

Mosaic in Saskatchewan – Market and ESG updates

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North America**

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Esterhazy K3:
One of the largest, most
efficient and automated
potash mines in the world



In 2009, Mosaic Announced Plans to Sink a New Shaft in Esterhazy – the First in Over a Half-century

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- \$3-billion dollar K3 project investment
- The site has transitioned underground operations at K1 and K2 to the new state-of-the-art K3
- K3 ore is supplied to the existing K1 and K2 mills by an overland conveyance system

Full-transition
is
**now
complete**

Mosaic's Colonsay Facility

- Potash production at Colonsay resumed in June 2021
- The site produces 1.1 M tonnes annually, with plans to expand significantly
- The current workforce includes ~280 employees and will ramp up to approx. 400.

Innovation Below: Automated Mining Machines

- Mining machines make three 'passes' back and forth when mining an area
- Using automated sensors and new technology, specially outfitted mining machines can operate autonomously
- Monitors provide information in real-time above ground
- This allows automated mining machines to run 24/7



An employee operates and monitors this automated 4-rotor mining machine from a surface control room

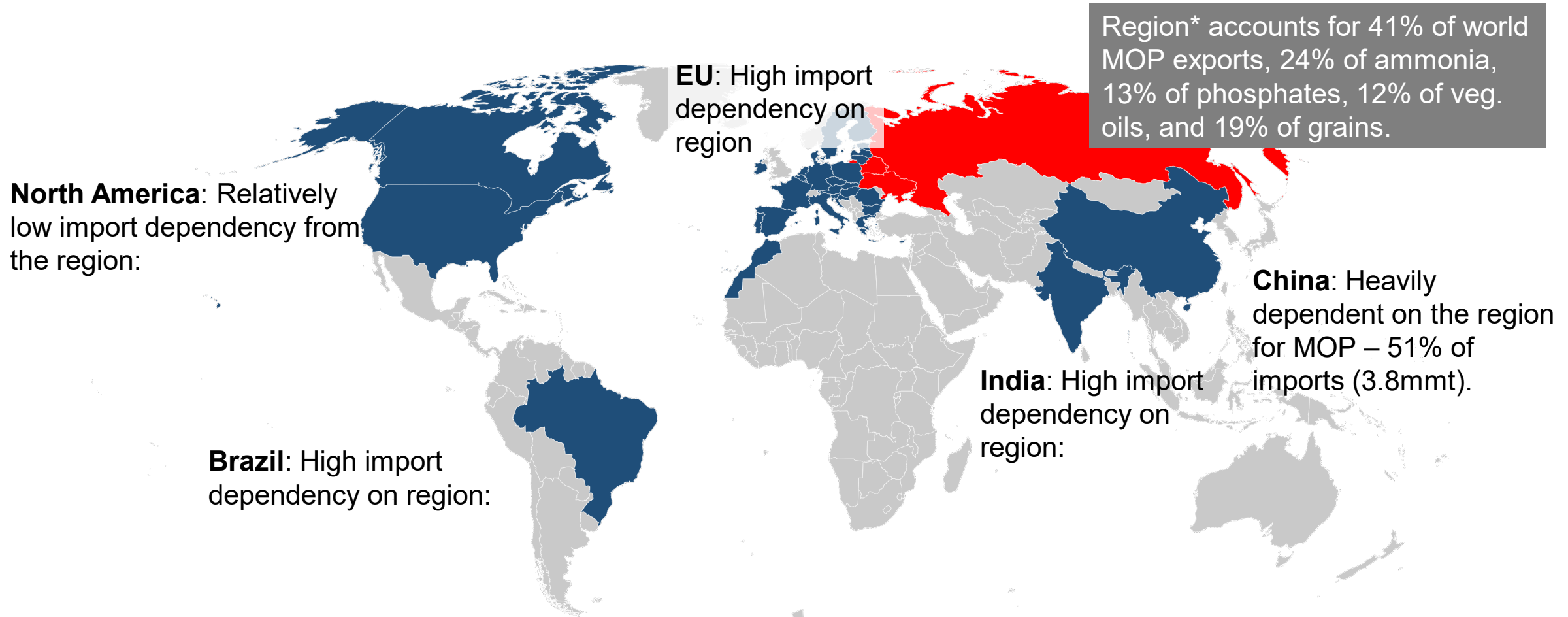
Potash Market Update



Canada Leads the Way in Global Potash Production



Russia/Ukraine/Belarus: Key Role in Global Fertilizer and Crop Trade

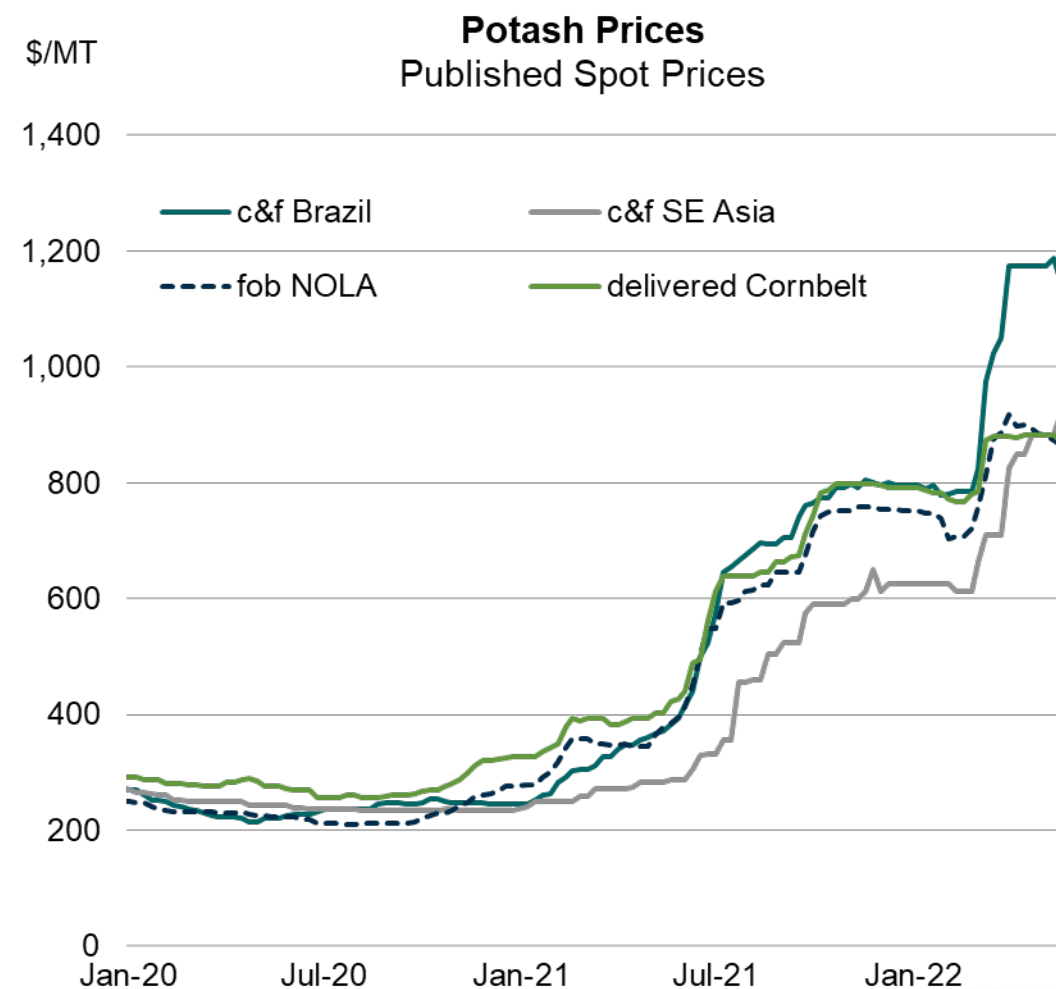
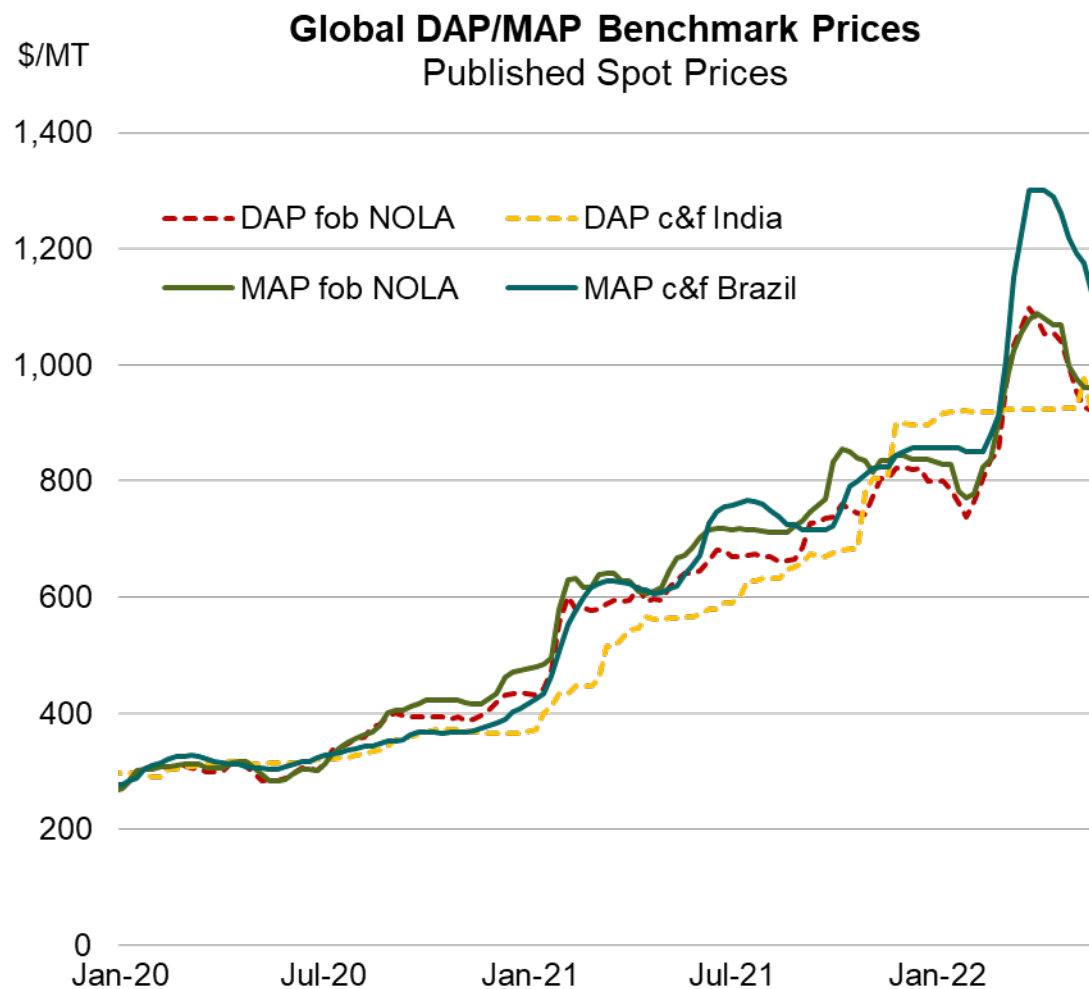


