ESG investor seminar

7 December 2020
Cautionary note

This presentation contains forward-looking information and statements relating to the business, financial performance and results of Yara and/or industry and markets in which it operates. Forward-looking statements are statements that are not historical facts and may be identified by words such as "aims", "anticipates", "believes", "estimates", "expects", "foresees", "intends", "plans", "predicts", "projects", "targets", and similar expressions. Such forward-looking statements are based on current expectations, estimates and projections, reflect current views with respect to future events, and are subject to risks, uncertainties and assumptions. Forward-looking statements are not guarantees of future performance, and risks, uncertainties and other important factors could cause the actual business, financial performance, results or the industry and markets in which Yara operates to differ materially from the statements expressed or implied in this presentation by such forward-looking statements. No representation is made that any of these forward-looking statements or forecasts will come to pass or that any forecasted results will be achieved, and you are cautioned not to place any undue reliance on any forward-looking statements.
We are broadening our core and enabling a hydrogen economy, while driving sustainable performance

- We are broadening our core as a leading food solutions company, with significant value creation potential
  - Ambition to add ~USD 300-600 million new EBITDA by 2025 on top of existing initiatives
  - We are launching new carbon market digital services

- We are enabling the hydrogen economy
  - Ammonia is the most promising hydrogen carrier and zero-carbon shipping fuel
  - Yara is the global ammonia champion; a leader within production, logistics and trade
  - World-scale green ammonia project possible in Norway, with the right partners and regulation

- We are driving sustainable performance
  - Strong focus on capital discipline and commitment to our capital allocation policy
    - Total capex for 2020 and 2021 combined unchanged at max USD 2.2 billion
    - 2022 onwards; Total capex of max USD 1.2 billion p.a. (incl. both maintenance and growth)
  - ROIC > 10% mid cycle
  - Ambition for 30% reduction in Scope 1 and Scope 2 emissions by 2030
  - Establishing Science Based Targets
## Agenda

<table>
<thead>
<tr>
<th>Section</th>
<th>Main content</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Backdrop</strong></td>
<td>• A global drive towards climate-neutral food</td>
<td>Holsether, Polman, Mayfield</td>
</tr>
<tr>
<td></td>
<td>• External perspectives</td>
<td></td>
</tr>
<tr>
<td><strong>2. Broadening our core</strong></td>
<td>• Our journey towards food solutions</td>
<td>Monthean, Knutsen</td>
</tr>
<tr>
<td></td>
<td>• Broadening our core across three dimensions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• De-carbonization at farm</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Regional execution and operational improvement</td>
<td>Andersen</td>
</tr>
<tr>
<td><strong>3. Enabling the hydrogen economy</strong></td>
<td>• The most promising hydrogen carrier</td>
<td>Knutsen</td>
</tr>
<tr>
<td></td>
<td>• Yara: the ammonia champion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Green ammonia projects</td>
<td></td>
</tr>
<tr>
<td><strong>4. Driving sustainable performance</strong></td>
<td>• Value creation</td>
<td>Røsæg</td>
</tr>
<tr>
<td></td>
<td>• New climate ambitions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• People and governance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reporting and scorecard</td>
<td></td>
</tr>
<tr>
<td><strong>5. Closing</strong></td>
<td>• Our priorities and prospects</td>
<td>Holsether</td>
</tr>
</tbody>
</table>
A global drive towards climate-neutral food

Global megatrends driving change

- Ag and food industry integration
- Dietary shifts
- Reduce GHG emissions
- Zero waste & circular economy
- Water scarcity
- Improve soil health
- Digital and technology revolution in farming, food production and food supply chain

Consumer companies ready to turn regulatory ambitions into reality

**EU Green Deal 2030 ambitions**
- Reduce nutrient losses
- Organic farming and sustainable farming models
- Food waste reduction and sustainable diets
- Reduction of chemical pesticides

**USDA Ag innovation agenda**
- Cutting environmental footprint of US farmers in half by 2050
- Increase agricultural production by 40 percent

Unilever
- Net zero by 2039

Nestlé
- Net zero by 2050

Walmart
- Remove 1 Gt by 2030
- Zero before 2040 without offsets

DANONE
- 50% intensity reduction by 2030
- 30% absolute reduction by 2030
- Carbon neutral by 2050

PEPSICO
- Reduce GHG of 20% by 2030
- Developing strategy for net zero by 2050
Agriculture is a major source of greenhouse gas emissions; improving land use efficiency is key.

