

**Knowledge grows** 

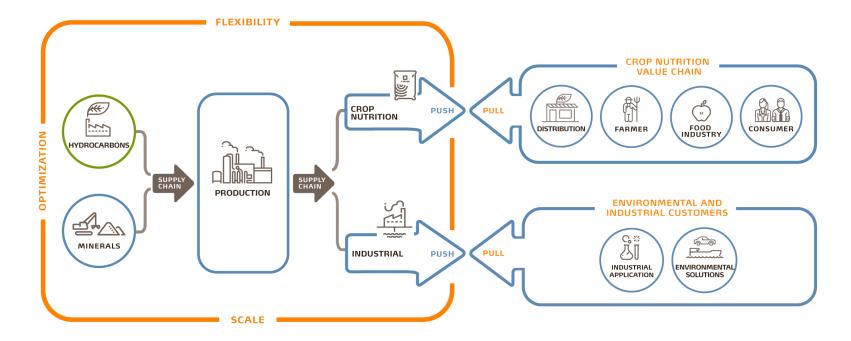
# Yara International ASA 3Q 2016 roadshow

Torgeir Kvidal, CFO Kjetil Storås, IR





# Integrated business model creates value through scale, flexibility and value chain presence



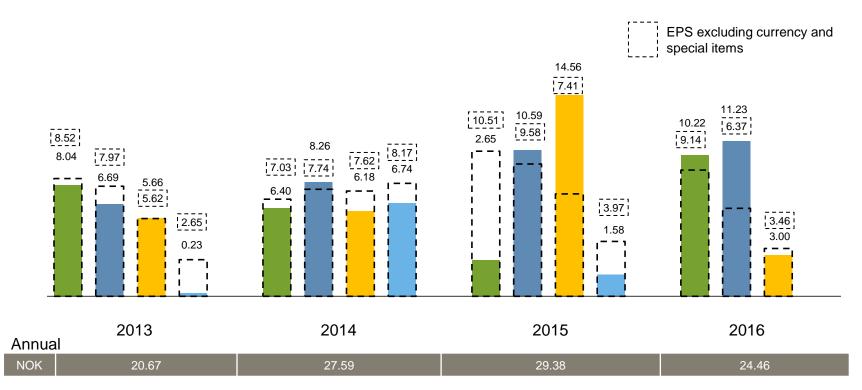


## **Summary third quarter**

- Weaker results due to lower fertilizer commodity prices
- Strong growth in premium product deliveries, especially in Brazil
- Strong Industrial result

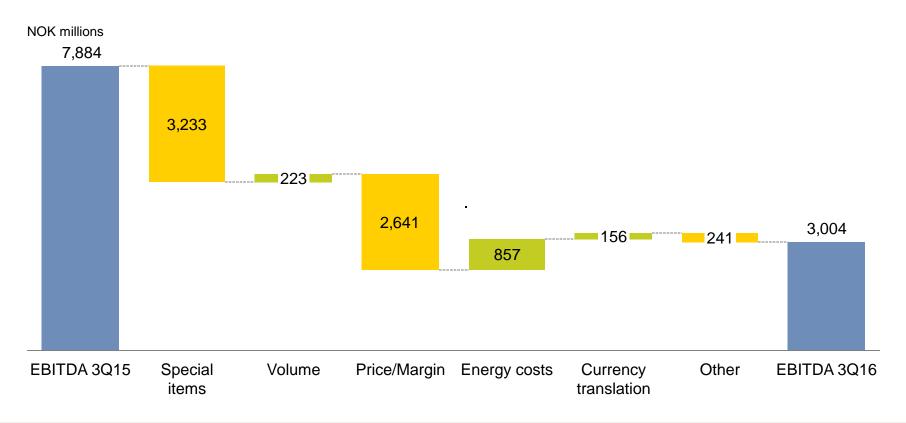


# **Earnings per share\***



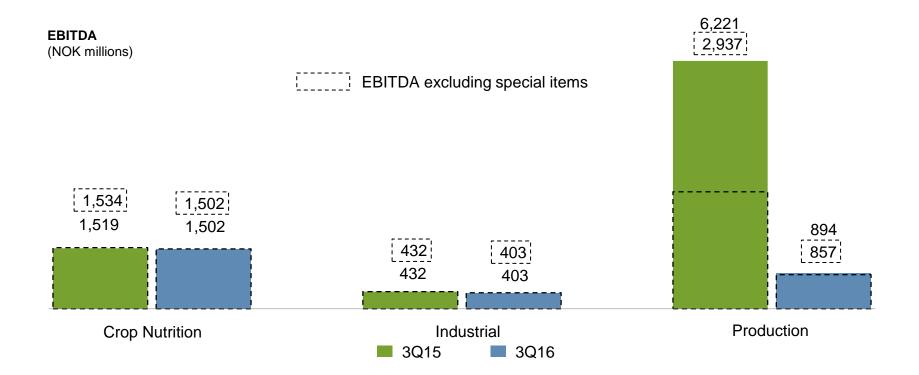
\*Average number of shares for 3Q 2016: 273.2 million (3Q 2015: 275.1 million).

# **EBITDA development**



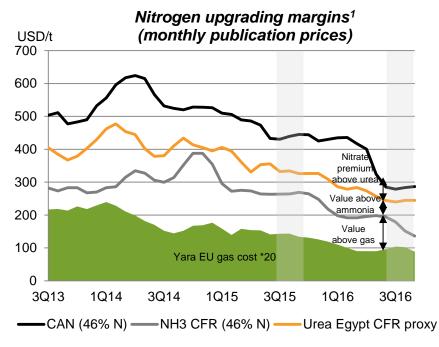


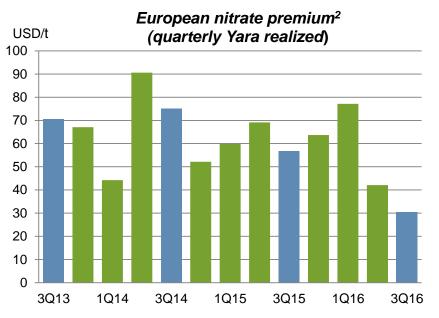
## Lower prices mainly impact Production segment