* Region = Russia, Ukraine, Belarus. Crops statistics are only Russia and Ukraine.

Other Notes: Phosphate, MOP, and agricultural statements represent 2021 data, while sulphur, urea, and ammonia statements are based on 2020 data. Unless otherwise specified, total imports include intra-regional trade. Volumes in parentheses represent imports from region in million metric tonnes.

Sources: USDA, CRU, IFA, TDM

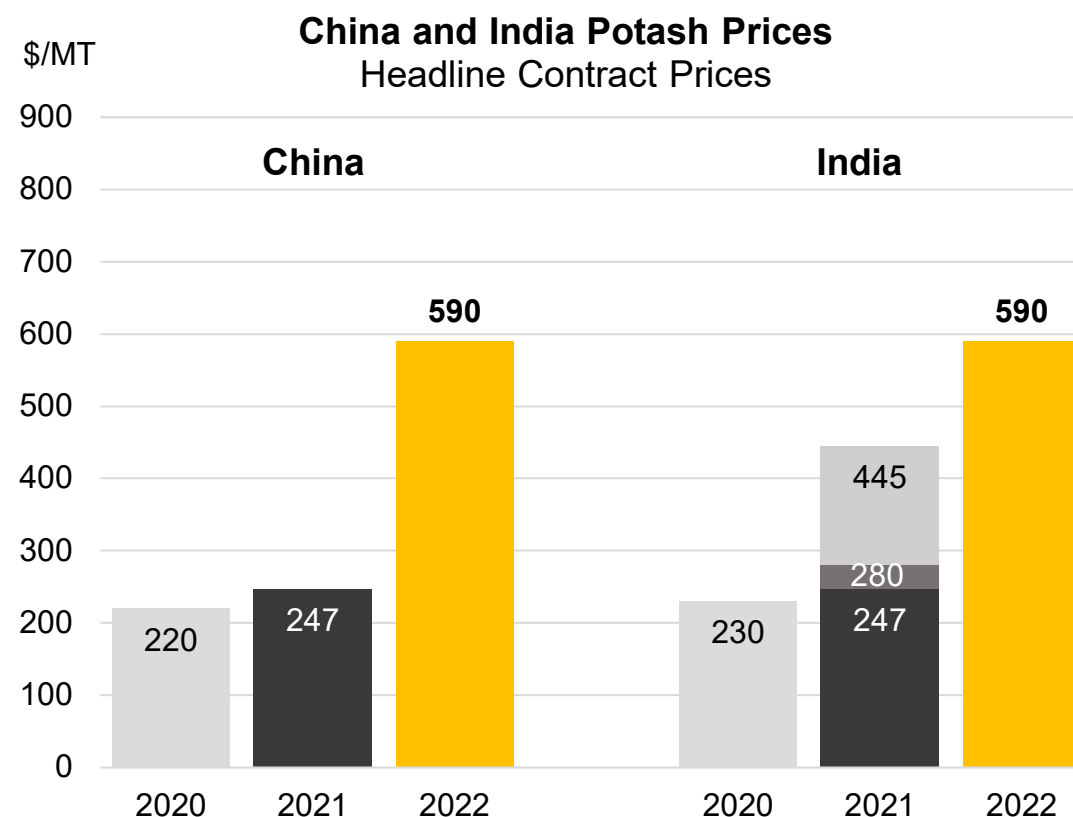
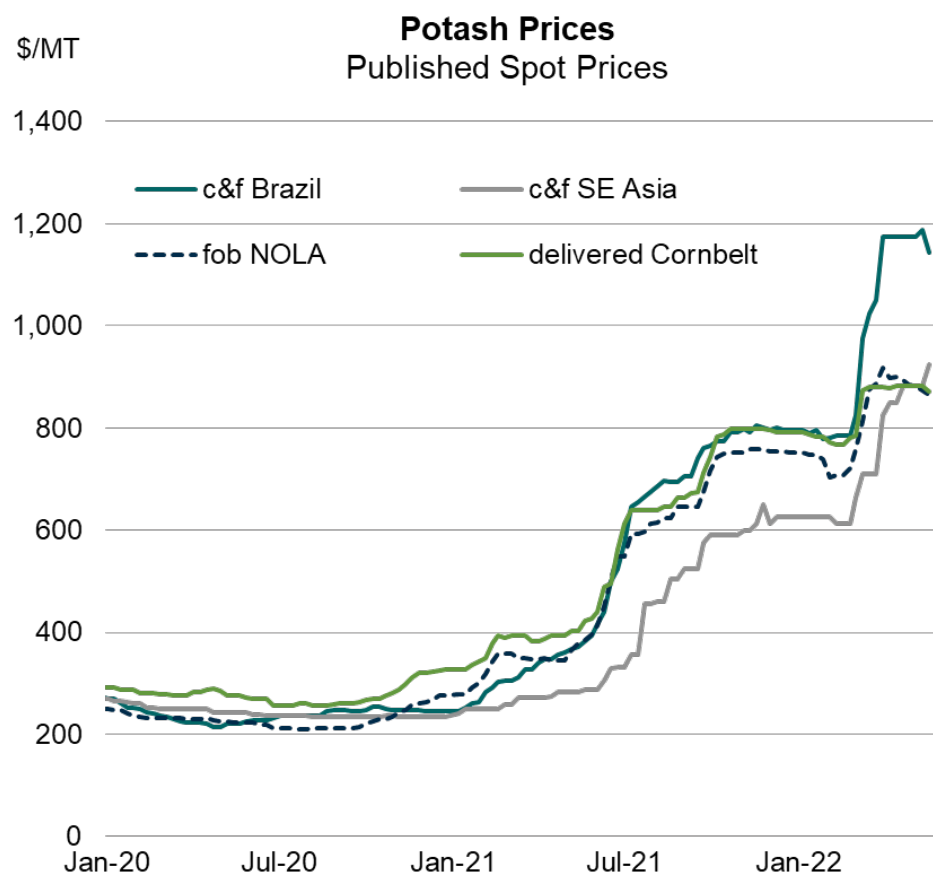
Fertilizer prices have come off earlier peak levels