Total: 53.6 Billion t CO$_2$-equivalents

Global GHG emissions by sector

- Other: 80%
- Agriculture, forestry and land-use change: 20%

Major agriculture contributors

- Livestock & manure: 32%
- Residues & org. soils: 5%
- Land use: 6%
- Mineral fertilizer production: 5%
- Paddy rice: 6%

Source: FAOSTAT (2020)
* Calculated based on IFA and FE for 2015; not disaggregated from industry in FAOSTAT
Yara solutions reduce the carbon footprint of farming

Case: growing 9.5t wheat on 1 Ha land requires **10 % less nitrogen using Yara premium product (CAN) vs. Urea (global average)**

- If fertilizers are not applied, more land is needed to provide the same supply – **increasing net emissions by 13.6 tonnes p.a.**

<table>
<thead>
<tr>
<th>Raw materials</th>
<th>Production and energy use</th>
<th>In-field emissions from fertilizers</th>
<th>Impact of land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yara Nitrates</td>
<td>680 kg CO₂ eqv</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urea Global</td>
<td>1010 kg CO₂ eqv</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Growing 9.5t wheat on 1 Ha land

- Higher efficiency with premium products: 192 kg nitrates vs. 212 kg urea – higher in-field emissions

<table>
<thead>
<tr>
<th>Land use change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less land required to grow food preserve natural carbon sinks</td>
</tr>
</tbody>
</table>

**Land expansion through yields being halved by not using fertilizers**

15.5 tonnes CO₂ eqv p.a.

Production and use figures: Carbon footprint of production and use of nitrogen required to grow 9.5 tonnes of wheat on 1 Ha land: 212 kg N from urea vs. 192 kg N from CAN

Land use change: Wheat yields can typically be halved without use of fertilizers. If yield loss is compensated by clearing new land, emissions calculated based on available European land (85% forests, 15% grassland) with LUC emissions allocated over 20 years.
Global food system can be made sustainable, agriculture plays a key role

<table>
<thead>
<tr>
<th>Four key aspects</th>
<th>Enabling a turnaround</th>
<th>With massive potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reverse land use</td>
<td>40% of cropland can be restored, enabling natural carbon sinks and natural habitat restoration</td>
<td>88 Gt CO₂ sequestered from land restoration ¹)</td>
</tr>
<tr>
<td>Climate transition in agriculture</td>
<td>Preserve soil as carbon sink and make carbon-neutral food chains</td>
<td>&gt;1 Gt CO₂ sequestration in soils</td>
</tr>
<tr>
<td>Increasing efficiency in nitrogen use</td>
<td>Precision agriculture reducing in-field emissions and pollution</td>
<td>-365 mt CO₂ from greening ammonia production ²)</td>
</tr>
<tr>
<td>Improving rural livelihoods</td>
<td>Close poverty gap for 1bn rural poor</td>
<td>+800 bn USD increased rural income ⁴)</td>
</tr>
</tbody>
</table>

¹) Folberth et. al., Nature Sustainability (2020)
³) Calculated based on Zhang et al. (2015), 2050 optimized scenario vs. BAU scenario
Yara is broadening its business model

Broadening our core towards food solutions

Our competitive edge

Enabling the Hydrogen economy

Ramping up business within Green Ammonia

Connection to Farm

Global footprint

People

Knowledge

Diverse and inclusive culture

Active portfolio management

Clear capital allocation

Driving Sustainable Performance
Broadening our core
Our evolution; from pure producer to solutions provider

- **Producer Company**
  - Commodity Margin
  - Asset
  - Sell what we produce
  - Closeness to farmer and food companies

- **Crop Nutrition Company**
  - Knowledge Margin
  - Crop
  - Build product reputation
  - Crop focused approach & offerings

- **Food Solutions**
  - Scalable farmer centric solutions

- **Climate-neutral solutions**
  - Using our competitive edge to unlock food chain potential

