



Knowledge grows

# Yara International ASA

Thor Giæver, IR  
November 2011

# A business strategy geared for global optimization



Scale  
advantages

+

Unique  
flexibility

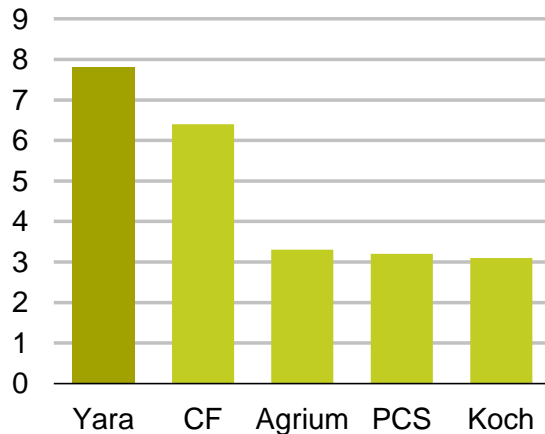
+

Unrivalled  
presence

# Yara – the leader in nitrogen fertilizers

## Global no 1 in ammonia

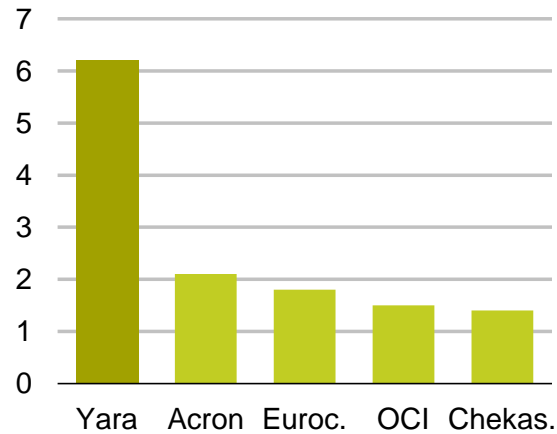
Production capacity\* (mill t)



\* Incl. companies' shares of JVs  
Source: Yara & Fertecon

## Global no 1 in nitrates

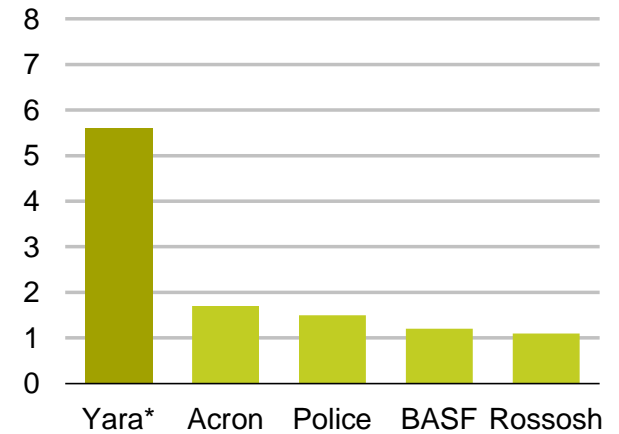
Production capacity\* (mill t)



Source: British Sulphur, EFMA

## Global no 1 in NPK complex fertilizer

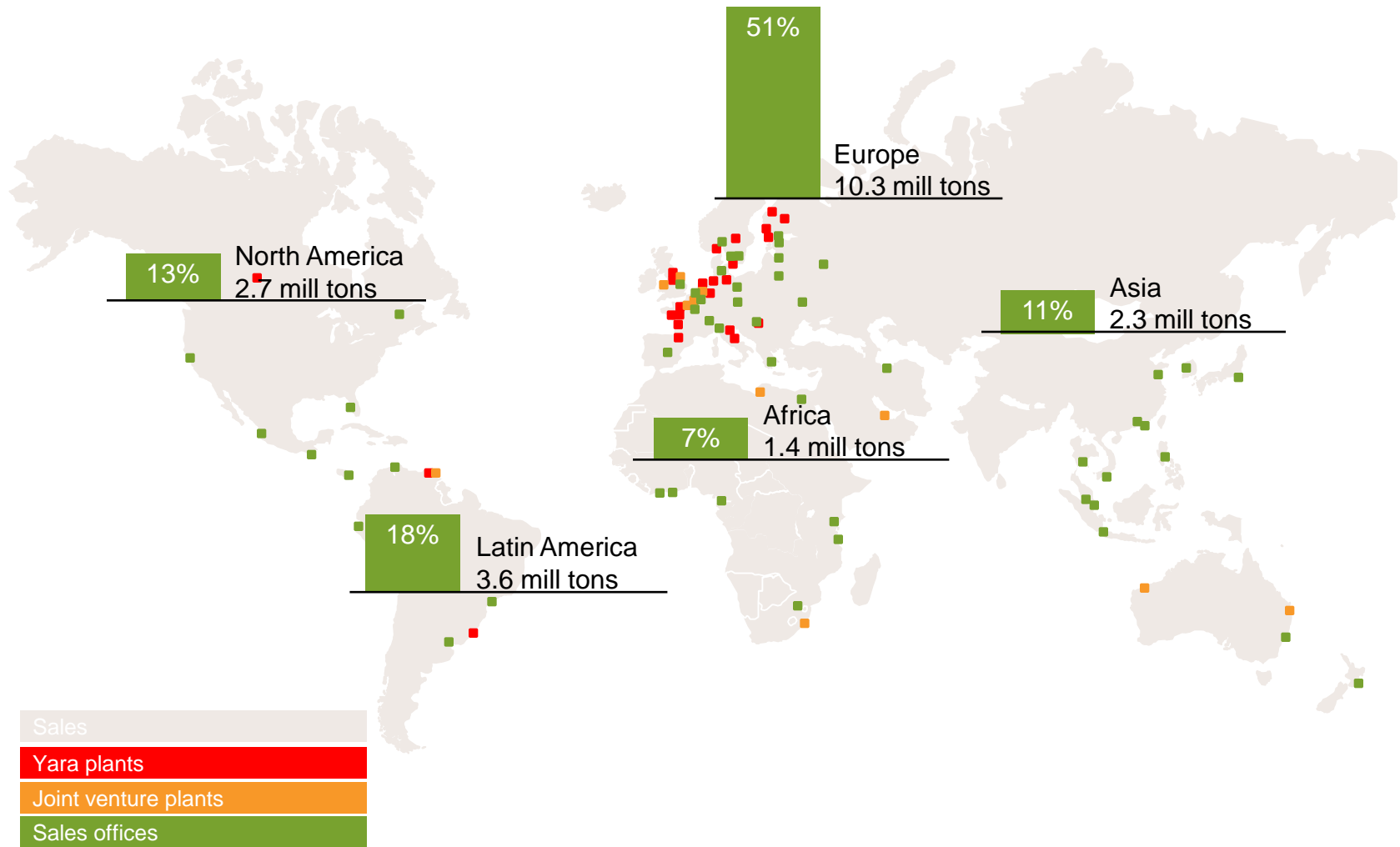
Production capacity\* (mill t)



Source: Nitrex-Complex

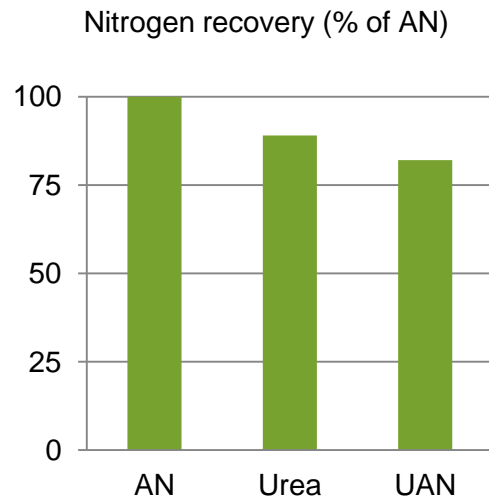


# Global downstream presence with sales offices in more than 50 countries



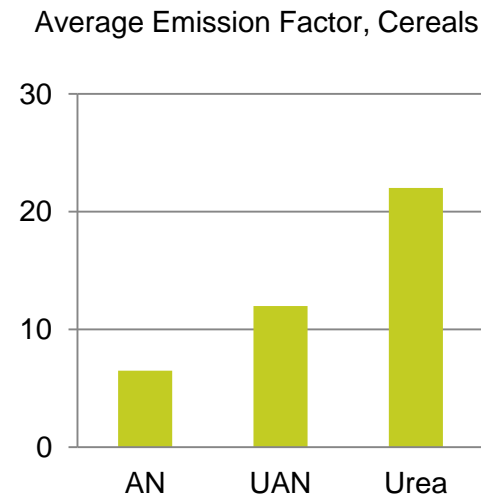
# Nitrate-based fertilizers are superior to urea both agronomically and environmentally

The agronomical efficiency of nitrates is superior to urea



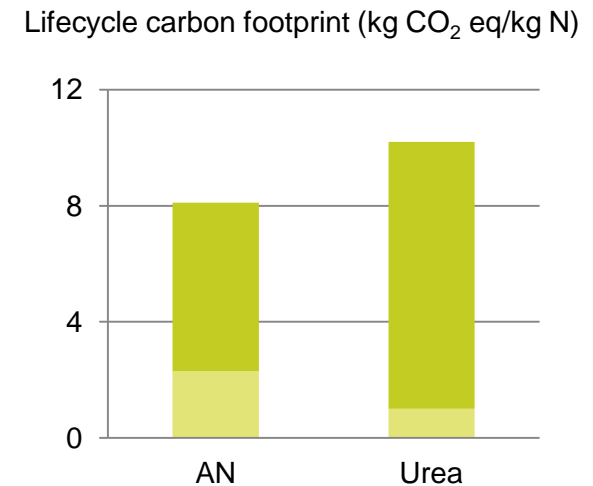
Urea requires up to 20% higher N application to achieve same cereal crop yield and quality as AN

Nitrates have lower ammonia volatilization losses



Urea and UAN with a 30% market share of EU nitrogen fertilizers cause 88% of its ammonia emissions

The carbon footprint is lower than for Urea



Although urea is more CO<sub>2</sub> efficient in production, CO<sub>2</sub> emissions and ammonia volatilization on application more than offset for this

Source: DEFRA (2006), NT26 project report; Fertilizer Europe; 2EMEP/EEA air pollutant emission inventory guidebook (2007); Yara

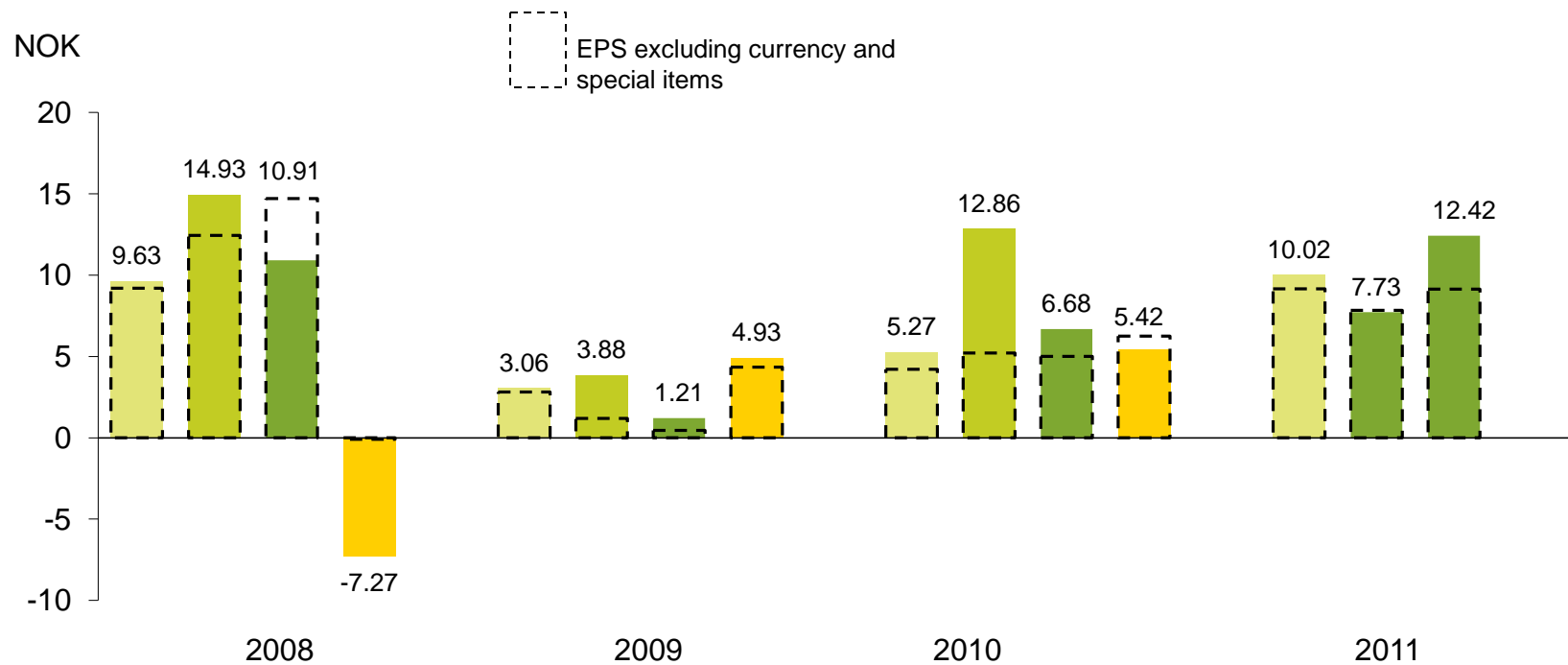


## Summary third quarter

- Strong results driven by improved margins
- Strong demand outside Europe, satisfactory sales in Europe
- Sluiskil urea expansion successfully completed
- Strong Industrial margins despite raw material price increases



