

A photograph of four farmers standing in a field of young corn plants at sunset. The sun is low on the horizon, creating a strong backlight effect and silhouettes of the farmers. The farmers are wearing hard hats and work clothes. The field is filled with rows of small green corn plants in dark soil.

# Our Story

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**Helping the World Grow  
the Food it Needs**



A woman with dark hair tied back, wearing a vibrant red sari with a gold border, is seen from behind, sorting through a large pile of green and yellow citrus fruits on a wooden floor. The fruits are piled high, and some are still attached to their stems. The scene is set in a rustic environment, with a woven basket also filled with similar fruits visible in the upper right corner. A semi-transparent yellow text box is overlaid on the left side of the image.

The challenge is enormous:  
end hunger, double food  
production by 2050, and  
help reduce agriculture's  
environmental impact



# Nourishing a Growing World

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**Without fertilizers, the world's crop yields would be cut in half.**

The United Nations estimates that world population will climb from 7 billion to 9 billion by 2050, and increasing global prosperity means more demand for meat—and for the grain to feed cattle, pigs and chickens raised for food.

For that many human beings to thrive on our planet, the world's farmers must produce more food, fuel and fiber. And they will need fertilizers to do it.

At Mosaic, our mission is to help the world grow the food it needs. By striving to produce and deliver the highest quality, most innovative crop nutrition products, we help farmers rise to the challenge.

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## **Our Mission**

We help the world  
grow the food it needs

# Leading with Purpose

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**Farmers around the globe depend on our potash and phosphate products to help nourish their crops—and to maximize the food they can grow on every acre of farmland.**

Mosaic is uniquely positioned to help them. As one of the world's largest producers and marketers of concentrated phosphate and potash crop nutrients, we deliver value from mine to market: We mine phosphate from Mosaic-owned land in Central Florida, and through our joint venture in Peru. Our joint venture in Saudi Arabia plans to yield 3 million tonnes of phosphate annually when complete, and Mosaic will market 25 percent of that production. We mine potash in Saskatchewan and New Mexico.

With those minerals we produce high-quality fertilizers and animal feed, then market and deliver our finished products—about half to customers in North America, and half to customers around the world, including those in all key agricultural regions.

We conduct this critical work with abiding integrity and excellence, for the benefit of all our stakeholders. It starts with an intense focus on achieving an injury- and incident-free workplace, and extends to agronomic insight and value for our customers, financial reward for our shareholders, good stewardship of natural resources, and a deep understanding of our obligations to our communities.

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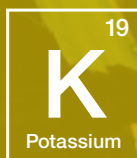
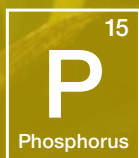
## Our Principles

**We are responsible, innovative, collaborative and driven.**

A man wearing a white hard hat with a headlamp, safety glasses, and a bright yellow-green high-visibility shirt with the Mosaic logo. He is looking upwards towards a large, craggy rock formation. In the background, there is a complex metal structure, possibly part of a mining or construction site, under a clear blue sky. An orange semi-transparent box is overlaid on the lower right portion of the image, containing white text.

Our nearly 9,000 employees  
deliver about 20 million tonnes  
of crop nutrient and feed  
products to customers in  
approximately 40 countries  
each year

Healthy soils  
lead to healthy  
crops... and  
healthy people



# Fertilizer and Soil Health

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**When it comes to producing enough food for a growing population, healthy soils are paramount—and sometimes overlooked. We believe potash and phosphate fertilizers are vital for healthy, productive soils, providing the food plants need for growth.**

Our innovative products and practices help farmers grow strong, healthy crops that are better able to withstand disease, drought and other extreme weather conditions. We share the principles and practice of balanced crop nutrition with our customers, so that farmers can maximize their crop yields on existing farmland.

Mosaic is a pioneer in the development of premium crop nutrition products, including MicroEssentials®, Aspire®, K-Mag® and Pegasus®.

**Sustainable practices are critical now and in the future.**

We believe our products are essential—yet responsible use is critical. When properly managed, fertilizers support cropping systems that provide economic, environmental and social benefits.