## Lower European nitrate premiums in new season



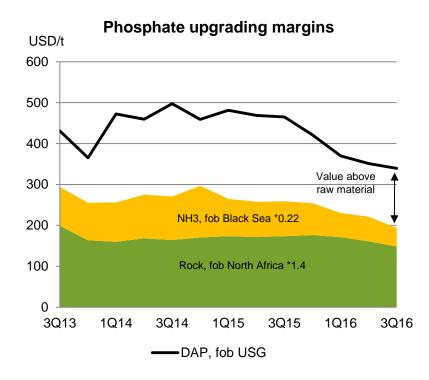


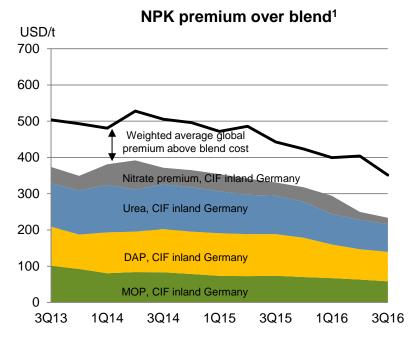
2) Yara European realized nitrate prices (excl. sulphur grades) compared with urea publication prices (Egypt CFR proxy) with1 month time lag. All numbers in USD per tonne of CAN equivalents.

1) All prices in urea equivalents



# Lower commodity phosphate margins, solid compound NPK premiums

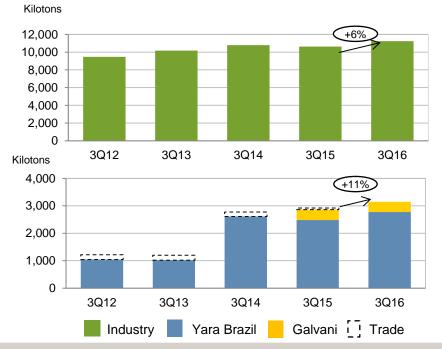




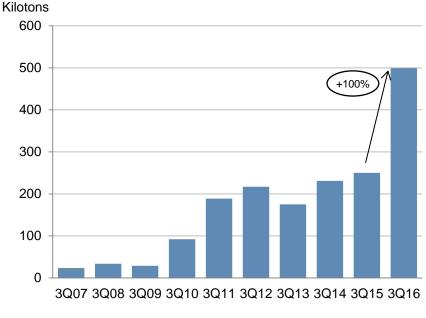
1) Export NPK plants, average grade 19-10-13, net of transport and handling cost.



# Brazil: focus on premium products and solutions drives growth



### Brazil 3Q fertilizer deliveries



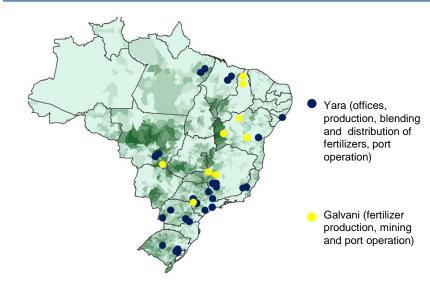
### Yara Brazil 3Q premium product deliveries

Source: ANDA, Yara



# Brazil: unrivalled market presence and farmer-centric strategy

### Unrivalled presence: 28 sites in 11 states



## Farmer-centric strategy drives growth

> 20,000 growers using Yara solutions

> 200 Yara agronomists and 600 sales representatives

- > 55% of Yara deliveries are direct to farmer
- > 55,000 interactions with growers p.a.



# Yara Improvement Program: significant progress during third quarter towards full program launch first quarter 2017

### 2Q 2016 presentation

Yara Improvement Program will deliver cost and revenue



- All units working to establish and detail improvement initiatives
- Several large-impact initiatives have started execution, with positive results so far
- Work so far gives confidence Yara will deliver at least USD 500 million EBITDA improvement by 2020
- Baseline for measurement will be 2015
- Full target, description and timeline to be launched in connection with 4Q results



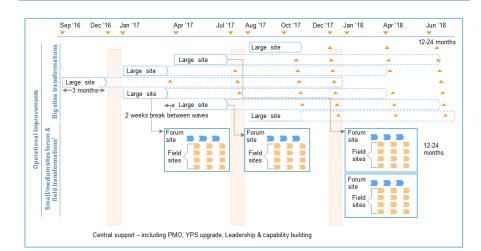
# Plant productivity improvement and portfolio optimization will make our upstream positioning more robust

Systemic assessment across Yara Production organization identified a number of improvement areas across all sites

# Intensive rollout with up to three parallel groups of implementations for the next 2.5 years, starting with Sluiskil



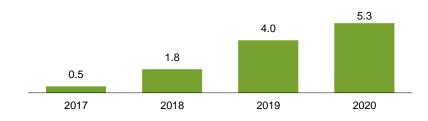
- Implement global best practices
- Improve maintenance execution
- Reduce energy consumption
- Enhance product quality
- Further strengthen safety culture
- Improve capex efficiency
- Optimize asset footprint



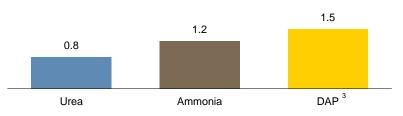
# Yara growth project pipeline adds ~5 NOK earnings per share by 2020 at current market prices

Profitable growth through expansions and M&A					
Expand premium products sales and supply	<ul> <li>CN/NPK expansion Porsgrunn (2H 2017)</li> <li>NPK expansion Uusikaupunki (2H 2016)</li> <li>Urea 8 Sluiskil (2H 2017)</li> <li>Rio Grande expansion (2H 2020)</li> </ul>				
Expand commodity scale based on attractive full- cost growth opportunities	<ul> <li>Freeport ammonia JV (4Q 2017)</li> <li>New ammonia vessels (2016)</li> <li>Babrala urea asset (2H 2017) –</li> </ul>				
Act on attractive opportunities to grow industrial sales and supply	<ul> <li>Pilbara – TAN (4Q 2016)</li> <li>Köping – TAN (1H 2018)</li> </ul>				
Structurally secure P and K supply	• Galvani, Salitre (mining: 2H17, chemical 1H18)				