Sources: Argus, Fertecon, CRU, ICIS, Green Markets, Mosaic; Data through May 20, 2022; Global net price averages several global price benchmarks for finished phosphates and raw materials. It does not include any handling, storage, transportation or conversion costs.

Potash Prices

Earlier India and China contract settlements underpin strong 2022 pricing expectations



* Multiple revisions to contract pricing in India in 2021

Sources: Argus, Fertecon, CRU, Green Markets, Mosaic; Data through May 20, 2022

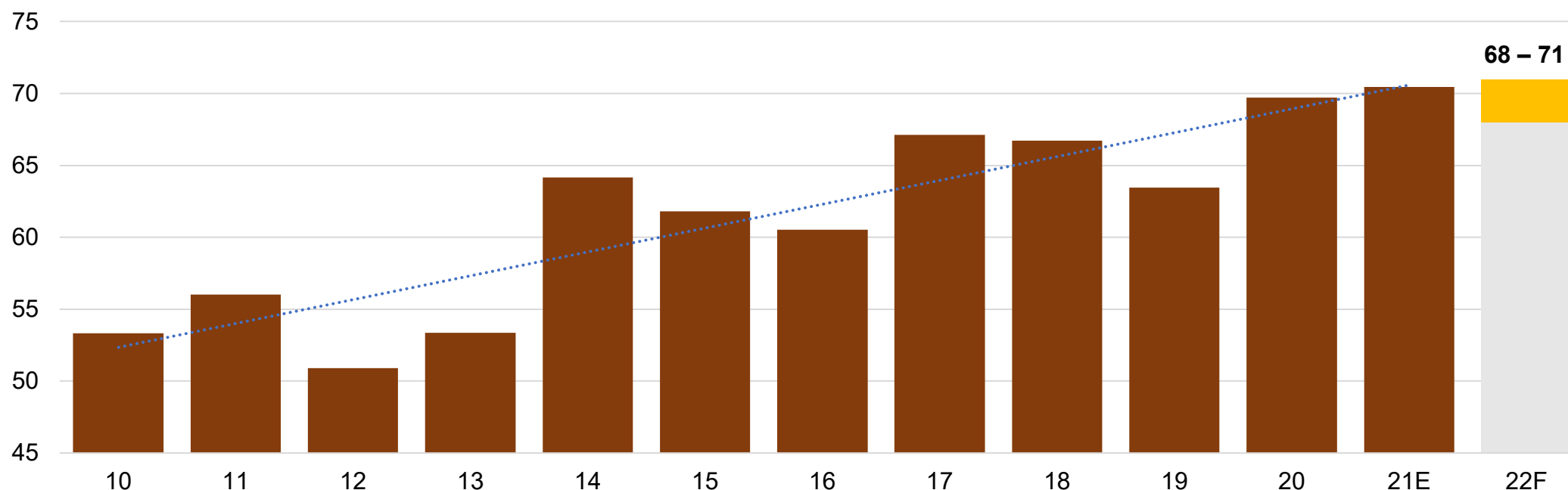


Global Potash Demand

Lack of supply now anticipated to constrain demand; We estimate 2022 shipments of 68-71 mmt

Mil Tonnes
KCI

Global MOP Shipments



- Our forecast for 2022 calls for a ~2.0% decline in the base case and a range of 68-71 mmt (a 1.5 mmt downward revision at both ends).
- This is primarily driven by constrained supply from Belarus resulting in a more cautious view on recovery in India and lower shipments from record or near-record demand from most other geographies.



