



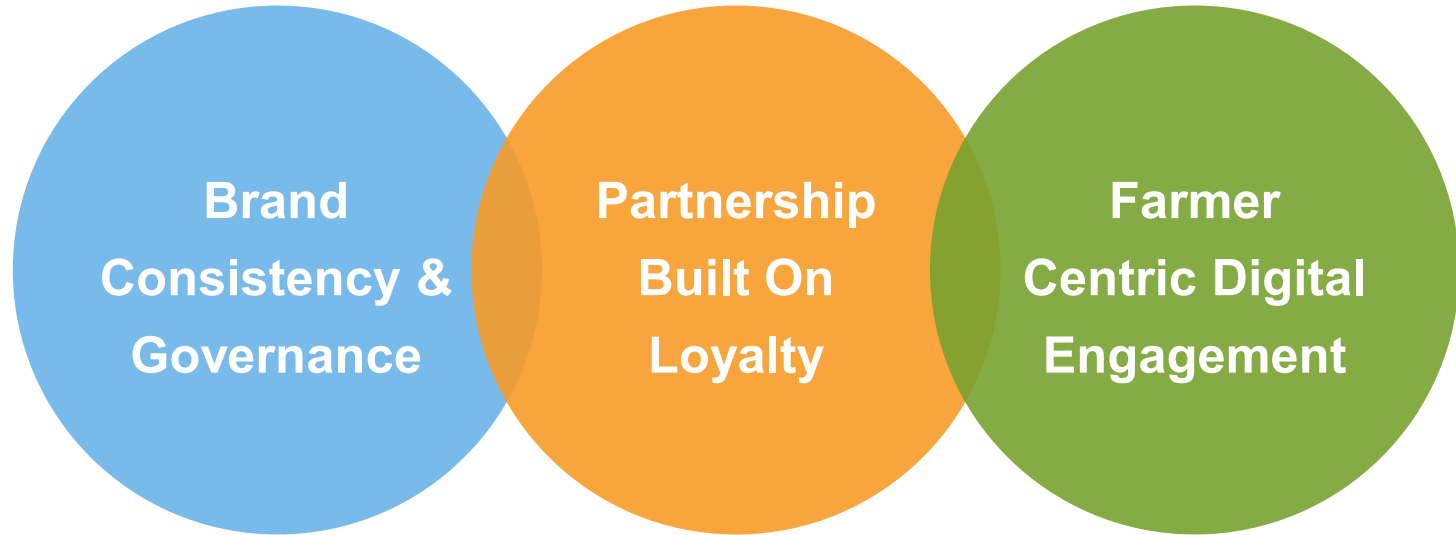
Knowledge grows

Brand Building in Asia SNCC Webinar

22 September 2020



Brand Building in Asia



Our brand presence in Asia spans over 100 years...