We promote 4R Nutrient Stewardship, an innovative, science-based approach to using the Right Source of fertilizer at the Right Rate and Time, and in the Right Place. By using 4R principles, farmers can enhance their environmental protection, crop production, farm profitability and sustainability.

**To double global food production while minimizing environmental impact, we must significantly improve yields of existing farmland.**

# Committed to Our People

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**At Mosaic, we believe success comes when we make smart choices about our stewardship of the environment, how we engage our people and the way we manage our resources.**

We've reported sustainability performance since 2009, and we continue to receive external recognition for our industry-leading transparency and social, environmental and economic sustainability results.

## **Safety at Mosaic**

We believe our first responsibility is to ensure every Mosaic employee returns home safely at the end of each work day. Our safety performance has improved steadily and significantly since our company was formed in 2004, and we remain committed to maintaining a safe, healthy and respectful work environment for an engaged workforce. We are dedicated to ensuring Mosaic is a place where people are proud to work and grow.

At Mosaic, we act with integrity and operate ethically. Our company, employees, service providers and contractors are held to the same high standards outlined in Mosaic's Code of Business Conduct and Ethics. As a signatory to the United Nations Global Compact, we are committed to the protection and advancement of human rights.



# Committed to Sustainability



## Responsible Operations

The work of mining and processing potash and phosphate minerals is an energy- and water-intensive endeavor. We work carefully to maximize efficiencies and minimize our use of energy and natural resources, and have made significant progress in reducing Mosaic's environmental footprint.

We take an "every drop counts" approach to water management, and we aim to recycle or reuse water at every opportunity. We set measurable goals and hold ourselves accountable for the reduction of waste, water use and greenhouse gas emissions while increasing electrical cogeneration and our use of alternative energy sources. We continually seek to prevent, minimize and mitigate environmental impacts where we operate.

## Reclaiming Land for Future Generations

In our Florida phosphate operations, we work to implement effective, acre-for-acre methods of returning mined lands to productive uses for both wildlife and people. Our teams of professional biologists, ecologists, hydrologists and other specialists take great pride in the exceptional quality of our reclamation work, and we focus on creating successful, sustainable wildlife habitats and land suitable for agriculture and other diverse uses.





# Caring for Our Communities

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**As an employer of nearly 9,000 people globally, Mosaic is an important driver of economic activity in each of our operating communities. We strive to be a thoughtful and engaged neighbor, using our financial resources, expertise and innovative spirit to demonstrate our shared commitment to good corporate citizenship.**

Mosaic aims to invest 1 percent of profits on a three-year rolling average in our communities through lasting partnerships with organizations focused on food, water and local initiatives. We're proud that our employees provide support through financial giving, as well as generous donations of their time and talent.

Together, we contribute to the strength and vibrancy of the communities where we live, work and raise our families.

**THE MOSAIC COMPANY  
FOUNDATION**



*Instituto Mosaic*

# Operating Responsibly from Mine to Market

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**Helping the world grow the food it needs is no easy task.**

Mining, producing and delivering millions of tonnes of fertilizer each year to customers around the globe is complex. It requires teams of dedicated professionals working to make responsible decisions each day and at every step in the production and supply chains.

