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Sharing Knowledge Between Business Units The Yara Clinic concept is now moving across continents



Yara Clinic in the Northern Zone - April 2011

Yara Ghana has many way of reaching and educating smallholder farmers: forums, radio programs, exhibitions and farm visits. However, we thought that more innovation would be necessary to make our programs more exciting for farmers. We heard about the Yara Clinic in 2009 from our colleagues in Indonesia and we were immediately convinced that it could be a great tool to differentiate ourselves and bring more knowledge and expertise at farm level.



One to one consultancy

The Yara Clinic concept has been introduced in Ghana in 2010 following our colleagues advices and recommendations. It was very useful for us in Ghana to interact again with the Indonesian team during the last Marketing Seminar in Oslo last March – to further deepen our understanding of this program. It also gave us the opportunity to discuss the key points to get a successful program and to approach it in a more efficient way.

Indeed, we had to review our implementation strategy to improve the program itself and its impact. Thanks to the learnings from our colleagues, every Yara Ghana agronomist has been briefed again about the concept and equipped with new tools such as the volatilization tool kit from Hanninghoff. Yara Ghana has planned 45 Yara Clinics in 2011 all across the country in collaboration with our key distributors/retailers.

In the more arid north of Ghana, we introduced the concept in March and it has caught up very well with farmers. Farmers are very happy to see the volatilization experiment: Alhassan Kpema, an excited farmer, said "we heard you talking about this on the radio but we can now see it with our eyes!" Though the concept seeks to provide one to one consultancy, the beautiful Yara logo, together with the colorful posters attract passing farmers to the clinic, eventually the number builds up and a forum is held if needed.



Farmers observing volatilization

This platform provides us with the opportunity to discuss our products with the farmers. They they bring their problems from the farms and we provide solutions to them. It also help us follow up on farmers perception about Yara products. In general, special mention is made of YaraMila™ Actyva and the yield improvements with regards to maize. Those who used YaraBela™ Sulfan also attest to its supremacy over Ammonium Sulphate. We also have good stories with the new YaraVita™ Tracel BZ improving the flowering and increasing the yield on pepper.

Farmers beam with excitement and always say "we hope this shall not be the last time we are meeting you."

Marion Martinez marion.martinez@yara.com





News of the World

The global urea market has tightened further, as strong demand is outstripping supply availability. Agricultural commodity prices are maintained at a high level, and according to the latest forecast by USDA, global grain stocks will not increase during 2011/12 despite the very strong prices. As fertilizer demand is expected to remain strong, future prices will to a large extent be determined by Chinese export availability during 2H2O11.

For phosphates and potash, pricing has been relatively stable over the last month. DAP prices have weakened slightly, while granular MOP is considerably tighter than standard grade.

Unfavorable dryness has further reduced prospects for reproductive filling of winter crops across western parts of Northern Europe although there has been some relief in the Western FSU where showers have fallen over the southern portions of the region. Generally dry weather in the north part of the Eastern FSU has lowered soil moisture for spring wheat establishment, while locally heavy showers hampered cotton planting in the south.

Wet weather persisting in Turkey is good for winter grains but is further delaying cotton planting but is hampering grain maturation and early harvesting in NW Africa.

In China, hot, dry weather has given way to showers and cooler weather that has benefited vegetative summer crops and widespread, soaking rains brought timely drought relief to the Western Australia wheat belt.

In the Canadian Prairies spring grain and oilseed planting is hampered by lingering wetness but warm, showery weather maintained mostly favorable conditions for vegetative wheat and germinating summer crops.

In the US, unusually dry weather continued across much of the southern United States, intensifying already dry conditions. Recent showers and thunderstorms have provided some relief in the Great Plains to areas where soil moisture levels have been abnormally

Dag Tore Mo Iohn Brooks

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Please send articles for next month's Insight by June 23rd.

month's Insight contact silvia.casalini@yara.com

Ask Alison!

- Q. We are ordering business cards from a local supplier; can you tell me which colors and fonts we have to use?
- A. You can find all the information in WebToPrint, inside the Visual Identity Manual. Option is to use the business card tool. This allows you to add your information using the template which is set with the correct colors and fonts. You can then order the business cards by emailing the high resolution pdf link to your local orinter.
- Q. Is it ok to give permission to a student to use the N-Tester picture in his final thesis?
- A. Yes, but please ask him/her to acknowledge Yara ownership.
- Q. We are working on our Yara Retail shop where we would need the "crop program" and "brochure stand" items among others. Could you send me the specifications to get quotations and also to guide the supplier?
- A. You can download the Retail Technical Drawings from WebToPrint > Visual Identity > Yara Crop Nutrition Manual > Downloadable files.