### Incremental earnings at current prices<sup>1</sup> (NOK/share)



## Impact<sup>2</sup> of +100 USD/t price change (NOK/share)



<sup>1</sup> Urea fob Yuzhny 190 USD/t, Ammonia fob Yuzhny 170 USD/t, DAP fob Morocco 345 USD/t

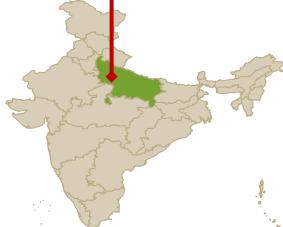
<sup>2</sup> At full capacity (2019 for urea and ammonia, 2020 for DAP)

<sup>3</sup> Phosphate-driven price change, equivalent to 138 USD/t phosphate rock (72 bpl)



# Acquisition of Tata Chemicals' fertilizer business in India provides footprint to accelerate premium product growth





### Integrated world scale urea plant in Babrala, Uttar Pradesh

- ~0.7 million tons ammonia production
- ~1.2 million tons urea production
- Commissioned in 1994

### World-class operations and energy efficiency

- Workforce is committed to high HESQ standards; solid safety track record
- Energy consumption below 21 mmbtu/t, on par with Sluiskil

## Significant distribution footprint

- Warehouses: 4 own and approx. 100 third-party operated
- Salesforce: 50 own, and approx. 600 on contract

### Acquisition provides footprint to accelerate premium product growth

- Yara India 17% p.a. growth in premium product sales since 2010
- Yara Brazil premium products growth provides reference case



## **Prospects**

- Supportive farm margin outlook overall, with higher prices for several crops
- Urea capacity increases in US and North Africa partially displacing Chinese exports
- Improved pre-buying incentives in Europe, but some markets impacted by poor harvests
- Continued growth in Brazil, but fourth quarter industry deliveries expected to be broadly in line with a year earlier
- Yara expansion projects will deliver NOK 5 per share incremental earnings by 2020, based on today's market prices
- Yara improvement program entering implementation phase





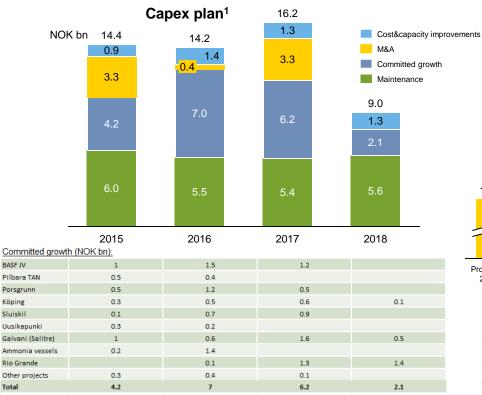
# Safe operations is our first priority



TRI: Total recordable injuries, lost time (absence from work), restricted work and medical treatment cases per one million work hours
 OFD and Galvani included in statistics from January 2016



# **Strong growth pipeline**



#### **Finished fertilizer** Ammonia 23.3 Mill.tons 9.0 0.7 0.5 2.3 7.2 0.7 1.2 0.8 18.9 Production Regularity Production Regularity Babrala Committed Production BASF JV Babrala Production 2015<sup>2</sup> improvement growth3 end 2018 20154 improvement end 2018

Production growth 2015 - end 2018<sup>5</sup>

- 2) Finished fertilizer and industrial products, excl. bulk blends. Including Yara share of production in JVs. 2015 numbers excl. Growhow UK (~300 kt)
- 3) Committed projects only. TAN Pilbara: 160 kt, Porsgrunn: 250kt, Glomfjord: 185kt, Uusikapunki: 250kt, Köping: 90kt, Sluiskil: net 160kt, Galvani (Salitre - 60% of ~ 2 mill.tons)
- Excl. Growhow UK (~200 kt). Including 100% ownership in Pilbara NH<sub>2</sub> plant 4)
- 5) Rio Grande expansion ads 0.5 million tons SSP and 1 million ton blends by 2020

1) Yara's share of capex

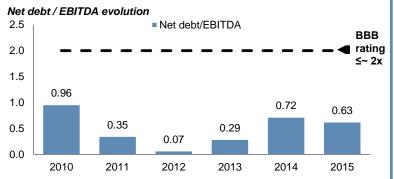


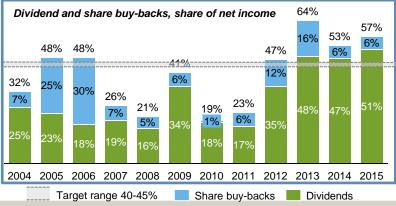
Total

# **Strategic growth with financial discipline**:

Profitable growth through brownfield expansion and M&A, while maintaining credit rating

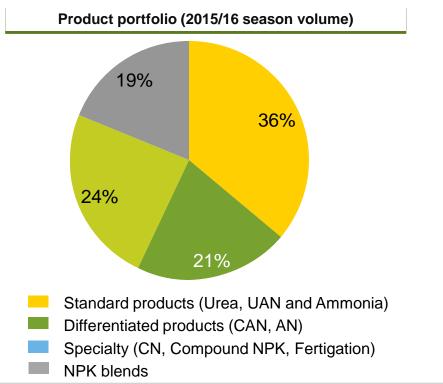
Expand premium products sales and supply	<ul> <li>OFD (Latin America)</li> <li>CN/NPK expansion Porsgrunn (Europe)</li> <li>NPK expansion Uusikapuunki (Europe)</li> <li>Greenbelt Fertilizers (Africa)</li> <li>West Sacramento import terminal (USA)</li> </ul>
Expand commodity scale based on attractive full- cost growth opportunities	<ul> <li>Bunge (Crop Nutrition) (Brazil)</li> <li>Freeport ammonia JV (newbuild in USA)</li> <li>Pilbara (acq. of remaining 49% stake)(Australia)</li> <li>New ammonia vessels</li> </ul>
Act on attractive opportunities to grow industrial sales and supply	<ul> <li>OFD (Latin America)</li> <li>Pilbara – TAN (newbuild in Australia)</li> <li>Köping – TAN (Europe)</li> <li>Small-scale TAN</li> <li>Le Havre (Europe)</li> <li>Environmental solution bolt-on (Europe)</li> </ul>
Structurally secure P and K supply	<ul> <li>Galvani (Brazil)</li> <li>Dallol<sup>1</sup> (Africa)</li> </ul>
Divest non-core businesses	<ul> <li>GrowHow UK (50% stake)</li> <li>European CO<sub>2</sub> business</li> </ul>





