



Knowledge grows

Yara International ASA

Lars Røsæg, EVP & CFO

SEB Conference

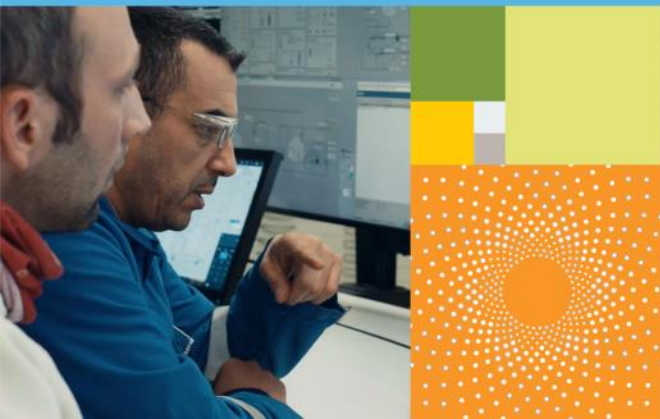
7 January 2019





Knowledge grows

About Yara



Born in Norway, we have pioneered agricultural growth and production for over 100 years

1900-1905



Birkeland's invention

Birkeland's discovery that hydroelectric power could be used to extract nitrogen from the air led to Norsk Hydro opening December 2, 1905.



1906-1939



Attracting Royal attention

New large scale production plants opening and under construction in Notodden and Rjukan respectively are visited by King Chulalongorn of Siam. The plant at Herøya established in 1928. First production of regular NPK fertilizer in 1938.



1940-1959



Extending our reach

Stockholm is home to a new sales office and the USA becomes a customer. The Glomfjord plant opens using hydroelectric power to upgrade ammonia to calcium nitrate and NPK.



1960-2003



Going global

Qafco JV established in 1969. Yara acquires companies in the Netherlands, Sweden, Germany, the UK, France, Italy and China and establishes an office in Zimbabwe. Adubos Trevo is acquired in Brazil.



2004-2014



Going public — industry shaper

March 25, 2004, Yara is listed on the Oslo Stock Exchange. The tagline 'Knowledge grows' introduced.

Yara offers solutions and work with public and private partners to create profitable and sustainable growth both for shareholders, stakeholders and society at large



Knowledge grows

2015 →



Knowledge grows — providing shared value

Yara's knowledge, products and solutions grow farmers', distributors' and industrial customers' businesses profitably and responsibly while nurturing and protecting the earth's resources, food and environment.

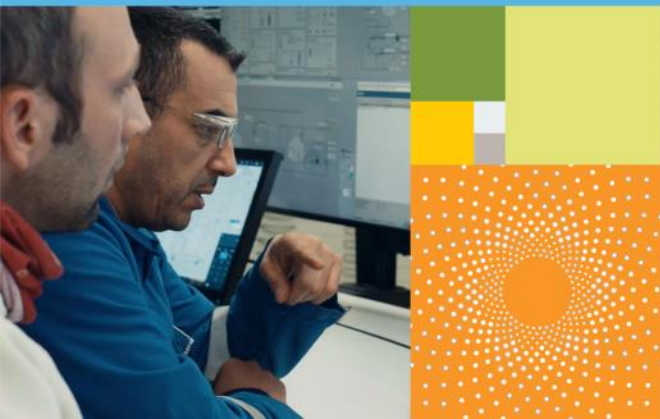


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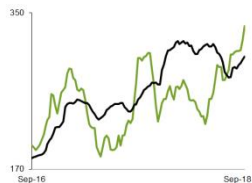
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Strategy



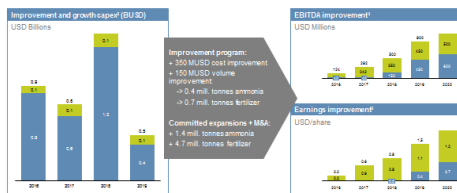
Attractive Yara prospects

Cycle improvement underway



- Improving grain prices and fertilizer demand
- Slow-down in nitrogen supply growth
- 3-5 year lead time for new projects

Cash flow improvement



- Operating cash flow improving with cycle
- Further growth and improvement boost to earnings into 2019
- Capex peaked in 1H 2018, current focus on project ramp-up and integration

Focused and sustainable long-term strategy



Knowledge grows

- Crop nutrition focus
- Further advance operational excellence & innovative growth
- Create scalable solutions through food chain partnerships and digital farming
- Active portfolio management