1905 to 2020
We are transforming our core across 3 key dimensions, building on our knowledge, connection to farm and global footprint

<table>
<thead>
<tr>
<th>“Shifted” revenue</th>
<th>Change business model</th>
<th>New offering</th>
<th>Transform channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Shifting” existing Yara business from one channel or way of monetizing to another</td>
<td>Shift from traditional sales to outcome-based model</td>
<td>Generate new revenue by monetizing yield upside</td>
<td>Shift distributor business to direct-to-farm online platform</td>
</tr>
<tr>
<td>New revenue generated by transformative activities in Yara (e.g., developing and selling previously non-existing services, reaching new “white-space” segments)</td>
<td>Generate new EBITDA from yield upside revenue</td>
<td>Generate new EBITDA from new carbon marketplace business</td>
<td>Create additional EBITDA by shortening the value chain</td>
</tr>
<tr>
<td>Profit delivered through Farming Solutions either from (i) margin-uplift on “shifted” revenue, or (ii) margin on new revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13
Our transformation could add ~USD 300-600 million new EBITDA by 2025¹

2025 illustration of financial impact, USD million

"Shifted" revenue 2025 | New revenue 2025 | New EBITDA 2025

~4,000 | ~1,700 | ~300-600

“Shifting” existing Yara business from one channel or way of monetizing to another (e.g., shifting distribution business to direct-to-farmer business)

New revenue generated by transformative activities in Yara (e.g., developing and selling previously non-existing services, reaching new “white-space” segments)

Profit delivered through Farming Solutions either from (i) margin-uplift on “shifted” revenue, or (ii) margin on new revenue

¹ Numbers provide an ambition for Farming Solutions, not a direct forecast of future revenue and EBITDA impact; further quantification to be made at initiative level for future target setting.
Farming matters …

- Large lever: ~20% of global carbon emissions
- Sustainability income potential for millions of farmers

… and presents a significant business opportunity

- >1 Gigatons of CO$_2$e potential
- Up to USD 10 billion agriculture carbon market potential
- First million tons of de-carbonization achievable in next 2-3 years
Our solutions will reward farmers for carbon-smart practices

Carbon-smart farming practices
- Farm emission reductions
- Soil carbon sequestration

Carbon credits

Value channel 1
Δ carbon / hectare

Value through carbon credit market

Value channel 2
Δ carbon / ton harvest

Sustainability income to farm

Certified low carbon harvest

Carbon-reduction @ farm

Value through low carbon food and textiles

CO₂e farming emissions (example: corn)

Others 7%

Energy use 24%

Soil emissions (N₂O) 38%

Fertilizer 31%

Addressing 70% of farm emissions
Optimal fertilization practices
Green and low-carbon fertilizer

Represent new ambitions to contribute to UN Sustainable Development Goals:

7%
24%
38%
31%
Significant business opportunity

Our 2021 focus is to scale-up co-funding options with partners and investors.

We are inviting global and local partners to build this business with us through establishing the Agoro carbon alliance:

Business model:

- **Credit generation by grower**
- **Gold Standard / Verifier**
- **Credit selling to buyer**

- **Growers**
- **Contract Yara - grower**
- **Contract Yara - buyer**
- **Buyer**

- **Payment**
- **Methodology based interactions**
- **Contractual agreement**
- **Cash flow**
- **Transfer of credit**
Our regions drive commercial performance and transformation

Key regional focus areas 2021

**Americas**
- Expand food chain sales for key crops
- Build increased connectivity to farm
- Drive growth through online sales channels
- Launch sustainability offerings in the US
- Latin America:
  - pioneer output-based business models
  - further growth in nitrate-based product sales

**Europe**
- Launch scalable climate-smart solutions for key crops, in collaboration with value chain players
- Accelerate high-value product sales
- Streamline regional operating model
- Improve nitrate position, enabled by digital tools and market models

**Africa & Asia**
- Deliver growth in China and India through commercialization of established digital solutions
- Improve production plant reliability and efficiency
- YaraVita and Fertigation product sales growth
- Grow food chain partnerships
Continued operational improvement; focus on achieving 2023 targets announced in 2019

