



Knowledge grows

Yara International ASA

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EVP, Global Plants and

Operational Excellence

9 January 2024

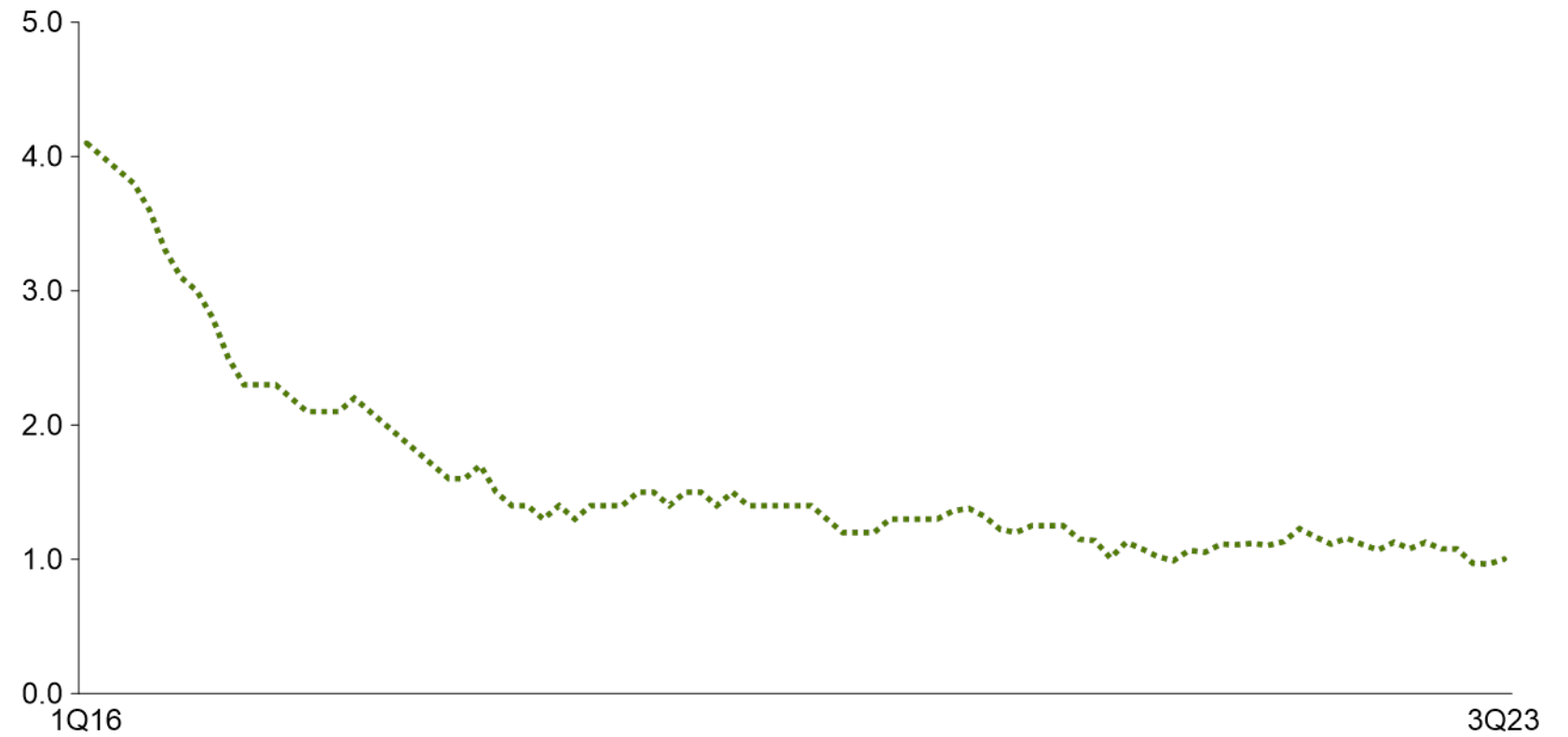
SEB Nordic Seminar





Our ambition is zero injuries

TRI¹ (12-month rolling)