# Earnings per share\*



Annual

NOK	28.27	13.08	30.24	30.16
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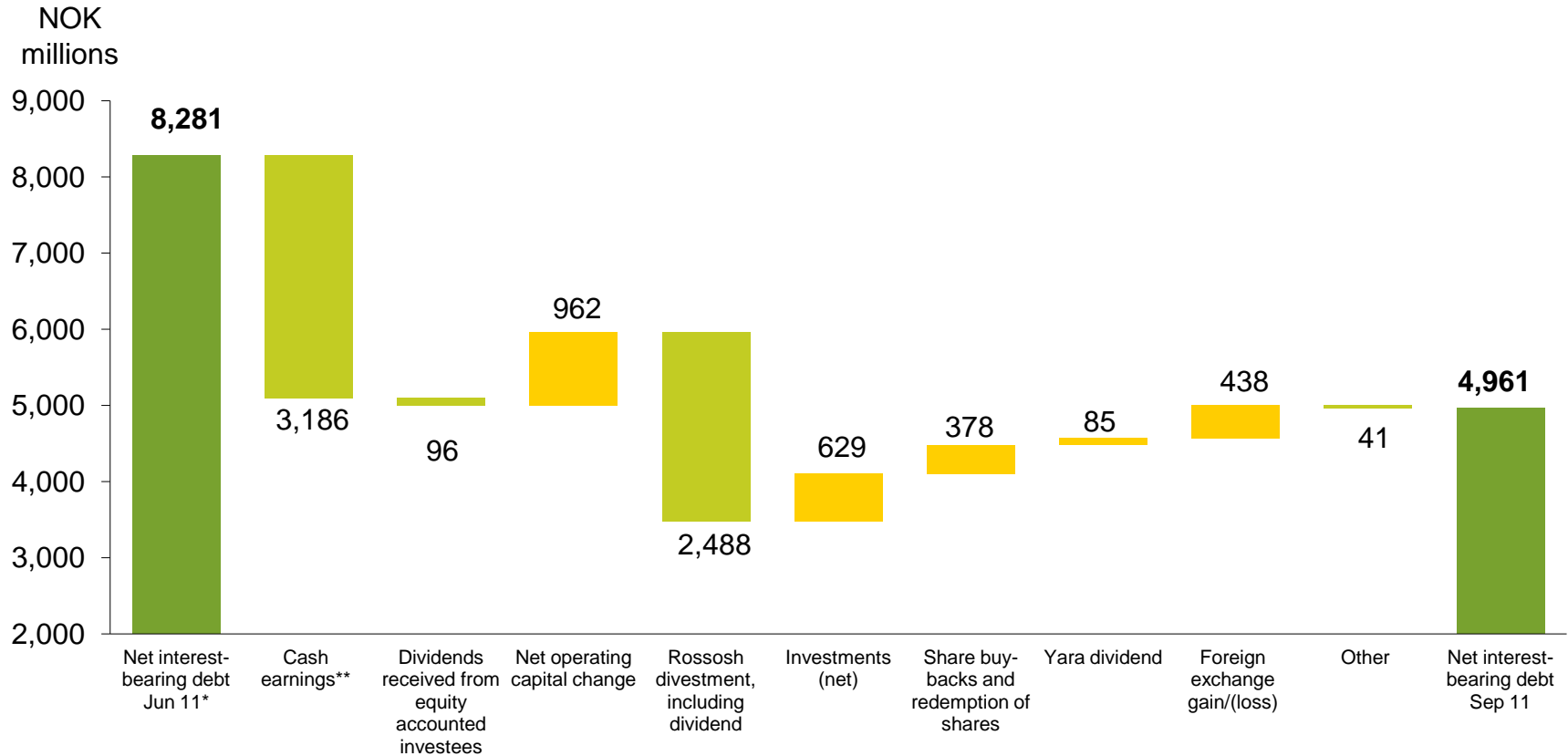
\* Average number of shares for 3Q 2011: 287.2 million (3Q 2010: 288.7 million).



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# Net debt development



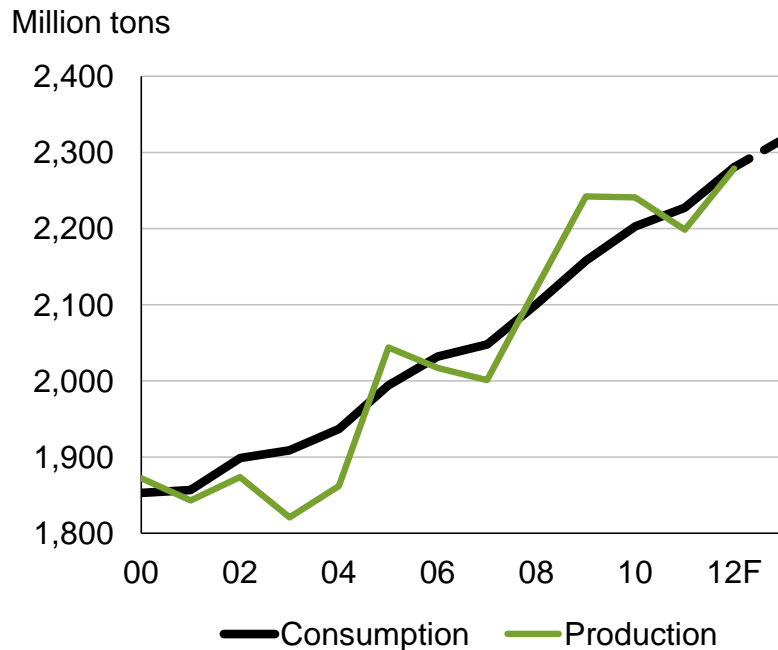
\* Included in net interest-bearing debt are external bank time deposits (4-12 months), this is part of other current assets in balance sheet

\*\* Operating income plus depreciation and amortization, minus tax paid, net gain/loss on disposals, net interest expense and bank charges

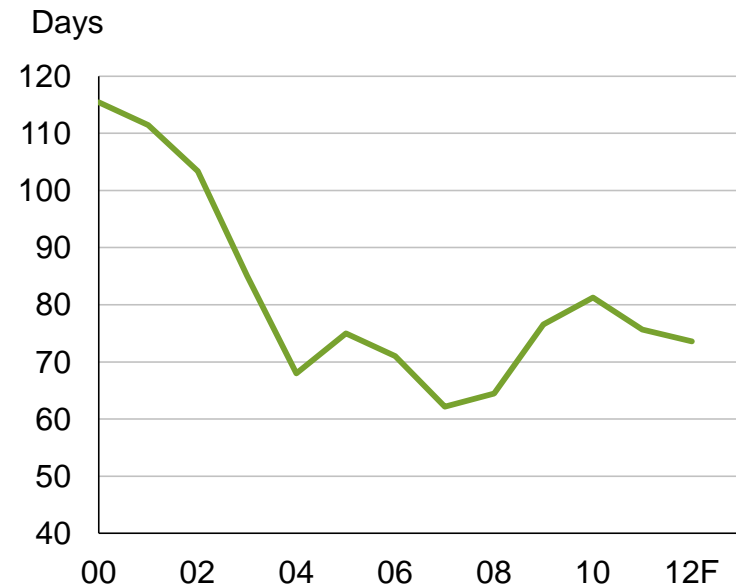


# Stocks-to-use decline despite strong incentives and record production

## Grain production and consumption



## Days of consumption in stocks



Source: USDA, October 2011

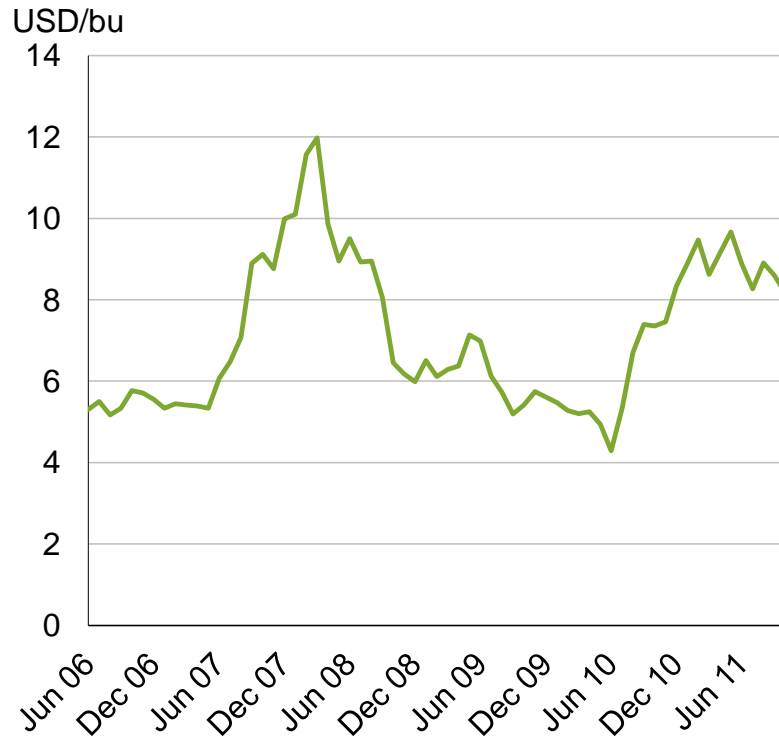


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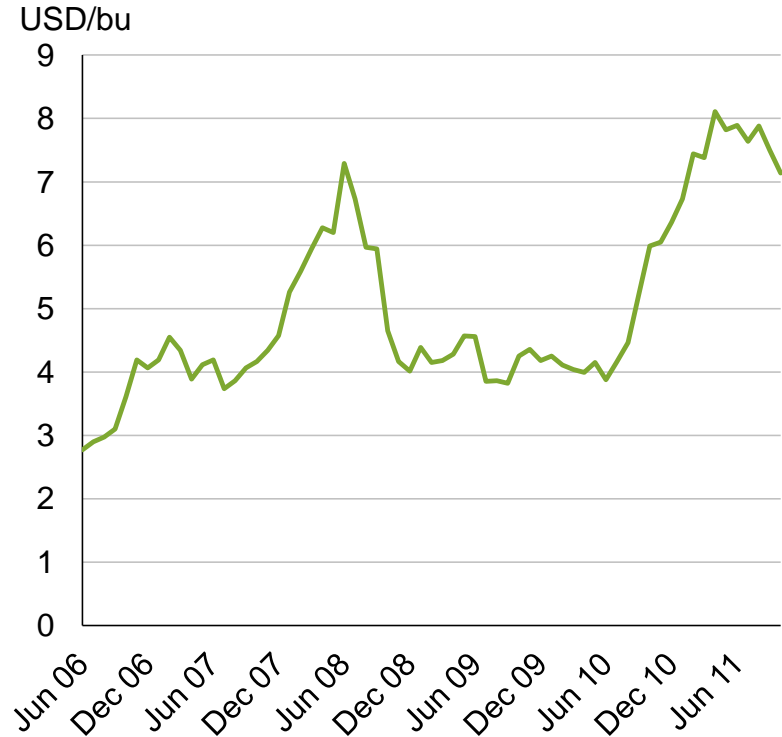


# Grain prices at high levels despite recent drop

## Wheat (HRW US Gulf)



## Corn (US Gulf)



Source: World Bank Jun 06-Sep 11, IGC Oct 19

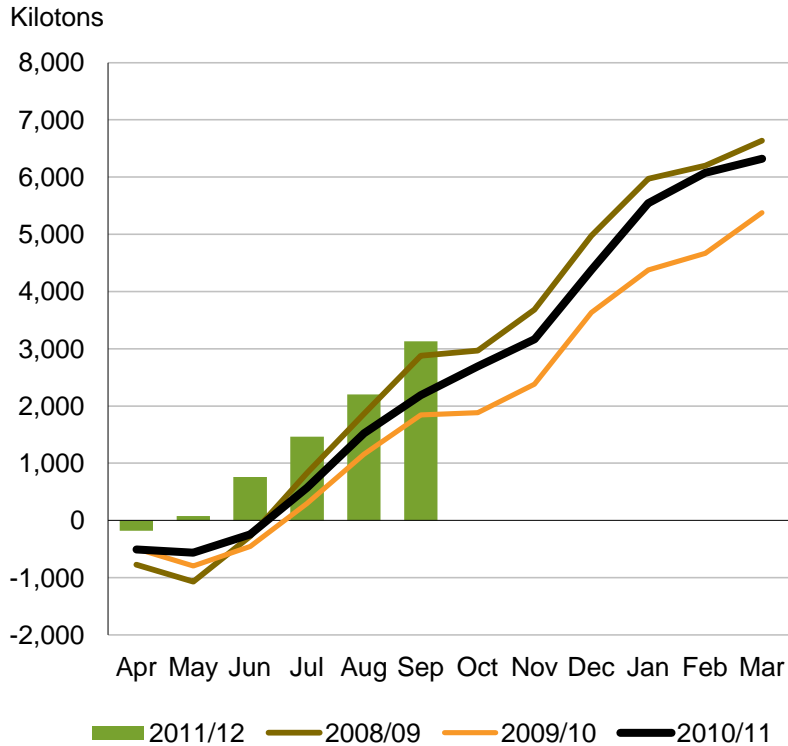


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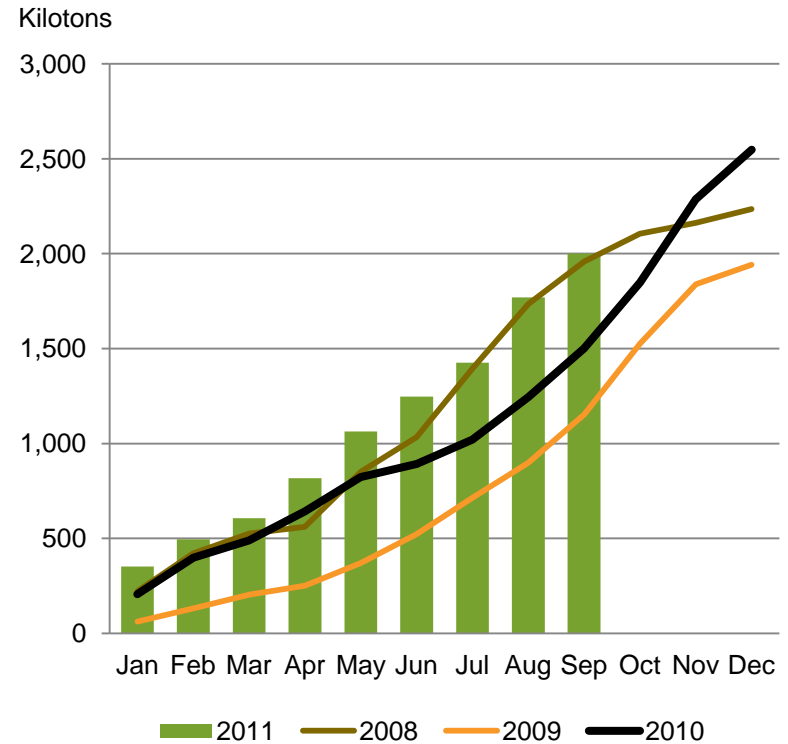
# Strong demand in regions that are in season