#### <sup>1</sup> Not yet committed

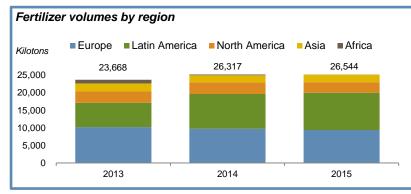
# Fertilizer portfolio is being driven towards greater product differentiation and profit



- Differentiation improves margins and reduces exposure to commodity price volatility
- On-going efforts to further increase differentiation through:
  - Capacity expansions compound NPK, CN, nitrate and urea+S
  - On-going optimization of NPK portfolio towards higher value segments
  - Innovation and market growth in high-value fertigation markets
  - Continued YaraVita growth

## Crop Nutrition creates resilience in earnings...

Key financials				
(NOKm)	1H 2016	1H 2015	Change	YE 2015
Revenue and other income <sup>1</sup>	37,760	41,950	(4,190)	80,189
EBITDA	3,108	3,415	(307)	6,188
Operating income	2,476	2,854	(378)	4,973
% margin	6.6%	6.8%	N/A	6.1%
CROGI (12-month rolling avg.)	16.3%	17.9%	N/A	17.5%

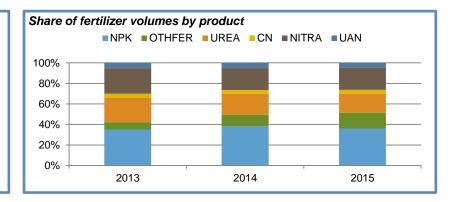


<sup>1</sup> External revenue and other income

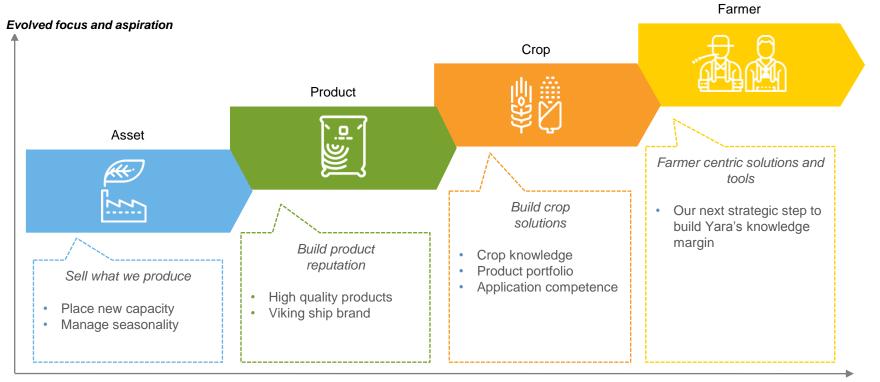


#### 2015 Highlights

- Offers the industry's most comprehensive product portfolio and has a strong position in value-adding crop solutions.
- Increased market presence in Africa and North America by signing agreements to acquire the Greenbelt Fertilizer and the Sacramento Terminal
- Continued investments in solutions for precision farming and water scarcity. Investments in 2015 amounted to a total of NOK 1.5 bn

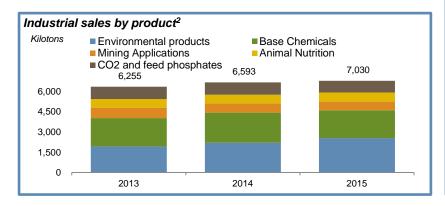


# ... by adding distribution and agronomic competence



## Industrial segment reduces cyclicality and seasonality...

Key financials				
(NOKm)	1H 2016	1H 2015	Change	YE 2015
Revenue and other income <sup>1</sup>	9,085	8,520	565	17,233
EBITDA	2,116	749	1,367	1,489
Operating income	2,030	602	1,428	1,174
% margin	22.3%	7.1%	N/A	6.8%
CROGI (12-month rolling avg.)	43.6%	18.8%	N/A	22.0%



#### 2015 Highlights

- Significantly expansion of terminal and logistics network in North America and Brazil to better and more efficiently serve the automotive Nox abatement markets with respectively DEF (Diesel Exhaust Fluid) and Arla 32 reagent
- Increased deliveries of air pollution abatement products by 20% and achieved strong growth parameters for Nutriox business (waste water treatment) and increasing demand for related services and monitoring technologies
- Agreement to sell European CO2 business



# ...by securing stable off-take from production plants and the unseasonal nature of its businesses

Four business lines with focused strategy and operations

	Base Chemicals	Environmental Solutions	Mining Applications	Gas and Industrial applications	
Key product and service offering	Chemical applications for food, feed, automotive, space, pharmaceutical and construction industries	Abatement of emissions from heavy duty vehicles NO <sub>x</sub> and SO <sub>x</sub> abatement for maritime sector	Solutions to the Civil explosives industry Based on Technical nitrates for mining and construction	CO <sub>2</sub> as gas, liquid and Dry ice CN for Industrial Applications Animal nutrition	
Strategic fit	Optimization of Upstream assets	Utilize technology, logistic advantage and infrastructure footprint	Handling, storage and economies of scale	Monetize secondary products into primary markets applications	
Geographical market	Europe	Global	Global	Global	
Market drivers	GDP growth	Legislation, GDP growth	GDP growth, infrastructure projects, supply security	GDP growth, standard of living	
EBITDA 2013- 2015 <sup>1</sup> (NOKm)	426         533         515           2013         2014         2015	237         303         447           2013         2014         2015	225         223         147           2013         2014         2015	337         492         513           2013         2014         2015	

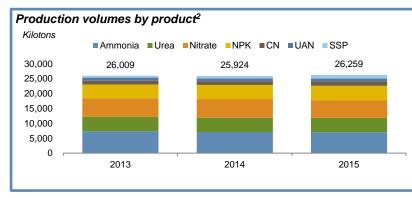
<sup>1</sup> EBITDA not adjusted for eliminations between Business Units



