Knowledge grows

Yara International ASA
2016 fourth quarter results
9 February 2017
Safe operations is our first priority

TRI (Total recordable injuries 12-month rolling)$^1$

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

- Weaker results reflecting lower prices
- Strong production and deliveries
- Strong Industrial result
- Improvement program established
- Proposed dividend NOK 10 per share, 43% of net income
Earnings per share*

<table>
<thead>
<tr>
<th>Annual</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOK</td>
<td>20.67</td>
<td>27.59</td>
<td>29.38</td>
<td>23.25</td>
</tr>
</tbody>
</table>

*Average number of shares for 4Q 2016: 273.2 million (4Q 2015: 274.6 million).
Strong production and deliveries

**Deliveries (kilotons)**

<table>
<thead>
<tr>
<th></th>
<th>4Q 2015</th>
<th>4Q 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ammonia</td>
<td>1,759</td>
<td>1,775</td>
</tr>
<tr>
<td>Fertilizer</td>
<td>6,147</td>
<td>6,858</td>
</tr>
<tr>
<td>Industrial</td>
<td>450</td>
<td>507</td>
</tr>
</tbody>
</table>

+9% +12% +13%

**Production (kilotons)**

<table>
<thead>
<tr>
<th></th>
<th>4Q 2015</th>
<th>4Q 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ammonia</td>
<td>4,560</td>
<td>5,042</td>
</tr>
<tr>
<td>Finished products</td>
<td>1,612</td>
<td>1,885</td>
</tr>
</tbody>
</table>

+11% +17%

1) Including share of equity-accounted investees
Brazil: focus on premium products and solutions drives growth

Brazil 2016 fertilizer deliveries

Yara premium product deliveries

- Industry (ANDA)
- Yara Brazil
- Galvani Trade

Kilotons


Thousands

Proposed dividend NOK 10 per share

### Dividend and buy-backs¹ per share

<table>
<thead>
<tr>
<th>Year</th>
<th>Share buy-backs</th>
<th>Dividends</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>2.3</td>
<td>5.4</td>
</tr>
<tr>
<td>2005</td>
<td>2.8</td>
<td>5.3</td>
</tr>
<tr>
<td>2006</td>
<td>4.0</td>
<td>5.5</td>
</tr>
<tr>
<td>2007</td>
<td>4.5</td>
<td>7.0</td>
</tr>
<tr>
<td>2008</td>
<td>4.5</td>
<td>7.4</td>
</tr>
<tr>
<td>2009</td>
<td>0.8</td>
<td>14.1</td>
</tr>
<tr>
<td>2010</td>
<td>1.1</td>
<td>10.0</td>
</tr>
<tr>
<td>2011</td>
<td>1.9</td>
<td>11.9</td>
</tr>
<tr>
<td>2012</td>
<td>0.4</td>
<td>13.0</td>
</tr>
<tr>
<td>2013</td>
<td>13.0</td>
<td>15.5</td>
</tr>
<tr>
<td>2014</td>
<td>11.0</td>
<td>11.0</td>
</tr>
<tr>
<td>2015</td>
<td>4.0</td>
<td>6%</td>
</tr>
<tr>
<td>2016P</td>
<td>11.0</td>
<td>6%</td>
</tr>
</tbody>
</table>

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

### Share of net income

<table>
<thead>
<tr>
<th>Year</th>
<th>Share buy-backs</th>
<th>Dividends</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>2.5</td>
<td>2.3</td>
</tr>
<tr>
<td>2005</td>
<td>2.0</td>
<td>2.8</td>
</tr>
<tr>
<td>2006</td>
<td>4.0</td>
<td>4.5</td>
</tr>
<tr>
<td>2007</td>
<td>4.5</td>
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<tr>
<td>2008</td>
<td>4.5</td>
<td>7.0</td>
</tr>
<tr>
<td>2009</td>
<td>0.8</td>
<td>7.4</td>
</tr>
<tr>
<td>2010</td>
<td>1.1</td>
<td>13.0</td>
</tr>
<tr>
<td>2011</td>
<td>1.9</td>
<td>15.5</td>
</tr>
<tr>
<td>2012</td>
<td>0.4</td>
<td>11.0</td>
</tr>
<tr>
<td>2013</td>
<td>13.0</td>
<td>48%</td>
</tr>
<tr>
<td>2014</td>
<td>16%</td>
<td>48%</td>
</tr>
<tr>
<td>2015</td>
<td>53%</td>
<td>57%</td>
</tr>
<tr>
<td>2016P</td>
<td>6%</td>
<td>48%</td>
</tr>
</tbody>
</table>

Target range 40-45%
Earnings before interest, tax, depreciation and amortization (EBITDA)

<table>
<thead>
<tr>
<th>Year</th>
<th>NOK millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>13,399</td>
</tr>
<tr>
<td>2014</td>
<td>16,407</td>
</tr>
<tr>
<td>2015</td>
<td>21,361</td>
</tr>
<tr>
<td>2016</td>
<td>15,563</td>
</tr>
</tbody>
</table>

