



Knowledge grows

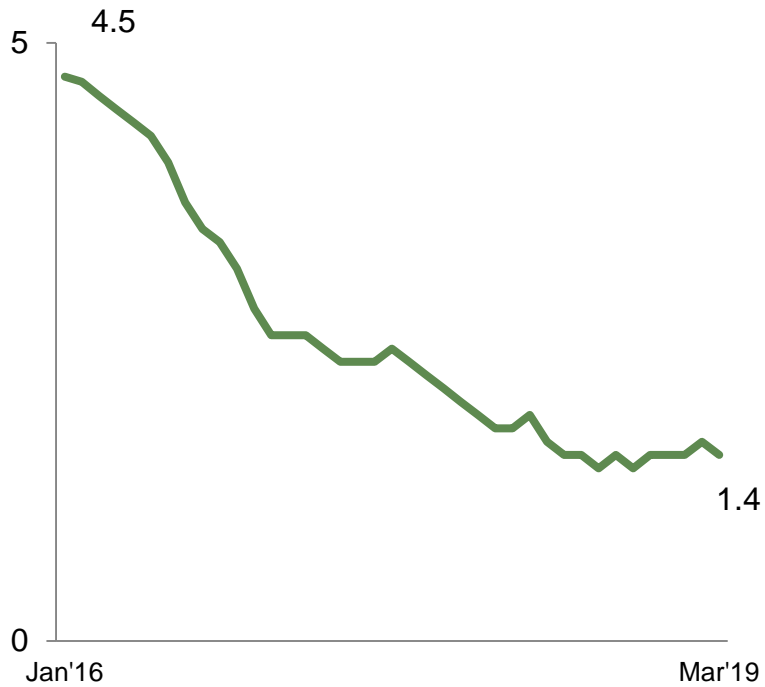
Yara International ASA Annual General Meeting

7 May 2019



Safety is our first priority

TRI¹ (12-month rolling)



2018; Profitability improvement on track - execution of new strategy well underway

Key points

Improved operations and profitability, however still unsatisfactory returns

- ~355 MUSD annual improvements realized
- EBITDA ex. special items at USD 1,525 million, up 7%
- ROIC at 3.8%; improving trend but below cost of capital
- Dividend of NOK 6.50/share for 2018 proposed to AGM

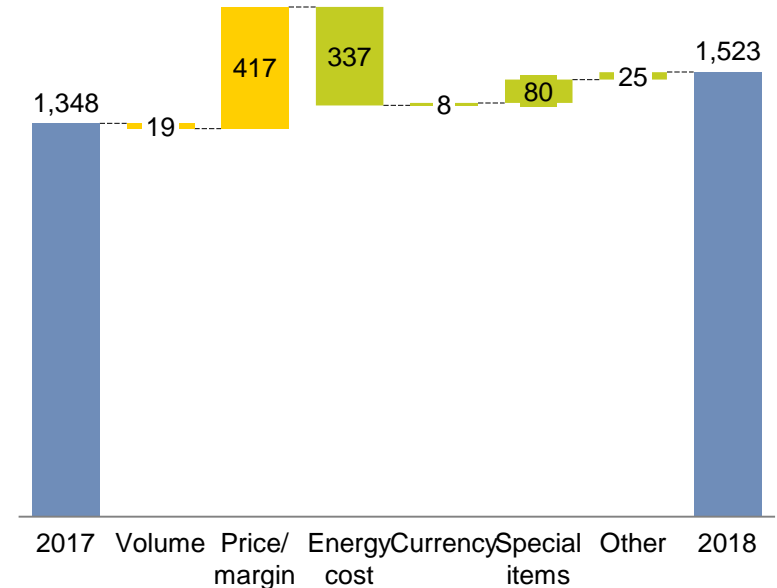
Strong capital discipline

- Strict capital allocation; focus on executing committed investments
 - Growth investments halved from 2018 to 2019

New strategy in place, execution well underway

- Operating model adjusted to new strategy
- Strategic evaluations of non-core units initiated

