

YARA Impact REVIEW 2013

Creating Value — Creating Impact

VAMOS AO BRASIL

Yara is growing in – and with – Brazil

FIGHTING EMISSIONS

Harmful emissions can become history

impact





COVER STORY/**PAGE 1-8**

YARA GROWS *with brazil*

A partner to Brazilian agriculture since the 1970s, we are growing with this agricultural powerhouse.

IMPACT STRATEGY/**PAGE 9-10**

YARA CREATES *value to create impact*

Creating Impact has taken on a central role in our strategic business development and value creation.

IMPACT CHRONICLE/**PAGE 11-20**

YARA DELIVERS *on its ambition*

We continue to engage with global issues and rise to the global challenges of resources, food and the environment.



CASE STORY/**PAGE 21-26**

YARA FIGHTS *emissions*

Our NO_x abatement solutions are cutting harmful emissions to air from transport and industry.

IMPACT PERFORMANCE/**PAGE 27-31**

YARA PRODUCES *tangible benefits*

We document contributions to society and record improvements within key sustainability areas.

CLIMATE-SMART *agriculture*

Climate-Smart Agriculture (CSA)
has increasingly been brought to the
forefront of international attention.
As an approach to the combined global
challenges of food security and climate change,
it builds on the principles of sustainable
agriculture – and on improved
agricultural productivity.



Dr. Frank Brentrup is a senior scientist and agronomic researcher
at Yara's Research Center Hanninghof, Germany

This brief introduction to Climate-Smart Agriculture uses results from
field studies in Tanzania to illustrate the approach. This is an extract of
a comprehensive article written by Dr. Brentrup for Yara's web site.

Read the full article at: www.yara.com/climatesmart

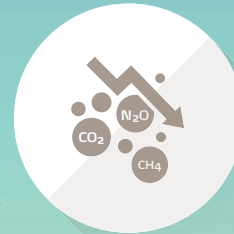
Composed of three main pillars, CSA – as defined by the United Nations Food and Agricultural Organization (FAO) – aims to jointly address food security and climate challenges by:



SUSTAINABLY INCREASING
AGRICULTURAL PRODUCTIVITY
AND GROWER INCOMES



ADAPTING AND BUILDING
RESILIENCE TO CLIMATE
CHANGE



REDUCING AND/OR REMOVING
GREENHOUSE GAS EMISSIONS,
WHERE POSSIBLE

Yara addresses all three elements of Climate-Smart Agriculture with research and actions, by offering products and solutions, and by developing and sharing knowledge.

Yara argues the need to improve agricultural productivity – and the need for resource use efficiency – as a combined key approach to food security and climate change.

In terms of increased productivity we fully support and implement the concept of *sustainable intensification* which we define as helping growers produce more crops on the same land with less environmental impact. Through best farming practices, such as balanced fertilization and precision farming, it will be possible to close the gap between today's agricultural output and required future agricultural production, as estimated by the FAO.

In this context, balanced crop nutrition is a key component of sustainable intensification. It is comprised of:

- 1 Providing crops with the right balance of all needed plant nutrients (not just nitrogen);
- 2 applying fertilizer inputs in quantities that match crop nutrient needs;
- 3 using available on-farm organic nutrient sources and supplementing with mineral fertilizers.

The aim of sustainable intensification is to balance increased agricultural productivity and potential environmental impacts. For example, during the

past four years Yara has examined and demonstrated the concept of sustainable intensification in a case study with ten field trials in smallholder maize and rice production in Tanzania. The case study of maize production shows that yield increases were achieved with the same quantity of water supply to the field – showing that the improved protocol results in a more efficient water use by the crop. Concerning greenhouse gas mitigation, our research and trials confirm that high yielding agriculture is climate friendly. These results confirm that knowledge and technology exist to substantially increase productivity on existing arable land.

VAMOS ao Brasil

Growing in a global
agricultural powerhouse


Growing with Brazil:

*Yara is a global supplier of crop nutrition.
Brazil is a global provider of food and fodder.
Brazil is Yara's largest single market;
we are growing together.*

A Yara no Brasil:

*Programas nutricionais
Soluções industriais*

Criamos Impacto
Creating Impact



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*It is vital to develop an
agricultural sector that makes
the best of our resources to
ensure food security for all.*

Read the CEO's message

➔



Creating value: With 12,000 ha of soybeans, Renato Búrgel contributes to Brazil's position as the world's second largest producer and exporter of oilseed.

GROWING *in Latin America*

CEO: Jørgen Ole Haslestad

MAKING THE MOST OUT OF OUR RESOURCES: To feed a growing population, we need to get the most out of existing arable land. Yara's solutions are key to improving agricultural production. We contribute through our presence in the world's most important markets as well as by sharing our knowledge internationally.

CHAPADÃO DO SUL: Harvesting more than 70,000 tons of soybeans is a huge operation. Renato Burgel knows what it takes. He's done it before. As well as reaping sizable yields of cotton and maize, sugarcane and beans. On his São Pedro farm in the state of Mato Grosso do Sul, he annually plants around 18,000 hectares of land.

Utilizing modern farming technologies to grow some of the country's major crops, Mr. Burgel epitomizes the Brazilian agricultural success story. With his yields he contributes to Brazil's self-sufficiency in food, and to its vast export surplus.

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A agricultura no Brasil ainda tem bastante espaço para crescer.

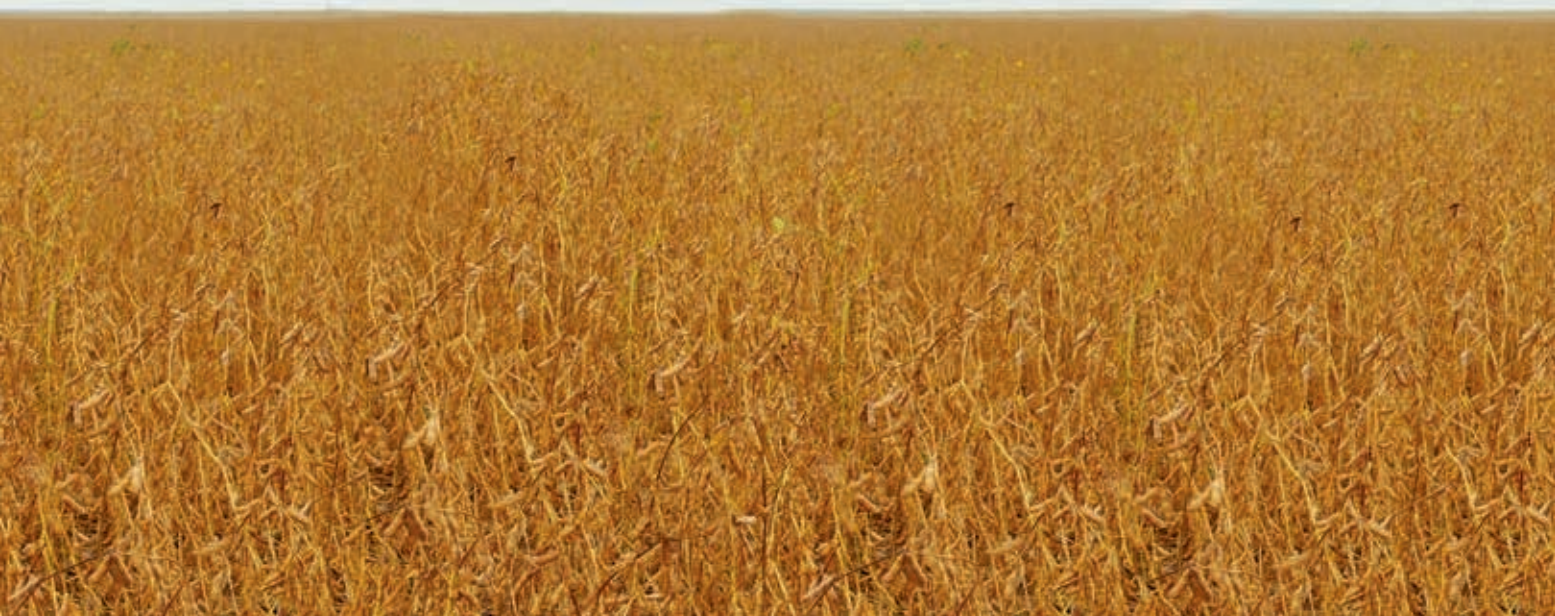
In Brazil, agriculture still has a lot of room to grow.

Renato Burgel

Brazilian farmer

He also explores forestry and livestock, as well as expanding in sugarcane. The latter is a major source of energy, in the form of ethanol, in Brazil.

Although procedures are repeated every year, nothing becomes routine, Renato Burgel says. “Every year is different. Many decisions must be made during the year, due to climate changes that sometimes require us to modify our plans.” In order to increase productivity, he depends on using only top quality, state of the art products, “from seeds to pesticides and mineral fertilizers”. ➔



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Climate-Smart Agriculture must be employed through all steps of the value chain.

PETROLINA: Brazil boasts more than five million farms. Of these, two thirds are classified as small-scale, including that of Suemi Koshima. Although, at 2,000 hectares, his fruit farm in Petrolina, Pernambuco state, is quite above the average small-scale operation. Here, he has specialized in mangos and grapes, harvesting an annual yield of about 10,000 and 12,000 tons respectively. Trucks packed with fruit are dispatched from Mr. Koshima's farm daily. A considerable share is destined for export – adding to Brazil's gross domestic product as well as agricultural trade surplus.

FERTILIZER AND WATER

In addition to suitable soil and climate conditions, fruit production depends on irrigation, and more precisely, on fertigation – soluble mineral fertilizers added to water directed to plants. This is one of Yara's growing product segments, and Mr. Koshima testifies to its value: "We have been working a lot with Yara fertilizer, which has the elements that cannot be missing in production of fruit."

Newton Matsumoto is a fertigation consultant as well as a grape grower – and himself a user of YaraLiva – the calcium nitrate products – for fertigation. He is concerned with the productivity of agriculture in general, and water use efficiency in particular. In order to end world hunger, he says, productivity, including that of water, has to improve.



O Brasil não tem nenhuma chance de ter sucesso na produção agrícola sem o uso de fertilizantes.

Brazil has no chance of success in agricultural production without the use of fertilizers.

José Carlos Polidoro

Researcher and advisor, Embrapa

A parte nutricional da nossa fruticultura é baseada totalmente na nutrição por fertirrigação.

The nutrition of our fruit production is entirely based on fertigation.

Suemi Koshima

Brazilian farmer

Fertigation, Mr. Matsumoto adds, has another virtue: "The greatest advantage of fertigation is that you directly nurture the root system with water. So, the crop has a higher agronomic efficiency."

TECHNOLOGY AND GROWTH

"The Brazilian people believe in technology and fertilization, taking care of the soil." Those are the words of Francisco Turra, a former Minister of Agriculture. "We have increased production," Mr. Turra points out, "and improved productivity." Still heavily involved in agriculture, he notes that in the past 15 years Brazil's agricultural production increased by 156 percent, becoming a world leading producer of several crops. Brazil is privileged with land, climate, soil and water, Mr. Turra says. "We have everything."

Political acumen has contributed to the success story, including a resolve to invest in research and development. Yara has entered into cooperation with the renowned agricultural research institution, Empresa Brasileira de Pesquisa Agropecuária (Embrapa). "Yara," Dr. José Carlos Polidoro of Embrapa recalls, "was the first fertilizer company to show a great interest in the production of knowledge and technology to improve the efficiency of fertilizer use in Brazil." Hence, Embrapa and Yara have teamed up to find ways to improve the use of nitrogen in tropical soils. / See page 19 /



40%

Brazilian agriculture is expected to grow by 40% between 2010–2019



1 Applying technology: Using fertigation for his grapes and mangos, Suemi Koshiama increases his yields.

2 Increasing production: Adopting modern technology, Brazil has greatly improved its agricultural productivity, says Francisco Turra. **3** Developing knowledge: Searching for crop nutrition improvements, Yara has teamed up with Embrapa and José Carlos Polidoro.

FOOD FOR A GROWING WORLD:

Within 2050, we will be 9 billion people on the earth. It is vital to develop an agricultural sector that makes the best of our resources to ensure food security for all. Adding to the challenge, global warming is set to impede yields. Therefore, Climate-Smart Agriculture must be employed through all steps of the value chain.

Yara contributes to a more sustainable agriculture. To safeguard both biodiversity and carbon stored in forests

and wetland, it is necessary to increase yields on existing farmland and to avoid harmful deforestation. Research and development, implementation of best practice and introduction of precision farming technologies is necessary to close the gap between existing and potential yields.