# **Production** segment has plants and mines across the globe which provide scale and flexibility...

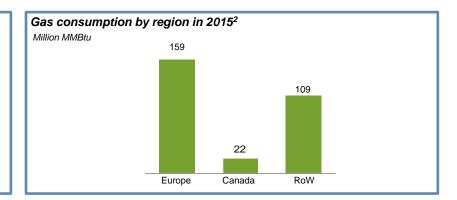
#### Key financials

(NOKm)	1H 2016	1H 2015	Change	YE 2015
Revenue and other income <sup>1</sup>	22,881	28,266	(5,385)	55,812
EBITDA	4,965	6,017	(1,052)	14,414
Operating income	2,132	4,364	(-2,232)	8,842
% margin	9.3%	15.4%	N/A	15.8%
CROGI (12-month rolling avg.)	11.0%	11.4%	N/A	12.1%



#### 2015 Highlights

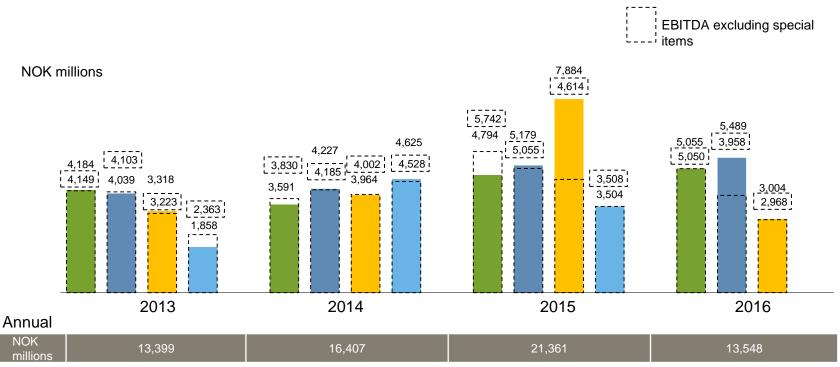
- In the US, Yara and BASF started construction of a world-scale ammonia plant in Freeport. In Australia, Yara secured full ownership of the Pilbara ammonia plant and increased ownership in the Pilbara TAN plant. Construction started on the project to increase the capacity of value-added production in Sluiskil, the Netherlands. Yara sold its 50% stake in GrowHow UK.
- Total production ended at 26.5mm tons, ammonia production decreased by 1% and finished fertilizer and industrial products increased by 2%



<sup>1</sup> Including Yara share of production in equity-accounted investees; <sup>2</sup> Including share of JVs



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





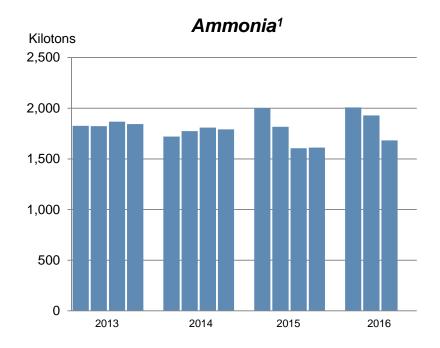
# Value-added and distribution make up larger part of Yara's contribution

#### 11,000 10,000 9,000 8,000 Trade 7,000 6,000 5,000 Upgrade & distribution 4,000 3,000 2,000 Commodity overseas 1,000 Commodity Europe 0 3Q10 3Q11 1Q10 1Q11 1Q12 3Q12 1Q13 3Q13 1Q14 3Q14 1Q15 3Q15 1Q16 3Q16

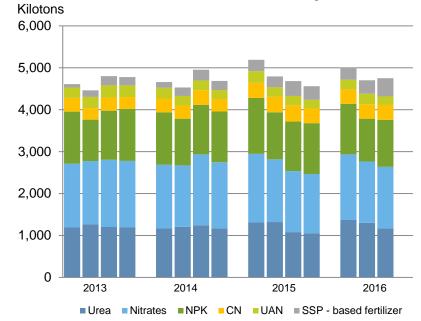
## Total Yara contribution



## **Production**



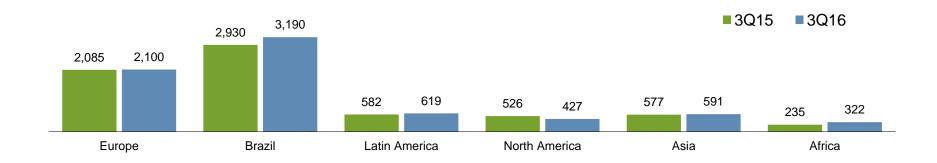
## Finished fertilizer & industrial products<sup>1</sup>

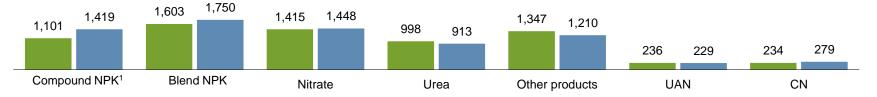


#### 1) Including share of equity-accounted investees



## Yara 3Q fertilizer sales by market and product

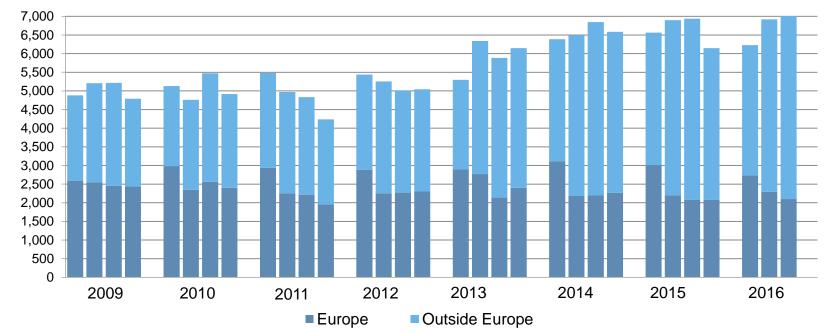




1) Yara-produced compound NPK and third party sourced (Total NPK minus blend NPK)