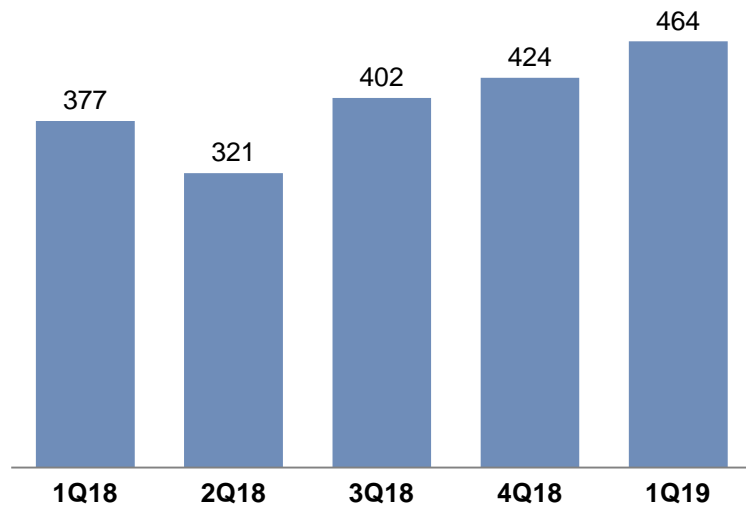
EBITDA development (MUSD)



