our annual sustainability disclosure.

¹² 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.

