



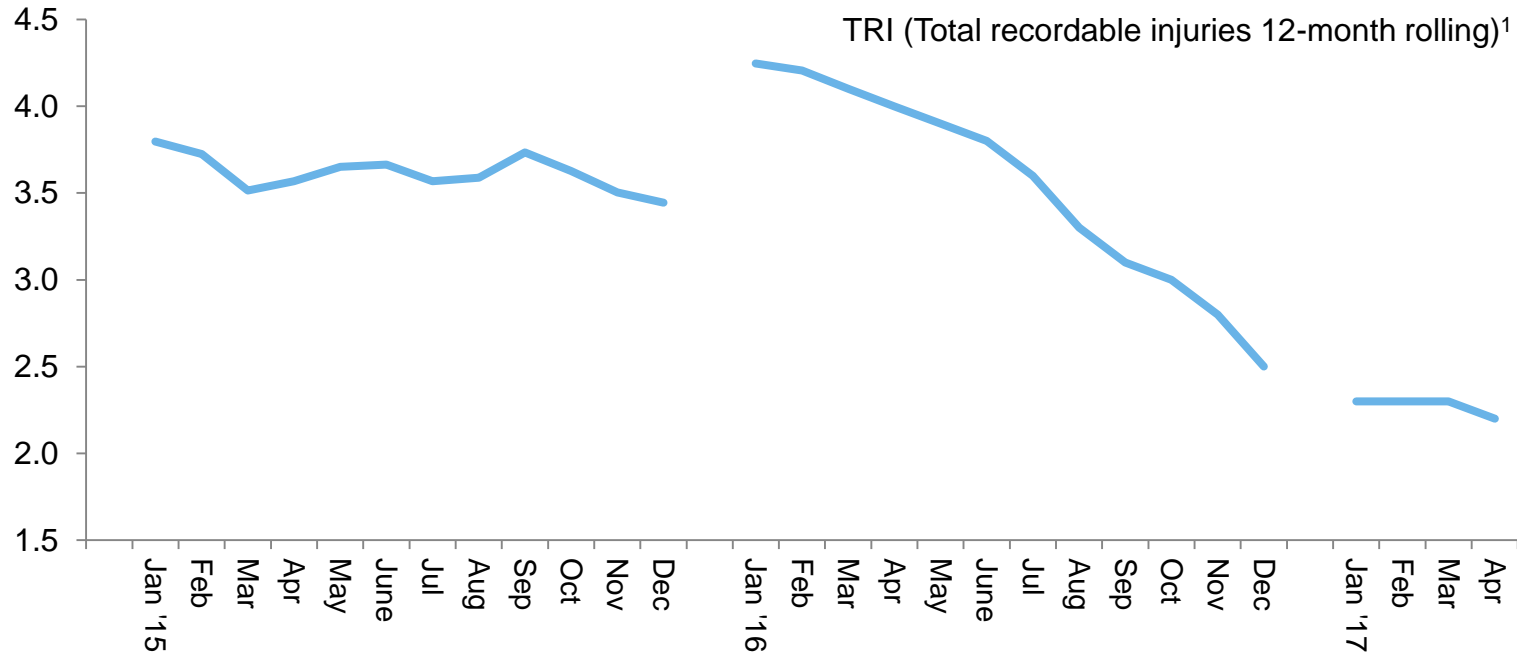
Knowledge grows

# Yara International ASA Annual General Meeting

11 May 2017



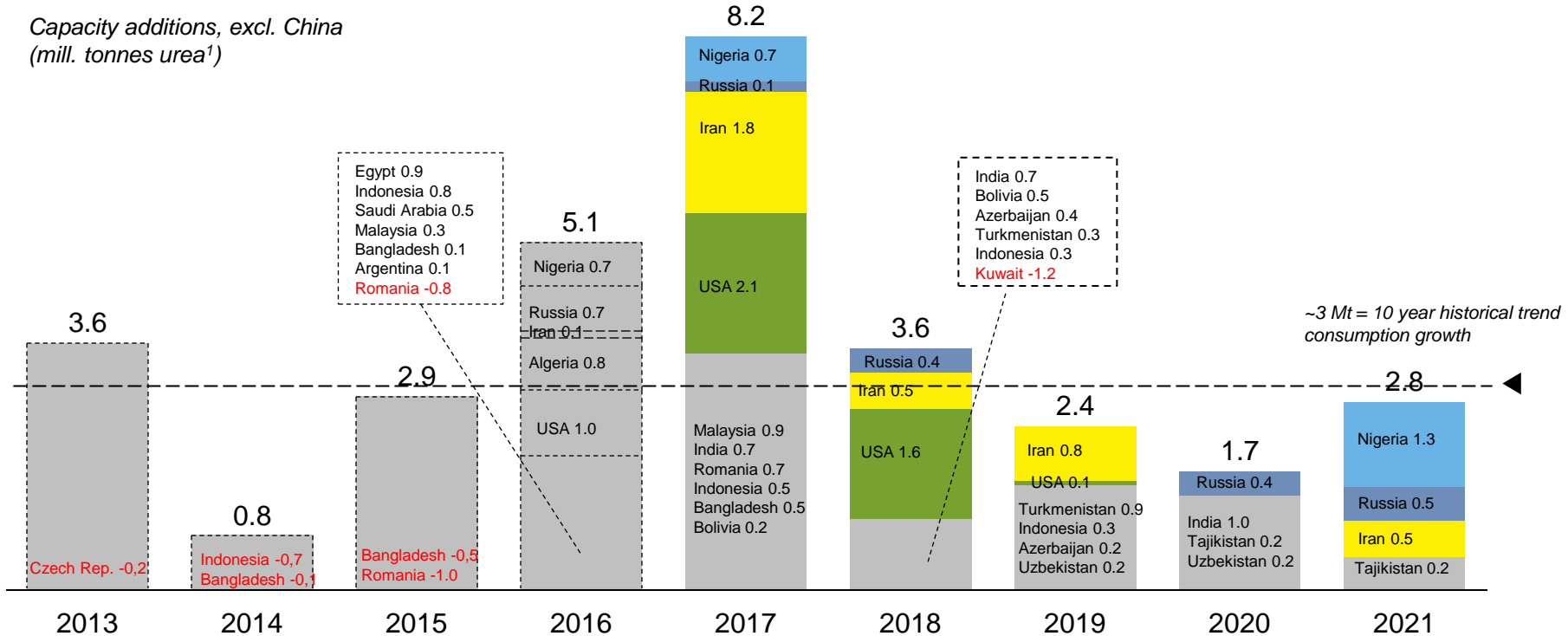
# Safe operations is our first priority



1) 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

# Capacity additions outside China exceed consumption growth...

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