Do you have a question for Alison? If so send it to alison.cole@yara.com or silvia.casalini@yara.com

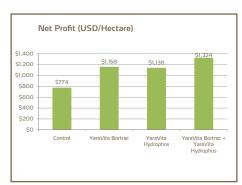
Outstanding Results On Sugar Beet In Egypt With The Use Of YaraVita™ Products



Eng. Ahmed El Shinawy from Yara and Eng. Sameh Gad from the Sugar factory.

Sugar beets were first introduced to the Egyptian Market in 1981-82 in Kafr el Sheikh governorate. The aim was to produce sugar by means that would require less water consumption than sugar cane. Currently the sugar cane acreage is stable and is not expected to change significantly due to scarce water resources in Egypt. On the other hand sugar beet acreage is forecasted to reach 150,000 ha in 2010/11 compared to 98,000 ha in the previous year.

Cultivating for sugar production, sugar beet growers aim to increase their yield and the percentage of sugar in their crops. This is where the Yara technical team in Egypt adds benefit. A trial composed of three different treatments on sugar beet variety Oskar (Multi-Embryonic), planned by Yara and conducted by the Nile Sugar factory agronomists began on 8/12/2010.



The trial consisted of three treatments: The first treatment was the use of three split applications of YaraVita Bortrac at a plant age of 110-130-155 days from plantation. The second treatment was two split applications of YaraVita Hydrophos at a plant age of 110-130 days, the third treatment was combining the first two treatments together.

The aim of the trial was to positively affect the yield and sugar percentage, the results were outstanding. The Sugar Factory reported an 18% increase in yield, a 19% increase in sugar percentage, and an unexpected 71% increase in the net profit to the farmer. With a normal nutritional program the income to the farmer was 774 USD/ha, but with the combined treatment the farmer income jumped up to 1324 USD/ha.



After witnessing these exceptional results the sugar beet factory has requested that we move on to a commercial trial and that we not only provide them with YaraVita Bortrac and YaraVita Hydrophos, but that we provide them with a full nutritional program solution.

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Improving yield in Onions



Small, red-skinned onions are very popular in Indonesia and are quite pungent and spicy to eat. Sulphur is one of the nutrients which has a strong influence on pungency in onions.

Mas'ul one of the agronomists working for our partner, Meroke, in Indonesia, set up a demonstration to show that by changing the fertilizers used, onion quality and yield could be improved. The area covered by Mas'ul produces around 35% of the onions consumed in Indonesia, so it is an important crop for the

Current farmer practice is to use a lot of fertilizer on the onions. The demonstration showed that by changing to sulphur based formulations and reducing the nitrogen and phosphorus applied, yields could be improved.

After harvest the onions are dried for 10 days before they are transported to the markets in the big cities.

The onions from the Yara programme lost less weight during drying. This was also an advantage to the local farmers as they are paid by weight at the markets. At harvest the yield of the Yara onions was 8.4 kg/m² compared to 7.2 kg in the farmers area. Importantly after 10 days of drying, the Yara onions weighed 5.9 versus 4.4 for the farmers onions a 33% increase in weight sent to market.

The Yara programme was US\$ 174.00/ha more expensive, however the grower made an extra US\$ 2145.00/ha from the Yara onions.

The farmer was so pleased, he has been telling all his neighbours that programme demonstrated by Mas'ul is really worthwhile.

Barry Bull barry.bull@yara.com

Yara Thailand attends 2nd Symposium on Mineral Fertilizers and Climate Change

Climate change is high on the agenda of all countries around the world as they one by one sign up to reducing greenhouse gas emissions. Climate change is also high on Yara's agenda providing significant business opportunities.

Recently Yara Thailand attended the Maejo University hosts the 2nd Symposium on Mineral Fertilizers and Climate Change, as co-sponsor of this prestigious event along with the Zinc Association. This event attracted many high profile people from within Thailand including leading academics, advisors to the minister of agriculture, and head of the Thai Fertilizer & Agricultural Supplies Association. Some of the academic participants also represent Thailand on UN & FAO discussion groups on nutrition.



