



Knowledge grows



Yara Health, Environment, Safety, Security and Quality Policy



April 2026

Dear colleague,

Guided by our mission - to responsibly feed the world and protect the planet - we integrate sustainable Health, Environment, Safety, Security and Quality (HESQ) considerations into our decisions and everything we do. Through this policy we commit to excellent HESQ performance, thus safeguarding our license to operate. We want to be the best and safest company in our industry.

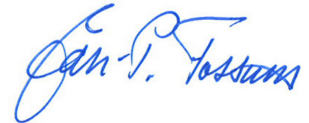
The purpose of this policy is to establish Yara's direction and intentions related to HESQ performance and governance, and to provide a framework for setting HESQ objectives and targets. This policy is communicated via the Yara Steering System to all Yara employees. It is available at www.yara.com for any interested stakeholder.

Alongside Yara's commitment to the UN Global Compact, our company values and the Code of Conduct, this policy defines how Yara will establish HESQ governance in its growth and operations, to fulfil our ambition in responsibly feed the world and protect the planet. Compliance with this policy is mandatory for all Yara units, all employees and everybody who works for Yara.

This policy has been adopted by the Group Executive Board and applies to all employees and all activities..



President and CEO
Svein Tore Holsether



Senior Vice President HESQ
Jan-Petter Fossum

April 7, 2026

Yara has zero Harm to people and planet and Safeguarding prosperity as the overarching HESQ targets

In Yara, HESQ covers Occupational Health and Safety, Process Safety, Product Stewardship (product quality, safety, security and food/feed safety), Chemical compliance, Environment and Energy, Security, Emergency management and Quality management.

Yara's HESQ objectives are set in accordance with Yara's strategy and with the aim to reduce our risk exposure as much as practically possible. They demonstrate our commitment to continuous improvement. Our HESQ goals support Yara's contribution to the global transition towards sustainable food chains.

We work towards Zero Harm to People by

- Making safe and healthy working conditions our top priority.
- Following the Yara Safety Principles – that set responsibilities for managers, employees and contractors.
- Engaging our employees and employee representatives by having HESQ Committees at all level of the organization. As such making sure employees are consulted and are participating in our Health and Safety journey.
- Developing a healthy workplace with a continuous improvement process to protect and promote the health, safety and wellbeing of employees considering both the physical and psychosocial work environment.
- Providing employee assistant programs and training leaders on mental health to support our employees.
- Focusing and assessing potentially severe incidents to identify root causes and to prevent injuries.
- All injuries can be prevented, and eliminating fatalities and life-changing events is a non-negotiable priority embedded in every decision we make.

We work towards safe and sustainable use of chemicals by

- Adopting a policy on hazardous products, which includes hazard and exposure assessments covering all uses in the value chain, and distribution of Safety Data Sheets for all products and in all markets.
- Ensuring product safety by having a leading role globally in championing and promoting high Fertilizer Product Stewardship standards.
- Building transparent and sustainable supply chains for raw materials and other critical chemicals
- Avoiding animal testing. Alternative in vitro methods are always chosen when possible. Animal tests may be conducted only when required by the authorities and whenever feasible, in sectoral collaboration to replace, reduce, refine the animal testing and to report any issues with animal testing.
- Having an effective process for phasing out Substances of Very High Concern. When substitution is not possible, site manager approval is required for their use.
- Ensuring the safety of Yara's animal feed products in the supply chain.



We work towards Zero Harm to the Environment by

- Moving towards Climate neutrality, enabled by our climate roadmap of greenhouse gas emission reductions and implementation of low carbon technologies
- Driving climate smart agriculture by our regenerative agriculture offerings, low carbon products and preserving the soil health
- Apply Circular Economy mechanisms as far as feasible by using materials efficiently, by applying waste hierarchy to reduce waste generation and to prioritize recycling and circularity and by developing technologies to enable circularity.
- Protecting fresh air and clean water enabled by our best available technology -based environmental solutions and roadmaps to prevent pollution to air, to reduce water use and to manage effluent effectively..
- Protecting healthy ecosystems and biodiversity, by minimizing impact on nature by land use change in projects and mining, using water efficiently, preventing local pollution and enabling efficient use of nutrients at the farm.
- Assessing and managing risks related to Climate and Nature, including water scarcity, air quality and pollution, physical and transitional impacts of climate change and impacts and dependencies on nature and biodiversity, in our own operations and in collaboration with stakeholders throughout our value chain.