1) Total Recordable Injuries per 1 million working hours



Growing a Nature Positive Food Future



Climate neutrality

Reduce our own emissions and improve productivity at our production sites

—

Contribute to decarbonize agriculture

—

Contribute to decarbonize transportation and energy

Regenerative farming

Improve farming productivity and nutrient use efficiency (NUE)

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Positively impact nature in the value chain: soil health, biodiversity, water, air quality and land use change

Prosperity

Improve farmer income and sustainability

—

Positively impact farmer diversity

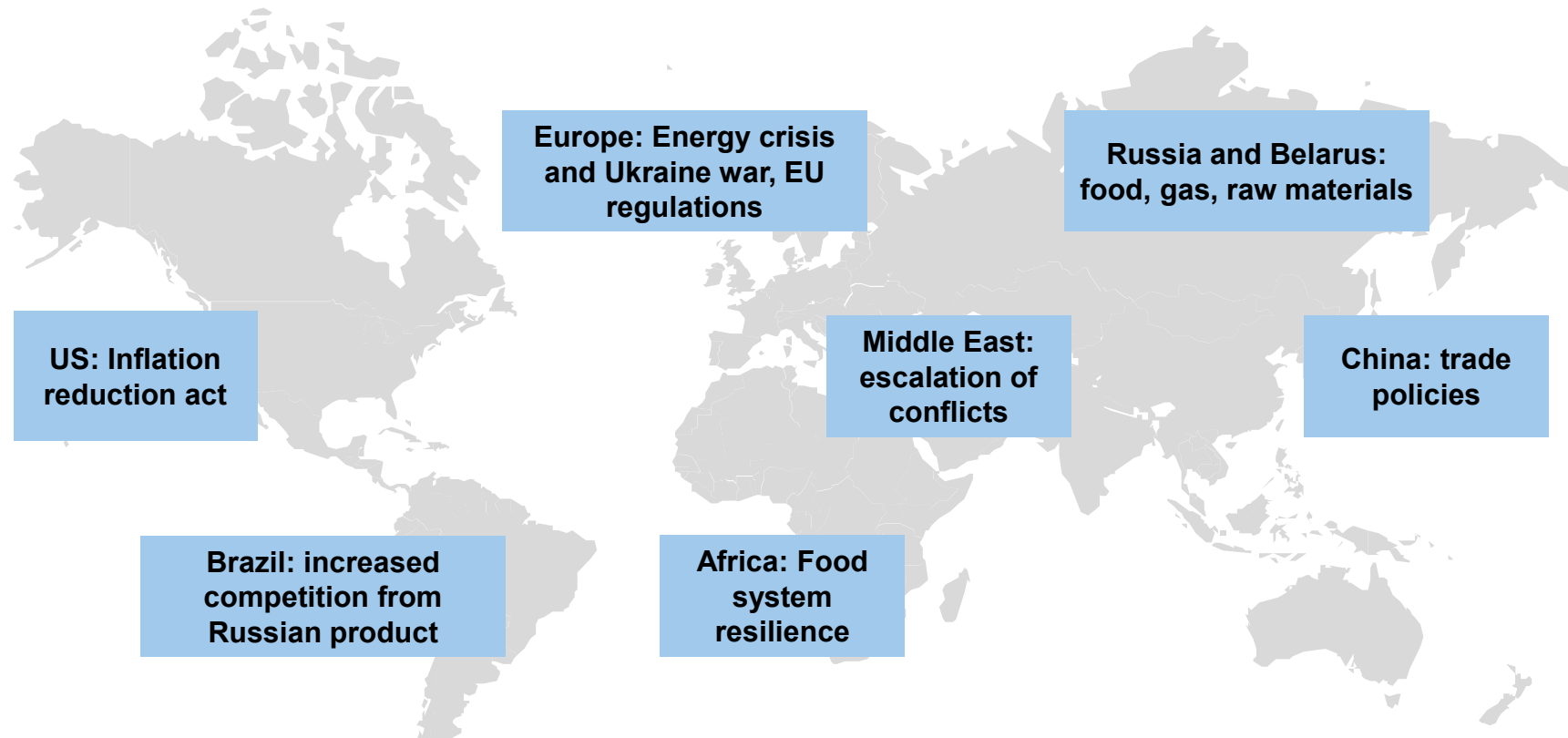
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Contribute to zero hunger and healthy nutrition