Prof. Santash Rojanasunthorn, Head of the Thailand Fertilizer & Agriculture Supplies Association (left) and Miles Harriman (Yara Thailand Marketing Manager &

"Our strategy in Thailand is to become a leading fertilizer company where we are known for our knowledge as much as our existing image of excellent product quality" says Bent Axelsen, Country Manager, Yara Thailand. Following a communications workshop with Yara's Head of Communication Bente Sletten, we identified key stakeholders within Thailand. The fertilizer industry faces some issues related to the long run up to an election, and highlights our need to widen our focus beyond our immediate customer base. The image of the fertilizer industry in Thailand is currently not seen as an important contributor of food security, but more negatively, that of charging high prices. "The Maejo symposium is one of our first steps in profiling Yara as a true knowledge leading / contributor to agriculture and I view this as an important step in achieving our strategy", says Bent.

Business Unit Manager, Terje Knutsen, reiterates the message of Bent, "I also want to stress the importance of this work. This is of significant strategic importance for Yara going forward, we want to be seen and recognized as a Knowledge company and then we just have to make sure we put focus on these activities" says Terje.



Anuwat Sornsuwat (left) Yara Thailand Salesman and Panchamaporn Yoddumnoen (right) Yara Thailand Agronomist

A key note speech titled 'Mineral fertilizers and climate changed' presented by Miles Harriman, Yara Thailand Marketing Manager and Agronomist set the scene and high standards at the start of this leading conference. "The presentation that I gave created a great deal of interest from the participants and set Yara way ahead of our competitors in this regards. We are very grateful to the support of Dr Frank Brentrup, Hanninghof, for providing us with the presentation material and briefing us on the topic" says Miles Harriman. "Our colleagues at Hanninghof, have a great deal of expertise and knowledge to support the markets, beyond pure agronomy" adds Miles.

Agriculture is a significant contributor to greenhouse gas emissions, yet is vital for the providing the worlds growing population with food, feed and fuel. The world population is predicted to increase to 8.27Bn by 2030, which will require substantial increases in grain production, fertilizer use and arable land. The contribution of nitrogen fertilizer production and use to total global greenhouse gas emissions according to IPCC (International Panel for Climate Change) is estimated to be some 2.1%. Yara has made substantial contributions to reducing greenhouse gas emissions through its nitrous oxide (N20) abatement catalyst technology installed in nitric acid plants. Precision farming and agronomic activities conducted by Yara around the world ensure that our products are used according to good agricultural practices which helps further reduce greenhouse gas emissions during the use of fertilizers. Correct application rate, split applications and appropriate timing have significant affects of fertilizer efficiency.



Pramote Buapan (Yara Thailand Salesman)

To kick off the 2011 sales season we have repeated our TV commercial based on the Generations theme and the tag line "Yara sailing ship fertilizer, used by Thai farmers for generation after generation" (written in Thai). The Generations theme also formed the centre piece of the conference exhibition stand showed Yara's 100yr long history and long standing commitment to Thai Agriculture. It is an important part of our profiling that we show we are here for the long term for our customers who are mainly family based businesses and for our farmers. After all farming is a long term commitment.

Like going home - For Koen Van Keer, Yara Thailand, Premium Offerings and Market Intelligence Manager, this symposium is like coming home. Koen studied his masters degree at Maejo University some 20 years ago . He met many of his former research colleagues who now hold leading professor and Dean of department positions within the Maejo University. These contacts will help Yara Thailand to further develop our network of stakeholders within Thailand.

Miles Harriman miles.harriman@yara.com



Warning e-mails regarding domain name registrations

Are you one of many Yara employees who have received startling e-mails from domain name registration companies? You might not be aware of it, but many of these "organisations" that try to convince us to register domains are actually swindlers.

Most of these mails have so far come from Asian organizations, and their method is simple: First they send an authentic looking mail to the "President" or the "CEO" of the company. In this mail you are informed that the sender has a client who is about to register a certain number of domain names or internet keywords that happen to contain "Yara" or one of our product brands. The sender, who presents himself more or less as a modern Robin Hood, is kind enough to contact you, the rightful owner of the mark, first. An easy solution to the problem is offered: They can register the domains for you right away, before the other client does it.



The truth is that there is no other client. The scam organization only wants to push us to register as many domain names as possible through them, often with a cost that is above the normal market price. If you receive e-mails like this, you may either delete them or, if in doubt, forward them to Kirsti.Claussen.Velasquez@yara.com

Domain names in general seem to be an area that raises a lot of questions and doubts within our company. This has lead me to draw up a Yara Domain Name Principle, a policy document that describes the objectives, requirements and responsibilities linked to domain name registrations. The most important message that I would like to underline here, is that all our domain names shall be registered through our Digital Brand Management partner; Melbourne IT. Moreover, all contact with Melbourne IT should go through (or be coordinated by) the undersigned. I invite all colleagues dealing with domain names in their work to make themselves familiar with the document, which can be found on Our Brand > Useful Information.