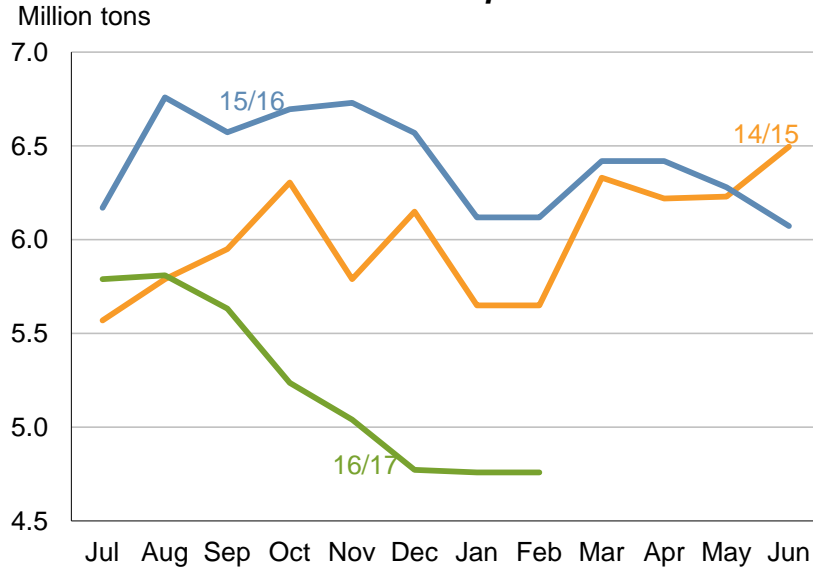


Source: CRU, March 2017. Numbers include both additions and closures of capacity.

1) Using 50% operating rate in new plants' first year of production.

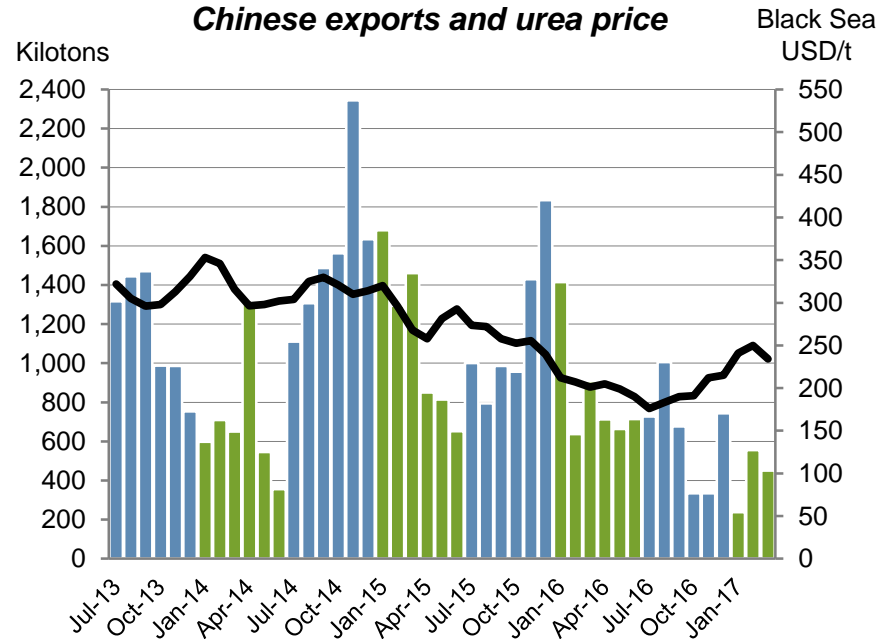
# ...but higher production and logistical costs have significantly reduced Chinese urea production and exports