Knowledge grows



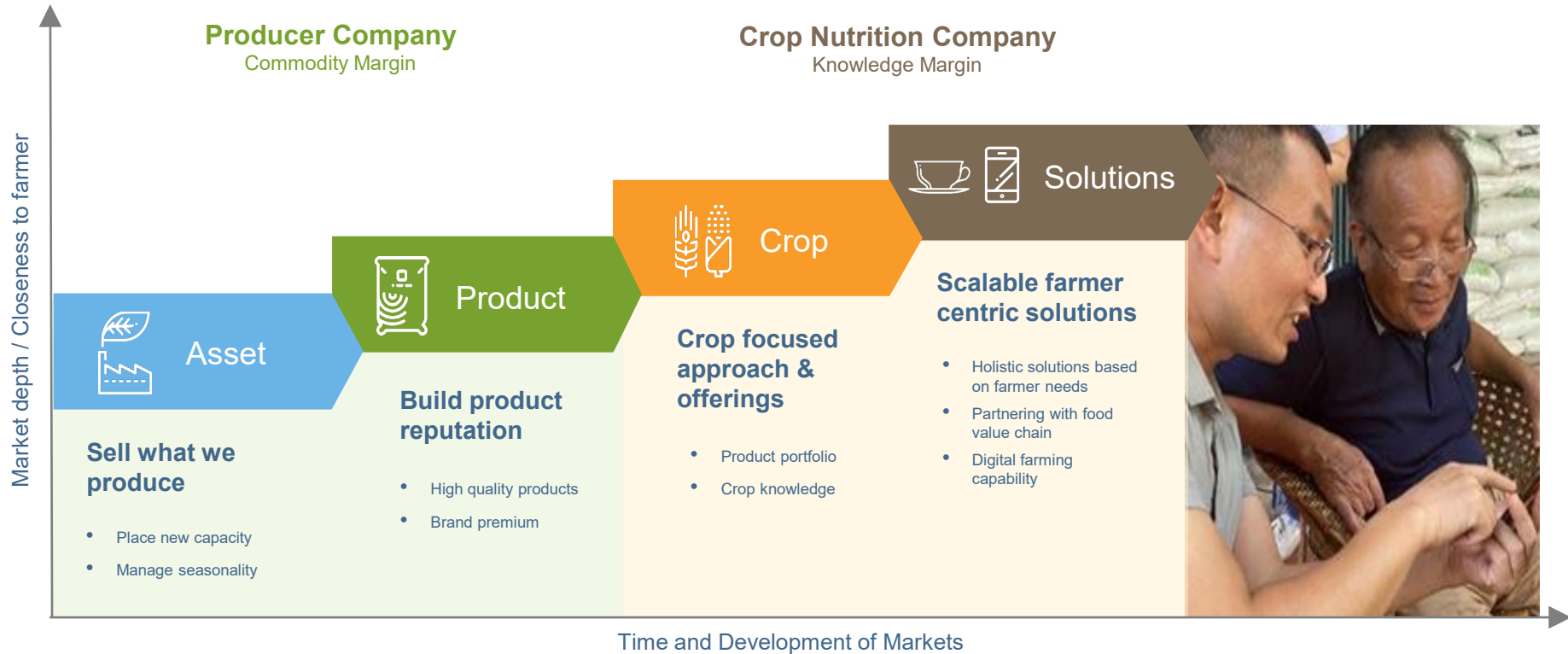
Our Mission

Responsibly feed the world
and protect the planet

Our Vision

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

Our journey



From commodity to customization



Yara has a long history in Asia

1907



1907: Visit to Yara's HQ at Notodden, Norway by HM King Chulalongkorn of Siam

2010



2010: HRH Princess Soamsawali travels to Norway to unveil a statue of HM King Chulalongkorn.

And a prominent place in the heart (& pocket) of every Thai citizen



Norway, on the other hand, has chosen a different course

However, in Norway we went from Birkeland on the 200 bill to a cod



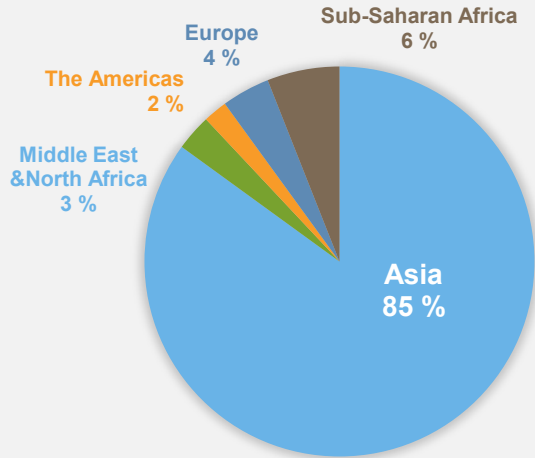
Yara Current Presence in Asia



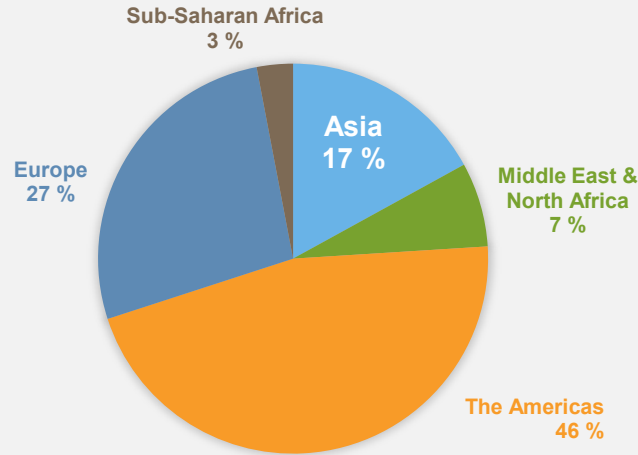
- 16 Yara offices and 3 “small sites” across Asia-Pac
- Regional HQ and DF Smallholder Hub in Singapore
- > 750 employees in Sales and Marketing
- > 3.3 million tons of fertilizers sold by Yara
- > 1.2 million tons of Premium Products
- > 1.2 billion USD in annual revenue