Geopolitical situation strengthens business case for operational flexibility and resilience

Key geopolitical risk drivers

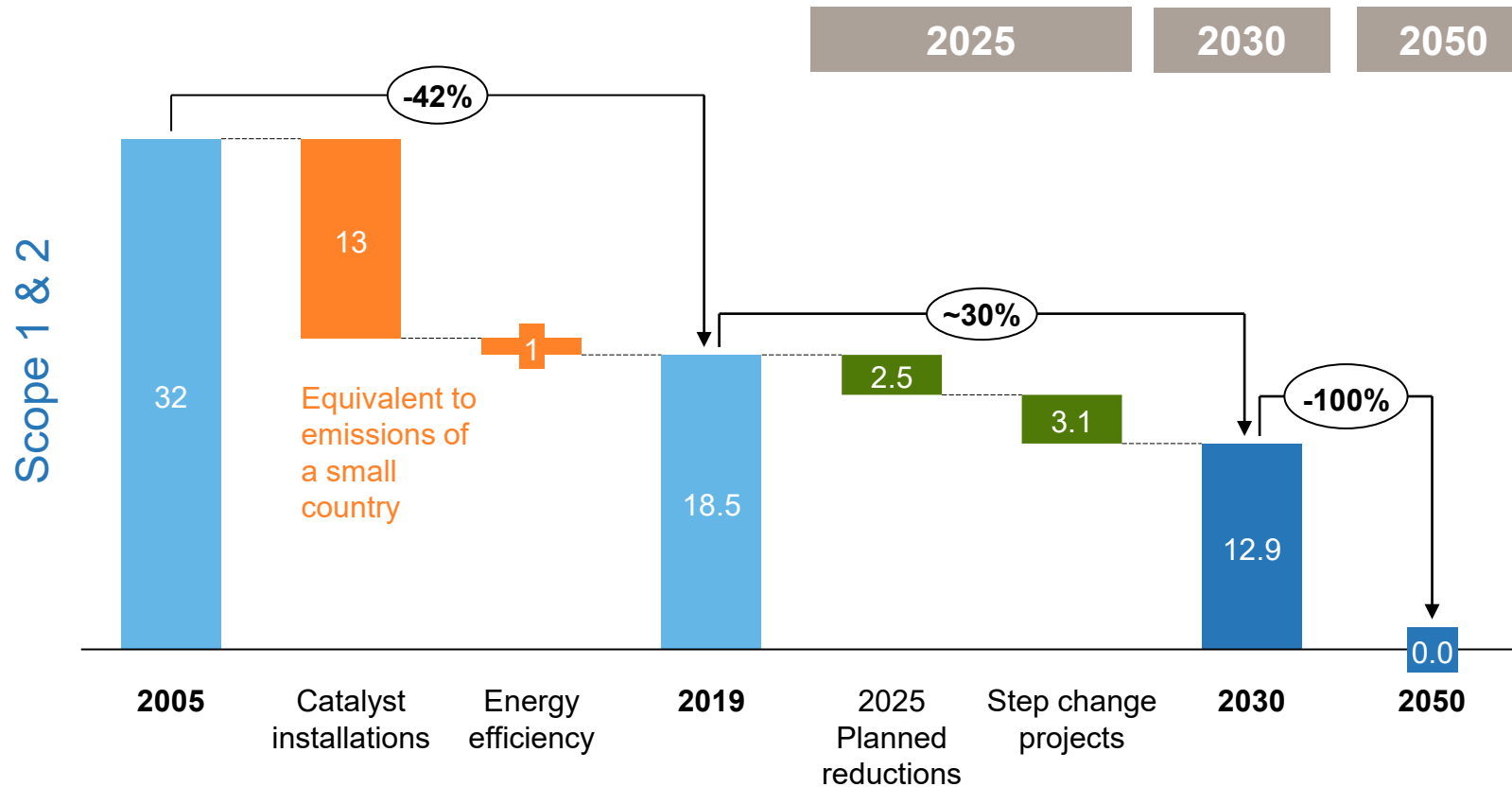


Flexible production setup, asset footprint and diversified natural gas position are key mitigating factors