EBITDA excluding special items
EBITDA development

NOK millions

<table>
<thead>
<tr>
<th>Component</th>
<th>EBITDA 4Q15</th>
<th>Special items</th>
<th>Volume</th>
<th>Price/Margin</th>
<th>Energy costs</th>
<th>Currency translation</th>
<th>Other</th>
<th>EBITDA 4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA 4Q15</td>
<td>3,504</td>
<td>454</td>
<td>1,170</td>
<td>2,407</td>
<td>335</td>
<td>22</td>
<td>109</td>
<td>2,015</td>
</tr>
</tbody>
</table>
Lower prices mainly impact Production segment and Crop Nutrition Europe

EBITDA (NOK millions)

- **Crop Nutrition**: 1,253 (4Q15), 860 (4Q16)
- **Industrial**: 308 (4Q15), 398 (4Q16)
- **Production**: 1,998 (4Q15), 2,176 (4Q16)

EBITDA excluding special items

- **Crop Nutrition**: 1,435, 860
- **Industrial**: 308, 398
- **Production**: 1,998, 1,221
Natural gas cost in Europe

Yara European gas & oil cost

USD/MMBtu

<table>
<thead>
<tr>
<th>Quarter</th>
<th>TTF (1-month lag)</th>
<th>Yara Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q15</td>
<td>5.5</td>
<td>6.0</td>
</tr>
<tr>
<td>1Q16</td>
<td>4.5</td>
<td>5.0</td>
</tr>
<tr>
<td>2Q16</td>
<td>3.6</td>
<td>4.0</td>
</tr>
<tr>
<td>3Q16</td>
<td>3.2</td>
<td>4.5</td>
</tr>
<tr>
<td>4Q16</td>
<td>4.2</td>
<td>5.5</td>
</tr>
<tr>
<td>1Q17</td>
<td>5.0</td>
<td>6.0</td>
</tr>
<tr>
<td>2Q17</td>
<td>6.0</td>
<td>7.0</td>
</tr>
</tbody>
</table>

Change in spot energy cost

NOK millions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Actual</th>
<th>January 2017 estimate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q15</td>
<td>(588)</td>
<td>600</td>
</tr>
<tr>
<td>1Q16</td>
<td>(923)</td>
<td>700</td>
</tr>
<tr>
<td>2Q16</td>
<td>(1,042)</td>
<td></td>
</tr>
<tr>
<td>3Q16</td>
<td>(704)</td>
<td></td>
</tr>
<tr>
<td>4Q16</td>
<td>(251)</td>
<td></td>
</tr>
<tr>
<td>1Q17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2Q17</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Dotted lines denote forward prices as of 31 January 2017
Source: Yara, World Bank, Argus/ICIS Heren
Lower European nitrate premiums in new season

Nitrogen upgrading margins¹ (monthly publication prices)

- CAN (46% N)
- NH3 CFR (46% N)
- Urea Egypt CFR proxy

European nitrate premium² (quarterly Yara realized)

- Yara European realized nitrate prices (excl. sulphur grades)
- Compared with urea publication prices (Egypt CFR proxy) with 1 month time lag. All numbers in USD per tonne of CAN equivalents.

¹) All prices in urea equivalents

²) Yara
Lower commodity phosphate margins, solid compound NPK premiums

Phosphate upgrading margins

NPK premium over blend

1) Export NPK plants, average grade 19-10-13, net of transport and handling cost.
Net interest-bearing debt development

NOK millions

<table>
<thead>
<tr>
<th>Component</th>
<th>Sep 16</th>
<th>Oct 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt</td>
<td>10,390</td>
<td>12,802</td>
</tr>
<tr>
<td>Cash earnings*</td>
<td>1,824</td>
<td></td>
</tr>
<tr>
<td>Investments (net)</td>
<td>3,944</td>
<td>138</td>
</tr>
<tr>
<td>Net operating capital change</td>
<td></td>
<td>241</td>
</tr>
<tr>
<td>Foreign currency translation loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>190</td>
</tr>
</tbody>
</table>

* Operating income plus depreciation and amortization, minus tax paid, net gain/(loss) on disposals, net interest expense and bank charges
Yara growth project pipeline adds ~6 NOK earnings per share by 2020 at current market prices

### Profitable growth through expansions and M&A

- **Expand premium products sales and supply**
  - CN/NPK expansion Porsgrunn (2H 2017)
  - NPK expansion Uusikaupunki (2H 2016)
  - Urea 8 Sluiskil (2H 2017)
  - Rio Grande expansion (2H 2020)

- **Expand commodity scale based on attractive full-cost growth opportunities**
  - Freeport ammonia JV (4Q 2017)
  - New ammonia vessels (2016)
  - Babrala urea asset (2H 2017)

