Knowledge grows

The Crop Nutrition Company for the Future

2020
Group of people, more diverse, maybe still eating, look through film again, this says too much wealth.
“The story of Yara is over a century old. And we’re passionate about serving the world for centuries to come.”

Svein Tore Holsether/ President & CEO
Our Inspiration
An idea born of curiosity and collaboration

Our Strategic Approach
Turning knowledge into value

Our Business
Delivering purpose and profit
Our Inspiration
An idea born of curiosity and collaboration
A deadly famine, three friends, and a curious spark of genius...
“What I want is the most powerful electrical discharge on earth.”

Sam Eyde

“This I can get for you.”

Kristian Birkeland
The power of one idea: extract nitrogen from the air

Our three remarkable founders asked brave questions and took bold action to solve a human challenge.

Their collaboration saved lives, fed millions and helped farmers create profitable businesses.
Lifesaving Innovations
The single most important development in global health. By far.

- **DDT-Malaria Prevention** 1939, 21M
- **Diphtheria & Tetanus Vaccine** 1926, 60M
- **Penicillin** Mold (1928), Drug (1940), 82M
- **Measles Vaccine** (1958), 118M
- **Chlorination of Water** (1919), 177M
- **Green Revolution Wheat** (1940s-50s), 259M
- **Smallpox Vaccine** (1796), 530M
- **Blood Groups** (1902), 1.09 Billion
- **Mineral Fertilizer** (1909), 2.7 Billion Lives Saved

*www.medigo.com/blog/infographics/lifesaving-innovations/
Our Mission
Responsibly feed the world and protect the planet

Our Vision
A collaborative society; a world without hunger; a planet respected.
Our Values

Ambition
Taking the initiative, exceeding expectations

Curiosity
Inquiry is our origin, and it powers our future.

Collaboration
Amplifying our collective knowledge.

Accountability
Earning trust through responsibility and reliability.
The challenges facing the world require us all to think creatively and act boldly.
9.8 billion estimated world population in 2050

UN World Population Prospects (2017)

A 50% increase in food production is needed to feed the world by 2050*

*50%: The future of food and agriculture – Alternative pathways to 2050 (FAO 2018)

Greenhouse gas emissions need to be reduced by 90-100% by 2050 to stay within a 1.5⁰ scenario**

** Special report on Global Warming of 1.5°C (IPCC 2018)
Yara is inspired to meet the evolving global needs through agricultural solutions that feed the world and protect the planet.
And we’re turning more than 100 years of agronomic knowledge into action everyday with millions of farmers around the globe.
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<th>Our Vision</th>
<th>Our Challenges</th>
<th>Our Commitments</th>
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<tr>
<td>A collaborative society</td>
<td>17 Partnerships for the Goals</td>
<td>Promoting engaged and diverse employees in a safe and productive work environment</td>
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<td>A world without hunger</td>
<td>1 No Poverty, 2 Zero Hunger</td>
<td>Reducing food supply challenges to create lasting benefits for society</td>
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<tr>
<td>A planet respected</td>
<td>13 Climate Action, 15 Life on Land</td>
<td>Reducing the climate impact of our production and the agricultural practices of the farmers</td>
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Our Strategic Approach
Turning knowledge into value
“When we reach millions of farmers with knowledge, we create value at a global scale, moving from just growth to inclusive growth.”

Pablo Barrera Lopez/ EVP Strategy and Communication
Our Strategic Ambition
Crop Nutrition Company for the Future

Licence to Operate:
HESQ, Ethics & Compliance
Advance Operational Excellence

We are growers, advancing through continuous improvement.

Operational best practices are always top of mind

Global warming impact is minimized by improving carbon productivity

Yara is strengthened through diversity and inclusion

Shareholder returns are maximized through active portfolio management
Create Scalable Solutions

We are growers, creating the tools farmers need to thrive.

Working directly with farmers and food producers, responding to evolving market demand.

Leveraging 100 years of agronomic knowledge, premium products and digital solutions.

Improving soil health, mitigating water scarcity and reducing climate impact through responsible crop nutrition programs.
Drive
Innovative Growth

We are growers, driving profitability and innovation through leadership and partnership.