More than 75% of the world's farms are located in Asia, and the majority of farms have an average size of 1Ha

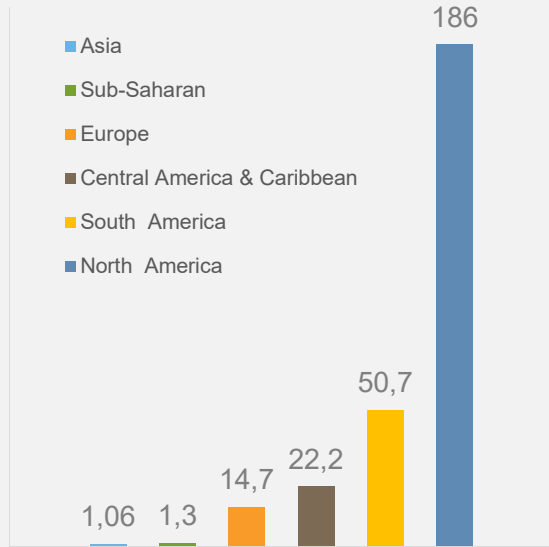
Global distribution of farms below 10 hectares



Global distribution of farms over 10 hectares



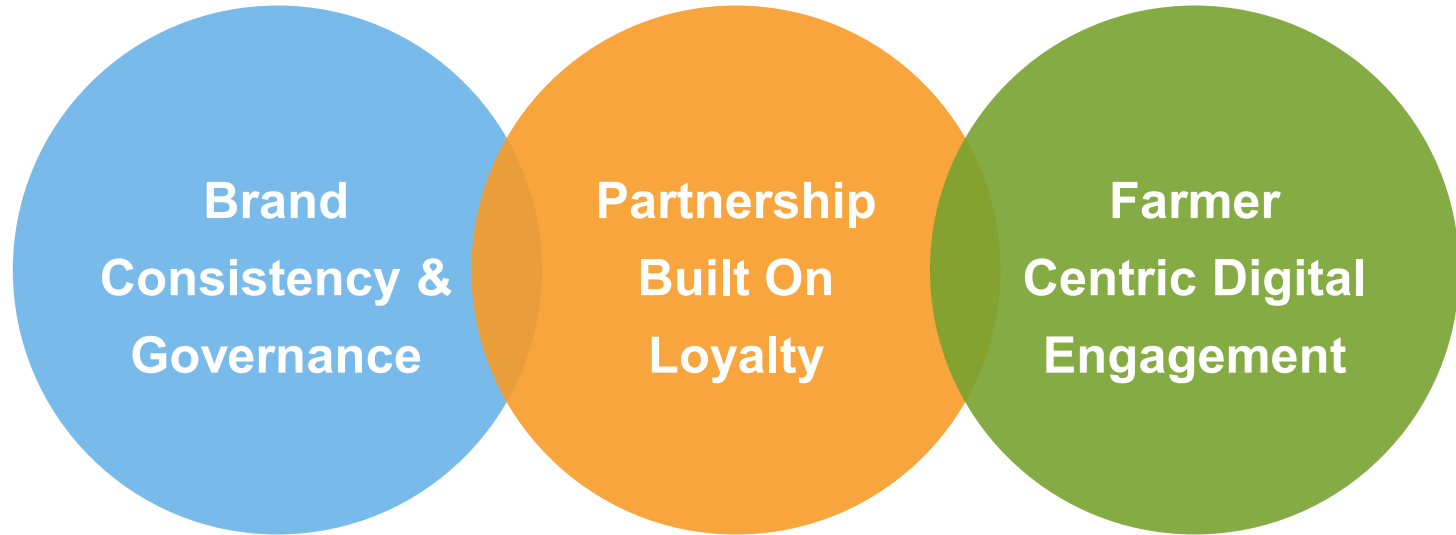
Source: FAD 2014



Source: IFAD 2010

China and India have around 320 million farm households, with average farm size of 0.6Ha and 1.0Ha respectively

