



Knowledge grows

# Yara International ASA

**Torgeir Kvidal, Head of Supply & Trade**

BofA-Merrill Lynch conference

London, 7 December 2011

# A business strategy geared for global optimization



Scale advantages



Unique flexibility



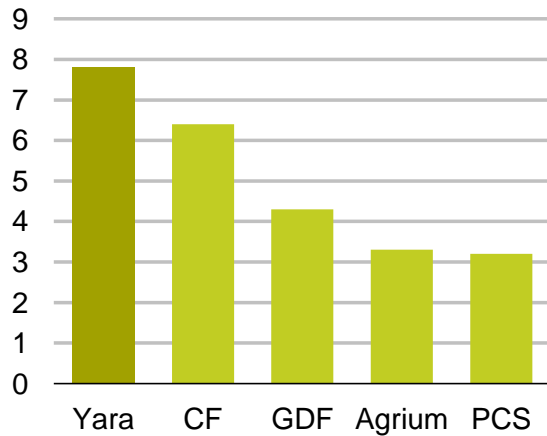
Unrivalled presence



# Yara – the leader in nitrogen fertilizers

Global no 1 in ammonia

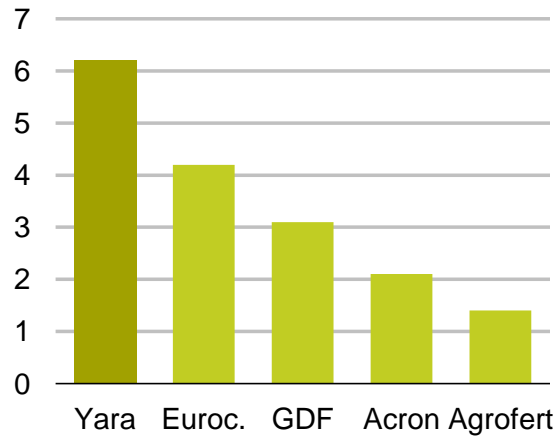
Production capacity\* (mill t)



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

Global no 1 in nitrates

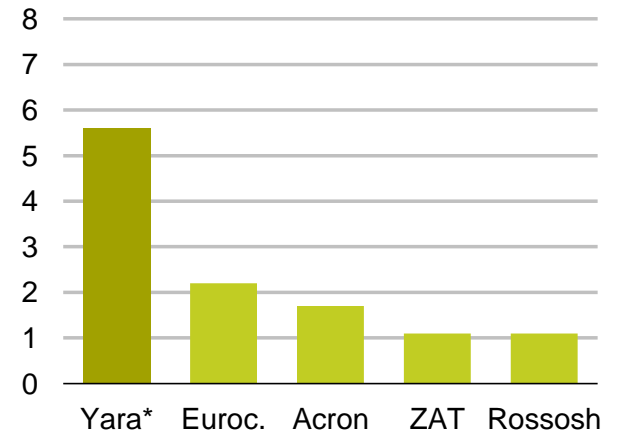
Production capacity\* (mill t)



Source: Fertilizer Europe

Global no 1 in NPK complex fertilizer

Production capacity\* (mill t)

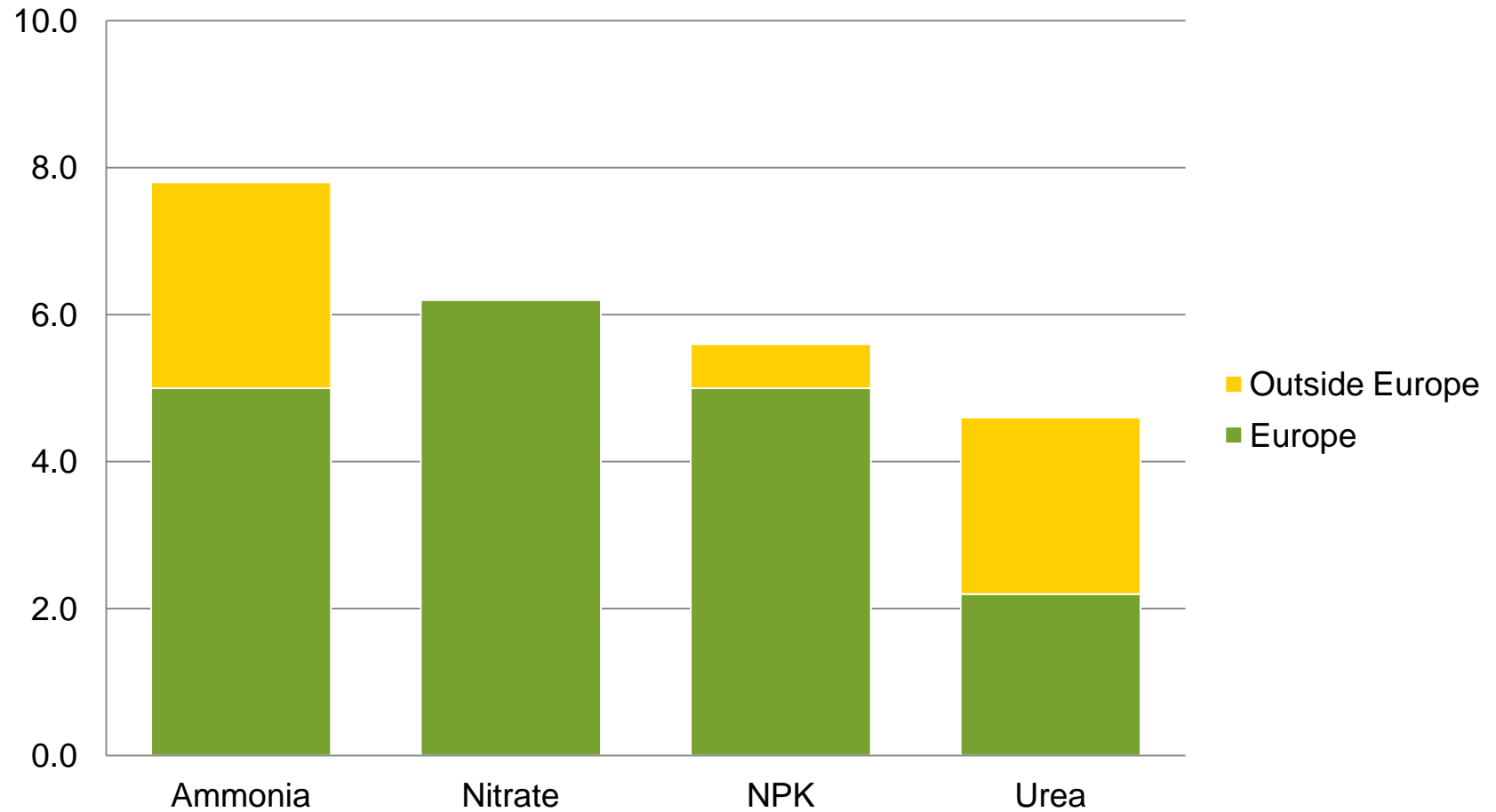


Source: Fertilizer Europe



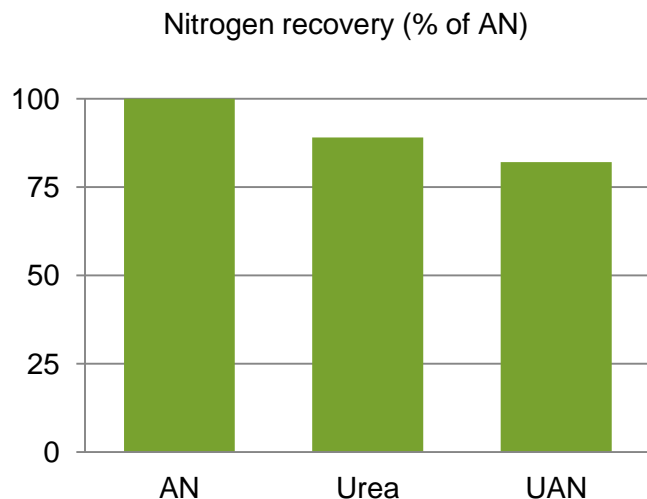
# Yara production capacities

Million tons  
product



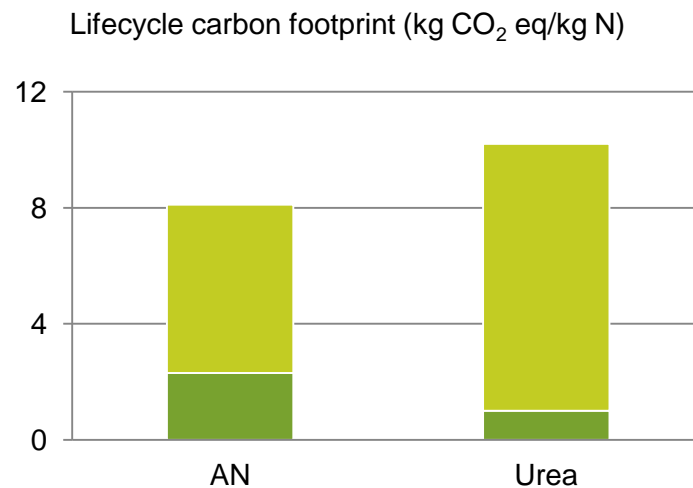
# Nitrate-based fertilizers are superior to urea both agronomically and environmentally

**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

**The carbon footprint is lower than for Urea**

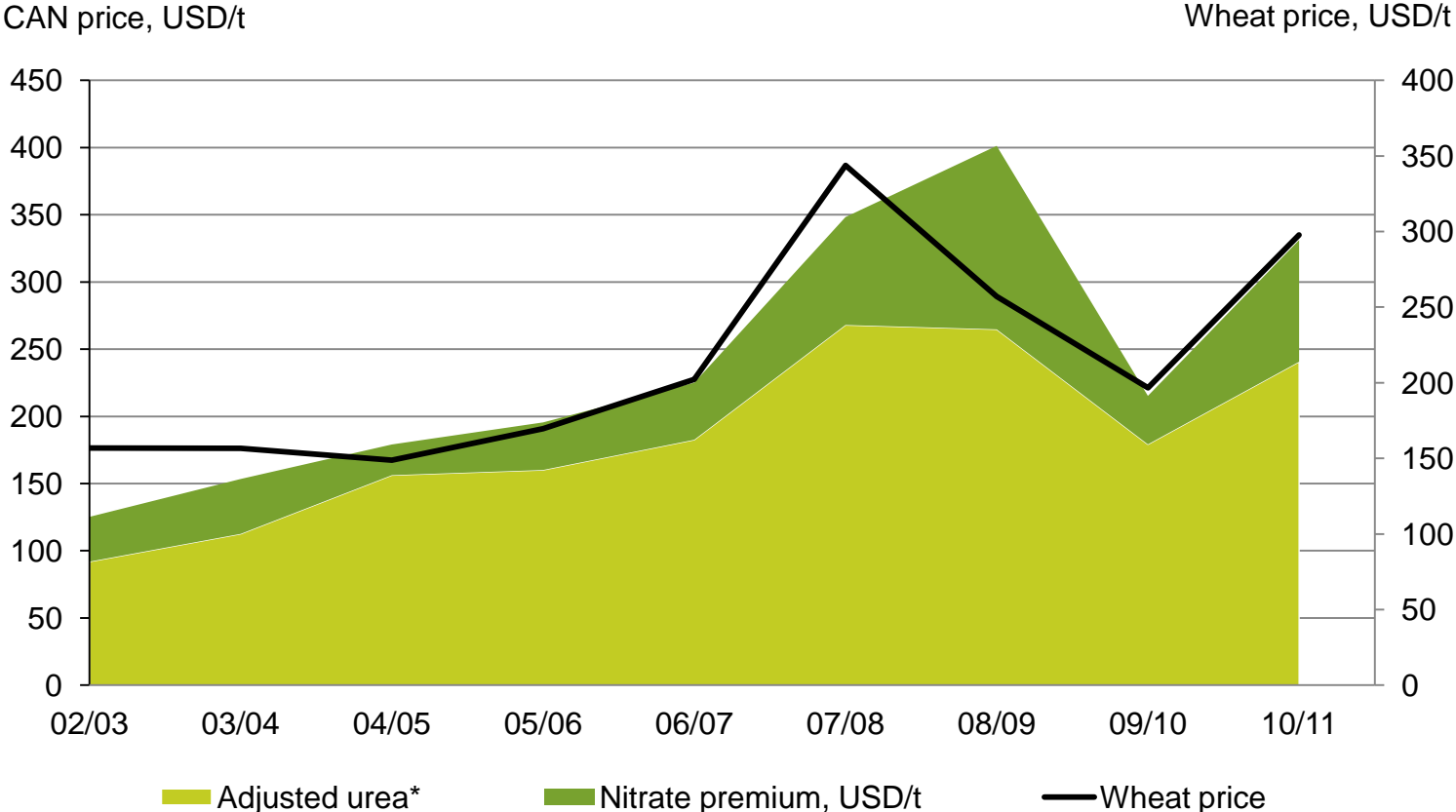


Although urea is more CO<sub>2</sub> efficient in production, CO<sub>2</sub> emissions and ammonia volatilization on application more than offset for this

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



# Nitrate premium is mainly a function of crop prices and proper marketing



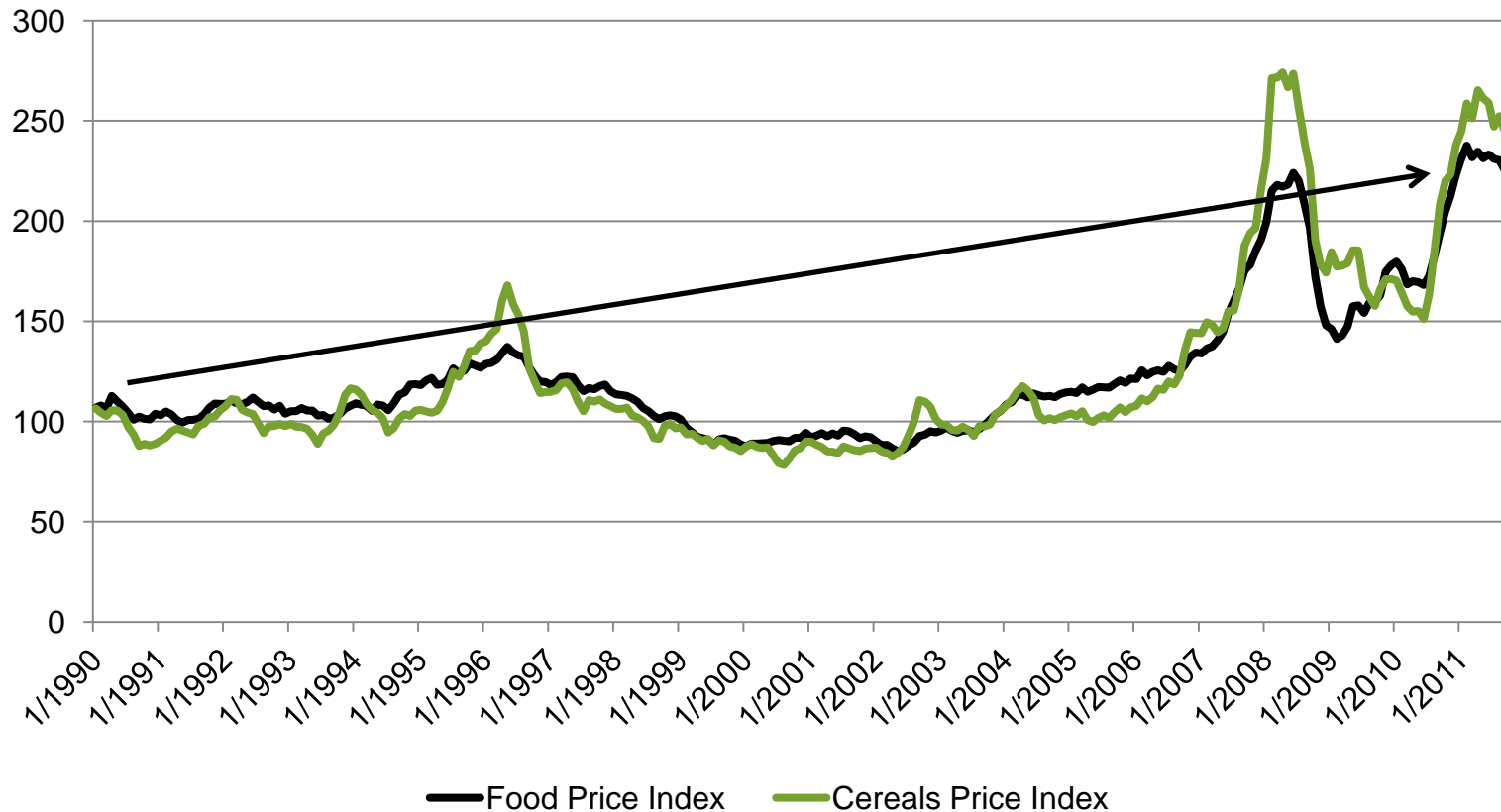
\* Urea fob Black sea adjusted for import costs into Europe and nitrogen content similar to CAN