Kilotons

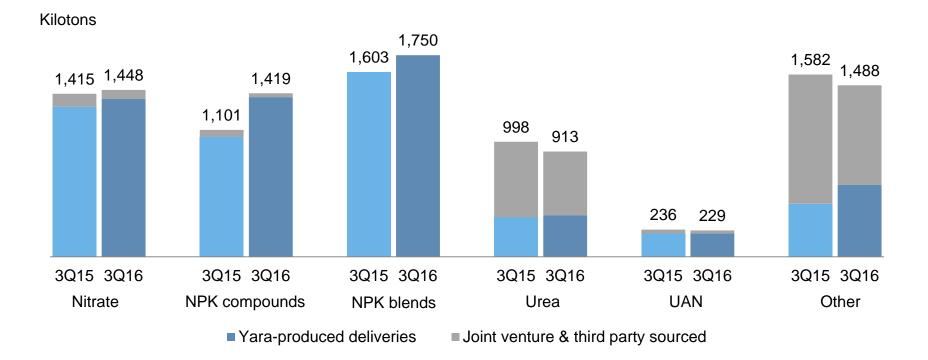
## **Fertilizer deliveries**



#### Kilotons

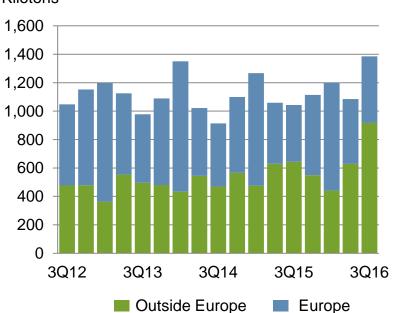


## Fertilizer deliveries by product and source





# YaraMila (compound NPK) and YaraBela (nitrate) deliveries



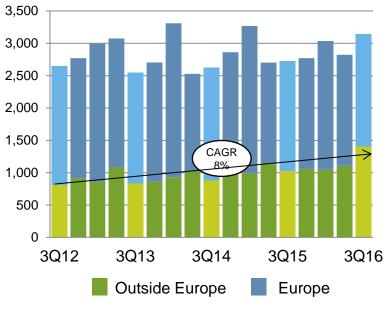
### Yara-produced YaraMila deliveries Kilotons