- **Act on attractive opportunities to grow industrial sales and supply**
  - Pilbara – TAN (4Q 2016)
  - Köping – TAN (1H 2018)

- **Structurally secure P and K supply**
  - Galvani, Salitre (mining: 2H17, chemical 1H18)

### Incremental earnings at current prices¹ (NOK/share)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings (NOK/share)</td>
<td>0.8</td>
<td>2.8</td>
<td>4.6</td>
<td>6.0</td>
</tr>
</tbody>
</table>

### Impact² of +100 USD/t price change (NOK/share)

<table>
<thead>
<tr>
<th>Product</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ammonia</td>
<td>0.7</td>
<td>0.8</td>
<td></td>
<td>1.5</td>
</tr>
<tr>
<td>Urea</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DAP³</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Ammonia fob Yuzhny 300 USD/t, Urea fob Yuzhny 250 USD/t, DAP fob Morocco 350 USD/t
² At full capacity (2019 for urea and ammonia, 2020 for DAP). New ammonia sensitivity based on net numbers
³ Phosphate-driven price change, equivalent to 138 USD/t phosphate rock (72 bpl)
Capacity additions outside China exceed consumption growth…

Capacity additions, excl. China
(mill. tonnes urea¹)

- 2013: 3.5
- 2014: 2.1
- 2015: 2.3
- 2016: 3.6
- 2017: 8.0
- 2018: 5.3
- 2019: 5.7
- 2020: 3.8
- 2021: 0.2

Source: CRU, December 2016. Numbers include both additions and closures of capacity.

¹) Using 50% operating rate in new plants’ first year of production.
...but higher production and logistical costs have significantly reduced Chinese urea production and exports.
Yara Improvement Program

Fit for the future & positioned for sustainable growth

• The most significant corporate improvement program in Yara’s history
• At least $500MM EBITDA in cost and operational efficiency improvements by 2020, plus cash effects and added value through sales & marketing enhancement
• Contributions from the entire company to strengthen our culture of continuous improvement
The program is organized into concrete projects across the company

Yara Productivity System
- Improve safety, customer responsiveness, reliability, cost, productivity and quality on our sites as well as the ability to assess and integrate acquired assets

Procurement Excellence
- Realize sustainable, incremental savings based on advanced category management and collaborative procurement

Better Cheaper Faster
- Improve quality, cost and speed of construction through standard specifications, by challenging requirements and focus on execution strategy

Support function efficiency and quality
- Standardize processes in supply chain and finance to improve customer experience and efficiency

IT Optimization
- Improve project execution and cost position of basic IT services while increasing customer and business orientation

Working Capital
- Improve working capital management in selected countries

Sales & Marketing enhancement
- Improve our commercial activities in Crop Nutrition and Industrial segments through being more focused, efficient and effective in developing our sales & marketing channels

EBITDA target

Projects contribute primarily towards EBITDA, but also contain elements of capex improvement
Projects established with clear activity plans

- **2016**
  - Yara Productivity System: Preparation and first pilot
  - Procurement Excellence: Preparation and analysis
  - Support function efficiency and quality: Overall framework; Sales Order Process design
  - IT Optimization: IT Taskforce implementation
  - Better Cheaper Faster: Preparation and analysis
  - Working Capital: WC days reduction in two key markets
  - Sales & Marketing enhancement: Industrial first wave; Crop Nutr. roadmap

- **2017**
  - Yara Productivity System: Roll-out Yara Production System to production plants and terminals
  - Procurement Excellence: Procurement transformation
  - Support function efficiency and quality: Initiatives implementation and 2nd phase development
  - IT Optimization: Modernization of core IT services
  - Better Cheaper Faster: Establish improvement practices
  - Working Capital: Sustaining activities
  - Sales & Marketing enhancement: Industrial second wave; Crop Nutr. roll-out

- **2018**
  - Yara Productivity System: Continued training and sustaining activities
  - Procurement Excellence: Sustainable impact and continuous improvement
  - Support function efficiency and quality: Further transformation
  - IT Optimization: Roll-out and capture benefits
  - Better Cheaper Faster: Continuous improvement
  - Working Capital: Sustaining activities
  - Sales & Marketing enhancement: Continuous improvement

- **2019**
  - Yara Productivity System: 
  - Procurement Excellence: 
  - Support function efficiency and quality: 
  - IT Optimization: 
  - Better Cheaper Faster: 
  - Working Capital: 
  - Sales & Marketing enhancement: 

- **2020**
  - Yara Productivity System: 
  - Procurement Excellence: 
  - Support function efficiency and quality: 
  - IT Optimization: 
  - Better Cheaper Faster: 
  - Working Capital: 
  - Sales & Marketing enhancement: 