### Chinese urea production



Source: CFMW

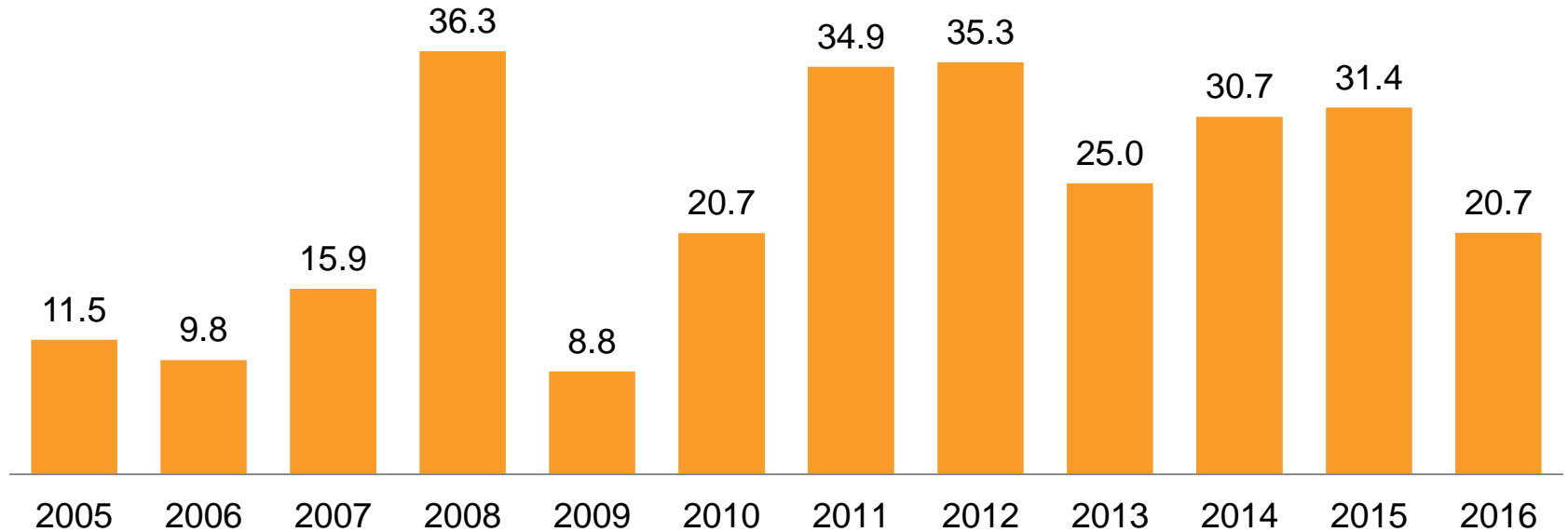
### Chinese exports and urea price



Source: BOABC, CFMW

# Earnings impacted by supply-driven market

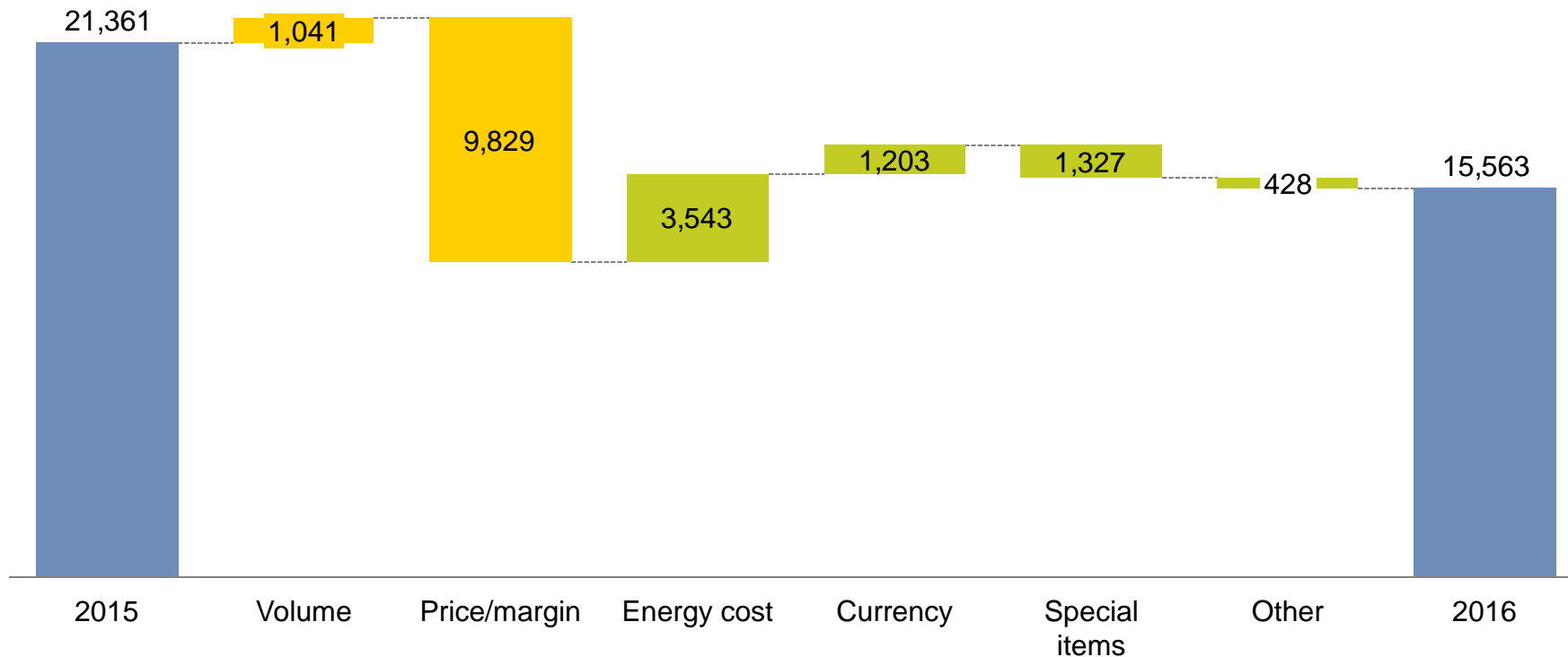
## Earnings per share<sup>1</sup>



<sup>1</sup> Excluding special items and currency