We contribute to improving yields and resource use efficiency through our products, tools and solutions. Our cooperation with the renowned agricultural research institution Embrapa

links Brazilian expertise with our own research center Hanninghof in Germany. Through our Resource Efficiency innovation platform we explore new technologies and develop knowledge on how to improve the use of nitrogen in tropical soils, all while working closely with Brazilian farmers and scientists.

GROWING IN LATIN AMERICA:

Since the turn of the century, Brazil has emerged as one of the world's major agricultural producers and exporters. The development has been impressive;



1



2



3

Brazil is currently the world's third largest food exporter, setting out to grow another 40% before 2019.

However, there is still room for improvement. Yara is ready to contribute, and to take part in the growth. Through R&D and agronomic experience, we delivered tailored advice for one of Brazil's most important crops, sugarcane. By using best practices and more precision, it is possible to achieve higher yields while reducing fertilizer use. And we contribute to better profitability, efficiency and

environmental footprint of farming by working with scientists and farmers.

RESPONDING TO CHALLENGES:

Global warming is expected to affect crop yields negatively. We already see such effects as harsher and unusual weather patterns. While agriculture is one of the causes for climate change, it can also be mitigated by adopting a scientifically improved agriculture.

Climate change featured prominently at the 2014 World Economic Forum

meeting in Davos. In addition, the World Bank president particularly recalled Climate-Smart Agriculture as one of the UN's five key areas of action to feed a growing population, while reducing the effects on climate change.

Yara is dedicated to taking part and to leveraging our position in the industry as well as our extensive agronomic knowledge. Taking a holistic approach, we have already cut our greenhouse gas (GHG) emissions in half, and we have set a goal of further 13% reductions by 2017

RIO GRANDE: Producing more than 800,000 tons of mineral fertilizers a year is quite an operation. This is the output from Yara's fertilizer plant in Rio Grande, in the state of Rio Grande do Sul. "Here we have a prime location to meet the major markets of the South," says Mr. Carlos Roberto Dal Pizzol, Operation manager. Yara is the market leader in Brazil, with a particularly strong foothold in the southern part of the country.

This facility, with its terminal receiving four ships a week on average in the busiest periods, is the backbone of Yara's Brazilian operation, which has grown considerably since the company's early entry into the market in the 1970s. Now, explains Lair Hanzen, Yara's Head of Business Unit Brazil, the operations extend from the production plant to the farm gate. "We provide more than eight million tons of fertilizers to more than 40,000 growers – every year."

1 Producing fertilizers: Yara is the market leader in Brazil, delivering around 8 million tons of crop nutrition a year to more than 40,000 growers. **2** Providing growth: Yara has an extensive operation in Brazil, supporting the country's agricultural growth sector, says Lair Hanzen. **3** Serving the south: Yara has a prime location to serve southern Brazil.

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A Yara é a maior fornecedora de fertilizantes para a agricultura brasileira.

Yara is the largest provider of fertilizers for Brazilian agriculture.

Lair Hanzen

Head of Yara BU Brazil

A Yara se destaca mundialmente por produzir fertilizantes de alta tecnologia.

Yara is distinguished for producing high-technology fertilizers.

Carlos Roberto Dal Pizzol

Yara Operation manager

DISTRIBUTION AND INNOVATION

From this industrial area of Rio Grande, Yara provides about 1.5 million tons of fertilizers a year. To reach customers throughout the vast country, distribution is essential. And in Brazil, the Coamo Agroindustrial Cooperativa – the largest retailer in Latin America and one of Yara's largest customers – is key.

Claudio Rizzato is the vice president of the cooperative that caters for more than 26,000 members. From headquarters in Campo Mourão, in the state of Paraná, Rizzato explains: "Yara joined this chain because of the quality of its products, and the innovation of its fertilizers."

STRATEGY AND GROWTH

Brazil is a major growth market. The country's economy has grown into the world's sixth largest, and Brazil is the third biggest agricultural exporter in the world. Yara has made Brazil its single largest fertilizer market. Also, sales of environmental and other industrial solutions are increasing, not least that of ARLA 32, Yara's leading AdBlue reagent solution to cut NO_x emissions.

"With the growing demand for our solutions, we see considerable opportunities for further growth in Brazil," Egil Hogna, Head of Yara's Downstream segment says. "And we remain determined to develop this vital market."

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Yara creates impact – doing business with a purpose.



RIO DE JANEIRO: Brazilian agriculture provides food, fodder and fuel for a growing domestic population and economy. On top of that, it produces surpluses to meet increased global demand. However, for Brazil, as for other agricultural producers, production increases come at a cost – also to the environment. These come from land use change, the production and use of inputs such as mineral fertilizers, as well as from the use of energy in production and distribution.

“Brazilian agriculture, like every agriculture in the world, has a negative impact, which is the use of natural resources,” states Dr. José Carlos Polidoro, the Soil Fertilizer Researcher of Embrapa. “That is normal.”

- 1 Researching solutions: Yara shares its agronomic and crop knowledge – searching for improved solutions together with Embrapa.
- 2 Creating impact: Yara is the world's largest supplier of crop nutrition; Brazil is a world-leading agricultural producer – making a difference together.



“Now,” the senior advisor to the Ministry of Agriculture adds, “we want to show that we are working with an agriculture that has the minimum environmental impact – and that is possible.” The cooperation with Yara on the use of nitrogen fertilizer is one case in point, aiming to both increase yields and to lower emissions of nitrous oxide, a potent greenhouse gas from agriculture.

Parts of Brazil's agricultural expansion, especially to extend grazing land, have come at a cost to the country's forests. Even without converting forests to farmland, Brazil has large areas that can potentially be turned into agricultural acreage – at a minimized environmental cost. An official figure estimates that an additional

250 million hectares can, theoretically, be added to the existing farmland of 69 million ha. No other country has comparable land resources fit for farming – and the water resources to support this addition to future world food security. Nevertheless, the key lies in improving productivity.

“Yara is a global supplier of crop nutrition. We help to improve yields. Brazil is a global provider of food and fodder. Together, we help to feed the world,” says the CEO of Yara, Jørgen Ole Haslestad. Himself a farmer, he has visited Brazil with great interest – and enthusiasm. “In Brazil, and *with* Brazil, we collaborate in fields of vital importance to humankind,” he says. “Together, we create impact.”



from our European ammonia and nitric acid plants compared to a 2010 baseline.

Furthermore, we are set to promote Climate-Smart Agriculture throughout 2014 and beyond. Using our global reach and strong knowledge base, we are well positioned to be part of the solution, offering low-carbon products, innovative partnerships and precision farming tools. As part of our dedication to doing business responsibly, Yara is part of

the UN Global Compact, committing ourselves to its ten principles.

The globally interconnected challenges of food security and climate change need to be addressed simultaneously. We need to produce more food, without putting the environment at risk. Our strategy is tailored to creating value for shareholders, customers and society at large. Yara creates impact – doing business with a purpose.



STRATEGIC AMBITION: *Creating Impact*

As a global company, Yara is exposed to global megatrends and major challenges influencing our operations. Leveraging our global position, we are ready to seize emerging business opportunities – and to create impact.

CORPORATE PROFILE

Yara is the world leader in providing crop nutrition solutions for the global farming community, which supports sustainable agriculture. We also have a strong position within industrial environmental solutions, offering products used to reduce toxic emissions, helping to improve air and water quality.

We pioneered mineral fertilizers more than one hundred years ago. Now, we leverage our unique business model and unrivaled market presence to deliver on our mission: better yield. Our global agonomic operation encompasses an extensive value chain, from phosphate mining and ammonia production, to delivering crop nutrition solutions and sharing our know-

ledge with growers and partners. Pursuing our industry shaper vision, we have taken a lead position in improving production processes, reducing emissions from the manufacturing as well as the application of mineral fertilizers.

Employing our agricultural expertise and industrial experience, we contribute solutions to some of the major global challenges of our time – creating impact.

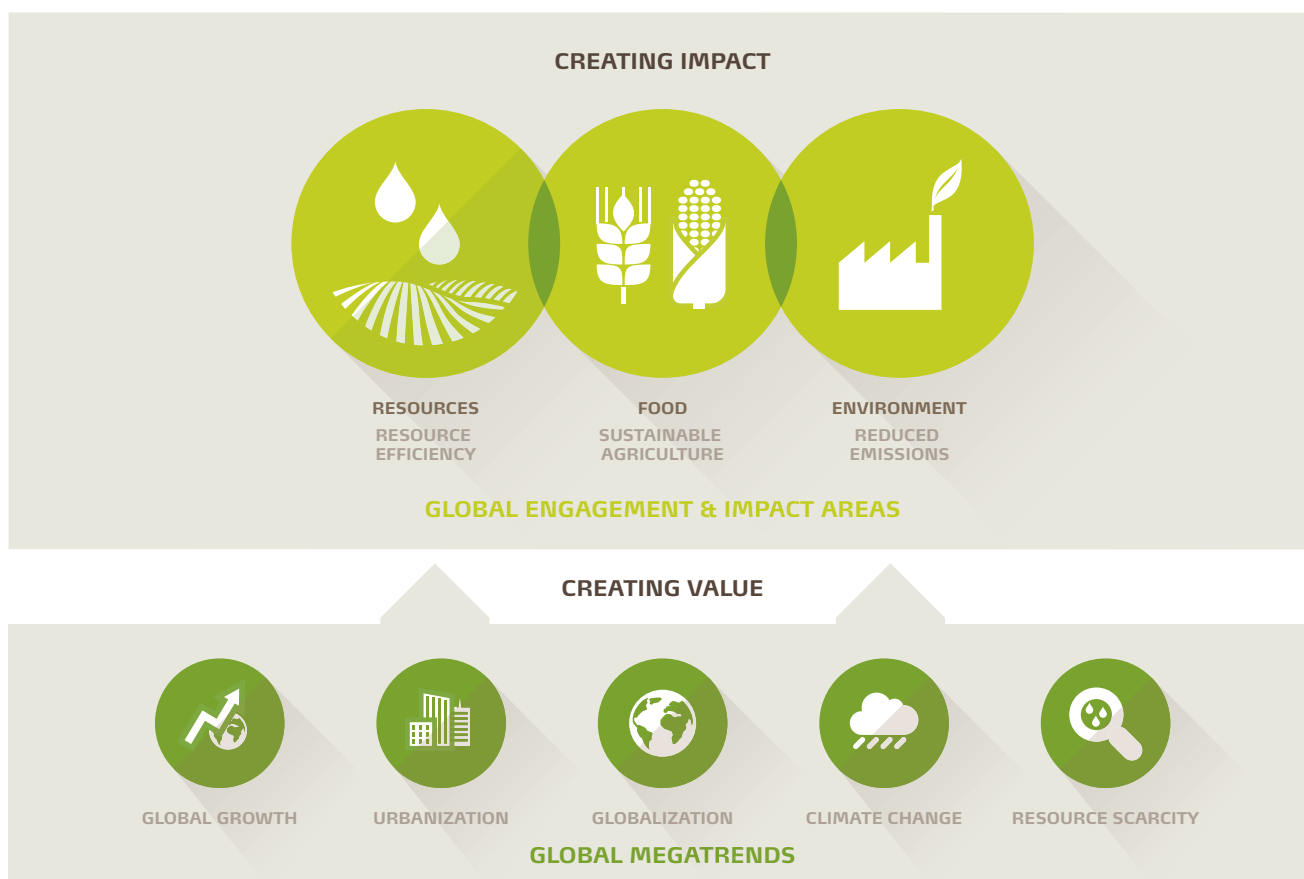
CORPORATE STRATEGY

Yara has consistently executed a strategy of sustainable profitable growth. As an integral part of our strategic approach and ambition, we have developed Creating Impact as a key framework for business development and value creation. Thereby

we integrate and align our business operations with prevailing market conditions and mounting global challenges; adding a sustainable competitive edge.

Creating Impact is an integral part of our strategy. It builds on our core business and guides our strategy execution. Yara is influenced by global megatrends (see illustration) impacting on business environments and market conditions. At the same time, global megatrends and challenges invite the innovation of solutions and exploration of opportunities – benefiting business and society alike.

Through our global operation we create value for our owners, customers and society at large – allowing us to create impact.



Strategic approach: Yara has adopted Creating Impact as its strategic ambition. Responding to global megatrends, Yara employs its core business and engages in policy issues to contribute solutions within the three focal areas of resources, food and the environment: Creating value that creates impact.