Typical potash mine – economic impact



TIME TO DIG DEEPER

Making an impact

A typical potash mine employs 500+ people. Here's a snapshot of the benefits that a mine brings to communities:

AVERAGE SALARY



\$100K per year X 500 employees



= **\$50 Million**
in wages paid annually

CAPITAL INVESTMENT

APPROX.

\$150 Million
invested annually per site



PROVINCIAL SALES TAX



\$10.5 Million
paid annually per site

PROPERTY TAX



\$2.75 Million
paid annually
on average per site

PROVINCIAL INCOME TAX



\$6.25 Million
paid annually

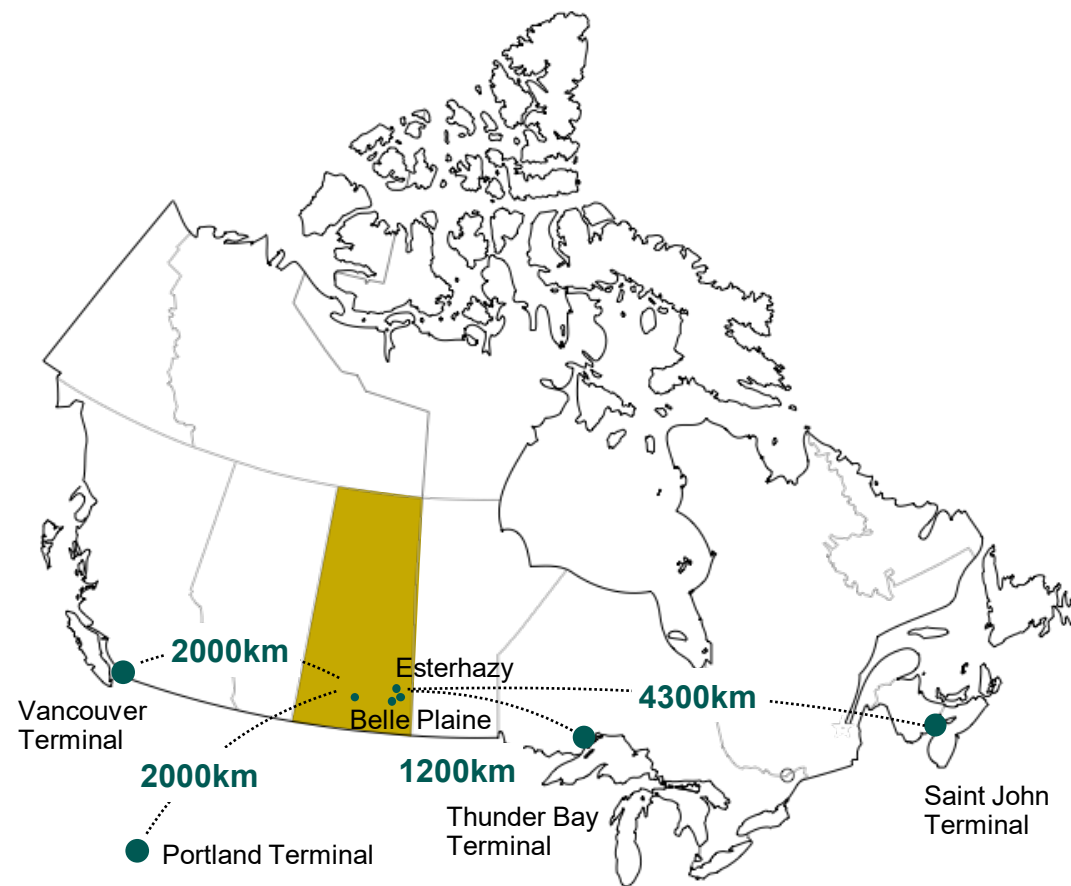
Based on average salary of \$100,000 per year