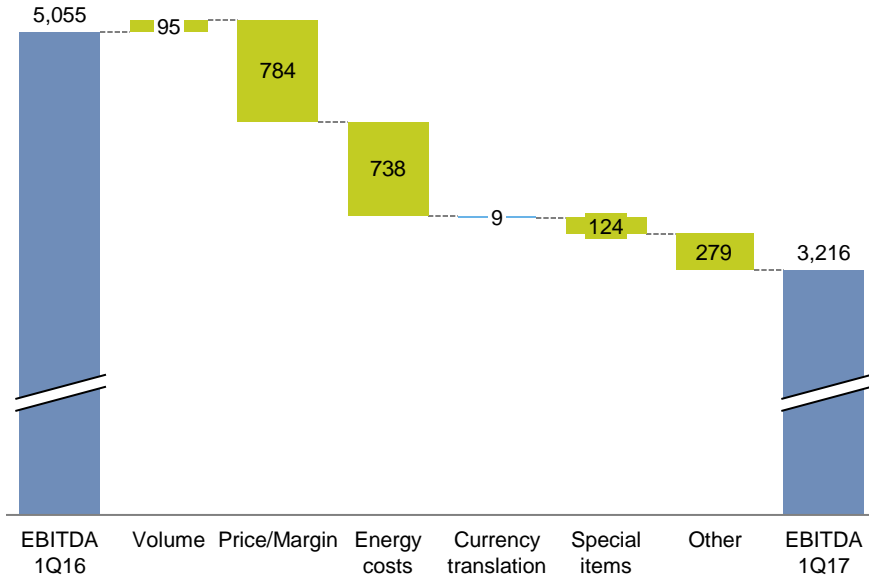
# EBITDA development 2016

NOK millions



# Highlights 1Q 2017

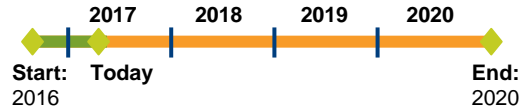
NOK millions



- Weaker results reflecting lower margins
- Strong finished fertilizer production, but lower ammonia production
- Strong Industrial result
- Improvement program on track