CREATING IMPACT

Yara is positioned – and determined – to create impact. We do this, in particular, within three focal areas closely related to our core business activities: resources, food, and the environment. At the same time, this is a response to major global challenges involving these dimensions.

Within these three areas we engage in global policy processes and initiate corporate innovation programs. By applying our knowledge and offering tangible solutions, we contribute toward improved resource efficiency and increased food security, while reducing harmful emissions causing climate change and pollution.

Creating Impact has been approved by our Board of Directors as Yara's strategic

ambition and strategy framework, and is applied by our Executive Management and adopted throughout the organization. With the Board taking an active role in its execution, the CEO oversees the implementation as the Chair of our Creating Impact Steering Committee.

IMPACT BALANCE

The fertilizer industry and the agriculture sector both add to global challenges, notably the consumption of scarce resources and the emission of greenhouse gases driving global warming.

Providing solutions that support sustainable agriculture and reduce emissions also carries a cost to the environment: a negative impact. This is particularly related to the use of fossil fuels (natural

gas) as the key raw material in nitrogen-based mineral fertilizers. However, we believe that our impact balance is solidly on the positive side: our crop nutrition solutions have great positive effects on food security; our environmental solutions help improve air quality; and our knowledge-based approach helps increase resource use efficiency.

Our core business is linked to the production of nitrogen-based crop nutrition. In a world requiring an anticipated 70% more food by 2050, nitrogen fertilizers are crucial. While about 2% of world energy use is dedicated to the manufacture of reactive nitrogen (N), N fertilizers have been credited with feeding up to half the present world population.

RESOURCES



- + Solutions and technologies for increasing nutrient and water use efficiency
- + Tools and analyses for preservation of soil fertility
- + Efficient use of byproducts and production surpluses, such as CO₂ and calcium nitrate for numerous applications
- + Forerunner role in application of LCA in agriculture to target emission reductions



- Consumption of fossil fuels in fertilizer production and distribution
- Extraction of phosphate and potassium

FOOD



- + Crop nutrition solutions for increased agricultural productivity
- + Dissemination of best practices, crop knowledge and application know-how to farmers
- + Partnerships and initiatives to increase smallholder productivity and profitability
- + Global engagement in policy processes and partnerships to promote food security



- Risk of adverse effects on biodiversity and soil quality from intensified agriculture

ENVIRONMENT



- + Low-carbon fertilizer offering based on advanced catalyst technology
- + Tools and application knowledge to minimize environmental impacts from fertilizer use
- + Environmental solutions for reducing emissions and odor, and improving water quality
- + Solutions for reduced nutrient runoff



- Greenhouse gas emissions from production
 - Emissions to air and water from production
- Greenhouse gas emissions from use of fertilizer
 - Leaching of mineral nutrients to waterways

Impact balance: Yara provides solutions that support sustainable agriculture and reduce emissions. These positive impacts also carry costs to the environment. Nevertheless, Yara believes that the sum of its impacts is solidly on the positive side.



20
13

IMPACT *chronicle*

GLOBAL *challenges*

influence our business environment
and affect our company,
customers and society.

/ PAGE 12 /

YARA *engages*

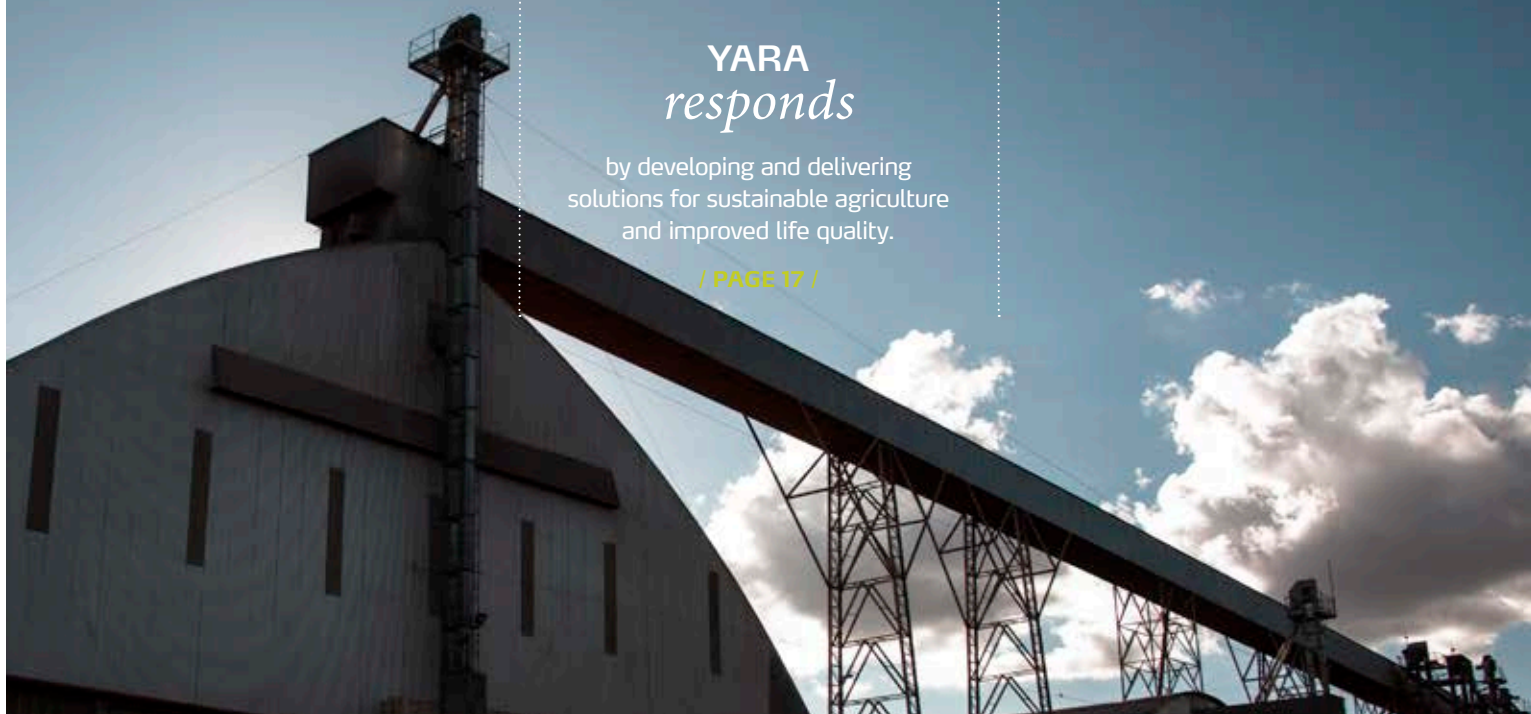
in policy processes, connecting
the critical challenges of food,
resources and the environment.

/ PAGE 13 /

YARA *responds*

by developing and delivering
solutions for sustainable agriculture
and improved life quality.

/ PAGE 17 /



GLOBAL CHALLENGES *and Yara's response*

During 2013 the closely interconnected issues of food production, climate change and resource scarcity increased their hold on global attention.

MAJOR challenges

International attention on linking the issues of resource scarcity and climate change to those of agricultural productivity and food security rose in 2013.

The global policy agenda continued to focus on the anticipated effects of climate change on future food production, and raised Climate-Smart Agriculture as a key concept. At the same time, broader environmental issues, including that of air quality, were at the political forefront.

Resource scarcity is an issue of growing global concern, particularly related to future water shortages and limited farmland and their implications for agriculture. Improved resource efficiency, including water productivity, is the key approach. Increased attention is also being given to the effects of poor soil quality, and the need for nutrient use efficiency.

Food security and the challenge of doubling total agricultural output by 2050 remained a global topic with high political and scientific attention. Increasingly, the consensus approach is to improve agricultural productivity through enhanced farming technologies, including precision farming and more efficient use of key inputs.

Climate change continued to be a major global topic, with calls for the implementation of Climate-Smart Agriculture and reduction of greenhouse gas emissions. By making 2013 the 'Year of Air', the European Commission highlighted emissions to air as a health hazard and an issue of quality of life. Leakage from farming into waterways adds to the pollution challenge.

RESOURCES



Contributing to resource efficiency is a Yara priority.
Scarcity of critical resources in food production is a major global challenge.

FOOD



Contributing to sustainable agriculture is a Yara priority.
Food security and agricultural productivity are major global challenges.

ENVIRONMENT



Contributing to reduced emissions is a Yara priority.
Climate change and pollution to air and water are major global challenges.

OUR response

In 2013 Yara focused on developing improved technologies to support sustainable agriculture and to reduce emissions to air, as well as leakage to waterways.

Based on our innovation agenda, we continued our search for solutions that can contribute to solving global challenges and offer business opportunities. We created impact through engaging in global policy processes and by delivering technology improvements.

Improved efficiency is an ambition we pursue with regard to all major agricultural input factors, notably land, water and nutrients. With our fertigation offering we provide water saving solutions. Our Crop Nutrition Concept addresses the challenge of improving agricultural productivity while increasing resource use efficiency.

Improved productivity is the approach we advocate to support sustainable agriculture and increase food production while reducing the environmental impacts of farming. We offer precision farming technologies, crop knowledge and application know-how to increase yields and improve farm profitability, reducing pressure for land use change that contributes to climate change.

Reduced emissions represent a tangible target for our production processes as well as for the application of our environmental solutions. We have reduced our own emissions significantly over the last decade. Our abatement solutions reduce NO_x emissions to air, and we have developed solutions to reduce runoffs of nutrients from farming.

YARA engages

During 2013 Yara continued its engagement with global issues relevant to its core business – in particular, the need to improve agricultural productivity.

Yara has for several years taken a lead role in showing how the major global challenges of resource scarcity, food security and climate change are connected. We have done so by raising these and related issues on the global arena and participating in key policy processes within a diversity of meeting-places.

Post-2015

2015 is the deadline of the United Nations' Millennium Development Goals (MDGs), and the process to follow up with a Post-2015 Development Agenda and new Sustainable Development Goals (SDGs) is ongoing. Yara participates in these discussions, and in 2013 we represented the private sector at UN meetings on the Thematic Consultation on Sustainable Agriculture, Food Security and Nutrition, and Open Ended Working Group of the SDGs. We also contributed to several reports, such as the UN Global Compact work and Report on Post-2015. Among the approaches brought to the table were support for the outcome of the UN High Level Consultation of Madrid, that hunger, food insecurity and malnutrition can be ended sustainably by 2025, and the need for a standalone SDG on Food Security and Nutrition linked to support for the Secretary General's Zero Hunger Challenge.

Clinton Global Initiative

The Clinton Global Initiative (CGI) 2013 Annual Meeting in New York, USA in September convened under the banner 'Mobilizing for



While the target of halving the proportion of people who suffer from hunger may be within reach by 2015, well over one billion people were still living in extreme poverty in 2013.



Feeding the Future

The seminar 'Feeding the Future' in Helsinki, Finland in November – hosted by Yara and including a Twitter feed – generated great interest from a variety of stakeholders.

+1.5%

Expected annual growth in global agricultural production the coming decade (2013–2022), compared with 2.1% between 2003 and 2012 (FAO/OECD).

Stress Nexus

The growing global pressure on energy, water and food, dubbed the 'Stress Nexus', was a topic at the 'Powering Progress Together' event hosted by Shell Global in Rotterdam, the Netherlands, in June. Yara's CEO participated in a panel discussion with counterparts from Shell and Siemens. The question: How can CEOs and their corporations contribute to drive action?

Impact' – a good fit for Yara, which was invited to present its Creating Impact strategic ambition. Yara made several commitments: to engage in reducing the detrimental environmental impact of agriculture in the Baltic Sea region / [page 16](#) /; increase the positive impact of our environmental solutions cleansing NO_x emissions; scale up the Ghana Grains Partnership and the related Masara N'Arziki farmers association; assess the Sahara Forest Project / [page 20](#) /.

Decent life

The Post-2015 Development Agenda was also in focus at the 2013 European Development Days in Brussels, Belgium in November under the theme 'A Decent Life for All by 2030'. In his opening address the President of the European Commission, José Manuel Barroso, noted the need to look beyond the 2015 horizon "and ask ourselves how we can shape and adapt our development agenda to the needs of our fast-changing world". During the Trade and Private Sector High Level Panel, Yara President and CEO Jørgen Ole Haslestad shared the company's approach to and experiences with public-private partnerships (PPPs), through the example of collaborative farmer support programs in Ghana and Vietnam. Haslestad pointed to the need for scaling up such development programs, and for creating win-win situations between PPPs and target groups, not least smallholder farmers. ➔

Case

YARA'S GLOBAL commitments

Our global engagement also includes embracing and contributing to the development of key international agreements, initiatives and external ratings.