**Key Terms**
- Project driven
- Integrated in the business

**Yara**
Benefits are realized through improvements to core value drivers

<table>
<thead>
<tr>
<th>Value driver</th>
<th>How we improve</th>
<th>How we know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volume</strong>¹</td>
<td>Increase production in our existing plants by improving reliability</td>
<td>~400 kt additional ammonia and ~700 kt additional finished fertilizer production by 2020⁶</td>
</tr>
<tr>
<td><strong>Consumption factor</strong>²</td>
<td>Reduce spend on consumption factors, primarily energy, through better reliability and new technology</td>
<td>~3 % improved energy efficiency by 2020⁶</td>
</tr>
<tr>
<td><strong>Variable unit cost</strong>³</td>
<td>Leverage global scale, apply advanced category management and collaborative procurement approaches</td>
<td>Reduced spend in direct and indirect categories</td>
</tr>
<tr>
<td><strong>Fixed cost</strong>⁴</td>
<td>Increase focus on standardization and realizing scale benefits</td>
<td>Reduced spend on fixed costs in production and support functions</td>
</tr>
<tr>
<td><strong>Cash effects</strong>⁵</td>
<td>Capex: Increased standardization, more focus on execution strategy and capability building in the organization Working capital: Better targets and training</td>
<td>Capex: Lower spend for the same project portfolio Working Capital: Reduced inventory and credit days</td>
</tr>
<tr>
<td><strong>Added value</strong></td>
<td>Profitable growth of value added products through more targeted offerings and sales channels development</td>
<td>Volumes and margins enhancement</td>
</tr>
</tbody>
</table>

More for less

- **Volume**¹
- **Consumption factor**²
- **Variable unit cost**³
- **Fixed cost**⁴
- **Cash effects**⁵

Added value

- **Commercial effects**

**How we improve**

- Increase production in our existing plants by improving reliability
- Reduce spend on consumption factors, primarily energy, through better reliability and new technology
- Leverage global scale, apply advanced category management and collaborative procurement approaches
- Increase focus on standardization and realizing scale benefits
- Capex: Increased standardization, more focus on execution strategy and capability building in the organization Working capital: Better targets and training
- Profitable growth of value added products through more targeted offerings and sales channels development

**How we know**

- ~400 kt additional ammonia and ~700 kt additional finished fertilizer production by 2020⁶
- ~3 % improved energy efficiency by 2020⁶
- Reduced spend in direct and indirect categories
- Reduced spend on fixed costs in production and support functions
- Capex: Lower spend for the same project portfolio Working Capital: Reduced inventory and credit days
- Volumes and margins enhancement

**Cash effects**

- Capex: Increased standardization, more focus on execution strategy and capability building in the organization Working capital: Better targets and training
- Capex: Lower spend for the same project portfolio Working Capital: Reduced inventory and credit days

**Additional information**

1 Production volume; 2 Energy cost and other input factors; 3 Direct and indirect procurement; 4 Fixed costs in production, IT, supply chain and expert functions; 5 Capex and working capital; 6 Targets are not final and subject to change as additional plant assessment deep-dives are completed; 7 Against 2015 baseline

**$500MM sustained EBITDA improvement by 2020⁷**
Sustained improvement of $500MM EBITDA, plus cash benefits

USD$MM, vs. 2015 baseline and 2015 prices

- Sustained capex improvement: Target under development
- One-off working capital release: ~$125MM

- Total one-off cost ~$80MM
- Total one-off capex ~$500MM

1 Effects calculated on 2015 prices. If actual prices in 2016 are applied, the total is $25M; Only confirmed 2016 benefits included
Production is improving how we operate and maintain the plants we have and how we work with constructing new ones

Yara Productivity System

Better Cheaper Faster
What is the Yara Productivity System?

How YPS has been put together

Way of working combining best practices from our plants with a portfolio of tools and techniques, primarily from Lean and six sigma, in order to engage the workforce and solve problems where they happen, supported by Digital/Industry 4.0 initiatives.

What YPS consists of

Configuring assets and resources to create value and minimize losses

Structures, Processes and Systems

The way people think, feel, and conduct themselves
YPS in practice: a pragmatic and cross-functional structure for identifying and resolving problems at their root cause

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem solving with limited cross team interaction</td>
<td>Cross-functional teams involved in problem solving</td>
</tr>
<tr>
<td>Focus on symptoms rather than the problems</td>
<td>Time is invested in preparation and clear issue definition</td>
</tr>
<tr>
<td>Discussion take place in the meeting rooms</td>
<td>Problem solving takes place in the plant</td>
</tr>
<tr>
<td>True root cause is not always identified</td>
<td>Focus is to identify and resolve the root cause</td>
</tr>
<tr>
<td>Actions are stored online with limited follow-up and control</td>
<td>Actions are monitored closely and tracked on a daily basis by the RCPS(^1) engineer</td>
</tr>
</tbody>
</table>

\(^1\) Root Cause Problem Solving
YPS in practice: improved contractor management