→ Learn more at timetodigdeeper.com



Port and Rail Infrastructure Crucial to Reach Global Markets

Potash
top importers:
Brazil, China,
India and USA



95%

Potash Product Shipped
by Rail

95%

Percentage of Mosaic's
Production Exported

ESG Approach and Commitment



Our Commitment

13 BOLD TARGETS

to drive performance in 12 ESG priority areas



SAFETY &
WELLNESS



INCLUSION



ENGAGEMENT



WATER



AIR



LAND



FOOD SECURITY
& AGRICULTURAL
PRODUCTIVITY



COMMUNITY



NUTRIENT
STEWARDSHIP



LONG-TERM
PERFORMANCE



TRANSPARENCY



ETHICS &
COMPLIANCE

Community Investments: Focus Areas



Food



Communities



Water

The Mosaic Company, The Mosaic Company Foundation
and The Mosaic Institute in Brazil

11

CONSECUTIVE YEARS

*Corporate Responsibility
Magazine's 100 Best
Corporate Citizens List*

Meeting Our Environmental Sustainability Targets Begins in Our Facilities



ENVIRONMENT



Reduce freshwater use by 20% per tonne of product by 2025

Reduce greenhouse gas emissions by 20% per tonne of product by 2025

Enact a holistic companywide governance structure for ongoing management of tailings areas; achieved governance reviews of all tailings management areas to assess against a global standard in 2021

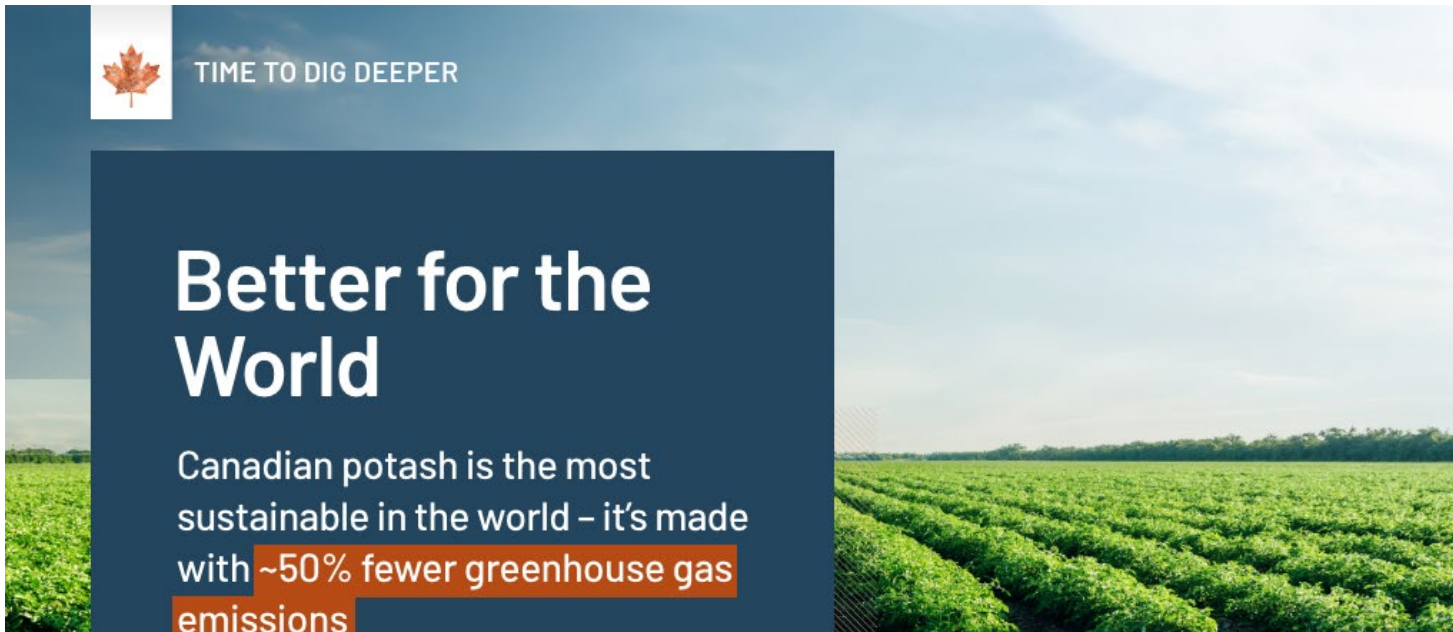
Eliminate significant environmental incidents




TIME TO DIG DEEPER



Canadian potash emissions intensity



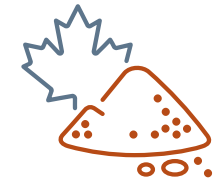
A wide-angle photograph of a lush green agricultural field under a clear blue sky. The field is filled with rows of low-lying green plants, likely a crop like soybeans or corn.