Transparency and accountability constitute the foundation for Yara's Code of Conduct and are core elements of our Ethics program. We are strongly committed to adhere to key international agreements – including human rights and labor rights – and to applicable international and national legislation throughout our operations.



Yara has signed and implemented the principles of the UN Global Compact (UNGC), and is a signatory to the UNGC Caring for Climate initiative. Since 2012 we have also participated in the UNGC LEAD, which was launched in 2011 to provide knowledge and inspiration on advanced aspects of corporate sustainability, and to provide leadership for global issue platforms.



FTSE4Good

Yara has been a constituent of the FTSE4Good Index Series for four consecutive years, with the last inclusion confirmed in April 2013.

» www.yara.com/commitments

UNGC

In 2013 we joined the Core Advisory Group (CAG) of the UNGC working on the voluntary Food and Agriculture Business Principles (FAB), formerly known as the Sustainable Agriculture Business Principles (SABP). Development is led by UNGC private member companies and is aimed at clarifying expectations among all stakeholders engaged in investing in and promoting sustainable agricultural activities and projects. During 2013 Yara took part in the proceedings of the CAG, as well as the ensuing stakeholder consultations. One of the six outcomes presented in the White Paper released in July covers environmental responsibility, stating that “Agriculture systems should be able to intensify sustainably to meet global needs, practice environmental protection, restoration and enhancement, and improve resource efficiency”.

WEF

Yara is an industry partner to the World Economic Forum (WEF), where we have contributed to couple the issues of food and climate. At the 2013 and 2014 annual meetings we co-hosted sessions on the Grow Africa partnership and followed up on our engagement in the New Vision for Agriculture, which catalyzed the new Grow Asia initiative in 2014.

At the January 2014 WEF annual meeting in Davos, Switzerland, the Yara CEO joined a dinner hosted by UN Secretary-General Ban Ki-Moon. Here, Ki-Moon asked how the private sector can contribute to post-2015 sustainable development goals and what business can do to address climate change.



Agriculture holds great promise to deliver solutions for a wide range of interconnected issues [...] not least on water, global warming, rural poverty, food insecurity and nutrition.



EGIL HOGNA

Head of Yara's
Downstream segment at
the 3GF, Copenhagen

**GROW
AFRICA**
launched
2011

**GROW
ASIA**
launched
2014



Yara participated in the Global Gathering of the Scaling Up Nutrition (SUN) movement in New York in September.

100

In 2013 Yara celebrated 100 years of supplying mineral fertilizer to the Chinese market, since the first delivery of 'Nitrate of lime' in 1913.

RESOURCES



In 2013 Yara engaged within an area that has attained greater international attention over the past few years: scarcity of resources vital to agriculture and food production. The limitations on arable land have long been recognized, while pressure on limited fresh water resources has come to the forefront of the food agenda. Now, the question of nutrient use efficiency / [page 17](#) / has also become an acknowledged challenge.

NUE

Two of Yara's leading scientists participated with presentations at the 6th International Nitrogen Conference in Kampala, Uganda in November, which brought the urgency of improving nitrogen management – both in agriculture and transportation – to attention. The conference title, 'Let's aim for just enough N' was very much in line with the advice held high by Yara, arguing the virtue of balanced fertilization. The ensuing Kampala Statement included a call for improved, reliable delivery of quality fertilizers to smallholder farmers as paramount to increased agricultural productivity, and for a reduction of N losses from agriculture.

3GF

In October, at the Global Green Growth Forum (3GF) in Copenhagen, Denmark, the Head of Yara's Downstream segment Egil Hogna spoke on 'Improving Resource Efficiency in Global Value Chains', during a session on sustainable food production. Hogna said that for Yara, it is important to be a clear private sector voice presenting constructive solutions to global challenges. He

also participated in a working lunch with Denmark's Foreign Minister Villy Søvndal, to discuss how resource scarcity is being factored in to long-term business strategies.

FOOD



In 2013 Yara continued its engagement to increase food security, participating in a number of global and regional processes and initiatives, not least related to our long-standing commitment to African agriculture.

African Green Revolution

We have supported the African Green Revolution since our centenary in 2005. We launched the concept of agricultural growth corridors in 2008 and catalyzed the ensuing establishment of the corridors in Mozambique and Tanzania. As part of our commitment to the latter, the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), we rolled out a new concept of reaching smallholder farmers in 2013 / [page 15](#) /.

In September Yara co-hosted the African Green Revolution Forum (AGRF) in Maputo, Mozambique, with scaling and financing inclusive agribusiness through transformative public-private partnerships as the main theme.

Grow Africa

At the WEF meeting in 2011 Yara was among a group of companies presenting the New Vision for Agriculture (NVA) roadmap directed at improving agricultural productivity. We have since remained a member of the Project Board and followed up on the NVA commit-

ment through public-private partnerships and the launch of the Grow Africa partnership in 2011. Grow Africa aims to align private sector investment to agricultural transformation in Africa, and had mobilized more than USD 5 billion by the end of 2013.

At the WEF 2013 annual meeting Yara's CEO Jørgen Ole Haslestad participated at a leadership table, discussing ways to unlock the potential of African agriculture and setting the priorities for Grow Africa together with the President of Tanzania, Jakaya Kikwete, and the Prime Minister of Ethiopia, Hailemariam Desalegn, among others.

Yara was one of 126 companies participating in the Grow Africa Investment Forum held in Cape Town, South Africa in May as a private event during the WEF on Africa 2013. Yara's CEO voiced his belief that Africa's agricultural transformation clearly is under way. At the same time, he expressed impatience, calling on partners to renew and redouble their commitment to act in concert.

Yara took the opportunity to promote Grow Africa at several crossroads in 2013. One such event was the round-table on food security and nutrition in Berlin, Germany in January, organized by the development agency Deutsche Gesellschaft für International Zusammenarbeit (GIZ) and moderated by David Nabarro, the UN Special Representative for Food Security and Nutrition. Sharing views on agricultural development in Africa, Yara's CEO highlighted the Grow Africa initiative in a discussion with Germany's Federal Minister



Yara is involved in a number of food value chain developments and partnerships in Africa; in Tanzania, Ethiopia, Ghana and Burkina Faso.



Dr. David Nabarro, the UN Secretary-General's Special Representative for Food Security and Nutrition, paid a visit to Yara head office in August, to discuss the role of the private sector.



Yara Prize 2013

The 2013 Yara Prize for an African Green Revolution was awarded during the African Green Revolution Forum (AGRF) in Maputo, Mozambique, in August.

The Prize was shared between two laureates: Mr. Nnaemeka Ikegwuonu of Nigeria and Dr. Lindiwe Majele Sibanda of South Africa. Mr. Ikegwuonu is the founder and CEO of the Smallholders Foundation in Nigeria, while Dr. Sibanda is the CEO of the Food, Agriculture and Natural Resources Policy Analysis Network (FANPRAN).
» www.yaraprize.com



Yara sponsored and attended the 11th New Ag International Conference and Exhibition, a key industry event that took place in Rio de Janeiro, Brazil in March.

of Economic Cooperation and Development, Dirk Niebel and the Co-Chair of the Bill & Melinda Gates Foundation, Bill Gates.

The UN

Leading up to the opening of the United Nations General Assembly in September, Yara's CEO took part in discussions in the Group of Friends on Food and Nutrition Security at the Netherlands' Mission to the UN in New York. This informal platform brings together key stakeholders, and for the first time included the private sector, represented by Yara and Unilever, with the Yara CEO as keynote speaker.

We continued to take part in the UN Private Sector Forum during the opening session of the General Assembly. In 2013 it focused on the role of the private sector in the post-2015 development agenda, with an emphasis on unique opportunities and challenges in Africa. One objective was to inspire new public-private partnerships to overcome systemic challenges in Africa. The Yara CEO had a rapporteur role at the Forum. He shared Yara's experience from the Ghana Grains Partnership (GPP), and put forward the idea of greater alignment between existing initiatives, connecting value chains and platforms.

The Economist

Yara participated in the Feeding the World events hosted by The Economist in Amsterdam, the Netherlands (2013) and in London, UK (2014). In 2013 Yara's President and CEO Jørgen Ole Haslestad spoke on partnerships as a way to deliver improved nutrition and sustainable agricultural

Case

LAST MILE alliance

Our Africa engagement includes the introduction of the concept of agricultural growth corridors. In Tanzania, we help the corridor grow.

In 2013 smallholder farmers in villages along the Southern Agricultural Corridor of Tanzania (SAGCOT) were included in an extended value chain through the Last Mile Alliance, a partnership between four agro input providers, including Yara.

By reaching farmers with quality inputs and crop knowledge we aid the transformation of smallholders, creating a viable livelihood by increasing yields and improving profitability. Setting up a network of agro-dealers and trained agronomists, establishing demo-plots and hosting crop clinics, we have a strong focus on sustainability and inclusive green growth – also by training farmers in business development, finance and good agronomic practices. Model farms are to inspire others and village-based Lead Farmers help share knowledge. In order to accommodate a range of purchasing abilities, we offer packages adapted to farmer needs, from 1 up to 50 kilos – available at the farmer's doorstep.

Our ability to serve Tanzania's – and the region's – farmers will increase in 2014, when our new fertilizer terminal in Dar es Salaam, with a capacity of 50 tons, opens.

» www.yara.com/africaengagement





Grow Africa was a topic at the Partnership Platform meeting of the Comprehensive Africa Agriculture Development Programme (CAADP) in Addis Ababa, Ethiopia in March, which Yara attended.

Yara participated in the G8 CEO meeting in June, and in the Leadership Council meeting of the New Alliance for Food Security and Nutrition in September.

The European Year of Air 2013 2014 Year of Agriculture and Food Security in Africa



N₂O catalyst

Yara presented its greenhouse gas abatement catalyst technology at the prestigious Ecochem Conference on Sustainable Chemistry and Engineering in Basel, Switzerland in November 2013.

markets. At the 2014 conference – ‘World Hunger: A Crisis Now and a Catastrophe In 2050?’ – the company’s Head of Strategy, Terje Tollefsen, participated on the panel discussing ‘An action plan for smallholder farmers’. The panel focused on issues that have long been behind Yara’s commitment to a green revolution in Africa: improving conditions for smallholder farmers, the majority of them women; building infrastructure, markets and access to inputs; adjusting to climate change; and the interplay of public and private efforts. Noting the many good examples of collaboration, Tollefsen addressed the need to deal with dysfunctional parts of the value chain. “That requires successful partnerships. We need to unlock the value chain.”

ENVIRONMENT



In 2013 Yara continued its engagement to connect the key issues of food security and climate change, within the concept of Climate-Smart Agriculture. Also, we engaged in solving adverse environmental effects of agriculture and fertilization, notably nutrient runoffs into waterbeds – particularly in the Baltic Sea.

Baltic Sea Summit

At the high-level Baltic Sea Action Summit (BSAS) in St. Petersburg, Russia in April, Yara reiterated its commitment to contribute to cleaning the sea. Adding to the efforts to reduce phosphorous leakage, Yara in 2013 also committed to reduce adverse environmental impacts of nitrogen fertilizer use. We communicated our vision to turn the Baltic Sea area into one of the most progressive agricul-

tural regions in the world, through cooperation between public and private sector.

Climate Change

Yara’s CEO was one of 100 invited global leaders at a special session on ‘Setting the Global Agenda for Agriculture Transformations’ during the WEF meeting in Davos in January 2014. Here, he also chaired the discussion on ‘Building Resilience to Climate Change’ within the WEF’s flagship New Vision for Agriculture. Throughout 2013, Yara’s Senior Vice President, Global Initiatives, Strategy and Business Development, Sean de Cleene remained a member of the WEF Global Agenda Council on Climate Change. The Council partnered with the United Nations Framework Convention on Climate Change (UNFCCC) leading up to the 3GF / [page 14](#) / in Copenhagen, Denmark in October.

Green growth

Yara presented green growth business cases for a high-level audience including seven prime ministers and a range of experts and entrepreneurs at the Northern Future Forum in Riga, Latvia in February. At a round-table discussion, Head of the Downstream segment Egil Hogna argued the competitiveness of a green economy, saying that “We see two key routes to improve sustainability: productivity gains combined with resource efficiency; and improved technology, in particular when supported by legislation.”