**Record Indian import need**



Source: Indian Statistics

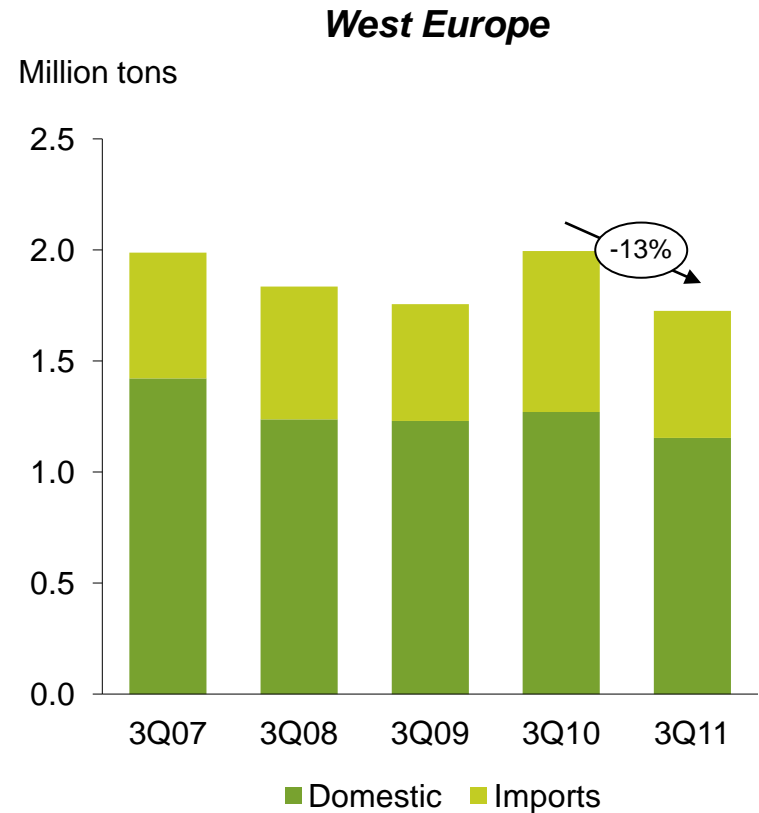
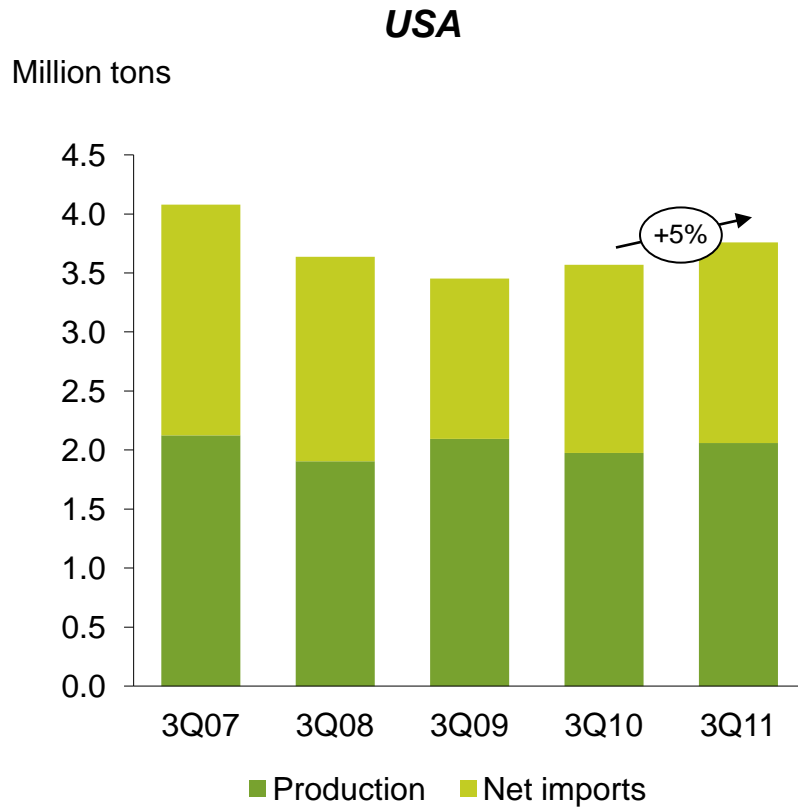
**Brazilian urea import**



Source: GTIS



# Strong US deliveries, catch-up likely in Europe

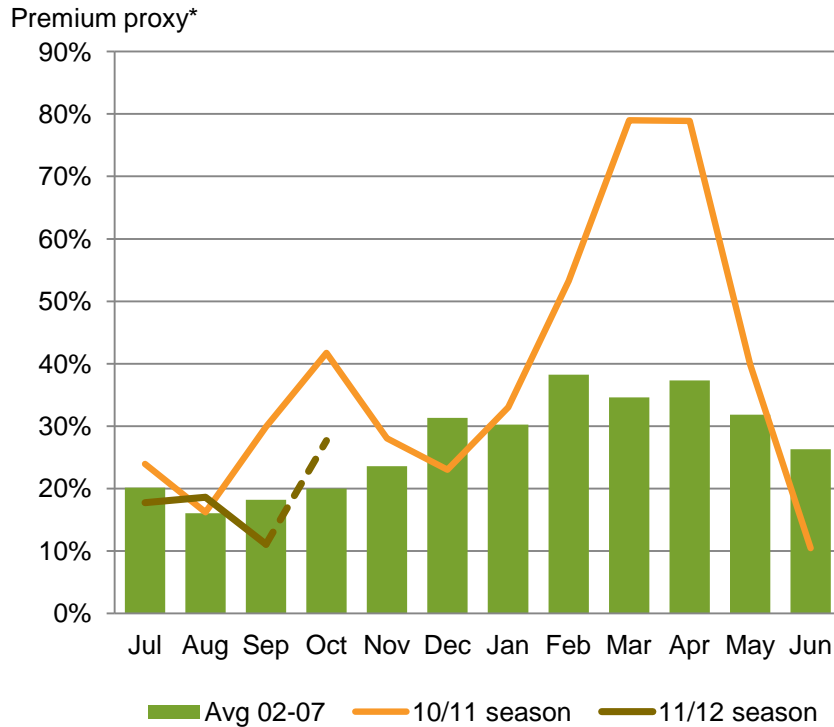


Source: Yara estimate for fertilizer deliveries to selected West European countries.  
Total nitrogen deliveries based on TFI, US Trade Commission, Blue-Johnson and Yara estimates

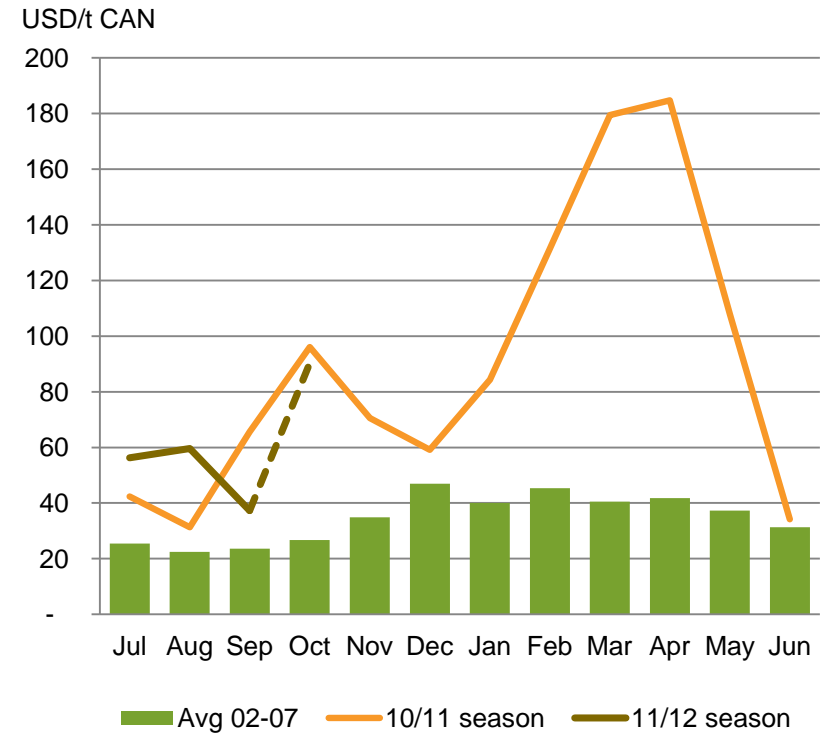


# Nitrates competitively priced

**Nitrate premium (percentage)**



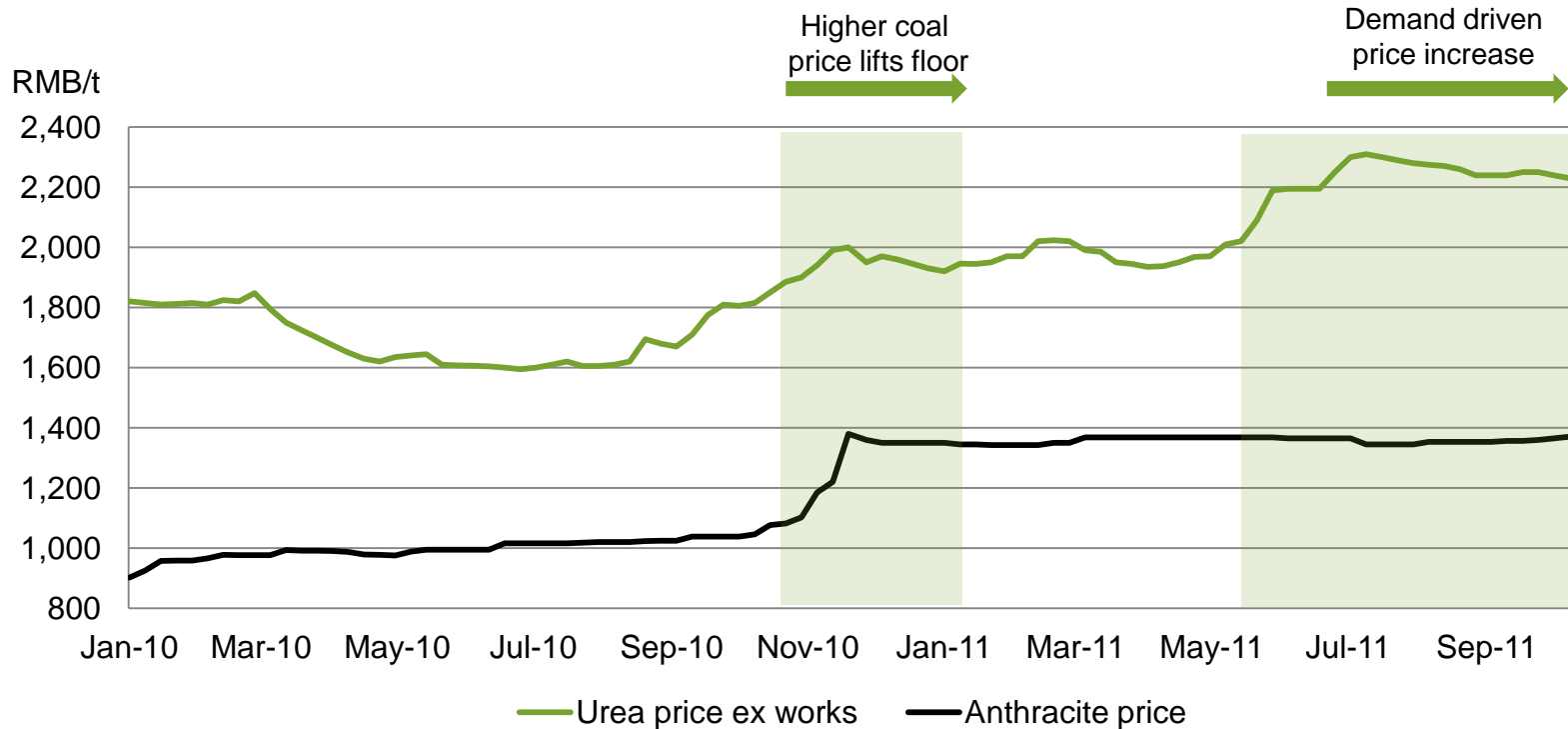
**Nitrate premium (absolute)**



\* Urea fob Black Sea adjusted for freight (USD 35) and duty (6.5%) to calculate a CFR NWE proxy