1. Optimizing spend estimates during scoping
   - Develop standards
   - Implement audits
   - Continuous improvement

2. Cloud based work package sharing
   - Cloud
   - YARA
   - Contractors

3. Contractor observation
   - Monthly review with contractor
   - Monthly meeting between contractor and department
   - Results in an action plan to improve KPI

4. Contractor performance reviews
   - During job execution:
     - Safety
       - # of unsafe conditions observed
     - Performance
       - % wrench time
     - Preparation and way of working
       - % of deviations observed
   - After job execution:
     - Execution
       - % jobs executed RFT
     - Efficiency
       - % invoices RFT
       - Material
       - FTE
       - Unit rates
     - Schedule
       - Schedule adherence (%)

   - Monthly performance report:
     - 50% of deviations observed
     - Schedule adherence (%)

   - Quarterly report to supply mgmt:
     - % of deviations observed
     - Schedule adherence (%)
     - Clear actions to improve
Better Cheaper Faster

What is BCF?
Approach to capital projects where engineering, technology and project management is a core competency that enhances value of our business by delivering the best project solution to meet the business need in the most professional manner.

What BCF consists of
Continuously updated institutionalized learning from building and operating plants

The formal structures, processes, and systems through which projects are managed to deliver the business objectives

Value engineering and value-improving practices including continuous improvement
BCF in practice: scope scrubbing and value engineering

- Scope scrubbing reduced equipment list and removed spare and redundant equipment that did not add NPV
- Simplify instrumentation and automation to match reduced process flowsheet
- Reduce size of building
- Optimal contractor strategy
- More than 30% reduction of cost for new installation

New BCF

New

Used

-32 %

-13%
Roll-out at Sluiskil uncovered almost 50% more improvement potential, including additional savings from ‘new’ areas.
YPS roll-out plan

Big site transformations

Small/medium site forum & field transformations

Mining site transformations
A Procurement diagnostic highlighted significant potential for further improvements and savings delivery.
Key enablers to realize value potential

Global scope

- Further utilize scale and roll out procurement best practices for spend which has not been touched earlier
- Go beyond standard price levers and look at e.g. specification and demand management

Integrated organization and closer internal collaboration

- Integrated procurement organizational model better aligned with supply market characteristics
- Closer collaboration with the business segments/sites to realize savings potential from more advanced levers

Re-focus of resources and capability enhancement

- Shift focus from tactical procurement to strategic sourcing
- Strengthen organization through capability building through interim capability additions and longer term development
A holistic Procurement transformation program is being implemented…

Mobilization & prioritization

Savings delivery

Operating model

Program & change management

Solution development

Category strategies and implementation

Wave 1

Wave 1

Wave 2

Wave 2

Wave 3

Wave 3

12 weeks

Implementation

Ongoing initiatives and quick wins

Blueprint

Processes

People and skills

Tools, metrics, and systems

Implementation

Executional certainty, engaged organization and communication, enabled leaders, governance
...and we have good examples that the approach works
Improvement Program

Fit for the future & positioned for sustainable growth

Incremental earnings by 2020:
Minimum NOK 10 per share (500 MUSD EBITDA)

Growth pipeline

Meeting growing market demand at competitive capital expenditure

Incremental earnings by 2020¹:
~NOK 6 per share (~600 MUSD EBITDA)

¹ At current market prices (Ammonia fob Yuzhny 300 USD/t, Urea fob Yuzhny 250 USD/t, DAP fob Morocco 350 USD/t)
Additional information
Sustained improvement of $500MM EBITDA, plus cash benefits
USD$MM, vs. 2015 baseline and 2015 prices

Sustained EBITDA improvement

- Sustained capex improvement
- One-off working capital release
- One-off cost
- One-off capex

Production volume
- Consumption factor
- Variable unit cost
- Fixed cost

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>~30%</td>
<td>~15%</td>
<td>~30%</td>
<td>~25%</td>
<td>~30%</td>
</tr>
</tbody>
</table>

Sustained EBITDA improvement: Target under development

- One-off working capital release: (~125MM total)
- One-off cost: (~80MM total)
- One-off capex: (~500M total)

1 Effects calculated on 2015 prices. If actual prices in 2016 are applied, the total is $25M; Only confirmed 2016 benefits included.
Indicative volume and energy consumption improvement targets

**Ammonia production**, thousand tonnes

- **2015**: 5,755
- **2016**: 6,471
- **2020**: ~6,400\(^1\)

**Finished fertilizers production**, thousand tonnes

- **2015**: 17,348
- **2016**: 17,961
- **2020**: ~18,700\(^1\)

**Energy consumption**, Mmbtu (HHV\(^2\)) per tonne Ammonia (weighted average)

- **2015**: 36.4
- **2016**: 36.0
- **2020**: 35.4

Note: Volume and energy targets are not final; they are subject to change as additional plant assessment deep-dives are completed.
Growth and capex pipeline