Hogna expanded this line of thought at a top-level panel discussion on the environmental footprint of agriculture at the Royal Institute of International Affairs at Chatham House, London,

UK in December. He stated that his future business model is not to maximize sales to the individual farmer, but to grow through helping farmers optimize the balance of high yields, reduced environmental impact – and increased profits.

EU agriculture

Throughout 2013 Yara continued to engage in the process defining the future of the Common Agricultural Policy (CAP) of the European Union. We particularly advocate the benefits of improved nutrient use efficiency and the greening potential of better nutrient management if coupled with incentives for European farmers.

Green Week

Yara participated at the European Commission’s Green Week in Brussels, Belgium in June, the biggest annual conference on European environmental policy. Here, we delivered the message that Europe still has a challenge with air quality, while Yara has solutions that can reduce pollution. Because of our proven results in reducing pollution from NO_x emissions, we were chosen by the European Commission to present our solutions.

YARA responds

During 2013 Yara kept up its innovation pace, seeking improved technology solutions to global challenges and advising on improved farming methods.

We constantly look for improved ways of responding to global challenges – with our environmental solutions as well as agricultural ones.

RESOURCES



Increased resource use efficiency is our key contribution with respect to the global challenge of resource scarcity. Society in general and agriculture in particular have to make do with less input, particularly of land, water and energy, while production must increase to satisfy future demand. Based on our Crop Nutrition Concept, we offer solutions for increasing food production on existing farmland, reducing pressure for land use change which contributes to greenhouse gas emissions and climate change.

Water efficiency

In 2013 we continued to deliver on our Water Scarcity innovation platform. Our ambition is to be the market shaper for water scarce agriculture and the leading supplier of crop nutrition solutions responding to water scarcity issues. The water innovation platform consists of a number of projects and services, including a fertigation strategy, our new Fertigation Plan software launched in Iberia in 2013, and a water footprint calculator developed at Yara Research Center Hanninghof. In 2013 we also created a global network of experts to support our development work.



With the acquisition of ZIM Plant Technology, Yara can offer water sensor technology that allows for irrigation on demand based on real-time metering of the water status of plants.



ImageIT: Measures nitrogen uptake and generates nitrogen recommendations based on photos of the crop

CheckIT: Photo library allows fast identification of possible nutrient deficiencies

TankMixIT: Provides advice on mixability of YaraVita with other spray materials



Yara's N-Sensor technology is reading nitrogen needs and optimizing fertilizer application on fields across Europe, Latin America, North America, Africa and Australia.

Furthermore, we continued our efforts to offer tools to help farmers do with as little water as possible. In a strategic move to improve water use efficiency, we acquired the German company ZIM Plant Technology GmbH, adding the most advanced and reliable crop water sensor technology (see illustration left) in the market to our offering. This water sensor is mostly used in high-precision irrigation systems to increase yields while improving water use efficiency.

Nutrient efficiency

Within our Resource Efficiency innovation platform we explore ways to improve nutrient use efficiency (NUE) as well as the efficiency of phosphate use and improvements in processing technologies. Dr. Frank Brentrup, senior scientist at Yara's Research Center Hanninghof, participated in several international assemblies on the NUE issue in 2013, including in China, showing examples from Europe where precision farming techniques have increased NUE. This picture was also presented to a workshop on the role of the private sector regarding 'Green Growth and the Agro-food Chain' in Paris, France in April, hosted by the OECD and the Business and Industry Advisory Committee to the OECD (BIAC).

N tools

Yara's tools for precision farming range from a growing number of mobile apps to the

Case

NUTRIENT use efficiency

Our crop knowledge helps design ways to increase resource use efficiency. This includes the use of nutrients in general, and nitrogen in particular.

In 2013 nutrient use efficiency (NUE) remained a key focus in our research & development activities. It is a core element in our Crop Nutrition Concept, in which we give advice on appropriate application of mineral fertilizers – tailored to the plant's exact needs.

Optimum NUE is a major contribution to sustainable agriculture, and knowing what nutrients the plants need is key to achieving this. Often, too much fertilizer is applied, resulting in wasted nutrients, unnecessary cost and environmental damage, particularly from losses of nitrogen to water. Applying too little – or inadequate amounts of specific nutrients – is also an issue in many regions, causing loss in yields.

We conduct significant research on NUE. The introduction of precision farming in European agriculture, aided by Yara's solutions and tools, has reduced fertilizer application and increased yields – with lower GHG emissions from agricultural soils. In Latin America we have intensified research on nutrient delivery systems, not least in the area of fertigation. Here, we explore synergies from integrated nutrient and water management on nutrient and water use efficiency.

» www.yara.com/croptonutrition



tractor-mounted N-Sensor. Somewhere in the middle is the N-Tester, a handheld device to measure chlorophyll content in plant leaves and determine the nitrogen needed to meet target yields. In 2013 the N-Tester calibrated for maize was launched in Mexico after years of field trials.

In Sweden the N-Prognosis launched in 2012 has become a success. Essentially a handheld version of the well-trusted N-Sensor, it enables measurements of nitrogen uptake in crops. Yara Sweden distributes results from the N-Prognosis from wheat fields all around the country on a weekly basis, helping farmers find the nitrogen needs of their crops, increasing nitrogen efficiency and reducing nitrogen leakage.

FOOD



Improved agricultural productivity is the key concept with respect to the global challenge of food security. With growing demand for food, production has to increase – within sustainable limits. This calls for improved farming methods such as precision farming, developing and using better technologies including a knowledge-based application of crop nutrients, as well as improving food value chains and investing in agricultural research.

Precision farming

Precision farming is a key to best agricultural management practices. Enabling farmers to add the specific nutrients needed for their crop, in exactly the right amount, at the right time, the approach contributes greatly to a sustainable

agriculture. Often reducing the amount of fertilizer applied, farmer costs as well as the carbon footprint are reduced, while yields increase – obtaining increased resource use efficiency.

Through our Crop Nutrition Concept and our precision farming tools we offer farmers comprehensive knowledge, making such improvements within reach. In 2013 we launched our Precision Farming 2.0 innovation project, a new generation farming management concept integrating a range of tools – including the N-Sensor, the N-Tester and the Megalab.

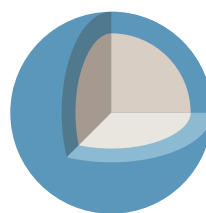
Plantmaster

Our Plantmaster nutrition guides provide crop specific recommendations to help growers achieve yield and quality targets. In 2013 we added a Plantmaster on maize to our series of nutrition guides. Maize is the main global grain in terms of volume and a major crop in terms of food security: around 850 million tons of grain maize is produced a year, from around 162 million hectares. Also in 2013, we issued a Plantmaster on tropical fruits, and updated the one on citrus.

Value chains

Closely connected to our involvement in the New Vision for Agriculture, Yara has entered into several food value chains, aiming to increase food security, foster economic development and open business opportunities. Value chain development is a key feature of the Letters of Intent Yara has signed with four countries (Burkina Faso, Ethiopia, Ghana and Tanzania) under the Grow Africa framework / [page 14](#) /.

Micronutrient coating



YaraVita® PROCOTE® is our innovative technology for enriching fertilizer with a specific micronutrient coating. It ensures homogenous supply of micronutrients, matching the crop's need – across the entire field.

YaraVita® PROCOTE® are registered trademarks belonging to Yara International ASA.



N-Tester

In 2013 we launched the N-Tester calibrated for maize in Mexico.

Plantmaster

In 2013 we launched the first Plantmaster nutrient guide for maize.



2013 saw conclusions from several field trials with the YaraVita range of fertilizers.

Yield increases were impressive on a wide range of crops, ranging from wheat and maize to potatoes, leek and onion.

In 2013 we followed up on our commitment to consider investing in the Bagre Growth Pole in Burkina Faso, possibly engaging in a rice value chain, building on the experiences gained from the Ghana Grains Partnership (GGP). We continued our engagement with the GGP, and committed to help increase the membership of the Masara N'Arziki, the farmers' association in the partnership. We are working on a case study to harvest experiences from the GGP and identify ways to upscale and replicate this Ghanaian success story. At the same time we continued, and expanded, our involvement in the agricultural growth corridor in Tanzania / [page 15](#) /.

» www.yara.com/africaengagement

Passion fruit

In Kenya Yara has partnered with Technoserve and Coca Cola in a value chain project to boost productivity and alleviate poverty, developing cash crop production units and marketing centers – starting with passion fruit. Many of the farming families involved in the project have been used to growing maize, with mixed profitability. Switching to a cash crop like passion fruit increases returns significantly. The aim is to expand across Kenya and into Uganda, as demand for passion fruit is high, for fresh market as well as juice production. Yara trains extension staff in best practice growing methods and in business. This enables the establishment of locally staffed marketing centers, offering advice and access to inputs. By 2013 the intervention had reached more than 10,000 farmers.

Coffee & cocoa

In 2013 we launched our new Coffee & Cocoa innovation platform. This captures synergies from our coffee involvement, in which we have combined crop specific nutrition knowledge with public private partnerships and value chain approaches.

Coffee is a major cash crop and source of income for developing countries and smallholder farmers. Improved farming methods can increase farm profitability and resource use efficiency, and reduce the carbon footprint of produce. We conduct targeted R&D towards both coffee and cocoa, offering tailored nutrition plans for both crops. Based on our experience from trials in Vietnam, we see answers to the productivity and sustainability challenge in switching from commodity fertilizers to nitrate-based crop nutrition. We applied these lessons learned in our dialogue with coffee producers in Mexico in 2013, engaging with coffee companies in field demonstrations.

The coffee platform formulated in 2013 will be rolled out in a first wave covering Colombia, Mexico, Vietnam and East Africa in 2014. The cocoa platform concentrates on Côte d'Ivoire and Ghana in its first phase.

ENVIRONMENT



Reducing emissions of greenhouse gases and pollutants is our key approach with respect to global environmental challenges. Farming, including the production and use of mineral fertilizers, is part of the problem, but increasingly a major contributor to solutions.

Crop Clinics



In 2013 we organized a host of Crop Clinics and farmer events in Africa, training roughly 20,000 farmers in farm productivity and efficiency.



Our new Coffee & Cocoa innovation platform has a large audience:

25 million small-scale farmers rely on coffee production for their livelihood.

More than 90% of world coffee production takes place in developing countries.

Over 2.25 billion cups of coffee are consumed globally every day!

Zn

Zinc is vital to human growth, especially for children – and shortage of this mineral is a problem in several regions. In Thailand, Yara has carried out field trials on maize, increasing levels of zinc through improved fertilizer application.

Emissions

Our Emissions to Air innovation platform was launched in 2011 and has progressed well. It is centered on NO_x abatement solutions for vehicles, plants and ships, and riding a wave of increasingly stringent environmental legislation moving from Europe and North America to Latin America, Asia and the Middle East. Investments in R&D and innovation continued in 2013, with R&D teams at Yara Technology Center involved in several innovation projects. Our ambition is to become a Total Service Provider, offering customers complete outsourcing of their emission abatement needs.

Yara is the world's leading producer of AdBlue (DEF, ARLA 32), the reagent used in NO_x abatement in vehicles, which we market under our Air1 brand. In 2013 we increased sales of Air1 by 30%, driven by increased demand in North America, Europe and Latin America. We also took over the NO_x abatement technology for commercial vessels from the joint venture Yarwil, and in early 2014 we acquired H+H Umwelt- und Industrietechnik GmbH, a leader in NO_x abatement solutions for marine engines and stationary land engines. These two steps made us the undisputed leader in the maritime market for the reduction of NO_x emissions, and support our already strong position in the industrial market.

Baltic Sea

Our second commitment to the Baltic Sea Action Group / [page 16](#) / involves support to the EU Baltic Deal demo farm network, which aims to help farmers reduce nutrient run-off to the

Case

NITRATES for the tropics

Our crop nutrition solutions are continuously adapted to a range of growing conditions. In Brazil we have entered into an exciting R&D partnership.

In 2013 scientists from Yara and the largest research company in Brazil – Empresa Brasileira de Pesquisa Agropecuária (Embrapa) – jointly started to investigate the benefits of nitrates under tropical conditions. The project follows the 2012 cooperation agreement signed between Yara and Embrapa, the first of its kind between the public research corporation and a private fertilizer company.

The goal is to generate scientific data on the benefits of nitrogen fertilizers, with a focus on nitrates and their value in tropical conditions – in terms of both agronomical and environmental performance. The partnership will also contribute to the low-carbon agriculture program of the Brazilian Ministry of Agriculture, Livestock and Supply.

