



Knowledge grows

Preparedness & Business Continuity

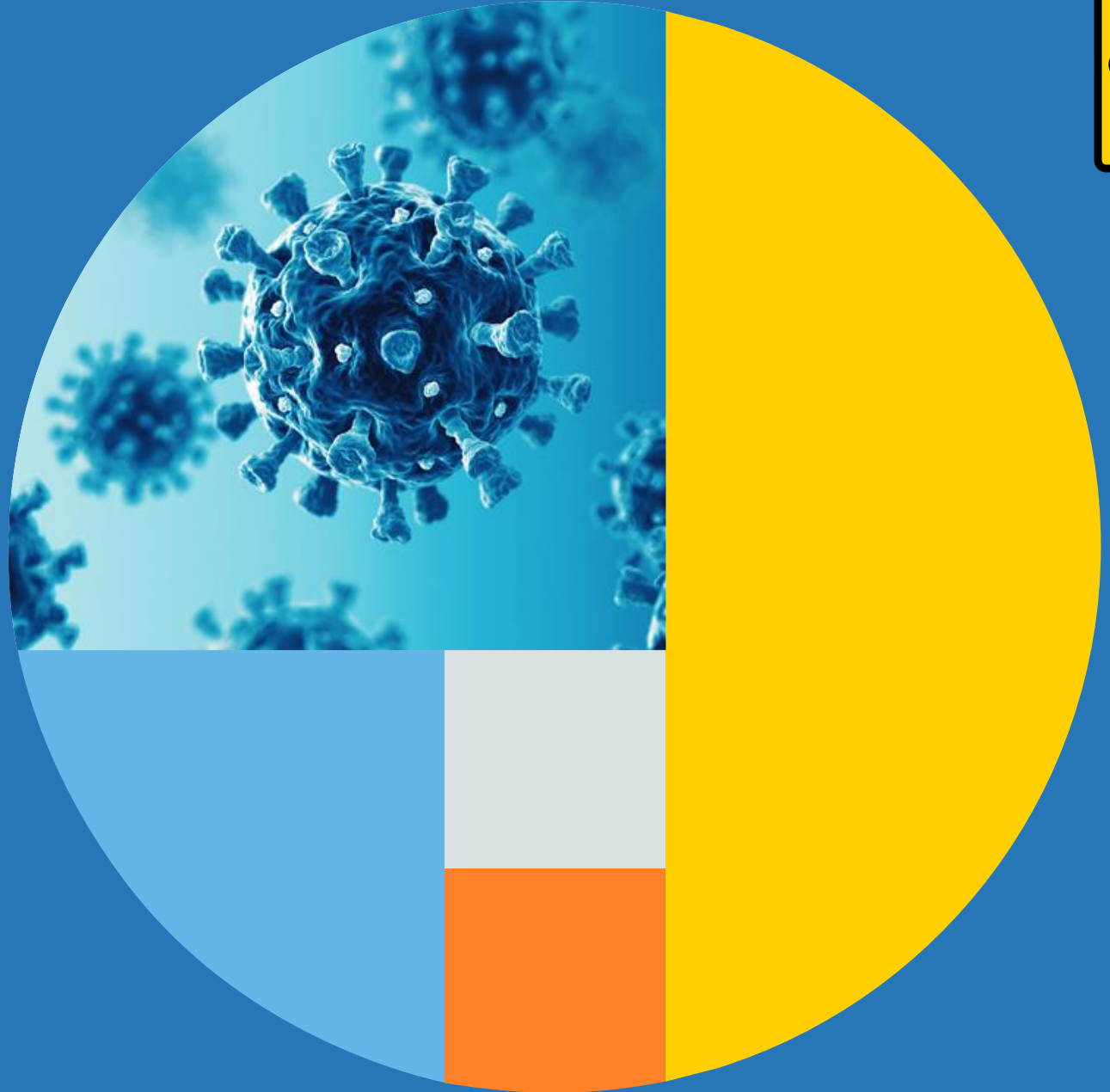
Leadership before and during crisis

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Vice President

Head of Security and Emergency Response

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Emergency preparedness and security