**Current status**

- Sustaining operations through Covid-19 has been our top priority
- L12M production output impacted by several outages, but positive development in recent months
- Steady improvement in energy efficiency, helped by Trinidad closure
- Fixed cost development in line with target

---

1) *Yara Productivity System*
Production numbers as presented for the Yara Improvement Program, see Yara International’s 3Q20 report page 5
Our operational excellence initiatives are delivering results and will help us reach our 2023 targets

**Belle Plaine (Canada):** From low performance to Yara’s best

- History of technical issues, downtime and major overruns on turnarounds
- Strong YPS\(^1\) adaption through structured work:
  - Long term vision cascade to individual KPIs
  - Role-modeling
  - Challenging status quo
- **55 MUSD/year savings**
- **Maintenance cost down 40%**
- >500 days without accidents
- High level of YPS maturity

**Tringen (Trinidad):** RCIP\(^2\) implementation

- Plant struggled with several outages within less than a year, leading to significant production losses
- Local and central experts engaged in a focused sprint to find root causes and establish mitigating actions
- Resulting implementation of Reliability Continuous Improvement Program (RCIP)
- Increased equipment efficiency (OEE) and positive reliability performance trend, reversing production losses

**Key 2021 actions across Yara**

- Drive YPS\(^1\) and reliability across all production facilities
- Targeted reliability program (RCIP) for underperforming units
- Developing roadmap for end-to-end digitization

---

1) Yara Productivity System  
2) Reliability Continuous Improvement Program
Digital Production shows good potential

Selected examples

Golden Batch
(Uusikaupunki, Finland)

- Control room web application that assists operators in selecting ideal set points for critical parameters influencing throughput
- Stable production can be reached faster, and at higher throughput
- Payback period of 1 year and estimated increased throughput equal to 0.5-1 MUSD per annum
- Potential for roll-out to other NPK plants: 3-7 MUSD per annum

Energy load curve
(ammonia plants)

- Energy consumption is the key cost factor in ammonia production
- Control room web application that provides a real-time energy consumption and production rate overview, and makes recommendations on how to improve energy efficiency
- Growing efficiency gains from improved learning; current savings rate of ~2 MUSD per year
Enabling a hydrogen economy
Clean hydrogen economy will develop fast, with ammonia powering the transition

1. Clean hydrogen strongly positioned to lead energy transition

2. Ammonia is best suited for zero-carbon shipping fuel and energy carrier purposes

3. Shipping fuel the likely next ammonia application to reach scale; promising signals also for other sectors

4. Emerging and realistic economics medium-term

5. Public co-funding expected to support first-movers

6. Value chains are developing now
Both blue and green ammonia facilitate decarbonization

Green and blue ammonia production process

**Green ammonia**
- Electrolysis
- Renewable energy + H₂O
- Green Hydrogen
- Green Ammonia

**Low carbon (blue) ammonia**
- Natural gas
- Low carbon Hydrogen
- Low carbon Ammonia

**End-use applications**
- Fertilizer
- Industrial applications
- Power
- Shipping fuel

---

1) ATR: Autothermal Reforming, SMR: Steam Methane Reforming, CCS: Carbon Capture and Storage
Ammonia is the most promising hydrogen carrier and zero-carbon shipping fuel

**The most promising hydrogen carrier**

- Ammonia is a better hydrogen carrier than hydrogen (ships at -33°C vs. -253°C, higher energy density)
- Unlike methanol and synthetic fuels, it does not contain a CO₂ molecule inside
- Unlike bio-based fuels, clean ammonia can be scaled based on renewable electricity
- Ammonia has existing and mature production & storage technologies

**The most promising zero-carbon shipping fuel**

- IMO initial GHG strategy from 2018 sets target to halve GHG emissions by 2050 and reduce carbon intensity of international shipping by 40% by 2030
- Since 2018, alternative fuels have been mapped by shipping majors, class society and consultants, pointing towards ammonia as the most promising zero carbon fuel candidate at scale\(^1\)
- Ongoing engine development will enable ammonia to be applied in conventional marine engines by 2023