The Crop Nutrition Company for the Future

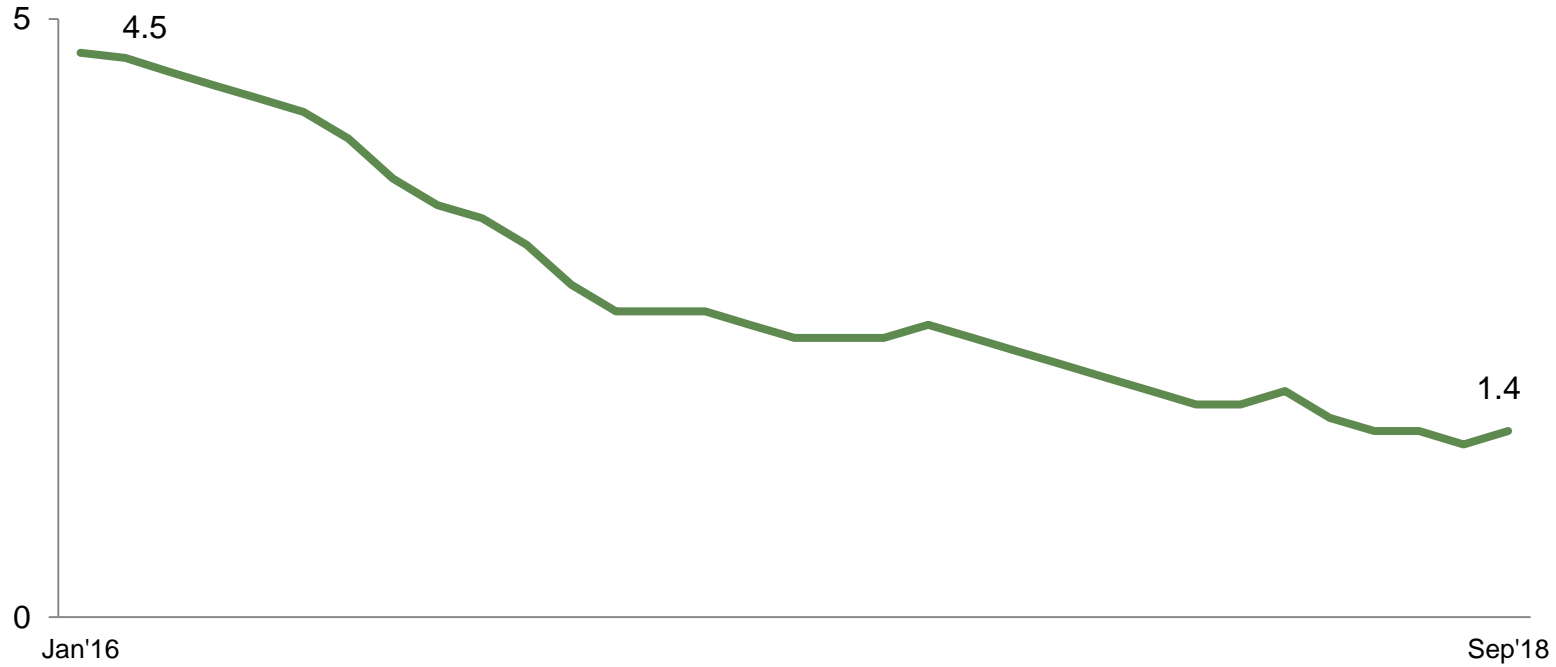
We will grow responsible solutions
to farmers, industry and society,
while delivering superior return
on capital





Safe operations is our first priority

TRI¹ (12-month rolling)