# Long-term grain price development underlines productivity challenge

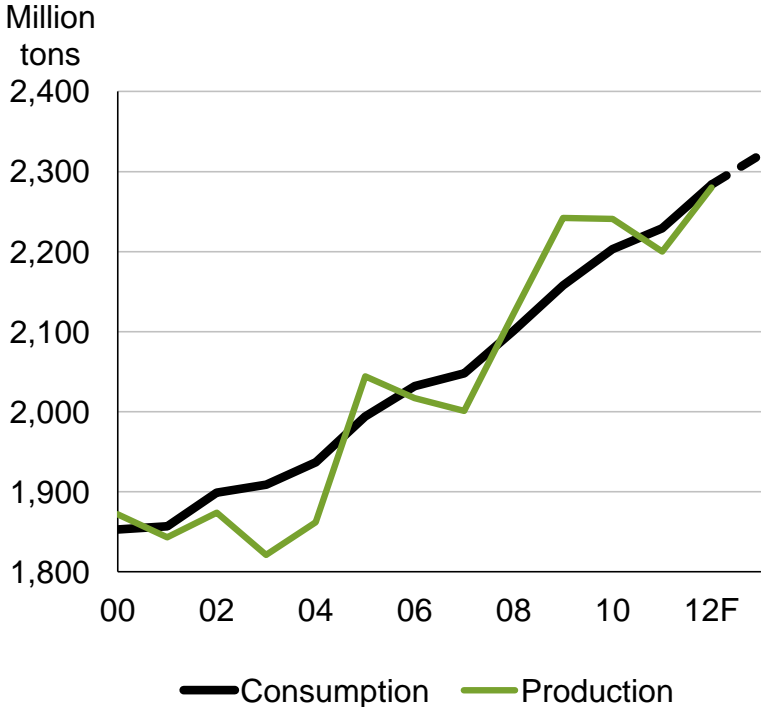
FAO Food price index

2002-2004=100

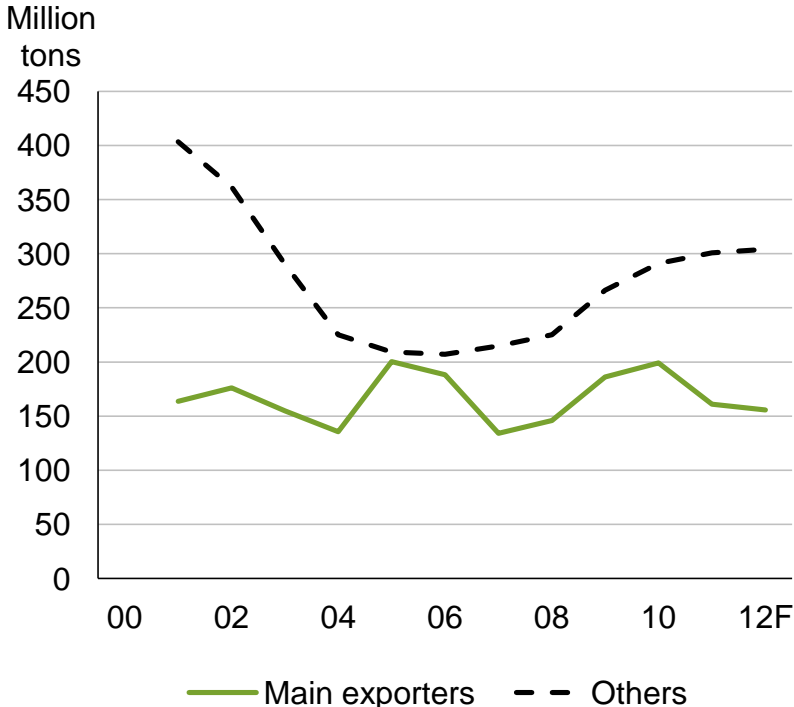


# Grain stocks in exporting regions below average

**Grain production and consumption**



**Global stocks**

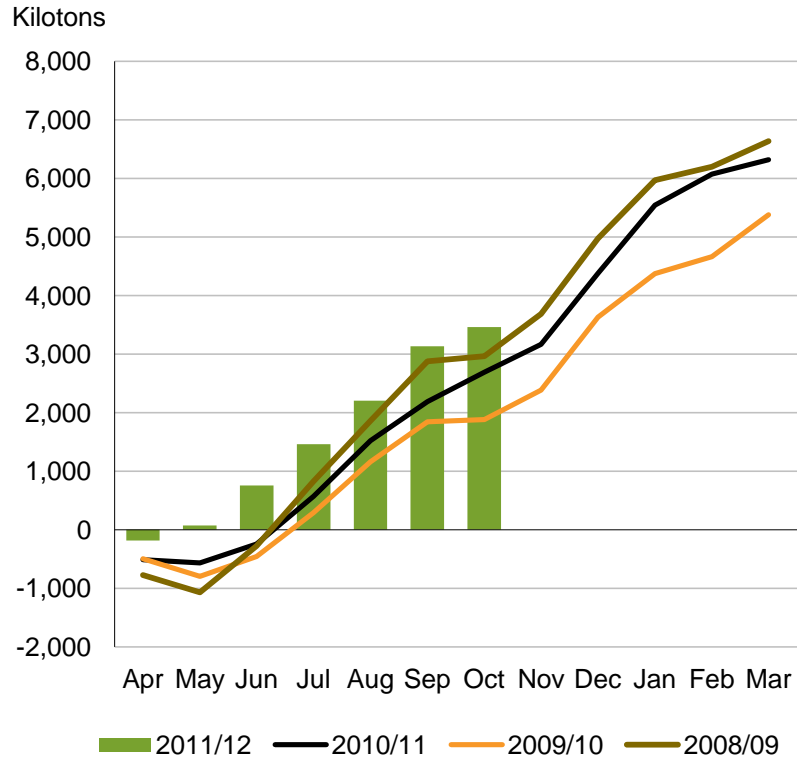


Source: USDA, November 2011



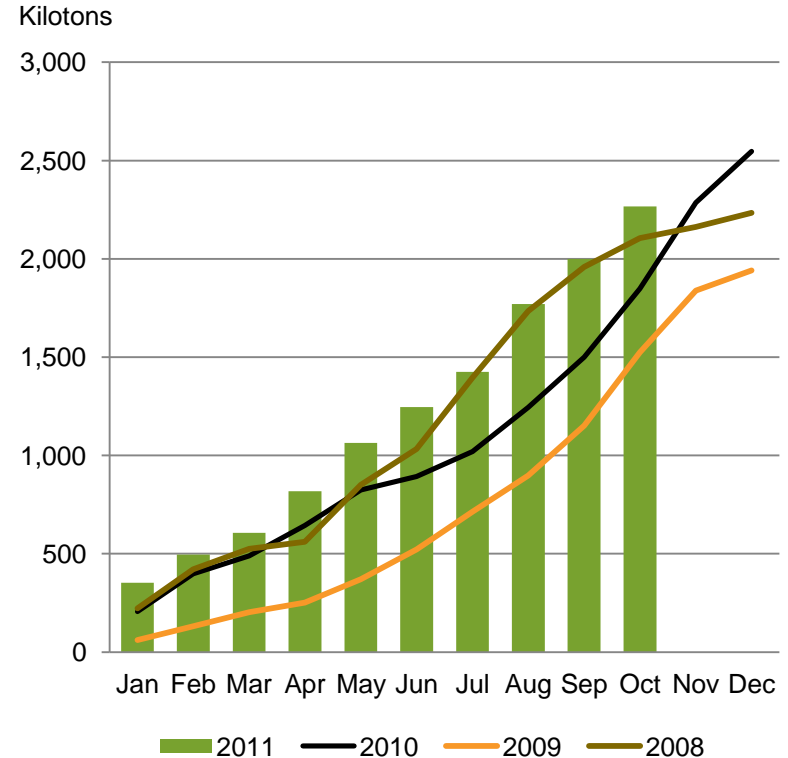
# Strong demand in regions that are in season