# Chinese domestic urea price remains strong



Higher coal prices, increased exports and focus on emission control and energy efficiency has led to higher domestic urea prices

Source: China Fertilizer Market Week

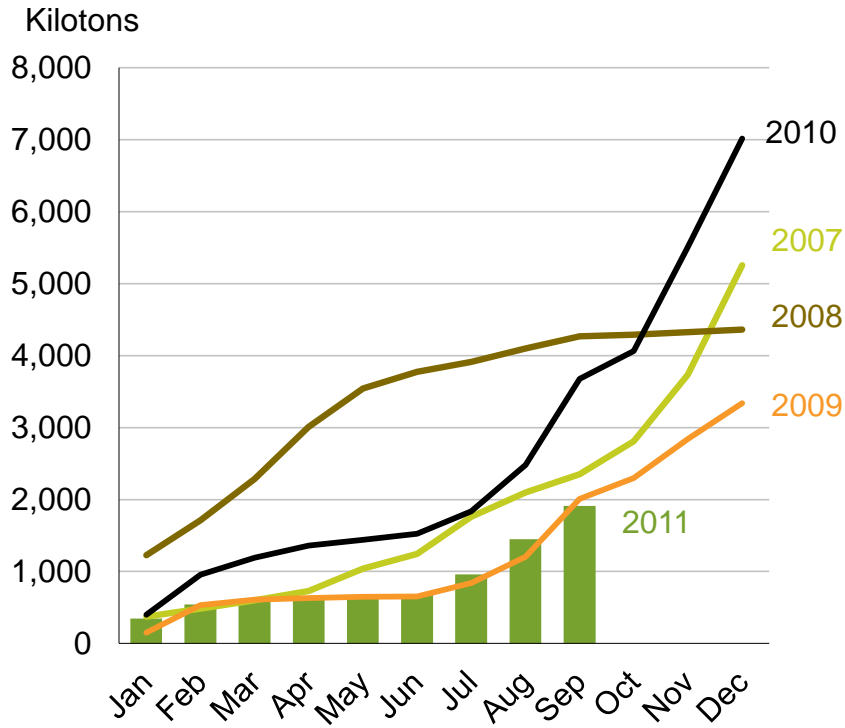


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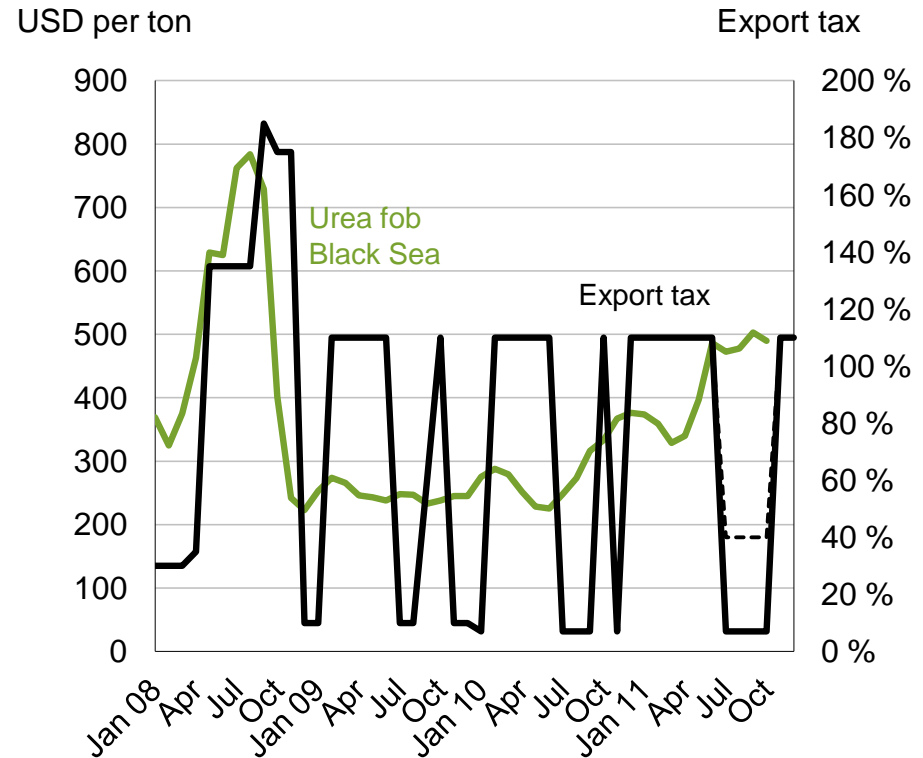


# Chinese exports

**Accumulated urea exports**



**Urea price and export tax**



Source: BOABC

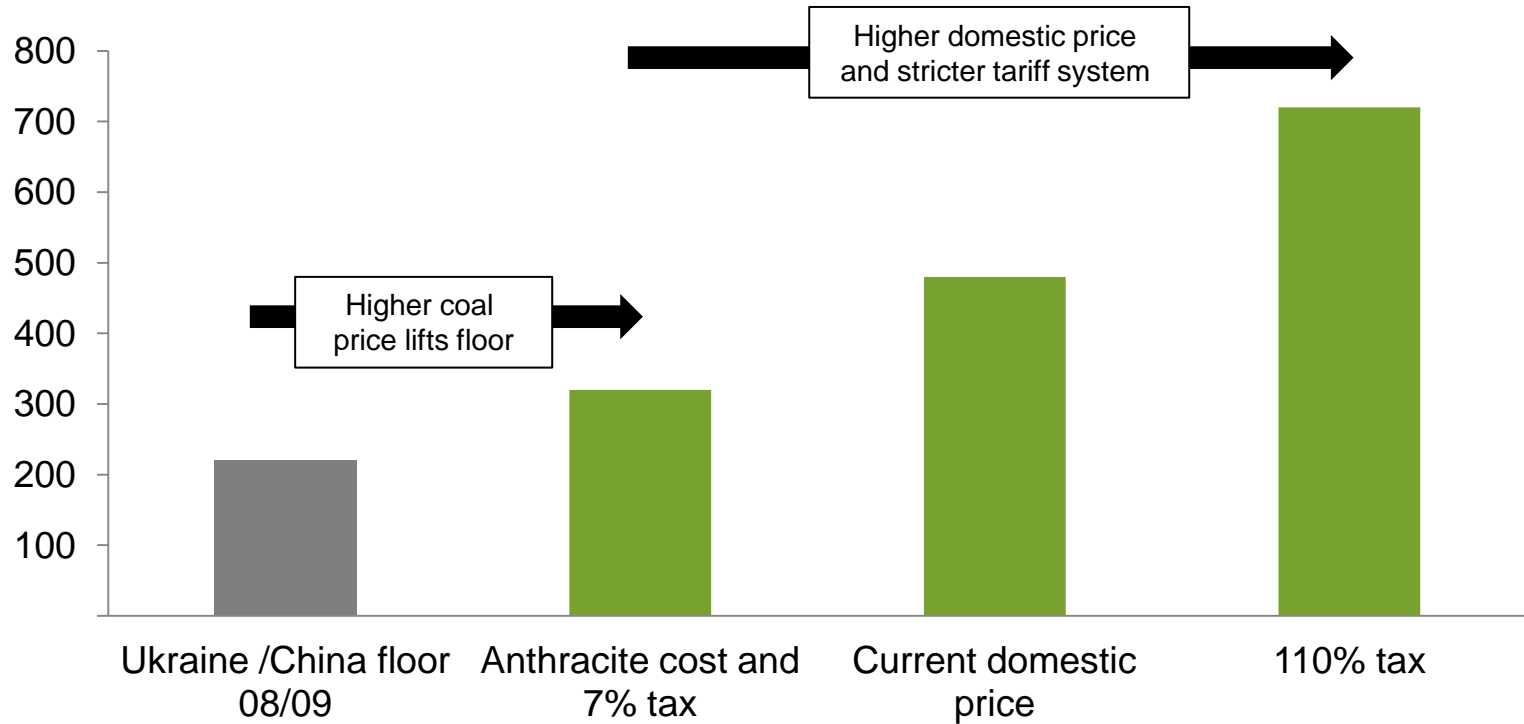


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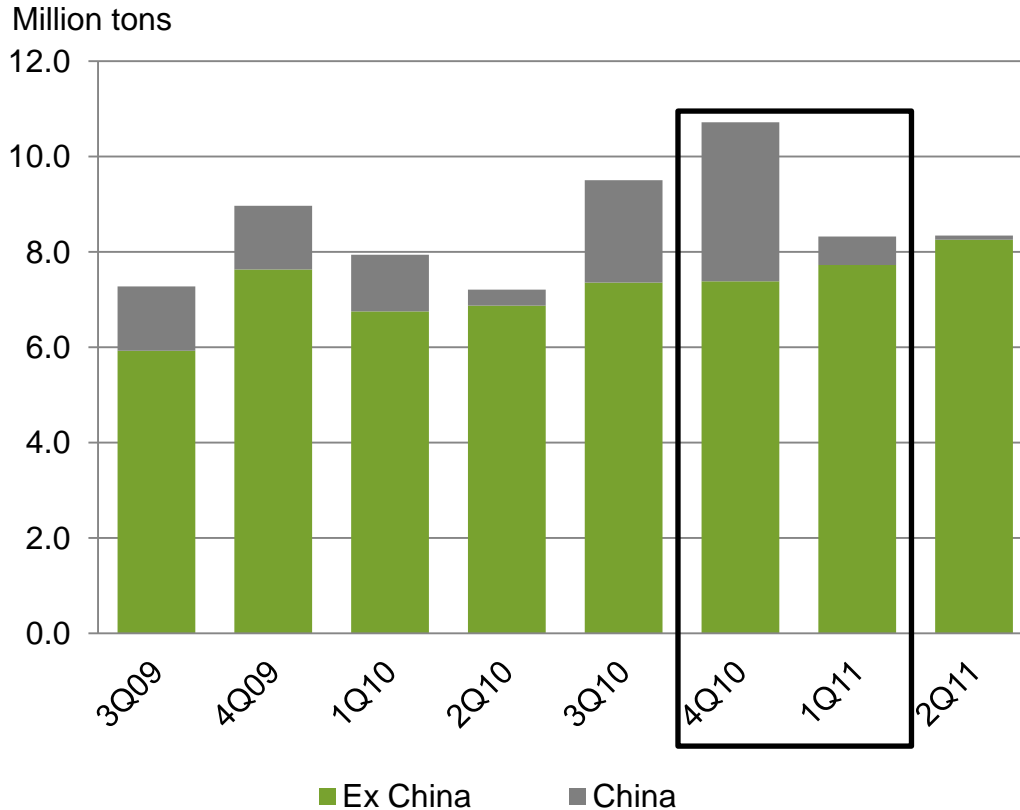
# Higher urea swing price

USD/t FOB China



# Fourth-quarter Chinese exports likely lower

**Global urea trade**



- China exported 3.3 million tons in 4Q10
- As much as 1.5 million tons were exported in December when the export tax was 110%
- An additional 0.6 million tons were allowed exported in 1Q

Source: IFA, Iran from GTIS



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# Projected nitrogen capacity additions in line with historical consumption growth

Year	Driving regions		Urea capacity growth relative to nitrogen capacity	
	World	Excluding China	World	Excluding China
2010	China 52% Trinidad 7%	Trinidad 15% Iran 12%	2.5% (2.5%)	1.9% (2.0%)
2011	China 53% Pakistan 15%	Pakistan 31% Iran 15%	2.0% (2.1%)	1.5% (1.5%)
2012	China 55% Algeria 18%	Algeria 41% Qatar 17%	4.2% (4.3%)	3.1% (3.1%)
2013	China 31% UAE 14%	UAE 21% Iran 19%	2.0% (2.2%)	2.2% (2.2%)
2014	India 15% Indonesia 13%	India 17% Indonesia 16%	0.9% (0.9%)	1.4% (1.6%)
<b>Gross annual addition 2011-2014</b>				<b>~2.1%</b>
Assumed annual closures				~0.5%
<b>Net annual addition 2011-2014</b>				<b>~1.6%</b>
<b>Trend consumption growth from 2001</b>			<b>2.5%</b>	<b>2.0%</b>