# Yara Improvement Program: in early phase, but well on track

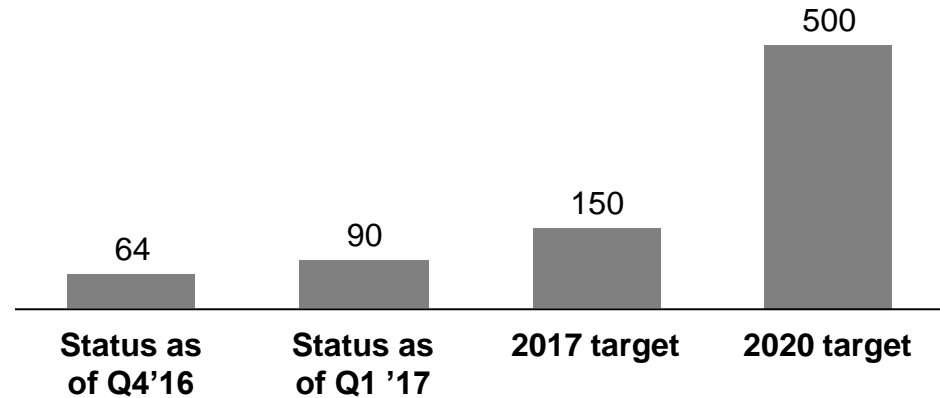
## Program progress



- Program progressing according to plan:
  - Productivity system pilots rolled out and improvement targets confirmed in Sluiskil, Uusikaupunki and Belle Plaine
  - Procurement Excellence early in implementation, but savings starting to accrue
  - Employees already contributing through changes in their daily work in plants and offices

## Financial benefits

Annualized EBITDA improvement, \$MM, vs. 2015 baseline, at 2015 prices

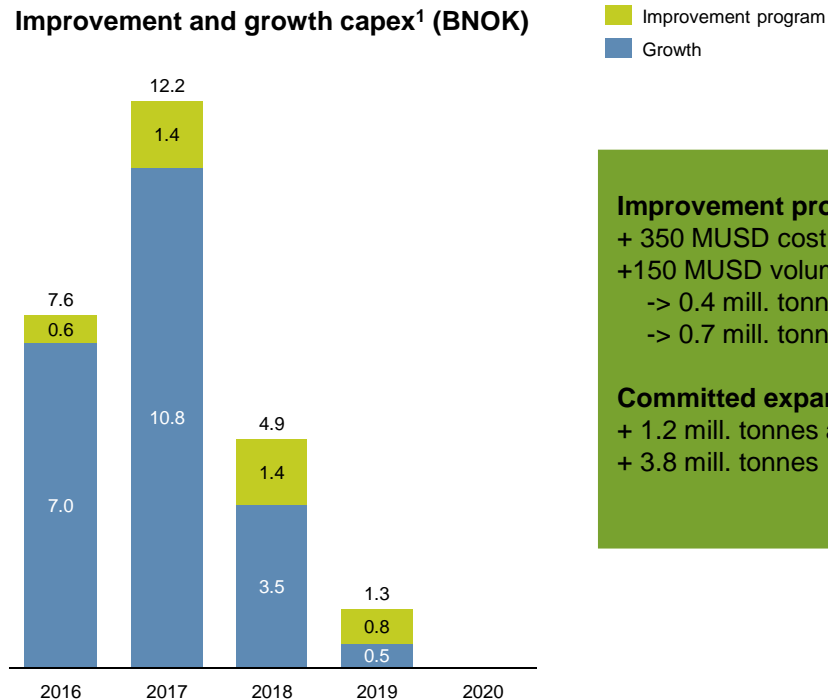


- Further \$65MM one-off cash improvement realized, primarily working capital release
- Accumulated one-off program costs: opex \$18MM and capex \$90MM



# Major improvement and growth investments in 2016-2017; main earnings improvement from 2018-2020

Improvement and growth capex<sup>1</sup> (BNOK)



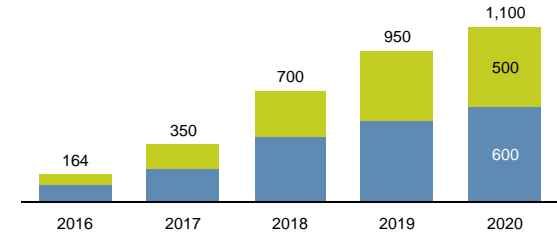
## Improvement program:

+ 350 MUSD cost improvement  
 +150 MUSD volume improvement:  
 -> 0.4 mill. tonnes ammonia  
 -> 0.7 mill. tonnes fertilizer

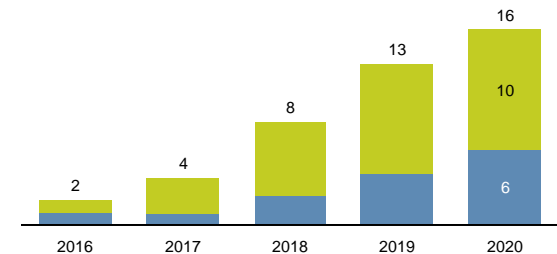
## Committed expansions + M&A:

+ 1.2 mill. tonnes ammonia  
 + 3.8 mill. tonnes fertilizer

EBITDA improvement (MUSD)