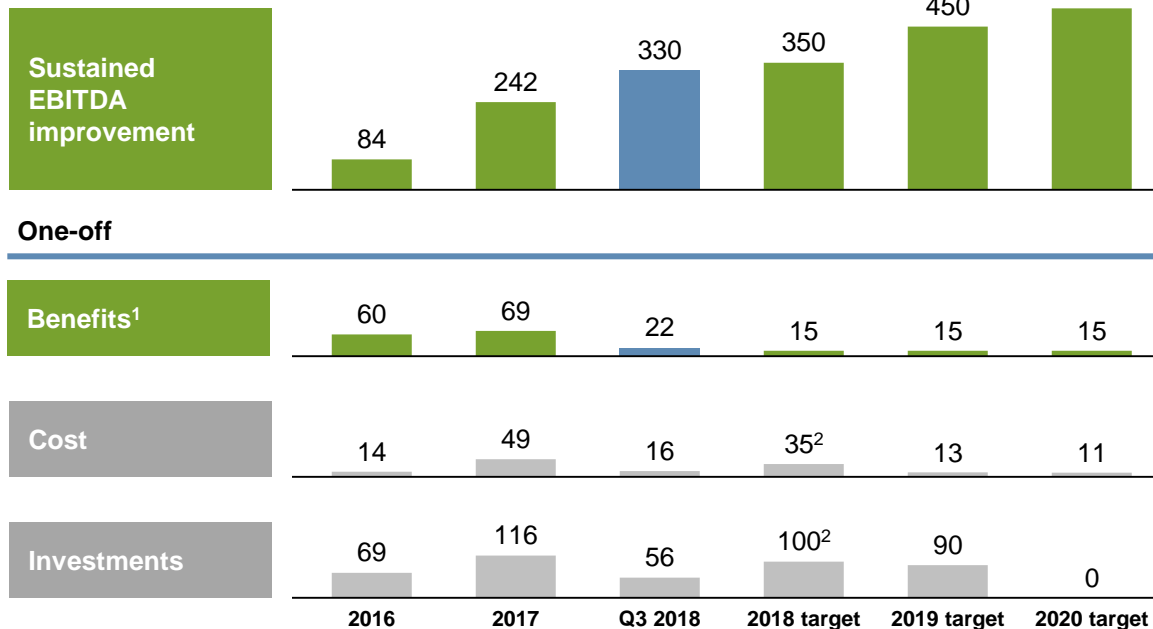


Yara Improvement Program on track



- 2018 EBITDA benefits on track (in 2015 terms):
 - Yara Productivity System on track and in final implementation phase.
 - The creation of a Shared Service Center in Vilnius, Lithuania for Customer Service, transport management and operational planning in Europe, has started.
- Focus increasingly shifting towards ensuring the sustainability of the benefits already for the long term

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



¹ One-off benefits are related to working capital improvements and white certificates

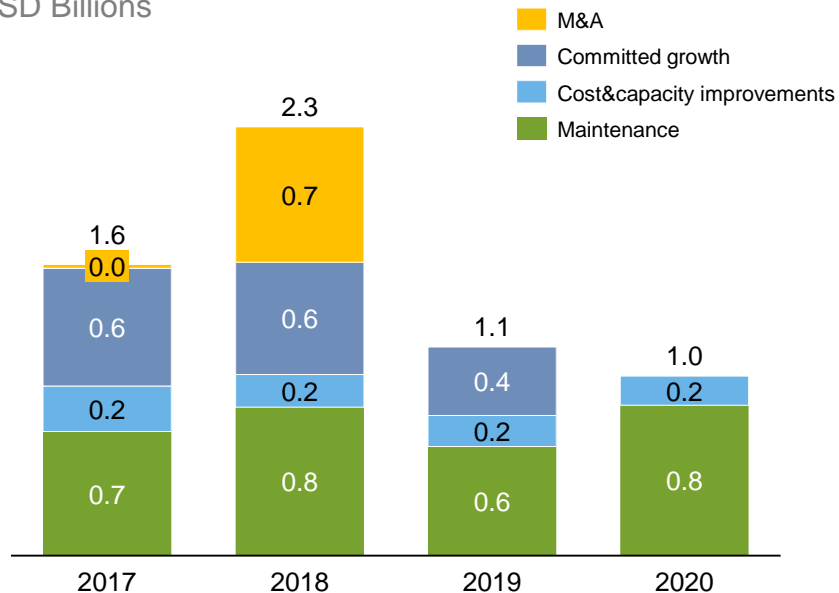
² 2018 estimates for implementation costs and investments are reduced from 39 to 35 and from 140 to 100 respectively (all figures in USD million)