Brand Building in Asia



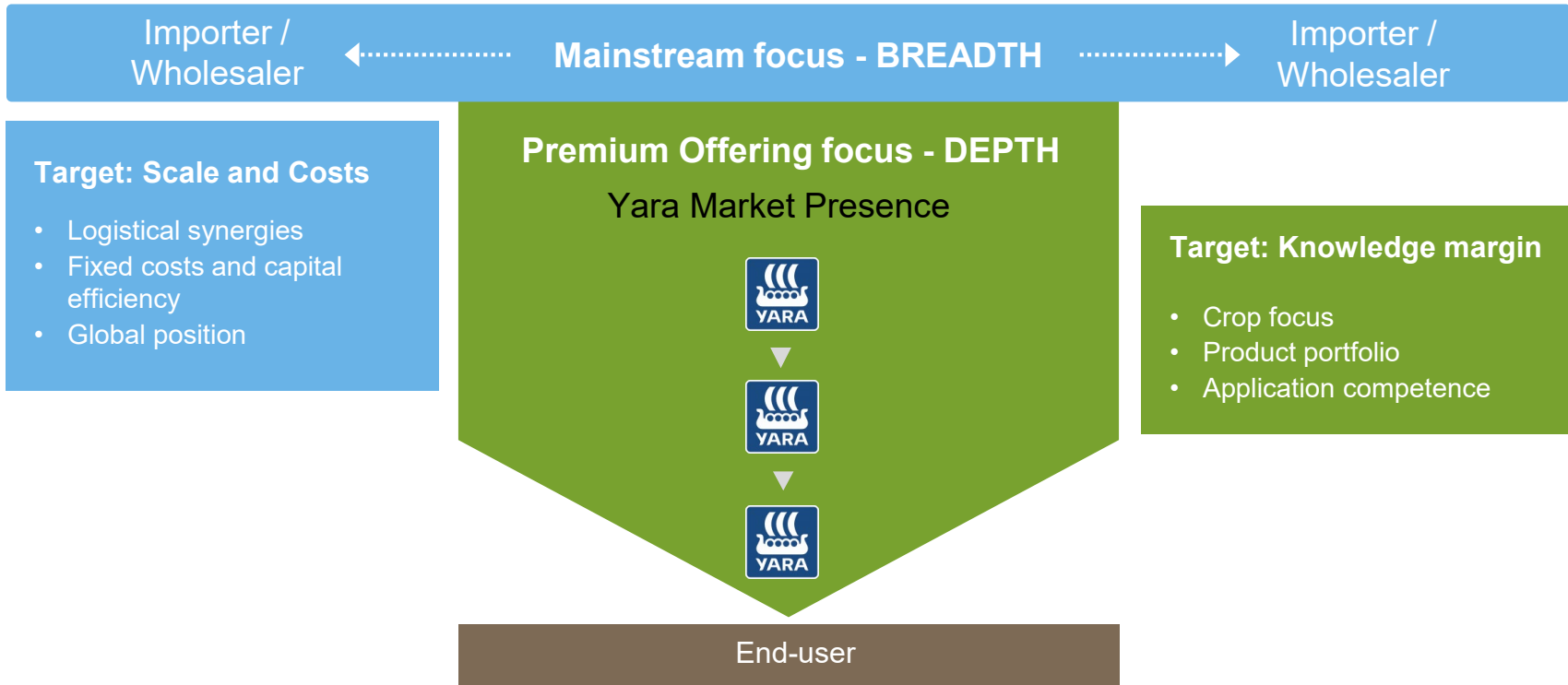
Brand Consistency & Governance



Our brand has grown through mass communication



Yara Thailand's strategy is to build a knowledge margin, and a change was needed



Our brand has grown through a strong commercial presence



And our brand has grown through constant customer contact



From 0 to over 8,000 selling outlets in Asia in the last 10-12 years

Country	Retail Shops with Yara Branding
China	3306
India	3200
All others	1644
Total	8150



But governance of the brand is a constant challenge



Knowledge grows



And a strong trademark strategy is needed to combat conterefts



ปุ๋ยข่มขุก



ตราเรือข่มขุก

Partnership Built On Loyalty



Create demand through deep customer engagement



Prioritizing our efforts to drive engagement in the Market



We systematically run our Market Segmentation identifying the segments to target based on their **Market Attractiveness** and considering our **Ability to win** in them to ensure correct allocation of resources.