## Record Indian import need



Source: Indian Statistics

## Brazilian urea import

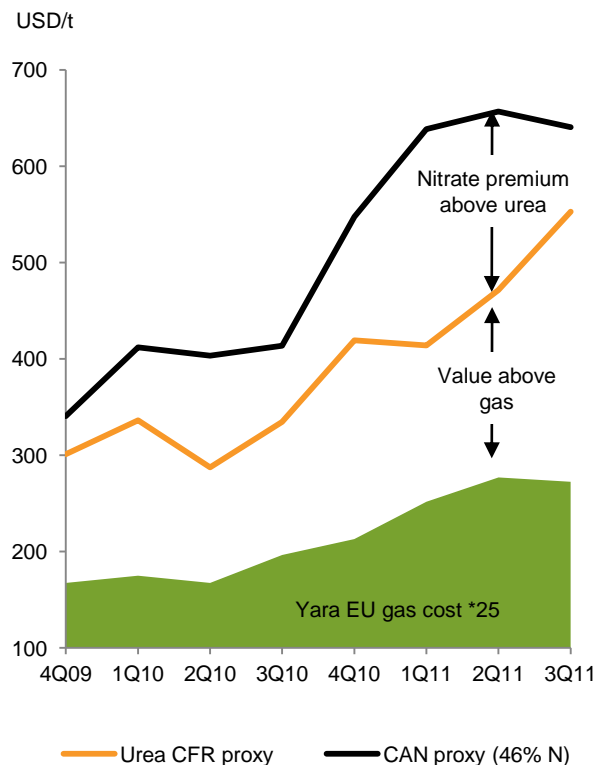


Source: GTIS

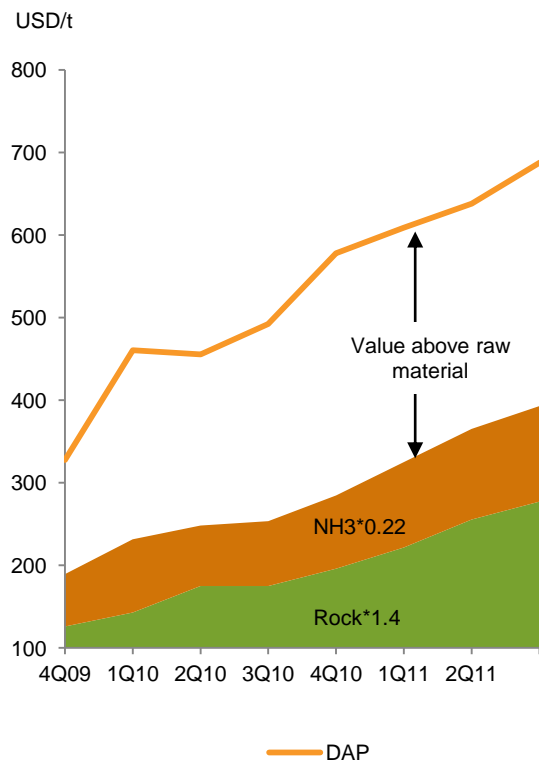


# Significant margin expansion for nitrogen and phosphate fertilizer

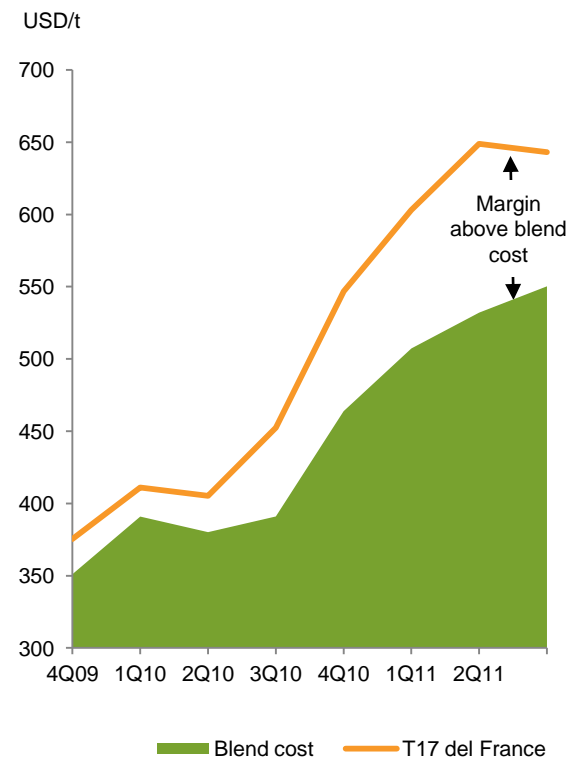
## Nitrogen upgrading margins



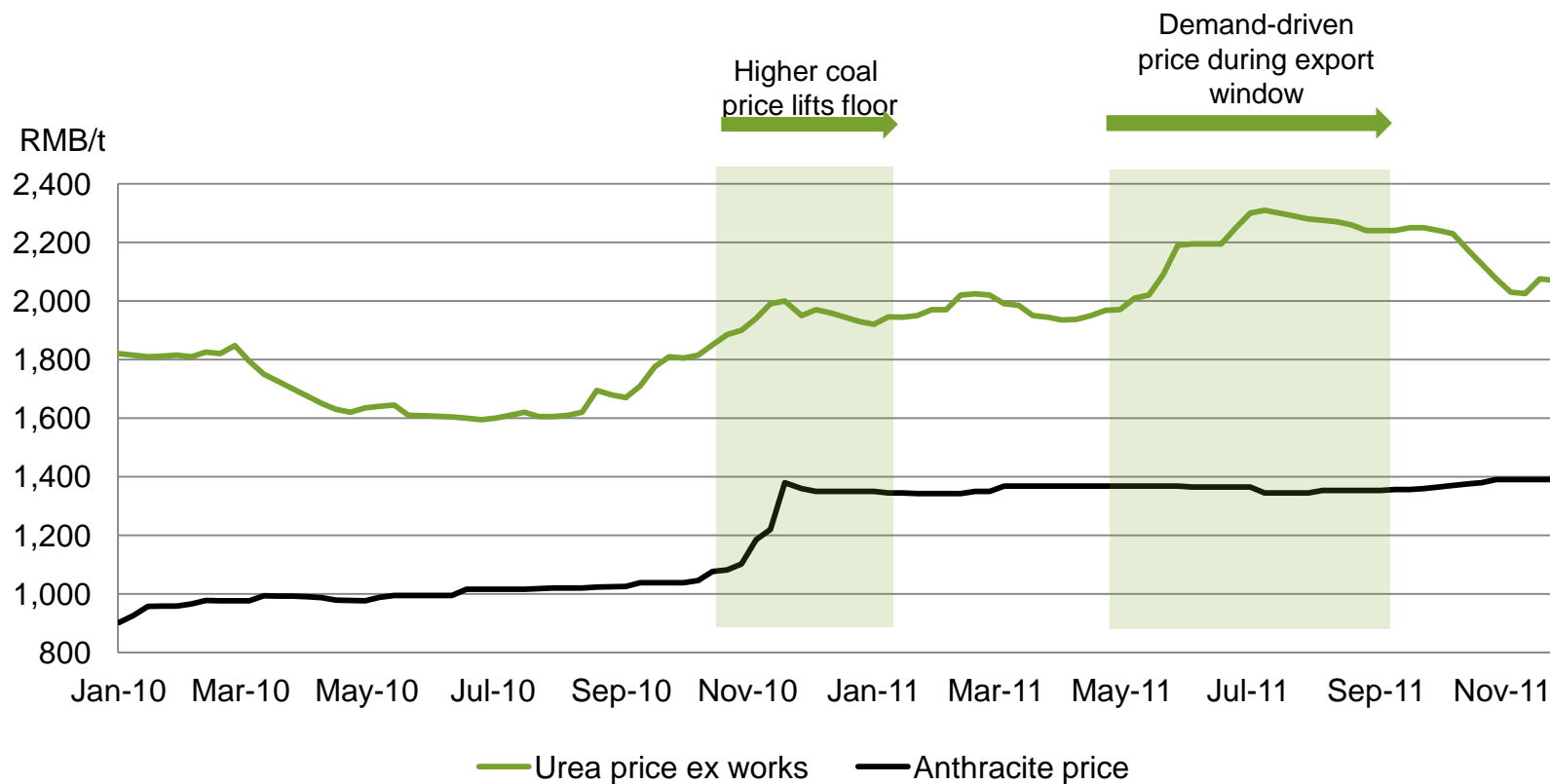
## Phosphate upgrading margins



## NPK blend premium



# Chinese urea cost and domestic price established at higher level in 2011

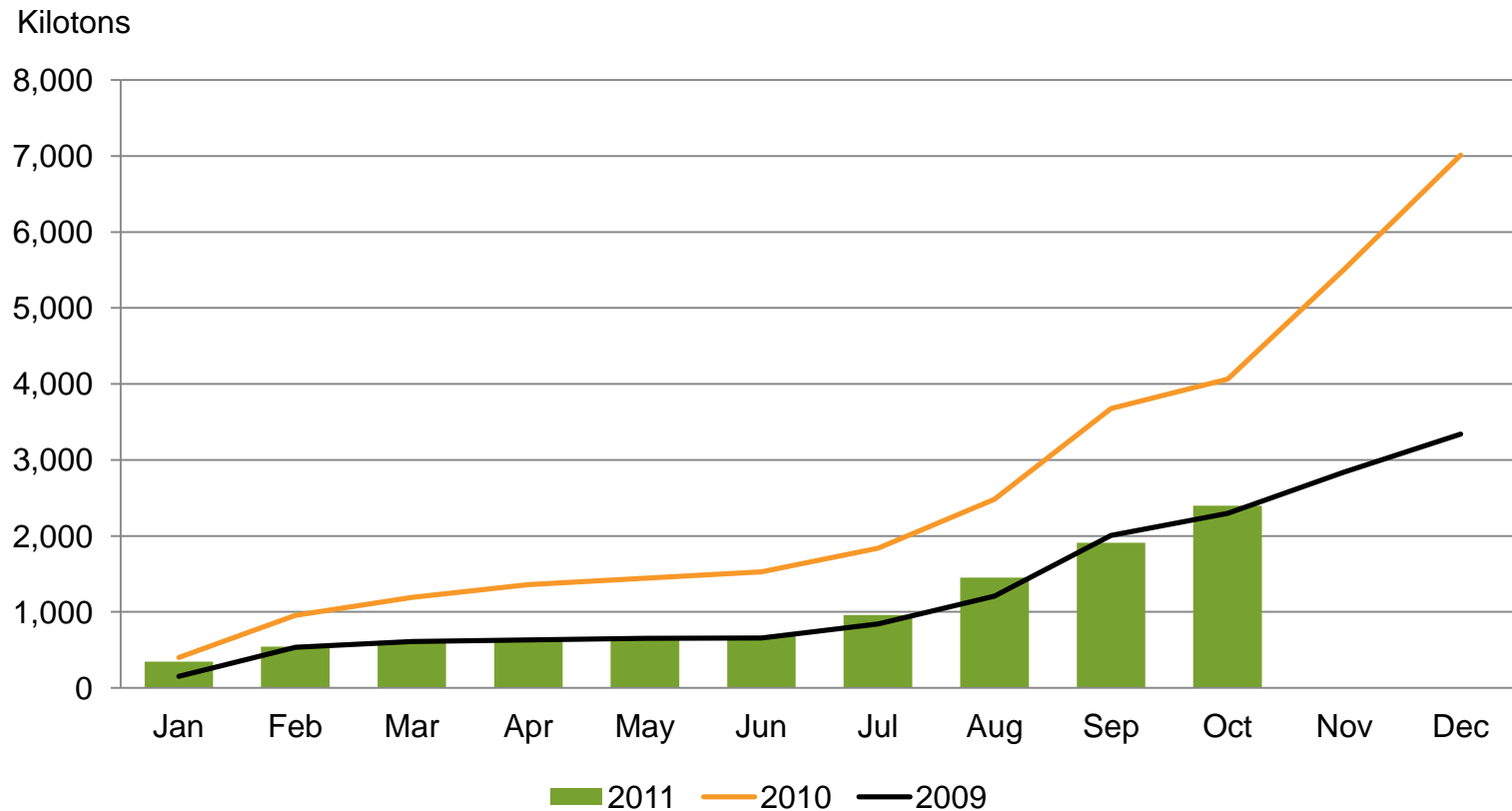


Higher coal prices and focus on emission control and energy efficiency has led to higher domestic urea prices

Source: China Fertilizer Market Week



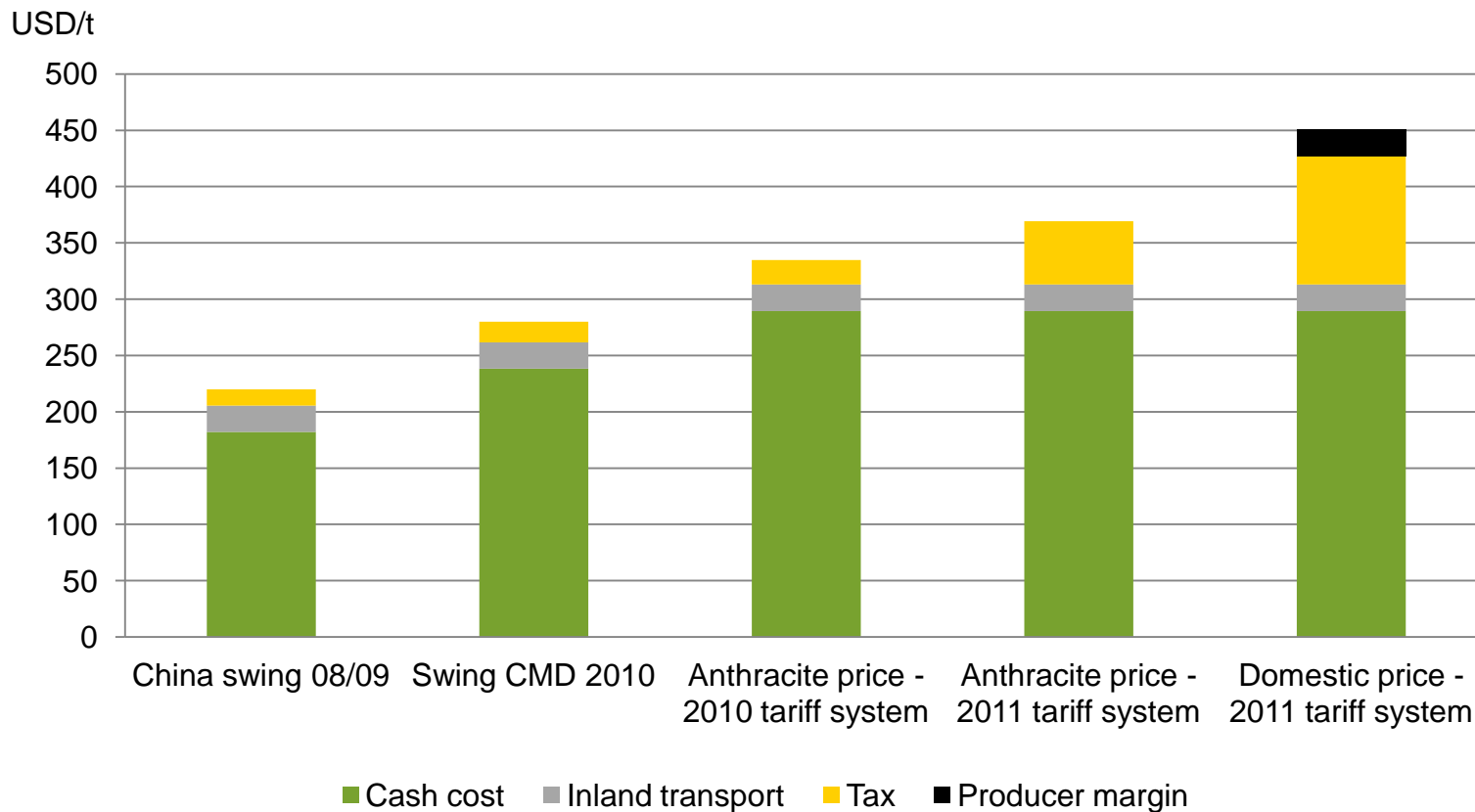
# 2011 net urea export from China ~50% lower



Source: BOABC



# Chinese swing price USD 150 higher compared with 2008/09



# 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%<br>Trinidad 7%   | Trinidad 15%<br>Iran 12%   | 2.5% (2.5%)  | 1.9% (2.0%)     |
| 2011                                      | China 53%<br>Pakistan 15%  | Pakistan 31%<br>Iran 15%   | 2.0% (2.0%)  | 1.5% (1.5%)     |
| 2012                                      | China 61%<br>Algeria 10%   | Algeria 26%<br>Qatar 21%   | 3.9% (4.2%)  | 2.5% (3.1%)     |
| 2013                                      | China 27%<br>Algeria 19%   | Algeria 27%<br>UAE 17%     | 2.3% (2.0%)  | 2.7% (2.2%)     |
| 2014                                      | India 16%<br>Indonesia 14% | India 16%<br>Indonesia 14% | 1.0% (0.9%)  | 1.5% (1.4%)     |
| <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>     |

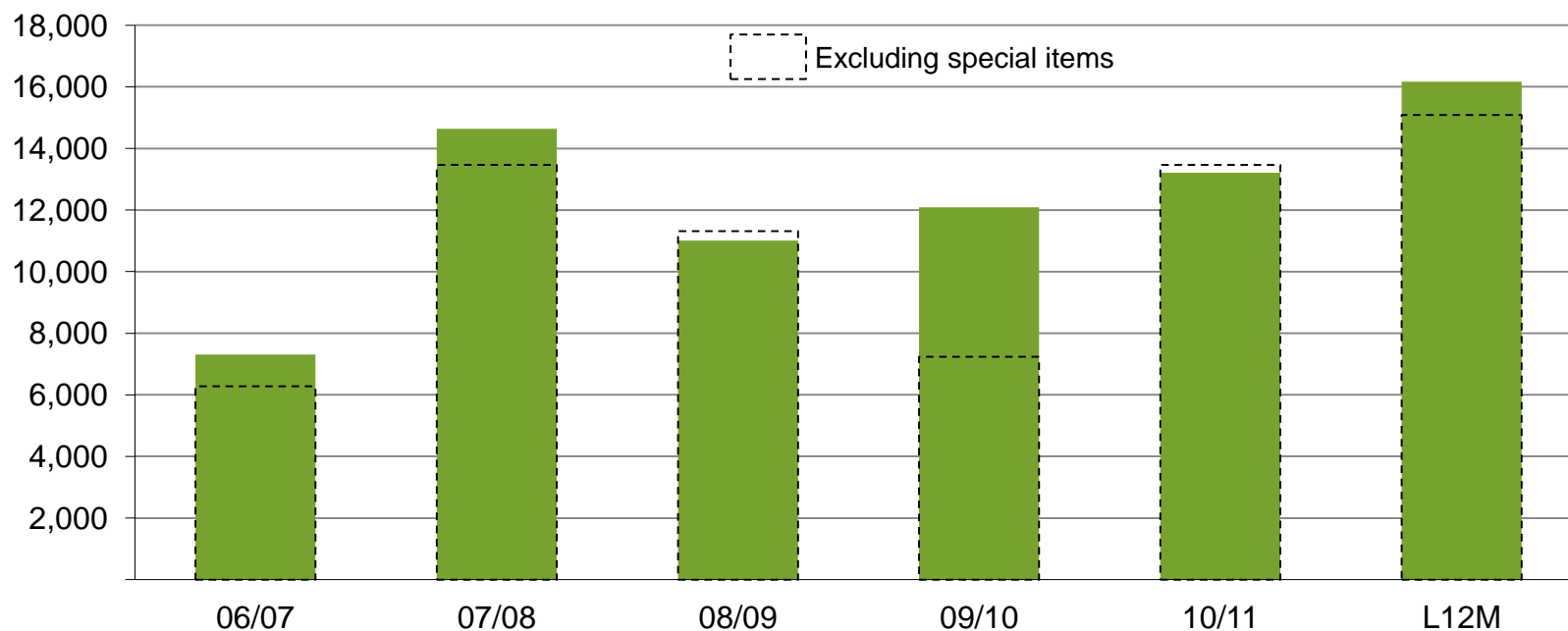
Source: Fertecon urea update October 2011 - Algeria capacity aligned with Fertecon ammonia update November 2011.  
Consumption data source is IFA.