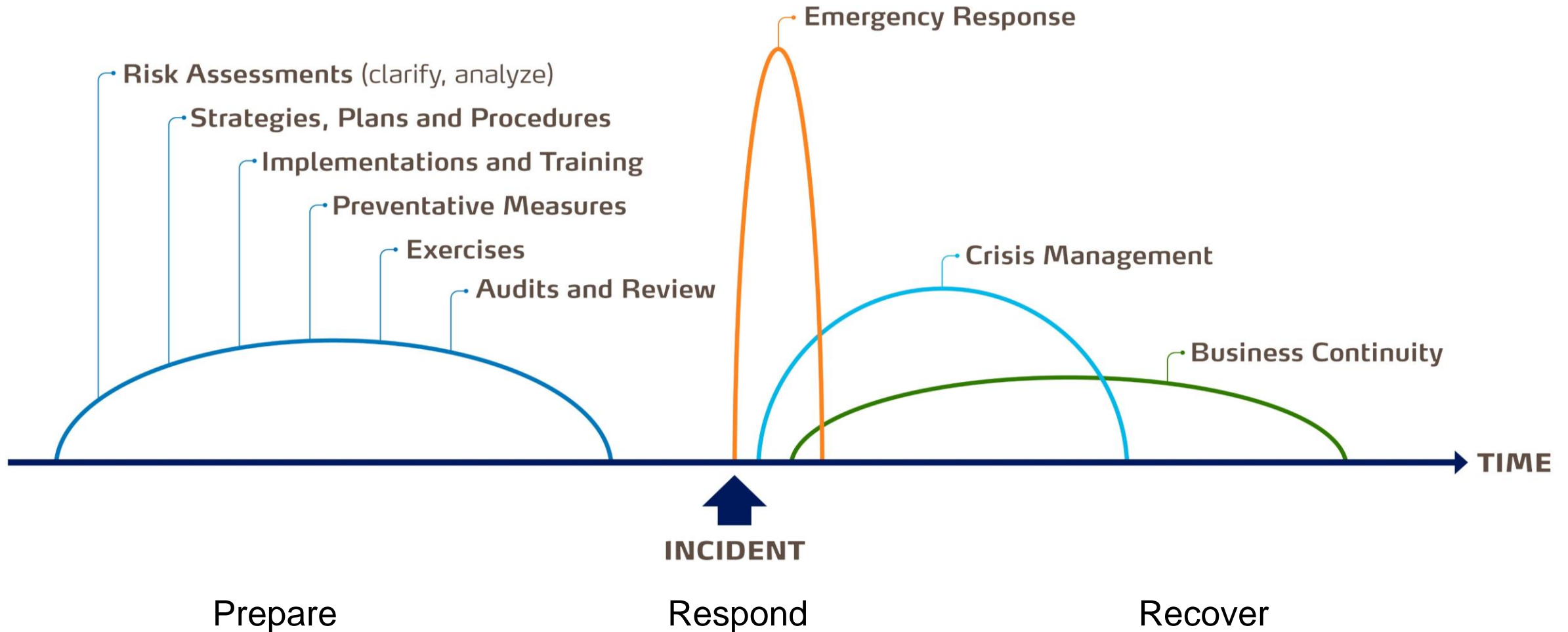
- Not an add-on but base support
 - to identify, monitor risk, prepare, prevent and respond
 - Goal: protect staff and operations
- Key elements:
 - Networking
 - Collaboration
 - Maintain organizational and risk overview

Yara in figures:

- Operations in **60** countries, sales to 160 countries
 - 17.000 employees
- Increase farmers yield to provide food for **262 mill** people annually
- Key products:
 - farming, food industry, health sector, water purification, transport sector (AdBlue), and more

Yara Security: Overview ➡ Knowledge ➡ Awareness ➡ Mobilize ➡ Manage

The whole is more than the sum of its parts





Risk management

1. Identifying Risks

2. Assessing Risks

3. Responding to Risks

- Avoiding Risk
- Accepting Risks
- Mitigating Risks
- Transferring Risks

4. Monitoring Risks

“A leader has the right to be beaten,
but never the right to be surprised”

Napoleon Bonaparte

Emergency Preparedness Principles



To achieve our mission of responsibly feed the world and our vision of a world without hunger, our products must reach farmers in fragile states and conflict zones.

When providing support to local crisis management teams, priority to protect is always:

- PEOPLE
- ENVIRONMENT (community we operate in)
- ASSET
- REPUTATION

Support to business continuity in a conflict environment always follows the Hierarchy of Controls Methodology.