Yara investment activity peaked in 1H 2018



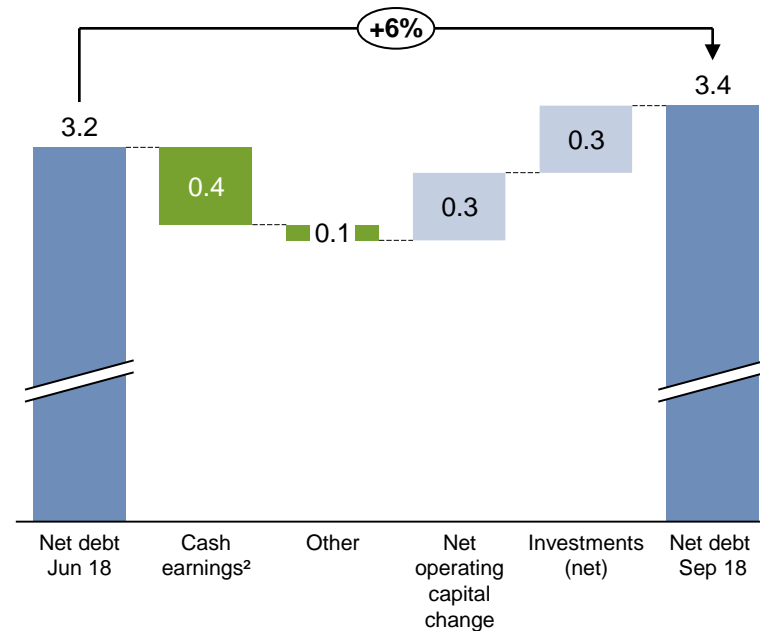
Capex plan¹

USD Billions

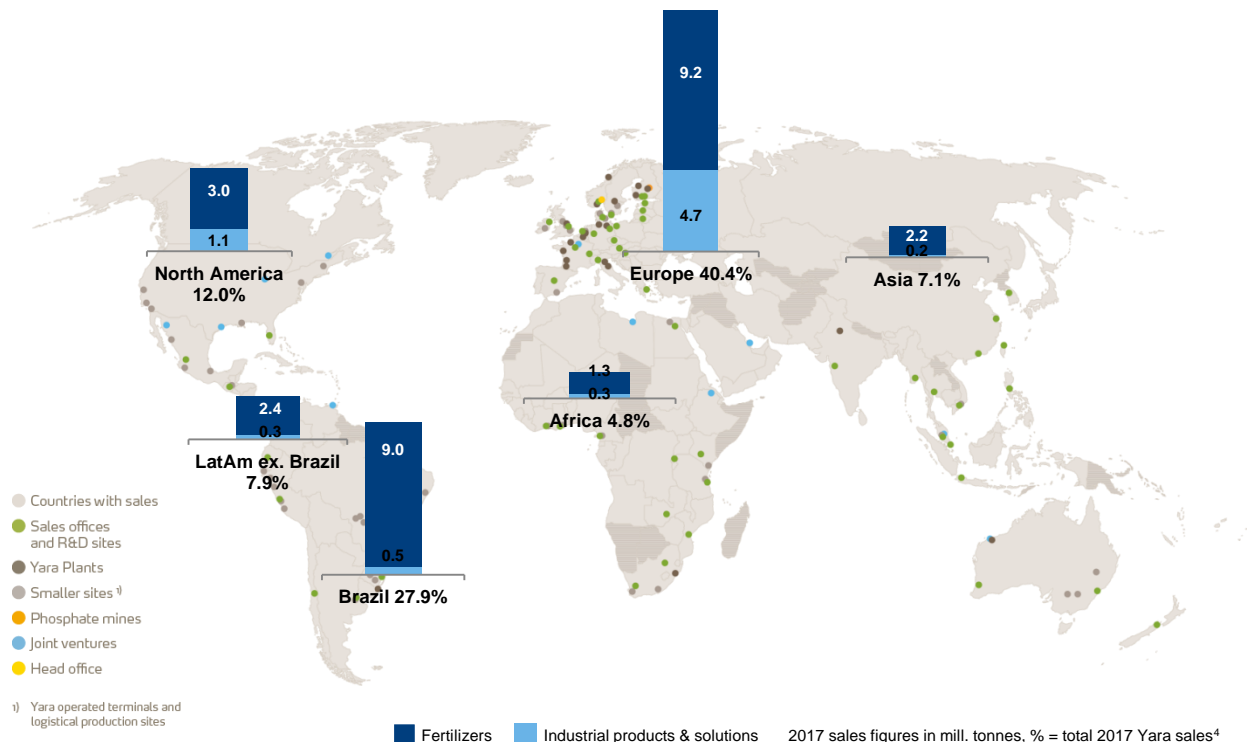


Net interest-bearing debt

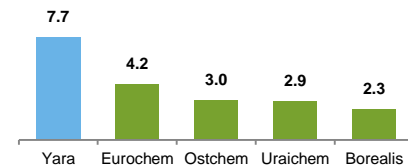
USD Billions



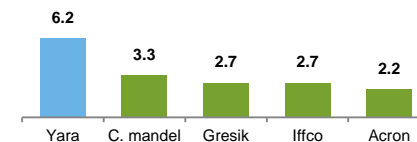
Yara's leading global position and differentiated product portfolio represent key sources of competitive edge