## Yara-produced YaraBela deliveries

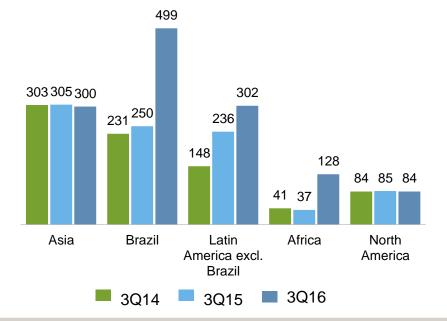
VARA

## **Strong premium product deliveries**



### Value-added fertilizer deliveries<sup>1</sup>

### Value-added fertilizer deliveries<sup>1</sup>

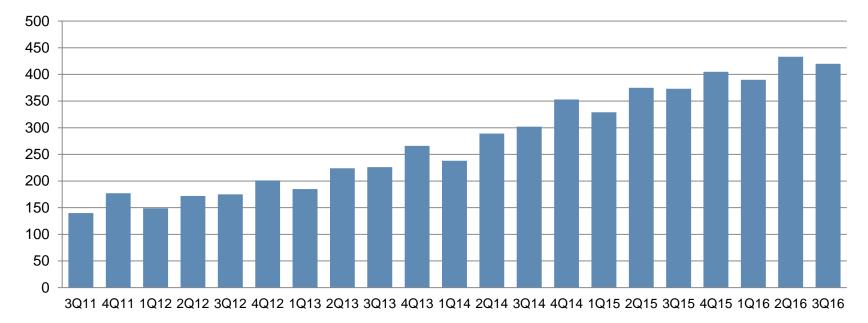


1) YaraBela, YaraMila and YaraLiva deliveries



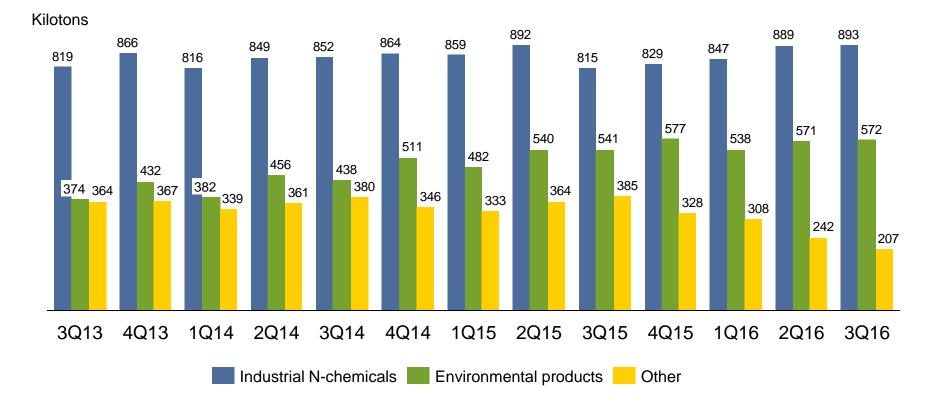
## **AdBlue deliveries**

Kilotons





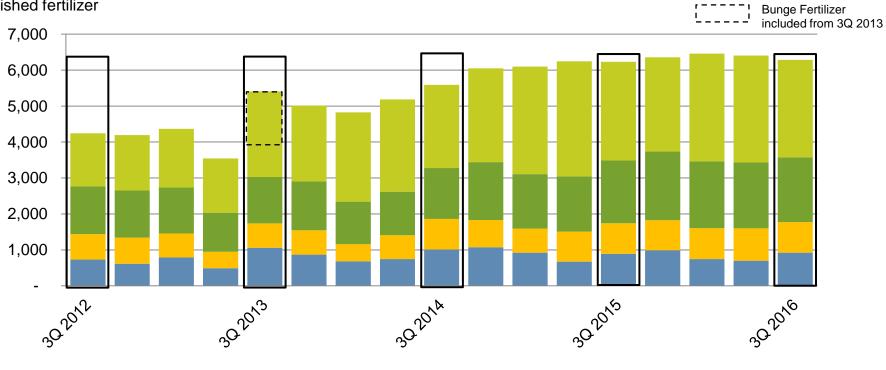
## Industrial volume development





## Yara stocks

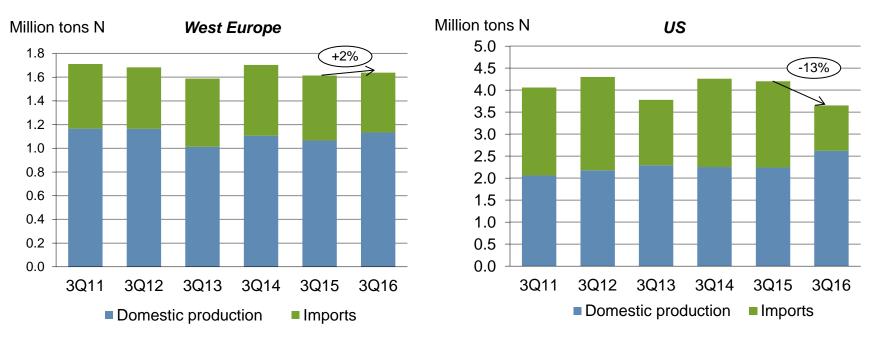
### Kilotons Finished fertilizer



Urea Nitrates Compound NPK Other



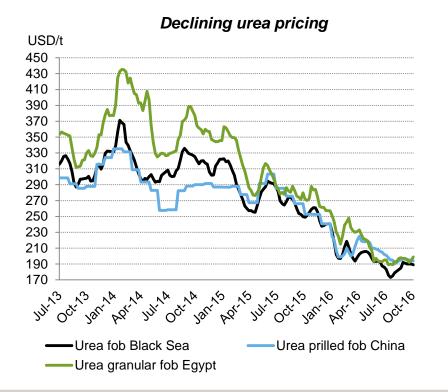
## Normal start to the European season, slow in the US

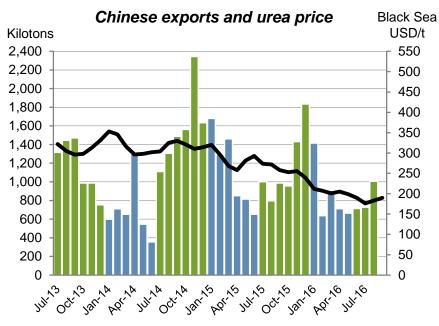


Source: Yara estimate for fertilizer deliveries to selected West European countries. Total nitrogen deliveries based on TFI, US Trade Commission, Blue-Johnson and Yara estimates



#### **Reduced exports from China amid lower prices...**



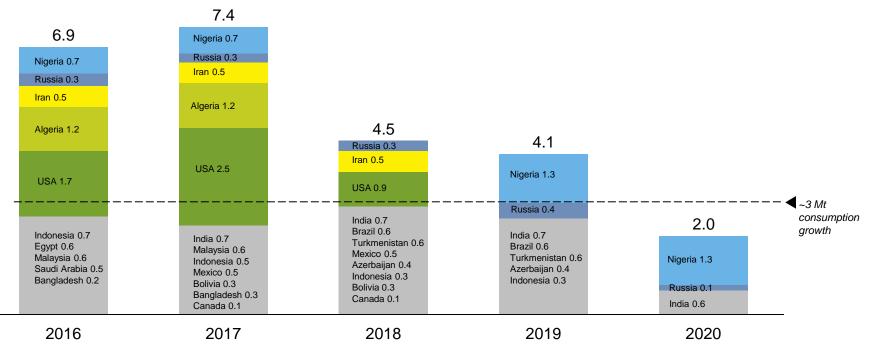


Source: BOABC, CFMW



#### ...and increased production elsewhere

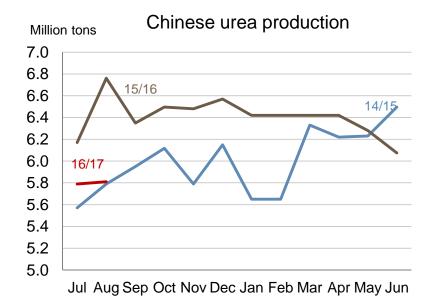
Gross capacity additions, excl. China (mill. tonnes urea<sup>1</sup>)

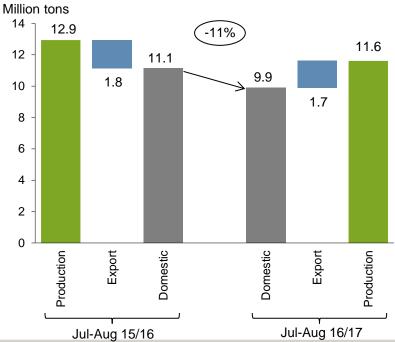


Source: CRU, gross capacities, September 2016 1) Using 50% operating rate in new plants' first year of production