Source: Fertecon update October 2011, IFA on consumption figures

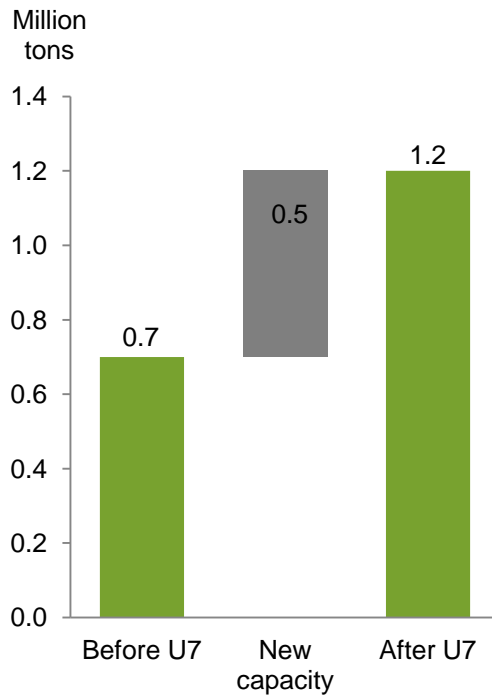


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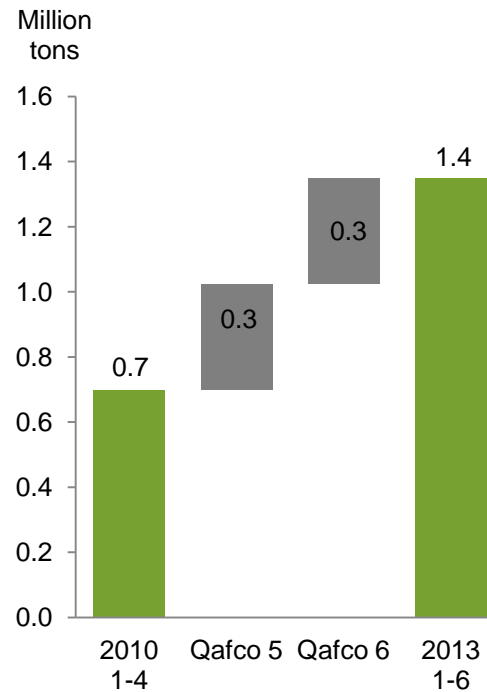


# Significant growth in finished fertilizer capacity

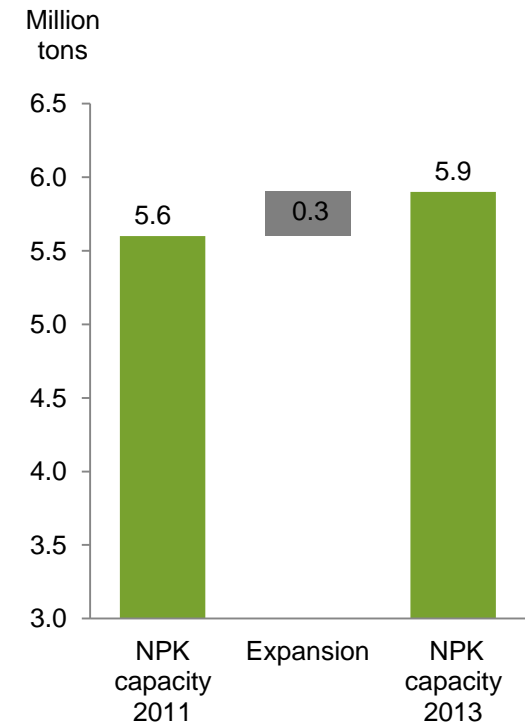
**Urea expansion in Sluiskil  
2011**



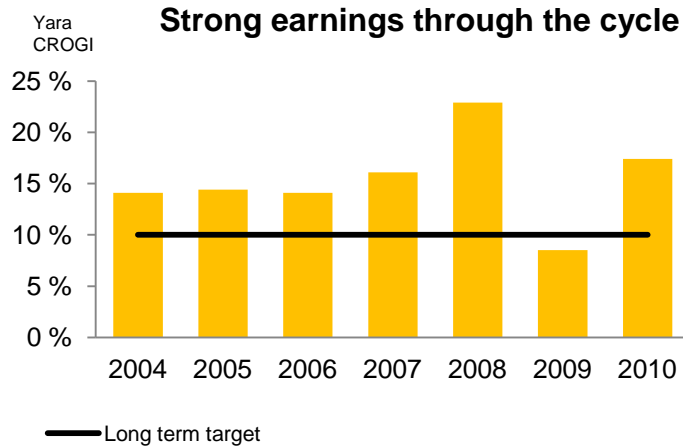
**Qafco expansion  
2011/12**



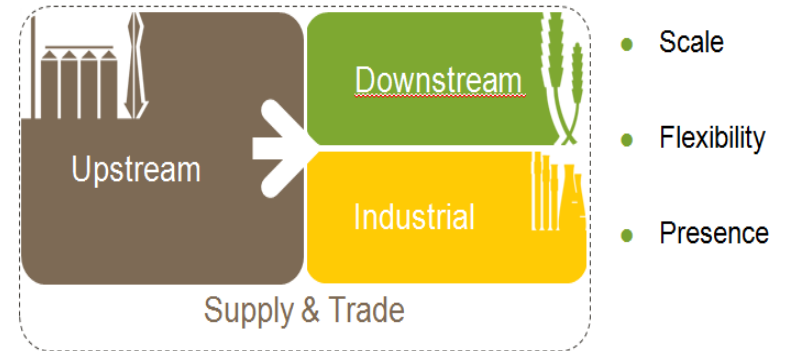
**NPK expansion  
2013**



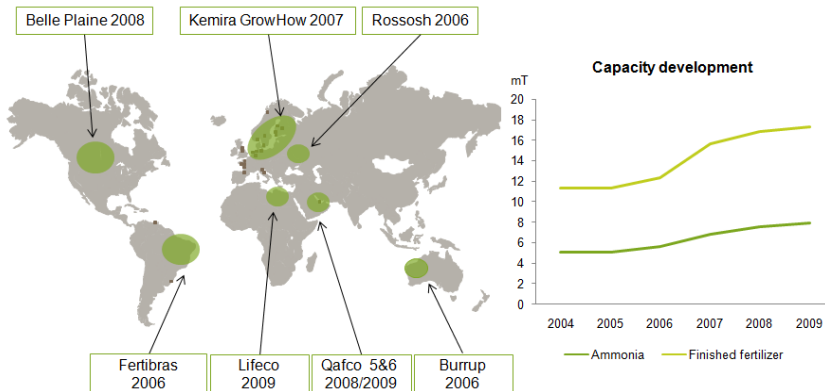
# Basis for Yara's profitable growth ambitions



A scalable business model giving synergies



Industry-leading acquisition track-record



Valuation and capital discipline

- In acquisitions Yara looks for:
  - Relative synergies compared to alternative buyers
  - Distressed sellers
  - Our cycle view compared to seller & alternative buyers
- Capital and valuation discipline demonstrated with Terra withdrawal which we believe was right
- Grain, fertilizer and gas outlook has recently improved increasing nitrogen asset values

More information can be found at [www.yara.com](http://www.yara.com)



The screenshot shows the Yara website homepage. At the top left is the Yara logo with the tagline "Knowledge grows". Below it is a search bar and a navigation menu with items: "About Yara", "Products and services", "Sustainability", "Investor Relations", "Jobs & Careers", and "Media". A "Select your country" button is also present. The main content area features a large image of two men in a cocoa plantation. Overlaid on this image is the headline "Spotlight on Africa commitment" and a sub-headline "Yara sponsors first African Green Revolution Forum (AGRF) in Africa". A "more Yara Stories" link is visible. A small inset image shows a man speaking at a podium. At the bottom of the page, there are social media links for YouTube and LinkedIn, copyright information for 2011 Yara, and various utility links like "Contact us", "Websites", "Sitemap", "Glossary", "Privacy and legal", "Newsfeeds", and "A A A".



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# Structure for Growth

## Geographical Focus – Regional updates

Market	Industry Characteristics	Yara focus and actions
North America	Consolidated	Market structure settled in short to medium term – map strategic intentions of key players in both market stress and boom scenarios and develop Yara response
West Europe	Mature, with some consolidation remaining; non-core assets available	One more major acquisition likely possible; look for assets made available by sellers dedicated to restructuring
Brazil	Capacity expanding, ownership shift, strong state interest/scrutiny	As the battle has been for phosphate dominance, a role as industry shaper in nitrogen could be attainable; map alternatives for achieving such a role
East Europe	Consolidation and rationalization yet to take place	Potentially attractive producers and market positions exist; map and rank these in light of energy situation and political risk
China	Over-supply, capacity expanding, limited consolidation, heavy state involvement	Given intense competition, high political risk, market barriers, unlikely to be investment destination for at least 3 – 5 years
India	Some consolidation, feed-stock poor, still subsidy driven	Unless major changes in subsidy policy, not likely to be focus area for fertilizer in the short to medium term. TAN is possible exception

In addition opportunities to build global plants for export are being pursued in areas like Africa and Middle East



# Yara fertilizer reduces carbon footprint from farming

## Fertilizer - an efficient solar energy catalyst

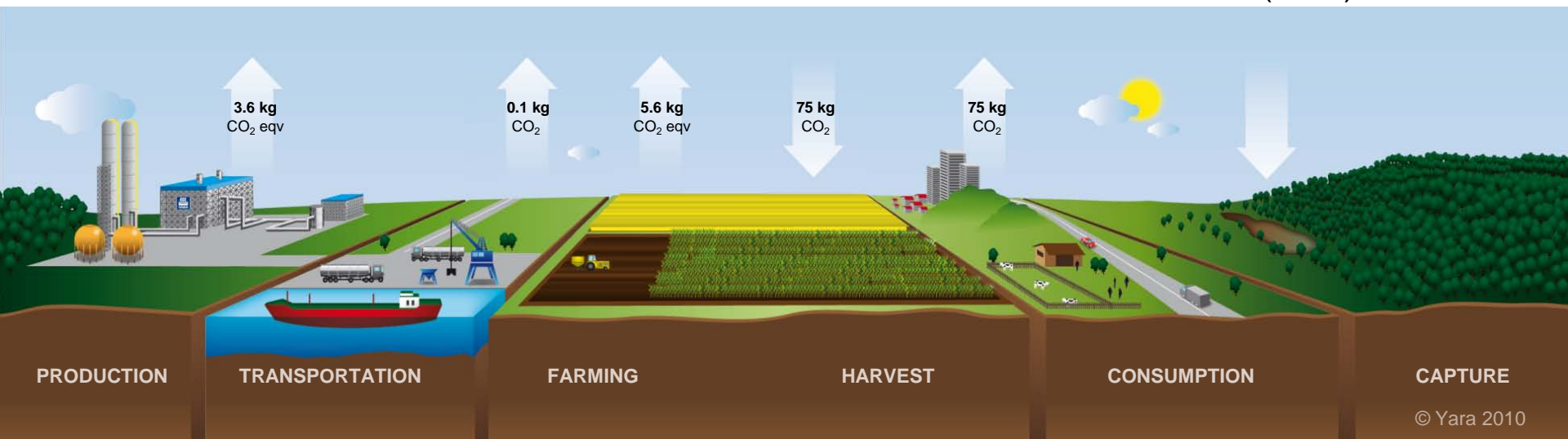
- Production marginal part of carbon footprint - efficient application more important
- Huge positive effects of fertilizer use by lower land use

### Production

- Yara's production more energy-efficient than competitor average
- Yara developed N<sub>2</sub>O catalyst

### Application

- Nitrates better than urea
- Precision farming (N-tester etc.)
- Balanced fertilization (NPK)



© Yara 2010



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# Net income after non-controlling interests

NOK millions



Annual

NOK millions	8,228	3,782	8,729	8,680
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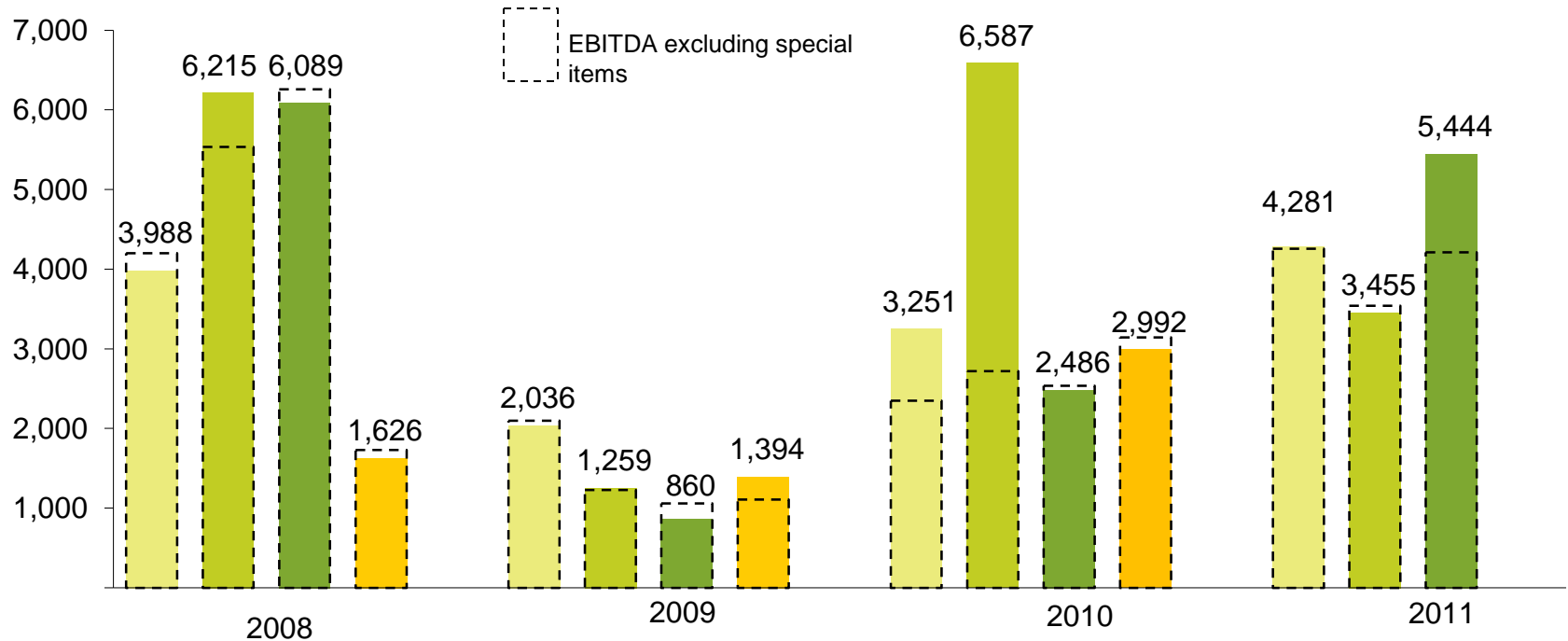