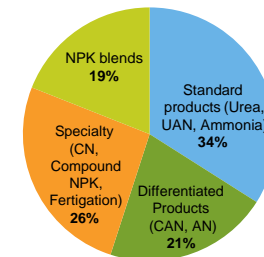
Global #1 in Nitrates¹



Global #1 in NPK²

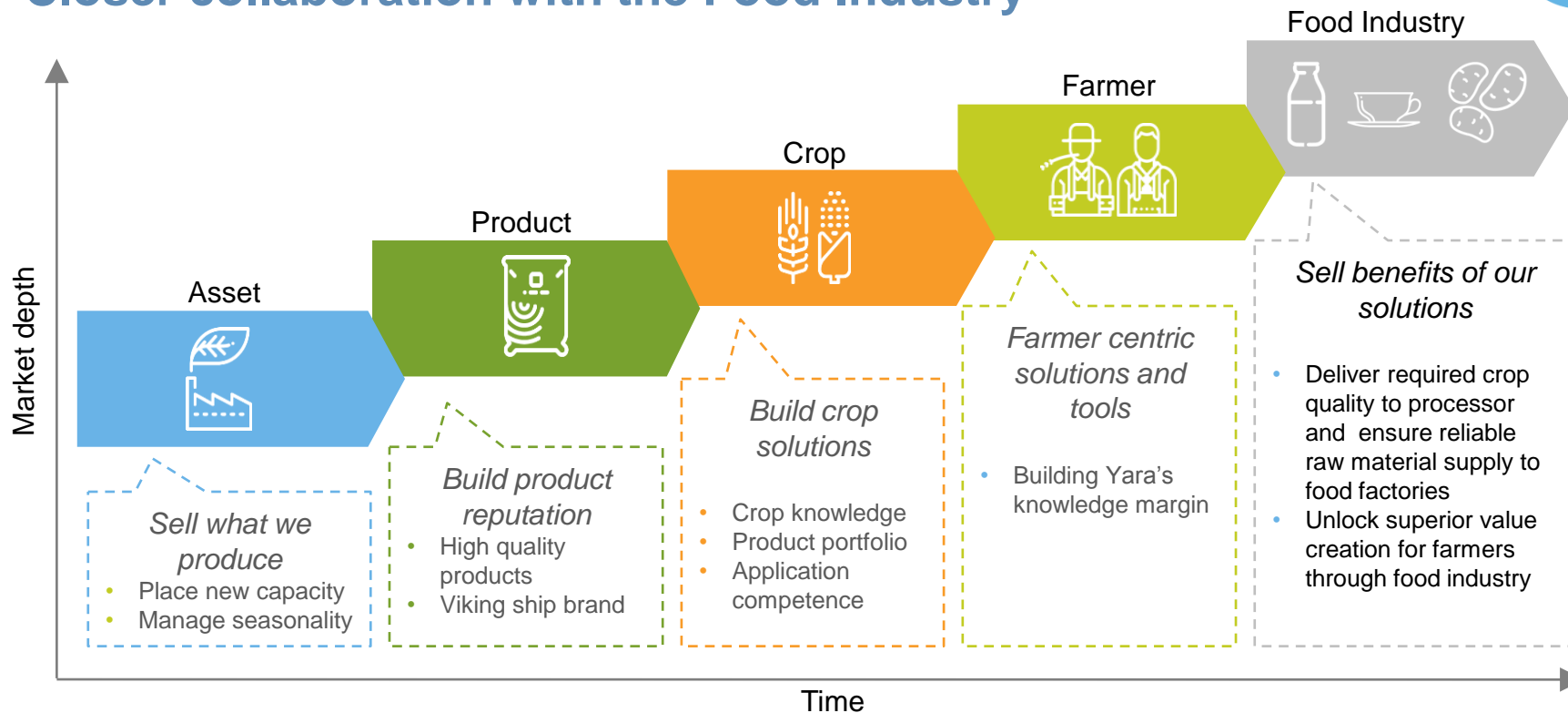


Fertilizer product portfolio³



- 1) Including TAN and CN – Including companies' share of JVs 2016YE
- 2) Compound NPK, excluding blends
- 3) 2016/2017 season volume
- 4) Ammonia trade not included in chart above

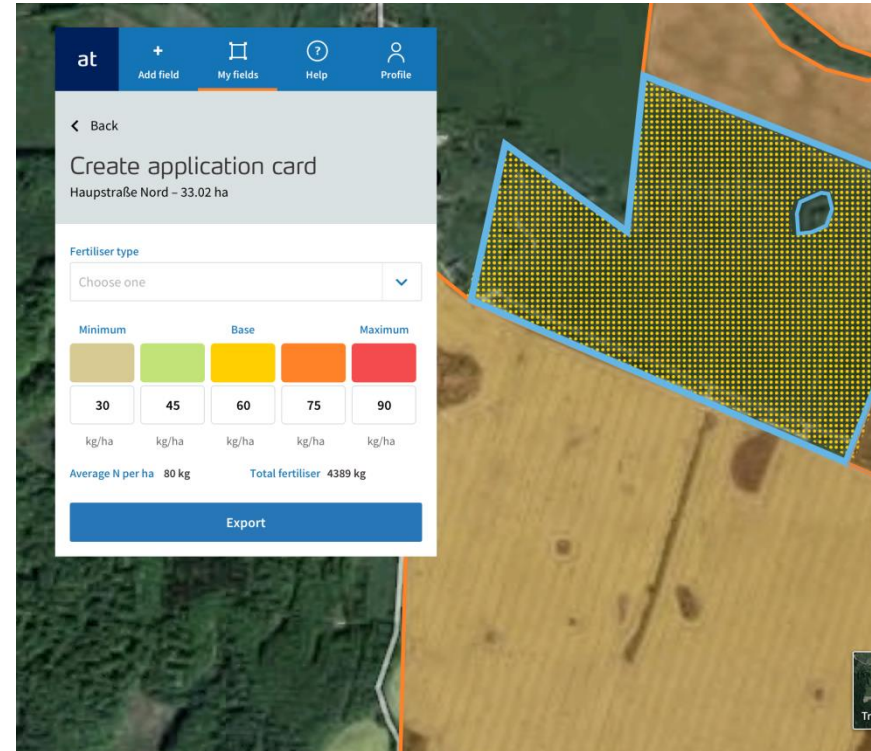
Create Scalable Solutions; Closer collaboration with the Food Industry



