



Helping to feed the world sustainably

## SUSTAINABILITY STORIES

### ADAM HERGES,

SR. SUSTAINABILITY AGRONOMIST,  
CORPORATE PUBLIC AFFAIRS,  
MOSAIC

#### WHAT IS YOUR JOB AND HOW DOES IT SUPPORT SUSTAINABILITY?

I am a Senior Sustainability Agronomist with The Mosaic Company. I lead Mosaic’s 4R Nutrient Stewardship strategy and strategic partnerships in North America. The 4Rs (right source, right time, right rate and right place) is the leading stewardship and sustainability framework for optimizing fertilizer use and minimizing environmental impacts. In addition to the 4R strategy work, I also contribute to and support our public and governmental affairs team with agronomic and technical expertise.

#### WHY DID YOU DECIDE TO WORK IN THE FERTILIZER INDUSTRY?

During my senior year of high school, I became fascinated by food production and the influence agriculture had on society. In college, I had the opportunity to work for the Minnesota Department of Agriculture, conducting research with farmers to understand fertilizer and manure losses following rainfall events. This experience inspired me to switch majors from biochemistry to agronomy. Following graduate school, I continued working in this space, the nexus between water and agriculture with commodity groups. About six years ago, Mosaic created a role to focus on nutrient stewardship and I couldn’t be more honored to be working for Mosaic. Our passions and missions align to truly help the world grow the food it needs.

#### WHAT IS THE MOST IMPORTANT LESSON YOU’VE LEARNED IN YOUR CAREER TO DATE?

Patience. Many of the environmental issues we are addressing in the industry today resulted from an accumulation of nutrient losses decades ago. What we do today and tomorrow may not provide the desired outcomes until years later. We have to follow the science and scale for impact to improve all aspects of sustainability: economic, environmental and that of society over time.

#### CAN YOU TELL US ABOUT MOSAIC’S SUSTAINABILITY JOURNEY AND PLANS?

Mining and fertilizer manufacturing are intensive endeavors. Resource extraction, consumption of materials, generation of emissions in operations and water use are all necessary to fulfill our mission of helping the world grow the food it needs. We know that respect for the environment, and those who rely on it, is essential to the sustainability of our business—and we are committing significant resources to reducing our impacts and improving our use of shared resources.



*Sustainability is all about balance, integrating knowledge and technology to sustain the business for the long term – responsibly – for our communities to thrive.*

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. Our latest milestone – the launch of 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. Our sustainability journey continues, and our 2025 targets are representative of where we’re headed over the next several years. These targets will guide our efforts as we hold ourselves accountable to measurable progress. We’re proud to be a responsible company and a global industry leader in this space.

#### HOW DO YOU THINK FERTILIZERS AND PLANT NUTRIENT MANAGEMENT CAN HELP TRANSFORM FOOD SYSTEMS FOR THE BETTER?

It’s all about optimization, increasing efficiencies and further driving sustainable intensification of the world’s cropping systems. We need natural ecosystems to provide societal needs, clean water, clean air, habitat and biodiversity. But we also need food to survive. We have to balance managing arable lands and protecting natural ecosystems. Over the last 50 years, there has been a greater emphasis on evaluating the role fertilizer plays by combining both agronomics and

environmental sciences together. We can transform food systems for the better by increasing nutrient use efficiencies across all cropping systems, minimize weather related nutrient losses using conservation practices, implement technologies that help us make better, more informed decisions in real time and accelerate use of innovative products such as enhanced efficiency fertilizers. It’s an exciting time to be working in agriculture, more specifically the fertilizer industry.

#### WHAT DOES SUSTAINABILITY MEAN TO YOU?

Sustainability is all about balance, integrating knowledge and technology to sustain the business for the long term – responsibly – for our communities to thrive. I appreciate working at Mosaic because we prioritize our sustainability journey throughout the business. I am able to work with key decision makers at Mosaic and influence how we improve agricultural production and stewardship through my agronomic experience.