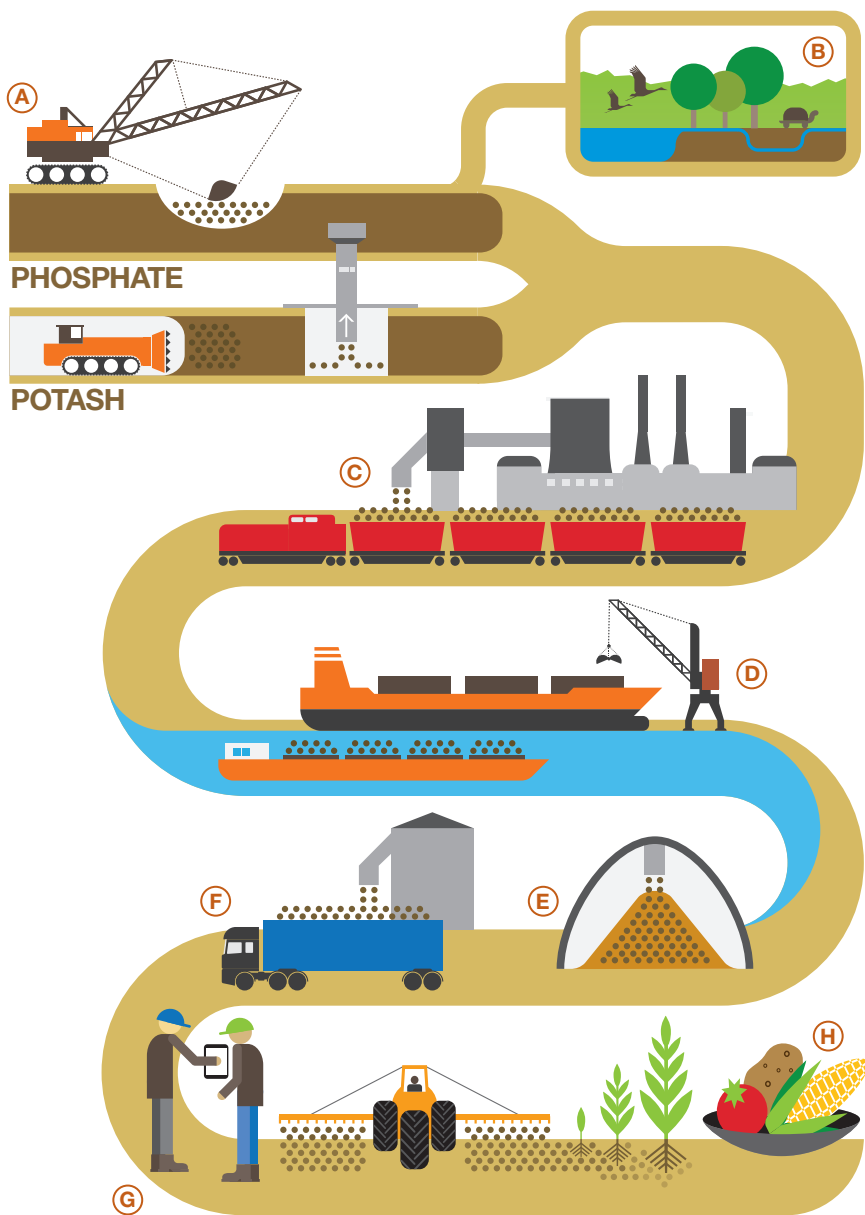
At Mosaic, we are continually developing innovative ways of doing our critical work. These innovations increase our efficiency while demonstrating our respect for the Earth's resources. And they enable us to continue driving towards our goal of an incident- and injury-free workplace. In this way, we deliver value to our customers, farmers, shareholders and other stakeholders around the world.

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## Our Priorities

- Develop, engage & empower our people
- Grow & Strengthen our business
- Create value for our stakeholders





**(A) MINING**

We work to safely extract potash and phosphate ore from the Earth's extensive reserves.

**(B) LAND RECLAMATION**

We reclaim every acre of phosphate-mined land, creating high-quality habitats and wildlife corridors for fish, birds and other animals, and land suitable for agriculture and other diverse uses.

**(C) MANUFACTURING**

We refine, process, and blend phosphate and potash minerals to create crop nutrition products, then prepare goods for shipment.

**(D) TRANSPORTATION**

We move raw materials, phosphate, potash and finished crop nutrition products across the supply chain using pipelines, trains, trucks, river barges and ships.

**(E) STORAGE & DISTRIBUTION**

We have port terminals, warehouses and storage capacity in key geographies, with global distribution.

**(F) CUSTOMERS**

We sell to retail customers and regional distributors, as well as large international growers.

**(G) FARMERS**

We provide large and smallholder farmers with the vital crop nutrients and micronutrients they need to help grow healthy plants, achieve better yields and grow food, feed, fuel and fiber more sustainably.

**(H) CONSUMERS**

Our crop nutrients play a key role in growing crop yields and providing people with the healthy, affordable food they need to thrive.

# Ready to Dig In?

Go to **TheMosaicStory.com**  
to see and hear how we help the world  
grow the food it needs.



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