One target is to quantify yield and quality benefits of nitrogen fertilizers in high-value coffee production. Another is to allow calculation of carbon footprint – which can be reduced all along the food value chain. A similar study will examine grain rotation systems for maize, which covers millions of hectares in the Cerrado, a major market in terms of fertilizer use and volumes.

» www.yara.com/tropics



+140%

was the average yield increase for smallholder maize farming in the Environment and Climate Compatible Agriculture Project in Tanzania – following the Syngenta–Yara agronomy protocols – in 2011–13.

–500,000 tons

In 2013, fertilizers sold under our Carbon Footprint Guarantee and used instead of conventional fertilizers resulted in the reduction of 500,000 tons of emissions of CO₂ equivalents.



With the integration of Yarwil in 2013 and the acquisition of H+H in 2014, we have become the leader in NO_x abatement solutions in the maritime sector.



Yara's Birkeland Prize 2013 was awarded to Jonathan M. Polfus from the University of Oslo, for his doctoral thesis 'Nitrogen in Oxides – Electrical Characterization and Computational Studies of Defect Equilibria and Electronic Structure'. According to the prize jury, his research may lead to more environmentally friendly ammonia production and more effective water purification systems.

sea while maintaining productivity and profitability. We will share our agronomic knowledge and demonstrate our innovative tools by organizing meetings of the close to 120 farms in the demo farm network. This way, we can link the interests of farmers, business and society within the framework of sustainable agriculture. We have also lent three N-Sensors / [page 17](#) / to farmers in Finland, Poland and Latvia, putting this innovative tool and its benefits on display in demonstrations.

In our first commitment to the Baltic Sea Action Group, made in 2010, we documented the effect of our TraP application for reducing phosphorous leakage from fields into waterways: run-off was reduced by up to 60%.

Carbon guarantee

Early in 2014 Yara's Carbon Footprint Guarantee was re-verified by the independent third party Det Norske Veritas (DNV-GL). First launched in 2010, the guarantee was the world's first of its kind, assuring a carbon footprint below 3.6 kg CO₂ equivalents per kg nitrogen in fertilizers sold in Denmark, Finland, Norway and Sweden.

Climate-smart

Since 2011 Yara has teamed up with Syngenta of Switzerland to support research on sustainable, climate-compatible intensification of maize and rice production in Tanzania. Field trials, supervised by Tanzania's Sokoine University of Agriculture and the Norwegian University of Life Sciences, continued in 2013 / [inside cover](#) /. Results remain favorable, with significant increases in crop productivity as well as farmer profitability following improved

input application – while the carbon footprint has been radically reduced – compared to traditional practices. For instance, three years of field trials show yield increases for both maize and rice, and significant waste reduction on maize farms. When assuming land use change required to produce the same amount of maize as the trial plot, farmers' practice plots had on average a carbon footprint three times higher. Yield increases were achieved with no additional water use, also proving water use efficiency.

Sahara Forest

The Sahara Forest Project (SFP), which Yara helped to finance and launch, opened with a pilot plant outside Doha, Qatar in 2012 and reported promising results in 2013. After a full year of operation the SFP demonstrates that re-vegetation of the desert is feasible with the innovative idea of utilizing solar power and seawater to grow food there – addressing at the same time the twin challenges of food security and climate change. The project has attracted considerable international media attention.

LCA

Yara's scientists have pioneered the development of LCA (life cycle assessment) in agriculture, with a main focus on the effects of fertilizer production and use. Yara is one of nine private sector sponsors of the World Food LCA Database (WFLDB), launched in August 2013, which aims to determine the environmental footprint of food products. Within the food and beverage sector there is an increasing demand for LCA, applied to quantify environmental impacts

and as a basis for optimization of food production.

Cool farming

Yara is one of the founding partners of the Cool Farm Institute, which in January 2014 launched its online version of the Cool Farm Tool (CFT). First launched in 2012, the CFT is a greenhouse gas (GHG) calculator that is free for growers and helps them measure the carbon footprint of crop and livestock products. It identifies emission hotspots and enables farmers to test different management scenarios and identify those with the lowest GHG emissions. During 2013 it migrated to an online platform under the guidance and testing of the members of the Cool Farm Institute.

Countering copycats

In China Yara launched a counter-fake and traceability program in 2013. Here, copycat products represent a challenge, misleading and damaging grower interests, and posing reputational risks to the Yara brand. To meet this, we are adding encrypted security labels to each product bag. Growers can authenticate genuine Yara products via phone, SMS or the Yara China website. A mobile app enabling authentication by scanning the security code is also in the pipeline.

FIGHTING *emissions*

Serving society in a clean way:
Cutting NO_x emissions

*AdBlue –
Diesel Exhaust Fluid –
ARLA 32*

*Yara's premier air pollution
combat system*



HOPE FOR *air quality*

Air pollutants cause health issues.

*Urban populations
are most at risk.*

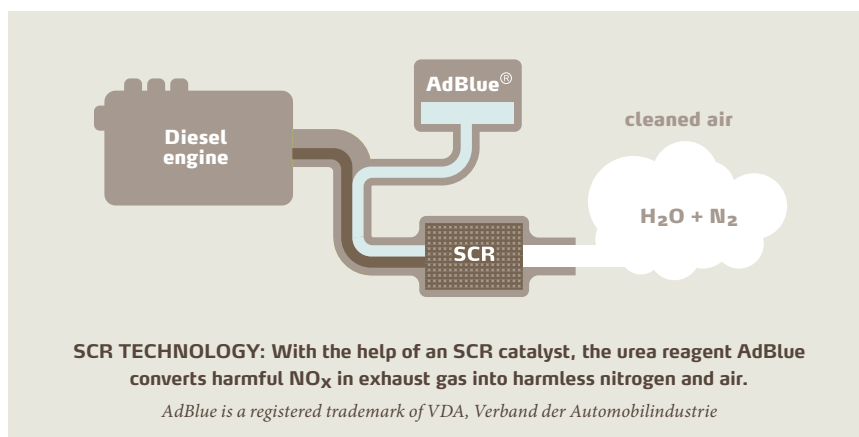
*Abatement technology
is a proven solution.*

SLUISKIL: Gas pipelines, prilling towers and smoking chimneys. Workers donning safety helmets and, in the background, the 700 meter long harbor, playing host to nearly 600 ships each year. Yara Sluiskil is a vast industrial site, located on the Ghent–Terneuzen canal in the Western Scheldt on the Dutch North Sea coast. It is a conglomerate of size and complexity – of steel and concrete. It is heavy, yet highly useful industry right in the heart of Europe, fittingly surrounded by farming fields, greenhouse complexes and charming villages.

The Sluiskil plant is not just another fertilizer factory. It is Yara's – as well as Europe's – largest installed ammonia and nitrate fertilizer facility. It is a world-class producer of the nitrogen needed in Yara's crop nutrition solutions, and the world's largest single production site of AdBlue, the reagent used to reduce emissions of the harmful nitrogen oxides (NO_x) from diesel engines and combustion processes. Sluiskil currently has an annual capacity of 400,000 tons of this emission-curbing fluid. From Sluiskil it is transported to an expanding European market and shipped overseas to satisfy a growing demand in the Americas as well as in Asia.

COMBATTING EMISSIONS

Yara is the largest industrial buyer of natural gas in Europe. A substantial



share of this gas is fed into the factories at Sluiskil to be used for producing ammonia and urea. Some of this urea is used for the production of AdBlue. "It is not just any urea," says Luc Ferreol, Business Unit Manager of Environmental Solution Automotive in Yara. "Our AdBlue is produced directly from the urea manufacturing process, from a high purity urea solution which we dilute with processed and demineralized water," he explains. "This is vital to our customers, as any contaminants could compromise their NO_x reduction system."

You need good reasons for using natural gas to fight emissions. NO_x gives you plenty: It is harmful in several ways, to people and the environment. Formed whenever combustion of fossil fuels occur in

the presence of air – which pretty much includes every air-breathing engine – NO_x is emitted in significant, and quite often visible, amounts in areas of high traffic.

The most efficient technology for reducing such emissions from diesel engines in heavy-duty trucks is called Selective Catalytic Reduction – SCR. It reduces NO_x emissions by more than 90% and offers better fuel efficiency and lower CO₂ emissions than competing systems.

1 Worldwide deliveries: Air1 – Yara's brand for Adblue – is delivered all over the world from production units in Europe and North America.

ACCORDING to the World Health Organization (WHO) an estimated 1.3 million people die from urban air pollution each year, and this number is likely to increase in coming years.

Growth of local economies and global population increase demand for transportation and energy, of which a large share is still based on hydrocarbons, leading to large emissions of air pollutants.

URBANIZATION adds to the health issue. With a growing proportion of people living in cities, emissions of air pollutants are increasingly generated in urban environments, leading to higher concentrations and affecting more urban citizens. The number of people affected is destined to grow. While just over half the world population live in urban areas today, the UN predicts this share to exceed 70 percent by 2050.



Nearly all of the population growth toward 2050 will occur in urban areas of less developed regions ¹⁾



COMBUSTION of fossil fuels in transportation, power generation and industrial production is the by far largest source of air pollutants, not least of nitrogen oxides (NO_x) and sulfur dioxide (SO₂), both known to cause respiratory diseases and aggravate asthma and chronic bronchitis. And as if this were not enough, NO_x and SO₂ have a long tradition of causing acid rain, and NO_x contributes to eutrophication.

NO_x also has other undesirable effects, as nitrogen dioxide (NO₂) contributes to the formation of ground-level ozone and is a precursor to the deadliest of air pollutants, particulate matter (PM). These tiny particles consist of a wide range of substances suspended in the air. The smaller they are the more dangerous they become, as they are able to penetrate deep into the lungs, causing cardiovascular and respiratory diseases, and lung cancer.

NO_x

*In air pollution NO_x refers to the two toxic gases:
NO (nitrogen monoxide); causes skin and mucous membrane irritation.
NO₂ (nitrogen dioxide); increases risk of allergies, asthma and lung disease.*



1



2

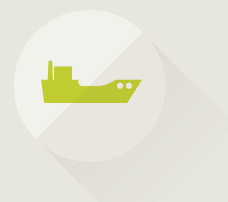
1 Storage at scale: Large storage facilities at Sluiskil ensure reliability of supply and efficient shipments overseas. **2** Steady supplies: 40,000 trucks – nearly five every hour and day of the year – stop by Sluiskil to load and bring AdBlue to users in Europe. **3** Readily at hand: Yara's Air1 is widely available in filling and service stations as well as from dealerships and fuel and lubricant suppliers.

THANKFULLY, there are means of reducing NO_x emissions, and their efficiency is proven. In Europe the introduction of the emissions standards and abatement technology succeeded in reducing total NO_x emissions by 32 percent between 1990 and 2005 ²⁾.

Across the Atlantic, control measures in the USA have reduced overall NO_x emissions by nearly half between 1990 and 2010 ³⁾.

UNFORTUNATELY, global NO_x emissions are expected to remain at the peak level of 2010. The reduced emissions in Europe and North America can only compensate for increasing emissions in Asia and Africa ⁴⁾, while stricter environmental legislation should yield improvements in Latin America.

Furthermore, future growth of world trade underlines the need for stricter emissions regulations in the international shipping sector.



Between 1990 and 2007 NO_x emissions from international shipping increased from 12 to 20 millions tons, equal to about one-sixth of global NO_x emissions.

²⁾ Vestreng et al. 2009 in UNEP Geo 5

³⁾ Canada and United States Air Quality Agreement Progress Report 2012. International Joint Commission.

⁴⁾ UNEP Geo 5



DISTRIBUTING AdBlue

More than 40,000 trucks and 800 barges pay visit to Sluiskil every year to bring Yara's AdBlue to users throughout Europe. Significant volumes also find their way overseas to North America, where Yara has established an extensive coast-to-coast network of storage terminals. A new and massive storage facility at Sluiskil has opened up for larger and more efficient shipments across the Atlantic.

A hauler and user of AdBlue, Anhalt Logistics brings AdBlue to retailers and customers in the Rhein and Ruhr regions of Germany. Established in the 1930s with horses and wagons, Anhalt Logistics now runs a fleet of more than 180 trucks, 14 of which are specially equipped for deliveries of AdBlue. "We have set up three storage

tanks in Barga, Hamburg and Duisburg just to cover the need for AdBlue in our own fleet," says Sören Reimers, Project manager with Anhalt Logistics. The company consumes itself about 220,000 liters of AdBlue annually. "This is not much compared to the volumes we deliver to filling stations," he says.