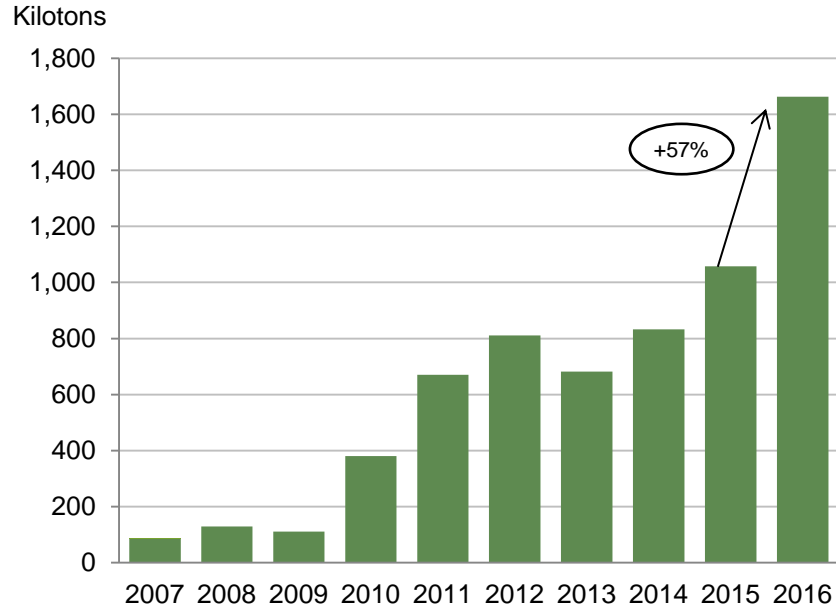
Earnings improvement (NOK per share)



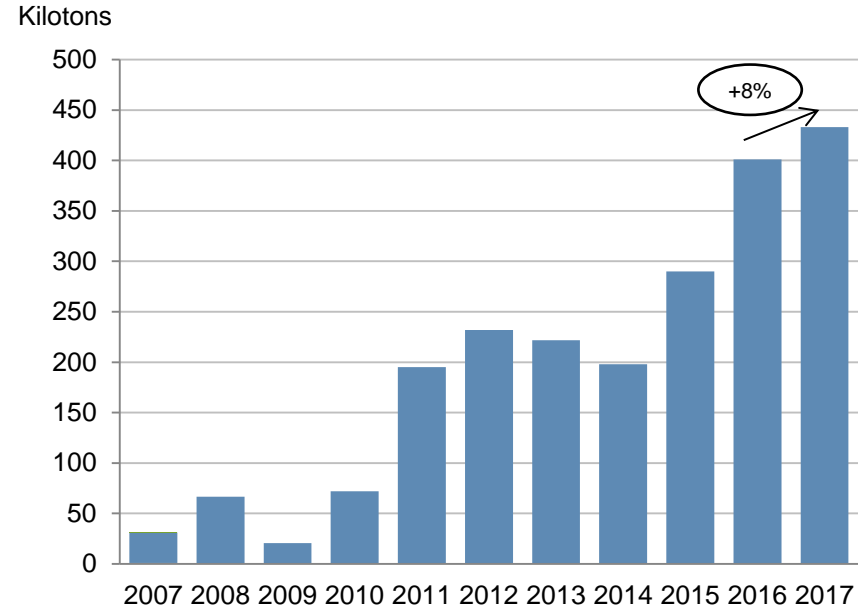
<sup>1</sup> Excluding maintenance capex on existing assets – see page 28. Yara's share of capex. Fully consolidated entities presented at 100% basis