Our ambition is to be carbon neutral by 2050

Historic reductions¹, MtCO2 per year

Planned reductions



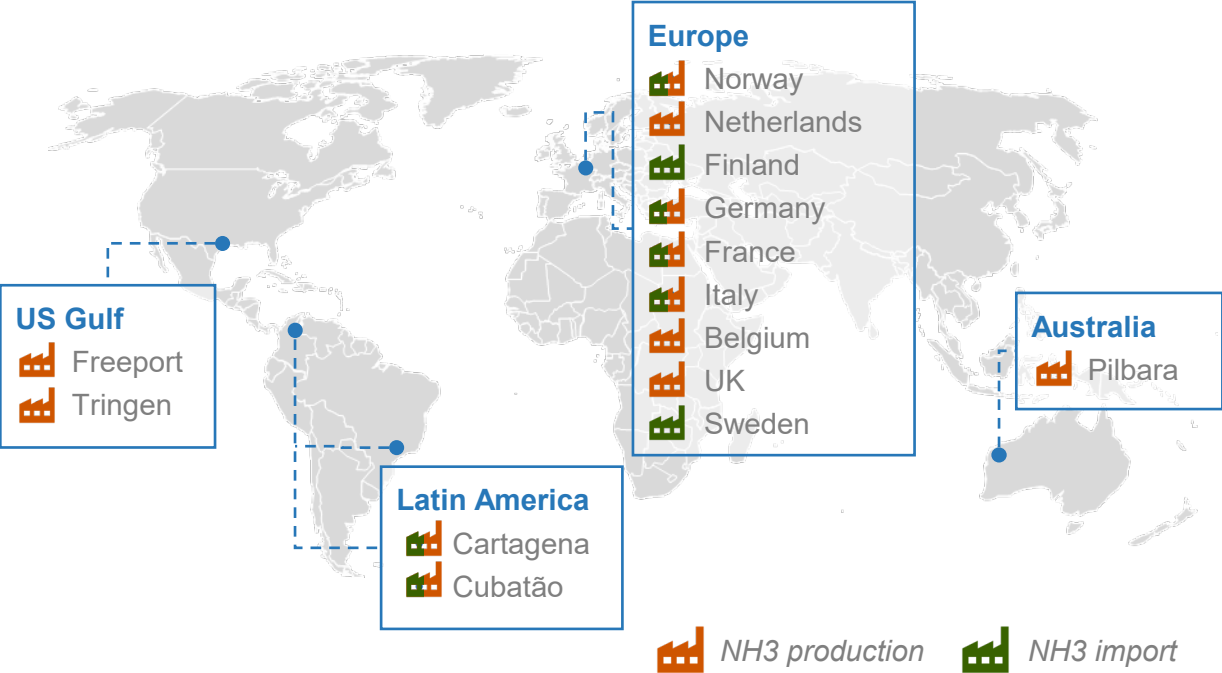
Our climate roadmap

- 2025 Intensity target: 10% reduction in CO₂e per ton N
- 2030 Reduce scope 1+2 absolute emissions by 30%
- 2050 Climate neutrality (technological + offsetting of remaining emission)

1) 2005 -2019 data are estimates

US ammonia investments are complimentary to Yara's European footprint

Yara current ammonia footprint is flexible



70% of Yara assets in Europe are flexible on ammonia source

Creating opportunities for Yara to:

- 1) Fuel parts of the EU production with import of low-carbon ammonia at competitive cost
- 2) Diversify Yara's energy position, with increased exposure to the US market
- 3) Decarbonize nitrate and NPK production

Yara will prioritize strategic and value-creating investments in US clean ammonia

Type	Project	CO2 Capture	Yara volume ¹	Type	Yara capex ³	Start of production
Blue ammonia	Project YaREN² North America, Texas, Ingleside Partnership with Enbridge	~95%	1.2 – 1.4 mt	50% stake and full offtake	1.3 – 1.45 bn	2027 – 2028
	New Blue Ammonia² Project North America, TBD	~95%	0.8 – 1.0 mt	Majority stake	1.8 – 2.0 bn	2028 - 2029
	Sluiskil CCS Netherlands	~60%	~0.4 mt	100% owned	~0.2 bn	2025 - 2027

Green ammonia

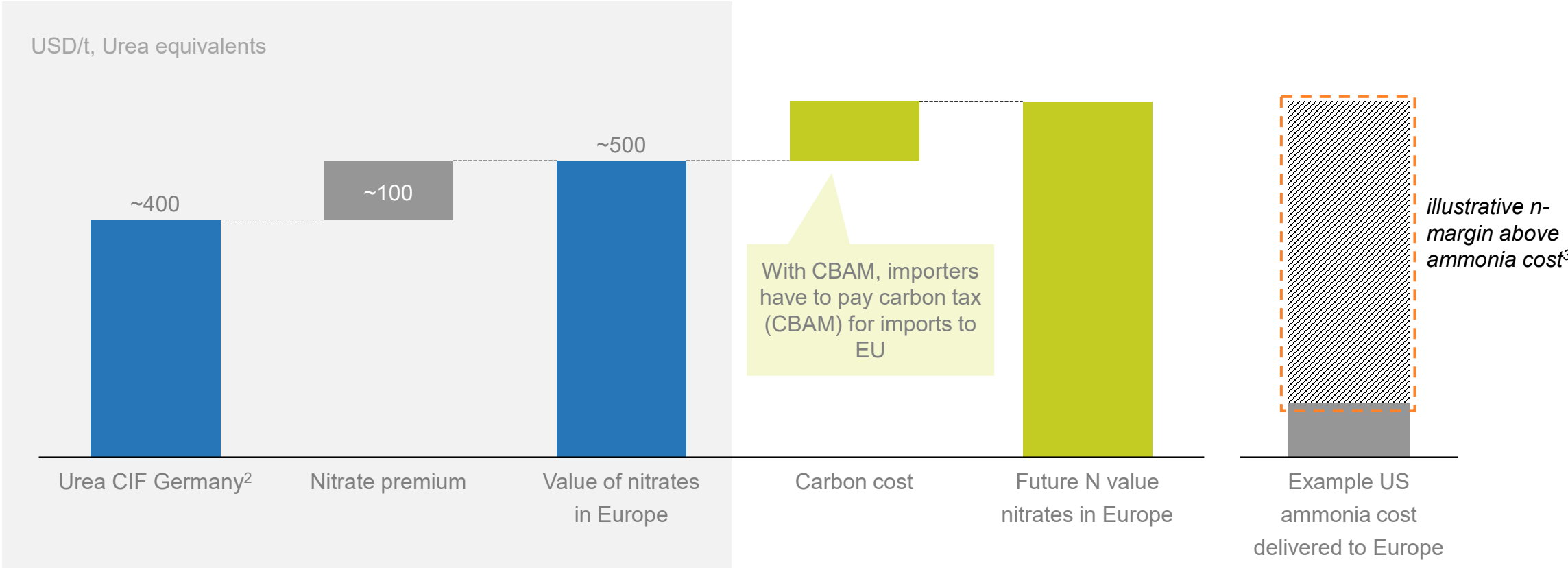
- ✓ Developing a portfolio that will enable and position Yara's transition to full decarbonization over time.
- ✓ Pilot projects in execution in Norway and Australia to prepare for subsequent industrial scale-ups
- ✓ Full industrial scale-ups when technology is sufficiently matured and required financial frameworks are in place