Capex plan¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Committed growth (NOK bn)</th>
<th>Maintenance</th>
<th>Cost &amp; capacity improvements</th>
<th>M&amp;A</th>
<th>Committed growth</th>
<th>Other growth²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>14.4</td>
<td>3.3</td>
<td>6.6</td>
<td>0.4</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>13.9</td>
<td>4.2</td>
<td>6.6</td>
<td>1.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>17.8</td>
<td>6.0</td>
<td>6.5</td>
<td>1.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>6.5</td>
<td>5.3</td>
<td>6.2</td>
<td>2.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1) Yara's share of capex
2) Rio Grande expansion also adds 1 million tonnes NPK blends by 2020
3) Finished fertilizer and industrial products, excl. bulk blends
4) Including Yara share of production in non-consolidated investees
5) Adjustment to normalized / 2016 turnaround level
6) Committed projects only. TAN Pilbara: 160 kt, Porsgrunn: 250kt, Glomfjord: 185kt, Uusikapunki: 250kt, Köping: 90kt, Sluiskil: net 160kt, Galvani (Salitre - 60% of ~1 mill.tons), Rio Grande: 500kt
7) Including 100% ownership in Pilbara NH₃ plant

Production growth 2015 - 2020²

<table>
<thead>
<tr>
<th>Year</th>
<th>Est. 2020</th>
<th>Freeport &amp; Babrala</th>
<th>Pilbara</th>
<th>Babrala</th>
<th>T/R¹</th>
<th>Regularity</th>
<th>Other growth²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>19.2</td>
<td>0.7</td>
<td>7.0</td>
<td>0.2</td>
<td>0.2</td>
<td>23.7</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>17.3</td>
<td>1.6</td>
<td>5.8</td>
<td>0.7</td>
<td>0.3</td>
<td>12.7</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>0.3</td>
<td>0.7</td>
<td>0.1</td>
<td>1.2</td>
<td>1.1</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.7</td>
<td>1.3</td>
<td>0.2</td>
<td>1.5</td>
<td>0.7</td>
<td>1.3</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1) Committed projects only. TAN Pilbara: 160 kt, Porsgrunn: 250kt, Glomfjord: 185kt, Uusikapunki: 250kt, Köping: 90kt, Sluiskil: net 160kt, Galvani (Salitre - 60% of ~1 mill.tons), Rio Grande: 500kt
2) Including 100% ownership in Pilbara NH₃ plant

Finished products³

<table>
<thead>
<tr>
<th>Year</th>
<th>Est. 2020</th>
<th>Freeport &amp; Babrala</th>
<th>Pilbara</th>
<th>Babrala</th>
<th>T/R¹</th>
<th>Regularity</th>
<th>Other growth²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>19.2</td>
<td>0.7</td>
<td>7.0</td>
<td>0.2</td>
<td>0.2</td>
<td>23.7</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>17.3</td>
<td>1.6</td>
<td>5.8</td>
<td>0.7</td>
<td>0.3</td>
<td>12.7</td>
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<tr>
<td>2017</td>
<td>0.3</td>
<td>0.7</td>
<td>0.1</td>
<td>1.2</td>
<td>1.1</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>0.7</td>
<td>1.3</td>
<td>0.2</td>
<td>1.5</td>
<td>0.7</td>
<td>1.3</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1) Committed projects only. TAN Pilbara: 160 kt, Porsgrunn: 250kt, Glomfjord: 185kt, Uusikapunki: 250kt, Köping: 90kt, Sluiskil: net 160kt, Galvani (Salitre - 60% of ~1 mill.tons), Rio Grande: 500kt
2) Including 100% ownership in Pilbara NH₃ plant

Ammonia

<table>
<thead>
<tr>
<th>Year</th>
<th>Est. 2020</th>
<th>Freeport &amp; Babrala</th>
<th>Pilbara</th>
<th>Babrala</th>
<th>T/R¹</th>
<th>Regularity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7.0</td>
<td>0.2</td>
<td>0.2</td>
<td>0.4</td>
<td>0.3</td>
<td>9.0</td>
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<tr>
<td>2016</td>
<td>5.8</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>5.8</td>
<td>1.2</td>
</tr>
<tr>
<td>2017</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
<td>1.5</td>
</tr>
<tr>
<td>2018</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>1.2</td>
</tr>
</tbody>
</table>

Notes:
1) Committed projects only. TAN Pilbara: 160 kt, Porsgrunn: 250kt, Glomfjord: 185kt, Uusikapunki: 250kt, Köping: 90kt, Sluiskil: net 160kt, Galvani (Salitre - 60% of ~1 mill.tons), Rio Grande: 500kt
2) Including 100% ownership in Pilbara NH₃ plant

1) Yara’s share of Qafco & Lifeco
Production

Ammonia¹

![Ammonia bar chart]

Finished fertilizer & industrial products¹

![Finished fertilizer & industrial products bar chart]

1) Including share of equity-accounted investees
Yara 4Q fertilizer deliveries by market and product