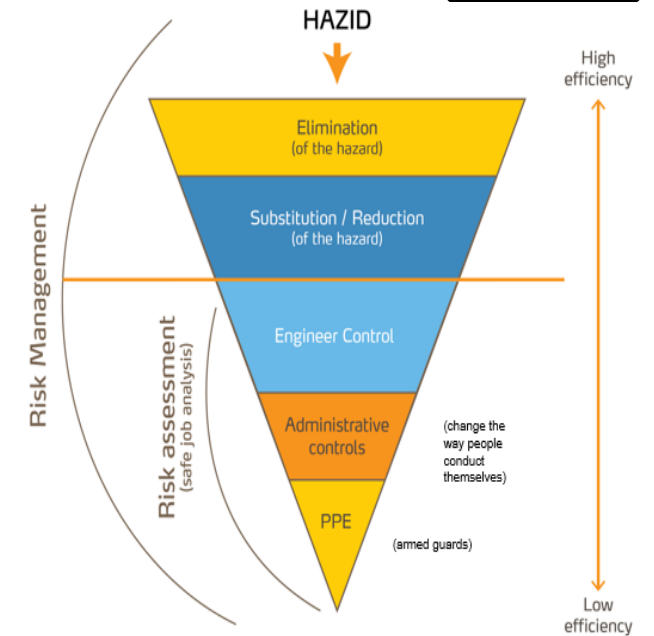
Elimination – Physically remove the risk

Substitution – Replace / distribute the risk

Engineering Controls – Security by design and structure

Administrative Controls – Security by behavior

PPE - Security by physical protection



Best practice principles for Emergency Response:

- RESPONSIBILITY
- PARITY
- PROXIMITY
- COOPERATION



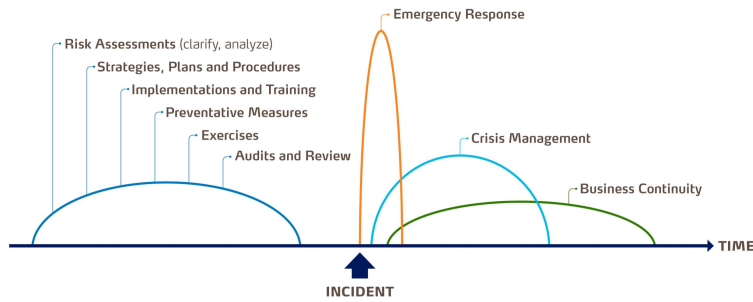
Prepare – Prevent – Respond

to threats & hazards as “One Yara”

COVID-19



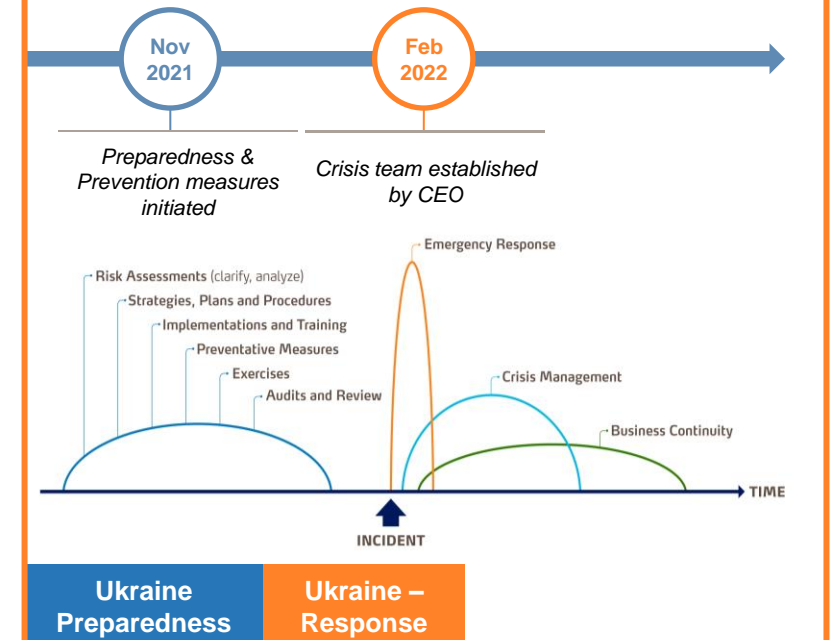
Regional crisis response



Other crisis during this period:

- Ethiopia (ongoing)
- Mozambique
- Myanmar (ongoing)
- ...