The portfolio of asset back supply will be complemented by additional volumes from third party sourcing

Strong value creation in European nitrate upgrade position

Historical (past 10 years): nitrate premium above urea¹

Future scenario: profitable decarbonization through US ammonia



1) Historical values for period season 2012/13-2021/22, based on market publications
 2) Urea Granular FOB Egypt + 50 USD/t in transport
 3) N-margin above ammonia cost before upgrading cost and freight cost to market

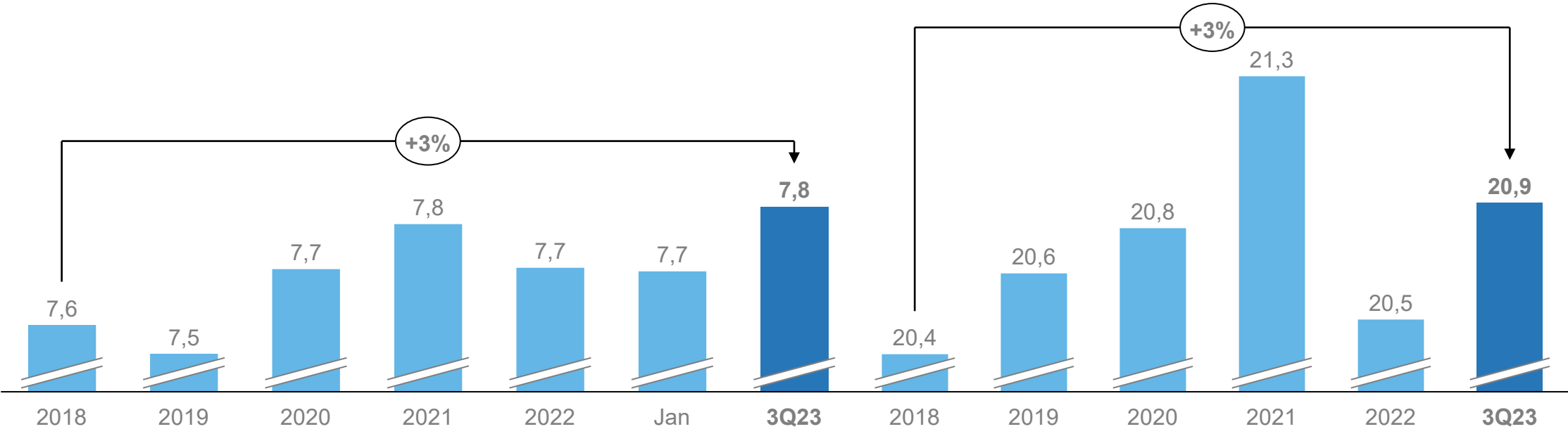
Scenario assumptions: average historical nitrate premium above historical urea price, carbon cost 100 USD/t CO₂ (approx. 1 tonne CO₂ per tonne urea), cost of ammonia from US based on 5 USD/MMBtu * 30 + 50 USD/t other cash cost, - 150 support in IRA plus 50 USD/t NH₃ freight to Europe



Improving production performance in a more demanding operating environment

Ammonia production¹ (mt)

Finished product production¹ (mt)



Reliability

Efficiency

Flexibility

Decarbonization

1) Volumes adjusted for portfolio changes | Yara Improvement Program measurement | 12 months rolling.



Capital allocation

- Capital allocation policy maintained, based on BBB / Baa2 credit rating target
 - Annual average capex at 1.2 BUSD max in real 2022 terms, on a net basis including portfolio optimization and equity funding
 - Fixed cost target to beat inflation in core business (excluding special items and write-downs/one off effects)
- Viability of YCA minority divestment confirmed, timing postponed due to highly accretive project portfolio currently undervalued, and limited cash outlays needed before 2025
- Increased focus on divesting non-core assets, where there is accretive conversion into prioritised growth segments
- Conservative M&A strategy, focused on smaller bolt-on acquisitions





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