**Kilotons**

<table>
<thead>
<tr>
<th>Market</th>
<th>4Q16</th>
<th>4Q15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>2,448</td>
<td>2,084</td>
</tr>
<tr>
<td>Brazil</td>
<td>2,274</td>
<td>2,293</td>
</tr>
<tr>
<td>Latin America</td>
<td>549</td>
<td>510</td>
</tr>
<tr>
<td>North America</td>
<td>801</td>
<td>445</td>
</tr>
<tr>
<td>Asia</td>
<td>520</td>
<td>286</td>
</tr>
<tr>
<td>Africa</td>
<td>263</td>
<td>263</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Product</th>
<th>4Q16</th>
<th>4Q15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compound NPK</td>
<td>1,448</td>
<td>1,464</td>
</tr>
<tr>
<td>Blend NPK</td>
<td>1,342</td>
<td>1,330</td>
</tr>
<tr>
<td>Nitrate</td>
<td>1,263</td>
<td>1,006</td>
</tr>
<tr>
<td>Urea</td>
<td>835</td>
<td>923</td>
</tr>
<tr>
<td>Other products</td>
<td>291</td>
<td>203</td>
</tr>
<tr>
<td>UAN</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>CN</td>
<td>227</td>
<td>227</td>
</tr>
</tbody>
</table>

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

Kilotons

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>3,200</td>
<td>3,300</td>
<td>3,100</td>
<td>3,500</td>
<td>3,400</td>
<td>3,600</td>
<td>3,700</td>
<td>3,900</td>
</tr>
<tr>
<td>Outside Europe</td>
<td>1,800</td>
<td>1,900</td>
<td>1,900</td>
<td>1,900</td>
<td>2,100</td>
<td>2,300</td>
<td>2,500</td>
<td>2,800</td>
</tr>
</tbody>
</table>

2012
2009
2010
2011
2012
2013
2014
2015
2016

IR – 9 February 2017
Fertilizer deliveries by product and source

Kilotons

<table>
<thead>
<tr>
<th>Product</th>
<th>4Q15</th>
<th>4Q16</th>
<th>4Q15</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nitrate</td>
<td>1,342</td>
<td>1,448</td>
<td>1,230</td>
<td>1,464</td>
</tr>
<tr>
<td>NPK compounds</td>
<td>1,243</td>
<td>1,330</td>
<td>1,263</td>
<td></td>
</tr>
<tr>
<td>Urea</td>
<td></td>
<td></td>
<td>1,006</td>
<td></td>
</tr>
<tr>
<td>NPK blends</td>
<td></td>
<td></td>
<td></td>
<td>203</td>
</tr>
<tr>
<td>Other</td>
<td>1,123</td>
<td>1,062</td>
<td>291</td>
<td></td>
</tr>
</tbody>
</table>

- **Yara-produced deliveries**
- **Joint venture & third party sourced**
YaraMila (compound NPK) and YaraBela (nitrate) deliveries

Yara-produced YaraMila deliveries

Yara-produced YaraBela deliveries

Kilotons

Outside Europe  Europe

Outside Europe  Europe

4Q12  4Q13  4Q14  4Q15  4Q16

4Q12  4Q13  4Q14  4Q15  4Q16
Strong premium product deliveries

Value-added fertilizer deliveries¹

<table>
<thead>
<tr>
<th></th>
<th>4Q12</th>
<th>4Q13</th>
<th>4Q14</th>
<th>4Q15</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>281</td>
<td>329</td>
<td>287</td>
<td>268</td>
<td>242</td>
</tr>
<tr>
<td>Brazil</td>
<td>224</td>
<td>242</td>
<td>370</td>
<td>318</td>
<td>62</td>
</tr>
<tr>
<td>Latin America excl. Brazil</td>
<td>514</td>
<td>514</td>
<td>514</td>
<td>514</td>
<td>514</td>
</tr>
<tr>
<td>Africa</td>
<td>62</td>
<td>56</td>
<td>81</td>
<td>122</td>
<td>108</td>
</tr>
<tr>
<td>North America</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>93</td>
</tr>
</tbody>
</table>

1) YaraBela, YaraMila and YaraLiva deliveries

CAGR 10%
Value-added and distribution make up larger part of Yara’s contribution

Total Yara contribution

NOK millions
AdBlue deliveries

Kilotons

0 50 100 150 200 250 300 350 400 450 500

4Q11 1Q12 2Q12 3Q12 4Q12 1Q13 2Q13 3Q13 4Q13 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15 1Q16 2Q16 3Q16 4Q16
Industrial volume development