We work towards continuously improving our Energy performance by

- Taking steps to always be in compliance with the applicable statutory and legal requirements related to energy consumption and efficiency.
- Striving to be the best in class in terms of energy efficiency.
- Integrating energy management into all relevant business practices.
- Setting clear targets for energy efficiency, communicating these to both internal and external stakeholders and following these up for continuous improvement.
- Utilizing internationally recognized standards to establish systems and processes necessary to continually improve energy performance of our assets.
- Developing organizational culture, knowledge and competence in the areas related to energy consumption, efficiency improvements and energy waste minimization across all segments.

We protect our people, environment, assets and reputation from internal and external threats and potential emergencies by

- Implementing preventive and mitigating measures to reduce our vulnerability against identified external threats, such as criminals, terrorists, activists, competitors and cyber attacks.
- Having an ambition to be a leader within all areas of security in our industry. We systematically identify security threats to understand and manage the risks at all levels of the organization.
- Systematically analyzing exposure and hazards of our facilities and implementing the required safeguards to minimize the risks.
- Minimizing the negative impacts by being prepared to prevent, mitigate and respond to any emergency or crisis. This includes a dedicated emergency and crisis management organization, preparedness activities, Emergency Preparedness plan, Recovery and Business Continuity Plan, Crisis Communication Plan and State of Alert Plan. Developing a culture of Security, crisis management and risk mitigation.





Safe by Choice defines Yara's HESQ culture and governance

Safe by Choice is our company-wide journey to develop a value-based and sustainable HESQ culture to reach our ultimate goals of Zero Harm. The culture we strive for is one where we all, individually and collectively, take responsibility to take care of ourselves and each other; with better quality, more ownership, engagement, and consistency in what we do.

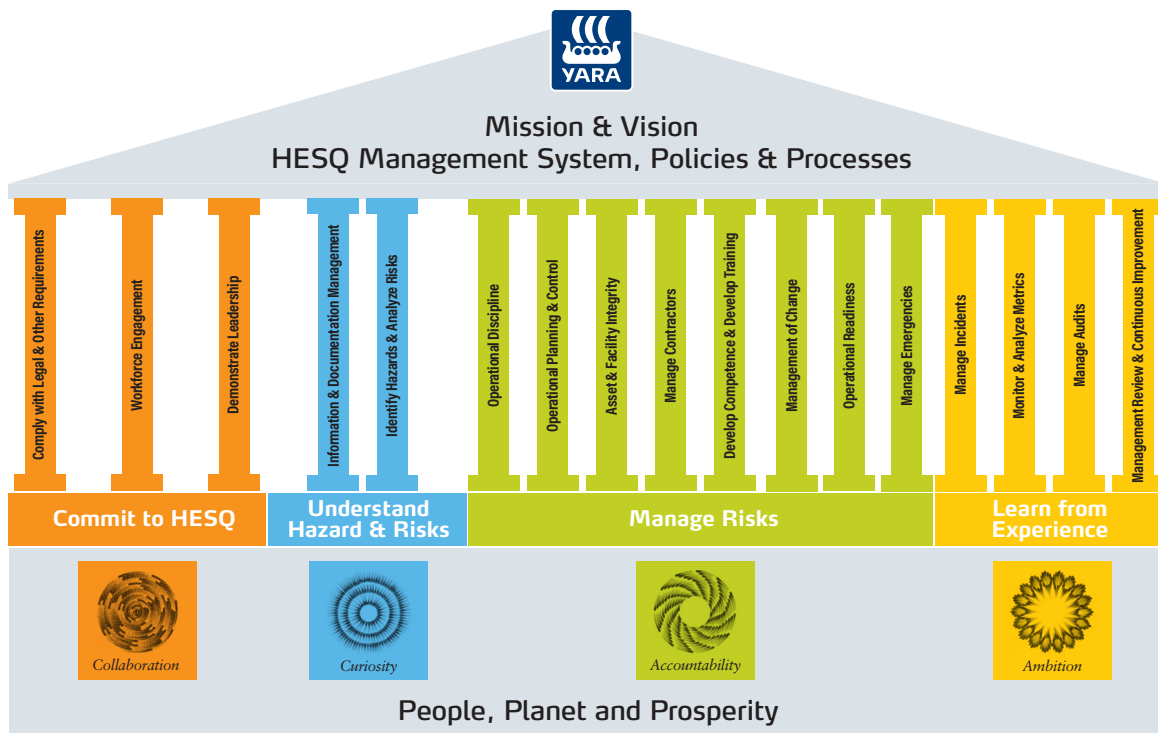
The Safe by Choice way of working ensures that we are all aware of our role and expectations, we have necessary skills and competencies in place and that we work in a standardized way. We commit to conduct our business responsibly in conformance with applicable laws and regulations, certification requirements, as well as with Yara's policies and procedures to ensure safe workplaces. In addition, we continuously work to improve our standards, management systems and competencies.