# Last 4 quarters EBITDA exceeds record 07/08 season

## EBITDA

NOK millions



# Prospects 2012

- Current agricultural prices provide healthy farm economics, with good incentives for continued strong fertilizer demand
- Limited new capacity outside China, roughly in line with trend consumption growth
- Urea prices likely to operate between demand-driven pricing and Chinese price floor around USD 360 fob Black Sea
- At current grain prices, rebound in European deliveries likely during first half



## Price and currency assumptions in scenarios

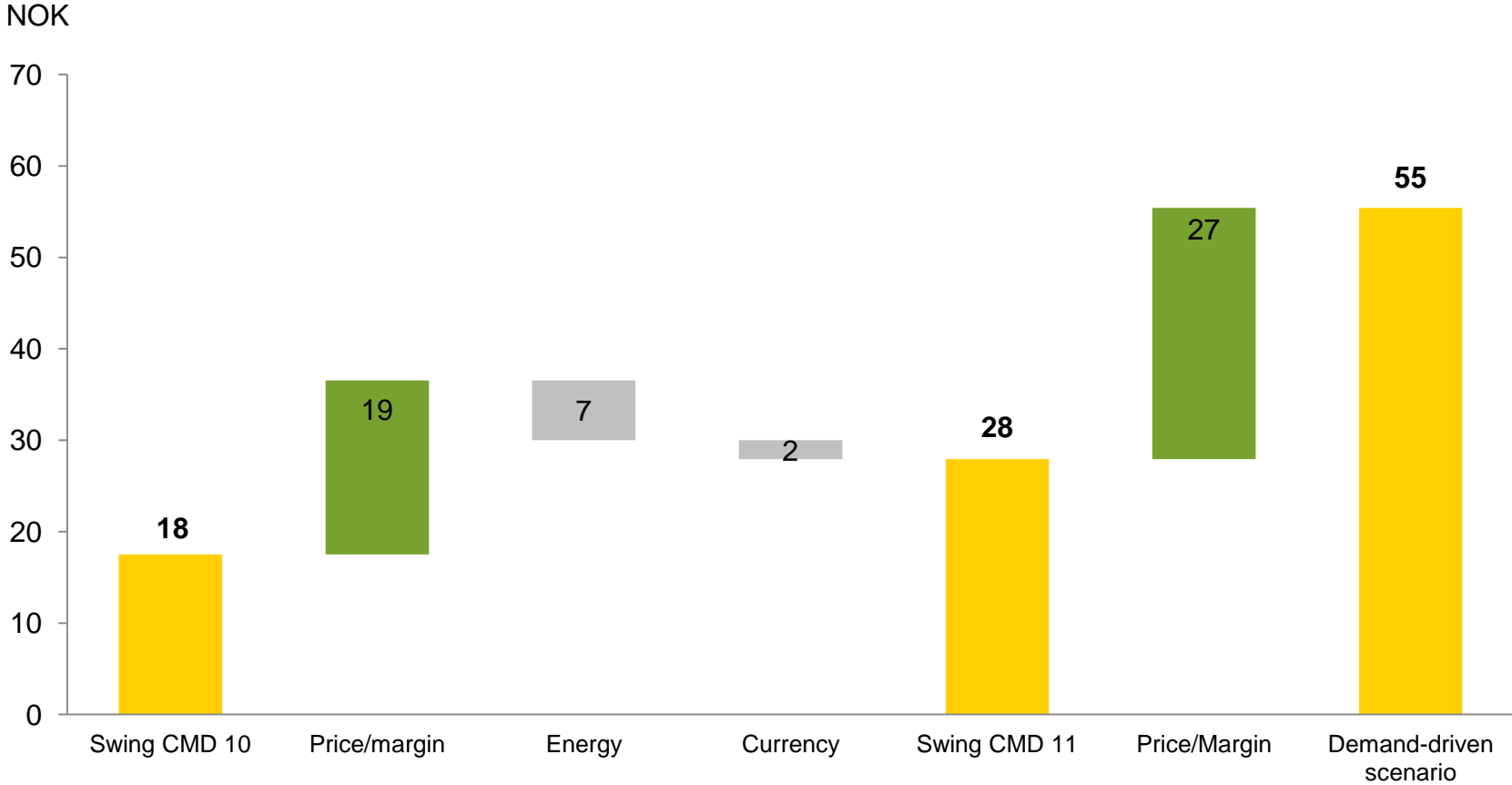
|  | Last 4 quarters | 5-year avg. to 30 Sep 11 | Chinese swing* | Demand-driven** |
|--|-----------------|--------------------------|----------------|-----------------|
| Ammonia fob Black Sea (USD/t)            | 459             | 366                      | 450            | 550             |
| Urea prilled fob Black Sea (USD/t)       | 386             | 342                      | 360            | 510             |
| Nitrate premium , USD/t                  | 94              | 77                       | 62             | 68              |
| Phos rock fob North Africa (USD/t)       | 164             | 158                      | 200            | 200             |
| DAP fob Morocco (USD/t)                  | 594             | 575                      | 600            | 600             |
| Zeebrugge natural gas (USD/MMBtu)        | 8.8             | 7.3                      | 9.3            | 9.3             |
| Henry hub natural gas (USD/MMBtu)        | 4.1             | 5.8                      | 3.9            | 3.9             |
| Yara's European energy price (USD/MMBtu) | 10.1            | 8.8                      | 10.8           | 10.8            |
| Brent blend crude oil price (USD/bbl)    | 98              | 81                       | 106            | 106             |
| NOK/USD                                  | 5.7             | 5.9                      | 5.8            | 5.8             |

\* Ammonia and urea prices equal to marginal producers' cash cost, energy prices are forward prices as of 21 November

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

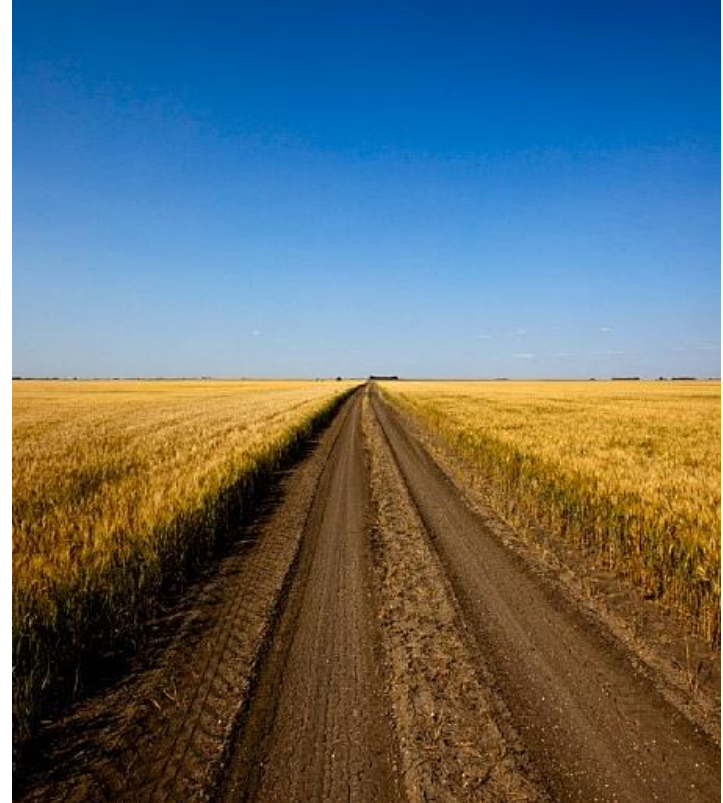


# Demand-driven USD 150 per ton margin on urea improves EPS by close to NOK 30

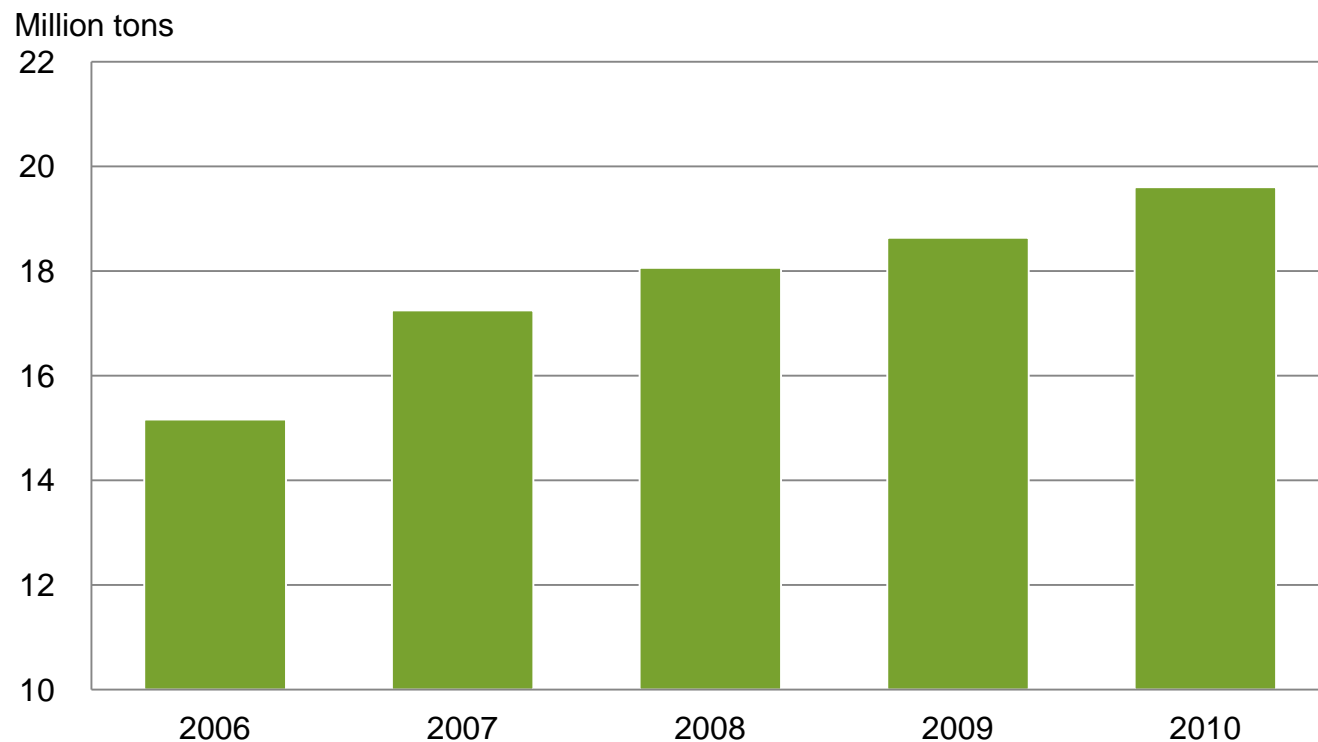


# Well positioned for profitable operations and growth

- Strong need for sustainable improvements in agricultural productivity
- Yara's premium products provide additional productivity while also addressing climate change and water scarcity challenges
- Committed to delivering sustained shareholder value generation, through profitable growth and cash returns



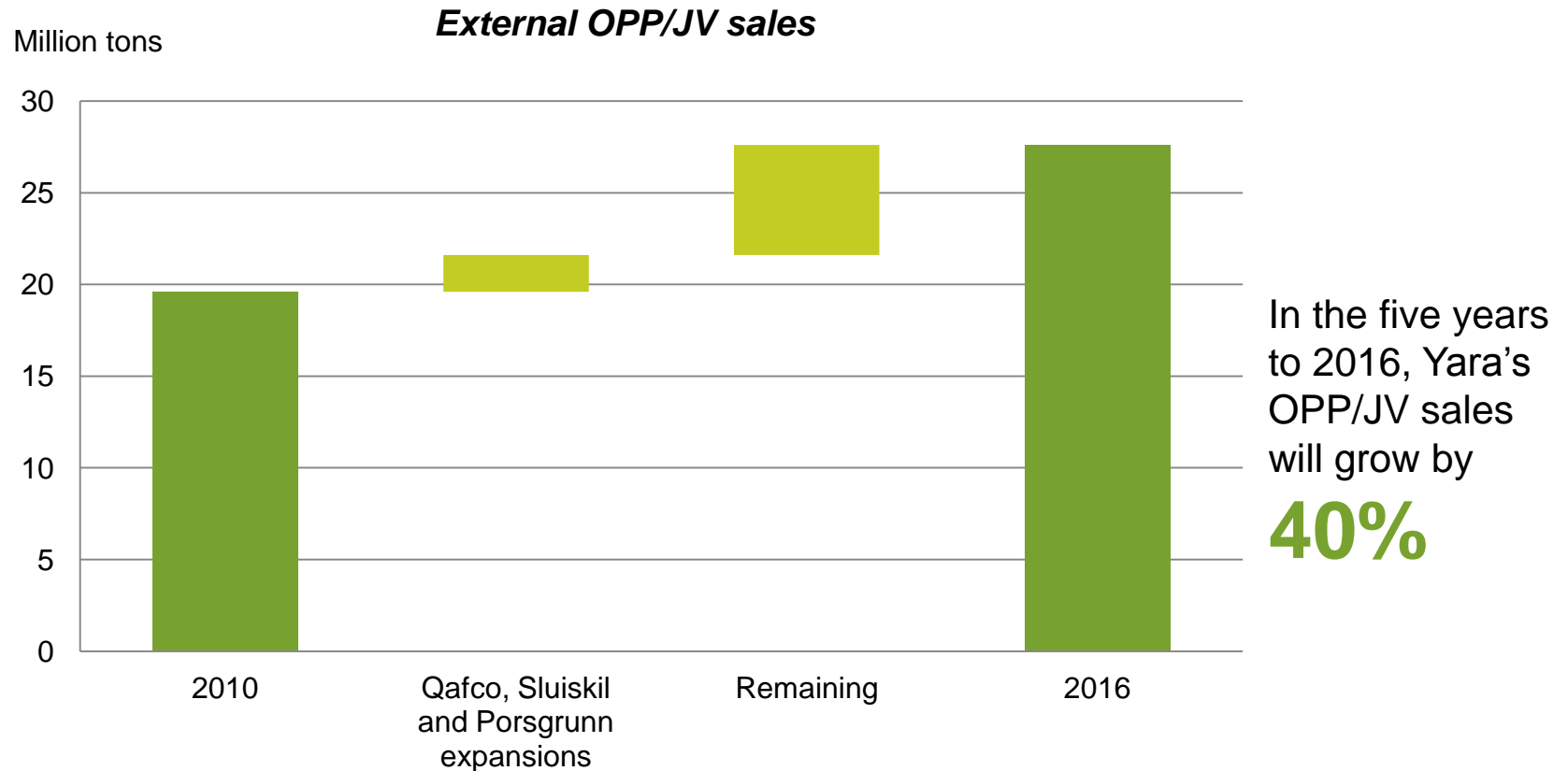
# Growth in production has resulted in significantly improved earnings



In five years  
Yara's OPP/JV  
sales grew by  
almost

**30%**

# We aim to increase own-produced and JV volumes by 8 million tons by 2016



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



The screenshot shows the Yara website homepage with a background image of two men in a cocoa plantation. The Yara logo and tagline "Knowledge grows" are in the top left. A navigation menu on the left includes links for About Yara, Products and services, Sustainability, Investor Relations, Jobs & Careers, and Media. A search bar is positioned above the menu. Below the menu are sections for "Select your country", "LATEST PRESS RELEASES" (with a reminder about Yara International ASA's third quarter results), "SHARE PRICE" (252,80 / 1.20), and "FOOD & CLIMATE MAGAZINE" (with a "Feeding the future" banner). The main content area features a large 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 also present. The footer contains 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 accessibility icons.