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# Earnings before interest, tax, depreciation and amortization (EBITDA)

NOK millions



Annual

NOK millions	17,917	5,549	15,315	13,180
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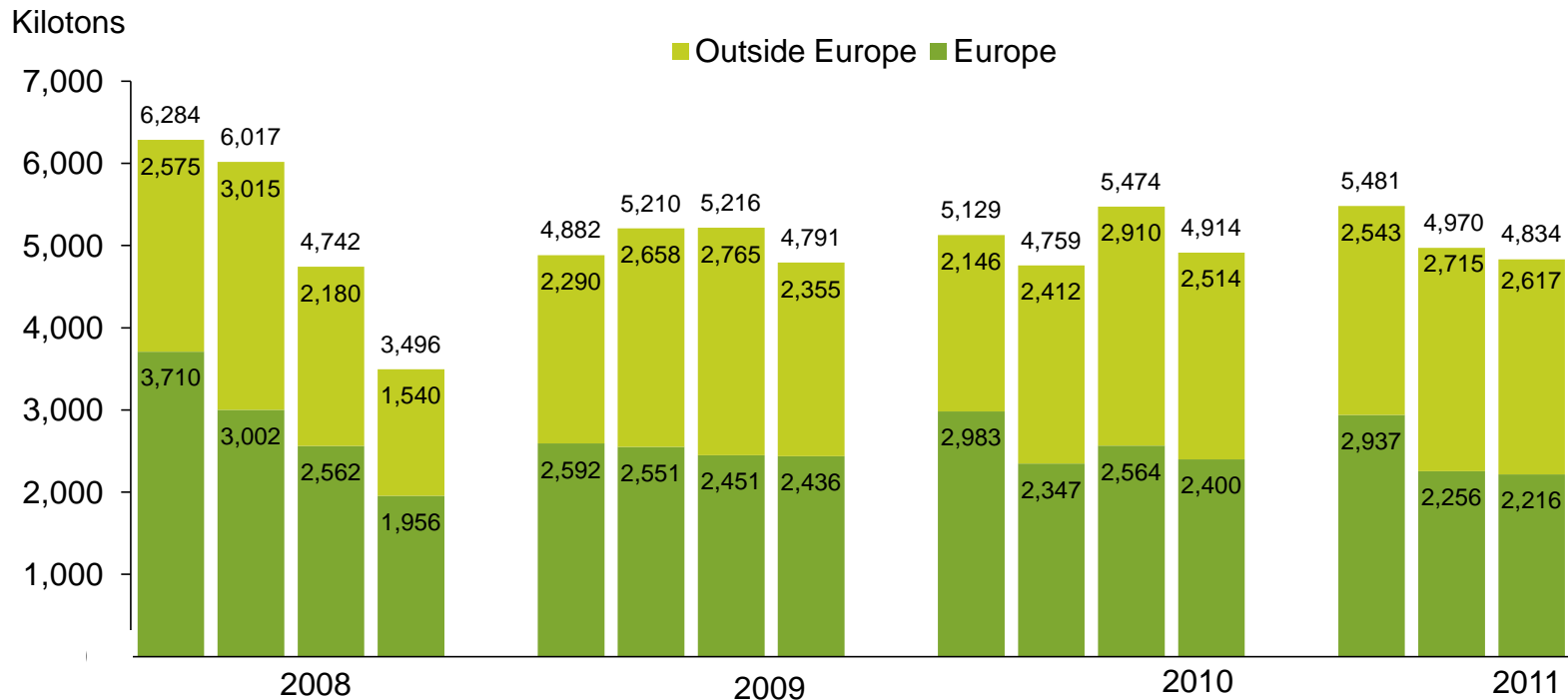


# Debt/equity ratio

Net interest-bearing debt / equity ratio (end of period)



# Fertilizer volumes



Accumulated, Kt

Fin. fertilizer	20,540	20,099	20,276	15,285
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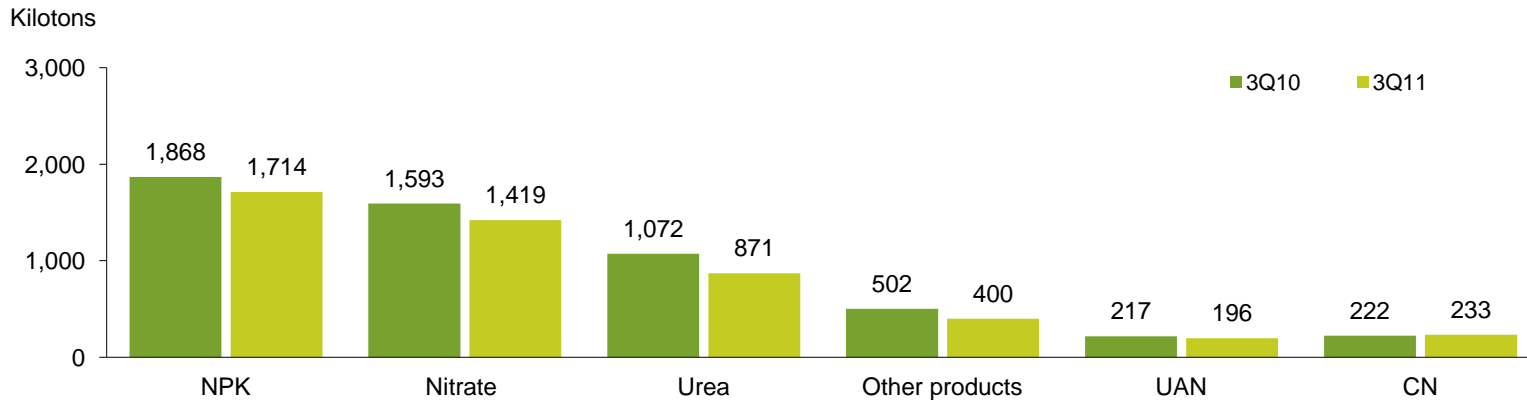
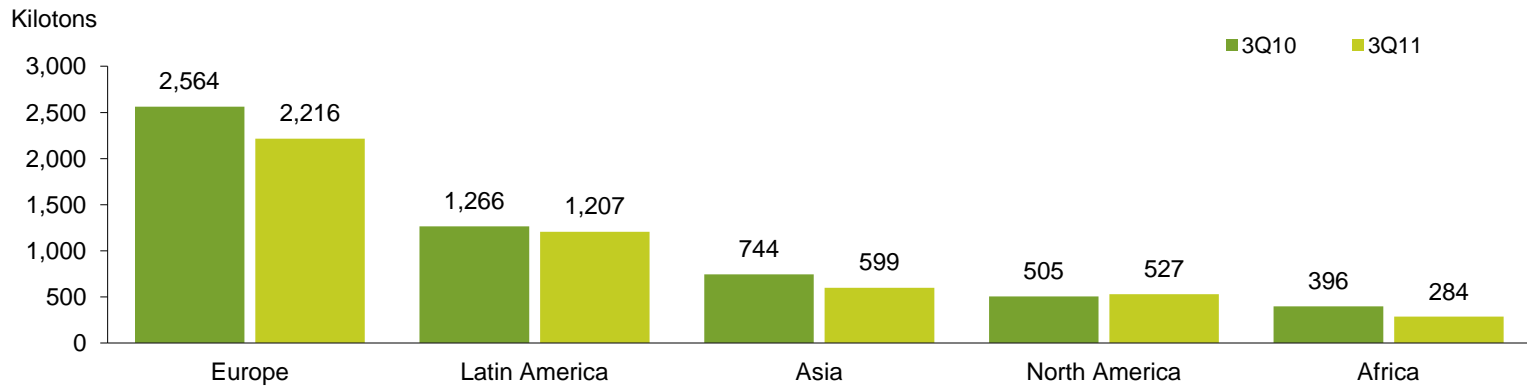


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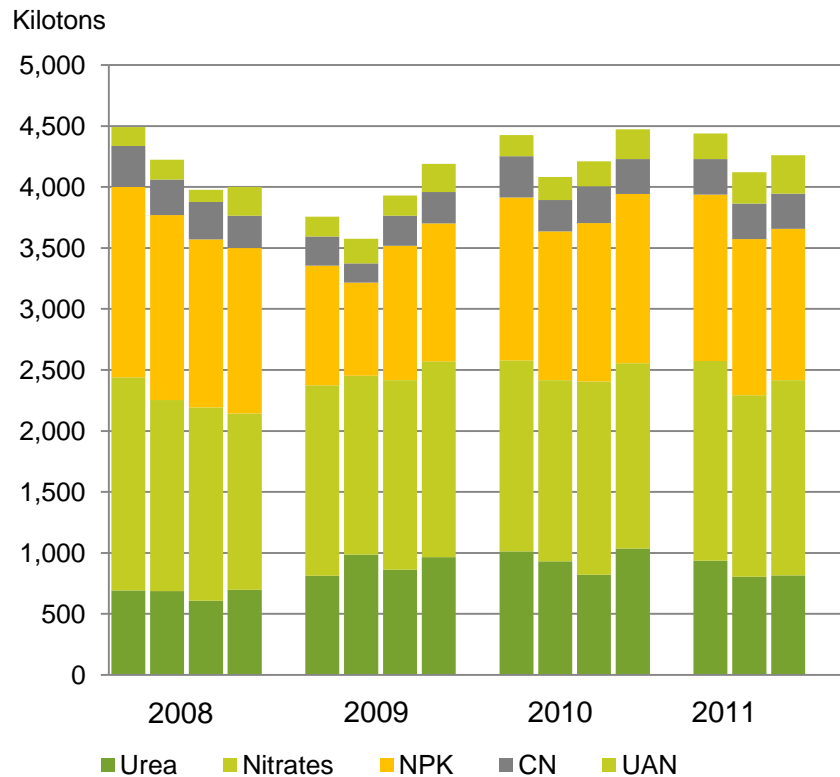
# Yara 3Q fertilizer sales by market and product

2011: 4.8 million tons (2010: 5.5 million tons)

