



Knowledge grows

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

Yara in brief





Global solutions

Yara delivers a wide range of solutions for farmers and industrial users, leveraging our experience and knowledge to tailor solutions to local needs.



Crop Nutrition Solutions

Yara offers the market's most complete portfolio of mineral fertilizers and solutions for sustainable agriculture – covering all necessary nutrients for most crops.



Environmental Solutions

Yara offers complete solutions for the improvement of air and water quality, including NO_x abatement, odor control, water treatment and corrosion prevention.



Industrial Solutions

Yara offers a wide range of nitrogen and specialty chemicals in addition to animal nutrition and civil explosive solutions.



Knowledge grows

Our Brand

Yara's knowledge, products and solutions grow farmers', distributors' and industrial customers' businesses profitably and responsibly while improving and protecting the earth's resources, food, and environment.

Our Mission

Responsibly feed
the world and
protect the planet.

Our Vision

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

Ambition

Collaboration

Curiosity

Accountability

Our Strategy

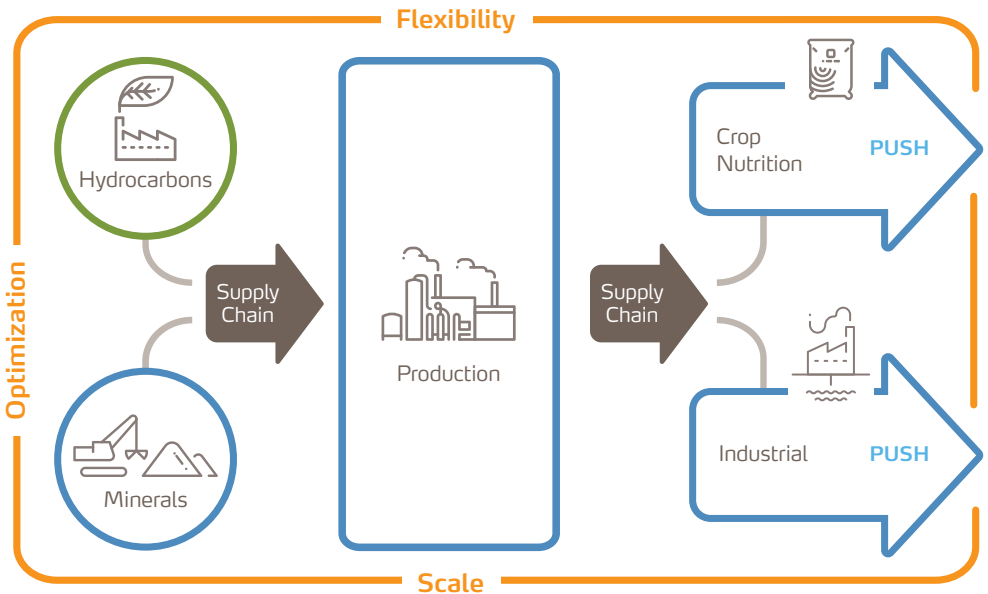
Integrated
Business Model

Competitive Edge

Leveraging scale and knowledge

Our strategy rests on a unique integrated business model and global presence, giving us a strong position for profitable growth. The business model provides scale advantages, extensive flexibility and global optimization.

Our Integrated Business Model



Knowledge drives business



Industrial experience

We pioneered the production of nitrogen fertilizer more than a century ago. Since then, we have continuously advanced our industrial processes, setting standards for greenhouse gas emissions and energy efficiency.

Yara has grown – and still grows – through a combination of commercial daring, scientific research and market knowledge. We foster a culture that values expertise and encourages the search for improved methods and new solutions.



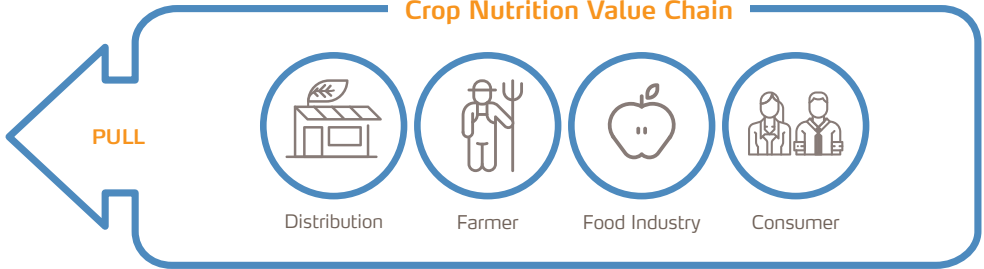
Business model

We are the world's largest producer of nitrogen fertilizers, building on a unique, integrated business model. With our operational flexibility, supported by global ammonia trade, we pursue optimization and scale advantages, creating a competitive edge.

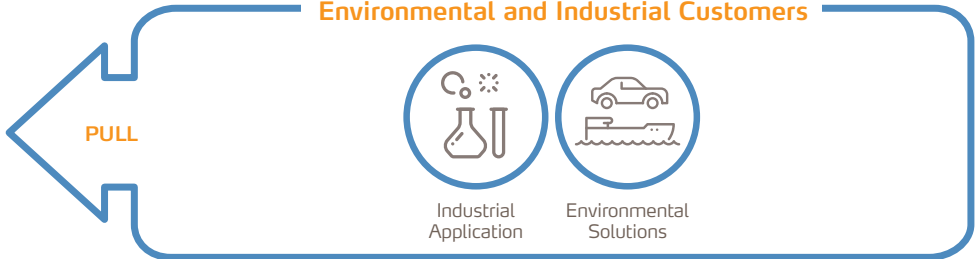
Yara consistently executes a strategy of sustainable, profitable growth. Knowledge is a major strategic asset. We build on a strong competitive edge in which our knowledge margin plays an important role, adding to our competitiveness and ability to serve our customers.



