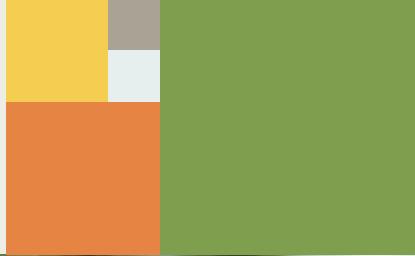
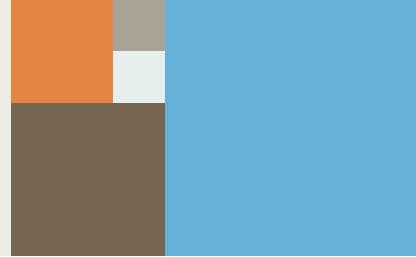




Knowledge grows

Yara in brief





Sustainability and profitability

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

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

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

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



Knowledge grows

Our Mission

*Responsibly feed
the world and
protect the planet.*

Our Vision

*A collaborative society;
a world without hunger;
a planet respected.*

Ambition

Curiosity

Collaboration

Accountability





Crop Nutrition Company for the Future

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

Production

Yara Production is responsible for the production of ammonia, mineral fertilizers and industrial products. Yara is the world-leading producer of nitrates, calcium nitrate, NPKs and a growing portfolio of phosphates. The segment combines safety, reliability and productivity by focusing on solid operations globally.

Supply Chain



Production
+
Mining
+
Sourcing



Sales
&
Marketing

Supply Chain

First, we will scale up our agronomic knowledge to reach millions more of farmers with our sustainable and profitable solutions. Secondly, we will drive growth by innovating with a purpose, contributing to solving global challenges. And thirdly, we will run our operations in the most cost-and carbon efficient way possible.

Yara Business Model

Sales and Marketing

Yara Sales and Marketing leverages more than 100 years of agronomic knowledge, combining it with integrated tailored crop nutrition solutions, farm management systems and digital farming tools to deliver differentiated and profitable solutions to customers and farmers, supporting a sustainable, premium business for Yara.



Through profitable, responsible and collaborative business, we contribute with our stakeholders to solve some of the world's key challenges.

How we deliver value

220
Million

People our products help to feed

Getting to 2050

9.8
Billion

Estimated world population in 2050

20
Million

The number of farmers we collaborate with.

50%
Increase

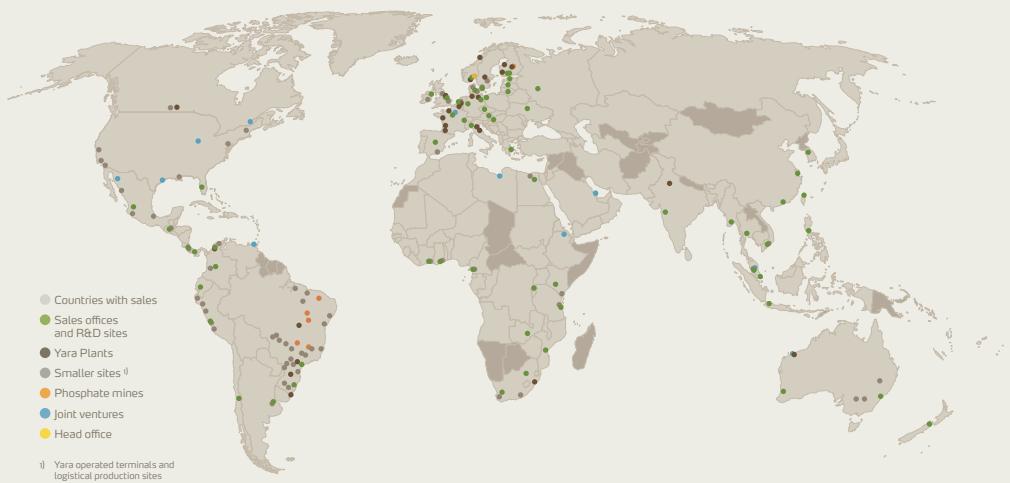
In food production is needed to feed the world by 2050

870

Agronomists on the ground

40–70%

Of greenhouse gases must be reduced to stay within the 2°C goal.



About Yara

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

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

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



Knowledge grows

Number of employees ¹⁾

16,757

Globally

Total sales

38.6

Million tonnes

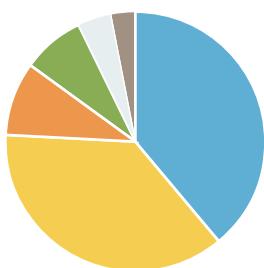
Revenues

12.9

USD billion

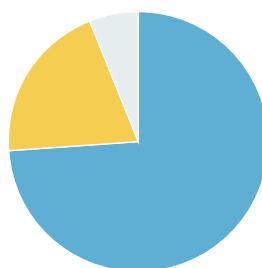
Employees by region

Share of employees



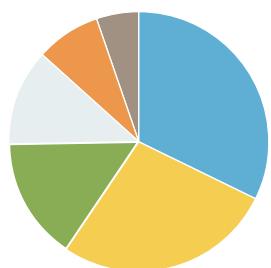
Sales by product

Share of sales volume
(thousand tonnes)



Revenues by region

Share of revenues
(USD billion)



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