#### The new season starts with reduced Chinese urea production



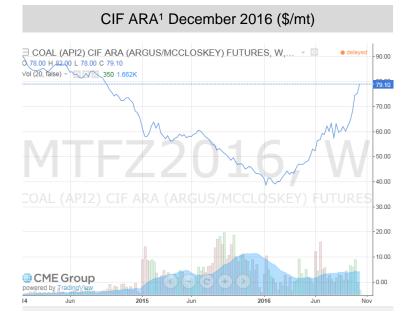


#### Domestic urea balance

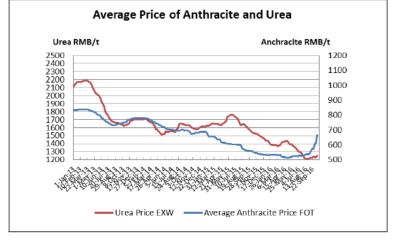
#### Source: CFMW



## **Increasing coal prices**



#### China anthracite prices September 2016 (RMB/mt)

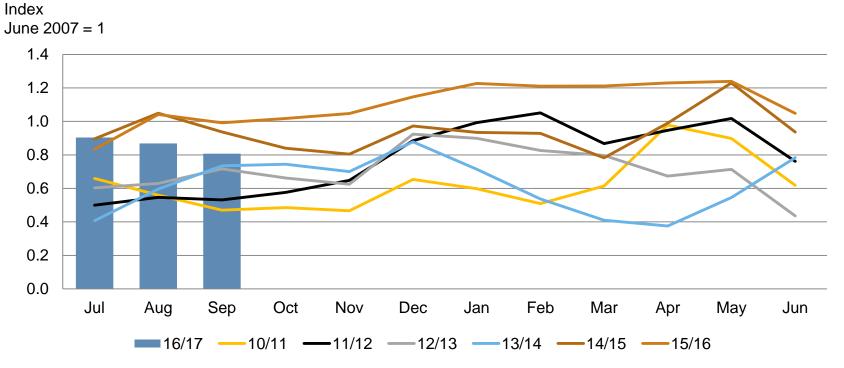


1) Amsterdam, Rotterdam, Antwerp

Source: CME Group, China Fertilizer Market Weekly



#### **European producers' nitrate stocks**

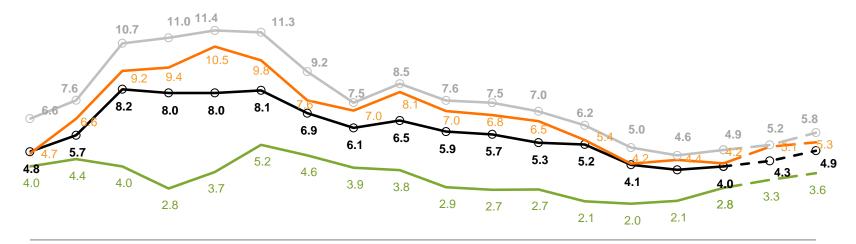


Source: Fertilizers Europe, Yara estimate for September



#### **Energy cost**

Yearly averages 2009 – 2013, quarterly averages for 2014-16 with forward prices\* for 4Q16 and 1Q17.

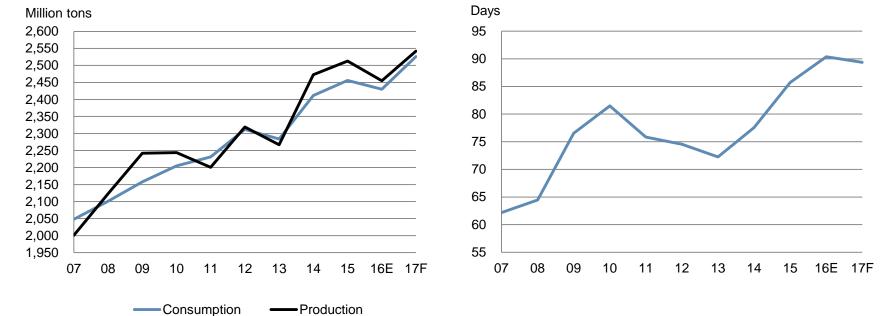


2009 2010 2011 2012 2013 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15 1Q16 2Q16 3Q16 4Q16 1Q17

\*Dotted lines denote forward prices as of 13 October 2016 Source: Yara, World Bank, Argus/ICIS Heren



#### **Global grain balance**



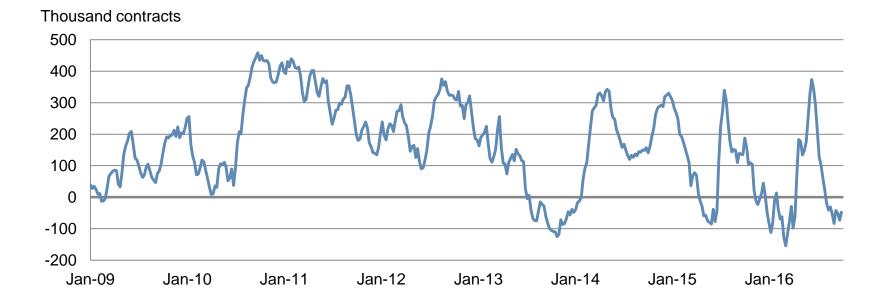
#### Grain consumption and production

Days of consumption in stocks

Source: USDA October 2016



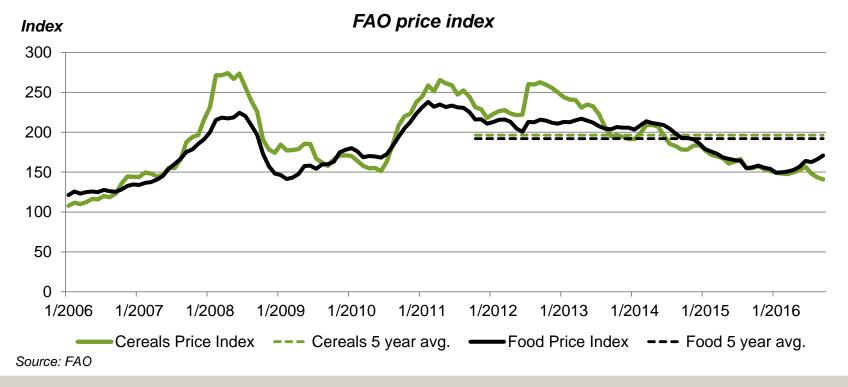
### Non-commercials' net long position in corn



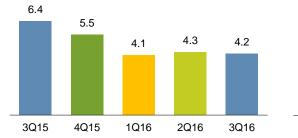
Source: US Commodity Futures Trading Commission



# Weak grain production economics, affecting particularly P and K demand



## Key value drivers – quarterly averages

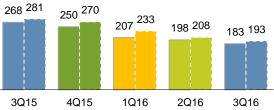


US gas price Henry Hub (USD/MMBtu)

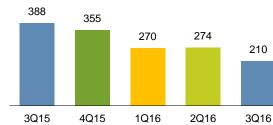
TTF day ahead (USD/MMBtu)



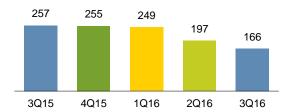
Urea prilled fob Black Sea (USD/t)/Urea granular fob Egypt (dotted line, USD/t)



Ammonia fob Black Sea (USD/t)



CAN cif Germany (USD/t)



NOK/USD exchange rate 8.7 8.5 8.2 3Q15 4Q15 1Q16 2Q16 3Q16

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

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#### **10-year fertilizer prices – monthly averages**