Reimers and his colleagues deliver AdBlue to Yara customers such as Q8 and Aral, which operate fillings stations along the extensive German Bundesautobahnen. The network of AdBlue retail pumps has grown tremendously since the product was first introduced in 2005. First an offer to commercial transporters, Yara's AdBlue is now also on sale to private customers as more and more car models have SCR technology to meet new NO_x emission caps.



Locator app

Yara's AdBlue locator app for smart phones uses GPS technology so drivers can identify the nearest Air1 retail pump on their journey.



We have set up three storage tanks in Barga, Hamburg and Duisburg just to cover the need for AdBlue in our own fleet

Sören Reimers

Project Manager with Anhalt Logistics

ABATEMENT technologies have a huge potential for reducing global NO_x emissions and improving air quality. The most common NO_x abatement technology is Selective Catalytic Reduction (SCR), either using ammonia or urea reagents to reduce emissions from road transport, industrial sources and marine vessels. A similar technology, Selective Non-Catalytic Reduction (SNCR) is widely used in cement plants, waste incinerators and boilers with conventional or biomass fuels.

YARA is a Total Solutions Provider in the market for NO_x abatement technologies. Yara is the world's leading producer and provider of the reagent used in SCR systems, AdBlue, also known as DEF in North America and ARLA 32 in Brazil, and marketed under the Air1 brand. In stationary and maritime applications, Yara provides complete solutions, offering customers the technology, reagents and services necessary to cover their abatement needs.



Air1 is Yara's brand for AdBlue (DEF). It is produced from the purest urea and monitored along the entire value chain – to ensure the highest quality product.

IMPACTING ON THE AIR

The common cyclist or gardener might not feel the immediate impact of Yara's AdBlue on air quality – but it is considerable. Air pollution following industrialization and urbanization is a major health hazard and reducing NO_x emissions is decisive to reduce respiratory problems caused by ground level ozone and smog. It is also imperative to prevent acid rain and eutrophication that cause environmental damage.

Reimers and his colleagues at Anhalt Logistics may be modest consumers of AdBlue, but in terms of reducing air pollution, every drop counts. Their annual consumption of 220,000 liters of AdBlue translates to abatement of about 110 tons of NO_x emissions. Along with the hundreds of other European truck fleets equipped with SCR technology, Anhalt Logistics has forced NO_x emission to follow a downward curve. The same is the case in North America: AdBlue, here known as Diesel Exhaust Fuel (DEF), has helped cut NO_x emissions significantly (see corresponding story below).

Other regions, not least Asia, still have a huge potential for cutting NO_x emissions and improving air quality. Here, NO_x emissions are projected to increase for another 10–15 years.

EXTENDING THE IMPACT

The global footprint of AdBlue is constantly growing. Yara's sales of the solution have nearly tripled over the past five years. And market demand is still growing, not least driven by stricter regulation in many countries. Yara's European plants for AdBlue – in Sluiskil, the Netherlands; Le Havre, France; Brunsbüttel, Germany; and Ferrara, Italy – are strategically located to supply the home market and to serve Yara's unique network of terminals in North America, Brazil and Asia.

Luc Ferreol is ready to deliver more and serve new regions with AdBlue. "North America is our second largest market and will be as important as Europe in the coming year," he says. "We build capacity by opening new AdBlue production units at existing urea units, like we did last year at Belle Plaine in Canada and have done this year at Le Havre, France. We have also converted fertilizer storage tanks to accept AdBlue at our terminals in North America," the business manager explains.

Ferreol is confident he can extend the impact of AdBlue to new regions: "We pioneered the product and have helped hundreds of fleets cut their NO_x emissions and meet regulations. We have experience and we bring expertise. We know all about the product."



The Yara Air1 brand signifies quality and reliability of supply.

Luc Ferreol

*Business Unit Manager
Environmental Solutions Automotive*

IN 2013 Yara delivered more than one million tons of NO_x abatement reagents. More than 200 sites around the world are equipped with Yara's systems for NO_x reduction. In total, these deliveries and installations resulted in customers cutting more than one million tons of NO_x emissions, nearly one percent of global NO_x emissions from human activities, estimated to be 120 million tons in 2010 ⁵⁾.

FURTHERMORE, Yara's odor-control solution let more than 50 million people live in better smelling cities by preventing the formation of hydrogen sulfide (H₂S) – a highly toxic and foul-smelling gas – in sewer systems. Yara also provides solutions for improving the quality of drinking water. Putting its industrial expertise to further use, Yara's ambition is to become a global emissions to air abatement company.



⁵⁾ UNEP Geo 5

20 13

Performance

Global impact

We help tackle the global challenges related to resources, food and the environment.

/ PAGE 28 /

Environment

We have achieved outstanding improvements in reducing GHG emissions.

/ PAGE 29 /

HEALTH *and safety*

We believe that every accident is preventable and are determined to excel in safety.

/ PAGE 30 /

Workforce

We depend on our highly skilled and diverse workforce, numbering close to 10,000 people.

/ PAGE 31 /



GLOBAL *impact and performance*

In 2013 we continued to implement Creating Impact throughout the organization, and to help tackle the global challenges of resource scarcity, food security and environmental pressure.

IMPACT *process*

Creating Impact has taken on a key strategic role in Yara since being launched in 2011.

Our strategic ambition and strategy framework – Creating Impact – provides guidance and direction to the way we do – and develop new – business. With strong strategic anchoring, it puts the three focal areas resources, food and environment center-stage in our operations.

In 2011 we also launched three innovation platforms – on resource scarcity, water scarcity and emissions to air – to spur further business development within the strategic framework of Creating Impact. Furthermore, we increased our engagement in global policy processes and continued developing our partnership approach.

Creating Impact was reinforced in 2012–2013 – strategically, organizationally and operationally. We established a Creating Impact Steering Committee, chaired by our CEO, to oversee its implementation throughout the organization. Yara's Board of Directors formally approved Creating Impact as an integral part of our strategy in 2013, and we have stepped up communication activities internally to ensure that every employee understands the strategy and acts accordingly.

Our performance in recent years demonstrates that our contributions and value creation in addressing the challenges of resource efficiency, food security and environmental pressure can drive our long-term growth.

We are now developing a comprehensive set of key performance indicators (KPIs) covering essential aspects of our impact. The KPIs will form the basis for future reports, documenting the tangible benefits we deliver and inviting dialogue on our ability to create impact.

RESOURCES



Our water sensor technology and crop nutrition solutions can deliver yield increases of 5–15% while reducing water use by 20–30%

FOOD



Our crop nutrition solutions support food production feeding 160 million people worldwide

ENVIRONMENT



In 2013 total NO_x abatement by customers using our solutions exceeded 1,000,000 tons

IMPACT *performance*

Creating Impact is delivering on the promise of creating value for society at large.

A truly global company, we impact on people's lives and welfare in all parts of the world. Our crop nutrition solutions help to produce food, fiber, fodder and fuel needed by growing populations, and our environmental solutions reduce emissions, prevent odor and improve water quality.

RESOURCES

Worldwide, our environmentally differentiated fertilizer solutions, which support improved agricultural productivity and better resource efficiency, currently reach about 9.2 million farmers worldwide. More than half our fertilizer sales consist of differentiated and specialty fertilizer, and we are continuously expanding our range of solutions and tools for improving nutrient and water use efficiency.

FOOD

Our fertilizers are used on an estimated 50 million hectares of land, by more than 15 million farmers producing in excess of 160 million tons of grain. In Africa alone we provided training of more than 20,000 farmers in 2013. As an example, we have helped triple yields for the more than 9000 farmers participating in the Ghana Grains Partnership.

ENVIRONMENT

Each year our N₂O catalyst technology stops GHG emissions equal to 12 million tons of CO₂ equivalents from Yara's plants – and another 18 million tons from other installations. This technology is instrumental to our offering of low-carbon fertilizer, which together with best farming practices can reduce the carbon footprint associated with fertilizer use by 50% or more. There are 50 million people living in cities that smell better thanks to our environmental solutions.

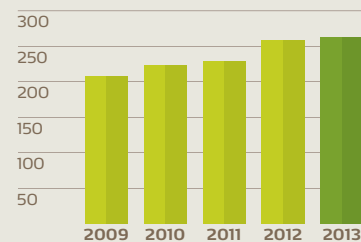
ENVIRONMENT

Our commitment to reduce pressure on the environment extends all the way from production to final use of our products and solutions, in agriculture, transportation and industrial applications.

Having adopted a life cycle approach to products and processes, we are able to pinpoint hotspots and develop efficient measures to reduce our own emissions as well as the environmental footprint of crop production.

In 2013 we achieved a further reduction of greenhouse gas (GHG) emissions

from our production plants, thanks in large to the tuning and good performance of our N₂O catalyst technology installed in our nitric acid plants, along with the energy conversion project at Yara Brunsbüttel. This project also gave a significant reduction in emissions of acidifying compounds – an area given high priority going forward.



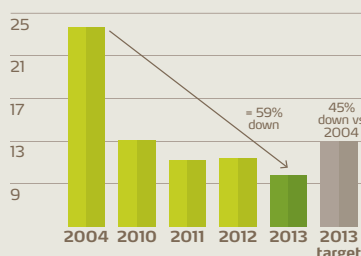
Yara total energy consumption (PJ)

Our total energy consumption in production rose by close to 2% in 2013, while ammonia production increased by 3% in the same period. About 90% of the energy is consumed in ammonia production.



In 2013 we completed the energy conversion project at our ammonia and urea plant Yara Brunsbüttel, Germany, significantly improving its environmental performance.

CO₂ emissions have been reduced by about 25%, NO_x by about 54% and SO₂ by about 67%.



GHG emissions vs. 2013 target
Ton CO₂ eqv.

We have made outstanding improvements in reducing GHG emissions over the last decade.

At year-end 2013 we had reduced GHG emissions by 59% compared to our 2004 baseline.

13%

New target: GHG emissions

By 2017 we will reduce GHG emissions from our European ammonia and nitric acid plants by 13%, compared to a 2010 baseline.

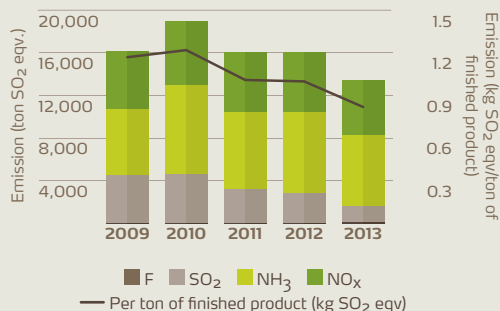
2.5
million GJ

We exported about 2.5 million GJ of surplus electricity, steam and heat in 2013.

17%

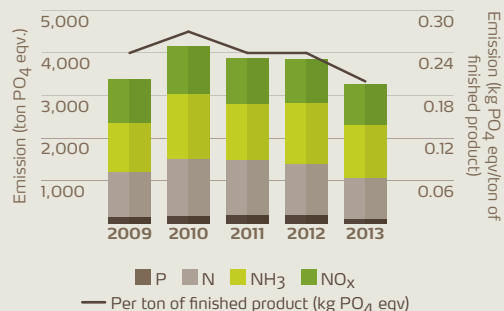
New target: Emissions with acidifying potential

By 2017 we will reduce our acidifying emissions by 17%, compared to a 2010 baseline.



Emissions to air contributing to acidification

We saw good improvements in our emissions to air with acidifying potential in 2013, recording a 18% reduction in emissions per ton of finished product.



Emissions contributing to eutrophication

In 2013 we achieved a 17% percent reduction of our emissions with eutrophication potential, measured as emissions per ton of finished product.

HEALTH *and* safety

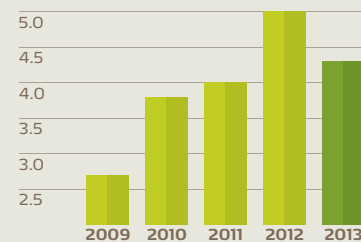
Operational safety, imperative to safeguard employees and contractors and uphold productivity and performance, has the highest priority in Yara.

We believe that every accident is preventable and have a strong safety track record, based on management commitment and active employee involvement in mapping and managing processes and behavior that can cause harm.

Throughout 2013 we recorded positive developments in our safety performance,

particularly among contractors.

Nevertheless, we experienced a fatal accident at Yara Porsgrunn, Norway where a contractor suffered an electric shock during expansion work. This tragic accident underlines the importance of our continued efforts to prevent undesired incidents and integrate safety into everything we do.



2009 figure covers Yara employees only
2010–2013 figures also include contractors

TRI rate

Total recordable injuries per million hours worked, 2009–2013

In 2013 we achieved a TRI rate of 4.3 for employees and contractors combined.