 TIME TO DIG DEEPER

Better for the World

Canadian potash is the most sustainable in the world – it's made with **~50% fewer greenhouse gas emissions**

→ [Learn more at timetodigdeeper.com](https://www.timetodigdeeper.com)



Mosaic Net Zero Targets

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Community Investments & Sponsorships (Canada)

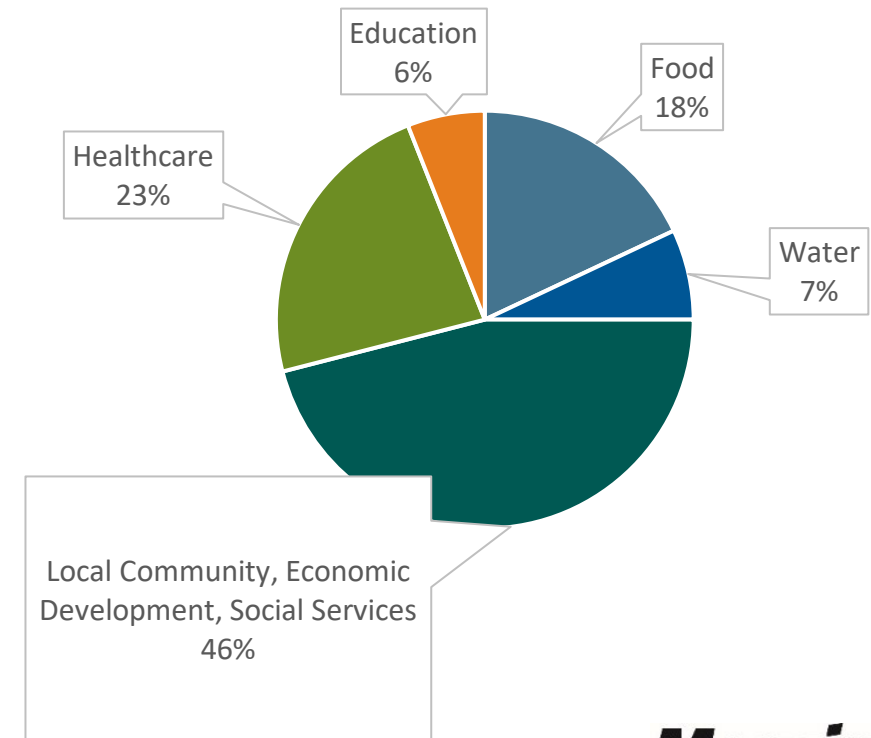
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In 2021, Mosaic invested over \$6,500,000 through community investments and sponsorships in Canada. Focus areas for Mosaic's global Community Investment program are **Food, Water, and Local Community**, which directly align with Mosaic's ESG targets (People, Society, Environment).

Food support includes food banks, urban agriculture project, community gardens, emergency shelters, school breakfast & lunch programs

Water includes organizations that focus on nature conservation, habitat restoration, watersheds, and nutrient stewardship

Local Community includes investments in healthcare (health foundations in Regina, Moose Jaw, East Central Sask, Cancer Foundation of Sask, Children's Hospital) as well as education programming (Ag in the Classroom, Saskatchewan Science Centre)



Indigenous Engagement

15% by
2025 in 3
areas

Sourcing

Work with Indigenous-owned vendors

Workforce

A workforce that's representative of the communities where we operate

Communities

Invest in Indigenous organizations & communities

Indigenous summer student program

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Our Future Includes You

Building a Diverse Workforce

To learn more about Mosaic's Indigenous Outreach, including employment opportunities and grant applications for community projects, visit:

www.mosaicincanada.com

Happy National
Indigenous
History Month



Learn More About Potash: Connect With Us



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