UKRAINE

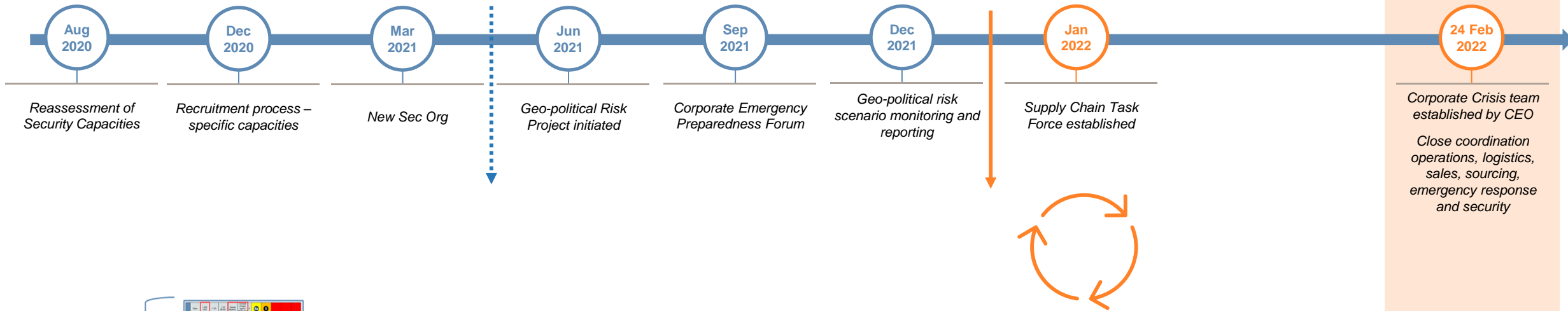


Prepare – Prevent – Respond

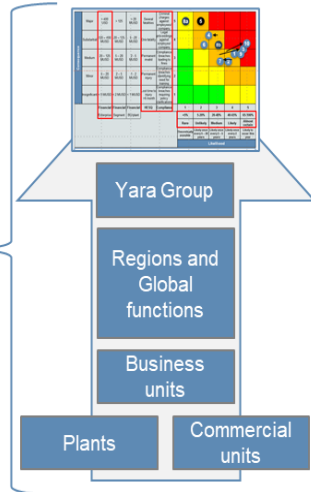
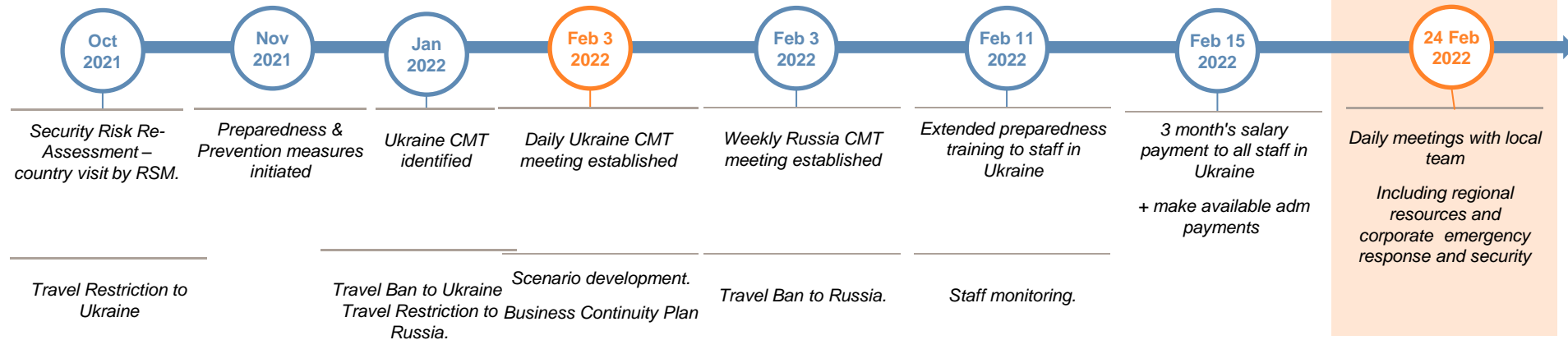
Ukraine War



Corporate level



Country level



Finally...

...some words about our colleagues in Ukraine before I end this presentation

Thank you for your attention