Kirsti Claussen Velasquez Kirsti.Claussen.Velasquez@yara.com

New partnership in South Africa

In the last 2 weeks, Farmsecure's newly formed company Kynoch Fertilizers has launched its new organization and brand both internally and externally.

Farmsecure acquired Yara's retail operations in November 2010, linked to an exclusive distributor agreement for Yara's OPP portfolio in South Africa through a newly formed Kynoch company. The model sees the BU Africa Team supporting Kynoch's organization commercially and technically, with our knowledge base a key attraction for Farmsecure.

Kynoch is a very well established brand in South Africa, being the company Yara acquired at the turn of the last millennium, so the time came for the relaunch. Two major events took place with Yara visible as the Global Partner at both.

The 11th and 12th May saw the inaugural Kynoch Agronomy Conference held in Grabouw, Western Cape. This was attended by 3 Yara representatives who all made presentations. Joachim Lammel covered Yara's global R&D approach, Tore Frogner presented 'Calcium Products from Factory to Farm' and finally from the BU James Craske discussed 'Adding Value at Farm Level'.



Tore Frogner presenting Calcium Products from Factory to



Nampo Agricultural Show

Following the internal event the Nampo Agricutural Show took place on 18th June in Bothaville, Freestate. This events attracts 60-70,000 farmers and Kynoch chose it as a launching pad for the brand and partnership with Yara.

The Kynoch/Yara partnership has good foundations in place based on openness and trust. We have a long way to go but the ambition and energy is encouraging.



James Craske James.craske@yara.com



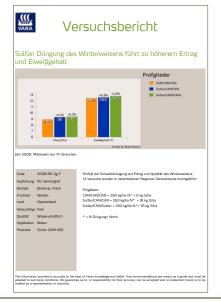
Marketing Trial Database presents Yara trial results in any local

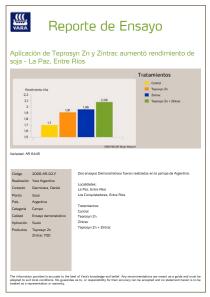
language

Marketing Trial Database now generates trial reports not only in English but also in Spanish and Portuguese. And that is only the beginning: The simple single sided A4 reports can present trial results in any local language. Use the Marketing Trial Database to spread convincing arguments to your customers and colleagues. The database is available in the tool section of Yara Crop Nutrition and also under the Trials section of Yara-i (Yara personnel only).

If you would like to activate product links in your native language or plan to insert your marketing trials please contact:

Birgit Weyand birgit.weyand@yara.com





Record Spring for Yara Chafer in the UK.



Yara Chafer is the UK's business of selling liquid N and NPK fertiliser direct to farmers. The liquid market in the UK is 550kt and is currently growing by 8 to 10% each year. The advent of large [over 30m] self propelled sprayers and low labour requirements combined with no packaging disposal issues and accurate applications is driving this.

Yara Chafer have delivered over 200,000 tonnes of Nuram/S [UAN] and NPK's in March and April 2011 creating a new all time volume record at least 15.000 tonnes more than we have ever delivered before. Total sales for Yara Chafer are 360kt per annum. This is a fantastic acheivement by the new customer services and production teams who have worked extremely hard to deliver this great result. Thanks to them all we have a very strong base to continue to grow in 2012.

Robin Shackleton robin.shackleton@yara.com

UK launches new version of N Plan



This spring has seen the launch of a new and improved version of N Plan, Yara UK's nitrogen recommendation tool for arable crops. The programme, which has moved from a CD format to internet based, is a free service aimed at both farmers and advisors -It has been a great success since the launch in April with 650 'logins' from 175 users, producing recommendations for 44,000 ha - over 100,000 acres or 25,000 tonnes!

N Plan takes into account 4 years previous cropping, variety, soil nitrogen supply, the latest winter rainfall data and farmyard manure applications to produce an optimum nitrogen rate with application timing specific to each field. N Plan also takes current grain and fertilizer prices into account for cereals, so reflecting the current economic climate. It includes drilling date, tiller numbers in the spring and varietal differences in yield potential and grain protein in calculating each recommendation. Each field specific recommendation is clearly given with the rate and timing details.

FEATURES AND BENEFITS INCLUDE:

- It can be printed off as a cab guide for use by the operator.
- Crops include winter and spring wheat, barley, oats and oilseed rape
- Stores field data to save you having to reenter in subsequent years.
- Gives application rates and timings for both solid and liquid fertiliser.