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**LATEST PRESS RELEASES**

Reminder: Program for the publication of Yara International ASA's third quarter resu...  
10.10.2011

**SHARE PRICE** ▶ 252,80 1.20 ▲

**FOOD & CLIMATE MAGAZINE**

**Feeding the future**

# Spotlight on Africa commitment

Yara sponsors first African Green Revolution Forum (AGRF) in Africa ▶

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# Yara sensitivities

|                                     | Operating<br>Income<br>USD million | EBITDA<br>USD million | EPS*<br>USD  |
|-------------------------------------|------------------------------------|-----------------------|--------------|
| <b>Urea sensitivity +100 USD/t</b>  | <b>944</b>                         | <b>1,095</b>          | <b>2.8</b>   |
| ...of which pure Urea               | 304                                | 422                   | 1.2          |
| ...of which Nitrates                | 367                                | 391                   | 1.0          |
| ...of which NPK                     | 198                                | 207                   | 0.5          |
| <b>Nitrate premium +50 USD/t</b>    | <b>439</b>                         | <b>467</b>            | <b>1.2</b>   |
| ...of which pure Nitrates           | 273                                | 294                   | 0.8          |
| <b>Hub gas Europe + 1 USD/MMBtu</b> | <b>(90)</b>                        | <b>(110)</b>          | <b>(0.3)</b> |
| Ammonia + 100 USD/t                 | -                                  | 50                    | 0.2          |
| Phos rock + 50 USD/t                | 50                                 | 50                    | 0.1          |
| Hub gas North Am + 1 USD/MMBtu      | (27)                               | (27)                  | (0.1)        |
| Crude oil + 10 USD/brl              | (80)                               | (80)                  | (0.2)        |
| Currency + 1 USD/NOK **             | 90                                 | 90                    | 0.2          |

\*Assuming 30% marginal tax rate on underlying business and 287.2 million shares

\*\* Net fixed costs in EUR and NOK

Sensitivities assume stable value-added margins and no inter-correlation between factors

## Simplified P&Ls for scenarios

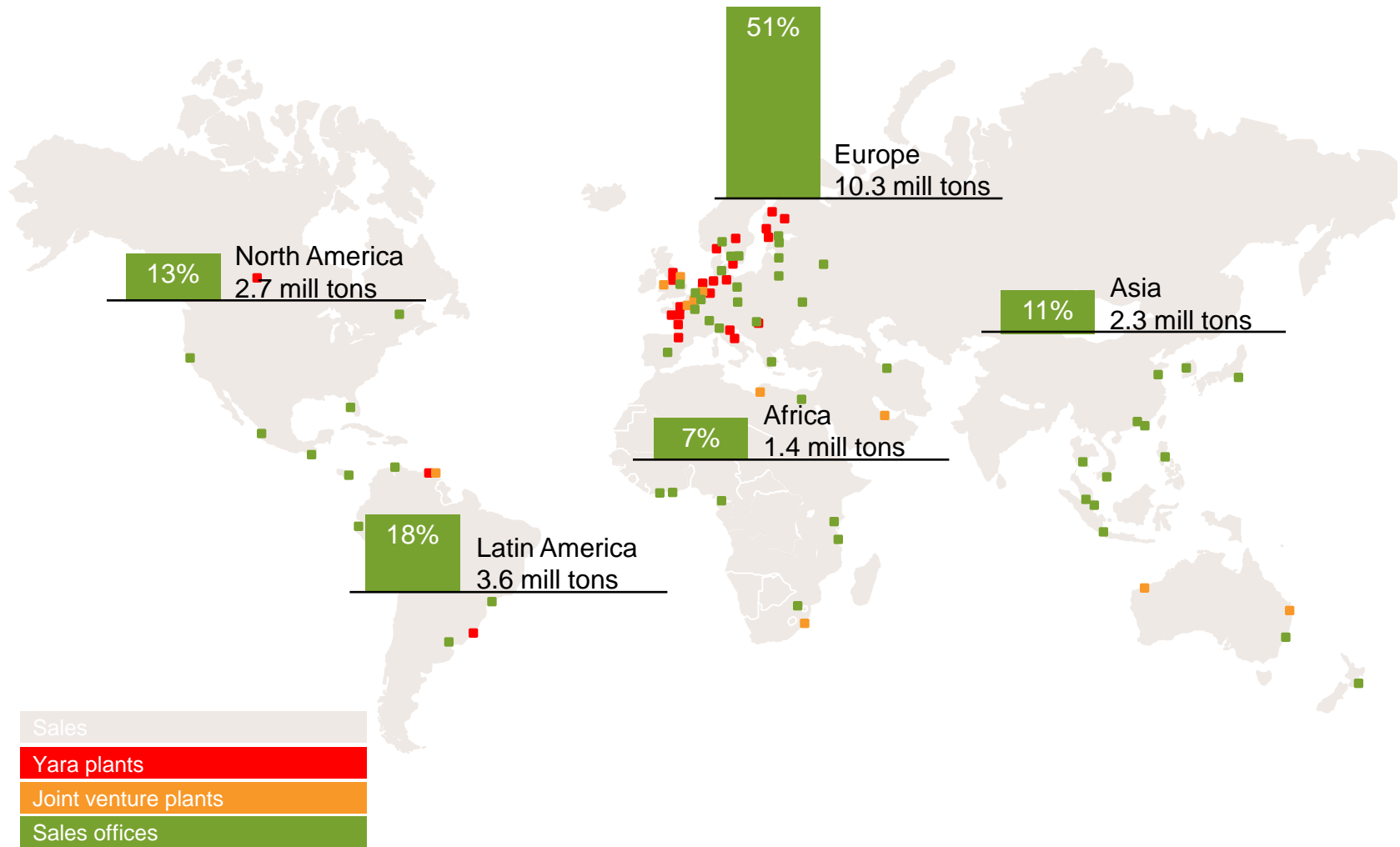
| NOK                                    | Last 4 quarters | 5-year avg. to 30 Sep 2011 <sup>2)</sup> | Chinese swing | Demand-driven |
|--|-----------------|--|---------------|---------------|
| EBITDA <sup>1)</sup>                   | 14,800          | 15,200                                   | 13,500        | 23,600        |
| Depreciation                           | -2,600          | -2,600                                   | -2,600        | -2,600        |
| Interest expense                       | -800            | -700                                     | -700          | -700          |
| Income before tax                      | 11,400          | 11,900                                   | 10,200        | 20,300        |
| Tax                                    | -2,400          | -2,800                                   | -2,100        | -4,500        |
| Net income                             | 9,000           | 9,100                                    | 8,100         | 15,800        |
| Number of shares (millions)            | 287.9           | 287.2                                    | 287.2         | 287.2         |
| <b>Earnings per share (NOK)</b>        | <b>31</b>       | <b>32</b>                                | <b>28</b>     | <b>55</b>     |
| <i>Currency translation +1 USD/NOK</i> | <i>2,600</i>    | <i>2,550</i>                             | <i>2,300</i>  | <i>4,100</i>  |

<sup>1)</sup> Including interest income, assumed in line with last 4 quarters in all scenarios.

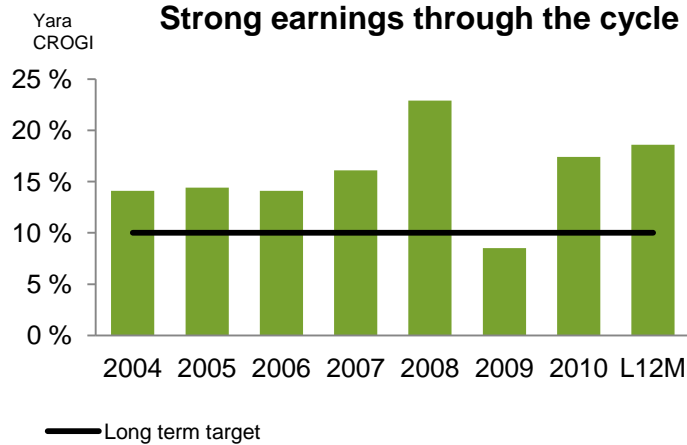
<sup>2)</sup> Not historical earnings, but estimated earnings for today's Yara business, using 5-year average price conditions.



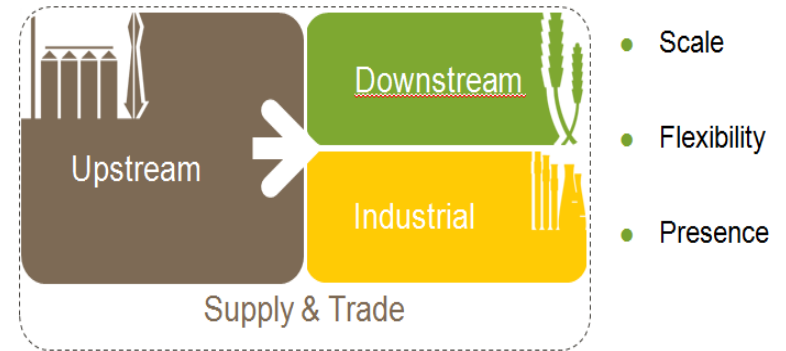
# Global downstream presence with sales offices in more than 50 countries



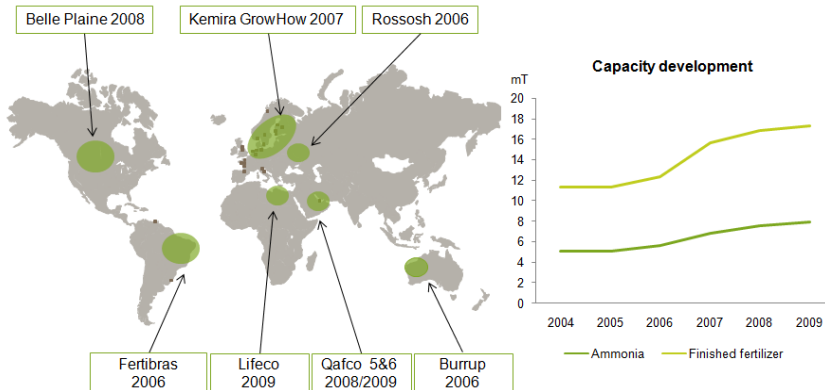
# Basis for Yara's profitable growth ambitions



A scalable business model giving synergies



## Industry-leading acquisition track-record

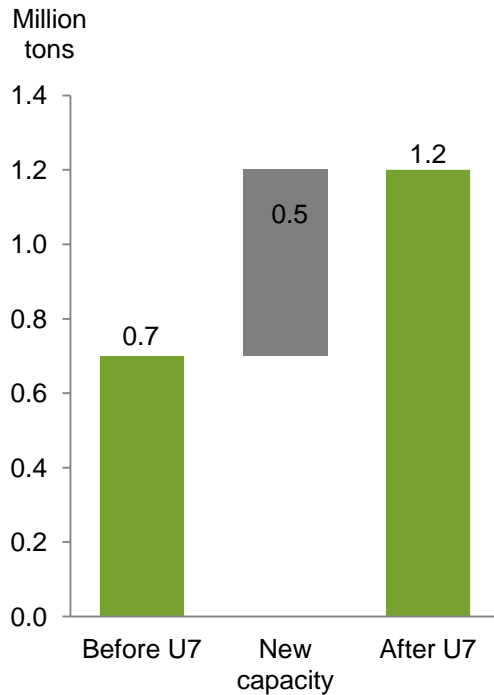


## Valuation and capital discipline

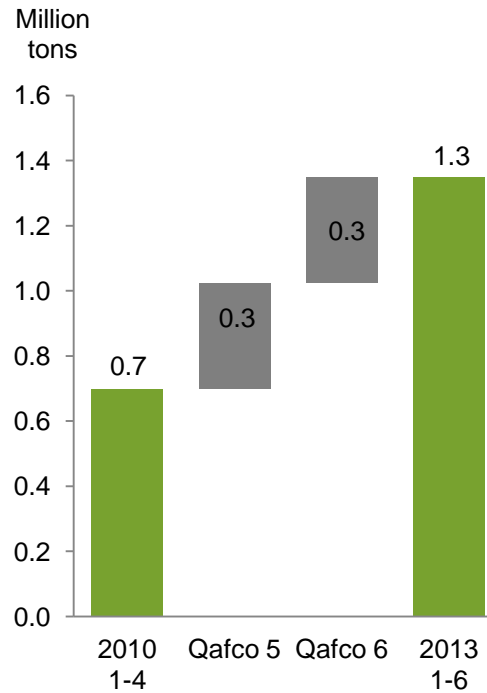
- In acquisitions Yara looks for:
  - Relative synergies compared to alternative buyers
  - Distressed sellers
  - Our cycle view compared to seller & alternative buyers
- Capital and valuation discipline demonstrated with Terra withdrawal which we believe was right
- Grain, fertilizer and gas outlook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