We implement this HESQ policy through our HESQ Management system, which is built on four pillars linking our HESQ ambitions to Yara's values and embedding continuous improvement to all of the organization. The governance elements within our Management System clarify expectations for managers, supervisors, employees, and our business partners. The four pillars are:

- 1 **Commitment to HESQ**
- 2 **Understanding hazard and risk**
- 3 **Managing risk and**
- 4 **Learning from experience**

The Corporate HESQ function defines companywide HESQ processes, standards and KPIs, oversees related performance, runs audits to ensure compliance and continuous improvement, and presents reports to the top management, Board of Directors and the Board Audit and Sustainability Committee as well as into Yara's external non-financial reports.

Managers at all levels are accountable for the HESQ performance of their operations/activities, for compliance with legal and statutory requirements and requirements laid down in the HESQ Management system. HESQ performance indicators shall be established at all management levels, integrated into annual business plans and personal performance objectives, and systematically reviewed. Procedures and instructions shall be established for all sites and activities to comply with the requirements set forth in this Policy, the HESQ management system, by statutory regulations and by customers.



Commitment to HESQ

We drive excellence in all aspects of HESQ and commit to comply with applicable laws and other requirements in all our activities.

Safety is our top priority. We believe that all accidents are preventable. We are committed to a strong safety culture that makes the elimination of serious injuries a real possibility. We strive to be best-in-class safety performer within our industry and to provide safe and healthy workplaces for everyone. We ensure that HESQ resources and competencies are in place in the entire organization. By working as a collaborative team, by having our managers as role models and by engaging our employees, we demonstrate our leadership in taking care of our people, of our prosperity and of the planet.

We apply human and organizational performance principles to understand how work is actually done and learn from normal work and events.

We monitor emerging issues, changes and innovations, and adjust our processes to respond proactively to global and local challenges and opportunities. We liaise with the regulators, business partners, local communities, our employees and other stakeholders to understand their expectations and to adapt and adhere to stricter regulations.

Understanding Hazard & Risk

We commit to minimize exposure to HESQ risks in all areas of health, safety, security, process and product safety and the environment.

We explore and promote the highest standards of safety and environmental responsibility throughout our product portfolio and our value chain. We proactively seek to understand applicable compliance requirements and risks and to reduce exposure and threats to people, operational, commercial, environmental and financial damage as low as practically possible.

We consider HESQ risks caused by our products or operations to the society, the food chain, or the environment in all relevant business processes, including strategy, business planning, business transaction and capital value processes as well as supplier management and product development processes.



Managing Risks

We apply one Yara steering system as a solid basis for overall performance management and sustainable development.

We systematically develop our processes, set goals, monitor and review our performance and share learnings to meet and address future needs and expectations in the increasingly dynamic and complex business environment.

Our certified corporate-wide HESQ and Product Stewardship management system ensures that we have clearly established roles and responsibilities, processes and performance indicators in place in all organizational units to reach our goals. Preventing adverse impacts is prioritized over mitigation or remediation actions.

We follow up emerging techniques and seek opportunities in clean technologies. We take proper care of our products' compliance, quality, safety and environmental footprint through the entire value chain. We develop our crop nutrition solutions to provide a nature-positive output in agriculture. We work with precaution to secure our organization, employees and assets from intended harm and our products from misuse.

Learning from Experience

We share learnings within the whole of Yara to improve and increase awareness.

We assess our compliance with internal and external stakeholder expectations. We analyse and review our performance to continuously improve and find opportunities for development. We investigate root causes of incidents and non-compliances and take actions to prevent them from reoccurring. We audit our HESQ performance in all levels of the organization and use third party verification to assure transparent and fact-based communication. We use external benchmarking to compare our performance with the peers and to measure against the world class.

Double Win

Our journey in HESQ to zero harm is driven by Safe by Choice. We recognize that HES and Quality and Productivity are not competing objectives. The Double Win means that reducing harm and unlocking value are pursued together, through the same system conditions, rather than through trade-offs or conflicting priorities. Decisions, priorities and ways of working reinforce the prevention of harm – to people, environment and assets – whilst ensuring the creation of value through reliable, predictable and effective work.

Our journey to Productivity will be driven by:

- Designing quality into systems, processes and organizations.
- Enabling human performance by developing a right the first time culture, strengthening human capability and creating a work environment that enables people to excel.
- Learning and improvement as normal work.

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This document will be reviewed by February 28, 2028