---

**Properties:**

**Liquid Hydrogen (LH₂)**
- -253 °C
- 2.00 kWh/litre
- 33.33 kWh/kg
- Non toxic
- Highly flammable

**Ammonia (NH₃)**
- -33 °C
- 3.75 kWh/litre
- 5.22 kWh/kg
- Toxic, skin corrosions and burns
- Not highly flammable

---

1) Acknowledged by UMAS, Global Maritime Forum, Systemiq, McKinsey, Bain, DNV-GL, etc.
Yara has a unique starting point to capture value

**Producer**
- Major ammonia producer: ~ 8.5 mt production across 17 units
- Leading operational know-how, with world record production runs
- Higher energy efficiency compared to other producers

**Trader**
- Global trader with own back-up supply system with >20% market share
  - 4 fully-owned ammonia export plants in Europe, ~ 1 million tons
  - Ammonia export capacity outside Europe ~ 2.7 million tons
- Industrial Solutions truck/train logistics expertise

**Fleet & storage**
- Ammonia maritime transport capacity > 200 kt
- Own ammonia storage capacity 580 kt
- 18 marine ammonia terminals

---

1) Based on global deep-sea ammonia trade
### Pipeline of green ammonia pilots laying the foundation for full scale plants

#### Pilbara
- Cooperation with Engie
- Scale of 3.5 kilotons of green ammonia / 10 MW
- Project is in concept selection
- First industrial scale carbon neutral ammonia produced from solar power
- Targeting energy and materials value chain in Australia/Japan
- Commercial startup scheduled for early 2023

#### Sluiskil
- Cooperation with Ørsted
- Scale of 70 kilotons of green ammonia / 100 MW
- Project is in feasibility
- Pioneering project using offshore wind to produce renewable hydrogen and reduce CO₂ emissions
- Commercial start scheduled for 2025

#### Porsgrunn
- Cooperation with NEL (5 MW)
- Scale of 20 kilotons of green ammonia / 5+20 MW
- Project is in concept selection
- First electrolyzer project of industrial scale with system integration into an existing ammonia plant
- Commercial startup scheduled for early 2023

1) 20 MW being tendered
World-scale project possible in Porsgrunn, with the right partners and regulation

- Full electrification of ~500 kt ammonia unit (removing ~800 kt CO₂) possible with limited infrastructure investments
  - Renewable power supply from Norwegian grid, leading to 100% hydrogen asset utilization
  - Deep sea coastal location, enabling global exports

- Public funding required to bridge the cost gap in first projects
  - Cost of green ammonia estimated to be 2-4x higher than conventional product

- Project would eliminate one of Norway’s largest stationary CO₂ sources
  - Would make a significant contribution to Norway reaching its Paris agreement commitments
Yara ready to lead the way as the ammonia champion in the hydrogen economy

Yara will commercialize the opportunity, drive business development and deliver value

• Build on our global leadership in ammonia trading, distribution and storage
• Deliver pilot projects to build knowledge to support market development
• Evaluate partnership structures to enable quick scaling while maintaining strong capital discipline
Sustainable performance
Yara has delivered significant performance improvement and demonstrated commitment to capital allocation policy

**Strategic targets**

<table>
<thead>
<tr>
<th>YaraVita sales (mill units)</th>
<th>Premium products (mt)</th>
<th>Hectares under management (million)</th>
<th>Farmweather users (million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.8 47.0 50.1</td>
<td>13.5 13.7 14.4</td>
<td>4.6 10.7 12.2</td>
<td>0.0 0.8 3.0</td>
</tr>
</tbody>
</table>

**Financial results**

<table>
<thead>
<tr>
<th>Free cash flow (MUSD)¹</th>
<th>Return on capital (ROIC)²</th>
<th>Cash distributions per share³ (NOK)</th>
<th>Committed capex (BUSD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1,243 863 2,491</td>
<td>3.8 6.6 7.9</td>
<td>8 18 31</td>
<td>2.2 1.1 1.1</td>
</tr>
</tbody>
</table>

All L12M numbers per 3Q 2020

1) Net cash provided by operating activities minus net cash used in investment activities. See Cash Flow statement on page 20 of the 3Q 20 Report
2) ROIC as presented in the APM section on pages 35-40 in the 3Q20 Quarterly report
3) Buy-backs included in the year shares are bought in the market. Payments to the Norwegian state included in the following year (upon cancellation at AGM). Calculation assumes an average share price of NOK 350 for the buy-backs in September thru December 2020. Figure for 2020 includes extraordinary dividend paid out in November 2020.
We see significant value creation potential in a climate-positive food future, building on our baseline