Improving earnings and profitability trend

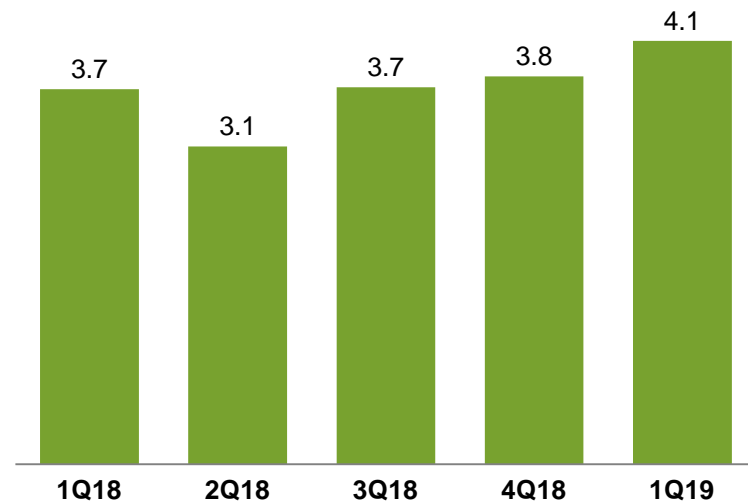
Quarterly EBITDA excl. special items

USD millions



LTM ROIC

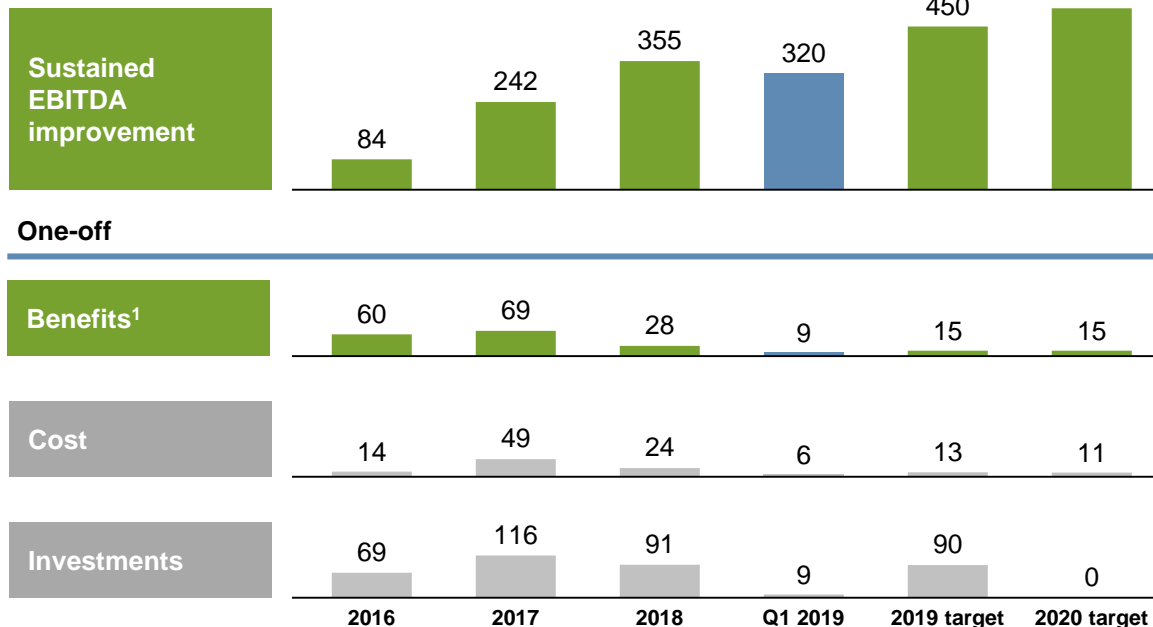
%



Yara Improvement Program impacted by reliability in production



Annual impact, USD million, vs. 2015 baseline, at 2015 margins

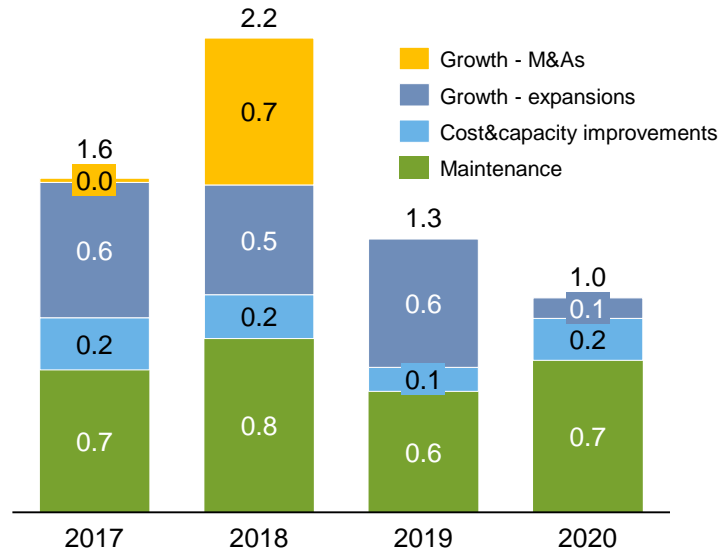


- Continued high activity, but unsatisfactory results in 1Q as accumulated improvements were affected by production issues
- Underlying improvements adjusted for these issues were 375 MUSD, driven by strong performance in the rest of the production operations
- 2020 improvement target of 500 MUSD maintained