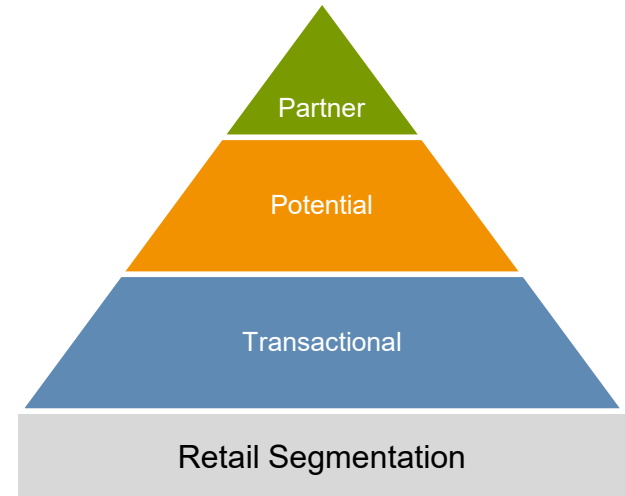
Retailers were tiered based on their **Willingness to Grow** the premium market with us and their **Ability to Grow** enabling us to tailor our offer to them based on the value provided to Yara

Prioritizing the customers was a key initiative to guide the organization with strategic focus and direction.

Partners – customer supporting our strategy and with a high ability to grow.

Potentials – high willingness to grow with Yara while currently lower ability to grow.

Transactional – serve opportunistically approach. Customer with high ability to grow but low willingness of doing it with Yara.





Farmer Centric Digital Engagement



From face-to-face to face-to-thousands engagement with farmers



From 0 to 875,000 Engaged Social Media Followers in just 5 years

From 0 to 3.4 million digital farming tool users in less than 3 years


With over 8,000 retail outlets and growing



4,088,485

Views on YouTube for last brand TVC campaign (long version)
<https://youtu.be/-aA6vLaStil>

42% Growth Month over Month For the Past Year

Retailer Focused	Farmer Focused (FarmX Connectivity Platform)				
 yaraconnect	 farmweather	 farmforward	 farmcare	 farmconnect	 coffeeclub
<p>Transforming the channel; Farmer<>Retailer marketplace</p>	<p>Drive scale</p>	<p>Connect to the processors</p>	<p>Connect to the retailer; Finance</p>	<p>Scale knowledge</p>	<p>Connecting to the specialty market</p>



Action Africa

Digitally connecting the African farmer to retail chain & dynamic knowledge. Full traceability to ensure impact product traceability. **Impact at scale**

YaraFarmX More than 3 million smallholder farmers reached
YaraConnect 7,500 Last-mile retailers connected
ActionAfrica >500,000 Smallholder Farmers connected

