

# How we performed

		2019	2018
<b>Financial performance</b>			
Revenue and other Income	USD million	12,936	13,054
Operating income	USD million	989	402
EBITDA <sup>1)</sup>	USD million	2,095	1,523
Net income after non-controlling interests	USD million	599	159
Investments <sup>2)</sup>	USD million	1,134	2,080
Debt/Equity ratio <sup>3)</sup>		0.42	0.43
Net cash flow from operations	USD million	1,907	756
Basic earnings per share <sup>4)</sup>	USD	2,20	0.58
<b>Social performance</b>			
Engagement rate	Percent	75	NA
TRI rates <sup>5)</sup>	Per million hours worked	1.4	1.4
<b>Environmental performance</b>			
GHG intensity <sup>6) 7)</sup>	GHG / tonne produced	3.0	3.0
Energy use <sup>6)</sup>	Petajoules	285	301

<sup>1)</sup> EBITDA, as defined by Yara, includes operating income, interest income, other financial income and share of net income in equity-accounted investees. It excludes depreciation, amortization and impairment loss, as well as amortization of excess values in equity-accounted investees.

<sup>2)</sup> Investment in property, plant and equipment, long-term securities, intangibles, long-term advances and investments in non-consolidated investees.

<sup>3)</sup> Net interest-bearing debt divided by shareholders' equity plus non-controlling interests.

<sup>4)</sup> Yara currently has no share-based compensation program that results in a dilutive effect on earnings per share.

<sup>5)</sup> TRI: Number of Total Recordable Injuries per million hours worked, contractors included.

<sup>6)</sup> Including new acquisitions, Babrala, India and Cubatão, Brazil.

<sup>7)</sup> The GHG intensity indicator covers scope 1, 2 and parts of scope 3 emissions from suppliers, but does not represent a complete carbon footprint. Measured against tonnes nitrogen in Yara's products.

■ Countries with sales <sup>1)</sup>

● Yara Plants

● Smaller sites <sup>2)</sup>

● Head office

● Phosphate mines

● Joint ventures

● Sales offices and R&D sites

● Digital Hub

1) More than 10,800 Yara-branded retail outlets around the world

2) Yara operated terminals and logistical production sites



# Global presence

Yara is the industry's most global player. We combine production of premium products with a farmer-centric approach, turning a century of agronomic knowledge into value for millions of farmers around the globe.

60

Operation in more than 60 countries

160

Sales to about 160 countries

28

28 production plants

200

More than 200 terminals, warehouses, blending plants and bagging facilities

10,800

Yara-branded retail outlets around the world