# Brazil: focus on premium products and solutions drives growth

## Yara premium product deliveries (ANNUAL)

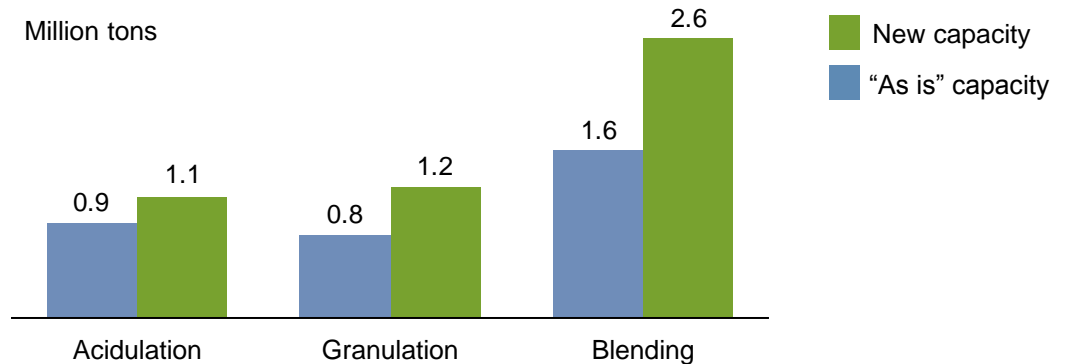


## Yara premium product deliveries (1Q)

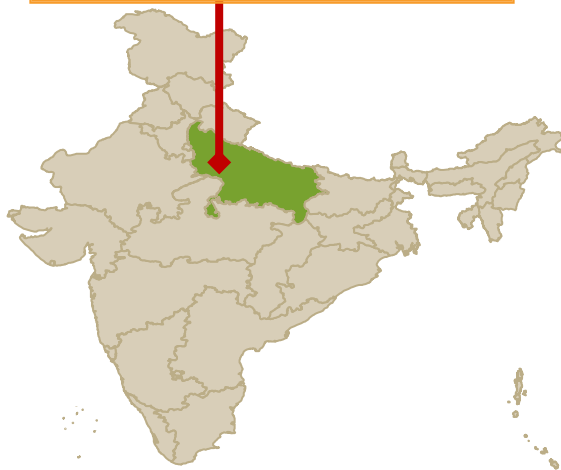


# Rio Grande expansion and operational improvement

- Consolidation of 3 sites reduces fixed cost and maintenance investments
- Increased fertilizer production and blending capacity
- Improved safety and lower unit cost through:
  - Improved material flows
  - Automated bagging process
- Increased product quality through improved handling and storage conditions



# Acquisition of Tata Chemicals' urea and distribution 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

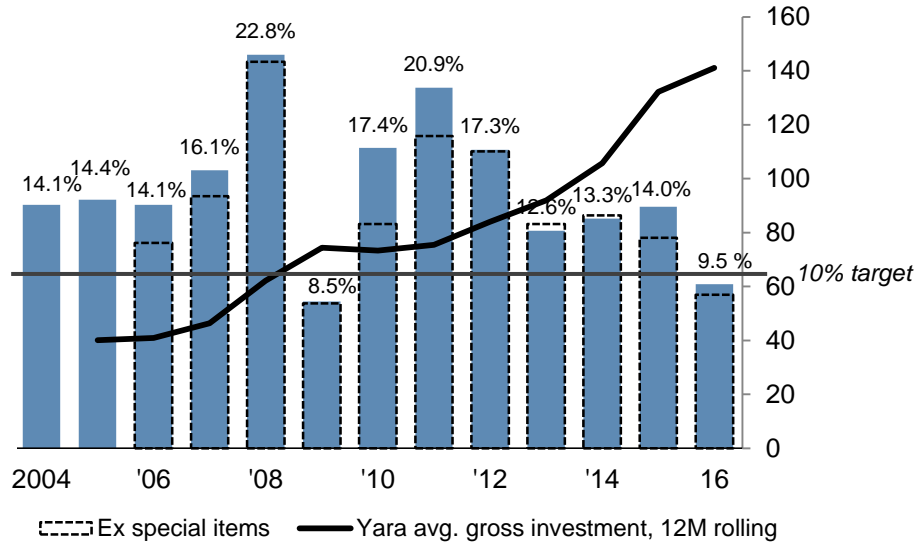
- Warehouses: 4 own and approx. 100 third-party operated
- Salesforce: 50 own, and approx. 600 on contract

## 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

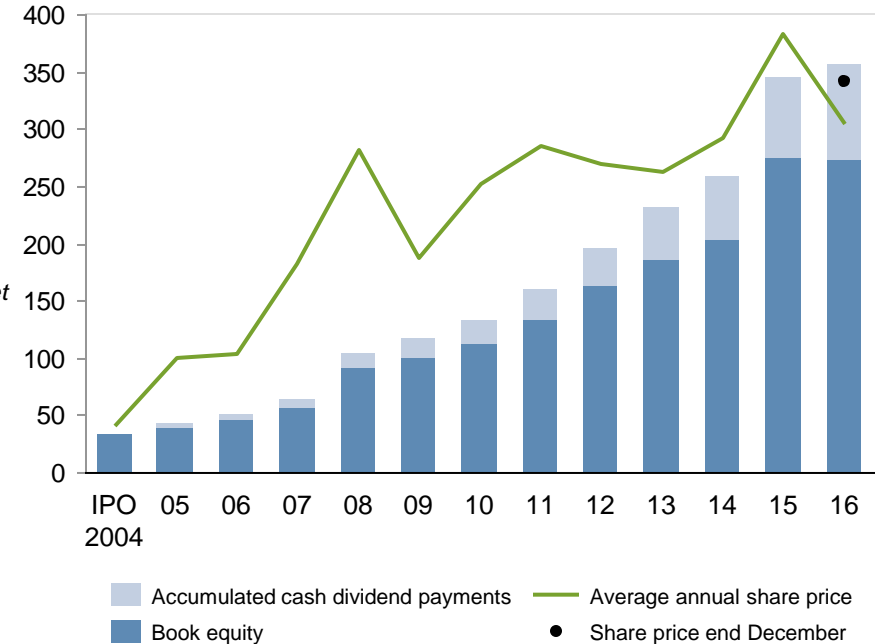
# Strong growth and profitability through the cycle