# Significant growth in finished fertilizer capacity

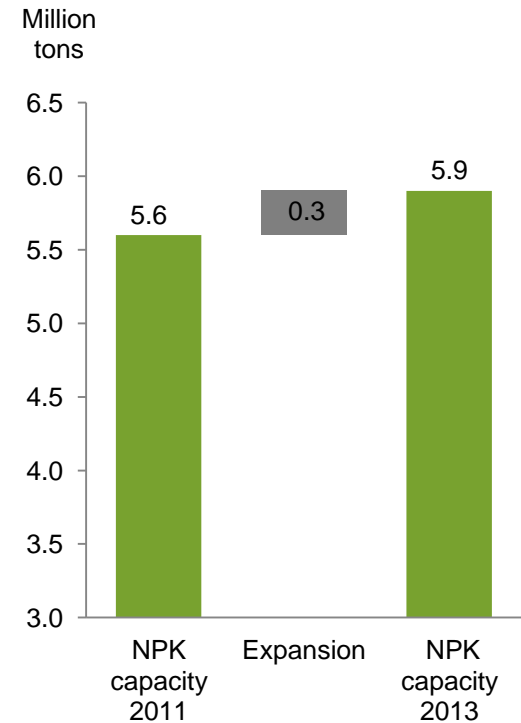
## Urea expansion in Sluiskil 2011



## Qafco expansion 2011/12

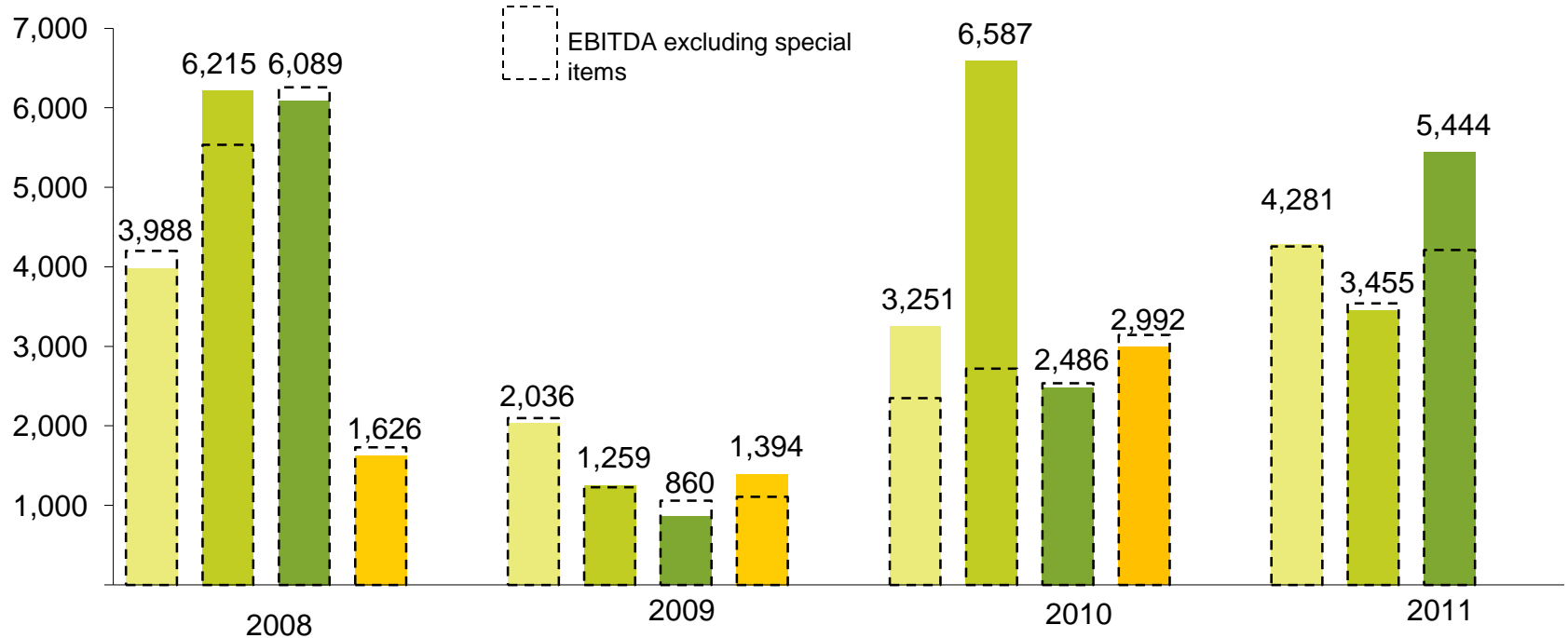


## NPK expansion 2013



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

NOK millions

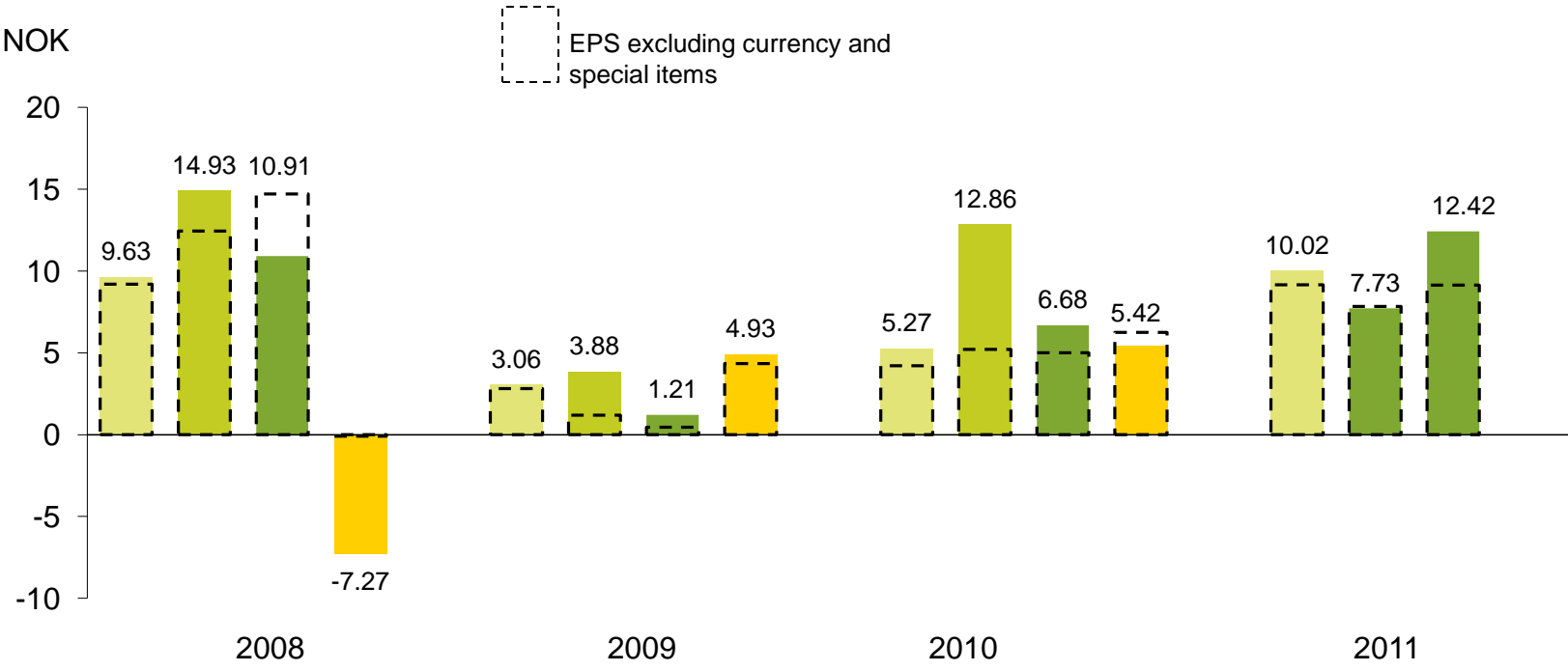


Annual

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



# Earnings per share\*



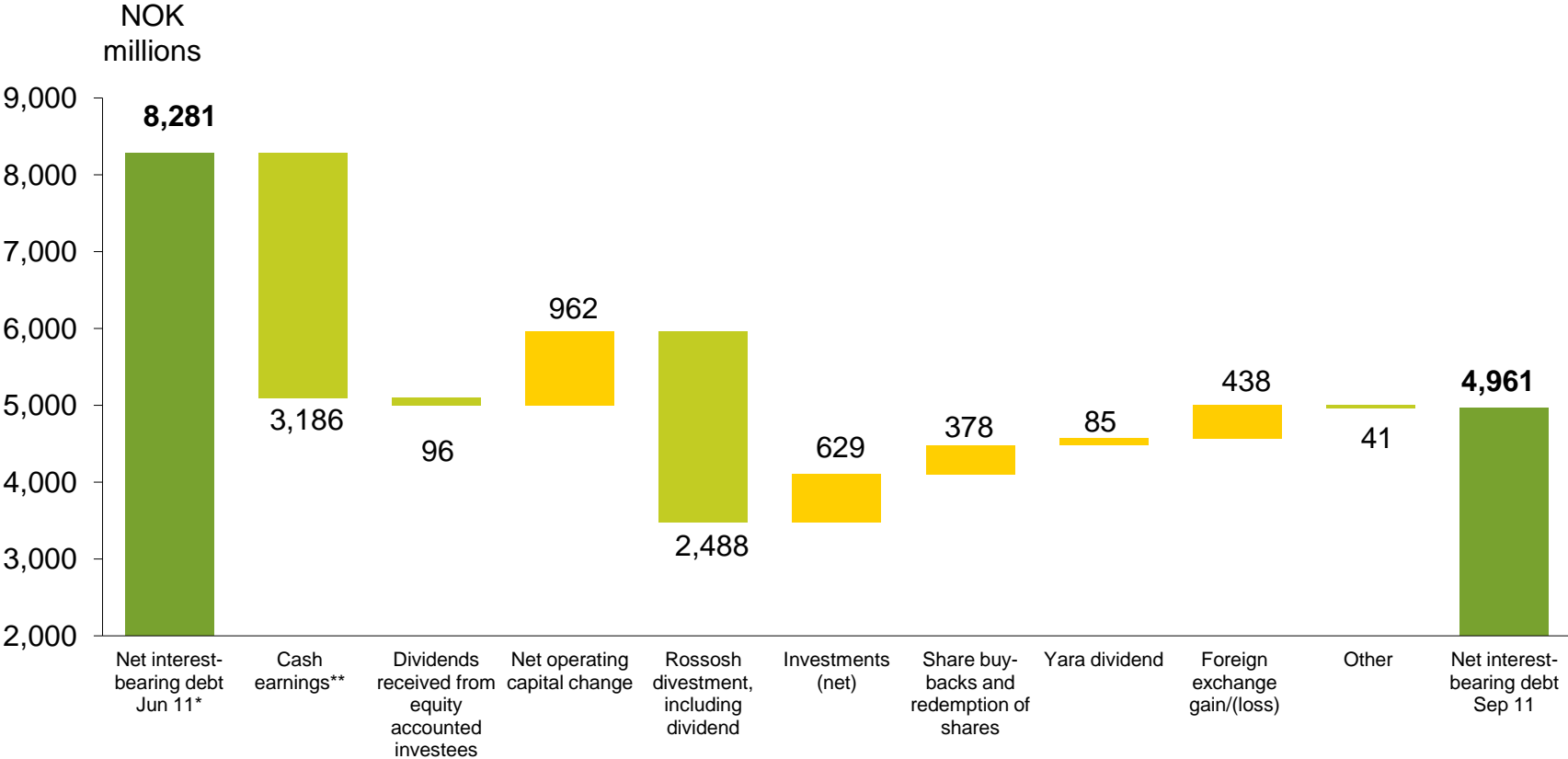
Annual

|     |       |       |       |       |
|-----|-------|-------|-------|-------|
| NOK | 28.27 | 13.08 | 30.24 | 30.16 |
|-----|-------|-------|-------|-------|

\* Average number of shares for 3Q 2011: 287.2 million (3Q 2010: 288.7 million).