This was an improvement from 5.0 in 2012, yet below the target of a TRI rate under 3.5 – our stepping-stone toward the ultimate goal of zero accidents.



In 2013 we launched a new initiative to make Yara excel in safety: *Safe by Choice* is our all-encompassing and lasting journey to instill a common safety culture and a high level of standardization across all regions and levels of the organization.



In January 2014 an independent audit confirmed that our operations in Europe are in full compliance with the Fertilizer Europe Product Stewardship Program, which ensures the highest standard for safety and environmental performance throughout the value chain.



ISO 9001

ISO 14001

OHSAS 18001

16 out of 20 major sites had achieved certification to all of the three standards ISO 9001, ISO 14001 and OHSAS 18001 by the end of 2013.



In 2013 Yara Industrial Germany was awarded the 2012 EIGA Peter Jackson Safety Award as well as the Yara Safety Award 2013 in honor of its excellence in safety and close to 2,000 days without recordable accidents.



We aim to have all our operations outside Europe certified to the IFA Protect & Sustain Initiative.

Yara Brazil and Yara Vietnam achieved certification in 2013, following Yara North America (2012) and Yara Mexico (2011).



Absence due to sickness at Yara's production plants ended at 4.0% in 2013, up from 3.6% in 2012.

WORKFORCE

Attracting, developing and retaining critical competencies are key for the successful execution of our business strategy and upholding our knowledge margin in the market.

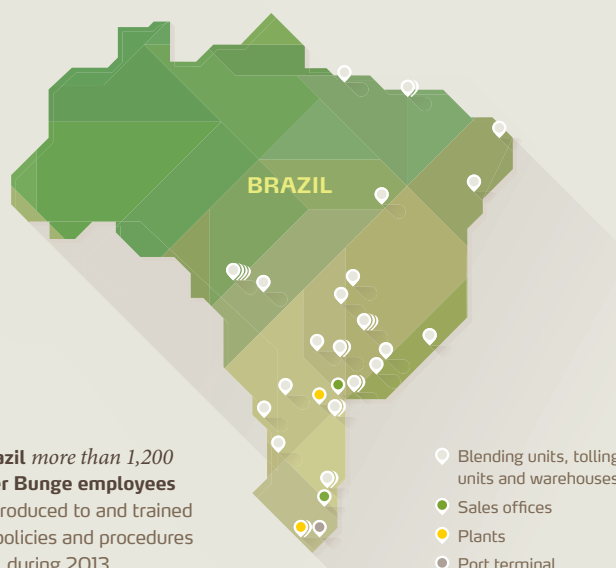
As a global company we work across countries and cultures and aim to attract the best talent, regardless of nationality, ethnicity, gender, age or background. We aim to offer tangible development and career opportunities for all.

In 2013 we gave much attention to the integration of Bunge Fertilizer acquisition

in Brazil, and this continues into 2014. We implemented a new organizational structure and harmonized compensation and benefits plans in Yara Brazil, which now counts more than 2,500 employees. On the global level, our main attention was on increasing the quality and scope of our people processes and strengthening our employee branding.



Challenged by an increasing number of retirements and a competitive talent market, we have strengthened our employer branding and are preparing an ambitious new onboarding tool, Yara Explorer, that will help new colleagues get a flying start in the company.



9,759

employees

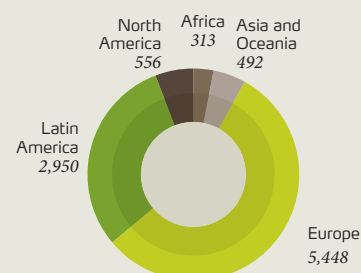
In 2013 we welcomed former Bunge employees into our organization in Brazil and hired close to 1,000 external candidates worldwide. At year-end we employed 9,759 people working in more than 50 countries, up from 8,052 employees in 2012.

23%

is our 2017 target for the proportion of women in key management positions, up from 20% in 2013. Succession planning, talent programs and focus on gender diversity when recruiting, are keys to achieving this target.



In 2013 we launched our new online portal for learning activities, YaraLearning. It includes a wide range of training materials and tools, and aims to equip our employees with the skills and competencies needed for successful strategy execution.



Yara's global workforce 2013
More than half of our permanent workforce is employed in Europe. Brazil represents 26% of the workforce, making our employees in Latin America the second largest contingent.

YARA'S GLOBAL workforce 2013

	Africa	Asia and Oceania	Europe	Latin America	North America	Total
Permanent employees	313	492	5,448	2,950	556	9,759
Non-permanent contracts	16	38	1,633	810	125	2,622
Total workforce	329	530	7,081	3,760	681	12,381

WHO we are

Yara delivers solutions for sustainable agriculture and the environment.

Our fertilizers and crop nutrition programs help produce the food required for the growing world population. Our industrial products and solutions reduce emissions, improve air quality and support safe and efficient operations. Founded in Norway in 1905, Yara has a worldwide presence with sales to 150 countries. Safety is always our top priority.

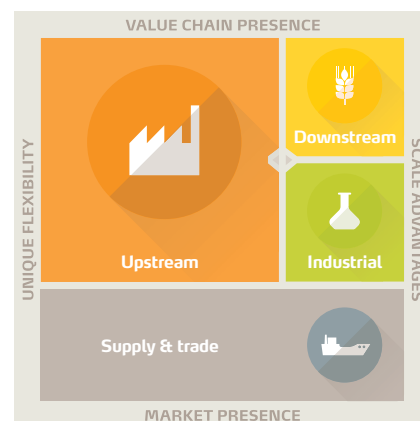
WHAT we do

Upstream is the backbone of Yara's manufacturing system. It includes mass production of ammonia, urea, nitrates and other nitrogen-based products as well as phosphoric acid.

Downstream offers a complete fertilizer portfolio to growers worldwide. It provides knowledge and tools to secure the right nutrients and optimize application and yield with minimal environmental impact.

Industrial is a reliable partner in chemical products. It enables innovative solutions based on ammonia production and knowledge, and helps customers reach compliance with environmental legislation.

Supply and trade is a global function responsible for optimization of energy and raw material purchases, ammonia trade and shipping, maritime logistics and third-party sourcing.



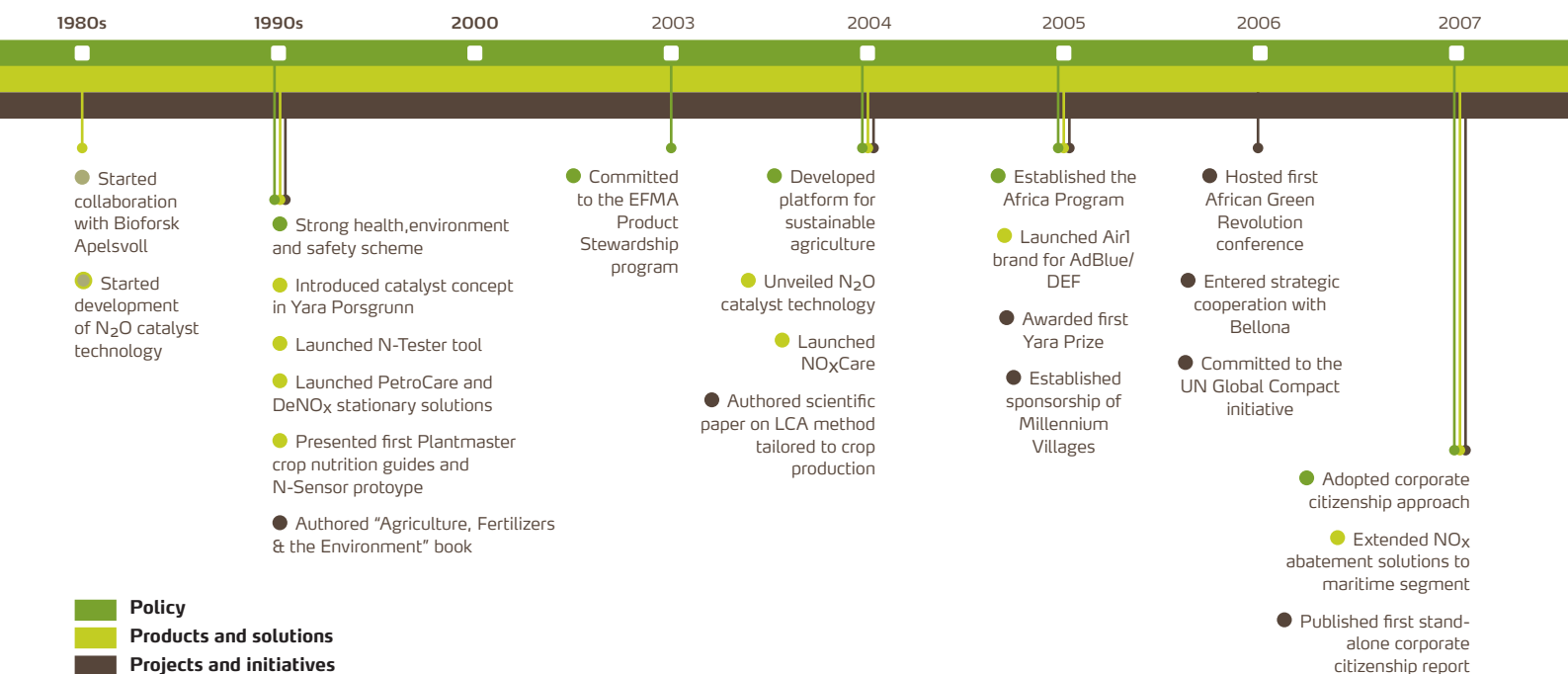
WHAT we offer

Industrial products We offer a wide range of nitrogen and specialty chemicals in addition to CO₂, dry ice and civil explosives solutions.

Environmental solutions We offer complete solutions for NO_x abatement, odor control, water treatment and corrosion prevention.

Agricultural products We offer a complete portfolio of fertilizers covering all necessary nutrients for any crop.

SUSTAINABILITY TIMELINE



WHERE we are

As the industry's only global player, we have production on six continents, operations in 51 countries – and sales to about 150 countries.



- Yara plants
- Joint venture plants
- R&D units
- Sales offices
- Sales

2008

2009

2010

2011

2012

2013

- Launched Crop Nutrition concept

- Launched concept of Agricultural Growth Corridors

- Entered WarmCO₂ partnership in the Netherlands

- TraP solution to prevent phosphorus leakage from fields

- Joined the World Economic Forum as Industrial Partner

- Co-hosted international seminar for a cleaner Baltic Sea

- Participated in UN World Summit on Food Security

- Adopted New HR strategy

- Launched company-wide Ethics Program

- Launched Carbon footprint guarantee for fertilizers

- Started Environment and Climate Compatible Agriculture (ECCA) partnership with Syngenta

- Joined PepsiCo's project to reduce carbon footprint of Tropicana orange juice

- Established innovation platforms

- Launched Creating Impact concept

- Launched Pure Nutrients campaign documenting benefits of nitrates

- Participated in developing of the WEF New Vision for Agriculture

- Co-chaired "Grow Africa Task Force"

- Participated in COP17 in Durban

- Entered Letters of Intent for engaging in four African countries

- Participated in the Rio+20 conference in Rio

- Launched the Yara Rega semi-soluble fertilizer

- Co-launched the Sahara Forest Project

- Started construction of fertilizer terminal in Dar es Salaam

- Participated in the launch of the New Alliance for Food Security and Nutrition

- Launched the Coffee & Cocoa innovation platform

- Acquired advanced water sensor technology

- Acquired NO_x abatement technology for marine applications

- Announced a Commitment to Action at the Clinton Global Initiative 2013 Annual Meeting

- Reiterated commitment to contribute to cleaning the Baltic Sea



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Executing our growth strategy, we
create value for our shareholders and
customers as well as for society at large.
By creating value, we create impact.

YARA PIONEERED mineral fertilizers a hundred years ago, creating
impact within world agriculture – increasing yields, improving food
security. Building on our agricultural expertise and leveraging our
industrial experience, we have developed crop nutrition concepts
and environmental solutions, creating value for our shareholders and
stakeholders, and for society at large.

Connecting major challenges such as resource management, food
security and environmental issues, we remain dedicated to contributing
solutions and seizing opportunities – benefiting the future.



Text: Yara, Styrkr
Photo: Ole Walter Jacobsen, Pete Souza,
Whitehouse gov., Jean-Christian Larche, Trond
Isaksen, Yara Int., CNBC, Fabiana Baioni de Oliveira
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