Capex reducing in 2019, growth projects ramping up

Capex plan¹

USD Billions



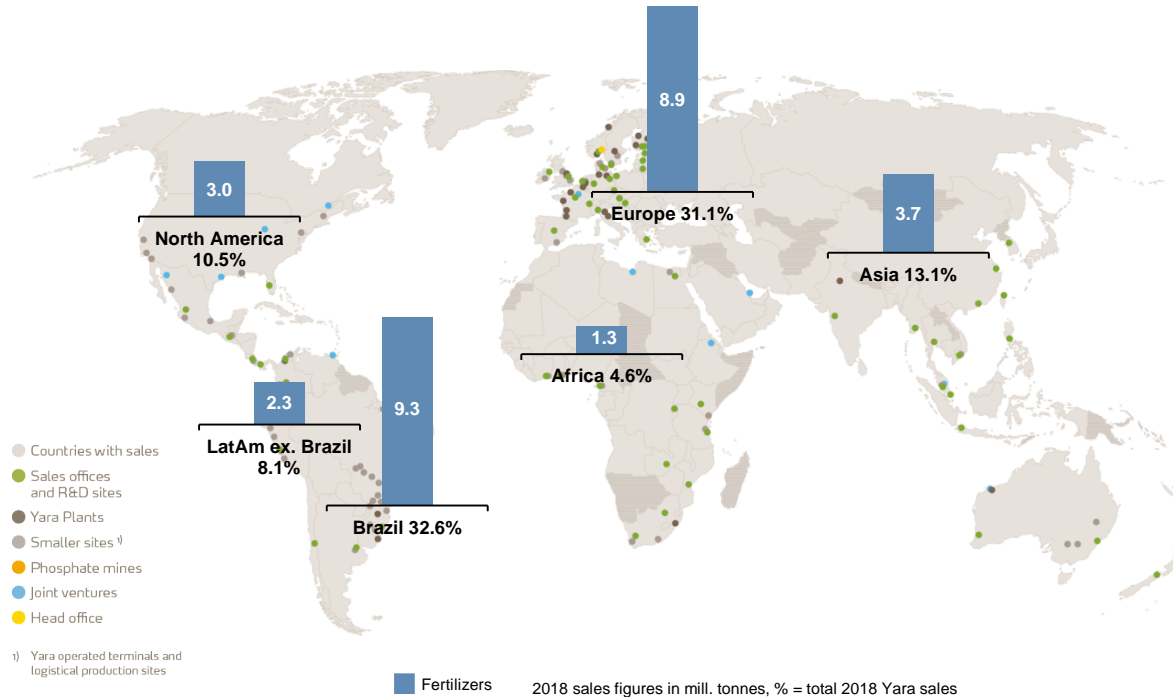
Status Growth projects²

- Freeport and Köping projects completed and integrated into regular production operations; both running at full capacity as of end April
- Sluiskil expansion: further work needed to reach 100% delivery, to be achieved 2H 2019
- Brazil projects under construction:
 - Salitre: phosphate rock production ramping up, chemical production by 1H 2020
 - Rio Grande consolidation and expansion to be completed end 2020
- Tracking methodology update at Capital Markets Day

¹ Committed investments as of end 1Q19

² Growth portfolio = M&As (Babralla and Cubatão) and expansions/new builds (Uusikaupunki, Porsgrunn/Glomfjord, Sluiskil, Rio Grande, Freeport, Pilbara TAN, Köping, Salitre)

Yara's leading global market presence and differentiated product portfolio represent key sources of competitive edge



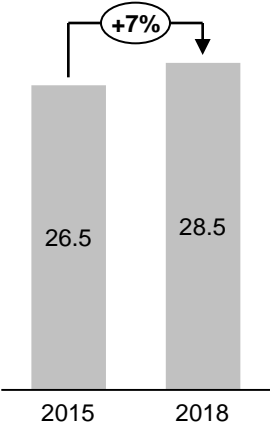
Key value drivers

- Global presence and farmer interaction
- Global agronomic crop knowledge
- Crop-specific nutrition solutions based on a differentiated product portfolio
- Digital farming and value chain collaboration initiatives drive further growth
- Commercial excellence

Long-term premium product growth strategy is showing results

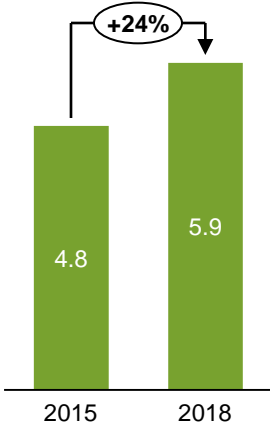
Total fertilizer deliveries

Million tons



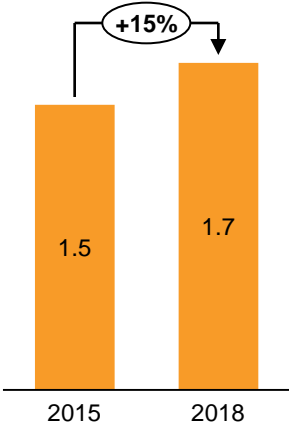
Premium NPK deliveries

Million tons



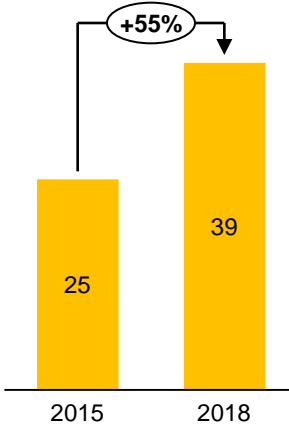
High value premium¹ deliveries

Million tons



YaraVita deliveries

Million units



Premiums of more than USD 1 billion generated versus commodity alternative for premium NPKs, High value premium and YaraVita in 2018