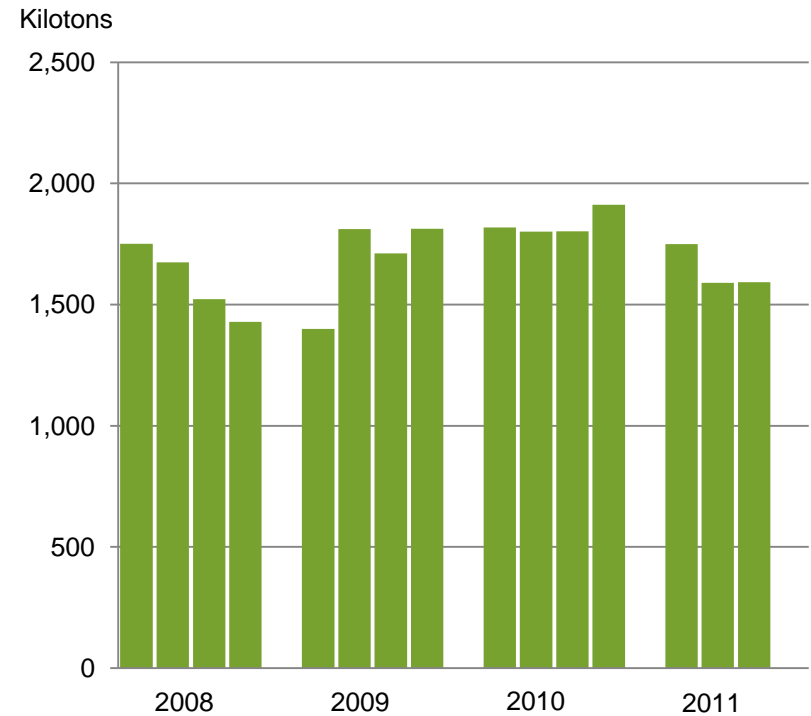


# Yara - production volume\*

## Finished fertilizer



## Ammonia



\* Including share of equity-accounted investees

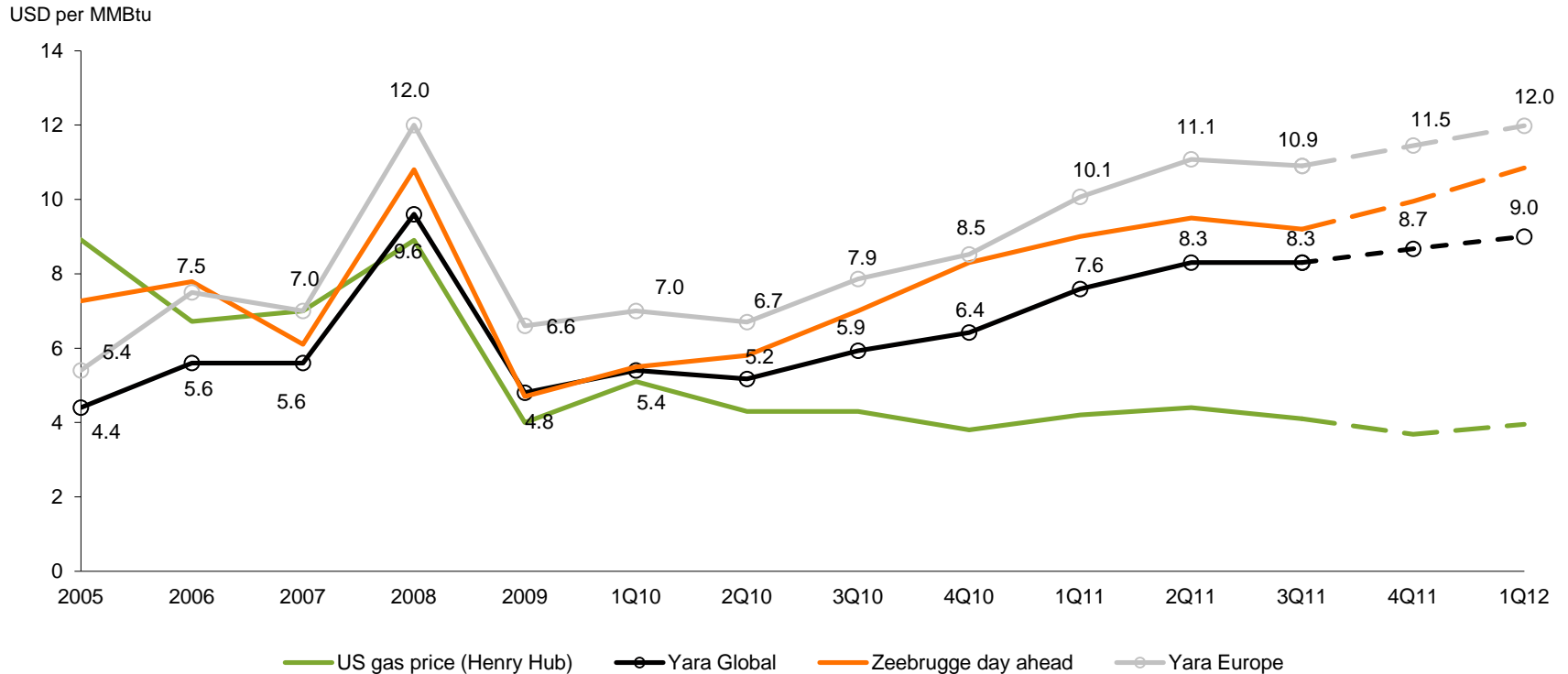


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# Spot natural gas versus Yara average

Yearly averages 2005 – 2009, quarterly averages for 2010-12 with forward prices\* for 4Q11 and 1Q12



\*Dotted lines denote forward prices as of 7 October

Source: Yara, World Bank, Platts

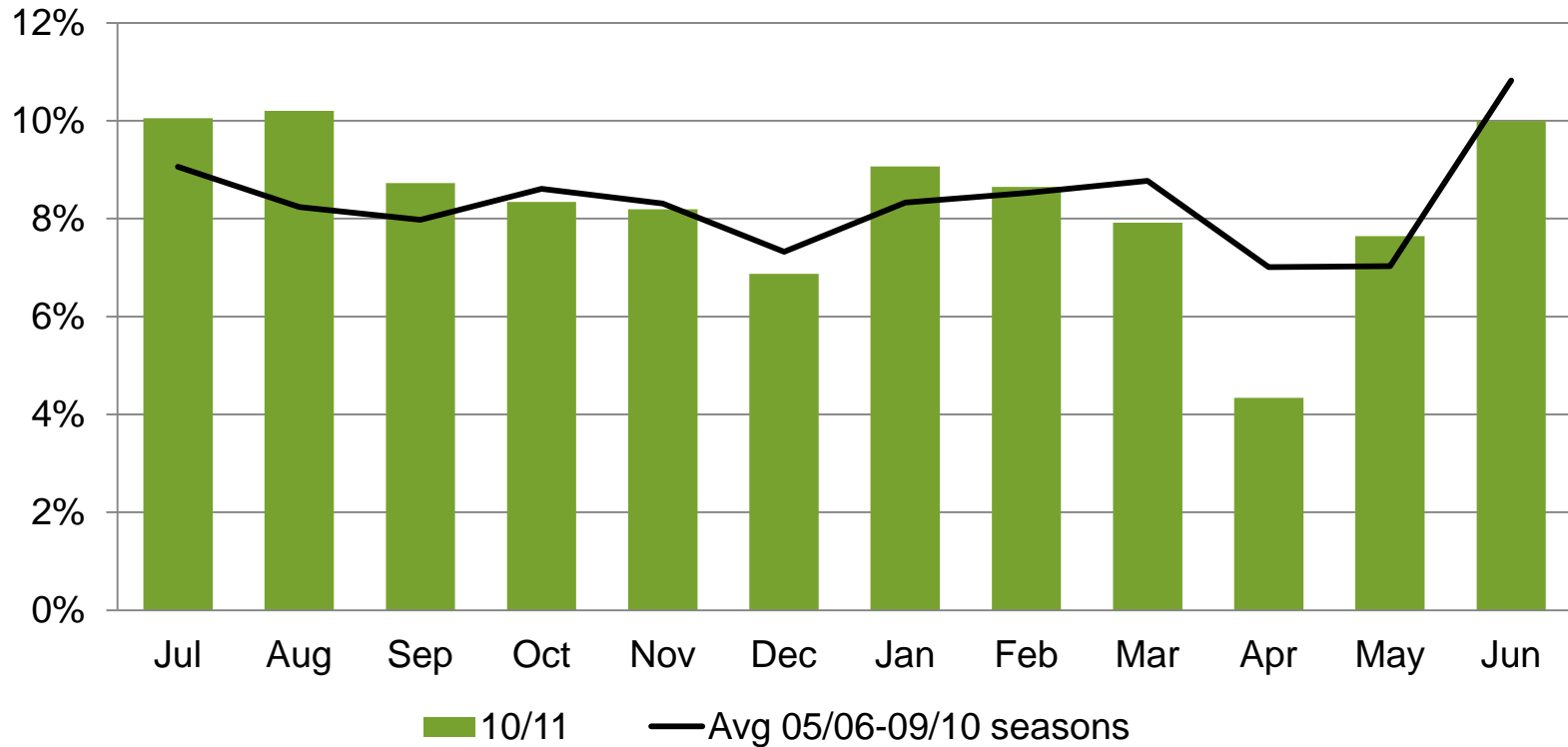


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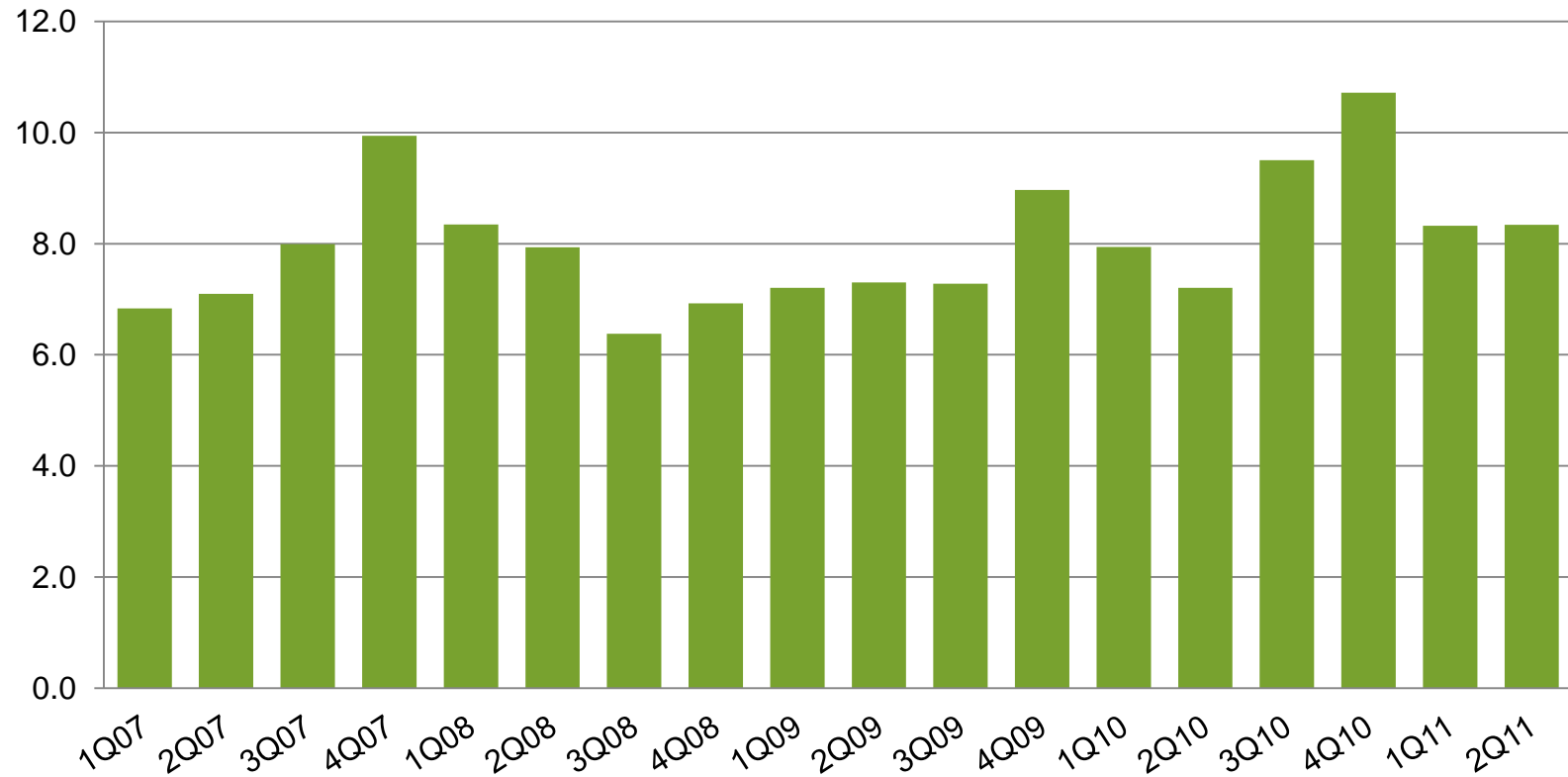
# Yara nitrate sales

Share of annual sales



# Quarterly urea trade

Million tons



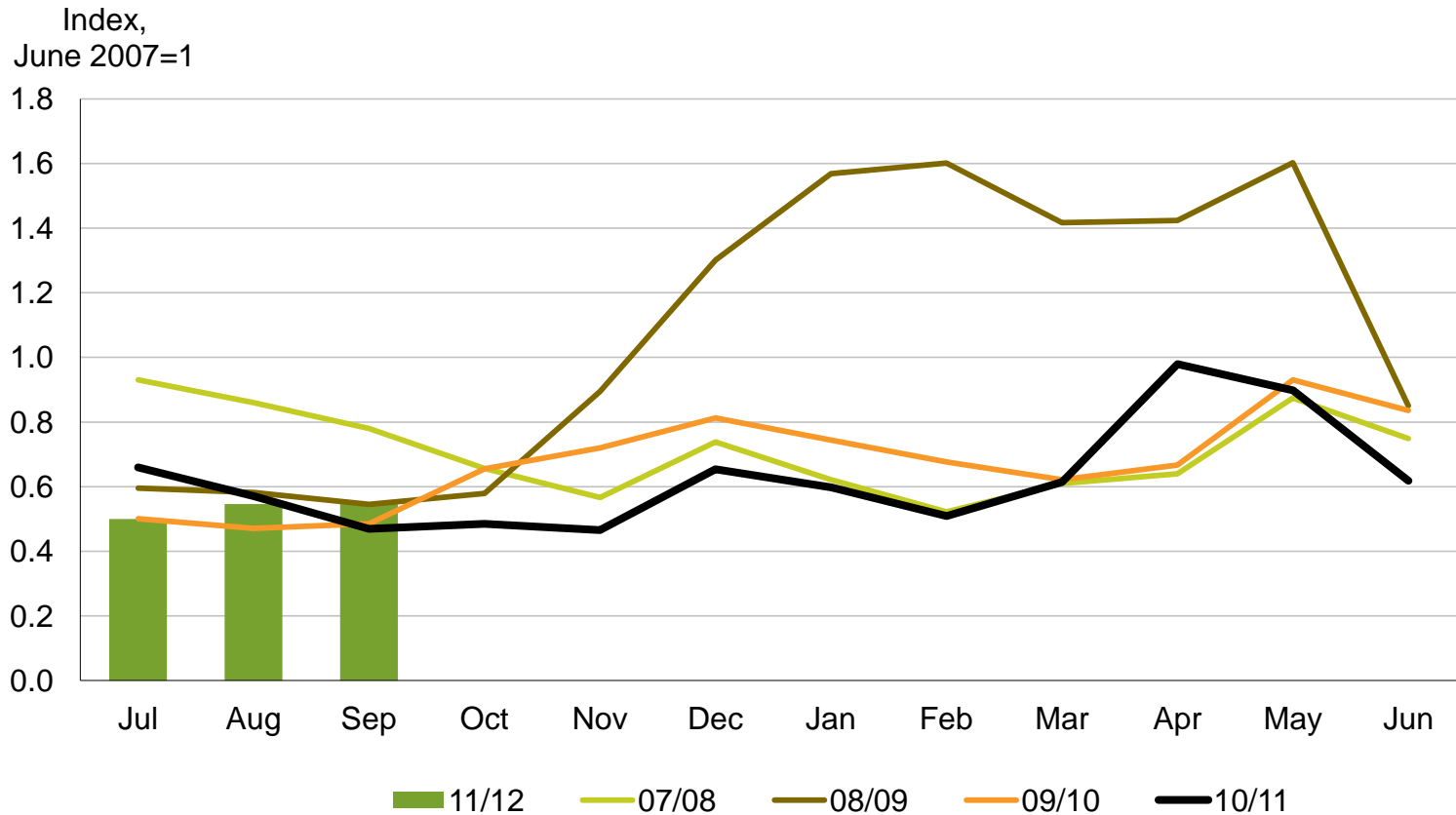
Source: IFA, Iran from GTIS



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# Low European producer nitrate stocks