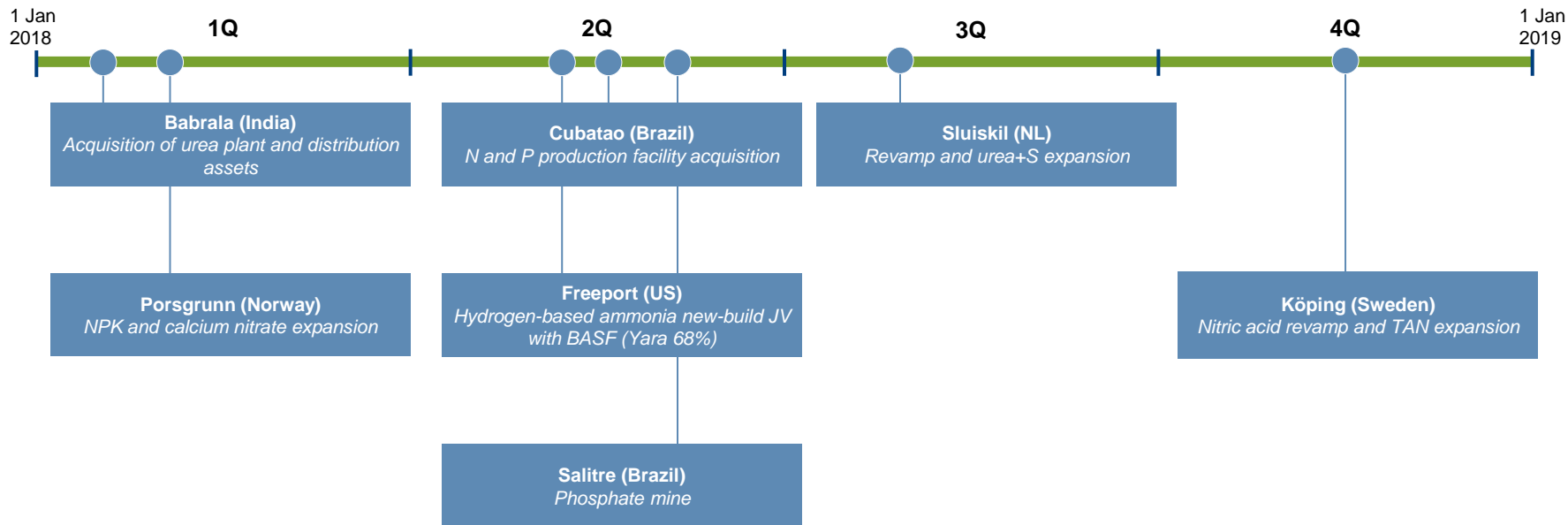
Precision fertilization made simple - atfarm



- 10x10m precision application of fertilizer
- Quantitative recommendation “in only 5 clicks”
- Empowered by decades of Yara precision fertilization R&D
- Benefits for farmers
 - Higher yield
 - Reduced waste
 - Higher protein content



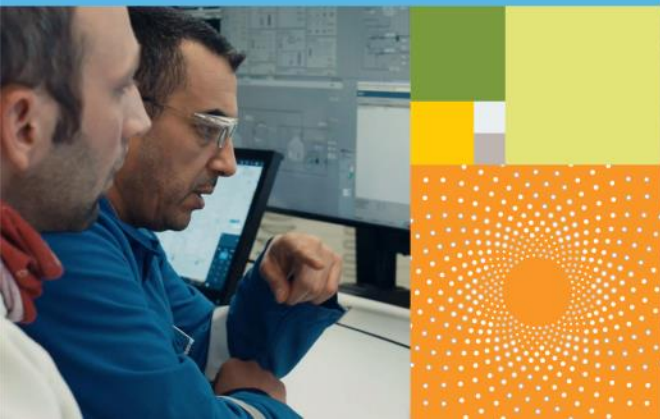
Drive Innovative Growth; Yara is delivering on its growth pipeline