Kilotons

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Industrial N-chemicals</th>
<th>Environmental products</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q13</td>
<td>866</td>
<td>432</td>
<td>367</td>
</tr>
<tr>
<td>1Q14</td>
<td>816</td>
<td>382</td>
<td>339</td>
</tr>
<tr>
<td>2Q14</td>
<td>849</td>
<td>456</td>
<td>361</td>
</tr>
<tr>
<td>3Q14</td>
<td>852</td>
<td>438</td>
<td>380</td>
</tr>
<tr>
<td>4Q14</td>
<td>864</td>
<td>511</td>
<td>346</td>
</tr>
<tr>
<td>1Q15</td>
<td>859</td>
<td>482</td>
<td>333</td>
</tr>
<tr>
<td>2Q15</td>
<td>892</td>
<td>540</td>
<td>364</td>
</tr>
<tr>
<td>3Q15</td>
<td>815</td>
<td>541</td>
<td>385</td>
</tr>
<tr>
<td>4Q15</td>
<td>829</td>
<td>577</td>
<td>328</td>
</tr>
<tr>
<td>1Q16</td>
<td>847</td>
<td>538</td>
<td>310</td>
</tr>
<tr>
<td>2Q16</td>
<td>866</td>
<td>571</td>
<td>299</td>
</tr>
<tr>
<td>3Q16</td>
<td>900</td>
<td>572</td>
<td>152</td>
</tr>
<tr>
<td>4Q16</td>
<td>912</td>
<td>663</td>
<td>177</td>
</tr>
</tbody>
</table>
Debt/equity ratio

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

Kilotons
Finished fertilizer

- 0
- 1,000
- 2,000
- 3,000
- 4,000
- 5,000
- 6,000
- 7,000

4Q 2012
4Q 2013
4Q 2014
4Q 2015
4Q 2016

- Bunge Fertilizer included from 3Q 2013

Urea  Nitrates  Compound NPK  Other

IR – 9 February 2017

50
Strong deliveries in Europe, slow in USA

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.
Chinese urea production suffering from increased production costs

**Chinese urea production**

- **Million tons**

- **Year**:
  - 15/16
  - 14/15
  - 16/17

**Domestic urea balance**

- **Million tons**
  - Production: 32.9, Export: 5.2, Domestic: 27.8
  - Jul-Nov 15/16
  - Domestic: 24.4, Export: 3.1, Production: 27.5
  - Jul-Nov 16/17

- **Note**: Domestic balance for Jul-Nov 15/16 decreased by -12% compared to Jul-Nov 14/15.

Source: CFMW
Coal price development

South China coal (March 2017 contract, ($/mt))

China anthracite and urea prices January 2017 (RMB/mt)

Source: Ice, China Fertilizer Market Weekly
European producers’ nitrate stocks

Index
June 2007 = 1

Source: Fertilizers Europe, Yara estimate for December
Energy cost

Yearly averages 2009 – 2014, quarterly averages for 2015-16 with forward prices* for 1Q17 and 2Q17.

*Dotted lines denote forward prices as of 31 January 2017
Source: Yara, World Bank, Argus/ICIS Heren
Balanced grain market forecasted for this season, stable stock-to-use ratio, despite a record crop

**Grain consumption and production**

**Days of consumption in stocks**

Source: USDA January 2017
Non-commercials’ net long position in corn

Source: US Commodity Futures Trading Commission
Weak grain production economics, affecting particularly P and K demand

Index

FAO price index

Source: FAO
Key value drivers – quarterly averages

TTF day ahead (USD/MMBtu)

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5.5</td>
<td>4.1</td>
<td>4.3</td>
<td>4.2</td>
<td>5.4</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>250</td>
<td>207</td>
<td>233</td>
<td>198</td>
<td>208</td>
</tr>
<tr>
<td>Dotted</td>
<td>183</td>
<td>193</td>
<td>206</td>
<td>233</td>
<td></td>
</tr>
</tbody>
</table>

CAN cif Germany (USD/t)

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>255</td>
<td>249</td>
<td>197</td>
<td>166</td>
<td>184</td>
</tr>
</tbody>
</table>

US gas price Henry Hub (USD/MMBtu)

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
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</thead>
<tbody>
<tr>
<td>Value</td>
<td>2.1</td>
<td>2.0</td>
<td>2.1</td>
<td>2.9</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Ammonia fob Black Sea (USD/t)

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>355</td>
<td>270</td>
<td>274</td>
<td>210</td>
<td>190</td>
</tr>
</tbody>
</table>

NOK/USD exchange rate

<table>
<thead>
<tr>
<th></th>
<th>4Q15</th>
<th>1Q16</th>
<th>2Q16</th>
<th>3Q16</th>
<th>4Q16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>8.5</td>
<td>8.7</td>
<td>8.3</td>
<td>8.3</td>
<td>8.4</td>
</tr>
</tbody>
</table>

Source: Fertilizer Market Publications, CERA, World Bank, Norges Bank
10-year fertilizer prices – monthly averages

**Ammonia fob Black Sea**

**Urea prilled fob Black Sea**/**Urea granular fob Egypt**

**CAN cif Germany**

**DAP fob US Gulf/MOP granular fob Vancouver**

- **Average prices 2007 - 2016**