Crop Nutrition Value Chain



Environmental and Industrial Customers



Agronomic expertise

We have developed crop-specific nutrition concepts tailored to local conditions and farmers' needs. Employing our expertise in precision farming, we deliver knowledge and solutions to improve agricultural productivity and farming profitability.

Yara invests in R&D activities to deliver improvements in process technology, crop nutrition strategies and environmental solutions. In collaboration with partners and customers we provide farmer centric solutions that optimize yields and agricultural quality while minimizing the use of resources like water and nutrients.



Global engagement

We invest in developing solutions that address global challenges such as climate change, resource scarcity and food security. By engaging in partnerships, we leverage our knowledge, products and solutions to create shared value for shareholders and society.

Yara develops knowledge and commerce, sharing ideas and experience with a purpose. Our strategy bridges business and global challenges and allows us to create value for shareholders, customers and society.

How we deliver value

1.4 Million

The number of tons of NOx emissions that we helped our customers reduce in 2015. This is equivalent to more than the total annual emissions in France.

20 Million

We provide crop nutrition products, solutions and knowledge to 20 million farmers worldwide.

240 Million

The number of people we help feed through the use of our crop nutrition solutions.

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

Getting to 2050

5 Million

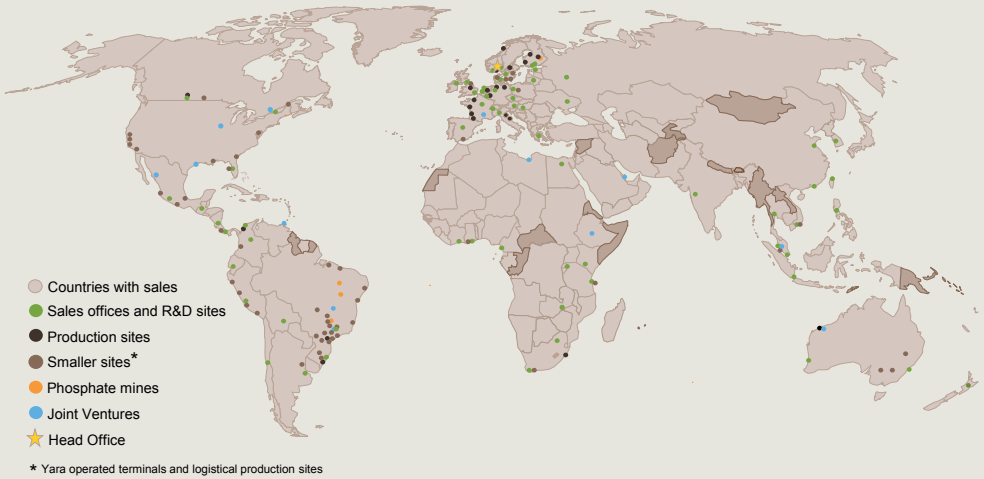
The number of people who will die from air pollution related illness.

60% Increase

of food production will be needed to feed the world.

40–70%

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



Global presence

Yara serves customers worldwide through a globally integrated – flexible and scalable – operation.

Yara's global operation includes 28 production facilities and 4 mining operations in 16 countries as well as more than 200 terminals and warehouses, making us the world's largest supplier of mineral fertilizers.

With an extensive value chain, from the extraction of minerals to the distribution of crop nutrients, Yara has built a unique operation, offering customers reliability and quality.

Yara's market presence with close to 13 000 employees includes a global network of sales offices in around 55 countries and sales to more than 150 countries. The company has a strong production and marketing base in Europe, and has greatly extended its presence in North and South America, not least taking a strong position in Brazil, as well as in Australia, while expanding in Africa and Asia.



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Yara International ASA
 Drammensveien 131
 NO-0277 Oslo
 Norway
 Tel: +47 24 15 70 00
 Fax: +47 24 15 70 01

www.yara.com

09/16

Number of employees

12,883

Globally

Total sales

35.7

Million tonnes

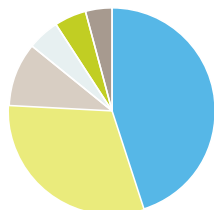
Revenues

108

NOK billion
 (USD 13.4 billion)

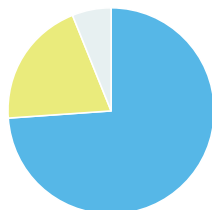
Employees by region

Share of employees



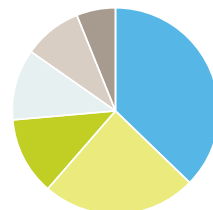
Sales by product

Share of sales volume (thousand tonnes)



Revenues by region

Share of revenues (NOK million)



Europe	5,806	45 %
Brazil	4,072	31 %
Latin-America ex Brazil	1,323	10 %
Asia & Oceania	607	5 %
North-America	595	5 %
Africa	480	4 %

Fertilizer	26,544	74 %
Industrial products	7,030	20 %
Ammonia trade	2,103	6 %

Europe	39,808	37 %
Brazil	26,401	24 %
North-America	13,267	12 %
Asia & Oceania	12,379	11 %
Latin-America ex Brazil	9,609	9 %
Africa	6,548	6 %