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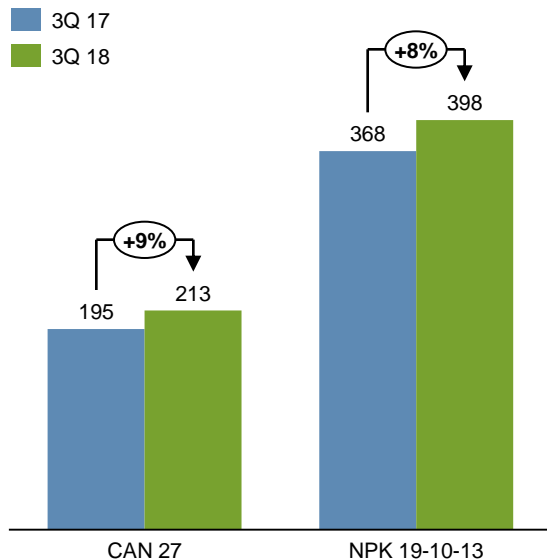
Q3 results and outlook



Yara's 3Q results: increased prices partly offset by higher gas costs

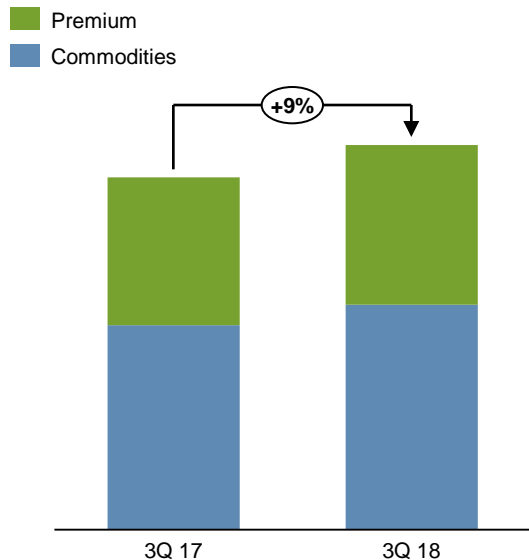
Increased realized nitrate and NPK prices

Realized NPK and CAN price¹ (USD/t)



Higher premium product deliveries

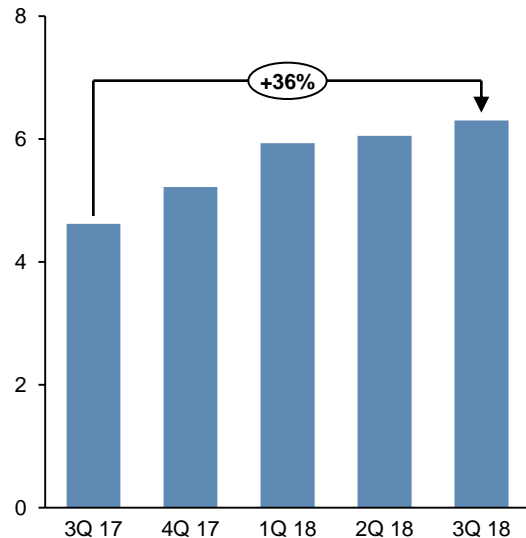
Volume development (mill. tonnes)