Yara, Telenor and dtac are connecting farmers to experts & each other

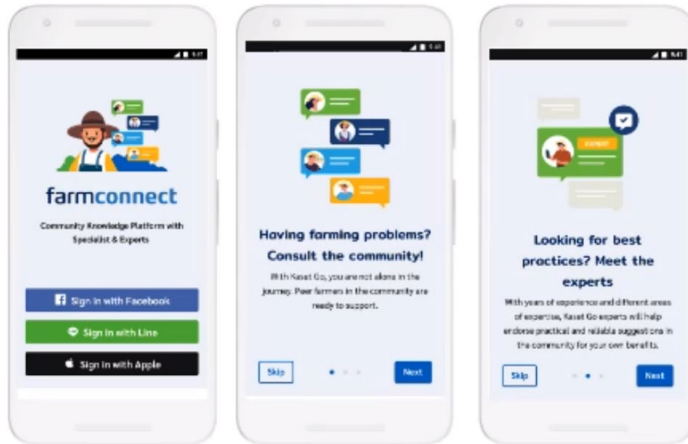


farmconnect

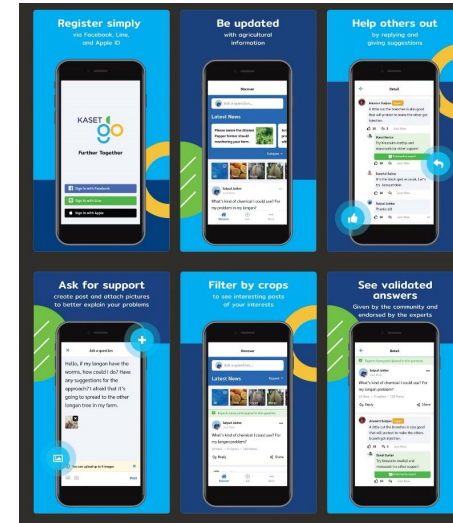


Knowledge grows

In partnership with



Launched: Thailand (Q4: India, China)



Investing in Thailand: The Yara / Dtac partnership

Bangkok Post

THAILAND WORLD BUSINESS OPINION AUTO LIFE

THAILAND | BUSINESS

dtac and Yara launch digital agriculture solutions in Thailand

PUBLISHED : 20 FEB 2023 AT 10:38

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Sharad Mehrotra, chief executive officer at dtac joined hands with Terje Knutsen, EVP Sales & Marketing at Yara in the announcement of a strategic collaboration to launch digital agriculture solutions in Thailand.



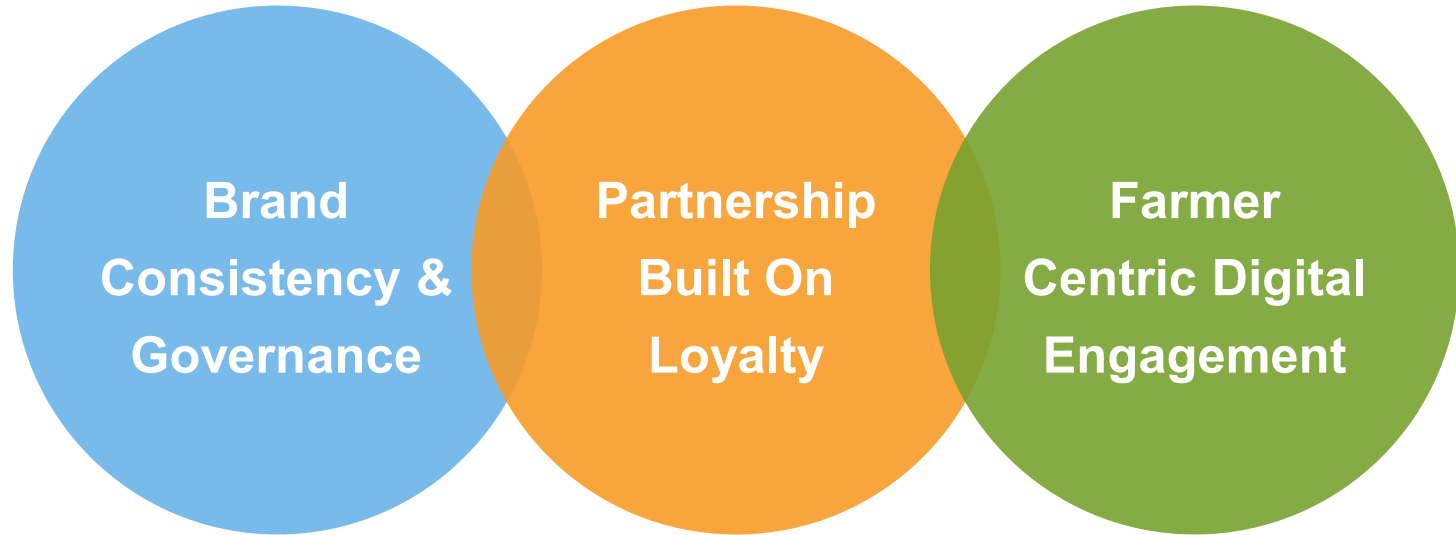
Connect the Smallholder Connect Asia

With our leading digital development hub in Singapore we are aggressively working to create a digitally connected global smallholder ag network

1. Yara is following a fully integrated ecosystem approach to address the **value chain fragmentation** and **farmer connectivity**.
2. Last-mile retailer is seen as a key stakeholder in the communities, and consequently our channel-solution.
3. Farmer focus is driven through Yara FarmX, our Smallholder Farmer Connectivity Platform consisting of a suite of crop and value chain solutions.



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