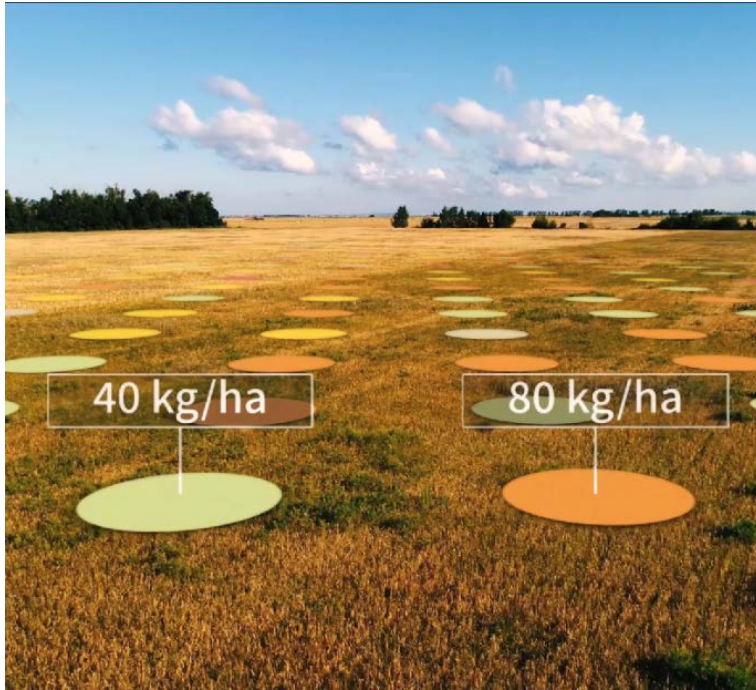


¹ High value premium defined as CN and fertigation products

Our strategy: The crop nutrition company for the future



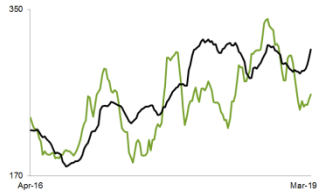
Yara and IBM join forces to transform the future of farming



- Partnership agreement to build the world's leading digital farming platform, combining Yara's unrivalled agronomic knowledge and market presence with IBM's digital platforms, services and expertise in data analytics
- Yara and IBM will develop digital solutions for both professional and smallholder farmers to sustainably increase yields, crop quality and incomes
- The joint platform will apply artificial intelligence, machine learning and in-field data to achieve worldwide coverage, aiming to reach 100 million hectares of farmland
- Yara and IBM will establish joint innovation teams, collaborating at digital hubs in Europe, Singapore, the US and Brazil
- The teams will work to develop new capabilities, such as visual analytics, machine learning techniques for crop identification and validation as well as field boundary digitization
- The first services are planned for end 2019

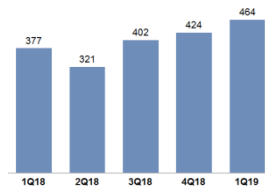
Attractive Yara prospects

Attractive industry fundamentals and supply-demand outlook



- Growing population and dietary improvement drives demand
- Resource and environment challenges require strong agri productivity improvement
- Tightening global grain balance and slow-down in nitrogen supply growth

Operating cash flow improvement with strict capital allocation



- Operating cash flow improving with cycle and Yara actions
- Committed capex almost halved from 2018 to 2019
- Strict capital allocation
- Active portfolio management