Current baseline
- EBITDA ~2.2 BUSD
- ROIC 7.9%

Market
- Key factors:
  - Crop prices
  - Fertilizer prices
  - Input cost, e.g. natural gas
  - Regulatory environment
  - Currency rates
  - Premium products: volume and commercial margin growth

YIP
- Deliver on our targets:
  - 1.3 mt ammonia
  - 2.8 mt finished products
  - Improve fixed costs, energy efficiency and working capital in line with current targets

Farming Solutions
- EBITDA improvement of 0.3 – 0.6 BUSD through new business models, launching a carbon marketplace and 150 million hectares under management

Industrial Solutions
- Leading industrial nitrogen company with production backbone and profitable outlets

Hydrogen
- Enabling the hydrogen economy:
  - World leading ammonia operator
  - Global market ammonia leader

Yara 2025
- Mid-cycle ROIC >10%

1) Measured L12M September 2020
2) Improvement vs L12M October 2020, in line with targets announced at CMD 2019
Even before including the improvement levers, Yara’s baseline is resilient to commodity prices

- **Current baseline**: EBITDA ~2.2 BUSD, ROIC 7.9%
- **Market conditions**:
  - **Urea**: FOB Black Sea (~350 USD/t) or (~225 USD/t) for "High" and "Low" cases, respectively.
  - **EU Natural gas**: TTF (~5 USD / MMBtu) or (~8 USD / MMBtu) for "High" and "Low" cases, respectively.
- **YIP**:
- **Farming Solutions**
- **Industrial Solutions**
- **Hydrogen**

**Yara 2025**
- Mid-cycle ROIC >10%

---

1) Measured L12M September 2020
Announcing new ambition for absolute CO₂ emission reductions by 2030

1) EU commission target of 55% reduction by 2020 compared to 1990 levels

2) Planned but not concluded initiatives including N₂O abatement, energy efficiency, electrification, CCS and hybridization, and potential full-scale electrification of Porsgrunn ammonia plant

Historic reductions

<table>
<thead>
<tr>
<th>Year</th>
<th>Catalyst installations</th>
<th>Energy efficiency</th>
<th>Planned reductions</th>
<th>Other inc. green ammonia²</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>32</td>
<td>&lt;1</td>
<td>18</td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>

Roughly equivalent to O&G emission from Norwegian continental shelf

Our climate roadmap

2025 Intensity target: 10% reduction in CO₂e per tonne N

2030 Reduce scope 1+2 absolute emissions by 30%

2050 Climate neutral

Reduction of 45% since 2005 – Yara is well positioned to meet EU 55% target¹

¹ EU commission target of 55% reduction by 2020 compared to 1990 levels
² Planned but not concluded initiatives including N₂O abatement, energy efficiency, electrification, CCS and hybridization, and potential full-scale electrification of Porsgrunn ammonia plant
Yara will set Science Based Targets, delivering on the Paris agreement

Commitment
Set emission reduction targets in line with independent climate science

Timeline
2022 - target completion of Sectoral Decarbonization Approach for the nitrogen fertilizer industry

Partners to deliver SDA
- Nutrien
- World Business Council for Sustainable Development

1) SDA = Sectoral Decarbonization Approach
Safe and responsible operations are the backbone of our business.

Safety

Ensuring a safe and compliant workplace for employees and partners, with zero injuries as our ambition.

Responsible business conduct

Respecting human rights is integrated in our Compliance Program and risk management processes.

Example initiatives:

- Impact Assessments
- Yara Code of Conduct
- Grievance mechanisms
- Inclusive and responsible workplace
- Respecting the right of freedom of association and the right to collective bargaining.