# 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

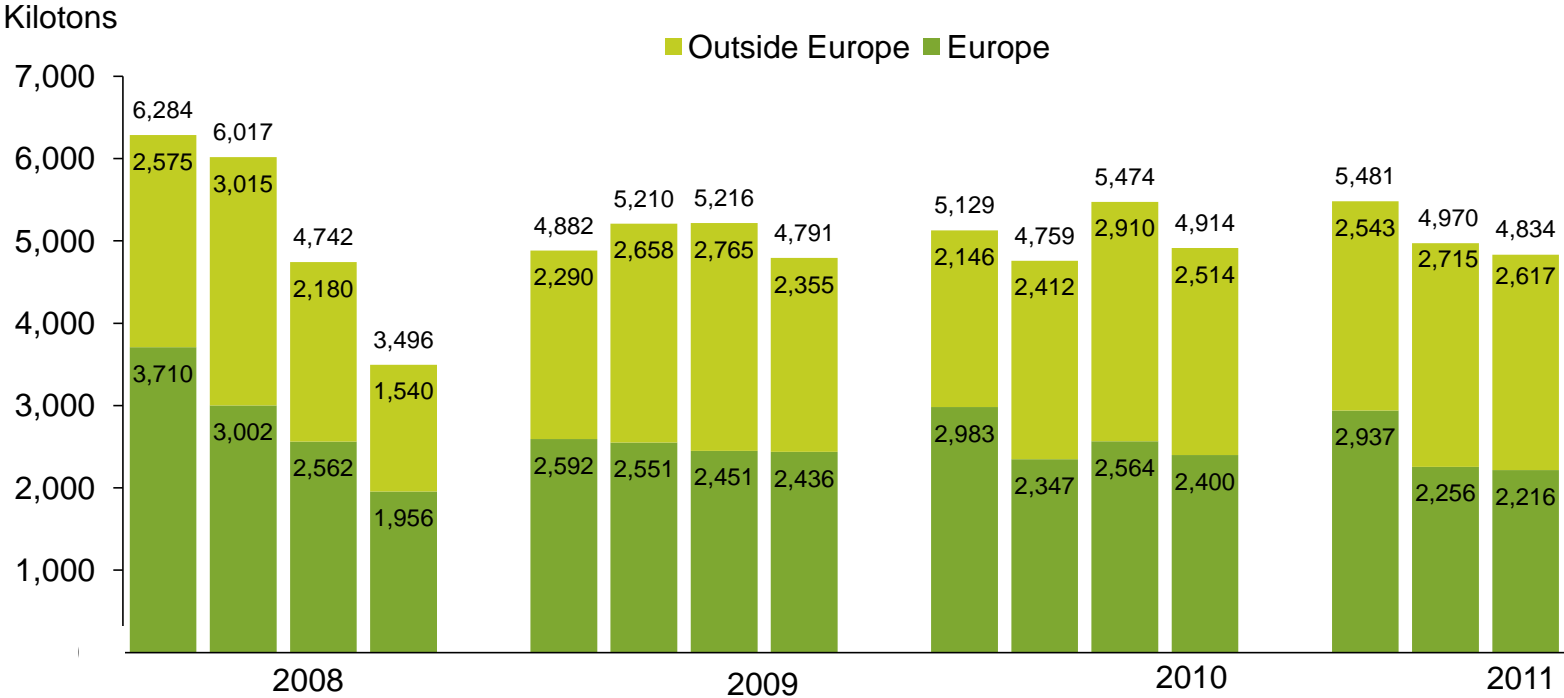


# Debt/equity ratio

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



# Fertilizer sales volumes



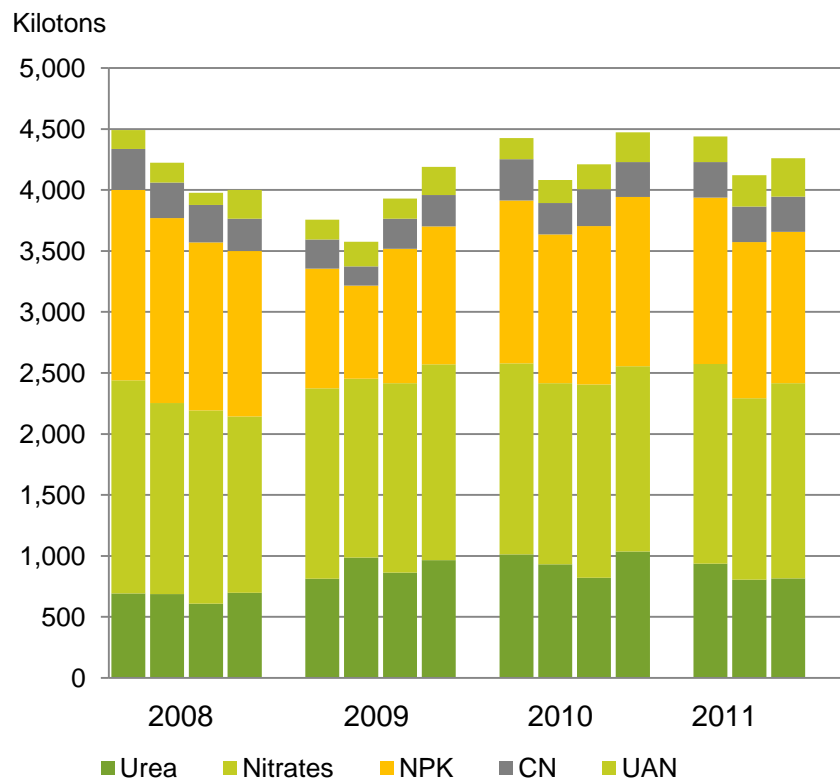
Accumulated, Kt

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

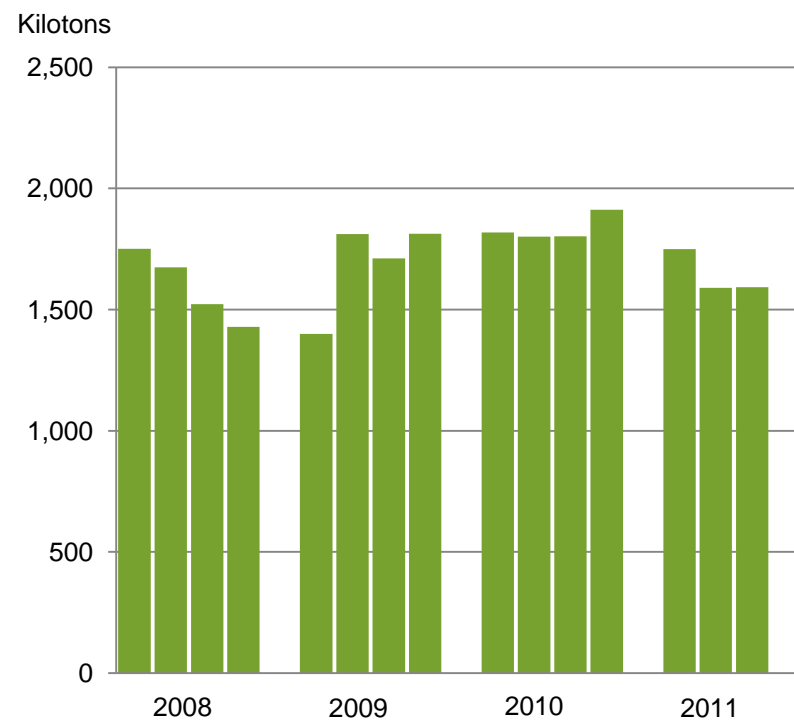


# Yara – production volume\*

*Finished fertilizer*



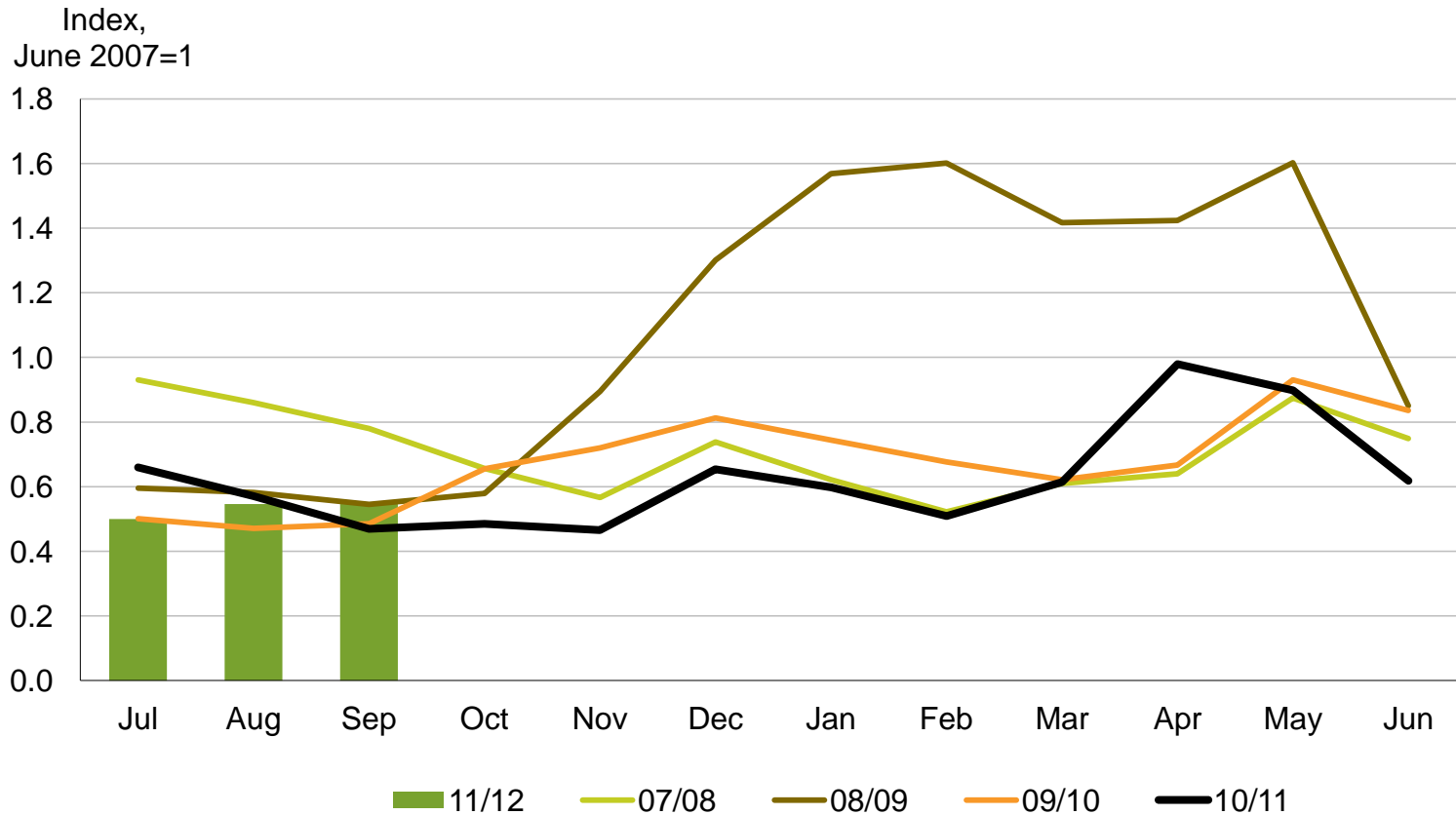
*Ammonia*



\* Including share of equity-accounted investees



# Low European producer nitrate stocks

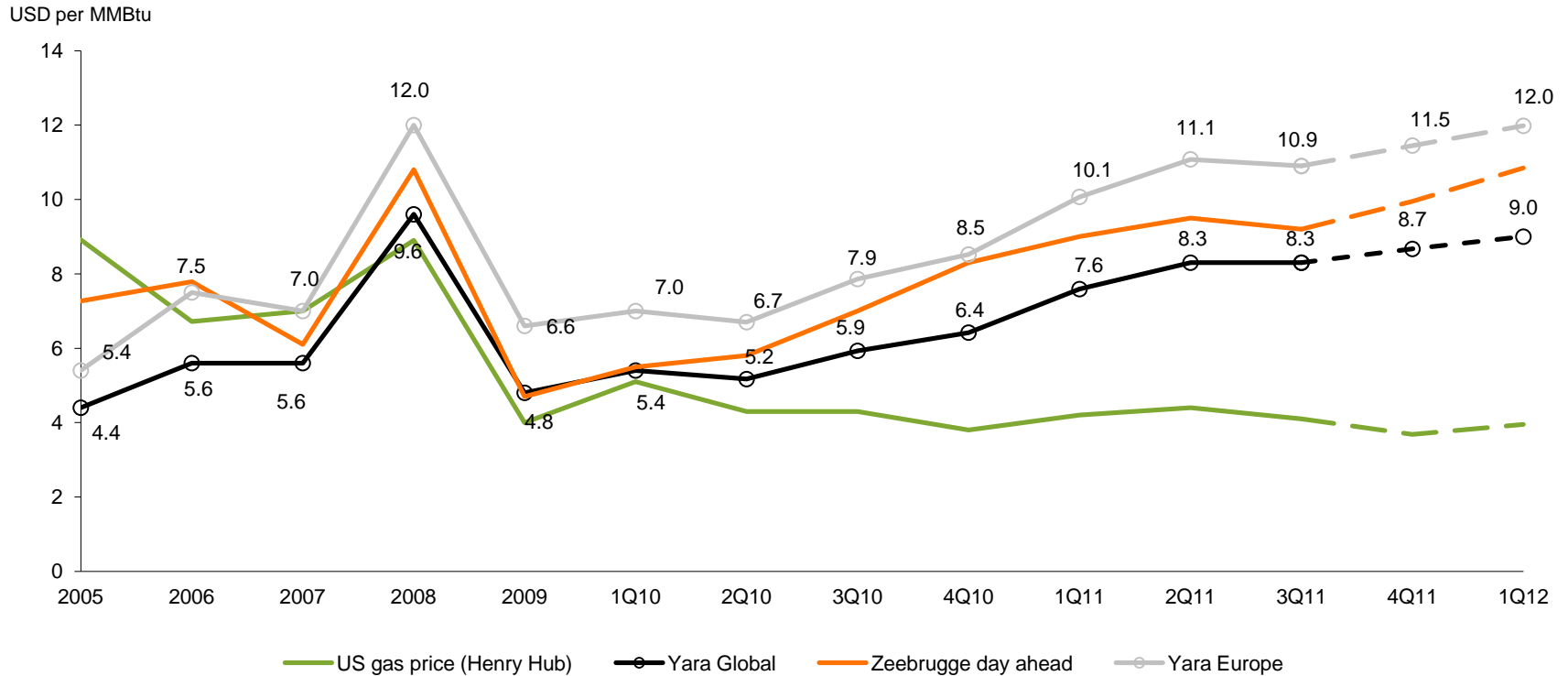


Source: Fertilizers Europe, September estimate from Yara



# Spot natural gas versus Yara average

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



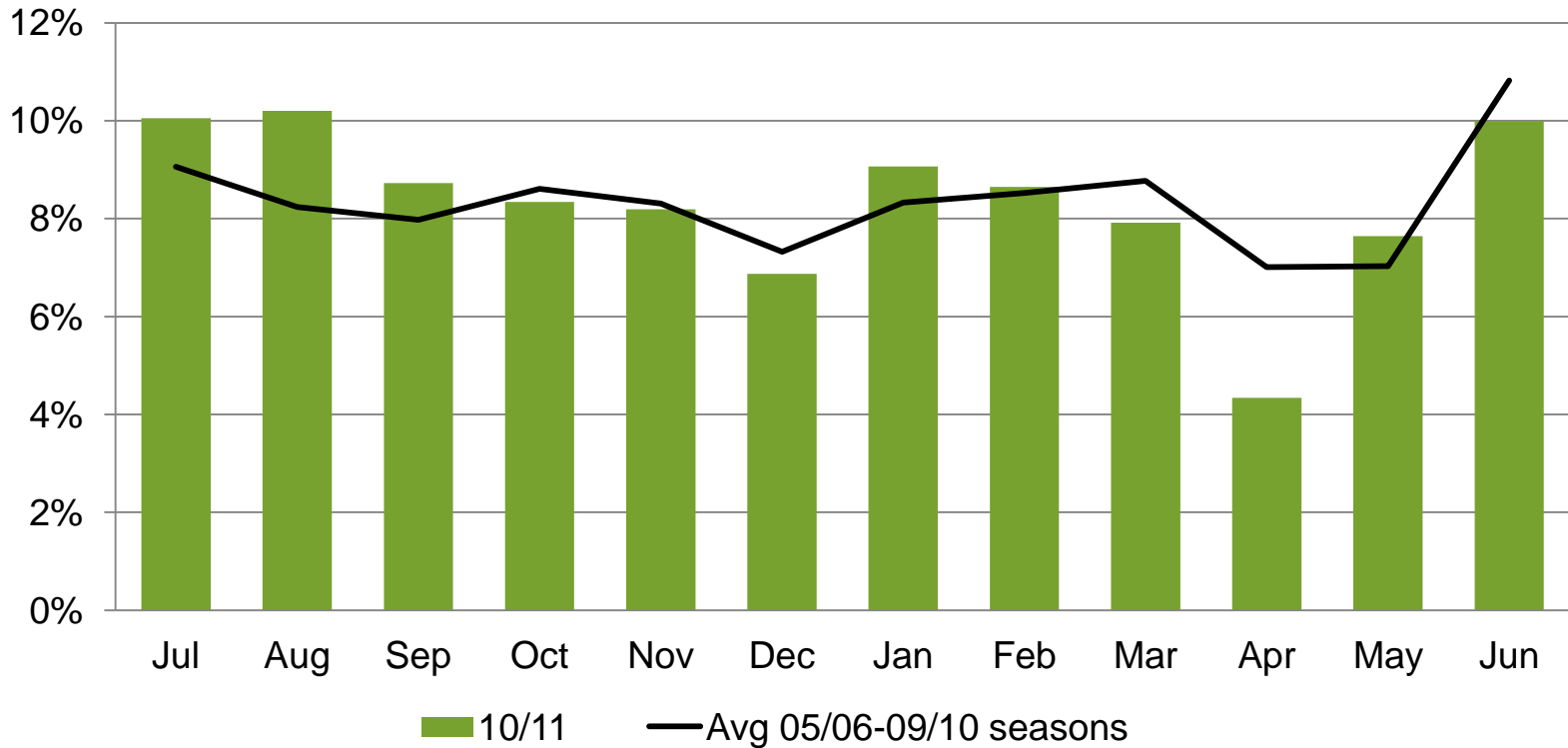
\*Dotted lines denote forward prices as of 7 October