Source: Fertilizers Europe, September estimate from Yara



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# Yara sensitivities

	Operating Income USD million	EBITDA USD million	Operating Income NOK million	EBITDA NOK million	EPS** NOK
<b>Urea sensitivity +100 USD/t</b>	<b>951</b>	<b>1,090</b>	<b>5,695</b>	<b>6,529</b>	<b>17.4</b>
...of which pure Urea	300	389	1,797	2,330	6.3
...of which Nitrates	368	400	2,205	2,394	6.2
...of which NPK	230	249	1,380	1,493	3.8
<b>Nitrate premium +50 USD/t</b>	<b>407</b>	<b>437</b>	<b>2,437</b>	<b>2,619</b>	<b>6.7</b>
...of which pure Nitrates	292	314	1,750	1,883	4.8
<b>Hub gas Europe + 1 USD/MMBtu</b>	<b>(90)</b>	<b>(110)</b>	<b>(530)</b>	<b>(620)</b>	<b>(1.7)</b>
<b>Currency + 1 NOK/USD</b>	<b>90</b>	<b>90</b>	<b>2,139</b>	<b>2,539</b>	<b>6.2</b>
...of which translation effect	-	-	1,600	2,000	4.9
...and EUR & NOK net fixed cost	90	90	539	539	1.3
Ammonia + 100 USD/t	-	50	-	300	0.7
Phos rock + 50 USD/t	50	50	300	300	0.7
Hub gas North Am + 1 USD/MMBtu	(27)	(27)	(159)	(159)	(0.4)
Crude oil + 10 USD/brl	(80)	(80)	(479)	(479)	(1.3)

\* Assuming NOK/USD = 6, USD/EUR = 1.36 and constant NOK/EUR

\*\* Assuming 30% marginal tax rate on underlying business and 288.8 million shares

Sensitivities assume full production and no inter-correlation between factors



# Price and currency assumptions in scenarios

	12 months to 30 Sep 10	5-year average to 30 Sep 10	Chinese swing*	Demand-driven**
Ammonia fob Black Sea (USD/t)	318	322	340	340
Urea prilled fob Black Sea (USD/t)	254	306	270	420
Nitrate premium (% above Nitrogen in Urea)	23%	32%	25%	25%
Phos rock fob North Africa (USD/t)	105	133	110	110
Zeebrugge natural gas (USD/MMBtu)	5.4	7.3	8.0	8.0
Henry hub natural gas (USD/MMBtu)	4.4	6.6	4.5	4.5
Brent blend crude oil price (USD/bbl)	74	74	85	85
Yara's European energy price (USD/MMBtu)	7.1	8.2	8.4	8.4
NOK/USD	6.0	6.1	6.0	6.0
USD/EUR	1.36	1.36	1.36	1.36

\* Ammonia and urea prices equal to marginal producers' cash cost, energy prices are forward prices as of 26 November

\*\* Given example to illustrate effect of urea price USD 150 per ton above marginal cost.



# Simplified P&Ls for scenarios

NOK	12M to 30 Sep 2010 *	5-year average to 30 Sep 2010**	Chinese swing	Demand-driven
EBITDA	8,700	13,000	9,500	21,000
Depreciation	(2,500)	(2,500)	(2,500)	(2,500)
Net finance	(1,000)	(700)	(700)	(700)
Income before tax	5,200	9,800	6,300	17,800
Tax	(1,200)	(2,200)	(1,200)	(4,100)
Net income	4,000	7,500	5,100	13,700
Number of shares (millions)	288.8	288.8	288.8	288.8
<b>Earnings per share (NOK)</b>	<b>14</b>	<b>26</b>	<b>18</b>	<b>47</b>
Earnings per share (USD)	2.3	4.3	2.9	8.0

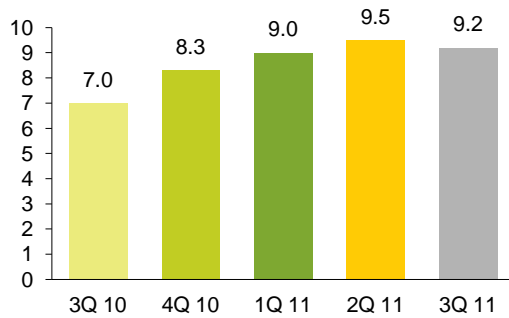
\* Excluding foreign exchange gain/loss, special items and energy arbitrage

\*\* Not historical earnings, but estimated earnings for today's Yara business, using 5-year average price conditions.

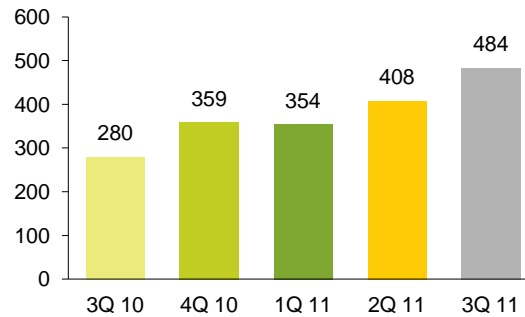


# Key value drivers – quarterly averages

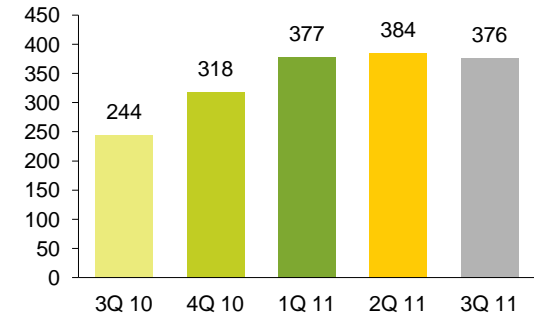
Zeebrugge day ahead(USD/MMBtu)



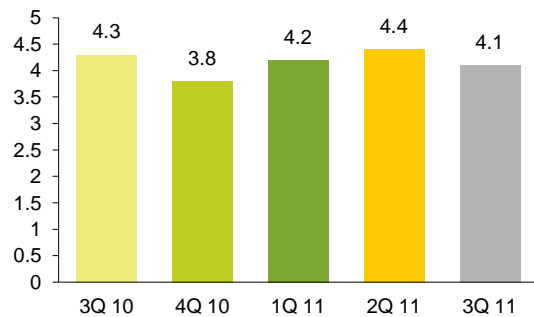
Urea prilled fob Black Sea (USD/t)



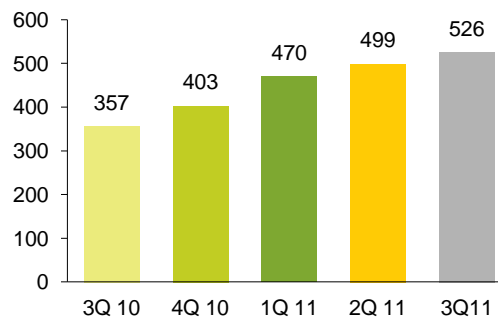
CAN cif Germany (USD/t)



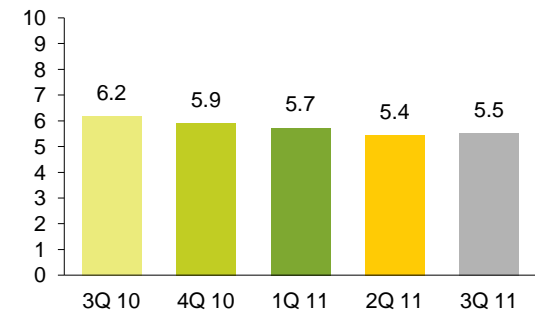
US gas price Henry Hub (USD/MMBtu)



Ammonia fob Black Sea (USD/t)



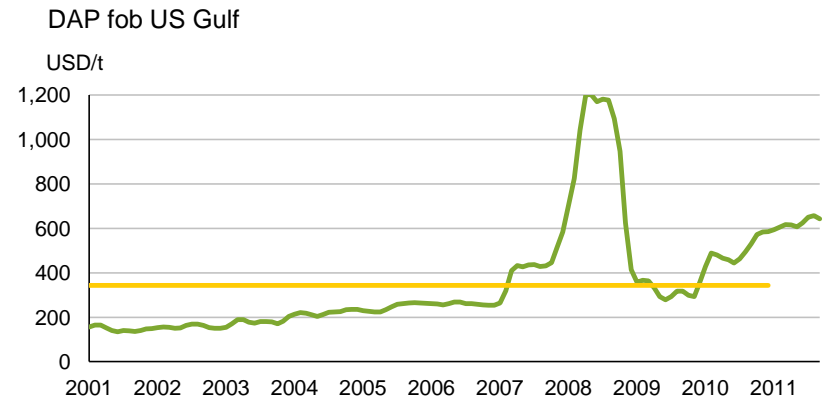
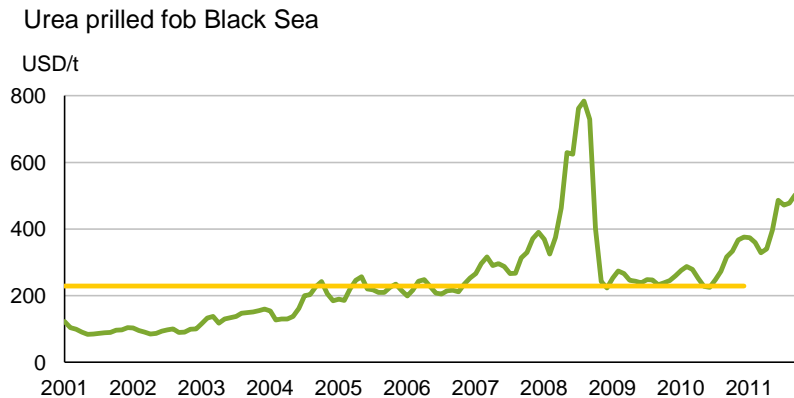
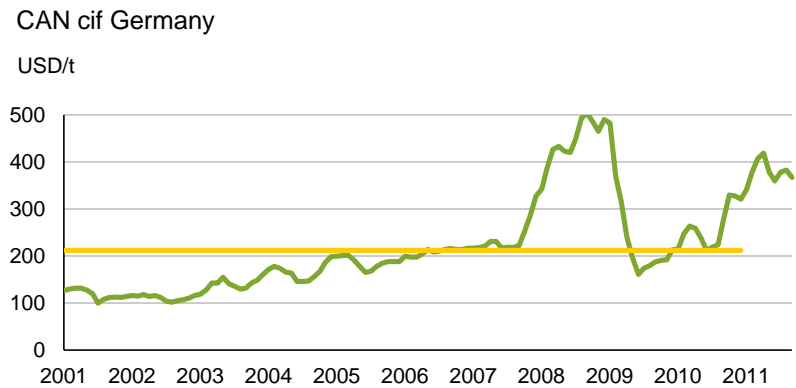
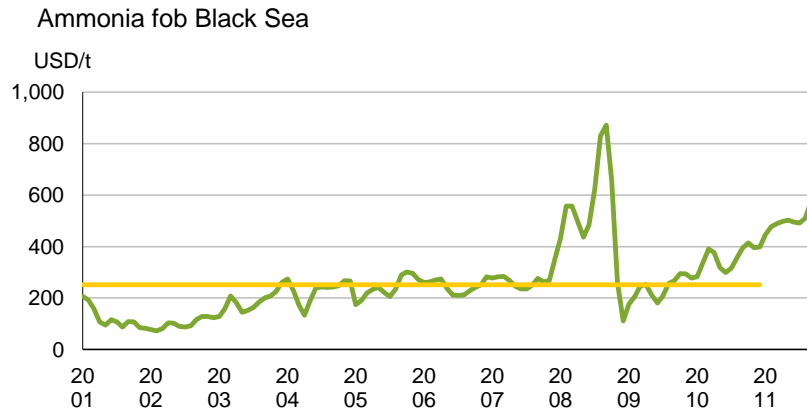
NOK/USD exchange rate



Source: Fertilizer Market Publications, CERA, World Bank, Norges Bank



# 10-year fertilizer prices – monthly averages



— Average prices 2001 - 2010

Source: Average of international publications



IR – Date: 2011-11-04

