Companies can and must contribute to society, and to us there is no trade-off between that and building a profitable business.

This has been part of our DNA since 1905, when we were established at the intersection of profit and purpose, to contribute to tackle the looming famine in Europe.

Our products and solutions have a direct impact on the availability of food, reduction of carbon footprint and improved livelihoods.

The global challenges are too staggering to be solved by one company alone. That is why we are engaging beyond our own industry, with companies throughout the whole value chain. To reduce emissions, to improve farmer profitability and to limit the use of finite resources such as farmland and fresh water.
Our Mission
Responsibly feed the world and protect the planet.

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

Ambition   Curiosity   Collaboration   Accountability
Our strategic ambition is to be the Crop Nutrition Company for the Future, and we have three strategic priorities to achieve this.

Production
Yara Production is responsible for the production of ammonia, mineral fertilizers and industrial products. Yara is the world-leading producer of nitrates, calcium nitrate, NPKs and a growing portfolio of phosphates. The segment combines safety, reliability and productivity by focusing on solid operations globally.
First, we will scale up our agronomic knowledge to reach millions more of farmers with our sustainable and profitable solutions. Secondly, we will drive growth by innovating with a purpose, contributing to solving global challenges. And thirdly, we will run our operations in the most cost-and carbon efficient way possible.

Yara Business Model

Sales and Marketing

Yara Sales and Marketing leverages more than 100 years of agronomic knowledge, combining it with integrated tailored crop nutrition solutions, farm management systems and digital farming tools to deliver differentiated and profitable solutions to customers and farmers, supporting a sustainable, premium business for Yara.
Through profitable, responsible and collaborative business, we contribute with our stakeholders to solve some of the world’s key challenges.

<table>
<thead>
<tr>
<th>How we deliver value</th>
<th>Getting to 2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>220 Million People our products help to feed</td>
<td>9.8 Billion Estimated world population in 2050</td>
</tr>
<tr>
<td>20 Million The number of farmers we collaborate with.</td>
<td>50% Increase In food production is needed to feed the world by 2050</td>
</tr>
<tr>
<td>870 Agronomists on the ground</td>
<td>40-70% Of greenhouse gases must be reduced to stay within the 2°C goal.</td>
</tr>
</tbody>
</table>
About Yara

Yara grows knowledge to responsibly feed the world and protect the planet, to fulfill our vision of a collaborative society, a world without hunger and a planet respected.

To meet these commitments, we have taken the lead in developing digital farming tools for precision farming and work closely with partners throughout the whole food value chain to develop more climate-friendly crop nutrition solutions. In addition, we are committed to working towards sustainable mineral fertilizer production.

We foster an open culture of diversity and inclusion that promotes the safety and integrity of our employees, contractors, business partners, and society at large. Founded in 1905 to solve the emerging famine in Europe, Yara has a worldwide presence with about 17,000 employees and operations in over 60 countries. In 2018, Yara reported revenues of USD 12.9 billion.

www.yara.com
Knowledge grows

Number of employees 1) 16,757
Globally

Total sales
38.6
Million tonnes

Revenues
12.9
USD billion

Employees by region
Share of employees

Sales by product
Share of sales volume (thousand tonnes)

Revenues by region
Share of revenues (USD billion)

Fertilizer 28,471 74 %
Industrial products 7,653 20 %
Ammonia trade 2,478 6 %

Europe 4,190 32 %
Brazil 3,542 27 %
Latin-America 1,094 8 %
Asia & Oceania 1,947 15 %
North-America 1,511 12 %
Africa 645 5 %

Europe 6,515 39 %
Brazil 6,164 37 %
Latin-America 1,487 9 %
Asia & Oceania 1,367 8 %
North-America 667 4 %
Africa 557 3 %