Focused long-term strategy

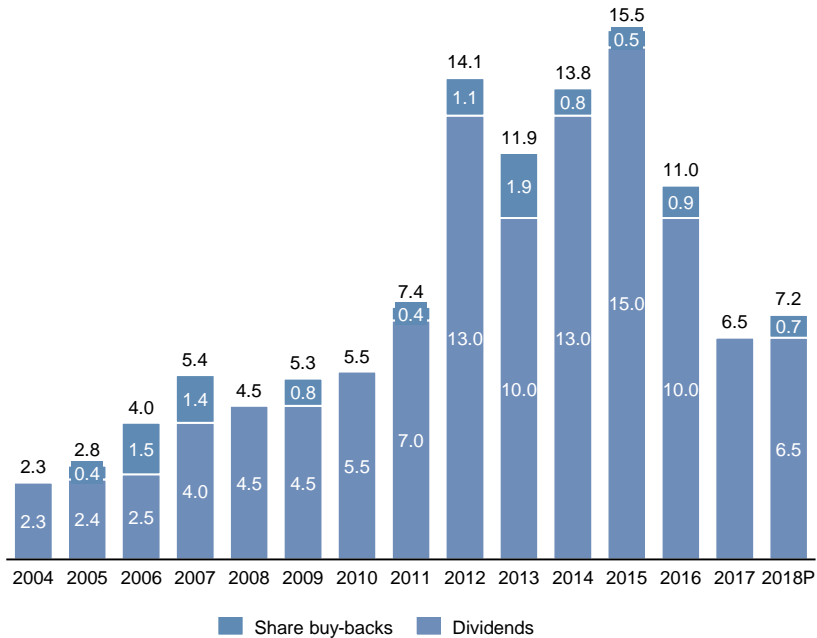


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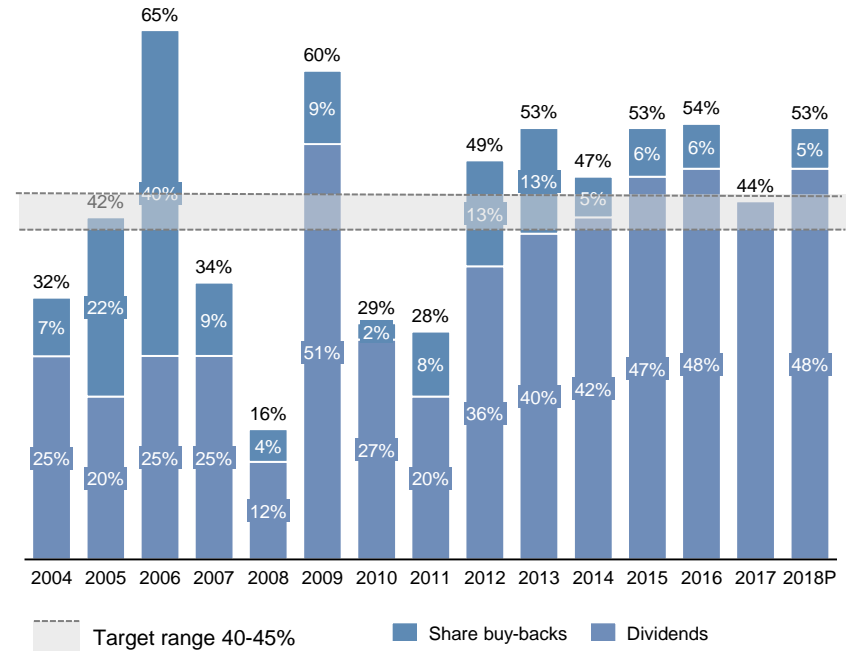
- Crop nutrition focus; #1 market presence and #1 premium fertilizer producer
- Strengthening position with digital farming services and food chain partnerships

Proposed dividend NOK 6.50 per share

Dividend and buy-backs¹ per share



Share of net income excluding currency and special items²



¹ Number of shares based on the number of shares receiving dividend

² Reported 2018 US dollar figures converted to Norwegian kroner at rate 8.05



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