TRI¹ (12-month rolling)

1) Total Recordable Injuries per 1 million working hours
A diverse and inclusive culture is a prerequisite to achieving a successful transformation

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019 Status</th>
<th>2025 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement index:</td>
<td>75%</td>
<td>Top quartile</td>
</tr>
<tr>
<td>Diversity and Inclusion index:</td>
<td>73%</td>
<td>Top quartile</td>
</tr>
<tr>
<td>Senior managers - % females:</td>
<td>20%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Stable capital structure and credit rating targets; introducing ESG rating targets

- Capital discipline and financial policy targets unchanged, but integrating the ESG dimension
- Maintain strong and sustainable credit and ESG ratings in line with Yara's strategy:
  - Mid investment-grade credit ratings: BBB (S&P) / Baa2 (Moody’s)
  - ESG ratings: Medium (Sustainalytics) and A (MSCI)
  - Mid- to long-term target FFO1/net debt of 0.40-0.50 and floor of 0.30
- Conservative investment approach
  - Strong focus on capital discipline
    - Total capex for 2020 and 2021 combined unchanged at max USD 2.2 billion
    - 2022 onwards; Total capex of max USD 1.2 billion p.a. (incl. both maintenance and growth)
  - Actively seeking partnerships and utilizing capital markets to fund decarbonization
  - Internal carbon price implemented in capital value process
- Targeted capital structure
  - Mid- to long-term Net debt/EBITDA of 1.5-2.0
  - Maintain a net debt/equity ratio below 0.60
- Shareholder returns
  - Ordinary dividend; 50% of net income subject to the above requirements
  - Shareholder returns are distributed primarily as cash, with buybacks as a supplemental lever
  - Under this policy, improving returns and cash flow may lead to increased payout capacity, beyond ordinary dividend

Credit ratings:

<table>
<thead>
<tr>
<th>S&amp;P: BBB</th>
<th>Moody’s: Baa2</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBB</td>
<td>Baa2</td>
</tr>
</tbody>
</table>

ESG ratings:

<table>
<thead>
<tr>
<th>Sustainalytics: Medium (best performer in agribusiness)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI: BBB</td>
</tr>
</tbody>
</table>

Yara annual investments (2019)

1) For definition and reconciliation see APM section of 3Q 20 report, page 40
Integrated and holistic performance management and governance

Performance management

<table>
<thead>
<tr>
<th>Dimensions:</th>
<th>Transparency initiatives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Integrated reporting</td>
</tr>
<tr>
<td>Planet</td>
<td>Taskforce for Climate Related Disclosures</td>
</tr>
<tr>
<td>Prosperity</td>
<td>Science based targets process</td>
</tr>
<tr>
<td></td>
<td>Carbon Disclosure Project</td>
</tr>
</tbody>
</table>

Governance structures integrate sustainability and drive holistic thinking

- Board Audit and Sustainability Committee established, reinforcing Board oversight
- Executive compensation tied to performance management framework
- Risk management process incorporating material sustainability issues
- Engaging with stakeholders directly and indirectly through industry associations

CICERO “Shades of Green” assessment

Share of «green» revenues and capex:

Yara annual revenue (2019)
Yara annual investments (2019)

Governance score:
We will provide regular performance reporting...

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Reporting</th>
<th>Current position</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>A diverse &amp; Inclusive workforce</td>
<td>Quarterly</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety, Ethics &amp; Compliance is our license to operate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building a strong and entrepreneurial culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living by our values of Accountability, Curiosity, Ambition and Collaboration</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Active governance                | Quarterly |                  |           |
| Clear ownership strategies       |           |                  |           |
| Regional Board structure         |           |                  |           |
| Holistic performance management  |           |                  |           |

<table>
<thead>
<tr>
<th>People</th>
<th>Quarterly</th>
<th>Annually</th>
<th>Upon updates</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No fatalities and TRI&lt;1.0</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Top quartile engagement index score</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Top quartile Diversity &amp; Inclusion Index score</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• &gt;35% female leaders in senior management positions</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Planet                           | Quarterly |          |              |           |
| • 150 million hectares under management | ✓         |          |              |           |
| • 10% lower GHG emissions in kg CO₂e/kg N produced | ✓         |          |              |           |
| • Launching carbon marketplace    | ✓         |          |              |           |
| • 30% absolute reduction in Scope 1 and 2 by 2030 | ✓ ✓      |          |              |           |