Tight LNG market drives gas prices higher

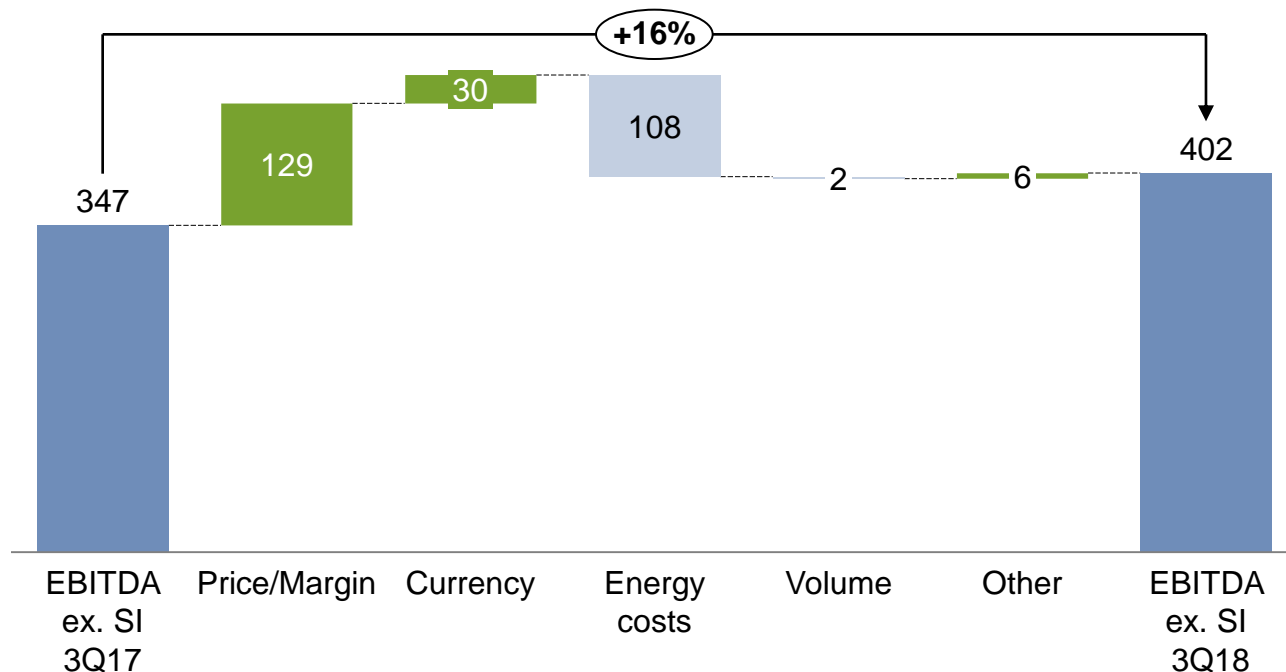
Global weighted average gas cost

USD/MMBtu

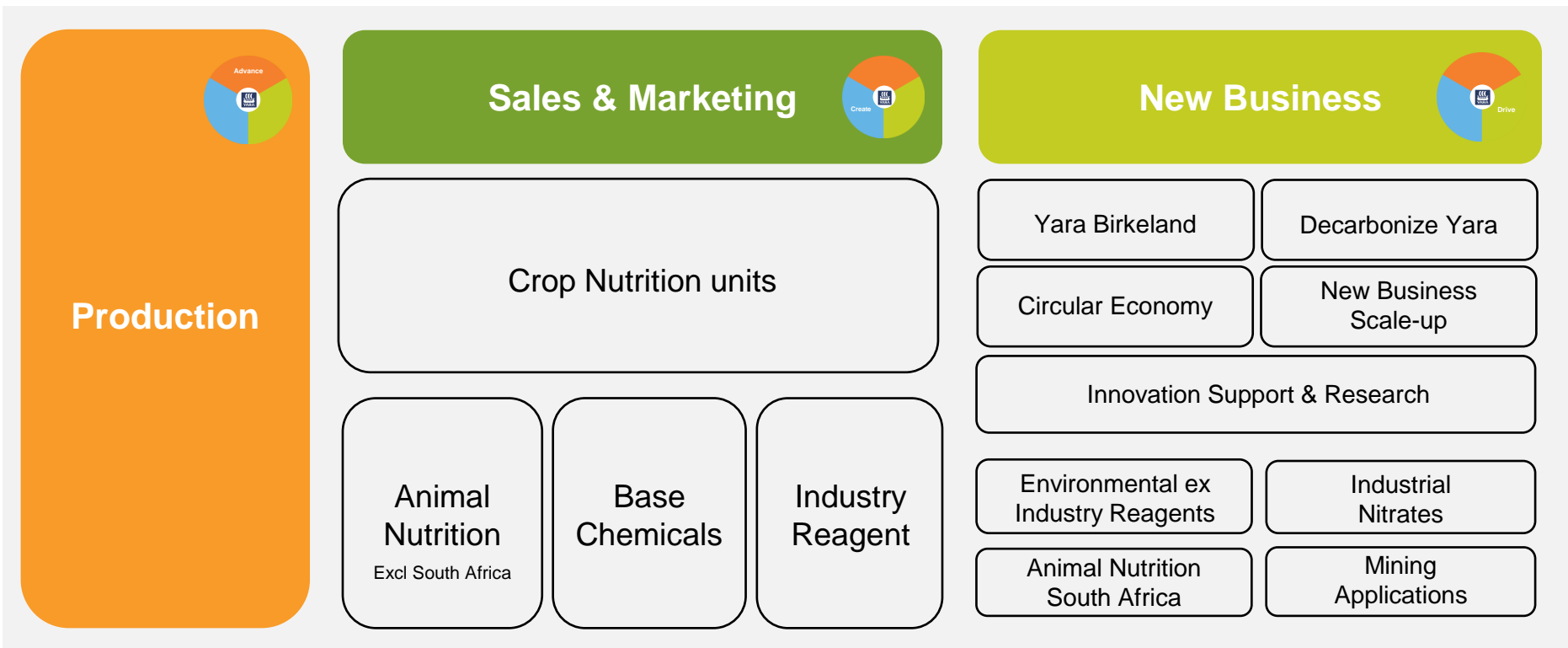


EBITDA 16% higher YoY as higher sales prices and a stronger USD more than offset higher energy cost

EBITDA, USD millions

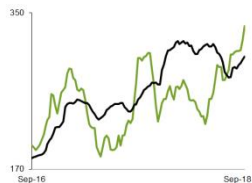


Crop nutrition strategy drives new operating model



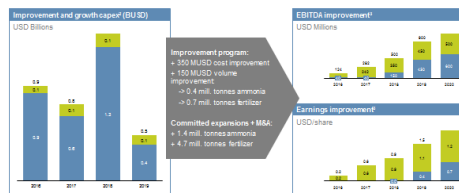
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