Source: Yara, World Bank, Platts

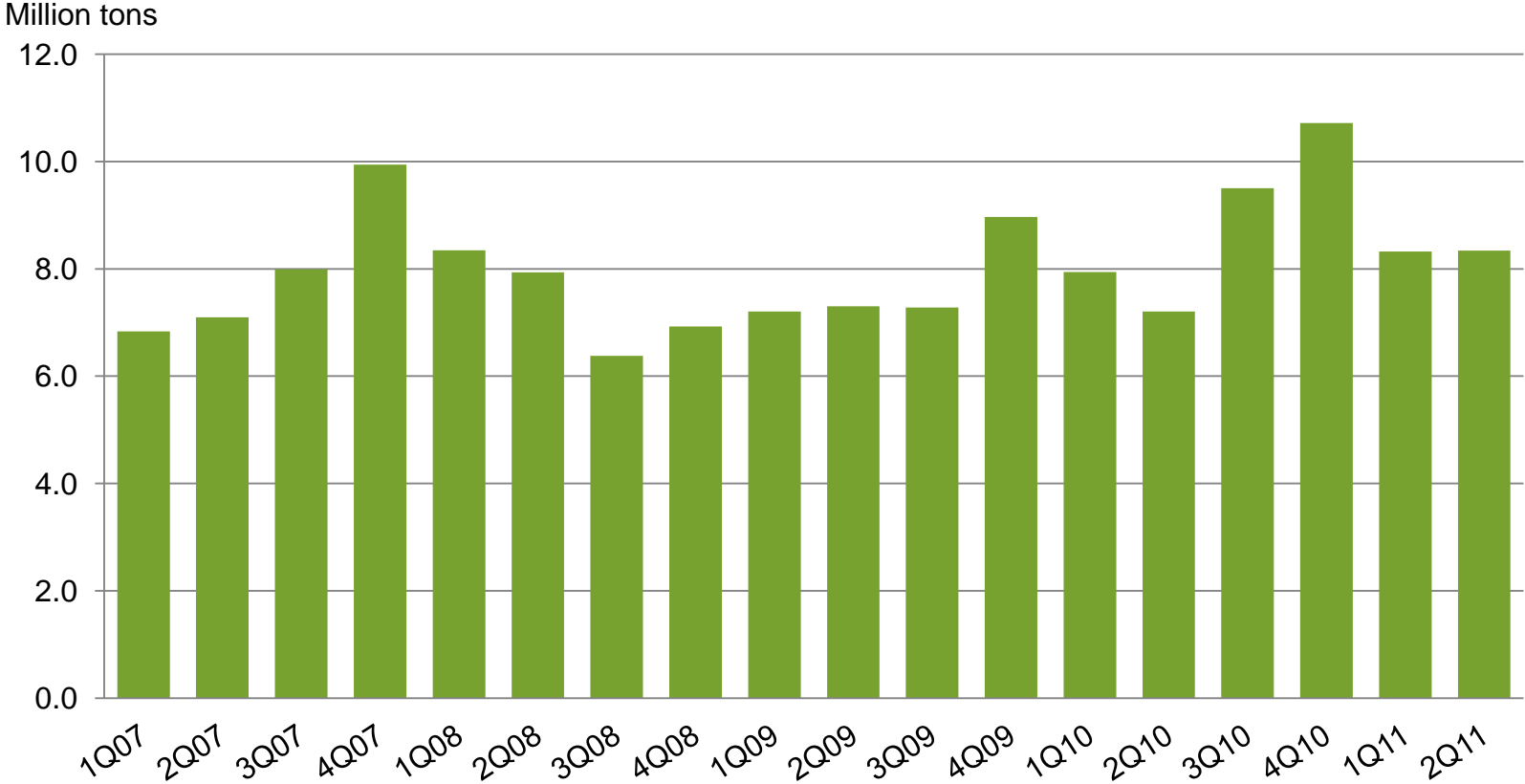


# Yara nitrate sales

Share of annual sales



# Quarterly urea trade

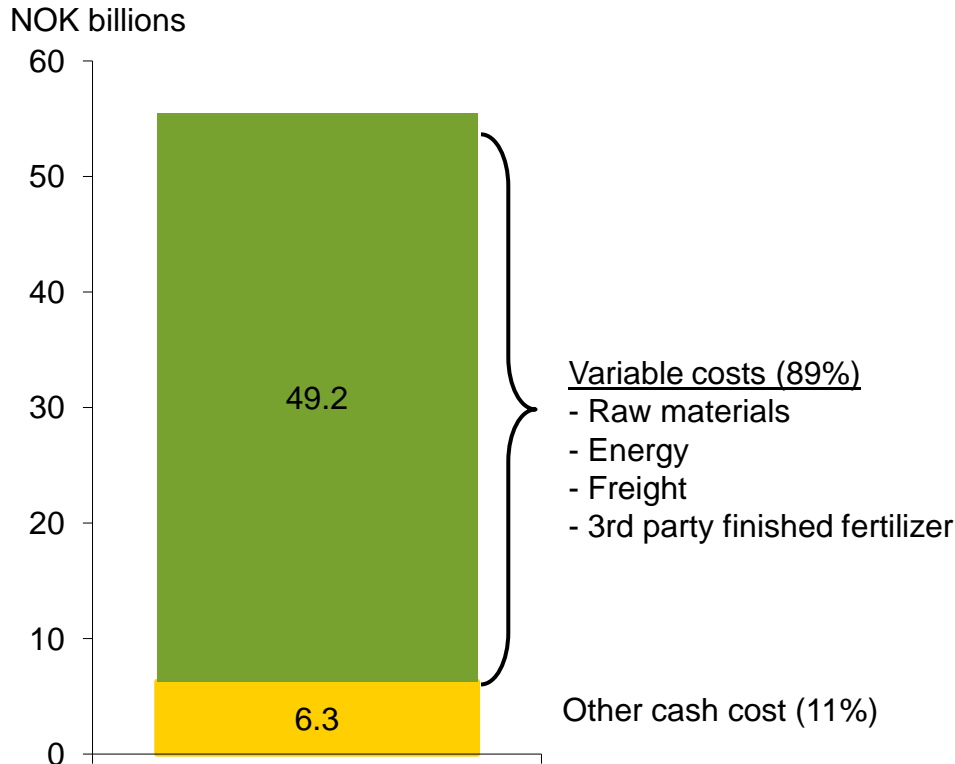


Source: IFA, Iran from GTIS



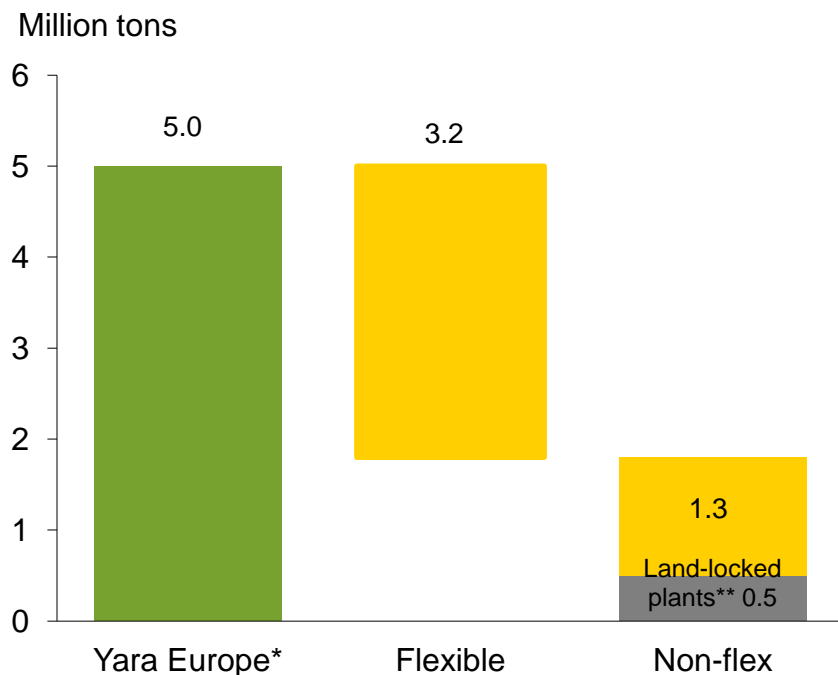
# Yaras operating cash costs are mainly variable

Operating cash costs 2010



- Temporary plant closures can be made speedy and with limited stop/start costs
- Example for ammonia/urea plants:
  - Takes half a week to stop and a week to start
  - Cost of stopping is 2 days energy consumption
  - Cost of starting is 3 days energy consumption

# Yara flexibility to produce or import ammonia in Europe



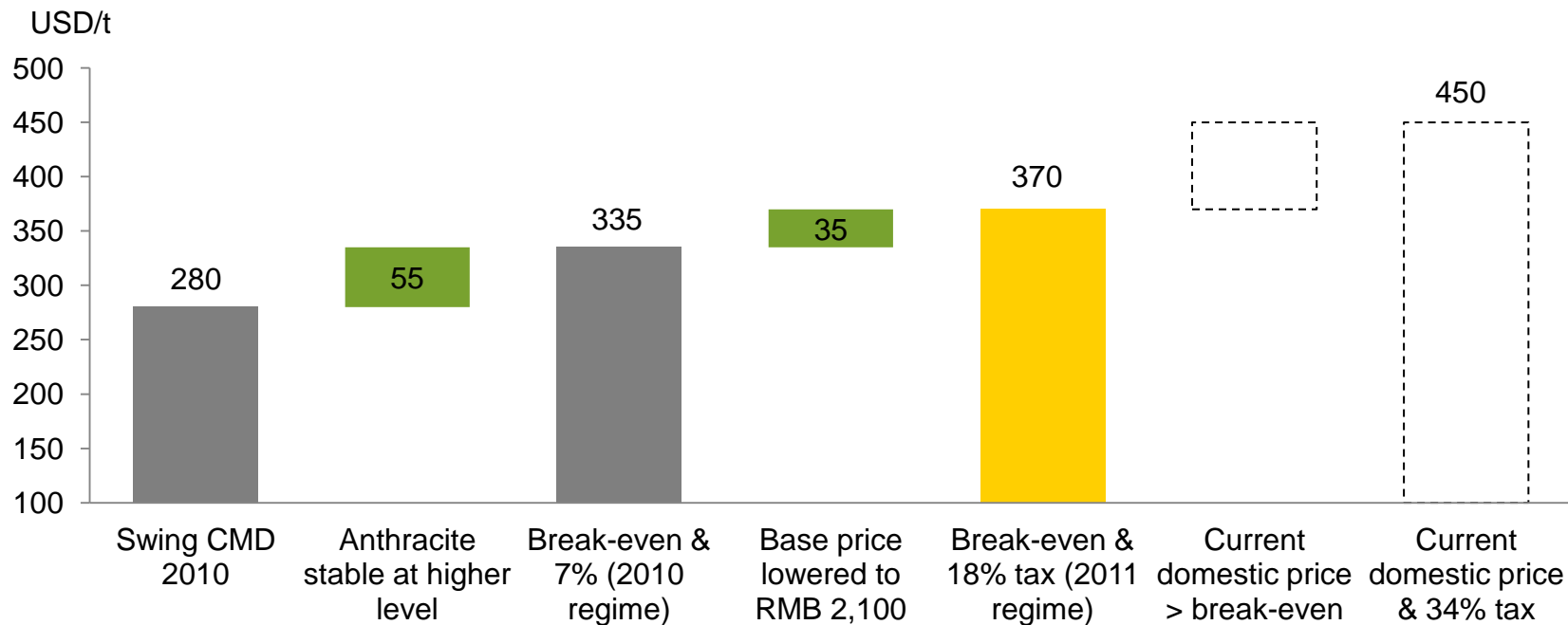
- Yara can swing 2/3 of European ammonia production without affecting fertilizer production
- Almost all Yara nitrate and NPK capacity has ammonia import flexibility

Yara can mitigate high European energy costs or take advantage of low ammonia prices by closing ammonia production and run most of nitrates and NPK based on imported ammonia.

\* Including equity share of joint venture capacity

\*\* Yara European site without deep sea ammonia import/export terminals: Terte

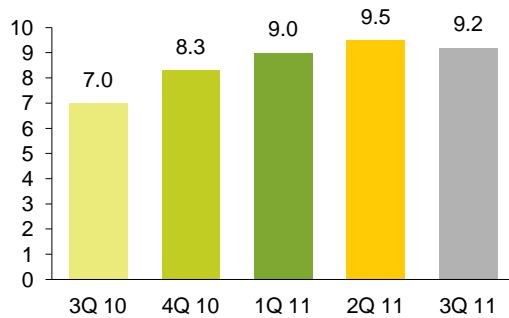
# Current anthracite price and tariff system implies swing price of USD 370



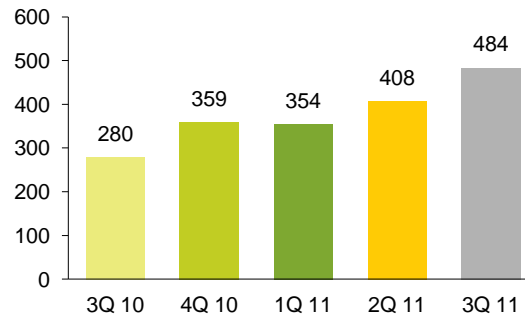
Formula for calculating the tax rate is  $(1.07 - (\text{RMB } 2,100 / \text{FOB price})) * 100\%$

# Key value drivers – quarterly averages

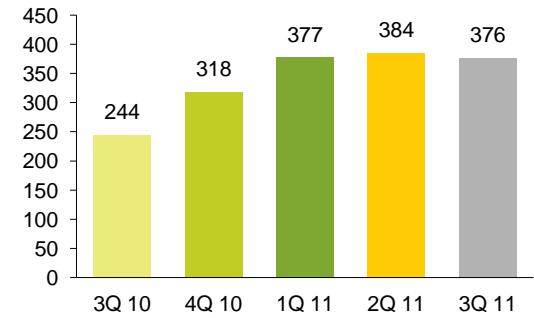
Zeebrugge day ahead(USD/MMBtu)



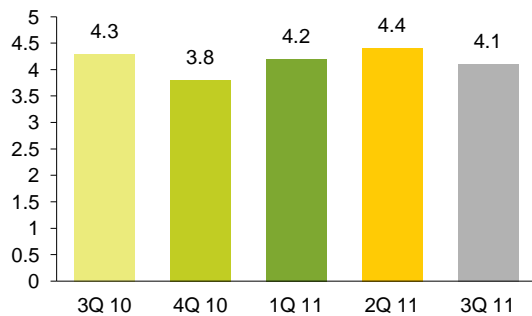
Urea prilled fob Black Sea (USD/t)



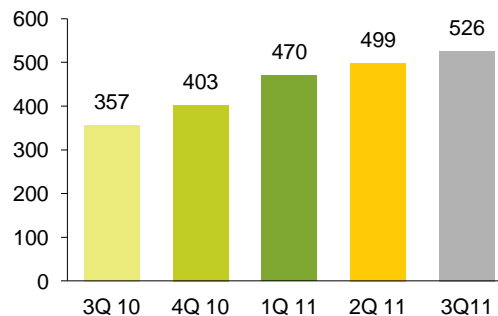
CAN cif Germany (USD/t)



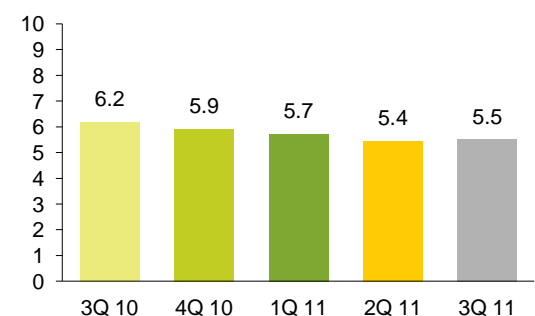
US gas price Henry Hub (USD/MMBtu)



Ammonia fob Black Sea (USD/t)



NOK/USD exchange rate

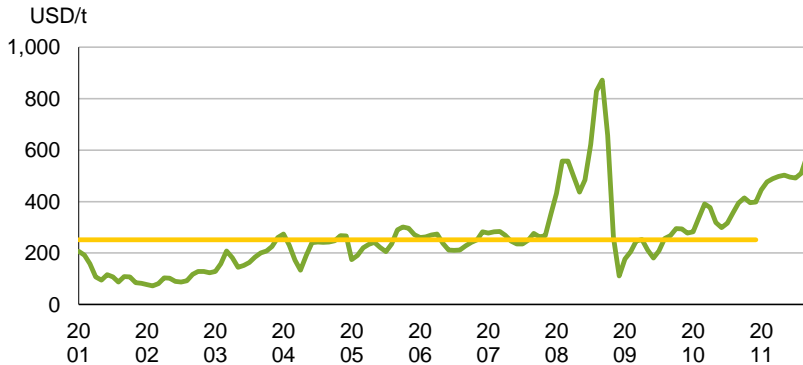


Source: Fertilizer Market Publications, CERA, World Bank, Norges Bank

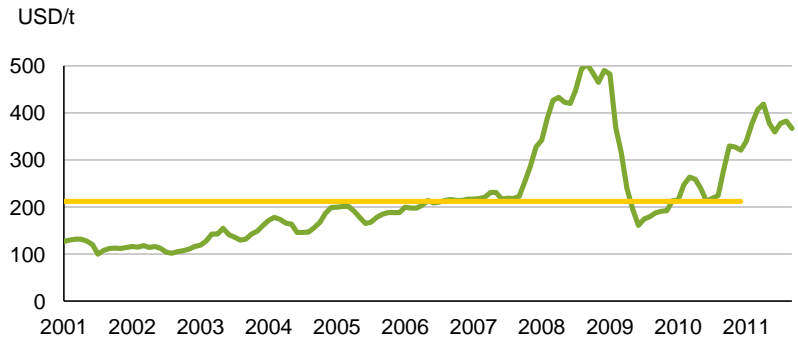


# 10-year fertilizer prices – monthly averages

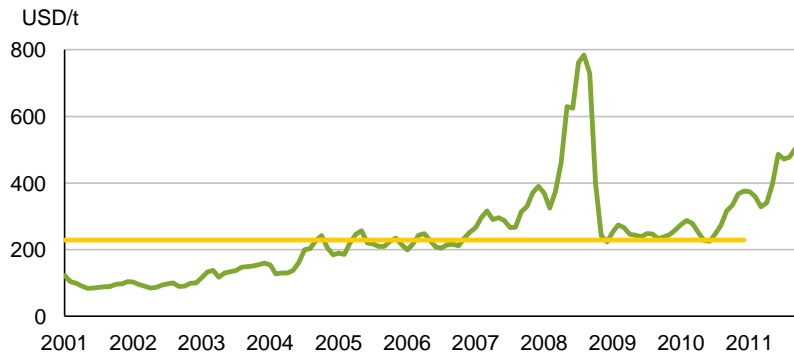
Ammonia fob Black Sea



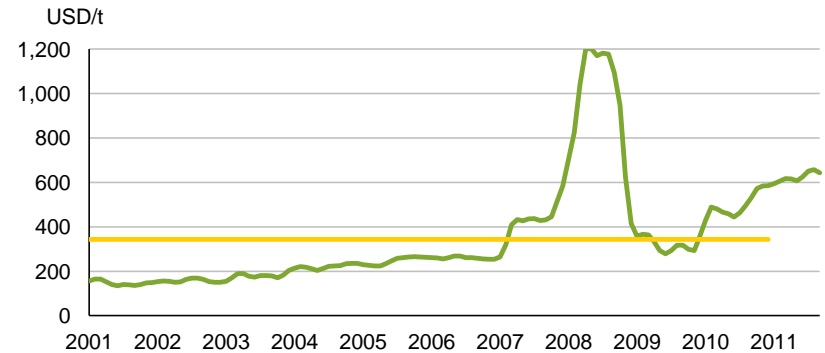
CAN cif Germany



Urea prilled fob Black Sea



DAP fob US Gulf



— Average prices 2001 - 2010

Source: Average of international publications