| Prosperity                       | Quarterly |          |              |           |
| • 300-600 MUSD incremental EBITDA from new business models | ✓         |          |              |           |
| – USD 1.5 billion revenues from new business models | ✓         |          |              |           |
| – USD 1.2 billion revenues from online sales | ✓         |          |              |           |
| • Delivering on YIP 2.0 by 2023: | ✓ ✓      |          |              |           |
| – Increased production: 1.3 mt ammonia and 2.8 mt finished products | ✓         |          |              |           |
| – Fixed cost flat at 2.34 BUSD, working capital reduced to 92 days | ✓         |          |              |           |
| • ROIC > 10% mid cycle           | ✓         |          |              |           |
| • Premium products: volume and commercial margin growth | ✓         |          |              |           |

| Our ambitions for 2025           | Quarterly |          |              |           |
| Major ammonia producer: ~ 8.5 mt production across 17 units | ✓         |          |              |           |
| Leading operational know-how, with world record production runs | ✓         |          |              |           |
| Higher energy efficiency compared to other producers | ✓         |          |              |           |
| Global trader with own back-up supply system with 25% market share | ✓ ✓      |          |              |           |
| – 4 fully-owned ammonia export plants in Europe, ~ 1 million tons | ✓         |          |              |           |
| – Ammonia export capacity outside Europe ~ 2.7 million tons | ✓         |          |              |           |
| – Industrial Solutions truck/train logistics expertise | ✓         |          |              |           |
| Ammonia maritime transport capacity > 200 kt | ✓ ✓      |          |              |           |
| Own ammonia storage capacity 580 kt | ✓         |          |              |           |
| 18 marine ammonia terminals | ✓         |          |              |           |

| Enablers                          | Quarterly |                  |           |
| Strong capital discipline         |           |                  |           |
| • Mid-investment grade credit rating |           |                  |           |
| • MSCI: A Sustainalytics: Medium |           |                  |           |
| • Net debt/EBITDA 1.5-2x          |           |                  |           |
| • Competitive shareholder returns |           |                  |           |
| • 2022 onwards; Total capex of max USD 1.2 billion p.a. (incl both maintenance and growth) |           |                  |           |

We launch accelerated ambitions for 2025, broadening our core...

...while in addition leveraging our unique position to capture value in ammonia

300-600 MUSD incremental EBITDA from new business models
- USD 1.5 billion revenues from new business models
- USD 1.2 billion revenues from online sales

Delivering on YIP 2.0 by 2023:
- Increased production: 1.3 mt ammonia and 2.8 mt finished products
- Fixed cost flat at 2.34 BUSD, working capital reduced to 92 days

ROIC > 10% mid cycle
Premium products: volume and commercial margin growth
Closing remarks
We are broadening our core and enabling a hydrogen economy, while driving sustainable performance

- **We are broadening our core as a leading food solutions company, with significant value creation potential**
  - Ambition to add ~USD 300-600 million new EBITDA by 2025 on top of existing initiatives
  - We are launching new carbon market digital services

- **We are enabling the hydrogen economy**
  - Ammonia is the most promising hydrogen carrier and zero-carbon shipping fuel
  - Yara is the global ammonia champion; a leader within production, logistics and trade
  - World-scale green ammonia project possible in Norway, with the right partners and regulation

- **We are driving sustainable performance**
  - Strong focus on capital discipline and commitment to our capital allocation policy
    - Total capex for 2020 and 2021 combined unchanged at max USD 2.2 billion
    - 2022 onwards; Total capex of max USD 1.2 billion p.a. (incl. both maintenance and growth)
  - ROIC > 10% mid cycle
  - Ambition for 30% reduction in Scope 1 and Scope 2 emissions by 2030
  - Establishing Science Based Targets
Attractive Yara prospects

Attractive opportunities

• Resource and environment challenges require strong agri productivity improvement
• Attractive Yara growth opportunities within sustainable solutions for the global food system, and green ammonia

Focused strategy

• Crop nutrition leader; #1 premium product and market presence
• Transitioning towards sustainable solutions for the global food system
• Operational improvement and innovation focus

Strong track record

• Nine consecutive quarters of ROIC growth, with USD 1.5 billion free cash flow from operations last 4 quarters
• Strict capital discipline with clear capital allocation policy