Average cash return on gross investment (CROGI) well above the Yara CROGI target of 10%



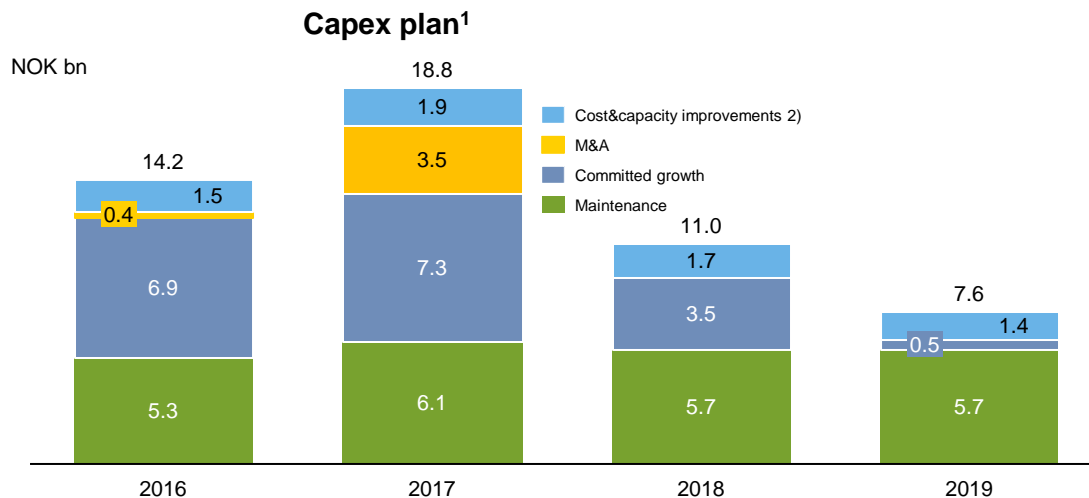
Average annual shareholder return of 23%<sup>1</sup>

NOK/share



1) Share price appreciation (end 2016) plus dividend payments

# Growth and capex pipeline



**Committed growth projects:**

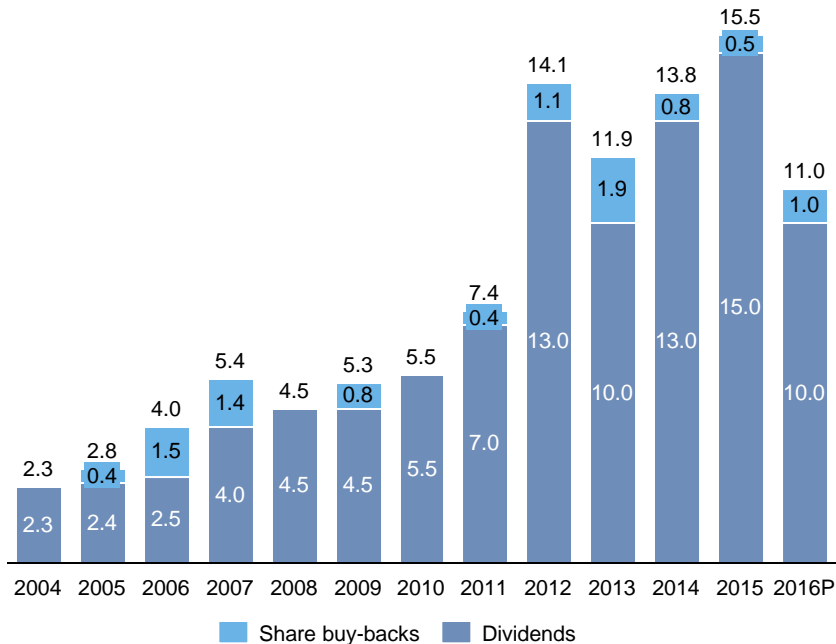
Porsgrunn	1.2	0.7	-	
Köping	0.4	0.7	0.2	
Sluiskil	0.7	0.8	0.0	
BASF JV	1.6	1.0	0.5	
Rio Grande	0.1	1.5		0.5
Salitre	0.8	2.4	1.6	
Other projects	2.1	0.4		
<b>Total</b>	<b>6.9</b>	<b>7.3</b>	<b>3.5</b>	<b>0.5</b>

1) Yara's share of capex. Fully consolidated entities presented at 100% basis.

2) Includes Yara Improvement program

# Proposed dividend NOK 10 per share

## Dividend and buy-backs<sup>1</sup> per share



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

## Share of net income