Access to N Plan, which requires initial registration, is via www.yara.co.uk. Users are then given a username and password, which means they can access their own recommendations at any time in the future. Furthermore, because it is database driven, annual updates such as the latest winter rainfall data, or any programme improvements can be quickly and easily implemented.

For more information please contact: lan Matts ian.matts@yara.com

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In 2011, farmers purchasing a new tractor are being offered a new generation of cleaner Selective Catalytic Reduction (SCR) vehicles that meet new emissions legislation. For the daily operation of that vehicle, as for their fertilizers, they can also rely on Yara.

Back in the late 1990s, European legislation was forcing the heavy duty Original Engine Manufacturors (OEMs) to meet stricter nitrogen oxides (NOx) emissions. The OEMs knew that the SCR technology, that was already used in plants to reduce NOx emissions since the late 1980s, could also be used on heavy duty vehicles. But they needed a high purity urea solution that could work with SCR on a heavy duty vehicle, avoiding impurities and clogging. So the OEMs turned to the leading urea producers in Europe, amongst which Yara to develop the product.

This new product development was done with a co-industry initiative between the early 2000s til 2005 when it was first used on trucks in Germany and then from 2006 in the whole of Europe. It became known as AdBlue®, or Diesel Exhaust Fluid (DEF) in North America. Yara markets it under a brand called Airl around the world, and this is the leading brand of choice in many countries. As Airl is brought to the market via different sales channels that are either direct from Yara or indirect via distributors, it has its own logo and visual identity.

Airl brings to the customer more than the product itself, but a full concept that includes packaging and storage equipment of all sizes. These allow the roll-out of the market both at public retail sites, but also at fleet operators or farmers home garages.

Farmers have to consider a few factors when making a choice for a new tractor. Should you be in a conversation with a farmer about the choice of a new vehicle, here are some key points to highlight:

Make the choice of SCR: it brings operational net saving due to fuel economy

Before farmers, fleet owners have had many questions when buying a cleaner vehicle. Which of Exhaust Gas Recirculation (EGR) or SCR - the two competing emission-reducing technologies - is more effective from an environmental and economical standpoint?

Making the right choice for a tractor with Yara's Air1



While both can reduce NOx emissions by up to 90%, SCR with AdBlue or DEF, enables the engine to run more efficiently, clearly providing significant cost and fuel savings over EGR.

Transport fleets utilizing SCR have seen fuel efficiencies ranging from four to eleven percent. For example, Volvo and Penske have publically reported five and eleven percent gains in fuel efficiency respectively when comparing the fuel efficiency savings of their older engines to engines with SCR. Even when accounting for the cost of DEF, which is approximately 2% of fuel cost in the US and in Europe on average depending upon price points and usage, most fleets and OEMs are still seeing a net savings gain of 2-9% in fuel economy. With high diesel prices, this can really add up.

2. Choosing quality AdBlue or DEF matters to the tractor

AdBlue or DEF is a combination of high purity urea and demineralised water. At Yara Sluiskil, the AdBlue or DEF comes direct from a hot melt prime urea solution, giving it a premium level of unmatched purity, which differs from urea used for fertilizers or even technical urea.

If poor quality AdBlue/DEF, or inferior mixed products are used in a tractor, this will cause irreparable damage, affecting the farmer's business due to vehicle downtime and expensive unwarranted repair bills. Choosing well and handling AdBlue/DEF with care matters.

Yara's Air1 product comes at an exact specification to ensure the right combination of chemical elements is contained. The purity of the water used for its production is also essential to avoid contamination. In the production sites for Air1, each batch is verified, offering complete traceability.

 AdBlue or DEF is readily accessible via an extensive distribution network. Yara partners with leading tractor dealerships such as AGCO-Case New Holland

More than 5,000 locations around the world sell packaged AdBlue and DEF today. The supporting infrastructure has expanded with the installation of pumps at public sites. What is more, the average consumption of AdBlue or DEF is generally 2% per gallon, meaning for every 100 gallons of diesel used, two gallons of DEF are used. Consequently, farmers will need to tank much less for DEF than they do for diesel fuel.

With legislation in Brazil being implemented as from January 2012 for heavy duty vehicles, Airl is truly going global. Yara is reinforcing its commitment to supporting the demand from fleet operators and now farmers on this market, by operating several production sites around the world, including the world's largest DEF production site in the world in Sluiskil. So purchasing an SCR tractor is a no brainer: cleaner, more cost efficient, with quality Airl AdBlue or DEF, it's the right choice for farmers around the world.

AdBlue® is a registered trademark of the Verband der Automobilindustrie e.V (VDA)

Veronique Revoy veronique.revoy@yara.com