Building a proven digital platform for growers of all sizes

Shaping the industry by delivering sustainable and profitable innovations within de-carbonization and circular economy

Prioritizing research and innovation today that will achieve our long-term vision
We are committed to fulfill our Strategy, our KPIs and our Ambition

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<th>Advance operational excellence</th>
<th>Create scalable solutions</th>
<th>Drive innovative growth</th>
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<tr>
<td>Delivering improved operations and superior profits</td>
<td>Improving margins and nitrogen use efficiency through premium product growth</td>
<td>Building closeness to farmers through scaling up digital farming</td>
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<td>Yara Improvement program EBITDA improvements &gt;600MUSD in 2023 vs 2018</td>
<td>&gt;3.5 million tons premium product growth and &gt;100 million units of YaraVita sales by 2025, improving overall EBITDA/t in Sales and Marketing</td>
<td>&gt;10 million ha under management in 2020 and positive EBITDA from digital farming in 2022</td>
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<td>Driving equality and diversity through an engaged and respected workforce</td>
<td>Building profitable global food chain partnerships</td>
<td>Solving global challenges and growing profitable business through innovation</td>
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<td>Engagement index &gt;80% by 2025, and &gt;20% female top managers by 2020 and &gt;25% by 2025</td>
<td>&gt;2 million tons of crop solutions sales generated through food companies by 2025</td>
<td>Shaping the industry by delivering sustainable and profitable innovations within de-carbonization and circular economy</td>
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<td>Protecting the planet by aiming for climate neutrality by 2050</td>
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<td>&gt;10% decline in kg CO2e/kg N produced by 2025</td>
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Responsibly feed the world and protect the planet
Deliver sustainable returns

| >275M people | ROIC >10% through the cycle | Striving towards zero accidents with no fatalities and TRI <1.2 by 2025 |
| fed by Yara products by 2025 | | |
We continuously focus our collective knowledge, drive and creativity to realize our ambition: The Crop Nutrition Company for the Future.
Scale Up Digital Farming for professional and smallholder farmers

Delivering a world of agronomic knowledge into the palm of every farmer in the world

Providing crop nutrition insights for every region and type of grower

Empowering farmers to make precise decisions through on-demand access to field data and analytics
Promote sustainable crop nutrition solutions and nitrate-based products

Promote nitrate-based solutions, delivered with digital precision and backed by over a century of knowledge and experience

Increased crop yields of up to 20%

Reduction of ammonia emissions in the field by up to 90%

Reduce greenhouse gas emissions from application by up to 15%
Develop a culture of continuous improvement and productivity

Attain zero total Reportable Safety Incidents

Improve diversity by reaching minimum 25% female top managers by 2025

Further reduce CO2 emissions from our plants for a highly efficient fertilizer production operation
Our Business
Delivering purpose and profit
“To actually deliver on the strategy, you need the people. We depend on you to take it to heart and make it happen.”

Kristine Ryssdal/ EVP HR & General Counsel
Yara can deliver scalable and tailored solutions that meet farmer needs
Our Unique Strengths

Knowledge Network
Global Scale
Responsible Business
Passionate People
Our scale...

Around 16,000 employees
Sales to about 160 countries
Revenue NOK 93.8 Billion (USD 12.9 Billion) in 2019
And our global reputation…

241 million
people our products help to feed

20 million
The number of farmers we collaborate with

10,800
Retail outlets

No. 10
Yara has been ranked no. 10 among the 50 companies on FORTUNES’s prestigious Changing the World List.*

+60
The number of countries we operate in

870
Agronomists on the ground

* Fortune List rating dates back to 2017
We believe all injuries are preventable and our ultimate goal is zero accidents.

Svein Tore Holsether / President & CEO
Safety is at the heart of everything we do

HESQ, E&C and Sustainability Serve As Our License to Operate

Yara respects the health, environmental and safety performance of every employee and contractor.

We’re committed to reducing our Total Recordable Injury Rate, already an industry-leading 1.8, to zero.
16,000 passionate people, an urgent need, and a responsibility to act
The Crop Nutrition Company for the Future

Thank You
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